



Firm & Industry Breakout Report February 2022

Managing Digital Marketing Returns,
Privacy, and Climate Impact

Managing Digital Marketing Returns, Privacy, and Climate Impact

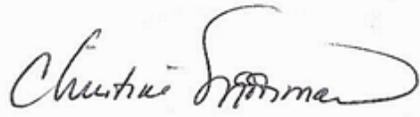
The 28th Edition of The CMO Survey, February 2022

This 28th Edition of The CMO Survey finds that marketing budgets as a percent of overall budgets rise to 11.7%, resetting to pre-pandemic levels, while marketing budgets as a percent of revenues increase to 10.3%. Yearly growth in marketing spending breaks 10% for only the second time in a decade and is predicted to rise further over the next year to 13.6%. *Digital marketing spending*, which currently accounts for 57.1% of marketing budgets, is expected to grow by 16.2% during the same period. Although investments in digital marketing have increased across the board, investments in data analytics grew by nearly 40% over the last year to become the most common investment by marketers. The largest reported digital marketing challenges are integrating customer data across all touchpoints and combining digital and offline data.

Only one third of marketers surveyed report their companies have specific goals related to *climate change*. Fewer than half of marketing leaders (47.4%) think their companies are willing to make short-term financial sacrifices for climate-change. Companies are less likely than in previous years to take specific actions to reduce the negative impact of marketing-related activities on the ecological environment. Fully 40% of companies are taking no climate-related actions. One reason for this may be that only 34.0% of marketers believe customers/partners will reward climate action and only 24.5% report customers are willing to pay a higher price for more climate-friendly offerings. Concern with minimizing the impact of marketing on the ecological environment has shown no increase for a decade.

Considering the management of *privacy*, marketers expect a large increase in first-party data usage over the next two years (75% will increase use) that far exceeds use of second-party (46%) and third-party data (39%). In 2018, only 11.4% of marketers predicted a decrease in their use of third-party data and this increased to 17.7% likely in the wake of Apple allowing its users to choose which apps can access their data and Google's announcement that tracking cookies on the Chrome web browser will be phased out by 2023. Privacy concerns have not meaningfully increased since 2018 and marketers rate their worries about privacy concerns at only at moderate level. This may be due, in part, to the fact that nearly two-thirds of marketers believe customers will stay with current brands instead of switching to an alternative that offers more privacy protection and that over 90% do not believe consumers read or understand privacy disclosures. Despite this fact, marketers are still taking actions to increase trust in their brands in the face of privacy concerns, including 63.1 percent promising not to sell customer information.

All three reports contain other topics and metrics important to managing marketing. I hope these observations, insights, and benchmarks will be useful to you and your company. Special thanks to all the marketing leaders who gave their time and good will to make these findings possible.



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Founder and Director, The CMO Survey[®]



Managing Digital Marketing Returns, Privacy, and Climate Impact

The 28th Edition of The CMO Survey, February 2022

Survey Sample

2592 marketing leaders at U.S. for-profit companies; 320 responded for a 12.3% response rate—96.6% of respondents are VP-level or above.

Survey Administration

The survey was in field from January 11-February 7, 2022. It was administered via email with follow-up reminders.

Survey Reports

- [The Topline Report](#) offers an aggregate view of survey results
- [The Highlights and Insights Report](#) shares key survey metrics, trends, and insights over time
- [The Firm and Industry Breakout Report](#) displays survey results by sectors, size, and sales

Overview of The CMO Survey®

Mission: To collect and disseminate the opinions of top marketers in order to predict the future of markets, track marketing excellence, and improve the value of marketing in organizations and society.

Administration: Founded in August 2008, The CMO Survey is administered twice a year. Questions repeat to observe trends over time and new questions are added to tap into marketing trends. The survey is an objective source of information about marketing and a non-commercial service dedicated to improving the field of marketing.

Sponsors: Deloitte LLP, Duke University's Fuqua School of Business and the Fuqua/Coach K Center on Leadership & Ethics, and the American Marketing Association. Sponsors support The CMO Survey with intellectual and financial resources. Survey data and participant lists are held in confidence and not shared with survey sponsors or any other parties.

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Topic 1: Macroeconomic Forecasts

Are you more or less optimistic about the U.S. economy compared to last quarter?

N=307	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
3=More	94 30.6%	30 28.6%	36 31.3%	19 32.2%	9 32.1%	30 27.3%	29 31.2%	14 36.8%	9 32.1%	9 36.0%
2=No Change	91 29.6%	32 30.5%	34 29.6%	16 27.1%	9 32.1%	39 35.5%	26 28.0%	9 23.7%	6 21.4%	7 28.0%
1=Less	122 39.7%	43 41.0%	45 39.1%	24 40.7%	10 35.7%	41 37.3%	38 40.9%	15 39.5%	13 46.4%	9 36.0%
Mean	1.91	1.88	1.92	1.92	1.96	1.90	1.90	1.97	1.86	2.00

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 1: Macroeconomic Forecasts

Are you more or less optimistic about the U.S. economy compared to last quarter?

N=307

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
3=More	6 18.8%	7 38.9%	11 36.7% h	0 0.0%	1 14.3%	3 33.3%	8 29.6%	0 0.0% cjk	8 32.0%	3 60.0% h	12 37.5% h	1 20.0%	26 36.1% h	3 33.3%	3 15.8%
2=No Change	12 37.5% i	5 27.8%	5 16.7% m	2 33.3%	2 28.6%	1 11.1%	8 29.6%	4 50.0% i	2 8.0% ahMno	1 20.0%	8 25.0%	2 40.0%	27 37.5% cI	4 44.4% i	7 36.8% i
1=Less	14 43.8%	6 33.3%	14 46.7% m	4 66.7% m	4 57.1%	5 55.6%	11 40.7%	4 50.0%	15 60.0% M	1 20.0%	12 37.5%	2 40.0%	19 26.4% cdI	2 22.2%	9 47.4%
Mean	1.75 m	2.06	1.90	1.33 jm	1.57	1.78	1.89	1.50 jm	1.72	2.40 dh	2.00	1.80	2.10 adho	2.11	1.68 m

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 1: Macroeconomic Forecasts

Are you more or less optimistic about the U.S. economy compared to last quarter?

N=307

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
3=More	28 44.4% cD	6 23.1%	13 26.0% a	14 20.6% Ag	6 30.0%	18 32.1%	9 42.9% d	28 41.8% C	7 30.4%	11 16.2% Aeh	12 31.6%	12 37.5% c	5 29.4%	3 16.7%	16 36.4% c
2=No Change	14 22.2% b	12 46.2% a	16 32.0%	21 30.9%	6 30.0%	16 28.6%	6 28.6%	16 23.9%	7 30.4%	26 38.2%	12 31.6%	7 21.9%	6 35.3%	7 38.9%	10 22.7%
1=Less	21 33.3%	8 30.8%	21 42.0%	33 48.5%	8 40.0%	22 39.3%	6 28.6%	23 34.3%	9 39.1%	31 45.6%	14 36.8%	13 40.6%	6 35.3%	8 44.4%	18 40.9%
Mean	2.11 D	1.92	1.84	1.72 Ag	1.90	1.93	2.14 d	2.07 C	1.91	1.71 A	1.95	1.97	1.94	1.72	1.95

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 1: Macroeconomic Forecasts

Rate your optimism about the U.S. economy on a scale from 0-100 with 0 being the least optimistic.

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
	Optimism rating	307 66.81 17.00	105 66.71 17.30	115 66.09 18.03	59 66.80 16.10	28 70.18 13.32	110 66.45 16.25	93 67.81 16.32	38 69.34 16.29	28 67.68 21.37

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 1: Macroeconomic Forecasts

Rate your optimism about the U.S. economy on a scale from 0-100 with 0 being the least optimistic.

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Optimism	32	18	30	6	7	9	27	8	25	5	32	5	72	9	19
rating	70.16	69.44	66.80	57.17	47.85	67.00	64.44	71.25	66.48	66.00	65.47	55.40	67.69	77.22	65.68
	17.86	18.39	20.27	15.37	19.76	14.81	18.31	12.75	14.89	11.40	17.20	18.05	16.65	10.93	11.60
	E	e	e	n	AbcfghikM	e	e	e	e		e	n	E	dElo	En
					NO										

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Topic 1: Macroeconomic Forecasts

Rate your optimism about the U.S. economy on a scale from 0-100 with 0 being the least optimistic.

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Optimism rating	63 65.75 17.79	26 63.08 20.30	50 68.06 16.86	68 66.09 16.11	20 71.95 15.36	56 68.23 15.36	21 65.57 20.53	67 66.48 18.63	23 71.87 15.72	68 63.10 17.04	38 68.37 16.92	32 70.16 14.21	17 71.18 17.81	18 63.00 12.90	44 66.50 17.58

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 2: Customer and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Low price

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=1st Priority	29 9.7%	3 3.0% Cd	11 9.5%	11 19.6% A	4 14.8% a	3 2.8% bDE	9 10.0% ad	2 5.3% de	7 25.9% Abc	6 25.0% Ac
2=2nd Priority	27 9.0%	11 10.9%	6 5.2% c	8 14.3% b	2 7.4%	10 9.3%	8 8.9%	5 13.2%	1 3.7%	1 4.2%
3=3rd Priority	52 17.3%	27 26.7% bd	15 12.9% a	8 14.3%	2 7.4% a	18 16.8%	14 15.6%	9 23.7%	3 11.1%	5 20.8%
Mean	2.21	2.59 bCD	2.13 a	1.89 A	1.75 A	2.48 De	2.16	2.44 d	1.64 Ac	1.92 a

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 2: Customer and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Low price

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	2 6.1% o	4 22.2% i	4 14.3%	1 16.7%	0 0.0%	1 11.1%	2 7.7%	0 0.0%	0 0.0% bIO	0 0.0%	2 6.3% o	1 25.0% i	6 8.5% o	1 12.5%	5 27.8% alkm
2=2nd Priority	2 6.1% i	0 0.0% cfi	6 21.4% bkm	0 0.0%	0 0.0%	2 22.2% b	2 7.7%	1 12.5%	6 25.0% abkM	1 20.0%	1 3.1% ci	0 0.0%	4 5.6% cI	1 12.5%	1 5.6%
3=3rd Priority	5 15.2%	4 22.2% o	7 25.0% o	0 0.0%	1 14.3%	2 22.2% o	6 23.1% o	3 37.5% o	7 29.2% o	2 40.0% o	3 9.4%	0 0.0%	9 12.7%	2 25.0% o	0 0.0% bcfghijn
Mean	2.33 O	2.00	2.18 O	1.00	3.00	2.20 o	2.40 O	2.75 O	2.54 O	2.67 O	2.17 o	1.00	2.16 o	2.25 o	1.17 ACfGHIJK mn

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 2: Customer and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Low price

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=1st Priority	8 13.3%	0 0.0%	4 8.2%	5 7.6%	3 15.0%	4 7.3%	4 19.0%	8 12.9%	1 4.5%	6 8.8%	2 5.3%	4 12.5%	2 11.8%	2 11.1%	4 9.3%
2=2nd Priority	5 8.3%	1 4.0%	4 8.2%	6 9.1%	1 5.0%	5 9.1%	5 23.8%	4 6.5%	3 13.6%	6 8.8%	0 0.0%	2 6.3%	2 11.8%	4 22.2%	6 14.0%
3=3rd Priority	11 18.3%	6 24.0%	7 14.3%	15 22.7%	1 5.0%	9 16.4%	3 14.3%	13 21.0%	2 9.1%	14 20.6%	8 21.1%	4 12.5%	3 17.6%	0 0.0%	8 18.6%
Mean	2.13 b	2.86 aEG	2.20	2.38	1.60 B	2.28	1.92 B	2.20	2.17	2.31	2.60 g	2.00	2.14	1.67 d	2.22

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 2: Customer and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Superior product quality

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=1st Priority	94 31.3%	29 28.7%	34 29.3%	22 39.3%	9 33.3%	30 28.0%	26 28.9%	16 42.1%	9 33.3%	8 33.3%
2=2nd Priority	64 21.3%	26 25.7% b	15 12.9% aC	19 33.9% B	4 14.8%	19 17.8% d	20 22.2%	8 21.1%	10 37.0% a	5 20.8%
3=3rd Priority	38 12.7%	13 12.9%	15 12.9%	5 8.9%	5 18.5%	11 10.3%	16 17.8% c	1 2.6% b	3 11.1%	4 16.7%
Mean	1.71	1.76	1.70	1.63	1.78	1.68	1.84 c	1.40 b	1.73	1.76

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 2: Customer and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Superior product quality

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	8 24.2% e	8 44.4%	11 39.3%	3 50.0%	5 71.4% akm	2 22.2%	8 30.8%	2 25.0%	10 41.7%	3 60.0%	7 21.9% e	1 25.0%	18 25.4% e	2 25.0%	5 27.8%
2=2nd Priority	6 18.2%	7 38.9% k	10 35.7% k	0 0.0%	0 0.0%	1 11.1%	4 15.4%	2 25.0%	6 25.0%	1 20.0%	4 12.5% bc	0 0.0%	16 22.5%	2 25.0%	4 22.2%
3=3rd Priority	7 21.2% k	1 5.6% l	3 10.7%	2 33.3% k	0 0.0%	2 22.2%	3 11.5%	0 0.0%	3 12.5%	0 0.0%	1 3.1% adLo	2 50.0% bKm	8 11.3% l	1 12.5%	5 27.8% k
Mean	1.95	1.56	1.67	1.80	1.00	2.00	1.67	1.50	1.63	1.25	1.50	2.33	1.76	1.80	2.00

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 2: Customer and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Superior product quality

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=1st Priority	21 35.0%	7 28.0%	14 28.6%	21 31.8%	7 35.0%	16 29.1%	8 38.1%	19 30.6%	8 36.4%	22 32.4%	14 36.8%	11 34.4%	3 17.6%	5 27.8%	12 27.9%
2=2nd Priority	17 28.3%	6 24.0%	12 24.5%	11 16.7%	5 25.0%	10 18.2%	3 14.3%	18 29.0%	3 13.6%	17 25.0%	7 18.4%	4 12.5%	5 29.4%	3 16.7%	7 16.3%
3=3rd Priority	3 5.0% bF	5 20.0% a	3 6.1% f	6 9.1% f	1 5.0%	13 23.6% Ac	3 14.3% d	3 4.8% gh	3 13.6%	10 14.7%	4 10.5%	3 9.4%	2 11.8%	4 22.2% a	9 20.9% a
Mean	1.56 f	1.89	1.62	1.61	1.54	1.92 a	1.64	1.60	1.64	1.76	1.60	1.56	1.90	1.92	1.89

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 2: Customer and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Superior innovation

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=1st Priority	24 8.0%	10 9.9%	10 8.6%	4 7.1%	0 0.0%	14 13.1% d	5 5.6%	3 7.9%	0 0.0% a	1 4.2%
2=2nd Priority	26 8.7%	8 7.9%	10 8.6%	7 12.5%	1 3.7%	8 7.5%	8 8.9%	5 13.2%	1 3.7%	3 12.5%
3=3rd Priority	30 10.0%	10 9.9%	10 8.6%	7 12.5%	3 11.1%	12 11.2%	8 8.9%	1 2.6% d	6 22.2% c	2 8.3%
Mean	2.08	2.00	2.00	2.17	2.75	1.94 d	2.14 d	1.78 D	2.86 abC	2.17

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 2: Customer and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Superior innovation

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	0 0.0% HLm	0 0.0% hl	3 10.7%	0 0.0%	0 0.0%	0 0.0%	2 7.7%	2 25.0% Abo	1 4.2%	0 0.0%	3 9.4%	1 25.0% Abo	12 16.9% a	0 0.0%	0 0.0% hl
2=2nd Priority	1 3.0% e	3 16.7% i	4 14.3%	1 16.7%	2 28.6% aio	0 0.0%	3 11.5%	1 12.5%	0 0.0% be	0 0.0%	2 6.3%	0 0.0%	8 11.3%	0 0.0%	0 0.0% e
3=3rd Priority	1 3.0% em	0 0.0% e	4 14.3%	1 16.7%	2 28.6% abo	0 0.0%	2 7.7%	1 12.5%	3 12.5%	0 0.0%	3 9.4%	0 0.0%	13 18.3% a	0 0.0%	0 0.0% e
Mean	2.50	2.00	2.09	2.50	2.50	---	2.00	1.75	2.50	---	2.00	1.00	2.03	---	---

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 2: Customer and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Superior innovation

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=1st Priority	6 10.0%	3 12.0%	3 6.1%	3 4.5%	0 0.0%	6 10.9%	3 14.3%	3 4.8% B	6 27.3% ACde	4 5.9% B	2 5.3% b	1 3.1% b	1 5.9%	1 5.6%	6 14.0%
2=2nd Priority	7 11.7%	3 12.0%	3 6.1%	4 6.1%	1 5.0%	5 9.1%	2 9.5%	8 12.9%	0 0.0%	4 5.9%	4 10.5%	3 9.4%	1 5.9%	0 0.0%	6 14.0%
3=3rd Priority	5 8.3%	3 12.0%	8 16.3%	4 6.1%	4 20.0%	4 7.3%	2 9.5%	6 9.7%	3 13.6%	8 11.8%	4 10.5%	1 3.1% g	0 0.0% g	5 27.8% efh	3 7.0% g
Mean	1.94 e	2.00	2.36	2.09	2.80 af	1.87 e	1.86	2.18	1.67	2.25	2.20	2.00	1.50	2.67 h	1.80 g

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 2: Customer and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Excellent service

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=1st Priority	66 22.0%	29 28.7% c	25 21.6%	6 10.7% a	6 22.2%	28 26.2% d	28 31.1% cde	5 13.2% b	2 7.4% ab	2 8.3% b
2=2nd Priority	69 23.0%	28 27.7% C	31 26.7% C	4 7.1% AB	6 22.2%	28 26.2%	22 24.4%	7 18.4%	7 25.9%	3 12.5%
3=3rd Priority	48 16.0%	11 10.9%	20 17.2%	11 19.6%	6 22.2%	17 15.9%	10 11.1%	9 23.7%	5 18.5%	5 20.8%
Mean	1.90	1.74 c	1.93	2.24 a	2.00	1.85	1.70 cde	2.19 b	2.21 b	2.30 b

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 2: Customer and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Excellent service

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	9 27.3%	3 16.7%	6 21.4%	2 33.3%	1 14.3%	3 33.3%	6 23.1%	2 25.0%	11 45.8% kM	1 20.0%	6 18.8% i	0 0.0%	9 12.7% I	3 37.5%	3 16.7%
2=2nd Priority	7 21.2%	4 22.2%	2 7.1% Jkmo	0 0.0%	1 14.3%	2 22.2%	6 23.1%	1 12.5%	6 25.0%	3 60.0% C	10 31.3% c	1 25.0%	19 26.8% c	1 12.5%	6 33.3% c
3=3rd Priority	7 21.2% b	0 0.0% aDko	2 7.1% dk	3 50.0% Bci	1 14.3%	1 11.1%	4 15.4%	1 12.5%	2 8.3% d	0 0.0%	9 28.1% bc	0 0.0%	12 16.9%	1 12.5%	4 22.2% b
Mean	1.91	1.57	1.60	2.20	2.00	1.67	1.88	1.75	1.53 kMo	1.75	2.12 i	2.00	2.08 I	1.60	2.08 i

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 2: Customer and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Excellent service

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=1st Priority	9 15.0% f	7 28.0%	9 18.4%	13 19.7%	6 30.0%	18 32.7% a	3 14.3%	12 19.4% g	1 4.5% FG	13 19.1% g	9 23.7%	6 18.8%	7 41.2% B	8 44.4% aBc	10 23.3%
2=2nd Priority	6 10.0% bcD	7 28.0% a	13 26.5% a	25 37.9% AF	4 20.0%	9 16.4% D	4 19.0%	6 9.7% bcDE	7 31.8% a	20 29.4% A	12 31.6% A	10 31.3% A	4 23.5%	4 22.2%	6 14.0%
3=3rd Priority	18 30.0% bF	2 8.0% a	9 18.4% f	12 18.2% f	2 10.0%	2 3.6% Acd	3 14.3%	15 24.2% dg	5 22.7% dg	11 16.2%	2 5.3% abe	9 28.1% dgh	2 11.8%	0 0.0% abe	4 9.3% e
Mean	2.27 beF	1.69 a	2.00 F	1.98 F	1.67 a	1.45 ACDg	2.00 f	2.09 G	2.31 DfGh	1.95 G	1.70 Be	2.12 dG	1.62 b	1.33 ABCE	1.70 b

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 2: Customer and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Trusting relationship

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=1st Priority	43 14.3%	10 9.9% b	25 21.6% ac	5 8.9% b	3 11.1%	16 15.0%	10 11.1%	6 15.8%	6 22.2%	2 8.3%
2=2nd Priority	51 17.0%	14 13.9% bc	31 26.7% aC	2 3.6% aB	4 14.8%	20 18.7%	16 17.8%	7 18.4%	1 3.7%	5 20.8%
3=3rd Priority	60 20.0%	19 18.8%	25 21.6%	10 17.9%	6 22.2%	26 24.3% d	20 22.2% d	7 18.4%	1 3.7% ab	2 8.3%
Mean	2.11	2.21	2.00	2.29	2.23	2.16 d	2.22 D	2.05	1.38 aB	2.00

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 2: Customer and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Trusting relationship

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	10 30.3% imo	2 11.1%	3 10.7%	0 0.0%	0 0.0%	2 22.2%	4 15.4%	1 12.5%	1 4.2% ak	1 20.0%	9 28.1% im	0 0.0%	7 9.9% ak	2 25.0%	1 5.6% a
2=2nd Priority	10 30.3% bi	1 5.6% aL	3 10.7% L	1 16.7%	2 28.6%	2 22.2%	3 11.5% L	1 12.5%	2 8.3% aL	0 0.0%	8 25.0% 1	3 75.0% BCGIjkMo	11 15.5% L	2 25.0%	2 11.1% 1
3=3rd Priority	2 6.1% bijm	6 33.3% a	5 17.9%	0 0.0%	2 28.6%	1 11.1%	6 23.1%	1 12.5%	6 25.0% a	2 40.0% a	7 21.9%	1 25.0%	16 22.5% a	1 12.5%	4 22.2%
Mean	1.64 BeIMo	2.44 A	2.18	2.00	2.50 a	1.80	2.15	2.00	2.56 A	2.33	1.92	2.25	2.26 A	1.80	2.43 a

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 2: Customer and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Trusting relationship

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=1st Priority	7 11.7%	4 16.0%	11 22.4%	12 18.2%	2 10.0%	5 9.1%	1 4.8%	12 19.4% g	3 13.6%	12 17.6%	5 13.2%	4 12.5%	1 5.9%	0 0.0% a	6 14.0%
2=2nd Priority	11 18.3%	5 20.0%	5 10.2%	11 16.7%	4 20.0%	12 21.8%	2 9.5%	11 17.7%	4 18.2%	14 20.6%	5 13.2%	6 18.8%	4 23.5%	2 11.1%	5 11.6%
3=3rd Priority	10 16.7%	5 20.0%	11 22.4%	15 22.7%	4 20.0%	12 21.8%	3 14.3%	8 12.9% f	4 18.2%	13 19.1%	10 26.3%	7 21.9%	6 35.3% a	5 27.8%	7 16.3%
Mean	2.11	2.07	2.00	2.08	2.20	2.24	2.33	1.87 fg	2.09	2.03 g	2.25	2.18	2.45 a	2.71 ac	2.06

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 2: Customer and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Customer experience

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=1st Priority	38 12.7%	19 18.8% bc	11 9.5% a	4 7.1% a	4 14.8%	15 14.0%	10 11.1%	5 13.2%	2 7.4%	5 20.8%
2=2nd Priority	57 19.0%	12 11.9% cD	21 18.1%	15 26.8% a	9 33.3% A	21 19.6%	14 15.6%	6 15.8%	5 18.5%	6 25.0%
3=3rd Priority	55 18.3%	16 15.8%	26 22.4%	10 17.9%	3 11.1%	15 14.0%	18 20.0%	9 23.7%	8 29.6%	5 20.8%
Mean	2.11	1.94 b	2.26 a	2.21	1.94	2.00	2.19	2.20	2.40	2.00

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 2: Customer and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Customer experience

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	3 9.1%	0 0.0% lmo	1 3.6% m	0 0.0%	1 14.3%	1 11.1%	3 11.5%	1 12.5%	1 4.2% m	0 0.0%	4 12.5%	1 25.0% b	18 25.4% bci	0 0.0%	4 22.2% b
2=2nd Priority	5 15.2% D	3 16.7% d	3 10.7% D	4 66.7% AbCfijkM	2 28.6%	1 11.1% d	8 30.8%	2 25.0%	4 16.7% d	0 0.0% d	6 18.8% d	0 0.0%	12 16.9% D	2 25.0%	4 22.2%
3=3rd Priority	9 27.3%	5 27.8%	5 17.9%	0 0.0%	1 14.3%	1 11.1%	3 11.5%	0 0.0%	3 12.5%	1 20.0%	9 28.1%	1 25.0%	9 12.7%	2 25.0%	5 27.8%
Mean	2.35 m	2.63 ghM	2.44 m	2.00	2.00	2.00	2.00 b	1.67 b	2.25	3.00	2.26 m	2.00	1.77 aBck	2.50	2.08

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 2: Customer and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Customer experience

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=1st Priority	6 10.0%	3 12.0%	8 16.3%	11 16.7%	2 10.0%	6 10.9%	1 4.8%	5 8.1%	1 4.5%	11 16.2%	6 15.8%	6 18.8%	3 17.6%	2 11.1%	4 9.3%
2=2nd Priority	11 18.3%	2 8.0%	11 22.4%	9 13.6%	4 20.0%	14 25.5%	5 23.8%	10 16.1%	5 22.7%	7 10.3% dH	10 26.3% c	6 18.8%	1 5.9% h	5 27.8%	13 30.2% Cf
3=3rd Priority	10 16.7%	4 16.0%	8 16.3%	13 19.7%	6 30.0%	11 20.0%	3 14.3%	14 22.6%	3 13.6%	11 16.2%	8 21.1%	6 18.8%	3 17.6%	3 16.7%	7 16.3%
Mean	2.15	2.11	2.00	2.06	2.33	2.16	2.22	2.31	2.22	2.00	2.08	2.00	2.00	2.10	2.13

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 2: Customer and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Creating a positive impact on the world

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=1st Priority	6 2.0%	1 1.0% c	0 0.0% Cd	4 7.1% aB	1 3.7% b	1 0.9%	2 2.2%	1 2.6%	1 3.7%	0 0.0%
2=2nd Priority	6 2.0%	2 2.0%	2 1.7%	1 1.8%	1 3.7%	1 0.9% d	2 2.2%	0 0.0%	2 7.4% a	1 4.2%
3=3rd Priority	17 5.7%	5 5.0%	5 4.3%	5 8.9%	2 7.4%	8 7.5%	4 4.4%	2 5.3%	1 3.7%	1 4.2%
Mean	2.38	2.50	2.71	2.10	2.25	2.70	2.25	2.33	2.00	2.50

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 2: Customer and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Creating a positive impact on the world

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	1 3.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	0 0.0%	0 0.0%	0 0.0%	1 3.1%	0 0.0%	1 1.4%	0 0.0%	0 0.0%
2=2nd Priority	2 6.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.1%	0 0.0%	1 1.4%	0 0.0%	1 5.6%
3=3rd Priority	2 6.1%	2 11.1%	2 7.1%	0 0.0%	0 0.0%	2 22.2%	2 7.7%	2 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 5.6%	1 12.5%	0 0.0%
Mean	2.20	2.33	3.00	---	---	2.67	2.33	3.00	---	---	1.50	---	2.50	3.00	2.00

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 2: Customer and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Creating a positive impact on the world

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=1st Priority	3 5.0%	1 4.0%	0 0.0%	1 1.5%	0 0.0%	0 0.0%	1 4.8%	3 4.8%	2 9.1% c	0 0.0% b	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%
2=2nd Priority	3 5.0%	1 4.0%	1 2.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	5 8.1% c	0 0.0%	0 0.0% a	0 0.0%	1 3.1%	0 0.0%	0 0.0%	0 0.0%
3=3rd Priority	3 5.0%	0 0.0% g	3 6.1%	1 1.5% G	2 10.0%	4 7.3%	4 19.0% bD	3 4.8%	2 9.1%	1 1.5% h	2 5.3%	2 6.3%	1 5.9%	1 5.6%	5 11.6% c
Mean	2.00	1.50	2.75	2.00	2.67	3.00	2.60	2.00	2.00	3.00	3.00	2.67	3.00	3.00	2.67

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 2: Customer and Channels

For this market, how much do customers trust your brand?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Mean	7.90	7.81	8.12 C	7.47 Bd	8.22 c	7.69 B	8.24 Ad	7.97	7.54 b	7.88

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 2: Customer and Channels

For this market, how much do customers trust your brand?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Mean	8.09 H	8.00 H	7.37 dHiKO	8.67 cH	8.14 h	7.78 h	7.70 H	5.63 ABCDefGI KIMnO	8.16 cH	8.00	8.30 CHm	8.50 h	7.79 Hko	7.89 h	8.42 CHm

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 2: Customer and Channels

For this market, how much do customers trust your brand?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Mean	7.63 b	8.54 adfg	8.10	7.78 b	8.35	7.79 b	7.48 B	7.89	8.35	8.07	7.61	7.88	7.41	8.17	7.75

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 2: Customer and Channels

Will you use a channel or go directly to market?

N=319	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
		Total	318 100.0%	106 33.3%	120 37.7%	60 18.9%	32 10.1%	115 37.8%	95 31.3%	39 12.8%
Uses channel partners	173 54.2%	75 70.8% BD	46 38.3% AC	40 66.7% BD	11 34.4% AC	65 56.5% E	50 52.6% e	25 64.1% E	17 60.7% e	7 25.9% AbCd
Does not use channel partners	146 45.8%	31 29.2% BD	74 61.7% AC	20 33.3% BD	21 65.6% AC	50 43.5% E	45 47.4% e	14 35.9% E	11 39.3% e	20 74.1% AbCd

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 2: Customer and Channels

Will you use a channel or go directly to market?

N=319

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Total	34 10.8%	18 5.7%	30 9.5%	7 2.2%	7 2.2%	10 3.2%	29 9.2%	8 2.5%	26 8.3%	5 1.6%	34 10.8%	5 1.6%	73 23.2%	9 2.9%	20 6.3%
Uses channel partners	17 50.0% cik	8 44.4% ci	24 80.0% abEGKo	3 42.9%	1 14.3% CIM	5 50.0%	10 34.5% CIM	5 62.5% k	20 76.9% abEGK	3 60.0%	8 23.5% aChIM	3 60.0%	49 67.1% EGK	5 55.6%	10 50.0% c
Does not use channel partners	17 50.0% cik	10 55.6% ci	6 20.0% abEGKo	4 57.1%	6 85.7% CIM	5 50.0%	19 65.5% CIM	3 37.5% k	6 23.1% abEGK	2 40.0%	26 76.5% aChIM	2 40.0%	24 32.9% EGK	4 44.4%	10 50.0% c

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 2: Customer and Channels

Will you use a channel or go directly to market?

N=319

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Total	67 21.3%	28 8.9%	52 16.6%	68 21.7%	20 6.4%	58 18.5%	21 6.7%	70 22.0%	24 7.5%	73 23.0%	38 11.9%	33 10.4%	17 5.3%	18 5.7%	45 14.2%
Uses channel partners	24 35.8% bdFG	17 60.7% a	28 53.8%	37 54.4% a	11 55.0%	38 65.5% A	16 76.2% A	29 41.4% gh	14 58.3%	41 56.2%	20 52.6%	16 48.5%	10 58.8%	13 72.2% a	29 64.4% a
Does not use channel partners	43 64.2% bdFG	11 39.3% a	24 46.2%	31 45.6% a	9 45.0%	20 34.5% A	5 23.8% A	41 58.6% gh	10 41.7%	32 43.8%	18 47.4%	17 51.5%	7 41.2%	5 27.8% a	16 35.6% a

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 3: Managing Digital Marketing Returns

What investments did your company make to improve the performance of your digital marketing activities over the last year?

N=258	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Data analytics	200 77.5%	71 79.8%	73 73.0%	36 81.8%	20 80.0%	72 76.6%	58 76.3%	23 71.9% e	18 75.0%	20 95.2% c
Optimizing our company website	191 74.0%	70 78.7%	74 74.0%	30 68.2%	17 68.0%	68 72.3%	59 77.6%	26 81.3%	14 58.3%	16 76.2%
Digital media and search	183 70.9%	68 76.4%	65 65.0%	34 77.3%	16 64.0%	65 69.1%	56 73.7%	24 75.0%	18 75.0%	13 61.9%
Marketing technology systems or platforms	180 69.8%	74 83.1% bCD	69 69.0% a	24 54.5% A	13 52.0% A	65 69.1%	52 68.4%	19 59.4%	20 83.3%	15 71.4%
Direct digital marketing (e.g., email)	176 68.2%	66 74.2%	69 69.0%	27 61.4%	14 56.0%	63 67.0%	52 68.4%	21 65.6%	19 79.2%	14 66.7%
Online experimentation and/or A/B testing	122 47.3%	47 52.8%	42 42.0%	23 52.3%	10 40.0%	41 43.6%	35 46.1%	17 53.1%	14 58.3%	9 42.9%
Managing privacy issues	91 35.3%	38 42.7%	31 31.0%	15 34.1%	7 28.0%	28 29.8%	30 39.5%	10 31.3%	9 37.5%	8 38.1%
Machine learning and automation	68 26.4%	28 31.5%	21 21.0%	14 31.8%	5 20.0%	21 22.3%	22 28.9%	12 37.5%	5 20.8%	5 23.8%
Improving our app	63 24.4%	16 18.0% c	24 24.0%	17 38.6% a	6 24.0%	13 13.8% cdE	19 25.0%	10 31.3% a	8 33.3% a	9 42.9% A

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 3: Managing Digital Marketing Returns

What investments did your company make to improve the performance of your digital marketing activities over the last year?

N=258

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Data analytics	24 82.8%	11 64.7%	17 81.0%	5 100.0%	3 60.0%	7 77.8%	16 69.6%	5 71.4%	13 68.4%	4 80.0%	18 66.7%	4 80.0%	52 83.9%	6 85.7%	13 86.7%
Optimizing our company website	20 69.0%	9 52.9% im	13 61.9%	3 60.0%	3 60.0%	7 77.8%	18 78.3%	5 71.4%	17 89.5% b	5 100.0%	20 74.1%	3 60.0%	49 79.0% b	5 71.4%	12 80.0%
Digital media and search	22 75.9%	12 70.6%	18 85.7%	3 60.0%	3 60.0%	7 77.8%	17 73.9%	4 57.1%	11 57.9% o	3 60.0%	18 66.7%	3 60.0%	40 64.5% o	6 85.7%	14 93.3% im
Marketing technology systems or platforms	23 79.3% c	10 58.8% m	11 52.4% aMn	3 60.0%	2 40.0% mn	5 55.6% m	15 65.2% m	3 42.9% Mn	15 78.9%	2 40.0% mn	17 63.0% m	2 40.0% mn	53 85.5% bCefgHjkl	7 100.0% cehjl	11 73.3%
Direct digital marketing (e.g., email)	26 89.7% BCdefghjm	9 52.9% Aino	11 52.4% Aino	2 40.0% an	2 40.0% an	5 55.6% a	15 65.2% a	4 57.1% a	16 84.2% bc	2 40.0% an	19 70.4%	3 60.0%	40 64.5% a	7 100.0% bcdej	13 86.7% bc
Online experimentation and/or A/B testing	14 48.3%	7 41.2%	12 57.1%	1 20.0%	3 60.0%	3 33.3%	9 39.1%	2 28.6%	11 57.9%	2 40.0%	9 33.3% m	1 20.0%	36 58.1% k	3 42.9%	8 53.3%
Managing privacy issues	12 41.4%	5 29.4%	5 23.8%	1 20.0%	1 20.0%	2 22.2%	6 26.1%	3 42.9%	8 42.1%	3 60.0%	7 25.9%	3 60.0%	27 43.5%	2 28.6%	6 40.0%
Machine learning and automation	10 34.5% fk	3 17.6%	5 23.8%	2 40.0%	1 20.0%	0 0.0% amno	6 26.1%	2 28.6%	3 15.8%	2 40.0%	3 11.1% amo	0 0.0%	22 35.5% fk	3 42.9% f	6 40.0% fk
Improving our app	10 34.5%	6 35.3%	5 23.8%	2 40.0%	1 20.0%	1 11.1%	5 21.7%	0 0.0% o	2 10.5% o	2 40.0%	5 18.5%	1 20.0%	14 22.6%	2 28.6%	7 46.7% hi

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 3: Managing Digital Marketing Returns

What investments did your company make to improve the performance of your digital marketing activities over the last year?

