

The **CMO** Survey[®]



Managing Brand, Growth, and Metrics

Firm and Industry Breakout Report
March 2023

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AMERICAN MARKETING
ASSOCIATION

Leadership, Spending, and Metrics

Marketing's role has expanded over the last three years. While brand, advertising, and digital marketing are the function's top three responsibilities, marketing has also deepened its responsibilities in key strategic areas such as marketing analytics, revenue growth, innovation, and market entry.

Marketing budget as a percentage of company budget dropped to 12.3%, near pre-Covid levels. However, marketing budget as a percent of company revenues rose to 10.9%. Yearly growth in marketing spending slowed a notable 72% from a 10.4% increase in the last survey to just 2.9% growth over the last 12 months in this survey. While digital marketing spending also slowed, the decrease is less dramatic (45% change from 15.0% increase in marketing spending in the past survey to an 8.2% increase in this survey). On average, companies spend 53.8% of marketing budgets on digital marketing.

Marketers use an array of metrics, with a set of tactical and short-term metrics measured most consistently, including sales revenues, digital/web/mobile performance, content engagement, and lead generation. Key strategic and longer-term metrics, such as brand equity value, customer insight usage, brand differentiation/ willingness to pay a premium, and customer lifetime value are, on the other hand, among the least likely to be measured. Compared to two years ago, there is an increase in the use of these key strategic metrics, whereas more tactical-short term metrics show flat or weakened use. The most notable jump is a 111% increase in measurement of "brand differentiation, customer willingness to pay premium" from 4.6% in 2021 to 9.7% in this survey. However, this is still among one of the least in-use metrics in marketers' tool kits.

Managing Growth

Marketers overwhelmingly think that "having the right talent" contributes most to future organic revenue growth, with "having the right operating model" as the second most important. "Having the right technology" jumped in importance to revenue growth from 9.0% in February 2020 to 13.5% in this survey.

When pursuing growth, marketers agree that the following behaviors help: (1) Connect growth opportunities to the company position and strategy; (2) Use an integrated marketing team in which digital and nondigital work together; and (3) Offer a strong interpretation of customer insights important to the growth opportunity. In terms of areas of improvement, marketers report to be less likely to: (1) Examine other industries for actions that might inspire company growth opportunities; (2) Identify how to move the business from core strengths into adjacent digital opportunities; and (3) Use an integrated marketing team in which marketing and finance experts work together.

In terms of spending on specific growth strategies in the past 12 months, the highest percentage of spending was allocated towards low-risk market penetration strategies (57.7%), followed by 19.6% offering development, 16.3% market development, and 6.5% diversification. The exception was B2C Service companies, which increased spending on market development by 111.6% from 7.9% to 16.7% of budgets. Organic growth is projected to continue to dominate growth strategies over the next year with 71% of companies using this approach relative to partnerships (12.5%), acquisitions (11.8%), and licensing (4.7%).

Managing Brands

The majority of companies maintain a single corporate brand (51.0%) versus having a set of brands (26.3%) or a mix of both types of brands (22.7%). The majority of companies surveyed report having a "premium" brand (54.9%) relative to "standard" (19.0%), "super premium" (12.6%), "luxury" (9.1%), and "value" brands (4.3%). While most brands offer a broad range of products and services (4.5 on a 7-point scale of range) and stretch across multiple customer segments (4.5), it is far less common for brands to stretch across different price-quality tiers (3.6).

While firms spend an average of 40% of overall budget on long-term brand building and 60% on short-term performance, most firms report they would ideally spend around 50% on each category. Marketers report brand management and development capabilities are important to their company's success, but that current effectiveness levels lag.

Building a brand is not the sole responsibility of the marketing department. While marketing is reported to work best with sales/distribution (5.4 on a 7-point scale), it works least well building brand with human resources (3.5) and finance (3.6). Companies are most likely to embrace ideas that connect brands to strong customer-focused purposes (5.9 on a 7-point scale), view brands as a key intangible asset owned by the company (5.6), view the CEO and senior leaders as brand representatives (5.5), and continually invest in maintaining the brand's unique position in the marketplace (4.6).

Managing Brand, Growth, and Metrics

The 30th Edition of The CMO Survey, March 2023

Survey Sample

2747 marketing leaders at U.S. for-profit companies; 314 responded for a 11.4*% response rate—97% of respondents are VP-level or above.

Survey Administration

The survey was in field from January 10-February 1, 2023. It was administered via email with follow-up reminders.

Survey Reports

- [Topline Report](#) offers an aggregate view of survey results.
- [Highlights and Insights Report](#) shares key survey metrics, trends, and insights over time.
- [Firm and Industry Breakout Report](#) offers survey results by sectors, headcount, 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 organizations and society.

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

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

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Topic 1: Macroeconomic Forecasts

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

N=296	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
3=More	89 30.1%	33 32.0%	20 24.7%	20 28.6%	14 35.0%	27 27.6%	26 30.6%	18 31.0%	10 31.3%	7 41.2%
2=No Change	86 29.1%	26 25.2%	29 35.8%	24 34.3%	7 17.5%	31 31.6%	27 31.8%	15 25.9%	8 25.0%	4 23.5%
			d		b					
1=Less	121 40.9%	44 42.7%	32 39.5%	26 37.1%	19 47.5%	40 40.8%	32 37.6%	25 43.1%	14 43.8%	6 35.3%
Mean	1.89	1.89	1.85	1.91	1.88	1.87	1.93	1.88	1.88	2.06

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

Topic 1: Macroeconomic Forecasts

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

N=296

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
3=More	9 39.1%	2 18.2%	10 29.4%	4 50.0%	2 25.0%	3 37.5%	6 33.3%	3 37.5%	10 27.0%	2 40.0%	10 29.4%	0 0.0%	17 39.5%	3 13.6%	7 25.0%
2=No Change	4 17.4%	2 18.2%	11 32.4%	1 12.5%	2 25.0%	4 50.0%	3 16.7%	1 12.5%	7 18.9%	1 20.0%	13 38.2%	3 37.5%	14 32.6%	9 40.9%	11 39.3%
1=Less	10 43.5%	7 63.6%	13 38.2%	3 37.5%	4 50.0%	1 12.5%	9 50.0%	4 50.0%	20 54.1%	2 40.0%	11 32.4%	5 62.5%	12 27.9%	10 45.5%	10 35.7%
Mean	1.96	1.55	1.91	2.13	1.75	2.25	1.83	1.88	1.73	2.00	1.97	1.38	2.12	1.68	1.89

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

Topic 1: Macroeconomic Forecasts

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

N=296

	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	14 32.6%	10 33.3%	17 40.5% dg	10 20.8% c	10 43.5% g	21 28.8%	6 18.2% ce	16 34.0%	12 46.2% g	16 25.4%	6 33.3%	12 30.0%	9 42.9%	4 16.0% b	14 25.5%
2=No Change	13 30.2%	4 13.3% e	12 28.6%	14 29.2%	10 43.5% b	22 30.1%	10 30.3%	14 29.8%	3 11.5% G	20 31.7%	6 33.3%	10 25.0%	4 19.0% g	12 48.0% Bf	16 29.1%
1=Less	16 37.2% e	16 53.3% E	13 31.0%	24 50.0% E	3 13.0% aBDfG	30 41.1% e	17 51.5% E	17 36.2%	11 42.3%	27 42.9%	6 33.3%	18 45.0%	8 38.1%	9 36.0%	25 45.5%
Mean	1.95	1.80 e	2.10 dg	1.71 cE	2.30 bDfG	1.88 e	1.67 cE	1.98	2.04	1.83	2.00	1.85	2.05	1.80	1.80

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Topic 1: Macroeconomic Forecasts

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

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Optimism	294	103	80	69	40	98	85	57	32	17
rating	58.31	57.89	59.76	57.27	57.81	60.37	54.26	61.16	57.70	58.38
	18.46	18.33	18.73	17.32	20.55	18.88	17.67	17.40	18.06	21.75
						b	ac	b		

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Topic 1: Macroeconomic Forecasts

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance 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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Optimism	23	11	34	7	8	8	18	8	37	5	34	8	43	21	28
rating	50.92	55.24	54.07	57.86	58.13	65.13	56.56	60.00	57.33	60.00	60.98	60.25	61.80	59.57	59.90
	16.05	26.14	19.26	18.90	18.31	15.86	22.15	12.82	20.51	16.96	18.32	13.80	17.40	17.14	17.69
	fk					a					a		a		

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Topic 1: Macroeconomic Forecasts

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

Number	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	43	30	42	48	23	72	32	47	26	63	18	39	21	25	54
SD	58.44	61.61	60.55	56.21	62.83	56.42	54.48	59.71	60.41	58.70	66.17	55.08	56.52	59.77	55.14
Optimism rating	19.61	19.31	16.89	19.43	17.08	18.11	18.83	17.65	19.51	18.08	16.92	21.53	13.72	16.95	19.47

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Topic 1: Macroeconomic Forecasts

Are current inflationary pressures impacting marketing spending levels in your company?

N=296

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Yes, inflationary pressures are increasing marketing spending levels	49 16.6%	13 12.6% C	11 13.6% c	20 28.6% Ab	5 12.5%	9 9.2% cD	11 12.9% d	13 22.4% a	10 31.3% Ab	4 23.5%
Yes, inflationary pressures are decreasing marketing spending levels	154 52.0%	60 58.3%	41 50.6%	31 44.3%	20 50.0%	58 59.2% de	51 60.0% de	26 44.8%	12 37.5% ab	5 29.4% ab
No	93 31.4%	30 29.1%	29 35.8%	19 27.1%	15 37.5%	31 31.6%	23 27.1%	19 32.8%	10 31.3%	8 47.1%

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	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes, inflationary pressures are increasing marketing spending levels	4 17.4%	1 9.1%	10 29.4% M	3 37.5% M	0 0.0%	2 25.0%	2 11.1%	2 25.0%	6 16.2%	0 0.0%	4 11.8%	0 0.0%	2 4.7% CDO	4 18.2%	8 28.6% M
Yes, inflationary pressures are decreasing marketing spending levels	17 73.9% bcejKo	4 36.4% ag	16 47.1% ag	4 50.0%	2 25.0% agi	3 37.5%	14 77.8% bcejKo	3 37.5%	25 67.6% ejK	1 20.0% agi	12 35.3% AGIm	4 50.0%	26 60.5% k	11 50.0%	12 42.9% ag
No	2 8.7% BEJKlm	6 54.5% Agi	8 23.5% Ejk	1 12.5% ejk	6 75.0% ACdGImno	3 37.5%	2 11.1% bEJKI	3 37.5%	6 16.2% bEJKI	4 80.0% AcdGIo	18 52.9% AcdGI	4 50.0% agi	15 34.9% ae	7 31.8% e	8 28.6% ej

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Topic 1: Macroeconomic Forecasts

Are current inflationary pressures impacting marketing spending levels in your company?

N=296

	Sales Revenue						Number of Employees								
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Yes, inflationary pressures are increasing marketing spending levels	8 18.6%	3 10.0%	8 19.0%	9 18.8%	1 4.3%	11 15.1%	8 24.2%	12 25.5%	4 15.4%	10 15.9%	2 11.1%	3 7.5%	4 19.0%	5 20.0%	9 16.4%
								e				a			
Yes, inflationary pressures are decreasing marketing spending levels	22 51.2%	13 43.3%	17 40.5%	25 52.1%	11 47.8%	43 58.9%	20 60.6%	21 44.7%	13 50.0%	29 46.0%	9 50.0%	22 55.0%	9 42.9%	15 60.0%	36 65.5%
								h		h					ac
No	13 30.2%	14 46.7%	17 40.5%	14 29.2%	11 47.8%	19 26.0%	5 15.2%	14 29.8%	9 34.6%	24 38.1%	7 38.9%	15 37.5%	8 38.1%	5 20.0%	10 18.2%
		fG	g		g	b	Bce			h		h			ce

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

Topic 2: Customer Behavior and Channels

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

Low price

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1=1st Priority	55 18.9%	16 15.5%	11 13.4%	22 32.4%	6 16.7%	9 9.2%	21 25.3%	16 28.6%	6 19.4%	2 11.8%
		c	C	aB		BC	A	A		
2=2nd Priority	39 13.4%	15 14.6%	11 13.4%	12 17.6%	1 2.8%	13 13.3%	6 7.2%	11 19.6%	4 12.9%	2 11.8%
				d	c		c	b		
3=3rd Priority	55 18.9%	20 19.4%	12 14.6%	14 20.6%	9 25.0%	16 16.3%	16 19.3%	12 21.4%	7 22.6%	4 23.5%
Mean	2.00	2.08	2.03	1.83	2.19	2.18	1.88	1.90	2.06	2.25

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

Topic 2: Customer Behavior and Channels

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

Low price

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	4 17.4%	3 25.0%	9 27.3%	1 14.3%	2 25.0%	2 25.0%	2 11.1%	0 0.0%	6 16.2%	0 0.0%	3 9.4%	0 0.0%	7 16.3%	6 27.3%	10 35.7%
2=2nd Priority	0 0.0%	1 8.3%	8 24.2%	1 14.3%	0 0.0%	1 12.5%	1 5.6%	3 42.9%	7 18.9%	0 0.0%	5 15.6%	1 14.3%	4 9.3%	3 13.6%	4 14.3%
3=3rd Priority	4 17.4%	3 25.0%	7 21.2%	2 28.6%	0 0.0%	1 12.5%	5 27.8%	3 42.9%	5 13.5%	2 40.0%	5 15.6%	0 0.0%	8 18.6%	3 13.6%	6 21.4%
Mean	2.00	2.00	1.92	2.25	1.00	1.75	2.38	2.50	1.94	3.00	2.15	2.00	2.05	1.75	1.80

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

Topic 2: Customer Behavior and Channels

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

Low price

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=1st Priority	4 9.8% f	3 10.0% f	4 10.0% f	8 16.7%	5 21.7%	21 29.2% abc	9 27.3%	4 8.9% Fh	4 15.4%	10 16.7% f	3 16.7%	4 10.0% Fh	9 40.9% AcE	5 20.0%	16 29.6% ae
2=2nd Priority	5 12.2%	2 6.7%	5 12.5%	7 14.6%	4 17.4%	9 12.5%	6 18.2%	5 11.1%	1 3.8%	8 13.3%	3 16.7%	8 20.0%	1 4.5%	3 12.0%	10 18.5%
3=3rd Priority	10 24.4%	7 23.3%	7 17.5%	11 22.9%	4 17.4%	12 16.7%	3 9.1%	14 31.1% h	7 26.9%	9 15.0%	4 22.2%	7 17.5%	3 13.6%	4 16.0%	7 13.0% a
Mean	2.32 fg	2.33 g	2.19	2.12	1.92	1.79 a	1.67 ab	2.43 cFH	2.25	1.96 a	2.10	2.16 f	1.54 Ae	1.92	1.73 A

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

Topic 2: Customer Behavior and Channels

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

Superior product quality

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
	1=1st Priority	94 32.3%	39 37.9% d	20 24.4% c	28 41.2% bd	6 16.7% ac	27 27.6%	28 33.7%	16 28.6%	11 35.5%
2=2nd Priority	58 19.9%	24 23.3%	13 15.9%	13 19.1%	7 19.4%	20 20.4%	19 22.9%	10 17.9%	7 22.6%	1 5.9%
3=3rd Priority	37 12.7%	11 10.7%	12 14.6%	11 16.2%	3 8.3%	16 16.3%	13 15.7%	6 10.7%	2 6.5%	0 0.0%
Mean	1.70	1.62	1.82	1.67	1.81	1.83 e	1.75 e	1.69 e	1.55	1.11 abc

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

Topic 2: Customer Behavior and Channels

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

Superior product quality

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	2 8.7% CHIkmo	3 25.0%	18 54.5% AgN	2 28.6%	2 25.0%	2 25.0%	4 22.2% ch	5 71.4% AgN	16 43.2% AN	1 20.0%	12 37.5% aN	2 28.6%	14 32.6% an	1 4.5% CHIKmo	10 35.7% an
2=2nd Priority	3 13.0% gJ	2 16.7% j	4 12.1% gJ	2 28.6%	3 37.5%	0 0.0% gj	8 44.4% acfiK	2 28.6%	6 16.2% gJ	4 80.0% AbCfIKMn O	3 9.4% GJ	2 28.6%	9 20.9% J	5 22.7% j	5 17.9% J
3=3rd Priority	4 17.4%	1 8.3%	6 18.2%	0 0.0%	0 0.0%	2 25.0% g	0 0.0% fL	0 0.0%	6 16.2%	0 0.0%	4 12.5%	3 42.9% Gm	4 9.3% l	4 18.2%	3 10.7%
Mean	2.22 ch	1.67	1.57 an	1.50	1.60	2.00	1.67 n	1.29 alN	1.64 n	1.80	1.58 n	2.14 h	1.63 n	2.30 cgHikmo	1.61 n
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01											

Topic 2: Customer Behavior and Channels

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

Superior product quality

	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	22 53.7% bdF	8 26.7% a	13 32.5%	13 27.1% a	8 34.8%	17 23.6% A	12 36.4%	26 57.8% BCdfGH	6 23.1% A	15 25.0% Ae	5 27.8% a	18 45.0% cg	6 27.3% a	4 16.0% Ae	14 25.9% A
2=2nd Priority	6 14.6%	9 30.0%	7 17.5%	11 22.9%	3 13.0%	14 19.4%	6 18.2%	8 17.8%	9 34.6% c	9 15.0% b	2 11.1%	8 20.0%	5 22.7%	4 16.0%	12 22.2%
3=3rd Priority	1 2.4% Cdf	3 10.0%	10 25.0% Ag	7 14.6% a	2 8.7%	13 18.1% ag	1 3.0% cf	1 2.2% Cfg	2 7.7%	14 23.3% Ah	2 11.1%	5 12.5%	4 18.2% a	4 16.0% a	5 9.3% c
Mean	1.28 bCDF	1.75 a	1.90 Ag	1.81 A	1.54	1.91 Ag	1.42 cf	1.29 BCFGH	1.76 A	1.97 A	1.67	1.58	1.87 A	2.00 A	1.71 A

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

Topic 2: Customer Behavior and Channels

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

Superior innovation

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1=1st Priority	16 5.5%	8 7.8%	4 4.9%	3 4.4%	1 2.8%	4 4.1% d	4 4.8% d	2 3.6% d	5 16.1% abc	0 0.0%
2=2nd Priority	30 10.3%	9 8.7% c	5 6.1% C	15 22.1% aBd	1 2.8% c	12 12.2%	9 10.8%	7 12.5%	2 6.5%	0 0.0%
3=3rd Priority	17 5.8%	9 8.7%	5 6.1%	2 2.9%	1 2.8%	4 4.1% e	3 3.6% e	5 8.9%	2 6.5%	3 17.6% ab
Mean	2.02	2.04	2.07	1.95	2.00	2.00	1.94	2.21	1.67	3.00
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01						

Topic 2: Customer Behavior and Channels

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

Superior innovation

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	3 13.0% k	1 8.3%	1 3.0%	0 0.0%	1 12.5% k	0 0.0%	1 5.6%	1 14.3% k	3 8.1%	0 0.0%	0 0.0% aehm	0 0.0%	5 11.6% k	0 0.0%	0 0.0%
2=2nd Priority	1 4.3% c	0 0.0% c	10 30.3% abgKNO	0 0.0%	0 0.0%	1 12.5%	1 5.6% c	1 14.3%	6 16.2%	0 0.0%	1 3.1% Cm	0 0.0%	8 18.6% kn	0 0.0% Cm	1 3.6% C
3=3rd Priority	0 0.0% bi	3 25.0% acknO	1 3.0% b	1 14.3%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	6 16.2% ao	0 0.0%	1 3.1% b	0 0.0%	4 9.3%	0 0.0% b	0 0.0% Bi
Mean	1.25 ci	2.50	2.00 a	3.00	1.00	2.00	2.00	1.50	2.20 a	---	2.50	---	1.94	---	2.00

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

Topic 2: Customer Behavior and Channels

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

Superior innovation

	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 7.3%	1 3.3%	1 2.5%	5 10.4%	0 0.0%	3 4.2%	3 9.1%	3 6.7%	0 0.0%	4 6.7%	1 5.6%	3 7.5%	0 0.0%	1 4.0%	4 7.4%
2=2nd Priority	1 2.4% C	2 6.7%	9 22.5% A	4 8.3%	2 8.7%	9 12.5%	3 9.1%	2 4.4%	4 15.4% g	10 16.7% g	1 5.6%	3 7.5%	4 18.2% g	0 0.0% bcf	6 11.1%
3=3rd Priority	3 7.3%	1 3.3%	5 12.5%	1 2.1%	0 0.0%	5 6.9%	2 6.1%	2 4.4%	2 7.7%	4 6.7%	0 0.0%	4 10.0%	2 9.1%	2 8.0%	1 1.9%
Mean	2.00	2.00	2.27 d	1.60 c	2.00	2.12	1.88	1.86	2.33	2.00	1.50	2.10	2.33	2.33	1.73

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

Topic 2: Customer Behavior and Channels

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

Excellent service

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1=1st Priority	40 13.7%	9 8.7% B	25 30.5% ACD	3 4.4% B	2 5.6% B	16 16.3%	12 14.5%	10 17.9%	1 3.2%	1 5.9%
2=2nd Priority	65 22.3%	25 24.3%	21 25.6%	9 13.2%	9 25.0%	25 25.5%	21 25.3%	8 14.3%	5 16.1%	6 35.3%
3=3rd Priority	58 19.9%	27 26.2% b	10 12.2% ad	11 16.2%	10 27.8% b	20 20.4%	17 20.5%	9 16.1%	5 16.1%	4 23.5%
Mean	2.11	2.30 B	1.73 ACD	2.35 B	2.38 B	2.07	2.10	1.96	2.36	2.27

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

Topic 2: Customer Behavior and Channels

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

Excellent service

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	3 13.0%	3 25.0%	3 9.1%	1 14.3%	0 0.0%	1 12.5%	3 16.7%	0 0.0%	5 13.5%	1 20.0%	6 18.8%	1 14.3%	4 9.3%	8 36.4%	1 3.6%
2=2nd Priority	7 30.4%	4 33.3%	4 12.1%	2 28.6%	2 25.0%	0 0.0%	4 22.2%	0 0.0%	10 27.0%	1 20.0%	9 28.1%	1 14.3%	7 16.3%	7 31.8%	7 25.0%
3=3rd Priority	4 17.4%	0 0.0%	5 15.2%	2 28.6%	2 25.0%	1 12.5%	4 22.2%	3 42.9%	5 13.5%	2 40.0%	7 21.9%	2 28.6%	13 30.2%	4 18.2%	4 14.3%
Mean	2.07	1.57 emo	2.17	2.20	2.50 b	2.00	2.09	3.00	2.00	2.25	2.05	2.25	2.38 bn	1.79 m	2.25 b

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

Topic 2: Customer Behavior and Channels

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

Excellent service

	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 7.3%	4 13.3%	6 15.0%	7 14.6%	4 17.4%	13 18.1%	2 6.1%	3 6.7%	5 19.2%	10 16.7%	3 16.7%	5 12.5%	1 4.5%	6 24.0%	7 13.0%
2=2nd Priority	11 26.8%	6 20.0%	6 15.0%	14 29.2%	8 34.8%	13 18.1%	7 21.2%	11 24.4%	5 19.2%	10 16.7%	7 38.9%	11 27.5%	6 27.3%	4 16.0%	11 20.4%
3=3rd Priority	8 19.5%	3 10.0%	10 25.0%	8 16.7%	6 26.1%	15 20.8%	8 24.2%	6 13.3%	4 15.4%	15 25.0%	3 16.7%	11 27.5%	2 9.1%	4 16.0%	12 22.2%
Mean	2.23	1.92	2.18	2.03	2.11	2.05	2.35	2.15	1.93	2.14	2.00	2.22	2.11	1.86	2.17
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01											

Topic 2: Customer Behavior and Channels

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

Trusting relationship

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B	B2B	B2C	B2C	0%	1-10%	11-49%	50-99%	100%
		Product	Services	Product	Services	A	B	C	D	E
	A	B	C	D	A	B	C	D	E	
1=1st Priority	45 15.5%	16 15.5%	13 15.9%	6 8.8%	10 27.8%	26 26.5%	9 10.8%	4 7.1%	3 9.7%	3 17.6%
				d	c	BC	A	A		
2=2nd Priority	49 16.8%	15 14.6%	24 29.3%	4 5.9%	6 16.7%	16 16.3%	16 19.3%	10 17.9%	3 9.7%	3 17.6%
		b	aC	B						
3=3rd Priority	49 16.8%	13 12.6%	17 20.7%	13 19.1%	5 13.9%	19 19.4%	9 10.8%	12 21.4%	4 12.9%	4 23.5%
Mean	2.03	1.93	2.07	2.30 d	1.76 c	1.89 c	2.00	2.31 a	2.10	2.10

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

Topic 2: Customer Behavior and Channels

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

Trusting relationship

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	7 30.4% Cm	2 16.7%	1 3.0% AgJkl	0 0.0% j	1 12.5%	1 12.5%	4 22.2% c	1 14.3%	4 10.8% J	3 60.0% CdIMo	7 21.9% c	2 28.6% c	4 9.3% aJ	4 18.2%	3 10.7% j
2=2nd Priority	8 34.8% ciMo	3 25.0% m	4 12.1% ak	0 0.0%	2 25.0%	2 25.0%	2 11.1%	1 14.3%	4 10.8% akl	0 0.0%	11 34.4% ciMo	3 42.9% iMo	2 4.7% AbKLn	5 22.7% m	2 7.1% akl
3=3rd Priority	6 26.1%	2 16.7%	4 12.1%	1 14.3%	2 25.0%	0 0.0%	2 11.1%	0 0.0%	5 13.5%	0 0.0%	6 18.8%	1 14.3%	10 23.3%	4 18.2%	6 21.4%
Mean	1.95	2.00	2.33	3.00	2.20	1.67	1.75	1.50	2.08	1.00	1.96	1.83	2.38	2.00	2.27

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

Topic 2: Customer Behavior and Channels

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

Trusting relationship

	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	5 12.2%	5 16.7%	8 20.0%	10 20.8%	3 13.0%	9 12.5%	4 12.1%	6 13.3%	3 11.5%	10 16.7%	6 33.3%	6 15.0%	3 13.6%	3 12.0%	7 13.0%
2=2nd Priority	13 31.7% df	6 20.0%	6 15.0%	5 10.4% a	3 13.0%	11 15.3% a	5 15.2%	13 28.9%	3 11.5%	10 16.7%	3 16.7%	5 12.5%	2 9.1%	6 24.0%	7 13.0%
3=3rd Priority	6 14.6%	10 33.3% cFg	4 10.0% b	11 22.9%	5 21.7%	8 11.1% B	4 12.1% b	7 15.6%	9 34.6% ch	9 15.0% b	4 22.2%	6 15.0%	4 18.2%	3 12.0%	7 13.0% b
Mean	2.04	2.24	1.78	2.04	2.18	1.96	2.00	2.04	2.40	1.97	1.85	2.00	2.11	2.00	2.00
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01											

Topic 2: Customer Behavior and Channels

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

Customer experience

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1=1st Priority	36 12.4%	13 12.6% d	9 11.0% d	4 5.9% D	10 27.8% abC	15 15.3%	9 10.8%	6 10.7%	4 12.9%	2 11.8%
2=2nd Priority	44 15.1%	11 10.7% cD	7 8.5% cD	15 22.1% ab	11 30.6% AB	11 11.2% de	10 12.0%	9 16.1%	8 25.8% a	5 29.4% a
3=3rd Priority	53 18.2%	13 12.6% b	20 24.4% a	13 19.1%	6 16.7%	17 17.3%	16 19.3%	10 17.9%	8 25.8%	1 5.9%
Mean	2.13	2.00	2.31 d	2.28 d	1.85 bc	2.05	2.20	2.16	2.20	1.88

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

Topic 2: Customer Behavior and Channels

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

Customer experience

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	4 17.4%	0 0.0% d	1 3.0% Dglm	3 42.9% bCin	0 0.0%	1 12.5%	4 22.2% c	0 0.0%	3 8.1% d	0 0.0%	4 12.5%	2 28.6% c	9 20.9% c	2 9.1% d	3 10.7%
2=2nd Priority	4 17.4%	1 8.3% f	3 9.1% Fo	2 28.6%	1 12.5%	4 50.0% bCghIKln	1 5.6% fo	0 0.0% f	3 8.1% Fmo	0 0.0%	2 6.3% Fmo	0 0.0% f	11 25.6% ik	2 9.1% f	9 32.1% cgik
3=3rd Priority	3 13.0% e	1 8.3% e	5 15.2% e	0 0.0% e	4 50.0% abcdfhiM	0 0.0% e	5 27.8% m	0 0.0% e	6 16.2% e	1 20.0%	9 28.1% m	1 14.3%	3 7.0% EgknO	6 27.3% m	9 32.1% M
Mean	1.91 e	2.50	2.44 dm	1.40 cEkno	2.80 aDFM	1.80 E	2.10	---	2.25	3.00	2.33 dm	1.67	1.74 cEkno	2.40 dm	2.29 dm

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

Topic 2: Customer Behavior and Channels

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

Customer experience

	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	4 9.8%	6 20.0%	7 17.5%	5 10.4%	3 13.0%	9 12.5%	2 6.1%	2 4.4% bg	6 23.1% ad	10 16.7%	0 0.0% bg	4 10.0%	3 13.6%	6 24.0% ad	5 9.3%
2=2nd Priority	4 9.8%	4 13.3%	7 17.5%	5 10.4%	2 8.7%	16 22.2%	5 15.2%	5 11.1% g	3 11.5%	12 20.0%	1 5.6% g	4 10.0% g	4 18.2%	8 32.0% adeh	7 13.0% g
3=3rd Priority	11 26.8%	4 13.3%	4 10.0%	9 18.8%	4 17.4%	14 19.4%	6 18.2%	12 26.7% bc	1 3.8% adh	6 10.0% ah	5 27.8% b	6 15.0%	5 22.7%	5 20.0%	13 24.1% bc
Mean	2.37	1.86	1.83	2.21	2.11	2.13	2.31	2.53 BCg	1.50 ADH	1.86 ADh	2.83 BCg	2.14	2.17	1.95 ad	2.32 Bc

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

Topic 2: Customer Behavior and Channels

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

Creating a positive impact on the world

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1=1st Priority	5 1.7%	2 1.9%	0 0.0%	2 2.9%	1 2.8%	1 1.0%	0 0.0%	2 3.6%	1 3.2%	1 5.9%
							e			b
2=2nd Priority	6 2.1%	4 3.9%	1 1.2%	0 0.0%	1 2.8%	1 1.0%	2 2.4%	1 1.8%	2 6.5%	0 0.0%
3=3rd Priority	22 7.6%	10 9.7%	6 7.3%	4 5.9%	2 5.6%	6 6.1%	9 10.8%	2 3.6%	3 9.7%	1 5.9%
Mean	2.52	2.50	2.86	2.33	2.25	2.63	2.82 c	2.00 b	2.33	2.00

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

Topic 2: Customer Behavior and Channels

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

Creating a positive impact on the world

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	0 0.0% e	0 0.0%	0 0.0% Ef	0 0.0%	2 25.0% aCgIKM	1 12.5% cikm	0 0.0% e	0 0.0%	0 0.0% Ef	0 0.0%	0 0.0% Ef	0 0.0%	0 0.0% Ef	1 4.5%	1 3.6%
2=2nd Priority	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	1 2.7%	0 0.0%	1 3.1%	0 0.0%	2 4.7%	0 0.0%	0 0.0%
3=3rd Priority	2 8.7% f	2 16.7% ko	5 15.2% fkmo	1 14.3% k	0 0.0% f	4 50.0% acegiKIMN O	1 5.6% f	1 14.3% k	4 10.8% f	0 0.0%	0 0.0% bcdFh	0 0.0% f	1 2.3% cF	1 4.5% F	0 0.0% bcF
Mean	3.00	2.67	3.00	3.00	1.00	2.60	2.50	3.00	2.80	---	2.00	---	2.33	2.00	1.00

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

Topic 2: Customer Behavior and Channels

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

Creating a positive impact on the world

	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	0 0.0% b	3 10.0% adF	1 2.5%	0 0.0% b	0 0.0%	0 0.0% B	1 3.0%	1 2.2%	2 7.7%	1 1.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.9%
2=2nd Priority	1 2.4%	1 3.3%	0 0.0%	2 4.2%	1 4.3%	0 0.0%	1 3.0%	1 2.2%	1 3.8%	1 1.7%	1 5.6%	1 2.5%	0 0.0%	0 0.0%	1 1.9%
3=3rd Priority	2 4.9% G	2 6.7% g	0 0.0% G	1 2.1% G	2 8.7%	5 6.9% G	9 27.3% AbCDF	3 6.7%	1 3.8%	3 5.0% h	0 0.0%	1 2.5% h	2 9.1%	3 12.0%	9 16.7% ce
Mean	2.67	1.83 g	1.00	2.33	2.67	3.00	2.73 b	2.40	1.75 h	2.40	2.00	2.50	3.00	3.00	2.73 b

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

Topic 2: Customer Behavior and Channels

Will you use a channel or go directly to market?

N=314	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Uses channel partners	198 63.1%	73 67.6% B	41 48.2% AC	57 76.0% B	26 59.1%	57 54.8% C	55 61.8% c	48 78.7% AbE	24 68.6%	7 41.2% C
Does not use channel partners	116 36.9%	35 32.4% B	44 51.8% AC	18 24.0% B	18 40.9%	47 45.2% C	34 38.2% c	13 21.3% AbE	11 31.4%	10 58.8% C

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

Topic 2: Customer Behavior and Channels

Will you use a channel or go directly to market?

N=314

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Uses channel partners	16 66.7%	10 83.3% fkl	29 76.3% fkl	5 62.5%	4 44.4% i	3 37.5% bci	13 61.9%	7 87.5% k	30 78.9% efkl	2 40.0%	15 41.7% bChI	3 37.5% bci	29 63.0%	12 54.5%	18 62.1%
Does not use channel partners	8 33.3%	2 16.7% fkl	9 23.7% fkl	3 37.5%	5 55.6% i	5 62.5% bci	8 38.1%	1 12.5% k	8 21.1% efkl	3 60.0%	21 58.3% bChI	5 62.5% bci	17 37.0%	10 45.5%	11 37.9%

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

Topic 2: Customer Behavior and Channels

Will you use a channel or go directly to market?

N=314

	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
Uses channel partners	25 55.6%	16 51.6%	27 58.7%	30 60.0%	19 76.0%	52 69.3%	26 70.3%	29 60.4%	15 57.7%	38 56.7%	15 68.2%	22 53.7%	17 77.3%	17 65.4%	44 72.1%
Does not use channel partners	20 44.4%	15 48.4%	19 41.3%	20 40.0%	6 24.0%	23 30.7%	11 29.7%	19 39.6%	11 42.3%	29 43.3%	7 31.8%	19 46.3%	5 22.7%	9 34.6%	17 27.9%

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

Topic 2: Customer Behavior and Channels

Which statements reflect how your channel strategy has changed over the last three years?

N=209

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
We increased the number of channels we use	128 61.2%	42 51.9% d	30 63.8%	36 66.7%	20 76.9% a	32 57.1%	38 59.4%	32 64.0%	19 73.1%	5 71.4%
We have returned to our pre- Covid face-to-face channels	119 56.9%	53 65.4% C	33 70.2% C	18 33.3% AB	14 53.8%	40 71.4% cDE	41 64.1% dE	26 52.0% ae	9 34.6% Ab	0 0.0% ABc
We are using our social channels to sell products and services	94 45.0%	29 35.8% cd	18 38.3%	30 55.6% a	16 61.5% a	19 33.9%	31 48.4%	26 52.0%	10 38.5%	4 57.1%
We are opening new face-to-face channels	59 28.2%	25 30.9%	11 23.4%	17 31.5%	5 19.2%	13 23.2% d	16 25.0% d	15 30.0%	13 50.0% ab	1 14.3%
We added a direct-to-consumer/customer channel of any type	50 23.9%	18 22.2% c	6 12.8% C	22 40.7% aBd	4 15.4% c	5 8.9% BCd	18 28.1% A	15 30.0% A	7 26.9% a	2 28.6%
Our former face-to-face channels have all become digital	14 6.7%	5 6.2%	5 10.6%	2 3.7%	2 7.7%	5 8.9%	4 6.3%	2 4.0%	3 11.5%	0 0.0%
We have integrated gaming into our channels to sell	10 4.8%	2 2.5% c	1 2.1% c	7 13.0% ab	0 0.0%	0 0.0% cE	3 4.7%	4 8.0% a	1 3.8%	1 14.3% A

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

Topic 2: Customer Behavior and Channels

Which statements reflect how your channel strategy has changed over the last three years?

N=209

	Industry Sector														
	Banking Finance Insurance A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthca-re G	Pharma Biotech H	Manufac-turing I	Mining Construc-tion J	Profession-al Services K	Real Estate L	Tech Software Platform M	Transpor-tation N	Retail Wholesale O
We increased the number of channels we use	12 75.0% ij	7 63.6%	17 58.6%	6 100.0% ljk	2 50.0%	4 100.0% i	12 85.7% ljk	4 66.7%	11 34.4% aDfGmn	0 0.0% adgn	8 50.0% dg	2 66.7%	19 65.5% i	12 75.0% ij	11 55.0%
We have returned to our pre- Covid face-to-face channels	9 56.3%	6 54.5%	11 37.9% glmn	2 33.3%	3 75.0%	2 50.0%	10 71.4% c	4 66.7%	23 71.9% Cko	1 50.0%	6 37.5% imn	2 66.7%	20 69.0% cko	12 75.0% cko	8 40.0% imn
We are using our social channels to sell products and services	7 43.8%	9 81.8% ljk	14 48.3%	2 33.3%	1 25.0%	2 50.0%	7 50.0%	2 33.3%	9 28.1% BIO	0 0.0% b	5 31.3% blo	3 100.0% ikm	10 34.5% blo	8 50.0%	14 70.0% lkm
We are opening new face-to-face channels	5 31.3%	4 36.4%	9 31.0%	2 33.3%	1 25.0%	1 25.0%	2 14.3%	1 16.7%	11 34.4%	1 50.0%	5 31.3%	2 66.7% n	5 17.2%	2 12.5% l	8 40.0%
We added a direct-to-consumer/customer channel of any type	1 6.3% C	1 9.1% c	16 55.2% AbiKMn	2 33.3%	1 25.0%	1 25.0%	5 35.7% m	1 16.7%	8 25.0% c	1 50.0%	1 6.3% C	0 0.0%	2 6.9% Cgo	3 18.8% c	6 30.0% m
Our former face-to-face channels have all become digital	1 6.3%	0 0.0%	2 6.9%	0 0.0%	0 0.0%	0 0.0%	3 21.4% o	0 0.0%	2 6.3%	0 0.0%	3 18.8%	0 0.0%	2 6.9%	1 6.3%	0 0.0% g
We have integrated gaming into our channels to sell	1 6.3%	0 0.0%	2 6.9%	1 16.7% i	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% dn	0 0.0%	0 0.0%	0 0.0%	2 6.9%	2 12.5% i	1 5.0%

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

Topic 2: Customer Behavior and Channels

Which statements reflect how your channel strategy has changed over the last three years?

