

RESULTS BY FIRM & INDUSTRY CHARACTERISTICS

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Survey Partners



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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=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
3=More	153 29.0%	9 34.6%	5 29.4%	1 25.0%	2 20.0%	1 16.7%	8 17.8% I	7 31.8%	9 23.1% i	15 48.4% FhI	5 45.5%	19 33.9%	7 21.9% i
2=No Change	186 35.2%	8 30.8%	6 35.3%	1 25.0%	3 30.0%	2 33.3%	15 33.3%	8 36.4%	13 33.3%	9 29.0%	3 27.3%	16 28.6%	15 46.9%
1=Less	189 35.8%	9 34.6%	6 35.3%	2 50.0%	5 50.0%	3 50.0%	22 48.9% i	7 31.8%	17 43.6%	7 22.6% f	3 27.3%	21 37.5%	10 31.3%
Mean	1.9	2.0	1.9	1.8	1.7	1.7	1.7	2.0	1.8	2.3	2.2	2.0	1.9
SD	0.8	0.8	0.8	1.0	0.8	0.8	0.8 I	0.8	0.8 i	0.8 Fh	0.9	0.9	0.7

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=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
3=More	27 20.1% Bc	44 37.6% A	22 33.8% a	11 24.4%	27 36.5%	19 33.3%	10 20.8%	4 18.2%	17 29.3%	9 32.1%	57 32.2%	25 25.8%	23 29.5%
2=No Change	48 35.8%	37 31.6%	22 33.8%	16 35.6%	22 29.7% d	19 33.3% d	16 33.3% d	13 59.1% abceF	20 34.5% d	5 17.9% D	56 31.6%	37 38.1%	22 28.2%
1=Less	59 44.0% b	36 30.8% a	21 32.3%	18 40.0%	25 33.8%	19 33.3%	22 45.8%	5 22.7%	21 36.2%	14 50.0%	64 36.2%	35 36.1%	33 42.3%
Mean	1.8	2.1	2.0	1.8	2.0	2.0	1.8	2.0	1.9	1.8	2.0	1.9	1.9
SD	0.8 Bc	0.8 A	0.8 a	0.8	0.8	0.8	0.8	0.7	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 - Overall Economy and Company

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	531	26	17	5	10	6	45	22	39	31	11	56	32
Percent	100.0%	8.7%	5.7%	1.7%	3.3%	2.0%	15.0%	7.3%	13.0%	10.3%	3.7%	18.7%	10.7%
Number	513	26	16	5	10	6	43	21	37	29	11	56	31
Mean	58.4	57.8	54.4	64.0	59.0	58.0	55.3	61.7	56.7	60.3	58.0	60.5	54.9
SD	16.7	19.1	21.4	13.4	16.0	18.9	15.7	11.5	16.2	15.9	13.0	15.9	19.2

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=531	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	134	117	65	46	74	58	48	22	58	28	178	98	78
Percent	37.0%	32.3%	18.0%	12.7%	25.7%	20.1%	16.7%	7.6%	20.1%	9.7%	50.3%	27.7%	22.0%
Number	129	116	64	42	70	58	46	22	57	27	173	97	74
Mean	55.4	62.3	60.8	51.9	59.4	58.8	55.5	56.0	60.0	53.8	58.5	56.9	59.4
SD	16.9	16.0	15.2	16.3	17.2	15.4	17.6	15.9	14.3	20.4	16.9	16.2	16.7
	Bc	AD	aD	BC									

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Topic 1: Marketplace Dynamics - Overall Economy and Company

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

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
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3=More	250 47.8%	12 48.0%	10 58.8% c	0 0.0% bghi	4 40.0%	1 16.7%	17 38.6%	12 57.1% c	20 51.3% c	18 58.1% c	3 30.0%	23 41.1%	13 40.6%
2=No Change	143 27.3%	4 16.0% E	2 11.8% Ek	2 40.0%	1 10.0% e	5 83.3% ABdFghIkI	10 22.7% E	5 23.8% e	12 30.8% e	5 16.1% Ek	4 40.0%	21 37.5% bei	10 31.3% e
1=Less	130 24.9%	9 36.0%	5 29.4%	3 60.0% h	5 50.0% h	0 0.0%	17 38.6% h	4 19.0%	7 17.9% cdf	8 25.8%	3 30.0%	12 21.4%	9 28.1%
Mean	2.2	2.1	2.3	1.4	1.9	2.2	2.0	2.4	2.3	2.3	2.0	2.2	2.1
SD	0.8	0.9	0.9	0.5 eghik	1.0	0.4 c	0.9	0.8 c	0.8 c	0.9 c	0.8	0.8 c	0.8

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=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
3=More	55 41.4%	58 51.3%	29 46.0%	23 50.0%	37 50.0%	29 51.8%	26 54.2%	10 45.5%	20 35.7%	10 35.7%	81 46.3%	39 40.2%	40 53.3%
2=No Change	35 26.3%	36 31.9%	12 19.0%	11 23.9%	17 23.0%	13 23.2%	13 27.1%	7 31.8%	20 35.7%	5 17.9%	45 25.7%	31 32.0%	16 21.3%
1=Less	43 32.3%	19 16.8%	22 34.9%	12 26.1%	20 27.0%	14 25.0%	9 18.8%	5 22.7%	16 28.6%	13 46.4%	49 28.0%	27 27.8%	19 25.3%
Mean	2.1	2.3	2.1	2.2	2.2	2.3	2.4	2.2	2.1	1.9	2.2	2.1	2.3
SD	0.9 b	0.8 a	0.9	0.8	0.9	0.8	0.8 f	0.8	0.8	0.9 c	0.8	0.8	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.

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	531	26	17	5	10	6	45	22	39	31	11	56	32
Percent	100.0%	8.7%	5.7%	1.7%	3.3%	2.0%	15.0%	7.3%	13.0%	10.3%	3.7%	18.7%	10.7%
Number	523	26	16	5	10	6	44	21	39	31	11	55	31
Mean	69.6	64.5	62.8	53.0	73.3	78.3	64.9	78.1	68.4	69.0	59.7	71.2	70.6
SD	19.3	21.6	22.1	11.0	17.3	12.5	20.0	12.4	23.4	19.1	19.0	16.9	18.2
		g	g	dEGkl	c	Cj	G	abCFJ			eGk	cj	c

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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	134	117	65	46	74	58	48	22	58	28	178	98	78
Percent	37.0%	32.3%	18.0%	12.7%	25.7%	20.1%	16.7%	7.6%	20.1%	9.7%	50.3%	27.7%	22.0%
Number	131	116	65	46	71	57	48	22	58	28	174	98	78
Mean	67.6	73.8	69.8	65.3	67.8	71.7	72.1	67.8	69.3	63.3	69.8	67.0	71.7
SD	20.9	17.1	15.4	22.2	20.9	16.5	17.7	25.6	16.2	22.0	18.7	19.8	19.3
	b	aD		B									

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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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3=More	274 51.9%	12 46.2%	10 58.8%	1 20.0%	4 40.0%	2 33.3%	19 42.2%	13 59.1%	23 60.5%	18 58.1%	6 54.5%	29 52.7%	13 40.6%
2=No Change	112 21.2%	3 11.5%	2 11.8%	1 20.0%	3 30.0%	1 16.7%	13 28.9%	5 22.7%	9 23.7%	2 6.5%	2 18.2%	10 18.2%	8 25.0%
1=Less	142 26.9%	11 42.3%	5 29.4%	3 60.0%	3 30.0%	3 50.0%	13 28.9%	4 18.2%	6 15.8%	11 35.5%	3 27.3%	16 29.1%	11 34.4%
Mean	2.3	2.0	2.3	1.6	2.1	1.8	2.1	2.4	2.4	2.2	2.3	2.2	2.1
SD	0.9	1.0	0.9	0.9	0.9	1.0	0.8	0.8	0.8	1.0	0.9	0.9	0.9

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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?

N=531	Economic Sector				Sales Revenue						Internet Sales %		
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	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
3=More	56 42.4% B	74 63.2% Ac	29 44.6% b	27 58.7%	41 55.4% F	33 57.9% F	32 68.1% eF	11 50.0% f	25 43.1% cf	5 17.9% ABCde	95 53.7%	44 44.9%	45 58.4%
2=No Change	38 28.8% Bd	17 14.5% A	13 20.0%	6 13.0% a	13 17.6%	10 17.5%	4 8.5% def	6 27.3% c	14 24.1% c	8 28.6% c	34 19.2%	23 23.5%	12 15.6%
1=Less	38 28.8%	26 22.2%	23 35.4%	13 28.3%	20 27.0% f	14 24.6% F	11 23.4% F	5 22.7% f	19 32.8%	15 53.6% aBCd	48 27.1%	31 31.6%	20 26.0%
Mean	2.1	2.4	2.1	2.3	2.3	2.3	2.4	2.3	2.1	1.6	2.3	2.1	2.3
SD	0.8 b	0.8 ac	0.9 b	0.9	0.9 F	0.9 F	0.9 eF	0.8 F	0.9 cf	0.8 ABCDE	0.9	0.9	0.9

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.

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	531	26	17	5	10	6	45	22	39	31	11	56	32
Percent	100.0%	8.7%	5.7%	1.7%	3.3%	2.0%	15.0%	7.3%	13.0%	10.3%	3.7%	18.7%	10.7%
Number	526	26	16	5	10	6	45	22	38	31	11	56	32
Mean	66.0	61.3	64.3	55.0	72.3	67.0	59.7	70.9	65.7	65.3	54.5	67.4	63.0
SD	20.7	24.0	29.4	12.2	18.4	15.5	24.3	18.3	24.9	19.1	19.3	19.2	19.2
					j			j			dgk	j	

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=531	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	134	117	65	46	74	58	48	22	58	28	178	98
Percent	37.0%	32.3%	18.0%	12.7%	25.7%	20.1%	16.7%	7.6%	20.1%	9.7%	50.3%	27.7%	22.0%
Number	133	117	65	45	74	57	48	22	57	28	177	97	78
Mean	62.5	71.4	62.8	62.6	64.7	67.0	69.4	60.8	66.8	51.6	65.3	64.0	67.4
SD	22.2	19.4	20.0	22.6	21.9	18.8	22.8	29.1	18.9	20.5	21.5	20.8	22.0
	B	ACd	B	b	F	F	F		F	ABCE			

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=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
3=More	296 56.1%	18 69.2% f	11 64.7%	3 60.0%	4 40.0%	2 33.3%	17 37.8% aHi	11 50.0%	28 71.8% F	19 61.3% f	6 54.5%	30 54.5%	18 56.3%
2=No Change	123 23.3%	2 7.7% efgj	2 11.8%	1 20.0%	2 20.0%	3 50.0% aI	14 31.1% ai	8 36.4% aI	6 15.4% j	2 6.5% EfGJKl	5 45.5% ahI	13 23.6% i	9 28.1% i
1=Less	109 20.6%	6 23.1%	4 23.5%	1 20.0%	4 40.0% j	1 16.7%	14 31.1% hj	3 13.6%	5 12.8% f	10 32.3% j	0 0.0% dfi	12 21.8%	5 15.6%
Mean	2.4	2.5	2.4	2.4	2.0	2.2	2.1	2.4	2.6	2.3	2.5	2.3	2.4
SD	0.8	0.9	0.9	0.9	0.9 h	0.8	0.8 H	0.7	0.7 dF	0.9	0.5	0.8	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: Customer's purchase volume

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
3=More	70 52.6%	72 62.1%	39 60.0%	30 65.2%	45 60.8%	36 63.2%	26 54.2%	13 59.1%	28 48.3%	13 46.4%	103 57.9%	58 59.2%	41 53.9%
2=No Change	34 25.6%	21 18.1%	10 15.4%	8 17.4%	18 24.3%	11 19.3%	13 27.1%	4 18.2%	15 25.9%	3 10.7%	35 19.7%	17 17.3%	23 30.3% b
1=Less	29 21.8%	23 19.8%	16 24.6%	8 17.4%	11 14.9% F	10 17.5% f	9 18.8% f	5 22.7%	15 25.9%	12 42.9% Abc	40 22.5%	23 23.5%	12 15.8%
Mean	2.3	2.4	2.4	2.5	2.5	2.5	2.4	2.4	2.2	2.0	2.4	2.4	2.4
SD	0.8	0.8	0.9	0.8	0.7 f	0.8 f	0.8	0.8	0.8	1.0 ab	0.8	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's price per unit

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
3=More	160 30.4%	10 38.5%	6 35.3%	2 40.0%	5 50.0%	1 16.7%	14 31.1%	10 45.5%	10 25.6%	13 41.9%	3 27.3%	9 16.7%	7 21.9%
2=No Change	233 44.2%	10 38.5%	7 41.2%	1 20.0%	3 30.0%	3 50.0%	20 44.4%	10 45.5%	17 43.6%	10 32.3%	5 45.5%	30 55.6%	12 37.5%
1=Less	134 25.4%	6 23.1%	4 23.5%	2 40.0%	2 20.0%	2 33.3%	11 24.4%	2 9.1%	12 30.8%	8 25.8%	3 27.3%	15 27.8%	13 40.6%
Mean	2.0	2.2	2.1	2.0	2.3	1.8	2.1	2.4	1.9	2.2	2.0	1.9	1.8
SD	0.7	0.8	0.8	1.0	0.8	0.8	0.8	0.7	0.8	0.8	0.8	0.7	0.8
								hKL	g			G	G

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=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
3=More	36 26.9% c	30 26.1% c	27 41.5% ab	17 37.0%	22 29.7%	10 17.5% ce	17 36.2% b	8 36.4%	22 37.9% b	9 32.1%	54 30.5%	32 32.7%	26 33.8%
2=No Change	58 43.3%	56 48.7%	22 33.8%	17 37.0%	33 44.6% f	35 61.4% cEF	17 36.2% b	11 50.0% f	17 29.3% B	6 21.4% aBd	78 44.1%	38 38.8%	32 41.6%
1=Less	40 29.9%	29 25.2%	16 24.6%	12 26.1%	19 25.7% f	12 21.1% f	13 27.7%	3 13.6%	19 32.8%	13 46.4% abd	45 25.4%	28 28.6%	19 24.7%
Mean	2.0	2.0	2.2	2.1	2.0	2.0	2.1	2.2	2.1	1.9	2.1	2.0	2.1
SD	0.8	0.7	0.8	0.8	0.7	0.6	0.8	0.7	0.8	0.9	0.7	0.8	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: Customer will buy related products/services from my firm

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
3=More	279 52.9%	13 50.0% h	9 52.9% h	1 20.0% dH	8 80.0% cfL	3 60.0%	19 42.2% dH	12 54.5% h	31 79.5% abCFgkL	18 58.1% 1	6 54.5%	32 58.2% hL	9 28.1% DHiK
2=No Change	202 38.3%	12 46.2% H	6 35.3% h	4 80.0% dH	2 20.0% cl	2 40.0%	20 44.4% H	10 45.5% H	4 10.3% AbCFGjKL	12 38.7% H	4 36.4% h	20 36.4% HI	19 59.4% dHk
1=Less	46 8.7%	1 3.8%	2 11.8%	0 0.0%	0 0.0%	0 0.0%	6 13.3%	0 0.0%	4 10.3%	1 3.2%	1 9.1%	3 5.5%	4 12.5%
Mean	2.4	2.5	2.4	2.2	2.8	2.6	2.3	2.5	2.7	2.5	2.5	2.5	2.2
SD	0.6	0.6	0.7	0.4 d	0.4 cfL	0.5	0.7 dH	0.5 1	0.7 FL	0.6 1	0.7	0.6 L	0.6 DgHiK

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=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
3=More	61 45.9% bd	72 62.1% ac	29 44.6% b	29 63.0% a	42 57.5%	33 57.9%	27 56.3%	15 68.2% f	29 50.0%	11 39.3% d	91 51.4%	47 48.0%	48 62.3%
2=No Change	57 42.9%	36 31.0% c	30 46.2% b	14 30.4%	27 37.0%	22 38.6%	16 33.3%	6 27.3%	26 44.8%	12 42.9%	73 41.2% c	43 43.9% c	21 27.3% ab
1=Less	15 11.3%	8 6.9%	6 9.2%	3 6.5%	4 5.5%	2 3.5% f	5 10.4%	1 4.5%	3 5.2%	5 17.9% b	13 7.3%	8 8.2%	8 10.4%
Mean	2.3	2.6	2.4	2.6	2.5	2.5	2.5	2.6	2.4	2.2	2.4	2.4	2.5
SD	0.7 b	0.6 ac	0.6 b	0.6	0.6 f	0.6 f	0.7	0.6 f	0.6	0.7 abd	0.6	0.6	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: My firm's ability to retain current customers

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
3=More	240 45.4%	10 38.5%	3 17.6% dghk	1 20.0%	6 60.0% b	3 50.0%	15 33.3%	12 54.5% b	18 46.2% b	14 45.2%	4 36.4%	27 49.1% b	13 40.6%
2=No Change	226 42.7%	11 42.3%	9 52.9%	4 80.0% d	2 20.0% c	3 50.0%	22 48.9%	7 31.8%	19 48.7%	13 41.9%	5 45.5%	25 45.5%	11 34.4%
1=Less	63 11.9%	5 19.2%	5 29.4% hK	0 0.0%	2 20.0%	0 0.0%	8 17.8%	3 13.6%	2 5.1% bl	4 12.9%	2 18.2%	3 5.5% BL	8 25.0% hK
Mean	2.3	2.2	1.9	2.2	2.4	2.5	2.2	2.4	2.4	2.3	2.2	2.4	2.2
SD	0.7	0.7	0.7 gHiK	0.4	0.8	0.5	0.7	0.7	0.6 B	0.7 b	0.8	0.6 Bf	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: My firm's ability to retain current customers

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
3=More	51 38.1%	52 44.8%	29 44.6%	24 52.2%	32 43.2%	25 43.9%	20 41.7%	12 54.5%	27 46.6%	9 32.1%	71 39.9% c	40 40.8% c	43 55.8% ab
2=No Change	64 47.8% d	55 47.4%	27 41.5%	14 30.4% a	33 44.6%	28 49.1%	19 39.6%	9 40.9%	25 43.1%	12 42.9%	86 48.3% c	44 44.9%	26 33.8% a
1=Less	19 14.2%	9 7.8%	9 13.8%	8 17.4%	9 12.2%	4 7.0% f	9 18.8%	1 4.5%	6 10.3%	7 25.0% b	21 11.8%	14 14.3%	8 10.4%
Mean	2.2	2.4	2.3	2.3	2.3	2.4	2.2	2.5	2.4	2.1	2.3	2.3	2.5
SD	0.7	0.6	0.7	0.8	0.7	0.6	0.8	0.6	0.7	0.8	0.7	0.7	0.7
								f		d			

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=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
3=More	226 43.0%	10 38.5%	7 41.2%	2 40.0%	3 30.0%	1 16.7%	10 22.7% hijkl	10 45.5%	17 43.6% f	12 38.7%	6 54.5% f	24 44.4% f	15 46.9% f
2=No Change	204 38.9%	14 53.8%	6 35.3%	3 60.0%	4 40.0%	3 50.0%	25 56.8%	7 31.8%	15 38.5%	13 41.9%	4 36.4%	20 37.0%	11 34.4%
1=Less	95 18.1%	2 7.7%	4 23.5%	0 0.0%	3 30.0%	2 33.3%	9 20.5%	5 22.7%	7 17.9%	6 19.4%	1 9.1%	10 18.5%	6 18.8%
Mean	2.2	2.3	2.2	2.4	2.0	1.8	2.0	2.2	2.3	2.2	2.5	2.3	2.3
SD	0.7	0.6	0.8	0.5	0.8	0.8	0.7	0.8	0.8	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

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=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
3=More	50 37.6%	48 41.7%	29 44.6%	23 50.0%	35 47.3% E	25 44.6% e	18 37.5%	10 45.5%	14 24.1% Ab	11 40.7%	65 36.9% c	42 43.3%	40 51.9% a
2=No Change	52 39.1%	46 40.0%	27 41.5%	15 32.6%	29 39.2%	23 41.1%	20 41.7%	7 31.8%	31 53.4%	10 37.0%	78 44.3%	36 37.1%	24 31.2%
1=Less	31 23.3%	21 18.3%	9 13.8%	8 17.4%	10 13.5%	8 14.3%	10 20.8%	5 22.7%	13 22.4%	6 22.2%	33 18.8%	19 19.6%	13 16.9%
Mean	2.1	2.2	2.3	2.3	2.3	2.3	2.2	2.2	2.0	2.2	2.2	2.2	2.4
SD	0.8	0.7	0.7	0.8	0.7 E	0.7 e	0.8	0.8	0.7 Ab	0.8	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: Low Price

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=1st Priority	123 43.2%	7 46.7%	4 57.1%	2 50.0%	3 60.0%	2 50.0%	19 54.3% j	6 37.5%	5 27.8%	5 27.8%	1 12.5% f	9 32.1%	5 31.3%
2=2nd Priority	90 31.6%	5 33.3%	2 28.6%	2 50.0%	1 20.0%	0 0.0% j	8 22.9% J	6 37.5%	8 44.4%	9 50.0%	6 75.0% eFk	8 28.6% j	7 43.8%
3=3rd Priority	72 25.3%	3 20.0%	1 14.3%	0 0.0%	1 20.0%	2 50.0%	8 22.9%	4 25.0%	5 27.8%	4 22.2%	1 12.5%	11 39.3%	4 25.0%
Mean	1.8	1.7	1.6	1.5	1.6	2.0	1.7	1.9	2.0	1.9	2.0	2.1	1.9
SD	0.8	0.8	0.8	0.6	0.9	1.2	0.8	0.8	0.8	0.7	0.5	0.9	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=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%
1=1st Priority	44 49.4% b	16 31.4% a	14 41.2%	11 47.8%	9 28.1%	13 43.3%	10 33.3%	8 53.3%	18 43.9%	8 44.4%	46 46.9%	26 47.3%	14 35.0%
2=2nd Priority	27 30.3%	20 39.2%	12 35.3%	7 30.4%	14 43.8%	12 40.0%	8 26.7%	3 20.0%	13 31.7%	8 44.4%	30 30.6%	19 34.5%	14 35.0%
3=3rd Priority	18 20.2%	15 29.4%	8 23.5%	5 21.7%	9 28.1%	5 16.7% c	12 40.0% bf	4 26.7%	10 24.4%	2 11.1% c	22 22.4%	10 18.2%	12 30.0%
Mean	1.7	2.0	1.8	1.7	2.0	1.7	2.1	1.7	1.8	1.7	1.8	1.7	2.0
SD	0.8	0.8	0.8	0.8	0.8	0.7	0.9	0.9	0.8	0.7	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 Product Quality

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=1st Priority	131 39.2%	5 35.7%	6 50.0%	0 0.0%	3 50.0%	1 50.0%	10 34.5%	5 38.5%	14 48.3%	4 30.8%	3 75.0%	11 35.5%	11 47.8%
2=2nd Priority	112 33.5%	4 28.6%	6 50.0%	0 0.0%	3 50.0%	1 50.0%	13 44.8%	1 7.7%	7 24.1%	5 38.5%	0 0.0%	10 32.3%	6 26.1%
3=3rd Priority	91 27.2%	5 35.7%	0 0.0%	2 100.0%	0 0.0%	0 0.0%	6 20.7%	7 53.8%	8 27.6%	4 30.8%	1 25.0%	10 32.3%	6 26.1%
Mean	1.9	2.0	1.5	3.0	1.5	1.5	1.9	2.2	1.8	2.0	1.5	2.0	1.8
SD	0.8	0.9	0.5	0.0	0.5	0.7	0.7	1.0	0.9	0.8	1.0	0.8	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: Superior Product Quality

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
1=1st Priority	34 36.2%	25 37.3%	17 42.5%	9 42.9%	24 50.0% F	16 42.1% f	12 50.0% f	4 26.7%	10 32.3%	1 7.7% Abc	41 36.3%	19 33.9%	24 50.0%
2=2nd Priority	33 35.1%	22 32.8%	13 32.5%	6 28.6%	13 27.1%	12 31.6%	9 37.5%	4 26.7%	11 35.5%	6 46.2%	41 36.3%	17 30.4%	13 27.1%
3=3rd Priority	27 28.7%	20 29.9%	10 25.0%	6 28.6%	11 22.9%	10 26.3%	3 12.5% df	7 46.7% c	10 32.3%	6 46.2% c	31 27.4%	20 35.7%	11 22.9%
Mean	1.9	1.9	1.8	1.9	1.7	1.8	1.6	2.2	2.0	2.4	1.9	2.0	1.7
SD	0.8	0.8	0.8	0.9	0.8 F	0.8 f	0.7 dF	0.9 c	0.8	0.7 AbC	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=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=1st Priority	50 30.1%	2 20.0%	2 40.0%	2 66.7%	0 0.0%	1 100.0%	6 54.5% k	0 0.0%	9 47.4% k	0 0.0%	0 0.0%	4 17.4% fh	6 42.9%
2=2nd Priority	50 30.1%	5 50.0%	1 20.0%	0 0.0%	1 25.0%	0 0.0%	3 27.3% g	3 100.0% fhl	4 21.1% g	1 25.0%	0 0.0%	9 39.1%	3 21.4% g
3=3rd Priority	66 39.8%	3 30.0%	2 40.0%	1 33.3%	3 75.0%	0 0.0%	2 18.2%	0 0.0%	6 31.6%	3 75.0%	0 0.0%	10 43.5%	5 35.7%
Mean	2.1	2.1	2.0	1.7	2.8	1.0	1.6	2.0	1.8	2.8	---	2.3	1.9
SD	0.8	0.7	1.0	1.2	0.5 f	0.0	0.8 dik	0.0	0.9	0.5 f	---	0.8 f	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: Superior Innovation

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
1=1st Priority	17 43.6%	13 27.1%	9 31.0%	2 22.2%	8 29.6%	6 28.6%	4 28.6%	2 40.0%	5 31.3%	7 58.3%	18 30.5%	12 33.3%	8 29.6%
2=2nd Priority	7 17.9%	15 31.3%	14 48.3%	2 22.2%	10 37.0%	5 23.8%	5 35.7%	3 60.0%	6 37.5%	1 8.3%	16 27.1%	12 33.3%	9 33.3%
3=3rd Priority	15 38.5%	20 41.7%	6 20.7%	5 55.6%	9 33.3%	10 47.6%	5 35.7%	0 0.0%	5 31.3%	4 33.3%	25 42.4%	12 33.3%	10 37.0%
Mean	1.9	2.1	1.9	2.3	2.0	2.2	2.1	1.6	2.0	1.8	2.1	2.0	2.1
SD	0.9	0.8	0.7	0.9	0.8	0.9	0.8	0.5	0.8	1.0	0.9	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: Excellent Service