N=258

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Data analytics	35 67.3% e	16 72.7%	31 72.1%	42 79.2%	16 94.1% a	41 82.0%	16 88.9%	40 69.0% eh	16 84.2%	38 69.1% eh	24 77.4%	26 89.7% ac	10 71.4%	12 80.0%	34 91.9% ac
Optimizing our company website	37 71.2%	18 81.8%	29 67.4%	43 81.1%	12 70.6%	37 74.0%	12 66.7%	42 72.4%	15 78.9%	37 67.3%	26 83.9%	21 72.4%	11 78.6%	10 66.7%	29 78.4%
Digital media and search	33 63.5% dg	14 63.6%	22 51.2% DefG	43 81.1% aC	15 88.2% c	37 74.0% c	16 88.9% aC	37 63.8% d	12 63.2%	35 63.6% d	27 87.1% acg	22 75.9%	12 85.7%	8 53.3% dh	30 81.1% g
Marketing technology systems or platforms	32 61.5% e	12 54.5% E	30 69.8% e	40 75.5%	16 94.1% aBcf	33 66.0% e	15 83.3%	35 60.3%	14 73.7%	42 76.4%	20 64.5%	21 72.4%	11 78.6%	9 60.0%	28 75.7%
Direct digital marketing (e.g., email)	30 57.7% d	14 63.6%	30 69.8%	43 81.1% af	11 64.7%	31 62.0% d	14 77.8%	36 62.1%	14 73.7%	38 69.1%	24 77.4%	20 69.0%	10 71.4%	9 60.0%	25 67.6%
Online experimentation and/or A/B testing	21 40.4% dG	6 27.3% dG	17 39.5% dG	32 60.4% abc	6 35.3% g	24 48.0% g	14 77.8% ABCef	23 39.7% H	5 26.3% dH	25 45.5% h	19 61.3% b	13 44.8% h	5 35.7% h	6 40.0% h	26 70.3% ABcefg
Managing privacy issues	8 15.4% DFG	4 18.2% FG	11 25.6% FG	21 39.6% A	6 35.3%	27 54.0% ABC	12 66.7% ABC	9 15.5% CdeGH	4 21.1% H	22 40.0% Ah	11 35.5% ah	10 34.5% ah	4 28.6% h	8 53.3% A	23 62.2% ABcdef
Machine learning and automation	9 17.3% G	4 18.2% g	10 23.3% g	15 28.3% g	4 23.5%	16 32.0%	10 55.6% Abcd	11 19.0% H	1 5.3% eH	13 23.6% H	8 25.8% h	9 31.0% b	3 21.4%	4 26.7%	19 51.4% ABCd
Improving our app	15 28.8%	3 13.6%	7 16.3%	15 28.3%	6 35.3%	10 20.0%	6 33.3%	16 27.6% b	1 5.3% acd	15 27.3% b	9 29.0% b	6 20.7%	3 21.4%	5 33.3% b	8 21.6%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company's digital activities:

N=244	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
We continuously test and iterate in using digital marketing	164 67.2%	52 62.7% c	60 63.2% c	34 81.0% ab	18 75.0%	51 57.3% E	49 67.1% e	21 72.4% e	17 70.8% e	20 95.2% Abcd
Marketing leaders have a good understanding of the technology roadmap and capabilities they can use to do great marketing	158 64.8%	55 66.3%	61 64.2%	26 61.9%	16 66.7%	57 64.0%	46 63.0%	21 72.4%	17 70.8%	13 61.9%
Your company is able to connect its digital marketing data with other intelligence you have about your customers	144 59.0%	48 57.8%	58 61.1%	27 64.3%	11 45.8%	50 56.2%	45 61.6%	18 62.1%	14 58.3%	14 66.7%
Marketing leaders are more collaborative with the CIO/CTO (or the equivalent technology leaders)	138 56.6%	46 55.4%	56 58.9%	22 52.4%	14 58.3%	54 60.7%	36 49.3%	19 65.5%	15 62.5%	10 47.6%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company's digital activities:

N=244

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Marketing teams have the skills and training to best use your company's marketing systems powered by technology systems/tools	132 54.1%	45 54.2%	59 62.1% d	19 45.2%	9 37.5% b	51 57.3%	31 42.5% d	18 62.1%	17 70.8% b	11 52.4%
Marketing has the right systems in place to track customer engagement in a way that informs its marketing roadmap	97 39.8%	28 33.7% b	47 49.5% ac	12 28.6% b	10 41.7%	37 41.6%	27 37.0%	14 48.3%	9 37.5%	9 42.9%
Your company has consolidated customer intelligence in a way that integrates customer data across all touchpoints	68 27.9%	21 25.3%	31 32.6%	12 28.6%	4 16.7%	23 25.8%	25 34.2% d	10 34.5%	3 12.5% b	6 28.6%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company's digital activities:

N=244

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
We continuously test and iterate in using digital marketing	21 75.0% l	9 56.3%	16 80.0% l	5 100.0% l	2 50.0%	6 66.7%	12 57.1%	3 50.0%	11 61.1%	2 50.0%	15 57.7%	1 20.0% acdm	46 75.4% l	4 66.7%	10 71.4%
Marketing leaders have a good understanding of the technology roadmap and capabilities they can use to do great marketing	20 71.4% h	10 62.5%	13 65.0% h	4 80.0%	2 50.0%	5 55.6%	13 61.9%	1 16.7% ackmn	11 61.1%	3 75.0%	17 65.4% h	2 40.0%	43 70.5% h	5 83.3% h	9 64.3%
Marketing teams have the skills and training to best use your company's marketing systems powered by technology systems/ tools	19 67.9% ch	7 43.8%	7 35.0% amn	2 40.0%	3 75.0%	3 33.3%	11 52.4%	1 16.7% amn	9 50.0%	3 75.0%	15 57.7%	3 60.0%	37 60.7% ch	5 83.3% ch	7 50.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company’s digital activities:

N=244

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Your company is able to connect its digital marketing data with other intelligence you have about your customers	15 53.6%	9 56.3%	10 50.0%	3 60.0%	1 25.0%	3 33.3%	12 57.1%	4 66.7%	11 61.1%	3 75.0%	15 57.7%	1 20.0% m	41 67.2% l	5 83.3%	10 71.4%
Marketing leaders are more collaborative with the CIO/CTO (or the equivalent technology leaders)	15 53.6%	10 62.5%	10 50.0%	3 60.0%	2 50.0%	7 77.8%	9 42.9%	3 50.0%	10 55.6%	3 75.0%	14 53.8%	2 40.0%	40 65.6% o	5 83.3%	5 35.7% m
Marketing has the right systems in place to track customer engagement in a way that informs its marketing roadmap	12 42.9% o	4 25.0% k	7 35.0%	2 40.0%	3 75.0% o	3 33.3%	8 38.1% o	3 50.0% o	8 44.4% o	3 75.0% o	15 57.7% bO	1 20.0%	24 39.3% o	3 50.0% o	1 7.1% aeghijKmn
Your company has consolidated customer intelligence in a way that integrates customer data across all touchpoints	9 32.1%	4 25.0%	7 35.0%	3 60.0% g	1 25.0%	2 22.2%	3 14.3% dk	2 33.3%	6 33.3%	1 25.0%	11 42.3% g	1 20.0%	14 23.0%	1 16.7%	3 21.4%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company's digital activities:

N=244

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
We continuously test and iterate in using digital marketing	33 67.3%	13 61.9%	26 60.5%	32 66.7%	14 93.3%	33 68.8%	12 66.7%	38 69.1%	11 61.1%	31 57.4%	22 81.5%	19 65.5%	7 63.6%	11 84.6%	25 67.6%
Marketing leaders have a good understanding of the technology roadmap and capabilities they can use to do great marketing	31 63.3%	9 42.9%	28 65.1%	34 70.8%	11 73.3%	33 68.8%	10 55.6%	33 60.0%	11 61.1%	36 66.7%	21 77.8%	16 55.2%	8 72.7%	8 61.5%	25 67.6%
Your company is able to connect its digital marketing data with other intelligence you have about your customers	26 53.1%	14 66.7%	27 62.8%	31 64.6%	10 66.7%	21 43.8%	14 77.8%	33 60.0%	9 50.0%	33 61.1%	17 63.0%	16 55.2%	3 27.3%	8 61.5%	25 67.6%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company's digital activities:

N=244

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Marketing teams have the skills and training to best use your company's marketing systems powered by technology systems/tools	25 51.0%	11 52.4%	27 62.8%	27 56.3%	9 60.0%	24 50.0%	8 44.4%	26 47.3% b	14 77.8% ae	34 63.0% e	15 55.6%	11 37.9% bc	5 45.5%	6 46.2%	21 56.8%
Marketing leaders are more collaborative with the CIO/CTO (or the equivalent technology leaders)	23 46.9% e	10 47.6%	24 55.8%	31 64.6%	12 80.0% a	26 54.2%	11 61.1%	25 45.5% e	8 44.4%	32 59.3%	16 59.3%	21 72.4% ag	8 72.7%	5 38.5% e	23 62.2%
Marketing has the right systems in place to track customer engagement in a way that informs its marketing roadmap	22 44.9% f	8 38.1%	22 51.2% F	16 33.3% e	10 66.7% dF	11 22.9% aCE	7 38.9%	19 34.5%	11 61.1% d	26 48.1%	8 29.6% b	11 37.9%	3 27.3%	5 38.5%	14 37.8%
Your company has consolidated customer intelligence in a way that integrates customer data across all touchpoints	13 26.5%	4 19.0%	13 30.2%	12 25.0%	7 46.7%	13 27.1%	5 27.8%	12 21.8%	5 27.8%	19 35.2%	4 14.8%	11 37.9%	1 9.1%	4 30.8%	12 32.4%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company’s digital marketing practices:

N=235

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Customer information from our sales, marketing, customer service, and product teams is shared across our company	146 62.1%	51 62.2% D	62 69.7% D	27 64.3% D	6 27.3% ABC	49 60.5%	47 65.3%	16 51.6% e	17 70.8%	16 80.0% c
We have been able to link digital marketing returns to business outcomes such as incremental revenues or profits	138 58.7%	46 56.1%	50 56.2%	27 64.3%	15 68.2%	43 53.1% c	38 52.8% c	24 77.4% ab	17 70.8%	11 55.0%
The CTO/CIO (or equivalent technology leader) is aware of and aligned on the objectives and path to activate (KPIs) in digital marketing	102 43.4%	37 45.1%	36 40.4%	19 45.2%	10 45.5%	33 40.7%	25 34.7% e	17 54.8%	12 50.0%	13 65.0% b
We have been able to optimize and connect digital marketing performance and budgets across short-, mid-, and long-term objectives	99 42.1%	33 40.2%	36 40.4%	22 52.4%	8 36.4%	29 35.8% D	30 41.7% d	12 38.7% d	16 66.7% Abc	11 55.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company’s digital marketing practices:

N=235

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
The CFO (or equivalent financial leader) is aware of and aligned on the objectives and path to activate KPIs in digital marketing	94 40.0%	34 41.5%	35 39.3%	19 45.2%	6 27.3%	26 32.1% c	29 40.3%	17 54.8% a	11 45.8%	10 50.0%
Customer information from our sales, marketing, customer service, and product teams is integrated effectively to improve usage	92 39.1%	28 34.1%	40 44.9%	18 42.9%	6 27.3%	26 32.1%	26 36.1%	16 51.6%	11 45.8%	9 45.0%
We have been able to combine digital and offline data to create a unified data foundation for measuring the impact of digital marketing investments	76 32.3%	30 36.6%	26 29.2%	13 31.0%	7 31.8%	24 29.6%	26 36.1%	12 38.7%	6 25.0%	6 30.0%
We have invested in advanced measurement techniques and analytics to bring more rigor (e.g. AI/ML, attribution, mix modeling, econometric models, etc.)	67 28.5%	22 26.8% c	20 22.5% C	21 50.0% aBd	4 18.2% c	14 17.3% bE	23 31.9% a	10 32.3%	6 25.0%	10 50.0% A

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company’s digital marketing practices:

N=235

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Customer information from our sales, marketing, customer service, and product teams is shared across our company	20 74.1% eF	10 62.5%	14 70.0% f	4 100.0% ef	1 20.0% adk	2 22.2% AcKdM	10 50.0%	4 66.7%	10 58.8%	3 75.0%	18 78.3% eF	2 50.0%	35 60.3% f	3 50.0%	9 64.3%
We have been able to link digital marketing returns to business outcomes such as incremental revenues or profits	14 51.9%	7 43.8% c	16 80.0% bhI	3 75.0%	3 60.0%	4 44.4%	12 60.0%	2 33.3% c	9 52.9%	3 75.0%	12 52.2%	1 25.0% c	37 63.8%	5 83.3%	9 64.3%
The CTO/CIO (or equivalent technology leader) is aware of and aligned on the objectives and path to activate (KPIs) in digital marketing	12 44.4%	7 43.8%	10 50.0%	1 25.0%	2 40.0%	3 33.3%	6 30.0%	3 50.0%	7 41.2%	1 25.0%	8 34.8%	2 50.0%	27 46.6%	4 66.7%	8 57.1%
Customer information from our sales, marketing, customer service, and product teams is integrated effectively to improve usage	12 44.4% n	5 31.3% N	7 35.0% n	2 50.0%	2 40.0%	3 33.3% n	7 35.0% n	3 50.0%	9 52.9% n	0 0.0% n	6 26.1% N	3 75.0%	19 32.8% N	6 100.0% aBcf	8 57.1% gijKM

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company’s digital marketing practices:

N=235

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
We have been able to optimize and connect digital marketing performance and budgets across short-, mid-, and long-term objectives	10 37.0%	7 43.8%	11 55.0% h	1 25.0%	2 40.0%	2 22.2%	7 35.0%	0 0.0% cijkmn	8 47.1% h	3 75.0% h	11 47.8% h	0 0.0%	27 46.6% h	4 66.7% h	6 42.9%
We have been able to combine digital and offline data to create a unified data foundation for measuring the impact of digital marketing investments	9 33.3%	3 18.8%	6 30.0%	2 50.0%	1 20.0%	3 33.3%	6 30.0%	2 33.3%	7 41.2%	2 50.0%	5 21.7%	1 25.0%	22 37.9%	2 33.3%	4 28.6%
The CFO (or equivalent financial leader) is aware of and aligned on the objectives and path to activate KPIs in digital marketing	9 33.3% j	7 43.8%	11 55.0%	1 25.0%	2 40.0%	2 22.2% j	7 35.0% j	1 16.7% j	5 29.4% j	4 100.0% afghiklm	8 34.8% j	0 0.0% j	24 41.4% j	4 66.7%	8 57.1%
We have invested in advanced measurement techniques and analytics to bring more rigor (e.g. AI/ML, attribution, mix modeling, econometric models, etc.)	6 22.2% c	5 31.3%	11 55.0% afgIk	1 25.0%	1 20.0%	1 11.1% c	4 20.0% c	1 16.7%	2 11.8% C	2 50.0%	5 21.7% c	0 0.0%	20 34.5%	3 50.0%	5 35.7%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company's digital marketing practices:

N=235

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Customer information from our sales, marketing, customer service, and product teams is shared across our company	32 66.7%	14 66.7%	21 56.8%	30 63.8%	14 87.5%	26 56.5%	8 44.4%	40 75.5%	10 55.6%	31 60.8%	12 44.4%	18 72.0%	7 63.6%	10 71.4%	18 50.0%
The CFO (or equivalent financial leader) is aware of and aligned on the objectives and path to activate KPIs in digital marketing	26 54.2%	7 33.3%	12 32.4%	22 46.8%	8 50.0%	15 32.6%	4 22.2%	27 50.9%	8 44.4%	14 27.5%	13 48.1%	14 56.0%	4 36.4%	5 35.7%	9 25.0%
The CTO/CIO (or equivalent technology leader) is aware of and aligned on the objectives and path to activate (KPIs) in digital marketing	25 52.1%	5 23.8%	12 32.4%	22 46.8%	12 75.0%	19 41.3%	7 38.9%	27 50.9%	6 33.3%	19 37.3%	14 51.9%	8 32.0%	6 54.5%	5 35.7%	17 47.2%
We have been able to optimize and connect digital marketing performance and budgets across short-, mid-, and long-term objectives	22 45.8%	5 23.8%	17 45.9%	22 46.8%	9 56.3%	18 39.1%	6 33.3%	24 45.3%	9 50.0%	16 31.4%	15 55.6%	12 48.0%	4 36.4%	8 57.1%	11 30.6%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company’s digital marketing practices:

N=235

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
We have been able to link digital marketing returns to business outcomes such as incremental revenues or profits	19 39.6% cDe	11 52.4% d	24 64.9% a	36 76.6% Abf	11 68.8% a	25 54.3% d	11 61.1%	24 45.3% D	8 44.4% d	32 62.7%	22 81.5% Abfg	16 64.0%	5 45.5% d	7 50.0% d	24 66.7%
Customer information from our sales, marketing, customer service, and product teams is integrated effectively to improve usage	18 37.5%	9 42.9%	18 48.6%	15 31.9%	8 50.0%	14 30.4%	9 50.0%	22 41.5%	8 44.4%	24 47.1%	7 25.9%	9 36.0%	3 27.3%	5 35.7%	14 38.9%
We have invested in advanced measurement techniques and analytics to bring more rigor (e.g. AI/ML, attribution, mix modeling, econometric models, etc.)	14 29.2% g	3 14.3% G	9 24.3% g	8 17.0% fG	4 25.0% g	17 37.0% d	11 61.1% aBcDe	13 24.5% h	3 16.7% h	12 23.5% h	7 25.9%	7 28.0%	2 18.2%	5 35.7%	18 50.0% abc
We have been able to combine digital and offline data to create a unified data foundation for measuring the impact of digital marketing investments	10 20.8% fG	6 28.6% g	9 24.3% g	15 31.9% g	6 37.5%	19 41.3% a	11 61.1% Abcd	12 22.6% H	4 22.2% h	16 31.4% h	7 25.9% h	9 36.0%	2 18.2% h	5 35.7%	21 58.3% Abcdf

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 3: Managing Digital Marketing Returns

What percent of your digital marketing activities are performed by external agencies, partners, and services?

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Currently	247	88	95	41	23	88	78	30	23	20
	31.55	29.91	26.57	45.44	33.70	31.02	31.45	30.67	32.96	31.15
	28.70	27.43	26.10	31.70	31.85	27.27	28.37	26.02	29.87	39.10
		C	C	AB						
2 years ago	240	85	93	39	23	86	77	28	22	20
	29.85	30.92	24.08	40.46	31.30	27.27	32.52	32.32	30.36	26.40
	30.18	31.38	26.71	31.40	33.17	29.08	31.63	29.49	28.56	33.00
		C	C	B						
2 years from now	240	85	93	39	23	87	77	28	22	20
	32.97	30.45	28.76	45.44	38.17	29.94	32.77	31.07	42.36	36.65
	27.87	25.55	26.67	30.52	30.93	24.80	29.22	24.13	30.19	35.78
		C	C	AB		d			a	

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 3: Managing Digital Marketing Returns

What percent of your digital marketing activities are performed by external agencies, partners, and services?

Number Mean SD	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
Currently	29 31.55 22.20 e	17 25.29 32.33	20 46.00 33.23 eK	5 19.00 31.70	5 6.60 7.77 acgim	9 26.67 26.34	21 36.90 29.43 e	7 31.43 29.82	20 39.95 29.12 ek	4 48.50 41.26	27 21.67 25.42 Ci	4 33.75 31.98	59 32.12 27.81 e	5 40.00 36.91	13 27.54 28.73	
2 years ago	29 25.52 25.65	17 30.00 30.62 k	18 38.61 35.01 K	5 24.00 42.78	5 5.60 8.32 i	9 31.67 25.86 k	20 34.75 31.56 K	7 37.14 34.62 k	20 37.75 32.83 eK	4 32.25 45.39 bCfGhImno	27 14.81 19.09	4 36.25 39.45	55 31.55 30.18 k	5 44.00 37.82 k	13 34.46 31.59 k	
2 years from now	29 35.52 24.54	17 28.35 36.86	18 50.28 29.88 deKmo	5 18.00 19.24 c	5 12.40 15.85 cg	9 28.33 23.05	19 41.58 28.82 ek	7 32.14 21.38	20 39.30 28.04 k	4 45.00 50.17	27 23.15 26.28 Cgi	4 31.25 28.39	56 32.20 25.06 c	5 40.00 37.42	13 25.38 24.87 c	

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 3: Managing Digital Marketing Returns

What percent of your digital marketing activities are performed by external agencies, partners, and services?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Currently	53 29.34 35.04	21 22.38 28.13 dg	44 27.05 24.98 dg	49 39.02 27.74 bc	17 30.71 21.90	46 30.87 28.01	16 45.00 21.45 bc	58 24.05 32.77 d	18 35.56 28.49 g	56 32.23 27.14	29 39.59 27.86 aG	26 37.85 33.18 g	13 27.46 23.23	13 16.92 13.77 bDeH	34 36.62 23.83 G
2 years ago	49 22.55 32.12 fG	21 22.14 28.13 G	44 24.16 26.44 fG	48 32.54 29.05	16 30.31 31.12	45 37.56 30.91 ac	16 49.06 27.64 ABC	56 22.59 31.54 eH	17 26.76 28.72	54 27.56 30.46 h	29 30.28 26.46	26 40.92 35.31 a	11 24.55 24.03	13 25.77 25.89	34 41.47 27.15 Ac
2 years from now	49 36.12 32.64	21 22.62 24.48 dG	44 27.73 26.36 dg	48 39.06 27.99 bc	15 32.07 20.40	46 29.61 26.62 g	16 45.00 24.43 Bcf	56 33.30 30.76 g	17 30.29 24.84	54 31.02 28.80	29 40.59 30.06 G	26 38.08 28.39 G	11 27.36 25.33	13 15.00 13.07 aDEH	34 35.15 23.60 G

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 3: Managing Digital Marketing Returns

To what degree has the use of digital marketing contributed to your company's performance during the last year?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all	11 4.3%	4 4.4%	5 5.0%	1 2.3%	1 4.2%	7 7.5%	2 2.5%	0 0.0%	1 4.2%	0 0.0%
2	20 7.8%	7 7.8%	10 10.0%	1 2.3%	2 8.3%	5 5.4%	11 13.9%	1 3.2%	2 8.3%	0 0.0%
3	22 8.6%	7 7.8%	10 10.0%	3 7.0%	2 8.3%	11 11.8%	8 10.1%	3 9.7%	0 0.0%	0 0.0%
4	32 12.5%	12 13.3%	15 15.0%	4 9.3%	1 4.2%	14 15.1%	9 11.4%	2 6.5%	2 8.3%	3 15.0%
5	57 22.2%	23 25.6%	17 17.0%	11 25.6%	6 25.0%	20 21.5%	22 27.8%	5 16.1%	3 12.5%	4 20.0%
6	61 23.7%	21 23.3%	22 22.0%	13 30.2%	5 20.8%	16 17.2%	17 21.5%	10 32.3%	6 25.0%	9 45.0%
7=Very Highly	54 21.0%	16 17.8%	21 21.0%	10 23.3%	7 29.2%	20 21.5%	10 12.7%	10 32.3%	10 41.7%	4 20.0%
Mean	4.96	4.89	4.79	5.37	5.17	4.75	4.63	5.61	5.58	5.70
						cde	CdE	aB	ab	aB

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 3: Managing Digital Marketing Returns

To what degree has the use of digital marketing contributed to your company's performance during the last year?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	1 3.4% hl	1 6.3%	2 9.1% m	0 0.0%	0 0.0%	0 0.0%	1 4.3% l	2 28.6% aKMo	1 5.0% l	1 20.0% kM	0 0.0% HjL	2 40.0% agiKMo	0 0.0% cHJL	0 0.0%	0 0.0% hl
2	3 10.3%	0 0.0%	1 4.5%	0 0.0%	1 20.0%	2 22.2%	5 21.7% m	0 0.0%	1 5.0%	0 0.0%	2 7.1%	1 20.0%	3 4.9% g	0 0.0%	1 7.1%
3	2 6.9%	2 12.5%	2 9.1%	0 0.0%	0 0.0%	1 11.1%	3 13.0%	1 14.3%	3 15.0%	0 0.0%	2 7.1%	0 0.0%	4 6.6%	0 0.0%	1 7.1%
4	4 13.8% f	3 18.8% c	0 0.0% bdFhk	1 20.0% c	0 0.0%	5 55.6% aCGiMno	1 4.3% Fk	2 28.6% c	2 10.0% f	0 0.0%	7 25.0% cgm	0 0.0%	5 8.2% Fk	0 0.0% f	2 14.3% f
5	5 17.2%	0 0.0% cgijlmN	6 27.3% b	1 20.0%	0 0.0%	1 11.1%	7 30.4% b	0 0.0%	6 30.0% b	2 40.0% b	6 21.4%	2 40.0% b	14 23.0% b	3 50.0% B	3 21.4%
6	7 24.1% e	4 25.0% e	7 31.8%	2 40.0%	4 80.0% abFGhiKlmo	0 0.0% Em	3 13.0% E	0 0.0% e	4 20.0% e	1 20.0%	5 17.9% E	0 0.0% e	20 32.8% ef	1 16.7%	3 21.4% e
7=Very Highly	7 24.1%	6 37.5% f	4 18.2%	1 20.0%	0 0.0%	0 0.0% b	3 13.0%	2 28.6%	3 15.0%	1 20.0%	6 21.4%	0 0.0%	15 24.6%	2 33.3%	4 28.6%
Mean	5.00 fl	5.31 fl	5.00 fl	5.60 Fl	5.20 f	3.56 abcDeKMN O	4.26 M	3.86 m	4.75 l	4.80	5.00 fl	2.80 abcdiKMno	5.46 FGhL	5.83 Fl	5.29 Fl

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 3: Managing Digital Marketing Returns

To what degree has the use of digital marketing contributed to your company's performance during the last year?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=Not at all	4 7.7%	0 0.0%	2 4.4%	2 3.8%	1 5.9%	2 4.0%	0 0.0%	5 8.8%	0 0.0%	2 3.4%	2 6.7%	0 0.0%	1 7.1%	1 6.7%	0 0.0%
2	6 11.5%	2 9.5%	2 4.4%	1 1.9% fg	0 0.0%	6 12.0% d	3 16.7% d	5 8.8%	0 0.0%	4 6.9%	1 3.3%	3 10.3%	1 7.1%	1 6.7%	5 13.9%
3	7 13.5%	3 14.3%	5 11.1%	2 3.8%	1 5.9%	2 4.0%	2 11.1%	4 7.0% F	3 16.7% de	7 12.1% f	0 0.0% bF	0 0.0% bF	5 35.7% AcDEgh	0 0.0% f	3 8.3% f
4	4 7.7%	4 19.0%	6 13.3%	4 7.7%	1 5.9%	10 20.0%	2 11.1%	5 8.8%	2 11.1%	9 15.5%	2 6.7%	3 10.3%	2 14.3%	4 26.7%	5 13.9%
5	7 13.5% e	6 28.6%	10 22.2%	9 17.3%	6 35.3% a	14 28.0%	4 22.2%	11 19.3%	5 27.8% f	10 17.2%	8 26.7% f	9 31.0% f	0 0.0% bdeh	3 20.0%	11 30.6% f
6	11 21.2%	4 19.0%	10 22.2%	15 28.8%	6 35.3%	10 20.0%	5 27.8%	14 24.6%	2 11.1%	16 27.6%	8 26.7%	6 20.7%	3 21.4%	5 33.3%	7 19.4%
7=Very Highly	13 25.0%	2 9.5% d	10 22.2%	19 36.5% bFg	2 11.8%	6 12.0% D	2 11.1% d	13 22.8%	6 33.3%	10 17.2%	9 30.0%	8 27.6%	2 14.3%	1 6.7%	5 13.9%
Mean	4.71 D	4.62 d	5.00 d	5.65 AbcFg	5.18	4.64 D	4.67 d	4.86	5.33	4.88	5.43 f	5.34 f	4.14 de	4.73	4.75

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

First-party data are data your company has collected directly from your customers and followers. Has your company's use of first-party customer data increased, decreased, or stayed the same over the last two years?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Increased	136 57.9%	50 61.0%	54 60.0%	22 53.7%	10 45.5%	51 60.7%	45 63.4%	14 46.7%	9 40.9%	13 65.0%
Decreased	1 0.4%	0 0.0%	1 1.1%	0 0.0%	0 0.0%	1 1.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Stayed the same	84 35.7%	29 35.4%	28 31.1%	16 39.0%	11 50.0%	23 27.4%	24 33.8%	15 50.0%	11 50.0%	7 35.0%
We have never used first-party customer data	14 6.0%	3 3.7%	7 7.8%	3 7.3%	1 4.5%	9 10.7%	2 2.8%	1 3.3%	2 9.1%	0 0.0%

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 4: Managing Privacy

Has your company's use of first-party customer data increased, decreased, or stayed the same over the last two years?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Increased	16 64.0%	7 41.2%	12 60.0%	2 40.0%	2 40.0%	5 55.6%	8 47.1%	3 42.9%	12 60.0%	2 50.0%	18 72.0%	1 33.3%	35 61.4%	4 80.0%	9 64.3%
Decreased	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Stayed the same	8 32.0%	8 47.1%	7 35.0%	2 40.0%	2 40.0%	4 44.4%	7 41.2%	2 28.6%	7 35.0%	2 50.0%	6 24.0%	2 66.7%	20 35.1%	1 20.0%	5 35.7%
We have never used first-party customer data	1 4.0%	1 5.9%	1 5.0%	1 20.0%	1 20.0%	0 0.0%	2 11.8%	2 28.6%	1 5.0%	0 0.0%	1 4.0%	0 0.0%	2 3.5%	0 0.0%	0 0.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Has your company's use of first-party customer data increased, decreased, or stayed the same over the last two years: Excludes those who do not use first-party customer data.

N=221	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
+1=Increasing	136 61.5%	50 63.3%	54 65.1%	22 57.9%	10 47.6%	51 68.0%	45 65.2%	14 48.3%	9 45.0%	13 65.0%
0=Stayed the same	84 38.0%	29 36.7%	28 33.7%	16 42.1%	11 52.4%	23 30.7%	24 34.8%	15 51.7%	11 55.0%	7 35.0%
-1=Decreasing	1 0.5%	0 0.0%	1 1.2%	0 0.0%	0 0.0%	1 1.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.61	0.63	0.64	0.58	0.48	0.67	0.65	0.48	0.45	0.65

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 4: Managing Privacy

Has your company's use of first-party customer data increased, decreased, or stayed the same over the last two years: Excludes those who do not use first-party customer data.

N=221

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
+1=Increasing	16 66.7%	7 43.8%	12 63.2%	2 50.0%	2 50.0%	5 55.6%	8 53.3%	3 60.0%	12 63.2%	2 50.0%	18 75.0%	1 33.3%	35 63.6%	4 80.0%	9 64.3%
0=Stayed the same	8 33.3%	8 50.0%	7 36.8%	2 50.0%	2 50.0%	4 44.4%	7 46.7%	2 40.0%	7 36.8%	2 50.0%	6 25.0%	2 66.7%	20 36.4%	1 20.0%	5 35.7%
-1=Decreasing	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.67	0.38 k	0.63	0.50	0.50	0.56	0.53	0.60	0.63	0.50	0.75 b	0.33	0.64	0.80	0.64

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Has your company's use of first-party customer data increased, decreased, or stayed the same over the last two years?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Increased	22 43.1% deg	10 50.0%	24 58.5%	32 65.3% a	12 80.0% a	24 57.1%	11 73.3% a	24 44.4% deh	11 64.7%	28 51.9%	20 69.0% a	18 69.2% a	6 54.5%	7 53.8%	22 71.0% a
Decreased	0 0.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% f	0 0.0%	0 0.0% f	0 0.0%	0 0.0%	1 9.1% ac	0 0.0%	0 0.0%
Stayed the same	24 47.1% e	5 25.0%	14 34.1%	16 32.7%	2 13.3% af	18 42.9% e	4 26.7%	23 42.6%	6 35.3%	21 38.9%	8 27.6%	7 26.9%	4 36.4%	6 46.2%	9 29.0%
We have never used first-party customer data	5 9.8% f	4 20.0% dF	3 7.3%	1 2.0% b	1 6.7%	0 0.0% aB	0 0.0%	7 13.0% h	0 0.0%	5 9.3%	1 3.4%	1 3.8%	0 0.0%	0 0.0%	0 0.0% a

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Has your company's use of first-party customer data increased, decreased, or stayed the same over the last two years: Excludes those who do not use first-party customer data.

N=221

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
+1=Increasing	22 47.8% e	10 62.5%	24 63.2%	32 66.7%	12 85.7% a	24 57.1%	11 73.3%	24 51.1%	11 64.7%	28 57.1%	20 71.4%	18 72.0%	6 54.5%	7 53.8%	22 71.0%
0=Stayed the same	24 52.2% e	5 31.3%	14 36.8%	16 33.3%	2 14.3% a	18 42.9%	4 26.7%	23 48.9%	6 35.3%	21 42.9%	8 28.6%	7 28.0%	4 36.4%	6 46.2%	9 29.0%
-1=Decreasing	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% f	0 0.0%	0 0.0% f	0 0.0%	0 0.0%	1 9.1% ac	0 0.0%	0 0.0%
Mean	0.48 e	0.56	0.63	0.67	0.86 a	0.57	0.73	0.51	0.65	0.57	0.71	0.72	0.45	0.54	0.71

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Do you expect your company's use of first-party customer data to increase, decrease, or stay the same over the next two years?

N=234	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
+1=Increasing	175 74.8%	59 71.1%	67 76.1%	31 75.6%	18 81.8%	56 68.3%	57 80.3%	22 73.3%	17 73.9%	16 80.0%
0=Stayed the same	56 23.9%	22 26.5%	20 22.7%	10 24.4%	4 18.2%	24 29.3%	14 19.7%	8 26.7%	6 26.1%	4 20.0%
-1=Decreasing	3 1.3%	2 2.4%	1 1.1%	0 0.0%	0 0.0%	2 2.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.74	0.69	0.75	0.76	0.82	0.66	0.80	0.73	0.74	0.80

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 4: Managing Privacy

Do you expect your company's use of first-party customer data to increase, decrease, or stay the same over the next two years?

N=234

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
+1=Increasing	18 72.0% o	8 47.1% ckmnO	17 85.0% b	3 60.0% o	3 60.0% o	7 77.8%	13 76.5%	3 50.0% o	15 75.0%	3 75.0%	19 79.2% b	2 66.7% o	43 75.4% bo	6 100.0% b	14 100.0% aBdehlm
0=Stayed the same	7 28.0% o	8 47.1% cmnO	3 15.0% b	2 40.0% o	2 40.0% o	2 22.2%	4 23.5%	3 50.0% o	5 25.0%	1 25.0%	5 20.8%	1 33.3% o	12 21.1% b	0 0.0% b	0 0.0% aBdehl
-1=Decreasing	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 3.5%	0 0.0%	0 0.0%
Mean	0.72	0.41 ckm	0.85 b	0.60	0.60	0.78	0.76	0.50	0.75	0.75	0.79 b	0.67	0.72 b	1.00	1.00

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Do you expect your company's use of first-party customer data to increase, decrease, or stay the same over the next two years?

N=234

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
+1=Increasing	35 70.0%	10 50.0% cdeF	33 78.6% b	38 77.6% b	13 92.9% bg	35 83.3% B	9 60.0% e	37 68.5%	12 70.6%	39 72.2%	25 86.2%	21 84.0%	9 81.8%	9 69.2%	23 74.2%
0=Stayed the same	15 30.0%	9 45.0% def	9 21.4%	10 20.4% b	1 7.1% b	7 16.7% b	5 33.3%	17 31.5%	5 29.4%	15 27.8%	4 13.8%	4 16.0%	1 9.1%	3 23.1%	7 22.6%
-1=Decreasing	0 0.0%	1 5.0%	0 0.0%	1 2.0%	0 0.0%	0 0.0%	1 6.7%	0 0.0% fg	0 0.0%	0 0.0% fg	0 0.0%	0 0.0%	1 9.1% ac	1 7.7% ac	1 3.2%
Mean	0.70	0.45 cdEF	0.79 b	0.76 b	0.93 Bg	0.83 Bg	0.53 ef	0.69	0.71	0.72	0.86	0.84	0.73	0.62	0.71

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

How worried are you that your company's use of first-party customer data could raise questions about privacy?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all Worried	27 11.5%	10 12.0%	12 13.6%	4 9.8%	1 4.5%	12 14.6%	10 14.1%	3 10.0%	0 0.0%	2 10.5%
2=2	55 23.5%	21 25.3%	21 23.9%	8 19.5%	5 22.7%	21 25.6%	15 21.1%	4 13.3%	8 34.8%	5 26.3%
3=3	36 15.4%	11 13.3%	14 15.9%	7 17.1%	4 18.2%	12 14.6%	12 16.9%	2 6.7%	4 17.4%	5 26.3%
4=4	50 21.4%	16 19.3%	19 21.6%	11 26.8%	4 18.2%	13 15.9%	16 22.5%	9 30.0%	6 26.1%	4 21.1%
5=5	44 18.8%	17 20.5%	14 15.9%	7 17.1%	6 27.3%	16 19.5%	12 16.9%	7 23.3%	4 17.4%	2 10.5%
6=6	14 6.0%	6 7.2%	5 5.7%	3 7.3%	0 0.0%	5 6.1%	3 4.2%	3 10.0%	1 4.3%	1 5.3%
7=Very Worried	8 3.4%	2 2.4%	3 3.4%	1 2.4%	2 9.1%	3 3.7%	3 4.2%	2 6.7%	0 0.0%	0 0.0%
Mean	3.44	3.42	3.33	3.54	3.77	3.33	3.37	4.00	3.39	3.11

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

How worried are you that your company's use of first-party customer data could raise questions about privacy?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all Worried	0 0.0% bdeJkn	3 17.6% a	3 15.0%	1 20.0% a	1 20.0% a	0 0.0% j	2 12.5%	0 0.0%	3 15.0%	2 50.0% Afm	4 16.0% a	0 0.0%	5 8.8% j	1 16.7% a	1 7.1%
2=2	7 28.0%	4 23.5%	4 20.0% h	0 0.0% h	2 40.0%	1 11.1% h	6 37.5%	4 66.7% cdfkM	5 25.0%	1 25.0%	5 20.0% h	0 0.0%	10 17.5% H	2 33.3%	3 21.4%
3=3	4 16.0%	6 35.3% io	2 10.0%	2 40.0% io	1 20.0%	0 0.0%	2 12.5%	1 16.7%	1 5.0% bd	0 0.0%	4 16.0%	0 0.0%	13 22.8%	0 0.0%	0 0.0% bd
4=4	4 16.0% f	1 5.9% Flo	6 30.0%	0 0.0%	0 0.0%	5 55.6% aBghm	1 6.3% fl	0 0.0% f	6 30.0%	1 25.0%	7 28.0%	2 66.7% bgm	10 17.5% fl	2 33.3%	5 35.7% b
5=5	9 36.0% k	2 11.8%	4 20.0%	2 40.0%	0 0.0%	1 11.1%	3 18.8%	1 16.7%	4 20.0%	0 0.0%	2 8.0% a	0 0.0%	13 22.8%	1 16.7%	2 14.3%
6=6	1 4.0%	1 5.9%	1 5.0%	0 0.0%	1 20.0%	2 22.2% i	0 0.0%	0 0.0%	0 0.0% f	0 0.0%	1 4.0%	0 0.0%	5 8.8%	0 0.0%	2 14.3%
7=Very Worried	0 0.0% L	0 0.0% 1	0 0.0% 1	0 0.0%	0 0.0%	0 0.0%	2 12.5%	0 0.0%	1 5.0%	0 0.0%	2 8.0%	1 33.3% AbcM	1 1.8% L	0 0.0%	1 7.1%
Mean	3.72 j	2.88 fl	3.35	3.40	2.80	4.33 bhj	3.31	2.67 fl	3.35	2.00 afm	3.36	5.00 bh	3.61 j	3.00	4.00

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

How worried are you that your company's use of first-party customer data could raise questions about privacy?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Not at all Worried	8 16.3%	4 20.0%	4 9.8%	4 8.2%	2 13.3%	4 9.5%	1 6.3%	9 17.0%	4 23.5% cd	3 5.7% b	1 3.4% b	5 19.2%	0 0.0%	2 15.4%	3 9.4%
2=2	14 28.6%	5 25.0%	9 22.0%	11 22.4%	2 13.3%	12 28.6%	2 12.5%	17 32.1%	2 11.8%	11 20.8%	10 34.5%	4 15.4%	2 18.2%	4 30.8%	5 15.6%
3=3	10 20.4%	3 15.0%	7 17.1%	6 12.2%	2 13.3%	5 11.9%	2 12.5%	9 17.0%	2 11.8%	12 22.6%	3 10.3%	3 11.5%	0 0.0%	3 23.1%	4 12.5%
4=4	6 12.2%	4 20.0%	10 24.4%	12 24.5%	3 20.0%	10 23.8%	4 25.0%	7 13.2% ef	5 29.4%	11 20.8%	6 20.7%	9 34.6% a	5 45.5% ag	1 7.7% f	6 18.8%
5=5	8 16.3%	1 5.0% g	8 19.5%	12 24.5%	4 26.7%	6 14.3%	5 31.3% b	9 17.0%	1 5.9% h	10 18.9%	7 24.1%	2 7.7% h	3 27.3%	2 15.4%	10 31.3% be
6=6	1 2.0% b	3 15.0% a	3 7.3%	3 6.1%	1 6.7%	2 4.8%	1 6.3%	2 3.8%	2 11.8%	5 9.4%	0 0.0%	2 7.7%	1 9.1%	1 7.7%	1 3.1%
7=Very Worried	2 4.1%	0 0.0%	0 0.0%	1 2.0%	1 6.7%	3 7.1%	1 6.3%	0 0.0% h	1 5.9%	1 1.9%	2 6.9%	1 3.8%	0 0.0%	0 0.0%	3 9.4% a
Mean	3.06 g	3.10	3.44	3.61	3.80	3.48	4.06 a	2.92 cfH	3.41	3.62 a	3.55	3.35	4.09 a	3.00	3.94 A

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Second-party data are data your company has not collected yourself—in other words, you are gaining access through a partnership or a different legal arrangement. Has your company's use of second-party customer data increased, decreased, or stayed the same over the last two years?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Increased	76 32.9%	30 37.5%	31 34.4%	12 29.3%	3 15.0%	27 32.5%	22 32.4%	13 43.3%	5 22.7%	6 30.0%
Decreased	19 8.2%	4 5.0%	10 11.1%	3 7.3%	2 10.0%	4 4.8% D	5 7.4% d	3 10.0%	5 22.7% Ab	2 10.0%
Stayed the same	94 40.7%	29 36.3% d	34 37.8% d	18 43.9%	13 65.0% ab	34 41.0%	27 39.7%	11 36.7%	10 45.5%	7 35.0%
We have never used second-party customer data	42 18.2%	17 21.3%	15 16.7%	8 19.5%	2 10.0%	18 21.7%	14 20.6%	3 10.0%	2 9.1%	5 25.0%

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 4: Managing Privacy

Has your company's use of second-party customer data increased, decreased, or stayed the same over the last two years: Excludes those who do not use second-party customer data.

N=189	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
+1=Increasing	76 40.2%	30 47.6% d	31 41.3%	12 36.4%	3 16.7% a	27 41.5%	22 40.7%	13 48.1%	5 25.0%	6 40.0%
0=Stayed the same	94 49.7%	29 46.0%	34 45.3% d	18 54.5%	13 72.2% b	34 52.3%	27 50.0%	11 40.7%	10 50.0%	7 46.7%
-1=Decreasing	19 10.1%	4 6.3%	10 13.3%	3 9.1%	2 11.1%	4 6.2% d	5 9.3%	3 11.1%	5 25.0% a	2 13.3%
Mean	0.30	0.41 d	0.28	0.27	0.06 a	0.35 d	0.31	0.37	0.00 a	0.27

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Has your company's use of second-party customer data increased, decreased, or stayed the same over the last two years?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Increased	13 52.0% bden	3 17.6% a	7 35.0%	0 0.0% a	0 0.0% a	2 22.2%	5 33.3%	3 42.9%	7 36.8%	1 25.0%	9 36.0%	0 0.0%	22 39.3%	0 0.0% a	4 30.8%
Decreased	3 12.0%	1 5.9%	2 10.0%	0 0.0%	0 0.0%	2 22.2%	2 13.3%	0 0.0%	1 5.3%	0 0.0%	2 8.0%	0 0.0%	6 10.7%	0 0.0%	0 0.0%
Stayed the same	6 24.0% beN	10 58.8% a	7 35.0% n	3 60.0%	4 80.0% a	4 44.4% n	5 33.3% n	2 28.6% n	7 36.8% n	3 75.0%	8 32.0% N	2 66.7%	21 37.5% N	6 100.0% AcfghiKMo	6 46.2% n
We have never used second-party customer data	3 12.0%	3 17.6%	4 20.0%	2 40.0%	1 20.0%	1 11.1%	3 20.0%	2 28.6%	4 21.1%	0 0.0%	6 24.0%	1 33.3%	7 12.5%	0 0.0%	3 23.1%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Has your company's use of second-party customer data increased, decreased, or stayed the same over the last two years: Excludes those who do not use second-party customer data.

