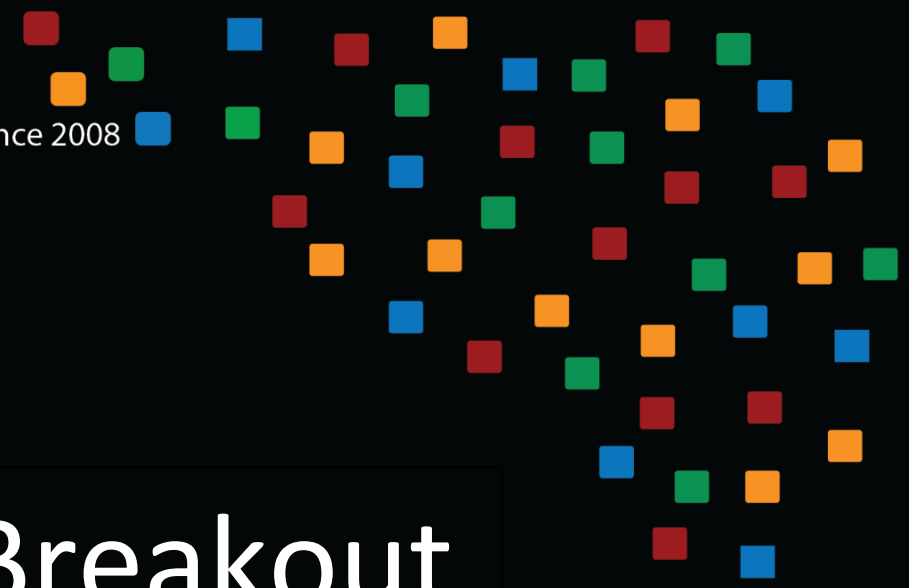
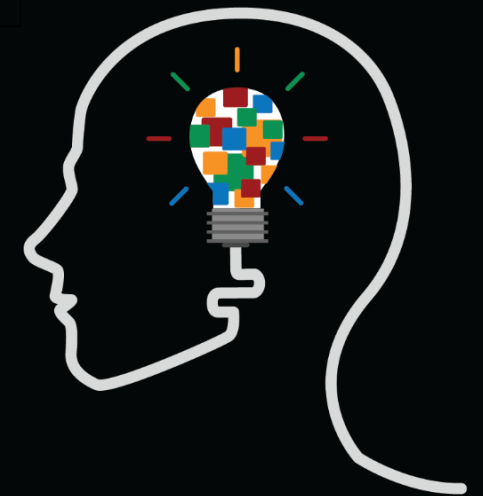


The **CMO** Survey since 2008

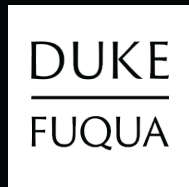


# Firm & Industry Breakout

AUGUST 2021



**Deloitte.**



**AM>** | AMERICAN MARKETING ASSOCIATION



## Managing and Measuring Marketing Spending for Growth and Returns

### The 27<sup>th</sup> Edition of The CMO Survey, August 2021

This 27th Edition of The CMO Survey finds that marketing leaders are taking on more responsibilities as their companies rise to meet the ongoing challenge of COVID-19 and associated digital and go-to-market opportunities. Digital marketing spending reached 58% of marketing budgets, reflecting 15.8% growth over the last year. With this increase, marketing leaders have been asked to lead their companies' digital marketing transformations in 73% of companies, take on a larger share of responsibility in strategic marketing activities across the company, and assist in the preparation for board meetings and earning calls at levels higher than expected.

Survey questions probe actions marketing leaders take when making the case for marketing spending and when using marketing to pursue growth opportunities. The level of pressure from the CEO, CFO, and Board to prove the impact of marketing is reported as well as how consistently over two dozen metrics are used to demonstrate marketing returns.

Drawing on the power of The CMO Survey's longitudinal view, this edition also examines marketing spending and performance over time and specific growth strategies used. Insights related to marketing spending and strategies related to Diversity, Equity, and Inclusion are documented as well as marketing leaders' views on how the work-from-home versus work-from-office debate will affect their marketing employee ranks.

I hope these observations, insights, and benchmarks will be useful to you and your company. Special thanks to all the marketing leaders who gave their time and good will to make these findings possible.

A handwritten signature in black ink, reading 'Christine Moorman', enclosed in a thin black rectangular border.

Christine Moorman  
T. Austin Finch, Sr. Professor of Business Administration  
Fuqua School of Business, Duke University  
Founder and Director, The CMO Survey®

# Managing and Measuring Marketing Spending for Growth and Returns

## The 27<sup>th</sup> Edition of The CMO Survey, August 2021

### Survey Sample

2791 marketing leaders at U.S. for-profit companies; 282 responded for a 10.1% response rate—94.1% of respondents are VP-level or above.

### Survey Administration

The survey was in field from August 4-25, 2021. It was administered via email with follow-up reminders.

### Survey Reports

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

### Overview of The CMO Survey®

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

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

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

**Deloitte.**



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**Topic 1: Macroeconomic Forecasts**

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

N=269	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
3=More	88 32.7%	32 31.7%	31 36.5%	16 28.1%	8 32.0%	29 27.9%	31 36.5%	27 38.0%
2=No Change	81 30.1%	41 40.6% c	23 27.1%	12 21.1% a	5 20.0%	37 35.6% c	27 31.8%	13 18.3% a
1=Less	100 37.2%	28 27.7% C	31 36.5%	29 50.9% A	12 48.0%	38 36.5%	27 31.8%	31 43.7%
Mean	1.96	2.04 c	2.00	1.77 a	1.84	1.91	2.05	1.94

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



## Topic 1: Macroeconomic Forecasts

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

N=269

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
3=More	4 25.0%	8 36.4%	6 22.2%	1 25.0%	2 28.6%	1 12.5%	8 38.1%	2 50.0%	9 33.3%	2 33.3%	10 32.3%	1 33.3%	19 32.8%	4 44.4%	8 44.4%
2=No Change	5 31.3%	4 18.2%	9 33.3%	1 25.0%	1 14.3%	3 37.5%	5 23.8%	1 25.0%	12 44.4%	1 16.7%	9 29.0%	1 33.3%	18 31.0%	3 33.3%	5 27.8%
1=Less	7 43.8%	10 45.5%	12 44.4%	2 50.0%	4 57.1%	4 50.0%	8 38.1%	1 25.0%	6 22.2%	3 50.0%	12 38.7%	1 33.3%	21 36.2%	2 22.2%	5 27.8%
Mean	1.81	1.91	1.78	1.75	1.71	1.63	2.00	2.25	2.11	1.83	1.94	2.00	1.97	2.22	2.17

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





## Topic 1: Macroeconomic Forecasts

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

N=269	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
3=More	20 35.1%	6 25.0%	12 30.8%	19 32.8%	3 18.8%	18 34.6%	9 47.4%	17 32.7%	9 34.6%	20 32.3%	10 31.3%	6 23.1%	4 25.0%	7 36.8%	15 41.7%
2=No Change	14 24.6% b	12 50.0% ad	10 25.6%	15 25.9% b	8 50.0%	16 30.8%	5 26.3%	15 28.8%	7 26.9%	17 27.4%	9 28.1%	10 38.5%	8 50.0%	6 31.6%	9 25.0%
1=Less	23 40.4%	6 25.0%	17 43.6%	24 41.4%	5 31.3%	18 34.6%	5 26.3%	20 38.5%	10 38.5%	25 40.3%	13 40.6%	10 38.5%	4 25.0%	6 31.6%	12 33.3%
Mean	1.95	2.00	1.87	1.91	1.88	2.00	2.21	1.94	1.96	1.92	1.91	1.85	2.00	2.05	2.08

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



**Topic 1: Macroeconomic Forecasts**

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Optimism	269	101	85	57	25	104	85	71
rating	69.62	71.07	68.52	66.63	74.73	68.69	71.50	68.14
	14.58	13.85	15.04	13.35	17.37	14.27	14.76	15.06
				d	c			

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



**Topic 1: Macroeconomic Forecasts**

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Optimism	16	22	27	4	7	8	21	4	27	6	31	3	58	9	18
rating	72.50	64.18	66.41	65.84	64.76	66.63	70.40	72.50	73.15	63.62	67.48	71.67	71.06	74.00	73.33
	13.78	14.06	13.07	18.77	15.73	14.27	15.33	6.45	13.88	20.90	15.05	18.93	15.06	14.46	15.05
		i							b						

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



**Topic 1: Macroeconomic Forecasts**

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Optimism	57	24	39	58	16	52	19	52	26	62	32	26	16	19	36
rating	63.87	67.00	72.50	69.51	71.00	73.65	72.89	65.14	69.09	68.79	69.63	71.90	71.13	73.95	73.33
	14.25	14.58	13.44	17.09	9.03	12.11	16.01	13.66	17.42	15.04	15.27	13.93	12.55	12.20	13.99
	CFg	f	A			Ab	a	egH				a		a	A

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



## Topic 2: Customer Behavior

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

N=259	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
		1=1st Priority	34 13.1%	10 10.5%	11 13.3%	9 15.8%	4 17.4%	10 9.9%
2=2nd Priority	33 12.7%	15 15.8%	9 10.8%	7 12.3%	2 8.7%	14 13.9%	7 8.4%	11 16.4%
3=3rd Priority	32 12.4%	11 11.6%	12 14.5%	8 14.0%	1 4.3%	14 13.9%	8 9.6%	9 13.4%
Mean	1.98	2.03	2.03	1.96	1.57	2.11	1.79	2.00

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

\*Respondents were asked to focus on their largest U.S. sales revenue market.



**Topic 2: Customer Behavior**

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

N=259

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1=1st Priority	1 7.1%	1 4.5% n	3 11.5%	0 0.0%	0 0.0%	1 12.5%	2 10.0%	1 25.0%	3 11.5%	1 20.0%	5 16.1%	0 0.0%	8 14.3%	3 37.5% b	4 22.2%
2=2nd Priority	3 21.4% b	0 0.0% afHij	3 11.5%	0 0.0%	1 16.7%	2 25.0% b	2 10.0%	2 50.0% Bkm	6 23.1% b	1 20.0% b	3 9.7% h	0 0.0%	6 10.7% h	1 12.5%	2 11.1%
3=3rd Priority	2 14.3%	5 22.7% g	5 19.2% g	0 0.0%	2 33.3% g	0 0.0% l	0 0.0% bcehL	1 25.0% g	3 11.5% l	0 0.0%	2 6.5% L	2 66.7% fGiKMo	6 10.7% L	1 12.5%	2 11.1% l
Mean	2.17	2.67 gk	2.18	---	2.67 g	1.67	1.50 be	2.00	2.00	1.50	1.70 b	3.00	1.90	1.60	1.75

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

\*Respondents were asked to focus on their largest U.S. sales revenue market.



## Topic 2: Customer Behavior

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

N=259	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
1=1st Priority	2 3.8% dEg	2 8.3%	3 7.9% e	9 16.4% a	5 31.3% Ac	7 13.7%	4 22.2% a	1 2.0% bDfgh	4 15.4% a	6 10.0% D	10 33.3% ACe	2 8.3% d	3 18.8% a	3 15.8% a	5 14.3% a
2=2nd Priority	10 18.9%	5 20.8%	3 7.9%	8 14.5%	1 6.3%	4 7.8%	2 11.1%	9 18.4%	3 11.5%	8 13.3%	1 3.3%	4 16.7%	2 12.5%	1 5.3%	5 14.3%
3=3rd Priority	3 5.7%	4 16.7%	7 18.4%	9 16.4%	2 12.5%	4 7.8%	2 11.1%	2 4.1% C	4 15.4%	16 26.7% Aef	4 13.3%	1 4.2% c	0 0.0% c	1 5.3%	4 11.4%
Mean	2.07	2.18	2.31	2.00	1.63	1.80	1.75	2.08 f	2.00	2.33 Df	1.60 C	1.86	1.40 ac	1.60	1.93

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

\*Respondents were asked to focus on their largest U.S. sales revenue market.



## Topic 2: Customer Behavior

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

N=259	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
1=1st Priority	83 32.0%	36 37.9%	16 19.3%	23 40.4%	7 30.4%	30 29.7%	23 27.7%	29 43.3%
		B	AC	B			c	b
2=2nd Priority	57 22.0%	22 23.2%	16 19.3%	14 24.6%	5 21.7%	20 19.8%	19 22.9%	15 22.4%
3=3rd Priority	30 11.6%	14 14.7%	9 10.8%	5 8.8%	2 8.7%	12 11.9%	7 8.4%	10 14.9%
Mean	1.69	1.69	1.83	1.57	1.64	1.71	1.67	1.65

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

\*Respondents were asked to focus on their largest U.S. sales revenue market.





## Topic 2: Customer Behavior

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

N=259

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1=1st Priority	2 14.3% C	6 27.3% c	17 65.4% AbdfhiKmo	0 0.0% c	2 33.3%	1 12.5% c	8 40.0% k	0 0.0% c	9 34.6% c	1 20.0%	4 12.9% Cgm	1 33.3%	20 35.7% ck	2 25.0%	6 33.3% c
2=2nd Priority	3 21.4%	9 40.9% cfk	3 11.5% b	1 25.0%	0 0.0%	0 0.0% b	6 30.0%	0 0.0%	7 26.9%	0 0.0%	5 16.1% b	1 33.3%	14 25.0%	2 25.0%	5 27.8%
3=3rd Priority	3 21.4%	1 4.5% f	1 3.8% ef	1 25.0%	2 33.3% c	3 37.5% bcgio	1 5.0% f	1 25.0%	2 7.7% f	1 20.0%	3 9.7%	0 0.0%	9 16.1%	1 12.5%	1 5.6% f
Mean	2.13 C	1.69 cf	1.24 AbDeFKm	2.50 C	2.00 c	2.50 bCgi	1.53 f	3.00	1.61 f	2.00	1.92 C	1.50	1.74 c	1.80	1.58

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

\*Respondents were asked to focus on their largest U.S. sales revenue market.



**Topic 2: Customer Behavior**

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

N=259	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
1=1st Priority	18 34.0%	6 25.0%	13 34.2%	23 41.8%	4 25.0%	14 27.5%	5 27.8%	18 36.7%	8 30.8%	22 36.7%	7 23.3%	10 41.7%	2 12.5%	5 26.3%	11 31.4%
2=2nd Priority	12 22.6%	5 20.8%	9 23.7%	8 14.5%	4 25.0%	13 25.5%	5 27.8%	11 22.4%	3 11.5% dg	11 18.3% dg	12 40.0% bce	2 8.3% dg	3 18.8%	8 42.1% bce	7 20.0%
3=3rd Priority	9 17.0%	2 8.3%	5 13.2%	9 16.4%	1 6.3%	3 5.9%	0 0.0%	8 16.3%	4 15.4%	10 16.7%	3 10.0%	1 4.2%	2 12.5%	0 0.0%	2 5.7%
Mean	1.77	1.69	1.70	1.65	1.67	1.63	1.50	1.73	1.73	1.72	1.82 e	1.31 df	2.00 e	1.62	1.55

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

\*Respondents were asked to focus on their largest U.S. sales revenue market.



## Topic 2: Customer Behavior

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

N=259	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=1st Priority	33 12.7%	18 18.9% d	8 9.6%	7 12.3%	0 0.0% a	17 16.8%	8 9.6%	8 11.9%
2=2nd Priority	24 9.3%	15 15.8% bd	4 4.8% a	5 8.8%	0 0.0% a	11 10.9%	9 10.8%	4 6.0%
3=3rd Priority	31 12.0%	9 9.5%	13 15.7%	7 12.3%	2 8.7%	10 9.9%	10 12.0%	10 14.9%
Mean	1.98	1.79	2.20	2.00	3.00	1.82	2.07	2.09

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

\*Respondents were asked to focus on their largest U.S. sales revenue market.



## Topic 2: Customer Behavior

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

N=259

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1=1st Priority	0 0.0% eH	2 9.1% H	3 11.5% H	0 0.0%	2 33.3% a	2 25.0%	3 15.0%	3 75.0% hABCgiKMnO	4 15.4% h	1 20.0%	2 6.5% H	0 0.0%	10 17.9% H	0 0.0% h	1 5.6% H
2=2nd Priority	1 7.1%	2 9.1%	3 11.5%	0 0.0%	1 16.7%	0 0.0%	3 15.0%	0 0.0%	1 3.8%	0 0.0%	1 3.2%	0 0.0%	9 16.1%	0 0.0%	1 5.6%
3=3rd Priority	0 0.0% k	4 18.2%	3 11.5%	1 25.0% g	0 0.0%	1 12.5%	0 0.0% dk	0 0.0%	2 7.7% k	0 0.0%	9 29.0% agi	0 0.0%	8 14.3%	0 0.0%	2 11.1%
Mean	2.00	2.25	2.00	3.00	1.33 k	1.67	1.50 K	1.00	1.71 k	1.00	2.58 eGim	---	1.93 k	---	2.25

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

\*Respondents were asked to focus on their largest U.S. sales revenue market.



## Topic 2: Customer Behavior

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

N=259

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=1st Priority	9 17.0% d	3 12.5%	5 13.2%	2 3.6% af	1 6.3%	10 19.6% d	2 11.1%	9 18.4%	3 11.5%	5 8.3%	1 3.3%	2 8.3%	3 18.8%	4 21.1%	6 17.1%
2=2nd Priority	3 5.7%	2 8.3%	3 7.9%	6 10.9%	2 12.5%	7 13.7%	1 5.6%	4 8.2%	1 3.8%	6 10.0%	3 10.0%	1 4.2%	2 12.5%	3 15.8%	4 11.4%
3=3rd Priority	10 18.9% d	1 4.2%	4 10.5%	2 3.6% ag	2 12.5%	7 13.7%	4 22.2% d	8 16.3% d	5 19.2% d	6 10.0%	0 0.0% abgh	2 8.3%	0 0.0%	3 15.8% d	7 20.0% d
Mean	2.05	1.67	1.92	2.00	2.20	1.88	2.29	1.95	2.22	2.06	1.75	2.00	1.40	1.90	2.06

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

\*Respondents were asked to focus on their largest U.S. sales revenue market.



## Topic 2: Customer Behavior

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

N=259	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=1st Priority	35 13.5%	11 11.6%	16 19.3%	2 3.5%	6 26.1%	13 12.9%	16 19.3%	5 7.5%
			C	BD	C		c	b
2=2nd Priority	56 21.6%	16 16.8%	24 28.9%	9 15.8%	6 26.1%	18 17.8%	22 26.5%	13 19.4%
3=3rd Priority	54 20.8%	25 26.3%	16 19.3%	9 15.8%	4 17.4%	25 24.8%	16 19.3%	13 19.4%
Mean	2.13	2.27	2.00	2.35	1.88	2.21	2.00	2.26

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

\*Respondents were asked to focus on their largest U.S. sales revenue market.



## Topic 2: Customer Behavior

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

N=259

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1=1st Priority	3 21.4%	3 13.6%	1 3.8% i	1 25.0%	1 16.7%	2 25.0%	3 15.0%	0 0.0%	6 23.1% cm	1 20.0%	5 16.1%	0 0.0%	3 5.4% i	1 12.5%	3 16.7%
2=2nd Priority	5 35.7%	2 9.1% dl	5 19.2%	2 50.0% b	0 0.0%	3 37.5%	5 25.0%	1 25.0%	7 26.9%	1 20.0%	10 32.3%	2 66.7% bm	8 14.3% l	1 12.5%	3 16.7%
3=3rd Priority	1 7.1%	7 31.8%	6 23.1%	1 25.0%	1 16.7%	1 12.5%	6 30.0%	0 0.0%	4 15.4%	1 20.0%	4 12.9%	0 0.0%	14 25.0%	3 37.5%	4 22.2%
Mean	1.78 cm	2.33	2.42 a	2.00	2.00	1.83	2.21	2.00	1.88 m	2.00	1.95 m	2.00	2.44 aik	2.40	2.10

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

\*Respondents were asked to focus on their largest U.S. sales revenue market.



## Topic 2: Customer Behavior

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

N=259

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=1st Priority	4 7.5% b	6 25.0% a	5 13.2%	7 12.7%	3 18.8%	9 17.6%	1 5.6%	3 6.1% F	5 19.2%	8 13.3%	5 16.7%	2 8.3%	5 31.3% Ah	4 21.1%	3 8.6% f
2=2nd Priority	12 22.6%	7 29.2%	9 23.7%	11 20.0%	3 18.8%	8 15.7%	5 27.8%	12 24.5% d	7 26.9% d	19 31.7% D	2 6.7% abCf	3 12.5%	5 31.3% d	2 10.5%	6 17.1%
3=3rd Priority	14 26.4%	6 25.0%	9 23.7%	11 20.0%	3 18.8%	10 19.6%	1 5.6%	13 26.5% f	5 19.2%	10 16.7% e	7 23.3% f	10 41.7% cFh	0 0.0% adE	4 21.1%	5 14.3% e
Mean	2.33	2.00	2.17	2.14	2.00	2.04	2.00	2.36 F	2.00	2.05 ef	2.14	2.53 cF	1.50 AcEh	2.00	2.14 f

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

\*Respondents were asked to focus on their largest U.S. sales revenue market.





## Topic 2: Customer Behavior

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

N=259	Total	Primary Economic Sector				Internet Sales %		
		B2B	B2B	B2C	B2C	0%	1-10%	>10%
		Product A	Services B	Product C	Services D	A	B	C
1=1st Priority	47 18.1%	14 14.7% b	23 27.7% ac	7 12.3% b	3 13.0%	25 24.8% b	10 12.0% a	9 13.4%
2=2nd Priority	39 15.1%	14 14.7%	14 16.9%	7 12.3%	4 17.4%	15 14.9%	16 19.3%	8 11.9%
3=3rd Priority	59 22.8%	22 23.2%	19 22.9%	10 17.5%	7 30.4%	23 22.8%	21 25.3%	13 19.4%
Mean	2.08	2.16	1.93	2.13	2.29	1.97	2.23	2.13

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

\*Respondents were asked to focus on their largest U.S. sales revenue market.



## Topic 2: Customer Behavior

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

N=259

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1=1st Priority	6 42.9% Cgi	6 27.3% c	1 3.8% AbK	0 0.0%	1 16.7%	1 12.5%	2 10.0% ak	0 0.0%	2 7.7% ak	1 20.0%	11 35.5% Cgi	1 33.3%	10 17.9%	2 25.0%	3 16.7%
2=2nd Priority	0 0.0% ejn	3 13.6%	4 15.4%	0 0.0%	2 33.3% a	1 12.5%	3 15.0%	0 0.0%	2 7.7% n	2 40.0% a	6 19.4%	0 0.0%	8 14.3%	3 37.5% ai	2 11.1%
3=3rd Priority	4 28.6%	2 9.1% i	8 30.8%	1 25.0%	0 0.0%	3 37.5%	5 25.0%	1 25.0%	10 38.5% bm	1 20.0%	7 22.6%	1 33.3%	9 16.1% i	1 12.5%	2 11.1%
Mean	1.80 ci	1.64 CI	2.54 aBkm	3.00	1.67	2.40	2.30	3.00	2.57 aBkm	2.00	1.83 ci	2.00	1.96 ci	1.83	1.86

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

\*Respondents were asked to focus on their largest U.S. sales revenue market.



## Topic 2: Customer Behavior

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

N=259	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=1st Priority	14 26.4%	5 20.8%	7 18.4%	10 18.2%	1 6.3%	6 11.8%	4 22.2%	12 24.5%	3 11.5%	12 20.0%	5 16.7%	5 20.8%	2 12.5%	2 10.5%	6 17.1%
2=2nd Priority	6 11.3%	4 16.7%	6 15.8%	9 16.4%	0 0.0%	11 21.6%	2 11.1%	5 10.2%	6 23.1%	8 13.3%	4 13.3%	5 20.8%	3 18.8%	2 10.5%	6 17.1%
3=3rd Priority	9 17.0%	5 20.8%	10 26.3%	8 14.5%	5 31.3%	15 29.4%	6 33.3%	11 22.4%	4 15.4%	10 16.7%	6 20.0%	5 20.8%	8 50.0%	5 26.3%	10 28.6%
Mean	1.83 ef	2.00	2.13	1.93	2.67 a	2.28 a	2.17	1.96	2.08	1.93	2.07	2.00	2.46	2.33	2.18

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

\*Respondents were asked to focus on their largest U.S. sales revenue market.



## Topic 2: Customer Behavior

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

N=259	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=1st Priority	27 10.4%	6 6.3%	9 10.8%	9 15.8%	3 13.0%	6 5.9%	12 14.5%	7 10.4%
2=2nd Priority	50 19.3%	13 13.7%	16 19.3%	15 26.3%	6 26.1%	23 22.8%	10 12.0%	16 23.9%
3=3rd Priority	53 20.5%	14 14.7% c	14 16.9% c	18 31.6% ab	7 30.4%	17 16.8%	21 25.3%	12 17.9%
Mean	2.20	2.24	2.13	2.21	2.25	2.24	2.21	2.14

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

\*Respondents were asked to focus on their largest U.S. sales revenue market.



## Topic 2: Customer Behavior

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

N=259

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1=1st Priority	2 14.3% d	4 18.2% d	1 3.8% D	3 75.0% abCeGIjKMnO	0 0.0% d	1 12.5%	2 10.0% D	0 0.0%	2 7.7% D	0 0.0% d	4 12.9% D	1 33.3%	5 8.9% D	0 0.0% d	1 5.6% D
2=2nd Priority	2 14.3%	6 27.3%	8 30.8% g	1 25.0%	2 33.3%	2 25.0%	1 5.0% c	1 25.0%	3 11.5%	1 20.0%	6 19.4%	0 0.0%	11 19.6%	1 12.5%	5 27.8%
3=3rd Priority	4 28.6%	3 13.6%	3 11.5% go	0 0.0%	1 16.7%	0 0.0% g	8 40.0% cfm	1 25.0%	5 19.2%	2 40.0%	6 19.4%	0 0.0%	10 17.9% g	2 25.0%	7 38.9% c
Mean	2.25	1.92	2.17 d	1.25 cegijmnO	2.33 d	1.67	2.55 d	2.50	2.30 d	2.67 d	2.13	1.00	2.19 d	2.67 d	2.46 D

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

\*Respondents were asked to focus on their largest U.S. sales revenue market.



**Topic 2: Customer Behavior**

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

N=259	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
1=1st Priority	6 11.3%	2 8.3%	5 13.2%	4 7.3%	2 12.5%	5 9.8%	2 11.1%	6 12.2%	3 11.5%	7 11.7%	2 6.7%	3 12.5%	1 6.3%	1 5.3%	4 11.4%
2=2nd Priority	10 18.9%	1 4.2%	8 21.1%	13 23.6%	6 37.5%	8 15.7%	3 16.7%	8 16.3%	6 23.1%	8 13.3%	8 26.7%	9 37.5%	1 6.3%	3 15.8%	7 20.0%
		dE		b	B			e		e		acf	e		
3=3rd Priority	8 15.1%	6 25.0%	3 7.9%	16 29.1%	3 18.8%	12 23.5%	5 27.8%	7 14.3%	4 15.4%	8 13.3%	10 33.3%	5 20.8%	6 37.5%	6 31.6%	7 20.0%
			d	c				df		df	ac		ac		
Mean	2.08	2.44	1.88	2.36	2.09	2.28	2.30	2.05	2.08	2.04	2.40	2.12	2.63	2.50	2.17
			d	c											

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

\*Respondents were asked to focus on their largest U.S. sales revenue market.



### Topic 3: The Digital Marketing Transformation

#### Considering your company's digital marketing transformation, how would you rate your company's progress to date?

N=282	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Nascent: Early steps to design and visualize transformation	21 8.6%	11 12.0%	7 9.1%	2 3.8%	0 0.0%	11 11.5% c	7 8.8%	1 1.6% a
Emerging: Build non-integrated digital elements	130 53.1%	49 53.3%	38 49.4%	27 51.9%	16 69.6%	54 56.3% c	50 62.5% C	24 39.3% aB
Integrated: Fully integrate digital investments across company	66 26.9%	23 25.0%	24 31.2%	13 25.0%	6 26.1%	25 26.0%	17 21.3%	20 32.8%
Institutionalized/Established: Leverage digital investments to drive and evaluate marketing decisions	28 11.4%	9 9.8%	8 10.4%	10 19.2%	1 4.3%	6 6.3% C	6 7.5% C	16 26.2% AB

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



### Topic 3: The Digital Marketing Transformation

#### Considering your company's digital marketing transformation, how would you rate your company's progress to date?

N=282

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Nascent: Early steps to design and visualize transformation	0 0.0% HI	0 0.0% HL	1 4.0% HI	0 0.0%	0 0.0%	1 12.5%	3 15.0%	2 66.7% ABCiMno	3 11.5% h	0 0.0%	5 17.2%	1 50.0% aBcm	3 5.8% HI	0 0.0% h	1 6.7% h
Emerging: Build non-integrated digital elements	9 64.3%	9 47.4%	13 52.0%	4 100.0% mo	4 66.7%	5 62.5%	11 55.0%	1 33.3%	18 69.2% mo	2 40.0%	15 51.7%	0 0.0%	22 42.3% di	6 66.7%	5 33.3% di
Integrated: Fully integrate digital investments across company	5 35.7%	7 36.8%	6 24.0%	0 0.0%	1 16.7%	2 25.0%	4 20.0%	0 0.0%	4 15.4%	2 40.0%	8 27.6%	1 50.0%	17 32.7%	2 22.2%	6 40.0%
Institutionalized/Established: Leverage digital investments to drive and evaluate marketing decisions	0 0.0%	3 15.8%	5 20.0%	0 0.0%	1 16.7%	0 0.0%	2 10.0%	0 0.0%	1 3.8%	1 20.0%	1 3.4%	0 0.0%	10 19.2%	1 11.1%	3 20.0%

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





### Topic 3: The Digital Marketing Transformation

#### Considering your company's digital marketing transformation, how would you rate your company's progress to date?

N=282

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Nascent: Early steps to design and visualize transformation	6 11.5%	3 13.6%	3 7.9%	4 7.5%	0 0.0%	3 6.5%	1 6.7%	7 14.9%	1 4.0%	7 12.1%	2 7.1%	1 4.3%	0 0.0%	1 5.6%	2 6.5%
Emerging: Build non-integrated digital elements	30 57.7%	11 50.0%	22 57.9%	23 43.4%	8 53.3%	24 52.2%	11 73.3%	22 46.8%	18 72.0%	28 48.3%	13 46.4%	12 52.2%	8 53.3%	11 61.1%	18 58.1%
Integrated: Fully integrate digital investments across company	10 19.2%	8 36.4%	7 18.4%	16 30.2%	6 40.0%	14 30.4%	3 20.0%	11 23.4%	4 16.0%	15 25.9%	10 35.7%	7 30.4%	5 33.3%	6 33.3%	8 25.8%
Institutionalized/Established: Leverage digital investments to drive and evaluate marketing decisions	6 11.5%	0 0.0%	6 15.8%	10 18.9%	1 6.7%	5 10.9%	0 0.0%	7 14.9%	2 8.0%	8 13.8%	3 10.7%	3 13.0%	2 13.3%	0 0.0%	3 9.7%

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



### Topic 3: The Digital Marketing Transformation

#### Where was your company on this digital marketing transformation journey last year at this time?

N=282	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Nascent: Early steps to design and visualize transformation	76 31.1%	35 38.0%	22 28.9%	15 28.8%	4 17.4%	31 32.6%	28 35.0%	15 24.6%
Emerging: Build non-integrated digital elements	111 45.5%	39 42.4%	34 44.7%	23 44.2%	14 60.9%	44 46.3%	41 51.3% c	21 34.4% b
Integrated: Fully integrate digital investments across company	44 18.0%	15 16.3%	16 21.1%	9 17.3%	4 17.4%	18 18.9%	9 11.3% c	16 26.2% b
Institutionalized/Established: Leverage digital investments to drive and evaluate marketing decisions	13 5.3%	3 3.3%	4 5.3%	5 9.6%	1 4.3%	2 2.1% C	2 2.5% C	9 14.8% AB

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



### Topic 3: The Digital Marketing Transformation

#### Where was your company on this digital marketing transformation journey last year at this time?

N=282

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Nascent: Early steps to design and visualize transformation	6 46.2%	4 21.1%	7 28.0%	2 50.0%	1 16.7%	2 25.0%	9 45.0%	2 66.7%	11 42.3%	1 20.0%	10 34.5%	1 50.0%	12 23.1%	2 22.2%	2 13.3%
Emerging: Build non-integrated digital elements	6 46.2%	9 47.4%	11 44.0%	2 50.0%	4 66.7%	6 75.0%	9 45.0%	1 33.3%	12 46.2%	1 20.0%	13 44.8%	0 0.0%	23 44.2%	4 44.4%	7 46.7%
Integrated: Fully integrate digital investments across company	1 7.7%	5 26.3%	6 24.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	3 11.5%	2 40.0%	6 20.7%	1 50.0%	12 23.1%	2 22.2%	4 26.7%
Institutionalized/Established: Leverage digital investments to drive and evaluate marketing decisions	0 0.0%	1 5.3%	1 4.0%	0 0.0%	1 16.7%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	5 9.6%	1 11.1%	2 13.3%

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



### Topic 3: The Digital Marketing Transformation

#### Where was your company on this digital marketing transformation journey last year at this time?

N=282

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Nascent: Early steps to design and visualize transformation	21 41.2%	10 45.5%	11 28.9%	15 28.3%	3 20.0%	12 26.1%	2 13.3%	17 37.0%	12 48.0%	19 32.8%	5 17.9%	7 30.4%	5 33.3%	5 27.8%	6 19.4%
		g				b			dh		b				b
Emerging: Build non-integrated digital elements	21 41.2%	5 22.7%	18 47.4%	19 35.8%	9 60.0%	25 54.3%	12 80.0%	18 39.1%	9 36.0%	21 36.2%	17 60.7%	8 34.8%	7 46.7%	11 61.1%	20 64.5%
	g	efG	g	G	b	b	aBCD	h	h	dh	c	h			abce
Integrated: Fully integrate digital investments across company	7 13.7%	7 31.8%	4 10.5%	16 30.2%	3 20.0%	6 13.0%	1 6.7%	8 17.4%	4 16.0%	12 20.7%	5 17.9%	8 34.8%	2 13.3%	2 11.1%	3 9.7%
	d	c	bd	acf		d						h			e
Institutionalized/Established: Leverage digital investments to drive and evaluate marketing decisions	2 3.9%	0 0.0%	5 13.2%	3 5.7%	0 0.0%	3 6.5%	0 0.0%	3 6.5%	0 0.0%	6 10.3%	1 3.6%	0 0.0%	1 6.7%	0 0.0%	2 6.5%

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



**Topic 3: The Digital Marketing Transformation**

**What percent of your company's digital marketing transformation is led by a senior marketing leader versus leaders in other functions in your company?**

	Total	Primary Economic Sector				Internet Sales %		
Number		B2B	B2B	B2C	B2C	0%	1-10%	>10%
Mean		Product	Services	Product	Services	A	B	C
SD		A	B	C	D			
	240	91	73	52	23	94	80	60
	73.03	72.03	73.92	70.85	77.96	73.38	73.60	73.03
	29.68	30.01	31.42	28.35	26.77	31.72	27.66	28.67

**Percent**

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



**Topic 3: The Digital Marketing Transformation**

**What percent of your company's digital marketing transformation is led by a senior marketing leader versus leaders in other functions in your company?**

Number Mean SD	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
	13	18	25	4	6	8	19	3	26	5	29	2	50	9	15
	66.92	78.33	72.96	55.00	72.50	78.75	72.89	93.33	80.35	57.00	73.45	50.00	74.10	70.56	81.33
	33.64	28.85	28.87	46.55	31.58	24.46	35.06	5.77	28.57	32.13	30.62	70.71	23.63	39.41	17.88
										o					j

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



### Topic 3: The Digital Marketing Transformation

#### What percent of your company's digital marketing transformation is led by a senior marketing leader versus leaders in other functions in your company?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
	48	22	38	53	15	46	14	44	25	57	28	23	15	18	30
	72.63	82.05	74.34	73.81	86.33	67.50	54.64	75.25	71.36	72.47	80.68	78.26	66.20	66.67	68.33
	33.82	23.99	28.78	26.96	17.67	30.29	38.55	31.64	32.51	30.92	25.05	21.25	31.63	28.39	31.82
		g		g	fG	e	bdE								

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



### Topic 3: The Digital Marketing Transformation

**Below are some examples of how digital marketing can help a company. Which of these matters most to your company? Please indicate the relative importance of each by allocating 100 points across the benefits.**

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Shaping marketing communication initiatives (e.g., targeting communications)	239	90	73	52	23	94	79	59
	26.87	28.23	27.90	27.12	18.91	30.40	26.46	22.54
	18.11	19.05	19.69	15.64	11.58	18.95	19.23	14.78
		d	d	d	abc	C		A
Helping deliver interactive customer experiences (e.g., omni-channel, consistent and engaging experience, seamless app experience & performance)	239	90	73	52	23	94	79	59
	19.79	19.12	15.75	24.42	25.65	17.56	20.63	21.78
	14.36	13.47	13.58	13.05	18.42	14.65	14.01	13.83
		c	CD	aB	B			
Directly driving business outcomes (e. g., increased revenue, sales, volume, profit)	239	90	73	52	23	94	79	59
	39.20	36.91	41.40	37.12	43.26	37.17	39.11	42.80
	21.53	18.71	21.97	20.47	28.55	22.55	21.95	18.85
Improving internal efficiencies by utilizing new technology solution	239	90	73	52	23	94	79	59
	14.05	15.73	14.95	10.96	12.17	14.65	13.80	12.88
	11.35	13.20	11.33	7.92	8.64	13.60	9.85	9.39
		c	c	ab				

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





### Topic 3: The Digital Marketing Transformation

**Below are some examples of how digital marketing can help a company. Which of these matters most to your company? Please indicate the relative importance of each by allocating 100 points across the benefits.**

Number Mean SD	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
Shaping marketing communication initiatives (e.g., targeting communications)	12 24.58 11.37	19 29.74 20.65	25 25.60 16.54	4 26.25 24.96	6 14.00 11.22	8 33.13 26.45	19 25.26 17.60	3 46.67 46.19	26 36.15 21.37	5 28.00 16.81	28 27.43 18.36	2 15.00 7.07	50 24.72 15.03	9 23.89 15.16	15 20.67 13.61	
					i			m	eMo				hI		i	
Helping deliver interactive customer experiences (e.g., omni-channel, consistent and engaging experience, seamless app experience & performance)	12 28.33 21.98	19 23.16 13.97	25 22.20 14.80	4 23.75 14.36	6 21.67 21.13	8 24.38 15.22	19 19.74 15.41	3 20.00 20.00	26 18.27 12.00	5 28.00 19.24	28 11.79 11.40	2 17.50 3.54	50 18.62 11.71	9 11.67 8.29	15 22.00 11.46	
	Kmn	Kn	K			kn	k		k	kn	ABCfgijmO		ak	abfjo	Kn	
Directly driving business outcomes (e. g., increased revenue, sales, volume, profit)	12 27.92 15.44	19 36.05 20.92	25 41.40 22.85	4 41.25 30.10	6 40.50 29.32	8 32.50 23.45	19 39.47 19.99	3 16.67 28.87	26 33.27 20.44	5 27.00 13.51	28 45.32 20.56	2 45.00 28.28	50 43.64 19.67	9 42.22 30.01	15 45.67 22.03	
	kmo							km	km		ahi		ahi		a	
Improving internal efficiencies by utilizing new technology solution	12 19.17 8.75	19 11.05 5.42	25 10.80 7.46	4 8.75 7.50	6 23.83 19.14	8 10.00 10.69	19 15.53 13.22	3 10.00 10.00	26 12.31 7.78	5 17.00 7.58	28 15.46 11.13	2 22.50 24.75	50 13.02 9.12	9 22.22 25.01	15 11.67 13.05	
	BCfim	Ae	Aen		bcim	a			ae				aen	cm		

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



### Topic 3: The Digital Marketing Transformation

**Below are some examples of how digital marketing can help a company. Which of these matters most to your company? Please indicate the relative importance of each by allocating 100 points across the benefits.**

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Shaping marketing communication initiatives (e.g., targeting communications)	47 29.68 21.63	22 27.50 15.64	38 33.03 21.61	53 23.87 13.67	15 21.67 14.84	45 26.96 18.46	15 18.67 12.74	44 29.89 22.03	24 34.17 21.04	57 28.32 18.47	28 21.29 12.38	22 27.95 18.30	15 21.00 11.68	18 30.00 17.82	31 19.61 12.10
			dg	c		c		h	DfH	h	B		b	h	aBcg
Helping deliver interactive customer experiences (e.g., omni-channel, consistent and engaging experience, seamless app experience & performance)	47 15.74 15.78	22 15.45 9.87	38 18.68 13.64	53 18.32 12.64	15 27.67 9.61	45 23.33 13.31	15 27.67 22.35	44 15.34 13.99	24 12.71 12.25	57 20.70 13.93	28 19.86 12.52	22 18.41 14.01	15 25.00 12.25	18 26.67 13.28	31 24.35 17.16
	Efg	Efg	e	eg	ABcd	ab	abd	fGh	cdFGH	b	b		aB	AB	aB
Directly driving business outcomes (e.g., increased revenue, sales, volume, profit)	47 40.74 26.44	22 45.91 23.33	38 33.95 21.38	53 44.06 18.79	15 39.67 17.57	45 32.53 16.22	15 39.00 26.54	44 42.05 25.80	24 41.04 22.70	57 35.93 20.26	28 44.89 22.18	22 40.45 21.38	15 37.00 10.99	18 30.83 17.93	31 39.65 21.26
		cF	bd	cF		BD					g			d	
Improving internal efficiencies by utilizing new technology solution	47 13.40 13.44	22 11.14 8.85	38 14.34 11.28	53 13.75 11.67	15 11.00 6.87	45 17.18 12.21	15 14.67 7.67	44 12.73 13.05	24 12.08 10.73	57 15.05 11.10	28 13.96 15.14	22 12.27 8.13	15 17.00 5.92	18 12.50 9.74	31 16.39 10.78
		f				b									

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



### Topic 3: The Digital Marketing Transformation

**Thinking about your company's digital marketing knowledge and skills, rate your company's current expertise level on the following scale.**

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Significantly below industry average	7 2.9%	4 4.4%	1 1.3%	2 3.8%	0 0.0%	5 5.4%	2 2.5%	0 0.0%
2	4 1.7%	2 2.2%	0 0.0%	1 1.9%	0 0.0%	0 0.0% b	4 5.1% a	0 0.0%
3	12 5.0%	4 4.4%	5 6.7%	1 1.9%	2 9.5%	7 7.5% c	4 5.1%	0 0.0% a
4	23 9.6%	13 14.3%	7 9.3%	2 3.8%	1 4.8%	10 10.8%	9 11.4%	3 5.0%
5=At industry average	37 15.4%	18 19.8%	8 10.7%	10 19.2%	1 4.8%	14 15.1%	17 21.5% c	5 8.3% b
6	36 15.0%	12 13.2%	14 18.7%	5 9.6%	5 23.8%	16 17.2%	12 15.2%	7 11.7%
7	56 23.3%	19 20.9%	21 28.0%	12 23.1%	4 19.0%	21 22.6%	16 20.3%	16 26.7%
8	40 16.7%	13 14.3%	10 13.3%	12 23.1%	5 23.8%	14 15.1%	12 15.2%	13 21.7%
9	17 7.1%	6 6.6%	5 6.7%	5 9.6%	1 4.8%	6 6.5%	2 2.5% C	9 15.0% B
10=Significantly above industry average	8 3.3%	0 0.0% bD	4 5.3% a	2 3.8%	2 9.5% A	0 0.0% C	1 1.3% c	7 11.7% Ab
Mean	6.20	5.77 bcd	6.40 a	6.54 a	6.76 a	5.86 C	5.71 C	7.43 AB

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



### Topic 3: The Digital Marketing Transformation

**Thinking about your company’s digital marketing knowledge and skills, rate your company’s current expertise level on the following scale.**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Significantly below industry average	0 0.0% hl	0 0.0% hL	2 8.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3% hL abgKMo	2 7.7%	0 0.0%	0 0.0%	1 50.0% aBGKMo	1 2.0% HL	0 0.0%	0 0.0%
2	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	1 3.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%
3	0 0.0%	0 0.0%	1 4.0%	0 0.0%	1 16.7% i	0 0.0%	2 10.5%	0 0.0%	0 0.0% ej	1 20.0% im	4 13.8% m	0 0.0%	1 2.0% jk	1 11.1%	0 0.0%
4	0 0.0% fh	0 0.0% dFhi	1 4.0% f	1 25.0% b	0 0.0%	3 37.5% aBeMo	3 15.8%	1 33.3% abo	5 19.2% b	1 20.0%	3 10.3%	0 0.0%	3 5.9% F	1 11.1%	0 0.0% fh
5=At industry average	4 30.8% k	2 10.5%	6 24.0%	0 0.0%	1 16.7%	2 25.0%	4 21.1%	0 0.0%	4 15.4%	0 0.0%	2 6.9% a	0 0.0%	8 15.7%	1 11.1%	1 7.1%
6	2 15.4%	3 15.8%	4 16.0%	2 50.0% gko	1 16.7%	1 12.5%	1 5.3% d	1 33.3% o	5 19.2%	1 20.0%	3 10.3% d	1 50.0% o	9 17.6%	1 11.1%	0 0.0% dhl
7	4 30.8%	7 36.8%	4 16.0%	1 25.0%	1 16.7%	1 12.5%	4 21.1%	0 0.0%	4 15.4%	1 20.0%	8 27.6%	0 0.0%	14 27.5%	1 11.1%	6 42.9%
8	2 15.4%	4 21.1%	5 20.0%	0 0.0%	1 16.7%	1 12.5%	3 15.8%	0 0.0%	3 11.5%	1 20.0%	6 20.7%	0 0.0%	8 15.7%	2 22.2%	3 21.4%
9	1 7.7%	3 15.8%	1 4.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	2 7.7%	0 0.0%	2 6.9%	0 0.0%	5 9.8%	0 0.0%	2 14.3%
10=Significantly above industry average	0 0.0% n	0 0.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0% n	0 0.0%	1 3.4%	0 0.0%	2 3.9% n	2 22.2% bim	1 7.1%
Mean	6.54 hl	7.16 cdFgHjL	6.00 b	5.75 b	6.33	5.38 Bo	5.68 bo	3.67 aBkMo	5.54 Bmo	5.60 b	6.34 h	3.50 aBmo	6.61 Hil	6.78	7.21 fghil

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



### Topic 3: The Digital Marketing Transformation

**Thinking about your company’s digital marketing knowledge and skills, rate your company’s current expertise level on the following scale.**

	Sales Revenue						Number of Employees								
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=Significantly below industry average	2 4.0%	0 0.0%	1 2.7%	2 3.8%	0 0.0%	2 4.4%	0 0.0%	2 4.4%	0 0.0%	2 3.4%	1 3.7%	1 4.3%	0 0.0%	0 0.0%	1 3.2%
2	1 2.0%	0 0.0%	1 2.7%	1 1.9%	1 6.7%	0 0.0%	0 0.0%	2 4.4%	0 0.0%	1 1.7%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%
3	4 8.0%	2 9.1%	1 2.7%	2 3.8%	0 0.0%	2 4.4%	1 6.7%	3 6.7%	1 4.2%	3 5.2%	1 3.7%	1 4.3%	1 7.1%	1 5.6%	1 3.2%
4	5 10.0%	2 9.1%	7 18.9% f	4 7.7%	1 6.7%	2 4.4%	0 0.0%	5 11.1%	4 16.7%	7 12.1%	1 3.7%	1 4.3%	3 21.4% g	0 0.0% f	2 6.5%
5=At industry average	6 12.0%	4 18.2%	4 10.8%	5 9.6% g	2 13.3%	10 22.2%	5 33.3% d	5 11.1%	3 12.5%	11 19.0%	2 7.4% h	3 13.0%	2 14.3%	2 11.1%	9 29.0% d
6	5 10.0%	4 18.2%	6 16.2%	10 19.2%	1 6.7%	7 15.6%	3 20.0%	4 8.9%	3 12.5%	9 15.5%	6 22.2%	4 17.4%	0 0.0% g	5 27.8% f	5 16.1%
7	14 28.0%	7 31.8% c	4 10.8% bE	9 17.3% e	7 46.7% Cd	10 22.2%	5 33.3%	12 26.7% c	8 33.3% c	6 10.3% abh	7 25.9%	6 26.1%	3 21.4%	5 27.8%	9 29.0% c
8	8 16.0%	2 9.1%	9 24.3%	8 15.4%	2 13.3%	9 20.0%	1 6.7%	6 13.3%	4 16.7%	12 20.7%	4 14.8%	5 21.7%	2 14.3%	4 22.2%	3 9.7%
9	3 6.0%	0 0.0% d	3 8.1%	9 17.3% bf	1 6.7%	1 2.2% d	0 0.0%	4 8.9%	0 0.0% d	4 6.9%	5 18.5% bh	2 8.7%	1 7.1%	1 5.6%	0 0.0% d
10=Significantly above industry average	2 4.0%	1 4.5%	1 2.7%	2 3.8%	0 0.0%	2 4.4%	0 0.0%	2 4.4%	1 4.2%	3 5.2%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	1 3.2%
Mean	6.10	6.05	6.14	6.52	6.40	6.20	5.93	6.04	6.25	6.10	6.67	6.39	5.93	6.61	5.94

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



### Topic 3: The Digital Marketing Transformation

#### **What investments did your company make to improve the performance of your digital marketing activities over the last year? (check all that apply)**

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Optimizing our company website	185 77.4%	71 80.7%	53 70.7%	41 78.8%	19 82.6%	68 73.9%	62 78.5%	49 80.3%
Digital media and search	165 69.0%	62 70.5% b	40 53.3% aCD	43 82.7% B	20 87.0% B	61 66.3%	52 65.8%	46 75.4%
Data analytics	157 65.7%	54 61.4% C	43 57.3% C	44 84.6% AB	16 69.6%	57 62.0% c	45 57.0% C	48 78.7% aB
Direct digital marketing (e.g., email)	152 63.6%	54 61.4%	43 57.3%	36 69.2%	18 78.3%	61 66.3%	45 57.0%	41 67.2%
Marketing technology systems or platforms	146 61.1%	59 67.0%	46 61.3%	28 53.8%	13 56.5%	58 63.0%	43 54.4%	39 63.9%
Online experimentation and/or A/B testing	110 46.0%	33 37.5% Cd	27 36.0% Cd	35 67.3% AB	15 65.2% ab	38 41.3% c	31 39.2% c	36 59.0% ab
Managing privacy issues	70 29.3%	26 29.5%	19 25.3%	16 30.8%	9 39.1%	31 33.7%	22 27.8%	14 23.0%
Machine learning and automation	62 25.9%	25 28.4%	15 20.0%	17 32.7%	5 21.7%	21 22.8%	18 22.8%	21 34.4%
Improving our app	44 18.4%	14 15.9% cd	6 8.0% CD	16 30.8% aB	8 34.8% aB	12 13.0%	16 20.3%	15 24.6%

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



### Topic 3: The Digital Marketing Transformation

#### What investments did your company make to improve the performance of your digital marketing activities over the last year? (check all that apply)

N=239

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Optimizing our company website	9 69.2%	15 78.9%	20 80.0%	3 75.0%	4 66.7%	5 62.5%	13 68.4%	3 100.0%	20 87.0%	3 60.0%	25 86.2%	1 50.0%	38 74.5%	5 55.6%	14 93.3%
Digital media and search	10 76.9%	15 78.9%	23 92.0%	4 100.0%	4 66.7%	5 62.5%	13 68.4%	1 33.3%	12 52.2%	2 40.0%	12 41.4%	1 50.0%	39 76.5%	8 88.9%	11 73.3%
Data analytics	11 84.6%	14 73.7%	21 84.0%	4 100.0%	4 66.7%	4 50.0%	13 68.4%	2 66.7%	12 52.2%	1 20.0%	11 37.9%	1 50.0%	40 78.4%	7 77.8%	10 66.7%
Direct digital marketing (e.g., email)	7 53.8%	11 57.9%	17 68.0%	3 75.0%	4 66.7%	5 62.5%	11 57.9%	2 66.7%	16 69.6%	2 40.0%	17 58.6%	1 50.0%	31 60.8%	7 77.8%	13 86.7%
Marketing technology systems or platforms	12 92.3%	11 57.9%	12 48.0%	4 100.0%	5 83.3%	5 62.5%	9 47.4%	0 0.0%	11 47.8%	4 80.0%	14 48.3%	0 0.0%	44 86.3%	4 44.4%	7 46.7%
Online experimentation and/or A/B testing	8 61.5%	9 47.4%	20 80.0%	2 50.0%	3 50.0%	3 37.5%	6 31.6%	0 0.0%	7 30.4%	1 20.0%	6 20.7%	0 0.0%	28 54.9%	3 33.3%	10 66.7%
Managing privacy issues	4 30.8%	6 31.6%	6 24.0%	1 25.0%	3 50.0%	0 0.0%	1 5.3%	2 66.7%	6 26.1%	1 20.0%	8 27.6%	1 50.0%	19 37.3%	3 33.3%	6 40.0%
Machine learning and automation	2 15.4%	2 10.5%	10 40.0%	1 25.0%	2 33.3%	1 12.5%	5 26.3%	1 33.3%	2 8.7%	1 20.0%	4 13.8%	0 0.0%	24 47.1%	3 33.3%	4 26.7%
Improving our app	4 30.8%	3 15.8%	4 16.0%	3 75.0%	1 16.7%	2 25.0%	1 5.3%	0 0.0%	5 21.7%	0 0.0%	1 3.4%	1 50.0%	9 17.6%	2 22.2%	5 33.3%

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



### Topic 3: The Digital Marketing Transformation

#### What investments did your company make to improve the performance of your digital marketing activities over the last year? (check all that apply)

N=239

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Optimizing our company website	38 77.6%	19 86.4%	26 72.2%	42 79.2%	11 73.3%	33 73.3%	12 80.0%	32 71.1%	21 84.0%	43 78.2%	22 78.6%	20 87.0%	10 66.7%	12 66.7%	25 83.3%
Digital media and search	25 51.0% Def	16 72.7%	24 66.7%	42 79.2% A	13 86.7% a	32 71.1% a	11 73.3%	23 51.1% cDfh	15 60.0% d	39 70.9% a	24 85.7% Ab	16 69.6%	13 86.7% a	12 66.7%	23 76.7% a
Data analytics	26 53.1% df	10 45.5% dfg	21 58.3%	39 73.6% ab	11 73.3%	35 77.8% ab	12 80.0% b	22 48.9% dgH	13 52.0% dgH	35 63.6% h	22 78.6% ab	13 56.5% h	11 73.3%	15 83.3% ab	26 86.7% ABce
Direct digital marketing (e.g., email)	28 57.1% B	21 95.5% AcDeFg	24 66.7% b	32 60.4% B	10 66.7% b	24 53.3% B	10 66.7% b	25 55.6%	18 72.0%	40 72.7% g	16 57.1%	14 60.9%	11 73.3%	8 44.4% c	20 66.7%
Marketing technology systems or platforms	22 44.9% dG	10 45.5% g	23 63.9%	37 69.8% a	9 60.0%	29 64.4%	13 86.7% Ab	20 44.4% cH	12 48.0% h	37 67.3% a	17 60.7%	14 60.9%	9 60.0%	13 72.2%	24 80.0% Ab
Online experimentation and/or A/B testing	13 26.5% bDG	12 54.5% a	17 47.2%	29 54.7% A	7 46.7%	20 44.4%	10 66.7% A	12 26.7% bDfh	14 56.0% a	25 45.5%	17 60.7% A	8 34.8%	9 60.0% a	8 44.4%	17 56.7% a
Managing privacy issues	3 6.1% bCDEFG	6 27.3% a	11 30.6% A	21 39.6% A	3 20.0%	17 37.8% A	8 53.3% A	2 4.4% CDEFGH	4 16.0% e	19 34.5% A	9 32.1% A	12 52.2% Ab	6 40.0% A	7 38.9% A	11 36.7% A
Machine learning and automation	8 16.3% D	2 9.1% Df	7 19.4% d	23 43.4% ABc	4 26.7%	15 33.3% b	3 20.0%	6 13.3% dfG	2 8.0% cdfGh	16 29.1% b	10 35.7% ab	5 21.7%	6 40.0% ab	8 44.4% AB	9 30.0% b
Improving our app	3 6.1% deFg	4 18.2%	3 8.3% f	12 22.6% a	4 26.7% a	12 26.7% Ac	4 26.7% a	2 4.4% ceFgh	4 16.0%	11 20.0% a	5 17.9%	5 21.7% a	6 40.0% A	4 22.2% a	7 23.3% a

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





**Topic 3: The Digital Marketing Transformation**

**To what extent is your company using artificial intelligence or machine learning in optimizing and automating marketing efforts? (0% of the time-100% of the time)**

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Current	236 11.78 18.11	91 10.24 18.67	75 9.96 13.70	49 16.22 19.35	20 15.25 25.16	92 9.15 18.25	79 8.42 12.18	58 20.38 21.93
			c	b		C	C	AB
Next three years	234 37.69 28.01	90 33.74 27.45	74 36.82 29.07	47 45.06 26.59	22 41.59 28.43	93 30.65 26.98	78 35.00 25.32	57 52.37 27.93
		c		a		C	C	AB

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



**Topic 3: The Digital Marketing Transformation**

**To what extent is your company using artificial intelligence or machine learning in optimizing and automating marketing efforts? (0% of the time-100% of the time)**

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Current	13 6.92 13.62	18 11.11 13.23	23 15.65 19.32 i	4 3.75 4.79	6 20.00 32.40 i	8 5.63 5.63	19 8.68 10.39	3 1.67 2.89	26 5.00 9.38 ceMno	5 16.00 23.02	29 7.24 11.15 m	2 15.00 21.21	51 17.29 21.28 lk	8 22.50 37.23 i	13 18.46 25.44 i
Next three years	13 38.46 30.78	19 33.68 29.29	22 40.00 27.26 i	4 27.50 17.08	6 39.67 33.54	8 19.38 13.48 gMO	18 45.83 28.35 fl	3 15.00 13.23 mo	26 24.42 22.60 cGMO	5 34.00 35.60	28 35.00 28.90	2 30.00 14.14	50 47.56 26.83 FhI	8 35.63 36.00	14 53.21 28.60 FhI

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



### Topic 3: The Digital Marketing Transformation

**To what extent is your company using artificial intelligence or machine learning in optimizing and automating marketing efforts? (0% of the time-100% of the time)**

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Current	48 9.27 15.68 d	22 11.00 22.08	37 6.00 10.17 De	52 17.50 22.57 aC	14 17.14 24.47 c	44 11.36 16.15	15 12.67 13.07	44 8.18 15.22 df	25 7.68 10.47 df	55 11.22 18.49	28 20.54 26.95 abe	22 4.55 8.30 dFgh	13 20.77 22.53 abE	18 15.00 18.47 e	31 12.74 15.80 e
Next three years	48 35.79 29.35	22 29.91 27.97 d	38 30.50 24.98 D	51 46.47 30.52 bC	13 44.23 26.60	44 36.93 25.27	15 38.33 24.62	44 36.32 30.81 d	25 25.28 21.85 Dfgh	56 33.66 27.51 D	28 51.61 28.25 aBCe	20 33.50 25.34 d	12 45.00 30.30 b	18 41.11 23.17 b	31 42.26 28.13 b