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=1st Priority	100 25.8%	1 8.3% g	1 7.7% g	0 0.0%	2 25.0%	2 33.3%	6 16.2% g	7 46.7% abfh	2 9.1% gjl	7 26.9%	4 40.0% h	14 30.4%	7 35.0% h
2=2nd Priority	155 40.1%	8 66.7% egk	6 46.2%	2 66.7%	3 37.5%	0 0.0% ah	15 40.5%	3 20.0% ah	13 59.1% egk	9 34.6%	4 40.0%	15 32.6% ah	6 30.0%
3=3rd Priority	132 34.1%	3 25.0%	6 46.2%	1 33.3%	3 37.5%	4 66.7%	16 43.2%	5 33.3%	7 31.8%	10 38.5%	2 20.0%	17 37.0%	7 35.0%
Mean	2.1	2.2	2.4	2.3	2.1	2.3	2.3	1.9	2.2	2.1	1.8	2.1	2.0
SD	0.8	0.6	0.7	0.6	0.8	1.0	0.7	0.9	0.6	0.8	0.8	0.8	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=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
1=1st Priority	15 16.1% b	30 31.9% a	7 19.4%	10 25.0%	9 15.5% Ce	9 18.8% c	15 41.7% Abf	4 23.5%	13 35.1% a	1 7.1% c	29 23.0%	13 18.8%	16 24.6%
2=2nd Priority	38 40.9%	35 37.2%	14 38.9%	18 45.0%	27 46.6%	20 41.7%	10 27.8%	7 41.2%	11 29.7%	6 42.9%	49 38.9%	31 44.9%	27 41.5%
3=3rd Priority	40 43.0%	29 30.9%	15 41.7%	12 30.0%	22 37.9%	19 39.6%	11 30.6%	6 35.3%	13 35.1%	7 50.0%	48 38.1%	25 36.2%	22 33.8%
Mean	2.3	2.0	2.2	2.1	2.2	2.2	1.9	2.1	2.0	2.4	2.2	2.2	2.1
SD	0.7 b	0.8 a	0.8	0.7	0.7 c	0.7	0.9 af	0.8	0.8	0.6 c	0.8	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: Trusting Relationship

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=1st Priority	92 30.9%	2 20.0%	2 28.6%	1 50.0%	1 50.0%	0 0.0%	2 13.3% ik	3 21.4%	8 38.1%	13 52.0% fL	2 28.6%	19 51.4% fL	2 11.1% IK
2=2nd Priority	99 33.2%	1 10.0% el	0 0.0% egl	1 50.0%	0 0.0%	3 100.0% abfHijk	4 26.7% e	7 50.0% b	4 19.0% El	6 24.0% e	1 14.3% e	14 37.8% e	9 50.0% abh
3=3rd Priority	107 35.9%	7 70.0% iK	5 71.4% iK	0 0.0%	1 50.0%	0 0.0%	9 60.0% iK	4 28.6%	9 42.9% K	6 24.0% abf	4 57.1% K	4 10.8% ABFHJL	7 38.9% k
Mean	2.1	2.5	2.4	1.5	2.0	2.0	2.5	2.1	2.0	1.7	2.3	1.6	2.3
SD	0.8	0.8 iK	1.0 K	0.7	1.4	0.0	0.7 IK	0.7 k	0.9 k	0.8 aFl	1.0 k	0.7 ABFghjL	0.7 iK

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=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
1=1st Priority	19 31.7%	32 41.6%	6 21.4%	9 30.0%	19 43.2%	14 45.2%	6 24.0%	1 12.5%	8 24.2%	6 42.9%	37 37.4%	18 34.6%	9 23.1%
2=2nd Priority	21 35.0%	20 26.0%	7 25.0%	10 33.3%	7 15.9%	9 29.0%	10 40.0%	5 62.5%	12 36.4%	3 21.4%	29 29.3%	16 30.8%	11 28.2%
3=3rd Priority	20 33.3%	25 32.5%	15 53.6%	11 36.7%	18 40.9%	8 25.8%	9 36.0%	2 25.0%	13 39.4%	5 35.7%	33 33.3%	18 34.6%	19 48.7%
Mean	2.0	1.9	2.3	2.1	2.0	1.8	2.1	2.1	2.2	1.9	2.0	2.0	2.3
SD	0.8	0.9	0.8	0.8	0.9	0.8	0.8	0.6	0.8	0.9	0.8	0.8	0.8
		c	b										

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=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=1st Priority	36 28.8%	9 52.9%	2 28.6%	0 0.0%	1 20.0%	0 0.0%	2 25.0%	1 20.0%	1 12.5%	2 28.6%	1 25.0%	0 0.0%	1 20.0%
		k										a	
2=2nd Priority	26 20.8%	3 17.6%	2 28.6%	0 0.0%	2 40.0%	2 100.0%	2 25.0%	2 40.0%	3 37.5%	1 14.3%	0 0.0%	1 20.0%	1 20.0%
		e				a							
3=3rd Priority	63 50.4%	5 29.4%	3 42.9%	1 100.0%	2 40.0%	0 0.0%	4 50.0%	2 40.0%	4 50.0%	4 57.1%	3 75.0%	4 80.0%	3 60.0%
Mean	2.2	1.8	2.1	3.0	2.2	2.0	2.3	2.2	2.4	2.3	2.5	2.8	2.4
SD	0.9	0.9	0.9	0.0	0.8	0.0	0.9	0.8	0.7	1.0	1.0	0.4	0.9
		k										a	

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=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
1=1st Priority	6 20.7%	1 7.1% c	12 42.9% b	5 33.3%	5 38.5%	1 12.5%	1 6.7% d	3 50.0% c	4 25.0%	5 38.5%	7 17.9% c	11 39.3%	7 46.7% a
2=2nd Priority	9 31.0%	5 35.7%	5 17.9%	3 20.0%	3 23.1%	1 12.5%	6 40.0%	0 0.0%	5 31.3%	4 30.8%	13 33.3%	4 14.3%	4 26.7%
3=3rd Priority	14 48.3%	8 57.1%	11 39.3%	7 46.7%	5 38.5%	6 75.0%	8 53.3%	3 50.0%	7 43.8%	4 30.8%	19 48.7%	13 46.4%	4 26.7%
Mean	2.3	2.5	2.0	2.1	2.0	2.6	2.5	2.0	2.2	1.9	2.3	2.1	1.8
SD	0.8	0.7	0.9	0.9	0.9	0.7	0.6	1.1	0.8	0.9	0.8 c	0.9	0.9 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 interaction over the next 12 months: Emergence of new domestic competitors

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=Not Likely	106 20.0%	4 15.4% d	4 23.5%	2 40.0% j	5 50.0% ahljk	2 33.3%	15 33.3% ij	5 22.7%	7 17.9% d	3 9.7% Df	0 0.0% cdf	9 16.4% d	7 21.9%
2=	112 21.1%	5 19.2%	5 29.4%	2 40.0%	4 40.0%	3 50.0%	13 28.9%	4 18.2%	8 20.5%	9 29.0%	2 18.2%	11 20.0%	7 21.9%
3=	68 12.8%	2 7.7%	2 11.8%	0 0.0%	0 0.0%	0 0.0%	3 6.7%	2 9.1%	7 17.9%	4 12.9%	2 18.2%	7 12.7%	7 21.9%
4=	47 8.9%	5 19.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 8.9%	3 13.6%	3 7.7%	1 3.2%	2 18.2%	6 10.9%	2 6.3%
5=	79 14.9%	2 7.7% i	1 5.9%	0 0.0%	0 0.0%	0 0.0%	7 15.6%	4 18.2%	5 12.8%	9 29.0% ak	1 9.1%	6 10.9% i	3 9.4%
6=	67 12.6%	2 7.7%	2 11.8%	1 20.0%	0 0.0%	1 16.7%	1 2.2% JK	2 9.1%	5 12.8%	4 12.9%	3 27.3% F	11 20.0% F	3 9.4%
7=Very Likely	51 9.6%	6 23.1% fi	3 17.6%	0 0.0%	1 10.0%	0 0.0%	2 4.4% a	2 9.1%	4 10.3%	1 3.2% a	1 9.1%	5 9.1%	3 9.4%
Mean	3.5	4.0	3.4	2.4	2.0	2.3	2.7	3.5	3.6	3.6	4.4	3.8	3.3
SD	2.0	2.2 dF	2.3	2.1	1.8 ahiJk	1.9 j	1.8 AhiJK	2.0	2.0 df	1.8 df	1.7 DeF	2.0 dF	2.0

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

Topic 1: Marketplace Dynamics - Competitors

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

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%
1=Not Likely	43 32.1% BC	16 13.7% A	7 10.8% A	10 21.7%	8 10.8% EF	11 19.3% e	5 10.4% EF	6 27.3%	22 37.9% AbC	10 35.7% AC	43 24.2%	17 17.3%	13 16.7%
2=	33 24.6%	19 16.2%	17 26.2%	9 19.6%	18 24.3%	13 22.8%	11 22.9%	7 31.8%	17 29.3%	4 14.3%	40 22.5%	28 28.6% c	12 15.4% b
3=	17 12.7%	16 13.7%	8 12.3%	6 13.0%	8 10.8%	9 15.8% f	10 20.8% ef	4 18.2% f	4 6.9% c	0 0.0% bcd	20 11.2%	16 16.3%	10 12.8%
4=	9 6.7%	11 9.4%	7 10.8%	3 6.5%	7 9.5%	5 8.8%	6 12.5%	2 9.1%	2 3.4%	2 7.1%	11 6.2%	10 10.2%	7 9.0%
5=	13 9.7%	18 15.4%	12 18.5%	6 13.0%	8 10.8%	13 22.8% d	5 10.4%	0 0.0% b	6 10.3%	4 14.3%	24 13.5%	12 12.2%	12 15.4%
6=	11 8.2% B	24 20.5% A	6 9.2%	6 13.0%	14 18.9% e	5 8.8%	6 12.5%	2 9.1%	3 5.2% a	4 14.3%	24 13.5%	8 8.2%	14 17.9%
7=Very Likely	8 6.0%	13 11.1%	8 12.3%	6 13.0%	11 14.9% b	1 1.8% af	5 10.4%	1 4.5%	4 6.9%	4 14.3% b	16 9.0%	7 7.1%	10 12.8%
Mean	2.9	4.0	3.8	3.6	4.0	3.3	3.7	2.7	2.6	3.5	3.4	3.2	4.0
SD	1.9 BCd	2.0 A	2.0 A	2.2 a	2.1 bDE	1.7 a	1.9 dE	1.8 Ac	1.9 AC	2.4	2.1 c	1.9 c	2.1 ab

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

Topic 1: Marketplace Dynamics - Competitors

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

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=Not Likely	113 21.4%	3 11.5%	5 29.4%	0 0.0%	3 30.0%	2 33.3%	6 13.3%	9 40.9%	7 17.9%	7 22.6%	3 27.3%	12 21.8%	8 25.0%
2=	108 20.4%	6 23.1%	4 23.5%	0 0.0%	3 30.0%	1 16.7%	7 15.6%	3 13.6%	7 17.9%	11 35.5%	1 9.1%	10 18.2%	3 9.4%
3=	65 12.3%	2 7.7%	3 17.6%	1 20.0%	2 20.0%	0 0.0%	9 20.0%	2 9.1%	4 10.3%	3 9.7%	3 27.3%	5 9.1%	4 12.5%
4=	70 13.2%	2 7.7%	2 11.8%	1 20.0%	1 10.0%	0 0.0%	11 24.4%	2 9.1%	6 15.4%	3 9.7%	1 9.1%	9 16.4%	4 12.5%
5=	78 14.7%	4 15.4%	2 11.8%	1 20.0%	0 0.0%	2 33.3%	7 15.6%	1 4.5%	8 20.5%	3 9.7%	2 18.2%	14 25.5%	4 12.5%
6=	51 9.6%	5 19.2%	0 0.0%	2 40.0%	0 0.0%	0 0.0%	0 0.0%	2 9.1%	3 7.7%	2 6.5%	1 9.1%	4 7.3%	8 25.0%
7=Very Likely	44 8.3%	4 15.4%	1 5.9%	0 0.0%	1 10.0%	1 16.7%	5 11.1%	3 13.6%	4 10.3%	2 6.5%	0 0.0%	1 1.8%	1 3.1%
Mean	3.4	4.1	2.8	4.8	2.6	3.5	3.6	3.0	3.7	2.9	3.1	3.3	3.7
SD	2.0	2.1	1.8	1.3	1.8	2.5	1.8	2.3	2.0	1.9	1.8	1.8	2.0
		bi	ac	bdi	c					ac			

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

Topic 1: Marketplace Dynamics - Competitors

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

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%
1=Not Likely	22 16.4% b	32 27.4% a	12 18.5%	12 26.1%	16 21.6%	14 24.6%	8 16.7%	7 31.8%	14 24.1%	4 14.3%	42 23.6%	15 15.3%	20 25.6%
2=	22 16.4% D	18 15.4% D	11 16.9% d	16 34.8% ABc	14 18.9%	10 17.5%	9 18.8%	3 13.6%	13 22.4%	4 14.3%	34 19.1%	18 18.4%	15 19.2%
3=	21 15.7%	12 10.3%	10 15.4%	3 6.5%	10 13.5%	6 10.5%	8 16.7%	3 13.6%	7 12.1%	3 10.7%	26 14.6%	13 13.3%	7 9.0%
4=	27 20.1% cd	19 16.2% d	5 7.7% a	2 4.3% ab	10 13.5%	6 10.5%	12 25.0%	3 13.6%	7 12.1%	4 14.3%	23 12.9%	16 16.3%	12 15.4%
5=	20 14.9%	19 16.2%	9 13.8%	3 6.5%	14 18.9%	13 22.8%	8 16.7%	3 13.6%	6 10.3%	3 10.7%	24 13.5%	16 16.3%	10 12.8%
6=	10 7.5%	14 12.0%	10 15.4%	3 6.5%	3 4.1% f	7 12.3%	2 4.2%	2 9.1%	5 8.6%	5 17.9% a	15 8.4%	13 13.3%	6 7.7%
7=Very Likely	12 9.0% b	3 2.6% aCD	8 12.3% B	7 15.2% B	7 9.5%	1 1.8% F	1 2.1% f	1 4.5%	6 10.3%	5 17.9% Bc	14 7.9%	7 7.1%	8 10.3%
Mean	3.6	3.2	3.8	3.1	3.4	3.3	3.3	3.1	3.3	4.2	3.3	3.7	3.3
SD	1.8	1.9	2.1	2.2	1.9	1.9	1.6 f	1.9	2.0	2.1 c	1.9	1.9	2.0

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

Topic 1: Marketplace Dynamics - Competitors

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

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=Not Likely	9 1.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.2%	0 0.0%	1 2.6%	1 3.2%	0 0.0%	2 3.6%	1 3.1%
2=	19 3.6%	2 7.7%	0 0.0%	1 20.0%	0 0.0%	1 16.7%	1 2.2%	0 0.0%	0 0.0%	1 3.2%	1 9.1%	2 3.6%	1 3.1%
				gH		h		c	Ce				
3=	29 5.5%	2 7.7%	3 17.6%	0 0.0%	2 20.0%	0 0.0%	1 2.2%	1 4.5%	2 5.1%	0 0.0%	1 9.1%	3 5.5%	1 3.1%
			fi		fi		bd		bd				
4=	67 12.7%	4 15.4%	0 0.0%	1 20.0%	2 20.0%	0 0.0%	5 11.1%	3 13.6%	6 15.4%	1 3.2%	2 18.2%	8 14.5%	5 15.6%
5=	117 22.1%	2 7.7%	5 29.4%	0 0.0%	2 20.0%	0 0.0%	13 28.9%	5 22.7%	5 12.8%	8 25.8%	2 18.2%	13 23.6%	6 18.8%
		f					a						
6=	163 30.8%	6 23.1%	6 35.3%	2 40.0%	3 30.0%	2 33.3%	17 37.8%	6 27.3%	16 41.0%	15 48.4%	3 27.3%	16 29.1%	4 12.5%
							1		L	L			fHI
7=Very Likely	125 23.6%	10 38.5%	3 17.6%	1 20.0%	1 10.0%	3 50.0%	7 15.6%	7 31.8%	9 23.1%	5 16.1%	2 18.2%	11 20.0%	14 43.8%
		f					aL			1		1	Fik
Mean	5.4	5.5	5.4	5.0	4.9	5.8	5.4	5.7	5.5	5.5	5.0	5.2	5.6
SD	1.4	1.7	1.3	2.0	1.4	1.9	1.3	1.2	1.4	1.3	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 interaction over the next 12 months: More intense rivalry for customers

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%
1=Not Likely	3 2.2%	1 0.9%	1 1.5%	1 2.2%	4 5.4%	0 0.0%	0 0.0%	1 4.5%	1 1.7%	0 0.0%	3 1.7%	2 2.0%	1 1.3%
2=	3 2.2%	3 2.6%	4 6.2%	1 2.2%	4 5.4%	3 5.3%	0 0.0%	0 0.0%	1 1.7%	2 7.1%	9 5.1%	2 2.0%	2 2.6%
3=	6 4.5%	9 7.7%	1 1.5%	3 6.5%	8 10.8%	3 5.3%	2 4.2%	1 4.5%	1 1.7%	1 3.6%	9 5.1%	3 3.1%	8 10.3%
4=	20 14.9%	10 8.5%	5 7.7%	7 15.2%	10 13.5%	4 7.0%	12 25.0%	2 9.1%	6 10.3%	1 3.6%	20 11.2%	11 11.2%	10 12.8%
5=	28 20.9%	30 25.6%	15 23.1%	7 15.2%	14 18.9%	13 22.8%	10 20.8%	6 27.3%	14 24.1%	1 3.6%	42 23.6%	16 16.3%	20 25.6%
6=	41 30.6%	34 29.1%	17 26.2%	18 39.1%	22 29.7%	22 38.6%	14 29.2%	5 22.7%	20 34.5%	9 32.1%	52 29.2%	35 35.7%	18 23.1%
7=Very Likely	33 24.6%	30 25.6%	22 33.8%	9 19.6%	12 16.2%	12 21.1%	10 20.8%	7 31.8%	15 25.9%	14 50.0%	43 24.2%	29 29.6%	19 24.4%
Mean	5.4	5.5	5.6	5.3	4.9	5.5	5.4	5.5	5.6	6.0	5.3	5.6	5.3
SD	1.4	1.4	1.5	1.4	1.7 bEF	1.3 a	1.2 f	1.5	1.3 A	1.5 Ac	1.5	1.4	1.5

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

Topic 1: Marketplace Dynamics - Competitors

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

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=Not Likely	12 2.3%	1 3.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 6.7%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	1 1.8%	1 3.1%
2=	34 6.5%	2 7.7%	0 0.0%	0 0.0%	2 20.0% h	1 16.7%	2 4.4%	1 4.5%	1 2.6% d	1 3.2%	1 9.1%	5 9.1%	4 12.5%
3=	66 12.5%	4 15.4%	2 11.8%	1 25.0%	1 10.0%	1 16.7%	5 11.1%	3 13.6%	7 17.9%	4 12.9%	3 27.3%	10 18.2%	2 6.3%
4=	109 20.7%	5 19.2%	4 23.5%	1 25.0%	4 40.0% jkl	2 33.3%	17 37.8% hjkL	5 22.7%	6 15.4% f	9 29.0% 1	0 0.0% df	7 12.7% dF	2 6.3% dFi
5=	132 25.1%	5 19.2%	3 17.6%	1 25.0%	2 20.0%	1 16.7%	10 22.2%	4 18.2%	12 30.8% i	3 9.7% hjk	5 45.5% i	17 30.9% i	9 28.1%
6=	118 22.4%	4 15.4%	5 29.4%	0 0.0%	0 0.0% il	0 0.0%	6 13.3% 1	5 22.7%	8 20.5%	10 32.3% d	2 18.2%	8 14.5% 1	12 37.5% dfk
7=Very Likely	55 10.5%	5 19.2% f	3 17.6%	1 25.0%	1 10.0%	1 16.7%	2 4.4% a	3 13.6%	5 12.8%	4 12.9%	0 0.0%	7 12.7%	2 6.3%
Mean	4.7	4.7	5.2	4.8	4.0	4.2	4.2	4.7	4.9	4.9	4.4	4.6	4.8
SD	1.5	1.7	1.3 df	1.7	1.5 b	1.7	1.4 bhi	1.6	1.4 f	1.4 f	1.4	1.6	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 interaction over the next 12 months: More competitor innovation

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%
1=Not Likely	4 3.0%	1 0.9%	3 4.6%	0 0.0%	5 6.8% be	0 0.0% a	0 0.0%	1 4.5%	0 0.0% a	1 3.7%	5 2.8%	0 0.0%	3 3.8%
2=	8 6.0%	6 5.1%	3 4.6%	4 8.7%	8 10.8%	2 3.5% d	3 6.3%	4 18.2% be	2 3.4% d	1 3.7%	15 8.4%	3 3.1%	4 5.1%
3=	20 15.0%	18 15.4%	6 9.2%	5 10.9%	13 17.6%	11 19.3%	7 14.6%	2 9.1%	6 10.3%	2 7.4%	26 14.6%	15 15.5%	9 11.5%
4=	42 31.6% bCd	21 17.9% a	7 10.8% A	6 13.0% a	11 14.9% d	13 22.8%	11 22.9%	8 36.4% af	13 22.4%	3 11.1% d	34 19.1%	23 23.7%	19 24.4%
5=	27 20.3%	31 26.5%	15 23.1%	14 30.4%	18 24.3%	18 31.6%	12 25.0%	4 18.2%	13 22.4%	5 18.5%	45 25.3%	19 19.6%	22 28.2%
6=	23 17.3%	23 19.7%	17 26.2%	11 23.9%	12 16.2%	7 12.3% e	12 25.0%	2 9.1%	16 27.6% b	8 29.6%	36 20.2%	17 17.5%	12 15.4%
7=Very Likely	9 6.8% bC	17 14.5% a	14 21.5% A	6 13.0%	7 9.5% f	6 10.5%	3 6.3% f	1 4.5% f	8 13.8%	7 25.9% acd	17 9.6% b	20 20.6% a	9 11.5%
Mean	4.4	4.8	5.1	4.9	4.3	4.6	4.7	3.9	5.0	5.3	4.5	4.9	4.6
SD	1.4 bCd	1.5 a	1.7 A	1.5 a	1.7 EF	1.3 df	1.3 d	1.5 bcEF	1.3 AD	1.6 AbD	1.5 b	1.5 a	1.5

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

Topic 1: Marketplace Dynamics - Competitors

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

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=Not Likely	18 3.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 5.1%	0 0.0%	1 9.1%	1 1.8%	2 6.3%
2=	46 8.7%	1 3.8%	1 5.9%	0 0.0%	2 20.0%	1 16.7%	2 4.4%	2 9.1%	4 10.3%	3 9.7%	1 9.1%	3 5.5%	7 21.9%
3=	42 7.9%	1 3.8%	3 17.6%	2 40.0%	0 0.0%	0 0.0%	4 8.9%	0 0.0%	2 5.1%	4 12.9%	1 9.1%	3 5.5%	3 9.4%
4=	66 12.5%	2 7.7%	0 0.0%	0 0.0%	2 20.0%	0 0.0%	8 17.8%	1 4.5%	2 5.1%	5 16.1%	4 36.4%	6 10.9%	0 0.0%
5=	125 23.6%	11 42.3%	3 17.6%	1 20.0%	3 30.0%	2 33.3%	9 20.0%	4 18.2%	14 35.9%	6 19.4%	1 9.1%	8 14.5%	8 25.0%
6=	133 25.1%	5 19.2%	8 47.1%	1 20.0%	2 20.0%	2 33.3%	12 26.7%	7 31.8%	10 25.6%	10 32.3%	2 18.2%	17 30.9%	5 15.6%
7=Very Likely	99 18.7%	6 23.1%	2 11.8%	1 20.0%	1 10.0%	1 16.7%	10 22.2%	8 36.4%	5 12.8%	3 9.7%	1 9.1%	17 30.9%	7 21.9%
Mean	4.9	5.4	5.2	4.8	4.6	5.2	5.2	5.7	4.8	4.8	4.2	5.5	4.5
SD	1.7	1.3	1.5	1.8	1.6	1.7	1.4	1.5	1.7	1.5	1.8	1.6	2.1

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

Topic 1: Marketplace Dynamics - Competitors

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

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%
1=Not Likely	3 2.2%	1 0.9% d	1 1.5%	3 6.5% b	2 2.7%	1 1.8%	0 0.0%	1 4.5%	2 3.4%	0 0.0%	5 2.8%	1 1.0%	2 2.6%
2=	10 7.5%	10 8.5%	5 7.7%	7 15.2%	7 9.5%	6 10.5%	4 8.3%	1 4.5%	6 10.3%	3 10.7%	19 10.7%	8 8.2%	5 6.4%
3=	9 6.7%	11 9.4%	3 4.6%	1 2.2%	6 8.1%	6 10.5%	4 8.3%	0 0.0%	3 5.2%	3 10.7%	13 7.3%	4 4.1%	6 7.7%
4=	20 14.9%	10 8.5% D	6 9.2% d	11 23.9% Bc	4 5.4%	6 10.5%	5 10.4%	4 18.2%	8 13.8%	2 7.1%	20 11.2%	18 18.4%	7 9.0%
5=	32 23.9%	28 23.9%	18 27.7%	8 17.4%	19 25.7%	10 17.5%	14 29.2%	4 18.2%	13 22.4%	7 25.0%	41 23.0%	22 22.4%	21 26.9%
6=	33 24.6%	34 29.1%	13 20.0%	11 23.9%	21 28.4%	18 31.6%	12 25.0%	6 27.3%	15 25.9%	5 17.9%	42 23.6%	21 21.4%	26 33.3%
7=Very Likely	27 20.1%	23 19.7%	19 29.2% d	5 10.9% c	15 20.3%	10 17.5%	9 18.8%	6 27.3%	11 19.0%	8 28.6%	38 21.3%	24 24.5%	11 14.1%
Mean	5.1	5.1	5.3	4.5	5.1	5.0	5.1	5.3	4.9	5.1	5.0	5.2	5.1
SD	1.6 d	1.6 d	1.6 D	1.8 abC	1.7	1.7	1.5	1.6	1.7	1.7	1.7	1.6	1.5

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

Topic 1: Marketplace Dynamics - Competitors

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

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=Not Likely	48 9.2%	2 7.7%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	4 9.1% h	3 14.3%	10 25.6% fiKl	2 6.5% h	2 18.2%	3 5.7% H	2 6.3% h
2=	70 13.4%	3 11.5%	4 25.0% g	1 20.0% g	1 10.0%	1 16.7%	5 11.4%	0 0.0% bcl	6 15.4%	4 12.9%	1 9.1%	7 13.2%	6 18.8% g
3=	79 15.1%	6 23.1%	1 6.3%	1 20.0%	3 30.0%	0 0.0%	4 9.1% l	3 14.3%	4 10.3%	2 6.5% l	3 27.3%	5 9.4% l	9 28.1% fik
4=	168 32.2%	9 34.6%	6 37.5%	1 20.0%	4 40.0%	4 66.7% jl	18 40.9%	7 33.3%	14 35.9%	14 45.2% j	1 9.1% ei	17 32.1%	7 21.9% e
5=	86 16.5%	3 11.5%	3 18.8%	1 20.0%	0 0.0%	0 0.0%	9 20.5% h	4 19.0%	2 5.1% fK	6 19.4%	2 18.2%	14 26.4% H	3 9.4%
6=	49 9.4%	0 0.0% cdej	1 6.3%	1 20.0% a	2 20.0% ah	1 16.7% a	3 6.8%	3 14.3%	1 2.6% d	3 9.7%	2 18.2% a	6 11.3%	4 12.5%
7=Very Likely	22 4.2%	3 11.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	1 4.8%	2 5.1%	0 0.0%	0 0.0%	1 1.9%	1 3.1%
Mean	3.8	3.8	3.6	4.0	3.9	4.0	3.8	4.0	3.1	3.9	3.5	4.0	3.6
SD	1.5	1.6	1.4	1.6	1.3	1.3	1.4 h	1.7 h	1.7 fgiK	1.3 h	1.8	1.4 H	1.5

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

Topic 1: Marketplace Dynamics - Competitors

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

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
1=Not Likely	20 14.9%	9 7.8%	5 7.9%	3 6.7%	10 13.7%	5 9.1%	6 12.8%	1 4.5%	6 10.5%	1 3.6%	17 9.6%	9 9.4%	10 13.2%
2=	13 9.7%	15 13.0%	10 15.9%	5 11.1%	11 15.1%	11 20.0% f	6 12.8%	2 9.1%	7 12.3%	1 3.6% b	21 11.9%	12 12.5%	9 11.8%
3=	20 14.9%	15 13.0%	10 15.9%	9 20.0%	9 12.3%	5 9.1%	7 14.9%	5 22.7%	8 14.0%	4 14.3%	32 18.1% c	14 14.6%	6 7.9% a
4=	52 38.8%	32 27.8%	20 31.7%	13 28.9%	26 35.6%	22 40.0%	11 23.4% d	11 50.0% c	19 33.3%	10 35.7%	58 32.8%	31 32.3%	25 32.9%
5=	16 11.9% b	25 21.7% a	10 15.9%	9 20.0%	6 8.2% CF	5 9.1% Cf	14 29.8% AB	2 9.1%	9 15.8%	8 28.6% Ab	30 16.9%	19 19.8%	11 14.5%
6=	9 6.7% b	18 15.7% a	4 6.3%	3 6.7%	7 9.6%	6 10.9%	2 4.3%	1 4.5%	6 10.5%	4 14.3%	14 7.9%	8 8.3%	11 14.5%
7=Very Likely	4 3.0%	1 0.9% cd	4 6.3% b	3 6.7% b	4 5.5%	1 1.8%	1 2.1%	0 0.0%	2 3.5%	0 0.0%	5 2.8%	3 3.1%	4 5.3%
Mean	3.6	3.9	3.8	3.9	3.6	3.6	3.7	3.6	3.8	4.3	3.7	3.8	3.9
SD	1.5	1.5	1.6	1.5	1.7	1.5	1.6	1.1	1.6	1.2	1.5	1.5	1.7

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

Topic 1: Marketplace Dynamics - Channel Partners

Will you use a channel or go directly to market?

