

## 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=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	12 7.3%	9 5.5%	7 4.3%	6 3.7%	8 4.9%	23 14.0%	16 9.8%	19 11.6%	18 11.0%	5 3.0%	29 17.7%	12 7.3%
3=More	98 59.8%	9 75.0%	6 66.7%	5 71.4%	2 33.3%	4 50.0%	11 47.8%	9 56.3%	12 63.2%	12 66.7%	3 60.0%	16 55.2%	9 75.0%
2=No Change	52 31.7%	3 25.0%	3 33.3%	2 28.6%	3 50.0%	2 25.0%	11 47.8%	6 37.5%	4 21.1%	4 22.2%	1 20.0%	11 37.9%	2 16.7%
1=Less	14 8.5%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	2 25.0%	1 4.3%	1 6.3%	3 15.8%	2 11.1%	1 20.0%	2 6.9%	1 8.3%
Mean	2.5	2.8	2.7	2.7	2.2	2.3	2.4	2.5	2.5	2.6	2.4	2.5	2.7
SD	0.6	0.5	0.5	0.5	0.8	0.9	0.6	0.6	0.8	0.7	0.9	0.6	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=283	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	81 38.9%	68 32.7%	35 16.8%	24 11.5%	49 31.2%	20 12.7%	27 17.2%	10 6.4%	30 19.1%	21 13.4%	104 52.0%	59 29.5%
3=More	47 58.0%	46 67.6%	24 68.6%	12 50.0%	29 59.2%	12 60.0%	20 74.1%	4 40.0%	19 63.3%	12 57.1%	67 64.4%	38 64.4%	20 54.1%
2=No Change	28 34.6%	14 20.6%	10 28.6%	9 37.5%	16 32.7%	5 25.0%	6 22.2%	5 50.0%	9 30.0%	8 38.1%	29 27.9%	15 25.4%	13 35.1%
1=Less	6 7.4%	8 11.8%	1 2.9%	3 12.5%	4 8.2%	3 15.0%	1 3.7%	1 10.0%	2 6.7%	1 4.8%	8 7.7%	6 10.2%	4 10.8%
Mean	2.5	2.6	2.7	2.4	2.5	2.5	2.7	2.3	2.6	2.5	2.6	2.5	2.4
SD	0.6	0.7	0.5	0.7	0.6	0.8	0.5	0.7	0.6	0.6	0.6	0.7	0.7

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=283 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	164	12	9	7	6	8	23	16	19	18	5	29	12
Percent	100.0%	7.3%	5.5%	4.3%	3.7%	4.9%	14.0%	9.8%	11.6%	11.0%	3.0%	17.7%	7.3%
Optimism rating	158	12	9	7	5	7	22	16	19	17	5	27	12
	61.8	66.0	62.2	50.7	54.0	60.9	62.1	64.7	63.5	60.3	64.2	62.0	61.7
	15.6	15.3	10.0	23.7	14.3	13.8	13.4	13.4	18.6	16.6	19.4	15.9	16.1

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=283 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	81	68	35	24	49	20	27	10	30	21	104	59
Percent	38.9%	32.7%	16.8%	11.5%	31.2%	12.7%	17.2%	6.4%	19.1%	13.4%	52.0%	29.5%	18.5%
Optimism rating	77	66	35	23	47	20	26	10	29	21	102	57	35
	62.1	64.1	63.5	58.3	62.1	64.8	62.3	59.5	64.1	57.9	62.5	62.4	62.9
	17.4	14.7	12.0	17.6	16.9	17.5	14.4	18.5	10.4	19.2	16.5	16.1	13.4

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=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	12 7.4%	9 5.5%	7 4.3%	6 3.7%	8 4.9%	22 13.5%	16 9.8%	19 11.7%	18 11.0%	5 3.1%	29 17.8%	12 7.4%
3=More	99 60.7%	8 66.7%	5 55.6%	3 42.9%	4 66.7%	5 62.5%	10 45.5%	12 75.0%	14 73.7%	10 55.6%	4 80.0%	17 58.6%	7 58.3%
2=No Change	45 27.6%	4 33.3%	3 33.3%	2 28.6%	2 33.3%	0 0.0% fl	10 45.5% egh	1 6.3% fkl	3 15.8% f	4 22.2%	1 20.0%	10 34.5% g	5 41.7% eg
1=Less	19 11.7%	0 0.0% e	1 11.1%	2 28.6%	0 0.0%	3 37.5% akl	2 9.1%	3 18.8%	2 10.5%	4 22.2%	0 0.0%	2 6.9% e	0 0.0% e
Mean	2.5	2.7	2.4	2.1	2.7	2.3	2.4	2.6	2.6	2.3	2.8	2.5	2.6
SD	0.7	0.5	0.7	0.9	0.5	1.0	0.7	0.8	0.7	0.8	0.4	0.6	0.5

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

## Topic 1: Marketplace Dynamics - Overall Economy and Company

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

N=283	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	80 38.8%	68 33.0%	34 16.5%	24 11.7%	49 31.4%	19 12.2%	27 17.3%	10 6.4%	30 19.2%	21 13.5%	104 52.3%	58 29.1%
3=More	49 61.3%	44 64.7%	24 70.6% d	10 41.7% c	32 65.3%	12 63.2%	17 63.0%	8 80.0%	17 56.7%	10 47.6%	66 63.5%	33 56.9%	25 67.6%
2=No Change	23 28.8%	17 25.0%	6 17.6%	6 25.0%	13 26.5%	2 10.5% e	7 25.9%	2 20.0%	11 36.7% b	7 33.3%	27 26.0%	16 27.6%	7 18.9%
1=Less	8 10.0% D	7 10.3% d	4 11.8%	8 33.3% Ab	4 8.2%	5 26.3%	3 11.1%	0 0.0%	2 6.7%	4 19.0%	11 10.6%	9 15.5%	5 13.5%
Mean	2.5	2.5	2.6	2.1	2.6	2.4	2.5	2.8	2.5	2.3	2.5	2.4	2.5
SD	0.7 d	0.7 D	0.7 d	0.9 aBc	0.6	0.9	0.7	0.4	0.6	0.8	0.7	0.8	0.7

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

## Topic 1: Marketplace Dynamics - Overall Economy and Company

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

N=283 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	164	12	9	7	6	8	23	16	19	18	5	29	12
Percent	100.0%	7.3%	5.5%	4.3%	3.7%	4.9%	14.0%	9.8%	11.6%	11.0%	3.0%	17.7%	7.3%
Optimism rating	160	12	9	7	6	8	22	16	19	17	5	27	12
	72.7	73.7	70.7	67.1	65.8	63.8	72.5	74.6	80.4	67.4	78.4	73.5	75.4
	16.6	14.7	6.2	13.8	17.2	22.0	14.5	19.6	15.3	20.5	18.0	17.1	12.7
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Significance Tests Between Columns: Lower case:  $p < .05$  Upper case:  $p < .01$

## Topic 1: Marketplace Dynamics - Overall Economy and Company

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

N=283 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	81	68	35	24	49	20	27	10	30	21	104	59
Percent	38.9%	32.7%	16.8%	11.5%	31.2%	12.7%	17.2%	6.4%	19.1%	13.4%	52.0%	29.5%	18.5%
Optimism rating	78	66	34	24	47	20	26	10	30	21	102	58	36
	76.2	75.0	72.4	59.6	72.5	72.0	75.2	81.0	72.0	69.1	72.4	74.6	73.4
	14.7	16.0	19.4	20.9	19.1	22.3	14.7	5.2	12.9	15.0	18.4	15.6	17.6
	D	D	d	ABc				ef	d	d			

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

## Topic 1: Marketplace Dynamics - Customers

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

N=283	Total	Industry Sector											
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3=More	109 66.5%	8 66.7%	7 77.8%	5 71.4%	4 66.7%	4 50.0%	12 52.2%	12 75.0%	12 63.2%	13 72.2%	3 60.0%	18 62.1%	11 91.7% ef
2=No Change	36 22.0%	3 25.0%	1 11.1%	0 0.0%	2 33.3%	1 12.5%	8 34.8%	3 18.8%	5 26.3%	2 11.1%	1 20.0%	9 31.0%	1 8.3%
1=Less	19 11.6%	1 8.3%	1 11.1%	2 28.6%	0 0.0%	3 37.5% kl	3 13.0%	1 6.3%	2 10.5%	3 16.7%	1 20.0%	2 6.9% e	0 0.0% e
Mean	2.5	2.6	2.7	2.4	2.7	2.1	2.4	2.7	2.5	2.6	2.4	2.6	2.9
SD	0.7	0.7	0.7	1.0	0.5	1.0 1	0.7 1	0.6	0.7	0.8	0.9	0.6	0.3 ef

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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=283	Economic Sector				Sales Revenue						Internet Sales %		
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3=More	52 64.2%	51 75.0%	23 65.7%	16 66.7%	35 71.4%	14 70.0%	15 55.6%	6 60.0%	21 70.0%	16 76.2%	71 68.3%	42 71.2%	24 64.9%
2=No Change	19 23.5% d	14 20.6%	9 25.7% d	1 4.2% ac	9 18.4%	3 15.0%	8 29.6%	4 40.0%	6 20.0%	3 14.3%	20 19.2%	11 18.6%	9 24.3%
1=Less	10 12.3%	3 4.4% D	3 8.6% d	7 29.2% Bc	5 10.2%	3 15.0%	4 14.8%	0 0.0%	3 10.0%	2 9.5%	13 12.5%	6 10.2%	4 10.8%
Mean	2.5	2.7	2.6	2.4	2.6	2.6	2.4	2.6	2.6	2.7	2.6	2.6	2.5
SD	0.7	0.5 d	0.7	0.9 b	0.7	0.8	0.7	0.5	0.7	0.7	0.7	0.7	0.7

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.**

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		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	164	12	9	7	6	8	23	16	19	18	5	29	12
Percent	100.0%	7.3%	5.5%	4.3%	3.7%	4.9%	14.0%	9.8%	11.6%	11.0%	3.0%	17.7%	7.3%
Optimism rating	161	12	9	7	6	8	21	16	19	17	5	29	12
	70.1	71.8	72.2	69.3	69.2	64.4	64.8	72.2	77.1	65.1	66.0	69.1	78.3
	19.3	17.8	15.2	28.2	18.0	18.4	18.3	20.7	19.7	21.8	27.0	19.4	11.1
						1	hl		f				ef

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.**

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	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	81	68	35	24	49	20	27	10	30	21	104	59
Percent	38.9%	32.7%	16.8%	11.5%	31.2%	12.7%	17.2%	6.4%	19.1%	13.4%	52.0%	29.5%	18.5%
Optimism rating	77	68	35	24	49	19	26	10	30	21	102	58	37
	72.4	73.9	69.3	58.4	69.7	68.1	72.5	69.0	72.7	69.4	69.0	74.1	69.5
	20.4	15.3	19.6	25.8	20.2	22.7	19.1	22.5	13.5	19.8	22.6	15.1	17.7
	D	D		AB									

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=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	12 7.4%	9 5.5%	7 4.3%	6 3.7%	8 4.9%	23 14.1%	16 9.8%	19 11.7%	17 10.4%	5 3.1%	29 17.8%	12 7.4%
3=More	108 66.3%	9 75.0%	7 77.8%	4 57.1%	4 66.7%	3 37.5%	16 69.6%	11 68.8%	13 68.4%	10 58.8%	4 80.0%	18 62.1%	9 75.0%
2=No Change	34 20.9%	2 16.7%	2 22.2%	1 14.3%	1 16.7%	2 25.0%	4 17.4%	3 18.8%	4 21.1%	5 29.4%	1 20.0%	7 24.1%	2 16.7%
1=Less	21 12.9%	1 8.3%	0 0.0%	2 28.6%	1 16.7%	3 37.5%	3 13.0%	2 12.5%	2 10.5%	2 11.8%	0 0.0%	4 13.8%	1 8.3%
Mean	2.5	2.7	2.8	2.3	2.5	2.0	2.6	2.6	2.6	2.5	2.8	2.5	2.7
SD	0.7	0.7	0.4 e	1.0	0.8	0.9 b	0.7	0.7	0.7	0.7	0.4	0.7	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 purchase volume

N=283	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	80 38.6%	68 32.9%	35 16.9%	24 11.6%	49 31.2%	20 12.7%	27 17.2%	10 6.4%	30 19.1%	21 13.4%	104 52.0%	59 29.5%
3=More	61 76.3% D	43 63.2%	25 71.4%	11 45.8% A	35 71.4%	12 60.0%	18 66.7%	6 60.0%	21 70.0%	14 66.7%	65 62.5% b	46 78.0% a	25 67.6%
2=No Change	8 10.0% BD	18 26.5% A	6 17.1%	9 37.5% A	7 14.3%	5 25.0%	5 18.5%	1 10.0%	7 23.3%	6 28.6%	20 19.2%	11 18.6%	7 18.9%
1=Less	11 13.8%	7 10.3%	4 11.4%	4 16.7%	7 14.3%	3 15.0%	4 14.8%	3 30.0%	2 6.7%	1 4.8%	19 18.3% B	2 3.4% A	5 13.5%
Mean	2.6	2.5	2.6	2.3	2.6	2.5	2.5	2.3	2.6	2.6	2.4	2.7	2.5
SD	0.7	0.7	0.7	0.8	0.7	0.8	0.8	0.9	0.6	0.6	0.8 B	0.5 A	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=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	12 7.4%	9 5.6%	7 4.3%	6 3.7%	8 4.9%	23 14.2%	16 9.9%	19 11.7%	17 10.5%	5 3.1%	28 17.3%	12 7.4%
3=More	65 40.1%	7 58.3%	3 33.3%	5 71.4%	4 66.7%	4 50.0%	8 34.8%	7 43.8%	6 31.6%	5 29.4%	3 60.0%	10 35.7%	3 25.0%
2=No Change	69 42.6%	4 33.3%	4 44.4%	2 28.6%	2 33.3%	3 37.5%	12 52.2%	5 31.3%	8 42.1%	9 52.9%	1 20.0%	13 46.4%	6 50.0%
1=Less	28 17.3%	1 8.3%	2 22.2%	0 0.0%	0 0.0%	1 12.5%	3 13.0%	4 25.0%	5 26.3%	3 17.6%	1 20.0%	5 17.9%	3 25.0%
Mean	2.2	2.5	2.1	2.7	2.7	2.4	2.2	2.2	2.1	2.1	2.4	2.2	2.0
SD	0.7	0.7	0.8	0.5 hl	0.5	0.7	0.7	0.8	0.8 c	0.7	0.9	0.7	0.7 c

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=283	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	80 38.8%	67 32.5%	35 17.0%	24 11.7%	48 30.8%	20 12.8%	27 17.3%	10 6.4%	30 19.2%	21 13.5%	104 52.3%	59 29.6%
3=More	31 38.8%	20 29.9%	17 48.6%	11 45.8%	16 33.3% C	4 20.0% Cf	18 66.7% ABd	2 20.0% c	14 46.7%	11 52.4% b	34 32.7%	26 44.1%	18 50.0%
2=No Change	36 45.0%	35 52.2%	12 34.3%	7 29.2%	23 47.9% c	12 60.0% C	5 18.5% aB	5 50.0%	10 33.3%	9 42.9%	51 49.0%	20 33.9%	13 36.1%
1=Less	13 16.3%	12 17.9%	6 17.1%	6 25.0%	9 18.8%	4 20.0%	4 14.8%	3 30.0%	6 20.0%	1 4.8%	19 18.3%	13 22.0%	5 13.9%
Mean	2.2	2.1	2.3	2.2	2.1	2.0	2.5	1.9	2.3	2.5	2.1	2.2	2.4
SD	0.7	0.7	0.8	0.8	0.7 c	0.6 cf	0.8 abd	0.7 cf	0.8	0.6 bd	0.7	0.8	0.7

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

## Topic 1: Marketplace Dynamics - Customers

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

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	12 7.4%	9 5.5%	7 4.3%	6 3.7%	8 4.9%	23 14.1%	16 9.8%	19 11.7%	17 10.4%	5 3.1%	29 17.8%	12 7.4%
3=More	100 61.3%	7 58.3%	8 88.9%	4 57.1%	4 66.7%	6 75.0%	15 65.2%	11 68.8%	14 73.7%	5 29.4%	2 40.0%	18 62.1%	6 50.0%
2=No Change	56 34.4%	4 33.3%	1 11.1%	3 42.9%	1 16.7%	1 12.5%	8 34.8%	5 31.3%	4 21.1%	11 64.7%	2 40.0%	10 34.5%	6 50.0%
1=Less	7 4.3%	1 8.3%	0 0.0%	0 0.0%	1 16.7%	1 12.5%	0 0.0%	0 0.0%	1 5.3%	1 5.9%	1 20.0%	1 3.4%	0 0.0%
Mean	2.6	2.5	2.9	2.6	2.5	2.6	2.7	2.7	2.7	2.2	2.2	2.6	2.5
SD	0.6	0.7	0.3 Ij	0.5	0.8	0.7	0.5 i	0.5 i	0.6 i	0.6 Bfghk	0.8 b	0.6 i	0.5

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

## Topic 1: Marketplace Dynamics - Customers

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

N=283	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	80 38.6%	68 32.9%	35 16.9%	24 11.6%	49 31.2%	20 12.7%	27 17.2%	10 6.4%	30 19.1%	21 13.4%	104 52.0%	59 29.5%	37 18.5%
3=More	53 66.3%	45 66.2%	19 54.3%	13 54.2%	28 57.1%	12 60.0%	17 63.0%	8 80.0%	19 63.3%	12 57.1%	60 57.7%	43 72.9%	23 62.2%
2=No Change	23 28.8%	22 32.4%	13 37.1%	8 33.3%	18 36.7%	7 35.0%	10 37.0%	2 20.0%	10 33.3%	8 38.1%	35 33.7%	15 25.4%	13 35.1%
1=Less	4 5.0%	1 1.5%	3 8.6%	3 12.5%	3 6.1%	1 5.0%	0 0.0%	0 0.0%	1 3.3%	1 4.8%	9 8.7%	1 1.7%	1 2.7%
Mean	2.6	2.6	2.5	2.4	2.5	2.6	2.6	2.8	2.6	2.5	2.5	2.7	2.6
SD	0.6	0.5	0.7	0.7	0.6	0.6	0.5	0.4	0.6	0.6	0.7 b	0.5 a	0.6

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

## Topic 1: Marketplace Dynamics - Customers

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

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	12 7.4%	9 5.5%	7 4.3%	6 3.7%	8 4.9%	23 14.1%	16 9.8%	19 11.7%	17 10.4%	5 3.1%	29 17.8%	12 7.4%
3=More	90 55.2%	7 58.3%	6 66.7%	4 57.1%	3 50.0%	6 75.0%	9 39.1%	11 68.8%	12 63.2%	8 47.1%	4 80.0%	12 41.4%	8 66.7%
2=No Change	62 38.0%	4 33.3%	3 33.3%	2 28.6%	3 50.0%	1 12.5% fk	14 60.9% eg	3 18.8% fk	7 36.8%	5 29.4%	1 20.0%	16 55.2% eg	3 25.0%
1=Less	11 6.7%	1 8.3%	0 0.0%	1 14.3%	0 0.0%	1 12.5%	0 0.0% i	2 12.5%	0 0.0% i	4 23.5% fhk	0 0.0%	1 3.4% i	1 8.3%
Mean	2.4	2.5	2.7	2.4	2.5	2.6	2.4	2.6	2.6	2.2	2.8	2.4	2.6
SD	0.6	0.7	0.5	0.8	0.5	0.7	0.5	0.7	0.5	0.8	0.4	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=283	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	80 38.6%	68 32.9%	35 16.9%	24 11.6%	49 31.2%	20 12.7%	27 17.2%	10 6.4%	30 19.1%	21 13.4%	104 52.0%	59 29.5%
3=More	41 51.3%	39 57.4%	20 57.1%	10 41.7%	26 53.1%	11 55.0%	17 63.0%	7 70.0%	15 50.0%	12 57.1%	49 47.1%	36 61.0%	23 62.2%
2=No Change	38 47.5%	27 39.7%	10 28.6%	8 33.3%	23 46.9%	5 25.0%	8 29.6%	3 30.0%	12 40.0%	7 33.3%	48 46.2%	21 35.6%	9 24.3%
1=Less	1 1.3% CD	2 2.9% cD	5 14.3% Ab	6 25.0% AB	0 0.0% Bef	4 20.0% A	2 7.4%	0 0.0%	3 10.0% a	2 9.5% a	7 6.7%	2 3.4%	5 13.5%
Mean	2.5	2.5	2.4	2.2	2.5	2.4	2.6	2.7	2.4	2.5	2.4	2.6	2.5
SD	0.5 d	0.6 d	0.7	0.8 ab	0.5	0.8	0.6	0.5	0.7	0.7	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: The entry of new customers into this market

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	12 7.4%	9 5.5%	7 4.3%	6 3.7%	8 4.9%	23 14.1%	16 9.8%	19 11.7%	17 10.4%	5 3.1%	29 17.8%	12 7.4%
3=More	79 48.5%	6 50.0%	4 44.4%	4 57.1%	2 33.3%	4 50.0%	7 30.4% jl	8 50.0%	10 52.6%	7 41.2%	4 80.0% f	14 48.3%	9 75.0% f
2=No Change	60 36.8%	5 41.7%	5 55.6%	3 42.9%	2 33.3%	2 25.0%	11 47.8%	3 18.8%	7 36.8%	7 41.2%	0 0.0%	13 44.8%	2 16.7%
1=Less	24 14.7%	1 8.3%	0 0.0%	0 0.0%	2 33.3%	2 25.0%	5 21.7%	5 31.3% k	2 10.5%	3 17.6%	1 20.0%	2 6.9% g	1 8.3%
Mean	2.3	2.4	2.4	2.6	2.0	2.3	2.1	2.2	2.4	2.2	2.6	2.4	2.7
SD	0.7	0.7	0.5	0.5	0.9	0.9	0.7 l	0.9	0.7	0.8	0.9	0.6	0.7 f

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=283	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	80 38.6%	68 32.9%	35 16.9%	24 11.6%	49 31.2%	20 12.7%	27 17.2%	10 6.4%	30 19.1%	21 13.4%	104 52.0%	59 29.5%
3=More	39 48.8%	31 45.6%	20 57.1%	10 41.7%	26 53.1%	11 55.0%	15 55.6%	4 40.0%	14 46.7%	8 38.1%	54 51.9%	26 44.1%	16 43.2%
2=No Change	25 31.3%	30 44.1%	13 37.1%	9 37.5%	17 34.7%	6 30.0%	8 29.6%	3 30.0%	13 43.3%	11 52.4%	36 34.6%	23 39.0%	14 37.8%
1=Less	16 20.0%	7 10.3%	2 5.7%	5 20.8%	6 12.2%	3 15.0%	4 14.8%	3 30.0%	3 10.0%	2 9.5%	14 13.5%	10 16.9%	7 18.9%
Mean	2.3	2.4	2.5	2.2	2.4	2.4	2.4	2.1	2.4	2.3	2.4	2.3	2.2
SD	0.8	0.7	0.6	0.8	0.7	0.8	0.7	0.9	0.7	0.6	0.7	0.7	0.8

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

## Topic 1: Marketplace Dynamics - Customers

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

N=281	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	281 100.0%	9 10.6%	1 1.2%	6 7.1%	4 4.7%	4 4.7%	12 14.1%	12 14.1%	10 11.8%	12 14.1%	2 2.4%	9 10.6%	4 4.7%
1=1st Priority	32 37.6%	5 55.6% h	0 0.0%	1 16.7%	3 75.0% h	2 50.0%	4 33.3%	6 50.0%	1 10.0% ad	6 50.0%	1 50.0%	2 22.2%	1 25.0%
2=2nd Priority	21 24.7%	1 11.1%	0 0.0%	2 33.3%	0 0.0%	1 25.0%	4 33.3%	3 25.0%	3 30.0%	3 25.0%	0 0.0%	2 22.2%	2 50.0%
3=3rd Priority	32 37.6%	3 33.3%	1 100.0%	3 50.0%	1 25.0%	1 25.0%	4 33.3%	3 25.0%	6 60.0%	3 25.0%	1 50.0%	5 55.6%	1 25.0%
Mean	2.0	1.8	3.0	2.3	1.5	1.8	2.0	1.8	2.5	1.8	2.0	2.3	2.0
SD	0.9	1.0	0.0	0.8	1.0	1.0	0.9	0.9 h	0.7 gi	0.9 h	1.4	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=281	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	37 37.4%	33 33.3%	16 16.2%	13 13.1%	21 25.6%	14 17.1%	11 13.4%	4 4.9%	21 25.6%	11 13.4%	47 48.5%	29 29.9%
1=1st Priority	15 40.5%	12 36.4%	7 43.8%	6 46.2%	7 33.3%	5 35.7%	5 45.5%	2 50.0%	9 42.9%	2 18.2%	21 44.7%	10 34.5%	8 38.1%
2=2nd Priority	10 27.0%	9 27.3%	2 12.5%	2 15.4%	6 28.6%	5 35.7%	1 9.1%	0 0.0%	4 19.0%	5 45.5%	9 19.1%	9 31.0%	4 19.0%
3=3rd Priority	12 32.4%	12 36.4%	7 43.8%	5 38.5%	8 38.1%	4 28.6%	5 45.5%	2 50.0%	8 38.1%	4 36.4%	17 36.2%	10 34.5%	9 42.9%
Mean	1.9	2.0	2.0	1.9	2.0	1.9	2.0	2.0	2.0	2.2	1.9	2.0	2.0
SD	0.9	0.9	1.0	1.0	0.9	0.8	1.0	1.2	0.9	0.8	0.9	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=281	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	281 100.0%	9 8.5%	7 6.6%	5 4.7%	4 3.8%	4 3.8%	18 17.0%	8 7.5%	14 13.2%	5 4.7%	5 4.7%	17 16.0%	10 9.4%
1=1st Priority	44 41.5%	1 11.1% Bh	6 85.7% Acde	1 20.0% b	0 0.0% b	0 0.0% b	9 50.0%	3 37.5%	8 57.1% a	2 40.0%	2 40.0%	7 41.2%	5 50.0%
2=2nd Priority	29 27.4%	3 33.3%	1 14.3%	2 40.0%	2 50.0%	1 25.0%	3 16.7%	2 25.0%	3 21.4%	2 40.0%	3 60.0%	5 29.4%	2 20.0%
3=3rd Priority	33 31.1%	5 55.6% b	0 0.0% ae	2 40.0%	2 50.0%	3 75.0% bj	6 33.3%	3 37.5%	3 21.4%	1 20.0%	0 0.0% e	5 29.4%	3 30.0%
Mean	1.9	2.4	1.1	2.2	2.5	2.8	1.8	2.0	1.6	1.8	1.6	1.9	1.8
SD	0.8	0.7 Bhj	0.4 AcDEgk	0.8 b	0.6 Bj	0.5 Bhj	0.9	0.9 b	0.8 ae	0.8	0.5 ade	0.9 b	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=281	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	55 40.1%	43 31.4%	25 18.2%	14 10.2%	35 33.7%	10 9.6%	17 16.3%	8 7.7%	19 18.3%	15 14.4%	70 52.2%	39 29.1%
1=1st Priority	18 32.7%	21 48.8%	9 36.0%	4 28.6%	18 51.4% d	7 70.0% Df	8 47.1% d	0 0.0% aBc	7 36.8%	4 26.7% b	28 40.0%	13 33.3%	13 52.0%
2=2nd Priority	18 32.7%	12 27.9%	7 28.0%	5 35.7%	7 20.0% d	2 20.0%	4 23.5%	5 62.5% a	6 31.6%	4 26.7%	25 35.7%	11 28.2%	5 20.0%
3=3rd Priority	19 34.5%	10 23.3%	9 36.0%	5 35.7%	10 28.6%	1 10.0%	5 29.4%	3 37.5%	6 31.6%	7 46.7%	17 24.3%	15 38.5%	7 28.0%
Mean	2.0	1.7	2.0	2.1	1.8	1.4	1.8	2.4	1.9	2.2	1.8	2.1	1.8
SD	0.8	0.8	0.9	0.8	0.9	0.7 Df	0.9	0.5 B	0.8	0.9 b	0.8	0.9	0.9

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

## Topic 1: Marketplace Dynamics - Customers

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

N=281	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	281 100.0%	3 6.4%	4 8.5%	2 4.3%	1 2.1%	2 4.3%	8 17.0%	3 6.4%	9 19.1%	1 2.1%	1 2.1%	10 21.3%	3 6.4%
1=1st Priority	14 29.8%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	3 37.5%	0 0.0%	3 33.3%	1 100.0%	0 0.0%	4 40.0%	2 66.7%
2=2nd Priority	19 40.4%	1 33.3%	2 50.0%	1 50.0%	1 100.0%	1 50.0%	4 50.0%	2 66.7%	4 44.4%	0 0.0%	0 0.0%	3 30.0%	0 0.0%
3=3rd Priority	14 29.8%	2 66.7%	2 50.0%	0 0.0%	0 0.0%	1 50.0%	1 12.5%	1 33.3%	2 22.2%	0 0.0%	1 100.0%	3 30.0%	1 33.3%
Mean	2.0	2.7	2.5	1.5	2.0	2.5	1.8	2.3	1.9	1.0	3.0	1.9	1.7
SD	0.8	0.6	0.6	0.7	0.0	0.7	0.7	0.6	0.8	0.0	0.0	0.9	1.2

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=281	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	31 51.7%	18 30.0%	10 16.7%	1 1.7%	13 29.5%	4 9.1%	8 18.2%	2 4.5%	7 15.9%	10 22.7%	30 52.6%	20 35.1%
1=1st Priority	12 38.7%	4 22.2%	3 30.0%	1 100.0%	3 23.1%	2 50.0%	1 12.5%	2 100.0%	2 28.6%	3 30.0%	11 36.7%	7 35.0%	1 14.3%
2=2nd Priority	13 41.9%	5 27.8%	5 50.0%	0 0.0%	4 30.8%	1 25.0%	5 62.5%	0 0.0%	4 57.1%	4 40.0%	10 33.3%	10 50.0%	1 14.3%
3=3rd Priority	6 19.4% b	9 50.0% a	2 20.0%	0 0.0%	6 46.2%	1 25.0%	2 25.0%	0 0.0%	1 14.3%	3 30.0%	9 30.0% c	3 15.0% C	5 71.4% aB
Mean	1.8	2.3	1.9	1.0	2.2	1.8	2.1	1.0	1.9	2.0	1.9	1.8	2.6
SD	0.7 b	0.8 a	0.7	0.0	0.8	1.0	0.6	0.0	0.7	0.8	0.8	0.7 c	0.8 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: Excellent Service

N=281	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	281 100.0%	6 5.3%	5 4.4%	5 4.4%	3 2.7%	7 6.2%	18 15.9%	11 9.7%	10 8.8%	16 14.2%	2 1.8%	22 19.5%	8 7.1%
1=1st Priority	31 27.4%	1 16.7%	1 20.0%	4 80.0% fikl	1 33.3%	2 28.6%	4 22.2% c	5 45.5% l	3 30.0%	4 25.0% c	0 0.0%	6 27.3% c	0 0.0% cg
2=2nd Priority	50 44.2%	4 66.7% c	4 80.0% cg	0 0.0% abkl	1 33.3%	4 57.1%	6 33.3%	2 18.2% bk	3 30.0%	7 43.8%	1 50.0%	13 59.1% cg	5 62.5% c
3=3rd Priority	32 28.3%	1 16.7%	0 0.0%	1 20.0%	1 33.3%	1 14.3%	8 44.4% k	4 36.4%	4 40.0%	5 31.3%	1 50.0%	3 13.6% f	3 37.5%
Mean	2.0	2.0	1.8	1.4	2.0	1.9	2.2	1.9	2.1	2.1	2.5	1.9	2.4
SD	0.8	0.6	0.4	0.9 1	1.0	0.7	0.8	0.9	0.9	0.8	0.7	0.6	0.5 c