N=189

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
+1=Increasing	13 59.1% ben	3 21.4% a	7 43.8%	0 0.0%	0 0.0% a	2 25.0%	5 41.7%	3 60.0%	7 46.7%	1 25.0%	9 47.4% n	0 0.0%	22 44.9% n	0 0.0% akm	4 40.0%
0=Stayed the same	6 27.3% bdelN	10 71.4% a	7 43.8% n	3 100.0% a	4 100.0% akm	4 50.0%	5 41.7% n	2 40.0%	7 46.7% n	3 75.0%	8 42.1% en	2 100.0% a	21 42.9% en	6 100.0% Acgikm	6 60.0%
-1=Decreasing	3 13.6%	1 7.1%	2 12.5%	0 0.0%	0 0.0%	2 25.0%	2 16.7%	0 0.0%	1 6.7%	0 0.0%	2 10.5%	0 0.0%	6 12.2%	0 0.0%	0 0.0%
Mean	0.45	0.14	0.31	0.00	0.00	0.00	0.25	0.60	0.40	0.25	0.37	0.00	0.33	0.00	0.40

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Has your company's use of second-party customer data increased, decreased, or stayed the same over the last two years?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Increased	12 23.5% d	5 26.3%	14 33.3%	21 44.7% a	4 26.7%	14 33.3%	6 42.9%	16 29.6%	3 17.6%	19 35.8%	8 29.6%	11 42.3%	4 36.4%	3 23.1%	12 40.0%
Decreased	1 2.0% cde	1 5.3%	6 14.3% af	6 12.8% af	3 20.0% aF	0 0.0% cdE	1 7.1%	2 3.7%	2 11.8%	7 13.2%	3 11.1%	3 11.5%	0 0.0%	0 0.0%	2 6.7%
Stayed the same	22 43.1%	7 36.8%	16 38.1%	13 27.7% F	5 33.3%	24 57.1% D	7 50.0%	20 37.0% g	8 47.1%	18 34.0% g	10 37.0%	10 38.5%	4 36.4%	9 69.2% ac	15 50.0%
We have never used second-party customer data	16 31.4% fg	6 31.6% fg	6 14.3%	7 14.9%	3 20.0%	4 9.5% ab	0 0.0% ab	16 29.6% eH	4 23.5% h	9 17.0%	6 22.2% h	2 7.7% a	3 27.3% h	1 7.7%	1 3.3% Abdf

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Has your company's use of second-party customer data increased, decreased, or stayed the same over the last two years: Excludes those who do not use second-party customer data.

N=189

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
+1=Increasing	12 34.3%	5 38.5%	14 38.9%	21 52.5%	4 33.3%	14 36.8%	6 42.9%	16 42.1%	3 23.1%	19 43.2%	8 38.1%	11 45.8%	4 50.0%	3 25.0%	12 41.4%
0=Stayed the same	22 62.9% d	7 53.8%	16 44.4%	13 32.5% aF	5 41.7%	24 63.2% D	7 50.0%	20 52.6%	8 61.5%	18 40.9% g	10 47.6%	10 41.7%	4 50.0%	9 75.0% c	15 51.7%
-1=Decreasing	1 2.9% e	1 7.7%	6 16.7% f	6 15.0% f	3 25.0% aF	0 0.0% cdE	1 7.1%	2 5.3%	2 15.4%	7 15.9%	3 14.3%	3 12.5%	0 0.0%	0 0.0%	2 6.9%
Mean	0.31	0.31	0.22	0.38	0.08	0.37	0.36	0.37	0.08	0.27	0.24	0.33	0.50	0.25	0.34

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Do you expect your company's use of second-party customer data to increase, decrease, or stay the same over the next two years?

N=223	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
+1=Increasing	102 45.7%	39 49.4%	38 44.7%	15 39.5%	10 47.6%	36 46.8%	31 44.9%	15 53.6%	7 33.3%	10 50.0%
0=Stayed the same	97 43.5%	29 36.7%	38 44.7%	20 52.6%	10 47.6%	36 46.8%	31 44.9%	10 35.7%	8 38.1%	8 40.0%
-1=Decreasing	24 10.8%	11 13.9%	9 10.6%	3 7.9%	1 4.8%	5 6.5% D	7 10.1% d	3 10.7%	6 28.6% Ab	2 10.0%
Mean	0.35	0.35	0.34	0.32	0.43	0.40 d	0.35	0.43	0.05 a	0.40

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Do you expect your company's use of second-party customer data to increase, decrease, or stay the same over the next two years?

N=223

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
+1=Increasing	14 58.3% n	6 35.3%	10 55.6% n	1 20.0%	1 20.0%	4 44.4%	9 56.3% n	3 50.0%	11 61.1% n	2 50.0%	8 32.0%	1 33.3%	27 50.9% n	0 0.0% acgim	5 38.5%
0=Stayed the same	8 33.3% k	9 52.9%	6 33.3%	4 80.0% im	4 80.0% im	3 33.3%	5 31.3% k	3 50.0%	5 27.8% dek	2 50.0%	16 64.0% agiM	2 66.7%	17 32.1% deK	4 66.7%	8 61.5%
-1=Decreasing	2 8.3%	2 11.8%	2 11.1%	0 0.0%	0 0.0%	2 22.2%	2 12.5%	0 0.0%	2 11.1%	0 0.0%	1 4.0% n	0 0.0%	9 17.0%	2 33.3% ko	0 0.0% n
Mean	0.50 N	0.24	0.44 n	0.20	0.20	0.22	0.44 n	0.50 n	0.50 n	0.50 n	0.28 n	0.33	0.34 n	-0.33 Acghijkmo	0.38 n

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Do you expect your company's use of second-party customer data to increase, decrease, or stay the same over the next two years?

N=223

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
+1=Increasing	20 41.7%	7 36.8%	19 47.5%	24 53.3%	6 42.9%	18 42.9%	8 57.1%	23 44.2%	5 29.4% d	22 44.9%	16 61.5% b	11 44.0%	4 36.4%	5 38.5%	16 53.3%
0=Stayed the same	25 52.1%	10 52.6%	16 40.0%	15 33.3%	6 42.9%	20 47.6%	4 28.6%	25 48.1%	11 64.7% d	20 40.8%	7 26.9% b	11 44.0%	5 45.5%	7 53.8%	11 36.7%
-1=Decreasing	3 6.3%	2 10.5%	5 12.5%	6 13.3%	2 14.3%	4 9.5%	2 14.3%	4 7.7%	1 5.9%	7 14.3%	3 11.5%	3 12.0%	2 18.2%	1 7.7%	3 10.0%
Mean	0.35	0.26	0.35	0.40	0.29	0.33	0.43	0.37	0.24	0.31	0.50	0.32	0.18	0.31	0.43

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

How worried are you that your company's use of second-party customer data could raise questions about privacy?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Not at all Worried	31 13.7%	10 12.5%	13 15.1%	4 10.0%	4 19.0%	10 12.7%	14 20.3% d	2 6.9%	0 0.0% be	5 25.0% d
2	47 20.7%	20 25.0%	16 18.6%	7 17.5%	4 19.0%	19 24.1%	17 24.6%	4 13.8%	5 23.8%	1 5.0%
3	26 11.5%	10 12.5%	7 8.1%	6 15.0%	3 14.3%	6 7.6% d	8 11.6%	2 6.9%	5 23.8% a	3 15.0%
4	40 17.6%	9 11.3% b	20 23.3% a	8 20.0%	3 14.3%	12 15.2%	11 15.9%	7 24.1%	4 19.0%	3 15.0%
5	41 18.1%	14 17.5%	17 19.8%	7 17.5%	3 14.3%	21 26.6% b	7 10.1% a	7 24.1%	2 9.5%	4 20.0%
6	23 10.1%	8 10.0%	8 9.3%	5 12.5%	2 9.5%	6 7.6%	5 7.2%	4 13.8%	3 14.3%	3 15.0%
Very Worried	19 8.4%	9 11.3%	5 5.8%	3 7.5%	2 9.5%	5 6.3%	7 10.1%	3 10.3%	2 9.5%	1 5.0%
Mean	3.70	3.71	3.65	3.85	3.52	3.67	3.33 c	4.28 b	3.95	3.65

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

How worried are you that your company's use of second-party customer data could raise questions about privacy?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Not at all Worried	1 4.0% Dhk	4 23.5% m	3 15.0% d	3 60.0% AcgMo	1 20.0%	1 11.1%	2 12.5% d	2 33.3% aM	3 16.7%	1 25.0%	6 24.0% aM	0 0.0%	2 3.7% bDhK	0 0.0%	1 7.7% d
2	6 24.0%	2 11.8%	3 15.0%	1 20.0%	1 20.0%	1 11.1%	4 25.0%	3 50.0%	5 27.8%	2 50.0%	5 20.0%	0 0.0%	9 16.7%	3 50.0%	2 15.4%
3	3 12.0%	4 23.5%	2 10.0%	1 20.0%	0 0.0%	0 0.0%	5 31.3% km	0 0.0%	3 16.7%	0 0.0%	1 4.0% g	0 0.0%	4 7.4% g	1 16.7%	2 15.4%
4	3 12.0% fl	3 17.6%	4 20.0%	0 0.0%	2 40.0%	5 55.6% aghIMn	2 12.5% fl	0 0.0% f	1 5.6% Fl	1 25.0%	5 20.0%	2 66.7% agim	8 14.8% Fl	0 0.0% f	4 30.8%
5	7 28.0%	3 17.6%	4 20.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	1 16.7%	1 5.6% m	0 0.0%	6 24.0%	0 0.0%	16 29.6% i	1 16.7%	1 7.7%
6	5 20.0% k	0 0.0%	3 15.0%	0 0.0%	1 20.0% k	2 22.2% k	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0% aefmn	0 0.0%	9 16.7% k	1 16.7% k	1 7.7%
Very Worried	0 0.0% iL	1 5.9%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	2 12.5%	0 0.0%	4 22.2% a	0 0.0%	2 8.0%	1 33.3% A	6 11.1%	0 0.0%	2 15.4%
Mean	3.96 Dh	3.18 M	3.80 d	1.60 AcfLMo	3.40	3.89 d	3.25 m	2.17 alM	3.61	2.25 m	3.32 m	5.00 Dh	4.44 BDgHjk	3.33	4.00 d

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

How worried are you that your company's use of second-party customer data could raise questions about privacy?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Not at all Worried	8 16.7%	6 30.0%	4 10.3%	4 8.5%	3 20.0%	6 14.3%	0 0.0%	11 21.2%	4 23.5%	4 8.0%	2 7.4%	5 19.2%	0 0.0%	3 23.1%	2 6.5%
2	12 25.0%	4 20.0%	6 15.4%	12 25.5%	2 13.3%	11 26.2%	0 0.0%	11 21.2%	5 29.4%	9 18.0%	5 18.5%	6 23.1%	3 27.3%	4 30.8%	4 12.9%
3	7 14.6%	1 5.0%	6 15.4%	4 8.5%	1 6.7%	6 14.3%	1 6.7%	7 13.5%	0 0.0%	8 16.0%	4 14.8%	1 3.8%	2 18.2%	2 15.4%	2 6.5%
4	6 12.5%	4 20.0%	7 17.9%	7 14.9%	2 13.3%	8 19.0%	5 33.3%	7 13.5%	3 17.6%	9 18.0%	4 14.8%	3 11.5%	2 18.2%	3 23.1%	9 29.0%
5	9 18.8%	2 10.0%	7 17.9%	11 23.4%	3 20.0%	5 11.9%	4 26.7%	9 17.3%	1 5.9%	9 18.0%	5 18.5%	8 30.8%	2 18.2%	1 7.7%	6 19.4%
6	2 4.2%	3 15.0%	5 12.8%	5 10.6%	3 20.0%	2 4.8%	3 20.0%	5 9.6%	2 11.8%	7 14.0%	3 11.1%	2 7.7%	1 9.1%	0 0.0%	3 9.7%
Very Worried	4 8.3%	0 0.0%	4 10.3%	4 8.5%	1 6.7%	4 9.5%	2 13.3%	2 3.8%	2 11.8%	4 8.0%	4 14.8%	1 3.8%	1 9.1%	0 0.0%	5 16.1%
Mean	3.38 G	3.05 G	3.97	3.85 g	3.87	3.40 G	5.00 ABdF	3.29 h	3.35	3.94 g	4.11 g	3.50	3.91 g	2.62 cdfH	4.35 aG

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Third-party data are often collected, aggregated, and sold to companies. Has your company's use of third-party customer data increased, decreased, or stayed the same over the last two years?

N=234	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Increased	62 26.5%	25 30.5%	22 24.4%	13 31.7%	2 9.5%	23 27.7%	16 22.9%	10 33.3%	4 17.4%	6 30.0%
Decreased	29 12.4%	12 14.6%	10 11.1%	6 14.6%	1 4.8%	10 12.0%	6 8.6%	5 16.7%	4 17.4%	3 15.0%
Stayed the same	69 29.5%	24 29.3%	27 30.0%	10 24.4%	8 38.1%	21 25.3%	25 35.7%	10 33.3%	7 30.4%	3 15.0%
We have never used third-party customer data	74 31.6%	21 25.6%	31 34.4%	12 29.3%	10 47.6%	29 34.9%	23 32.9%	5 16.7%	8 34.8%	8 40.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Has your company's use of third-party customer data increased, decreased, or stayed the same over the last two years? Excludes those who do not use third-party customer data.

N=160	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
+1=Increasing	62 38.8%	25 41.0%	22 37.3%	13 44.8%	2 18.2%	23 42.6%	16 34.0%	10 40.0%	4 26.7%	6 50.0%
0=Stayed the same	69 43.1%	24 39.3%	27 45.8%	10 34.5%	8 22.7%	21 38.9%	25 53.2%	10 40.0%	7 46.7%	3 25.0%
-1=Decreasing	29 18.1%	12 19.7%	10 16.9%	6 20.7%	1 9.1%	10 18.5%	6 12.8%	5 20.0%	4 26.7%	3 25.0%
Mean	0.21	0.21	0.20	0.24	0.09	0.24	0.21	0.20	0.00	0.25

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 4: Managing Privacy

Has your company's use of third-party customer data increased, decreased, or stayed the same over the last two years?

N=234

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Increased	6 24.0% h	5 29.4%	7 35.0%	2 40.0%	1 20.0%	2 22.2%	2 11.8% H	5 71.4% aGjKO	6 30.0%	0 0.0% h	3 12.0% Hm	0 0.0%	20 35.7% k	2 33.3%	1 7.7% H
Decreased	2 8.0%	1 5.9%	1 5.0%	0 0.0%	0 0.0%	2 22.2%	3 17.6%	1 14.3%	2 10.0%	0 0.0%	3 12.0%	0 0.0%	12 21.4%	0 0.0%	2 15.4%
Stayed the same	7 28.0% l	8 47.1% h	7 35.0% l	2 40.0%	1 20.0%	1 11.1% l	7 41.2%	0 0.0% bl	5 25.0% l	2 50.0%	5 20.0% L	3 100.0% acfhiKM	13 23.2% L	3 50.0%	5 38.5%
We have never used third-party customer data	10 40.0%	3 17.6% k	5 25.0% k	1 20.0%	3 60.0% m	4 44.4%	5 29.4%	1 14.3%	7 35.0%	2 50.0%	14 56.0% bcM	0 0.0%	11 19.6% eK	1 16.7%	5 38.5%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Has your company's use of third-party customer data increased, decreased, or stayed the same over the last two years? Excludes those who do not use third-party customer data.

N=160

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
+1=Increasing	6 40.0%	5 35.7%	7 46.7%	2 50.0%	1 50.0%	2 40.0%	2 16.7% h	5 83.3% gklo	6 46.2%	0 0.0%	3 27.3% h	0 0.0% h	20 44.4%	2 40.0%	1 12.5% h
0=Stayed the same	7 46.7%	8 57.1% h	7 46.7%	2 50.0%	1 50.0%	1 20.0%	7 58.3% h	0 0.0% bgjlo	5 38.5%	2 100.0% hm	5 45.5%	3 100.0% hm	13 28.9% jl	3 60.0%	5 62.5% h
-1=Decreasing	2 13.3%	1 7.1%	1 6.7%	0 0.0%	0 0.0%	2 40.0%	3 25.0%	1 16.7%	2 15.4%	0 0.0%	3 27.3%	0 0.0%	12 26.7%	0 0.0%	2 25.0%
Mean	0.27	0.29	0.40	0.50	0.50	0.00	-0.08	0.67	0.31	0.00	0.00	0.00	0.18	0.40	-0.13

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Has your company's use of third-party customer data increased, decreased, or stayed the same over the last two years?

N=234

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Increased	14 27.5%	4 20.0%	9 21.4%	14 28.6%	4 26.7%	11 26.2%	5 35.7%	13 23.6%	4 23.5%	14 25.9%	8 28.6%	8 30.8%	3 27.3%	3 23.1%	9 30.0%
Decreased	4 7.8%	3 15.0%	7 16.7%	4 8.2%	4 26.7%	5 11.9%	2 14.3%	6 10.9%	3 17.6%	5 9.3%	4 14.3%	3 11.5%	0 0.0%	1 7.7%	7 23.3%
Stayed the same	12 23.5% f	2 10.0% F	12 28.6%	16 32.7%	5 33.3%	19 45.2% aB	3 21.4%	12 21.8% d	3 17.6%	14 25.9%	12 42.9% a	9 34.6%	5 45.5%	5 38.5%	9 30.0%
We have never used third-party customer data	21 41.2% f	11 55.0% eF	14 33.3%	15 30.6%	2 13.3% b	7 16.7% aB	4 28.6%	24 43.6% Dh	7 41.2% d	21 38.9% dh	4 14.3% Abc	6 23.1%	3 27.3%	4 30.8%	5 16.7% ac

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Has your company's use of third-party customer data increased, decreased, or stayed the same over the last two years? Excludes those who do not use third-party customer data.

N=160

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
+1=Increasing	14 46.7%	4 44.4%	9 32.1%	14 41.2%	4 30.8%	11 31.4%	5 50.0%	13 41.9%	4 40.0%	14 42.4%	8 33.3%	8 40.0%	3 37.5%	3 33.3%	9 36.0%
0=Stayed the same	12 40.0%	2 22.2%	12 42.9%	16 47.1%	5 38.5%	19 54.3%	3 30.0%	12 38.7%	3 30.0%	14 42.4%	12 50.0%	9 45.0%	5 62.5%	5 55.6%	9 36.0%
-1=Decreasing	4 13.3%	3 33.3%	7 25.0%	4 11.8%	4 30.8%	5 14.3%	2 20.0%	6 19.4%	3 30.0%	5 15.2%	4 16.7%	3 15.0%	0 0.0%	1 11.1%	7 28.0%
Mean	0.33	0.11	0.07	0.29	0.00	0.17	0.30	0.23	0.10	0.27	0.17	0.25	0.38	0.22	0.08

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Do you expect your company's use of third-party customer data to increase, decrease, or stay the same over the next two years?

N=220	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
+1=Increasing	67 30.5%	23 29.5%	23 27.1%	14 35.9%	7 38.9%	26 33.3%	19 28.4%	10 35.7%	4 19.0%	7 36.8%
0=Stayed the same	114 51.8%	40 51.3%	49 57.6% c	15 38.5% b	10 55.6%	40 51.3%	39 58.2%	13 46.4%	11 52.4%	8 42.1%
-1=Decreasing	39 17.7%	15 19.2%	13 15.3%	10 25.6%	1 5.6%	12 15.4%	9 13.4%	5 17.9%	6 28.6%	4 21.1%
Mean	0.13	0.10	0.12	0.10	0.33	0.18	0.15	0.18	-0.10	0.16

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Do you expect your company's use of third-party customer data to increase, decrease, or stay the same over the next two years?

N=220

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
+1=Increasing	8 33.3% h	3 17.6% dH	9 47.4% k	4 80.0% bgKm	1 25.0%	2 22.2% h	3 18.8% dh	5 83.3% aBfgijKlmo	6 33.3% h	0 0.0% h	4 16.7% cdH	0 0.0% h	15 28.8% dh	3 50.0%	4 30.8% h
0=Stayed the same	14 58.3% h	11 64.7% h	7 36.8% k	1 20.0% k	2 50.0%	5 55.6% h	10 62.5% h	0 0.0% abfgjKlmo	8 44.4%	3 100.0% h	18 75.0% cdHM	3 100.0% h	22 42.3% hK	2 33.3%	7 53.8% h
-1=Decreasing	2 8.3% m	3 17.6%	3 15.8%	0 0.0%	1 25.0%	2 22.2%	3 18.8%	1 16.7%	4 22.2%	0 0.0%	2 8.3% m	0 0.0%	15 28.8% ak	1 16.7%	2 15.4%
Mean	0.25	0.00 dh	0.32	0.80 bfgKm	0.00	0.00 d	0.00 d	0.67 bkm	0.11	0.00	0.08 Dh	0.00	0.00 dh	0.33	0.15

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Do you expect your company's use of third-party customer data to increase, decrease, or stay the same over the next two years?

N=220

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
+1=Increasing	20 43.5% B	1 5.3% Adef	9 24.3%	14 30.4% b	6 40.0% b	13 31.0% b	4 28.6%	18 35.3% c	5 31.3%	7 14.9% aE	9 33.3%	13 52.0% C	3 27.3%	4 30.8%	8 26.7%
0=Stayed the same	22 47.8%	13 68.4%	21 56.8%	24 52.2%	7 46.7%	21 50.0%	5 35.7%	28 54.9%	8 50.0%	29 61.7% e	15 55.6%	8 32.0% c	6 54.5%	7 53.8%	13 43.3%
-1=Decreasing	4 8.7% g	5 26.3%	7 18.9%	8 17.4%	2 13.3%	8 19.0%	5 35.7% a	5 9.8% h	3 18.8%	11 23.4%	3 11.1%	4 16.0%	2 18.2%	2 15.4%	9 30.0% a
Mean	0.35 Bc	-0.21 Ae	0.05 a	0.13	0.27 b	0.12	-0.07	0.25 C	0.13	-0.09 AdE	0.22 c	0.36 C	0.09	0.15	-0.03

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

How worried are you that your company's use of third-party customer data could raise questions about privacy?

N=223	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all Worried	53 23.8%	19 24.4%	22 25.3%	8 20.0%	4 22.2%	23 29.1%	14 20.9%	4 13.8%	5 23.8%	7 36.8%
2=2	33 14.8%	14 17.9%	11 12.6%	6 15.0%	2 11.1%	13 16.5%	11 16.4%	2 6.9%	3 14.3%	3 15.8%
3=3	15 6.7%	3 3.8%	6 6.9%	4 10.0%	2 11.1%	3 3.8%	8 11.9%	1 3.4%	3 14.3%	0 0.0%
4=4	27 12.1%	8 10.3%	12 13.8%	5 12.5%	2 11.1%	6 7.6% C	7 10.4% c	8 27.6% Abd	1 4.8% c	3 15.8%
5=5	37 16.6%	13 16.7%	15 17.2%	5 12.5%	4 22.2%	12 15.2%	14 20.9%	4 13.8%	3 14.3%	2 10.5%
6=6	26 11.7%	9 11.5%	7 8.0%	8 20.0%	2 11.1%	11 13.9%	4 6.0%	4 13.8%	2 9.5%	3 15.8%
7=Very Worried	32 14.3%	12 15.4%	14 16.1%	4 10.0%	2 11.1%	11 13.9%	9 13.4%	6 20.7%	4 19.0%	1 5.3%
Mean	3.75	3.73	3.74	3.83	3.78	3.61	3.66	4.45 e	3.76	3.16 c

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

How worried are you that your company’s use of third-party customer data could raise questions about privacy?

N=223

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1=Not at all Worried	5 20.8%	5 29.4%	5 25.0%	0 0.0%	1 20.0%	4 44.4% m	4 26.7%	3 50.0% m	6 33.3%	0 0.0%	9 36.0% m	0 0.0%	8 15.1% fhk	0 0.0%	2 15.4%
2=2	4 16.7% dk	0 0.0% Dghijn	3 15.0% d	3 60.0% aBcKM	1 20.0% k	1 11.1%	4 26.7% bK	2 33.3% bK	4 22.2% bk	1 33.3% bK	0 0.0% aDeGHiJN	0 0.0%	6 11.3% D	2 33.3% bK	2 15.4%
3=3	1 4.2%	4 23.5% M	2 10.0%	1 20.0% m	0 0.0%	0 0.0%	1 6.7%	0 0.0%	1 5.6%	1 33.3% Mo	2 8.0%	0 0.0%	1 1.9% BdJ	1 16.7%	0 0.0% j
4=4	1 4.2% L	2 11.8% 1	4 20.0%	0 0.0%	1 20.0%	1 11.1%	1 6.7% 1	0 0.0%	1 5.6% 1	1 33.3%	4 16.0%	2 66.7% Abgim	6 11.3% 1	0 0.0%	3 23.1%
5=5	7 29.2%	1 5.9%	3 15.0%	1 20.0%	0 0.0%	2 22.2%	2 13.3%	0 0.0%	2 11.1%	0 0.0%	4 16.0%	0 0.0%	11 20.8%	2 33.3%	2 15.4%
6=6	3 12.5%	3 17.6% k	3 15.0%	0 0.0%	2 40.0% K	0 0.0%	1 6.7%	1 16.7% k	1 5.6%	0 0.0%	0 0.0% bEhm	0 0.0%	10 18.9% k	0 0.0%	2 15.4%
7=Very Worried	3 12.5%	2 11.8%	0 0.0% klm	0 0.0%	0 0.0%	1 11.1%	2 13.3%	0 0.0%	3 16.7%	0 0.0%	6 24.0% c	1 33.3% c	11 20.8% c	1 16.7%	2 15.4%
Mean	3.92	3.65	3.30 m	2.80	3.80	3.00	3.27	2.17 m	3.22 m	3.00	3.72	5.00	4.51 chi	4.00	4.15

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

How worried are you that your company's use of third-party customer data could raise questions about privacy?

N=223

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
	1=Not at all Worried	12 26.1%	9 45.0% fg	8 20.5%	14 30.4%	3 20.0%	6 14.6% b	1 6.7% b	17 33.3%	4 23.5%	10 20.8%	8 28.6%	7 28.0%	1 9.1%	2 15.4%
2=2	8 17.4%	1 5.0%	5 12.8%	7 15.2%	2 13.3%	10 24.4% g	0 0.0% f	8 15.7%	1 5.9% f	5 10.4% f	4 14.3%	4 16.0%	4 36.4% bc	4 30.8%	3 10.0%
3=3	4 8.7% d	0 0.0%	3 7.7%	0 0.0% aef	2 13.3% d	5 12.2% d	1 6.7%	3 5.9%	2 11.8%	2 4.2%	2 7.1%	3 12.0%	0 0.0%	2 15.4%	1 3.3%
4=4	6 13.0%	0 0.0% d	6 15.4%	9 19.6% b	1 6.7%	3 7.3%	2 13.3%	5 9.8%	4 23.5%	4 8.3%	5 17.9%	6 24.0%	0 0.0%	1 7.7%	2 6.7%
5=5	8 17.4%	3 15.0%	5 12.8%	5 10.9%	4 26.7%	8 19.5%	3 20.0%	10 19.6% d	1 5.9%	12 25.0% De	0 0.0% aCFgH	1 4.0% cfh	3 27.3% De	3 23.1% d	7 23.3% De
6=6	3 6.5% bg	5 25.0% ade	5 12.8%	3 6.5% bg	0 0.0% bg	6 14.6%	4 26.7% ade	5 9.8% h	2 11.8%	6 12.5%	2 7.1%	1 4.0% h	1 9.1%	1 7.7%	8 26.7% ae
7=Very Worried	5 10.9%	2 10.0%	7 17.9%	8 17.4%	3 20.0%	3 7.3%	4 26.7%	3 5.9% d	3 17.6%	9 18.8%	7 25.0% a	3 12.0%	2 18.2%	0 0.0%	5 16.7%
Mean	3.41 G	3.50 g	3.97 g	3.54 G	3.87	3.66 G	5.27 AbcDF	3.20 cH	3.88	4.19 a	3.68	3.20 h	4.00	3.15 h	4.63 Aeg

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

To what degree is managing customer privacy part of your marketing job?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all	11 4.7%	2 2.5%	7 7.9%	2 4.8%	0 0.0%	4 4.9%	5 7.1%	0 0.0%	1 4.3%	1 5.0%
2=2	34 14.6%	12 14.8%	13 14.6%	7 16.7%	2 9.5%	10 12.2%	13 18.6%	6 20.7%	3 13.0%	2 10.0%
3=3	24 10.3%	6 7.4%	11 12.4%	4 9.5%	3 14.3%	7 8.5%	6 8.6%	4 13.8%	2 8.7%	4 20.0%
4=4	42 18.0%	17 21.0%	10 11.2% d	8 19.0%	7 33.3% b	20 24.4%	11 15.7%	3 10.3%	5 21.7%	2 10.0%
5=5	43 18.5%	10 12.3%	21 23.6%	9 21.4%	3 14.3%	18 22.0%	11 15.7%	5 17.2%	4 17.4%	3 15.0%
6=6	33 14.2%	17 21.0%	10 11.2%	4 9.5%	2 9.5%	13 15.9%	8 11.4%	3 10.3%	3 13.0%	4 20.0%
7=A great deal	46 19.7%	17 21.0%	17 19.1%	8 19.0%	4 19.0%	10 12.2%	16 22.9%	8 27.6%	5 21.7%	4 20.0%
Mean	4.52	4.73	4.38	4.40	4.57	4.43	4.40	4.66	4.61	4.60

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 4: Managing Privacy

To what degree is managing customer privacy part of your marketing job?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	1 4.0%	2 11.8%	0 0.0% d	1 20.0% cm	0 0.0%	1 11.1%	1 5.9%	0 0.0%	1 5.0%	0 0.0%	2 8.0%	0 0.0%	1 1.8% d	0 0.0%	1 7.7%
2=2	2 8.0% e	3 17.6%	4 19.0%	0 0.0%	2 50.0% afGm	0 0.0% e	0 0.0% Ehjo	2 28.6%	4 20.0%	1 25.0% g	4 16.0%	0 0.0%	6 10.9% e	1 16.7%	3 23.1% g
3=3	4 16.0%	2 11.8%	5 23.8% i	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0% cl	0 0.0%	3 12.0%	1 33.3% i	7 12.7%	0 0.0%	1 7.7%
4=4	4 16.0%	4 23.5%	2 9.5%	2 40.0%	0 0.0%	3 33.3%	4 23.5%	2 28.6%	3 15.0%	0 0.0%	5 20.0%	0 0.0%	12 21.8%	0 0.0%	1 7.7%
5=5	6 24.0%	3 17.6%	3 14.3%	0 0.0%	1 25.0%	2 22.2%	2 11.8%	2 28.6%	4 20.0%	1 25.0%	4 16.0%	1 33.3%	10 18.2%	2 33.3%	2 15.4%
6=6	4 16.0%	0 0.0% ein	2 9.5%	0 0.0%	1 25.0% b	2 22.2%	3 17.6%	1 14.3%	6 30.0% b	0 0.0%	3 12.0%	0 0.0%	7 12.7%	2 33.3% b	2 15.4%
7=A great deal	4 16.0%	3 17.6%	5 23.8%	2 40.0%	0 0.0%	1 11.1%	6 35.3%	0 0.0%	2 10.0%	2 50.0%	4 16.0%	1 33.3%	12 21.8%	1 16.7%	3 23.1%
Mean	4.60	3.88 g	4.43	4.60	3.75	4.67	5.29 b	4.00	4.55	5.25	4.20	5.00	4.69	5.17	4.38

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

To what degree is managing customer privacy part of your marketing job?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Not at all	5 9.8% f	1 5.3%	3 7.3%	2 4.1%	0 0.0%	0 0.0%	0 0.0%	5 9.1%	0 0.0%	2 3.7%	1 3.7%	2 7.7%	0 0.0%	1 7.7%	0 0.0%
2=2	8 15.7%	5 26.3% e	7 17.1%	4 8.2%	0 0.0% b	8 19.0%	2 13.3%	13 23.6% h	2 12.5%	7 13.0%	3 11.1%	4 15.4%	0 0.0%	3 23.1%	2 6.5% a
3=3	5 9.8%	0 0.0% de	5 12.2%	9 18.4% b	3 20.0% b	2 4.8%	0 0.0%	6 10.9%	2 12.5%	7 13.0%	3 11.1%	4 15.4%	1 9.1%	0 0.0%	1 3.2%
4=4	8 15.7%	6 31.6%	7 17.1%	8 16.3%	3 20.0%	9 21.4%	1 6.7%	7 12.7% B	7 43.8% Acde	9 16.7% b	4 14.8% b	3 11.5% b	3 27.3%	3 23.1%	6 19.4%
5=5	9 17.6%	1 5.3% g	7 17.1%	8 16.3%	2 13.3%	10 23.8%	5 33.3% b	9 16.4%	2 12.5%	9 16.7%	4 14.8%	6 23.1%	4 36.4%	1 7.7%	8 25.8%
6=6	6 11.8%	3 15.8%	2 4.9% eg	7 14.3%	4 26.7% c	7 16.7%	4 26.7% c	6 10.9%	0 0.0% h	6 11.1%	4 14.8%	5 19.2%	2 18.2%	2 15.4%	8 25.8% b
7=A great deal	10 19.6%	3 15.8%	10 24.4%	11 22.4%	3 20.0%	6 14.3%	3 20.0%	9 16.4%	3 18.8%	14 25.9%	8 29.6% e	2 7.7% d	1 9.1%	3 23.1%	6 19.4%
Mean	4.29	4.16	4.32	4.65	5.07	4.57	5.20	4.02 H	4.31	4.67	4.89	4.15 h	4.91	4.38	5.19 Ae

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

In the wake of third-party cookies disappearing, which actions has your company taken?

N=192

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Created a stronger data strategy to capture better information around customer touchpoints	112 58.3%	39 57.4%	39 55.7%	25 67.6%	9 52.9%	31 49.2%	37 62.7%	16 64.0%	14 70.0%	11 57.9%
Invested in innovations to engage with customers directly	97 50.5%	42 61.8%	35 50.0%	12 32.4%	8 47.1%	43 68.3%	26 44.1%	11 44.0%	3 15.0%	10 52.6%
Reduced internal data siloes to generate a more complete view of consumers	62 32.3%	20 29.4%	26 37.1%	12 32.4%	4 23.5%	21 33.3%	18 30.5%	9 36.0%	6 30.0%	5 26.3%
Invested in customer data platform (CDP) that offers better information about the customer journey	58 30.2%	19 27.9%	20 28.6%	14 37.8%	5 29.4%	20 31.7%	18 30.5%	10 40.0%	7 35.0%	2 10.5%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

In the wake of third-party cookies disappearing, which actions has your company taken?

N=192	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Created strategic partnerships with agencies and partners to generate data around customer touchpoints	55 28.6%	15 22.1%	20 28.6%	14 37.8%	6 35.3%	14 22.2% d	16 27.1%	8 32.0%	10 50.0% a	5 26.3%
Offered customers incentives to provide access to their data	48 25.0%	17 25.0%	16 22.9%	10 27.0%	5 29.4%	17 27.0%	15 25.4%	6 24.0%	7 35.0%	3 15.8%
Invested in more traditional advertising outside of online approaches	38 19.8%	11 16.2% d	12 17.1% d	8 21.6%	7 41.2% ab	7 11.1% C	10 16.9%	9 36.0% A	5 25.0%	5 26.3%
Used data clean rooms to input rich first-party information and benefit from scaled, shared advertising insights	16 8.3%	7 10.3%	5 7.1%	4 10.8%	0 0.0%	5 7.9%	4 6.8%	3 12.0%	1 5.0%	2 10.5%
Made acquisitions and joint ventures to gain more direct access to customer touchpoint data	12 6.3%	3 4.4%	5 7.1%	2 5.4%	2 11.8%	1 1.6% bc	6 10.2% a	3 12.0% a	0 0.0%	2 10.5%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

In the wake of third-party cookies disappearing, which actions has your company taken?

N=192

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transporta- tion N	Retail Wholesale O
Created a stronger data strategy to capture better information around customer touchpoints	13 72.2%	8 50.0%	11 61.1%	2 40.0%	2 50.0%	5 71.4%	8 61.5%	2 50.0%	7 43.8%	2 100.0%	10 55.6%	2 66.7%	29 58.0%	4 80.0%	7 53.8%
Invested in innovations to engage with customers directly	10 55.6%	6 37.5% i	5 27.8% Im	3 60.0%	2 50.0%	3 42.9%	5 38.5%	2 50.0%	12 75.0% bCo	1 50.0%	10 55.6%	2 66.7%	30 60.0% c	2 40.0%	4 30.8% i
Invested in customer data platform (CDP) that offers better information about the customer journey	6 33.3%	4 25.0%	6 33.3%	2 40.0%	1 25.0%	2 28.6%	6 46.2%	2 50.0%	2 12.5% no	1 50.0%	4 22.2%	0 0.0%	12 24.0% o	3 60.0% i	7 53.8% im
Reduced internal data siloes to generate a more complete view of consumers	5 27.8%	5 31.3%	4 22.2% f	3 60.0%	1 25.0%	5 71.4% cgi	2 15.4% f	2 50.0%	3 18.8% f	0 0.0%	6 33.3%	0 0.0%	19 38.0%	2 40.0%	5 38.5%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

In the wake of third-party cookies disappearing, which actions has your company taken?

N=192

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Created strategic partnerships with agencies and partners to generate data around customer touchpoints	5 27.8%	5 31.3%	7 38.9% k	2 40.0%	1 25.0%	3 42.9% k	3 23.1%	1 25.0%	5 31.3%	2 100.0% Km	1 5.6% cfJo	1 33.3%	13 26.0% j	1 20.0%	5 38.5% k
Invested in more traditional advertising outside of online approaches	4 22.2% E	7 43.8% cfgkm	2 11.1% bdEl	3 60.0% cfGkm	4 100.0% ACFGIKMn o	0 0.0% bdEl	0 0.0% bDEL	1 25.0%	3 18.8% E	0 0.0%	2 11.1% bdEl	2 66.7% cfGkm	7 14.0% bdEl	0 0.0% e	3 23.1% e
Offered customers incentives to provide access to their data	2 11.1%	3 18.8%	7 38.9%	2 40.0%	0 0.0%	2 28.6%	5 38.5%	1 25.0%	3 18.8%	0 0.0%	3 16.7%	0 0.0%	13 26.0%	2 40.0%	5 38.5%
Used data clean rooms to input rich first-party information and benefit from scaled, shared advertising insights	2 11.1%	0 0.0%	2 11.1%	0 0.0%	1 25.0% k	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0% e	0 0.0%	7 14.0%	1 20.0%	2 15.4%
Made acquisitions and joint ventures to gain more direct access to customer touchpoint data	1 5.6%	2 12.5%	1 5.6%	1 20.0%	0 0.0%	1 14.3%	1 7.7%	0 0.0%	1 6.3%	0 0.0%	1 5.6%	0 0.0%	2 4.0%	0 0.0%	1 7.7%

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Topic 4: Managing Privacy

In the wake of third-party cookies disappearing, which actions has your company taken?