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
Uses channel partners	369 69.5%	20 76.9% i	12 70.6%	4 80.0%	7 70.0%	5 83.3%	35 77.8% Ik	14 63.6%	29 74.4% i	15 48.4% aFhl	7 63.6%	32 57.1% f	24 75.0% i
Does not use channel partners	162 30.5%	6 23.1% i	5 29.4%	1 20.0%	3 30.0%	1 16.7%	10 22.2% Ik	8 36.4%	10 25.6% i	16 51.6% aFhl	4 36.4%	24 42.9% f	8 25.0% i

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

Topic 1: Marketplace Dynamics - Channel Partners

Will you use a channel or go directly to market?

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
Uses channel partners	104 77.6% B	68 58.1% Ac	48 73.8% b	31 67.4%	44 59.5% e	38 65.5%	35 72.9%	16 72.7%	45 77.6% a	20 71.4%	116 65.2%	75 76.5%	57 73.1%
Does not use channel partners	30 22.4% B	49 41.9% Ac	17 26.2% b	15 32.6%	30 40.5% e	20 34.5%	13 27.1%	6 27.3%	13 22.4% a	8 28.6%	62 34.8%	23 23.5%	21 26.9%

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=369	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	369 100.0%	20 9.8%	12 5.9%	4 2.0%	7 3.4%	5 2.5%	35 17.2%	14 6.9%	29 14.2%	15 7.4%	7 3.4%	32 15.7%	24 11.8%
3=More	147 42.6%	8 42.1% c	5 41.7%	4 100.0% adfgkl	2 28.6% c	2 40.0%	14 40.0% c	6 42.9%	17 58.6% j	7 46.7%	1 14.3% ch	13 43.3% c	10 41.7% c
2=No Change	132 38.3%	5 26.3%	5 41.7%	0 0.0%	4 57.1%	2 40.0%	13 37.1%	6 42.9%	10 34.5%	5 33.3%	4 57.1%	10 33.3%	9 37.5%
1=Less	66 19.1%	6 31.6% h	2 16.7%	0 0.0%	1 14.3%	1 20.0%	8 22.9%	2 14.3%	2 6.9% a	3 20.0%	2 28.6%	7 23.3%	5 20.8%
Mean	2.2	2.1	2.3	3.0	2.1	2.2	2.2	2.3	2.5	2.3	1.9	2.2	2.2
SD	0.8	0.9	0.8	0.0	0.7	0.8	0.8	0.7	0.6 j	0.8	0.7 h	0.8	0.8

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=369	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	104 41.4%	68 27.1%	48 19.1%	31 12.4%	44 22.2%	38 19.2%	35 17.7%	16 8.1%	45 22.7%	20 10.1%	116 46.8%	75 30.2%	57 23.0%
3=More	43 41.7%	32 48.5%	25 53.2%	11 36.7%	24 55.8%	18 48.6%	14 41.2%	4 25.0%	19 42.2%	9 45.0%	48 42.9%	34 45.3%	28 50.0%
					d			a					
2=No Change	38 36.9%	21 31.8%	16 34.0%	12 40.0%	14 32.6%	12 32.4%	15 44.1%	7 43.8%	19 42.2%	4 20.0%	42 37.5%	26 34.7%	19 33.9%
1=Less	22 21.4%	13 19.7%	6 12.8%	7 23.3%	5 11.6%	7 18.9%	5 14.7%	5 31.3%	7 15.6%	7 35.0%	22 19.6%	15 20.0%	9 16.1%
					f			a					
Mean	2.2	2.3	2.4	2.1	2.4	2.3	2.3	1.9	2.3	2.1	2.2	2.3	2.3
SD	0.8	0.8	0.7	0.8	0.7	0.8	0.7	0.8	0.7	0.9	0.8	0.8	0.7
					d			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 outcome for your firm to increase, decrease, or have no change in the next 12 months: Partner's purchase volume

N=369	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	369 100.0%	20 9.8%	12 5.9%	4 2.0%	7 3.4%	5 2.5%	35 17.2%	14 6.9%	29 14.2%	15 7.4%	7 3.4%	32 15.7%	24 11.8%
3=Increase	133 38.6%	8 40.0%	6 54.5%	2 50.0%	2 28.6%	1 20.0%	14 40.0%	4 28.6% h	18 62.1% gjK	6 40.0%	1 14.3% hl	8 26.7% Hl	14 58.3% jk
2=No Change	161 46.7%	6 30.0% k	3 27.3%	2 50.0%	3 42.9%	3 60.0%	13 37.1%	9 64.3% h	8 27.6% gk	6 40.0%	4 57.1%	18 60.0% ah	8 33.3%
1=Decrease	51 14.8%	6 30.0%	2 18.2%	0 0.0%	2 28.6%	1 20.0%	8 22.9%	1 7.1%	3 10.3%	3 20.0%	2 28.6%	4 13.3%	2 8.3%
Mean	2.2	2.1	2.4	2.5	2.0	2.0	2.2	2.2	2.5	2.2	1.9	2.1	2.5
SD	0.7	0.9	0.8	0.6	0.8	0.7	0.8	0.6	0.7 jk	0.8	0.7 hl	0.6 hl	0.7 jk

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 outcome for your firm to increase, decrease, or have no change in the next 12 months: Partner's purchase volume

N=369	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	104 41.4%	68 27.1%	48 19.1%	31 12.4%	44 22.2%	38 19.2%	35 17.7%	16 8.1%	45 22.7%	20 10.1%	116 46.8%	75 30.2%	57 23.0%
3=Increase	45 44.1%	24 36.4%	26 54.2%	12 38.7%	17 39.5%	17 45.9%	15 44.1%	7 43.8%	18 40.0%	8 40.0%	47 41.6%	34 45.3%	22 39.3%
2=No Change	39 38.2%	32 48.5%	15 31.3%	15 48.4%	19 44.2%	15 40.5%	16 47.1%	6 37.5%	19 42.2%	6 30.0%	48 42.5%	29 38.7%	26 46.4%
1=Decrease	18 17.6%	10 15.2%	7 14.6%	4 12.9%	7 16.3%	5 13.5%	3 8.8%	3 18.8%	8 17.8%	6 30.0%	18 15.9%	12 16.0%	8 14.3%
Mean	2.3	2.2	2.4	2.3	2.2	2.3	2.4	2.3	2.2	2.1	2.3	2.3	2.3
SD	0.7	0.7	0.7	0.7	0.7	0.7	0.6	0.8	0.7	0.9	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 outcome for your firm to increase, decrease, or have no change in the next 12 months: Partner's price per unit

N=369	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	369 100.0%	20 9.8%	12 5.9%	4 2.0%	7 3.4%	5 2.5%	35 17.2%	14 6.9%	29 14.2%	15 7.4%	7 3.4%	32 15.7%	24 11.8%
3=Increase	74 21.4%	6 30.0%	3 25.0%	1 25.0%	2 28.6%	1 20.0%	11 31.4%	4 28.6%	4 13.8%	3 20.0%	2 28.6%	3 10.0%	5 20.8%
2=No Change	201 58.1%	7 35.0%	6 50.0%	2 50.0%	4 57.1%	2 40.0%	16 45.7%	10 71.4%	14 48.3%	9 60.0%	3 42.9%	23 76.7%	10 41.7%
1=Decrease	71 20.5%	7 35.0%	3 25.0%	1 25.0%	1 14.3%	2 40.0%	8 22.9%	0 0.0%	11 37.9%	3 20.0%	2 28.6%	4 13.3%	9 37.5%
Mean	2.0	2.0	2.0	2.0	2.1	1.8	2.1	2.3	1.8	2.0	2.0	2.0	1.8
SD	0.6	0.8	0.7	0.8	0.7	0.8	0.7	0.5	0.7	0.7	0.8	0.5	0.8
		gK				g		ahjl	gk		g	hl	gk
								hk	g			g	

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 outcome for your firm to increase, decrease, or have no change in the next 12 months: Partner's price per unit

N=369	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	104 41.4%	68 27.1%	48 19.1%	31 12.4%	44 22.2%	38 19.2%	35 17.7%	16 8.1%	45 22.7%	20 10.1%	116 46.8%	75 30.2%	57 23.0%
3=Increase	25 24.3%	9 13.6%	16 33.3%	4 13.3%	8 18.2%	5 13.5%	12 35.3%	4 25.0%	11 24.4%	5 25.0%	20 17.7%	21 28.0%	13 23.2%
		c	b			c	b						
2=No Change	53 51.5%	45 68.2%	18 37.5%	20 66.7%	25 56.8%	24 64.9%	17 50.0%	8 50.0%	21 46.7%	8 40.0%	67 59.3%	38 50.7%	31 55.4%
	b	aC	Bd	c									
1=Decrease	25 24.3%	12 18.2%	14 29.2%	6 20.0%	11 25.0%	8 21.6%	5 14.7%	4 25.0%	13 28.9%	7 35.0%	26 23.0%	16 21.3%	12 21.4%
Mean	2.0	2.0	2.0	1.9	1.9	1.9	2.2	2.0	2.0	1.9	1.9	2.1	2.0
SD	0.7	0.6	0.8	0.6	0.7	0.6	0.7	0.7	0.7	0.8	0.6	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 outcome for your firm to increase, decrease, or have no change in the next 12 months: Partner will buy related products and services

N=369	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	369 100.0%	20 9.8%	12 5.9%	4 2.0%	7 3.4%	5 2.5%	35 17.2%	14 6.9%	29 14.2%	15 7.4%	7 3.4%	32 15.7%	24 11.8%
3=Increase	105 30.4%	5 25.0%	4 33.3%	0 0.0%	4 57.1% 1	1 20.0%	11 31.4%	3 21.4%	12 41.4% 1	5 33.3%	1 14.3%	10 33.3%	3 13.0% dh
2=No Change	216 62.6%	13 65.0%	7 58.3%	4 100.0% h	3 42.9%	4 80.0%	22 62.9%	11 78.6% h	12 41.4% cgl	8 53.3%	5 71.4%	19 63.3%	17 73.9% h
1=Decrease	24 7.0%	2 10.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	2 5.7%	0 0.0%	5 17.2%	2 13.3%	1 14.3%	1 3.3%	3 13.0%
Mean	2.2	2.2	2.3	2.0	2.6	2.2	2.3	2.2	2.2	2.2	2.0	2.3	2.0
SD	0.6	0.6	0.6	0.0	0.5 1	0.4	0.6	0.4	0.7	0.7	0.6	0.5 1	0.5 dk

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 outcome for your firm to increase, decrease, or have no change in the next 12 months: Partner will buy related products and services

N=369	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	104 41.4%	68 27.1%	48 19.1%	31 12.4%	44 22.2%	38 19.2%	35 17.7%	16 8.1%	45 22.7%	20 10.1%	116 46.8%	75 30.2%	57 23.0%
3=Increase	32 31.1%	26 39.4%	12 25.5%	10 32.3%	16 36.4%	9 24.3%	11 32.4%	6 37.5%	11 24.4%	5 26.3%	31 27.4%	25 33.8%	22 38.6%
2=No Change	60 58.3%	36 54.5%	33 70.2%	18 58.1%	24 54.5%	27 73.0%	20 58.8%	9 56.3%	31 68.9%	10 52.6%	75 66.4%	43 58.1%	29 50.9%
1=Decrease	11 10.7%	4 6.1%	2 4.3%	3 9.7%	4 9.1%	1 2.7%	3 8.8%	1 6.3%	3 6.7%	4 21.1%	7 6.2%	6 8.1%	6 10.5%
Mean	2.2	2.3	2.2	2.2	2.3	2.2	2.2	2.3	2.2	2.1	2.2	2.3	2.3
SD	0.6	0.6	0.5	0.6	0.6	0.5	0.6	0.6	0.5	0.7	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 outcome for your firm to increase, decrease, or have no change in the next 12 months: My firm will sell directly to end customers, not through channel partners

N=369	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	369 100.0%	20 9.8%	12 5.9%	4 2.0%	7 3.4%	5 2.5%	35 17.2%	14 6.9%	29 14.2%	15 7.4%	7 3.4%	32 15.7%	24 11.8%
3=Increase	89 25.9%	9 45.0%	4 33.3%	2 50.0%	2 28.6%	2 40.0%	9 25.7%	2 14.3%	7 25.0%	5 33.3%	3 42.9%	6 20.0%	4 16.7%
2=No Change	234 68.0%	10 50.0%	6 50.0%	2 50.0%	5 71.4%	3 60.0%	25 71.4%	12 85.7%	17 60.7%	9 60.0%	4 57.1%	21 70.0%	18 75.0%
1=Decrease	21 6.1%	1 5.0%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	4 14.3%	1 6.7%	0 0.0%	3 10.0%	2 8.3%
Mean	2.2	2.4	2.2	2.5	2.3	2.4	2.2	2.1	2.1	2.3	2.4	2.1	2.1
SD	0.5	0.6	0.7	0.6	0.5	0.5	0.5	0.4	0.6	0.6	0.5	0.5	0.5

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 outcome for your firm to increase, decrease, or have no change in the next 12 months: My firm will sell directly to end customers, not through channel partners

N=369	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	104 41.4%	68 27.1%	48 19.1%	31 12.4%	44 22.2%	38 19.2%	35 17.7%	16 8.1%	45 22.7%	20 10.1%	116 46.8%	75 30.2%	57 23.0%
3=Increase	23 22.5% d	18 27.3%	15 31.3%	14 45.2% a	15 34.1%	8 22.2%	6 17.6%	6 37.5%	11 24.4%	7 35.0%	24 21.4% C	21 28.0%	24 42.1% A
2=No Change	70 68.6% d	44 66.7% d	32 66.7%	14 45.2% ab	26 59.1%	26 72.2%	26 76.5%	10 62.5%	29 64.4%	11 55.0%	79 70.5% c	49 65.3%	31 54.4% a
1=Decrease	9 8.8%	4 6.1%	1 2.1%	3 9.7%	3 6.8%	2 5.6%	2 5.9%	0 0.0%	5 11.1%	2 10.0%	9 8.0%	5 6.7%	2 3.5%
Mean	2.1	2.2	2.3	2.4	2.3	2.2	2.1	2.4	2.1	2.3	2.1	2.2	2.4
SD	0.5	0.5	0.5	0.7	0.6	0.5	0.5	0.5	0.6	0.6	0.5 C	0.6	0.6 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 outcome for your firm to increase, decrease, or have no change in the next 12 months: Partner's level of power in our relationship

N=369	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	369 100.0%	20 9.8%	12 5.9%	4 2.0%	7 3.4%	5 2.5%	35 17.2%	14 6.9%	29 14.2%	15 7.4%	7 3.4%	32 15.7%	24 11.8%
3=Increase	76 22.0%	9 45.0% fgik	2 16.7%	1 25.0%	1 14.3%	1 20.0%	6 17.1% a	1 7.1% a	10 34.5% i	1 6.7% ah	1 14.3%	5 16.7% a	7 29.2%
2=No Change	209 60.4%	8 40.0% k	9 75.0% h	3 75.0%	5 71.4%	2 40.0%	20 57.1%	10 71.4% h	11 37.9% bgiK	11 73.3% h	4 57.1%	23 76.7% aHI	11 45.8% k
1=Decrease	61 17.6%	3 15.0%	1 8.3%	0 0.0%	1 14.3%	2 40.0% k	9 25.7% k	3 21.4%	8 27.6% k	3 20.0%	2 28.6%	2 6.7% efh	6 25.0%
Mean	2.0	2.3	2.1	2.3	2.0	1.8	1.9	1.9	2.1	1.9	1.9	2.1	2.0
SD	0.6	0.7 f	0.5	0.5	0.6	0.8	0.7 a	0.5	0.8	0.5	0.7	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 outcome for your firm to increase, decrease, or have no change in the next 12 months: Partner's level of power in our relationship

N=369	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	104 41.4%	68 27.1%	48 19.1%	31 12.4%	44 22.2%	38 19.2%	35 17.7%	16 8.1%	45 22.7%	20 10.1%	116 46.8%	75 30.2%	57 23.0%
3=Increase	27 26.2%	14 21.2%	13 27.1%	4 12.9%	6 13.6%	10 27.0%	5 14.7%	4 25.0%	14 31.1%	4 20.0%	24 21.2%	19 25.3%	13 22.8%
2=No Change	52 50.5%	43 65.2%	28 58.3%	21 67.7%	33 75.0%	20 54.1%	23 67.6%	8 50.0%	23 51.1%	8 40.0%	72 63.7%	40 53.3%	32 56.1%
1=Decrease	24 23.3%	9 13.6%	7 14.6%	6 19.4%	5 11.4%	7 18.9%	6 17.6%	4 25.0%	8 17.8%	8 40.0%	17 15.0%	16 21.3%	12 21.1%
Mean	2.0	2.1	2.1	1.9	2.0	2.1	2.0	2.0	2.1	1.8	2.1	2.0	2.0
SD	0.7	0.6	0.6	0.6	0.5	0.7	0.6	0.7	0.7	0.8	0.6	0.7	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=384 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	384	23	17	5	9	4	44	20	39	30	11
Percent	100.0%	8.1%	6.0%	1.8%	3.2%	1.4%	15.5%	7.0%	13.7%	10.6%	3.9%	18.3%	10.6%
Existing products or services in existing markets	384 51.7 26.5	23 49.6 30.8 j	17 51.5 30.7 j	5 52.0 39.8	9 57.2 26.6	4 48.8 16.5 j	44 49.9 25.0 J	20 58.5 26.0 h	39 44.0 26.0 giJ	30 58.4 23.5 h	11 73.6 17.9 abeFHkl	52 53.1 26.2 j	30 55.7 24.9 j
Existing products or services in new markets	384 15.7 13.8	23 16.3 13.6	17 11.5 20.0	5 22.0 18.9	9 16.1 16.9	4 16.3 7.5	44 15.6 11.2	20 11.8 12.6	39 15.1 13.2	30 17.5 13.8	11 10.9 9.7	52 17.6 18.6	30 14.8 11.2
New products or services in existing markets	384 22.8 18.4	23 23.3 15.2 j	17 25.3 20.5	5 14.0 10.8	9 22.8 21.7	4 23.3 11.9	44 23.8 17.8 j	20 25.0 19.5 j	39 27.9 22.7 jl	30 19.4 18.0	11 10.9 15.9 afgh	52 21.5 18.6	30 17.7 15.5 h
New products or services in new markets	384 9.7 12.8	23 10.9 15.2 i	17 11.8 21.3	5 12.0 16.8	9 3.9 4.9 e	4 11.8 7.7 di	44 10.7 11.4 gI	20 4.7 8.8 fh	39 13.0 13.8 gIk	30 4.7 6.0 aeFH	11 4.5 7.2	52 7.7 9.8 h	30 11.8 21.0

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=384 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	123	111	61	46	71	54	46	22	56	27	168	93
Percent	36.1%	32.6%	17.9%	13.5%	25.7%	19.6%	16.7%	8.0%	20.3%	9.8%	50.6%	28.0%	21.4%
Existing products or services in existing markets	123 49.4 25.4 d	111 49.8 26.3 ac	61 56.0 27.3 b	46 58.5 27.8 a	71 54.8 32.0	54 51.8 23.1	46 55.2 25.9	22 50.9 17.4	56 52.1 25.7	27 50.4 26.2	168 53.1 28.1	93 53.6 24.6	71 51.0 25.4
Existing products or services in new markets	123 14.9 12.3 b	111 18.9 16.7 ac	61 13.1 12.6 b	46 14.6 12.6	71 15.6 18.2	54 16.3 15.0	46 15.4 12.8	22 14.5 8.2	56 15.8 13.3	27 14.8 11.8	168 16.5 16.0	93 14.5 11.5	71 15.6 12.6
New products or services in existing markets	123 24.6 19.1	111 22.3 19.3	61 22.8 16.4	46 19.1 18.3	71 20.4 21.6	54 22.0 18.8	46 23.5 21.0	22 25.4 15.4	56 22.9 17.0	27 21.3 11.1	168 21.2 17.8	93 23.5 18.2	71 23.9 19.7
New products or services in new markets	123 11.1 15.0	111 9.1 12.3	61 8.1 11.2	46 7.8 9.9	71 9.2 18.6	54 9.9 11.8	46 5.8 9.0 F	22 9.2 9.5	56 9.2 10.3	27 13.5 14.5 C	168 9.2 14.5	93 8.3 9.4	71 9.5 11.4

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=378 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	378	23	17	5	9	4	43	20	37	31	10
Percent	100.0%	8.2%	6.0%	1.8%	3.2%	1.4%	15.3%	7.1%	13.2%	11.0%	3.6%	18.5%	10.7%
Existing products or services in existing markets	378 45.7 24.6	23 48.3 26.1	17 50.6 28.4	5 36.0 23.8 j	9 55.0 31.0	4 38.8 10.3 j	43 42.6 25.0 J	20 55.0 26.1 h	37 38.6 24.2 giJ	31 50.4 19.8 hj	10 66.5 23.6 ceFHiKl	52 44.0 23.6 J	30 48.7 21.0 j
Existing products or services in new markets	378 18.1 15.0	23 16.9 13.3	17 17.9 20.5	5 30.0 12.7 Ghj	9 14.4 16.5	4 18.8 6.3	43 18.7 14.1 g	20 11.0 13.2 Cfi	37 14.9 13.9 ci	31 22.9 18.2 gh	10 13.0 11.4 c	52 18.1 14.4	30 19.0 14.5
New products or services in existing markets	378 25.0 17.2	23 22.4 15.8 h	17 22.9 15.6 h	5 22.0 9.7	9 22.8 20.5	4 28.8 13.1	43 24.7 17.1 h	20 25.8 17.9	37 34.1 19.6 abfIJL	31 20.7 14.9 H	10 13.0 16.2 Hk	52 27.1 17.9 j	30 21.3 14.7 H
New products or services in new markets	378 11.2 13.2	23 12.4 15.4 i	17 8.5 15.0	5 12.0 16.8	9 7.8 16.4	4 13.8 4.8 i	43 14.0 11.9 I	20 8.3 13.9	37 12.4 13.2 i	31 6.0 7.1 aeFh	10 7.5 10.3	52 10.8 12.4	30 11.0 19.9

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=378 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	121	109	59	46	69	54	45	22	56	27	166	89
Percent	36.1%	32.5%	17.6%	13.7%	25.3%	19.8%	16.5%	8.1%	20.5%	9.9%	50.8%	27.2%	22.0%
Existing products or services in existing markets	121 43.8 23.3	109 43.9 24.4	59 49.7 24.6	46 50.7 25.7	69 48.0 28.9	54 43.6 20.3	45 46.1 24.9	22 47.3 18.8	56 48.0 24.2	27 47.4 25.7	166 46.2 25.0	89 47.3 23.6	72 45.5 24.9
Existing products or services in new markets	121 18.3 14.7	109 18.2 15.7	59 14.8 13.4	46 20.4 15.8	69 19.1 18.3	54 18.5 14.7	45 16.9 13.7	22 16.1 8.3	56 17.1 15.1	27 16.5 13.2	166 18.4 15.7	89 15.7 12.3	72 19.5 16.7
New products or services in existing markets	121 25.8 17.7	109 26.5 17.1	59 25.6 16.9	46 20.1 16.9	69 22.0 19.9	54 25.7 14.7	45 28.5 16.8	22 26.8 14.2	56 25.3 18.3	27 22.8 15.3	166 24.4 16.5	89 26.9 17.4	72 23.9 18.3
New products or services in new markets	121 12.1 14.3	109 11.3 13.2	59 9.8 13.2	46 8.8 10.9	69 10.9 17.8	54 12.1 13.2	45 8.5 11.6	22 9.8 9.7	56 9.6 10.3	27 13.3 14.8	166 11.0 15.1	89 10.1 10.7	72 11.1 12.4

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=390 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	390	24	17	5	9	6	44	20	39	31	11
Percent	100.0%	8.3%	5.9%	1.7%	3.1%	2.1%	15.2%	6.9%	13.4%	10.7%	3.8%	18.3%	10.7%
Growth from your firm internally	390	24	17	5	9	6	44	20	39	31	11	53	31
	68.9	72.5	64.1	62.0	74.4	58.8	69.7	83.8	59.8	72.1	73.2	74.8	69.8
	28.7	27.6	31.7	35.5	32.4	30.7	31.9	16.7	33.0	30.5	24.4	24.2	28.7
Growth from acquisitions	390	24	17	5	9	6	44	20	39	31	11	53	31
	12.2	7.7	14.1	1.0	6.7	25.0	14.3	7.8	18.5	10.8	9.5	9.3	12.4
	18.3	14.0	25.3	2.2	16.6	29.7	21.7	12.8	24.7	14.7	18.0	15.2	16.5
Growth from partnerships	390	24	17	5	9	6	44	20	39	31	11	53	31
	12.9	10.2	17.8	27.0	7.8	13.3	10.2	5.8	11.5	12.5	14.5	10.9	13.0
	16.5	13.7	21.9	21.1	9.7	8.8	14.3	10.9	13.8	21.3	13.7	15.4	18.6
Growth from licensing arrangements	390	24	17	5	9	6	44	20	39	31	11	53	31
	6.1	9.6	3.9	10.0	11.1	2.8	5.8	2.8	10.2	4.6	2.7	4.9	4.8
	14.0	11.2	6.4	17.3	33.3	6.0	17.1	5.5	23.6	8.4	4.1	11.1	7.4

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=390 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	128	112	61	45	70	56	48	22	58	27	170	94
Percent	37.0%	32.4%	17.6%	13.0%	24.9%	19.9%	17.1%	7.8%	20.6%	9.6%	50.4%	27.9%	21.7%
Growth from your firm internally	128 66.2 30.4 c	112 67.6 28.3 c	61 76.9 26.6 ab	45 72.2 26.9	70 75.1 28.9	56 71.3 27.9	48 67.6 29.0	22 67.0 29.3	58 69.7 29.1	27 63.1 29.6	170 72.0 29.2	94 65.0 31.0	73 66.8 25.9
Growth from acquisitions	128 14.9 21.0 c	112 12.3 18.0	61 7.8 15.9 a	45 10.4 15.8	70 5.1 13.2 CDEf	56 10.4 17.9 e	48 15.5 20.5 A	22 15.5 19.9 A	58 18.2 23.1 Ab	27 12.8 15.9 a	170 11.7 19.1	94 13.3 20.7	73 11.7 15.0
Growth from partnerships	128 12.0 15.7	112 14.8 18.8	61 9.6 13.4	45 12.5 14.7	70 13.7 18.9	56 13.0 20.0	48 9.1 11.6	22 13.0 14.4	58 8.1 11.5 f	27 14.1 14.5 e	170 10.6 15.8 c	94 13.4 16.8	73 16.1 16.9 a
Growth from licensing arrangements	128 6.9 16.2	112 5.3 13.4	61 5.7 8.9	45 4.9 8.1	70 6.1 14.9	56 5.4 15.0	48 7.8 21.4	22 4.5 6.7	58 4.0 8.6 f	27 10.0 13.1 e	170 5.6 15.7	94 8.2 15.2	73 5.4 10.1

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

Topic 2: Firm Growth Strategies

Which international market is your highest revenue growth market?

