



*Predicting the Future of Markets
Tracking Marketing Excellence
Improving the Value of Marketing*

RESULTS BY FIRM & INDUSTRY CHARACTERISTICS

February, 2011

Sponsoring Organizations



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Topic 1: Marketplace Dynamics - Overall Economy and Company

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

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
3=More	289 68.8%	10 83.3% i	16 66.7%	2 40.0%	7 70.0%	4 66.7%	34 73.9% i	13 61.9%	16 61.5%	17 48.6% afl	4 66.7%	40 67.8%	17 77.3% i
2=No Change	107 25.5%	2 16.7% i	4 16.7% cI	3 60.0% b	1 10.0% i	2 33.3%	11 23.9% i	7 33.3%	6 23.1% i	18 51.4% aBdfhKI	2 33.3%	14 23.7% I	5 22.7% i
1=Less	24 5.7%	0 0.0%	4 16.7% fi	0 0.0%	2 20.0% fll	0 0.0%	1 2.2% bdh	1 4.8%	4 15.4% fi	0 0.0% bDh	0 0.0%	5 8.5%	0 0.0% d
Mean	2.6	2.8	2.5	2.4	2.5	2.7	2.7	2.6	2.5	2.5	2.7	2.6	2.8
SD	0.6	0.4 i	0.8	0.5	0.8	0.5	0.5 i	0.6	0.8	0.5 afl	0.5	0.6	0.4 i

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
3=More	76 69.1%	99 71.2%	29 61.7%	30 69.8%	52 58.4%	37 72.5%	24 68.6%	12 70.6%	31 63.3%	21 75.0%	91 65.0%	60 75.0% c	21 53.8% b
2=No Change	30 27.3%	28 20.1%	15 31.9%	12 27.9%	27 30.3%	13 25.5%	10 28.6%	5 29.4%	16 32.7%	4 14.3%	42 30.0%	17 21.3%	13 33.3%
1=Less	4 3.6%	12 8.6%	3 6.4%	1 2.3%	10 11.2%	1 2.0%	1 2.9%	0 0.0%	2 4.1%	3 10.7%	7 5.0%	3 3.8%	5 12.8%
Mean	2.7	2.6	2.6	2.7	2.5	2.7	2.7	2.7	2.6	2.6	2.6	2.7	2.4
SD	0.5	0.6	0.6	0.5	0.7 b	0.5 a	0.5	0.5	0.6	0.7	0.6	0.5 c	0.7 b

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

N=421 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	421	12	24	5	10	6	46	21	26	35	6	59	22
Percent	100.0%	4.4%	8.8%	1.8%	3.7%	2.2%	16.9%	7.7%	9.6%	12.9%	2.2%	21.7%	8.1%
Labels S2_2=Optimism rating	418 63.3 15.3	12 64.0 16.7	23 62.9 17.4	5 60.0 9.4	10 58.0 13.2	6 68.3 9.3	46 65.8 11.8 i	21 64.2 11.5	25 65.2 17.5	35 60.0 13.7 f	6 62.3 10.4	59 62.6 16.1	22 63.8 14.9

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Topic 1: Marketplace Dynamics - Overall Economy and Company

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

N=421 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Number	110	139	47	44	89	51	35	17	49	28	140	81
Percent	32.4%	40.9%	13.8%	12.9%	33.1%	19.0%	13.0%	6.3%	18.2%	10.4%	53.8%	31.2%	15.0%
Labels S2_2=Optimism rating	109 64.9 14.6	139 62.8 16.4	47 60.5 13.5	42 62.9 15.1	89 61.7 15.7	51 64.3 13.8	35 65.2 13.1	17 66.9 9.6	49 64.3 14.4	26 60.2 16.0	140 64.5 13.4	79 62.6 15.0	39 59.8 17.5

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

Are you more or less optimistic about your own company compared to last quarter?

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
3=More	264 63.9%	7 58.3%	15 62.5%	2 40.0%	7 70.0%	5 83.3%	30 66.7%	12 57.1%	13 50.0% K	16 47.1% K	4 66.7%	45 78.9% HI	13 59.1%
2=No Change	113 27.4%	4 33.3%	7 29.2%	2 40.0%	3 30.0%	1 16.7%	11 24.4%	6 28.6%	9 34.6%	10 29.4%	2 33.3%	11 19.3%	9 40.9%
1=Less	36 8.7%	1 8.3%	2 8.3%	1 20.0% kl	0 0.0%	0 0.0%	4 8.9%	3 14.3% k	4 15.4% k	8 23.5% Kl	0 0.0%	1 1.8% cghI	0 0.0% ci
Mean	2.6	2.5	2.5	2.2	2.7	2.8	2.6	2.4	2.3	2.2	2.7	2.8	2.6
SD	0.7	0.7	0.7	0.8 k	0.5	0.4	0.7 i	0.7 k	0.7 K	0.8 fK	0.5	0.5 cgHI	0.5

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

Are you more or less optimistic about your own company compared to last quarter?

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
3=More	65 59.6%	96 70.6%	28 59.6%	25 56.8%	55 62.5%	32 65.3%	21 60.0%	12 70.6%	30 61.2%	18 66.7%	92 66.7%	45 56.3%	23 59.0%
2=No Change	38 34.9%	32 23.5%	12 25.5%	14 31.8%	25 28.4%	12 24.5%	10 28.6%	3 17.6%	16 32.7%	7 25.9%	38 27.5%	27 33.8%	9 23.1%
1=Less	6 5.5%	8 5.9%	7 14.9%	5 11.4%	8 9.1%	5 10.2%	4 11.4%	2 11.8%	3 6.1%	2 7.4%	8 5.8% c	8 10.0%	7 17.9% a
Mean	2.5	2.6	2.4	2.5	2.5	2.6	2.5	2.6	2.6	2.6	2.6	2.5	2.4
SD	0.6	0.6	0.7	0.7	0.7	0.7	0.7	0.7	0.6	0.6	0.6	0.7	0.8

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

N=421 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	421	12	24	5	10	6	46	21	26	35	6	59	22
Percent	100.0%	4.4%	8.8%	1.8%	3.7%	2.2%	16.9%	7.7%	9.6%	12.9%	2.2%	21.7%	8.1%
Labels S2_2=Optimism rating	417 73.2 16.8	12 70.8 21.8	24 73.7 17.0	5 64.0 20.4	10 70.0 16.2	6 80.8 7.4	46 75.4 16.9	21 69.6 17.3	25 72.4 18.7	34 67.6 18.8	6 75.8 14.3	58 74.4 13.5	22 73.9 17.1

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Topic 1: Marketplace Dynamics - Overall Economy and Company

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

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	Number	110	139	47	44	89	51	35	17	49	28	140	81
Percent	32.4%	40.9%	13.8%	12.9%	33.1%	19.0%	13.0%	6.3%	18.2%	10.4%	53.8%	31.2%	15.0%
Labels S2_2=Optimism rating	108 75.2 16.1 c	138 73.7 15.5	47 68.6 18.7 a	44 71.6 18.9	87 70.7 19.0	51 71.2 17.4	35 75.8 16.8	17 72.4 14.9	49 74.4 13.4	27 74.8 15.7	138 73.7 16.3	80 72.1 17.2	39 70.7 18.7

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

Topic 1: Marketplace Dynamics - Customers

Are you more or less optimistic about your prospects for revenue growth compared to the prior 12 months?

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3=More	284 67.5%	10 83.3% i	19 79.2% I	3 60.0%	9 90.0% I	4 66.7%	35 76.1% I	12 57.1%	14 53.8% k	14 40.0% aBDFK	5 83.3%	45 76.3% hI	13 59.1%
2=No Change	96 22.8%	1 8.3%	4 16.7%	2 40.0%	0 0.0% gil	2 33.3%	5 10.9% ghIL	7 33.3% df	8 30.8% f	13 37.1% dFk	1 16.7%	11 18.6% il	9 40.9% dFk
1=Less	41 9.7%	1 8.3%	1 4.2%	0 0.0%	1 10.0%	0 0.0%	6 13.0%	2 9.5%	4 15.4%	8 22.9% kl	0 0.0%	3 5.1% i	0 0.0% i
Mean	2.6	2.8	2.8	2.6	2.8	2.7	2.6	2.5	2.4	2.2	2.8	2.7	2.6
SD	0.7	0.6 i	0.5 I	0.5	0.6 i	0.5	0.7 I	0.7	0.8 k	0.8 aBdFKI	0.4	0.6 hI	0.5 i

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Topic 1: Marketplace Dynamics - Customers

Are you more or less optimistic about your prospects for revenue growth compared to the prior 12 months?

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2=No Change	25 22.7%	33 23.7%	9 19.1%	11 25.0%	21 23.6%	13 25.5%	7 20.0%	3 17.6%	14 28.6%	2 7.1%	36 25.7%	16 19.8%	8 20.5%
1=Less	8 7.3% d	9 6.5% d	6 12.8%	8 18.2% ab	9 10.1%	4 7.8%	4 11.4%	3 17.6%	3 6.1%	3 10.7%	8 5.7% c	10 12.3%	7 17.9% a
Mean	2.6	2.6	2.6	2.4	2.6	2.6	2.6	2.5	2.6	2.7	2.6	2.6	2.4
SD	0.6 d	0.6 d	0.7	0.8 ab	0.7	0.6	0.7	0.8	0.6	0.7	0.6	0.7	0.8

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

Topic 1: Marketplace Dynamics - Customers

Rate your optimism about your prospects for sales revenue growth on a scale from 0-100 with 0 being the least optimistic.

N=421 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
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Percent	100.0%	4.4%	8.8%	1.8%	3.7%	2.2%	16.9%	7.7%	9.6%	12.9%	2.2%	21.7%	8.1%
Optimism rating	420	12	24	5	10	6	46	21	26	35	6	58	22
	69.5	68.8	73.6	57.0	73.5	75.8	73.3	67.7	68.8	57.5	78.0	70.3	69.3
	18.9	22.7	17.9	18.6	11.3	13.6	17.6	17.7	19.4	23.6	12.6	15.2	17.5
			I		i		I		i	BdFhjKl	i	I	i

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

Topic 1: Marketplace Dynamics - Customers

Rate your optimism about your prospects for sales revenue growth on a scale from 0-100 with 0 being the least optimistic.

	Economic Sector				Sales Revenue						Internet Sales %		
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N=421													
Number	110	139	47	44	89	51	35	17	49	28	140	81	39
Mean	32.4%	40.9%	13.8%	12.9%	33.1%	19.0%	13.0%	6.3%	18.2%	10.4%	53.8%	31.2%	15.0%
SD													
Number	110	138	47	44	89	51	35	17	48	28	139	81	39
Percent	72.8	69.5	65.9	64.1	67.1	71.7	69.0	67.2	69.9	71.1	70.8	67.6	66.8
Optimism rating	17.0	18.1	19.8	20.4	20.4	17.6	18.8	17.9	15.9	20.7	16.8	19.2	23.2
	cD		a	A									

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

Topic 1: Marketplace Dynamics - Customers

Focusing on this market, do you expect the following customer outcome in the next 12 months: Customer's purchase volume

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
3=More	309 73.7%	9 75.0%	17 70.8%	3 60.0%	7 70.0%	4 66.7%	41 89.1% Hik	16 76.2%	15 57.7% F	23 65.7% f	5 83.3%	41 70.7% f	17 77.3%
2=No Change	80 19.1%	1 8.3%	4 16.7%	2 40.0% f	2 20.0%	2 33.3% f	3 6.5% ceHk	3 14.3%	8 30.8% F	6 17.1%	1 16.7%	14 24.1% f	4 18.2%
1=Less	30 7.2%	2 16.7%	3 12.5%	0 0.0%	1 10.0%	0 0.0%	2 4.3%	2 9.5%	3 11.5%	6 17.1%	0 0.0%	3 5.2%	1 4.5%
Mean	2.7	2.6	2.6	2.6	2.6	2.7	2.8	2.7	2.5	2.5	2.8	2.7	2.7
SD	0.6	0.8	0.7	0.5	0.7	0.5	0.5 Hi	0.7	0.7 F	0.8 f	0.4	0.6	0.6

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

Topic 1: Marketplace Dynamics - Customers

Focusing on this market, do you expect the following customer outcome in the next 12 months: Customer's purchase volume

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
3=More	88 80.0% D	102 73.9% d	36 76.6% d	25 56.8% Abc	63 70.8%	40 78.4%	26 74.3%	13 76.5%	34 70.8%	21 75.0%	107 77.0% c	59 72.8%	22 56.4% a
2=No Change	15 13.6% D	26 18.8% d	6 12.8% d	15 34.1% Abc	17 19.1%	8 15.7%	7 20.0%	3 17.6%	9 18.8%	4 14.3%	25 18.0%	15 18.5%	10 25.6%
1=Less	7 6.4%	10 7.2%	5 10.6%	4 9.1%	9 10.1%	3 5.9%	2 5.7%	1 5.9%	5 10.4%	3 10.7%	7 5.0% C	7 8.6%	7 17.9% A
Mean	2.7	2.7	2.7	2.5	2.6	2.7	2.7	2.7	2.6	2.6	2.7	2.6	2.4
SD	0.6 d	0.6	0.7	0.7 a	0.7	0.6	0.6	0.6	0.7	0.7	0.6 C	0.6	0.8 A

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

Topic 1: Marketplace Dynamics - Customers

Focusing on this market, do you expect the following customer outcome in the next 12 months: Customer's price per unit

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
3=More	128 30.5%	4 33.3%	10 41.7% kl	1 20.0%	6 60.0% kl	1 16.7%	22 47.8% KL	7 33.3%	8 30.8%	10 28.6%	2 33.3%	10 17.2% bDF	3 13.6% bdF
2=No Change	208 49.6%	7 58.3%	8 33.3% eK	2 40.0%	4 40.0%	5 83.3% bf	18 39.1% eK	10 47.6%	14 53.8%	14 40.0% K	3 50.0%	40 69.0% BFI	11 50.0%
1=Less	83 19.8%	1 8.3%	6 25.0%	2 40.0%	0 0.0% il	0 0.0%	6 13.0% il	4 19.0%	4 15.4%	11 31.4% dfk	1 16.7%	8 13.8% il	8 36.4% dfk
Mean	2.1	2.3	2.2	1.8	2.6	2.2	2.3	2.1	2.2	2.0	2.2	2.0	1.8
SD	0.7	0.6	0.8	0.8 d	0.5 ciKL	0.4	0.7 ikL	0.7	0.7	0.8 df	0.8	0.6 Df	0.7 DF

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

Topic 1: Marketplace Dynamics - Customers

Focusing on this market, do you expect the following customer outcome in the next 12 months: Customer's price per unit

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
3=More	40 36.4%	35 25.4%	13 27.7%	14 31.8%	21 23.6% F	12 23.5% f	11 31.4%	6 35.3%	18 37.5%	14 50.0% Ab	34 24.5% b	31 38.3% a	15 38.5%
2=No Change	52 47.3%	77 55.8%	19 40.4%	22 50.0%	50 56.2%	27 52.9%	18 51.4%	7 41.2%	22 45.8%	12 42.9%	81 58.3% B	31 38.3% A	17 43.6%
1=Less	18 16.4% c	26 18.8%	15 31.9% a	8 18.2%	18 20.2%	12 23.5%	6 17.1%	4 23.5%	8 16.7%	2 7.1%	24 17.3%	19 23.5%	7 17.9%
Mean	2.2	2.1	2.0	2.1	2.0	2.0	2.1	2.1	2.2	2.4	2.1	2.1	2.2
SD	0.7	0.7	0.8	0.7	0.7 F	0.7 F	0.7	0.8	0.7	0.6 AB	0.6	0.8	0.7

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

Topic 1: Marketplace Dynamics - Customers

Focusing on this market, do you expect the following customer outcome in the next 12 months: Customer will buy related products/services from my firm

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
3=More	245 58.6%	7 63.6%	14 58.3%	2 40.0%	5 50.0%	4 66.7%	29 63.0% g	7 33.3% fK	16 61.5%	16 45.7% k	4 66.7%	41 70.7% Gi	11 50.0%
2=No Change	153 36.6%	2 18.2% g	9 37.5%	2 40.0%	5 50.0%	2 33.3%	17 37.0%	12 57.1% ak	9 34.6%	17 48.6% k	2 33.3%	16 27.6% gi	9 40.9%
1=Less	20 4.8%	2 18.2% Fk	1 4.2%	1 20.0% Fk	0 0.0%	0 0.0%	0 0.0% ACgl	2 9.5% f	1 3.8%	2 5.7%	0 0.0%	1 1.7% ac	2 9.1% f
Mean	2.5	2.5	2.5	2.2	2.5	2.7	2.6	2.2	2.6	2.4	2.7	2.7	2.4
SD	0.6	0.8	0.6	0.8	0.5	0.5	0.5 G	0.6 FK	0.6	0.6 k	0.5	0.5 Gil	0.7 k

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

Topic 1: Marketplace Dynamics - Customers

Focusing on this market, do you expect the following customer outcome in the next 12 months: Customer will buy related products/services from my firm

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%	39 15.0%
3=More	66 60.6%	86 62.3%	22 47.8%	25 56.8%	56 62.9% b	22 43.1% aF	21 60.0%	8 47.1% f	27 56.3%	21 77.8% Bd	81 58.3%	48 59.3%	24 61.5%
2=No Change	41 37.6%	47 34.1%	20 43.5%	16 36.4%	29 32.6% b	28 54.9% acF	10 28.6% b	8 47.1% f	20 41.7% f	5 18.5% Bde	55 39.6%	29 35.8%	12 30.8%
1=Less	2 1.8% c	5 3.6%	4 8.7% a	3 6.8%	4 4.5%	1 2.0%	4 11.4%	1 5.9%	1 2.1%	1 3.7%	3 2.2%	4 4.9%	3 7.7%
Mean	2.6	2.6	2.4	2.5	2.6	2.4	2.5	2.4	2.5	2.7	2.6	2.5	2.5
SD	0.5	0.6	0.6	0.6	0.6	0.5 f	0.7	0.6	0.5	0.5 b	0.5	0.6	0.6

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

Topic 1: Marketplace Dynamics - Customers

Focusing on this market, do you expect the following customer outcome in the next 12 months: My firm's ability to retain current customers

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
3=More	221 52.9%	8 66.7%	14 58.3%	3 60.0%	3 30.0%	2 33.3%	21 45.7%	8 40.0%	16 61.5%	13 37.1%	6 100.0%	33 55.9%	11 50.0%
					j	j	j	j		J	defgkl	j	j
2=No Change	167 40.0%	4 33.3%	10 41.7%	2 40.0%	5 50.0%	3 50.0%	23 50.0%	10 50.0%	9 34.6%	18 51.4%	0 0.0%	23 39.0%	11 50.0%
							j	j		j	fgil		j
1=Less	30 7.2%	0 0.0%	0 0.0%	0 0.0%	2 20.0%	1 16.7%	2 4.3%	2 10.0%	1 3.8%	4 11.4%	0 0.0%	3 5.1%	0 0.0%
			d		bl								d
Mean	2.5	2.7	2.6	2.6	2.1	2.2	2.4	2.3	2.6	2.3	3.0	2.5	2.5
SD	0.6	0.5 d	0.5 di	0.5	0.7 abh	0.8	0.6	0.7	0.6 d	0.7 b	0.0	0.6	0.5

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

Topic 1: Marketplace Dynamics - Customers

Focusing on this market, do you expect the following customer outcome in the next 12 months: My firm's ability to retain current customers

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
3=More	58 53.7%	69 49.6%	25 53.2%	20 45.5%	50 56.2%	25 50.0%	16 45.7%	6 35.3%	24 49.0%	17 60.7%	69 49.6%	40 49.4%	22 56.4%
2=No Change	46 42.6%	61 43.9%	18 38.3%	20 45.5%	37 41.6%	20 40.0%	18 51.4%	8 47.1%	22 44.9%	10 35.7%	65 46.8%	37 45.7%	11 28.2%
1=Less	4 3.7%	9 6.5%	4 8.5%	4 9.1%	2 2.2%	5 10.0%	1 2.9%	3 17.6%	3 6.1%	1 3.6%	5 3.6%	4 4.9%	6 15.4%
Mean	2.5	2.4	2.4	2.4	2.5	2.4	2.4	2.2	2.4	2.6	2.5	2.4	2.4
SD	0.6	0.6	0.7	0.7	0.5 d	0.7	0.6	0.7 af	0.6	0.6 d	0.6	0.6	0.8

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

Topic 1: Marketplace Dynamics - Customers

Focusing on this market, do you expect the following customer outcome in the next 12 months: The entry of new customers into this market

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
3=More	205 49.0%	7 58.3% g	16 66.7% fGI	2 40.0%	3 33.3%	4 66.7% g	17 37.0% bhk	4 19.0% aBehJK	17 65.4% fGI	10 28.6% BHK	4 66.7% g	35 59.3% fGI	10 45.5%
2=No Change	162 38.8%	4 33.3%	7 29.2% g	1 20.0%	6 66.7% h	2 33.3%	22 47.8% h	13 61.9% bHkl	5 19.2% dfGI	19 54.3% H	1 16.7%	20 33.9% g	6 27.3% g
1=Less	51 12.2%	1 8.3%	1 4.2% cl	2 40.0% bk	0 0.0%	0 0.0%	7 15.2%	4 19.0%	4 15.4%	6 17.1%	1 16.7%	4 6.8% cl	6 27.3% bk
Mean	2.4	2.5	2.6	2.0	2.3	2.7	2.2	2.0	2.5	2.1	2.5	2.5	2.2
SD	0.7	0.7 g	0.6 fGII	1.0	0.5	0.5 g	0.7 bk	0.6 aBehK	0.8 gi	0.7 BhK	0.8	0.6 fGI	0.9 b

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

Topic 1: Marketplace Dynamics - Customers

Focusing on this market, do you expect the following customer outcome in the next 12 months: The entry of new customers into this market

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
3=More	53 48.2%	71 51.1%	25 53.2%	20 46.5%	51 57.3% D	28 54.9% D	15 44.1%	3 17.6% AB	20 40.8%	13 46.4%	68 48.6%	35 43.2%	23 60.5%
2=No Change	41 37.3%	55 39.6%	18 38.3%	17 39.5%	29 32.6% d	19 37.3%	14 41.2%	11 64.7% a	20 40.8%	10 35.7%	55 39.3%	35 43.2% c	9 23.7% b
1=Less	16 14.5%	13 9.4%	4 8.5%	6 14.0%	9 10.1%	4 7.8%	5 14.7%	3 17.6%	9 18.4%	5 17.9%	17 12.1%	11 13.6%	6 15.8%
Mean	2.3	2.4	2.4	2.3	2.5	2.5	2.3	2.0	2.2	2.3	2.4	2.3	2.4
SD	0.7	0.7	0.7	0.7	0.7 De	0.6 d	0.7	0.6 Ab	0.7 a	0.8	0.7	0.7	0.8

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

Topic 1: Marketplace Dynamics - Customers

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

N=420	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=1st Priority	85 41.9%	2 28.6%	4 57.1%	2 66.7%	1 25.0%	0 0.0%	8 36.4%	9 64.3%	5 55.6%	7 31.8%	1 33.3%	10 37.0%	5 62.5%
2=2nd Priority	58 28.6%	3 42.9%	1 14.3%	0 0.0%	0 0.0%	1 33.3%	3 13.6% k	1 7.1% hk	4 44.4% g	6 27.3%	1 33.3%	11 40.7% fg	2 25.0%
3=3rd Priority	60 29.6%	2 28.6%	2 28.6%	1 33.3%	3 75.0% hk	2 66.7% h	11 50.0% hk	4 28.6%	0 0.0% defi	9 40.9% h	1 33.3%	6 22.2% df	1 12.5%
Mean	1.9	2.0	1.7	1.7	2.5	2.7	2.1	1.6	1.4	2.1	2.0	1.9	1.5
SD	0.8	0.8	1.0	1.2	1.0 h	0.6 HI	0.9 h	0.9	0.5 dEfi	0.9 h	1.0	0.8	0.8 e

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

Topic 1: Marketplace Dynamics - Customers

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

N=420	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
1=1st Priority	29 47.5%	23 39.0%	14 53.8%	6 40.0%	18 43.9%	13 50.0%	5 31.3%	3 30.0%	10 43.5%	4 36.4%	28 41.2%	14 35.9%	7 43.8%
2=2nd Priority	14 23.0%	19 32.2%	4 15.4%	4 26.7%	10 24.4%	8 30.8%	8 50.0% ef	2 20.0%	3 13.0% c	1 9.1% c	20 29.4%	11 28.2%	2 12.5%
3=3rd Priority	18 29.5%	17 28.8%	8 30.8%	5 33.3%	13 31.7%	5 19.2% f	3 18.8%	5 50.0%	10 43.5%	6 54.5% b	20 29.4%	14 35.9%	7 43.8%
Mean	1.8	1.9	1.8	1.9	1.9	1.7	1.9	2.2	2.0	2.2	1.9	2.0	2.0
SD	0.9	0.8	0.9	0.9	0.9	0.8	0.7	0.9	1.0	1.0	0.8	0.9	1.0

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

Topic 1: Marketplace Dynamics - Customers

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

N=420	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=1st Priority	95 36.3%	5 62.5% hi	8 42.1%	1 20.0%	0 0.0%	0 0.0%	10 34.5%	4 33.3%	3 15.8% akl	2 13.3% akl	0 0.0%	16 45.7% hi	8 50.0% hi
2=2nd Priority	83 31.7%	2 25.0%	6 31.6%	3 60.0%	1 33.3%	0 0.0%	12 41.4%	5 41.7%	6 31.6%	4 26.7%	2 66.7%	11 31.4%	7 43.8%
3=3rd Priority	84 32.1%	1 12.5% ei	5 26.3% e	1 20.0%	2 66.7% 1	2 100.0% abfkL	7 24.1% ehi	3 25.0%	10 52.6% fkL	9 60.0% afkL	1 33.3%	8 22.9% ehi	1 6.3% dEHI
Mean	2.0	1.5	1.8	2.0	2.7	3.0	1.9	1.9	2.4	2.5	2.3	1.8	1.6
SD	0.8	0.8 dhI	0.8 hi	0.7	0.6 al	0.0	0.8 hi	0.8	0.8 abfkL	0.7 AbfKL	0.6	0.8 hi	0.6 dHI

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

Topic 1: Marketplace Dynamics - Customers

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

N=420	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
1=1st Priority	24 33.8%	30 35.7%	13 39.4%	8 29.6%	17 30.4%	12 36.4%	7 36.8%	2 25.0%	10 31.3%	8 50.0%	31 35.6%	12 26.1%	11 44.0%
2=2nd Priority	26 36.6%	23 27.4%	12 36.4%	9 33.3%	22 39.3%	11 33.3%	5 26.3%	3 37.5%	12 37.5%	4 25.0%	27 31.0%	18 39.1%	9 36.0%
3=3rd Priority	21 29.6%	31 36.9%	8 24.2%	10 37.0%	17 30.4%	10 30.3%	7 36.8%	3 37.5%	10 31.3%	4 25.0%	29 33.3%	16 34.8%	5 20.0%
Mean	2.0	2.0	1.8	2.1	2.0	1.9	2.0	2.1	2.0	1.8	2.0	2.1	1.8
SD	0.8	0.9	0.8	0.8	0.8	0.8	0.9	0.8	0.8	0.9	0.8	0.8	0.8

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

Topic 1: Marketplace Dynamics - Customers

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

N=420	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=1st Priority	52 36.4%	3 42.9%	6 50.0%	0 0.0%	2 66.7%	2 50.0%	5 31.3%	3 50.0%	6 50.0%	0 0.0%	1 50.0%	4 19.0%	4 50.0%
2=2nd Priority	42 29.4%	2 28.6%	4 33.3%	0 0.0%	1 33.3%	2 50.0%	5 31.3%	2 33.3%	2 16.7% i	4 80.0% hk1	0 0.0%	6 28.6% i	1 12.5% i
3=3rd Priority	49 34.3%	2 28.6%	2 16.7%	1 100.0%	0 0.0%	0 0.0%	6 37.5%	1 16.7%	4 33.3%	1 20.0%	1 50.0%	11 52.4%	3 37.5%
Mean	2.0	1.9	1.7	3.0	1.3	1.5	2.1	1.7	1.8	2.2	2.0	2.3	1.9
SD	0.8	0.9	0.8 k	0.0	0.6 k	0.6	0.9	0.8	0.9	0.4	1.4	0.8 bd	1.0

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

Topic 1: Marketplace Dynamics - Customers

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

N=420	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
1=1st Priority	18 40.0%	14 30.4%	6 46.2%	1 12.5%	13 39.4%	7 38.9%	2 18.2%	2 40.0%	7 36.8%	5 55.6%	18 36.0%	14 46.7%	3 30.0%
2=2nd Priority	12 26.7%	16 34.8%	4 30.8%	3 37.5%	10 30.3%	4 22.2%	6 54.5%	2 40.0%	5 26.3%	1 11.1%	18 36.0%	7 23.3%	1 10.0%
3=3rd Priority	15 33.3%	16 34.8%	3 23.1%	4 50.0%	10 30.3%	7 38.9%	3 27.3%	1 20.0%	7 36.8%	3 33.3%	14 28.0%	9 30.0%	6 60.0%
Mean	1.9	2.0	1.8	2.4	1.9	2.0	2.1	1.8	2.0	1.8	1.9	1.8	2.3
SD	0.9	0.8	0.8	0.7	0.8	0.9	0.7	0.8	0.9	1.0	0.8	0.9	0.9

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

Topic 1: Marketplace Dynamics - Customers

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

N=420	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=1st Priority	93 31.1%	0 0.0%	2 14.3% di	0 0.0%	5 55.6% b	2 66.7%	15 40.5%	3 20.0%	7 43.8%	14 46.7% b	0 0.0%	17 37.0%	3 23.1%
2=2nd Priority	117 39.1%	2 40.0%	10 71.4% efhil	1 50.0%	3 33.3%	0 0.0% b	13 35.1% bj	6 40.0%	5 31.3% bj	11 36.7% bj	3 100.0% fhil	19 41.3%	4 30.8% bj
3=3rd Priority	89 29.8%	3 60.0% i	2 14.3%	1 50.0%	1 11.1%	1 33.3%	9 24.3%	6 40.0%	4 25.0%	5 16.7% al	0 0.0%	10 21.7%	6 46.2% i
Mean	2.0	2.6	2.0	2.5	1.6	1.7	1.8	2.2	1.8	1.7	2.0	1.8	2.2
SD	0.8	0.5 dfik	0.6	0.7	0.7 a	1.2	0.8 a	0.8 i	0.8	0.7 agl	0.0	0.8 a	0.8 i

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

Topic 1: Marketplace Dynamics - Customers

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

N=420	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
1=1st Priority	20 27.0%	46 41.1% c	4 15.4% b	9 25.7%	22 34.9%	8 21.1% e	9 45.0%	6 37.5%	16 48.5% b	7 31.8%	31 32.6%	25 41.7%	8 25.8%
2=2nd Priority	30 40.5%	44 39.3%	13 50.0%	15 42.9%	25 39.7%	18 47.4%	6 30.0%	3 18.8%	14 42.4%	11 50.0%	42 44.2%	20 33.3%	13 41.9%
3=3rd Priority	24 32.4% b	22 19.6% a	9 34.6%	11 31.4%	16 25.4%	12 31.6% e	5 25.0%	7 43.8%	3 9.1% E	4 18.2% bD	22 23.2%	15 25.0%	10 32.3%
Mean	2.1	1.8	2.2	2.1	1.9	2.1	1.8	2.1	1.6	1.9	1.9	1.8	2.1
SD	0.8 b	0.8 ac	0.7 b	0.8	0.8	0.7 E	0.8	0.9	0.7 B	0.7	0.7	0.8	0.8