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=281	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	53 36.3%	50 34.2%	22 15.1%	21 14.4%	37 34.3%	15 13.9%	20 18.5%	9 8.3%	18 16.7%	9 8.3%	74 52.1%	43 30.3%
1=1st Priority	17 32.1%	17 34.0%	5 22.7%	5 23.8%	10 27.0%	3 20.0%	4 20.0%	3 33.3%	8 44.4%	3 33.3%	24 32.4%	14 32.6%	4 16.0%
2=2nd Priority	17 32.1%	23 46.0%	10 45.5%	11 52.4%	21 56.8%	7 46.7%	8 40.0%	3 33.3%	5 27.8%	3 33.3%	33 44.6%	10 23.3%	16 64.0%
3=3rd Priority	19 35.8%	10 20.0%	7 31.8%	5 23.8%	6 16.2%	5 33.3%	8 40.0%	3 33.3%	5 27.8%	3 33.3%	17 23.0%	19 44.2%	5 20.0%
Mean	2.0	1.9	2.1	2.0	1.9	2.1	2.2	2.0	1.8	2.0	1.9	2.1	2.0
SD	0.8	0.7	0.8	0.7	0.7	0.7	0.8	0.9	0.9	0.9	0.7	0.9	0.6

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=281	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	281 100.0%	2 2.0%	7 7.1%	3 3.0%	4 4.0%	6 6.1%	11 11.1%	11 11.1%	10 10.1%	10 10.1%	4 4.0%	22 22.2%	9 9.1%
1=1st Priority	32 32.3%	0 0.0%	2 28.6%	0 0.0%	1 25.0%	4 66.7%	3 27.3%	2 18.2%	3 30.0%	2 20.0%	2 50.0%	9 40.9%	4 44.4%
2=2nd Priority	31 31.3%	1 50.0%	0 0.0% ch	2 66.7% b	2 50.0%	1 16.7%	5 45.5%	5 45.5%	6 60.0% bkl	3 30.0%	1 25.0%	4 18.2% h	1 11.1% h
3=3rd Priority	36 36.4%	1 50.0%	5 71.4% h	1 33.3%	1 25.0%	1 16.7%	3 27.3%	4 36.4%	1 10.0% b	5 50.0%	1 25.0%	9 40.9%	4 44.4%
Mean	2.1	2.5	2.4	2.3	2.0	1.5	2.0	2.2	1.8	2.3	1.8	2.0	2.0
SD	0.8	0.7	1.0	0.6	0.8	0.8	0.8	0.8	0.6	0.8	1.0	0.9	1.0

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

## Topic 1: Marketplace Dynamics - Customers

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

N=281	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	49 37.4%	47 35.9%	18 13.7%	17 13.0%	32 34.8%	14 15.2%	15 16.3%	6 6.5%	15 16.3%	10 10.9%	72 57.6%	29 23.2%
1=1st Priority	13 26.5%	14 29.8%	5 27.8%	6 35.3%	9 28.1%	3 21.4%	4 26.7%	3 50.0%	4 26.7%	6 60.0%	17 23.6%	8 27.6%	9 37.5%
2=2nd Priority	17 34.7%	13 27.7%	6 33.3%	5 29.4%	8 25.0%	4 28.6%	6 40.0%	2 33.3%	6 40.0%	3 30.0%	20 27.8%	14 48.3%	7 29.2%
3=3rd Priority	19 38.8%	20 42.6%	7 38.9%	6 35.3%	15 46.9% f	7 50.0%	5 33.3%	1 16.7%	5 33.3%	1 10.0% a	35 48.6% b	7 24.1% a	8 33.3%
Mean	2.1	2.1	2.1	2.0	2.2	2.3	2.1	1.7	2.1	1.5	2.3	2.0	2.0
SD	0.8	0.8	0.8	0.9	0.9 f	0.8 f	0.8	0.8	0.8	0.7 ab	0.8	0.7	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: Brand

N=281	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	281 100.0%	7 17.9%	3 7.7%	0 0.0%	2 5.1%	1 2.6%	2 5.1%	3 7.7%	4 10.3%	7 17.9%	1 2.6%	7 17.9%	2 5.1%
1=1st Priority	10 25.6%	5 71.4%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	2 28.6%	0 0.0%	1 14.3%	0 0.0%
2=2nd Priority	13 33.3%	2 28.6%	2 66.7%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	2 66.7%	0 0.0%	2 28.6%	0 0.0%	2 28.6%	2 100.0%
3=3rd Priority	16 41.0%	0 0.0%	1 33.3%	0 0.0%	1 50.0%	1 100.0%	1 50.0%	1 33.3%	3 75.0%	3 42.9%	1 100.0%	4 57.1%	0 0.0%
Mean	2.1	1.3	2.3	---	2.0	3.0	2.5	2.3	2.5	2.1	3.0	2.4	2.0
SD	0.8	0.5	0.6	---	1.4	0.0	0.7	0.6	1.0	0.9	0.0	0.8	0.0
		bfgHiK	a				a	a	a	a		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=281	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	15 29.4%	15 29.4%	15 29.4%	6 11.8%	9 22.0%	3 7.3%	10 24.4%	1 2.4%	10 24.4%	8 19.5%	21 43.8%	18 37.5%
1=1st Priority	5 33.3%	1 6.7% c	6 40.0% b	2 33.3%	2 22.2%	0 0.0%	5 50.0% e	0 0.0%	0 0.0% cf	3 37.5% e	4 19.0%	7 38.9%	2 22.2%
2=2nd Priority	5 33.3%	6 40.0%	6 40.0%	1 16.7%	3 33.3%	1 33.3%	3 30.0%	0 0.0%	5 50.0%	2 25.0%	8 38.1%	5 27.8%	4 44.4%
3=3rd Priority	5 33.3%	8 53.3%	3 20.0%	3 50.0%	4 44.4%	2 66.7%	2 20.0%	1 100.0%	5 50.0%	3 37.5%	9 42.9%	6 33.3%	3 33.3%
Mean	2.0	2.5	1.8	2.2	2.2	2.7	1.7	3.0	2.5	2.0	2.2	1.9	2.1
SD	0.8	0.6 c	0.8 b	1.0	0.8	0.6	0.8 e	0.0	0.5 c	0.9	0.8	0.9	0.8

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

## Topic 1: Marketplace Dynamics - Channel Partners

### Channel Partners

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	12 7.3%	9 5.5%	7 4.3%	6 3.7%	8 4.9%	23 14.0%	16 9.8%	19 11.6%	18 11.0%	5 3.0%	29 17.7%	12 7.3%
Uses channel partners	121 73.8%	12 100.0% dKl	8 88.9% k	5 71.4%	4 66.7% a	6 75.0%	17 73.9%	13 81.3% k	17 89.5% K	13 72.2%	4 80.0%	14 48.3% AbgH	8 66.7% a
Does not use channel partners	43 26.2%	0 0.0% dKl	1 11.1% k	2 28.6%	2 33.3% a	2 25.0%	6 26.1%	3 18.8% k	2 10.5% K	5 27.8%	1 20.0%	15 51.7% AbgH	4 33.3% a

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

## Topic 1: Marketplace Dynamics - Channel Partners

### Channel Partners

N=283	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	81 38.9%	68 32.7%	35 16.8%	24 11.5%	49 31.2%	20 12.7%	27 17.2%	10 6.4%	30 19.1%	21 13.4%	104 52.0%	59 29.5%
Uses channel partners	66 81.5% b	43 63.2% ac	30 85.7% b	17 70.8%	34 69.4% c	15 75.0%	25 92.6% ad	6 60.0% c	22 73.3%	16 76.2%	71 68.3% bc	49 83.1% a	33 89.2% a
Does not use channel partners	15 18.5% b	25 36.8% ac	5 14.3% b	7 29.2%	15 30.6% c	5 25.0%	2 7.4% ad	4 40.0% c	8 26.7%	5 23.8%	33 31.7% bc	10 16.9% a	4 10.8% a

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=222 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	156	12	9	7	6	8	22	16	18	15	4
Percent	100.0%	7.7%	5.8%	4.5%	3.8%	5.1%	14.1%	10.3%	11.5%	9.6%	2.6%	17.3%	7.7%
Existing products or services in existing markets	156 58.4 24.6	12 55.1 24.7	9 51.1 20.6	7 47.9 24.8	6 59.2 35.6	8 40.6 18.2 ghik	22 56.4 26.3	16 66.9 25.2 e	18 63.6 21.7 e	15 66.3 23.3 e	4 67.5 31.2	27 59.8 22.3 e	12 52.9 27.7
Existing products or services in new markets	156 15.4 13.3	12 16.7 12.3 G	9 23.3 16.6 Gi	7 20.0 15.5 G	6 14.2 13.6	8 19.4 15.2 G	22 15.9 13.7 G	16 5.3 7.8 ABCEFhiJK	18 16.9 15.6 g	15 11.7 7.7 bg	4 20.0 13.5 G	27 17.0 12.9 G	12 13.2 12.4
New products or services in existing markets	156 18.2 16.3	12 19.8 13.8	9 17.8 20.9	7 27.9 21.2 i	6 18.3 22.3	8 26.3 12.5 hlj	22 19.9 19.3	16 23.4 21.1	18 14.8 11.1 e	15 12.7 10.0 cE	4 6.3 12.5 e	27 15.9 13.9	12 16.7 16.1
New products or services in new markets	156 8.0 12.2	12 8.4 9.7	9 7.8 10.9	7 4.3 7.9 e	6 8.3 9.3	8 13.8 5.8 cgHk	22 7.8 15.2	16 4.4 9.5 e	18 4.6 5.8 E	15 9.3 9.0	4 6.3 12.5	27 7.2 7.3 e	12 17.3 27.6

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

## Topic 2: Firm Growth Strategies

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

N=222 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	77	62	33	23	47	20	27	9	28	20	100	58
Percent	39.5%	31.8%	16.9%	11.8%	31.1%	13.2%	17.9%	6.0%	18.5%	13.2%	52.4%	30.4%	17.3%
Existing products or services in existing markets	77 51.9 26.2 D	62 56.1 24.8 d	33 62.1 24.5	23 69.8 19.1 Ab	47 60.0 28.1	20 67.0 23.7 f	27 55.6 22.7	9 50.6 24.7	28 58.4 25.0	20 50.3 18.2 b	100 60.0 26.6	58 52.2 23.5	33 58.3 24.5
Existing products or services in new markets	77 16.8 13.2 d	62 16.7 13.7 d	33 11.8 12.9	23 10.4 9.8 ab	47 16.3 16.8	20 10.0 10.6 F	27 13.8 11.1	9 17.8 10.3	28 14.3 12.3	20 20.0 11.6 B	100 14.3 13.6	58 18.8 14.7	33 13.0 12.0
New products or services in existing markets	77 21.6 18.7	62 17.5 15.2	33 19.5 18.9	23 14.8 14.7	47 15.3 17.5	20 15.3 15.5	27 23.1 18.2	9 22.8 18.9	28 19.8 15.2	20 21.9 13.0	100 17.2 16.9	58 21.1 17.0	33 19.2 16.6
New products or services in new markets	77 9.7 15.1	62 9.7 14.5	33 6.6 8.9	23 5.0 6.4	47 8.4 16.6	20 7.8 7.7	27 7.6 14.0	9 8.9 7.4	28 7.5 9.8	20 7.9 7.0	100 8.5 15.7	58 7.8 8.3	33 9.4 13.3

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

## Topic 2: Firm Growth Strategies

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

N=219 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	154	12	9	7	6	8	21	15	18	16	4
Percent	100.0%	7.8%	5.8%	4.5%	3.9%	5.2%	13.6%	9.7%	11.7%	10.4%	2.6%	16.9%	7.8%
Existing products or services in existing markets	154 50.6 23.9	12 48.3 19.9	9 38.9 18.8 gk	7 41.4 18.9	6 54.2 37.1	8 45.6 26.2	21 51.9 26.5	15 60.0 23.3	18 44.2 23.8	16 57.5 23.2	4 55.0 22.7	26 56.7 20.8 bl	12 40.8 25.4 k
Existing products or services in new markets	154 16.0 13.6	12 11.8 9.1	9 22.8 16.6 Gi	7 20.0 20.0 g	6 15.0 10.0 g	8 20.0 15.6 G	21 15.7 10.4 G	15 6.7 7.0 BcdEFHKL	18 21.8 20.0 G	16 12.2 8.9 b	4 15.0 12.2	26 18.3 13.3 G	12 14.8 12.8 g
New products or services in existing markets	154 22.5 17.6	12 30.4 16.6 K	9 23.3 19.5	7 21.4 22.7	6 20.8 22.9	8 23.1 14.6	21 22.7 20.0	15 26.0 20.1	18 25.0 17.4	16 19.4 17.3	4 20.0 13.5	26 17.5 11.9 A	12 22.5 21.1
New products or services in new markets	154 10.8 13.9	12 9.5 7.9	9 15.0 15.0	7 17.1 24.5	6 10.0 13.8	8 11.3 6.4	21 9.6 13.5	15 7.3 10.3	18 9.0 12.8	16 10.9 11.0	4 10.0 12.2	26 7.5 7.0 l	12 21.8 27.6 k

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=219 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	76	62	33	23	45	20	26	9	29	20	98	58
Percent	39.2%	32.0%	17.0%	11.9%	30.2%	13.4%	17.4%	6.0%	19.5%	13.4%	51.6%	30.5%	17.9%
Existing products or services in existing markets	76 45.7 25.7	62 52.4 23.5	33 49.8 25.0	23 56.3 19.7	45 50.6 27.5	20 56.8 25.7 f	26 49.8 23.0	9 44.4 24.4	29 54.5 20.1 f	20 40.8 16.4 be	98 52.9 26.0	58 45.4 20.7	34 51.2 24.5
Existing products or services in new markets	76 16.6 13.0	62 17.1 13.2	33 12.0 15.9	23 14.6 11.3	45 15.7 17.4	20 12.8 12.0	26 13.8 11.8	9 19.4 11.0	29 15.2 10.6	20 19.1 12.7	98 15.2 14.8	58 17.8 11.8	34 14.3 12.1
New products or services in existing markets	76 25.4 19.0	62 21.0 17.4	33 27.6 18.7	23 19.6 17.4	45 22.6 19.7	20 19.0 15.3	26 26.3 21.4	9 25.6 16.5	29 21.6 15.1	20 27.8 16.3	98 22.5 19.3	58 24.2 18.5	34 23.5 15.0
New products or services in new markets	76 12.3 17.1	62 9.5 9.9	33 10.6 13.0	23 9.6 7.5	45 11.2 18.4	20 11.5 9.7	26 10.0 17.3	9 10.6 6.8	29 8.8 10.9	20 12.4 7.9	98 9.5 14.3	58 12.5 12.4	34 11.0 12.5

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=229 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	159	12	9	7	6	7	22	16	19	17	5
Percent	100.0%	7.5%	5.7%	4.4%	3.8%	4.4%	13.8%	10.1%	11.9%	10.7%	3.1%	17.0%	7.5%
Growth from your firm internally	159	12	9	7	6	7	22	16	19	17	5	27	12
	74.3	65.4	65.0	53.6	70.8	62.1	72.5	90.9	75.0	71.8	71.0	83.3	75.8
	27.3	30.0	28.9	35.9	29.7	37.0	30.7	14.3	22.5	29.3	32.9	21.8	22.9
		Gk	G	GK	g	g	g	ABCdefh	g	g		aC	g
Growth from acquisitions	159	12	9	7	6	7	22	16	19	17	5	27	12
	10.5	18.8	6.1	25.0	19.2	16.4	7.5	1.3	10.0	17.1	3.0	7.0	10.0
	18.9	22.6	10.5	37.3	22.5	19.3	20.0	5.0	9.7	23.5	6.7	15.5	21.5
		G		g	G	G		AcDEHi	G	g			
Growth from partnerships	159	12	9	7	6	7	22	16	19	17	5	27	12
	10.6	10.7	26.1	12.9	6.7	15.0	13.4	5.9	11.6	6.5	19.0	6.5	8.3
	15.6	11.9	29.3	18.9	8.2	13.8	23.4	9.9	11.1	9.8	20.7	9.9	10.9
		giK						b		b	k	Bj	
Growth from licensing arrangements	159	12	9	7	6	7	22	16	19	17	5	27	12
	4.5	5.2	2.8	8.6	3.3	6.4	6.6	1.9	3.4	4.7	7.0	3.1	5.8
	9.7	5.9	5.7	14.6	8.2	11.1	12.4	5.1	11.6	10.2	15.7	9.1	7.6

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=229 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	79	66	34	22	49	20	27	9	30	20	103	59
Percent	39.3%	32.8%	16.9%	10.9%	31.6%	12.9%	17.4%	5.8%	19.4%	12.9%	52.6%	30.1%	17.3%
Growth from your firm internally	79	66	34	22	49	20	27	9	30	20	103	59	34
	67.4	74.4	71.6	78.9	80.8	77.3	65.6	72.8	74.2	62.3	77.3	66.1	68.8
	30.5	26.0	31.1	24.3	25.5	27.8	34.5	18.6	22.3	27.6	26.4	30.2	28.7
					cF		a			A	b	a	
Growth from acquisitions	79	66	34	22	49	20	27	9	30	20	103	59	34
	13.9	10.8	7.5	8.6	3.7	7.8	20.2	15.6	11.2	16.8	8.4	15.7	11.8
	20.9	15.8	18.2	17.1	8.1	18.3	30.8	13.1	17.0	18.1	16.0	21.2	21.8
					CDEF		A	A	A	A	b	a	
Growth from partnerships	79	66	34	22	49	20	27	9	30	20	103	59	34
	12.9	10.9	13.6	10.7	12.1	12.0	9.6	7.2	8.5	15.8	10.1	11.8	14.3
	17.1	14.3	20.2	11.3	18.8	22.2	14.8	8.3	10.0	12.8	15.9	13.4	13.6
									f	e			
Growth from licensing arrangements	79	66	34	22	49	20	27	9	30	20	103	59	34
	5.8	3.9	7.3	1.8	3.4	3.0	4.7	4.4	6.2	5.3	4.1	6.4	5.1
	10.8	9.5	17.7	3.6	9.9	4.4	10.7	8.5	11.0	9.9	12.8	10.1	9.3

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=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	11 7.9%	8 5.7%	5 3.6%	5 3.6%	6 4.3%	21 15.0%	13 9.3%	18 12.9%	12 8.6%	5 3.6%	27 19.3%	9 6.4%
Western Europe	31 22.1%	2 18.2%	3 37.5%	0 0.0%	0 0.0%	1 16.7%	4 19.0%	0 0.0%	7 38.9%	3 25.0%	1 20.0%	7 25.9%	3 33.3%
Canada	27 19.3%	2 18.2%	2 25.0%	1 20.0%	1 20.0%	1 16.7%	5 23.8%	4 30.8%	5 27.8%	0 0.0%	0 0.0%	6 22.2%	0 0.0%
China	21 15.0%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	2 33.3%	7 33.3%	0 0.0%	3 16.7%	1 8.3%	0 0.0%	4 14.8%	2 22.2%
Middle East	11 7.9%	2 18.2%	0 0.0%	1 20.0%	0 0.0%	1 16.7%	1 4.8%	2 15.4%	0 0.0%	1 8.3%	1 20.0%	2 7.4%	0 0.0%
Brazil	8 5.7%	1 9.1%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	2 11.1%	2 16.7%	0 0.0%	1 3.7%	0 0.0%
Mexico	5 3.6%	1 9.1%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	1 20.0%	1 3.7%	0 0.0%
India	4 2.9%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.4%	1 11.1%
Japan	3 2.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 11.1%
Korea	2 1.4%	1 9.1%	1 12.5%	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%
Russia	1 0.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Eastern Europe	1 0.7%	1 9.1%	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%
Other	26 18.6%	1 9.1%	2 25.0%	0 0.0%	2 40.0%	1 16.7%	2 9.5%	6 46.2%	1 5.6%	4 33.3%	1 20.0%	4 14.8%	2 22.2%

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=283	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	73 41.7%	57 32.6%	29 16.6%	16 9.1%	41 29.9%	19 13.9%	23 16.8%	8 5.8%	27 19.7%	19 13.9%	87 50.6%	52 30.2%
Western Europe	20 27.4% C	15 26.3% C	0 0.0% AB	2 12.5%	11 26.8%	4 21.1%	4 17.4%	2 25.0%	5 18.5%	3 15.8%	24 27.6%	8 15.4%	5 15.2%
Canada	12 16.4%	9 15.8%	4 13.8%	3 18.8%	9 22.0%	9 47.4% cdeF	4 17.4% b	0 0.0% b	4 14.8% b	1 5.3% B	9 10.3% C	8 15.4%	11 33.3% A
China	18 24.7% b	6 10.5% a	3 10.3%	1 6.3%	1 2.4% cdeF	1 5.3% f	4 17.4% a	2 25.0% a	6 22.2% a	6 31.6% Ab	11 12.6%	12 23.1%	3 9.1%
Middle East	3 4.1%	6 10.5%	3 10.3%	2 12.5%	2 4.9%	0 0.0% d	1 4.3%	2 25.0% b	3 11.1%	3 15.8%	9 10.3%	4 7.7%	1 3.0%
Brazil	5 6.8%	3 5.3%	3 10.3%	2 12.5%	0 0.0%	1 5.3%	2 8.7%	0 0.0%	3 11.1%	2 10.5%	7 8.0%	4 7.7%	1 3.0%
Mexico	1 1.4%	2 3.5%	2 6.9%	0 0.0%	2 4.9%	0 0.0%	0 0.0%	0 0.0%	2 7.4%	1 5.3%	1 1.1%	3 5.8%	1 3.0%
India	2 2.7%	3 5.3%	1 3.4%	0 0.0%	2 4.9%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	1 5.3%	2 2.3%	2 3.8%	2 6.1%
Japan	1 1.4%	1 1.8%	2 6.9%	0 0.0%	2 4.9%	0 0.0%	0 0.0%	0 0.0%	1 3.7%	0 0.0%	1 1.1%	2 3.8%	1 3.0%
Korea	1 1.4%	1 1.8%	0 0.0%	0 0.0%	1 2.4%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.9%	1 3.0%
Russia	1 1.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.9%	0 0.0%
Eastern Europe	1 1.4%	0 0.0% c	2 6.9% b	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.1%	1 1.9%	1 3.0%
Other	8 11.0%	11 19.3%	9 31.0%	6 37.5%	11 26.8%	3 15.8%	5 21.7%	2 25.0%	3 11.1%	2 10.5%	22 25.3%	6 11.5%	6 18.2%

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=283 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	164	12	9	7	6	8	23	16	19	18	5	29	12
Percent	100.0%	7.3%	5.5%	4.3%	3.7%	4.9%	14.0%	9.8%	11.6%	11.0%	3.0%	17.7%	7.3%
...domestic?	159	12	9	7	6	8	22	16	18	17	5	27	12
	77.2	81.2	90.6	70.0	59.2	69.9	67.1	94.1	76.3	83.6	90.0	76.0	67.6
	26.1	16.8	12.4	27.4	36.9	28.5	27.5	8.0	24.7	28.7	7.9	25.0	37.0
		g	df	G	bG	G	bG	aCDEFHKL	G			G	G
...through the internet?	156	12	9	7	6	8	21	16	18	15	5	27	12
	9.2	4.8	16.1	5.1	5.8	12.6	4.5	10.9	9.7	17.5	25.0	7.2	3.0
	20.7	5.9	32.7	11.0	8.0	20.6	8.4	15.0	22.3	34.0	43.3	21.3	6.2
							j				f		

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=283 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	81	68	35	24	49	20	27	10	30	21	104	59
Percent	38.9%	32.7%	16.8%	11.5%	31.2%	12.7%	17.2%	6.4%	19.1%	13.4%	52.0%	29.5%	18.5%
...domestic?	77	65	33	24	48	20	27	9	30	20	104	59	37
	69.0	78.2	82.1	94.1	87.1	86.4	79.3	58.9	70.0	63.0	75.6	76.7	83.4
	25.8	27.0	24.5	9.4	22.8	13.3	26.4	35.9	25.3	26.9	29.3	22.8	18.3
	bcD	aD	ad	ABc	DEF	DeF	f	AB	Ab	ABc			
...through the internet?	76	63	33	24	47	19	27	9	29	20	104	59	37
	6.1	8.3	14.6	13.4	11.0	10.8	13.4	10.7	2.9	7.6	0.0	4.9	42.1
	13.4	22.6	26.3	23.7	26.0	23.3	27.2	20.2	4.6	7.7	0.0	3.3	30.3
	c		a				e		cf	e		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 in each area.**

N=283 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Communi- cations Media	Mining Construc- tion	Trans- portation	Energy	Manufact- uring	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Number	164	12	9	7	6	8	23	16	19	18	5	29	12
Percent	100.0%	7.3%	5.5%	4.3%	3.7%	4.9%	14.0%	9.8%	11.6%	11.0%	3.0%	17.7%	7.3%
Overall marketing spending	135 7.4 31.7	12 11.1 13.1	7 13.7 21.8	6 -2.2 25.1	4 2.0 2.4	7 6.0 18.0	19 3.3 13.4	14 22.6 81.5	15 4.2 19.9	14 7.4 27.4	3 6.0 3.6	23 3.3 11.1	11 8.0 34.6
Internet marketing spending	122 12.9 25.0	11 16.4 18.9	7 8.6 7.5	5 4.0 9.6	4 3.8 4.8	5 7.0 16.4	18 12.5 25.0	14 19.4 26.3	12 14.8 9.1	13 24.2 53.2	3 1.0 5.3	20 3.8 5.2	10 19.0 32.4
Traditional advertising spending	116 -1.5 29.6	10 6.3 33.4	6 -3.0 13.8	6 -7.5 25.2	4 -1.3 6.0	6 -3.3 26.6	19 -0.4 14.5	14 0.4 36.0	11 -12.9 31.3	12 9.8 60.8	3 1.7 1.5	15 -4.1 16.0	10 -6.6 20.2
Brand building	111 7.4 25.9	8 9.6 19.0	7 18.6 36.3	6 2.5 31.7	4 1.0 1.4	3 8.3 7.6	16 4.6 7.6	14 0.0 24.0	12 6.1 5.8	11 20.6 59.5	3 5.7 3.8	18 1.6 4.0	9 16.1 32.4
Customer relationship management	110 7.3 22.9	7 12.0 17.1	6 7.2 7.1	6 -1.8 25.3	4 3.8 4.3	5 7.2 24.8	17 3.2 5.5	14 19.1 52.5	11 3.5 5.0	11 4.3 4.8	3 3.0 1.0	16 4.6 4.2	10 15.1 30.6
New product introductions	110 7.1 12.7	7 15.7 10.6	9 7.4 7.7	7 -5.7 20.1	4 7.5 11.9	5 15.8 21.7	16 7.1 9.7	13 5.9 7.8	15 10.3 13.6	10 3.7 7.8	3 1.3 1.5	13 4.3 11.1	8 11.9 18.5
New service introductions	106 3.6 10.3	6 1.7 2.6	8 5.1 6.4	5 -5.0 27.4	4 1.3 2.5	5 13.6 18.1	15 2.5 5.6	10 3.2 3.4	11 4.8 7.4	12 5.4 6.8	2 6.5 4.9	18 5.7 6.2	10 -2.4 17.2
Marketing (non-sales) hires	112 4.0 15.4	9 13.3 19.2	7 4.7 9.8	6 7.7 11.6	3 3.3 5.8	5 -19.8 27.6	17 1.5 11.4	14 11.1 27.6	12 4.7 10.7	10 0.0 4.4	3 4.3 5.1	18 2.6 5.2	8 5.0 7.6
Integrating what we know about marketing	95 6.2 17.3	6 21.7 38.6	6 6.7 9.8	4 10.3 10.7	3 3.3 5.8	6 -2.5 32.2	13 1.6 5.5	12 5.0 4.3	8 4.5 5.5	9 3.8 4.1	2 4.0 1.4	17 2.9 4.0	9 19.9 33.9

### Topic 3: Marketing Spending

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

N=283 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
Number	81	68	35	24	49	20	27	10	30	21	104	59	37
Percent	38.9%	32.7%	16.8%	11.5%	31.2%	12.7%	17.2%	6.4%	19.1%	13.4%	52.0%	29.5%	18.5%
Overall marketing spending	59 13.2 48.7	51 6.2 17.1	27 3.3 24.9	19 4.6 14.2	39 2.2 19.5	19 22.4 69.0	26 8.6 26.1	6 4.3 10.1	28 5.8 20.5	14 1.4 2.4	79 13.7 44.6	42 4.4 14.2	31 0.2 13.7
Internet marketing spending	54 12.6 23.6	45 10.8 29.9	24 18.4 18.1	18 11.8 22.7	38 9.2 17.6	16 17.6 25.6	23 13.7 16.1	5 10.0 15.8	26 15.2 40.0	12 16.0 27.0	68 14.7 32.3	40 11.5 17.8	29 11.4 10.3
Traditional advertising spending	55 2.0 34.5	38 1.1 35.9	23 -6.4 18.8	19 -5.8 13.1	32 -7.2 31.8	18 1.1 29.8	23 -1.3 16.8	5 1.0 7.4	24 6.9 41.7	13 -5.6 15.1	61 7.9 39.6	42 -4.4 13.7	28 -13.3 22.0
Brand building	49 6.1 23.1	39 9.4 32.5	22 4.4 9.6	18 9.6 23.0	34 11.9 24.3	15 -1.9 22.1	20 4.1 18.9	4 6.3 7.5	22 12.3 42.2	12 3.6 3.8	60 12.1 34.1	37 1.4 11.7	27 5.4 5.2
Customer relationship management	49 10.3 33.6	40 4.7 5.8	21 4.6 4.3	18 7.2 13.0	35 9.1 18.7	16 15.5 49.6	20 2.3 13.9	4 1.3 2.5	23 4.7 4.1	10 1.1 2.5	63 11.4 28.8	37 2.6 9.7	25 4.3 10.5
New product introductions	56 10.7 24.0	34 5.3 11.0	20 11.0 12.8	16 5.3 9.2	35 8.7 12.1	15 8.1 10.0	21 7.5 20.9	4 10.0 10.8	20 3.6 7.0	14 5.9 8.2	61 10.7 22.3	34 6.4 14.3	27 7.2 11.6
New service introductions	46 2.0 13.9	42 6.3 7.9	16 1.6 3.0	18 7.1 7.9	32 6.1 7.3	13 3.5 4.2	20 0.2 13.2	5 13.0 18.6	21 3.6 3.1	12 -0.9 17.0	60 4.5 6.6	33 5.7 14.1	25 1.3 12.7
Marketing (non-sales) hires	51 6.2 16.6	38 1.1 10.5	23 9.8 14.6	16 -2.3 14.2	32 2.4 12.9	17 5.9 30.9	23 7.0 11.1	4 2.8 4.9	22 3.5 11.2	12 1.6 3.8	59 6.6 17.9	39 2.9 10.0	26 2.0 13.6
Integrating what we know about marketing	38 11.1 27.0	34 2.8 10.7	18 3.3 5.3	18 7.7 16.4	28 8.6 28.1	15 4.9 9.5	17 5.3 6.5	5 3.0 4.5	16 3.8 4.2	9 1.4 2.4	55 9.1 24.8	28 3.6 4.8	23 4.6 11.3