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	531	26	17	5	10	6	45	22	39	31	11	56	32
Canada	79	10	4	0	3	2	10	5	8	4	5	13	2
	24.2%	38.5%	30.8%	0.0%	33.3%	40.0%	25.0%	38.5%	22.2%	22.2%	55.6%	28.3%	7.4%
China	70	6	0	1	0	0	15	1	10	3	1	5	7
	21.5%	23.1%	0.0%	25.0%	0.0%	0.0%	37.5%	7.7%	27.8%	16.7%	11.1%	10.9%	25.9%
Western Europe	53	3	1	0	0	0	4	2	9	3	1	13	7
	16.3%	11.5%	7.7%	0.0%	0.0%	0.0%	10.0%	15.4%	25.0%	16.7%	11.1%	28.3%	25.9%
Brazil	15	1	1	0	1	1	0	0	1	0	0	3	1
	4.6%	3.8%	7.7%	0.0%	11.1%	20.0%	0.0%	0.0%	2.8%	0.0%	0.0%	6.5%	3.7%
Middle East	13	2	0	0	0	0	2	0	3	0	0	1	2
	4.0%	7.7%	0.0%	0.0%	0.0%	0.0%	5.0%	0.0%	8.3%	0.0%	0.0%	2.2%	7.4%
Mexico	7	0	0	2	0	0	2	1	0	0	0	0	0
	2.1%	0.0%	0.0%	50.0%	0.0%	0.0%	5.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Eastern Europe	6	0	1	0	0	0	1	0	2	0	0	0	0
	1.8%	0.0%	7.7%	0.0%	0.0%	0.0%	2.5%	0.0%	5.6%	0.0%	0.0%	0.0%	0.0%
India	6	0	1	0	0	0	0	0	2	0	0	1	0
	1.8%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	5.6%	0.0%	0.0%	2.2%	0.0%
Japan	6	0	0	0	1	0	1	1	0	0	1	0	1
	1.8%	0.0%	0.0%	0.0%	11.1%	0.0%	2.5%	7.7%	0.0%	0.0%	11.1%	0.0%	3.7%
Russia	2	0	0	0	0	0	1	0	0	0	0	0	1
	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	2.5%	0.0%	0.0%	0.0%	0.0%	0.0%	3.7%
Korea	2	1	0	0	0	0	0	0	0	0	0	1	0
	0.6%	3.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.2%	0.0%
Other	67	3	5	1	4	2	4	3	1	8	1	9	6
	20.6%	11.5%	38.5%	25.0%	44.4%	40.0%	10.0%	23.1%	2.8%	44.4%	11.1%	19.6%	22.2%
		di	fH		afH	H	bdI	h	BDEgIkI	aFHk		hi	h

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

Topic 2: Firm Growth Strategies

Which international market is your highest revenue growth market?

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
Canada	29 24.6%	25 28.1%	9 17.3%	11 35.5%	19 37.3%	15 31.9%	9 22.5%	8 40.0%	9 17.3%	4 16.0%	31 22.6%	21 25.0%	22 33.8%
China	31 26.3% b	13 14.6% a	11 21.2%	4 12.9%	4 7.8% EF	6 12.8% f	6 15.0%	5 25.0%	15 28.8% A	9 36.0% Ab	26 19.0%	23 27.4% C	6 9.2% B
Western Europe	18 15.3%	17 19.1%	10 19.2%	5 16.1%	7 13.7%	11 23.4%	10 25.0%	2 10.0%	8 15.4%	3 12.0%	26 19.0%	13 15.5%	11 16.9%
Brazil	3 2.5%	5 5.6%	4 7.7%	2 6.5%	1 2.0%	0 0.0%	1 2.5%	1 5.0%	5 9.6%	0 0.0%	8 5.8%	4 4.8%	3 4.6%
Middle East	6 5.1%	1 1.1%	3 5.8%	1 3.2%	3 5.9%	2 4.3%	2 5.0%	0 0.0%	2 3.8%	1 4.0%	6 4.4%	2 2.4%	2 3.1%
Mexico	6 5.1% b	0 0.0% a	0 0.0%	0 0.0%	0 0.0% f	1 2.1%	1 2.5%	0 0.0%	1 1.9%	2 8.0% a	2 1.5%	2 2.4%	2 3.1%
Eastern Europe	3 2.5%	1 1.1%	1 1.9%	0 0.0%	1 2.0%	1 2.1%	0 0.0%	1 5.0%	0 0.0%	1 4.0%	4 2.9%	0 0.0%	1 1.5%
India	3 2.5%	1 1.1%	0 0.0%	0 0.0%	1 2.0%	1 2.1%	0 0.0%	0 0.0%	2 3.8%	0 0.0%	0 0.0%	1 1.2%	3 4.6%
Japan	1 0.8%	2 2.2%	3 5.8%	0 0.0%	0 0.0%	2 4.3%	2 5.0%	0 0.0%	0 0.0%	1 4.0%	4 2.9%	2 2.4%	0 0.0%
Russia	1 0.8%	0 0.0%	1 1.9%	0 0.0%	0 0.0%	0 0.0%	1 2.5%	0 0.0%	0 0.0%	1 4.0%	1 0.7%	1 1.2%	0 0.0%
Korea	0 0.0%	1 1.1%	1 1.9%	0 0.0%	0 0.0%	0 0.0%	1 2.5%	0 0.0%	1 1.9%	0 0.0%	2 1.5%	0 0.0%	0 0.0%
Other	17 14.4% b	23 25.8% a	9 17.3%	8 25.8%	15 29.4%	8 17.0%	7 17.5%	3 15.0%	9 17.3%	3 12.0%	27 19.7%	15 17.9%	15 23.1%

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

Topic 2: Firm Growth Strategies

Consider this (international) market, by what percent did your sales revenue increase in the last 12 months?

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	531	26	17	5	10	6	45	22	39	31	11	56	32
Percent	100.0%	8.7%	5.7%	1.7%	3.3%	2.0%	15.0%	7.3%	13.0%	10.3%	3.7%	18.7%	10.7%
Number	316	23	12	4	9	5	41	15	33	19	9	46	29
Mean	23.7	47.0	21.0	85.5	32.9	12.6	21.5	7.8	24.4	10.8	6.6	13.9	25.5
SD	74.6	105.8	33.1	143.2	68.3	12.4	61.4	8.2	42.7	27.3	8.5	22.1	54.6
		k		giK				c		c		aC	

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

Topic 2: Firm Growth Strategies

Consider this (international) market, by what percent did your sales revenue increase in the last 12 months?

	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
	N=531												
Number	134	117	65	46	74	58	48	22	58	28	178	98	78
Percent	37.0%	32.3%	18.0%	12.7%	25.7%	20.1%	16.7%	7.6%	20.1%	9.7%	50.3%	27.7%	22.0%
Number	111	87	52	33	57	47	40	19	50	26	139	83	62
Mean	32.5	14.4	32.0	14.8	22.5	10.4	24.5	37.9	27.1	13.4	36.4	10.5	17.9
SD	107.8	23.2	80.9	35.5	77.0	18.2	48.9	90.0	48.2	10.5	108.4	10.3	31.3
						de		b	b		b	ac	b

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

Topic 2: Firm Growth Strategies

What percentage of your firm's sales is...

N=531 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	531	26	17	5	10	6	45	22	39	31	11	56	32
Percent	100.0%	8.7%	5.7%	1.7%	3.3%	2.0%	15.0%	7.3%	13.0%	10.3%	3.7%	18.7%	10.7%
...domestic?	363	24	16	5	10	6	45	22	39	31	11	53	31
	80.4	80.6	84.9	73.0	77.0	80.5	69.3	87.2	72.9	92.3	93.0	85.6	70.3
	23.9	20.7	28.0	22.5	25.8	35.3	26.6	20.5	22.6	21.5	8.0	20.7	27.8
		i		j			GIJK	Fhl	gIJK	aFHL	cFHI	FHL	gljK
...through the internet?	357	25	16	5	10	6	45	22	37	31	11	54	29
	11.6	8.8	26.3	3.8	11.5	4.2	4.4	21.1	14.9	8.0	14.3	11.1	2.7
	24.0	15.7	38.7	3.3	17.8	10.2	13.2	29.0	29.5	20.4	22.4	23.0	8.5
			FiL		1		BGh	FL	fl	b	1		BdGhj

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

Topic 2: Firm Growth Strategies

What percentage of your firm's sales is...

N=531 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	134	117	65	46	74	58	48	22	58	28	178	98
Percent	37.0%	32.3%	18.0%	12.7%	25.7%	20.1%	16.7%	7.6%	20.1%	9.7%	50.3%	27.7%	22.0%
...domestic?	130	115	63	45	73	57	47	21	58	27	178	96	77
	72.4	87.5	77.3	87.4	92.1	83.6	78.5	82.3	69.7	60.3	82.0	73.6	85.2
	23.9	20.4	25.7	21.6	13.4	22.4	26.5	17.6	28.0	26.5	23.1	27.3	19.0
	BD	AC	Bd	Ac	BCDEF	AEF	AF	AF	AB	ABCD	B	AC	B
...through the internet?	128	113	63	44	72	56	48	21	57	27	178	98	78
	6.7	12.9	8.8	26.0	13.6	9.2	13.2	9.6	8.3	4.0	0.0	4.3	47.7
	14.2	26.6	18.6	36.6	24.5	22.8	26.6	18.0	20.0	4.6	0.0	3.1	30.9
	bD	ad	D	AbC	f				a			C	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 for:

N=531 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	531	26	17	5	10	6	45	22	39	31	11
Percent	100.0%	8.7%	5.7%	1.7%	3.3%	2.0%	15.0%	7.3%	13.0%	10.3%	3.7%	18.7%	10.7%
Overall marketing spending	255 6.4 19.0	16 8.8 18.0	10 9.6 11.6	4 1.8 7.0	5 5.6 7.0	6 25.2 38.3 fK	36 6.9 12.3 ek	15 8.4 12.7	34 7.9 25.3	29 7.1 24.8	8 -3.0 17.1	44 1.1 13.4 Efl	21 12.3 25.0 k
Internet marketing spending	216 11.5 22.8	12 26.5 28.3 FhKl	10 16.4 14.8	3 3.7 5.5	4 6.3 7.5	3 3.3 5.8	28 5.3 15.0 A	15 24.8 51.0	29 10.3 19.8 a	25 12.0 18.4	7 11.0 19.8	41 6.6 18.3 A	21 11.4 12.0 a
Traditional advertising spending	211 -1.9 20.4	10 8.3 22.7	7 4.1 23.1	4 -1.0 2.7	4 -3.3 11.4	4 0.8 18.5	33 -0.3 11.0	13 -2.3 8.8	26 -9.6 25.2	26 1.8 24.5	7 -9.4 18.3	38 -2.6 15.8	21 -5.2 23.3
Brand building	205 7.5 26.5	11 12.6 13.9 f	5 7.2 7.3	3 1.3 4.0	4 5.0 0.0	3 4.0 5.3	30 1.8 13.5 ahk	13 4.3 6.3	27 10.3 13.3 f	25 15.1 64.9	6 0.5 0.8	39 8.9 14.7 f	19 4.3 14.0
Customer relationship management	200 9.0 16.3	7 1.6 1.9 e	4 5.5 4.2	4 4.0 2.0	4 4.5 4.2	4 15.0 12.2 ai	32 6.7 11.7	12 7.1 14.0	25 13.6 24.9	23 5.8 6.7 e	7 4.4 3.3	37 8.4 10.4	19 11.3 17.9
New product introductions	201 9.4 17.3	12 17.4 27.2	5 8.4 7.1 j	3 2.3 2.5	4 3.0 4.8	5 9.0 5.5 J	33 9.8 10.8 j	15 3.9 6.0	29 14.0 20.8 i	24 3.0 18.3 hl	6 0.3 0.8 bEf	29 5.9 11.5	19 18.1 29.9 i

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 for:

N=531 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		New service introductions	173 6.4 10.2	7 2.6 3.7	1 10.0 ---	2 0.0 0.0	4 3.5 4.5	5 11.0 9.6 j	27 4.9 9.9	11 3.2 6.0	22 6.3 12.6	24 5.6 7.5	6 1.3 2.2 ek
Marketing (non-sales) hires	204 6.6 18.7	9 15.0 26.2 ij	9 3.4 5.4 j	4 1.5 2.4	4 1.0 1.4	5 10.6 22.1	31 6.2 20.5	12 1.0 3.6 j	30 12.8 26.8 ij	22 0.8 6.6 ahJk	7 -9.3 12.4 abghIK	36 8.8 15.7 iJ	19 11.9 26.3
Integrating what we know about marketing	167 8.2 17.0	7 17.0 36.8	5 31.4 43.9 fhi	2 1.0 1.4	4 2.0 2.4	3 8.7 14.2	25 6.2 13.9 b	9 3.0 6.6	21 9.0 13.6 b	23 6.1 7.5 b	5 -1.0 5.5	33 10.8 19.1	14 6.3 16.0
Developing knowledge about how to do marketing	172 5.8 14.4	8 18.4 34.5 f	4 31.8 47.1 FiKl	4 -0.8 3.0	5 1.0 2.2	3 16.7 28.9 F	26 0.5 4.0 aBEHiK	9 2.2 3.6	22 9.1 14.8 F	23 5.4 10.9 bf	6 -0.8 10.1	31 6.5 9.7 BF	18 2.9 8.6 b
Marketing training	171 7.2 33.0	8 16.3 34.1 f	6 85.3 159.0 FhiKl	3 -1.7 2.9	4 1.3 2.5	4 7.0 12.1	26 0.8 5.6 aBhk	10 1.3 3.2	20 6.9 12.1 bf	22 3.9 6.3 b	6 -2.5 8.8	33 5.4 9.2 Bf	18 2.9 7.8 b
Marketing research and intelligence	197 8.2 27.4	11 13.9 30.7	9 9.4 8.9	3 4.3 1.2 d	4 1.0 1.4 c	5 21.2 26.3 K	29 6.9 12.0 j	12 -3.4 30.7	25 12.1 24.0 j	25 18.7 59.2	6 -15.3 36.9 fhKl	33 5.5 7.9 EJ	18 7.1 13.0 j
Marketing consulting services	172 3.3 16.7	8 5.9 18.3	5 4.4 6.1	2 4.5 3.5	4 -1.0 2.7	3 34.0 57.2 FhKl	25 0.2 7.4 Ehk	9 2.2 11.8	25 6.4 12.5 efl	24 7.0 23.7 l	7 1.4 6.9	31 5.8 8.8 Efl	17 -8.5 24.5 ehiK

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 for:

N=531 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	134	117	65	46	74	58	48	22	58	28	178	98
Percent	37.0%	32.3%	18.0%	12.7%	25.7%	20.1%	16.7%	7.6%	20.1%	9.7%	50.3%	27.7%	22.0%
Overall marketing spending	93 5.7 18.5	87 6.2 21.9	40 8.6 16.4	33 6.8 16.2	52 8.6 19.2	50 7.7 18.9	39 10.9 25.5	20 2.8 13.3	42 4.2 20.8	20 1.6 12.0	120 6.9 23.4	73 4.3 15.9	57 7.9 12.0
Internet marketing spending	72 7.9 14.8 c	72 10.1 18.9	37 19.1 38.3 a	31 14.6 21.5	46 14.3 32.7	42 12.0 19.8	33 6.5 25.6	16 12.3 14.3	39 11.8 14.8	16 9.5 8.8	95 8.0 19.8	63 15.0 28.2	52 14.2 21.1
Traditional advertising spending	80 -2.4 16.4	65 -2.7 19.1	32 -1.9 26.3	31 1.1 26.2	39 -1.4 13.4	41 -2.3 13.5	34 0.0 19.5	17 -5.4 20.5	38 -0.4 25.7	18 -10.3 25.6	102 -2.6 20.8	63 -0.7 18.1	42 -1.8 23.5
Brand building	73 4.2 11.2	71 12.1 37.8	31 5.8 14.3	27 5.8 31.2	41 6.5 9.5 D	39 13.5 48.2	34 10.6 16.5 D	15 -7.5 29.5 ACe	32 8.0 17.0 d	18 3.2 9.0	99 8.6 32.4	61 4.1 19.8	41 9.7 19.9
Customer relationship management	76 6.8 15.0	64 11.2 16.9	30 10.1 16.3	27 9.1 18.9	38 10.1 16.2	38 5.1 5.8	31 8.3 14.7	16 9.7 12.3	35 9.2 18.7	16 3.6 3.4	98 8.9 15.0	61 7.5 15.5	36 10.6 18.1
New product introductions	78 8.7 9.5 cd	57 8.5 20.5	36 16.8 26.8 ad	27 3.9 6.7 ac	40 14.7 24.3	39 8.9 16.7	30 6.2 24.5	16 10.0 7.7	36 7.1 9.6	19 6.9 6.8	92 8.8 18.1	64 8.9 15.4	40 10.6 18.4

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 for:

N=531 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
	New service introductions	60 3.6 7.7 B	60 10.8 13.2 AC	23 2.6 4.2 B	28 6.0 8.3	30 7.0 12.7	38 5.8 10.0	28 6.7 10.1	14 5.4 8.2	31 6.9 9.7	15 3.4 4.5	77 5.9 9.9	57 5.9 10.0
Marketing (non-sales) hires	74 6.4 19.1	67 7.3 19.0	32 11.2 23.2 d	28 0.6 8.0 c	40 10.3 23.8	38 5.1 18.0	33 12.7 28.2	18 4.6 14.6	41 3.8 9.0	16 1.1 6.2	95 8.0 21.9	62 3.7 11.2	41 8.9 20.0
Integrating what we know about marketing	58 5.8 11.7	58 9.7 19.2	22 9.5 23.7	27 8.1 13.9	33 12.3 25.8	35 6.3 9.8	18 10.1 23.4	14 7.9 14.2	32 5.3 9.1	15 8.7 19.3	82 8.0 17.8	49 6.7 12.1	33 11.4 21.6
Developing knowledge about how to do marketing	62 4.4 11.6	55 7.5 16.4	25 9.2 20.8	27 2.6 7.3	34 9.1 24.1	33 4.6 11.4	24 7.9 12.9	14 5.7 14.4	34 3.9 9.3	16 3.1 10.7	81 6.8 15.5	54 3.6 9.2	33 7.3 18.7
Marketing training	64 5.0 14.8	55 11.5 53.9	22 8.4 21.6	28 3.3 8.7	31 21.5 74.5	33 4.4 10.2	25 3.8 8.9	15 3.7 7.9	37 2.8 5.7	16 3.6 11.4	80 5.5 14.1	55 2.5 6.0	33 19.9 70.7
Marketing research and intelligence	69 5.4 17.6	65 13.8 39.5	32 8.8 20.1	29 1.7 18.8	36 7.3 17.5	37 10.1 51.8	29 13.8 24.7	16 12.8 16.0 f	39 3.8 18.9	19 3.8 9.3 d	91 11.3 35.1	62 6.6 9.3	41 3.6 26.8
Marketing consulting services	60 3.6 16.5	60 5.1 15.7	23 -0.5 24.7	27 2.3 10.4	35 3.0 9.6	36 7.6 18.6	24 -0.1 8.3	14 6.9 29.5	33 4.4 12.6	15 -3.4 28.8	85 4.6 22.0	50 1.6 9.5	34 2.8 8.3

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 for: Overall marketing spending

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=Positive	176 69.0%	12 75.0%	8 80.0%	2 50.0%	3 60.0%	5 83.3%	27 75.0% j	11 73.3%	24 70.6%	19 65.5%	3 37.5% f	28 63.6%	15 71.4%
0=Zero	33 12.9%	1 6.3%	0 0.0%	0 0.0%	1 20.0%	1 16.7%	3 8.3%	4 26.7%	4 11.8%	5 17.2%	2 25.0%	6 13.6%	5 23.8%
-1=Negative	46 18.0%	3 18.8%	2 20.0%	2 50.0% gl	1 20.0%	0 0.0%	6 16.7%	0 0.0% cjk	6 17.6%	5 17.2%	3 37.5% gl	10 22.7% g	1 4.8% cj
Mean	0.5	0.6	0.6	0.0	0.4	0.8	0.6	0.7	0.5	0.5	0.0	0.4	0.7
SD	0.8	0.8	0.8	1.2	0.9	0.4	0.8	0.5 j	0.8	0.8	0.9 gl	0.8	0.6 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 for: Overall marketing spending

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
1=Positive	58 62.4%	60 69.0%	31 77.5%	25 75.8%	43 82.7%	36 72.0%	26 66.7%	10 50.0%	27 64.3%	11 55.0%	82 68.3%	44 60.3%	45 78.9%
					Def			A	a	a		c	b
0=Zero	14 15.1%	12 13.8%	4 10.0%	3 9.1%	1 1.9%	7 14.0%	9 23.1%	5 25.0%	7 16.7%	2 10.0%	14 11.7%	14 19.2%	5 8.8%
					bCDe	a	A	A	a				
-1=Negative	21 22.6%	15 17.2%	5 12.5%	5 15.2%	8 15.4%	7 14.0%	4 10.3%	5 25.0%	8 19.0%	7 35.0%	24 20.0%	15 20.5%	7 12.3%
							f			c			
Mean	0.4	0.5	0.7	0.6	0.7	0.6	0.6	0.3	0.5	0.2	0.5	0.4	0.7
SD	0.8	0.8	0.7	0.7	0.7	0.7	0.7	0.9	0.8	1.0	0.8	0.8	0.7
					df			a		a		c	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 for: Internet marketing spending

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=Positive	156 72.2%	12 100.0% dEfhjk	10 100.0% defjk	2 66.7%	2 50.0% ab	1 33.3% Ab	17 60.7% ab	12 80.0%	20 69.0% a	19 76.0%	4 57.1% ab	25 61.0% ab	17 81.0%
0=Zero	45 20.8%	0 0.0% dEf	0 0.0% def	1 33.3%	2 50.0% ab	2 66.7% AbI	10 35.7% ab	2 13.3%	7 24.1%	5 20.0%	1 14.3%	10 24.4%	3 14.3% e
-1=Negative	15 6.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.6% j	1 6.7%	2 6.9%	1 4.0%	2 28.6% f	6 14.6%	1 4.8%
Mean	0.7	1.0	1.0	0.7	0.5	0.3	0.6	0.7	0.6	0.7	0.3	0.5	0.8
SD	0.6	0.0	0.0	0.6	0.6	0.6	0.6	0.6	0.6	0.5	1.0	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 for: Internet marketing spending

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
1=Positive	46 63.9%	54 75.0%	29 78.4%	24 77.4%	34 73.9%	31 73.8%	18 54.5% e	12 75.0%	31 79.5% c	11 68.8%	59 62.1% C	48 76.2%	44 84.6% A
0=Zero	22 30.6% d	13 18.1%	6 16.2%	3 9.7% a	11 23.9%	9 21.4%	10 30.3%	3 18.8%	6 15.4%	3 18.8%	28 29.5% C	13 20.6% c	3 5.8% Ab
-1=Negative	4 5.6%	5 6.9%	2 5.4%	4 12.9%	1 2.2% c	2 4.8%	5 15.2% a	1 6.3%	2 5.1%	2 12.5%	8 8.4%	2 3.2%	5 9.6%
Mean	0.6	0.7	0.7	0.6	0.7	0.7	0.4	0.7	0.7	0.6	0.5	0.7	0.8
SD	0.6	0.6	0.6	0.7	0.5 c	0.6	0.7 ae	0.6	0.5 c	0.7	0.6 b	0.5 a	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 for: Traditional advertising spending

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=Positive	71 33.6%	5 50.0%	5 71.4% gh	1 25.0%	2 50.0%	1 25.0%	11 33.3%	3 23.1% b	7 26.9% b	9 34.6%	2 28.6%	12 31.6%	7 33.3%
0=Zero	62 29.4%	1 10.0%	1 14.3%	2 50.0%	1 25.0%	1 25.0%	9 27.3%	4 30.8%	9 34.6%	7 26.9%	1 14.3%	13 34.2%	6 28.6%
-1=Negative	78 37.0%	4 40.0%	1 14.3%	1 25.0%	1 25.0%	2 50.0%	13 39.4%	6 46.2%	10 38.5%	10 38.5%	4 57.1%	13 34.2%	8 38.1%
Mean	0.0	0.1	0.6	0.0	0.3	-0.3	-0.1	-0.2	-0.1	0.0	-0.3	0.0	0.0
SD	0.8	1.0	0.8	0.8	1.0	1.0	0.9	0.8	0.8	0.9	1.0	0.8	0.9

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 for: Traditional advertising spending

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
1=Positive	26 32.5%	18 27.7%	15 46.9%	10 32.3%	15 38.5%	9 22.0%	15 44.1%	4 23.5%	13 34.2%	5 27.8%	34 33.3%	21 33.3%	15 35.7%
0=Zero	25 31.3%	26 40.0%	5 15.6%	5 16.1%	12 30.8%	17 41.5%	10 29.4%	2 11.8%	8 21.1%	4 22.2%	34 33.3%	14 22.2%	12 28.6%
-1=Negative	29 36.3%	21 32.3%	12 37.5%	16 51.6%	12 30.8%	15 36.6%	9 26.5%	11 64.7%	17 44.7%	9 50.0%	34 33.3%	28 44.4%	15 35.7%
Mean	0.0	0.0	0.1	-0.2	0.1	-0.1	0.2	-0.4	-0.1	-0.2	0.0	-0.1	0.0
SD	0.8	0.8	0.9	0.9	0.8	0.8	0.8	0.9	0.9	0.9	0.8	0.9	0.9

