

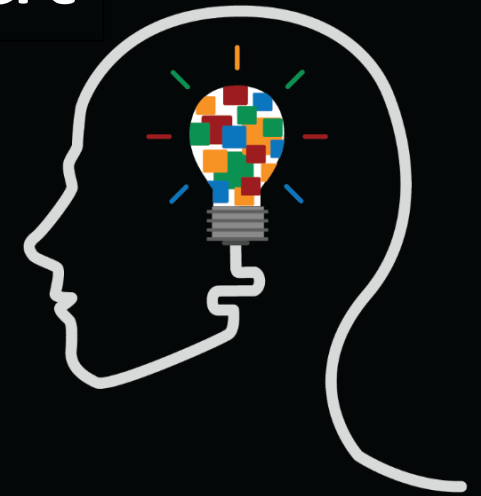
The **CMO** Survey

since 2008



# UK Firm & Industry Breakout

FEBRUARY 2021



London  
Business  
School



Leadership  
Institute



## **The State of UK Marketing: Brexit, COVID-19 and Digital Transformation**

### **The Inaugural Edition of The CMO Survey UK, February 2021**

One year ago, we were preparing for Brexit—with 50% of marketers pessimistic about its impact—but nothing could have prepared us for the COVID-19 pandemic. Amidst the tragic human loss and suffering, we have witnessed a year full of transformation and challenge for the field of marketing. Digital transformation was thrust upon companies as they sought new ways to reach and engage with now remote customers. This necessity inspired the rewiring of go-to-market models for 48% of respondents' companies as well as the introduction of powerful new digital interfaces. Marketing, as the function and process responsible for managing customers and the firm-marketplace interface, was placed at the center of many corporate initiatives—73% of UK marketing leaders responded that the role of marketing in their companies increased in importance during the last year—yet UK marketing budgets were down by 17% and marketing headcount by more than 3%.

This Inaugural Edition of The CMO Survey UK provides the marketing profession with an understanding of how marketing activities, spending, jobs, and performance have been influenced by the upheavals of the past year. This Edition offers forward-looking insights regarding digital investments, shifting customer behavior, and managing growth during these uncertain times. This pilot UK Edition also provides a comparison to the study of U.S. marketing leaders that has been running bi-annually since 2008 (see U.S. results at <https://cmosurvey.org/results/>).

We hope these benchmarks will be useful to you and your company as you navigate this historic period. Special thanks to the marketing leaders that gave their time and good will to make these insights possible.

Nader Tavassoli  
Professor of Marketing  
Academic Director, The Leadership Institute  
London Business School  
UK Director, The CMO Survey®

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

# **The State of UK Marketing: Brexit, COVID-19 and Digital Transformation**

## **The Inaugural Edition of The CMO Survey UK, February 2021**

### **Survey Sample**

126 marketing leaders at UK for-profit companies, 96.2% of respondents are VP-level or above.

### **Survey Administration**

The survey was in field from January 7-31, 2021. It was administered via email with follow-up reminders.

### **Survey Reports**

- The Topline Report offers an aggregate view of survey results
- 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 in the U.S. twice a year. 2021 saw the inaugural UK Edition. The survey is an objective source of information about marketing and a non-commercial service dedicated to improving the field of marketing.

**Acknowledgements:** We would like to thank the Chartered Institute of Marketing, the Fuqua School of Business at Duke University, Helen Edwards, ISBA, London Business School, Marketing Week, and Walpole for their support in recruiting marketing leaders to participate in this pilot.



Leadership  
Institute

# Table of Contents

## Topic 1: Macroeconomic Forecasts

---

- [1](#) Are you more or less optimistic about the UK economy compared to last quarter?
- [4](#) Rate your optimism about the UK economy on a scale from 0-100 with 0 being the least optimistic.

## Topic 2: Customer Behavior<sup>1</sup>

---

- [7](#) Rank your customers' top three priorities (1, 2, 3) over the next 12 months: Low price
- [10](#) Rank your customers' top three priorities (1, 2, 3) over the next 12 months: Superior product quality
- [13](#) Rank your customers' top three priorities (1, 2, 3) over the next 12 months: Superior innovation
- [16](#) Rank your customers' top three priorities (1, 2, 3) over the next 12 months: Excellent service
- [19](#) Rank your customers' top three priorities (1, 2, 3) over the next 12 months: Trusting relationship
- [22](#) If you were to insert "strong customer experience" into the above list of five factors, what rank would you give it?
- [25](#) Which customer activities increased, decreased, or had no change for your company in the prior 12 months: Customer purchase volume
- [28](#) Which customer activities increased, decreased, or had no change for your company in the prior 12 months: Customer price per unit
- [31](#) Which customer activities increased, decreased, or had no change for your company in the prior 12 months: Customer value placed on digital experiences
- [34](#) Which customer activities increased, decreased, or had no change for your company in the prior 12 months: Customer value placed on company attempts to do "good"
- [37](#) Which customer activities increased, decreased, or had no change for your company in the prior 12 months: Customers will buy related products and services from my firm
- [40](#) Which customer activities increased, decreased, or had no change for your company in the prior 12 months: My company's ability to retain current customers
- [43](#) Which customer activities increased, decreased, or had no change for your company in the prior 12 months: The entry of new customers into this market
- [46](#) Which customer activities increased, decreased, or had no change for your company in the prior 12 months: My customer's ability to acquire new customers
- [49](#) How much do customers trust your brand?

## Topic 3: Managing Marketing During the Covid-19 Pandemic

---

- [52](#) How has the role of marketing in your company changed during the last year?
- [55](#) What marketing objectives have you been focused on during the pandemic: Building brand value that connects with customers
- [58](#) What marketing objectives have you been focused on during the pandemic: Increasing customer awareness of brand/company
- [61](#) What marketing objectives have you been focused on during the pandemic: Acquiring new customers
- [64](#) What marketing objectives have you been focused on during the pandemic: Retaining current customers
- [67](#) What marketing objectives have you been focused on during the pandemic: Improving marketing ROI
- [70](#) Considering marketing opportunities, what activities have you shifted resources to during the pandemic?
- [76](#) How well did the marketing strategies used during the Covid-19 pandemic work in the short-term?
- [79](#) Taking your best guess, to what degree do you think the marketing strategies used during the Covid-19 pandemic will be important opportunities for your company in the long-term?
- [82](#) How much time do you spend managing the present versus preparing for the future of marketing in your company?

---

<sup>1</sup> These questions asked respondents to focus on their largest UK sales revenue market.

#### **Topic 4: Marketing Leadership**

---

- [85](#) How well aligned are marketing and sales leaders in your company on goals, strategies, and tools/data?
- [88](#) How well aligned are marketing and finance leaders in your company on goals, strategies, and tools/data?
- [91](#) Relative to a year ago, rate the success your company has had in improving the DE&I of its marketing activities related to: Marketing employees
- [94](#) Relative to a year ago, rate the success your company has had in improving the DE&I of its marketing activities related to: Marketing partnerships
- [97](#) Relative to a year ago, rate the success your company has had in improving the DE&I of its marketing activities related to: Segmentation and targeting
- [100](#) Relative to a year ago, rate the success your company has had in improving the DE&I of its marketing activities related to: Product and service design
- [103](#) Relative to a year ago, rate the success your company has had in improving the DE&I of its marketing activities related to: Communications
- [106](#) Relative to a year ago, rate the success your company has had in improving the DE&I of its marketing activities related to: Brand
- [109](#) Relative to a year ago, rate the success your company has had in improving the DE&I of its marketing activities related to: Training
- [112](#) By what percent has marketing spending on DE&I changed in the last year?
- [115](#) 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.
- [118](#) Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment.
- [121](#) What factors interfere with your company doing more in the area of marketing sustainability?
- [124](#) Do you believe it is appropriate for your brand to take a stance on politically-charged issues?
- [127](#) Rate the extent to which you believe your company is transparent with customers on the following topics: Data collection
- [130](#) Rate the extent to which you believe your company is transparent with customers on the following topics: Data usage
- [133](#) Rate the extent to which you believe your company is transparent with customers on the following topics: Partnerships to source or bring products/services to market.
- [136](#) Rate the extent to which you believe your company is transparent with customers on the following topics: Employee welfare
- [139](#) Rate the extent to which you believe your company is transparent with customers on the following topics: Environmental impact
- [142](#) Rate the extent to which you believe your company is transparent with customers on the following topics: Support of social and political causes
- [145](#) Rate the extent to which you believe your company is transparent with customers on the following topics: How your company makes money

#### **Topic 5: Managing Growth**

---

- [148](#) Allocate 100 points to reflect how your firm will grow during the prior 12 months.
- [151](#) Allocate 100 points to reflect how your firm will grow during the next 12 months.
- [154](#) What percent of your marketing budget do you spend on domestic markets?
- [157](#) What percentage of your firm's sales is domestic?
- [160](#) What percentage of your firm's sales is through the Internet?

#### **Topic 6: Marketing Spending and Performance**

---

- [163](#) Marketing expenses account for what percent of your firm's overall budget?
- [166](#) Marketing expenses account for what percent of your firm's revenues?
- [169](#) By what percent has your overall marketing spending changed in the prior 12 months?
- [172](#) What is your company's percentage change in overall marketing spending during the next 12 months in each area?
- [175](#) What percent of your marketing budget is spent on initiatives related to customer experience?
- [178](#) What percent of your marketing budget was spent on initiative related to customer experience one year ago?
- [181](#) Rate your firm's performance during the prior 12 months: Sales revenue, profits, customer acquisition, and customer retention
- [184](#) Overall, how would you rate your company's marketing excellence?

### **Topic 7: Digital, Mobile, and Social Media Marketing**

---

- [187](#) To what degree has the use of digital marketing contributed to your company's performance during the last year?
- [190](#) By what percent has the contribution of digital marketing to your company's performance changed in the last year?
- [193](#) Thinking about your company's digital marketing knowledge and skills, rate your company's current expertise level.
- [196](#) Rate your company's digital marketing expertise level one year ago.
- [199](#) What investments did your company make to improve the performance of your digital marketing activities over the last year?
- [202](#) What percent of your marketing budget do you spend on mobile activities? Now, 12 months, 5 years
- [205](#) To what degree has the use of mobile marketing contributed to your company's performance during the last year?
- [208](#) By what percent has the contribution of mobile marketing to your company's performance changed in the last year?
- [211](#) What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years
- [214](#) To what degree has the use of social media contributed to your company's performance during the last year?
- [217](#) By what percent has the contribution of social media to your company's performance changed in the last year?

### **Topic 8: Marketing Jobs**

---

- [220](#) What percent of marketing jobs in your company were lost during the last year?
- [223](#) What percent of these lost marketing jobs were senior manager roles?
- [226](#) Considering all marketing job losses in your company (not just senior managers), when do you anticipate these marketing jobs returning to 2019 levels?
- [229](#) What percent of marketing jobs in your company were added during the last year?
- [232](#) What percent of these added marketing jobs were senior manager roles?
- [235](#) Considering all marketing job additions in your company (not just senior managers), when do you anticipate these marketing jobs returning to 2019 levels?
- [238](#) Net Job Change = % Jobs Added - % Jobs Lost
- [241](#) By what percentage will your firm's marketing hires change in the next year?

### **Topic 9: Marketing Analytics**

---

- [244](#) Which best describes how your company shows the long-term impact of marketing spend on your business?
- [247](#) To what extent is your company implementing artificial intelligence or machine learning into its marketing toolkit? Currently, in three years
- [253](#) How, if at all, has this investment in AI and machine learning influenced how much time your marketers are able to spend on non-routine and more strategic projects in your company?

### **Topic 10: The Impact of Brexit on Marketing**

---

- [256](#) How will Brexit affect your business?
- [259](#) To what degree do you feel your marketing function is prepared for Brexit?
- [262](#) To what degree has marketing been involved in your company's Brexit preparations?
- [265](#) To what degree have you adjusted your marketing strategy regarding Brexit?
- [268](#) What aspects of your marketing do you expect will be significantly impacted by Brexit?
- [274](#) How will Brexit change the role of marketing in your company?
- [277](#) To what degree have you proactively communicated with your customers about the potential effects of Brexit?
- [280](#) To what degree have you or do you intend to focus on your "Britishness" in your communications in response to Brexit?
- [283](#) Estimate, in terms of sales, what proportion of your sales currently stem from the UK, EU, versus the rest of world.
- [286](#) Predict how your sales will be distributed across the UK, EU, versus the rest of world after Brexit.
- [289](#) Overall, how will your company's sales be affected by Brexit?


**Topic 1: Macro-economic Forecasts - UK**
**Are you more or less optimistic about the UK economy compared to last quarter?**

N=113	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
3=More	40 35.4%	8 50.0%	9 33.3%	17 32.1%	6 37.5%	6 28.6%	14 38.9%	19 36.5%
2=No Change	23 20.4%	3 18.8%	8 29.6%	9 17.0%	3 18.8%	6 28.6%	9 25.0%	7 13.5%
1=Less	50 44.2%	5 31.3%	10 37.0%	27 50.9%	7 43.8%	9 42.9%	13 36.1%	26 50.0%
Mean	1.91	2.19	1.96	1.81	1.94	1.86	2.03	1.87

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


**Topic 1: Macro-economic Forecasts - UK**
**Are you more or less optimistic about the UK economy compared to last quarter?**

N=113

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
3=More	3 30.0%	2 40.0%	10 40.0%	1 25.0%	1 33.3%	0 0.0%	2 40.0%	3 100.0% Mo	4 66.7% m	0 0.0%	4 36.4%	0 0.0%	1 9.1% Hin	4 80.0% mo	5 25.0% hn
2=No Change	5 50.0% c	1 20.0%	4 16.0% a	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	4 36.4%	0 0.0%	2 18.2%	1 20.0%	3 15.0%
1=Less	2 20.0% mo	2 40.0%	11 44.0%	2 50.0%	2 66.7%	1 100.0%	3 60.0%	0 0.0% m	1 16.7% m	1 100.0%	3 27.3% m	2 100.0% n	8 72.7% ahikn	0 0.0% lmo	12 60.0% an
Mean	2.10 m	2.00	1.96	1.75	1.67	1.00	1.80	3.00	2.50 Mo	1.00	2.09 m	1.00	1.36 alkN	2.80 MO	1.65 iN

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




**Topic 1: Macro-economic Forecasts - UK**
**Are you more or less optimistic about the UK economy compared to last quarter?**

N=113

	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
3=More	4 26.7%	2 28.6%	6 31.6%	9 42.9%	5 41.7%	9 37.5%	5 35.7%	3 37.5%	2 16.7%	8 34.8%	5 55.6%	3 27.3%	6 46.2%	3 27.3%	10 38.5%
2=No Change	4 26.7%	1 14.3%	7 36.8% e	3 14.3%	0 0.0% c	4 16.7%	3 21.4%	2 25.0%	3 25.0%	7 30.4%	1 11.1%	1 9.1%	3 23.1%	1 9.1%	5 19.2%
1=Less	7 46.7%	4 57.1%	6 31.6%	9 42.9%	7 58.3%	11 45.8%	6 42.9%	3 37.5%	7 58.3%	8 34.8%	3 33.3%	7 63.6%	4 30.8%	7 63.6%	11 42.3%
Mean	1.80	1.71	2.00	2.00	1.83	1.92	1.93	2.00	1.58	2.00	2.22	1.64	2.15	1.64	1.96

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


**Topic 1: Macro-economic Forecasts - UK**
**Rate your optimism about the UK economy on a scale from 0-100 with 0 being the least optimistic.**

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
	Optimism rating	114 50.74 20.25	16 49.26 19.88	28 55.72 18.48	53 51.05 20.98	16 41.90 20.36	21 50.87 17.42	37 49.19 21.74

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


**Topic 1: Macro-economic Forecasts - UK**
**Rate your optimism about the UK 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	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
Optimism	11	5	25	4	3	1	5	3	6	1	11	2	11	5	20
rating	57.27	49.00	52.61	47.50	60.00	10.20	30.00	45.00	63.33	70.00	62.73	65.00	39.86	53.00	44.77
	18.35	14.32	20.14	22.17	0.00	---	14.58	22.91	18.35	---	13.48	7.07	21.42	12.04	23.05
	g		g				acIKln		Gm		GMo	g	iK	g	k

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


**Topic 1: Macro-economic Forecasts - UK**
**Rate your optimism about the UK 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	15	7	19	21	12	25	14	8	12	23	10	11	13	11	26
rating	45.01	42.92	54.22	56.58	46.27	48.40	53.93	51.90	41.28	53.71	59.30	44.09	47.31	50.45	53.47
	17.39	29.20	23.33	19.14	21.83	17.18	19.13	17.65	24.27	22.64	15.68	17.58	20.37	18.77	19.72

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


**Topic 2: Customer Behavior - UK**
**For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Low price**

N=112	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	17 15.2%	3 18.8%	2 7.4%	10 19.2%	2 12.5%	2 9.5%	5 13.9%	9 17.6%
2=2nd Priority	14 12.5%	0 0.0%	5 18.5%	6 11.5%	3 18.8%	2 9.5%	6 16.7%	5 9.8%
3=3rd Priority	18 16.1%	1 6.3%	5 18.5%	10 19.2%	2 12.5%	0 0.0%	7 19.4%	10 19.6%
Mean	2.02	1.50	2.25	2.00	2.00	1.50	2.11	2.04

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


**Topic 2: Customer Behavior - UK**
**For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Low price**

N=112

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	4 40.0% ko	0 0.0%	7 28.0%	0 0.0%	1 33.3%	0 0.0%	2 40.0% ko	0 0.0%	0 0.0%	0 0.0%	0 0.0% ag	0 0.0%	1 9.1%	1 20.0%	1 5.3% ag
2=2nd Priority	1 10.0%	0 0.0%	5 20.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	1 9.1%	2 40.0%	3 15.8%
3=3rd Priority	2 20.0%	0 0.0%	5 20.0%	0 0.0%	0 0.0%	1 100.0% M	2 40.0% m	0 0.0%	1 16.7%	0 0.0%	2 18.2%	1 50.0% m	0 0.0% Fgl	0 0.0%	3 15.8%
Mean	1.71	---	1.88	2.00	1.00	3.00	2.00	---	3.00	---	2.67	3.00	1.50	1.67	2.29

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


**Topic 2: Customer Behavior - UK**
**For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Low price**

N=112

	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	3 20.0%	1 14.3%	2 10.5%	1 4.8%	1 8.3%	7 29.2%	2 15.4%	3 37.5%	1 8.3%	1 4.3%	1 11.1%	3 27.3%	1 7.7%	1 9.1%	6 24.0%
2=2nd Priority	3 20.0%	0 0.0%	2 10.5%	4 19.0%	1 8.3%	3 12.5%	0 0.0%	2 25.0%	2 16.7%	4 17.4%	2 22.2%	0 0.0%	0 0.0%	1 9.1%	3 12.0%
3=3rd Priority	3 20.0%	0 0.0%	3 15.8%	5 23.8%	2 16.7%	2 8.3%	3 23.1%	2 25.0%	2 16.7%	3 13.0%	2 22.2%	1 9.1%	4 30.8%	0 0.0%	4 16.0%
Mean	2.00	1.00	2.14	2.40 f	2.25	1.58 d	2.20	1.86	2.20	2.25	2.20	1.50	2.60	1.50	1.85

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


**Topic 2: Customer Behavior - UK**
**For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Superior product quality**

N=112	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	36 32.1%	3 18.8% c	3 11.1% C	26 50.0% aBd	3 18.8% c	4 19.0%	12 33.3%	18 35.3%
2=2nd Priority	23 20.5%	5 31.3%	4 14.8%	11 21.2%	3 18.8%	5 23.8%	8 22.2%	8 15.7%
3=3rd Priority	18 16.1%	6 37.5% bc	3 11.1% a	6 11.5% a	3 18.8%	3 14.3%	7 19.4%	8 15.7%
Mean	1.77	2.21 C	2.00	1.53 A	2.00	1.92	1.81	1.71

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





**Topic 2: Customer Behavior - UK**

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

N=112

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	0 0.0% bCiJo	3 60.0% ak	14 56.0% Akm	1 25.0%	1 33.3%	0 0.0%	1 20.0%	1 33.3%	3 50.0% a	1 100.0% Ak	1 9.1% bej	0 0.0%	2 18.2% c	1 20.0%	7 36.8% a
2=2nd Priority	0 0.0% d	2 40.0%	7 28.0%	2 50.0% a	0 0.0%	0 0.0%	1 20.0%	0 0.0%	2 33.3%	0 0.0%	2 18.2%	0 0.0%	1 9.1%	1 20.0%	5 26.3%
3=3rd Priority	3 30.0% c	0 0.0%	1 4.0% aEHlm	0 0.0%	2 66.7% C	0 0.0%	0 0.0%	2 66.7% C	1 16.7%	0 0.0%	1 9.1%	1 50.0% c	3 27.3% c	1 20.0%	3 15.8%
Mean	3.00	1.40	1.41 ehm	1.67	2.33 c	---	1.50	2.33 c	1.67	1.00	2.00	3.00	2.17 c	2.00	1.73

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


**Topic 2: Customer Behavior - UK**
**For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Superior product quality**

N=112

	Sales Revenue							Number of Employees							
	<£10 million A	£10-25 million B	£26-99 million C	£100-499 million D	£500-999 million E	£1-9.9 billion F	£10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=1st Priority	6 40.0%	2 28.6%	8 42.1%	7 33.3%	3 25.0%	7 29.2%	2 15.4%	3 37.5%	6 50.0%	7 30.4%	3 33.3%	4 36.4%	5 38.5%	3 27.3%	5 20.0%
2=2nd Priority	1 6.7% e	2 28.6%	4 21.1%	3 14.3%	5 41.7% a	4 16.7%	4 30.8%	0 0.0%	1 8.3%	8 34.8% e	2 22.2%	0 0.0% cf	5 38.5% e	3 27.3%	4 16.0%
3=3rd Priority	5 33.3% c	1 14.3%	1 5.3% a	4 19.0%	1 8.3%	5 20.8%	1 7.7%	3 37.5% c	1 8.3%	1 4.3% ae	1 11.1%	4 36.4% c	2 15.4%	3 27.3%	3 12.0%
Mean	1.92	1.80	1.46	1.79	1.78	1.88	1.86	2.00	1.38	1.63	1.67	2.00	1.75	2.00	1.83

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


**Topic 2: Customer Behavior - UK**
**For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Superior innovation**

N=112	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	6 5.4%	2 12.5%	2 7.4%	1 1.9%	1 6.3%	3 14.3% C	3 8.3% c	0 0.0% Ab
2=2nd Priority	9 8.0%	0 0.0%	1 3.7%	7 13.5%	1 6.3%	3 14.3%	4 11.1%	2 3.9%
3=3rd Priority	19 17.0%	2 12.5%	7 25.9%	7 13.5%	2 12.5%	8 38.1% Bc	3 8.3% A	6 11.8% a
Mean	2.38	2.00	2.50	2.40	2.25	2.36	2.00 c	2.75 b

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


**Topic 2: Customer Behavior - UK**
**For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Superior innovation**

N=112

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	1 9.1%	0 0.0%	2 18.2%	0 0.0%	1 5.3%
2=2nd Priority	0 0.0%	1 20.0%	4 16.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	1 5.3%
3=3rd Priority	1 10.0%	2 40.0%	5 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 36.4%	0 0.0%	4 36.4%	0 0.0%	3 15.8%
Mean	3.00	2.25	2.56 i	---	---	---	---	2.00	1.50 c	---	2.60	---	2.29	---	2.40

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


**Topic 2: Customer Behavior - UK**
**For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Superior innovation**

N=112

	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	1 6.7%	0 0.0%	1 5.3%	0 0.0%	1 8.3%	1 4.2%	2 15.4%	0 0.0%	1 8.3%	1 4.3%	1 11.1%	0 0.0%	1 7.7%	0 0.0%	2 8.0%
2=2nd Priority	2 13.3%	0 0.0%	2 10.5%	1 4.8%	2 16.7%	1 4.2%	1 7.7%	1 12.5%	2 16.7%	0 0.0%	0 0.0%	3 27.3%	1 7.7%	1 9.1%	1 4.0%
3=3rd Priority	0 0.0%	1 14.3%	3 15.8%	3 14.3%	2 16.7%	5 20.8%	4 30.8%	0 0.0%	2 16.7%	3 13.0%	2 22.2%	2 18.2%	0 0.0%	2 18.2%	8 32.0%
Mean	1.67 d	3.00	2.33	2.75 a	2.20	2.57	2.29	2.00	2.20	2.50	2.33	2.40	1.50	2.67	2.55

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


**Topic 2: Customer Behavior - UK**
**For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Excellent service**

N=112	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	31 27.7%	4 25.0%	13 48.1%	7 13.5%	7 43.8%	7 33.3%	7 19.4%	16 31.4%
2=2nd Priority	39 34.8%	8 50.0%	9 33.3%	18 34.6%	4 25.0%	6 28.6%	12 33.3%	21 41.2%
3=3rd Priority	17 15.2%	2 12.5%	4 14.8%	10 19.2%	1 6.3%	2 9.5%	8 22.2%	7 13.7%
Mean	1.84	1.86	1.65 c	2.09 bd	1.50 c	1.67	2.04	1.80

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


**Topic 2: Customer Behavior - UK**
**For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Excellent service**

N=112

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	5 50.0% C	1 20.0%	2 8.0% ADFkm	3 75.0% Co	0 0.0%	1 100.0% C	2 40.0%	0 0.0%	1 16.7%	0 0.0%	4 36.4% c	0 0.0%	5 45.5% c	2 40.0%	4 21.1% d
2=2nd Priority	4 40.0%	1 20.0%	5 20.0% EI	1 25.0%	3 100.0% Ck	0 0.0%	1 20.0%	2 66.7%	2 33.3%	1 100.0%	3 27.3% e	2 100.0% c	4 36.4%	2 40.0%	8 42.1%
3=3rd Priority	1 10.0%	0 0.0%	4 16.0%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	0 0.0%	2 33.3%	0 0.0%	3 27.3%	0 0.0%	1 9.1%	0 0.0%	4 21.1%
Mean	1.60	1.50	2.18 d	1.25 c	2.00	1.00	2.00	2.00	2.20	2.00	1.90	2.00	1.60	1.50	2.00

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


**Topic 2: Customer Behavior - UK**
**For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Excellent service**

N=112

	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	3 20.0%	3 42.9%	6 31.6%	7 33.3%	6 50.0%	2 8.3%	4 30.8%	2 25.0%	2 16.7%	9 39.1%	2 22.2%	0 0.0%	4 30.8%	5 45.5%	7 28.0%
2=2nd Priority	7 46.7%	3 42.9%	6 31.6%	6 28.6%	3 25.0%	11 45.8%	3 23.1%	2 25.0%	6 50.0%	8 34.8%	2 22.2%	5 45.5%	3 23.1%	4 36.4%	9 36.0%
3=3rd Priority	0 0.0%	1 14.3%	6 31.6%	4 19.0%	1 8.3%	3 12.5%	2 15.4%	1 12.5%	2 16.7%	4 17.4%	2 22.2%	2 18.2%	3 23.1%	1 9.1%	2 8.0%
Mean	1.70	1.71	2.00	1.82	1.50	2.06	1.78	1.80	2.00	1.76	2.00	2.29	1.90	1.60	1.72

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




**Topic 2: Customer Behavior - UK**
**For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Trusting relationship**

N=112	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	22 19.6%	4 25.0%	7 25.9%	8 15.4%	3 18.8%	5 23.8%	9 25.0%	8 15.7%
2=2nd Priority	27 24.1%	3 18.8%	8 29.6%	10 19.2%	5 31.3%	5 23.8%	6 16.7%	15 29.4%
3=3rd Priority	40 35.7%	5 31.3%	8 29.6%	19 36.5%	8 50.0%	8 38.1%	11 30.6%	20 39.2%
Mean	2.20	2.08	2.04	2.30	2.31	2.17	2.08	2.28

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



**Topic 2: Customer Behavior - UK**

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

N=112

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	1 10.0% 1	0 0.0% 1	2 8.0% hkL	0 0.0%	1 33.3%	0 0.0%	0 0.0% 1	2 66.7% c	1 16.7%	0 0.0%	5 45.5% c	2 100.0% abCgm	1 9.1% 1	1 20.0%	6 31.6%
2=2nd Priority	5 50.0% co	1 20.0%	4 16.0% afg	0 0.0%	0 0.0%	1 100.0% co	3 60.0% co	0 0.0%	1 16.7%	0 0.0%	5 45.5% o	0 0.0%	4 36.4%	0 0.0%	2 10.5% afgk
3=3rd Priority	3 30.0% d	3 60.0% k	10 40.0% d	4 100.0% acgKmo	1 33.3%	0 0.0%	1 20.0% d	1 33.3%	2 33.3%	1 100.0% k	1 9.1% bDjn	0 0.0%	3 27.3% d	4 80.0% k	6 31.6% d
Mean	2.22	2.75 k	2.50 K	3.00	2.00	2.00	2.25	1.67	2.25	3.00	1.64 bCn	1.00	2.25	2.60 k	2.00

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


**Topic 2: Customer Behavior - UK**
**For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Trusting relationship**

N=112

	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	2 13.3%	1 14.3%	2 10.5%	6 28.6%	1 8.3%	7 29.2%	3 23.1%	0 0.0%	2 16.7%	5 21.7%	2 22.2%	4 36.4%	2 15.4%	2 18.2%	5 20.0%
2=2nd Priority	2 13.3%	2 28.6%	5 26.3%	7 33.3%	1 8.3%	5 20.8%	5 38.5%	3 37.5%	1 8.3%	3 13.0%	3 33.3%	3 27.3%	4 30.8%	2 18.2%	8 32.0%
3=3rd Priority	7 46.7%	4 57.1%	6 31.6%	5 23.8%	6 50.0%	9 37.5%	3 23.1%	2 25.0%	5 41.7%	12 52.2%	2 22.2%	2 18.2%	4 30.8%	5 45.5%	8 32.0%
Mean	2.45	2.43	2.31	1.94	2.63	2.10	2.00	2.40	2.38	2.35	2.00	1.78	2.20	2.33	2.14

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


**Topic 2: Customer Behavior - UK**

**If you were to insert “strong customer experience” into the above list of five factors, what rank would you give it? (where 1 is most important)**

	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	37 32.7%	3 18.8%	11 39.3%	16 30.2%	7 46.7%	2 9.5% bc	14 37.8% a	20 39.2% a
2	43 38.1%	7 43.8% d	10 35.7% d	25 47.2% D	1 6.7% abC	8 38.1%	15 40.5%	19 37.3%
3	17 15.0%	3 18.8%	2 7.1% d	6 11.3% d	6 40.0% bc	5 23.8%	4 10.8%	7 13.7%
4	6 5.3%	1 6.3%	2 7.1%	3 5.7%	0 0.0%	2 9.5%	1 2.7%	2 3.9%
5	8 7.1%	1 6.3%	3 10.7%	2 3.8%	1 6.7%	3 14.3%	2 5.4%	3 5.9%
6	2 1.8%	1 6.3%	0 0.0%	1 1.9%	0 0.0%	1 4.8%	1 2.7%	0 0.0%
Mean	2.21	2.56	2.14	2.11	2.13	2.95 bC	2.05 a	2.00 A

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



**Topic 2: Customer Behavior - UK**

**If you were to insert “strong customer experience” into the above list of five factors, what rank would you give it? (where 1 is most important)**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1	6 54.5% c	1 20.0%	4 16.0% af	2 50.0%	2 66.7%	1 100.0% c	2 40.0%	0 0.0%	3 50.0%	0 0.0%	3 27.3%	1 50.0%	4 36.4%	1 25.0%	7 35.0%
2	3 27.3% h	2 40.0%	12 48.0%	0 0.0% h	1 33.3%	0 0.0%	2 40.0%	3 100.0% admn	2 33.3%	0 0.0%	6 54.5%	0 0.0%	2 18.2% h	0 0.0% h	10 50.0%
3	2 18.2%	1 20.0%	6 24.0% o	1 25.0% o	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	1 100.0% KO	0 0.0% JI	1 50.0% kO	3 27.3% o	1 25.0% o	0 0.0% cdJLmn
4	0 0.0%	0 0.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	1 25.0%	1 5.0%
5	0 0.0%	1 20.0%	1 4.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	2 18.2%	0 0.0%	2 10.0%
6	0 0.0%	0 0.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0% o	0 0.0% n
Mean	1.64 n	2.60	2.44	2.50	1.33	1.00	2.00	2.00	1.67	3.00	2.18	2.00	2.45	3.50 a	2.05

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



**Topic 2: Customer Behavior - UK**

**If you were to insert “strong customer experience” into the above list of five factors, what rank would you give it? (where 1 is most important)**

	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	7 46.7%	2 28.6%	4 21.1%	7 33.3%	6 50.0%	7 29.2%	4 28.6%	4 50.0%	4 33.3%	5 21.7%	4 40.0%	3 27.3%	4 30.8%	5 45.5%	8 32.0%
2	5 33.3%	2 28.6%	10 52.6%	8 38.1%	2 16.7%	11 45.8%	5 35.7%	4 50.0%	4 33.3%	10 43.5%	1 10.0%	6 54.5%	8 61.5%	2 18.2%	8 32.0%
3	2 13.3%	2 28.6%	3 15.8%	4 19.0%	1 8.3%	4 16.7%	0 0.0%	0 0.0%	2 16.7%	5 21.7%	3 30.0%	1 9.1%	1 7.7%	2 18.2%	3 12.0%
4	0 0.0%	0 0.0%	0 0.0%	1 4.8%	2 16.7%	0 0.0%	3 21.4%	0 0.0%	0 0.0%	1 4.3%	1 10.0%	0 0.0%	0 0.0%	1 9.1%	3 12.0%
5	0 0.0%	1 14.3%	2 10.5%	1 4.8%	1 8.3%	2 8.3%	1 7.1%	0 0.0%	2 16.7%	1 4.3%	1 10.0%	1 9.1%	0 0.0%	1 9.1%	2 8.0%
6	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%
Mean	1.93	2.43	2.26	2.10	2.17	2.13	2.64	1.50	2.33	2.39	2.40	2.09	1.77	2.18	2.44

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


**Topic 2: Customer Behavior - UK**
**Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months?:  
Customer purchase volume**

N=126	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=Increase	50 43.9%	7 43.8%	11 39.3%	28 52.8%	4 25.0%	15 71.4% B	8 21.6% AC	26 50.0% B
0=No Change	17 14.9%	4 25.0%	6 21.4%	5 9.4%	1 6.3%	4 19.0%	8 21.6%	4 7.7%
-1=Decrease	47 41.2%	5 31.3% d	11 39.3%	20 37.7% d	11 68.8% ac	2 9.5% BC	21 56.8% A	22 42.3% A
Mean	0.03	0.13	0.00	0.15 d	-0.44 c	0.62 Bc	-0.35 Ac	0.08 ab

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



**Topic 2: Customer Behavior - UK**

**Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months?:  
Customer purchase volume**

N=126

	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=Increase	5 45.5%	2 40.0%	11 44.0%	0 0.0%	1 33.3%	0 0.0%	2 40.0%	2 66.7%	3 50.0%	1 100.0%	5 45.5%	0 0.0%	6 54.5%	1 20.0%	10 50.0%
0=No Change	2 18.2%	1 20.0%	3 12.0%	0 0.0%	1 33.3%	0 0.0%	1 20.0%	1 33.3%	1 16.7%	0 0.0%	3 27.3%	0 0.0%	0 0.0%	1 20.0%	3 15.0%
-1=Decrease	4 36.4%	2 40.0%	11 44.0%	4 100.0%	1 33.3%	1 100.0%	2 40.0%	0 0.0%	2 33.3%	0 0.0%	3 27.3%	2 100.0%	5 45.5%	3 60.0%	7 35.0%
Mean	0.09	0.00	0.00	-1.00	0.00	-1.00	0.00	0.67	0.17	1.00	0.18	-1.00	0.09	-0.40	0.15

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




**Topic 2: Customer Behavior - UK**
**Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months?:  
Customer purchase volume**

N=126

	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=Increase	7 46.7%	4 57.1%	7 36.8%	12 57.1%	5 41.7%	8 32.0%	7 50.0%	2 25.0%	7 58.3%	10 43.5%	6 60.0%	5 45.5%	5 38.5%	6 54.5%	9 34.6%
0=No Change	1 6.7%	0 0.0%	4 21.1%	1 4.8% f	2 16.7%	7 28.0% d	2 14.3%	0 0.0%	2 16.7%	2 8.7%	2 20.0%	2 18.2%	3 23.1%	2 18.2%	4 15.4%
-1=Decrease	7 46.7%	3 42.9%	8 42.1%	8 38.1%	5 41.7%	10 40.0%	5 35.7%	6 75.0% bd	3 25.0% a	11 47.8%	2 20.0% a	4 36.4%	5 38.5%	3 27.3%	13 50.0%
Mean	0.00	0.14	-0.05	0.19	0.00	-0.08	0.14	-0.50 d	0.33	-0.04	0.40 a	0.09	0.00	0.27	-0.15

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


**Topic 2: Customer Behavior - UK**
**Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months?:  
Customer price per unit**

N=126	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=Increase	45 39.5%	6 37.5%	11 39.3%	26 49.1% d	2 12.5% c	6 28.6%	14 37.8%	24 46.2%
0=No Change	47 41.2%	5 31.3%	12 42.9%	20 37.7%	9 56.3%	12 57.1%	13 35.1%	20 38.5%
-1=Decrease	22 19.3%	5 31.3%	5 17.9%	7 13.2%	5 31.3%	3 14.3%	10 27.0%	8 15.4%
Mean	0.20	0.06	0.21	0.36 D	-0.19 C	0.14	0.11	0.31

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


**Topic 2: Customer Behavior - UK**
**Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months?:  
Customer price per unit**

N=126

	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=Increase	4 36.4%	0 0.0% o	12 48.0%	1 25.0%	1 33.3%	0 0.0%	2 40.0%	1 33.3%	2 33.3%	1 100.0%	4 36.4%	0 0.0%	2 18.2% o	3 60.0%	12 60.0% bm
0=No Change	6 54.5%	4 80.0%	10 40.0%	1 25.0%	2 66.7%	1 100.0%	2 40.0%	1 33.3%	1 16.7%	0 0.0%	5 45.5%	1 50.0%	5 45.5%	1 20.0%	6 30.0%
-1=Decrease	1 9.1%	1 20.0%	3 12.0% i	2 50.0%	0 0.0%	0 0.0%	1 20.0%	1 33.3%	3 50.0% co	0 0.0%	2 18.2%	1 50.0%	4 36.4%	1 20.0%	2 10.0% i
Mean	0.27	-0.20 o	0.36 m	-0.25	0.33	0.00	0.20	0.00	-0.17	1.00	0.18	-0.50	-0.18 co	0.40	0.50 bm

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


**Topic 2: Customer Behavior - UK**
**Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months?:  
Customer price per unit**

N=126

	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=Increase	8 53.3%	3 42.9%	6 31.6%	7 33.3%	6 50.0%	8 32.0%	7 50.0%	6 75.0%	4 33.3%	9 39.1%	3 30.0%	3 27.3%	5 38.5%	4 36.4%	11 42.3%
0=No Change	5 33.3%	3 42.9%	9 47.4%	10 47.6%	5 41.7%	11 44.0%	3 21.4%	2 25.0%	5 41.7%	10 43.5%	6 60.0%	5 45.5%	5 38.5%	5 45.5%	9 34.6%
-1=Decrease	2 13.3%	1 14.3%	4 21.1%	4 19.0%	1 8.3%	6 24.0%	4 28.6%	0 0.0%	3 25.0%	4 17.4%	1 10.0%	3 27.3%	3 23.1%	2 18.2%	6 23.1%
Mean	0.40	0.29	0.11	0.14	0.42	0.08	0.21	0.75 be	0.08 a	0.22	0.20	0.00 a	0.15	0.18	0.19

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


**Topic 2: Customer Behavior - UK**
**Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months?:  
Customer value placed on digital experiences**

N=126	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=Increase	89 78.8%	11 68.8%	22 78.6%	46 86.8%	10 66.7%	13 61.9%	31 83.8%	41 80.4%
0=No Change	21 18.6%	5 31.3% c	5 17.9%	5 9.4% ad	5 33.3% c	8 38.1% bc	5 13.5% a	8 15.7% a
-1=Decrease	3 2.7%	0 0.0%	1 3.6%	2 3.8%	0 0.0%	0 0.0%	1 2.7%	2 3.9%
Mean	0.76	0.69	0.75	0.83	0.67	0.62	0.81	0.76

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


**Topic 2: Customer Behavior - UK**
**Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months?:  
Customer value placed on digital experiences**

N=126

	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=Increase	8 72.7%	3 60.0%	20 80.0%	2 50.0%	2 66.7%	0 0.0%	5 100.0%	3 100.0%	5 83.3%	1 100.0%	10 90.9%	1 50.0%	8 72.7%	3 75.0%	17 85.0%
0=No Change	2 18.2%	2 40.0%	4 16.0%	2 50.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	1 9.1%	1 50.0%	3 27.3%	1 25.0%	3 15.0%
-1=Decrease	1 9.1%	0 0.0%	1 4.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.64	0.60	0.76	0.50	0.33	0.00	1.00	1.00	0.83	1.00	0.91	0.50	0.73	0.75	0.85

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


**Topic 2: Customer Behavior - UK**
**Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months?:  
Customer value placed on digital experiences**