N=192

	Sales Revenue						Number of Employees								
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Invested in innovations to engage with customers directly	22 50.0%	6 54.5%	14 46.7%	24 60.0%	5 45.5%	20 48.8%	6 42.9%	22 47.8%	4 36.4%	23 57.5%	10 41.7%	13 61.9%	4 50.0%	4 33.3%	17 56.7%
Created a stronger data strategy to capture better information around customer touchpoints	20 45.5% fg	6 54.5%	16 53.3% g	22 55.0% g	6 54.5%	29 70.7% a	12 85.7% acd	20 43.5% cH	8 72.7%	26 65.0% a	11 45.8% h	9 42.9% H	5 62.5%	9 75.0%	24 80.0% AdE
Invested in customer data platform (CDP) that offers better information about the customer journey	11 25.0% e	3 27.3%	6 20.0% e	13 32.5%	7 63.6% acf	12 29.3% e	6 42.9%	11 23.9% e	5 45.5%	7 17.5% Eg	5 20.8% e	11 52.4% aCd	2 25.0%	6 50.0% c	11 36.7%
Offered customers incentives to provide access to their data	11 25.0%	3 27.3%	9 30.0%	10 25.0%	3 27.3%	8 19.5%	4 28.6%	12 26.1%	4 36.4%	8 20.0% e	4 16.7% e	10 47.6% cdh	2 25.0%	2 16.7%	6 20.0% e
Invested in more traditional advertising outside of online approaches	10 22.7%	0 0.0% e	4 13.3%	9 22.5%	4 36.4% b	10 24.4%	1 7.1%	8 17.4%	3 27.3%	8 20.0%	6 25.0%	3 14.3%	2 25.0%	1 8.3%	7 23.3%

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Topic 4: Managing Privacy

In the wake of third-party cookies disappearing, which actions has your company taken?

N=192

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Created strategic partnerships with agencies and partners to generate data around customer touchpoints	9 20.5%	2 18.2%	8 26.7%	11 27.5%	3 27.3%	16 39.0%	6 42.9%	11 23.9%	2 18.2%	12 30.0%	8 33.3%	6 28.6%	3 37.5%	3 25.0%	10 33.3%
Reduced internal data siloes to generate a more complete view of consumers	9 20.5%	2 18.2%	9 30.0%	19 47.5%	2 18.2%	13 31.7%	7 50.0%	7 15.2%	2 18.2%	19 47.5%	7 29.2%	7 33.3%	3 37.5%	4 33.3%	13 43.3%
Used data clean rooms to input rich first-party information and benefit from scaled, shared advertising insights	2 4.5%	0 0.0%	2 6.7%	4 10.0%	0 0.0%	4 9.8%	4 28.6%	2 4.3%	0 0.0%	3 7.5%	1 4.2%	3 14.3%	0 0.0%	1 8.3%	6 20.0%
Made acquisitions and joint ventures to gain more direct access to customer touchpoint data	4 9.1%	1 9.1%	0 0.0%	1 2.5%	2 18.2%	4 9.8%	0 0.0%	3 6.5%	0 0.0%	1 2.5%	1 4.2%	3 14.3%	0 0.0%	1 8.3%	3 10.0%

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Topic 4: Managing Privacy

Privacy notices increase/decrease/have no effect on likelihood that your customers will:

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
<u>Share data with your company</u>										
Increase	43 19.3%	17 21.5%	16 19.3%	7 17.5%	3 14.3%	16 20.5%	10 14.9%	5 17.9%	5 21.7%	3 15.0%
Decrease	56 25.1%	22 27.8%	16 19.3%	14 35.0%	4 19.0%	22 28.2%	12 17.9%	9 32.1%	7 30.4%	6 30.0%
No Effect	124 55.6%	40 50.6%	51 61.4%	19 47.5%	14 66.7%	40 51.3%	45 67.2%	14 50.0%	11 47.8%	11 55.0%
<u>Search on your website or engage with your app</u>										
Increase	57 25.6%	22 27.8%	19 22.9%	13 32.5%	3 14.3%	11 14.3% cD	18 26.9%	9 32.1% a	9 40.9% A	5 25.0%
Decrease	19 8.5%	2 2.5% bd	10 12.0% a	4 10.0%	3 14.3% a	5 6.5% d	4 6.0% d	2 7.1%	5 22.7% ab	3 15.0%
No Effect	147 65.9%	55 69.6%	54 65.1%	23 57.5%	15 71.4%	61 79.2% D	45 67.2% d	17 60.7%	8 36.4% Ab	12 60.0%
<u>Purchase once they search on the website or app</u>										
Increase	35 15.9%	17 21.8%	9 11.0%	7 17.5%	2 10.0%	8 10.4% D	9 13.4% d	5 17.9%	7 35.0% Ab	4 20.0%
Decrease	10 4.5%	0 0.0% Bc	8 9.8% A	2 5.0% a	0 0.0%	3 3.9%	2 3.0% d	2 7.1%	3 15.0% b	0 0.0%
No Effect	175 79.5%	61 78.2%	65 79.3%	31 77.5%	18 90.0%	66 85.7% D	56 83.6% D	21 75.0%	10 50.0% AB	16 80.0%

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Topic 4: Managing Privacy

Privacy notices increase/decrease/have no effect on likelihood that your customers will:

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
<u>Think highly of your brand</u>										
Increase	99 45.0%	40 51.3%	31 37.8%	21 52.5%	7 35.0%	30 38.5%	33 49.3%	9 33.3%	12 60.0%	9 45.0%
Decrease	3 1.4%	1 1.3%	0 0.0% c	2 5.0% b	0 0.0%	1 1.3%	0 0.0%	1 3.7%	1 5.0%	0 0.0%
No Effect	118 53.6%	37 47.4%	51 62.2% c	17 42.5% b	13 65.0%	47 60.3% d	34 50.7%	17 63.0%	7 35.0% a	11 55.0%
<u>Give your company positive word of mouth</u>										
Increase	73 33.2%	30 38.5%	26 31.7%	14 35.0%	3 15.0%	20 26.0%	22 32.8%	9 32.1%	8 40.0%	9 45.0%
Decrease	5 2.3%	0 0.0% d	3 3.7%	1 2.5%	1 5.0% a	2 2.6%	2 3.0%	0 0.0%	1 5.0%	0 0.0%
No Effect	142 64.5%	48 61.5%	53 64.6%	25 62.5%	16 80.0%	55 71.4%	43 64.2%	19 67.9%	11 55.0%	11 55.0%
<u>Stay loyal to you over time</u>										
Increase	80 36.5%	30 39.0%	29 35.4%	15 37.5%	6 30.0%	22 28.6%	23 34.8%	10 35.7%	9 45.0%	10 50.0%
Decrease	4 1.8%	1 1.3%	2 2.4%	1 2.5%	0 0.0%	1 1.3%	1 1.5%	1 3.6%	1 5.0%	0 0.0%
No Effect	135 61.6%	46 59.7%	51 62.2%	24 60.0%	14 70.0%	54 70.1%	42 63.6%	17 60.7%	10 50.0%	10 50.0%

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Topic 4: Managing Privacy

Privacy notices increase/decrease/have no effect on likelihood that your customers will:

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Share data with your company</u>															
Increase	5 20.0%	3 17.6%	5 23.8%	0 0.0%	0 0.0%	1 11.1%	5 38.5% k	1 16.7%	5 25.0%	0 0.0%	2 8.7% g	0 0.0%	15 27.3%	0 0.0%	1 7.7%
Decrease	6 24.0%	3 17.6%	6 28.6%	1 20.0%	2 50.0% i	3 33.3%	3 23.1%	2 33.3%	1 5.0% eJn	2 66.7% I	6 26.1%	0 0.0%	14 25.5%	3 50.0% i	4 30.8%
No Effect	14 56.0%	11 64.7%	10 47.6%	4 80.0%	2 50.0%	5 55.6%	5 38.5%	3 50.0%	14 70.0%	1 33.3%	15 65.2%	3 100.0%	26 47.3%	3 50.0%	8 61.5%
<u>Search on your website or engage with your app</u>															
Increase	4 16.0% g	6 35.3%	9 42.9% io	1 20.0%	1 25.0%	1 11.1%	7 46.7% aio	0 0.0%	2 11.1% cg	0 0.0%	5 21.7%	1 33.3%	18 32.7%	1 16.7%	1 7.7% cg
Decrease	2 8.0%	2 11.8%	2 9.5%	1 20.0%	0 0.0%	1 11.1%	2 13.3%	1 16.7%	0 0.0% jn	1 33.3% i	1 4.3% n	0 0.0%	3 5.5% n	2 33.3% ikm	1 7.7%
No Effect	19 76.0% g	9 52.9% i	10 47.6% Io	3 60.0%	3 75.0%	7 77.8%	6 40.0% alko	5 83.3%	16 88.9% bCGm	2 66.7%	17 73.9% g	2 66.7%	34 61.8% i	3 50.0%	11 84.6% cg
<u>Purchase once they search on the website or app</u>															
Increase	1 4.0% bcm	5 29.4% ak	7 33.3% aik	0 0.0%	0 0.0%	1 11.1%	2 13.3%	0 0.0%	1 5.6% c	0 0.0%	1 4.5% bcm	0 0.0%	14 26.4% ak	1 16.7%	2 15.4%
Decrease	2 8.0%	1 5.9%	0 0.0% jn	0 0.0%	0 0.0%	0 0.0%	0 0.0% jn	1 16.7%	0 0.0% jn	1 33.3% cgiM	1 4.5%	0 0.0%	1 1.9% JN	2 33.3% cgiM	1 7.7%
No Effect	22 88.0% n	11 64.7% i	14 66.7% i	5 100.0%	4 100.0%	8 88.9%	13 86.7%	5 83.3%	17 94.4% bcmn	2 66.7%	20 90.9% n	3 100.0%	38 71.7% i	3 50.0% aik	10 76.9%

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Topic 4: Managing Privacy

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	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transporta- tion N	Retail Wholesale O
<u>Think highly of your brand</u>															
Increase	8 32.0% c	7 41.2%	13 61.9% a	2 40.0%	2 50.0%	4 44.4%	9 64.3%	2 33.3%	6 31.6%	1 33.3%	10 43.5%	1 33.3%	29 55.8%	1 16.7%	4 30.8%
Decrease	0 0.0% n	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% No	1 16.7% aM	1 7.7% m
No Effect	17 68.0% c	10 58.8%	7 33.3% ai	3 60.0%	2 50.0%	5 55.6%	5 35.7%	4 66.7%	13 68.4% c	2 66.7%	13 56.5%	2 66.7%	23 44.2%	4 66.7%	8 61.5%
<u>Give your company positive word of mouth</u>															
Increase	6 24.0%	7 41.2%	8 38.1%	1 20.0%	2 50.0%	1 11.1%	6 42.9%	0 0.0% m	5 27.8%	1 33.3%	7 30.4%	1 33.3%	23 43.4% h	1 16.7%	4 30.8%
Decrease	1 4.0%	2 11.8% m	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0% bo	0 0.0%	1 7.7% m
No Effect	18 72.0%	8 47.1% fh	13 61.9%	4 80.0%	2 50.0%	8 88.9% b	8 57.1%	6 100.0% bm	13 72.2%	2 66.7%	15 65.2%	2 66.7%	30 56.6% h	5 83.3%	8 61.5%
<u>Stay loyal to you over time</u>															
Increase	5 20.0% m	8 47.1% h	9 42.9%	2 40.0%	2 50.0%	3 33.3%	7 50.0% h	0 0.0% bgm	6 33.3%	1 33.3%	5 21.7% m	2 66.7%	24 46.2% ahk	1 16.7%	5 38.5%
Decrease	0 0.0%	2 11.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.9%	0 0.0%	1 7.7%
No Effect	20 80.0% bm	7 41.2% ahk	12 57.1%	3 60.0%	2 50.0%	6 66.7%	7 50.0% h	6 100.0% bgm	12 66.7%	2 66.7%	18 78.3% bm	1 33.3%	27 51.9% ahk	5 83.3%	7 53.8%

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Topic 4: Managing Privacy

Privacy notices increase/decrease/have no effect on likelihood that your customers will:

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
<u>Share data with your company</u>															
Increase	10 21.3%	4 23.5%	7 17.5%	9 18.8%	3 23.1%	7 16.7%	3 20.0%	11 21.6%	1 6.3%	12 24.0%	6 21.4%	3 12.0%	0 0.0%	3 23.1%	7 22.6%
Decrease	14 29.8%	2 11.8%	9 22.5%	14 29.2%	2 15.4%	10 23.8%	5 33.3%	12 23.5%	5 31.3%	8 16.0%	10 35.7%	6 24.0%	3 33.3%	2 15.4%	10 32.3%
No Effect	23 48.9%	11 64.7%	24 60.0%	25 52.1%	8 61.5%	25 59.5%	7 46.7%	28 54.9%	10 62.5%	30 60.0%	12 42.9%	16 64.0%	6 66.7%	8 61.5%	14 45.2%
<u>Search on your website or engage with your app</u>															
Increase	15 31.3%	3 17.6%	10 25.6%	9 19.1%	4 28.6%	12 28.6%	4 26.7%	15 29.4% e	3 18.8%	14 28.6% e	9 32.1% e	2 8.0% acd	1 10.0%	4 30.8%	9 29.0%
Decrease	9 18.8% cD	1 5.9%	1 2.6% ag	1 2.1% Ag	1 7.1%	3 7.1%	3 20.0% cd	8 15.7% d	1 6.3%	2 4.1%	0 0.0% a	2 8.0%	1 10.0%	1 7.7%	4 12.9%
No Effect	24 50.0% cD	13 76.5%	28 71.8% a	37 78.7% A	9 64.3%	27 64.3%	8 53.3%	28 54.9% e	12 75.0%	33 67.3%	19 67.9%	21 84.0% ah	8 80.0%	8 61.5%	18 58.1% e
<u>Purchase once they search on the website or app</u>															
Increase	11 23.4%	3 17.6%	7 18.4%	4 8.5%	1 7.7%	6 14.3%	3 20.0%	13 25.0% b	0 0.0% a	7 14.9%	5 17.9%	2 8.0%	1 11.1%	1 7.7%	6 19.4%
Decrease	5 10.6%	0 0.0%	1 2.6%	1 2.1%	0 0.0%	2 4.8%	1 6.7%	3 5.8%	0 0.0%	3 6.4%	0 0.0%	2 8.0%	1 11.1%	1 7.7%	0 0.0%
No Effect	31 66.0% D	14 82.4%	30 78.9%	42 89.4% A	12 92.3%	34 81.0%	11 73.3%	36 69.2% b	15 100.0% a	37 78.7%	23 82.1%	21 84.0%	7 77.8%	11 84.6%	25 80.6%

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Topic 4: Managing Privacy

Privacy notices increase/decrease/have no effect on likelihood that your customers will:

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
<u>Think highly of your brand</u>															
Increase	23 50.0%	6 35.3%	19 48.7%	18 39.1%	5 35.7%	17 40.5%	11 73.3%	27 52.9%	3 20.0%	20 41.7%	14 50.0%	8 33.3%	3 30.0%	6 46.2%	18 58.1%
		g		g		g	bdf	b	ah						b
Decrease	1 2.2%	0 0.0%	1 2.6%	1 2.2%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	1 6.7%	0 0.0%	1 3.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Effect	22 47.8%	11 64.7%	19 48.7%	27 58.7%	9 64.3%	25 59.5%	4 26.7%	23 45.1%	11 73.3%	28 58.3%	13 46.4%	16 66.7%	7 70.0%	7 53.8%	13 41.9%
		g		g		g	bdf								
<u>Give your company positive word of mouth</u>															
Increase	19 41.3%	5 29.4%	11 28.9%	13 27.7%	4 28.6%	15 35.7%	6 40.0%	19 37.3%	4 26.7%	16 34.0%	7 25.0%	5 20.0%	4 40.0%	5 38.5%	13 41.9%
Decrease	1 2.2%	1 5.9%	1 2.6%	1 2.1%	1 7.1%	0 0.0%	0 0.0%	1 2.0%	1 6.7%	1 2.1%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	1 3.2%
No Effect	26 56.5%	11 64.7%	26 68.4%	33 70.2%	9 64.3%	27 64.3%	9 60.0%	31 60.8%	10 66.7%	30 63.8%	21 75.0%	20 80.0%	5 50.0%	8 61.5%	17 54.8%
<u>Stay loyal to you over time</u>															
Increase	20 43.5%	4 23.5%	13 35.1%	14 29.8%	4 28.6%	17 40.5%	8 53.3%	21 41.2%	2 13.3%	18 39.1%	10 35.7%	6 24.0%	4 40.0%	4 30.8%	15 48.4%
									h						b
Decrease	2 4.3%	0 0.0%	1 2.7%	1 2.1%	0 0.0%	0 0.0%	0 0.0%	2 3.9%	1 6.7%	0 0.0%	1 3.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Effect	24 52.2%	13 76.5%	23 62.2%	32 68.1%	10 71.4%	25 59.5%	7 46.7%	28 54.9%	12 80.0%	28 60.9%	17 60.7%	19 76.0%	6 60.0%	9 69.2%	16 51.6%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

When consumers click "I agree" to a privacy notice, what do you believe about customers?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
<u>They have carefully read the related disclosures and allowances?</u>										
Yes	11 4.8%	3 3.8%	7 8.0%	1 2.5%	0 0.0%	8 10.0% b	1 1.4% a	1 3.6%	1 4.8%	0 0.0%
No	218 95.2%	77 96.3%	81 92.0%	39 97.5%	21 100.0%	72 90.0% b	70 98.6% a	27 96.4%	20 95.2%	20 100.0%
<u>They have a clear understanding of what the privacy notification means for them?</u>										
Yes	22 9.6%	9 11.3% c	12 13.6% c	0 0.0% ab	1 4.8%	15 18.8% Be	3 4.2% A	1 3.6%	3 14.3%	0 0.0% a
No	206 90.4%	71 88.8% c	76 86.4% c	39 100.0% ab	20 95.2%	65 81.3% Be	68 95.8% A	27 96.4%	18 85.7%	19 100.0% a

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 4: Managing Privacy

When consumers click "I agree" to a privacy notice, what do you believe about customers?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>They have carefully read the related disclosures and allowances?</u>															
Yes	0 0.0% dn	1 5.9%	0 0.0% dn	1 20.0% ac	0 0.0%	0 0.0%	2 12.5%	0 0.0%	2 10.5%	0 0.0%	2 8.0%	0 0.0%	2 3.6%	1 20.0% ac	0 0.0%
No	25 100.0% dn	16 94.1%	21 100.0% dn	4 80.0% ac	4 100.0%	9 100.0%	14 87.5%	7 100.0%	17 89.5%	4 100.0%	23 92.0%	3 100.0%	53 96.4%	4 80.0% ac	14 100.0%
<u>They have a clear understanding of what the privacy notification means for them?</u>															
Yes	3 12.0%	1 5.9%	1 5.0%	0 0.0%	0 0.0%	2 22.2%	2 12.5%	0 0.0%	2 10.5%	0 0.0%	4 16.0%	0 0.0%	6 10.9%	1 20.0%	0 0.0%
No	22 88.0%	16 94.1%	19 95.0%	5 100.0%	4 100.0%	7 77.8%	14 87.5%	7 100.0%	17 89.5%	4 100.0%	21 84.0%	3 100.0%	49 89.1%	4 80.0%	14 100.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

When consumers click "I agree" to a privacy notice, what do you believe about customers?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
<u>They have carefully read the related disclosures and allowances?</u>															
Yes	1 2.0%	2 11.1%	4 10.3%	1 2.1%	1 6.7%	2 4.8%	0 0.0%	2 3.8%	0 0.0%	4 7.8%	0 0.0%	1 3.8%	1 9.1%	1 7.7%	2 6.5%
No	49 98.0%	16 88.9%	35 89.7%	47 97.9%	14 93.3%	40 95.2%	15 100.0%	51 96.2%	15 100.0%	47 92.2%	29 100.0%	25 96.2%	10 90.9%	12 92.3%	29 93.5%
<u>They have a clear understanding of what the privacy notification means for them?</u>															
Yes	3 6.1%	3 16.7%	3 7.7%	6 12.5%	1 6.7%	3 7.1%	2 13.3%	4 7.7%	0 0.0%	8 15.7%	2 6.9%	2 7.7%	0 0.0%	2 15.4%	4 12.9%
No	46 93.9%	15 83.3%	36 92.3%	42 87.5%	14 93.3%	39 92.9%	13 86.7%	48 92.3%	15 100.0%	43 84.3%	27 93.1%	24 92.3%	11 100.0%	11 84.6%	27 87.1%

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 4: Managing Privacy

Do you think customers would switch from a brand they are loyal to a different brand that offers better privacy protections?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Yes	87 37.8%	28 35.0%	37 42.5%	15 36.6%	7 31.8%	31 38.8%	24 33.8%	12 42.9%	6 27.3%	10 50.0%
No	143 62.2%	52 65.0%	50 57.5%	26 63.4%	15 68.2%	49 61.3%	47 66.2%	16 57.1%	16 72.7%	10 50.0%

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 4: Managing Privacy

Do you think customers would switch from a brand they are loyal to a different brand that offers better privacy protections?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	10 40.0%	5 29.4%	6 28.6%	3 60.0%	2 50.0%	2 22.2%	6 40.0%	2 33.3%	4 22.2%	2 40.0%	11 44.0%	1 33.3%	27 48.2%	1 16.7%	4 28.6%
No	15 60.0%	12 70.6%	15 71.4%	2 40.0%	2 50.0%	7 77.8%	9 60.0%	4 66.7%	14 77.8%	3 60.0%	14 56.0%	2 66.7%	29 51.8%	5 83.3%	10 71.4%

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 4: Managing Privacy

Do you think customers would switch from a brand they are loyal to a different brand that offers better privacy protections?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Yes	17 34.0%	8 42.1%	15 36.6%	18 38.3%	9 60.0%	11 26.8%	8 53.3%	23 43.4%	4 23.5%	19 36.5%	7 24.1%	15 57.7%	3 27.3%	3 23.1%	13 44.8%
No	33 66.0%	11 57.9%	26 63.4%	29 61.7%	6 40.0%	30 73.2%	7 46.7%	30 56.6%	13 76.5%	33 63.5%	22 75.9%	11 42.3%	8 72.7%	10 76.9%	16 55.2%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Which of the following actions, if any, has your company taken to increase the trust of your brand in the face of privacy concerns?

N=203	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Promise not to sell customers' personal information	128 63.1%	51 71.8% c	50 61.7%	15 45.5% a	12 66.7%	52 69.3%	32 55.2%	14 53.8%	15 68.2%	11 68.8%
Asked consumers to consent to your company's use of their data (i.e., informed consent)	118 58.1%	41 57.7%	44 54.3%	22 66.7%	11 61.1%	48 64.0%	31 53.4%	14 53.8%	10 45.5%	10 62.5%
Invested in technology infrastructure to reduce the likelihood of a data breach	106 52.2%	43 60.6% c	43 53.1%	12 36.4% a	8 44.4%	45 60.0% c	32 55.2% c	8 30.8% ab	9 40.9%	7 43.8%
Invested in increasing trust in your brand reputation	103 50.7%	37 52.1%	39 48.1%	18 54.5%	9 50.0%	33 44.0% c	31 53.4%	18 69.2% a	12 54.5%	6 37.5%
Make our privacy policy easy to understand	103 50.7%	34 47.9%	46 56.8% c	11 33.3% bd	12 66.7% c	47 62.7% d	27 46.6%	13 50.0%	7 31.8% a	6 37.5%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Which of the following actions, if any, has your company taken to increase the trust of your brand in the face of privacy concerns?

N=203

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Shared privacy notices with consumers that communicate how your company will use their data	92 45.3%	33 46.5%	35 43.2%	15 45.5%	9 50.0%	41 54.7%	23 39.7%	11 42.3%	8 36.4%	5 31.3%
Developed a brand privacy policy	74 36.5%	25 35.2%	28 34.6%	15 45.5%	6 33.3%	25 33.3%	18 31.0% c	14 53.8% be	11 50.0%	3 18.8% c
Invested in fostering customer referrals from trusted sources	65 32.0%	21 29.6%	30 37.0%	6 18.2%	8 44.4%	20 26.7%	21 36.2%	7 26.9%	9 40.9%	8 50.0%
Quickly disclose any data breaches	64 31.5%	31 43.7% c	23 28.4%	6 18.2% a	4 22.2%	28 37.3% c	19 32.8%	4 15.4% a	8 36.4%	3 18.8%
Invested in improving the amount of value you offer in return for shared customer information	54 26.6%	19 26.8%	21 25.9%	8 24.2%	6 33.3%	16 21.3%	16 27.6%	10 38.5%	9 40.9%	3 18.8%
Used privacy as a brand differentiator	10 4.9%	4 5.6%	5 6.2%	1 3.0%	0 0.0%	4 5.3%	0 0.0% cdE	2 7.7% b	2 9.1% b	2 12.5% B

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Which of the following actions, if any, has your company taken to increase the trust of your brand in the face of privacy concerns?

N=203

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transporta- tion N	Retail Wholesale O
Promise not to sell customers' personal information	17 81.0% bce	7 43.8% ai	6 37.5% ahik	2 50.0%	1 25.0% ai	5 55.6%	7 58.3%	4 100.0%	13 81.3% bce	2 66.7%	17 70.8% c	2 66.7%	34 64.2%	4 80.0%	7 58.3%
Invested in technology infrastructure to reduce the likelihood of a data breach	16 76.2% B	3 18.8% AkMN	7 43.8% n	2 50.0%	1 25.0% n	4 44.4%	5 41.7% n	2 50.0%	8 50.0%	2 66.7%	13 54.2% b	1 33.3%	31 58.5% B	5 100.0% Bceg	6 50.0%
Shared privacy notices with consumers that communicate how your company will use their data	13 61.9% be	4 25.0% ahjm	6 37.5% h	2 50.0%	0 0.0% ahjm	2 22.2% hj	7 58.3%	4 100.0% bcefikno	5 31.3% hj	3 100.0% befi	10 41.7% h	1 33.3%	30 56.6% be	1 20.0% h	4 33.3% h
Make our privacy policy easy to understand	13 61.9% o	9 56.3%	6 37.5%	1 25.0%	1 25.0%	6 66.7%	6 50.0%	3 75.0%	9 56.3%	1 33.3%	13 54.2%	1 33.3%	28 52.8%	3 60.0%	3 25.0% a
Asked consumers to consent to your company's use of their data (i.e., informed consent)	12 57.1%	7 43.8%	11 68.8%	2 50.0%	1 25.0%	3 33.3% h	9 75.0%	4 100.0% f	7 43.8%	3 100.0%	11 45.8%	1 33.3%	36 67.9%	3 60.0%	8 66.7%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Which of the following actions, if any, has your company taken to increase the trust of your brand in the face of privacy concerns?

N=203

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Invested in increasing trust in your brand reputation	11 52.4%	7 43.8%	10 62.5% k	1 25.0%	1 25.0%	7 77.8% k	7 58.3%	2 50.0%	9 56.3%	1 33.3%	7 29.2% cfmn	1 33.3%	29 54.7% k	4 80.0% k	5 41.7%
Developed a brand privacy policy	10 47.6%	6 37.5%	6 37.5%	0 0.0% jl	1 25.0%	4 44.4%	5 41.7%	3 75.0%	6 37.5%	3 100.0% dkm	6 25.0% jl	3 100.0% dkm	16 30.2% jl	1 20.0%	4 33.3%
Quickly disclose any data breaches	10 47.6% Bco	1 6.3% Afkmn	2 12.5% afn	0 0.0%	1 25.0%	5 55.6% bco	4 33.3%	1 25.0%	5 31.3%	1 33.3%	9 37.5% b	1 33.3%	20 37.7% b	3 60.0% bco	1 8.3% afn
Invested in fostering customer referrals from trusted sources	7 33.3%	2 12.5% gm	5 31.3%	2 50.0%	2 50.0%	1 11.1%	6 50.0% bi	0 0.0%	2 12.5% gm	1 33.3%	8 33.3%	1 33.3%	23 43.4% bi	2 40.0%	3 25.0%
Invested in improving the amount of value you offer in return for shared customer information	4 19.0% n	4 25.0% in	7 43.8% I	1 25.0%	0 0.0% n	3 33.3% i	2 16.7% n	1 25.0% b	0 0.0% CfjkmNO	1 33.3% i	7 29.2% in	0 0.0%	15 28.3% in	4 80.0% abeglk	5 41.7% I
Used privacy as a brand differentiator	0 0.0% d	0 0.0%	1 6.3%	1 25.0% ak	0 0.0%	0 0.0%	1 8.3%	0 0.0%	1 6.3%	0 0.0%	0 0.0% d	0 0.0%	6 11.3%	0 0.0%	0 0.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Which of the following actions, if any, has your company taken to increase the trust of your brand in the face of privacy concerns?

N=203

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Promise not to sell customers' personal information	25 55.6%	11 78.6%	22 64.7%	28 62.2%	7 63.6%	23 59.0%	11 78.6%	28 60.9%	8 57.1%	32 71.1%	17 68.0%	12 50.0%	5 55.6%	6 54.5%	20 69.0%
Invested in increasing trust in your brand reputation	22 48.9%	6 42.9%	13 38.2%	24 53.3%	6 54.5%	21 53.8%	11 78.6%	21 45.7%	7 50.0%	17 37.8%	14 56.0%	14 58.3%	6 66.7%	4 36.4%	20 69.0%
Asked consumers to consent to your company's use of their data (i.e., informed consent)	22 48.9%	7 50.0%	16 47.1%	29 64.4%	6 54.5%	26 66.7%	11 78.6%	23 50.0%	6 42.9%	20 44.4%	17 68.0%	16 66.7%	5 55.6%	9 81.8%	22 75.9%
Make our privacy policy easy to understand	20 44.4%	6 42.9%	21 61.8%	20 44.4%	7 63.6%	21 53.8%	7 50.0%	18 39.1%	7 50.0%	26 57.8%	11 44.0%	12 50.0%	6 66.7%	6 54.5%	17 58.6%
Invested in fostering customer referrals from trusted sources	18 40.0%	4 28.6%	11 32.4%	19 42.2%	2 18.2%	8 20.5%	3 21.4%	17 37.0%	4 28.6%	19 42.2%	8 32.0%	4 16.7%	3 33.3%	3 27.3%	7 24.1%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 4: Managing Privacy

Which of the following actions, if any, has your company taken to increase the trust of your brand in the face of privacy concerns?

N=203

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Shared privacy notices with consumers that communicate how your company will use their data	15 33.3% g	8 57.1% B	11 32.4% C	24 53.3% D	5 45.5% E	19 48.7% F	10 71.4% G	16 34.8% dh	6 42.9% B	17 37.8% C	15 60.0% a	10 41.7% E	5 55.6% F	6 54.5% G	17 58.6% H
Developed a brand privacy policy	15 33.3% g	4 28.6% g	14 41.2% C	12 26.7% G	3 27.3% E	16 41.0% F	10 71.4% abDe	15 32.6% A	6 42.9% B	19 42.2% C	9 36.0% D	5 20.8% h	3 33.3% F	3 27.3% G	14 48.3% e
Invested in improving the amount of value you offer in return for shared customer information	13 28.9% g	5 35.7% B	6 17.6% C	11 24.4% D	3 27.3% E	10 25.6% F	6 42.9% G	13 28.3% A	5 35.7% B	9 20.0% C	7 28.0% D	8 33.3% E	1 11.1% F	4 36.4% G	7 24.1% H
Invested in technology infrastructure to reduce the likelihood of a data breach	12 26.7% bDF	8 57.1% a	15 44.1% df	32 71.1% Ac	5 45.5% E	27 69.2% Ac	6 42.9% G	14 30.4% ceFgh	7 50.0% B	25 55.6% a	13 52.0% D	14 58.3% a	8 88.9% A	8 72.7% a	17 58.6% a
Quickly disclose any data breaches	9 20.0% f	6 42.9% B	10 29.4% C	13 28.9% D	4 36.4% E	16 41.0% F	6 42.9% G	10 21.7% h	4 28.6% B	14 31.1% C	6 24.0% D	9 37.5% E	4 44.4% F	4 36.4% G	13 44.8% a
Used privacy as a brand differentiator	3 6.7% g	1 7.1% B	2 5.9% C	2 4.4% D	0 0.0% E	1 2.6% F	1 7.1% G	3 6.5% A	0 0.0% B	4 8.9% C	1 4.0% D	0 0.0% E	0 0.0% F	0 0.0% G	2 6.9% H

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment.

N=181	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Changing products and/or services	94 51.9%	27 43.5% C	31 48.4% C	32 80.0% ABD	4 26.7% C	19 35.2% cd	32 53.3%	15 62.5% a	12 70.6% a	7 43.8%
Changing marketing promotions	77 42.5%	34 54.8% C	29 45.3% c	10 25.0% Ab	4 26.7%	25 46.3%	23 38.3%	14 58.3%	5 29.4%	5 31.3%
Changing partners	56 30.9%	16 25.8%	23 35.9%	14 35.0%	3 20.0%	16 29.6%	18 30.0%	6 25.0%	6 35.3%	7 43.8%
Changing distribution	48 26.5%	14 22.6% d	13 20.3% d	13 32.5%	8 53.3% ab	14 25.9%	13 21.7%	6 25.0%	5 29.4%	7 43.8%
Changing brand	29 16.0%	11 17.7%	10 15.6%	5 12.5%	3 20.0%	7 13.0% d	10 16.7% d	2 8.3% d	7 41.2% abc	2 12.5%
Changing market selection	25 13.8%	8 12.9%	13 20.3%	3 7.5%	1 6.7%	8 14.8%	7 11.7%	4 16.7%	3 17.6%	0 0.0%

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 5: Marketing and Climate Change

Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment.

N=181

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Changing products and/or services	10 45.5% Co	3 23.1% CginO	20 87.0% ABFhKIM	2 66.7%	1 100.0%	2 25.0% Co	11 64.7% bkm	1 33.3% c	10 66.7% bkm	3 60.0%	3 25.0% CginO	1 33.3% c	11 29.7% CginO	5 83.3% bkm	10 83.3% aBfKM
Changing marketing promotions	14 63.6% hO	5 38.5%	8 34.8% m	1 33.3%	0 0.0%	5 62.5% o	6 35.3%	0 0.0% am	6 40.0%	1 20.0%	4 33.3%	1 33.3%	23 62.2% chnO	1 16.7% m	1 8.3% AfM
Changing partners	6 27.3%	3 23.1%	7 30.4%	1 33.3%	0 0.0%	1 12.5%	2 11.8% jk	1 33.3%	4 26.7%	3 60.0% g	7 58.3% g	1 33.3%	13 35.1%	2 33.3%	4 33.3%
Changing distribution	7 31.8% fg	3 23.1% Fg	2 8.7% dFjO	2 66.7% cGk	0 0.0%	7 87.5% aBCGiKIM	0 0.0% abDFhiJmn O	1 33.3% g	4 26.7% fg	3 60.0% cGk	1 8.3% dFjo	0 0.0% f	10 27.0% Fg	2 33.3% g	6 50.0% CGk
Changing brand	5 22.7%	2 15.4%	2 8.7%	0 0.0%	0 0.0%	2 25.0%	1 5.9%	0 0.0%	3 20.0%	0 0.0%	4 33.3%	0 0.0%	7 18.9%	1 16.7%	2 16.7%
Changing market selection	3 13.6% 1	2 15.4%	1 4.3% L	0 0.0%	0 0.0%	1 12.5%	1 5.9% 1	0 0.0%	4 26.7%	1 20.0%	3 25.0%	2 66.7% aCgmO	6 16.2% 1	1 16.7%	0 0.0% L

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment.

N=181

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Changing products and/or services	24 54.5% b	3 21.4% afg	7 43.8%	18 50.0%	7 50.0%	23 60.5% b	10 58.8% b	26 57.8%	4 28.6% g	15 57.7%	7 31.8% g	9 47.4%	5 45.5%	8 80.0% bd	20 58.8%
Changing marketing promotions	19 43.2%	8 57.1%	7 43.8%	16 44.4%	5 35.7%	15 39.5%	6 35.3%	23 51.1%	5 35.7%	13 50.0%	6 27.3%	8 42.1%	4 36.4%	4 40.0%	14 41.2%
Changing partners	16 36.4%	4 28.6%	4 25.0%	8 22.2%	3 21.4%	13 34.2%	8 47.1%	18 40.0% d	4 28.6%	8 30.8%	2 9.1% agh	5 26.3%	1 9.1%	5 50.0% d	13 38.2% d
Changing distribution	7 15.9% c	3 21.4%	7 43.8% a	11 30.6%	5 35.7%	8 21.1%	6 35.3%	8 17.8%	4 28.6%	7 26.9%	8 36.4%	7 36.8%	2 18.2%	2 20.0%	10 29.4%
Changing brand	5 11.4% e	1 7.1%	2 12.5%	8 22.2%	5 35.7% ag	6 15.8%	1 5.9% e	7 15.6%	1 7.1%	3 11.5%	4 18.2%	3 15.8%	2 18.2%	1 10.0%	8 23.5%
Changing market selection	5 11.4%	3 21.4%	2 12.5%	4 11.1%	1 7.1%	8 21.1%	2 11.8%	4 8.9% c	2 14.3%	7 26.9% ae	4 18.2%	0 0.0% cg	1 9.1%	3 30.0% e	4 11.8%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

Does your company have explicit goals related to its impact on climate change?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Yes	94 33.7%	26 26.8% c	37 34.3%	24 48.0% a	7 29.2%	30 30.0%	32 38.1%	11 33.3%	8 30.8%	5 22.7%
No	185 66.3%	71 73.2% c	71 65.7%	26 52.0% a	17 70.8%	70 70.0%	52 61.9%	22 66.7%	18 69.2%	17 77.3%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

Does your company have explicit goals related to its impact on climate change?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	12 41.4% bm	1 5.9% aCFghijklN o	12 48.0% BM	1 20.0%	0 0.0% f	7 77.8% BegikM	9 36.0% bf	3 42.9% b	8 36.4% bf	3 60.0% bm	10 32.3% bf	3 60.0% bm	13 19.4% aCFjln	5 55.6% Bm	6 37.5% b
No	17 58.6% bm	16 94.1% aCFghijklN o	13 52.0% BM	4 80.0%	5 100.0% f	2 22.2% BegikM	16 64.0% bf	4 57.1% b	14 63.6% bf	2 40.0% bm	21 67.7% bf	2 40.0% bm	54 80.6% aCFjln	4 44.4% Bm	10 62.5% b

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

Does your company have explicit goals related to its impact on climate change?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Yes	9 15.3% eFG	2 8.3% deFG	9 19.6% FG	17 29.3% bFG	7 38.9% abg	33 63.5% ABCD	15 75.0% ABCDe	11 17.7% GH	6 28.6% gH	15 24.2% GH	6 18.8% GH	10 34.5% H	6 40.0% h	11 64.7% AbCD	29 70.7% ABCDEF
No	50 84.7% eFG	22 91.7% deFG	37 80.4% FG	41 70.7% bFG	11 61.1% abg	19 36.5% ABCD	5 25.0% ABCDe	51 82.3% GH	15 71.4% gH	47 75.8% GH	26 81.3% GH	19 65.5% H	9 60.0% h	6 35.3% AbCD	12 29.3% ABCDEF

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

Do you believe your company is willing to make short-term financial sacrifices to achieve climate-change goals?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Yes	130 47.4%	44 45.8%	52 50.0%	27 54.0% d	7 29.2% c	43 43.9%	40 48.2%	12 36.4%	15 57.7%	12 54.5%
No	144 52.6%	52 54.2%	52 50.0%	23 46.0% d	17 70.8% c	55 56.1%	43 51.8%	21 63.6%	11 42.3%	10 45.5%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

Do you believe your company is willing to make short-term financial sacrifices to achieve climate-change goals?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	19 67.9% Bgkm	4 23.5% Acdf	14 56.0% b	4 80.0% b	2 50.0%	6 66.7% b	8 33.3% a	2 28.6%	11 50.0%	3 60.0%	12 41.4% a	2 40.0%	30 44.8% a	5 55.6%	7 43.8%
No	9 32.1% Bgkm	13 76.5% Acdf	11 44.0% b	1 20.0% b	2 50.0%	3 33.3% b	16 66.7% a	5 71.4%	11 50.0%	2 40.0%	17 58.6% a	3 60.0%	37 55.2% a	4 44.4%	9 56.3%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

Do you believe your company is willing to make short-term financial sacrifices to achieve climate-change goals?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Yes	30 50.8%	8 33.3% f	16 37.2% f	25 43.1%	8 50.0%	31 59.6% bc	11 55.0%	34 54.8%	8 38.1%	25 42.4% h	11 34.4% h	12 41.4%	4 28.6% h	10 62.5%	26 63.4% cdf
No	29 49.2%	16 66.7% f	27 62.8% f	33 56.9%	8 50.0%	21 40.4% bc	9 45.0%	28 45.2%	13 61.9%	34 57.6% h	21 65.6% h	17 58.6%	10 71.4% h	6 37.5%	15 36.6% cdf

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

Is reducing climate change part of marketing's job responsibility in your company?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Yes	66 24.0%	19 19.8% c	22 20.8% c	19 38.8% ab	6 25.0%	16 16.2% C	22 26.5%	13 39.4% A	5 20.0%	5 22.7%
No	209 76.0%	77 80.2% c	84 79.2% c	30 61.2% ab	18 75.0%	83 83.8% C	61 73.5%	20 60.6% A	20 80.0%	17 77.3%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

Is reducing climate change part of marketing's job responsibility in your company?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	7 25.0% cf	1 6.3% CF	13 52.0% aBgklM	1 20.0%	1 20.0%	6 66.7% aBgklMo	5 20.0% cf	1 14.3%	6 27.3%	2 40.0%	6 20.0% cf	0 0.0% cf	11 16.4% CF	2 22.2%	3 20.0% f
No	21 75.0% cf	15 93.8% CF	12 48.0% aBgklM	4 80.0%	4 80.0%	3 33.3% aBgklMo	20 80.0% cf	6 85.7%	16 72.7%	3 60.0%	24 80.0% cf	5 100.0% cf	56 83.6% CF	7 77.8%	12 80.0% f

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

Is reducing climate change part of marketing's job responsibility in your company?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Yes	14 25.0% bc	1 4.2% adEFG	4 8.9% adEFG	14 24.1% bc	7 38.9% BC	17 32.7% BC	8 40.0% BC	15 25.4%	2 9.5% h	11 18.0% h	6 18.8% h	7 24.1%	2 13.3%	6 35.3%	17 41.5% bcd
No	42 75.0% bc	23 95.8% adEFG	41 91.1% adEFG	44 75.9% bc	11 61.1% BC	35 67.3% BC	12 60.0% BC	44 74.6%	19 90.5% h	50 82.0% h	26 81.3% h	22 75.9%	13 86.7%	11 64.7%	24 58.5% bcd

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

How is climate change affecting your customers and/or partners? Customers and/or partners are ...