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 for: Brand building

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=Positive	136 66.3%	10 90.9% fgij	5 100.0% fj	2 66.7%	4 100.0%	2 66.7%	15 50.0% abhk	6 46.2% a	21 77.8% fj	14 56.0% a	2 33.3% abhk	29 74.4% fj	12 63.2%
0=Zero	56 27.3%	1 9.1% gj	0 0.0% j	0 0.0%	0 0.0%	1 33.3%	12 40.0%	7 53.8% ahk	5 18.5% gj	9 36.0%	4 66.7% abhk	8 20.5% gj	5 26.3%
-1=Negative	13 6.3%	0 0.0%	0 0.0%	1 33.3% g	0 0.0%	0 0.0%	3 10.0%	0 0.0% c	1 3.7%	2 8.0%	0 0.0%	2 5.1%	2 10.5%
Mean	0.6	0.9	1.0	0.3	1.0	0.7	0.4	0.5	0.7	0.5	0.3	0.7	0.5
SD	0.6	0.3 fgij	0.0	1.2	0.0	0.6	0.7 ah	0.5 a	0.5 f	0.7 a	0.5 a	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 for: Brand building

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
1=Positive	45 61.6%	52 73.2%	19 61.3%	17 63.0%	28 68.3%	26 66.7%	25 73.5% d	6 40.0% c	21 65.6%	11 61.1%	63 63.6%	38 62.3%	31 75.6%
0=Zero	23 31.5%	16 22.5%	9 29.0%	8 29.6%	12 29.3%	12 30.8%	9 26.5%	6 40.0%	7 21.9%	5 27.8%	30 30.3%	18 29.5%	8 19.5%
-1=Negative	5 6.8%	3 4.2%	3 9.7%	2 7.4%	1 2.4% d	1 2.6% d	0 0.0% De	3 20.0% abC	4 12.5% c	2 11.1%	6 6.1%	5 8.2%	2 4.9%
Mean	0.5	0.7	0.5	0.6	0.7	0.6	0.7	0.2	0.5	0.5	0.6	0.5	0.7
SD	0.6	0.6	0.7	0.6	0.5 d	0.5 d	0.4 D	0.8 abC	0.7	0.7	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 for: Customer relationship management

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=Positive	143 71.5%	4 57.1%	3 75.0%	4 100.0%	3 75.0%	3 75.0%	21 65.6%	10 83.3%	16 64.0%	15 65.2%	6 85.7%	26 70.3%	13 68.4%
0=Zero	53 26.5%	3 42.9%	1 25.0%	0 0.0%	1 25.0%	1 25.0%	10 31.3%	1 8.3%	9 36.0%	8 34.8%	1 14.3%	10 27.0%	6 31.6%
-1=Negative	4 2.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.1%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 2.7%	0 0.0%
Mean	0.7	0.6	0.8	1.0	0.8	0.8	0.6	0.8	0.6	0.7	0.9	0.7	0.7
SD	0.5	0.5	0.5	0.0	0.5	0.5	0.6	0.6	0.5	0.5	0.4	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 for: Customer relationship management

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
1=Positive	48 63.2%	49 76.6%	24 80.0%	19 70.4%	26 68.4%	25 65.8%	21 67.7%	11 68.8%	26 74.3%	11 68.8%	71 72.4%	40 65.6%	29 80.6%
0=Zero	25 32.9%	14 21.9%	6 20.0%	8 29.6%	12 31.6%	13 34.2%	8 25.8%	5 31.3%	8 22.9%	5 31.3%	24 24.5%	20 32.8%	7 19.4%
-1=Negative	3 3.9%	1 1.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 6.5%	0 0.0%	1 2.9%	0 0.0%	3 3.1%	1 1.6%	0 0.0%
Mean	0.6	0.8	0.8	0.7	0.7	0.7	0.6	0.7	0.7	0.7	0.7	0.6	0.8
SD	0.6	0.5	0.4	0.5	0.5	0.5	0.6	0.5	0.5	0.5	0.5	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 for: New product introductions

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=Positive	144 71.6%	11 91.7% gJk	5 100.0% j	2 66.7%	2 50.0%	4 80.0%	27 81.8% gJk	8 53.3% af	23 79.3% J	16 66.7% j	1 16.7% AbFHil	16 55.2% af	15 78.9% j
0=Zero	54 26.9%	1 8.3% gJk	0 0.0% j	1 33.3%	2 50.0%	1 20.0%	5 15.2% gJk	7 46.7% af	6 20.7% J	7 29.2% j	5 83.3% AbFHil	12 41.4% af	4 21.1% j
-1=Negative	3 1.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.0%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	1 3.4%	0 0.0%
Mean	0.7	0.9	1.0	0.7	0.5	0.8	0.8	0.5	0.8	0.6	0.2	0.5	0.8
SD	0.5	0.3 gJk	0.0	0.6	0.6	0.4 j	0.5 Jk	0.5 a	0.4 Jk	0.6	0.4 AeFHL	0.6 afh	0.4 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 for: New product introductions

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
1=Positive	63 80.8% Bd	33 57.9% Ac	30 83.3% bd	16 59.3% ac	28 70.0%	25 64.1%	19 63.3% d	15 93.8% d	23 63.9% bce	16 84.2% d	65 70.7%	47 73.4%	28 70.0%
0=Zero	14 17.9% Bd	22 38.6% Ac	6 16.7% bd	11 40.7% ac	12 30.0%	14 35.9% d	8 26.7%	1 6.3%	13 36.1% be	3 15.8% d	25 27.2%	17 26.6%	11 27.5%
-1=Negative	1 1.3%	2 3.5%	0 0.0%	0 0.0%	0 0.0% c	0 0.0% c	3 10.0% ab	0 0.0%	0 0.0%	0 0.0%	2 2.2%	0 0.0%	1 2.5%
Mean	0.8	0.5	0.8	0.6	0.7	0.6	0.5	0.9	0.6	0.8	0.7	0.7	0.7
SD	0.4 Bd	0.6 AC	0.4 Bd	0.5 ac	0.5	0.5 d	0.7 d	0.3 bce	0.5 d	0.4	0.5	0.4	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 for: New service introductions

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=Positive	103 59.5%	4 57.1%	1 100.0%	0 0.0% K	3 75.0%	4 80.0%	12 44.4% K	4 36.4% K	10 45.5% K	17 70.8%	2 33.3% K	29 85.3% CFGHJI	8 50.0% k
0=Zero	70 40.5%	3 42.9%	0 0.0%	2 100.0% K	1 25.0%	1 20.0%	15 55.6% K	7 63.6% K	12 54.5% K	7 29.2%	4 66.7% K	5 14.7% CFGHJI	8 50.0% k
-1=Negative	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.6	0.6	1.0	0.0	0.8	0.8	0.4	0.4	0.5	0.7	0.3	0.9	0.5
SD	0.5	0.5	0.0	0.0	0.5	0.4	0.5 K	0.5 K	0.5 K	0.5	0.5 K	0.4 FGHJL	0.5 K

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 for: New service introductions

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
1=Positive	25 41.7% B	51 85.0% ACd	8 34.8% Bd	18 64.3% bc	19 63.3%	20 52.6%	17 60.7%	8 57.1%	20 64.5%	7 46.7%	43 55.8%	34 59.6%	24 66.7%
0=Zero	35 58.3% B	9 15.0% ACd	15 65.2% Bd	10 35.7% bc	11 36.7%	18 47.4%	11 39.3%	6 42.9%	11 35.5%	8 53.3%	34 44.2%	23 40.4%	12 33.3%
-1=Negative	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.4	0.9	0.3	0.6	0.6	0.5	0.6	0.6	0.6	0.5	0.6	0.6	0.7
SD	0.5 Bd	0.4 ACd	0.5 Bd	0.5 abc	0.5	0.5	0.5	0.5	0.5	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 for: Marketing (non-sales) hires

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=Positive	99 48.5%	7 77.8% ij	5 55.6% j	2 50.0%	2 50.0%	2 40.0%	13 41.9% j	4 33.3%	19 63.3% J	8 36.4% a	0 0.0% AbfHkl	19 52.8% j	10 52.6% j
0=Zero	90 44.1%	1 11.1% gi	3 33.3%	2 50.0%	2 50.0%	3 60.0%	15 48.4%	7 58.3% a	9 30.0% i	13 59.1% ah	4 57.1%	15 41.7%	9 47.4%
-1=Negative	15 7.4%	1 11.1%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	3 9.7% j	1 8.3%	2 6.7% j	1 4.5% j	3 42.9% fhiKL	2 5.6% J	0 0.0% J
Mean	0.4	0.7	0.4	0.5	0.5	0.4	0.3	0.3	0.6	0.3	-0.4	0.5	0.5
SD	0.6	0.7 J	0.7 j	0.6 j	0.6 j	0.5 j	0.7 J	0.6 j	0.6 J	0.6 J	0.5 JAbcdeFgHIK	0.6 J	0.5 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 for: Marketing (non-sales) hires

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
1=Positive	34 45.9% C	30 44.8% C	24 75.0% ABD	9 32.1% C	13 32.5% Ef	13 34.2% e	18 54.5%	9 50.0%	26 63.4% Ab	10 62.5% a	43 45.3%	32 51.6%	23 56.1%
0=Zero	33 44.6% c	32 47.8% c	7 21.9% abD	17 60.7% C	25 62.5% cEf	22 57.9% e	12 36.4% a	7 38.9%	12 29.3% Ab	5 31.3% a	44 46.3%	27 43.5%	15 36.6%
-1=Negative	7 9.5%	5 7.5%	1 3.1%	2 7.1%	2 5.0%	3 7.9%	3 9.1%	2 11.1%	3 7.3%	1 6.3%	8 8.4%	3 4.8%	3 7.3%
Mean	0.4	0.4	0.7	0.3	0.3	0.3	0.5	0.4	0.6	0.6	0.4	0.5	0.5
SD	0.7 C	0.6 C	0.5 ABD	0.6 C	0.6 e	0.6 e	0.7	0.7	0.6 ab	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 for: Integrating what we know about marketing

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=Positive	100 59.9%	5 71.4%	4 80.0%	1 50.0%	2 50.0%	2 66.7%	11 44.0%	3 33.3%	13 61.9%	15 65.2%	1 20.0%	22 66.7%	8 57.1%
0=Zero	65 38.9%	2 28.6%	0 0.0% fg	1 50.0%	2 50.0%	1 33.3%	14 56.0% b	6 66.7% b	8 38.1%	8 34.8%	3 60.0%	11 33.3%	6 42.9%
-1=Negative	2 1.2%	0 0.0%	1 20.0% fhik	0 0.0%	0 0.0%	0 0.0%	0 0.0% bj	0 0.0% bj	0 0.0% bj	0 0.0% bj	1 20.0% fhik	0 0.0% bj	0 0.0%
Mean	0.6	0.7	0.6	0.5	0.5	0.7	0.4	0.3	0.6	0.7	0.0	0.7	0.6
SD	0.5	0.5	0.9	0.7	0.6	0.6	0.5	0.5	0.5 j	0.5 j	0.7 hiK	0.5 J	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 for: Integrating what we know about marketing

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
1=Positive	28 48.3% b	40 69.0% a	15 68.2%	16 59.3%	17 51.5%	20 57.1%	11 61.1%	6 42.9%	19 59.4%	10 66.7%	47 57.3%	30 61.2%	20 60.6%
0=Zero	29 50.0% b	18 31.0% a	7 31.8%	10 37.0%	16 48.5%	15 42.9%	7 38.9%	8 57.1%	12 37.5%	4 26.7%	34 41.5%	18 36.7%	13 39.4%
-1=Negative	1 1.7%	0 0.0%	0 0.0%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.1%	1 6.7%	1 1.2%	1 2.0%	0 0.0%
Mean	0.5	0.7	0.7	0.6	0.5	0.6	0.6	0.4	0.6	0.6	0.6	0.6	0.6
SD	0.5 b	0.5 a	0.5	0.6	0.5	0.5	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 for: Developing knowledge about how to do marketing

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=Positive	85 49.4%	7 87.5% dFg	3 75.0%	1 25.0%	1 20.0% a	1 33.3%	8 30.8% A	3 33.3% a	12 54.5%	11 47.8%	3 50.0%	17 54.8%	9 50.0%
0=Zero	81 47.1%	1 12.5% dfg	0 0.0% dfg	2 50.0%	4 80.0% ab	2 66.7%	16 61.5% ab	6 66.7% ab	10 45.5%	12 52.2%	2 33.3%	14 45.2%	8 44.4%
-1=Negative	6 3.5%	0 0.0%	1 25.0% hiK	1 25.0% hiK	0 0.0%	0 0.0%	2 7.7%	0 0.0%	0 0.0% bc	0 0.0% bc	1 16.7% k	0 0.0% BCj	1 5.6%
Mean	0.5	0.9	0.5	0.0	0.2	0.3	0.2	0.3	0.5	0.5	0.3	0.5	0.4
SD	0.6	0.4 cdFg	1.0	0.8 a	0.4 a	0.6	0.6 Ak	0.5 a	0.5	0.5	0.8	0.5 f	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 for: Developing knowledge about how to do marketing

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
1=Positive	28 45.2%	29 52.7%	15 60.0%	11 40.7%	14 41.2%	14 42.4%	14 58.3%	5 35.7%	17 50.0%	8 50.0%	38 46.9%	27 50.0%	18 54.5%
0=Zero	30 48.4%	25 45.5%	10 40.0%	15 55.6%	20 58.8%	18 54.5%	10 41.7%	8 57.1%	15 44.1%	6 37.5%	40 49.4%	24 44.4%	15 45.5%
-1=Negative	4 6.5%	1 1.8%	0 0.0%	1 3.7%	0 0.0%	1 3.0%	0 0.0%	1 7.1%	2 5.9%	2 12.5%	3 3.7%	3 5.6%	0 0.0%
Mean	0.4	0.5	0.6	0.4	0.4	0.4	0.6	0.3	0.4	0.4	0.4	0.4	0.5
SD	0.6	0.5	0.5	0.6	0.5	0.6	0.5	0.6	0.6	0.7	0.6	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 for: Marketing training

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=Positive	83 48.5%	8 100.0% CdFGhIjkl	5 83.3% cfgj	0 0.0% Ab	1 25.0% a	2 50.0%	8 30.8% Ab	2 20.0% Ab	11 55.0% a	9 40.9% A	1 16.7% Ab	17 51.5% a	10 55.6% a
0=Zero	79 46.2%	0 0.0% cdfGhIjk	0 0.0% dfGijk	2 66.7% a	3 75.0% ab	2 50.0%	14 53.8% ab	8 80.0% ABl	9 45.0% a	13 59.1% Ab	4 66.7% ab	15 45.5% ab	7 38.9% g
-1=Negative	9 5.3%	0 0.0%	1 16.7%	1 33.3% hik	0 0.0%	0 0.0%	4 15.4%	0 0.0%	0 0.0% c	0 0.0% c	1 16.7%	1 3.0% c	1 5.6%
Mean	0.4	1.0	0.7	-0.3	0.3	0.5	0.2	0.2	0.6	0.4	0.0	0.5	0.5
SD	0.6	0.0	0.8	0.6 hikl	0.5	0.6	0.7 hk	0.4	0.5 cfj	0.5 c	0.6 h	0.6 cf	0.6 c

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 for: Marketing training

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
1=Positive	28 43.8%	29 52.7%	13 59.1%	12 42.9%	11 35.5%	15 45.5%	14 56.0%	6 40.0%	17 45.9%	8 50.0%	36 45.0%	27 49.1%	19 57.6%
0=Zero	30 46.9%	24 43.6%	9 40.9%	15 53.6%	20 64.5%	17 51.5%	9 36.0%	8 53.3%	17 45.9%	6 37.5%	39 48.8%	24 43.6%	14 42.4%
-1=Negative	6 9.4%	2 3.6%	0 0.0%	1 3.6%	0 0.0%	1 3.0%	2 8.0%	1 6.7%	3 8.1%	2 12.5%	5 6.3%	4 7.3%	0 0.0%
Mean	0.3	0.5	0.6	0.4	0.4	0.4	0.5	0.3	0.4	0.4	0.4	0.4	0.6
SD	0.6	0.6	0.5	0.6	0.5	0.6	0.7	0.6	0.6	0.7	0.6	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 for: Marketing research and intelligence

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=Positive	128 65.0%	8 72.7%	7 77.8%	3 100.0%	2 50.0%	4 80.0%	15 51.7%	9 75.0%	15 60.0%	18 72.0%	2 33.3%	21 63.6%	11 61.1%
0=Zero	59 29.9%	1 9.1%	2 22.2%	0 0.0%	2 50.0%	1 20.0%	13 44.8%	2 16.7%	10 40.0%	7 28.0%	2 33.3%	10 30.3%	6 33.3%
-1=Negative	10 5.1%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.4%	1 8.3%	0 0.0%	0 0.0%	2 33.3%	2 6.1%	1 5.6%
Mean	0.6	0.5	0.8	1.0	0.5	0.8	0.5	0.7	0.6	0.7	0.0	0.6	0.6
SD	0.6	0.8	0.4 j	0.0	0.6	0.4	0.6	0.7	0.5 j	0.5 J	0.9 bhI	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 for: Marketing research and intelligence

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
1=Positive	38 55.1% b	47 72.3% a	21 65.6%	21 72.4%	19 52.8%	21 56.8%	21 72.4%	12 75.0%	29 74.4%	11 57.9%	51 56.0% b	47 75.8% a	28 68.3%
0=Zero	28 40.6%	16 24.6%	8 25.0%	6 20.7%	17 47.2% ce	14 37.8%	6 20.7% a	4 25.0%	8 20.5% a	5 26.3%	37 40.7% bc	13 21.0% a	9 22.0% a
-1=Negative	3 4.3%	2 3.1%	3 9.4%	2 6.9%	0 0.0% f	2 5.4%	2 6.9%	0 0.0%	2 5.1%	3 15.8% a	3 3.3%	2 3.2%	4 9.8%
Mean	0.5	0.7	0.6	0.7	0.5	0.5	0.7	0.8	0.7	0.4	0.5	0.7	0.6
SD	0.6	0.5	0.7	0.6	0.5	0.6	0.6	0.4	0.6	0.8	0.6 b	0.5 a	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 for: Marketing consulting services

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=Positive	63 36.6%	4 50.0%	2 40.0%	2 100.0% fl	1 25.0%	2 66.7%	6 24.0% c	3 33.3%	11 44.0%	8 33.3%	2 28.6%	15 48.4% l	3 17.6% ck
0=Zero	87 50.6%	3 37.5%	3 60.0%	0 0.0%	2 50.0%	1 33.3%	16 64.0%	5 55.6%	12 48.0%	12 50.0%	4 57.1%	14 45.2%	9 52.9%
-1=Negative	22 12.8%	1 12.5%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	3 12.0%	1 11.1%	2 8.0%	4 16.7%	1 14.3%	2 6.5% l	5 29.4% k
Mean	0.2	0.4	0.4	1.0	0.0	0.7	0.1	0.2	0.4	0.2	0.1	0.4	-0.1
SD	0.7	0.7	0.5	0.0	0.8	0.6	0.6	0.7	0.6 1	0.7	0.7	0.6 L	0.7 hK

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 for: Marketing consulting services

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
1=Positive	22 36.7%	25 41.7%	8 34.8%	8 29.6%	10 28.6%	17 47.2%	6 25.0%	5 35.7%	15 45.5%	5 33.3%	32 37.6%	18 36.0%	13 38.2%
0=Zero	29 48.3%	30 50.0%	12 52.2%	14 51.9%	22 62.9%	19 52.8%	14 58.3%	5 35.7%	13 39.4%	6 40.0%	45 52.9%	21 42.0%	18 52.9%
-1=Negative	9 15.0%	5 8.3%	3 13.0%	5 18.5%	3 8.6%	0 0.0% cDeF	4 16.7% b	4 28.6% B	5 15.2% b	4 26.7% B	8 9.4% b	11 22.0% a	3 8.8%
Mean	0.2	0.3	0.2	0.1	0.2	0.5	0.1	0.1	0.3	0.1	0.3	0.1	0.3
SD	0.7	0.6	0.7	0.7	0.6 b	0.5 acdf	0.7 b	0.8 b	0.7	0.8 b	0.6	0.8	0.6

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?

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	531	26	17	5	10	6	45	22	39	31	11	56	32
Percent	100.0%	8.7%	5.7%	1.7%	3.3%	2.0%	15.0%	7.3%	13.0%	10.3%	3.7%	18.7%	10.7%
Number	250	16	13	5	7	6	39	16	34	27	9	43	24
Mean	11.4	16.9	13.6	6.8	10.9	3.0	7.9	11.4	13.6	11.4	15.9	9.6	13.8
SD	13.3	16.9	9.5	5.7	10.6	1.4	11.9	14.2	16.1	15.1	17.8	10.3	13.7
		f	e			b	a						

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=531	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	134	117	65	46	74	58	48	22	58	28	178	98	78
Percent	37.0%	32.3%	18.0%	12.7%	25.7%	20.1%	16.7%	7.6%	20.1%	9.7%	50.3%	27.7%	22.0%
Number	94	79	39	32	65	45	40	20	41	21	124	72	48
Mean	8.5	11.6	17.4	10.7	11.9	10.2	9.5	7.7	9.7	18.1	10.2	10.2	16.4
SD	8.8	15.1	16.8	12.5	11.0	12.5	13.3	6.9	13.3	18.7	12.2	11.7	17.2
	C		A			f	f	f	f	bcde	C	c	Ab

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

Topic 3: Marketing Spending

Marketing expenses account for what percent of your firm s revenues?

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	531	26	17	5	10	6	45	22	39	31	11	56	32
Percent	100.0%	8.7%	5.7%	1.7%	3.3%	2.0%	15.0%	7.3%	13.0%	10.3%	3.7%	18.7%	10.7%
Number	254	15	14	4	8	6	40	18	33	25	9	46	25
Mean	11.9	7.5	23.5	12.0	3.1	1.8	7.0	11.3	19.1	11.0	17.4	12.6	11.3
SD	20.8	8.0	30.9	22.0	2.5	1.9	11.3	18.8	27.1	24.6	21.3	23.1	20.4
			F				Bhj		f		f		

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

Topic 3: Marketing Spending

Marketing expenses account for what percent of your firm s revenues?

N=531	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	134	117	65	46	74	58	48	22	58	28	178	98	78
Percent	37.0%	32.3%	18.0%	12.7%	25.7%	20.1%	16.7%	7.6%	20.1%	9.7%	50.3%	27.7%	22.0%
Number	94	82	40	32	66	48	41	20	43	21	121	73	54
Mean	11.4	11.9	9.8	16.1	17.8	10.7	10.6	9.4	6.1	13.1	11.0	9.3	18.3
SD	18.9	23.1	16.5	26.0	25.5	20.6	20.4	22.6	12.4	16.0	20.2	16.4	26.6
					E				A		c	c	ab

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

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months for: Market share

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
Mean	2.7	2.8	3.0	3.4	1.3	2.0	2.3	0.9	3.8	1.8	1.4	2.7	3.6
SD	4.5	4.9	6.2	4.8	7.0	1.2	3.8	5.1 hl	4.7 g	4.2	4.6	3.6	3.8 g

	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%
Mean	2.8	3.3	2.5	2.2	2.2	2.8	3.2	3.6	2.1	1.4	2.8	1.8	3.8
SD	4.2	4.1	4.8	5.3	4.5	4.0	4.0	4.6	5.1	4.5	4.4	3.8 C	4.9 B

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

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months for: Sales Revenue

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
Mean	4.0	3.5	6.0	0.6	2.5	7.2	3.7	4.8	4.6	2.5	5.6	3.4	5.2
SD	6.0	7.0	5.2 i	7.5	6.5	3.8	5.6	6.2	6.4	5.1 bl	5.9	6.4	4.2 i

	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%
Mean	3.8	4.7	3.6	4.0	3.8	4.3	4.9	6.2	3.2	2.9	3.9	3.1	5.5
SD	6.1	5.8	6.3	5.3	6.0	5.4	6.4	4.5 f	6.4	5.7 d	6.3	5.3 C	5.8 B

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

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months for: Marketing ROI

N=531	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Whole-sale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
Mean	3.2	3.4	4.7	-2.5	1.9	2.8	3.1	3.5	3.5	2.0	4.6	3.6	3.0
SD	4.6	5.1 c	6.1	5.1 afghijKl	5.0	4.9	4.0 c	4.4 c	5.3 c	3.2 c	4.7 c	4.2 C	4.1 c

	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
Mean	3.0	4.0	1.8	4.1	3.1	3.5	2.7	5.7	3.4	1.4	3.5	1.9	4.1
SD	4.9	4.0 C	4.9 Bd	4.3 c	4.1 d	4.7	3.9 d	3.9 acF	5.1	4.8 D	4.6 b	4.6 aC	4.4 B

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

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months for: Profits

N=531	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Whole-sale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
Mean	3.3	3.1	3.8	0.8	3.3	4.3	3.2	3.2	3.8	3.0	5.3	2.2	3.2
SD	5.6	7.0	5.0	6.3	6.4	6.8	5.1	5.9	5.7	4.5	4.9	5.7	4.9

	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
Mean	3.2	3.9	2.5	3.6	2.8	3.3	3.7	4.8	2.8	2.4	3.3	2.2	4.6
SD	5.9	4.8	6.4	4.7	5.1	5.7	5.1	5.4	6.1	5.7	5.8	5.0 C	5.1 B

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

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months for: Customer acquisition

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
Mean	3.3	3.6	6.3	1.0	0.1	2.6	3.0	3.6	4.7	1.8	3.1	2.7	4.3
SD	4.1	3.9	3.2	2.3	5.1	4.8	3.1	3.0	4.9	4.3	5.2	3.3	3.7
			CDFgIK	B	Bfghkl		Bd	bd	dik	Bhl		Bdh	di

	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%
Mean	3.5	3.5	2.6	3.8	3.4	3.9	2.6	4.4	3.1	2.5	3.6	2.4	3.9
SD	3.9	4.3	4.2	4.1	4.2	4.0	3.9	3.8	4.1	4.4	4.3	3.8	4.0
												c	b

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

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months for: Customer retention

N=531	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Whole-sale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
Mean	2.0	1.9	4.0	3.2	1.0	1.0	1.5	2.2	2.4	1.5	0.3	1.9	2.0
SD	4.5	5.6	3.7 i	4.3	6.0	2.3	4.6	5.0	4.8	3.2 b	4.6	4.4	4.0

	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
Mean	2.1	1.6	2.0	2.7	2.5	2.3	0.9	2.8	1.6	1.2	2.0	1.6	2.7
SD	4.6	4.5	5.0	3.3	5.1	4.2	4.5	3.7	3.9	4.7	5.0	3.8	4.1

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

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months for: Brand value

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
Mean	3.4	3.6	6.5	4.2	0.6	2.5	3.5	2.1	3.4	3.0	1.0	2.6	3.8
SD	4.4	4.0	4.0 DfGijK	5.3	5.3 B	3.5	4.2	3.2 b	5.4	4.5 b	4.9 b	3.4 B	5.1

	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%
Mean	3.4	3.8	3.3	3.1	3.7	3.9	2.3	4.0	3.0	2.5	3.7	2.7	3.8
SD	4.5	3.9	4.4	5.4	4.4	4.4	4.1	5.8	3.7	5.2	4.5	4.8	3.8