N=126

	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=Increase	8 57.1% cdg	3 42.9% cdg	17 89.5% ab	19 90.5% ab	9 75.0%	19 76.0%	13 92.9% ab	5 62.5%	8 66.7%	16 72.7%	8 80.0%	10 90.9%	11 84.6%	10 90.9%	21 80.8%
0=No Change	4 28.6%	4 57.1% cdg	2 10.5% b	2 9.5% b	3 25.0%	5 20.0%	1 7.1% b	1 12.5%	4 33.3%	6 27.3%	2 20.0%	1 9.1%	2 15.4%	1 9.1%	4 15.4%
-1=Decrease	2 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	2 25.0% c	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%
Mean	0.43 cdg	0.43 cDG	0.89 ab	0.90 aB	0.75	0.72	0.93 aB	0.38	0.67	0.73	0.80	0.91	0.85	0.91	0.77

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


**Topic 2: Customer Behavior - UK**
**Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months?:  
Customer value placed on company attempts to do "good"**

N=126	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=Increase	74 65.5%	9 56.3% d	15 53.6% D	35 67.3% d	15 93.8% aBc	13 61.9%	26 70.3%	31 60.8%
0=No Change	37 32.7%	7 43.8% d	12 42.9% d	16 30.8%	1 6.3% ab	8 38.1%	10 27.0%	19 37.3%
-1=Decrease	2 1.8%	0 0.0%	1 3.6%	1 1.9%	0 0.0%	0 0.0%	1 2.7%	1 2.0%
Mean	0.64	0.56 d	0.50 D	0.65 d	0.94 aBc	0.62	0.68	0.59

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





**Topic 2: Customer Behavior - UK**

**Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months?: Customer value placed on company attempts to do "good"**

N=126

	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=Increase	7 63.6%	2 40.0%	18 72.0%	4 100.0%	1 33.3%	1 100.0%	5 100.0%	2 66.7%	3 50.0%	0 0.0%	9 81.8%	1 50.0%	5 45.5%	2 40.0%	13 68.4%
0=No Change	4 36.4%	3 60.0%	6 24.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	1 33.3%	3 50.0%	1 100.0%	2 18.2%	1 50.0%	6 54.5%	3 60.0%	6 31.6%
-1=Decrease	0 0.0%	0 0.0%	1 4.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.64	0.40	0.68	1.00	0.00 k	1.00	1.00	0.67	0.50	0.00	0.82 e	0.50	0.45	0.40	0.68

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


**Topic 2: Customer Behavior - UK**
**Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months?:  
Customer value placed on company attempts to do "good"**

N=126

	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=Increase	9 60.0%	4 57.1%	10 52.6%	13 65.0%	7 58.3%	18 72.0%	12 85.7%	6 75.0%	7 63.6%	9 39.1% deH	8 80.0% c	9 81.8% c	8 61.5%	7 63.6%	20 76.9% C
0=No Change	5 33.3%	3 42.9%	9 47.4% g	7 35.0%	5 41.7% g	7 28.0%	1 7.1% ce	1 12.5% c	4 36.4%	14 60.9% adeH	2 20.0% c	2 18.2% c	5 38.5%	4 36.4%	5 19.2% C
-1=Decrease	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%
Mean	0.53	0.57	0.53	0.65	0.58	0.72	0.79	0.63	0.64	0.39 deh	0.80 c	0.82 c	0.62	0.64	0.73 c

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


**Topic 2: Customer Behavior - UK**
**Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months?:  
Customer will buy related products and services from my company**

N=126	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=Increase	50 44.2%	6 37.5%	15 53.6%	25 48.1%	4 25.0%	8 38.1%	15 40.5%	26 51.0%
0=No Change	51 45.1%	10 62.5%	9 32.1%	25 48.1%	6 37.5%	12 57.1%	18 48.6%	18 35.3%
-1=Decrease	12 10.6%	0 0.0%	4 14.3%	2 3.8%	6 37.5%	1 4.8%	4 10.8%	7 13.7%
Mean	0.34	0.38 d	0.39 d	0.44 D	-0.13 abC	0.33	0.30	0.37

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


**Topic 2: Customer Behavior - UK**
**Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months?:  
Customer will buy related products and services from my company**

N=126

	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=Increase	6 54.5%	2 40.0%	10 41.7%	2 50.0%	1 33.3%	0 0.0%	2 40.0%	1 33.3%	2 33.3%	0 0.0%	5 45.5%	0 0.0%	6 54.5%	1 20.0%	12 60.0%
0=No Change	5 45.5%	2 40.0%	13 54.2%	2 50.0%	1 33.3%	0 0.0%	2 40.0%	2 66.7%	4 66.7%	0 0.0%	6 54.5%	0 0.0%	4 36.4%	2 40.0%	7 35.0%
-1=Decrease	0 0.0% FJLn	1 20.0%	1 4.2% FJLn	0 0.0%	1 33.3%	1 100.0% ACiKmO	1 20.0%	0 0.0%	0 0.0% fjl	1 100.0% ACiKmO	0 0.0% FJLn	2 100.0% ACiKmO	1 9.1% fjl	2 40.0% acko	1 5.0% FJLn
Mean	0.55 n	0.20	0.38	0.50	0.00	-1.00	0.20	0.33	0.33	-1.00	0.45	-1.00	0.45	-0.20 ao	0.55 n

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


**Topic 2: Customer Behavior - UK**
**Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months?:  
Customer will buy related products and services from my company**

N=126

	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=Increase	9 60.0%	2 28.6%	10 52.6%	7 35.0%	5 41.7%	10 40.0%	7 50.0%	6 75.0% ch	5 41.7%	7 30.4% a	5 50.0%	6 60.0%	7 53.8%	6 54.5%	8 30.8% a
0=No Change	3 20.0%	4 57.1%	8 42.1%	10 50.0%	5 41.7%	13 52.0%	7 50.0%	1 12.5% h	6 50.0%	12 52.2%	4 40.0%	3 30.0%	5 38.5%	4 36.4%	16 61.5% a
-1=Decrease	3 20.0%	1 14.3%	1 5.3%	3 15.0%	2 16.7%	2 8.0%	0 0.0%	1 12.5%	1 8.3%	4 17.4%	1 10.0%	1 10.0%	1 7.7%	1 9.1%	2 7.7%
Mean	0.40	0.14	0.47	0.20	0.25	0.32	0.50	0.63	0.33	0.13	0.40	0.50	0.46	0.45	0.23

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


**Topic 2: Customer Behavior - UK**
**Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months?:  
My company's ability to retain current customers**

N=126	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=Increase	45 39.5%	6 37.5%	11 39.3%	24 45.3%	4 25.0%	7 33.3%	16 43.2%	21 40.4%
0=No Change	46 40.4%	8 50.0%	10 35.7%	20 37.7%	7 43.8%	10 47.6%	15 40.5%	19 36.5%
-1=Decrease	23 20.2%	2 12.5%	7 25.0%	9 17.0%	5 31.3%	4 19.0%	6 16.2%	12 23.1%
Mean	0.19	0.25	0.14	0.28	-0.06	0.14	0.27	0.17

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


**Topic 2: Customer Behavior - UK**
**Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months?:  
My company's ability to retain current customers**

N=126

	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=Increase	5 45.5%	2 40.0%	8 32.0%	1 25.0%	2 66.7%	1 100.0%	3 60.0%	1 33.3%	4 66.7% n	1 100.0%	6 54.5%	0 0.0%	2 18.2%	0 0.0% i	9 45.0%
0=No Change	4 36.4%	2 40.0%	12 48.0%	3 75.0%	0 0.0%	0 0.0%	1 20.0%	2 66.7%	2 33.3%	0 0.0%	4 36.4%	1 50.0%	3 27.3%	3 60.0%	8 40.0%
-1=Decrease	2 18.2%	1 20.0%	5 20.0% m	0 0.0%	1 33.3%	0 0.0%	1 20.0%	0 0.0%	0 0.0% m	0 0.0%	1 9.1% m	1 50.0%	6 54.5% ciko	2 40.0%	3 15.0% m
Mean	0.27	0.20	0.12	0.25	0.33	1.00	0.40	0.33	0.67 lmN	1.00	0.45 mn	-0.50 i	-0.36 iko	-0.40 Ik	0.30 m

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


**Topic 2: Customer Behavior - UK**
**Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months?:  
My company's ability to retain current customers**

N=126

	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=Increase	3 16.7%	3 33.3%	10 43.5%	8 38.1%	6 50.0%	8 29.6%	7 50.0%	2 22.2%	3 20.0% g	12 41.4%	4 40.0%	4 33.3%	4 30.8%	7 63.6% b	9 33.3%
0=No Change	7 38.9%	3 33.3%	6 26.1%	8 38.1%	6 50.0%	11 40.7%	4 28.6%	3 33.3%	5 33.3%	9 31.0%	3 30.0%	4 33.3%	8 61.5%	4 36.4%	10 37.0%
-1=Decrease	5 27.8%	1 11.1%	3 13.0%	5 23.8%	0 0.0%	6 22.2%	3 21.4%	3 33.3% c	4 26.7%	2 6.9% a	3 30.0%	3 25.0%	1 7.7%	0 0.0%	7 25.9%
Mean	-0.13 e	0.29	0.37	0.14	0.50 a	0.08	0.29	-0.13 g	-0.08 cg	0.43 b	0.10	0.09	0.23	0.64 abh	0.08 g

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




**Topic 2: Customer Behavior - UK**
**Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months?:  
The entry of new customers into this market**

N=126	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=Increase	47 41.2%	7 43.8%	6 21.4% C	29 54.7% Bd	4 25.0% c	9 42.9%	14 37.8%	21 40.4%
0=No Change	46 40.4%	7 43.8%	16 57.1% c	16 30.2% b	7 43.8%	9 42.9%	18 48.6%	19 36.5%
-1=Decrease	21 18.4%	2 12.5%	6 21.4%	8 15.1%	5 31.3%	3 14.3%	5 13.5%	12 23.1%
Mean	0.23	0.31	0.00 c	0.40 bd	-0.06 c	0.29	0.24	0.17

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



**Topic 2: Customer Behavior - UK**

**Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months?:  
The entry of new customers into this market**

N=126

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
+1=Increase	1 9.1% bcfjO	3 60.0% a	13 52.0% a	1 25.0%	1 33.3%	1 100.0% a	2 40.0%	1 33.3%	2 33.3%	1 100.0% a	3 27.3%	0 0.0%	4 36.4%	1 20.0%	13 65.0% A
0=No Change	7 63.6% no	1 20.0%	8 32.0%	3 75.0% no	1 33.3%	0 0.0%	2 40.0%	2 66.7%	3 50.0%	0 0.0%	7 63.6% no	1 50.0%	6 54.5%	0 0.0% adk	4 20.0% adk
-1=Decrease	3 27.3%	1 20.0%	4 16.0% N	0 0.0% n	1 33.3%	0 0.0%	1 20.0%	0 0.0%	1 16.7%	0 0.0%	1 9.1% n	1 50.0%	1 9.1% n	4 80.0% CdkmO	3 15.0% N
Mean	-0.18 co	0.40	0.36 an	0.25	0.00	1.00	0.20	0.33	0.17	1.00	0.18	-0.50	0.27 n	-0.60 cmo	0.50 an

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


**Topic 2: Customer Behavior - UK**
**Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months?:  
The entry of new customers into this market**

N=126

	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=Increase	7 46.7% b	0 0.0% ade	7 36.8%	11 52.4% b	8 66.7% b	9 36.0%	4 28.6%	3 37.5%	4 33.3%	9 39.1%	5 50.0%	6 54.5%	6 46.2%	6 54.5%	8 30.8%
0=No Change	2 13.3% Bcg	6 85.7% AdE	10 52.6% a	7 33.3% b	2 16.7% Bg	11 44.0%	8 57.1% ae	2 25.0%	7 58.3%	8 34.8%	5 50.0%	3 27.3%	6 46.2%	4 36.4%	11 42.3%
-1=Decrease	6 40.0%	1 14.3%	2 10.5%	3 14.3%	2 16.7%	5 20.0%	2 14.3%	3 37.5% d	1 8.3%	6 26.1%	0 0.0% a	2 18.2%	1 7.7%	1 9.1%	7 26.9%
Mean	0.07	-0.14	0.26	0.38	0.50	0.16	0.14	0.00	0.25	0.13	0.50	0.36	0.38	0.45	0.04

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


**Topic 2: Customer Behavior - UK**
**Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months?:  
My customer's ability to acquire new customers**

N=126	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=Increase	62 54.4%	11 68.8% d	13 46.4%	33 62.3% d	5 31.3% ac	13 61.9%	22 59.5%	25 48.1%
0=No Change	27 23.7%	2 12.5%	9 32.1%	11 20.8%	5 31.3%	6 28.6%	6 16.2%	15 28.8%
-1=Decrease	25 21.9%	3 18.8%	6 21.4%	9 17.0%	6 37.5%	2 9.5%	9 24.3%	12 23.1%
Mean	0.32	0.50	0.25	0.45 d	-0.06 c	0.52	0.35	0.25

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


**Topic 2: Customer Behavior - UK**
**Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months?:  
My customer's ability to acquire new customers**

N=126

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
+1=Increase	5 45.5%	2 40.0%	15 60.0%	2 50.0%	2 66.7%	0 0.0%	4 80.0%	1 33.3%	3 50.0%	1 100.0%	4 36.4% o	0 0.0% o	6 54.5%	2 40.0%	15 75.0% kl
0=No Change	6 54.5% co	2 40.0%	5 20.0% a	1 25.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 16.7%	0 0.0%	5 45.5% o	0 0.0%	2 18.2%	1 20.0%	2 10.0% ak
-1=Decrease	0 0.0% FLn	1 20.0%	5 20.0% 1	1 25.0%	1 33.3%	1 100.0% Ao	1 20.0%	1 33.3%	2 33.3%	0 0.0%	2 18.2% 1	2 100.0% Acko	3 27.3%	2 40.0% a	3 15.0% fl
Mean	0.45	0.20	0.40	0.25	0.33	-1.00	0.60	0.00	0.17	1.00	0.18	-1.00	0.27	0.00	0.60

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


**Topic 2: Customer Behavior - UK**
**Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months?:**
**My customer's ability to acquire new customers**

N=126

	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=Increase	7 46.7%	3 42.9%	13 68.4%	12 57.1%	8 66.7%	12 48.0%	6 42.9%	4 50.0%	7 58.3%	11 47.8%	7 70.0% h	9 81.8% H	8 61.5% h	9 81.8% H	7 26.9% dEfG
0=No Change	4 26.7%	1 14.3%	4 21.1%	6 28.6%	1 8.3%	6 24.0%	5 35.7%	2 25.0%	3 25.0%	5 21.7%	3 30.0%	0 0.0% h	3 23.1%	2 18.2%	9 34.6% e
-1=Decrease	4 26.7%	3 42.9%	2 10.5%	3 14.3%	3 25.0%	7 28.0%	3 21.4%	2 25.0%	2 16.7%	7 30.4% g	0 0.0% h	2 18.2%	2 15.4%	0 0.0% ch	10 38.5% dg
Mean	0.20	0.00	0.58	0.43	0.42	0.20	0.21	0.25	0.42	0.17 g	0.70 H	0.64 h	0.46 h	0.82 cH	-0.12 DefG

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


**Topic 2: Customer Behavior - UK**
**For this market, how much do customers trust your brand?**

	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=Significantly below industry average	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	1 0.9%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	1 1.9%
3	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
4	1 0.9%	0 0.0%	1 3.6%	0 0.0%	0 0.0%	0 0.0%	1 2.7%	0 0.0%
5=At industry average	4 3.5%	0 0.0%	1 3.6%	2 3.8%	0 0.0%	2 9.5%	1 2.7%	1 1.9%
6	7 6.1%	0 0.0%	3 10.7%	2 3.8%	2 12.5%	1 4.8%	3 8.1%	3 5.8%
7	16 14.0%	1 6.3%	5 17.9%	9 17.0%	1 6.3%	1 4.8%	6 16.2%	8 15.4%
8	56 49.1%	11 68.8%	14 50.0%	22 41.5%	9 56.3%	13 61.9%	16 43.2%	26 50.0%
9	19 16.7%	4 25.0%	3 10.7%	11 20.8%	1 6.3%	3 14.3%	9 24.3%	7 13.5%
10=Significantly above industry average	10 8.8%	0 0.0%	1 3.6%	7 13.2%	2 12.5%	1 4.8%	1 2.7%	6 11.5%
Mean	7.89	8.19	7.54 c	8.11 b	7.63	7.81	7.78	7.92

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



**Topic 2: Customer Behavior - UK**

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

	Industry Sector														
	Banking Finance Insurance A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact-uring I	Mining Construc-tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor-tation N	Retail Wholesale O
1=Significantly below industry average	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%
3	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
4	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%
5=At industry average	1 9.1%	1 20.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0%
6	1 9.1%	1 20.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	1 9.1%	0 0.0%	1 5.0%
7	4 36.4%	0 0.0%	5 20.0%	0 0.0%	1 33.3%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	1 9.1%	0 0.0%	3 15.0%
8	4 36.4%	3 60.0%	11 44.0%	1 25.0%	2 66.7%	1 100.0%	2 40.0%	3 100.0%	4 66.7%	0 0.0%	6 54.5%	1 50.0%	5 45.5%	5 100.0%	7 35.0%
9	1 9.1%	0 0.0%	5 20.0%	1 25.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 16.7%	1 100.0%	2 18.2%	0 0.0%	2 18.2%	0 0.0%	5 25.0%
10=Significantly above industry average	0 0.0%	0 0.0%	3 12.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	1 9.1%	1 50.0%	0 0.0%	0 0.0%	3 15.0%
Mean	7.27 ci	7.00	8.12 am	8.25	7.67	8.00	7.60	8.00	8.50 a	9.00	8.09	9.00	7.00 c	8.00	8.15

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





## Topic 2: Customer Behavior - UK

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

	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=Significantly below industry average	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
4	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
5=At industry average	0 0.0%	0 0.0%	2 10.5%	0 0.0%	0 0.0%	1 4.0%	1 7.1%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	2 7.7%
6	1 6.7%	0 0.0%	2 10.5%	1 4.8%	1 8.3%	1 4.0%	1 7.1%	1 12.5%	0 0.0%	2 8.7%	0 0.0%	0 0.0%	1 7.7%	1 9.1%	1 9.1%	2 7.7%
7	4 26.7%	0 0.0%	4 21.1%	4 19.0%	0 0.0%	3 12.0%	1 7.1%	2 25.0%	2 16.7%	3 13.0%	3 30.0%	1 9.1%	1 7.7%	2 18.2%	2 7.7%	
8	7 46.7%	3 42.9%	5 26.3%	10 47.6%	8 66.7%	16 64.0%	6 42.9%	4 50.0%	4 33.3%	12 52.2%	6 60.0%	5 45.5%	6 46.2%	6 54.5%	13 50.0%	
9	3 20.0%	2 28.6%	5 26.3%	1 4.8%	3 25.0%	3 12.0%	2 14.3%	1 12.5%	3 25.0%	4 17.4%	1 10.0%	3 27.3%	3 23.1%	1 9.1%	3 11.5%	
10=Significantly above industry average	0 0.0%	1 14.3%	0 0.0%	5 23.8%	0 0.0%	1 4.0%	3 21.4%	0 0.0%	1 8.3%	2 8.7%	0 0.0%	1 9.1%	1 7.7%	1 9.1%	1 9.1%	4 15.4%
Mean	7.80	7.71	7.32	8.24	8.08	7.88	8.14	7.63	7.50	8.04	7.80	8.00	7.92	7.91	7.96	

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


**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**
**How has the role of marketing in your company changed during the Covid-19 pandemic?**

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
Increased in importance	81 73.0%	11 68.8%	22 78.6%	35 68.6%	12 80.0%	13 61.9%	30 81.1%	36 73.5%
Decreased in importance	11 9.9%	2 12.5%	3 10.7%	5 9.8%	1 6.7%	2 9.5%	1 2.7%	7 14.3%
No change	19 17.1%	3 18.8%	3 10.7%	11 21.6%	2 13.3%	6 28.6%	6 16.2%	6 12.2%

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



**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**

**How has the role of marketing in your company changed during the Covid-19 pandemic?**

Number Col %	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
Increased in importance	9 81.8%	3 60.0%	16 64.0%	4 100.0%	2 100.0%	0 0.0%	3 60.0%	1 33.3%	4 66.7%	0 0.0%	10 90.9%	2 100.0%	7 63.6%	4 80.0%	15 78.9%
Decreased in importance	1 9.1%	1 20.0%	2 8.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 16.7%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	3 15.8%
No change	1 9.1%	1 20.0%	7 28.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	2 66.7%	1 16.7%	0 0.0%	1 9.1%	0 0.0%	4 36.4%	0 0.0%	1 5.3%

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


**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**
**How has the role of marketing in your company changed during the Covid-19 pandemic?**

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
Increased in importance	10 66.7%	4 66.7%	13 68.4%	15 75.0%	8 72.7%	20 80.0%	11 78.6%	6 75.0%	8 66.7%	12 54.5%	8 80.0%	9 90.0%	10 76.9%	9 81.8%	19 76.0%
Decreased in importance	4 26.7% F	1 16.7% f	3 15.8% f	1 5.0%	1 9.1%	0 0.0% Abc	1 7.1%	2 25.0%	2 16.7%	5 22.7%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	1 4.0%
No change	1 6.7%	1 16.7%	3 15.8%	4 20.0%	2 18.2%	5 20.0%	2 14.3%	0 0.0%	2 16.7%	5 22.7%	2 20.0%	1 10.0%	3 23.1%	1 9.1%	5 20.0%

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


**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**
**What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high): Building brand value that connects with 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	40 35.4%	1 6.3% CD	8 28.6%	23 44.2% A	8 50.0% A	6 28.6%	14 37.8%	17 33.3%
2	25 22.1%	4 25.0%	6 21.4%	10 19.2%	4 25.0%	3 14.3%	8 21.6%	14 27.5%
3	23 20.4%	5 31.3%	9 32.1% c	7 13.5% b	2 12.5%	6 28.6%	8 21.6%	9 17.6%
Not Ranked	25 22.1%	6 37.5%	5 17.9%	12 23.1%	2 12.5%	6 28.6%	7 18.9%	11 21.6%
Mean	1.81	2.40 Cd	2.04 c	1.60 Ab	1.57 a	2.00	1.80	1.80

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



**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**

**What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high): Building brand value that connects with customers**

	Industry Sector														
	Banking Finance Insurance A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact-uring I	Mining Construc-tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor-tation N	Retail Wholesale O
1	6 54.5% iM	2 40.0% m	11 44.0% m	2 50.0% m	2 66.7% m	1 100.0% iM	2 40.0% m	0 0.0%	0 0.0% afj	1 100.0% iM	3 27.3%	1 50.0% m	0 0.0% AbcdeFgJln o	2 40.0% m	7 36.8% m
2	2 18.2% h	2 40.0%	2 8.0% HI	1 25.0%	0 0.0%	0 0.0%	0 0.0% hi	3 100.0% aCgkMo	4 66.7% Cgm	0 0.0%	2 18.2% h	0 0.0%	1 9.1% Hi	1 20.0%	6 31.6% h
3	1 9.1%	0 0.0%	5 20.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 16.7%	0 0.0%	5 45.5%	1 50.0%	4 36.4%	1 20.0%	4 21.1%
Not Ranked	2 18.2%	1 20.0%	7 28.0%	1 25.0%	1 33.3%	0 0.0%	2 40.0%	0 0.0%	1 16.7%	0 0.0%	1 9.1% m	0 0.0%	6 54.5% ko	1 20.0%	2 10.5% m
Mean	1.44 M	1.50 M	1.67 m	1.33 M	1.00	1.00	1.67	2.00	2.20	1.00	2.20	2.00	2.80 ABcDo	1.75	1.82 m

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


**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**
**What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high): Building brand value that connects with 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	5 33.3%	1 14.3%	5 26.3%	3 14.3% fG	5 41.7%	13 52.0% d	8 61.5% D	1 12.5% h	4 33.3%	6 26.1% h	2 20.0% h	3 27.3% h	3 23.1% h	5 45.5%	16 64.0% acdef
2	3 20.0%	2 28.6%	4 21.1%	6 28.6%	1 8.3%	8 32.0%	1 7.7%	1 12.5%	2 16.7%	6 26.1%	4 40.0%	3 27.3%	4 30.8%	2 18.2%	3 12.0%
3	2 13.3%	0 0.0%	4 21.1%	7 33.3% f	5 41.7% f	2 8.0% de	3 23.1%	2 25.0%	0 0.0%	6 26.1%	3 30.0%	3 27.3%	3 23.1%	2 18.2%	4 16.0%
Not Ranked	5 33.3% f	4 57.1% eFg	6 31.6%	5 23.8%	1 8.3% b	2 8.0% aB	1 7.7% b	4 50.0% h	6 50.0% H	5 21.7%	1 10.0%	2 18.2%	3 23.1%	2 18.2%	2 8.0% aB
Mean	1.70	1.67	1.92	2.25 Fg	2.00	1.52 D	1.58 d	2.25	1.33	2.00 h	2.11 h	2.00	2.00	1.67	1.48 cd


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


**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**
**What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high): Increasing customer awareness of brand/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
1	16 14.2%	3 18.8%	4 14.3%	8 15.4%	1 6.3%	2 9.5%	8 21.6%	6 11.8%
2	24 21.2%	1 6.3%	8 28.6%	12 23.1%	3 18.8%	4 19.0%	7 18.9%	11 21.6%
3	26 23.0%	3 18.8%	4 14.3%	15 28.8%	3 18.8%	7 33.3%	9 24.3%	10 19.6%
Not Ranked	47 41.6%	9 56.3%	12 42.9%	17 32.7%	9 56.3%	8 38.1%	13 35.1%	24 47.1%
Mean	2.15	2.00	2.00	2.20	2.29	2.38	2.04	2.15

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




**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**
**What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high): Increasing customer awareness of brand/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
1	2 18.2%	1 20.0%	2 8.0% I	0 0.0%	1 33.3%	0 0.0%	1 20.0%	1 33.3%	4 66.7% CkMno	0 0.0%	1 9.1% i	0 0.0%	0 0.0% I	0 0.0% i	2 10.5% i
2	2 18.2%	1 20.0%	6 24.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	1 100.0% m	3 27.3%	1 50.0%	1 9.1% j	1 20.0%	6 31.6%
3	3 27.3%	2 40.0%	7 28.0%	1 25.0%	0 0.0%	0 0.0%	1 20.0%	2 66.7%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	3 27.3%	1 20.0%	5 26.3%
Not Ranked	4 36.4%	1 20.0%	10 40.0%	2 50.0%	2 66.7%	1 100.0%	3 60.0%	0 0.0%	1 16.7%	0 0.0%	6 54.5%	1 50.0%	7 63.6%	3 60.0%	6 31.6%
Mean	2.14	2.25	2.33 I	2.50 i	1.00	---	2.00	2.33	1.20 CdMnO	2.00	2.00	2.00	2.75 I	2.50 i	2.23 I

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


**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**
**What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high): Increasing customer awareness of brand/company**


	Sales Revenue							Number of Employees							
	<£10 million A	£10-25 million B	£26-99 million C	£100-499 million D	£500-999 million E	£1-9.9 billion F	£10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1	1 6.7%	1 14.3%	4 21.1%	7 33.3% fg	1 8.3%	2 8.0% d	0 0.0% d	1 12.5%	1 8.3%	5 21.7% h	2 20.0% h	1 9.1%	5 38.5% H	1 9.1%	0 0.0% cdF
2	4 26.7%	0 0.0%	4 21.1%	5 23.8%	3 25.0%	5 20.0%	2 15.4%	0 0.0% e	3 25.0%	5 21.7%	2 20.0%	5 45.5% a	3 23.1%	1 9.1%	5 20.0%
3	5 33.3%	2 28.6%	6 31.6%	3 14.3%	2 16.7%	7 28.0%	1 7.7%	3 37.5%	4 33.3%	5 21.7%	1 10.0%	3 27.3%	2 15.4%	3 27.3%	5 20.0%
Not Ranked	5 33.3% g	4 57.1%	5 26.3% G	6 28.6% G	6 50.0%	11 44.0%	10 76.9% aCD	4 50.0%	4 33.3%	8 34.8%	5 50.0%	2 18.2% h	3 23.1% h	6 54.5%	15 60.0% ef
Mean	2.40 d	2.33	2.14	1.73 af	2.17	2.36 d	2.33	2.50	2.38	2.00	1.80	2.22	1.70 h	2.40	2.50 f

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


**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**
**What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high): Acquiring new 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	24 21.2%	5 31.3%	4 14.3%	14 26.9%	1 6.3%	4 19.0%	5 13.5%	15 29.4%
2	24 21.2%	3 18.8%	7 25.0%	12 23.1%	2 12.5%	6 28.6%	9 24.3%	8 15.7%
3	19 16.8%	3 18.8%	3 10.7%	9 17.3%	4 25.0%	1 4.8%	7 18.9%	10 19.6%
Not Ranked	46 40.7%	5 31.3%	14 50.0%	17 32.7%	9 56.3%	10 47.6%	16 43.2%	18 35.3%
Mean	1.93	1.82	1.93	1.86	2.43	1.73	2.10	1.85

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


**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**
**What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high): Acquiring new customers**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1	1 9.1% m	1 20.0%	7 28.0%	1 25.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0% Mo	0 0.0%	6 54.5% aK	0 0.0%	6 31.6% k
2	4 36.4%	1 20.0%	7 28.0%	0 0.0%	2 66.7%	0 0.0%	2 40.0%	0 0.0%	1 16.7%	0 0.0%	1 9.1%	0 0.0%	1 9.1%	2 40.0%	3 15.8%
3	1 9.1% f	0 0.0%	3 12.0% f	1 25.0%	0 0.0%	1 100.0% ac	1 20.0%	0 0.0%	2 33.3%	0 0.0%	2 18.2%	1 50.0%	2 18.2%	1 20.0%	4 21.1%
Not Ranked	5 45.5%	3 60.0%	8 32.0% hk	2 50.0%	1 33.3%	0 0.0%	1 20.0%	3 100.0% cmo	2 33.3%	1 100.0%	8 72.7% cmo	1 50.0%	2 18.2% hk	2 40.0%	6 31.6% hk
Mean	2.00	1.50	1.76	2.00	2.00	3.00	2.00	---	2.25	---	2.67	3.00	1.56	2.33	1.85

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



**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**

**What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high): Acquiring new 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	4 26.7%	1 14.3%	5 26.3%	9 42.9% FG	3 25.0%	2 8.0% D	0 0.0% D	2 25.0% h	4 33.3% H	4 17.4% h	3 30.0% H	4 36.4% H	4 30.8% H	3 27.3% h	0 0.0% aBcDEFg
2	5 33.3%	1 14.3%	5 26.3%	2 9.5% e	5 41.7% df	3 12.0% e	3 23.1%	4 50.0% be	0 0.0% afg	6 26.1%	2 20.0%	0 0.0% ag	4 30.8% b	4 36.4% be	4 16.0%
3	1 6.7%	3 42.9%	4 21.1%	3 14.3%	2 16.7%	4 16.0%	2 15.4%	1 12.5%	5 41.7%	3 13.0%	1 10.0%	2 18.2%	1 7.7%	1 9.1%	5 20.0%
Not Ranked	5 33.3%	2 28.6%	5 26.3% f	7 33.3% f	2 16.7% fg	16 64.0% cde	8 61.5% e	1 12.5% h	3 25.0% h	10 43.5%	4 40.0%	5 45.5%	4 30.8%	3 27.3% h	16 64.0% abg
Mean	1.70	2.40	1.93	1.57	1.90	2.22	2.40	1.86 h	2.11	1.92 h	1.67 h	1.67 h	1.67 H	1.75 h	2.56 acdeFg

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


**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**
**What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high): Retaining current 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	23 20.4%	5 31.3% C	10 35.7% C	2 3.8% ABD	5 31.3% C	8 38.1% c	7 18.9%	7 13.7% a
2	23 20.4%	5 31.3%	3 10.7%	10 19.2%	5 31.3%	5 23.8%	9 24.3%	9 17.6%
3	19 16.8%	0 0.0% b	8 28.6% a	9 17.3%	2 12.5%	2 9.5%	4 10.8%	13 25.5%
Not Ranked	48 42.5%	6 37.5%	7 25.0% C	31 59.6% Bd	4 25.0% c	6 28.6%	17 45.9%	22 43.1%
Mean	1.94	1.50 C	1.90	2.33 Ad	1.75 c	1.60 c	1.85	2.21 a

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



**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**

**What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high): Retaining current customers**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1	1 9.1% kn	1 20.0%	3 12.0% kmn	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	6 54.5% aco	1 50.0%	5 45.5% co	3 60.0% aco	2 10.5% kmn
2	2 18.2%	1 20.0%	3 12.0% fg	2 50.0%	1 33.3%	1 100.0% cik	3 60.0% ck	0 0.0%	0 0.0% f	0 0.0%	1 9.1% fg	1 50.0%	4 36.4%	1 20.0%	3 15.8%
3	3 27.3%	3 60.0% cm	3 12.0% bej	0 0.0%	2 66.7% cm	0 0.0%	0 0.0%	0 0.0%	1 16.7%	1 100.0% cM	2 18.2%	0 0.0%	0 0.0% beJ	1 20.0%	3 15.8%
Not Ranked	5 45.5%	0 0.0% chio	16 64.0% bekmn	2 50.0%	0 0.0% c	0 0.0%	2 40.0%	3 100.0% bkmn	4 66.7% bn	0 0.0%	2 18.2% cho	0 0.0%	2 18.2% cho	0 0.0% chio	11 57.9% bkmn
Mean	2.33 m	2.40 m	2.00	2.00	2.67 M	2.00	2.00	---	2.00	3.00	1.56	1.50	1.44 abE	1.60	2.13

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


**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**
**What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high): Retaining current 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	2 13.3%	2 28.6%	4 21.1%	1 4.8%	3 25.0%	5 20.0%	5 38.5%	0 0.0%	2 16.7%	7 30.4%	3 30.0%	1 9.1%	0 0.0%	2 18.2%	8 32.0%
2	2 13.3%	3 42.9%	5 26.3%	4 19.0%	3 25.0%	5 20.0%	1 7.7%	2 25.0%	5 41.7%	4 17.4%	1 10.0%	2 18.2%	0 0.0%	3 27.3%	6 24.0%
3	5 33.3%	1 14.3%	3 15.8%	4 19.0%	1 8.3%	2 8.0%	3 23.1%	2 25.0%	1 8.3%	6 26.1%	2 20.0%	1 9.1%	4 30.8%	0 0.0%	3 12.0%
Not Ranked	6 40.0%	1 14.3%	7 36.8%	12 57.1%	5 41.7%	13 52.0%	4 30.8%	4 50.0%	4 33.3%	6 26.1%	4 40.0%	7 63.6%	9 69.2%	6 54.5%	8 32.0%
Mean	2.33	1.83	1.92	2.33	1.71	1.75	1.78	2.50	1.88	1.94	1.83	2.00	3.00	1.60	1.71

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




**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**
**What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high): Improving marketing ROI**

	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	10 8.8%	2 12.5%	2 7.1%	5 9.6%	1 6.3%	1 4.8%	3 8.1%	6 11.8%
2	17 15.0%	3 18.8%	4 14.3%	8 15.4%	2 12.5%	3 14.3%	4 10.8%	9 17.6%
3	26 23.0%	5 31.3%	4 14.3%	12 23.1%	5 31.3%	5 23.8%	9 24.3%	9 17.6%
Not Ranked	60 53.1%	6 37.5%	18 64.3%	27 51.9%	8 50.0%	12 57.1%	21 56.8%	27 52.9%
Mean	2.30	2.30	2.20	2.28	2.50	2.44	2.38	2.13

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



**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**

**What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high): Improving marketing ROI**

	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	1 9.1%	0 0.0%	2 8.0% h	1 25.0%	0 0.0%	0 0.0%	1 20.0%	2 66.7% cmo	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0% h	0 0.0%	2 10.5% h
2	1 9.1%	0 0.0%	7 28.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 36.4% o	0 0.0%	4 36.4% o	0 0.0%	1 5.3% km
3	3 27.3%	0 0.0%	7 28.0%	2 50.0%	1 33.3%	0 0.0%	2 40.0%	1 33.3%	2 33.3%	0 0.0%	1 9.1%	0 0.0%	2 18.2%	1 20.0%	3 15.8%
Not Ranked	6 54.5%	5 100.0% cdh	9 36.0% bo	1 25.0% b	2 66.7%	1 100.0%	2 40.0%	0 0.0% bo	4 66.7%	1 100.0%	5 45.5%	2 100.0%	5 45.5%	4 80.0%	13 68.4% ch
Mean	2.40	---	2.31	2.33	3.00	---	2.33	1.67	3.00	---	2.00	---	2.33	3.00	2.17

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


**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**
**What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high): Improving marketing ROI**

	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	3 20.0%	2 28.6%	1 5.3%	1 4.8%	0 0.0%	3 12.0%	0 0.0%	4 50.0% bCdfgH	1 8.3% a	1 4.3% A	0 0.0% a	2 18.2%	1 7.7% a	0 0.0% a	1 4.0% A
2	1 6.7% g	1 14.3%	1 5.3% g	4 19.0%	0 0.0% g	4 16.0%	6 46.2% ace	1 12.5%	2 16.7%	2 8.7%	1 10.0%	1 9.1%	2 15.4%	1 9.1%	7 28.0%
3	2 13.3%	1 14.3%	2 10.5% f	4 19.0%	2 16.7%	10 40.0% c	4 30.8%	0 0.0% g	2 16.7%	3 13.0% g	3 30.0%	2 18.2%	3 23.1%	5 45.5% ac	8 32.0%
Not Ranked	9 60.0%	3 42.9%	15 78.9% FG	12 57.1%	10 83.3% FG	8 32.0% CE	3 23.1% CE	3 37.5%	7 58.3%	17 73.9% h	6 60.0%	6 54.5%	7 53.8%	5 45.5%	9 36.0% c
Mean	1.83	1.75	2.25	2.33	3.00	2.41	2.40	1.20 bcDfGH	2.20 a	2.33 a	2.75 A	2.00	2.33 a	2.83 A	2.44 A

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


**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**
**Considering marketing opportunities, what activities have you shifted resources to during the pandemic? (check all that apply)**

N=114	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
Building better customer-facing digital interfaces	90 78.9%	12 75.0%	19 67.9%	45 84.9%	14 87.5%	13 61.9%	34 91.9%	40 76.9%
Expanding into new offerings - i.e., products and services	64 56.1%	8 50.0%	19 67.9%	27 50.9%	9 56.3%	13 61.9%	24 64.9%	26 50.0%
Improving data integration to allow for end-to-end customer tracking	64 56.1%	9 56.3%	14 50.0%	31 58.5%	9 56.3%	13 61.9%	23 62.2%	26 50.0%
Transforming our go-to-market business models	55 48.2%	8 50.0%	16 57.1%	25 47.2%	6 37.5%	11 52.4%	22 59.5%	18 34.6%

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


**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**
**Considering marketing opportunities, what activities have you shifted resources to during the pandemic? (check all that apply)**

N=114	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
Investing in automation technologies to improve virtual communication with customers	49 43.0%	6 37.5%	17 60.7%	21 39.6%	5 31.3%	9 42.9%	16 43.2%	21 40.4%
Building partnerships	48 42.1%	6 37.5%	13 46.4%	21 39.6%	8 50.0%	10 47.6%	15 40.5%	21 40.4%
Improving our research and experimentation capabilities	36 31.6%	7 43.8%	6 21.4%	17 32.1%	5 31.3%	7 33.3%	15 40.5%	12 23.1%
Expanding into new geographies, segments	28 24.6%	6 37.5%	7 25.0%	14 26.4%	1 6.3%	6 28.6%	11 29.7%	11 21.2%
Engaging in mergers & acquisitions	10 8.8%	2 12.5%	5 17.9%	2 3.8%	1 6.3%	4 19.0%	6 16.2%	0 0.0%

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



### Topic 3: Managing Marketing in the Covid-19 Pandemic - UK

#### **Considering marketing opportunities, what activities have you shifted resources to during the pandemic? (check all that apply)**

	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
Building better customer-facing digital interfaces	90 78.9%	9 81.8% bl	1 20.0% aCdino	21 84.0% Bl	4 100.0% b	2 66.7%	1 100.0%	4 80.0%	3 100.0%	6 100.0% bl	1 100.0%	8 72.7%	0 0.0% acino	8 72.7%	5 100.0% bl	16 80.0% bl
Expanding into new offerings - i.e., products and services	64 56.1%	5 45.5%	4 80.0%	16 64.0% h	2 50.0%	3 100.0%	0 0.0%	2 40.0%	0 0.0% ck	4 66.7%	1 100.0%	9 81.8% h	1 50.0%	5 45.5%	2 40.0%	9 45.0%
Improving data integration to allow for end-to-end customer tracking	64 56.1%	7 63.6%	2 40.0%	13 52.0%	4 100.0%	1 33.3%	1 100.0%	2 40.0%	3 100.0%	2 33.3%	0 0.0%	8 72.7%	1 50.0%	5 45.5%	3 60.0%	12 60.0%
Transforming our go-to-market business models	55 48.2%	3 27.3% ck	1 20.0% k	16 64.0% an	1 25.0%	1 33.3%	1 100.0%	3 60.0%	2 66.7%	3 50.0%	1 100.0%	9 81.8% abNo	1 50.0%	6 54.5%	0 0.0% cK	7 35.0% k