### Topic 3: Marketing Spending

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

N=283 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Communi- cations Media	Mining Construc- tion	Trans- portation	Energy	Manufact- uring	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Developing knowledge about how to do marketing	101	7	7	5	2	5	16	13	9	9	2	19	7
	3.5	1.7	6.1	7.0	0.0	-13.0	1.5	4.2	15.1	6.7	2.0	3.3	-2.0
	13.6	3.7	8.6	10.3	0.0	21.7	3.3	4.0	32.2	8.0	1.4	4.7	22.4
Marketing training	101	7	7	5	2	5	14	13	11	10	2	18	7
	3.7	25.0	2.0	5.6	0.0	-12.8	0.8	2.3	6.0	5.3	1.5	4.2	-3.1
	14.4	37.6	3.7	5.6	0.0	21.8	2.9	5.5	7.9	8.0	2.1	6.0	21.1
Marketing research and intelligence	113	9	8	6	3	5	16	13	13	11	2	18	9
	6.4	9.4	16.3	11.7	6.7	-20.0	1.5	3.5	5.5	7.8	2.5	3.4	24.3
	20.3	10.8	34.0	19.1	5.8	45.7	6.7	5.2	8.6	9.8	0.7	8.1	43.0
Marketing consulting services	96	6	7	5	2	5	13	12	9	10	2	18	7
	1.5	2.5	4.7	4.0	0.0	-22.4	2.7	-6.1	5.8	8.8	1.5	5.9	-3.6
	20.5	4.2	7.7	6.5	0.0	44.0	6.0	29.9	13.2	33.3	2.1	12.1	21.0

### Topic 3: Marketing Spending

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

N=283 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%
Developing knowledge about how to do marketing	45	34	20	16	32	16	19	4	17	10	58	30	24
	5.3	2.7	8.5	1.9	3.3	2.4	4.2	1.3	4.3	4.5	6.0	3.6	2.7
	14.5	11.4	21.9	5.5	22.5	7.8	6.5	2.5	6.6	5.9	19.5	5.5	6.2
Marketing training	45	38	19	17	30	15	20	4	18	11	58	34	24
	3.9	3.0	7.0	1.0	2.6	1.1	7.8	2.8	3.4	3.2	2.5	7.3	1.3
	12.7	10.3	23.0	7.5	18.0	5.7	22.3	2.6	6.7	3.9	13.0	17.9	5.9
Marketing research and intelligence	50	41	22	16	32	18	23	4	22	12	61	38	27
	5.8	3.5	11.4	7.4	6.9	2.2	12.7	3.8	7.5	2.5	8.0	4.6	4.6
	17.1	19.4	23.4	25.5	31.2	8.4	24.0	10.3	9.9	3.9	27.3	9.0	11.6
Marketing consulting services	42	36	17	16	31	14	18	5	16	10	56	30	22
	2.0	2.9	2.9	-3.5	2.3	5.3	2.8	2.2	5.5	-15.3	5.4	-2.8	-1.6
	18.3	27.1	4.6	29.3	21.5	12.6	4.6	2.3	26.1	33.7	24.1	24.0	11.5

### Topic 3: Marketing Spending

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

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	12 8.9%	7 5.2%	6 4.4%	4 3.0%	7 5.2%	19 14.1%	14 10.4%	15 11.1%	14 10.4%	3 2.2%	23 17.0%	11 8.1%
1=Positive	87 64.4%	9 75.0%	5 71.4%	4 66.7%	2 50.0%	4 57.1%	11 57.9%	11 78.6%	10 66.7%	8 57.1%	3 100.0%	13 56.5%	7 63.6%
0=Zero	23 17.0%	2 16.7%	1 14.3%	1 16.7%	2 50.0%	1 14.3%	5 26.3%	1 7.1%	2 13.3%	2 14.3%	0 0.0%	5 21.7%	1 9.1%
-1=Negative	25 18.5%	1 8.3%	1 14.3%	1 16.7%	0 0.0%	2 28.6%	3 15.8%	2 14.3%	3 20.0%	4 28.6%	0 0.0%	5 21.7%	3 27.3%
Mean	0.5	0.7	0.6	0.5	0.5	0.3	0.4	0.6	0.5	0.3	1.0	0.3	0.4
SD	0.8	0.7	0.8	0.8	0.6	1.0	0.8	0.7	0.8	0.9	0.0	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 in each area: Overall marketing spending

N=283	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	59 37.8%	51 32.7%	27 17.3%	19 12.2%	39 29.5%	19 14.4%	26 19.7%	6 4.5%	28 21.2%	14 10.6%	79 52.0%	42 27.6%	31 20.4%
1=Positive	40 67.8%	32 62.7%	17 63.0%	12 63.2%	25 64.1%	14 73.7%	16 61.5%	4 66.7%	16 57.1%	9 64.3%	51 64.6%	31 73.8%	17 54.8%
0=Zero	11 18.6%	9 17.6%	4 14.8%	3 15.8%	5 12.8%	2 10.5%	4 15.4%	1 16.7%	6 21.4%	4 28.6%	14 17.7%	6 14.3%	6 19.4%
-1=Negative	8 13.6%	10 19.6%	6 22.2%	4 21.1%	9 23.1%	3 15.8%	6 23.1%	1 16.7%	6 21.4%	1 7.1%	14 17.7%	5 11.9%	8 25.8%
Mean	0.5	0.4	0.4	0.4	0.4	0.6	0.4	0.5	0.4	0.6	0.5	0.6	0.3
SD	0.7	0.8	0.8	0.8	0.8	0.8	0.9	0.8	0.8	0.6	0.8	0.7	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 in each area: Internet marketing spending**

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	11 9.0%	7 5.7%	5 4.1%	4 3.3%	5 4.1%	18 14.8%	14 11.5%	12 9.8%	13 10.7%	3 2.5%	20 16.4%	10 8.2%
1=Positive	92 75.4%	8 72.7%	5 71.4%	3 60.0%	2 50.0%	3 60.0%	10 55.6% ghi	13 92.9% f	11 91.7% f	12 92.3% f	2 66.7%	15 75.0%	8 80.0%
0=Zero	25 20.5%	3 27.3%	2 28.6%	1 20.0%	2 50.0%	1 20.0%	8 44.4% ghi	1 7.1% f	1 8.3% f	1 7.7% f	0 0.0%	4 20.0%	1 10.0%
-1=Negative	5 4.1%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 20.0%	0 0.0% j	0 0.0% j	0 0.0%	0 0.0% j	1 33.3% fgi	1 5.0%	1 10.0%
Mean	0.7	0.7	0.7	0.4	0.5	0.4	0.6	0.9	0.9	0.9	0.3	0.7	0.7
SD	0.5	0.5	0.5	0.9	0.6 g	0.9	0.5 ghi	0.3 df	0.3 f	0.3 f	1.2	0.6	0.7

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

### Topic 3: Marketing Spending

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

N=283	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	54 38.3%	45 31.9%	24 17.0%	18 12.8%	38 31.7%	16 13.3%	23 19.2%	5 4.2%	26 21.7%	12 10.0%	68 49.6%	40 29.2%	29 21.2%
1=Positive	36 66.7%	36 80.0%	21 87.5%	14 77.8%	27 71.1%	13 81.3%	18 78.3%	3 60.0%	18 69.2%	11 91.7%	44 64.7% C	32 80.0%	27 93.1% A
0=Zero	16 29.6%	7 15.6%	3 12.5%	3 16.7%	8 21.1%	3 18.8%	5 21.7%	1 20.0%	7 26.9%	1 8.3%	20 29.4% c	7 17.5%	2 6.9% a
-1=Negative	2 3.7%	2 4.4%	0 0.0%	1 5.6%	3 7.9%	0 0.0%	0 0.0% d	1 20.0% c	1 3.8%	0 0.0%	4 5.9%	1 2.5%	0 0.0%
Mean	0.6	0.8	0.9	0.7	0.6	0.8	0.8	0.4	0.7	0.9	0.6	0.8	0.9
SD	0.6	0.5	0.3	0.6	0.6	0.4	0.4	0.9	0.6	0.3	0.6 C	0.5	0.3 A

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

### Topic 3: Marketing Spending

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

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	10 8.6%	6 5.2%	6 5.2%	4 3.4%	6 5.2%	19 16.4%	14 12.1%	11 9.5%	12 10.3%	3 2.6%	15 12.9%	10 8.6%
1=Positive	35 30.2%	2 20.0%	3 50.0%	1 16.7%	2 50.0%	2 33.3%	7 36.8%	5 35.7%	2 18.2%	4 33.3%	2 66.7%	2 13.3%	3 30.0%
0=Zero	38 32.8%	2 20.0%	2 33.3%	3 50.0%	1 25.0%	2 33.3%	7 36.8%	4 28.6%	4 36.4%	1 8.3%	1 33.3%	9 60.0%	2 20.0%
-1=Negative	43 37.1%	6 60.0%	1 16.7%	2 33.3%	1 25.0%	2 33.3%	5 26.3%	5 35.7%	5 45.5%	7 58.3%	0 0.0%	4 26.7%	5 50.0%
Mean	-0.1	-0.4	0.3	-0.2	0.3	0.0	0.1	0.0	-0.3	-0.3	0.7	-0.1	-0.2
SD	0.8	0.8	0.8	0.8	1.0	0.9	0.8	0.9	0.8	1.0	0.6	0.6	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 in each area: Traditional advertising spending

N=283	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	55 40.7%	38 28.1%	23 17.0%	19 14.1%	32 27.8%	18 15.7%	23 20.0%	5 4.3%	24 20.9%	13 11.3%	61 46.6%	42 32.1%	28 21.4%
1=Positive	19 34.5%	8 21.1%	6 26.1%	4 21.1%	8 25.0%	6 33.3%	10 43.5%	2 40.0%	7 29.2%	2 15.4%	19 31.1%	14 33.3%	5 17.9%
0=Zero	19 34.5%	16 42.1%	6 26.1%	7 36.8%	14 43.8%	5 27.8%	5 21.7%	2 40.0%	7 29.2%	4 30.8%	29 47.5%	8 19.0%	8 28.6%
-1=Negative	17 30.9%	14 36.8%	11 47.8%	8 42.1%	10 31.3%	7 38.9%	8 34.8%	1 20.0%	10 41.7%	7 53.8%	13 21.3%	20 47.6%	15 53.6%
Mean	0.0	-0.2	-0.2	-0.2	-0.1	-0.1	0.1	0.2	-0.1	-0.4	0.1	-0.1	-0.4
SD	0.8	0.8	0.9	0.8	0.8	0.9	0.9	0.8	0.9	0.8	0.7 C	0.9	0.8 A

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

### Topic 3: Marketing Spending

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

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	8 7.2%	7 6.3%	6 5.4%	4 3.6%	3 2.7%	16 14.4%	14 12.6%	12 10.8%	11 9.9%	3 2.7%	18 16.2%	9 8.1%
1=Positive	71 64.0%	6 75.0%	6 85.7%	4 66.7%	2 50.0%	2 66.7%	9 56.3%	8 57.1%	8 66.7%	8 72.7%	3 100.0%	10 55.6%	5 55.6%
0=Zero	34 30.6%	1 12.5%	0 0.0% f	1 16.7%	2 50.0%	1 33.3%	7 43.8% b	5 35.7%	4 33.3%	3 27.3%	0 0.0%	7 38.9%	3 33.3%
-1=Negative	6 5.4%	1 12.5%	1 14.3%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	1 11.1%
Mean	0.6	0.6	0.7	0.5	0.5	0.7	0.6	0.5	0.7	0.7	1.0	0.5	0.4
SD	0.6	0.7	0.8	0.8	0.6	0.6	0.5	0.7	0.5	0.5	0.0	0.6	0.7

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

### Topic 3: Marketing Spending

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

N=283	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	49 38.3%	39 30.5%	22 17.2%	18 14.1%	34 31.8%	15 14.0%	20 18.7%	4 3.7%	22 20.6%	12 11.2%	60 48.4%	37 29.8%	27 21.8%
1=Positive	29 59.2%	26 66.7%	15 68.2%	12 66.7%	25 73.5%	8 53.3%	11 55.0%	2 50.0%	14 63.6%	7 58.3%	37 61.7%	23 62.2%	20 74.1%
0=Zero	17 34.7%	12 30.8%	5 22.7%	6 33.3%	8 23.5%	5 33.3%	6 30.0%	2 50.0%	8 36.4%	5 41.7%	21 35.0%	9 24.3%	7 25.9%
-1=Negative	3 6.1%	1 2.6%	2 9.1%	0 0.0%	1 2.9%	2 13.3%	3 15.0%	0 0.0%	0 0.0%	0 0.0%	2 3.3%	5 13.5%	0 0.0%
Mean	0.5	0.6	0.6	0.7	0.7	0.4	0.4	0.5	0.6	0.6	0.6	0.5	0.7
SD	0.6	0.5	0.7	0.5	0.5	0.7	0.8	0.6	0.5	0.5	0.6	0.7	0.4

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

### Topic 3: Marketing Spending

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

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	7 6.4%	6 5.5%	6 5.5%	4 3.6%	5 4.5%	17 15.5%	14 12.7%	11 10.0%	11 10.0%	3 2.7%	16 14.5%	10 9.1%
1=Positive	70 63.6%	7 100.0% fh	5 83.3%	4 66.7%	3 75.0%	3 60.0%	7 41.2% a	8 57.1%	5 45.5% a	7 63.6%	3 100.0%	12 75.0%	6 60.0%
0=Zero	37 33.6%	0 0.0% fh	1 16.7%	1 16.7%	1 25.0%	0 0.0% f	10 58.8% ae	6 42.9%	6 54.5% a	4 36.4%	0 0.0%	4 25.0%	4 40.0%
-1=Negative	3 2.7%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	2 40.0% fghik	0 0.0% e	0 0.0% e	0 0.0% e	0 0.0% e	0 0.0%	0 0.0% e	0 0.0%
Mean	0.6	1.0	0.8	0.5	0.8	0.2	0.4	0.6	0.5	0.6	1.0	0.8	0.6
SD	0.5	0.0	0.4	0.8	0.5	1.1	0.5	0.5	0.5	0.5	0.0	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 in each area: Customer relationship management

N=283	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	49 38.3%	40 31.3%	21 16.4%	18 14.1%	35 32.4%	16 14.8%	20 18.5%	4 3.7%	23 21.3%	10 9.3%	63 50.4%	37 29.6%	25 20.0%
1=Positive	26 53.1%	29 72.5%	15 71.4%	11 61.1%	26 74.3% f	10 62.5%	12 60.0%	1 25.0%	16 69.6% f	3 30.0% ae	41 65.1%	23 62.2%	16 64.0%
0=Zero	22 44.9%	10 25.0%	6 28.6%	6 33.3%	8 22.9% dF	5 31.3%	7 35.0%	3 75.0% a	7 30.4% f	7 70.0% Ae	21 33.3%	13 35.1%	8 32.0%
-1=Negative	1 2.0%	1 2.5%	0 0.0%	1 5.6%	1 2.9%	1 6.3%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	1 1.6%	1 2.7%	1 4.0%
Mean	0.5	0.7	0.7	0.6	0.7	0.6	0.6	0.3	0.7	0.3	0.6	0.6	0.6
SD	0.5	0.5	0.5	0.6	0.5 f	0.6	0.6	0.5	0.5 f	0.5 ae	0.5	0.6	0.6

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

### Topic 3: Marketing Spending

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

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	7 6.4%	9 8.2%	7 6.4%	4 3.6%	5 4.5%	16 14.5%	13 11.8%	15 13.6%	10 9.1%	3 2.7%	13 11.8%	8 7.3%
1=Positive	67 60.9%	7 100.0% cgikl	8 88.9% ci	2 28.6% ab	2 50.0%	4 80.0%	11 68.8%	7 53.8% a	10 66.7%	4 40.0% ab	2 66.7%	6 46.2% a	4 50.0% a
0=Zero	40 36.4%	0 0.0% gikl	1 11.1% i	3 42.9%	2 50.0%	1 20.0%	5 31.3%	6 46.2% a	4 26.7%	6 60.0% ab	1 33.3%	7 53.8% a	4 50.0% a
-1=Negative	3 2.7%	0 0.0%	0 0.0%	2 28.6% f	0 0.0%	0 0.0%	0 0.0% c	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.6	1.0	0.9	0.0	0.5	0.8	0.7	0.5	0.6	0.4	0.7	0.5	0.5
SD	0.5	0.0	0.3 Cik	0.8 Bf	0.6	0.4	0.5	0.5 c	0.6	0.5 b	0.6	0.5 b	0.5

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

### Topic 3: Marketing Spending

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

N=283	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	56 44.4%	34 27.0%	20 15.9%	16 12.7%	35 32.1%	15 13.8%	21 19.3%	4 3.7%	20 18.3%	14 12.8%	61 50.0%	34 27.9%	27 22.1%
1=Positive	38 67.9%	20 58.8%	15 75.0%	7 43.8%	24 68.6%	10 66.7%	10 47.6%	3 75.0%	11 55.0%	8 57.1%	34 55.7%	25 73.5%	18 66.7%
0=Zero	15 26.8%	14 41.2%	5 25.0%	9 56.3%	11 31.4%	5 33.3%	9 42.9%	1 25.0%	8 40.0%	6 42.9%	26 42.6%	7 20.6%	9 33.3%
	d			a							b	a	
-1=Negative	3 5.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	0 0.0%	1 5.0%	0 0.0%	1 1.6%	2 5.9%	0 0.0%
Mean	0.6	0.6	0.8	0.4	0.7	0.7	0.4	0.8	0.5	0.6	0.5	0.7	0.7
SD	0.6	0.5	0.4	0.5	0.5	0.5	0.7	0.5	0.6	0.5	0.5	0.6	0.5

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

### Topic 3: Marketing Spending

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

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	6 5.7%	8 7.5%	5 4.7%	4 3.8%	5 4.7%	15 14.2%	10 9.4%	11 10.4%	12 11.3%	2 1.9%	18 17.0%	10 9.4%
1=Positive	61 57.5%	2 33.3%	6 75.0%	1 20.0%	1 25.0%	4 80.0%	5 33.3%	6 60.0%	8 72.7%	9 75.0%	2 100.0%	13 72.2%	4 40.0%
0=Zero	41 38.7%	4 66.7%	2 25.0%	3 60.0%	3 75.0%	0 0.0%	10 66.7%	4 40.0%	2 18.2%	3 25.0%	0 0.0%	5 27.8%	5 50.0%
-1=Negative	4 3.8%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	1 10.0%
Mean	0.5	0.3	0.8	0.0	0.3	0.6	0.3	0.6	0.6	0.8	1.0	0.7	0.3
SD	0.6	0.5	0.5	0.7	0.5	0.9	0.5	0.5	0.7	0.5	0.0	0.5	0.7
			c	bik			ik			cf		cf	

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

### Topic 3: Marketing Spending

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

N=283	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	46 37.7%	42 34.4%	16 13.1%	18 14.8%	32 31.1%	13 12.6%	20 19.4%	5 4.9%	21 20.4%	12 11.7%	60 50.8%	33 28.0%	25 21.2%
1=Positive	19 41.3% BD	33 78.6% AC	5 31.3% BD	15 83.3% AC	22 68.8% c	7 53.8%	8 40.0% ae	2 40.0%	15 71.4% c	6 50.0%	34 56.7%	23 69.7%	12 48.0%
0=Zero	24 52.2% Bd	8 19.0% AC	10 62.5% BD	3 16.7% aC	10 31.3%	6 46.2%	11 55.0%	3 60.0%	6 28.6%	3 25.0%	25 41.7%	8 24.2%	11 44.0%
-1=Negative	3 6.5%	1 2.4%	1 6.3%	0 0.0%	0 0.0% F	0 0.0%	1 5.0%	0 0.0%	0 0.0% f	3 25.0% Ae	1 1.7%	2 6.1%	2 8.0%
Mean	0.3	0.8	0.3	0.8	0.7	0.5	0.4	0.4	0.7	0.3	0.6	0.6	0.4
SD	0.6 BD	0.5 AC	0.6 BD	0.4 AC	0.5 cf	0.5	0.6 ae	0.5	0.5 c	0.9 a	0.5	0.6	0.6

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

### Topic 3: Marketing Spending

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

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	9 8.0%	7 6.3%	6 5.4%	3 2.7%	5 4.5%	17 15.2%	14 12.5%	12 10.7%	10 8.9%	3 2.7%	18 16.1%	8 7.1%
1=Positive	46 41.1%	5 55.6%	2 28.6%	4 66.7%	1 33.3%	1 20.0%	6 35.3%	7 50.0%	7 58.3%	2 20.0%	2 66.7%	6 33.3%	3 37.5%
0=Zero	55 49.1%	4 44.4%	4 57.1%	2 33.3%	2 66.7%	2 40.0%	9 52.9%	7 50.0%	3 25.0%	6 60.0%	1 33.3%	10 55.6%	5 62.5%
-1=Negative	11 9.8%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	2 40.0%	2 11.8%	0 0.0%	2 16.7%	2 20.0%	0 0.0%	2 11.1%	0 0.0%
Mean	0.4	0.6	0.1	0.7	0.3	-0.2	0.2	0.5	0.4	0.0	0.7	0.2	0.4
SD	0.6	0.5	0.7	0.5	0.6	0.8	0.7	0.5	0.8	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 in each area: Marketing (non-sales) hires

N=283	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	51 39.8%	38 29.7%	23 18.0%	16 12.5%	32 29.1%	17 15.5%	23 20.9%	4 3.6%	22 20.0%	12 10.9%	59 47.6%	39 31.5%	26 21.0%
1=Positive	22 43.1% c	13 34.2% C	16 69.6% aBd	5 31.3% c	10 31.3%	9 52.9%	12 52.2%	2 50.0%	9 40.9%	4 33.3%	25 42.4%	18 46.2%	13 50.0%
0=Zero	26 51.0%	20 52.6%	7 30.4%	8 50.0%	20 62.5% b	5 29.4% a	9 39.1%	2 50.0%	10 45.5%	7 58.3%	30 50.8%	16 41.0%	11 42.3%
-1=Negative	3 5.9%	5 13.2%	0 0.0% d	3 18.8% c	2 6.3%	3 17.6%	2 8.7%	0 0.0%	3 13.6%	1 8.3%	4 6.8%	5 12.8%	2 7.7%
Mean	0.4	0.2	0.7	0.1	0.3	0.4	0.4	0.5	0.3	0.3	0.4	0.3	0.4
SD	0.6 c	0.7 C	0.5 aBD	0.7 C	0.6	0.8	0.7	0.6	0.7	0.6	0.6	0.7	0.6

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

### Topic 3: Marketing Spending

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

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	6 6.3%	6 6.3%	4 4.2%	3 3.2%	6 6.3%	13 13.7%	12 12.6%	8 8.4%	9 9.5%	2 2.1%	17 17.9%	9 9.5%
1=Positive	50 52.6%	5 83.3% ef	3 50.0%	3 75.0% f	1 33.3%	1 16.7% al	2 15.4% acghijL	8 66.7% f	5 62.5% f	6 66.7% f	2 100.0% f	7 41.2%	7 77.8% eF
0=Zero	43 45.3%	1 16.7% f	3 50.0%	1 25.0% f	2 66.7%	3 50.0%	11 84.6% acghijL	4 33.3% f	3 37.5% f	3 33.3% f	0 0.0% f	10 58.8%	2 22.2% F
-1=Negative	2 2.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 33.3% fgk	0 0.0% e	0 0.0% e	0 0.0%	0 0.0%	0 0.0%	0 0.0% e	0 0.0%
Mean	0.5	0.8	0.5	0.8	0.3	-0.2	0.2	0.7	0.6	0.7	1.0	0.4	0.8
SD	0.6	0.4 eF	0.5	0.5 f	0.6	0.8 aghikL	0.4 AcGhiL	0.5 eF	0.5 ef	0.5 ef	0.0	0.5 e	0.4 EF

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

### Topic 3: Marketing Spending

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

N=283	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	38 35.2%	34 31.5%	18 16.7%	18 16.7%	28 31.1%	15 16.7%	17 18.9%	5 5.6%	16 17.8%	9 10.0%	55 51.9%	28 26.4%	23 21.7%
1=Positive	16 42.1%	20 58.8%	11 61.1%	10 55.6%	14 50.0%	8 53.3%	12 70.6%	2 40.0%	9 56.3%	3 33.3%	27 49.1%	18 64.3%	12 52.2%
0=Zero	22 57.9%	13 38.2%	6 33.3%	7 38.9%	13 46.4%	6 40.0%	5 29.4%	3 60.0%	7 43.8%	6 66.7%	27 49.1%	9 32.1%	10 43.5%
-1=Negative	0 0.0%	1 2.9%	1 5.6%	1 5.6%	1 3.6%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.8%	1 3.6%	1 4.3%
Mean	0.4	0.6	0.6	0.5	0.5	0.5	0.7	0.4	0.6	0.3	0.5	0.6	0.5
SD	0.5	0.6	0.6	0.6	0.6	0.6	0.5	0.5	0.5	0.5	0.5	0.6	0.6

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

### Topic 3: Marketing Spending

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

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	7 6.9%	7 6.9%	5 5.0%	2 2.0%	5 5.0%	16 15.8%	13 12.9%	9 8.9%	9 8.9%	2 2.0%	19 18.8%	7 6.9%
1=Positive	54 53.5%	2 28.6%	5 71.4% e	4 80.0% e	0 0.0%	0 0.0% bcghij	7 43.8%	8 61.5% e	7 77.8% e	6 66.7% e	2 100.0% e	9 47.4%	4 57.1%
0=Zero	43 42.6%	5 71.4%	2 28.6%	1 20.0%	2 100.0%	3 60.0%	8 50.0%	5 38.5%	2 22.2%	3 33.3%	0 0.0%	10 52.6%	2 28.6%
-1=Negative	4 4.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 40.0% gK	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% E	1 14.3%
Mean	0.5	0.3	0.7	0.8	0.0	-0.4	0.4	0.6	0.8	0.7	1.0	0.5	0.4
SD	0.6	0.5 e	0.5 E	0.4 E	0.0	0.5 aBCfGHIK	0.6 e	0.5 E	0.4 E	0.5 E	0.0	0.5 E	0.8

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

### Topic 3: Marketing Spending

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

N=283	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	45 39.1%	34 29.6%	20 17.4%	16 13.9%	32 32.7%	16 16.3%	19 19.4%	4 4.1%	17 17.3%	10 10.2%	58 51.8%	30 26.8%	24 21.4%
1=Positive	27 60.0%	18 52.9%	11 55.0%	9 56.3%	15 46.9%	7 43.8%	10 52.6%	1 25.0%	11 64.7%	7 70.0%	32 55.2%	17 56.7%	14 58.3%
0=Zero	16 35.6%	15 44.1%	9 45.0%	6 37.5%	15 46.9%	8 50.0%	9 47.4%	3 75.0%	5 29.4%	3 30.0%	24 41.4%	12 40.0%	9 37.5%
-1=Negative	2 4.4%	1 2.9%	0 0.0%	1 6.3%	2 6.3%	1 6.3%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	2 3.4%	1 3.3%	1 4.2%
Mean	0.6	0.5	0.6	0.5	0.4	0.4	0.5	0.3	0.6	0.7	0.5	0.5	0.5
SD	0.6	0.6	0.5	0.6	0.6	0.6	0.5	0.5	0.6	0.5	0.6	0.6	0.6

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

### Topic 3: Marketing Spending

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

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	7 6.9%	7 6.9%	5 5.0%	2 2.0%	5 5.0%	14 13.9%	13 12.9%	11 10.9%	10 9.9%	2 2.0%	18 17.8%	7 6.9%
1=Positive	47 46.5%	5 71.4%	3 42.9%	4 80.0%	0 0.0%	1 20.0%	4 28.6%	5 38.5%	7 63.6%	6 60.0%	1 50.0%	7 38.9%	4 57.1%
0=Zero	50 49.5%	2 28.6%	4 57.1%	1 20.0%	2 100.0%	2 40.0%	9 64.3%	8 61.5%	4 36.4%	4 40.0%	1 50.0%	11 61.1%	2 28.6%
-1=Negative	4 4.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 40.0% ghk	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
Mean	0.4	0.7	0.4	0.8	0.0	-0.2	0.2	0.4	0.6	0.6	0.5	0.4	0.4
SD	0.6	0.5 e	0.5	0.4 e	0.0	0.8 achi	0.6	0.5	0.5 e	0.5 e	0.7	0.5	0.8

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

### Topic 3: Marketing Spending

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

N=283	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	45 37.8%	38 31.9%	19 16.0%	17 14.3%	30 30.6%	15 15.3%	20 20.4%	4 4.1%	18 18.4%	11 11.2%	58 50.0%	34 29.3%	24 20.7%
1=Positive	21 46.7%	22 57.9%	6 31.6%	6 35.3%	12 40.0%	5 33.3%	10 50.0%	3 75.0%	9 50.0%	7 63.6%	23 39.7% b	21 61.8% a	10 41.7%
0=Zero	22 48.9%	15 39.5% c	13 68.4% b	9 52.9%	16 53.3%	9 60.0%	10 50.0%	1 25.0%	8 44.4%	4 36.4%	33 56.9% b	12 35.3% a	12 50.0%
-1=Negative	2 4.4%	1 2.6%	0 0.0%	2 11.8%	2 6.7%	1 6.7%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	2 3.4%	1 2.9%	2 8.3%
Mean	0.4	0.6	0.3	0.2	0.3	0.3	0.5	0.8	0.4	0.6	0.4	0.6	0.3
SD	0.6	0.6	0.5	0.7	0.6	0.6	0.5	0.5	0.6	0.5	0.6	0.6	0.6

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

### Topic 3: Marketing Spending

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

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	9 8.0%	8 7.1%	6 5.3%	3 2.7%	5 4.4%	16 14.2%	13 11.5%	13 11.5%	11 9.7%	2 1.8%	18 15.9%	9 8.0%
1=Positive	73 64.6%	7 77.8%	7 87.5%	5 83.3%	2 66.7%	2 40.0%	9 56.3%	6 46.2%	8 61.5%	9 81.8%	2 100.0%	10 55.6%	6 66.7%
0=Zero	33 29.2%	2 22.2%	1 12.5%	1 16.7%	1 33.3%	1 20.0%	6 37.5%	6 46.2%	5 38.5%	1 9.1%	0 0.0%	6 33.3%	3 33.3%
-1=Negative	7 6.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	1 6.3%	1 7.7%	0 0.0%	1 9.1%	0 0.0%	2 11.1%	0 0.0%
Mean	0.6	0.8	0.9	0.8	0.7	0.0	0.5	0.4	0.6	0.7	1.0	0.4	0.7
SD	0.6	0.4	0.4 e	0.4	0.6	1.0 b	0.6	0.7	0.5	0.6	0.0	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 in each area: Marketing research and intelligence

N=283	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	50 38.8%	41 31.8%	22 17.1%	16 12.4%	32 28.8%	18 16.2%	23 20.7%	4 3.6%	22 19.8%	12 10.8%	61 48.4%	38 30.2%	27 21.4%
1=Positive	29 58.0%	27 65.9%	14 63.6%	10 62.5%	19 59.4%	11 61.1%	16 69.6%	3 75.0%	16 72.7%	6 50.0%	36 59.0%	27 71.1%	16 59.3%
0=Zero	18 36.0%	11 26.8%	8 36.4%	3 18.8%	12 37.5%	5 27.8%	7 30.4%	0 0.0%	4 18.2%	5 41.7%	20 32.8%	8 21.1%	10 37.0%
-1=Negative	3 6.0%	3 7.3%	0 0.0%	3 18.8%	1 3.1%	2 11.1%	0 0.0%	1 25.0%	2 9.1%	1 8.3%	5 8.2%	3 7.9%	1 3.7%
Mean	0.5	0.6	0.6	0.4	0.6	0.5	0.7	0.5	0.6	0.4	0.5	0.6	0.6
SD	0.6	0.6	0.5	0.8	0.6	0.7	0.5	1.0	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 in each area: Marketing consulting services**

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	6 6.3%	7 7.3%	5 5.2%	2 2.1%	5 5.2%	13 13.5%	12 12.5%	9 9.4%	10 10.4%	2 2.1%	18 18.8%	7 7.3%
1=Positive	38 39.6%	2 33.3%	3 42.9%	2 40.0%	0 0.0%	1 20.0%	3 23.1% k	4 33.3%	5 55.6%	3 30.0%	1 50.0%	11 61.1% f	3 42.9%
0=Zero	51 53.1%	4 66.7%	4 57.1%	3 60.0%	2 100.0%	1 20.0% f	10 76.9% ek	7 58.3%	3 33.3%	6 60.0%	1 50.0%	7 38.9% f	3 42.9%
-1=Negative	7 7.3%	0 0.0%	0 0.0% e	0 0.0%	0 0.0%	3 60.0% bFgK	0 0.0% E	1 8.3% e	1 11.1%	1 10.0%	0 0.0%	0 0.0% E	1 14.3%
Mean	0.3	0.3	0.4	0.4	0.0	-0.4	0.2	0.3	0.4	0.2	0.5	0.6	0.3
SD	0.6	0.5	0.5	0.5	0.0	0.9 K	0.4 k	0.6	0.7	0.6	0.7	0.5 Ef	0.8

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

### Topic 3: Marketing Spending

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

N=283	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	42 37.8%	36 32.4%	17 15.3%	16 14.4%	31 33.0%	14 14.9%	18 19.1%	5 5.3%	16 17.0%	10 10.6%	56 51.9%	30 27.8%	22 20.4%
1=Positive	10 23.8% B	21 58.3% A	7 41.2%	5 31.3%	16 51.6% f	6 42.9%	6 33.3%	3 60.0%	5 31.3%	1 10.0% a	22 39.3%	12 40.0%	9 40.9%
0=Zero	29 69.0% B	12 33.3% A	10 58.8%	8 50.0%	14 45.2%	7 50.0%	12 66.7%	2 40.0%	10 62.5%	5 50.0%	32 57.1%	13 43.3%	11 50.0%
-1=Negative	3 7.1%	3 8.3%	0 0.0%	3 18.8%	1 3.2% F	1 7.1%	0 0.0% F	0 0.0%	1 6.3% f	4 40.0% ACe	2 3.6% b	5 16.7% a	2 9.1%
Mean	0.2	0.5	0.4	0.1	0.5	0.4	0.3	0.6	0.3	-0.3	0.4	0.2	0.3
SD	0.5 b	0.7 a	0.5	0.7	0.6 F	0.6 f	0.5 F	0.5 f	0.6 f	0.7 AbCde	0.6	0.7	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?