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

Topic 4: Financial and Marketing Performance

What is your firm's goal for the next 12 months for: Market share

N=531

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
Mean	5.0	5.1	7.8	5.0	4.6	3.0	3.9	4.3	5.9	3.3	4.8	5.6	5.3
SD	3.6	3.8	3.6	3.5	4.6	0.0	3.2	4.0	4.3	2.9	3.4	3.3	3.5
		b	aFgIkl				Bhk	b	fl	BHKl		bfl	bi

	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%
Mean	5.2	5.4	4.4	5.2	5.4	5.1	5.0	5.9	4.0	4.1	5.0	4.2	6.3
SD	3.4	3.7	3.7	3.9	4.0	3.2	3.8	4.2	3.5	3.1	3.6 c	3.0 C	4.0 aB

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

Topic 4: Financial and Marketing Performance

What is your firm's goal for the next 12 months for: Sales Revenue

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Whole-sale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
Mean	6.8	6.7	7.9	4.6	5.1	6.0	5.7	7.5	8.4	5.0	9.0	6.9	7.0
SD	3.7	4.0	3.4 i	3.6 hj	4.3 hj	4.2	3.7 Hj	3.9 i	3.7 cdFI	3.5 bgHJkl	2.3 cdfI	4.0 i	2.9 i

	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
Mean	6.7	7.6	6.2	6.1	7.1	7.5	6.8	7.4	5.8	5.3	6.8	6.3	7.3
SD	3.6	3.6 cd	3.9 b	3.9 b	4.0	3.2 eF	4.3	3.6	3.7 b	3.5 B	3.9	3.2	3.9

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

Topic 4: Financial and Marketing Performance

What is your firm's goal for the next 12 months for: Marketing ROI

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
Mean	5.4	5.9	7.0	2.8	5.3	4.8	4.2	4.6	6.9	4.1	5.7	5.4	6.1
SD	3.7	3.5	5.4 i	3.1 h	4.5	3.9	4.3 H	4.6 h	2.9 cFgIk	2.9 bHl	3.7	3.3 h	3.5 i

	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%
Mean	5.0	5.8	5.2	5.9	5.9	5.4	5.0	7.6	4.6	5.2	5.4	4.9	6.0
SD	4.3	3.4	3.3	3.6	3.3	3.5 d	4.2 d	3.5 bcef	3.9 d	3.2 d	3.9	3.5	3.5

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

Topic 4: Financial and Marketing Performance

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

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
Mean	6.0	6.3	6.6	3.2	3.8	4.3	5.6	5.8	8.1	4.7	7.5	6.3	3.7
SD	3.9	3.9	3.4	2.0 HJ	4.0 Hj	4.6 h	4.2 H	3.5 h	3.0 CDeFgIkL	3.5 Hj	2.8 Cdil	3.7 hl	5.3 Hjk

	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%
Mean	6.4	6.7	4.9	5.3	6.2	6.2	4.9	7.7	5.3	5.3	6.1	5.3	6.7
SD	3.9 c	3.4 Cd	4.7 aB	3.6 b	4.2	3.4	5.0 d	4.1 ce	3.4 d	3.8	4.2	3.6 c	3.5 b

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

Topic 4: Financial and Marketing Performance

What is your firm's goal for the next 12 months for: Customer acquisition

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communica-tions Media B	Mining Construc-tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
Mean	5.8	5.3	8.1	1.6	3.6	4.4	5.5	5.3	7.3	3.6	4.2	6.1	5.8
SD	3.6	2.7 bch	2.6 aCDefgIJ	2.3 aBfgHKL	4.4 BHk	3.7 b	3.3 bchi	3.1 bc	3.2 aCDfj	3.6 BfHKL	3.3 Bh	3.4 CdI	4.1 ci

	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%
Mean	5.7	6.7	4.7	5.2	5.9	5.8	5.8	6.0	4.9	4.6	6.2	4.8	6.2
SD	3.6	3.5 Cd	3.3 B	3.9 b	3.8	3.3	3.8	3.9	3.4	3.4	3.6 B	3.5 Ac	3.4 b

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

Topic 4: Financial and Marketing Performance

What is your firm's goal for the next 12 months for: Customer retention

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
Mean	4.8	4.1	6.3	3.2	3.9	4.0	3.6	2.9	5.4	3.7	4.5	5.7	5.9
SD	4.1	3.2	3.8	4.3	4.3	3.7	kl	kl	4.1	kl	3.5	fgi	fgi

	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%
Mean	4.5	5.1	4.5	5.3	5.4	4.9	4.5	3.9	3.8	4.4	5.0	3.8	5.6
SD	4.0	4.1	4.3	3.8	4.2	4.1	4.9	4.2	3.2	4.1	4.4	3.7	3.6
					e				a		b	aC	B

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

Topic 4: Financial and Marketing Performance

What is your firm's goal for the next 12 months for: Brand value

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
Mean	5.8	6.2	6.8	3.6	4.6	2.0	5.2	4.1	6.9	4.3	4.6	6.2	6.9
SD	3.8	3.5	4.7	4.6	4.3	1.4 h	3.9	3.4 HI	3.2 eGI	3.4 HI	3.7	4.0	3.3 gi

	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%
Mean	5.3	6.6	5.5	5.5	6.6	5.4	6.7	6.3	4.3	5.1	5.9	5.2	6.3
SD	3.5 b	3.7 a	3.9	4.2	3.8 E	3.8	3.9 E	4.2	3.4 AC	3.4	3.8	3.7	3.8

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

Topic 4: Financial and Marketing Performance

How would you rate your company's marketing excellence?

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
7=Excellent - one of the best in the world	17 4.8%	2 7.7%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	0 0.0%	1 2.6%	2 6.5%	1 9.1%	4 7.3%	3 9.4%
6=A leader but not one of the best	62 17.5%	7 26.9%	2 11.8%	0 0.0%	4 40.0%	1 16.7%	7 15.9%	3 13.6%	8 20.5%	3 9.7%	1 9.1%	9 16.4%	7 21.9%
5=Strong	105 29.7%	8 30.8%	4 23.5%	1 20.0%	1 10.0%	1 16.7%	9 20.5%	6 27.3%	15 38.5%	10 32.3%	5 45.5%	19 34.5%	10 31.3%
4=Good	82 23.2%	6 23.1%	6 35.3%	0 0.0%	1 10.0%	0 0.0%	11 25.0%	5 22.7%	7 17.9%	11 35.5%	3 27.3%	13 23.6%	7 21.9%
3=Fair	51 14.4%	3 11.5%	2 11.8%	2 40.0%	2 20.0%	1 16.7%	12 27.3%	3 13.6%	4 10.3%	4 12.9%	1 9.1%	6 10.9%	3 9.4%
2=Weak	30 8.5%	0 0.0%	2 11.8%	2 40.0%	2 20.0%	2 33.3%	3 6.8%	5 22.7%	3 7.7%	1 3.2%	0 0.0%	3 5.5%	1 3.1%
1=Very weak	7 2.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	1 2.3%	0 0.0%	1 2.6%	0 0.0%	0 0.0%	1 1.8%	1 3.1%
Mean	4.4	5.0	4.3	3.0	4.3	3.2	4.1	4.0	4.5	4.5	4.8	4.6	4.8
SD	1.4	1.1	1.4	1.2	1.7	1.9	1.4	1.4	1.4	1.2	1.1	1.3	1.4
		CEFG		AhiJkl		Ahijkl	Al	Al	ce	ce	Ce	ce	cefg

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

Topic 4: Financial and Marketing Performance

How would you rate your company's marketing excellence?

N=531

	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
7=Excellent - one of the best in the world	5 3.8%	4 3.6%	5 8.1%	3 7.0%	6 8.1%	2 3.5%	2 4.2%	1 4.5%	1 1.7%	3 11.1%	5 3.0% c	5 5.2%	7 9.3% a
6=A leader but not one of the best	22 16.9%	18 16.2%	13 21.0%	8 18.6%	9 12.2% e	10 17.5%	6 12.5%	2 9.1%	16 27.6% a	6 22.2%	27 16.2%	16 16.7%	15 20.0%
5=Strong	32 24.6% b	43 38.7% ac	13 21.0% b	13 30.2%	21 28.4%	22 38.6%	11 22.9%	7 31.8%	17 29.3%	5 18.5%	51 30.5%	26 27.1%	23 30.7%
4=Good	27 20.8%	26 23.4%	18 29.0%	9 20.9%	21 28.4% e	12 21.1%	15 31.3% e	6 27.3%	8 13.8% ac	7 25.9%	40 24.0%	22 22.9%	16 21.3%
3=Fair	23 17.7%	12 10.8%	8 12.9%	7 16.3%	12 16.2%	8 14.0%	9 18.8%	4 18.2%	7 12.1%	2 7.4%	21 12.6%	18 18.8%	11 14.7%
2=Weak	15 11.5%	7 6.3%	5 8.1%	3 7.0%	4 5.4%	3 5.3%	5 10.4%	2 9.1%	7 12.1%	2 7.4%	20 12.0% c	6 6.3%	2 2.7% a
1=Very weak	6 4.6%	1 0.9%	0 0.0%	0 0.0%	1 1.4%	0 0.0% f	0 0.0%	0 0.0%	2 3.4%	2 7.4% b	3 1.8%	3 3.1%	1 1.3%
Mean	4.2	4.6	4.6	4.6	4.5	4.6	4.2	4.3	4.4	4.5	4.3	4.4	4.7
SD	1.5 b	1.2 a	1.4	1.3	1.3	1.2	1.3	1.3	1.5	1.7	1.4 c	1.4	1.3 a

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 social media?

N=531 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	531	26	17	5	10	6	45	22	39	31	11
Percent	100.0%	8.7%	5.7%	1.7%	3.3%	2.0%	15.0%	7.3%	13.0%	10.3%	3.7%	18.7%	10.7%
Current Pct.	314	21	16	5	9	6	44	20	38	30	11	54	30
	7.6	9.6	16.3	9.4	7.3	6.8	4.1	7.7	10.0	5.7	11.1	7.4	6.8
	10.9	13.1	24.2	8.5	5.5	8.6	8.1	8.1	16.3	7.7	7.9	7.7	6.6
		f	Fikl				aBhjk		f	b	f	bf	b
Next 12 Months Pct.	314	21	16	5	9	6	44	20	38	30	11	54	30
	10.7	12.8	18.4	12.0	9.4	12.5	7.0	10.8	14.2	7.5	14.2	11.2	9.6
	13.0	12.7	23.8	10.4	6.7	12.1	12.6	9.5	20.8	9.8	8.5	10.3	8.5
			fi				b			b			
Next 5 Years Pct.	312	21	16	5	9	6	44	20	38	30	10	54	29
	18.8	20.8	24.8	21.2	16.3	22.5	12.8	33.7	21.1	14.9	19.8	18.1	18.4
	24.6	11.3	25.6	19.2	14.3	22.1	14.7	75.6	20.9	16.6	11.6	15.0	12.3
		f	f				abh		f				

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 social media?

N=531 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	134	117	65	46	74	58	48	22	58	28	178	98
Percent	37.0%	32.3%	18.0%	12.7%	25.7%	20.1%	16.7%	7.6%	20.1%	9.7%	50.3%	27.7%	22.0%
Current Pct.	116	103	52	38	72	56	47	21	53	26	152	89	64
	5.0	9.4	9.0	9.0	10.9	6.3	5.6	4.7	7.9	8.0	5.8	6.7	12.8
	8.1	12.7	9.5	13.7	16.0	6.6	7.8	5.9	8.4	7.7	7.5	6.9	18.4
	BCd	A	A	a	bc	a	a				C	C	AB
Next 12 Months Pct.	116	103	52	38	72	56	47	21	53	26	152	89	64
	8.4	12.7	11.4	12.1	14.4	9.6	8.6	8.8	10.7	10.3	8.5	9.7	16.9
	11.9	14.2	10.0	15.9	17.5	8.5	12.1	9.7	11.3	10.1	9.3	9.8	20.6
	b	a			c		a				C	C	AB
Next 5 Years Pct.	115	102	52	38	70	56	47	21	53	26	150	89	64
	15.3	20.0	24.4	19.3	25.8	16.6	14.9	16.2	18.4	20.3	15.6	16.9	28.5
	15.3	17.8	47.5	16.7	44.2	12.3	15.5	13.2	15.4	13.9	13.8	13.9	45.9
	b	a									C	c	Ab

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

Topic 5: Social Media

In-house vs. outsourcing of social media activities?

N=531 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	531	26	17	5	10	6	45	22	39	31	11
Percent	100.0%	8.7%	5.7%	1.7%	3.3%	2.0%	15.0%	7.3%	13.0%	10.3%	3.7%	18.7%	10.7%
How many of people does your firm employ in-house to do social media?	318 3.6 28.1	23 1.9 3.1	17 3.4 4.9	5 2.8 5.2	9 2.4 3.9	6 1.9 2.4	43 1.6 2.7	21 2.3 4.3	37 15.9 81.8	31 2.0 3.0	11 1.4 0.7	52 2.2 3.5	31 1.7 2.2
What percentage of these social media employees are within marketing?	305 60.2 46.4	19 51.7 47.7	17 66.8 46.6	5 50.0 50.0	9 61.2 48.4	6 66.7 51.6	43 44.6 47.9	19 79.9 40.1	35 76.5 38.8	29 59.4 49.3	11 84.1 35.8	51 57.2 46.7	30 58.1 47.7
		h					GHj	F	aFk		f	h	
How many of people does your firm employ from other companies to perform social media activities?	304 2.0 6.3	21 5.4 7.3	14 0.6 1.4	5 1.8 2.0	9 2.9 6.5	6 1.7 4.1	43 2.8 12.5	19 1.2 2.5	36 1.0 2.0	30 1.2 1.8	11 0.5 0.8	50 1.2 2.3	30 4.8 9.7
		bgHIjK	a					a	Al	A	a	Al	hk

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

Topic 5: Social Media

In-house vs. outsourcing of social media activities?

N=531 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	134	117	65	46	74	58	48	22	58	28	178	98
Percent	37.0%	32.3%	18.0%	12.7%	25.7%	20.1%	16.7%	7.6%	20.1%	9.7%	50.3%	27.7%	22.0%
How many of people does your firm employ in-house to do social media?	114 5.9 46.7	104 1.9 2.7	55 2.7 3.7	40 2.8 4.5	70 1.2 2.4	57 1.4 1.9	46 1.5 1.8	21 25.1 108.8	55 4.1 5.0	26 3.7 4.0	153 5.0 40.4	91 2.5 3.6	64 2.2 2.9
					EF	EF	EF		ABC	ABC			
What percentage of these social media employees are within marketing?	110 52.0 47.7	101 67.4 43.6	50 55.8 47.8	39 70.3 44.5	68 50.1 47.8	56 79.0 39.5	43 63.9 45.5	21 52.5 47.8	52 59.5 46.4	25 62.9 47.3	144 54.1 48.0	88 59.9 46.7	63 73.6 40.0
	bd	a		a	B	Ade		b	b		C		A
How many of people does your firm employ from other companies to perform social media activities?	113 1.2 4.9	98 1.0 2.0	51 4.9 6.5	37 1.4 2.4	69 0.4 1.1	55 0.9 2.8	46 1.0 1.4	20 0.6 1.3	50 3.5 5.4	26 8.3 15.7	148 1.5 3.7	87 3.0 9.3	60 1.0 2.1
	C	C	ABD	C	CEF	EF	AEF	ef	ABCd	ABCd			

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

Topic 5: Social Media

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

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=Not At All Effectively	54 16.7%	3 12.0%	2 11.8%	0 0.0%	2 20.0%	3 50.0%	15 35.7%	4 19.0%	2 5.1%	5 16.1%	0 0.0%	9 16.7%	6 20.0%
2=	43 13.3%	2 8.0%	1 5.9%	3 75.0%	2 20.0%	0 0.0%	4 9.5%	1 4.8%	5 12.8%	7 22.6%	1 9.1%	5 9.3%	2 6.7%
3=	45 13.9%	2 8.0%	2 11.8%	0 0.0%	1 10.0%	0 0.0%	4 9.5%	3 14.3%	9 23.1%	3 9.7%	2 18.2%	7 13.0%	7 23.3%
4=	45 13.9%	5 20.0%	5 29.4%	0 0.0%	1 10.0%	1 16.7%	6 14.3%	1 4.8%	9 23.1%	4 12.9%	1 9.1%	5 9.3%	3 10.0%
5=	72 22.2%	7 28.0%	1 5.9%	1 25.0%	3 30.0%	1 16.7%	7 16.7%	9 42.9%	7 17.9%	6 19.4%	3 27.3%	16 29.6%	4 13.3%
6=	43 13.3%	5 20.0%	3 17.6%	0 0.0%	0 0.0%	1 16.7%	4 9.5%	1 4.8%	6 15.4%	5 16.1%	3 27.3%	6 11.1%	7 23.3%
7=Very Effectively	22 6.8%	1 4.0%	3 17.6%	0 0.0%	1 10.0%	0 0.0%	2 4.8%	2 9.5%	1 2.6%	1 3.2%	1 9.1%	6 11.1%	1 3.3%
Mean	3.8	4.2	4.4	2.8	3.5	3.0	3.1	4.0	3.9	3.6	4.7	4.0	3.7
SD	1.9	1.7 f	2.0 f	1.5 j	2.0	2.3	2.0 abjk	1.9	1.5	1.9	1.6 cf	2.0 f	1.9

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

Topic 5: Social Media

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

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
1=Not At All Effectively	37 32.2%	10 9.3%	3 5.4%	3 7.5%	11 15.7%	8 14.0%	7 14.9%	8 38.1%	9 16.4%	3 10.7%	36 23.7%	13 14.0%	5 7.5%
2=	18 15.7%	11 10.3%	7 12.5%	6 15.0%	10 14.3%	5 8.8%	8 17.0%	1 4.8%	5 9.1%	5 17.9%	21 13.8%	12 12.9%	8 11.9%
3=	15 13.0%	16 15.0%	9 16.1%	5 12.5%	6 8.6%	12 21.1%	8 17.0%	2 9.5%	9 16.4%	3 10.7%	19 12.5%	16 17.2%	8 11.9%
4=	14 12.2%	20 18.7%	7 12.5%	3 7.5%	12 17.1%	6 10.5%	8 17.0%	2 9.5%	6 10.9%	4 14.3%	21 13.8%	11 11.8%	11 16.4%
5=	17 14.8%	27 25.2%	16 28.6%	11 27.5%	14 20.0%	17 29.8%	9 19.1%	3 14.3%	14 25.5%	5 17.9%	35 23.0%	21 22.6%	14 20.9%
6=	10 8.7%	13 12.1%	11 19.6%	8 20.0%	11 15.7%	7 12.3%	4 8.5%	2 9.5%	9 16.4%	6 21.4%	15 9.9%	13 14.0%	12 17.9%
7=Very Effectively	4 3.5%	10 9.3%	3 5.4%	4 10.0%	6 8.6%	2 3.5%	3 6.4%	3 14.3%	3 5.5%	2 7.1%	5 3.3%	7 7.5%	9 13.4%
Mean	3.0	4.1	4.3	4.3	3.9	3.8	3.6	3.4	3.9	4.0	3.4	3.9	4.4
SD	1.9	1.7	1.6	1.8	1.9	1.7	1.8	2.3	1.9	1.9	1.8	1.9	1.8
	BCD	A	A	A							C		A

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

Topic 5: Social Media

How effectively does your company integrate customer information across the following channels: Across all purchasing channels

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=Not At All Effectively	25 7.9%	2 8.7%	1 6.3%	1 20.0%	0 0.0%	1 16.7%	6 13.6%	2 9.5%	2 5.3%	1 3.2%	0 0.0%	7 13.7%	0 0.0%
2=	42 13.2%	2 8.7%	4 25.0%	1 20.0%	2 20.0%	0 0.0%	6 13.6%	9 42.9%	6 15.8%	3 9.7%	1 9.1%	4 7.8%	3 9.7%
3=	61 19.2%	4 17.4%	4 25.0%	0 0.0%	0 0.0%	1 16.7%	12 27.3%	2 9.5%	5 13.2%	7 22.6%	2 18.2%	8 15.7%	8 25.8%
4=	61 19.2%	4 17.4%	3 18.8%	1 20.0%	3 30.0%	3 50.0%	7 15.9%	2 9.5%	8 21.1%	5 16.1%	5 45.5%	6 11.8%	7 22.6%
5=	78 24.6%	7 30.4%	2 12.5%	0 0.0%	5 50.0%	0 0.0%	10 22.7%	3 14.3%	10 26.3%	8 25.8%	2 18.2%	18 35.3%	8 25.8%
6=	41 12.9%	4 17.4%	2 12.5%	2 40.0%	0 0.0%	1 16.7%	2 4.5%	3 14.3%	5 13.2%	7 22.6%	1 9.1%	4 7.8%	4 12.9%
7=Very Effectively	9 2.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	0 0.0%	2 5.3%	0 0.0%	0 0.0%	4 7.8%	1 3.2%
Mean	3.9	4.0	3.4	3.8	4.1	3.7	3.4	3.2	4.1	4.2	4.0	4.0	4.2
SD	1.6	1.6	1.5	2.3	1.2	1.6	1.5	1.7	1.6	1.4	1.1	1.8	1.3

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

Topic 5: Social Media

How effectively does your company integrate customer information across the following channels: Across all purchasing channels

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
1=Not At All Effectively	10 8.5%	6 5.9%	5 9.1%	3 7.7%	6 8.7%	3 5.4%	6 12.8%	0 0.0%	5 9.1%	3 10.7%	16 10.7%	6 6.5%	3 4.5%
2=	20 17.1%	9 8.8%	9 16.4%	4 10.3%	9 13.0%	9 16.1%	8 17.0%	6 27.3%	6 10.9%	3 10.7%	19 12.8%	13 14.1%	10 15.2%
3=	24 20.5%	19 18.6%	12 21.8%	5 12.8%	11 15.9%	8 14.3%	14 29.8%	6 27.3%	9 16.4%	2 7.1%	25 16.8%	21 22.8%	11 16.7%
4=	23 19.7%	17 16.7%	10 18.2%	10 25.6%	17 24.6%	8 14.3%	6 12.8%	3 13.6%	12 21.8%	5 17.9%	31 20.8%	18 19.6%	10 15.2%
5=	27 23.1%	30 29.4%	10 18.2%	10 25.6%	16 23.2%	19 33.9%	11 23.4%	5 22.7%	14 25.5%	6 21.4%	37 24.8%	23 25.0%	16 24.2%
6=	11 9.4%	16 15.7%	7 12.7%	7 17.9%	7 10.1%	8 14.3%	1 2.1%	2 9.1%	9 16.4%	7 25.0%	15 10.1%	10 10.9%	14 21.2%
7=Very Effectively	2 1.7%	5 4.9%	2 3.6%	0 0.0%	3 4.3%	1 1.8%	1 2.1%	0 0.0%	0 0.0%	2 7.1%	6 4.0%	1 1.1%	2 3.0%
Mean	3.7	4.2	3.7	4.1	3.9	4.1	3.3	3.6	3.9	4.3	3.8	3.8	4.2
SD	1.5 B	1.6 A	1.6	1.5	1.6	1.5 c	1.5 bef	1.4	1.5 c	1.8 c	1.6	1.5	1.6

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

Topic 5: Social Media

How effectively does your company integrate customer information across the following channels: Across all communication and social media channels

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=Not At All Effectively	39 12.4%	2 8.7%	1 6.3%	2 40.0% hjL	0 0.0%	2 33.3% L	10 23.8% L	4 19.0% 1	3 7.9% c	4 12.9% 1	0 0.0% c	7 13.7% 1	0 0.0% CEFGik
2=	43 13.7%	0 0.0% fgil	1 6.3%	0 0.0%	1 10.0%	0 0.0%	10 23.8% aK	5 23.8% ak	4 10.5%	7 22.6% ak	1 9.1%	2 3.9% Fgil	7 22.6% ak
3=	56 17.8%	6 26.1%	2 12.5%	0 0.0%	3 30.0%	1 16.7%	6 14.3%	1 4.8%	8 21.1%	7 22.6%	1 9.1%	5 9.8%	8 25.8%
4=	69 21.9%	6 26.1%	5 31.3%	1 20.0%	3 30.0%	1 16.7%	8 19.0%	5 23.8%	10 26.3%	5 16.1%	1 9.1%	16 31.4%	5 16.1%
5=	71 22.5%	6 26.1%	3 18.8%	2 40.0%	1 10.0% j	2 33.3%	6 14.3% J	2 9.5% J	10 26.3%	4 12.9% J	6 54.5% dFGI	15 29.4%	8 25.8%
6=	29 9.2%	3 13.0%	3 18.8% f	0 0.0%	1 10.0%	0 0.0%	1 2.4% bgj	4 19.0% f	3 7.9%	2 6.5%	2 18.2% f	4 7.8%	3 9.7%
7=Very Effectively	8 2.5%	0 0.0%	1 6.3%	0 0.0%	1 10.0%	0 0.0%	1 2.4%	0 0.0%	0 0.0%	2 6.5%	0 0.0%	2 3.9%	0 0.0%
Mean	3.7	4.0	4.3	3.2	4.1	3.2	2.9	3.4	3.8	3.4	4.6	4.0	3.7
SD	1.6	1.4 F	1.6 F	2.0	1.5 f	1.8	1.6 ABdhJKI	1.8 j	1.4 f	1.7 j	1.2 Fgi	1.6 F	1.3 f

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

Topic 5: Social Media

How effectively does your company integrate customer information across the following channels: Across all communication and social media channels

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
1=Not At All Effectively	22 19.0% bd	9 8.8% a	5 9.3% a	2 5.1% a	9 13.4%	5 8.9%	8 17.0%	4 18.2%	5 9.1%	3 10.7%	26 17.7% c	10 10.9%	3 4.5% a
2=	23 19.8% bc	10 9.8% a	4 7.4% a	5 12.8%	7 10.4%	4 7.1% cd	10 21.3% b	6 27.3% be	5 9.1% d	4 14.3%	22 15.0%	15 16.3%	6 9.1%
3=	20 17.2%	19 18.6%	13 24.1%	4 10.3%	7 10.4%	12 21.4%	8 17.0%	5 22.7%	10 18.2%	3 10.7%	24 16.3%	19 20.7%	8 12.1%
4=	26 22.4%	20 19.6%	14 25.9%	9 23.1%	19 28.4%	11 19.6%	11 23.4%	2 9.1%	13 23.6%	8 28.6%	33 22.4%	20 21.7%	15 22.7%
5=	23 19.8% d	24 23.5%	9 16.7% d	14 35.9% ac	16 23.9%	16 28.6%	6 12.8% e	3 13.6%	18 32.7% c	5 17.9%	32 21.8%	19 20.7%	19 28.8%
6=	2 1.7% BCd	14 13.7% A	8 14.8% A	4 10.3% a	7 10.4%	5 8.9%	4 8.5%	2 9.1%	3 5.5%	4 14.3%	5 3.4% C	8 8.7% c	13 19.7% Ab
7=Very Effectively	0 0.0% B	6 5.9% A	1 1.9%	1 2.6%	2 3.0%	3 5.4%	0 0.0%	0 0.0%	1 1.8%	1 3.6%	5 3.4%	1 1.1%	2 3.0%
Mean	3.1	4.0	3.9	4.1	3.8	4.0	3.2	3.0	3.9	3.9	3.4	3.6	4.3
SD	1.5 BCD	1.6 A	1.5 A	1.5 A	1.6 cd	1.6 cd	1.6 abe	1.6 abe	1.4 cd	1.7	1.6 C	1.5 C	1.5 AB