N=200	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Shifting demand to more climate-friendly products/services	115 57.5%	34 54.8%	55 69.6% cD	21 47.7% b	5 33.3% B	36 59.0%	34 53.1%	14 53.8%	14 70.0%	9 56.3%
Increasing demands for transparency on climate impact	102 51.0%	27 43.5%	41 51.9%	26 59.1%	8 53.3%	33 54.1%	35 54.7%	13 50.0%	7 35.0%	5 31.3%
Increasing the level of reuse, resale or recycling of products/services	89 44.5%	27 43.5%	32 40.5%	24 54.5%	6 40.0%	25 41.0%	30 46.9%	12 46.2%	10 50.0%	7 43.8%
Reducing overall consumption	54 27.0%	11 17.7% b	27 34.2% a	11 25.0%	5 33.3%	18 29.5%	13 20.3%	6 23.1%	7 35.0%	2 12.5%
Willing to pay a higher price for more climate-friendly products/services	49 24.5%	16 25.8%	18 22.8%	11 25.0%	4 26.7%	17 27.9%	14 21.9%	7 26.9%	7 35.0%	3 18.8%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

How is climate change affecting your customers and/or partners? Customers and/or partners are ...

N=200

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Shifting demand to more climate-friendly products/services	15 71.4% dg	6 40.0% jl	13 54.2% afijkl	0 0.0% afijkl	0 0.0% j	6 85.7% dg	6 33.3% afijkl	0 0.0% j	10 71.4% dg	5 100.0% bdegh	14 70.0% dg	4 100.0% bdg	25 56.8%	5 62.5%	5 45.5%
Increasing demands for transparency on climate impact	10 47.6% f	5 33.3% Fk	14 58.3% f	1 33.3% f	1 50.0%	7 100.0% aBcdGjmno	5 27.8% FK	2 100.0%	8 57.1%	1 20.0% fk	15 75.0% bGj	2 50.0%	22 50.0% f	3 37.5% f	5 45.5% f
Increasing the level of reuse, resale or recycling of products/services	4 19.0% cGijkl	3 20.0% cgij	14 58.3% abf	2 66.7%	1 50.0%	1 14.3% cgj	12 66.7% Abfm	0 0.0%	8 57.1% ab	4 80.0% abf	10 50.0% a	3 75.0% a	16 36.4% g	4 50.0%	6 54.5% a
Reducing overall consumption	7 33.3% c	4 26.7%	2 8.3% afKn	1 33.3%	0 0.0%	3 42.9% c	2 11.1% kn	1 50.0%	4 28.6%	2 40.0%	9 45.0% Cg	1 25.0%	12 27.3%	4 50.0% cg	2 18.2%
Willing to pay a higher price for more climate-friendly products/services	4 19.0%	3 20.0%	9 37.5%	0 0.0%	0 0.0%	3 42.9%	3 16.7%	1 50.0%	3 21.4%	1 20.0%	5 25.0%	1 25.0%	9 20.5%	3 37.5%	2 18.2%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

How is climate change affecting your customers and/or partners? Customers and/or partners are ...

N=200

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Shifting demand to more climate-friendly products/services	27 58.7%	7 46.7%	13 59.1%	23 57.5%	7 53.8%	25 56.8%	11 61.1%	30 65.2% F	8 57.1% f	19 52.8% f	9 42.9%	15 71.4% F	2 16.7% AbcEgH	8 61.5% f	24 64.9% F
Increasing demands for transparency on climate impact	13 28.3% EFG	6 40.0% Eg	10 45.5% Eg	18 45.0% Eg	13 100.0% ABCDF	27 61.4% AE	14 77.8% Abcd	16 34.8% dFH	5 35.7% fh	13 36.1% FH	13 61.9% a	12 57.1%	10 83.3% AbC	7 53.8%	26 70.3% AbC
Increasing the level of reuse, resale or recycling of products/services	24 52.2% b	3 20.0% afg	6 27.3%	18 45.0%	4 30.8%	23 52.3% b	10 55.6% b	18 39.1%	6 42.9%	15 41.7%	11 52.4%	9 42.9%	4 33.3%	7 53.8%	19 51.4%
Reducing overall consumption	12 26.1%	4 26.7%	4 18.2%	13 32.5%	2 15.4%	11 25.0%	7 38.9%	10 21.7% b	7 50.0% ac	7 19.4% b	5 23.8%	6 28.6%	3 25.0%	3 23.1%	13 35.1%
Willing to pay a higher price for more climate-friendly products/services	12 26.1%	3 20.0%	7 31.8%	11 27.5%	3 23.1%	10 22.7%	3 16.7%	15 32.6% fh	4 28.6%	8 22.2%	5 23.8%	9 42.9% fh	0 0.0% ae	3 23.1%	5 13.5% ae

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

Have you incorporated climate change issues into your brand strategy?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Yes	91 33.0%	24 25.0% c	39 36.1%	22 45.8% a	6 25.0%	28 28.3%	28 33.7%	13 39.4%	10 38.5%	5 22.7%
No	185 67.0%	72 75.0% c	69 63.9%	26 54.2% a	18 75.0%	71 71.7%	55 66.3%	20 60.6%	16 61.5%	17 77.3%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

Have you incorporated climate change issues into your brand strategy?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	11 37.9% f	3 17.6% cFn	14 56.0% begM	1 20.0%	0 0.0% cfn	7 77.8% aBeGkMo	5 20.0% cFn	2 28.6%	8 38.1%	3 60.0% m	10 32.3% f	3 60.0% m	13 19.7% CFjIN	6 66.7% begM	4 26.7% f
No	18 62.1% f	14 82.4% cFn	11 44.0% begM	4 80.0%	5 100.0% cfn	2 22.2% aBeGkMo	20 80.0% cFn	5 71.4%	13 61.9%	2 40.0% m	21 67.7% f	2 40.0% m	53 80.3% CFjIN	3 33.3% begM	11 73.3% f

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 5: Marketing and Climate Change

Have you incorporated climate change issues into your brand strategy?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Yes	18 31.0% fg	3 12.5% FG	7 15.2% eFG	15 25.9% FG	7 38.9% c	28 54.9% aBCD	12 63.2% aBCD	19 31.1% H	4 19.0% gH	15 24.2% gH	7 21.9% gH	7 24.1% H	6 42.9% H	9 52.9% bcd	24 60.0% ABCDE
No	40 69.0% fg	21 87.5% FG	39 84.8% eFG	43 74.1% FG	11 61.1% c	23 45.1% aBCD	7 36.8% aBCD	42 68.9% H	17 81.0% gH	47 75.8% gH	25 78.1% gH	22 75.9% H	8 57.1% H	8 47.1% bcd	16 40.0% ABCDE

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

What specific actions is your company taking to reduce the risk of climate change?

N=267	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
No climate-related marketing actions taken	106 39.7%	38 41.3% c	46 44.7% C	11 22.4% aBd	11 47.8% c	42 45.2%	26 32.1%	12 37.5%	11 42.3%	12 54.5%
Reducing the climate impact of your products/services	87 32.6%	27 29.3%	34 33.0%	21 42.9%	5 21.7%	27 29.0%	31 38.3%	10 31.3%	7 26.9%	6 27.3%
Increasing reuse, resale or recycling levels in your company	83 31.1%	26 28.3%	36 35.0%	17 34.7%	4 17.4%	26 28.0%	30 37.0% e	12 37.5%	9 34.6%	3 13.6% b
Increasing innovation investments into environmentally friendly products/services	72 27.0%	26 28.3%	26 25.2%	15 30.6%	5 21.7%	28 30.1% e	24 29.6%	5 15.6%	7 26.9%	2 9.1% a
Reducing the climate impact of your packaging	67 25.1%	20 21.7% C	12 11.7% C	29 59.2% ABd	6 26.1% c	14 15.1% bC	23 28.4% a	13 40.6% A	7 26.9%	5 22.7%
Offsetting climate impact by participating in environmental projects	56 21.0%	22 23.9%	18 17.5%	13 26.5%	3 13.0%	19 20.4% d	19 23.5% d	10 31.3% d	1 3.8% abc	4 18.2%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

What specific actions is your company taking to reduce the risk of climate change?

N=267	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Adopting climate-related metrics	50 18.7%	19 20.7%	21 20.4%	7 14.3%	3 13.0%	18 19.4%	20 24.7%	7 21.9%	1 3.8%	1 4.5%
Adopting climate-related goals in marketing	42 15.7%	10 10.9%	19 18.4%	11 22.4%	2 8.7%	9 9.7%	14 17.3%	6 18.8%	6 23.1%	4 18.2%
Selecting partners based on climate impact	40 15.0%	12 13.0%	18 17.5%	8 16.3%	2 8.7%	13 14.0%	13 16.0%	5 15.6%	4 15.4%	4 18.2%
Reducing the climate impact of your distribution channel	39 14.6%	14 15.2%	14 13.6%	7 14.3%	4 17.4%	9 9.7%	15 18.5%	7 21.9%	2 7.7%	2 9.1%
Reducing the climate impact of your marketing communications	34 12.7%	10 10.9%	18 17.5%	4 8.2%	2 8.7%	10 10.8%	9 11.1%	8 25.0%	2 7.7%	1 4.5%
Encouraging customers/partners to buy/consume less	25 9.4%	5 5.4%	12 11.7%	6 12.2%	2 8.7%	5 5.4%	5 6.2%	5 15.6%	6 23.1%	3 13.6%
Reducing the climate impact of your digital marketing activities	15 5.6%	3 3.3%	8 7.8%	3 6.1%	1 4.3%	4 4.3%	3 3.7%	3 9.4%	3 11.5%	1 4.5%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

What specific actions is your company taking to reduce the risk of climate change?

N=267

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Increasing reuse, resale or recycling levels in your company	10 34.5% b	1 6.3% aCijk	12 48.0% Bm	0 0.0%	0 0.0%	3 33.3%	7 30.4%	1 16.7%	8 36.4% b	3 60.0% b	13 44.8% b	2 40.0%	16 25.4% c	2 25.0%	4 26.7%
No climate-related marketing actions taken	10 34.5% ce	8 50.0% C aBDEghiKL M	2 8.0% K	4 80.0% Cfno	5 100.0% aCFgijkmno	1 11.1% dEm	9 39.1% ce	3 50.0% c	9 40.9% ce	1 20.0% e	13 44.8% Ce	3 60.0% C	32 50.8% Cefn	1 12.5% dem	4 26.7% de
Increasing innovation investments into environmentally friendly products/ services	9 31.0%	2 12.5% fi	10 40.0% g	1 20.0%	0 0.0% f	6 66.7% beGhkm	2 8.7% cFI	0 0.0% fi	10 45.5% bGh	2 40.0%	6 20.7% f	1 20.0%	15 23.8% f	4 50.0% g	4 26.7%
Reducing the climate impact of your marketing communications	8 27.6% m	2 12.5%	4 16.0%	0 0.0%	0 0.0%	1 11.1%	2 8.7%	1 16.7%	2 9.1%	2 40.0% m	4 13.8%	0 0.0%	5 7.9% aj	1 12.5%	2 13.3%
Selecting partners based on climate impact	8 27.6% bgi	0 0.0% acfj	6 24.0% b	0 0.0%	0 0.0%	3 33.3% bgi	1 4.3% afj	0 0.0%	1 4.5% afj	2 40.0% bgi	5 17.2%	1 20.0%	8 12.7%	1 12.5%	3 20.0%
Reducing the climate impact of your products/ services	8 27.6% Cj	3 18.8% Cj	17 68.0% ABDEGhK Mo	0 0.0% Cj	0 0.0% Cj	5 55.6% g	4 17.4% CfJ	1 16.7% c	9 40.9%	4 80.0% abdeGkm	7 24.1% Cj	2 40.0%	17 27.0% Cj	4 50.0%	5 33.3% c

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Topic 5: Marketing and Climate Change

What specific actions is your company taking to reduce the risk of climate change?

N=267

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Offsetting climate impact by participating in environmental projects	7 24.1%	1 6.3% f	6 24.0%	0 0.0%	0 0.0%	4 44.4% b	4 17.4%	2 33.3%	6 27.3%	1 20.0%	5 17.2%	2 40.0%	12 19.0%	1 12.5%	4 26.7%
Adopting climate-related metrics	7 24.1% bf	0 0.0% aFijkl	4 16.0% Fj	0 0.0% f	0 0.0% f	6 66.7% aBCdeGkM no	2 8.7% Fj	1 16.7%	6 27.3% b	3 60.0% BcgM	7 24.1% bf	2 40.0% b	8 12.7% FJ	1 12.5% f	2 13.3% f
Reducing the climate impact of your distribution channel	6 20.7%	1 6.3%	6 24.0%	1 20.0%	0 0.0%	1 11.1%	3 13.0%	0 0.0%	5 22.7%	1 20.0%	2 6.9%	1 20.0%	6 9.5%	2 25.0%	3 20.0%
Reducing the climate impact of your packaging	5 17.2% Cgo	5 31.3% c	17 68.0% AbEfHIKL Mn	1 20.0%	0 0.0% Co	2 22.2% c	10 43.5% aKM	0 0.0% Co	5 22.7% C	1 20.0%	3 10.3% CGO	0 0.0% Co	8 12.7% CGO	1 12.5% c	8 53.3% aehKIM
Adopting climate-related goals in marketing	5 17.2% f	0 0.0% cF	7 28.0% b	0 0.0%	0 0.0%	5 55.6% aBgiMno	3 13.0% f	1 16.7%	4 18.2% f	0 0.0%	6 20.7%	1 20.0%	8 12.7% F	0 0.0% f	2 13.3% f
Reducing the climate impact of your digital marketing activities	3 10.3%	1 6.3%	3 12.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	2 6.9%	0 0.0%	5 7.9%	0 0.0%	0 0.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

What specific actions is your company taking to reduce the risk of climate change?

N=267

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Encouraging customers/partners to buy/consume less	1 3.4%	1 6.3%	1 4.0%	0 0.0%	0 0.0%	3 33.3%	3 13.0%	0 0.0%	1 4.5%	2 40.0%	3 10.3%	1 20.0%	6 9.5%	2 25.0%	1 6.7%
	fj		fj			acim			fj	acim			fj		

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

What specific actions is your company taking to reduce the risk of climate change?

N=267

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
No climate-related marketing actions taken	30 52.6% FG	16 69.6% deFG	23 52.3% FG	21 39.6% bfG	5 29.4% bg	11 21.6% ABCdg	0 0.0% ABCDef	31 53.4% gH	11 52.4% gH	31 51.7% gH	11 36.7% H	11 39.3% H	6 42.9% H	3 18.8% abc	2 5.0% ABCDEF
Reducing the climate impact of your products/ services	13 22.8% FG	2 8.7% deFG	8 18.2% FG	16 30.2% bfg	7 41.2% b	28 54.9% ABCd	12 60.0% ABCd	12 20.7% GH	6 28.6% H	14 23.3% gH	4 13.3% fGH	10 35.7% h	6 42.9% d	9 56.3% AcD	26 65.0% ABCDe
Reducing the climate impact of your packaging	12 21.1% G	2 8.7% fG	8 18.2% G	12 22.6% G	4 23.5% g	16 31.4% bg	12 60.0% ABCDef	14 24.1% H	3 14.3% H	10 16.7% H	8 26.7% h	6 21.4% h	2 14.3% h	3 18.8% h	21 52.5% ABCdefg
Increasing reuse, resale or recycling levels in your company	10 17.5% EFg	4 17.4% ef	12 27.3%	15 28.3%	9 52.9% Ab	24 47.1% Ab	9 45.0% a	10 17.2% efGH	4 19.0% h	16 26.7% h	9 30.0%	11 39.3% a	6 42.9% a	8 50.0% A	19 47.5% Abc
Increasing innovation investments into environmentally friendly products/ services	8 14.0% FG	2 8.7% eFG	5 11.4% eFG	14 26.4% fG	6 35.3% bc	25 49.0% ABCd	12 60.0% ABCD	9 15.5% GH	4 19.0% gH	9 15.0% GH	7 23.3% gH	9 32.1%	2 14.3% gh	10 62.5% AbCdf	22 55.0% ABCDF
Selecting partners based on climate impact	8 14.0%	1 4.3% f	3 6.8% fg	8 15.1%	2 11.8%	13 25.5% bc	5 25.0% c	9 15.5%	3 14.3%	6 10.0% h	1 3.3% H	4 14.3%	2 14.3%	3 18.8%	12 30.0% cD

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

What specific actions is your company taking to reduce the risk of climate change?

N=267

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Encouraging customers/partners to buy/consume less	7 12.3%	0 0.0%	1 2.3%	7 13.2%	1 5.9%	6 11.8%	3 15.0%	8 13.8% c	0 0.0%	2 3.3% ad	5 16.7% c	3 10.7%	2 14.3%	1 6.3%	4 10.0%
Adopting climate-related goals in marketing	7 12.3%	2 8.7%	6 13.6%	9 17.0%	3 17.6%	10 19.6%	5 25.0%	10 17.2%	1 4.8% g	12 20.0%	2 6.7% g	3 10.7%	2 14.3%	5 31.3% bd	7 17.5%
Reducing the climate impact of your marketing communications	6 10.5%	1 4.3%	3 6.8%	7 13.2%	4 23.5%	7 13.7%	4 20.0%	5 8.6% h	4 19.0%	8 13.3%	2 6.7% h	3 10.7%	0 0.0% h	2 12.5%	10 25.0% adf
Offsetting climate impact by participating in environmental projects	6 10.5% FG	2 8.7% fG	3 6.8% dFG	13 24.5% cg	4 23.5%	18 35.3% AbC	10 50.0% ABCd	7 12.1% fH	3 14.3% h	9 15.0% H	8 26.7%	2 7.1% fH	5 35.7% ae	4 25.0%	18 45.0% AbCE
Reducing the climate impact of your distribution channel	6 10.5% g	2 8.7%	4 9.1% g	9 17.0%	2 11.8%	8 15.7%	6 30.0% ac	8 13.8% h	2 9.5%	7 11.7% h	2 6.7% h	4 14.3%	2 14.3%	1 6.3% h	13 32.5% acd
Adopting climate-related metrics	3 5.3% deFG	1 4.3% FG	3 6.8% FG	10 18.9% af	4 23.5% a	21 41.2% ABCd	8 40.0% ABC	4 6.9% GH	2 9.5% GH	6 10.0% GH	3 10.0% GH	6 21.4% h	3 21.4%	8 50.0% ABCD	18 45.0% ABCDe

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

What specific actions is your company taking to reduce the risk of climate change?

N=267

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Reducing the climate impact of your digital marketing activities	2 3.5% E	1 4.3%	2 4.5% e	0 0.0% Efg	4 23.5% AcD	4 7.8% d	2 10.0% d	3 5.2%	1 4.8%	2 3.3%	2 6.7%	1 3.6%	0 0.0%	1 6.3%	5 12.5%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

To what degree will making changes to reduce the climate impact of your products/services impact your customers' experience with your products/services?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all	83 31.1%	34 35.4% C	35 35.0% c	7 14.6% Ab	7 30.4%	37 39.4%	22 26.5%	7 22.6%	7 28.0%	10 45.5%
2	59 22.1%	19 19.8%	23 23.0%	8 16.7% d	9 39.1% c	19 20.2%	23 27.7%	7 22.6%	4 16.0%	4 18.2%
3	28 10.5%	9 9.4%	10 10.0%	7 14.6%	2 8.7%	8 8.5%	10 12.0%	5 16.1%	2 8.0%	2 9.1%
4	35 13.1%	17 17.7%	9 9.0%	7 14.6%	2 8.7%	13 13.8%	10 12.0%	5 16.1%	3 12.0%	1 4.5%
5	43 16.1%	10 10.4% C	14 14.0% C	16 33.3% AB	3 13.0%	13 13.8%	14 16.9%	3 9.7%	5 20.0%	4 18.2%
6	14 5.2%	5 5.2%	7 7.0%	2 4.2%	0 0.0%	3 3.2%	4 4.8%	2 6.5%	2 8.0%	1 4.5%
7=a great deal	5 1.9%	2 2.1%	2 2.0%	1 2.1%	0 0.0%	1 1.1%	0 0.0% cd	2 6.5% b	2 8.0% b	0 0.0%
Mean	2.84	2.72 C	2.73 C	3.56 ABD	2.35 C	2.56 d	2.80	3.13	3.36 a	2.45

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

To what degree will making changes to reduce the climate impact of your products/services impact your customers' experience with your products/services?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	9 33.3% C	7 41.2% C	1 4.0% A	4 80.0% BDEgiKM	3 60.0% C	2 22.2%	7 29.2% cd	2 28.6%	7 31.8% c	1 20.0%	9 34.6% C	1 20.0%	27 40.9% C	1 12.5% d	2 14.3% d
2	7 25.9%	4 23.5%	5 20.0%	1 20.0%	2 40.0%	2 22.2%	7 29.2%	3 42.9%	4 18.2%	0 0.0%	7 26.9%	1 20.0%	12 18.2%	1 12.5%	2 14.3%
3	3 11.1%	1 5.9%	4 16.0%	0 0.0%	0 0.0%	2 22.2%	1 4.2% o	0 0.0%	3 13.6%	0 0.0%	4 15.4%	0 0.0%	5 7.6% o	1 12.5%	4 28.6% gm
4	3 11.1%	2 11.8%	3 12.0%	0 0.0%	0 0.0%	2 22.2%	4 16.7%	0 0.0%	4 18.2%	0 0.0%	3 11.5%	0 0.0%	9 13.6%	3 37.5%	2 14.3%
5	2 7.4% CJ	3 17.6%	11 44.0% AfgiKM	0 0.0%	0 0.0%	0 0.0%	4 16.7% cj	1 14.3% cj	3 13.6% cj	3 60.0% AfgiKM	2 7.7% CJ	2 40.0%	8 12.1% CJ	1 12.5%	3 21.4%
6	2 7.4%	0 0.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	1 4.5%	1 20.0%	1 3.8%	1 20.0%	4 6.1%	1 12.5%	0 0.0%
7=a great deal	1 3.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.5%	0 0.0%	1 7.1%
Mean	2.70 c	2.41 Cj	3.84 aBDEgiKM	1.20 CgiJlNo	1.40 Cjlno	3.00	2.75 cd	2.86	2.77 cd	4.40 bDekm	2.42 Cj	3.80 de	2.62 Cj	3.63 De	3.43 de

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

To what degree will making changes to reduce the climate impact of your products/services impact your customers' experience with your products/services?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=Not at all	22 39.3% efG	12 52.2% eFG	19 43.2% efG	18 32.7% G	2 11.8% abc	10 19.6% aBcg	0 0.0% ABCDf	25 42.4% fgH	7 33.3% H	24 40.7% gH	12 38.7% H	9 33.3% H	2 13.3% a	2 12.5% ac	2 5.1% ABCDE
2	13 23.2%	6 26.1%	11 25.0%	11 20.0%	5 29.4%	9 17.6%	4 20.0%	12 20.3%	3 14.3%	19 32.2% g	6 19.4%	6 22.2%	3 20.0%	1 6.3% c	9 23.1%
3	2 3.6% de	2 8.7%	4 9.1%	9 16.4% a	3 17.6% a	5 9.8%	3 15.0%	2 3.4% dh	3 14.3%	4 6.8%	5 16.1% a	4 14.8%	2 13.3%	2 12.5%	6 15.4% a
4	5 8.9% f	2 8.7%	2 4.5% Fg	5 9.1% f	3 17.6%	13 25.5% aCd	5 25.0% c	5 8.5% h	3 14.3%	3 5.1% fgH	2 6.5% h	3 11.1%	4 26.7% c	4 25.0% c	11 28.2% aCd
5	9 16.1%	1 4.3% g	6 13.6%	6 10.9% g	3 17.6%	10 19.6%	7 35.0% bd	9 15.3%	3 14.3%	6 10.2% gh	4 12.9%	3 11.1%	3 20.0%	5 31.3% c	10 25.6% c
6	4 7.1%	0 0.0%	1 2.3%	5 9.1%	1 5.9%	3 5.9%	0 0.0%	5 8.5%	1 4.8%	2 3.4%	1 3.2%	2 7.4%	1 6.7%	2 12.5% h	0 0.0% g
7=a great deal	1 1.8%	0 0.0%	1 2.3%	1 1.8%	0 0.0%	1 2.0%	1 5.0%	1 1.7%	1 4.8%	1 1.7%	1 3.2%	0 0.0%	0 0.0%	0 0.0%	1 2.6%
Mean	2.68 G	1.87 dEFG	2.36 FG	2.80 bg	3.18 B	3.33 BC	3.95 ABCd	2.66 gh	2.95	2.29 fGH	2.58 gh	2.67 gh	3.40 c	3.94 aCde	3.56 aCde

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

Does your company use strategies to nudge your customers/partners to accept changes your company is making to reduce its climate impact?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Yes	68 25.2%	15 15.6% Cd	28 26.9%	17 35.4% A	8 36.4% a	21 21.9%	21 25.3%	7 22.6%	8 30.8%	5 22.7%
No	202 74.8%	81 84.4% Cd	76 73.1%	31 64.6% A	14 63.6% a	75 78.1%	62 74.7%	24 77.4%	18 69.2%	17 77.3%

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 5: Marketing and Climate Change

Does your company use strategies to nudge your customers/partners to accept changes your company is making to reduce its climate impact?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	10 35.7% m	3 17.6% f	9 36.0% m	1 20.0%	0 0.0% f	6 66.7% begikMn	5 20.8% f	1 14.3%	4 18.2% f	3 60.0% m	8 28.6% f	3 60.0% m	10 15.2% acFjl	1 12.5% f	4 28.6%
No	18 64.3% m	14 82.4% f	16 64.0% m	4 80.0%	5 100.0% f	3 33.3% begikMn	19 79.2% f	6 85.7%	18 81.8% f	2 40.0% m	20 71.4% f	2 40.0% m	56 84.8% acFjl	7 87.5% f	10 71.4%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

Does your company use strategies to nudge your customers/partners to accept changes your company is making to reduce its climate impact?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Yes	12 21.1% g	4 16.7% g	7 15.9% g	13 23.2% g	6 33.3%	16 31.4%	9 47.4% abcd	15 25.0% h	4 19.0% h	10 16.9% H	6 19.4% h	8 27.6%	2 13.3% h	4 23.5%	19 50.0% abCdf
No	45 78.9% g	20 83.3% g	37 84.1% g	43 76.8% g	12 66.7%	35 68.6%	10 52.6% abcd	45 75.0% h	17 81.0% h	49 83.1% H	25 80.6% h	21 72.4%	13 86.7% h	13 76.5%	19 50.0% abCdf

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

Rate the difficulty of communicating ideas related to the climate impact of your business to your customers/partners

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all	40 15.6%	12 13.6%	17 17.3%	5 10.2%	6 27.3%	20 22.5% b	8 10.0% a	3 10.0%	4 16.7%	5 23.8%
2	28 10.9%	11 12.5%	12 12.2%	4 8.2%	1 4.5%	13 14.6%	6 7.5%	3 10.0%	3 12.5%	2 9.5%
3	24 9.3%	6 6.8%	10 10.2%	6 12.2%	2 9.1%	9 10.1%	9 11.3%	0 0.0%	2 8.3%	2 9.5%
4	55 21.4%	18 20.5%	21 21.4%	13 26.5%	3 13.6%	16 18.0% e	17 21.3%	6 20.0%	6 25.0%	8 38.1% a
5	44 17.1%	11 12.5%	21 21.4%	9 18.4%	3 13.6%	12 13.5% c	10 12.5% c	9 30.0% ab	6 25.0%	2 9.5%
6	37 14.4%	19 21.6% B	7 7.1% Ac	9 18.4% b	2 9.1%	9 10.1% b	17 21.3% ae	7 23.3% e	2 8.3%	0 0.0% bc
7=very difficult	29 11.3%	11 12.5%	10 10.2%	3 6.1% d	5 22.7% c	10 11.2%	13 16.3%	2 6.7%	1 4.2%	2 9.5%
Mean	4.02	4.20	3.80	4.14	4.00	3.61 Bc	4.48 Ae	4.47 ae	3.71	3.38 bc

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 5: Marketing and Climate Change

Rate the difficulty of communicating ideas related to the climate impact of your business to your customers/partners

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	4 15.4% d	2 13.3%	2 8.0% De	3 60.0% aCfkmno	2 50.0% cf	0 0.0% de	5 21.7%	0 0.0%	4 19.0%	0 0.0%	4 14.3% d	0 0.0%	12 19.4% d	0 0.0% d	1 7.1% d
2	5 19.2% F	0 0.0% Fn	2 8.0% F	0 0.0% f	0 0.0% f	7 77.8% ABCDeGhIj KIMO	2 8.7% F	1 16.7% f	1 4.8% F	0 0.0% f	2 7.1% F	0 0.0% f	6 9.7% F	2 28.6% bo	0 0.0% Fn
3	5 19.2% m	1 6.7%	6 24.0% M	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	3 14.3%	1 20.0%	4 14.3%	1 20.0%	2 3.2% aC	0 0.0%	0 0.0%
4	4 15.4%	5 33.3% i	3 12.0%	1 20.0%	1 25.0%	1 11.1%	3 13.0%	1 16.7%	1 4.8% bjm	2 40.0% i	7 25.0%	0 0.0%	20 32.3% i	1 14.3%	4 28.6%
5	4 15.4% ln	5 33.3% m	4 16.0% ln	1 20.0%	1 25.0%	0 0.0% ln	2 8.7% lNo	0 0.0% n	4 19.0%	2 40.0% m	3 10.7% lN	3 60.0% acfghkM	6 9.7% bjlNo	4 57.1% acfGhKM	5 35.7% gm
6	3 11.5%	0 0.0% chi	6 24.0% b	0 0.0%	0 0.0%	1 11.1%	5 21.7%	2 33.3% b	5 23.8% b	0 0.0%	3 10.7%	0 0.0%	9 14.5%	0 0.0%	3 21.4%
7=very difficult	1 3.8% h	2 13.3%	2 8.0%	0 0.0%	0 0.0%	0 0.0%	5 21.7%	2 33.3% a	3 14.3%	0 0.0%	5 17.9%	1 20.0%	7 11.3%	0 0.0%	1 7.1%
Mean	3.46 ho	4.27 f	4.24 df	2.40 chIO	2.75 o	2.67 bcHijkIO	4.30	5.33 adF	4.29 f	4.20 f	4.14 f	5.00 df	3.92	4.00	4.79 aDeF

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

Rate the difficulty of communicating ideas related to the climate impact of your business to your customers/partners

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Not at all	12 21.8%	5 22.7%	9 23.1%	5 9.4%	1 5.9%	6 12.0%	2 10.5%	13 22.8% f	4 19.0%	6 11.5%	4 12.9%	5 19.2%	0 0.0% ag	4 25.0% f	4 10.3%
2	5 9.1%	2 9.1%	5 12.8%	6 11.3%	1 5.9%	8 16.0%	1 5.3%	5 8.8%	4 19.0%	3 5.8%	5 16.1%	4 15.4%	1 6.7%	2 12.5%	4 10.3%
3	4 7.3%	0 0.0%	2 5.1%	7 13.2%	2 11.8%	7 14.0%	2 10.5%	5 8.8%	1 4.8%	5 9.6%	2 6.5%	4 15.4%	0 0.0%	0 0.0%	7 17.9%
4	13 23.6%	6 27.3%	6 15.4%	13 24.5%	4 23.5%	10 20.0%	3 15.8%	12 21.1%	6 28.6%	11 21.2%	5 16.1%	5 19.2%	4 26.7%	3 18.8%	9 23.1%
5	8 14.5%	1 4.5%	6 15.4%	9 17.0%	3 17.6%	11 22.0%	4 21.1%	7 12.3% g	3 14.3%	12 23.1%	4 12.9%	3 11.5%	4 26.7%	6 37.5% ah	5 12.8% g
6	3 5.5% bEg	5 22.7% a	6 15.4%	6 11.3% e	6 35.3% Ad	7 14.0%	4 21.1% a	6 10.5% F	2 9.5% f	8 15.4% f	4 12.9% f	3 11.5% f	6 40.0% Abcdeg	1 6.3% f	7 17.9%
7=very difficult	10 18.2% F	3 13.6%	5 12.8% f	7 13.2% f	0 0.0%	1 2.0% Acdg	3 15.8% f	9 15.8%	1 4.8%	7 13.5%	7 22.6% g	2 7.7%	0 0.0%	0 0.0%	3 7.7% d
Mean	3.89	4.05	3.85	4.15	4.47	3.74	4.58	3.86	3.48 f	4.38	4.29	3.54 f	4.93 beg	3.50 f	4.03

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 5: Marketing and Climate Change

Will customers/partners reward your company for taking actions to reduce its impact on climate change?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Yes	91 34.0%	28 29.5%	37 35.9%	21 43.8%	5 22.7%	30 31.6%	31 37.8%	9 29.0%	8 30.8%	7 31.8%
No	177 66.0%	67 70.5%	66 64.1%	27 56.3%	17 77.3%	65 68.4%	51 62.2%	22 71.0%	18 69.2%	15 68.2%

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 5: Marketing and Climate Change

Will customers/partners reward your company for taking actions to reduce its impact on climate change?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	11 39.3% g	3 18.8% cf	13 52.0% beG	1 20.0%	0 0.0% cf	6 66.7% beGm	3 12.5% aCFk	2 28.6%	7 31.8%	2 40.0%	12 44.4% g	2 40.0%	21 31.8% f	2 25.0%	5 35.7%
No	17 60.7% g	13 81.3% cf	12 48.0% beG	4 80.0%	5 100.0% cf	3 33.3% beGm	21 87.5% aCFk	5 71.4%	15 68.2%	3 60.0%	15 55.6% g	3 60.0%	45 68.2% f	6 75.0%	9 64.3%

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 5: Marketing and Climate Change

Will customers/partners reward your company for taking actions to reduce its impact on climate change?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Yes	16 28.1% e	5 20.8% eg	12 27.3% e	15 27.8% e	10 55.6% abcd	22 43.1% F	10 52.6% b	17 28.3% H	9 42.9% B	13 22.4% H	9 29.0% h	10 35.7% E	3 20.0% h	7 41.2% G	23 60.5% ACdf
No	41 71.9% e	19 79.2% eg	32 72.7% e	39 72.2% e	8 44.4% abcd	29 56.9% F	9 47.4% b	43 71.7% H	12 57.1% B	45 77.6% H	22 71.0% h	18 64.3% E	12 80.0% h	10 58.8% G	15 39.5% ACdf

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 6: Marketing Spending

What percentage of your company's overall budget does marketing currently account for?

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
	Percent of budget	181	62	70	31	18	58	61	22	20
	11.75	8.83	10.70	21.06	9.91	7.70	10.09	14.80	19.87	17.76
	11.50	7.91	10.79	14.79	10.92	6.84	11.05	13.41	15.29	11.21
		C	C	ABD	C	CDE	De	A	AB	Ab

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 6: Marketing Spending

What percentage of your company's overall budget does marketing currently account for?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Percent of budget	18	14	16	4	4	8	12	5	14	3	17	3	44	5	12
	11.42	17.84	24.41	20.46	15.00	6.05	4.46	7.80	5.49	6.33	9.28	4.67	12.23	5.32	11.81
	8.95	15.41	13.66	16.60	10.00	6.54	4.74	5.12	6.44	3.21	10.29	4.62	10.04	8.44	14.22
	Cgi	Gi	AFGHjKIM	Gi	gi	C	aBCDem	c	abCdem	c	C	c	Cgi	C	c
			No												

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 6: Marketing Spending

What percentage of your company's overall budget does marketing currently account for?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Percent of budget	40	16	36	35	9	35	10	43	15	38	26	18	8	12	21
	19.58	10.50	9.01	9.27	8.91	9.54	11.30	18.26	12.87	10.60	10.99	7.60	10.00	9.47	6.20
	13.16	7.50	10.34	6.67	13.73	12.66	9.30	12.85	13.10	10.17	11.18	10.37	9.38	9.82	7.26
	bCDeF	a	A	A	a	A		CdEgH		A	a	A		a	A

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 6: Marketing Spending

Marketing expenses account for what percent of your company's revenues?

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
	Percent of revenues	188	68	70	32	18	61	64	22	20
	10.35	9.38	9.98	14.17	8.65	8.18	6.97	18.41	15.27	16.09
	13.82	13.74	13.18	13.95	16.21	13.38	10.60	18.60	16.05	10.92
						Ce	CDE	AB	B	aB

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 6: Marketing Spending

Marketing expenses account for what percent of your company's revenues?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Percent of revenues	19	14	16	3	4	8	14	4	18	3	18	2	47	4	13
	13.26	20.54	10.72	21.67	12.75	1.78	2.59	14.25	5.51	8.10	7.32	1.75	13.19	5.63	8.13
	17.73	20.13	8.39	17.56	11.70	2.28	2.77	24.86	11.94	10.31	12.19	1.77	13.82	9.62	11.80
	g	fGik	FG	FG	fG	bCDem	aBCDEM		bm		b		fGi		

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 6: Marketing Spending

Marketing expenses account for what percent of your company's revenues?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Percent of revenues	37	15	38	39	10	37	12	40	15	42	25	19	8	12	27
	18.77	16.05	8.57	9.37	1.67	5.46	8.42	16.08	14.45	10.24	11.96	5.51	9.30	4.13	4.77
	15.45	18.79	10.62	14.08	1.37	9.05	15.28	14.47	18.24	13.78	14.75	8.08	17.40	5.36	10.56
	CDEFg	eF	Ae	A	Abc	AB	a	EGH	h		h	A		A	Abd

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 6: Marketing Spending

Compared to your company's R&D budget, what is the size of your company's marketing budget?*

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
N	186	71	67	29	19	62	59	24	19	17
Mean	-7.18	-23.24	0.82	11.21	-3.42	-19.11	-1.27	5.42	11.05	-15.59
SD	38.02	32.27	37.59	38.37	38.95	37.03	38.45	40.64	31.30	29.36
Median	-10.00	-30.00	0.00	20.00	0.00	-30.00	0.00	20.00	12.50	-20.00
		BCd	A	A	a	bCD	a	A	Ae	d

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$

*Means reflect the percent difference between marketing and R&D budgets (+ implies marketing > R&D)



Topic 6: Marketing Spending

Compared to your company's R&D budget, what is the size of your company's marketing budget?*

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	15	15	16	4	4	9	14	5	18	3	17	4	47	4	9
Mean	4.33	-10.00	25.31	18.75	10.00	-27.78	-14.64	-26.00	-18.33	-8.33	5.88	12.50	-25.74	-8.75	23.89
SD	38.86	36.25	26.30	38.81	48.99	37.01	40.69	43.36	36.01	18.93	40.44	25.00	28.01	43.28	33.71
Median	12.50	-10.00	30.00	50.00	50.00	-45.00	-20.00	-40.00	-30.00	2.50	7.50	0.00	-30.00	-5.00	40.00
	M	Co	BFGHIM	M	m	CkO	Co	Co	CO		fM	m	ACDeKIO		bFghIM

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$

*Means reflect the percent difference between marketing and R&D budgets (+ implies marketing > R&D)



Topic 6: Marketing Spending

Compared to your company's R&D budget, what is the size of your company's marketing budget?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
N	41	17	33	40	9	35	11	44	15	40	25	19	8	10	25
Mean	5.12	-27.06	-8.94	-6.63	-3.33	-6.86	-23.18	5.34	-13.67	-10.13	-13.00	1.84	-8.75	-1.50	-23.40
SD	33.90	29.74	40.90	35.83	50.74	40.64	33.04	34.38	33.83	38.79	40.82	39.90	42.57	39.30	35.02
Median	0.00	-40.00	-12.50	-20.00	5.00	-10.00	-35.00	0.00	-12.50	-5.00	-30.00	2.50	-20.00	-5.00	-45.00
	Bg	Ad		b		a		H				h			Ae

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

*Means reflect the percent difference between marketing and R&D budgets (+ implies marketing > R&D)



Topic 6: Marketing Spending

By what percent has your overall marketing spending changed in the prior 12 months?