N=209

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
We increased the number of channels we use	18 56.3%	13 68.4%	14 53.8%	20 60.6%	10 55.6%	33 63.5%	19 73.1%	22 62.9%	10 55.6%	26 60.5%	6 50.0%	13 50.0%	10 58.8%	10 71.4%	31 72.1%
We have returned to our pre- Covid face-to-face channels	14 43.8%	8 42.1%	18 69.2%	18 54.5%	10 55.6%	35 67.3%	15 57.7%	13 37.1%	8 44.4%	22 51.2%	6 50.0%	20 76.9%	11 64.7%	10 71.4%	29 67.4%
We are using our social channels to sell products and services	15 46.9%	7 36.8%	9 34.6%	11 33.3%	10 55.6%	27 51.9%	14 53.8%	16 45.7%	7 38.9%	19 44.2%	4 33.3%	11 42.3%	9 52.9%	6 42.9%	22 51.2%
We are opening new face-to-face channels	13 40.6%	5 26.3%	7 26.9%	8 24.2%	2 11.1%	16 30.8%	7 26.9%	14 40.0%	4 22.2%	12 27.9%	4 33.3%	5 19.2%	7 41.2%	3 21.4%	9 20.9%
We added a direct-to-consumer/customer channel of any type	7 21.9%	3 15.8%	1 3.8%	13 39.4%	7 38.9%	12 23.1%	7 26.9%	8 22.9%	3 16.7%	7 16.3%	3 25.0%	8 30.8%	6 35.3%	4 28.6%	11 25.6%
Our former face-to-face channels have all become digital	2 6.3%	1 5.3%	3 11.5%	4 12.1%	1 5.6%	2 3.8%	1 3.8%	2 5.7%	2 11.1%	5 11.6%	0 0.0%	1 3.8%	1 5.9%	1 7.1%	2 4.7%
We have integrated gaming into our channels to sell	1 3.1%	0 0.0%	0 0.0%	1 3.0%	0 0.0%	2 3.8%	6 23.1%	1 2.9%	0 0.0%	1 2.3%	1 8.3%	0 0.0%	0 0.0%	2 14.3%	5 11.6%

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

Topic 3: Marketing Spending

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

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Percent of budget	181	70	45	43	22	57	53	36	21	14
	12.30	10.90	7.85	17.77	15.02	7.82	11.66	14.28	20.49	15.54
	10.96	9.75	8.45	12.31	12.06	7.02	11.81	11.22	12.54	9.53
		C	CD	AB	B	bCDE	aD	A	AB	A

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

Topic 3: Marketing Spending

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

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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Percent of budget	13	8	25	5	4	6	10	5	20	4	22	3	29	10	17
	10.91	21.75	22.61	12.00	17.00	4.18	15.91	6.20	9.99	3.75	8.07	10.33	10.55	6.25	12.32
	6.16	14.52	11.72	11.81	4.76	4.66	15.01	3.27	10.21	1.89	10.21	9.07	6.60	6.43	11.66
	bCfj	afhijKMN	AFHJJKMN		FHJn	abCEm		bCE	bC	abCE	BC		BCf	BCe	C
			O												

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

Topic 3: Marketing Spending

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Percent of budget	34 16.77 11.25 Cf	19 14.87 11.04	29 9.40 9.11 A	33 12.31 11.33	16 10.75 12.25	38 10.74 10.85 a	12 9.50 9.16	36 17.13 10.69 cEfh	13 15.32 13.55	49 12.05 9.86 a	11 10.53 12.30	24 8.74 8.78 A	15 9.57 11.17 a	10 13.45 13.13	22 9.75 10.81 a

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

Topic 3: Marketing Spending

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

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Percent of revenues	181	69	46	42	23	58	54	37	20	12
	10.89	8.52	10.33	16.11	9.98	7.34	7.08	12.08	22.43	22.28
	14.39	9.33	16.33	17.79	14.66	12.46	11.85	12.56	17.80	17.79
		C		A		DE	DE	de	ABc	ABc

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

Topic 3: Marketing Spending

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

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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Percent of revenues	15 10.97 16.62	7 19.36 22.20 i	24 16.50 17.44 I	5 14.43 21.63	5 12.40 9.81	6 4.00 5.69	11 6.18 7.48	5 10.80 16.53	20 5.11 6.83 bCm	4 3.50 1.91	22 9.58 14.01	3 5.11 8.57	29 12.34 13.01 i	9 14.05 21.65	16 10.50 13.39

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

Topic 3: Marketing Spending

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Percent of revenues	32 18.33 15.35 DEFG	19 14.79 16.36 eg	29 13.63 17.90	34 8.47 12.62 A	16 4.74 8.46 Ab	38 7.75 11.93 A	13 3.82 6.35 Ab	34 20.52 17.02 cDEH	14 10.89 10.07 dh	48 12.04 15.65 ah	13 3.71 3.38 Ab	24 7.01 12.13 A	14 10.19 14.71	9 9.47 16.26	25 3.94 6.26 Abc

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

Topic 3: Marketing Spending

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

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Overall marketing spending	194 2.88 17.81	69 2.02 18.93	51 4.70 18.64	48 3.15 15.96	25 1.11 17.34	64 -0.25 18.07	58 7.14 15.57	38 2.14 17.12	19 -0.07 22.04	14 5.68 20.12
Digital marketing spending	193 8.24 25.44	68 8.95 28.29	50 5.20 25.65	49 9.00 20.93	25 11.20 26.23	63 6.14 28.61	58 15.78 20.16	38 2.95 27.19	19 7.16 27.40	14 2.79 18.17

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

Topic 3: Marketing Spending

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

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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
	Overall marketing spending	14 3.46 20.65	7 10.16 11.27	25 0.26 19.10	5 0.80 15.59	4 5.00 10.00	6 5.31 24.69	12 0.21 20.14	6 -3.02 16.81	22 -2.32 15.17 ko	5 10.60 7.54	24 8.32 19.54 i	4 1.25 6.29	30 -0.43 22.10	11 4.86 7.09
Digital marketing spending	14 6.07 20.86	7 18.71 18.71	25 7.00 26.10	5 3.80 18.23	4 8.75 10.31	6 9.67 19.87	12 8.00 27.42	6 25.00 71.20	21 6.24 14.72	5 5.90 5.62	23 14.09 27.92	4 21.25 20.97	30 0.33 31.92	11 7.27 10.81	20 9.05 12.78

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

Topic 3: Marketing Spending

By what percent has your 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	33 8.11 17.95 c	19 5.66 22.01	30 -4.36 19.91 a	36 3.58 17.98	16 3.82 15.72	42 1.51 13.61	18 3.35 17.72	35 7.22 17.06 b	13 -5.56 23.77 a	50 2.89 18.56	13 5.89 20.95	27 2.83 18.41	14 0.53 18.84	13 2.22 14.76	28 1.02 12.66
Digital marketing spending	33 14.38 29.64	19 7.58 29.14	29 1.41 29.06	35 6.40 20.94	16 10.00 24.19	43 6.63 22.33	18 14.50 22.97	35 12.30 29.69	13 -5.08 28.85 h	49 9.18 24.73	13 14.62 21.11	26 6.12 22.23	14 3.21 19.77	13 2.69 39.56	29 11.59 17.61 b

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

Topic 3: Marketing Spending

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

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
% digital	192	69	51	46	25	64	56	37	20	14
	53.76	55.58	50.04	55.11	52.76	46.02	51.59	50.41	68.75	84.79
	29.15	30.54	31.73	24.98	27.89	29.67	27.80	27.62	20.12	22.55
						DE	dE	dE	Abce	ABCd
% non-digital	192	69	51	46	25	64	56	37	20	14
	46.24	44.42	49.96	44.89	47.24	53.98	48.41	49.59	31.25	15.21
	29.15	30.54	31.73	24.98	27.89	29.67	27.80	27.62	20.12	22.55
						DE	dE	dE	Abce	ABCd

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

Topic 3: Marketing Spending

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance 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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
% digital	14 39.29 29.80 gM	7 55.57 23.96	25 55.20 25.06	5 56.00 29.66	4 75.50 34.51	6 46.67 13.66	13 64.62 23.40	6 63.33 32.66	20 44.00 28.54	5 53.00 32.33	24 44.46 30.85	4 40.00 32.40	30 65.67 28.61	11 47.73 32.89	18 58.50 30.59
% non-digital	14 60.71 29.80 gM	7 44.43 23.96	25 44.80 25.06	5 44.00 29.66	4 24.50 34.51	6 53.33 13.66	13 35.38 23.40	6 36.67 32.66	20 56.00 28.54	5 47.00 32.33	24 55.54 30.85	4 60.00 32.40	30 34.33 28.61	11 52.27 32.89	18 41.50 30.59

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

Topic 3: Marketing Spending

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million 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	33 68.33 31.64 ceFg	20 52.35 29.19	29 51.38 33.88 a	37 58.57 25.58 f	15 47.60 21.63 a	42 44.24 25.75 Ad	16 49.38 28.10 a	35 66.63 29.40 cdH	14 52.14 34.85	49 51.53 30.02 a	13 46.62 26.44 a	28 58.75 26.79 h	13 51.15 22.38	14 52.14 27.37	25 43.12 27.39 Ae
% non-digital	33 31.67 31.64 ceFg	20 47.65 29.19	29 48.62 33.88 a	37 41.43 25.58 f	15 52.40 21.63 a	42 55.76 25.75 Ad	16 50.63 28.10 a	35 33.37 29.40 cdH	14 47.86 34.85	49 48.47 30.02 a	13 53.38 26.44 a	28 41.25 26.79 h	13 48.85 22.38	14 47.86 27.37	25 56.88 27.39 Ae

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

Topic 3: Marketing Spending

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

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Digital marketing spending	180 8.80 15.06	66 8.77 16.97	45 7.88 16.27	45 9.60 11.85	23 9.07 13.48	59 5.09 15.11 b	55 12.19 15.09 a	35 8.27 16.06	17 11.35 14.37	13 10.00 10.61
New product introductions	167 6.00 9.53	62 6.76 8.76	39 6.29 10.93	43 5.61 10.08	22 4.36 8.33	54 6.12 9.85	50 6.39 9.71 e	33 5.00 8.29 d	16 11.08 12.05 cE	13 0.77 2.77 bD
Overall marketing spending	181 5.66 14.94	66 4.35 17.05	47 7.73 15.71	45 5.07 12.81	22 6.19 10.57	58 2.17 14.92 b	56 8.08 14.65 a	35 5.06 13.76	18 7.13 18.24	13 10.85 13.25
Brand building	174 5.45 14.45	63 3.02 15.25	43 7.54 16.29	44 5.38 12.15	23 8.60 12.49	57 2.54 16.14	52 7.99 12.53	34 5.38 11.71	17 7.57 18.89	13 5.91 14.11
Customer relationship management	165 4.91 7.85	60 5.69 8.51	40 6.16 8.88 c	43 2.79 5.67 b	21 4.86 7.45	52 4.15 6.20	49 5.20 8.31	34 6.55 9.58	16 4.44 7.00	13 3.51 8.64
New service introductions	165 2.85 5.63	61 2.79 5.13 c	40 4.60 7.85 C	42 0.90 3.73 aBD	21 3.67 4.16 C	54 2.56 5.60	48 3.11 6.24	33 2.81 5.09	16 4.48 5.78	13 1.36 4.92
Traditional advertising spending	176 -2.56 14.19	64 -3.64 14.69	44 -2.95 16.25	45 -1.11 13.74	22 -1.73 9.28	56 -3.62 14.88	54 -2.76 11.83	35 -2.70 14.83	17 -2.20 19.97	13 2.54 10.76

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

Topic 3: Marketing Spending

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

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	Profession- al Services	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	13 8.23 21.92	6 16.50 18.27 i	25 10.48 12.96 i	5 8.00 5.70 f	4 11.25 8.54 f	5 1.00 2.24 deghL	12 12.33 11.24 fi	5 21.20 16.35 fin	19 1.50 13.81 bcgho	4 6.25 4.79	22 8.30 17.86	3 16.67 7.64 F	28 8.20 17.73	11 4.55 10.60 h	18 11.45 13.63 i
New product introductions	12 6.84 12.06	6 2.67 4.08 h	24 6.64 11.72	5 0.00 0.00	4 5.00 10.00	5 3.00 9.75	12 11.18 12.34 i	5 15.03 11.23 blko	19 4.47 5.75 gH	3 6.67 7.64	17 4.12 7.12 h	3 13.33 15.28	24 6.05 9.34	11 4.55 9.61	17 5.29 8.38 h
Overall marketing spending	13 10.87 20.07 i	6 13.18 19.31 i	25 5.05 14.60	5 5.00 3.54	4 5.00 12.91	6 4.03 20.70	12 9.00 14.59 i	5 12.41 16.86 i	19 -2.53 9.78 abghjkno	5 8.00 4.69 i	21 8.44 15.12 i	3 10.00 10.00	28 1.24 17.62	11 5.45 7.23 i	18 8.06 14.20 i
Brand building	13 8.22 15.04 m	6 19.11 22.78 lmo	24 7.66 14.91 m	5 4.00 8.94	4 7.50 9.57	5 0.41 24.70	12 6.67 8.62 i	5 13.37 19.36 i	19 1.32 4.36 Bghjkn	4 7.50 6.45 i	21 10.27 14.36 iM	3 6.67 7.64	25 -4.27 18.69 abcK	11 7.00 10.44 i	17 4.94 8.43 b
Customer relationship management	12 6.30 8.42 i	6 4.27 10.46	24 3.17 7.03	5 7.00 6.71 i	4 7.50 9.57	3 6.67 11.55	12 3.75 8.82	4 11.41 13.37 i	19 1.32 4.96 adhKlm	3 6.67 5.77	19 7.77 9.02 I	2 10.00 7.07 i	24 6.25 8.24 i	11 4.09 6.64	17 2.88 6.08
New service introductions	13 4.04 7.62 c	6 5.79 6.96 C	23 0.17 3.35 aBghkno	5 3.00 4.47	4 4.43 8.87	4 1.93 11.54	12 4.39 6.09 c	5 6.55 9.02 c	19 1.58 3.75	3 5.00 8.66	17 3.69 5.63 c	2 2.50 3.54	24 1.88 4.12	11 4.34 6.76 c	17 2.76 4.67 c
Traditional advertising spending	12 -5.43 20.43	6 4.33 6.98	25 -1.20 11.31	5 -1.00 7.42	4 -2.50 5.00	5 7.00 10.95 i	12 -1.00 15.33	5 2.00 23.61	19 -5.64 12.03 f	4 1.25 6.29	22 -3.38 15.28	2 -5.00 7.07	27 -6.13 15.08	11 -2.29 14.95	17 -1.30 16.31

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

Topic 3: Marketing Spending

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

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	30 14.99 18.83 de	16 8.63 12.86	29 9.69 14.35	36 5.18 14.06	14 2.00 15.84 a	40 9.61 13.54	15 7.73 13.15	31 14.31 17.66 e	12 5.58 9.79	48 8.21 16.84	12 10.17 15.02	27 4.72 13.47 a	12 12.58 16.49	12 6.54 16.82	25 7.80 8.55
New product introductions	28 7.05 9.91	14 5.00 7.60	27 7.24 11.99	32 5.41 9.92	14 6.57 9.40	38 4.18 7.49	14 8.21 10.30	29 8.19 10.54 b	11 0.91 8.31 a	43 6.98 10.54	11 7.73 7.86	25 5.73 10.93	12 6.42 7.89	11 2.73 5.18	24 4.75 8.14
Overall marketing spending	30 11.99 18.37 deF	15 7.14 14.68	29 7.19 18.26	37 2.98 14.15 a	14 0.29 12.76 a	41 3.13 8.98 A	15 7.14 15.12	31 13.25 18.60 ceh	11 0.91 14.63	48 4.41 16.67 a	12 6.34 17.56	28 3.79 12.07 a	13 4.17 12.56	12 4.58 7.22	25 3.64 10.04 a
Brand building	28 10.95 12.81 cdf	16 11.79 15.78 df	27 2.33 16.74 a	33 3.00 12.53 ab	14 7.63 18.56	41 3.22 12.24 ab	15 3.52 14.45	29 10.75 12.42 efH	12 6.82 13.18	44 6.40 16.50	11 3.53 21.32	27 2.85 13.22 a	13 0.93 15.49 a	12 5.59 16.90	25 2.56 7.74 A
Customer relationship management	27 9.90 9.89 DEF	14 4.64 8.43	26 5.49 7.49	32 3.44 6.65 A	13 1.54 4.27 A	39 3.51 6.58 A	14 4.83 8.92	28 7.20 9.19 gh	11 6.88 10.89	42 7.34 8.60 degh	11 1.82 4.05 c	24 2.71 6.75 c	12 5.00 4.77	12 1.25 4.33 ac	24 2.25 6.38 ac
New service introductions	28 5.19 6.65 d	14 0.00 0.00	28 2.79 6.38	31 1.25 4.63 af	13 1.31 2.98	38 3.89 6.02 d	13 3.29 5.77	29 4.74 6.21 e	11 1.61 6.97	44 2.40 6.10	10 2.00 3.50	24 1.11 5.35 a	12 3.92 4.72	11 4.09 5.84	23 2.39 3.65
Traditional advertising spending	29 -3.11 13.48	16 -1.70 12.86	28 -2.49 20.57	35 -2.70 15.02	14 0.64 8.36	40 -3.59 12.69	14 -2.50 9.59	30 0.26 15.39	12 -4.77 14.16	46 -2.67 15.81	12 -4.68 17.44	27 -2.38 13.15	12 -0.85 15.98	12 -5.43 14.11	24 -3.46 8.29

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

Topic 4: Managing Brand

What type of brand does your company have?

N=255	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Mainly a single corporate brand only	130 51.0%	40 46.5%	42 60.0%	28 45.2%	19 54.3%	49 58.3% bc	27 38.0% adE	20 40.0% ae	18 62.1% b	13 76.5% Bc
A set of brands that represent different offerings and/or divisions	67 26.3%	27 31.4% b	10 14.3% aC	23 37.1% Bd	6 17.1% c	14 16.7% Bc	29 40.8% ADe	18 36.0% ad	3 10.3% Bc	2 11.8% b
A mix of both types of brands	58 22.7%	19 22.1%	18 25.7%	11 17.7%	10 28.6%	21 25.0%	15 21.1%	12 24.0%	8 27.6%	2 11.8%

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

Topic 4: Managing Brand

What type of brand does your company have?

N=255

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Mainly a single corporate brand only	14 63.6% c	3 30.0% k	10 30.3% afKmN	2 28.6%	2 28.6%	5 83.3% c	5 35.7%	3 50.0%	12 42.9%	3 60.0%	21 67.7% bC	3 50.0%	21 56.8% c	12 70.6% C	13 52.0%
A set of brands that represent different offerings and/ or divisions	5 22.7% C	4 40.0% n	20 60.6% AGiKLMN o	2 28.6%	2 28.6%	1 16.7%	2 14.3% C	2 33.3%	9 32.1% cn	1 20.0%	5 16.1% C	0 0.0% C	6 16.2% C	1 5.9% bCi	7 28.0% c
A mix of both types of brands	3 13.6% g	3 30.0%	3 9.1% deGI	3 42.9% c	3 42.9% c	0 0.0% g	7 50.0% aCfk	1 16.7%	7 25.0%	1 20.0%	5 16.1% g	3 50.0% c	10 27.0%	4 23.5%	5 20.0%

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

Topic 4: Managing Brand

What type of brand does your company have?

N=255

	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
Mainly a single corporate brand only	25 62.5%	16 61.5%	21 58.3%	27 60.0%	10 47.6%	20 33.9%	9 34.6%	29 67.4%	14 63.6%	32 54.2%	11 64.7%	17 47.2%	4 23.5%	9 42.9%	14 35.9%
	Fg	f	f	Fg		AbcD	ad	FH	fh	f	f		Abcd		Ab
A set of offerings and/or divisions	11 27.5%	3 11.5%	5 13.9%	13 28.9%	5 23.8%	20 33.9%	10 38.5%	9 20.9%	5 22.7%	16 27.1%	3 17.6%	11 30.6%	6 35.3%	4 19.0%	12 30.8%
		fg	fg			bc	bc								
A mix of both types of brands	4 10.0%	7 26.9%	10 27.8%	5 11.1%	6 28.6%	19 32.2%	7 26.9%	5 11.6%	3 13.6%	11 18.6%	3 17.6%	8 22.2%	7 41.2%	8 38.1%	13 33.3%
	cf		a	f		ad		fgh					a	a	a

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

Topic 4: Managing Brand

Which level of the market best describes this brand?

N=253	Primary Economic Sector					What % of your company's sales is through the Internet?				
	Total	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Luxury	11 4.3%	2 2.4% d	1 1.4% D	3 4.8%	5 14.3% aB	4 4.8%	1 1.4% e	2 4.1%	2 6.9%	2 11.8% b
Super premium	32 12.6%	10 11.8%	9 13.0%	8 12.9%	4 11.4%	14 16.9%	9 12.7%	6 12.2%	3 10.3%	0 0.0%
Premium	139 54.9%	50 58.8%	46 66.7% cd	28 45.2% b	14 40.0% b	54 65.1% c	38 53.5%	21 42.9% a	14 48.3%	8 47.1%
Standard	48 19.0%	17 20.0%	7 10.1% D	13 21.0%	11 31.4% B	8 9.6% Ce	14 19.7%	14 28.6% A	7 24.1%	5 29.4% a
Value	23 9.1%	6 7.1%	6 8.7%	10 16.1%	1 2.9%	3 3.6% b	9 12.7% a	6 12.2%	3 10.3%	2 11.8%

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

Topic 4: Managing Brand

Which level of the market best describes this brand?

N=253

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Luxury	2 9.1%	1 10.0%	2 6.1%	1 14.3% km	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.1%	0 0.0%	0 0.0% dl	1 16.7% km	0 0.0% dl	1 5.9%	1 4.0%
Super premium	4 18.2%	1 10.0%	3 9.1% g	1 14.3%	0 0.0%	0 0.0%	5 35.7% ckno	0 0.0%	4 14.3%	2 40.0% k	2 6.7% gj	2 33.3%	5 13.5%	1 5.9% g	2 8.0% g
Premium	10 45.5% dk	3 30.0% k	18 54.5% daceghijKMn o	0 0.0%	4 66.7% d	3 50.0%	8 57.1% d	5 83.3% d	16 57.1% d	3 60.0% d	22 73.3% abD	3 50.0%	21 56.8% D	10 58.8% d	12 48.0% d
Standard	5 22.7% d	4 40.0% n	7 21.2% d acGijKIMN O	5 71.4%	2 33.3%	2 33.3%	1 7.1% D	1 16.7%	6 21.4% d	0 0.0% d	4 13.3% D	0 0.0% d	6 16.2% D	1 5.9% bD	4 16.0% D
Value	1 4.5%	1 10.0%	3 9.1%	0 0.0%	0 0.0%	1 16.7% i	0 0.0%	0 0.0%	0 0.0% fmnO	0 0.0%	2 6.7%	0 0.0%	5 13.5% i	4 23.5% i	6 24.0% I

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

Topic 4: Managing Brand

Which level of the market best describes this brand?

N=253

	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
Luxury	1 2.5%	3 12.0%	0 0.0%	3 6.8%	0 0.0%	3 5.1%	1 3.8%	2 4.7%	0 0.0%	2 3.4%	2 11.8%	2 5.7%	1 5.9%	1 4.8%	1 2.6%
Super premium	6 15.0%	1 4.0%	7 19.4%	8 18.2%	2 9.5%	3 5.1%	5 19.2%	6 14.0%	2 9.5%	6 10.2%	4 23.5%	4 11.4%	3 17.6%	2 9.5%	5 12.8%
Premium	25 62.5%	11 44.0%	21 58.3%	28 63.6%	12 57.1%	31 52.5%	9 34.6%	28 65.1%	12 57.1%	36 61.0%	9 52.9%	21 60.0%	3 17.6%	10 47.6%	19 48.7%
Standard	5 12.5%	7 28.0%	6 16.7%	4 9.1%	3 14.3%	15 25.4%	8 30.8%	5 11.6%	6 28.6%	9 15.3%	2 11.8%	4 11.4%	6 35.3%	6 28.6%	10 25.6%
Value	3 7.5%	3 12.0%	2 5.6%	1 2.3%	4 19.0%	7 11.9%	3 11.5%	2 4.7%	1 4.8%	6 10.2%	0 0.0%	4 11.4%	4 23.5%	2 9.5%	4 10.3%

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

Topic 4: Managing Brand

How broad is the range of distinct types of offerings (products or services) you sell under this brand name?

Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
	A	B	C	D	A	B	C	D	E

How broad is the range of distinct types of offerings (products or services) you sell under this brand name?

1=Very narrow range	20 7.9%	8 9.4%	5 7.2%	3 4.9%	4 11.4%	9 10.8% e	2 2.8% E	2 4.2% E	1 3.4% E	6 35.3% aBCD
2	33 13.1%	12 14.1%	8 11.6%	8 13.1%	4 11.4%	13 15.7% b	4 5.6% ae	7 14.6%	5 17.2%	4 23.5% b
3	36 14.3%	13 15.3%	9 13.0%	9 14.8%	5 14.3%	11 13.3%	14 19.7% e	7 14.6%	4 13.8%	0 0.0% b
4	31 12.3%	10 11.8%	6 8.7%	11 18.0%	4 11.4%	7 8.4% d	8 11.3%	4 8.3%	7 24.1% a	3 17.6%
5	39 15.5%	16 18.8%	12 17.4%	8 13.1%	3 8.6%	12 14.5%	8 11.3%	10 20.8%	7 24.1%	2 11.8%
6	43 17.1%	13 15.3%	17 24.6%	8 13.1%	5 14.3%	14 16.9%	11 15.5%	12 25.0%	3 10.3%	2 11.8%
7=Very broad range	50 19.8%	13 15.3%	12 17.4%	14 23.0%	10 28.6%	17 20.5% e	24 33.8% CDE	6 12.5% B	2 6.9% B	0 0.0% aB
Mean	4.45	4.24	4.61	4.52	4.51	4.33 bE	5.04 adE	4.52 E	4.07 be	2.82 ABCd

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

Topic 4: Managing Brand

How broad is the range of distinct types of offerings (products or services) you sell under this brand name?

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Very narrow range	3 13.6% k	0 0.0%	2 6.1%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	1 16.7% k	1 3.7%	1 20.0% k	0 0.0% ahjmn	0 0.0%	6 16.2% k	3 17.6% k	2 8.0%
2	3 13.6%	1 10.0%	4 12.1%	2 28.6%	1 16.7%	1 16.7%	0 0.0% h	2 33.3% g	3 11.1%	0 0.0%	3 9.7%	0 0.0%	7 18.9%	3 17.6%	2 8.0%
3	4 18.2% 1	1 10.0% 1	3 9.1% L	2 28.6%	0 0.0% 1	2 33.3%	2 15.4% 1	1 16.7%	3 11.1% L	0 0.0% 1	4 12.9% L	4 66.7% abCegIjKM NO	6 16.2% L	1 5.9% L	3 12.0% L
4	2 9.1%	2 20.0%	6 18.2%	0 0.0%	0 0.0%	0 0.0%	2 15.4%	1 16.7%	3 11.1%	0 0.0%	5 16.1%	0 0.0%	6 16.2%	0 0.0%	4 16.0%
5	2 9.1%	3 30.0%	6 18.2%	0 0.0%	2 33.3%	1 16.7%	2 15.4%	0 0.0%	5 18.5%	0 0.0%	5 16.1%	0 0.0%	4 10.8%	5 29.4%	4 16.0%
6	4 18.2%	3 30.0%	5 15.2%	0 0.0%	2 33.3%	2 33.3%	1 7.7%	0 0.0%	5 18.5%	2 40.0%	5 16.1%	1 16.7%	8 21.6%	3 17.6%	2 8.0%
7=Very broad range	4 18.2% M	0 0.0% dgo	7 21.2% M	3 42.9% bM	1 16.7% m	0 0.0%	5 38.5% bM	1 16.7% m	7 25.9% M	2 40.0% M	9 29.0% M	1 16.7% m	0 0.0% ACDeGhIJ KlnO	2 11.8% m	8 32.0% bM
Mean	4.14	4.60	4.61 m	4.43	5.17 m	4.17	5.08 m	3.17 k	4.89 M	5.40 m	5.03 hM	4.17	3.51 cegIjKo	4.06	4.76 m

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

Topic 4: Managing Brand

How broad is the range of distinct types of offerings (products or services) you sell under this brand name?

	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 narrow range	4 10.0% f	4 16.7% Fg	7 20.0% Fg	4 8.9% f	1 4.8%	0 0.0% aBCd	0 0.0% bc	7 16.3% eh	3 15.8% eh	8 13.6% eh	2 11.8% eh	0 0.0% abcd	0 0.0%	0 0.0%	0 0.0% abcd
2	8 20.0%	4 16.7%	6 17.1%	5 11.1%	3 14.3%	5 8.5%	2 7.7%	8 18.6%	3 15.8%	8 13.6%	4 23.5%	3 8.3%	3 17.6%	1 4.8%	3 7.7%
3	4 10.0%	4 16.7%	3 8.6%	7 15.6%	3 14.3%	11 18.6%	3 11.5%	4 9.3%	3 15.8%	11 18.6%	2 11.8%	7 19.4%	1 5.9%	1 4.8%	7 17.9%
4	8 20.0% eg	3 12.5%	5 14.3% g	7 15.6% g	0 0.0% a	8 13.6%	0 0.0% acd	7 16.3% h	4 21.1% h	4 6.8% f	2 11.8%	5 13.9%	5 29.4% cH	3 14.3%	1 2.6% abF
5	4 10.0%	2 8.3%	3 8.6%	9 20.0%	4 19.0%	14 23.7%	3 11.5%	4 9.3%	1 5.3%	12 20.3%	2 11.8%	7 19.4%	3 17.6%	5 23.8%	5 12.8%
6	7 17.5%	6 25.0%	3 8.6%	7 15.6%	5 23.8%	7 11.9%	7 26.9%	7 16.3%	4 21.1%	10 16.9%	4 23.5%	4 11.1% g	1 5.9% g	7 33.3% ef	6 15.4%
7=Very broad range	5 12.5% G	1 4.2% fG	8 22.9%	6 13.3% G	5 23.8%	14 23.7% b	11 42.3% ABD	6 14.0% H	1 5.3% H	6 10.2% eH	1 5.9% H	10 27.8% c	4 23.5%	4 19.0%	17 43.6% ABCD
Mean	4.03 fG	3.71 FG	3.91 fG	4.27 G	4.81	4.83 aBcg	5.65 ABCDf	3.88 eGH	3.68 eGH	3.98 eGH	3.82 GH	4.89 abc	4.59	5.33 ABCD	5.41 ABCD

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

Topic 4: Managing Brand

How far is this brand stretched across different customer segments?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1=Very narrow range	17 6.7%	7 8.2%	4 5.8%	3 4.9%	3 8.6%	9 10.8%	2 2.8%	3 6.3%	0 0.0%	3 17.6%
2	22 8.7%	7 8.2%	5 7.2%	6 9.8%	3 8.6%	12 14.5%	3 4.2%	0 0.0%	4 13.8%	3 17.6%
3	44 17.5%	11 12.9%	14 20.3%	14 23.0%	5 14.3%	13 15.7%	11 15.5%	10 20.8%	6 20.7%	3 17.6%
4	36 14.3%	11 12.9%	9 13.0%	10 16.4%	5 14.3%	7 8.4%	15 21.1%	7 14.6%	5 17.2%	1 5.9%
5	47 18.7%	19 22.4%	12 17.4%	10 16.4%	6 17.1%	14 16.9%	11 15.5%	11 22.9%	8 27.6%	2 11.8%
6	42 16.7%	12 14.1%	10 14.5%	13 21.3%	7 20.0%	11 13.3%	16 22.5%	9 18.8%	4 13.8%	2 11.8%
7=Very broad range	44 17.5%	18 21.2%	15 21.7%	5 8.2%	6 17.1%	17 20.5%	13 18.3%	8 16.7%	2 6.9%	3 17.6%
Mean	4.49	4.60	4.59	4.26	4.51	4.28	4.83	4.71	4.28	3.82

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

Topic 4: Managing Brand

How far is this brand stretched across different customer segments?

	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	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Very narrow range	4 18.2% cko	1 10.0%	0 0.0% aehn	0 0.0%	1 16.7% cko	0 0.0%	1 7.7%	1 16.7% cko	2 7.4%	0 0.0%	0 0.0% aeh	0 0.0%	4 10.8%	2 11.8% c	0 0.0% aeh
2	2 9.1%	0 0.0%	4 12.1%	1 14.3%	0 0.0%	2 33.3% in	1 7.7%	1 16.7%	1 3.7% f	1 20.0%	2 6.5%	0 0.0%	4 10.8%	0 0.0% f	3 12.0%
3	6 27.3% k	4 40.0% k	8 24.2%	0 0.0%	1 16.7%	1 16.7%	2 15.4%	1 16.7%	3 11.1%	0 0.0%	2 6.5% ab	1 16.7%	9 24.3%	3 17.6%	3 12.0%
4	0 0.0% kLO	1 10.0%	5 15.2%	0 0.0%	1 16.7%	1 16.7%	2 15.4%	0 0.0%	3 11.1%	0 0.0%	8 25.8% a	2 33.3% A	4 10.8% o	1 5.9% o	8 32.0% Amn
5	3 13.6%	2 20.0%	8 24.2% o	1 14.3%	2 33.3% o	2 33.3% o	3 23.1%	2 33.3% o	5 18.5%	2 40.0% o	6 19.4%	2 33.3% o	6 16.2%	2 11.8%	1 4.0% cefhjl
6	2 9.1%	2 20.0%	5 15.2%	0 0.0%	0 0.0%	0 0.0%	2 15.4%	0 0.0%	6 22.2%	1 20.0%	5 16.1%	0 0.0%	6 16.2%	6 35.3%	7 28.0%
7=Very broad range	5 22.7% d	0 0.0% D	3 9.1% D	5 71.4% aBCfgikMn O	1 16.7%	0 0.0% d	2 15.4% d	1 16.7%	7 25.9% d	1 20.0%	8 25.8% d	1 16.7%	4 10.8% D	3 17.6% d	3 12.0% D
Mean	4.00 dk	3.90 dk	4.33 d	6.00 abcfm	4.17	3.50 dk	4.46	3.83	5.00 m	5.00	5.10 abfm	4.67	4.03 dik	4.82	4.60

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

Topic 4: Managing Brand

How far is this brand stretched across different customer segments?

	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 narrow range	3 7.5%	2 8.3%	3 8.6%	5 11.1%	1 4.8%	3 5.1%	0 0.0%	4 9.3%	2 10.5%	4 6.8%	3 17.6%	2 5.6%	1 5.9%	0 0.0%	1 2.6%
2	5 12.5%	6 25.0%	5 14.3%	3 6.7%	2 9.5%	1 1.7%	0 0.0%	6 14.0%	5 26.3%	5 8.5%	2 11.8%	2 5.6%	1 5.9%	0 0.0%	1 2.6%
3	6 15.0%	6 25.0%	6 17.1%	6 13.3%	5 23.8%	11 18.6%	3 11.5%	6 14.0%	5 26.3%	15 25.4%	2 11.8%	6 16.7%	4 23.5%	1 4.8%	5 12.8%
4	10 25.0%	3 12.5%	3 8.6%	3 6.7%	1 4.8%	11 18.6%	5 19.2%	9 20.9%	1 5.3%	8 13.6%	1 5.9%	5 13.9%	2 11.8%	5 23.8%	5 12.8%
5	4 10.0%	3 12.5%	5 14.3%	10 22.2%	5 23.8%	15 25.4%	4 15.4%	6 14.0%	2 10.5%	9 15.3%	3 17.6%	8 22.2%	6 35.3%	6 28.6%	7 17.9%
6	6 15.0%	1 4.2%	6 17.1%	11 24.4%	4 19.0%	7 11.9%	7 26.9%	6 14.0%	2 10.5%	12 20.3%	2 11.8%	5 13.9%	1 5.9%	5 23.8%	9 23.1%
7=Very broad range	6 15.0%	3 12.5%	7 20.0%	7 15.6%	3 14.3%	11 18.6%	7 26.9%	6 14.0%	2 10.5%	6 10.2%	4 23.5%	8 22.2%	2 11.8%	4 19.0%	11 28.2%
Mean	4.23 G	3.58 dFG	4.37 g	4.58 b	4.48	4.68 B	5.38 ABc	4.14 gH	3.53 eGH	4.24 gH	4.24	4.72 b	4.29 g	5.29 aBcf	5.23 ABC

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

Topic 4: Managing Brand

How far is this brand stretched across different price-quality levels?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1=Very narrow range	32 12.7%	10 11.8%	7 10.1%	10 16.4%	5 14.3%	11 13.3%	6 8.5% e	6 12.5%	4 13.8%	5 29.4% b
2	60 23.8%	20 23.5%	18 26.1%	14 23.0%	7 20.0%	27 32.5% b	12 16.9% a	9 18.8%	7 24.1%	5 29.4%
3	39 15.5%	13 15.3%	14 20.3%	10 16.4%	2 5.7%	9 10.8%	12 16.9%	11 22.9%	3 10.3%	3 17.6%
4	34 13.5%	12 14.1%	9 13.0%	8 13.1%	5 14.3%	11 13.3%	11 15.5%	5 10.4%	6 20.7%	1 5.9%
5	38 15.1%	15 17.6%	8 11.6%	9 14.8%	5 14.3%	6 7.2% Bd	17 23.9% A	7 14.6%	6 20.7% a	1 5.9%
6	23 9.1%	7 8.2%	7 10.1%	5 8.2%	4 11.4%	10 12.0%	6 8.5%	4 8.3%	2 6.9%	0 0.0%
7=Very broad range	26 10.3%	8 9.4%	6 8.7%	5 8.2%	7 20.0%	9 10.8%	7 9.9%	6 12.5%	1 3.4%	2 11.8%
Mean	3.63	3.65	3.55	3.44	4.09	3.48	3.94 e	3.71	3.45	2.76 b

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

Topic 4: Managing Brand

How far is this brand stretched across different price-quality levels?

	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	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Very narrow range	5 22.7% k	0 0.0% h	7 21.2% k	1 14.3%	1 16.7%	1 16.7%	2 15.4%	3 50.0% biKO	2 7.4% h	0 0.0%	1 3.2% acH	0 0.0%	6 16.2%	2 11.8%	1 4.0% H
2	6 27.3%	4 40.0%	10 30.3%	0 0.0% j	0 0.0%	1 16.7%	4 30.8%	1 16.7%	6 22.2%	3 60.0% do	6 19.4%	1 16.7%	11 29.7%	3 17.6%	4 16.0% j
3	2 9.1%	1 10.0%	6 18.2%	2 28.6%	1 16.7%	1 16.7%	1 7.7%	1 16.7%	3 11.1%	1 20.0%	7 22.6%	1 16.7%	6 16.2%	3 17.6%	3 12.0%
4	1 4.5% g	3 30.0%	4 12.1%	0 0.0%	0 0.0%	0 0.0%	4 30.8% a	0 0.0%	3 11.1%	0 0.0%	4 12.9%	2 33.3%	6 16.2%	2 11.8%	4 16.0%
5	2 9.1% ef	1 10.0%	4 12.1% ef	0 0.0%	3 50.0% ackM	3 50.0% ackM	2 15.4%	1 16.7%	5 18.5%	1 20.0%	4 12.9% ef	1 16.7%	2 5.4% EFo	3 17.6%	6 24.0% m
6	1 4.5%	1 10.0%	1 3.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	5 18.5%	0 0.0%	5 16.1%	1 16.7%	5 13.5%	1 5.9%	3 12.0%
7=Very broad range	5 22.7% cm	0 0.0% d	1 3.0% aD	4 57.1% bCfGhiklM o	1 16.7%	0 0.0% d	0 0.0% D	0 0.0% d	3 11.1% d	0 0.0%	4 12.9% d	0 0.0% d	1 2.7% aD	3 17.6%	4 16.0% d
Mean	3.55	3.40	2.85 DIKnO	5.00 Cghm	4.33	3.50	3.00 do	2.17 dikO	4.11 Chm	2.80	4.13 Chm	4.00	3.16 dikO	3.94 c	4.40 CgHM

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

Topic 4: Managing Brand

How far is this brand stretched across different price-quality levels?

	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 narrow range	10 25.0% F	4 16.7%	5 14.3%	5 11.1%	2 9.5%	3 5.1%	3 11.5%	12 27.9% efGh	2 10.5%	10 16.9%	2 11.8%	3 8.3% a	0 0.0% a	0 0.0% Ac	3 7.7% a
2	7 17.5%	7 29.2%	11 31.4%	11 24.4%	4 19.0%	16 27.1%	4 15.4%	6 14.0% BDF	9 47.4% AcEh	11 18.6% bdf	8 47.1% Aceh	5 13.9% Bdf	8 47.1% Aceh	5 23.8%	8 20.5% bdf
3	5 12.5%	5 20.8% g	6 17.1% g	5 11.1%	5 23.8% g	13 22.0% g	0 0.0% bcef	5 11.6%	2 10.5%	12 20.3% h	1 5.9%	8 22.2% h	3 17.6%	5 23.8% h	2 5.1% ceg
4	4 10.0%	2 8.3%	1 2.9% E	7 15.6%	6 28.6% C	9 15.3%	4 15.4%	5 11.6%	2 10.5%	4 6.8% e	3 17.6%	8 22.2% c	3 17.6%	3 14.3%	6 15.4%
5	9 22.5%	2 8.3%	5 14.3%	6 13.3%	1 4.8%	10 16.9%	5 19.2%	10 23.3% b	0 0.0% ah	9 15.3%	1 5.9%	6 16.7%	1 5.9%	3 14.3%	8 20.5% b
6	3 7.5%	2 8.3%	3 8.6%	6 13.3%	2 9.5%	3 5.1%	3 11.5%	2 4.7%	2 10.5%	9 15.3%	0 0.0%	3 8.3%	2 11.8%	3 14.3%	2 5.1%
7=Very broad range	2 5.0% g	2 8.3%	4 11.4%	5 11.1%	1 4.8%	5 8.5% g	7 26.9% af	3 7.0% h	2 10.5%	4 6.8% h	2 11.8%	3 8.3%	0 0.0% h	2 9.5%	10 25.6% acf
Mean	3.30 g	3.21 g	3.43 g	3.80	3.48	3.61 g	4.58 abcf	3.30 h	3.16 h	3.58	3.06 h	3.83	3.18 h	4.00	4.38 abdf

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

Topic 4: Managing Brand

Indicate the percentage of your overall budget spent on long-term brand building relative to short-term performance: Current

N=246	Primary Economic Sector					What % of your company's sales is through the Internet?				
	Total	B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
0%	7 2.8%	1 1.2%	1 1.5%	4 6.8%	1 2.9%	2 2.5%	3 4.3%	0 0.0% e	0 0.0%	2 11.8% c
10%	35 14.2%	20 23.5% bc	5 7.7% a	6 10.2% a	4 11.4%	14 17.3%	7 10.0% d	5 10.2%	7 26.9% b	2 11.8%
20%	40 16.3%	11 12.9%	12 18.5%	10 16.9%	7 20.0%	15 18.5%	11 15.7%	6 12.2%	5 19.2%	3 17.6%
30%	40 16.3%	12 14.1%	10 15.4%	11 18.6%	7 20.0%	13 16.0%	6 8.6%	10 20.4%	6 23.1%	2 11.8%
40%	25 10.2%	7 8.2%	5 7.7%	7 11.9%	5 14.3%	8 9.9%	10 14.3% d	6 12.2%	0 0.0% b	1 5.9%
50%	35 14.2%	13 15.3%	5 7.7%	9 15.3%	7 20.0%	13 16.0%	12 17.1%	7 14.3%	2 7.7%	1 5.9%
60%	19 7.7%	4 4.7% b	11 16.9% ad	4 6.8%	0 0.0% b	2 2.5% bc	8 11.4% a	7 14.3% a	1 3.8%	1 5.9%
70%	18 7.3%	7 8.2%	7 10.8%	3 5.1%	1 2.9%	7 8.6%	4 5.7%	3 6.1%	3 11.5%	1 5.9%
80%	11 4.5%	1 1.2% c	4 6.2%	5 8.5% a	1 2.9%	2 2.5%	5 7.1%	1 2.0%	1 3.8%	2 11.8%
90%	12 4.9%	6 7.1% c	4 6.2%	0 0.0% a	2 5.7%	5 6.2%	2 2.9%	3 6.1%	1 3.8%	1 5.9%
100%	4 1.6%	3 3.5%	1 1.5%	0 0.0%	0 0.0%	0 0.0% e	2 2.9%	1 2.0%	0 0.0%	1 5.9% a
Mean	40.08	39.53	45.69 c	36.78 b	36.29	37.28	43.00	43.67	34.23	41.76

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

Topic 4: Managing Brand

Indicate the percentage of your overall budget spent on long-term brand building relative to short-term performance: Current

N=246

	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	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
0%	0 0.0%	0 0.0%	1 3.1%	0 0.0%	1 14.3% m	0 0.0%	1 8.3%	0 0.0%	3 11.1% m	0 0.0%	0 0.0%	0 0.0%	0 0.0% ei	0 0.0%	1 4.2%
10%	1 4.5% m	0 0.0%	4 12.5%	1 14.3%	2 28.6%	1 16.7%	2 16.7%	1 16.7%	3 11.1%	0 0.0%	3 10.7%	1 16.7%	11 30.6% a	1 5.9%	4 16.7%
20%	3 13.6%	4 40.0% I	4 12.5%	1 14.3%	0 0.0%	0 0.0%	2 16.7%	2 33.3% i	1 3.7% Bhk	1 20.0%	7 25.0% i	1 16.7%	7 19.4%	3 17.6%	4 16.7%
30%	2 9.1% b	4 40.0% a	6 18.8%	0 0.0%	1 14.3%	1 16.7%	1 8.3%	1 16.7%	5 18.5%	1 20.0%	5 17.9%	0 0.0%	6 16.7%	2 11.8%	5 20.8%
40%	3 13.6%	1 10.0%	8 25.0% kM	0 0.0%	2 28.6% km	0 0.0%	1 8.3%	0 0.0%	3 11.1%	0 0.0%	1 3.6% ce	1 16.7%	1 2.8% Ce	1 5.9%	3 12.5%
50%	5 22.7% k	1 10.0%	4 12.5% l	2 28.6% k	0 0.0%	0 0.0%	1 8.3%	2 33.3% k	6 22.2% k	0 0.0%	1 3.6% adhiL	3 50.0% cKm	4 11.1% l	2 11.8%	4 16.7%
60%	1 4.5% j	0 0.0%	2 6.3% j	1 14.3%	1 14.3%	0 0.0%	2 16.7% io	0 0.0%	0 0.0% gJn	2 40.0% acImO	3 10.7%	0 0.0%	3 8.3% j	4 23.5% io	0 0.0% gJn
70%	3 13.6%	0 0.0% f	1 3.1% F	0 0.0%	0 0.0%	3 50.0% bCgiMNo	0 0.0% f	0 0.0%	2 7.4% f	1 20.0%	4 14.3%	0 0.0%	2 5.6% F	0 0.0% F	2 8.3% f
80%	1 4.5%	0 0.0%	2 6.3%	1 14.3% m	0 0.0%	1 16.7% im	1 8.3%	0 0.0%	0 0.0% f	0 0.0%	2 7.1%	0 0.0%	0 0.0% df	1 5.9%	1 4.2%
90%	1 4.5%	0 0.0%	0 0.0% dn	1 14.3% c	0 0.0%	0 0.0%	1 8.3%	0 0.0%	2 7.4%	0 0.0%	2 7.1%	0 0.0%	2 5.6%	3 17.6% co	0 0.0% n
100%	2 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	51.82 beeMo	29.00 adfjn	36.56 an	51.43 b	27.14 a	55.00 bmo	39.17	30.00	42.22	48.00 b	43.21	36.67	32.50 Afn	50.59 bcmo	33.75 afn

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

Topic 4: Managing Brand

Indicate the percentage of your overall budget spent on long-term brand building relative to short-term performance: Current

N=246

	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
0%	1 2.6%	1 4.0%	1 2.9%	2 4.5%	0 0.0%	2 3.5%	0 0.0%	2 4.9%	0 0.0%	1 1.7%	1 6.3%	2 5.7%	0 0.0%	0 0.0%	1 2.6%
10%	6 15.4%	4 16.0%	5 14.3%	7 15.9%	2 10.0%	10 17.5%	1 3.8%	6 14.6%	3 15.8%	8 13.6%	2 12.5%	6 17.1%	2 11.8%	2 10.5%	6 15.4%
20%	8 20.5%	8 32.0%	5 14.3%	6 13.6%	4 20.0%	5 8.8%	4 15.4%	7 17.1%	6 31.6%	11 18.6%	1 6.3%	5 14.3%	3 17.6%	2 10.5%	5 12.8%
30%	7 17.9%	2 8.0%	5 14.3%	8 18.2%	4 20.0%	11 19.3%	3 11.5%	7 17.1%	3 15.8%	8 13.6%	3 18.8%	6 17.1%	4 23.5%	5 26.3%	4 10.3%
40%	5 12.8%	1 4.0%	5 14.3%	3 6.8%	3 15.0%	5 8.8%	3 11.5%	5 12.2%	0 0.0%	9 15.3%	1 6.3%	3 8.6%	0 0.0%	2 10.5%	5 12.8%
50%	4 10.3%	2 8.0%	5 14.3%	5 11.4%	3 15.0%	9 15.8%	7 26.9%	3 7.3%	2 10.5%	8 13.6%	3 18.8%	6 17.1%	3 17.6%	4 21.1%	6 15.4%
60%	3 7.7%	1 4.0%	1 2.9%	7 15.9%	1 5.0%	4 7.0%	2 7.7%	3 7.3%	1 5.3%	5 8.5%	2 12.5%	3 8.6%	1 5.9%	0 0.0%	4 10.3%
70%	2 5.1%	2 8.0%	3 8.6%	1 2.3%	2 10.0%	5 8.8%	3 11.5%	4 9.8%	1 5.3%	3 5.1%	1 6.3%	1 2.9%	2 11.8%	1 5.3%	4 10.3%
80%	1 2.6%	1 4.0%	2 5.7%	3 6.8%	0 0.0%	3 5.3%	1 3.8%	1 2.4%	1 5.3%	3 5.1%	1 6.3%	1 2.9%	1 5.9%	2 10.5%	1 2.6%
90%	2 5.1%	2 8.0%	2 5.7%	1 2.3%	1 5.0%	3 5.3%	1 3.8%	2 4.9%	2 10.5%	2 3.4%	1 6.3%	1 2.9%	1 5.9%	1 5.3%	2 5.1%
100%	0 0.0%	1 4.0%	1 2.9%	1 2.3%	0 0.0%	0 0.0%	1 3.8%	1 2.4%	0 0.0%	1 1.7%	0 0.0%	1 2.9%	0 0.0%	0 0.0%	1 2.6%
Mean	36.15 g	38.40	41.71	39.09	39.00	40.00	48.08 a	38.54	38.42	39.49	42.50	36.57	42.35	42.63	42.56

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

Topic 4: Managing Brand

Indicate the percentage of your overall budget spent on long-term brand building relative to short-term performance: Ideal

N=250	Primary Economic Sector					What % of your company's sales is through the Internet?				
	Total	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
0%	1 0.4%	0 0.0%	0 0.0%	1 1.6%	0 0.0%	0 0.0%	1 1.4%	0 0.0%	0 0.0%	0 0.0%
10%	3 1.2%	2 2.3%	0 0.0%	0 0.0%	1 2.9%	1 1.2%	1 1.4%	0 0.0%	1 3.4%	0 0.0%
20%	12 4.8%	3 3.5%	5 7.6%	3 4.9%	1 2.9%	4 4.8%	2 2.9% d	1 2.1% d	4 13.8% bc	1 5.9%
30%	33 13.2%	15 17.4%	8 12.1%	8 13.1%	2 5.7%	11 13.3%	9 12.9%	5 10.4%	3 10.3%	5 29.4%
40%	38 15.2%	14 16.3%	9 13.6%	9 14.8%	6 17.1%	11 13.3%	10 14.3%	9 18.8%	7 24.1%	1 5.9%
50%	76 30.4%	23 26.7%	18 27.3%	22 36.1%	11 31.4%	27 32.5%	22 31.4%	12 25.0%	7 24.1%	5 29.4%
60%	39 15.6%	9 10.5%	12 18.2%	10 16.4%	8 22.9%	12 14.5%	15 21.4%	5 10.4%	4 13.8%	3 17.6%
70%	26 10.4%	9 10.5%	7 10.6%	8 13.1%	2 5.7%	8 9.6%	5 7.1% c	10 20.8% b	2 6.9%	1 5.9%
80%	14 5.6%	7 8.1% c	5 7.6% c	0 0.0% ab	2 5.7%	7 8.4%	2 2.9%	4 8.3%	1 3.4%	0 0.0%
90%	3 1.2%	1 1.2%	1 1.5%	0 0.0%	1 2.9%	1 1.2%	1 1.4%	1 2.1%	0 0.0%	0 0.0%
100%	5 2.0%	3 3.5%	1 1.5%	0 0.0%	1 2.9%	1 1.2%	2 2.9%	1 2.1%	0 0.0%	1 5.9%
Mean	50.52	50.70	51.52	47.87	52.86	51.08	50.29	55.00 D	43.79 C	47.65