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

Topic 1: Marketplace Dynamics - Customers

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

N=420	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=1st Priority	68 26.7%	0 0.0%	2 14.3%	2 66.7%	1 12.5%	2 40.0%	5 19.2%	1 9.1%	3 21.4%	11 40.7%	2 40.0%	9 22.5%	2 13.3%
2=2nd Priority	93 36.5%	2 100.0% bjk	2 14.3% ad	1 33.3%	5 62.5% bj	3 60.0%	9 34.6%	4 36.4%	6 42.9%	10 37.0%	0 0.0% ad	11 27.5% a	5 33.3%
3=3rd Priority	94 36.9%	0 0.0%	10 71.4% cdeI	0 0.0%	2 25.0% b	0 0.0% bkl	12 46.2%	6 54.5%	5 35.7%	6 22.2% Bkl	3 60.0%	20 50.0% ei	8 53.3% ei
Mean	2.1	2.0	2.6	1.3	2.1	1.6	2.3	2.5	2.1	1.8	2.2	2.3	2.4
SD	0.8	0.0	0.8 ceI	0.6 bgl	0.6	0.5 bgl	0.8 i	0.7 cei	0.8	0.8 Bfgkl	1.1	0.8 i	0.7 cei

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

Topic 1: Marketplace Dynamics - Customers

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

N=420	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
1=1st Priority	12 19.7% D	21 22.6% d	5 22.7%	14 46.7% Ab	13 22.4% f	7 25.9% f	6 24.0% f	4 44.4% F	7 21.2%	0 0.0% abcd	22 23.4%	10 23.8%	7 28.0%
2=2nd Priority	22 36.1%	33 35.5%	8 36.4%	8 26.7%	18 31.0%	8 29.6%	8 32.0%	5 55.6%	12 36.4%	8 53.3%	30 31.9%	15 35.7%	11 44.0%
3=3rd Priority	27 44.3%	39 41.9%	9 40.9%	8 26.7%	27 46.6% d	12 44.4% d	11 44.0% d	0 0.0% abcef	14 42.4% d	7 46.7% d	42 44.7%	17 40.5%	7 28.0%
Mean	2.2	2.2	2.2	1.8	2.2	2.2	2.2	1.6	2.2	2.5	2.2	2.2	2.0
SD	0.8 d	0.8 d	0.8	0.8 ab	0.8 d	0.8 d	0.8 d	0.5 abceF	0.8 d	0.5 D	0.8	0.8	0.8

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

Topic 1: Marketplace Dynamics - Customers

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

N=420	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=1st Priority	28 26.2%	2 28.6%	2 33.3%	0 0.0%	1 33.3%	0 0.0%	3 33.3%	1 14.3%	2 25.0%	2 20.0%	2 100.0%	3 30.0%	0 0.0%
2=2nd Priority	31 29.0%	1 14.3%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	4 44.4%	4 57.1%	3 37.5%	2 20.0%	0 0.0%	2 20.0%	3 50.0%
3=3rd Priority	48 44.9%	4 57.1%	3 50.0%	1 100.0%	2 66.7%	1 100.0%	2 22.2%	2 28.6%	3 37.5%	6 60.0%	0 0.0%	5 50.0%	3 50.0%
Mean	2.2	2.3	2.2	3.0	2.3	3.0	1.9	2.1	2.1	2.4	1.0	2.2	2.5
SD	0.8	1.0	1.0	0.0	1.2	0.0	0.8	0.7	0.8	0.8	0.0	0.9	0.5

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

Topic 1: Marketplace Dynamics - Customers

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

N=420	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
1=1st Priority	7 33.3%	6 22.2%	5 23.8%	6 31.6%	6 37.5%	4 30.8%	6 35.3%	0 0.0%	0 0.0%	4 36.4%	10 33.3%	7 24.1%	3 25.0%
2=2nd Priority	7 33.3%	6 22.2%	6 28.6%	6 31.6%	4 25.0%	3 23.1%	3 17.6%	2 66.7%	5 45.5%	3 27.3%	5 16.7%	11 37.9%	4 33.3%
3=3rd Priority	7 33.3%	15 55.6%	10 47.6%	7 36.8%	6 37.5%	6 46.2%	8 47.1%	1 33.3%	6 54.5%	4 36.4%	15 50.0%	11 37.9%	5 41.7%
Mean	2.0	2.3	2.2	2.1	2.0	2.2	2.1	2.3	2.5	2.0	2.2	2.1	2.2
SD	0.8	0.8	0.8	0.8	0.9	0.9	0.9	0.6	0.5	0.9	0.9	0.8	0.8

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

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months: Emergence of new domestic competitors

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Not Likely	82 20.8%	3 25.0%	3 12.5%	1 20.0%	3 30.0%	0 0.0%	9 19.6%	9 42.9%	7 26.9%	8 22.9%	1 16.7%	8 13.8%	5 22.7%
2=	71 18.0%	2 16.7%	1 4.2%	0 0.0%	0 0.0%	3 50.0%	18 39.1%	4 19.0%	4 15.4%	7 20.0%	0 0.0%	8 13.8%	3 13.6%
3=	53 13.4%	1 8.3%	5 20.8%	0 0.0%	3 30.0%	0 0.0%	6 13.0%	0 0.0%	2 7.7%	6 17.1%	1 16.7%	8 13.8%	5 22.7%
4=	48 12.2%	1 8.3%	3 12.5%	0 0.0%	2 20.0%	0 0.0%	1 2.2%	5 23.8%	1 3.8%	5 14.3%	1 16.7%	9 15.5%	4 18.2%
5=	53 13.4%	2 16.7%	1 4.2%	1 20.0%	1 10.0%	1 16.7%	5 10.9%	2 9.5%	3 11.5%	5 14.3%	0 0.0%	10 17.2%	2 9.1%
6=	41 10.4%	0 0.0%	3 12.5%	2 40.0%	0 0.0%	1 16.7%	3 6.5%	1 4.8%	4 15.4%	3 8.6%	1 16.7%	6 10.3%	2 9.1%
7=Very Likely	47 11.9%	3 25.0%	8 33.3%	1 20.0%	1 10.0%	1 16.7%	4 8.7%	0 0.0%	5 19.2%	1 2.9%	2 33.3%	9 15.5%	1 4.5%
Mean	3.6	3.8	4.6	5.0	3.2	4.0	3.0	2.5	3.8	3.1	4.7	4.0	3.2
SD	2.0	2.4	2.2	2.3	1.9	2.3	1.9	1.7	2.4	1.8	2.4	2.0	1.8

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

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months: Emergence of new domestic competitors

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%	39 15.0%
1=Not Likely	26 23.6%	21 15.2%	12 25.5%	9 20.9%	11 12.5% Ef	9 17.6% e	8 22.9%	4 23.5%	18 36.7% Ab	8 28.6% a	26 18.7%	16 19.8%	10 25.6%
2=	28 25.5%	22 15.9%	10 21.3%	6 14.0%	9 10.2% cf	9 17.6%	9 25.7% a	4 23.5%	10 20.4%	8 28.6% a	25 18.0%	21 25.9% c	3 7.7% b
3=	15 13.6%	18 13.0%	4 8.5%	9 20.9%	11 12.5%	6 11.8%	3 8.6%	3 17.6%	8 16.3%	5 17.9%	19 13.7%	13 16.0%	4 10.3%
4=	8 7.3% d	15 10.9%	7 14.9%	8 18.6% a	11 12.5%	8 15.7%	5 14.3%	2 11.8%	4 8.2%	2 7.1%	16 11.5%	11 13.6%	4 10.3%
5=	15 13.6% d	21 15.2% d	7 14.9% d	1 2.3% abc	17 19.3% e	6 11.8%	4 11.4%	0 0.0%	3 6.1% a	2 7.1%	18 12.9%	10 12.3%	4 10.3%
6=	7 6.4%	18 13.0%	4 8.5%	6 14.0%	13 14.8% e	4 7.8%	3 8.6%	3 17.6% e	1 2.0% ad	2 7.1%	13 9.4%	6 7.4%	4 10.3%
7=Very Likely	11 10.0%	23 16.7%	3 6.4%	4 9.3%	16 18.2%	9 17.6%	3 8.6%	1 5.9%	5 10.2%	1 3.6%	22 15.8% b	4 4.9% aC	10 25.6% B
Mean	3.2	4.0	3.2	3.5	4.3	3.8	3.3	3.2	2.7	2.7	3.7	3.1	4.1
SD	2.0 B	2.1 Ac	1.9 b	2.0	2.0 CdEF	2.1 ef	2.0 A	2.0 a	2.0 Ab	1.7 Ab	2.1 b	1.8 ac	2.4 b

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

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months: Emergence of new global competitors

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Not Likely	89 22.6%	1 8.3% dgi	2 8.7% dGil	2 40.0% f	5 50.0% abFhK	0 0.0% g	4 8.7% cDGIL	10 47.6% aBeFhK	4 15.4% dgi	14 40.0% abFhK	2 33.3%	6 10.3% DGIL	9 40.9% bFK
2=	64 16.3%	2 16.7%	2 8.7%	1 20.0%	1 10.0%	0 0.0%	4 8.7% k	2 9.5%	4 15.4%	8 22.9%	0 0.0%	14 24.1% f	2 9.1%
3=	54 13.7%	0 0.0% e	4 17.4%	0 0.0%	1 10.0%	3 50.0% afIk	6 13.0% e	4 19.0%	4 15.4%	2 5.7% E	0 0.0%	9 15.5% e	3 13.6%
4=	56 14.2%	2 16.7%	3 13.0%	1 20.0%	1 10.0%	0 0.0%	4 8.7% l	2 9.5%	5 19.2%	4 11.4%	1 16.7%	10 17.2%	6 27.3% f
5=	63 16.0%	5 41.7% dgil	4 17.4%	0 0.0%	0 0.0% a	0 0.0%	13 28.3% il	2 9.5% a	5 19.2%	3 8.6% af	2 33.3%	10 17.2%	1 4.5% af
6=	34 8.7%	1 8.3%	3 13.0%	1 20.0%	1 10.0%	1 16.7%	8 17.4%	1 4.8%	1 3.8%	3 8.6%	0 0.0%	4 6.9%	1 4.5%
7=Very Likely	33 8.4%	1 8.3%	5 21.7% gil	0 0.0%	1 10.0%	2 33.3% giL	7 15.2%	0 0.0% be	3 11.5%	1 2.9% be	1 16.7%	5 8.6%	0 0.0% bE
Mean	3.4	4.3	4.5	2.8	2.7	4.8	4.5	2.4	3.7	2.6	3.8	3.6	2.6
SD	1.9	1.8 GiL	2.0 dGiL	2.2	2.3 bF	2.0 GiL	1.8 DGiL	1.6 ABEFhK	1.9 gil	1.9 aBeFhk	2.4	1.8 fGiL	1.6 ABEFhk

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

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months: Emergence of new global competitors

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
1=Not Likely	18 16.4% D	24 17.5% D	14 29.8%	19 45.2% AB	20 23.0%	11 21.6%	10 28.6%	5 29.4%	10 20.4%	3 10.7%	30 21.6%	15 18.5%	12 31.6%
2=	16 14.5%	27 19.7%	5 10.6%	5 11.9%	17 19.5%	4 7.8%	2 5.7%	2 11.8%	10 20.4%	4 14.3%	16 11.5%	14 17.3%	8 21.1%
3=	13 11.8%	24 17.5%	7 14.9%	5 11.9%	10 11.5%	6 11.8%	6 17.1%	1 5.9%	7 14.3%	5 17.9%	20 14.4%	13 16.0%	3 7.9%
4=	15 13.6%	19 13.9%	8 17.0%	6 14.3%	14 16.1%	7 13.7%	6 17.1%	1 5.9%	7 14.3%	5 17.9%	21 15.1%	8 9.9%	7 18.4%
5=	25 22.7% b	17 12.4% a	6 12.8%	5 11.9%	11 12.6%	12 23.5% e	8 22.9%	3 17.6%	4 8.2% b	6 21.4%	22 15.8%	18 22.2%	4 10.5%
6=	11 10.0% d	12 8.8% d	5 10.6% d	0 0.0% abc	7 8.0%	6 11.8%	2 5.7%	4 23.5% e	2 4.1% d	3 10.7%	13 9.4%	8 9.9%	1 2.6%
7=Very Likely	12 10.9%	14 10.2%	2 4.3%	2 4.8%	8 9.2%	5 9.8%	1 2.9% e	1 5.9%	9 18.4% c	2 7.1%	17 12.2%	5 6.2%	3 7.9%
Mean	3.9	3.5	3.2	2.5	3.4	3.8	3.3	3.6	3.6	3.9	3.7	3.5	2.9
SD	1.9 D	1.9 D	1.9	1.8 AB	2.0	2.0	1.8	2.2	2.1	1.8	2.0 c	1.9	1.9 a

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

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months: More intense rivalry for customers

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Not Likely	5 1.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	0 0.0%	0 0.0%	0 0.0%	1 1.8%	0 0.0%
2=	13 3.3%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	2 5.7%	0 0.0%	1 1.8%	2 9.1%
3=	22 5.6%	2 16.7%	1 4.3%	0 0.0%	1 10.0%	1 16.7%	3 6.5%	0 0.0%	3 11.5%	1 2.9%	0 0.0%	3 5.3%	1 4.5%
4=	45 11.5%	0 0.0%	4 17.4%	0 0.0%	1 10.0%	0 0.0%	6 13.0%	1 4.8%	1 3.8%	3 8.6%	2 33.3%	8 14.0%	4 18.2%
5=	100 25.4%	5 41.7%	6 26.1%	3 60.0%	2 20.0%	2 33.3%	14 30.4%	5 23.8%	10 38.5%	9 25.7%	2 33.3%	15 26.3%	1 4.5%
6=	109 27.7%	2 16.7%	8 34.8%	0 0.0%	3 30.0%	1 16.7%	12 26.1%	8 38.1%	7 26.9%	11 31.4%	1 16.7%	12 21.1%	9 40.9%
7=Very Likely	99 25.2%	3 25.0%	3 13.0%	2 40.0%	3 30.0%	2 33.3%	11 23.9%	5 23.8%	4 15.4%	9 25.7%	1 16.7%	17 29.8%	5 22.7%
Mean	5.4	5.3	5.2	5.8	5.6	5.5	5.5	5.4	5.2	5.5	5.2	5.4	5.3
SD	1.4	1.4	1.3	1.1	1.3	1.5	1.2	1.7	1.3	1.4	1.2	1.4	1.6

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

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months: More intense rivalry for customers

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
1=Not Likely	3 2.7%	1 0.7%	0 0.0%	0 0.0%	1 1.2%	1 2.0%	0 0.0%	0 0.0%	1 2.0%	0 0.0%	1 0.7%	0 0.0%	2 5.1% c b
2=	3 2.7%	5 3.7%	1 2.1%	1 2.3%	5 5.8%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	2 7.1%	5 3.6%	2 2.5%	1 2.6%
3=	6 5.5%	5 3.7%	5 10.6%	3 7.0%	10 11.6%	2 3.9%	3 8.6%	1 5.9%	1 2.0%	0 0.0%	8 5.8%	4 4.9%	3 7.7%
4=	9 8.2%	20 14.7%	3 6.4%	5 11.6%	11 12.8% b	1 2.0% aF	4 11.4%	2 11.8%	4 8.2%	6 21.4% B	14 10.2%	12 14.8%	4 10.3%
5=	26 23.6%	39 28.7%	16 34.0%	7 16.3%	20 23.3% b	20 39.2% ad	7 20.0%	2 11.8% b	16 32.7%	8 28.6%	43 31.4%	17 21.0%	7 17.9%
6=	37 33.6% b	26 19.1% aD	11 23.4%	17 39.5% B	20 23.3%	16 31.4%	13 37.1%	7 41.2%	12 24.5%	6 21.4%	29 21.2% b	30 37.0% a	12 30.8%
7=Very Likely	26 23.6%	40 29.4%	11 23.4%	10 23.3%	19 22.1%	11 21.6%	8 22.9%	5 29.4%	14 28.6%	6 21.4%	37 27.0%	16 19.8%	10 25.6%
Mean	5.4	5.4	5.4	5.5	5.1	5.6	5.5	5.8	5.6	5.2	5.4	5.4	5.3
SD	1.4	1.4	1.3	1.3	1.6	1.2	1.2	1.2	1.3	1.4	1.4	1.2	1.7

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

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months: More competitor innovation

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Not Likely	11 2.8%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	1 2.2%	1 4.8%	0 0.0%	3 8.6%	0 0.0%	1 1.8%	1 4.5%
2=	34 8.7%	1 8.3%	1 4.2%	1 20.0%	2 20.0%	1 16.7%	3 6.5%	1 4.8%	4 15.4%	3 8.6%	0 0.0%	3 5.3%	3 13.6%
3=	43 10.9%	0 0.0%	4 16.7%	2 40.0%	2 20.0%	1 16.7%	3 6.5%	2 9.5%	4 15.4%	1 2.9%	2 33.3%	2 3.5%	2 9.1%
4=	77 19.6%	1 8.3%	6 25.0%	0 0.0%	0 0.0%	1 16.7%	17 37.0%	6 28.6%	2 7.7%	7 20.0%	0 0.0%	15 26.3%	5 22.7%
5=	103 26.2%	4 33.3%	6 25.0%	1 20.0%	0 0.0%	3 50.0%	11 23.9%	5 23.8%	9 34.6%	10 28.6%	2 33.3%	14 24.6%	4 18.2%
6=	78 19.8%	1 8.3%	4 16.7%	0 0.0%	4 40.0%	0 0.0%	6 13.0%	5 23.8%	4 15.4%	8 22.9%	1 16.7%	14 24.6%	7 31.8%
7=Very Likely	47 12.0%	5 41.7%	3 12.5%	1 20.0%	1 10.0%	0 0.0%	5 10.9%	1 4.8%	3 11.5%	3 8.6%	1 16.7%	8 14.0%	0 0.0%
Mean	4.7	5.6	4.7	4.0	4.2	4.0	4.6	4.5	4.5	4.5	4.8	5.0	4.3
SD	1.6	1.6	1.4	2.0	2.2	1.3	1.4	1.5	1.6	1.7	1.6	1.4	1.6
		efl				a	a						a

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

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months: More competitor innovation

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
1=Not Likely	4 3.6%	4 2.9%	0 0.0%	2 4.7%	3 3.4%	1 2.0%	1 2.9%	0 0.0%	3 6.1%	0 0.0%	4 2.9%	2 2.5%	2 5.1%
2=	11 10.0%	8 5.8%	6 12.8%	2 4.7%	13 14.9%	1 2.0%	3 8.6%	3 17.6%	3 6.1%	1 3.6%	15 10.9%	6 7.4%	3 7.7%
3=	9 8.2% d	12 8.8% d	3 6.4% d	10 23.3% abc	8 9.2%	3 5.9%	6 17.1%	0 0.0%	5 10.2%	3 10.7%	12 8.7%	8 9.9%	4 10.3%
4=	29 26.4% d	27 19.7%	8 17.0%	4 9.3% a	23 26.4% f	12 23.5%	7 20.0%	4 23.5%	9 18.4%	2 7.1% a	30 21.7%	16 19.8%	7 17.9%
5=	26 23.6%	40 29.2%	14 29.8%	9 20.9%	17 19.5% f	17 33.3% c	4 11.4% bef	4 23.5%	16 32.7% c	11 39.3% ac	36 26.1%	20 24.7%	9 23.1%
6=	16 14.5%	28 20.4%	10 21.3%	12 27.9%	15 17.2%	13 25.5%	6 17.1%	4 23.5%	7 14.3%	8 28.6%	24 17.4%	20 24.7%	10 25.6%
7=Very Likely	15 13.6%	18 13.1%	6 12.8%	4 9.3%	8 9.2% c	4 7.8%	8 22.9% a	2 11.8%	6 12.2%	3 10.7%	17 12.3%	9 11.1%	4 10.3%
Mean	4.5	4.8	4.8	4.6	4.3	4.9	4.7	4.7	4.6	5.1	4.6	4.8	4.6
SD	1.6	1.5	1.5	1.7	1.6 bf	1.2 a	1.8	1.6	1.6	1.3 a	1.6	1.5	1.6

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

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months: More competitor price-cutting

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Not Likely	19 4.8%	0 0.0%	0 0.0%	0 0.0%	3 30.0%	0 0.0%	1 2.2%	0 0.0%	1 3.8%	2 5.7%	0 0.0%	2 3.4%	3 13.6%
2=	39 9.9%	1 8.3%	3 12.5%	0 0.0%	0 0.0%	0 0.0%	4 8.7%	0 0.0%	4 15.4%	7 20.0%	1 16.7%	3 5.2%	1 4.5%
3=	33 8.4%	1 8.3%	1 4.2%	1 20.0%	0 0.0%	1 16.7%	4 8.7%	0 0.0%	2 7.7%	4 11.4%	1 16.7%	8 13.8%	1 4.5%
4=	65 16.6%	3 25.0%	2 8.3%	0 0.0%	2 20.0%	0 0.0%	8 17.4%	6 28.6%	3 11.5%	6 17.1%	2 33.3%	14 24.1%	2 9.1%
5=	65 16.6%	3 25.0%	7 29.2%	0 0.0%	2 20.0%	0 0.0%	5 10.9%	2 9.5%	4 15.4%	6 17.1%	2 33.3%	8 13.8%	7 31.8%
6=	101 25.8%	1 8.3%	7 29.2%	3 60.0%	2 20.0%	5 83.3%	16 34.8%	10 47.6%	6 23.1%	9 25.7%	0 0.0%	10 17.2%	6 27.3%
7=Very Likely	70 17.9%	3 25.0%	4 16.7%	1 20.0%	1 10.0%	0 0.0%	8 17.4%	3 14.3%	6 23.1%	1 2.9%	0 0.0%	13 22.4%	2 9.1%
Mean	4.8	4.9	5.1	5.6	4.0	5.5	5.0	5.5	4.8	4.1	3.8	4.8	4.6
SD	1.8	1.6	1.6	1.5	2.3	1.2	1.7	1.1	1.9	1.7	1.2	1.7	1.9

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

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months: More competitor price-cutting

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%	39 15.0%
1=Not Likely	3 2.7% d	6 4.4% d	2 4.3%	6 13.6% ab	5 5.7%	2 3.9%	3 8.6%	0 0.0%	2 4.1%	1 3.6%	8 5.8%	2 2.5%	2 5.1%
2=	6 5.5% d	10 7.3% d	5 10.6%	8 18.2% ab	11 12.5%	3 5.9%	3 8.6%	1 5.9%	4 8.2%	3 10.7%	11 7.9%	9 11.1%	5 12.8%
3=	8 7.3%	13 9.5%	3 6.4%	5 11.4%	11 12.5%	4 7.8%	4 11.4%	0 0.0%	2 4.1%	2 7.1%	13 9.4%	3 3.7%	5 12.8%
4=	14 12.7% C	25 18.2%	15 31.9% AD	4 9.1% C	12 13.6% E	5 9.8% E	6 17.1%	3 17.6%	17 34.7% AB	4 14.3%	19 13.7%	16 19.8%	8 20.5%
5=	18 16.4%	24 17.5%	7 14.9%	10 22.7%	18 20.5%	7 13.7%	5 14.3%	3 17.6%	7 14.3%	4 14.3%	26 18.7%	14 17.3%	4 10.3%
6=	40 36.4% bcD	33 24.1% a	8 17.0% a	5 11.4% A	23 26.1%	17 33.3%	7 20.0%	6 35.3%	12 24.5%	9 32.1%	40 28.8%	24 29.6%	9 23.1%
7=Very Likely	21 19.1%	26 19.0%	7 14.9%	6 13.6%	8 9.1% b	13 25.5% ae	7 20.0%	4 23.5%	5 10.2% b	5 17.9%	22 15.8%	13 16.0%	6 15.4%
Mean	5.2	4.9	4.5	4.0	4.5	5.3	4.6	5.5	4.6	4.9	4.8	4.9	4.5
SD	1.6 cD	1.7 D	1.7 a	2.0 AB	1.7 Bd	1.7 A	1.9	1.4 ae	1.6 d	1.8	1.7	1.6	1.8

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

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months: More cooperation on non-price strategies

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Not Likely	50 12.8%	1 8.3%	2 8.3%	1 20.0%	3 30.0%	0 0.0%	6 13.0%	2 10.0%	3 12.5%	4 11.4%	1 16.7%	8 13.8%	5 22.7%
2=	54 13.8%	2 16.7%	2 8.3%	0 0.0%	1 10.0%	2 33.3%	5 10.9%	5 25.0%	4 16.7%	10 28.6%	1 16.7%	8 13.8%	3 13.6%
3=	63 16.2%	5 41.7% BfK	1 4.2% A	1 20.0%	1 10.0%	0 0.0%	7 15.2% a	5 25.0%	5 20.8%	7 20.0%	1 16.7%	6 10.3% A	4 18.2%
4=	117 30.0%	1 8.3%	9 37.5%	0 0.0%	2 20.0%	3 50.0%	16 34.8%	4 20.0%	9 37.5%	6 17.1%	2 33.3%	18 31.0%	5 22.7%
5=	58 14.9%	3 25.0% hl	5 20.8% hl	2 40.0% HL	0 0.0%	1 16.7%	8 17.4% hl	2 10.0%	0 0.0% abCfK	3 8.6% k	0 0.0%	16 27.6% HiL	0 0.0% abCfK
6=	33 8.5%	0 0.0%	3 12.5%	1 20.0%	2 20.0% k	0 0.0%	3 6.5%	2 10.0%	2 8.3%	3 8.6%	1 16.7%	2 3.4% dl	4 18.2% k
7=Very Likely	15 3.8%	0 0.0%	2 8.3% k	0 0.0%	1 10.0% k	0 0.0%	1 2.2%	0 0.0%	1 4.2%	2 5.7%	0 0.0%	0 0.0% bd	1 4.5%
Mean	3.6	3.3	4.3	4.0	3.5	3.5	3.6	3.3	3.4	3.3	3.3	3.6	3.4
SD	1.6	1.3	1.6 gi	2.0	2.3	1.2	1.5	1.5 b	1.6	1.7 b	1.8	1.5	1.9

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

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months: More cooperation on non-price strategies

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
1=Not Likely	9 8.3% d	19 13.9%	6 13.0%	10 23.3% a	14 16.1%	3 5.9% e	4 11.4%	1 6.3%	10 20.4% b	3 11.1%	17 12.4%	9 11.3%	9 23.1%
2=	20 18.3%	15 10.9%	10 21.7%	6 14.0%	8 9.2% CD	6 11.8% d	10 28.6% A	6 37.5% Ab	9 18.4%	4 14.8%	21 15.3%	13 16.3%	7 17.9%
3=	15 13.8% c	19 13.9% c	13 28.3% ab	5 11.6%	11 12.6%	8 15.7%	4 11.4%	2 12.5%	11 22.4%	7 25.9%	23 16.8%	13 16.3%	4 10.3%
4=	37 33.9% c	45 32.8% c	8 17.4% ab	9 20.9%	28 32.2%	18 35.3%	7 20.0%	3 18.8%	10 20.4%	8 29.6%	41 29.9%	24 30.0%	8 20.5%
5=	16 14.7%	25 18.2%	4 8.7%	4 9.3%	14 16.1%	11 21.6% df	7 20.0%	0 0.0% b	6 12.2%	1 3.7% b	24 17.5%	11 13.8%	3 7.7%
6=	9 8.3%	9 6.6%	5 10.9%	5 11.6%	6 6.9%	5 9.8%	3 8.6%	3 18.8%	3 6.1%	3 11.1%	8 5.8% c	6 7.5%	7 17.9% a
7=Very Likely	3 2.8%	5 3.6%	0 0.0% d	4 9.3% c	6 6.9%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	1 3.7%	3 2.2%	4 5.0%	1 2.6%
Mean	3.6	3.6	3.2	3.5	3.7	3.8	3.3	3.5	3.0	3.5	3.5	3.6	3.4
SD	1.5	1.6	1.5	2.0	1.7 e	1.3 E	1.6	1.9	1.5 aB	1.6	1.5	1.6	1.9

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

Topic 1: Marketplace Dynamics - Channel Partners

Focusing on your firm's channel partnerships in this market, are you more or less optimistic about your prospects for revenue growth compared to prior 12 months?

N=330	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	204 100.0%	12 5.9%	17 8.3%	3 1.5%	7 3.4%	6 2.9%	41 20.1%	15 7.4%	23 11.3%	26 12.7%	2 1.0%	38 18.6%	14 6.9%
3=More	158 54.7%	10 83.3% iK	11 68.8% k	1 33.3%	4 57.1%	3 50.0%	29 70.7% iK	7 46.7%	11 50.0%	12 46.2% af	1 50.0%	14 36.8% AbF	7 50.0%
2=No Change	107 37.0%	2 16.7% k	4 25.0% k	2 66.7%	2 28.6%	2 33.3%	10 24.4% K	5 33.3%	9 40.9%	11 42.3%	1 50.0%	22 57.9% abF	5 35.7%
1=Less	24 8.3%	0 0.0%	1 6.3%	0 0.0%	1 14.3%	1 16.7%	2 4.9%	3 20.0%	2 9.1%	3 11.5%	0 0.0%	2 5.3%	2 14.3%
Mean	2.5	2.8	2.6	2.3	2.4	2.3	2.7	2.3	2.4	2.3	2.5	2.3	2.4
SD	0.6	0.4 giK	0.6	0.6	0.8	0.8	0.6 giK	0.8 af	0.7	0.7 af	0.7	0.6 AF	0.7

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

Topic 1: Marketplace Dynamics - Channel Partners

Focusing on your firm's channel partnerships in this market, are you more or less optimistic about your prospects for revenue growth compared to prior 12 months?

N=330

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	93 36.2%	101 39.3%	38 14.8%	25 9.7%	65 32.0%	35 17.2%	28 13.8%	12 5.9%	39 19.2%	24 11.8%	102 53.1%	59 30.7%	31 16.1%
3=More	60 64.5% B	43 43.4% Ac	24 63.2% b	14 56.0%	30 47.6% F	16 45.7% F	18 64.3%	6 50.0% f	18 46.2% F	21 87.5% ABdE	45 45.0% B	40 67.8% Ac	14 45.2% b
2=No Change	24 25.8% B	51 51.5% Acd	12 31.6% b	6 24.0% b	25 39.7% f	14 40.0% f	9 32.1%	5 41.7%	19 48.7% F	3 12.5% abE	46 46.0% b	15 25.4% a	12 38.7%
1=Less	9 9.7%	5 5.1% d	2 5.3%	5 20.0% b	8 12.7%	5 14.3%	1 3.6%	1 8.3%	2 5.1%	0 0.0%	9 9.0%	4 6.8%	5 16.1%
Mean	2.5	2.4	2.6	2.4	2.3	2.3	2.6	2.4	2.4	2.9	2.4	2.6	2.3
SD	0.7	0.6	0.6	0.8	0.7 F	0.7 F	0.6 f	0.7 F	0.6 F	0.3 ABcDE	0.6 b	0.6 ac	0.7 b

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

Topic 1: Marketplace Dynamics - Channel Partners

Rate your optimism about your prospects for revenue growth on a scale from 0-100 with 0 being the least optimistic.

N=330 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	330	12	17	3	7	6	41	15	23	26	2	38	14
Percent	100.0%	5.9%	8.3%	1.5%	3.4%	2.9%	20.1%	7.4%	11.3%	12.7%	1.0%	18.6%	6.9%
Optimism rating	280	11	16	3	6	6	41	15	22	25	2	34	14
	64.7	67.8	66.9	65.0	66.7	58.3	68.4	62.3	56.6	61.9	55.0	64.6	62.1
	17.9	19.9	15.2	21.8	16.0	19.4	15.1	18.2	20.1	20.4	7.1	19.9	13.1
							h		f				

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

Topic 1: Marketplace Dynamics - Channel Partners

Rate your optimism about your prospects for revenue growth on a scale from 0-100 with 0 being the least optimistic.