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
	Overall marketing spending	200 10.27 23.94	73 5.98 23.54 b	74 13.79 22.85 a	34 12.60 22.95	19 8.92 30.01	66 12.11 28.03	63 8.41 19.48	26 5.57 17.79	22 14.51 29.24
Digital marketing spending	198 20.22 31.96	72 20.90 30.31	74 21.12 33.27	33 18.48 30.81	19 17.11 36.85	66 22.70 40.18	63 18.17 25.21	26 14.96 24.23	22 25.14 33.85	15 21.00 32.03

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 6: Marketing Spending

By what percent has your overall marketing spending changed in the prior 12 months?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Overall marketing spending	19 13.14 24.68	14 10.55 19.73	17 4.10 24.91	3 18.33 10.41	4 12.50 15.00	8 16.39 29.26	15 6.16 33.17	6 16.46 28.47	19 4.21 21.06	4 12.00 12.36	19 11.93 22.27	3 21.67 24.66	49 9.76 25.61	5 14.60 22.27	13 13.75 23.13
Digital marketing spending	18 19.00 38.83	14 13.00 21.53	17 16.47 40.11	3 20.00 13.23	4 15.00 12.91	8 30.63 36.39	15 17.33 35.65	6 26.67 36.56	18 17.50 27.24	4 28.75 32.50	19 21.32 38.54	3 23.33 23.09	49 23.18 33.59	5 18.60 17.31	13 20.77 23.26

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 6: Marketing Spending

By what percent has your overall marketing spending changed in the prior 12 months?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Overall marketing spending	40 11.53 22.41	16 17.59 29.12	38 6.01 27.10	41 16.13 23.36	11 5.12 26.52	39 9.40 19.44	15 -0.07 21.46	43 14.85 24.79	15 3.47 19.74	44 12.91 25.08	25 10.58 27.94	21 10.40 23.61	9 9.19 32.38	13 7.15 20.36	30 4.57 18.09
Digital marketing spending	40 19.58 30.83	15 27.67 37.70	38 11.79 36.34	41 29.07 36.62	11 22.00 34.60	39 18.41 20.57	14 14.64 22.14	43 20.19 34.15	15 5.00 25.98	43 26.86 31.40	25 22.48 43.67	21 24.29 35.29	9 25.00 34.55	13 14.23 18.47	29 14.59 18.53

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 6: Marketing Spending

What percent of your marketing budget does your company currently spend on digital and non-digital marketing activities?

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
% digital	198	75	73	31	19	66	62	26	22	17
	57.10	53.23	60.05	66.55	45.58	53.35	52.26	50.19	71.95	78.71
	28.81	27.46	30.46	25.39	28.35	27.53	28.20	32.14	20.56	25.55
		c		aD	C	DE	DE	DE	ABC	ABC
% non-digital	198	75	73	31	19	66	62	26	22	17
	42.90	46.77	39.95	33.45	54.42	46.65	47.74	49.81	28.05	21.29
	28.81	27.46	30.46	25.39	28.35	27.53	28.20	32.14	20.56	25.55
		c		aD	C	DE	DE	DE	ABC	ABC

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 6: Marketing Spending

What percent of your marketing budget does your company currently spend on digital and non-digital marketing activities?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
% digital	20 48.25 26.12 M	13 55.38 28.68 m	16 66.56 28.03 dFi	4 31.50 26.25 cM	4 67.00 36.05	9 33.33 23.85 CMn	16 49.69 34.28 M	5 39.00 31.70 M	17 45.24 23.50 cM	4 67.75 31.52	18 58.06 33.83	3 38.33 34.03 m	49 69.90 20.22 AbDFGHll	5 66.60 28.60 f	13 57.15 31.84
% non-digital	20 51.75 26.12 M	13 44.62 28.68 m	16 33.44 28.03 dFi	4 68.50 26.25 cM	4 33.00 36.05	9 66.67 23.85 CMn	16 50.31 34.28 M	5 61.00 31.70 M	17 54.76 23.50 cM	4 32.25 31.52	18 41.94 33.83	3 61.67 34.03 m	49 30.10 20.22 AbDFGHll	5 33.40 28.60 f	13 42.85 31.84

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 6: Marketing Spending

What percent of your marketing budget does your company currently spend on digital and non-digital marketing activities?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
% digital	40 66.13 28.83 e	17 59.41 33.54	39 52.51 32.73	41 60.90 23.13 e	11 44.18 19.78 ad	38 53.00 29.73	12 50.42 24.44	43 66.16 30.74 bg	16 44.38 32.86 a	45 58.20 27.22	25 56.52 28.95	21 57.10 25.61	9 52.22 24.38	13 44.31 28.72 a	26 56.65 27.27
% non-digital	40 33.88 28.83 e	17 40.59 33.54	39 47.49 32.73	41 39.10 23.13 e	11 55.82 19.78 ad	38 47.00 29.73	12 49.58 24.44	43 33.84 30.74 bg	16 55.63 32.86 a	45 41.80 27.22	25 43.48 28.95	21 42.90 25.61	9 47.78 24.38	13 55.69 28.72 a	26 43.35 27.27

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 6: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area.

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
	Digital marketing spending	186 16.18 16.78	69 13.59 16.08	70 18.63 17.63	30 13.93 13.63	17 20.60 19.85	61 17.18 18.25	60 13.74 15.59	24 12.92 13.19	20 21.16 16.24
Overall marketing spending	187 13.57 17.52	72 9.21 14.44 B	69 17.66 19.38 A	29 14.10 17.65	17 14.52 18.57	62 15.41 19.44	59 9.90 14.14 E	24 8.88 11.10 E	20 17.24 19.80	17 25.40 20.67 BC
Brand building	179 11.81 17.89	66 8.90 16.00	66 14.79 19.09	30 11.46 18.44	17 12.17 18.77	60 10.48 17.29	58 12.88 19.17	23 7.83 11.74	18 16.59 20.42	15 15.87 21.48
Customer relationship management	175 9.53 12.35	66 9.27 10.89 d	65 8.33 11.25 d	27 8.87 14.19	17 16.21 17.01 ab	61 8.27 11.15	53 9.37 12.25	23 11.11 14.47	18 13.98 14.26	16 9.05 12.11
New product introductions	178 8.81 12.87	67 10.77 14.39	66 7.24 11.98	28 8.12 13.48	17 8.29 7.87	60 10.11 13.40 e	55 8.42 12.62	23 7.34 11.45	19 12.34 15.29 e	16 2.81 6.32 ad
New service introductions	169 5.32 9.47	60 3.08 7.25 B	65 8.13 10.62 Ac	27 2.68 9.30 b	17 6.70 9.55	59 5.00 9.34	53 5.13 8.22	23 5.74 8.25	16 10.27 14.43	14 2.28 9.39
Traditional advertising spending	174 2.88 16.14	63 0.55 16.23	67 2.40 13.18	27 4.87 15.81	17 10.24 24.21	61 3.79 13.57	53 0.66 17.66 e	23 -0.13 10.18 e	18 3.56 18.42	16 11.70 22.72 bc

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 6: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area.

Number Mean SD	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
Digital marketing spending	19 23.95 18.15 F	13 13.23 14.86	15 17.22 17.52	4 27.06 22.47 f	4 13.75 11.81	8 4.75 7.11 AdH	13 16.40 20.35	5 21.60 10.97 F	16 15.28 14.67	4 11.25 10.31	18 14.33 15.08	2 10.00 7.07	45 17.33 20.19	5 10.00 6.12	13 15.00 13.39	
Overall marketing spending	20 18.60 15.82 gi	12 7.67 14.77	15 15.39 19.85	4 23.22 24.60	4 9.00 14.17	8 9.13 15.30	14 6.35 18.30	5 23.38 26.69 a	17 6.88 12.37 a	4 15.50 18.65	18 14.44 15.42	2 7.50 3.54	46 15.82 20.02	5 20.60 16.79	11 12.73 14.55	
Brand building	18 12.82 20.35	12 9.08 13.82	14 6.34 16.91	4 13.75 17.97	4 6.75 4.72	8 3.62 23.24	13 16.83 17.02	4 2.50 5.00	17 10.00 12.99	4 1.75 2.36	18 9.72 15.38	2 5.50 6.36	43 14.78 19.83	4 16.75 22.41	12 21.32 24.53	
Customer relationship management	19 15.77 13.22 efkM	11 10.99 15.40	14 9.98 16.36	4 17.46 20.14 m	4 0.50 1.00 aLo	7 1.71 3.73 aLO	13 8.08 10.11 o	4 7.50 9.57	15 10.99 13.23	4 6.25 9.46	18 6.11 9.32 aO	2 12.50 3.54 EF	43 6.74 7.31 AdO	4 5.00 5.77	11 23.13 18.54 eFgKM	
New product introductions	19 10.58 11.54 hK	11 6.45 8.96 h	14 14.70 14.28 K	4 7.50 9.57	4 1.75 3.50 h	7 7.14 14.68	14 8.78 12.59 hk	4 26.47 18.48 abegKm	17 11.44 15.99 k	4 0.00 0.00	18 1.67 3.83 ACgHimn	2 5.00 7.07	42 8.71 12.63 hk	5 8.40 10.01 k	11 7.22 16.78	
New service introductions	17 7.29 10.34	12 7.67 9.29	13 2.45 8.85	4 7.98 15.95	4 3.00 4.76	7 2.14 3.93	12 7.92 7.82	4 14.23 14.53 o	16 4.81 7.34	4 2.50 5.00	18 5.94 10.02	2 2.50 3.54	40 4.62 10.17	4 6.25 12.50	10 0.73 8.56 h	
Traditional advertising spending	17 3.22 16.99	12 3.48 16.18	13 -1.69 4.25 Dhn	4 17.43 23.50 Cik	4 6.25 13.15	8 -2.58 17.92	12 -3.55 19.45	5 10.00 17.32 c	15 -4.18 14.89 d	4 5.00 10.00	18 3.06 7.88 d	2 0.00 0.00	44 5.58 17.67	4 4.25 4.35 c	10 7.04 26.14	

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 6: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area.

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Digital marketing spending	37 20.08 19.93 f	15 13.22 18.47	37 17.47 20.01	39 19.26 14.46 F	10 14.85 18.16	37 11.03 9.91 aD	11 10.45 12.93	39 20.21 18.80 h	16 14.56 21.13	41 16.69 16.82	25 16.93 17.07	18 17.50 12.16	9 14.06 17.75	13 14.62 15.74	25 10.00 12.75 a
Overall marketing spending	36 20.04 22.28 fG	17 14.35 16.38 g	37 18.18 20.22 fG	39 11.87 12.85 g	10 6.30 16.27	36 9.81 12.75 ac	12 1.67 10.52 AbCd	40 20.19 21.06 H	16 13.63 11.09 h	41 13.77 17.88 h	25 11.60 17.04	19 13.84 14.53 h	9 10.99 22.72	12 14.92 16.74 h	25 4.64 11.67 Abceg
Brand building	35 11.47 16.08 e	14 14.70 20.56	37 16.43 19.11 d	36 8.02 15.89 cE	9 25.53 22.55 aDfg	37 7.86 17.99 e	11 8.18 10.79 e	37 13.42 17.09	15 13.84 23.21	39 12.56 17.81	25 10.03 16.19	17 6.41 12.59	8 12.50 16.69	12 12.32 21.33	26 12.03 20.34
Customer relationship management	35 11.61 14.61	16 11.87 13.38	37 9.64 12.21	36 9.30 11.76	8 13.23 16.36	34 6.61 9.96	9 5.56 7.68	37 13.14 15.43 dg	16 10.62 13.50	40 9.00 10.06	25 5.64 6.97 aF	17 11.57 15.67	7 15.69 12.99 Dg	11 3.18 7.17 af	22 7.72 11.80
New product introductions	35 13.49 16.24 dF	15 10.67 10.83 f	37 10.00 15.45	37 6.30 9.31 a	8 13.88 13.74 F	34 4.47 6.91 AbE	12 5.79 13.68	37 10.99 14.29 h	16 3.85 11.22 c	40 12.97 14.49 bgH	25 6.96 9.10	18 9.88 14.15	7 14.70 14.59 gh	11 2.73 6.47 cf	24 4.02 9.89 aCf
New service introductions	32 8.78 10.55 f	12 4.58 10.76	36 5.37 10.24	37 4.97 8.59	8 4.24 11.20	34 2.91 7.80 a	10 5.40 7.63	34 7.52 10.25 b	15 0.69 7.92 af	37 5.84 9.08	25 5.36 9.25	17 3.47 8.45	7 10.00 10.41 b	11 5.36 12.17	23 4.17 8.75
Traditional advertising spending	34 3.29 10.81	14 4.62 14.41	36 7.55 18.15 f	38 2.28 20.02	8 5.76 25.32	35 -1.88 12.73 c	9 -1.56 5.64	36 3.10 11.75 h	16 11.70 21.20 H	39 3.70 15.73 h	25 3.47 21.47	17 2.92 13.41	8 1.80 18.32	11 2.73 9.84	22 -5.57 13.71 aBc

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 6: Marketing Spending

How do your company's budgets for customer acquisition and customer retention compare?*

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
N	197	74	70	33	20	64	62	27	22	17
Mean	-14.72	-17.16	-11.64	-18.03	-11.00	-16.72	-5.16	-19.63	-20.23	-26.76
SD	29.21	28.78	30.92	24.68	32.10	33.61	25.57	23.12	26.39	29.63
Median	-20.00	-20.00	-10.00	-15.00	-10.00	-30.00	0.00	-20.00	-10.00	-40.00
						b	acdE	b	b	B

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$

*Means reflect the percent difference between customer retention and customer acquisition budgets (+ implies customer retention > customer acquisition)



Topic 6: Marketing Spending

How do your company's budgets for customer acquisition and customer retention compare?*

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
N	19	15	16	4	4	9	15	5	18	4	18	2	48	5	13
Mean	-22.11	-17.67	-14.38	-16.25	-20.00	-1.11	-16.67	-12.00	-13.89	0.00	-4.72	20.00	-19.79	-25.00	-13.08
SD	28.79	23.52	31.40	40.29	38.30	31.80	24.98	21.68	30.71	35.59	35.83	14.14	28.23	23.98	27.20
Median	-25.00	-10.00	0.00	5.00	-10.00	0.00	-15.00	0.00	-20.00	0.00	0.00	1.00	-30.00	-12.50	0.00
		1											b		

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$

*Means reflect the percent difference between customer retention and customer acquisition budgets (+ implies customer retention > customer acquisition)



Topic 6: Marketing Spending

How do your company's budgets for customer acquisition and customer retention compare?*

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
N	39	17	39	41	10	38	13	43	16	43	26	21	9	12	27
Mean	-10.51	-8.82	-16.67	-27.32	-4.00	-7.24	-19.62	-9.07	-19.06	-16.86	-32.31	-11.43	-7.78	2.92	-13.52
SD	27.45	26.19	32.45	24.70	43.00	29.19	17.13	24.89	26.09	32.81	24.38	34.54	23.33	23.20	29.41
Median	-2.50	0.00	-20.00	-30.00	0.00	0.00	-20.00	0.00	-10.00	-30.00	-50.00	-10.00	-5.00	0.00	-15.00
	D	d		AbeF	d	D		D	g	d	AcefGh	d	d	bD	d

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

*Means reflect the percent difference between customer retention and customer acquisition budgets (+ implies customer retention > customer acquisition)



Topic 6: Marketing Spending

What percent of your marketing budget do you spend on initiatives related to customer experience?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
N	188	70	69	31	18	61	63	23	19	17
Mean	13.93	11.56	17.88	12.16	11.06	14.09	13.19	13.96	14.74	15.35
SD	17.15	12.85	22.38	14.19	10.26	19.70	13.90	17.73	8.89	26.15
		b	a							

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 6: Marketing Spending

What percent of your marketing budget do you spend on initiatives related to customer experience?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	19	13	16	4	4	9	14	4	17	4	19	2	46	4	1
Mean	15.00	19.92	10.31	7.50	11.25	11.00	11.43	8.00	13.00	23.75	13.79	7.50	14.95	8.00	13.3
SD	13.54	27.74	15.86	9.57	9.46	12.72	13.93	5.72	13.61	34.49	20.26	10.61	18.67	5.72	5.6

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 6: Marketing Spending

What percent of your marketing budget do you spend on initiatives related to customer experience?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
N	38	16	37	40	10	35	12	40	16	42	25	17	9	13	16
Mean	16.71	13.25	11.51	12.14	21.40	12.77	16.67	15.50	10.63	10.95	12.34	20.06	13.89	13.77	16.67
SD	18.68	14.13	15.37	15.41	26.11	17.35	18.13	18.53	10.78	11.14	17.81	26.58	16.16	14.49	19.14

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 6: Marketing Spending

What percent of your marketing budget does your company spend targeting the market in China?

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
	Current?	198 1.14 4.71	74 1.80 5.09	73 1.03 5.51	31 0.58 2.69	20 0.00 0.00	64 1.63 6.22	64 1.19 4.64	26 1.46 4.35	22 0.00 0.00
What was this percentage 3 years ago?	193 1.10 5.03	73 1.37 4.30	72 1.13 6.60	30 1.07 3.76	18 0.00 0.00	63 1.63 7.23	63 1.03 4.15	26 0.88 2.23	20 0.00 0.00	17 1.18 4.85
What do you predict it will be 3 years from now?	192 2.29 7.29	73 3.05 7.53	72 1.86 8.05	29 2.79 6.88	18 0.11 0.47	63 2.60 9.15	63 1.59 5.17	26 3.12 9.27	19 3.16 5.82	17 1.47 4.93

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 6: Marketing Spending

What percent of your marketing budget does your company spend targeting the market in China?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Current?	20 0.15 0.67 hj	14 4.00 12.10	16 0.44 1.26	4 0.00 0.00	4 0.00 0.00	9 0.44 1.01	16 0.06 0.25 hj	5 3.60 6.50 agk	17 1.53 3.41	4 2.50 5.00 ag	19 0.32 1.16 h	3 0.00 0.00	47 2.02 6.02	5 0.00 0.00	13 0.00 0.00
What was this percentage 3 years ago?	20 0.10 0.45 dhj	14 4.36 14.62	16 0.56 1.41	4 5.00 10.00 agk	4 0.00 0.00	9 0.44 1.01	16 0.06 0.25 dhj	5 1.20 2.17 ag	17 0.71 2.44	4 2.50 5.00 ag	19 0.42 1.30 d	3 0.00 0.00	45 1.78 5.20	4 0.00 0.00	12 0.00 0.00
What do you predict it will be 3 years from now?	20 0.65 2.30	14 6.50 17.45	15 3.00 5.92	4 0.00 0.00	4 1.25 2.50	9 1.00 2.00	16 0.44 1.31	5 5.80 10.87 k	17 2.82 5.58	4 1.25 2.50	19 0.37 1.21	3 0.00 0.00	45 3.58 8.89	4 0.00 0.00	12 1.67 5.77 h

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 6: Marketing Spending

What percent of your marketing budget does your company spend targeting the market in China?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Current?	39 0.64 2.85 g	17 2.65 10.91	40 0.03 0.16 EG	41 1.00 3.52	11 2.55 4.03 C	38 1.18 4.94	11 3.73 6.25 aC	42 0.24 1.54 eFh	16 0.00 0.00	46 0.07 0.25 EFgH	27 0.96 3.93	21 1.86 3.62 aC	9 7.22 15.02 AC	13 2.62 8.27 c	24 2.04 4.53 aC
What was this percentage 3 years ago?	39 0.72 3.30	16 3.44 13.75	39 0.05 0.32 dEG	40 0.98 2.76 c	11 1.64 3.23 C	38 1.13 4.88	10 2.80 4.10 C	41 0.56 3.15 f	16 0.00 0.00	45 0.13 0.55 EfgH	26 0.69 2.20	20 1.90 3.71 C	9 6.89 18.12 ac	12 2.75 8.62 c	24 1.38 2.89 C
What do you predict it will be 3 years from now?	38 2.37 6.01	16 4.06 16.25	39 1.10 3.66 g	40 1.42 4.25 g	11 3.55 6.35	38 1.89 5.49	10 7.40 13.77 cd	40 1.38 4.38 f	16 1.88 5.44	45 0.67 1.94 Fh	26 2.04 5.36	20 2.35 4.94	9 11.11 21.91 aC	12 2.50 8.66	24 3.96 9.39 c

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 7: Social Media and Mobile Marketing

What percent of your marketing budget do you spend on mobile activities? Now, 12 months, 5 years?

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
What percent of your marketing budget do you currently spend on mobile activities?	215	77	83	35	20	75	67	27	22	20
	13.25	7.39	11.79	24.02	22.97	7.07	13.51	17.45	22.78	20.97
	16.45	11.59	14.26	21.15	19.22	11.67	15.92	16.34	20.78	20.80
		bCD	aCD	AB	AB	BCDE	Ad	A	Ab	A
% What percent will you spend on mobile in the next 12 months?	213	77	82	35	19	74	67	27	21	20
	18.65	10.94	16.82	32.20	32.89	10.53	18.79	21.67	29.90	34.50
	21.79	15.58	18.39	26.56	29.50	15.41	21.51	20.00	23.17	30.90
		bCD	aCD	AB	AB	BCDE	Ade	A	Ab	Ab
What percent will you spend on mobile activities in five years?	212	77	82	34	19	74	67	27	20	20
	28.34	20.40	26.36	41.89	44.76	19.07	27.55	33.29	44.14	44.91
	24.63	18.98	24.27	26.96	26.24	20.30	22.29	23.49	26.71	30.58
		CD	CD	AB	AB	bCDE	aDE	A	AB	AB

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 7: Social Media and Mobile Marketing

What percent of your marketing budget do you spend on mobile activities? Now, 12 months, 5 years?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
What percent of your marketing budget do you currently spend on mobile activities?	21 8.29 10.09	17 20.96 18.25	18 22.85 20.50	4 29.53 25.55	4 20.78 21.94	9 10.07 18.00	16 10.31 10.40	6 10.83 15.30	18 6.06 7.76	5 12.62 23.05	24 7.71 11.79	4 10.25 13.91	51 12.52 15.56	4 15.00 23.45	12 21.51 23.64
	bCDo	agIK	AgIKm	AgIKm	i		bcd		BCDeo		BCDo		cd		aik
% What percent will you spend on mobile in the next 12 months?	21 11.86 13.32	17 27.35 23.12	18 34.28 25.53	4 42.50 40.52	4 22.50 25.33	9 12.56 22.89	16 14.06 12.14	6 14.17 19.08	18 8.61 8.76	4 21.25 36.14	24 11.33 16.27	4 12.75 16.34	50 19.78 23.72	4 15.50 23.19	12 26.25 24.78
	bCDo	agIk	AfGIKm	AgIK		c	bCd		BCDO		bCDo		c		aIk
What percent will you spend on mobile activities in five years?	21 24.71 20.19	17 36.99 25.99	17 46.50 27.56	4 46.94 37.11	4 30.00 27.99	9 16.54 25.02	16 28.13 17.21	6 32.50 23.61	18 19.17 16.29	4 23.75 35.44	24 16.25 17.40	4 25.25 28.58	50 29.53 25.83	4 26.25 33.51	12 33.75 26.38
	C	iK	AfgIKm	ik		c	ck		bCd		BCdgm		ck		k

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 7: Social Media and Mobile Marketing

What percent of your marketing budget do you spend on mobile activities? Now, 12 months, 5 years?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
What percent of your marketing budget do you currently spend on mobile activities?	50 16.35 18.92	18 10.45 14.71	40 10.77 14.47	41 12.13 15.98	13 8.86 14.60	42 12.34 15.88	11 25.56 15.82	53 14.29 18.57	17 13.24 15.51	47 13.76 17.52	27 14.05 16.95	23 10.90 16.13	10 11.00 9.30	12 5.67 9.51	26 15.82 15.34
		g	G	g	g	g	bCdef							h	g
% What percent will you spend on mobile in the next 12 months?	50 25.10 27.00	18 14.44 20.71	39 14.85 15.58	41 15.95 20.40	13 16.92 22.87	41 16.34 20.33	11 30.45 19.68	53 22.55 26.40	17 15.59 17.67	46 18.37 22.46	27 19.78 22.14	23 15.22 20.97	10 15.80 11.24	11 9.82 13.14	26 19.92 19.15
	c	g	aG	g		g	bCdf								
What percent will you spend on mobile activities in five years?	49 36.78 28.40	18 21.05 23.95	39 25.23 21.14	41 24.75 22.29	13 22.99 22.18	41 24.27 22.45	11 48.53 23.95	52 33.60 27.40	17 25.88 23.80	46 26.29 25.88	27 29.88 22.19	23 24.57 26.06	10 26.00 17.29	11 15.45 14.91	26 31.11 23.37
	bedf	aG	aG	aG	g	aG	BCDeF	g						ah	g

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 7: Social Media and Mobile Marketing

To what degree has the use of mobile marketing contributed to your company's performance during the last year?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all	73 33.6%	37 47.4% bCD	26 31.7% a	8 21.6% A	2 10.0% A	37 50.0% BCe	19 28.4% A	5 18.5% A	6 27.3%	4 20.0% a
2	35 16.1%	15 19.2%	14 17.1%	4 10.8%	2 10.0%	13 17.6%	12 17.9%	5 18.5%	3 13.6%	1 5.0%
3	20 9.2%	8 10.3% d	4 4.9% D	2 5.4% d	6 30.0% aBc	2 2.7% bC	10 14.9% a	6 22.2% Ad	0 0.0% c	2 10.0%
4	27 12.4%	9 11.5%	12 14.6%	4 10.8%	2 10.0%	12 16.2% d	7 10.4%	2 7.4%	0 0.0% a	3 15.0%
5	37 17.1%	5 6.4% bCD	16 19.5% a	10 27.0% A	6 30.0% A	8 10.8% e	12 17.9%	5 18.5%	6 27.3%	6 30.0% a
6	15 6.9%	2 2.6% C	5 6.1%	6 16.2% A	2 10.0%	2 2.7% D	3 4.5% d	3 11.1%	4 18.2% Ab	2 10.0%
7=Very highly	10 4.6%	2 2.6%	5 6.1%	3 8.1%	0 0.0%	0 0.0% bDE	4 6.0% a	1 3.7%	3 13.6% A	2 10.0% A
Mean	3.02	2.28 BCD	3.16 A	3.92 A	3.70 A	2.28 BCDE	3.09 A	3.37 A	3.95 A	4.00 A

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 7: Social Media and Mobile Marketing

To what degree has the use of mobile marketing contributed to your company's performance during the last year?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	8 38.1%	3 17.6%	3 16.7%	0 0.0%	0 0.0%	4 44.4%	6 37.5%	2 33.3%	9 45.0%	2 50.0%	10 41.7%	2 50.0%	18 34.6%	1 25.0%	4 33.3%
2	4 19.0%	2 11.8%	3 16.7%	0 0.0%	1 25.0%	3 33.3%	3 18.8%	1 16.7%	2 10.0%	0 0.0%	3 12.5%	1 25.0%	11 21.2%	1 25.0%	0 0.0%
3	2 9.5%	1 5.9%	1 5.6%	1 25.0%	2 50.0%	0 0.0%	3 18.8%	1 16.7%	2 10.0%	0 0.0%	2 8.3%	0 0.0%	4 7.7%	0 0.0%	1 8.3%
4	1 4.8%	2 11.8%	2 11.1%	1 25.0%	1 25.0%	0 0.0%	1 6.3%	1 16.7%	4 20.0%	1 25.0%	6 25.0%	0 0.0%	6 11.5%	0 0.0%	0 0.0%
5	3 14.3%	7 41.2%	4 22.2%	2 50.0%	0 0.0%	2 22.2%	1 6.3%	1 16.7%	2 10.0%	0 0.0%	2 8.3%	1 25.0%	8 15.4%	1 25.0%	3 25.0%
6	2 9.5%	2 11.8%	3 16.7%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	1 5.0%	0 0.0%	1 4.2%	0 0.0%	3 5.8%	0 0.0%	2 16.7%
7=Very highly	1 4.8%	0 0.0%	2 11.1%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	2 3.8%	1 25.0%	2 16.7%
Mean	2.86	3.82	4.00	4.25	3.00	2.22	2.69	2.67	2.55	3.25	2.58	2.25	2.85	3.75	4.00

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 7: Social Media and Mobile Marketing

To what degree has the use of mobile marketing contributed to your company's performance during the last year?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Not at all	18 36.0% g	10 55.6% dG	15 37.5% g	11 26.2% bg	5 38.5% g	14 34.1% g	0 0.0% aBcdef	20 37.7%	10 58.8% DH	17 36.2%	5 18.5% B	10 43.5%	2 20.0%	4 33.3%	5 17.9% B
2	4 8.0% dg	1 5.6%	7 17.5%	10 23.8% a	2 15.4%	7 17.1%	4 30.8% a	5 9.4% df	0 0.0% dFh	8 17.0%	8 29.6% ab	2 8.7% f	4 40.0% aBe	1 8.3%	7 25.0% b
3	3 6.0%	2 11.1%	1 2.5% d	8 19.0% c	1 7.7%	3 7.3%	2 15.4%	4 7.5%	0 0.0%	2 4.3% d	5 18.5% c	3 13.0%	1 10.0%	1 8.3%	4 14.3%
4	5 10.0%	1 5.6%	9 22.5%	3 7.1%	1 7.7%	6 14.6%	2 15.4%	4 7.5%	3 17.6%	7 14.9%	2 7.4%	3 13.0%	0 0.0%	2 16.7%	6 21.4%
5	10 20.0%	3 16.7%	6 15.0%	5 11.9%	2 15.4%	8 19.5%	3 23.1%	10 18.9%	3 17.6%	7 14.9%	5 18.5%	3 13.0%	3 30.0%	3 25.0%	3 10.7%
6	6 12.0%	1 5.6%	1 2.5%	4 9.5%	1 7.7%	1 2.4%	1 7.7%	6 11.3%	0 0.0%	6 12.8%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	2 7.1%
7=Very highly	4 8.0%	0 0.0%	1 2.5%	1 2.4%	1 7.7%	2 4.9%	1 7.7%	4 7.5%	1 5.9%	0 0.0% e	1 3.7%	2 8.7% c	0 0.0%	1 8.3%	1 3.6%
Mean	3.38	2.39 g	2.78	2.93	3.00	2.95	3.85 b	3.25	2.59	2.94	3.04	2.78	2.80	3.25	3.18

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 7: Social Media and Mobile Marketing

What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years?

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
...of your marketing budget do you currently spend on social media?	220	79	83	37	21	75	70	28	21	20
	15.35	11.64	13.70	23.51	21.47	10.97	16.50	16.93	19.71	23.49
	15.68	13.55	13.88	18.22	18.98	12.08	16.12	15.95	18.86	19.60
		CD	Cd	AB	Ab	bcdE	a	a	a	A
...will you spend in the next 12 months?	218	79	82	37	20	74	70	28	20	20
	18.13	14.79	16.91	25.31	23.08	13.60	19.00	17.92	24.84	27.61
	16.24	14.66	15.03	18.55	18.37	13.35	16.25	15.37	19.13	20.37
		Cd	C	AB	a	bDE	a		A	A
...do you predict you will spend in five years?	217	79	82	36	20	74	70	28	19	20
	23.45	20.91	22.62	28.06	28.56	19.14	25.03	24.18	26.90	31.12
	16.63	15.71	16.16	18.73	16.58	15.09	16.52	16.33	16.40	20.13
		c		a		bE	a			A

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 7: Social Media and Mobile Marketing

What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
...of your marketing budget do you currently spend on social media?	22 9.73 8.25 bCD	17 22.46 22.92 ai	19 25.26 20.46 AhIm	4 31.23 27.47 AI	4 10.75 2.99 h	9 10.33 10.62	16 13.81 14.49	5 4.60 3.65 ce	18 8.22 6.92 bCDkmo	5 17.99 21.95	25 15.72 14.06 i	4 5.00 7.07	53 16.19 14.49 ci	4 5.50 3.32	13 18.15 18.33 i
...will you spend in the next 12 months?	22 13.82 9.10 bCd	17 26.21 22.45 aI	19 31.23 20.89 AfgHklMn	4 31.96 25.88 aI	4 10.50 3.32	9 11.89 9.93 c	16 17.56 14.53 c	5 7.20 3.11 c	18 9.78 7.55 BCDjkm	4 23.21 23.92 i	25 18.07 14.35 ci	4 6.25 6.29 c	52 18.62 15.68 Ci	4 5.75 2.99 c	13 19.14 17.64
...do you predict you will spend in five years?	22 19.27 10.28 cd	17 30.55 23.69 i	18 33.18 21.85 aIn	4 35.77 22.07 aIn	4 16.50 6.24	9 19.67 13.35	16 25.94 16.75 i	5 19.20 18.99	18 15.67 9.66 bCDgm	4 27.02 26.35	25 22.76 14.92	4 12.50 13.23	52 24.83 15.32 in	4 8.50 3.00 cdm	13 21.39 15.96

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 7: Social Media and Mobile Marketing

What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
...of your marketing budget do you currently spend on social media?	50 21.45 21.78 Cdf	18 14.44 12.91	40 11.07 12.39 A	43 14.02 12.08 a	13 13.38 14.56	44 13.50 13.01 a	12 19.25 15.81	52 19.38 20.94 c	17 17.40 19.28	49 12.49 12.16 a	27 15.85 15.10	23 12.09 13.27	10 10.20 11.61	12 13.17 10.59	30 16.53 12.11
...will you spend in the next 12 months?	50 25.93 21.35 CDF	18 17.22 16.09	39 13.20 12.46 A	43 15.55 11.89 A	13 16.83 15.54	43 15.86 13.56 A	12 21.82 17.51	52 24.16 21.39 ce	17 18.17 17.36	48 14.89 12.73 a	27 17.14 15.59	23 13.17 11.87 a	10 15.00 16.05	11 16.82 12.10	30 19.06 13.32
...do you predict you will spend in five years?	49 31.30 20.22 CDf	18 22.39 18.54	39 18.28 13.30 A	43 20.63 12.31 A	13 21.54 18.06	43 22.05 14.72 a	12 26.92 17.79	51 30.56 20.89 Ce	17 21.71 15.47	48 19.36 14.08 A	27 22.71 15.53	23 18.83 11.97 a	10 21.81 20.13	11 22.27 13.48	30 24.07 14.25

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 7: Social Media and Mobile Marketing

What percent of your company's social media activities are currently performed by outside agencies?

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
	Percent performed by outside agencies	216	78	82	37	19	74	70	28	20
	21.54	21.66	14.95	32.05	29.00	18.53	24.67	14.82	25.92	19.26
	30.24	31.56	25.35	31.59	35.89	28.55	32.10	22.67	32.20	34.10
			Cd	B	b					

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 7: Social Media and Mobile Marketing

What percent of your company's social media activities are currently performed by outside agencies?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Percent performed by outside agencies	22 24.77 33.50	17 12.37 22.08	19 36.87 34.54	3 28.44 49.25	4 0.75 1.50	9 27.78 23.33	15 25.71 32.75	5 35.00 33.54	18 21.15 33.04	4 25.00 23.80	25 12.82 24.91	4 31.25 37.50	52 18.87 30.26	4 21.33 42.66	13 23.46 29.25
		c	bkm		f	e					c		c		

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 7: Social Media and Mobile Marketing

How effectively does your company integrate customer information across purchasing, communication and social media channels?

N=222	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
		1=Not At All Effectively	31 14.0%	14 17.7%	11 13.1%	2 5.3%	4 19.0%	15 20.0% d	10 14.3%	3 11.1%
2=	48 21.6%	21 26.6%	15 17.9%	8 21.1%	4 19.0%	16 21.3%	15 21.4%	7 25.9%	4 19.0%	5 25.0%
3=	36 16.2%	13 16.5%	11 13.1%	7 18.4%	5 23.8%	11 14.7% D	10 14.3% D	5 18.5% e	9 42.9% ABE	0 0.0% cD
4=	37 16.7%	12 15.2%	17 20.2%	7 18.4%	1 4.8%	14 18.7%	14 20.0%	4 14.8%	2 9.5%	1 5.0%
5=	44 19.8%	11 13.9%	22 26.2%	7 18.4%	4 19.0%	15 20.0%	12 17.1% e	4 14.8%	3 14.3%	8 40.0% b
6=	20 9.0%	5 6.3%	6 7.1%	6 15.8%	3 14.3%	4 5.3% e	6 8.6%	2 7.4%	3 14.3%	4 20.0% a
7=Very Effectively	6 2.7%	3 3.8%	2 2.4%	1 2.6%	0 0.0%	0 0.0% c	3 4.3%	2 7.4% a	0 0.0%	1 5.0%
Mean	3.45	3.15 c	3.60	3.82 a	3.29	3.13 E	3.47	3.48	3.62	4.30 A

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 7: Social Media and Mobile Marketing

How effectively does your company integrate customer information across purchasing, communication and social media channels?

N=222

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1=Not At All Effectively	3 14.3%	2 12.5%	2 10.5%	1 25.0%	0 0.0%	0 0.0%	6 37.5%	0 0.0%	3 15.0%	0 0.0%	8 30.8%	2 50.0%	3 5.6%	1 20.0%	0 0.0%
2=	3 14.3%	3 18.8%	6 31.6%	0 0.0%	1 33.3%	4 44.4%	3 18.8%	1 20.0%	4 20.0%	0 0.0%	1 3.8%	1 25.0%	15 27.8%	1 20.0%	5 35.7%
3=	8 38.1%	3 18.8%	4 21.1%	1 25.0%	0 0.0%	0 0.0%	2 12.5%	2 40.0%	3 15.0%	1 25.0%	2 7.7%	0 0.0%	6 11.1%	0 0.0%	3 21.4%
4=	2 9.5%	3 18.8%	2 10.5%	1 25.0%	1 33.3%	0 0.0%	2 12.5%	0 0.0%	4 20.0%	1 25.0%	5 19.2%	1 25.0%	11 20.4%	1 20.0%	2 14.3%
5=	4 19.0%	1 6.3%	2 10.5%	1 25.0%	1 33.3%	4 44.4%	1 6.3%	1 20.0%	6 30.0%	1 25.0%	7 26.9%	0 0.0%	13 24.1%	1 20.0%	1 7.1%
6=	1 4.8%	3 18.8%	2 10.5%	0 0.0%	0 0.0%	1 11.1%	2 12.5%	1 20.0%	0 0.0%	1 25.0%	3 11.5%	0 0.0%	3 5.6%	1 20.0%	2 14.3%
7=Very Effectively	0 0.0%	1 6.3%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 5.6%	0 0.0%	1 7.1%
Mean	3.19	3.69	3.32	3.25	3.67	3.78	2.69	3.80	3.30	4.50	3.42	2.00	3.69	3.60	3.64

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 7: Social Media and Mobile Marketing

How effectively does your company integrate customer information across purchasing, communication and social media channels?