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

Topic 4: Managing Brand

Indicate the percentage of your overall budget spent on long-term brand building relative to short-term performance: Ideal

N=250

	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	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
0%	0 0.0%	0 0.0%	1 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%
10%	0 0.0%	0 0.0%	0 0.0% 1	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% 1	0 0.0%	0 0.0% 1	1 16.7% cik	1 2.8%	0 0.0%	1 4.0%
20%	0 0.0%	0 0.0%	1 3.0%	0 0.0%	1 14.3%	0 0.0%	2 15.4% i	0 0.0%	0 0.0% g	0 0.0%	3 10.3%	0 0.0%	2 5.6%	0 0.0%	3 12.0%
30%	2 9.1% e	0 0.0% e	4 12.1%	0 0.0%	3 42.9% abgno	1 16.7%	0 0.0% eh	2 33.3% g	3 11.1%	1 20.0%	5 17.2%	0 0.0%	9 25.0%	1 5.9% e	2 8.0% e
40%	3 13.6%	3 30.0%	4 12.1%	1 14.3%	1 14.3%	0 0.0%	2 15.4%	1 16.7%	4 14.8%	0 0.0%	5 17.2%	0 0.0%	6 16.7%	5 29.4%	3 12.0%
50%	6 27.3%	4 40.0%	10 30.3%	4 57.1% n	2 28.6%	2 33.3%	2 15.4%	1 16.7%	10 37.0%	2 40.0%	8 27.6%	3 50.0%	9 25.0%	2 11.8% do	11 44.0% n
60%	5 22.7% i	3 30.0% i	7 21.2%	1 14.3%	0 0.0%	1 16.7%	3 23.1%	0 0.0%	1 3.7% abjl	2 40.0% ik	2 6.9% j	2 33.3% i	5 13.9%	4 23.5%	2 8.0%
70%	1 4.5%	0 0.0%	5 15.2%	1 14.3%	0 0.0%	1 16.7%	2 15.4%	2 33.3% m	4 14.8%	0 0.0%	3 10.3%	0 0.0%	1 2.8% h	3 17.6%	3 12.0%
80%	2 9.1%	0 0.0%	1 3.0%	0 0.0%	0 0.0%	1 16.7% o	2 15.4%	0 0.0%	3 11.1%	0 0.0%	2 6.9%	0 0.0%	2 5.6%	1 5.9%	0 0.0% f
90%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.4%	0 0.0%	1 2.8%	1 5.9%	0 0.0%
100%	3 13.6% ckm	0 0.0%	0 0.0% a	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.4%	0 0.0%	0 0.0% a	0 0.0% a	0 0.0% a	0 0.0%	0 0.0%
Mean	59.55 EkMo	50.00 E	50.00 e	52.86 E	35.71 ABcDfgiN	56.67 e	53.85 e	48.33	56.67 emo	50.00	47.93 a	46.67	45.28 Ain	55.88 Emo	45.20 ain

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

Topic 4: Managing Brand

Indicate the percentage of your overall budget spent on long-term brand building relative to short-term performance: Ideal

N=250

	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
0%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
10%	0 0.0%	1 4.0%	0 0.0%	1 2.3%	0 0.0%	1 1.7%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	1 2.6%
20%	4 10.0%	0 0.0%	0 0.0%	5 11.4%	0 0.0%	3 5.2%	0 0.0%	4 9.3%	0 0.0%	2 3.4%	0 0.0%	4 11.1%	1 5.9%	0 0.0%	1 2.6%
30%	4 10.0%	5 20.0%	6 17.1%	7 15.9%	5 23.8%	5 8.6%	1 3.8%	5 11.6%	5 26.3%	9 15.5%	3 17.6%	5 13.9%	3 17.6%	2 10.0%	1 2.6%
40%	10 25.0%	5 20.0%	3 8.6%	5 11.4%	2 9.5%	11 19.0%	2 7.7%	10 23.3%	2 10.5%	7 12.1%	3 17.6%	5 13.9%	0 0.0%	3 15.0%	8 20.5%
50%	14 35.0%	6 24.0%	12 34.3%	11 25.0%	8 38.1%	16 27.6%	9 34.6%	14 32.6%	5 26.3%	16 27.6%	5 29.4%	13 36.1%	6 35.3%	6 30.0%	11 28.2%
60%	2 5.0%	4 16.0%	6 17.1%	9 20.5%	4 19.0%	9 15.5%	5 19.2%	1 2.3%	2 10.5%	12 20.7%	5 29.4%	5 13.9%	2 11.8%	6 30.0%	5 12.8%
70%	3 7.5%	1 4.0%	3 8.6%	3 6.8%	1 4.8%	9 15.5%	5 19.2%	4 9.3%	2 10.5%	6 10.3%	1 5.9%	2 5.6%	4 23.5%	1 5.0%	6 15.4%
80%	2 5.0%	2 8.0%	2 5.7%	2 4.5%	1 4.8%	4 6.9%	1 3.8%	3 7.0%	2 10.5%	3 5.2%	0 0.0%	1 2.8%	0 0.0%	2 10.0%	3 7.7%
90%	1 2.5%	0 0.0%	1 2.9%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	1 2.3%	0 0.0%	1 1.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.6%
100%	0 0.0%	1 4.0%	1 2.9%	1 2.3%	0 0.0%	0 0.0%	2 7.7%	1 2.3%	0 0.0%	1 1.7%	0 0.0%	1 2.8%	0 0.0%	0 0.0%	2 5.1%
Mean	47.00 G	49.20 g	52.00	47.27 G	48.57 g	50.86 g	60.77 AbDef	48.84	47.89	51.03	48.82	47.22 h	48.24	53.50	55.90 e

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

Topic 4: Managing Brand

Rate how well marketing works with different functions to build your company's brand (1=very little, 7=a great deal):

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
<u>Marketing and sales/distribution work closely together to build the brand</u>										
Mean	5.43	5.77 bc	5.22 a	5.28 a	5.20	5.29	5.67	5.23	5.52	5.59
<u>Marketing and human resources work closely together to build the brand</u>										
Mean	3.54	3.38	3.94 C	3.03 Bd	3.91 c	3.58	3.96 E	3.44	3.24	2.59 B
<u>Marketing and operations/production work closely together to build the brand</u>										
Mean	4.43	4.33	4.35	4.57	4.56	3.96 Bd	4.90 Ac	4.27 b	4.76 a	4.88
<u>Marketing and finance work closely together to build the brand</u>										
Mean	3.59	3.41 C	3.18 C	4.28 AB	3.63	3.12 B	4.14 Ae	3.54	3.81	3.18 b
<u>Marketing and IT/digital work closely together to build the brand</u>										
Mean	4.24	4.13	4.04	4.63	4.23	3.63 BD	4.69 A	4.23 d	5.17 Ace	3.88 d

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

Topic 4: Managing Brand

Rate how well marketing works with different functions to build your company's brand (1=very little, 7=a great deal):

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Marketing and sales/distribution work closely together to build the brand</u>															
Mean	5.50	5.10	5.73	5.43	6.00	5.00	4.92	6.50	5.56	4.80	5.10	5.33	5.68	5.24	5.25
<u>Marketing and human resources work closely together to build the brand</u>															
Mean	4.14 c	3.30	2.88 af lno	4.00	2.86	4.60 cj	3.00	3.00	3.11 l	2.20 flo	3.77	4.67 cij	3.70	4.00 c	3.92 cj
<u>Marketing and operations/production work closely together to build the brand</u>															
Mean	4.82	4.44	4.33 do	5.57 cgi	4.57	4.60	4.08 do	4.00	3.85 do	3.60	4.57	4.17	4.24 o	4.35	5.17 cgim
<u>Marketing and finance work closely together to build the brand</u>															
Mean	4.27 n	2.90 o	3.94 n	4.43	4.00	2.60	3.25	2.83	3.22	2.40 o	3.67	3.33	3.42	3.00 aco	4.25 bjn
<u>Marketing and IT/digital work closely together to build the brand</u>															
Mean	4.59	4.90	3.82 O	4.86	4.43	3.60 o	3.46 O	5.33	3.77 O	3.80 o	4.40 o	3.83 o	3.76 O	4.24 o	5.57 CfGJkIMn

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

Topic 4: Managing Brand

Rate how well marketing works with different functions to build your company's brand (1=very little, 7=a great deal):

	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
<u>Marketing and sales/distribution work closely together to build the brand</u>															
Mean	5.67	5.28	5.77	5.16	5.48	5.34	5.35	5.69 ^f	5.32 ^f	5.57	5.35	5.28	5.18 ^{ab}	5.52	5.18
<u>Marketing and human resources work closely together to build the brand</u>															
Mean	3.64 ^b	2.36 ^{aCdEFG}	3.71 ^B	3.29 ^b	4.00 ^B	3.86 ^B	3.65 ^B	3.31	2.79 ^{fg}	3.38	3.94	3.67	4.12 ^b	4.05 ^b	3.56
<u>Marketing and operations/production work closely together to build the brand</u>															
Mean	5.37 ^{BcDeFG}	4.04 ^A	4.43 ^a	3.87 ^{Af}	4.43 ^a	4.55 ^{Ad}	4.23 ^A	5.02 ^{bDfh}	4.05 ^a	4.60 ^D	3.18 ^{ACeGh}	4.36 ^d	4.06 ^a	4.86 ^D	4.26 ^{ad}
<u>Marketing and finance work closely together to build the brand</u>															
Mean	3.82	2.88 ^f	3.65	3.42	3.76	3.78 ^b	3.65	3.75 ^b	2.53 ^{aCeGh}	3.79 ^B	3.06	3.72 ^b	3.59	3.90 ^B	3.59 ^b
<u>Marketing and IT/digital work closely together to build the brand</u>															
Mean	4.71 ^{bd}	3.80 ^a	4.15	3.82 ^{af}	3.95	4.60 ^d	4.23	4.51	3.58	4.25	3.71	4.42	4.41	4.48	4.21

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

Topic 4: Managing Brand

Rate the importance of your brand capabilities to your company's success.

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Importance of brand development capabilities to your company's success</u>										
Mean	5.52	5.40	5.43	5.82	5.43	5.48	5.44	5.69	5.38	5.71
<u>Importance of brand management capabilities to your company's success</u>										
Mean	5.64	5.58	5.42 c	5.90 b	5.77	5.46 c	5.61	5.91 a	5.72	5.71
Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01										

Topic 4: Managing Brand

Rate the importance of your brand capabilities to your company's success.

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Importance of brand development capabilities to your company's success</u>															
Mean	5.36	5.80	5.85 ij	5.43	5.67	6.00	5.38	5.50	5.16 c	4.40 co	5.70	5.33	5.38	5.35	5.83 j
<u>Importance of brand management capabilities to your company's success</u>															
Mean	5.73	5.20	6.06 m	5.71	6.17	5.50	5.38	5.83	5.46	5.20	5.69	5.67	5.41 c	5.81	5.79

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

Topic 4: Managing Brand

Rate the importance of your brand capabilities to your company's success.

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

Importance of brand development capabilities to your company's success

Mean	5.59	5.54	5.57	5.30	5.67	5.37	5.92	5.74 f	5.28	5.59	5.38	5.61	4.94 a	5.43	5.59
------	------	------	------	------	------	------	------	-----------	------	------	------	------	-----------	------	------

Importance of brand management capabilities to your company's success

Mean	5.79	5.38	5.57	5.45	5.57	5.74	5.92	5.93	5.33	5.56	5.25	5.69	5.47	5.90	5.63
------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------

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

Topic 4: Managing Brand

Rate the current effectiveness of your brand capabilities.

Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
	A	B	C	D	A	B	C	D	E

Current effectiveness of brand development capabilities

Mean	4.52	4.31 d	4.40	4.73	4.91 a	4.29 bc	4.73 ae	4.89 ae	4.48	3.94 bc
------	------	-----------	------	------	-----------	------------	------------	------------	------	------------

Current effectiveness of brand management capabilities

Mean	4.72	4.35 bC	4.85 a	5.02 A	4.89	4.59	4.96	4.79	4.69	4.35
------	------	------------	-----------	-----------	------	------	------	------	------	------

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

Topic 4: Managing Brand

Rate the current effectiveness of your brand capabilities.

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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O	

Current effectiveness of brand development capabilities

Mean	4.91	4.60	4.53	4.71	5.33	5.17	4.31	4.67	4.07 o	4.20	4.40	4.67	4.19 o	4.53	5.08 im
------	------	------	------	------	------	------	------	------	-----------	------	------	------	-----------	------	------------

Current effectiveness of brand management capabilities

Mean	4.86	4.60	4.94 i	4.71	5.50	5.17	4.46	4.40	4.11 ck	4.40	5.07 im	5.33	4.39 k	4.94	4.79
------	------	------	-----------	------	------	------	------	------	------------	------	------------	------	-----------	------	------

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

Topic 4: Managing Brand

Rate the current effectiveness of your brand capabilities.

	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
<u>Current effectiveness of brand development capabilities</u>															
Mean	4.28 G	4.08 G	4.54	4.49 g	4.43 g	4.57 g	5.23 ABdef	4.29	4.00 cgh	4.71 bf	4.29	4.53	3.88 cgh	4.86 bf	4.87 bf
<u>Current effectiveness of brand management capabilities</u>															
Mean	4.59	4.22	4.74	4.87	4.75	4.78	4.88	4.57	4.17 cg	4.86 b	4.65	4.89	4.56	5.14 b	4.64
Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01															

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Brands are a key intangible asset owned by our company.

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1=Not at all	3 1.2%	2 2.3%	1 1.4%	0 0.0%	0 0.0%	3 3.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2	10 4.0%	6 7.0%	3 4.3%	0 0.0%	1 2.9%	7 8.4%	2 2.9%	1 2.0%	0 0.0%	0 0.0%
		c		a						
3	10 4.0%	5 5.8%	3 4.3%	0 0.0%	2 5.7%	4 4.8%	3 4.3%	2 4.1%	0 0.0%	1 5.9%
4	26 10.4%	10 11.6%	9 13.0%	4 6.7%	2 5.7%	11 13.3%	8 11.6%	4 8.2%	1 3.4%	2 11.8%
5	56 22.3%	19 22.1%	18 26.1%	15 25.0%	4 11.4%	18 21.7%	15 21.7%	8 16.3%	10 34.5%	4 23.5%
6	62 24.7%	16 18.6%	14 20.3%	20 33.3%	12 34.3%	16 19.3%	18 26.1%	15 30.6%	8 27.6%	4 23.5%
		c		a						
7=Very highly	84 33.5%	28 32.6%	21 30.4%	21 35.0%	14 40.0%	24 28.9%	23 33.3%	19 38.8%	10 34.5%	6 35.3%
Mean	5.57	5.30 C	5.41 c	5.97 Ab	5.89	5.14 cd	5.64	5.86 a	5.93 a	5.71

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

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Brands are a key intangible asset owned by our 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	Manufac- turing I	Mining Construc- tion J	Profession- al Services 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 3.7%	0 0.0%	1 3.2%	0 0.0%	0 0.0%	0 0.0%	1 4.3%
2	0 0.0% j	0 0.0%	1 3.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 11.1%	1 20.0% ako	0 0.0% jl	1 16.7% k	3 8.1%	1 5.9%	0 0.0% j
3	2 9.1%	0 0.0%	0 0.0% dg	1 14.3% c	0 0.0%	0 0.0%	2 15.4% c	0 0.0%	2 7.4%	0 0.0%	2 6.5%	0 0.0%	1 2.7%	0 0.0%	0 0.0%
4	1 4.5%	1 10.0%	2 6.1%	0 0.0%	2 28.6%	1 16.7%	0 0.0% l	1 16.7%	2 7.4%	0 0.0%	6 19.4%	2 33.3% g	4 10.8%	1 5.9%	2 8.7%
5	6 27.3%	3 30.0%	6 18.2%	1 14.3%	1 14.3%	3 50.0% ik	3 23.1%	1 16.7%	2 7.4% fMo	0 0.0%	4 12.9% fm	0 0.0%	14 37.8% lk	4 23.5%	8 34.8% i
6	3 13.6%	2 20.0%	10 30.3%	3 42.9%	1 14.3%	1 16.7%	4 30.8%	2 33.3%	7 25.9%	1 20.0%	6 19.4%	2 33.3%	8 21.6%	7 41.2%	5 21.7%
7=Very highly	10 45.5% m	4 40.0%	14 42.4% m	2 28.6%	3 42.9%	1 16.7%	4 30.8%	2 33.3%	10 37.0%	3 60.0% m	12 38.7%	1 16.7%	7 18.9% acj	4 23.5%	7 30.4%
Mean	5.82	5.90	6.00 lm	5.71	5.71	5.33	5.62	5.83	5.30	5.80	5.52	4.83 c	5.19 c	5.65	5.57

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

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Brands are a key intangible asset owned by our 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=Not at all	0 0.0%	0 0.0%	0 0.0%	2 4.4%	0 0.0%	0 0.0%	1 3.8%	0 0.0% d	0 0.0%	0 0.0% D	2 11.8% aCe	0 0.0% d	0 0.0%	0 0.0%	1 2.6%
2	1 2.6%	1 4.0%	1 2.9%	0 0.0% g	0 0.0%	4 6.8%	3 11.5% d	1 2.4%	1 5.0%	0 0.0% h	1 5.9%	2 5.7%	0 0.0%	1 4.8%	4 10.3% c
3	2 5.1%	2 8.0%	1 2.9%	2 4.4%	2 10.0%	1 1.7%	0 0.0%	2 4.8%	2 10.0%	2 3.4%	0 0.0%	2 5.7%	1 5.9%	0 0.0%	1 2.6%
4	4 10.3%	5 20.0%	3 8.6%	4 8.9%	3 15.0%	6 10.2%	1 3.8%	6 14.3%	3 15.0%	5 8.5%	2 11.8%	3 8.6%	4 23.5% h	1 4.8%	2 5.1% f
5	6 15.4%	7 28.0%	8 22.9%	13 28.9%	4 20.0%	14 23.7%	3 11.5%	6 14.3% c	7 35.0% h	20 33.9% aeh	5 29.4%	5 14.3% c	3 17.6%	5 23.8%	5 12.8% bc
6	10 25.6%	5 20.0%	10 28.6%	11 24.4%	6 30.0%	13 22.0%	7 26.9%	10 23.8%	1 5.0% cG	17 28.8% b	3 17.6%	9 25.7%	4 23.5%	9 42.9% B	9 23.1%
7=Very highly	16 41.0%	5 20.0%	12 34.3%	13 28.9%	5 25.0%	21 35.6%	11 42.3%	17 40.5%	6 30.0%	15 25.4%	4 23.5%	14 40.0%	5 29.4%	5 23.8%	17 43.6%
Mean	5.79	5.12	5.74	5.47	5.45	5.59	5.58	5.74	5.15	5.64 d	4.88 c	5.69	5.47	5.71	5.59

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

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Significant long-term investments are made into developing our brand.

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all	9 3.6%	6 7.0%	2 2.9%	1 1.7%	0 0.0%	4 4.8%	2 2.9%	1 2.0%	1 3.4%	1 5.9%
2	26 10.4%	9 10.5%	8 11.6%	5 8.3%	4 11.4%	12 14.5%	7 10.1%	3 6.1%	1 3.4%	3 17.6%
3	52 20.7%	18 20.9%	14 20.3%	12 20.0%	7 20.0%	16 19.3%	12 17.4%	11 22.4%	7 24.1%	5 29.4%
4	53 21.1%	24 27.9%	14 20.3%	10 16.7%	5 14.3%	22 26.5%	13 18.8%	9 18.4%	8 27.6%	1 5.9%
5	48 19.1%	9 10.5%	13 18.8%	15 25.0%	11 31.4%	16 19.3%	17 24.6%	6 12.2%	5 17.2%	3 17.6%
6	31 12.4%	9 10.5%	11 15.9%	8 13.3%	3 8.6%	6 7.2%	10 14.5%	8 16.3%	6 20.7%	1 5.9%
7=Very highly	32 12.7%	11 12.8%	7 10.1%	9 15.0%	5 14.3%	7 8.4%	8 11.6%	11 22.4%	1 3.4%	3 17.6%
Mean	4.30	4.07	4.29	4.55	4.49	3.96	4.42	4.71	4.28	4.00

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

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Significant long-term investments are made into developing our 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	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	0 0.0% j	0 0.0%	1 3.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 14.8% k	1 20.0% ako	0 0.0% ij	0 0.0%	3 8.1%	0 0.0%	0 0.0% j
2	1 4.5%	0 0.0%	5 15.2%	0 0.0%	0 0.0%	1 16.7%	3 23.1%	1 16.7%	2 7.4%	0 0.0%	4 12.9%	1 16.7%	4 10.8%	1 5.9%	3 13.0%
3	4 18.2%	2 20.0%	4 12.1%	2 28.6%	2 28.6%	1 16.7%	2 15.4%	1 16.7%	6 22.2%	0 0.0%	8 25.8%	0 0.0%	9 24.3%	4 23.5%	6 26.1%
4	5 22.7%	2 20.0%	6 18.2%	2 28.6%	2 28.6%	2 33.3%	1 7.7%	1 16.7%	5 18.5%	1 20.0%	5 16.1%	2 33.3%	12 32.4%	4 23.5%	3 13.0%
5	5 22.7%	3 30.0%	8 24.2%	2 28.6%	0 0.0%	1 16.7%	2 15.4%	0 0.0%	3 11.1% l	1 20.0%	7 22.6%	3 50.0% im	5 13.5% l	3 17.6%	5 21.7%
6	2 9.1% g	2 20.0%	5 15.2%	0 0.0%	2 28.6%	1 16.7%	5 38.5% aiMo	0 0.0%	3 11.1% g	1 20.0%	5 16.1%	0 0.0%	2 5.4% G	2 11.8%	1 4.3% g
7=Very highly	5 22.7%	1 10.0%	4 12.1% h	1 14.3%	1 14.3%	0 0.0%	0 0.0% h	3 50.0% cgKM	4 14.8%	1 20.0%	2 6.5% H	0 0.0%	2 5.4% H	3 17.6%	5 21.7%
Mean	4.82 M	4.80 m	4.39	4.43	4.71	4.00	4.31	5.00	3.96	4.60	4.23	4.17	3.70 Ab	4.59	4.43

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

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Significant long-term investments are made into developing our brand.

	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 2.6%	2 8.0%	0 0.0%	2 4.4%	1 5.0%	2 3.4%	1 3.8%	2 4.8%	1 5.0%	0 0.0%	2 11.8%	0 0.0%	1 5.9%	1 4.8%	2 5.1%
2	4 10.3%	4 16.0%	3 8.6%	5 11.1%	2 10.0%	5 8.5%	3 11.5%	4 9.5%	2 10.0%	5 8.5%	2 11.8%	7 20.0%	1 5.9%	1 4.8%	4 10.3%
3	9 23.1%	5 20.0%	11 31.4%	8 17.8%	0 0.0%	14 23.7%	4 15.4%	9 21.4%	6 30.0%	13 22.0%	1 5.9%	6 17.1%	5 29.4%	6 28.6%	6 15.4%
4	11 28.2%	5 20.0%	9 25.7%	8 17.8%	6 30.0%	8 13.6%	6 23.1%	11 26.2%	6 30.0%	13 22.0%	2 11.8%	9 25.7%	2 11.8%	3 14.3%	7 17.9%
5	3 7.7%	4 16.0%	5 14.3%	12 26.7%	8 40.0%	14 23.7%	2 7.7%	4 9.5%	1 5.0%	14 23.7%	8 47.1%	4 11.4%	4 23.5%	6 28.6%	7 17.9%
6	4 10.3%	3 12.0%	4 11.4%	6 13.3%	3 15.0%	6 10.2%	5 19.2%	5 11.9%	2 10.0%	7 11.9%	2 11.8%	5 14.3%	3 17.6%	4 19.0%	3 7.7%
7=Very highly	7 17.9%	2 8.0%	3 8.6%	4 8.9%	0 0.0%	10 16.9%	5 19.2%	7 16.7%	2 10.0%	7 11.9%	0 0.0%	4 11.4%	1 5.9%	0 0.0%	10 25.6%
Mean	4.31	3.88	4.14	4.27	4.35	4.44	4.54	4.29	3.90	4.44	4.06	4.17	4.18	4.14	4.59

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

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

We continually invest in maintaining our brand’s unique position in the marketplace.

	Primary Economic Sector					What % of your company's sales is through the Internet?				
	Total	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1=Not at all	5 2.0%	4 4.7%	1 1.4%	0 0.0%	0 0.0%	5 6.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
						b	a			
2	17 6.8%	5 5.8%	5 7.2%	3 5.1%	4 11.4%	8 9.6%	3 4.4%	3 6.1%	0 0.0%	3 17.6%
									e	d
3	47 18.8%	17 19.8%	13 18.8%	13 22.0%	4 11.4%	15 18.1%	11 16.2%	9 18.4%	5 17.2%	5 29.4%
4	48 19.2%	22 25.6%	18 26.1%	6 10.2%	2 5.7%	19 22.9%	14 20.6%	8 16.3%	5 17.2%	2 11.8%
		cd	cd	ab	ab					
5	57 22.8%	19 22.1%	14 20.3%	15 25.4%	9 25.7%	20 24.1%	15 22.1%	8 16.3%	11 37.9%	3 17.6%
								d	c	
6	45 18.0%	9 10.5%	10 14.5%	16 27.1%	9 25.7%	8 9.6%	16 23.5%	12 24.5%	7 24.1%	2 11.8%
		cd		a	a	bc	a	a		
7=Very highly	31 12.4%	10 11.6%	8 11.6%	6 10.2%	7 20.0%	8 9.6%	9 13.2%	9 18.4%	1 3.4%	2 11.8%
Mean	4.58	4.33	4.46	4.78	5.03	4.17	4.84	4.90	4.79	4.12
		d			a	Bc	A	a		

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

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

We continually invest in maintaining our brand’s unique position in the marketplace.

	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	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	0 0.0% j	0 0.0%	0 0.0% j	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.7%	1 20.0% ack	0 0.0% j	0 0.0%	1 2.7%	0 0.0%	1 4.3%
2	0 0.0% g	0 0.0%	1 3.0% g	0 0.0%	1 14.3%	0 0.0%	3 23.1% ac	0 0.0%	2 7.7%	0 0.0%	4 12.9%	0 0.0%	3 8.1%	1 5.9%	2 8.7%
3	4 18.2%	1 10.0%	8 24.2%	1 14.3%	1 14.3%	2 33.3%	1 7.7%	1 16.7%	7 26.9%	0 0.0%	7 22.6%	1 16.7%	8 21.6%	1 5.9%	3 13.0%
4	4 18.2%	2 20.0%	4 12.1% m	2 28.6%	1 14.3%	0 0.0%	1 7.7%	2 33.3%	5 19.2%	1 20.0%	6 19.4%	1 16.7%	12 32.4% c	4 23.5%	3 13.0%
5	6 27.3%	2 20.0%	8 24.2% l	1 14.3%	1 14.3%	3 50.0%	2 15.4% l	1 16.7%	4 15.4% l	1 20.0%	5 16.1% l	4 66.7% cgikM	6 16.2% L	6 35.3%	7 30.4%
6	4 18.2%	3 30.0% i	9 27.3% i	1 14.3%	2 28.6%	1 16.7%	6 46.2% Imo	1 16.7%	1 3.8% bcG	1 20.0%	6 19.4%	0 0.0%	5 13.5% g	3 17.6%	2 8.7% g
7=Very highly	4 18.2%	2 20.0%	3 9.1%	2 28.6%	1 14.3%	0 0.0%	0 0.0%	1 16.7%	5 19.2%	1 20.0%	3 9.7%	0 0.0%	2 5.4%	2 11.8%	5 21.7%
Mean	5.00 m	5.30 m	4.76	5.14	4.71	4.50	4.54	4.83	4.15	4.60	4.35	4.50	4.14 ab	4.88	4.70

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

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

We continually invest in maintaining our brand’s unique position in the marketplace.

	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 4.0%	0 0.0%	2 4.4%	1 5.0%	0 0.0%	1 3.8%	0 0.0%	1 5.0%	0 0.0%	2 11.8%	0 0.0%	1 5.9%	0 0.0%	1 2.6%
2	3 7.7%	4 16.0%	2 5.7%	3 6.7%	0 0.0%	4 6.9%	1 3.8%	4 9.5%	3 15.0%	1 1.7%	1 5.9%	3 8.6%	0 0.0%	3 14.3%	2 5.3%
3	11 28.2%	3 12.0%	4 11.4%	9 20.0%	0 0.0%	15 25.9%	5 19.2%	10 23.8%	4 20.0%	11 18.6%	2 11.8%	5 14.3%	2 11.8%	4 19.0%	9 23.7%
4	3 7.7%	6 24.0%	10 28.6%	10 22.2%	5 25.0%	11 19.0%	3 11.5%	3 7.1%	5 25.0%	11 18.6%	3 17.6%	12 34.3%	6 35.3%	3 14.3%	5 13.2%
5	9 23.1%	4 16.0%	11 31.4%	10 22.2%	9 45.0%	9 15.5%	4 15.4%	11 26.2%	2 10.0%	18 30.5%	4 23.5%	8 22.9%	4 23.5%	4 19.0%	6 15.8%
6	8 20.5%	5 20.0%	7 20.0%	7 15.6%	4 20.0%	7 12.1%	7 26.9%	9 21.4%	3 15.0%	14 23.7%	3 17.6%	3 8.6%	3 17.6%	5 23.8%	5 13.2%
7=Very highly	5 12.8%	2 8.0%	1 2.9%	4 8.9%	1 5.0%	12 20.7%	5 19.2%	5 11.9%	2 10.0%	4 6.8%	2 11.8%	4 11.4%	1 5.9%	2 9.5%	10 26.3%
Mean	4.59	4.24	4.57	4.33	4.85	4.62	4.88	4.62	4.05	4.76	4.35	4.43	4.47	4.48	4.79

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

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Employees are evaluated and rewarded based on how well they deliver our brand promise to customers.

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1=Not at all	27 10.8%	14 16.3%	6 8.7%	3 5.0%	4 11.8%	14 16.9%	3 4.4%	4 8.2%	2 6.9%	4 23.5%
		c		a		b	ae			b
2	47 18.8%	18 20.9%	11 15.9%	13 21.7%	5 14.7%	12 14.5%	13 19.1%	12 24.5%	5 17.2%	4 23.5%
3	42 16.8%	12 14.0%	11 15.9%	13 21.7%	6 17.6%	12 14.5%	12 17.6%	9 18.4%	6 20.7%	3 17.6%
4	41 16.4%	18 20.9%	15 21.7%	5 8.3%	3 8.8%	14 16.9%	13 19.1%	5 10.2%	7 24.1%	2 11.8%
		c	c	ab						
5	41 16.4%	11 12.8%	11 15.9%	12 20.0%	6 17.6%	15 18.1%	10 14.7%	7 14.3%	7 24.1%	1 5.9%
6	29 11.6%	7 8.1%	8 11.6%	10 16.7%	4 11.8%	9 10.8%	9 13.2%	8 16.3%	1 3.4%	2 11.8%
7=Very highly	23 9.2%	6 7.0%	7 10.1%	4 6.7%	6 17.6%	7 8.4%	8 11.8%	4 8.2%	1 3.4%	1 5.9%
Mean	3.80	3.45	3.96	3.93	4.12	3.71	4.07	3.80	3.66	3.12
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01						

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Employees are evaluated and rewarded based on how well they deliver our brand promise to 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	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	1 4.5%	1 10.0%	0 0.0% dEhIjmo	1 14.3% c	2 28.6% C	0 0.0%	1 7.7%	1 16.7% c	6 22.2% C	1 20.0% c	3 10.0%	0 0.0%	6 16.2% c	1 5.9%	3 13.0% c
2	5 22.7%	1 10.0%	10 30.3%	0 0.0%	1 14.3%	1 16.7%	4 30.8%	1 16.7%	5 18.5%	0 0.0%	4 13.3%	1 16.7%	7 18.9%	2 11.8%	4 17.4%
3	3 13.6%	1 10.0%	8 24.2% m	0 0.0%	1 14.3%	1 16.7%	2 15.4%	0 0.0%	7 25.9% m	1 20.0%	5 16.7%	3 50.0% M	2 5.4% ciLo	2 11.8%	6 26.1% m
4	4 18.2%	1 10.0%	3 9.1% m	2 28.6%	1 14.3%	0 0.0%	3 23.1%	0 0.0%	2 7.4% m	2 40.0% o	5 16.7%	0 0.0%	12 32.4% cio	5 29.4% o	1 4.3% jmn
5	2 9.1% b	4 40.0% agM	6 18.2%	0 0.0%	2 28.6%	2 33.3% gm	0 0.0% bfh	2 33.3% gm	4 14.8%	0 0.0%	7 23.3% m	1 16.7%	2 5.4% Bfhk	4 23.5%	5 21.7%
6	3 13.6%	0 0.0%	4 12.1%	2 28.6% i	0 0.0%	1 16.7%	2 15.4%	2 33.3% i	1 3.7% dh	0 0.0%	2 6.7%	1 16.7%	7 18.9%	1 5.9%	3 13.0%
7=Very highly	4 18.2% m	2 20.0%	2 6.1%	2 28.6% m	0 0.0%	1 16.7%	1 7.7%	0 0.0%	2 7.4%	1 20.0%	4 13.3%	0 0.0%	1 2.7% ad	2 11.8%	1 4.3%
Mean	4.18	4.40	3.76	5.00 i	3.00	4.67	3.54	4.17	3.15 d	3.80	4.03	3.67	3.59	4.18	3.61

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

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Employees are evaluated and rewarded based on how well they deliver our brand promise to customers.

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=Not at all	4 10.3%	5 20.0%	5 14.7%	6 13.3%	1 5.0%	4 6.8%	2 7.7%	5 11.9%	4 20.0%	7 12.1%	4 23.5%	2 5.7%	1 5.9%	1 4.8%	3 7.7%
2	6 15.4%	5 20.0%	5 14.7%	8 17.8%	2 10.0%	14 23.7%	6 23.1%	8 19.0%	3 15.0%	8 13.8%	2 11.8%	9 25.7%	5 29.4%	4 19.0%	8 20.5%
3	6 15.4%	3 12.0%	6 17.6%	9 20.0%	5 25.0%	11 18.6%	2 7.7%	7 16.7%	2 10.0%	10 17.2%	3 17.6%	8 22.9%	2 11.8%	4 19.0%	6 15.4%
4	7 17.9%	3 12.0%	5 14.7%	10 22.2%	3 15.0%	8 13.6%	5 19.2%	6 14.3%	1 5.0% d	12 20.7%	6 35.3% bef	3 8.6% d	1 5.9% d	4 19.0%	7 17.9%
5	6 15.4%	3 12.0%	7 20.6%	5 11.1%	4 20.0%	14 23.7%	2 7.7%	6 14.3%	2 10.0%	12 20.7% d	0 0.0% cf	7 20.0%	6 35.3% dh	4 19.0%	4 10.3% f
6	3 7.7%	6 24.0% df	5 14.7%	3 6.7% b	3 15.0%	4 6.8% b	5 19.2%	4 9.5% b	6 30.0% ace	6 10.3% b	1 5.9%	3 8.6% b	1 5.9%	3 14.3%	5 12.8%
7=Very highly	7 17.9% bc	0 0.0% ag	1 2.9% a	4 8.9%	2 10.0%	4 6.8%	4 15.4% b	6 14.3%	2 10.0%	3 5.2%	1 5.9%	3 8.6%	1 5.9%	1 4.8%	6 15.4%
Mean	4.08	3.48	3.68	3.56	4.20	3.71	4.15	3.86	4.00	3.76	3.18	3.71	3.76	3.90	4.03

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

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

The delivery of our brand promise is closely coordinated with company partners.

	Primary Economic Sector					What % of your company's sales is through the Internet?				
	Total	B2B		B2C		0%	1-10%	11-49%	50-99%	100%
		Product A	Services B	Product C	Services D	A	B	C	D	E
1=Not at all	14 5.6%	8 9.3%	4 5.9%	1 1.7%	1 2.9%	12 14.6% Bcd	0 0.0% Ae	1 2.0% a	0 0.0% a	1 5.9% b
2	35 14.1%	17 19.8%	9 13.2%	5 8.3%	4 11.8%	15 18.3%	7 10.3%	9 18.4%	2 6.9%	1 5.9%
3	33 13.3%	14 16.3%	10 14.7%	5 8.3%	4 11.8%	10 12.2%	9 13.2%	7 14.3%	5 17.2%	2 11.8%
4	61 24.5%	16 18.6%	17 25.0%	18 30.0%	10 29.4%	14 17.1% b	23 33.8% a	14 28.6%	6 20.7%	4 23.5%
5	42 16.9%	11 12.8%	10 14.7%	15 25.0%	6 17.6%	10 12.2% d	13 19.1%	7 14.3%	9 31.0% a	3 17.6%
6	44 17.7%	14 16.3%	10 14.7%	14 23.3%	5 14.7%	17 20.7%	9 13.2%	6 12.2%	6 20.7%	4 23.5%
7=Very highly	20 8.0%	6 7.0%	8 11.8%	2 3.3%	4 11.8%	4 4.9%	7 10.3%	5 10.2%	1 3.4%	2 11.8%
Mean	4.18	3.83 c	4.21	4.52 a	4.38	3.76 bd	4.43 a	4.12	4.52 a	4.59

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

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

The delivery of our brand promise is closely coordinated with company partners.

	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	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	0 0.0% j	0 0.0%	0 0.0% eijl	0 0.0%	1 14.3% c	0 0.0%	1 8.3%	0 0.0%	4 14.8% c	1 20.0% aco	2 6.5%	1 16.7% c	3 8.1%	1 5.9%	0 0.0% j
2	4 18.2% o	0 0.0%	4 12.1%	1 16.7%	0 0.0%	1 16.7%	3 25.0% o	1 16.7%	5 18.5% o	0 0.0%	2 6.5% m	2 33.3% O	11 29.7% kO	1 5.9%	0 0.0% agiLM
3	3 13.6%	3 30.0%	4 12.1%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	1 16.7%	4 14.8%	0 0.0%	4 12.9%	1 16.7%	5 13.5%	3 17.6%	4 17.4%
4	4 18.2%	3 30.0%	10 30.3%	3 50.0%	4 57.1% ghm	2 33.3%	1 8.3% e	0 0.0% e	6 22.2%	2 40.0%	9 29.0%	1 16.7%	6 16.2% e	4 23.5%	6 26.1%
5	4 18.2%	1 10.0%	7 21.2%	0 0.0%	0 0.0%	3 50.0% im	3 25.0%	0 0.0%	3 11.1% f	0 0.0%	6 19.4%	1 16.7%	5 13.5% f	3 17.6%	6 26.1%
6	4 18.2%	2 20.0%	7 21.2%	1 16.7%	1 14.3%	0 0.0%	2 16.7%	3 50.0% i	2 7.4% h	2 40.0%	6 19.4%	0 0.0%	6 16.2%	3 17.6%	4 17.4%
7=Very highly	3 13.6%	1 10.0%	1 3.0%	1 16.7%	1 14.3%	0 0.0%	1 8.3%	1 16.7%	3 11.1%	0 0.0%	2 6.5%	0 0.0%	1 2.7%	2 11.8%	3 13.0%
Mean	4.45 1	4.50 1	4.36 lm	4.50	4.29	4.17	4.00	5.00	3.63 o	4.20	4.32 1	2.83 abckO	3.57 cO	4.41	4.83 iLM

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

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

The delivery of our brand promise is closely coordinated with company partners.

	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 5.1%	3 12.0% f	2 5.9%	4 8.9%	1 5.0%	1 1.7% b	1 4.0%	2 4.8%	2 10.0%	3 5.1%	1 5.9%	4 11.4%	0 0.0%	1 5.0%	1 2.6%
2	4 10.3%	5 20.0%	7 20.6%	5 11.1%	2 10.0%	8 13.6%	4 16.0%	4 9.5%	3 15.0%	11 18.6%	4 23.5%	4 11.4%	1 5.9%	2 10.0%	6 15.8%
3	4 10.3%	2 8.0%	6 17.6%	7 15.6%	2 10.0%	8 13.6%	4 16.0%	5 11.9%	3 15.0%	8 13.6%	3 17.6%	3 8.6%	1 5.9%	4 20.0%	6 15.8%
4	9 23.1%	5 20.0%	8 23.5%	11 24.4%	9 45.0% g	16 27.1%	3 12.0% e	7 16.7% df	4 20.0%	16 27.1%	7 41.2% ah	8 22.9%	8 47.1% aH	6 30.0%	5 13.2% dF
5	5 12.8%	2 8.0%	6 17.6%	10 22.2%	5 25.0%	10 16.9%	3 12.0%	8 19.0%	2 10.0%	8 13.6% e	1 5.9% e	11 31.4% cdg	5 29.4%	1 5.0% e	6 15.8%
6	10 25.6% e	6 24.0% e	4 11.8%	6 13.3%	0 0.0% abfg	12 20.3% e	6 24.0% e	10 23.8%	5 25.0%	10 16.9%	1 5.9%	3 8.6% g	2 11.8%	6 30.0% e	6 15.8%
7=Very highly	5 12.8%	2 8.0%	1 2.9%	2 4.4%	1 5.0%	4 6.8%	4 16.0%	6 14.3%	1 5.0%	3 5.1% h	0 0.0% h	2 5.7%	0 0.0% h	0 0.0% h	8 21.1% cdfg
Mean	4.56 c	3.96	3.74 a	3.98	3.95	4.32	4.48	4.64 cD	4.00	3.97 a	3.35 Afh	4.00	4.35 d	4.10	4.55 d

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

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Our CEO and senior leaders are viewed as key brand representatives.

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all	8 3.2%	5 5.8%	1 1.4%	1 1.7%	1 2.9%	5 6.0% b	0 0.0% Ae	1 2.0%	1 3.4%	1 5.9% b
2	10 4.0%	6 7.0%	1 1.4%	1 1.7%	2 5.7%	4 4.8%	2 2.9%	3 6.1%	0 0.0%	1 5.9%
3	16 6.4%	7 8.1%	3 4.3%	3 5.0%	3 8.6%	2 2.4% b	9 13.0% A	2 4.1%	1 3.4%	1 5.9%
4	24 9.6%	6 7.0%	9 13.0%	7 11.7%	2 5.7%	7 8.4%	6 8.7%	5 10.2%	5 17.2%	1 5.9%
5	43 17.1%	13 15.1%	15 21.7%	10 16.7%	4 11.4%	13 15.7%	11 15.9%	10 20.4%	4 13.8%	4 23.5%
6	64 25.5%	21 24.4%	13 18.8% c	22 36.7% b	8 22.9%	21 25.3%	20 29.0%	9 18.4%	10 34.5%	4 23.5%
7=Very highly	86 34.3%	28 32.6%	27 39.1%	16 26.7%	15 42.9%	31 37.3%	21 30.4%	19 38.8%	8 27.6%	5 29.4%
Mean	5.47	5.22	5.65	5.57	5.57	5.48	5.46	5.51	5.52	5.24

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

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Our CEO and senior leaders are viewed as key brand representatives.