N=283 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	164	12	9	7	6	8	23	16	19	18	5	29	12
Percent	100.0%	7.3%	5.5%	4.3%	3.7%	4.9%	14.0%	9.8%	11.6%	11.0%	3.0%	17.7%	7.3%
Percent of budget	123	10	8	7	3	7	16	11	15	14	3	21	8
	10.3	21.7	12.5	5.4	6.0	13.1	6.8	9.1	13.9	9.6	20.0	6.0	8.5
	12.7	18.8	16.9	8.8	3.6	27.3	4.4	10.2	13.8	12.4	5.0	4.7	7.6
		FK		j	j		AJ		k		cdFKI	AhJ	j

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=283 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	81	68	35	24	49	20	27	10	30	21	104	59
Percent	38.9%	32.7%	16.8%	11.5%	31.2%	12.7%	17.2%	6.4%	19.1%	13.4%	52.0%	29.5%	18.5%
Percent of budget	55	43	17	16	41	17	23	6	18	16	66	41	23
	8.7	8.2	16.1	16.8	10.7	12.3	13.5	4.7	6.7	8.8	8.4	9.5	18.0
	9.6	10.9	13.1	20.5	11.9	17.0	17.3	3.1	7.8	8.5	9.6	11.9	18.2
	cd	cd	ab	ab							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?

N=283 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	164	12	9	7	6	8	23	16	19	18	5	29	12
Percent	100.0%	7.3%	5.5%	4.3%	3.7%	4.9%	14.0%	9.8%	11.6%	11.0%	3.0%	17.7%	7.3%
Percent of revenues	127	10	7	7	2	7	18	13	16	13	3	22	9
	8.6	23.5	12.9	1.9	12.5	8.4	2.2	5.3	7.4	12.8	23.3	3.6	13.6
	17.9	38.4	16.6	1.6	10.6	18.3	1.5	6.8	10.1	24.8	7.6	3.0	32.5
		fk	fk	dJ	cFK		abDhJ	J	fj		CFGhK	abDJ	

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=283 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	81	68	35	24	49	20	27	10	30	21	104	59
Percent	38.9%	32.7%	16.8%	11.5%	31.2%	12.7%	17.2%	6.4%	19.1%	13.4%	52.0%	29.5%	18.5%
Percent of revenues	51	46	20	17	38	20	22	8	21	17	66	43	24
	7.3	4.8	13.8	16.6	11.8	9.0	14.7	1.7	2.8	5.2	6.3	9.0	14.4
	19.7	8.3	20.8	23.3	18.5	12.6	32.1	0.8	2.5	7.9	13.7	20.2	22.1
		cD	b	B	e	e			ab		c		a

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	12 8.8%	9 6.6%	7 5.1%	6 4.4%	7 5.1%	17 12.5%	15 11.0%	19 14.0%	13 9.6%	3 2.2%	18 13.2%	10 7.4%
-10%	2 1.5%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	1 0.7%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-3%	6 4.4%	1 8.3%	1 11.1%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	2 11.1%	0 0.0%
-1%	6 4.4%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	1 6.7%	0 0.0%	2 15.4%	0 0.0%	1 5.6%	0 0.0%
0	21 15.4%	2 16.7%	2 22.2%	1 14.3%	1 16.7%	1 14.3%	2 11.8%	1 6.7%	2 10.5%	4 30.8%	0 0.0%	2 11.1%	3 30.0%
+1%	22 16.2%	1 8.3%	1 11.1%	0 0.0%	3 50.0%	2 28.6%	5 29.4%	3 20.0%	0 0.0%	1 7.7%	2 66.7%	2 11.1%	2 20.0%
+3%	27 19.9%	4 33.3%	0 0.0%	2 28.6%	0 0.0%	1 14.3%	3 17.6%	2 13.3%	7 36.8%	2 15.4%	0 0.0%	3 16.7%	3 30.0%
+5%	19 14.0%	2 16.7%	2 22.2%	1 14.3%	0 0.0%	1 14.3%	3 17.6%	4 26.7%	3 15.8%	2 15.4%	0 0.0%	0 0.0%	1 10.0%
+7%	10 7.4%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	1 6.7%	2 10.5%	1 7.7%	1 33.3%	3 16.7%	0 0.0%
+10%	22 16.2%	1 8.3%	1 11.1%	2 28.6%	1 16.7%	2 28.6%	2 11.8%	1 6.7%	5 26.3%	1 7.7%	0 0.0%	5 27.8%	1 10.0%
Mean	3.1	2.1	2.7	3.0	1.7	4.3	3.2	2.1	5.3	2.5	3.0	4.2	2.6
SD	4.1	3.9	4.3	6.8	4.4	4.2	3.3	4.7	3.4	3.4	3.5	4.7	3.1
		h			h			h	adgil	h			h

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=283

	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	68 39.8%	55 32.2%	29 17.0%	19 11.1%	37 27.4%	18 13.3%	25 18.5%	8 5.9%	27 20.0%	20 14.8%	83 48.8%	56 32.9%
-10%	0 0.0%	2 3.6%	1 3.4%	0 0.0%	0 0.0%	0 0.0%	2 8.0%	0 0.0%	0 0.0%	0 0.0%	2 2.4%	0 0.0%	1 3.2%
-7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	0 0.0%	0 0.0%	1 3.4%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.7%	0 0.0%	2 2.4%	0 0.0%	0 0.0%
-3%	0 0.0%	3 5.5%	2 6.9%	1 5.3%	2 5.4%	0 0.0%	1 4.0%	0 0.0%	3 11.1%	0 0.0%	2 2.4%	3 5.4%	1 3.2%
-1%	1 1.5%	4 7.3%	3 10.3%	2 10.5%	2 5.4%	1 5.6%	0 0.0%	1 12.5%	2 7.4%	0 0.0%	6 7.2%	3 5.4%	1 3.2%
0	6 8.8%	10 18.2%	4 13.8%	4 21.1%	7 18.9%	1 5.6%	4 16.0%	0 0.0%	2 7.4%	7 35.0%	14 16.9%	6 10.7%	4 12.9%
+1%	11 16.2%	7 12.7%	4 13.8%	6 31.6%	7 18.9%	3 16.7%	3 12.0%	1 12.5%	4 14.8%	4 20.0%	10 12.0%	13 23.2%	5 16.1%
+3%	17 25.0%	9 16.4%	7 24.1%	3 15.8%	2 5.4%	4 22.2%	9 36.0%	1 12.5%	7 25.9%	3 15.0%	15 18.1%	11 19.6%	9 29.0%
+5%	13 19.1%	4 7.3%	6 20.7%	1 5.3%	6 16.2%	3 16.7%	2 8.0%	3 37.5%	2 7.4%	4 20.0%	12 14.5%	9 16.1%	3 9.7%
+7%	6 8.8%	7 12.7%	0 0.0%	0 0.0%	5 13.5%	2 11.1%	1 4.0%	0 0.0%	2 7.4%	0 0.0%	5 6.0%	5 8.9%	3 9.7%
+10%	14 20.6%	9 16.4%	1 3.4%	1 5.3%	6 16.2%	4 22.2%	3 12.0%	2 25.0%	4 14.8%	2 10.0%	15 18.1%	6 10.7%	4 12.9%
Mean	4.5	2.9	1.4	1.1	3.5	4.6	2.2	4.8	2.7	2.7	3.1	3.1	3.0
SD	3.4	4.7	3.8	3.1	4.0	3.7	4.9	3.9	4.3	3.2	4.5	3.5	4.2
	bCD	a	A	A									

Significance Tests Between Columns: Lower case: p&lt;.05 Upper case: p&lt;.01

## Topic 4: Financial and Marketing Performance

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	12 8.1%	9 6.0%	7 4.7%	6 4.0%	7 4.7%	21 14.1%	16 10.7%	19 12.8%	14 9.4%	4 2.7%	23 15.4%	11 7.4%
-10%	4 2.7%	0 0.0%	1 11.1%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 8.7%	0 0.0%
-7%	2 1.3%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	6 4.0%	2 16.7%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	1 4.3%	0 0.0%
-3%	4 2.7%	1 8.3%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%
-1%	4 2.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	2 14.3%	0 0.0%	0 0.0%	1 9.1%
0	13 8.7%	1 8.3%	0 0.0%	0 0.0%	2 33.3%	1 14.3%	3 14.3%	1 6.3%	1 5.3%	1 7.1%	2 50.0%	0 0.0%	1 9.1%
+1%	8 5.4%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	2 12.5%	0 0.0%	2 14.3%	0 0.0%	1 4.3%	2 18.2%
+3%	27 18.1%	2 16.7%	1 11.1%	2 28.6%	2 33.3%	1 14.3%	3 14.3%	5 31.3%	1 5.3%	1 7.1%	1 25.0%	7 30.4%	1 9.1%
+5%	17 11.4%	0 0.0%	2 22.2%	0 0.0%	0 0.0%	1 14.3%	2 9.5%	1 6.3%	3 15.8%	4 28.6%	1 25.0%	0 0.0%	3 27.3%
+7%	9 6.0%	1 8.3%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 12.5%	2 10.5%	1 7.1%	0 0.0%	1 4.3%	1 9.1%
+10%	55 36.9%	4 33.3%	3 33.3%	2 28.6%	2 33.3%	4 57.1%	10 47.6%	4 25.0%	12 63.2%	2 14.3%	0 0.0%	10 43.5%	2 18.2%
Mean	4.8	2.8	4.1	1.7	4.3	6.9	5.0	4.7	8.0	3.2	2.0	4.4	4.2
SD	5.1	6.6	6.8	7.3	4.6	4.2	5.7	3.8	3.0	4.3	2.4	6.4	3.8
		H	h	H	h		h	H AbCdFGIJKL		H	H	h	H

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

	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	75 40.5%	59 31.9%	30 16.2%	21 11.4%	46 31.3%	19 12.9%	26 17.7%	9 6.1%	27 18.4%	20 13.6%	93 50.3%	58 31.4%	34 18.4%
-10%	0 0.0%	2 3.4%	2 6.7%	1 4.8%	3 6.5%	0 0.0%	1 3.8%	0 0.0%	0 0.0%	0 0.0%	5 5.4%	0 0.0%	0 0.0%
-7%	2 2.7%	0 0.0%	0 0.0%	0 0.0%	1 2.2%	0 0.0%	1 3.8%	0 0.0%	0 0.0%	0 0.0%	1 1.1%	1 1.7%	0 0.0%
-5%	2 2.7%	2 3.4%	1 3.3%	1 4.8%	1 2.2%	1 5.3%	1 3.8%	0 0.0%	2 7.4%	1 5.0%	5 5.4%	1 1.7%	0 0.0%
-3%	1 1.3%	2 3.4%	1 3.3%	1 4.8%	2 4.3%	1 5.3%	0 0.0%	0 0.0%	1 3.7%	0 0.0%	4 4.3%	1 1.7%	0 0.0%
-1%	0 0.0%	1 1.7%	1 3.3%	1 4.8%	0 0.0%	0 0.0%	1 3.8%	1 11.1%	2 7.4%	0 0.0%	1 1.1%	3 5.2%	0 0.0%
0	4 5.3%	6 10.2%	4 13.3%	0 0.0%	7 15.2%	0 0.0%	1 3.8%	0 0.0%	3 11.1%	2 10.0%	9 9.7%	3 5.2%	2 5.9%
+1%	3 4.0%	1 1.7%	3 10.0%	3 14.3%	1 2.2%	1 5.3%	2 7.7%	0 0.0%	1 3.7%	2 10.0%	2 2.2%	4 6.9%	4 11.8%
+3%	10 13.3%	6 10.2%	8 26.7%	10 47.6%	7 15.2%	5 26.3%	2 7.7%	1 11.1%	6 22.2%	5 25.0%	15 16.1%	12 20.7%	7 20.6%
+5%	8 10.7%	10 16.9%	4 13.3%	2 9.5%	4 8.7%	4 21.1%	3 11.5%	0 0.0%	5 18.5%	2 10.0%	11 11.8%	8 13.8%	6 17.6%
+7%	6 8.0%	5 8.5%	2 6.7%	0 0.0%	3 6.5%	0 0.0%	2 7.7%	1 11.1%	2 7.4%	1 5.0%	8 8.6%	5 8.6%	0 0.0%
+10%	39 52.0%	24 40.7%	4 13.3%	2 9.5%	17 37.0%	7 36.8%	12 46.2%	6 66.7%	5 18.5%	7 35.0%	32 34.4%	20 34.5%	15 44.1%
Mean	6.4	5.2	2.4	2.1	4.0	5.2	5.2	7.7	3.4	5.0	4.1	5.1	6.0
SD	4.6	5.3	5.0	4.4	6.1	4.6	5.9	4.0	4.5	4.5	5.8	4.4	3.8
	CD	cd	Ab	Ab				e	d				

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	10 8.5%	8 6.8%	6 5.1%	6 5.1%	6 5.1%	10 8.5%	14 12.0%	17 14.5%	11 9.4%	2 1.7%	17 14.5%	10 8.5%
-10%	4 3.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 14.3%	1 5.9%	0 0.0%	0 0.0%	1 5.9%	0 0.0%
-7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	1 0.9%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-3%	7 6.0%	1 10.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	2 14.3%	0 0.0%	2 18.2%	0 0.0%	0 0.0%	1 10.0%
-1%	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%
0	21 17.9%	3 30.0%	1 12.5%	2 33.3%	2 33.3%	1 16.7%	2 20.0%	2 14.3%	2 11.8%	2 18.2%	0 0.0%	3 17.6%	1 10.0%
+1%	17 14.5%	3 30.0%	0 0.0%	1 16.7%	1 16.7%	2 33.3%	2 20.0%	1 7.1%	2 11.8%	1 9.1%	0 0.0%	2 11.8%	2 20.0%
+3%	19 16.2%	1 10.0%	2 25.0%	1 16.7%	1 16.7%	0 0.0%	1 10.0%	2 14.3%	2 11.8%	3 27.3%	2 100.0%	1 5.9%	3 30.0%
+5%	20 17.1%	0 0.0%	4 50.0%	0 0.0%	0 0.0%	0 0.0%	3 30.0%	2 14.3%	6 35.3%	0 0.0%	0 0.0%	4 23.5%	1 10.0%
+7%	3 2.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	1 10.0%
+10%	25 21.4%	2 20.0%	1 12.5%	0 0.0%	2 33.3%	3 50.0%	2 20.0%	2 14.3%	4 23.5%	3 27.3%	0 0.0%	5 29.4%	1 10.0%
Mean	3.5	2.3	4.5	-0.7	4.0	5.3	4.0	1.3	4.0	3.1	3.0	4.2	3.0
SD	4.7	4.3	2.8	2.9	4.8	5.1	3.7	6.3	5.0	4.9	0.0	5.3	3.7
			C	Befhk		c	c		c			c	

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=283

	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	54 37.5%	48 33.3%	24 16.7%	18 12.5%	32 27.4%	16 13.7%	22 18.8%	5 4.3%	26 22.2%	16 13.7%	67 46.5%	48 33.3%	29 20.1%
-10%	0 0.0%	1 2.1%	3 12.5%	1 5.6%	3 9.4%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	3 4.5%	0 0.0%	2 6.9%
-7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	1 1.5%	0 0.0%	0 0.0%
-3%	2 3.7%	3 6.3%	2 8.3%	0 0.0%	0 0.0%	2 12.5%	2 9.1%	1 20.0%	2 7.7%	0 0.0%	3 4.5%	5 10.4%	0 0.0%
-1%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.1%	0 0.0%
0	14 25.9%	6 12.5%	3 12.5%	1 5.6%	6 18.8%	2 12.5%	4 18.2%	0 0.0%	7 26.9%	1 6.3%	10 14.9%	9 18.8%	4 13.8%
+1%	9 16.7%	4 8.3%	2 8.3%	3 16.7%	2 6.3%	3 18.8%	2 9.1%	1 20.0%	4 15.4%	5 31.3%	7 10.4%	8 16.7%	3 10.3%
+3%	4 7.4%	11 22.9%	4 16.7%	6 33.3%	8 25.0%	2 12.5%	3 13.6%	1 20.0%	4 15.4%	0 0.0%	15 22.4%	7 14.6%	4 13.8%
+5%	10 18.5%	9 18.8%	5 20.8%	2 11.1%	7 21.9%	3 18.8%	2 9.1%	1 20.0%	4 15.4%	4 25.0%	11 16.4%	9 18.8%	5 17.2%
+7%	2 3.7%	1 2.1%	0 0.0%	1 5.6%	1 3.1%	0 0.0%	1 4.5%	0 0.0%	1 3.8%	0 0.0%	1 1.5%	2 4.2%	1 3.4%
+10%	13 24.1%	13 27.1%	4 16.7%	3 16.7%	5 15.6%	4 25.0%	7 31.8%	1 20.0%	4 15.4%	5 31.3%	16 23.9%	7 14.6%	10 34.5%
Mean	3.9	4.2	1.8	2.9	2.8	3.6	3.7	3.2	3.0	4.4	3.4	3.0	4.4
SD	4.1	4.5	5.9	5.0	5.3	4.5	5.5	4.8	3.9	4.6	5.0	3.9	5.5

Significance Tests Between Columns: Lower case: p&lt;.05 Upper case: p&lt;.01

## Topic 4: Financial and Marketing Performance

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	12 8.3%	9 6.3%	7 4.9%	6 4.2%	7 4.9%	19 13.2%	16 11.1%	19 13.2%	13 9.0%	3 2.1%	22 15.3%	11 7.6%
-10%	8 5.6%	1 8.3%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	2 10.5%	0 0.0%	1 5.3%	1 7.7%	0 0.0%	2 9.1%	0 0.0%
-7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	11 7.6%	1 8.3%	1 11.1%	1 14.3%	1 16.7%	0 0.0%	1 5.3%	2 12.5%	0 0.0%	2 15.4%	0 0.0%	1 4.5%	1 9.1%
-3%	8 5.6%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	2 10.5%	0 0.0%	1 5.3%	1 7.7%	0 0.0%	2 9.1%	1 9.1%
-1%	4 2.8%	1 8.3%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	0 0.0%
0	14 9.7%	1 8.3%	2 22.2%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	1 6.3%	3 15.8%	2 15.4%	1 33.3%	1 4.5%	2 18.2%
+1%	10 6.9%	1 8.3%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	2 10.5%	3 18.8%	0 0.0%	0 0.0%	0 0.0%	2 9.1%	1 9.1%
+3%	20 13.9%	2 16.7%	0 0.0%	2 28.6%	2 33.3%	1 14.3%	4 21.1%	3 18.8%	4 21.1%	1 7.7%	0 0.0%	0 0.0%	1 9.1%
+5%	12 8.3%	1 8.3%	0 0.0%	0 0.0%	1 16.7%	1 14.3%	1 5.3%	2 12.5%	1 5.3%	1 7.7%	1 33.3%	1 4.5%	2 18.2%
+7%	13 9.0%	1 8.3%	2 22.2%	1 14.3%	0 0.0%	2 28.6%	1 5.3%	0 0.0%	1 5.3%	1 7.7%	0 0.0%	2 9.1%	2 18.2%
+10%	44 30.6%	3 25.0%	2 22.2%	1 14.3%	2 33.3%	3 42.9%	5 26.3%	4 25.0%	8 42.1%	4 30.8%	1 33.3%	10 45.5%	1 9.1%
Mean	3.9	2.8	2.2	2.0	4.3	7.4	2.4	3.2	4.8	2.5	5.0	4.0	2.7
SD	5.7	6.2	6.9	5.4	5.6	2.8	6.4	5.0	5.7	6.9	5.0	6.9	4.6

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=283

	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	73 41.0%	57 32.0%	27 15.2%	21 11.8%	44 31.2%	18 12.8%	23 16.3%	9 6.4%	27 19.1%	20 14.2%	90 50.8%	57 32.2%
-10%	2 2.7%	2 3.5%	2 7.4%	3 14.3%	4 9.1%	2 11.1%	0 0.0%	0 0.0%	1 3.7%	1 5.0%	7 7.8%	1 1.8%	1 3.3%
-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%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	2 2.7%	4 7.0%	3 11.1%	2 9.5%	2 4.5%	2 11.1%	1 4.3%	0 0.0%	4 14.8%	1 5.0%	7 7.8%	4 7.0%	0 0.0%
-3%	4 5.5%	3 5.3%	0 0.0%	2 9.5%	4 9.1%	0 0.0%	2 8.7%	0 0.0%	1 3.7%	1 5.0%	6 6.7%	3 5.3%	1 3.3%
-1%	3 4.1%	1 1.8%	1 3.7%	0 0.0%	0 0.0%	2 11.1%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	2 2.2%	2 3.5%	1 3.3%
0	5 6.8%	4 7.0%	3 11.1%	2 9.5%	6 13.6%	3 16.7%	3 13.0%	0 0.0%	1 3.7%	0 0.0%	9 10.0%	2 3.5%	3 10.0%
+1%	2 2.7%	3 5.3%	5 18.5%	3 14.3%	3 6.8%	1 5.6%	3 13.0%	0 0.0%	1 3.7%	1 5.0%	6 6.7%	5 8.8%	2 6.7%
+3%	17 23.3%	4 7.0%	3 11.1%	0 0.0%	6 13.6%	3 16.7%	2 8.7%	0 0.0%	5 18.5%	4 20.0%	8 8.9%	13 22.8%	1 3.3%
+5%	9 12.3%	5 8.8%	6 22.2%	1 4.8%	3 6.8%	1 5.6%	1 4.3%	2 22.2%	3 11.1%	3 15.0%	11 12.2%	4 7.0%	6 20.0%
+7%	4 5.5%	5 8.8%	2 7.4%	2 9.5%	2 4.5%	0 0.0%	0 0.0%	3 33.3%	3 11.1%	5 25.0%	4 4.4%	6 10.5%	4 13.3%
+10%	25 34.2%	26 45.6%	2 7.4%	6 28.6%	14 31.8%	4 22.2%	9 39.1%	4 44.4%	8 29.6%	4 20.0%	30 33.3%	17 29.8%	11 36.7%
Mean	4.5	5.0	1.6	1.7	2.9	1.3	4.0	7.9	3.7	4.3	3.2	4.1	5.3
SD	5.1 cd	5.8 cd	5.2 ab	7.2 ab	6.4 d	6.3 D	5.4 d	2.1 aBce	5.9 d	5.3	6.3	5.1	5.0

Significance Tests Between Columns: Lower case: p&lt;.05 Upper case: p&lt;.01

## Topic 4: Financial and Marketing Performance

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	11 8.0%	9 6.6%	7 5.1%	6 4.4%	7 5.1%	16 11.7%	15 10.9%	17 12.4%	15 10.9%	3 2.2%	22 16.1%	9 6.6%
-10%	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%
-7%	1 0.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	1 0.7%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-3%	3 2.2%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-1%	4 2.9%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	1 11.1%
0	21 15.3%	1 9.1%	1 11.1%	4 57.1%	1 16.7%	3 42.9%	3 18.8%	1 6.7%	1 5.9%	3 20.0%	0 0.0%	1 4.5%	2 22.2%
+1%	20 14.6%	2 18.2%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	5 31.3%	3 20.0%	1 5.9%	1 6.7%	1 33.3%	5 22.7%	1 11.1%
+3%	31 22.6%	3 27.3%	3 33.3%	0 0.0%	4 66.7%	0 0.0%	5 31.3%	5 33.3%	1 5.9%	4 26.7%	0 0.0%	5 22.7%	1 11.1%
+5%	25 18.2%	1 9.1%	1 11.1%	2 28.6%	1 16.7%	2 28.6%	2 12.5%	2 13.3%	5 29.4%	2 13.3%	0 0.0%	4 18.2%	3 33.3%
+7%	5 3.6%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	1 6.7%	1 5.9%	1 6.7%	0 0.0%	0 0.0%	0 0.0%
+10%	26 19.0%	2 18.2%	2 22.2%	0 0.0%	0 0.0%	2 28.6%	0 0.0%	0 0.0%	7 41.2%	3 20.0%	2 66.7%	7 31.8%	1 11.1%
Mean	3.8	3.5	3.6	1.3	2.8	4.3	2.3	1.6	6.1	3.9	7.0	5.0	3.1
SD	3.8	4.4	4.3	2.6	1.6	4.5	2.1	3.5	4.1	3.8	5.2	3.8	3.5
				Hjk			Hjk	HjK	CFG		cfg	cfG	

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=283

	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	65 38.9%	55 32.9%	27 16.2%	20 12.0%	41 30.6%	17 12.7%	24 17.9%	8 6.0%	26 19.4%	18 13.4%	82 49.4%	51 30.7%	33 19.9%
-10%	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%
-7%	0 0.0%	0 0.0%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	0 0.0%	1 1.2%	0 0.0%	0 0.0%
-5%	0 0.0%	0 0.0%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	0 0.0%	1 1.2%	0 0.0%	0 0.0%
-3%	1 1.5%	1 1.8%	1 3.7%	0 0.0%	1 2.4%	0 0.0%	0 0.0%	0 0.0%	2 7.7%	0 0.0%	1 1.2%	2 3.9%	0 0.0%
-1%	1 1.5%	1 1.8%	2 7.4%	1 5.0%	0 0.0%	0 0.0%	2 8.3%	0 0.0%	2 7.7%	0 0.0%	0 0.0%	3 5.9%	3 9.1%
0	11 16.9%	7 12.7%	3 11.1%	5 25.0%	7 17.1%	0 0.0%	2 8.3%	1 12.5%	3 11.5%	7 38.9%	16 19.5%	5 9.8%	5 15.2%
+1%	10 15.4%	6 10.9%	3 11.1%	3 15.0%	3 7.3%	3 17.6%	5 20.8%	0 0.0%	4 15.4%	4 22.2%	6 7.3%	9 17.6%	6 18.2%
+3%	15 23.1%	10 18.2%	8 29.6%	6 30.0%	10 24.4%	6 35.3%	4 16.7%	2 25.0%	6 23.1%	3 16.7%	19 23.2%	14 27.5%	7 21.2%
+5%	13 20.0%	12 21.8%	4 14.8%	3 15.0%	7 17.1%	5 29.4%	4 16.7%	4 50.0%	2 7.7%	2 11.1%	22 26.8%	7 13.7%	3 9.1%
+7%	3 4.6%	2 3.6%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	3 11.5%	1 5.6%	2 2.4%	4 7.8%	0 0.0%
+10%	11 16.9%	16 29.1%	3 11.1%	2 10.0%	13 31.7%	3 17.6%	6 25.0%	1 12.5%	2 7.7%	1 5.6%	14 17.1%	7 13.7%	9 27.3%
Mean	3.8	4.8	2.5	2.8	4.8	4.5	4.3	4.5	2.0	2.2	3.8	3.4	3.9
SD	3.5	3.9 cd	4.1 b	3.1 b	4.0 ef	3.0 ef	3.9	2.8	4.2 ab	2.9 ab	3.7	3.5	4.1

Significance Tests Between Columns: Lower case: p&lt;.05 Upper case: p&lt;.01

## Topic 4: Financial and Marketing Performance

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	10 7.4%	9 6.7%	7 5.2%	6 4.4%	6 4.4%	14 10.4%	16 11.9%	16 11.9%	15 11.1%	3 2.2%	22 16.3%	11 8.1%
-10%	1 0.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	0 0.0%
-7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	10 7.4%	1 10.0%	0 0.0%	1 14.3%	2 33.3%	0 0.0%	1 7.1%	1 6.3%	1 6.3%	0 0.0%	0 0.0%	1 4.5%	2 18.2%
-3%	3 2.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	1 6.3%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%
-1%	13 9.6%	0 0.0%	0 0.0%	1 14.3%	1 16.7%	1 16.7%	1 7.1%	2 12.5%	1 6.3%	2 13.3%	0 0.0%	2 9.1%	2 18.2%
0	40 29.6%	4 40.0%	6 66.7%	3 42.9%	1 16.7%	2 33.3%	6 42.9%	2 12.5%	5 31.3%	2 13.3%	0 0.0%	5 22.7%	4 36.4%
+1%	18 13.3%	0 0.0%	1 11.1%	1 14.3%	2 33.3%	0 0.0%	3 21.4%	2 12.5%	2 12.5%	4 26.7%	0 0.0%	3 13.6%	0 0.0%
+3%	11 8.1%	2 20.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	2 14.3%	0 0.0%	1 6.3%	2 13.3%	0 0.0%	1 4.5%	2 18.2%
+5%	15 11.1%	2 20.0%	1 11.1%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	4 25.0%	2 12.5%	2 13.3%	2 66.7%	1 4.5%	0 0.0%
+7%	6 4.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 18.8%	1 6.3%	0 0.0%	0 0.0%	2 9.1%	0 0.0%
+10%	18 13.3%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	2 33.3%	1 7.1%	1 6.3%	3 18.8%	2 13.3%	1 33.3%	6 27.3%	1 9.1%
Mean	2.2	2.1	1.0	0.0	-1.5	2.7	0.9	2.7	2.9	2.3	6.7	3.1	0.4
SD	4.3	4.1	1.8	2.9	2.8	5.8	3.2	4.2	4.5	3.8	2.9	5.6	4.1
			J	j	ghiJ		j	d	d	d	BcDfl		j