N=222

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Not At All Effectively	6 12.2%	3 16.7%	6 15.0%	7 15.9%	1 7.7%	7 16.7%	1 6.7%	6 11.8%	4 23.5%	9 18.8%	3 11.1%	2 8.0%	1 10.0%	1 8.3%	5 15.6%
2=	10 20.4%	2 11.1%	9 22.5%	10 22.7%	2 15.4%	11 26.2%	4 26.7%	11 21.6%	2 11.8% d	6 12.5% De	11 40.7% bCg	9 36.0% cg	3 30.0%	0 0.0% de	6 18.8%
3=	8 16.3%	4 22.2%	7 17.5%	9 20.5%	1 7.7%	5 11.9%	2 13.3%	12 23.5%	3 17.6%	5 10.4%	3 11.1%	5 20.0%	1 10.0%	3 25.0%	4 12.5%
4=	6 12.2%	4 22.2%	5 12.5%	7 15.9%	2 15.4%	11 26.2%	2 13.3%	7 13.7%	2 11.8%	8 16.7%	4 14.8%	3 12.0%	4 40.0%	2 16.7%	7 21.9%
5=	11 22.4%	2 11.1%	10 25.0%	5 11.4% e	5 38.5% df	5 11.9% e	5 33.3%	9 17.6%	4 23.5%	12 25.0%	3 11.1%	5 20.0%	1 10.0%	3 25.0%	7 21.9%
6=	6 12.2%	3 16.7%	2 5.0%	3 6.8%	2 15.4%	3 7.1%	1 6.7%	4 7.8%	2 11.8%	6 12.5%	3 11.1%	0 0.0% g	0 0.0%	2 16.7% e	3 9.4%
7=Very Effectively	2 4.1%	0 0.0%	1 2.5%	3 6.8%	0 0.0%	0 0.0%	0 0.0%	2 3.9%	0 0.0%	2 4.2%	0 0.0%	1 4.0%	0 0.0%	1 8.3%	0 0.0%
Mean	3.65	3.50	3.35	3.32	4.08	3.12	3.60	3.43	3.35	3.71	3.07 g	3.16 g	3.10	4.33 de	3.44

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 7: Social Media and Mobile Marketing

How effectively is social media linked to your company's marketing strategy?

N=223	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1=Not At All Effectively	9 4.0%	5 6.3%	3 3.6%	0 0.0%	1 4.5%	3 4.0%	3 4.3%	1 3.6%	0 0.0%	0 0.0%
2=	15 6.7%	6 7.6%	5 6.0%	3 7.7%	1 4.5%	5 6.7%	6 8.7%	1 3.6%	0 0.0%	2 10.0%
3=	30 13.5%	21 26.6% BCd	6 7.2% A	2 5.1% A	1 4.5% a	12 16.0%	10 14.5%	3 10.7%	3 13.6%	0 0.0%
4=	45 20.2%	11 13.9% d	18 21.7%	8 20.5%	8 36.4% a	17 22.7%	12 17.4%	7 25.0%	6 27.3%	2 10.0%
5=	46 20.6%	15 19.0%	15 18.1%	12 30.8%	4 18.2%	13 17.3% e	13 18.8%	8 28.6%	4 18.2%	8 40.0% a
6=	53 23.8%	15 19.0%	22 26.5%	11 28.2%	5 22.7%	21 28.0%	14 20.3%	4 14.3% d	9 40.9% ce	2 10.0% d
7=Very Effectively	25 11.2%	6 7.6%	14 16.9%	3 7.7%	2 9.1%	4 5.3% bE	11 15.9% ad	4 14.3%	0 0.0% bE	6 30.0% AD
Mean	4.63	4.19 Bc	4.92 A	4.90 a	4.64	4.48 e	4.62	4.71	4.86	5.30 a

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 7: Social Media and Mobile Marketing

How effectively is social media linked to your company's marketing strategy?

N=223

	Industry Sector														
	Banking Finance Insurance A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact-uring I	Mining Construc-tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor-tation N	Retail Wholesale O
1=Not At All Effectively	2 9.1% lm	1 5.9% 1	0 0.0% L	0 0.0%	0 0.0%	0 0.0%	2 12.5% m	0 0.0%	1 5.0% 1	0 0.0%	1 4.0% L	2 50.0% abCfiKM	0 0.0% agL	0 0.0%	0 0.0%
2=	0 0.0% beg	4 23.5% akm	1 5.6%	0 0.0%	1 25.0% ak	0 0.0%	4 25.0% akm	0 0.0%	1 5.0%	0 0.0%	0 0.0% beg	0 0.0%	3 5.6% bg	0 0.0%	1 7.1%
3=	4 18.2%	1 5.9%	2 11.1%	0 0.0%	0 0.0%	2 22.2%	0 0.0% mn	0 0.0%	3 15.0%	0 0.0%	1 4.0% mn	1 25.0%	12 22.2% gk	2 40.0% gk	2 14.3%
4=	4 18.2%	3 17.6%	4 22.2%	2 50.0% g	0 0.0%	3 33.3%	1 6.3% dh	3 60.0% gM	5 25.0%	0 0.0%	8 32.0% m	1 25.0%	7 13.0% Hk	0 0.0%	2 14.3%
5=	8 36.4%	3 17.6%	6 33.3%	1 25.0%	1 25.0%	1 11.1%	3 18.8%	0 0.0%	6 30.0%	1 25.0%	3 12.0%	0 0.0%	9 16.7%	1 20.0%	3 21.4%
6=	4 18.2%	2 11.8%	4 22.2%	1 25.0%	2 50.0%	3 33.3%	6 37.5%	2 40.0%	3 15.0%	2 50.0%	7 28.0%	0 0.0%	11 20.4%	2 40.0%	4 28.6%
7=Very Effectively	0 0.0% bjkm	3 17.6% a	1 5.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0% m	0 0.0%	1 5.0%	1 25.0% a	5 20.0% a	0 0.0%	12 22.2% ag	0 0.0%	2 14.3%
Mean	4.27 jl	4.24	4.72 L	4.75 1	4.75	4.56 1	4.06	4.80 1	4.35 jl	6.00 aiL	5.12 L	2.25 aCdFhiJKM O	4.91 L	4.60	4.93 L

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

Topic 7: Social Media and Mobile Marketing

How effectively is social media linked to your company's marketing strategy?

N=223

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
1=Not At All Effectively	2 4.0%	0 0.0%	1 2.6%	1 2.2%	1 7.7%	3 7.0%	1 6.7%	2 3.8%	2 11.8%	1 2.1%	1 3.6%	0 0.0%	1 10.0%	0 0.0%	2 6.3%
2=	7 14.0%	1 5.9%	1 2.6%	2 4.4%	0 0.0%	3 7.0%	1 6.7%	7 13.5% c	0 0.0%	1 2.1% a	3 10.7%	1 4.0%	1 10.0%	0 0.0%	2 6.3%
3=	2 4.0% fg	3 17.6%	6 15.4%	7 15.6%	1 7.7%	8 18.6% a	3 20.0% a	2 3.8% cdh	2 11.8%	8 17.0% a	5 17.9% a	4 16.0%	1 10.0%	2 16.7%	6 18.8% a
4=	10 20.0%	4 23.5%	9 23.1%	7 15.6%	3 23.1%	10 23.3%	2 13.3%	11 21.2%	3 17.6%	11 23.4%	3 10.7%	6 24.0%	3 30.0%	1 8.3%	7 21.9%
5=	13 26.0%	4 23.5%	9 23.1%	9 20.0%	2 15.4%	7 16.3%	2 13.3%	12 23.1% h	6 35.3% fh	11 23.4% h	6 21.4%	5 20.0%	0 0.0% b	4 33.3% h	2 6.3% abcg
6=	8 16.0%	4 23.5%	8 20.5%	12 26.7%	5 38.5%	10 23.3%	5 33.3%	9 17.3%	3 17.6%	10 21.3%	8 28.6%	6 24.0%	3 30.0%	3 25.0%	11 34.4%
7=Very Effectively	8 16.0%	1 5.9%	5 12.8%	7 15.6%	1 7.7%	2 4.7%	1 6.7%	9 17.3%	1 5.9%	5 10.6%	2 7.1%	3 12.0%	1 10.0%	2 16.7%	2 6.3%
Mean	4.62	4.59	4.74	4.89	4.85	4.23	4.47	4.67	4.41	4.70	4.50	4.80	4.30	5.17	4.44

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

Topic 7: Social Media and Mobile Marketing

What percentage of your marketing budget involves the use of any type of influencer strategy?

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
	Currently	217 5.56 10.83	79 3.77 7.41 C	82 5.44 12.14	36 9.89 13.62 A	20 5.35 9.47	74 4.30 9.72 e	69 4.88 8.72 e	28 4.82 8.09	20 9.40 15.50
One year ago	213 4.04 10.34	78 3.23 7.28 c	79 2.97 7.89 c	36 8.97 18.44 ab	20 2.55 6.37	73 3.03 7.52	67 4.85 13.59	28 3.82 7.75	20 2.85 5.21	20 7.25 14.28
3 years from now	212 10.88 15.61	78 8.60 12.25 c	79 11.32 17.01	35 15.69 19.47 a	20 9.60 12.80	73 8.40 14.30 de	67 10.40 14.05	28 8.75 9.29 de	19 18.42 20.69 ac	20 18.60 23.32 ac

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 7: Social Media and Mobile Marketing

What percentage of your marketing budget involves the use of any type of influencer strategy?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Currently	21 0.76 2.39 bCDEgkmO	17 8.53 16.84 a	18 11.28 14.59 Af	4 10.00 14.14 A	4 4.25 4.35 af	9 0.56 1.67 ceo	16 3.88 6.40 a	5 2.00 4.47	19 3.89 7.53	5 3.00 6.71	25 6.64 12.12 a	4 4.00 7.35	52 6.98 12.79 a	4 1.25 2.50	12 5.83 6.34 Af
One year ago	20 0.75 2.45 cd	17 5.00 9.01	18 12.56 24.60 a	4 7.50 11.90 a	4 3.00 4.76	9 0.00 0.00	15 1.47 2.95	5 2.00 4.47	19 3.95 8.43	4 1.25 2.50	24 3.79 7.39	4 2.75 4.86	52 4.56 10.13	4 1.25 2.50	12 3.08 6.14
3 years from now	20 8.20 14.84	17 16.18 23.55	17 16.47 19.18 f	4 17.50 14.43 f	4 6.75 6.99	9 1.67 5.00 cdgmo	15 11.00 10.04 f	5 3.00 6.71	19 7.05 9.23	4 4.50 7.14	24 11.13 18.60	4 7.75 9.32	52 13.35 16.70 f	4 1.50 2.38	12 12.08 13.05 f

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 7: Social Media and Mobile Marketing

What percentage of your marketing budget involves the use of any type of influencer strategy?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Currently	50 8.02 15.34 c	17 5.35 14.71	39 2.74 4.91 aeg	43 4.16 7.04	13 8.08 11.64 c	44 5.20 8.80	11 8.64 12.27 c	52 7.15 15.14	17 1.88 4.28 d	47 3.77 6.74	27 7.59 10.45 b	23 4.26 7.76	10 7.50 18.75	12 3.75 5.28	29 7.00 10.06
One year ago	49 4.18 10.22 e	16 3.50 7.66	39 1.59 3.46 EG	43 1.67 3.35 EG	12 14.58 28.80 aCDf	43 4.33 8.31 e	11 9.55 12.93 CD	52 4.25 9.96	17 0.59 2.43 h	45 2.40 4.82 h	27 6.59 19.57	23 3.70 8.66	10 3.50 9.44	10 2.70 3.43	29 6.79 10.75 bc
3 years from now	48 16.10 21.84 cd	16 7.63 17.93	39 8.10 9.53 aE	43 7.74 9.60 aE	12 18.75 16.53 CDf	43 9.07 13.09 e	11 13.36 18.67	51 14.35 20.45	17 4.53 9.62 d	45 8.02 11.12	27 13.19 15.46 b	23 8.35 12.95	10 15.00 21.60	10 10.00 10.80	29 11.66 14.95

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 7: Social Media and Mobile Marketing

To what degree has the use of social media contributed to your company's performance during the last year?

N=219	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not At All	28 12.8%	13 16.3%	9 11.3%	4 10.8%	2 9.1%	12 16.2%	6 8.7%	3 10.7%	1 5.0%	3 15.0%
2	43 19.6%	23 28.8% c	13 16.3%	4 10.8% a	3 13.6%	15 20.3%	14 20.3%	9 32.1%	2 10.0%	2 10.0%
3	28 12.8%	12 15.0%	11 13.8%	3 8.1%	2 9.1%	10 13.5%	7 10.1%	4 14.3%	3 15.0%	2 10.0%
4	42 19.2%	14 17.5%	19 23.8%	6 16.2%	3 13.6%	19 25.7%	13 18.8%	3 10.7%	5 25.0%	2 10.0%
5	45 20.5%	12 15.0%	17 21.3%	9 24.3%	7 31.8%	11 14.9% e	17 24.6%	4 14.3%	4 20.0%	7 35.0% a
6	25 11.4%	5 6.3% C	8 10.0% c	9 24.3% Ab	3 13.6%	6 8.1%	10 14.5%	3 10.7%	3 15.0%	3 15.0%
7=Very Highly	8 3.7%	1 1.3%	3 3.8%	2 5.4%	2 9.1%	1 1.4%	2 2.9%	2 7.1%	2 10.0%	1 5.0%
Mean	3.64	3.10 bCD	3.73 a	4.27 A	4.23 A	3.32 d	3.86	3.46	4.30 a	4.05

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 7: Social Media and Mobile Marketing

To what degree has the use of social media contributed to your company's performance during the last year?

N=219

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1=Not At All	5 25.0% k	2 11.8%	3 15.8% k	0 0.0%	2 50.0% fKmo	0 0.0% el	4 25.0% k	2 40.0% Kmo	3 15.8% k	0 0.0%	0 0.0% acEgHiL	2 50.0% fKmo	5 9.3% ehl	0 0.0%	0 0.0% ehl
2	4 20.0%	3 17.6%	3 15.8%	0 0.0%	0 0.0%	2 22.2%	4 25.0%	0 0.0%	7 36.8% m	0 0.0%	4 16.0%	1 25.0%	8 14.8% i	1 25.0%	5 38.5%
3	2 10.0%	0 0.0% jN	1 5.3% n	0 0.0%	0 0.0%	2 22.2%	2 12.5%	1 20.0%	4 21.1%	1 25.0% b	4 16.0%	0 0.0%	8 14.8%	2 50.0% Bco	0 0.0% n
4	4 20.0%	2 11.8%	3 15.8%	1 25.0%	0 0.0%	2 22.2%	3 18.8%	1 20.0%	1 5.3% km	0 0.0%	8 32.0% i	1 25.0%	15 27.8% i	0 0.0%	1 7.7%
5	2 10.0% J	5 29.4%	3 15.8% j	2 50.0%	1 25.0%	3 33.3%	2 12.5% j	0 0.0% j	3 15.8% j	3 75.0% Acghimo	6 24.0%	0 0.0%	12 22.2% j	1 25.0%	2 15.4% j
6	2 10.0%	2 11.8%	4 21.1%	0 0.0%	1 25.0%	0 0.0%	1 6.3%	1 20.0%	1 5.3%	0 0.0%	3 12.0%	0 0.0%	6 11.1%	0 0.0%	4 30.8%
7=Very Highly	1 5.0%	3 17.6% kM	2 10.5% m	1 25.0% ikM	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% d	0 0.0%	0 0.0% bd	0 0.0%	0 0.0% BcDo	0 0.0%	1 7.7% m
Mean	3.20	4.35 gil	4.05 i	5.25 gll	3.25	3.67	2.88 bdk	3.00	2.84 bcDjKmo	4.50 il	4.00 gIL	2.00 bdjKm	3.72 il	3.25	4.23 i

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 7: Social Media and Mobile Marketing

To what degree has the use of social media contributed to your company's performance during the last year?

N=219

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=Not At All	9 18.0%	3 18.8%	3 7.5%	4 9.1%	2 15.4%	5 11.6%	2 16.7%	8 15.4% e	3 17.6% e	6 13.0%	3 10.7%	0 0.0% abfg	2 20.0% e	2 16.7% e	4 13.3%
2	12 24.0%	3 18.8%	8 20.0%	9 20.5%	2 15.4%	8 18.6%	1 8.3%	14 26.9% g	2 11.8%	7 15.2%	7 25.0%	5 20.8%	2 20.0%	0 0.0% a	6 20.0%
3	3 6.0% d	3 18.8%	4 10.0%	9 20.5% a	2 15.4%	6 14.0%	1 8.3%	2 3.8% cE	3 17.6%	9 19.6% a	2 7.1%	6 25.0% A	1 10.0%	1 8.3%	4 13.3%
4	5 10.0% C	3 18.8%	14 35.0% Ac	10 22.7%	0 0.0% c	8 18.6%	2 16.7%	6 11.5% bc	6 35.3% ag	14 30.4% ag	5 17.9%	4 16.7%	1 10.0%	0 0.0% bc	6 20.0%
5	11 22.0%	2 12.5%	7 17.5%	8 18.2%	3 23.1%	10 23.3%	4 33.3%	11 21.2%	3 17.6%	6 13.0%	6 21.4%	6 25.0%	3 30.0%	5 41.7% c	5 16.7%
6	5 10.0%	2 12.5%	3 7.5%	3 6.8%	3 23.1%	6 14.0%	2 16.7%	6 11.5%	0 0.0% g	3 6.5% g	3 10.7%	3 12.5%	1 10.0%	4 33.3% bc	5 16.7%
7=Very Highly	5 10.0% f	0 0.0%	1 2.5%	1 2.3%	1 7.7%	0 0.0% a	0 0.0%	5 9.6%	0 0.0%	1 2.2%	2 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	3.64	3.25	3.68	3.50	4.00	3.65	3.92	3.69	3.24 g	3.43 g	3.75	3.83	3.40	4.50 bc	3.57

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 7: Social Media and Mobile Marketing

Does your company use an app?

N=231	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Yes	61 26.4%	16 19.8% D	19 21.8% D	14 35.0%	12 52.2% AB	8 10.0% BCDE	21 29.6% A	12 42.9% A	10 43.5% A	7 35.0% A
No	170 73.6%	65 80.2% D	68 78.2% D	26 65.0%	11 47.8% AB	72 90.0% BCDE	50 70.4% A	16 57.1% A	13 56.5% A	13 65.0% A

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 7: Social Media and Mobile Marketing

Does your company use an app?

N=231

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	6 27.3%	6 35.3%	2 10.5% o	1 25.0%	1 25.0%	2 22.2%	5 29.4%	0 0.0% o	4 20.0%	2 40.0%	5 19.2%	1 20.0%	17 31.5%	2 40.0%	7 46.7% ch
No	16 72.7%	11 64.7%	17 89.5% o	3 75.0%	3 75.0%	7 77.8%	12 70.6%	7 100.0% o	16 80.0%	3 60.0%	21 80.8%	4 80.0%	37 68.5%	3 60.0%	8 53.3% ch

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 7: Social Media and Mobile Marketing

Does your company use an app?

N=231

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Yes	10 19.6% dg	3 16.7% g	6 14.3% dG	18 39.1% ac	2 15.4% g	14 31.1% F	8 53.3% abCe	10 18.5% A	2 11.8% B	12 24.0% C	9 31.0% D	8 32.0% E	3 30.0% F	5 38.5% G	12 36.4% H
No	41 80.4% dg	15 83.3% g	36 85.7% dG	28 60.9% ac	11 84.6% g	31 68.9% F	7 46.7% abCe	44 81.5% A	15 88.2% B	38 76.0% C	20 69.0% D	17 68.0% E	7 70.0% F	8 61.5% G	21 63.6% H

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 7: Social Media and Mobile Marketing

Approximately what percent of revenue has your app(s) generated for your business?

N=60	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
		No revenue [0%]	17 28.3%	5 33.3%	5 26.3%	2 14.3%	5 41.7%	3 37.5%	9 42.9% e	2 18.2%
Little revenue [< 5%]	17 28.3%	3 20.0%	7 36.8%	5 35.7%	2 16.7%	3 37.5%	5 23.8%	2 18.2%	3 30.0%	3 42.9%
Some revenue [5 - 10%]	8 13.3%	3 20.0%	3 15.8%	1 7.1%	1 8.3%	1 12.5%	2 9.5%	4 36.4% d	0 0.0% c	0 0.0%
Moderate revenue [10 - 15%]	6 10.0%	1 6.7%	2 10.5%	2 14.3%	1 8.3%	0 0.0%	3 14.3%	1 9.1%	1 10.0%	1 14.3%
High revenue [15%+]	12 20.0%	3 20.0%	2 10.5%	4 28.6%	3 25.0%	1 12.5%	2 9.5%	2 18.2%	4 40.0%	3 42.9%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 7: Social Media and Mobile Marketing

Approximately what percent of revenue has your app(s) generated for your business?

N=60

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
No revenue [0%]	2 33.3%	2 33.3%	1 50.0%	1 100.0% mo	0 0.0%	1 50.0%	2 40.0%	0 0.0%	2 50.0% m	0 0.0%	4 80.0% Mo	1 100.0% mo	1 6.3% diKl	0 0.0%	0 0.0% dkl
Little revenue [<5%]	0 0.0%	3 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 60.0%	0 0.0%	1 25.0%	1 50.0%	0 0.0%	0 0.0%	6 37.5%	1 50.0%	2 28.6%
Some revenue [5 - 10%]	2 33.3%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	1 50.0%	0 0.0%	0 0.0%	3 18.8%	0 0.0%	0 0.0%
Moderate revenue [10 - 15%]	1 16.7%	0 0.0% e	0 0.0%	0 0.0%	1 100.0% bm	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 6.3% e	0 0.0%	2 28.6%
High revenue [15%+]	1 16.7%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	5 31.3%	1 50.0%	3 42.9%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 7: Social Media and Mobile Marketing

Approximately what percent of revenue has your app(s) generated for your business?

N=60

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
No revenue [0%]	2 20.0%	1 33.3%	2 33.3%	6 35.3%	0 0.0%	5 35.7%	1 12.5%	3 30.0%	1 50.0%	5 41.7%	2 22.2%	1 14.3%	2 66.7%	1 20.0%	2 16.7%
Little revenue [< 5%]	3 30.0%	0 0.0%	0 0.0%	5 29.4%	1 50.0%	5 35.7%	3 37.5%	2 20.0%	1 50.0%	1 8.3%	5 55.6%	2 28.6%	0 0.0%	2 40.0%	4 33.3%
Some revenue [5 - 10%]	1 10.0%	1 33.3%	1 16.7%	2 11.8%	0 0.0%	1 7.1%	2 25.0%	1 10.0%	0 0.0%	2 16.7%	0 0.0%	2 28.6%	1 33.3%	0 0.0%	2 16.7%
Moderate revenue [10 - 15%]	0 0.0%	1 33.3%	1 16.7%	2 11.8%	1 50.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	2 16.7%	1 11.1%	0 0.0%	0 0.0%	2 40.0%	1 8.3%
High revenue [15%+]	4 40.0%	0 0.0%	2 33.3%	2 11.8%	0 0.0%	2 14.3%	2 25.0%	4 40.0%	0 0.0%	2 16.7%	1 11.1%	2 28.6%	0 0.0%	0 0.0%	3 25.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 8: Marketing Jobs

By what percent has the size of your marketing organization grown or shrunk over the last year?

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
	By what percent has the size of your marketing organization grown or shrunk over the last year?	221 12.15 27.96	80 13.45 32.69	84 12.79 26.72	36 7.81 18.45	21 12.10 27.89	75 13.52 32.21	69 11.28 22.88	28 1.50 19.39	22 14.55 32.69

ce bE bC

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 8: Marketing Jobs

By what percent has the size of your marketing organization grown or shrunk over the last year?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
By what percent has the size of your marketing organization grown or shrunk over the last year?	22 20.50 38.81	17 7.94 15.52	18 2.17 20.96	4 4.00 4.24	4 26.25 49.22	9 10.00 15.61	17 15.18 27.56	6 16.67 19.66	19 5.11 26.95	4 8.50 11.27	23 3.04 10.08	4 2.50 2.89	53 18.43 37.07	5 15.20 20.92	14 15.86 21.36
	k				k			k			acho				k

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 8: Marketing Jobs

By what percent has the size of your marketing organization grown or shrunk over the last year?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
By what percent has the size of your marketing organization grown or shrunk over the last year?	47 10.15 33.26	18 13.61 25.71	41 11.95 34.18	45 19.44 28.61	12 11.67 17.04	43 7.88 18.97	14 4.93 15.70	50 12.14 32.49	16 3.75 15.65	50 12.06 30.15	28 17.57 34.84	24 14.58 27.60	10 10.70 10.46	13 11.62 17.97	30 10.50 22.51

f d

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 8: Marketing Jobs

Evaluate these types of voluntary turnover in your marketing organization over the last year.

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
% What percent of your current marketing organization departed voluntarily over the last year?	218 10.84 17.91	80 11.49 17.27	83 8.23 18.72	35 14.66 16.86	20 12.35 18.54	75 11.15 20.65	67 11.07 18.21	28 15.11 18.69	22 11.14 13.80	19 3.42 6.02
								e	e	cd
% What percent of these losses do you believe are part of the movement called "the great resignation"?	124 33.30 39.00	52 32.75 36.46	35 31.14 40.77	24 33.13 39.14	13 41.62 46.98	41 26.00 34.46	38 36.32 39.28	20 40.85 41.84	14 22.57 38.32	6 58.33 49.16
						e				a
% What percent of these losses do you believe are due to pandemic- related pressures?	125 17.22 27.85	52 12.27 18.92	36 22.89 35.84	24 18.75 29.01	13 18.46 30.44	41 18.59 30.53	39 20.92 28.45	20 14.95 26.68	14 4.29 10.72	6 16.67 40.82
							d		b	

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 8: Marketing Jobs

Evaluate these types of voluntary turnover in your marketing organization over the last year.

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
% What percent of your current marketing organization departed voluntarily over the last year?	22 12.07 22.83	17 8.94 18.00	17 14.06 13.54	4 4.25 7.23	4 10.00 13.54	9 6.22 9.92	17 12.65 18.38	6 6.67 8.76	19 10.47 22.94	4 7.25 7.63	22 5.14 9.70	4 1.25 2.50	53 14.51 22.11	5 5.60 8.32	13 15.00 15.00
			k								co				k
% What percent of these losses do you believe are part of the movement called “the great resignation”?	12 34.17 43.79	8 11.88 25.90	11 31.91 38.63	2 45.00 63.64	3 23.33 40.41	5 24.00 23.02	10 59.00 49.09	3 16.67 28.87	10 12.00 31.55	3 50.00 50.00	7 55.00 44.63	1 0.00 ---	36 36.75 37.77	3 6.67 11.55	10 35.50 37.97
		gk					bi		gk		bi				
% What percent of these losses do you believe are due to pandemic- related pressures?	12 16.67 30.85	8 4.38 6.23	11 19.82 30.81	2 5.00 7.07	3 16.67 20.82	5 11.80 7.82	10 26.50 33.00	3 11.67 12.58	10 15.00 31.97	3 33.33 57.74	8 31.88 45.35	1 0.00 ---	36 14.58 22.73	3 18.33 27.54	10 19.50 31.40

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 8: Marketing Jobs

Evaluate these types of voluntary turnover in your marketing organization over the last year.

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
% What percent of your current marketing organization departed voluntarily over the last year?	47 7.34 19.57	18 5.00 10.43	41 15.63 25.75	45 14.22 17.33	12 9.83 10.57	42 8.99 12.17	13 11.62 5.22	50 5.76 15.36	16 10.63 26.95	50 10.08 16.62	27 20.30 27.50	24 16.29 17.78	10 7.15 8.27	13 7.92 6.25	28 10.25 5.89
		dg		b		b		De		d	Ac		a		
% What percent of these losses do you believe are part of the movement called "the great resignation"?	11 24.55 42.75	4 62.50 47.87	22 38.45 42.67	34 30.56 39.58	9 25.00 37.58	31 37.84 38.60	13 25.08 27.05	10 47.00 50.34	4 18.75 37.50	28 33.61 41.69	22 22.50 36.01	18 33.28 38.39	6 21.67 34.88	10 39.00 36.04	26 39.58 37.75
% What percent of these losses do you believe are due to pandemic-related pressures?	11 24.55 35.32	5 20.00 44.72	22 13.41 28.97	34 18.12 30.28	9 25.44 34.49	31 13.77 21.52	13 16.54 14.37	10 21.00 36.65	4 0.00 0.00	29 12.59 27.18	22 15.91 25.66	18 28.89 40.81	6 10.00 10.95	10 15.00 15.63	26 19.12 23.31

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 8: Marketing Jobs

Compared to the number of marketing hires last year, by what percentage will your company's marketing hires change in the next year?

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Percent change	218	80	82	35	21	74	69	27	22	19
	10.48	10.23	11.78	5.94	13.95	13.09	9.19	6.10	7.43	16.16
	19.27	20.29	21.41	10.91	16.96	21.80	17.27	15.76	21.29	19.82
				d	c					

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 8: Marketing Jobs

Compared to the number of marketing hires last year, by what percentage will your company's marketing hires change in the next year?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Percent change	22	16	17	4	4	9	17	5	19	4	23	4	53	5	14
	21.10	11.20	7.76	23.75	-3.75	7.22	8.96	8.92	6.91	8.50	3.48	5.00	13.01	17.86	8.86
	24.41	17.88	15.16	20.56	21.36	8.33	16.40	37.78	19.28	4.36	6.65	4.08	23.04	27.21	10.35
	iK			K					a		ADn			k	

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 8: Marketing Jobs

Compared to the number of marketing hires last year, by what percentage will your company's marketing hires change in the next year?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Number															
Mean	45	18	41	45	12	43	13	48	16	50	28	24	10	13	29
SD	10.48	9.92	9.97	14.21	11.50	9.89	-0.69	9.51	5.58	12.16	13.43	17.45	6.20	8.00	5.90
Percent change	23.41	21.06	20.41	21.70	10.21	12.68	8.39	23.04	16.45	19.13	23.34	21.29	6.65	8.24	12.60
				g	G	G	dEF					h			e

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 8: Marketing Jobs

What percent of your marketing budget is currently devoted to training and development?

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
	Percent of your marketing budget	216 4.10 4.71	80 3.70 4.36	82 4.79 5.00	35 3.75 4.95	19 3.47 4.43	73 3.76 4.02	68 4.54 5.13	27 4.19 5.00	22 3.96 6.13

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 8: Marketing Jobs

What percent of your marketing budget is currently devoted to training and development?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Percent of your marketing budget	22 4.96 4.53	16 3.06 3.49	17 3.12 6.09	4 2.75 4.86	4 2.00 2.16	9 5.44 6.27	17 5.12 5.64	5 6.00 2.24	19 4.00 5.06	4 5.63 5.06	22 4.68 5.19	4 4.50 4.20	53 3.77 3.94	5 0.60 0.89	13 4.78 6.09
	n				h				eN				aH		

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 8: Marketing Jobs

What percent of your marketing budget is currently devoted to training and development?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Percent of your marketing budget	45 4.61 6.17	17 5.06 6.33	41 3.72 3.29	45 2.94 2.95	12 5.17 5.37	43 4.46 4.98	13 4.15 3.78	48 4.76 5.85	16 1.56 2.22	49 4.42 4.98	27 3.08 3.66	24 3.71 3.54	10 6.41 7.45	13 3.88 4.75	29 4.45 3.17
								b	acefH	b		b	b		B

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 8: Marketing Jobs

How does your company approach the development of new marketing capabilities? Allocate 100 points to indicate the emphasis you place on each approach.

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Number	208	76	79	34	19	70	64	26	22	18
Percent	100.0%	36.5%	38.0%	16.3%	9.1%	35.0%	32.0%	13.0%	11.0%	9.0%
We build new marketing capabilities ourselves by training current or hiring new employees with the skills.	208 59.16 29.96	76 62.04 30.12	79 56.46 30.28	34 56.76 30.67	19 63.16 27.40	70 61.07 26.80	64 58.98 30.70	26 59.04 32.34	22 48.86 32.03	18 58.33 33.12
We partner with other marketing agencies to learn new marketing skills.	208 15.70 19.54	76 13.42 16.54	79 17.09 20.70	34 17.65 22.37	19 15.53 20.94	70 17.00 19.47	64 14.84 20.87	26 14.04 20.20	22 19.77 16.51	18 12.50 19.12
We partner with other consultancies to learn new marketing skills.	208 11.95 16.73	76 11.91 16.35	79 12.22 18.74	34 12.94 14.36	19 9.21 13.97	70 8.43 10.79	64 13.44 16.57	26 13.85 22.01	22 14.32 15.98	18 17.50 26.86
We partner with other companies to learn new marketing skills.	208 11.88 15.09	76 11.12 15.97	79 12.97 15.70	34 12.06 11.94	19 10.00 14.62	70 12.00 14.78	64 11.48 14.52	26 12.31 15.18	22 14.32 19.23	18 11.11 15.96
We buy other companies to acquire new marketing skills.	208 1.32 4.72	76 1.51 5.17	79 1.27 4.42	34 0.59 2.05	19 2.11 7.13	70 1.50 5.27	64 1.25 5.12	26 0.77 2.72	22 2.73 5.72	18 0.56 2.36

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 8: Marketing Jobs

How does your company approach the development of new marketing capabilities? Allocate 100 points to indicate the emphasis you place on each approach.

Number Mean SD	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
Number	22	13	17	4	4	8	15	5	19	4	22	4	52	4	13	
Percent	10.7%	6.3%	8.3%	1.9%	1.9%	3.9%	7.3%	2.4%	9.2%	1.9%	10.7%	1.9%	25.2%	1.9%	6.3%	
We build new marketing capabilities ourselves by training current or hiring new employees with the skills.	22 55.68 31.78	13 58.85 23.29	17 58.82 36.64	4 47.50 28.72	4 75.00 23.45	8 51.88 27.38	15 67.00 25.83	5 68.00 19.24	19 66.58 30.42	4 51.25 32.76	22 66.59 27.92	4 47.50 18.93	52 54.81 32.19	4 43.75 30.38	13 56.54 32.62	
We partner with other marketing agencies to learn new marketing skills.	22 12.73 15.87	13 18.46 15.05	17 14.71 25.52	4 35.00 30.00	4 7.50 15.00	8 21.25 20.49	15 9.67 15.86	5 10.00 17.32	19 17.37 20.51	4 17.50 17.08	22 15.68 22.16	4 18.75 10.31	52 15.29 19.51	4 30.00 14.72	13 17.31 22.23	
We partner with other consultancies to learn new marketing skills.	22 11.36 15.13	13 10.38 9.00	17 14.41 15.80	4 11.25 8.54	4 8.75 6.29	8 15.63 10.84	15 7.67 10.50	5 7.00 10.95	19 10.26 22.20	4 23.75 12.50	22 7.73 9.60	4 13.75 12.50	52 14.33 22.71	4 15.00 23.80	13 13.85 15.43	
We partner with other companies to learn new marketing skills.	22 18.41 21.51	13 9.23 11.34	17 12.06 13.12	4 6.25 12.50	4 3.75 4.79	8 11.25 10.94	15 14.67 17.37	5 13.00 13.04	19 5.00 10.00	4 7.50 9.57	22 10.00 15.66	4 17.50 6.45	52 13.94 15.76	4 10.00 11.55	13 9.62 16.26	
We buy other companies to acquire new marketing skills.	22 1.82 6.64	13 3.08 7.51	17 0.00 0.00	4 0.00 0.00	4 5.00 5.77	8 0.00 0.00	15 1.00 3.87	5 2.00 4.47	19 0.79 3.44	4 0.00 0.00	22 0.00 0.00	4 2.50 5.00	52 1.63 5.40	4 1.25 2.50	13 2.69 6.96	

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 8: Marketing Jobs

How does your company approach the development of new marketing capabilities? Allocate 100 points to indicate the emphasis you place on each approach.

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Number	42	15	39	44	12	42	14	44	14	47	26	24	10	13	30
Percent	20.2%	7.2%	18.8%	21.2%	5.8%	20.2%	6.7%	21.2%	6.7%	22.6%	12.5%	11.5%	4.8%	6.3%	14.4%
We build new marketing capabilities ourselves by training current or hiring new employees with the skills.	42 58.33 32.81	15 69.67 32.32	39 68.85 30.29	44 51.82 29.53	12 70.00 28.44	42 55.48 22.11	14 48.21 33.26	44 58.86 36.28	14 64.29 22.52	47 63.94 30.96	26 56.73 26.76	24 56.46 29.65	10 59.50 25.87	13 62.31 29.06	30 52.50 26.93
			dfg	c		c	c								
We partner with other marketing agencies to learn new marketing skills.	42 13.10 20.66	15 14.00 19.20	39 15.51 23.92	44 20.80 19.47	12 12.08 19.24	42 16.07 15.20	14 11.79 15.01	44 14.09 22.47	14 17.50 23.76	47 14.79 17.26	26 20.77 16.41	24 17.50 24.67	10 10.00 8.82	13 16.54 24.87	30 14.33 14.49
We partner with other consultancies to learn new marketing skills.	42 13.93 23.49	15 4.00 9.10	39 6.79 11.73	44 12.05 14.48	12 9.58 10.54	42 14.88 12.27	14 21.79 25.69	44 14.20 23.77	14 5.00 13.45	47 9.47 12.12	26 6.92 10.21	24 12.29 12.85	10 14.00 18.23	13 14.62 14.36	30 18.00 18.18
		dFg	FG	b		BC	bC		h	h	H				bcD
We partner with other companies to learn new marketing skills.	42 13.45 19.46	15 11.00 16.92	39 8.46 13.72	44 12.39 13.83	12 8.33 10.30	42 12.38 12.89	14 17.50 15.29	44 11.93 18.31	14 12.50 16.50	47 10.85 14.00	26 13.27 15.49	24 12.08 14.59	10 11.00 12.65	13 5.38 9.67	30 14.83 14.11
			g				c							h	g
We buy other companies to acquire new marketing skills.	42 1.19 3.95	15 1.33 5.16	39 0.38 1.77	44 2.95 7.57	12 0.00 0.00	42 1.19 4.39	14 0.71 1.82	44 0.91 3.62	14 0.71 2.67	47 0.96 4.62	26 2.31 5.70	24 1.67 6.37	10 5.50 9.56	13 1.15 3.00	30 0.33 1.27
			d	c				f		f			acH		F

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 9: Marketing Leadership

How has the role of marketing in your company changed during the last year?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
	Increased in importance	203 67.9%	76 73.8%	74 65.5%	36 64.3%	17 63.0%	78 72.2%	62 68.1%	22 61.1%	18 69.2%
Decreased in importance	22 7.4%	9 8.7%	4 3.5%	6 10.7%	3 11.1%	8 7.4%	7 7.7%	2 5.6%	3 11.5%	1 4.2%
No change	74 24.7%	18 17.5%	35 31.0%	14 25.0%	7 25.9%	22 20.4%	22 24.2%	12 33.3%	5 19.2%	9 37.5%

b a

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 9: Marketing Leadership

How has the role of marketing in your company changed during the last year?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Increased in importance	26 81.3% BEi	7 41.2% AGjm	17 60.7%	5 83.3%	2 28.6% AGjm	7 77.8%	21 84.0% BEil	5 71.4%	12 50.0% agj	5 100.0% bei	22 68.8%	2 40.0% g	50 70.4% be	6 66.7%	13 68.4%
Decreased in importance	1 3.1% i	1 5.9%	4 14.3%	0 0.0%	1 14.3%	0 0.0%	2 8.0%	0 0.0%	6 25.0% akM	0 0.0%	1 3.1% i	0 0.0%	3 4.2% I	1 11.1%	2 10.5%
No change	5 15.6% Bel	9 52.9% AGjm	7 25.0%	1 16.7%	4 57.1% aG	2 22.2%	2 8.0% BEL	2 28.6%	6 25.0%	0 0.0% b	9 28.1%	3 60.0% aG	18 25.4% b	2 22.2%	4 21.1%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 9: Marketing Leadership

How has the role of marketing in your company changed during the last year?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Increased in importance	39 65.0% e	16 61.5% e	27 54.0% DE	51 78.5% C	17 89.5% abC	37 68.5%	15 71.4%	40 62.5%	13 56.5%	48 70.6%	24 64.9%	24 75.0%	12 80.0%	13 76.5%	29 67.4%
Decreased in importance	3 5.0% G	1 3.8% g	5 10.0%	2 3.1% G	2 10.5%	3 5.6% G	6 28.6% AbDF	2 3.1% h	2 8.7%	3 4.4% h	3 8.1%	4 12.5%	1 6.7%	0 0.0%	7 16.3% ac
No change	18 30.0% EG	9 34.6% EG	18 36.0% dEG	12 18.5% ceg	0 0.0% ABCdf	14 25.9% eg	0 0.0% ABCdf	22 34.4% eh	8 34.8%	17 25.0%	10 27.0%	4 12.5% a	2 13.3%	4 23.5%	7 16.3% a

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 9: Marketing Leadership

How well aligned are marketing and finance leaders in your company on goals, strategies, and tools/data?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all	2 0.7%	0 0.0%	1 0.9%	1 1.8%	0 0.0%	1 0.9%	0 0.0%	0 0.0%	1 3.8%	0 0.0%
2	10 3.4%	6 5.9%	4 3.6%	0 0.0%	0 0.0%	8 7.5% b	1 1.1% a	1 2.8%	0 0.0%	0 0.0%
3	15 5.1%	7 6.9%	5 4.5%	1 1.8%	2 7.4%	6 5.6%	5 5.5%	2 5.6%	0 0.0%	1 4.2%
4	36 12.1%	10 9.8%	14 12.5%	9 16.1%	3 11.1%	12 11.2%	12 13.2%	7 19.4%	1 3.8%	4 16.7%
5	73 24.6%	28 27.5%	26 23.2%	11 19.6%	8 29.6%	24 22.4%	27 29.7%	7 19.4%	6 23.1%	5 20.8%
6	93 31.3%	34 33.3%	31 27.7%	21 37.5%	7 25.9%	33 30.8%	28 30.8%	7 19.4%	8 30.8%	10 41.7%
7=Very Highly	68 22.9%	17 16.7%	31 27.7%	13 23.2%	7 25.9%	23 21.5%	18 19.8%	12 33.3%	10 38.5%	4 16.7%
Mean	5.42	5.25	5.47	5.57	5.52	5.25	5.43	5.47	5.88	5.50

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 9: Marketing Leadership

How well aligned are marketing and finance leaders in your company on goals, strategies, and tools/data?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	1 3.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%
2	2 6.5%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	3 12.5% m	0 0.0%	2 6.3%	0 0.0%	1 1.4% i	0 0.0%	0 0.0%
3	1 3.2%	2 11.8%	1 3.6%	0 0.0%	1 14.3%	0 0.0%	2 8.0%	0 0.0%	3 12.5%	0 0.0%	2 6.3%	0 0.0%	3 4.3%	0 0.0%	0 0.0%
4	1 3.2% bcL	4 23.5% a	6 21.4% a	1 16.7%	1 14.3%	0 0.0%	2 8.0%	1 14.3%	3 12.5%	1 20.0%	3 9.4%	2 40.0% A	9 12.9%	0 0.0%	2 10.5%
5	7 22.6%	4 23.5%	7 25.0%	0 0.0%	1 14.3%	4 44.4%	4 16.0%	0 0.0%	7 29.2%	1 20.0%	8 25.0%	1 20.0%	21 30.0%	4 44.4%	4 21.1%
6	8 25.8%	3 17.6%	8 28.6%	2 33.3%	3 42.9%	2 22.2%	10 40.0%	3 42.9%	4 16.7% n	2 40.0%	9 28.1%	2 40.0%	24 34.3%	5 55.6% i	8 42.1%
7=Very Highly	11 35.5% mn	3 17.6%	6 21.4%	3 50.0% n	1 14.3%	3 33.3%	6 24.0%	3 42.9% n	4 16.7%	1 20.0%	8 25.0%	0 0.0%	12 17.1% a	0 0.0% adh	4 21.1%
Mean	5.55	4.88	5.43	6.17	5.29	5.89	5.52	6.14 i	4.75 hm	5.60	5.38	5.00	5.43 i	5.56	5.53

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 9: Marketing Leadership

How well aligned are marketing and finance leaders in your company on goals, strategies, and tools/data?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=Not at all	0 0.0%	1 3.8%	1 2.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	1 1.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2	0 0.0%	1 3.8%	2 4.0%	4 6.3%	1 5.3%	2 3.7%	0 0.0%	0 0.0% De	0 0.0%	2 2.9%	4 11.1% A	2 6.3% a	0 0.0%	0 0.0%	2 4.8%
3	2 3.3%	3 11.5%	3 6.0%	4 6.3%	0 0.0%	2 3.7%	1 4.8%	1 1.6% bf	3 13.0% a	2 2.9%	2 5.6%	2 6.3%	2 13.3% a	1 5.9%	2 4.8%
4	7 11.7%	0 0.0% ef	5 10.0%	4 6.3% f	4 21.1% b	12 22.2% bd	3 14.3%	6 9.4% F	1 4.3% F	8 11.8% F	4 11.1% f	3 9.4% f	6 40.0% ABCdeh	2 11.8%	6 14.3% f
5	16 26.7%	3 11.5%	12 24.0%	16 25.0%	4 21.1%	15 27.8%	6 28.6%	15 23.4% f	6 26.1% f	21 30.9% f	9 25.0% f	4 12.5% h	0 0.0% abcdh	4 23.5%	14 33.3% ef
6	18 30.0%	9 34.6%	14 28.0%	21 32.8%	7 36.8%	14 25.9%	10 47.6%	20 31.3%	8 34.8%	18 26.5%	10 27.8%	10 31.3%	5 33.3%	7 41.2%	15 35.7%
7=Very Highly	17 28.3% g	9 34.6% g	13 26.0% g	15 23.4%	3 15.8%	9 16.7%	1 4.8% abc	22 34.4% H	4 17.4%	16 23.5% h	7 19.4%	11 34.4% H	2 13.3%	3 17.6%	3 7.1% AcE
Mean	5.68 f	5.54	5.38	5.42	5.32	5.19 a	5.33	5.88 bcDFH	5.22 a	5.41 a	5.11 A	5.59	4.93 A	5.53	5.12 A

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 9: Marketing Leadership

How much time do you spend managing the present versus preparing for the future of marketing in your company?