N=330 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Number	93	101	38	25	65	35	28	12	39	24	102	59
Percent	36.2%	39.3%	14.8%	9.7%	32.0%	17.2%	13.8%	5.9%	19.2%	11.8%	53.1%	30.7%	16.1%
Optimism rating	93	93	37	23	59	34	28	12	37	24	95	59	29
	66.5	63.1	63.6	62.9	58.4	63.4	70.1	64.7	66.9	67.1	64.1	63.6	61.8
	16.4	18.5	18.4	22.6	19.9	18.0	21.5	14.1	11.9	16.3	19.2	16.5	19.3
					ce		a		a				

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

Topic 1: Marketplace Dynamics - Channel Partners

Do you expect the following channel partner outcomes for your firm to change in the next 12 months: Partner's purchase volume

N=330	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	204 100.0%	12 5.9%	17 8.3%	3 1.5%	7 3.4%	6 2.9%	41 20.1%	15 7.4%	23 11.3%	26 12.7%	2 1.0%	38 18.6%	14 6.9%
3=Increase	153 53.9%	9 75.0%	8 50.0% f	1 33.3%	4 57.1%	3 50.0%	32 78.0% bGIK	6 40.0% F	13 59.1%	11 44.0% F	1 50.0%	16 44.4% F	7 50.0%
2=No Change	104 36.6%	2 16.7% k	5 31.3%	2 66.7% f	1 14.3%	2 33.3%	6 14.6% cgIK	7 46.7% f	7 31.8%	12 48.0% F	1 50.0%	18 50.0% aF	4 28.6%
1=Decrease	27 9.5%	1 8.3%	3 18.8%	0 0.0%	2 28.6%	1 16.7%	3 7.3%	2 13.3%	2 9.1%	2 8.0%	0 0.0%	2 5.6%	3 21.4%
Mean	2.4	2.7	2.3	2.3	2.3	2.3	2.7	2.3	2.5	2.4	2.5	2.4	2.3
SD	0.7	0.7	0.8 f	0.6	1.0	0.8	0.6 bgikl	0.7 f	0.7	0.6 f	0.7	0.6 f	0.8 f

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

Topic 1: Marketplace Dynamics - Channel Partners

Do you expect the following channel partner outcomes for your firm to change in the next 12 months: Partner's purchase volume

N=330	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	93 36.2%	101 39.3%	38 14.8%	25 9.7%	65 32.0%	35 17.2%	28 13.8%	12 5.9%	39 19.2%	24 11.8%	102 53.1%	59 30.7%
3=Increase	64 68.8% B	38 39.2% A	22 57.9%	12 50.0%	29 46.8% f	19 54.3%	19 67.9%	8 66.7%	18 48.6%	17 70.8% a	49 50.5%	37 62.7%	18 58.1%
2=No Change	18 19.4% Bd	51 52.6% Ac	12 31.6% b	10 41.7% a	25 40.3%	11 31.4%	9 32.1%	2 16.7%	14 37.8%	6 25.0%	39 40.2%	15 25.4%	9 29.0%
1=Decrease	11 11.8%	8 8.2%	4 10.5%	2 8.3%	8 12.9% c	5 14.3% c	0 0.0% abde	2 16.7% c	5 13.5% c	1 4.2%	9 9.3%	7 11.9%	4 12.9%
Mean	2.6	2.3	2.5	2.4	2.3	2.4	2.7	2.5	2.4	2.7	2.4	2.5	2.5
SD	0.7 B	0.6 A	0.7	0.7	0.7 cf	0.7	0.5 ae	0.8	0.7 c	0.6 a	0.7	0.7	0.7

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

Topic 1: Marketplace Dynamics - Channel Partners

Do you expect the following channel partner outcomes for your firm to change in the next 12 months: Partner's price per unit

N=330	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	204 100.0%	12 5.9%	17 8.3%	3 1.5%	7 3.4%	6 2.9%	41 20.1%	15 7.4%	23 11.3%	26 12.7%	2 1.0%	38 18.6%	14 6.9%
3=Increase	67 23.8%	3 25.0%	4 25.0%	2 66.7% hK	3 42.9% k	2 33.3%	19 46.3% hK	4 26.7%	3 13.6% cf	6 24.0%	0 0.0%	3 8.3% CdF	2 15.4%
2=No Change	174 61.7%	8 66.7%	7 43.8% k	1 33.3%	4 57.1%	4 66.7%	15 36.6% hIK	7 46.7% k	14 63.6% f	18 72.0% F	2 100.0%	29 80.6% bFgl	6 46.2% k
1=Decrease	41 14.5%	1 8.3%	5 31.3% i	0 0.0%	0 0.0%	0 0.0%	7 17.1%	4 26.7% i	5 22.7%	1 4.0% bgL	0 0.0%	4 11.1% l	5 38.5% Ik
Mean	2.1	2.2	1.9	2.7	2.4	2.3	2.3	2.0	1.9	2.2	2.0	2.0	1.8
SD	0.6	0.6	0.8	0.6 k	0.5 kl	0.5	0.7 hkl	0.8	0.6 f	0.5 l	0.0	0.4 cdf	0.7 dfi

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

Topic 1: Marketplace Dynamics - Channel Partners

Do you expect the following channel partner outcomes for your firm to change in the next 12 months: Partner's price per unit

N=330	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	93 36.2%	101 39.3%	38 14.8%	25 9.7%	65 32.0%	35 17.2%	28 13.8%	12 5.9%	39 19.2%	24 11.8%	102 53.1%	59 30.7%
3=Increase	29 31.2% b	16 16.5% a	9 23.7%	4 17.4%	10 16.1% Df	9 25.7% d	6 21.4% d	7 58.3% Abc	10 27.0%	9 39.1% a	18 18.8%	19 32.2%	10 32.3%
2=No Change	47 50.5% B	71 73.2% Ac	21 55.3% b	16 69.6%	39 62.9%	20 57.1%	17 60.7%	4 33.3%	23 62.2%	11 47.8%	67 69.8% Bc	28 47.5% A	15 48.4% a
1=Decrease	17 18.3%	10 10.3%	8 21.1%	3 13.0%	13 21.0%	6 17.1%	5 17.9%	1 8.3%	4 10.8%	3 13.0%	11 11.5%	12 20.3%	6 19.4%
Mean	2.1	2.1	2.0	2.0	2.0	2.1	2.0	2.5	2.2	2.3	2.1	2.1	2.1
SD	0.7	0.5	0.7	0.6	0.6 Df	0.7	0.6 d	0.7 Ac	0.6	0.7 a	0.5	0.7	0.7

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

Topic 1: Marketplace Dynamics - Channel Partners

Do you expect the following channel partner outcomes for your firm to change in the next 12 months: Partner will buy related products and services

N=330	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	204 100.0%	12 5.9%	17 8.3%	3 1.5%	7 3.4%	6 2.9%	41 20.1%	15 7.4%	23 11.3%	26 12.7%	2 1.0%	38 18.6%	14 6.9%
3=Increase	101 36.1%	5 41.7% k	10 62.5% K	1 33.3%	2 28.6%	2 33.3%	18 43.9% K	4 26.7%	11 50.0% K	9 36.0% k	0 0.0%	5 13.9% aBFHil	6 46.2% k
2=No Change	163 58.2%	7 58.3%	4 25.0% gijK	2 66.7%	4 57.1%	4 66.7%	21 51.2% K	10 66.7% b	9 40.9% K	16 64.0% b	2 100.0% b	29 80.6% BFH	7 53.8%
1=Decrease	16 5.7%	0 0.0%	2 12.5%	0 0.0%	1 14.3%	0 0.0%	2 4.9%	1 6.7%	2 9.1%	0 0.0%	0 0.0%	2 5.6%	0 0.0%
Mean	2.3	2.4	2.5	2.3	2.1	2.3	2.4	2.2	2.4	2.4	2.0	2.1	2.5
SD	0.6	0.5 k	0.7 k	0.6	0.7	0.5	0.6 k	0.6	0.7 k	0.5 k	0.0	0.4 abfhil	0.5 k

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

Topic 1: Marketplace Dynamics - Channel Partners

Do you expect the following channel partner outcomes for your firm to change in the next 12 months: Partner will buy related products and services

N=330	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	93 36.2%	101 39.3%	38 14.8%	25 9.7%	65 32.0%	35 17.2%	28 13.8%	12 5.9%	39 19.2%	24 11.8%	102 53.1%	59 30.7%	31 16.1%
3=Increase	44 48.4% B	27 27.8% A	12 31.6%	9 39.1%	17 27.4% CF	8 22.9% CF	16 57.1% AB	4 33.3%	14 37.8% f	15 65.2% ABe	25 26.3% B	32 54.2% A	11 35.5%
2=No Change	43 47.3% B	65 67.0% A	23 60.5%	13 56.5%	39 62.9% F	26 74.3% cF	12 42.9% b	7 58.3%	22 59.5% f	7 30.4% ABe	67 70.5% Bc	25 42.4% A	15 48.4% a
1=Decrease	4 4.4%	5 5.2%	3 7.9%	1 4.3%	6 9.7%	1 2.9%	0 0.0%	1 8.3%	1 2.7%	1 4.3%	3 3.2% c	2 3.4% c	5 16.1% ab
Mean	2.4	2.2	2.2	2.3	2.2	2.2	2.6	2.3	2.4	2.6	2.2	2.5	2.2
SD	0.6 B	0.5 A	0.6	0.6	0.6 CF	0.5 CF	0.5 AB	0.6	0.5	0.6 AB	0.5 B	0.6 Ac	0.7 b

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

Topic 1: Marketplace Dynamics - Channel Partners

Do you expect the following channel partner outcomes for your firm to change in the next 12 months: My firm will sell directly to end customers, not through channel partners

N=330	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	204 100.0%	12 5.9%	17 8.3%	3 1.5%	7 3.4%	6 2.9%	41 20.1%	15 7.4%	23 11.3%	26 12.7%	2 1.0%	38 18.6%	14 6.9%
3=Increase	67 23.6%	2 16.7% d	4 25.0% d	2 66.7% k	5 71.4% abFhiKl	3 50.0%	8 19.5% Dg	7 46.7% fk	4 18.2% d	7 28.0% d	0 0.0%	6 16.7% cDg	3 21.4% d
2=No Change	192 67.6%	9 75.0% c	11 68.8% c	0 0.0% abFik	2 28.6% fk	3 50.0%	31 75.6% Cd	8 53.3%	12 54.5%	16 64.0% c	2 100.0%	27 75.0% cd	9 64.3%
1=Decrease	25 8.8%	1 8.3%	1 6.3%	1 33.3% g	0 0.0%	0 0.0%	2 4.9% h	0 0.0% ch	6 27.3% fg	2 8.0%	0 0.0%	3 8.3%	2 14.3%
Mean	2.1	2.1	2.2	2.3	2.7	2.5	2.1	2.5	1.9	2.2	2.0	2.1	2.1
SD	0.6	0.5 d	0.5 d	1.2	0.5 abFhiKl	0.5	0.5 Dg	0.5 fhk	0.7 Dg	0.6 d	0.0	0.5 Dg	0.6 d

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

Topic 1: Marketplace Dynamics - Channel Partners

Do you expect the following channel partner outcomes for your firm to change in the next 12 months: My firm will sell directly to end customers, not through channel partners

N=330	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	93 36.2%	101 39.3%	38 14.8%	25 9.7%	65 32.0%	35 17.2%	28 13.8%	12 5.9%	39 19.2%	24 11.8%	102 53.1%	59 30.7%	31 16.1%
3=Increase	28 30.1%	20 20.6%	11 28.9%	4 16.7%	18 29.0%	6 17.1% d	5 17.9% d	6 50.0% bcf	12 32.4%	4 16.7% d	23 23.7%	16 27.1%	10 32.3%
2=No Change	56 60.2%	68 70.1%	24 63.2%	19 79.2%	38 61.3%	26 74.3%	22 78.6%	6 50.0%	21 56.8%	16 66.7%	71 73.2% b	34 57.6% a	18 58.1%
1=Decrease	9 9.7%	9 9.3%	3 7.9%	1 4.2%	6 9.7%	3 8.6%	1 3.6%	0 0.0%	4 10.8%	4 16.7%	3 3.1% B	9 15.3% A	3 9.7%
Mean	2.2	2.1	2.2	2.1	2.2	2.1	2.1	2.5	2.2	2.0	2.2	2.1	2.2
SD	0.6	0.5	0.6	0.4	0.6	0.5 d	0.4 d	0.5 bcf	0.6	0.6 d	0.5	0.6	0.6

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

Topic 1: Marketplace Dynamics - Channel Partners

Do you expect the following channel partner outcomes for your firm to change in the next 12 months: Partner's level of power in our relationship

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	204 100.0%	12 5.9%	17 8.3%	3 1.5%	7 3.4%	6 2.9%	41 20.1%	15 7.4%	23 11.3%	26 12.7%	2 1.0%	38 18.6%	14 6.9%
3=Increase	63 22.3%	2 16.7%	5 31.3%	1 33.3%	1 14.3%	1 16.7%	10 24.4%	5 33.3%	5 22.7%	6 24.0%	0 0.0%	4 11.4%	4 30.8%
2=No Change	180 63.8%	6 50.0%	9 56.3%	2 66.7%	3 42.9% k	2 33.3% k	23 56.1% k	9 60.0%	13 59.1%	18 72.0%	2 100.0%	28 80.0% defl	6 46.2% k
1=Decrease	39 13.8%	4 33.3% ik	2 12.5%	0 0.0%	3 42.9% ik	3 50.0% glk	8 19.5%	1 6.7%	4 18.2%	1 4.0% adE	0 0.0%	3 8.6% ade	3 23.1%
Mean	2.1	1.8	2.2	2.3	1.7	1.7	2.0	2.3	2.0	2.2	2.0	2.0	2.1
SD	0.6	0.7	0.7	0.6	0.8	0.8	0.7	0.6	0.7	0.5	0.0	0.5	0.8

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

Topic 1: Marketplace Dynamics - Channel Partners

Do you expect the following channel partner outcomes for your firm to change in the next 12 months: Partner's level of power in our relationship

N=330	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	93 36.2%	101 39.3%	38 14.8%	25 9.7%	65 32.0%	35 17.2%	28 13.8%	12 5.9%	39 19.2%	24 11.8%	102 53.1%	59 30.7%	31 16.1%
3=Increase	23 24.7%	17 17.7%	10 26.3%	5 21.7%	11 17.7% f	8 22.9%	7 25.0%	3 25.0%	7 19.4%	9 39.1% a	12 12.5% BC	23 39.0% A	10 33.3% A
2=No Change	48 51.6% B	72 75.0% A	24 63.2%	15 65.2%	42 67.7%	21 60.0%	16 57.1%	6 50.0%	23 63.9%	11 47.8%	68 70.8% Bc	28 47.5% A	15 50.0% a
1=Decrease	22 23.7% B	7 7.3% A	4 10.5%	3 13.0%	9 14.5%	6 17.1%	5 17.9%	3 25.0%	6 16.7%	3 13.0%	16 16.7%	8 13.6%	5 16.7%
Mean	2.0	2.1	2.2	2.1	2.0	2.1	2.1	2.0	2.0	2.3	2.0	2.3	2.2
SD	0.7	0.5	0.6	0.6	0.6	0.6	0.7	0.7	0.6	0.7	0.5 B	0.7 A	0.7

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

Topic 2: Firm Growth Strategies

Allocate 100 points to reflect your firm's spending in each of the four growth strategies during the prior 12 months.

N=295 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	295	12	24	5	10	6	46	20	24	33	6
Percent	100.0%	4.6%	9.2%	1.9%	3.8%	2.3%	17.6%	7.6%	9.2%	12.6%	2.3%	21.4%	7.6%
Existing products or services in existing markets	295 54.1 26.9	12 39.2 21.4 cDgiJ	24 52.3 28.5	5 74.0 24.8 af	10 71.5 26.1 Afh	6 50.0 18.2	46 49.3 25.6 cdj	20 62.8 29.7 a	24 49.2 25.1 dj	33 59.7 23.5 a	6 76.7 24.2 AfhI	56 54.7 28.0	20 52.5 24.6 j
Existing products or services in new markets	295 15.3 14.0	12 20.8 18.1	24 15.6 17.8	5 17.0 14.8	10 11.5 10.6	6 13.3 6.1	46 14.4 12.2	20 11.3 12.7	24 13.1 10.1	33 15.2 15.8	6 13.3 10.3	56 16.3 13.0	20 15.5 11.1
New products or services in existing markets	295 19.8 16.5	12 27.5 19.4 cdJ	24 18.0 11.9 cfJ	5 4.0 6.5 abfHkl	10 12.0 12.1 afh	6 12.5 7.6 j	46 27.3 20.3 bcdiJK	20 18.9 19.6	24 24.0 15.0 CdJ	33 18.3 17.2 fj	6 3.3 4.1 ABeFHikL	56 18.2 14.8 cFj	20 21.3 14.7 cJ
New products or services in new markets	295 10.8 16.2	12 12.5 18.9	24 14.1 22.0	5 5.0 7.1	10 5.0 9.7 e	6 24.2 19.6 dFGI	46 9.0 10.2 E	20 7.2 8.8 E	24 13.8 21.5	33 6.8 10.6 E	6 6.7 11.7	56 10.8 16.6	20 10.8 14.3

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

Topic 2: Firm Growth Strategies

Allocate 100 points to reflect your firm's spending in each of the four growth strategies during the prior 12 months.

N=295 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Number	100	116	43	34	87	49	34	15	48	27	136	77
Percent	34.1%	39.6%	14.7%	11.6%	33.5%	18.8%	13.1%	5.8%	18.5%	10.4%	54.4%	30.8%	14.8%
Existing products or services in existing markets	100 48.5 24.4 D	116 55.1 27.0	43 54.6 30.0	34 64.9 26.2 A	87 50.7 29.1	49 58.0 25.2	34 54.1 27.3	15 56.2 34.2	48 59.5 20.4	27 50.4 25.0	136 55.6 26.4	77 51.9 26.7	37 55.3 28.3
Existing products or services in new markets	100 16.5 11.5	116 15.7 15.5	43 13.3 15.5	34 12.6 13.7	87 16.1 15.8	49 14.4 12.7	34 15.4 12.0	15 12.5 11.9	48 12.9 10.4	27 17.4 13.5	136 15.7 13.4	77 14.5 12.2	37 13.8 16.2
New products or services in existing markets	100 23.9 17.8 bd	116 18.2 14.6 a	43 19.4 15.7	34 15.0 17.7 a	87 18.1 16.5	49 21.8 19.7	34 20.7 18.3	15 19.5 15.1	48 20.7 14.2	27 22.9 16.5	136 18.2 15.9 b	77 23.8 17.3 a	37 20.5 18.6
New products or services in new markets	100 11.1 12.6	116 10.9 17.7	43 12.7 20.6	34 7.5 14.0	87 15.0 22.1 Be	49 5.8 8.4 Ad	34 9.7 12.2	15 11.8 12.7 b	48 6.9 7.6 a	27 9.4 9.1	136 10.5 16.1	77 9.9 10.6	37 10.4 19.3

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

Topic 2: Firm Growth Strategies

Allocate 100 points to reflect your firm's spending in each of the four growth strategies during the next 12 months

N=295 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	295	12	23	5	10	6	45	20	24	34	6
Percent	100.0%	4.6%	8.8%	1.9%	3.8%	2.3%	17.2%	7.6%	9.2%	13.0%	2.3%	21.8%	7.6%
Existing products or services in existing markets	295 48.7 25.7	12 35.8 21.7 DgIJ	23 46.3 21.4 dj	5 52.0 37.0	10 66.0 27.3 AbfHk	6 50.0 23.9	45 46.2 25.9 dj	20 58.5 28.5 ah	24 39.8 20.2 DgIJ	34 56.9 22.1 AH	6 72.5 27.3 AbfHkl	57 46.7 26.5 dj	20 47.5 24.4 j
Existing products or services in new markets	295 17.0 14.3	12 19.2 12.6	23 16.1 15.6	5 30.0 18.7 efgi	10 13.5 12.5	6 9.2 3.8 c	45 15.3 11.6 c	20 14.0 13.4 c	24 18.1 11.5	34 14.4 15.1 c	6 15.8 10.7	57 19.6 14.6	20 19.0 17.5
New products or services in existing markets	295 22.5 17.4	12 32.9 21.3 cdiJk	23 26.2 15.4 cdJ	5 10.0 15.4 ab	10 13.5 10.8 abf	6 20.0 8.4 j	45 28.6 21.2 dijk	20 20.5 20.7	24 24.8 17.4 j	34 19.7 13.7 afj	6 5.8 8.0 ABefhikl	57 20.0 14.4 afj	20 22.0 14.4 j
New products or services in new markets	295 11.8 14.5	12 12.1 11.8	23 11.4 11.3	5 8.0 11.5	10 7.0 10.6	6 20.8 17.2 fg	45 9.8 10.6 eh	20 7.0 8.5 eh	24 17.3 20.1 fg	34 9.0 12.9	6 5.8 12.0	57 13.8 18.6	20 11.5 9.6

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

Topic 2: Firm Growth Strategies

Allocate 100 points to reflect your firm's spending in each of the four growth strategies during the next 12 months

N=295 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Number	101	115	43	35	86	50	35	16	47	26	135	78
Percent	34.4%	39.1%	14.6%	11.9%	33.1%	19.2%	13.5%	6.2%	18.1%	10.0%	54.0%	31.2%	14.8%
Existing products or services in existing markets	101 42.4 22.3 bD	115 50.1 24.9 a	43 50.2 29.7 C	35 59.6 28.1 A	86 45.8 26.6 e	50 50.2 25.4	35 45.4 26.7 e	16 53.6 33.0	47 56.0 19.4 acf	26 45.2 25.0 e	135 49.6 25.2	78 47.2 25.9	37 50.1 26.3
Existing products or services in new markets	101 17.8 11.0	115 17.9 16.3	43 14.4 12.4	35 14.9 17.7	86 18.4 16.5	50 16.4 11.4	35 19.3 15.3	16 11.0 11.4	47 14.3 10.1	26 18.5 13.7	135 17.6 13.5	78 16.3 13.7	37 14.5 13.5
New products or services in existing markets	101 27.3 18.0 BD	115 20.0 15.2 A	43 24.4 20.8 d	35 15.3 14.0 Ac	86 20.2 15.9	50 26.0 22.1	35 23.6 18.1	16 23.3 14.4	47 21.3 12.7	26 24.9 17.8	135 20.8 16.3	78 25.0 18.1	37 23.6 16.5
New products or services in new markets	101 12.5 11.8	115 12.0 15.7	43 11.0 12.6	35 10.3 19.3	86 15.6 19.1 Be	50 7.4 10.6 A	35 11.6 12.9	16 12.1 12.7	47 8.5 8.0 a	26 11.5 10.1	135 11.9 15.9	78 11.4 11.3	37 11.8 17.0

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

Topic 2: Firm Growth Strategies

Rate the top three reasons (1,2,3) your firm is pursuing this growth strategy: Pressure from price-sensitive customers

N=294	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	262 100.0%	12 4.6%	24 9.2%	5 1.9%	10 3.8%	6 2.3%	45 17.2%	20 7.6%	25 9.5%	34 13.0%	6 2.3%	56 21.4%	19 7.3%
1st	41 31.8%	1 20.0%	4 40.0%	2 50.0%	1 50.0%	0 0.0%	7 33.3%	2 20.0%	3 37.5%	3 16.7%	0 0.0%	9 40.9%	4 50.0%
2nd	35 27.1%	1 20.0%	2 20.0%	1 25.0%	0 0.0%	1 50.0%	4 19.0%	4 40.0%	0 0.0%	9 50.0%	3 100.0%	6 27.3%	0 0.0%
3rd	53 41.1%	3 60.0%	4 40.0%	1 25.0%	1 50.0%	1 50.0%	10 47.6%	4 40.0%	5 62.5%	6 33.3%	0 0.0%	7 31.8%	4 50.0%

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

Topic 2: Firm Growth Strategies

Rate the top three reasons (1,2,3) your firm is pursuing this growth strategy: Pressure from price-sensitive customers

N=294	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
Total	99 33.9%	116 39.7%	42 14.4%	35 12.0%	85 32.6%	49 18.8%	35 13.4%	16 6.1%	48 18.4%	28 10.7%	134 53.2%	80 31.7%	38 15.1%
1st	14 35.0%	14 29.8%	9 39.1%	3 17.6%	9 23.7%	13 50.0%	4 28.6%	2 25.0%	5 31.3%	3 30.0%	21 34.4%	8 26.7%	4 23.5%
2nd	7 17.5%	14 29.8%	6 26.1%	8 47.1%	15 39.5%	4 15.4%	3 21.4%	2 25.0%	2 12.5%	4 40.0%	17 27.9%	9 30.0%	5 29.4%
3rd	19 47.5%	19 40.4%	8 34.8%	6 35.3%	14 36.8%	9 34.6%	7 50.0%	4 50.0%	9 56.3%	3 30.0%	23 37.7%	13 43.3%	8 47.1%

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

Topic 2: Firm Growth Strategies

Rate the top three reasons (1,2,3) your firm is pursuing this growth strategy: The opportunity to leverage brands

N=294	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	262 100.0%	12 4.6%	24 9.2%	5 1.9%	10 3.8%	6 2.3%	45 17.2%	20 7.6%	25 9.5%	34 13.0%	6 2.3%	56 21.4%	19 7.3%
1st	46 29.5%	4 57.1%	6 37.5%	1 50.0%	1 33.3%	0 0.0%	5 23.8%	3 33.3%	4 28.6%	3 20.0%	1 50.0%	5 15.2%	5 41.7%
2nd	58 37.2%	2 28.6%	4 25.0%	1 50.0%	1 33.3%	2 66.7%	9 42.9%	2 22.2%	6 42.9%	5 33.3%	0 0.0%	13 39.4%	6 50.0%
3rd	52 33.3%	1 14.3%	6 37.5%	0 0.0%	1 33.3%	1 33.3%	7 33.3%	4 44.4%	4 28.6%	7 46.7%	1 50.0%	15 45.5%	1 8.3%

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

Topic 2: Firm Growth Strategies

Rate the top three reasons (1,2,3) your firm is pursuing this growth strategy: The opportunity to leverage brands

N=294	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	99 33.9%	116 39.7%	42 14.4%	35 12.0%	85 32.6%	49 18.8%	35 13.4%	16 6.1%	48 18.4%	28 10.7%	134 53.2%	80 31.7%
1st	13 26.0% c	16 24.6% c	12 50.0% ab	5 29.4%	12 23.5%	4 20.0%	7 33.3%	4 50.0%	6 27.3%	6 40.0%	17 24.3%	15 34.9%	5 26.3%
2nd	23 46.0%	20 30.8%	9 37.5%	6 35.3%	14 27.5%	10 50.0%	9 42.9%	3 37.5%	10 45.5%	6 40.0%	27 38.6%	15 34.9%	6 31.6%
3rd	14 28.0%	29 44.6% C	3 12.5% B	6 35.3%	25 49.0% f	6 30.0%	5 23.8%	1 12.5%	6 27.3%	3 20.0% a	26 37.1%	13 30.2%	8 42.1%

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

Topic 2: Firm Growth Strategies

Rate the top three reasons (1,2,3) your firm is pursuing this growth strategy: Pressure from the stock market

N=294	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	262 100.0%	12 4.6%	24 9.2%	5 1.9%	10 3.8%	6 2.3%	45 17.2%	20 7.6%	25 9.5%	34 13.0%	6 2.3%	56 21.4%	19 7.3%
1st	13 41.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	2 40.0%	1 50.0%	5 83.3%	2 40.0%	0 0.0%	0 0.0%	0 0.0%
2nd	11 35.5%	0 0.0%	1 100.0%	0 0.0%	2 50.0%	0 0.0%	2 40.0%	1 50.0%	1 16.7%	2 40.0%	0 0.0%	1 50.0%	0 0.0%
3rd	7 22.6%	1 100.0%	0 0.0%	0 0.0%	2 50.0%	1 50.0%	1 20.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 50.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

Rate the top three reasons (1,2,3) your firm is pursuing this growth strategy: Pressure from the stock market

N=294	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	99 33.9%	116 39.7%	42 14.4%	35 12.0%	85 32.6%	49 18.8%	35 13.4%	16 6.1%	48 18.4%	28 10.7%	134 53.2%	80 31.7%
1st	7 63.6%	4 36.4%	1 20.0%	1 25.0%	0 0.0%	1 100.0%	1 33.3%	0 0.0%	6 60.0%	3 37.5%	2 33.3%	6 40.0%	2 50.0%
2nd	2 18.2%	4 36.4%	3 60.0%	2 50.0%	1 33.3%	0 0.0%	1 33.3%	3 100.0%	2 20.0%	3 37.5%	2 33.3%	6 40.0%	1 25.0%
3rd	2 18.2%	3 27.3%	1 20.0%	1 25.0%	2 66.7%	0 0.0%	1 33.3%	0 0.0%	2 20.0%	2 25.0%	2 33.3%	3 20.0%	1 25.0%

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

Topic 2: Firm Growth Strategies

Rate the top three reasons (1,2,3) your firm is pursuing this growth strategy: The ambition of company leaders

N=294	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	262 100.0%	12 4.6%	24 9.2%	5 1.9%	10 3.8%	6 2.3%	45 17.2%	20 7.6%	25 9.5%	34 13.0%	6 2.3%	56 21.4%	19 7.3%
1st	53 31.7%	3 42.9%	4 25.0%	1 50.0%	3 42.9%	1 33.3%	8 33.3%	3 25.0%	7 50.0%	7 33.3%	0 0.0%	12 33.3%	3 30.0%
2nd	58 34.7%	2 28.6%	5 31.3%	0 0.0%	3 42.9%	2 66.7%	10 41.7%	4 33.3%	4 28.6%	4 19.0%	3 75.0%	13 36.1%	3 30.0%
3rd	56 33.5%	2 28.6%	7 43.8%	1 50.0%	1 14.3%	0 0.0%	6 25.0%	5 41.7%	3 21.4%	10 47.6%	1 25.0%	11 30.6%	4 40.0%

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

Topic 2: Firm Growth Strategies

Rate the top three reasons (1,2,3) your firm is pursuing this growth strategy: The ambition of company leaders

N=294	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	99 33.9%	116 39.7%	42 14.4%	35 12.0%	85 32.6%	49 18.8%	35 13.4%	16 6.1%	48 18.4%	28 10.7%	134 53.2%	80 31.7%
1st	21 38.2%	20 27.8%	5 23.8%	7 38.9%	24 44.4%	8 28.6%	5 29.4%	3 42.9%	7 22.6%	5 26.3%	27 32.5%	18 36.7%	6 30.0%
2nd	18 32.7%	24 33.3%	7 33.3%	8 44.4%	15 27.8%	11 39.3%	5 29.4%	2 28.6%	15 48.4%	4 21.1%	30 36.1%	15 30.6%	7 35.0%
3rd	16 29.1%	28 38.9%	9 42.9%	3 16.7%	15 27.8%	9 32.1%	7 41.2%	2 28.6%	9 29.0%	10 52.6%	26 31.3%	16 32.7%	7 35.0%

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

Topic 2: Firm Growth Strategies

Rate the top three reasons (1,2,3) your firm is pursuing this growth strategy: Threat of foreign competitors

N=294	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	262 100.0%	12 4.6%	24 9.2%	5 1.9%	10 3.8%	6 2.3%	45 17.2%	20 7.6%	25 9.5%	34 13.0%	6 2.3%	56 21.4%	19 7.3%
1st	8 21.1%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	5 35.7%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%
2nd	13 34.2%	1 33.3%	1 33.3%	0 0.0%	2 100.0%	0 0.0%	4 28.6%	0 0.0%	2 40.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%
3rd	17 44.7%	1 33.3%	2 66.7%	0 0.0%	0 0.0%	0 0.0%	5 35.7%	0 0.0%	3 60.0%	1 50.0%	0 0.0%	3 75.0%	1 100.0%

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

Topic 2: Firm Growth Strategies

Rate the top three reasons (1,2,3) your firm is pursuing this growth strategy: Threat of foreign competitors

N=294	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	99 33.9%	116 39.7%	42 14.4%	35 12.0%	85 32.6%	49 18.8%	35 13.4%	16 6.1%	48 18.4%	28 10.7%	134 53.2%	80 31.7%
1st	5 20.8%	1 16.7%	2 28.6%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	1 33.3%	1 11.1%	4 66.7%	4 20.0%	4 40.0%	0 0.0%
2nd	9 37.5%	2 33.3%	2 28.6%	0 0.0%	3 60.0%	2 28.6%	1 25.0%	0 0.0%	4 44.4%	1 16.7%	6 30.0%	4 40.0%	1 25.0%
3rd	10 41.7%	3 50.0%	3 42.9%	1 100.0%	2 40.0%	4 57.1%	3 75.0%	2 66.7%	4 44.4%	1 16.7%	10 50.0%	2 20.0%	3 75.0%

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

Topic 2: Firm Growth Strategies

Rate the top three reasons (1,2,3) your firm is pursuing this growth strategy: Threat of domestic competitors

N=294	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	262 100.0%	12 4.6%	24 9.2%	5 1.9%	10 3.8%	6 2.3%	45 17.2%	20 7.6%	25 9.5%	34 13.0%	6 2.3%	56 21.4%	19 7.3%
1st	29 25.0%	1 33.3%	2 28.6%	1 33.3%	1 25.0%	0 0.0%	3 17.6%	3 33.3%	0 0.0%	6 40.0%	1 25.0%	5 26.3%	2 20.0%
2nd	41 35.3%	0 0.0%	2 28.6%	2 66.7%	1 25.0%	0 0.0%	7 41.2%	3 33.3%	6 54.5%	4 26.7%	0 0.0%	7 36.8%	3 30.0%
3rd	46 39.7%	2 66.7%	3 42.9%	0 0.0%	2 50.0%	1 100.0%	7 41.2%	3 33.3%	5 45.5%	5 33.3%	3 75.0%	7 36.8%	5 50.0%

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

Topic 2: Firm Growth Strategies

Rate the top three reasons (1,2,3) your firm is pursuing this growth strategy: Threat of domestic competitors

N=294	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	99 33.9%	116 39.7%	42 14.4%	35 12.0%	85 32.6%	49 18.8%	35 13.4%	16 6.1%	48 18.4%	28 10.7%	134 53.2%	80 31.7%
1st	8 20.5%	9 22.0%	5 33.3%	7 35.0%	8 28.6%	3 12.5% c	7 43.8% be	2 33.3%	2 10.0% c	2 25.0%	9 18.0%	8 26.7%	7 41.2%
2nd	14 35.9%	19 46.3%	4 26.7%	4 20.0%	9 32.1%	11 45.8%	4 25.0%	3 50.0%	7 35.0%	1 12.5%	24 48.0% b	6 20.0% a	4 23.5%
3rd	17 43.6%	13 31.7%	6 40.0%	9 45.0%	11 39.3%	10 41.7%	5 31.3%	1 16.7%	11 55.0%	5 62.5%	17 34.0%	16 53.3%	6 35.3%

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

Topic 2: Firm Growth Strategies

Rate the top three reasons (1,2,3) your firm is pursuing this growth strategy: The opportunity to leverage existing customer relationships

N=294	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	262 100.0%	12 4.6%	24 9.2%	5 1.9%	10 3.8%	6 2.3%	45 17.2%	20 7.6%	25 9.5%	34 13.0%	6 2.3%	56 21.4%	19 7.3%
1st	104 43.5%	2 25.0%	8 42.1%	0 0.0%	4 50.0%	3 50.0%	15 44.1%	8 44.4%	6 35.3%	12 46.2%	4 80.0%	25 51.0%	5 31.3%
2nd	76 31.8%	5 62.5%	9 47.4%	1 25.0%	1 12.5%	1 16.7%	9 26.5%	6 33.3%	6 35.3%	10 38.5%	0 0.0%	15 30.6%	7 43.8%
3rd	59 24.7%	1 12.5%	2 10.5%	3 75.0%	3 37.5%	2 33.3%	10 29.4%	4 22.2%	5 29.4%	4 15.4%	1 20.0%	9 18.4%	4 25.0%

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

Topic 2: Firm Growth Strategies

Rate the top three reasons (1,2,3) your firm is pursuing this growth strategy: The opportunity to leverage existing customer relationships

N=294	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
Total	99 33.9%	116 39.7%	42 14.4%	35 12.0%	85 32.6%	49 18.8%	35 13.4%	16 6.1%	48 18.4%	28 10.7%	134 53.2%	80 31.7%	38 15.1%
1st	31 39.7%	52 51.0% c	8 27.6% b	12 42.9%	32 43.8%	19 48.7%	11 35.5%	4 30.8%	21 58.3% f	5 27.8% e	54 49.1% b	21 33.3% a	14 45.2%
2nd	26 33.3%	32 31.4%	10 34.5%	7 25.0%	27 37.0%	11 28.2%	12 38.7%	3 23.1%	8 22.2% f	9 50.0% e	28 25.5%	25 39.7%	13 41.9%
3rd	21 26.9%	18 17.6% c	11 37.9% b	9 32.1%	14 19.2% d	9 23.1%	8 25.8%	6 46.2%	7 19.4%	4 22.2%	28 25.5%	17 27.0%	4 12.9% a

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

Topic 2: Firm Growth Strategies

Allocate 100 points to reflect how your firm will grow during the next 12 months.