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



## Topic 4: Managing Marketing Spending and Returns

### Check the category that best describes how your company's marketing budget is set.

N=190	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Budgets are set as a percentage of projected revenue.	40 21.1%	14 19.2%	11 18.6%	12 30.0%	3 16.7%	11 15.9%	17 25.0%	11 23.4%
Budgets are built from scratch every year based on new needs and objectives.	53 27.9%	16 21.9%	19 32.2%	10 25.0%	8 44.4%	25 36.2% c	17 25.0%	7 14.9% a
Budget is revisited and if needed, reset every month or quarter depending on what is needed to meet our objectives.	19 10.0%	5 6.8%	6 10.2%	6 15.0%	2 11.1%	7 10.1%	5 7.4%	7 14.9%
Budgets are set on a yearly basis based on previous year's expenses, and adjusted during the year if needed.	78 41.1%	38 52.1% c	23 39.0%	12 30.0% a	5 27.8%	26 37.7%	29 42.6%	22 46.8%

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



## Topic 4: Managing Marketing Spending and Returns

### Check the category that best describes how your company's marketing budget is set.

N=190

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Budgets are set as a percentage of projected revenue.	0 0.0% mo	2 14.3%	5 26.3%	1 33.3%	0 0.0%	1 20.0%	4 23.5%	0 0.0%	4 17.4%	1 33.3%	2 9.5% mo	0 0.0%	14 33.3% ak	0 0.0%	5 45.5% akn
Budgets are built from scratch every year based on new needs and objectives.	7 63.6% CiMn	5 35.7%	2 10.5% Ag	1 33.3%	1 20.0%	1 20.0%	7 41.2% c	0 0.0%	5 21.7% a	0 0.0%	8 38.1%	0 0.0%	9 21.4% A	1 12.5% a	4 36.4%
Budget is revisited and if needed, reset every month or quarter depending on what is needed to meet our objectives.	1 9.1% hl	2 14.3%	4 21.1% i	0 0.0%	1 20.0% i	0 0.0%	1 5.9% hl	1 100.0% aglkMO	0 0.0% ceHJLn	1 33.3% I	2 9.5% hl	1 100.0% aglkMO	2 4.8% HL	2 25.0% i	0 0.0% HL
Budgets are set on a yearly basis based on previous year's expenses, and adjusted during the year if needed.	3 27.3%	5 35.7%	8 42.1%	1 33.3%	3 60.0%	3 60.0%	5 29.4%	0 0.0%	14 60.9% o	1 33.3%	9 42.9%	0 0.0%	17 40.5%	5 62.5%	2 18.2% i

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



## Topic 4: Managing Marketing Spending and Returns

### Check the category that best describes how your company's marketing budget is set.

N=190

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Budgets are set as a percentage of projected revenue.	6 17.6%	0 0.0% cd	10 29.4% b	12 26.1% b	3 25.0%	6 15.0%	2 20.0%	6 18.8%	3 16.7%	7 16.3% d	11 42.3% ch	6 30.0%	1 9.1%	3 20.0%	3 12.0% d
Budgets are built from scratch every year based on new needs and objectives.	8 23.5% b	8 61.5% acdf	8 23.5% b	12 26.1% b	4 33.3%	10 25.0% b	3 30.0%	9 28.1%	5 27.8%	13 30.2%	5 19.2%	6 30.0%	5 45.5%	4 26.7%	6 24.0%
Budget is revisited and if needed, reset every month or quarter depending on what is needed to meet our objectives.	9 26.5% DF	1 7.7%	5 14.7%	2 4.3% A	1 8.3%	1 2.5% A	0 0.0%	7 21.9% h	4 22.2% h	4 9.3%	2 7.7%	2 10.0%	0 0.0%	0 0.0%	0 0.0% ab
Budgets are set on a yearly basis based on previous year's expenses, and adjusted during the year if needed.	11 32.4% f	4 30.8%	11 32.4% f	20 43.5%	4 33.3%	23 57.5% ac	5 50.0%	10 31.3% h	6 33.3%	19 44.2%	8 30.8% h	6 30.0% h	5 45.5%	8 53.3%	16 64.0% ade

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



## Topic 4: Managing Marketing Spending and Returns

**When making a case for marketing spending, how often do the following behaviors occur among senior marketing leaders in your organization:**

Total	Primary Economic Sector				Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

**Marketing builds a business case based on how marketing spending is aligned with business priorities and strategies.**

1=All the time	85 41.1%	29 35.8% c	26 39.4%	23 57.5% a	7 35.0%	32 39.5%	27 38.6%	26 51.0%
Most of the time	76 36.7%	30 37.0%	26 39.4%	13 32.5%	7 35.0%	28 34.6%	34 48.6% C	10 19.6% B
Some of the time	28 13.5%	11 13.6%	11 16.7%	2 5.0%	4 20.0%	13 16.0%	5 7.1%	9 17.6%
Very little of time	13 6.3%	8 9.9% b	1 1.5% a	2 5.0%	2 10.0%	6 7.4%	2 2.9%	5 9.8%
5=None of the time	5 2.4%	3 3.7%	2 3.0%	0 0.0%	0 0.0%	2 2.5%	2 2.9%	1 2.0%
Mean	1.92	2.09 c	1.89	1.58 a	2.05	1.99	1.83	1.92

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



### Topic 4: Managing Marketing Spending and Returns

**When making a case for marketing spending, how often do the following behaviors occur among senior marketing leaders in your organization:**

	Industry Sector														
	Banking Finance Insurance	Communications Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufacturing	Mining Construction	Service Consulting	Real Estate	Tech Software Platform	Transportation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O

**Marketing builds a business case based on how marketing spending is aligned with business priorities and strategies.**

1=All the time	5 38.5%	8 50.0% n	12 60.0% fN	3 75.0% n	1 20.0%	1 14.3% cg	10 62.5% fN	0 0.0%	9 37.5% n	1 33.3%	11 40.7% n	0 0.0%	19 41.3% n	0 0.0% bCdGikmo	5 45.5% n
Most of the time	5 38.5%	5 31.3%	6 30.0%	1 25.0%	1 20.0%	5 71.4% g	3 18.8% f	0 0.0%	9 37.5%	1 33.3%	11 40.7%	1 100.0%	19 41.3%	2 25.0%	4 36.4%
Some of the time	3 23.1%	3 18.8%	1 5.0% N	0 0.0%	1 20.0%	1 14.3%	1 6.3% n	0 0.0%	2 8.3% n	1 33.3%	2 7.4% N	0 0.0%	6 13.0% n	4 50.0% CgiKm	1 9.1%
Very little of time	0 0.0% e	0 0.0% en	1 5.0% e	0 0.0%	2 40.0% abcMo	0 0.0%	2 12.5% m	0 0.0%	3 12.5% m	0 0.0%	2 7.4%	0 0.0%	0 0.0% EgiN	2 25.0% bM	0 0.0% e
5=None of the time	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 4.2%	0 0.0%	1 3.7%	0 0.0%	2 4.3%	0 0.0%	1 9.1%
Mean	1.85 N	1.69 eN	1.55 eN	1.25 N	2.80 bcm	2.00 n	1.69 N	---	2.08 n	2.00	1.93 n	2.00	1.85 eN	3.00 ABCDFGikMo	1.91 n

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





## Topic 4: Managing Marketing Spending and Returns

**When making a case for marketing spending, how often do the following behaviors occur among senior marketing leaders in your organization:**

Sales Revenue							Number of Employees							
<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

**Marketing builds a business case based on how marketing spending is aligned with business priorities and strategies.**

1=All the time	16 42.1%	9 45.0%	12 35.3%	21 43.8%	3 25.0%	16 38.1%	8 66.7%	17 45.9%	8 36.4%	17 37.0%	9 34.6%	7 33.3%	4 36.4%	9 52.9%	14 51.9%
Most of the time	10 26.3%	6 30.0%	16 47.1%	16 33.3%	7 58.3%	16 38.1%	4 33.3%	10 27.0%	7 31.8%	21 45.7%	7 26.9%	13 61.9%	4 36.4%	4 23.5%	10 37.0%
Some of the time	5 13.2%	2 10.0%	6 17.6%	7 14.6%	2 16.7%	6 14.3%	0 0.0%	2 5.4%	7 31.8%	5 10.9%	8 30.8%	0 0.0%	2 18.2%	4 23.5%	0 0.0%
Very little of time	4 10.5%	2 10.0%	0 0.0%	3 6.3%	0 0.0%	4 9.5%	0 0.0%	5 13.5%	0 0.0%	2 4.3%	1 3.8%	1 4.8%	1 9.1%	0 0.0%	3 11.1%
5=None of the time	3 7.9%	1 5.0%	0 0.0%	1 2.1%	0 0.0%	0 0.0%	0 0.0%	3 8.1%	0 0.0%	1 2.2%	1 3.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	2.16 g	2.00	1.82 g	1.90	1.92 g	1.95 g	1.33 acef	2.11	1.95	1.89	2.15	1.76	2.00	1.71	1.70

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



## Topic 4: Managing Marketing Spending and Returns

**When making a case for marketing spending, how often do the following behaviors occur among senior marketing leaders in your organization:**

Total	Primary Economic Sector				Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

**Marketing sets reasonable expectations about how marketing spending will influence returns.**

All the time	62 30.0%	22 27.2%	22 33.3%	13 32.5%	5 25.0%	26 31.7%	17 24.6%	19 37.3%
Most of the time	93 44.9%	36 44.4%	27 40.9%	22 55.0%	8 40.0%	33 40.2%	36 52.2%	20 39.2%
Some of the time	32 15.5%	14 17.3%	11 16.7%	2 5.0%	5 25.0%	10 12.2%	13 18.8%	8 15.7%
Very little of time	12 5.8%	4 4.9%	5 7.6%	1 2.5%	2 10.0%	10 12.2%	0 0.0%	2 3.9%
None of the time	8 3.9%	5 6.2%	1 1.5%	2 5.0%	0 0.0%	3 3.7%	3 4.3%	2 3.9%
Mean	2.09	2.19	2.03	1.93	2.20	2.16	2.07	1.98

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



## Topic 4: Managing Marketing Spending and Returns

**When making a case for marketing spending, how often do the following behaviors occur among senior marketing leaders in your organization:**

	Industry Sector														
	Banking Finance Insurance	Communications Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufacturing	Mining Construction	Service Consulting	Real Estate	Tech Software Platform	Transportation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O

**Marketing sets reasonable expectations about how marketing spending will influence returns.**

All the time	3 23.1%	3 18.8%	8 40.0% n	2 50.0%	2 40.0%	2 28.6%	7 43.8% n	0 0.0%	5 20.8%	1 50.0%	8 29.6%	0 0.0%	19 41.3% n	0 0.0% cgm	2 18.2%
Most of the time	6 46.2%	9 56.3%	9 45.0%	1 25.0%	1 20.0%	4 57.1%	5 31.3%	1 100.0%	13 54.2%	1 50.0%	9 33.3%	1 100.0%	19 41.3%	3 37.5%	7 63.6%
Some of the time	4 30.8%	4 25.0%	1 5.0% n	1 25.0%	1 20.0%	0 0.0%	2 12.5%	0 0.0%	4 16.7%	0 0.0%	3 11.1%	0 0.0%	7 15.2%	3 37.5% co	0 0.0% n
Very little of time	0 0.0%	0 0.0% k	2 10.0% m	0 0.0%	1 20.0% M	0 0.0%	2 12.5% m	0 0.0%	1 4.2%	0 0.0%	6 22.2% bM	0 0.0%	0 0.0% cEgK	0 0.0%	0 0.0%
None of the time	0 0.0%	0 0.0% n	0 0.0% n	0 0.0%	0 0.0%	1 14.3%	0 0.0% n	0 0.0%	1 4.2%	0 0.0%	1 3.7%	0 0.0%	1 2.2% no	2 25.0% bcgm	2 18.2% m
Mean	2.08 n	2.06 n	1.85 N	1.75	2.20	2.14	1.94 n	2.00	2.17 n	1.50	2.37 m	2.00	1.80 kN	3.13 abCgiM	2.36

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



## Topic 4: Managing Marketing Spending and Returns

**When making a case for marketing spending, how often do the following behaviors occur among senior marketing leaders in your organization:**

Sales Revenue							Number of Employees							
<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

**Marketing sets reasonable expectations about how marketing spending will influence returns.**

All the time	10 25.6%	3 15.0%	13 38.2%	22 45.8%	4 33.3%	8 19.5%	2 16.7%	11 28.9%	5 22.7%	17 37.0%	8 30.8%	8 40.0%	3 27.3%	5 29.4%	5 18.5%
		d		bf		d									
Most of the time	17 43.6%	10 50.0%	16 47.1%	17 35.4%	4 33.3%	20 48.8%	8 66.7%	17 44.7%	7 31.8%	23 50.0%	9 34.6%	8 40.0%	5 45.5%	9 52.9%	15 55.6%
Some of the time	6 15.4%	4 20.0%	4 11.8%	7 14.6%	2 16.7%	7 17.1%	2 16.7%	4 10.5%	8 36.4%	4 8.7%	6 23.1%	2 10.0%	2 18.2%	2 11.8%	4 14.8%
								b	aC	B					
Very little of time	3 7.7%	2 10.0%	1 2.9%	0 0.0%	1 8.3%	5 12.2%	0 0.0%	3 7.9%	1 4.5%	2 4.3%	0 0.0%	2 10.0%	0 0.0%	1 5.9%	3 11.1%
		d		bef	d	d									
None of the time	3 7.7%	1 5.0%	0 0.0%	2 4.2%	1 8.3%	1 2.4%	0 0.0%	3 7.9%	1 4.5%	0 0.0%	3 11.5%	0 0.0%	1 9.1%	0 0.0%	0 0.0%
										df	c		c		
Mean	2.28 cd	2.40 cd	1.79 abf	1.81 abf	2.25	2.29 cd	2.00	2.21	2.36 c	1.80 b	2.27	1.90	2.18	1.94	2.19

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



## Topic 4: Managing Marketing Spending and Returns

**When making a case for marketing spending, how often do the following behaviors occur among senior marketing leaders in your organization:**

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C

### **Marketing explains its hypotheses about the impact of marketing spending.**

All the time	58 28.0%	21 25.9%	18 27.3%	13 32.5%	6 30.0%	21 25.6%	19 27.5%	18 35.3%
Most of the time	90 43.5%	36 44.4%	30 45.5%	18 45.0%	6 30.0%	35 42.7%	37 53.6%	14 27.5%
Some of the time	32 15.5%	11 13.6%	9 13.6%	7 17.5%	5 25.0%	11 13.4%	8 11.6%	12 23.5%
Very little of time	19 9.2%	9 11.1%	6 9.1%	1 2.5%	3 15.0%	11 13.4%	2 2.9%	6 11.8%
None of the time	8 3.9%	4 4.9%	3 4.5%	1 2.5%	0 0.0%	4 4.9%	3 4.3%	1 2.0%
Mean	2.17	2.25	2.18	1.98	2.25	2.29	2.03	2.18

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



### Topic 4: Managing Marketing Spending and Returns

**When making a case for marketing spending, how often do the following behaviors occur among senior marketing leaders in your organization:**

	Industry Sector														
	Banking Finance Insurance	Communi-cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact-uring	Mining Construc-tion	Service Consulting	Real Estate	Tech Software Platform	Transpor-tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O

**Marketing explains its hypotheses about the impact of marketing spending.**

All the time	1 7.7% chj	5 31.3%	10 50.0% ai	1 25.0%	1 20.0%	2 28.6%	5 31.3%	1 100.0% a	5 20.8% c	2 66.7% a	6 22.2%	0 0.0%	13 28.9%	2 25.0%	4 36.4%
Most of the time	7 53.8%	7 43.8%	5 25.0% M	3 75.0%	1 20.0%	2 28.6%	7 43.8%	0 0.0%	10 41.7%	0 0.0% m	10 37.0% m	1 100.0%	28 62.2% Cjkn	1 12.5% m	6 54.5%
Some of the time	4 30.8% M	4 25.0% m	3 15.0%	0 0.0%	2 40.0% M	2 28.6% m	2 12.5%	0 0.0%	3 12.5%	1 33.3%	3 11.1%	0 0.0%	2 4.4% AbEf	1 12.5%	1 9.1%
Very little of time	1 7.7%	0 0.0% n	2 10.0%	0 0.0%	1 20.0%	0 0.0%	2 12.5%	0 0.0%	5 20.8% m	0 0.0%	5 18.5% m	0 0.0%	1 2.2% ikn	2 25.0% bm	0 0.0%
None of the time	0 0.0%	0 0.0% n	0 0.0% n	0 0.0%	0 0.0%	1 14.3%	0 0.0% n	0 0.0%	1 4.2%	0 0.0%	3 11.1%	0 0.0%	1 2.2% n	2 25.0% bcgm	0 0.0%
Mean	2.38 mo	1.94 n	1.85 kn	1.75	2.60	2.43	2.06	1.00	2.46 m	1.67	2.59 cMo	2.00	1.87 aiKN	3.13 bcMo	1.73 akn

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



## Topic 4: Managing Marketing Spending and Returns

**When making a case for marketing spending, how often do the following behaviors occur among senior marketing leaders in your organization:**

Sales Revenue							Number of Employees							
<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

**Marketing explains its hypotheses about the impact of marketing spending.**

All the time	13 33.3%	5 25.0%	8 24.2%	15 31.3%	4 33.3%	9 21.4%	4 33.3%	12 31.6%	6 27.3%	15 32.6%	7 28.0%	4 19.0%	3 27.3%	6 35.3%	5 18.5%
Most of the time	12 30.8%	7 35.0%	17 51.5%	20 41.7%	5 41.7%	21 50.0%	7 58.3%	11 28.9% eH	9 40.9%	20 43.5%	8 32.0% h	12 57.1% a	5 45.5%	8 47.1%	17 63.0% Ad
Some of the time	6 15.4%	2 10.0%	7 21.2%	8 16.7%	2 16.7%	7 16.7%	0 0.0%	8 21.1%	4 18.2%	5 10.9%	6 24.0% h	3 14.3%	3 27.3% h	2 11.8%	1 3.7% df
Very little of time	5 12.8%	4 20.0% c	1 3.0% b	3 6.3%	1 8.3%	4 9.5%	1 8.3%	4 10.5%	2 9.1%	5 10.9%	1 4.0%	2 9.5%	0 0.0%	1 5.9%	4 14.8%
None of the time	3 7.7%	2 10.0%	0 0.0%	2 4.2%	0 0.0%	1 2.4%	0 0.0%	3 7.9%	1 4.5%	1 2.2%	3 12.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	2.31	2.55	2.03	2.10	2.00	2.21	1.83	2.34	2.23	2.07	2.40	2.14	2.00	1.88	2.15

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



## Topic 4: Managing Marketing Spending and Returns

**When making a case for marketing spending, how often do the following behaviors occur among senior marketing leaders in your organization:**

Total	Primary Economic Sector				Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

### **Marketing runs experiments to make the case for the impact of marketing spending.**

All the time	21 10.3%	6 7.5%	7 10.8%	7 17.5%	1 5.3%	5 6.3% c	6 8.7%	10 20.0% a
Most of the time	61 29.9%	19 23.8% d	20 30.8%	12 30.0%	10 52.6% a	20 25.0%	22 31.9%	18 36.0%
Some of the time	81 39.7%	36 45.0%	26 40.0%	15 37.5%	4 21.1%	33 41.3%	28 40.6%	16 32.0%
Very little of time	27 13.2%	12 15.0%	7 10.8%	5 12.5%	3 15.8%	14 17.5%	8 11.6%	5 10.0%
None of the time	14 6.9%	7 8.8%	5 7.7%	1 2.5%	1 5.3%	8 10.0%	5 7.2%	1 2.0%
Mean	2.76	2.94 c	2.74	2.53 a	2.63	3.00 C	2.77 c	2.38 Ab

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





### Topic 4: Managing Marketing Spending and Returns

**When making a case for marketing spending, how often do the following behaviors occur among senior marketing leaders in your organization:**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O

**Marketing runs experiments to make the case for the impact of marketing spending.**

All the time	0 0.0% c	0 0.0% c	7 35.0% abgikm	1 25.0%	1 20.0%	1 16.7%	1 6.3% c	0 0.0%	1 4.3% c	0 0.0%	2 7.7% c	0 0.0%	5 10.9% c	0 0.0%	2 18.2%
Most of the time	4 30.8%	6 37.5%	4 20.0% d	3 75.0% ci	2 40.0%	1 16.7%	6 37.5%	0 0.0%	4 17.4% d	1 33.3%	7 26.9%	0 0.0%	16 34.8%	1 12.5%	3 27.3%
Some of the time	8 61.5% de	7 43.8%	7 35.0%	0 0.0% a	0 0.0% a	2 33.3%	7 43.8%	0 0.0%	10 43.5%	2 66.7%	8 30.8%	1 100.0%	20 43.5%	3 37.5%	4 36.4%
Very little of time	1 7.7%	1 6.3%	2 10.0%	0 0.0%	2 40.0% m	2 33.3%	2 12.5%	0 0.0%	5 21.7%	0 0.0%	4 15.4%	0 0.0%	4 8.7% e	2 25.0%	1 9.1%
None of the time	0 0.0%	2 12.5%	0 0.0% kn	0 0.0%	0 0.0%	0 0.0%	0 0.0% n	0 0.0%	3 13.0%	0 0.0%	5 19.2% cm	0 0.0%	1 2.2% kn	2 25.0% cgm	1 9.1%
Mean	2.77 Dn	2.94 cd	2.20 blkN	1.75 AbikN	2.60	2.83	2.63 n	---	3.22 CdM	2.67	3.12 cdm	3.00	2.57 IkN	3.63 aCDgM	2.64

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



## Topic 4: Managing Marketing Spending and Returns

**When making a case for marketing spending, how often do the following behaviors occur among senior marketing leaders in your organization:**

Sales Revenue							Number of Employees							
<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

**Marketing runs experiments to make the case for the impact of marketing spending.**

All the time	4 10.5%	1 5.0%	3 9.1%	6 12.8%	1 8.3%	4 9.8%	2 16.7%	4 10.8%	2 9.1%	6 13.6%	2 7.7%	0 0.0%	0 0.0%	3 17.6%	4 14.8%
Most of the time	5 13.2% Df	5 25.0%	10 30.3%	20 42.6% A	2 16.7%	15 36.6% a	4 33.3%	5 13.5% Dgh	5 22.7%	14 31.8%	12 46.2% A	4 20.0%	3 27.3%	7 41.2% a	11 40.7% a
Some of the time	19 50.0%	9 45.0%	13 39.4%	14 29.8%	6 50.0%	13 31.7%	6 50.0%	17 45.9%	9 40.9%	18 40.9%	7 26.9% f	11 55.0% h	7 63.6% dh	5 29.4%	7 25.9% ef
Very little of time	7 18.4%	2 10.0%	6 18.2%	5 10.6%	2 16.7%	5 12.2%	0 0.0%	8 21.6%	4 18.2%	4 9.1%	2 7.7%	5 25.0%	1 9.1%	1 5.9%	2 7.4%
None of the time	3 7.9%	3 15.0%	1 3.0%	2 4.3%	1 8.3%	4 9.8%	0 0.0%	3 8.1%	2 9.1%	2 4.5%	3 11.5%	0 0.0%	0 0.0%	1 5.9%	3 11.1%
Mean	3.00 dg	3.05	2.76	2.51 a	3.00	2.76	2.33 a	3.03	2.95	2.59	2.69	3.05 g	2.82	2.41 e	2.59

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



## Topic 4: Managing Marketing Spending and Returns

**When making a case for marketing spending, how often do the following behaviors occur among senior marketing leaders in your organization:**

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C

### **Marketing builds a business case for the marketing spending based on financial returns.**

All the time	46 22.7%	17 21.3%	15 23.4%	9 22.5%	5 26.3%	17 21.5%	13 18.8%	15 30.0%
Most of the time	71 35.0%	24 30.0%	20 31.3%	17 42.5%	10 52.6%	27 34.2%	26 37.7%	16 32.0%
Some of the time	50 24.6%	22 27.5%	13 20.3%	11 27.5%	4 21.1%	18 22.8%	15 21.7%	16 32.0%
Very little of time	25 12.3%	11 13.8%	12 18.8%	2 5.0%	0 0.0%	10 12.7%	12 17.4%	2 4.0%
None of the time	11 5.4%	6 7.5%	4 6.3%	1 2.5%	0 0.0%	7 8.9%	3 4.3%	1 2.0%
Mean	2.43	2.56 d	2.53	2.23	1.95 a	2.53	2.51	2.16

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



### Topic 4: Managing Marketing Spending and Returns

**When making a case for marketing spending, how often do the following behaviors occur among senior marketing leaders in your organization:**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O

**Marketing builds a business case for the marketing spending based on financial returns.**

All the time	2 15.4%	1 6.7% c	8 40.0% b	1 25.0%	1 20.0%	1 14.3%	5 31.3%	0 0.0%	4 17.4%	0 0.0%	5 18.5%	0 0.0%	14 30.4%	0 0.0%	4 36.4%
Most of the time	6 46.2% n	9 60.0% mn	6 30.0%	3 75.0% n	2 40.0%	2 28.6%	4 25.0%	0 0.0%	8 34.8%	1 50.0%	9 33.3%	1 100.0% n	13 28.3% b	0 0.0% abdl	3 27.3%
Some of the time	3 23.1%	3 20.0%	5 25.0%	0 0.0%	1 20.0%	1 14.3%	4 25.0%	0 0.0%	6 26.1%	1 50.0%	3 11.1% mn	0 0.0%	15 32.6% k	4 57.1% k	3 27.3%
Very little of time	2 15.4%	1 6.7%	1 5.0% fk	0 0.0%	0 0.0%	3 42.9% ciM	2 12.5%	0 0.0%	2 8.7% f	0 0.0%	8 29.6% cM	0 0.0%	3 6.5% FK	1 14.3%	1 9.1%
None of the time	0 0.0%	1 6.7%	0 0.0% n	0 0.0%	1 20.0%	0 0.0%	1 6.3%	0 0.0%	3 13.0%	0 0.0%	2 7.4%	0 0.0%	1 2.2% N	2 28.6% cM	0 0.0%
Mean	2.38 N	2.47 n	1.95 ikN	1.75 N	2.60	2.86	2.38 n	---	2.65 c	2.50	2.74 c	2.00	2.22 N	3.71 AbCDgMO	2.09 N

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



## Topic 4: Managing Marketing Spending and Returns

**When making a case for marketing spending, how often do the following behaviors occur among senior marketing leaders in your organization:**

Sales Revenue							Number of Employees							
<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

**Marketing builds a business case for the marketing spending based on financial returns.**

All the time	7 18.9% b	0 0.0% acDfG	7 20.6% b	16 34.8% B	2 16.7%	9 21.4% b	5 41.7% B	7 19.4%	2 9.1%	11 24.4%	7 26.9%	4 21.1%	1 9.1%	6 35.3%	8 29.6%
Most of the time	14 37.8%	6 31.6%	15 44.1%	13 28.3%	4 33.3%	14 33.3%	4 33.3%	15 41.7%	10 45.5%	13 28.9%	8 30.8%	6 31.6%	5 45.5%	4 23.5%	10 37.0%
Some of the time	8 21.6%	8 42.1%	7 20.6%	11 23.9%	5 41.7%	9 21.4%	2 16.7%	6 16.7%	7 31.8%	12 26.7%	8 30.8%	5 26.3%	4 36.4%	4 23.5%	4 14.8%
Very little of time	4 10.8%	4 21.1%	3 8.8%	5 10.9%	1 8.3%	7 16.7%	1 8.3%	5 13.9%	2 9.1%	6 13.3%	1 3.8%	4 21.1%	1 9.1%	3 17.6%	3 11.1%
None of the time	4 10.8%	1 5.3%	2 5.9%	1 2.2%	0 0.0%	3 7.1%	0 0.0%	3 8.3%	1 4.5%	3 6.7%	2 7.7%	0 0.0%	0 0.0%	0 0.0%	2 7.4%
Mean	2.57	3.00 cDG	2.35 b	2.17 B	2.42	2.55	1.92 B	2.50	2.55	2.49	2.35	2.47	2.45	2.24	2.30

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



## Topic 4: Managing Marketing Spending and Returns

**When making a case for marketing spending, how often do the following behaviors occur among senior marketing leaders in your organization:**

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

**Marketing is able to show the impact on of marketing spending on intermediate KPIs (such as customer or brand outcomes) on the way to financial returns.**

1=All the time	42 20.4%	13 16.3%	12 18.2%	11 27.5%	6 30.0%	13 16.3% c	11 15.7% c	18 35.3% ab
Most of the time	72 35.0%	26 32.5%	22 33.3%	16 40.0%	8 40.0%	28 35.0%	22 31.4%	19 37.3%
Some of the time	56 27.2%	29 36.3% c	17 25.8%	6 15.0% a	4 20.0%	21 26.3%	23 32.9%	10 19.6%
Very little of time	23 11.2%	6 7.5%	10 15.2%	5 12.5%	2 10.0%	12 15.0% c	10 14.3% c	1 2.0% ab
5=None of the time	13 6.3%	6 7.5%	5 7.6%	2 5.0%	0 0.0%	6 7.5%	4 5.7%	3 5.9%
Mean	2.48	2.58	2.61	2.28	2.10	2.63 C	2.63 C	2.06 AB

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



## Topic 4: Managing Marketing Spending and Returns

**When making a case for marketing spending, how often do the following behaviors occur among senior marketing leaders in your organization:**

Industry Sector															
Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O	

**Marketing is able to show the impact on of marketing spending on intermediate KPIs (such as customer or brand outcomes) on the way to financial returns.**

1=All the time	2 15.4%	2 12.5% ce	9 45.0% bIKn	1 25.0%	3 60.0% biKn	1 14.3%	5 31.3% k	0 0.0%	2 8.7% Ce	0 0.0%	2 7.4% CEg	0 0.0%	11 23.9%	0 0.0% ce	3 27.3%
Most of the time	4 30.8% j	7 43.8%	5 25.0% j	2 50.0%	0 0.0% j	3 42.9%	5 31.3% j	0 0.0%	6 26.1% j	3 100.0% acegik	7 25.9% j	0 0.0%	21 45.7%	3 42.9%	5 45.5%
Some of the time	5 38.5%	4 25.0%	4 20.0%	1 25.0%	0 0.0%	1 14.3%	6 37.5%	1 100.0%	10 43.5%	0 0.0%	6 22.2%	1 100.0%	11 23.9%	1 14.3%	2 18.2%
Very little of time	2 15.4%	3 18.8%	1 5.0% ek	0 0.0%	2 40.0% cgMo	1 14.3%	0 0.0% ekn	0 0.0%	2 8.7%	0 0.0%	8 29.6% cgMo	0 0.0%	2 4.3% EKn	2 28.6% gm	0 0.0% ek
5=None of the time	0 0.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	3 13.0%	0 0.0%	4 14.8% m	0 0.0%	1 2.2% k	1 14.3%	1 9.1%
Mean	2.54	2.50	2.00 iKn	2.00	2.20	2.71	2.06 iKn	3.00	2.91 cgM	2.00	3.19 CGMo	3.00	2.15 IKn	3.14 cgm	2.18 k

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



## Topic 4: Managing Marketing Spending and Returns

**When making a case for marketing spending, how often do the following behaviors occur among senior marketing leaders in your organization:**

Sales Revenue							Number of Employees							
<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

**Marketing is able to show the impact on of marketing spending on intermediate KPIs (such as customer or brand outcomes) on the way to financial returns.**

1=All the time	7 17.9%	2 10.0%	3 8.8% ef	12 26.1%	4 33.3% c	12 28.6% c	2 16.7%	7 18.4%	3 13.6%	9 19.6%	7 28.0%	2 10.0%	1 9.1%	6 35.3%	7 25.9%
Most of the time	9 23.1% cd	5 25.0%	17 50.0% ae	21 45.7% ae	1 8.3% cdg	12 28.6% e	6 50.0%	9 23.7%	8 36.4%	17 37.0%	11 44.0%	9 45.0%	4 36.4%	3 17.6%	11 40.7%
Some of the time	12 30.8%	6 30.0%	8 23.5%	10 21.7%	5 41.7%	11 26.2%	4 33.3%	13 34.2%	6 27.3%	9 19.6%	5 20.0%	5 25.0%	4 36.4%	7 41.2%	7 25.9%
Very little of time	6 15.4%	4 20.0% d	4 11.8%	2 4.3% b	1 8.3%	6 14.3%	0 0.0%	4 10.5%	2 9.1%	9 19.6%	2 8.0%	3 15.0%	1 9.1%	1 5.9%	1 3.7%
5=None of the time	5 12.8%	3 15.0% d	2 5.9%	1 2.2% b	1 8.3%	1 2.4%	0 0.0%	5 13.2%	3 13.6%	2 4.3%	0 0.0%	1 5.0%	1 9.1%	0 0.0%	1 3.7%
Mean	2.82 D	3.05 Dfg	2.56 d	2.11 ABc	2.50	2.33 b	2.17 b	2.76 d	2.73 d	2.52	2.08 ab	2.60	2.73	2.18	2.19

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





## Topic 4: Managing Marketing Spending and Returns

### How likely the following activities are to occur in managing marketing budgets in your organization:

Total	Primary Economic Sector				Internet Sales %		
	B2B	B2B	B2C	B2C	0%	1-10%	>10%
	Product	Services	Product	Services			
A	B	C	D	A	B	C	

### The CFO works as a business partner with marketing leaders to build a business case for marketing spending.

1=Not at all	24 11.7%	9 11.4%	9 13.8%	2 4.9%	4 20.0%	10 12.8%	9 12.9%	5 9.8%
2	21 10.2%	10 12.7%	7 10.8%	2 4.9%	2 10.0%	9 11.5%	7 10.0%	5 9.8%
3	26 12.7%	13 16.5%	6 9.2%	5 12.2%	2 10.0%	10 12.8%	10 14.3%	6 11.8%
4	30 14.6%	13 16.5%	12 18.5%	5 12.2%	0 0.0%	12 15.4%	12 17.1%	5 9.8%
			d		b			
5	39 19.0%	16 20.3%	11 16.9%	7 17.1%	5 25.0%	13 16.7%	12 17.1%	11 21.6%
6	29 14.1%	7 8.9%	9 13.8%	11 26.8%	2 10.0%	11 14.1%	7 10.0%	10 19.6%
		c		a				
7=Very Likely	36 17.6%	11 13.9%	11 16.9%	9 22.0%	5 25.0%	13 16.7%	13 18.6%	9 17.6%
Mean	4.32	4.04 C	4.23 c	5.00 Ab	4.30	4.21	4.20	4.53

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



## Topic 4: Managing Marketing Spending and Returns

### How likely the following activities are to occur in managing marketing budgets in your organization:

Industry Sector														
Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O

### The CFO works as a business partner with marketing leaders to build a business case for marketing spending.

1=Not at all	2 15.4%	0 0.0% fLo	0 0.0% dFLno	1 25.0% c	0 0.0%	3 42.9% bCgM	1 6.3% fl	0 0.0%	3 12.5% 1	0 0.0%	4 14.8% 1	1 100.0% BCgikM	3 6.5% FLo	2 25.0% c	3 27.3% bcm
2	0 0.0% bj	4 28.6% ak	1 5.0%	0 0.0%	0 0.0%	2 28.6% k	2 12.5%	0 0.0%	3 12.5%	1 33.3% a	1 3.7% bf	0 0.0%	5 10.9%	2 25.0%	0 0.0%
3	2 15.4%	0 0.0% eij	1 5.0% e	0 0.0%	2 40.0% bc	0 0.0%	1 6.3%	0 0.0%	6 25.0% b	1 33.3% b	4 14.8%	0 0.0%	6 13.0%	0 0.0%	2 18.2%
4	0 0.0%	1 7.1%	4 20.0%	1 25.0%	1 20.0%	0 0.0%	4 25.0%	0 0.0%	2 8.3%	0 0.0%	7 25.9%	0 0.0%	8 17.4%	0 0.0%	0 0.0%
5	4 30.8%	2 14.3%	2 10.0%	1 25.0%	0 0.0%	1 14.3%	4 25.0%	0 0.0%	7 29.2%	0 0.0%	4 14.8%	0 0.0%	9 19.6%	1 12.5%	2 18.2%
6	1 7.7%	3 21.4% i	3 15.0%	0 0.0%	1 20.0% i	1 14.3%	2 12.5%	0 0.0%	0 0.0% bemno	0 0.0%	4 14.8%	0 0.0%	10 21.7% i	2 25.0% i	2 18.2% i
7=Very Likely	4 30.8%	4 28.6%	9 45.0% fgikM	1 25.0%	1 20.0%	0 0.0% c	2 12.5% c	0 0.0%	3 12.5% c	1 33.3%	3 11.1% c	0 0.0%	5 10.9% C	1 12.5%	2 18.2%
Mean	4.77 f	4.86 f	5.60 FgIKmno	4.25	4.60	2.57 abCgm	4.38 cf	---	3.79 C	4.00	4.11 C	1.00	4.41 cf	3.75 c	4.09 c

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



## Topic 4: Managing Marketing Spending and Returns

### How likely the following activities are to occur in managing marketing budgets in your organization:

Sales Revenue							Number of Employees							
<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

### The CFO works as a business partner with marketing leaders to build a business case for marketing spending.

1=Not at all	6 15.8%	3 15.8%	4 11.8%	5 10.6%	1 8.3%	4 9.8%	1 7.7%	5 13.5%	6 28.6%	3 6.5%	4 15.4%	2 10.0%	1 9.1%	0 0.0%	3 11.1%
									cg	b				b	
2	1 2.6%	3 15.8%	3 8.8%	4 8.5%	1 8.3%	7 17.1%	2 15.4%	1 2.7%	2 9.5%	7 15.2%	2 7.7%	1 5.0%	0 0.0%	3 17.6%	5 18.5%
	f					a		h							a
3	3 7.9%	1 5.3%	7 20.6%	10 21.3%	2 16.7%	2 4.9%	1 7.7%	4 10.8%	1 4.8%	7 15.2%	7 26.9%	4 20.0%	2 18.2%	0 0.0%	1 3.7%
			f	f		cd					gh			d	d
4	4 10.5%	6 31.6%	5 14.7%	6 12.8%	2 16.7%	6 14.6%	1 7.7%	4 10.8%	2 9.5%	11 23.9%	1 3.8%	4 20.0%	3 27.3%	3 17.6%	2 7.4%
										d	cf		d		
5	7 18.4%	1 5.3%	8 23.5%	7 14.9%	4 33.3%	9 22.0%	2 15.4%	6 16.2%	3 14.3%	9 19.6%	4 15.4%	2 10.0%	5 45.5%	3 17.6%	7 25.9%
		e			b			f				f	ae		
6	7 18.4%	1 5.3%	4 11.8%	8 17.0%	1 8.3%	6 14.6%	2 15.4%	6 16.2%	4 19.0%	4 8.7%	6 23.1%	3 15.0%	0 0.0%	3 17.6%	3 11.1%
7=Very Likely	10 26.3%	4 21.1%	3 8.8%	7 14.9%	1 8.3%	7 17.1%	4 30.8%	11 29.7%	3 14.3%	5 10.9%	2 7.7%	4 20.0%	0 0.0%	5 29.4%	6 22.2%
								cdf		a	a		a		
Mean	4.74	3.95	4.00	4.23	4.17	4.34	4.77	4.81	3.86	4.04	3.96	4.40	4.00	5.06	4.41
										g				c	

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



## Topic 4: Managing Marketing Spending and Returns

### How likely the following activities are to occur in managing marketing budgets in your organization:

Total	Primary Economic Sector				Internet Sales %		
	B2B	B2B	B2C	B2C	0%	1-10%	>10%
	Product A	Services B	Product C	Services D			

### Marketing meets one-on-one with other C-suite members to explain marketing's impact on the bottom line.

1=Not at all	9 4.4%	6 7.6%	2 3.1%	1 2.5%	0 0.0%	5 6.4%	3 4.3%	1 2.0%
2	17 8.4%	8 10.1%	7 10.9%	1 2.5%	1 5.0%	7 9.0%	9 13.0%	1 2.0%
3	16 7.9%	10 12.7%	4 6.3%	1 2.5%	1 5.0%	8 10.3%	4 5.8%	4 8.0%
4	15 7.4%	6 7.6%	4 6.3%	3 7.5%	2 10.0%	6 7.7%	5 7.2%	3 6.0%
5	46 22.7%	15 19.0%	15 23.4%	12 30.0%	4 20.0%	18 23.1%	15 21.7%	11 22.0%
6	48 23.6%	18 22.8%	13 20.3%	13 32.5%	4 20.0%	14 17.9%	18 26.1%	15 30.0%
7=Very Likely	52 25.6%	16 20.3%	19 29.7%	9 22.5%	8 40.0%	20 25.6%	15 21.7%	15 30.0%
Mean	5.09	4.70 cd	5.16	5.48 a	5.65 a	4.88 c	4.94	5.54 a

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



## Topic 4: Managing Marketing Spending and Returns

### How likely the following activities are to occur in managing marketing budgets in your organization:

Industry Sector														
Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O

### Marketing meets one-on-one with other C-suite members to explain marketing's impact on the bottom line.

1=Not at all	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	3 12.5%	0 0.0%	1 3.7%	0 0.0%	2 4.3%	2 25.0%	0 0.0%
2	0 0.0% L	2 15.4%	0 0.0% L	0 0.0%	1 20.0%	1 14.3%	3 18.8% m	0 0.0%	3 12.5% 1	0 0.0%	3 11.1% 1	1 100.0% ACikMno	1 2.2% gL	0 0.0% 1	1 9.1% 1
3	0 0.0%	1 7.7%	0 0.0% fj	0 0.0%	0 0.0%	2 28.6% c	3 18.8%	0 0.0%	1 4.2%	1 33.3% c	3 11.1%	0 0.0%	4 8.7%	1 12.5%	0 0.0%
4	1 8.3%	2 15.4%	4 20.0%	0 0.0%	1 20.0%	0 0.0%	1 6.3%	0 0.0%	1 4.2%	0 0.0%	2 7.4%	0 0.0%	3 6.5%	0 0.0%	0 0.0%
5	1 8.3%	5 38.5%	5 25.0%	1 25.0%	1 20.0%	2 28.6%	3 18.8%	0 0.0%	5 20.8%	0 0.0%	5 18.5%	0 0.0%	13 28.3%	1 12.5%	1 9.1%
6	5 41.7% bg	0 0.0% acjmo	6 30.0% b	1 25.0%	0 0.0%	1 14.3%	1 6.3% a	0 0.0%	5 20.8%	1 33.3% b	7 25.9%	0 0.0%	13 28.3% b	2 25.0%	4 36.4% b
7=Very Likely	5 41.7%	3 23.1%	5 25.0%	2 50.0%	2 40.0%	0 0.0%	5 31.3%	0 0.0%	6 25.0%	1 33.3%	6 22.2%	0 0.0%	10 21.7%	2 25.0%	5 45.5%
Mean	6.17 bFgikn	4.69 a	5.60 F	6.25 f	5.00	3.57 ACdmO	4.69 a	---	4.71 a	5.33	4.93 a	2.00	5.24 f	4.50 a	6.00 F

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



## Topic 4: Managing Marketing Spending and Returns

### How likely the following activities are to occur in managing marketing budgets in your organization:

Sales Revenue							Number of Employees							
<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

### Marketing meets one-on-one with other C-suite members to explain marketing's impact on the bottom line.

1=Not at all	2 5.4%	2 11.1%	2 5.9%	2 4.3%	0 0.0%	1 2.4%	0 0.0%	2 5.6%	1 4.8%	3 6.7%	3 11.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2	1 2.7% bc	4 22.2% a	6 17.6% a	3 6.4%	0 0.0%	3 7.3%	0 0.0%	2 5.6%	2 9.5%	8 17.8%	1 3.8%	1 5.0%	0 0.0%	0 0.0%	3 11.1%
3	3 8.1%	3 16.7%	2 5.9%	3 6.4%	1 8.3%	2 4.9%	2 15.4%	4 11.1%	0 0.0%	6 13.3%	2 7.7%	1 5.0%	0 0.0%	0 0.0%	3 11.1%
4	2 5.4%	1 5.6%	2 5.9%	4 8.5%	1 8.3%	3 7.3%	2 15.4%	2 5.6%	1 4.8%	5 11.1%	1 3.8%	1 5.0%	0 0.0%	3 17.6%	2 7.4%
5	10 27.0%	1 5.6% e	8 23.5%	10 21.3%	5 41.7% b	8 19.5%	3 23.1%	5 13.9% bd	9 42.9% aCg	4 8.9% BDef	11 42.3% aCg	6 30.0% c	4 36.4% c	2 11.8% bd	5 18.5%
6	7 18.9% f	5 27.8%	5 14.7% f	9 19.1% f	3 25.0%	17 41.5% acd	2 15.4%	7 19.4% g	6 28.6%	7 15.6% G	4 15.4% g	6 30.0%	3 27.3%	9 52.9% aCdh	6 22.2% g
7=Very Likely	12 32.4%	2 11.1%	9 26.5%	16 34.0%	2 16.7%	7 17.1%	4 30.8%	14 38.9% bd	2 9.5% a	12 26.7%	4 15.4% a	5 25.0%	4 36.4%	3 17.6%	8 29.6%
Mean	5.32 b	4.00 adf	4.74	5.30 b	5.33	5.27 b	5.31	5.31	4.95 f	4.51 fg	4.69 fg	5.50	6.00 bcd	5.71 cd	5.19

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



## Topic 4: Managing Marketing Spending and Returns

### How likely the following activities are to occur in managing marketing budgets in your organization:

Total	Primary Economic Sector				Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

### Non-marketing leaders perceive marketing as a cost, not as an investment.

1=Not at all	32 15.6%	11 13.8%	11 16.9%	6 15.0%	4 20.0%	14 17.7%	6 8.6% c	11 22.0% b
2	31 15.1%	15 18.8%	5 7.7% c	9 22.5% b	2 10.0%	13 16.5%	11 15.7%	7 14.0%
3	35 17.1%	9 11.3%	14 21.5%	9 22.5%	3 15.0%	9 11.4%	14 20.0%	10 20.0%
4	33 16.1%	13 16.3%	13 20.0%	5 12.5%	2 10.0%	14 17.7%	14 20.0%	4 8.0%
5	29 14.1%	12 15.0%	9 13.8%	3 7.5%	5 25.0%	13 16.5%	8 11.4%	7 14.0%
6	26 12.7%	14 17.5%	7 10.8%	2 5.0%	3 15.0%	8 10.1%	9 12.9%	8 16.0%
7=Very Likely	19 9.3%	6 7.5%	6 9.2%	6 15.0%	1 5.0%	8 10.1%	8 11.4%	3 6.0%
Mean	3.73	3.83	3.75	3.50	3.75	3.70	3.94	3.50

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



## Topic 4: Managing Marketing Spending and Returns

### How likely the following activities are to occur in managing marketing budgets in your organization:

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<b><u>Non-marketing leaders perceive marketing as a cost, not as an investment.</u></b>															
1=Not at all	1 7.7%	3 21.4%	3 15.8%	2 50.0% i	1 20.0%	0 0.0%	2 12.5%	0 0.0%	2 8.3% d	1 33.3%	4 14.8%	0 0.0%	8 17.4%	1 12.5%	3 27.3%
2	2 15.4%	2 14.3%	3 15.8%	0 0.0%	3 60.0% giKm	1 14.3%	1 6.3% e	0 0.0%	4 16.7% e	1 33.3%	2 7.4% E	0 0.0%	8 17.4% e	1 12.5%	2 18.2%
3	2 15.4%	4 28.6%	2 10.5%	0 0.0%	1 20.0%	1 14.3%	2 12.5%	0 0.0%	4 16.7%	1 33.3%	4 14.8%	0 0.0%	11 23.9%	0 0.0%	1 9.1%
4	2 15.4%	2 14.3%	2 10.5% h	0 0.0%	0 0.0%	2 28.6%	5 31.3% i	1 100.0% clm	1 4.2% gH	0 0.0%	5 18.5%	0 0.0%	7 15.2% h	2 25.0%	3 27.3%
5	2 15.4%	1 7.1% 1	5 26.3% g	1 25.0%	0 0.0%	1 14.3%	0 0.0% ciL	0 0.0%	6 25.0% g	0 0.0%	5 18.5%	1 100.0% bGmO	5 10.9% 1	1 12.5%	0 0.0% L
6	4 30.8%	1 7.1%	1 5.3%	0 0.0%	0 0.0%	1 14.3%	4 25.0%	0 0.0%	5 20.8%	0 0.0%	3 11.1%	0 0.0%	5 10.9%	1 12.5%	1 9.1%
7=Very Likely	0 0.0%	1 7.1%	3 15.8%	1 25.0%	0 0.0%	1 14.3%	2 12.5%	0 0.0%	2 8.3%	0 0.0%	4 14.8%	0 0.0%	2 4.3% n	2 25.0% m	1 9.1%
Mean	4.08 e	3.21	3.95	3.50	2.00 afgikn	4.43 e	4.25 e	4.00	4.17 e	2.00	4.11 e	5.00	3.35	4.50 e	3.18

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





## Topic 4: Managing Marketing Spending and Returns

### How likely the following activities are to occur in managing marketing budgets in your organization:

Sales Revenue							Number of Employees							
<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

#### Non-marketing leaders perceive marketing as a cost, not as an investment.

1=Not at all	9 23.7% f	3 15.8%	4 11.8%	10 21.3% f	2 16.7%	2 4.9% ad	2 15.4%	9 24.3%	3 14.3%	5 10.9%	7 26.9%	3 15.0%	0 0.0%	2 11.8%	3 11.1%
2	5 13.2%	4 21.1%	10 29.4% dg	4 8.5% c	1 8.3%	7 17.1%	0 0.0% c	5 13.5%	3 14.3%	12 26.1%	3 11.5%	2 10.0%	0 0.0%	4 23.5%	2 7.4%
3	6 15.8%	0 0.0% cdeg	7 20.6% b	11 23.4% b	3 25.0% b	4 9.8%	3 23.1% b	6 16.2%	4 19.0%	7 15.2%	6 23.1%	3 15.0%	4 36.4% g	1 5.9% f	4 14.8%
4	5 13.2%	3 15.8%	4 11.8% f	5 10.6% f	1 8.3%	13 31.7% cd	2 15.4%	6 16.2%	0 0.0% efGh	5 10.9% g	2 7.7% g	5 25.0% b	3 27.3% b	6 35.3% Bcd	6 22.2% b
5	3 7.9%	3 15.8%	4 11.8%	8 17.0%	3 25.0%	8 19.5%	0 0.0%	5 13.5%	3 14.3%	5 10.9%	5 19.2%	5 25.0%	1 9.1%	3 17.6%	2 7.4%
6	5 13.2%	4 21.1%	3 8.8%	5 10.6%	2 16.7%	4 9.8%	3 23.1%	1 2.7% bcfh	5 23.8% ad	8 17.4% ad	0 0.0% bcFh	2 10.0%	3 27.3% aD	1 5.9%	6 22.2% ad
7=Very Likely	5 13.2%	2 10.5%	2 5.9%	4 8.5%	0 0.0%	3 7.3%	3 23.1%	5 13.5%	3 14.3%	4 8.7%	3 11.5%	0 0.0%	0 0.0%	0 0.0%	4 14.8%
Mean	3.61	4.00	3.32	3.60	3.67	4.02	4.46	3.43	4.14	3.72	3.27	3.65	4.27	3.41	4.33

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



## Topic 4: Managing Marketing Spending and Returns

### How likely the following activities are to occur in managing marketing budgets in your organization:

Total	Primary Economic Sector				Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Non-marketing leaders tend to focus on the short-run effects of marketing spending.