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	0 0.0%	1 10.0%	1 3.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.4%	0 0.0%	0 0.0%	0 0.0%	4 10.8%	0 0.0%	0 0.0%
2	0 0.0%	0 0.0%	1 3.0%	1 14.3%	1 14.3%	0 0.0%	2 15.4%	0 0.0%	2 7.4%	0 0.0%	1 3.2%	0 0.0%	1 2.7%	0 0.0%	1 4.3%
3	1 4.5%	0 0.0%	2 6.1%	0 0.0%	1 14.3%	0 0.0%	1 7.7%	1 16.7%	2 7.4%	0 0.0%	1 3.2%	1 16.7%	3 8.1%	2 11.8%	1 4.3%
4	0 0.0%	1 10.0%	5 15.2%	0 0.0%	1 14.3%	1 16.7%	2 15.4%	0 0.0%	1 3.7%	0 0.0%	6 19.4%	0 0.0%	3 8.1%	1 5.9%	3 13.0%
5	3 13.6%	3 30.0%	6 18.2%	2 28.6%	2 28.6%	0 0.0%	0 0.0%	1 16.7%	5 18.5%	1 20.0%	7 22.6%	1 16.7%	3 8.1%	4 23.5%	5 21.7%
6	7 31.8%	3 30.0%	10 30.3%	0 0.0%	1 14.3%	3 50.0%	4 30.8%	3 50.0%	4 14.8%	1 20.0%	3 9.7%	4 66.7%	11 29.7%	3 17.6%	6 26.1%
7=Very highly	11 50.0%	2 20.0%	8 24.2%	4 57.1%	1 14.3%	2 33.3%	4 30.8%	1 16.7%	11 40.7%	3 60.0%	13 41.9%	0 0.0%	12 32.4%	7 41.2%	7 30.4%
Mean	6.23 bcEgim	5.20 a	5.30 a	5.71	4.57 A	6.00	5.15 a	5.50	5.26 a	6.40	5.58	5.33	5.19 a	5.71	5.52

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

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

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	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 2.6%	1 4.0%	2 5.7%	1 2.2%	1 5.0%	1 1.7%	1 3.8%	2 4.8%	0 0.0%	2 3.4%	1 5.9%	0 0.0%	1 5.9%	1 4.8%	1 2.6%
2	0 0.0% b	4 16.0% afg	1 2.9%	2 4.4%	1 5.0%	2 3.4% b	0 0.0% b	0 0.0% bd	2 10.0% a	3 5.1%	2 11.8% a	1 2.9%	0 0.0%	1 4.8%	1 2.6%
3	2 5.1%	0 0.0%	3 8.6%	2 4.4%	0 0.0%	7 11.9%	2 7.7%	2 4.8%	1 5.0%	3 5.1%	0 0.0%	2 5.7%	0 0.0%	4 19.0%	4 10.3%
4	3 7.7%	1 4.0%	2 5.7%	8 17.8%	2 10.0%	4 6.8%	3 11.5%	3 7.1%	3 15.0%	4 6.8% e	1 5.9%	8 22.9% c	1 5.9%	1 4.8%	3 7.7%
5	2 5.1% def	4 16.0%	5 14.3%	10 22.2% a	5 25.0% a	15 25.4% a	2 7.7%	3 7.1% DF	1 5.0% dF	12 20.3% f	6 35.3% Abe	3 8.6% dF	8 47.1% ABcEh	4 19.0%	6 15.4% f
6	11 28.2%	7 28.0%	9 25.7%	10 22.2%	8 40.0%	11 18.6%	8 30.8%	13 31.0%	4 20.0%	16 27.1%	4 23.5%	9 25.7%	5 29.4%	6 28.6%	7 17.9%
7=Very highly	20 51.3% dE	8 32.0%	13 37.1%	12 26.7% a	3 15.0% A	19 32.2%	10 38.5%	19 45.2% fg	9 45.0% f	19 32.2%	3 17.6%	12 34.3%	2 11.8% abh	4 19.0% a	17 43.6% f
Mean	6.03 df	5.24	5.46	5.27 a	5.25	5.36 a	5.65	5.86 g	5.55	5.46	4.94	5.51	5.24	4.90 a	5.59

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

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Our brand promise has a strong customer-focused purpose.

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1=Not at all	1 0.4%	1 1.2%	0 0.0%	0 0.0%	0 0.0%	1 1.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2	5 2.0%	3 3.5%	2 3.0%	0 0.0%	0 0.0%	4 4.8%	0 0.0%	1 2.0%	0 0.0%	0 0.0%
3	10 4.0%	5 5.9%	1 1.5%	4 6.7%	0 0.0%	3 3.6%	3 4.5%	1 2.0%	3 10.3%	0 0.0%
4	18 7.3%	3 3.5%	8 11.9%	5 8.3%	2 5.7%	7 8.4%	7 10.6%	2 4.1%	2 6.9%	0 0.0%
5	45 18.1%	19 22.4%	13 19.4%	8 13.3%	5 14.3%	15 18.1%	10 15.2%	13 26.5%	3 10.3%	2 11.8%
6	62 25.0%	21 24.7%	12 17.9%	17 28.3%	11 31.4%	17 20.5%	19 28.8%	8 16.3%	12 41.4%	6 35.3%
7=Very highly	107 43.1%	33 38.8%	31 46.3%	26 43.3%	17 48.6%	36 43.4%	27 40.9%	24 49.0%	9 31.0%	9 52.9%
Mean	5.88	5.72	5.87	5.93	6.23	5.72	5.91	6.00	5.76	6.41
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01						

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Our brand promise has a strong customer-focused purpose.

	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	Profession- al Services 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 3.7%	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%	2 7.4%	0 0.0%	0 0.0%	0 0.0%	2 5.6%	1 6.3%	0 0.0%
3	0 0.0%	0 0.0%	3 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	2 7.4%	0 0.0%	0 0.0%	0 0.0%	1 2.8%	1 6.3%	2 8.7%
4	0 0.0% giL	0 0.0%	5 15.2%	0 0.0%	0 0.0%	0 0.0%	3 23.1% ao	0 0.0%	2 7.4%	1 20.0% ao	3 10.0%	2 33.3% AmnO	2 5.6%	0 0.0%	0 0.0% giL
5	4 18.2%	2 20.0%	6 18.2%	1 14.3%	0 0.0%	1 16.7%	2 15.4%	1 16.7%	5 18.5%	0 0.0%	5 16.7%	1 16.7%	9 25.0%	3 18.8%	5 21.7%
6	5 22.7%	4 40.0%	8 24.2%	3 42.9%	4 57.1% ghi	1 16.7%	1 7.7% e	0 0.0% e	5 18.5% e	2 40.0%	8 26.7%	1 16.7%	10 27.8%	3 18.8%	7 30.4%
7=Very highly	13 59.1%	4 40.0%	11 33.3%	3 42.9%	3 42.9%	4 66.7%	7 53.8%	4 66.7%	10 37.0%	2 40.0%	14 46.7%	2 33.3%	12 33.3%	8 50.0%	9 39.1%
Mean	6.41 cilm	6.20	5.58 a	6.29	6.43	6.50	5.92	6.00	5.33 a	6.00	6.10	5.50 a	5.67 a	5.88	5.91

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

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Our brand promise has a strong customer-focused purpose.

	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 2.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2	0 0.0%	0 0.0%	0 0.0%	1 2.3%	2 10.0%	2 3.4%	0 0.0%	0 0.0%	0 0.0%	1 1.8%	0 0.0%	2 5.7%	1 5.9%	1 4.8%	0 0.0%
3	1 2.6%	1 4.0%	0 0.0%	1 2.3%	1 5.0%	5 8.5%	0 0.0%	3 7.3%	0 0.0%	0 0.0%	1 5.9%	2 5.7%	3 17.6%	0 0.0%	1 2.6%
4	3 7.9%	1 4.0%	2 5.7%	4 9.3%	0 0.0%	5 8.5%	3 11.5%	2 4.9%	1 5.0%	4 7.0%	0 0.0%	3 8.6%	0 0.0%	3 14.3%	5 12.8%
5	6 15.8%	3 12.0%	6 17.1%	10 23.3%	6 30.0%	9 15.3%	5 19.2%	5 12.2%	2 10.0%	14 24.6%	3 17.6%	8 22.9%	3 17.6%	3 14.3%	7 17.9%
6	10 26.3%	13 52.0%	9 25.7%	8 18.6%	2 10.0%	14 23.7%	6 23.1%	11 26.8%	9 45.0%	15 26.3%	4 23.5%	4 11.4%	4 23.5%	7 33.3%	8 20.5%
7=Very highly	18 47.4%	7 28.0%	18 51.4%	18 41.9%	9 45.0%	24 40.7%	12 46.2%	20 48.8%	8 40.0%	23 40.4%	8 47.1%	16 45.7%	6 35.3%	7 33.3%	18 46.2%
Mean	6.08	5.96	6.23	5.72	5.60	5.69	6.04	6.05	6.20	5.95	5.82	5.66	5.41	5.71	5.95

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

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Our brand promise has a strong planet-focused purpose.

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1=Not at all	45 18.0%	20 23.3%	14 20.3%	5 8.3%	6 17.6%	25 30.1%	6 8.8%	6 12.2%	2 6.9%	5 29.4%
		c		a		Bcd	Ae	a	ae	bd
2	51 20.4%	17 19.8%	13 18.8%	9 15.0%	11 32.4%	22 26.5%	10 14.7%	8 16.3%	7 24.1%	4 23.5%
3	38 15.2%	13 15.1%	10 14.5%	9 15.0%	6 17.6%	8 9.6%	10 14.7%	13 26.5%	6 20.7%	1 5.9%
						c		a		
4	37 14.8%	9 10.5%	11 15.9%	12 20.0%	5 14.7%	10 12.0%	18 26.5%	4 8.2%	3 10.3%	2 11.8%
						b	ac	b		
5	30 12.0%	8 9.3%	11 15.9%	11 18.3%	0 0.0%	7 8.4%	11 16.2%	6 12.2%	4 13.8%	1 5.9%
			d	D	bC					
6	22 8.8%	8 9.3%	5 7.2%	5 8.3%	4 11.8%	6 7.2%	4 5.9%	6 12.2%	3 10.3%	2 11.8%
7=Very highly	27 10.8%	11 12.8%	5 7.2%	9 15.0%	2 5.9%	5 6.0%	9 13.2%	6 12.2%	4 13.8%	2 11.8%
Mean	3.52	3.42	3.39	4.10	3.06	2.88	3.97	3.78	3.86	3.24
		c	c	abD	C	Bcd	A	a	a	

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Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Our brand promise has a strong planet-focused purpose.

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Profession- al Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1=Not at all	4 18.2%	0 0.0% dm	2 6.1% dkM	3 42.9% bco	2 28.6%	0 0.0%	2 15.4%	1 16.7%	3 11.1% m	1 20.0%	8 26.7% c	0 0.0%	13 35.1% bCio	4 23.5%	2 8.7% dm
2	7 31.8% c	5 50.0% Cdn	3 9.1% aBo	0 0.0% b	1 14.3%	1 16.7%	2 15.4%	1 16.7%	6 22.2%	0 0.0%	8 26.7%	0 0.0%	8 21.6%	2 11.8% b	7 30.4% c
3	3 13.6%	1 10.0%	4 12.1%	1 14.3%	2 28.6%	0 0.0%	2 15.4%	1 16.7%	2 7.4%	1 20.0%	3 10.0%	2 33.3%	7 18.9%	3 17.6%	6 26.1%
4	2 9.1%	2 20.0%	8 24.2%	1 14.3%	1 14.3%	1 16.7%	3 23.1%	1 16.7%	2 7.4%	1 20.0%	4 13.3%	2 33.3%	5 13.5%	2 11.8%	2 8.7%
5	2 9.1%	2 20.0% M	9 27.3% M	0 0.0%	0 0.0%	1 16.7% m	1 7.7%	1 16.7% m	2 7.4%	2 40.0% M	4 13.3% m	2 33.3% M	0 0.0% BCfhJkLo	1 5.9%	3 13.0% m
6	1 4.5%	0 0.0%	3 9.1%	1 14.3%	0 0.0%	0 0.0%	1 7.7%	1 16.7%	5 18.5%	0 0.0%	3 10.0%	0 0.0%	2 5.4%	3 17.6%	2 8.7%
7=Very highly	3 13.6% k	0 0.0% f	4 12.1% f	1 14.3% k	1 14.3% k	3 50.0% bcKMO	2 15.4% k	0 0.0%	7 25.9% Kmo	0 0.0%	0 0.0% adeFgI	0 0.0%	2 5.4% Fi	2 11.8%	1 4.3% Fi
Mean	3.27 cf	3.10 cf	4.33 abKMo	3.29	3.00	5.33 abKMo	3.77	3.50	4.37 KM	3.60	2.90 CFI	4.00	2.59 CFI	3.65	3.30 cf

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Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Our brand promise has a strong planet-focused purpose.

	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	7 18.4% bg	12 48.0% aCEFG	4 11.4% Bd	14 31.1% cFG	2 10.0% B	6 10.2% BD	0 0.0% aBD	7 17.1% H	8 40.0% cgH	10 16.9% bH	6 35.3% H	7 20.0% H	5 29.4% H	2 9.5% b	0 0.0% ABCDEF
2	7 18.4% e	4 16.0% e	11 31.4% G	8 17.8% e	9 45.0% abdfG	11 18.6% e	1 3.8% CE	7 17.1%	4 20.0%	14 23.7% h	7 41.2% H	8 22.9%	3 17.6%	5 23.8%	3 7.7% cD
3	6 15.8%	1 4.0% f	7 20.0%	8 17.8%	2 10.0%	13 22.0% bg	1 3.8% f	7 17.1%	0 0.0% cfg	13 22.0% bd	0 0.0% cfg	5 14.3%	4 23.5% bd	5 23.8% bd	4 10.3%
4	6 15.8%	1 4.0% c	8 22.9% b	5 11.1%	2 10.0%	11 18.6%	4 15.4%	5 12.2%	2 10.0%	11 18.6%	2 11.8%	4 11.4%	1 5.9%	3 14.3%	9 23.1%
5	7 18.4% C	2 8.0%	0 0.0% AefG	4 8.9%	3 15.0% c	8 13.6% c	6 23.1% C	7 17.1%	1 5.0%	5 8.5%	0 0.0% h	4 11.4%	3 17.6%	1 4.8%	8 20.5% d
6	5 13.2% d	1 4.0%	2 5.7%	0 0.0% afG	0 0.0% g	6 10.2% d	6 23.1% De	6 14.6% c	2 10.0%	1 1.7% aGh	0 0.0%	3 8.6%	0 0.0%	4 19.0% C	6 15.4% c
7=Very highly	0 0.0% bdG	4 16.0% a	3 8.6% g	6 13.3% a	2 10.0%	4 6.8% G	8 30.8% AcF	2 4.9% h	3 15.0%	5 8.5% h	2 11.8%	4 11.4%	1 5.9%	1 4.8%	9 23.1% ac
Mean	3.37 G	2.84 G	3.20 G	3.02 G	3.15 G	3.64 G	5.50 ABCDEF	3.59 dH	3.10 H	3.17 H	2.47 aH	3.43 H	2.88 H	3.57 H	4.95 ABCDEF

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

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Our brand promise has a strong employee-focused purpose.

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1=Not at all	16 6.4%	7 8.1%	4 5.8%	3 5.0%	2 5.7%	7 8.4%	1 1.4%	2 4.1%	2 6.9%	4 23.5%
							E	e		Bc
2	27 10.8%	10 11.6%	4 5.8%	9 15.0%	4 11.4%	9 10.8%	8 11.6%	6 12.2%	3 10.3%	1 5.9%
3	40 15.9%	17 19.8%	7 10.1%	11 18.3%	5 14.3%	8 9.6%	13 18.8%	10 20.4%	6 20.7%	3 17.6%
4	39 15.5%	10 11.6%	16 23.2%	9 15.0%	4 11.4%	13 15.7%	12 17.4%	5 10.2%	4 13.8%	4 23.5%
5	38 15.1%	11 12.8%	11 15.9%	12 20.0%	3 8.6%	16 19.3%	8 11.6%	5 10.2%	5 17.2%	4 23.5%
6	52 20.7%	16 18.6%	18 26.1%	11 18.3%	7 20.0%	19 22.9%	13 18.8%	13 26.5%	4 13.8%	1 5.9%
7=Very highly	39 15.5%	15 17.4%	9 13.0%	5 8.3%	10 28.6%	11 13.3%	14 20.3%	8 16.3%	5 17.2%	0 0.0%
				d	c		e			b
Mean	4.47	4.35	4.68	4.18	4.80	4.48 e	4.64 E	4.55 e	4.34	3.35 aBc

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

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

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	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	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	1 4.5%	0 0.0%	2 6.1%	1 14.3%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	4 14.8%	0 0.0%	1 3.2%	0 0.0%	4 10.8%	0 0.0%	2 8.7%
2	3 13.6%	1 10.0%	6 18.2%	0 0.0%	2 28.6%	0 0.0%	0 0.0%	2 33.3%	2 7.4%	1 20.0%	3 9.7%	0 0.0%	3 8.1%	1 5.9%	3 13.0%
3	2 9.1%	0 0.0%	10 30.3%	0 0.0%	2 28.6%	0 0.0%	4 30.8%	0 0.0%	6 22.2%	1 20.0%	3 9.7%	1 16.7%	5 13.5%	1 5.9%	5 21.7%
4	1 4.5%	4 40.0%	4 12.1%	1 14.3%	1 14.3%	2 33.3%	0 0.0%	1 16.7%	3 11.1%	1 20.0%	4 12.9%	2 33.3%	6 16.2%	6 35.3%	3 13.0%
5	2 9.1%	1 10.0%	7 21.2%	0 0.0%	0 0.0%	1 16.7%	2 15.4%	1 16.7%	3 11.1%	1 20.0%	6 19.4%	1 16.7%	6 16.2%	3 17.6%	3 13.0%
6	6 27.3%	1 10.0%	2 6.1%	1 14.3%	1 14.3%	1 16.7%	3 23.1%	2 33.3%	5 18.5%	1 20.0%	11 35.5%	0 0.0%	8 21.6%	6 35.3%	4 17.4%
7=Very highly	7 31.8%	3 30.0%	2 6.1%	4 57.1%	1 14.3%	2 33.3%	3 23.1%	0 0.0%	4 14.8%	0 0.0%	3 9.7%	2 33.3%	5 13.5%	0 0.0%	3 13.0%
Mean	5.09 C	5.00 c	3.67 AbdfKn	5.57 c	3.86	5.50 C	4.77	4.17	4.11	4.00	4.81 C	5.00	4.38	4.71 c	4.13

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

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	<\$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 7.7%	3 12.0%	3 8.6%	3 6.7%	1 5.0%	3 5.1%	0 0.0%	4 9.5%	2 10.0%	4 6.8%	2 11.8%	2 5.7%	1 5.9%	0 0.0%	1 2.6%
2	5 12.8%	3 12.0%	3 8.6%	6 13.3%	3 15.0%	5 8.5%	2 7.7%	6 14.3%	2 10.0%	4 6.8%	3 17.6%	7 20.0%	1 5.9%	1 4.8%	3 7.7%
3	8 20.5%	4 16.0%	4 11.4%	9 20.0%	2 10.0%	10 16.9%	3 11.5%	7 16.7%	3 15.0%	9 15.3%	3 17.6%	6 17.1%	3 17.6%	3 14.3%	6 15.4%
4	5 12.8%	5 20.0%	8 22.9%	8 17.8%	3 15.0%	8 13.6%	2 7.7%	4 9.5%	4 20.0%	16 27.1%	2 11.8%	3 8.6%	3 17.6%	2 9.5%	5 12.8%
5	7 17.9%	1 4.0%	5 14.3%	7 15.6%	4 20.0%	8 13.6%	6 23.1%	8 19.0%	1 5.0%	9 15.3%	3 17.6%	4 11.4%	2 11.8%	4 19.0%	6 15.4%
6	8 20.5%	6 24.0%	6 17.1%	7 15.6%	4 20.0%	15 25.4%	5 19.2%	9 21.4%	4 20.0%	12 20.3%	2 11.8%	7 20.0%	5 29.4%	6 28.6%	7 17.9%
7=Very highly	3 7.7%	3 12.0%	6 17.1%	5 11.1%	3 15.0%	10 16.9%	8 30.8%	4 9.5%	4 20.0%	5 8.5%	2 11.8%	6 17.1%	2 11.8%	5 23.8%	11 28.2%
Mean	4.13 g	4.12 g	4.46	4.13 G	4.50	4.66	5.27 abD	4.17 g	4.40	4.32 g	3.88 gh	4.29	4.59	5.24 acd	4.97 d

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

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Our brand promise has a strong social purpose.

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1=Not at all	27 10.8%	15 17.4%	7 10.1%	4 6.7%	1 2.9%	15 18.1%	5 7.2%	1 2.0%	2 6.9%	4 23.5%
		d			a	C		AE		C
2	38 15.1%	14 16.3%	10 14.5%	7 11.7%	6 17.1%	15 18.1%	10 14.5%	10 20.4%	2 6.9%	0 0.0%
								e		C
3	32 12.7%	7 8.1%	11 15.9%	7 11.7%	7 20.0%	10 12.0%	8 11.6%	7 14.3%	5 17.2%	2 11.8%
4	43 17.1%	11 12.8%	12 17.4%	12 20.0%	8 22.9%	13 15.7%	20 29.0%	4 8.2%	5 17.2%	1 5.9%
						b	aC	B		
5	43 17.1%	13 15.1%	12 17.4%	14 23.3%	4 11.4%	12 14.5%	14 20.3%	9 18.4%	4 13.8%	3 17.6%
6	31 12.4%	9 10.5%	9 13.0%	9 15.0%	4 11.4%	7 8.4%	4 5.8%	8 16.3%	7 24.1%	5 29.4%
						de	dE		ab	aB
7=Very highly	37 14.7%	17 19.8%	8 11.6%	7 11.7%	5 14.3%	11 13.3%	8 11.6%	10 20.4%	4 13.8%	2 11.8%
Mean	4.11	4.02	4.03	4.33	4.14	3.69	4.04	4.51	4.52	4.29
						c		a		

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

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Our brand promise has a strong social purpose.

	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	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	3 13.6%	0 0.0%	2 6.1% j	0 0.0%	0 0.0%	0 0.0%	1 7.7%	1 16.7%	5 18.5%	2 40.0% cK	1 3.2% J	0 0.0%	6 16.2%	2 11.8%	4 17.4%
2	2 9.1%	2 20.0%	5 15.2%	0 0.0%	0 0.0%	0 0.0%	3 23.1%	0 0.0%	3 11.1%	1 20.0%	8 25.8%	0 0.0%	8 21.6%	2 11.8%	4 17.4%
3	2 9.1% l	2 20.0%	5 15.2%	0 0.0%	0 0.0%	1 16.7%	2 15.4%	0 0.0%	4 14.8%	0 0.0%	5 16.1%	3 50.0% aM	2 5.4% L	3 17.6%	3 13.0%
4	3 13.6%	2 20.0%	5 15.2%	3 42.9% g	0 0.0%	1 16.7%	0 0.0% dhl	3 50.0% gi	3 11.1% h	1 20.0%	6 19.4%	2 33.3% g	6 16.2%	4 23.5%	4 17.4%
5	7 31.8%	2 20.0%	10 30.3%	0 0.0%	1 14.3%	1 16.7%	1 7.7%	1 16.7%	4 14.8%	1 20.0%	4 12.9%	1 16.7%	5 13.5%	2 11.8%	3 13.0%
6	1 4.5% dE	0 0.0% dE	3 9.1% dE	3 42.9% abcimo	5 71.4% ABCgIjKIM nO	1 16.7%	2 15.4% e	1 16.7%	2 7.4% dE	0 0.0% e	4 12.9% E	0 0.0% e	4 10.8% dE	3 17.6% e	2 8.7% dE
7=Very highly	4 18.2%	2 20.0%	3 9.1%	1 14.3%	1 14.3%	2 33.3%	4 30.8%	0 0.0%	6 22.2%	0 0.0%	3 9.7%	0 0.0%	6 16.2%	1 5.9%	3 13.0%
Mean	4.27 e	4.20 e	4.12 E	5.29 jl abChiJKLm NO	6.00 NO	5.33 jl	4.46	4.00 e	4.04 e	2.60 dEf	3.90 E	3.67 dEf	3.86 e	3.88 E	3.70 E

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

Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Our brand promise has a strong social purpose.

	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	4 10.3%	5 20.0%	6 17.1%	5 11.1%	1 5.0%	5 8.5%	1 3.8%	6 14.3%	3 15.0%	7 11.9%	4 23.5%	2 5.7%	2 11.8%	0 0.0%	3 7.7%
2	7 17.9%	5 20.0%	2 5.7%	10 22.2%	5 25.0%	8 13.6%	1 3.8%	6 14.3%	4 20.0%	6 10.2%	6 35.3%	6 17.1%	4 23.5%	3 14.3%	3 7.7%
3	6 15.4%	2 8.0%	7 20.0%	4 8.9%	3 15.0%	9 15.3%	1 3.8%	7 16.7%	2 10.0%	8 13.6%	2 11.8%	3 8.6%	3 17.6%	4 19.0%	3 7.7%
4	6 15.4%	3 12.0%	9 25.7%	8 17.8%	4 20.0%	9 15.3%	4 15.4%	5 11.9%	1 5.0%	15 25.4%	2 11.8%	5 14.3%	3 17.6%	4 19.0%	8 20.5%
5	6 15.4%	3 12.0%	5 14.3%	5 11.1%	5 25.0%	14 23.7%	5 19.2%	6 14.3%	2 10.0%	14 23.7%	0 0.0%	7 20.0%	3 17.6%	3 14.3%	7 17.9%
6	7 17.9%	4 16.0%	2 5.7%	6 13.3%	0 0.0%	9 15.3%	2 7.7%	8 19.0%	4 20.0%	5 8.5%	0 0.0%	6 17.1%	2 11.8%	4 19.0%	2 5.1%
7=Very highly	3 7.7%	3 12.0%	4 11.4%	7 15.6%	2 10.0%	5 8.5%	12 46.2%	4 9.5%	4 20.0%	4 6.8%	3 17.6%	6 17.1%	0 0.0%	3 14.3%	13 33.3%
Mean	3.92 G	3.72 G	3.77 G	3.98 G	3.75 G	4.12 G	5.50 ABCDEF	3.93 h	4.15	3.92 h	3.00 egH	4.46 d	3.41 h	4.48 d	4.82 acDf

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

Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having all stakeholders aligned

	Primary Economic Sector					What % of your company's sales is through the Internet?				
	Total	B2B		B2C		0%	1-10%	11-49%	50-99%	100%
		Product	Services	Product	Services	A	B	C	D	E
1	33 14.9%	9 11.8%	14 22.6%	8 14.3%	2 7.4%	12 16.0%	13 21.3%	4 9.5%	2 7.7%	2 12.5%
2	44 19.8%	16 21.1%	9 14.5%	10 17.9%	9 33.3%	17 22.7%	11 18.0%	9 21.4%	6 23.1%	1 6.3%
3	47 21.2%	12 15.8%	16 25.8%	11 19.6%	8 29.6%	19 25.3%	11 18.0%	9 21.4%	7 26.9%	0 0.0%
4	50 22.5%	19 25.0%	12 19.4%	16 28.6%	2 7.4%	15 20.0%	15 24.6%	10 23.8%	6 23.1%	4 25.0%
5	48 21.6%	20 26.3%	11 17.7%	11 19.6%	6 22.2%	12 16.0%	11 18.0%	10 23.8%	5 19.2%	9 56.3%
Mean	3.16	3.33	2.95	3.21	3.04	2.97 E	3.00 E	3.31	3.23	4.06 AB

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

Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having all stakeholders aligned

N=222

	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	Profession-al Services K	Real Estate L	Tech Software Platform M	Transpor-tation N	Retail Wholesale O
1	1 5.9% k	0 0.0% k	5 17.2%	0 0.0%	1 16.7%	1 16.7%	2 16.7%	2 40.0%	3 12.5%	1 20.0%	9 34.6% abno	1 20.0%	5 14.3%	1 6.3% k	1 4.8% hk
2	2 11.8% b	5 55.6% aeik	6 20.7%	2 40.0%	0 0.0% b	3 50.0% ik	2 16.7%	0 0.0%	3 12.5% bf	0 0.0%	3 11.5% bf	1 20.0%	8 22.9%	4 25.0%	4 19.0%
3	3 17.6%	1 11.1%	5 17.2% g	2 40.0%	2 33.3%	0 0.0% g	6 50.0% cfMo	0 0.0%	6 25.0%	2 40.0%	7 26.9%	1 20.0%	3 8.6% GN	7 43.8% Mo	2 9.5% gn
4	5 29.4%	0 0.0% o	8 27.6%	0 0.0%	2 33.3%	1 16.7%	1 8.3%	2 40.0%	6 25.0%	1 20.0%	3 11.5% o	2 40.0%	9 25.7%	2 12.5%	8 38.1% bk
5	6 35.3%	3 33.3%	5 17.2%	1 20.0%	1 16.7%	1 16.7%	1 8.3%	1 20.0%	6 25.0%	1 20.0%	4 15.4%	0 0.0%	10 28.6%	2 12.5%	6 28.6%
Mean	3.76 gk	3.11	3.07	3.00	3.33	2.67	2.75 ao	3.00	3.38	3.20	2.62 ao	2.80	3.31	3.00	3.67 gk

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

Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having all stakeholders aligned

N=222

	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	2 5.9%	3 13.6%	6 20.0%	8 19.5%	3 15.0%	8 15.1%	3 14.3%	4 11.1%	2 11.1%	10 19.6%	3 20.0%	2 6.1%	1 6.3%	3 16.7%	7 20.6%
2	2 5.9% F	5 22.7%	4 13.3% f	7 17.1%	4 20.0%	18 34.0% Ac	4 19.0%	3 8.3% h	3 16.7%	9 17.6%	4 26.7%	7 21.2%	4 25.0%	3 16.7%	11 32.4% a
3	3 8.8% cd	6 27.3%	9 30.0% ae	14 34.1% ae	1 5.0% cd	9 17.0%	5 23.8%	3 8.3% eG	5 27.8%	11 21.6%	3 20.0%	11 33.3% ah	2 12.5% g	8 44.4% Ath	4 11.8% eg
4	14 41.2% bdF	3 13.6% a	8 26.7%	8 19.5% a	4 20.0%	8 15.1% A	5 23.8%	13 36.1% gh	4 22.2%	13 25.5%	2 13.3%	7 21.2%	5 31.3%	1 5.6% a	5 14.7% a
5	13 38.2% cDf	5 22.7%	3 10.0% ae	4 9.8% AE	8 40.0% cD	10 18.9% a	4 19.0%	13 36.1% c	4 22.2%	8 15.7% a	3 20.0%	6 18.2%	4 25.0%	3 16.7%	7 20.6%
Mean	4.00 BCDFg	3.09 A	2.93 A	2.83 A	3.50	2.89 A	3.14 a	3.78 CdGh	3.28	3.00 A	2.87 a	3.24	3.44	2.89 a	2.82 A

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

Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having the right talent

	N=222									
	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1	89 40.1%	27 35.5%	24 38.7%	24 42.9%	14 51.9%	30 40.0%	23 37.7%	21 50.0%	11 42.3%	4 25.0%
2	48 21.6%	16 21.1%	15 24.2%	10 17.9%	6 22.2%	18 24.0%	12 19.7%	10 23.8%	3 11.5%	4 25.0%
3	43 19.4%	15 19.7%	9 14.5%	15 26.8%	4 14.8%	12 16.0% b	19 31.1% ac	5 11.9% b	4 15.4%	3 18.8%
4	28 12.6%	13 17.1%	7 11.3%	5 8.9%	3 11.1%	10 13.3%	4 6.6% e	4 9.5%	5 19.2%	4 25.0% b
5	14 6.3%	5 6.6%	7 11.3%	2 3.6%	0 0.0%	5 6.7%	3 4.9%	2 4.8%	3 11.5%	1 6.3%
Mean	2.23	2.38	2.32	2.13	1.85	2.23	2.21	1.95	2.46	2.63

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

Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having the right talent

N=222

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1	8 47.1%	4 44.4%	11 37.9%	2 40.0%	4 66.7% h	2 33.3%	4 33.3%	0 0.0% eo	9 37.5%	3 60.0%	9 34.6%	3 60.0%	13 37.1%	5 31.3%	12 57.1% h
2	4 23.5%	1 11.1%	5 17.2%	2 40.0%	0 0.0%	0 0.0%	5 41.7%	1 20.0%	6 25.0%	1 20.0%	7 26.9%	2 40.0%	8 22.9%	3 18.8%	3 14.3%
3	2 11.8% h	2 22.2%	10 34.5% k	1 20.0%	2 33.3%	2 33.3%	2 16.7%	3 60.0% aiKno	3 12.5% h	1 20.0%	2 7.7% cH	0 0.0%	7 20.0%	2 12.5% h	3 14.3% h
4	2 11.8%	1 11.1%	3 10.3%	0 0.0%	0 0.0%	1 16.7%	0 0.0% n	0 0.0%	4 16.7%	0 0.0%	5 19.2%	0 0.0%	5 14.3%	5 31.3% g	2 9.5%
5	1 5.9%	1 11.1%	0 0.0% fh	0 0.0%	0 0.0%	1 16.7% c	1 8.3%	1 20.0% c	2 8.3%	0 0.0%	3 11.5%	0 0.0%	2 5.7%	1 6.3%	1 4.8%
Mean	2.06	2.33	2.17	1.80	1.67 h	2.83	2.08	3.20 ejlo	2.33	1.60 h	2.46	1.40 h	2.29	2.63	1.90 h

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

Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having the right talent

N=222

	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	15 44.1%	9 40.9%	8 26.7%	17 41.5%	9 45.0%	24 45.3%	6 28.6%	17 47.2%	8 44.4%	17 33.3%	7 46.7%	14 42.4%	5 31.3%	11 61.1%	10 29.4%
2	6 17.6%	6 27.3%	11 36.7%	10 24.4%	4 20.0%	6 11.3%	5 23.8%	6 16.7%	4 22.2%	17 33.3%	1 6.7%	8 24.2%	3 18.8%	3 16.7%	6 17.6%
3	5 14.7%	4 18.2%	4 13.3%	6 14.6%	5 25.0%	12 22.6%	7 33.3%	6 16.7%	1 5.6%	10 19.6%	4 26.7%	3 9.1%	5 31.3%	1 5.6%	12 35.3%
4	6 17.6%	3 13.6%	3 10.0%	5 12.2%	2 10.0%	7 13.2%	2 9.5%	6 16.7%	4 22.2%	2 3.9%	2 13.3%	6 18.2%	1 6.3%	3 16.7%	4 11.8%
5	2 5.9%	0 0.0%	4 13.3%	3 7.3%	0 0.0%	4 7.5%	1 4.8%	1 2.8%	1 5.6%	5 9.8%	1 6.7%	2 6.1%	2 12.5%	0 0.0%	2 5.9%
Mean	2.24	2.05	2.47	2.20	2.00	2.26	2.38	2.11	2.22	2.24	2.27	2.21	2.50	1.78	2.47

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

Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having the right data

N=222	Primary Economic Sector					What % of your company's sales is through the Internet?				
	Total	B2B		B2C		0%	1-10%	11-49%	50-99%	100%
		Product A	Services B	Product C	Services D	A	B	C	D	E
1	27 12.2%	12 15.8%	4 6.5%	8 14.3%	3 11.1%	8 10.7%	4 6.6%	5 11.9%	6 23.1%	2 12.5%
2	32 14.4%	11 14.5%	13 21.0%	4 7.1%	4 14.8%	11 14.7%	10 16.4%	7 16.7%	3 11.5%	1 6.3%
3	46 20.7%	14 18.4%	11 17.7%	15 26.8%	6 22.2%	10 13.3%	12 19.7%	11 26.2%	6 23.1%	7 43.8%
4	70 31.5%	21 27.6%	19 30.6%	19 33.9%	11 40.7%	25 33.3%	19 31.1%	14 33.3%	6 23.1%	6 37.5%
5	47 21.2%	18 23.7%	15 24.2%	10 17.9%	3 11.1%	21 28.0%	16 26.2%	5 11.9%	5 19.2%	0 0.0%
Mean	3.35	3.29	3.45	3.34	3.26	3.53	3.54	3.17	3.04	3.06

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

Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having the right data

N=222

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1	2 11.8%	1 11.1%	5 17.2%	1 20.0%	1 16.7%	0 0.0%	1 8.3%	1 20.0%	2 8.3%	0 0.0%	2 7.7%	0 0.0%	7 20.0%	1 6.3%	3 14.3%
2	4 23.5%	0 0.0%	2 6.9%	0 0.0%	2 33.3%	2 33.3%	1 8.3%	0 0.0%	3 12.5%	1 20.0%	6 23.1%	1 20.0%	5 14.3%	4 25.0%	1 4.8%
3	3 17.6%	4 44.4%	8 27.6%	0 0.0%	1 16.7%	1 16.7%	0 0.0%	1 20.0%	1 4.2%	1 20.0%	4 15.4%	2 40.0%	10 28.6%	3 18.8%	7 33.3%
4	5 29.4%	3 33.3%	8 27.6%	2 40.0%	2 33.3%	2 33.3%	6 50.0%	2 40.0%	10 41.7%	2 40.0%	8 30.8%	2 40.0%	7 20.0%	6 37.5%	4 19.0%
5	3 17.6%	1 11.1%	6 20.7%	2 40.0%	0 0.0%	1 16.7%	4 33.3%	1 20.0%	8 33.3%	1 20.0%	6 23.1%	0 0.0%	6 17.1%	2 12.5%	6 28.6%
Mean	3.18	3.33	3.28	3.80	2.67	3.33	3.92 m	3.40	3.79 m	3.60	3.38	3.20	3.00 gi	3.25	3.43

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

Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having the right data

N=222

	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	6 17.6%	2 9.1%	4 13.3%	6 14.6%	2 10.0%	5 9.4%	2 9.5%	6 16.7%	1 5.6%	5 9.8%	3 20.0%	4 12.1%	4 25.0%	2 11.1%	2 5.9%
2	10 29.4% bf	1 4.5% a	3 10.0%	5 12.2%	4 20.0%	5 9.4% a	4 19.0%	9 25.0%	2 11.1%	8 15.7%	2 13.3%	4 12.1%	1 6.3%	2 11.1%	4 11.8%
3	11 32.4%	3 13.6%	7 23.3%	6 14.6%	5 25.0%	11 20.8%	3 14.3%	11 30.6%	5 27.8%	8 15.7%	4 26.7%	6 18.2%	3 18.8%	3 16.7%	6 17.6%
4	1 2.9% BCDEFG	11 50.0% A	9 30.0% A	14 34.1% A	7 35.0% A	21 39.6% A	6 28.6% A	3 8.3% BCfGH	9 50.0% A	19 37.3% A	3 20.0%	8 24.2%	5 31.3% a	7 38.9% A	15 44.1% A
5	6 17.6%	5 22.7%	7 23.3%	10 24.4%	2 10.0%	11 20.8%	6 28.6%	7 19.4%	1 5.6% e	11 21.6%	3 20.0%	11 33.3% b	3 18.8%	4 22.2%	7 20.6%
Mean	2.74 BcdFg	3.73 A	3.40 a	3.41 a	3.15	3.53 A	3.48 a	2.89 h	3.39	3.45	3.07	3.55	3.13	3.50	3.62 a

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

Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having the right operating model

N=222	Primary Economic Sector					What % of your company's sales is through the Internet?				
	Total	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1	43 19.4%	14 18.4%	12 19.4%	10 17.9%	6 22.2%	16 21.3%	14 23.0%	7 16.7%	4 15.4%	2 12.5%
2	59 26.6%	17 22.4%	18 29.0%	20 35.7%	4 14.8%	13 17.3%	21 34.4%	9 21.4%	7 26.9%	9 56.3%
						bE	a	e		Ac
3	50 22.5%	21 27.6%	15 24.2%	7 12.5%	7 25.9%	20 26.7%	11 18.0%	11 26.2%	5 19.2%	2 12.5%
		c		a						
4	32 14.4%	11 14.5%	13 21.0%	5 8.9%	3 11.1%	14 18.7%	7 11.5%	4 9.5%	5 19.2%	1 6.3%
5	38 17.1%	13 17.1%	4 6.5%	14 25.0%	7 25.9%	12 16.0%	8 13.1%	11 26.2%	5 19.2%	2 12.5%
			Cd	B	b					
Mean	2.83	2.89	2.66	2.88	3.04	2.91	2.57	3.07	3.00	2.50

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Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having the right operating model

N=222

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1	4 23.5%	3 33.3%	5 17.2%	1 20.0%	0 0.0%	3 50.0% im	3 25.0%	0 0.0%	3 12.5% f	0 0.0%	5 19.2%	1 20.0%	5 14.3% f	6 37.5%	4 19.0%
2	4 23.5%	3 33.3%	13 44.8% fm	1 20.0%	3 50.0%	0 0.0% c	2 16.7%	2 40.0%	6 25.0%	3 60.0% m	6 23.1%	1 20.0%	6 17.1% cj	4 25.0%	5 23.8%
3	5 29.4%	0 0.0% ik	5 17.2%	2 40.0%	0 0.0%	2 33.3%	3 25.0%	1 20.0%	9 37.5% bno	1 20.0%	9 34.6% bno	2 40.0%	8 22.9%	1 6.3% ik	2 9.5% ik
4	2 11.8%	0 0.0%	2 6.9% g	0 0.0%	2 33.3% i	1 16.7%	4 33.3% ci	0 0.0%	1 4.2% egm	1 20.0%	4 15.4%	1 20.0%	9 25.7% i	2 12.5%	3 14.3%
5	2 11.8%	3 33.3% g	4 13.8%	1 20.0%	1 16.7%	0 0.0%	0 0.0% bho	2 40.0% g	5 20.8%	0 0.0%	2 7.7% o	0 0.0%	7 20.0%	3 18.8%	7 33.3% gk
Mean	2.65	2.67	2.55	2.80	3.17	2.17	2.67	3.40	2.96	2.60	2.69	2.60	3.20	2.50	3.19

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Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having the right operating model

N=222

	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	6 17.6%	6 27.3%	6 20.0%	5 12.2%	4 20.0%	10 18.9%	6 28.6%	5 13.9%	4 22.2%	14 27.5% e	1 6.7%	3 9.1% ch	5 31.3%	1 5.6%	10 29.4% e
2	10 29.4%	7 31.8%	4 13.3%	12 29.3%	5 25.0%	16 30.2%	4 19.0%	10 27.8%	7 38.9% c	6 11.8% bDg	8 53.3% Ch	8 24.2%	5 31.3%	7 38.9% c	7 20.6% d
3	8 23.5%	5 22.7%	4 13.3%	9 22.0%	5 25.0%	14 26.4%	5 23.8%	7 19.4%	5 27.8%	13 25.5%	1 6.7%	10 30.3%	2 12.5%	4 22.2%	8 23.5%
4	7 20.6%	3 13.6%	7 23.3% f	5 12.2%	3 15.0%	4 7.5% c	3 14.3%	8 22.2%	1 5.6%	8 15.7%	0 0.0% e	8 24.2% d	1 6.3%	3 16.7%	3 8.8%
5	3 8.8% c	1 4.5% c	9 30.0% ab	10 24.4%	3 15.0%	9 17.0%	3 14.3%	6 16.7%	1 5.6% d	10 19.6%	5 33.3% b	4 12.1%	3 18.8%	3 16.7%	6 17.6%
Mean	2.74	2.36 cd	3.30 b	3.07 b	2.80	2.74	2.67	3.00	2.33 e	2.88	3.00	3.06 b	2.50	3.00	2.65

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Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having the right technology

	N=222									
	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1	30 13.5%	14 18.4%	8 12.9%	6 10.7%	2 7.4%	9 12.0% e	7 11.5% e	5 11.9% e	3 11.5%	6 37.5% abc
2	39 17.6%	16 21.1%	7 11.3%	12 21.4%	4 14.8%	16 21.3%	7 11.5%	7 16.7%	7 26.9%	1 6.3%
3	36 16.2%	14 18.4%	11 17.7%	8 14.3%	2 7.4%	14 18.7%	8 13.1%	6 14.3%	4 15.4%	4 25.0%
4	42 18.9%	12 15.8%	11 17.7%	11 19.6%	8 29.6%	11 14.7%	16 26.2%	10 23.8%	4 15.4%	1 6.3%
5	75 33.8%	20 26.3%	25 40.3%	19 33.9%	11 40.7%	25 33.3%	23 37.7%	14 33.3%	8 30.8%	4 25.0%
Mean	3.42	3.11 bd	3.61 a	3.45	3.81 a	3.36	3.67 e	3.50	3.27	2.75 b

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Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having the right technology

N=222

	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	Professio-nal Services K	Real Estate L	Tech Software Platform M	Transpor-tation N	Retail Wholesale O
1	2 11.8%	1 11.1%	3 10.3%	1 20.0%	0 0.0%	0 0.0%	2 16.7%	2 40.0%	7 29.2% ko	1 20.0%	1 3.8% hi	0 0.0%	5 14.3%	3 18.8%	1 4.8% hi
2	3 17.6%	0 0.0% o	3 10.3% o	0 0.0%	1 16.7%	1 16.7%	2 16.7%	2 40.0%	6 25.0%	0 0.0%	4 15.4%	0 0.0%	8 22.9%	1 6.3% o	8 38.1% bcn
3	4 23.5% c	2 22.2%	1 3.4% aO	0 0.0%	1 16.7%	1 16.7%	1 8.3%	0 0.0%	5 20.8%	0 0.0%	4 15.4%	0 0.0%	7 20.0%	3 18.8%	7 33.3% C
4	3 17.6%	5 55.6% egimn	8 27.6%	3 60.0% gimn	0 0.0% b	1 16.7%	1 8.3% bd	1 20.0%	3 12.5% bd	1 20.0%	6 23.1%	0 0.0%	5 14.3% bd	1 6.3% bd	4 19.0%
5	5 29.4% lo	1 11.1% eL	14 48.3% lIO	1 20.0% l	4 66.7% bhIO	3 50.0% io	6 50.0% iO	0 0.0% el	3 12.5% CEfgjLn	3 60.0% iO	11 42.3% iO	5 100.0% aBcdhIkMO	10 28.6% Lo	8 50.0% iO	1 4.8% aCEfGJKL mN
Mean	3.35	3.56 h	3.93 HImO	3.60	4.17 hio	4.00 hio	3.58	2.00 bCefK	2.54 CefjKn	4.00 io	3.85 HIO	5.00	3.20 c	3.63 i	2.81 CefjK

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Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having the right technology

N=222

	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	5 14.7%	2 9.1%	6 20.0%	5 12.2%	2 10.0%	6 11.3%	4 19.0%	4 11.1%	3 16.7%	5 9.8% e	1 6.7%	10 30.3% cg	1 6.3%	1 5.6% e	5 14.7%
2	6 17.6%	3 13.6%	8 26.7%	7 17.1%	3 15.0%	8 15.1%	4 19.0%	8 22.2%	2 11.1%	11 21.6%	0 0.0%	6 18.2%	3 18.8%	3 16.7%	6 17.6%
3	7 20.6%	4 18.2%	6 20.0%	6 14.6%	4 20.0%	7 13.2%	1 4.8%	9 25.0%	2 11.1%	9 17.6%	3 20.0%	3 9.1%	4 25.0%	2 11.1%	4 11.8%
4	6 17.6%	2 9.1%	3 10.0%	9 22.0%	4 20.0%	13 24.5%	5 23.8%	6 16.7% d	0 0.0% Dfgh	9 17.6% D	8 53.3% aBCEh	4 12.1% D	4 25.0% b	4 22.2% b	7 20.6% bd
5	10 29.4%	11 50.0%	7 23.3%	14 34.1%	7 35.0%	19 35.8%	7 33.3%	9 25.0% b	11 61.1% acdef	17 33.3% b	3 20.0% b	10 30.3% b	4 25.0% b	8 44.4%	12 35.3%
Mean	3.29	3.77 c	2.90 bf	3.49	3.55	3.58 c	3.33	3.22	3.78	3.43	3.80	2.94	3.44	3.83	3.44