N=296 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	296	12	23	4	10	6	45	20	26	34	6
Percent	100.0%	4.6%	8.7%	1.5%	3.8%	2.3%	17.1%	7.6%	9.9%	12.9%	2.3%	21.7%	7.6%
Growth from your firm internally	296	12	23	4	10	6	45	20	26	34	6	57	20
	72.0	76.7	75.1	77.5	75.0	65.8	74.8	81.0	50.2	73.1	73.3	77.0	70.5
	28.7	31.4	22.4	17.1	29.1	32.3	25.9	31.8	32.6	29.8	38.8	24.1	31.9
		h	H		h		H	H	aBdFGIKI	H		H	h
Growth from acquisitions	296	12	23	4	10	6	45	20	26	34	6	57	20
	10.6	4.6	7.2	7.5	16.5	9.2	12.4	14.5	18.8	12.4	5.0	7.1	13.8
	18.4	9.9	11.7	15.0	24.0	10.7	17.1	29.5	24.2	21.6	12.2	13.8	23.9
			h						bK			H	
Growth from partnerships	296	12	23	4	10	6	45	20	26	34	6	57	20
	11.8	10.0	10.5	15.0	6.0	15.0	8.6	4.0	19.0	12.1	5.0	12.9	9.0
	16.3	14.6	11.0	19.1	7.0	20.5	15.2	13.5	20.5	17.5	5.5	16.5	12.7
							h	Hk	fG			g	
Growth from licensing arrangements	296	12	23	4	10	6	45	20	26	34	6	57	20
	5.6	8.8	7.2	0.0	2.5	10.0	4.2	0.5	11.9	2.4	16.7	2.9	6.8
	14.2	14.6	10.0	0.0	6.3	13.0	6.1	2.2	27.2	8.9	40.8	8.7	12.1
		g	G			G	gj	aBEfl	k		fk	hj	g

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

Topic 2: Firm Growth Strategies

Allocate 100 points to reflect how your firm will grow during the next 12 months.

N=296 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Number	99	118	42	35	88	50	35	16	46	27	135	80
Percent	33.7%	40.1%	14.3%	11.9%	33.6%	19.1%	13.4%	6.1%	17.6%	10.3%	53.4%	31.6%	15.0%
Growth from your firm internally	99	118	42	35	88	50	35	16	46	27	135	80	38
	69.6	74.3	74.4	70.3	72.7	77.6	73.0	63.8	77.3	58.1	77.6	68.6	67.1
	28.5	25.6	30.4	35.3	29.8	26.7	30.6	35.4	21.7	30.1	25.0	31.1	33.3
					f	F			F	aBE	bc	a	a
Growth from acquisitions	99	118	42	35	88	50	35	16	46	27	135	80	38
	13.3	8.8	6.5	14.0	6.5	10.3	11.7	23.1	9.8	22.8	8.9	15.4	10.3
	19.3	15.2	16.7	25.9	15.8	21.1	19.5	30.5	12.1	21.0	15.7	22.3	22.4
					DF	f	f	Ae	dF	AbcE	b	a	
Growth from partnerships	99	118	42	35	88	50	35	16	46	27	135	80	38
	12.1	12.7	10.6	8.3	13.4	10.0	9.9	8.8	9.2	12.4	9.6	10.9	14.6
	16.3	17.2	16.5	12.1	18.6	15.2	14.2	14.9	14.1	13.3	14.8	15.7	17.1
Growth from licensing arrangements	99	118	42	35	88	50	35	16	46	27	135	80	38
	5.1	4.1	8.5	7.4	7.4	2.1	5.4	4.4	3.6	6.7	3.9	5.1	8.1
	8.4	12.2	18.0	23.8	20.3	4.1	9.5	7.0	8.1	11.2	11.7	9.7	18.5
						cf	b			b			

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

Topic 3: Marketing Spending

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

N=421 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Communi- cations Media	Mining Construc- tion	Trans- portation	Energy	Manufact- uring	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Number	421	12	24	5	10	6	46	21	26	35	6	59	22
Percent	100.0%	4.4%	8.8%	1.8%	3.7%	2.2%	16.9%	7.7%	9.6%	12.9%	2.2%	21.7%	8.1%
Overall marketing spending	225 6.7 26.5	11 11.1 9.7	21 10.2 24.0	5 29.6 98.0	9 -3.8 25.1	4 11.3 21.0	40 6.2 15.5	14 21.1 52.1	17 8.0 10.8	26 -7.0 24.2	5 25.0 43.3	47 7.5 18.3	17 2.8 5.4
Internet marketing spending	206 12.1 22.8	9 32.2 39.5	17 22.4 47.4	4 27.5 49.4	9 5.6 5.8	6 7.0 11.9	35 13.5 19.1	15 12.7 13.2	17 12.4 19.1	26 6.6 15.1	5 23.0 43.2	39 8.6 11.5	16 6.4 6.5
Traditional advertising spending	190 2.4 32.8	8 -13.5 29.0	16 -1.0 6.8	4 25.0 50.7	9 0.0 5.0	4 0.0 0.0	34 7.6 52.2	15 21.9 57.5	15 2.7 20.8	24 -7.3 19.5	4 -7.5 8.7	33 2.1 26.8	16 -0.4 4.8
Brand building	180 9.1 20.0	6 15.3 18.7	15 11.3 17.0	4 20.8 53.8	8 -3.1 19.3	5 11.6 10.7	32 4.7 8.6	10 5.5 8.0	16 19.8 28.6	21 3.2 19.8	5 23.0 43.5	37 9.8 15.0	14 12.3 26.1
Customer relationship management	180 9.1 22.1	7 18.9 36.0	16 10.0 24.9	4 40.0 73.5	8 13.8 7.9	4 3.8 4.8	33 5.1 7.6	15 5.5 8.2	15 19.7 50.6	21 6.2 11.1	5 12.0 21.7	31 7.0 8.4	15 6.3 7.8
New product introductions	180 8.2 17.1	9 23.9 32.7	18 11.5 15.5	3 40.0 69.3	9 7.8 16.2	5 6.6 8.5	36 8.2 12.1	12 3.5 4.3	15 4.3 8.8	17 1.8 15.9	3 0.0 0.0	29 7.1 18.3	16 7.8 7.1
New service introductions	160 5.1 7.5	3 0.7 1.2	13 4.3 4.6	3 0.0 0.0	7 1.4 2.4	4 9.0 8.2	32 4.1 4.9	11 2.1 4.0	12 6.8 11.3	17 4.9 6.8	4 18.8 22.5	34 7.4 8.2	13 2.9 3.8
Marketing (non-sales) hires	176 7.2 41.3	6 26.8 40.7	15 38.5 128.3	4 -12.5 25.0	8 6.1 12.6	4 9.5 20.6	31 5.7 11.6	11 -0.4 3.6	15 5.7 19.3	20 2.1 8.3	4 25.0 50.0	35 3.7 9.9	15 2.3 5.9
Integrating what we know about marketing	150 8.1 20.9	4 13.0 24.7	13 22.5 54.5	3 20.0 26.5	7 5.7 5.3	4 2.5 2.9	26 7.5 19.6	10 8.6 15.7	14 5.2 10.6	14 2.3 5.6	4 14.3 23.9	32 6.2 11.1	13 8.5 13.6

Topic 3: Marketing Spending

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

N=421 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Communi- cations Media	Mining Construc- tion	Trans- portation	Energy	Manufact- uring	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Developing knowledge about how to do marketing	153	4	15	3	7	4	27	9	14	14	4	35	11
	8.8	3.0	25.2	24.3	17.1	0.8	5.4	6.1	6.5	2.6	14.3	7.6	8.7
	28.0	2.4	76.3	23.8	37.2	1.5	10.8	16.5	8.1	4.9	23.9	17.1	18.1
Marketing training	161	6	12	3	9	4	30	10	14	17	4	33	12
	5.6	14.5	6.9	36.7	1.8	1.3	5.5	1.5	0.8	1.2	1.3	8.4	8.5
	16.1	18.8	14.7	54.8	5.0	2.5	10.2	3.4	8.7	4.5	2.5	24.0	17.3
Marketing research and intelligence	179	8	17	4	8	4	31	12	15	20	4	36	12
	8.0	10.3	24.8	26.3	1.9	3.8	5.9	7.7	5.5	0.6	1.8	8.6	6.3
	25.4	6.7	71.4	49.2	10.0	4.8	12.1	14.1	6.3	7.4	2.4	14.3	8.1
Marketing consulting services	151	4	12	3	7	5	27	10	13	14	4	33	13
	4.7	11.3	7.8	50.0	-2.9	2.0	3.5	2.2	0.8	1.4	13.0	4.3	6.8
	16.2	26.6	10.2	86.6	12.5	4.5	10.6	3.4	8.9	5.7	24.7	10.8	13.7

Topic 3: Marketing Spending

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

N=421 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
Number	110	139	47	44	89	51	35	17	49	28	140	81	39
Percent	32.4%	40.9%	13.8%	12.9%	33.1%	19.0%	13.0%	6.3%	18.2%	10.4%	53.8%	31.2%	15.0%
Overall marketing spending	74 7.5 14.6	89 3.3 20.2	32 20.4 49.9	29 0.2 26.8	73 8.3 23.4	44 8.9 36.9	28 12.4 39.7	12 2.0 10.7	37 1.8 14.3	23 4.3 13.1	110 7.2 26.0	69 3.1 11.3	30 15.6 48.3
Internet marketing spending	69 14.2 27.5	77 9.9 13.0	31 15.8 31.9	28 9.3 19.3	67 10.8 18.6	36 21.5 38.6	29 13.4 28.0	12 8.5 8.2	34 7.7 6.8	21 10.4 10.5	98 10.9 20.7	64 10.9 16.0	30 21.2 39.4
Traditional advertising spending	68 4.6 39.6	67 1.4 20.1	27 10.3 47.1	27 -8.3 18.0	58 -2.0 22.5	33 6.5 41.2	26 2.1 26.1	12 -1.5 9.5	35 1.7 17.9	19 14.8 69.1	89 4.4 36.6	59 -0.1 18.3	30 2.9 47.3
Brand building	63 9.7 17.5	72 8.7 19.2	21 11.9 24.0	24 6.5 25.4	61 9.7 19.2	27 15.2 28.0	25 11.2 25.4	9 5.1 3.2	31 5.4 16.8	20 5.8 12.9	88 9.9 18.6	54 6.0 15.9	27 16.1 31.1
Customer relationship management	63 7.1 14.1	68 9.7 24.9	26 14.5 34.3	21 7.1 12.6	61 9.3 15.5	31 17.0 38.8	25 12.3 30.2	9 4.3 5.1	27 3.4 7.0	21 3.9 6.6	83 11.1 29.3	57 5.6 7.5	29 11.9 20.9
New product introductions	72 9.8 15.6	61 3.9 6.2	26 16.9 30.8	21 4.4 17.2	58 9.9 21.3	30 9.2 15.0	26 12.3 24.5	10 5.6 7.3	31 2.6 6.9	19 6.1 8.6	84 7.7 15.7	57 9.0 16.2	27 9.1 25.6
New service introductions	54 3.6 4.4	69 6.4 8.2	17 3.4 5.8	19 5.8 11.9	57 6.7 9.3	21 5.7 9.0	19 2.8 5.8	11 4.7 6.4	26 3.4 4.3	20 4.2 6.1	78 5.5 7.7	47 4.3 5.8	24 4.8 10.4
Marketing (non-sales) hires	58 12.4 67.5	69 3.3 14.4	26 6.1 22.2	22 7.0 21.9	57 5.4 20.7	29 24.8 92.4	23 2.6 18.1	9 5.2 10.9	30 3.3 7.7	20 5.3 14.0	84 3.5 18.4	51 5.1 14.4	26 27.1 98.5

Topic 3: Marketing Spending

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

N=421 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
Integrating what we know about marketing	51 9.0 28.6	64 7.6 15.7	18 10.4 18.5	17 5.1 12.8	54 8.0 13.0	22 19.3 43.4	17 5.6 12.7	7 1.6 4.0	27 3.5 5.4	18 7.9 23.3	72 6.8 12.6	45 6.4 15.3	23 17.7 43.1
Developing knowledge about how to do marketing	50 11.5 43.2	67 7.7 17.6	19 9.8 15.9	17 4.5 12.1	56 6.7 9.0	22 28.4 65.5	18 5.1 11.8	8 1.6 5.6	26 7.7 21.6	17 1.9 3.5	75 4.9 8.4	45 7.7 16.7	23 27.0 64.9
Marketing training	53 4.9 11.3	66 6.2 18.5	22 9.3 24.0	19 1.8 2.8	55 5.0 15.6	23 11.7 23.4	20 8.9 22.1	7 0.4 4.6	28 2.6 10.4	21 5.2 10.8	77 6.3 17.1	52 5.2 16.1	23 4.5 13.2
Marketing research and intelligence	60 11.4 39.1	72 5.9 11.8	25 11.3 22.0	22 1.9 6.6	56 5.6 6.9	26 20.5 57.7	26 12.9 25.4	11 0.8 6.5	31 4.2 12.4	21 4.2 7.1	83 7.7 15.0	58 4.9 11.1	26 18.6 57.9
Marketing consulting services	50 3.8 10.5	63 3.7 10.6	20 9.9 35.4	18 5.2 11.9	55 4.6 12.5	20 5.3 15.1	18 10.3 35.1	8 1.9 5.3	28 3.0 11.4	18 4.2 7.9	72 5.9 20.6	45 3.0 8.9	24 5.1 14.3

Topic 3: Marketing Spending

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

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Positive	146 64.9%	10 90.9% lj	12 57.1%	3 60.0%	6 66.7%	3 75.0%	27 67.5% i	11 78.6% i	13 76.5% i	11 42.3% Afghk	2 40.0% a	34 72.3% i	10 58.8%
0=Zero	48 21.3%	1 9.1% j	7 33.3%	0 0.0%	2 22.2%	0 0.0%	6 15.0% j	3 21.4%	2 11.8% j	6 23.1%	3 60.0% afhk	9 19.1% j	6 35.3%
-1=Negative	31 13.8%	0 0.0% ci	2 9.5% i	2 40.0% agk	1 11.1%	1 25.0%	7 17.5%	0 0.0% ci	2 11.8%	9 34.6% abgkI	0 0.0%	4 8.5% cI	1 5.9% i
Mean	0.5	0.9	0.5	0.2	0.6	0.5	0.5	0.8	0.6	0.1	0.4	0.6	0.5
SD	0.7	0.3 lj	0.7	1.1	0.7	1.0	0.8 i	0.4 I	0.7 i	0.9 AfGhK	0.5 a	0.6 I	0.6

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

Topic 3: Marketing Spending

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

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%	39 15.0%
1=Positive	59 79.7% BD	50 56.2% A	21 65.6%	15 51.7% A	52 71.2%	28 63.6%	19 67.9%	10 83.3%	21 56.8%	13 56.5%	68 61.8%	41 59.4%	24 80.0%
0=Zero	8 10.8% B	26 29.2% A	8 25.0%	6 20.7%	14 19.2%	8 18.2%	7 25.0%	1 8.3%	11 29.7%	5 21.7%	27 24.5%	15 21.7%	4 13.3%
-1=Negative	7 9.5% d	13 14.6%	3 9.4%	8 27.6% a	7 9.6%	8 18.2%	2 7.1%	1 8.3%	5 13.5%	5 21.7%	15 13.6%	13 18.8%	2 6.7%
Mean	0.7	0.4	0.6	0.2	0.6	0.5	0.6	0.8	0.4	0.3	0.5	0.4	0.7
SD	0.6 BD	0.7 A	0.7	0.9 A	0.7	0.8	0.6	0.6	0.7	0.8	0.7	0.8 c	0.6 b

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

Topic 3: Marketing Spending

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

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Positive	161 78.2%	8 88.9%	15 88.2%	3 75.0%	5 55.6%	3 50.0% f	30 85.7% e	12 80.0%	14 82.4%	21 80.8%	3 60.0%	28 71.8%	14 87.5%
0=Zero	40 19.4%	1 11.1%	2 11.8%	0 0.0%	4 44.4% fi	3 50.0% fi	4 11.4% de	3 20.0%	3 17.6%	3 11.5% de	2 40.0%	10 25.6%	2 12.5%
-1=Negative	5 2.4%	0 0.0%	0 0.0% c	1 25.0% bhk	0 0.0%	0 0.0%	1 2.9%	0 0.0%	0 0.0% c	2 7.7%	0 0.0%	1 2.6% c	0 0.0%
Mean	0.8	0.9	0.9	0.5	0.6	0.5	0.8	0.8	0.8	0.7	0.6	0.7	0.9
SD	0.5	0.3	0.3	1.0	0.5	0.5	0.5	0.4	0.4	0.6	0.5	0.5	0.3

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

Topic 3: Marketing Spending

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

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%	39 15.0%
1=Positive	57 82.6%	57 74.0%	23 74.2%	23 82.1%	49 73.1%	29 80.6%	21 72.4%	11 91.7%	27 79.4%	19 90.5%	70 71.4%	53 82.8%	26 86.7%
0=Zero	11 15.9%	20 26.0%	6 19.4%	3 10.7%	17 25.4%	5 13.9%	6 20.7%	1 8.3%	7 20.6%	2 9.5%	24 24.5%	10 15.6%	4 13.3%
-1=Negative	1 1.4%	0 0.0%	2 6.5%	2 7.1%	1 1.5%	2 5.6%	2 6.9%	0 0.0%	0 0.0%	0 0.0%	4 4.1%	1 1.6%	0 0.0%
Mean	0.8	0.7	0.7	0.8	0.7	0.8	0.7	0.9	0.8	0.9	0.7	0.8	0.9
SD	0.4	0.4	0.6	0.6	0.5	0.6	0.6	0.3	0.4	0.3	0.6	0.4	0.3

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

Topic 3: Marketing Spending

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

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Positive	50 26.3%	2 25.0%	3 18.8%	2 50.0%	1 11.1%	0 0.0%	13 38.2%	5 33.3%	3 20.0%	5 20.8%	0 0.0%	9 27.3%	6 37.5%
0=Zero	85 44.7%	2 25.0%	9 56.3%	1 25.0%	7 77.8%	4 100.0%	8 23.5%	7 46.7%	5 33.3%	10 41.7%	1 25.0%	19 57.6%	7 43.8%
-1=Negative	55 28.9%	4 50.0%	4 25.0%	1 25.0%	1 11.1%	0 0.0%	13 38.2%	3 20.0%	7 46.7%	9 37.5%	3 75.0%	5 15.2%	3 18.8%
Mean	0.0	-0.3	-0.1	0.3	0.0	0.0	0.0	0.1	-0.3	-0.2	-0.8	0.1	0.2
SD	0.7	0.9	0.7	1.0	0.5	0.0	0.9	0.7	0.8	0.8	0.5	0.6	0.8
					j			j			dgkl	j	j

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

Topic 3: Marketing Spending

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

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%	39 15.0%
1=Positive	20 29.4%	12 17.9%	11 40.7%	6 22.2%	15 25.9%	7 21.2%	8 30.8%	5 41.7%	10 28.6%	4 21.1%	25 28.1%	15 25.4%	8 26.7%
		c	b										
0=Zero	23 33.8%	45 67.2%	9 33.3%	8 29.6%	30 51.7%	15 45.5%	11 42.3%	3 25.0%	14 40.0%	9 47.4%	48 53.9%	20 33.9%	11 36.7%
	B	ACD	B	B							b	a	
-1=Negative	25 36.8%	10 14.9%	7 25.9%	13 48.1%	13 22.4%	11 33.3%	7 26.9%	4 33.3%	11 31.4%	6 31.6%	16 18.0%	24 40.7%	11 36.7%
	B	AD		B							Bc	A	a
Mean	-0.1	0.0	0.1	-0.3	0.0	-0.1	0.0	0.1	0.0	-0.1	0.1	-0.2	-0.1
SD	0.8	0.6	0.8	0.8	0.7	0.7	0.8	0.9	0.8	0.7	0.7	0.8	0.8
											b	a	

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

Topic 3: Marketing Spending

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

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Positive	116 64.4%	5 83.3%	10 66.7%	2 50.0%	4 50.0%	5 100.0%	16 50.0%	5 50.0%	12 75.0%	12 57.1%	2 40.0%	28 75.7%	10 71.4%
0=Zero	54 30.0%	1 16.7%	5 33.3%	1 25.0%	3 37.5%	0 0.0%	13 40.6%	5 50.0%	3 18.8%	6 28.6%	3 60.0%	9 24.3%	3 21.4%
-1=Negative	10 5.6%	0 0.0%	0 0.0%	1 25.0%	1 12.5%	0 0.0%	3 9.4%	0 0.0%	1 6.3%	3 14.3%	0 0.0%	0 0.0%	1 7.1%
Mean	0.6	0.8	0.7	0.3	0.4	1.0	0.4	0.5	0.7	0.4	0.4	0.8	0.6
SD	0.6	0.4	0.5	1.0	0.7	0.0	0.7 k	0.5	0.6	0.7 k	0.5	0.4 fi	0.6

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

Topic 3: Marketing Spending

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

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
1=Positive	42 66.7%	47 65.3%	12 57.1%	15 62.5%	43 70.5%	15 55.6%	15 60.0%	8 88.9%	19 61.3%	10 50.0%	56 63.6%	35 64.8%	19 70.4%
0=Zero	18 28.6%	20 27.8%	8 38.1%	8 33.3%	15 24.6%	11 40.7%	9 36.0%	1 11.1%	8 25.8%	9 45.0%	28 31.8%	16 29.6%	6 22.2%
-1=Negative	3 4.8%	5 6.9%	1 4.8%	1 4.2%	3 4.9%	1 3.7%	1 4.0%	0 0.0%	4 12.9%	1 5.0%	4 4.5%	3 5.6%	2 7.4%
Mean	0.6	0.6	0.5	0.6	0.7	0.5	0.6	0.9	0.5	0.5	0.6	0.6	0.6
SD	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.3	0.7	0.6	0.6	0.6	0.6

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

Topic 3: Marketing Spending

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

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Positive	116 64.4%	6 85.7%	9 56.3%	2 50.0%	7 87.5%	2 50.0%	19 57.6%	9 60.0%	11 73.3%	14 66.7%	2 40.0%	21 67.7%	11 73.3%
0=Zero	61 33.9%	1 14.3%	6 37.5%	2 50.0%	1 12.5%	2 50.0%	14 42.4%	6 40.0%	3 20.0%	6 28.6%	3 60.0%	10 32.3%	4 26.7%
-1=Negative	3 1.7%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	1 4.8%	0 0.0%	0 0.0%	0 0.0%
Mean	0.6	0.9	0.5	0.5	0.9	0.5	0.6	0.6	0.7	0.6	0.4	0.7	0.7
SD	0.5	0.4	0.6	0.6	0.4	0.6	0.5	0.5	0.6	0.6	0.5	0.5	0.5

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

Topic 3: Marketing Spending

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

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%	39 15.0%
1=Positive	41 65.1%	46 67.6%	16 61.5%	11 52.4%	42 68.9%	22 71.0%	16 64.0%	6 66.7%	13 48.1%	12 57.1%	51 61.4%	38 66.7%	19 65.5%
0=Zero	21 33.3%	20 29.4%	10 38.5%	10 47.6%	18 29.5%	9 29.0%	9 36.0%	3 33.3%	12 44.4%	9 42.9%	30 36.1%	19 33.3%	9 31.0%
-1=Negative	1 1.6%	2 2.9%	0 0.0%	0 0.0%	1 1.6%	0 0.0%	0 0.0%	0 0.0%	2 7.4%	0 0.0%	2 2.4%	0 0.0%	1 3.4%
Mean	0.6	0.6	0.6	0.5	0.7	0.7	0.6	0.7	0.4	0.6	0.6	0.7	0.6
SD	0.5	0.5	0.5	0.5	0.5 e	0.5 e	0.5	0.5	0.6 ab	0.5	0.5	0.5	0.6

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

Topic 3: Marketing Spending

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

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Positive	116 64.4%	7 77.8% j	12 66.7% j	1 33.3%	4 44.4%	4 80.0%	28 77.8% Jk	6 50.0%	10 66.7% j	10 58.8%	0 0.0% abFhl	15 51.7% f	12 75.0% j
0=Zero	58 32.2%	2 22.2% j	5 27.8% j	2 66.7%	5 55.6% f	1 20.0%	7 19.4% dgJk	6 50.0% f	4 26.7% j	4 23.5% j	3 100.0% abFhil	14 48.3% f	4 25.0% j
-1=Negative	6 3.3%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	1 2.8%	0 0.0%	1 6.7%	3 17.6% k	0 0.0%	0 0.0% i	0 0.0%
Mean	0.6	0.8	0.6	0.3	0.4	0.8	0.8	0.5	0.6	0.4	0.0	0.5	0.8
SD	0.6	0.4	0.6	0.6	0.5	0.4	0.5	0.5	0.6	0.8	0.0	0.5	0.4

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

Topic 3: Marketing Spending

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

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%	39 15.0%
1=Positive	59 81.9% BD	29 47.5% A	17 65.4%	11 52.4% A	38 65.5%	17 56.7%	18 69.2%	7 70.0%	18 58.1%	12 63.2%	50 59.5%	38 66.7%	17 63.0%
0=Zero	10 13.9% BcD	30 49.2% A	9 34.6% a	9 42.9% A	19 32.8%	13 43.3%	8 30.8%	2 20.0%	10 32.3%	6 31.6%	32 38.1%	18 31.6%	7 25.9%
-1=Negative	3 4.2%	2 3.3%	0 0.0%	1 4.8%	1 1.7%	0 0.0%	0 0.0%	1 10.0%	3 9.7%	1 5.3%	2 2.4%	1 1.8%	3 11.1%
Mean	0.8	0.4	0.7	0.5	0.6	0.6	0.7	0.6	0.5	0.6	0.6	0.6	0.5
SD	0.5 Bd	0.6 A	0.5	0.6 a	0.5	0.5	0.5	0.7	0.7	0.6	0.5	0.5	0.7

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

Topic 3: Marketing Spending

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

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Positive	92 57.5%	1 33.3%	7 53.8%	0 0.0% eik	2 28.6% ek	4 100.0% cdg	19 59.4%	3 27.3% eik	7 58.3%	12 70.6% cg	3 75.0%	24 70.6% cdg	6 46.2%
0=Zero	67 41.9%	2 66.7%	6 46.2%	3 100.0% eik	5 71.4% eik	0 0.0% cdg	13 40.6%	8 72.7% eik	5 41.7%	4 23.5% cdg	1 25.0%	10 29.4% cdg	7 53.8%
-1=Negative	1 0.6%	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 5.9%	0 0.0%	0 0.0%	0 0.0%
Mean	0.6	0.3	0.5	0.0	0.3	1.0	0.6	0.3	0.6	0.6	0.8	0.7	0.5
SD	0.5	0.6	0.5	0.0	0.5 k	0.0	0.5	0.5 k	0.5	0.6	0.5	0.5 dg	0.5