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



### Topic 3: Managing Marketing in the Covid-19 Pandemic - UK

#### Considering marketing opportunities, what activities have you shifted resources to during the pandemic? (check all that apply)

N=114	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
Investing in automation technologies to improve virtual communication with customers	49 43.0%	5 45.5%	0 0.0% Kmn	8 32.0% K	2 50.0%	2 66.7%	0 0.0%	3 60.0%	1 33.3%	3 50.0%	0 0.0%	9 81.8% BCIO	0 0.0% k	7 63.6% bo	4 80.0% bo	5 25.0% Kmn
Building partnerships	48 42.1%	5 45.5%	2 40.0%	8 32.0%	0 0.0%	1 33.3%	0 0.0%	2 40.0%	1 33.3%	1 16.7%	0 0.0%	6 54.5%	2 100.0%	6 54.5%	3 60.0%	10 50.0%
Improving our research and experimentation capabilities	36 31.6%	3 27.3%	2 40.0%	11 44.0%	1 25.0%	1 33.3%	0 0.0%	1 20.0%	1 33.3%	0 0.0%	0 0.0%	3 27.3%	1 50.0%	4 36.4%	1 20.0%	7 35.0%
Expanding into new geographies, segments	28 24.6%	2 18.2% e	1 20.0%	5 20.0% Em	2 50.0%	3 100.0% aCiKno	0 0.0%	1 20.0%	1 33.3%	1 16.7% e	0 0.0%	1 9.1% Em	0 0.0%	6 54.5% ck	0 0.0% e	5 25.0% e
Engaging in mergers & acquisitions	10 8.8%	1 9.1%	0 0.0%	3 12.0%	1 25.0% o	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	2 18.2%	0 0.0%	1 9.1%	1 20.0%	0 0.0% d

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


**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**
**Considering marketing opportunities, what activities have you shifted resources to during the pandemic? (check all that apply)**

N=114	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
Building better customer-facing digital interfaces	90 78.9%	11 73.3%	4 57.1%	16 84.2%	14 66.7%	11 91.7%	21 84.0%	12 85.7%	7 87.5%	7 58.3%	17 73.9%	7 70.0%	9 81.8%	10 76.9%	10 90.9%	23 88.5%
Expanding into new offerings - i.e., products and services	64 56.1%	9 60.0%	4 57.1%	11 57.9%	13 61.9%	9 75.0%	9 36.0%	9 64.3%	7 87.5%	6 50.0%	10 43.5%	7 70.0%	5 45.5%	11 84.6%	6 54.5%	12 46.2%
Improving data integration to allow for end-to-end customer tracking	64 56.1%	7 46.7%	1 14.3%	10 52.6%	11 52.4%	7 58.3%	20 80.0%	8 57.1%	1 12.5%	3 25.0%	12 52.2%	6 60.0%	10 90.9%	8 61.5%	7 63.6%	17 65.4%
Transforming our go-to-market business models	55 48.2%	5 33.3%	1 14.3%	8 42.1%	9 42.9%	6 50.0%	14 56.0%	11 78.6%	2 25.0%	5 41.7%	7 30.4%	6 60.0%	4 36.4%	8 61.5%	5 45.5%	18 69.2%

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





### Topic 3: Managing Marketing in the Covid-19 Pandemic - UK

#### **Considering marketing opportunities, what activities have you shifted resources to during the pandemic? (check all that apply)**

N=114	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
Investing in automation technologies to improve virtual communication with customers	49 43.0%	4 26.7%	2 28.6%	5 26.3%	10 47.6%	6 50.0%	12 48.0%	9 64.3%	3 37.5%	4 33.3%	7 30.4%	3 30.0%	2 18.2%	5 38.5%	8 72.7%	17 65.4%
Building partnerships	48 42.1%	10 66.7%	2 28.6%	8 42.1%	10 47.6%	4 33.3%	9 36.0%	5 35.7%	4 50.0%	8 66.7%	10 43.5%	5 50.0%	5 45.5%	3 23.1%	4 36.4%	9 34.6%
Improving our research and experimentation capabilities	36 31.6%	4 26.7%	1 14.3%	5 26.3%	2 9.5%	7 58.3%	12 48.0%	5 35.7%	3 37.5%	2 16.7%	6 26.1%	3 30.0%	2 18.2%	4 30.8%	6 54.5%	10 38.5%
Expanding into new geographies, segments	28 24.6%	3 20.0%	3 42.9%	7 36.8%	6 28.6%	3 25.0%	5 20.0%	1 7.1%	3 37.5%	3 25.0%	6 26.1%	3 30.0%	4 36.4%	3 23.1%	5 45.5%	1 3.8%
Engaging in mergers & acquisitions	10 8.8%	0 0.0%	0 0.0%	2 10.5%	1 4.8%	3 25.0%	3 12.0%	1 7.1%	0 0.0%	0 0.0%	1 4.3%	2 20.0%	0 0.0%	3 23.1%	2 18.2%	2 7.7%

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


**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**
**How well did the marketing strategies used during the Covid-19 pandemic work in the short-term?**

	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=Very Poorly	1 0.9%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.9%
2	1 0.9%	0 0.0%	1 3.6%	0 0.0%	0 0.0%	0 0.0%	1 2.7%	0 0.0%
3	4 3.5%	0 0.0%	1 3.6%	1 1.9%	2 12.5%	2 9.5%	0 0.0%	2 3.8%
4	11 9.6%	2 12.5%	2 7.1%	3 5.7% d	4 25.0% c	2 9.5%	4 10.8%	5 9.6%
5	40 35.1%	5 31.3%	9 32.1%	21 39.6%	5 31.3%	6 28.6%	15 40.5%	16 30.8%
6	40 35.1%	6 37.5%	13 46.4%	17 32.1%	3 18.8%	10 47.6%	12 32.4%	17 32.7%
7=Very effectively	17 14.9%	2 12.5%	2 7.1%	11 20.8%	2 12.5%	1 4.8%	5 13.5%	11 21.2%
Mean	5.42	5.25	5.36	5.64 d	4.94 c	5.29	5.41	5.50

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




### Topic 3: Managing Marketing in the Covid-19 Pandemic - UK

#### How well did the marketing strategies used during the Covid-19 pandemic work in the short-term?


	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Very Poorly	0 0.0%	0 0.0%	0 0.0% i	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7% c	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2	0 0.0%	0 0.0%	0 0.0% E	0 0.0%	1 33.3% Co	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% e
3	0 0.0%	1 20.0%	1 4.0%	1 25.0% o	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0% d
4	2 18.2%	0 0.0%	2 8.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3% o	2 33.3% o	0 0.0%	1 9.1%	0 0.0%	1 9.1%	2 40.0% O	0 0.0% hiN
5	2 18.2% l	2 40.0%	11 44.0%	2 50.0%	1 33.3%	0 0.0%	1 20.0%	1 33.3%	1 16.7%	1 100.0%	2 18.2% l	2 100.0% ak	3 27.3%	2 40.0%	8 40.0%
6	7 63.6% i	2 40.0%	7 28.0%	1 25.0%	0 0.0%	0 0.0%	2 40.0%	1 33.3%	0 0.0% ak	0 0.0%	6 54.5% i	0 0.0%	5 45.5%	1 20.0%	8 40.0%
7=Very effectively	0 0.0% Fg	0 0.0%	4 16.0% f	0 0.0%	1 33.3%	1 100.0% Acm	2 40.0% a	0 0.0%	2 33.3%	0 0.0%	2 18.2%	0 0.0%	1 9.1% f	0 0.0%	4 20.0%
Mean	5.45	5.00	5.44	4.75 o	4.67	7.00	6.20 n	5.00	4.67	5.00	5.82 n	5.00	5.36	4.80 gko	5.80 dn

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


**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**
**How well did the marketing strategies used during the Covid-19 pandemic work in the short-term?**

	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=Very Poorly	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3	1 6.7%	1 14.3%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	1 8.3%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%
4	4 26.7% cg	0 0.0%	0 0.0% af	2 9.5%	0 0.0%	5 20.0% c	0 0.0% a	1 12.5%	3 25.0%	2 8.7%	0 0.0%	2 18.2%	1 7.7%	0 0.0%	2 7.7%
5	4 26.7%	3 42.9%	10 52.6% d	4 19.0% c	6 50.0%	9 36.0%	4 28.6%	3 37.5%	4 33.3%	10 43.5%	4 40.0%	1 9.1%	6 46.2%	4 36.4%	8 30.8%
6	3 20.0% g	2 28.6%	6 31.6%	10 47.6%	3 25.0%	7 28.0%	8 57.1% a	2 25.0%	2 16.7%	6 26.1%	5 50.0%	5 45.5%	4 30.8%	5 45.5%	11 42.3%
7=Very effectively	2 13.3%	0 0.0%	2 10.5%	5 23.8%	3 25.0%	4 16.0%	1 7.1%	1 12.5%	2 16.7%	2 8.7%	1 10.0%	3 27.3%	2 15.4%	2 18.2%	4 15.4%
Mean	4.87 d	4.43 de	5.42	5.86 ab	5.75 b	5.40	5.57	5.00	5.08	5.00	5.70	5.82	5.54	5.82	5.58

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


**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**
**Taking your best guess, to what degree do you think the marketing strategies used during the Covid-19 pandemic will be important opportunities for your company in the long-term?**

	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	1 0.9%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.9%
2	1 0.9%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%
3	6 5.3%	2 12.5%	1 3.6%	2 3.8%	1 6.3%	1 4.8%	1 2.7%	4 7.7%
4	4 3.5%	0 0.0%	3 10.7%	1 1.9%	0 0.0%	2 9.5%	1 2.7%	1 1.9%
5	30 26.3%	5 31.3%	7 25.0%	11 20.8%	7 43.8%	4 19.0%	10 27.0%	15 28.8%
6	43 37.7%	4 25.0%	11 39.3%	24 45.3%	4 25.0%	9 42.9%	17 45.9%	15 28.8%
7=A great deal	29 25.4%	3 18.8%	6 21.4%	15 28.3%	4 25.0%	4 19.0%	8 21.6%	16 30.8%
Mean	5.68	4.94 C	5.64	5.92 A	5.63	5.48	5.81	5.65

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



**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**

**Taking your best guess, to what degree do you think the marketing strategies used during the Covid-19 pandemic will be important opportunities for your company in the long-term?**

	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%	0 0.0%	0 0.0%	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%	0 0.0%	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%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%
3	1 9.1%	0 0.0%	1 4.0%	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%	1 9.1%	1 20.0%	1 5.0%
4	0 0.0%	0 0.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	1 9.1%	0 0.0%	1 5.0%
5	4 36.4%	3 60.0%	5 20.0%	0 0.0%	1 33.3%	0 0.0%	2 40.0%	1 33.3%	3 50.0%	1 100.0%	3 27.3%	1 50.0%	2 18.2%	1 20.0%	3 15.0%
6	4 36.4%	1 20.0%	11 44.0%	3 75.0%	0 0.0%	0 0.0%	1 20.0%	1 33.3%	0 0.0%	0 0.0%	5 45.5%	1 50.0%	3 27.3%	2 40.0%	10 50.0%
7=A great deal	2 18.2%	1 20.0%	7 28.0%	1 25.0%	2 66.7%	1 100.0%	1 20.0%	1 33.3%	2 33.3%	0 0.0%	2 18.2%	0 0.0%	3 27.3%	1 20.0%	5 25.0%
Mean	5.55	5.60	5.88	6.25	6.33	7.00	5.20	6.00	5.00	5.00	5.73	5.50	5.27	5.40	5.85

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


**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**
**Taking your best guess, to what degree do you think the marketing strategies used during the Covid-19 pandemic will be important opportunities for your company in the long-term?**

	Sales Revenue							Number of Employees							
	<£10 million A	£10-25 million B	£26-99 million C	£100-499 million D	£500-999 million E	£1-9.9 billion F	£10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=Not at all	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3	1 6.7%	2 28.6%	1 5.3%	1 4.8%	0 0.0%	1 4.0%	0 0.0%	1 12.5%	2 16.7%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%
4	1 6.7%	0 0.0%	2 10.5%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	1 12.5%	1 8.3%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%
5	4 26.7%	2 28.6%	5 26.3%	6 28.6%	3 25.0%	6 24.0%	4 28.6%	1 12.5%	3 25.0%	8 34.8%	1 10.0%	2 18.2%	5 38.5%	5 45.5%	5 19.2%
6	5 33.3%	0 0.0%	8 42.1%	6 28.6%	5 41.7%	11 44.0%	7 50.0%	4 50.0%	2 16.7%	6 26.1%	4 40.0%	5 45.5%	5 38.5%	5 45.5%	12 46.2%
7=A great deal	3 20.0%	2 28.6%	3 15.8%	8 38.1%	4 33.3%	7 28.0%	2 14.3%	1 12.5%	3 25.0%	5 21.7%	5 50.0%	4 36.4%	3 23.1%	1 9.1%	7 26.9%
Mean	5.33 def	4.43 def	5.53	5.95 b	6.08 b	5.92 b	5.71	5.38 d	5.00 de	5.30 d	6.40 abcg	6.18 b	5.85	5.64 d	5.88

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


**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**
**How much time do you spend managing the present versus preparing for the future of marketing in your company?**

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Managing the present	114 60.90 19.43	16 59.75 17.10	28 65.89 14.08	53 60.79 20.32	16 53.13 25.42	21 61.48 15.84	37 63.24 17.25	52 61.00 21.30
Preparing for the future	114 39.10 19.43	16 40.25 17.10	28 34.11 14.08	53 39.21 20.32	16 46.88 25.42	21 38.52 15.84	37 36.76 17.25	52 39.00 21.30

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





**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Managing the present	11 61.27 17.11	5 61.00 21.33	25 57.12 17.32	4 40.00 25.82	3 66.67 11.55	1 85.00 ---	5 67.00 21.68	3 60.00 21.79	6 69.17 18.00	1 90.00 ---	11 66.36 13.43	2 65.00 21.21	11 55.55 23.75	5 63.00 13.96	20 60.25 22.97
Preparing for the future	11 38.73 17.11	5 39.00 21.33	25 42.88 17.32	4 60.00 25.82	3 33.33 11.55	1 15.00 ---	5 33.00 21.68	3 40.00 21.79	6 30.83 18.00	1 10.00 ---	11 33.64 13.43	2 35.00 21.21	11 44.45 23.75	5 37.00 13.96	20 39.75 22.97

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



**Topic 3: Managing Marketing in the Covid-19 Pandemic - UK**

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

Number Mean SD	Sales Revenue							Number of Employees							
	<£10 million	£10-25 million	£26-99 million	£100-499 million	£500-999 million	£1-9.9 billion	£10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Managing the present	15 59.27 22.14	7 57.14 30.39	19 66.05 19.12	21 63.14 15.62	12 61.67 14.20	25 57.40 21.37	14 59.86 18.72	8 59.25 24.32	12 58.75 25.95	23 63.48 19.33	10 60.10 17.83	11 63.64 16.14	13 65.00 15.00	11 61.36 15.02	26 57.04 21.50
Preparing for the future	15 40.73 22.14	7 42.86 30.39	19 33.95 19.12	21 36.86 15.62	12 38.33 14.20	25 42.60 21.37	14 40.14 18.72	8 40.75 24.32	12 41.25 25.95	23 36.52 19.33	10 39.90 17.83	11 36.36 16.14	13 35.00 15.00	11 38.64 15.02	26 42.96 21.50

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


**Topic 4: Marketing Leadership - UK**
**How well aligned are marketing and sales leaders in your company on goals, strategies, and tools/data?**

	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	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	1 0.9%	0 0.0%	1 3.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.0%
3	4 3.6%	1 6.3%	2 7.1%	1 2.0%	0 0.0%	2 9.5%	2 5.4%	0 0.0%
4	16 14.4%	3 18.8%	2 7.1%	9 17.6%	2 13.3%	1 4.8%	6 16.2%	8 16.3%
5	23 20.7%	3 18.8%	5 17.9%	11 21.6%	4 26.7%	3 14.3%	8 21.6%	11 22.4%
6	48 43.2%	6 37.5%	12 42.9%	22 43.1%	7 46.7%	11 52.4%	16 43.2%	19 38.8%
7=Very Highly	19 17.1%	3 18.8%	6 21.4%	8 15.7%	2 13.3%	4 19.0%	5 13.5%	10 20.4%
Mean	5.53	5.44	5.54	5.53	5.60	5.67	5.43	5.57

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



**Topic 4: Marketing Leadership - UK**

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3	0 0.0%	0 0.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	1 9.1%	0 0.0%	1 5.3%
4	2 18.2%	1 20.0%	5 20.0%	3 75.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	1 5.3%
5	3 27.3%	1 20.0%	5 20.0%	0 0.0%	1 50.0%	0 0.0%	2 40.0%	0 0.0%	2 33.3%	0 0.0%	2 18.2%	0 0.0%	3 27.3%	0 0.0%	3 15.8%
6	4 36.4%	2 40.0%	10 40.0%	1 25.0%	0 0.0%	0 0.0%	2 40.0%	2 66.7%	2 33.3%	1 100.0%	4 36.4%	2 100.0%	5 45.5%	3 60.0%	10 52.6%
7=Very Highly	2 18.2%	1 20.0%	4 16.0%	0 0.0%	1 50.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	3 27.3%	0 0.0%	2 18.2%	1 20.0%	4 21.1%
Mean	5.55	5.60	5.44	4.50 o	6.00	---	5.80	5.33	5.00	6.00	5.45	6.00	5.64	5.80	5.79 d

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


**Topic 4: Marketing Leadership - UK**
**How well aligned are marketing and sales leaders in your company on goals, strategies, and tools/data?**

	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	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%
3	0 0.0%	0 0.0%	1 5.3%	0 0.0%	1 9.1%	1 4.0%	1 7.1%	0 0.0%	0 0.0%	1 4.5%	1 10.0%	0 0.0%	1 7.7%	0 0.0%	1 4.0%
4	4 26.7%	0 0.0%	1 5.3%	5 25.0%	1 9.1%	4 16.0%	1 7.1%	1 12.5%	3 25.0%	2 9.1%	1 10.0%	0 0.0%	5 38.5%	2 18.2%	2 8.0%
5	3 20.0%	1 16.7%	3 15.8%	7 35.0%	1 9.1%	3 12.0%	5 35.7%	3 37.5%	2 16.7%	2 9.1%	3 30.0%	6 60.0%	2 15.4%	0 0.0%	5 20.0%
6	7 46.7%	3 50.0%	7 36.8%	7 35.0%	5 45.5%	13 52.0%	5 35.7%	3 37.5%	5 41.7%	11 50.0%	3 30.0%	4 40.0%	3 23.1%	7 63.6%	12 48.0%
7=Very Highly	1 6.7%	2 33.3%	7 36.8%	1 5.0%	3 27.3%	3 12.0%	2 14.3%	1 12.5%	2 16.7%	6 27.3%	2 20.0%	0 0.0%	2 15.4%	2 18.2%	4 16.0%
Mean	5.33	6.17	5.95	5.20	5.73	5.40	5.43	5.50	5.50	5.86	5.40	5.40	5.00	5.82	5.52

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


**Topic 4: Marketing Leadership - UK**
**How well aligned are marketing and finance leaders in your company on goals, strategies, and tools/data?**

	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	1 0.9%	0 0.0%	0 0.0%	1 2.0%	0 0.0%	0 0.0%	1 2.8%	0 0.0%
2	4 3.7%	0 0.0%	3 10.7%	1 2.0%	0 0.0%	0 0.0%	1 2.8%	3 6.3%
3	11 10.1%	1 6.7%	4 14.3%	6 11.8%	0 0.0%	2 9.5%	5 13.9%	4 8.3%
4	21 19.3%	2 13.3%	2 7.1% D	11 21.6%	6 42.9% B	4 19.0%	6 16.7%	8 16.7%
5	25 22.9%	7 46.7% c	7 25.0%	9 17.6% a	2 14.3%	8 38.1%	7 19.4%	10 20.8%
6	38 34.9%	5 33.3%	11 39.3%	17 33.3%	4 28.6%	7 33.3%	14 38.9%	16 33.3%
7=Very Highly	9 8.3%	0 0.0%	1 3.6%	6 11.8%	2 14.3%	0 0.0%	2 5.6%	7 14.6%
Mean	4.97	5.07	4.79	4.98	5.14	4.95	4.86	5.10

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



**Topic 4: Marketing Leadership - UK**

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	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%	0 0.0%	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%	0 0.0%
2	2 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%
3	0 0.0%	0 0.0%	3 12.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	0 0.0%	1 9.1%	1 50.0%	1 9.1%	0 0.0%	2 10.5%
4	0 0.0%	3 60.0%	7 28.0%	3 75.0%	0 0.0%	0 0.0%	2 40.0%	1 33.3%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	1 9.1%	0 0.0%	2 10.5%
5	3 30.0%	0 0.0%	3 12.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	3 27.3%	0 0.0%	6 54.5%	2 40.0%	6 31.6%
6	4 40.0%	2 40.0%	9 36.0%	0 0.0%	1 50.0%	0 0.0%	2 40.0%	2 66.7%	2 40.0%	0 0.0%	5 45.5%	1 50.0%	1 9.1%	3 60.0%	6 31.6%
7=Very Highly	1 10.0%	0 0.0%	3 12.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	1 9.1%	0 0.0%	3 15.8%
Mean	5.00	4.80	5.08	4.25	4.50	---	4.20	5.33	4.60	2.00	5.36	4.50	4.73	5.60	5.32

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


**Topic 4: Marketing Leadership - UK**
**How well aligned are marketing and finance leaders in your company on goals, strategies, and tools/data?**

	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	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%
2	1 6.7%	0 0.0%	3 15.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	2 9.1%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%
3	2 13.3%	0 0.0%	1 5.3%	3 15.0%	2 18.2%	1 4.3%	2 14.3%	1 12.5%	1 8.3%	2 9.1%	1 10.0%	1 11.1%	2 16.7%	1 9.1%	2 8.0%
4	2 13.3%	2 33.3%	1 5.3%	6 30.0%	1 9.1%	6 26.1%	3 21.4%	0 0.0%	4 33.3%	2 9.1%	2 20.0%	1 11.1%	5 41.7%	2 18.2%	5 20.0%
5	4 26.7%	0 0.0%	5 26.3%	6 30.0%	4 36.4%	3 13.0%	3 21.4%	2 25.0%	4 33.3%	3 13.6%	3 30.0%	4 44.4%	3 25.0%	2 18.2%	4 16.0%
6	6 40.0%	3 50.0%	6 31.6%	5 25.0%	3 27.3%	9 39.1%	5 35.7%	3 37.5%	2 16.7%	11 50.0%	3 30.0%	2 22.2%	1 8.3%	5 45.5%	11 44.0%
7=Very Highly	0 0.0%	1 16.7%	3 15.8%	0 0.0%	1 9.1%	3 13.0%	1 7.1%	1 12.5%	1 8.3%	2 9.1%	1 10.0%	0 0.0%	1 8.3%	0 0.0%	3 12.0%
Mean	4.80	5.50	5.00	4.65	5.00	5.13	5.00	5.00	4.83	5.14	5.10	4.56	4.50	4.73	5.32

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




**Topic 4: Marketing Leadership - UK**
**Relative to a year ago, rate the success your company has had in improving the DE&I of its: Marketing employees**

	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 Change	53 48.2%	6 37.5%	15 55.6%	22 44.0%	9 56.3%	12 60.0%	16 43.2%	24 49.0%
25% more	35 31.8%	5 31.3%	7 25.9%	18 36.0%	5 31.3%	5 25.0%	12 32.4%	16 32.7%
50% more	16 14.5%	3 18.8%	3 11.1%	8 16.0%	2 12.5%	2 10.0%	6 16.2%	7 14.3%
100% more	6 5.5%	2 12.5%	2 7.4%	2 4.0%	0 0.0%	1 5.0%	3 8.1%	2 4.1%

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



**Topic 4: Marketing Leadership - UK**

**Relative to a year ago, rate the success your company has had in improving the DE&I of its: Marketing employees**

	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
No Change	53 48.2%	6 60.0%	4 80.0%	10 41.7%	3 75.0%	1 50.0%	1 100.0%	1 20.0%	1 33.3%	4 66.7%	0 0.0%	5 45.5%	0 0.0%	3 27.3%	4 80.0%	10 52.6%
25% more	35 31.8%	1 10.0%	1 20.0%	8 33.3%	1 25.0%	1 50.0%	0 0.0%	4 80.0%	0 0.0%	1 16.7%	1 100.0%	4 36.4%	2 100.0%	3 27.3%	1 20.0%	7 36.8%
50% more	16 14.5%	2 20.0%	0 0.0%	5 20.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	4 36.4%	0 0.0%	2 10.5%
100% more	6 5.5%	1 10.0%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 16.7%	0 0.0%	1 9.1%	0 0.0%	1 9.1%	0 0.0%	0 0.0%

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


**Topic 4: Marketing Leadership - UK**
**Relative to a year ago, rate the success your company has had in improving the DE&I of its: Marketing employees**

	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
No Change	53 48.2%	11 73.3% efG	3 50.0%	14 73.7% eFG	11 57.9% g	4 33.3% ac	7 29.2% aC	3 21.4% ACd	6 75.0% h	8 66.7% h	15 71.4% fgH	4 40.0%	5 55.6%	4 30.8% c	3 27.3% c	8 30.8% abC
25% more	35 31.8%	2 13.3% g	2 33.3%	3 15.8% g	6 31.6%	5 41.7%	10 41.7%	7 50.0% ac	1 12.5% g	2 16.7% g	5 23.8% g	4 40.0%	2 22.2%	4 30.8%	7 63.6% abc	10 38.5%
50% more	16 14.5%	1 6.7%	1 16.7%	2 10.5%	2 10.5%	2 16.7%	4 16.7%	3 21.4%	0 0.0%	2 16.7%	1 4.8% f	1 10.0%	1 11.1%	4 30.8% c	1 9.1%	6 23.1%
100% more	6 5.5%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	3 12.5%	1 7.1%	1 12.5%	0 0.0%	0 0.0%	1 10.0%	1 11.1%	1 7.7%	0 0.0%	2 7.7%

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


**Topic 4: Marketing Leadership - UK**
**Relative to a year ago, rate the success your company has had in improving the DE&I of its: Marketing partnerships**

	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
No Change	58 54.7%	11 68.8%	15 60.0%	21 42.9%	10 66.7%	13 72.2%	20 54.1%	23 48.9%
25% more	31 29.2%	3 18.8%	7 28.0%	16 32.7%	5 33.3%	4 22.2%	11 29.7%	16 34.0%
50% more	12 11.3%	1 6.3%	2 8.0%	9 18.4%	0 0.0%	0 0.0%	6 16.2%	5 10.6%
100% more	5 4.7%	1 6.3%	1 4.0%	3 6.1%	0 0.0%	1 5.6%	0 0.0%	3 6.4%

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



**Topic 4: Marketing Leadership - UK**

**Relative to a year ago, rate the success your company has had in improving the DE&I of its: Marketing partnerships**

	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
No Change	58 54.7%	5 62.5%	2 40.0%	10 43.5%	2 50.0%	1 50.0%	1 100.0%	5 100.0%	1 33.3%	5 83.3%	1 100.0%	4 40.0%	2 100.0%	8 72.7%	4 80.0%	7 36.8%
25% more	31 29.2%	1 12.5%	3 60.0%	7 30.4%	1 25.0%	1 50.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	5 50.0%	0 0.0%	1 9.1%	1 20.0%	9 47.4%
50% more	12 11.3%	2 25.0%	0 0.0%	5 21.7%	1 25.0%	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 9.1%	0 0.0%	2 10.5%
100% more	5 4.7%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	1 9.1%	0 0.0%	1 5.3%

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


**Topic 4: Marketing Leadership - UK**
**Relative to a year ago, rate the success your company has had in improving the DE&I of its: Marketing partnerships**

	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
No Change	58 54.7%	7 46.7%	5 83.3%	12 70.6%	12 66.7%	5 41.7%	12 52.2%	5 35.7%	3 37.5%	8 66.7%	15 75.0%	4 40.0%	4 57.1%	6 50.0%	6 54.5%	12 46.2%
25% more	31 29.2%	5 33.3%	1 16.7%	3 17.6%	5 27.8%	4 33.3%	5 21.7%	8 57.1%	3 37.5%	2 16.7%	4 20.0%	5 50.0%	1 14.3%	4 33.3%	3 27.3%	9 34.6%
50% more	12 11.3%	2 13.3%	0 0.0%	2 11.8%	1 5.6%	3 25.0%	2 8.7%	1 7.1%	1 12.5%	2 16.7%	1 5.0%	1 10.0%	1 14.3%	2 16.7%	2 18.2%	2 7.7%
100% more	5 4.7%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 17.4%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	3 11.5%

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


**Topic 4: Marketing Leadership - UK**
**Relative to a year ago, rate the success your company has had in improving the DE&I of its: Segmentation & targeting**

	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
No Change	66 62.9%	12 75.0%	16 66.7%	25 51.0%	12 80.0%	15 88.2%	17 45.9%	32 68.1%
						B	Ac	b
25% more	27 25.7%	1 6.3%	7 29.2%	17 34.7%	2 13.3%	2 11.8%	12 32.4%	11 23.4%
		c		a				
50% more	9 8.6%	2 12.5%	1 4.2%	5 10.2%	1 6.7%	0 0.0%	6 16.2%	3 6.4%
100% more	3 2.9%	1 6.3%	0 0.0%	2 4.1%	0 0.0%	0 0.0%	2 5.4%	1 2.1%

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



**Topic 4: Marketing Leadership - UK**

**Relative to a year ago, rate the success your company has had in improving the DE&I of its: Segmentation & targeting**

	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	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
No Change	66 62.9%	5 62.5%	4 80.0%	15 65.2%	2 50.0%	0 0.0%	1 100.0%	2 40.0%	1 33.3%	3 50.0%	0 0.0%	4 44.4%	2 100.0%	9 81.8%	4 80.0%	13 68.4%
25% more	27 25.7%	2 25.0%	1 20.0%	4 17.4%	2 50.0%	2 100.0%	0 0.0%	2 40.0%	1 33.3%	2 33.3%	1 100.0%	4 44.4%	0 0.0%	1 9.1%	0 0.0%	5 26.3%
50% more	9 8.6%	1 12.5%	0 0.0%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 16.7%	0 0.0%	1 11.1%	0 0.0%	1 9.1%	1 20.0%	1 5.3%
100% more	3 2.9%	0 0.0%	0 0.0%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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




**Topic 4: Marketing Leadership - UK**
**Relative to a year ago, rate the success your company has had in improving the DE&I of its: Segmentation & targeting**

	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
No Change	66 62.9%	10 66.7%	6 100.0%	11 64.7%	12 66.7%	8 66.7%	14 60.9%	4 30.8%	5 62.5%	9 75.0%	14 73.7%	8 80.0%	5 62.5%	8 66.7%	6 54.5%	11 44.0%
25% more	27 25.7%	3 20.0%	0 0.0%	6 35.3%	5 27.8%	2 16.7%	5 21.7%	6 46.2%	3 37.5%	2 16.7%	3 15.8%	2 20.0%	3 37.5%	2 16.7%	4 36.4%	8 32.0%
50% more	9 8.6%	2 13.3%	0 0.0%	0 0.0%	1 5.6%	2 16.7%	2 8.7%	2 15.4%	0 0.0%	1 8.3%	2 10.5%	0 0.0%	0 0.0%	2 16.7%	0 0.0%	4 16.0%
100% more	3 2.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 8.7%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	2 8.0%

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


**Topic 4: Marketing Leadership - UK**
**Relative to a year ago, rate the success your company has had in improving the DE&I of its: Product and service design**

	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 Change	63 59.4%	12 75.0%	15 62.5%	26 52.0%	9 60.0%	14 82.4% B	16 43.2% A	31 64.6%
25% more	29 27.4%	1 6.3%	8 33.3%	15 30.0%	5 33.3%	3 17.6%	14 37.8%	11 22.9%
50% more	13 12.3%	3 18.8%	1 4.2%	8 16.0%	1 6.7%	0 0.0%	7 18.9%	5 10.4%
100% more	1 0.9%	0 0.0%	0 0.0%	1 2.0%	0 0.0%	0 0.0%	0 0.0%	1 2.1%

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


**Topic 4: Marketing Leadership - UK**
**Relative to a year ago, rate the success your company has had in improving the DE&I of its: Product and service design**

	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
No Change	63 59.4%	6 75.0%	4 80.0%	15 62.5%	2 50.0%	0 0.0%	1 100.0%	2 40.0%	1 33.3%	4 66.7%	1 100.0%	5 55.6%	0 0.0%	8 72.7%	3 60.0%	11 57.9%
25% more	29 27.4%	1 12.5%	0 0.0%	4 16.7%	2 50.0%	2 100.0%	0 0.0%	2 40.0%	1 33.3%	1 16.7%	0 0.0%	4 44.4%	2 100.0%	2 18.2%	1 20.0%	6 31.6%
50% more	13 12.3%	1 12.5%	1 20.0%	4 16.7%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	1 33.3%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	1 20.0%	2 10.5%
100% more	1 0.9%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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


**Topic 4: Marketing Leadership - UK**
**Relative to a year ago, rate the success your company has had in improving the DE&I of its: Product and service design**

	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
No Change	63 59.4%	10 66.7%	5 83.3%	13 76.5%	12 63.2%	7 58.3%	11 47.8%	5 38.5%	5 62.5%	11 91.7%	14 70.0%	8 80.0%	3 37.5%	7 58.3%	5 45.5%	10 40.0%
			g				c			egH		h	b		b	Bd
25% more	29 27.4%	3 20.0%	1 16.7%	3 17.6%	6 31.6%	3 25.0%	6 26.1%	6 46.2%	3 37.5%	0 0.0%	3 15.0%	2 20.0%	5 62.5%	3 25.0%	4 36.4%	9 36.0%
									b	aEgh	e		Bc		b	b
50% more	13 12.3%	2 13.3%	0 0.0%	1 5.9%	1 5.3%	2 16.7%	5 21.7%	2 15.4%	0 0.0%	1 8.3%	3 15.0%	0 0.0%	0 0.0%	2 16.7%	2 18.2%	5 20.0%
100% more	1 0.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%

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


**Topic 4: Marketing Leadership - UK**
**Relative to a year ago, rate the success your company has had in improving the DE&I of its: Communications**

	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 Change	26 24.3%	9 56.3% Cd	7 28.0%	8 16.0% A	2 13.3% a	10 55.6% Bc	4 10.8% A	11 22.9% a
25% more	49 45.8%	4 25.0%	10 40.0%	26 52.0%	9 60.0%	5 27.8%	19 51.4%	24 50.0%
50% more	24 22.4%	2 12.5%	6 24.0%	13 26.0%	2 13.3%	2 11.1%	12 32.4%	9 18.8%
100% more	8 7.5%	1 6.3%	2 8.0%	3 6.0%	2 13.3%	1 5.6%	2 5.4%	4 8.3%

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



**Topic 4: Marketing Leadership - UK**

**Relative to a year ago, rate the success your company has had in improving the DE&I of its: Communications**

	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
No Change	26 24.3%	3 37.5%	0 0.0%	4 16.7%	1 25.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	3 50.0%	0 0.0%	1 10.0%	0 0.0%	5 45.5%	3 60.0%	5 26.3%
25% more	49 45.8%	4 50.0%	3 60.0%	13 54.2%	2 50.0%	2 100.0%	0 0.0%	1 20.0%	1 33.3%	2 33.3%	1 100.0%	4 40.0%	1 50.0%	5 45.5%	1 20.0%	8 42.1%
50% more	24 22.4%	0 0.0%	2 40.0%	6 25.0%	1 25.0%	0 0.0%	0 0.0%	3 60.0%	0 0.0%	1 16.7%	0 0.0%	4 40.0%	1 50.0%	1 9.1%	0 0.0%	5 26.3%
100% more	8 7.5%	1 12.5%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	2 66.7%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	1 20.0%	1 5.3%

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


**Topic 4: Marketing Leadership - UK**
**Relative to a year ago, rate the success your company has had in improving the DE&I of its: Communications**

	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
No Change	26 24.3%	6 40.0% f	3 50.0% f	7 38.9% f	4 21.1%	3 25.0%	2 8.7% abc	1 7.7%	2 25.0%	6 50.0% fH	9 42.9% fH	2 20.0%	1 12.5%	1 8.3% bc	3 27.3%	2 8.0% BC
25% more	49 45.8%	6 40.0%	3 50.0%	7 38.9%	10 52.6%	5 41.7%	10 43.5%	8 61.5%	5 62.5%	3 25.0% e	6 28.6% e	5 50.0%	6 75.0% bc	7 58.3%	5 45.5%	12 48.0%
50% more	24 22.4%	2 13.3%	0 0.0%	4 22.2%	5 26.3%	3 25.0%	5 21.7%	4 30.8%	1 12.5%	3 25.0%	5 23.8%	2 20.0%	0 0.0%	4 33.3%	2 18.2%	7 28.0%
100% more	8 7.5%	1 6.7%	0 0.0%	0 0.0% f	0 0.0% f	1 8.3%	6 26.1% cd	0 0.0%	0 0.0%	0 0.0%	1 4.8%	1 10.0%	1 12.5%	0 0.0%	1 9.1%	4 16.0%

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


**Topic 4: Marketing Leadership - UK**
**Relative to a year ago, rate the success your company has had in improving the DE&I of its: Brand**

	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
No Change	39 36.4%	11 68.8% bcD	7 26.9% a	19 38.0% a	2 14.3% A	11 57.9% c	12 33.3%	15 31.3% a
25% more	40 37.4%	1 6.3% bcD	11 42.3% a	20 40.0% a	8 57.1% A	5 26.3%	11 30.6%	22 45.8%
50% more	22 20.6%	2 12.5%	6 23.1%	10 20.0%	3 21.4%	2 10.5%	12 33.3% c	7 14.6% b
100% more	6 5.6%	2 12.5%	2 7.7%	1 2.0%	1 7.1%	1 5.3%	1 2.8%	4 8.3%

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





**Topic 4: Marketing Leadership - UK**

**Relative to a year ago, rate the success your company has had in improving the DE&I of its: Brand**

	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
No Change	39 36.4%	3 33.3%	0 0.0% ci	12 50.0% bK	1 25.0%	0 0.0%	0 0.0%	2 50.0% k	2 66.7% k	4 66.7% bK	0 0.0%	0 0.0% CghImn	0 0.0%	6 54.5% k	3 60.0% k	6 31.6%
25% more	40 37.4%	4 44.4%	4 80.0% cim	7 29.2% b	2 50.0%	2 100.0% im	0 0.0%	1 25.0%	0 0.0%	0 0.0% bejlo	1 100.0% im	5 50.0%	2 100.0% im	1 9.1% bejlo	1 20.0%	9 47.4% im
50% more	22 20.6%	1 11.1%	1 20.0%	4 16.7%	1 25.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	2 33.3%	0 0.0%	4 40.0%	0 0.0%	3 27.3%	1 20.0%	4 21.1%
100% more	6 5.6%	1 11.1%	0 0.0%	1 4.2% F	0 0.0%	0 0.0%	1 100.0% CimO	0 0.0%	1 33.3% o	0 0.0% f	0 0.0%	1 10.0%	0 0.0%	1 9.1% f	0 0.0%	0 0.0% Fh

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


**Topic 4: Marketing Leadership - UK**
**Relative to a year ago, rate the success your company has had in improving the DE&I of its: Brand**

	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
No Change	39 36.4%	7 46.7%	3 50.0%	8 44.4%	8 44.4%	5 41.7%	6 26.1%	2 14.3%	3 37.5%	6 50.0% h	11 55.0% H	4 40.0%	4 50.0% h	3 25.0%	5 45.5% h	3 11.5% bCeg
25% more	40 37.4%	5 33.3%	3 50.0%	6 33.3%	8 44.4%	3 25.0%	9 39.1%	5 35.7%	4 50.0%	4 33.3%	7 35.0%	3 30.0%	3 37.5%	5 41.7%	4 36.4%	10 38.5%
50% more	22 20.6%	2 13.3% g	0 0.0% g	3 16.7%	2 11.1% g	3 25.0%	5 21.7%	7 50.0% abd	0 0.0% h	2 16.7%	2 10.0% h	3 30.0%	1 12.5%	3 25.0%	1 9.1%	10 38.5% ac
100% more	6 5.6%	1 6.7%	0 0.0%	1 5.6%	0 0.0%	1 8.3%	3 13.0%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	1 9.1%	3 11.5%

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


**Topic 4: Marketing Leadership - UK**
**Relative to a year ago, rate the success your company has had in improving the DE&I of its: Training**

	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
No Change	37 34.6%	7 43.8%	7 28.0%	20 40.0%	3 20.0%	7 38.9%	11 29.7%	18 37.5%
25% more	40 37.4%	5 31.3%	14 56.0%	14 28.0%	7 46.7%	7 38.9%	16 43.2%	15 31.3%
50% more	22 20.6%	3 18.8%	3 12.0%	11 22.0%	4 26.7%	4 22.2%	8 21.6%	10 20.8%
100% more	8 7.5%	1 6.3%	1 4.0%	5 10.0%	1 6.7%	0 0.0%	2 5.4%	5 10.4%

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


**Topic 4: Marketing Leadership - UK**
**Relative to a year ago, rate the success your company has had in improving the DE&I of its: Training**