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

Topic 5: Managing Growth

When pursuing growth opportunities, how often do the following behaviors occur in your company:

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E

Examining other industries for actions that might inspire company growth opportunities

Majority of time	100 44.1%	41 52.6%	20 32.8%	25 43.1%	14 48.3%	28 37.3%	31 50.0%	16 37.2%	14 48.3%	9 56.3%
		b	a							
Minority of time	127 55.9%	37 47.4%	41 67.2%	33 56.9%	15 51.7%	47 62.7%	31 50.0%	27 62.8%	15 51.7%	7 43.8%
		b	a							

Identifying how to move the business from core strengths into adjacent digital opportunities

Majority of time	89 39.2%	30 38.0%	21 34.4%	24 42.1%	14 48.3%	22 29.3%	27 43.5%	15 34.9%	20 69.0%	4 25.0%
						D	d	D	AbCE	D
Minority of time	138 60.8%	49 62.0%	40 65.6%	33 57.9%	15 51.7%	53 70.7%	35 56.5%	28 65.1%	9 31.0%	12 75.0%
						D	d	D	AbCE	D

Using data insights across channels

Majority of time	145 64.7%	47 61.8%	38 63.3%	40 69.0%	20 69.0%	47 62.7%	37 59.7%	28 70.0%	20 69.0%	11 68.8%
Minority of time	79 35.3%	29 38.2%	22 36.7%	18 31.0%	9 31.0%	28 37.3%	25 40.3%	12 30.0%	9 31.0%	5 31.3%

Effectively leveraging technology to pursue growth opportunities

Majority of time	136 59.9%	43 54.4%	42 68.9%	35 61.4%	15 51.7%	44 58.7%	38 61.3%	23 53.5%	19 65.5%	11 68.8%
Minority of time	91 40.1%	36 45.6%	19 31.1%	22 38.6%	14 48.3%	31 41.3%	24 38.7%	20 46.5%	10 34.5%	5 31.3%

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

Topic 5: Managing Growth

When pursuing growth opportunities, how often do the following behaviors occur in your company:

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E

Using an integrated marketing team in which digital and nondigital work together

Majority of time	161 70.9%	55 69.6%	43 70.5%	40 70.2%	23 79.3%	50 66.7% d	47 74.6%	28 66.7% d	26 89.7% ace	9 56.3% D
Minority of time	66 29.1%	24 30.4%	18 29.5%	17 29.8%	6 20.7%	25 33.3% d	16 25.4%	14 33.3% d	3 10.3% ace	7 43.8% D

Using an integrated marketing team in which marketing and finance experts work together

Majority of time	66 29.2%	25 31.6% b	10 16.7% ac	20 35.1% b	10 34.5%	19 25.3% c	20 31.7%	18 43.9% ae	7 24.1%	2 12.5% C
Minority of time	160 70.8%	54 68.4% b	50 83.3% ac	37 64.9% b	19 65.5%	56 74.7% c	43 68.3%	23 56.1% ae	22 75.9%	14 87.5% C

Marketing offers a strong interpretation of customer insights important to the growth opportunity

Majority of time	153 68.0%	46 59.7% C	39 65.0% c	48 82.8% Ab	19 65.5%	43 58.1%	46 74.2%	32 76.2%	21 72.4%	10 62.5%
Minority of time	72 32.0%	31 40.3% C	21 35.0% c	10 17.2% Ab	10 34.5%	31 41.9%	16 25.8%	10 23.8%	8 27.6%	6 37.5%

Marketing articulates how the growth opportunity connects to the company position and strategy

Majority of time	169 74.4%	53 67.9% C	40 65.6% C	53 91.4% AB	22 75.9%	50 66.7%	48 76.2%	31 73.8%	24 82.8%	14 87.5%
Minority of time	58 25.6%	25 32.1% C	21 34.4% C	5 8.6% AB	7 24.1%	25 33.3%	15 23.8%	11 26.2%	5 17.2%	2 12.5%

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

Topic 5: Managing Growth

When pursuing growth opportunities, how often do the following behaviors occur in your company:

Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
	A	B	C	D	A	B	C	D	E

Marketing is able to connect the growth strategy to relevant customer metrics

Majority of time	144 63.7%	42 53.8% C	35 57.4% c	45 78.9% Ab	21 72.4%	39 52.0% e	43 68.3%	29 69.0%	18 64.3%	14 87.5% A
Minority of time	82 36.3%	36 46.2% C	26 42.6% c	12 21.1% Ab	8 27.6%	36 48.0% e	20 31.7%	13 31.0%	10 35.7%	2 12.5% A

Marketing builds a business case for the growth strategy

Majority of time	145 64.4%	36 46.2% bC	40 66.7% ac	49 86.0% Abd	19 65.5% c	42 56.0% e	41 66.1%	29 69.0%	19 65.5%	13 86.7% A
Minority of time	80 35.6%	42 53.8% bC	20 33.3% ac	8 14.0% Abd	10 34.5% c	33 44.0% e	21 33.9%	13 31.0%	10 34.5%	2 13.3% A

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

Topic 5: Managing Growth

When pursuing growth opportunities, how often do the following behaviors occur in your company:

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Examining other industries for actions that might inspire company growth opportunities</u>															
Majority of time	7 41.2%	2 20.0%	14 45.2%	3 60.0%	2 33.3%	2 33.3%	5 41.7%	3 50.0%	14 58.3%	3 60.0%	10 38.5%	0 0.0%	18 51.4%	8 50.0%	9 40.9%
Minority of time	10 58.8%	8 80.0%	17 54.8%	2 40.0%	4 66.7%	4 66.7%	7 58.3%	3 50.0%	10 41.7%	2 40.0%	16 61.5%	5 100.0%	17 48.6%	8 50.0%	13 59.1%
<u>Identifying how to move the business from core strengths into adjacent digital opportunities</u>															
Majority of time	5 29.4%	8 80.0%	12 40.0%	1 20.0%	3 50.0%	4 66.7%	5 38.5%	2 33.3%	6 25.0%	2 40.0%	9 34.6%	1 20.0%	14 40.0%	6 37.5%	10 45.5%
Minority of time	12 70.6%	2 20.0%	18 60.0%	4 80.0%	3 50.0%	2 33.3%	8 61.5%	4 66.7%	18 75.0%	3 60.0%	17 65.4%	4 80.0%	21 60.0%	10 62.5%	12 54.5%
<u>Using data insights across channels</u>															
Majority of time	12 70.6%	8 80.0%	20 66.7%	4 80.0%	5 100.0%	4 66.7%	4 30.8%	4 66.7%	14 58.3%	4 80.0%	13 50.0%	3 60.0%	26 76.5%	11 73.3%	13 59.1%
Minority of time	5 29.4%	2 20.0%	10 33.3%	1 20.0%	0 0.0%	2 33.3%	9 69.2%	2 33.3%	10 41.7%	1 20.0%	13 50.0%	2 40.0%	8 23.5%	4 26.7%	9 40.9%

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Topic 5: Managing Growth

When pursuing growth opportunities, how often do the following behaviors occur in your company:

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Effectively leveraging technology to pursue growth opportunities</u>															
Majority of time	12 70.6%	7 70.0%	15 50.0% j	2 40.0%	4 66.7%	4 66.7%	8 61.5%	2 33.3% j	16 66.7%	5 100.0% ch	14 53.8%	2 40.0%	20 57.1%	12 75.0%	12 54.5%
Minority of time	5 29.4%	3 30.0%	15 50.0% j	3 60.0%	2 33.3%	2 33.3%	5 38.5%	4 66.7% j	8 33.3%	0 0.0% ch	12 46.2%	3 60.0%	15 42.9%	4 25.0%	10 45.5%
<u>Using an integrated marketing team in which digital and nondigital work together</u>															
Majority of time	9 52.9% e	7 70.0%	23 74.2%	4 80.0%	6 100.0% a	5 100.0%	9 69.2%	3 50.0%	17 70.8%	4 80.0%	20 76.9%	3 60.0%	27 77.1%	10 62.5%	13 59.1%
Minority of time	8 47.1% e	3 30.0%	8 25.8%	1 20.0%	0 0.0% a	0 0.0%	4 30.8%	3 50.0%	7 29.2%	1 20.0%	6 23.1%	2 40.0%	8 22.9%	6 37.5%	9 40.9%
<u>Using an integrated marketing team in which marketing and finance experts work together</u>															
Majority of time	4 23.5%	3 30.0%	10 32.3%	3 60.0%	2 33.3%	3 50.0%	4 30.8%	1 16.7%	11 45.8%	1 20.0%	5 20.0%	0 0.0%	11 31.4%	3 18.8%	5 23.8%
Minority of time	13 76.5%	7 70.0%	21 67.7%	2 40.0%	4 66.7%	3 50.0%	9 69.2%	5 83.3%	13 54.2%	4 80.0%	20 80.0%	5 100.0%	24 68.6%	13 81.3%	16 76.2%
Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01															

Topic 5: Managing Growth

When pursuing growth opportunities, how often do the following behaviors occur in your company:

	Industry Sector														
	Banking Finance Insurance A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac-turing I	Mining Construc-tion J	Profession-al Services K	Real Estate L	Tech Software Platform M	Transpor-tation N	Retail Wholesale O
<u>Marketing offers a strong interpretation of customer insights important to the growth opportunity</u>															
Majority of time	10 62.5%	7 70.0%	23 74.2%	4 80.0%	3 60.0%	3 50.0%	7 53.8%	5 83.3%	17 70.8%	4 80.0%	16 64.0%	2 40.0%	20 57.1%	12 75.0%	19 86.4%
Minority of time	6 37.5%	3 30.0%	8 25.8%	1 20.0%	2 40.0%	3 50.0%	6 46.2%	1 16.7%	7 29.2%	1 20.0%	9 36.0%	3 60.0%	15 42.9%	4 25.0%	3 13.6%
<u>Marketing articulates how the growth opportunity connects to the company position and strategy</u>															
Majority of time	12 70.6%	8 80.0%	27 87.1%	4 80.0%	5 100.0%	4 66.7%	8 61.5%	4 66.7%	16 66.7%	3 60.0%	19 73.1%	4 80.0%	24 68.6%	13 81.3%	17 77.3%
Minority of time	5 29.4%	2 20.0%	4 12.9%	1 20.0%	0 0.0%	2 33.3%	5 38.5%	2 33.3%	8 33.3%	2 40.0%	7 26.9%	1 20.0%	11 31.4%	3 18.8%	5 22.7%
<u>Marketing is able to connect the growth strategy to relevant customer metrics</u>															
Majority of time	10 58.8%	7 70.0%	22 71.0%	4 80.0%	4 80.0%	5 83.3%	9 69.2%	3 50.0%	14 58.3%	2 40.0%	12 46.2%	3 60.0%	21 60.0%	11 68.8%	16 76.2%
Minority of time	7 41.2%	3 30.0%	9 29.0%	1 20.0%	1 20.0%	1 16.7%	4 30.8%	3 50.0%	10 41.7%	3 60.0%	14 53.8%	2 40.0%	14 40.0%	5 31.3%	5 23.8%
<u>Marketing builds a business case for the growth strategy</u>															
Majority of time	9 52.9%	4 40.0%	25 80.6%	4 80.0%	4 80.0%	5 83.3%	9 69.2%	3 50.0%	14 58.3%	2 40.0%	16 64.0%	1 20.0%	23 65.7%	10 62.5%	16 72.7%
Minority of time	8 47.1%	6 60.0%	6 19.4%	1 20.0%	1 20.0%	1 16.7%	4 30.8%	3 50.0%	10 41.7%	3 60.0%	9 36.0%	4 80.0%	12 34.3%	6 37.5%	6 27.3%

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

Topic 5: Managing Growth

When pursuing growth opportunities, how often do the following behaviors occur in your company:

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

Examining other industries for actions that might inspire company growth opportunities

Majority of time	25 67.6%	8 36.4%	14 43.8%	13 31.7%	7 35.0%	24 46.2%	9 40.9%	23 59.0%	8 44.4%	23 43.4%	7 43.8%	9 28.1%	6 37.5%	9 50.0%	14 41.2%
	bDefg	A		A	a	a	a	E				a			
Minority of time	12 32.4%	14 63.6%	18 56.3%	28 68.3%	13 65.0%	28 53.8%	13 59.1%	16 41.0%	10 55.6%	30 56.6%	9 56.3%	23 71.9%	10 62.5%	9 50.0%	20 58.8%
	bDefg	A		A	a	a	a	E				a			

Identifying how to move the business from core strengths into adjacent digital opportunities

Majority of time	16 43.2%	9 40.9%	11 34.4%	14 34.1%	6 30.0%	25 47.2%	8 38.1%	13 33.3%	8 44.4%	19 35.8%	5 31.3%	13 40.6%	7 43.8%	10 55.6%	14 41.2%
Minority of time	21 56.8%	13 59.1%	21 65.6%	27 65.9%	14 70.0%	28 52.8%	13 61.9%	26 66.7%	10 55.6%	34 64.2%	11 68.8%	19 59.4%	9 56.3%	8 44.4%	20 58.8%

Using data insights across channels

Majority of time	25 69.4%	8 38.1%	23 74.2%	27 65.9%	9 45.0%	38 73.1%	15 68.2%	24 63.2%	10 58.8%	35 67.3%	7 43.8%	21 65.6%	10 62.5%	15 83.3%	22 64.7%
	b	acdF	be	b	cf	Be					g			d	
Minority of time	11 30.6%	13 61.9%	8 25.8%	14 34.1%	11 55.0%	14 26.9%	7 31.8%	14 36.8%	7 41.2%	17 32.7%	9 56.3%	11 34.4%	6 37.5%	3 16.7%	12 35.3%
	b	acdF	be	b	cf	Be					g			d	

Effectively leveraging technology to pursue growth opportunities

Majority of time	22 59.5%	13 59.1%	21 65.6%	22 53.7%	10 50.0%	33 62.3%	14 66.7%	24 61.5%	12 66.7%	34 64.2%	6 37.5%	16 50.0%	8 50.0%	11 61.1%	24 70.6%
											h				d
Minority of time	15 40.5%	9 40.9%	11 34.4%	19 46.3%	10 50.0%	20 37.7%	7 33.3%	15 38.5%	6 33.3%	19 35.8%	10 62.5%	16 50.0%	8 50.0%	7 38.9%	10 29.4%
											h				d

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

Topic 5: Managing Growth

When pursuing growth opportunities, how often do the following behaviors occur in your company:

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

Using an integrated marketing team in which digital and nondigital work together

Majority of time	19 51.4% cDeF	16 72.7% G	24 75.0% aG	34 82.9% AG	17 85.0% aG	42 80.8% AG	8 36.4% bCDEF	22 56.4% Ceg	11 61.1%	43 82.7% AH	12 75.0%	26 81.3% aH	13 81.3% h	16 88.9% aH	17 48.6% CEfG
Minority of time	18 48.6% cDeF	6 27.3% G	8 25.0% aG	7 17.1% AG	3 15.0% aG	10 19.2% AG	14 63.6% bCDEF	17 43.6% Ceg	7 38.9%	9 17.3% AH	4 25.0%	6 18.8% aH	3 18.8% h	2 11.1% aH	18 51.4% CEfG

Using an integrated marketing team in which marketing and finance experts work together

Majority of time	9 24.3%	4 18.2%	11 34.4%	13 31.7%	8 40.0%	14 27.5%	7 31.8%	10 25.6%	3 16.7%	19 35.8%	4 25.0%	11 34.4%	6 37.5%	4 23.5%	9 26.5%
Minority of time	28 75.7%	18 81.8%	21 65.6%	28 68.3%	12 60.0%	37 72.5%	15 68.2%	29 74.4%	15 83.3%	34 64.2%	12 75.0%	21 65.6%	10 62.5%	13 76.5%	25 73.5%

Marketing offers a strong interpretation of customer insights important to the growth opportunity

Majority of time	22 61.1%	12 57.1%	23 71.9%	28 68.3%	13 65.0%	39 73.6%	15 71.4%	24 63.2%	10 58.8%	36 67.9%	10 62.5%	26 81.3%	10 62.5%	14 77.8%	22 64.7%
Minority of time	14 38.9%	9 42.9%	9 28.1%	13 31.7%	7 35.0%	14 26.4%	6 28.6%	14 36.8%	7 41.2%	17 32.1%	6 37.5%	6 18.8%	6 37.5%	4 22.2%	12 35.3%

Marketing articulates how the growth opportunity connects to the company position and strategy

Majority of time	25 67.6%	14 66.7%	20 62.5% f	32 78.0%	14 70.0%	44 83.0% c	19 86.4%	29 74.4%	9 52.9% egh	37 69.8%	12 75.0%	26 81.3% b	11 68.8%	16 88.9% b	28 80.0% b
Minority of time	12 32.4%	7 33.3%	12 37.5% f	9 22.0%	6 30.0%	9 17.0% c	3 13.6%	10 25.6%	8 47.1% egh	16 30.2%	4 25.0%	6 18.8% b	5 31.3%	2 11.1% b	7 20.0% b

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

Topic 5: Managing Growth

When pursuing growth opportunities, how often do the following behaviors occur in your company:

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

Marketing is able to connect the growth strategy to relevant customer metrics

Majority of time	23 62.2%	9 45.0%	21 65.6%	25 61.0%	11 55.0%	40 75.5%	14 63.6%	23 59.0%	10 58.8%	33 63.5%	7 43.8%	26 81.3%	8 50.0%	11 61.1%	25 71.4%
Minority of time	14 37.8%	11 55.0%	11 34.4%	16 39.0%	9 45.0%	13 24.5%	8 36.4%	16 41.0%	7 41.2%	19 36.5%	9 56.3%	6 18.8%	8 50.0%	7 38.9%	10 28.6%

Marketing builds a business case for the growth strategy

Majority of time	23 62.2%	11 55.0%	24 75.0%	25 62.5%	11 55.0%	39 73.6%	11 50.0%	26 66.7%	9 52.9%	36 69.2%	6 40.0%	23 71.9%	10 62.5%	14 77.8%	21 60.0%
Minority of time	14 37.8%	9 45.0%	8 25.0%	15 37.5%	9 45.0%	14 26.4%	11 50.0%	13 33.3%	8 47.1%	16 30.8%	9 60.0%	9 28.1%	6 37.5%	4 22.2%	14 40.0%

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

Topic 5: Managing Growth

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

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Existing products/ services in existing markets	228	79	61	58	29	75	63	43	29	16
	57.66	56.08	56.08	60.26	60.69	56.01	60.48	53.84	57.07	69.06
	22.92	25.02	23.10	21.69	19.12	23.77	20.79	21.98	21.86	28.30
								e		c
New products/services in existing markets	228	79	61	58	29	75	63	43	29	16
	19.58	20.37	18.44	21.83	15.17	16.96	21.27	20.35	25.10	13.75
	17.20	19.22	15.70	17.46	13.59	17.45	15.64	13.38	22.35	18.84
Existing products/ services in new markets	228	79	61	58	29	75	63	43	29	16
	16.30	16.04	19.87	12.53	16.72	19.93	12.60	16.63	14.72	11.56
	15.64	15.28	18.45	13.50	13.11	17.21	13.34	14.55	13.88	13.99
			c	b		B	A			
New products/services in new markets	228	79	61	58	29	75	63	43	29	16
	6.46	7.52	5.61	5.38	7.41	7.09	5.65	9.19	3.10	5.63
	10.32	13.49	8.65	7.98	7.63	14.16	6.29	9.94	4.71	9.46
						c	bD	C		

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

Topic 5: Managing Growth

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professio- nal Services	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	17 63.82 18.25 hi	10 50.50 16.06 Ln	31 60.97 20.75 hi	5 60.00 19.69	6 66.67 17.51	6 48.33 16.93	13 52.31 20.78	6 36.67 25.63	24 48.33 24.79	5 55.00 20.00	26 53.65 25.71	5 77.20 15.79	35 57.71 24.35	16 67.19 18.35	22 64.09 26.58 hi
New products/services in existing markets	17 14.65 12.81 Fi	10 24.50 13.63 1	31 23.45 16.87 1	5 11.00 9.62 F	6 12.50 14.05 FADEKLmN	6 35.83 7.36	13 20.62 19.45	6 25.00 21.91	24 27.71 22.12 aklmn	5 19.00 19.49	26 15.58 14.65 Fi	5 6.40 8.65 bcFi	35 17.71 16.19 fi	16 15.31 11.03 Fi	22 18.14 21.49
Existing products/ services in new markets	17 16.41 11.97	10 17.50 14.19	31 12.52 15.63 k	5 21.00 20.74	6 13.33 13.66	6 9.17 8.01	13 18.62 9.79	6 14.17 13.57	24 13.83 11.44 k	5 19.00 18.17	26 24.62 20.73 cio	5 12.00 5.70	35 19.43 19.73	16 13.75 13.60	22 12.05 13.60 k
New products/services in new markets	17 5.12 8.60	10 7.50 8.90	31 3.06 4.95 gHI	5 8.00 9.08	6 7.50 11.73	6 6.67 5.16	13 8.46 8.75	6 24.17 37.74 c	24 10.13 10.83 CkMno Cn	5 7.00 4.47	26 6.15 10.13 h	5 4.40 6.27	35 5.14 8.44 H	16 3.75 5.63 hi	22 5.73 7.09 h

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

Topic 5: Managing Growth

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Existing products/ services in existing markets	37 57.70 26.89	21 54.76 23.53	32 58.78 23.96	42 59.29 25.07	20 60.00 18.06	53 57.83 21.07	22 54.32 19.29	39 56.28 26.48	17 62.35 22.92	53 56.34 22.98	16 60.94 22.53	33 56.52 24.25	16 65.31 15.65	18 48.33 23.33	35 60.00 20.18
													g	f	
New products/services in existing markets	37 17.03 17.58	21 21.90 23.37	32 18.66 17.03	42 18.29 19.17	20 17.70 14.83	53 23.13 16.18	22 18.86 9.87	39 17.95 18.73	17 16.18 14.31	53 21.83 20.51	16 16.25 15.65	33 20.24 16.62	16 17.38 15.54	18 21.11 15.20	35 20.77 15.04
Existing products/ services in new markets	37 17.30 18.05	21 17.38 19.15	32 16.25 14.81	42 16.71 13.22	20 17.70 16.11	53 14.25 16.50	22 15.45 10.90	39 17.18 15.72	17 17.65 21.22	53 15.85 15.62	16 17.19 12.78	33 16.73 12.27	16 14.31 17.78	18 23.33 22.88	35 11.71 10.20
														h	g
New products/services in new markets	37 7.97 17.70	21 5.95 9.03	32 6.31 9.21	42 5.71 8.74	20 4.60 5.53	53 4.79 6.64	22 11.36 9.02	39 8.59 17.62	17 3.82 6.97	53 5.98 8.70	16 5.63 7.04	33 6.52 8.79	16 3.00 4.37	18 7.22 9.11	35 7.51 8.01
				g	G	G	dEF						h		f

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

Topic 5: Managing Growth

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

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Growth from your firm internally	224	77	61	56	29	74	63	42	28	16
	71.01	68.58	68.28	79.25	66.28	71.42	72.16	68.33	66.86	77.06
	27.45	27.11 c	29.24 c	23.53 abd	29.43 c	27.48	24.14	29.13	32.22	27.87
Growth from partnerships	224	77	61	56	29	74	63	42	28	16
	12.46	13.38	14.33	8.41	14.31	12.84	10.17	13.10	18.46	8.25
	17.80	17.90	21.21	12.86	17.66	20.14	15.77 d	14.27	22.88 b	9.36
Growth from acquisitions	224	77	61	56	29	74	63	42	28	16
	11.80	12.70	13.69	7.20	14.76	13.38	13.79	11.55	9.29	2.50
	19.81	20.43	21.29	15.67	21.73	19.97 e	21.40 e	21.20	18.39	4.47 ab
Growth from licensing arrangements	224	77	61	56	29	74	63	42	28	16
	4.73	5.34	3.70	5.14	4.66	2.36	3.87	7.02	5.39	12.19
	11.89	11.70	13.75	10.04	12.10	10.34 ce	7.25 e	12.10 a	9.79	26.14 ab

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

Topic 5: Managing Growth

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Profession- al Services	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	17 78.53 15.59 behi	10 53.50 32.49 aC	31 83.48 21.27 BehIm	5 83.00 13.04	6 58.00 21.95 ac	6 70.00 25.88	13 67.31 31.99	5 54.00 37.32 ac	23 60.13 33.42 aC	5 71.00 19.49	25 72.40 27.95	5 64.00 32.09	34 70.74 25.14 c	16 70.44 25.20	22 74.55 32.25
Growth from partnerships	17 10.88 9.88 e	10 18.50 14.92 Cf	31 6.48 10.24 BEHm	5 7.00 6.71	6 27.00 28.21 aC	6 3.33 5.16 b	13 17.46 32.04	5 31.00 41.29 C	23 10.70 15.95	5 9.00 8.22	25 11.48 18.12	5 4.00 6.52	34 14.85 17.39 c	16 13.88 15.97	22 12.50 17.58
Growth from acquisitions	17 7.65 8.68 1	10 16.50 25.83 c	31 4.45 7.98 bFjklN	5 8.00 13.04	6 3.33 5.16	6 20.83 29.40 C	13 12.54 21.73	5 7.00 9.75	23 22.17 30.93 Cm	5 14.00 14.75 c	25 15.32 21.50 c	5 31.00 34.35 aCMo	34 8.82 13.49 iL	16 14.38 21.44 c	22 8.18 19.24 1
Growth from licensing arrangements	17 2.94 5.61 e	10 11.50 19.44 Kn	31 5.58 11.39 k	5 2.00 4.47	6 11.67 14.72 agKn	6 5.83 12.01	13 2.69 3.30 e	5 8.00 10.37 Kn	23 7.00 21.45	5 6.00 6.52 Kn	25 0.80 2.77 BcEHJ	5 1.00 2.24	34 5.59 14.55	16 1.31 2.87 behj	22 4.77 9.45

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

Topic 5: Managing Growth

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Growth from your firm internally	36 61.67 30.52 cd	21 74.90 29.33	32 75.53 23.52 a	42 74.60 26.00 a	20 73.65 27.59	51 67.31 27.95	21 75.10 26.39	38 65.39 32.14 e	17 79.12 16.70	53 70.91 29.15	16 66.25 29.75	31 79.13 20.10 a	16 66.25 28.55	17 65.88 28.74	35 73.29 26.84
Growth from partnerships	36 23.47 24.34 DeFg	21 14.38 21.28	32 12.81 19.92	42 10.17 14.05 A	20 7.75 13.81 a	51 8.02 12.69 A	21 10.81 11.35 a	38 20.79 26.42 eh	17 11.18 8.76	53 14.00 19.69	16 9.06 14.74	31 8.45 9.29 a	16 8.75 11.18	17 12.06 21.94	35 8.89 10.53 a
Growth from acquisitions	36 5.83 12.90 eF	21 2.38 6.05 dEFg	32 8.38 13.72 f	42 12.38 20.93 b	20 15.25 20.29 aB	51 21.20 27.30 ABc	21 10.00 13.32 b	38 4.74 11.74 DFGh	17 5.88 11.07 g	53 10.72 20.61	16 18.13 24.35 A	31 9.68 13.35	16 20.63 27.86 A	17 19.41 24.80 Ab	35 14.60 21.84 a
Growth from licensing arrangements	36 9.03 18.82	21 8.33 18.53	32 3.28 6.79	42 2.86 6.82	20 3.35 13.39	51 3.47 8.44	21 4.10 5.80	38 9.08 18.74	17 3.82 6.97	53 4.38 12.36	16 6.56 16.20	31 2.74 6.56	16 4.38 11.38	17 2.65 6.64	35 3.23 4.97

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

Topic 5: Managing Growth

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

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
	Domestic market percent	227 86.95 19.47	79 81.87 21.61 cD	61 86.60 20.61 d	57 90.02 16.00 a	29 95.00 13.09 Ab	75 86.26 20.33	63 83.66 21.54	42 88.28 18.13	29 90.30 17.11

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

Topic 5: Managing Growth

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

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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Domestic market percent	17 87.59 18.76	10 98.00 4.22 IM	31 87.83 18.69 o	5 100.00 0.00	6 86.67 19.66	6 87.47 24.11	13 89.22 22.10	6 84.97 23.53	23 79.77 19.53 BO	5 90.00 17.32	26 88.37 21.34	5 91.00 15.17	35 77.70 23.46 BO	16 85.30 19.48 o	22 96.32 7.25 cIMn

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

Topic 5: Managing Growth

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Domestic market percent	37 92.01 17.67 fG	22 91.59 18.61 G	32 92.03 13.31 fG	42 89.01 17.07 G	20 85.19 20.41	53 83.03 21.60 ac	20 71.97 22.66 ABCD	39 92.43 16.49 gH	18 96.94 11.77 GH	53 89.43 16.62 gH	16 86.55 17.71 h	33 87.41 19.12 H	16 91.63 15.99 H	17 78.11 24.78 aBc	34 73.07 22.60 ABCdEF

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

Topic 5: Managing Growth

What percentage of your company's sales is domestic?

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
	Domestic sales percent	227 84.79 19.17	79 79.20 20.56 CD	61 83.26 20.58 d	57 89.54 14.22 A	29 93.41 15.91 Ab	75 85.95 18.22	63 81.49 21.52	42 83.51 20.81	29 87.00 17.03

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

Topic 5: Managing Growth

What percentage of your company's sales is domestic?

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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
	Domestic sales percent	17 81.82 20.50 o	10 91.09 18.87 i	31 87.73 16.09 I	5 100.00 0.00	6 82.64 22.43	6 87.64 23.69	13 87.29 22.12	6 80.98 23.03 o	23 74.86 19.14 bCO	5 85.60 19.15	26 85.71 20.81	5 90.00 15.41	35 78.78 20.73 O	16 83.69 19.92 o

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

Topic 5: Managing Growth

What percentage of your company's sales is domestic?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Domestic sales percent	37 87.32 17.79 G	22 87.49 20.56 G	32 90.59 13.16 G	42 88.99 14.64 G	20 81.59 22.26 g	53 82.93 20.06 G	20 67.21 22.41 ABCDeF	39 88.66 16.05 H	18 90.05 18.33 H	53 88.37 16.40 H	16 81.98 20.00	33 88.81 15.02 H	16 88.75 15.08 H	17 79.69 23.13	34 69.74 22.97 ABCEF

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

Topic 6: Marketing Leadership

What is marketing primarily responsible for in your company?

N=222	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Brand	209 94.1%	72 92.3%	56 93.3%	53 96.4%	28 100.0%	66 90.4%	59 93.7%	40 95.2%	27 100.0%	15 100.0%
Advertising	205 92.3%	75 96.2% b	52 86.7% a	52 94.5%	26 92.9%	66 90.4%	59 93.7%	39 92.9%	25 92.6%	14 93.3%
Digital marketing	201 90.5%	73 93.6%	52 86.7%	49 89.1%	27 96.4%	65 89.0%	56 88.9%	39 92.9%	26 96.3%	13 86.7%
Social media	179 80.6%	63 80.8%	44 73.3%	47 85.5%	25 89.3%	59 80.8%	51 81.0%	35 83.3%	21 77.8%	11 73.3%
Promotion	173 77.9%	64 82.1% b	40 66.7% ac	47 85.5% b	22 78.6%	58 79.5%	47 74.6%	33 78.6%	22 81.5%	11 73.3%
Marketing analytics	171 77.0%	58 74.4%	45 75.0%	45 81.8%	23 82.1%	48 65.8% Bc	54 85.7% A	36 85.7% a	21 77.8%	10 66.7%
Positioning	170 76.6%	59 75.6%	43 71.7%	47 85.5%	21 75.0%	57 78.1%	46 73.0%	31 73.8%	21 77.8%	13 86.7%
Marketing research	164 73.9%	60 76.9%	37 61.7% C	46 83.6% B	21 75.0%	48 65.8%	45 71.4%	34 81.0%	23 85.2%	12 80.0%
Public relations	157 70.7%	57 73.1%	44 73.3%	34 61.8%	22 78.6%	53 72.6%	43 68.3%	29 69.0%	19 70.4%	12 80.0%
Lead generation	140 63.1%	54 69.2% C	48 80.0% C	21 38.2% AB	17 60.7%	50 68.5%	33 52.4%	26 61.9%	19 70.4%	11 73.3%
Customer Insight	126 56.8%	42 53.8% C	24 40.0% C	42 76.4% AB	17 60.7%	30 41.1% CD	34 54.0% cd	31 73.8% Ab	22 81.5% Ab	8 53.3%

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Topic 6: Marketing Leadership

What is marketing primarily responsible for in your company?

N=222	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Competitive intelligence	124 55.9%	45 57.7%	27 45.0%	38 69.1%	13 46.4%	42 57.5%	36 57.1%	19 45.2%	16 59.3%	10 66.7%
Customer experience	103 46.4%	29 37.2%	24 40.0%	35 63.6%	14 50.0%	25 34.2%	27 42.9%	24 57.1%	18 66.7%	7 46.7%
Revenue Growth	92 41.4%	28 35.9%	22 36.7%	32 58.2%	10 35.7%	26 35.6%	24 38.1%	16 38.1%	16 59.3%	9 60.0%
Market entry strategies	82 36.9%	27 34.6%	18 30.0%	24 43.6%	13 46.4%	19 26.0%	26 41.3%	14 33.3%	15 55.6%	7 46.7%
e-commerce	80 36.0%	29 37.2%	9 15.0%	31 56.4%	11 39.3%	7 9.6%	31 49.2%	17 40.5%	16 59.3%	7 46.7%
Customer relationship management	78 35.1%	14 17.9%	22 36.7%	25 45.5%	16 57.1%	18 24.7%	22 34.9%	16 38.1%	14 51.9%	6 40.0%
New products or new services	69 31.1%	20 25.6%	11 18.3%	29 52.7%	8 28.6%	15 20.5%	23 36.5%	14 33.3%	11 40.7%	4 26.7%
Pricing	68 30.6%	28 35.9%	9 15.0%	24 43.6%	7 25.0%	18 24.7%	19 30.2%	12 28.6%	11 40.7%	7 46.7%
Innovation	68 30.6%	20 25.6%	10 16.7%	30 54.5%	8 28.6%	17 23.3%	21 33.3%	14 33.3%	9 33.3%	6 40.0%

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Topic 6: Marketing Leadership

What is marketing primarily responsible for in your company?

N=222	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Market selection	53 23.9%	17 21.8%	13 21.7%	17 30.9%	6 21.4%	15 20.5%	17 27.0%	8 19.0%	10 37.0%	3 20.0%
Sales	44 19.8%	13 16.7% c	8 13.3% c	18 32.7% ab	5 17.9%	10 13.7% De	9 14.3% De	7 16.7% d	12 44.4% ABc	6 40.0% ab
Talent acquisition and retention	36 16.2%	11 14.1%	8 13.3%	11 20.0%	5 17.9%	11 15.1%	11 17.5%	5 11.9%	8 29.6%	1 6.7%
Customer service	33 14.9%	8 10.3% D	4 6.7% cD	11 20.0% b	9 32.1% AB	7 9.6%	6 9.5%	9 21.4%	6 22.2%	4 26.7%
Sustainability	29 13.1%	12 15.4%	5 8.3%	7 12.7%	5 17.9%	10 13.7%	7 11.1%	6 14.3%	3 11.1%	2 13.3%
Privacy	28 12.6%	9 11.5%	5 8.3%	10 18.2%	4 14.3%	2 2.7% BD	13 20.6% A	5 11.9%	6 22.2% A	2 13.3%
Distribution	15 6.8%	6 7.7%	3 5.0%	3 5.5%	3 10.7%	4 5.5%	3 4.8%	2 4.8%	4 14.8%	2 13.3%
Stock market performance	4 1.8%	1 1.3%	2 3.3%	1 1.8%	0 0.0%	3 4.1%	1 1.6%	0 0.0%	0 0.0%	0 0.0%

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Topic 6: Marketing Leadership

What is marketing primarily responsible for in your company?

N=222

	Industry Sector															
	Banking Finance Insurance A	Communications Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufacturing I	Mining Construction J	Professional Services K	Real Estate L	Tech Software Platform M	Transportation N	Retail Wholesale O	
Advertising	15 93.8%	7 77.8%	28 93.3%	5 100.0%	6 100.0%	6 100.0%	13 100.0%	5 83.3%	21 91.3%	4 80.0%	24 88.9%	5 100.0%	33 97.1%	12 80.0%	20 95.2%	
Brand	15 93.8%	9 100.0%	29 96.7% j	5 100.0%	6 100.0%	6 100.0%	13 100.0% j	6 100.0%	20 87.0%	3 60.0% cgM	25 92.6%	5 100.0%	33 97.1% J	14 93.3%	19 90.5%	
Public relations	15 93.8% ChiN	6 66.7%	15 50.0% Agkm	4 80.0%	5 83.3%	5 83.3%	11 84.6% cn	3 50.0% a	15 65.2% a	3 60.0%	22 81.5% cn	4 80.0%	27 79.4% cn	7 46.7% Agkm	14 66.7%	
Digital marketing	15 93.8%	8 88.9%	26 86.7%	5 100.0%	6 100.0%	6 100.0%	12 92.3%	6 100.0%	19 82.6%	4 80.0%	25 92.6%	5 100.0%	33 97.1%	12 80.0%	18 85.7%	
Marketing analytics	14 87.5%	5 55.6% o	22 73.3%	4 80.0%	6 100.0%	5 83.3%	12 92.3%	3 50.0% o	16 69.6%	4 80.0%	18 66.7%	5 100.0%	26 76.5%	11 73.3%	19 90.5% bh	
Social media	14 87.5% b	4 44.4% acegkmo	24 80.0% b	5 100.0%	6 100.0%	5 83.3%	12 92.3% b	5 83.3%	18 78.3%	3 60.0%	22 81.5% b	5 100.0%	28 82.4% b	9 60.0%	18 85.7% b	
Lead generation	12 75.0% Co	6 66.7%	9 30.0% AGKIMN	2 40.0% m	4 66.7%	4 66.7%	10 76.9% Co	4 66.7%	13 56.5% m	3 60.0%	20 74.1% Co	4 80.0% c	28 82.4% CdiO	13 86.7% CO	8 38.1% agkMN	
Marketing research	12 75.0%	8 88.9%	25 83.3% jk	4 80.0%	6 100.0%	3 50.0%	11 84.6% k	4 66.7%	18 78.3%	2 40.0% c	15 55.6% ce	4 80.0%	24 70.6%	10 66.7%	17 81.0%	
Promotion	12 75.0%	8 88.9%	25 83.3%	5 100.0%	4 66.7%	6 100.0%	8 61.5% i	5 83.3%	21 91.3% gk	3 60.0%	17 63.0% i	5 100.0%	26 76.5%	11 73.3%	16 76.2%	
Positioning	11 68.8%	8 88.9%	25 83.3% k	5 100.0%	5 83.3%	6 100.0%	10 76.9%	3 50.0%	18 78.3%	3 60.0%	16 59.3% c	5 100.0%	27 79.4%	11 73.3%	16 76.2%	

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	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	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Market entry strategies	8 50.0% f	2 22.2%	16 53.3% fk	4 80.0% fkno	3 50.0%	0 0.0% acd	6 46.2%	1 16.7%	10 43.5%	2 40.0%	6 22.2% cd	2 40.0%	12 35.3%	4 26.7% d	6 28.6% d
Competitive intelligence	8 50.0%	2 22.2% Cgm	23 76.7% BjKN	4 80.0%	3 50.0%	3 50.0%	9 69.2% bk	4 66.7%	12 52.2%	1 20.0% cm	9 33.3% CgM	3 60.0%	24 70.6% bjKn	5 33.3% Cm	13 61.9%
Customer experience	7 43.8%	5 55.6% m	19 63.3% kM	3 60.0%	2 33.3%	3 50.0%	5 38.5%	3 50.0%	11 47.8% m	3 60.0%	9 33.3% c	3 60.0%	7 20.6% bCiNO	9 60.0% M	13 61.9% M
Revenue growth	6 37.5%	4 44.4%	17 56.7% h	4 80.0% h	2 33.3%	1 16.7%	5 38.5%	0 0.0% cdmo	8 34.8%	2 40.0%	9 33.3%	1 20.0%	16 47.1% h	6 40.0%	10 47.6% h
Customer insight	6 37.5% cgo	4 44.4%	23 76.7% aKm	3 60.0%	4 66.7%	4 66.7%	10 76.9% ak	3 50.0%	12 52.2%	3 60.0%	11 40.7% Cgo	3 60.0%	16 47.1% c	8 53.3%	15 71.4% ak
Customer relationship management	5 31.3%	5 55.6% hi	13 43.3%	3 60.0%	2 33.3%	2 33.3%	6 46.2%	0 0.0% bno	4 17.4% bno	0 0.0% no	9 33.3%	1 20.0%	8 23.5% no	8 53.3% hijm	11 52.4% hijm
New products or new services	3 18.8% Ch	4 44.4% c	24 80.0% AbeFGIJKL MNO	2 40.0%	2 33.3% c	0 0.0% Ch	2 15.4% Ch	4 66.7% afgklMo	9 39.1% Cm	1 20.0% C	5 18.5% Ch	0 0.0% Ch	5 14.7% CHi	4 26.7% C	4 19.0% Ch
Sales	3 18.8%	3 33.3%	10 33.3% m	1 20.0%	1 16.7%	1 16.7%	1 7.7%	0 0.0%	4 17.4%	1 20.0%	6 22.2%	0 0.0%	4 11.8% c	2 13.3%	7 33.3%
Market selection	3 18.8%	2 22.2%	14 46.7% efkmno	3 60.0% km	0 0.0% c	0 0.0% c	2 15.4%	1 16.7%	10 43.5% km	1 20.0%	4 14.8% cdi	1 20.0%	6 17.6% cdi	2 13.3% c	4 19.0% c

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Topic 6: Marketing Leadership

What is marketing primarily responsible for in your company?

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	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	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Talent acquisition and retention	3 18.8%	3 33.3%	8 26.7%	0 0.0%	2 33.3%	0 0.0%	3 23.1%	1 16.7%	2 8.7%	0 0.0%	4 14.8%	2 40.0%	4 11.8%	1 6.7%	3 14.3%
Sustainability	2 12.5%	2 22.2%	8 26.7%	0 0.0%	0 0.0%	2 33.3%	1 7.7%	0 0.0%	2 8.7%	0 0.0%	2 7.4%	1 20.0%	4 11.8%	3 20.0%	1 4.8%
Innovation	2 12.5%	3 33.3%	24 80.0%	1 20.0%	2 33.3%	1 16.7%	2 15.4%	2 33.3%	8 34.8%	0 0.0%	4 14.8%	2 40.0%	8 23.5%	4 26.7%	4 19.0%
Privacy	1 6.3%	1 11.1%	3 10.0%	3 60.0%	2 33.3%	1 16.7%	1 7.7%	0 0.0%	4 17.4%	1 20.0%	3 11.1%	1 20.0%	2 5.9%	0 0.0%	5 23.8%
Stock market performance	1 6.3%	1 11.1%	1 3.3%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
e-commerce	0 0.0%	2 22.2%	22 73.3%	4 80.0%	3 50.0%	2 33.3%	5 38.5%	0 0.0%	9 39.1%	1 20.0%	5 18.5%	1 20.0%	6 17.6%	8 53.3%	12 57.1%
Pricing	0 0.0%	4 44.4%	18 60.0%	3 60.0%	2 33.3%	1 16.7%	4 30.8%	2 33.3%	11 47.8%	1 20.0%	4 14.8%	0 0.0%	11 32.4%	3 20.0%	4 19.0%
Distribution	0 0.0%	0 0.0%	4 13.3%	3 60.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	2 8.7%	0 0.0%	2 7.4%	0 0.0%	2 5.9%	1 6.7%	0 0.0%
Customer service	0 0.0%	3 33.3%	8 26.7%	1 20.0%	2 33.3%	0 0.0%	2 15.4%	0 0.0%	3 13.0%	0 0.0%	3 11.1%	0 0.0%	3 8.8%	3 20.0%	5 23.8%

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Topic 6: Marketing Leadership

What is marketing primarily responsible for in your company?

N=222

	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	34 91.9%	19 90.5%	26 83.9%	38 92.7%	16 88.9%	49 94.2%	18 85.7%	36 90.0%	14 93.3%	46 88.5%	14 87.5%	29 90.6%	15 100.0%	17 100.0%	29 85.3%
Advertising	31 83.8% DF	19 90.5% df	29 93.5%	41 100.0% AbEG	15 83.3% DF	52 100.0% AbEG	17 81.0% DF	34 85.0%	14 93.3%	49 94.2%	15 93.8%	30 93.8%	15 100.0%	16 94.1%	31 91.2%
Brand	30 81.1% cfg	20 95.2%	31 100.0% a	38 92.7%	18 100.0%	50 96.2% a	21 100.0% a	33 82.5% ce	13 86.7% e	51 98.1% a	15 93.8%	32 100.0% ab	15 100.0%	17 100.0%	32 94.1%
Lead generation	26 70.3%	16 76.2% f	24 77.4% fg	26 63.4%	11 61.1%	26 50.0% bc	10 47.6% c	28 70.0% h	11 73.3%	36 69.2% h	11 68.8%	21 65.6%	7 46.7%	9 52.9%	16 47.1% ac
Marketing research	26 70.3%	11 52.4% deF	23 74.2%	33 80.5% bg	15 83.3% bg	44 84.6% BG	11 52.4% deF	30 75.0%	7 46.7% Eg	37 71.2% e	13 81.3%	29 90.6% Bcfh	9 60.0% e	14 82.4% b	24 70.6% e
Competitive intelligence	24 64.9% bg	6 28.6% aDEf	17 54.8%	28 68.3% Bg	13 72.2% Bg	29 55.8% b	7 33.3% ade	25 62.5% b	4 26.7% acE	31 59.6% b	8 50.0%	24 75.0% Bh	8 53.3%	9 52.9%	15 44.1% e
Promotion	23 62.2% cdf	16 76.2%	27 87.1% a	35 85.4% a	12 66.7%	43 82.7% a	16 76.2%	28 70.0%	10 66.7%	45 86.5% h	14 87.5%	26 81.3%	13 86.7%	13 76.5%	23 67.6% c
Public relations	23 62.2%	14 66.7%	24 77.4% g	33 80.5% g	15 83.3% g	37 71.2%	10 47.6% cde	26 65.0% f	9 60.0% f	40 76.9% H	13 81.3% h	26 81.3% H	14 93.3% abH	12 70.6%	16 47.1% CdEF
Social media	23 62.2% deF	16 76.2%	26 83.9%	35 85.4% a	16 88.9% a	47 90.4% Ag	15 71.4% f	28 70.0%	11 73.3%	43 82.7%	13 81.3%	28 87.5%	13 86.7%	15 88.2%	27 79.4%
Marketing analytics	22 59.5% dF	16 76.2%	23 74.2% f	34 82.9% a	13 72.2% f	48 92.3% AceG	14 66.7% F	26 65.0% e	10 66.7%	42 80.8%	11 68.8%	28 87.5% a	12 80.0%	14 82.4%	27 79.4%

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

Topic 6: Marketing Leadership

What is marketing primarily responsible for in your company?