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Managing the present	299 64.31 18.62	103 67.65 15.99 C	113 63.98 19.43	56 60.09 18.84 A	27 61.67 22.40	108 64.16 20.52	91 62.97 17.24	36 65.72 19.90	26 63.00 16.46	24 67.50 16.02
Preparing for the future	299 35.69 18.62	103 32.35 15.99 C	113 36.02 19.43	56 39.91 18.84 A	27 38.33 22.40	108 35.84 20.52	91 37.03 17.24	36 34.28 19.90	26 37.00 16.46	24 32.50 16.02

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 9: Marketing Leadership

How much time do you spend managing the present versus preparing for the future of marketing in your company?

Number Mean SD	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
Managing the present	32 62.97 19.21	17 67.94 18.88	28 56.36 17.93	6 55.00 27.93	7 75.71 13.05	9 60.11 16.05	25 63.80 19.70	7 60.71 18.80	24 65.13 18.37	5 64.00 23.82	32 65.03 18.13	5 78.00 9.08	71 65.70 17.85	9 76.11 10.24	19 59.47 21.47	
		c	belmN		c	ln						cf	c	Cfo	n	
Preparing for the future	32 37.03 19.21	17 32.06 18.88	28 43.64 17.93	6 45.00 27.93	7 24.29 13.05	9 39.89 16.05	25 36.20 19.70	7 39.29 18.80	24 34.88 18.37	5 36.00 23.82	32 34.97 18.13	5 22.00 9.08	71 34.30 17.85	9 23.89 10.24	19 40.53 21.47	
		c	belmN		c	ln						cf	c	Cfo	n	

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 9: Marketing Leadership

How much time do you spend managing the present versus preparing for the future of marketing in your company?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Managing the present	60 63.83 20.04	26 62.65 19.48	50 66.10 17.24 f	65 68.05 18.70 F	19 61.32 17.15	54 58.81 18.81 cD	21 67.38 16.78	64 63.67 19.02	23 64.78 19.57	68 65.07 18.49	37 69.05 16.07	32 64.94 20.50	15 61.00 17.65	17 57.94 21.80 d	43 62.91 17.60
Preparing for the future	60 36.17 20.04	26 37.35 19.48	50 33.90 17.24 f	65 31.95 18.70 F	19 38.68 17.15	54 41.19 18.81 cD	21 32.62 16.78	64 36.33 19.02	23 35.22 19.57	68 34.93 18.49	37 30.95 16.07	32 35.06 20.50	15 39.00 17.65	17 42.06 21.80 d	43 37.09 17.60

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 9: Marketing Leadership

Do you believe it is appropriate for your brand to take a stance on politically-charged issues?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Yes	82 27.5%	21 20.4% c	32 28.3%	20 36.4% a	9 33.3%	19 17.6% bC	28 30.8% a	15 41.7% A	6 23.1%	8 33.3%
No	216 72.5%	82 79.6% c	81 71.7%	35 63.6% a	18 66.7%	89 82.4% bC	63 69.2% a	21 58.3% A	20 76.9%	16 66.7%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 9: Marketing Leadership

Do you believe it is appropriate for your brand to take a stance on politically-charged issues?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	10 31.3% I	6 35.3% I	11 39.3% In	3 50.0% In	1 14.3%	4 44.4% In	6 24.0% i	0 0.0% 1	0 0.0% ABCDEFGHIjk	1 20.0% i	8 25.0% i	3 60.0% hIn	23 32.4% In	0 0.0% cdfm	4 21.1% i
No	22 68.8% I	11 64.7% I	17 60.7% In	3 50.0% In	6 85.7%	5 55.6% In	19 76.0% i	7 100.0% 1	23 100.0% ABCDEFGHIjk	4 80.0% i	24 75.0% i	2 40.0% hIn	48 67.6% In	9 100.0% cdfm	15 78.9% i

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 9: Marketing Leadership

Do you believe it is appropriate for your brand to take a stance on politically-charged issues?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Yes	16 26.7%	3 11.5%	11 22.0%	18 27.7%	7 36.8%	19 35.2%	7 35.0%	18 28.1%	4 17.4%	17 25.0%	4 10.8%	10 31.3%	6 40.0%	6 35.3%	17 40.5%
		f				b		d			aefgH	d	d	d	D
No	44 73.3%	23 88.5%	39 78.0%	47 72.3%	12 63.2%	35 64.8%	13 65.0%	46 71.9%	19 82.6%	51 75.0%	33 89.2%	22 68.8%	9 60.0%	11 64.7%	25 59.5%
		f				b		d			aefgH	d	d	d	D

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 10: Marketing and Diversity, Equity, and Inclusion

By what percent has marketing spending on DE&I changed in the last year?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Number										
Mean										
SD										
Percent	288	102	109	52	25	106	86	36	26	24
Change	10.83	8.55	9.15	17.40	13.80	8.46	11.30	11.81	18.08	2.29
	20.58	18.67	14.17	30.22	24.84	18.19	18.53	20.78	28.99	6.42
		c	c	ab		d	e	e	ae	bcd

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 10: Marketing and Diversity, Equity, and Inclusion

By what percent has marketing spending on DE&I changed in the last year?

Number Mean SD	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
Percent	31	17	25	6	7	9	24	7	24	5	29	5	70	9	17	
Change	12.58	17.06	14.40	13.33	0.00	6.11	5.21	8.57	9.25	10.00	10.00	15.00	9.03	4.44	25.88	
	18.07	26.93	28.33	30.28	0.00	8.58	6.83	11.07	21.97	10.61	13.95	21.21	18.79	7.26	37.55	
		g					bo				o		O		gkM	

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 10: Marketing and Diversity, Equity, and Inclusion

By what percent has marketing spending on DE&I changed in the last year?

Number	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
Mean	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
SD															
Percent	60	26	47	64	18	52	19	64	23	64	35	31	15	16	40
Change	6.33	3.27	4.62	9.45	19.44	17.73	23.16	5.94	5.22	7.53	9.57	14.19	12.33	15.44	23.25
	12.78	6.16	14.95	15.93	26.89	26.74	30.33	12.50	11.43	16.17	19.71	29.39	10.50	25.08	28.81
	EFG	EFG	EFG	efg	ABCd	ABCd	ABCd	gH	H	H	h			a	ABCd

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 10: Marketing and Diversity, Equity, and Inclusion

What types of impact have you been able to document for DE&I?

N=282	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Increased employee acquisition and/or retention	115 40.8%	47 49.0%	42 38.9%	18 35.3%	8 29.6%	43 44.3% e	34 38.6%	15 42.9%	10 38.5%	5 20.8% a
Improved brand reputation	106 37.6%	33 34.4%	46 42.6%	17 33.3%	10 37.0%	31 32.0%	39 44.3%	11 31.4%	11 42.3%	6 25.0%
Improved relationships with other stakeholders	78 27.7%	25 26.0%	33 30.6%	14 27.5%	6 22.2%	22 22.7%	29 33.0%	10 28.6%	10 38.5%	4 16.7%
We have not taken any DE&I actions	70 24.8%	17 17.7% b	33 30.6% a	13 25.5%	7 25.9%	28 28.9%	18 20.5% e	7 20.0% e	5 19.2% e	11 45.8% bcd
Increased customer acquisition and/or retention	43 15.2%	12 12.5% c	16 14.8%	13 25.5% a	2 7.4%	12 12.4%	15 17.0%	4 11.4%	7 26.9%	3 12.5%
We do not have any DE&I objectives	39 13.8%	18 18.8%	11 10.2%	6 11.8%	4 14.8%	12 12.4%	14 15.9%	6 17.1%	3 11.5%	4 16.7%
Improved innovation levels	27 9.6%	10 10.4%	11 10.2%	5 9.8%	1 3.7%	9 9.3%	5 5.7% D	2 5.7%	6 23.1% B	3 12.5%
Increased shareholder value	27 9.6%	9 9.4%	13 12.0%	4 7.8%	1 3.7%	9 9.3%	7 8.0%	3 8.6%	4 15.4%	1 4.2%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 10: Marketing and Diversity, Equity, and Inclusion

What types of impact have you been able to document for DE&I?

N=282

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Increased employee acquisition and/or retention	19 61.3% BDi	3 17.6% Ajkm	10 38.5%	0 0.0% Ajkm	2 28.6%	4 44.4%	10 43.5%	1 25.0%	7 30.4% aj	4 80.0% bdi	15 48.4% bd	1 20.0%	31 44.9% bd	2 33.3%	6 33.3%
Improved brand reputation	17 54.8% eh	6 35.3%	9 34.6%	1 16.7%	0 0.0% ajklo	3 33.3%	7 30.4% j	0 0.0% aj	8 34.8%	4 80.0% eghm	15 48.4% e	3 60.0% e	24 34.8% j	1 16.7%	8 44.4% e
Improved relationships with other stakeholders	11 35.5%	5 29.4%	6 23.1%	1 16.7%	1 14.3%	4 44.4%	6 26.1%	2 50.0%	4 17.4%	2 40.0%	8 25.8%	2 40.0%	19 27.5%	2 33.3%	5 27.8%
We have not taken any DE&I actions	2 6.5% DEfghKmo	3 17.6%	4 15.4% e	3 50.0% A	4 57.1% Ac	3 33.3% a	6 26.1% a	2 50.0% a	5 21.7%	1 20.0%	11 35.5% A	1 20.0%	18 26.1% a	1 16.7%	5 27.8% a
Increased customer acquisition and/or retention	6 19.4%	3 17.6%	8 30.8% m	0 0.0%	0 0.0%	0 0.0%	2 8.7%	0 0.0%	2 8.7%	1 20.0%	5 16.1%	1 20.0%	9 13.0% c	1 16.7%	5 27.8%
We do not have any DE&I objectives	2 6.5% I	4 23.5% k	3 11.5% i	2 33.3% k	1 14.3%	0 0.0% i	4 17.4%	0 0.0%	9 39.1% AcfKM	0 0.0%	1 3.2% bdI	0 0.0%	9 13.0% I	0 0.0%	3 16.7%
Improved innovation levels	6 19.4%	0 0.0% h	3 11.5%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	1 25.0% b	1 4.3%	1 20.0%	3 9.7%	1 20.0%	8 11.6%	1 16.7%	1 5.6%
Increased shareholder value	7 22.6% bco	0 0.0% afl	1 3.8% afl	0 0.0%	0 0.0%	3 33.3% bcgko	1 4.3% fl	0 0.0%	3 13.0%	1 20.0%	2 6.5% fl	2 40.0% bcgko	7 10.1%	0 0.0%	0 0.0% afl

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 10: Marketing and Diversity, Equity, and Inclusion

What types of impact have you been able to document for DE&I?

N=282

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Increased employee acquisition and/or retention	11 19.6% DFG	7 28.0% fG	13 26.5% dFG	31 50.0% Acg	7 43.8% g	27 54.0% AbCg	17 81.0% ABCdef	9 15.0% CDEFgH	6 26.1% fH	28 43.1% Ah	14 41.2% Ah	15 48.4% A	8 66.7% Ab	7 43.8% a	28 68.3% ABcd
Improved brand reputation	13 23.2% DEfg	5 20.0% DEfg	9 18.4% DEFG	33 53.2% ABC	10 62.5% ABC	22 44.0% abC	11 52.4% abC	17 28.3% H	4 17.4% gH	23 35.4% h	12 35.3% h	13 41.9% h	5 41.7% h	8 50.0% b	24 58.5% ABcd
Improved relationships with other stakeholders	9 16.1% dFg	3 12.0% dFg	6 12.2% DFG	21 33.9% abC	5 31.3% c	24 48.0% ABC	9 42.9% abC	10 16.7% eGH	4 17.4% gh	14 21.5% egH	8 23.5% h	13 41.9% ac	2 16.7% h	8 50.0% Abc	19 46.3% AbCd
We have not taken any DE&I actions	30 53.6% DEFG	10 40.0% DEFG	17 34.7% DEFg	7 11.3% ABC	0 0.0% ABC	5 10.0% ABC	1 4.8% ABc	30 50.0% CdEFgH	11 47.8% CeFH	11 16.9% AB	8 23.5% ah	5 16.1% Ab	0 0.0% AB	3 18.8% a	2 4.9% ABd
Increased customer acquisition and/or retention	10 17.9% C	3 12.0% c	1 2.0% ADeFg	11 17.7% C	3 18.8% c	11 22.0% C	4 19.0% c	11 18.3% c	2 8.7% c	7 10.8% h	3 8.8% h	4 12.9% h	1 8.3% h	4 25.0% h	11 26.8% c
We do not have any DE&I objectives	4 7.1% Ce	5 20.0% g	14 28.6% AFG	9 14.5% afg	4 25.0% afg	3 6.0% Ce	0 0.0% bCe	5 8.3% c	4 17.4% c	14 21.5% agh	7 20.6% h	4 12.9% h	3 25.0% gh	0 0.0% cf	2 4.9% cdf
Improved innovation levels	6 10.7% c	3 12.0% c	2 4.1% c	7 11.3% c	0 0.0% c	7 14.0% c	2 9.5% c	8 13.3% c	1 4.3% c	7 10.8% c	1 2.9% c	2 6.5% c	0 0.0% c	3 18.8% c	5 12.2% c
Increased shareholder value	2 3.6% dF	2 8.0% c	0 0.0% bDFG	9 14.5% aC	0 0.0% c	10 20.0% AC	3 14.3% C	3 5.0% h	1 4.3% c	8 12.3% c	2 5.9% c	2 6.5% c	2 16.7% c	1 6.3% c	8 19.5% a

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 10: Marketing and Diversity, Equity, and Inclusion

What barriers do you experience when trying to envision DE&I-related opportunities in marketing?

N=272

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Other opportunities crowd out DE&I opportunities	94 34.6%	33 35.1%	34 32.7%	20 41.7%	7 26.9%	30 31.6%	31 37.3%	13 36.1%	11 45.8%	5 20.8%
We don't dedicate enough time to envision DE&I opportunities	84 30.9%	23 24.5%	35 33.7%	14 29.2%	12 46.2%	32 33.7%	23 27.7%	12 33.3%	6 25.0%	6 25.0%
Our company has not experienced any challenges in envisioning DE&I opportunities in marketing	59 21.7%	22 23.4%	20 19.2%	11 22.9%	6 23.1%	22 23.2%	21 25.3%	7 19.4%	5 20.8%	3 12.5%
Our company has not considered any DE&I opportunities in marketing	49 18.0%	22 23.4%	15 14.4%	8 16.7%	4 15.4%	21 22.1%	11 13.3%	7 19.4%	3 12.5%	6 25.0%
Our company does not see DE&I as part of its brand purpose	47 17.3%	19 20.2%	16 15.4%	8 16.7%	4 15.4%	14 14.7%	18 21.7%	3 8.3%	4 16.7%	8 33.3%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 10: Marketing and Diversity, Equity, and Inclusion

What barriers do you experience when trying to envision DE&I-related opportunities in marketing?

N=272

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
We lack the knowledge necessary to envision DE&I opportunities	41 15.1%	10 10.6% d	15 14.4%	8 16.7%	8 30.8% a	13 13.7%	17 20.5%	4 11.1%	2 8.3%	4 16.7%
We don't have enough diversity in our marketing employees to see DE&I opportunities	36 13.2%	13 13.8%	15 14.4%	3 6.3%	5 19.2%	14 14.7%	7 8.4%	6 16.7%	4 16.7%	4 16.7%
We don't have enough diversity in our marketing and agency partners to see DE&I opportunities	32 11.8%	12 12.8%	15 14.4%	3 6.3%	2 7.7%	10 10.5%	10 12.0%	5 13.9%	2 8.3%	4 16.7%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 10: Marketing and Diversity, Equity, and Inclusion

What barriers do you experience when trying to envision DE&I-related opportunities in marketing?

N=272

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Other opportunities crowd out DE&I opportunities	12 41.4% k	5 31.3%	11 44.0% k	1 16.7%	2 33.3%	3 33.3%	6 27.3%	1 16.7%	9 39.1%	3 75.0% kl	5 17.2% acjmo	0 0.0% j	25 38.5% k	3 37.5%	8 50.0% k
We don't dedicate enough time to envision DE&I opportunities	10 34.5%	5 31.3%	8 32.0%	2 33.3%	1 16.7%	5 55.6%	5 22.7%	1 16.7%	6 26.1%	1 25.0%	10 34.5%	1 20.0%	22 33.8%	2 25.0%	4 25.0%
Our company has not experienced any challenges in envisioning DE&I opportunities in marketing	6 20.7%	2 12.5%	7 28.0%	1 16.7%	2 33.3%	3 33.3%	6 27.3%	2 33.3%	4 17.4%	1 25.0%	7 24.1%	2 40.0%	10 15.4%	2 25.0%	3 18.8%
We lack the knowledge necessary to envision DE&I opportunities	5 17.2%	3 18.8%	6 24.0%	1 16.7%	0 0.0%	0 0.0%	2 9.1%	1 16.7%	5 21.7%	0 0.0%	4 13.8%	2 40.0%	10 15.4%	0 0.0%	2 12.5%
We don't have enough diversity in our marketing and agency partners to see DE&I opportunities	5 17.2%	1 6.3%	3 12.0%	0 0.0%	0 0.0%	2 22.2%	1 4.5%	0 0.0%	3 13.0%	1 25.0%	4 13.8%	0 0.0%	11 16.9%	0 0.0%	1 6.3%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 10: Marketing and Diversity, Equity, and Inclusion

What barriers do you experience when trying to envision DE&I-related opportunities in marketing?

N=272

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
We don't have enough diversity in our marketing employees to see DE&I opportunities	4 13.8%	2 12.5%	2 8.0%	0 0.0%	0 0.0%	2 22.2%	4 18.2%	0 0.0%	2 8.7%	0 0.0%	4 13.8%	1 20.0%	13 20.0%	1 12.5%	1 6.3%
Our company has not considered any DE&I opportunities in marketing	3 10.3%	2 12.5%	5 20.0%	1 16.7%	1 16.7%	3 33.3%	4 18.2%	1 16.7%	7 30.4%	0 0.0%	4 13.8%	0 0.0%	12 18.5%	3 37.5%	1 6.3%
Our company does not see DE&I as part of its brand purpose	2 6.9%	2 12.5%	3 12.0%	0 0.0%	2 33.3%	3 33.3%	4 18.2%	0 0.0%	10 43.5%	1 25.0%	7 24.1%	0 0.0%	8 12.3%	0 0.0%	4 25.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 10: Marketing and Diversity, Equity, and Inclusion

What barriers do you experience when trying to envision DE&I-related opportunities in marketing?

N=272

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
We don't dedicate enough time to envision DE&I opportunities	13 22.0%	5 20.8%	18 37.5%	18 31.6%	7 43.8%	16 33.3%	6 33.3%	12 19.7% h	6 26.1%	22 34.9%	10 30.3%	10 35.7%	4 30.8%	5 38.5%	15 39.5% a
Our company has not experienced any challenges in envisioning DE&I opportunities in marketing	13 22.0%	5 20.8%	8 16.7%	13 22.8%	3 18.8%	13 27.1%	4 22.2%	14 23.0%	4 17.4%	13 20.6%	5 15.2%	7 25.0%	2 15.4%	5 38.5%	9 23.7%
Other opportunities crowd out DE&I opportunities	12 20.3% DeFg	3 12.5% DeFg	12 25.0% df	27 47.4% ABc	8 50.0% ab	22 45.8% ABc	8 44.4% ab	11 18.0% DEFH	4 17.4% defh	20 31.7%	16 48.5% Ab	13 46.4% Ab	7 53.8% Ab	5 38.5%	18 47.4% Ab
Our company does not see DE&I as part of its brand purpose	9 15.3%	6 25.0%	11 22.9%	9 15.8%	2 12.5%	6 12.5%	4 22.2%	11 18.0%	5 21.7%	11 17.5%	8 24.2%	8 28.6% fg	0 0.0% e	0 0.0% e	4 10.5%
We don't have enough diversity in our marketing employees to see DE&I opportunities	9 15.3%	4 16.7%	6 12.5%	6 10.5%	2 12.5%	6 12.5%	3 16.7%	10 16.4%	5 21.7% d	7 11.1%	1 3.0% be	6 21.4% d	0 0.0%	1 7.7%	6 15.8%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 10: Marketing and Diversity, Equity, and Inclusion

What barriers do you experience when trying to envision DE&I-related opportunities in marketing?

N=272

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Our company has not considered any DE&I opportunities in marketing	8 13.6% b	8 33.3% aF	11 22.9%	12 21.1%	2 12.5%	4 8.3% B	4 22.2%	10 16.4% b	9 39.1% ach	10 15.9% b	8 24.2%	5 17.9%	1 7.7%	1 7.7%	5 13.2% b
We don't have enough diversity in our marketing and agency partners to see DE&I opportunities	7 11.9%	2 8.3%	3 6.3%	6 10.5%	2 12.5%	7 14.6%	4 22.2%	7 11.5%	3 13.0%	6 9.5%	1 3.0% h	5 17.9%	2 15.4%	1 7.7%	7 18.4% d
We lack the knowledge necessary to envision DE&I opportunities	7 11.9%	4 16.7%	10 20.8%	11 19.3%	3 18.8%	5 10.4%	1 5.6%	10 16.4%	1 4.3%	11 17.5%	6 18.2%	6 21.4%	3 23.1%	1 7.7%	3 7.9%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 11: Marketing Performance

Compared to 2020, rate your company's performance during the prior 12 months.

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
	Sales revenue	193 14.09 26.80	70 14.81 23.39	70 15.56 31.88	34 12.97 26.36	19 8.00 18.57	62 16.16 28.82	64 12.69 23.77	25 7.20 21.12 e	22 11.50 32.16
Customer acquisition	182 11.96 22.35	67 11.46 23.77	66 15.41 22.65 d	30 10.73 21.91	19 3.68 14.34 b	59 12.64 22.82	62 9.56 19.64	23 6.30 14.79	21 17.62 27.24	15 19.53 32.00
Brand value	180 11.56 17.45	67 12.67 20.09	65 12.85 18.74	30 6.63 6.65	18 10.94 13.74	57 12.82 15.97	61 12.21 19.91	24 5.71 12.31	20 13.45 22.02	15 11.20 14.02
Customer retention	181 11.09 22.84	66 14.83 24.90 d	65 8.17 21.51	31 14.61 25.50 d	19 2.37 7.95 ac	58 11.57 22.83	61 11.98 24.33	23 4.39 12.41	21 14.43 25.86	16 7.31 20.42
Profits	186 10.65 25.76	68 9.65 19.06	67 14.85 29.38	32 7.44 28.58	19 4.84 27.78	60 13.10 24.28 d	62 11.16 21.59 de	24 2.46 19.02 E	20 -2.60 30.92 abe	16 28.19 38.76 bCd

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 11: Marketing Performance

Compared to 2020, rate your company's performance during the prior 12 months.

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Sales revenue	20 12.25 32.55	14 2.00 21.18 hm	15 5.93 31.40	4 25.00 12.91 n	4 24.25 35.00	9 11.67 28.39	13 18.85 21.63	5 37.00 35.11 bio	18 8.83 15.81 h	3 8.33 2.89	21 12.05 32.83	2 21.50 26.16	45 20.84 28.92 b	4 7.00 4.24 d	14 12.79 13.54 h
Customer acquisition	19 16.42 32.36	14 4.86 11.95	14 8.79 24.14	3 10.67 8.14	4 27.00 34.73 io	8 17.25 18.34 o	13 14.69 29.99	5 16.00 13.42 o	17 4.94 12.51 e	3 3.67 1.15 l	18 14.50 21.37 o	2 8.50 2.12 j	44 15.98 24.70 o	4 8.75 8.54	12 -0.92 10.47 efhkm
Brand value	19 18.05 18.51 bo	14 6.71 10.01 a	13 17.46 27.07	3 18.33 12.58 no	4 7.50 8.66	8 4.63 9.55	14 14.36 26.38	5 14.00 8.94 n	16 13.69 20.64	3 3.33 2.89	17 13.53 20.61	2 6.50 4.95	44 10.39 15.61	4 1.25 2.50 dh	12 6.58 5.82 ad
Customer retention	19 13.26 22.16	14 0.36 12.84 mo	14 14.50 29.76	4 5.00 10.80	4 1.00 6.98	8 3.88 8.13	13 0.31 9.28 hmo	5 12.00 13.04 g	16 13.88 27.45	3 2.00 1.73	17 8.12 18.80	2 16.50 19.09	44 16.34 27.13 bg	4 3.25 4.72	12 18.58 27.60 bg
Profits	20 8.60 25.13	14 -1.21 26.54 m	14 2.71 29.08	4 32.50 36.17	4 25.25 34.12	9 10.22 31.21	13 13.62 20.61	5 26.00 29.87	18 12.00 15.77	3 8.33 2.89	18 14.83 22.74	2 21.50 26.16	43 14.88 25.31 bo	4 6.75 2.36	13 -4.62 32.43 m

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 11: Marketing Performance

Compared to 2020, rate your company's performance during the prior 12 months.

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Sales revenue	37 11.59 27.45	18 11.67 27.12	38 18.58 36.58	40 18.38 25.37	10 11.00 24.15	36 14.00 18.25	14 1.79 14.55	41 12.71 26.43	16 4.69 35.01	42 18.50 31.36	26 22.54 24.14	22 13.82 24.12	8 12.50 29.28	12 11.92 9.67	26 8.19 22.19
				g		g	df				h				d
Customer acquisition	36 9.33 20.20	17 17.35 25.93	37 14.16 31.46	38 14.68 20.89	9 12.56 16.03	32 9.78 15.66	13 2.92 11.32	40 11.52 21.50	15 7.67 32.62	41 18.66 27.14	26 12.50 21.69	20 12.20 16.82	8 7.63 14.81	11 5.00 3.58	21 7.19 17.23
Brand value	36 12.28 19.10	16 16.25 23.27	36 13.36 19.32	39 11.54 19.07	8 13.50 16.87	32 8.44 8.69	13 5.31 9.46	39 14.08 21.86	15 10.33 19.13	41 14.10 16.28	25 11.60 21.69	20 7.50 12.69	8 11.88 9.98	11 10.00 9.26	21 7.29 13.15
Customer retention	37 10.27 25.87	16 17.00 26.91	37 10.03 21.26	38 14.55 21.17	8 9.75 26.79	32 9.84 19.69	13 3.00 24.20	41 13.22 27.36	15 9.13 12.20	40 9.50 20.46	26 9.73 16.49	19 7.79 18.87	8 17.50 27.52	11 20.73 27.58	21 8.57 29.43
Profits	36 9.53 25.93	18 13.33 23.01	37 13.43 35.13	37 8.41 23.05	10 5.50 10.17	34 13.85 25.39	14 4.57 14.43	40 9.88 22.83	16 11.38 36.29	41 12.46 26.92	25 10.48 21.38	20 8.00 32.30	8 19.13 30.31	12 15.75 21.01	24 5.38 20.61

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$



Topic 11: Marketing Performance

Rate your company on each societal metric during the last 12 months: "Marketing that is beneficial for society"

N=200	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
5=Excellent	36 18.0%	16 21.9%	10 14.1%	7 19.4%	3 15.0%	12 19.0%	11 16.9%	4 15.4%	3 13.0%	5 31.3%
4=Good	46 23.0%	11 15.1%	20 28.2%	9 25.0%	6 30.0%	14 22.2%	18 27.7%	6 23.1%	4 17.4%	2 12.5%
3=Average	82 41.0%	32 43.8%	31 43.7%	12 33.3%	7 35.0%	31 49.2%	25 38.5%	8 30.8%	11 47.8%	4 25.0%
2=Fair	17 8.5%	8 11.0%	3 4.2%	4 11.1%	2 10.0%	1 1.6%	6 9.2%	6 23.1%	2 8.7%	1 6.3%
1=Poor	19 9.5%	6 8.2%	7 9.9%	4 11.1%	2 10.0%	5 7.9%	5 7.7%	2 7.7%	3 13.0%	4 25.0%
Mean	3.32	3.32	3.32	3.31	3.30	3.43	3.37	3.15	3.09	3.19

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 11: Marketing Performance

Rate your company on each societal metric during the last 12 months: "Marketing that is beneficial for society"

N=200

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
5=Excellent	8 40.0% bim	1 7.1% a	2 12.5%	1 25.0%	1 25.0%	2 22.2%	3 21.4%	2 40.0%	2 10.5% a	1 25.0%	3 15.0%	0 0.0%	7 14.9% a	0 0.0%	3 21.4%
4=Good	4 20.0%	2 14.3% c	8 50.0% bimo	0 0.0%	1 25.0%	4 44.4% o	3 21.4%	1 20.0%	3 15.8% c	0 0.0%	7 35.0%	2 66.7% mo	8 17.0% cl	1 20.0%	1 7.1% cfl
3=Average	6 30.0%	9 64.3% c	4 25.0% b	2 50.0%	1 25.0%	2 22.2%	7 50.0%	2 40.0%	10 52.6%	2 50.0%	9 45.0%	0 0.0%	20 42.6%	3 60.0%	5 35.7%
2=Fair	2 10.0%	1 7.1%	1 6.3%	0 0.0%	1 25.0%	0 0.0%	1 7.1%	0 0.0%	3 15.8%	0 0.0%	1 5.0%	0 0.0%	3 6.4% o	0 0.0%	4 28.6% m
1=Poor	0 0.0% djl m	1 7.1%	1 6.3%	1 25.0% ak	0 0.0%	1 11.1%	0 0.0% l	0 0.0%	1 5.3%	1 25.0% ak	0 0.0% djl m	1 33.3% agk	9 19.1% ak	1 20.0%	1 7.1%
Mean	3.90 biMo	3.07 a	3.56	3.00	3.50	3.67	3.57	4.00	3.11 a	3.00	3.60	3.00	3.02 A	2.80	3.07 a

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 11: Marketing Performance

Rate your company on each societal metric during the last 12 months: "Marketing that is beneficial for society"

N=200

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
5=Excellent	5 13.2%	4 22.2%	8 20.5%	10 25.0%	2 20.0%	3 7.5%	4 26.7%	8 19.0%	2 12.5%	8 18.2%	5 19.2%	5 23.8%	1 12.5%	2 15.4%	5 16.7%
4=Good	9 23.7%	0 0.0%	10 25.6%	8 20.0%	2 20.0%	14 35.0%	3 20.0%	10 23.8%	2 12.5%	9 20.5%	5 19.2%	3 14.3%	2 25.0%	4 30.8%	11 36.7%
3=Average	16 42.1%	11 61.1%	14 35.9%	13 32.5%	6 60.0%	16 40.0%	6 40.0%	15 35.7%	8 50.0%	21 47.7%	10 38.5%	8 38.1%	5 62.5%	6 46.2%	9 30.0%
2=Fair	4 10.5%	1 5.6%	3 7.7%	6 15.0%	0 0.0%	2 5.0%	1 6.7%	4 9.5%	1 6.3%	3 6.8%	4 15.4%	3 14.3%	0 0.0%	0 0.0%	2 6.7%
1=Poor	4 10.5%	2 11.1%	4 10.3%	3 7.5%	0 0.0%	5 12.5%	1 6.7%	5 11.9%	3 18.8%	3 6.8%	2 7.7%	2 9.5%	0 0.0%	1 7.7%	3 10.0%
Mean	3.18	3.17	3.38	3.40	3.60	3.20	3.53	3.29	2.94	3.36	3.27	3.29	3.50	3.46	3.43

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 11: Marketing Performance

Rate your company on each societal metric during the last 12 months: "Minimizing the impact of marketing on the ecological environment"

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
5=Excellent	21 10.6%	10 13.7%	8 11.4%	1 2.8%	2 10.0%	6 9.5%	9 13.8%	2 7.7%	2 8.7%	1 6.7%
4=Good	42 21.1%	9 12.3%	16 22.9%	10 27.8%	7 35.0%	13 20.6%	14 21.5%	3 11.5%	5 21.7%	5 33.3%
		cd		a	a					
3=Average	73 36.7%	28 38.4%	29 41.4%	13 36.1%	3 15.0%	24 38.1%	21 32.3%	8 30.8%	11 47.8%	6 40.0%
			d		b					
2=Fair	25 12.6%	12 16.4%	7 10.0%	4 11.1%	2 10.0%	7 11.1%	8 12.3%	6 23.1%	2 8.7%	2 13.3%
1=Poor	38 19.1%	14 19.2%	10 14.3%	8 22.2%	6 30.0%	13 20.6%	13 20.0%	7 26.9%	3 13.0%	1 6.7%
Mean	2.91	2.85	3.07	2.78	2.85	2.87	2.97	2.50	3.04	3.20

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 11: Marketing Performance

Rate your company on each societal metric during the last 12 months: "Minimizing the impact of marketing on the ecological environment"

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
5=Excellent	6 30.0% bmo	0 0.0% a	3 18.8%	0 0.0%	0 0.0%	0 0.0%	2 14.3%	0 0.0%	2 10.5%	1 25.0%	3 15.0%	0 0.0%	4 8.7% a	0 0.0%	0 0.0% a
4=Good	4 20.0%	4 28.6%	5 31.3%	1 25.0%	0 0.0%	3 33.3%	2 14.3%	1 20.0%	1 5.3% L	1 25.0%	6 30.0%	2 66.7% Im	7 15.2% 1	1 20.0%	3 21.4%
3=Average	6 30.0%	4 28.6%	4 25.0%	2 50.0%	3 75.0%	5 55.6%	6 42.9%	3 60.0%	10 52.6%	1 25.0%	7 35.0%	0 0.0%	15 32.6%	2 40.0%	5 35.7%
2=Fair	2 10.0%	2 14.3%	3 18.8%	0 0.0%	1 25.0%	0 0.0%	1 7.1%	0 0.0%	3 15.8%	0 0.0%	3 15.0%	0 0.0%	6 13.0%	1 20.0%	3 21.4%
1=Poor	2 10.0%	4 28.6%	1 6.3%	1 25.0%	0 0.0%	1 11.1%	3 21.4%	1 20.0%	3 15.8%	1 25.0%	1 5.0% m	1 33.3%	14 30.4% k	1 20.0%	3 21.4%
Mean	3.50 bmo	2.57 a	3.38 m	2.75	2.75	3.11	2.93	2.80	2.79	3.25	3.35 mo	3.00	2.59 ack	2.60	2.57 ak

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 11: Marketing Performance

Rate your company on each societal metric during the last 12 months: "Minimizing the impact of marketing on the ecological environment"

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
5=Excellent	4 10.5%	2 11.1%	6 15.4%	2 5.1%	1 10.0%	3 7.5%	3 20.0%	5 11.9%	1 6.3%	7 15.9% d	0 0.0% ce	3 15.0% d	0 0.0%	1 7.7%	4 13.3%
4=Good	12 31.6% e	4 22.2%	7 17.9%	7 17.9%	0 0.0% a	10 25.0%	2 13.3%	12 28.6% e	4 25.0%	9 20.5%	5 19.2%	1 5.0% ag	1 12.5%	5 38.5% e	5 16.7%
3=Average	15 39.5%	6 33.3%	11 28.2%	16 41.0%	6 60.0%	15 37.5%	4 26.7%	16 38.1%	5 31.3%	16 36.4%	8 30.8%	7 35.0%	5 62.5%	5 38.5%	11 36.7%
2=Fair	3 7.9%	2 11.1%	5 12.8%	6 15.4%	1 10.0%	4 10.0%	4 26.7%	4 9.5%	3 18.8%	6 13.6%	3 11.5%	4 20.0%	0 0.0%	1 7.7%	4 13.3%
1=Poor	4 10.5%	4 22.2%	10 25.6%	8 20.5%	2 20.0%	8 20.0%	2 13.3%	5 11.9% d	3 18.8%	6 13.6% d	10 38.5% ac	5 25.0%	2 25.0%	1 7.7%	6 20.0%
Mean	3.24 d	2.89	2.85	2.72 a	2.70	2.90	3.00	3.19 D	2.81	3.11 D	2.31 ACg	2.65	2.63	3.31 d	2.90

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01