1=Not at all	16 7.8%	6 7.5%	6 9.2%	3 7.5%	1 5.0%	4 5.1% c	4 5.7%	8 16.0% a
2	15 7.3%	5 6.3%	5 7.7%	5 12.5%	0 0.0%	8 10.1%	3 4.3%	3 6.0%
3	16 7.8%	4 5.0%	4 6.2%	6 15.0%	2 10.0%	8 10.1%	3 4.3%	5 10.0%
4	30 14.6%	13 16.3%	6 9.2% d	5 12.5%	6 30.0% b	15 19.0%	9 12.9%	5 10.0%
5	45 22.0%	20 25.0%	17 26.2%	6 15.0%	2 10.0%	20 25.3%	15 21.4%	8 16.0%
6	53 25.9%	23 28.8%	18 27.7%	6 15.0%	6 30.0%	15 19.0%	21 30.0%	15 30.0%
7=Very Likely	30 14.6%	9 11.3%	9 13.8%	9 22.5%	3 15.0%	9 11.4%	15 21.4%	6 12.0%
Mean	4.72	4.76	4.74	4.50	4.90	4.52 b	5.16 ac	4.42 b

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



### Topic 4: Managing Marketing Spending and Returns

#### How likely the following activities are to occur in managing marketing budgets in your organization:

Industry Sector														
Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O

#### Non-marketing leaders tend to focus on the short-run effects of marketing spending.

1=Not at all	0 0.0% J	1 7.1% j	1 5.3% J	1 25.0% M	1 20.0% M	0 0.0% j	2 12.5% jm	0 0.0%	2 8.3% j	2 66.7% AbCfjikM	3 11.1% jm	0 0.0%	0 0.0% DEgJkno	1 12.5% m	1 9.1% m
2	2 15.4%	1 7.1%	1 5.3% e	0 0.0%	2 40.0% cgik	0 0.0%	0 0.0% e	0 0.0%	1 4.2% e	0 0.0%	1 3.7% e	0 0.0%	6 13.0%	0 0.0%	1 9.1%
3	1 7.7%	3 21.4% m	2 10.5%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	3 11.1%	0 0.0%	2 4.3% b	1 12.5%	1 9.1%
4	2 15.4%	2 14.3%	2 10.5% h	0 0.0%	1 20.0%	2 28.6%	4 25.0%	1 100.0% ckM	4 16.7%	0 0.0%	3 11.1% h	0 0.0%	4 8.7% H	1 12.5%	2 18.2%
5	2 15.4%	5 35.7%	6 31.6%	0 0.0%	0 0.0%	1 14.3%	2 12.5% l	0 0.0%	7 29.2%	1 33.3%	5 18.5%	1 100.0% go	13 28.3%	1 12.5%	1 9.1% l
6	5 38.5% o	1 7.1% m	6 31.6% o	0 0.0%	1 20.0%	2 28.6%	6 37.5% o	0 0.0%	8 33.3% o	0 0.0%	7 25.9%	0 0.0%	16 34.8% bo	1 12.5%	0 0.0% acgim
7=Very Likely	1 7.7% o	1 7.1% o	1 5.3% dno	2 50.0% cim	0 0.0%	2 28.6%	2 12.5%	0 0.0%	1 4.2% dnO	0 0.0%	5 18.5%	0 0.0%	5 10.9% dO	3 37.5% ci	5 45.5% abcIM
Mean	4.77 j	4.14	4.74 ej	4.50	3.00 cfiM	5.57 ej	4.88 j	4.00	4.71 ej	2.33 acfgiM	4.74	5.00	5.00 EJ	5.00	4.91

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



### Topic 4: Managing Marketing Spending and Returns

#### How likely the following activities are to occur in managing marketing budgets in your organization:

Sales Revenue							Number of Employees							
<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

#### Non-marketing leaders tend to focus on the short-run effects of marketing spending.

1=Not at all	6 15.8%	1 5.3%	2 5.9%	4 8.5%	1 8.3%	2 4.9%	0 0.0%	7 18.9% c	1 4.8%	1 2.2% ae	3 11.5%	3 15.0% c	0 0.0%	0 0.0%	1 3.7%
2	1 2.6%	3 15.8%	5 14.7%	2 4.3%	0 0.0%	3 7.3%	1 7.7%	1 2.7% c	1 4.8%	8 17.4% a	1 3.8%	0 0.0%	0 0.0%	2 11.8%	2 7.4%
3	3 7.9%	1 5.3%	4 11.8%	3 6.4%	1 8.3%	3 7.3%	1 7.7%	3 8.1%	3 14.3%	4 8.7%	1 3.8%	1 5.0%	2 18.2%	1 5.9%	1 3.7%
4	6 15.8%	3 15.8%	8 23.5%	9 19.1%	0 0.0%	3 7.3%	1 7.7%	7 18.9% b	0 0.0% acd	10 21.7% bh	6 23.1% bh	3 15.0%	1 9.1%	2 11.8%	1 3.7% cd
5	5 13.2% e	3 15.8%	5 14.7%	10 21.3%	5 41.7% a	12 29.3%	4 30.8%	5 13.5%	6 28.6%	7 15.2%	8 30.8%	4 20.0%	1 9.1%	6 35.3%	8 29.6%
6	11 28.9%	5 26.3%	6 17.6%	12 25.5%	5 41.7%	10 24.4%	4 30.8%	8 21.6% f	6 28.6%	11 23.9%	3 11.5% F	6 30.0%	6 54.5% aD	5 29.4%	8 29.6%
7=Very Likely	6 15.8%	3 15.8%	4 11.8%	7 14.9%	0 0.0%	8 19.5%	2 15.4%	6 16.2%	4 19.0%	5 10.9%	4 15.4%	3 15.0%	1 9.1%	1 5.9%	6 22.2%
Mean	4.58	4.63	4.26	4.77	4.92	5.00	5.15	4.35	5.05	4.46	4.54	4.75	5.27	4.82	5.26

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



## Topic 4: Managing Marketing Spending and Returns

### How likely the following activities are to occur in managing marketing budgets in your strategy:

Total	Primary Economic Sector				Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

### Non-marketing leaders are not patient for the long-run effects of marketing spending.

1=Not at all	14 6.9%	8 10.0%	2 3.1%	3 7.5%	1 5.0%	7 8.9%	2 2.9%	5 10.0%
2	21 10.3%	8 10.0%	5 7.8%	5 12.5%	3 15.0%	10 12.7%	7 10.1%	2 4.0%
3	21 10.3%	8 10.0%	8 12.5%	3 7.5%	2 10.0%	10 12.7%	6 8.7%	4 8.0%
4	35 17.2%	13 16.3%	12 18.8%	6 15.0%	4 20.0%	11 13.9%	18 26.1%	6 12.0%
5	34 16.7%	15 18.8%	11 17.2%	6 15.0%	2 10.0%	16 20.3%	7 10.1%	10 20.0%
6	49 24.0%	15 18.8%	17 26.6%	12 30.0%	5 25.0%	16 20.3%	17 24.6%	14 28.0%
7=Very Likely	30 14.7%	13 16.3%	9 14.1%	5 12.5%	3 15.0%	9 11.4%	12 17.4%	9 18.0%
Mean	4.57	4.45	4.75	4.58	4.50	4.30	4.74	4.84

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



## Topic 4: Managing Marketing Spending and Returns

### How likely the following activities are to occur in managing marketing budgets in your strategy:

Industry Sector														
Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O

#### Non-marketing leaders are not patient for the long-run effects of marketing spending.

1=Not at all	0 0.0% j	0 0.0% j	1 5.3% j	0 0.0% j	1 20.0% j	0 0.0% j	1 6.3% j	0 0.0% j	3 12.5% j	1 33.3% abm	2 7.7% j	0 0.0% j	2 4.3% j	1 12.5% j	1 9.1% j
2	4 30.8% gKm	3 21.4% k	1 5.3% e	1 25.0% k	2 40.0% cgKm	0 0.0% j	0 0.0% aej	0 0.0% j	3 12.5% j	1 33.3% gK	0 0.0% AbdEJ	0 0.0% j	4 8.7% ae	1 12.5% j	1 9.1% j
3	1 7.7% j	3 21.4% k	1 5.3% e	0 0.0% j	0 0.0% j	1 14.3% j	3 18.8% j	0 0.0% j	2 8.3% j	0 0.0% j	5 19.2% j	0 0.0% j	3 6.5% j	0 0.0% j	1 9.1% j
4	1 7.7% h	2 14.3% j	3 15.8% j	1 25.0% j	1 20.0% j	1 14.3% j	4 25.0% am	1 100.0% am	5 20.8% j	0 0.0% j	5 19.2% j	0 0.0% j	6 13.0% h	2 25.0% j	2 18.2% j
5	1 7.7% l	2 14.3% j	5 26.3% g	0 0.0% j	1 20.0% j	0 0.0% l	0 0.0% cijL	0 0.0% j	6 25.0% g	1 33.3% g	5 19.2% j	1 100.0% afGO	9 19.6% j	1 12.5% j	0 0.0% L
6	5 38.5% j	3 21.4% j	6 31.6% j	0 0.0% j	0 0.0% j	4 57.1% ikn	4 25.0% j	0 0.0% j	4 16.7% f	0 0.0% j	4 15.4% f	0 0.0% j	15 32.6% j	0 0.0% f	4 36.4% f
7=Very Likely	1 7.7% j	1 7.1% j	2 10.5% j	2 50.0% i	0 0.0% j	1 14.3% j	4 25.0% j	0 0.0% j	1 4.2% dn	0 0.0% j	5 19.2% j	0 0.0% j	7 15.2% j	3 37.5% i	2 18.2% j
Mean	4.38	4.14	4.89 ej	5.00	2.80 cfgkM	5.43 ej	4.88 e	4.00	4.00 m	2.67 cfm	4.65 e	5.00	4.93 Eij	4.63	4.73

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



## Topic 4: Managing Marketing Spending and Returns

### How likely the following activities are to occur in managing marketing budgets in your strategy:

Sales Revenue							Number of Employees							
<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H

### Non-marketing leaders are not patient for the long-run effects of marketing spending.

1=Not at all	4 10.8%	1 5.3%	3 8.8%	4 8.5%	1 8.3%	1 2.4%	0 0.0%	4 11.1%	2 9.5%	2 4.3%	4 15.4% h	2 10.0%	0 0.0%	0 0.0%	0 0.0% d
2	1 2.7% b	4 21.1% a	5 14.7%	5 10.6%	0 0.0%	4 9.8%	2 15.4%	1 2.8% cg	3 14.3%	8 17.4% a	2 7.7%	1 5.0%	0 0.0%	4 23.5% a	2 7.4%
3	2 5.4%	3 15.8%	4 11.8%	4 8.5%	2 16.7%	4 9.8%	2 15.4%	2 5.6% f	2 9.5%	4 8.7%	4 15.4%	1 5.0%	3 27.3% a	2 11.8%	3 11.1%
4	11 29.7% c	2 10.5%	3 8.8% a	7 14.9%	1 8.3%	10 24.4%	1 7.7%	12 33.3% Bcd	0 0.0% Agh	6 13.0% a	2 7.7% a	3 15.0%	1 9.1%	5 29.4% b	6 22.2% b
5	3 8.1%	3 15.8%	6 17.6%	9 19.1%	3 25.0%	7 17.1%	2 15.4%	3 8.3%	3 14.3%	10 21.7%	5 19.2%	5 25.0%	1 9.1%	2 11.8%	5 18.5%
6	9 24.3%	3 15.8%	8 23.5%	11 23.4%	5 41.7%	9 22.0%	4 30.8%	5 13.9% bf	9 42.9% a	10 21.7%	5 19.2%	5 25.0%	5 45.5% a	3 17.6%	7 25.9%
7=Very Likely	7 18.9%	3 15.8%	5 14.7%	7 14.9%	0 0.0%	6 14.6%	2 15.4%	9 25.0%	2 9.5%	6 13.0%	4 15.4%	3 15.0%	1 9.1%	1 5.9%	4 14.8%
Mean	4.70	4.21	4.41	4.55	4.67	4.68	4.77	4.67	4.62	4.48	4.27	4.75	5.00	4.06	4.89

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



## Topic 4: Managing Marketing Spending and Returns

### Which best describes how your company shows the short-term impact of marketing spend on your business?

N=208	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
We prove the impact quantitatively	107 51.4%	35 44.3% c	32 48.5%	27 64.3% a	13 65.0%	38 47.5% c	34 47.2% c	33 66.0% ab
We have a good qualitative sense of the impact, but not a quantitative impact	81 38.9%	34 43.0%	28 42.4%	12 28.6%	7 35.0%	33 41.3%	30 41.7%	14 28.0%
We haven't been able to show the impact yet	20 9.6%	10 12.7%	6 9.1%	3 7.1%	0 0.0%	9 11.3%	8 11.1%	3 6.0%

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





## Topic 4: Managing Marketing Spending and Returns

### Which best describes how your company shows the short-term impact of marketing spend on your business?

N=208

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
We prove the impact quantitatively	7 53.8%	11 73.3% iKn	12 57.1% kn	3 75.0%	4 80.0% ikn	4 57.1%	8 50.0%	0 0.0%	7 29.2% beM	0 0.0%	7 25.9% BceM	0 0.0%	33 71.7% IjKN	1 12.5% bceM	7 58.3%
We have a good qualitative sense of the impact, but not a quantitative impact	6 46.2%	3 20.0% ijkl	7 33.3%	1 25.0%	1 20.0%	2 28.6%	6 37.5%	1 100.0%	14 58.3% bM	2 100.0% bm	16 59.3% bM	1 100.0%	10 21.7% IjKN	6 75.0% bM	4 33.3%
We haven't been able to show the impact yet	0 0.0%	1 6.7%	2 9.5%	0 0.0%	0 0.0%	1 14.3%	2 12.5%	0 0.0%	3 12.5%	0 0.0%	4 14.8%	0 0.0%	3 6.5%	1 12.5%	1 8.3%

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



## Topic 4: Managing Marketing Spending and Returns

### Which best describes how your company shows the short-term impact of marketing spend on your business?

N=208

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
We prove the impact quantitatively	16 40.0% d	7 36.8% d	15 42.9% d	30 65.2% abc	7 58.3%	24 57.1%	8 61.5%	12 30.8% DH	11 52.4%	23 50.0%	18 69.2% A	8 40.0%	7 63.6%	10 58.8%	18 64.3% A
We have a good qualitative sense of the impact, but not a quantitative impact	16 40.0%	11 57.9% d	17 48.6%	13 28.3% b	5 41.7%	13 31.0%	5 38.5%	20 51.3%	8 38.1%	19 41.3%	7 26.9%	9 45.0%	3 27.3%	7 41.2%	8 28.6%
We haven't been able to show the impact yet	8 20.0%	1 5.3%	3 8.6%	3 6.5%	0 0.0%	5 11.9%	0 0.0%	7 17.9%	2 9.5%	4 8.7%	1 3.8%	3 15.0%	1 9.1%	0 0.0%	2 7.1%

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



## Topic 4: Managing Marketing Spending and Returns

### Which best describes how your company shows the long-term impact of marketing spend on your business?

N=209	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
We prove the impact quantitatively	67 32.1%	22 27.5%	24 36.4%	14 33.3%	7 35.0%	25 31.3%	18 25.0%	23 45.1%
We have a good qualitative sense of the impact, but not a quantitative impact	108 51.7%	43 53.8%	33 50.0%	21 50.0%	11 55.0%	44 55.0%	40 55.6%	19 37.3%
We haven't been able to show the impact yet	34 16.3%	15 18.8%	9 13.6%	7 16.7%	2 10.0%	11 13.8%	14 19.4%	9 17.6%

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



## Topic 4: Managing Marketing Spending and Returns

### Which best describes how your company shows the long-term impact of marketing spend on your business?

N=209

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
We prove the impact quantitatively	4 30.8%	5 33.3%	10 47.6% kn	1 25.0%	2 40.0%	2 28.6%	7 43.8% n	0 0.0%	6 25.0%	0 0.0%	5 18.5% cm	0 0.0%	19 41.3% kn	0 0.0% cgmo	5 41.7% n
We have a good qualitative sense of the impact, but not a quantitative impact	9 69.2%	9 60.0%	8 38.1% n	2 50.0%	3 60.0%	3 42.9%	5 31.3% jn	1 100.0%	13 54.2%	3 100.0% g	16 59.3%	1 100.0%	19 41.3% n	7 87.5% cgm	5 41.7%
We haven't been able to show the impact yet	0 0.0%	1 6.7%	3 14.3%	1 25.0%	0 0.0%	2 28.6%	4 25.0%	0 0.0%	5 20.8%	0 0.0%	6 22.2%	0 0.0%	8 17.4%	1 12.5%	2 16.7%

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



## Topic 4: Managing Marketing Spending and Returns

### Which best describes how your company shows the long-term impact of marketing spend on your business?

N=209

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
We prove the impact quantitatively	10 25.0%	5 26.3%	11 31.4%	19 40.4%	4 33.3%	13 31.0%	4 30.8%	9 23.1%	7 33.3%	15 31.9%	11 42.3%	6 30.0%	2 18.2%	7 41.2%	10 35.7%
We have a good qualitative sense of the impact, but not a quantitative impact	23 57.5%	11 57.9%	16 45.7%	22 46.8%	6 50.0%	22 52.4%	8 61.5%	24 61.5%	10 47.6%	23 48.9%	11 42.3%	12 60.0%	4 36.4%	10 58.8%	14 50.0%
We haven't been able to show the impact yet	7 17.5%	3 15.8%	8 22.9%	6 12.8%	2 16.7%	7 16.7%	1 7.7%	6 15.4%	4 19.0%	9 19.1%	4 15.4%	2 10.0%	5 45.5%	0 0.0%	4 14.3%

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



## Topic 4: Managing Marketing Spending and Returns

### Rate whether marketing feels increasing pressure from the following leaders to prove the value of marketing:

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
<b><u>CEO</u></b>								
Yes	121 58.7%	43 53.1%	43 68.3%	24 57.1%	11 55.0%	46 57.5%	41 58.6%	30 61.2%
No	85 41.3%	38 46.9%	20 31.7%	18 42.9%	9 45.0%	34 42.5%	29 41.4%	19 38.8%
<b><u>Board</u></b>								
Yes	78 38.8%	25 32.1%	30 46.9%	18 45.0%	5 26.3%	31 39.7%	24 34.8%	21 42.9%
No	123 61.2%	53 67.9%	34 53.1%	22 55.0%	14 73.7%	47 60.3%	45 65.2%	28 57.1%
<b><u>CFO</u></b>								
Yes	92 45.1%	34 42.5%	30 47.6%	22 52.4%	6 31.6%	30 38.0%	37 52.9%	19 39.6%
No	112 54.9%	46 57.5%	33 52.4%	20 47.6%	13 68.4%	49 62.0%	33 47.1%	29 60.4%

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



## Topic 4: Managing Marketing Spending and Returns

### Rate whether marketing feels increasing pressure from the following leaders to prove the value of marketing:

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<b><u>CEO</u></b>															
Yes	7 53.8%	8 57.1%	14 66.7%	1 25.0% m	2 40.0%	3 42.9%	9 56.3%	0 0.0%	12 50.0% m	1 33.3%	16 61.5%	1 100.0%	34 73.9% di	4 50.0%	7 63.6%
No	6 46.2%	6 42.9%	7 33.3%	3 75.0% m	3 60.0%	4 57.1%	7 43.8%	1 100.0%	12 50.0% m	2 66.7%	10 38.5%	0 0.0%	12 26.1% di	4 50.0%	4 36.4%
<b><u>Board</u></b>															
Yes	4 30.8%	4 28.6%	10 47.6% n	2 50.0%	2 40.0%	3 42.9%	9 52.9% n	0 0.0%	6 26.1% m	0 0.0%	9 33.3%	1 100.0% n	23 54.8% in	0 0.0% cgln	5 45.5%
No	9 69.2%	10 71.4%	11 52.4% n	2 50.0%	3 60.0%	4 57.1%	8 47.1% n	1 100.0%	17 73.9% m	3 100.0%	18 66.7%	0 0.0% n	19 45.2% in	6 100.0% cgln	6 54.5%
<b><u>CFO</u></b>															
Yes	3 23.1% c	5 35.7%	13 61.9% a	2 50.0%	2 50.0%	2 28.6%	8 50.0%	0 0.0%	11 45.8%	0 0.0%	9 34.6%	1 100.0%	25 54.3%	3 42.9%	7 63.6%
No	10 76.9% c	9 64.3%	8 38.1% a	2 50.0%	2 50.0%	5 71.4%	8 50.0%	1 100.0%	13 54.2%	3 100.0%	17 65.4%	0 0.0%	21 45.7%	4 57.1%	4 36.4%

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



## Topic 4: Managing Marketing Spending and Returns

### Rate whether marketing feels increasing pressure from the following leaders to prove the value of marketing:

	Sales Revenue							Number of Employees								
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H	
<b><u>CEO</u></b>																
Yes	21 56.8%	9 47.4%	20 57.1%	29 61.7%	10 83.3%	21 50.0%	10 76.9%	22 62.9%	10 47.6%	29 60.4%	12 46.2%	15 75.0%	7 63.6%	6 35.3%	20 71.4%	
No	16 43.2%	10 52.6%	15 42.9%	18 38.3%	2 16.7%	21 50.0%	3 23.1%	13 37.1%	11 52.4%	19 39.6%	14 53.8%	5 25.0%	4 36.4%	11 64.7%	8 28.6%	
<b><u>Board</u></b>																
Yes	15 40.5%	6 31.6%	15 44.1%	22 46.8%	6 50.0%	12 30.0%	2 16.7%	15 42.9%	9 45.0%	22 45.8%	10 38.5%	8 42.1%	4 36.4%	4 23.5%	6 24.0%	
No	22 59.5%	13 68.4%	19 55.9%	25 53.2%	6 50.0%	28 70.0%	10 83.3%	20 57.1%	11 55.0%	26 54.2%	16 61.5%	11 57.9%	7 63.6%	13 76.5%	19 76.0%	
<b><u>CFO</u></b>																
Yes	16 44.4%	5 26.3%	15 42.9%	21 44.7%	6 50.0%	18 43.9%	10 76.9%	14 41.2%	10 47.6%	19 39.6%	10 38.5%	9 45.0%	6 54.5%	7 41.2%	17 63.0%	
No	20 55.6%	14 73.7%	20 57.1%	26 55.3%	6 50.0%	23 56.1%	3 23.1%	20 58.8%	11 52.4%	29 60.4%	16 61.5%	11 55.0%	5 45.5%	10 58.8%	10 37.0%	

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





**Topic 4: Managing Marketing Spending and Returns**

**Marketing expenses account for what percent of your company's overall budget?**

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Number	158	61	51	32	14	57	62	38
Mean	12.12	9.57	8.99	19.53	17.66	9.23	9.44	21.01
SD	10.56	8.28	8.62	12.63	11.22	8.13	8.06	12.56
		CD	CD	AB	AB	C	C	AB

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



## Topic 4: Managing Marketing Spending and Returns

### Marketing expenses account for what percent of your company's overall budget?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Percent of budget	9	12	15	4	4	6	15	1	20	2	18	1	32	6	8
	12.70	15.15	20.70	11.00	16.50	7.33	13.75	5.00	7.65	7.00	7.47	5.00	10.97	10.42	18.94
	11.70	11.95	12.84	13.24	10.75	7.28	9.73	---	7.80	4.24	6.91	---	8.33	9.96	14.93
		ik	fIKM		k	c	ik		bCgo		bCego		Co		ikm

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



**Topic 4: Managing Marketing Spending and Returns**

**Marketing expenses account for what percent of your company's overall budget?**

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Percent of budget	31 16.16 10.56 bD	13 8.70 9.27 a	28 14.23 13.40	39 9.78 8.96 A	8 9.36 9.56	32 11.77 10.04	7 9.86 7.69	31 17.99 11.64 cdeFH	17 13.06 13.24	36 11.14 10.43 a	20 11.27 8.87 a	13 9.38 5.95 a	8 6.00 6.09 A	14 11.86 11.57	19 9.05 8.13 A

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



## Topic 4: Managing Marketing Spending and Returns

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Percent of revenues	168	65	51	36	16	62	66	38
	8.60	6.70	7.51	13.65	8.44	6.62	5.82	16.98
	10.00	8.11	10.00	11.69	9.90	7.52	7.43	12.90
		C	c	Ab		C	C	AB

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



## Topic 4: Managing Marketing Spending and Returns

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Percent of revenues	10 8.36 11.20	12 14.48 14.30	16 16.36 11.99	4 4.50 4.36	4 13.88 11.91	6 3.68 3.97	15 4.73 5.05	0 --- ---	22 4.52 5.43	2 1.51 2.11	19 7.75 9.02	1 2.00 ---	35 10.01 10.32	7 6.16 9.03	9 11.18 12.05
		gl	fGlk		gi	c	bCe		BCemo		c		i		i

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



## Topic 4: Managing Marketing Spending and Returns

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Percent of revenues	29	13	31	40	10	36	9	29	17	36	25	17	8	14	22
	17.77	7.12	7.78	6.22	7.63	5.86	6.67	15.97	10.95	7.89	6.78	6.36	1.70	7.08	5.51
	11.64	9.02	9.12	8.59	12.58	7.08	6.48	11.96	12.96	9.13	7.88	9.13	0.88	8.07	6.62
	BCDeFg	A	A	A	a	A	a	CDEFgH		A	A	A	A	a	A

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



**Topic 4: Managing Marketing Spending and Returns**

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Overall marketing spending	175 5.15 25.71	68 2.97 21.95	55 5.16 30.08	35 9.04 25.40	17 5.89 26.33	65 0.69 27.33	66 5.29 19.67	42 11.86 29.14
Digital marketing spending	172 15.84 26.17	67 17.91 18.86	55 14.18 32.94	34 13.65 24.90	16 17.56 30.51	63 14.00 21.92	66 14.23 19.86	41 18.39 36.34

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



## Topic 4: Managing Marketing Spending and Returns

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Overall marketing spending	9 20.23 28.85 Kn	13 7.24 29.69	18 10.28 20.61 kN	4 14.25 26.31	5 9.82 40.00	6 -6.82 43.94	16 7.50 26.75 n	0 --- ---	22 3.64 20.01 n	3 13.33 24.66	19 -1.32 12.18 Acn	1 -51.36 ---	37 5.84 26.82 n	8 -18.29 30.20 aCgikmo	9 11.34 21.51 n
Digital marketing spending	9 32.78 39.14 i	13 11.31 19.57	17 19.41 26.21	4 20.00 34.64	5 10.80 29.93	6 11.67 29.44	16 11.81 19.41	0 --- ---	21 10.71 17.35 a	3 26.67 20.82	19 9.32 22.15	1 0.00 ---	37 21.97 34.73	7 6.43 8.52	9 11.67 19.84

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





## Topic 4: Managing Marketing Spending and Returns

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Overall marketing spending	30 7.34 26.81 b	14 -10.95 23.54 acD	29 10.05 27.77 b	42 10.67 22.15 B	11 5.09 11.67	39 0.64 27.81	9 6.11 27.25	30 3.30 25.90	17 8.16 31.48	38 7.56 27.39	23 4.18 23.37	19 7.37 20.03	10 -6.10 20.37	16 9.55 29.20	22 2.23 25.67
Digital marketing spending	29 5.59 29.92 d	14 6.07 8.81 d	29 18.45 32.03	42 22.52 25.36 ab	11 14.73 12.56	37 17.43 24.43	9 15.56 25.43	29 4.31 30.20	17 18.65 23.58	38 19.26 30.82	23 18.87 22.46	18 16.67 16.18	10 14.20 16.99	16 23.75 32.33	21 14.05 19.98

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



## Topic 4: Managing Marketing Spending and Returns

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Digital marketing spending	165 14.65 16.29	66 12.55 13.82	51 15.97 14.70	33 14.90 19.49	15 18.82 23.13	61 12.63 13.05	62 12.61 15.87	40 20.72 20.21
						c	c	ab
Overall marketing spending	167 13.41 16.77	65 11.42 14.38	53 16.94 17.31	34 11.69 18.40	15 13.43 20.10	61 13.05 16.02	62 10.52 15.86	41 18.68 18.76
							c	b
New product introductions	160 10.31 13.96	62 12.06 14.09	51 7.59 11.66	33 11.85 15.02	14 8.85 17.95	59 10.20 13.84	60 7.15 12.58	38 15.50 15.36
							C	B
Brand building	162 9.07 15.18	62 8.99 15.32	52 8.38 11.49	33 5.33 13.63	15 20.06 23.60	59 7.96 13.88	60 8.42 16.09	40 11.38 16.19
		d	D	D	aBC			
Customer relationship management	159 7.19 11.61	62 6.63 10.64	51 6.39 9.94	31 7.24 13.07	15 12.15 16.68	58 4.64 10.06	61 6.95 10.67	38 11.46 14.25
						C		A
New service introductions	158 5.58 9.34	61 4.02 7.45	51 7.37 8.72	31 2.49 8.13	15 12.24 15.37	58 5.36 8.51	60 4.95 9.47	38 7.21 10.50
		bD	ac	bD	AC			
Traditional advertising spending	166 1.36 11.96	66 1.34 10.78	52 1.79 10.12	33 -0.67 11.46	15 4.49 21.28	61 0.30 13.18	62 0.68 10.88	41 3.93 11.81

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



### Topic 4: Managing Marketing Spending and Returns

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Digital marketing spending	8 22.59 14.88 bino	12 10.58 9.70 ac	16 27.97 22.27 bgIKmno	4 23.94 24.60	5 8.60 18.97	6 20.00 16.43	15 12.40 14.95 c	0 ---	22 10.23 12.58 aC	3 13.33 15.28	18 11.11 12.87 C	1 10.00 ---	35 14.47 17.79 c	7 7.86 6.99 ac	8 5.63 8.21 ac
Overall marketing spending	9 15.22 15.34	13 9.85 8.73	16 18.74 23.71	4 14.00 24.17	5 12.60 27.46	6 13.74 25.59	15 14.00 18.34	0 ---	23 8.70 9.07	3 15.00 15.00	18 8.33 12.49	1 50.00 ---	34 16.36 17.95	7 17.06 18.87	8 9.00 13.40
New product introductions	8 6.88 8.84	13 5.77 10.13 c	16 18.57 20.30 bK	4 15.24 24.28 k	4 8.75 11.81	6 15.50 18.15 K	15 9.40 10.64 k	0 ---	22 15.32 15.83 K	1 10.00 ---	18 2.50 4.62 CdFgImn	1 0.00 ---	33 10.33 12.53 k	7 15.71 20.70 k	7 4.29 5.35
Brand building	8 9.38 7.76	13 8.77 13.74	15 11.44 20.28	4 13.66 28.51	5 7.40 10.06	6 0.82 19.89	14 16.76 20.00 k	0 ---	22 6.59 10.16	2 17.50 17.68	18 5.00 8.04 g	1 0.00 ---	34 13.33 16.67	7 5.71 9.32	8 1.86 15.83
Customer relationship management	8 2.50 5.35 g	13 3.15 8.27 g	15 11.95 16.40	4 9.78 19.55	5 13.40 15.66	6 3.50 16.29	14 15.02 14.61 abikmn	0 ---	21 5.62 7.14 g	2 2.50 3.54	18 4.72 6.29 g	1 0.00 ---	33 6.49 9.38 g	7 0.86 12.04 g	7 14.03 17.47
New service introductions	8 8.24 13.77	13 10.38 11.77 m	15 5.14 13.96	4 9.47 18.94	5 6.00 10.84	6 11.31 14.95	14 7.00 8.31	0 ---	21 4.76 7.82	1 10.00 ---	18 5.56 5.66	1 0.00 ---	33 4.09 6.43 b	7 0.00 0.00	7 2.86 4.88
Traditional advertising spending	8 0.00 11.65	13 -0.46 7.38	16 -1.81 13.37	4 4.05 23.41	5 6.00 13.42	6 -2.34 18.84	15 3.21 16.88	0 ---	22 1.59 6.43	3 5.00 21.79	18 0.00 9.07	1 0.00 ---	35 3.49 10.09	7 -2.72 20.94	8 -0.25 10.71

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



## Topic 4: Managing Marketing Spending and Returns

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Digital marketing spending	27 14.61 17.10	14 13.27 15.43	29 17.40 17.98	40 15.22 17.63	9 11.11 9.93	36 15.35 14.54	9 6.14 17.40	27 18.01 18.92	17 15.57 19.71	38 15.89 13.56	23 13.21 18.70	15 13.33 15.66	8 10.63 11.16	14 15.55 15.75	23 11.10 15.19
Overall marketing spending	28 14.25 16.50 g	14 18.32 18.58 G	29 17.34 18.08 G	40 13.79 15.79 G	10 10.30 16.15	35 12.11 16.38 g	10 -1.25 12.33 aBCDf	28 17.05 18.61 h	17 14.67 18.33	38 13.75 15.09	23 14.60 19.06	15 10.67 12.37	9 15.00 16.39	14 15.60 17.81	23 6.11 15.43 a
New product introductions	28 12.89 16.32	14 6.79 8.46	29 15.76 16.11 d	37 8.70 12.42 c	9 7.78 7.12	32 8.72 13.71	10 5.62 15.41	28 13.68 15.89 h	17 10.23 13.87	36 13.22 15.44 h	22 8.18 9.20	14 10.36 13.08	8 8.13 17.31	14 8.28 13.48	21 5.30 12.12 ac
Brand building	27 10.50 15.00	14 9.69 16.34	29 9.98 15.56	40 12.04 15.82 g	8 3.13 9.98	33 7.20 14.33	10 0.69 16.44 d	27 12.19 17.27 b	17 1.46 11.56 acdeg	38 9.39 13.34 b	22 13.15 18.02 b	14 12.50 16.73 b	8 4.38 10.16	14 12.33 16.57 b	22 3.95 12.33
Customer relationship management	27 8.38 13.08	14 8.86 10.02	29 8.21 11.65	38 7.87 13.26	8 5.00 8.02	33 5.61 10.18	9 1.78 10.58	27 10.16 14.13 d	17 8.78 13.23	37 7.05 10.75	21 2.67 9.42 ae	15 10.88 13.78 d	8 5.00 5.35	14 8.51 11.98	20 4.05 8.80
New service introductions	27 5.96 8.28	14 10.56 12.93 f	29 4.07 8.57	38 6.58 8.85	8 6.88 5.94	32 3.62 8.03 b	9 3.80 15.35	27 7.26 10.28	17 2.82 3.94	37 8.05 12.05	21 4.05 4.90	14 4.64 6.34	8 3.75 5.82	14 6.49 10.93	20 3.46 10.39
Traditional advertising spending	28 2.71 7.90 G	14 4.00 8.33 G	29 1.21 8.42 G	40 2.18 14.81 g	9 -2.78 7.55	36 2.12 14.90 g	9 -9.34 10.45 ABCdf	28 3.29 8.89	17 0.59 8.01	38 1.21 11.21	23 0.92 15.32	15 0.75 12.75	8 5.00 7.56	14 4.37 13.64	23 -2.39 14.87

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



## Topic 4: Managing Marketing Spending and Returns

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
% digital (What percent of your marketing budget does your company currently spend on digital and non-digital marketing activities?)	169 57.91 27.65	64 50.56 25.65	53 61.89 28.00	36 67.53 26.19	16 52.50 30.66	62 53.50 27.18	62 51.84 26.97	43 72.47 24.83
		bC	a	A		C	C	AB
% non-digital What percent of your marketing budget does your company currently spend on digital and non-digital marketing activities?	169 42.09 27.65	64 49.44 25.65	53 38.11 28.00	36 32.47 26.19	16 47.50 30.66	62 46.50 27.18	62 48.16 26.97	43 27.53 24.83
		bC	a	A		C	C	AB

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



### Topic 4: Managing Marketing Spending and Returns

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

Number Mean SD	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
% digital (What percent of your marketing budget does your company currently spend on digital and non- digital marketing activities?)	8 47.50 26.19	13 66.00 25.76	18 68.50 20.17	4 45.00 35.12	5 67.00 25.15	6 54.17 31.53	16 49.06 29.39	0 --- ---	21 48.05 27.58	2 85.00 7.07	18 59.17 27.24	1 30.00 ---	35 61.20 23.12	8 58.75 38.98	9 68.89 36.21	
	c		agi				c			c						
% non-digital What percent of your marketing budget does your company currently spend on digital and non- digital marketing activities?	8 52.50 26.19	13 34.00 25.76	18 31.50 20.17	4 55.00 35.12	5 33.00 25.15	6 45.83 31.53	16 50.94 29.39	0 --- ---	21 51.95 27.58	2 15.00 7.07	18 40.83 27.24	1 70.00 ---	35 38.80 23.12	8 41.25 38.98	9 31.11 36.21	
	c		agi				c			c						

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



## Topic 4: Managing Marketing Spending and Returns

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
% digital (What percent of your marketing budget does your company currently spend on digital and non-digital marketing activities?)	30 69.10 29.46	14 45.93 25.51	29 55.66 30.48	40 62.05 25.93	9 57.78 18.39	37 50.95 28.18	9 56.67 18.87	30 65.50 29.61	17 56.18 34.04	38 57.18 27.05	23 64.09 25.97	15 56.33 21.34	8 43.75 31.93	16 53.44 25.80	22 53.18 25.75
	bf	ad		b		a									
% non-digital What percent of your marketing budget does your company currently spend on digital and non-digital marketing activities?	30 30.90 29.46	14 54.07 25.51	29 44.34 30.48	40 37.95 25.93	9 42.22 18.39	37 49.05 28.18	9 43.33 18.87	30 34.50 29.61	17 43.82 34.04	38 42.82 27.05	23 35.91 25.97	15 43.67 21.34	8 56.25 31.93	16 46.56 25.80	22 46.82 25.75
	bf	ad		b		a									

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



## Topic 4: Managing Marketing Spending and Returns

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Percent	171	66	55	34	16	64	65	41
	14.42	12.94	17.09	12.38	15.69	14.05	15.00	14.41
	18.86	16.40	21.37	18.65	20.19	20.09	19.50	16.18

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





## Topic 4: Managing Marketing Spending and Returns

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Percent	9	13	17	4	5	6	16	1	22	3	19	1	34	8	8
	17.44	8.77	7.06	46.25	17.00	24.17	16.31	0.00	12.64	8.67	20.26	0.00	10.53	28.75	9.00
	14.23	11.05	7.72	41.51	13.96	37.47	24.33	---	10.95	10.02	24.18	---	11.23	30.79	6.05
	c	Dn	aDekn	BCIMo	c				Dn		c		DN	bciM	d

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



**Topic 4: Managing Marketing Spending and Returns**

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Number															
Mean	30	14	30	41	10	37	9	30	17	39	23	15	9	16	22
SD	20.60	6.86	10.43	16.83	13.60	14.62	8.00	16.93	14.59	15.44	12.57	19.00	10.67	12.75	10.64
	26.17	6.89	10.29	22.09	15.37	18.16	6.40	23.05	23.29	21.19	17.06	19.48	16.21	13.29	9.05

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



## Topic 4: Managing Marketing Spending and Returns

### Marketing expenses in your company include the following (check all that apply):

N=184	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Direct expenses of marketing activities	176 95.7%	69 100.0% BD	53 89.8% Ac	38 100.0% bd	16 88.9% Ac	64 95.5%	67 98.5%	41 93.2%
Social media marketing	171 92.9%	61 88.4%	55 93.2%	37 97.4%	18 100.0%	62 92.5%	63 92.6%	41 93.2%
Brand-related expenses	149 81.0%	54 78.3%	49 83.1%	30 78.9%	16 88.9%	51 76.1%	55 80.9%	38 86.4%
Marketing employees	148 80.4%	60 87.0% c	47 79.7%	25 65.8% a	16 88.9%	53 79.1%	57 83.8%	35 79.5%
Marketing analytics	135 73.4%	50 72.5%	39 66.1%	32 84.2%	14 77.8%	46 68.7%	49 72.1%	36 81.8%
Marketing research	132 71.7%	49 71.0%	36 61.0% c	32 84.2% b	15 83.3%	46 68.7%	47 69.1%	37 84.1%
Other overhead costs associated with marketing	127 69.0%	49 71.0%	39 66.1%	24 63.2%	15 83.3%	44 65.7%	46 67.6%	34 77.3%
Mobile marketing	110 59.8%	39 56.5% C	25 42.4% Cd	32 84.2% AB	14 77.8% b	30 44.8% C	41 60.3% c	36 81.8% Ab
Marketing training	96 52.2%	45 65.2% bc	26 44.1% a	17 44.7% a	8 44.4%	32 47.8%	38 55.9%	24 54.5%

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



## Topic 4: Managing Marketing Spending and Returns

### Marketing expenses in your company include the following (check all that apply):

N=184	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
		Customer experience expenses	88 47.8%	35 50.7%	21 35.6% c	23 60.5% b	9 50.0%	29 43.3%
Sales support tools	66 35.9%	29 42.0%	21 35.6%	10 26.3%	6 33.3%	19 28.4%	27 39.7%	17 38.6%
Sales employees	17 9.2%	6 8.7%	3 5.1%	6 15.8%	2 11.1%	3 4.5%	8 11.8%	5 11.4%
Marketing technologies	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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



## Topic 4: Managing Marketing Spending and Returns

### Marketing expenses in your company include the following (check all that apply):

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Direct expenses of marketing activities	30 90.9%	13 92.9%	31 93.9%	41 97.6%	10 100.0%	40 97.6%	10 100.0%	29 90.6%	17 94.4%	38 92.7%	24 96.0%	18 100.0%	9 100.0%	16 100.0%	25 100.0%
Social media marketing	26 78.8% df	14 100.0%	31 93.9%	41 97.6% ag	10 100.0%	40 97.6% ag	8 80.0% df	26 81.3%	17 94.4%	39 95.1%	24 96.0%	18 100.0%	9 100.0%	16 100.0%	22 88.0%
Brand-related expenses	23 69.7% d	12 85.7%	25 75.8% d	39 92.9% acf	10 100.0%	31 75.6% d	8 80.0%	21 65.6% Eg	14 77.8% e	35 85.4%	22 88.0%	18 100.0% Abfh	7 77.8% e	15 93.8% a	17 68.0% e
Marketing employees	20 60.6% df	12 85.7%	27 81.8%	36 85.7% a	9 90.0%	35 85.4% a	8 80.0%	20 62.5% dfh	14 77.8%	33 80.5%	23 92.0% a	15 83.3%	9 100.0% a	11 68.8%	23 92.0% a
Marketing research	18 54.5% eF	6 42.9% dEF	23 69.7%	32 76.2% b	10 100.0% aB	36 87.8% AB	7 70.0%	17 53.1% gh	10 55.6% gh	29 70.7%	19 76.0%	14 77.8%	8 88.9%	14 87.5% ab	21 84.0% ab
Other overhead costs associated with marketing	18 54.5% df	9 64.3%	21 63.6%	33 78.6% a	8 80.0%	32 78.0% a	5 50.0%	18 56.3% df	13 72.2%	22 53.7% df	21 84.0% ac	14 77.8%	9 100.0% ac	13 81.3%	17 68.0%
Marketing analytics	18 54.5% Fg	9 64.3%	23 69.7%	32 76.2%	7 70.0%	36 87.8% A	9 90.0% a	18 56.3% H	12 66.7% h	28 68.3% h	20 80.0%	13 72.2%	8 88.9%	13 81.3%	23 92.0% Abc
Mobile marketing	16 48.5% d	3 21.4% cDF	20 60.6% b	30 71.4% aB	5 50.0%	29 70.7% B	6 60.0%	15 46.9% dg	7 38.9% dg	24 58.5%	19 76.0% abh	13 72.2%	7 77.8%	13 81.3% abh	12 48.0% dg
Customer experience expenses	15 45.5%	5 35.7%	16 48.5%	21 50.0%	4 40.0%	21 51.2%	5 50.0%	16 50.0%	5 27.8%	21 51.2%	11 44.0%	11 61.1%	5 55.6%	9 56.3%	10 40.0%

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



## Topic 4: Managing Marketing Spending and Returns

### Marketing expenses in your company include the following (check all that apply):

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Sales support tools	13 39.4%	8 57.1%	14 42.4%	16 38.1%	2 20.0%	8 19.5%	4 40.0%	11 34.4%	10 55.6%	21 51.2%	5 20.0%	6 33.3%	3 33.3%	3 18.8%	7 28.0%
		F	f			Bc			dg	dg	bc			bc	
Marketing training	8 24.2%	6 42.9%	18 54.5%	24 57.1%	7 70.0%	25 61.0%	7 70.0%	7 21.9%	7 38.9%	24 58.5%	13 52.0%	14 77.8%	7 77.8%	9 56.3%	15 60.0%
	cDeFg		a	A	a	A	a	CdEFgH	e	A	a	Ab	A	a	A
Sales employees	4 12.1%	1 7.1%	8 24.2%	3 7.1%	0 0.0%	0 0.0%	1 10.0%	3 9.4%	4 22.2%	8 19.5%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%
	f		dF	c		aCg	f		e	e		bc			
Marketing technologies	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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



### Topic 4: Managing Marketing Spending and Returns

**Marketing expenses in your company include the following categories (check all that apply):**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Direct expenses of marketing activities	10 100.0%	11 78.6% ciM	19 100.0% b	4 100.0%	4 80.0% iM	6 100.0%	14 87.5% m	1 100.0%	23 100.0% be	3 100.0%	21 95.5%	1 100.0%	37 100.0% BEgn	7 87.5% m	9 100.0%
Social media marketing	10 100.0%	12 85.7%	18 94.7%	4 100.0%	5 100.0%	6 100.0%	13 81.3%	1 100.0%	19 82.6%	3 100.0%	21 95.5%	1 100.0%	35 94.6%	8 100.0%	9 100.0%
Brand-related expenses	10 100.0% eLn	10 71.4% m	15 78.9%	4 100.0%	2 40.0% akM	5 83.3%	12 75.0% m	1 100.0%	19 82.6%	3 100.0%	20 90.9% eln	0 0.0% AkM	35 94.6% bEgLN	4 50.0% akM	6 66.7% m
Other overhead costs associated with marketing	8 80.0%	8 57.1% o	10 52.6% mo	3 75.0%	2 40.0% mo	3 50.0% o	11 68.8%	0 0.0% mo	12 52.2% mo	3 100.0%	17 77.3%	0 0.0% mo	31 83.8% cehil	5 62.5%	9 100.0% bcefhil
Marketing analytics	8 80.0%	10 71.4%	15 78.9%	3 75.0%	3 60.0% m	4 66.7%	10 62.5% mo	1 100.0%	13 56.5% Mo	1 33.3% Mo	14 63.6% Mo	0 0.0% Mo	34 91.9% egIJKLn	5 62.5% m	9 100.0% gijkl
Marketing research	7 70.0%	8 57.1% c	18 94.7% bEikLn	4 100.0%	2 40.0% C	4 66.7%	12 75.0%	1 100.0%	15 65.2% c	2 66.7%	14 63.6% c	0 0.0% C	29 78.4%	4 50.0% c	8 88.9%
Marketing employees	7 70.0%	11 78.6%	13 68.4%	3 75.0%	5 100.0%	5 83.3%	14 87.5% h	0 0.0% gm	17 73.9%	2 66.7%	18 81.8%	1 100.0%	33 89.2% h	7 87.5%	8 88.9%
Mobile marketing	6 60.0%	9 64.3%	15 78.9% fgK	3 75.0%	4 80.0%	2 33.3% co	7 43.8% co	0 0.0%	13 56.5%	3 100.0% k	8 36.4% Cjo	0 0.0%	22 59.5%	6 75.0%	8 88.9% fgk

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



## Topic 4: Managing Marketing Spending and Returns

**Marketing expenses in your company include the following categories (check all that apply):**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Customer experience expenses	6 60.0%	6 42.9%	9 47.4%	3 75.0%	1 20.0%	3 50.0%	8 50.0%	0 0.0%	12 52.2%	2 66.7%	10 45.5%	0 0.0%	14 37.8% o	4 50.0%	7 77.8% m
Marketing training	5 50.0%	3 21.4% iM	9 47.4% m	3 75.0%	1 20.0% m	3 50.0%	8 50.0%	0 0.0%	15 65.2% b	2 66.7%	9 40.9% M	0 0.0%	28 75.7% BceKn	3 37.5% m	5 55.6%
Sales support tools	4 40.0%	6 42.9%	4 21.1% i	0 0.0% i	1 20.0%	2 33.3%	6 37.5%	0 0.0%	14 60.9% cdo	0 0.0%	8 36.4%	0 0.0%	14 37.8%	3 37.5%	1 11.1% i
Sales employees	1 10.0%	3 21.4% k	2 10.5%	0 0.0%	1 20.0% k	0 0.0%	1 6.3%	0 0.0%	4 17.4% k	0 0.0%	0 0.0% bei	0 0.0%	2 5.4%	1 12.5%	1 11.1%
Marketing technologies	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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





## Topic 5: Marketing Metrics and Performance

**Distribute 100 points to reflect the degree to which these metrics are used in your company to evaluate the impact of marketing actions.**

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Impact on sales or sales lift	216	80	69	45	22	82	73	54
	24.80	26.45	22.41	26.11	23.64	24.57	24.55	26.57
	18.90	20.10	16.60	18.86	21.56	18.41	19.32	20.04
Engagement related metrics (e.g., clicks, likes, email signup, customer ratings & reviews)	216	80	69	45	22	82	73	54
	22.92	22.33	26.52	18.67	22.50	23.67	25.96	16.85
	20.03	21.08	21.98	16.18	15.49	21.08	22.20	12.79
			c	b		c	C	aB
ROI	216	80	69	45	22	82	73	54
	13.93	14.96	15.13	10.44	13.50	16.35	11.49	12.83
	14.53	13.22	15.95	9.03	21.78	17.18	10.05	15.29
		c		a		b	a	
Other sales metrics (e.g., penetration, frequency, lead conversion, lead churn, market share)	216	80	69	45	22	82	73	54
	12.41	9.46	10.87	18.33	15.82	11.35	10.60	16.48
	13.58	9.50	12.60	18.09	14.82	12.79	11.63	16.78
		Cd	c	Ab	a	c	c	ab
Satisfaction and referral metrics (e.g., NPS)	216	80	69	45	22	82	73	54
	10.03	12.05	8.48	8.56	10.55	8.70	10.93	10.93
	11.99	14.81	10.12	9.15	10.57	13.28	11.66	10.91
Customer retention or lifetime value metrics	216	80	69	45	22	82	73	54
	9.63	9.24	11.55	8.33	7.64	10.16	9.64	9.30
	10.74	10.06	12.84	7.61	11.15	12.04	10.95	8.82
Brand equity metrics	216	80	69	45	22	82	73	54
	6.29	5.51	5.04	9.56	6.36	5.20	6.82	7.04
	8.26	7.65	8.29	8.91	7.74	6.99	9.53	8.21
		C	C	AB				

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



## Topic 5: Marketing Metrics and Performance

**Distribute 100 points to reflect the degree to which these metrics are used in your company to evaluate the impact of marketing actions.**

Number Mean SD	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
Impact on sales or sales lift	13 23.85 18.16 f	17 22.65 15.32 f	22 34.77 22.70 FKn	4 26.25 15.48 f	6 15.00 18.97 m	7 7.29 8.94 abCdgjMo	18 22.50 16.91 f	0 ---	24 22.96 22.36	3 26.67 11.55 f	27 15.56 13.25 CM	1 20.00 ---	47 31.17 17.33 eFKn	8 16.25 19.04 cm	12 26.25 20.13 f	
Engagement related metrics (e.g., clicks, likes, email signup, customer ratings & reviews)	13 21.54 17.37	17 25.59 15.70	22 16.36 19.22	4 18.75 13.15	6 30.00 31.78	7 40.71 31.28	18 22.78 15.92	0 ---	24 30.83 25.78	3 23.33 15.28	27 27.22 26.97	1 25.00 ---	47 18.53 12.65	8 22.50 20.53	12 20.42 12.33	
ROI	13 11.92 10.90	17 12.06 9.20 fn	22 9.77 9.70 n	4 9.25 6.50	6 10.83 14.29	7 3.71 5.47 bJm	18 13.33 12.13	0 ---	24 15.25 15.39	3 18.33 2.89 F	27 17.22 21.36	1 10.00 ---	47 15.30 11.39 fn	8 30.00 32.07 bcm	12 10.42 13.05	
Other sales metrics (e.g., penetration, frequency, lead conversion, lead churn, market share)	13 10.46 16.24	17 12.06 13.93	22 14.32 12.66	4 19.50 15.20	6 21.67 40.21	7 12.14 18.90	18 13.06 8.43	0 ---	24 7.54 10.19	3 5.00 5.00	27 11.30 13.34	1 25.00 ---	47 12.13 10.25	8 8.75 12.17	12 17.92 14.84	
Satisfaction and referral metrics (e.g., NPS)	13 7.08 8.03 f	17 12.06 9.20	22 6.82 8.94 f	4 11.75 10.28	6 10.00 12.65	7 19.29 16.18 acm	18 10.83 12.04	0 ---	24 9.83 11.53	3 15.00 8.66	27 9.26 12.38	1 0.00 ---	47 9.06 9.31 f	8 17.50 30.00	12 10.00 12.79	
Customer retention or lifetime value metrics	13 14.38 13.93 in	17 9.71 12.56	22 8.64 9.02	4 8.25 5.68	6 7.50 11.73	7 11.43 16.76	18 10.00 12.25	0 ---	24 6.71 7.58 ak	3 6.67 5.77	27 13.70 13.63 in	1 20.00 ---	47 9.00 8.32 n	8 2.50 5.35 akm	12 8.75 8.01	
Brand equity metrics	13 10.77 10.96 m	17 5.88 8.52	22 9.32 9.92 m	4 6.25 7.50	6 5.00 8.37	7 5.43 3.60	18 7.50 8.45	0 ---	24 6.88 8.18	3 5.00 5.00	27 5.74 10.63	1 0.00 ---	47 4.81 6.66 ac	8 2.50 4.63	12 6.25 6.78	

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



## Topic 5: Marketing Metrics and Performance

**Distribute 100 points to reflect the degree to which these metrics are used in your company to evaluate the impact of marketing actions.**

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Impact on sales or sales lift	39 27.44 20.06	19 28.42 20.48	36 20.06 18.95	50 27.50 19.12	13 25.38 20.56	42 22.50 17.08	15 22.33 17.61	38 26.58 22.75	21 25.95 10.91 f	49 23.61 20.37 f	27 22.22 16.49 f	21 25.71 20.69	13 37.31 21.27 bcdGh	18 19.44 13.16 F	29 23.10 17.19 f
Engagement related metrics (e.g., clicks, likes, email signup, customer ratings & reviews)	39 19.87 17.75	19 26.84 20.08	36 28.19 24.47	50 21.82 19.66	13 19.62 12.98	42 21.31 20.78	15 23.67 19.04	38 18.55 16.06	21 24.52 21.15	49 26.73 23.60	27 21.15 15.60	21 30.48 25.54	13 20.77 15.92	18 18.89 14.71	29 20.69 20.43
ROI	39 15.26 17.81	19 10.79 13.15	36 14.08 14.82	50 11.08 10.97	13 13.46 10.68	42 16.36 17.20	15 16.67 11.29	38 13.68 18.15	21 17.14 13.09	49 11.63 13.06 g	27 12.63 10.73	21 14.29 21.87	13 10.77 10.96	18 20.11 14.48 c	29 14.31 9.79
Other sales metrics (e.g., penetration, frequency, lead conversion, lead churn, market share)	39 10.51 11.52	19 8.16 8.03	36 12.67 12.71	50 13.30 17.04	13 15.00 15.28	42 13.90 14.38	15 12.00 10.32	38 9.08 10.06	21 17.38 13.00	49 9.71 9.68	27 18.70 21.38	21 6.43 7.93	13 10.00 12.42	18 15.78 14.18	29 15.17 14.61
Satisfaction and referral metrics (e.g., NPS)	39 8.08 9.64	19 11.84 11.93	36 10.03 11.19	50 12.32 15.42	13 7.31 9.71	42 10.10 12.24	15 7.67 7.76	38 10.13 10.87	21 5.48 8.50 c	49 12.47 12.06 b	27 13.93 18.72	21 7.62 8.16	13 6.54 6.89	18 7.17 8.81	29 10.52 12.27
Customer retention or lifetime value metrics	39 14.23 14.58 df	19 9.21 9.61	36 8.78 9.79	50 8.66 8.57 a	13 11.54 13.60	42 7.38 8.97	15 8.67 9.90 a	38 16.58 15.07 BCDh	21 6.90 8.29 A	49 8.33 8.57 A	27 6.52 8.15 A	21 10.00 9.35	13 11.54 12.97	18 8.89 9.29	29 6.90 8.28 A
Brand equity metrics	39 4.62 7.81 f	19 4.74 8.41	36 6.19 9.75	50 5.32 6.72	13 7.69 9.04	42 8.45 8.59	15 9.00 8.49 a	38 5.39 8.00	21 2.62 5.84 cGH	49 7.51 10.38 b	27 4.85 5.60 gh	21 5.48 7.05	13 3.08 3.84 Gh	18 9.72 7.95 BdF	29 9.31 9.13 Bdf

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Sales, revenues

Almost never	3 1.4%	3 3.6%	0 0.0%	0 0.0%	0 0.0%	2 2.4%	0 0.0%	1 1.8%
Ad hoc / when needed	6 2.7%	1 1.2%	3 4.4%	2 4.3%	0 0.0%	0 0.0%	6 8.0%	0 0.0%
Annually or semi-annually	7 3.2%	5 6.0%	1 1.5%	0 0.0%	1 4.5%	4 4.8%	1 1.3%	1 1.8%
Quarterly or monthly	31 14.0%	9 10.8%	12 17.6%	4 8.5%	5 22.7%	15 17.9%	9 12.0%	5 9.1%
Always / consistently	174 78.7%	65 78.3%	52 76.5%	41 87.2%	16 72.7%	63 75.0%	59 78.7%	48 87.3%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b>Sales, revenues</b>															
Almost never	0 0.0% H	0 0.0% H	0 0.0% H	0 0.0% D	0 0.0% E	0 0.0% F	0 0.0% G	1 100.0% H ABCefGJK MnO	2 8.0% H	0 0.0% J	0 0.0% K	0 0.0% L	0 0.0% M	0 0.0% N	0 0.0% O
Ad hoc / when needed	2 15.4% M	0 0.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	2 7.4%	0 0.0%	0 0.0% A	0 0.0%	0 0.0%
Annually or semi-annually	1 7.7%	0 0.0% f	0 0.0% f	0 0.0%	0 0.0%	2 28.6% bcgKM	0 0.0% f	0 0.0%	2 8.0%	0 0.0%	0 0.0% F	0 0.0%	1 2.1% F	1 12.5%	0 0.0%
Quarterly or monthly	2 15.4%	3 17.6% c	0 0.0% bdEgik	1 25.0% c	2 33.3% C	1 14.3%	3 16.7% c	0 0.0%	4 16.0% c	0 0.0%	6 22.2% c	0 0.0%	7 14.9%	0 0.0%	2 15.4%
Always / consistently	8 61.5% c	14 82.4%	23 95.8% aefHik	3 75.0%	4 66.7% c	4 57.1% c	14 77.8%	0 0.0% Cm	17 68.0% c	3 100.0%	19 70.4% c	1 100.0%	39 83.0% h	7 87.5%	11 84.6%
Significance Tests Between Columns:	Lower case: p<.05    Upper case: p<.01														



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees								
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+	
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H	
<b>Sales, revenues</b>																
Almost never	2 4.8%	0 0.0%	1 2.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 4.9%	0 0.0%	1 2.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	1 2.4%	2 10.0% f	1 2.8%	1 2.0%	0 0.0%	0 0.0%	1 6.7%	1 2.4%	1 4.5%	3 6.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.3%
Annually or semi-annually	1 2.4%	2 10.0% df	2 5.6%	0 0.0% b	1 7.7%	0 0.0% b	0 0.0%	2 4.9%	2 9.1%	1 2.0%	0 0.0%	2 9.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	3 7.1%	2 10.0%	7 19.4%	9 18.0%	2 15.4%	4 9.3%	4 26.7%	4 9.8%	3 13.6%	7 14.3%	5 18.5%	3 14.3%	2 15.4%	0 0.0% h	7 23.3% g	
Always / consistently	35 83.3%	14 70.0% f	25 69.4% f	40 80.0%	10 76.9%	39 90.7% bcg	10 66.7% f	32 78.0% g	16 72.7% g	37 75.5% g	22 81.5%	16 76.2% g	11 84.6%	18 100.0% abceh	22 73.3% g	

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Market share, account share

Almost never	32 14.7%	10 12.5%	14 20.6%	6 12.8%	2 9.1%	15 18.5%	10 13.5%	7 12.7%
Ad hoc / when needed	51 23.5%	19 23.8%	15 22.1%	10 21.3%	7 31.8%	23 28.4%	13 17.6%	13 23.6%
Annually or semi-annually	57 26.3%	26 32.5% c	20 29.4% c	6 12.8% ab	5 22.7%	23 28.4%	22 29.7%	12 21.8%
Quarterly or monthly	49 22.6%	18 22.5%	14 20.6%	14 29.8%	3 13.6%	15 18.5%	15 20.3%	16 29.1%
Always / consistently	28 12.9%	7 8.8% c	5 7.4% cd	11 23.4% ab	5 22.7% b	5 6.2% b	14 18.9% a	7 12.7%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b>Market share, account share</b>															
Almost never	2 15.4%	3 18.8%	4 16.7%	0 0.0%	1 16.7%	2 28.6%	1 5.6% L	0 0.0%	3 12.5% 1	0 0.0%	7 25.9%	1 100.0% Gimno	6 12.8% 1	0 0.0% 1	1 8.3% 1
Ad hoc / when needed	4 30.8%	2 12.5%	7 29.2%	2 50.0%	3 50.0%	1 14.3%	7 38.9%	0 0.0%	7 29.2%	0 0.0%	6 22.2%	0 0.0%	8 17.0%	2 25.0%	2 16.7%
Annually or semi-annually	4 30.8%	2 12.5% m	4 16.7% m	0 0.0%	2 33.3%	3 42.9%	3 16.7%	0 0.0%	7 29.2%	1 33.3%	7 25.9%	0 0.0%	19 40.4% bco	2 25.0%	1 8.3% m
Quarterly or monthly	3 23.1%	6 37.5% c	2 8.3% bO	1 25.0%	0 0.0% o	1 14.3%	4 22.2%	0 0.0%	3 12.5% O	0 0.0%	6 22.2% o	0 0.0%	12 25.5% o	0 0.0% o	7 58.3% Celkmm
Always / consistently	0 0.0% cJn	3 18.8%	7 29.2% akM	1 25.0%	0 0.0%	0 0.0% jn	3 16.7%	0 0.0%	4 16.7%	2 66.7% AfKMo	1 3.7% cJN	0 0.0%	2 4.3% CJN	4 50.0% afKMo	1 8.3% jn

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





## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

#### Market share, account share

Almost never	12 30.0% deF	6 31.6% eF	7 19.4% F	6 12.0% af	0 0.0% ab	0 0.0% ABCD	1 6.7%	10 25.6% fgh	8 38.1% cefGH	6 12.2% b	5 18.5%	2 9.5% b	0 0.0% ab	0 0.0% aB	1 3.4% aB
Ad hoc / when needed	8 20.0%	8 42.1% fg	8 22.2%	18 36.0% fg	2 15.4%	6 14.3% bd	1 6.7% bd	10 25.6%	2 9.5% c	20 40.8% bG	6 22.2%	4 19.0%	2 15.4%	1 5.6% C	6 20.7%
Annually or semi-annually	9 22.5% e	4 21.1%	12 33.3%	14 28.0%	7 53.8% afg	9 21.4% e	2 13.3% e	11 28.2%	5 23.8%	9 18.4% de	11 40.7% ch	9 42.9% ch	3 23.1%	5 27.8%	4 13.8% de
Quarterly or monthly	8 20.0%	1 5.3% fg	7 19.4%	8 16.0% f	3 23.1%	16 38.1% bd	5 33.3% b	5 12.8% fH	4 19.0%	11 22.4%	2 7.4% FgH	3 14.3% fh	6 46.2% aDe	6 33.3% d	12 41.4% ADe
Always / consistently	3 7.5% fG	0 0.0% fG	2 5.6% fG	4 8.0% fG	1 7.7%	11 26.2% abcd	6 40.0% ABCD	3 7.7% g	2 9.5%	3 6.1% G	3 11.1%	3 14.3%	2 15.4%	6 33.3% aC	6 20.7%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Distribution, product availability

Almost never	65 30.7%	25 32.1% C	29 43.9% C	5 10.9% AB	6 27.3%	37 45.7% bC	21 29.2% ac	7 13.5% Ab
Ad hoc / when needed	37 17.5%	14 17.9%	11 16.7%	8 17.4%	4 18.2%	12 14.8%	15 20.8%	9 17.3%
Annually or semi-annually	20 9.4%	4 5.1% d	9 13.6%	3 6.5%	4 18.2% a	8 9.9%	4 5.6%	8 15.4%
Quarterly or monthly	32 15.1%	9 11.5% c	8 12.1% c	13 28.3% ab	2 9.1%	8 9.9% c	10 13.9%	14 26.9% a
Always / consistently	58 27.4%	26 33.3% B	9 13.6% AC	17 37.0% B	6 27.3%	16 19.8%	22 30.6%	14 26.9%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O

#### Distribution, product availability

Almost never	5 41.7% ci	7 46.7% CI	2 8.3% aBefjKlm	1 25.0%	3 50.0% ci	3 42.9% ci	4 22.2%	0 0.0%	2 8.3% aBefjKlm	2 66.7% ci	13 48.1% CI	1 100.0% ci	17 37.0% ci	2 25.0%	3 27.3%
Ad hoc / when needed	2 16.7%	5 33.3% o	2 8.3% d	2 50.0% co	1 16.7%	1 14.3%	3 16.7%	0 0.0%	7 29.2%	0 0.0%	6 22.2%	0 0.0%	7 15.2%	0 0.0%	0 0.0% bd
Annually or semi-annually	1 8.3%	0 0.0% f	3 12.5%	0 0.0%	1 16.7%	2 28.6% b	2 11.1%	0 0.0%	1 4.2%	0 0.0%	3 11.1%	0 0.0%	6 13.0%	1 12.5%	0 0.0%
Quarterly or monthly	2 16.7%	1 6.7%	6 25.0%	0 0.0%	1 16.7%	1 14.3%	3 16.7%	0 0.0%	4 16.7%	0 0.0%	4 14.8%	0 0.0%	6 13.0%	1 12.5%	3 27.3%
Always / consistently	2 16.7%	2 13.3% c	11 45.8% befKm	1 25.0%	0 0.0% c	0 0.0% cin	6 33.3% k	0 0.0%	10 41.7% fK	1 33.3%	1 3.7% CgImNO	0 0.0%	10 21.7% ck	4 50.0% fK	5 45.5% K