	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	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
No Change	37 34.6%	2 25.0%	0 0.0% d	11 45.8%	3 75.0% bk	1 50.0%	0 0.0%	2 40.0%	0 0.0%	3 50.0%	1 100.0%	1 10.0% d	0 0.0%	5 45.5%	1 20.0%	7 36.8%
25% more	40 37.4%	4 50.0%	2 40.0%	5 20.8% K	0 0.0% k	1 50.0%	1 100.0%	2 40.0%	1 33.3%	1 16.7% k	0 0.0%	8 80.0% Cdim	0 0.0%	3 27.3% k	3 60.0%	8 42.1%
50% more	22 20.6%	2 25.0%	3 60.0% ck	4 16.7% bl	0 0.0%	0 0.0%	0 0.0%	1 20.0%	1 33.3%	2 33.3%	0 0.0%	0 0.0% bL	2 100.0% cKo	3 27.3%	1 20.0%	3 15.8% l
100% more	8 7.5%	0 0.0%	0 0.0%	4 16.7%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%

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


**Topic 4: Marketing Leadership - UK**
**Relative to a year ago, rate the success your company has had in improving the DE&I of its: Training**

	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
No Change	37 34.6%	8 53.3%	4 66.7%	7 41.2%	9 47.4%	3 25.0%	3 13.0%	3 21.4%	6 75.0%	5 41.7%	10 50.0%	2 20.0%	4 50.0%	0 0.0%	6 54.5%	4 15.4%
		f	f	f	f		abcd		dFH	f	Fh	a	f	AbCeG	Fh	Acg
25% more	40 37.4%	4 26.7%	1 16.7%	7 41.2%	7 36.8%	5 41.7%	10 43.5%	6 42.9%	2 25.0%	5 41.7%	5 25.0%	6 60.0%	2 25.0%	8 66.7%	2 18.2%	10 38.5%
											f			cg	f	
50% more	22 20.6%	2 13.3%	1 16.7%	3 17.6%	3 15.8%	3 25.0%	6 26.1%	4 28.6%	0 0.0%	1 8.3%	5 25.0%	1 10.0%	2 25.0%	4 33.3%	1 9.1%	8 30.8%
100% more	8 7.5%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	4 17.4%	1 7.1%	0 0.0%	1 8.3%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	2 18.2%	4 15.4%

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



**Topic 4: Marketing Leadership - UK**

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

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	104	16	26	46	15	19	37	47
Change	8.10	2.19	11.85	6.61	11.67	5.58	9.11	8.49
	17.03	5.47	23.05	16.83	12.05	8.77	19.87	17.47
		D			A			

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



**Topic 4: Marketing Leadership - UK**

**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	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
Percent	9	5	22	4	2	1	4	3	6	1	10	2	11	5	18
Change	14.44	13.00	5.77	6.25	3.50	25.00	2.50	13.33	1.83	35.00	8.60	25.00	4.09	9.00	7.56
	32.35	12.04	12.43	4.79	2.12	---	2.89	11.55	4.02	---	15.04	35.36	9.70	15.17	23.26

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


**Topic 4: Marketing Leadership - UK**
**By what percent has marketing spending on DE&I changed in the last year?**

Number	Sales Revenue							Number of Employees							
	<£10 million	£10-25 million	£26-99 million	£100-499 million	£500-999 million	£1-9.9 billion	£10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
Mean	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
SD															
Percent	15	6	18	19	12	21	13	8	12	20	10	8	13	10	23
Change	5.87	0.83	6.67	10.68	5.00	11.67	9.31	2.13	4.67	7.60	19.00	17.50	3.15	4.50	8.74
	10.57	2.04	13.93	25.04	7.39	21.81	14.79	3.64	7.48	15.56	32.39	34.23	5.93	6.43	12.33

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




**Topic 4: Marketing Leadership - UK**

**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	13 11.8%	5 31.3% bc	2 7.4% a	4 8.0% a	2 12.5%	4 20.0%	2 5.4%	6 12.2%
2	15 13.6%	4 25.0%	6 22.2%	4 8.0%	1 6.3%	2 10.0%	6 16.2%	7 14.3%
3	13 11.8%	2 12.5%	0 0.0% cd	8 16.0% b	3 18.8% b	2 10.0%	5 13.5%	6 12.2%
4	22 20.0%	0 0.0% bc	8 29.6% a	11 22.0% a	3 18.8%	6 30.0%	4 10.8%	11 22.4%
5	25 22.7%	4 25.0%	6 22.2%	11 22.0%	4 25.0%	3 15.0%	12 32.4%	9 18.4%
6	13 11.8%	1 6.3%	3 11.1%	7 14.0%	2 12.5%	2 10.0%	6 16.2%	4 8.2%
7=Very Highly	9 8.2%	0 0.0%	2 7.4%	5 10.0%	1 6.3%	1 5.0%	2 5.4%	6 12.2%
Mean	3.96	2.81 bC	4.00 a	4.24 A	4.00	3.60	4.19	3.94

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


**Topic 4: Marketing Leadership - UK**

**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	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	1 10.0%	0 0.0%	4 16.7%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	3 27.3%	0 0.0%	1 5.3%
2	0 0.0%	2 40.0%	3 12.5%	1 25.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 16.7%	0 0.0%	3 27.3%	0 0.0%	1 9.1%	1 20.0%	2 10.5%
3	1 10.0%	1 20.0%	3 12.5%	0 0.0%	1 50.0% k	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	5 26.3%
4	4 40.0% m	0 0.0%	4 16.7%	0 0.0%	1 50.0% m	0 0.0%	2 40.0% m	1 33.3%	0 0.0%	0 0.0%	3 27.3%	1 50.0% m	0 0.0% aegl	1 20.0%	4 21.1%
5	2 20.0%	1 20.0%	5 20.8%	2 50.0%	0 0.0%	1 100.0% k	1 20.0%	1 33.3%	1 16.7%	1 100.0% k	1 9.1% fj	1 50.0%	3 27.3%	1 20.0%	4 21.1%
6	2 20.0%	0 0.0%	2 8.3%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	2 18.2%	0 0.0%	2 18.2%	2 40.0%	2 10.5%
7=Very Highly	0 0.0%	1 20.0%	3 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	2 18.2%	0 0.0%	1 9.1%	0 0.0%	1 5.3%
Mean	4.20	3.80	3.88	3.25	3.50	5.00	4.20	3.33	3.17	5.00	4.45	4.50	3.82	4.60	3.95

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


**Topic 4: Marketing Leadership - UK**

**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	2 13.3%	3 50.0% dFg	3 15.8%	2 10.5% b	1 8.3%	1 4.2% B	1 7.1% b	0 0.0%	4 33.3% h	5 23.8% h	0 0.0%	1 11.1%	1 7.7%	1 9.1%	1 3.8% bc
2	3 20.0%	2 33.3% e	4 21.1%	2 10.5%	0 0.0% b	2 8.3%	2 14.3%	2 25.0%	2 16.7%	5 23.8%	1 10.0%	1 11.1%	2 15.4%	0 0.0%	2 7.7%
3	0 0.0% d	0 0.0%	2 10.5%	5 26.3% a	1 8.3%	4 16.7%	1 7.1%	0 0.0% e	0 0.0% de	2 9.5% e	4 40.0% bH	4 44.4% abcH	1 7.7%	1 9.1%	1 3.8% DE
4	4 26.7%	0 0.0%	3 15.8%	6 31.6%	3 25.0%	4 16.7%	2 14.3%	4 50.0%	2 16.7%	3 14.3%	2 20.0%	1 11.1%	4 30.8%	2 18.2%	4 15.4%
5	4 26.7%	1 16.7%	6 31.6%	2 10.5%	4 33.3%	5 20.8%	2 14.3%	2 25.0%	3 25.0%	5 23.8%	3 30.0%	1 11.1%	1 7.7% g	5 45.5% f	5 19.2%
6	1 6.7%	0 0.0%	1 5.3%	1 5.3%	2 16.7%	5 20.8%	3 21.4%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	1 11.1%	2 15.4%	2 18.2%	7 26.9%
7=Very Highly	1 6.7%	0 0.0%	0 0.0% g	1 5.3%	1 8.3%	3 12.5%	3 21.4% c	0 0.0%	1 8.3%	0 0.0% h	0 0.0%	0 0.0%	2 15.4%	0 0.0%	6 23.1% c
Mean	3.80 b	2.00 adEFg	3.42 f	3.58 b	4.58 B	4.54 Bc	4.64 b	3.75 h	3.17 H	3.05 gH	3.70 h	3.33 H	4.23	4.45 c	5.12 aBCdE

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


**Topic 4: Marketing Leadership - UK**
**Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment (check all that are likely or that your company has already taken)**

N=95	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
Changing products and/or services	76 80.0%	7 70.0%	10 47.6%	45 93.8%	13 86.7%	9 60.0%	30 88.2%	34 81.0%
Changing partners	54 56.8%	6 60.0%	10 47.6%	28 58.3%	10 66.7%	4 26.7%	19 55.9%	28 66.7%
Changing marketing promotions	52 54.7%	5 50.0%	11 52.4%	29 60.4%	6 40.0%	10 66.7%	20 58.8%	20 47.6%
Changing distribution	40 42.1%	2 20.0%	6 28.6%	26 54.2%	6 40.0%	4 26.7%	12 35.3%	20 47.6%
Changing brand	20 21.1%	2 20.0%	5 23.8%	11 22.9%	2 13.3%	5 33.3%	9 26.5%	5 11.9%
Changing market selection	10 10.5%	1 10.0%	4 19.0%	5 10.4%	0 0.0%	1 6.7%	6 17.6%	3 7.1%

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


**Topic 4: Marketing Leadership - UK**
**Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment (check all that are likely or that your company has already taken)**

N=95

	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
Changing products and/ or services	4 50.0% C	3 60.0% C	23 100.0% ABgHKMo	4 100.0%	2 100.0%	1 100.0%	4 80.0% c	1 50.0% C	5 100.0%	0 0.0%	4 44.4% C	2 100.0%	3 60.0% C	4 100.0%	15 78.9% c
Changing partners	4 50.0%	2 40.0%	15 65.2%	3 75.0%	2 100.0%	1 100.0%	2 40.0%	1 50.0%	1 20.0%	0 0.0%	4 44.4%	2 100.0%	2 40.0%	2 50.0%	12 63.2%
Changing marketing promotions	2 25.0% o	2 40.0%	15 65.2% d	0 0.0% cko	2 100.0%	1 100.0%	2 40.0%	1 50.0%	2 40.0%	0 0.0%	6 66.7% d	2 100.0%	1 20.0%	2 50.0%	13 68.4% ad
Changing distribution	2 25.0%	2 40.0%	9 39.1%	1 25.0%	0 0.0%	1 100.0%	4 80.0% m	0 0.0%	1 20.0%	0 0.0%	5 55.6%	0 0.0%	0 0.0% go	2 50.0%	12 63.2% m
Changing brand	0 0.0% ek	1 20.0%	4 17.4% e	0 0.0%	2 100.0% acm	0 0.0%	1 20.0%	0 0.0%	1 20.0%	0 0.0%	4 44.4% a	0 0.0%	0 0.0% e	1 25.0%	6 31.6%
Changing market selection	2 25.0%	0 0.0%	2 8.7%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 33.3%	0 0.0%	0 0.0%	0 0.0%	2 10.5%

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


**Topic 4: Marketing Leadership - UK**
**Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment (check all that are likely or that your company has already taken)**

N=95

	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
Changing products and/or services	8 72.7%	3 75.0%	12 75.0%	13 76.5%	11 100.0%	18 78.3%	10 83.3%	4 66.7%	7 70.0%	15 93.8%	5 55.6%	7 87.5%	10 83.3%	8 80.0%	20 83.3%
Changing partners	5 45.5%	2 50.0%	7 43.8%	14 82.4%	8 72.7%	12 52.2%	5 41.7%	4 66.7%	5 50.0%	9 56.3%	7 77.8%	4 50.0%	8 66.7%	7 70.0%	10 41.7%
Changing marketing promotions	4 36.4%	2 50.0%	10 62.5%	8 47.1%	8 72.7%	13 56.5%	7 58.3%	3 50.0%	5 50.0%	9 56.3%	5 55.6%	5 62.5%	7 58.3%	5 50.0%	13 54.2%
Changing distribution	1 9.1%	1 25.0%	8 50.0%	10 58.8%	5 45.5%	10 43.5%	4 33.3%	3 50.0%	4 40.0%	7 43.8%	2 22.2%	4 50.0%	5 41.7%	3 30.0%	12 50.0%
Changing brand	3 27.3%	0 0.0%	3 18.8%	2 11.8%	2 18.2%	6 26.1%	4 33.3%	2 33.3%	0 0.0%	3 18.8%	1 11.1%	3 37.5%	2 16.7%	1 10.0%	8 33.3%
Changing market selection	0 0.0%	0 0.0%	1 6.3%	3 17.6%	1 9.1%	2 8.7%	3 25.0%	0 0.0%	2 20.0%	0 0.0%	1 11.1%	1 12.5%	1 8.3%	2 20.0%	3 12.5%

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


**Topic 4: Marketing Leadership - UK**
**What factors interfere with your company doing more in the area of marketing sustainability? (check all that apply)**

N=92	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
Covid-19	56 60.9%	4 33.3%	11 47.8%	30 69.8%	11 78.6%	7 50.0%	21 61.8%	27 65.9%
		cd		a	a			
The cost of such changes	49 53.3%	6 50.0%	9 39.1%	28 65.1%	6 42.9%	5 35.7%	21 61.8%	21 51.2%
			c	b				
We lack the expertise needed to make such changes	18 19.6%	2 16.7%	4 17.4%	9 20.9%	3 21.4%	3 21.4%	8 23.5%	7 17.1%
Customer resistance to such changes	15 16.3%	1 8.3%	5 21.7%	4 9.3%	5 35.7%	4 28.6%	4 11.8%	6 14.6%
			d	c				
Lack of executive support	15 16.3%	5 41.7%	5 21.7%	3 7.0%	2 14.3%	3 21.4%	4 11.8%	7 17.1%
		C		A				
Non-Covid-19 priorities have dominated our attention	13 14.1%	3 25.0%	3 13.0%	7 16.3%	0 0.0%	1 7.1%	4 11.8%	8 19.5%
Partner resistance to such changes	7 7.6%	0 0.0%	1 4.3%	5 11.6%	1 7.1%	2 14.3%	1 2.9%	2 4.9%
It is not a good fit for our brand	5 5.4%	1 8.3%	3 13.0%	1 2.3%	0 0.0%	2 14.3%	1 2.9%	2 4.9%

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


**Topic 4: Marketing Leadership - UK**
**What factors interfere with your company doing more in the area of marketing sustainability? (check all that apply)**

N=92

	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
Covid-19	3 37.5%	3 75.0%	15 68.2%	4 100.0%	1 100.0%	0 0.0%	2 50.0%	1 33.3%	4 80.0%	0 0.0%	3 37.5%	1 50.0%	5 62.5%	4 100.0%	9 56.3%
The cost of such changes	4 50.0%	1 25.0%	14 63.6% m	2 50.0%	0 0.0%	1 100.0%	4 100.0% km	2 66.7%	2 40.0%	1 100.0%	2 25.0% g	1 50.0%	1 12.5% cgo	2 50.0%	11 68.8% m
We lack the expertise needed to make such changes	1 12.5%	1 25.0%	6 27.3%	2 50.0%	1 100.0% o	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	1 50.0%	2 25.0%	0 0.0%	2 12.5% e
Customer resistance to such changes	3 37.5% o	0 0.0%	3 13.6% f	1 25.0%	0 0.0%	1 100.0% cmO	1 25.0%	0 0.0%	1 20.0%	0 0.0%	3 37.5% o	1 50.0% o	0 0.0% f	1 25.0%	0 0.0% aFkl
Lack of executive support	0 0.0% efjm	1 25.0%	2 9.1% defjm	2 50.0% co	1 100.0% aco	1 100.0% aco	0 0.0%	1 33.3%	0 0.0%	1 100.0% aco	1 12.5%	0 0.0%	4 50.0% aco	0 0.0%	1 6.3% defjm
Non-Covid-19 priorities have dominated our attention	2 25.0% o	1 25.0%	5 22.7% o	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3% o	2 40.0% o	0 0.0%	1 12.5%	0 0.0%	1 12.5%	0 0.0%	0 0.0% achi
Partner resistance to such changes	1 12.5%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	3 18.8%
It is not a good fit for our brand	1 12.5%	1 25.0%	2 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	0 0.0%

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




**Topic 4: Marketing Leadership - UK**
**What factors interfere with your company doing more in the area of marketing sustainability? (check all that apply)**

N=92

	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
Covid-19	11 91.7% def	3 75.0%	11 64.7%	10 55.6%	4 44.4%	10 50.0%	7 63.6%	7 100.0%	5 50.0%	10 58.8%	5 55.6%	7 87.5%	6 54.5%	4 44.4%	12 57.1%
The cost of such changes	7 58.3%	2 50.0%	9 52.9%	10 55.6%	6 66.7%	11 55.0%	4 36.4%	4 57.1%	6 60.0%	11 64.7%	3 33.3%	5 62.5%	6 54.5%	5 55.6%	9 42.9%
We lack the expertise needed to make such changes	4 33.3%	2 50.0%	2 11.8%	3 16.7%	2 22.2%	4 20.0%	1 9.1%	2 28.6%	4 40.0%	3 17.6%	3 33.3%	0 0.0%	1 9.1%	4 44.4%	1 4.8%
Customer resistance to such changes	0 0.0% Be	3 75.0% ACdf	0 0.0% Be	3 16.7% b	3 33.3% ac	3 15.0% b	2 18.2%	1 14.3%	1 10.0%	3 17.6%	1 11.1%	2 25.0%	1 9.1%	1 11.1%	5 23.8%
Lack of executive support	4 33.3%	1 25.0%	2 11.8%	3 16.7%	2 22.2%	2 10.0%	1 9.1%	2 28.6%	4 40.0%	2 11.8%	2 22.2%	0 0.0%	1 9.1%	2 22.2%	2 9.5%
Non-Covid-19 priorities have dominated our attention	2 16.7%	0 0.0%	3 17.6%	2 11.1%	1 11.1%	4 20.0%	1 9.1%	1 14.3%	2 20.0%	1 5.9%	2 22.2%	1 12.5%	2 18.2%	2 22.2%	2 9.5%
Partner resistance to such changes	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	3 15.0%	2 18.2%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	2 25.0%	1 9.1%	0 0.0%	3 14.3%
It is not a good fit for our brand	0 0.0%	0 0.0%	2 11.8%	2 11.1%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 23.5%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%

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



**Topic 4: Marketing Leadership - UK**

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

N=126	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
Yes	43 39.4%	7 43.8%	9 33.3%	20 40.8%	7 43.8%	11 55.0% b	10 27.0% a	20 41.7%
No	66 60.6%	9 56.3%	18 66.7%	29 59.2%	9 56.3%	9 45.0% b	27 73.0% a	28 58.3%

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



**Topic 4: Marketing Leadership - UK**

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

N=126

	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	2 18.2% h	2 40.0%	8 34.8% h	2 50.0%	1 50.0%	1 100.0%	2 40.0%	3 100.0% ac	2 33.3%	0 0.0%	5 45.5%	0 0.0%	4 40.0%	1 20.0%	9 47.4%
No	9 81.8% h	3 60.0%	15 65.2% h	2 50.0%	1 50.0%	0 0.0%	3 60.0%	0 0.0% ac	4 66.7%	1 100.0%	6 54.5%	2 100.0%	6 60.0%	4 80.0%	10 52.6%

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



**Topic 4: Marketing Leadership - UK**

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

N=126

	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	7 46.7%	1 16.7%	6 31.6%	8 44.4%	4 36.4%	10 40.0%	7 50.0%	3 37.5%	6 50.0%	5 23.8%	5 50.0%	4 44.4%	5 38.5%	4 40.0%	11 42.3%
No	8 53.3%	5 83.3%	13 68.4%	10 55.6%	7 63.6%	15 60.0%	7 50.0%	5 62.5%	6 50.0%	16 76.2%	5 50.0%	5 55.6%	8 61.5%	6 60.0%	15 57.7%

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


**Topic 4: Marketing Leadership - UK**
**Rate the extent to which you believe your company is transparent with customers about the following topics: Data collection**

	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=Not at all	1 0.9%	0 0.0%	0 0.0%	1 2.0%	0 0.0%	0 0.0%	1 2.7%	0 0.0%
2	1 0.9%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	1 2.1%
3	4 3.7%	0 0.0%	1 3.8%	3 6.1%	0 0.0%	0 0.0%	1 2.7%	3 6.3%
4	6 5.6%	1 6.3%	0 0.0%	3 6.1%	2 12.5%	0 0.0%	1 2.7%	4 8.3%
5	18 16.7%	1 6.3%	4 15.4%	8 16.3%	5 31.3%	3 15.8%	4 10.8%	11 22.9%
6	30 27.8%	6 37.5%	6 23.1%	14 28.6%	4 25.0%	6 31.6%	8 21.6%	14 29.2%
7=Very Highly	48 44.4%	8 50.0%	15 57.7%	20 40.8%	4 25.0%	10 52.6%	22 59.5%	15 31.3%
			d		b		c	b
Mean	5.97	6.31 d	6.31 d	5.84	5.44 ab	6.37 c	6.22 c	5.65 ab

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



**Topic 4: Marketing Leadership - UK**

**Rate the extent to which you believe your company is transparent with customers about the following topics: Data collection**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2	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%	0 0.0%	0 0.0%	0 0.0%
3	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%
4	0 0.0%	0 0.0%	2 8.7%	1 25.0%	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%	2 10.5%
5	4 40.0%	0 0.0%	4 17.4%	1 25.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	3 30.0%	2 40.0%	2 10.5%
6	3 30.0%	2 40.0%	5 21.7%	1 25.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	4 66.7%	0 0.0%	1 9.1%	1 50.0%	3 30.0%	1 20.0%	8 42.1%
7=Very Highly	3 30.0%	3 60.0%	10 43.5%	0 0.0%	1 50.0%	1 100.0%	3 60.0%	3 100.0%	2 33.3%	0 0.0%	9 81.8%	1 50.0%	4 40.0%	2 40.0%	6 31.6%
Mean	5.90	6.60	5.74	4.25	6.00	7.00	6.20	7.00	6.33	3.00	6.73	6.50	6.10	6.00	5.84

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


**Topic 4: Marketing Leadership - UK**
**Rate the extent to which you believe your company is transparent with customers about the following topics: Data collection**

	Sales Revenue						Number of Employees								
	<£10 million A	£10-25 million B	£26-99 million C	£100-499 million D	£500-999 million E	£1-9.9 billion F	£10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=Not at all	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%
3	1 6.7%	0 0.0%	2 10.5%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 16.7% h	1 4.8%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% b
4	0 0.0%	1 16.7%	1 5.3%	1 5.6%	0 0.0%	2 8.3%	1 7.1%	0 0.0%	1 8.3%	2 9.5%	2 20.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%
5	5 33.3%	1 16.7%	3 15.8%	4 22.2%	2 18.2%	2 8.3%	1 7.1%	3 37.5%	3 25.0%	3 14.3%	1 10.0%	2 25.0%	1 7.7%	2 20.0%	3 11.5%
6	5 33.3%	1 16.7%	3 15.8%	2 11.1% e	5 45.5% d	9 37.5%	4 28.6%	2 25.0%	3 25.0%	5 23.8%	3 30.0%	1 12.5%	4 30.8%	4 40.0%	8 30.8%
7=Very Highly	4 26.7%	3 50.0%	10 52.6%	8 44.4%	4 36.4%	11 45.8%	8 57.1%	3 37.5%	3 25.0%	9 42.9%	3 30.0%	5 62.5%	8 61.5%	3 30.0%	14 53.8%
Mean	5.73	6.00	5.95	5.44	6.18	6.21	6.36	6.00	5.33 fH	5.71	5.50 fh	6.38	6.54 bd	5.70	6.35 Bd

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


**Topic 4: Marketing Leadership - UK**
**Rate the extent to which you believe your company is transparent with customers about the following topics: Data usage**

	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	2 1.9%	0 0.0%	0 0.0%	1 2.0%	1 6.7%	0 0.0%	1 2.8%	1 2.1%
2	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3	4 3.7%	1 6.3%	0 0.0%	3 6.1%	0 0.0%	0 0.0%	2 5.6%	2 4.2%
4	7 6.5%	1 6.3%	1 3.8%	3 6.1%	2 13.3%	1 5.3%	0 0.0%	5 10.4%
							c	b
5	19 17.8%	1 6.3%	4 15.4%	9 18.4%	5 33.3%	1 5.3%	2 5.6%	15 31.3%
						c	C	aB
6	31 29.0%	6 37.5%	6 23.1%	15 30.6%	4 26.7%	8 42.1%	10 27.8%	12 25.0%
7=Very Highly	44 41.1%	7 43.8%	15 57.7%	18 36.7%	3 20.0%	9 47.4%	21 58.3%	13 27.1%
			d		b		C	B
Mean	5.90	6.06	6.35 D	5.78	5.27 B	6.32 c	6.22 c	5.52 ab

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





**Topic 4: Marketing Leadership - UK**

**Rate the extent to which you believe your company is transparent with customers about the following topics: Data usage**

	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%	0 0.0%	1 4.3%	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%	0 0.0%	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%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3	0 0.0%	0 0.0%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%
4	0 0.0%	0 0.0%	1 4.3%	1 25.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	2 10.5%
5	3 30.0%	1 20.0%	5 21.7%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	1 100.0%	2 20.0%	2 40.0%	3 15.8%
6	3 30.0%	2 40.0%	4 17.4%	1 25.0%	1 50.0%	0 0.0%	2 40.0%	1 33.3%	4 66.7%	0 0.0%	1 9.1%	0 0.0%	3 30.0%	1 20.0%	8 42.1%
7=Very Highly	4 40.0%	2 40.0%	10 43.5%	0 0.0%	1 50.0%	1 100.0%	2 40.0%	2 66.7%	1 16.7%	0 0.0%	10 90.9%	0 0.0%	4 40.0%	2 40.0%	5 26.3%
Mean	6.10 dK	6.20 k	5.65 k	4.00 aKmo	6.50	7.00	6.00 k	6.67	6.00 K	4.00 AbcDgImnO	6.91	5.00	6.00 dk	6.00 k	5.74 dK

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


**Topic 4: Marketing Leadership - UK**
**Rate the extent to which you believe your company is transparent with customers about the following topics: Data usage**

	Sales Revenue						Number of Employees								
	<£10 million A	£10-25 million B	£26-99 million C	£100-499 million D	£500-999 million E	£1-9.9 billion F	£10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=Not at all	0 0.0%	0 0.0%	0 0.0%	2 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%
2	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3	1 6.7%	0 0.0%	1 5.3%	1 5.6%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	2 16.7%	0 0.0%	2 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
4	1 6.7%	1 20.0%	2 10.5%	1 5.6%	0 0.0%	1 4.2%	1 7.1%	0 0.0%	2 16.7%	3 15.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%
5	6 40.0%	1 20.0%	2 10.5%	4 22.2%	2 18.2%	2 8.3%	1 7.1%	4 50.0%	2 16.7%	4 20.0%	1 10.0%	2 25.0%	0 0.0%	2 20.0%	4 15.4%
6	4 26.7%	2 40.0%	5 26.3%	1 5.6%	5 45.5%	10 41.7%	4 28.6%	3 37.5%	2 16.7%	5 25.0%	2 20.0%	3 37.5%	5 38.5%	4 40.0%	7 26.9%
7=Very Highly	3 20.0%	1 20.0%	9 47.4%	9 50.0%	4 36.4%	10 41.7%	8 57.1%	1 12.5%	4 33.3%	7 35.0%	4 40.0%	3 37.5%	8 61.5%	3 30.0%	14 53.8%
Mean	5.47 g	5.60	6.00	5.44	6.18	6.13	6.36 a	5.63 F	5.33 Fh	5.60 f	5.50 f	6.13	6.62 ABcd	5.60	6.31 b

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


**Topic 4: Marketing Leadership - UK**
**Rate the extent to which you believe your company is transparent with customers about the following topics: Partnerships to source to bring products/services to market**

	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	2 1.9%	0 0.0%	0 0.0%	0 0.0%	2 13.3%	0 0.0%	0 0.0%	2 4.3%
2	3 2.8%	0 0.0%	1 3.8%	1 2.0%	1 6.7%	0 0.0%	0 0.0%	3 6.4%
3	5 4.7%	1 6.3%	0 0.0%	3 6.1%	1 6.7%	1 5.3%	1 2.7%	3 6.4%
4	19 17.8%	3 18.8%	2 7.7%	11 22.4%	3 20.0%	1 5.3%	2 5.4%	14 29.8%
5	29 27.1%	3 18.8%	7 26.9%	14 28.6%	5 33.3%	9 47.4%	9 24.3%	10 21.3%
6	25 23.4%	6 37.5%	6 23.1%	11 22.4%	1 6.7%	7 36.8%	13 35.1%	5 10.6%
7=Very Highly	24 22.4%	3 18.8%	10 38.5%	9 18.4%	2 13.3%	1 5.3%	12 32.4%	10 21.3%
Mean	5.25	5.44	5.81	5.18	4.27	5.32	5.89	4.74
		d	cD	bd	aBc	b	aC	B

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



**Topic 4: Marketing Leadership - UK**

**Rate the extent to which you believe your company is transparent with customers about the following topics: Partnerships to source to bring products/services to market**

	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 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%
2	0 0.0% J	0 0.0%	0 0.0% dJ	1 25.0% co	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% j	1 100.0% ACiKmO	0 0.0% J	0 0.0%	0 0.0% j	0 0.0%	0 0.0% dJ
3	0 0.0%	0 0.0%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 22.2%	0 0.0%	1 5.3%
4	1 10.0%	1 20.0%	5 21.7%	2 50.0% k	0 0.0%	1 100.0% iK	1 20.0%	0 0.0%	0 0.0% f	0 0.0%	0 0.0% dFo	0 0.0%	1 11.1%	1 20.0%	6 31.6% k
5	4 40.0% m	3 60.0% m	8 34.8% m	0 0.0%	1 50.0%	0 0.0%	2 40.0%	1 33.3%	2 33.3%	0 0.0%	3 27.3%	1 50.0%	0 0.0% abc	1 20.0%	3 15.8%
6	1 10.0% m	1 20.0%	3 13.0% m	1 25.0%	0 0.0%	0 0.0%	1 20.0%	1 33.3%	3 50.0%	0 0.0%	2 18.2%	0 0.0%	5 55.6% ac	2 40.0%	5 26.3%
7=Very Highly	3 30.0%	0 0.0%	5 21.7%	0 0.0%	1 50.0%	0 0.0%	1 20.0%	1 33.3%	1 16.7%	0 0.0%	6 54.5% o	1 50.0%	1 11.1%	1 20.0%	3 15.8% k
Mean	5.20	5.00 k	5.17 k	4.00 iK	6.00	4.00	5.40	6.00	5.83 d	2.00	6.27 bcDo	6.00	5.22	5.60	4.95 k

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


**Topic 4: Marketing Leadership - UK**
**Rate the extent to which you believe your company is transparent with customers about the following topics: Partnerships to source to bring products/services to market**

	Sales Revenue						Number of Employees								
	<£10 million A	£10-25 million B	£26-99 million C	£100-499 million D	£500-999 million E	£1-9.9 billion F	£10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=Not at all	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	1 12.5%	0 0.0%	0 0.0%	0 0.0%
2	0 0.0%	0 0.0%	1 5.3%	2 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	1 10.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%
3	1 6.7%	1 16.7%	1 5.3%	1 5.6%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	3 25.0%	0 0.0%	0 0.0%	1 12.5%	1 7.7%	0 0.0%	0 0.0%
4	3 20.0%	3 50.0%	4 21.1%	1 5.6%	3 27.3%	2 8.3%	2 15.4%	2 25.0%	2 16.7%	7 33.3%	1 10.0%	0 0.0%	1 7.7%	1 10.0%	5 20.0%
5	5 33.3%	1 16.7%	4 21.1%	5 27.8%	4 36.4%	8 33.3%	2 15.4%	3 37.5%	4 33.3%	6 28.6%	2 20.0%	1 12.5%	5 38.5%	4 40.0%	4 16.0%
6	3 20.0%	1 16.7%	6 31.6%	3 16.7%	3 27.3%	5 20.8%	4 30.8%	1 12.5%	2 16.7%	5 23.8%	2 20.0%	3 37.5%	3 23.1%	1 10.0%	8 32.0%
7=Very Highly	3 20.0%	0 0.0%	3 15.8%	6 33.3%	1 9.1%	6 25.0%	5 38.5%	2 25.0%	1 8.3%	2 9.5%	3 30.0%	2 25.0%	3 23.1%	3 30.0%	8 32.0%
Mean	5.27	4.33 G	5.16	5.33	5.18	5.21	5.92 B	5.38	4.67 h	4.95 h	5.00	5.13	5.46	5.30	5.76 bc

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


**Topic 4: Marketing Leadership - UK**
**Rate the extent to which you believe your company is transparent with customers about the following topics: Employee welfare**

	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=Not at all	1 0.9%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	1 2.1%
2	6 5.6%	1 6.3%	0 0.0%	5 10.4%	0 0.0%	0 0.0%	1 2.7%	4 8.5%
3	7 6.5%	2 12.5%	1 3.8%	3 6.3%	1 6.3%	2 10.5%	1 2.7%	4 8.5%
4	14 13.1%	3 18.8%	3 11.5%	5 10.4%	3 18.8%	4 21.1%	3 8.1%	7 14.9%
5	21 19.6%	3 18.8%	5 19.2%	11 22.9%	2 12.5%	4 21.1%	8 21.6%	8 17.0%
6	31 29.0%	5 31.3%	9 34.6%	13 27.1%	4 25.0%	4 21.1%	11 29.7%	15 31.9%
7=Very Highly	27 25.2%	2 12.5%	8 30.8%	11 22.9%	5 31.3%	5 26.3%	13 35.1%	8 17.0%
Mean	5.33	4.94 b	5.77 a	5.19	5.31	5.32	5.78 c	5.00 b

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



**Topic 4: Marketing Leadership - UK**

**Rate the extent to which you believe your company is transparent with customers about the following topics: Employee welfare**

	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%	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%	0 0.0%	0 0.0%	0 0.0%
2	1 10.0%	0 0.0%	3 13.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 11.1%
3	0 0.0%	0 0.0%	1 4.3%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	2 11.1%
4	1 10.0%	1 20.0%	1 4.3%	1 25.0%	1 50.0%	1 100.0%	1 20.0%	2 66.7%	1 16.7%	0 0.0%	1 9.1%	0 0.0%	1 10.0%	0 0.0%	1 5.6%
5	1 10.0%	1 20.0%	9 39.1%	0 0.0%	1 50.0%	0 0.0%	1 20.0%	0 0.0%	1 16.7%	1 100.0%	2 18.2%	0 0.0%	1 10.0%	0 0.0%	3 16.7%
6	5 50.0%	1 20.0%	5 21.7%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	0 0.0%	3 50.0%	0 0.0%	2 18.2%	1 50.0%	6 60.0%	2 40.0%	4 22.2%
7=Very Highly	2 20.0%	2 40.0%	4 17.4%	1 25.0%	0 0.0%	0 0.0%	1 20.0%	1 33.3%	0 0.0%	0 0.0%	6 54.5%	1 50.0%	2 20.0%	1 20.0%	6 33.3%
Mean	5.50	5.80	5.04	3.75	4.50	4.00	5.60	5.00	5.00	5.00	6.18	6.50	5.90	5.00	5.28

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


**Topic 4: Marketing Leadership - UK**
**Rate the extent to which you believe your company is transparent with customers about the following topics: Employee welfare**

	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	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%
2	2 13.3%	0 0.0%	1 5.3%	1 5.9%	0 0.0%	1 4.2%	1 7.1%	1 12.5%	2 16.7%	1 4.8%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%
3	3 20.0% c	0 0.0%	0 0.0% a	0 0.0%	2 18.2%	2 8.3%	0 0.0%	1 12.5%	1 8.3%	1 4.8%	1 10.0%	0 0.0%	1 7.7%	2 20.0% h	0 0.0% g
4	1 6.7% b	3 50.0% acfg	1 5.3% b	4 23.5%	2 18.2%	3 12.5% b	0 0.0% b	2 25.0%	3 25.0%	2 9.5%	2 20.0%	1 14.3%	3 23.1%	0 0.0%	1 3.8%
5	0 0.0% cEg	0 0.0%	6 31.6% a	3 17.6%	5 45.5% Af	2 8.3% e	4 28.6% a	0 0.0%	1 8.3%	5 23.8%	1 10.0%	1 14.3%	5 38.5%	3 30.0%	5 19.2%
6	5 33.3%	1 16.7%	4 21.1%	7 41.2%	2 18.2%	6 25.0%	6 42.9%	2 25.0%	2 16.7%	7 33.3%	2 20.0%	3 42.9%	3 23.1%	3 30.0%	9 34.6%
7=Very Highly	4 26.7%	2 33.3%	7 36.8% de	1 5.9% cf	0 0.0% cf	10 41.7% de	3 21.4%	2 25.0%	3 25.0%	5 23.8%	3 30.0%	2 28.6%	1 7.7%	1 10.0%	10 38.5%
Mean	5.00	5.33	5.74 e	4.88	4.64 cg	5.67	5.64 e	4.88	4.75 h	5.48	5.10	5.86	5.00 h	4.70 h	5.96 bfg

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




**Topic 4: Marketing Leadership - UK**
**Rate the extent to which you believe your company is transparent with customers about the following topics: Environment impact**

	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	2 1.9%	0 0.0%	1 3.8%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	2 4.2%
2	2 1.9%	0 0.0%	1 3.8%	1 2.0%	0 0.0%	1 5.3%	0 0.0%	1 2.1%
3	10 9.3%	1 6.3%	3 11.5%	3 6.1%	3 18.8%	2 10.5%	4 10.8%	4 8.3%
4	17 15.7%	3 18.8%	6 23.1%	5 10.2%	3 18.8%	2 10.5%	5 13.5%	10 20.8%
5	33 30.6%	3 18.8%	6 23.1%	18 36.7%	5 31.3%	7 36.8%	11 29.7%	14 29.2%
6	27 25.0%	7 43.8% b	4 15.4% a	13 26.5%	3 18.8%	4 21.1%	12 32.4%	8 16.7%
7=Very Highly	17 15.7%	2 12.5%	5 19.2%	9 18.4%	1 6.3%	3 15.8%	5 13.5%	9 18.8%
Mean	5.09	5.38	4.81	5.35 d	4.50 c	5.05	5.24	4.94

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


**Topic 4: Marketing Leadership - UK**
**Rate the extent to which you believe your company is transparent with customers about the following topics: Environment impact**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	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 10.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
		c	b												
2	1 10.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3	0 0.0%	0 0.0%	1 4.3%	2 50.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 16.7%	0 0.0%	2 18.2%	0 0.0%	0 0.0%	1 20.0%	2 10.5%
	d		d	acm									d		
4	1 10.0%	1 20.0%	1 4.3%	2 50.0%	1 50.0%	1 100.0%	1 20.0%	2 66.7%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	3 30.0%	0 0.0%	3 15.8%
			deFHJm	ck	ck	CiK		Ck	fj	CiK	deFhJ		c		
5	3 30.0%	3 60.0%	9 39.1%	0 0.0%	1 50.0%	0 0.0%	1 20.0%	0 0.0%	1 16.7%	0 0.0%	1 9.1%	2 100.0%	4 40.0%	1 20.0%	6 31.6%
		k									bl	k			
6	1 10.0%	0 0.0%	7 30.4%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	0 0.0%	4 66.7%	0 0.0%	4 36.4%	0 0.0%	2 20.0%	2 40.0%	5 26.3%
	i	i							ab						
7=Very Highly	3 30.0%	0 0.0%	4 17.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	4 36.4%	0 0.0%	1 10.0%	1 20.0%	3 15.8%
Mean	4.90	4.00	5.39	3.50	4.50	4.00	4.80	5.00	5.33	4.00	5.73	5.00	5.10	5.40	5.21
		c	bD	Cikmo					d		d		d		d

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


**Topic 4: Marketing Leadership - UK**
**Rate the extent to which you believe your company is transparent with customers about the following topics: Environment impact**

	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	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	0 0.0%
2	0 0.0%	0 0.0%	1 5.3%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%
3	1 6.7%	0 0.0%	1 5.3%	2 11.1%	1 9.1%	4 16.7%	1 7.1%	0 0.0%	3 25.0%	0 0.0%	1 10.0%	0 0.0%	1 7.7%	3 30.0%	2 7.7%
4	5 33.3%	4 66.7%	1 5.3%	2 11.1%	2 18.2%	3 12.5%	0 0.0%	4 50.0%	5 41.7%	2 9.5%	1 10.0%	1 12.5%	2 15.4%	1 10.0%	1 3.8%
5	3 20.0%	1 16.7%	9 47.4%	6 33.3%	7 63.6%	4 16.7%	3 21.4%	1 12.5%	3 25.0%	10 47.6%	4 40.0%	2 25.0%	4 30.8%	3 30.0%	6 23.1%
6	3 20.0%	1 16.7%	5 26.3%	4 22.2%	1 9.1%	6 25.0%	6 42.9%	1 12.5%	0 0.0%	7 33.3%	3 30.0%	2 25.0%	4 30.8%	1 10.0%	9 34.6%
7=Very Highly	3 20.0%	0 0.0%	1 5.3%	3 16.7%	0 0.0%	6 25.0%	4 28.6%	2 25.0%	1 8.3%	0 0.0%	1 10.0%	2 25.0%	1 7.7%	2 20.0%	8 30.8%
Mean	5.13	4.50	4.84	5.06	4.73	5.13	5.86	5.13	4.25	4.90	5.20	5.13	4.92	4.80	5.77