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

Topic 5: Social Media

How effectively does your company integrate customer information across the following channels: Across purchasing, communication and social media channels

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
1=Not At All Effectively	40 12.7%	2 8.7%	0 0.0% cef	2 40.0% bhL	1 10.0%	2 33.3% bL	10 23.8% bL	4 19.0% 1	3 7.9% c	4 12.9% 1	1 9.1%	7 13.7% 1	0 0.0% CEFGik
2=	50 15.9%	1 4.3% d	3 18.8%	0 0.0%	3 30.0% ak	1 16.7%	9 21.4%	5 23.8%	5 13.2%	7 22.6%	1 9.1%	4 7.8% d	7 22.6%
3=	62 19.7%	6 26.1%	5 31.3%	1 20.0%	0 0.0%	1 16.7%	7 16.7%	4 19.0%	6 15.8%	5 16.1%	1 9.1%	7 13.7%	8 25.8%
4=	78 24.8%	6 26.1%	4 25.0%	2 40.0%	2 20.0%	1 16.7%	10 23.8%	4 19.0%	13 34.2%	9 29.0%	3 27.3%	14 27.5%	5 16.1%
5=	58 18.4%	7 30.4% f	2 12.5%	0 0.0%	2 20.0%	0 0.0%	4 9.5% aj	3 14.3%	10 26.3%	4 12.9%	4 36.4% f	12 23.5%	7 22.6%
6=	22 7.0%	1 4.3%	2 12.5% f	0 0.0%	2 20.0% Fh	1 16.7% f	0 0.0% bDekl	1 4.8%	1 2.6% d	2 6.5%	1 9.1%	5 9.8% f	4 12.9% f
7=Very Effectively	5 1.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 3.9%	0 0.0%
Mean	3.5	3.8	3.7	2.6	3.7	2.8	2.9	3.0	3.7	3.3	4.0	3.8	3.8
SD	1.5	1.3 f	1.3	1.5	1.8	1.9	1.6 ahKl	1.5 k	1.3 f	1.5	1.5	1.6 Fg	1.4 f

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

Topic 5: Social Media

How effectively does your company integrate customer information across the following channels: Across purchasing, communication and social media channels

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
1=Not At All Effectively	22 19.0% B	7 6.9% A	7 13.0%	3 7.7%	8 11.9%	5 8.9%	7 14.9%	4 18.2%	5 9.1%	3 10.7%	26 17.7% c	10 10.9%	4 6.1% a
2=	27 23.3% C	16 15.7%	3 5.6% A	4 10.3%	11 16.4%	4 7.1% cD	10 21.3% b	7 31.8% B	10 18.2%	4 14.3%	25 17.0%	19 20.7%	6 9.1%
3=	23 19.8%	19 18.6%	13 24.1%	6 15.4%	9 13.4%	10 17.9%	10 21.3%	4 18.2%	10 18.2%	6 21.4%	23 15.6%	20 21.7%	12 18.2%
4=	26 22.4%	25 24.5%	16 29.6%	10 25.6%	18 26.9%	16 28.6%	11 23.4%	5 22.7%	15 27.3%	6 21.4%	40 27.2%	22 23.9%	15 22.7%
5=	17 14.7%	19 18.6%	12 22.2%	9 23.1%	16 23.9%	11 19.6%	6 12.8%	2 9.1%	12 21.8%	7 25.0%	23 15.6%	17 18.5%	17 25.8%
6=	0 0.0% BcD	13 12.7% A	2 3.7% ad	7 17.9% Ac	4 6.0%	8 14.3%	3 6.4%	0 0.0%	3 5.5%	1 3.6%	6 4.1% C	4 4.3% c	11 16.7% Ab
7=Very Effectively	1 0.9%	3 2.9%	1 1.9%	0 0.0%	1 1.5%	2 3.6%	0 0.0%	0 0.0%	0 0.0%	1 3.6%	4 2.7%	0 0.0%	1 1.5%
Mean	2.9	3.8	3.6	4.0	3.6	4.0	3.2	2.7	3.5	3.6	3.3	3.3	4.1
SD	1.4 BCD	1.5 A	1.4 A	1.5 A	1.5 d	1.5 CD	1.5 B	1.3 aBef	1.4 d	1.5 d	1.6 C	1.4 C	1.5 AB

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=531 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	531	26	17	5	10	6	45	22	39	31	11	56	32
Percent	100.0%	8.7%	5.7%	1.7%	3.3%	2.0%	15.0%	7.3%	13.0%	10.3%	3.7%	18.7%	10.7%
Percent change	276	19	14	5	8	6	43	20	37	31	11	49	29
	6.5	2.5	9.6	-4.4	19.6	42.0	0.6	4.6	7.9	2.7	1.8	9.1	7.5
	23.1	4.1	17.5	8.8	36.7	79.9	17.5	13.6	26.9	14.6	6.4	23.8	19.7
		ce		a	fi	aFghikl	dE	e	e	de		e	e

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=531	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	134	117	65	46	74	58	48	22	58	28	178	98	78
Percent	37.0%	32.3%	18.0%	12.7%	25.7%	20.1%	16.7%	7.6%	20.1%	9.7%	50.3%	27.7%	22.0%
Number	104	86	47	35	67	56	46	21	52	21	133	81	54
Mean	4.0	11.3	4.1	5.9	10.2	4.6	13.1	4.2	2.4	0.3	5.7	5.0	11.3
SD	25.2	26.7	9.9	19.7	24.2	14.4	42.2	13.3	10.6	4.5	25.5	16.4	26.4
					e				a				

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?

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	531	26	17	5	10	6	45	22	39	31	11	56	32
Percent	100.0%	8.7%	5.7%	1.7%	3.3%	2.0%	15.0%	7.3%	13.0%	10.3%	3.7%	18.7%	10.7%
Number	0	0	0	0	0	0	0	0	0	0	0	0	0
Mean	---	---	---	---	---	---	---	---	---	---	---	---	---
SD	---	---	---	---	---	---	---	---	---	---	---	---	---

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=531	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	134	117	65	46	74	58	48	22	58	28	178	98	78
Percent	37.0%	32.3%	18.0%	12.7%	25.7%	20.1%	16.7%	7.6%	20.1%	9.7%	50.3%	27.7%	22.0%
Number	0	0	0	0	0	0	0	0	0	0	0	0	0
Mean	---	---	---	---	---	---	---	---	---	---	---	---	---
SD	---	---	---	---	---	---	---	---	---	---	---	---	---

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

Topic 7: Marketing Organization

How many employees does your firm have?

N=531 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	531	26	17	5	10	6	45	22	39	31	11	56	32
Percent	100.0%	8.7%	5.7%	1.7%	3.3%	2.0%	15.0%	7.3%	13.0%	10.3%	3.7%	18.7%	10.7%
How many employees does your firm have?	294	23	15	5	10	6	44	22	39	31	11	54	29
	11050.9	21644.6	1578.1	33245.6	3586.8	5895.8	16974.7	4485.5	12162.9	5482.0	272.7	8695.7	18155.6
	39710.1	49615.6	3908.9	45012.2	6489.9	11932.8	53171.4	9781.4	63835.8	9296.1	270.0	30957.4	43263.9
			c	bGlj				C		C	c		
How many marketing (non-sales) employees are in your firm?	285	22	15	5	9	6	43	21	38	31	11	52	28
	163.4	565.4	41.5	40.4	40.3	34.5	194.8	65.1	326.1	101.1	13.7	60.5	148.1
	820.3	1617.2	84.2	62.1	65.3	50.7	767.4	215.8	1616.8	247.9	24.2	218.8	332.6
		k										a	

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

Topic 7: Marketing Organization

How many employees does your firm have?

N=531 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%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Number	134	117	65	46	74	58	48	22	58	28	178	98	78
Percent	37.0%	32.3%	18.0%	12.7%	25.7%	20.1%	16.7%	7.6%	20.1%	9.7%	50.3%	27.7%	22.0%
How many employees does your firm have?	109	93	51	35	71	57	48	21	56	27	144	83	60
	11376.2	7882.7	18812.7	5471.1	74.5	259.7	789.3	3954.8	14724.7	76483.1	6433.8	19837.0	11190.9
	50234.4	31255.8	39911.9	8531.9	150.4	270.5	784.3	5881.0	29684.9	95701.1	22847.8	47365.8	57219.1
					BCDEF	ACDEF	ABDEF	ABCF	ABCF	ABCDE	B	A	
How many marketing (non-sales) employees are in your firm?	105	90	51	34	70	56	47	20	54	27	141	82	55
	155.4	27.1	458.6	112.8	4.2	9.0	38.0	124.9	117.4	1293.3	96.3	242.3	236.7
	980.8	85.7	1274.4	290.0	6.7	9.0	110.0	318.5	169.8	2389.1	465.1	860.9	1355.4
		Cd	B	b	BcDEF	ADEF	aEF	ABf	ABCF	ABCdE			

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

Topic 7: Marketing Organization

Where is marketing located in your firm?

N=300	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	300 100.0%	24 8.0%	17 5.7%	5 1.7%	8 2.7%	6 2.0%	43 14.3%	22 7.3%	38 12.7%	31 10.3%	10 3.3%	52 17.3%	31 10.3%
Corporate	239 79.7%	18 75.0%	14 82.4%	4 80.0%	7 87.5%	5 83.3%	35 81.4%	20 90.9%	27 71.1%	27 87.1%	8 80.0%	46 88.5%	17 54.8%
Business unit level	115 38.3%	9 37.5%	6 35.3%	2 40.0%	2 25.0%	2 33.3%	18 41.9%	6 27.3%	17 44.7%	13 41.9%	2 20.0%	16 30.8%	19 61.3%
Brand or product level	52 17.3%	8 33.3% gk	2 11.8%	0 0.0%	1 12.5%	0 0.0%	10 23.3% k	1 4.5% al	8 21.1% k	4 12.9% 1	0 0.0% al	3 5.8% AfhL	11 35.5% gjk
Field offices	28 9.3%	2 8.3%	1 5.9%	0 0.0%	2 25.0% gk	0 0.0%	5 11.6%	0 0.0%	5 13.2%	5 16.1%	0 0.0%	2 3.8%	3 9.7% d

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

Topic 7: Marketing Organization

Where is marketing located in your firm?

N=300	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	112 37.3%	94 31.3%	52 17.3%	36 12.0%	70 23.3%	56 18.7%	48 16.0%	22 7.3%	54 18.0%	26 8.7%	140 46.7%	89 29.7%	61 20.3%
Corporate	81 72.3% B	85 90.4% AC	37 71.2% B	31 86.1%	55 78.6%	50 89.3%	38 79.2%	19 86.4%	42 77.8%	20 76.9%	111 79.3%	72 80.9%	49 80.3%
Business unit level	50 44.6% b	29 30.9% a	22 42.3%	13 36.1%	15 21.4% cEF	15 26.8% EF	20 41.7% a	9 40.9%	32 59.3% AB	15 57.7% AB	48 34.3%	42 47.2%	21 34.4%
Brand or product level	21 18.8%	10 10.6% C	17 32.7% Bd	4 11.1% c	3 4.3% dEF	4 7.1% EF	5 10.4% EF	4 18.2% a	18 33.3% ABC	11 42.3% ABC	20 14.3% b	23 25.8% ac	6 9.8% b
Field offices	10 8.9%	6 6.4%	7 13.5%	4 11.1%	3 4.3% eF	3 5.4% ef	3 6.3% f	1 4.5%	10 18.5% ab	6 23.1% Abc	8 5.7% b	14 15.7% a	4 6.6%

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

Topic 7: Marketing Organization

Select the description that best captures the role of sales within your firm.

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
Sales is in charge of marketing	48 13.0%	3 11.5% h	1 5.9% d	1 20.0% HI	4 40.0% bgHiL	2 33.3% HL	8 17.8% HI	2 9.1% d	0 0.0% aCDEFJk	2 6.5% d	2 18.2% HI	8 14.5% hl	0 0.0% cDEfjk
Sales is within the marketing function	38 10.3%	3 11.5% h	5 29.4% fHk	0 0.0%	1 10.0%	0 0.0%	3 6.7% b	2 9.1%	0 0.0% aBiL	5 16.1% h	1 9.1%	5 9.1% b	4 12.5% h
Sales and marketing work together on an equal level	256 69.2%	19 73.1% H	11 64.7% H	3 60.0% H	5 50.0% HI	4 66.7% H	32 71.1% H	14 63.6% H	39 100.0% H ABCDEFGIJ KI	22 71.0% H	8 72.7% H	35 63.6% HI	27 84.4% dhk
We don't have a sales function	21 5.7%	1 3.8%	0 0.0%	1 20.0% FHI	0 0.0%	0 0.0%	0 0.0% CGk	4 18.2% FHI	0 0.0% CGk	2 6.5%	0 0.0%	7 12.7% fhl	0 0.0% cgk
We have a sales function, but not a marketing function	7 1.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 4.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.1%

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

Topic 7: Marketing Organization

Select the description that best captures the role of sales within your firm.

	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
Sales is in charge of marketing	22 16.4% c	16 13.9%	4 6.2% a	5 10.9%	6 8.1%	8 14.0%	5 10.4%	4 18.2%	8 13.8%	2 7.1%	24 13.6%	12 12.2%	11 14.1%
Sales is within the marketing function	7 5.2% cd	14 12.2%	10 15.4% a	7 15.2% a	10 13.5%	3 5.3%	5 10.4%	1 4.5%	5 8.6%	3 10.7%	15 8.5%	8 8.2%	13 16.7%
Sales and marketing work together on an equal level	100 74.6% d	75 65.2%	47 72.3%	27 58.7% a	50 67.6%	42 73.7%	37 77.1%	17 77.3%	43 74.1%	21 75.0%	123 69.9%	71 72.4%	49 62.8%
We don't have a sales function	0 0.0% BCD	8 7.0% A	4 6.2% A	7 15.2% A	7 9.5%	4 7.0%	1 2.1%	0 0.0%	1 1.7%	1 3.6%	8 4.5%	6 6.1%	5 6.4%
We have a sales function, but not a marketing function	5 3.7%	2 1.7%	0 0.0%	0 0.0%	1 1.4%	0 0.0%	0 0.0%	0 0.0%	1 1.7%	1 3.6%	6 3.4%	1 1.0%	0 0.0%

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

Topic 8: Marketing Leadership

What is marketing primarily responsible for in your firm?

N=305	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	305 100.0%	24 7.9%	17 5.6%	5 1.6%	9 3.0%	6 2.0%	44 14.4%	22 7.2%	39 12.8%	31 10.2%	11 3.6%	52 17.0%	31 10.2%
Brand	257 84.3%	21 87.5% i	14 82.4% i	3 60.0% hI	8 88.9%	5 83.3% i	32 72.7% HI	18 81.8% i	37 94.9% cFj	31 100.0% abCeFgJkl	8 72.7% hI	43 82.7% i	27 87.1% i
Promotion	256 83.9%	20 83.3% C	14 82.4% c	1 20.0% AbDfGHIJK L	9 100.0% C	5 83.3%	33 75.0% cghl	21 95.5% Cf	37 94.9% Cfk	26 83.9% C	10 90.9% c	41 78.8% Chl	30 96.8% Cfk
Advertising	255 83.6%	21 87.5% C	15 88.2% C	1 20.0% ABDFGHIJK l	9 100.0% C	4 66.7% H	31 70.5% cgHij	21 95.5% Cf	38 97.4% CEfkl	28 90.3% Cf	11 100.0% Cf	43 82.7% Ch	24 77.4% ch
Positioning	251 82.3%	20 83.3% C	16 94.1% Cj	1 20.0% ABfgHIKL	6 66.7%	5 83.3%	33 75.0% c	18 81.8% c	35 89.7% Cj	27 87.1% C	7 63.6% bhk	46 88.5% Cj	27 87.1% C
Social media	234 76.7%	17 70.8% h	12 70.6% h	2 40.0% Hk	8 88.9%	4 66.7%	28 63.6% Hk	18 81.8%	36 92.3% abCfL	25 80.6%	8 72.7%	43 82.7% cf	23 74.2% h
Marketing research	230 75.4%	18 75.0%	14 82.4%	2 40.0% HI	7 77.8%	4 66.7%	32 72.7% hi	18 81.8%	36 92.3% CFK	29 93.5% CfK	8 72.7%	30 57.7% Hll	25 80.6% k
Competitive intelligence	203 66.6%	17 70.8% cK	15 88.2% cK	2 40.0% b	6 66.7%	3 50.0%	30 68.2%	13 59.1%	28 71.8%	23 74.2% k	8 72.7%	27 51.9% Bi	21 67.7%
Public relations	186 61.0%	13 54.2% H	11 64.7%	1 20.0% H	5 55.6% h	4 66.7%	25 56.8% H	13 59.1% h	34 87.2% ACdFgijkL	19 61.3% h	6 54.5% h	34 65.4% h	15 48.4% H

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

Topic 8: Marketing Leadership

What is marketing primarily responsible for in your firm? (continued)

N=305	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Whole-sale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Lead generation	173 56.7%	2 8.3%	9 52.9%	3 60.0%	6 66.7%	3 50.0%	25 56.8%	7 31.8%	34 87.2%	19 61.3%	7 63.6%	37 71.2%	12 38.7%
		BCDDeFHJKI	AH	A	A	ah	AH	HiK	ABeFGiL	Agh	A	AGL	aHK
Market entry strategies	168 55.1%	14 58.3%	10 58.8%	1 20.0%	5 55.6%	5 83.3%	29 65.9%	6 27.3%	28 71.8%	20 64.5%	4 36.4%	22 42.3%	17 54.8%
		g	h	h	g	Gk	aeFHi	cGjK	g	h	fH		
New products	154 50.5%	20 83.3%	9 52.9%	0 0.0%	3 33.3%	3 50.0%	26 59.1%	11 50.0%	22 56.4%	12 38.7%	5 45.5%	19 36.5%	19 61.3%
		bCDfghljk	ac	Abfhl	A	ack	a	ac	A	A	a	Afl	ck
Customer relationship management	137 44.9%	5 20.8%	10 58.8%	3 60.0%	5 55.6%	2 33.3%	22 50.0%	10 45.5%	11 28.2%	13 41.9%	5 45.5%	25 48.1%	17 54.8%
		bflkl	ah			ah			bfl			a	ah
Market selection	122 40.0%	11 45.8%	9 52.9%	1 20.0%	4 44.4%	4 66.7%	17 38.6%	5 22.7%	27 69.2%	11 35.5%	3 27.3%	11 21.2%	15 48.4%
		k	k	h	k	k	H	H	cFGIjK	H	h	abeHl	k
Pricing	117 38.4%	19 79.2%	7 41.2%	5 100.0%	4 44.4%	2 33.3%	19 43.2%	8 36.4%	21 53.8%	4 12.9%	1 9.1%	7 13.5%	17 54.8%
		beFGhIJK	acik	befgIJK	ik	ac	AcIjK	Acik	aljK	AbCdFgHL	ACfhl	AbCdFgHL	IjK
Innovation	114 37.4%	19 79.2%	7 41.2%	1 20.0%	4 44.4%	2 33.3%	13 29.5%	8 36.4%	13 33.3%	9 29.0%	4 36.4%	18 34.6%	13 41.9%
		bceFGHIjKL	a	a		a	A	A	A	A	a	A	A
Sales	82 26.9%	6 25.0%	8 47.1%	0 0.0%	5 55.6%	1 16.7%	9 20.5%	5 22.7%	4 10.3%	9 29.0%	5 45.5%	18 34.6%	8 25.8%
			fH		fH		bd		BDiJK	h	H	H	
Customer service	54 17.7%	5 20.8%	1 5.9%	1 20.0%	1 11.1%	1 16.7%	6 13.6%	5 22.7%	3 7.7%	4 12.9%	3 27.3%	14 26.9%	7 22.6%
									k			h	
Distribution	45 14.8%	6 25.0%	3 17.6%	0 0.0%	2 22.2%	2 33.3%	7 15.9%	1 4.5%	6 15.4%	9 29.0%	0 0.0%	3 5.8%	4 12.9%
		k			k		i		gK			aeI	
Stock market performance	3 1.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.6%	0 0.0%	0 0.0%	0 0.0%	1 3.2%

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

Topic 8: Marketing Leadership

What is marketing primarily responsible for in your firm?

N=305	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	113 37.0%	95 31.1%	53 17.4%	38 12.5%	71 23.3%	57 18.7%	48 15.7%	22 7.2%	55 18.0%	27 8.9%	143 46.9%	90 29.5%
Brand	90 79.6%	85 89.5%	45 84.9%	32 84.2%	55 77.5%	52 91.2%	39 81.3%	20 90.9%	47 85.5%	24 88.9%	121 84.6%	77 85.6%	49 79.0%
Promotion	90 79.6%	78 82.1%	48 90.6%	35 92.1%	56 78.9%	49 86.0%	42 87.5%	19 86.4%	48 87.3%	24 88.9%	115 80.4%	79 87.8%	53 85.5%
Advertising	92 81.4%	77 81.1%	48 90.6%	33 86.8%	54 76.1%	50 87.7%	40 83.3%	20 90.9%	49 89.1%	23 85.2%	116 81.1%	76 84.4%	54 87.1%
Positioning	94 83.2%	82 86.3%	43 81.1%	27 71.1%	57 80.3%	51 89.5%	42 87.5%	19 86.4%	43 78.2%	21 77.8%	120 83.9%	73 81.1%	51 82.3%
Social media	78 69.0%	77 81.1%	41 77.4%	33 86.8%	52 73.2%	49 86.0%	39 81.3%	19 86.4%	37 67.3%	20 74.1%	105 73.4%	66 73.3%	55 88.7%
Marketing research	85 75.2%	70 73.7%	39 73.6%	31 81.6%	46 64.8%	48 84.2%	36 75.0%	21 95.5%	41 74.5%	22 81.5%	107 74.8%	65 72.2%	49 79.0%
Competitive intelligence	72 63.7%	63 66.3%	37 69.8%	27 71.1%	38 53.5%	43 75.4%	34 70.8%	17 77.3%	35 63.6%	19 70.4%	91 63.6%	62 68.9%	43 69.4%
Public relations	69 61.1%	64 67.4%	26 49.1%	21 55.3%	48 67.6%	45 78.9%	28 58.3%	14 63.6%	27 49.1%	12 44.4%	96 67.1%	46 51.1%	39 62.9%

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

Topic 8: Marketing Leadership

What is marketing primarily responsible for in your firm? (continued)

N=305	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
	Lead generation	62 54.9% bC	68 71.6% aC	17 32.1% ABD	23 60.5% C	42 59.2%	43 75.4% dEF	30 62.5% e	11 50.0% b	23 41.8% Bc	11 40.7% B	82 57.3%	46 51.1% c
Market entry strategies	67 59.3%	47 49.5%	29 54.7%	21 55.3%	31 43.7% d	33 57.9%	26 54.2%	15 68.2% a	32 58.2%	16 59.3%	74 51.7%	54 60.0%	34 54.8%
New products	62 54.9% b	36 37.9% aC	37 69.8% BD	15 39.5% C	33 46.5%	26 45.6%	24 50.0%	13 59.1%	31 56.4%	16 59.3%	66 46.2%	50 55.6%	31 50.0%
Customer relationship management	41 36.3% bd	49 51.6% a	21 39.6%	21 55.3% a	35 49.3%	25 43.9%	21 43.8%	7 31.8%	24 43.6%	12 44.4%	68 47.6%	38 42.2%	26 41.9%
Market selection	48 42.5%	31 32.6%	26 49.1%	14 36.8%	22 31.0%	26 45.6%	18 37.5%	9 40.9%	23 41.8%	14 51.9%	56 39.2%	35 38.9%	28 45.2%
Pricing	50 44.2% BCd	17 17.9% AC	36 67.9% ABD	9 23.7% aC	30 42.3% f	16 28.1% F	16 33.3% F	7 31.8% f	21 38.2% f	18 66.7% aBCde	48 33.6%	41 45.6%	23 37.1%
Innovation	33 29.2% C	33 34.7% C	33 62.3% ABD	13 34.2% C	25 35.2%	23 40.4%	15 31.3% f	10 45.5%	19 34.5%	15 55.6% c	48 33.6%	35 38.9%	26 41.9%
Sales	23 20.4% b	31 32.6% a	11 20.8%	13 34.2%	30 42.3% cdEf	15 26.3%	11 22.9% a	4 18.2% a	9 16.4% A	5 18.5% a	40 28.0%	16 17.8% c	22 35.5% b
Customer service	12 10.6% bd	21 22.1% a	9 17.0%	10 26.3% a	16 22.5%	11 19.3%	9 18.8%	3 13.6%	7 12.7%	3 11.1%	29 20.3%	13 14.4%	11 17.7%
Distribution	17 15.0%	12 12.6%	9 17.0%	5 13.2%	9 12.7%	8 14.0%	10 20.8% f	4 18.2%	8 14.5%	1 3.7% c	20 14.0%	14 15.6%	11 17.7%
Stock market performance	1 0.9%	0 0.0%	2 3.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	1 1.8%	1 3.7%	2 1.4%	1 1.1%	0 0.0%

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

Topic 8: Marketing Leadership

Number of reports

N=531 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	531	26	17	5	10	6	45	22	39	31	11	56	32
Percent	100.0%	8.7%	5.7%	1.7%	3.3%	2.0%	15.0%	7.3%	13.0%	10.3%	3.7%	18.7%	10.7%
How many direct reports do you have?	289 8.6 27.9	24 6.4 10.3	15 9.5 18.4	5 5.0 4.5	10 14.7 30.3 k	6 7.0 8.0	44 7.8 22.3	22 7.6 6.3 l	38 12.2 39.9	30 18.7 64.1	11 4.2 3.7	50 4.9 5.3 d	30 4.7 3.9 g
How many indirect reports (dotted-line) reports do you have?	259 24.6 88.5	21 24.7 64.6	13 27.0 67.7	5 3.0 2.2	8 45.3 65.9 K	5 21.2 34.4	41 39.5 161.2	19 16.3 37.0	34 36.1 136.6	26 18.5 46.6	8 38.3 66.0 k	50 11.1 23.1 Dj	26 18.0 28.5

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

Topic 8: Marketing Leadership

Number of reports

N=531 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	134	117	65	46	74	58	48	22	58	28	178	98
Percent	37.0%	32.3%	18.0%	12.7%	25.7%	20.1%	16.7%	7.6%	20.1%	9.7%	50.3%	27.7%	22.0%
How many direct reports do you have?	110 7.2 23.8	87 5.0 5.0 d	52 6.4 8.0 C	34 19.8 60.8 b	68 5.2 12.3 f	57 5.2 4.7 F	46 5.0 3.9 f	21 6.6 4.9	57 16.9 56.3	27 16.7 31.2 aBc	142 7.0 21.6	82 13.9 43.5	58 5.6 4.8
How many indirect reports (dotted-line) reports do you have?	97 31.6 130.3	81 12.8 31.5 d	46 21.2 50.0	30 32.2 57.2 b	63 10.6 29.0 dF	46 7.5 20.7 F	45 16.8 38.5	18 70.0 232.4 a	51 39.8 118.2	26 43.0 81.4 AB	126 28.8 118.4	75 17.7 45.9	52 24.2 45.2

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

Topic 8: Marketing Leadership

How many years have you been with this firm in your current role? In any role?