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
<b><u>Distribution, product availability</u></b>															
Almost never	11 28.9%	8 42.1%	13 36.1%	22 45.8%	4 30.8%	6 14.6%	1 6.7%	7 18.4%	8 40.0%	20 40.8%	13 50.0%	7 35.0%	2 16.7%	2 11.1%	6 20.7%
		fg	fg	FG		bcD	bcD	cD		ag	Agh			cd	d
Ad hoc / when needed	9 23.7%	3 15.8%	7 19.4%	5 10.4%	1 7.7%	8 19.5%	4 26.7%	9 23.7%	3 15.0%	9 18.4%	3 11.5%	2 10.0%	1 8.3%	3 16.7%	7 24.1%
Annually or semi-annually	3 7.9%	4 21.1%	3 8.3%	5 10.4%	1 7.7%	3 7.3%	1 6.7%	4 10.5%	5 25.0%	4 8.2%	3 11.5%	1 5.0%	0 0.0%	2 11.1%	1 3.4%
									h						b
Quarterly or monthly	8 21.1%	1 5.3%	4 11.1%	5 10.4%	3 23.1%	9 22.0%	1 6.7%	9 23.7%	2 10.0%	6 12.2%	0 0.0%	2 10.0%	5 41.7%	3 16.7%	5 17.2%
								D	f	f	AFgh	f	bcDe	d	d
Always / consistently	7 18.4%	3 15.8%	9 25.0%	11 22.9%	4 30.8%	15 36.6%	8 53.3%	9 23.7%	2 10.0%	10 20.4%	7 26.9%	8 40.0%	4 33.3%	8 44.4%	10 34.5%
	g	g		g			abd		eg			b		b	

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Sales expense-to-revenue ratio (E/R)

Almost never	35 16.3%	14 17.7%	11 16.4%	3 6.4% D	7 31.8% C	19 23.8% c	12 16.4%	4 7.3% a
Ad hoc / when needed	44 20.5%	12 15.2% b	20 29.9% a	10 21.3%	2 9.1%	15 18.8%	14 19.2%	13 23.6%
Annually or semi-annually	34 15.8%	16 20.3%	10 14.9%	5 10.6%	3 13.6%	16 20.0%	8 11.0%	10 18.2%
Quarterly or monthly	66 30.7%	26 32.9%	18 26.9%	14 29.8%	8 36.4%	23 28.8%	25 34.2%	16 29.1%
Always / consistently	36 16.7%	11 13.9% c	8 11.9% c	15 31.9% abd	2 9.1% c	7 8.8% c	14 19.2%	12 21.8% a

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b>Sales expense-to-revenue ratio (E/R)</b>															
Almost never	3 23.1%	5 31.3% co	1 4.2% bdJn	2 50.0% cno	0 0.0%	2 28.6%	3 16.7%	0 0.0%	5 20.8%	2 66.7% CkmO	4 15.4% j	0 0.0%	5 10.9% dj	3 37.5% co	0 0.0% bdJn
Ad hoc / when needed	3 23.1%	6 37.5% i	6 25.0%	0 0.0%	2 33.3%	1 14.3%	3 16.7%	0 0.0%	2 8.3% bl	0 0.0%	8 30.8%	1 100.0% imn	7 15.2% 1	0 0.0% 1	3 25.0%
Annually or semi-annually	2 15.4%	1 6.3%	4 16.7%	0 0.0%	2 33.3%	1 14.3%	1 5.6%	0 0.0%	4 16.7%	0 0.0%	4 15.4%	0 0.0%	11 23.9%	1 12.5%	1 8.3%
Quarterly or monthly	4 30.8%	3 18.8%	5 20.8%	1 25.0%	2 33.3%	3 42.9%	9 50.0%	0 0.0%	8 33.3%	1 33.3%	7 26.9%	0 0.0%	14 30.4%	1 12.5%	5 41.7%
Always / consistently	1 7.7%	1 6.3%	8 33.3%	1 25.0%	0 0.0%	0 0.0%	2 11.1%	0 0.0%	5 20.8%	0 0.0%	3 11.5%	0 0.0%	9 19.6%	3 37.5%	3 25.0%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

#### Sales expense-to-revenue ratio (E/R)

Almost never	6 15.0%	2 10.5%	9 25.0%	9 18.8%	1 7.7%	8 19.0%	0 0.0%	5 12.8%	4 19.0%	11 22.4%	4 14.8%	4 21.1%	2 15.4%	1 5.6%	4 13.8%
			g				c								
Ad hoc / when needed	9 22.5%	7 36.8%	9 25.0%	7 14.6%	4 30.8%	7 16.7%	1 6.7%	11 28.2%	7 33.3%	9 18.4%	5 18.5%	1 5.3%	2 15.4%	5 27.8%	4 13.8%
		dg		b		b		e	e			ab			
Annually or semi-annually	4 10.0%	5 26.3%	7 19.4%	9 18.8%	1 7.7%	5 11.9%	3 20.0%	4 10.3%	3 14.3%	13 26.5%	3 11.1%	3 15.8%	2 15.4%	3 16.7%	3 10.3%
Quarterly or monthly	12 30.0%	5 26.3%	8 22.2%	17 35.4%	5 38.5%	15 35.7%	4 26.7%	11 28.2%	5 23.8%	11 22.4%	10 37.0%	8 42.1%	7 53.8%	5 27.8%	9 31.0%
										f			c		
Always / consistently	9 22.5%	0 0.0%	3 8.3%	6 12.5%	2 15.4%	7 16.7%	7 46.7%	8 20.5%	2 9.5%	5 10.2%	5 18.5%	3 15.8%	0 0.0%	4 22.2%	9 31.0%
	b	aG	G	G		g	BCDf			h			h		cf

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C

#### Cost of customer acquisition

Almost never	34 15.6%	12 15.0%	13 19.1%	4 8.5%	4 18.2%	15 18.5% c	15 20.0% c	3 5.5% ab
Ad hoc / when needed	61 28.0%	27 33.8%	20 29.4%	11 23.4%	3 13.6%	26 32.1%	22 29.3%	12 21.8%
Annually or semi-annually	38 17.4%	19 23.8% c	11 16.2%	4 8.5% a	4 18.2%	17 21.0%	14 18.7%	7 12.7%
Quarterly or monthly	51 23.4%	17 21.3%	16 23.5%	13 27.7%	5 22.7%	16 19.8%	15 20.0%	16 29.1%
Always / consistently	34 15.6%	5 6.3% CD	8 11.8% C	15 31.9% AB	6 27.3% A	7 8.6% C	9 12.0% C	17 30.9% AB

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





## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b><u>Cost of customer acquisition</u></b>															
Almost never	2 15.4%	2 12.5%	3 12.5%	0 0.0%	1 16.7%	1 14.3%	4 22.2% m	0 0.0%	5 20.8% m	0 0.0%	8 29.6% M	0 0.0%	2 4.3% giKo	1 12.5%	3 23.1% m
Ad hoc / when needed	6 46.2% o	4 25.0%	5 20.8%	1 25.0%	2 33.3%	2 28.6%	5 27.8%	0 0.0%	9 37.5%	2 66.7% o	7 25.9%	1 100.0% o	11 23.4%	2 25.0%	1 7.7% ajl
Annually or semi-annually	1 7.7%	3 18.8%	3 12.5%	1 25.0%	0 0.0%	0 0.0%	3 16.7%	0 0.0%	7 29.2%	0 0.0%	3 11.1%	0 0.0%	12 25.5%	2 25.0%	2 15.4%
Quarterly or monthly	3 23.1%	5 31.3% i	5 20.8%	1 25.0%	1 16.7%	3 42.9% i	3 16.7%	0 0.0%	1 4.2% bfMo	1 33.3%	6 22.2%	0 0.0%	17 36.2% I	1 12.5%	4 30.8% i
Always / consistently	1 7.7%	2 12.5%	8 33.3% im	1 25.0%	2 33.3%	1 14.3%	3 16.7%	0 0.0%	2 8.3% c	0 0.0%	3 11.1%	0 0.0%	5 10.6% c	2 25.0%	3 23.1%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

#### Cost of customer acquisition

Almost never	9 22.0% d	2 10.5%	7 19.4% d	2 4.0% acEf	4 30.8% D	8 19.0% d	2 13.3%	9 22.5%	2 9.5%	8 16.3%	3 11.1%	2 9.5%	1 7.7%	2 11.1%	7 24.1%
Ad hoc / when needed	10 24.4%	8 42.1%	12 33.3%	10 20.0%	3 23.1%	13 31.0%	5 33.3%	10 25.0%	7 33.3%	15 30.6%	7 25.9%	6 28.6%	5 38.5%	4 22.2%	7 24.1%
Annually or semi-annually	3 7.3% cf	1 5.3%	9 25.0% a	11 22.0%	2 15.4%	10 23.8% a	2 13.3%	3 7.5% g	3 14.3%	10 20.4%	5 18.5%	2 9.5%	3 23.1%	6 33.3% a	6 20.7%
Quarterly or monthly	8 19.5%	7 36.8% c	4 11.1% bd	17 34.0% c	2 15.4%	7 16.7%	4 26.7%	6 15.0% e	7 33.3%	9 18.4% e	8 29.6%	9 42.9% ac	2 15.4%	4 22.2%	6 20.7%
Always / consistently	11 26.8% f	1 5.3%	4 11.1%	10 20.0%	2 15.4%	4 9.5% a	2 13.3%	12 30.0%	2 9.5%	7 14.3%	4 14.8%	2 9.5%	2 15.4%	2 11.1%	3 10.3%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Customer churn, retention rate, loyalty

Almost never	18 8.4%	9 11.4%	6 9.0%	3 6.4%	0 0.0%	7 8.8%	7 9.5%	4 7.3%
Ad hoc / when needed	48 22.3%	19 24.1%	13 19.4%	9 19.1%	6 28.6%	17 21.3%	21 28.4%	9 16.4%
Annually or semi-annually	48 22.3%	18 22.8%	14 20.9%	13 27.7%	3 14.3%	19 23.8%	17 23.0%	11 20.0%
Quarterly or monthly	58 27.0%	22 27.8%	20 29.9%	12 25.5%	4 19.0%	21 26.3%	18 24.3%	16 29.1%
Always / consistently	43 20.0%	11 13.9%	14 20.9%	10 21.3%	8 38.1%	16 20.0%	11 14.9%	15 27.3%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b>Customer churn, retention rate, loyalty</b>															
Almost never	0 0.0%	1 6.3%	3 12.5%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	5 21.7%	0 0.0%	5 19.2%	0 0.0%	1 2.1%	1 12.5%	0 0.0%
Ad hoc / when needed	1 7.7%	6 37.5%	5 20.8%	0 0.0%	1 16.7%	4 57.1%	2 11.1%	0 0.0%	7 30.4%	2 66.7%	8 30.8%	0 0.0%	7 14.9%	2 25.0%	2 16.7%
Annually or semi-annually	4 30.8%	3 18.8%	4 16.7%	2 50.0%	4 66.7%	2 28.6%	6 33.3%	0 0.0%	5 21.7%	0 0.0%	5 19.2%	1 100.0%	6 12.8%	0 0.0%	3 25.0%
Quarterly or monthly	4 30.8%	5 31.3%	8 33.3%	1 25.0%	0 0.0%	1 14.3%	6 33.3%	0 0.0%	4 17.4%	1 33.3%	2 7.7%	0 0.0%	21 44.7%	2 25.0%	2 16.7%
Always / consistently	4 30.8%	1 6.3%	4 16.7%	1 25.0%	1 16.7%	0 0.0%	3 16.7%	0 0.0%	2 8.7%	0 0.0%	6 23.1%	0 0.0%	12 25.5%	3 37.5%	5 41.7%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees								
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+	
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H	
<b>Customer churn, retention rate, loyalty</b>																
Almost never	4 9.8%	2 10.5%	5 14.7% d	1 2.0% ce	2 15.4% d	2 4.9%	2 13.3%	5 12.5%	2 9.5%	4 8.5%	2 7.4%	0 0.0%	0 0.0%	0 0.0%	5 17.2%	
Ad hoc / when needed	9 22.0%	5 26.3%	8 23.5%	10 20.0%	3 23.1%	10 24.4%	2 13.3%	8 20.0%	5 23.8%	11 23.4%	7 25.9%	8 38.1% h	2 16.7%	4 22.2%	3 10.3% e	
Annually or semi-annually	9 22.0%	6 31.6%	7 20.6%	9 18.0%	1 7.7%	12 29.3%	3 20.0%	10 25.0%	5 23.8%	10 21.3%	7 25.9%	2 9.5%	3 25.0%	4 22.2%	7 24.1%	
Quarterly or monthly	6 14.6% dg	5 26.3%	11 32.4%	17 34.0% a	1 7.7%	12 29.3%	6 40.0% a	5 12.5% cegh	7 33.3%	15 31.9% a	5 18.5%	8 38.1% a	1 8.3%	7 38.9% a	10 34.5% a	
Always / consistently	13 31.7% bcf	1 5.3% ae	3 8.8% aE	13 26.0%	6 46.2% bCf	5 12.2% ae	2 13.3%	12 30.0%	2 9.5% f	7 14.9% f	6 22.2%	3 14.3% f	6 50.0% beeh	3 16.7%	4 13.8% f	

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

### Customer lifetime value (CLV), customer profitability

Almost never	48 22.2%	23 28.8%	12 17.9%	8 17.4%	5 22.7%	20 25.0% c	19 25.3% c	6 11.1% ab
Ad hoc / when needed	61 28.2%	18 22.5%	17 25.4%	17 37.0%	9 40.9%	24 30.0%	20 26.7%	17 31.5%
Annually or semi-annually	52 24.1%	21 26.3%	18 26.9%	9 19.6%	3 13.6%	14 17.5% b	24 32.0% a	11 20.4%
Quarterly or monthly	37 17.1%	16 20.0%	11 16.4%	8 17.4%	2 9.1%	15 18.8%	8 10.7% c	13 24.1% b
Always / consistently	18 8.3%	2 2.5% bd	9 13.4% a	4 8.7%	3 13.6% a	7 8.8%	4 5.3%	7 13.0%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b>Customer lifetime value (CLV), customer profitability</b>															
Almost never	2 15.4%	7 43.8% kmo	6 26.1%	1 25.0%	0 0.0%	3 42.9%	5 27.8%	0 0.0%	8 33.3% m	1 33.3%	4 15.4% b	0 0.0%	6 12.8% bi	2 25.0%	1 7.7% b
Ad hoc / when needed	4 30.8%	4 25.0%	6 26.1%	1 25.0%	4 66.7% m	2 28.6%	4 22.2%	0 0.0%	8 33.3%	0 0.0%	8 30.8%	1 100.0%	9 19.1% e	3 37.5%	5 38.5%
Annually or semi-annually	3 23.1%	2 12.5% j	5 21.7%	1 25.0%	2 33.3%	0 0.0% j	4 22.2%	0 0.0%	5 20.8%	2 66.7% bfn	7 26.9%	0 0.0%	14 29.8%	0 0.0% j	4 30.8%
Quarterly or monthly	0 0.0% m	3 18.8%	4 17.4%	0 0.0%	0 0.0%	2 28.6%	4 22.2%	0 0.0%	3 12.5%	0 0.0%	3 11.5% m	0 0.0%	16 34.0% ak	1 12.5%	1 7.7%
Always / consistently	4 30.8% bIM	0 0.0% an	2 8.7%	1 25.0% i	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0% Adn	0 0.0%	4 15.4%	0 0.0%	2 4.3% An	2 25.0% bim	2 15.4%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

#### Customer lifetime value (CLV), customer profitability

Almost never	9 22.0%	5 26.3%	12 33.3%	6 12.2%	5 41.7%	9 21.4%	1 6.7%	9 22.5%	7 33.3%	12 24.5%	7 25.9%	3 15.8%	4 30.8%	3 16.7%	3 10.3%
Ad hoc / when needed	12 29.3%	6 31.6%	9 25.0%	15 30.6%	2 16.7%	13 31.0%	4 26.7%	10 25.0%	5 23.8%	17 34.7%	7 25.9%	7 36.8%	2 15.4%	5 27.8%	8 27.6%
Annually or semi-annually	5 12.2%	4 21.1%	8 22.2%	12 24.5%	2 16.7%	12 28.6%	8 53.3%	5 12.5%	4 19.0%	8 16.3%	6 22.2%	6 31.6%	4 30.8%	5 27.8%	14 48.3%
Quarterly or monthly	8 19.5%	4 21.1%	6 16.7%	12 24.5%	1 8.3%	4 9.5%	2 13.3%	10 25.0%	3 14.3%	9 18.4%	6 22.2%	3 15.8%	0 0.0%	4 22.2%	2 6.9%
Always / consistently	7 17.1%	0 0.0%	1 2.8%	4 8.2%	2 16.7%	4 9.5%	0 0.0%	6 15.0%	2 9.5%	3 6.1%	1 3.7%	0 0.0%	3 23.1%	1 5.6%	2 6.9%

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





## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Brand awareness

Almost never	43 19.7%	18 22.2%	16 23.5%	7 14.9%	2 9.1%	23 28.0%	14 18.9%	6 10.9%
Ad hoc / when needed	57 26.1%	19 23.5%	22 32.4%	8 17.0%	8 36.4%	23 28.0%	22 29.7%	10 18.2%
Annually or semi-annually	53 24.3%	24 29.6%	13 19.1%	13 27.7%	3 13.6%	16 19.5%	20 27.0%	16 29.1%
Quarterly or monthly	39 17.9%	9 11.1% C	11 16.2%	14 29.8% A	5 22.7%	13 15.9%	9 12.2%	14 25.5%
Always / consistently	26 11.9%	11 13.6%	6 8.8%	5 10.6%	4 18.2%	7 8.5%	9 12.2%	9 16.4%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b>Brand awareness</b>															
Almost never	2 15.4%	2 11.8% h	4 16.7%	0 0.0%	2 33.3% o	2 28.6%	4 22.2%	1 100.0% biO	3 13.0% h	0 0.0%	9 33.3% o	0 0.0%	12 25.5%	2 25.0%	0 0.0% eHk
Ad hoc / when needed	2 15.4%	5 29.4%	3 12.5% jn	0 0.0%	2 33.3%	3 42.9%	5 27.8%	0 0.0%	6 26.1%	2 66.7% c	6 22.2%	0 0.0%	12 25.5%	4 50.0% c	5 41.7%
Annually or semi-annually	5 38.5%	3 17.6%	3 12.5% l	2 50.0%	2 33.3%	1 14.3%	3 16.7%	0 0.0%	8 34.8%	0 0.0%	5 18.5%	1 100.0% c	11 23.4%	1 12.5%	4 33.3%
Quarterly or monthly	0 0.0% bCdj	6 35.3% am	10 41.7% AikMn	2 50.0% a	0 0.0%	1 14.3%	3 16.7%	0 0.0%	3 13.0% c	1 33.3% a	4 14.8% c	0 0.0%	6 12.8% bC	0 0.0% c	2 16.7%
Always / consistently	4 30.8%	1 5.9%	4 16.7%	0 0.0%	0 0.0%	0 0.0%	3 16.7%	0 0.0%	3 13.0%	0 0.0%	3 11.1%	0 0.0%	6 12.8%	1 12.5%	1 8.3%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees								
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+	
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H	
<b>Brand awareness</b>																
Almost never	16 39.0% cFG	7 35.0% Fg	5 14.3% a	12 24.0% Fg	2 15.4%	1 2.4% ABD	0 0.0% Abd	11 27.5% gh	9 40.9% fGH	9 18.8%	8 29.6% gh	3 14.3%	1 7.7% b	0 0.0% aBd	2 6.9% aBd	
Ad hoc / when needed	7 17.1% c	6 30.0% g	14 40.0% adG	10 20.0% c	5 38.5% g	13 31.0% g	0 0.0% bCef	7 17.5% cf	3 13.6% cf	18 37.5% abh	7 25.9%	8 38.1%	7 53.8% abgH	3 16.7% f	4 13.8% cF	
Annually or semi-annually	6 14.6%	2 10.0%	9 25.7%	16 32.0%	2 15.4%	13 31.0%	5 33.3%	7 17.5%	5 22.7%	9 18.8%	8 29.6%	5 23.8%	4 30.8%	4 22.2%	11 37.9%	
Quarterly or monthly	5 12.2% G	5 25.0%	4 11.4% G	8 16.0% G	2 15.4% g	7 16.7% G	8 53.3% ACDeF	8 20.0%	3 13.6%	8 16.7%	3 11.1% g	2 9.5% g	1 7.7%	7 38.9% de	7 24.1%	
Always / consistently	7 17.1%	0 0.0% f	3 8.6%	4 8.0%	2 15.4%	8 19.0% b	2 13.3%	7 17.5%	2 9.1%	4 8.3%	1 3.7%	3 14.3%	0 0.0%	4 22.2%	5 17.2%	

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Brand personality, associations, affinity

Almost never	64 29.5%	30 37.0% cd	23 33.8% c	8 17.0% ab	3 14.3% a	34 41.5% bc	19 25.7% a	11 20.4% a
Ad hoc / when needed	65 30.0%	21 25.9%	21 30.9%	15 31.9%	8 38.1%	22 26.8%	26 35.1%	14 25.9%
Annually or semi-annually	47 21.7%	18 22.2%	10 14.7% c	15 31.9% b	4 19.0%	13 15.9%	19 25.7%	15 27.8%
Quarterly or monthly	27 12.4%	8 9.9%	10 14.7%	6 12.8%	3 14.3%	10 12.2%	7 9.5%	7 13.0%
Always / consistently	14 6.5%	4 4.9%	4 5.9%	3 6.4%	3 14.3%	3 3.7% c	3 4.1%	7 13.0% a

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b><u>Brand personality, associations, affinity</u></b>															
Almost never	2 15.4%	4 25.0%	5 20.8%	0 0.0%	4 66.7%	1 14.3%	4 22.2%	1 100.0%	6 25.0%	1 33.3%	9 33.3%	0 0.0%	21 44.7%	3 42.9%	1 8.3%
Ad hoc / when needed	4 30.8%	4 25.0%	6 25.0%	0 0.0%	1 16.7%	3 42.9%	7 38.9%	0 0.0%	9 37.5%	0 0.0%	9 33.3%	0 0.0%	9 19.1%	4 57.1%	7 58.3%
Annually or semi-annually	3 23.1%	5 31.3%	7 29.2%	2 50.0%	0 0.0%	2 28.6%	3 16.7%	0 0.0%	5 20.8%	1 33.3%	2 7.4%	1 100.0%	11 23.4%	0 0.0%	3 25.0%
Quarterly or monthly	2 15.4%	2 12.5%	3 12.5%	2 50.0%	1 16.7%	1 14.3%	2 11.1%	0 0.0%	3 12.5%	1 33.3%	5 18.5%	0 0.0%	4 8.5%	0 0.0%	0 0.0%
Always / consistently	2 15.4%	1 6.3%	3 12.5%	0 0.0%	0 0.0%	0 0.0%	2 11.1%	0 0.0%	1 4.2%	0 0.0%	2 7.4%	0 0.0%	2 4.3%	0 0.0%	1 8.3%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

#### Brand personality, associations, affinity

Almost never	18 45.0% FG	9 47.4% FG	15 41.7% FG	16 32.0% Fg	3 23.1% E	3 7.1% ABCD	0 0.0% ABCd	14 35.9% fGh	9 42.9% FGh	20 40.8% FGh	13 48.1% eFGH	4 19.0% d	0 0.0% aBCD	0 0.0% ABCD	4 13.8% abcD
Ad hoc / when needed	9 22.5% E	2 10.5% Ef	10 27.8% e	14 28.0% E	9 69.2% ABcDfg	15 35.7% be	4 26.7% e	8 20.5% eF	5 23.8% F	10 20.4% EF	9 33.3% f	11 52.4% aC	10 76.9% ABCdGH	4 22.2% F	8 27.6% F
Annually or semi-annually	4 10.0% Fg	3 15.8% E	6 16.7% e	13 26.0% e	0 0.0% dfg	15 35.7% Ae	6 40.0% ae	6 15.4% G	2 9.5% G	10 20.4% g	4 14.8% g	4 19.0% g	3 23.1% g	9 50.0% ABcde	9 31.0% F
Quarterly or monthly	4 10.0%	4 21.1%	3 8.3%	5 10.0%	1 7.7%	6 14.3%	4 26.7%	4 10.3%	5 23.8% d	6 12.2%	1 3.7% b	2 9.5%	0 0.0%	3 16.7%	6 20.7%
Always / consistently	5 12.5%	1 5.3%	2 5.6%	2 4.0%	0 0.0%	3 7.1%	1 6.7%	7 17.9% bde	0 0.0% a	3 6.1%	0 0.0% a	0 0.0% a	0 0.0%	2 11.1%	2 6.9%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Brand differentiation, customer willingness to pay price premium

Almost never	48 21.9%	22 26.8%	15 22.1%	8 17.0%	3 13.6%	22 26.5%	14 18.9%	12 21.8%
Ad hoc / when needed	73 33.3%	25 30.5%	26 38.2%	13 27.7%	9 40.9%	29 34.9%	27 36.5%	15 27.3%
Annually or semi-annually	56 25.6%	22 26.8%	13 19.1%	18 38.3%	3 13.6%	16 19.3%	20 27.0%	18 32.7%
Quarterly or monthly	32 14.6%	10 12.2%	10 14.7%	6 12.8%	6 27.3%	13 15.7%	9 12.2%	8 14.5%
Always / consistently	10 4.6%	3 3.7%	4 5.9%	2 4.3%	1 4.5%	3 3.6%	4 5.4%	2 3.6%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O

#### Brand differentiation, customer willingness to pay price premium

Almost never	2 15.4% e	3 17.6% e	3 12.5% Eh	0 0.0%	4 66.7% abClk	1 14.3%	4 22.2%	1 100.0% ci	3 12.5% Eh	1 33.3%	5 18.5% e	0 0.0%	15 31.9%	2 25.0%	3 25.0%
Ad hoc / when needed	5 38.5%	5 29.4%	5 20.8% d	3 75.0% c	1 16.7%	2 28.6%	8 44.4%	0 0.0%	9 37.5%	2 66.7%	9 33.3%	1 100.0%	13 27.7%	3 37.5%	4 33.3%
Annually or semi-annually	3 23.1%	5 29.4%	10 41.7% k	1 25.0%	0 0.0%	3 42.9%	4 22.2%	0 0.0%	6 25.0%	0 0.0%	3 11.1% c	0 0.0%	14 29.8%	1 12.5%	4 33.3%
Quarterly or monthly	1 7.7%	4 23.5% g	6 25.0% g	0 0.0%	1 16.7%	1 14.3%	0 0.0% bckn	0 0.0%	4 16.7%	0 0.0%	8 29.6% gmo	0 0.0%	4 8.5% k	2 25.0% g	0 0.0% k
Always / consistently	2 15.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 11.1%	0 0.0%	2 8.3%	0 0.0%	2 7.4%	0 0.0%	1 2.1%	0 0.0%	1 8.3%

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





## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

#### Brand differentiation, customer willingness to pay price premium

Almost never	13 31.7% e	5 25.0%	10 27.8% e	13 26.0% e	0 0.0% acd	6 14.3%	1 6.7%	9 22.5% g	8 36.4% fG	14 28.6% fg	9 33.3% fG	3 14.3%	0 0.0% bcd	0 0.0% aBcD	5 17.2%
Ad hoc / when needed	6 14.6% bEfg	8 40.0% a	12 33.3%	15 30.0% e	8 61.5% Ad	17 40.5% a	6 40.0% a	6 15.0% defH	8 36.4%	14 28.6%	11 40.7% a	9 42.9% a	6 46.2% a	6 33.3%	13 44.8% A
Annually or semi-annually	10 24.4%	3 15.0%	7 19.4%	17 34.0%	3 23.1%	12 28.6%	3 20.0%	11 27.5%	2 9.1% efg	14 28.6%	5 18.5%	8 38.1% b	5 38.5% b	7 38.9% b	4 13.8%
Quarterly or monthly	8 19.5%	4 20.0%	5 13.9%	4 8.0%	2 15.4%	5 11.9%	4 26.7%	9 22.5%	3 13.6%	6 12.2%	2 7.4%	1 4.8%	2 15.4%	4 22.2%	5 17.2%
Always / consistently	4 9.8%	0 0.0%	2 5.6%	1 2.0%	0 0.0%	2 4.8%	1 6.7%	5 12.5%	1 4.5%	1 2.0%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	2 6.9%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
	Almost never	76 35.3%	32 40.0%	27 39.7%	12 26.1%	5 23.8%	37 45.7%	23 31.1%
Ad hoc / when needed	64 29.8%	22 27.5%	21 30.9%	12 26.1%	9 42.9%	20 24.7%	30 40.5%	12 22.6%
Annually or semi-annually	45 20.9%	17 21.3%	14 20.6%	13 28.3%	1 4.8%	14 17.3%	15 20.3%	15 28.3%
Quarterly or monthly	23 10.7%	7 8.8%	4 5.9%	7 15.2%	5 23.8%	7 8.6%	5 6.8%	9 17.0%
Always / consistently	7 3.3%	2 2.5%	2 2.9%	2 4.3%	1 4.8%	3 3.7%	1 1.4%	2 3.8%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b>Brand equity value</b>															
Almost never	4 30.8%	5 31.3%	6 26.1%	3 75.0%	2 33.3%	3 42.9%	6 33.3%	1 100.0%	7 30.4%	0 0.0%	10 37.0%	0 0.0%	21 44.7%	3 42.9%	3 25.0%
Ad hoc / when needed	3 23.1%	4 25.0%	5 21.7%	1 25.0%	3 50.0%	2 28.6%	8 44.4%	0 0.0%	8 34.8%	2 66.7%	8 29.6%	1 100.0%	10 21.3%	3 42.9%	5 41.7%
Annually or semi-annually	2 15.4%	5 31.3%	5 21.7%	0 0.0%	1 16.7%	2 28.6%	3 16.7%	0 0.0%	5 21.7%	1 33.3%	5 18.5%	0 0.0%	9 19.1%	0 0.0%	4 33.3%
Quarterly or monthly	2 15.4%	2 12.5%	6 26.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	3 11.1%	0 0.0%	7 14.9%	1 14.3%	0 0.0%
Always / consistently	2 15.4%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	2 8.7%	0 0.0%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees								
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+	
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H	
<b>Brand equity value</b>																
Almost never	21 53.8% FG	9 47.4% fG	14 40.0% fG	19 38.0% fG	6 46.2% fG	7 16.7% Abcde	0 0.0% ABCDE	18 47.4% fgh	12 57.1% FGh	18 37.5% fg	12 44.4% fg	7 33.3%	1 7.7% aBcd	2 11.1% aBcd	6 20.7% ab	
Ad hoc / when needed	7 17.9% fg	3 15.8%	10 28.6%	14 28.0%	5 38.5%	17 40.5% a	7 46.7% a	7 18.4% Fh	4 19.0% f	12 25.0% f	7 25.9% f	8 38.1%	8 61.5% Abcd	6 33.3%	12 41.4% a	
Annually or semi-annually	6 15.4%	4 21.1%	7 20.0%	13 26.0%	2 15.4%	10 23.8%	3 20.0%	6 15.8%	2 9.5%	13 27.1%	7 25.9%	5 23.8%	3 23.1%	4 22.2%	5 17.2%	
Quarterly or monthly	3 7.7%	3 15.8%	4 11.4%	2 4.0% G	0 0.0%	6 14.3%	4 26.7% D	5 13.2%	3 14.3%	3 6.3%	1 3.7%	1 4.8%	1 7.7%	4 22.2%	5 17.2%	
Always / consistently	2 5.1%	0 0.0%	0 0.0%	2 4.0%	0 0.0%	2 4.8%	1 6.7%	2 5.3%	0 0.0%	2 4.2%	0 0.0%	0 0.0%	0 0.0%	2 11.1%	1 3.4%	

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Customer experience/engagement

Almost never	14 6.4%	7 8.6%	3 4.4%	4 8.7%	0 0.0%	8 9.9%	3 4.0%	3 5.5%
Ad hoc / when needed	41 18.8%	19 23.5%	12 17.6%	7 15.2%	3 13.6%	16 19.8%	18 24.0%	6 10.9%
Annually or semi-annually	45 20.6%	19 23.5%	17 25.0%	5 10.9%	4 18.2%	19 23.5% c	20 26.7% c	5 9.1% ab
Quarterly or monthly	51 23.4%	16 19.8%	19 27.9%	13 28.3%	3 13.6%	15 18.5%	16 21.3%	18 32.7%
Always / consistently	67 30.7%	20 24.7% D	17 25.0% d	17 37.0%	12 54.5% Ab	23 28.4%	18 24.0% c	23 41.8% b

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b>Customer experience/engagement</b>															
Almost never	0 0.0% H	1 6.3% h	2 8.7% h	0 0.0%	1 16.7%	0 0.0% h	1 5.6% H	1 100.0% AbcfGiKM O	2 8.3% h	0 0.0%	2 7.4% H	0 0.0%	3 6.4% H	1 12.5%	0 0.0% H
Ad hoc / when needed	4 30.8%	2 12.5%	5 21.7%	0 0.0%	2 33.3%	1 14.3%	2 11.1%	0 0.0%	7 29.2%	1 33.3%	7 25.9%	0 0.0%	6 12.8%	1 12.5%	2 15.4%
Annually or semi-annually	5 38.5%	2 12.5% 1	4 17.4%	1 25.0%	0 0.0% 1	0 0.0% 1	4 22.2%	0 0.0%	7 29.2%	0 0.0%	4 14.8% 1	1 100.0% befko	12 25.5%	2 25.0%	1 7.7% 1
Quarterly or monthly	1 7.7% b	8 50.0% aIKno	9 39.1% ikn	0 0.0%	2 33.3%	3 42.9% i	7 38.9% ik	0 0.0%	2 8.3% Befg	1 33.3%	3 11.1% Bcg	0 0.0%	13 27.7%	0 0.0% bc	1 7.7% b
Always / consistently	3 23.1% o	3 18.8% do	3 13.0% dknO	3 75.0% bc	1 16.7% o	3 42.9%	4 22.2% o	0 0.0%	6 25.0% o	1 33.3%	11 40.7% c	0 0.0%	13 27.7% O	4 50.0% c	9 69.2% abCegiM

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

#### Customer experience/engagement

Almost never	6 14.3% f	1 5.3%	2 5.6%	5 10.0% f	0 0.0%	0 0.0% ad	0 0.0%	5 12.2%	2 9.5%	2 4.1%	3 11.1%	1 4.8%	1 7.7%	0 0.0%	0 0.0%
Ad hoc / when needed	5 11.9% c	4 21.1%	11 30.6% aD	4 8.0% Cf	2 15.4%	11 26.2% d	4 28.6% d	5 12.2%	4 19.0%	13 26.5% d	2 7.4% c	3 14.3%	2 15.4%	4 23.5%	8 27.6%
Annually or semi-annually	2 4.8% CdEf	4 21.1%	10 27.8% A	12 24.0% a	5 38.5% A	9 21.4% a	3 21.4%	2 4.9% Cdegh	4 19.0%	14 28.6% A	7 25.9% a	5 23.8% a	2 15.4%	5 29.4% a	6 20.7% a
Quarterly or monthly	12 28.6%	6 31.6%	7 19.4%	13 26.0%	3 23.1%	6 14.3%	4 28.6%	12 29.3%	7 33.3%	8 16.3%	6 22.2%	6 28.6%	4 30.8%	2 11.8%	6 20.7%
Always / consistently	17 40.5% c	4 21.1%	6 16.7% af	16 32.0%	3 23.1%	16 38.1% c	3 21.4%	17 41.5%	4 19.0%	12 24.5%	9 33.3%	6 28.6%	4 30.8%	6 35.3%	9 31.0%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Net Promoter Score (NPS), willingness to recommend

Almost never	36 16.5%	12 14.6%	10 14.7%	11 23.9%	3 13.6%	14 16.9%	13 17.6%	9 16.7%
Ad hoc / when needed	41 18.8%	16 19.5%	13 19.1%	9 19.6%	3 13.6%	14 16.9%	17 23.0%	8 14.8%
Annually or semi-annually	46 21.1%	20 24.4%	16 23.5%	7 15.2%	3 13.6%	25 30.1% C	17 23.0% c	4 7.4% Ab
Quarterly or monthly	51 23.4%	20 24.4%	13 19.1%	12 26.1%	6 27.3%	16 19.3% c	12 16.2% c	19 35.2% ab
Always / consistently	44 20.2%	14 17.1%	16 23.5%	7 15.2%	7 31.8%	14 16.9%	15 20.3%	14 25.9%

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





## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b>Net Promoter Score (NPS), willingness to recommend</b>															
Almost never	3 23.1%	4 23.5%	7 30.4% M	0 0.0%	1 16.7%	0 0.0% h	3 16.7%	1 100.0% fikM	3 12.5% h	1 33.3%	3 11.1% h	0 0.0%	3 6.4% CH	2 25.0%	3 25.0%
Ad hoc / when needed	2 15.4%	4 23.5%	3 13.0%	1 25.0%	2 33.3%	2 28.6%	1 5.6%	0 0.0%	6 25.0%	0 0.0%	7 25.9%	0 0.0%	6 12.8%	2 25.0%	2 16.7%
Annually or semi-annually	2 15.4%	1 5.9% g	6 26.1%	1 25.0%	1 16.7%	2 28.6%	7 38.9% b	0 0.0%	6 25.0%	0 0.0%	6 22.2%	0 0.0%	10 21.3%	3 37.5%	1 8.3%
Quarterly or monthly	4 30.8%	6 35.3%	4 17.4%	1 25.0%	1 16.7%	1 14.3%	2 11.1% m	0 0.0%	5 20.8%	1 33.3%	4 14.8% m	0 0.0%	18 38.3% gkn	0 0.0% m	2 16.7%
Always / consistently	2 15.4%	2 11.8% 1	3 13.0% 1	1 25.0%	1 16.7%	2 28.6%	5 27.8%	0 0.0%	4 16.7%	1 33.3%	7 25.9%	1 100.0% bc	10 21.3%	1 12.5%	4 33.3%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

#### Net Promoter Score (NPS), willingness to recommend

Almost never	11 27.5%	3 15.0%	6 16.7%	6 12.0%	3 23.1%	5 11.9%	2 13.3%	12 30.8% Cgh	5 22.7% cg	3 6.1% Abde	6 22.2% cg	5 23.8% cg	2 15.4%	0 0.0% abde	3 10.3% a
Ad hoc / when needed	11 27.5% de	4 20.0%	9 25.0% d	4 8.0% acf	0 0.0% af	11 26.2% de	2 13.3%	9 23.1%	4 18.2%	12 24.5%	2 7.4%	4 19.0%	3 23.1%	4 22.2%	3 10.3%
Annually or semi-annually	5 12.5% e	4 20.0%	7 19.4%	11 22.0%	5 38.5% a	9 21.4%	5 33.3%	5 12.8% h	2 9.1% h	12 24.5%	6 22.2%	2 9.5% h	2 15.4%	6 33.3%	11 37.9% abe
Quarterly or monthly	6 15.0%	3 15.0%	8 22.2%	15 30.0%	1 7.7%	12 28.6%	4 26.7%	5 12.8% h	5 22.7%	12 24.5%	5 18.5%	6 28.6%	3 23.1%	5 27.8%	10 34.5% a
Always / consistently	7 17.5%	6 30.0%	6 16.7%	14 28.0%	4 30.8%	5 11.9%	2 13.3%	8 20.5%	6 27.3%	10 20.4%	8 29.6% h	4 19.0%	3 23.1%	3 16.7%	2 6.9% d

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Digital/web/mobile performance

Almost never	7 3.2%	4 4.9%	1 1.5%	2 4.3%	0 0.0%	2 2.4%	3 4.1%	2 3.6%
Ad hoc / when needed	7 3.2%	3 3.7%	1 1.5%	2 4.3%	1 4.5%	1 1.2%	4 5.4%	2 3.6%
Annually or semi-annually	8 3.7%	5 6.1%	2 2.9%	1 2.1%	0 0.0%	2 2.4%	3 4.1%	3 5.5%
Quarterly or monthly	77 35.2%	34 41.5%	22 32.4%	12 25.5%	9 40.9%	36 43.4% c	27 36.5%	12 21.8% a
Always / consistently	120 54.8%	36 43.9% bc	42 61.8% a	30 63.8% a	12 54.5%	42 50.6%	37 50.0%	36 65.5%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b>Digital/web/mobile performance</b>															
Almost never	0 0.0%	0 0.0%	2 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 8.3%	0 0.0%	1 3.7%	0 0.0%	1 2.1%	1 12.5%	0 0.0%
Ad hoc / when needed	0 0.0%	1 5.9%	2 8.3% m	1 25.0% M	0 0.0%	0 0.0%	1 5.6%	0 0.0%	1 4.2%	0 0.0%	1 3.7%	0 0.0%	0 0.0% cD	0 0.0%	0 0.0%
Annually or semi-annually	1 7.7%	1 5.9%	0 0.0%	0 0.0%	1 16.7% kM	0 0.0%	2 11.1% m	0 0.0%	1 4.2%	0 0.0%	0 0.0% e	0 0.0%	0 0.0% Eg	0 0.0%	0 0.0%
Quarterly or monthly	6 46.2%	4 23.5%	7 29.2%	1 25.0%	3 50.0%	4 57.1%	7 38.9%	1 100.0%	10 41.7%	1 33.3%	11 40.7%	0 0.0%	15 31.9%	4 50.0%	2 16.7%
Always / consistently	6 46.2%	11 64.7%	13 54.2%	2 50.0%	2 33.3% o	3 42.9%	8 44.4% o	0 0.0%	10 41.7% o	2 66.7%	14 51.9%	1 100.0%	31 66.0%	3 37.5% o	10 83.3% egin

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees								
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+	
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H	
<b>Digital/web/mobile performance</b>																
Almost never	2 4.9%	0 0.0%	1 2.8%	3 6.0%	1 7.7%	0 0.0%	0 0.0%	2 5.0%	0 0.0%	2 4.1%	3 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	3 7.3%	1 5.0%	1 2.8%	0 0.0%	1 7.7%	1 2.4%	0 0.0%	3 7.5%	1 4.5%	1 2.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	1 3.4%
Annually or semi-annually	4 9.8%	0 0.0%	3 8.3%	0 0.0%	0 0.0%	1 2.4%	0 0.0%	4 10.0%	3 13.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.4%
Quarterly or monthly	10 24.4%	9 45.0%	16 44.4%	16 32.0%	4 30.8%	18 42.9%	4 26.7%	13 32.5%	5 22.7%	21 42.9%	9 33.3%	10 47.6%	4 30.8%	5 27.8%	10 34.5%	
Always / consistently	22 53.7%	10 50.0%	15 41.7%	31 62.0%	7 53.8%	22 52.4%	11 73.3%	18 45.0%	13 59.1%	25 51.0%	15 55.6%	11 52.4%	8 61.5%	13 72.2%	17 58.6%	

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Content engagement

Almost never	4 1.9%	2 2.5%	1 1.5%	1 2.2%	0 0.0%	2 2.4%	2 2.7%	0 0.0%
Ad hoc / when needed	22 10.2%	9 11.1%	6 9.0%	4 8.7%	3 13.6%	8 9.8%	8 11.0%	6 10.9%
Annually or semi-annually	18 8.3%	9 11.1%	5 7.5%	3 6.5%	1 4.5%	7 8.5%	4 5.5%	7 12.7%
Quarterly or monthly	78 36.1%	34 42.0%	22 32.8%	14 30.4%	8 36.4%	27 32.9%	34 46.6% c	15 27.3% b
Always / consistently	94 43.5%	27 33.3% c	33 49.3%	24 52.2% a	10 45.5%	38 46.3%	25 34.2%	27 49.1%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b>Content engagement</b>															
Almost never	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%	1 3.8%	0 0.0%	1 2.1%	1 12.5%	0 0.0%
Ad hoc / when needed	0 0.0%	1 5.9%	2 8.3%	1 25.0%	2 33.3%	0 0.0%	1 5.6%	0 0.0%	4 16.7%	0 0.0%	4 15.4%	0 0.0%	4 8.5%	2 25.0%	0 0.0%
Annually or semi-annually	1 8.3%	0 0.0%	2 8.3%	1 25.0%	0 0.0%	0 0.0%	4 22.2%	0 0.0%	2 8.3%	1 33.3%	1 3.8%	0 0.0%	3 6.4%	1 12.5%	0 0.0%
Quarterly or monthly	3 25.0%	4 23.5%	5 20.8%	1 25.0%	3 50.0%	5 83.3%	9 50.0%	0 0.0%	10 41.7%	2 66.7%	6 23.1%	0 0.0%	18 38.3%	2 25.0%	8 66.7%
Always / consistently	8 66.7%	12 70.6%	14 58.3%	1 25.0%	1 16.7%	1 16.7%	4 22.2%	1 100.0%	8 33.3%	0 0.0%	14 53.8%	1 100.0%	21 44.7%	2 25.0%	4 33.3%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees								
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+	
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H	
<b>Content engagement</b>																
Almost never	0 0.0%	0 0.0%	2 5.7%	2 4.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 4.3%	2 7.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	
Ad hoc / when needed	5 12.2%	1 5.3%	4 11.4%	4 8.0%	3 23.1%	5 12.2%	0 0.0%	6 15.0%	1 4.5%	5 10.9%	3 11.1%	2 9.5%	1 7.7%	2 11.1%	2 6.9%	
Annually or semi-annually	5 12.2%	1 5.3%	4 11.4%	3 6.0%	0 0.0%	3 7.3%	2 13.3%	4 10.0%	3 13.6%	3 6.5%	2 7.4%	1 4.8%	1 7.7%	1 5.6%	3 10.3%	
Quarterly or monthly	8 19.5% bf	9 47.4% a	14 40.0%	19 38.0%	5 38.5%	17 41.5% a	5 33.3%	10 25.0% cf	6 27.3%	21 45.7% a	9 33.3%	9 42.9%	8 61.5% a	5 27.8%	10 34.5%	
Always / consistently	23 56.1% c	8 42.1%	11 31.4% a	22 44.0%	5 38.5%	16 39.0%	8 53.3%	20 50.0%	12 54.5%	15 32.6%	11 40.7%	9 42.9%	3 23.1%	10 55.6%	14 48.3%	

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





## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Speed to market, agility

Almost never	60 28.4%	19 24.4%	24 36.9%	12 26.1%	5 22.7%	33 41.3% bC	16 22.2% a	10 19.2% A
Ad hoc / when needed	62 29.4%	21 26.9%	18 27.7%	15 32.6%	8 36.4%	17 21.3% B	34 47.2% AC	9 17.3% B
Annually or semi-annually	33 15.6%	16 20.5%	7 10.8%	7 15.2%	3 13.6%	8 10.0%	12 16.7%	10 19.2%
Quarterly or monthly	34 16.1%	15 19.2%	8 12.3%	7 15.2%	4 18.2%	15 18.8%	6 8.3% c	13 25.0% b
Always / consistently	22 10.4%	7 9.0%	8 12.3%	5 10.9%	2 9.1%	7 8.8%	4 5.6% c	10 19.2% b

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O

#### Speed to market, agility

Almost never	4 33.3%	4 25.0%	4 16.7% k	1 25.0%	2 33.3%	3 42.9%	6 35.3%	1 100.0% m	4 16.7% k	2 66.7%	12 48.0% cim	1 100.0% m	8 18.2% hkl	4 50.0%	3 25.0%
Ad hoc / when needed	5 41.7%	5 31.3%	8 33.3%	2 50.0%	1 16.7%	1 14.3%	4 23.5%	0 0.0%	10 41.7%	0 0.0%	6 24.0%	0 0.0%	13 29.5%	2 25.0%	4 33.3%
Annually or semi-annually	0 0.0%	3 18.8%	3 12.5%	1 25.0%	1 16.7%	2 28.6%	3 17.6%	0 0.0%	5 20.8%	1 33.3%	1 4.0%	0 0.0%	7 15.9%	0 0.0%	3 25.0%
Quarterly or monthly	2 16.7%	3 18.8%	4 16.7%	0 0.0%	1 16.7%	1 14.3%	2 11.8%	0 0.0%	4 16.7%	0 0.0%	2 8.0%	0 0.0%	11 25.0%	1 12.5%	2 16.7%
Always / consistently	1 8.3%	1 6.3%	5 20.8%	0 0.0%	1 16.7%	0 0.0%	2 11.8%	0 0.0%	1 4.2%	0 0.0%	4 16.0%	0 0.0%	5 11.4%	1 12.5%	0 0.0%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

#### Speed to market, agility

Almost never	12 30.8%	7 36.8%	9 25.7%	15 31.3%	4 33.3%	11 26.8%	2 13.3%	10 25.6%	8 38.1% g	13 27.7%	11 40.7% g	5 26.3%	2 16.7%	1 5.9% bdh	10 34.5% g
Ad hoc / when needed	10 25.6%	4 21.1%	10 28.6%	11 22.9%	6 50.0%	15 36.6%	6 40.0%	9 23.1% G	5 23.8% g	12 25.5% G	7 25.9% g	8 42.1%	2 16.7% g	11 64.7% AbCd fh	8 27.6% g
Annually or semi-annually	3 7.7%	2 10.5%	8 22.9%	8 16.7%	1 8.3%	8 19.5%	2 13.3%	5 12.8%	3 14.3%	7 14.9%	4 14.8%	3 15.8%	4 33.3%	2 11.8%	5 17.2%
Quarterly or monthly	9 23.1%	4 21.1%	6 17.1%	7 14.6%	0 0.0%	5 12.2%	3 20.0%	10 25.6% e	3 14.3%	9 19.1% e	3 11.1%	0 0.0% acf	3 25.0% e	3 17.6%	3 10.3%
Always / consistently	5 12.8%	2 10.5%	2 5.7%	7 14.6%	1 8.3%	2 4.9%	2 13.3%	5 12.8%	2 9.5%	6 12.8%	2 7.4%	3 15.8%	1 8.3%	0 0.0%	3 10.3%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

### Campaign costs, efficiency, e.g., production, content re-use

Almost never	18 8.2%	8 9.8%	6 8.8%	4 8.5%	0 0.0%	9 10.8%	7 9.5%	2 3.6%
Ad hoc / when needed	33 15.1%	16 19.5% c	14 20.6% c	2 4.3% ab	1 4.5%	18 21.7% c	11 14.9%	3 5.5% a
Annually or semi-annually	23 10.5%	10 12.2%	6 8.8%	4 8.5%	3 13.6%	9 10.8%	9 12.2%	3 5.5%
Quarterly or monthly	81 37.0%	30 36.6%	26 38.2%	16 34.0%	9 40.9%	33 39.8%	29 39.2%	16 29.1%
Always / consistently	64 29.2%	18 22.0% C	16 23.5% c	21 44.7% Ab	9 40.9%	14 16.9% C	18 24.3% C	31 56.4% AB

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b>Campaign costs, efficiency, e.g., production, content re-use</b>															
Almost never	1 7.7% h	1 5.9% h	2 8.3% h	0 0.0%	0 0.0% h	0 0.0% h	2 11.1% h	1 100.0% abcefgiMO	2 8.3% h	0 0.0%	5 18.5% m	0 0.0%	2 4.3% Hkn	2 25.0% m	0 0.0% H
Ad hoc / when needed	2 15.4%	1 5.9% f	2 8.3% f	0 0.0%	2 33.3% o	3 42.9% bcmo	4 22.2%	0 0.0%	6 25.0%	0 0.0%	7 25.9%	0 0.0%	5 10.6% f	0 0.0%	0 0.0% ef
Annually or semi-annually	5 38.5% cGIKM	3 17.6% i	2 8.3% ajl	0 0.0%	1 16.7%	2 28.6% gik	0 0.0% AfJL	0 0.0%	0 0.0% AbfJL	2 66.7% cGIKMo	1 3.7% AfJL	1 100.0% cGIKMo	4 8.5% AJL	1 12.5%	1 8.3% jl
Quarterly or monthly	4 30.8%	5 29.4%	7 29.2%	3 75.0% f	1 16.7%	0 0.0% dim	7 38.9%	0 0.0%	13 54.2% fk	1 33.3%	7 25.9% i	0 0.0%	22 46.8% f	3 37.5%	5 41.7%
Always / consistently	1 7.7% bco	7 41.2% ai	11 45.8% ai	1 25.0%	2 33.3%	2 28.6%	5 27.8%	0 0.0%	3 12.5% bco	0 0.0%	7 25.9%	0 0.0%	14 29.8%	2 25.0%	6 50.0% ai

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

#### Campaign costs, efficiency, e.g., production, content re-use

Almost never	6 14.6%	1 5.0%	3 8.3%	3 6.0%	1 7.7%	4 9.5%	0 0.0%	6 15.0%	1 4.5%	4 8.2%	3 11.1%	1 4.8%	1 7.7%	0 0.0%	2 6.9%
Ad hoc / when needed	5 12.2%	5 25.0%	8 22.2%	4 8.0%	3 23.1%	7 16.7%	1 6.7%	5 12.5%	3 13.6%	10 20.4%	3 11.1%	2 9.5%	2 15.4%	6 33.3%	2 6.9%
Annually or semi-annually	2 4.9%	5 25.0%	3 8.3%	6 12.0%	0 0.0%	5 11.9%	1 6.7%	4 10.0%	4 18.2%	6 12.2%	1 3.7%	4 19.0%	0 0.0%	2 11.1%	2 6.9%
Quarterly or monthly	13 31.7%	6 30.0%	14 38.9%	19 38.0%	6 46.2%	15 35.7%	8 53.3%	10 25.0%	10 45.5%	15 30.6%	11 40.7%	8 38.1%	6 46.2%	7 38.9%	14 48.3%
Always / consistently	15 36.6%	3 15.0%	8 22.2%	18 36.0%	3 23.1%	11 26.2%	5 33.3%	15 37.5%	4 18.2%	14 28.6%	9 33.3%	6 28.6%	4 30.8%	3 16.7%	9 31.0%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Campaign effectiveness (e.g., GRPs, reach, frequency)

Almost never	21 9.7%	9 11.1%	7 10.3%	5 10.9%	0 0.0%	8 9.6%	8 11.1%	5 9.1%
Ad hoc / when needed	33 15.2%	16 19.8%	11 16.2%	3 6.5%	3 13.6%	17 20.5%	13 18.1%	3 5.5%
Annually or semi-annually	28 12.9%	13 16.0%	7 10.3%	5 10.9%	3 13.6%	9 10.8%	13 18.1%	4 7.3%
Quarterly or monthly	75 34.6%	25 30.9%	26 38.2%	16 34.8%	8 36.4%	32 38.6%	21 29.2%	18 32.7%
Always / consistently	60 27.6%	18 22.2%	17 25.0%	17 37.0%	8 36.4%	17 20.5%	17 23.6%	25 45.5%
						C	c	Ab

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b><u>Campaign effectiveness (e.g., GRPs, reach, frequency)</u></b>															
Almost never	2 16.7%	1 5.9%	2 8.3%	0 0.0%	1 16.7%	1 14.3%	1 5.6%	0 0.0%	4 16.7%	0 0.0%	3 11.1%	0 0.0%	4 8.7%	1 12.5%	1 8.3%
Ad hoc / when needed	3 25.0%	1 5.9% fl	3 12.5% 1	0 0.0%	2 33.3% o	3 42.9% bgmo	1 5.6% fl	0 0.0%	4 16.7%	1 33.3%	6 22.2%	1 100.0% bcGmO	5 10.9% fl	1 12.5%	0 0.0% efL
Annually or semi-annually	2 16.7% k	3 17.6% k	3 12.5%	0 0.0%	1 16.7% k	2 28.6% K	3 16.7% k	0 0.0%	3 12.5%	1 33.3% K	0 0.0% abeFgJn	0 0.0%	5 10.9%	2 25.0% k	1 8.3%
Quarterly or monthly	3 25.0%	7 41.2%	6 25.0%	2 50.0%	1 16.7%	0 0.0% ghm	9 50.0% f	1 100.0% f	9 37.5%	1 33.3%	10 37.0%	0 0.0%	18 39.1% f	2 25.0%	5 41.7%
Always / consistently	2 16.7%	5 29.4%	10 41.7%	2 50.0%	1 16.7%	1 14.3%	4 22.2%	0 0.0%	4 16.7%	0 0.0%	8 29.6%	0 0.0%	14 30.4%	2 25.0%	5 41.7%

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





## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
<b><u>Campaign effectiveness (e.g., GRPs, reach, frequency)</u></b>															
Almost never	4 9.8%	1 5.3%	8 22.2%	4 8.2%	1 7.7%	3 7.1%	0 0.0%	3 7.5%	5 22.7%	6 12.5%	3 11.1%	1 5.0%	1 7.7%	0 0.0%	2 6.9%
Ad hoc / when needed	3 7.3% b	6 31.6% a	8 22.2%	7 14.3%	2 15.4%	6 14.3%	1 6.7%	4 10.0%	3 13.6%	11 22.9% h	5 18.5%	3 15.0%	1 7.7%	5 27.8% h	1 3.4% cg
Annually or semi-annually	7 17.1% d	2 10.5%	5 13.9%	2 4.1% af	1 7.7%	9 21.4% d	1 6.7%	8 20.0%	2 9.1%	4 8.3% f	1 3.7% f	3 15.0%	4 30.8% cdh	4 22.2%	2 6.9% f
Quarterly or monthly	13 31.7%	5 26.3%	10 27.8%	23 46.9% f	5 38.5%	11 26.2% d	7 46.7%	11 27.5%	11 50.0% c	11 22.9% b	12 44.4%	8 40.0%	4 30.8%	7 38.9%	11 37.9%
Always / consistently	14 34.1% c	5 26.3%	5 13.9% ag	13 26.5%	4 30.8%	13 31.0%	6 40.0% c	14 35.0% B	1 4.5% AcH	16 33.3% b	6 22.2%	5 25.0%	3 23.1%	2 11.1% h	13 44.8% Bg

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Lead generation

Almost never	27 12.5%	5 6.1% Cd	5 7.5% C	12 26.7% AB	5 22.7% a	10 12.3%	10 13.5%	7 13.0%
Ad hoc / when needed	29 13.4%	11 13.4%	8 11.9%	8 17.8%	2 9.1%	6 7.4% b	16 21.6% ac	4 7.4% b
Annually or semi-annually	12 5.6%	6 7.3%	1 1.5% d	2 4.4%	3 13.6% b	6 7.4%	4 5.4%	2 3.7%
Quarterly or monthly	47 21.8%	18 22.0%	20 29.9%	7 15.6%	2 9.1%	18 22.2%	16 21.6%	12 22.2%
Always / consistently	101 46.8%	42 51.2%	33 49.3%	16 35.6%	10 45.5%	41 50.6%	28 37.8%	29 53.7%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b>Lead generation</b>															
Almost never	1 7.7% dho	1 5.9% DhO	5 21.7% dM	3 75.0% aBcfGlkM	1 16.7%	0 0.0% dho	1 5.6% DHO	1 100.0% abfGlkM	1 4.2% DHO	0 0.0%	4 15.4% dhmo	0 0.0%	1 2.1% CDHknO	2 25.0% m	6 54.5% aBfGlkM
Ad hoc / when needed	3 23.1%	3 17.6%	4 17.4%	0 0.0%	1 16.7%	1 14.3%	1 5.6% j	0 0.0%	4 16.7%	2 66.7% gkMno	4 15.4% j	0 0.0%	3 6.4% J	0 0.0% j	0 0.0% j
Annually or semi-annually	1 7.7%	2 11.8%	3 13.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	2 8.3%	0 0.0%	0 0.0%	0 0.0%	1 2.1%	1 12.5%	0 0.0%
Quarterly or monthly	3 23.1%	3 17.6%	4 17.4%	0 0.0%	1 16.7%	1 14.3%	6 33.3%	0 0.0%	9 37.5% m	1 33.3%	6 23.1%	1 100.0% mo	7 14.9% il	2 25.0%	1 9.1% 1
Always / consistently	5 38.5% m	8 47.1% m	7 30.4% M	1 25.0% m	3 50.0%	4 57.1%	10 55.6%	0 0.0%	8 33.3% M	0 0.0% M	12 46.2% m	0 0.0%	35 74.5% abCdIJkno	3 37.5% m	4 36.4% m