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


**Topic 4: Marketing Leadership - UK**
**Rate the extent to which you believe your company is transparent with customers about the following topics: Support of social and political causes**

	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	4 3.7%	0 0.0%	2 8.0%	1 2.0%	1 6.3%	0 0.0%	2 5.4%	1 2.1%
2	11 10.3%	1 6.3%	1 4.0%	7 14.3%	2 12.5%	2 10.5%	2 5.4%	7 14.9%
3	13 12.1%	2 12.5%	2 8.0%	5 10.2%	4 25.0%	0 0.0%	5 13.5%	8 17.0%
4	20 18.7%	3 18.8%	9 36.0%	7 14.3%	1 6.3%	4 21.1%	8 21.6%	8 17.0%
			cd	b	b			
5	22 20.6%	3 18.8%	5 20.0%	12 24.5%	2 12.5%	6 31.6%	7 18.9%	7 14.9%
6	12 11.2%	3 18.8%	1 4.0%	6 12.2%	2 12.5%	1 5.3%	6 16.2%	5 10.6%
7=Very Highly	25 23.4%	4 25.0%	5 20.0%	11 22.4%	4 25.0%	6 31.6%	7 18.9%	11 23.4%
Mean	4.69	5.06	4.48	4.71	4.44	5.16	4.68	4.53

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



**Topic 4: Marketing Leadership - UK**

**Rate the extent to which you believe your company is transparent with customers about the following topics: Support of social and political causes**

	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	2 20.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%
2	1 10.0%	0 0.0%	3 13.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	2 20.0%	1 20.0%	2 10.5%
3	1 10.0%	0 0.0%	3 13.0%	3 75.0%	1 50.0%	1 100.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	1 20.0%	1 5.3%
4	1 10.0%	2 40.0%	4 17.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	1 100.0%	2 20.0%	2 100.0%	2 20.0%	1 20.0%	4 21.1%
5	1 10.0%	1 20.0%	4 17.4%	1 25.0%	1 50.0%	0 0.0%	1 20.0%	1 33.3%	1 16.7%	0 0.0%	3 30.0%	0 0.0%	1 10.0%	1 20.0%	5 26.3%
6	1 10.0%	0 0.0%	4 17.4%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	3 50.0%	0 0.0%	1 10.0%	0 0.0%	1 10.0%	0 0.0%	1 5.3%
7=Very Highly	3 30.0%	2 40.0%	4 17.4%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	1 33.3%	0 0.0%	0 0.0%	3 30.0%	0 0.0%	3 30.0%	1 20.0%	6 31.6%
Mean	4.30	5.40	4.52	3.50	4.00	3.00	5.40	5.33	4.67	4.00	5.30	4.00	4.50	4.20	5.05

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


**Topic 4: Marketing Leadership - UK**
**Rate the extent to which you believe your company is transparent with customers about the following topics: Support of social and political causes**

	Sales Revenue							Number of Employees							
	<£10 million A	£10-25 million B	£26-99 million C	£100-499 million D	£500-999 million E	£1-9.9 billion F	£10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=Not at all	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	2 8.7%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	2 25.0%	0 0.0%	0 0.0%	1 4.0%
2	1 6.7%	2 33.3%	2 10.5%	3 16.7%	1 9.1%	2 8.7%	0 0.0%	0 0.0%	4 33.3%	1 4.8%	0 0.0%	1 12.5%	2 15.4%	2 20.0%	1 4.0%
3	4 26.7%	1 16.7%	0 0.0%	2 11.1%	3 27.3%	2 8.7%	1 7.1%	2 25.0%	2 16.7%	2 9.5%	1 10.0%	0 0.0%	2 15.4%	2 20.0%	2 8.0%
4	2 13.3%	1 16.7%	8 42.1%	4 22.2%	3 27.3%	1 4.3%	1 7.1%	1 12.5%	2 16.7%	9 42.9%	2 20.0%	1 12.5%	3 23.1%	1 10.0%	1 4.0%
5	1 6.7%	0 0.0%	5 26.3%	3 16.7%	3 27.3%	6 26.1%	3 21.4%	0 0.0%	1 8.3%	5 23.8%	3 30.0%	2 25.0%	3 23.1%	3 30.0%	5 20.0%
6	1 6.7%	1 16.7%	2 10.5%	4 22.2%	1 9.1%	1 4.3%	2 14.3%	1 12.5%	0 0.0%	4 19.0%	1 10.0%	1 12.5%	2 15.4%	0 0.0%	3 12.0%
7=Very Highly	6 40.0%	1 16.7%	1 5.3%	2 11.1%	0 0.0%	9 39.1%	6 42.9%	4 50.0%	3 25.0%	0 0.0%	2 20.0%	1 12.5%	1 7.7%	2 20.0%	12 48.0%
Mean	5.00	4.00	4.26	4.50	4.00	5.00	5.50	5.50	4.00	4.43	4.70	3.88	4.31	4.30	5.60

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


**Topic 4: Marketing Leadership - UK**
**Rate the extent to which you believe your company is transparent with customers about the following topics: How your company makes money**

	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	6 5.6%	1 6.3%	0 0.0%	4 8.2%	1 6.3%	0 0.0%	2 5.4%	4 8.3%
2	5 4.6%	1 6.3%	0 0.0%	2 4.1%	2 12.5%	1 5.3%	1 2.7%	3 6.3%
3	7 6.5%	2 12.5%	1 3.8%	1 2.0%	3 18.8%	1 5.3%	1 2.7%	5 10.4%
4	15 13.9%	3 18.8%	1 3.8%	8 16.3%	2 12.5%	4 21.1%	2 5.4%	8 16.7%
5	28 25.9%	1 6.3%	10 38.5%	13 26.5%	4 25.0%	5 26.3%	10 27.0%	11 22.9%
6	27 25.0%	5 31.3%	8 30.8%	13 26.5%	1 6.3%	5 26.3%	12 32.4%	9 18.8%
7=Very Highly	20 18.5%	3 18.8%	6 23.1%	8 16.3%	3 18.8%	3 15.8%	9 24.3%	8 16.7%
Mean	4.99	4.81	5.65 D	4.94	4.31 B	5.11	5.41 c	4.63 b

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



**Topic 4: Marketing Leadership - UK**

**Rate the extent to which you believe your company is transparent with customers about the following topics: How your company makes money**

	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%	0 0.0%	3 13.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%
2	0 0.0% F	0 0.0%	0 0.0% Fgm	0 0.0%	0 0.0%	1 100.0% ACiKO	1 20.0% c	0 0.0%	0 0.0% f	0 0.0%	0 0.0% F	0 0.0%	2 20.0% c	0 0.0%	1 5.3% F
3	1 10.0%	0 0.0%	1 4.3% Jn	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% j	1 100.0% CiKMO	0 0.0% Jn	0 0.0%	0 0.0% J	2 40.0% cko	1 5.3% Jn
4	2 20.0%	1 20.0%	6 26.1%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0% 1	1 50.0% k	1 10.0%	0 0.0%	2 10.5%
5	5 50.0%	3 60.0%	4 17.4% e	1 25.0%	2 100.0% cin	0 0.0%	1 20.0%	1 33.3%	0 0.0% e	0 0.0%	3 27.3%	0 0.0%	2 20.0%	0 0.0% e	6 31.6%
6	1 10.0% i	0 0.0% i	7 30.4%	1 25.0%	0 0.0%	0 0.0%	2 40.0%	0 0.0%	4 66.7% abo	0 0.0%	4 36.4%	1 50.0%	2 20.0%	1 20.0%	3 15.8% i
7=Very Highly	1 10.0%	1 20.0%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 16.7%	0 0.0%	4 36.4%	0 0.0%	3 30.0%	2 40.0%	5 26.3%
Mean	4.90 k	5.20	4.61 k	3.75 K	5.00	2.00	4.60 k	5.33	5.33	3.00	6.09 acDg	5.00	5.10	5.20	5.11

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




**Topic 4: Marketing Leadership - UK**
**Rate the extent to which you believe your company is transparent with customers about the following topics: How your company makes money**

	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	3 20.0% f	0 0.0%	2 10.5%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	4 33.3% CfH	0 0.0% B	0 0.0%	0 0.0%	0 0.0% b	1 10.0%	0 0.0% B
2	1 6.7%	2 33.3% cdfg	0 0.0% b	0 0.0% b	1 9.1%	1 4.2% b	0 0.0% b	0 0.0%	3 25.0% c	0 0.0% b	0 0.0%	0 0.0%	0 0.0%	1 10.0%	1 3.8%
3	1 6.7%	0 0.0%	1 5.3%	0 0.0%	1 9.1%	4 16.7%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	2 20.0%	0 0.0%	0 0.0%	1 10.0%	2 7.7%
4	1 6.7%	1 16.7%	3 15.8%	2 11.1%	2 18.2%	5 20.8%	1 7.1%	0 0.0%	1 8.3%	5 23.8%	0 0.0%	2 25.0%	3 23.1%	1 10.0%	3 11.5%
5	5 33.3%	1 16.7%	3 15.8%	5 27.8%	3 27.3%	6 25.0%	4 28.6%	3 37.5%	2 16.7%	3 14.3%	3 30.0%	3 37.5%	3 23.1%	4 40.0%	7 26.9%
6	1 6.7% d	2 33.3%	6 31.6%	7 38.9% a	3 27.3%	3 12.5%	5 35.7%	3 37.5%	1 8.3%	8 38.1%	3 30.0%	1 12.5%	3 23.1%	1 10.0%	7 26.9%
7=Very Highly	3 20.0%	0 0.0%	4 21.1%	3 16.7%	1 9.1%	5 20.8%	4 28.6%	1 12.5%	1 8.3%	3 14.3%	2 20.0%	2 25.0%	4 30.8%	1 10.0%	6 23.1%
Mean	4.27 g	4.17 g	5.05	5.39	4.82 g	4.88 g	5.86 abef	5.13 b	3.08 aCdeFH	5.24 B	5.30 b	5.38 b	5.62 Bg	4.30 f	5.35 B

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


**Topic 5: Managing Growth - UK**
**Allocate 100 points to reflect your firm'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 A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Existing products/ services in existing markets	99 61.00 25.20	15 57.33 21.70	24 56.04 21.97 d	45 61.76 25.93	14 73.93 27.89 b	18 48.61 26.72 C	37 58.08 23.50 c	41 69.63 24.40 Ab
New products/services in existing markets	99 21.31 17.05	15 18.33 12.05	24 22.50 15.53	45 22.33 19.70	14 18.57 16.22	18 25.28 14.29	37 22.84 20.12	41 17.56 14.71
Existing products/ services in new markets	99 10.92 12.82	15 12.33 9.42 d	24 13.75 16.37	45 10.47 11.75	14 4.64 10.65 a	18 16.94 20.16	37 10.16 8.51	41 9.02 11.79
New products/services in new markets	99 6.77 9.02	15 12.00 11.77 cd	24 7.71 8.07	45 5.44 7.96 a	14 2.86 8.02 a	18 9.17 10.61 c	37 8.92 9.94 C	41 3.78 6.69 aB

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


**Topic 5: Managing Growth - UK**
**Allocate 100 points to reflect your firm'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	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
Existing products/ services in existing markets	7 72.14 33.89	5 34.00 23.02	20 65.95 23.86	4 55.00 31.09	2 22.50 3.54	1 80.00 ---	5 74.00 28.81	3 38.33 18.93	6 61.67 22.51	1 80.00 ---	10 64.00 18.53	2 70.00 14.14	9 52.78 17.87	4 61.25 31.72	19 63.16 25.67
		cgko	be		cklmo		b				be	e	e		be
New products/services in existing markets	7 10.00 7.64 beM	5 28.00 14.83 ai	20 21.00 22.40	4 25.00 17.32	2 42.50 24.75 aik	1 20.00 ---	5 14.00 11.40	3 18.33 16.07	6 12.50 6.89 bem	1 10.00 ---	10 17.00 10.85 e	2 22.50 10.61	9 25.00 10.31 Ai	4 30.00 24.49	19 25.53 19.99
Existing products/ services in new markets	7 13.57 29.54	5 23.00 15.65 Cno	20 8.55 8.55 Bh	4 16.25 22.87	2 17.50 10.61 n	1 0.00 ---	5 6.00 8.94	3 21.67 10.41 cno	6 15.83 9.70 n	1 10.00 ---	10 12.00 7.89 n	2 7.50 3.54	9 11.11 10.83	4 2.50 2.89 behik	19 7.63 10.32 bh
New products/services in new markets	7 4.29 9.32 h	5 15.00 11.18 co	20 4.50 7.24 beH	4 3.75 4.79 h	2 17.50 10.61 co	1 0.00 ---	5 6.00 8.94	3 21.67 10.41 aCdkO	6 10.00 8.37	1 0.00 ---	10 7.00 7.15 h	2 0.00 0.00	9 11.11 11.67	4 6.25 9.46	19 3.68 7.61 beH

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


**Topic 5: Managing Growth - UK**
**Allocate 100 points to reflect your firm'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	12 64.17 20.65	6 68.33 26.39	17 56.18 25.89	18 61.33 24.99	11 48.64 25.21	21 62.86 30.56	14 67.50 18.58	6 62.50 24.44	12 61.67 22.09	18 63.06 20.87	10 64.90 32.37	7 42.86 19.97	13 55.77 29.14	9 49.44 30.36	24 69.58 22.06	
					g		e				e		cH		h	Eg
New products/services in existing markets	12 26.25 20.01	6 20.83 14.97	17 22.35 19.13	18 18.61 17.89	11 32.27 21.61	21 17.62 13.47	14 16.43 8.64	6 25.00 20.98	12 20.42 14.37	18 25.83 23.53	10 16.50 10.81	7 25.00 14.43	13 21.92 23.32	9 23.33 13.92	24 17.29 11.42	
					fg	e	e									
Existing products/ services in new markets	12 6.25 7.11	6 7.50 11.73	17 15.59 19.44	18 11.72 10.37	11 12.27 14.89	21 10.48 12.44	14 9.29 8.29	6 5.00 5.48	12 10.42 9.64	18 9.17 9.28	10 9.60 12.49	7 21.43 11.80	13 14.62 21.26	9 15.56 16.29	24 7.71 9.32	
								E	e	e		AbcH			E	
New products/services in new markets	12 3.33 6.15	6 3.33 8.16	17 5.88 9.23	18 8.33 9.39	11 6.82 8.74	21 9.05 11.14	14 6.79 7.50	6 7.50 11.73	12 7.50 8.39	18 1.94 3.49	10 9.00 13.50	7 10.71 8.38	13 7.69 10.13	9 11.67 10.90	24 5.42 7.21	
									c	bdEfG	c	C	c	C		

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


**Topic 5: Managing Growth - UK**
**Allocate 100 points to reflect how your firm will grow during the next 12 months.**

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
Growth from your firm internally	100	15	24	47	13	17	36	44
	70.38	64.67	51.58	81.81	75.77	59.88	66.86	75.75
	30.09	29.18	31.47	23.20	28.42	29.46	32.08	28.23
		c	Cd	aB	b			
Growth from acquisitions	100	15	24	47	13	17	36	44
	11.30	19.00	22.58	4.74	6.15	9.24	16.19	8.64
	20.63	25.72	26.35	14.26	9.61	13.65	24.45	19.72
		C	Cd	AB	b			
Growth from partnerships	100	15	24	47	13	17	36	44
	10.85	8.67	16.46	8.40	12.69	15.29	9.72	10.57
	13.69	9.72	16.84	12.25	14.52	13.75	14.09	13.61
		c	b					
Growth from licensing arrangements	100	15	24	47	13	17	36	44
	7.47	7.67	9.38	5.04	5.38	15.59	7.22	5.05
	16.25	9.42	21.13	9.93	9.67	24.36	11.80	15.43
					c		a	

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


**Topic 5: Managing Growth - UK**
**Allocate 100 points to reflect how your firm 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	7 56.43 39.87 co	5 26.00 29.66 CdGkmO	22 84.09 22.02 aBEikm	4 68.75 13.15 bE	2 17.50 10.61 CDGmO	1 70.00 ---	5 88.00 21.68 BE	3 63.33 20.82	6 55.83 35.84 co	1 85.00 ---	10 62.80 29.54 bco	1 5.00 ---	10 66.00 22.83 bceo	3 75.00 43.30	19 85.53 18.70 aBEikm
Growth from acquisitions	7 12.14 21.19	5 10.00 14.14	22 6.73 19.32 k	4 12.50 12.58 o	2 27.50 3.54 GO	1 20.00 ---	5 4.00 5.48 E	3 13.33 23.09	6 20.00 35.21 o	1 0.00 ---	10 25.20 29.63 cO	1 80.00 ---	10 14.00 19.69 o	3 10.00 17.32	19 2.11 5.35 dEiKm
Growth from partnerships	7 15.00 11.90	5 30.00 24.49 CO	22 6.14 10.79 BE	4 13.75 11.09	2 32.50 10.61 Co	1 10.00 ---	5 8.00 17.89	3 6.67 11.55	6 11.67 11.25	1 15.00 ---	10 11.00 14.68	1 10.00 ---	10 12.00 13.17	3 8.33 14.43	19 7.63 11.83 Be
Growth from licensing arrangements	7 16.43 37.05	5 34.00 38.47 CkO	22 3.05 4.23 BEHi	4 5.00 5.77 e	2 22.50 3.54 CdKO	1 0.00 ---	5 0.00 0.00	3 16.67 15.28 CKo	6 12.50 19.43 c	1 0.00 ---	10 1.00 3.16 bEH	1 5.00 ---	10 8.00 11.35	3 6.67 11.55	19 4.74 8.25 BEh

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


**Topic 5: Managing Growth - UK**
**Allocate 100 points to reflect how your firm 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	12 65.42 32.58	5 71.00 34.71	17 74.59 29.78	18 62.78 34.05	11 64.55 26.88	23 76.61 28.88	14 73.43 28.57	7 69.29 40.87	12 79.17 21.09	16 66.25 35.14	10 55.30 39.80	7 69.29 25.07	13 73.62 22.66	10 61.00 26.33	25 77.52 28.84
Growth from acquisitions	12 6.67 16.14	5 20.00 39.37	17 12.65 18.12	18 13.61 27.64	11 10.91 12.81	23 7.09 10.98	14 14.79 26.56	7 12.86 19.76	12 0.00 0.00	16 17.81 29.55	10 21.50 29.06	7 5.71 15.12	13 8.31 10.94	10 14.50 15.36	25 9.88 20.81
Growth from partnerships	12 16.67 18.75	5 9.00 10.25	17 11.76 17.32	18 10.28 10.91	11 13.64 9.77	23 7.61 12.78	14 9.29 12.69	7 11.43 16.76	12 14.17 18.32	16 13.44 17.20	10 9.00 13.90	7 10.00 11.18	13 9.23 10.17	10 17.00 11.35	25 6.80 10.69
Growth from licensing arrangements	12 11.25 10.47 Cg	5 0.00 0.00	17 1.00 2.65 AdE	18 13.33 24.73 c	11 10.91 10.20 Cg	23 8.70 22.01	14 2.50 5.80 ae	7 6.43 7.48	12 6.67 10.73	16 2.50 4.08 ef	10 14.20 31.60	7 15.00 19.36 c	13 8.85 9.82 c	10 7.50 9.20	25 5.80 20.19

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



## Topic 5: Managing Growth - UK

### What percent of your marketing budget do you spend on domestic markets?

	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
Number	94	16	22	40	15	15	36	42
Mean	56.55	45.13	46.00	61.69	67.60	50.40	47.28	68.02
SD	39.04	41.63	36.60	37.19	41.72	41.62	38.62	35.96
Percent							c	b

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





**Topic 5: Managing Growth - UK**

**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	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	7	5	18	4	2	1	4	3	6	1	9	2	10	4	17
	72.86	49.80	55.54	42.50	10.00	100.00	66.25	7.33	40.00	100.00	35.22	50.00	57.50	55.75	77.94
	40.30	48.06	40.55	39.48	14.14	---	43.08	4.62	34.79	---	37.33	28.28	41.25	46.82	25.38
	h			o	O			aO	O		O				dEHIK

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



**Topic 5: Managing Growth - UK**

**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
Percent	12	6	16	18	10	21	11	6	12	18	10	8	12	8	20
	68.17	65.00	65.31	55.83	62.00	55.14	25.44	71.67	79.58	55.72	54.60	55.63	44.58	44.63	52.24
	39.74	38.34	36.63	39.45	33.68	40.83	35.52	39.20	29.42	38.17	44.15	40.39	32.51	42.59	43.21
	g	g	G	g	g		abCde		fg				b	b	

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



## Topic 5: Managing Growth - UK

### What percentage of your firm's sales is domestic?

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
	Domestic sales percent	97 54.79 38.85	16 43.21 40.03	23 45.43 36.01	42 60.55 37.92	15 67.73 41.51	16 40.69 39.04	36 47.09 37.47
						c	c	ab

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


**Topic 5: Managing Growth - UK**
**What percentage of your firm'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	7 74.29 38.23 hk	5 34.20 39.41 O	18 58.78 39.66	4 38.75 41.71 o	2 10.00 14.14 O	1 100.00 ---	5 54.00 46.29	3 10.00 5.00 aO	6 35.88 34.62 O	1 100.00 ---	10 31.58 33.42 aO	2 64.00 48.08	10 54.60 40.12	4 55.00 47.96	18 76.00 26.05 BdEHIK

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


**Topic 5: Managing Growth - UK**
**What percentage of your firm'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	13 64.38 39.91 G	6 61.67 38.69 g	16 66.49 33.32 G	18 56.39 41.53 g	10 60.40 35.55 g	21 53.40 39.55 g	13 23.38 32.68 AbCdef	7 61.43 42.69	12 81.00 27.13 fgh	18 55.22 37.96	10 58.08 42.48	8 56.25 36.52	12 46.61 34.84 b	8 42.50 43.83 b	22 44.95 41.51 b

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



## Topic 5: Managing Growth - UK

### What percentage of your firm's sales are through the internet?

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
	Internet sales percent	123 23.78 28.89	19 15.93 25.51 d	33 15.77 27.08 D	52 26.06 27.42	18 41.51 33.01 aB	28 0.00 0.00	38 5.16 3.33 C

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


**Topic 5: Managing Growth - UK**
**What percentage of your firm'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	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
Internet sales	13	6	25	4	3	1	5	3	6	1	12	2	16	5	19
percent	42.82	25.95	14.59	26.50	28.33	60.00	12.00	2.00	19.67	15.00	3.58	17.50	25.49	34.80	37.81
	31.63	40.51	19.40	24.61	36.17	---	18.32	2.65	25.73	---	7.08	10.61	37.25	37.78	29.61
	ChK		AO	K	k			a			ADelnO	k		k	CK

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


**Topic 5: Managing Growth - UK**
**What percentage of your firm'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	18 28.32 30.27	9 37.75 35.28	23 24.24 30.97	21 27.32 27.42	12 12.25 16.94	26 24.70 31.04	13 11.98 23.32	9 31.97 29.62	15 24.11 30.76	29 30.38 33.13	10 16.20 22.68	12 17.75 23.27	13 18.29 27.01	11 17.64 23.48	24 24.51 31.12
		e			b										

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




**Topic 6: Marketing Spending and Performance - UK**
**What percentage of your firm's overall budget does marketing currently account for?**

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
	Percent of budget	86 13.55 12.86	14 9.93 8.55	21 11.32 14.38	37 17.27 13.19	13 11.10 12.05	15 12.04 12.66	33 12.73 12.16

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



**Topic 6: Marketing Spending and Performance - UK**

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Percent of budget	8	5	15	4	2	1	4	3	6	1	8	2	8	3	15
	12.70	10.60	22.98	11.00	15.00	2.00	13.75	15.67	6.83	2.50	5.79	7.50	12.04	3.67	18.04
	14.78	6.66	12.90	6.63	7.07	---	10.31	14.01	3.76	---	4.40	3.54	15.01	2.31	17.14
			IKn		k				C		Ce			c	

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


**Topic 6: Marketing Spending and Performance - UK**
**What percentage of your firm's overall budget does marketing currently account for?**

Number	Sales Revenue							Number of Employees							
	<£10 million	£10-25 million	£26-99 million	£100-499 million	£500-999 million	£1-9.9 billion	£10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
Mean	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
SD															
Percent of budget	11 13.27 11.46	6 8.50 6.60	16 15.30 16.46	17 18.12 16.07	8 12.00 6.95	17 13.72 12.69	11 7.82 6.84	5 17.00 13.96	11 17.06 15.52	16 14.88 14.85	10 21.80 19.04	7 11.43 12.84	12 11.02 6.41	7 13.14 8.61	18 7.33 6.38 abD

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


**Topic 6: Marketing Spending and Performance - UK**
**Marketing expenses account for what percent of your firm's revenues?**

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
Percent of revenues	94	14	23	44	12	17	36	39
	7.38	5.72	7.91	8.33	4.99	6.02	7.68	7.74
	8.23	7.76	9.70	8.32	5.34	7.90	8.06	8.83

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



**Topic 6: Marketing Spending and Performance - UK**

**Marketing expenses account for what percent of your firm'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	8 11.58 16.88	5 9.60 7.23 k	19 10.92 8.22 iKo	4 4.60 3.93	2 17.50 17.68 ko	1 2.00 ---	4 3.88 2.25	3 5.20 4.70	6 3.08 3.50 c	1 3.00 ---	9 2.52 1.15 bCem	2 4.00 1.41	8 10.06 9.78 k	2 5.00 0.00	19 6.01 5.22 ce

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


**Topic 6: Marketing Spending and Performance - UK**
**Marketing expenses account for what percent of your firm's revenues?**

Number	Sales Revenue							Number of Employees							
	<£10 million A	£10-25 million B	£26-99 million C	£100-499 million D	£500-999 million E	£1-9.9 billion F	£10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Mean	12	6	17	18	11	19	11	6	12	18	10	7	13	9	19
SD	15.70	4.83	7.39	9.43	6.23	3.85	3.55	18.15	10.83	8.40	7.49	6.94	5.87	4.22	3.45
Percent of revenues	12.46	4.34	6.89	10.48	5.35	2.77	3.00	14.48	9.65	7.77	11.31	6.38	5.21	3.51	2.48
	ceFG		af	f	a	Acd	A	cfgH	H	ah			a	a	ABc

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


**Topic 6: Marketing Spending and Performance - UK**
**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 A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Overall marketing spending	97 -17.04 28.15	16 -15.13 32.68	25 -15.22 23.48	42 -22.67 26.56	13 -9.12 32.08	19 -10.11 22.87	35 -16.02 28.12	42 -21.09 30.50
Digital marketing spending	95 9.57 32.50	15 23.53 29.28	25 -0.16 32.10	41 11.95 32.52	13 3.08 33.88	19 14.95 20.09	34 12.94 35.64	41 4.27 34.65
		b	a					

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


**Topic 6: Marketing Spending and Performance - UK**
**By what percent has your overall marketing spending changed in the prior 12 months?**

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Overall marketing spending	7 -6.43 7.48 cn	5 -8.00 33.28	19 -31.35 25.63 ak	4 -10.00 33.91	2 0.00 14.14	1 -30.00 ---	4 -0.88 33.94	3 -7.85 47.30	6 -25.50 30.02	1 -50.00 ---	11 -7.45 19.47 c	1 10.00 ---	10 -12.21 37.85	4 -32.50 23.63 a	18 -19.36 27.52
Digital marketing spending	7 12.14 40.09	5 -1.00 21.91 h	18 1.39 34.08 h	4 2.50 21.79 h	2 27.50 31.82	1 -30.00 ---	4 6.25 17.97 h	3 53.33 25.17 bcdgK	6 28.33 39.20	1 -30.00 ---	11 0.55 21.96 H	1 15.00 ---	9 22.56 30.68	4 -5.00 42.03	18 12.78 34.99

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




**Topic 6: Marketing Spending and Performance - UK**
**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	13 -33.13 36.26 f	5 4.29 39.02 d	18 -18.28 22.96	18 -28.22 21.00 beF	11 -10.45 17.67 d	20 -4.85 30.04 aD	12 -16.25 23.56	7 -54.39 35.45 BcDFgH	12 -6.96 29.04 Ae	18 -22.89 22.59 a	10 -7.20 21.54 Ae	7 -35.00 16.07 bdfh	13 -9.46 23.27 Ae	9 -7.45 35.03 a	21 -12.86 24.27 Ae
Digital marketing spending	12 -2.50 31.30	5 27.00 37.35	17 15.06 36.33	18 7.94 29.83	11 18.18 26.01 g	20 13.00 36.47	12 -4.58 25.89 e	5 -26.00 30.29 bcefg	12 22.92 35.45 ah	18 4.78 20.10 a	10 21.30 45.97	7 26.43 37.27 ah	13 17.69 31.66 ah	9 15.00 28.06 a	21 -4.05 24.48 bef

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


**Topic 6: Marketing Spending and Performance - UK**

**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 A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
	Digital marketing spending	96 18.71 20.84	15 17.91 19.38	25 20.07 18.08	41 21.49 21.87	14 8.91 23.74	19 18.52 19.30	35 20.70 25.65
Brand building	97 15.06 20.78	15 6.00 11.37	25 12.79 14.01	42 17.58 24.07	14 17.61 23.00	19 11.35 16.54	35 17.66 24.86	41 14.06 18.38
Overall marketing spending	96 10.56 21.16	15 6.82 23.87	24 12.57 21.56	42 11.23 19.87	14 9.17 23.75	19 11.91 24.43	35 8.79 18.24	40 11.75 22.74
Traditional advertising spending	94 -4.06 21.77	15 -4.33 15.45	24 -2.21 18.70	40 -6.91 25.23	14 0.18 23.25	19 1.32 12.68	35 -5.14 25.15	39 -5.70 22.36

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


**Topic 6: Marketing Spending and Performance - UK**

**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	7 17.67 23.31	5 11.96 28.93	18 24.57 24.45	4 12.50 6.45	2 32.36 51.41	1 -30.00 ---	4 7.50 5.00	3 10.00 17.32	6 24.17 21.08	1 20.00 ---	11 11.55 10.06	2 2.50 17.68	9 33.33 18.87	4 25.00 15.81	18 18.82 17.57	
Brand building	7 12.96 26.68	5 21.15 27.78	18 13.12 20.50	4 13.75 12.50	2 12.00 18.38	1 20.00 ---	4 28.94 34.03	3 0.00 0.00	6 13.46 28.15	1 15.00 ---	11 8.64 7.45	2 5.00 7.07	9 24.05 26.13	4 10.00 13.54	19 18.46 21.70	
Overall marketing spending	7 11.43 21.74	5 16.68 26.66	18 11.02 19.80	4 3.75 11.09	2 -6.50 2.12	1 -30.00 ---	4 23.35 25.52	3 -3.33 5.77	6 10.83 21.54	1 -37.72 ---	10 4.90 6.24	2 0.00 14.14	9 29.27 25.31	4 9.32 34.64	19 12.63 17.19	
Traditional advertising spending	7 -2.14 10.75	5 -10.00 23.18	18 -4.01 25.81	4 3.75 12.50	2 -26.50 33.23	1 -20.00 ---	4 16.87 22.48	3 -6.67 11.55	6 -21.23 27.16	1 -25.00 ---	10 3.50 13.95	2 -10.00 14.14	9 -4.17 30.66	4 10.00 13.54	17 -5.85 18.83	

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


**Topic 6: Marketing Spending and Performance - UK**

**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	12 6.30 22.19 c	6 19.17 25.38	17 25.71 16.57 ag	18 19.93 19.51	11 23.40 27.69	20 20.37 21.69	12 12.08 12.15 c	5 -4.84 20.68 bcefg	12 22.48 22.76 a	19 22.93 19.94 ah	10 15.87 22.49	7 25.00 12.91 ah	13 27.49 24.26 ah	9 21.52 20.24 a	21 10.95 15.54 cef
Brand building	12 5.02 16.97 f	6 15.12 25.59	17 18.57 19.30	18 12.26 19.69	11 14.09 13.00	21 23.44 24.90 a	12 10.48 21.44	5 -0.96 20.24	12 12.98 22.06	19 18.72 18.87	10 12.07 19.55	7 21.53 21.02	13 13.85 16.48	9 11.75 25.57	22 18.02 23.07
Overall marketing spending	12 2.21 27.30	6 22.50 25.25	17 17.69 24.95	18 10.00 17.57	11 5.45 20.79	20 11.42 16.47	12 6.95 17.72	5 -12.14 21.65 BFh	12 18.75 18.23 A	19 15.89 28.62	10 7.10 13.93	7 7.14 16.29	13 16.15 16.48 A	9 7.60 25.10	21 7.07 16.97 a
Traditional advertising spending	12 -9.81 22.74 f	6 5.41 22.37	17 -9.37 24.70 f	18 -7.77 23.34 f	11 -8.18 16.17 f	18 6.53 17.21 acde	12 -2.08 22.00	5 -21.55 33.05 h	12 -2.91 23.58	19 -1.29 21.00 e	10 1.50 8.51 E	7 -24.29 20.50 cDH	12 -4.78 18.99	9 -4.73 25.99	20 2.00 19.89 aE

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


**Topic 6: Marketing Spending and Performance - UK**
**What percent of your marketing budget do you spend on initiatives related to customer experience?: Currently**

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
What percent of your marketing budget is currently spent on initiatives related to customer experience?	94	16	24	40	13	17	35	41
	19.52	13.44	24.50	20.95	13.77	15.76	19.66	19.00
	23.41	13.75	26.07	26.71	15.73	20.01	19.14	25.19

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



**Topic 6: Marketing Spending and Performance - UK**

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

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
What percent of your marketing budget is currently spent on initiatives related to customer experience?	7 10.00 12.58	5 10.60 12.22	17 27.53 31.07	4 13.75 4.79	2 16.50 19.09	1 0.00 ---	4 8.75 4.79	3 10.00 0.00	6 22.50 34.31	1 0.00 ---	10 36.50 34.32	2 25.00 0.00	9 20.56 18.95	4 26.25 18.87	18 9.50 6.07
			o								O		o	O	cKmN

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




**Topic 6: Marketing Spending and Performance - UK**
**What percent of your marketing budget do you spend on initiatives related to customer experience?: One year ago**

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
What percent of your marketing budget was spent on initiatives related to customer experience one year ago?	94	16	24	40	13	17	35	41
	16.77	11.13	17.42	21.33	8.62	15.41	16.23	15.76
	22.56	14.68	24.50	25.76	13.51	23.21	17.78	22.88

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





**Topic 6: Marketing Spending and Performance - UK**

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

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
What percent of your marketing budget was spent on initiatives related to customer experience one year ago?	7 6.43 11.07	5 4.40 6.27	17 31.29 29.77	4 6.25 4.79	2 6.50 4.95	1 0.00 ---	4 6.25 6.29	3 4.33 4.04	6 20.83 28.53	1 0.00 ---	10 30.50 32.36	2 20.00 7.07	9 3.89 5.46	4 31.25 22.50	18 11.17 10.16
	cn	ln	amo	1				1			mo	bdhM	ckLN	abMo	ckn

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




**Topic 6: Marketing Spending and Performance - UK**
**Compared to 2019, rate your company's performance during the prior 12 months.**

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
Customer acquisition	89 1.56 23.33	14 10.36 15.34 bd	22 -4.95 23.71 a	40 3.95 24.53	12 -6.25 23.82 a	15 13.87 15.58 B	32 -3.66 21.82 A	40 0.98 26.06
Customer retention	90 -1.46 19.58	14 5.71 8.74 bd	23 -7.04 19.93 ac	40 2.55 16.06 bd	12 -12.58 31.29 ac	16 -0.31 28.66	32 -0.25 10.91	40 -2.85 21.46
Profits	87 -8.09 35.25	13 11.92 28.18 bD	22 -13.77 27.32 a	39 -3.79 36.12 d	12 -34.00 39.66 Ac	14 4.29 37.15	33 -12.00 24.62	38 -10.13 42.28
Sales revenue	94 -9.80 30.95	13 3.62 27.60 d	24 -6.75 21.48 d	43 -8.93 30.67 d	13 -32.46 41.32 abc	16 3.13 30.18 b	34 -15.00 26.84 a	41 -10.63 34.11

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



**Topic 6: Marketing Spending and Performance - UK**

**Compared to 2019, 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	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 acquisition	6 -2.00 6.48 b	5 9.00 7.42 a	17 0.94 15.42 l	4 -3.75 17.97	2 5.00 0.00	1 1.00 ---	4 -6.25 48.88	3 0.00 5.00	6 10.17 14.76	1 10.00 ---	9 1.78 11.40 l	2 -37.50 53.03 ck	8 10.63 29.57	3 -25.00 43.30	17 5.71 28.79
Customer retention	7 -14.57 27.98	5 1.40 4.98 n	17 3.53 23.02 N	4 -2.50 18.93	2 11.50 12.02	1 20.00 ---	4 -3.25 12.47	3 1.67 7.64	6 4.17 4.92 n	1 -3.00 ---	9 4.00 7.35 lN	2 -15.00 21.21 k	8 -4.75 11.67 n	3 -50.00 43.30 bCiKmO	17 2.29 12.74 N
Profits	6 -20.00 31.78 k	5 -35.00 33.54 CK	17 -0.65 16.14 BDLN	4 -51.25 47.50 CKm	2 -7.50 17.68	1 0.00 ---	4 2.50 28.72	3 10.00 10.00	6 -6.67 35.87	1 10.00 ---	9 4.11 9.33 aBDLN	2 -47.50 38.89 CK	8 8.13 40.70 d	3 -50.00 43.30 CK	15 -2.67 48.11
Sales revenue	7 1.14 9.35 DLn	5 -19.00 24.60 Dkm	17 -9.00 19.50 DLmn	4 -68.75 12.50 ABCEGHK	2 -5.00 21.21 D	1 0.00 ---	4 2.50 28.72 D	3 10.00 17.32 DI	6 -13.33 24.22 D	1 -10.00 ---	10 3.80 11.58 bDLN	2 -57.50 24.75 AChKM	9 12.78 24.64 bcDLN	3 -50.00 43.30 acKM	19 -12.47 40.43 d

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


**Topic 6: Marketing Spending and Performance - UK**
**Compared to 2019, 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
Customer acquisition	10 -1.30 22.56	6 4.33 25.74	16 5.81 29.85	17 0.76 25.13	11 5.36 9.32	19 -3.89 27.79	10 3.50 7.79	5 -15.00 23.98	12 9.58 18.42	17 1.35 33.72	10 3.60 17.04	7 -3.14 13.01	10 11.50 14.35	9 5.89 13.91	19 -5.58 25.99
								bf	a			f	ae		
Customer retention	10 0.90 17.06	6 -5.50 13.62	17 -3.35 23.33	17 -4.12 12.53	11 13.64 21.69	19 -7.26 24.79	10 0.80 2.49	5 -7.40 26.15	12 2.58 8.43	17 -3.82 12.55	10 0.90 17.46	7 -2.14 6.36	11 -2.27 24.53	9 12.78 24.89	19 -7.58 24.78
			e	df	e					g				c	
Profits	10 -10.00 35.67	6 -0.83 44.54	15 -7.47 34.28	17 -12.53 44.43	10 -11.50 28.58	19 -10.95 38.94	10 4.90 3.84	5 -17.00 34.02	12 5.00 21.00	15 -7.00 37.41	10 -3.30 37.03	7 -10.71 48.43	10 -9.00 41.75	9 -20.00 44.30	19 -10.32 29.65
Sales revenue	11 -7.73 36.36	6 -15.83 44.09	17 -3.18 30.93	17 -16.29 26.86	10 -21.50 33.92	20 -13.00 33.82	13 5.00 9.47	6 -22.50 32.21	12 8.00 24.79	16 -13.44 36.32	10 -1.00 25.07	7 -25.00 25.98	11 -15.00 29.07	9 -11.11 40.45	23 -9.43 28.95
			g	g	g	de	b		ae		b				

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


**Topic 6: Marketing Spending and Performance - UK**
**Overall, how would you rate your company's marketing excellence?**

	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
7=Excellent - one of the best in the world	8 7.6%	0 0.0%	2 8.0%	5 10.4%	1 6.7%	1 5.3%	2 5.4%	5 11.1%
6=A leader but not one of the best	25 23.8%	4 25.0%	5 20.0%	13 27.1%	3 20.0%	3 15.8%	7 18.9%	12 26.7%
5=Strong	40 38.1%	6 37.5%	10 40.0%	17 35.4%	6 40.0%	9 47.4%	17 45.9%	14 31.1%
4=Good	16 15.2%	3 18.8%	3 12.0%	8 16.7%	2 13.3%	4 21.1%	6 16.2%	5 11.1%
3=Fair	10 9.5%	2 12.5%	4 16.0%	2 4.2%	2 13.3%	1 5.3%	4 10.8%	5 11.1%
2=Weak	6 5.7%	1 6.3%	1 4.0%	3 6.3%	1 6.7%	1 5.3%	1 2.7%	4 8.9%
1=Very weak	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	4.88	4.63	4.80	5.04	4.73	4.79	4.84	4.89