N=222

	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 Insight	22 59.5%	7 33.3%	15 48.4%	25 61.0%	11 61.1%	34 65.4%	12 57.1%	24 60.0%	7 46.7%	28 53.8%	9 56.3%	19 59.4%	8 53.3%	10 58.8%	20 58.8%
Positioning	21 56.8% CF	12 57.1% cF	27 87.1% Ab	31 75.6% f	14 77.8%	48 92.3% ABd	16 76.2%	23 57.5% defgh	11 73.3%	39 75.0%	14 87.5% a	27 84.4% a	13 86.7% a	15 88.2% a	27 79.4% a
Customer relationship management	20 54.1% bdef	4 19.0% a	14 45.2%	13 31.7% a	4 22.2% a	14 26.9% a	9 42.9%	22 55.0% BdeF	1 6.7% Ach	20 38.5% b	4 25.0% a	10 31.3% a	2 13.3% A	6 35.3%	13 38.2% b
Customer experience	19 51.4% be	5 23.8% afg	16 51.6% e	20 48.8%	4 22.2% acfg	27 51.9% be	12 57.1% be	21 52.5%	6 40.0%	23 44.2%	6 37.5%	16 50.0%	4 26.7%	9 52.9%	17 50.0%
Revenue Growth	17 45.9%	8 38.1%	14 45.2%	20 48.8%	9 50.0%	16 30.8%	7 33.3%	21 52.5% h	5 33.3%	23 44.2%	6 37.5%	16 50.0%	5 33.3%	7 41.2%	9 26.5% a
Sales	15 40.5% cdFg	5 23.8%	5 16.1% a	7 17.1% a	3 16.7%	5 9.6% A	3 14.3% a	16 40.0% CdGh	5 33.3% h	8 15.4% A	1 6.3% a	7 21.9%	2 13.3%	2 11.8% a	3 8.8% Ab
Market entry strategies	15 40.5%	6 28.6%	11 35.5%	20 48.8%	6 33.3%	18 34.6%	5 23.8%	19 47.5% h	3 20.0%	18 34.6%	6 37.5%	15 46.9%	6 40.0%	6 35.3%	8 23.5% a
e-commerce	14 37.8%	6 28.6%	5 16.1% dF	17 41.5% c	6 33.3%	26 50.0% Cg	5 23.8% f	17 42.5% c	6 40.0%	11 21.2% ah	6 37.5%	12 37.5%	6 40.0%	6 35.3%	16 47.1% c
New products or new services	14 37.8%	4 19.0%	12 38.7%	13 31.7%	6 33.3%	16 30.8%	4 19.0%	18 45.0% bh	1 6.7% ac	19 36.5% b	5 31.3%	9 28.1%	5 33.3%	6 35.3%	6 17.6% a

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

Topic 6: Marketing Leadership

What is marketing primarily responsible for in your company?

N=222

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Customer service	13 35.1% cdeFg	3 14.3%	4 12.9% a	6 14.6% a	1 5.6% a	4 7.7% A	2 9.5% a	14 35.0% cDEH	2 13.3%	8 15.4% a	0 0.0% A	2 6.3% A	2 13.3%	2 11.8%	3 8.8% A
Market selection	12 32.4%	2 9.5% d	6 19.4%	15 36.6% bg	4 22.2%	11 21.2%	2 9.5% d	14 35.0% b	0 0.0% adeg	10 19.2%	5 31.3% b	11 34.4% b	3 20.0%	5 29.4% b	5 14.7%
Innovation	12 32.4%	4 19.0%	9 29.0%	12 29.3%	7 38.9%	19 36.5%	4 19.0%	17 42.5% bh	2 13.3% a	18 34.6% h	3 18.8%	11 34.4%	5 33.3%	7 41.2% h	5 14.7% acg
Pricing	12 32.4%	7 33.3%	10 32.3%	17 41.5% g	5 27.8%	15 28.8%	2 9.5% d	13 32.5%	5 33.3%	19 36.5%	6 37.5%	11 34.4%	3 20.0%	4 23.5%	7 20.6%
Talent acquisition and retention	9 24.3%	1 4.8%	5 16.1%	4 9.8%	5 27.8%	7 13.5%	4 19.0%	12 30.0% e	2 13.3%	8 15.4%	1 6.3%	3 9.4% a	2 13.3%	3 17.6%	5 14.7%
Distribution	5 13.5% f	1 4.8%	5 16.1% df	1 2.4% c	0 0.0%	1 1.9% ac	2 9.5%	6 15.0%	0 0.0%	4 7.7%	0 0.0%	1 3.1%	0 0.0%	2 11.8%	2 5.9%
Privacy	3 8.1%	2 9.5%	2 6.5%	6 14.6%	3 16.7%	7 13.5%	4 19.0%	5 12.5%	1 6.7%	5 9.6%	1 6.3%	5 15.6%	2 13.3%	2 11.8%	7 20.6%
Sustainability	3 8.1% e	1 4.8% e	2 6.5% e	3 7.3% e	6 33.3% abcd	9 17.3%	5 23.8%	3 7.5% g	1 6.7%	7 13.5% g	3 18.8%	2 6.3% g	1 6.7%	6 35.3% ace	6 17.6%
Stock market performance	0 0.0%	0 0.0%	0 0.0%	2 4.9%	0 0.0%	1 1.9%	1 4.8%	0 0.0%	0 0.0%	1 1.9%	0 0.0%	1 3.1%	0 0.0%	0 0.0%	2 5.9%

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

Topic 6: Marketing Leadership

From the following selections, which do you believe would be the most challenging to accomplish over the next 12 months?
Top challenge (1), Second ranked (2), Third ranked (3)

N=218	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Reducing operational and/or product costs or increasing value for similar cost</u>										
Mean	1.79	1.84	1.81	1.44	2.31	1.81	1.84	1.83	1.62	1.75
		cd		aD	aC					
<u>Building more inclusive capabilities and/or offerings</u>										
Mean	2.44	3.00	2.40	2.50	2.20	2.43	2.50	2.33	2.50	---
<u>Building more sustainable capabilities and/or offerings</u>										
Mean	2.03	2.09	1.78	2.20	2.00	2.25	2.33	1.82	1.33	2.00
<u>Deploying brand as an enterprise-wide strategy</u>										
Mean	2.06	2.22	1.82	2.00	2.00	1.88	2.14	1.75	2.67	2.00
						d			a	
<u>Expanding into new markets, segments, or geographies</u>										
Mean	1.84	1.84	1.89	1.77	1.89	1.76	2.14	1.80	1.56	1.70
<u>Activating purpose as an enterprise-wide business strategy</u>										
Mean	2.50	2.75	2.17	2.50	3.00	2.80	2.50	2.00	2.00	3.00
<u>Collaborating with other business functions to drive strategic initiatives (e.g., IT, supply chain, etc.)</u>										
Mean	2.06	1.94	1.92	2.17	2.30	2.00	1.89	2.18	2.67	2.00
<u>Creating new products and services</u>										
Mean	2.22	2.26	2.12	2.14	2.33	2.26	2.18	2.25	2.22	2.00
<u>Addressing regulatory environments (e.g., public health, climate, geopolitical, privacy, etc.)</u>										
Mean	1.81	1.58	2.00	2.25	1.25	1.71	1.00	1.75	2.67	2.25
<u>Developing, acquiring, and retaining talent</u>										
Mean	1.97	1.97	2.26	1.90	1.40	1.94	1.92	2.29	1.70	1.75
			D		B					
<u>Accelerating the move to new digital technologies/platforms</u>										
Mean	2.02	1.85	2.20	2.24	1.67	2.28	1.81	2.10	2.00	2.00
						b	a			
<u>Implementing systems and/or algorithms (e.g., AI, ML) to create greater customer personalization</u>										
Mean	2.15	2.32	1.83	2.33	1.86	2.20	2.10	1.92	2.38	2.29

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

Topic 6: Marketing Leadership

From the following selections, which do you believe would be the most challenging to accomplish over the next 12 months?

Top challenge (1), Second ranked (2), Third ranked (3)

N=218

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Reducing operational and/or product costs or increasing value for similar cost</u>															
Mean	1.67	2.33	1.39	2.00	---	1.67	2.43	1.00	2.00	2.25	2.33	2.50	1.50	1.43	1.67
		c	bGijKl				CMno		c	cm	Cmn	c	Gjk	gk	g
<u>Building more inclusive capabilities and/or offerings</u>															
Mean	2.00	3.00	3.00	3.00	1.00	3.00	3.00	---	3.00	---	2.00	---	3.00	1.00	3.00
<u>Building more sustainable capabilities and/or offerings</u>															
Mean	2.00	2.00	1.86	---	2.00	1.50	1.50	---	2.67	---	2.00	---	1.67	1.50	2.50
<u>Deploying brand as an enterprise-wide strategy</u>															
Mean	2.20	3.00	2.50	---	---	---	1.75	3.00	1.67	3.00	1.20	2.00	2.10	3.00	3.00
	k		k								ac				
<u>Expanding into new markets, segments, or geographies</u>															
Mean	1.89	2.33	2.18	2.50	1.33	2.00	2.40	2.33	1.63	3.00	1.91	1.00	1.52	2.00	1.56
			m				m						cg		
<u>Activating purpose as an enterprise-wide business strategy</u>															
Mean	---	---	2.67	---	3.00	---	---	---	2.50	---	1.75	3.00	3.00	3.00	2.33
<u>Collaborating with other business functions to drive strategic initiatives (e.g., IT, supply chain, etc.)</u>															
Mean	1.50	2.25	1.83	3.00	2.50	1.00	2.00	---	2.25	2.00	2.00	2.00	2.14	1.86	2.50
<u>Creating new products and services</u>															
Mean	2.40	2.00	2.14	2.50	1.00	1.00	1.75	1.50	2.00	---	2.64	---	2.38	2.33	2.33
<u>Addressing regulatory environments (e.g., public health, climate, geopolitical, privacy, etc.)</u>															
Mean	1.50	2.00	3.00	---	3.00	2.00	1.67	2.00	1.25	---	2.00	1.00	1.25	2.00	1.00
<u>Developing, acquiring, and retaining talent</u>															
Mean	2.00	1.00	2.22	1.33	1.00	2.33	1.50	---	1.90	1.50	2.20	3.00	2.33	2.14	1.77
<u>Accelerating the move to new digital technologies/platforms</u>															
Mean	2.25	---	2.00	1.00	2.67	2.50	1.75	3.00	2.00	1.33	1.75	2.00	2.10	1.75	2.29
					j					e					
<u>Implementing systems and/or algorithms (e.g., AI, ML) to create greater customer personalization</u>															
Mean	2.33	1.50	2.60	1.50	1.67	3.00	2.33	2.00	2.50	3.00	1.56	1.00	2.25	2.75	2.29

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

Topic 6: Marketing Leadership

From the following selections, which do you believe would be the most challenging to accomplish over the next 12 months?

Top challenge (1), Second ranked (2), Third ranked (3)

N=218

	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
<u>Reducing operational and/or product costs or increasing value for similar cost</u>															
Mean	1.87	1.80	1.69	1.85	1.88	1.83	1.55	1.75	2.00	1.76	2.09	1.73	1.67	2.00	1.61
<u>Building more inclusive capabilities and/or offerings</u>															
Mean	2.00	3.00	3.00	1.00	2.00	3.00	3.00	2.00	---	2.20	---	3.00	---	3.00	3.00
<u>Building more sustainable capabilities and/or offerings</u>															
Mean	1.50	2.00	2.00	2.20	2.50	2.00	2.33	1.60	1.00	2.25	2.00	2.50	2.00	2.50	2.11
<u>Deploying brand as an enterprise-wide strategy</u>															
Mean	2.00	1.50	2.33	2.08	2.00	2.17	2.25	2.00	1.00	2.00	3.00	2.00	2.50	1.67	2.17
<u>Expanding into new markets, segments, or geographies</u>															
Mean	1.79	2.00	1.54	1.47	2.00	2.10	2.60	1.75	2.13	1.59	1.50	1.86	2.00	2.13	2.30
			g	fG		d	cD			h					c
<u>Activating purpose as an enterprise-wide business strategy</u>															
Mean	2.50	3.00	3.00	2.20	---	2.40	2.67	2.67	3.00	2.33	1.00	3.00	3.00	2.00	2.75
<u>Collaborating with other business functions to drive strategic initiatives (e.g., IT, supply chain, etc.)</u>															
Mean	2.50	2.75	2.20	2.36	1.71	1.88	1.67	3.00	2.67	2.36	2.13	1.75	1.71	2.00	1.83
		eg		g	b		bd								
<u>Creating new products and services</u>															
Mean	2.44	2.40	2.42	2.10	2.00	1.94	---	2.43	2.57	2.29	2.00	1.85	1.67	2.17	2.67
<u>Addressing regulatory environments (e.g., public health, climate, geopolitical, privacy, etc.)</u>															
Mean	1.80	2.00	1.00	2.50	2.33	2.20	1.17	2.00	---	1.44	2.00	2.75	3.00	1.00	1.17
		g		G	G		bDE			E		CH			E
<u>Developing, acquiring, and retaining talent</u>															
Mean	1.69	1.60	2.07	1.88	1.78	2.09	2.50	1.81	1.40	2.20	1.80	1.57	2.00	1.90	2.50
	g					a	h	h	h	e		cH		abE	
<u>Accelerating the move to new digital technologies/platforms</u>															
Mean	2.17	2.00	2.33	1.91	2.60	1.67	1.83	2.14	2.00	2.29	1.50	2.27	1.80	2.00	1.58
					f	e				h		h			ce
<u>Implementing systems and/or algorithms (e.g., AI, ML) to create greater customer personalization</u>															
Mean	2.38	1.70	2.00	2.75	2.00	2.25	1.83	2.33	1.83	1.93	2.75	2.80	2.50	1.50	2.00
	b	aD	D	BCg			d	g	e	e	g	bcG	g	adEf	

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

Topic 6: Marketing Leadership

Rate the degree to which you plan to prioritize each of these challenges over the next 12 months to drive your organization's success? (1=not at all, 7=a great deal)*

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Reducing operational and/or product costs or increasing value for similar cost</u>										
Mean	5.72	5.87	5.63	5.93	5.00	5.39	6.22	6.11	4.85	5.00
				d	c	B	ADe	D	BC	b
<u>Building more inclusive capabilities and/or offerings</u>										
Mean	4.07	1.50	4.60	5.00	3.75	3.57	4.75	3.50	5.00	---
		B	A							
<u>Building more sustainable capabilities and/or offerings</u>										
Mean	4.39	5.09	4.00	4.30	3.33	4.75	4.00	4.30	4.00	5.33
<u>Deploying brand as an enterprise-wide strategy</u>										
Mean	5.31	5.00	5.55	5.50	6.50	5.71	5.29	4.75	5.33	1.00
<u>Expanding into new markets, segments, or geographies</u>										
Mean	5.25	5.73	4.89	5.14	4.67	5.27	5.29	5.20	4.89	5.33
<u>Activating purpose as an enterprise-wide business strategy</u>										
Mean	3.28	3.50	3.33	2.33	5.50	2.80	3.00	4.00	3.33	4.50
				d	c					
<u>Collaborating with other business functions to drive strategic initiatives (e.g., IT, supply) (chain, etc.)</u>										
Mean	5.67	6.06	5.42	5.75	5.20	5.53	5.74	5.64	5.33	7.00
<u>Creating new products and services</u>										
Mean	5.14	5.30	4.82	5.43	4.67	4.84	5.06	5.58	5.89	4.00
<u>Addressing regulatory environments (e.g., public health, climate, geopolitical, privacy, etc.)</u>										
Mean	4.71	4.92	5.29	4.75	3.00	4.50	6.67	3.88	4.00	6.67
							c	be		c
<u>Developing, acquiring, and retaining talent</u>										
Mean	5.65	5.06	5.89	5.70	6.60	5.28	6.28	5.76	5.50	5.00
		bD	a	d	Ac	b	ae			b
<u>Accelerating the move to new digital technologies/platforms</u>										
Mean	5.35	5.38	5.13	5.31	6.00	5.18	5.23	5.44	5.78	7.00
<u>Implementing systems and/or algorithms (e.g., AI, ML) to create greater customer personalization</u>										
Mean	4.85	4.89	4.58	5.33	4.14	4.93	4.70	4.75	4.25	5.43

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

*Results are shown only for items previously ranked in the top 3 most challenging.

Topic 6: Marketing Leadership

Rate the degree to which you plan to prioritize each of these challenges over the next 12 months to drive your organization's success? (1=not at all, 7=a great deal)*

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Reducing operational and/or product costs or increasing value for similar cost</u>															
Mean	5.33	5.00	5.87 f	6.33	---	3.67 cio	5.14	6.00	6.15 f	5.50	5.56	5.00	6.00	5.86	6.11 f
<u>Building more inclusive capabilities and/or offerings</u>															
Mean	3.33	5.00	3.00	7.00	---	5.00	2.00	---	1.00	---	4.50	---	3.50	7.00	5.00
<u>Building more sustainable capabilities and/or offerings</u>															
Mean	4.67	4.67	4.29	---	---	5.50	4.00	---	5.67 m	---	1.00	---	2.67 i	3.00	4.75
<u>Deploying brand as an enterprise-wide strategy</u>															
Mean	4.60	7.00	6.00	---	---	---	6.50	7.00	4.33	5.00	5.80	7.00	5.00	3.00	4.00
<u>Expanding into new markets, segments, or geographies</u>															
Mean	4.50	5.33	5.36	7.00	6.33 n	5.50	6.40 n	5.00	6.25 N	4.00	5.00	7.00	5.10	4.17 egI	5.11
<u>Activating purpose as an enterprise-wide business strategy</u>															
Mean	---	---	2.00	---	4.50 o	---	---	---	4.50	---	3.75 o	5.00	1.00	5.00 o	1.33 ekn
<u>Collaborating with other business functions to drive strategic initiatives (e.g., IT, supply) (chain, etc.)</u>															
Mean	6.50	5.75	5.33	5.00	7.00	7.00	5.00	---	6.50	7.00	4.57	6.50	5.43	5.14	6.50
<u>Creating new products and services</u>															
Mean	3.00 Cgik	5.25	6.14 Am	5.00	5.00	5.00	6.00 a	6.00	5.88 a	---	5.36 a	---	4.46 c	5.33	4.67
<u>Addressing regulatory environments (e.g., public health, climate, geopolitical, privacy, etc.)</u>															
Mean	6.00	4.00	3.75	---	7.00	6.00	7.00	4.60	4.00	---	1.00	4.00	4.50	5.00	5.00
<u>Developing, acquiring, and retaining talent</u>															
Mean	5.83	6.25	5.44	6.67	5.00	6.00	6.50 m	---	5.00	6.50 m	6.00 m	5.00	4.60 gjknc	6.43 m	5.77
<u>Accelerating the move to new digital technologies/platforms</u>															
Mean	5.00	---	5.38	7.00	4.50	5.50	5.50	5.00	5.33	5.00	5.50	6.00	5.40	5.50	5.14
<u>Implementing systems and/or algorithms (e.g., AI, ML) to create greater customer personalization</u>															
Mean	5.67	4.50	4.20	4.00	5.00	2.00	5.33	6.00	6.50	5.00	4.56	3.00	4.75	5.00	5.14

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

*Results are shown only for items previously ranked in the top 3 most challenging.

Topic 6: Marketing Leadership

Rate the degree to which you plan to prioritize each of these challenges over the next 12 months to drive your organization's success? (1=not at all, 7=a great deal)*

	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
<u>Reducing operational and/or product costs or increasing value for similar cost</u>															
Mean	5.60	4.80	5.92	5.25	6.13	6.00	6.45	5.56	4.63	5.75	5.82	5.47	6.00	6.00	6.28
	g	efG		g	b	b	aBd	h	H						aB
<u>Building more inclusive capabilities and/or offerings</u>															
Mean	4.25	3.00	4.00	7.00	2.00	4.50	5.00	4.25	---	3.60	---	3.00	---	4.50	4.67
<u>Building more sustainable capabilities and/or offerings</u>															
Mean	4.80	3.00	2.50	4.40	6.00	4.40	4.83	4.25	6.00	3.75	6.00	4.25	3.50	5.50	4.33
<u>Deploying brand as an enterprise-wide strategy</u>															
Mean	3.40	6.25	7.00	5.00	6.00	6.00	5.25	4.00	5.00	5.67	4.50	5.67	6.50	5.67	5.50
	bf	a				a									
<u>Expanding into new markets, segments, or geographies</u>															
Mean	5.37	5.89	5.31	5.18	5.73	4.45	5.60	5.89	4.38	5.41	5.25	5.29	5.50	4.63	4.70
<u>Activating purpose as an enterprise-wide business strategy</u>															
Mean	1.50	4.50	1.00	3.60	---	3.40	3.67	2.67	4.00	2.33	2.00	5.00	1.00	5.00	3.00
<u>Collaborating with other business functions to drive strategic initiatives (e.g., IT, supply) (chain, etc.)</u>															
Mean	6.00	5.00	4.60	5.82	5.71	6.00	5.67	7.00	5.67	5.09	5.88	6.00	5.57	5.00	6.00
<u>Creating new products and services</u>															
Mean	5.31	5.60	5.00	5.30	4.80	4.94	---	5.71	5.57	4.36	5.50	5.23	5.33	5.00	4.33
								c		a					
<u>Addressing regulatory environments (e.g., public health, climate, geopolitical, privacy, etc.)</u>															
Mean	5.00	3.75	3.25	6.00	4.00	4.80	5.50	4.71	---	4.22	2.00	6.25	4.00	6.00	5.33
											eh	d			d
<u>Developing, acquiring, and retaining talent</u>															
Mean	5.23	5.40	4.93	5.75	6.11	6.17	5.75	5.25	5.00	5.11	4.80	6.21	6.29	6.30	6.00
	f		f			ac		eg		eg		ac		ac	
<u>Accelerating the move to new digital technologies/platforms</u>															
Mean	5.20	5.67	4.50	5.36	5.00	5.50	6.33	5.58	4.67	4.77	5.50	5.00	6.20	6.33	5.67
	g			g			ad								
<u>Implementing systems and/or algorithms (e.g., AI, ML) to create greater customer personalization</u>															
Mean	4.63	4.00	4.38	5.25	4.00	5.08	6.33	4.78	4.00	4.29	5.50	5.20	5.25	5.00	5.86
		g	g	g			bcd								

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

*Results are shown only for items previously ranked in the top 3 most challenging.

Topic 6: Marketing Leadership

What are the biggest external challenges facing your organization over the next 12 months? Top challenge (1), Second ranked (2), Third ranked (3)

N=207	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Ideological polarization</u>										
Mean	2.63	2.43	2.75	2.67	3.00	2.33	3.00	3.00	2.67	2.50
<u>Geopolitical instability</u>										
Mean	2.25	2.00	2.18	2.56	2.80	2.33	2.58 _e	1.89	2.50	1.60 _b
<u>Natural disasters (including those related to climate)</u>										
Mean	2.15	2.00	2.33	2.00	2.33	2.00	2.00	2.60	1.00	---
<u>Cyber risk</u>										
Mean	2.20	2.54 _c	2.07	1.91 _a	2.29	2.22	2.25	2.00	2.20	2.33
<u>Pandemic</u>										
Mean	2.29	2.00	2.33	3.00	1.67	2.33	2.00	2.00	2.50	2.50
<u>Financial/market instability/inflation</u>										
Mean	1.52	1.51	1.64	1.36	1.60	1.70 _c	1.54	1.31 _a	1.48	1.27
<u>Labor/skills shortage</u>										
Mean	2.04	2.22 _D	2.07 _d	2.03 _d	1.56 _{Abc}	1.93	2.03	2.21	2.05	2.17
<u>Crises of trust (e.g., spread of misinformation)</u>										
Mean	2.44	2.40	2.50	2.40	3.00	2.33	2.40	2.50	2.50	2.50
<u>Supply chain disruption</u>										
Mean	2.19	2.13	2.13	2.26	2.30	2.06	2.20	2.24	2.18	2.60
<u>Changing regulations</u>										
Mean	2.23	2.12	2.00 _c	2.71 _b	2.60	2.14	2.14	2.57	2.38	2.00

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

Topic 6: Marketing Leadership

What are the biggest external challenges facing your organization over the next 12 months? Top challenge (1), Second ranked (2), Third ranked (3)

N=207

	Industry Sector															
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O	
<u>Ideological polarization</u>																
Mean	3.00	3.00	3.00	---	2.00	3.00	3.00	2.00	2.00	3.00	2.00	---	2.67	3.00	---	
<u>Geopolitical instability</u>																
Mean	2.00	2.50	2.20	3.00	---	2.00	2.00	1.00	2.00	---	2.00	3.00	2.38	2.80	2.00	
<u>Natural disasters (including those related to climate)</u>																
Mean	1.00	2.00	3.00	2.00	---	1.00	---	---	2.00	---	---	2.00	3.00	3.00	3.00	
<u>Cyber risk</u>																
Mean	2.33	1.00	1.50	2.00	2.33	2.50	2.50	---	2.67	---	2.22	---	2.33	1.67	2.00	
<u>Pandemic</u>																
Mean	---	1.00	3.00	3.00	---	---	2.00	1.00	1.00	---	3.00	---	2.25	---	---	
<u>Financial/market instability/inflation</u>																
Mean	1.47 G	1.57 g	1.50 G	1.75	1.50	1.60	2.44 AbCiklMnO	2.00	1.67 g	1.00	1.68 gm	1.40 g	1.26 Gk	1.50 g	1.26 G	
<u>Labor/skills shortage</u>																
Mean	2.00	2.00	2.07	1.50	2.50	2.00	1.88	2.00	2.22	2.00	1.88	2.00	2.14	2.00	2.13	
<u>Crises of trust (e.g., spread of misinformation)</u>																
Mean	2.40	---	2.50	---	3.00	2.00	---	---	3.00	---	---	---	2.40	---	2.00	
<u>Supply chain disruption</u>																
Mean	3.00	2.00	2.12	2.50	2.00	3.00	1.80	2.67	1.95 ko	2.50	2.67 i	2.33	2.00	1.89	2.47 i	
<u>Changing regulations</u>																
Mean	2.50 g	3.00	2.50 g	---	1.50	2.00	1.50 acMo	2.00	2.00	3.00	2.00	---	2.60 G	2.00	2.60 g	

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

Topic 6: Marketing Leadership

What are the biggest external challenges facing your organization over the next 12 months? Top challenge (1), Second ranked (2), Third ranked (3)

N=207

	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
<u>Ideological polarization</u>															
Mean	2.67	2.33	2.00	2.67	---	3.00	---	2.50	2.50	2.67	2.00	3.00	3.00	3.00	---
<u>Geopolitical instability</u>															
Mean	2.10	2.00	2.33	2.60	2.00	2.17	2.25	2.11	1.67	2.23	2.50	2.80	1.00	2.33	2.44
<u>Natural disasters (including those related to climate)</u>															
Mean	2.00	---	2.25	---	3.00	1.83	3.00	2.00	1.00	2.40	---	---	2.00	2.00	2.33
<u>Cyber risk</u>															
Mean	2.50	1.75 D	1.86 d	2.64 Bcf	2.25	2.00 d	2.20	1.83	2.00	2.17	2.67	2.60	2.00	2.00	2.00
<u>Pandemic</u>															
Mean	2.25	2.25	2.00	3.00	1.00	3.00	---	2.17	2.50	2.00	2.33	---	---	3.00	---
<u>Financial/market instability/inflation</u>															
Mean	1.38	1.43	1.60	1.31 f	1.71	1.70 d	1.53	1.39 F	1.45 f	1.42 F	1.33 F	1.39 F	2.13 AbCDE	1.75	1.62
<u>Labor/skills shortage</u>															
Mean	2.00	2.00	2.05	2.04	1.90	2.03	2.17	2.11 f	2.30 F	2.07 F	2.20 F	2.05 f	1.38 aBCDeh	1.92	2.00 f
<u>Crises of trust (e.g., spread of misinformation)</u>															
Mean	2.00	3.00	3.00	2.50	2.00	2.50	3.00	2.25	---	2.00	3.00	---	2.33	2.50	3.00
<u>Supply chain disruption</u>															
Mean	2.38	2.60	2.27	2.24	2.33	2.03	2.00	2.35 g	2.67	2.23	2.00	2.25	2.10	1.67 a	2.22
<u>Changing regulations</u>															
Mean	2.44	2.22	2.25	2.00	2.33	2.45	1.86	2.38	2.20	2.38	2.50	2.00	2.67	2.67	1.80

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

Topic 6: Marketing Leadership

Is your current CEO a former marketing leader at your or another company?

N=221	Primary Economic Sector					What % of your company's sales is through the Internet?				
	Total	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Yes	52 23.5%	15 19.2%	11 18.6%	18 32.7%	8 28.6%	14 19.4%	18 28.6%	10 23.8%	6 22.2%	4 26.7%
No	169 76.5%	63 80.8%	48 81.4%	37 67.3%	20 71.4%	58 80.6%	45 71.4%	32 76.2%	21 77.8%	11 73.3%

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

Topic 6: Marketing Leadership

Is your current CEO a former marketing leader at your or another company?

N=221

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	2 12.5%	2 22.2%	11 36.7% M	2 40.0% m	2 33.3% m	1 16.7%	4 30.8% m	0 0.0%	8 34.8% M	1 20.0%	5 19.2%	0 0.0%	2 5.9% CdegInO	5 33.3% m	7 33.3% M
No	14 87.5%	7 77.8%	19 63.3% M	3 60.0% m	4 66.7% m	5 83.3%	9 69.2% m	6 100.0%	15 65.2% M	4 80.0%	21 80.8%	5 100.0%	32 94.1% CdegInO	10 66.7% m	14 66.7% M

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

Topic 6: Marketing Leadership

Is your current CEO a former marketing leader at your or another company?

N=221

	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	10 27.8%	2 9.5%	4 12.9%	13 31.7%	3 16.7%	12 23.1%	7 33.3%	9 23.1%	5 33.3%	11 21.2%	3 18.8%	9 28.1%	4 26.7%	3 17.6%	8 23.5%
No	26 72.2%	19 90.5%	27 87.1%	28 68.3%	15 83.3%	40 76.9%	14 66.7%	30 76.9%	10 66.7%	41 78.8%	13 81.3%	23 71.9%	11 73.3%	14 82.4%	26 76.5%

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

Topic 6: Marketing Leadership

How likely is the current top marketing leader in your company to become the CEO at your or another company?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1=Not at all	58 26.1%	20 25.6%	21 35.0%	9 16.4%	8 28.6%	24 32.9%	17 27.0%	9 21.4%	4 14.8%	3 20.0%
			c	b						
2	42 18.9%	22 28.2%	10 16.7%	6 10.9%	4 14.3%	19 26.0%	10 15.9%	5 11.9%	4 14.8%	3 20.0%
		c		a						
3	23 10.4%	4 5.1%	9 15.0%	6 10.9%	4 14.3%	6 8.2%	7 11.1%	5 11.9%	3 11.1%	2 13.3%
4	34 15.3%	14 17.9%	8 13.3%	7 12.7%	5 17.9%	13 17.8%	11 17.5%	5 11.9%	4 14.8%	1 6.7%
5	30 13.5%	11 14.1%	8 13.3%	10 18.2%	1 3.6%	6 8.2%	7 11.1%	8 19.0%	6 22.2%	3 20.0%
6	18 8.1%	2 2.6%	2 3.3%	12 21.8%	2 7.1%	1 1.4%	7 11.1%	6 14.3%	2 7.4%	2 13.3%
		C	C	AB		bCe	a	A		a
7=Very likely	17 7.7%	5 6.4%	2 3.3%	5 9.1%	4 14.3%	4 5.5%	4 6.3%	4 9.5%	4 14.8%	1 6.7%
Mean	3.26	3.00	2.77	4.07	3.32	2.68	3.29	3.76	3.96	3.53
		C	C	AB		CD		A	A	

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

Topic 6: Marketing Leadership

How likely is the current top marketing leader in your company to become the CEO at your or another 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	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	2 12.5% k	1 11.1% k	5 16.7% gK	0 0.0% k	3 50.0%	2 33.3%	6 46.2% co	2 33.3%	7 30.4%	2 40.0%	14 51.9% abCdlmnO	0 0.0% k	9 26.5% k	2 13.3% k	3 14.3% gK
2	1 6.3%	2 22.2%	4 13.3%	1 20.0%	0 0.0%	2 33.3%	2 15.4%	2 33.3%	6 26.1%	1 20.0%	4 14.8%	1 20.0%	7 20.6%	4 26.7%	5 23.8%
3	3 18.8%	2 22.2%	2 6.7%	0 0.0%	1 16.7%	0 0.0%	1 7.7%	0 0.0%	3 13.0%	0 0.0%	1 3.7%	1 20.0%	2 5.9%	3 20.0%	4 19.0%
4	2 12.5% l	1 11.1%	4 13.3% l	2 40.0%	1 16.7%	0 0.0%	2 15.4%	1 16.7%	2 8.7% l	1 20.0%	2 7.4% L	3 60.0% aciKo	9 26.5%	2 13.3%	2 9.5% l
5	5 31.3% ko	0 0.0%	8 26.7% o	0 0.0%	0 0.0%	2 33.3%	1 7.7%	1 16.7%	2 8.7%	1 20.0%	2 7.4% a	0 0.0%	4 11.8%	3 20.0%	1 4.8% ac
6	1 6.3%	0 0.0%	5 16.7%	1 20.0%	1 16.7%	0 0.0%	1 7.7%	0 0.0%	2 8.7%	0 0.0%	1 3.7%	0 0.0%	2 5.9%	0 0.0%	3 14.3%
7=Very likely	2 12.5%	3 33.3% cgiM	2 6.7% b	1 20.0%	0 0.0%	0 0.0%	0 0.0% b	0 0.0%	1 4.3% b	0 0.0%	3 11.1%	0 0.0%	1 2.9% B	1 6.7%	3 14.3%
Mean	4.13 gik	4.00	3.97 gik	4.60 g	2.67	2.67	2.46 acd	2.50	2.83 ac	2.60	2.59 ac	3.40	3.06	3.27	3.67

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

Topic 6: Marketing Leadership

How likely is the current top marketing leader in your company to become the CEO at your or another 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=Not at all	11 29.7%	6 28.6%	10 32.3% f	12 29.3%	4 22.2%	7 13.5% cg	8 38.1% f	7 17.5% b	7 46.7% a	13 25.0%	5 31.3%	10 31.3%	3 20.0%	3 17.6%	10 29.4%
2	5 13.5%	7 33.3% c	3 9.7% b	8 19.5%	4 22.2%	11 21.2%	4 19.0%	6 15.0%	3 20.0%	11 21.2%	4 25.0%	7 21.9%	2 13.3%	3 17.6%	6 17.6%
3	4 10.8%	0 0.0% f	4 12.9%	1 2.4% f	3 16.7%	10 19.2% bd	1 4.8%	4 10.0%	0 0.0%	5 9.6%	1 6.3%	3 9.4%	3 20.0%	2 11.8%	5 14.7%
4	5 13.5%	3 14.3%	5 16.1%	10 24.4% f	4 22.2%	4 7.7% d	3 14.3%	5 12.5%	3 20.0%	6 11.5%	2 12.5%	8 25.0%	3 20.0%	2 11.8%	5 14.7%
5	4 10.8%	1 4.8%	8 25.8% d	2 4.9% cf	1 5.6%	12 23.1% d	2 9.5%	7 17.5%	1 6.7%	10 19.2%	1 6.3%	2 6.3%	2 13.3%	3 17.6%	3 8.8%
6	2 5.4%	2 9.5%	0 0.0%	4 9.8%	1 5.6%	6 11.5%	2 9.5%	4 10.0%	0 0.0%	3 5.8%	2 12.5%	2 6.3%	0 0.0%	3 17.6%	4 11.8%
7=Very likely	6 16.2% f	2 9.5%	1 3.2%	4 9.8%	1 5.6%	2 3.8% a	1 4.8%	7 17.5% eh	1 6.7%	4 7.7%	1 6.3%	0 0.0% af	2 13.3% e	1 5.9%	1 2.9% a
Mean	3.43	3.00	3.06	3.24	3.06	3.56	2.86	3.98 bEh	2.47 a	3.27	3.00	2.72 A	3.47	3.71	3.03 a

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

Topic 6: Marketing Leadership

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				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Managing the present	222 69.89 15.47	78 69.77 16.84	60 71.50 13.63	55 69.33 15.15	28 68.21 16.51	73 69.38 17.62	63 68.97 14.97	42 71.43 12.46	27 70.37 11.34	15 70.67 21.95
Preparing for the future	222 30.11 15.47	78 30.23 16.84	60 28.50 13.63	55 30.67 15.15	28 31.79 16.51	73 30.62 17.62	63 31.03 14.97	42 28.57 12.46	27 29.63 11.34	15 29.33 21.95

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

Topic 6: Marketing Leadership

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 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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Managing the present	16 66.75 17.37	9 70.00 15.81	30 70.33 13.39 n	5 59.00 19.49 ko	6 72.50 13.69	6 71.67 9.83	13 70.54 13.25	6 70.83 30.07	23 69.78 17.22	5 77.00 8.37 n	27 74.26 11.74 dlN	5 59.00 17.46 ko	34 70.88 15.25 n	15 60.00 14.14 cjKmO	21 75.48 11.61 dlN
Preparing for the future	16 33.25 17.37	9 30.00 15.81	30 29.67 13.39 n	5 41.00 19.49 ko	6 27.50 13.69	6 28.33 9.83	13 29.46 13.25	6 29.17 30.07	23 30.22 17.22	5 23.00 8.37 n	27 25.74 11.74 dlN	5 41.00 17.46 ko	34 29.12 15.25 n	15 40.00 14.14 cjKmO	21 24.52 11.61 dlN

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

Topic 6: Marketing Leadership

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 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
	Managing the present	37 70.81 17.10	21 74.67 15.23	31 73.06 11.60	41 67.80 18.71	18 68.06 14.26	52 67.35 15.22	21 70.24 12.09	40 71.75 16.19	15 74.33 12.08	52 71.31 15.05	16 64.38 21.90	32 70.00 13.08	15 68.67 13.82	17 66.47 15.79
Preparing for the future	37 29.19 17.10	21 25.33 15.23	31 26.94 11.60	41 32.20 18.71	18 31.94 14.26	52 32.65 15.22	21 29.76 12.09	40 28.25 16.19	15 25.67 12.08	52 28.69 15.05	16 35.63 21.90	32 30.00 13.08	15 31.33 13.82	17 33.53 15.79	34 31.71 16.13

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

Topic 6: Marketing Leadership

How well prepared is your marketing organization to address problems arising in the future?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1=Not at all	1 0.5%	1 1.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%
						e	e			ab
2	11 5.0%	5 6.5%	3 5.1%	2 3.7%	1 3.6%	6 8.3%	3 4.8%	1 2.4%	1 3.8%	0 0.0%
3	22 10.0%	8 10.4%	7 11.9%	5 9.3%	2 7.1%	8 11.1%	2 3.2%	5 12.2%	3 11.5%	4 26.7%
							E			B
4	50 22.8%	17 22.1%	11 18.6%	13 24.1%	8 28.6%	17 23.6%	13 20.6%	11 26.8%	6 23.1%	3 20.0%
5	78 35.6%	28 36.4%	25 42.4%	17 31.5%	8 28.6%	24 33.3%	26 41.3%	14 34.1%	8 30.8%	5 33.3%
6	47 21.5%	15 19.5%	11 18.6%	15 27.8%	6 21.4%	13 18.1%	17 27.0%	8 19.5%	6 23.1%	2 13.3%
7=Very highly	10 4.6%	3 3.9%	2 3.4%	2 3.7%	3 10.7%	4 5.6%	2 3.2%	2 4.9%	2 7.7%	0 0.0%
Mean	4.71	4.60	4.68	4.81	4.89	4.58	4.92	4.71	4.81	4.13
							e			b

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

Topic 6: Marketing Leadership

How well prepared is your marketing organization to address problems arising in the future?

	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	Profession- al Services 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%	1 2.9%	0 0.0%	0 0.0%
2	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 16.7%	0 0.0%	2 9.1%	1 20.0%	1 3.7%	0 0.0%	2 5.9%	1 6.7%	1 4.8%
3	3 18.8%	1 11.1%	3 10.0%	1 20.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	2 9.1%	0 0.0%	2 7.4%	1 20.0%	5 14.7%	1 6.7%	1 4.8%
4	1 6.3%	2 22.2%	9 30.0%	0 0.0%	2 33.3%	1 16.7%	4 33.3%	0 0.0%	8 36.4%	2 40.0%	6 22.2%	1 20.0%	7 20.6%	2 13.3%	5 23.8%
5	8 50.0%	2 22.2%	9 30.0%	0 0.0%	0 0.0%	4 66.7%	4 33.3%	4 80.0%	6 27.3%	1 20.0%	11 40.7%	2 40.0%	13 38.2%	5 33.3%	9 42.9%
6	2 12.5%	3 33.3%	8 26.7%	3 60.0%	4 66.7%	1 16.7%	1 8.3%	0 0.0%	4 18.2%	0 0.0%	6 22.2%	0 0.0%	6 17.6%	5 33.3%	4 19.0%
7=Very highly	2 12.5%	0 0.0%	1 3.3%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 20.0%	1 3.7%	1 20.0%	0 0.0%	1 6.7%	1 4.8%
Mean	4.94	4.56	4.83	5.60	5.33	5.00	4.08	5.40	4.36	4.40	4.81	4.80	4.38	5.00	4.81

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

Topic 6: Marketing Leadership

How well prepared is your marketing organization to address problems arising in the future?

	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	1 2.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2	0 0.0%	1 4.8%	2 7.1%	3 7.3%	1 5.6%	3 5.8%	1 4.8%	0 0.0%	1 6.7%	2 4.0%	2 12.5%	2 6.3%	1 6.7%	1 5.9%	2 5.9%
3	5 13.5%	5 23.8%	3 10.7%	4 9.8%	0 0.0%	3 5.8%	2 9.5%	6 15.4%	3 20.0%	7 14.0%	2 12.5%	1 3.1%	0 0.0%	1 5.9%	2 5.9%
4	10 27.0%	4 19.0%	4 14.3%	12 29.3%	7 38.9%	8 15.4%	5 23.8%	9 23.1%	6 40.0%	6 12.0%	3 18.8%	9 28.1%	6 40.0%	2 11.8%	9 26.5%
5	12 32.4%	9 42.9%	11 39.3%	8 19.5%	7 38.9%	22 42.3%	9 42.9%	12 30.8%	5 33.3%	20 40.0%	5 31.3%	12 37.5%	4 26.7%	7 41.2%	12 35.3%
6	8 21.6%	2 9.5%	6 21.4%	12 29.3%	2 11.1%	14 26.9%	2 9.5%	9 23.1%	0 0.0%	13 26.0%	3 18.8%	7 21.9%	4 26.7%	5 29.4%	6 17.6%
7=Very highly	1 2.7%	0 0.0%	2 7.1%	2 4.9%	1 5.6%	2 3.8%	2 9.5%	2 5.1%	0 0.0%	2 4.0%	1 6.3%	1 3.1%	0 0.0%	1 5.9%	3 8.8%
Mean	4.62	4.29	4.79	4.68	4.67	4.90	4.71	4.69	4.00	4.82	4.50	4.75	4.67	5.00	4.79

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

Topic 6: Marketing Leadership

How effective is your marketing organizations at making decisions in turbulent or disruptive times?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
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%
2	9 4.1%	4 5.2%	2 3.3%	2 3.7%	1 3.6%	3 4.2%	4 6.3%	1 2.4%	1 3.7%	0 0.0%
3	20 9.1%	9 11.7%	7 11.7%	2 3.7%	1 3.6%	10 13.9% bd	2 3.2% ae	4 9.8%	0 0.0% ae	3 20.0% bd
4	21 9.5%	5 6.5%	5 8.3%	9 16.7%	2 7.1%	7 9.7%	5 7.9%	3 7.3%	4 14.8%	2 13.3%
5	71 32.3%	28 36.4%	21 35.0%	16 29.6%	6 21.4%	20 27.8%	18 28.6%	14 34.1%	13 48.1%	6 40.0%
6	70 31.8%	21 27.3%	21 35.0%	17 31.5%	11 39.3%	22 30.6%	25 39.7%	13 31.7%	7 25.9%	2 13.3%
7=Very highly	29 13.2%	10 13.0%	4 6.7% d	8 14.8%	7 25.0% b	10 13.9%	9 14.3%	6 14.6%	2 7.4%	2 13.3%
Mean	5.18	5.08	5.07 d	5.26	5.64 b	5.08	5.35	5.27	5.15	4.87

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

Topic 6: Marketing Leadership

How effective is your marketing organizations at making decisions in turbulent or disruptive times?