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees								
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+	
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H	
<b>Lead generation</b>																
Almost never	6 14.6%	0 0.0% f	5 13.9%	4 8.2% f	1 7.7%	11 26.8% bdg	0 0.0% f	6 15.0%	2 9.1%	6 12.2%	2 7.4%	5 25.0%	1 7.7%	2 11.8%	3 10.7%	
Ad hoc / when needed	5 12.2%	2 10.0%	9 25.0% f	5 10.2%	2 15.4%	2 4.9% cg	4 28.6% f	5 12.5%	5 22.7%	6 12.2%	3 11.1%	3 15.0%	2 15.4%	1 5.9%	4 14.3%	
Annually or semi-annually	1 2.4%	2 10.0%	4 11.1%	2 4.1%	0 0.0%	2 4.9%	1 7.1%	2 5.0%	1 4.5%	5 10.2%	2 7.4%	0 0.0%	1 7.7%	0 0.0%	1 3.6%	
Quarterly or monthly	11 26.8%	2 10.0%	6 16.7%	13 26.5%	3 23.1%	8 19.5%	3 21.4%	12 30.0%	4 18.2%	8 16.3%	5 18.5%	4 20.0%	4 30.8%	5 29.4%	5 17.9%	
Always / consistently	18 43.9%	14 70.0% c	12 33.3% b	25 51.0%	7 53.8%	18 43.9%	6 42.9%	15 37.5%	10 45.5%	24 49.0%	15 55.6%	8 40.0%	5 38.5%	9 52.9%	15 53.6%	

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



**Topic 5: Marketing Metrics and Performance**

**How consistently do you measure the following components of marketing?**

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

**Lead conversion**

Almost never	26 12.1%	5 6.3% C	7 10.4%	11 24.4% A	3 13.6%	9 11.3%	11 14.9%	6 11.3%
Ad hoc / when needed	31 14.5%	9 11.3%	9 13.4%	9 20.0%	4 18.2%	7 8.8% b	15 20.3% a	5 9.4%
Annually or semi-annually	17 7.9%	10 12.5% b	1 1.5% ad	3 6.7%	3 13.6% b	7 8.8%	7 9.5%	3 5.7%
Quarterly or monthly	50 23.4%	19 23.8%	20 29.9%	9 20.0%	2 9.1%	21 26.3%	14 18.9%	14 26.4%
Always / consistently	90 42.1%	37 46.3%	30 44.8%	13 28.9%	10 45.5%	36 45.0%	27 36.5%	25 47.2%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b>Lead conversion</b>															
Almost never	2 15.4%	1 5.9% d	5 21.7% m	2 50.0% bgiM	1 16.7%	0 0.0%	1 5.6% d	0 0.0%	2 8.7% d	0 0.0%	5 19.2% m	0 0.0%	2 4.3% cDkno	2 25.0% m	3 27.3% m
Ad hoc / when needed	5 38.5% M	2 11.8%	4 17.4%	1 25.0%	1 16.7%	1 14.3%	2 11.1%	0 0.0%	4 17.4%	1 33.3% m	3 11.5%	0 0.0%	2 4.3% Aj	0 0.0%	2 18.2%
Annually or semi-annually	0 0.0%	3 17.6% m	4 17.4% m	0 0.0%	0 0.0%	1 14.3%	0 0.0% i	0 0.0%	5 21.7% gM	0 0.0%	1 3.8%	0 0.0%	1 2.1% bcI	1 12.5%	0 0.0%
Quarterly or monthly	3 23.1%	3 17.6%	4 17.4%	0 0.0%	1 16.7%	2 28.6%	6 33.3%	0 0.0%	6 26.1%	1 33.3%	8 30.8%	1 100.0%	9 19.1%	2 25.0%	2 18.2%
Always / consistently	3 23.1% M	8 47.1%	6 26.1% M	1 25.0%	3 50.0%	3 42.9%	9 50.0%	0 0.0%	6 26.1% M	1 33.3%	9 34.6% M	0 0.0%	33 70.2% ACIKo	3 37.5%	4 36.4% m

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

#### Lead conversion

Almost never	5 12.5%	1 5.0%	6 16.7%	4 8.3%	0 0.0%	10 24.4%	0 0.0%	5 12.8%	3 13.6%	7 14.3%	3 11.5%	3 15.0%	1 7.7%	1 5.9%	3 10.7%
Ad hoc / when needed	5 12.5%	1 5.0%	8 22.2%	5 10.4%	4 30.8%	4 9.8%	4 28.6%	5 12.8%	4 18.2%	5 10.2%	3 11.5%	4 20.0%	2 15.4%	3 17.6%	5 17.9%
Annually or semi-annually	3 7.5%	2 10.0%	3 8.3%	3 6.3%	2 15.4%	2 4.9%	2 14.3%	4 10.3%	0 0.0%	6 12.2%	3 11.5%	1 5.0%	1 7.7%	0 0.0%	2 7.1%
Quarterly or monthly	10 25.0%	5 25.0%	8 22.2%	13 27.1%	2 15.4%	8 19.5%	3 21.4%	12 30.8%	6 27.3%	9 18.4%	5 19.2%	4 20.0%	4 30.8%	5 29.4%	5 17.9%
Always / consistently	17 42.5%	11 55.0%	11 30.6%	23 47.9%	5 38.5%	17 41.5%	5 35.7%	13 33.3%	9 40.9%	22 44.9%	12 46.2%	8 40.0%	5 38.5%	8 47.1%	13 46.4%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C

### Campaign ROI

Almost never	15 7.0%	5 6.3%	7 10.4%	3 6.4%	0 0.0%	6 7.4%	6 8.2%	2 3.7%
Ad hoc / when needed	46 21.4%	19 23.8%	17 25.4%	6 12.8%	4 19.0%	24 29.6% C	17 23.3% C	3 5.6% AB
Annually or semi-annually	30 14.0%	17 21.3% c	7 10.4%	3 6.4% a	3 14.3%	12 14.8%	14 19.2%	4 7.4%
Quarterly or monthly	67 31.2%	24 30.0%	23 34.3%	17 36.2%	3 14.3%	20 24.7%	23 31.5%	20 37.0%
Always / consistently	57 26.5%	15 18.8% cD	13 19.4% cD	18 38.3% ab	11 52.4% AB	19 23.5% C	13 17.8% C	25 46.3% AB

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





## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b>Campaign ROI</b>															
Almost never	1 7.7%	0 0.0%	3 12.5%	0 0.0%	1 16.7%	0 0.0%	1 5.6%	0 0.0%	2 8.3%	0 0.0%	5 18.5% m	0 0.0%	1 2.1% k	1 14.3%	0 0.0%
Ad hoc / when needed	6 46.2% cM	4 25.0%	2 8.3% afn	0 0.0%	1 16.7%	3 42.9% c	5 27.8%	0 0.0%	5 20.8%	1 50.0%	7 25.9%	0 0.0%	6 12.8% A	3 42.9% c	2 16.7%
Annually or semi-annually	0 0.0% j	4 25.0% k	2 8.3%	0 0.0%	1 16.7%	2 28.6% k	3 16.7%	0 0.0%	6 25.0% k	1 50.0% ako	1 3.7% bfijn	0 0.0%	6 12.8%	2 28.6% k	0 0.0% j
Quarterly or monthly	2 15.4% dmo	4 25.0%	6 25.0%	3 75.0% aefgn	0 0.0% dlmo	0 0.0% dlmo	3 16.7% dmo	0 0.0%	9 37.5%	0 0.0%	7 25.9%	1 100.0% efn	22 46.8% aefgn	0 0.0% dlmo	7 58.3% aefgn
Always / consistently	4 30.8%	4 25.0%	11 45.8% I	1 25.0%	3 50.0% i	2 28.6%	6 33.3% i	0 0.0%	2 8.3% Ceg	0 0.0%	7 25.9%	0 0.0%	12 25.5%	1 14.3%	3 25.0%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

#### Campaign ROI

Almost never	4 10.3%	1 5.3%	4 11.1%	2 4.1%	0 0.0%	4 9.5%	0 0.0%	4 10.5%	1 4.8%	4 8.2%	2 7.4%	2 10.0%	0 0.0%	1 5.6%	1 3.4%
Ad hoc / when needed	6 15.4%	7 36.8%	9 25.0%	12 24.5%	4 30.8%	8 19.0%	0 0.0%	6 15.8%	5 23.8%	14 28.6%	7 25.9%	5 25.0%	3 23.1%	5 27.8%	1 3.4%
Annually or semi-annually	9 23.1%	1 5.3%	5 13.9%	5 10.2%	0 0.0%	7 16.7%	3 20.0%	9 23.7%	0 0.0%	7 14.3%	2 7.4%	2 10.0%	3 23.1%	1 5.6%	6 20.7%
Quarterly or monthly	9 23.1%	8 42.1%	10 27.8%	15 30.6%	4 30.8%	12 28.6%	8 53.3%	7 18.4%	11 52.4%	13 26.5%	9 33.3%	7 35.0%	3 23.1%	7 38.9%	10 34.5%
Always / consistently	11 28.2%	2 10.5%	8 22.2%	15 30.6%	5 38.5%	11 26.2%	4 26.7%	12 31.6%	4 19.0%	11 22.4%	7 25.9%	4 20.0%	4 30.8%	4 22.2%	11 37.9%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Customer/market insight quality-breadth and depth

Almost never	33 15.6%	14 18.2%	11 16.7%	6 12.8%	2 9.1%	17 21.3%	9 12.9%	7 12.7%
Ad hoc / when needed	72 34.0%	25 32.5%	19 28.8%	18 38.3%	10 45.5%	25 31.3% b	33 47.1% aC	12 21.8% B
Annually or semi-annually	52 24.5%	21 27.3%	17 25.8%	9 19.1%	5 22.7%	18 22.5%	17 24.3%	16 29.1%
Quarterly or monthly	44 20.8%	14 18.2%	13 19.7%	13 27.7%	4 18.2%	13 16.3% c	9 12.9% C	18 32.7% aB
Always / consistently	11 5.2%	3 3.9%	6 9.1%	1 2.1%	1 4.5%	7 8.8%	2 2.9%	2 3.6%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b>Customer/market insight quality-breadth and depth</b>															
Almost never	2 15.4%	2 12.5%	2 8.3%	0 0.0%	1 16.7%	2 28.6%	2 11.1%	0 0.0%	5 21.7%	1 33.3%	5 20.0%	1 100.0%	6 13.3%	3 37.5%	1 8.3%
Ad hoc / when needed	4 30.8%	7 43.8%	10 41.7%	3 75.0%	3 50.0%	2 28.6%	6 33.3%	0 0.0%	11 47.8%	1 33.3%	8 32.0%	0 0.0%	7 15.6%	3 37.5%	5 41.7%
Annually or semi-annually	4 30.8%	3 18.8%	5 20.8%	1 25.0%	1 16.7%	1 14.3%	4 22.2%	0 0.0%	3 13.0%	0 0.0%	5 20.0%	0 0.0%	18 40.0%	1 12.5%	2 16.7%
Quarterly or monthly	2 15.4%	1 6.3%	6 25.0%	0 0.0%	1 16.7%	2 28.6%	3 16.7%	0 0.0%	4 17.4%	1 33.3%	5 20.0%	0 0.0%	13 28.9%	1 12.5%	4 33.3%
Always / consistently	1 7.7%	3 18.8%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	3 16.7%	0 0.0%	0 0.0%	0 0.0%	2 8.0%	0 0.0%	1 2.2%	0 0.0%	0 0.0%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

#### Customer/market insight quality-breadth and depth

Almost never	11 27.5% f	4 22.2%	4 11.4%	7 14.6%	3 23.1%	3 7.3% a	1 6.7%	7 17.9%	8 42.1% Cefgh	6 12.2% B	5 18.5%	1 5.3% b	1 7.7% b	2 11.1% b	3 10.7% b
Ad hoc / when needed	9 22.5% e	7 38.9%	14 40.0%	12 25.0%	7 53.8% a	17 41.5%	6 40.0%	10 25.6%	4 21.1%	18 36.7%	11 40.7%	8 42.1%	4 30.8%	6 33.3%	11 39.3%
Annually or semi-annually	10 25.0%	4 22.2%	9 25.7%	16 33.3% g	2 15.4%	10 24.4%	1 6.7% d	10 25.6%	3 15.8%	13 26.5%	6 22.2%	6 31.6%	6 46.2% h	5 27.8%	3 10.7% f
Quarterly or monthly	7 17.5%	2 11.1%	6 17.1%	12 25.0%	1 7.7%	9 22.0%	6 40.0%	9 23.1%	3 15.8%	8 16.3%	5 18.5%	4 21.1%	2 15.4%	5 27.8%	8 28.6%
Always / consistently	3 7.5%	1 5.6%	2 5.7%	1 2.1%	0 0.0%	2 4.9%	1 6.7%	3 7.7%	1 5.3%	4 8.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 10.7%

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



**Topic 5: Marketing Metrics and Performance**

**How consistently do you measure the following components of marketing?**

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

**Customer/market insight usage**

Almost never	35 16.1%	14 17.5%	15 22.1%	4 8.5%	2 9.1%	18 22.0%	10 13.7%	7 12.7%
Ad hoc / when needed	72 33.2%	28 35.0%	18 26.5%	19 40.4%	7 31.8%	26 31.7%	32 43.8% c	12 21.8% b
Annually or semi-annually	52 24.0%	18 22.5%	16 23.5%	12 25.5%	6 27.3%	17 20.7%	18 24.7%	17 30.9%
Quarterly or monthly	43 19.8%	13 16.3%	14 20.6%	11 23.4%	5 22.7%	12 14.6% c	11 15.1%	16 29.1% a
Always / consistently	15 6.9%	7 8.8%	5 7.4%	1 2.1%	2 9.1%	9 11.0% b	2 2.7% a	3 5.5%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b>Customer/market insight usage</b>															
Almost never	2 15.4%	5 31.3%	2 8.3%	0 0.0%	1 16.7%	2 28.6%	2 11.1%	0 0.0%	4 16.7%	1 33.3%	7 25.9%	1 100.0%	5 10.9%	3 37.5%	0 0.0%
Ad hoc / when needed	4 30.8%	4 25.0%	9 37.5%	2 50.0%	2 33.3%	2 28.6%	7 38.9%	0 0.0%	12 50.0%	1 33.3%	8 29.6%	0 0.0%	9 19.6%	3 37.5%	6 50.0%
Annually or semi-annually	3 23.1%	1 6.3%	9 37.5%	2 50.0%	1 16.7%	1 14.3%	4 22.2%	0 0.0%	3 12.5%	1 33.3%	5 18.5%	0 0.0%	17 37.0%	0 0.0%	3 25.0%
Quarterly or monthly	3 23.1%	3 18.8%	3 12.5%	0 0.0%	2 33.3%	2 28.6%	3 16.7%	0 0.0%	5 20.8%	0 0.0%	4 14.8%	0 0.0%	12 26.1%	1 12.5%	3 25.0%
Always / consistently	1 7.7%	3 18.8%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	2 11.1%	1 100.0%	0 0.0%	0 0.0%	3 11.1%	0 0.0%	3 6.5%	1 12.5%	0 0.0%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

#### Customer/market insight usage

Almost never	13 31.7% cf	5 26.3%	3 8.3% a	7 14.3%	2 15.4%	4 9.5% a	1 6.7%	9 22.5%	7 33.3% e	7 14.3%	4 14.8%	1 5.0% b	1 7.7%	2 11.1%	4 13.8%
Ad hoc / when needed	9 22.0% E	5 26.3%	15 41.7%	15 30.6% e	8 61.5% Ad	14 33.3%	6 40.0%	10 25.0% e	5 23.8% e	15 30.6%	13 48.1%	11 55.0% ab	3 23.1%	6 33.3%	9 31.0%
Annually or semi-annually	9 22.0%	6 31.6% g	9 25.0% g	15 30.6% g	2 15.4%	11 26.2% g	0 0.0% bcdf	11 27.5%	4 19.0% f	12 24.5% f	6 22.2%	5 25.0%	7 53.8% bcH	4 22.2%	3 10.3% F
Quarterly or monthly	6 14.6% g	1 5.3% G	7 19.4%	11 22.4%	1 7.7% g	10 23.8%	7 46.7% aBe	6 15.0%	4 19.0%	10 20.4%	4 14.8%	2 10.0%	2 15.4%	6 33.3%	9 31.0%
Always / consistently	4 9.8%	2 10.5%	2 5.6%	1 2.0%	0 0.0%	3 7.1%	1 6.7%	4 10.0%	1 4.8%	5 10.2%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	4 13.8%

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





## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Agency/partner/vendor costs

Almost never	32 14.7%	10 12.3%	15 22.4%	6 12.8%	1 4.5%	11 13.4%	15 20.5%	6 10.9%
Ad hoc / when needed	44 20.3%	20 24.7%	11 16.4%	10 21.3%	3 13.6%	15 18.3%	19 26.0%	10 18.2%
Annually or semi-annually	62 28.6%	24 29.6%	15 22.4%	14 29.8%	9 40.9%	22 26.8%	22 30.1%	14 25.5%
Quarterly or monthly	54 24.9%	17 21.0%	18 26.9%	14 29.8%	5 22.7%	22 26.8%	12 16.4%	17 30.9%
Always / consistently	25 11.5%	10 12.3%	8 11.9%	3 6.4%	4 18.2%	12 14.6%	5 6.8%	8 14.5%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b>Agency/partner/vendor costs</b>															
Almost never	1 7.7%	2 12.5%	3 12.5%	1 25.0%	1 16.7%	1 14.3%	0 0.0%	0 0.0%	5 20.0%	0 0.0%	8 30.8%	0 0.0%	5 10.9%	3 37.5%	1 8.3%
Ad hoc / when needed	1 7.7%	4 25.0%	5 20.8%	1 25.0%	0 0.0%	2 28.6%	4 22.2%	0 0.0%	5 20.0%	1 33.3%	5 19.2%	1 100.0%	8 17.4%	2 25.0%	4 33.3%
Annually or semi-annually	5 38.5%	4 25.0%	8 33.3%	2 50.0%	0 0.0%	0 0.0%	7 38.9%	0 0.0%	8 32.0%	1 33.3%	7 26.9%	0 0.0%	15 32.6%	1 12.5%	3 25.0%
Quarterly or monthly	5 38.5%	4 25.0%	5 20.8%	0 0.0%	3 50.0%	2 28.6%	4 22.2%	0 0.0%	5 20.0%	1 33.3%	3 11.5%	0 0.0%	16 34.8%	0 0.0%	3 25.0%
Always / consistently	1 7.7%	2 12.5%	3 12.5%	0 0.0%	2 33.3%	2 28.6%	3 16.7%	1 100.0%	2 8.0%	0 0.0%	3 11.5%	0 0.0%	2 4.3%	2 25.0%	1 8.3%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees								
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+	
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H	
<b>Agency/partner/vendor costs</b>																
Almost never	12 29.3% dF	2 10.5%	7 19.4%	5 10.4% a	2 15.4%	3 7.0% A	1 6.7%	13 32.5% cdeH	3 14.3%	7 14.3% a	3 11.1% a	1 5.3% a	1 7.7%	3 16.7%	1 3.3% A	
Ad hoc / when needed	5 12.2%	5 26.3%	6 16.7%	11 22.9%	4 30.8%	11 25.6%	2 13.3%	5 12.5% f	2 9.5% f	12 24.5%	5 18.5%	4 21.1%	6 46.2% abh	5 27.8%	5 16.7% f	
Annually or semi-annually	7 17.1%	4 21.1%	12 33.3%	12 25.0%	5 38.5%	15 34.9%	6 40.0%	6 15.0% deH	5 23.8% h	11 22.4% H	10 37.0% a	8 42.1% a	3 23.1%	3 16.7% h	16 53.3% AbCg	
Quarterly or monthly	11 26.8%	6 31.6%	9 25.0%	12 25.0%	2 15.4%	9 20.9%	4 26.7%	12 30.0%	7 33.3%	11 22.4%	7 25.9%	4 21.1%	2 15.4%	7 38.9% h	4 13.3% g	
Always / consistently	6 14.6%	2 10.5%	2 5.6%	8 16.7%	0 0.0%	5 11.6%	2 13.3%	4 10.0%	4 19.0%	8 16.3%	2 7.4%	2 10.5%	1 7.7%	0 0.0%	4 13.3%	

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Marketing infrastructure investments (data, tools, technology)

Almost never	18 8.4%	7 8.9%	6 9.0%	4 8.7%	1 4.5%	5 6.3%	10 13.7%	3 5.6%
Ad hoc / when needed	41 19.2%	16 20.3%	11 16.4%	8 17.4%	6 27.3%	14 17.5%	21 28.8% c	6 11.1% b
Annually or semi-annually	80 37.4%	27 34.2%	21 31.3%	20 43.5%	12 54.5%	27 33.8%	27 37.0%	22 40.7%
Quarterly or monthly	58 27.1%	22 27.8%	22 32.8% d	12 26.1%	2 9.1% b	27 33.8% b	12 16.4% a	16 29.6%
Always / consistently	17 7.9%	7 8.9%	7 10.4%	2 4.3%	1 4.5%	7 8.8%	3 4.1%	7 13.0%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b>Marketing infrastructure investments (data, tools, technology)</b>															
Almost never	0 0.0%	0 0.0%	2 8.3%	1 25.0%	0 0.0%	2 28.6%	3 16.7%	0 0.0%	3 12.5%	0 0.0%	3 11.1%	0 0.0%	1 2.2%	1 12.5%	1 8.3%
Ad hoc / when needed	1 7.7%	5 33.3%	6 25.0%	1 25.0%	0 0.0%	1 14.3%	1 5.6%	0 0.0%	6 25.0%	1 33.3%	7 25.9%	0 0.0%	4 8.7%	2 25.0%	5 41.7%
Annually or semi-annually	9 69.2%	6 40.0%	9 37.5%	1 25.0%	4 80.0%	2 28.6%	8 44.4%	0 0.0%	7 29.2%	0 0.0%	6 22.2%	1 100.0%	17 37.0%	2 25.0%	5 41.7%
Quarterly or monthly	3 23.1%	2 13.3%	6 25.0%	1 25.0%	1 20.0%	2 28.6%	5 27.8%	0 0.0%	7 29.2%	1 33.3%	8 29.6%	0 0.0%	19 41.3%	1 12.5%	0 0.0%
Always / consistently	0 0.0%	2 13.3%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	1 4.2%	1 33.3%	3 11.1%	0 0.0%	5 10.9%	2 25.0%	1 8.3%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

#### Marketing infrastructure investments (data, tools, technology)

Almost never	7 17.5% f	0 0.0%	5 13.9%	4 8.3%	1 7.7%	1 2.4% a	0 0.0%	8 20.5% bgh	0 0.0% a	4 8.2%	2 7.7%	1 5.0%	2 15.4%	0 0.0% a	1 3.4% a
Ad hoc / when needed	7 17.5% e	4 21.1%	8 22.2%	5 10.4% E	6 46.2% aD	9 22.0%	2 13.3%	7 17.9%	4 20.0%	6 12.2% e	5 19.2%	8 40.0% c	3 23.1%	3 16.7%	5 17.2%
Annually or semi-annually	10 25.0% d	5 26.3%	13 36.1%	22 45.8% a	5 38.5%	16 39.0%	8 53.3%	7 17.9% CdH	8 40.0%	22 44.9% A	11 42.3% a	7 35.0%	4 30.8%	6 33.3%	15 51.7% A
Quarterly or monthly	12 30.0%	8 42.1% e	8 22.2%	11 22.9%	1 7.7% b	12 29.3%	5 33.3%	13 33.3% e	8 40.0% e	11 22.4%	6 23.1%	1 5.0% abG	3 23.1%	8 44.4% E	8 27.6%
Always / consistently	4 10.0%	2 10.5%	2 5.6%	6 12.5%	0 0.0%	3 7.3%	0 0.0%	4 10.3%	0 0.0%	6 12.2%	2 7.7%	3 15.0% h	1 7.7%	1 5.6%	0 0.0% e

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

### Overall marketing budgets (incl. headcount, training, research, etc.)

Almost never	10 4.6%	5 6.3%	3 4.4%	2 4.3%	0 0.0%	4 4.9%	5 6.8%	1 1.8%
Ad hoc / when needed	13 6.0%	6 7.5%	3 4.4%	2 4.3%	2 9.1%	5 6.1%	5 6.8%	3 5.5%
Annually or semi-annually	82 37.8%	25 31.3%	29 42.6%	19 40.4%	9 40.9%	29 35.4%	31 42.5%	19 34.5%
Quarterly or monthly	78 35.9%	30 37.5%	22 32.4%	20 42.6%	6 27.3%	30 36.6%	24 32.9%	21 38.2%
Always / consistently	34 15.7%	14 17.5%	11 16.2%	4 8.5%	5 22.7%	14 17.1%	8 11.0%	11 20.0%

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



## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O

### Overall marketing budgets (incl. headcount, training, research, etc.)

Almost never	0 0.0%	1 6.3%	2 8.3%	0 0.0%	0 0.0%	1 14.3% m	0 0.0%	0 0.0%	2 8.3%	0 0.0%	3 11.1% m	0 0.0%	0 0.0% fk	0 0.0%	0 0.0%
Ad hoc / when needed	1 7.7%	4 25.0% km	1 4.2%	0 0.0%	0 0.0%	0 0.0%	2 11.1%	0 0.0%	2 8.3%	0 0.0%	1 3.7% b	0 0.0%	2 4.3% b	0 0.0%	0 0.0%
Annually or semi-annually	7 53.8%	4 25.0%	10 41.7%	3 75.0%	3 50.0%	4 57.1%	5 27.8%	0 0.0%	8 33.3%	0 0.0%	11 40.7%	0 0.0%	15 32.6%	5 62.5%	5 41.7%
Quarterly or monthly	4 30.8%	3 18.8% m	10 41.7%	1 25.0%	2 33.3%	2 28.6%	6 33.3%	0 0.0%	8 33.3%	2 66.7%	8 29.6%	0 0.0%	22 47.8% b	1 12.5%	6 50.0%
Always / consistently	1 7.7% hl	4 25.0%	1 4.2% gHL	0 0.0%	1 16.7%	0 0.0% hl	5 27.8% c	1 100.0% aCfkmo	4 16.7%	1 33.3%	4 14.8% hl	1 100.0% aCfkmo	7 15.2% hl	2 25.0%	1 8.3% hl

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





## Topic 5: Marketing Metrics and Performance

### How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

### Overall marketing budgets (incl. headcount, training, research, etc.)

Almost never	5 12.2% df	2 10.5% df	3 8.3% d	0 0.0% abc	0 0.0%	0 0.0% ab	0 0.0%	6 15.0% dh	1 4.8%	3 6.1%	0 0.0% a	0 0.0%	0 0.0%	0 0.0%	0 0.0% a
Ad hoc / when needed	4 9.8%	3 15.8%	1 2.8%	2 4.1%	1 7.7%	1 2.4%	1 6.7%	3 7.5%	2 9.5%	3 6.1%	1 3.7%	0 0.0%	2 15.4%	1 5.6%	1 3.4%
Annually or semi-annually	12 29.3%	6 31.6%	16 44.4%	22 44.9%	6 46.2%	14 33.3%	6 40.0%	10 25.0% C	7 33.3%	27 55.1% Af	11 40.7%	6 30.0%	2 15.4% c	6 33.3%	13 44.8%
Quarterly or monthly	13 31.7% f	4 21.1% f	13 36.1%	15 30.6% f	5 38.5%	23 54.8% abdg	3 20.0% f	13 32.5%	8 38.1%	10 20.4% dEg	12 44.4% c	11 55.0% C	6 46.2%	9 50.0% c	9 31.0%
Always / consistently	7 17.1%	4 21.1%	3 8.3% g	10 20.4%	1 7.7%	4 9.5% g	5 33.3% cf	8 20.0%	3 14.3%	6 12.2%	3 11.1%	3 15.0%	3 23.1%	2 11.1%	6 20.7%

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



## Topic 5: Marketing Metrics and Performance

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
<b>Sales revenue</b>	173	65	52	38	18	59	66	45
	11.08	10.34	13.00	13.39	3.33	13.54	8.76	13.07
	24.86	17.64	24.78	28.38	37.38	22.21	21.30	30.09
<b>Profits</b>	164	62	51	34	17	57	63	41
	10.42	8.48	12.22	11.32	10.29	8.47	10.13	14.41
	24.97	19.91	27.92	31.09	19.55	22.83	24.56	28.46
<b>Customer retention</b>	163	62	52	33	16	55	63	43
	9.47	7.26	9.35	17.06	2.81	7.38	6.65	16.49
	23.26	17.32	25.71	24.00	30.87	18.67	17.10	33.30
		c		a		c	b	
<b>Customer acquisition</b>	163	62	52	33	16	56	63	42
	6.73	7.15	6.69	6.21	6.31	8.91	4.08	6.93
	19.75	12.52	22.53	19.56	32.09	19.07	14.09	26.79

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



## Topic 5: Marketing Metrics and Performance

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b>Sales revenue</b>	10	14	19	4	4	6	15	0	19	3	18	1	37	8	10
	16.90	7.50	16.53	-0.50	12.50	17.83	6.60	---	8.84	11.67	12.67	75.00	12.43	-19.13	21.20
	11.39	37.49	26.33	53.33	12.58	32.22	16.52	---	18.94	17.56	17.40	---	20.94	30.88	26.41
	N		N				n		N		N		N	ACgIKMO	N
<b>Profits</b>	9	13	18	4	4	6	15	0	19	2	18	1	34	8	8
	14.67	3.92	15.06	-0.50	10.00	18.00	7.80	---	5.95	30.00	12.61	75.00	7.56	-11.88	30.00
	10.83	25.44	24.88	53.33	7.26	30.36	28.21	---	22.68	28.28	24.55	---	14.99	29.41	32.40
	n		n						o		n		nO	ackmo	iMn
<b>Customer retention</b>	10	12	16	4	4	6	15	0	19	2	18	1	35	8	8
	2.30	13.33	18.94	28.75	3.75	1.67	5.67	---	2.26	39.00	9.22	-10.00	11.26	-1.88	17.75
	10.13	21.98	26.39	33.26	4.79	19.15	21.03	---	5.88	50.91	18.37	---	26.03	43.17	25.53
	dj	i	i	aI					bcDJo	aI					i
<b>Customer acquisition</b>	9	12	16	4	4	6	15	0	19	2	18	1	35	8	9
	12.89	-1.17	14.94	-14.25	7.50	8.33	4.33	---	2.74	16.50	10.17	-30.00	11.03	-10.25	12.33
	8.88	24.79	20.13	41.82	17.08	11.76	26.47	---	9.60	19.09	10.21	---	18.82	28.89	14.86
	in		in	km					acko		din		dn	ackm	i

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



## Topic 5: Marketing Metrics and Performance

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
<b>Sales revenue</b>	30	12	28	44	10	39	9	31	16	36	24	17	10	16	23
	7.37	11.50	21.50	10.02	13.40	7.64	7.00	8.55	13.63	14.97	9.00	18.18	-4.20	14.69	7.70
	24.23	32.24	27.58	27.64	12.96	20.19	20.06	23.67	34.00	30.14	27.50	13.93	28.41	15.07	14.41
	c		af			c						fh	eg	f	e
<b>Profits</b>	29	12	25	43	10	35	9	29	16	34	24	15	10	15	21
	6.24	11.67	9.72	8.07	18.60	16.40	2.00	6.28	14.63	8.68	2.54	22.00	15.00	16.80	9.76
	25.76	23.29	27.47	27.99	15.51	22.17	21.64	25.83	34.44	26.67	25.67	22.98	16.33	16.03	19.88
											e	d			
<b>Customer retention</b>	29	12	27	42	10	34	8	30	16	35	23	14	10	14	21
	12.52	11.83	9.11	10.00	13.40	5.59	2.38	11.33	11.44	9.57	12.65	11.57	-5.10	12.14	5.43
	26.77	22.52	24.79	21.53	23.17	24.76	4.07	26.49	27.79	22.53	25.98	13.64	26.91	21.59	16.71
<b>Customer</b>	29	12	26	42	10	35	8	29	16	35	23	14	10	15	21
	2.28	8.33	9.38	9.05	10.40	3.94	4.38	5.31	-3.63	10.23	11.22	11.43	-5.00	12.67	4.05
	21.09	40.02	16.35	17.67	12.45	16.84	8.91	25.23	25.45	21.78	12.50	11.09	25.26	12.40	8.78
									dg		bh	fh	deg	bh	deg

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



## Topic 6: Managing Growth

**Rank (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your company:**

N=196	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
<b><u>Having all stakeholders aligned</u></b>								
1	34 17.3%	13 17.1%	14 23.3%	6 15.0%	1 5.3%	14 18.2%	14 20.0%	3 6.7%
2	42 21.4%	20 26.3%	10 16.7%	7 17.5%	5 26.3%	17 22.1%	15 21.4%	10 22.2%
3	43 21.9%	11 14.5% c	13 21.7%	12 30.0% a	6 31.6%	16 20.8%	14 20.0%	13 28.9%
4	36 18.4%	13 17.1%	8 13.3%	10 25.0%	5 26.3%	14 18.2%	11 15.7%	11 24.4%
5	41 20.9%	19 25.0%	15 25.0%	5 12.5%	2 10.5%	16 20.8%	16 22.9%	8 17.8%
Mean	3.04	3.07	3.00	3.03	3.11	3.01	3.00	3.24

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



## Topic 6: Managing Growth

**Rank (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your company:**

N=196

	Industry Sector														
	Banking Finance Insurance A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact-uring I	Mining Construc-tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor-tation N	Retail Wholesale O
<b><u>Having all stakeholders aligned</u></b>															
1	3 30.0%	4 26.7%	3 15.0%	1 25.0%	0 0.0%	2 28.6%	2 12.5%	0 0.0%	3 13.6%	0 0.0%	6 25.0%	0 0.0%	7 15.9%	2 28.6%	1 8.3%
2	1 10.0%	3 20.0%	4 20.0%	1 25.0%	2 40.0%	2 28.6%	2 12.5%	0 0.0%	4 18.2%	1 50.0%	3 12.5%	0 0.0%	11 25.0%	2 28.6%	3 25.0%
3	2 20.0%	2 13.3% h	5 25.0%	1 25.0%	1 20.0%	1 14.3%	5 31.3%	1 100.0% bm	6 27.3%	0 0.0%	7 29.2%	0 0.0%	5 11.4% ho	2 28.6%	5 41.7% m
4	2 20.0%	2 13.3%	6 30.0%	1 25.0%	0 0.0%	0 0.0%	2 12.5%	0 0.0%	3 13.6%	1 50.0%	3 12.5%	0 0.0%	12 27.3%	0 0.0%	2 16.7%
5	2 20.0%	4 26.7%	2 10.0% l	0 0.0%	2 40.0%	2 28.6%	5 31.3%	0 0.0%	6 27.3%	0 0.0%	5 20.8%	1 100.0% co	9 20.5%	1 14.3%	1 8.3% l
Mean	2.90	2.93	3.00	2.50	3.40	2.71	3.38	3.00	3.23	3.00	2.92	5.00	3.11	2.43	2.92

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



**Topic 6: Managing Growth**

**Rank (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your company:**

N=196

Sales Revenue							Number of Employees							
<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

**Having all stakeholders aligned**

1	1 2.8% bcdfg	4 22.2% a	6 17.1% a	10 22.7% a	2 16.7%	9 22.0% a	2 22.2% a	3 8.1% dh	2 10.5%	9 20.5%	7 26.9% a	3 16.7%	1 9.1%	2 11.8%	7 29.2% a
2	9 25.0%	3 16.7%	8 22.9%	6 13.6% f	2 16.7%	13 31.7% d	1 11.1%	10 27.0%	3 15.8%	8 18.2%	5 19.2%	4 22.2%	3 27.3%	2 11.8%	7 29.2%
3	10 27.8%	4 22.2%	9 25.7%	7 15.9%	4 33.3%	6 14.6%	3 33.3%	10 27.0%	3 15.8%	9 20.5%	8 30.8%	2 11.1%	1 9.1%	4 23.5%	6 25.0%
4	5 13.9%	2 11.1%	7 20.0%	10 22.7%	2 16.7%	8 19.5%	2 22.2%	5 13.5% e	5 26.3%	8 18.2%	2 7.7% eg	7 38.9% adh	1 9.1%	6 35.3% dh	2 8.3% eg
5	11 30.6%	5 27.8%	5 14.3%	11 25.0%	2 16.7%	5 12.2%	1 11.1%	9 24.3%	6 31.6%	10 22.7%	4 15.4%	2 11.1% f	5 45.5% eh	3 17.6%	2 8.3% f
Mean	3.44 f	3.06	2.91	3.14	3.00	2.68 a	2.89	3.19 h	3.53 dH	3.05	2.65 b	3.06	3.55 h	3.35 h	2.38 aBfg

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



## Topic 6: Managing Growth

**Rank (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your company:**

N=196	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
<b><u>Having the right talent</u></b>								
1	82 41.8%	34 44.7%	28 46.7%	12 30.0%	7 36.8%	39 50.6%	29 41.4%	14 31.1%
						c		a
2	52 26.5%	18 23.7%	14 23.3%	14 35.0%	6 31.6%	17 22.1%	21 30.0%	14 31.1%
3	35 17.9%	14 18.4%	12 20.0%	7 17.5%	2 10.5%	13 16.9%	12 17.1%	8 17.8%
4	16 8.2%	5 6.6%	5 8.3%	4 10.0%	2 10.5%	5 6.5%	6 8.6%	4 8.9%
5	11 5.6%	5 6.6%	1 1.7%	3 7.5%	2 10.5%	3 3.9%	2 2.9%	5 11.1%
Mean	2.09	2.07	1.95	2.30	2.26	1.91 c	2.01	2.38 a

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





## Topic 6: Managing Growth

**Rank (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your company:**

N=196

	Industry Sector														
	Banking Finance Insurance A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact-uring I	Mining Construc-tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor-tation N	Retail Wholesale O
<b>Having the right talent</b>															
1	5 50.0%	5 33.3%	5 25.0%	0 0.0%	3 60.0%	3 42.9%	8 50.0%	0 0.0%	11 50.0%	2 100.0%	11 45.8%	1 100.0%	18 40.9%	2 28.6%	5 41.7%
2	2 20.0%	3 20.0%	9 45.0%	2 50.0%	0 0.0%	2 28.6%	4 25.0%	0 0.0%	4 18.2%	0 0.0%	9 37.5%	0 0.0%	11 25.0%	1 14.3%	5 41.7%
3	0 0.0%	3 20.0%	2 10.0%	2 50.0%	2 40.0%	1 14.3%	2 12.5%	0 0.0%	3 13.6%	0 0.0%	2 8.3%	0 0.0%	11 25.0%	2 28.6%	2 16.7%
4	2 20.0%	3 20.0%	4 20.0%	0 0.0%	0 0.0%	1 14.3%	1 6.3%	0 0.0%	1 4.5%	0 0.0%	2 8.3%	0 0.0%	2 4.5%	0 0.0%	0 0.0%
5	1 10.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	1 100.0%	3 13.6%	0 0.0%	0 0.0%	0 0.0%	2 4.5%	2 28.6%	0 0.0%
Mean	2.20	2.47	2.25	2.50	1.80	2.00	1.94	5.00	2.14	1.00	1.79	1.00	2.07	2.86	1.75

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



**Topic 6: Managing Growth**

**Rank (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your company:**

N=196

	Sales Revenue							Number of Employees								
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+	
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H	
<b><u>Having the right talent</u></b>																
1	15 41.7%	11 61.1%	11 31.4%	23 52.3%	7 58.3%	14 34.1%	1 11.1%	16 43.2%	5 26.3%	22 50.0%	13 50.0%	7 38.9%	8 72.7%	7 41.2%	4 16.7%	
		cg	b	g	g		bde	h	f	H	h		bH		aCdF	
2	7 19.4%	3 16.7%	12 34.3%	10 22.7%	4 33.3%	12 29.3%	4 44.4%	7 18.9%	6 31.6%	11 25.0%	6 23.1%	5 27.8%	2 18.2%	5 29.4%	10 41.7%	
3	8 22.2%	2 11.1%	8 22.9%	7 15.9%	1 8.3%	7 17.1%	1 11.1%	7 18.9%	5 26.3%	8 18.2%	5 19.2%	3 16.7%	0 0.0%	1 5.9%	6 25.0%	
4	2 5.6%	2 11.1%	3 8.6%	3 6.8%	0 0.0%	3 7.3%	3 33.3%	4 10.8%	2 10.5%	2 4.5%	1 3.8%	2 11.1%	0 0.0%	2 11.8%	3 12.5%	
	g			g	g	g	adef									
5	4 11.1%	0 0.0%	1 2.9%	1 2.3%	0 0.0%	5 12.2%	0 0.0%	3 8.1%	1 5.3%	1 2.3%	1 3.8%	1 5.6%	1 9.1%	2 11.8%	1 4.2%	
Mean	2.25	1.72	2.17	1.84	1.50	2.34	2.67	2.22	2.37	1.84	1.88	2.17	1.55	2.24	2.46	
		g	e	g	efG	e	bdE			h			h		cf	

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



## Topic 6: Managing Growth

**Rank (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your company:**

N=196	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
<b><u>Having the right data</u></b>								
1	22 11.2%	4 5.3% cD	6 10.0%	7 17.5% a	5 26.3% A	9 11.7%	4 5.7% c	9 20.0% b
2	31 15.8%	9 11.8%	11 18.3%	8 20.0%	3 15.8%	13 16.9%	8 11.4%	9 20.0%
3	41 20.9%	17 22.4%	13 21.7%	7 17.5%	4 21.1%	13 16.9% b	22 31.4% ac	5 11.1% b
4	55 28.1%	22 28.9%	19 31.7%	9 22.5%	5 26.3%	23 29.9%	19 27.1%	11 24.4%
5	47 24.0%	24 31.6%	11 18.3%	9 22.5%	2 10.5%	19 24.7%	17 24.3%	11 24.4%
Mean	3.38	3.70 cD	3.30	3.13 a	2.79 A	3.39	3.53	3.13

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



## Topic 6: Managing Growth

**Rank (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your company:**

N=196

	Industry Sector														
	Banking Finance Insurance A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact-uring I	Mining Construc-tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor-tation N	Retail Wholesale O

### Having the right data

1	1 10.0%	2 13.3% h	5 25.0%	0 0.0%	0 0.0%	2 28.6%	2 12.5% h	1 100.0% bgIkmmo	1 4.5% H	0 0.0%	2 8.3% h	0 0.0%	5 11.4% h	0 0.0% h	1 8.3% h
2	2 20.0%	3 20.0%	3 15.0%	1 25.0%	2 40.0%	0 0.0%	5 31.3%	0 0.0%	4 18.2%	0 0.0%	3 12.5%	0 0.0%	7 15.9%	0 0.0%	1 8.3%
3	5 50.0% c	3 20.0%	2 10.0% a	0 0.0%	0 0.0%	3 42.9%	3 18.8%	0 0.0%	5 22.7%	1 50.0%	5 20.8%	0 0.0%	10 22.7%	1 14.3%	2 16.7%
4	1 10.0%	5 33.3%	6 30.0%	1 25.0%	3 60.0% g	2 28.6%	2 12.5% el	0 0.0%	8 36.4%	1 50.0%	8 33.3%	1 100.0% g	11 25.0%	3 42.9%	2 16.7%
5	1 10.0%	2 13.3% o	4 20.0%	2 50.0%	0 0.0%	0 0.0% o	4 25.0%	0 0.0%	4 18.2%	0 0.0%	6 25.0%	0 0.0%	11 25.0%	3 42.9%	6 50.0% bf
Mean	2.90 n	3.13 n	3.05	4.00	3.20	2.71 n	3.06 n	1.00	3.45	3.50	3.54	4.00	3.36	4.29 abfg	3.92

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



## Topic 6: Managing Growth

**Rank (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your company:**

N=196

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

### Having the right data

1	4 11.1%	3 16.7%	5 14.3%	5 11.4%	1 8.3%	2 4.9%	2 22.2%	5 13.5%	4 21.1%	4 9.1%	2 7.7%	4 22.2%	1 9.1%	0 0.0%	2 8.3%
2	8 22.2%	4 22.2%	3 8.6%	10 22.7%	0 0.0%	5 12.2%	1 11.1%	7 18.9%	5 26.3%	8 18.2%	3 11.5%	2 11.1%	1 9.1%	5 29.4%	0 0.0%
3	6 16.7%	1 5.6%	6 17.1%	12 27.3%	2 16.7%	14 34.1%	0 0.0%	7 18.9%	1 5.3%	9 20.5%	5 19.2%	6 33.3%	4 36.4%	7 41.2%	2 8.3%
4	9 25.0%	6 33.3%	12 34.3%	8 18.2%	7 58.3%	9 22.0%	3 33.3%	8 21.6%	5 26.3%	13 29.5%	10 38.5%	4 22.2%	4 36.4%	1 5.9%	10 41.7%
5	9 25.0%	4 22.2%	9 25.7%	9 20.5%	2 16.7%	11 26.8%	3 33.3%	10 27.0%	4 21.1%	10 22.7%	6 23.1%	2 11.1%	1 9.1%	4 23.5%	10 41.7%
Mean	3.31	3.22	3.49	3.14	3.75	3.54	3.44	3.30	3.00	3.39	3.58	2.89	3.27	3.24	4.08

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



## Topic 6: Managing Growth

**Rank (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your company:**

N=196	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

### **Having the right operating model**

1	35 17.9%	13 17.1%	6 10.0% cd	10 25.0% b	6 31.6% b	11 14.3%	13 18.6%	11 24.4%
2	40 20.4%	18 23.7%	12 20.0%	7 17.5%	2 10.5%	13 16.9%	17 24.3%	7 15.6%
3	42 21.4%	19 25.0%	13 21.7%	6 15.0%	4 21.1%	21 27.3%	10 14.3%	10 22.2%
4	37 18.9%	17 22.4%	12 20.0%	6 15.0%	2 10.5%	17 22.1%	15 21.4%	5 11.1%
5	42 21.4%	9 11.8% bc	17 28.3% a	11 27.5% a	5 26.3%	15 19.5%	15 21.4%	12 26.7%
Mean	3.06	2.88 b	3.37 a	3.03	2.89	3.16	3.03	3.00

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



## Topic 6: Managing Growth

**Rank (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your company:**

N=196

	Industry Sector														
	Banking Finance Insurance A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact-uring I	Mining Construc-tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor-tation N	Retail Wholesale O

### **Having the right operating model**

1	0 0.0% dno	3 20.0%	4 20.0%	2 50.0% ag	2 40.0%	0 0.0%	1 6.3% dno	0 0.0%	4 18.2%	0 0.0%	3 12.5%	0 0.0%	7 15.9%	3 42.9% ag	5 41.7% ag
2	2 20.0%	3 20.0%	3 15.0%	0 0.0%	0 0.0%	3 42.9%	3 18.8%	0 0.0%	7 31.8%	1 50.0%	5 20.8%	0 0.0%	9 20.5%	1 14.3%	2 16.7%
3	2 20.0%	5 33.3% o	6 30.0% o	1 25.0%	2 40.0% o	0 0.0% 1	2 12.5% 1	0 0.0%	3 13.6% 1	0 0.0%	7 29.2% o	1 100.0% fgiO	10 22.7%	1 14.3%	0 0.0% bcekL
4	1 10.0%	3 20.0%	2 10.0% h	0 0.0%	1 20.0%	2 28.6%	6 37.5% o	1 100.0% ciO	3 13.6% h	0 0.0%	4 16.7%	0 0.0%	11 25.0%	2 28.6%	0 0.0% gH
5	5 50.0% bmn	1 6.7% ao	5 25.0%	1 25.0%	0 0.0%	2 28.6%	4 25.0%	0 0.0%	5 22.7%	1 50.0%	5 20.8%	0 0.0%	7 15.9% a	0 0.0% a	5 41.7% b
Mean	3.90 bn	2.73 a	3.05	2.50	2.40	3.43	3.56 n	4.00	2.91	3.50	3.13	3.00	3.05	2.29 ag	2.83

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



**Topic 6: Managing Growth**

**Rank (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your company:**

N=196

Sales Revenue							Number of Employees							
<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

**Having the right operating model**

1	9 25.0% bD	0 0.0% acfg	8 22.9% bd	2 4.5% AcFG	1 8.3%	12 29.3% bD	3 33.3% bD	8 21.6%	3 15.8%	5 11.4% gh	2 7.7% gh	2 11.1%	1 9.1%	6 35.3% cd	8 33.3% cd
2	6 16.7%	6 33.3%	7 20.0%	10 22.7%	3 25.0%	6 14.6%	1 11.1%	7 18.9%	2 10.5%	13 29.5%	5 19.2%	5 27.8%	2 18.2%	3 17.6%	3 12.5%
3	5 13.9% b	7 38.9% ac	5 14.3% b	12 27.3%	3 25.0%	7 17.1%	3 33.3%	7 18.9%	5 26.3%	10 22.7%	6 23.1%	3 16.7%	3 27.3%	2 11.8%	6 25.0%
4	12 33.3% ce	3 16.7%	4 11.4% a	10 22.7%	0 0.0% a	7 17.1%	1 11.1%	11 29.7% c	5 26.3%	4 9.1% a	5 19.2%	3 16.7%	3 27.3%	2 11.8%	4 16.7%
5	4 11.1% ce	2 11.1%	11 31.4% a	10 22.7%	5 41.7% a	9 22.0%	1 11.1%	4 10.8%	4 21.1%	12 27.3%	8 30.8%	5 27.8%	2 18.2%	4 23.5%	3 12.5%
Mean	2.89	3.06	3.09	3.36	3.42	2.88	2.56	2.89	3.26	3.11	3.46 h	3.22	3.27	2.71	2.63 d

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





## Topic 6: Managing Growth

**Rank (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your company:**

N=196	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
<b><u>Having the right technology</u></b>								
1	23 11.7%	12 15.8%	6 10.0%	5 12.5%	0 0.0%	4 5.2% c	10 14.3%	8 17.8% a
2	31 15.8%	11 14.5%	13 21.7%	4 10.0%	3 15.8%	17 22.1%	9 12.9%	5 11.1%
3	35 17.9%	15 19.7%	9 15.0%	8 20.0%	3 15.8%	14 18.2%	12 17.1%	9 20.0%
4	52 26.5%	19 25.0%	16 26.7%	11 27.5%	5 26.3%	18 23.4%	19 27.1%	14 31.1%
5	55 28.1%	19 25.0%	16 26.7%	12 30.0%	8 42.1%	24 31.2%	20 28.6%	9 20.0%
Mean	3.43	3.29	3.38	3.53	3.95	3.53	3.43	3.24

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



## Topic 6: Managing Growth

**Rank (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your company:**

N=196

	Industry Sector														
	Banking Finance Insurance A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact-uring I	Mining Construc-tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor-tation N	Retail Wholesale O

### **Having the right technology**

1	1 10.0%	1 6.7%	3 15.0%	1 25.0%	0 0.0%	0 0.0%	3 18.8%	0 0.0%	3 13.6%	0 0.0%	2 8.3%	0 0.0%	7 15.9%	0 0.0%	0 0.0%
2	3 30.0%	3 20.0%	1 5.0% HLn	0 0.0%	1 20.0%	0 0.0%	2 12.5% hl	1 100.0% Cfgimo	3 13.6% hl	0 0.0%	4 16.7%	1 100.0% Cfgimo	6 13.6% hl	3 42.9% c	1 8.3% hl
3	1 10.0%	2 13.3%	5 25.0%	0 0.0%	0 0.0%	2 28.6%	4 25.0%	0 0.0%	5 22.7%	1 50.0%	3 12.5%	0 0.0%	8 18.2%	1 14.3%	3 25.0%
4	4 40.0%	2 13.3% O	2 10.0% O	2 50.0%	1 20.0%	2 28.6%	5 31.3%	0 0.0%	7 31.8%	0 0.0%	7 29.2% o	0 0.0%	8 18.2% O	2 28.6%	8 66.7% BCKM
5	1 10.0%	7 46.7% go	9 45.0% go	1 25.0%	3 60.0% gO	3 42.9% o	2 12.5% bee	0 0.0%	4 18.2%	1 50.0% o	8 33.3% o	0 0.0%	15 34.1% o	1 14.3%	0 0.0% beEjkm
Mean	3.10	3.73	3.65	3.50	4.20	4.14	3.06	2.00	3.27	4.00	3.63	2.00	3.41	3.14	3.58

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



**Topic 6: Managing Growth**

**Rank (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your company:**

N=196

Sales Revenue							Number of Employees							
<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

**Having the right technology**

1	7 19.4%	0 0.0%	5 14.3%	4 9.1%	1 8.3%	4 9.8%	1 11.1%	5 13.5%	5 26.3%	4 9.1%	2 7.7%	2 11.1%	0 0.0%	2 11.8%	3 12.5%
2	6 16.7%	2 11.1%	5 14.3%	8 18.2%	3 25.0%	5 12.2%	2 22.2%	6 16.2%	3 15.8%	4 9.1%	7 26.9%	2 11.1%	3 27.3%	2 11.8%	4 16.7%
3	7 19.4%	4 22.2%	7 20.0%	6 13.6%	2 16.7%	7 17.1%	2 22.2%	6 16.2%	5 26.3%	8 18.2%	2 7.7%	4 22.2%	3 27.3%	3 17.6%	4 16.7%
4	8 22.2%	5 27.8%	9 25.7%	13 29.5%	3 25.0%	14 34.1%	0 0.0%	9 24.3%	2 10.5%	17 38.6%	8 30.8%	2 11.1%	3 27.3%	6 35.3%	5 20.8%
5	8 22.2%	7 38.9%	9 25.7%	13 29.5%	3 25.0%	11 26.8%	4 44.4%	11 29.7%	4 21.1%	11 25.0%	7 26.9%	8 44.4%	2 18.2%	4 23.5%	8 33.3%
Mean	3.11 b	3.94 a	3.34	3.52	3.33	3.56	3.44	3.41	2.84 c	3.61 b	3.42	3.67	3.36	3.47	3.46

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



## Topic 6: Managing Growth

### When pursuing growth opportunities, how often do the following behaviors occur in your company:

	Total	Primary Economic Sector				Internet Sales %		
		B2B	B2B	B2C	B2C	0%	1-10%	>10%
		Product	Services	Product	Services	A	B	C
		A	B	C	D			

#### Examining other industries for actions that might inspire company growth opportunities.

Majority of time	100 50.3%	30 38.0% B	37 61.7% A	22 55.0%	11 55.0%	30 39.0% bc	40 57.1% a	28 58.3% a
Minority of time	99 49.7%	49 62.0% B	23 38.3% A	18 45.0%	9 45.0%	47 61.0% bc	30 42.9% a	20 41.7% a

#### Identifying how to move the business from core strengths into adjacent digital opportunities.

Majority of time	88 44.4%	28 36.4%	30 50.0%	21 52.5%	9 45.0%	29 38.2% c	28 40.0% c	29 60.4% ab
Minority of time	110 55.6%	49 63.6%	30 50.0%	19 47.5%	11 55.0%	47 61.8% c	42 60.0% c	19 39.6% ab

#### Using data insights across channels

Majority of time	121 61.4%	40 51.3% C	35 59.3% c	32 80.0% Ab	14 70.0%	40 52.6% C	40 58.0% c	38 79.2% Ab
Minority of time	76 38.6%	38 48.7% C	24 40.7% c	8 20.0% Ab	6 30.0%	36 47.4% C	29 42.0% c	10 20.8% Ab

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



## Topic 6: Managing Growth

### When pursuing growth opportunities, how often do the following behaviors occur in your company:

		Industry Sector														
		Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O

#### Examining other industries for actions that might inspire company growth opportunities.

Majority of time	4 40.0%	8 53.3%	12 60.0% f	3 75.0%	3 60.0%	1 14.3% ckm	6 37.5%	0 0.0%	7 30.4% k	2 66.7%	15 62.5% fi	1 100.0%	25 55.6% f	4 50.0%	5 45.5%
Minority of time	6 60.0%	7 46.7%	8 40.0% f	1 25.0%	2 40.0%	6 85.7% ckm	10 62.5%	1 100.0%	16 69.6% k	1 33.3%	9 37.5% fi	0 0.0%	20 44.4% f	4 50.0%	6 54.5%

#### Identifying how to move the business from core strengths into adjacent digital opportunities.

Majority of time	5 50.0%	7 46.7% e	12 60.0% ik	1 25.0% e	5 100.0% bdfIKmn	2 28.6% e	8 50.0%	0 0.0%	6 26.1% cEO	2 66.7%	6 25.0% cEO	1 100.0%	18 40.9% eo	3 37.5% e	9 75.0% IKm
Minority of time	5 50.0%	8 53.3% e	8 40.0% ik	3 75.0% e	0 0.0% bdfIKmn	5 71.4% e	8 50.0%	0 0.0%	17 73.9% cEO	1 33.3%	18 75.0% cEO	0 0.0%	26 59.1% eo	5 62.5% e	3 25.0% IKm

#### Using data insights across channels

Majority of time	7 70.0%	12 80.0%	13 65.0%	4 100.0%	3 60.0%	3 42.9%	8 53.3%	0 0.0%	11 47.8% m	1 33.3%	13 54.2% m	0 0.0%	35 77.8% ikn	3 37.5% m	7 63.6%
Minority of time	3 30.0%	3 20.0%	7 35.0%	0 0.0%	2 40.0%	4 57.1%	7 46.7%	0 0.0%	12 52.2% m	2 66.7%	11 45.8% m	1 100.0%	10 22.2% ikn	5 62.5% m	4 36.4%

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



## Topic 6: Managing Growth

### When pursuing growth opportunities, how often do the following behaviors occur in your company:

Sales Revenue							Number of Employees							
<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

#### Examining other industries for actions that might inspire company growth opportunities.

Majority of time	23 63.9% d	9 50.0%	20 57.1%	18 39.1% a	6 50.0%	19 45.2%	4 44.4%	24 64.9% c	10 52.6%	17 37.8% af	12 46.2%	10 50.0%	8 72.7% c	7 41.2%	12 50.0%
Minority of time	13 36.1% d	9 50.0%	15 42.9%	28 60.9% a	6 50.0%	23 54.8%	5 55.6%	13 35.1% c	9 47.4%	28 62.2% af	14 53.8%	10 50.0%	3 27.3% c	10 58.8%	12 50.0%

#### Identifying how to move the business from core strengths into adjacent digital opportunities.

Majority of time	18 50.0% b	3 16.7% adfg	14 40.0%	22 47.8% b	6 50.0%	18 43.9% b	6 66.7% b	19 51.4% c	8 42.1%	12 26.7% aeG	10 38.5%	12 60.0% c	6 54.5%	11 68.8% C	10 41.7%
Minority of time	18 50.0% b	15 83.3% adfg	21 60.0%	24 52.2% b	6 50.0%	23 56.1% b	3 33.3% b	18 48.6% c	11 57.9%	33 73.3% aeG	16 61.5%	8 40.0% c	5 45.5%	5 31.3% C	14 58.3%

#### Using data insights across channels

Majority of time	19 54.3%	10 55.6%	20 57.1%	29 63.0%	6 50.0%	28 68.3%	8 88.9%	18 50.0%	10 52.6%	30 66.7%	17 65.4%	9 45.0% h	7 63.6%	12 75.0%	18 75.0% e
Minority of time	16 45.7%	8 44.4%	15 42.9%	17 37.0%	6 50.0%	13 31.7%	1 11.1%	18 50.0%	9 47.4%	15 33.3%	9 34.6%	11 55.0% h	4 36.4%	4 25.0%	6 25.0% e

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



## Topic 6: Managing Growth

### When pursuing growth opportunities, how often do the following behaviors occur in your company:

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Effectively leveraging technology to pursue growth opportunities.