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

Topic 3: Marketing Spending

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

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%	39 15.0%
1=Positive	30 55.6%	45 65.2%	6 35.3%	10 52.6%	36 63.2%	12 57.1%	6 31.6%	6 54.5%	16 61.5%	11 55.0%	44 56.4%	27 57.4%	12 50.0%
0=Zero	24 44.4%	23 33.3%	11 64.7%	9 47.4%	21 36.8%	9 42.9%	13 68.4%	5 45.5%	9 34.6%	9 45.0%	33 42.3%	20 42.6%	12 50.0%
-1=Negative	0 0.0%	1 1.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	0 0.0%	1 1.3%	0 0.0%	0 0.0%
Mean	0.6	0.6	0.4	0.5	0.6	0.6	0.3	0.5	0.6	0.6	0.6	0.6	0.5
SD	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.6	0.5	0.5	0.5	0.5

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

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Marketing (non-sales) hires

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Positive	80 45.5%	4 66.7%	10 66.7% cg	0 0.0% bf	5 62.5%	2 50.0%	18 58.1% cg	2 18.2% bf	7 46.7%	8 40.0%	1 25.0%	14 40.0%	6 40.0%
0=Zero	76 43.2%	2 33.3%	5 33.3%	3 75.0%	2 25.0%	1 25.0%	10 32.3%	7 63.6%	4 26.7%	9 45.0%	3 75.0%	19 54.3%	8 53.3%
-1=Negative	20 11.4%	0 0.0%	0 0.0% h	1 25.0%	1 12.5%	1 25.0%	3 9.7%	2 18.2%	4 26.7% bk	3 15.0%	0 0.0%	2 5.7% h	1 6.7%
Mean	0.3	0.7	0.7	-0.3	0.5	0.3	0.5	0.0	0.2	0.3	0.3	0.3	0.3
SD	0.7	0.5 cg	0.5 CG	0.5 aBf	0.8	1.0	0.7 cg	0.6 aBf	0.9	0.7	0.5	0.6	0.6

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

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Marketing (non-sales) hires

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%	39 15.0%
1=Positive	37 63.8% Bc	22 31.9% A	10 38.5% a	10 45.5% a	19 33.3% b	17 58.6% a	9 39.1%	6 66.7%	14 46.7%	11 55.0%	30 35.7% bc	28 54.9% a	15 57.7% a
0=Zero	13 22.4% Bcd	40 58.0% A	12 46.2% a	11 50.0% a	35 61.4% bdF	11 37.9% a	9 39.1%	2 22.2% a	12 40.0%	5 25.0% A	48 57.1% B	14 27.5% A	10 38.5%
-1=Negative	8 13.8%	7 10.1%	4 15.4%	1 4.5%	3 5.3% c	1 3.4% c	5 21.7% ab	1 11.1%	4 13.3%	4 20.0%	6 7.1%	9 17.6%	1 3.8%
Mean	0.5	0.2	0.2	0.4	0.3	0.6	0.2	0.6	0.3	0.4	0.3	0.4	0.5
SD	0.7 b	0.6 a	0.7	0.6	0.6 b	0.6 ac	0.8 b	0.7	0.7	0.8	0.6	0.8	0.6

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

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Integrating what we know about marketing

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Positive	82 54.7%	2 50.0%	8 61.5%	2 66.7%	4 57.1%	2 50.0%	15 57.7%	6 60.0%	7 50.0%	6 42.9%	3 75.0%	18 56.3%	7 53.8%
0=Zero	64 42.7%	2 50.0%	5 38.5%	1 33.3%	3 42.9%	2 50.0%	10 38.5%	4 40.0%	7 50.0%	6 42.9%	1 25.0%	13 40.6%	6 46.2%
-1=Negative	4 2.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	0 0.0%	0 0.0%	2 14.3%	0 0.0%	1 3.1%	0 0.0%
Mean	0.5	0.5	0.6	0.7	0.6	0.5	0.5	0.6	0.5	0.3	0.8	0.5	0.5
SD	0.6	0.6	0.5	0.6	0.5	0.6	0.6	0.5	0.5	0.7	0.5	0.6	0.5

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

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Integrating what we know about marketing

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%	39 15.0%
1=Positive	29 56.9%	35 54.7%	11 61.1%	7 41.2%	35 64.8%	12 54.5%	9 52.9%	2 28.6%	13 48.1%	8 44.4%	35 48.6%	30 66.7%	12 52.2%
0=Zero	21 41.2%	27 42.2%	7 38.9%	9 52.9%	18 33.3%	10 45.5%	7 41.2%	4 57.1%	13 48.1%	10 55.6%	34 47.2%	14 31.1%	11 47.8%
-1=Negative	1 2.0%	2 3.1%	0 0.0%	1 5.9%	1 1.9%	0 0.0%	1 5.9%	1 14.3%	1 3.7%	0 0.0%	3 4.2%	1 2.2%	0 0.0%
Mean	0.5	0.5	0.6	0.4	0.6	0.5	0.5	0.1	0.4	0.4	0.4	0.6	0.5
SD	0.5	0.6	0.5	0.6	0.5	0.5	0.6	0.7	0.6	0.5	0.6	0.5	0.5

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

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Developing knowledge about how to do marketing

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Positive	83 54.2%	3 75.0%	9 60.0%	3 100.0% gi	3 42.9%	1 25.0%	14 51.9%	2 22.2% ck	9 64.3%	4 28.6% ck	3 75.0%	24 68.6% gi	5 45.5%
0=Zero	65 42.5%	1 25.0%	6 40.0%	0 0.0% g	3 42.9%	3 75.0%	11 40.7%	7 77.8% chk	4 28.6% g	9 64.3% k	1 25.0%	11 31.4% gi	6 54.5%
-1=Negative	5 3.3%	0 0.0%	0 0.0%	0 0.0%	1 14.3% k	0 0.0%	2 7.4%	0 0.0%	1 7.1%	1 7.1%	0 0.0%	0 0.0% d	0 0.0%
Mean	0.5	0.8	0.6	1.0	0.3	0.3	0.4	0.2	0.6	0.2	0.8	0.7	0.5
SD	0.6	0.5	0.5	0.0	0.8	0.5	0.6	0.4 k	0.6	0.6 K	0.5	0.5 gI	0.5

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

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Developing knowledge about how to do marketing

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%	39 15.0%
1=Positive	28 56.0%	37 55.2%	11 57.9%	7 41.2%	38 67.9%	14 63.6%	7 38.9%	2 25.0%	12 46.2%	6 35.3%	38 50.7%	28 62.2%	12 52.2%
					cdf		a	a		a			
0=Zero	20 40.0%	28 41.8%	7 36.8%	10 58.8%	18 32.1%	8 36.4%	11 61.1%	4 50.0%	12 46.2%	10 58.8%	35 46.7%	16 35.6%	11 47.8%
					c		a						
-1=Negative	2 4.0%	2 3.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 25.0%	2 7.7%	1 5.9%	2 2.7%	1 2.2%	0 0.0%
					De	d	d	Abc	a				
Mean	0.5	0.5	0.5	0.4	0.7	0.6	0.4	0.0	0.4	0.3	0.5	0.6	0.5
SD	0.6	0.6	0.6	0.5	0.5	0.5	0.5	0.8	0.6	0.6	0.6	0.5	0.5
					cDeF	d	a	Ab	a	A			

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

Topic 3: Marketing Spending

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

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Positive	76 47.2%	5 83.3% g	6 50.0%	3 100.0% g	3 33.3%	1 25.0%	18 60.0% g	2 20.0% acf	6 42.9%	7 41.2%	1 25.0%	15 45.5%	7 58.3%
0=Zero	77 47.8%	1 16.7% g	6 50.0%	0 0.0% g	5 55.6%	3 75.0%	9 30.0% G	8 80.0% acF	6 42.9%	8 47.1%	3 75.0%	18 54.5%	5 41.7%
-1=Negative	8 5.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	3 10.0%	0 0.0%	2 14.3% k	2 11.8% k	0 0.0%	0 0.0% hi	0 0.0%
Mean	0.4	0.8	0.5	1.0	0.2	0.3	0.5	0.2	0.3	0.3	0.3	0.5	0.6
SD	0.6	0.4 g	0.5	0.0	0.7	0.5	0.7	0.4 a	0.7	0.7	0.5	0.5	0.5

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

Topic 3: Marketing Spending

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

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%	39 15.0%
1=Positive	29 54.7%	28 42.4%	10 45.5%	8 42.1%	28 50.9%	12 52.2%	11 55.0%	1 14.3%	8 28.6%	14 66.7%	38 49.4%	26 50.0%	9 39.1%
0=Zero	21 39.6%	35 53.0%	10 45.5%	11 57.9%	25 45.5%	11 47.8%	9 45.0%	4 57.1%	17 60.7%	6 28.6%	37 48.1%	23 44.2%	13 56.5%
-1=Negative	3 5.7%	3 4.5%	2 9.1%	0 0.0%	2 3.6%	0 0.0%	0 0.0%	2 28.6%	3 10.7%	1 4.8%	2 2.6%	3 5.8%	1 4.3%
Mean	0.5	0.4	0.4	0.4	0.5	0.5	0.6	-0.1	0.2	0.6	0.5	0.4	0.3
SD	0.6	0.6	0.7	0.5	0.6 de	0.5 De	0.5 De	0.7 aBCF	0.6 abcf	0.6 De	0.6	0.6	0.6

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

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Marketing research and intelligence

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Positive	117 65.4%	8 100.0% dfi	13 76.5%	2 50.0%	4 50.0% a	2 50.0%	16 51.6% ak	8 66.7%	10 66.7%	12 60.0% a	2 50.0%	28 77.8% f	8 66.7%
0=Zero	50 27.9%	0 0.0% f	4 23.5%	2 50.0%	3 37.5%	2 50.0%	13 41.9% ai	4 33.3%	5 33.3%	2 10.0% f	2 50.0%	8 22.2%	3 25.0%
-1=Negative	12 6.7%	0 0.0%	0 0.0% i	0 0.0%	1 12.5% k	0 0.0%	2 6.5% i	0 0.0% i	0 0.0% i	6 30.0% bfgHK	0 0.0%	0 0.0% dI	1 8.3%
Mean	0.6	1.0	0.8	0.5	0.4	0.5	0.5	0.7	0.7	0.3	0.5	0.8	0.6
SD	0.6	0.0	0.4	0.6	0.7 k	0.6	0.6 k	0.5	0.5	0.9 k	0.6	0.4 dfi	0.7

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

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Marketing research and intelligence

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%	39 15.0%
1=Positive	38 63.3%	49 68.1%	17 68.0%	13 59.1%	41 73.2% e	20 76.9% e	19 73.1%	5 45.5%	15 48.4% ab	12 57.1%	53 63.9%	38 65.5%	19 73.1%
0=Zero	20 33.3%	18 25.0%	7 28.0%	5 22.7%	14 25.0%	6 23.1%	6 23.1%	4 36.4%	11 35.5%	8 38.1%	28 33.7%	13 22.4%	7 26.9%
-1=Negative	2 3.3% d	5 6.9%	1 4.0%	4 18.2% a	1 1.8% de	0 0.0% de	1 3.8%	2 18.2% ab	5 16.1% ab	1 4.8%	2 2.4% b	7 12.1% a	0 0.0%
Mean	0.6	0.6	0.6	0.4	0.7	0.8	0.7	0.3	0.3	0.5	0.6	0.5	0.7
SD	0.6	0.6	0.6	0.8	0.5 dE	0.4 dE	0.5 e	0.8 ab	0.7 ABc	0.6	0.5	0.7	0.5

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

Topic 3: Marketing Spending

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

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Positive	56 37.1%	2 50.0%	7 58.3%	1 33.3%	1 14.3%	1 20.0%	7 25.9%	4 40.0%	4 30.8%	4 28.6%	2 50.0%	15 45.5%	7 53.8%
0=Zero	82 54.3%	1 25.0%	5 41.7%	2 66.7%	5 71.4%	4 80.0%	18 66.7%	6 60.0%	6 46.2%	8 57.1%	2 50.0%	16 48.5%	5 38.5%
-1=Negative	13 8.6%	1 25.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	2 7.4%	0 0.0%	3 23.1%	2 14.3%	0 0.0%	2 6.1%	1 7.7%
Mean	0.3	0.3	0.6	0.3	0.0	0.2	0.2	0.4	0.1	0.1	0.5	0.4	0.5
SD	0.6	1.0	0.5 df	0.6	0.6 b	0.4	0.6 b	0.5	0.8	0.7	0.6	0.6	0.7

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

Topic 3: Marketing Spending

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

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%	39 15.0%
1=Positive	15 30.0%	27 42.9%	7 35.0%	7 38.9%	24 43.6%	8 40.0%	5 27.8%	2 25.0%	9 32.1%	8 44.4%	27 37.5%	18 40.0%	8 33.3%
0=Zero	31 62.0%	30 47.6%	10 50.0%	11 61.1%	27 49.1%	10 50.0%	13 72.2%	5 62.5%	16 57.1%	8 44.4%	38 52.8%	24 53.3%	15 62.5%
-1=Negative	4 8.0%	6 9.5%	3 15.0%	0 0.0%	4 7.3%	2 10.0%	0 0.0%	1 12.5%	3 10.7%	2 11.1%	7 9.7%	3 6.7%	1 4.2%
Mean	0.2	0.3	0.2	0.4	0.4	0.3	0.3	0.1	0.2	0.3	0.3	0.3	0.3
SD	0.6	0.6	0.7	0.5	0.6	0.7	0.5	0.6	0.6	0.7	0.6	0.6	0.6

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

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: United States

N=280	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	268 100.0%	12 4.5%	24 9.0%	5 1.9%	10 3.7%	6 2.2%	46 17.2%	20 7.5%	26 9.7%	34 12.7%	6 2.2%	57 21.3%	22 8.2%
1=1st	249 92.6%	10 90.9%	22 91.7%	4 100.0%	8 80.0%	4 100.0%	39 84.8%	18 100.0%	21 84.0%	33 97.1%	5 100.0%	56 98.2%	19 90.5%
2=2nd	15 5.6%	1 9.1%	2 8.3%	0 0.0%	2 20.0%	0 0.0%	3 6.5%	0 0.0%	4 16.0%	1 2.9%	0 0.0%	0 0.0%	2 9.5%
3=3rd	5 1.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 8.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.8%	0 0.0%
Mean	1.1	1.1	1.1	1.0	1.2	1.0	1.2	1.0	1.2	1.0	1.0	1.0	1.1
SD	0.3	0.3	0.3	0.0	0.4	0.0	0.6 k	0.0	0.4	0.2	0.0	0.3 f	0.3

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

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: United States

N=280	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	96 34.4%	112 40.1%	39 14.0%	32 11.5%	86 32.5%	51 19.2%	35 13.2%	16 6.0%	49 18.5%	28 10.6%	139 54.1%	79 30.7%	39 15.2%
1=1st	80 87.9% d	105 94.6%	32 91.4%	31 100.0% a	80 95.2% D	47 97.9% Df	31 93.9%	11 73.3% AB	44 91.7%	23 85.2% b	123 91.8%	70 92.1%	37 97.4%
2=2nd	8 8.8%	4 3.6%	3 8.6%	0 0.0%	4 4.8% d	1 2.1% d	0 0.0% d	3 20.0% abc	3 6.3%	3 11.1%	8 6.0%	5 6.6%	1 2.6%
3=3rd	3 3.3%	2 1.8%	0 0.0%	0 0.0%	0 0.0% cd	0 0.0%	2 6.1% a	1 6.7% a	1 2.1%	1 3.7%	3 2.2%	1 1.3%	0 0.0%
Mean	1.2	1.1	1.1	1.0	1.0	1.0	1.1	1.3	1.1	1.2	1.1	1.1	1.0
SD	0.4	0.3	0.3	0.0	0.2 Df	0.1 Df	0.5	0.6 AB	0.4	0.5 ab	0.4	0.3	0.2

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

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Canada

N=280	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	268 100.0%	12 4.5%	24 9.0%	5 1.9%	10 3.7%	6 2.2%	46 17.2%	20 7.5%	26 9.7%	34 12.7%	6 2.2%	57 21.3%	22 8.2%
1=1st	3 3.8%	0 0.0%	0 0.0% jl	0 0.0%	1 20.0%	0 0.0%	0 0.0% jl	0 0.0%	0 0.0%	0 0.0%	1 50.0% bfk	0 0.0% jl	1 33.3% bfk
2=2nd	65 81.3%	6 85.7%	11 84.6%	1 100.0%	2 40.0% K	2 66.7% k	12 75.0%	5 83.3%	2 100.0%	5 83.3%	1 50.0% k	14 100.0% Dejl	2 66.7% k
3=3rd	12 15.0%	1 14.3%	2 15.4%	0 0.0%	2 40.0% k	1 33.3% k	4 25.0%	1 16.7%	0 0.0%	1 16.7%	0 0.0%	0 0.0% de	0 0.0%
Mean	2.1	2.1	2.2	2.0	2.2	2.3	2.3	2.2	2.0	2.2	1.5	2.0	1.7
SD	0.4	0.4	0.4	0.0	0.8	0.6	0.4 j	0.4	0.0	0.4	0.7 f	0.0	0.6

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

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Canada

N=280	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	96 34.4%	112 40.1%	39 14.0%	32 11.5%	86 32.5%	51 19.2%	35 13.2%	16 6.0%	49 18.5%	28 10.6%	139 54.1%	79 30.7%
1=1st	1 3.2%	1 3.2%	0 0.0%	1 14.3%	0 0.0%	3 15.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.1%	1 3.6%	0 0.0%
2=2nd	21 67.7% b	29 93.5% a	10 90.9%	5 71.4%	18 94.7% b	13 68.4% a	11 73.3%	4 80.0%	14 82.4%	2 100.0%	20 71.4%	23 82.1%	15 93.8%
3=3rd	9 29.0% B	1 3.2% A	1 9.1%	1 14.3%	1 5.3%	3 15.8%	4 26.7%	1 20.0%	3 17.6%	0 0.0%	6 21.4%	4 14.3%	1 6.3%
Mean	2.3	2.0	2.1	2.0	2.1	2.0	2.3	2.2	2.2	2.0	2.1	2.1	2.1
SD	0.5 b	0.3 a	0.3	0.6	0.2	0.6	0.5	0.4	0.4	0.0	0.5	0.4	0.3

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

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Mexico

N=280	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	268 100.0%	12 4.5%	24 9.0%	5 1.9%	10 3.7%	6 2.2%	46 17.2%	20 7.5%	26 9.7%	34 12.7%	6 2.2%	57 21.3%	22 8.2%
1=1st	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%
2=2nd	8 34.8%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 50.0%	1 20.0%	2 66.7%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 100.0%
3=3rd	15 65.2%	1 100.0%	1 100.0%	0 0.0%	2 66.7%	1 50.0%	4 80.0%	1 33.3%	2 66.7%	1 100.0%	0 0.0%	2 100.0%	0 0.0%
Mean	2.7	3.0	3.0	---	2.7	2.5	2.8	2.3	2.7	3.0	---	3.0	2.0
SD	0.5	0.0	0.0	---	0.6	0.7	0.4	0.6	0.6	0.0	---	0.0	0.0

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

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Mexico

N=280	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	96 34.4%	112 40.1%	39 14.0%	32 11.5%	86 32.5%	51 19.2%	35 13.2%	16 6.0%	49 18.5%	28 10.6%	139 54.1%	79 30.7%
1=1st	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%
2=2nd	2 22.2%	2 25.0%	2 50.0%	2 100.0%	1 20.0%	1 25.0%	1 33.3%	1 50.0%	2 28.6%	1 100.0%	1 14.3%	5 50.0%	1 33.3%
3=3rd	7 77.8%	6 75.0%	2 50.0%	0 0.0%	4 80.0%	3 75.0%	2 66.7%	1 50.0%	5 71.4%	0 0.0%	6 85.7%	5 50.0%	2 66.7%
Mean	2.8	2.8	2.5	2.0	2.8	2.8	2.7	2.5	2.7	2.0	2.9	2.5	2.7
SD	0.4	0.5	0.6	0.0	0.4	0.5	0.6	0.7	0.5	0.0	0.4	0.5	0.6

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

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: China

N=280	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	268 100.0%	12 4.5%	24 9.0%	5 1.9%	10 3.7%	6 2.2%	46 17.2%	20 7.5%	26 9.7%	34 12.7%	6 2.2%	57 21.3%	22 8.2%
1=1st	8 17.4%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 100.0%	3 25.0%	0 0.0%	2 40.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=2nd	12 26.1%	0 0.0%	1 33.3%	0 0.0%	1 33.3%	0 0.0%	4 33.3%	1 100.0%	1 20.0%	0 0.0%	1 50.0%	1 14.3%	0 0.0%
3=3rd	26 56.5%	2 100.0%	2 66.7%	0 0.0%	1 33.3%	0 0.0%	5 41.7%	0 0.0%	2 40.0%	2 100.0%	1 50.0%	6 85.7%	3 100.0%
Mean	2.4	3.0	2.7	---	2.0	1.0	2.2	2.0	2.0	3.0	2.5	2.9	3.0
SD	0.8	0.0	0.6	---	1.0	0.0	0.8	0.0	1.0	0.0	0.7	0.4	0.0

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

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: China

N=280	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	96 34.4%	112 40.1%	39 14.0%	32 11.5%	86 32.5%	51 19.2%	35 13.2%	16 6.0%	49 18.5%	28 10.6%	139 54.1%	79 30.7%
1=1st	4 17.4%	3 17.6%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	2 33.3%	1 20.0%	3 37.5%	2 20.0%	2 10.0%	3 18.8%	2 40.0%
2=2nd	8 34.8% b	1 5.9% aD	1 25.0%	2 100.0% B	1 14.3%	2 40.0%	1 16.7%	1 20.0%	2 25.0%	3 30.0%	3 15.0%	6 37.5%	1 20.0%
3=3rd	11 47.8%	13 76.5% d	2 50.0%	0 0.0% b	6 85.7%	3 60.0%	3 50.0%	3 60.0%	3 37.5%	5 50.0%	15 75.0%	7 43.8%	2 40.0%
Mean	2.3	2.6	2.3	2.0	2.9	2.6	2.2	2.4	2.0	2.3	2.7	2.3	2.0
SD	0.8	0.8	1.0	0.0	0.4 e	0.5	1.0	0.9	0.9 a	0.8	0.7	0.8	1.0

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

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Japan

N=280	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	268 100.0%	12 4.5%	24 9.0%	5 1.9%	10 3.7%	6 2.2%	46 17.2%	20 7.5%	26 9.7%	34 12.7%	6 2.2%	57 21.3%	22 8.2%
1=1st	4 17.4%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
2=2nd	7 30.4%	1 100.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	3 42.9%
3=3rd	12 52.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 80.0%	1 50.0%	2 50.0%	1 100.0%	0 0.0%	1 100.0%	3 42.9%
Mean	2.3	2.0	1.5	---	---	---	2.8	2.0	2.3	3.0	---	3.0	2.3
SD	0.8	0.0	0.7 f	---	---	---	0.4 b	1.4	1.0	0.0	---	0.0	0.8

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

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Japan

N=280	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	96 34.4%	112 40.1%	39 14.0%	32 11.5%	86 32.5%	51 19.2%	35 13.2%	16 6.0%	49 18.5%	28 10.6%	139 54.1%	79 30.7%
1=1st	2 14.3%	0 0.0%	2 33.3%	0 0.0%	3 42.9%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	1 12.5%	2 20.0%	0 0.0%
2=2nd	5 35.7%	1 33.3%	1 16.7%	0 0.0%	3 42.9%	2 100.0%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	2 25.0%	4 40.0%	1 25.0%
3=3rd	7 50.0%	2 66.7%	3 50.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	7 100.0%	3 60.0%	5 62.5%	4 40.0%	3 75.0%
Mean	2.4	2.7	2.2	---	1.7	2.0	---	1.0	3.0	2.6	2.5	2.2	2.8
SD	0.7	0.6	1.0	---	0.8	0.0	---	0.0	0.0	0.5	0.8	0.8	0.5

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

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Korea

N=280	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	268 100.0%	12 4.5%	24 9.0%	5 1.9%	10 3.7%	6 2.2%	46 17.2%	20 7.5%	26 9.7%	34 12.7%	6 2.2%	57 21.3%	22 8.2%
1=1st	1 16.7%	0 0.0%	1 100.0%	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%
2=2nd	1 16.7%	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 50.0%	0 0.0%
3=3rd	4 66.7%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	2 100.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%
Mean	2.5	---	1.0	---	3.0	---	---	---	3.0	---	---	2.5	---
SD	0.8	---	0.0	---	0.0	---	---	---	0.0	---	---	0.7	---

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

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Korea

N=280	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	96 34.4%	112 40.1%	39 14.0%	32 11.5%	86 32.5%	51 19.2%	35 13.2%	16 6.0%	49 18.5%	28 10.6%	139 54.1%	79 30.7%
1=1st	0 0.0%	1 25.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%
2=2nd	0 0.0%	1 25.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%
3=3rd	1 100.0%	2 50.0%	0 0.0%	1 100.0%	2 50.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 100.0%	0 0.0%	3 100.0%	1 50.0%
Mean	3.0	2.3	---	3.0	2.3	---	---	3.0	---	3.0	1.0	3.0	2.5
SD	0.0	1.0	---	0.0	1.0	---	---	0.0	---	0.0	0.0	0.0	0.7

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

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: India

N=280	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	268 100.0%	12 4.5%	24 9.0%	5 1.9%	10 3.7%	6 2.2%	46 17.2%	20 7.5%	26 9.7%	34 12.7%	6 2.2%	57 21.3%	22 8.2%
1=1st	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%
2=2nd	2 16.7%	0 0.0%	0 0.0%	0 0.0%	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%
3=3rd	10 83.3%	0 0.0%	1 100.0%	1 100.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	2 100.0%	0 0.0%	0 0.0%	2 100.0%	1 100.0%
Mean	2.8	---	3.0	3.0	---	---	2.5	---	3.0	---	---	3.0	3.0
SD	0.4	---	0.0	0.0	---	---	0.7	---	0.0	---	---	0.0	0.0

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

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: India

N=280	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	96 34.4%	112 40.1%	39 14.0%	32 11.5%	86 32.5%	51 19.2%	35 13.2%	16 6.0%	49 18.5%	28 10.6%	139 54.1%	79 30.7%
1=1st	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%
2=2nd	0 0.0%	1 25.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	1 50.0%	0 0.0%	1 25.0%	0 0.0%	1 50.0%
3=3rd	6 100.0%	3 75.0%	0 0.0%	1 100.0%	1 100.0%	3 100.0%	1 50.0%	0 0.0%	1 50.0%	1 100.0%	3 75.0%	2 100.0%	1 50.0%
Mean	3.0	2.8	2.0	3.0	3.0	3.0	2.5	---	2.5	3.0	2.8	3.0	2.5
SD	0.0	0.5	0.0	0.0	0.0	0.0	0.7	---	0.7	0.0	0.5	0.0	0.7

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

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Russia

N=280	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	268 100.0%	12 4.5%	24 9.0%	5 1.9%	10 3.7%	6 2.2%	46 17.2%	20 7.5%	26 9.7%	34 12.7%	6 2.2%	57 21.3%	22 8.2%
1=1st	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=2nd	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%
3=3rd	1 50.0%	0 0.0%	1 100.0%	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	2.0	---	3.0	---	---	---	---	1.0	---	---	---	---	---
SD	1.4	---	0.0	---	---	---	---	0.0	---	---	---	---	---

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

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Russia

N=280	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	96 34.4%	112 40.1%	39 14.0%	32 11.5%	86 32.5%	51 19.2%	35 13.2%	16 6.0%	49 18.5%	28 10.6%	139 54.1%	79 30.7%
1=1st	0 0.0%	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%	1 100.0%	0 0.0%	0 0.0%
2=2nd	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%
3=3rd	0 0.0%	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%	1 100.0%
Mean	---	---	2.0	---	---	2.0	---	---	---	---	1.0	---	3.0
SD	---	---	1.4	---	---	1.4	---	---	---	---	0.0	---	0.0

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

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Eastern Europe

N=280	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	268 100.0%	12 4.5%	24 9.0%	5 1.9%	10 3.7%	6 2.2%	46 17.2%	20 7.5%	26 9.7%	34 12.7%	6 2.2%	57 21.3%	22 8.2%
1=1st	1 6.3%	0 0.0%	0 0.0%	1 100.0%	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=2nd	6 37.5%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	2 66.7%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	2 66.7%	0 0.0%
3=3rd	9 56.3%	2 100.0%	1 100.0%	0 0.0%	0 0.0%	1 100.0%	1 33.3%	0 0.0%	1 50.0%	1 100.0%	0 0.0%	1 33.3%	0 0.0%
Mean	2.5	3.0	3.0	1.0	2.0	3.0	2.3	---	2.5	3.0	---	2.3	---
SD	0.6	0.0	0.0	0.0	0.0	0.0	0.6	---	0.7	0.0	---	0.6	---

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

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Eastern Europe

N=280	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	96 34.4%	112 40.1%	39 14.0%	32 11.5%	86 32.5%	51 19.2%	35 13.2%	16 6.0%	49 18.5%	28 10.6%	139 54.1%	79 30.7%
1=1st	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%
2=2nd	4 50.0%	1 25.0%	1 25.0%	0 0.0%	1 25.0%	2 100.0%	0 0.0%	1 100.0%	1 50.0%	1 33.3%	4 57.1%	1 16.7%	0 0.0%
3=3rd	4 50.0%	3 75.0%	2 50.0%	0 0.0%	3 75.0%	0 0.0%	3 75.0%	0 0.0%	1 50.0%	2 66.7%	2 28.6%	5 83.3%	1 100.0%
Mean	2.5	2.8	2.3	---	2.8	2.0	2.5	2.0	2.5	2.7	2.1	2.8	3.0
SD	0.5	0.5	1.0	---	0.5	0.0	1.0	0.0	0.7	0.6	0.7	0.4	0.0

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

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Western Europe

N=280	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	268 100.0%	12 4.5%	24 9.0%	5 1.9%	10 3.7%	6 2.2%	46 17.2%	20 7.5%	26 9.7%	34 12.7%	6 2.2%	57 21.3%	22 8.2%
1=1st	9 9.7%	1 25.0%	0 0.0% E	0 0.0%	0 0.0%	1 100.0% BhK	4 17.4%	0 0.0%	1 6.7% e	1 14.3%	0 0.0%	0 0.0% E	1 16.7%
2=2nd	56 60.2%	2 50.0%	4 40.0%	0 0.0%	2 50.0%	0 0.0%	12 52.2%	1 50.0%	11 73.3%	4 57.1%	1 100.0%	12 75.0%	5 83.3%
3=3rd	28 30.1%	1 25.0%	6 60.0% 1	0 0.0%	2 50.0%	0 0.0%	7 30.4%	1 50.0%	3 20.0%	2 28.6%	0 0.0%	4 25.0%	0 0.0% b
Mean	2.2	2.0	2.6	---	2.5	1.0	2.1	2.5	2.1	2.1	2.0	2.3	1.8
SD	0.6	0.8	0.5 hL	---	0.6	0.0	0.7	0.7	0.5 b	0.7	0.0	0.4	0.4 B

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

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Western Europe

N=280	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	96 34.4%	112 40.1%	39 14.0%	32 11.5%	86 32.5%	51 19.2%	35 13.2%	16 6.0%	49 18.5%	28 10.6%	139 54.1%	79 30.7%
1=1st	7 17.9% b	1 2.9% a	1 7.1%	0 0.0%	2 13.3%	0 0.0% d	0 0.0% d	3 60.0% bcEF	2 7.7% D	1 5.3% D	7 15.9%	1 3.7%	0 0.0%
2=2nd	24 61.5%	24 68.6%	6 42.9%	2 40.0%	9 60.0% d	7 70.0% d	8 72.7% d	0 0.0% abcef	15 57.7% d	13 68.4% d	28 63.6%	16 59.3%	7 63.6%
3=3rd	8 20.5% c	10 28.6%	7 50.0% a	3 60.0%	4 26.7%	3 30.0%	3 27.3%	2 40.0%	9 34.6%	5 26.3%	9 20.5%	10 37.0%	4 36.4%
Mean	2.0	2.3	2.4	2.6	2.1	2.3	2.3	1.8	2.3	2.2	2.0	2.3	2.4
SD	0.6 c	0.5	0.6 a	0.5	0.6	0.5	0.5	1.1	0.6	0.5	0.6 b	0.6 a	0.5