	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	Profession- al Services 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	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 15.4%	0 0.0%	1 4.5%	1 20.0%	1 3.7%	0 0.0%	1 2.9%	1 6.7%	1 4.8%
3	0 0.0%	0 0.0%	2 6.7%	1 20.0%	0 0.0%	0 0.0%	1 7.7%	1 20.0%	3 13.6%	0 0.0%	4 14.8%	0 0.0%	5 14.7%	2 13.3%	1 4.8%
4	0 0.0%	0 0.0%	3 10.0%	0 0.0%	0 0.0%	0 0.0%	3 23.1%	0 0.0%	2 9.1%	0 0.0%	2 7.4%	0 0.0%	5 14.7%	2 13.3%	4 19.0%
5	6 37.5%	4 44.4%	9 30.0%	0 0.0%	2 33.3%	2 33.3%	6 46.2%	2 40.0%	11 50.0%	1 20.0%	7 25.9%	1 20.0%	10 29.4%	3 20.0%	6 28.6%
6	4 25.0%	3 33.3%	13 43.3%	2 40.0%	2 33.3%	4 66.7%	0 0.0%	1 20.0%	4 18.2%	3 60.0%	12 44.4%	3 60.0%	10 29.4%	6 40.0%	3 14.3%
7=Very highly	5 31.3%	2 22.2%	3 10.0%	2 40.0%	2 33.3%	0 0.0%	1 7.7%	1 20.0%	1 4.5%	0 0.0%	1 3.7%	1 20.0%	3 8.8%	1 6.7%	6 28.6%
Mean	5.69 gi	5.78 Gi	5.40 Gi	5.80 ik	6.00 gi	5.67 g	4.31 aBCefl	5.20	4.77 abcel	5.00	5.04 adeo	6.00 gi	4.94 a	4.93	5.29 ik

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

Topic 6: Marketing Leadership

How effective is your marketing organizations at making decisions in turbulent or disruptive times?

	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	2 5.4%	2 9.5%	1 3.4%	1 2.4%	1 5.6%	1 1.9%	1 4.8%	1 2.5%	2 13.3%	3 6.0%	0 0.0%	1 3.1%	1 6.7%	0 0.0%	1 2.9%
3	6 16.2%	1 4.8%	1 3.4%	4 9.8%	0 0.0%	7 13.5%	1 4.8%	6 15.0%	1 6.7%	3 6.0%	2 12.5%	2 6.3%	2 13.3%	2 11.8%	2 5.9%
4	1 2.7% bE	4 19.0% af	2 6.9%	5 12.2%	5 27.8% AF	2 3.8% bE	2 9.5%	3 7.5% e	1 6.7%	2 4.0% E	1 6.3%	8 25.0% aC	1 6.7%	1 5.9%	4 11.8%
5	13 35.1%	8 38.1%	11 37.9%	12 29.3%	4 22.2%	16 30.8%	7 33.3%	16 40.0%	5 33.3%	16 32.0%	3 18.8%	10 31.3%	6 40.0%	3 17.6%	12 35.3%
6	12 32.4%	4 19.0%	11 37.9%	12 29.3%	4 22.2%	20 38.5%	6 28.6%	11 27.5%	5 33.3%	19 38.0% e	8 50.0% e	5 15.6% cdG	3 20.0%	9 52.9% E	9 26.5%
7=Very highly	3 8.1%	2 9.5%	3 10.3%	7 17.1%	4 22.2%	6 11.5%	4 19.0%	3 7.5%	1 6.7%	7 14.0%	2 12.5%	6 18.8%	2 13.3%	2 11.8%	6 17.6%
Mean	4.97	4.81	5.34	5.24	5.22	5.25	5.33	4.98	4.87	5.32	5.44	5.06	4.93	5.47	5.29

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

Topic 6: Marketing Leadership

How often does your marketing organization evaluate its approach to managing ambiguous, non-routine problems?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1=Not at all	9 4.1%	6 7.9%	3 5.0%	0 0.0%	0 0.0%	4 5.6%	3 4.8%	0 0.0%	2 7.4%	0 0.0%
		c		a						
2	22 10.0%	7 9.2%	4 6.7%	8 14.8%	3 10.7%	7 9.9%	5 7.9%	7 17.1%	2 7.4%	1 6.7%
3	45 20.5%	13 17.1%	12 20.0%	13 24.1%	6 21.4%	14 19.7%	9 14.3%	8 19.5%	10 37.0%	4 26.7%
			d	A	Ab		d		b	
4	53 24.2%	27 35.5%	16 26.7%	8 14.8%	2 7.1%	16 22.5%	13 20.6%	11 26.8%	7 25.9%	5 33.3%
		CD	d	A	Ab					
5	45 20.5%	11 14.5%	11 18.3%	15 27.8%	8 28.6%	17 23.9%	17 27.0%	7 17.1%	1 3.7%	3 20.0%
						d	d		ab	
6	29 13.2%	7 9.2%	9 15.0%	7 13.0%	6 21.4%	8 11.3%	12 19.0%	5 12.2%	3 11.1%	1 6.7%
7=Very highly	16 7.3%	5 6.6%	5 8.3%	3 5.6%	3 10.7%	5 7.0%	4 6.3%	3 7.3%	2 7.4%	1 6.7%
Mean	4.16	3.93	4.25	4.17	4.61	4.11	4.40	4.10	3.74	4.13

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

Topic 6: Marketing Leadership

How often does your marketing organization evaluate its approach to managing ambiguous, non-routine problems?

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 15.4%	0 0.0%	3 14.3%	0 0.0%	1 3.7%	0 0.0%	1 2.9%	0 0.0%	1 4.8%
2	1 6.3%	1 11.1%	4 13.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 19.0%	1 20.0%	2 7.4%	0 0.0%	5 14.7%	3 20.0%	1 4.8%
3	2 12.5%	2 22.2%	6 20.0%	1 20.0%	0 0.0%	3 50.0%	2 15.4%	1 20.0%	2 9.5%	2 40.0%	6 22.2%	0 0.0%	7 20.6%	3 20.0%	8 38.1%
4	2 12.5%	1 11.1%	6 20.0%	0 0.0%	3 50.0%	1 16.7%	4 30.8%	2 40.0%	7 33.3%	2 40.0%	6 22.2%	1 20.0%	12 35.3%	4 26.7%	2 9.5%
5	7 43.8%	1 11.1%	10 33.3%	3 60.0%	0 0.0%	1 16.7%	1 7.7%	1 20.0%	4 19.0%	0 0.0%	7 25.9%	3 60.0%	3 8.8%	1 6.7%	3 14.3%
6	2 12.5%	2 22.2%	3 10.0%	0 0.0%	1 16.7%	0 0.0%	4 30.8%	0 0.0%	1 4.8%	0 0.0%	4 14.8%	0 0.0%	4 11.8%	3 20.0%	5 23.8%
7=Very highly	2 12.5%	1 11.1%	1 3.3%	1 20.0%	2 33.3%	1 16.7%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	1 3.7%	1 20.0%	2 5.9%	1 6.7%	1 4.8%
Mean	4.81 ljm	4.11	4.17	5.00 ij	5.33 ljm	4.17	4.08	4.60	3.38 AdEl	3.20 adel	4.19	5.20 ij	3.91 ae	4.07	4.14

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

Topic 6: Marketing Leadership

How often does your marketing organization evaluate its approach to managing ambiguous, non-routine problems?

	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	1 2.7%	0 0.0%	0 0.0%	5 12.2%	0 0.0%	3 5.8%	0 0.0%	1 2.5%	0 0.0%	1 2.0%	2 12.5%	2 6.3%	1 6.7%	0 0.0%	2 5.9%
2	4 10.8%	3 14.3%	4 14.3%	2 4.9%	1 5.6%	6 11.5%	2 9.5%	4 10.0%	1 6.7%	8 16.3%	0 0.0%	0 0.0%	2 13.3%	2 11.8%	5 14.7%
3	12 32.4%	6 28.6%	2 7.1%	10 24.4%	3 16.7%	6 11.5%	6 28.6%	12 30.0%	4 26.7%	8 16.3%	2 12.5%	7 21.9%	5 33.3%	2 11.8%	5 14.7%
4	9 24.3%	5 23.8%	7 25.0%	11 26.8%	4 22.2%	11 21.2%	6 28.6%	9 22.5%	4 26.7%	11 22.4%	6 37.5%	7 21.9%	4 26.7%	3 17.6%	8 23.5%
5	3 8.1%	5 23.8%	7 25.0%	6 14.6%	7 38.9%	14 26.9%	3 14.3%	4 10.0%	5 33.3%	12 24.5%	4 25.0%	6 18.8%	3 20.0%	5 29.4%	6 17.6%
6	1 2.7%	2 9.5%	6 21.4%	5 12.2%	3 16.7%	8 15.4%	3 14.3%	4 10.0%	1 6.7%	6 12.2%	1 6.3%	7 21.9%	0 0.0%	4 23.5%	6 17.6%
7=Very highly	7 18.9%	0 0.0%	2 7.1%	2 4.9%	0 0.0%	4 7.7%	1 4.8%	6 15.0%	0 0.0%	3 6.1%	1 6.3%	3 9.4%	0 0.0%	1 5.9%	2 5.9%
Mean	4.08	3.86	4.54	3.83	4.44	4.29	4.10	4.18	4.07	4.12	4.06	4.50	3.40	4.59	4.09

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

Topic 6: Marketing Leadership

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

N=220	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Yes	64 29.1%	18 23.1%	19 31.7%	17 31.5%	10 37.0%	15 20.5% De	13 21.0% De	15 36.6%	14 51.9% AB	7 46.7% ab
No	156 70.9%	60 76.9%	41 68.3%	37 68.5%	17 63.0%	58 79.5% De	49 79.0% De	26 63.4%	13 48.1% AB	8 53.3% ab

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

Topic 6: Marketing Leadership

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

N=220

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	7 43.8% I	3 33.3% i	7 24.1% e	1 20.0%	4 66.7% chI	2 33.3% i	5 38.5% i	0 0.0% e	1 4.3% AbEfgkIMo	1 20.0%	7 25.9% i	2 40.0% i	12 35.3% I	4 26.7%	7 35.0% i
No	9 56.3% I	6 66.7% i	22 75.9% e	4 80.0%	2 33.3% chI	4 66.7% i	8 61.5% i	6 100.0% e	22 95.7% AbEfgkIMo	4 80.0%	20 74.1% i	3 60.0% i	22 64.7% I	11 73.3%	13 65.0% i

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

Topic 6: Marketing Leadership

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

N=220

	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	9 24.3%	10 47.6%	7 22.6%	10 24.4%	7 38.9%	15 29.4%	5 25.0%	12 30.0%	8 53.3% c	13 25.0% b	3 18.8%	8 25.0%	6 40.0%	6 37.5%	8 24.2%
No	28 75.7%	11 52.4%	24 77.4%	31 75.6%	11 61.1%	36 70.6%	15 75.0%	28 70.0%	7 46.7% c	39 75.0% b	13 81.3%	24 75.0%	9 60.0%	10 62.5%	25 75.8%

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

Topic 6: Marketing Leadership

Which of the following reasons influenced your willingness to take a stance.

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Have a positive effect on my company's ability to attract and retain employees	52 81.3%	15 83.3%	18 94.7%	12 70.6%	7 70.0%	14 93.3%	12 92.3%	11 73.3%	9 64.3%	6 85.7%
Show my company cares about more than making profits	50 78.1%	16 88.9%	15 78.9%	11 64.7%	8 80.0%	13 86.7%	10 76.9%	12 80.0%	9 64.3%	6 85.7%
Have a positive effect on my company's ability to attract and retain customers/partners	48 75.0%	16 88.9%	12 63.2%	13 76.5%	7 70.0%	12 80.0%	9 69.2%	11 73.3%	9 64.3%	7 100.0%
Have a positive effect on my company's ability to stand out in the marketplace	32 50.0%	12 66.7%	6 31.6%	6 35.3%	8 80.0%	7 46.7%	5 38.5%	9 60.0%	9 64.3%	2 28.6%

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

Topic 6: Marketing Leadership

Which of the following reasons influenced your willingness to take a stance.

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Have a positive effect on my company's ability to attract and retain employees	6 85.7%	2 66.7%	6 85.7%	1 100.0%	2 50.0%	2 100.0%	4 80.0%	0 0.0%	0 0.0%	1 100.0%	7 100.0%	2 100.0%	11 91.7%	3 75.0%	4 57.1%
Show my company cares about more than making profits	6 85.7%	2 66.7%	4 57.1%	1 100.0%	4 100.0%	1 50.0%	4 80.0%	0 0.0%	1 100.0%	0 0.0%	6 85.7%	1 50.0%	10 83.3%	4 100.0%	5 71.4%
Have a positive effect on my company's ability to attract and retain customers/partners	5 71.4%	3 100.0%	5 71.4%	1 100.0%	3 75.0%	2 100.0%	3 60.0%	0 0.0%	1 100.0%	0 0.0%	5 71.4%	1 50.0%	10 83.3%	2 50.0%	6 85.7%
Have a positive effect on my company's ability to stand out in the marketplace	3 42.9%	1 33.3%	4 57.1%	1 100.0%	2 50.0%	1 50.0%	4 80.0%	0 0.0%	0 0.0%	0 0.0%	2 28.6%	1 50.0%	8 66.7%	2 50.0%	2 28.6%

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

Topic 6: Marketing Leadership

Which of the following reasons influenced your willingness to take a stance.

	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
Have a positive effect on my company's ability to attract and retain employees	6 66.7% f	6 60.0% df	6 85.7%	10 100.0% b	5 71.4% f	15 100.0% abe	4 80.0%	7 58.3%	6 75.0%	11 84.6%	2 66.7%	7 87.5%	6 100.0%	6 100.0%	7 87.5%
Show my company cares about more than making profits	6 66.7%	6 60.0%	6 85.7%	8 80.0%	5 71.4%	13 86.7%	5 100.0%	10 83.3% b	3 37.5% acgh	11 84.6% b	3 100.0%	6 75.0%	3 50.0% h	6 100.0% b	8 100.0% bf
Have a positive effect on my company's ability to attract and retain customers/partners	6 66.7%	8 80.0%	4 57.1%	7 70.0%	7 100.0%	13 86.7%	3 60.0%	8 66.7%	6 75.0%	8 61.5%	3 100.0%	7 87.5%	5 83.3%	5 83.3%	6 75.0%
Have a positive effect on my company's ability to stand out in the marketplace	6 66.7%	5 50.0%	1 14.3% f	6 60.0%	1 14.3% f	10 66.7% ce	3 60.0%	6 50.0% g	5 62.5%	6 46.2% g	2 66.7%	2 25.0% g	1 16.7% g	6 100.0% acef	4 50.0%

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

Topic 6: Marketing Leadership

Which of the following reasons influenced your unwillingness to take a stance.

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Have a negative effect on my company's ability to attract and retain customers/partners	93 63.7%	40 70.2%	19 47.5%	19 59.4%	15 93.8%	36 65.5%	28 59.6%	18 81.8%	6 50.0%	5 62.5%
		b	aD	d	Bc					
Make my company stand out in the marketplace in ways that we do not want	85 58.2%	29 50.9%	21 52.5%	25 78.1%	10 62.5%	28 50.9%	25 53.2%	16 72.7%	7 58.3%	7 87.5%
		c	c	ab						
Have a negative effect on my company's ability to attract and retain employees	56 38.4%	22 38.6%	14 35.0%	13 40.6%	7 43.8%	21 38.2%	18 38.3%	12 54.5%	3 25.0%	2 25.0%
Show my company is wasting resources on non-core business activities	55 37.7%	20 35.1%	10 25.0%	16 50.0%	8 50.0%	19 34.5%	20 42.6%	8 36.4%	5 41.7%	2 25.0%
			c	b						

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

Topic 6: Marketing Leadership

Which of the following reasons influenced your unwillingness to take a stance.

	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	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Make my company stand out in the marketplace in ways that we do not want	7 77.8%	3 60.0%	14 70.0%	3 75.0%	1 50.0%	2 50.0%	2 25.0%	4 80.0%	12 63.2%	2 50.0%	10 52.6%	2 66.7%	8 40.0%	7 63.6%	8 61.5%
Have a negative effect on my company's ability to attract and retain customers/partners	5 55.6%	3 60.0%	12 60.0%	3 75.0%	2 100.0%	2 50.0%	5 62.5%	4 80.0%	12 63.2%	4 100.0%	9 47.4%	3 100.0%	12 60.0%	7 63.6%	10 76.9%
Have a negative effect on my company's ability to attract and retain employees	4 44.4%	1 20.0%	4 20.0%	1 25.0%	2 100.0%	2 50.0%	3 37.5%	1 20.0%	8 42.1%	1 25.0%	6 31.6%	2 66.7%	8 40.0%	5 45.5%	8 61.5%
Show my company is wasting resources on non-core business activities	4 44.4%	2 40.0%	6 30.0%	2 50.0%	0 0.0%	1 25.0%	3 37.5%	2 40.0%	9 47.4%	0 0.0%	7 36.8%	2 66.7%	8 40.0%	4 36.4%	5 38.5%

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

Topic 6: Marketing Leadership

Which of the following reasons influenced your unwillingness to take a stance.

	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
Have a negative effect on my company's ability to attract and retain customers/partners	18 64.3%	6 66.7%	14 58.3%	19 65.5%	5 45.5%	20 64.5%	11 78.6%	19 67.9%	3 50.0%	21 58.3%	8 66.7%	14 63.6%	6 66.7%	5 62.5%	16 66.7%
Make my company stand out in the marketplace in ways that we do not want	10 35.7% bdef	7 77.8% a	11 45.8%	19 65.5% a	8 72.7% a	21 67.7% a	9 64.3%	12 42.9% h	5 83.3%	19 52.8%	7 58.3%	12 54.5%	7 77.8%	6 75.0%	17 70.8% a
Show my company is wasting resources on non-core business activities	10 35.7% b	0 0.0% acdEfg	9 37.5% b	10 34.5% b	7 63.6% B	11 35.5% b	8 57.1% b	8 28.6%	0 0.0% h	14 38.9%	4 33.3%	9 40.9%	4 44.4%	3 37.5%	13 54.2% b
Have a negative effect on my company's ability to attract and retain employees	6 21.4% dG	3 33.3%	8 33.3%	14 48.3% a	3 27.3%	13 41.9%	9 64.3% A	6 21.4% ch	2 33.3%	18 50.0% a	3 25.0%	8 36.4%	3 33.3%	3 37.5%	13 54.2% a

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

Topic 7: Social Media and Mobile Marketing

What percent of your marketing budget do you spend on mobile activities? Now, 12 months, 5 years

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
What percent of your marketing budget do you currently spend on mobile activities?	205 19.04 18.72	75 15.24 16.95	52 13.19 16.41	51 28.83 19.37	26 22.10 19.65	66 11.61 14.99	60 17.15 16.84	41 22.77 17.95	23 29.46 22.09	13 34.17 23.20
		C	Cd	AB	b	CDE	DE	A	AB	AB
% What percent will you spend on mobile in the next 12 months?	204 23.29 22.31	74 21.03 23.58	52 16.06 19.63	51 32.73 21.21	26 25.23 20.40	66 14.52 18.77	60 20.42 19.94	40 28.38 20.35	23 37.52 25.19	13 39.77 28.34
		C	C	AB		CDE	DE	A	AB	AB
What percent will you spend on mobile activities in five years?	203 34.49 24.95	73 32.54 24.86	52 25.75 22.74	51 44.95 24.66	26 37.08 24.04	66 24.69 21.86	60 30.12 23.18	39 42.94 24.00	23 52.16 24.05	13 48.08 26.66
		C	Cd	AB	b	CDE	CDe	AB	AB	Ab

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

Topic 7: Social Media and Mobile Marketing

What percent of your marketing budget do you spend on mobile activities? Now, 12 months, 5 years

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professio- nal Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
What percent of your marketing budget do you currently spend on mobile activities?	14 16.43 23.66	9 27.40 21.68	28 28.10 19.88	4 20.00 7.07	5 17.60 12.60	6 17.50 20.43	13 22.58 18.61	6 8.33 11.25	22 13.03 15.68	5 26.00 19.17	24 10.46 13.67	4 14.50 12.82	31 13.81 17.88	13 21.27 19.54	20 26.63 17.59
		ik	hIKM				k	co	bCo	k	bCgjO		Co		hiKm
% What percent will you spend on mobile in the next 12 months?	14 19.43 24.91	9 34.11 20.91	28 33.68 22.97	4 20.00 7.07	5 20.40 13.16	6 17.50 18.64	13 26.69 22.28	6 16.67 22.29	21 15.67 17.86	5 27.00 19.24	24 12.38 15.78	4 15.75 14.91	31 20.55 26.32	13 25.77 22.81	20 31.70 23.03
		iK	IKm				k		bCo		BCgnO		c	k	iK
What percent will you spend on mobile activities in five years?	14 32.14 27.58	9 47.67 21.71	28 41.60 23.67	4 36.25 16.01	4 42.50 11.90	6 21.50 18.53	13 39.62 25.70	6 35.83 35.70	21 27.48 19.33	5 35.00 21.79	24 24.11 25.39	4 26.25 22.13	31 28.05 26.88	13 38.83 26.28	20 44.89 23.20
		fik	ikm			bo			bco		bcO		co		fiKm

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

Topic 7: Social Media and Mobile Marketing

What percent of your marketing budget do you spend on mobile activities? Now, 12 months, 5 years

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
What percent of your marketing budget do you currently spend on mobile activities?	35 22.74 21.91	18 26.45 23.06	31 11.05 14.26	39 17.95 17.66	16 16.97 21.51	49 18.33 17.05	17 24.71 14.08	36 23.90 22.39	13 22.43 21.99	52 17.58 18.76	15 17.14 23.04	28 16.96 15.07	15 16.20 15.45	14 18.57 18.85	31 18.65 15.53
	c	C	aBG				C								
% What percent will you spend on mobile in the next 12 months?	35 33.37 28.07	18 30.44 26.75	30 13.87 17.71	39 20.90 21.40	16 18.75 23.53	49 21.27 17.81	17 27.18 15.59	36 34.03 28.30	13 28.54 26.08	51 20.75 22.92	15 18.47 24.77	28 19.32 16.07	15 20.00 16.04	14 20.00 20.48	31 21.58 16.19
	Cdf	c	Abg	a		a	c	ceh		a		a			a
What percent will you spend on mobile activities in five years?	35 42.81 26.28	17 39.71 26.66	30 25.98 27.46	39 30.38 23.75	16 30.88 27.38	49 33.55 21.58	17 42.65 20.78	36 45.65 26.06	12 35.83 24.76	51 30.95 27.10	15 25.93 25.89	28 29.82 23.51	15 35.67 17.20	14 32.86 23.01	31 34.52 22.83
	cd		ag	a			c	cde		a	a	a			

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

Topic 7: Social Media and Mobile Marketing

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

N=208	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1=Not at all	51 24.5%	27 35.5% Cd	17 32.1% C	3 5.9% AB	4 14.8% a	29 43.3% BCDe	12 20.0% A	7 17.1% A	2 8.0% A	1 7.7% a
2	41 19.7%	12 15.8%	16 30.2%	9 17.6%	4 14.8%	13 19.4%	13 21.7%	7 17.1%	4 16.0%	3 23.1%
3	23 11.1%	8 10.5%	8 15.1%	4 7.8%	2 7.4%	9 13.4%	7 11.7%	4 9.8%	1 4.0%	2 15.4%
4	31 14.9%	7 9.2% d	6 11.3%	11 21.6%	7 25.9% a	8 11.9%	11 18.3%	2 4.9% D	7 28.0% C	3 23.1%
5	36 17.3%	12 15.8%	5 9.4% c	13 25.5% b	6 22.2%	4 6.0% C	10 16.7% c	16 39.0% Ab	4 16.0%	2 15.4%
6	17 8.2%	6 7.9%	1 1.9% c	8 15.7% b	2 7.4%	1 1.5% cD	5 8.3%	4 9.8% a	5 20.0% A	1 7.7%
7=Very highly	9 4.3%	4 5.3%	0 0.0% d	3 5.9%	2 7.4% b	3 4.5%	2 3.3%	1 2.4%	2 8.0%	1 7.7%
Mean	3.23	2.99 C	2.42 CD	4.14 AB	3.78 B	2.40 BCDe	3.28 Ad	3.71 A	4.20 Ab	3.69 a

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

Topic 7: Social Media and Mobile Marketing

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

N=208

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	6 42.9% bcgno	0 0.0% aikm	3 10.7% aIkM	0 0.0%	2 40.0% o	1 16.7%	1 7.7% aikm	2 33.3%	10 45.5% bCgnO	0 0.0%	10 41.7% bcgnO	0 0.0%	14 43.8% bCgnO	1 7.1% aikm	1 5.0% aeIKM
2	3 21.4%	2 22.2%	4 14.3%	0 0.0%	0 0.0%	2 33.3%	5 38.5%	2 33.3%	3 13.6%	2 40.0%	4 16.7%	2 40.0%	6 18.8%	3 21.4%	3 15.0%
3	0 0.0% n	1 11.1%	3 10.7%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	4 18.2%	0 0.0%	2 8.3%	1 20.0%	4 12.5%	4 28.6% a	3 15.0%
4	1 7.1%	1 11.1%	3 10.7%	1 25.0%	2 40.0% iM	1 16.7%	2 15.4%	2 33.3% m	1 4.5% ejo	2 40.0% iM	4 16.7%	1 20.0%	1 3.1% EhJnO	3 21.4% m	6 30.0% iM
5	1 7.1% b	4 44.4% aKm	9 32.1% km	2 50.0% km	1 20.0%	2 33.3% k	2 15.4%	0 0.0%	3 13.6%	1 20.0%	1 4.2% Bcdf	1 20.0%	3 9.4% bcd	3 21.4%	3 15.0%
6	2 14.3%	1 11.1%	5 17.9%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	1 4.5%	0 0.0%	3 12.5%	0 0.0%	2 6.3%	0 0.0%	2 10.0%
7=Very highly	1 7.1%	0 0.0%	1 3.6%	1 25.0% ik	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0% d	0 0.0%	0 0.0% d	0 0.0%	2 6.3%	0 0.0%	2 10.0%
Mean	2.86	4.11 hikm	4.07 hIKM	5.25 HIklmn	3.00	3.17	3.46	2.33 bcDo	2.41 bCDO	3.40	2.63 bCdo	3.20 d	2.59 bCdO	3.29 d	4.05 hIkM

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

Topic 7: Social Media and Mobile Marketing

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

N=208

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
1=Not at all	11 31.4% g	4 22.2% g	13 41.9% dFG	8 20.0% ce	8 50.0% dFG	7 13.7% CE	0 0.0% abCE	8 22.2%	5 38.5%	17 32.7% gh	5 33.3%	7 23.3%	4 26.7%	1 6.7% c	4 12.9% c
2	4 11.4%	3 16.7%	6 19.4%	12 30.0%	1 6.3%	11 21.6%	4 23.5%	6 16.7%	1 7.7%	8 15.4%	3 20.0%	8 26.7%	1 6.7%	5 33.3%	9 29.0%
3	5 14.3%	1 5.6%	3 9.7%	5 12.5%	1 6.3%	6 11.8%	2 11.8%	4 11.1%	1 7.7%	6 11.5%	1 6.7%	3 10.0%	4 26.7% g	0 0.0% f	4 12.9%
4	4 11.4%	6 33.3% d	5 16.1%	3 7.5% bg	1 6.3%	7 13.7%	5 29.4% d	6 16.7%	2 15.4%	6 11.5%	2 13.3%	5 16.7%	2 13.3%	3 20.0%	5 16.1%
5	3 8.6% f	1 5.6% f	3 9.7% f	7 17.5%	3 18.8%	15 29.4% abc	4 23.5%	3 8.3% g	1 7.7%	11 21.2%	2 13.3%	5 16.7%	2 13.3%	5 33.3% a	6 19.4%
6	5 14.3%	2 11.1%	1 3.2%	3 7.5%	2 12.5%	3 5.9%	1 5.9%	7 19.4% h	1 7.7%	4 7.7%	1 6.7%	1 3.3%	2 13.3%	0 0.0%	1 3.2% a
7=Very highly	3 8.6%	1 5.6%	0 0.0%	2 5.0%	0 0.0%	2 3.9%	1 5.9%	2 5.6%	2 15.4% C	0 0.0% B	1 6.7%	1 3.3%	0 0.0%	1 6.7%	2 6.5%
Mean	3.31	3.39	2.42 FG	3.15	2.75	3.57 C	3.94 C	3.53	3.31	2.96	3.00	3.00	3.20	3.67	3.35

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

Topic 7: Social Media and Mobile Marketing

What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
...of your marketing budget do you currently spend on social media?	208 16.97 14.77	75 14.57 14.56 C	54 14.17 12.01 C	51 22.20 16.01 AB	27 19.60 15.88	68 10.87 9.64 BCDE	60 19.75 16.61 A	41 16.76 13.27 Ad	23 24.55 17.27 Ac	14 20.02 17.16 A
...will you spend in the next 12 months?	208 20.34 16.39	75 18.64 16.08 c	54 17.00 13.94 c	51 24.71 17.24 ab	27 23.87 18.65	68 14.07 12.35 BcD	60 23.56 17.99 A	41 19.97 14.29 ad	23 29.14 19.42 Ac	14 20.57 16.87
...do you predict you will spend in five years?	207 26.44 18.44	74 25.21 18.80	54 23.52 16.41	51 29.12 18.67	27 30.46 20.76	68 21.31 16.19 bD	60 29.06 20.38 a	40 26.76 16.66	23 33.89 21.47 A	14 24.79 14.98

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

Topic 7: Social Media and Mobile Marketing

What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years

Number Mean SD	Industry Sector														
	Banking Finance Insurance 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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
...of your marketing budget do you currently spend on social media?	14 11.43 12.75 BC	9 29.70 18.28 AhIjMN	28 30.15 17.66 AghIjKIMN O	5 19.20 10.76	5 15.60 5.86 j	6 20.00 8.94 hj	13 17.87 15.91 c	6 10.00 5.48 bcf	22 10.83 13.03 BC	5 9.40 1.34 bcf	25 17.77 15.70 C	5 11.20 10.50 c	31 12.30 12.74 BC	13 12.69 8.32 BC	20 16.47 12.02 bc
...will you spend in the next 12 months?	14 19.07 16.97 c	9 30.97 20.57 Ijmn	28 33.79 18.72 aIjklMNO	5 26.00 16.36	5 17.60 4.34 j	6 21.17 7.88 j	13 22.21 19.22	6 18.67 16.02	22 12.81 14.20 BC	5 10.40 2.88 bCef	25 21.50 17.75 c	5 12.40 9.76 c	31 15.51 14.05 bC	13 14.23 8.13 bC	20 19.19 12.78 C
...do you predict you will spend in five years?	14 26.50 18.44	9 39.22 18.38 IJIMNo	28 36.89 20.76 IjIMno	5 33.29 22.23	4 24.25 10.28 j	6 24.50 9.46 j	13 29.84 22.61	6 32.75 22.29	22 18.45 17.62 BC	5 11.40 2.19 Bcefo	25 29.30 20.60	5 17.00 9.08 bc	31 20.69 15.43 BC	13 20.38 11.98 Bc	20 25.97 14.57 bcj

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

Topic 7: Social Media and Mobile Marketing

What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million 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
...of your marketing budget do you currently spend on social media?	35 21.48 20.21 C	19 20.39 14.29 C	31 9.55 11.72 ABFG	40 14.15 12.28	16 14.52 13.05	49 19.09 13.93 C	18 20.00 11.63 C	36 20.28 19.53	14 19.36 16.30	52 14.40 13.64	15 12.27 8.33 g	29 15.08 13.52 g	15 18.33 13.95	14 24.29 14.66 cde	32 16.67 12.95
...will you spend in the next 12 months?	35 28.34 20.41 CD	19 21.78 15.06	31 13.06 15.17 Afg	40 16.12 12.81 Ag	16 17.17 16.14	49 21.81 15.43 c	18 24.00 14.48 cd	36 26.66 20.32 cde	14 21.41 16.92	52 17.18 15.52 ag	15 13.33 7.87 aG	29 17.16 13.86 ag	15 22.93 16.90	14 29.07 18.18 cDe	32 19.18 14.31
...do you predict you will spend in five years?	35 35.75 20.92 CDef	18 26.69 18.14	31 20.29 18.80 A	40 22.48 15.35 A	16 21.72 18.39 a	49 26.62 16.96 a	18 31.19 17.71	36 32.87 21.56 D	13 25.46 17.38	52 24.97 18.22	15 16.33 8.41 AfG	29 23.52 16.13 g	15 28.83 21.17 d	14 35.46 20.87 De	32 24.67 16.25

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

Topic 7: Social Media and Mobile Marketing

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

N=211	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1=Not At All	16 7.6%	11 14.5% b	2 3.6% a	2 3.9%	1 3.6%	6 8.7%	3 5.0%	4 9.8%	1 4.0%	2 14.3%
2	49 23.2%	21 27.6%	16 29.1%	7 13.7%	5 17.9%	25 36.2% bde	12 20.0% a	8 19.5%	3 12.0% a	1 7.1% a
3	29 13.7%	10 13.2%	11 20.0% d	7 13.7%	1 3.6% b	8 11.6%	11 18.3%	3 7.3%	4 16.0%	3 21.4%
4	41 19.4%	12 15.8% d	12 21.8%	6 11.8% d	10 35.7% ac	17 24.6% e	12 20.0%	10 24.4% e	2 8.0%	0 0.0% ac
5	40 19.0%	11 14.5%	11 20.0%	13 25.5%	5 17.9%	7 10.1% dE	10 16.7% e	8 19.5%	7 28.0% a	6 42.9% Ab
6	23 10.9%	4 5.3% Cd	1 1.8% CD	13 25.5% AB	5 17.9% aB	4 5.8% d	7 11.7%	5 12.2%	5 20.0% a	2 14.3%
7=Very Highly	13 6.2%	7 9.2%	2 3.6%	3 5.9%	1 3.6%	2 2.9%	5 8.3%	3 7.3%	3 12.0%	0 0.0%
Mean	3.76	3.41 C	3.45 Cd	4.41 AB	4.14 b	3.20 bcD	3.92 a	3.90 a	4.52 A	3.93

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

Topic 7: Social Media and Mobile Marketing

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

N=211

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not At All	1 7.1%	0 0.0%	3 10.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	6 27.3%	0 0.0%	1 3.8%	0 0.0%	5 15.6%	0 0.0%	0 0.0%
2	4 28.6%	2 22.2%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	2 15.4%	3 50.0%	9 40.9%	2 40.0%	5 19.2%	2 40.0%	11 34.4%	5 35.7%	3 15.0%
3	2 14.3%	0 0.0%	4 14.3%	0 0.0%	2 40.0%	2 33.3%	5 38.5%	0 0.0%	1 4.5%	0 0.0%	3 11.5%	0 0.0%	6 18.8%	2 14.3%	2 10.0%
4	2 14.3%	1 11.1%	3 10.7%	2 40.0%	0 0.0%	2 33.3%	2 15.4%	0 0.0%	4 18.2%	3 60.0%	8 30.8%	2 40.0%	4 12.5%	3 21.4%	5 25.0%
5	2 14.3%	3 33.3%	7 25.0%	1 20.0%	2 40.0%	1 16.7%	3 23.1%	3 50.0%	1 4.5%	0 0.0%	7 26.9%	1 20.0%	3 9.4%	2 14.3%	3 15.0%
6	0 0.0%	2 22.2%	7 25.0%	2 40.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	1 4.5%	0 0.0%	1 3.8%	0 0.0%	2 6.3%	1 7.1%	6 30.0%
7=Very Highly	3 21.4%	1 11.1%	4 14.3%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	0 0.0%	1 3.1%	1 7.1%	1 5.0%
Mean	3.86	4.67	4.71	5.00	3.60	4.33	3.69	3.50	2.45	3.20	3.85	3.40	2.97	3.64	4.50

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

Topic 7: Social Media and Mobile Marketing

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

N=211

	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	7 20.0% Fg	1 5.0%	4 12.9% f	3 7.5% f	1 6.3%	0 0.0% Ac	0 0.0% a	6 16.7% eh	1 6.7%	7 13.5% eh	1 6.7%	0 0.0% ac	1 6.7%	0 0.0%	0 0.0% ac
2	9 25.7%	2 10.0% c	11 35.5% b	12 30.0%	2 12.5%	11 21.6%	2 11.1%	8 22.2%	3 20.0%	14 26.9%	3 20.0%	8 26.7%	2 13.3%	2 13.3%	9 28.1%
3	1 2.9% bG	4 20.0% a	5 16.1%	6 15.0%	1 6.3%	7 13.7%	5 27.8% A	3 8.3%	2 13.3%	8 15.4%	1 6.7%	5 16.7%	2 13.3%	2 13.3%	6 18.8%
4	3 8.6% b	6 30.0% a	7 22.6%	9 22.5%	4 25.0%	8 15.7%	4 22.2%	3 8.3% e	4 26.7%	10 19.2%	4 26.7%	9 30.0% a	2 13.3%	1 6.7%	7 21.9%
5	5 14.3%	5 25.0%	2 6.5% ef	6 15.0%	5 31.3% c	15 29.4% c	2 11.1%	6 16.7%	4 26.7%	7 13.5%	4 26.7%	5 16.7%	5 33.3%	5 33.3%	4 12.5%
6	3 8.6%	2 10.0%	2 6.5%	3 7.5%	3 18.8%	8 15.7%	2 11.1%	3 8.3%	1 6.7%	4 7.7%	1 6.7%	3 10.0%	3 20.0%	4 26.7%	4 12.5%
7=Very Highly	7 20.0% bcd	0 0.0% a	0 0.0% ag	1 2.5% a	0 0.0%	2 3.9% a	3 16.7% c	7 19.4% ce	0 0.0%	2 3.8% a	1 6.7%	0 0.0% a	0 0.0%	1 6.7%	2 6.3%
Mean	3.77	3.90 c	2.94 bEFG	3.40 fg	4.19 C	4.16 Cd	4.33 Cd	3.89	3.67	3.31 G	3.93	3.67 g	4.13	4.67 Ce	3.81

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

Topic 7: Social Media and Mobile Marketing

How does your company use social media?

N=211	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Total	211 100.0%	74 35.1%	55 26.1%	53 25.1%	28 13.3%	70 33.2%	61 28.9%	42 19.9%	23 10.9%	13 6.2%
Brand awareness and brand-building	196 92.9%	66 89.2% c	51 92.7% c	53 100.0% ab	26 92.9%	63 90.0%	59 96.7%	39 92.9%	20 87.0%	13 100.0%
Brand promotions, such as contests, coupons	151 71.6%	53 71.6%	36 65.5% c	44 83.0% bd	17 60.7% c	44 62.9%	48 78.7%	30 71.4%	19 82.6%	9 69.2%
Acquiring new customers	146 69.2%	46 62.2%	38 69.1%	39 73.6%	22 78.6%	42 60.0% d	43 70.5%	29 69.0%	20 87.0% a	11 84.6%
Introducing new products and services	135 64.0%	46 62.2%	33 60.0%	37 69.8%	18 64.3%	36 51.4% Bd	46 75.4% Ae	28 66.7%	18 78.3% ae	5 38.5% bd
Retaining current customers	126 59.7%	37 50.0% C	28 50.9% C	41 77.4% AB	19 67.9%	37 52.9%	37 60.7%	28 66.7%	13 56.5%	9 69.2%
Improving employee engagement	86 40.8%	32 43.2% C	31 56.4% C	10 18.9% ABd	12 42.9% c	40 57.1% cDE	26 42.6% e	14 33.3% a	5 21.7% A	1 7.7% Ab
Marketing research	60 28.4%	26 35.1%	13 23.6%	14 26.4%	7 25.0%	19 27.1%	19 31.1%	12 28.6%	5 21.7%	4 30.8%

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

Topic 7: Social Media and Mobile Marketing

How does your company use social media?

N=211	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Improving customer service	57 27.0%	14 18.9%	11 20.0%	20 37.7%	11 39.3%	14 20.0%	19 31.1%	14 33.3%	7 30.4%	3 23.1%
		cd	c	ab	a					
Identifying new customer segments we currently don't target	39 18.5%	13 17.6%	6 10.9%	12 22.6%	8 28.6%	10 14.3%	14 23.0%	6 14.3%	6 26.1%	2 15.4%
			d		b					
Identifying new product and service opportunities	25 11.8%	8 10.8%	5 9.1%	9 17.0%	3 10.7%	6 8.6%	8 13.1%	7 16.7%	4 17.4%	0 0.0%
Improving current products or services	20 9.5%	5 6.8%	2 3.6%	11 20.8%	2 7.1%	4 5.7%	11 18.0%	2 4.8%	2 8.7%	1 7.7%
		c	C	aB		b	ac	b		

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

Topic 7: Social Media and Mobile Marketing

How does your company use social media?

N=211

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Total	14 6.6%	9 4.3%	28 13.3%	5 2.4%	5 2.4%	6 2.8%	13 6.2%	6 2.8%	22 10.4%	5 2.4%	26 12.3%	5 2.4%	32 15.2%	14 6.6%	20 9.5%
Brand awareness and brand-building	10 71.4% Cgmn	7 77.8% c	28 100.0% Abij	5 100.0%	5 100.0%	6 100.0%	13 100.0% a	6 100.0%	19 86.4% c	4 80.0% c	24 92.3%	5 100.0%	30 93.8% a	14 100.0% a	19 95.0%
Improving employee engagement	9 64.3% Cemo	3 33.3%	5 17.9% AFiKLn	2 40.0%	0 0.0% afkl	5 83.3% Cehmo	6 46.2%	1 16.7% f	11 50.0% c	3 60.0%	15 57.7% Cemo	4 80.0% Cemo	10 31.3% afkl	7 50.0% c	5 25.0% afkl
Introducing new products and services	8 57.1% c	7 77.8%	24 85.7% aegklmno	4 80.0%	2 40.0% c	5 83.3%	7 53.8% c	3 50.0%	17 77.3%	3 60.0%	14 53.8% c	2 40.0% c	18 56.3% c	8 57.1% c	12 60.0% c
Acquiring new customers	7 50.0% co	7 77.8%	23 82.1% aI	4 80.0%	3 60.0%	5 83.3%	9 69.2%	4 66.7%	9 40.9% CjmnO	5 100.0% i	15 57.7%	3 60.0%	22 68.8% i	12 85.7% i	17 85.0% aI
Brand promotions, such as contests, coupons	7 50.0% cfGo	6 66.7% g	23 82.1% ak	4 80.0%	4 80.0%	6 100.0% ak	13 100.0% AbijKlmn	5 83.3%	14 63.6% g	3 60.0% g	13 50.0% cfGO	3 60.0% g	21 65.6% g	10 71.4% g	18 90.0% aK
Marketing research	6 42.9%	3 33.3%	9 32.1%	1 20.0%	1 20.0%	4 66.7% mo	4 30.8%	3 50.0%	6 27.3%	1 20.0%	7 26.9%	2 40.0%	5 15.6% f	3 21.4%	4 20.0% f
Retaining current Customers	5 35.7% Cdo	5 55.6%	23 82.1% AiMn	5 100.0% am	4 80.0%	3 50.0%	7 53.8%	5 83.3%	11 50.0% c	3 60.0%	15 57.7%	3 60.0%	14 43.8% Cdo	7 50.0% c	15 75.0% am

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

Topic 7: Social Media and Mobile Marketing

How does your company use social media?

N=211

	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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Identifying new customer segments we currently don't Target	3 21.4%	2 22.2%	8 28.6%	3 60.0% iM	0 0.0%	2 33.3%	2 15.4%	1 16.7%	2 9.1% d	0 0.0%	5 19.2%	1 20.0%	3 9.4% D	2 14.3%	5 25.0%
Improving customer Service	3 21.4%	2 22.2%	6 21.4% h	3 60.0% m	3 60.0% m	2 33.3%	5 38.5%	4 66.7% cjkIM	7 31.8%	0 0.0% h	5 19.2% h	0 0.0% h	4 12.5% deHn	6 42.9% m	7 35.0%
Improving current products or Services	1 7.1%	1 11.1%	6 21.4% m	0 0.0%	0 0.0%	1 16.7%	1 7.7%	1 16.7%	2 9.1%	1 20.0%	1 3.8%	0 0.0%	1 3.1% c	1 7.1%	2 10.0%
Identifying new product and service opportunities	0 0.0% cf	0 0.0%	7 25.0% am	1 20.0%	0 0.0%	2 33.3% am	1 7.7%	1 16.7%	3 13.6%	0 0.0%	3 11.5%	0 0.0%	1 3.1% cfn	3 21.4% m	3 15.0%

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

Topic 7: Social Media and Mobile Marketing

How does your company use social media?