Majority of time	123 62.1%	48 61.5%	37 61.7%	26 65.0%	12 60.0%	47 61.8%	38 54.3% c	35 72.9% b
Minority of time	75 37.9%	30 38.5%	23 38.3%	14 35.0%	8 40.0%	29 38.2%	32 45.7% c	13 27.1% b

#### Using an integrated marketing team in which digital and nondigital work together

Majority of time	153 76.9%	56 71.8%	48 80.0%	31 77.5%	18 90.0%	58 76.3%	51 71.8%	41 85.4%
Minority of time	46 23.1%	22 28.2%	12 20.0%	9 22.5%	2 10.0%	18 23.7%	20 28.2%	7 14.6%

#### Using an integrated marketing team in which marketing and finance experts work together

Majority of time	69 35.0%	23 29.5% D	19 31.7% D	14 35.0% d	13 68.4% ABc	27 35.5%	21 30.4%	20 41.7%
Minority of time	128 65.0%	55 70.5% D	41 68.3% D	26 65.0% d	6 31.6% ABc	49 64.5%	48 69.6%	28 58.3%

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



## Topic 6: Managing Growth

### When pursuing growth opportunities, how often do the following behaviors occur in your company:

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O

#### Effectively leveraging technology to pursue growth opportunities.

Majority of time	7 70.0% f	9 60.0% f	11 55.0% f	2 50.0% f	4 80.0% f	1 14.3% aegikMn	12 75.0% f	0 0.0%	15 65.2% f	1 33.3%	14 58.3% f	0 0.0%	31 68.9% F	6 75.0% f	7 63.6%
Minority of time	3 30.0% f	6 40.0% f	9 45.0% f	2 50.0% f	1 20.0% f	6 85.7% aegikMn	4 25.0% f	0 0.0%	8 34.8% f	2 66.7%	10 41.7% f	1 100.0%	14 31.1% F	2 25.0% f	4 36.4%

#### Using an integrated marketing team in which digital and nondigital work together

Majority of time	10 100.0% efn	13 86.7% f	17 85.0% ef	3 75.0%	2 40.0% ac	3 42.9% abcm	12 75.0%	0 0.0%	17 73.9%	3 100.0%	19 79.2%	1 100.0%	36 80.0% f	5 62.5% a	9 75.0%
Minority of time	0 0.0% efn	2 13.3% f	3 15.0% ef	1 25.0%	3 60.0% ac	4 57.1% abcm	4 25.0%	0 0.0%	6 26.1%	0 0.0%	5 20.8%	0 0.0%	9 20.0% f	3 37.5% a	3 25.0%

#### Using an integrated marketing team in which marketing and finance experts work together

Majority of time	6 60.0%	4 26.7%	9 45.0%	2 66.7%	1 20.0%	1 14.3%	6 37.5%	0 0.0%	7 30.4%	0 0.0%	8 33.3%	0 0.0%	15 33.3%	3 37.5%	4 36.4%
Minority of time	4 40.0%	11 73.3%	11 55.0%	1 33.3%	4 80.0%	6 85.7%	10 62.5%	0 0.0%	16 69.6%	3 100.0%	16 66.7%	1 100.0%	30 66.7%	5 62.5%	7 63.6%

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





## Topic 6: Managing Growth

### When pursuing growth opportunities, how often do the following behaviors occur in your company:

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

#### Effectively leveraging technology to pursue growth opportunities.

Majority of time	22 62.9% b	6 33.3% acdf	24 68.6% b	32 69.6% b	6 50.0%	27 64.3% b	5 55.6%	20 55.6%	11 57.9%	33 73.3%	14 53.8%	12 60.0%	7 63.6%	14 82.4% h	12 50.0% g
Minority of time	13 37.1% b	12 66.7% acdf	11 31.4% b	14 30.4% b	6 50.0%	15 35.7% b	4 44.4%	16 44.4%	8 42.1%	12 26.7%	12 46.2%	8 40.0%	4 36.4%	3 17.6% h	12 50.0% g

#### Using an integrated marketing team in which digital and nondigital work together

Majority of time	24 66.7% e	13 72.2%	26 74.3%	38 82.6%	12 100.0% a	32 76.2%	7 77.8%	25 67.6%	14 73.7%	33 73.3%	21 80.8%	18 90.0%	8 72.7%	14 82.4%	20 83.3%
Minority of time	12 33.3% e	5 27.8%	9 25.7%	8 17.4%	0 0.0% a	10 23.8%	2 22.2%	12 32.4%	5 26.3%	12 26.7%	5 19.2%	2 10.0%	3 27.3%	3 17.6%	4 16.7%

#### Using an integrated marketing team in which marketing and finance experts work together

Majority of time	12 34.3%	3 16.7%	13 37.1%	19 41.3%	4 33.3%	14 34.1%	4 44.4%	13 36.1%	4 21.1%	16 35.6%	9 34.6%	8 40.0%	5 45.5%	4 25.0%	10 41.7%
Minority of time	23 65.7%	15 83.3%	22 62.9%	27 58.7%	8 66.7%	27 65.9%	5 55.6%	23 63.9%	15 78.9%	29 64.4%	17 65.4%	12 60.0%	6 54.5%	12 75.0%	14 58.3%

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



## Topic 6: Managing Growth

### When pursuing growth opportunities, how often do the following behaviors occur in your company:

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Marketing offers a strong interpretation of customer insights important to the growth opportunity

Majority of time	133 67.9%	51 67.1%	37 61.7%	32 80.0%	13 65.0%	47 61.8% C	41 60.3% C	42 87.5% AB
Minority of time	63 32.1%	25 32.9%	23 38.3%	8 20.0%	7 35.0%	29 38.2% C	27 39.7% C	6 12.5% AB

#### Marketing articulates how the growth opportunity connects to the company position and strategy.

Majority of time	159 80.3%	62 79.5%	52 86.7% d	33 82.5%	12 60.0% b	60 78.9%	55 78.6%	42 87.5%
Minority of time	39 19.7%	16 20.5%	8 13.3% d	7 17.5%	8 40.0% b	16 21.1%	15 21.4%	6 12.5%

#### Marketing is able to connect the growth strategy to relevant customer metrics

Majority of time	132 67.0%	43 55.8% C	39 65.0% c	34 85.0% Ab	16 80.0%	48 63.2% c	41 59.4% C	40 83.3% aB
Minority of time	65 33.0%	34 44.2% C	21 35.0% c	6 15.0% Ab	4 20.0%	28 36.8% c	28 40.6% C	8 16.7% aB

#### Marketing builds a business case for the growth strategy

Majority of time	142 72.8%	49 63.6% C	45 76.3%	35 87.5% A	13 68.4%	48 64.0% C	50 73.5%	42 87.5% A
Minority of time	53 27.2%	28 36.4% C	14 23.7%	5 12.5% A	6 31.6%	27 36.0% C	18 26.5%	6 12.5% A

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



## Topic 6: Managing Growth

### When pursuing growth opportunities, how often do the following behaviors occur in your company:

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<b><u>Marketing offers a strong interpretation of customer insights important to the growth opportunity</u></b>															
Majority of time	8 80.0%	9 60.0%	16 80.0%	3 75.0%	2 40.0%	4 57.1%	12 75.0%	0 0.0%	14 63.6%	2 66.7%	15 62.5%	1 100.0%	30 68.2%	4 50.0%	9 81.8%
Minority of time	2 20.0%	6 40.0%	4 20.0%	1 25.0%	3 60.0%	3 42.9%	4 25.0%	0 0.0%	8 36.4%	1 33.3%	9 37.5%	0 0.0%	14 31.8%	4 50.0%	2 18.2%
<b><u>Marketing articulates how the growth opportunity connects to the company position and strategy.</u></b>															
Majority of time	10 100.0%	13 86.7%	17 85.0%	3 75.0%	3 60.0%	5 71.4%	11 68.8%	0 0.0%	16 69.6%	2 66.7%	18 75.0%	1 100.0%	37 82.2%	7 87.5%	11 100.0%
Minority of time	0 0.0%	2 13.3%	3 15.0%	1 25.0%	2 40.0%	2 28.6%	5 31.3%	0 0.0%	7 30.4%	1 33.3%	6 25.0%	0 0.0%	8 17.8%	1 12.5%	0 0.0%
<b><u>Marketing is able to connect the growth strategy to relevant customer metrics</u></b>															
Majority of time	8 80.0%	11 73.3%	15 75.0%	4 100.0%	4 80.0%	5 71.4%	12 75.0%	0 0.0%	10 43.5%	3 100.0%	14 58.3%	1 100.0%	24 54.5%	5 62.5%	11 100.0%
Minority of time	2 20.0%	4 26.7%	5 25.0%	0 0.0%	1 20.0%	2 28.6%	4 25.0%	0 0.0%	13 56.5%	0 0.0%	10 41.7%	0 0.0%	20 45.5%	3 37.5%	0 0.0%
<b><u>Marketing builds a business case for the growth strategy</u></b>															
Majority of time	9 90.0%	11 78.6%	18 90.0%	4 100.0%	5 100.0%	4 66.7%	12 75.0%	0 0.0%	16 69.6%	2 66.7%	13 54.2%	1 100.0%	29 67.4%	3 37.5%	10 90.9%
Minority of time	1 10.0%	3 21.4%	2 10.0%	0 0.0%	0 0.0%	2 33.3%	4 25.0%	1 100.0%	7 30.4%	1 33.3%	11 45.8%	0 0.0%	14 32.6%	5 62.5%	1 9.1%

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



## Topic 6: Managing Growth

### When pursuing growth opportunities, how often do the following behaviors occur in your company:

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

#### Marketing offers a strong interpretation of customer insights important to the growth opportunity

Majority of time	30 85.7% Cg	12 66.7%	19 55.9% A	32 69.6%	7 58.3%	28 68.3%	4 44.4% a	31 86.1% cdH	13 68.4%	27 61.4% a	15 57.7% a	15 75.0%	8 72.7%	12 70.6%	12 52.2% A
Minority of time	5 14.3% Cg	6 33.3%	15 44.1% A	14 30.4%	5 41.7%	13 31.7%	5 55.6% a	5 13.9% cdH	6 31.6%	17 38.6% a	11 42.3% a	5 25.0%	3 27.3%	5 29.4%	11 47.8% A

#### Marketing articulates how the growth opportunity connects to the company position and strategy.

Majority of time	30 85.7%	13 72.2%	29 82.9%	35 76.1%	11 91.7%	35 83.3%	5 55.6%	31 86.1%	17 89.5%	34 75.6%	19 73.1%	17 85.0%	11 100.0%	13 76.5%	17 70.8%
Minority of time	5 14.3%	5 27.8%	6 17.1%	11 23.9%	1 8.3%	7 16.7%	4 44.4%	5 13.9%	2 10.5%	11 24.4%	7 26.9%	3 15.0%	0 0.0%	4 23.5%	7 29.2%

#### Marketing is able to connect the growth strategy to relevant customer metrics

Majority of time	23 65.7%	11 61.1%	24 68.6%	32 69.6%	6 50.0%	31 75.6%	4 44.4%	24 66.7%	15 78.9%	29 64.4%	17 65.4%	12 60.0%	9 81.8%	12 70.6%	14 60.9%
Minority of time	12 34.3%	7 38.9%	11 31.4%	14 30.4%	6 50.0%	10 24.4%	5 55.6%	12 33.3%	4 21.1%	16 35.6%	9 34.6%	8 40.0%	2 18.2%	5 29.4%	9 39.1%

#### Marketing builds a business case for the growth strategy

Majority of time	29 80.6%	12 70.6%	22 66.7%	35 76.1%	8 66.7%	30 73.2%	6 66.7%	28 77.8%	16 88.9% e	33 75.0%	17 65.4%	11 55.0% bf	10 90.9% e	12 70.6%	15 65.2%
Minority of time	7 19.4%	5 29.4%	11 33.3%	11 23.9%	4 33.3%	11 26.8%	3 33.3%	8 22.2%	2 11.1% e	11 25.0%	9 34.6%	9 45.0% bf	1 9.1% e	5 29.4%	8 34.8%

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



## Topic 6: Managing Growth

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Existing products/ services in existing markets	197 55.43 25.70	77 49.55 23.94 b	59 58.31 24.52 a	40 58.63 25.49	20 61.00 32.02	75 54.47 26.57	71 57.25 24.04	47 54.15 27.39
New products/services in existing markets	197 20.88 18.18	77 25.26 19.68 bd	59 18.49 13.88 a	40 20.08 16.16	20 13.70 23.69 a	75 21.91 19.35	71 21.93 17.76	47 17.83 17.41
Existing products/ services in new markets	197 16.07 16.61	77 14.55 12.54	59 16.53 16.25	40 15.63 16.65	20 22.30 27.89	75 15.67 17.21	71 14.10 13.73	47 19.68 19.65
New products/services in new markets	197 7.62 9.61	77 10.65 11.31 bcD	59 6.68 8.54 a	40 5.68 7.56 a	20 3.00 5.23 A	75 7.96 9.92	71 6.72 7.95	47 8.34 11.49

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



## Topic 6: Managing Growth

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

Number Mean SD	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
Existing products/ services in existing markets	10 48.50 23.22	15 59.33 31.78	20 55.00 25.50	4 56.25 40.29	5 45.00 29.58	7 58.57 26.88	16 55.94 26.72	1 0.00 ---	23 46.96 22.85	3 71.67 33.29	23 61.30 26.21	1 90.00 ---	43 55.70 21.54	8 57.50 37.23	12 61.67 24.80	
New products/services in existing markets	10 24.30 11.57 bd	15 13.87 11.18 ai	20 21.00 14.10	4 8.75 8.54 a	5 19.00 16.73	7 17.86 13.18	16 18.38 14.06	1 100.00 ---	23 31.96 24.06 bKmo	3 16.67 28.87	23 15.13 14.01 I	1 5.00 ---	43 20.35 13.51 i	8 28.75 36.72	12 14.58 15.88 i	
Existing products/ services in new markets	10 15.50 6.43 n	15 18.00 19.89	20 18.00 26.03	4 35.00 33.91 imn	5 30.00 20.92 imn	7 15.71 11.70	16 16.63 18.17	1 0.00 ---	23 12.39 12.78 de	3 6.67 5.77	23 18.26 15.86	1 0.00 ---	43 14.65 12.27 de	8 6.88 8.84 ade	12 18.33 17.49	
New products/services in new markets	10 11.70 11.11	15 8.80 7.94	20 6.00 8.52	4 0.00 0.00	5 6.00 4.18	7 7.86 6.36	16 9.06 15.41	1 0.00 ---	23 8.70 8.95	3 5.00 5.00	23 5.30 7.41	1 5.00 ---	43 9.30 10.89	8 6.88 12.80	12 5.42 7.82	

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



## Topic 6: Managing Growth

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Existing products/ services in existing markets	37 52.43 30.29 d	17 58.24 25.49 e	35 52.43 21.97 D	44 65.68 21.58 aCEf	12 39.58 19.94 bD	42 52.98 26.98 d	9 59.44 27.09	38 50.92 30.71	19 52.11 24.29	44 60.00 22.59	25 60.00 24.87	19 58.16 20.70	11 55.91 27.00	17 49.41 23.04	24 53.96 29.78
New products/services in existing markets	37 22.38 23.81 d	17 15.00 11.86 cE	35 25.66 17.36 bD	44 13.36 12.37 aCEf	12 35.00 19.42 BDf	42 21.79 17.80 de	9 21.00 14.88	38 22.11 23.41	19 22.26 15.17	44 19.27 16.45	25 21.52 22.32	19 20.00 17.16	11 19.09 15.14	17 22.06 11.73	24 20.79 17.02
Existing products/ services in new markets	37 17.43 18.01	17 20.88 22.72	35 13.14 9.93	44 15.57 15.86	12 15.00 12.43	42 17.26 19.67	9 9.56 11.20	38 18.16 20.74	19 19.47 15.54	44 13.52 12.08	25 13.60 14.18	19 15.53 15.08	11 16.36 17.48	17 17.94 17.42	24 16.29 20.67
New products/services in new markets	37 7.76 11.66	17 5.88 4.41	35 8.77 8.89	44 5.39 6.38 e	12 10.42 10.33 d	42 7.98 11.69	9 10.00 11.46	38 8.82 11.65	19 6.16 5.52	44 7.20 8.13	25 4.88 6.32	19 6.32 6.84	11 8.64 10.02	17 10.59 12.36	24 8.96 13.02

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



## Topic 6: Managing Growth

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Growth from your firm internally	197	77	59	40	20	76	71	47
	71.76	69.64	70.34	78.97	68.25	73.71	71.90	68.70
	26.77	26.57	24.96	24.49	35.29	26.46	23.27	31.53
Growth from acquisitions	197	77	59	40	20	76	71	47
	12.30	12.83	14.15	8.75	12.50	11.75	14.30	10.64
	16.75	16.86	15.98	18.11	16.10	15.52	19.13	15.24
Growth from partnerships	197	77	59	40	20	76	71	47
	12.22	12.57	11.78	9.38	18.50	10.99	10.77	15.49
	17.73	14.08	16.68	14.20	33.45	17.15	13.93	21.72
Growth from licensing arrangements	197	77	59	40	20	76	71	47
	3.72	4.96	3.73	2.90	0.75	3.55	3.03	5.17
	8.97	10.80	9.22	6.40	1.83	9.83	6.00	11.29

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





## Topic 6: Managing Growth

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

Number Mean SD	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
Growth from your firm internally	10 63.20 30.02 c	15 70.00 37.89	20 84.25 20.92 agM	4 78.50 22.34	5 85.00 13.23	7 65.00 25.33	16 65.63 26.26 c	1 100.00 ---	23 71.09 26.54	3 86.67 11.55	23 72.17 20.77	1 100.00 ---	43 61.05 27.87 Co	8 82.50 34.12	12 83.33 18.26 m	
Growth from acquisitions	10 18.80 24.15	15 10.00 20.96	20 6.75 10.17 gk	4 12.50 11.90	5 7.00 15.65	7 12.86 17.76	16 15.94 16.75 c	1 0.00 ---	23 14.13 22.90	3 13.33 11.55	23 16.52 16.41 cn	1 0.00 ---	43 13.84 15.11	8 3.75 7.44 k	12 5.42 14.37	
Growth from partnerships	10 13.00 11.11	15 16.67 30.28	20 6.25 12.34 M	4 6.25 7.50	5 8.00 8.37	7 15.71 16.94	16 13.94 23.52	1 0.00 ---	23 11.74 12.85	3 0.00 0.00	23 8.26 10.72 m	1 0.00 ---	43 18.49 16.71 Ck	8 12.50 35.36	12 10.00 14.62	
Growth from licensing arrangements	10 5.00 15.81	15 3.33 9.00	20 2.75 6.38	4 2.75 3.20	5 0.00 0.00	7 6.43 11.07	16 4.50 10.89	1 0.00 ---	23 3.04 5.17	3 0.00 0.00	23 3.04 6.87	1 0.00 ---	43 6.63 12.38	8 1.25 3.54	12 1.25 3.11	

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



## Topic 6: Managing Growth

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Growth from your firm internally	37 71.08 30.46	17 72.94 29.53	34 71.18 28.87	45 73.33 24.82	12 68.75 26.98	42 72.05 23.55	9 66.11 28.26	38 72.24 31.68	19 77.11 20.50	43 69.07 31.19	25 74.60 22.63	20 73.00 26.87	11 72.27 24.02	17 67.18 24.92	24 70.58 22.53
Growth from acquisitions	37 3.92 9.06 bcDEFG	17 13.24 19.76 a	34 10.44 15.19 ag	45 13.56 17.60 A	12 17.50 23.69 A	42 15.67 13.50 A	9 24.44 26.98 Ac	38 4.61 12.54 cEfGH	19 7.89 10.18 g	43 13.95 19.63 a	25 10.80 14.41	20 17.75 19.30 A	11 15.00 17.18 a	17 16.35 11.96 Ab	24 17.92 20.16 A
Growth from partnerships	37 18.51 22.70 f	17 8.82 11.53	34 15.88 23.01	45 11.00 15.36	12 11.25 14.64	42 8.64 13.13 a	9 4.44 5.27	38 18.29 24.17 e	19 11.32 14.61	43 13.49 19.96	25 12.40 17.02	20 6.50 10.14 a	11 10.45 16.95	17 8.82 10.83	24 8.88 11.64
Growth from licensing arrangements	37 6.49 11.89 d	17 5.00 13.23	34 2.50 6.06	45 2.11 6.78 a	12 2.50 7.23	42 3.64 9.05	9 5.00 5.00	38 4.87 10.56	19 3.68 9.70	43 3.49 9.48	25 2.20 4.58	20 2.75 9.10	11 2.27 6.07	17 7.65 13.59	24 2.63 3.90

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



## Topic 6: Managing Growth

### What percentage of your company's sales are through the Internet?

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Internet sales	270	103	84	56	26	106	88	75
percent	17.01	11.57	13.06	31.63	20.45	0.00	5.09	55.26
	27.92	24.04	25.57	33.49	26.73	0.00	3.35	27.38
		C	C	AB			C	B

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



## Topic 6: Managing Growth

### What percentage of your company's sales are through the Internet?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Internet sales percent	16 18.35 32.19	21 16.94 26.34	27 33.12 32.72 gIK	6 9.00 7.21	7 35.08 43.75 IK	8 13.88 24.23	19 11.88 25.41 c	4 2.50 2.89	28 7.21 15.48 CEo	7 15.55 30.64	30 7.63 16.85 CEo	4 0.00 0.00	58 19.54 31.12	9 20.76 32.87	18 24.41 33.80 ik

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



**Topic 6: Managing Growth**

**What percentage of your company's sales are through the Internet?**

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Internet sales percent	57 23.73 32.20 beF	25 7.59 17.78 ad	39 19.87 32.76	58 21.04 30.84 bf	17 7.71 13.18 a	53 10.01 19.72 Ad	18 16.98 25.74	52 25.88 33.81 g	28 18.10 27.34	62 18.59 31.26	31 14.69 27.23	27 12.36 22.63	16 10.93 20.07	18 7.71 19.25 a	36 13.46 21.41

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



## Topic 6: Managing Growth

### What percent of your marketing budget do you spend on domestic markets?

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Domestic market percent	191	73	58	40	19	74	69	46
	85.04	79.54	87.95	85.85	94.75	86.03	84.64	84.03
	21.14	21.97	19.94	21.91	15.00	20.62	21.24	22.64
		bD	a		A			

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



## Topic 6: Managing Growth

### What percent of your marketing budget do you spend on domestic markets?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Domestic market percent	11 88.57 23.42	14 86.02 21.90	20 91.50 15.48 EM	4 80.82 31.35	5 66.45 24.99 Cfo	6 97.50 4.18 em	16 89.14 20.65 m	0 ---	24 85.09 20.05 o	3 91.67 14.43	22 84.90 24.80	1 80.00 ---	40 76.62 21.14 CfgO	8 74.19 29.37 o	11 98.45 3.21 EiMn

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



**Topic 6: Managing Growth**

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Domestic market percent	37 85.47 23.69	16 89.69 17.84	33 90.22 16.00 Fg	44 86.18 19.85	12 94.17 12.94	39 76.71 24.04	10 75.33 23.77	36 89.27 20.45	20 90.61 15.75	42 87.66 19.46	25 84.39 21.77	17 89.37 19.88	11 90.00 13.04	17 75.82 22.73	23 70.70 25.30
					fg	Ce	ce	gH	gH	gH	h	h	h	abc	ABCdef

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





**Topic 6: Managing Growth**

**What percentage of your company's sales is domestic?**

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Number	193	76	58	39	19	75	70	47
Mean	82.37	74.59	85.88	86.73	93.95	82.75	81.07	84.18
SD	20.70	22.37	18.40	18.60	14.27	21.54	20.49	19.88
		BCD	A	A	A			

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



**Topic 6: Managing Growth**

**What percentage of your company's sales is domestic?**

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Domestic sales percent	11 93.00 15.13 M	14 81.95 18.85 o	20 88.60 16.00 M	4 88.25 9.95	5 73.06 27.42 o	7 88.18 22.93	16 89.75 17.53 M	0 ---	23 78.07 22.75 o	2 99.50 0.71	22 81.22 23.11	1 80.00 ---	43 73.48 21.69 ACGO	8 74.04 27.16 o	11 95.00 7.75 beiMn

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



## Topic 6: Managing Growth

### What percentage of your company's sales is domestic?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Domestic sales percent	37 82.76 22.92	17 85.13 18.75	34 88.83 16.07	44 85.49 17.45	12 89.58 16.16	40 73.16 22.89	9 67.14 24.29	37 85.13 20.83	20 87.36 17.61	43 86.57 18.26	25 82.06 21.00	17 90.71 13.91	11 89.09 12.81	17 72.06 21.10	23 64.30 23.13
		g	FG	FG	fg	CDe	bCDe	gH	gH	gH	H	GH	gH	abcEf	ABCDEF

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



## Topic 6: Managing Growth

### Which international market is currently your largest (in terms of sales)?\*

N=99	Total	Primary Economic Sector				Internet Sales %		
		B2B	B2B	B2C	B2C	0%	1-10%	>10%
		Product A	Services B	Product C	Services D	A	B	C
Total	99 100.0%	49 49.5%	26 26.3%	18 18.2%	6 6.1%	37 37.8%	35 35.7%	26 26.5%
Western Europe	49 49.5%	31 63.3% C	11 42.3%	4 22.2% A	3 50.0%	24 64.9% C	18 51.4%	7 26.9% A
Canada	20 20.2%	9 18.4%	3 11.5%	6 33.3%	2 33.3%	4 10.8%	8 22.9%	8 30.8%
China	8 8.1%	3 6.1%	2 7.7%	2 11.1%	1 16.7%	2 5.4%	2 5.7%	3 11.5%
Eastern Europe	4 4.0%	1 2.0%	1 3.8%	2 11.1%	0 0.0%	0 0.0% c	1 2.9%	3 11.5% a
Indonesia and Southeast Asia	4 4.0%	0 0.0% b	3 11.5% a	1 5.6%	0 0.0%	2 5.4%	1 2.9%	1 3.8%
Australia/New Zealand	3 3.0%	1 2.0%	1 3.8%	1 5.6%	0 0.0%	2 5.4%	0 0.0%	1 3.8%
Japan	2 2.0%	1 2.0%	1 3.8%	0 0.0%	0 0.0%	1 2.7%	0 0.0%	1 3.8%
Mexico	2 2.0%	1 2.0%	1 3.8%	0 0.0%	0 0.0%	1 2.7%	1 2.9%	0 0.0%
Middle East	2 2.0%	1 2.0%	0 0.0%	1 5.6%	0 0.0%	1 2.7%	0 0.0%	1 3.8%

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

\*Responses from companies that have at least 1% of total sales from international markets and allocate at least 1% of total marketing budgets to international markets.



**Topic 6: Managing Growth**

**Which international market is currently your largest (in terms of sales)?\***

N=99	Total	Primary Economic Sector				Internet Sales %		
		B2B	B2B	B2C	B2C	0%	1-10%	>10%
		Product A	Services B	Product C	Services D	A	B	C
South American countries besides Brazil	2 2.0%	0 0.0%	1 3.8%	1 5.6%	0 0.0%	0 0.0%	2 5.7%	0 0.0%
Central America	2 2.0%	1 2.0%	1 3.8%	0 0.0%	0 0.0%	0 0.0%	1 2.9%	1 3.8%
Brazil	1 1.0%	0 0.0%	1 3.8%	0 0.0%	0 0.0%	0 0.0%	1 2.9%	0 0.0%

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

\*Responses from companies that have at least 1% of total sales from international markets and allocate at least 1% of total marketing budgets to international markets.



## Topic 6: Managing Growth

### Which international market is currently your largest (in terms of sales)?\*

N=99	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Total	15 15.2%	7 7.1%	15 15.2%	24 24.2%	4 4.0%	27 27.3%	7 7.1%	13 13.1%	10 10.1%	19 19.2%	16 16.2%	3 3.0%	8 8.1%	13 13.1%	17 17.2%
Western Europe	5 33.3% g	4 57.1%	8 53.3%	10 41.7% g	2 50.0%	14 51.9%	6 85.7% ad	4 30.8% h	4 40.0%	9 47.4%	8 50.0%	1 33.3%	3 37.5%	8 61.5%	12 70.6% a
Canada	3 20.0%	2 28.6%	5 33.3%	3 12.5%	1 25.0%	6 22.2%	0 0.0%	3 23.1%	3 30.0%	5 26.3%	2 12.5%	0 0.0%	4 50.0% h	2 15.4%	1 5.9% f
Central America	2 13.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
China	2 13.3%	1 14.3%	1 6.7%	2 8.3%	0 0.0%	1 3.7%	1 14.3%	3 23.1%	0 0.0%	3 15.8%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	1 5.9%
Eastern Europe	1 6.7%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	2 7.4%	0 0.0%	0 0.0%	2 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	1 5.9%
Indonesia and Southeast Asia	1 6.7%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	2 7.4%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	2 11.8%
Middle East	1 6.7%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Japan	0 0.0%	0 0.0%	0 0.0%	2 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0% e	0 0.0%	0 0.0%	0 0.0% e	1 6.3%	1 33.3% acgh	0 0.0% e	0 0.0% e
Mexico	0 0.0%	0 0.0%	0 0.0%	1 4.2%	1 25.0% f	0 0.0% e	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	1 7.7%	0 0.0%

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

\*Responses from companies that have at least 1% of total sales from international markets and allocate at least 1% of total marketing budgets to international markets.



## Topic 6: Managing Growth

### Which international market is currently your largest (in terms of sales)?\*

N=99	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Brazil	0 0.0%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
South American countries besides Brazil	0 0.0%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Australia/New Zealand	0 0.0%	0 0.0%	0 0.0%	2 8.3%	0 0.0%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 12.5%	1 33.3%	0 0.0%	0 0.0%	0 0.0%
								e		e		acgh		e	e

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

\*Responses from companies that have at least 1% of total sales from international markets and allocate at least 1% of total marketing budgets to international markets.



## Topic 6: Managing Growth

### Which international market is currently your largest (in terms of sales)?\*

N=99

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Total	2 2.1%	7 7.4%	9 9.5%	2 2.1%	5 5.3%	2 2.1%	7 7.4%	0 0.0%	13 13.7%	0 0.0%	9 9.5%	1 1.1%	30 31.6%	5 5.3%	3 3.2%
China	1 50.0% M	0 0.0%	3 33.3% M	0 0.0%	1 20.0% m	0 0.0%	1 14.3% m	0 0.0%	2 15.4% m	0 0.0%	0 0.0%	0 0.0%	0 0.0% ACegi	0 0.0%	0 0.0%
Western Europe	1 50.0%	4 57.1%	1 11.1% M	0 0.0% m	2 40.0%	0 0.0% m	4 57.1%	0 0.0%	5 38.5% m	0 0.0%	4 44.4%	1 100.0%	23 76.7% CdfiO	3 60.0%	0 0.0% M
Canada	0 0.0%	2 28.6% m	2 22.2%	1 50.0% m	1 20.0%	2 100.0% gM	0 0.0% fo	0 0.0%	3 23.1% m	0 0.0%	2 22.2%	0 0.0%	1 3.3% bdFiO	1 20.0%	2 66.7% gM
Central America	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3% m	0 0.0%	0 0.0% o	0 0.0%	0 0.0%	0 0.0%	0 0.0% gO	0 0.0%	1 33.3% iM
Australia/New Zealand	0 0.0%	0 0.0%	1 11.1%	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%	1 3.3%	0 0.0%	0 0.0%
Eastern Europe	0 0.0%	1 14.3% m	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	1 11.1%	0 0.0%	0 0.0% b	0 0.0%	0 0.0%
Indonesia and Southeast Asia	0 0.0%	0 0.0%	0 0.0%	1 50.0% iM	0 0.0%	0 0.0%	1 14.3% m	0 0.0%	0 0.0% d	0 0.0%	2 22.2% m	0 0.0%	0 0.0% Dgk	0 0.0%	0 0.0%
Japan	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 6.7%	0 0.0%	0 0.0%

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

\*Responses from companies that have at least 1% of total sales from international markets and allocate at least 1% of total marketing budgets to international markets.





## Topic 6: Managing Growth

### Which international market is currently your largest (in terms of sales)?\*

N=99

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Mexico	0 0.0%	0 0.0%	1 11.1%	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 0.0%	0 0.0%	0 0.0%
Middle East	0 0.0%	0 0.0%	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%	1 3.3%	0 0.0%	0 0.0%
South American countries besides Brazil	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 3.3%	1 20.0%	0 0.0%
Brazil	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 3.3%	0 0.0%	0 0.0%

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

\*Responses from companies that have at least 1% of total sales from international markets and allocate at least 1% of total marketing budgets to international markets.



## Topic 6: Managing Growth

### Which international market that you are currently not in is your biggest opportunity for the future?\*

N=114	Total	Primary Economic Sector				Internet Sales %		
		B2B	B2B	B2C	B2C	0%	1-10%	>10%
		Product A	Services B	Product C	Services D			
Total	114 100.0%	53 46.5%	31 27.2%	24 21.1%	6 5.3%	42 37.2%	41 36.3%	30 26.5%
China	18 15.8%	7 13.2%	6 19.4%	5 20.8%	0 0.0%	4 9.5%	9 22.0%	5 16.7%
Western Europe	14 12.3%	3 5.7% c	4 12.9%	6 25.0% a	1 16.7%	3 7.1%	5 12.2%	6 20.0%
Africa (non- Middle East and South Africa)	10 8.8%	5 9.4%	2 6.5%	3 12.5%	0 0.0%	4 9.5%	4 9.8%	1 3.3%
Mexico	10 8.8%	8 15.1%	1 3.2%	1 4.2%	0 0.0%	2 4.8%	4 9.8%	4 13.3%
Australia/New Zealand	8 7.0%	3 5.7%	4 12.9%	1 4.2%	0 0.0%	5 11.9%	3 7.3%	0 0.0%
India	7 6.1%	2 3.8%	3 9.7%	2 8.3%	0 0.0%	1 2.4%	3 7.3%	3 10.0%
Japan	7 6.1%	5 9.4%	0 0.0%	2 8.3%	0 0.0%	4 9.5%	2 4.9%	1 3.3%
Middle East	7 6.1%	2 3.8%	4 12.9%	1 4.2%	0 0.0%	3 7.1%	2 4.9%	2 6.7%
South American countries besides Brazil	7 6.1%	5 9.4%	1 3.2%	0 0.0%	1 16.7%	4 9.5%	1 2.4%	2 6.7%

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

\*Responses from companies that have at least 1% of total sales from international markets.



## Topic 6: Managing Growth

### Which international market that you are currently not in is your biggest opportunity for the future?\*

N=114	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Eastern Europe	5 4.4%	4 7.5%	0 0.0%	1 4.2%	0 0.0%	3 7.1%	0 0.0%	2 6.7%
Canada	5 4.4%	1 1.9% D	1 3.2% d	1 4.2% d	2 33.3% Abc	2 4.8%	2 4.9%	1 3.3%
Brazil	4 3.5%	2 3.8%	0 0.0% d	1 4.2%	1 16.7% b	2 4.8%	2 4.9%	0 0.0%
Indonesia and Southeast Asia	4 3.5%	2 3.8%	1 3.2%	0 0.0%	1 16.7%	1 2.4%	0 0.0% c	3 10.0% b
Scandinavia	3 2.6%	2 3.8%	1 3.2%	0 0.0%	0 0.0%	2 4.8%	1 2.4%	0 0.0%
Central America	3 2.6%	2 3.8%	1 3.2%	0 0.0%	0 0.0%	1 2.4%	2 4.9%	0 0.0%
Korea	2 1.8%	0 0.0%	2 6.5%	0 0.0%	0 0.0%	1 2.4%	1 2.4%	0 0.0%

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

\*Responses from companies that have at least 1% of total sales from international markets



## Topic 6: Managing Growth

### Which international market that you are currently not in is your biggest opportunity for the future?\*

N=114	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Total	16 14.0%	9 7.9%	19 16.7%	29 25.4%	6 5.3%	28 24.6%	7 6.1%	16 14.0%	11 9.6%	26 22.8%	16 14.0%	7 6.1%	7 6.1%	12 10.5%	19 16.7%
Mexico	3 18.8% d	1 11.1%	3 15.8% d	0 0.0% ace	1 16.7% d	2 7.1%	0 0.0%	3 18.8%	2 18.2%	2 7.7%	0 0.0% f	1 14.3%	2 28.6% dh	0 0.0%	0 0.0% f
Western Europe	3 18.8%	2 22.2%	1 5.3%	5 17.2%	0 0.0%	3 10.7%	0 0.0%	3 18.8%	1 9.1%	5 19.2%	1 6.3%	1 14.3%	1 14.3%	1 8.3%	1 5.3%
China	2 12.5%	1 11.1%	2 10.5%	7 24.1%	0 0.0%	5 17.9%	1 14.3%	2 12.5%	2 18.2%	4 15.4%	2 12.5%	0 0.0%	2 28.6%	2 16.7%	4 21.1%
Canada	1 6.3%	0 0.0%	0 0.0%	2 6.9%	1 16.7% f	0 0.0% e	1 14.3%	0 0.0%	1 9.1%	2 7.7%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	1 5.3%
Brazil	1 6.3%	0 0.0%	1 5.3%	1 3.4%	0 0.0%	0 0.0%	1 14.3%	1 6.3%	0 0.0%	1 3.8%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	1 5.3%
Eastern Europe	1 6.3%	0 0.0%	0 0.0%	2 6.9%	1 16.7%	1 3.6%	0 0.0%	1 6.3%	0 0.0%	1 3.8%	1 6.3%	0 0.0%	0 0.0%	1 8.3%	1 5.3%
Indonesia and Southeast Asia	1 6.3%	1 11.1%	0 0.0%	1 3.4%	0 0.0%	1 3.6%	0 0.0%	1 6.3%	1 9.1%	1 3.8%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%
Korea	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.6%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%
Africa (non-Middle East and South Africa)	1 6.3%	1 11.1%	0 0.0% f	1 3.4% f	0 0.0%	6 21.4% cd	1 14.3%	2 12.5%	0 0.0% g	1 3.8% g	1 6.3%	0 0.0%	0 0.0%	4 33.3% bc	2 10.5%

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

\*Responses from companies that have at least 1% of total sales from international markets



## Topic 6: Managing Growth

### Which international market that you are currently not in is your biggest opportunity for the future?

N=114

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Middle East	1 6.3%	0 0.0%	4 21.1%	1 3.4%	0 0.0%	1 3.6%	0 0.0%	0 0.0%	2 18.2%	3 11.5%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	1 5.3%
Scandinavia	1 6.3%	0 0.0%	0 0.0%	1 3.4%	0 0.0%	1 3.6%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	1 6.3%	0 0.0%	1 14.3%	0 0.0%	0 0.0%
Central America	0 0.0%	0 0.0%	1 5.3%	1 3.4%	0 0.0%	1 3.6%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	1 6.3%	1 14.3%	0 0.0%	0 0.0%	0 0.0%
Japan	0 0.0%	1 11.1%	2 10.5%	1 3.4%	0 0.0%	3 10.7%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	2 12.5%	1 14.3%	0 0.0%	1 8.3%	2 10.5%
India	0 0.0%	0 0.0%	2 10.5%	0 0.0%	1 16.7%	2 7.1%	2 28.6%	0 0.0%	0 0.0%	2 7.7%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	4 21.1%
South American countries besides Brazil	0 0.0%	1 11.1%	0 0.0%	4 13.8%	1 16.7%	0 0.0%	1 14.3%	1 6.3%	0 0.0%	0 0.0%	2 12.5%	2 28.6%	1 14.3%	0 0.0%	1 5.3%
Australia/New Zealand	0 0.0%	1 11.1%	3 15.8%	2 6.9%	1 16.7%	1 3.6%	0 0.0%	1 6.3%	1 9.1%	2 7.7%	2 12.5%	0 0.0%	0 0.0%	1 8.3%	1 5.3%

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

\*Responses from companies that have at least 1% of total sales from international markets



## Topic 6: Managing Growth

### Which international market that you are currently not in is your biggest opportunity for the future?\*

N=114

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Total	3 2.8%	9 8.3%	13 11.9%	3 2.8%	5 4.6%	2 1.8%	7 6.4%	0 0.0%	16 14.7%	1 0.9%	11 10.1%	1 0.9%	31 28.4%	4 3.7%	3 2.8%
Africa (non- Middle East and South Africa)	2 66.7% cgikM	1 11.1%	1 7.7% a	1 33.3% M	0 0.0%	1 50.0% kM	0 0.0% a	0 0.0%	2 12.5% a	0 0.0%	0 0.0% afn	0 0.0%	0 0.0% ADFN	2 50.0% kM	0 0.0%
Canada	1 33.3% i	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0% a	0 0.0%	0 0.0%	0 0.0%	2 6.5%	0 0.0%	0 0.0%
Brazil	0 0.0%	1 11.1%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.2%	0 0.0%	0 0.0%
Australia/New Zealand	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	1 9.1%	0 0.0%	5 16.1%	0 0.0%	0 0.0%
Central America	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%	0 0.0%	1 9.1%	0 0.0%	1 3.2%	0 0.0%	0 0.0%
China	0 0.0%	3 33.3%	1 7.7% l	1 33.3%	2 40.0%	0 0.0%	1 14.3%	0 0.0%	3 18.8%	0 0.0%	1 9.1% l	1 100.0% ckm	5 16.1% l	0 0.0%	0 0.0%
Eastern Europe	0 0.0%	0 0.0% j	1 7.7% j	0 0.0%	1 20.0%	0 0.0%	0 0.0% j	0 0.0%	1 6.3% j	1 100.0% bcgiKM	0 0.0% J	0 0.0%	1 3.2% J	0 0.0%	0 0.0%
India	0 0.0%	0 0.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	1 6.3%	0 0.0%	1 9.1%	0 0.0%	2 6.5%	0 0.0%	0 0.0%

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

\*Responses from companies that have at least 1% of total sales from international markets



## Topic 6: Managing Growth

### Which international market that you are currently not in is your biggest opportunity for the future?\*

N=114

	Industry Sector														
	Banking Finance Insurance A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact-uring I	Mining Construc-tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor-tation N	Retail Wholesale O
Indonesia and Southeast Asia	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	1 50.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.2%	0 0.0%	0 0.0%
Japan	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 12.9%	1 25.0%	1 33.3%
Korea	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mexico	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 18.8%	0 0.0%	1 9.1%	0 0.0%	1 3.2%	0 0.0%	0 0.0%
Middle East	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 14.3%	0 0.0%	1 6.3%	0 0.0%	2 18.2%	0 0.0%	1 3.2%	0 0.0%	1 33.3%
Scandinavia	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 9.7%	0 0.0%	0 0.0%
South American countries besides Brazil	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	1 9.1%	0 0.0%	3 9.7%	1 25.0%	0 0.0%
Western Europe	0 0.0%	3 33.3%	4 30.8%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 12.5%	0 0.0%	2 18.2%	0 0.0%	1 3.2%	0 0.0%	1 33.3%

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

\*Responses from companies that have at least 1% of total sales from international markets



## Topic 7: Social Media and Mobile Marketing

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
What percent of your marketing budget do you currently spend on mobile activities?	195 18.36 20.12	76 13.82 16.28	61 12.16 16.01	37 33.18 23.43	20 27.78 22.40	77 11.93 16.81	67 18.63 19.29	47 28.90 22.43
		CD	CD	AB	AB	bC	ac	Ab
% What percent will you spend on mobile in the next 12 months?	194 23.05 23.66	75 16.88 18.49	61 18.03 20.98	37 38.78 28.90	20 32.50 23.92	76 14.58 18.44	67 23.55 22.23	47 36.66 27.49
		CD	Cd	AB	Ab	BC	AC	AB
What percent will you spend on mobile activities in five years?	190 33.61 25.32	74 26.96 20.59	60 28.31 25.06	36 50.62 27.50	19 43.16 22.74	75 25.16 23.85	67 35.10 22.86	44 46.86 26.23
		CD	Cd	AB	Ab	bC	ac	Ab

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





## Topic 7: Social Media and Mobile Marketing

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

Number Mean SD	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
What percent of your marketing budget do you currently spend on mobile activities?	12 9.92 8.28	14 26.11 23.16	19 31.22 23.66	4 11.25 6.29	6 14.67 22.91	7 13.57 11.07	16 24.77 24.16	1 0.00 ---	22 21.41 20.55	3 8.33 2.89	23 8.57 9.55	1 5.00 ---	43 12.53 16.69	8 18.59 24.12	10 35.75 23.09	
	bCO	aKm	AKM			o	Km		K		BCGIO		bCgO		AfKM	
% What percent will you spend on mobile in the next 12 months?	12 15.08 12.32	14 29.14 25.71	19 43.68 28.62	4 12.50 8.66	6 17.50 24.24	7 13.57 11.07	16 35.00 28.40	1 0.00 ---	21 23.43 20.59	3 10.00 0.00	23 13.70 15.83	1 10.00 ---	43 16.51 20.49	8 23.13 26.31	10 35.00 29.81	
	Cgo	k	AdfiKM	c		c	aKM		c		bCGo		CGo		akm	
What percent will you spend on mobile activities in five years?	12 25.58 17.39	14 39.14 27.08	19 51.66 27.61	4 22.50 5.00	6 33.33 23.80	7 23.57 17.25	16 45.29 29.20	0 --- ---	21 35.71 23.15	3 23.33 7.64	23 23.57 22.07	1 15.00 ---	42 25.52 22.83	7 31.43 30.92	9 53.40 25.00	
	CgO		AfKM	o		co	akM				CgO		CGO		AdfKM	

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



## Topic 7: Social Media and Mobile Marketing

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
What percent of your marketing budget do you currently spend on mobile activities?	38 21.36 22.62	18 8.06 13.08	33 20.83 21.29	45 19.23 21.52	12 20.75 17.76	37 16.61 18.06	11 18.82 18.93	38 22.15 22.50	19 12.57 19.98	45 17.90 20.99	26 21.14 21.05	18 19.10 18.47	11 19.86 23.32	16 19.88 16.62	22 12.00 14.48
	b	acde	b	b	b										
% What percent will you spend on mobile in the next 12 months?	38 31.53 29.42	17 9.12 13.95	33 24.09 23.23	45 23.87 24.51	12 23.17 21.40	37 19.30 18.97	11 23.18 20.28	37 31.97 29.20	19 18.68 26.29	45 20.44 22.61	26 25.42 24.36	18 22.06 19.13	11 24.64 26.03	16 22.38 16.03	22 14.82 16.03
	Bf	Acdeg	b	b	b	a	b	ch		a					a
What percent will you spend on mobile activities in five years?	36 39.03 29.74	17 15.00 15.41	32 36.93 23.84	45 36.62 26.25	11 36.82 27.14	37 29.97 20.59	11 34.27 26.00	35 38.86 28.47	19 27.88 26.29	44 31.11 25.73	26 38.68 27.17	18 38.67 24.31	10 35.00 24.72	16 31.75 19.21	22 25.77 20.43
	B	ACDefg	B	B	b	b	b								

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



## Topic 7: Social Media and Mobile Marketing

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

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Not at all	58 28.7%	29 37.2%	22 34.9%	4 10.0%	3 15.0%	36 46.2%	13 19.1%	8 16.3%
		C	C	AB		BC	A	A
2	32 15.8%	11 14.1%	14 22.2%	4 10.0%	3 15.0%	14 17.9%	12 17.6%	5 10.2%
3	24 11.9%	12 15.4%	8 12.7%	2 5.0%	1 5.0%	7 9.0%	13 19.1%	4 8.2%
4	20 9.9%	9 11.5%	5 7.9%	2 5.0%	4 20.0%	9 11.5%	7 10.3%	4 8.2%
5	32 15.8%	10 12.8%	7 11.1%	12 30.0%	3 15.0%	3 3.8%	18 26.5%	9 18.4%
		c	c	ab		BC	A	A
6	17 8.4%	2 2.6%	3 4.8%	7 17.5%	5 25.0%	8 10.3%	2 2.9%	5 10.2%
		CD	cD	Ab	AB			
7=A great deal	19 9.4%	5 6.4%	4 6.3%	9 22.5%	1 5.0%	1 1.3%	3 4.4%	14 28.6%
		c	c	ab		C	C	AB
Mean	3.31	2.82	2.78	4.78	4.00	2.45	3.34	4.47
		Cd	Cd	AB	ab	BC	AC	AB

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



## Topic 7: Social Media and Mobile Marketing

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	5 41.7% o	3 21.4%	3 15.0% hkm	1 25.0%	2 33.3%	2 28.6%	4 23.5%	1 100.0% cO	4 17.4%	0 0.0%	11 44.0% co	0 0.0%	18 40.9% co	2 25.0%	0 0.0% aHkm
2	3 25.0%	2 14.3%	1 5.0% fL	0 0.0%	2 33.3%	3 42.9% cg	1 5.9% fl	0 0.0%	5 21.7%	0 0.0%	4 16.0% 1	1 100.0% Cgkmo	8 18.2% 1	1 12.5%	1 9.1% 1
3	0 0.0% J	1 7.1% j	2 10.0% j	1 25.0%	0 0.0%	0 0.0% j	1 5.9% j	0 0.0%	2 8.7% j	2 66.7% Abcfdgi	4 16.0%	0 0.0%	9 20.5%	1 12.5%	1 9.1%
4	2 16.7%	2 14.3%	1 5.0%	1 25.0% m	0 0.0%	1 14.3%	2 11.8%	0 0.0%	4 17.4% m	0 0.0%	3 12.0%	0 0.0%	1 2.3% di	1 12.5%	1 9.1%
5	2 16.7% k	2 14.3%	7 35.0% KM	1 25.0% k	1 16.7% k	1 14.3%	4 23.5% km	0 0.0%	5 21.7% km	1 33.3% K	0 0.0% aCdegiJo	0 0.0%	2 4.5% Cgi	1 12.5%	2 18.2% k
6	0 0.0%	3 21.4% m	2 10.0%	0 0.0%	1 16.7%	0 0.0%	4 23.5% M	0 0.0%	2 8.7%	0 0.0%	1 4.0%	0 0.0%	1 2.3% bGo	1 12.5%	2 18.2% m
7=A great deal	0 0.0% o	1 7.1%	4 20.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9% o	0 0.0%	1 4.3% o	0 0.0%	2 8.0% o	0 0.0%	5 11.4%	1 12.5%	4 36.4% agik
Mean	2.42 CgO	3.79	4.50 AfKM	3.25	2.83 o	2.43 cO	4.00 akm	1.00	3.48 O	3.67	2.52 CgO	2.00	2.64 CgO	3.63	5.36 AeFIKM

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



## Topic 7: Social Media and Mobile Marketing

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

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
1=Not at all	11 27.5% b	11 61.1% aCdFG	7 20.6% B	14 29.8% b	3 27.3%	10 25.6% b	1 8.3% B	9 23.1% b	10 52.6% ag	17 35.4%	7 26.9%	4 22.2%	2 18.2%	2 12.5% b	7 28.0%
2	5 12.5%	4 22.2%	10 29.4% F	9 19.1%	1 9.1%	2 5.1% C	1 8.3%	7 17.9%	2 10.5%	11 22.9%	5 19.2%	3 16.7%	0 0.0%	1 6.3%	3 12.0%
3	4 10.0%	1 5.6%	1 2.9% f	8 17.0%	0 0.0%	8 20.5% c	2 16.7%	4 10.3%	0 0.0% fg	3 6.3% fg	3 11.5%	2 11.1%	3 27.3% bc	5 31.3% bc	4 16.0%
4	4 10.0%	1 5.6%	6 17.6% d	2 4.3% c	2 18.2%	4 10.3%	1 8.3%	4 10.3%	2 10.5%	5 10.4%	1 3.8%	2 11.1%	1 9.1%	3 18.8%	2 8.0%
5	4 10.0% eg	0 0.0% efG	4 11.8% g	6 12.8% g	4 36.4% ab	9 23.1% b	5 41.7% aBcd	5 12.8%	0 0.0% defh	5 10.4%	7 26.9% b	5 27.8% b	3 27.3% b	2 12.5%	5 20.0% b
6	7 17.5%	1 5.6%	2 5.9%	3 6.4%	1 9.1%	2 5.1%	1 8.3%	6 15.4%	2 10.5%	2 4.2%	2 7.7%	1 5.6%	1 9.1%	2 12.5%	1 4.0%
7=A great deal	5 12.5%	0 0.0%	4 11.8%	5 10.6%	0 0.0%	4 10.3%	1 8.3%	4 10.3%	3 15.8%	5 10.4%	1 3.8%	1 5.6%	1 9.1%	1 6.3%	3 12.0%
Mean	3.65 B	1.78 ACdEFG	3.35 B	3.13 b	3.55 B	3.56 B	4.25 B	3.59	2.89	2.92	3.23	3.44	3.91	3.75	3.40

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



## Topic 7: Social Media and Mobile Marketing

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
...of your marketing budget do you currently spend on social media?	198 15.30 13.62	79 10.18 9.61 BCD	60 15.80 14.19 Ac	39 22.36 14.25 Ab	19 21.24 16.44 A	78 13.04 13.55 C	70 13.85 10.92 C	48 21.64 15.55 AB
...will you spend in the next 12 months?	196 18.90 14.87	79 13.46 11.30 BCD	60 20.08 15.44 A	39 24.98 15.05 A	18 25.67 18.44 A	78 16.09 14.41 C	69 17.68 13.01 C	47 25.90 16.30 AB
...do you predict you will spend in five years?	194 23.49 15.67	78 18.48 13.38 bCD	60 25.00 16.11 a	38 28.95 15.77 A	18 28.64 17.83 A	77 20.94 15.29 C	69 23.14 14.70	46 28.77 16.85 A

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



**Topic 7: Social Media and Mobile Marketing**

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

Number Mean SD	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
...of your marketing budget do you currently spend on social media?	12 13.10 13.14	13 19.40 13.95 m	20 21.58 16.76 iM	4 15.50 10.85	6 22.36 17.57 m	7 12.86 9.06	16 18.91 17.34 m	1 0.00 ---	23 12.65 9.34 c	3 13.33 5.77	23 16.10 11.51 m	1 5.00 ---	44 10.16 10.68 bCegko	8 18.55 19.59	11 19.76 17.02 m	
...will you spend in the next 12 months?	12 15.92 13.55	13 21.77 15.00	20 25.30 17.15 iM	4 16.25 11.09	6 24.17 19.13	7 15.71 15.92	16 24.31 17.09 m	1 0.00 ---	23 15.30 10.80 c	3 15.00 5.00	23 19.31 13.10	1 10.00 ---	44 14.86 12.64 Cg	7 19.72 22.04	10 24.11 18.07	
...do you predict you will spend in five years?	12 20.25 15.43	13 25.83 17.50	19 28.39 18.30	4 20.00 9.13	6 31.29 19.02	7 18.57 14.35	16 28.75 12.58 m	0 ---	23 20.52 13.26	3 20.00 5.00	23 25.11 16.92	1 10.00 ---	44 19.81 14.42 g	7 23.25 21.50	10 26.27 15.65	

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



## Topic 7: Social Media and Mobile Marketing

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
...of your marketing budget do you currently spend on social media?	39 19.27 18.34	18 10.61 7.17	34 18.36 13.66	44 13.87 12.03	11 13.36 10.32	41 14.62 13.24	10 10.60 7.47	39 19.71 17.77	20 15.82 15.25	45 14.63 10.85	25 14.20 12.38	19 14.43 11.99	9 15.49 19.52	17 13.89 13.93	24 11.75 7.66
...will you spend in the next 12 months?	37 23.41 18.84	18 13.39 8.83	34 22.41 15.04	44 17.84 14.23	11 17.27 12.32	41 17.71 14.31	10 13.20 8.57	37 24.63 18.02	20 18.20 15.96	45 18.16 12.66	25 18.04 15.43	19 17.63 13.43	9 20.23 20.05	17 16.35 14.29	24 15.25 10.10
...do you predict you will spend in five years?	35 28.53 19.64	18 17.78 12.39	34 26.84 16.00	44 22.65 14.74	11 22.27 13.48	41 22.21 14.28	10 16.90 11.29	35 29.53 18.91	20 22.89 16.87	45 23.11 14.36	25 22.79 16.41	19 22.74 13.87	9 21.97 19.33	17 20.57 14.43	24 19.88 10.87

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





## Topic 7: Social Media and Mobile Marketing

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

N=203	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Not At All	12 5.9%	8 10.0%	3 4.9%	1 2.4%	0 0.0%	7 9.1%	3 4.3%	2 3.9%
2	43 21.2%	26 32.5% bC	9 14.8% a	2 4.9% Ad	5 25.0% c	22 28.6% C	18 26.1% C	3 5.9% AB
3	35 17.2%	15 18.8%	10 16.4%	6 14.6%	4 20.0%	14 18.2%	12 17.4%	8 15.7%
4	27 13.3%	10 12.5%	10 16.4%	7 17.1%	0 0.0%	11 14.3%	9 13.0%	7 13.7%
5	36 17.7%	11 13.8%	13 21.3%	9 22.0%	3 15.0%	7 9.1% b	16 23.2% a	10 19.6%
6	34 16.7%	8 10.0% C	9 14.8%	12 29.3% A	5 25.0%	10 13.0% c	8 11.6% c	14 27.5% ab
7=Very Highly	16 7.9%	2 2.5% bd	7 11.5% a	4 9.8%	3 15.0% a	6 7.8%	3 4.3%	7 13.7%
Mean	3.98	3.28 BCD	4.25 A	4.78 A	4.40 A	3.56 C	3.77 C	4.76 AB

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



## Topic 7: Social Media and Mobile Marketing

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

N=203

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1=Not At All	2 15.4%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	1 4.2%	0 0.0%	2 8.7%	0 0.0%	4 9.1%	1 12.5%	0 0.0%
2	4 30.8%	1 7.1%	2 10.0%	1 25.0%	1 16.7%	4 57.1%	3 17.6%	0 0.0%	7 29.2%	0 0.0%	3 13.0%	0 0.0%	11 25.0%	1 12.5%	1 8.3%
3	1 7.7%	4 28.6%	2 10.0%	0 0.0%	3 50.0%	0 0.0%	1 5.9%	0 0.0%	6 25.0%	0 0.0%	5 21.7%	0 0.0%	10 22.7%	0 0.0%	2 16.7%
4	3 23.1%	1 7.1%	3 15.0%	1 25.0%	1 16.7%	0 0.0%	3 17.6%	0 0.0%	1 4.2%	2 66.7%	3 13.0%	1 100.0%	5 11.4%	1 12.5%	2 16.7%
5	1 7.7%	1 7.1%	5 25.0%	1 25.0%	0 0.0%	2 28.6%	2 11.8%	1 100.0%	7 29.2%	0 0.0%	7 30.4%	0 0.0%	7 15.9%	1 12.5%	1 8.3%
6	2 15.4%	4 28.6%	7 35.0%	1 25.0%	1 16.7%	1 14.3%	3 17.6%	0 0.0%	2 8.3%	1 33.3%	1 4.3%	0 0.0%	5 11.4%	2 25.0%	3 25.0%
7=Very Highly	0 0.0%	2 14.3%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	4 23.5%	0 0.0%	0 0.0%	0 0.0%	2 8.7%	0 0.0%	2 4.5%	2 25.0%	3 25.0%
Mean	3.23 Co	4.43	4.80 AIM	4.25	3.50	3.43	4.59 m	5.00	3.50 Co	4.67	3.91	4.00	3.52 Cgo	4.75	5.00 aim

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



## Topic 7: Social Media and Mobile Marketing

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

N=203

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
	1=Not At All	7 17.1% f	0 0.0%	1 2.9%	3 6.5%	0 0.0%	1 2.4% a	0 0.0%	6 15.4% ch	1 4.8%	1 2.1% a	3 11.5%	0 0.0%	0 0.0%	1 5.9%
2	6 14.6% b	8 44.4% ad	8 23.5%	7 15.2% b	3 27.3%	8 19.5%	3 27.3%	7 17.9% f	7 33.3% g	10 21.3% g	5 19.2%	3 15.8%	5 50.0% aG	0 0.0% bcFh	6 25.0% g
3	2 4.9% cd	3 16.7%	8 23.5% a	10 21.7% a	2 18.2%	7 17.1%	2 18.2%	2 5.1% cdh	3 14.3%	11 23.4% a	6 23.1% a	4 21.1%	0 0.0%	3 17.6%	6 25.0% a
4	4 9.8%	3 16.7%	1 2.9% f	7 15.2%	1 9.1%	9 22.0% c	2 18.2%	3 7.7%	4 19.0%	6 12.8%	3 11.5%	3 15.8%	1 10.0%	3 17.6%	4 16.7%
5	10 24.4%	2 11.1%	6 17.6%	8 17.4%	3 27.3%	5 12.2%	2 18.2%	10 25.6%	1 4.8% e	10 21.3%	2 7.7% e	6 31.6% bd	1 10.0%	3 17.6%	3 12.5%
6	6 14.6%	2 11.1%	7 20.6%	7 15.2%	2 18.2%	8 19.5%	2 18.2%	4 10.3% g	4 19.0%	8 17.0%	5 19.2%	2 10.5%	1 10.0%	6 35.3% a	4 16.7%
7=Very Highly	6 14.6%	0 0.0%	3 8.8%	4 8.7%	0 0.0%	3 7.3%	0 0.0%	7 17.9% c	1 4.8%	1 2.1% af	2 7.7%	1 5.3%	2 20.0% c	1 5.9%	1 4.2%
Mean	4.12	3.28	4.06	4.02	3.91	4.10	3.82	4.13	3.62	3.89	3.73	4.16	3.90	4.71	3.83

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



**Topic 7: Social Media and Mobile Marketing**

**Does your company use an app?**

N=207	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Yes	51 24.6%	14 17.3% cd	14 21.9%	15 36.6% a	8 40.0% a	14 17.7%	19 26.8%	16 32.0%
No	156 75.4%	67 82.7% cd	50 78.1%	26 63.4% a	12 60.0% a	65 82.3%	52 73.2%	34 68.0%

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



## Topic 7: Social Media and Mobile Marketing

### Does your company use an app?

N=207

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	4 30.8% k	4 28.6% k	2 10.0% Dlno	3 75.0% CKm	1 16.7%	2 28.6%	4 23.5%	0 0.0%	7 29.2% k	1 33.3%	1 4.0% abDiLNO	1 100.0% cK	10 21.7% d	4 50.0% cK	5 41.7% cK
No	9 69.2% k	10 71.4% k	18 90.0% Dlno	1 25.0% CKm	5 83.3%	5 71.4%	13 76.5%	1 100.0%	17 70.8% k	2 66.7%	24 96.0% abDiLNO	0 0.0% cK	36 78.3% d	4 50.0% cK	7 58.3% cK

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



**Topic 7: Social Media and Mobile Marketing**

**Does your company use an app?**

N=207

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Yes	6 14.6% fg	2 11.1%	5 14.3% f	14 29.8%	4 33.3%	15 36.6% ac	5 41.7% a	5 12.8% h	4 19.0%	9 19.1%	8 30.8%	6 30.0%	4 36.4%	5 29.4%	10 38.5% a
No	35 85.4% fg	16 88.9%	30 85.7% f	33 70.2%	8 66.7%	26 63.4% ac	7 58.3% a	34 87.2% h	17 81.0%	38 80.9%	18 69.2%	14 70.0%	7 63.6%	12 70.6%	16 61.5% a

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



## Topic 7: Social Media and Mobile Marketing

### To what degree has your app contributed to your company's performance during the last year?\*

N=50	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Not at all	3 6.0%	1 7.1%	2 14.3%	0 0.0%	0 0.0%	2 14.3%	1 5.3%	0 0.0%
2	10 20.0%	2 14.3%	2 14.3%	4 28.6%	2 25.0%	2 14.3%	3 15.8%	4 25.0%
3	8 16.0%	3 21.4%	3 21.4%	2 14.3%	0 0.0%	1 7.1%	3 15.8%	4 25.0%
4	6 12.0%	2 14.3%	1 7.1%	3 21.4%	0 0.0%	1 7.1%	3 15.8%	2 12.5%
5	10 20.0%	4 28.6%	3 21.4%	2 14.3%	1 12.5%	3 21.4%	7 36.8% c	0 0.0% b
6	5 10.0%	1 7.1%	0 0.0% d	1 7.1%	3 37.5% b	2 14.3%	1 5.3%	2 12.5%
7=Very Highly	8 16.0%	1 7.1%	3 21.4%	2 14.3%	2 25.0%	3 21.4%	1 5.3%	4 25.0%
Mean	4.14	3.93	3.93	4.00	5.13	4.36	4.00	4.25

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

\*Responses from companies that have use an app.