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=283

	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	64 38.8%	55 33.3%	26 15.8%	20 12.1%	42 31.8%	16 12.1%	22 16.7%	6 4.5%	27 20.5%	19 14.4%	81 49.4%	51 31.1%	32 19.5%
-10%	0 0.0%	1 1.8%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.2%	0 0.0%	0 0.0%
-7%	0 0.0%	1 1.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	0 0.0%
-5%	3 4.7%	5 9.1%	1 3.8%	1 5.0%	2 4.8%	2 12.5%	1 4.5%	0 0.0%	4 14.8%	0 0.0%	8 9.9%	1 2.0%	1 3.1%
-3%	0 0.0%	2 3.6%	1 3.8%	2 10.0%	1 2.4%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	1 5.3%	1 1.2%	2 3.9%	2 6.3%
-1%	5 7.8%	2 3.6%	2 7.7%	3 15.0%	2 4.8%	1 6.3%	3 13.6%	2 33.3%	4 14.8%	1 5.3%	5 6.2%	6 11.8%	2 6.3%
0	17 26.6%	14 25.5%	8 30.8%	6 30.0%	16 38.1%	5 31.3%	6 27.3%	0 0.0%	3 11.1%	9 47.4%	28 34.6%	13 25.5%	4 12.5%
+1%	10 15.6%	9 16.4%	1 3.8%	2 10.0%	3 7.1%	3 18.8%	1 4.5%	1 16.7%	6 22.2%	4 21.1%	9 11.1%	9 17.6%	3 9.4%
+3%	7 10.9%	3 5.5%	6 23.1%	1 5.0%	2 4.8%	1 6.3%	3 13.6%	0 0.0%	3 11.1%	2 10.5%	5 6.2%	8 15.7%	4 12.5%
+5%	8 12.5%	4 7.3%	4 15.4%	4 20.0%	6 14.3%	0 0.0%	5 22.7%	1 16.7%	2 7.4%	1 5.3%	8 9.9%	5 9.8%	7 21.9%
+7%	3 4.7%	2 3.6%	2 7.7%	1 5.0%	3 7.1%	0 0.0%	0 0.0%	0 0.0%	2 7.4%	1 5.3%	2 2.5%	3 5.9%	3 9.4%
+10%	11 17.2%	12 21.8%	1 3.8%	0 0.0%	7 16.7%	3 18.8%	2 9.1%	2 33.3%	3 11.1%	0 0.0%	14 17.3%	3 5.9%	6 18.8%
Mean	2.8	2.2	2.0	0.9	2.7	0.9	2.0	4.0	1.7	0.9	2.0	1.7	3.7
SD	4.1	5.2	3.4	3.2	4.3	5.5	3.8	5.1	4.4	2.2	4.7	3.5	4.3
								f		d		c	b

Significance Tests Between Columns: Lower case: p&lt;.05 Upper case: p&lt;.01

## Topic 4: Financial and Marketing Performance

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	9 7.7%	8 6.8%	6 5.1%	5 4.3%	6 5.1%	13 11.1%	12 10.3%	16 13.7%	12 10.3%	3 2.6%	17 14.5%	10 8.5%
-10%	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%
-7%	1 0.9%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	3 2.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	1 10.0%
-3%	2 1.7%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-1%	4 3.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 5.9%	0 0.0%
0	19 16.2%	3 33.3%	0 0.0%	1 16.7%	1 20.0%	0 0.0%	4 30.8%	2 16.7%	1 6.3%	3 25.0%	0 0.0%	1 5.9%	3 30.0%
+1%	11 9.4%	1 11.1%	1 12.5%	0 0.0%	1 20.0%	1 16.7%	2 15.4%	1 8.3%	0 0.0%	1 8.3%	0 0.0%	2 11.8%	1 10.0%
+3%	24 20.5%	1 11.1%	1 12.5%	4 66.7%	0 0.0%	1 16.7%	4 30.8%	1 8.3%	7 43.8%	1 8.3%	0 0.0%	1 5.9%	3 30.0%
+5%	20 17.1%	2 22.2%	2 25.0%	0 0.0%	3 60.0%	0 0.0%	1 7.7%	3 25.0%	2 12.5%	3 25.0%	0 0.0%	4 23.5%	0 0.0%
+7%	8 6.8%	1 11.1%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	2 16.7%	2 12.5%	0 0.0%	0 0.0%	0 0.0%	1 10.0%
+10%	25 21.4%	1 11.1%	2 25.0%	0 0.0%	0 0.0%	2 33.3%	1 7.7%	1 8.3%	4 25.0%	3 25.0%	2 66.7%	8 47.1%	1 10.0%
Mean	4.1	3.4	4.8	0.8	3.2	3.7	2.8	2.9	5.3	3.7	6.3	6.1	2.2
SD	4.1	3.6	4.4	4.0 hk	2.5	5.1	3.1 hk	4.4	3.3 cfl	4.8	6.4	4.2 cfl	4.1 hk

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=283

	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	57 39.3%	45 31.0%	23 15.9%	20 13.8%	37 32.7%	16 14.2%	18 15.9%	5 4.4%	21 18.6%	16 14.2%	70 48.6%	47 32.6%	27 18.8%
-10%	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%
-7%	1 1.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	1 1.4%	0 0.0%	0 0.0%
-5%	0 0.0%	1 2.2%	1 4.3%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	0 0.0%	2 2.9%	1 2.1%	0 0.0%
-3%	0 0.0%	0 0.0%	2 8.7%	1 5.0%	1 2.7%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	2 2.9%	0 0.0%	1 3.7%
-1%	0 0.0%	2 4.4%	0 0.0%	2 10.0%	2 5.4%	1 6.3%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	3 4.3%	0 0.0%	1 3.7%
0	12 21.1%	7 15.6%	4 17.4%	2 10.0%	7 18.9%	1 6.3%	4 22.2%	1 20.0%	4 19.0%	2 12.5%	13 18.6%	9 19.1%	1 3.7%
+1%	5 8.8%	5 11.1%	2 8.7%	2 10.0%	1 2.7%	2 12.5%	1 5.6%	1 20.0%	4 19.0%	1 6.3%	4 5.7%	8 17.0%	2 7.4%
+3%	13 22.8%	7 15.6%	3 13.0%	3 15.0%	6 16.2%	4 25.0%	4 22.2%	0 0.0%	2 9.5%	7 43.8%	11 15.7%	11 23.4%	6 22.2%
+5%	9 15.8%	6 13.3%	5 21.7%	4 20.0%	6 16.2%	2 12.5%	4 22.2%	0 0.0%	3 14.3%	5 31.3%	7 10.0%	11 23.4%	5 18.5%
+7%	5 8.8%	2 4.4%	3 13.0%	2 10.0%	2 5.4%	1 6.3%	2 11.1%	0 0.0%	3 14.3%	0 0.0%	6 8.6%	5 10.6%	1 3.7%
+10%	12 21.1%	15 33.3%	3 13.0%	3 15.0%	12 32.4%	5 31.3%	2 11.1%	3 60.0%	2 9.5%	0 0.0%	21 30.0%	2 4.3%	10 37.0%
Mean	4.2	4.7	3.3	3.3	4.8	5.0	3.7	6.2	2.5	2.5	4.3	3.1	5.5
SD	3.9	4.4	4.2	4.3	4.3	4.0	3.4	5.2	4.3	3.0	4.7	2.9 C	4.1 B

Significance Tests Between Columns: Lower case: p&lt;.05 Upper case: p&lt;.01

**Topic 4: Financial and Marketing Performance**

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	12 9.1%	9 6.8%	7 5.3%	6 4.5%	7 5.3%	15 11.4%	14 10.6%	19 14.4%	12 9.1%	3 2.3%	18 13.6%	10 7.6%
-10%	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%
-7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-1%	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%
0	3 2.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 14.3%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%
+1%	20 15.2%	2 16.7%	1 11.1%	2 28.6%	1 16.7%	0 0.0%	5 33.3%	2 14.3%	3 15.8%	1 8.3%	0 0.0%	2 11.1%	1 10.0%
+3%	27 20.5%	2 16.7%	1 11.1%	0 0.0%	3 50.0%	2 28.6%	2 13.3%	4 28.6%	4 21.1%	2 16.7%	1 33.3%	5 27.8%	1 10.0%
+5%	34 25.8%	6 50.0%	1 11.1%	2 28.6%	1 16.7%	1 14.3%	5 33.3%	2 14.3%	2 10.5%	7 58.3%	0 0.0%	3 16.7%	4 40.0%
+7%	8 6.1%	0 0.0%	2 22.2%	0 0.0%	0 0.0%	2 28.6%	0 0.0%	2 14.3%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	1 10.0%
+10%	40 30.3%	2 16.7%	4 44.4%	3 42.9%	1 16.7%	2 28.6%	3 20.0%	2 14.3%	9 47.4%	2 16.7%	2 66.7%	7 38.9%	3 30.0%
Mean	5.3	4.8	7.0	6.0	4.2	6.4	4.4	4.1	6.4	5.2	7.7	5.7	6.1
SD	3.4	2.9	3.4	4.1	3.1	2.9	3.4	3.3	3.8	2.6	4.0	3.8	3.1

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=283

	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	65 39.2%	53 31.9%	29 17.5%	19 11.4%	36 27.5%	16 12.2%	25 19.1%	7 5.3%	27 20.6%	20 15.3%	81 48.8%	55 33.1%
-10%	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%
-7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-1%	0 0.0%	0 0.0%	1 3.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.2%	0 0.0%	0 0.0%
0	0 0.0%	1 1.9%	3 10.3%	1 5.3%	1 2.8%	0 0.0%	1 4.0%	0 0.0%	1 3.7%	0 0.0%	3 3.7%	1 1.8%	1 3.3%
+1%	12 18.5%	8 15.1%	4 13.8%	4 21.1%	2 5.6%	2 12.5%	5 20.0%	1 14.3%	2 7.4%	8 40.0%	9 11.1%	12 21.8%	7 23.3%
+3%	11 16.9%	9 17.0%	6 20.7%	4 21.1%	4 11.1%	1 6.3%	8 32.0%	1 14.3%	9 33.3%	3 15.0%	14 17.3%	13 23.6%	3 10.0%
+5%	16 24.6%	16 30.2%	8 27.6%	4 21.1%	8 22.2%	5 31.3%	5 20.0%	3 42.9%	8 29.6%	5 25.0%	22 27.2%	12 21.8%	9 30.0%
+7%	3 4.6%	2 3.8%	2 6.9%	2 10.5%	2 5.6%	2 12.5%	2 8.0%	1 14.3%	1 3.7%	1 5.0%	3 3.7%	5 9.1%	2 6.7%
+10%	23 35.4%	17 32.1%	5 17.2%	4 21.1%	19 52.8%	6 37.5%	4 16.0%	1 14.3%	6 22.2%	3 15.0%	29 35.8%	12 21.8%	8 26.7%
Mean	5.8	5.6	4.3	4.7	7.2	6.5	4.3	5.1	5.0	4.0	5.8	4.8	5.2
SD	3.5	3.4	3.4	3.4	3.3 CeF	3.2 cf	3.1 Ab	2.9	3.1 a	3.2 Ab	3.5	3.3	3.5

Significance Tests Between Columns: Lower case: p&lt;.05 Upper case: p&lt;.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 A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	12 8.4%	9 6.3%	7 4.9%	6 4.2%	7 4.9%	18 12.6%	14 9.8%	19 13.3%	13 9.1%	4 2.8%	23 16.1%	11 7.7%
-10%	1 0.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	2 1.4%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-3%	1 0.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%
-1%	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%
0	5 3.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 11.1%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	2 8.7%	0 0.0%
+1%	5 3.5%	0 0.0%	0 0.0%	2 28.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 15.4%	0 0.0%	1 4.3%	0 0.0%
+3%	15 10.5%	2 16.7%	0 0.0%	0 0.0%	2 33.3%	1 14.3%	0 0.0%	3 21.4%	0 0.0%	3 23.1%	0 0.0%	3 13.0%	1 9.1%
+5%	35 24.5%	2 16.7%	1 11.1%	1 14.3%	2 33.3%	1 14.3%	8 44.4%	6 42.9%	0 0.0%	3 23.1%	1 25.0%	6 26.1%	4 36.4%
+7%	13 9.1%	1 8.3%	1 11.1%	1 14.3%	0 0.0%	0 0.0%	2 11.1%	1 7.1%	2 10.5%	3 23.1%	1 25.0%	1 4.3%	0 0.0%
+10%	66 46.2%	7 58.3%	7 77.8%	2 28.6%	2 33.3%	5 71.4%	5 27.8%	4 28.6%	15 78.9%	2 15.4%	2 50.0%	10 43.5%	5 45.5%
Mean	6.8	7.8	9.1	4.1	6.0	8.3	5.2	6.1	8.4	5.2	8.0	6.4	6.4
SD	3.6	3.0	1.8	5.5	3.2	3.0	4.9	2.7	4.0	3.0	2.4	3.6	4.2
		i	cdGk	bh	b	i	bh	B	cfi	aBeh		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: Sales Revenue

N=283	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	70 39.3%	57 32.0%	30 16.9%	21 11.8%	44 31.2%	16 11.3%	26 18.4%	8 5.7%	27 19.1%	20 14.2%	90 50.3%	56 31.3%
-10%	1 1.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	1 1.1%	0 0.0%	0 0.0%
-7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	2 2.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.7%	0 0.0%	0 0.0%	0 0.0%	1 1.1%	1 1.8%	0 0.0%
-3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.8%	0 0.0%
-1%	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%
0	2 2.9%	2 3.5%	0 0.0%	2 9.5%	3 6.8%	2 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	5 5.6%	0 0.0%	1 3.0%
+1%	2 2.9%	2 3.5%	0 0.0%	1 4.8%	0 0.0%	1 6.3%	0 0.0%	1 12.5%	2 7.4%	1 5.0%	2 2.2%	2 3.6%	1 3.0%
+3%	3 4.3%	4 7.0%	7 23.3%	5 23.8%	2 4.5%	2 12.5%	2 7.7%	1 12.5%	4 14.8%	3 15.0%	10 11.1%	5 8.9%	4 12.1%
+5%	15 21.4%	12 21.1%	9 30.0%	6 28.6%	7 15.9%	4 25.0%	5 19.2%	1 12.5%	11 40.7%	6 30.0%	18 20.0%	16 28.6%	8 24.2%
+7%	9 12.9%	6 10.5%	3 10.0%	2 9.5%	3 6.8%	1 6.3%	4 15.4%	0 0.0%	4 14.8%	2 10.0%	7 7.8%	10 17.9%	4 12.1%
+10%	36 51.4%	31 54.4%	11 36.7%	5 23.8%	29 65.9%	6 37.5%	12 46.2%	4 50.0%	6 22.2%	8 40.0%	46 51.1%	21 37.5%	15 45.5%
Mean	7.0	7.5	6.6	5.2	8.0	5.9	6.4	4.9	5.8	6.7	6.8	6.6	7.0
SD	4.1	3.1 D	2.9	3.3 B	3.1 bdE	3.8 a	4.6	7.0 a	2.7 A	3.1	4.0	3.4	3.1

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	10 8.6%	8 6.9%	6 5.2%	6 5.2%	6 5.2%	9 7.8%	14 12.1%	17 14.7%	10 8.6%	3 2.6%	17 14.7%	10 8.6%
-10%	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%
-7%	1 0.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	2 1.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%
-3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-1%	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%
0	14 12.1%	2 20.0%	1 12.5%	1 16.7%	2 33.3%	0 0.0%	2 22.2%	3 21.4%	0 0.0%	0 0.0%	1 33.3%	2 11.8%	0 0.0%
+1%	12 10.3%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	1 16.7%	1 11.1%	1 7.1%	3 17.6%	1 10.0%	0 0.0%	3 17.6%	1 10.0%
+3%	17 14.7%	5 50.0%	0 0.0%	1 16.7%	0 0.0%	1 16.7%	3 33.3%	2 14.3%	1 5.9%	1 10.0%	0 0.0%	3 17.6%	0 0.0%
+5%	29 25.0%	0 0.0%	4 50.0%	2 33.3%	2 33.3%	0 0.0%	1 11.1%	3 21.4%	5 29.4%	4 40.0%	2 66.7%	3 17.6%	3 30.0%
+7%	7 6.0%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 14.3%	3 17.6%	0 0.0%	0 0.0%	0 0.0%	1 10.0%
+10%	34 29.3%	3 30.0%	2 25.0%	1 16.7%	2 33.3%	4 66.7%	2 22.2%	2 14.3%	4 23.5%	4 40.0%	0 0.0%	6 35.3%	4 40.0%
Mean	5.1	4.5	5.9	4.0	5.0	7.3	3.9	3.6	5.0	6.4	3.3	5.1	5.8
SD	3.9	4.0	3.2	3.6	4.5	4.2	3.8	4.2	4.4	3.3	2.9	4.0	4.9

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**

	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	53 37.1%	47 32.9%	25 17.5%	18 12.6%	33 28.4%	14 12.1%	22 19.0%	5 4.3%	26 22.4%	16 13.8%	67 46.5%	47 32.6%	30 20.8%
-10%	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%
-7%	0 0.0%	1 2.1%	0 0.0%	0 0.0%	1 3.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.5%	0 0.0%	0 0.0%
-5%	1 1.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	1 1.5%	1 2.1%	0 0.0%
-3%	0 0.0%	1 2.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.5%	0 0.0%	0 0.0%
-1%	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%
0	7 13.2%	2 4.3%	5 20.0%	1 5.6%	6 18.2%	0 0.0%	6 27.3%	0 0.0%	2 7.7%	0 0.0%	7 10.4%	5 10.6%	3 10.0%
+1%	5 9.4%	4 8.5%	1 4.0%	3 16.7%	1 3.0%	3 21.4%	0 0.0%	1 20.0%	3 11.5%	3 18.8%	7 10.4%	4 8.5%	2 6.7%
+3%	9 17.0%	6 12.8%	7 28.0%	2 11.1%	2 6.1%	2 14.3%	4 18.2%	3 60.0%	5 19.2%	1 6.3%	9 13.4%	12 25.5%	3 10.0%
+5%	13 24.5%	12 25.5%	7 28.0%	5 27.8%	10 30.3%	2 14.3%	2 9.1%	0 0.0%	9 34.6%	6 37.5%	16 23.9%	14 29.8%	6 20.0%
+7%	4 7.5%	3 6.4%	0 0.0%	3 16.7%	3 9.1%	1 7.1%	1 4.5%	0 0.0%	1 3.8%	1 6.3%	4 6.0%	4 8.5%	3 10.0%
+10%	14 26.4%	18 38.3%	5 20.0%	4 22.2%	10 30.3%	5 35.7%	8 36.4%	1 20.0%	6 23.1%	5 31.3%	21 31.3%	7 14.9%	13 43.3%
Mean	4.9	5.8	4.3	5.3	5.2	5.1	4.7	4.0	5.0	5.8	5.0	4.3	6.4
SD	3.8	4.1	3.4	3.4	4.3	4.7	4.7	3.5	3.3	3.4	4.2	3.3	3.7
												c	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: Profits**

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	12 8.6%	9 6.5%	7 5.0%	6 4.3%	7 5.0%	16 11.5%	14 10.1%	19 13.7%	13 9.4%	3 2.2%	22 15.8%	11 7.9%
-10%	1 0.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%
-7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	2 1.4%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-3%	2 1.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-1%	1 0.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%
0	5 3.6%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	2 10.5%	0 0.0%	0 0.0%	1 4.5%	0 0.0%
+1%	13 9.4%	0 0.0%	0 0.0%	1 14.3%	2 33.3%	0 0.0%	1 6.3%	2 14.3%	0 0.0%	3 23.1%	0 0.0%	4 18.2%	0 0.0%
+3%	13 9.4%	0 0.0%	3 33.3%	1 14.3%	0 0.0%	0 0.0%	3 18.8%	1 7.1%	2 10.5%	1 7.7%	0 0.0%	1 4.5%	1 9.1%
+5%	27 19.4%	2 16.7%	0 0.0%	1 14.3%	3 50.0%	2 28.6%	2 12.5%	5 35.7%	3 15.8%	3 23.1%	1 33.3%	2 9.1%	3 27.3%
+7%	19 13.7%	4 33.3%	0 0.0%	2 28.6%	0 0.0%	0 0.0%	4 25.0%	1 7.1%	2 10.5%	1 7.7%	0 0.0%	2 9.1%	3 27.3%
+10%	56 40.3%	6 50.0%	5 55.6%	1 14.3%	1 16.7%	5 71.4%	4 25.0%	5 35.7%	8 42.1%	4 30.8%	2 66.7%	12 54.5%	3 27.3%
Mean	6.2	8.2	6.6	4.0	4.5	8.6	5.3	6.2	5.6	5.2	8.3	6.9	5.4
SD	3.9	2.0	4.2	4.9	3.3	2.4	3.9	3.3	4.8	4.0	2.9	3.9	5.6
		cdfi		ae	ae	cd	a			a			

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**

	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	67 39.0%	57 33.1%	27 15.7%	21 12.2%	42 31.1%	16 11.9%	23 17.0%	8 5.9%	27 20.0%	19 14.1%	88 51.2%	55 32.0%	29 16.9%
-10%	0 0.0%	0 0.0%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	1 1.1%	0 0.0%	0 0.0%
-7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	1 1.5%	1 1.8%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.8%	1 3.4%
-3%	2 3.0%	0 0.0%	0 0.0%	0 0.0%	1 2.4%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	2 2.3%	0 0.0%	0 0.0%
-1%	0 0.0%	2 3.5%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.1%	1 1.8%	0 0.0%
0	1 1.5%	3 5.3%	0 0.0%	2 9.5%	3 7.1%	1 6.3%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	5 5.7%	0 0.0%	1 3.4%
+1%	5 7.5%	4 7.0%	2 7.4%	2 9.5%	2 4.8%	1 6.3%	3 13.0%	1 12.5%	3 11.1%	1 5.3%	6 6.8%	3 5.5%	4 13.8%
+3%	7 10.4%	3 5.3%	6 22.2%	5 23.8%	2 4.8%	3 18.8%	3 13.0%	0 0.0%	2 7.4%	3 15.8%	7 8.0%	12 21.8%	3 10.3%
+5%	17 25.4%	10 17.5%	4 14.8%	2 9.5%	9 21.4%	3 18.8%	3 13.0%	0 0.0%	9 33.3%	2 10.5%	18 20.5%	10 18.2%	4 13.8%
+7%	11 16.4%	4 7.0%	5 18.5%	3 14.3%	4 9.5%	0 0.0%	5 21.7%	1 12.5%	3 11.1%	6 31.6%	9 10.2%	12 21.8%	3 10.3%
+10%	23 34.3%	30 52.6%	9 33.3%	7 33.3%	21 50.0%	6 37.5%	6 26.1%	5 62.5%	10 37.0%	7 36.8%	39 44.3%	16 29.1%	13 44.8%
Mean	6.1	6.7	5.7	5.6	6.9	4.9	4.5	7.3	6.5	6.9	6.3	5.9	6.2
SD	3.7	4.0	4.4	3.7	3.7	4.8	5.3	4.3	3.2	2.9	4.2	3.4	4.2

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**

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	11 8.2%	9 6.7%	7 5.2%	6 4.5%	7 5.2%	14 10.4%	14 10.4%	17 12.7%	15 11.2%	3 2.2%	22 16.4%	9 6.7%
-10%	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%
-7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-3%	1 0.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-1%	1 0.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
0	1 0.7%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
+1%	15 11.2%	3 27.3%	1 11.1%	1 14.3%	1 16.7%	1 14.3%	2 14.3%	1 7.1%	1 5.9%	1 6.7%	0 0.0%	2 9.1%	1 11.1%
+3%	26 19.4%	2 18.2%	0 0.0%	1 14.3%	2 33.3%	2 28.6%	4 28.6%	2 14.3%	2 11.8%	6 40.0%	0 0.0%	4 18.2%	1 11.1%
+5%	42 31.3%	3 27.3%	4 44.4%	2 28.6%	3 50.0%	1 14.3%	3 21.4%	9 64.3%	2 11.8%	5 33.3%	0 0.0%	7 31.8%	3 33.3%
+7%	8 6.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 14.3%	1 7.1%	3 17.6%	0 0.0%	0 0.0%	1 4.5%	0 0.0%
+10%	40 29.9%	2 18.2%	4 44.4%	2 28.6%	0 0.0%	3 42.9%	2 14.3%	0 0.0%	9 52.9%	3 20.0%	3 100.0%	8 36.4%	4 44.4%
Mean	5.7	4.6	6.8	4.9	3.7	6.0	4.3	4.1	7.5	4.9	10.0	6.2	6.6
SD	3.4	3.3	3.3	4.0	1.6	3.9	3.5	2.0	3.1	2.9	0.0	3.2	3.5
		h	g		H		h	bHkl	aDFGi	h		g	g

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**

	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	62 37.8%	55 33.5%	27 16.5%	20 12.2%	40 30.5%	16 12.2%	24 18.3%	7 5.3%	26 19.8%	18 13.7%	81 49.4%	51 31.1%	32 19.5%
-10%	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%
-7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-3%	1 1.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	1 2.0%	0 0.0%
-1%	0 0.0%	0 0.0%	2 7.4%	1 5.0%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 9.4%
0	0 0.0%	2 3.6%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	3 3.7%	0 0.0%	0 0.0%
+1%	8 12.9%	3 5.5%	2 7.4%	3 15.0%	2 5.0%	0 0.0%	3 12.5%	0 0.0%	3 11.5%	6 33.3%	5 6.2%	7 13.7%	5 15.6%
+3%	9 14.5%	10 18.2%	4 14.8%	5 25.0%	5 12.5%	4 25.0%	4 16.7%	4 57.1%	7 26.9%	2 11.1%	14 17.3%	12 23.5%	3 9.4%
+5%	20 32.3%	18 32.7%	10 37.0%	3 15.0%	9 22.5%	5 31.3%	8 33.3%	2 28.6%	13 50.0%	4 22.2%	28 34.6%	16 31.4%	6 18.8%
+7%	4 6.5%	3 5.5%	4 14.8%	0 0.0%	3 7.5%	1 6.3%	2 8.3%	0 0.0%	0 0.0%	2 11.1%	5 6.2%	5 9.8%	2 6.3%
+10%	20 32.3%	19 34.5%	5 18.5%	7 35.0%	21 52.5%	6 37.5%	6 25.0%	1 14.3%	3 11.5%	2 11.1%	26 32.1%	10 19.6%	13 40.6%
Mean	5.8	6.1	5.2	5.1	7.3	6.5	5.3	4.6	4.6	3.5	6.0	5.0	5.8
SD	3.4	3.2	3.2	4.0	3.1	3.0	3.3	2.6	2.4	3.5	3.2	3.1	4.1
					cdEF	ef	a	a	Ab	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: Customer retention**

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	10 7.6%	9 6.9%	7 5.3%	6 4.6%	6 4.6%	12 9.2%	14 10.7%	16 12.2%	15 11.5%	3 2.3%	22 16.8%	11 8.4%
-10%	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%
-7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-3%	4 3.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	1 7.1%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	1 9.1%
-1%	2 1.5%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
0	22 16.8%	2 20.0%	4 44.4%	3 42.9%	2 33.3%	1 16.7%	3 25.0%	1 7.1%	2 12.5%	1 6.7%	0 0.0%	2 9.1%	1 9.1%
+1%	15 11.5%	1 10.0%	1 11.1%	0 0.0%	0 0.0%	2 33.3%	3 25.0%	0 0.0%	2 12.5%	1 6.7%	0 0.0%	3 13.6%	2 18.2%
+3%	24 18.3%	3 30.0%	0 0.0%	1 14.3%	2 33.3%	1 16.7%	2 16.7%	2 14.3%	3 18.8%	6 40.0%	0 0.0%	3 13.6%	1 9.1%
+5%	24 18.3%	1 10.0%	1 11.1%	3 42.9%	2 33.3%	0 0.0%	2 16.7%	6 42.9%	0 0.0%	3 20.0%	0 0.0%	3 13.6%	3 27.3%
+7%	6 4.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	2 12.5%	0 0.0%	1 33.3%	2 9.1%	0 0.0%
+10%	34 26.0%	2 20.0%	3 33.3%	0 0.0%	0 0.0%	2 33.3%	1 8.3%	2 14.3%	6 37.5%	4 26.7%	2 66.7%	9 40.9%	3 27.3%
Mean	4.6	3.4	4.0	2.6	2.7	4.2	2.2	4.2	5.1	4.9	9.0	6.0	4.3
SD	4.0	3.9	4.8	2.5	2.3	4.6	3.4	3.7	4.6	3.4	1.7	3.9	4.4
		j		jk	J		iJK	j		f	aCDFg	cF	

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**

	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	60 37.3%	55 34.2%	26 16.1%	20 12.4%	40 31.3%	15 11.7%	22 17.2%	5 3.9%	27 21.1%	19 14.8%	80 49.7%	50 31.1%	31 19.3%
-10%	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%
-7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	0 0.0%	1 1.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	0 0.0%
-3%	2 3.3%	1 1.8%	1 3.8%	1 5.0%	1 2.5%	0 0.0%	1 4.5%	0 0.0%	2 7.4%	0 0.0%	1 1.3%	2 4.0%	2 6.5%
-1%	1 1.7%	1 1.8%	1 3.8%	0 0.0%	1 2.5%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 2.5%	1 2.0%	0 0.0%
0	10 16.7%	7 12.7%	4 15.4%	3 15.0%	10 25.0%	1 6.7%	4 18.2%	0 0.0%	2 7.4%	5 26.3%	16 20.0%	6 12.0%	2 6.5%
+1%	5 8.3%	6 10.9%	2 7.7%	2 10.0%	1 2.5%	4 26.7%	5 22.7%	0 0.0%	1 3.7%	3 15.8%	4 5.0%	8 16.0%	5 16.1%
+3%	10 16.7%	6 10.9%	3 11.5%	7 35.0%	2 5.0%	3 20.0%	2 9.1%	2 40.0%	8 29.6%	6 31.6%	11 13.8%	10 20.0%	4 12.9%
+5%	11 18.3%	11 20.0%	10 38.5%	3 15.0%	7 17.5%	2 13.3%	6 27.3%	0 0.0%	7 25.9%	3 15.8%	15 18.8%	14 28.0%	7 22.6%
+7%	4 6.7%	2 3.6%	0 0.0%	1 5.0%	4 10.0%	0 0.0%	0 0.0%	1 20.0%	1 3.7%	0 0.0%	5 6.3%	2 4.0%	0 0.0%
+10%	17 28.3%	20 36.4%	5 19.2%	3 15.0%	14 35.0%	4 26.7%	4 18.2%	2 40.0%	6 22.2%	2 10.5%	26 32.5%	6 12.0%	11 35.5%
Mean	4.7	5.2	4.1	3.6	5.2	4.1	3.5	6.6	4.5	2.9	5.0	3.4	5.0
SD	4.1	4.3	3.7	3.5	4.4	4.0	3.8	3.5	3.8	3.0	4.1	3.5	4.3
								f		d	b	a	