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

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Brazil

N=280	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	268 100.0%	12 4.5%	24 9.0%	5 1.9%	10 3.7%	6 2.2%	46 17.2%	20 7.5%	26 9.7%	34 12.7%	6 2.2%	57 21.3%	22 8.2%
1=1st	1 5.0%	1 33.3%	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%
2=2nd	6 30.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 44.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%
3=3rd	13 65.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	5 55.6%	0 0.0%	2 100.0%	0 0.0%	0 0.0%	3 75.0%	1 100.0%
Mean	2.6	2.0	---	---	---	3.0	2.6	---	3.0	---	---	2.8	3.0
SD	0.6	1.0	---	---	---	0.0	0.5	---	0.0	---	---	0.5	0.0

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

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Brazil

N=280	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	96 34.4%	112 40.1%	39 14.0%	32 11.5%	86 32.5%	51 19.2%	35 13.2%	16 6.0%	49 18.5%	28 10.6%	139 54.1%	79 30.7%
1=1st	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	1 12.5%	0 0.0%
2=2nd	4 36.4%	1 16.7%	1 33.3%	0 0.0%	2 40.0%	2 40.0%	0 0.0%	0 0.0%	1 25.0%	1 16.7%	3 42.9%	0 0.0%	0 0.0%
3=3rd	7 63.6%	5 83.3%	1 33.3%	0 0.0%	3 60.0%	3 60.0%	0 0.0%	0 0.0%	3 75.0%	4 66.7%	4 57.1%	7 87.5%	2 100.0%
Mean	2.6	2.8	2.0	---	2.6	2.6	---	---	2.8	2.5	2.6	2.8	3.0
SD	0.5	0.4	1.0	---	0.5	0.5	---	---	0.5	0.8	0.5	0.7	0.0

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

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Middle East

N=280	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	268 100.0%	12 4.5%	24 9.0%	5 1.9%	10 3.7%	6 2.2%	46 17.2%	20 7.5%	26 9.7%	34 12.7%	6 2.2%	57 21.3%	22 8.2%
1=1st	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 25.0%	0 0.0%
2=2nd	4 23.5%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%
3=3rd	11 64.7%	1 100.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	4 100.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	2 50.0%	1 100.0%
Mean	2.5	3.0	---	2.0	3.0	2.0	3.0	---	3.0	---	---	2.3	3.0
SD	0.7	0.0	---	0.0	0.0	0.0	0.0	---	0.0	---	---	1.0	0.0

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

Topic 3: Marketing Spending

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Middle East

N=280	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	96 34.4%	112 40.1%	39 14.0%	32 11.5%	86 32.5%	51 19.2%	35 13.2%	16 6.0%	49 18.5%	28 10.6%	139 54.1%	79 30.7%
1=1st	1 11.1%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%
2=2nd	1 11.1%	2 50.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	2 40.0%	0 0.0%	4 40.0%	0 0.0%	0 0.0%
3=3rd	7 77.8%	1 25.0%	2 66.7%	1 100.0%	1 100.0%	5 100.0%	0 0.0%	0 0.0%	3 60.0%	1 100.0%	5 50.0%	4 100.0%	1 100.0%
Mean	2.7	2.0	2.7	3.0	3.0	3.0	1.5	---	2.6	3.0	2.4	3.0	3.0
SD	0.7	0.8	0.6	0.0	0.0	0.0	0.7	---	0.5	0.0	0.7	0.0	0.0

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

Topic 3: Marketing Spending

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

N=421 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Communi- cations Media	Mining Construc- tion	Trans- portation	Energy	Manufac- turing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Number	421	12	24	5	10	6	46	21	26	35	6	59	22
Percent	100.0%	4.4%	8.8%	1.8%	3.7%	2.2%	16.9%	7.7%	9.6%	12.9%	2.2%	21.7%	8.1%
Percent	242	8	21	4	9	6	41	20	23	31	5	52	19
	8.1	18.6	8.6	3.3	6.3	5.3	5.2	6.7	10.3	5.9	6.2	9.7	11.0
	9.0	15.7	5.6	2.6	6.3	5.1	4.9	6.4	9.5	6.0	6.8	11.7	12.2

Topic 3: Marketing Spending

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

N=421 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
Number	110	139	47	44	89	51	35	17	49	28	140	81	39
Percent	32.4%	40.9%	13.8%	12.9%	33.1%	19.0%	13.0%	6.3%	18.2%	10.4%	53.8%	31.2%	15.0%
Percent	84	97	31	28	85	44	33	14	38	23	127	70	36
	8.5	7.6	10.0	7.6	10.7	7.3	9.0	4.7	5.7	5.9	7.0	7.9	11.6
	8.2	9.3	11.7	6.9	10.9	8.2	10.3	4.1	5.6	5.6	7.2	8.4	13.1

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months

N=421 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Communi- cations Media	Mining Construc- tion	Trans- portation	Energy	Manufac- turing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Number	421	12	24	5	10	6	46	21	26	35	6	59	22
Percent	100.0%	4.4%	8.8%	1.8%	3.7%	2.2%	16.9%	7.7%	9.6%	12.9%	2.2%	21.7%	8.1%
Market share	235	11	19	5	10	6	42	15	20	28	5	42	17
	2.5	4.5	2.3	-1.0	2.3	4.7	2.5	2.5	4.0	2.2	0.8	2.0	2.1
	4.3	4.5	4.8	4.0	3.3	4.5	3.6	2.7	6.1	4.3	7.2	4.0	3.2
Firm sales	250	10	22	5	10	6	43	18	22	29	5	49	16
	4.0	7.6	4.8	-5.0	3.4	6.2	4.9	3.9	5.5	2.8	1.6	3.1	4.6
	5.6	3.3	5.1	7.1	5.2	5.8	5.8	4.3	5.3	4.8	6.8	6.2	4.2
Marketing ROI	193	6	18	3	8	5	31	13	19	21	3	40	14
	2.7	3.3	1.8	-6.3	6.3	4.2	3.5	0.8	5.1	2.4	-3.0	2.7	0.9
	4.6	4.1	4.4	6.4	5.2	3.7	4.2	3.4	4.0	3.8	6.1	4.6	3.5
Firm profits	246	9	22	5	10	6	43	17	20	28	5	50	16
	3.4	6.0	2.4	-4.0	3.3	5.0	4.3	2.4	5.3	3.1	0.6	2.8	6.3
	5.8	4.2	5.4	5.5	7.8	5.8	5.1	6.1	5.8	6.3	6.6	5.9	3.7
Customer acquisition	231	7	20	4	9	6	40	13	21	27	5	50	15
	3.4	5.1	3.3	-6.0	3.7	4.7	2.8	3.2	4.4	3.3	0.0	3.6	5.2
	4.3	5.1	4.7	4.7	5.3	4.5	2.8	4.0	5.0	3.8	5.8	4.1	4.4
Customer retention	232	8	21	3	9	5	40	15	20	27	5	49	16
	2.7	3.0	2.2	-1.3	0.2	3.8	1.5	1.4	4.3	1.7	0.2	4.5	4.9
	4.5	4.8	4.7	1.5	5.7	4.0	3.0	3.9	5.4	4.1	7.1	4.6	3.6
Brand value	208	6	21	2	8	5	37	13	20	21	3	42	17
	3.5	3.7	4.4	-2.5	3.3	3.2	2.1	2.4	5.8	3.9	1.0	4.5	3.8
	4.1	3.6	4.3	10.6	3.6	4.1	2.8	3.0	5.2	3.6	1.7	4.2	3.7

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months

N=421 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
Number	110	139	47	44	89	51	35	17	49	28	140	81	39
Percent	32.4%	40.9%	13.8%	12.9%	33.1%	19.0%	13.0%	6.3%	18.2%	10.4%	53.8%	31.2%	15.0%
Market share	88	86	32	28	71	43	31	11	40	24	108	71	34
	3.2	2.3	1.8	1.6	2.0	2.7	2.9	1.4	2.6	2.9	1.9	3.0	3.4
	3.8	4.5	4.8	4.4	5.1	3.7	4.2	2.4	3.4	4.5	4.3	4.4	3.5
Firm sales	91	97	34	27	81	42	32	13	43	24	119	73	36
	5.4	3.3	4.1	2.0	3.2	4.7	5.5	2.4	3.5	5.5	3.7	4.0	4.9
	5.0	6.0	5.5	5.2	6.5	5.2	4.9	4.8	5.4	3.9	6.1	4.9	4.8
Marketing ROI	73	77	21	21	61	35	25	9	30	22	86	59	32
	3.6	2.3	2.5	1.7	1.9	2.8	2.2	0.6	3.4	5.0	2.4	3.0	3.0
	4.4	4.7	4.8	4.7	5.3	3.7	4.2	2.7	4.1	4.3	4.9	4.5	4.2
Firm profits	91	97	29	28	79	42	30	13	43	25	116	74	35
	4.5	3.1	2.4	2.1	1.8	2.9	4.7	3.0	5.0	6.3	2.9	4.2	4.1
	5.4	6.1	6.2	5.3	6.3	6.0	5.4	5.4	5.2	3.7	6.0	5.3	6.1
Customer acquisition	80	99	26	25	76	43	27	10	38	23	113	66	33
	3.8	3.5	3.5	1.6	3.6	3.8	3.1	1.1	3.2	3.2	3.2	3.2	4.3
	3.7	4.5	5.2	4.2	5.0	3.9	4.6	3.6	3.7	4.0	4.6	3.6	4.6
Customer retention	84	99	23	25	78	43	26	10	38	23	111	67	35
	3.1	2.8	2.0	1.4	3.4	3.1	2.2	0.0	2.2	2.5	2.7	2.9	2.5
	4.1	4.9	4.0	4.6	5.6	3.4	2.8	5.1	4.3	3.3	4.7	4.7	4.3
Brand value	79	86	22	20	68	37	23	8	35	24	96	64	31
	3.6	3.6	3.2	3.3	4.7	4.1	3.1	2.8	2.9	2.2	3.8	2.8	4.7
	3.6	4.4	3.8	4.6	4.5	3.4	4.3	2.9	3.8	3.9	4.0	3.9	4.2

Topic 4: Financial and Marketing Performance

What is your firm's goal for the next 12 months?

N=421 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Communi- cations Media	Mining Construc- tion	Trans- portation	Energy	Manufact- uring	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Number	421	12	24	5	10	6	46	21	26	35	6	59	22
Percent	100.0%	4.4%	8.8%	1.8%	3.7%	2.2%	16.9%	7.7%	9.6%	12.9%	2.2%	21.7%	8.1%
Market share	235	11	19	5	10	6	42	15	20	28	5	43	17
	4.9	5.4	5.6	6.2	3.3	5.7	3.9	4.8	6.1	4.0	7.6	5.3	4.1
	3.5	4.1	3.4	4.1	4.5	4.8	3.0	3.0	3.4	3.1	3.9	3.4	3.1
Firm sales	252	10	22	5	10	6	44	18	22	29	5	50	16
	6.7	7.1	7.6	8.0	7.7	7.2	6.5	5.9	7.3	4.4	8.4	7.2	6.4
	3.5	5.2	3.0	3.1	3.6	3.7	3.2	3.4	4.0	3.4	2.3	3.4	3.6
Marketing ROI	192	6	18	3	8	5	31	13	19	21	3	40	14
	5.0	5.5	4.7	8.3	6.9	5.0	5.3	2.0	6.9	3.7	6.7	5.7	1.7
	4.2	2.7	4.4	2.9	7.0	3.8	3.2	2.4	3.4	2.9	5.8	3.8	4.4
Firm profits	245	9	22	5	10	6	43	17	20	28	5	50	16
	5.7	5.9	6.0	6.6	6.5	5.7	5.6	6.1	5.8	4.1	7.8	6.6	4.7
	4.0	3.0	3.1	3.2	4.4	4.8	3.4	3.4	4.5	3.8	2.2	4.3	5.2
Customer acquisition	231	7	20	4	9	6	40	13	21	27	5	50	15
	5.5	6.9	6.2	7.0	6.3	5.5	3.3	4.9	6.2	4.4	7.0	6.8	5.9
	3.6	3.2	2.7	3.6	4.4	4.3	2.6	3.2	3.8	4.0	3.7	3.4	3.7
Customer retention	233	9	21	3	9	5	40	15	20	27	5	49	16
	4.6	6.0	5.7	4.0	4.2	4.2	3.0	3.7	6.1	2.9	7.0	5.9	5.8
	3.9	3.4	3.7	5.2	5.3	3.7	2.7	3.9	4.4	3.6	4.5	3.9	3.6
Brand value	207	6	21	2	8	5	37	13	20	21	3	42	17
	5.3	5.2	6.0	10.0	7.0	4.6	4.3	3.1	6.9	4.8	6.7	5.8	5.3
	3.9	3.1	4.0	0.0	4.4	3.6	3.1	2.8	4.2	4.1	3.5	3.8	4.2

Topic 4: Financial and Marketing Performance

What is your firm's goal for the next 12 months?

N=421 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
Number	110	139	47	44	89	51	35	17	49	28	140	81	39
Percent	32.4%	40.9%	13.8%	12.9%	33.1%	19.0%	13.0%	6.3%	18.2%	10.4%	53.8%	31.2%	15.0%
Market share	87	87	32	28	71	43	31	11	41	24	109	71	34
	5.0	5.0	4.7	4.2	5.6	5.1	5.4	3.2	3.3	4.5	5.0	4.6	4.9
	3.4	3.4	3.7	3.9	3.7	3.5	3.0	2.6	3.2	3.3	3.3	3.2	4.1
Firm sales	91	98	35	27	81	42	32	13	44	25	120	74	36
	7.3	6.8	6.3	4.9	7.3	6.9	6.8	6.1	5.9	6.1	7.0	6.4	6.2
	3.2	3.4	3.9	3.8	3.9	3.3	3.5	3.0	3.3	3.3	3.3	3.3	4.6
Marketing ROI	72	77	21	21	61	35	25	9	30	22	86	59	32
	5.0	5.3	5.3	3.4	5.7	4.6	4.4	4.7	3.6	5.7	4.9	4.7	4.6
	4.2	4.0	3.7	4.9	4.3	3.5	3.5	3.5	4.6	3.7	4.1	4.0	4.8
Firm profits	90	97	29	28	79	42	30	13	43	25	116	74	35
	5.5	6.2	6.3	3.6	5.4	5.5	5.7	5.8	6.4	6.2	5.6	5.2	6.5
	4.1	3.7	3.6	4.7	4.8	3.6	3.9	2.5	3.3	3.1	4.5	3.5	3.8
Customer acquisition	80	99	26	25	76	43	27	10	38	23	113	66	33
	5.3	6.1	5.5	3.9	6.7	5.4	4.7	3.9	4.8	4.9	5.5	5.0	6.4
	3.4	3.6	3.4	3.9	3.6	3.4	3.4	2.9	3.7	3.3	3.7	3.2	3.9
Customer retention	84	99	24	25	78	43	27	10	38	23	111	68	35
	4.4	4.9	5.1	3.8	5.5	4.8	4.4	2.8	4.1	4.1	4.4	4.8	5.3
	4.0	4.0	3.2	3.9	4.3	3.9	3.5	3.2	3.7	3.3	4.0	3.5	4.2
Brand value	78	86	22	20	68	37	23	8	35	24	96	64	31
	5.3	5.4	5.2	4.7	6.5	5.1	5.3	4.6	4.5	4.4	5.5	4.5	5.6
	3.7	3.9	3.2	5.1	4.2	3.4	3.1	3.7	3.7	3.3	4.0	3.6	4.3

Topic 4: Financial and Marketing Performance

Rate your firm on each metric during the last 12 months: Developing and using customer insights

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
5=Excellent	45 16.0%	1 8.3%	5 20.8%	0 0.0%	1 10.0%	1 16.7%	7 15.6%	2 10.0%	3 12.5%	4 11.8%	0 0.0%	13 22.8%	4 18.2%
4=Good	112 39.7%	7 58.3% i	9 37.5%	1 20.0%	4 40.0%	3 50.0%	19 42.2%	12 60.0% hI	7 29.2% g	8 23.5% aGI	3 50.0%	20 35.1%	11 50.0% i
3=Average	76 27.0%	1 8.3% cd	4 16.7% c	3 60.0% ab	5 50.0% a	2 33.3%	13 28.9%	4 20.0%	9 37.5%	9 26.5%	1 16.7%	17 29.8%	6 27.3%
2=Fair	31 11.0%	3 25.0%	3 12.5%	0 0.0%	0 0.0%	0 0.0%	5 11.1%	1 5.0%	4 16.7%	6 17.6%	2 33.3% k	4 7.0% j	1 4.5%
1=Poor	18 6.4%	0 0.0%	3 12.5%	1 20.0% 1	0 0.0%	0 0.0%	1 2.2% I	1 5.0%	1 4.2%	7 20.6% FkI	0 0.0%	3 5.3% i	0 0.0% ci
Mean	3.5	3.5	3.4	2.8	3.6	3.8	3.6	3.7	3.3	2.9	3.2	3.6	3.8
SD	1.1	1.0	1.3	1.1 1	0.7	0.8	1.0 I	0.9 i	1.0	1.3 FgKL	1.0	1.1 I	0.8 cI

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

Topic 4: Financial and Marketing Performance

Rate your firm on each metric during the last 12 months: Developing and using customer insights

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%	39 15.0%
5=Excellent	15 15.5%	24 21.4%	3 7.5%	3 9.4%	18 21.2%	5 10.2%	7 20.0%	1 6.3%	8 16.3%	2 7.1%	26 18.8%	11 13.8%	6 16.2%
4=Good	44 45.4%	35 31.3%	19 47.5%	14 43.8%	31 36.5%	24 49.0%	13 37.1%	9 56.3%	18 36.7%	9 32.1%	51 37.0%	33 41.3%	11 29.7%
3=Average	23 23.7%	32 28.6%	11 27.5%	9 28.1%	25 29.4%	7 14.3%	11 31.4%	5 31.3%	13 26.5%	10 35.7%	38 27.5%	21 26.3%	12 32.4%
2=Fair	10 10.3%	14 12.5%	4 10.0%	3 9.4%	4 4.7%	9 18.4%	2 5.7%	0 0.0%	7 14.3%	7 25.0%	13 9.4%	11 13.8%	5 13.5%
1=Poor	5 5.2%	7 6.3%	3 7.5%	3 9.4%	7 8.2%	4 8.2%	2 5.7%	1 6.3%	3 6.1%	0 0.0%	10 7.2%	4 5.0%	3 8.1%
Mean	3.6	3.5	3.4	3.3	3.6	3.3	3.6	3.6	3.4	3.2	3.5	3.5	3.3
SD	1.0	1.1	1.0	1.1	1.1	1.1	1.1	0.9	1.1	0.9	1.1	1.1	1.2

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

Topic 4: Financial and Marketing Performance

Rate your firm on each metric during the last 12 months: Sharing valuable marketing knowledge

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
5=Excellent	50 17.9%	0 0.0% bk	7 29.2% a	0 0.0%	1 10.0%	0 0.0%	9 19.6%	2 10.0%	5 21.7%	4 11.8%	0 0.0%	15 26.3% a	4 21.1%
4=Good	102 36.6%	8 66.7% cfkl	9 37.5%	0 0.0% a	5 50.0%	2 33.3%	15 32.6% a	9 45.0%	9 39.1%	12 35.3%	3 50.0%	17 29.8% a	5 26.3% a
3=Average	73 26.2%	2 16.7%	5 20.8%	3 60.0% f	4 40.0%	3 50.0%	9 19.6% cl	6 30.0%	6 26.1%	7 20.6% 1	1 16.7%	15 26.3%	9 47.4% fi
2=Fair	41 14.7%	2 16.7%	2 8.3%	1 20.0%	0 0.0%	0 0.0%	11 23.9%	2 10.0%	2 8.7%	8 23.5%	2 33.3%	8 14.0%	1 5.3%
1=Poor	13 4.7%	0 0.0%	1 4.2%	1 20.0%	0 0.0%	1 16.7%	2 4.3%	1 5.0%	1 4.3%	3 8.8%	0 0.0%	2 3.5%	0 0.0%
Mean	3.5	3.5	3.8	2.4	3.7	3.0	3.4	3.5	3.7	3.2	3.2	3.6	3.6
SD	1.1	0.8 c	1.1 c	0.9 abDghkl	0.7 C	1.1	1.2	1.0	1.1 c	1.2	1.0	1.1 c	0.9 c

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

Topic 4: Financial and Marketing Performance

Rate your firm on each metric during the last 12 months: Sharing valuable marketing knowledge

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%	39 15.0%
5=Excellent	18 18.4% c	28 25.5% Cd	2 5.1% aB	2 6.5% b	19 22.9%	11 22.0%	5 14.3%	2 12.5%	7 15.2%	3 10.7%	26 19.1%	12 15.4%	9 24.3%
4=Good	32 32.7%	36 32.7%	19 48.7%	15 48.4%	27 32.5%	17 34.0%	12 34.3%	5 31.3%	21 45.7%	10 35.7%	49 36.0%	29 37.2%	10 27.0%
3=Average	32 32.7%	24 21.8%	7 17.9%	9 29.0%	21 25.3%	14 28.0%	12 34.3%	6 37.5%	10 21.7%	6 21.4%	33 24.3%	22 28.2%	11 29.7%
2=Fair	10 10.2% c	18 16.4%	10 25.6% a	3 9.7%	10 12.0% f	7 14.0%	4 11.4% f	2 12.5%	6 13.0%	9 32.1% ac	20 14.7%	13 16.7%	5 13.5%
1=Poor	6 6.1%	4 3.6%	1 2.6%	2 6.5%	6 7.2%	1 2.0%	2 5.7%	1 6.3%	2 4.3%	0 0.0%	8 5.9%	2 2.6%	2 5.4%
Mean	3.5	3.6	3.3	3.4	3.5	3.6	3.4	3.3	3.5	3.3	3.5	3.5	3.5
SD	1.1	1.1	1.0	1.0	1.2	1.0	1.1	1.1	1.0	1.0	1.1	1.0	1.2

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

Topic 4: Financial and Marketing Performance

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

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
5=Excellent	33 13.6%	1 9.1%	3 14.3%	0 0.0%	1 12.5%	0 0.0%	4 9.8%	1 5.9%	1 5.3%	6 20.7%	1 16.7%	7 14.3%	6 35.3%
4=Good	81 33.3%	4 36.4%	7 33.3%	0 0.0%	0 0.0%	3 75.0%	13 31.7%	6 35.3%	4 21.1%	9 31.0%	5 83.3%	18 36.7%	7 41.2%
3=Average	66 27.2%	2 18.2%	7 33.3%	4 100.0%	2 25.0%	0 0.0%	13 31.7%	5 29.4%	8 42.1%	5 17.2%	0 0.0%	12 24.5%	2 11.8%
2=Fair	34 14.0%	3 27.3%	2 9.5%	0 0.0%	2 25.0%	1 25.0%	4 9.8%	3 17.6%	3 15.8%	6 20.7%	0 0.0%	5 10.2%	2 11.8%
1=Poor	29 11.9%	1 9.1%	2 9.5%	0 0.0%	3 37.5%	0 0.0%	7 17.1%	2 11.8%	3 15.8%	3 10.3%	0 0.0%	7 14.3%	0 0.0%
Mean	3.2	3.1	3.3	3.0	2.3	3.5	3.1	3.1	2.8	3.3	4.2	3.3	4.0
SD	1.2	1.2	1.2	0.0	1.4	1.0	1.2	1.1	1.1	1.3	0.4	1.3	1.0
		1	d		bJkL		jL	jl	jL		Dfgh	dl	aDFgHk

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

Topic 4: Financial and Marketing Performance

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

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%	39 15.0%
5=Excellent	7 8.4% D	14 14.7%	3 8.6% d	9 30.0% Ac	14 18.4%	4 10.5%	4 15.4%	1 6.3%	6 14.6%	1 3.8%	18 15.9%	7 9.6%	7 21.9%
4=Good	23 27.7%	33 34.7%	12 34.3%	13 43.3%	31 40.8% be	7 18.4% aF	9 34.6%	5 31.3%	7 17.1% aF	15 57.7% BE	36 31.9%	29 39.7%	7 21.9%
3=Average	27 32.5% d	23 24.2%	13 37.1% d	3 10.0% ac	15 19.7% be	16 42.1% a	6 23.1%	4 25.0%	15 36.6% a	5 19.2%	30 26.5%	17 23.3%	10 31.3%
2=Fair	14 16.9%	13 13.7%	3 8.6%	4 13.3%	7 9.2%	6 15.8%	4 15.4%	1 6.3%	7 17.1%	5 19.2%	14 12.4%	14 19.2%	3 9.4%
1=Poor	12 14.5%	12 12.6%	4 11.4%	1 3.3%	9 11.8%	5 13.2%	3 11.5%	5 31.3% F	6 14.6% f	0 0.0% De	15 13.3%	6 8.2%	5 15.6%
Mean	3.0	3.3	3.2	3.8	3.4	3.0	3.3	2.8	3.0	3.5	3.2	3.2	3.3
SD	1.2 D	1.2 d	1.1 d	1.1 Abc	1.2 d	1.2	1.3	1.4 af	1.2	0.9 d	1.3	1.1	1.3

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

Topic 4: Financial and Marketing Performance

Rate your firm on each metric during the last 12 months: Minimize the impact of marketing on the ecological environment

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
5=Excellent	24 10.4%	1 9.1%	3 14.3%	0 0.0%	1 14.3%	1 25.0%	4 10.0%	2 12.5%	1 5.3%	1 3.7%	0 0.0%	8 17.0%	1 7.1%
4=Good	56 24.3%	7 63.6% cdfIjKL	8 38.1% 1	0 0.0% a	0 0.0% a	2 50.0%	10 25.0% a	4 25.0%	6 31.6%	4 14.8% A	0 0.0% a	8 17.0% A	1 7.1% Ab
3=Average	72 31.3%	1 9.1% J	6 28.6% J	2 50.0%	3 42.9%	1 25.0% j	13 32.5% J	5 31.3% j	6 31.6% j	7 25.9% J	5 100.0% ABeFghIKl	14 29.8% J	4 28.6% j
2=Fair	53 23.0%	1 9.1% il	3 14.3% il	1 25.0%	1 14.3%	0 0.0%	8 20.0% il	2 12.5% il	4 21.1% 1	12 44.4% abfg	0 0.0% 1	11 23.4% 1	8 57.1% abfghjk
1=Poor	25 10.9%	1 9.1%	1 4.8%	1 25.0%	2 28.6% 1	0 0.0%	5 12.5%	3 18.8%	2 10.5%	3 11.1%	0 0.0%	6 12.8%	0 0.0% d
Mean	3.0	3.5	3.4	2.3	2.6	4.0	3.0	3.0	3.0	2.6	3.0	3.0	2.6
SD	1.2	1.1 il	1.1 II	1.0 e	1.4	0.8 cil	1.2	1.3	1.1	1.0 aBe	0.0	1.3	0.9 abe

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

Topic 4: Financial and Marketing Performance

Rate your firm on each metric during the last 12 months: Minimize the impact of marketing on the ecological environment

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
5=Excellent	6 7.5%	12 13.5%	4 11.4%	2 7.7%	11 15.9%	4 11.4%	3 10.7%	0 0.0%	4 9.8%	2 7.7%	13 12.3%	5 7.1%	5 16.7%
4=Good	21 26.3%	22 24.7%	10 28.6%	3 11.5%	15 21.7% f	10 28.6%	6 21.4%	1 7.1% f	6 14.6% F	12 46.2% adE	24 22.6%	19 27.1%	3 10.0%
3=Average	28 35.0%	23 25.8%	11 31.4%	10 38.5%	18 26.1%	11 31.4%	8 28.6%	6 42.9%	14 34.1%	7 26.9%	34 32.1%	20 28.6%	10 33.3%
2=Fair	18 22.5%	22 24.7%	4 11.4% d	9 34.6% c	16 23.2%	5 14.3%	8 28.6%	4 28.6%	13 31.7%	5 19.2%	19 17.9% b	23 32.9% a	7 23.3%
1=Poor	7 8.8%	10 11.2%	6 17.1%	2 7.7%	9 13.0%	5 14.3% f	3 10.7%	3 21.4% f	4 9.8%	0 0.0% bd	16 15.1% b	3 4.3% ac	5 16.7% b
Mean	3.0	3.0	3.1	2.8	3.0	3.1	2.9	2.4	2.8	3.4	3.0	3.0	2.9
SD	1.1	1.2	1.3	1.0	1.3	1.2	1.2	0.9 F	1.1 f	0.9 De	1.2	1.0	1.3

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

Topic 5: Social Media

What percent of your marketing budget do you spend on special media?

N=421 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Communi- cations Media	Mining Construc- tion	Trans- portation	Energy	Manufac- turing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Number	421	12	24	5	10	6	46	21	26	35	6	59	22
Percent	100.0%	4.4%	8.8%	1.8%	3.7%	2.2%	16.9%	7.7%	9.6%	12.9%	2.2%	21.7%	8.1%
What percent of your marketing budget do you currently spend on social media?	270 5.6 9.5	12 5.0 5.2	23 5.7 5.3	5 0.4 0.9	10 8.1 15.6	6 3.0 3.9	46 3.2 3.9	21 4.2 5.8	25 4.3 6.0	31 3.1 5.1	6 15.0 29.7	57 9.4 13.3	22 5.0 8.4
What percent will you spend in the next 12 months?	270 9.8 14.1	12 13.1 12.4	23 10.1 6.2	5 3.0 4.5	10 9.7 16.3	6 5.2 7.5	46 5.8 6.4	21 6.5 7.5	25 7.4 7.4	31 5.8 7.9	6 18.2 28.7	57 16.1 20.9	22 12.8 19.0
What percent do you predict you will spend in five years?	267 18.1 17.8	11 18.5 12.8	23 18.7 11.7	5 5.2 6.9	10 17.5 22.9	6 12.3 18.7	46 13.9 13.4	20 12.8 8.7	25 15.6 10.2	30 15.1 15.1	6 35.8 22.7	57 23.6 23.2	22 20.9 24.5

Topic 5: Social Media

What percent of your marketing budget do you spend on special media?