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



**Topic 6: Marketing Spending and Performance - UK**

**Overall, how would you rate your company's marketing excellence?**

	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
7=Excellent - one of the best in the world	1 12.5%	0 0.0%	3 13.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 16.7%	0 0.0%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
6=A leader but not one of the best	3 37.5%	0 0.0%	8 34.8%	1 25.0%	0 0.0%	0 0.0%	1 20.0%	1 33.3%	1 16.7%	0 0.0%	4 36.4%	1 50.0%	1 10.0%	0 0.0%	4 21.1%
5=Strong	2 25.0%	4 80.0%	9 39.1%	2 50.0%	2 100.0%	0 0.0%	1 20.0%	2 66.7%	0 0.0%	0 0.0%	3 27.3%	0 0.0%	4 40.0%	3 75.0%	8 42.1%
4=Good	1 12.5%	0 0.0%	3 13.0%	0 0.0%	0 0.0%	1 100.0%	2 40.0%	0 0.0%	1 16.7%	0 0.0%	2 18.2%	0 0.0%	1 10.0%	1 25.0%	4 21.1%
3=Fair	1 12.5%	1 20.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 50.0%	1 100.0%	0 0.0%	1 50.0%	1 10.0%	0 0.0%	1 5.3%
2=Weak	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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%	0 0.0%	2 10.5%
1=Very weak	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	5.25	4.60	5.48	4.75	5.00	4.00	5.20	5.33	4.33	3.00	5.55	4.50	3.90	4.75	4.58

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


**Topic 6: Marketing Spending and Performance - UK**
**Overall, how would you rate your company's marketing excellence?**

	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
7=Excellent - one of the best in the world	0 0.0%	0 0.0%	0 0.0%	2 11.1%	0 0.0%	3 12.5%	3 21.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	1 7.7%	1 10.0%	5 19.2%
			g				c				h				c
6=A leader but not one of the best	1 7.7%	2 33.3%	5 27.8%	7 38.9%	2 18.2%	4 16.7%	3 21.4%	1 14.3%	4 33.3%	6 31.6%	3 30.0%	0 0.0%	1 7.7%	3 30.0%	7 26.9%
5=Strong	6 46.2%	2 33.3%	6 33.3%	5 27.8%	5 45.5%	11 45.8%	5 35.7%	4 57.1%	4 33.3%	5 26.3%	5 50.0%	3 37.5%	5 38.5%	5 50.0%	9 34.6%
4=Good	4 30.8%	0 0.0%	2 11.1%	1 5.6%	3 27.3%	3 12.5%	3 21.4%	2 28.6%	0 0.0%	3 15.8%	1 10.0%	1 12.5%	4 30.8%	1 10.0%	4 15.4%
									f				b		
3=Fair	0 0.0%	1 16.7%	3 16.7%	2 11.1%	1 9.1%	3 12.5%	0 0.0%	0 0.0%	0 0.0%	5 26.3%	0 0.0%	2 25.0%	2 15.4%	0 0.0%	1 3.8%
										h					c
2=Weak	2 15.4%	1 16.7%	2 11.1%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 33.3%	0 0.0%	1 10.0%	1 12.5%	0 0.0%	0 0.0%	0 0.0%
									cfH	b			b		B
1=Very weak	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	4.31 g	4.50	4.50 g	5.17	4.73	5.04	5.43 ac	4.86	4.33 h	4.63 h	4.90	4.25 h	4.62 h	5.40	5.42 bcfe

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




**Topic 7: Digital, Mobile, and Social Media Marketing - UK**
**To what degree has the use of digital 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	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2	2 1.8%	1 6.3%	0 0.0%	1 2.0%	0 0.0%	0 0.0%	1 2.9%	1 2.0%
3	5 4.5%	1 6.3%	0 0.0%	4 8.0%	0 0.0%	1 4.8%	1 2.9%	2 3.9%
4	8 7.2%	1 6.3%	3 10.7%	2 4.0%	2 12.5%	5 23.8% C	3 8.6% c	0 0.0% Ab
5	25 22.5%	4 25.0%	9 32.1%	8 16.0%	3 18.8%	5 23.8%	9 25.7%	10 19.6%
6	34 30.6%	3 18.8%	11 39.3%	15 30.0%	5 31.3%	3 14.3%	13 37.1%	17 33.3%
7=Very Highly	37 33.3%	6 37.5%	5 17.9% c	20 40.0% b	6 37.5%	7 33.3%	8 22.9%	21 41.2%
Mean	5.76	5.56	5.64	5.84	5.94	5.48	5.60	6.02

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


**Topic 7: Digital, Mobile, and Social Media Marketing - UK**
**To what degree has the use of digital marketing contributed to your company's performance during the last year?**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	0 0.0%	0 0.0%	1 4.2%	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%	0 0.0%	0 0.0%	0 0.0%
3	0 0.0%	0 0.0%	3 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	1 5.3%
4	0 0.0%	1 20.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 16.7%	0 0.0%	2 18.2%	1 50.0%	1 9.1%	0 0.0%	0 0.0%
5	3 27.3%	1 20.0%	3 12.5%	2 50.0%	1 50.0%	0 0.0%	1 20.0%	1 33.3%	1 16.7%	0 0.0%	3 27.3%	0 0.0%	3 27.3%	2 40.0%	3 15.8%
6	3 27.3%	1 20.0%	8 33.3%	1 25.0%	0 0.0%	0 0.0%	3 60.0%	0 0.0%	1 16.7%	1 100.0%	4 36.4%	1 50.0%	3 27.3%	2 40.0%	6 31.6%
7=Very Highly	5 45.5%	2 40.0%	8 33.3%	1 25.0%	1 50.0%	1 100.0%	1 20.0%	1 33.3%	2 33.3%	0 0.0%	2 18.2%	0 0.0%	3 27.3%	1 20.0%	9 47.4%
Mean	6.18	5.80	5.58	5.75	6.00	7.00	6.00	5.33	5.17	6.00	5.55	5.00	5.55	5.80	6.16

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


**Topic 7: Digital, Mobile, and Social Media Marketing - UK**
**To what degree has the use of digital marketing contributed to your company's performance during the last year?**

	Sales Revenue							Number of Employees							
	<£10 million	£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	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	0 0.0%	1 16.7%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 16.7%	0 0.0%	3 21.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	1 9.1%	3 11.5%
4	1 6.7%	1 16.7%	2 11.1%	2 9.5%	0 0.0%	2 8.3%	0 0.0%	0 0.0%	2 16.7%	3 14.3%	1 10.0%	1 9.1%	1 8.3%	0 0.0%	0 0.0%
5	3 20.0%	3 50.0%	3 16.7%	2 9.5%	5 41.7%	7 29.2%	2 14.3%	3 37.5%	2 16.7%	4 19.0%	3 30.0%	0 0.0%	2 16.7%	5 45.5%	6 23.1%
6	6 40.0%	0 0.0%	6 33.3%	4 19.0%	2 16.7%	9 37.5%	7 50.0%	3 37.5%	4 33.3%	5 23.8%	1 10.0%	4 36.4%	4 33.3%	2 18.2%	11 42.3%
7=Very Highly	5 33.3%	1 16.7%	7 38.9%	12 57.1%	3 25.0%	6 25.0%	2 14.3%	2 25.0%	4 33.3%	7 33.3%	5 50.0%	6 54.5%	4 33.3%	3 27.3%	6 23.1%
Mean	6.00 b	4.67 acdf	6.00 b	6.10 b	5.33	5.79 b	5.36	5.88	5.83	5.48	6.00	6.36	5.75	5.55	5.65

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


**Topic 7: Digital, Mobile, and Social Media Marketing - UK**
**By what percent has the contribution of digital marketing to your company's performance changed in 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
Number	109	16	28	48	16	21	35	50
Mean	39.27	50.63	36.96	41.67	25.31	36.67	44.71	35.50
SD	30.20	35.26	25.33	32.57	21.56	30.92	31.15	28.68
		d			a			

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



**Topic 7: Digital, Mobile, and Social Media Marketing - UK**

**By what percent has the contribution of digital marketing to your company's performance 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	11	5	23	4	2	1	5	3	6	1	11	2	11	5	18
Change	32.73	20.00	46.74	28.75	70.00	25.00	35.00	83.33	48.33	30.00	40.91	37.50	36.82	32.00	34.72
	31.25	20.00	30.14	33.26	14.14	---	36.57	15.28	38.04	---	28.79	17.68	29.86	22.53	31.13
	h	eH		h	b			aBdkmno			h		h	h	h

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



**Topic 7: Digital, Mobile, and Social Media Marketing - UK**

**By what percent has the contribution of digital marketing to your company's performance 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 Change	15 44.33 30.70	6 19.17 16.25	17 30.00 28.34	21 38.57 30.30	12 47.50 35.96	23 42.39 30.18	14 43.93 31.02	7 51.43 32.88	12 22.50 18.65	21 30.24 26.00	10 38.00 34.01	11 57.27 32.81	13 50.00 36.17	10 42.00 29.36	25 37.40 27.88
								b	aEf	e		Bc	b		

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


**Topic 7: Digital, Mobile, and Social Media Marketing - UK**

**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	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2	2 1.8%	1 6.3%	0 0.0%	1 2.0%	0 0.0%	1 4.8%	1 2.7%	0 0.0%
3	3 2.7%	0 0.0%	1 3.6%	1 2.0%	1 6.3%	0 0.0%	1 2.7%	2 4.0%
4	14 12.5%	2 12.5%	2 7.1%	7 13.7%	2 12.5%	4 19.0%	2 5.4%	6 12.0%
5=At industry average	15 13.4%	1 6.3%	4 14.3%	8 15.7%	2 12.5%	2 9.5%	7 18.9%	5 10.0%
6	25 22.3%	2 12.5%	6 21.4%	15 29.4%	2 12.5%	2 9.5%	10 27.0%	13 26.0%
7	23 20.5%	7 43.8%	6 21.4%	5 9.8%	5 31.3%	7 33.3%	10 27.0%	6 12.0%
8	21 18.8%	3 18.8%	7 25.0%	9 17.6%	2 12.5%	5 23.8%	5 13.5%	10 20.0%
9	4 3.6%	0 0.0%	2 7.1%	1 2.0%	1 6.3%	0 0.0%	1 2.7%	3 6.0%
10=Significantly above industry average	5 4.5%	0 0.0%	0 0.0%	4 7.8%	1 6.3%	0 0.0%	0 0.0%	5 10.0%
Mean	6.33	6.25	6.54	6.25	6.44	6.14	6.14	6.64

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



**Topic 7: Digital, Mobile, and Social Media Marketing - UK**

**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%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	1 5.3%
3	0 0.0% J	0 0.0%	1 4.0% J	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 100.0% j ACiKmO	1 0.0% J	0 0.0%	1 9.1% j	0 0.0%	0 0.0% J
4	0 0.0%	1 20.0%	5 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 16.7%	0 0.0%	1 9.1%	0 0.0%	1 9.1%	1 20.0%	2 10.5%
5=At industry average	2 18.2%	0 0.0%	3 12.0% f	1 25.0%	0 0.0%	1 100.0% ciM	2 40.0% m	0 0.0%	0 0.0% f	0 0.0%	2 18.2%	0 0.0%	0 0.0% Fg	1 20.0%	3 15.8%
6	3 27.3%	0 0.0%	8 32.0%	2 50.0%	0 0.0%	0 0.0%	0 0.0%	2 66.7%	1 16.7%	0 0.0%	3 27.3%	1 50.0%	1 9.1%	0 0.0%	4 21.1%
7	0 0.0% bEgilmn	3 60.0% aC	1 4.0% BEgIlmn	0 0.0%	2 100.0% ACko	0 0.0%	2 40.0% ac	0 0.0%	3 50.0% aC	0 0.0%	2 18.2% e	1 50.0% ac	4 36.4% ac	2 40.0% ac	3 15.8% e
8	4 36.4%	0 0.0%	4 16.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	3 27.3%	0 0.0%	2 18.2%	1 20.0%	5 26.3%
9	1 9.1%	1 20.0% c	0 0.0% bg	0 0.0%	0 0.0%	0 0.0%	1 20.0% c	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%
10=Significantly above industry average	1 9.1%	0 0.0%	3 12.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%
Mean	7.18	6.80	6.20	6.25	7.00	5.00	6.60	5.33	6.50	3.00	6.36	6.50	6.18	6.20	6.32

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




**Topic 7: Digital, Mobile, and Social Media Marketing - UK**
**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	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	1 7.1%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%
3	0 0.0%	1 16.7%	2 10.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	1 8.3%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
4	0 0.0%	1 16.7%	1 5.3%	3 14.3%	1 8.3%	5 20.0%	3 21.4%	0 0.0%	0 0.0%	3 13.6%	2 20.0%	1 9.1%	1 7.7%	1 9.1%	6 23.1%
5=At industry average	2 14.3%	0 0.0%	2 10.5%	2 9.5%	1 8.3%	6 24.0%	2 14.3%	1 14.3%	1 8.3%	4 18.2%	1 10.0%	0 0.0%	1 7.7%	1 9.1%	6 23.1%
6	2 14.3%	0 0.0%	5 26.3%	6 28.6%	2 16.7%	7 28.0%	3 21.4%	1 14.3%	3 25.0%	4 18.2%	1 10.0%	5 45.5%	3 23.1%	3 27.3%	5 19.2%
7	7 50.0%	3 50.0%	2 10.5%	5 23.8%	3 25.0%	2 8.0%	1 7.1%	3 42.9%	5 41.7%	3 13.6%	3 30.0%	2 18.2%	4 30.8%	2 18.2%	1 3.8%
8	2 14.3%	1 16.7%	4 21.1%	3 14.3%	3 25.0%	3 12.0%	4 28.6%	1 14.3%	1 8.3%	4 18.2%	1 10.0%	3 27.3%	2 15.4%	3 27.3%	6 23.1%
9	0 0.0%	0 0.0%	1 5.3%	1 4.8%	0 0.0%	1 4.0%	1 7.1%	0 0.0%	0 0.0%	1 4.5%	1 10.0%	0 0.0%	0 0.0%	1 9.1%	1 3.8%
10=Significantly above industry average	0 0.0%	0 0.0%	2 10.5%	1 4.8%	1 8.3%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	2 9.1%	1 10.0%	0 0.0%	1 7.7%	0 0.0%	1 3.8%
Mean	6.36	6.00	6.58	6.48	6.50	5.96	6.29	6.14	5.92	6.41	6.70	6.55	6.38	6.73	6.08

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


**Topic 7: Digital, Mobile, and Social Media Marketing - UK**
**Rate your company's digital marketing expertise level one year ago.**

	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=Significantly below industry average	3 2.7%	1 6.3%	0 0.0%	1 1.9%	1 6.3%	0 0.0%	1 2.7%	2 3.9%
2	5 4.4%	0 0.0%	2 7.1%	3 5.8%	0 0.0%	2 9.5%	1 2.7%	1 2.0%
3	18 15.9%	3 18.8%	1 3.6%	13 25.0%	1 6.3%	3 14.3%	7 18.9%	8 15.7%
4	24 21.2%	3 18.8%	6 21.4%	8 15.4%	6 37.5%	2 9.5%	10 27.0%	11 21.6%
5	23 20.4%	4 25.0%	6 21.4%	11 21.2%	2 12.5%	6 28.6%	7 18.9%	9 17.6%
6	19 16.8%	4 25.0%	8 28.6%	6 11.5%	1 6.3%	5 23.8%	7 18.9%	7 13.7%
7	12 10.6%	1 6.3%	2 7.1%	6 11.5%	3 18.8%	2 9.5%	3 8.1%	6 11.8%
8	4 3.5%	0 0.0%	2 7.1%	1 1.9%	1 6.3%	0 0.0%	1 2.7%	3 5.9%
9	3 2.7%	0 0.0%	1 3.6%	1 1.9%	1 6.3%	1 4.8%	0 0.0%	2 3.9%
10=Significantly above industry average	2 1.8%	0 0.0%	0 0.0%	2 3.8%	0 0.0%	0 0.0%	0 0.0%	2 3.9%
Mean	4.91	4.56	5.29	4.77	5.13	4.95	4.59	5.16

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



## Topic 7: Digital, Mobile, and Social Media Marketing - UK

### Rate your company's digital marketing expertise level one year ago.

	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%	0 0.0%	0 0.0% m	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 18.2% c	0 0.0%	1 5.0%
2	0 0.0%	0 0.0%	3 12.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	1 9.1%	0 0.0%	0 0.0%
3	2 18.2%	0 0.0%	6 24.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	2 66.7% k	1 16.7%	0 0.0%	0 0.0% h	0 0.0%	1 9.1%	1 20.0%	3 15.0%
4	1 9.1% fgj	1 20.0%	5 20.0%	1 25.0%	0 0.0%	1 100.0% amo	3 60.0% amo	1 33.3%	2 33.3%	1 100.0% amo	3 27.3%	0 0.0%	1 9.1% fgj	1 20.0%	3 15.0% fgj
5	3 27.3%	1 20.0%	3 12.0% i	1 25.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	3 50.0% c	0 0.0%	4 36.4%	0 0.0%	1 9.1%	0 0.0%	6 30.0%
6	0 0.0% eln	1 20.0%	5 20.0%	0 0.0%	1 50.0% a	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	2 18.2%	1 50.0% a	3 27.3%	2 40.0% a	3 15.0%
7	1 9.1%	2 40.0% c	1 4.0% bl	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	1 50.0% c	1 9.1%	1 20.0%	3 15.0%
8	2 18.2% c	0 0.0%	0 0.0% ag	0 0.0%	0 0.0%	0 0.0%	1 20.0% c	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%
9	2 18.2%	0 0.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
10=Significantly above industry average	0 0.0%	0 0.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0%
Mean	6.00	5.80 hi	4.60	4.75	5.50 h	4.00	5.20	3.33 bel	4.33 bl	4.00	4.82	6.50 hi	4.45	5.20	5.05

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


**Topic 7: Digital, Mobile, and Social Media Marketing - UK**
**Rate your company's digital marketing expertise level one year ago.**

	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=Significantly below industry average	1 6.7%	1 16.7%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	1 12.5%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%
2	0 0.0%	0 0.0%	2 10.5%	1 4.8%	0 0.0%	0 0.0%	2 14.3%	1 12.5%	0 0.0%	2 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.7%
3	3 20.0%	1 16.7%	0 0.0%	6 28.6%	0 0.0%	7 28.0%	1 7.1%	1 12.5%	2 16.7%	3 13.6%	2 20.0%	4 36.4%	4 30.8%	1 9.1%	1 3.8%
4	1 6.7%	1 16.7%	5 26.3%	3 14.3%	2 16.7%	9 36.0%	3 21.4%	1 12.5%	1 8.3%	5 22.7%	1 10.0%	3 27.3%	2 15.4%	1 9.1%	10 38.5%
5	4 26.7%	0 0.0%	6 31.6%	6 28.6%	2 16.7%	4 16.0%	1 7.1%	1 12.5%	4 33.3%	4 18.2%	4 40.0%	1 9.1%	4 30.8%	2 18.2%	3 11.5%
6	4 26.7%	1 16.7%	1 5.3%	2 9.5%	4 33.3%	2 8.0%	5 35.7%	3 37.5%	2 16.7%	3 13.6%	1 10.0%	0 0.0%	1 7.7%	3 27.3%	6 23.1%
7	2 13.3%	2 33.3%	2 10.5%	2 9.5%	2 16.7%	0 0.0%	1 7.1%	0 0.0%	2 16.7%	3 13.6%	0 0.0%	2 18.2%	0 0.0%	3 27.3%	2 7.7%
8	0 0.0%	0 0.0%	1 5.3%	1 4.8%	0 0.0%	1 4.0%	1 7.1%	0 0.0%	0 0.0%	1 4.5%	1 10.0%	0 0.0%	0 0.0%	1 9.1%	1 3.8%
9	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	2 8.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	1 7.7%	0 0.0%	1 3.8%
10=Significantly above industry average	0 0.0%	0 0.0%	2 10.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	4.80	4.67	5.37	4.57	5.50	4.60	4.93	4.13	4.75	5.00	5.40	4.73	4.31	5.82	4.96

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


**Topic 7: Digital, Mobile, and Social Media Marketing - UK**
**What investments did your company make to improve the performance of your digital marketing activities over the last year? (check all that apply)**

N=112	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 media and search	78 69.6%	10 62.5%	16 59.3% c	42 80.8% b	10 62.5%	8 38.1% BC	29 78.4% A	37 74.0% A
Optimization of company website	78 69.6%	13 81.3%	21 77.8%	34 65.4%	10 62.5%	16 76.2%	30 81.1% c	30 60.0% b
Data analytics	74 66.1%	10 62.5%	14 51.9%	37 71.2%	12 75.0%	14 66.7%	27 73.0%	31 62.0%
Direct digital marketing (e.g., email)	74 66.1%	11 68.8%	14 51.9%	36 69.2%	12 75.0%	13 61.9%	25 67.6%	35 70.0%
Marketing technology systems or platforms	60 53.6%	13 81.3% c	16 59.3%	23 44.2% a	8 50.0%	15 71.4% c	24 64.9% c	20 40.0% ab
Online experimentation and/or A/B testing	58 51.8%	9 56.3%	10 37.0%	28 53.8%	10 62.5%	7 33.3% b	24 64.9% a	26 52.0%
Managing privacy issues	32 28.6%	5 31.3%	7 25.9%	15 28.8%	4 25.0%	6 28.6%	11 29.7%	15 30.0%
Machine learning and automation	25 22.3%	3 18.8%	6 22.2%	12 23.1%	4 25.0%	3 14.3%	6 16.2%	16 32.0%

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


**Topic 7: Digital, Mobile, and Social Media Marketing - UK**
**What investments did your company make to improve the performance of your digital marketing activities over the last year? (check all that apply)**

N=112

	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
Digital media and search	7 63.6%	2 40.0% c	22 88.0% bk	2 50.0%	2 100.0%	1 100.0%	3 60.0%	2 66.7%	5 83.3%	0 0.0%	6 54.5% c	1 50.0%	7 63.6%	4 80.0%	14 70.0%
Optimization of company website	6 54.5%	2 40.0%	18 72.0%	3 75.0%	2 100.0%	0 0.0% i	3 60.0%	2 66.7%	6 100.0% f	0 0.0%	9 81.8%	2 100.0%	8 72.7%	2 40.0%	14 70.0%
Data analytics	4 36.4% cd	3 60.0%	19 76.0% a	4 100.0% a	1 50.0%	1 100.0%	3 60.0%	3 100.0%	3 50.0%	0 0.0%	7 63.6%	2 100.0%	6 54.5%	4 80.0%	13 65.0%
Direct digital marketing (e.g., email)	4 36.4% dno	3 60.0%	18 72.0%	4 100.0% a	1 50.0%	1 100.0%	2 40.0%	2 66.7%	3 50.0%	0 0.0%	6 54.5%	1 50.0%	7 63.6%	5 100.0% a	16 80.0% a
Marketing technology systems or platforms	5 45.5% k	0 0.0% diKm	12 48.0% k	3 75.0% b	1 50.0%	1 100.0%	2 40.0% k	2 66.7%	4 66.7% b	0 0.0%	10 90.9% aBego	1 50.0%	8 72.7% b	3 60.0%	8 40.0% k
Online experimentation and/or A/B testing	2 18.2% Cegm	2 40.0%	17 68.0% A	3 75.0%	2 100.0% a	1 100.0%	4 80.0% a	1 33.3%	2 33.3%	0 0.0%	4 36.4%	1 50.0%	7 63.6% a	3 60.0%	9 45.0%
Managing privacy issues	2 18.2%	1 20.0%	9 36.0%	2 50.0%	1 50.0%	0 0.0%	2 40.0%	1 33.3%	1 16.7%	0 0.0%	4 36.4%	0 0.0%	3 27.3%	0 0.0%	6 30.0%
Machine learning and automation	2 18.2%	0 0.0%	6 24.0%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	0 0.0%	0 0.0%	0 0.0%	4 36.4%	1 50.0%	4 36.4%	1 20.0%	5 25.0%

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


**Topic 7: Digital, Mobile, and Social Media Marketing - UK**
**What investments did your company make to improve the performance of your digital marketing activities over the last year? (check all that apply)**

N=112

	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
Digital media and search	8 53.3%	1 16.7% cdefg	14 77.8% b	16 76.2% b	10 83.3% b	17 68.0% b	11 78.6% b	4 50.0% f	6 50.0% f	13 61.9%	6 60.0%	9 81.8%	12 92.3% ab	9 81.8%	19 73.1%
Optimization of company website	12 80.0% g	6 100.0% g	13 72.2%	14 66.7%	9 75.0%	17 68.0%	6 42.9% ab	8 100.0% h	10 83.3%	14 66.7%	6 60.0%	10 90.9% h	10 76.9%	7 63.6%	13 50.0% ae
Data analytics	7 46.7% g	2 33.3% g	10 55.6%	16 76.2%	9 75.0%	18 72.0%	12 85.7% ab	4 50.0%	3 25.0% cfGH	15 71.4% b	5 50.0%	7 63.6%	10 76.9% b	10 90.9% B	20 76.9% B
Direct digital marketing (e.g., email)	10 66.7%	3 50.0%	11 61.1%	14 66.7%	10 83.3%	17 68.0%	8 57.1%	5 62.5%	6 50.0% e	15 71.4%	7 70.0%	10 90.9% bf	6 46.2% e	8 72.7%	17 65.4%
Marketing technology systems or platforms	4 26.7% deG	2 33.3%	8 44.4%	14 66.7% a	9 75.0% a	12 48.0%	11 78.6% A	2 25.0% f	5 41.7%	9 42.9%	4 40.0%	7 63.6%	10 76.9% a	7 63.6%	16 61.5%
Online experimentation and/or A/B testing	9 60.0%	3 50.0%	7 38.9%	10 47.6%	7 58.3%	13 52.0%	9 64.3%	5 62.5%	7 58.3%	9 42.9%	5 50.0%	4 36.4%	6 46.2%	7 63.6%	15 57.7%
Managing privacy issues	1 6.7% e	2 33.3%	5 27.8%	6 28.6%	5 41.7% a	8 32.0%	5 35.7%	1 12.5%	1 8.3% f	4 19.0%	3 30.0%	5 45.5%	6 46.2% b	5 45.5%	7 26.9%
Machine learning and automation	1 6.7% g	0 0.0%	1 5.6% dfg	7 33.3% c	2 16.7%	8 32.0% c	6 42.9% ac	1 12.5%	0 0.0% gh	4 19.0%	1 10.0%	2 18.2%	2 15.4%	5 45.5% b	10 38.5% b

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


**Topic 7: Digital, Mobile, and Social Media Marketing - UK**
**What percent of your marketing budget do you spend on mobile activities?**

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
Current	102	15	26	46	15	18	34	49
	14.57	6.47	10.91	18.93	15.67	9.28	10.88	18.96
	15.64	10.53	17.39	15.58	13.17	13.13	12.85	17.30
		Cd	c	Ab	a	c	c	ab
One Year	102	15	26	46	15	18	34	49
	19.25	7.80	14.38	26.13	18.00	13.83	13.59	25.04
	20.18	9.70	21.57	20.62	17.47	19.32	14.16	22.77
		C	c	Ab			c	b
In 5 years	101	15	26	46	14	17	34	49
	28.79	15.33	23.40	36.07	29.29	15.59	25.25	35.80
	24.21	15.50	24.87	24.29	23.77	20.22	20.20	26.15
		C	c	Ab		C		A

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





**Topic 7: Digital, Mobile, and Social Media Marketing - UK**

**What percent of your marketing budget do you spend on mobile 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	
Current	10 24.55 20.82 M	4 10.50 13.70 M	21 16.34 16.45 m	4 18.75 13.15 M	2 5.00 0.00	1 20.00 ---	4 21.25 8.54 hiM	3 3.33 5.77 g	6 6.67 6.06 g	1 3.00 ---	10 9.00 15.01	1 5.00 ---	10 2.20 3.43 AcDGnO	5 14.20 16.90 m	19 21.29 17.08 M	
One Year	10 29.20 24.92 M	4 15.50 20.76 M	21 24.00 23.03 m	4 25.00 19.58 M	2 10.00 0.00	1 20.00 ---	4 15.00 12.91 m	3 13.33 15.28	6 10.00 9.49	1 4.00 ---	10 12.30 18.99	1 5.00 ---	10 3.70 3.97 AcDgO	5 18.20 22.88	19 27.63 21.61 M	
In 5 years	10 44.84 28.95 ikM	3 13.33 10.41	21 31.30 25.53 m	4 36.25 24.28 M	2 35.00 21.21 m	1 70.00 ---	4 33.75 13.77 M	3 24.33 19.14	6 15.83 11.14 a	1 10.00 ---	10 20.00 22.73 a	1 15.00 ---	10 8.70 10.12 AcDeGO	5 23.00 28.42	19 37.73 25.01 M	

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


**Topic 7: Digital, Mobile, and Social Media Marketing - UK**
**What percent of your marketing budget do you spend on mobile 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
Current	14 15.50 19.76	5 8.00 13.04	18 10.72 15.42	21 18.72 16.59	12 11.42 9.36	21 17.10 16.20	11 13.36 14.33	6 26.67 22.29 b	12 7.67 12.99 a	21 14.07 16.52	10 15.75 18.57	10 11.50 11.32	13 14.43 17.14	10 15.00 11.79	20 16.43 14.91
One Year	14 19.64 23.06	5 9.00 12.45	18 12.83 18.13	21 22.86 21.77	12 17.42 15.20	21 24.90 22.67	11 18.18 18.58	6 31.67 24.01 b	12 10.42 16.13 a	21 17.81 20.92	10 17.70 21.72	10 17.50 15.32	13 20.08 25.01	10 22.00 16.19	20 22.05 20.79
In 5 years	14 29.53 28.03	5 18.00 20.49	18 20.56 20.79	21 34.77 26.53	12 31.00 24.26	20 31.99 23.77	11 26.55 22.81	6 44.74 27.72 b	12 17.92 20.05 ag	21 26.99 25.74	9 20.00 23.05	10 28.00 21.88	13 29.11 24.45	10 38.84 23.36 b	20 31.52 24.69

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


**Topic 7: Digital, Mobile, and Social Media Marketing - UK**
**To what degree has the use of mobile marketing contributed to your company's performance during the pandemic?**

	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	32 30.2%	6 40.0%	13 48.1%	8 16.7%	5 31.3%	8 42.1%	7 19.4%	17 34.7%
2	21 19.8%	6 40.0%	7 25.9%	7 14.6%	1 6.3%	6 31.6%	8 22.2%	6 12.2%
3	7 6.6%	1 6.7%	1 3.7%	4 8.3%	1 6.3%	2 10.5%	4 11.1%	1 2.0%
4	16 15.1%	1 6.7%	1 3.7%	11 22.9%	3 18.8%	1 5.3%	9 25.0%	5 10.2%
5	21 19.8%	1 6.7%	3 11.1%	11 22.9%	6 37.5%	2 10.5%	5 13.9%	14 28.6%
6	6 5.7%	0 0.0%	1 3.7%	5 10.4%	0 0.0%	0 0.0%	3 8.3%	3 6.1%
7=A great deal	3 2.8%	0 0.0%	1 3.7%	2 4.2%	0 0.0%	0 0.0%	0 0.0%	3 6.1%
Mean	3.03	2.00	2.30	3.69	3.25	2.11	3.17	3.29
		Cd	C	AB	a	bc	a	a

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



**Topic 7: Digital, Mobile, and Social Media Marketing - UK**

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	4 36.4%	1 25.0%	3 13.0% fjM	1 25.0%	0 0.0%	1 100.0% c	0 0.0% m	1 33.3%	3 50.0%	1 100.0% c	4 40.0%	1 50.0%	7 70.0% CgO	2 40.0%	3 15.8% M
2	1 9.1%	1 25.0%	3 13.0% hk	0 0.0%	0 0.0%	0 0.0%	1 25.0%	2 66.7% c	2 33.3%	0 0.0%	5 50.0% c	0 0.0%	3 30.0%	0 0.0%	3 15.8%
3	0 0.0% e	0 0.0%	1 4.3% e	1 25.0%	1 50.0% ackm	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% e	0 0.0%	0 0.0% e	1 20.0%	2 10.5%
4	1 9.1%	1 25.0%	7 30.4%	1 25.0%	1 50.0% km	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% e	0 0.0%	0 0.0% e	0 0.0%	3 15.8%
5	4 36.4% km	1 25.0%	4 17.4%	1 25.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0% al	1 50.0% km	0 0.0% al	2 40.0%	6 31.6%
6	0 0.0%	0 0.0%	5 21.7% o	0 0.0%	0 0.0%	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% c
7=A great deal	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 10.5%
Mean	3.36 M	3.00 m	3.91 hiKM	3.25 M	3.50 hM	1.00	3.50 M	1.67 ce	2.00 c	1.00	2.00 Co	3.00	1.30 AbCDEGn O	3.00 m	3.74 kM

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


**Topic 7: Digital, Mobile, and Social Media Marketing - UK**
**To what degree has the use of mobile marketing contributed to your company's performance during the pandemic?**

	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	5 35.7%	3 50.0%	9 52.9%	5 23.8%	2 16.7%	6 26.1%	2 16.7%	0 0.0%	7 58.3%	9 40.9%	2 22.2%	5 45.5%	3 23.1%	0 0.0%	6 27.3%
								b	aG	g		g		Bce	
2	2 14.3%	1 16.7%	3 17.6%	3 14.3%	2 16.7%	4 17.4%	6 50.0%	1 16.7%	2 16.7%	5 22.7%	1 11.1%	1 9.1%	2 15.4%	2 18.2%	7 31.8%
				g			d								
3	0 0.0%	0 0.0%	1 5.9%	1 4.8%	4 33.3%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	1 7.7%	4 36.4%	1 4.5%
	e			e	adfg	e	e		g	g	g	g		bceh	g
4	1 7.1%	1 16.7%	1 5.9%	3 14.3%	1 8.3%	6 26.1%	2 16.7%	1 16.7%	0 0.0%	1 4.5%	4 44.4%	2 18.2%	3 23.1%	1 9.1%	4 18.2%
									d	d	bc				
5	5 35.7%	1 16.7%	3 17.6%	4 19.0%	3 25.0%	5 21.7%	0 0.0%	4 66.7%	1 8.3%	4 18.2%	1 11.1%	2 18.2%	4 30.8%	3 27.3%	2 9.1%
	g						a	bcdH	a	a	a				A
6	1 7.1%	0 0.0%	0 0.0%	2 9.5%	0 0.0%	1 4.3%	2 16.7%	0 0.0%	1 8.3%	2 9.1%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	2 9.1%
7=A great deal	0 0.0%	0 0.0%	0 0.0%	3 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	1 11.1%	1 9.1%	0 0.0%	0 0.0%	0 0.0%
Mean	3.14	2.33	2.18	3.76	3.08	3.13	2.83	4.33	2.42	2.64	3.56	2.91	3.23	3.73	2.77
			d	c				ch		a					a

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


**Topic 7: Digital, Mobile, and Social Media Marketing - UK**
**By what percent has the contribution of mobile marketing to your company's performance changed in the last year?**

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
	Percent Change	102 12.86 21.40	15 7.00 14.37	26 5.81 12.45	46 19.65 27.32	15 10.13 11.51	18 9.17 24.63	35 15.09 26.32
			c	b				

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



**Topic 7: Digital, Mobile, and Social Media Marketing - UK**

**By what percent has the contribution of mobile marketing to your company's performance 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	9	4	21	4	2	1	4	3	6	1	10	2	10	5	19
Change	15.67	2.50	21.19	17.50	30.00	20.00	8.00	35.00	17.50	0.00	3.00	7.50	0.00	10.00	11.95
	21.77	5.00	26.50	12.58	28.28	---	5.42	56.35	40.47	---	5.37	10.61	0.00	17.32	13.88
			k	K	K						cDE				

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


**Topic 7: Digital, Mobile, and Social Media Marketing - UK**
**By what percent has the contribution of mobile marketing to your company's performance 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 Change	14 15.14 19.40	6 7.50 8.80	18 5.06 9.05	21 17.57 26.07	12 12.92 16.16	20 19.00 31.40	11 5.45 11.06	6 26.67 19.66 BdH	12 4.33 7.85 Ag	22 11.18 16.80	10 5.70 15.65 a	9 28.89 42.26 h	13 17.46 28.66	10 18.00 19.18 bh	20 6.50 9.75 Aeg

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




**Topic 7: Digital, Mobile, and Social Media Marketing - UK**
**What percent of your marketing budget do you spend on social media?**

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
...of your marketing budget do you currently spend on social media?	105 15.58 13.31	16 14.41 14.29	27 12.32 10.41 d	46 15.49 11.33	15 22.03 20.04 b	20 14.86 13.93	35 14.69 12.76	49 16.43 13.78
...will you spend in the next 12 months?	105 19.84 14.69	16 19.50 15.29	27 15.43 11.08	46 20.86 13.87	15 24.33 20.87	20 19.70 13.90	35 17.69 13.76	49 21.43 15.84
...do you predict you will spend in five years?	104 25.81 16.99	16 24.24 18.18	27 21.25 13.36	45 28.62 16.38	15 26.98 22.89	20 25.65 15.29	35 22.71 16.96	48 27.95 17.78

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



**Topic 7: Digital, Mobile, and Social Media Marketing - UK**

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

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
...of your marketing budget do you currently spend on social media?	9 11.78 6.42 e	5 22.92 17.75	21 14.57 8.72	4 22.41 19.19	2 27.50 17.68 a	1 15.00 ---	4 5.00 0.00	3 6.67 2.89	6 16.67 8.16	1 1.00 ---	11 13.24 13.64	2 7.50 3.54	11 19.53 20.83	5 15.00 17.32	19 18.35 14.53
...will you spend in the next 12 months?	9 13.89 6.94 E	5 25.50 17.54	21 18.90 12.07 e	4 24.37 20.04	2 41.25 15.91 Ack	1 20.00 ---	4 5.00 0.00	3 10.67 8.14	6 21.67 9.31	1 3.00 ---	11 15.95 14.42 e	2 11.50 4.95	11 23.55 19.21	5 21.10 20.12	19 24.76 15.97
...do you predict you will spend in five years?	8 18.88 10.78 ego	5 29.00 19.49	21 25.42 14.93 eg	4 30.96 22.30	2 49.42 20.40 acG	1 25.00 ---	4 5.75 2.99 acEimO	3 16.00 16.52	6 31.47 18.21 g	1 6.00 ---	11 23.35 17.57	2 12.50 3.54	11 26.64 18.59 g	5 25.17 23.36	19 32.63 15.93 aG

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


**Topic 7: Digital, Mobile, and Social Media Marketing - UK**
**What percent of your marketing budget do you spend on social media?**

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?	15 14.47 13.34	6 23.21 21.18	18 13.61 11.26	21 13.38 8.19	12 17.30 15.33	21 15.42 15.79	12 18.55 13.28	7 13.57 13.45	12 22.44 16.88	22 13.23 10.69	10 11.86 13.90	9 13.89 9.40	13 15.05 13.68	10 13.00 11.35	22 18.72 15.10
...will you spend in the next 12 months?	15 22.67 14.59	6 24.58 21.47	18 17.83 13.22	21 17.57 10.69	12 21.46 16.63	21 17.98 16.58	12 22.54 15.73	7 22.50 16.77	12 26.62 16.29	22 17.52 12.63	10 13.55 14.53	9 20.56 11.02	13 19.23 14.75	10 17.25 14.79	22 21.70 16.56
...do you predict you will spend in five years?	15 28.59 14.86	6 24.67 20.41	18 22.61 14.59	21 24.23 14.61	12 27.82 19.63	20 23.53 19.87	12 32.24 18.86	7 26.14 17.68	12 30.00 14.30	22 22.72 14.32	10 17.10 16.50	9 30.56 12.10	13 26.53 20.29	10 21.88 17.99	21 30.07 19.87

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


**Topic 7: Digital, Mobile, and Social Media Marketing - UK**
**To what degree has the use of social media contributed to your company's performance?**

N=110	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=Not At All	1 0.9%	0 0.0%	0 0.0%	1 2.0%	0 0.0%	0 0.0%	0 0.0%	1 2.0%
2	13 11.8%	6 37.5% BC	1 3.7% A	4 7.8% A	2 13.3%	2 10.0%	5 13.5%	6 12.0%
3	16 14.5%	2 12.5%	5 18.5%	8 15.7%	1 6.7%	2 10.0%	7 18.9%	6 12.0%
4	28 25.5%	4 25.0%	12 44.4% C	8 15.7% B	4 26.7%	7 35.0%	7 18.9%	14 28.0%
5	28 25.5%	4 25.0%	5 18.5%	13 25.5%	5 33.3%	5 25.0%	10 27.0%	12 24.0%
6	16 14.5%	0 0.0%	3 11.1%	10 19.6%	3 20.0%	3 15.0%	6 16.2%	6 12.0%
7=Very Highly	8 7.3%	0 0.0%	1 3.7%	7 13.7%	0 0.0%	1 5.0%	2 5.4%	5 10.0%
Mean	4.35	3.38 bCd	4.26 a	4.69 A	4.40 a	4.40	4.30	4.36