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	9 7.8%	8 6.9%	6 5.2%	5 4.3%	6 5.2%	11 9.5%	12 10.3%	17 14.7%	12 10.3%	3 2.6%	17 14.7%	10 8.6%
-10%	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%
-7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-1%	1 0.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
0	7 6.0%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	1 8.3%	0 0.0%	2 16.7%	0 0.0%	1 5.9%	1 10.0%
+1%	10 8.6%	0 0.0%	1 12.5%	1 16.7%	0 0.0%	0 0.0%	3 27.3%	1 8.3%	1 5.9%	1 8.3%	0 0.0%	2 11.8%	0 0.0%
+3%	24 20.7%	4 44.4%	1 12.5%	1 16.7%	2 40.0%	2 33.3%	3 27.3%	1 8.3%	5 29.4%	1 8.3%	0 0.0%	2 11.8%	2 20.0%
+5%	25 21.6%	2 22.2%	2 25.0%	2 33.3%	1 20.0%	2 33.3%	1 9.1%	3 25.0%	2 11.8%	3 25.0%	1 33.3%	3 17.6%	3 30.0%
+7%	11 9.5%	0 0.0%	0 0.0%	1 16.7%	1 20.0%	0 0.0%	1 9.1%	2 16.7%	1 5.9%	0 0.0%	0 0.0%	2 11.8%	3 30.0%
+10%	38 32.8%	3 33.3%	3 37.5%	1 16.7%	1 20.0%	2 33.3%	2 18.2%	3 25.0%	8 47.1%	5 41.7%	2 66.7%	7 41.2%	1 10.0%
Mean	5.8	5.8	5.5	5.2	5.6	6.0	4.0	5.2	6.6	5.8	8.3	6.3	5.2
SD	3.5	3.3	4.1	3.1	3.0	3.2	3.6	3.9	3.5	4.1	2.9	3.7	2.8

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: Brand value**

	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	56 39.2%	45 31.5%	22 15.4%	20 14.0%	36 32.1%	15 13.4%	18 16.1%	5 4.5%	22 19.6%	16 14.3%	68 47.6%	48 33.6%	27 18.9%
-10%	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%
-7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-1%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	1 2.1%	0 0.0%
0	4 7.1%	4 8.9%	0 0.0%	1 5.0%	5 13.9%	2 13.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	6 8.8%	2 4.2%	1 3.7%
+1%	5 8.9%	3 6.7%	3 13.6%	1 5.0%	2 5.6%	1 6.7%	2 11.1%	1 20.0%	1 4.5%	2 12.5%	6 8.8%	5 10.4%	1 3.7%
+3%	13 23.2%	8 17.8%	4 18.2%	2 10.0%	4 11.1%	2 13.3%	7 38.9%	0 0.0%	5 22.7%	6 37.5%	10 14.7%	14 29.2%	4 14.8%
+5%	8 14.3%	11 24.4%	5 22.7%	9 45.0%	6 16.7%	2 13.3%	4 22.2%	2 40.0%	7 31.8%	3 18.8%	13 19.1%	14 29.2%	6 22.2%
+7%	5 8.9%	3 6.7%	3 13.6%	1 5.0%	4 11.1%	0 0.0%	2 11.1%	0 0.0%	2 9.1%	2 12.5%	4 5.9%	6 12.5%	2 7.4%
+10%	21 37.5%	16 35.6%	6 27.3%	6 30.0%	15 41.7%	8 53.3%	3 16.7%	2 40.0%	6 27.3%	3 18.8%	29 42.6%	6 12.5%	13 48.1%
Mean	5.9	5.8	5.5	6.0	6.2	6.5	4.8	6.2	5.6	4.9	6.2	4.5	6.9
SD	3.7	3.6	3.5	3.1	3.8	4.2	2.9	3.8	3.2	3.0	b	aC	B

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

**Topic 4: Financial and Marketing Performance**

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

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	12 7.4%	9 5.6%	7 4.3%	6 3.7%	8 4.9%	23 14.2%	16 9.9%	19 11.7%	16 9.9%	5 3.1%	29 17.9%	12 7.4%
1=Poor	7 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 8.7%	1 6.3%	0 0.0%	3 18.8%	0 0.0%	1 3.4%	0 0.0%
2=Fair	23 14.2%	3 25.0%	0 0.0%	1 14.3%	1 16.7%	0 0.0%	3 13.0%	4 25.0%	2 10.5%	2 12.5%	0 0.0%	6 20.7%	1 8.3%
3=Average	46 28.4%	3 25.0%	2 22.2%	4 57.1%	4 66.7%	1 12.5%	7 30.4%	3 18.8%	6 31.6%	6 37.5%	0 0.0%	5 17.2%	5 41.7%
4=Good	63 38.9%	6 50.0%	5 55.6%	1 14.3%	1 16.7%	5 62.5%	9 39.1%	6 37.5%	6 31.6%	5 31.3%	2 40.0%	12 41.4%	5 41.7%
5=Excellent	23 14.2%	0 0.0%	2 22.2%	1 14.3%	0 0.0%	2 25.0%	2 8.7%	2 12.5%	5 26.3%	0 0.0%	3 60.0%	5 17.2%	1 8.3%
Mean	3.5	3.3	4.0	3.3	3.0	4.1	3.3	3.3	3.7	2.8	4.6	3.5	3.5
SD	1.0	0.9 beJ	0.7 adI	1.0 j	0.6 bEJ	0.6 aDfI	1.1 ej	1.2 j	1.0 i	1.1 BEhJ	0.5 AcDfgIkl	1.1 j	0.8 j

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

## Topic 4: Financial and Marketing Performance

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

N=283	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	80 39.2%	65 31.9%	35 17.2%	24 11.8%	48 30.8%	20 12.8%	27 17.3%	10 6.4%	30 19.2%	21 13.5%	103 51.8%	59 29.6%
1=Poor	4 5.0%	3 4.6%	1 2.9%	1 4.2%	2 4.2%	2 10.0%	1 3.7%	1 10.0%	1 3.3%	0 0.0%	5 4.9%	3 5.1%	1 2.7%
2=Fair	11 13.8%	10 15.4%	6 17.1%	2 8.3%	6 12.5%	2 10.0%	8 29.6%	3 30.0%	2 6.7%	1 4.8%	13 12.6%	9 15.3%	6 16.2%
3=Average	28 35.0%	14 21.5%	8 22.9%	6 25.0%	14 29.2%	4 20.0%	7 25.9%	1 10.0%	11 36.7%	11 52.4%	31 30.1%	18 30.5%	6 16.2%
4=Good	29 36.3%	28 43.1%	16 45.7%	8 33.3%	17 35.4%	7 35.0%	10 37.0%	4 40.0%	12 40.0%	8 38.1%	35 34.0%	26 44.1%	17 45.9%
5=Excellent	8 10.0%	10 15.4%	4 11.4%	7 29.2%	9 18.8%	5 25.0%	1 3.7%	1 10.0%	4 13.3%	1 4.8%	19 18.4%	3 5.1%	7 18.9%
Mean	3.3	3.5	3.5	3.8	3.5	3.6	3.1	3.1	3.5	3.4	3.5	3.3	3.6
SD	1.0	1.1	1.0	1.1	1.1	1.3	1.0	1.3	0.9	0.7	1.1	1.0	1.1

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

**Topic 4: Financial and Marketing Performance**

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

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	12 7.5%	9 5.6%	7 4.3%	6 3.7%	8 5.0%	23 14.3%	16 9.9%	19 11.8%	15 9.3%	5 3.1%	29 18.0%	12 7.5%
5=Excellent	16 9.9%	1 8.3%	1 11.1%	0 0.0%	0 0.0%	1 12.5%	2 8.7%	2 12.5%	2 10.5%	0 0.0%	2 40.0%	2 6.9%	3 25.0%
4=Good	47 29.2%	4 33.3%	2 22.2%	1 14.3%	1 16.7%	4 50.0%	7 30.4%	4 25.0%	3 15.8%	7 46.7%	0 0.0%	8 27.6%	6 50.0%
3=Average	54 33.5%	5 41.7%	5 55.6%	2 28.6%	2 33.3%	3 37.5%	8 34.8%	5 31.3%	10 52.6%	2 13.3%	2 40.0%	8 27.6%	2 16.7%
2=Fair	24 14.9%	2 16.7%	0 0.0%	2 28.6%	2 33.3%	0 0.0%	3 13.0%	3 18.8%	2 10.5%	2 13.3%	1 20.0%	7 24.1%	0 0.0%
1=Poor	20 12.4%	0 0.0%	1 11.1%	2 28.6%	1 16.7%	0 0.0%	3 13.0%	2 12.5%	2 10.5%	4 26.7%	0 0.0%	4 13.8%	1 8.3%
Mean	3.1	3.3	3.2	2.3	2.5	3.8	3.1	3.1	3.1	2.8	3.6	2.9	3.8
SD	1.2	0.9	1.1	1.1	1.0	0.7	1.2	1.2	1.1	1.3	1.3	1.2	1.1
		c		aEL	el	Cd				1		1	Cdik

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

**Topic 4: Financial and Marketing Performance**

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

N=283	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	80 39.4%	64 31.5%	35 17.2%	24 11.8%	47 30.3%	20 12.9%	27 17.4%	10 6.5%	30 19.4%	21 13.5%	102 51.5%	59 29.8%	37 18.7%
5=Excellent	11 13.8%	5 7.8%	5 14.3%	0 0.0%	5 10.6%	2 10.0%	1 3.7%	1 10.0%	3 10.0%	2 9.5%	8 7.8%	6 10.2%	7 18.9%
4=Good	18 22.5%	19 29.7%	10 28.6%	9 37.5%	12 25.5%	6 30.0%	6 22.2%	2 20.0%	9 30.0%	8 38.1%	28 27.5%	16 27.1%	9 24.3%
3=Average	25 31.3%	18 28.1%	11 31.4%	12 50.0%	16 34.0%	9 45.0%	7 25.9%	3 30.0%	11 36.7%	7 33.3%	32 31.4%	20 33.9%	12 32.4%
2=Fair	18 22.5%	11 17.2%	4 11.4%	2 8.3%	8 17.0%	0 0.0%	6 22.2%	2 20.0%	5 16.7%	4 19.0%	20 19.6%	11 18.6%	4 10.8%
1=Poor	8 10.0%	11 17.2%	5 14.3%	1 4.2%	6 12.8%	3 15.0%	7 25.9%	2 20.0%	2 6.7%	0 0.0%	14 13.7%	6 10.2%	5 13.5%
Mean	3.1	2.9	3.2	3.2	3.0	3.2	2.6	2.8	3.2	3.4	3.0	3.1	3.2
SD	1.2	1.2	1.2	0.8	1.2	1.2	1.2	1.3	1.1	0.9	1.2	1.1	1.3

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

## Topic 4: Financial and Marketing Performance

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

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	12 7.4%	9 5.6%	7 4.3%	6 3.7%	8 4.9%	23 14.2%	16 9.9%	19 11.7%	16 9.9%	5 3.1%	29 17.9%	12 7.4%
5=Excellent	19 11.7%	2 16.7%	2 22.2%	0 0.0%	0 0.0%	2 25.0%	3 13.0%	1 6.3%	2 10.5%	1 6.3%	1 20.0%	4 13.8%	1 8.3%
4=Good	35 21.6%	3 25.0%	1 11.1%	2 28.6%	1 16.7%	3 37.5%	5 21.7%	3 18.8%	4 21.1%	3 18.8%	0 0.0%	4 13.8%	6 50.0%
3=Average	53 32.7%	3 25.0%	4 44.4%	2 28.6%	3 50.0%	2 25.0%	9 39.1%	5 31.3%	8 42.1%	6 37.5%	1 20.0%	9 31.0%	1 8.3%
2=Fair	28 17.3%	3 25.0%	2 22.2%	1 14.3%	0 0.0%	1 12.5%	2 8.7%	4 25.0%	2 10.5%	0 0.0%	1 20.0%	8 27.6%	4 33.3%
1=Poor	27 16.7%	1 8.3%	0 0.0%	2 28.6%	2 33.3%	0 0.0%	4 17.4%	3 18.8%	3 15.8%	6 37.5%	2 40.0%	4 13.8%	0 0.0%
Mean	2.9	3.2	3.3	2.6	2.5	3.8	3.0	2.7	3.0	2.6	2.4	2.9	3.3
SD	1.2	1.3	1.1	1.3	1.2	1.0	1.3	1.2	1.2	1.4	1.7	1.2	1.1

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

**Topic 4: Financial and Marketing Performance**

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

N=283	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	80 39.4%	64 31.5%	35 17.2%	24 11.8%	48 30.8%	20 12.8%	27 17.3%	10 6.4%	30 19.2%	21 13.5%	102 51.5%	59 29.8%
5=Excellent	8 10.0%	10 15.6%	5 14.3%	0 0.0%	8 16.7%	1 5.0%	3 11.1%	2 20.0%	5 16.7%	0 0.0%	12 11.8%	5 8.5%	5 13.5%
4=Good	19 23.8%	15 23.4%	7 20.0%	5 20.8%	7 14.6%	6 30.0%	2 7.4%	1 10.0%	8 26.7%	9 42.9%	18 17.6%	15 25.4%	10 27.0%
3=Average	29 36.3%	16 25.0%	8 22.9%	11 45.8%	17 35.4%	8 40.0%	6 22.2%	2 20.0%	10 33.3%	7 33.3%	32 31.4%	23 39.0%	10 27.0%
2=Fair	12 15.0%	11 17.2%	6 17.1%	6 25.0%	7 14.6%	1 5.0%	7 25.9%	3 30.0%	4 13.3%	5 23.8%	21 20.6%	8 13.6%	3 8.1%
1=Poor	12 15.0%	12 18.8%	9 25.7%	2 8.3%	9 18.8%	4 20.0%	9 33.3%	2 20.0%	3 10.0%	0 0.0%	19 18.6%	8 13.6%	9 24.3%
Mean	3.0	3.0	2.8	2.8	3.0	3.0	2.4	2.8	3.3	3.2	2.8	3.0	3.0
SD	1.2	1.3	1.4	0.9	1.3	1.2	1.3	1.5	1.2	0.8	1.3	1.1	1.4
							Ef		C	c			

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=283 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	164	12	9	7	6	8	23	16	19	18	5
Percent	100.0%	7.3%	5.5%	4.3%	3.7%	4.9%	14.0%	9.8%	11.6%	11.0%	3.0%	17.7%	7.3%
Current Pct.	151	12	8	7	6	8	20	15	16	17	4	26	12
	7.6	13.3	18.5	3.7	2.0	10.4	2.8	5.8	10.2	3.4	17.5	8.1	6.1
	10.7	11.8	19.7	4.4	3.9	15.5	4.8	5.4	9.9	5.1	22.2	11.6	6.1
		dFgI	FgI		a		ABHJ	ab	Fi	ABhj	Fi		
Next 12 Months Pct.	151	12	8	7	6	8	20	15	16	17	4	26	12
	10.8	21.5	20.6	6.0	2.3	15.0	4.3	8.7	15.1	4.6	24.3	10.7	9.6
	13.2	15.0	18.8	5.0	3.9	21.7	6.2	8.2	10.6	5.3	31.0	13.6	8.3
		cDFGIkl	dFgI	ah	AbH		ABHJI	Ab	cDFI	ABHj	Fi	a	af
Next 5 Years Pct.	150	12	8	7	6	8	19	15	16	17	4	26	12
	19.7	33.2	27.5	20.0	15.8	25.0	7.8	15.5	28.1	12.4	27.5	18.7	21.8
	17.3	19.0	22.0	17.1	12.8	23.0	8.2	12.2	13.6	8.9	29.0	20.2	15.3
		FGIk	Fi	f		F ABcEgHjkl		Afh	FgI	AbHI	f	af	Fi

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=283 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	81	68	35	24	49	20	27	10	30	21	104	59
Percent	38.9%	32.7%	16.8%	11.5%	31.2%	12.7%	17.2%	6.4%	19.1%	13.4%	52.0%	29.5%	18.5%
Current Pct.	63	60	28	21	47	20	26	9	29	17	86	50	33
	6.2	7.4	9.6	8.4	9.9	10.9	6.3	9.7	3.1	6.1	5.8	6.3	13.8
	8.0	11.8	11.5	10.2	14.0	12.5	7.7	14.9	3.7	3.8	8.7	7.2	15.2
					e	E		e	aBdf	e	C	C	AB
Next 12 Months Pct.	63	60	28	21	47	20	26	9	29	17	86	50	33
	9.4	10.1	15.3	11.7	14.3	13.1	9.5	13.7	5.0	9.6	9.1	9.4	18.4
	11.2	12.7	16.4	14.6	16.9	14.4	9.3	20.7	5.7	5.4	10.8	10.0	19.5
	c		a		E	E	e	e	ABcdf	e	C	C	AB
Next 5 Years Pct.	63	60	28	21	46	20	26	9	29	17	87	50	32
	18.5	19.1	23.0	19.0	24.8	20.0	18.4	22.8	13.5	19.4	17.8	18.9	27.3
	16.2	17.7	19.9	18.5	21.8	17.7	15.5	22.9	10.5	10.1	16.6	14.3	22.6
				e					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=283 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	164	12	9	7	6	8	23	16	19	18	5	29	12
Percent	100.0%	7.3%	5.5%	4.3%	3.7%	4.9%	14.0%	9.8%	11.6%	11.0%	3.0%	17.7%	7.3%
How many of people does your firm employ in-house to do social media?	153 9.5 81.2	12 1.7 1.8	8 14.4 34.6	7 2.4 3.5	6 4.3 10.1	8 3.3 4.3	22 0.7 1.2	15 2.0 2.0	17 64.2 241.5	17 1.8 2.6	4 0.8 0.5	25 2.6 5.9	12 0.7 0.7
						f	eg	f					
What percentage of these social media employees are within marketing?	147 60.8 46.4	11 76.4 40.6	8 83.8 31.1	6 58.7 48.7	6 33.3 51.6	8 51.3 52.2	20 52.3 49.2	15 70.1 45.3	17 64.5 44.7	17 56.0 49.5	3 76.7 40.4	24 66.8 46.6	12 40.4 48.7
			dl		b								b
How many of people does your firm employ from other companies to perform social media activities?	147 4.0 21.5	12 6.9 13.7	8 0.3 0.5	7 0.9 1.1	6 2.3 4.1	8 5.1 8.3	21 1.5 4.2	15 1.6 2.9	15 20.7 64.7	16 1.6 3.4	3 0.7 0.6	25 0.8 3.0	11 2.6 7.5
		k				k						ae	

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=283 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	81	68	35	24	49	20	27	10	30	21	104	59
Percent	38.9%	32.7%	16.8%	11.5%	31.2%	12.7%	17.2%	6.4%	19.1%	13.4%	52.0%	29.5%	18.5%
How many of people does your firm employ in-house to do social media?	65 18.9 123.9	59 1.6 2.4	30 2.6 4.6	21 8.6 22.1	46 3.1 14.6	20 2.4 6.6	26 1.0 1.3	10 2.3 2.9	29 2.2 2.3	19 60.8 227.7	86 2.6 11.2	50 22.9 141.1	33 5.8 12.4
		d		b			e		c				
What percentage of these social media employees are within marketing?	60 62.8 46.1	57 54.7 47.7	29 60.5 46.3	21 58.4 48.5	43 62.2 46.2	19 62.8 47.7	24 62.9 46.7	9 56.1 52.1	29 54.6 48.1	19 67.2 43.3	79 55.3 48.0	48 68.6 45.1	33 57.8 44.5
How many of people does your firm employ from other companies to perform social media activities?	62 7.8 33.2	57 1.0 2.5	29 2.9 3.1	21 2.9 5.9	45 0.3 0.9	20 0.6 1.2	25 3.2 10.0	8 4.0 8.7	28 2.4 4.5	17 22.1 60.0	83 0.9 2.3	47 8.3 36.8	33 6.2 12.9
		Cd	B	b	DEf			A	A	a	C		A

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?**

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	12 7.5%	9 5.7%	7 4.4%	6 3.8%	8 5.0%	22 13.8%	15 9.4%	19 11.9%	17 10.7%	5 3.1%	27 17.0%	12 7.5%
1=Not At All Effectively	30 18.9%	0 0.0%	0 0.0%	2 28.6%	4 66.7%	0 0.0%	9 40.9%	2 13.3%	1 5.3%	8 47.1%	0 0.0%	4 14.8%	0 0.0%
2=	19 11.9%	1 8.3%	0 0.0%	1 14.3%	1 16.7%	0 0.0%	3 13.6%	2 13.3%	4 21.1%	0 0.0%	0 0.0%	4 14.8%	3 25.0%
3=	14 8.8%	0 0.0%	1 11.1%	1 14.3%	1 16.7%	2 25.0%	3 13.6%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	2 7.4%	3 25.0%
4=	29 18.2%	5 41.7%	2 22.2%	1 14.3%	0 0.0%	2 25.0%	2 9.1%	4 26.7%	3 15.8%	3 17.6%	0 0.0%	5 18.5%	2 16.7%
5=	33 20.8%	4 33.3%	1 11.1%	0 0.0%	0 0.0%	3 37.5%	3 13.6%	2 13.3%	6 31.6%	1 5.9%	4 80.0%	8 29.6%	1 8.3%
6=	24 15.1%	2 16.7%	2 22.2%	2 28.6%	0 0.0%	1 12.5%	1 4.5%	4 26.7%	2 10.5%	4 23.5%	1 20.0%	3 11.1%	2 16.7%
7=Very Effectively	10 6.3%	0 0.0%	3 33.3%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	1 6.7%	3 15.8%	0 0.0%	0 0.0%	1 3.7%	1 8.3%
Mean	3.8	4.5	5.4	3.3	1.5	4.4	2.7	4.2	4.4	3.1	5.2	3.8	3.9
SD	1.9	1.1 DFi	1.5 cDFIkI	2.1 b	0.8 ABEGHJKL	1.1 Df	1.9 ABegHJk	1.9 Df	1.9 DF	2.2 aBj	0.4 DFi	1.8 bDf	1.7 bD

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=283

	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	68 37.4%	62 34.1%	30 16.5%	22 12.1%	47 30.5%	20 13.0%	27 17.5%	10 6.5%	30 19.5%	20 13.0%	89 50.6%	52 29.5%	35 19.9%
1=Not At All Effectively	18 26.5%	13 21.0%	1 3.3%	2 9.1%	8 17.0%	5 25.0%	5 18.5%	4 40.0%	7 23.3%	1 5.0%	22 24.7%	7 13.5%	3 8.6%
2=	8 11.8%	7 11.3%	4 13.3%	1 4.5%	7 14.9%	3 15.0%	3 11.1%	0 0.0%	5 16.7%	1 5.0%	15 16.9%	7 13.5%	0 0.0%
3=	6 8.8%	7 11.3%	0 0.0%	3 13.6%	2 4.3%	3 15.0%	2 7.4%	2 20.0%	2 6.7%	4 20.0%	7 7.9%	6 11.5%	3 8.6%
4=	9 13.2%	11 17.7%	11 36.7%	1 4.5%	7 14.9%	0 0.0%	10 37.0%	1 10.0%	6 20.0%	5 25.0%	19 21.3%	7 13.5%	6 17.1%
5=	11 16.2%	14 22.6%	8 26.7%	8 36.4%	12 25.5%	4 20.0%	4 14.8%	2 20.0%	4 13.3%	4 20.0%	16 18.0%	13 25.0%	9 25.7%
6=	9 13.2%	7 11.3%	3 10.0%	7 31.8%	7 14.9%	3 15.0%	3 11.1%	1 10.0%	5 16.7%	4 20.0%	6 6.7%	10 19.2%	8 22.9%
7=Very Effectively	7 10.3%	3 4.8%	3 10.0%	0 0.0%	4 8.5%	2 10.0%	0 0.0%	0 0.0%	1 3.3%	1 5.0%	4 4.5%	2 3.8%	6 17.1%
Mean	3.6	3.6	4.4	4.5	4.0	3.6	3.5	3.0	3.5	4.3	3.3	4.0	4.9
SD	2.1	1.9	1.5	1.6	2.0	2.2	1.6	1.9	1.9	1.5	1.8 bC	1.8 ac	1.7 Ab

Significance Tests Between Columns: Lower case: p&lt;.05 Upper case: p&lt;.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=283 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	164	12	9	7	6	8	23	16	19	18	5	29	12
Percent	100.0%	7.3%	5.5%	4.3%	3.7%	4.9%	14.0%	9.8%	11.6%	11.0%	3.0%	17.7%	7.3%
Percent change	154	12	9	7	5	7	23	16	17	17	4	26	11
	6.0	10.8	2.8	20.4	4.0	-9.0	2.5	13.6	3.8	3.1	3.8	8.3	3.6
	18.2	14.9	6.7	37.0	5.5	19.0	6.0	33.8	12.3	7.9	4.8	20.3	6.4
		ef		f		afi	ace			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=283 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	81	68	35	24	49	20	27	10	30	21	104	59
Percent	38.9%	32.7%	16.8%	11.5%	31.2%	12.7%	17.2%	6.4%	19.1%	13.4%	52.0%	29.5%	18.5%
Percent change	66	57	30	19	46	20	26	10	29	19	83	50	33
	5.6	6.5	7.0	-2.1	9.5	1.5	8.5	2.2	5.4	1.8	5.7	4.1	6.3
	17.8	16.1	22.8	11.8	25.6	14.0	21.1	9.2	10.7	3.3	14.8	17.0	26.1
		d		b									

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

## Topic 6: Marketing Jobs

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

N=283 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	164	12	9	7	6	8	23	16	19	18	5	29	12
Percent	100.0%	7.3%	5.5%	4.3%	3.7%	4.9%	14.0%	9.8%	11.6%	11.0%	3.0%	17.7%	7.3%
Percent change	153	12	9	7	5	7	21	16	17	17	4	27	11
	3.2	8.3	2.8	4.7	-3.0	-4.3	1.6	-1.9	6.9	3.7	8.8	5.8	0.2
	12.9	16.0	4.4	9.2	6.7	21.3	3.9	13.2	19.3	6.4	2.5	13.2	17.2
			j		fj		dJ				bdF		

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=283 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	81	68	35	24	49	20	27	10	30	21	104	59
Percent	38.9%	32.7%	16.8%	11.5%	31.2%	12.7%	17.2%	6.4%	19.1%	13.4%	52.0%	29.5%	18.5%
Percent change	63	58	30	19	48	19	26	10	27	19	83	49	33
	2.1	4.5	1.9	4.5	1.8	5.8	3.6	8.5	1.0	2.1	5.8	1.1	0.4
	8.2	10.9	15.4	22.8	12.2	22.6	8.1	15.5	11.5	4.2	14.4 b	7.8 a	14.3

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

## Topic 7: Marketing Leadership

### Number of reports

N=283 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	164	12	9	7	6	8	23	16	19	18	5	29	12
Percent	100.0%	7.3%	5.5%	4.3%	3.7%	4.9%	14.0%	9.8%	11.6%	11.0%	3.0%	17.7%	7.3%
How many direct reports do you have?	151 5.7 5.4	12 7.4 6.0	8 4.6 3.2	7 2.7 2.1 1	5 7.8 12.6	8 9.4 10.1	22 4.7 3.3	15 6.3 5.5	17 5.0 3.8	16 6.4 7.1	3 5.3 4.5	26 5.0 4.2	12 5.4 2.7 c
How many indirect reports (dotted-line) reports do you have?	134 27.0 57.2	10 52.5 73.5 h	7 30.0 53.3	5 6.2 5.4	5 48.8 84.7	6 20.5 28.7	21 18.0 34.5	13 29.2 57.7	15 10.0 14.1 a	15 51.0 112.0	3 4.3 1.2	23 27.9 49.5	11 14.8 32.2

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

## Topic 7: Marketing Leadership

### Number of reports

N=283 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	81	68	35	24	49	20	27	10	30	21	104	59	37
Percent	38.9%	32.7%	16.8%	11.5%	31.2%	12.7%	17.2%	6.4%	19.1%	13.4%	52.0%	29.5%	18.5%
How many direct reports do you have?	62 6.3 10.2	56 5.4 5.4	31 5.6 4.3	20 7.2 6.7	42 5.0 3.7 d	20 4.5 4.4	26 4.5 3.5 d	10 9.8 10.0 ace	30 5.0 3.7 d	19 7.5 7.6	82 4.8 4.3	50 6.4 6.1	32 6.1 6.1
How many indirect reports (dotted-line) reports do you have?	53 18.3 36.6 c	52 21.2 42.2	27 41.5 60.5 a	19 36.4 99.3	36 17.1 33.5 e	19 29.9 97.2	22 17.4 28.2	9 17.9 25.8	26 48.5 72.5 a	19 25.2 49.6	73 20.0 41.4	46 32.3 54.5	28 30.0 82.3

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

**Topic 7: Marketing Leadership**

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

N=283 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	164	12	9	7	6	8	23	16	19	18	5	29	12
Percent	100.0%	7.3%	5.5%	4.3%	3.7%	4.9%	14.0%	9.8%	11.6%	11.0%	3.0%	17.7%	7.3%
In your current role?	161	12	9	7	6	8	23	16	19	18	4	27	12
	5.6	3.6	3.3	8.7	5.5	2.5	4.2	7.9	5.9	6.4	3.8	7.0	4.3
	5.4	2.5	2.5	4.9	5.2	1.9	2.8	7.9	5.6	7.8	3.3	5.3	5.2
		Ck	c	AbEF		Ck	Cgk	f				aef	
In any role?	150	11	9	7	6	6	22	14	19	18	3	24	11
	10.6	7.9	8.7	15.0	9.8	7.7	14.3	12.3	8.9	10.1	7.3	11.1	8.2
	8.7	6.6	7.6	5.5	10.3	4.8	11.4	9.5	7.9	10.7	6.7	7.4	6.4
		c		ael		c							c

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

## Topic 7: Marketing Leadership

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

N=283 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	81	68	35	24	49	20	27	10	30	21	104	59
Percent	38.9%	32.7%	16.8%	11.5%	31.2%	12.7%	17.2%	6.4%	19.1%	13.4%	52.0%	29.5%	18.5%
In your current role?	69	59	31	21	48	20	27	10	30	20	86	53	34
	5.5	6.1	3.9	5.2	6.6	6.0	4.7	3.6	4.5	5.9	5.4	5.9	4.5
	5.2	6.2	3.3	4.3	6.8	6.5	4.2	2.8	3.3	5.7	4.1	6.9	4.0
In any role?	64	57	29	18	43	20	26	8	30	19	82	50	29
	11.3	10.5	9.7	8.9	9.3	10.1	9.0	10.9	11.9	14.3	10.3	12.4	7.9
	9.4	8.1	8.4	7.0	8.4	10.5	7.2	5.2	9.1	9.2	8.0	10.3	6.0
					f		f			ac		c	b