N=421 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
Number	110	139	47	44	89	51	35	17	49	28	140	81	39
Percent	32.4%	40.9%	13.8%	12.9%	33.1%	19.0%	13.0%	6.3%	18.2%	10.4%	53.8%	31.2%	15.0%
What percent of your marketing budget do you currently spend on social media?	92 3.5 4.7	106 6.9 10.9	39 4.6 5.3	31 8.8 16.1	88 8.3 14.1	50 5.5 6.7	34 3.3 4.7	16 3.8 5.3	46 3.1 4.0	28 4.6 5.6	137 5.1 9.8	79 4.4 6.0	38 9.2 13.4
What percent will you spend in the next 12 months?	92 7.4 10.4	106 12.2 17.0	39 7.9 9.6	31 11.8 16.2	88 14.8 20.5	50 8.9 8.9	34 7.2 7.6	16 7.1 8.9	46 5.4 6.7	28 7.5 8.4	137 10.0 15.8	79 8.3 11.2	38 12.7 14.1
What percent do you predict you will spend in five years?	90 14.7 15.2	105 21.3 20.3	39 16.2 13.6	31 20.6 19.2	87 23.4 23.2	50 19.0 15.3	33 13.7 11.9	16 15.3 15.0	45 12.1 9.9	28 13.1 11.3	135 19.0 19.9	78 15.7 15.3	38 19.1 15.0

Topic 5: Social Media

In-house vs. outsourcing of social media activities

N=421 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Communi- cations Media	Mining Construc- tion	Trans- portation	Energy	Manufac- turing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Number	421	12	24	5	10	6	46	21	26	35	6	59	22
Percent	100.0%	4.4%	8.8%	1.8%	3.7%	2.2%	16.9%	7.7%	9.6%	12.9%	2.2%	21.7%	8.1%
How many of people does your firm employ in-house to do social media?	264 5.2 35.6	10 0.6 0.7	22 8.7 31.7	5 0.2 0.4	10 0.8 1.2	6 0.3 0.4	46 1.7 2.8	21 1.1 1.2	24 35.3 111.5	31 0.9 1.0	6 0.8 1.2	56 2.4 3.8	21 1.3 2.3
What percentage of these social media employees are within marketing?	246 54.4 47.3	10 50.0 52.7	21 83.6 33.4	4 0.0 0.0	10 40.0 51.6	5 20.0 44.7	45 55.4 48.9	20 50.3 51.0	23 38.3 43.2	28 57.7 48.5	6 17.0 40.7	50 64.4 44.2	19 53.7 48.3
How many of people does your firm employ from other companies to perform social media activities?	259 1.8 7.5	11 1.3 1.5	21 5.8 21.7	5 0.2 0.4	10 0.5 1.1	6 0.3 0.8	46 0.7 1.7	21 2.2 6.5	23 5.3 11.1	31 0.5 1.0	6 0.2 0.4	54 1.2 3.0	19 1.2 1.7

Topic 5: Social Media

In-house vs. outsourcing of social media activities

N=421 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
Number	110	139	47	44	89	51	35	17	49	28	140	81	39
Percent	32.4%	40.9%	13.8%	12.9%	33.1%	19.0%	13.0%	6.3%	18.2%	10.4%	53.8%	31.2%	15.0%
How many of people does your firm employ in-house to do social media?	91 10.3 58.3	103 1.9 3.5	37 1.2 1.8	31 6.1 26.7	87 1.2 2.4	50 1.4 2.6	33 1.0 1.2	16 1.8 3.7	46 2.2 3.8	25 40.9 111.1	135 1.3 2.5	78 13.9 64.8	38 2.6 4.3
What percentage of these social media employees are within marketing?	85 49.7 47.9	94 59.4 46.4	36 56.3 48.3	30 51.7 47.7	76 50.2 47.6	49 60.3 47.6	30 53.2 49.3	16 51.6 48.5	44 59.0 47.0	25 47.2 46.5	123 52.3 48.0	75 56.2 47.0	36 53.9 46.1
How many of people does your firm employ from other companies to perform social media activities?	89 1.8 6.0	100 1.1 2.5	37 1.8 5.2	31 4.3 17.9	84 0.5 1.0	50 0.4 0.8	33 1.0 2.0	16 1.1 2.1	45 1.6 3.5	24 11.0 22.3	129 0.8 2.2	79 3.8 12.9	38 1.2 3.6

Topic 5: Social Media

How well is social media integrated with your firm's strategy: How effectively is social media linked to your firm's overall strategy?

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Not At All Effectively	67 25.0%	4 33.3% b	1 4.2% aCDFhi	3 60.0% Bk	6 60.0% BKl	1 16.7%	16 34.8% Bk	5 25.0%	6 25.0% b	9 30.0% b	1 16.7%	9 15.8% cDf	4 18.2% d
2=	32 11.9%	1 8.3%	2 8.3%	2 40.0% K	1 10.0%	2 33.3% k	6 13.0%	2 10.0%	2 8.3%	6 20.0% k	1 16.7%	3 5.3% Cei	4 18.2%
3=	32 11.9%	1 8.3%	2 8.3%	0 0.0%	1 10.0%	0 0.0%	9 19.6%	2 10.0%	4 16.7%	3 10.0%	1 16.7%	7 12.3%	2 9.1%
4=	45 16.8%	1 8.3%	5 20.8%	0 0.0%	0 0.0%	2 33.3%	6 13.0%	3 15.0%	6 25.0%	6 20.0%	1 16.7%	10 17.5%	4 18.2%
5=	54 20.1%	4 33.3%	9 37.5% fi	0 0.0%	1 10.0%	0 0.0%	6 13.0% b	4 20.0%	5 20.8%	3 10.0% b	2 33.3%	16 28.1%	4 18.2%
6=	22 8.2%	1 8.3%	3 12.5%	0 0.0%	0 0.0%	0 0.0%	3 6.5%	3 15.0%	1 4.2%	1 3.3%	0 0.0%	7 12.3%	3 13.6%
7=Very Effectively	16 6.0%	0 0.0%	2 8.3%	0 0.0%	1 10.0% f	1 16.7% F	0 0.0% dEk	1 5.0%	0 0.0%	2 6.7%	0 0.0%	5 8.8% f	1 4.5%
Mean	3.4	3.3	4.5	1.4	2.3	3.3	2.8	3.6	3.2	3.0	3.3	4.1	3.6
SD	1.9	2.0 b	1.5 aCDFHI	0.5 BghjKl	2.1 BK	2.2	1.7 BK	2.0 c	1.6 Bck	1.9 BK	1.6 c	1.8 CDFhI	1.9 c

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

Topic 5: Social Media

How well is social media integrated with your firm's strategy: How effectively is social media linked to your firm's overall strategy?

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
1=Not At All Effectively	28 30.1%	23 21.9%	9 24.3%	6 19.4%	18 20.9%	10 20.0%	11 32.4%	5 31.3%	15 32.6%	6 21.4%	44 32.6% b	14 17.9% a	7 17.9%
2=	14 15.1% b	6 5.7% a	6 16.2%	5 16.1%	10 11.6%	5 10.0%	2 5.9%	1 6.3%	9 19.6%	4 14.3%	18 13.3%	10 12.8%	3 7.7%
3=	9 9.7%	15 14.3%	4 10.8%	4 12.9%	5 5.8% c	7 14.0%	7 20.6% a	2 12.5%	6 13.0%	4 14.3%	18 13.3%	9 11.5%	4 10.3%
4=	16 17.2%	17 16.2%	6 16.2%	6 19.4%	17 19.8%	11 22.0%	3 8.8%	3 18.8%	5 10.9%	5 17.9%	22 16.3%	13 16.7%	4 10.3%
5=	18 19.4%	24 22.9%	6 16.2%	6 19.4%	23 26.7%	10 20.0%	5 14.7%	2 12.5%	6 13.0%	6 21.4%	19 14.1% b	21 26.9% a	10 25.6%
6=	5 5.4%	13 12.4%	3 8.1%	1 3.2%	7 8.1%	5 10.0%	3 8.8%	1 6.3%	4 8.7%	2 7.1%	8 5.9%	8 10.3%	6 15.4%
7=Very Effectively	3 3.2%	7 6.7%	3 8.1%	3 9.7%	6 7.0%	2 4.0%	3 8.8%	2 12.5%	1 2.2%	1 3.6%	6 4.4%	3 3.8%	5 12.8%
Mean	3.1	3.8	3.4	3.5	3.7	3.6	3.3	3.4	2.9	3.4	3.0	3.7	4.2
SD	1.8 b	1.9 a	2.0	1.9	1.9 e	1.8	2.1	2.2	1.8 a	1.8	1.9 bC	1.8 a	2.0 A

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

Topic 5: Social Media

How well is social media integrated with your firm's strategy: How effectively is social media linked to your firm's marketing strategy?

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Not At All Effectively	54 20.2%	2 16.7%	0 0.0% CDEFghil	2 40.0% B	3 30.0% B	2 33.3% B	15 32.6% Bk	5 25.0% b	5 20.8% b	6 20.0% b	1 16.7%	7 12.3% f	4 18.2% b
2=	39 14.6%	3 25.0%	3 13.0% c	3 60.0% bFghK	3 30.0% k	1 16.7%	5 10.9% C	2 10.0% c	3 12.5% c	7 23.3% k	1 16.7%	4 7.0% Cdi	4 18.2%
3=	18 6.7%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	5 10.9%	2 10.0%	2 8.3%	2 6.7%	1 16.7%	4 7.0%	1 4.5%
4=	34 12.7%	0 0.0%	3 13.0%	0 0.0%	0 0.0%	1 16.7%	4 8.7%	1 5.0%	4 16.7%	7 23.3%	0 0.0%	10 17.5%	3 13.6%
5=	57 21.3%	4 33.3%	6 26.1%	0 0.0%	1 10.0%	1 16.7%	7 15.2%	6 30.0%	4 16.7%	4 13.3%	2 33.3%	17 29.8%	4 18.2%
6=	37 13.9%	2 16.7%	7 30.4% gik	0 0.0%	2 20.0%	0 0.0%	8 17.4%	1 5.0% b	4 16.7%	2 6.7% b	1 16.7%	6 10.5% b	4 18.2%
7=Very Effectively	28 10.5%	1 8.3%	3 13.0%	0 0.0%	1 10.0%	1 16.7%	2 4.3%	3 15.0%	2 8.3%	2 6.7%	0 0.0%	9 15.8%	2 9.1%
Mean	3.8	3.9	5.0	1.6	3.3	3.3	3.3	3.8	3.8	3.3	3.7	4.4	3.9
SD	2.0	2.2 c	1.6 CdFhI	0.5 aBghiKl	2.4 b	2.4	2.1 BK	2.2 c	2.0 bc	1.9 Bck	2.0	1.9 CFi	2.1 c

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

Topic 5: Social Media

How well is social media integrated with your firm's strategy: How effectively is social media linked to your firm's marketing strategy?

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%	39 15.0%
1=Not At All Effectively	24 25.8% b	15 14.3% a	8 22.2%	6 19.4%	15 17.4%	7 14.3%	10 29.4%	5 31.3%	10 21.7%	5 17.9%	36 26.7%	12 15.4%	6 15.8%
2=	13 14.0%	12 11.4%	7 19.4%	6 19.4%	10 11.6%	7 14.3%	5 14.7%	2 12.5%	10 21.7%	5 17.9%	21 15.6%	10 12.8%	4 10.5%
3=	7 7.5%	8 7.6%	2 5.6%	1 3.2%	5 5.8%	4 8.2%	2 5.9%	1 6.3%	3 6.5%	2 7.1%	13 9.6%	3 3.8%	2 5.3%
4=	10 10.8%	15 14.3%	4 11.1%	5 16.1%	12 14.0%	7 14.3%	4 11.8%	3 18.8%	4 8.7%	3 10.7%	19 14.1%	10 12.8%	3 7.9%
5=	18 19.4%	26 24.8%	6 16.7%	7 22.6%	23 26.7%	9 18.4%	5 14.7%	1 6.3%	10 21.7%	5 17.9%	20 14.8% B	26 33.3% A	8 21.1%
6=	13 14.0%	17 16.2%	4 11.1%	3 9.7%	11 12.8%	10 20.4%	4 11.8%	1 6.3%	7 15.2%	4 14.3%	16 11.9% c	6 7.7% C	10 26.3% aB
7=Very Effectively	8 8.6%	12 11.4%	5 13.9%	3 9.7%	10 11.6%	5 10.2%	4 11.8%	3 18.8%	2 4.3%	4 14.3%	10 7.4%	11 14.1%	5 13.2%
Mean	3.6	4.2	3.7	3.7	4.1	4.1	3.5	3.5	3.5	3.9	3.4	4.2	4.4
SD	2.1 b	1.9 a	2.2	2.0	2.0	2.0	2.2	2.3	2.0	2.1	2.0 BC	2.0 A	2.1 A

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

Topic 5: Social Media

Which metrics does your company use for social media? (Check all that apply)

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	421 100.0%	12 2.9%	24 5.7%	5 1.2%	10 2.4%	6 1.4%	46 10.9%	21 5.0%	26 6.2%	35 8.3%	6 1.4%	59 14.0%	22 5.2%
Hits/visits/page views	191 45.4%	8 66.7%	22 91.7% CdEhJj	1 20.0% Bfgkl	6 60.0% b	2 33.3% Bfk	34 73.9% ce	16 76.2% c	16 61.5% b	19 54.3% B	3 50.0% b	43 72.9% ce	16 72.7% c
Repeat visits	127 30.2%	4 33.3% b	17 70.8% acfhI	1 20.0% b	4 40.0%	3 50.0%	18 39.1% b	11 52.4%	10 38.5% b	11 31.4% Bk	2 33.3%	31 52.5% i	11 50.0%
Number of followers or friends	120 28.5%	5 41.7%	16 66.7% cdEFi	0 0.0% bgkl	2 20.0% b	0 0.0% Bgkhl	13 28.3% Bkl	11 52.4% ce	12 46.2% e	13 37.1% b	2 33.3%	31 52.5% cef	12 54.5% cef
Conversion rates (whether a visitor is converted to a buyer)	99 23.5%	3 25.0%	12 50.0% I	2 40.0%	4 40.0% i	1 16.7%	15 32.6% i	12 57.1% I	11 42.3% I	4 11.4% BdfGHKI	2 33.3%	22 37.3% I	9 40.9% i
Buzz indicators (web mentions)	79 18.8%	5 41.7% f	12 50.0% ceFg	0 0.0% b	2 20.0%	0 0.0% b	5 10.9% aBHK	4 19.0% b	10 38.5% F	9 25.7%	1 16.7%	22 37.3% F	6 27.3%
Customer acquisition costs	41 9.7%	3 25.0%	6 25.0% fi	0 0.0%	1 10.0%	1 16.7%	3 6.5% bgk	6 28.6% fil	4 15.4%	2 5.7% bg	1 16.7%	12 20.3% f	1 4.5% g
Other text analysis ratings	41 9.7%	3 25.0%	3 12.5%	0 0.0%	2 20.0%	0 0.0%	3 6.5% l	2 9.5%	4 15.4%	6 17.1%	0 0.0%	11 18.6%	6 27.3% f

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

Topic 5: Social Media

Which metrics does your company use for social media? (Check all that apply)

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Sales levels	38 9.0%	3 25.0%	5 20.8%	1 20.0%	1 10.0%	1 16.7%	7 15.2%	3 14.3%	3 11.5%	3 8.6%	0 0.0%	7 11.9%	2 9.1%
Revenue per customer	31 7.4%	2 16.7%	7 29.2% FhI	0 0.0%	2 20.0%	0 0.0%	2 4.3% Bk	2 9.5%	1 3.8% b	1 2.9% Bk	0 0.0%	11 18.6% fi	2 9.1%
Net promoter score	31 7.4%	3 25.0% g	4 16.7%	0 0.0%	0 0.0%	0 0.0%	7 15.2%	0 0.0% aj	3 11.5%	2 5.7% j	2 33.3% gi	7 11.9%	2 9.1%
Online product/service ratings	28 6.7%	3 25.0%	2 8.3%	0 0.0%	0 0.0%	0 0.0%	5 10.9%	2 9.5%	3 11.5%	3 8.6%	1 16.7%	5 8.5%	3 13.6%
Customer retention costs	21 5.0%	2 16.7%	2 8.3%	0 0.0%	0 0.0%	0 0.0%	2 4.3%	1 4.8%	2 7.7%	2 5.7%	0 0.0%	8 13.6%	1 4.5%
Profits per customer	21 5.0%	1 8.3%	4 16.7% h	0 0.0%	1 10.0%	0 0.0%	2 4.3%	2 9.5%	0 0.0% b	1 2.9%	0 0.0%	6 10.2%	3 13.6%
Abandoned shopping carts	17 4.0%	1 8.3%	3 12.5% i	0 0.0%	1 10.0%	0 0.0%	4 8.7%	2 9.5%	2 7.7%	0 0.0% b	0 0.0%	3 5.1%	0 0.0%

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

Topic 5: Social Media

Which metrics does your company use for social media? (Check all that apply)

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	110 26.1%	139 33.0%	47 11.2%	44 10.5%	89 21.1%	51 12.1%	35 8.3%	17 4.0%	49 11.6%	28 6.7%	140 33.3%	81 19.2%	39 9.3%
Hits/visits/page views	62 56.4%	78 56.1%	29 61.7%	20 45.5%	57 64.0%	39 76.5%	23 65.7%	11 64.7%	34 69.4%	20 71.4%	90 64.3%	59 72.8%	28 71.8%
Repeat visits	40 36.4%	49 35.3%	20 42.6%	16 36.4%	41 46.1%	22 43.1%	18 51.4%	7 41.2%	21 42.9%	15 53.6%	62 44.3%	36 44.4%	20 51.3%
Number of followers or friends	32 29.1%	51 36.7%	20 42.6%	17 38.6%	42 47.2%	25 49.0%	15 42.9%	8 47.1%	18 36.7%	8 28.6%	53 37.9% C	35 43.2% c	26 66.7% Ab
Conversion rates (whether a visitor is converted to a buyer)	32 29.1%	36 25.9%	19 40.4%	11 25.0%	35 39.3%	20 39.2%	9 25.7%	6 35.3%	16 32.7%	11 39.3%	40 28.6% c	32 39.5%	19 48.7% a
Buzz indicators (web mentions)	21 19.1%	35 25.2%	12 25.5%	11 25.0%	28 31.5%	10 19.6%	13 37.1%	4 23.5%	11 22.4%	10 35.7%	30 21.4% C	26 32.1%	18 46.2% A
Customer acquisition costs	10 9.1% c	15 10.8% c	11 23.4% ab	5 11.4%	18 20.2%	6 11.8%	4 11.4%	3 17.6%	5 10.2%	5 17.9%	13 9.3% B	18 22.2% A	6 15.4%
Other text analysis ratings	9 8.2%	21 15.1%	5 10.6%	6 13.6%	12 13.5%	7 13.7%	8 22.9%	2 11.8%	5 10.2%	6 21.4%	16 11.4% b	19 23.5% a	6 15.4%

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

Topic 5: Social Media

Which metrics does your company use for social media? (Check all that apply)

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Sales levels	10 9.1%	16 11.5%	9 19.1%	3 6.8%	15 16.9%	5 9.8%	3 8.6%	3 17.6%	4 8.2%	7 25.0%	13 9.3%	15 18.5%	6 15.4%
Revenue per customer	7 6.4%	15 10.8%	5 10.6%	4 9.1%	13 14.6%	2 3.9%	5 14.3%	1 5.9%	5 10.2%	5 17.9%	9 6.4%	13 16.0%	6 15.4%
Net promoter score	12 10.9%	13 9.4%	4 8.5%	2 4.5%	8 9.0%	4 7.8%	2 5.7%	1 5.9%	5 10.2%	11 39.3%	8 5.7%	16 19.8%	6 15.4%
Online product/service ratings	10 9.1%	5 3.6%	8 17.0%	5 11.4%	8 9.0%	4 7.8%	5 14.3%	1 5.9%	7 14.3%	3 10.7%	9 6.4%	11 13.6%	6 15.4%
Customer retention costs	6 5.5%	9 6.5%	4 8.5%	2 4.5%	8 9.0%	1 2.0%	2 5.7%	1 5.9%	5 10.2%	4 14.3%	4 2.9%	12 14.8%	4 10.3%
Profits per customer	4 3.6%	12 8.6%	4 8.5%	1 2.3%	10 11.2%	2 3.9%	3 8.6%	0 0.0%	3 6.1%	2 7.1%	10 7.1%	8 9.9%	3 7.7%
Abandoned shopping carts	10 9.1%	3 2.2%	2 4.3%	2 4.5%	6 6.7%	0 0.0%	1 2.9%	1 5.9%	7 14.3%	2 7.1%	1 0.7%	8 9.9%	7 17.9%

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

Topic 6: Marketing Jobs

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

N=421 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Communi- cations Media	Mining Construc- tion	Trans- portation	Energy	Manufac- turing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Number	421	12	24	5	10	6	46	21	26	35	6	59	22
Percent	100.0%	4.4%	8.8%	1.8%	3.7%	2.2%	16.9%	7.7%	9.6%	12.9%	2.2%	21.7%	8.1%
Percent change	269	11	23	5	10	6	45	20	24	33	5	58	22
	6.2	14.8	6.9	20.0	4.9	1.7	5.1	12.0	9.1	4.1	10.0	2.1	1.4
	23.7	29.3	10.9	44.7	7.8	5.2	31.0	44.5	24.4	18.2	22.4	12.0	3.4

Topic 6: Marketing Jobs

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

N=421 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
Number	110	139	47	44	89	51	35	17	49	28	140	81	39
Percent	32.4%	40.9%	13.8%	12.9%	33.1%	19.0%	13.0%	6.3%	18.2%	10.4%	53.8%	31.2%	15.0%
Percent change	92	107	37	32	86	51	34	15	47	27	136	79	39
	8.6	4.9	6.7	3.4	5.8	9.3	5.9	4.5	3.2	3.1	5.2	7.0	5.9
	32.1	19.4	18.4	9.8	27.5	33.3	17.7	8.1	8.8	6.7	24.5	26.0	11.5

Topic 6: Marketing Jobs

Does your firm currently outsource any marketing activities?

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
Yes	209 74.9%	7 58.3%	17 70.8%	2 40.0% fgl	9 90.0%	4 66.7%	37 80.4% c	18 85.7% c	20 80.0%	26 74.3%	3 50.0%	41 69.5%	19 86.4% c
No	70 25.1%	5 41.7%	7 29.2%	3 60.0% fgl	1 10.0%	2 33.3%	9 19.6% c	3 14.3% c	5 20.0%	9 25.7%	3 50.0%	18 30.5%	3 13.6% c

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

Topic 6: Marketing Jobs

Does your firm currently outsource any marketing activities?

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%	39 15.0%
Yes	72 76.6%	82 74.5%	27 67.5%	27 81.8%	54 60.7% BE	42 82.4% A	27 77.1%	13 76.5%	43 89.6% A	21 75.0%	99 70.7% B	70 87.5% AC	26 66.7% B
No	22 23.4%	28 25.5%	13 32.5%	6 18.2%	35 39.3% BE	9 17.6% A	8 22.9%	4 23.5%	5 10.4% A	7 25.0%	41 29.3% B	10 12.5% AC	13 33.3% B

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

Topic 6: Marketing Jobs

By what percentage will your firm's outsourcing of marketing activities change in the next year?

N=209 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Communi- cations Media	Mining Construc- tion	Trans- portation	Energy	Manufac- turing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Number	209	7	17	2	9	4	37	18	20	26	3	41	19
Percent	100.0%	3.4%	8.4%	1.0%	4.4%	2.0%	18.2%	8.9%	9.9%	12.8%	1.5%	20.2%	9.4%
Percent change	209	7	17	2	9	4	37	18	20	26	3	41	19
	4.5	13.6	4.9	2.5	-0.4	-7.5	4.3	3.9	6.2	4.9	10.0	3.3	5.1
	15.4	8.0	14.0	3.5	32.9	29.0	8.3	11.7	9.3	15.1	13.2	21.1	8.5

Topic 6: Marketing Jobs

By what percentage will your firm's outsourcing of marketing activities change in the next year?

N=209 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
Number	72	82	27	27	54	42	27	13	43	21	99	70	26
Percent	34.6%	39.4%	13.0%	13.0%	27.0%	21.0%	13.5%	6.5%	21.5%	10.5%	50.8%	35.9%	13.3%
Percent change	72	82	27	27	54	42	27	13	43	21	99	70	26
	3.7	4.6	5.1	6.3	6.9	4.1	3.4	0.8	2.2	6.2	4.9	5.3	2.5
	11.1	20.3	10.6	12.1	20.1	10.5	12.7	13.8	14.3	16.7	16.6	12.5	20.6

Topic 7: Marketing Organization and Leadership

Where is marketing located in your firm?

N=276	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	276 100.0%	12 4.3%	24 8.7%	5 1.8%	10 3.6%	6 2.2%	45 16.3%	20 7.2%	26 9.4%	35 12.7%	6 2.2%	59 21.4%	22 8.0%
Corporate	231 83.7%	10 83.3% h	19 79.2% h	4 80.0% h	10 100.0%	5 83.3% h	34 75.6% H	14 70.0% Hk	26 100.0% abceFGijl	29 82.9% h	5 83.3% h	53 89.8% g	17 77.3% h
Business unit level	95 34.4%	3 25.0%	5 20.8% d	1 20.0%	6 60.0% bk	2 33.3%	20 44.4% K	9 45.0% k	10 38.5%	14 40.0% k	3 50.0%	12 20.3% dFgil	10 45.5% k
Brand or product level	59 21.4%	2 16.7%	5 20.8%	1 20.0%	1 10.0%	2 33.3%	11 24.4%	4 20.0%	9 34.6% i	3 8.6% hl	1 16.7%	11 18.6%	8 36.4% i
Field offices	33 12.0%	3 25.0% g	1 4.2% j	0 0.0%	1 10.0%	1 16.7%	8 17.8% g	0 0.0% afjl	3 11.5%	2 5.7% j	2 33.3% bgi	7 11.9%	5 22.7% g

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

Topic 7: Marketing Organization and Leadership

Where is marketing located in your firm?

N=276	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	92 33.3%	111 40.2%	39 14.1%	32 11.6%	89 32.2%	51 18.5%	34 12.3%	17 6.2%	48 17.4%	28 10.1%	139 50.4%	80 29.0%
Corporate	73 79.3%	98 88.3% c	29 74.4% bd	30 93.8% c	79 88.8%	44 86.3%	27 79.4%	13 76.5%	37 77.1%	22 78.6%	118 84.9%	62 77.5% c	36 92.3% b
Business unit level	37 40.2%	36 32.4%	11 28.2%	10 31.3%	14 15.7% CEF	10 19.6% cEF	14 41.2% Abf	6 35.3% f	28 58.3% AB	20 71.4% ABcd	42 30.2% b	37 46.3% a	12 30.8%
Brand or product level	25 27.2%	21 18.9%	9 23.1%	4 12.5%	14 15.7% F	8 15.7% F	7 20.6% f	5 29.4%	11 22.9% f	13 46.4% ABce	23 16.5% b	25 31.3% a	7 17.9%
Field offices	16 17.4%	11 9.9%	2 5.1%	4 12.5%	6 6.7% F	4 7.8% f	5 14.7%	1 5.9%	8 16.7%	8 28.6% Ab	16 11.5%	12 15.0%	3 7.7%

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

Topic 7: Marketing Organization and Leadership

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors: Is collected on a regular basis

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Not at all	4 1.4%	0 0.0%	0 0.0% c	1 20.0% bgiKI	0 0.0%	0 0.0%	2 4.3%	0 0.0% c	1 3.8%	0 0.0% c	0 0.0%	0 0.0% C	0 0.0% c
2=	21 7.6%	1 8.3%	1 4.2%	1 20.0% l	0 0.0%	0 0.0%	3 6.5%	2 9.5%	1 3.8%	4 11.8%	1 16.7%	6 10.2%	0 0.0% c
3=	31 11.2%	0 0.0%	0 0.0% d g k	0 0.0%	2 20.0% b	0 0.0%	4 8.7%	4 19.0% b	4 15.4%	5 14.7%	0 0.0%	10 16.9% b	1 4.5%
4=	49 17.8%	4 33.3% g	5 20.8%	2 40.0% g	3 30.0%	1 16.7%	6 13.0%	1 4.8% a c	3 11.5%	6 17.6%	0 0.0%	14 23.7%	3 13.6%
5=	55 19.9%	3 25.0%	4 16.7%	1 20.0%	1 10.0%	2 33.3%	10 21.7%	4 19.0%	6 23.1%	7 20.6%	2 33.3%	10 16.9%	5 22.7%
6=	58 21.0%	3 25.0%	8 33.3% I	0 0.0%	2 20.0%	2 33.3% i	10 21.7%	5 23.8%	5 19.2%	2 5.9% BeL	1 16.7%	11 18.6% l	9 40.9% Ik
7=All the time	58 21.0%	1 8.3%	6 25.0%	0 0.0%	2 20.0%	1 16.7%	11 23.9%	5 23.8%	6 23.1%	10 29.4%	2 33.3%	8 13.6%	4 18.2%
Mean	4.9	4.8	5.5	3.2	4.9	5.5	5.0	5.0	5.0	4.8	5.3	4.6	5.5
SD	1.6	1.3 c	1.3 Ck	1.6 aBefghL	1.5	1.0 c	1.7 c	1.7 c	1.7 c	1.8	1.9	1.6 bL	1.1 CK

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

Topic 7: Marketing Organization and Leadership

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors: Is collected on a regular basis

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
1=Not at all	2 2.1%	1 0.9%	0 0.0%	1 3.1%	3 3.4%	0 0.0%	0 0.0%	0 0.0%	1 2.1%	0 0.0%	3 2.1%	1 1.3%	0 0.0%
2=	5 5.3%	9 8.2%	3 7.9%	4 12.5%	9 10.1%	7 13.7% e	2 5.7%	1 5.9%	1 2.1% b	1 3.6%	16 11.4% b	2 2.5% a	2 5.1%
3=	7 7.4%	16 14.5%	4 10.5%	3 9.4%	10 11.2%	10 19.6% f	2 5.7%	1 5.9%	6 12.5%	0 0.0% b	14 10.0%	9 11.3%	5 12.8%
4=	13 13.8%	25 22.7%	6 15.8%	5 15.6%	18 20.2%	11 21.6%	6 17.1%	2 11.8%	4 8.3%	6 21.4%	27 19.3%	11 13.8%	6 15.4%
5=	22 23.4%	16 14.5%	9 23.7%	8 25.0%	18 20.2%	10 19.6%	7 20.0%	3 17.6%	11 22.9%	6 21.4%	23 16.4%	22 27.5%	8 20.5%
6=	25 26.6%	22 20.0%	7 18.4%	4 12.5%	15 16.9%	10 19.6%	6 17.1%	6 35.3%	13 27.1%	7 25.0%	25 17.9%	22 27.5%	7 17.9%
7=All the time	20 21.3%	21 19.1%	9 23.7%	7 21.9%	16 18.0% b	3 5.9% aCDEF	12 34.3% B	4 23.5% b	12 25.0% B	8 28.6% B	32 22.9%	13 16.3%	11 28.2%
Mean	5.2	4.8	5.1	4.7	4.7	4.3	5.4	5.4	5.3	5.5	4.8	5.1	5.2
SD	1.5	1.6	1.6	1.8	1.7 cef	1.5 CDEF	1.5 aB	1.5 B	1.5 aB	1.3 aB	1.7	1.4	1.6

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

Topic 7: Marketing Organization and Leadership

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors: Is shared vertically across different levels of the firm and business units

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Not at all	8 2.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 6.5%	0 0.0%	2 8.0%	2 5.9%	0 0.0%	1 1.7%	0 0.0%
2=	22 8.0%	0 0.0%	0 0.0% ci	1 20.0% b	1 10.0%	0 0.0%	4 8.7%	1 4.8%	1 4.0%	6 17.6% b	1 16.7%	6 10.2%	1 4.5%
3=	33 12.0%	2 16.7%	2 8.3%	0 0.0%	3 30.0% h	0 0.0%	6 13.0%	2 9.5%	1 4.0% d	3 8.8%	1 16.7%	9 15.3%	4 18.2%
4=	59 21.5%	3 25.0%	7 29.2%	1 20.0%	2 20.0%	2 33.3%	10 21.7%	4 19.0%	6 24.0%	9 26.5%	0 0.0%	10 16.9%	3 13.6%
5=	65 23.6%	4 33.3%	7 29.2%	3 60.0% il	1 10.0%	1 16.7%	12 26.1%	6 28.6%	7 28.0%	5 14.7% c	1 16.7%	15 25.4%	3 13.6% c
6=	56 20.4%	2 16.7%	5 20.8%	0 0.0%	1 10.0%	3 50.0% fh	7 15.2% e	5 23.8%	3 12.0% e	7 20.6%	2 33.3%	13 22.0%	6 27.3%
7=All the time	32 11.6%	1 8.3%	3 12.5%	0 0.0%	2 20.0%	0 0.0%	4 8.7%	3 14.3%	5 20.0%	2 5.9%	1 16.7%	5 8.5%	5 22.7%
Mean	4.6	4.8	5.0	4.2	4.4	5.2	4.3	5.0	4.8	4.1	4.8	4.5	5.1
SD	1.6	1.2	1.2 i	1.3	1.8	1.0	1.6	1.4	1.7	1.7 bl	1.9	1.5	1.6 i

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

Topic 7: Marketing Organization and Leadership

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors: Is shared vertically across different levels of the firm and business units