## Topic 7: Social Media and Mobile Marketing

### To what degree has your app contributed to your company's performance during the last year?\*

N=50

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1=Not at all	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%
2	0 0.0%	2 50.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	3 75.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	1 25.0%	1 20.0%
3	0 0.0%	1 25.0%	0 0.0%	1 33.3%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	1 100.0%	0 0.0%	2 20.0%	0 0.0%	0 0.0%
4	1 25.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	1 20.0%
5	0 0.0%	1 25.0%	0 0.0%	2 66.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 50.0%	1 100.0%	0 0.0%	0 0.0%	2 20.0%	1 25.0%	0 0.0%
6	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	1 25.0%	1 20.0%
7=Very Highly	2 50.0%	0 0.0%	0 0.0%	0 0.0%	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 30.0%	1 25.0%	2 40.0%
Mean	4.75	3.00	3.00	4.33	3.00	3.50	3.00	---	4.00	5.00	3.00	1.00	4.90	5.00	5.20

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

\*Responses from companies that have use an app.





## Topic 7: Social Media and Mobile Marketing

### To what degree has your app contributed to your company's performance during the last year?\*

N=50	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
	1=Not at all	1 16.7%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	1 20.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%
2	0 0.0%	0 0.0%	2 40.0%	4 28.6%	0 0.0%	3 20.0%	1 25.0%	0 0.0%	1 25.0%	1 11.1%	4 50.0%	1 16.7%	0 0.0%	0 0.0%	3 33.3%
3	1 16.7%	0 0.0%	1 20.0%	3 21.4%	0 0.0%	3 20.0%	0 0.0%	1 20.0%	1 25.0%	2 22.2%	1 12.5%	0 0.0%	1 25.0%	0 0.0%	2 22.2%
4	0 0.0%	1 50.0%	0 0.0%	1 7.1%	1 25.0%	2 13.3%	1 25.0%	0 0.0%	0 0.0%	1 11.1%	1 12.5%	1 16.7%	1 25.0%	0 0.0%	2 22.2%
5	0 0.0%	0 0.0%	2 40.0%	4 28.6%	1 25.0%	2 13.3%	1 25.0%	0 0.0%	0 0.0%	4 44.4%	1 12.5%	2 33.3%	0 0.0%	2 40.0%	1 11.1%
6	1 16.7%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	2 13.3%	1 25.0%	1 20.0%	0 0.0%	1 11.1%	1 12.5%	0 0.0%	0 0.0%	1 20.0%	1 11.1%
7=Very Highly	3 50.0%	0 0.0%	0 0.0%	1 7.1%	2 50.0%	2 13.3%	0 0.0%	2 40.0%	1 25.0%	0 0.0%	0 0.0%	2 33.3%	2 50.0%	1 20.0%	0 0.0%
Mean	5.17	2.50	3.40	3.86	5.75	4.00	4.25	4.80	3.25	4.22	3.25	5.00	5.25	4.80	3.44

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

\*Responses from companies that have use an app.



**Topic 7: Social Media and Mobile Marketing**

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

N=48	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
		No revenue [0%]	11 22.9%	3 21.4%	4 33.3%	3 21.4%	1 12.5%	3 21.4%
Little revenue [< 5%]	16 33.3%	5 35.7%	4 33.3%	4 28.6%	3 37.5%	5 35.7%	7 38.9%	4 25.0%
Some revenue [5 - 10%]	5 10.4%	2 14.3%	1 8.3%	2 14.3%	0 0.0%	1 7.1%	4 22.2%	0 0.0%
Moderate revenue [10 - 15%]	9 18.8%	2 14.3%	2 16.7%	3 21.4%	2 25.0%	3 21.4%	1 5.6%	5 31.3%
High revenue [15%+]	7 14.6%	2 14.3%	1 8.3%	2 14.3%	2 25.0%	2 14.3%	1 5.6%	4 25.0%

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

\*Responses from companies that have use an app.



## Topic 7: Social Media and Mobile Marketing

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

N=48

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
No revenue [0%]	1 25.0%	1 25.0%	1 50.0%	2 66.7%	0 0.0%	1 50.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 100.0%	1 11.1%	1 25.0%	0 0.0%
Little revenue [< 5%]	0 0.0%	2 50.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	2 50.0%	0 0.0%	4 66.7%	0 0.0%	0 0.0%	0 0.0%	4 44.4%	1 25.0%	2 40.0%
Some revenue [5 - 10%]	1 25.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Moderate revenue [10 - 15%]	1 25.0%	0 0.0%	1 50.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	2 22.2%	1 25.0%	2 40.0%
High revenue [15%+]	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	2 22.2%	1 25.0%	1 20.0%

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

\*Responses from companies that have use an app.



## Topic 7: Social Media and Mobile Marketing

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

N=48

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
No revenue [0%]	2 33.3%	1 50.0%	1 20.0%	2 15.4%	0 0.0%	5 33.3%	0 0.0%	2 40.0%	2 50.0%	1 11.1%	1 12.5%	1 20.0%	0 0.0%	2 40.0%	2 25.0%
Little revenue [ 5%]	0 0.0%	0 0.0%	3 60.0%	7 53.8%	0 0.0%	4 26.7%	2 66.7%	0 0.0%	1 25.0%	5 55.6%	3 37.5%	1 20.0%	0 0.0%	2 40.0%	4 50.0%
Some revenue [5 - 10%]	0 0.0%	1 50.0%	0 0.0%	1 7.7%	0 0.0%	2 13.3%	1 33.3%	0 0.0%	0 0.0%	1 11.1%	1 12.5%	0 0.0%	2 50.0%	0 0.0%	1 12.5%
Moderate revenue [10 - 15%]	2 33.3%	0 0.0%	1 20.0%	2 15.4%	3 75.0%	1 6.7%	0 0.0%	2 40.0%	0 0.0%	1 11.1%	2 25.0%	2 40.0%	1 25.0%	0 0.0%	1 12.5%
High revenue [15%+]	2 33.3%	0 0.0%	0 0.0%	1 7.7%	1 25.0%	3 20.0%	0 0.0%	1 20.0%	1 25.0%	1 11.1%	1 12.5%	1 20.0%	1 25.0%	1 20.0%	0 0.0%

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

\*Responses from companies that have use an app.



## Topic 7: Social Media and Mobile Marketing

### Which of the following best aligns with how your app impacts your customer acquisition or retention strategy?\*

N=48	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Our app is a key piece of our customer acquisition strategy	2 4.2%	0 0.0%	0 0.0%	1 6.7%	1 12.5%	1 7.7%	1 5.6%	0 0.0%
Our app is a key piece of our customer retention strategy	22 45.8%	6 46.2%	5 41.7%	7 46.7%	4 50.0%	5 38.5%	7 38.9%	8 53.3%
Our app is both a key piece of our customer acquisition strategy and retention strategy	24 50.0%	7 53.8%	7 58.3%	7 46.7%	3 37.5%	7 53.8%	10 55.6%	7 46.7%

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

\*Responses from companies that have use an app.



## Topic 7: Social Media and Mobile Marketing

### Which of the following best aligns with how your app impacts your customer acquisition or retention strategy?\*

N=48

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Our app is a key piece of our customer acquisition strategy	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	1 20.0%
Our app is a key piece of our customer retention strategy	1 25.0%	3 75.0%	2 100.0%	1 33.3%	1 100.0%	1 50.0%	4 100.0% mo	0 0.0%	3 50.0%	0 0.0%	0 0.0%	1 100.0%	3 30.0% g	1 25.0%	1 20.0% g
Our app is both a key piece of our customer acquisition strategy and retention strategy	3 75.0%	1 25.0%	0 0.0%	2 66.7%	0 0.0%	1 50.0%	0 0.0% m	0 0.0%	3 50.0%	0 0.0%	0 0.0%	0 0.0%	7 70.0% g	2 50.0%	3 60.0%

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

\*Responses from companies that have use an app.



## Topic 7: Social Media and Mobile Marketing

### Which of the following best aligns with how your app impacts your customer acquisition or retention strategy?\*

N=48

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Our app is a key piece of our customer acquisition strategy	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	1 20.0%	0 0.0%	0 0.0%	0 0.0%
Our app is a key piece of our customer retention strategy	3 50.0%	1 50.0%	3 60.0%	8 66.7% f	1 25.0%	3 21.4% d	3 60.0%	3 60.0%	2 50.0%	5 55.6%	3 42.9%	3 60.0%	0 0.0%	1 20.0%	5 55.6%
Our app is both a key piece of our customer acquisition strategy and retention strategy	3 50.0%	1 50.0%	2 40.0%	4 33.3%	2 50.0%	10 71.4%	2 40.0%	2 40.0%	2 50.0%	4 44.4%	3 42.9%	1 20.0% f	4 100.0% e	4 80.0%	4 44.4%

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

\*Responses from companies that have use an app.



## Topic 8: Marketing Leadership

### What is marketing primarily responsible for in your company?

N=207	Total	Primary Economic Sector				Internet Sales %		
		B2B	B2B	B2C	B2C	0%	1-10%	>10%
		Product A	Services B	Product C	Services D	A	B	C
Digital marketing	195 94.2%	76 93.8%	60 93.8%	39 95.1%	20 100.0%	76 96.2%	65 91.5%	47 94.0%
Brand	189 91.3%	72 88.9%	58 90.6%	40 97.6%	19 95.0%	71 89.9%	65 91.5%	46 92.0%
Advertising	188 90.8%	73 90.1% c	54 84.4% C	41 100.0% aB	20 100.0%	70 88.6%	63 88.7%	48 96.0%
Social media	174 84.1%	66 81.5%	55 85.9%	35 85.4%	18 90.0%	68 86.1%	58 81.7%	41 82.0%
Promotion	161 77.8%	66 81.5%	49 76.6%	31 75.6%	15 75.0%	61 77.2%	53 74.6%	40 80.0%
Marketing analytics	158 76.3%	62 76.5%	46 71.9%	34 82.9%	16 80.0%	62 78.5%	51 71.8%	38 76.0%
Public relations	156 75.4%	58 71.6%	53 82.8%	28 68.3%	17 85.0%	62 78.5%	51 71.8%	37 74.0%
Positioning	147 71.0%	59 72.8%	44 68.8%	30 73.2%	14 70.0%	55 69.6%	50 70.4%	37 74.0%
Lead generation	146 70.5%	62 76.5%	48 75.0%	25 61.0%	11 55.0%	57 72.2%	51 71.8%	35 70.0%
Marketing research	144 69.6%	59 72.8%	38 59.4% d	29 70.7%	18 90.0% b	58 73.4%	44 62.0%	36 72.0%
Competitive intelligence	120 58.0%	52 64.2%	37 57.8%	21 51.2%	10 50.0%	44 55.7%	39 54.9%	34 68.0%
Insight	107 51.7%	41 50.6% c	22 34.4% CD	30 73.2% aB	14 70.0% B	35 44.3% C	33 46.5% C	36 72.0% AB

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





## Topic 8: Marketing Leadership

### What is marketing primarily responsible for in your company?

N=207	Total	Primary Economic Sector				Internet Sales %		
		B2B	B2B	B2C	B2C	0%	1-10%	>10%
		Product A	Services B	Product C	Services D	A	B	C
Customer experience	85 41.1%	29 35.8%	21 32.8%	23 56.1%	11 55.0%	26 32.9%	31 43.7%	27 54.0%
		c	c	ab		c	a	
Market entry strategies	83 40.1%	39 48.1%	22 34.4%	19 46.3%	3 15.0%	31 39.2%	24 33.8%	26 52.0%
		D		d	Ac		c	b
Revenue growth	81 39.1%	30 37.0%	26 40.6%	17 41.5%	7 35.0%	31 39.2%	21 29.6%	28 56.0%
							C	B
Customer relationship management	69 33.3%	22 27.2%	20 31.3%	19 46.3%	8 40.0%	18 22.8%	25 35.2%	23 46.0%
		c		a		C		A
e-commerce	62 30.0%	19 23.5%	13 20.3%	26 63.4%	4 20.0%	10 12.7%	26 36.6%	26 52.0%
		C	C	ABD	C	BC	A	A
Market selection	58 28.0%	26 32.1%	13 20.3%	12 29.3%	7 35.0%	21 26.6%	17 23.9%	18 36.0%
New products	53 25.6%	22 27.2%	10 15.6%	14 34.1%	6 30.0%	18 22.8%	16 22.5%	19 38.0%
			c	b				
Innovation	52 25.1%	15 18.5%	12 18.8%	18 43.9%	7 35.0%	14 17.7%	16 22.5%	19 38.0%
		C	C	AB		c		a
Pricing	51 24.6%	20 24.7%	13 20.3%	13 31.7%	5 25.0%	17 21.5%	13 18.3%	19 38.0%
						c	c	ab
Sales	43 20.8%	15 18.5%	8 12.5%	14 34.1%	5 25.0%	9 11.4%	15 21.1%	18 36.0%
			C	B		C		A

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

\*Responses from companies that have use an app.



**Topic 8: Marketing Leadership**

**What is marketing primarily responsible for in your company?\***

N=207	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Customer service	26 12.6%	5 6.2% D	7 10.9% d	7 17.1%	6 30.0% Ab	4 5.1% bc	13 18.3% a	8 16.0% a
Distribution	16 7.7%	4 4.9%	7 10.9%	5 12.2%	0 0.0%	4 5.1%	9 12.7%	2 4.0%
Stock market performance	3 1.4%	2 2.5%	1 1.6%	0 0.0%	0 0.0%	1 1.3%	0 0.0%	1 2.0%

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



## Topic 8: Marketing Leadership

### What is marketing primarily responsible for in your company?

N=207

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Brand	12 100.0% n	13 86.7%	19 95.0% n	4 100.0%	6 100.0%	6 85.7%	15 88.2%	1 100.0%	22 91.7%	3 100.0%	22 88.0%	1 100.0%	44 95.7% N	5 62.5% acM	11 91.7%
Digital marketing	12 100.0% H	14 93.3% h	19 95.0% H	4 100.0%	5 83.3% M	7 100.0% h	15 88.2% hm	0 0.0% AbCfKMN o	20 83.3% M	3 100.0%	24 96.0% H	1 100.0%	46 100.0% EgHI	8 100.0% h	11 91.7% h
Marketing analytics	10 83.3%	10 66.7%	16 80.0%	3 75.0%	4 66.7%	6 85.7%	15 88.2% h	0 0.0% gm	17 70.8%	3 100.0%	16 64.0% m	1 100.0%	39 84.8% hk	5 62.5%	10 83.3%
Marketing research	10 83.3%	7 46.7% m	14 70.0%	3 75.0%	4 66.7%	6 85.7%	13 76.5%	0 0.0%	18 75.0%	2 66.7%	14 56.0%	1 100.0%	35 76.1% b	6 75.0%	9 75.0%
Public relations	10 83.3% e	10 66.7%	14 70.0%	2 50.0%	2 33.3% aikM	5 71.4%	12 70.6%	1 100.0%	19 79.2% e	2 66.7%	20 80.0% e	1 100.0%	40 87.0% E	6 75.0%	8 66.7%
Advertising	10 83.3% m	13 86.7%	20 100.0% j	4 100.0%	5 83.3%	6 85.7%	15 88.2%	1 100.0%	22 91.7%	2 66.7% cm	21 84.0% m	1 100.0%	45 97.8% ajk	7 87.5%	11 91.7%
Lead generation	9 75.0%	10 66.7% m	9 45.0% giM	3 75.0%	5 83.3%	4 57.1% m	14 82.4% c	0 0.0% m	18 75.0% c	2 66.7%	17 68.0% m	1 100.0%	41 89.1% bCfhkO	6 75.0%	6 50.0% M
Positioning	9 75.0%	10 66.7%	17 85.0% hno	3 75.0%	3 50.0%	5 71.4%	14 82.4% n	0 0.0% cm	17 70.8%	2 66.7%	16 64.0%	1 100.0%	38 82.6% hNo	3 37.5% cgM	6 50.0% cm
Promotion	9 75.0%	11 73.3%	16 80.0%	2 50.0% m	4 66.7%	5 71.4%	14 82.4%	0 0.0% m	20 83.3%	2 66.7%	17 68.0% m	1 100.0%	41 89.1% dhkN	4 50.0% M	9 75.0%
Social media	9 75.0%	11 73.3%	17 85.0%	2 50.0% m	6 100.0%	7 100.0%	15 88.2%	1 100.0%	18 75.0%	3 100.0%	20 80.0%	1 100.0%	41 89.1% d	8 100.0%	10 83.3%

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



## Topic 8: Marketing Leadership

### What is marketing primarily responsible for in your company?

N=207

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Customer experience	8 66.7% fM	8 53.3% M	12 60.0% fM	3 75.0% m	1 16.7%	1 14.3% ac	10 58.8% M	0 0.0%	10 41.7% m	2 66.7% m	8 32.0%	0 0.0%	8 17.4% ABCdGijNo	5 62.5% M	6 50.0% m
Insight	7 58.3%	8 53.3% c	17 85.0% bFhiKIM	3 75.0%	3 50.0%	1 14.3% Cgo	12 70.6% fkm	0 0.0% c	12 50.0% c	2 66.7%	8 32.0% Cgo	0 0.0% c	16 34.8% Cgo	4 50.0%	9 75.0% fkm
Competitive intelligence	5 41.7%	8 53.3%	14 70.0%	3 75.0%	3 50.0%	3 42.9%	13 76.5% i	1 100.0%	10 41.7% gm	1 33.3%	15 60.0%	1 100.0%	31 67.4% i	4 50.0%	5 41.7%
Revenue growth	4 33.3%	2 13.3% Ceglo	13 65.0% BjM	2 50.0%	4 66.7% b	2 28.6%	9 52.9% b	0 0.0%	9 37.5%	0 0.0% c	10 40.0%	1 100.0% b	13 28.3% C	3 37.5%	6 50.0% b
Innovation	3 25.0% c	6 40.0% mnafGijKMNO	14 70.0%	2 50.0% m	2 33.3%	1 14.3% c	3 17.6% C	0 0.0%	8 33.3% cm	0 0.0% c	5 20.0% C	0 0.0%	5 10.9% bCdi	0 0.0% bC	1 8.3% C
e-commerce	3 25.0% C	3 20.0% C	17 85.0% CABEFghIKI MN	2 50.0%	1 16.7% C	1 14.3% C	2 11.8% Co	0 0.0% c	7 29.2% C	1 33.3%	5 20.0% Co	0 0.0% c	6 13.0% CO	2 25.0% C	7 58.3% gkM
New products	3 25.0%	6 40.0% km	11 55.0% KMo	2 50.0% km	2 33.3%	2 28.6%	5 29.4%	0 0.0%	9 37.5% km	0 0.0%	2 8.0% bCdi	0 0.0%	5 10.9% bCdi	2 25.0%	2 16.7% c
Sales	3 25.0%	2 13.3% o	9 45.0% KM	0 0.0%	1 16.7%	1 14.3%	6 35.3% km	0 0.0%	5 20.8%	0 0.0%	2 8.0% CgO	0 0.0%	4 8.7% CgO	1 12.5%	6 50.0% bKM
Market entry strategies	3 25.0%	5 33.3%	11 55.0% k	0 0.0%	3 50.0%	3 42.9%	9 52.9%	0 0.0%	10 41.7%	1 33.3%	6 24.0% cm	0 0.0%	23 50.0% k	2 25.0%	6 50.0%

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



## Topic 8: Marketing Leadership

### What is marketing primarily responsible for in your company?

N=207

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Customer relationship management	3 25.0%	5 33.3% m	8 40.0% M	2 50.0% m	1 16.7%	1 14.3%	8 47.1% M	0 0.0%	11 45.8% M	1 33.3%	11 44.0% M	0 0.0%	5 10.9% bCdGIKO	3 37.5%	7 58.3% M
Pricing	2 16.7% c	4 26.7%	11 55.0% afiKMo	1 25.0%	2 33.3%	0 0.0% cn	4 23.5%	0 0.0%	6 25.0% c	0 0.0%	4 16.0% C	0 0.0%	10 21.7% C	4 50.0% fo	1 8.3% cn
Customer service	2 16.7% M	4 26.7% M	4 20.0% M	1 25.0% M	0 0.0%	1 14.3% m	3 17.6% M	0 0.0%	4 16.7% M	0 0.0%	3 12.0% m	0 0.0%	0 0.0% ABCDfGIknO	1 12.5% m	2 16.7% M
Distribution	2 16.7% m	1 6.7%	2 10.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	3 12.5%	1 33.3% m	3 12.0%	0 0.0%	1 2.2% aj	0 0.0%	1 8.3%
Market selection	2 16.7%	1 6.7% cegi	9 45.0% b	0 0.0%	3 50.0% b	3 42.9%	7 41.2% b	0 0.0%	9 37.5% b	0 0.0%	6 24.0%	0 0.0%	12 26.1%	2 25.0%	3 25.0%
Stock market performance	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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



## Topic 8: Marketing Leadership

### What is marketing primarily responsible for in your company?

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Digital marketing	35 87.5%	18 100.0%	32 91.4%	46 97.9%	12 100.0%	40 95.2%	11 91.7%	34 87.2%	19 95.0%	44 93.6%	26 100.0%	20 100.0%	11 100.0%	16 94.1%	25 92.6%
Advertising	33 82.5%	16 88.9%	33 94.3%	44 93.6%	12 100.0%	38 90.5%	11 91.7%	33 84.6%	19 95.0%	41 87.2%	25 96.2%	19 95.0%	10 90.9%	16 94.1%	25 92.6%
Brand	32 80.0% bC	18 100.0% a	35 100.0% Af	44 93.6%	12 100.0%	36 85.7% c	11 91.7%	32 82.1% c	19 95.0%	45 95.7% a	24 92.3%	19 95.0%	10 90.9%	16 94.1%	24 88.9%
Lead generation	29 72.5%	16 88.9%	22 62.9%	34 72.3%	8 66.7%	29 69.0%	7 58.3%	29 74.4%	15 75.0%	33 70.2%	17 65.4%	12 60.0%	8 72.7%	12 70.6%	20 74.1%
Promotion	29 72.5%	16 88.9%	28 80.0%	39 83.0%	8 66.7%	30 71.4%	10 83.3%	27 69.2%	17 85.0%	35 74.5%	20 76.9%	18 90.0%	10 90.9%	13 76.5%	21 77.8%
Social media	29 72.5% e	17 94.4%	30 85.7%	40 85.1%	12 100.0% a	35 83.3%	10 83.3%	28 71.8% bde	19 95.0% a	38 80.9%	24 92.3% a	19 95.0% a	10 90.9%	15 88.2%	21 77.8%
Positioning	27 67.5%	11 61.1%	27 77.1%	36 76.6%	8 66.7%	28 66.7%	9 75.0%	25 64.1%	16 80.0%	30 63.8%	20 76.9%	16 80.0%	9 81.8%	12 70.6%	19 70.4%
Public relations	25 62.5% Ce	14 77.8% C	35 100.0% ABDFG	35 74.5% C	12 100.0% afg	27 64.3% Ce	7 58.3% Ce	25 64.1% be	19 95.0% afgh	36 76.6%	22 84.6%	19 95.0% afgh	7 63.6% be	10 58.8% be	18 66.7% be
Competitive intelligence	24 60.0%	9 50.0%	17 48.6%	31 66.0%	8 66.7%	25 59.5%	5 41.7%	22 56.4%	10 50.0%	28 59.6%	14 53.8%	12 60.0%	6 54.5%	9 52.9%	19 70.4%
Marketing analytics	20 50.0% DFg	14 77.8%	24 68.6% D	44 93.6% AC	9 75.0%	35 83.3% A	11 91.7% a	21 53.8% cdEgH	14 70.0% e	35 74.5% a	22 84.6% a	19 95.0% Ab	8 72.7%	15 88.2% a	24 88.9% A
Marketing research	20 50.0% Defg	9 50.0% De	23 65.7%	39 83.0% AB	11 91.7% ab	31 73.8% a	10 83.3% a	21 53.8% Deh	12 60.0% d	30 63.8% d	23 88.5% Abc	17 85.0% a	7 63.6%	12 70.6%	22 81.5% a
Insight	20 50.0% F	4 22.2% eF	16 45.7% F	21 44.7% F	8 66.7% b	34 81.0% ABCDG	3 25.0% F	22 56.4%	7 35.0% fgh	17 36.2% Fgh	10 38.5% fgh	12 60.0%	9 81.8% bCd	12 70.6% bcd	18 66.7% bcd

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



## Topic 8: Marketing Leadership

### What is marketing primarily responsible for in your company?

N=207

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Customer experience	19 47.5%	5 27.8%	12 34.3%	22 46.8%	5 41.7%	18 42.9%	4 33.3%	21 53.8% c	8 40.0%	15 31.9% a	9 34.6%	10 50.0%	5 45.5%	9 52.9%	8 29.6%
Revenue growth	18 45.0%	8 44.4%	18 51.4% f	16 34.0%	5 41.7%	12 28.6% c	4 33.3%	17 43.6%	9 45.0%	20 42.6%	8 30.8%	8 40.0%	4 36.4%	4 23.5%	11 40.7%
e-commerce	16 40.0% b	2 11.1% a	12 34.3%	11 23.4%	4 33.3%	12 28.6%	5 41.7%	17 43.6% c	7 35.0%	10 21.3% a	6 23.1%	4 20.0%	4 36.4%	6 35.3%	8 29.6%
Market entry strategies	16 40.0%	10 55.6%	12 34.3%	21 44.7%	7 58.3%	13 31.0%	3 25.0%	18 46.2% h	8 40.0%	18 38.3%	13 50.0% h	7 35.0%	6 54.5% h	8 47.1% h	5 18.5% adfg
Pricing	15 37.5% bf	2 11.1% a	12 34.3%	9 19.1%	4 33.3%	7 16.7% a	2 16.7%	14 35.9%	5 25.0%	13 27.7%	6 23.1%	4 20.0%	2 18.2%	2 11.8%	5 18.5%
Customer relationship management	15 37.5%	5 27.8%	11 31.4%	9 19.1% FG	3 25.0%	19 45.2% D	7 58.3% D	16 41.0% d	6 30.0%	12 25.5% fh	3 11.5% aFH	6 30.0%	7 63.6% cD	5 29.4%	14 51.9% cD
Market selection	14 35.0%	4 22.2%	9 25.7%	15 31.9%	2 16.7%	11 26.2%	3 25.0%	13 33.3%	6 30.0%	12 25.5%	8 30.8%	4 20.0%	3 27.3%	7 41.2%	5 18.5%
Sales	12 30.0% F	4 22.2%	10 28.6% f	7 14.9%	4 33.3% f	3 7.1% Ace	3 25.0%	11 28.2%	5 25.0%	11 23.4%	3 11.5%	5 25.0%	3 27.3%	2 11.8%	3 11.1%
Innovation	12 30.0%	4 22.2%	9 25.7%	7 14.9% e	5 41.7% d	10 23.8%	4 33.3%	12 30.8%	7 35.0%	10 21.3%	4 15.4%	3 15.0%	4 36.4%	5 29.4%	7 25.9%
New products	12 30.0%	4 22.2%	9 25.7%	10 21.3%	3 25.0%	12 28.6%	3 25.0%	15 38.5%	3 15.0%	12 25.5%	5 19.2%	4 20.0%	3 27.3%	4 23.5%	7 25.9%

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



## Topic 8: Marketing Leadership

### What is marketing primarily responsible for in your company?

N=207

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Customer service	9 22.5% d	2 11.1%	6 17.1%	3 6.4%	0 0.0%	5 11.9%	1 8.3%	10 25.6%	2 10.0%	5 10.6%	2 7.7%	1 5.0%	1 9.1%	3 17.6%	2 7.4%
Distribution	2 5.0% g	2 11.1%	4 11.4%	3 6.4%	0 0.0%	2 4.8%	3 25.0% af	4 10.3%	1 5.0%	3 6.4%	1 3.8%	2 10.0%	1 9.1%	0 0.0%	4 14.8%
Stock market performance	1 2.5%	0 0.0%	1 2.9%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	2 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.7%

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





**Topic 8: Marketing Leadership**

**How many years have you served as your company’s senior marketing leader? How many years has your company’s senior marketing leader served in this role in your company?\***

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Years in senior marketing leader role	205	80	63	41	20	79	70	50
	5.70	5.28	6.23	4.89	6.67	6.32	4.80	6.29
	5.36	5.57	5.01	4.56	6.25	5.86	4.60	5.62

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

\*Data were combined to reflect self-report and non-marketing leader report of years in role.



**Topic 8: Marketing Leadership**

**How many years have you served as your company’s senior marketing leader? How many years has your company’s senior marketing leader served in this role in your company?\***

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Years in senior marketing leader role	12 3.42 1.93	15 6.73 7.04	20 5.88 5.44	4 3.25 2.63	6 4.83 4.31	7 5.09 6.47	17 5.57 6.71	1 4.00 ---	24 6.36 5.53	3 8.00 5.57	25 7.84 4.90	1 12.00 ---	44 3.93 4.37	8 5.13 5.25	12 8.11 6.52
										a	AM		Ko		am

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

\*Data were combined to reflect self-report and non-marketing leader report of years in role.



**Topic 8: Marketing Leadership**

**How many years have you served as your company’s senior marketing leader? How many years has your company’s senior marketing leader served in this role in your company?\***

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Years in senior marketing leader role	40 6.91 6.79	18 5.58 4.85	35 6.39 5.34	46 4.62 4.52	12 5.97 5.69	42 5.73 5.22	11 3.64 3.38	39 7.60 6.57	20 5.55 5.22	47 5.74 5.17	25 4.27 4.53	20 6.18 6.55	11 4.61 5.31	17 5.35 3.53	26 4.58 4.19
								dh			a				a

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

\*Data were combined to reflect self-report and non-marketing leader report of years in role.



## Topic 8: Marketing Leadership

### How often is the senior marketing leader asked by the CEO or CFO to participate in board meetings.

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Board meetings

1=Never	27 13.4%	12 15.2%	9 14.3%	4 10.3%	1 5.0%	10 12.8%	8 11.4%	8 16.7%
2	19 9.4%	10 12.7%	4 6.3%	2 5.1%	3 15.0%	7 9.0%	10 14.3% c	1 2.1% b
3	7 3.5%	4 5.1%	2 3.2%	0 0.0%	1 5.0%	2 2.6%	3 4.3%	2 4.2%
4	29 14.4%	11 13.9%	12 19.0%	4 10.3%	2 10.0%	16 20.5% b	5 7.1% a	7 14.6%
5	12 5.9%	5 6.3%	3 4.8%	3 7.7%	1 5.0%	3 3.8%	6 8.6%	2 4.2%
6	22 10.9%	6 7.6%	7 11.1%	7 17.9%	2 10.0%	9 11.5%	6 8.6%	6 12.5%
7=All the time	86 42.6%	31 39.2%	26 41.3%	19 48.7%	10 50.0%	31 39.7%	32 45.7%	22 45.8%
Mean	4.93	4.63	4.92	5.49	5.25	4.87	4.96	5.08

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



## Topic 8: Marketing Leadership

### How often is the senior marketing leader asked by the CEO or CFO to participate in board meetings.

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1=Never	2 16.7%	2 14.3%	1 5.0% fL	0 0.0%	1 16.7%	3 42.9% cG	0 0.0% FL	0 0.0%	4 17.4%	0 0.0%	3 12.0% 1	1 100.0% CGkm	6 13.3% 1	1 14.3%	2 18.2%
2	2 16.7%	3 21.4%	1 5.0%	1 25.0%	1 16.7%	0 0.0%	1 5.9%	0 0.0%	3 13.0%	0 0.0%	1 4.0%	0 0.0%	4 8.9%	1 14.3%	1 9.1%
3	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	2 11.8%	0 0.0%	1 4.3%	0 0.0%	1 4.0%	0 0.0%	2 4.4%	0 0.0%	0 0.0%
4	2 16.7%	0 0.0%	4 20.0%	1 25.0%	1 16.7%	0 0.0%	1 5.9%	0 0.0%	2 8.7%	0 0.0%	6 24.0%	0 0.0%	10 22.2%	1 14.3%	0 0.0%
5	0 0.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	3 13.0%	0 0.0%	1 4.0%	0 0.0%	4 8.9%	0 0.0%	1 9.1%
6	1 8.3%	3 21.4% i	3 15.0%	0 0.0%	1 16.7%	0 0.0%	2 11.8%	0 0.0%	0 0.0% bo	0 0.0%	2 8.0%	0 0.0%	5 11.1%	1 14.3%	2 18.2% i
7=All the time	5 41.7%	6 42.9%	10 50.0%	2 50.0%	2 33.3%	3 42.9%	10 58.8%	1 100.0%	10 43.5%	3 100.0% m	11 44.0%	0 0.0%	14 31.1% j	3 42.9%	5 45.5%
Mean	4.58	4.86	5.60	5.00	4.50	3.86	5.82 m	7.00	4.61	7.00	5.04	1.00	4.62 g	4.86	5.09

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



## Topic 8: Marketing Leadership

### How often is the senior marketing leader asked by the CEO or CFO to participate in board meetings.

Number Col %	Sales Revenue							Number of Employees								
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+	
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H	
<b>Board meetings</b>																
1=Never	8 20.5% f	6 33.3% dFg	5 14.3%	4 8.7% b	1 8.3%	2 5.0% aB	0 0.0% b	8 21.1% g	6 30.0% gh	6 12.8%	2 8.0%	3 15.0%	1 9.1%	0 0.0% ab	1 4.2% b	
2	1 2.6% e	3 16.7%	1 2.9% e	4 8.7%	3 25.0% ac	6 15.0%	1 9.1%	1 2.6% h	1 5.0%	4 8.5%	3 12.0%	1 5.0%	1 9.1%	3 17.6%	5 20.8% a	
3	2 5.1% g	0 0.0% g	1 2.9% g	0 0.0% G	0 0.0%	1 2.5% G	3 27.3% abcDF	2 5.3%	0 0.0%	1 2.1% h	0 0.0% h	0 0.0%	0 0.0%	0 0.0%	4 16.7% cd	
4	4 10.3% g	3 16.7%	4 11.4%	7 15.2%	2 16.7%	5 12.5%	4 36.4% a	4 10.5%	4 20.0% e	6 12.8%	4 16.0%	0 0.0% bh	2 18.2%	3 17.6%	6 25.0% e	
5	1 2.6% e	0 0.0%	1 2.9%	6 13.0%	1 8.3%	2 5.0%	1 9.1%	1 2.6% e	1 5.0%	1 2.1% ef	2 8.0%	4 20.0% ac	2 18.2% c	0 0.0%	1 4.2%	
6	5 12.8% f	0 0.0% f	2 5.7%	5 10.9%	1 8.3%	8 20.0% b	1 9.1%	3 7.9%	3 15.0%	3 6.4%	4 16.0%	1 5.0%	1 9.1%	4 23.5%	3 12.5%	
7=All the time	18 46.2% g	6 33.3%	21 60.0% G	20 43.5% g	4 33.3%	16 40.0%	1 9.1% aCd	19 50.0% h	5 25.0% c	26 55.3% bH	10 40.0%	11 55.0% h	4 36.4%	7 41.2%	4 16.7% aCe	
Mean	4.95	3.67 cdf	5.43 b	5.22 b	4.50	5.18 b	4.09	4.95	4.10	5.23 h	5.12	5.40 h	5.00	5.35 h	4.08 ceg	

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



## Topic 8: Marketing Leadership

### How often is the senior marketing leader asked by the CEO or CFO to participate in the preparation for earnings calls.

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Preparation for earnings calls

1=Never	68 36.4%	26 35.1%	24 41.4%	9 25.7%	8 42.1%	30 42.9% c	26 38.8% c	9 20.5% ab
2	17 9.1%	5 6.8%	8 13.8%	2 5.7%	2 10.5%	8 11.4%	6 9.0%	3 6.8%
3	10 5.3%	5 6.8%	1 1.7%	2 5.7%	2 10.5%	3 4.3%	4 6.0%	2 4.5%
4	19 10.2%	10 13.5%	4 6.9%	5 14.3%	0 0.0%	7 10.0%	6 9.0%	5 11.4%
5	14 7.5%	7 9.5%	4 6.9%	3 8.6%	0 0.0%	3 4.3%	6 9.0%	5 11.4%
6	15 8.0%	5 6.8%	3 5.2%	6 17.1%	1 5.3%	7 10.0%	3 4.5%	5 11.4%
7=All the time	44 23.5%	16 21.6%	14 24.1%	8 22.9%	6 31.6%	12 17.1% c	16 23.9%	15 34.1% a
Mean	3.61	3.62	3.36	4.17	3.47	3.20 C	3.49 c	4.57 Ab

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



## Topic 8: Marketing Leadership

### How often is the senior marketing leader asked by the CEO or CFO to participate in preparation for earnings calls.

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b>Preparation for earnings calls</b>															
1=Never	6 50.0% c	5 38.5%	2 11.8% aFkln	2 50.0%	1 16.7% f	5 83.3% Ceim	6 35.3%	0 0.0%	5 22.7% f	1 33.3%	11 47.8% c	1 100.0% c	11 28.2% f	4 57.1% c	5 45.5%
2	1 8.3%	3 23.1% m	1 5.9%	0 0.0%	1 16.7%	0 0.0%	3 17.6% m	0 0.0%	2 9.1%	0 0.0%	3 13.0%	0 0.0%	1 2.6% bg	1 14.3%	0 0.0%
3	0 0.0%	1 7.7%	3 17.6% k	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	2 9.1%	0 0.0%	0 0.0% c	0 0.0%	2 5.1%	1 14.3%	0 0.0%
4	0 0.0%	0 0.0% m	1 5.9%	1 25.0% g	1 16.7%	0 0.0%	0 0.0% dm	0 0.0%	2 9.1%	0 0.0%	2 8.7%	0 0.0%	10 25.6% bg	1 14.3%	1 9.1%
5	0 0.0%	1 7.7%	2 11.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 18.2%	0 0.0%	2 8.7%	0 0.0%	4 10.3%	0 0.0%	0 0.0%
6	3 25.0% m	0 0.0%	2 11.8%	0 0.0%	1 16.7%	0 0.0%	2 11.8%	0 0.0%	1 4.5%	0 0.0%	1 4.3%	0 0.0%	2 5.1% a	0 0.0%	2 18.2%
7=All the time	2 16.7%	3 23.1%	6 35.3%	1 25.0%	1 16.7%	1 16.7%	6 35.3%	0 0.0%	6 27.3%	2 66.7% n	4 17.4%	0 0.0%	9 23.1%	0 0.0% j	3 27.3%
Mean	3.33	3.08	4.76 fkN	3.25	3.83	2.00 c	3.88	---	4.14 n	5.00	3.00 c	1.00	3.95 n	1.86 Cim	3.82

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





## Topic 8: Marketing Leadership

### How often is the senior marketing leader asked by the CEO or CFO to participate in preparation for earnings calls.

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
	<b>Preparation for earnings calls</b>														
1=Never	16 43.2%	10 58.8%	11 35.5%	14 32.6%	3 25.0%	12 33.3%	1 10.0%	16 44.4%	9 47.4%	13 30.2%	9 37.5%	6 35.3%	6 54.5%	5 31.3%	4 19.0%
		g					b						h		f
2	0 0.0%	1 5.9%	2 6.5%	5 11.6%	3 25.0%	5 13.9%	1 10.0%	0 0.0%	2 10.5%	3 7.0%	5 20.8%	2 11.8%	0 0.0%	1 6.3%	4 19.0%
	dEf			a	A	a		DeH			A	a			A
3	3 8.1%	0 0.0%	0 0.0%	2 4.7%	0 0.0%	1 2.8%	4 40.0%	3 8.3%	0 0.0%	1 2.3%	1 4.2%	1 5.9%	0 0.0%	0 0.0%	4 19.0%
	g	G	G	G	g	G	aBCDeF			h					c
4	5 13.5%	0 0.0%	2 6.5%	4 9.3%	2 16.7%	5 13.9%	1 10.0%	4 11.1%	1 5.3%	2 4.7%	3 12.5%	1 5.9%	3 27.3%	2 12.5%	3 14.3%
										f			c		
5	2 5.4%	1 5.9%	1 3.2%	3 7.0%	4 33.3%	3 8.3%	0 0.0%	1 2.8%	2 10.5%	2 4.7%	3 12.5%	2 11.8%	0 0.0%	2 12.5%	2 9.5%
	e		E	e	aCdf	e									
6	4 10.8%	0 0.0%	5 16.1%	1 2.3%	0 0.0%	3 8.3%	2 20.0%	4 11.1%	3 15.8%	2 4.7%	0 0.0%	2 11.8%	0 0.0%	1 6.3%	3 14.3%
			d	cg			d								
7=All the time	7 18.9%	5 29.4%	10 32.3%	14 32.6%	0 0.0%	7 19.4%	1 10.0%	8 22.2%	2 10.5%	20 46.5%	3 12.5%	3 17.6%	2 18.2%	5 31.3%	1 4.8%
		e	e	e	bcd			c	C	aBDeH	C	c		h	Cg
Mean	3.46	3.06	4.13	3.84	3.08	3.53	3.80	3.50	3.11	4.47	2.92	3.53	2.91	4.13	3.38
										d	c				

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



## Topic 9: Marketing and Diversity, Equity, and Inclusion

### Relative to a year ago, rate the success your company has had in improving the DE&I of its marketing activities:

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
<b><u>Marketing employees</u></b>								
No Change	98 50.5%	40 52.6%	31 51.7%	19 48.7%	8 42.1%	43 58.9%	34 48.6%	20 42.6%
25% more	58 29.9%	19 25.0%	16 26.7%	14 35.9%	9 47.4%	13 17.8% bc	26 37.1% a	17 36.2% a
50% more	31 16.0%	15 19.7%	10 16.7%	5 12.8%	1 5.3%	13 17.8%	9 12.9%	8 17.0%
100% more	7 3.6%	2 2.6%	3 5.0%	1 2.6%	1 5.3%	4 5.5%	1 1.4%	2 4.3%
<b><u>Marketing partnerships</u></b>								
No Change	121 62.7%	55 73.3% c	37 61.7%	19 48.7% a	10 52.6%	52 71.2% c	44 63.8%	24 51.1% a
25% more	50 25.9%	19 25.3%	14 23.3%	12 30.8%	5 26.3%	16 21.9%	19 27.5%	14 29.8%
50% more	19 9.8%	1 1.3% BCD	8 13.3% A	7 17.9% A	3 15.8% A	4 5.5% c	6 8.7%	8 17.0% a
100% more	3 1.6%	0 0.0% d	1 1.7%	1 2.6%	1 5.3% a	1 1.4%	0 0.0%	1 2.1%

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



## Topic 9: Marketing and Diversity, Equity, and Inclusion

### Relative to a year ago, rate the success your company has had in improving the DE&I of its marketing activities:

	Total	Industry Sector														
		Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<b><u>Marketing employees</u></b>																
No Change	98 50.5%	3 27.3% k	7 46.7%	10 52.6%	2 50.0%	4 80.0%	4 57.1%	9 56.3%	1 100.0%	13 56.5%	2 66.7%	15 65.2% am	1 100.0%	16 37.2% k	4 50.0%	4 44.4%
25% more	58 29.9%	5 45.5% k	4 26.7%	7 36.8%	2 50.0%	1 20.0%	2 28.6%	3 18.8%	0 0.0%	7 30.4%	1 33.3%	3 13.0% a	0 0.0%	14 32.6%	3 37.5%	4 44.4%
50% more	31 16.0%	1 9.1%	3 20.0%	2 10.5%	0 0.0%	0 0.0%	1 14.3%	3 18.8%	0 0.0%	3 13.0%	0 0.0%	4 17.4%	0 0.0%	12 27.9%	1 12.5%	0 0.0%
100% more	7 3.6%	2 18.2% im	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0% a	0 0.0%	1 4.3%	0 0.0%	1 2.3% a	0 0.0%	1 11.1%
<b><u>Marketing partnerships</u></b>																
No Change	121 62.7%	5 45.5%	8 53.3%	12 63.2%	3 75.0%	4 80.0%	4 57.1%	9 56.3%	1 100.0%	16 72.7%	3 100.0%	15 65.2%	1 100.0%	27 62.8%	5 62.5%	4 44.4%
25% more	50 25.9%	4 36.4%	4 26.7%	5 26.3%	1 25.0%	1 20.0%	3 42.9%	5 31.3%	0 0.0%	4 18.2%	0 0.0%	3 13.0%	0 0.0%	14 32.6%	2 25.0%	3 33.3%
50% more	19 9.8%	0 0.0%	2 13.3%	2 10.5%	0 0.0%	0 0.0%	0 0.0%	2 12.5%	0 0.0%	2 9.1%	0 0.0%	5 21.7% m	0 0.0%	2 4.7% k	1 12.5%	2 22.2%
100% more	3 1.6%	2 18.2% ikM	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% a	0 0.0%	0 0.0% a	0 0.0%	0 0.0% A	0 0.0%	0 0.0%

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



## Topic 9: Marketing and Diversity, Equity, and Inclusion

### Relative to a year ago, rate the success your company has had in improving the DE&I of its marketing activities:

	Total	Sales Revenue							Number of Employees							
		<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
		A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
<b><u>Marketing employees</u></b>																
No Change	98 50.5%	25 69.4% DFg	13 81.3% DeFg	21 61.8% df	16 35.6% ABc	4 36.4% b	15 36.6% ABc	3 30.0% ab	27 77.1% cDeFGH	15 75.0% dfgH	21 48.8% a	9 36.0% Ab	9 47.4% a	3 27.3% Ab	6 37.5% Ab	8 32.0% AB
25% more	58 29.9%	4 11.1% dEFG	1 6.3% dEfg	10 29.4%	16 35.6% ab	6 54.5% AB	16 39.0% Ab	5 50.0% Ab	5 14.3% FG	2 10.0% fg	13 30.2%	8 32.0%	7 36.8%	6 54.5% Ab	8 50.0% Ab	9 36.0%
50% more	31 16.0%	6 16.7%	1 6.3%	3 8.8%	10 22.2%	1 9.1%	8 19.5%	2 20.0%	3 8.6%	2 10.0%	6 14.0%	7 28.0%	3 15.8%	2 18.2%	1 6.3%	7 28.0%
100% more	7 3.6%	1 2.8%	1 6.3%	0 0.0%	3 6.7%	0 0.0%	2 4.9%	0 0.0%	0 0.0%	1 5.0%	3 7.0%	1 4.0%	0 0.0%	0 0.0%	1 6.3%	1 4.0%
<b><u>Marketing partnerships</u></b>																
No Change	121 62.7%	23 63.9%	14 87.5% dfg	24 70.6%	25 55.6% b	8 72.7%	21 52.5% b	5 50.0% b	23 65.7%	15 75.0%	28 65.1%	15 60.0%	10 55.6%	6 54.5%	8 50.0%	16 64.0%
25% more	50 25.9%	8 22.2%	2 12.5%	6 17.6%	15 33.3%	2 18.2%	13 32.5%	4 40.0%	9 25.7%	3 15.0%	11 25.6%	6 24.0%	6 33.3%	4 36.4%	4 25.0%	7 28.0%
50% more	19 9.8%	4 11.1%	0 0.0%	4 11.8%	4 8.9%	1 9.1%	5 12.5%	1 10.0%	3 8.6%	1 5.0%	3 7.0%	4 16.0%	2 11.1%	1 9.1%	3 18.8%	2 8.0%
100% more	3 1.6%	1 2.8%	0 0.0%	0 0.0%	1 2.2%	0 0.0%	1 2.5%	0 0.0%	0 0.0%	1 5.0%	1 2.3%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%

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



## Topic 9: Marketing and Diversity, Equity, and Inclusion

### Relative to a year ago, rate the success your company has had in improving the DE&I of its marketing activities:

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
<b><u>Segmentation and targeting</u></b>								
No Change	103 53.1%	48 63.2% C	33 55.0% c	11 28.2% Abd	11 57.9% c	48 65.8% c	35 50.0%	20 42.6% a
25% more	59 30.4%	19 25.0% C	16 26.7% c	20 51.3% Abd	4 21.1% c	14 19.2% bc	25 35.7% a	18 38.3% a
50% more	29 14.9%	8 10.5%	10 16.7%	8 20.5%	3 15.8%	9 12.3%	9 12.9%	9 19.1%
100% more	3 1.5%	1 1.3%	1 1.7%	0 0.0%	1 5.3%	2 2.7%	1 1.4%	0 0.0%

### **Product and service design**

No Change	113 58.9%	53 69.7% C	32 54.2%	17 43.6% A	11 61.1%	51 70.8% bc	38 54.3% a	23 50.0% a
25% more	48 25.0%	14 18.4% c	14 23.7%	16 41.0% a	4 22.2%	9 12.5% Bc	24 34.3% A	13 28.3% a
50% more	28 14.6%	7 9.2%	12 20.3%	6 15.4%	3 16.7%	12 16.7%	6 8.6%	9 19.6%
100% more	3 1.6%	2 2.6%	1 1.7%	0 0.0%	0 0.0%	0 0.0%	2 2.9%	1 2.2%

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



## Topic 9: Marketing and Diversity, Equity, and Inclusion

### Relative to a year ago, rate the success your company has had in improving the DE&I of its marketing activities:

	Total	Industry Sector														
		Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<b>Segmentation and targeting</b>																
No Change	103 53.1%	4 36.4%	6 40.0%	5 26.3% ekm	3 75.0%	4 80.0%	4 57.1%	8 50.0%	1 100.0%	12 52.2%	2 66.7%	15 65.2% co	1 100.0%	27 62.8% co	5 62.5%	2 22.2% km
25% more	59 30.4%	2 18.2% co	7 46.7%	12 63.2% adfgiKM	0 0.0% co	1 20.0%	1 14.3% c	4 25.0% c	0 0.0%	7 30.4% c	1 33.3%	5 21.7% Co	0 0.0%	10 23.3% Co	3 37.5%	6 66.7% adkm
50% more	29 14.9%	4 36.4%	2 13.3%	2 10.5%	1 25.0%	0 0.0%	2 28.6%	3 18.8%	0 0.0%	3 13.0%	0 0.0%	3 13.0%	0 0.0%	6 14.0%	0 0.0%	1 11.1%
100% more	3 1.5%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
<b>Product and service design</b>																
No Change	113 58.9%	6 60.0%	6 40.0% dmn	8 42.1% dmn	4 100.0% bcg	3 60.0%	4 57.1%	5 33.3% dmn	1 100.0%	13 56.5%	2 66.7%	14 60.9%	1 100.0%	30 69.8% bcg	7 87.5% bcg	4 44.4%
25% more	48 25.0%	3 30.0%	5 33.3%	10 52.6% Mn	0 0.0%	1 20.0%	1 14.3%	4 26.7%	0 0.0%	7 30.4%	1 33.3%	6 26.1%	0 0.0%	7 16.3% C	0 0.0% c	3 33.3%
50% more	28 14.6%	1 10.0%	4 26.7%	1 5.3% g	0 0.0%	1 20.0%	2 28.6%	5 33.3% c	0 0.0%	2 8.7%	0 0.0%	3 13.0%	0 0.0%	5 11.6%	1 12.5%	2 22.2%
100% more	3 1.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	0 0.0%	0 0.0%

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



## Topic 9: Marketing and Diversity, Equity, and Inclusion

### Relative to a year ago, rate the success your company has had in improving the DE&I of its marketing activities:

	Total	Sales Revenue							Number of Employees							
		<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
<b><u>Segmentation and targeting</u></b>																
No Change	103 53.1%	25 69.4% fg	13 81.3% deFg	19 55.9%	22 48.9% b	4 36.4% b	17 41.5% aB	3 30.0% ab	25 71.4% Eg	11 55.0%	24 55.8%	12 48.0%	6 31.6% A	5 45.5%	6 37.5% a	14 56.0%
25% more	59 30.4%	6 16.7% eG	2 12.5% eg	8 23.5% g	16 35.6% ab	6 54.5% ab	14 34.1% Abc	6 60.0% Abc	7 20.0% E	6 30.0% e	8 18.6% E	9 36.0% e	13 68.4% AbCdFgh	3 27.3% e	5 31.3% e	8 32.0% e
50% more	29 14.9%	5 13.9%	1 6.3%	6 17.6%	6 13.3%	1 9.1%	9 22.0%	1 10.0%	3 8.6%	3 15.0%	9 20.9% e	4 16.0%	0 0.0% cfg	3 27.3% e	4 25.0% e	3 12.0%
100% more	3 1.5%	0 0.0%	0 0.0%	1 2.9%	1 2.2%	0 0.0%	1 2.4%	0 0.0%	0 0.0%	0 0.0%	2 4.7%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%
<b><u>Product and service design</u></b>																
No Change	113 58.9%	21 60.0%	10 62.5%	20 58.8%	28 63.6%	4 36.4%	25 61.0%	5 50.0%	22 62.9%	11 57.9%	24 55.8%	17 70.8%	10 52.6%	5 45.5%	9 56.3%	15 60.0%
25% more	48 25.0%	8 22.9%	2 12.5% e	9 26.5%	12 27.3%	6 54.5% bf	7 17.1% e	4 40.0%	8 22.9%	5 26.3%	10 23.3%	4 16.7%	8 42.1%	4 36.4%	3 18.8%	6 24.0%
50% more	28 14.6%	5 14.3%	4 25.0%	5 14.7%	4 9.1%	1 9.1%	8 19.5%	0 0.0%	4 11.4%	3 15.8%	9 20.9%	3 12.5%	1 5.3%	2 18.2%	4 25.0%	2 8.0%
100% more	3 1.6%	1 2.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.4%	1 10.0% d	1 2.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 8.0%