N=531 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	531	26	17	5	10	6	45	22	39	31	11
Percent	100.0%	8.7%	5.7%	1.7%	3.3%	2.0%	15.0%	7.3%	13.0%	10.3%	3.7%	18.7%	10.7%
In your current role?	299	24	17	5	10	6	45	22	39	31	11	54	30
	4.1	3.5	3.5	6.2	4.1	2.3	4.8	5.0	2.7	4.4	3.0	5.5	3.0
	3.9	2.9	2.9	5.8	4.3	1.8	3.4	5.5	2.7	3.7	2.1	5.1	2.9
				h			HI	h	cFgiK	h		HI	fk
In any role?	278	24	14	5	10	6	44	20	33	29	10	50	29
	9.2	9.0	5.3	12.4	15.5	12.0	11.5	10.3	5.8	8.0	8.2	9.0	10.4
	8.3	9.4	4.3	7.8	10.0	12.6	9.4	10.7	5.1	6.8	10.5	6.6	8.6
			cDfkl	bh	BHik	h	bH	h	cDeFgkl	d		bdh	bh

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

Topic 8: Marketing Leadership

How many years have you been with this firm in your current role? In any role?

N=531 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	134	117	65	46	74	58	48	22	58	28	178	98	78
Percent	37.0%	32.3%	18.0%	12.7%	25.7%	20.1%	16.7%	7.6%	20.1%	9.7%	50.3%	27.7%	22.0%
In your current role?	111	93	52	37	72	57	48	21	58	28	145	84	61
	3.9	4.3	3.6	4.6	4.4	4.5	4.3	3.5	3.8	3.0	4.2	4.3	3.7
	3.3	4.7	3.2	4.1	4.2	4.5	4.4	2.7	3.1	2.0	3.9	3.7	4.2
In any role?	103	84	50	35	67	50	46	20	55	28	136	80	54
	9.9	8.0	8.9	9.3	8.1	8.3	9.2	9.3	10.3	11.3	9.0	10.4	7.9
	8.8	6.9	8.0	9.3	8.3	7.7	8.4	6.7	8.3	9.8	8.7	7.9	7.8

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

Topic 9: Marketing Analytics

What percent of your marketing budget...

N=531 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	531	26	17	5	10	6	45	22	39	31	11
Percent	100.0%	8.7%	5.7%	1.7%	3.3%	2.0%	15.0%	7.3%	13.0%	10.3%	3.7%	18.7%	10.7%
...do you currently spend on marketing analytics?	295 8.0 10.4	20 8.1 7.2 j	16 7.9 5.8 J	5 10.6 13.2	8 7.9 6.1 j	6 19.2 31.4 Fk	42 4.6 6.8 EgHl	20 10.9 14.8 f	38 13.2 13.6 Fijk	31 6.8 7.5 h	11 2.5 3.3 aBdhl	53 7.1 9.9 eh	27 8.0 6.8 fj
...will you spend in the next three years?	290 13.5 15.9	19 13.1 11.2	15 15.4 8.9 fJ	5 21.0 16.4 fj	8 13.3 8.9 j	6 24.2 31.2 f	42 8.3 9.8 bcegH	20 16.1 15.4 f	37 18.9 19.8 F	31 11.0 12.1	10 6.2 3.8 Bcd	53 14.2 20.6	27 14.6 19.3

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

Topic 9: Marketing Analytics

What percent of your marketing budget...

N=531 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	134	117	65	46	74	58	48	22	58	28	178	98
Percent	37.0%	32.3%	18.0%	12.7%	25.7%	20.1%	16.7%	7.6%	20.1%	9.7%	50.3%	27.7%	22.0%
...do you currently spend on marketing analytics?	109 7.2 9.3	96 8.8 12.2	50 7.5 6.6	35 8.9 12.6	71 5.4 6.1 EF	56 7.1 9.1	44 8.9 13.2	21 8.1 9.1	50 11.0 13.9 A	26 9.8 7.5 A	141 6.9 8.1 C	86 7.3 7.4 c	61 11.7 16.6 Ab
...will you spend in the next three years?	107 12.4 16.5	94 14.8 16.8	49 14.1 15.8	35 12.5 12.8	70 11.6 10.0 e	56 13.0 16.1	44 13.0 15.5	21 11.4 9.0	49 18.8 22.8 a	25 11.8 10.3	139 12.0 12.9 c	85 12.2 13.7	59 17.8 20.9 a

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

Topic 9: Marketing Analytics

In what percent of projects does your company use available or requested marketing analytics before a decision is made?

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
N=531													
Number	531	26	17	5	10	6	45	22	39	31	11	56	32
Percent	100.0%	8.7%	5.7%	1.7%	3.3%	2.0%	15.0%	7.3%	13.0%	10.3%	3.7%	18.7%	10.7%
Number	292	20	16	5	8	6	42	21	38	31	11	52	25
Mean	35.0	40.3	45.6	26.6	14.6	22.5	27.9	37.4	36.5	32.6	28.2	34.5	43.5
SD	32.0	34.6	36.4	23.3	12.9	28.6	30.9	35.8	31.4	30.7	27.9	32.0	34.1
			d		bl								d

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

Topic 9: Marketing Analytics

In what percent of projects does your company use available or requested marketing analytics before a decision is made?

N=531	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	134	117	65	46	74	58	48	22	58	28	178	98	78
Percent	37.0%	32.3%	18.0%	12.7%	25.7%	20.1%	16.7%	7.6%	20.1%	9.7%	50.3%	27.7%	22.0%
Number	109	94	49	35	71	56	42	22	50	26	140	83	60
Mean	29.5	36.9	37.8	45.4	25.9	32.6	32.3	39.5	39.2	47.2	30.4	35.6	41.5
SD	31.1	32.0	32.2	33.3	31.1	29.9	32.6	32.8	32.0	32.7	31.2	29.1	34.6
	d			a	eF	f			a	Ab	c		a

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

Topic 9: Marketing Analytics

Does your company formally evaluate the quality of marketing analytics?

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
Yes	144 46.8%	10 43.5%	8 50.0%	1 20.0%	4 40.0%	2 33.3%	15 34.9% H	9 42.9%	25 64.1% Fj	14 45.2%	3 27.3% h	29 53.7%	14 48.3%
No	164 53.2%	13 56.5%	8 50.0%	4 80.0%	6 60.0%	4 66.7%	28 65.1% H	12 57.1%	14 35.9% Fj	17 54.8%	8 72.7% h	25 46.3%	15 51.7%

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

Topic 9: Marketing Analytics

Does your company formally evaluate the quality of marketing analytics?

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
Yes	40 35.4% bcd	50 50.5% a	29 53.7% a	22 59.5% a	22 31.0% EF	24 42.1% F	21 44.7% f	10 45.5% f	32 58.2% A	20 74.1% ABcd	55 37.7% bc	48 53.3% a	34 54.8% a
No	73 64.6% bcd	49 49.5% a	25 46.3% a	15 40.5% a	49 69.0% EF	33 57.9% F	26 55.3% f	12 54.5% f	23 41.8% A	7 25.9% ABcd	91 62.3% bc	42 46.7% a	28 45.2% a

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

Topic 9: Marketing Analytics

To what degree has the use of marketing analytics contributed to your company's performance?

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
7=Very Highly	23 7.4%	3 12.5% f	3 17.6% F	0 0.0%	0 0.0%	0 0.0%	0 0.0% aBghi	2 9.5% f	4 10.3% f	3 9.7% f	0 0.0%	2 3.7%	2 6.9%
6=	50 16.2%	3 12.5%	5 29.4%	0 0.0%	2 22.2%	1 16.7%	4 9.3%	6 28.6%	7 17.9%	4 12.9%	2 18.2%	7 13.0%	7 24.1%
5=	70 22.7%	5 20.8%	3 17.6%	1 20.0%	1 11.1%	2 33.3%	12 27.9%	4 19.0%	7 17.9%	8 25.8%	2 18.2%	15 27.8%	6 20.7%
4=	42 13.6%	4 16.7%	2 11.8%	0 0.0%	2 22.2%	0 0.0%	6 14.0%	2 9.5%	7 17.9%	4 12.9%	4 36.4% k	6 11.1% j	3 10.3%
3=	37 12.0%	5 20.8%	2 11.8% c	3 60.0% bFGhiKl	2 22.2%	0 0.0%	4 9.3% C	1 4.8% C	5 12.8% c	5 16.1% c	2 18.2%	4 7.4% C	3 10.3% c
2=	39 12.6%	1 4.2%	1 5.9%	1 20.0%	2 22.2%	1 16.7%	7 16.3%	3 14.3%	4 10.3%	3 9.7%	0 0.0%	7 13.0%	4 13.8%
1=Not At All	48 15.5%	3 12.5%	1 5.9%	0 0.0%	0 0.0%	2 33.3%	10 23.3%	3 14.3%	5 12.8%	4 12.9%	1 9.1%	13 24.1%	4 13.8%
Mean	3.9	4.2	4.9	3.2	3.9	3.3	3.3	4.3	4.1	4.1	4.1	3.6	4.1
SD	1.9	1.9	1.8 Fk	1.1	1.5	2.3	1.8 B	2.1	1.9	1.9	1.4	1.9 b	2.0

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

Topic 9: Marketing Analytics

To what degree has the use of marketing analytics contributed to your company's performance?

N=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
7=Very Highly	4 3.5% D	7 7.1%	5 9.3%	7 18.4% A	4 5.6%	2 3.5%	2 4.3%	2 9.1%	6 10.9%	2 7.4%	9 6.1% c	5 5.6%	9 14.5% a
6=	16 14.2%	17 17.3%	10 18.5%	6 15.8%	10 14.1%	12 21.1% c	3 6.5% bF	4 18.2%	9 16.4%	8 29.6% C	19 12.9%	14 15.7%	13 21.0%
5=	24 21.2%	24 24.5%	13 24.1%	9 23.7%	12 16.9%	11 19.3%	13 28.3%	5 22.7%	16 29.1%	6 22.2%	31 21.1%	25 28.1%	10 16.1%
4=	13 11.5%	15 15.3%	7 13.0%	5 13.2%	7 9.9%	7 12.3%	8 17.4%	5 22.7%	8 14.5%	4 14.8%	20 13.6%	12 13.5%	10 16.1%
3=	16 14.2%	9 9.2%	7 13.0%	4 10.5%	8 11.3%	11 19.3%	5 10.9%	1 4.5%	6 10.9%	3 11.1%	17 11.6%	14 15.7%	5 8.1%
2=	16 14.2%	15 15.3%	5 9.3%	2 5.3%	10 14.1%	6 10.5%	5 10.9%	5 22.7%	4 7.3%	2 7.4%	20 13.6%	10 11.2%	8 12.9%
1=Not At All	24 21.2%	11 11.2%	7 13.0%	5 13.2%	20 28.2% Def	8 14.0%	10 21.7% d	0 0.0% Ac	6 10.9% a	2 7.4% a	31 21.1% b	9 10.1% a	7 11.3%
Mean	3.5	4.1	4.2	4.5	3.4	3.9	3.6	4.4	4.4	4.6	3.6	4.1	4.3
SD	1.9 bcD	1.8 a	1.9 a	2.0 A	2.0 dEF	1.8	1.8 ef	1.6 a	1.8 Ac	1.7 Ac	1.9 c	1.7	2.0 a

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=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
B2B - Product	134 37.0%	5 20.0% EFH	3 17.6% EFH	3 60.0% ijK	2 22.2% eFh	5 83.3% ABdIJK	37 86.0% ABDGhIJKL	8 38.1% FhijK	26 66.7% ABdfgIJK	4 12.9% cEFgHL	0 0.0% cEFgHI	5 9.4% CEFGHL	14 43.8% FIjK
B2B - Services	117 32.3%	1 4.0% BhIJK	9 52.9% AcFGkl	0 0.0% bK	2 22.2% fK	1 16.7% K	1 2.3% BdHIJKl	1 4.8% BiJK	10 25.6% aFK	11 35.5% AFgK	5 45.5% AFGK	44 83.0% AbCDEFGH IJL	6 18.8% bfK
B2C - Product	65 18.0%	19 76.0% BcDEFHIJK L	2 11.8% Ag	1 20.0% ak	2 22.2% Ak	0 0.0% Ag	4 9.3% AGl	10 47.6% beFHIJK	2 5.1% AGL	3 9.7% AGl	0 0.0% AGl	1 1.9% AcdGL	10 31.3% AfHijK
B2C - Services	46 12.7%	0 0.0% bcDIJ	3 17.6% afh	1 20.0% a	3 33.3% AFHkl	0 0.0% j	1 2.3% bDIJ	2 9.5% iJ	1 2.6% bDIJ	13 41.9% AFgHKL	6 54.5% AeFGHKL	3 5.7% dIJ	2 6.3% dIJ

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=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%
B2B - Product	134 100.0% BCD	0 0.0% A	0 0.0% A	0 0.0% A	22 31.4% D	25 43.9%	16 33.3% d	14 63.6% Acdf	22 38.6% d	8 29.6% d	70 40.2%	34 35.4%	24 31.6%
B2B - Services	0 0.0% B	117 100.0% ACD	0 0.0% B	0 0.0% B	30 42.9% deF	25 43.9% deF	18 37.5% dF	3 13.6% abc	13 22.8% abF	0 0.0% ABCE	67 38.5% B	18 18.8% Ac	26 34.2% b
B2C - Product	0 0.0% C	0 0.0% C	65 100.0% ABD	0 0.0% C	10 14.3% F	3 5.3% cEF	10 20.8% bf	3 13.6% f	13 22.8% Bf	13 48.1% ABcde	25 14.4% B	29 30.2% AC	9 11.8% B
B2C - Services	0 0.0% D	0 0.0% D	0 0.0% D	46 100.0% ABC	8 11.4% f	4 7.0%	4 8.3%	2 9.1%	9 15.8%	6 22.2% b	12 6.9% bC	15 15.6% a	17 22.4% 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=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%	56 18.7%	32 10.7%
Public/NYSE/AMEX	79 26.4%	10 40.0% Bgk	0 0.0% ACEFhiL	4 80.0% BdGhijK	2 20.0% c	3 50.0% Bk	15 34.1% Bk	3 13.6% aCl	9 23.7% bcl	8 25.8% bc	2 18.2% c	8 14.3% aCefL	15 46.9% BghK
Public/NASDAQ	29 9.7%	3 12.0%	4 23.5% k	0 0.0%	1 10.0%	0 0.0%	5 11.4%	1 4.5%	6 15.8%	4 12.9%	0 0.0%	3 5.4% b	2 6.3%
Private	185 61.9%	11 44.0% bgjK	13 76.5% acl	1 20.0% bgjK	7 70.0%	3 50.0%	24 54.5% gk	18 81.8% acfIL	23 60.5%	17 54.8% gk	9 81.8% acl	43 76.8% ACfiL	14 43.8% bGjK
Nonprofit	6 2.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 6.5%	0 0.0%	2 3.6%	1 3.1%

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=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
Public/NYSE/AMEX	35 31.8% b	16 17.4% aC	20 37.0% B	7 20.0%	1 1.4% CDEF	4 6.9% CDEF	14 29.2% ABeF	7 33.3% ABf	31 54.4% ABc	19 67.9% ABCd	37 25.7%	30 35.7% C	9 15.5% B
Public/NASDAQ	15 13.6%	5 5.4%	6 11.1%	3 8.6%	0 0.0% BDEF	6 10.3% Ac	0 0.0% bDEF	5 23.8% AC	13 22.8% AC	5 17.9% AC	15 10.4% c	13 15.5% C	1 1.7% aB
Private	59 53.6% B	69 75.0% AC	26 48.1% B	24 68.6%	71 95.9% bcDEF	48 82.8% aDEF	33 68.8% AdEF	9 42.9% ABcef	10 17.5% ABCd	4 14.3% ABCd	89 61.8% bc	40 47.6% aC	46 79.3% aB
Nonprofit	1 0.9%	2 2.2%	2 3.7%	1 2.9%	2 2.7%	0 0.0%	1 2.1%	0 0.0%	3 5.3%	0 0.0%	3 2.1%	1 1.2%	2 3.4%

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=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%
Less than \$25 million	74 25.7%	6 25.0% b	10 58.8% acFgHiL	0 0.0% b	2 20.0%	1 16.7%	9 20.5% B	5 23.8% b	8 21.6% B	6 21.4% b	3 27.3%	19 35.2%	5 16.7% B
\$26-99 million	58 20.1%	1 4.2% Hjk	2 11.8%	1 20.0%	2 20.0%	0 0.0%	8 18.2%	4 19.0%	13 35.1% Al	6 21.4%	4 36.4% a	13 24.1% a	4 13.3% h
\$100-499 million	48 16.7%	1 4.2% l	0 0.0% jkl	1 20.0%	0 0.0%	1 16.7%	8 18.2%	4 19.0%	6 16.2%	3 10.7%	3 27.3% b	12 22.2% b	8 26.7% ab
\$500-999 million	22 7.6%	4 16.7%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	7 15.9%	2 9.5%	3 8.1%	1 3.6%	0 0.0%	3 5.6%	1 3.3%
\$1-2.5 billion	24 8.3%	3 12.5%	2 11.8%	0 0.0%	3 30.0% hK	0 0.0%	4 9.1%	2 9.5%	2 5.4% d	2 7.1%	0 0.0%	2 3.7% D	4 13.3%
\$2.6-5 billion	18 6.3%	3 12.5%	1 5.9%	0 0.0%	0 0.0%	2 33.3% fhikL	3 6.8% e	3 14.3% l	2 5.4% e	1 3.6% e	0 0.0%	3 5.6% e	0 0.0% Eg
\$5.1-9.9 billion	16 5.6%	2 8.3%	1 5.9%	1 20.0% Fg	2 20.0% Fg	1 16.7% F	0 0.0% CDEi	0 0.0% cd	1 2.7%	4 14.3% f	0 0.0%	2 3.7% f	2 6.7%
\$10-49 billion	20 6.9%	1 4.2% c	1 5.9%	2 40.0% afghK	1 10.0% k	0 0.0%	3 6.8% c	1 4.8% c	2 5.4% c	3 10.7% k	1 9.1% k	0 0.0% CdijL	5 16.7% K
\$50-100 billion	5 1.7%	2 8.3% k	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	0 0.0%	0 0.0%	1 3.6%	0 0.0%	0 0.0% a	1 3.3%
More than \$100+ billion	3 1.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	0 0.0%	0 0.0%	1 3.6%	0 0.0%	0 0.0%	0 0.0%

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=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%	78 22.0%
Less than \$25 million	22 20.6% b	30 33.7% a	10 19.2%	8 24.2%	74 100.0% BCDEF	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	39 28.3% B	10 11.9% AC	22 39.3% B
\$26-99 million	25 23.4% C	25 28.1% C	3 5.8% AB	4 12.1%	0 0.0% B	58 100.0% ACDEF	0 0.0% B	0 0.0% B	0 0.0% B	0 0.0% B	35 25.4%	12 14.3%	9 16.1%
\$100-499 million	16 15.0%	18 20.2%	10 19.2%	4 12.1%	0 0.0% C	0 0.0% C	48 100.0% ABDEF	0 0.0% C	0 0.0% C	0 0.0% C	22 15.9%	13 15.5%	12 21.4%
\$500-999 million	14 13.1% b	3 3.4% a	3 5.8%	2 6.1%	0 0.0% D	0 0.0% D	0 0.0% D	22 100.0% ABCEF	0 0.0% D	0 0.0% D	8 5.8%	9 10.7%	4 7.1%
\$1-2.5 billion	12 11.2% b	3 3.4% a	5 9.6%	3 9.1%	0 0.0% E	0 0.0% E	0 0.0% E	0 0.0% E	24 41.4% ABCDF	0 0.0% E	13 9.4%	6 7.1%	3 5.4%
\$2.6-5 billion	7 6.5%	4 4.5%	5 9.6%	2 6.1%	0 0.0% E	0 0.0% E	0 0.0% E	0 0.0% E	18 31.0% ABCDF	0 0.0% E	8 5.8%	8 9.5%	2 3.6%
\$5.1-9.9 billion	3 2.8% d	6 6.7%	3 5.8%	4 12.1% a	0 0.0% E	0 0.0% E	0 0.0% E	0 0.0% E	16 27.6% ABCDF	0 0.0% E	3 2.2% B	11 13.1% A	2 3.6%
\$10-49 billion	7 6.5% b	0 0.0% aCD	8 15.4% B	4 12.1% B	0 0.0% F	0 0.0% F	0 0.0% F	0 0.0% F	0 0.0% F	20 71.4% ABCDE	7 5.1% b	11 13.1% ac	1 1.8% b
\$50-100 billion	1 0.9%	0 0.0% c	3 5.8% b	1 3.0%	0 0.0% F	0 0.0% F	0 0.0% F	0 0.0% f	0 0.0% F	5 17.9% ABCdE	2 1.4%	3 3.6%	0 0.0%
More than \$100+ billion	0 0.0% c	0 0.0%	2 3.8% a	1 3.0%	0 0.0% F	0 0.0% f	0 0.0% f	0 0.0%	0 0.0% f	3 10.7% Abce	1 0.7%	1 1.2%	1 1.8%

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=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Total	531 100.0%	26 8.7%	17 5.7%	5 1.7%	10 3.3%	6 2.0%	45 15.0%	22 7.3%	39 13.0%	31 10.3%	11 3.7%
Professional Services/ Consulting	56 18.7%	0 0.0% K	0 0.0% K	0 0.0% K	0 0.0% K	0 0.0% K	0 0.0% K	0 0.0% K	0 0.0% K	0 0.0% K	0 0.0% K	56 100.0% K ABCDEFGH IJL	0 0.0% K
Manufacturing	45 15.0%	0 0.0% F	0 0.0% F	0 0.0% F	0 0.0% F	0 0.0% F	45 100.0% F ABCDEGHI JKL	0 0.0% F	0 0.0% F	0 0.0% F	0 0.0% F	0 0.0% F	0 0.0% F
Technology [Software/ Biotech]	39 13.0%	0 0.0% H	0 0.0% H	0 0.0% H	0 0.0% H	0 0.0% H	0 0.0% H	0 0.0% H	39 100.0% H ABCDEFGIJ KL	0 0.0% H	0 0.0% H	0 0.0% H	0 0.0% H
Health Care/ Pharmaceutical	32 10.7%	0 0.0% L	0 0.0% L	0 0.0% L	0 0.0% L	0 0.0% L	0 0.0% L	0 0.0% L	0 0.0% L	0 0.0% L	0 0.0% L	0 0.0% L	32 100.0% L ABCDEFGH IJK
Banking/Finance/ Insurance	31 10.3%	0 0.0% I	0 0.0% I	0 0.0% I	0 0.0% I	0 0.0% I	0 0.0% I	0 0.0% I	0 0.0% I	31 100.0% I ABCDEFGH JKL	0 0.0% I	0 0.0% I	0 0.0% I
Consumer Packaged Goods	26 8.7%	26 100.0% BCDEFGHIJ KL	0 0.0% A	0 0.0% A	0 0.0% A	0 0.0% A	0 0.0% A	0 0.0% A	0 0.0% A	0 0.0% A	0 0.0% A	0 0.0% A	0 0.0% A
Retail/Wholesale	22 7.3%	0 0.0% G	0 0.0% G	0 0.0% G	0 0.0% G	0 0.0% G	0 0.0% G	22 100.0% G ABCDEFGHIJ KL	0 0.0% G	0 0.0% G	0 0.0% G	0 0.0% G	0 0.0% G

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

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm? (continued)

N=531	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Communications/Media	17 5.7%	0 0.0%	17 100.0%	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%
		BACDEFGHIJ KL											
Consumer Services	11 3.7%	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%	11 100.0%	0 0.0%	0 0.0%
		J J J J J J J J J J ABCDEFGHIJ IKL											
Transportation	10 3.3%	0 0.0%	0 0.0%	0 0.0%	10 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
		D D D ABCEFGHIJ KL											
Energy	6 2.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	6 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
		E E E E ABCDEFGHIJ KL											
Mining/Construction	5 1.7%	0 0.0%	0 0.0%	5 100.0%	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%
		C C C ABCDEFGHIJ KL											

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=531	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	134 37.0%	117 32.3%	65 18.0%	46 12.7%	74 25.7%	58 20.1%	48 16.7%	22 7.6%	58 20.1%	28 9.7%	178 50.3%	98 27.7%
Professional Services/ Consulting	5 4.5% B	44 48.4% ACD	1 1.9% B	3 8.6% B	19 25.7% F	13 22.4% F	12 25.5% F	3 13.6% f	7 12.1%	0 0.0% ABCd	31 21.5%	12 14.1%	11 18.6%
Manufacturing	37 33.0% BCD	1 1.1% Ac	4 7.4% Ab	1 2.9% A	9 12.2% d	8 13.8% ae	8 17.0%	7 31.8% ae	7 12.1% d	5 17.9%	26 18.1% c	15 17.6%	4 6.8% a
Technology [Software/ Biotech]	26 23.2% bcd	10 11.0% a	2 3.7% A	1 2.9% A	8 10.8%	13 22.4% e	6 12.8%	3 13.6%	5 8.6% b	2 7.1%	20 13.9%	6 7.1%	10 16.9%
Health Care/ Pharmaceutical	14 12.5%	6 6.6% c	10 18.5% b	2 5.7%	5 6.8% f	4 6.9%	8 17.0%	1 4.5%	6 10.3%	6 21.4% a	17 11.8% c	10 11.8% c	1 1.7% ab
Banking/Finance/ Insurance	4 3.6% bD	11 12.1% aD	3 5.6% D	13 37.1% ABC	6 8.1%	6 10.3%	3 6.4%	1 4.5%	7 12.1%	5 17.9%	16 11.1%	12 14.1%	3 5.1%
Consumer Packaged Goods	5 4.5% C	1 1.1% C	19 35.2% ABD	0 0.0% C	6 8.1%	1 1.7% Def	1 2.1% def	4 18.2% Bc	8 13.8% bc	4 14.3% bc	9 6.3%	10 11.8%	6 10.2%
Retail/Wholesale	8 7.1% bc	1 1.1% aC	10 18.5% aB	2 5.7%	5 6.8%	4 6.9%	4 8.5%	2 9.1%	5 8.6%	1 3.6%	5 3.5% C	7 8.2%	9 15.3% A

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

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm? (continued)

N=531	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
	Communications/Media	3 2.7% b	9 9.9% a	2 3.7%	3 8.6%	10 13.5% bC	2 3.4% a	0 0.0% A	0 0.0%	4 6.9%	1 3.6%	6 4.2% c	3 3.5%
Consumer Services	0 0.0% bD	5 5.5% ad	0 0.0% D	6 17.1% AbC	3 4.1%	4 6.9% e	3 6.4%	0 0.0%	0 0.0% b	1 3.6%	5 3.5%	2 2.4%	4 6.8%
Transportation	2 1.8%	2 2.2%	2 3.7%	3 8.6%	2 2.7%	2 3.4%	0 0.0% e	0 0.0%	5 8.6% c	1 3.6%	3 2.1%	4 4.7%	3 5.1%
Energy	5 4.5%	1 1.1%	0 0.0%	0 0.0%	1 1.4%	0 0.0%	1 2.1%	1 4.5%	3 5.2%	0 0.0%	5 3.5%	0 0.0%	1 1.7%
Mining/Construction	3 2.7%	0 0.0%	1 1.9%	1 2.9%	0 0.0% f	1 1.7%	1 2.1%	0 0.0%	1 1.7%	2 7.1% a	1 0.7% b	4 4.7% a	0 0.0%

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