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



**Topic 7: Digital, Mobile, and Social Media Marketing - UK**

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

N=110

	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%	0 0.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2	2 22.2% c	0 0.0%	0 0.0% adGHIm	1 25.0% c	0 0.0%	0 0.0%	2 50.0% Co	2 66.7% CO	2 33.3% C	0 0.0%	1 9.1%	0 0.0%	2 18.2% c	0 0.0%	1 5.0% gH
3	0 0.0% j	0 0.0%	5 20.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	1 16.7%	1 100.0% amo	3 27.3%	0 0.0%	1 9.1% j	1 20.0%	3 15.0% j
4	6 66.7% Cdgikmo	2 40.0%	4 16.0% Af	0 0.0% a	1 50.0%	1 100.0% ci	0 0.0% a	1 33.3%	0 0.0% af	0 0.0%	2 18.2% a	1 50.0%	2 18.2% a	2 40.0%	5 25.0% a
5	1 11.1%	2 40.0%	7 28.0%	1 25.0%	1 50.0%	0 0.0%	1 25.0%	0 0.0%	1 16.7%	0 0.0%	2 18.2%	1 50.0%	5 45.5%	1 20.0%	5 25.0%
6	0 0.0% d	1 20.0%	4 16.0%	2 50.0% a	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	2 18.2%	0 0.0%	1 9.1%	1 20.0%	4 20.0%
7=Very Highly	0 0.0%	0 0.0%	4 16.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	2 10.0%
Mean	3.67	4.80 gh	4.76 gh	4.75	4.50	4.00	3.00 bco	2.67 bco	4.17	3.00	4.36	4.50	4.18	4.40	4.70 gh

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



**Topic 7: Digital, Mobile, and Social Media Marketing - UK**

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

N=110

	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	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%
2	1 6.7% b	3 50.0% acde	1 5.3% b	2 9.5% b	0 0.0% b	4 17.4%	2 15.4%	2 25.0%	0 0.0%	3 13.6%	1 10.0%	1 11.1%	3 23.1%	0 0.0%	3 12.0%
3	2 13.3%	0 0.0%	4 21.1%	2 9.5%	0 0.0% g	4 17.4%	4 30.8% e	0 0.0%	2 16.7%	6 27.3%	1 10.0%	0 0.0%	1 7.7%	1 9.1%	5 20.0%
4	6 40.0%	0 0.0%	5 26.3%	7 33.3%	5 41.7%	4 17.4%	1 7.7%	2 25.0%	3 25.0%	7 31.8%	5 50.0% eh	0 0.0% dg	3 23.1%	5 45.5% eh	3 12.0% dg
5	1 6.7% b	3 50.0% a	4 21.1%	6 28.6%	4 33.3%	8 34.8%	2 15.4%	2 25.0%	3 25.0%	5 22.7%	1 10.0%	3 33.3%	3 23.1%	4 36.4%	7 28.0%
6	4 26.7%	0 0.0%	2 10.5%	2 9.5%	2 16.7%	3 13.0%	2 15.4%	2 25.0%	2 16.7%	1 4.5% e	1 10.0%	3 33.3% c	1 7.7%	1 9.1%	5 20.0%
7=Very Highly	1 6.7%	0 0.0%	3 15.8%	2 9.5%	0 0.0%	0 0.0%	2 15.4%	0 0.0%	2 16.7%	0 0.0% e	1 10.0%	2 22.2% c	1 7.7%	0 0.0%	2 8.0%
Mean	4.53	3.50	4.58	4.48	4.42	4.09	4.31	4.25	4.92 c	3.77 bE	4.30	5.44 Cf	3.85 e	4.45	4.48

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


**Topic 7: Digital, Mobile, and Social Media Marketing - UK**
**By what percent has the contribution of social media to your company's performance changed in the last year?**

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
	Percent Change	104 20.82 25.21	16 13.13 18.87	26 17.96 17.75	46 28.65 31.19 d	15 10.00 13.86 c	19 19.21 25.45	35 21.09 28.03

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



**Topic 7: Digital, Mobile, and Social Media Marketing - UK**

**By what percent has the contribution of social media to your company's performance changed in the last year?**

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	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
	Percent Change	9 12.78 16.03	5 10.00 9.35 e	21 26.10 30.38	4 17.00 12.62	2 37.50 17.68	1 20.00 ---	4 25.25 49.84	3 36.67 54.85	6 33.33 38.94	1 15.00 ---	10 21.70 21.63	2 7.50 3.54	11 14.09 21.54	5 13.00 21.10

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




**Topic 7: Digital, Mobile, and Social Media Marketing - UK**
**By what percent has the contribution of social media to your company's performance changed in the last year?**

	Sales Revenue							Number of Employees							
	<£10 million A	£10-25 million B	£26-99 million C	£100-499 million D	£500-999 million E	£1-9.9 billion F	£10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Number															
Mean	15	6	17	21	12	21	12	7	12	21	10	9	13	10	22
SD	20.53	5.50	22.53	23.62	17.50	23.62	19.92	25.00	13.58	16.33	17.60	47.22	20.00	17.10	20.55
Percent Change	22.14	8.09	26.26	26.75	13.90	34.41	21.69	27.84	11.26	17.90	32.60	35.72	28.72	15.91	25.20
									E	E		BCgh		e	e

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


**Topic 8: Marketing Jobs - UK**
**What percent of marketing jobs in your company were lost during the last year?**

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
	What percent of marketing jobs in your company were lost during the last year?	113 8.81 15.12	16 9.06 13.32	28 11.46 20.43	52 6.92 12.70	16 10.00 14.26	21 8.90 14.39	37 9.19 15.12

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



**Topic 8: Marketing Jobs - UK**

**What percent of marketing jobs in your company were lost during the last year?**

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	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
	What percent of marketing jobs in your company were lost during the last year?	11 5.91 14.97	5 6.00 6.52	25 8.88 15.62	4 5.00 5.77	3 25.00 39.05	1 40.00 ---	5 6.00 5.48	3 18.33 16.07	6 7.83 12.17	1 0.00 ---	11 8.27 15.32	2 2.50 3.54	11 5.00 8.06	5 14.00 19.49

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



**Topic 8: Marketing Jobs - UK**

**What percent of marketing jobs in your company were lost during the last year?**

Number Mean SD	Sales Revenue							Number of Employees							
	<£10 million	£10-25 million	£26-99 million	£100-499 million	£500-999 million	£1-9.9 billion	£10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
What percent of marketing jobs in your company were lost during the last year?	14 18.07 23.34	7 1.43 3.78	19 8.95 16.55	21 11.29 17.08	12 9.17 14.90	25 6.80 10.50	14 3.29 4.60	7 23.57 29.82	12 13.92 19.01	23 9.35 15.02	10 2.50 7.91	11 12.82 19.81	13 6.69 9.47	11 2.27 4.10	26 6.58 10.05
	fg					a	a	dgh			a			a	a

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



## Topic 8: Marketing Jobs - UK

### What percent of these lost marketing jobs were senior manager roles?\*

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
	What percent of these marketing jobs were senior manager roles?	48	7	12	20	8	9	18
	22.42	18.71	20.58	22.15	29.38	11.67	28.89	21.48
	24.75	29.01	31.54	21.57	22.11	18.03	24.75	26.42

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

\*Asked only of respondents who reported marketing jobs lost last year.



**Topic 8: Marketing Jobs - UK**

**What percent of these lost marketing jobs were senior manager roles?\***

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 these marketing jobs were senior manager roles?	3 25.00 25.00	3 6.67 11.55	11 25.73 26.31	2 15.00 21.21	2 5.50 6.36	1 70.00 ---	3 21.67 25.66	2 50.00 0.00	2 12.50 17.68	0 ---	5 16.40 22.69	1 100.00 ---	4 23.75 20.56	2 15.00 7.07	7 12.86 19.76

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

\*Asked only of respondents who reported marketing jobs lost last year.



**Topic 8: Marketing Jobs - UK**

**What percent of these lost marketing jobs were senior manager roles?\***

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 these marketing jobs were senior manager roles?	8 8.88 17.20	1 0.00 ---	6 22.50 24.03	12 26.42 30.08	6 13.50 27.96	9 38.89 19.17	6 20.33 19.61	4 15.00 23.80	6 13.50 21.48	10 24.70 33.21	1 70.00 ---	5 16.00 23.02	7 26.43 23.58	3 10.33 17.04	12 26.83 20.92
	F					A									

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

\*Asked only of respondents who reported marketing jobs lost last year.


**Topic 8: Marketing Jobs - UK**
**Considering all marketing job losses in your company (not just senior managers), when do you anticipate these marketing jobs returning to 2019 levels?\***

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
1 month	1 2.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	1 4.8%
2-3 months	3 6.1%	1 14.3%	1 8.3%	1 4.8%	0 0.0%	1 11.1%	1 5.6%	1 4.8%
4-6 months	1 2.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	0 0.0%
6-12 months	7 14.3%	1 14.3%	2 16.7%	2 9.5%	2 25.0%	1 11.1%	3 16.7%	3 14.3%
1-2 years	16 32.7%	2 28.6%	4 33.3%	8 38.1%	2 25.0%	1 11.1%	6 33.3%	9 42.9%
3+ years	11 22.4%	2 28.6%	2 16.7%	7 33.3%	0 0.0%	3 33.3%	4 22.2%	3 14.3%
Never	10 20.4%	1 14.3%	2 16.7%	2 9.5%	4 50.0%	2 22.2%	4 22.2%	4 19.0%

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

\*Asked only of respondents who reported marketing jobs lost last year.




**Topic 8: Marketing Jobs - UK**
**Considering all marketing job losses in your company (not just senior managers), when do you anticipate these marketing jobs returning to 2019 levels?\***

Number Col %	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	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1 month	1 2.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%
2-3 months	3 6.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%
4-6 months	1 2.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	
6-12 months	7 14.3%	0 0.0%	1 33.3%	1 9.1%	0 0.0%	1 50.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 25.0%	1 50.0%	0 0.0%
1-2 years	16 32.7%	1 33.3%	0 0.0%	6 54.5%	1 50.0%	0 0.0%	1 100.0%	0 0.0%	1 50.0%	1 50.0%	0 0.0%	1 20.0%	0 0.0%	1 25.0%	0 0.0%	3 37.5%
3+ years	11 22.4%	0 0.0%	0 0.0%	4 36.4%	1 50.0%	1 50.0%	0 0.0%	0 0.0%	1 50.0%	1 50.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	2 25.0%
Never	10 20.4%	2 66.7%	2 66.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	1 100.0%	1 25.0%	1 50.0%	1 12.5%

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

\*Asked only of respondents who reported marketing jobs lost last year.


**Topic 8: Marketing Jobs - UK**
**Considering all marketing job losses in your company (not just senior managers), when do you anticipate these marketing jobs returning to 2019 levels?\***

Number Col %	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
1 month	1 2.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2-3 months	3 6.1%	0 0.0%	1 100.0%	0 0.0%	1 8.3%	1 16.7%	0 0.0%	0 0.0%	1 25.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%
4-6 months	1 2.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
6-12 months	7 14.3%	1 12.5%	0 0.0%	1 16.7%	1 8.3%	1 16.7%	1 10.0%	2 33.3%	1 25.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	1 14.3%	1 33.3%	3 23.1%
1-2 years	16 32.7%	4 50.0%	0 0.0%	3 50.0%	5 41.7%	2 33.3%	2 20.0%	0 0.0%	1 25.0%	4 66.7%	4 40.0%	1 100.0%	3 60.0%	1 14.3%	1 33.3%	1 7.7%
3+ years	11 22.4%	2 25.0%	0 0.0%	0 0.0%	3 25.0%	2 33.3%	3 30.0%	1 16.7%	1 25.0%	0 0.0%	2 20.0%	0 0.0%	2 40.0%	3 42.9%	1 33.3%	2 15.4%
Never	10 20.4%	1 12.5%	0 0.0%	0 0.0%	2 16.7%	0 0.0%	4 40.0%	3 50.0%	0 0.0%	1 16.7%	1 10.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	7 53.8%

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

\*Asked only of respondents who reported marketing jobs lost last year.



**Topic 8: Marketing Jobs - UK**

**What percent of marketing jobs in your company were added during the last year?**

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
	What percent of marketing jobs in your company were added during the last year?	114 5.52 10.42	16 11.44 20.21	28 4.79 8.71	53 4.81 6.98	16 3.56 7.64	21 9.00 17.41	37 5.08 8.51
		c		a				

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



**Topic 8: Marketing Jobs - UK**

**What percent of marketing jobs in your company were added during the last year?**

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
What percent of marketing jobs in your company were added during the last year?	11 6.91 11.70	5 0.00 0.00	25 4.20 6.40	4 1.25 2.50	3 10.00 10.00	1 0.00 ---	5 6.00 10.84	3 10.00 5.00	6 3.33 8.16	1 0.00 ---	11 3.18 4.62	2 5.00 7.07	11 18.00 23.09	5 4.00 8.94	20 3.50 5.35
			M	h				dk			hm		Cko		m

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



**Topic 8: Marketing Jobs - UK**

**What percent of marketing jobs in your company were added during the last year?**

Number Mean SD	Sales Revenue							Number of Employees							
	<£10 million	£10-25 million	£26-99 million	£100-499 million	£500-999 million	£1-9.9 billion	£10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
What percent of marketing jobs in your company were added during the last year?	15	7	19	21	12	25	14	8	12	23	10	11	13	11	26
	11.07	9.29	5.16	4.52	4.17	4.80	2.14	8.50	10.00	4.87	8.80	5.45	4.69	6.82	1.73
	21.25	11.70	7.62	7.05	6.34	8.40	3.78	14.72	22.26	7.47	10.75	6.64	7.44	9.29	3.14
		g					b	h			H	h		h	aDeg

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


**Topic 8: Marketing Jobs - UK**
**What percent of these added marketing jobs were senior manager roles?\***

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
What percent of these marketing jobs added were senior manager roles?	44	7	9	23	5	8	14	19
	33.70	30.71	28.67	33.70	47.00	40.63	35.21	30.79
	37.04	39.84	32.25	38.62	42.37	46.02	37.39	36.07

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

\*Asked only of respondents who reported marketing jobs added last year.



**Topic 8: Marketing Jobs - UK**

**What percent of these marketing jobs added were senior manager roles?\***

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
What percent of these marketing jobs added were senior manager roles?	5 38.60 12.64	0 --- ---	10 46.00 41.75	1 75.00 ---	2 5.00 0.00	0 --- ---	2 25.00 35.36	3 46.67 41.63	1 0.00 ---	0 --- ---	4 40.00 45.46	1 0.00 ---	6 42.50 48.35	1 10.00 ---	8 16.25 34.92

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

\*Asked only of respondents who reported marketing jobs added last year.



**Topic 8: Marketing Jobs - UK**

**What percent of these marketing jobs added were senior manager roles?\***

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 these marketing jobs added were senior manager roles?	5 52.00 47.64	3 35.00 56.35	8 19.38 35.30	7 15.71 18.35	5 5.00 3.54	11 54.36 34.21	4 42.50 43.49	3 50.00 50.00	3 66.67 57.74	8 4.38 5.63	6 27.17 37.84	6 34.17 31.69	6 52.50 41.92	5 12.00 21.39	7 50.71 33.22
			f	f	F	cdE		c	C	aBeFH		c	C	h	Cg

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

\*Asked only of respondents who reported marketing jobs added last year.




**Topic 8: Marketing Jobs - UK**
**Considering all marketing job additions in your company (not just senior managers), when do you anticipate these jobs returning to 2019 levels?\***

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
1 month	6 14.6%	1 16.7%	1 12.5%	3 13.6%	1 20.0%	2 28.6% b	0 0.0% a	4 22.2%
2-3 months	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
4-6 months	1 2.4%	0 0.0%	0 0.0%	0 0.0% d	1 20.0% c	0 0.0%	1 7.1%	0 0.0%
6-12 months	9 22.0%	2 33.3%	1 12.5%	5 22.7%	1 20.0%	1 14.3%	3 21.4%	4 22.2%
1-2 years	7 17.1%	0 0.0%	2 25.0%	4 18.2%	1 20.0%	1 14.3%	2 14.3%	3 16.7%
3+ years	3 7.3%	1 16.7%	0 0.0%	2 9.1%	0 0.0%	1 14.3%	2 14.3%	0 0.0%
Never	15 36.6%	2 33.3%	4 50.0%	8 36.4%	1 20.0%	2 28.6%	6 42.9%	7 38.9%

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

\*Asked only of respondents who reported marketing jobs added last year.



**Topic 8: Marketing Jobs - UK**

**Considering all marketing job additions in your company (not just senior managers), when do you anticipate these jobs returning to 2019 levels?\***

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 month	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 60.0%	0 0.0%	2 25.0%
2-3 months	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
4-6 months	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
6-12 months	1 20.0%	0 0.0%	3 30.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	1 100.0%	2 25.0%
1-2 years	1 20.0%	0 0.0%	2 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	2 50.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%
3+ years	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%
Never	3 60.0%	0 0.0%	4 40.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 33.3%	1 100.0%	0 0.0%	2 50.0%	0 0.0%	1 20.0%	0 0.0%	2 25.0%

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

\*Asked only of respondents who reported marketing jobs added last year.


**Topic 8: Marketing Jobs - UK**
**Considering all marketing job additions in your company (not just senior managers), when do you anticipate these jobs returning to 2019 levels?\***

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
	1 month	0 0.0% b	2 100.0% aF	2 25.0%	1 16.7%	1 20.0%	0 0.0% B	0 0.0%	1 50.0%	3 42.9%	1 16.7%	0 0.0%	0 0.0%	1 20.0%	0 0.0%
2-3 months	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	
4-6 months	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%
6-12 months	3 60.0% f	0 0.0%	2 25.0%	1 16.7%	1 20.0%	1 9.1% a	1 33.3%	2 66.7%	1 50.0%	2 28.6%	1 16.7%	0 0.0%	1 16.7%	1 20.0%	1 16.7%
1-2 years	0 0.0%	0 0.0%	2 25.0%	1 16.7%	1 20.0%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	1 16.7%	3 50.0%	0 0.0%	1 20.0%	1 16.7%
3+ years	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	2 33.3%	0 0.0%	0 0.0%
Never	1 20.0%	0 0.0%	2 25.0%	3 50.0%	2 40.0%	5 45.5%	2 66.7%	1 33.3%	0 0.0%	1 14.3%	3 50.0%	2 33.3%	3 50.0%	2 40.0%	3 50.0%

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

\*Asked only of respondents who reported marketing jobs added last year.


**Topic 8: Marketing Jobs**
**Net Job Change = % Jobs Added - % Jobs Lost**

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
NetJobChange	113	16	28	52	16	21	37	51
	-3.25	2.38	-6.68	-2.02	-6.44	0.10	-4.11	-4.25
	19.77	27.93	24.26	15.09	15.20	25.31	19.03	18.46

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



**Topic 8: Marketing Jobs**

**Net Job Change = % Jobs Added - % Jobs Lost**

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
NetJobChange	11	5	25	4	3	1	5	3	6	1	11	2	11	5	19
	1.00	-6.00	-4.68	-3.75	-15.00	-40.00	0.00	-8.33	-4.50	0.00	-5.09	2.50	13.00	-10.00	-6.37
	21.11	6.52	17.02	7.50	48.22	---	15.41	20.82	16.66	---	16.56	3.54	28.21	14.14	19.78
			m										co		m

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



**Topic 8: Marketing Jobs**

**Net Job Change = % Jobs Added - % Jobs Lost**

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
NetJobChange	14	7	19	21	12	25	14	7	12	23	10	11	13	11	26
	-6.21	7.86	-3.79	-6.76	-5.00	-2.00	-1.14	-13.86	-3.92	-4.48	6.30	-7.36	-2.00	4.55	-4.85
	36.60	13.50	19.69	19.46	18.09	14.46	7.11	40.26	34.07	16.63	15.06	19.61	13.10	11.28	11.52
											h			h	dg

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


**Topic 8: Marketing Jobs - UK**
**Compared to the number of marketing hires last year, by what percentage will your firm's marketing hires change in the next year?**

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
	Percent change	111	16	27	51	16	20	37
	5.70	7.27	9.68	3.92	4.06	11.73	3.32	5.78
	12.87	14.92	12.84	13.43	6.64	18.37	12.22	9.51
						b	a	

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


**Topic 8: Marketing Jobs - UK**
**Compared to the number of marketing hires last year, by what percentage will your firm's marketing hires change in the next year?**

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	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Percent change	10	5	25	4	3	1	5	3	6	1	11	2	11	5	18
	6.50	2.00	0.20	2.50	16.67	0.00	14.00	1.67	8.33	0.00	8.30	0.00	14.21	7.00	4.72
	15.49	7.58	12.79	5.00	20.21	---	12.94	2.89	9.83	---	13.04	0.00	16.77	10.37	11.33
			gM				c						C		

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





**Topic 8: Marketing Jobs - UK**

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

Number	Sales Revenue							Number of Employees							
	<£10 million	£10-25 million	£26-99 million	£100-499 million	£500-999 million	£1-9.9 billion	£10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
Mean	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
SD															
Percent change	14	7	19	21	12	23	14	7	12	23	10	10	13	11	25
	5.95	16.43	9.21	4.35	4.58	4.91	0.00	7.14	15.39	6.00	3.30	4.50	5.15	7.27	1.40
	15.03	18.42	12.67	14.25	8.38	11.35	9.20	9.06	19.89	13.58	12.82	12.35	11.27	10.34	9.52
		g	g				bc		H						B

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


**Topic 9: Marketing Analytics - UK**
**Which best describes how your company shows the long-term impact of marketing spend on your business?**

N=111

	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	60 54.1%	8 50.0%	13 46.4%	31 60.8%	8 53.3%	9 42.9%	19 51.4%	29 59.2%
We have a good qualitative sense of the impact, but not a quantitative impact	43 38.7%	7 43.8%	13 46.4%	16 31.4%	6 40.0%	10 47.6%	16 43.2%	16 32.7%
We haven't been able to show the impact yet	8 7.2%	1 6.3%	2 7.1%	4 7.8%	1 6.7%	2 9.5%	2 5.4%	4 8.2%

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



**Topic 9: Marketing Analytics - UK**

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

N=111

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
We prove the impact quantitatively	7 63.6%	1 20.0% o	16 64.0% h	2 50.0%	2 100.0%	0 0.0%	2 40.0%	0 0.0% co	3 50.0%	0 0.0%	7 63.6%	0 0.0% o	4 36.4%	2 40.0%	14 73.7% bhl
We have a good qualitative sense of the impact, but not a quantitative impact	4 36.4%	4 80.0% o	8 32.0%	2 50.0%	0 0.0%	0 0.0%	3 60.0%	2 66.7%	2 33.3%	0 0.0%	4 36.4%	1 50.0%	5 45.5%	3 60.0%	5 26.3% b
We haven't been able to show the impact yet	0 0.0% JI	0 0.0%	1 4.0% JI	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3% o	1 16.7%	1 100.0% ACKO	0 0.0% JI	1 50.0% ackO	2 18.2%	0 0.0%	0 0.0% hJL

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


**Topic 9: Marketing Analytics - UK**
**Which best describes how your company shows the long-term impact of marketing spend on your business?**

N=111

	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	7 46.7%	2 33.3%	10 52.6%	11 55.0%	8 72.7%	12 48.0%	9 64.3%	5 62.5%	6 50.0%	8 36.4%	6 60.0%	4 40.0%	10 76.9%	7 63.6%	14 56.0%
We have a good qualitative sense of the impact, but not a quantitative impact	6 40.0%	3 50.0%	8 42.1%	6 30.0%	3 27.3%	12 48.0%	5 35.7%	2 25.0%	4 33.3%	12 54.5%	3 30.0%	4 40.0%	3 23.1%	4 36.4%	11 44.0%
We haven't been able to show the impact yet	2 13.3%	1 16.7%	1 5.3%	3 15.0%	0 0.0%	1 4.0%	0 0.0%	1 12.5%	2 16.7%	2 9.1%	1 10.0%	2 20.0%	0 0.0%	0 0.0%	0 0.0%

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


**Topic 9: Marketing Analytics - UK**
**To what extent is your company implementing artificial intelligence or machine learning into its marketing toolkit?: Currently (1=Not at all - Very Important)**

	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	46 43.0%	7 50.0%	11 40.7%	24 48.0%	4 26.7%	10 52.6%	15 41.7%	21 43.8%
2	28 26.2%	5 35.7%	8 29.6%	13 26.0%	1 6.7%	3 15.8%	13 36.1%	9 18.8%
3	16 15.0%	0 0.0%	1 3.7%	9 18.0%	6 40.0%	1 5.3%	4 11.1%	10 20.8%
4	7 6.5%	0 0.0%	5 18.5%	0 0.0%	2 13.3%	3 15.8%	1 2.8%	3 6.3%
5	8 7.5%	2 14.3%	2 7.4%	2 4.0%	2 13.3%	2 10.5%	3 8.3%	3 6.3%
6	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
7=Regularly	2 1.9%	0 0.0%	0 0.0%	2 4.0%	0 0.0%	0 0.0%	0 0.0%	2 4.2%
Mean	2.17	1.93	2.22	2.02	2.80	2.16	2.00	2.29

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



**Topic 9: Marketing Analytics - UK**

**To what extent is your company implementing artificial intelligence or machine learning into its marketing toolkit?: Currently (1=Not at all - Very Important)**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	2 18.2%	1 20.0%	11 45.8%	3 75.0%	1 50.0%	0 0.0%	2 50.0%	1 33.3%	2 40.0%	1 100.0%	5 50.0%	0 0.0%	4 40.0%	1 25.0%	11 55.0%
2	4 36.4%	2 40.0%	6 25.0%	0 0.0%	1 50.0%	0 0.0%	1 25.0%	2 66.7%	1 20.0%	0 0.0%	2 20.0%	1 50.0%	4 40.0%	0 0.0%	4 20.0%
3	3 27.3%	1 20.0%	4 16.7%	1 25.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 10.0%	1 50.0%	1 10.0%	0 0.0%	2 10.0%
4	1 9.1%	0 0.0%	0 0.0% kN	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 20.0% c	0 0.0%	1 10.0%	2 50.0% Co	1 5.0% n
5	1 9.1%	1 20.0%	2 8.3%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	1 5.0%
6	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
7=Regularly	0 0.0%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0%
Mean	2.55	2.60	2.17	1.50	1.50	3.00	2.25	1.67	2.40	1.00	2.00	2.50	1.90 n	3.50 m	2.05

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


**Topic 9: Marketing Analytics - UK**
**To what extent is your company implementing artificial intelligence or machine learning into its marketing toolkit?: Currently (1=Not at all - Very Important)**

	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 50.0% f	4 80.0% Fg	14 73.7% FG	10 50.0% f	5 45.5%	4 16.7% aBCd	2 15.4% bC	4 50.0% h	9 75.0% H	11 55.0% H	5 55.6% H	7 63.6% H	4 33.3%	4 36.4% h	2 8.3% aBCDEg
2	3 21.4%	0 0.0%	2 10.5% fg	3 15.0% f	3 27.3%	11 45.8% cd	6 46.2% c	2 25.0%	1 8.3% h	4 20.0%	1 11.1%	2 18.2%	5 41.7%	3 27.3%	10 41.7% b
3	1 7.1%	1 20.0%	1 5.3%	2 10.0%	1 9.1%	6 25.0%	3 23.1%	1 12.5%	0 0.0% h	2 10.0%	1 11.1%	1 9.1%	1 8.3%	2 18.2%	8 33.3% b
4	1 7.1%	0 0.0%	1 5.3%	0 0.0%	1 9.1%	2 8.3%	2 15.4%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	1 9.1%	4 16.7%
5	2 14.3%	0 0.0%	0 0.0% d	4 20.0% c	1 9.1%	1 4.2%	0 0.0%	0 0.0%	2 16.7% h	1 5.0%	2 22.2% h	1 9.1%	1 8.3%	1 9.1%	0 0.0% bd
6	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
7=Regularly	0 0.0%	0 0.0%	1 5.3%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	2.14	1.40	1.68	2.45	2.09	2.38	2.38	1.88	1.75 h	2.20	2.22	1.73 h	2.17	2.27	2.58 be

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


**Topic 9: Marketing Analytics - UK**
**To what extent is your company implementing artificial intelligence or machine learning into its marketing toolkit?: Next three years**  
**(1=Not at all - Very Important)**

	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	8 7.3%	4 26.7% bcd	1 3.7% a	3 5.9% a	0 0.0% a	4 20.0% b	1 2.8% a	3 6.0%
2	9 8.2%	1 6.7%	1 3.7%	6 11.8%	1 6.3%	0 0.0%	4 11.1%	4 8.0%
3	23 20.9%	0 0.0% bc	7 25.9% a	13 25.5% a	3 18.8%	2 10.0%	7 19.4%	13 26.0%
4	23 20.9%	3 20.0%	7 25.9%	11 21.6%	2 12.5%	5 25.0%	10 27.8%	7 14.0%
5	24 21.8%	4 26.7%	6 22.2%	8 15.7%	5 31.3%	5 25.0%	6 16.7%	12 24.0%
6	8 7.3%	0 0.0%	3 11.1%	3 5.9%	2 12.5%	3 15.0% c	4 11.1%	1 2.0% a
7=Regularly	15 13.6%	3 20.0%	2 7.4%	7 13.7%	3 18.8%	1 5.0%	4 11.1%	10 20.0%
Mean	4.18	3.93	4.22	4.02	4.81	4.00	4.22	4.28

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





**Topic 9: Marketing Analytics - UK**

**To what extent is your company implementing artificial intelligence or machine learning into its marketing toolkit?: Next three years**  
**(1=Not at all - Very Important)**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	0 0.0% i	0 0.0%	0 0.0% Im	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 50.0% aCo	0 0.0%	1 9.1%	0 0.0%	2 18.2% c	0 0.0%	2 10.5% i
2	1 10.0%	0 0.0%	2 8.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	3 15.8%
3	2 20.0%	2 40.0% m	7 28.0%	1 25.0%	1 50.0% m	0 0.0%	1 20.0%	0 0.0%	0 0.0% j	1 100.0% ikM	1 9.1% j	1 50.0% m	0 0.0% beJl	1 25.0%	4 21.1%
4	2 20.0%	0 0.0%	7 28.0%	1 25.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 16.7%	0 0.0%	4 36.4%	0 0.0%	4 36.4%	0 0.0%	3 15.8%
5	3 30.0%	2 40.0%	4 16.0%	0 0.0%	1 50.0%	0 0.0%	1 20.0%	1 33.3%	1 16.7%	0 0.0%	3 27.3%	1 50.0%	2 18.2%	2 50.0%	3 15.8%
6	0 0.0%	1 20.0% c	0 0.0% bgikn	0 0.0%	0 0.0%	0 0.0%	1 20.0% c	0 0.0%	1 16.7% c	0 0.0%	2 18.2% c	0 0.0%	1 9.1%	1 25.0% c	1 5.3%
7=Regularly	2 20.0%	0 0.0%	5 20.0%	1 25.0%	0 0.0%	1 100.0% iKm	1 20.0%	1 33.3%	0 0.0% f	0 0.0%	0 0.0% F	0 0.0%	1 9.1% f	0 0.0%	3 15.8%
Mean	4.50	4.40	4.32	4.00	4.00	7.00	5.00	4.67	3.00	3.00	4.27	4.00	3.91	4.75	3.89

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


**Topic 9: Marketing Analytics - UK**
**To what extent is your company implementing artificial intelligence or machine learning into its marketing toolkit?: Next three years**  
**(1=Not at all - Very Important)**

	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 7.1%	2 33.3%	0 0.0%	4 19.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	3 25.0%	1 5.0%	1 10.0%	1 9.1%	2 16.7%	0 0.0%	0 0.0%
		cFg	b	f		Bd	b		h				h		bf
2	0 0.0%	0 0.0%	5 27.8%	1 4.8%	0 0.0%	3 12.0%	0 0.0%	0 0.0%	2 16.7%	1 5.0%	1 10.0%	1 9.1%	1 8.3%	1 9.1%	2 7.7%
	c		ag				c								
3	5 35.7%	2 33.3%	5 27.8%	6 28.6%	1 9.1%	2 8.0%	2 14.3%	3 37.5%	1 8.3%	8 40.0%	3 30.0%	3 27.3%	2 16.7%	1 9.1%	2 7.7%
	f					a		h		h					ac
4	1 7.1%	1 16.7%	5 27.8%	0 0.0%	5 45.5%	6 24.0%	5 35.7%	1 12.5%	2 16.7%	4 20.0%	1 10.0%	2 18.2%	4 33.3%	2 18.2%	7 26.9%
	e		d	cEfG	aD	d	D								
5	6 42.9%	0 0.0%	1 5.6%	5 23.8%	2 18.2%	7 28.0%	2 14.3%	3 37.5%	3 25.0%	3 15.0%	2 20.0%	2 18.2%	1 8.3%	4 36.4%	6 23.1%
	c		a												
6	1 7.1%	0 0.0%	0 0.0%	1 4.8%	1 9.1%	2 8.0%	3 21.4%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	2 18.2%	4 15.4%
			g				c								
7=Regularly	0 0.0%	1 16.7%	2 11.1%	4 19.0%	1 9.1%	5 20.0%	2 14.3%	1 12.5%	0 0.0%	3 15.0%	2 20.0%	1 9.1%	2 16.7%	1 9.1%	5 19.2%
Mean	4.00	3.17	3.56	3.95	4.27	4.72	4.86	4.38	3.25	3.95	4.00	3.91	3.75	4.73	4.88
		g	fg			c	bc		gH					b	B

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


**Topic 9: Marketing Analytics - UK**
**How, if at all, has this investment in AI and machine learning influenced how much time your marketers are able to spend on non-routine and more strategic projects 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
1=No impact	47 45.6%	5 38.5%	8 30.8%	29 61.7%	5 31.3%	7 38.9%	16 45.7%	24 51.1%
			c	bd	c			
2	22 21.4%	2 15.4%	7 26.9%	6 12.8%	6 37.5%	4 22.2%	8 22.9%	8 17.0%
				d	c			
3	14 13.6%	1 7.7%	2 7.7%	8 17.0%	3 18.8%	1 5.6%	4 11.4%	8 17.0%
4	11 10.7%	0 0.0%	6 23.1%	3 6.4%	2 12.5%	4 22.2%	3 8.6%	4 8.5%
			c	b				
5	6 5.8%	4 30.8%	2 7.7%	0 0.0%	0 0.0%	1 5.6%	3 8.6%	2 4.3%
		Cd		A	a			
6	2 1.9%	1 7.7%	0 0.0%	1 2.1%	0 0.0%	0 0.0%	1 2.9%	1 2.1%
7=A great deal	1 1.0%	0 0.0%	1 3.8%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%
Mean	2.19	2.92 C	2.65 C	1.77 AB	2.13	2.56	2.20	2.04

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



**Topic 9: Marketing Analytics - UK**

**How, if at all, has this investment in AI and machine learning influenced how much time your marketers are able to spend on non-routine and more strategic projects 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
1=No impact	6 54.5%	1 20.0%	14 60.9% mn	2 50.0%	0 0.0%	0 0.0%	2 40.0%	1 33.3%	1 25.0%	0 0.0%	3 33.3%	2 100.0%	2 20.0% co	0 0.0% co	12 66.7% mn
2	2 18.2%	3 60.0% ckO	2 8.7% bdfjmn	2 50.0% cko	0 0.0%	1 100.0% ckO	2 40.0%	1 33.3%	1 25.0%	1 100.0% ckO	0 0.0% bdfjmn	0 0.0%	4 40.0% cko	2 50.0% cko	1 5.6% BdFJmn
3	2 18.2%	1 20.0%	3 13.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	1 25.0%	4 22.2%
4	0 0.0% k	0 0.0%	2 8.7% k	0 0.0%	0 0.0%	0 0.0%	1 20.0%	1 33.3%	0 0.0%	0 0.0%	4 44.4% aco	0 0.0%	1 10.0%	1 25.0%	1 5.6% k
5	0 0.0% e	0 0.0%	0 0.0% Eikm	0 0.0%	1 50.0% aCO	0 0.0%	0 0.0%	0 0.0%	1 25.0% co	0 0.0%	2 22.2% co	0 0.0%	2 20.0% c	0 0.0%	0 0.0% Eik
6	0 0.0%	0 0.0%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
7=A great deal	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	2.09	2.00 e	2.04	1.50 e	4.00 bdO	2.00	2.00	2.33	2.75	2.00	3.22 O	1.00	2.70 o	2.75	1.67 EKm

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


**Topic 9: Marketing Analytics - UK**
**How, if at all, has this investment in AI and machine learning influenced how much time your marketers are able to spend on non-routine and more strategic projects in your company?**

	Sales Revenue							Number of Employees							
	<£10 million A	£10-25 million B	£26-99 million C	£100-499 million D	£500-999 million E	£1-9.9 billion F	£10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=No impact	5 38.5% b	6 100.0% adFG	13 72.2% FG	8 47.1% b	6 54.5%	7 29.2% BC	2 15.4% BC	4 57.1% h	8 66.7% gH	15 71.4% GH	4 50.0%	5 55.6% h	5 45.5%	2 18.2% bC	4 16.7% aBCe
2	2 15.4%	0 0.0%	3 16.7%	3 17.6%	3 27.3%	8 33.3%	3 23.1%	0 0.0% g	2 16.7%	2 9.5% G	1 12.5%	1 11.1%	3 27.3%	6 54.5% aC	7 29.2%
3	2 15.4%	0 0.0%	1 5.6%	3 17.6%	0 0.0%	4 16.7%	3 23.1%	1 14.3%	0 0.0%	2 9.5%	2 25.0%	2 22.2%	1 9.1%	0 0.0%	6 25.0%
4	1 7.7%	0 0.0%	0 0.0% g	3 17.6%	1 9.1%	3 12.5%	3 23.1% c	1 14.3%	0 0.0%	2 9.5%	0 0.0%	1 11.1%	1 9.1%	1 9.1%	5 20.8%
5	3 23.1% cdf	0 0.0%	0 0.0% a	0 0.0% a	1 9.1%	0 0.0% a	2 15.4%	1 14.3%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	2 8.3%
6	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	1 9.1%	0 0.0%
7=A great deal	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%
Mean	2.62	1.00	1.61 g	2.06	1.91	2.46	3.00 c	2.29	1.83	1.57 gH	2.25	1.89	2.27	2.64 c	2.75 C

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


**Topic 10: The Impact of Brexit on Marketing - UK**
**How will Brexit affect your business?**

	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=Negative effect	55 50.0%	5 31.3% C	9 33.3% C	36 72.0% ABD	5 31.3% C	7 35.0%	18 50.0%	27 54.0%
2=No effect	51 46.4%	9 56.3% c	17 63.0% C	13 26.0% aBD	11 68.8% C	12 60.0%	17 47.2%	21 42.0%
3=Positive effect	4 3.6%	2 12.5%	1 3.7%	1 2.0%	0 0.0%	1 5.0%	1 2.8%	2 4.0%
Mean	1.54	1.81 C	1.70 C	1.30 ABD	1.69 C	1.70	1.53	1.50

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


**Topic 10: The Impact of Brexit on Marketing - UK**
**How will Brexit affect your business?**

	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=Negative effect	2 18.2% CO	1 20.0% co	18 75.0% Abklm	1 25.0% o	1 50.0%	1 100.0%	3 60.0%	2 66.7%	2 33.3% o	0 0.0%	3 30.0% co	0 0.0% co	4 36.4% co	2 40.0%	15 78.9% Abdiklm
2=No effect	9 81.8% CO	4 80.0% co	5 20.8% Abdkl	3 75.0% co	1 50.0%	0 0.0%	2 40.0%	1 33.3%	3 50.0%	1 100.0%	6 60.0% co	2 100.0% co	6 54.5%	3 60.0%	4 21.1% Abdkl
3=Positive effect	0 0.0%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	1 10.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%
Mean	1.82 CO	1.80 o	1.29 Akm	1.75 o	1.50	1.00	1.40	1.33	1.83 o	2.00	1.80 cO	2.00	1.73 co	1.60	1.21 AbdiKm

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


**Topic 10: The Impact of Brexit on Marketing - UK**
**How will Brexit affect your business?**

	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=Negative effect	8 53.3%	2 33.3%	8 42.1%	11 55.0%	6 50.0%	13 52.0%	6 50.0%	5 62.5%	7 58.3%	7 31.8% e	4 40.0%	8 80.0% c	6 46.2%	4 36.4%	14 58.3%
2=No effect	7 46.7%	3 50.0%	11 57.9%	8 40.0%	5 41.7%	12 48.0%	5 41.7%	3 37.5%	4 33.3%	14 63.6% e	6 60.0%	2 20.0% c	6 46.2%	7 63.6%	9 37.5%
3=Positive effect	0 0.0%	1 16.7% f	0 0.0%	1 5.0%	1 8.3%	0 0.0% b	1 8.3%	0 0.0%	1 8.3%	1 4.5%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	1 4.2%
Mean	1.47	1.83	1.58	1.50	1.58	1.48	1.58	1.38	1.50	1.73 e	1.60	1.20 cg	1.62	1.64 e	1.46

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




**Topic 10: The Impact of Brexit on Marketing - UK**
**To what degree do you feel your marketing function is prepared for Brexit?**

	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=Not at all	9 8.3%	1 6.3%	3 11.1%	5 10.0%	0 0.0%	2 10.0%	0 0.0%	7 14.3%
							c	b
2=Minor	20 18.5%	1 6.3%	4 14.8%	7 14.0%	7 50.0%	2 10.0%	6 17.1%	11 22.4%
		d	d	D	abC			
3=Moderate	50 46.3%	7 43.8%	14 51.9%	24 48.0%	5 35.7%	12 60.0%	17 48.6%	19 38.8%
4=Highly	29 26.9%	7 43.8%	6 22.2%	14 28.0%	2 14.3%	4 20.0%	12 34.3%	12 24.5%
Mean	2.92	3.25	2.85	2.94	2.64	2.90	3.17	2.73
		d			a		c	b