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

**Topic 7: Marketing Leadership**

**What is marketing primarily responsible for in your firm?**

N=170	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	170 100.0%	12 7.1%	9 5.3%	7 4.1%	5 2.9%	8 4.7%	23 13.5%	16 9.4%	19 11.2%	17 10.0%	3 1.8%	26 15.3%	11 6.5%
Advertising	145 85.3%	11 91.7%	7 77.8%	5 71.4%	5 100.0%	8 100.0%	19 82.6%	14 87.5%	18 94.7%	12 70.6%	3 100.0%	19 73.1%	11 100.0%
Brand	143 84.1%	10 83.3%	9 100.0%	5 71.4%	4 80.0%	7 87.5%	19 82.6%	12 75.0%	17 89.5%	13 76.5%	3 100.0%	21 80.8%	11 100.0%
Promotion	135 79.4%	10 83.3%	8 88.9%	3 42.9% efhl	4 80.0%	8 100.0% c	19 82.6% c	13 81.3%	17 89.5% c	11 64.7%	2 66.7%	19 73.1%	10 90.9% c
Positioning	133 78.2%	10 83.3%	8 88.9%	3 42.9% hl	3 60.0%	7 87.5%	17 73.9%	13 81.3%	17 89.5% c	11 64.7%	2 66.7%	21 80.8%	10 90.9% c
Social media	124 72.9%	10 83.3%	8 88.9%	4 57.1%	3 60.0%	6 75.0%	13 56.5%	13 81.3%	15 78.9%	9 52.9%	3 100.0%	21 80.8%	7 63.6%
Marketing research	120 70.6%	9 75.0%	6 66.7%	2 28.6% dehiL	5 100.0% c	7 87.5% c	15 65.2% l	11 68.8%	14 73.7% c	13 76.5% c	2 66.7%	15 57.7% l	11 100.0% Cfk
Competitive intelligence	106 62.4%	6 50.0%	5 55.6%	4 57.1%	3 60.0%	4 50.0%	18 78.3% g	7 43.8% f	13 68.4%	9 52.9%	2 66.7%	16 61.5%	9 81.8%
Public relations	91 53.5%	7 58.3%	5 55.6%	4 57.1%	2 40.0%	3 37.5%	13 56.5%	8 50.0%	9 47.4%	8 47.1%	3 100.0%	16 61.5%	7 63.6%
Lead generation	90 52.9%	1 8.3% bdefHJKL	5 55.6% a	3 42.9%	3 60.0% a	4 50.0% a	11 47.8% a	7 43.8%	14 73.7% Ai	6 35.3% h	3 100.0% A	15 57.7% A	8 72.7% A

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

## Topic 7: Marketing Leadership

### What is marketing primarily responsible for in 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	64 37.6%	56 32.9%	29 17.1%	19 11.2%	47 27.6%	20 11.8%	27 15.9%	9 5.3%	29 17.1%	19 11.2%	82 48.2%	49 28.8%	32 18.8%
Advertising	58 90.6% b	42 75.0% a	26 89.7%	17 89.5%	36 76.6%	19 95.0%	24 88.9%	9 100.0%	23 79.3%	17 89.5%	65 79.3% B	47 95.9% A	27 84.4%
Brand	53 82.8%	48 85.7%	23 79.3%	17 89.5%	37 78.7%	18 90.0%	21 77.8%	9 100.0%	25 86.2%	16 84.2%	65 79.3%	45 91.8%	27 84.4%
Promotion	50 78.1%	41 73.2%	25 86.2%	17 89.5%	31 66.0% bcd	18 90.0% a	24 88.9% a	9 100.0% a	24 82.8%	14 73.7%	60 73.2%	43 87.8%	27 84.4%
Positioning	47 73.4%	44 78.6%	26 89.7%	16 84.2%	34 72.3%	16 80.0%	22 81.5%	8 88.9%	24 82.8%	13 68.4%	64 78.0%	37 75.5%	26 81.3%
Social media	42 65.6%	42 75.0%	23 79.3%	16 84.2%	34 72.3%	15 75.0%	21 77.8%	7 77.8%	18 62.1%	14 73.7%	52 63.4% bc	40 81.6% a	27 84.4% a
Marketing research	46 71.9%	40 71.4%	19 65.5%	13 68.4%	30 63.8%	13 65.0%	20 74.1%	7 77.8%	24 82.8%	13 68.4%	55 67.1%	39 79.6%	22 68.8%
Competitive intelligence	45 70.3% c	36 64.3%	14 48.3% a	9 47.4%	26 55.3%	14 70.0%	19 70.4%	5 55.6%	21 72.4%	9 47.4%	48 58.5%	34 69.4%	20 62.5%
Public relations	32 50.0%	29 51.8%	16 55.2%	12 63.2%	30 63.8% ef	15 75.0% Ef	17 63.0% e	4 44.4%	10 34.5% aBc	7 36.8% ab	39 47.6%	30 61.2%	20 62.5%
Lead generation	36 56.3% c	33 58.9% C	8 27.6% aBd	11 57.9% c	30 63.8% e	14 70.0% e	12 44.4%	4 44.4%	10 34.5% ab	10 52.6%	42 51.2%	26 53.1%	19 59.4%

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

**Topic 7: Marketing Leadership**

**What is marketing primarily responsible for in your firm?**

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
New products	89 52.4%	10 83.3% CiK	6 66.7% k	1 14.3% AEg	3 60.0%	8 100.0% CfhjK	12 52.2% e	10 62.5% ck	10 52.6% e	7 41.2% ae	1 33.3% e	7 26.9% AbEgl	7 63.6% k
Market entry strategies	79 46.5%	6 50.0%	4 44.4%	2 28.6%	3 60.0%	5 62.5%	12 52.2%	8 50.0%	8 42.1%	9 52.9%	1 33.3%	10 38.5%	7 63.6%
Customer relationship management	69 40.6%	2 16.7% GI	2 22.2% g	4 57.1%	1 20.0% g	4 50.0%	8 34.8% g	12 75.0% AbdfHK	4 21.1% GI	8 47.1%	2 66.7%	11 42.3% g	7 63.6% ah
Innovation	67 39.4%	10 83.3% bCfGHK	3 33.3% a	0 0.0% Adeil	3 60.0% c	5 62.5% c	9 39.1% a	4 25.0% A	6 31.6% A	9 52.9% c	1 33.3%	7 26.9% A	6 54.5% c
Market selection	60 35.3%	5 41.7% g	1 11.1% fl	2 28.6%	3 60.0% g	1 12.5% 1	12 52.2% bG	1 6.3% adFhijkL	8 42.1% g	8 47.1% g	2 66.7% g	9 34.6% g	7 63.6% beG
Pricing	58 34.1%	7 58.3% bik	1 11.1% ae	1 14.3% e	3 60.0%	6 75.0% bchiK	10 43.5%	6 37.5%	6 31.6% e	3 17.6% ae	1 33.3%	5 19.2% aEl	6 54.5% k
Sales	51 30.0%	3 25.0%	2 22.2%	1 14.3%	1 20.0%	4 50.0%	5 21.7%	7 43.8%	5 26.3%	5 29.4%	1 33.3%	7 26.9%	4 36.4%
Customer service	36 21.2%	1 8.3% cJ	1 11.1% j	4 57.1% afhK	1 20.0%	2 25.0%	4 17.4% cJ	5 31.3% j	2 10.5% cJ	5 29.4% j	3 100.0% AbFgHiK	4 15.4% cJ	4 36.4%
Distribution	23 13.5%	1 8.3%	1 11.1%	2 28.6%	1 20.0%	1 12.5%	3 13.0%	1 6.3%	1 5.3%	4 23.5%	1 33.3%	1 3.8%	2 18.2%
Stock market performance	2 1.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% J	0 0.0% j	0 0.0% j	0 0.0% j	1 33.3% FghiK	0 0.0% J	0 0.0%

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

## Topic 7: Marketing Leadership

### What is marketing primarily responsible for in 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
New products	35 54.7%	24 42.9% c	21 72.4% bd	8 42.1% c	26 55.3%	11 55.0%	14 51.9%	6 66.7%	15 51.7%	8 42.1%	38 46.3%	27 55.1%	20 62.5%
Market entry strategies	31 48.4%	26 46.4%	10 34.5%	12 63.2%	18 38.3%	11 55.0%	12 44.4%	5 55.6%	15 51.7%	10 52.6%	35 42.7%	27 55.1%	15 46.9%
Customer relationship management	22 34.4% d	22 39.3%	13 44.8%	12 63.2% a	19 40.4%	11 55.0% d	10 37.0%	1 11.1% bf	12 41.4%	11 57.9% d	36 43.9%	17 34.7%	14 43.8%
Innovation	23 35.9%	22 39.3%	15 51.7%	7 36.8%	15 31.9%	6 30.0%	11 40.7%	6 66.7%	14 48.3%	7 36.8%	26 31.7% C	18 36.7% c	20 62.5% Ab
Market selection	28 43.8%	16 28.6%	9 31.0%	6 31.6%	17 36.2%	9 45.0%	11 40.7%	1 11.1%	12 41.4%	8 42.1%	27 32.9%	19 38.8%	11 34.4%
Pricing	24 37.5%	13 23.2% c	14 48.3% b	6 31.6%	14 29.8%	7 35.0%	11 40.7%	5 55.6%	9 31.0%	7 36.8%	23 28.0%	19 38.8%	15 46.9%
Sales	16 25.0%	15 26.8%	12 41.4%	6 31.6%	20 42.6% ef	8 40.0% ef	9 33.3%	1 11.1%	4 13.8% ab	2 10.5% ab	26 31.7%	10 20.4%	13 40.6%
Customer service	14 21.9%	10 17.9%	7 24.1%	5 26.3%	17 36.2% e	5 25.0%	6 22.2%	2 22.2%	3 10.3% a	3 15.8%	21 25.6% b	5 10.2% a	8 25.0%
Distribution	9 14.1%	6 10.7%	3 10.3%	5 26.3%	7 14.9%	2 10.0%	3 11.1%	0 0.0%	4 13.8%	1 5.3%	14 17.1%	5 10.2%	3 9.4%
Stock market performance	1 1.6%	1 1.8%	0 0.0%	0 0.0%	1 2.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% c	0 0.0%	2 6.3% a

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

## Topic 8: Marketing Organization

### How many employees does your firm have?

N=283 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	164	12	9	7	6	8	23	16	19	18	5	29	12
Percent	100.0%	7.3%	5.5%	4.3%	3.7%	4.9%	14.0%	9.8%	11.6%	11.0%	3.0%	17.7%	7.3%
How many employees does your firm have?	158 18895.9 54624.8	12 14019.4 28855.0	8 33467.5 93555.6	7 17289.9 36873.2	6 12367.2 19125.1	8 13967.5 32794.6	23 24483.0 72967.5	16 19401.2 62118.7	19 43557.7 81270.0	17 5190.6 11294.3	4 171.3 228.1	26 12765.0 49378.6	12 10055.7 14725.2
How many marketing (non-sales) employees are in your firm?	149 178.6 650.6	12 444.3 1435.7	7 57.9 87.0	7 21.4 36.2	6 126.7 281.0	8 72.4 100.0	23 123.0 285.0	14 47.2 72.7	19 680.8 1276.4	17 39.9 63.4	2 14.0 15.6	23 24.7 54.6	11 153.9 297.0
							h		fik	h		hl	k

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

## Topic 8: Marketing Organization

### How many employees does your firm have?

N=283 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	81	68	35	24	49	20	27	10	30	21	104	59
Percent	38.9%	32.7%	16.8%	11.5%	31.2%	12.7%	17.2%	6.4%	19.1%	13.4%	52.0%	29.5%	18.5%
How many employees does your firm have?	69 19913.1 54967.1	56 21785.2 57755.8	30 28891.1 66693.4	21 18344.8 55871.4	46 4441.7 29474.6 F	20 228.1 128.2 cdEF	27 879.3 1133.9 bdEF	9 8377.8 15874.4 bcF	30 10845.7 9494.0 BCF	20 109251.2 98601.4 ABCDE	84 12530.8 42656.8 b	52 36096.3 78346.5 a	33 22920.7 53323.2
How many marketing (non-sales) employees are in your firm?	67 376.0 1350.3	52 77.7 282.0	29 363.2 989.7	19 59.8 82.7	42 58.3 308.4 F	20 7.6 7.5 cDEF	27 19.3 25.0 bdEF	9 57.9 81.7 Bcf	30 99.7 115.2 BCF	18 1158.6 1522.4 ABCdE	80 76.0 254.9 bc	50 304.5 829.8 a	31 586.1 1910.9 a

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

**Topic 8: Marketing Organization**

**Rate the extent to which your firm engages in the following market-oriented behaviors: Is collected on a regular basis**

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	12 7.8%	9 5.8%	7 4.5%	5 3.2%	8 5.2%	22 14.3%	15 9.7%	19 12.3%	16 10.4%	3 1.9%	27 17.5%	11 7.1%
1=Not at all	3 1.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	1 6.7%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%
2=	11 7.1%	1 8.3%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	2 13.3%	2 10.5%	2 12.5%	0 0.0%	2 7.4%	0 0.0%
3=	19 12.3%	2 16.7%	1 11.1%	1 14.3%	1 20.0%	0 0.0%	2 9.1%	1 6.7%	3 15.8%	2 12.5%	0 0.0%	4 14.8%	2 18.2%
4=	17 11.0%	2 16.7%	0 0.0%	1 14.3%	2 40.0%	4 50.0%	3 13.6%	0 0.0%	0 0.0%	2 12.5%	0 0.0%	2 7.4%	1 9.1%
5=	33 21.4%	1 8.3%	0 0.0%	2 28.6%	0 0.0%	0 0.0%	3 13.6%	5 33.3%	5 26.3%	4 25.0%	2 66.7%	9 33.3%	2 18.2%
6=	27 17.5%	4 33.3%	2 22.2%	2 28.6%	0 0.0%	2 25.0%	5 22.7%	1 6.7%	4 21.1%	0 0.0%	0 0.0%	5 18.5%	2 18.2%
7=All the time	44 28.6%	2 16.7%	5 55.6%	1 14.3%	2 40.0%	2 25.0%	7 31.8%	5 33.3%	5 26.3%	5 31.3%	1 33.3%	5 18.5%	4 36.4%
Mean	5.1	4.9	5.8	5.1	5.0	5.3	5.2	4.9	5.1	4.6	5.7	5.0	5.5
SD	1.7	1.7	1.9	1.3	1.9	1.4	1.8	2.1	1.7	2.0	1.2	1.5	1.6

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

## Topic 8: Marketing Organization

### Rate the extent to which your firm engages in the following market-oriented behaviors: Is collected on a regular basis

	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	61 36.7%	57 34.3%	29 17.5%	19 11.4%	46 30.7%	20 13.3%	27 18.0%	9 6.0%	29 19.3%	19 12.7%	81 50.3%	48 29.8%	32 19.9%
1=Not at all	1 1.6%	0 0.0%	1 3.4%	1 5.3%	1 2.2%	1 5.0%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	1 1.2%	1 2.1%	1 3.1%
2=	4 6.6%	5 8.8%	1 3.4%	1 5.3%	8 17.4%	2 10.0%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	9 11.1%	1 2.1%	1 3.1%
3=	5 8.2%	10 17.5%	4 13.8%	1 5.3%	6 13.0%	2 10.0%	4 14.8%	2 22.2%	3 10.3%	3 15.8%	14 17.3%	4 8.3%	3 9.4%
4=	8 13.1%	4 7.0%	3 10.3%	3 15.8%	5 10.9%	4 20.0%	2 7.4%	2 22.2%	3 10.3%	1 5.3%	9 11.1%	7 14.6%	2 6.3%
5=	15 24.6%	12 21.1%	5 17.2%	5 26.3%	10 21.7%	5 25.0%	6 22.2%	2 22.2%	8 27.6%	2 10.5%	17 21.0%	12 25.0%	4 12.5%
6=	11 18.0%	11 19.3%	5 17.2%	2 10.5%	4 8.7%	3 15.0%	6 22.2%	0 0.0%	3 10.3%	7 36.8%	13 16.0%	9 18.8%	7 21.9%
7=All the time	17 27.9%	15 26.3%	10 34.5%	6 31.6%	12 26.1%	3 15.0%	7 25.9%	3 33.3%	12 41.4%	6 31.6%	18 22.2%	14 29.2%	14 43.8%
Mean	5.2	5.0	5.2	5.1	4.6	4.6	5.1	5.0	5.6	5.6	4.8	5.3	5.6
SD	1.6	1.7	1.8	1.8	1.9 ef	1.7 ef	1.7	1.7	1.4 ab	1.4 ab	1.7 c	1.5	1.7 a

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

**Topic 8: Marketing Organization**

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

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	12 7.8%	9 5.9%	7 4.6%	5 3.3%	8 5.2%	22 14.4%	15 9.8%	19 12.4%	16 10.5%	3 2.0%	26 17.0%	11 7.2%
1=Not at all	8 5.2%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.1%	2 13.3%	0 0.0%	2 12.5%	0 0.0%	1 3.8%	0 0.0%
2=	10 6.5%	1 8.3%	1 11.1%	0 0.0%	2 40.0% FhK	0 0.0%	0 0.0%	1 6.7%	1 5.3%	3 18.8%	0 0.0%	0 0.0%	1 9.1%
3=	20 13.1%	1 8.3%	1 11.1%	2 28.6% i	1 20.0%	1 12.5%	3 13.6%	2 13.3%	2 10.5%	0 0.0%	0 0.0%	6 23.1% i	1 9.1%
4=	28 18.3%	3 25.0%	0 0.0% h	0 0.0%	1 20.0%	2 25.0%	4 18.2%	3 20.0%	8 42.1% bk	2 12.5%	1 33.3%	3 11.5% h	1 9.1%
5=	43 28.1%	2 16.7%	3 33.3%	3 42.9%	0 0.0%	3 37.5%	5 22.7%	2 13.3% kl	3 15.8% kl	3 18.8%	1 33.3%	12 46.2% gh	6 54.5% gh
6=	24 15.7%	4 33.3% k	2 22.2%	2 28.6%	0 0.0%	1 12.5%	5 22.7%	1 6.7%	4 21.1%	2 12.5%	0 0.0%	1 3.8% a	2 18.2%
7=All the time	20 13.1%	0 0.0%	2 22.2%	0 0.0%	1 20.0%	1 12.5%	3 13.6%	4 26.7%	1 5.3%	4 25.0%	1 33.3%	3 11.5%	0 0.0%
Mean	4.6	4.3	5.1	4.7	3.6	4.9	4.7	4.4	4.5	4.4	5.3	4.5	4.6
SD	1.6	1.7	1.7	1.3	2.1	1.2	1.7	2.1	1.3	2.2	1.5	1.4	1.2

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

## Topic 8: Marketing Organization

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

N=283	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	61 37.0%	56 33.9%	29 17.6%	19 11.5%	45 30.2%	20 13.4%	27 18.1%	9 6.0%	29 19.5%	19 12.8%	80 50.0%	48 30.0%
1=Not at all	3 4.9%	2 3.6%	2 6.9%	1 5.3%	3 6.7%	2 10.0%	2 7.4%	0 0.0%	1 3.4%	0 0.0%	4 5.0%	3 6.3%	1 3.1%
2=	2 3.3%	4 7.1%	2 6.9%	2 10.5%	2 4.4%	3 15.0%	2 7.4%	0 0.0%	3 10.3%	0 0.0%	4 5.0%	3 6.3%	3 9.4%
3=	9 14.8%	10 17.9%	4 13.8%	1 5.3%	6 13.3%	3 15.0%	3 11.1%	2 22.2%	3 10.3%	5 26.3%	15 18.8%	4 8.3%	4 12.5%
4=	12 19.7%	8 14.3%	4 13.8%	4 21.1%	9 20.0%	3 15.0%	5 18.5%	2 22.2%	6 20.7%	3 15.8%	14 17.5%	11 22.9%	3 9.4%
5=	14 23.0%	22 39.3%	7 24.1%	5 26.3%	12 26.7%	5 25.0%	8 29.6%	2 22.2%	9 31.0%	3 15.8%	23 28.8%	11 22.9%	11 34.4%
6=	13 21.3% B	2 3.6% Ac	6 20.7% b	4 21.1% b	5 11.1%	3 15.0%	3 11.1%	3 33.3% e	2 6.9% df	6 31.6% e	10 12.5%	10 20.8%	5 15.6%
7=All the time	8 13.1%	8 14.3%	4 13.8%	2 10.5%	8 17.8%	1 5.0%	4 14.8%	0 0.0%	5 17.2%	2 10.5%	10 12.5%	6 12.5%	5 15.6%
Mean	4.7	4.5	4.6	4.6	4.6	4.0	4.5	4.7	4.6	4.8	4.5	4.6	4.7
SD	1.6	1.6	1.8	1.7	1.7	1.8	1.7	1.2	1.7	1.4	1.6	1.7	1.7

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

**Topic 8: Marketing Organization**

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

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	12 7.9%	9 5.9%	6 3.9%	5 3.3%	8 5.3%	22 14.5%	15 9.9%	19 12.5%	16 10.5%	3 2.0%	26 17.1%	11 7.2%
1=Not at all	5 3.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	1 6.7%	0 0.0%	2 12.5%	0 0.0%	1 3.8%	0 0.0%
2=	7 4.6%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	1 12.5%	0 0.0%	1 6.7%	1 5.3%	1 6.3%	0 0.0%	1 3.8%	0 0.0%
3=	24 15.8%	2 16.7%	1 11.1%	1 16.7%	2 40.0%	1 12.5%	4 18.2%	2 13.3%	4 21.1%	3 18.8%	0 0.0%	3 11.5%	1 9.1%
4=	19 12.5%	1 8.3%	1 11.1%	1 16.7%	0 0.0%	1 12.5%	1 4.5%	3 20.0%	4 21.1%	2 12.5%	0 0.0%	3 11.5%	2 18.2%
5=	52 34.2%	2 16.7%	3 33.3%	2 33.3%	0 0.0%	4 50.0%	9 40.9%	4 26.7%	5 26.3%	3 18.8%	2 66.7%	13 50.0%	5 45.5%
6=	26 17.1%	6 50.0%	3 33.3%	2 33.3%	0 0.0%	0 0.0%	5 22.7%	0 0.0%	4 21.1%	2 12.5%	0 0.0%	2 7.7%	2 18.2%
7=All the time	19 12.5%	1 8.3%	1 11.1%	0 0.0%	1 20.0%	1 12.5%	2 9.1%	4 26.7%	1 5.3%	3 18.8%	1 33.3%	3 11.5%	1 9.1%
Mean	4.7	5.3	5.2	4.8	3.4	4.5	4.8	4.6	4.5	4.3	5.7	4.7	5.0
SD	1.5	1.3	1.2	1.2	2.1	1.5	1.5	1.9	1.3	2.0	1.2	1.4	1.1

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

## Topic 8: Marketing Organization

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

N=283	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	60 36.6%	56 34.1%	29 17.7%	19 11.6%	45 30.4%	20 13.5%	27 18.2%	9 6.1%	29 19.6%	18 12.2%	80 50.3%	47 29.6%	32 20.1%
1=Not at all	1 1.7%	2 3.6%	1 3.4%	1 5.3%	3 6.7%	2 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 5.0%	1 2.1%	0 0.0%
2=	2 3.3%	3 5.4%	2 6.9%	1 5.3%	0 0.0% bd	2 10.0% a	2 7.4%	1 11.1% a	2 6.9%	0 0.0%	2 2.5%	3 6.4%	2 6.3%
3=	13 21.7%	8 14.3%	5 17.2%	1 5.3%	7 15.6%	3 15.0%	5 18.5%	1 11.1%	5 17.2%	5 27.8%	15 18.8%	8 17.0%	5 15.6%
4=	6 10.0%	8 14.3%	2 6.9%	4 21.1%	7 15.6%	2 10.0%	1 3.7%	2 22.2%	3 10.3%	4 22.2%	11 13.8%	5 10.6%	4 12.5%
5=	19 31.7%	23 41.1%	7 24.1%	7 36.8%	13 28.9%	5 25.0%	12 44.4%	3 33.3%	9 31.0%	5 27.8%	25 31.3%	14 29.8%	13 40.6%
6=	11 18.3%	5 8.9% c	9 31.0% b	3 15.8%	6 13.3%	5 25.0%	4 14.8%	2 22.2%	5 17.2%	3 16.7%	15 18.8%	8 17.0%	5 15.6%
7=All the time	8 13.3%	7 12.5%	3 10.3%	2 10.5%	9 20.0%	1 5.0%	3 11.1%	0 0.0%	5 17.2%	1 5.6%	8 10.0%	8 17.0%	3 9.4%
Mean	4.8	4.6	4.8	4.7	4.8	4.3	4.7	4.4	4.9	4.5	4.6	4.8	4.7
SD	1.5	1.5	1.6	1.5	1.7	1.8	1.4	1.3	1.5	1.2	1.5	1.6	1.3

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

**Topic 8: Marketing Organization**

**Rate the extent to which your firm engages in the following market-oriented behaviors: Shapes the design of firm strategies**

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	12 7.8%	9 5.8%	7 4.5%	5 3.2%	8 5.2%	22 14.3%	15 9.7%	19 12.3%	16 10.4%	3 1.9%	27 17.5%	11 7.1%
1=Not at all	3 1.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	1 6.3%	0 0.0%	1 3.7%	0 0.0%
2=	10 6.5%	0 0.0%	1 11.1%	0 0.0%	2 40.0%	0 0.0%	1 4.5%	1 6.7%	0 0.0%	3 18.8%	0 0.0%	2 7.4%	0 0.0%
3=	21 13.6%	1 8.3%	0 0.0%	0 0.0%	1 20.0%	2 25.0%	3 13.6%	2 13.3%	3 15.8%	3 18.8%	0 0.0%	3 11.1%	3 27.3%
4=	24 15.6%	2 16.7%	1 11.1%	0 0.0%	0 0.0%	2 25.0%	3 13.6%	2 13.3%	6 31.6%	2 12.5%	0 0.0%	6 22.2%	0 0.0%
5=	48 31.2%	6 50.0%	2 22.2%	5 71.4%	1 20.0%	3 37.5%	8 36.4%	3 20.0%	3 15.8%	5 31.3%	1 33.3%	9 33.3%	2 18.2%
6=	33 21.4%	2 16.7%	4 44.4%	2 28.6%	1 20.0%	0 0.0%	6 27.3%	4 26.7%	5 26.3%	0 0.0%	1 33.3%	3 11.1%	5 45.5%
7=All the time	15 9.7%	1 8.3%	1 11.1%	0 0.0%	0 0.0%	1 12.5%	1 4.5%	2 13.3%	2 10.5%	2 12.5%	1 33.3%	3 11.1%	1 9.1%
Mean	4.7	5.0	5.2	5.3	3.6	4.5	4.8	4.7	4.8	3.9	6.0	4.5	5.1
SD	1.4	1.0	1.5	0.5	1.8	1.3	1.3	1.8	1.3	1.8	1.0	1.5	1.4

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

## Topic 8: Marketing Organization

### Rate the extent to which your firm engages in the following market-oriented behaviors: Shapes the design of firm strategies

N=283	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	61 36.7%	57 34.3%	29 17.5%	19 11.4%	46 30.7%	20 13.3%	27 18.0%	9 6.0%	29 19.3%	19 12.7%	81 50.3%	48 29.8%
1=Not at all	0 0.0%	1 1.8%	1 3.4%	1 5.3%	2 4.3%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.2%	1 2.1%	0 0.0%
2=	2 3.3%	6 10.5%	1 3.4%	1 5.3%	2 4.3%	2 10.0%	2 7.4%	1 11.1%	3 10.3%	0 0.0%	5 6.2%	2 4.2%	3 9.4%
3=	9 14.8%	8 14.0%	2 6.9%	3 15.8%	8 17.4%	4 20.0%	2 7.4%	1 11.1%	4 13.8%	3 15.8%	12 14.8%	9 18.8%	2 6.3%
4=	9 14.8%	12 21.1%	5 17.2%	1 5.3%	9 19.6%	4 20.0%	3 11.1%	1 11.1%	7 24.1%	1 5.3%	13 16.0%	8 16.7%	4 12.5%
5=	18 29.5%	14 24.6%	13 44.8%	7 36.8%	11 23.9%	3 15.0%	9 33.3%	5 55.6%	8 27.6%	9 47.4%	25 30.9%	13 27.1%	11 34.4%
6=	19 31.1%	9 15.8%	5 17.2%	4 21.1%	8 17.4%	5 25.0%	7 25.9%	1 11.1%	4 13.8%	5 26.3%	17 21.0%	12 25.0%	8 25.0%
7=All the time	4 6.6%	7 12.3%	2 6.9%	2 10.5%	6 13.0%	1 5.0%	4 14.8%	0 0.0%	3 10.3%	1 5.3%	8 9.9%	3 6.3%	4 12.5%
Mean	4.9	4.5	4.8	4.7	4.6	4.3	5.1	4.4	4.5	5.0	4.7	4.6	5.0
SD	1.3	1.6	1.3	1.6	1.6	1.7	1.4	1.2	1.5	1.1	1.4	1.4	1.4

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

## Topic 8: Marketing Organization

### Rate the extent to which your firm engages in the following market-oriented behaviors: Influences the implementation of firm strategies

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	12 7.8%	9 5.8%	7 4.5%	5 3.2%	8 5.2%	22 14.3%	15 9.7%	19 12.3%	16 10.4%	3 1.9%	27 17.5%	11 7.1%
1=Not at all	1 0.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=	10 6.5%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	0 0.0%	1 4.5%	1 6.7%	0 0.0%	3 18.8%	0 0.0%	3 11.1%	0 0.0%
3=	17 11.0%	1 8.3%	1 11.1%	0 0.0%	0 0.0%	1 12.5%	2 9.1%	1 6.7%	3 15.8%	4 25.0%	1 33.3%	1 3.7%	2 18.2%
4=	29 18.8%	2 16.7%	0 0.0%	3 42.9%	1 20.0%	4 50.0%	5 22.7%	2 13.3%	3 15.8%	3 18.8%	0 0.0%	6 22.2%	0 0.0%
5=	43 27.9%	4 33.3%	4 44.4%	2 28.6%	1 20.0%	2 25.0%	7 31.8%	4 26.7%	5 26.3%	2 12.5%	0 0.0%	9 33.3%	3 27.3%
6=	35 22.7%	3 25.0%	3 33.3%	2 28.6%	1 20.0%	0 0.0%	6 27.3%	3 20.0%	5 26.3%	2 12.5%	1 33.3%	4 14.8%	5 45.5%
7=All the time	19 12.3%	2 16.7%	1 11.1%	0 0.0%	0 0.0%	1 12.5%	1 4.5%	3 20.0%	3 15.8%	2 12.5%	1 33.3%	4 14.8%	1 9.1%
Mean	4.8	5.3	5.3	4.9	3.8	4.5	4.8	4.9	5.1	4.1	5.3	4.8	5.3
SD	1.4	1.2	1.1	0.9	1.8	1.2	1.2	1.8	1.3	1.7	2.1	1.5	1.3

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

## Topic 8: Marketing Organization

### Rate the extent to which your firm engages in the following market-oriented behaviors: Influences the implementation of firm strategies

N=283	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	61 36.7%	57 34.3%	29 17.5%	19 11.4%	46 30.7%	20 13.3%	27 18.0%	9 6.0%	29 19.3%	19 12.7%	81 50.3%	48 29.8%
1=Not at all	0 0.0%	0 0.0%	1 3.4%	0 0.0%	1 2.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.1%	0 0.0%
2=	2 3.3%	6 10.5%	1 3.4%	1 5.3%	2 4.3%	2 10.0%	2 7.4%	1 11.1%	3 10.3%	0 0.0%	6 7.4%	2 4.2%	2 6.3%
3=	7 11.5%	7 12.3%	3 10.3%	1 5.3%	6 13.0%	4 20.0%	4 14.8%	1 11.1%	2 6.9%	2 10.5%	9 11.1%	5 10.4%	5 15.6%
4=	14 23.0%	8 14.0%	5 17.2%	5 26.3%	10 21.7%	3 15.0%	1 3.7%	3 33.3%	7 24.1%	4 21.1%	14 17.3%	9 18.8%	5 15.6%
5=	15 24.6%	18 31.6%	10 34.5%	5 26.3%	13 28.3%	5 25.0%	10 37.0%	3 33.3%	8 27.6%	3 15.8%	25 30.9%	14 29.2%	7 21.9%
6=	17 27.9%	10 17.5%	6 20.7%	5 26.3%	8 17.4%	5 25.0%	4 14.8%	1 11.1%	6 20.7%	8 42.1%	17 21.0%	12 25.0%	9 28.1%
7=All the time	6 9.8%	8 14.0%	3 10.3%	2 10.5%	6 13.0%	1 5.0%	6 22.2%	0 0.0%	3 10.3%	2 10.5%	10 12.3%	5 10.4%	4 12.5%
Mean	4.9	4.8	4.8	4.9	4.7	4.5	5.0	4.2	4.7	5.2	4.8	4.9	4.9
SD	1.3	1.5	1.4	1.3	1.5	1.5	1.6	1.2	1.4	1.2	1.4	1.4	1.5