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



## Topic 9: Marketing and Diversity, Equity, and Inclusion

### Relative to a year ago, rate the success your company has had in improving the DE&I of its marketing activities:

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
<b><u>Communications</u></b>								
No Change	68 35.1%	38 50.0% bcd	18 30.0% a	9 23.1% A	3 15.8% A	31 42.5%	21 30.0%	16 34.0%
25% more	61 31.4%	17 22.4% c	19 31.7%	17 43.6% a	8 42.1%	15 20.5% b	28 40.0% a	16 34.0%
50% more	46 23.7%	17 22.4%	14 23.3%	10 25.6%	5 26.3%	19 26.0%	17 24.3%	10 21.3%
100% more	19 9.8%	4 5.3%	9 15.0%	3 7.7%	3 15.8%	8 11.0%	4 5.7%	5 10.6%
<b><u>Brand</u></b>								
No Change	90 46.4%	43 56.6% c	28 46.7%	13 33.3% a	6 31.6%	42 57.5% c	29 41.4%	18 38.3% a
25% more	48 24.7%	14 18.4% c	14 23.3%	14 35.9% a	6 31.6%	13 17.8%	22 31.4%	11 23.4%
50% more	44 22.7%	15 19.7%	13 21.7%	10 25.6%	6 31.6%	16 21.9%	13 18.6%	14 29.8%
100% more	12 6.2%	4 5.3%	5 8.3%	2 5.1%	1 5.3%	2 2.7%	6 8.6%	4 8.5%

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





## Topic 9: Marketing and Diversity, Equity, and Inclusion

### Relative to a year ago, rate the success your company has had in improving the DE&I of its marketing activities:

	Total	Industry Sector														
		Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<b>Communications</b>																
No Change	68 35.1%	3 27.3%	2 13.3% dhil	4 21.1% di	3 75.0% bcg	3 60.0% g	2 28.6%	2 12.5% dehijl	1 100.0% bg	12 52.2% bcg	2 66.7% g	9 39.1%	1 100.0% bg	17 39.5%	3 37.5%	2 22.2%
25% more	61 31.4%	3 27.3%	7 46.7%	11 57.9% dlkm	0 0.0% c	2 40.0%	2 28.6%	6 37.5%	0 0.0%	4 17.4% C	1 33.3%	6 26.1% c	0 0.0%	12 27.9% c	3 37.5%	3 33.3%
50% more	46 23.7%	2 18.2%	4 26.7%	4 21.1%	1 25.0%	0 0.0%	3 42.9%	7 43.8% n	0 0.0%	5 21.7%	0 0.0%	5 21.7%	0 0.0%	10 23.3%	0 0.0% g	2 22.2%
100% more	19 9.8%	3 27.3% c	2 13.3%	0 0.0% ano	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	2 8.7%	0 0.0%	3 13.0%	0 0.0%	4 9.3%	2 25.0% c	2 22.2% c
<b>Brand</b>																
No Change	90 46.4%	4 36.4%	9 60.0% g	9 47.4%	2 50.0%	3 60.0%	2 28.6%	3 18.8% bi	1 100.0%	13 56.5% g	2 66.7%	11 47.8%	1 100.0%	20 46.5%	4 50.0%	2 22.2%
25% more	48 24.7%	3 27.3%	2 13.3%	7 36.8%	0 0.0%	2 40.0%	2 28.6%	5 31.3%	0 0.0%	5 21.7%	0 0.0%	6 26.1%	0 0.0%	9 20.9%	2 25.0%	4 44.4%
50% more	44 22.7%	2 18.2%	2 13.3%	3 15.8%	2 50.0%	0 0.0%	3 42.9%	6 37.5%	0 0.0%	4 17.4%	1 33.3%	4 17.4%	0 0.0%	12 27.9%	2 25.0%	2 22.2%
100% more	12 6.2%	2 18.2%	2 13.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 12.5%	0 0.0%	1 4.3%	0 0.0%	2 8.7%	0 0.0%	2 4.7%	0 0.0%	1 11.1%

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



## Topic 9: Marketing and Diversity, Equity, and Inclusion

### Relative to a year ago, rate the success your company has had in improving the DE&I of its marketing activities:

	Total	Sales Revenue							Number of Employees							
		<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
		A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
<b><u>Communications</u></b>																
No Change	68 35.1%	19 52.8% eFg	9 56.3% Fg	15 44.1% f	14 31.1%	2 18.2% a	8 19.5% ABc	1 10.0% ab	20 57.1% deFgh	10 50.0% F	17 39.5% f	7 28.0% a	5 26.3% a	0 0.0% ABc	3 18.8% a	6 24.0% a
25% more	61 31.4%	7 19.4% E	1 6.3% dEfg	9 26.5% E	16 35.6% be	8 72.7% ABCdf	15 36.6% be	4 40.0% b	6 17.1% EFG	4 20.0% eg	11 25.6% eg	10 40.0%	10 52.6% Abch	6 54.5% ah	9 56.3% Abch	5 20.0% efg
50% more	46 23.7%	7 19.4%	5 31.3%	10 29.4%	9 20.0%	1 9.1%	10 24.4%	4 40.0%	7 20.0%	5 25.0%	12 27.9%	5 20.0%	4 21.1%	4 36.4%	1 6.3%	8 32.0%
100% more	19 9.8%	3 8.3%	1 6.3%	0 0.0% dF	6 13.3% c	0 0.0%	8 19.5% C	1 10.0%	2 5.7% h	1 5.0%	3 7.0% h	3 12.0%	0 0.0% h	1 9.1%	3 18.8%	6 24.0% ace
<b><u>Brand</u></b>																
No Change	90 46.4%	22 61.1% dg	11 68.8% dg	16 47.1%	16 35.6% ab	6 54.5%	17 41.5%	2 20.0% ab	23 65.7% cefh	13 65.0% e	17 39.5% a	10 40.0%	6 31.6% ab	3 27.3% a	9 56.3%	9 36.0% a
25% more	48 24.7%	4 11.1% DG	0 0.0% DefG	6 17.6% g	17 37.8% AB	4 36.4% b	11 26.8% b	5 50.0% ABc	2 5.7% DEFH	3 15.0%	9 20.9%	10 40.0% A	8 42.1% A	5 45.5% A	3 18.8%	8 32.0% A
50% more	44 22.7%	7 19.4%	3 18.8%	12 35.3%	9 20.0%	1 9.1%	10 24.4%	2 20.0%	8 22.9%	2 10.0%	14 32.6%	4 16.0%	5 26.3%	3 27.3%	3 18.8%	5 20.0%
100% more	12 6.2%	3 8.3%	2 12.5% c	0 0.0% b	3 6.7%	0 0.0%	3 7.3%	1 10.0%	2 5.7%	2 10.0%	3 7.0%	1 4.0%	0 0.0%	0 0.0%	1 6.3%	3 12.0%

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



## Topic 9: Marketing and Diversity, Equity, and Inclusion

### Relative to a year ago, rate the success your company has had in improving the DE&I of its marketing activities:

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
<b><u>Training</u></b>								
No Change	80 42.8%	38 52.1% c	24 42.1%	11 28.9% a	7 36.8%	35 50.7%	27 39.1%	18 40.0%
25% more	49 26.2%	15 20.5%	13 22.8%	14 36.8%	7 36.8%	13 18.8%	21 30.4%	13 28.9%
50% more	35 18.7%	15 20.5%	9 15.8%	9 23.7%	2 10.5%	12 17.4%	15 21.7%	7 15.6%
100% more	23 12.3%	5 6.8% b	11 19.3% a	4 10.5%	3 15.8%	9 13.0%	6 8.7%	7 15.6%

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



## Topic 9: Marketing and Diversity, Equity, and Inclusion

### Relative to a year ago, rate the success your company has had in improving the DE&I of its marketing activities:

	Total	Industry Sector														
		Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<b>Training</b>																
No Change	80 42.8%	4 40.0%	3 20.0%	4 23.5%	3 75.0%	5 100.0%	3 42.9%	4 26.7%	1 100.0%	11 47.8%	2 66.7%	11 50.0%	1 100.0%	22 52.4%	3 42.9%	1 11.1%
25% more	49 26.2%	1 10.0%	6 40.0%	7 41.2%	1 25.0%	0 0.0%	2 28.6%	4 26.7%	0 0.0%	6 26.1%	1 33.3%	4 18.2%	0 0.0%	9 21.4%	3 42.9%	5 55.6%
50% more	35 18.7%	2 20.0%	2 13.3%	5 29.4%	0 0.0%	0 0.0%	1 14.3%	3 20.0%	0 0.0%	6 26.1%	0 0.0%	4 18.2%	0 0.0%	6 14.3%	1 14.3%	1 11.1%
100% more	23 12.3%	3 30.0%	4 26.7%	1 5.9%	0 0.0%	0 0.0%	1 14.3%	4 26.7%	0 0.0%	0 0.0%	0 0.0%	3 13.6%	0 0.0%	5 11.9%	0 0.0%	2 22.2%

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



## Topic 9: Marketing and Diversity, Equity, and Inclusion

### Relative to a year ago, rate the success your company has had in improving the DE&I of its marketing activities:

	Total	Sales Revenue							Number of Employees							
		<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
<b>Training</b>																
No Change	80 42.8%	18 58.1% fg	12 75.0% DFg	16 47.1%	15 34.9% B	5 45.5%	12 29.3% aB	2 20.0% ab	19 59.4% dg	10 55.6%	21 50.0%	7 29.2% a	7 36.8%	3 27.3%	4 25.0% a	9 36.0%
25% more	49 26.2%	7 22.6%	2 12.5%	11 32.4%	12 27.9%	4 36.4%	9 22.0%	3 30.0%	7 21.9%	6 33.3%	9 21.4%	8 33.3%	8 42.1%	1 9.1%	5 31.3%	5 20.0%
50% more	35 18.7%	4 12.9%	0 0.0% fg	5 14.7%	8 18.6%	2 18.2%	12 29.3% b	4 40.0% b	4 12.5% Fh	2 11.1% f	5 11.9% Fh	4 16.7% f	4 21.1%	6 54.5% AbCdG	1 6.3% Fh	9 36.0% acg
100% more	23 12.3%	2 6.5%	2 12.5%	2 5.9%	8 18.6%	0 0.0%	8 19.5%	1 10.0%	2 6.3% G	0 0.0% dG	7 16.7%	5 20.8% be	0 0.0% dG	1 9.1%	6 37.5% ABEh	2 8.0% g

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



**Topic 9: Marketing and Diversity, Equity, and Inclusion**

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

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Number	182	72	58	35	17	70	65	46
Mean	10.56	8.44	8.59	18.51	9.88	9.41	11.09	11.78
SD	19.32	18.73	10.35	26.92	23.92	18.99	20.31	18.86
		c	c	ab				

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



**Topic 9: Marketing and Diversity, Equity, and Inclusion**

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Percent Change	10 20.00 30.09	14 16.36 21.11	17 17.94 25.68	4 2.50 5.00	5 8.00 7.58	7 3.43 5.26	16 11.25 17.65	0 ---	21 5.24 11.45	3 1.67 2.89	22 7.86 9.62	1 0.00 ---	41 9.59 18.83	8 1.88 23.59	8 17.88 33.92

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



**Topic 9: Marketing and Diversity, Equity, and Inclusion**

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Percent	35	16	32	43	9	38	8	34	20	42	22	18	10	14	22
Change	7.20	7.50	5.03	8.65	10.11	18.84	26.25	4.71	7.85	9.79	8.14	3.33	12.50	25.43	21.55
	12.29	17.61	5.78	20.75	9.88	27.19	24.31	7.78	13.27	18.85	20.27	4.54	14.95	33.99	25.31
	fG	g	FG	g		aC	AbCd	fGH	gh	gh		fgH	ae	Abce	AbcE

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





## Topic 9: Marketing and Diversity, Equity, and Inclusion

**Rate the degree to which your company has developed an inclusive approach to marketing decision making, meaning you have established steps to review and/or evaluate marketing decisions from a DE&I perspective.**

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Not at all	44 23.0%	29 38.2%	10 16.9%	2 5.3%	3 16.7%	18 24.3%	17 25.0%	9 19.6%
		BC	A	A				
2	21 11.0%	8 10.5%	7 11.9%	3 7.9%	3 16.7%	8 10.8%	7 10.3%	6 13.0%
3	20 10.5%	9 11.8%	9 15.3%	2 5.3%	0 0.0%	7 9.5%	7 10.3%	4 8.7%
4	44 23.0%	14 18.4%	13 22.0%	14 36.8%	3 16.7%	17 23.0%	18 26.5%	9 19.6%
		c		a				
5	32 16.8%	5 6.6%	13 22.0%	9 23.7%	5 27.8%	14 18.9%	12 17.6%	5 10.9%
		BCd	A	A	a			
6	20 10.5%	6 7.9%	5 8.5%	6 15.8%	3 16.7%	4 5.4%	5 7.4%	11 23.9%
						C	c	Ab
7=Very Highly	10 5.2%	5 6.6%	2 3.4%	2 5.3%	1 5.6%	6 8.1%	2 2.9%	2 4.3%
Mean	3.52	2.95 bC	3.59 ac	4.34 Ab	3.94	3.50	3.35	3.78

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



### Topic 9: Marketing and Diversity, Equity, and Inclusion

**Rate the degree to which your company has developed an inclusive approach to marketing decision making, meaning you have established steps to review and/or evaluate marketing decisions from a DE&I perspective.**

	Industry Sector														
	Banking Finance Insurance A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact-uring I	Mining Construc-tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor-tation N	Retail Wholesale O
1=Not at all	0 0.0% fHi	3 20.0%	1 5.3% FHi	1 25.0%	1 20.0%	4 57.1% aC	3 18.8%	1 100.0% AC	9 40.9% ac	1 33.3%	5 21.7%	0 0.0%	11 26.2%	1 12.5%	1 11.1%
2	0 0.0% L	1 6.7% 1	2 10.5% 1	0 0.0%	1 20.0%	1 14.3%	2 12.5% 1	0 0.0%	2 9.1% 1	0 0.0%	1 4.3% L	1 100.0% AbcgiKm	7 16.7% 1	2 25.0%	1 11.1%
3	2 18.2%	0 0.0% j	2 10.5%	0 0.0%	0 0.0%	1 14.3%	0 0.0% jn	0 0.0%	3 13.6%	1 33.3% bg	2 8.7%	0 0.0%	7 16.7%	2 25.0% g	0 0.0%
4	3 27.3%	3 20.0%	8 42.1% m	1 25.0%	1 20.0%	0 0.0%	6 37.5%	0 0.0%	6 27.3%	1 33.3%	4 17.4%	0 0.0%	7 16.7% c	1 12.5%	2 22.2%
5	5 45.5% IMn	6 40.0% Imn	3 15.8%	2 50.0% Im	0 0.0%	0 0.0%	3 18.8% i	0 0.0%	0 0.0% ABDgko	0 0.0%	6 26.1% i	0 0.0%	4 9.5% Abd	0 0.0% ab	2 22.2% i
6	1 9.1%	1 6.7%	2 10.5%	0 0.0%	1 20.0%	1 14.3%	2 12.5%	0 0.0%	1 4.5%	0 0.0%	4 17.4%	0 0.0%	4 9.5%	2 25.0%	0 0.0%
7=Very Highly	0 0.0%	1 6.7%	1 5.3%	0 0.0%	1 20.0%	0 0.0%	0 0.0% o	0 0.0%	1 4.5% o	0 0.0%	1 4.3% o	0 0.0%	2 4.8% o	0 0.0%	3 33.3% gikm
Mean	4.45 Fljm	4.00 fi	4.05 fi	3.75	4.00	2.14 Abcko	3.63	1.00	2.68 Abcko	2.67 a	3.91 fi	2.00	3.14 ao	3.38	4.67 fim

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



**Topic 9: Marketing and Diversity, Equity, and Inclusion**

**Rate the degree to which your company has developed an inclusive approach to marketing decision making, meaning you have established steps to review and/or evaluate marketing decisions from a DE&I perspective.**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=Not at all	13 36.1% fg	7 43.8% dFg	10 30.3%	8 17.8% b	1 11.1%	5 11.9% aB	0 0.0% ab	14 40.0% EH	5 25.0%	14 32.6% eH	5 21.7%	1 5.3% Ac	1 10.0%	3 17.6%	1 4.2% AC
2	5 13.9%	1 6.3%	3 9.1%	7 15.6%	0 0.0%	4 9.5%	1 11.1%	4 11.4%	4 20.0%	3 7.0%	3 13.0%	3 15.8%	0 0.0%	0 0.0%	4 16.7%
3	1 2.8%	1 6.3%	4 12.1%	6 13.3%	1 11.1%	5 11.9%	1 11.1%	1 2.9% e	3 15.0%	4 9.3%	2 8.7%	5 26.3% a	1 10.0%	2 11.8%	2 8.3%
4	8 22.2%	1 6.3% eg	9 27.3%	8 17.8%	4 44.4% b	10 23.8%	4 44.4% b	7 20.0%	4 20.0%	9 20.9%	4 17.4%	6 31.6%	1 10.0%	7 41.2%	6 25.0%
5	4 11.1%	3 18.8%	4 12.1%	13 28.9%	1 11.1%	5 11.9%	2 22.2%	2 5.7% F	3 15.0%	9 20.9%	5 21.7%	3 15.8%	5 50.0% Ag	1 5.9% f	4 16.7%
6	4 11.1%	2 12.5%	2 6.1%	2 4.4% f	1 11.1%	8 19.0% d	1 11.1%	5 14.3%	1 5.0%	3 7.0%	3 13.0%	1 5.3%	2 20.0%	3 17.6%	2 8.3%
7=Very Highly	1 2.8%	1 6.3%	1 3.0%	1 2.2%	1 11.1%	5 11.9%	0 0.0%	2 5.7%	0 0.0% h	1 2.3% h	1 4.3%	0 0.0% h	0 0.0%	1 5.9%	5 20.8% bce
Mean	3.03 F	3.13	3.12 f	3.47	4.22	4.19 Ac	4.11	3.06 h	2.95 fH	3.21 fh	3.61	3.53	4.50 bc	3.94	4.42 aBc

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



**Topic 9: Marketing and Diversity, Equity, and Inclusion**

**Do you expect DE&I to be a priority for your company over the next five years?**

N=282	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
		Yes	131 67.9%	46 60.5%	44 73.3%	30 78.9%	11 61.1%	49 67.1%
No	62 32.1%	30 39.5%	16 26.7%	8 21.1%	7 38.9%	24 32.9%	21 30.0%	16 34.8%

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



**Topic 9: Marketing and Diversity, Equity, and Inclusion**

**Do you expect DE&I to be a priority for your company over the next five years?**

N=282

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Yes	9 81.8%	8 57.1% c	17 89.5% bDhll	1 25.0% Cm	2 50.0%	4 57.1%	11 64.7%	0 0.0% c	11 50.0% Cm	2 66.7%	16 69.6%	0 0.0% c	33 76.7% di	6 75.0%	8 72.7%
No	2 18.2%	6 42.9% c	2 10.5% bDhll	3 75.0% Cm	2 50.0%	3 42.9%	6 35.3%	1 100.0% c	11 50.0% Cm	1 33.3%	7 30.4%	1 100.0% c	10 23.3% di	2 25.0%	3 27.3%

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



**Topic 9: Marketing and Diversity, Equity, and Inclusion**

**Do you expect DE&I to be a priority for your company over the next five years?**

N=282

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Yes	17 45.9% deFG	8 50.0% efg	21 63.6% g	33 73.3% a	10 90.9% ab	33 80.5% Ab	9 100.0% Abc	15 41.7% CDGH	10 52.6% dgh	32 72.7% A	20 83.3% Ab	12 63.2% E	8 72.7% F	15 88.2% Ab	19 82.6% Ab
No	20 54.1% deFG	8 50.0% efg	12 36.4% g	12 26.7% a	1 9.1% ab	8 19.5% Ab	0 0.0% Abc	21 58.3% CDGH	9 47.4% dgh	12 27.3% A	4 16.7% Ab	7 36.8% E	3 27.3% F	2 11.8% Ab	4 17.4% Ab

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



**Topic 9: Marketing and Diversity, Equity, and Inclusion**

**Do you expect DE&I to be a marketing priority for your company over the next five years?**

N=282	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Yes	115 58.7%	41 53.2%	37 60.7%	27 69.2%	10 55.6%	43 58.1%	38 54.3%	29 61.7%
No	81 41.3%	36 46.8%	24 39.3%	12 30.8%	8 44.4%	31 41.9%	32 45.7%	18 38.3%

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



**Topic 9: Marketing and Diversity, Equity, and Inclusion**

**Do you expect DE&I to be a marketing priority for your company over the next five years?**

N=282

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	6 54.5%	8 53.3%	15 78.9% dn	1 25.0% c	3 60.0%	4 57.1%	8 47.1%	0 0.0%	11 50.0%	2 66.7%	16 66.7%	0 0.0%	26 60.5%	3 37.5% c	9 81.8%
No	5 45.5%	7 46.7%	4 21.1% dn	3 75.0% c	2 40.0%	3 42.9%	9 52.9%	1 100.0%	11 50.0%	1 33.3%	8 33.3%	1 100.0%	17 39.5%	5 62.5% c	2 18.2%

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





**Topic 9: Marketing and Diversity, Equity, and Inclusion**

**Do you expect DE&I to be a marketing priority for your company over the next five years?**

N=282

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Yes	15 39.5% eF	10 62.5%	18 52.9%	26 57.8%	9 81.8%	30 71.4%	6 66.7%	10 27.8% CDEfGH	10 50.0%	28 62.2% A	15 62.5% A	14 73.7% A	8 72.7% a	13 76.5% A	17 70.8% A
No	23 60.5% eF	6 37.5%	16 47.1%	19 42.2%	2 18.2%	12 28.6% A	3 33.3%	26 72.2% CDEfGH	10 50.0%	17 37.8% A	9 37.5% A	5 26.3% A	3 27.3% a	4 23.5% A	7 29.2% A

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



## Topic 9: Marketing and Diversity, Equity, and Inclusion

### How much is your company changing its marketing strategy to reach a more diverse set of customers?

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Not at all	44 23.2%	31 41.9% BCd	10 16.7% Ac	1 2.6% Ab	2 11.8% a	21 29.6% c	17 24.3%	6 13.0% a
2	22 11.6%	9 12.2%	7 11.7%	3 7.9%	3 17.6%	11 15.5%	6 8.6%	4 8.7%
3	27 14.2%	6 8.1% b	12 20.0% a	6 15.8%	2 11.8%	8 11.3%	9 12.9%	9 19.6%
4	40 21.1%	12 16.2%	17 28.3%	8 21.1%	3 17.6%	15 21.1%	17 24.3%	8 17.4%
5	35 18.4%	10 13.5% c	8 13.3% c	13 34.2% ab	4 23.5%	9 12.7%	13 18.6%	12 26.1%
6	14 7.4%	5 6.8%	3 5.0%	5 13.2%	1 5.9%	4 5.6%	5 7.1%	5 10.9%
Very much	8 4.2%	1 1.4% d	3 5.0%	2 5.3%	2 11.8% a	3 4.2%	3 4.3%	2 4.3%
Mean	3.39	2.73 bCd	3.45 aC	4.37 AB	3.88 a	3.06 c	3.43	3.85 a

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



## Topic 9: Marketing and Diversity, Equity, and Inclusion

### How much is your company changing its marketing strategy to reach a more diverse set of customers?

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1=Not at all	0 0.0% fiLm	1 7.1% il	2 10.5% il	1 25.0%	1 20.0%	3 42.9% a	4 25.0%	0 0.0%	10 45.5% abck	1 33.3%	3 13.0% il	1 100.0% Abck	12 28.6% a	2 25.0%	1 10.0%
2	0 0.0%	3 21.4% c	0 0.0% bmn	0 0.0%	1 20.0%	1 14.3%	1 6.3%	0 0.0%	2 9.1%	0 0.0%	3 13.0%	0 0.0%	8 19.0% c	2 25.0% c	1 10.0%
3	4 36.4%	2 14.3%	2 10.5%	0 0.0%	1 20.0%	1 14.3%	1 6.3%	0 0.0%	3 13.6%	0 0.0%	4 17.4%	0 0.0%	5 11.9%	2 25.0%	2 20.0%
4	5 45.5% n	4 28.6%	4 21.1%	1 25.0%	1 20.0%	1 14.3%	2 12.5% j	0 0.0%	3 13.6% j	2 66.7% gin	6 26.1%	0 0.0%	8 19.0%	0 0.0% aj	2 20.0%
5	1 9.1%	4 28.6%	8 42.1% iM	2 50.0% m	1 20.0%	0 0.0%	2 12.5%	0 0.0%	3 13.6% c	0 0.0%	5 21.7%	0 0.0%	5 11.9% Cd	1 12.5%	1 10.0%
6	0 0.0%	0 0.0% g	3 15.8%	0 0.0%	0 0.0%	1 14.3%	5 31.3% bIKm	0 0.0%	0 0.0% Go	0 0.0%	0 0.0% Go	0 0.0%	3 7.1% g	0 0.0%	2 20.0% ik
Very much	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	1 4.5%	0 0.0%	2 8.7%	0 0.0%	1 2.4%	1 12.5%	1 10.0%
Mean	4.00 i	3.50	4.32 fiM	3.75	3.00	2.57 c	4.00 i	---	2.59 aCgko	3.00	3.65 i	1.00	2.98 C	3.00	4.10 i

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



## Topic 9: Marketing and Diversity, Equity, and Inclusion

### How much is your company changing its marketing strategy to reach a more diverse set of customers?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=Not at all	11 30.6%	6 37.5%	12 37.5%	7 15.6%	2 18.2%	5 12.5%	1 11.1%	12 34.3%	5 25.0%	14 33.3%	6 25.0%	0 0.0%	1 9.1%	2 13.3%	4 16.7%
		f	df	c		bc		E	e	E	e	AbCd			
2	5 13.9%	3 18.8%	3 9.4%	6 13.3%	0 0.0%	4 10.0%	0 0.0%	4 11.4%	5 25.0%	5 11.9%	3 12.5%	3 15.8%	0 0.0%	1 6.7%	1 4.2%
3	4 11.1%	1 6.3%	7 21.9%	8 17.8%	1 9.1%	5 12.5%	1 11.1%	5 14.3%	3 15.0%	5 11.9%	4 16.7%	4 21.1%	1 9.1%	1 6.7%	4 16.7%
4	8 22.2%	3 18.8%	4 12.5%	10 22.2%	3 27.3%	9 22.5%	3 33.3%	6 17.1%	4 20.0%	8 19.0%	4 16.7%	7 36.8%	3 27.3%	3 20.0%	5 20.8%
5	3 8.3%	2 12.5%	3 9.4%	9 20.0%	4 36.4%	11 27.5%	3 33.3%	3 8.6%	2 10.0%	5 11.9%	4 16.7%	4 21.1%	5 45.5%	6 40.0%	6 25.0%
	ef		e		ac	a		Fg	fg	fg			Abc	abc	
6	2 5.6%	1 6.3%	3 9.4%	4 8.9%	0 0.0%	3 7.5%	1 11.1%	3 8.6%	1 5.0%	3 7.1%	3 12.5%	1 5.3%	1 9.1%	0 0.0%	2 8.3%
Very much	3 8.3%	0 0.0%	0 0.0%	1 2.2%	1 9.1%	3 7.5%	0 0.0%	2 5.7%	0 0.0%	2 4.8%	0 0.0%	0 0.0%	0 0.0%	2 13.3%	2 8.3%
Mean	3.14	2.69	2.75	3.53	4.00	3.95	4.11	3.03	2.80	3.05	3.25	3.79	4.27	4.20	3.92
		fg	deFg	c	c	bC	bc		efgh	g		b	b	bc	b

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



## Topic 9: Marketing and Diversity, Equity, and Inclusion

### What are the top three barriers to bringing DE&I into the core of your marketing strategy and decision making?

N=175	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Lack of true top management support

1=1st Priority	21 12.0%	11 16.2%	3 5.6%	4 11.1%	3 17.6%	7 10.3%	6 9.8%	8 18.6%
2=2nd Priority	6 3.4%	2 2.9%	1 1.9%	1 2.8%	2 11.8%	3 4.4%	3 4.9%	0 0.0%
3=3rd Priority	13 7.4%	4 5.9%	6 11.1%	2 5.6%	1 5.9%	3 4.4%	6 9.8%	3 7.0%
Mean	1.80	1.59	2.30	1.71	1.67	1.69	2.00	1.55

#### Lack of good DE&I decision making processes to drive strategy

1=1st Priority	24 13.7%	7 10.3%	10 18.5%	6 16.7%	1 5.9%	10 14.7%	4 6.6%	8 18.6%
2=2nd Priority	26 14.9%	8 11.8%	9 16.7%	7 19.4%	2 11.8%	11 16.2%	10 16.4%	5 11.6%
3=3rd Priority	38 21.7%	13 19.1%	10 18.5%	10 27.8%	5 29.4%	14 20.6%	12 19.7%	12 27.9%
Mean	2.16	2.21	2.00	2.17	2.50	2.11	2.31	2.16

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



## Topic 9: Marketing and Diversity, Equity, and Inclusion

### What are the top three barriers to bringing DE&I into the core of your marketing strategy and decision making?

N=175

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b><u>Lack of true top management support</u></b>															
1=1st Priority	0 0.0% dl	0 0.0% dL	1 5.9% dl	2 50.0% abcK	0 0.0%	1 14.3%	2 14.3%	0 0.0%	4 20.0% k	0 0.0%	0 0.0% DiLo	1 100.0% aBcKm	7 17.1% 1	1 14.3%	2 25.0% k
2=2nd Priority	0 0.0%	0 0.0%	2 11.8%	0 0.0%	0 0.0%	0 0.0%	2 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 4.9%	0 0.0%	0 0.0%
3=3rd Priority	0 0.0%	3 20.0%	0 0.0% d	1 25.0% c	0 0.0%	1 14.3%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	3 15.0%	0 0.0%	4 9.8%	0 0.0%	0 0.0%
Mean	---	3.00	1.67	1.67	---	2.00	1.50	---	1.40	---	3.00	1.00	1.77	1.00	1.00
<b><u>Lack of good DE&amp;I decision making processes to drive strategy</u></b>															
1=1st Priority	2 22.2%	1 6.7%	2 11.8%	0 0.0%	0 0.0%	1 14.3%	2 14.3%	0 0.0%	2 10.0%	0 0.0%	6 30.0%	0 0.0%	5 12.2%	1 14.3%	2 25.0%
2=2nd Priority	2 22.2%	5 33.3%	1 5.9%	0 0.0%	0 0.0%	2 28.6%	2 14.3%	0 0.0%	3 15.0%	0 0.0%	2 10.0%	0 0.0%	5 12.2%	2 28.6%	2 25.0%
3=3rd Priority	2 22.2%	0 0.0% CEfgL	9 52.9% Blkmno	1 25.0%	3 75.0% Blkmno	2 28.6% b	4 28.6% b	0 0.0%	2 10.0% CEI	0 0.0%	3 15.0% cel	1 100.0% Bikno	9 22.0% ce	0 0.0% cel	0 0.0% cel
Mean	2.00	1.83 c	2.58 bko	3.00	3.00	2.20	2.25	---	2.00	---	1.73 c	3.00	2.21	1.67	1.50 c

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



**Topic 9: Marketing and Diversity, Equity, and Inclusion**

**What are the top three barriers to bringing DE&I into the core of your marketing strategy and decision making?**

N=175

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

**Lack of true top management support**

1=1st Priority	2 6.7%	3 20.0%	6 19.4%	7 16.3%	0 0.0%	3 8.1%	0 0.0%	2 6.7%	5 27.8% dg	7 17.5%	1 4.2% b	3 18.8%	1 11.1%	0 0.0% b	2 9.1%
2=2nd Priority	0 0.0%	0 0.0%	1 3.2%	4 9.3%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	2 5.0%	1 4.2%	2 12.5%	0 0.0%	0 0.0%	1 4.5%
3=3rd Priority	2 6.7%	3 20.0%	2 6.5%	2 4.7%	0 0.0%	4 10.8%	0 0.0%	1 3.3%	3 16.7%	4 10.0%	1 4.2%	0 0.0%	0 0.0%	3 18.8%	1 4.5%
Mean	2.00	2.00	1.56	1.62	---	2.14	2.00	1.67	1.75	1.77	2.00	1.40	1.00	3.00	1.75

**Lack of good DE&I decision making processes to drive strategy**

1=1st Priority	2 6.7%	2 13.3%	2 6.5%	7 16.3%	2 22.2%	8 21.6%	1 10.0%	2 6.7%	3 16.7%	2 5.0% gh	5 20.8%	3 18.8%	0 0.0%	4 25.0% c	5 22.7% c
2=2nd Priority	4 13.3%	0 0.0%	6 19.4%	5 11.6%	2 22.2%	7 18.9%	2 20.0%	3 10.0%	3 16.7%	6 15.0%	3 12.5%	4 25.0%	2 22.2%	1 6.3%	4 18.2%
3=3rd Priority	7 23.3%	5 33.3%	3 9.7%	12 27.9%	3 33.3%	7 18.9%	1 10.0%	9 30.0%	2 11.1%	10 25.0%	5 20.8%	1 6.3%	2 22.2%	5 31.3%	4 18.2%
Mean	2.38	2.43	2.09	2.21	2.14	1.95	2.00	2.50 e	1.88	2.44 e	2.00	1.75 ac	2.50	2.10	1.92

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



## Topic 9: Marketing and Diversity, Equity, and Inclusion

### What are the top three barriers to bringing DE&I into the core of your marketing strategy and decision making?

N=175	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Difficulty envisioning DE&I-related opportunities

1=1st Priority	49 28.0%	21 30.9%	15 27.8%	8 22.2%	5 29.4%	23 33.8%	17 27.9%	8 18.6%
2=2nd Priority	50 28.6%	24 35.3%	16 29.6%	7 19.4%	3 17.6%	16 23.5%	20 32.8%	14 32.6%
3=3rd Priority	21 12.0%	6 8.8%	7 13.0%	5 13.9%	3 17.6%	8 11.8%	8 13.1%	5 11.6%
Mean	1.77	1.71	1.79	1.85	1.82	1.68	1.80	1.89

#### Difficulty assessing the value of DE&I-related opportunities

1=1st Priority	47 26.9%	20 29.4%	12 22.2%	11 30.6%	4 23.5%	17 25.0%	19 31.1%	11 25.6%
2=2nd Priority	48 27.4%	15 22.1%	15 27.8%	12 33.3%	6 35.3%	20 29.4%	12 19.7%	13 30.2%
3=3rd Priority	26 14.9%	11 16.2%	7 13.0%	7 19.4%	1 5.9%	10 14.7%	8 13.1%	8 18.6%
Mean	1.83	1.80	1.85	1.87	1.73	1.85	1.72	1.91

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





## Topic 9: Marketing and Diversity, Equity, and Inclusion

### What are the top three barriers to bringing DE&I into the core of your marketing strategy and decision making?

N=175

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<b>Difficulty envisioning DE&amp;I-related opportunities</b>															
1=1st Priority	4 44.4%	6 40.0%	3 17.6%	1 25.0%	2 50.0%	2 28.6%	3 21.4%	1 100.0% i	3 15.0% h	0 0.0%	5 25.0%	0 0.0%	14 34.1%	3 42.9%	1 12.5%
2=2nd Priority	0 0.0% efi	4 26.7%	3 17.6%	0 0.0%	2 50.0% a	3 42.9% a	4 28.6%	0 0.0%	9 45.0% a	1 50.0%	4 20.0%	0 0.0%	13 31.7%	1 14.3%	2 25.0%
3=3rd Priority	3 33.3% m	1 6.7%	4 23.5% m	0 0.0%	0 0.0%	1 14.3%	3 21.4%	0 0.0%	2 10.0%	1 50.0% m	3 15.0%	0 0.0%	2 4.9% acj	1 14.3%	0 0.0%
Mean	1.86	1.55	2.10	1.00	1.50	1.83	2.00	1.00	1.93	2.50	1.83	---	1.59	1.60	1.67
<b>Difficulty assessing the value of DE&amp;I-related opportunities</b>															
1=1st Priority	1 11.1% i	5 33.3%	7 41.2% g	0 0.0%	2 50.0%	1 14.3%	1 7.1% cI	0 0.0%	11 55.0% aGkM	1 50.0%	4 20.0% i	0 0.0%	8 19.5% I	2 28.6%	2 25.0%
2=2nd Priority	4 44.4%	4 26.7%	5 29.4%	2 50.0%	1 25.0%	0 0.0% l	3 21.4%	0 0.0%	3 15.0% l	0 0.0%	8 40.0%	1 100.0% fi	14 34.1%	1 14.3%	2 25.0%
3=3rd Priority	1 11.1%	3 20.0%	2 11.8% h	1 25.0%	1 25.0%	1 14.3%	1 7.1% h	1 100.0% cgikM	3 15.0% h	1 50.0%	2 10.0% h	0 0.0%	4 9.8% Ho	1 14.3%	3 37.5% m
Mean	2.00	1.83	1.64	2.33	1.75	2.00	2.00	3.00	1.53	2.00	1.86	2.00	1.85	1.75	2.14
Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01															



## Topic 9: Marketing and Diversity, Equity, and Inclusion

### What are the top three barriers to bringing DE&I into the core of your marketing strategy and decision making?

N=175

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

#### Difficulty envisioning DE&I-related opportunities

1=1st Priority	13 43.3%	6 40.0%	8 25.8%	11 25.6%	1 11.1%	8 21.6%	2 20.0%	12 40.0% e	7 38.9% e	12 30.0%	7 29.2%	1 6.3% ab	2 22.2%	4 25.0%	4 18.2%
2=2nd Priority	7 23.3%	5 33.3%	8 25.8%	15 34.9%	2 22.2%	11 29.7%	2 20.0%	8 26.7%	4 22.2%	13 32.5%	7 29.2%	5 31.3%	4 44.4%	4 25.0%	5 22.7%
3=3rd Priority	3 10.0%	0 0.0% e	4 12.9%	6 14.0%	3 33.3% b	3 8.1%	2 20.0%	4 13.3%	0 0.0% de	3 7.5%	6 25.0% bg	4 25.0% bg	1 11.1%	0 0.0% de	3 13.6%
Mean	1.57 e	1.45 e	1.80	1.84	2.33 ab	1.77	2.00	1.67 e	1.36 dE	1.68 e	1.95 b	2.30 aBcg	1.86	1.50 e	1.92

#### Difficulty assessing the value of DE&I-related opportunities

1=1st Priority	7 23.3% e	2 13.3% e	12 38.7% d	6 14.0% cEg	6 66.7% abDf	9 24.3% e	5 50.0% d	8 26.7%	1 5.6% ch	12 30.0% b	7 29.2%	5 31.3%	2 22.2%	5 31.3%	7 31.8% b
2=2nd Priority	11 36.7%	6 40.0%	6 19.4%	12 27.9%	1 11.1%	10 27.0%	2 20.0%	10 33.3%	6 33.3%	11 27.5%	6 25.0%	2 12.5%	2 22.2%	6 37.5%	5 22.7%
3=3rd Priority	6 20.0%	2 13.3%	6 19.4%	8 18.6%	0 0.0%	3 8.1%	1 10.0%	6 20.0%	5 27.8%	6 15.0%	4 16.7%	2 12.5%	0 0.0%	1 6.3%	2 9.1%
Mean	1.96 e	2.00 E	1.75	2.08 E	1.14 aBDf	1.73 e	1.50	1.92	2.33 cfgh	1.79 b	1.82	1.67	1.50 b	1.67 b	1.64 b

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



## Topic 9: Marketing and Diversity, Equity, and Inclusion

### What are the top three barriers to bringing DE&I into the core of your marketing strategy and decision making?

N=175	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

#### Difficulty designing effective DE&I-sensitive actions

1=1st Priority	15 8.6%	4 5.9%	7 13.0%	3 8.3%	1 5.9%	5 7.4%	7 11.5%	3 7.0%
2=2nd Priority	27 15.4%	13 19.1%	4 7.4%	8 22.2%	2 11.8%	10 14.7%	10 16.4%	7 16.3%
			c	b				
3=3rd Priority	44 25.1%	15 22.1%	14 25.9%	10 27.8%	5 29.4%	18 26.5%	17 27.9%	7 16.3%
Mean	2.34	2.34	2.28	2.33	2.50	2.39	2.29	2.24

#### Difficulty implementing DE&I changes across the organization

1=1st Priority	19 10.9%	5 7.4%	7 13.0%	4 11.1%	3 17.6%	6 8.8%	8 13.1%	5 11.6%
2=2nd Priority	17 9.7%	5 7.4%	9 16.7%	1 2.8%	2 11.8%	8 11.8%	6 9.8%	3 7.0%
			c	b				
3=3rd Priority	31 17.7%	17 25.0%	10 18.5%	2 5.6%	2 11.8%	14 20.6%	10 16.4%	7 16.3%
		c		a				
Mean	2.18	2.44 c	2.12	1.71 a	1.86	2.29	2.08	2.13

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



## Topic 9: Marketing and Diversity, Equity, and Inclusion

### What are the top three barriers to bringing DE&I into the core of your marketing strategy and decision making?

N=175

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
<b><u>Difficulty designing effective DE&amp;I-sensitive actions</u></b>															
1=1st Priority	1 11.1%	0 0.0% f	2 11.8%	1 25.0% im	0 0.0%	2 28.6% bim	3 21.4% im	0 0.0%	0 0.0% dfg	0 0.0%	3 15.0%	0 0.0%	1 2.4% dfg	0 0.0%	0 0.0%
2=2nd Priority	3 33.3% gm	1 6.7% h	5 29.4% gm	0 0.0%	1 25.0%	1 14.3%	0 0.0% acHjn	1 100.0% bGkM	4 20.0%	1 50.0% gm	2 10.0% h	0 0.0%	3 7.3% acHj	2 28.6% g	2 25.0%
3=3rd Priority	1 11.1%	6 40.0% c	1 5.9% bgno	1 25.0%	0 0.0%	0 0.0% no	5 35.7% c	0 0.0%	6 30.0%	0 0.0%	4 20.0%	0 0.0%	12 29.3%	4 57.1% cf	4 50.0% cf
Mean	2.00 bm	2.86 aCF	1.88 BiMno	2.00	2.00	1.33 BIMNO	2.25	2.00	2.60 cF	2.00	2.11	---	2.69 aCF	2.67 cF	2.67 cF
<b><u>Difficulty implementing DE&amp;I changes across the organization</u></b>															
1=1st Priority	1 11.1%	3 20.0% i	2 11.8%	0 0.0%	0 0.0%	0 0.0%	3 21.4% i	0 0.0%	0 0.0% bgJ	1 50.0% I	2 10.0%	0 0.0%	6 14.6%	0 0.0%	1 12.5%
2=2nd Priority	0 0.0% d	1 6.7% d	1 5.9% d	2 50.0% abcim	0 0.0%	1 14.3%	3 21.4%	0 0.0%	1 5.0% d	0 0.0%	4 20.0%	0 0.0%	3 7.3% d	1 14.3%	0 0.0%
3=3rd Priority	2 22.2%	2 13.3%	1 5.9%	0 0.0%	0 0.0%	2 28.6%	1 7.1%	0 0.0%	6 30.0%	0 0.0%	4 20.0%	0 0.0%	9 22.0%	1 14.3%	1 12.5%
Mean	2.33	1.83 i	1.75 i	2.00	---	2.67	1.71 I	---	2.86 bcG	1.00	2.20	---	2.17	2.50	2.00

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



## Topic 9: Marketing and Diversity, Equity, and Inclusion

### What are the top three barriers to bringing DE&I into the core of your marketing strategy and decision making?

N=175

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H

#### Difficulty designing effective DE&I-sensitive actions

1=1st Priority	4 13.3%	0 0.0%	2 6.5%	3 7.0%	0 0.0%	5 13.5%	1 10.0%	5 16.7%	1 5.6%	2 5.0%	1 4.2%	2 12.5%	2 22.2%	0 0.0%	2 9.1%
2=2nd Priority	4 13.3%	1 6.7%	8 25.8%	4 9.3%	3 33.3%	5 13.5%	2 20.0%	5 16.7%	4 22.2%	4 10.0%	4 16.7%	2 12.5%	1 11.1%	4 25.0%	3 13.6%
3=3rd Priority	7 23.3%	1 6.7%	7 22.6%	12 27.9%	1 11.1%	11 29.7%	5 50.0%	5 16.7%	4 22.2%	7 17.5%	8 33.3%	6 37.5%	1 11.1%	4 25.0%	9 40.9%
Mean	2.20	2.50	2.29	2.47	2.25	2.29	2.50	2.00	2.33	2.38	2.54	2.40	1.75	2.50	2.50

#### Difficulty implementing DE&I changes across the organization

1=1st Priority	2 6.7%	2 13.3%	1 3.2%	9 20.9%	0 0.0%	4 10.8%	1 10.0%	1 3.3%	1 5.6%	5 12.5%	3 12.5%	2 12.5%	2 22.2%	3 18.8%	2 9.1%
2=2nd Priority	4 13.3%	2 13.3%	2 6.5%	3 7.0%	1 11.1%	4 10.8%	1 10.0%	4 13.3%	1 5.6%	3 7.5%	3 12.5%	1 6.3%	0 0.0%	1 6.3%	4 18.2%
3=3rd Priority	5 16.7%	2 13.3%	9 29.0%	3 7.0%	2 22.2%	9 24.3%	1 10.0%	5 16.7%	4 22.2%	8 20.0%	0 0.0%	3 18.8%	5 55.6%	3 18.8%	3 13.6%
Mean	2.27 d	2.00	2.67 D	1.60 aCf	2.67	2.29 d	2.00	2.40 d	2.50 d	2.19	1.50 ab	2.17	2.43	2.00	2.11

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



## Topic 9: Marketing and Diversity, Equity, and Inclusion

### To what degree are post-pandemic work-from-home opportunities impacting your marketing organization?

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Not at all	40 20.1%	20 25.6%	12 19.7%	4 10.0%	4 21.1%	16 21.1%	12 17.1%	11 23.4%
		c		a				
2	41 20.6%	14 17.9%	11 18.0%	11 27.5%	4 21.1%	15 19.7%	14 20.0%	11 23.4%
3	17 8.5%	8 10.3%	4 6.6%	4 10.0%	1 5.3%	6 7.9%	7 10.0%	4 8.5%
4	19 9.5%	6 7.7%	4 6.6%	6 15.0%	3 15.8%	5 6.6%	10 14.3%	3 6.4%
5	25 12.6%	11 14.1%	11 18.0%	2 5.0%	1 5.3%	15 19.7%	7 10.0%	3 6.4%
						c		a
6	23 11.6%	10 12.8%	6 9.8%	4 10.0%	3 15.8%	7 9.2%	10 14.3%	5 10.6%
7=a great deal	34 17.1%	9 11.5%	13 21.3%	9 22.5%	3 15.8%	12 15.8%	10 14.3%	10 21.3%
Mean	3.77	3.51	4.00	3.98	3.74	3.75	3.80	3.66

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



## Topic 9: Marketing and Diversity, Equity, and Inclusion

### To what degree are post-pandemic work-from-home opportunities impacting your marketing organization?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	1 9.1% l	4 26.7%	3 15.8%	1 25.0%	1 20.0%	1 14.3%	6 35.3%	0 0.0%	4 17.4%	1 33.3%	5 20.8%	1 100.0% am	6 13.6% l	3 37.5%	2 16.7%
2	1 9.1%	4 26.7%	6 31.6%	0 0.0%	1 20.0%	0 0.0%	2 11.8%	0 0.0%	9 39.1% mn	1 33.3%	6 25.0%	0 0.0%	7 15.9% i	0 0.0% i	4 33.3%
3	3 27.3% bcg	0 0.0% aeH	0 0.0% aEHn	0 0.0%	2 40.0% bCgik	0 0.0% h	0 0.0% aeHn	1 100.0% BCFGIKM	1 4.3% eH	0 0.0%	1 4.2% eH	0 0.0%	4 9.1% H	2 25.0% cg	2 16.7%
4	1 9.1%	2 13.3%	2 10.5%	2 50.0% gimo	0 0.0%	2 28.6%	1 5.9% d	0 0.0%	1 4.3% d	0 0.0%	3 12.5%	0 0.0%	4 9.1% d	0 0.0%	0 0.0% d
5	2 18.2%	2 13.3%	2 10.5%	0 0.0%	0 0.0%	2 28.6%	2 11.8%	0 0.0%	1 4.3%	0 0.0%	3 12.5%	0 0.0%	10 22.7%	1 12.5%	0 0.0%
6	0 0.0%	2 13.3%	2 10.5%	0 0.0%	1 20.0%	0 0.0%	3 17.6%	0 0.0%	5 21.7%	1 33.3%	1 4.2%	0 0.0%	5 11.4%	0 0.0%	1 8.3%
7=a great deal	3 27.3%	1 6.7%	4 21.1%	1 25.0%	0 0.0%	2 28.6%	3 17.6%	0 0.0%	2 8.7%	0 0.0%	5 20.8%	0 0.0%	8 18.2%	2 25.0%	3 25.0%
Mean	4.27	3.27	3.84	4.00	3.00	4.71	3.71	3.00	3.39	3.00	3.67	1.00	4.18	3.50	3.58

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



**Topic 9: Marketing and Diversity, Equity, and Inclusion**

**To what degree are post-pandemic work-from-home opportunities impacting your marketing organization?**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
	1=Not at all	16 42.1% cdFg	4 25.0% f	6 17.6% a	10 21.7% af	2 16.7% E	2 4.8% Abd	0 0.0% a	14 38.9% cH	7 35.0% H	7 15.6% ah	4 16.0% h	4 20.0% h	1 9.1% F	3 17.6% h
2	3 7.9% bcE	5 31.3% a	9 26.5% a	8 17.4% e	6 50.0% Ad	9 21.4% F	1 10.0% G	3 8.3% cd	3 15.0% B	13 28.9% a	8 32.0% a	4 20.0% E	3 27.3% F	2 11.8% G	5 20.0% H
3	3 7.9% G	0 0.0% B	6 17.6% C	3 6.5% D	0 0.0% E	4 9.5% F	1 10.0% G	5 13.9% A	1 5.0% B	4 8.9% C	2 8.0% D	1 5.0% E	1 9.1% F	0 0.0% G	3 12.0% H
4	1 2.6% G	1 6.3% B	4 11.8% C	5 10.9% D	1 8.3% E	4 9.5% F	3 30.0% G	1 2.8% h	1 5.0% B	6 13.3% C	1 4.0% D	2 10.0% E	0 0.0% F	2 11.8% G	6 24.0% ad
5	4 10.5% G	2 12.5% B	5 14.7% C	7 15.2% D	0 0.0% E	6 14.3% F	1 10.0% G	4 11.1% A	4 20.0% B	4 8.9% C	4 16.0% D	3 15.0% E	1 9.1% F	3 17.6% G	2 8.0% H
6	3 7.9% G	2 12.5% B	3 8.8% C	4 8.7% D	0 0.0% E	7 16.7% F	3 30.0% G	2 5.6% A	1 5.0% B	6 13.3% C	2 8.0% D	3 15.0% E	2 18.2% F	3 17.6% G	4 16.0% H
7=a great deal	8 21.1% c	2 12.5% B	1 2.9% ade	9 19.6% c	3 25.0% E	10 23.8% F	1 10.0% G	7 19.4% A	3 15.0% B	5 11.1% C	4 16.0% D	3 15.0% E	3 27.3% F	4 23.5% G	5 20.0% H
Mean	3.39 f	3.38 B	3.18 Fg	3.85 D	3.25 E	4.52 aC	4.70 c	3.33 h	3.35 B	3.56 C	3.60 D	3.85 E	4.36 F	4.47 G	4.48 a

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





**Topic 9: Marketing and Diversity, Equity, and Inclusion**

**Rate your agreement with the following related to your marketing employees related to working from home or office:**

	Total	Primary Economic Sector				Internet Sales %		
		B2B	B2B	B2C	B2C	0%	1-10%	>10%
		Product A	Services B	Product C	Services D			

**I expect to lose people who want to work-from-home**

Yes	63 32.6%	28 37.3% b	12 20.0% aD	14 35.0%	9 52.9% B	20 26.7%	26 38.2%	13 28.9%
No	130 67.4%	47 62.7% b	48 80.0% aD	26 65.0%	8 47.1% B	55 73.3%	42 61.8%	32 71.1%

**I expect to hire people who want to work-from-home**

Yes	145 74.0%	55 71.4%	50 83.3% d	29 72.5%	11 61.1% b	59 77.6%	46 66.7%	37 80.4%
No	51 26.0%	22 28.6%	10 16.7% d	11 27.5%	7 38.9% b	17 22.4%	23 33.3%	9 19.6%

**I expect to lose people who want to work from the office**

Yes	24 12.3%	11 14.3%	9 15.0%	3 7.5%	1 5.9%	8 10.7%	9 13.0%	7 15.2%
No	171 87.7%	66 85.7%	51 85.0%	37 92.5%	16 94.1%	67 89.3%	60 87.0%	39 84.8%

**I expect to hire people who want to work from the office**

Yes	123 62.4%	49 63.6%	35 58.3%	27 67.5%	11 57.9%	48 63.2%	44 63.8%	27 57.4%
No	74 37.6%	28 36.4%	25 41.7%	13 32.5%	8 42.1%	28 36.8%	25 36.2%	20 42.6%

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



**Topic 9: Marketing and Diversity, Equity, and Inclusion**

**Rate your agreement with the following related to your marketing employees related to working from home or office:**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<b><u>I expect to lose people who want to work-from-home</u></b>															
Yes	3 27.3%	5 33.3%	7 38.9%	3 75.0% m	1 20.0%	2 28.6%	5 29.4%	0 0.0%	8 36.4%	1 33.3%	8 34.8%	0 0.0%	10 23.8% d	2 28.6%	5 41.7%
No	8 72.7%	10 66.7%	11 61.1%	1 25.0% m	4 80.0%	5 71.4%	12 70.6%	1 100.0%	14 63.6%	2 66.7%	15 65.2%	1 100.0%	32 76.2% d	5 71.4%	7 58.3%
<b><u>I expect to hire people who want to work-from-home</u></b>															
Yes	8 72.7%	12 80.0%	16 84.2% dn	1 25.0% cgkM	4 80.0%	5 71.4%	15 88.2% dln	1 100.0%	14 60.9% m	2 66.7%	18 78.3% d	0 0.0% gm	36 83.7% Diln	3 42.9% cgm	7 58.3%
No	3 27.3%	3 20.0%	3 15.8% dn	3 75.0% cgkM	1 20.0%	2 28.6%	2 11.8% dln	0 0.0%	9 39.1% m	1 33.3%	5 21.7% d	1 100.0% gm	7 16.3% Diln	4 57.1% cgm	5 41.7%
<b><u>I expect to lose people who want to work from the office</u></b>															
Yes	1 10.0%	1 6.7%	2 10.5%	0 0.0%	0 0.0%	3 42.9% gik	1 5.9% f	0 0.0%	2 8.7% f	0 0.0%	2 8.7% f	0 0.0%	9 20.9%	1 14.3%	1 8.3%
No	9 90.0%	14 93.3%	17 89.5%	4 100.0%	5 100.0%	4 57.1% gik	16 94.1% f	1 100.0%	21 91.3% f	3 100.0%	21 91.3% f	1 100.0%	34 79.1%	6 85.7%	11 91.7%
<b><u>I expect to hire people who want to work from the office</u></b>															
Yes	8 72.7%	7 46.7%	14 73.7%	2 50.0%	4 80.0%	3 42.9%	8 47.1%	1 100.0%	15 65.2%	3 100.0%	17 73.9%	0 0.0%	25 58.1%	5 62.5%	8 66.7%
No	3 27.3%	8 53.3%	5 26.3%	2 50.0%	1 20.0%	4 57.1%	9 52.9%	0 0.0%	8 34.8%	0 0.0%	6 26.1%	1 100.0%	18 41.9%	3 37.5%	4 33.3%

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



## Topic 9: Marketing and Diversity, Equity, and Inclusion

### Rate your agreement with the following related to your marketing employees related to working from home or office:

	Sales Revenue							Number of Employees								
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+	
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H	
<b><u>I expect to lose people who want to work-from-home</u></b>																
Yes	4 10.8% dFG	2 13.3% fg	8 25.0% fg	16 35.6% a	4 36.4%	22 52.4% Abc	6 60.0% Abc	2 5.9% CdEFGH	4 20.0% fh	15 34.9% A	8 32.0% a	8 42.1% A	6 60.0% Ab	6 35.3% A	14 56.0% Ab	
No	33 89.2% dFG	13 86.7% fg	24 75.0% fg	29 64.4% a	7 63.6%	20 47.6% Abc	4 40.0% Abc	32 94.1% CdEFGH	16 80.0% fh	28 65.1% A	17 68.0% a	11 57.9% A	4 40.0% Ab	11 64.7% A	11 44.0% Ab	
<b><u>I expect to hire people who want to work-from-home</u></b>																
Yes	31 83.8% b	9 56.3% a	25 75.8%	33 73.3%	10 83.3%	30 71.4%	7 70.0%	28 80.0%	16 80.0%	30 68.2%	19 76.0%	12 63.2%	9 81.8%	13 76.5%	18 72.0%	
No	6 16.2% b	7 43.8% a	8 24.2%	12 26.7%	2 16.7%	12 28.6%	3 30.0%	7 20.0%	4 20.0%	14 31.8%	6 24.0%	7 36.8%	2 18.2%	4 23.5%	7 28.0%	
<b><u>I expect to lose people who want to work from the office</u></b>																
Yes	7 18.9%	2 12.5%	3 9.1%	4 9.1%	2 16.7%	3 7.1% g	3 30.0% f	5 14.3% f	3 15.0%	5 11.6% f	2 8.0% f	1 5.3% f	5 45.5% acdeGh	0 0.0% F	3 12.0% f	
No	30 81.1%	14 87.5%	30 90.9%	40 90.9%	10 83.3%	39 92.9% g	7 70.0% f	30 85.7% f	17 85.0%	38 88.4% f	23 92.0% f	18 94.7% f	6 54.5% acdeGh	17 100.0% F	22 88.0% f	
<b><u>I expect to hire people who want to work from the office</u></b>																
Yes	17 44.7% df	8 50.0%	19 57.6%	32 71.1% a	9 75.0%	29 69.0% a	8 80.0%	16 44.4% cefh	7 35.0% CdEfH	31 70.5% aB	17 68.0% b	15 78.9% aB	9 81.8% ab	9 52.9%	19 76.0% aB	
No	21 55.3% df	8 50.0%	14 42.4%	13 28.9% a	3 25.0%	13 31.0% a	2 20.0%	20 55.6% cefh	13 65.0% CdEfH	13 29.5% aB	8 32.0% b	4 21.1% aB	2 18.2% ab	8 47.1%	6 24.0% aB	

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



## August-2021 Reports

The Topline Report offers an aggregate view of survey results

The Highlights and Insights Report shares key survey metrics and trends over time

The Firm and Industry Breakout Report displays survey results by sectors, size, and sales

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