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


**Topic 10: The Impact of Brexit on Marketing - UK**
**To what degree do you feel your marketing function is prepared for Brexit?**

	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	2 18.2%	1 20.0%	2 8.3% j	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0% ciKmo	0 0.0% J	0 0.0%	1 9.1% j	0 0.0%	2 10.5% j
2=Minor	1 9.1% fl	1 20.0%	5 20.8% 1	2 66.7% ko	1 50.0% k	1 100.0% aKo	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0% deFL	2 100.0% acKO	3 27.3%	1 20.0%	2 10.5% dfL	
3=Moderate	3 27.3%	3 60.0%	10 41.7%	1 33.3%	1 50.0%	0 0.0%	1 25.0%	1 33.3%	4 66.7%	0 0.0%	7 70.0%	0 0.0%	5 45.5%	3 60.0%	10 52.6%	
4=Highly	5 45.5%	0 0.0% g	7 29.2%	0 0.0%	0 0.0%	0 0.0%	3 75.0% b	2 66.7%	1 16.7%	0 0.0%	3 30.0%	0 0.0%	2 18.2%	1 20.0%	5 26.3%	
Mean	3.00	2.40 gk	2.92	2.33 ghk	2.50	2.00	3.75 bd	3.67 d	3.00	1.00	3.30 bd	2.00	2.73	3.00	2.95	

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


**Topic 10: The Impact of Brexit on Marketing - UK**
**To what degree do you feel your marketing function is prepared for Brexit?**

	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	3 20.0%	0 0.0%	3 15.8%	2 11.1%	0 0.0%	1 4.0%	0 0.0%	1 12.5%	3 25.0% h	3 13.6%	0 0.0%	2 20.0% h	0 0.0%	0 0.0%	0 0.0% be
2=Minor	3 20.0%	3 50.0% f	3 15.8%	3 16.7%	2 16.7%	3 12.0% b	2 16.7%	1 12.5%	3 25.0%	6 27.3%	1 10.0%	1 10.0%	2 16.7%	0 0.0%	6 25.0%
3=Moderate	7 46.7%	2 33.3%	7 36.8%	10 55.6%	8 66.7%	11 44.0%	5 41.7%	4 50.0%	5 41.7%	8 36.4% g	7 70.0%	5 50.0%	4 33.3% g	8 80.0% cfh	9 37.5% g
4=Highly	2 13.3%	1 16.7%	6 31.6%	3 16.7%	2 16.7%	10 40.0%	5 41.7%	2 25.0%	1 8.3% f	5 22.7%	2 20.0%	2 20.0%	6 50.0% b	2 20.0%	9 37.5%
Mean	2.53 fg	2.67	2.84	2.78	3.00	3.20 a	3.25 a	2.88	2.33 dfgh	2.68	3.10 b	2.70	3.33 b	3.20 b	3.13 b

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


**Topic 10: The Impact of Brexit on Marketing - UK**
**To what degree has marketing been involved in your company's Brexit preparations?**

	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=No role	32 29.6%	4 25.0%	9 32.1%	12 24.5%	6 42.9%	6 28.6%	10 29.4%	16 32.7%
2=Supporting role	64 59.3%	11 68.8%	13 46.4%	32 65.3%	8 57.1%	13 61.9%	21 61.8%	27 55.1%
3=Central role	10 9.3%	1 6.3%	6 21.4%	3 6.1%	0 0.0%	2 9.5%	2 5.9%	5 10.2%
4=Leading role	2 1.9%	0 0.0%	0 0.0%	2 4.1%	0 0.0%	0 0.0%	1 2.9%	1 2.0%
Mean	1.83	1.81	1.89	1.90	1.57	1.81	1.82	1.82

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


**Topic 10: The Impact of Brexit on Marketing - UK**
**To what degree has marketing been involved in your company's Brexit preparations?**

	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=No role	6 54.5% K	2 40.0% k	6 26.1%	1 33.3%	1 50.0% k	1 100.0% K	0 0.0%	1 33.3%	1 16.7%	1 100.0% K	0 0.0% AbeFJlm	1 50.0% k	5 45.5% k	1 20.0%	5 26.3%
2=Supporting role	3 27.3% cik	2 40.0%	15 65.2% a	2 66.7%	1 50.0%	0 0.0%	3 75.0%	2 66.7%	5 83.3% a	0 0.0%	8 72.7% a	1 50.0%	5 45.5%	4 80.0%	12 63.2%
3=Central role	2 18.2%	1 20.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 27.3%	0 0.0%	1 9.1%	0 0.0%	2 10.5%
4=Leading role	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	1 25.0% o	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% g
Mean	1.64 k	1.80	1.87	1.67	1.50	1.00	2.50	1.67	1.83	1.00	2.27 am	1.50	1.64 k	1.80	1.84

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


**Topic 10: The Impact of Brexit on Marketing - UK**
**To what degree has marketing been involved in your company's Brexit preparations?**

	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=No role	6 40.0% g	5 83.3% defG	8 44.4% G	5 27.8% bg	2 16.7% b	6 24.0% b	0 0.0% aBCd	2 28.6%	6 50.0% H	10 45.5% H	3 30.0%	5 50.0% H	3 25.0%	1 10.0%	2 8.0% BCE
2=Supporting role	9 60.0%	1 16.7% eg	8 44.4% g	10 55.6%	9 75.0% b	15 60.0%	11 84.6% bc	5 71.4%	4 33.3% gh	10 45.5%	7 70.0%	5 50.0%	7 58.3%	8 80.0% b	18 72.0% b
3=Central role	0 0.0%	0 0.0%	2 11.1%	3 16.7%	1 8.3%	2 8.0%	2 15.4%	0 0.0%	2 16.7%	2 9.1%	0 0.0%	0 0.0%	2 16.7%	0 0.0%	4 16.0%
4=Leading role	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 8.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	1 4.0%
Mean	1.60 G	1.17 dEfG	1.67 g	1.89 b	1.92 B	2.00 b	2.15 ABc	1.71	1.67 h	1.64 H	1.70 h	1.50 H	1.92	2.10	2.16 bCdE

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


**Topic 10: The Impact of Brexit on Marketing - UK**
**To what degree have you adjusted your marketing strategy regarding Brexit?**

	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=Not at all	54 50.0%	8 50.0%	12 44.4%	23 46.0%	10 71.4%	10 50.0%	14 40.0%	28 57.1%
2=Minor	40 37.0%	6 37.5%	10 37.0%	20 40.0%	4 28.6%	6 30.0%	15 42.9%	17 34.7%
3=Moderate	12 11.1%	2 12.5%	5 18.5%	5 10.0%	0 0.0%	4 20.0%	5 14.3%	3 6.1%
4=Highly	2 1.9%	0 0.0%	0 0.0%	2 4.0%	0 0.0%	0 0.0%	1 2.9%	1 2.0%
Mean	1.65	1.63	1.74 d	1.72	1.29 b	1.70	1.80	1.53

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



**Topic 10: The Impact of Brexit on Marketing - UK**

**To what degree have you adjusted your marketing strategy regarding Brexit?**

	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	8 72.7% k	2 40.0%	12 50.0%	1 33.3%	0 0.0%	1 100.0%	1 25.0%	2 66.7%	2 33.3%	1 100.0%	3 27.3% a	1 50.0%	7 70.0%	3 60.0%	10 52.6%
2=Minor	3 27.3%	3 60.0%	9 37.5%	2 66.7%	1 50.0%	0 0.0%	2 50.0%	1 33.3%	4 66.7% m	0 0.0%	4 36.4%	1 50.0%	1 10.0% i	2 40.0%	6 31.6%
3=Moderate	0 0.0% ek	0 0.0%	3 12.5%	0 0.0%	1 50.0% a	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 36.4% a	0 0.0%	2 20.0%	0 0.0%	2 10.5%
4=Highly	0 0.0%	0 0.0%	0 0.0% g	0 0.0%	0 0.0%	0 0.0%	1 25.0% c	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%
Mean	1.27 EgK	1.60	1.63	1.67	2.50 A	1.00	2.25 a	1.33	1.67	1.00	2.09 A	1.50	1.50	1.40	1.68

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




**Topic 10: The Impact of Brexit on Marketing - UK**
**To what degree have you adjusted your marketing strategy regarding Brexit?**

	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	10 66.7%	5 83.3%	7 36.8%	8 44.4%	6 54.5%	10 40.0%	8 61.5%	3 37.5%	7 58.3%	13 59.1%	4 40.0%	5 50.0%	7 58.3%	3 33.3%	12 48.0%
2=Minor	4 26.7%	1 16.7%	9 47.4%	6 33.3%	5 45.5%	12 48.0%	2 15.4%	3 37.5%	3 25.0%	8 36.4%	5 50.0%	3 30.0%	5 41.7%	4 44.4%	9 36.0%
3=Moderate	1 6.7%	0 0.0%	3 15.8%	3 16.7%	0 0.0%	2 8.0%	3 23.1%	2 25.0%	1 8.3%	1 4.5%	1 10.0%	2 20.0%	0 0.0%	1 11.1%	4 16.0%
4=Highly	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	1 4.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	0 0.0%
Mean	1.40	1.17	1.79	1.83	1.45	1.76	1.62	1.88	1.67	1.45	1.70	1.70	1.42	2.00	1.68

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


**Topic 10: The Impact of Brexit on Marketing - UK**
**What aspects of your marketing do you expect will be significantly impacted by Brexit? (check all that apply)**

	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
Pricing	41 47.1%	2 15.4%	6 26.1%	31 73.8%	2 25.0%	5 27.8%	16 51.6%	17 50.0%
Channel or distribution	36 41.4%	5 38.5%	3 13.0%	26 61.9%	1 12.5%	6 33.3%	10 32.3%	18 52.9%
Marketing talent management	29 33.3%	4 30.8%	7 30.4%	15 35.7%	3 37.5%	5 27.8%	10 32.3%	11 32.4%
Consumer data management	28 32.2%	4 30.8%	10 43.5%	13 31.0%	1 12.5%	7 38.9%	7 22.6%	12 35.3%
Communicati- ons	25 28.7%	3 23.1%	10 43.5%	9 21.4%	3 37.5%	8 44.4%	6 19.4%	11 32.4%
Marketing alliances and partners	17 19.5%	2 15.4%	9 39.1%	4 9.5%	2 25.0%	5 27.8%	5 16.1%	6 17.6%
Consumer targeting	16 18.4%	1 7.7%	7 30.4%	6 14.3%	2 25.0%	1 5.6%	6 19.4%	9 26.5%
Consumer relationship management	13 14.9%	1 7.7%	4 17.4%	7 16.7%	1 12.5%	2 11.1%	2 6.5%	7 20.6%
Product/ service portfolio	13 14.9%	3 23.1%	5 21.7%	3 7.1%	2 25.0%	2 11.1%	6 19.4%	4 11.8%

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


**Topic 10: The Impact of Brexit on Marketing - UK**
**What aspects of your marketing do you expect will be significantly impacted by Brexit? (check all that apply)**

	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
Salesforce management	12 13.8%	2 15.4%	5 21.7%	5 11.9%	0 0.0%	3 16.7%	4 12.9%	5 14.7%
Product/ service innovation	7 8.0%	0 0.0%	2 8.7%	3 7.1%	2 25.0%	1 5.6%	4 12.9%	2 5.9%
Branding	7 8.0%	0 0.0%	3 13.0%	4 9.5%	0 0.0%	2 11.1%	1 3.2%	4 11.8%

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



**Topic 10: The Impact of Brexit on Marketing - UK**

**What aspects of your marketing do you expect will be significantly impacted by Brexit? (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
Consumer targeting	1 33.3%	1 25.0%	3 14.3% e	1 50.0%	1 100.0% co	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	4 36.4%	0 0.0%	1 12.5%	1 20.0%	2 12.5% e
Salesforce management	1 33.3%	0 0.0%	2 9.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	2 33.3%	0 0.0%	4 36.4%	0 0.0%	0 0.0%	0 0.0%	2 12.5%
Consumer relationship management	1 33.3%	0 0.0%	4 19.0%	1 50.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	3 27.3%	0 0.0%	1 12.5%	0 0.0%	2 12.5%
Consumer data management	1 33.3%	0 0.0%	7 33.3%	1 50.0%	0 0.0%	1 100.0%	1 25.0%	0 0.0%	2 33.3%	0 0.0%	6 54.5%	1 100.0%	4 50.0%	1 20.0%	3 18.8%
Product/ service innovation	1 33.3%	1 25.0%	2 9.5% e	1 50.0% k	1 100.0% ciKmo	0 0.0%	0 0.0%	0 0.0%	0 0.0% e	0 0.0%	0 0.0% dE	0 0.0%	0 0.0% e	0 0.0%	1 6.3% e
Branding	0 0.0%	0 0.0%	3 14.3% e	0 0.0%	1 100.0% ciko	0 0.0%	0 0.0%	0 0.0%	0 0.0% e	0 0.0%	1 9.1% e	0 0.0%	1 12.5%	0 0.0%	1 6.3% e
Product/ service portfolio	0 0.0%	1 25.0%	2 9.5% e	1 50.0%	1 100.0% ciko	0 0.0%	1 25.0%	1 33.3%	0 0.0% e	0 0.0%	1 9.1% e	0 0.0%	2 25.0%	1 20.0%	2 12.5% e
Communicati- ons	0 0.0%	2 50.0%	5 23.8%	0 0.0%	0 0.0%	0 0.0%	2 50.0%	1 33.3%	0 0.0% l	0 0.0%	5 45.5%	1 100.0% i	4 50.0%	1 20.0%	3 18.8%
Channel or distribution	0 0.0% o	2 50.0%	12 57.1% mn	1 50.0%	0 0.0%	0 0.0%	1 25.0%	2 66.7%	3 50.0%	0 0.0%	3 27.3% o	0 0.0%	1 12.5% co	0 0.0% co	11 68.8% akmn

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



**Topic 10: The Impact of Brexit on Marketing - UK**

**What aspects of your marketing do you expect will be significantly impacted by Brexit? (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
Pricing	0 0.0% c	1 25.0%	16 76.2% akm	1 50.0%	1 100.0%	0 0.0%	2 50.0%	1 33.3%	2 33.3%	0 0.0%	4 36.4% c	0 0.0%	2 25.0% c	2 40.0%	9 56.3%
Marketing alliances and partners	0 0.0%	2 50.0% c	1 4.8% bEFKL	0 0.0%	1 100.0% Co	1 100.0% Co	1 25.0%	0 0.0%	1 16.7%	0 0.0%	6 54.5% Co	1 100.0% Co	1 12.5%	0 0.0%	2 12.5% efkl
Marketing talent management	0 0.0%	1 25.0%	9 42.9%	0 0.0%	1 100.0%	1 100.0%	1 25.0%	1 33.3%	1 16.7%	0 0.0%	2 18.2%	1 100.0%	4 50.0%	1 20.0%	6 37.5%

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


**Topic 10: The Impact of Brexit on Marketing - UK**
**What aspects of your marketing do you expect will be significantly impacted by Brexit? (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
Pricing	6 50.0%	1 25.0%	6 40.0%	7 46.7%	6 54.5%	6 35.3%	8 66.7%	4 66.7%	5 45.5%	4 25.0%	2 28.6%	5 62.5%	6 60.0%	3 42.9%	12 54.5%
Channel or distribution	6 50.0%	1 25.0%	7 46.7%	5 33.3%	6 54.5%	6 35.3%	5 41.7%	3 50.0%	5 45.5%	5 31.3%	1 14.3%	6 75.0%	5 50.0%	3 42.9%	8 36.4%
Product/service portfolio	4 33.3%	1 25.0%	1 6.7%	0 0.0%	2 18.2%	2 11.8%	3 25.0%	3 50.0%	2 18.2%	0 0.0%	0 0.0%	1 12.5%	1 10.0%	2 28.6%	4 18.2%
Communications	4 33.3%	2 50.0%	3 20.0%	8 53.3%	2 18.2%	4 23.5%	2 16.7%	2 33.3%	6 54.5%	5 31.3%	2 28.6%	3 37.5%	1 10.0%	2 28.6%	4 18.2%
Consumer data management	3 25.0%	1 25.0%	4 26.7%	6 40.0%	5 45.5%	2 11.8%	6 50.0%	0 0.0%	3 27.3%	5 31.3%	2 28.6%	3 37.5%	4 40.0%	2 28.6%	9 40.9%
Consumer targeting	3 25.0%	2 50.0%	2 13.3%	4 26.7%	1 9.1%	2 11.8%	2 16.7%	2 33.3%	3 27.3%	2 12.5%	2 28.6%	1 12.5%	1 10.0%	1 14.3%	4 18.2%
Product/service innovation	3 25.0%	0 0.0%	2 13.3%	0 0.0%	1 9.1%	1 5.9%	0 0.0%	1 16.7%	3 27.3%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	1 4.5%
Marketing alliances and partners	3 25.0%	1 25.0%	2 13.3%	5 33.3%	2 18.2%	1 5.9%	3 25.0%	2 33.3%	2 18.2%	2 12.5%	2 28.6%	1 12.5%	3 30.0%	0 0.0%	5 22.7%
Marketing talent management	3 25.0%	1 25.0%	4 26.7%	7 46.7%	4 36.4%	6 35.3%	4 33.3%	3 50.0%	3 27.3%	5 31.3%	3 42.9%	2 25.0%	3 30.0%	2 28.6%	8 36.4%

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


**Topic 10: The Impact of Brexit on Marketing - UK**
**What aspects of your marketing do you expect will be significantly impacted by Brexit? (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
Consumer relationship management	2 16.7%	1 25.0%	2 13.3%	2 13.3%	2 18.2%	2 11.8%	2 16.7%	0 0.0%	5 45.5%	2 12.5%	0 0.0%	1 12.5%	0 0.0%	1 14.3%	4 18.2%
Branding	2 16.7%	0 0.0%	1 6.7%	2 13.3%	1 9.1%	1 5.9%	0 0.0%	1 16.7%	2 18.2%	1 6.3%	0 0.0%	1 12.5%	0 0.0%	1 14.3%	1 4.5%
Salesforce management	0 0.0%	1 25.0%	1 6.7%	3 20.0%	2 18.2%	2 11.8%	3 25.0%	0 0.0%	1 9.1%	2 12.5%	0 0.0%	2 25.0%	0 0.0%	3 42.9%	4 18.2%

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


**Topic 10: The Impact of Brexit on Marketing - UK**
**How will Brexit change the role of marketing in your company?**

	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=Less important	4 3.6%	0 0.0%	1 3.6%	3 6.0%	0 0.0%	0 0.0%	1 2.9%	3 6.0%
2=No change	99 90.0%	16 100.0%	23 82.1%	44 88.0%	15 100.0%	20 95.2%	32 91.4%	43 86.0%
3=More important	7 6.4%	0 0.0%	4 14.3%	3 6.0%	0 0.0%	1 4.8%	2 5.7%	4 8.0%
Mean	2.03	2.00	2.11	2.00	2.00	2.05	2.03	2.02

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




**Topic 10: The Impact of Brexit on Marketing - UK**
**How will Brexit change the role of marketing 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
1=Less important	0 0.0%	0 0.0%	2 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	1 5.3%
2=No change	11 100.0% e	4 80.0%	21 87.5%	4 100.0%	1 50.0% a	1 100.0%	4 100.0%	3 100.0%	5 83.3%	1 100.0%	9 81.8%	2 100.0%	10 90.9%	5 100.0%	17 89.5%
3=More important	0 0.0% e	1 20.0%	1 4.2% e	0 0.0%	1 50.0% ac	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	1 9.1%	0 0.0%	1 9.1%	0 0.0%	1 5.3%
Mean	2.00	2.20	1.96	2.00	2.50	2.00	2.00	2.00	2.17	2.00	2.00	2.00	2.09	2.00	2.00

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


**Topic 10: The Impact of Brexit on Marketing - UK**
**How will Brexit change the role of marketing 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
1=Less important	0 0.0%	0 0.0%	2 10.5%	2 10.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.1%	1 10.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%
2=No change	13 86.7%	6 100.0%	16 84.2%	14 73.7%	12 100.0%	24 96.0%	13 100.0%	7 87.5%	10 83.3%	19 86.4%	9 90.0%	8 80.0%	11 91.7%	11 100.0%	24 96.0%
3=More important	2 13.3%	0 0.0%	1 5.3%	3 15.8%	0 0.0%	1 4.0%	0 0.0%	1 12.5%	2 16.7%	1 4.5%	0 0.0%	1 10.0%	1 8.3%	0 0.0%	1 4.0%
Mean	2.13	2.00	1.95	2.05	2.00	2.04	2.00	2.13	2.17	1.95	1.90	2.00	2.08	2.00	2.04

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


**Topic 10: The Impact of Brexit on Marketing - UK**
**To what degree have you proactively communicated with your customers about the potential effects of Brexit?**

	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=Not at all	36 33.0%	2 12.5% D	6 21.4% D	16 32.7% D	11 73.3% ABC	5 23.8%	13 38.2%	18 36.0%
2=Minor	32 29.4%	8 50.0% d	8 28.6%	15 30.6%	1 6.7% a	7 33.3%	9 26.5%	15 30.0%
3=Moderate	26 23.9%	5 31.3%	7 25.0%	11 22.4%	3 20.0%	6 28.6%	9 26.5%	10 20.0%
4=Highly	15 13.8%	1 6.3%	7 25.0% d	7 14.3%	0 0.0% b	3 14.3%	3 8.8%	7 14.0%
Mean	2.18	2.31 D	2.54 D	2.18 d	1.47 ABc	2.33	2.06	2.12

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



**Topic 10: The Impact of Brexit on Marketing - UK**

**To what degree have you proactively communicated with your customers about the potential effects of Brexit?**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	2 18.2% bd	4 80.0% aiK	9 39.1% dk	4 100.0% achiKmo	1 50.0% k	0 0.0%	1 25.0%	0 0.0%	0 0.0%	1 100.0% iK	0 0.0% BcDeJlno	1 50.0% k	3 27.3% d	2 40.0% k	8 42.1% dk
2=Minor	3 27.3%	1 20.0%	4 17.4% i	0 0.0%	1 50.0%	1 100.0%	0 0.0%	1 33.3%	4 66.7% c	0 0.0%	2 18.2%	1 50.0%	5 45.5%	1 20.0%	7 36.8%
3=Moderate	3 27.3%	0 0.0%	5 21.7%	0 0.0%	0 0.0%	0 0.0%	2 50.0%	1 33.3%	2 33.3%	0 0.0%	4 36.4%	0 0.0%	3 27.3%	2 40.0%	4 21.1%
4=Highly	3 27.3% o	0 0.0%	5 21.7% o	0 0.0%	0 0.0%	0 0.0%	1 25.0% o	1 33.3% o	0 0.0%	0 0.0%	5 45.5% mO	0 0.0%	0 0.0% k	0 0.0%	0 0.0% acghK
Mean	2.64 bo	1.20 aghIK	2.26 k	1.00	1.50 k	2.00	2.75 b	3.00 bo	2.33 Bk	1.00	3.27 BceilMnO	1.50 k	2.00 K	2.00 k	1.79 ahK

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



**Topic 10: The Impact of Brexit on Marketing - UK**

**To what degree have you proactively communicated with your customers about the potential effects of Brexit?**

	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 46.7%	3 50.0%	5 27.8%	6 31.6%	3 25.0%	10 40.0%	2 15.4%	4 50.0%	5 45.5%	9 40.9%	4 40.0%	3 30.0%	2 16.7%	3 27.3%	6 24.0%
2=Minor	5 33.3%	1 16.7%	6 33.3%	9 47.4%	4 33.3%	3 12.0%	4 30.8%	2 25.0%	4 36.4%	5 22.7%	2 20.0%	5 50.0%	5 41.7%	3 27.3%	6 24.0%
3=Moderate	3 20.0%	2 33.3%	5 27.8%	3 15.8%	4 33.3%	6 24.0%	2 15.4%	2 25.0%	2 18.2%	6 27.3%	3 30.0%	2 20.0%	3 25.0%	3 27.3%	5 20.0%
4=Highly	0 0.0%	0 0.0%	2 11.1%	1 5.3%	1 8.3%	6 24.0%	5 38.5%	0 0.0%	0 0.0%	2 9.1%	1 10.0%	0 0.0%	2 16.7%	2 18.2%	8 32.0%
Mean	1.73 g	1.83	2.22	1.95 g	2.25	2.32	2.77 ad	1.75	1.73 h	2.05	2.10	1.90	2.42	2.36	2.60 b

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


**Topic 10: The Impact of Brexit on Marketing - UK**
**To what degree have you or do you intend to focus on your “Britishness” in your communications in response to Brexit?**

	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=Not at all	63 60.0%	10 62.5%	20 76.9% c	24 50.0% b	9 64.3%	14 66.7%	18 56.3%	29 59.2%
2=Minor	23 21.9%	3 18.8%	4 15.4%	11 22.9%	4 28.6%	4 19.0%	5 15.6%	13 26.5%
3=Moderate	12 11.4%	1 6.3%	2 7.7%	8 16.7%	1 7.1%	1 4.8%	5 15.6%	6 12.2%
4=Highly	7 6.7%	2 12.5%	0 0.0%	5 10.4%	0 0.0%	2 9.5%	4 12.5%	1 2.0%
Mean	1.65	1.69	1.31 c	1.88 b	1.43	1.57	1.84	1.57

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



**Topic 10: The Impact of Brexit on Marketing - UK**

**To what degree have you or do you intend to focus on your “Britishness” in your communications in response to Brexit?**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	10 90.9% Defo	3 60.0%	15 65.2% d	0 0.0% Acm	0 0.0% a	0 0.0% a	2 50.0%	3 100.0%	3 50.0%	1 100.0%	6 66.7%	1 50.0%	8 72.7% d	4 80.0%	7 38.9% a
2=Minor	1 9.1% ef	2 40.0%	3 13.0% Ef	1 33.3%	2 100.0% aCmo	1 100.0% acm	1 25.0%	0 0.0%	2 33.3%	0 0.0%	2 22.2%	1 50.0%	1 9.1% ef	1 20.0%	4 22.2% e
3=Moderate	0 0.0% d	0 0.0%	3 13.0% d	2 66.7% ac	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	2 18.2%	0 0.0%	3 16.7%
4=Highly	0 0.0%	0 0.0%	2 8.7%	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%	0 0.0%	0 0.0%	4 22.2%
Mean	1.09 DO	1.40 d	1.65	2.67 AbkmN	2.00	2.00	1.75	1.00	1.83	1.00	1.44 d	1.50	1.45 d	1.20 D	2.22 A

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


**Topic 10: The Impact of Brexit on Marketing - UK**
**To what degree have you or do you intend to focus on your “Britishness” in your communications in response to Brexit?**

	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 46.7%	4 66.7%	13 72.2% e	9 50.0%	4 33.3% cf	17 70.8% e	8 72.7%	5 71.4%	4 33.3% d	14 63.6%	8 80.0% b	5 50.0%	9 75.0%	4 40.0%	14 63.6%
2=Minor	6 40.0% f	2 33.3%	3 16.7%	4 22.2%	4 33.3%	2 8.3% a	2 18.2%	2 28.6%	6 50.0% f	4 18.2%	1 10.0%	2 20.0%	1 8.3% b	2 20.0%	5 22.7%
3=Moderate	1 6.7%	0 0.0%	1 5.6%	3 16.7%	2 16.7%	5 20.8%	0 0.0%	0 0.0%	1 8.3%	2 9.1% g	1 10.0%	1 10.0%	1 8.3%	4 40.0% ch	2 9.1% g
4=Highly	1 6.7%	0 0.0%	1 5.6%	2 11.1%	2 16.7% f	0 0.0% e	1 9.1%	0 0.0%	1 8.3%	2 9.1%	0 0.0%	2 20.0%	1 8.3%	0 0.0%	1 4.5%
Mean	1.73	1.33	1.44	1.89	2.17	1.50	1.45	1.29	1.92	1.64	1.30	2.00	1.50	2.00	1.55

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




**Topic 10: The Impact of Brexit on Marketing - UK**
**Estimate, in terms of sales, what proportion of your sales currently stem from the UK, EU, versus the rest of world:**

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
	% UK	103 55.09 38.11	16 43.13 38.95	26 44.96 35.24	45 60.56 37.12	16 68.13 40.57	17 39.47 38.09	36 47.06 36.92
% Rest of the world	103 28.83 29.49	16 34.81 31.31	26 38.12 27.43 c	45 23.71 27.93 b	16 22.19 32.86	17 38.88 28.86 C	36 37.72 29.72 C	48 16.77 24.71 AB
% EU	103 16.08 16.78	16 22.06 17.74	26 16.92 11.03	45 15.73 18.77	16 9.69 16.78	17 21.65 14.07	36 15.22 12.92	48 14.54 20.03

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



**Topic 10: The Impact of Brexit on Marketing - UK**

**Estimate, in terms of sales, what proportion of your sales currently stem from the UK, EU, versus the rest of world:**

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	
% UK	10 74.00 36.80 ehiK	4 38.75 43.66	20 63.85 36.47 hk	4 36.25 42.70	2 10.00 14.14 ao	1 100.00 ---	5 54.00 46.29	3 9.33 6.03 acO	6 34.00 31.24 ao	1 100.00 ---	10 29.60 30.03 AcO	2 64.00 48.08	11 52.45 38.58	5 61.00 43.93	18 68.39 30.84 eHiK	
% Rest of the world	10 20.20 28.53 ek	4 42.50 30.96	20 21.75 29.78 ek	4 51.25 35.21 o	2 67.50 10.61 acO	1 0.00 ---	5 33.00 34.21	3 49.00 8.54 o	6 31.83 21.82	1 0.00 ---	10 47.90 23.76 acO	2 30.00 42.43	11 34.55 35.10	5 18.00 34.75	18 17.28 22.07 dEhK	
% EU	10 5.80 9.99 eHIK	4 18.75 13.15 h	20 14.40 15.85 Hi	4 12.50 10.41 Hi	2 22.50 3.54 aH	1 0.00 ---	5 13.00 13.04 hi	3 41.67 2.89 AbCDEgkL Mo	6 34.17 16.25 AcdgM	1 0.00 ---	10 22.50 10.34 Ah	2 6.00 5.66 H	11 13.00 11.62 HI	5 21.00 25.84	18 14.33 22.11 h	

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


**Topic 10: The Impact of Brexit on Marketing - UK**
**Estimate, in terms of sales, what proportion of your sales currently stem from the UK, EU, versus the rest of world:**

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 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
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
% UK	15 67.27 38.01 G	6 61.67 38.69	18 67.89 31.33 G	20 52.05 39.66	11 54.91 37.20	20 54.40 38.96 g	13 26.15 34.96 ACf	8 65.63 41.70	12 73.33 33.60 f	21 58.71 36.36	10 60.50 39.61	9 57.78 34.47	13 43.69 33.05 b	9 39.78 43.00	21 46.90 41.76
% Rest of the world	15 15.27 26.30 G	6 25.83 30.73	18 21.33 24.23 G	20 32.00 32.20	11 31.82 30.26	20 25.60 25.87 G	13 53.85 29.30 ACF	8 13.75 26.02	12 15.50 25.35 g	21 29.05 30.99	10 30.40 31.81	9 18.56 17.96	13 33.54 22.18	9 44.67 34.31 b	21 35.95 33.30
% EU	15 17.47 25.31	6 12.50 14.75	18 10.78 10.04 g	20 15.95 16.69	11 13.27 9.94	20 20.00 19.74 c	13 20.00 13.16	8 20.63 31.56	12 11.17 16.96	21 12.24 10.52 ef	10 9.10 10.42 f	9 23.67 19.90 c	13 22.77 14.96 cd	9 15.56 12.36	21 17.14 17.26

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


**Topic 10: The Impact of Brexit on Marketing - UK**
**Predict how your sales will be distributed across these same categories after Brexit:**

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
	% UK	101 53.88 38.10	16 41.25 38.02	26 45.65 35.60	44 59.20 37.48	15 66.00 41.07	17 37.12 37.65 C	36 47.50 37.08 c
% Rest of the world	101 30.32 29.50	16 35.75 30.52	26 38.04 27.39	44 26.05 28.57	15 23.67 33.46	17 40.24 27.71 C	36 38.25 30.20 C	46 18.59 25.18 AB
% EU	101 15.81 16.29	16 23.00 16.27 d	26 16.31 11.41	44 14.77 17.96	15 10.33 17.16 a	17 22.65 13.24 b	36 14.25 12.07 a	46 14.28 19.68

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



**Topic 10: The Impact of Brexit on Marketing - UK**

**Predict how your sales will be distributed across these same categories after Brexit:**

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
% UK	9 70.89 37.66 hk	4 38.75 43.66	19 61.79 37.35 h	4 36.25 42.70	2 12.50 10.61 o	1 100.00 ---	5 54.00 46.29	3 7.67 4.04 acO	6 32.33 27.72 o	1 100.00 ---	10 33.10 33.41 ao	2 64.00 48.08	11 49.73 38.92	5 61.00 43.93	18 67.11 31.38 eHik
% Rest of the world	9 22.44 29.30	4 41.25 31.19	19 25.11 31.05	4 50.00 34.88 o	2 12.50 10.61 O	1 0.00 ---	5 33.00 34.21	3 52.33 4.04 o	6 35.17 24.50	1 0.00 ---	10 46.90 24.21 O	2 30.00 42.43	11 36.18 34.93	5 16.00 30.29	18 19.06 22.68 dEhK
% EU	9 6.67 10.31 Ik	4 20.00 13.54	19 13.16 13.87 I	4 13.75 12.50 i	2 20.00 0.00	1 0.00 ---	5 13.00 13.04 i	3 40.00 0.00	6 32.50 11.73 ACdglM	1 0.00 ---	10 20.00 12.47 a	2 6.00 5.66 i	11 14.09 11.57 I	5 23.00 26.12	18 13.83 22.25

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


**Topic 10: The Impact of Brexit on Marketing - UK**
**Predict how your sales will be distributed across these same categories after Brexit:**

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 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
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
% UK	15 63.80 36.11 G	6 58.33 39.20 G	18 67.78 30.95 G	19 51.16 41.23 G	11 54.09 37.74 G	19 53.05 39.59 G	13 26.15 34.96 AC	8 63.75 40.95	12 69.00 33.07	21 57.90 36.72	10 62.10 39.48	7 48.57 35.91	13 43.77 32.96	9 39.22 43.39	21 47.86 42.30
% Rest of the world	15 17.27 24.36 G	6 27.50 31.26 G	18 21.83 23.64 G	19 35.05 33.15 G	11 32.45 30.67 G	19 27.47 26.96 g	13 53.85 29.30 ACf	8 15.63 26.65	12 19.25 25.28	21 28.95 30.65	10 29.60 31.70	7 28.86 21.51	13 34.62 23.60	9 44.44 34.37	21 35.71 33.44
% EU	15 18.93 24.98	6 14.17 14.97	18 10.39 10.27 g	19 13.84 14.65	11 13.45 10.72	19 19.47 19.00	13 20.00 13.16 c	8 20.63 31.45	12 11.75 16.36	21 13.19 10.96	10 8.30 10.25 f	7 22.57 17.64	13 21.62 13.47 d	9 16.33 12.93	21 16.43 17.44

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


**Topic 10: The Impact of Brexit on Marketing - UK**
**Overall, how will your company's sales be affected by Brexit (note direction and percentage of change using the scale below):**

	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
-70%	1 0.9%	0 0.0%	1 3.8%	0 0.0%	0 0.0%	0 0.0%	1 2.9%	0 0.0%
-40%	1 0.9%	0 0.0%	1 3.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.1%
-20%	4 3.8%	0 0.0%	2 7.7%	2 4.1%	0 0.0%	0 0.0%	0 0.0%	4 8.3%
-10%	26 24.5%	3 18.8%	3 11.5%	17 34.7%	3 21.4%	5 26.3%	10 28.6%	10 20.8%
0%	66 62.3%	11 68.8%	16 61.5%	28 57.1%	10 71.4%	13 68.4%	22 62.9%	28 58.3%
10%	4 3.8%	1 6.3%	2 7.7%	0 0.0%	1 7.1%	1 5.3%	0 0.0%	3 6.3%
20%	3 2.8%	1 6.3%	1 3.8%	1 2.0%	0 0.0%	0 0.0%	2 5.7%	1 2.1%
40%	1 0.9%	0 0.0%	0 0.0%	1 2.0%	0 0.0%	0 0.0%	0 0.0%	1 2.1%
Mean	-2.92	0.00	-5.38	-3.06	-1.43	-2.11	-3.71	-2.71

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



## Topic 10: The Impact of Brexit on Marketing - UK

**Overall, how will your company's sales be affected by Brexit (note direction and percentage of change using the scale below):**

	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
-70%	0 0.0% e	0 0.0%	0 0.0% E	0 0.0%	1 50.0% aCkmO	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% E
-40%	0 0.0%	0 0.0%	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 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-20%	1 10.0%	0 0.0%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%
-10%	0 0.0% eFgio	1 20.0%	4 17.4%	1 33.3%	1 50.0% a	1 100.0% Am	2 50.0% a	1 33.3%	3 50.0% a	0 0.0%	2 20.0%	0 0.0%	1 9.1% f	1 20.0%	8 42.1% a
0%	8 80.0% i	4 80.0%	17 73.9% ei	2 66.7%	0 0.0% cm	0 0.0%	2 50.0%	2 66.7%	1 16.7% acm	1 100.0%	5 50.0%	2 100.0%	9 81.8% ei	3 60.0%	9 47.4%
10%	1 10.0%	0 0.0%	0 0.0% n	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	1 20.0% c	0 0.0%
20%	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 16.7%	0 0.0%	1 10.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%
40%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%
Mean	-1.00 E	-2.00	-3.48 E	-3.33	-40.00 ACKMO	-10.00	-5.00	-3.33	0.00	0.00	-3.00 e	0.00	0.91 E	0.00	-3.16 E

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




**Topic 10: The Impact of Brexit on Marketing - UK**
**Overall, how will your company's sales be affected by Brexit (note direction and percentage of change using the scale below):**

	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
-70%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-40%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%
-20%	1 6.7%	0 0.0%	0 0.0%	3 16.7%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	1 4.8%	1 10.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%
-10%	6 40.0%	0 0.0%	6 33.3%	4 22.2%	3 25.0%	4 17.4%	3 23.1%	2 25.0%	5 41.7%	3 14.3%	1 10.0%	6 66.7%	1 8.3%	2 22.2%	6 24.0%
0%	6 40.0%	5 83.3%	11 61.1%	9 50.0%	9 75.0%	18 78.3%	7 53.8%	4 50.0%	6 50.0%	14 66.7%	8 80.0%	2 22.2%	10 83.3%	7 77.8%	15 60.0%
10%	1 6.7%	1 16.7%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	3 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%
20%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	2 8.0%
40%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	-9.33	1.67	-2.78	-2.22	-2.50	-3.48	1.54	-13.75 c	-0.83	-0.95 aE	-3.00	-8.89 CFg	0.83 E	-2.22 e	-2.00

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



## Topic 10: The Impact of Brexit on Marketing - UK

**Overall, how will your company's sales be affected by Brexit (note direction and percentage of change using the scale below):**

	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
-70%	0 0.0% e	0 0.0%	0 0.0% E	0 0.0%	1 50.0% aCkmO	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% e	0 0.0%	0 0.0% E
-40%	0 0.0%	0 0.0%	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 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-20%	1 10.0%	0 0.0%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%
-10%	0 0.0% eFgio	1 20.0%	4 17.4%	1 33.3%	1 50.0% a	1 100.0% Am	2 50.0% a	1 33.3%	3 50.0% a	0 0.0%	2 20.0%	0 0.0%	1 9.1% f	1 20.0%	8 42.1% a
0%	8 80.0% i	4 80.0%	17 73.9% ei	2 66.7%	0 0.0% cm	0 0.0%	2 50.0%	2 66.7%	1 16.7% acm	1 100.0%	5 50.0%	2 100.0%	9 81.8% ei	3 60.0%	9 47.4%
10%	1 10.0%	0 0.0%	0 0.0% n	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	1 20.0% c	0 0.0%
20%	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 16.7%	0 0.0%	1 10.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%
40%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%
Mean	-1.00 E	-2.00	-3.48 E	-3.33	-40.00 ACKMO	-10.00	-5.00	-3.33	0.00	0.00	-3.00 e	0.00	0.91 E	0.00	-3.16 E

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


**Topic 10: The Impact of Brexit on Marketing - UK**
**Overall, how will your company's sales be affected by Brexit (note direction and percentage of change using the scale below):**

	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
-70%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-40%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%
-20%	1 6.7%	0 0.0%	0 0.0%	3 16.7%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	1 4.8%	1 10.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%
-10%	6 40.0%	0 0.0%	6 33.3%	4 22.2%	3 25.0%	4 17.4%	3 23.1%	2 25.0%	5 41.7%	3 14.3%	1 10.0%	6 66.7%	1 8.3%	2 22.2%	6 24.0%
0%	6 40.0%	5 83.3%	11 61.1%	9 50.0%	9 75.0%	18 78.3%	7 53.8%	4 50.0%	6 50.0%	14 66.7%	8 80.0%	2 22.2%	10 83.3%	7 77.8%	15 60.0%
10%	1 6.7%	1 16.7%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	3 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%
20%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	2 8.0%
40%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	-9.33	1.67	-2.78	-2.22	-2.50	-3.48	1.54	-13.75 c	-0.83	-0.95 aE	-3.00	-8.89 CFg	0.83 E	-2.22 e	-2.00

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