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

**Topic 8: Marketing Organization**

**Rate the extent to which your firm engages in the following market-oriented behaviors: Impacts the evaluation of firm strategies**

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	12 7.9%	9 5.9%	7 4.6%	5 3.3%	8 5.3%	21 13.8%	15 9.9%	19 12.5%	15 9.9%	3 2.0%	27 17.8%	11 7.2%
1=Not at all	2 1.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=	12 7.9%	1 8.3%	1 11.1%	0 0.0%	2 40.0% fHl	0 0.0%	1 4.8%	1 6.7%	0 0.0%	3 20.0% h	0 0.0%	3 11.1%	0 0.0% d
3=	19 12.5%	1 8.3%	0 0.0%	1 14.3%	0 0.0%	2 25.0%	2 9.5%	2 13.3%	3 15.8%	4 26.7%	0 0.0%	3 11.1%	1 9.1%
4=	26 17.1%	1 8.3%	1 11.1%	1 14.3%	1 20.0%	1 12.5%	5 23.8%	2 13.3%	5 26.3%	2 13.3%	0 0.0%	5 18.5%	2 18.2%
5=	47 30.9%	5 41.7%	3 33.3%	4 57.1%	1 20.0%	3 37.5%	7 33.3%	4 26.7%	5 26.3%	3 20.0%	1 33.3%	8 29.6%	3 27.3%
6=	27 17.8%	3 25.0%	3 33.3%	1 14.3%	1 20.0%	0 0.0%	5 23.8%	2 13.3%	2 10.5%	1 6.7%	1 33.3%	4 14.8%	4 36.4%
7=All the time	19 12.5%	1 8.3%	1 11.1%	0 0.0%	0 0.0%	1 12.5%	1 4.8%	3 20.0%	4 21.1%	2 13.3%	1 33.3%	4 14.8%	1 9.1%
Mean	4.7	4.9	5.1	4.7	3.8	4.1	4.8	4.7	4.9	4.1	6.0	4.7	5.2
SD	1.5	1.4	1.5	1.0	1.8	1.8	1.2	1.8	1.4	1.7	1.0	1.5	1.2

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

## Topic 7: Marketing Organization

### Rate the extent to which your firm engages in the following market-oriented behaviors: Impacts the evaluation of firm strategies

N=283	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	60 36.8%	55 33.7%	29 17.8%	19 11.7%	45 30.4%	20 13.5%	26 17.6%	9 6.1%	29 19.6%	19 12.8%	80 50.6%	47 29.7%	31 19.6%
1=Not at all	1 1.7%	0 0.0%	1 3.4%	0 0.0%	1 2.2%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	2 4.3%	0 0.0%
2=	3 5.0%	6 10.9%	1 3.4%	2 10.5%	3 6.7%	3 15.0%	2 7.7%	1 11.1%	3 10.3%	0 0.0%	7 8.8%	2 4.3%	3 9.7%
3=	7 11.7%	5 9.1%	3 10.3%	6 31.6%	5 11.1%	4 20.0%	2 7.7%	2 22.2%	5 17.2%	3 15.8%	9 11.3%	9 19.1%	3 9.7%
4=	11 18.3%	14 25.5%	4 13.8%	0 0.0%	8 17.8%	4 20.0%	2 7.7%	2 22.2%	7 24.1%	2 10.5%	16 20.0%	8 17.0%	3 9.7%
5=	20 33.3%	14 25.5%	12 41.4%	4 21.1%	14 31.1%	4 20.0%	10 38.5%	3 33.3%	7 24.1%	8 42.1%	24 30.0%	11 23.4%	12 38.7%
6=	11 18.3%	8 14.5%	6 20.7%	4 21.1%	6 13.3%	4 20.0%	5 19.2%	0 0.0%	4 13.8%	5 26.3%	13 16.3%	11 23.4%	5 16.1%
7=All the time	7 11.7%	8 14.5%	2 6.9%	3 15.8%	8 17.8%	1 5.0%	5 19.2%	0 0.0%	3 10.3%	1 5.3%	11 13.8%	4 8.5%	5 16.1%
Mean	4.8	4.7	4.8	4.6	4.8	4.3	5.1	3.6	4.4	4.9	4.8	4.6	4.9
SD	1.4	1.5	1.4	1.7	1.6	1.5	1.5	1.4	1.5	1.1	1.5	1.6	1.5
					d		D	aCF		D			

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

**Topic 9: Marketing Analytics**

**What percent of your marketing budget do you spend on marketing analytics?**

N=283 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	164	12	9	7	6	8	23	16	19	18	5
Percent	100.0%	7.3%	5.5%	4.3%	3.7%	4.9%	14.0%	9.8%	11.6%	11.0%	3.0%	17.7%	7.3%
...do you currently spend on marketing analytics?	144	11	8	7	5	8	21	14	17	15	4	24	10
	5.6	5.0	6.1	4.0	8.8	3.0	2.3	4.5	4.9	5.5	17.5	6.8	9.5
	6.7	5.8	4.5	7.3	10.3	2.2	3.2	4.4	3.9	5.8	12.6	9.7	5.9
		j	fj	j	f	JL	bdhiJL	Jl	fjl	fj	abcEFGHi		EFgh
...will you spend in the next three years?	142	10	8	7	5	8	20	14	17	15	4	24	10
	9.1	7.5	10.1	9.0	15.0	4.5	3.5	7.4	8.7	9.3	20.3	12.5	12.6
	10.8	5.9	6.3	9.8	12.2	2.8	3.7	8.0	5.5	9.5	20.3	18.8	6.2
		f	eF	f	eF	bdjL	aBcDHijKl		Fj	f	eFh	f	EF

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

**Topic 9: Marketing Analytics**

**What percent of your marketing budget do you spend on marketing analytics?**

N=283 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	81	68	35	24	49	20	27	10	30	21	104	59
Percent	38.9%	32.7%	16.8%	11.5%	31.2%	12.7%	17.2%	6.4%	19.1%	13.4%	52.0%	29.5%	18.5%
...do you currently spend on marketing analytics?	55 4.5 5.6 d	48 5.4 6.8	25 6.6 7.4	19 8.8 9.0 a	44 4.8 5.2	20 4.2 4.9	26 5.5 9.0	8 2.8 3.6	26 7.1 6.1	17 7.3 6.6	73 5.8 8.1	42 5.2 5.2	29 6.6 5.7
...will you spend in the next three years?	54 7.1 7.8 d	48 10.5 13.8	24 8.6 7.2	19 13.3 12.3 a	44 7.3 5.5	19 11.3 20.3	25 7.6 10.0	8 8.8 9.1	26 10.2 7.7	17 10.8 8.0	73 10.0 13.2	41 7.7 7.5	29 9.5 7.6

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

**Topic 9: Marketing Analytics**

**How many people do you employ in your company in marketing analytics?**

N=283 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	164	12	9	7	6	8	23	16	19	18	5
Percent	100.0%	7.3%	5.5%	4.3%	3.7%	4.9%	14.0%	9.8%	11.6%	11.0%	3.0%	17.7%	7.3%
...currently employ in marketing analytics in your company?	149 5.6 17.7	11 2.3 3.6 j	8 0.9 0.6 j	7 7.6 18.7	5 31.6 66.2 fk	7 5.6 9.3 f	21 0.8 1.6 deiJ	15 3.2 5.6	17 10.6 24.4	18 4.6 6.2 fk	4 10.9 10.6 abFK	25 1.6 3.1 diJ	11 13.1 29.8
...think you will employ in the next three years?	149 6.9 20.4	11 3.2 4.4	8 2.0 1.4	7 6.7 14.7	5 43.2 87.7 fk	7 5.1 9.0	22 1.3 1.7 dghIJl	15 3.9 5.4 f	17 13.7 26.6 fk	17 7.2 9.4 Fk	4 8.1 8.9 Fk	25 2.6 4.2 dhijl	11 12.5 23.6 fk

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

**Topic 9: Marketing Analytics**

**How many people do you employ in your company in marketing analytics?**

N=283 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	81	68	35	24	49	20	27	10	30	21	104	59
Percent	38.9%	32.7%	16.8%	11.5%	31.2%	12.7%	17.2%	6.4%	19.1%	13.4%	52.0%	29.5%	18.5%
...currently employ in marketing analytics in your company?	56 7.8 24.7	51 2.5 4.8 d	26 7.6 19.7	19 6.6 7.7 b	45 1.1 3.0 EF	20 1.1 2.3 F	26 1.8 4.1 F	10 1.4 1.4	27 9.1 19.2 A	17 26.4 40.3 ABC	76 3.7 12.3	43 10.6 27.7	28 4.0 6.1
...think you will employ in the next three years?	56 9.5 30.3	51 4.2 7.4	25 6.6 16.0	19 7.7 9.0	46 1.3 2.0 EF	20 1.4 1.7 eF	26 2.9 6.1 eF	10 2.5 2.1	27 10.1 15.6 Abcf	17 32.4 49.9 ABCe	76 4.3 10.8 b	43 12.7 33.7 a	28 4.4 6.3

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=283 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	164	12	9	7	6	8	23	16	19	18	5	29	12
Percent	100.0%	7.3%	5.5%	4.3%	3.7%	4.9%	14.0%	9.8%	11.6%	11.0%	3.0%	17.7%	7.3%
Percent of projects where analytics is used	127 37.0 33.4	8 27.3 21.3 1	9 44.2 38.1	5 28.0 21.4	5 40.0 40.0	6 23.5 28.8	16 34.7 29.4	14 36.8 34.5	15 43.0 34.6	15 29.3 29.2 1	4 45.0 40.4	20 31.0 33.7 1	10 64.1 43.7 aik

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=283 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	81	68	35	24	49	20	27	10	30	21	104	59
Percent	38.9%	32.7%	16.8%	11.5%	31.2%	12.7%	17.2%	6.4%	19.1%	13.4%	52.0%	29.5%	18.5%
Percent of projects where analytics is used	43 37.2 34.5	43 31.4 35.1	24 45.3 30.4	17 36.9 29.6	40 36.7 39.0	16 25.1 23.5	20 42.2 32.2	7 26.6 35.6	25 34.0 27.5	16 44.1 30.7	64 34.7 35.2	35 33.5 27.5	26 46.3 35.5

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

**Topic 9: Marketing Analytics**

**How would you rate the value of company's marketing analytics relative to your most important competitors? (select the best answer)**

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	283 100.0%	10 6.8%	9 6.1%	7 4.8%	6 4.1%	8 5.4%	21 14.3%	15 10.2%	16 10.9%	16 10.9%	5 3.4%	23 15.6%	11 7.5%
3=Better than competition	43 29.3%	4 40.0%	3 33.3%	0 0.0%	3 50.0%	1 12.5%	8 38.1%	5 33.3%	3 18.8%	4 25.0%	3 60.0%	4 17.4%	5 45.5%
2=About the same	74 50.3%	4 40.0%	3 33.3%	5 71.4%	2 33.3%	6 75.0%	9 42.9%	7 46.7%	9 56.3%	5 31.3%	2 40.0%	18 78.3%	4 36.4%
1=Worse than competitors	30 20.4%	2 20.0%	3 33.3%	2 28.6%	1 16.7%	1 12.5%	4 19.0%	3 20.0%	4 25.0%	7 43.8%	0 0.0%	1 4.3%	2 18.2%
Mean	2.1	2.2	2.0	1.7	2.3	2.0	2.2	2.1	1.9	1.8	2.6	2.1	2.3
SD	0.7	0.8	0.9	0.5	0.8	0.5	0.7	0.7	0.7	0.8	0.5	0.5	0.8

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

**Topic 9: Marketing Analytics**

**How would you rate the value of company's marketing analytics relative to your most important competitors? (select the best answer)**

N=283

	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	54 36.5%	48 32.4%	27 18.2%	19 12.8%	44 31.2%	19 13.5%	24 17.0%	9 6.4%	26 18.4%	19 13.5%	74 51.0%	42 29.0%	29 20.0%
3=Better than competition	16 29.6%	11 22.9%	10 37.0%	7 36.8%	6 13.6% E	6 31.6%	8 33.3%	3 33.3%	11 42.3% A	4 21.1%	18 24.3%	12 28.6%	12 41.4%
2=About the same	26 48.1%	28 58.3%	13 48.1%	7 36.8%	28 63.6% be	6 31.6% a	13 54.2%	4 44.4%	9 34.6% a	12 63.2%	39 52.7%	18 42.9%	16 55.2%
1=Worse than competitors	12 22.2%	9 18.8%	4 14.8%	5 26.3%	10 22.7%	7 36.8%	3 12.5%	2 22.2%	6 23.1%	3 15.8%	17 23.0% c	12 28.6% C	1 3.4% aB
Mean	2.1	2.0	2.2	2.1	1.9	1.9	2.2	2.1	2.2	2.1	2.0	2.0	2.4
SD	0.7	0.7	0.7	0.8	0.6	0.8	0.7	0.8	0.8	0.6	0.7 c	0.8 c	0.6 ab

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=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	10 6.8%	9 6.1%	7 4.8%	5 3.4%	8 5.4%	18 12.2%	15 10.2%	17 11.6%	16 10.9%	5 3.4%	26 17.7%	11 7.5%
Yes	48 32.7%	4 40.0%	4 44.4%	0 0.0% egj	2 40.0%	5 62.5% ck	5 27.8% j	7 46.7% c	5 29.4%	4 25.0% j	4 80.0% cfik	5 19.2% ej	3 27.3%
No	99 67.3%	6 60.0%	5 55.6%	7 100.0% egj	3 60.0%	3 37.5% ck	13 72.2% j	8 53.3% c	12 70.6%	12 75.0% j	1 20.0% cfik	21 80.8% ej	8 72.7%

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=283	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	51 34.5%	52 35.1%	27 18.2%	18 12.2%	44 31.4%	18 12.9%	24 17.1%	9 6.4%	26 18.6%	19 13.6%	73 51.0%	41 28.7%	29 20.3%
Yes	14 27.5%	15 28.8%	13 48.1%	8 44.4%	8 18.2%	5 27.8%	7 29.2%	4 44.4%	11 42.3%	10 52.6%	15 20.5%	17 41.5%	14 48.3%
No	37 72.5%	37 71.2%	14 51.9%	10 55.6%	36 81.8%	13 72.2%	17 70.8%	5 55.6%	15 57.7%	9 47.4%	58 79.5%	24 58.5%	15 51.7%

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

## The CMO Survey Award for Marketing Excellence

### **Which company across industries sets the standard for excellence in marketing?**

Apple, Inc.

### **Which company in your industry sets the standard for excellence in marketing?**

Procter & Gamble (Consumer Packaged Goods)

Google (Services)

General Electric (Manufacturing)

McDonald's (Retail)

**Appendix: Firm-level Descriptive Information**

**Which economic sector best describes your firm?**

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	12 7.4%	9 5.6%	7 4.3%	6 3.7%	8 4.9%	23 14.2%	16 9.9%	18 11.1%	18 11.1%	5 3.1%	29 17.9%	11 6.8%
B2B - Product	62 38.3%	4 33.3% Fk	1 11.1% cdFh	5 71.4% bljK	5 83.3% bljK	2 25.0% F	20 87.0% ABEHIJKL	6 37.5% Fik	12 66.7% bljK	1 5.6% CDFgHI	0 0.0% cdFh	2 6.9% aCDFgHI	4 36.4% Fik
B2B - Services	55 34.0%	0 0.0% BeIjK	6 66.7% AFGh	1 14.3% K	1 16.7% K	3 37.5% aFgK	0 0.0% BEhIJKI	0 0.0% BeIjKl	4 22.2% bfik	10 55.6% AFGhk	2 40.0% aFgk	25 86.2% ACDEFGHij L	3 27.3% fgK
B2C - Product	25 15.4%	8 66.7% bcdEFHIKl	1 11.1% a	0 0.0% ag	0 0.0% ag	0 0.0% Ag	3 13.0% Ag	8 50.0% cdefHIK	1 5.6% AG	1 5.6% AG	1 20.0% k	0 0.0% AGjl	2 18.2% ak
B2C - Services	20 12.3%	0 0.0% eij	1 11.1%	1 14.3%	0 0.0%	3 37.5% aFhk	0 0.0% EIJl	2 12.5%	1 5.6% ei	6 33.3% aFhk	2 40.0% aFk	2 6.9% eij	2 18.2% f

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=283	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	81 38.9%	68 32.7%	35 16.8%	24 11.5%	48 31.0%	20 12.9%	26 16.8%	10 6.5%	30 19.4%	21 13.5%	104 53.1%	56 28.6%
B2B - Product	81 100.0% BCD	0 0.0% A	0 0.0% A	0 0.0% A	14 29.2%	9 45.0%	12 46.2%	3 30.0%	11 36.7%	11 52.4%	36 34.6% b	29 51.8% ac	11 30.6% b
B2B - Services	0 0.0% B	68 100.0% ACD	0 0.0% B	0 0.0% B	23 47.9% cF	5 25.0%	5 19.2% a	5 50.0% f	11 36.7%	3 14.3% Ad	44 42.3% B	10 17.9% A	9 25.0%
B2C - Product	0 0.0% C	0 0.0% C	35 100.0% ABD	0 0.0% C	7 14.6% C	1 5.0% c	8 30.8% b	1 10.0%	6 20.0%	3 14.3%	13 12.5%	11 19.6%	9 25.0%
B2C - Services	0 0.0% D	0 0.0% D	0 0.0% D	24 100.0% ABC	4 8.3%	5 25.0% c	1 3.8% b	1 10.0%	2 6.7%	4 19.0%	11 10.6%	6 10.7%	7 19.4%

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=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	12 7.3%	9 5.5%	7 4.3%	6 3.7%	8 4.9%	23 14.0%	16 9.8%	19 11.6%	18 11.0%	5 3.0%	29 17.7%	12 7.3%
Public/NYSE/AMEX	48 29.3%	4 33.3%	3 33.3%	3 42.9%	3 50.0%	5 62.5% gjk	6 26.1%	3 18.8% e	5 26.3%	6 33.3%	0 0.0% e	5 17.2% e	5 41.7%
Public/NASDAQ	15 9.1%	0 0.0%	0 0.0%	1 14.3%	1 16.7%	1 12.5%	1 4.3%	1 6.3%	4 21.1%	3 16.7%	0 0.0%	3 10.3%	0 0.0%
Private	98 59.8%	8 66.7%	6 66.7%	3 42.9%	2 33.3% j	2 25.0% fgjk	16 69.6% e	12 75.0% ei	10 52.6%	7 38.9% gjk	5 100.0% dei	21 72.4% ei	6 50.0%
Nonprofit	3 1.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 11.1%	0 0.0%	0 0.0%	1 8.3%

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=283	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	63 38.4%	55 33.5%	26 15.9%	20 12.2%	49 31.2%	20 12.7%	27 17.2%	10 6.4%	30 19.1%	21 13.4%	81 51.3%	47 29.7%	30 19.0%
Public/NYSE/AMEX	15 23.8%	18 32.7%	9 34.6%	6 30.0%	4 8.2% DEF	1 5.0% dEF	4 14.8% EF	4 40.0% Ab	19 63.3% ABC	14 66.7% ABC	21 25.9%	19 40.4%	7 23.3%
Public/NASDAQ	10 15.9% c	3 5.5%	0 0.0% ad	3 15.0% c	1 2.0% eF	1 5.0%	3 11.1%	1 10.0%	5 16.7% a	5 23.8% A	4 4.9%	7 14.9%	3 10.0%
Private	38 60.3%	33 60.0%	17 65.4%	10 50.0%	44 89.8% cDEF	17 85.0% EF	19 70.4% aEF	5 50.0% Aef	5 16.7% ABCd	2 9.5% ABCd	55 67.9% B	20 42.6% A	19 63.3%
Nonprofit	0 0.0%	1 1.8%	0 0.0%	1 5.0%	0 0.0%	1 5.0%	1 3.7%	0 0.0%	1 3.3%	0 0.0%	1 1.2%	1 2.1%	1 3.3%

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=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	12 7.7%	9 5.8%	7 4.5%	6 3.9%	7 4.5%	22 14.2%	16 10.3%	19 12.3%	17 11.0%	4 2.6%	25 16.1%	11 7.1%
Less than \$25 million	49 31.6%	2 16.7% bJk	6 66.7% acfil	0 0.0% bJk	2 33.3%	1 14.3% j	4 18.2% bJk	5 31.3% j	7 36.8% j	3 17.6% bJk	4 100.0% ACeFghII	13 52.0% acfi	2 18.2% bj
\$26-99 million	20 12.9%	1 8.3%	1 11.1%	1 14.3%	0 0.0%	1 14.3%	5 22.7%	1 6.3%	3 15.8%	3 17.6%	0 0.0%	3 12.0%	1 9.1%
\$100-499 million	26 16.8%	5 41.7% bk	0 0.0% a	2 28.6%	0 0.0%	1 14.3%	5 22.7%	3 18.8%	2 10.5%	2 11.8%	0 0.0%	3 12.0% a	3 27.3%
\$500-999 million	10 6.5%	0 0.0% e	0 0.0% e	0 0.0%	0 0.0%	3 42.9% abfgHil	2 9.1% e	1 6.3% e	0 0.0% E	1 5.9% e	0 0.0%	3 12.0%	0 0.0% e
\$1-2.5 billion	14 9.0%	1 8.3%	0 0.0%	1 14.3%	2 33.3% K	0 0.0%	3 13.6%	2 12.5%	1 5.3%	4 23.5% k	0 0.0%	0 0.0% Di	0 0.0%
\$2.6-5 billion	10 6.5%	1 8.3%	1 11.1%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	2 12.5%	1 5.3%	2 11.8%	0 0.0%	1 4.0%	1 9.1%
\$5.1-9.9 billion	6 3.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	1 6.3%	0 0.0%	1 5.9%	0 0.0%	1 4.0%	2 18.2%
\$10-49 billion	11 7.1%	1 8.3%	0 0.0%	2 28.6% fg	0 0.0%	1 14.3%	0 0.0% cl	0 0.0% c	3 15.8%	1 5.9%	0 0.0%	1 4.0%	2 18.2% f
\$50-100 billion	7 4.5%	1 8.3%	1 11.1%	1 14.3%	1 16.7%	0 0.0%	1 4.5%	1 6.3%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
More than \$100+ billion	2 1.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0% k	0 0.0%	1 4.5%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0% d	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=283	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	60 38.7%	52 33.5%	26 16.8%	17 11.0%	49 31.2%	20 12.7%	27 17.2%	10 6.4%	30 19.1%	21 13.4%	77 51.0%	47 31.1%	27 17.9%
Less than \$25 million	14 23.3% b	23 44.2% a	7 26.9%	4 23.5%	49 100.0% BCDEF	0 0.0% A	0 0.0% A	0 0.0% A	0 0.0% A	0 0.0% A	31 40.3% B	8 17.0% A	8 29.6%
\$26-99 million	9 15.0%	5 9.6% d	1 3.8% d	5 29.4% bc	0 0.0% B	20 100.0% ACDEF	0 0.0% B	0 0.0% B	0 0.0% B	0 0.0% B	12 15.6%	2 4.3% c	5 18.5% b
\$100-499 million	12 20.0%	5 9.6% c	8 30.8% b	1 5.9%	0 0.0% C	0 0.0% C	27 100.0% ABDEF	0 0.0% C	0 0.0% C	0 0.0% C	11 14.3%	10 21.3%	6 22.2%
\$500-999 million	3 5.0%	5 9.6%	1 3.8%	1 5.9%	0 0.0% D	0 0.0% D	0 0.0% D	10 100.0% ABCEF	0 0.0% D	0 0.0% D	4 5.2%	3 6.4%	2 7.4%
\$1-2.5 billion	7 11.7%	3 5.8%	2 7.7%	2 11.8%	0 0.0% E	0 0.0% E	0 0.0% E	0 0.0% e	14 46.7% ABCdF	0 0.0% E	7 9.1%	7 14.9% c	0 0.0% b
\$2.6-5 billion	2 3.3%	6 11.5%	2 7.7%	0 0.0%	0 0.0% E	0 0.0% E	0 0.0% E	0 0.0% e	10 33.3% ABCdF	0 0.0% E	4 5.2%	4 8.5%	1 3.7%
\$5.1-9.9 billion	2 3.3%	2 3.8%	2 7.7%	0 0.0%	0 0.0% E	0 0.0% e	0 0.0% e	0 0.0%	6 20.0% Abcf	0 0.0% e	3 3.9%	3 6.4%	0 0.0%
\$10-49 billion	7 11.7%	2 3.8%	1 3.8%	2 11.8%	0 0.0% F	0 0.0% F	0 0.0% F	0 0.0% F	0 0.0% F	12 57.1% ABCDE	3 3.9%	6 12.8%	2 7.4%
\$50-100 billion	3 5.0%	1 1.9%	1 3.8%	2 11.8%	0 0.0% F	0 0.0% F	0 0.0% F	0 0.0% f	0 0.0% F	7 33.3% ABCdE	1 1.3% c	3 6.4%	3 11.1% a
More than \$100+ billion	1 1.7%	0 0.0%	1 3.8%	0 0.0%	0 0.0% f	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5% a	1 1.3%	1 2.1%	0 0.0%

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=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	283 100.0%	12 7.3%	9 5.5%	7 4.3%	6 3.7%	8 4.9%	23 14.0%	16 9.8%	19 11.6%	18 11.0%	5 3.0%	29 17.7%	12 7.3%
Professional Services/ Consulting	29 17.7%	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	29 100.0% K ABCDEFGH IJL	0 0.0% K
Manufacturing	23 14.0%	0 0.0% F	0 0.0% F	0 0.0% F	0 0.0% F	0 0.0% F	23 100.0% 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]	19 11.6%	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	19 100.0% H ABCDEFGIJ KL	0 0.0% H	0 0.0% H	0 0.0% H	0 0.0% H
Banking/Finance/ Insurance	18 11.0%	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	18 100.0% I ABCDEFGH JKL	0 0.0% I	0 0.0% I	0 0.0% I
Retail/Wholesale	16 9.8%	0 0.0% G	0 0.0% G	0 0.0% G	0 0.0% G	0 0.0% G	0 0.0% G	16 100.0% G ABCDEFHIJ KL	0 0.0% G	0 0.0% G	0 0.0% G	0 0.0% G	0 0.0% G
Consumer Packaged Goods	12 7.3%	12 100.0% 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
Health Care/ Pharmaceutical	12 7.3%	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	12 100.0% L ABCDEFGH IJK
Communications/Media	9 5.5%	0 0.0% B	9 100.0% B ACDEFGHIJ KL	0 0.0% B	0 0.0% B	0 0.0% B	0 0.0% B	0 0.0% B	0 0.0% B	0 0.0% B	0 0.0% B	0 0.0% B	0 0.0% B

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

**Appendix: Firm-level Descriptive Information**

**Which industry sector best describes your firm?**

N=283	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Energy	8 4.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	8 100.0%	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	E	E	E	E	E	E	E	E
						ABCDEFGHIJ KL							
Mining/Construction	7 4.3%	0 0.0%	0 0.0%	7 100.0%	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	C	C	C	C	C	C	C	C	C
				ABCDEFGHIJ KL									
Transportation	6 3.7%	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%	0 0.0%
		D	D	D	D	D	D	D	D	D	D	D	D
				ABCDEFGHIJ KL									
Consumer Services	5 3.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	5 100.0%	0 0.0%	0 0.0%
		J	J	J	J	J	J	J	J	J	J	J	J
										ABCDEFGHIJ IKL			

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=283

	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	62 38.3%	55 34.0%	25 15.4%	20 12.3%	49 31.6%	20 12.9%	26 16.8%	10 6.5%	30 19.4%	20 12.9%	81 51.9%	46 29.5%
Professional Services/ Consulting	2 3.2% B	25 45.5% ACD	0 0.0% B	2 10.0% B	13 26.5% ef	3 15.0%	3 11.5%	3 30.0%	2 6.7% a	1 5.0% a	21 25.9% B	2 4.3% A	4 13.8%
Manufacturing	20 32.3% BD	0 0.0% Ac	3 12.0% b	0 0.0% A	4 8.2%	5 25.0%	5 19.2%	2 20.0%	4 13.3%	2 10.0%	11 13.6%	7 15.2%	3 10.3%
Technology [Software/ Biotech]	12 19.4%	4 7.3%	1 4.0%	1 5.0%	7 14.3%	3 15.0%	2 7.7%	0 0.0%	2 6.7%	5 25.0%	10 12.3%	6 13.0%	2 6.9%
Banking/Finance/ Insurance	1 1.6% BD	10 18.2% A	1 4.0% d	6 30.0% Ac	3 6.1% e	3 15.0%	2 7.7%	1 10.0%	7 23.3% a	1 5.0%	6 7.4%	6 13.0%	3 10.3%
Retail/Wholesale	6 9.7% bc	0 0.0% aCd	8 32.0% aB	2 10.0% b	5 10.2%	1 5.0%	3 11.5%	1 10.0%	5 16.7%	1 5.0%	5 6.2%	7 15.2%	4 13.8%
Consumer Packaged Goods	4 6.5% C	0 0.0% C	8 32.0% ABD	0 0.0% C	2 4.1% c	1 5.0%	5 19.2% a	0 0.0%	2 6.7%	2 10.0%	3 3.7% b	7 15.2% a	2 6.9%
Health Care/ Pharmaceutical	4 6.5%	3 5.5%	2 8.0%	2 10.0%	2 4.1%	1 5.0%	3 11.5%	0 0.0%	3 10.0%	2 10.0%	8 9.9%	3 6.5%	1 3.4%
Communications/Media	1 1.6% b	6 10.9% a	1 4.0%	1 5.0%	6 12.2%	1 5.0%	0 0.0%	0 0.0%	1 3.3%	1 5.0%	5 6.2%	1 2.2%	3 10.3%

Significance Tests Between Columns: Lower case: p&lt;.05 Upper case: p&lt;.01

## Appendix: Firm-level Descriptive Information

### Which industry sector best describes your firm?

N=283	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
Energy	2 3.2%	3 5.5%	0 0.0%	3 15.0%	1 2.0% D	1 5.0%	1 3.8% d	3 30.0% AcE	0 0.0% D	1 5.0%	3 3.7%	2 4.3%	3 10.3%
Mining/Construction	5 8.1%	1 1.8%	0 0.0%	1 5.0%	0 0.0% F	1 5.0%	2 7.7%	0 0.0%	1 3.3%	3 15.0% A	3 3.7%	3 6.5%	1 3.4%
Transportation	5 8.1%	1 1.8%	0 0.0%	0 0.0%	2 4.1%	0 0.0%	0 0.0%	0 0.0%	3 10.0%	1 5.0%	3 3.7%	2 4.3%	1 3.4%
Consumer Services	0 0.0% d	2 3.6%	1 4.0%	2 10.0% a	4 8.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 3.7%	0 0.0%	2 6.9%

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