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%	39 15.0%
1=Not at all	3 3.2%	4 3.7%	0 0.0%	1 3.1%	3 3.4%	2 4.0%	0 0.0%	0 0.0%	3 6.3%	0 0.0%	6 4.3%	1 1.3%	1 2.6%
2=	6 6.4%	10 9.2%	1 2.6%	5 15.6%	6 6.7%	8 16.0%	2 5.7%	1 5.9%	4 8.3%	1 3.6%	14 10.0%	4 5.0%	3 7.9%
3=	11 11.7%	14 12.8%	4 10.5%	3 9.4%	6 6.7%	10 20.0%	1 2.9%	2 11.8%	6 12.5%	7 25.0%	17 12.1%	10 12.5%	4 10.5%
4=	20 21.3%	25 22.9%	9 23.7%	5 15.6%	18 20.2%	12 24.0%	9 25.7%	4 23.5%	7 14.6%	6 21.4%	29 20.7%	16 20.0%	6 15.8%
5=	20 21.3%	22 20.2%	14 36.8%	9 28.1%	18 20.2%	13 26.0%	6 17.1%	5 29.4%	14 29.2%	7 25.0%	29 20.7%	22 27.5%	10 26.3%
6=	20 21.3%	23 21.1%	7 18.4%	5 15.6%	24 27.0%	4 8.0%	9 25.7%	3 17.6%	8 16.7%	6 21.4%	25 17.9%	20 25.0%	10 26.3%
7=All the time	14 14.9%	11 10.1%	3 7.9%	4 12.5%	14 15.7%	1 2.0%	8 22.9%	2 11.8%	6 12.5%	1 3.6%	20 14.3%	7 8.8%	4 10.5%
Mean	4.7	4.5	4.8	4.5	4.9	3.8	5.2	4.8	4.5	4.5	4.5	4.8	4.8
SD	1.6	1.6	1.2	1.7	1.6	1.4	1.4	1.4	1.7	1.3	1.7	1.4	1.5

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

Topic 7: Marketing Organization and Leadership

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors: Is shared horizontally across different functions and business units

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Not at all	7 2.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 6.5% k	0 0.0%	2 7.7% k	2 5.9%	0 0.0%	0 0.0% fh	0 0.0%
2=	23 8.4%	0 0.0%	0 0.0% ci	1 20.0% bl	1 10.0%	0 0.0%	5 10.9%	1 4.8%	1 3.8%	6 17.6% bl	1 16.7%	7 11.9%	0 0.0% ci
3=	30 10.9%	0 0.0% j	3 12.5%	0 0.0%	1 10.0%	0 0.0%	6 13.0%	2 9.5%	1 3.8% j	5 14.7%	2 33.3% ah	8 13.6%	2 9.1%
4=	66 24.0%	2 16.7%	8 33.3%	2 40.0%	4 40.0%	2 33.3%	12 26.1%	2 9.5%	8 30.8%	8 23.5%	0 0.0%	12 20.3%	5 22.7%
5=	60 21.8%	6 50.0% ijl	6 25.0%	2 40.0%	1 10.0%	2 33.3%	10 21.7%	7 33.3%	5 19.2%	6 17.6% a	0 0.0% a	13 22.0%	2 9.1% a
6=	57 20.7%	3 25.0%	4 16.7%	0 0.0%	2 20.0%	2 33.3%	6 13.0%	6 28.6%	5 19.2%	5 14.7%	2 33.3%	13 22.0%	7 31.8%
7=All the time	32 11.6%	1 8.3%	3 12.5%	0 0.0%	1 10.0%	0 0.0%	4 8.7% l	3 14.3%	4 15.4%	2 5.9% l	1 16.7%	6 10.2%	6 27.3% fi
Mean	4.6	5.3	4.8	4.0	4.5	5.0	4.2	5.1	4.7	4.0	4.5	4.6	5.5
SD	1.5	0.9 cfi	1.2 i	1.2 al	1.5	0.9	1.6 agL	1.4 fl	1.7	1.7 abGL	2.1	1.5 l	1.4 cFlk

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

Topic 7: Marketing Organization and Leadership

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors: Is shared horizontally across different functions and business units

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
1=Not at all	3 3.2%	3 2.7%	0 0.0%	1 3.2%	3 3.4%	2 3.9%	0 0.0%	0 0.0%	2 4.2%	0 0.0%	5 3.6%	1 1.3%	1 2.6%
2=	6 6.4%	13 11.8%	1 2.6%	3 9.7%	7 7.9%	8 15.7%	1 2.9%	1 5.9%	5 10.4%	1 3.6%	17 12.1% b	2 2.5% a	3 7.7%
3=	8 8.5% d	12 10.9%	3 7.9%	7 22.6% a	6 6.7% bf	9 17.6% ac	1 2.9% bf	3 17.6%	4 8.3%	6 21.4% ac	15 10.7%	10 12.7%	4 10.3%
4=	22 23.4%	27 24.5%	12 31.6%	4 12.9%	18 20.2%	14 27.5%	8 22.9%	2 11.8%	11 22.9%	9 32.1%	29 20.7%	21 26.6%	8 20.5%
5=	21 22.3%	21 19.1%	10 26.3%	8 25.8%	17 19.1%	12 23.5%	9 25.7%	5 29.4%	10 20.8%	7 25.0%	27 19.3%	17 21.5%	10 25.6%
6=	20 21.3%	22 20.0%	9 23.7%	5 16.1%	23 25.8% b	5 9.8% a	8 22.9%	4 23.5%	10 20.8%	5 17.9%	26 18.6%	21 26.6%	9 23.1%
7=All the time	14 14.9%	12 10.9%	3 7.9%	3 9.7%	15 16.9% Bf	1 2.0% ACe	8 22.9% BF	2 11.8%	6 12.5% b	0 0.0% aC	21 15.0%	7 8.9%	4 10.3%
Mean	4.8	4.5	4.8	4.4	4.9	3.9	5.3	4.8	4.6	4.3	4.6	4.8	4.7
SD	1.6	1.6	1.2	1.6	1.6 B	1.4 ACde	1.3 BeF	1.5 b	1.7 bc	1.1 C	1.7	1.3	1.5

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

Topic 7: Marketing Organization and Leadership

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors: Shapes the design of firm strategies

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Not at all	5 1.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 6.5%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	1 1.7%	0 0.0%
2=	20 7.3%	1 9.1%	0 0.0% ci	1 20.0% bgl	1 10.0%	0 0.0%	5 10.9%	0 0.0% ci	2 7.7%	6 17.6% bgl	1 16.7%	3 5.2%	0 0.0% ci
3=	33 12.1%	1 9.1%	1 4.2%	1 20.0% h	1 10.0%	0 0.0%	7 15.2% h	3 14.3% h	0 0.0% cfjk	4 11.8%	1 16.7% h	12 20.7% h	2 9.1%
4=	55 20.1%	0 0.0% d	6 25.0%	0 0.0%	5 50.0% afi	1 16.7%	7 15.2% d	4 19.0%	7 26.9%	6 17.6% d	1 16.7%	12 20.7%	4 18.2%
5=	74 27.1%	3 27.3%	9 37.5%	2 40.0%	2 20.0%	2 33.3%	9 19.6%	6 28.6%	9 34.6%	10 29.4%	0 0.0%	16 27.6%	6 27.3%
6=	59 21.6%	6 54.5% dhIK	5 20.8%	1 20.0%	1 10.0% a	1 16.7%	11 23.9%	6 28.6%	5 19.2% a	4 11.8% A	2 33.3%	10 17.2% A	6 27.3%
7=All the time	27 9.9%	0 0.0%	3 12.5%	0 0.0%	0 0.0%	2 33.3% k	4 8.7%	2 9.5%	3 11.5%	3 8.8%	1 16.7%	4 6.9% e	4 18.2%
Mean	4.7	5.1	5.1	4.2	4.1	5.7	4.4	5.0	4.9	4.2	4.7	4.5	5.3
SD	1.5	1.4	1.1 dik	1.6	1.1 bel	1.2 dik	1.7 l	1.2	1.3	1.6 bel	2.0	1.4 bel	1.2 dfik

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

Topic 7: Marketing Organization and Leadership

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors: Shapes the design of firm strategies

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
1=Not at all	3 3.2%	1 0.9%	0 0.0%	1 3.2%	2 2.3%	1 2.0%	0 0.0%	0 0.0%	2 4.2%	0 0.0%	4 2.9%	1 1.3%	0 0.0%
2=	5 5.3%	9 8.3%	2 5.4%	4 12.9%	6 6.8%	5 9.8%	2 5.7%	3 17.6%	3 6.3%	1 3.7%	12 8.6%	3 3.8%	3 7.7%
3=	9 9.6%	15 13.8%	2 5.4% d	7 22.6% c	9 10.2%	9 17.6%	6 17.1%	0 0.0%	4 8.3%	3 11.1%	19 13.7%	8 10.1%	5 12.8%
4=	19 20.2%	27 24.8%	5 13.5%	3 9.7%	14 15.9%	11 21.6%	4 11.4%	3 17.6%	12 25.0%	8 29.6%	25 18.0%	21 26.6% c	4 10.3% b
5=	26 27.7%	29 26.6%	12 32.4%	6 19.4%	22 25.0%	16 31.4%	8 22.9%	4 23.5%	11 22.9%	12 44.4%	30 21.6%	26 32.9%	13 33.3%
6=	19 20.2%	21 19.3%	12 32.4%	7 22.6%	23 26.1% b	6 11.8% ad	8 22.9%	6 35.3% b	12 25.0%	3 11.1%	30 21.6%	17 21.5%	9 23.1%
7=All the time	13 13.8%	7 6.4%	4 10.8%	3 9.7%	12 13.6% f	3 5.9% c	7 20.0% bf	1 5.9%	4 8.3%	0 0.0% ac	19 13.7% b	3 3.8% a	5 12.8%
Mean	4.8	4.5	5.1	4.4	4.9	4.3	5.0	4.8	4.6	4.5	4.7	4.7	4.9
SD	1.5	1.4 c	1.3 bd	1.7 c	1.5 b	1.4 ac	1.6 b	1.6	1.5	1.0	1.6	1.2	1.4

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

Topic 7: Marketing Organization and Leadership

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors: Influences the implementation of firm strategies

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Not at all	6 2.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 8.7%	0 0.0%	0 0.0%	1 3.0%	0 0.0%	1 1.7%	0 0.0%
2=	15 5.5%	1 9.1%	1 4.2%	2 40.0%	0 0.0%	0 0.0%	1 2.2%	0 0.0%	1 3.8%	4 12.1%	1 20.0%	4 6.9%	0 0.0%
			c	bFGhKL			C		c		gl	c	Cj
3=	30 11.1%	1 9.1%	1 4.2%	0 0.0%	1 10.0%	0 0.0%	7 15.2%	3 14.3%	1 3.8%	4 12.1%	1 20.0%	9 15.5%	2 9.1%
4=	46 17.0%	0 0.0%	6 25.0%	1 20.0%	5 50.0%	1 16.7%	7 15.2%	2 9.5%	5 19.2%	5 15.2%	0 0.0%	9 15.5%	4 18.2%
		d			afgik		d	d	d	d		d	
5=	78 28.8%	4 36.4%	7 29.2%	1 20.0%	3 30.0%	2 33.3%	11 23.9%	6 28.6%	7 26.9%	11 33.3%	0 0.0%	19 32.8%	7 31.8%
6=	66 24.4%	5 45.5%	5 20.8%	1 20.0%	1 10.0%	1 16.7%	12 26.1%	7 33.3%	8 30.8%	4 12.1%	2 40.0%	13 22.4%	5 22.7%
		i								a			
7=All the time	30 11.1%	0 0.0%	4 16.7%	0 0.0%	0 0.0%	2 33.3%	4 8.7%	3 14.3%	4 15.4%	4 12.1%	1 20.0%	3 5.2%	4 18.2%
						k						e	
Mean	4.8	5.0	5.1	3.8	4.4	5.7	4.6	5.2	5.2	4.5	4.8	4.6	5.2
SD	1.5	1.3	1.3	1.8	0.8	1.2	1.7	1.3	1.3	1.6	2.2	1.4	1.2
				ghl	e	d		c	ck			h	c

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

Topic 7: Marketing Organization and Leadership

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors: Influences the implementation of firm strategies

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%	39 15.0%
1=Not at all	4 4.3%	2 1.9%	0 0.0%	0 0.0%	2 2.2%	1 2.0%	0 0.0%	1 5.9%	2 4.3%	0 0.0%	5 3.6%	1 1.3%	0 0.0%
2=	2 2.2%	7 6.5%	0 0.0%	6 19.4%	6 6.7%	5 10.0%	1 2.9%	0 0.0%	3 6.4%	0 0.0%	8 5.8%	2 2.5%	3 7.7%
3=	7 7.5%	13 12.0%	4 10.8%	6 19.4%	10 11.2%	9 18.0%	4 11.4%	1 5.9%	1 2.1%	3 11.5%	18 13.1%	6 7.6%	5 12.8%
4=	17 18.3%	21 19.4%	5 13.5%	2 6.5%	10 11.2%	8 16.0%	6 17.1%	3 17.6%	10 21.3%	7 26.9%	19 13.9%	16 20.3%	5 12.8%
5=	24 25.8%	33 30.6%	12 32.4%	8 25.8%	23 25.8%	18 36.0%	7 20.0%	6 35.3%	16 34.0%	8 30.8%	36 26.3%	27 34.2%	11 28.2%
6=	25 26.9%	24 22.2%	11 29.7%	6 19.4%	26 29.2%	5 10.0%	9 25.7%	5 29.4%	11 23.4%	7 26.9%	30 21.9%	25 31.6%	9 23.1%
7=All the time	14 15.1%	8 7.4%	5 13.5%	3 9.7%	12 13.5%	4 8.0%	8 22.9%	1 5.9%	4 8.5%	1 3.8%	21 15.3%	2 2.5%	6 15.4%
Mean	5.0	4.7	5.2	4.4	4.9	4.4	5.2	4.9	4.8	4.8	4.8	4.9	4.9
SD	1.5 d	1.4 c	1.2 bd	1.7 ac	1.5 b	1.5 aC	1.4 B	1.4	1.5	1.1	1.6	1.2	1.5

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

Topic 7: Marketing Organization and Leadership

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors: Impacts the evaluation of firm strategies

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
1=Not at all	6 2.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 8.9%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	1 1.8%	0 0.0%
2=	18 6.7%	1 9.1%	0 0.0% cij	1 20.0% bgl	1 10.0%	0 0.0%	1 2.2% i	0 0.0% cij	2 7.7%	6 17.6% bfgl	1 20.0% bgl	5 8.9%	0 0.0% cij
3=	27 10.1%	0 0.0%	1 4.2%	0 0.0%	2 20.0% h	0 0.0%	6 13.3%	3 14.3%	0 0.0% djk	3 8.8%	1 20.0% h	9 16.1% h	2 9.1%
4=	47 17.5%	1 9.1%	5 20.8%	2 40.0%	4 40.0%	1 16.7%	6 13.3%	2 9.5%	6 23.1%	7 20.6%	0 0.0%	10 17.9%	3 13.6%
5=	84 31.3%	4 36.4%	9 37.5%	1 20.0%	2 20.0%	2 33.3%	13 28.9%	8 38.1%	8 30.8%	9 26.5%	0 0.0%	19 33.9%	9 40.9%
6=	58 21.6%	5 45.5% ik	5 20.8%	1 20.0%	1 10.0%	1 16.7%	11 24.4%	7 33.3%	7 26.9%	4 11.8% a	2 40.0%	8 14.3% a	4 18.2%
7=All the time	28 10.4%	0 0.0%	4 16.7%	0 0.0%	0 0.0%	2 33.3% k	4 8.9%	1 4.8%	3 11.5%	4 11.8%	1 20.0%	4 7.1% e	4 18.2%
Mean	4.8	5.1	5.3	4.2	4.0	5.7	4.6	5.0	5.0	4.3	4.8	4.4	5.2
SD	1.5	1.2 d	1.1 Dik	1.5	1.2 aBeghl	1.2 d	1.7	1.1 d	1.3 d	1.7 bl	2.2	1.4 bl	1.2 dik

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

Topic 7: Marketing Organization and Leadership

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors: Impacts the evaluation of firm strategies

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
1=Not at all	5 5.4%	1 1.0%	0 0.0%	0 0.0%	1 1.2%	2 3.9%	0 0.0%	1 5.9%	2 4.2%	0 0.0%	5 3.6%	1 1.3%	0 0.0%
2=	1 1.1% bD	9 8.6% a	2 5.4%	6 19.4% A	7 8.1%	5 9.8%	2 5.7%	2 11.8%	2 4.2%	0 0.0%	10 7.3%	2 2.6%	4 10.3%
3=	8 8.6%	12 11.4%	2 5.4%	5 16.1%	7 8.1%	9 17.6%	3 8.6%	0 0.0%	4 8.3%	2 8.0%	16 11.7%	8 10.3%	3 7.7%
4=	15 16.1%	23 21.9%	4 10.8%	4 12.9%	16 18.6%	9 17.6%	5 14.3%	0 0.0% f	9 18.8%	7 28.0% d	19 13.9%	16 20.5%	6 15.4%
5=	29 31.2%	32 30.5%	15 40.5%	7 22.6%	20 23.3% df	17 33.3%	10 28.6%	9 52.9% a	16 33.3%	11 44.0% a	40 29.2%	27 34.6%	13 33.3%
6=	22 23.7%	20 19.0%	10 27.0%	6 19.4%	22 25.6% b	5 9.8% ae	8 22.9%	4 23.5%	13 27.1% b	4 16.0%	27 19.7%	22 28.2%	8 20.5%
7=All the time	13 14.0%	8 7.6%	4 10.8%	3 9.7%	13 15.1%	4 7.8%	7 20.0% e	1 5.9%	2 4.2% c	1 4.0%	20 14.6% B	2 2.6% Ac	5 12.8% b
Mean	4.9	4.6	5.1	4.4	4.9	4.3	5.1	4.8	4.7	4.8	4.8	4.8	4.8
SD	1.5	1.4	1.2 d	1.7 c	1.5 b	1.5 aC	1.4 B	1.6	1.4	1.0	1.6	1.2	1.5

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

Topic 8: Marketing Excellence

See Topline Report for aggregate results.

Appendix: Firm-level Descriptive Information

Which economic sector best describes your firm?

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
B2B - Product	110 32.4%	4 33.3% FK	8 33.3% FiK	1 20.0% F	2 20.0% F	4 66.7% ljk	36 78.3% ABCDGhIJK L	9 42.9% FIK	13 50.0% fljk	3 9.1% bEFGHL	0 0.0% eFhl	3 5.1% ABEFGHL	10 45.5% Fijk
B2B - Services	139 40.9%	0 0.0% BDehIK	13 54.2% AFGkl	1 20.0% K	6 60.0% AFGkl	2 33.3% afK	3 6.5% BDeHIK	1 4.8% BDHIK	10 38.5% aFGK	16 48.5% AFGK	1 16.7% K	52 88.1% ABCdEFGHI JL	5 22.7% bdK
B2C - Product	47 13.8%	8 66.7% BDeFHijKL	2 8.3% AGk	2 40.0% iK	0 0.0% Ag	0 0.0% ag	7 15.2% AGK	10 47.6% BdeFHijKL	3 11.5% AGK	2 6.1% AcG	0 0.0% ag	0 0.0% AbCFGHI	2 9.1% AGk
B2C - Services	44 12.9%	0 0.0% ij	1 4.2% IJ	1 20.0% Fh	2 20.0% Fhj	0 0.0% j	0 0.0% CDIJL	1 4.8% ij	0 0.0% cdIJl	12 36.4% aBFgHjK	5 83.3% ABdeFGHiK l	4 6.8% IJl	5 22.7% Fhjk

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

Appendix: Firm-level Descriptive Information

Which economic sector best describes your firm?

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
B2B - Product	110 100.0% BCD	0 0.0% A	0 0.0% A	0 0.0% A	18 20.5% bceF	20 39.2% a	14 40.0% a	6 35.3%	19 38.8% a	14 51.9% A	42 30.0%	34 42.0%	12 31.6%
B2B - Services	0 0.0% B	139 100.0% ACD	0 0.0% B	0 0.0% B	48 54.5% CDF	20 39.2% c	6 17.1% AbE	3 17.6% Ae	25 51.0% Cdf	6 22.2% Ae	70 50.0% Bc	24 29.6% A	12 31.6% a
B2C - Product	0 0.0% C	0 0.0% C	47 100.0% ABD	0 0.0% C	9 10.2% d	6 11.8%	8 22.9%	5 29.4% ae	4 8.2% d	5 18.5%	16 11.4%	11 13.6%	6 15.8%
B2C - Services	0 0.0% D	0 0.0% D	0 0.0% D	44 100.0% ABC	13 14.8% e	5 9.8%	7 20.0% E	3 17.6% e	1 2.0% aCd	2 7.4%	12 8.6% c	12 14.8%	8 21.1% a

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

Appendix: Firm-level Descriptive Information

What is your firm's ownership structure?

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
Public/NYSE/AMEX	82 24.2%	3 25.0%	6 25.0%	0 0.0%	3 33.3%	0 0.0%	21 46.7% f eGK	2 9.5% F	7 26.9%	11 31.4% k	0 0.0%	6 10.2% Fi	5 22.7%
Public/NASDAQ	34 10.0%	1 8.3%	1 4.2% E	0 0.0%	2 22.2%	3 50.0% BFgiKL	3 6.7% E	2 9.5% e	5 19.2%	3 8.6% e	0 0.0%	5 8.5% E	1 4.5% E
Private	205 60.5%	8 66.7%	16 66.7%	5 100.0% dfi	3 33.3% cgjK	3 50.0%	21 46.7% cgjK	17 81.0% dfi	14 53.8% k	16 45.7% cgjK	5 100.0% dfi	48 81.4% DFhIl	12 54.5% k
Nonprofit	18 5.3%	0 0.0%	1 4.2%	0 0.0%	1 11.1% fk	0 0.0%	0 0.0% diL	0 0.0% l	0 0.0% il	5 14.3% fhK	0 0.0%	0 0.0% dIL	4 18.2% FghK

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

Appendix: Firm-level Descriptive Information

What is your firm's ownership structure?

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%	39 15.0%
Public/NYSE/AMEX	31 28.4%	30 21.9%	14 29.8%	7 15.9%	2 2.2% DEF	4 7.8% DEF	2 5.7% DEF	8 50.0% ABC	29 59.2% ABC	18 69.2% ABC	21 15.1% B	33 41.8% AC	3 7.7% B
Public/NASDAQ	15 13.8%	12 8.8%	3 6.4%	4 9.1%	4 4.5% E	4 7.8%	4 11.4%	1 6.3%	10 20.4% A	3 11.5%	9 6.5% b	13 16.5% a	4 10.3%
Private	59 54.1% b	92 67.2% a	28 59.6%	24 54.5%	78 87.6% DEF	42 82.4% DEF	26 74.3% dEF	6 37.5% ABce	7 14.3% ABCd	5 19.2% ABC	104 74.8% B	31 39.2% AC	27 69.2% B
Nonprofit	4 3.7% D	3 2.2% D	2 4.3% d	9 20.5% ABc	5 5.6%	1 2.0%	3 8.6%	1 6.3%	3 6.1%	0 0.0%	5 3.6% c	2 2.5% c	5 12.8% ab

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

Appendix: Firm-level Descriptive Information

What was your firm's sales revenue in last 12 months?

N=421	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	272 100.0%	12 4.4%	24 8.8%	5 1.8%	10 3.7%	6 2.2%	46 16.9%	21 7.7%	26 9.6%	35 12.9%	6 2.2%	59 21.7%	22 8.1%
Less than \$25 million	89 33.1%	3 25.0% f	10 41.7% F	3 60.0% F	2 20.0% k	1 16.7%	2 4.5% aBCHJKL	4 19.0% K	11 42.3% F	11 32.4% Fk	3 50.0% F	32 55.2% dFGil	6 28.6% Fk
\$26-99 million	51 19.0%	1 8.3%	5 20.8%	0 0.0%	1 10.0%	0 0.0%	11 25.0%	5 23.8%	6 23.1%	3 8.8% k	1 16.7%	15 25.9% i	3 14.3%
\$100-499 million	35 13.0%	5 41.7% bFHK	2 8.3% ae	2 40.0% fHK	1 10.0%	3 50.0% bFHK	3 6.8% AcE	5 23.8% hK	0 0.0% ACEgijl	6 17.6% hk	1 16.7% h	2 3.4% ACEGil	4 19.0% hk
\$500-999 million	17 6.3%	0 0.0%	2 8.3% k	0 0.0%	2 20.0% hK	1 16.7% hK	5 11.4% K	3 14.3% K	0 0.0% de	2 5.9%	0 0.0%	0 0.0% bDEFGI	2 9.5% k
\$1-2.5 billion	25 9.3%	0 0.0%	1 4.2%	0 0.0%	1 10.0%	0 0.0%	9 20.5% K	2 9.5%	1 3.8%	6 17.6% k	0 0.0%	2 3.4% Fi	3 14.3%
\$2.6-5 billion	18 6.7%	0 0.0%	1 4.2%	0 0.0%	2 20.0% h	1 16.7% h	4 9.1%	1 4.8%	0 0.0% de	2 5.9%	0 0.0%	6 10.3%	1 4.8%
\$5.1-9.9 billion	6 2.2%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	0 0.0%	2 7.7% k	2 5.9%	0 0.0%	0 0.0% h	0 0.0%
\$10-49 billion	18 6.7%	3 25.0% bgK	0 0.0% a	0 0.0%	0 0.0%	0 0.0%	6 13.6% k	0 0.0% a	3 11.5%	2 5.9%	1 16.7% k	1 1.7% Afj	2 9.5%

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

Appendix: Firm-level Descriptive Information

What was your firm's sales revenue in last 12 months?

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%	39 15.0%
Less than \$25 million	18 19.8% Bd	48 44.4% Ac	9 24.3% b	13 41.9% a	89 100.0% BCDEF	0 0.0% A	0 0.0% A	0 0.0% A	0 0.0% A	0 0.0% A	52 38.2%	20 25.3%	13 33.3%
\$26-99 million	20 22.0%	20 18.5%	6 16.2%	5 16.1%	0 0.0% B	51 100.0% ACDEF	0 0.0% B	0 0.0% B	0 0.0% B	0 0.0% B	34 25.0% B	6 7.6% Ac	9 23.1% b
\$100-499 million	14 15.4% b	6 5.6% aCD	8 21.6% B	7 22.6% B	0 0.0% C	0 0.0% C	35 100.0% ABDEF	0 0.0% C	0 0.0% C	0 0.0% C	16 11.8%	11 13.9%	7 17.9%
\$500-999 million	6 6.6%	3 2.8% c	5 13.5% b	3 9.7%	0 0.0% D	0 0.0% D	0 0.0% D	17 100.0% ABCEF	0 0.0% D	0 0.0% D	6 4.4%	7 8.9%	2 5.1%
\$1-2.5 billion	11 12.1% d	11 10.2%	3 8.1%	0 0.0% a	0 0.0% E	0 0.0% E	0 0.0% E	0 0.0% E	25 51.0% ABCDF	0 0.0% E	12 8.8%	11 13.9%	1 2.6%
\$2.6-5 billion	5 5.5%	11 10.2%	1 2.7%	1 3.2%	0 0.0% E	0 0.0% E	0 0.0% E	0 0.0% E	18 36.7% ABCDF	0 0.0% E	9 6.6%	3 3.8%	5 12.8%
\$5.1-9.9 billion	3 3.3%	3 2.8%	0 0.0%	0 0.0%	0 0.0% E	0 0.0% e	0 0.0% e	0 0.0%	6 12.2% Abc	0 0.0%	2 1.5%	3 3.8%	1 2.6%
\$10-49 billion	9 9.9% b	3 2.8% a	4 10.8%	1 3.2%	0 0.0% F	0 0.0% F	0 0.0% F	0 0.0% F	0 0.0% F	18 64.3% ABCDE	4 2.9% B	12 15.2% Ac	1 2.6% b

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

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm?

N=421	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	110 32.4%	139 40.9%	47 13.8%	44 12.9%	89 33.1%	51 19.0%	35 13.0%	17 6.3%	49 18.2%	28 10.4%	140 53.8%	81 31.2%
Consumer Packaged Goods	4 4.3% bC	0 0.0% aC	8 22.2% ABD	0 0.0% C	3 3.4% c	1 2.0% c	5 14.7% abE	0 0.0%	0 0.0% Cf	3 10.7% e	3 2.2%	6 7.5%	1 2.6%
Communications/Media	8 8.6%	13 11.8%	2 5.6%	1 3.2%	10 11.4%	5 9.8%	2 5.9%	2 11.8%	3 6.1%	2 7.1%	10 7.2%	6 7.5%	6 15.8%
Mining/Construction	1 1.1%	1 0.9%	2 5.6%	1 3.2%	3 3.4%	0 0.0%	2 5.9%	0 0.0%	0 0.0%	0 0.0%	4 2.9%	0 0.0%	0 0.0%
Transportation	2 2.2%	6 5.5%	0 0.0%	2 6.5%	2 2.3%	1 2.0%	1 2.9%	2 11.8%	3 6.1%	1 3.6%	3 2.2%	3 3.8%	3 7.9%
Energy	4 4.3%	2 1.8%	0 0.0%	0 0.0%	1 1.1% c	0 0.0% c	3 8.8% ab	1 5.9%	1 2.0%	0 0.0%	5 3.6%	1 1.3%	0 0.0%
Manufacturing	36 38.7% BcD	3 2.7% AC	7 19.4% aBd	0 0.0% Ac	2 2.3% BDEF	11 21.6% A	3 8.8% ef	5 29.4% A	14 28.6% Ac	9 32.1% Ac	22 15.9%	18 22.5% c	2 5.3% b
Retail/Wholesale	9 9.7% Bc	1 0.9% AC	10 27.8% aBD	1 3.2% C	4 4.5%	5 9.8%	5 14.7%	3 17.6%	3 6.1%	1 3.6%	7 5.1% C	7 8.8%	7 18.4% A
Technology [Software/ Biotech]	13 14.0% d	10 9.1%	3 8.3%	0 0.0% a	11 12.5% c	6 11.8% c	0 0.0% abF	0 0.0% f	3 6.1% f	6 21.4% Cde	9 6.5%	11 13.8%	3 7.9%

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

Appendix: Firm-level Descriptive Information

What percentage of your firm's sales is domestic? Through the internet?

N=421 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Communi- cations Media	Mining Construc- tion	Trans- portation	Energy	Manufact- uring	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Number	421	12	24	5	10	6	46	21	26	35	6	59	22
Percent	100.0%	4.4%	8.8%	1.8%	3.7%	2.2%	16.9%	7.7%	9.6%	12.9%	2.2%	21.7%	8.1%
What % of your firm's sales is domestic?	265	10	23	4	10	6	44	21	25	33	6	58	21
	80.7	70.4	81.7	96.3	66.6	79.8	66.2	93.0	67.1	94.5	91.7	87.2	80.0
	25.3	28.3	20.1	7.5	30.1	37.4	25.4	12.4	31.6	13.0	20.4	21.5	28.6
What % of your firm's sales is through the Internet?	261	10	22	4	9	6	43	21	23	33	6	58	22
	8.4	6.4	16.7	0.0	18.8	0.5	4.6	14.6	5.4	11.0	19.2	6.8	3.4
	20.0	15.4	30.2	0.0	33.1	1.2	14.5	24.8	10.0	21.5	39.8	18.8	8.6

Appendix: Firm-level Descriptive Information

What percentage of your firm's sales is domestic? Through the internet?

N=421 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
Number	110	139	47	44	89	51	35	17	49	28	140	81	39
Percent	32.4%	40.9%	13.8%	12.9%	33.1%	19.0%	13.0%	6.3%	18.2%	10.4%	53.8%	31.2%	15.0%
What % of your firm's sales is domestic?	89	108	35	32	86	50	34	16	46	27	138	80	39
	70.8	84.8	78.4	96.4	92.5	85.3	83.9	81.1	68.7	53.7	83.8	75.2	85.3
	26.8	23.6	27.1	7.4	17.6	21.7	21.7	23.0	27.3	25.9	24.8	25.7	22.9
What % of your firm's sales is through the Internet?	88	106	34	32	85	49	34	16	47	24	140	81	39
	6.9	7.1	8.1	16.9	10.9	8.5	11.6	3.4	6.6	4.0	0.0	4.1	47.9
	15.7	19.4	18.4	30.7	24.9	18.7	25.0	4.9	16.0	5.7	0.0	3.3	28.6