N=211

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Total	33 15.6%	20 9.5%	31 14.7%	40 19.0%	17 8.1%	50 23.7%	20 9.5%	34 16.1%	15 7.1%	52 24.6%	15 7.1%	30 14.2%	15 7.1%	16 7.6%	33 15.6%
Brand awareness and brand-building	27 81.8% Fg	17 85.0% F	28 90.3% f	37 92.5%	17 100.0%	50 100.0% ABc	20 100.0% a	29 85.3% h	11 73.3% efgH	48 92.3%	14 93.3%	29 96.7% b	15 100.0% b	16 100.0% b	33 100.0% aB
Acquiring new Customers	27 81.8% c	13 65.0%	18 58.1% a	29 72.5%	12 70.6%	35 70.0%	12 60.0%	28 82.4%	9 60.0%	34 65.4%	11 73.3%	23 76.7%	10 66.7%	10 62.5%	20 60.6%
Brand promotions, such as contests, Coupons	21 63.6%	14 70.0%	18 58.1%	29 72.5%	14 82.4%	39 78.0%	16 80.0%	23 67.6% e	9 60.0% e	34 65.4% e	9 60.0% e	27 90.0% abcd	12 80.0%	11 68.8%	25 75.8%
Introducing new products and services	20 60.6%	11 55.0%	19 61.3%	22 55.0%	12 70.6%	37 74.0%	14 70.0%	24 70.6% B	4 26.7% AcdefGh	33 63.5% b	11 73.3% b	18 60.0% b	10 66.7% b	13 81.3% B	22 66.7% b
Retaining current Customers	17 51.5%	10 50.0%	17 54.8%	25 62.5%	13 76.5%	32 64.0%	12 60.0%	19 55.9% e	4 26.7% cdEg	31 59.6% be	10 66.7% b	25 83.3% aBcFh	6 40.0% E	11 68.8% b	19 57.6% e
Marketing Research	9 27.3%	7 35.0%	7 22.6%	9 22.5%	6 35.3%	15 30.0%	7 35.0%	9 26.5%	6 40.0%	11 21.2% e	4 26.7%	13 43.3% c	5 33.3%	5 31.3%	7 21.2%
Identifying new customer segments we currently don't Target	9 27.3%	2 10.0%	5 16.1%	7 17.5%	1 5.9%	11 22.0%	4 20.0%	9 26.5% e	3 20.0%	9 17.3%	2 13.3%	2 6.7% ag	2 13.3%	5 31.3% e	7 21.2%

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

Topic 7: Social Media and Mobile Marketing

How does your company use social media?

N=211

	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
Improving customer Service	7 21.2%	4 20.0%	11 35.5%	8 20.0%	4 23.5%	15 30.0%	8 40.0%	9 26.5% b	0 0.0% aCeFgh	18 34.6% Bd	1 6.7% cf	7 23.3% b	7 46.7% Bd	4 25.0% b	11 33.3% b
Improving employee Engagement	5 15.2% bdEFG	9 45.0% a	11 35.5%	16 40.0% a	9 52.9% A	24 48.0% A	12 60.0% A	5 14.7% cDeFgH	6 40.0%	18 34.6% a	8 53.3% A	13 43.3% a	9 60.0% A	8 50.0% a	18 54.5% A
Improving current products or Services	4 12.1%	1 5.0%	2 6.5%	5 12.5%	0 0.0%	6 12.0%	2 10.0%	4 11.8%	0 0.0%	5 9.6%	2 13.3%	4 13.3%	0 0.0%	2 12.5%	3 9.1%
Identifying new product and service opportunities	3 9.1% g	0 0.0% G	3 9.7% g	4 10.0% g	0 0.0% g	8 16.0%	7 35.0% aBcde	3 8.8%	0 0.0%	8 15.4%	1 6.7%	1 3.3% h	2 13.3%	3 18.8%	7 21.2% e

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

Topic 8: Marketing Jobs

By what percent has the size of your marketing organization grown or shrunk over the last year?

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
		214	76	56	53	28	70	61	42	25
	3.41	2.78	6.61	2.46	0.64	4.26	1.37	3.83	7.00	0.86
	21.29	22.80	24.93	13.20	22.31	25.15	13.58	22.89	17.91	30.23

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

Topic 8: Marketing Jobs

By what percent has the size of your marketing organization grown or shrunk over 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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
	14	9	29	5	5	6	13	6	23	5	26	5	33	14	20
	8.39	11.67	2.76	8.80	2.00	11.67	-9.38	11.67	-3.70	5.60	13.96	7.40	-1.18	-0.71	2.55
	22.27	27.27	15.84	6.14	4.47	14.72	26.75	19.41	27.52	5.18	27.93	7.99	22.15	11.41	10.69
							k		k		gim		k		

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

Topic 8: Marketing Jobs

By what percent has the size of your marketing organization grown or shrunk over the last year?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
		35	20	31	40	17	51	20	36	15	52	15	31	15	16
	6.80	-3.75	-0.10	0.75	4.56	5.71	8.55	3.83	4.33	2.54	-1.00	2.90	13.83	-0.44	3.30
	24.19	23.33	21.31	23.09	15.87	19.98	16.20	19.56	28.01	21.01	28.36	17.79	28.80	22.02	15.54

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

Topic 8: Marketing Jobs

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

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
	Percent change	214	76	56	53	28	70	61	42	25
	3.94	5.41	3.53	3.04	2.65	4.06	3.26	3.36	4.08	8.43
	11.52	14.31	10.33	8.12	11.10	11.56	10.27	12.67	11.53	14.15

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

Topic 8: Marketing Jobs

Compared to the number of marketing hires last year, by what percentage will your company’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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Percent change	14	9	29	5	5	6	13	6	23	5	26	5	33	14	20
	10.58	7.39	3.48	3.00	4.00	7.50	2.37	9.17	-0.43	-1.00	2.26	2.40	6.42	2.50	3.00
	14.76	14.53	10.72	2.74	8.94	9.87	15.73	9.17	12.51	5.48	10.87	2.51	14.88	3.80	5.48
	iko							n	a		a			h	a

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

Topic 8: Marketing Jobs

Compared to the number of marketing hires last year, by what percentage will your company’s marketing hires change in the next 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	35	20	31	40	17	51	20	36	15	52	15	31	15	16	33
	8.31	2.44	5.97	3.30	1.18	2.58	1.80	5.89	2.59	6.23	0.33	4.10	2.12	4.91	0.67
	17.59	11.96	10.16	7.87	7.61	9.41	12.54	15.82	13.72	11.21	5.50	6.08	13.60	13.54	8.91
										h	e	d			c

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

Topic 8: Marketing Jobs

What percent of your marketing organization is working from home...?

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
All the time	214	76	56	53	28	70	61	42	25	14
	39.25	47.67	47.07	25.72	24.21	42.60	29.62	33.90	51.72	59.14
	40.48	41.90	41.15	35.52	33.36	43.90	33.95	39.16	39.54	45.71
		CD	Cd	AB	Ab		dE		b	B
Some the time	211	75	55	52	28	69	60	42	25	13
	57.31	48.41	53.65	70.13	66.57	53.16	62.42	60.60	57.64	44.23
	42.37	41.92	44.68	38.67	39.43	44.36	38.84	41.51	45.40	47.69
		Cd	c	Ab	a					

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

Topic 8: Marketing Jobs

What percent of your marketing organization is working from home...?

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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O	
	All the time	14 45.00 43.59 iM	9 36.67 37.33 M	29 25.52 36.36 eM	5 31.00 37.82 M	5 67.00 40.87 cIn	6 33.50 36.30 M	13 40.38 41.96 M	6 54.17 48.42 i	23 17.17 31.11 aEhjM	5 59.40 43.90 in	26 35.88 38.80 M	5 19.00 34.35 MABCD FGIK LNO	33 76.00 31.12 LNO	14 18.79 30.44 ejM	20 32.40 40.29 M
Some the time	14 66.43 44.61	9 67.22 42.80	29 68.10 40.41 m	5 43.40 44.19 l	4 68.75 47.32	6 61.83 41.09	13 55.77 43.39 l	6 60.00 46.90	23 48.26 40.89 l	4 57.50 50.58	25 47.96 39.62 L	5 98.00 4.47 dgiKm	33 44.88 44.72 cl	14 61.79 45.00	20 58.00 42.90	

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

Topic 8: Marketing Jobs

What percent of your marketing organization is working from home...?

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
All the time	35 56.94 42.98 eFG	20 57.75 45.00 FG	31 49.13 47.00 FG	40 39.88 39.69 fg	17 31.94 34.79 a	51 24.04 30.19 ABCd	20 18.25 25.87 ABCd	36 59.81 43.34 EgH	15 62.00 45.35 EgH	52 41.60 42.52 eh	15 44.33 41.48 h	31 22.61 33.09 ABc	15 39.53 32.23 h	16 30.00 38.51 ab	33 21.45 27.06 ABcdf
Some the time	34 38.12 42.68 EFg	19 56.58 45.92	31 41.90 44.39 eFg	39 53.13 43.28 f	17 72.06 34.73 Ac	51 74.43 37.04 ACd	20 66.50 32.29 ac	34 34.00 40.83 cEFgH	15 51.33 48.35	52 55.56 43.23 ae	15 41.00 43.68 Eh	30 75.90 36.98 AcD	15 67.40 34.94 A	16 62.19 42.66 a	33 69.09 35.96 Ad

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Sales, revenues</u>										
Almost never	3 1.5%	0 0.0%	3 6.0%	0 0.0%	0 0.0%	1 1.6%	1 1.8%	0 0.0%	1 4.2%	0 0.0%
		b	a							
Ad hoc / when Needed	10 5.1%	3 4.2%	3 6.0%	2 4.2%	2 8.0%	4 6.5%	2 3.6%	3 7.7%	1 4.2%	0 0.0%
Annually or semi-annually	6 3.1%	2 2.8%	2 4.0%	1 2.1%	1 4.0%	4 6.5%	0 0.0%	1 2.6%	1 4.2%	0 0.0%
Quarterly or Monthly	40 20.4%	17 23.6%	13 26.0%	7 14.6%	3 12.0%	13 21.0%	12 21.4%	8 20.5%	3 12.5%	4 28.6%
Always / Consistently	137 69.9%	50 69.4%	29 58.0%	38 79.2%	19 76.0%	40 64.5%	41 73.2%	27 69.2%	18 75.0%	10 71.4%
			c	b						

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Sales, revenues</u>															
Almost never	0 0.0%	0 0.0%	0 0.0% fj	0 0.0%	0 0.0%	1 16.7% cm	0 0.0%	0 0.0%	0 0.0%	1 20.0% j cim	1 4.5%	0 0.0%	0 0.0% fj	0 0.0%	0 0.0%
Ad hoc / when Needed	1 6.7%	1 14.3%	0 0.0% ef	0 0.0%	1 20.0% c	1 16.7% c	0 0.0%	0 0.0%	3 14.3%	0 0.0%	1 4.5%	0 0.0%	1 3.3%	1 7.7%	0 0.0%
Annually or semi-annually	1 6.7%	0 0.0%	0 0.0% l	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	0 0.0%	2 9.1%	1 25.0% cMo	0 0.0% L	0 0.0%	0 0.0% l
Quarterly or Monthly	3 20.0%	0 0.0% e	3 11.5% e	1 20.0%	3 60.0% bcio	1 16.7%	2 16.7%	2 33.3%	3 14.3% e	0 0.0%	6 27.3%	2 50.0%	7 23.3%	5 38.5%	2 10.5% e
Always / Consistently	10 66.7%	6 85.7% e	23 88.5% EfikLn	4 80.0%	1 20.0% bCgmO	3 50.0% co	10 83.3% el	4 66.7%	13 61.9% c	4 80.0%	12 54.5% co	1 25.0% CgO	22 73.3% e	7 53.8% co	17 89.5% EfikLn

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
<u>Sales revenues</u>															
Almost never	0 0.0%	0 0.0%	1 3.3%	1 2.8%	0 0.0%	1 2.2%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	0 0.0%	1 3.6%	1 7.1%	0 0.0%	0 0.0%
Ad hoc / when needed	2 6.1%	2 10.5%	3 10.0%	1 2.8%	0 0.0%	2 4.3%	0 0.0%	2 5.7%	0 0.0%	6 12.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.4%
Annually or semi-annually	1 3.0%	0 0.0%	2 6.7%	1 2.8%	1 6.3%	0 0.0%	1 6.3%	1 2.9%	1 7.1%	1 2.0%	0 0.0%	1 3.6%	1 7.1%	0 0.0%	1 3.7%
Quarterly or monthly	6 18.2%	5 26.3%	4 13.3%	7 19.4%	3 18.8%	11 23.9%	4 25.0%	9 25.7%	3 21.4%	10 20.0%	3 23.1%	2 7.1% f	5 35.7% e	2 14.3%	6 22.2%
Always / consistently	24 72.7%	12 63.2%	20 66.7%	26 72.2%	12 75.0%	32 69.6%	11 68.8%	23 65.7%	10 71.4%	32 64.0% e	10 76.9%	24 85.7% cf	7 50.0% e	12 85.7%	18 66.7%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Market share, account share</u>										
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Market share, account share</u>															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees								
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+	
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H	
<u>Market share, account share</u>																
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Distribution, product availability</u>										
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Distribution, product availability</u>															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees								
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+	
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H	
<u>Distribution, product availability</u>																
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Sales expense-to-revenue ratio (E/R)</u>										
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Sales expense-to-revenue ratio (E/R)															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
<u>Sales expense-to-revenue ratio (E/R)</u>															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Cost of customer acquisition</u>										
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Cost of customer acquisition</u>															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees								
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+	
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H	
<u>Cost of customer acquisition</u>																
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Customer churn, retention rate, loyalty</u>										
Almost never	12 6.1%	5 6.9%	3 6.0%	2 4.2%	2 8.0%	3 4.9%	7 12.5%	2 5.1%	0 0.0%	0 0.0%
Ad hoc / when needed	29 14.8%	10 13.9%	10 20.0%	7 14.6%	2 8.0%	8 13.1%	7 12.5%	6 15.4%	5 20.0%	3 21.4%
Annually or semi-annually	41 20.9%	18 25.0%	12 24.0%	7 14.6%	4 16.0%	18 de 29.5%	11 19.6%	11 de 28.2%	1 ac 4.0%	0 ac 0.0%
Quarterly or monthly	58 29.6%	17 23.6% c	13 26.0% c	22 45.8% ab	6 24.0%	16 26.2%	12 21.4% d	12 30.8%	12 48.0% b	5 35.7%
Always / consistently	56 28.6%	22 30.6%	12 24.0%	10 20.8% d	11 44.0% c	16 26.2%	19 33.9%	8 20.5%	7 28.0%	6 42.9%

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Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Customer churn, retention rate, loyalty</u>															
Almost never	0 0.0% j	0 0.0%	2 7.4%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	1 16.7%	2 9.5%	2 40.0% amno	2 9.1%	1 25.0% o	1 3.3% j	0 0.0% j	0 0.0% jl
Ad hoc / when needed	2 13.3%	1 14.3%	3 11.1% e	0 0.0%	3 60.0% cikm	1 16.7%	2 16.7%	0 0.0%	3 14.3% e	0 0.0%	3 13.6% e	1 25.0%	4 13.3% e	2 15.4%	4 22.2%
Annually or semi-annually	2 13.3%	2 28.6%	6 22.2%	0 0.0%	0 0.0%	1 16.7%	3 25.0%	3 50.0%	6 28.6%	1 20.0%	5 22.7%	0 0.0%	5 16.7%	5 38.5%	2 11.1%
Quarterly or monthly	5 33.3%	0 0.0% cdf	12 44.4% bh	4 80.0% bhikmno	2 40.0%	4 66.7% bh	3 25.0%	0 0.0% cdf	5 23.8% d	1 20.0%	5 22.7% d	1 25.0%	8 26.7% d	3 23.1% d	5 27.8% d
Always / consistently	6 40.0%	4 57.1% cf	4 14.8% bm	1 20.0%	0 0.0%	0 0.0% b	3 25.0%	2 33.3%	5 23.8%	1 20.0%	7 31.8%	1 25.0%	12 40.0% c	3 23.1%	7 38.9%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
<u>Customer churn, retention rate, loyalty</u>															
Almost never	0 0.0% ceg	1 5.0%	4 13.8% af	3 8.6% f	2 12.5% af	0 0.0% cdeg	2 12.5% af	0 0.0% df	0 0.0%	5 10.2%	2 15.4% a	1 3.6%	2 14.3% a	0 0.0%	2 7.4%
Ad hoc / when needed	6 17.6%	2 10.0%	5 17.2%	6 17.1%	2 12.5%	7 15.2%	1 6.3%	6 16.7%	2 14.3%	9 18.4%	1 7.7%	3 10.7%	3 21.4%	2 14.3%	3 11.1%
Annually or semi-annually	5 14.7%	5 25.0%	5 17.2%	6 17.1%	5 31.3%	9 19.6%	6 37.5%	6 16.7%	2 14.3%	10 20.4%	2 15.4%	7 25.0%	3 21.4%	2 14.3%	9 33.3%
Quarterly or monthly	9 26.5%	7 35.0% e	8 27.6%	11 31.4%	1 6.3% bfg	16 34.8% e	6 37.5% e	12 33.3%	7 50.0% e	14 28.6%	2 15.4%	4 14.3% bg	3 21.4%	6 42.9% e	9 33.3%
Always / consistently	14 41.2% g	5 25.0%	7 24.1%	9 25.7%	6 37.5% g	14 30.4%	1 6.3% ae	12 33.3%	3 21.4%	11 22.4% e	6 46.2% h	13 46.4% ch	3 21.4%	4 28.6%	4 14.8% de

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Customer lifetime value (CLV), customer profitability</u>										
Almost never	39 19.7%	15 20.5%	14 27.5% c	5 10.6% b	5 19.2%	16 25.0% e	13 23.6%	7 17.5%	3 12.0%	0 0.0% a
Ad hoc / when needed	54 27.3%	20 27.4%	12 23.5%	14 29.8%	8 30.8%	17 26.6%	20 36.4%	10 25.0%	5 20.0%	2 15.4%
Annually or semi-annually	40 20.2%	14 19.2%	11 21.6%	11 23.4%	4 15.4%	10 15.6%	8 14.5%	12 30.0%	7 28.0%	2 15.4%
Quarterly or monthly	41 20.7%	12 16.4%	11 21.6%	12 25.5%	6 23.1%	14 21.9%	7 12.7% de	7 17.5%	8 32.0% b	5 38.5% b
Always / consistently	24 12.1%	12 16.4%	3 5.9%	5 10.6%	3 11.5%	7 10.9%	7 12.7%	4 10.0%	2 8.0%	4 30.8%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Customer lifetime value (CLV), customer profitability</u>															
Almost never	2 14.3%	1 12.5%	3 11.5%	1 20.0%	2 40.0%	3 50.0%	2 16.7%	1 16.7%	7 33.3%	2 40.0%	8 34.8%	2 50.0%	1 3.2%	1 7.7%	3 15.8%
Ad hoc / when needed	5 35.7%	3 37.5%	7 26.9%	1 20.0%	1 20.0%	1 16.7%	4 33.3%	1 16.7%	7 33.3%	3 60.0%	4 17.4%	1 25.0%	9 29.0%	4 30.8%	3 15.8%
Annually or semi-annually	3 21.4%	2 25.0%	8 30.8%	0 0.0%	1 20.0%	1 16.7%	3 25.0%	2 33.3%	2 9.5%	0 0.0%	6 26.1%	0 0.0%	5 16.1%	3 23.1%	4 21.1%
Quarterly or monthly	3 21.4%	1 12.5%	7 26.9%	3 60.0%	0 0.0%	0 0.0%	2 16.7%	2 33.3%	2 9.5%	0 0.0%	4 17.4%	1 25.0%	8 25.8%	4 30.8%	4 21.1%
Always / consistently	1 7.1%	1 12.5%	1 3.8%	0 0.0%	1 20.0%	1 16.7%	1 8.3%	0 0.0%	3 14.3%	0 0.0%	1 4.3%	0 0.0%	8 25.8%	1 7.7%	5 26.3%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
<u>Customer lifetime value (CLV), customer profitability</u>															
Almost never	2 5.9%	4 20.0%	9 30.0%	8 22.9%	5 31.3%	7 15.2%	4 23.5%	2 5.7%	5 33.3%	11 21.6%	6 50.0%	2 7.1%	5 35.7%	1 7.1%	6 21.4%
	cde		a	a	a			bcDF	ae	a	AEg	bDf	Ae	d	
Ad hoc / when needed	10 29.4%	5 25.0%	6 20.0%	10 28.6%	5 31.3%	12 26.1%	6 35.3%	10 28.6%	1 6.7%	18 35.3%	2 16.7%	7 25.0%	3 21.4%	4 28.6%	9 32.1%
									c	b					
Annually or semi-annually	10 29.4%	4 20.0%	6 20.0%	4 11.4%	2 12.5%	9 19.6%	5 29.4%	9 25.7%	4 26.7%	10 19.6%	0 0.0%	5 17.9%	2 14.3%	4 28.6%	6 21.4%
Quarterly or monthly	6 17.6%	6 30.0%	7 23.3%	8 22.9%	1 6.3%	13 28.3%	0 0.0%	7 20.0%	5 33.3%	8 15.7%	2 16.7%	7 25.0%	4 28.6%	5 35.7%	3 10.7%
		g	g	g		g	bcdf								
Always / consistently	6 17.6%	1 5.0%	2 6.7%	5 14.3%	3 18.8%	5 10.9%	2 11.8%	7 20.0%	0 0.0%	4 7.8%	2 16.7%	7 25.0%	0 0.0%	0 0.0%	4 14.3%
									e	e		bcfg	e	e	

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Brand awareness</u>										
Almost never	21 10.6%	10 13.9%	4 7.7%	4 8.3%	3 11.5%	9 14.3%	4 7.1%	2 5.0%	3 12.0%	3 21.4%
Ad hoc / when needed	52 26.1%	26 36.1%	15 28.8%	5 10.4%	6 23.1%	22 34.9%	17 30.4%	8 20.0%	4 16.0%	1 7.1%
		C	c	Ab		e				a
Annually or semi-annually	68 34.2%	17 23.6%	20 38.5%	21 43.8%	10 38.5%	16 25.4%	19 33.9%	18 45.0%	8 32.0%	7 50.0%
		c		a		c		a		
Quarterly or monthly	33 16.6%	7 9.7%	9 17.3%	14 29.2%	3 11.5%	11 17.5%	7 12.5%	7 17.5%	5 20.0%	2 14.3%
		C		A						
Always / consistently	25 12.6%	12 16.7%	4 7.7%	4 8.3%	4 15.4%	5 7.9%	9 16.1%	5 12.5%	5 20.0%	1 7.1%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Brand awareness</u>															
Almost never	2 13.3%	2 25.0%	2 7.4%	0 0.0%	2 40.0%	1 16.7%	1 8.3%	0 0.0%	2 9.5%	1 20.0%	2 8.7%	0 0.0%	5 16.7%	0 0.0%	1 5.3%
Ad hoc / when needed	5 33.3%	3 37.5%	5 18.5%	1 20.0%	1 20.0%	1 16.7%	2 16.7%	1 16.7%	7 33.3%	3 60.0%	8 34.8%	1 25.0%	10 33.3%	4 30.8%	0 0.0%
Annually or semi-annually	4 26.7%	2 25.0%	12 44.4%	3 60.0%	1 20.0%	4 66.7%	6 50.0%	3 50.0%	5 23.8%	1 20.0%	7 30.4%	3 75.0%	7 23.3%	5 38.5%	5 26.3%
Quarterly or monthly	2 13.3%	1 12.5%	3 11.1%	1 20.0%	0 0.0%	0 0.0%	1 8.3%	1 16.7%	3 14.3%	0 0.0%	5 21.7%	0 0.0%	3 10.0%	3 23.1%	10 52.6%
Always / consistently	2 13.3%	0 0.0%	5 18.5%	0 0.0%	1 20.0%	0 0.0%	2 16.7%	1 16.7%	4 19.0%	0 0.0%	1 4.3%	0 0.0%	5 16.7%	1 7.7%	3 15.8%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
<u>Brand awareness</u>															
Almost never	4 11.8%	6 28.6%	2 6.9%	7 19.4%	1 6.3%	1 2.2%	0 0.0%	4 11.1%	4 26.7%	5 9.8%	2 16.7%	4 14.3%	1 7.1%	0 0.0%	1 3.6%
		cFg	b	f		Bd	b		gh					b	b
Ad hoc / when needed	12 35.3%	4 19.0%	9 31.0%	9 25.0%	7 43.8%	8 17.4%	3 17.6%	10 27.8%	5 33.3%	16 31.4%	4 33.3%	5 17.9%	4 28.6%	2 14.3%	5 17.9%
					f	e									
Annually or semi-annually	5 14.7%	8 38.1%	10 34.5%	14 38.9%	5 31.3%	19 41.3%	7 41.2%	8 22.2%	5 33.3%	20 39.2%	3 25.0%	8 28.6%	6 42.9%	7 50.0%	11 39.3%
	dfg			a		a	a								
Quarterly or monthly	4 11.8%	3 14.3%	6 20.7%	3 8.3%	3 18.8%	11 23.9%	3 17.6%	5 13.9%	1 6.7%	8 15.7%	1 8.3%	6 21.4%	2 14.3%	4 28.6%	6 21.4%
Always / consistently	9 26.5%	0 0.0%	2 6.9%	3 8.3%	0 0.0%	7 15.2%	4 23.5%	9 25.0%	0 0.0%	2 3.9%	2 16.7%	5 17.9%	1 7.1%	1 7.1%	5 17.9%
	bcd	ag	a	a	ag		be	bC	a	Aeh		c			c

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Brand personality, associations, affinity</u>										
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Brand personality, associations, affinity</u>															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees								
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+	
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H	
<u>Brand personality, associations, affinity</u>																
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Brand differentiation, customer willingness to pay price premium</u>										
Almost never	34 17.3%	16 22.2%	8 16.3%	6 12.5%	4 15.4%	16 26.2% bc	6 10.7% a	3 7.5% ae	5 20.0%	4 30.8% c
Ad hoc / when needed	57 29.1%	25 34.7%	15 30.6%	9 18.8%	8 30.8%	20 32.8%	20 35.7%	12 30.0%	4 16.0%	1 7.7%
Annually or semi-annually	51 26.0%	12 16.7% c	15 30.6%	16 33.3% a	8 30.8%	12 19.7%	13 23.2%	15 37.5%	7 28.0%	4 30.8%
Quarterly or monthly	35 17.9%	9 12.5% c	9 18.4%	13 27.1% a	4 15.4%	9 14.8%	9 16.1%	9 22.5%	4 16.0%	3 23.1%
Always / consistently	19 9.7%	10 13.9%	2 4.1%	4 8.3%	2 7.7%	4 6.6%	8 14.3%	1 2.5% d	5 20.0% c	1 7.7%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Brand differentiation, customer willingness to pay price premium</u>															
Almost never	2 14.3%	0 0.0%	4 15.4%	1 20.0%	2 40.0%	1 16.7%	1 8.3%	1 16.7%	4 19.0%	1 20.0%	4 18.2%	0 0.0%	8 26.7%	3 23.1%	2 10.5%
Ad hoc / when needed	6 42.9%	4 50.0%	8 30.8%	1 20.0%	1 20.0%	2 33.3%	4 33.3%	2 33.3%	5 23.8%	3 60.0%	5 22.7%	1 25.0%	11 36.7%	2 15.4%	2 10.5% abjm
Annually or semi-annually	3 21.4%	2 25.0%	5 19.2%	2 40.0%	1 20.0%	2 33.3%	3 25.0%	1 16.7%	3 14.3%	0 0.0%	7 31.8%	3 75.0% cijm	6 20.0%	5 38.5%	8 42.1%
Quarterly or monthly	2 14.3%	2 25.0%	6 23.1%	1 20.0%	1 20.0%	1 16.7%	3 25.0%	1 16.7%	5 23.8%	0 0.0%	5 22.7%	0 0.0%	2 6.7%	3 23.1%	3 15.8%
Always / consistently	1 7.1%	0 0.0%	3 11.5%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	1 16.7%	4 19.0%	1 20.0%	1 4.5%	0 0.0%	3 10.0%	0 0.0%	4 21.1%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
<u>Brand differentiation, customer willingness to pay price premium</u>															
Almost never	4 11.8% b	8 42.1% aFg	5 16.7% C	11 30.6% F	2 12.5% E	3 6.7% BD	1 6.3% b	5 14.3% A	5 35.7% H	10 19.6% C	4 30.8% h	6 22.2% h	2 14.3% F	1 7.1% G	1 3.7% Bde
Ad hoc / when needed	8 23.5%	4 21.1%	11 36.7%	12 33.3%	8 50.0%	11 24.4%	3 18.8%	6 17.1%	6 42.9%	18 35.3%	4 30.8%	7 25.9%	5 35.7%	3 21.4%	7 25.9%
Annually or semi-annually	7 20.6%	2 10.5% f	9 30.0%	8 22.2%	5 31.3%	16 35.6% b	4 25.0%	10 28.6% b	0 0.0% acdfgh	12 23.5% b	4 30.8% b	6 22.2%	5 35.7% b	5 35.7% b	9 33.3% b
Quarterly or monthly	7 20.6%	4 21.1%	3 10.0% g	4 11.1% g	1 6.3% g	10 22.2%	6 37.5% cde	6 17.1%	3 21.4%	8 15.7%	0 0.0% g	5 18.5%	1 7.1%	5 35.7% d	7 25.9%
Always / consistently	8 23.5% de	1 5.3%	2 6.7%	1 2.8% a	0 0.0% a	5 11.1%	2 12.5%	8 22.9% c	0 0.0%	3 5.9% a	1 7.7%	3 11.1%	1 7.1%	0 0.0%	3 11.1%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Brand equity value</u>										
Almost never	53 27.0%	27 37.5%	12 24.5%	9 18.8%	5 19.2%	25 40.3%	10 18.2%	4 10.3%	9 36.0%	5 35.7%
		c		a		bC	a	Ade	c	c
Ad hoc / when needed	63 32.1%	18 25.0%	17 34.7%	17 35.4%	11 42.3%	18 29.0%	24 43.6%	15 38.5%	3 12.0%	3 21.4%
							D	d	Bc	
Annually or semi-annually	48 24.5%	12 16.7%	13 26.5%	15 31.3%	7 26.9%	10 16.1%	11 20.0%	15 38.5%	8 32.0%	3 21.4%
						c		a		
Quarterly or monthly	19 9.7%	9 12.5%	6 12.2%	4 8.3%	0 0.0%	8 12.9%	5 9.1%	4 10.3%	0 0.0%	2 14.3%
Always / consistently	13 6.6%	6 8.3%	1 2.0%	3 6.3%	3 11.5%	1 1.6%	5 9.1%	1 2.6%	5 20.0%	1 7.1%
						D		d	Ac	

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Brand equity value</u>															
Almost never	4 26.7%	0 0.0% em	4 14.8% em	1 20.0%	3 60.0% bc	2 33.3%	4 33.3%	1 16.7%	6 28.6%	2 50.0%	5 22.7%	0 0.0%	12 41.4% bc	5 38.5%	4 21.1%
Ad hoc / when needed	8 53.3% no	3 37.5%	11 40.7% n	3 60.0% n	1 20.0%	1 16.7%	2 16.7% l	2 33.3%	6 28.6%	2 50.0%	10 45.5% no	3 75.0% gmno	7 24.1% l	1 7.7% acdkl	3 15.8% akl
Annually or semi-annually	1 6.7% bfo	4 50.0% aI	8 29.6% i	1 20.0%	1 20.0%	3 50.0% ai	4 33.3% i	0 0.0%	1 4.8% BcfnO	0 0.0%	4 18.2%	1 25.0%	7 24.1%	5 38.5% i	8 42.1% aI
Quarterly or monthly	0 0.0% hi	0 0.0%	1 3.7% hi	0 0.0%	0 0.0%	0 0.0%	2 16.7%	2 33.3% acm	6 28.6% acm	0 0.0%	2 9.1%	0 0.0%	1 3.4% hi	2 15.4%	3 15.8%
Always / consistently	2 13.3%	1 12.5%	3 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	2 9.5%	0 0.0%	1 4.5%	0 0.0%	2 6.9%	0 0.0%	1 5.3%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
<u>Brand equity value</u>															
Almost never	9 27.3%	9 45.0%	8 26.7%	14 40.0%	5 31.3%	7 15.2%	1 6.3%	10 28.6%	8 57.1%	13 25.5%	4 30.8%	10 37.0%	4 28.6%	1 7.1%	3 11.1%
		fg		fg		bd	bd		cGH	b		gh		Be	Be
Ad hoc / when needed	9 27.3%	6 30.0%	11 36.7%	11 31.4%	7 43.8%	14 30.4%	5 31.3%	10 28.6%	3 21.4%	19 37.3%	5 38.5%	7 25.9%	4 28.6%	3 21.4%	11 40.7%
Annually or semi-annually	6 18.2%	3 15.0%	8 26.7%	5 14.3%	3 18.8%	16 34.8%	7 43.8%	7 20.0%	1 7.1%	15 29.4%	2 15.4%	2 7.4%	5 35.7%	7 50.0%	9 33.3%
				fg		d	d	g	g	e		cfGh	e	abE	e
Quarterly or monthly	4 12.1%	2 10.0%	2 6.7%	4 11.4%	1 6.3%	4 8.7%	2 12.5%	4 11.4%	1 7.1%	3 5.9%	1 7.7%	5 18.5%	1 7.1%	2 14.3%	2 7.4%
Always / consistently	5 15.2%	0 0.0%	1 3.3%	1 2.9%	0 0.0%	5 10.9%	1 6.3%	4 11.4%	1 7.1%	1 2.0%	1 7.7%	3 11.1%	0 0.0%	1 7.1%	2 7.4%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Customer experience</u>										
Almost never	17 8.6%	7 9.6%	3 5.9%	5 10.6%	2 7.7%	6 9.5%	5 9.1%	2 5.0%	2 8.0%	2 14.3%
Ad hoc / when needed	42 21.2%	20 27.4%	7 13.7%	9 19.1%	6 23.1%	14 22.2%	13 23.6%	9 22.5%	5 20.0%	1 7.1%
Annually or semi-annually	37 18.7%	14 19.2%	8 15.7%	11 23.4%	4 15.4%	11 17.5%	11 20.0%	8 20.0%	3 12.0%	3 21.4%
Quarterly or monthly	55 27.8%	15 20.5%	24 47.1%	9 19.1%	7 26.9%	19 30.2%	14 25.5%	13 32.5%	5 20.0%	4 28.6%
Always / consistently	47 23.7%	17 23.3%	9 17.6%	13 27.7%	7 26.9%	13 20.6%	12 21.8%	8 20.0%	10 40.0%	4 28.6%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Customer experience</u>															
Almost never	2 13.3%	0 0.0%	4 15.4%	0 0.0%	1 20.0%	1 16.7%	1 8.3%	0 0.0%	1 4.8%	1 20.0%	1 4.3%	1 25.0%	2 6.7%	0 0.0%	2 10.5%
Ad hoc / when needed	3 20.0%	4 50.0% k	5 19.2%	0 0.0%	1 20.0%	0 0.0%	4 33.3%	2 33.3%	6 28.6%	1 20.0%	2 8.7% b	1 25.0%	6 20.0%	3 23.1%	4 21.1%
Annually or semi-annually	4 26.7%	1 12.5%	8 30.8% no	2 40.0% no	2 40.0% no	2 33.3% n	3 25.0%	0 0.0%	2 9.5%	0 0.0%	5 21.7%	0 0.0%	7 23.3%	0 0.0% cdef	1 5.3% cde
Quarterly or monthly	3 20.0% n	2 25.0%	4 15.4% jN	1 20.0%	1 20.0%	1 16.7%	3 25.0%	1 16.7%	4 19.0% n	3 60.0% c	9 39.1%	2 50.0%	9 30.0%	8 61.5% aCio	4 21.1% n
Always / consistently	3 20.0%	1 12.5%	5 19.2%	2 40.0%	0 0.0%	2 33.3%	1 8.3%	3 50.0%	8 38.1%	0 0.0%	6 26.1%	0 0.0%	6 20.0%	2 15.4%	8 42.1%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
<u>Customer experience</u>															
Almost never	4 11.8%	5 23.8%	3 10.0%	2 5.7%	0 0.0%	1 2.2%	2 12.5%	7 19.4%	2 13.3%	3 5.9%	0 0.0%	2 7.1%	0 0.0%	0 0.0%	3 11.1%
		eF			b	B									
Ad hoc / when needed	7 20.6%	5 23.8%	5 16.7%	9 25.7%	5 31.3%	8 17.4%	3 18.8%	7 19.4%	4 26.7%	9 17.6%	5 41.7%	8 28.6%	2 14.3%	0 0.0%	7 25.9%
									g		g	g		bdeh	g
Annually or semi-annually	5 14.7%	4 19.0%	7 23.3%	6 17.1%	6 37.5%	8 17.4%	1 6.3%	4 11.1%	5 33.3%	13 25.5%	2 16.7%	3 10.7%	6 42.9%	3 21.4%	1 3.7%
					g		e	f	h	h	f	aeH			bcF
Quarterly or monthly	5 14.7%	3 14.3%	6 20.0%	14 40.0%	3 18.8%	18 39.1%	6 37.5%	5 13.9%	3 20.0%	13 25.5%	3 25.0%	8 28.6%	4 28.6%	8 57.1%	10 37.0%
	df	df		ab		ab		Gh	g	g				Abc	a
Always / consistently	13 38.2%	4 19.0%	9 30.0%	4 11.4%	2 12.5%	11 23.9%	4 25.0%	13 36.1%	1 6.7%	13 25.5%	2 16.7%	7 25.0%	2 14.3%	3 21.4%	6 22.2%
	d			a				b	a						

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Net Promoter Score (NPS), willingness to recommend</u>										
Almost never	47 23.9%	20 27.8%	12 23.5%	11 22.9%	4 16.0%	19 30.2% d	12 21.4%	9 23.1%	2 8.3% ae	5 35.7% d
Ad hoc / when needed	18 9.1%	6 8.3%	3 5.9%	7 14.6%	2 8.0%	4 6.3%	5 8.9%	3 7.7%	3 12.5%	2 14.3%
Annually or semi-annually	39 19.8%	16 22.2%	11 21.6%	7 14.6%	5 20.0%	17 27.0% c	11 19.6%	4 10.3% a	6 25.0%	1 7.1%
Quarterly or monthly	52 26.4%	17 23.6%	13 25.5%	16 33.3%	5 20.0%	15 23.8%	17 30.4%	12 30.8%	5 20.8%	3 21.4%
Always / consistently	41 20.8%	13 18.1%	12 23.5%	7 14.6% d	9 36.0% c	8 12.7% d	11 19.6%	11 28.2%	8 33.3% a	3 21.4%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Net Promoter Score (NPS), willingness to recommend</u>															
Almost never	5 33.3%	2 25.0%	9 33.3%	0 0.0%	3 60.0% gkn	1 20.0%	1 8.3% e	3 50.0%	5 25.0%	2 40.0%	3 13.0% e	0 0.0%	6 19.4%	1 8.3% e	6 31.6%
Ad hoc / when needed	0 0.0% c	2 25.0% Mo	8 29.6% aMo	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	2 10.0%	1 20.0% m	2 8.7%	1 25.0% Mo	0 0.0% BCjL	1 8.3%	0 0.0% bcl
Annually or semi-annually	4 26.7%	0 0.0%	3 11.1% k	1 20.0%	2 40.0%	1 20.0%	4 33.3%	1 16.7%	4 20.0%	0 0.0%	8 34.8% c	0 0.0%	6 19.4%	2 16.7%	3 15.8%
Quarterly or monthly	3 20.0%	1 12.5%	5 18.5%	2 40.0%	0 0.0%	3 60.0%	3 25.0%	1 16.7%	4 20.0%	0 0.0%	5 21.7%	2 50.0%	13 41.9%	5 41.7%	5 26.3%
Always / consistently	3 20.0%	3 37.5% c	2 7.4% b	2 40.0%	0 0.0%	0 0.0%	3 25.0%	1 16.7%	5 25.0%	2 40.0%	5 21.7%	1 25.0%	6 19.4%	3 25.0%	5 26.3%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
<u>Net Promoter Score (NPS), willingness to recommend</u>															
Almost never	14 41.2% Efg	7 35.0% eg	10 34.5% eg	8 22.2% e	0 0.0% Abcd	7 15.6% a	1 5.9% abc	17 47.2% cdeGH	4 28.6% g	13 26.0% ag	2 15.4% a	6 21.4% a	3 21.4% Abc	0 0.0% Abc	2 7.4% A
Ad hoc / when needed	6 17.6% d	1 5.0%	2 6.9%	1 2.8% a	2 12.5%	6 13.3%	0 0.0%	5 13.9%	1 7.1%	5 10.0%	0 0.0%	2 7.1%	2 14.3%	2 14.3%	1 3.7%
Annually or semi-annually	7 20.6%	4 20.0%	5 17.2%	5 13.9%	6 37.5%	8 17.8%	4 23.5%	7 19.4%	2 14.3%	10 20.0%	2 15.4%	6 21.4%	4 28.6%	4 28.6%	4 14.8%
Quarterly or monthly	4 11.8% d	3 15.0%	9 31.0%	13 36.1% a	4 25.0%	13 28.9%	6 35.3%	3 8.3% cEH	4 28.6%	16 32.0% a	1 7.7% eh	11 39.3% Ad	2 14.3%	3 21.4%	12 44.4% Ad
Always / consistently	3 8.8% g	5 25.0%	3 10.3% g	9 25.0%	4 25.0%	11 24.4%	6 35.3% ac	4 11.1% Dg	3 21.4% d	6 12.0% Dg	8 61.5% AbCEf	3 10.7% D	3 21.4% d	5 35.7% ac	8 29.6%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Digital/web/mobile performance</u>										
Almost never	8 4.0%	4 5.5%	1 2.0%	2 4.2%	1 4.0%	5 7.9%	2 3.6%	0 0.0%	1 4.0%	0 0.0%
Ad hoc / when needed	12 6.1%	6 8.2%	0 0.0%	3 6.3%	2 8.0%	4 6.3%	3 5.4%	4 10.0%	0 0.0%	0 0.0%
		b	ad		b					
Annually or semi-annually	15 7.6%	4 5.5%	9 17.6%	0 0.0%	2 8.0%	5 7.9%	4 7.1%	4 10.0%	2 8.0%	0 0.0%
		b	aC	B						
Quarterly or monthly	53 26.8%	17 23.3%	18 35.3%	14 29.2%	4 16.0%	22 34.9%	12 21.4%	9 22.5%	6 24.0%	4 30.8%
Always / consistently	110 55.6%	42 57.5%	23 45.1%	29 60.4%	16 64.0%	27 42.9%	35 62.5%	23 57.5%	16 64.0%	9 69.2%
						b	a			

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Digital/web/mobile performance</u>															
Almost never	0 0.0%	0 0.0%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	1 16.7%	2 9.5%	0 0.0%	1 4.3%	0 0.0%	1 3.2%	0 0.0%	1 5.3%
Ad hoc / when needed	0 0.0% h	0 0.0%	2 7.4%	0 0.0%	1 20.0%	0 0.0%	0 0.0% h	2 33.3% agkmn	3 14.3%	0 0.0%	1 4.3% h	0 0.0%	1 3.2% h	0 0.0% h	2 10.5%
Annually or semi-annually	3 21.4% o	1 12.5%	1 3.7%	0 0.0%	0 0.0%	1 16.7%	1 8.3%	0 0.0%	1 4.8%	0 0.0%	3 13.0%	1 33.3% mo	1 3.2% l	2 15.4%	0 0.0% al
Quarterly or monthly	7 50.0% fhm	1 12.5%	8 29.6%	0 0.0%	3 60.0%	0 0.0% ak	2 16.7%	0 0.0% ak	5 23.8%	1 20.0%	11 47.8% fhm	0 0.0%	6 19.4% ak	4 30.8%	5 26.3%
Always / consistently	4 28.6% bdfm	6 75.0% ak	15 55.6%	5 100.0% aeiK	1 20.0% dm	5 83.3% ak	8 66.7% k	3 50.0%	10 47.6% d	4 80.0% k	7 30.4% bDfgjM	2 66.7%	22 71.0% aeK	7 53.8%	11 57.9%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
<u>Digital/web/mobile performance</u>															
Almost never	3 8.8%	2 10.0%	1 3.3%	1 2.8%	0 0.0%	1 2.2%	0 0.0%	4 11.4%	1 6.7%	1 2.0%	0 0.0%	1 3.6%	0 0.0%	0 0.0%	1 3.7%
Ad hoc / when needed	3 8.8%	1 5.0%	4 13.3%	0 0.0%	1 6.3%	3 6.5%	0 0.0%	3 8.6%	0 0.0%	5 9.8%	0 0.0%	1 3.6%	2 14.3%	1 7.1%	0 0.0%
Annually or semi-annually	4 11.8%	1 5.0%	3 10.0%	1 2.8%	1 6.3%	1 2.2%	4 25.0%	2 5.7%	2 13.3%	5 9.8%	0 0.0%	1 3.6%	1 7.1%	1 7.1%	3 11.1%
Quarterly or monthly	8 23.5%	7 35.0%	6 20.0%	14 38.9%	3 18.8%	11 23.9%	4 25.0%	8 22.9%	5 33.3%	15 29.4%	5 38.5%	8 28.6%	2 14.3%	4 28.6%	6 22.2%
Always / consistently	16 47.1%	9 45.0%	16 53.3%	20 55.6%	11 68.8%	30 65.2%	8 50.0%	18 51.4%	7 46.7%	25 49.0%	8 61.5%	17 60.7%	9 64.3%	8 57.1%	17 63.0%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Content engagement</u>										
Almost never	10 5.1%	5 6.8%	2 3.8%	1 2.2%	2 8.0%	8 12.3%	2 3.6%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	25 12.6%	9 12.3%	5 9.4%	7 15.2%	3 12.0%	7 10.8%	8 14.5%	5 12.8%	5 20.8%	0 0.0%
Annually or semi-annually	11 5.6%	4 5.5%	6 11.3%	1 2.2%	0 0.0%	5 7.7%	1 1.8%	1 2.6%	1 4.2%	2 14.3%
Quarterly or monthly	66 33.3%	25 34.2%	18 34.0%	15 32.6%	8 32.0%	24 36.9%	17 30.9%	14 35.9%	5 20.8%	6 42.9%
Always / consistently	86 43.4%	30 41.1%	22 41.5%	22 47.8%	12 48.0%	21 32.3%	27 49.1%	19 48.7%	13 54.2%	6 42.9%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Content engagement</u>															
Almost never	0 0.0% h	0 0.0%	1 3.7% h	0 0.0%	0 0.0%	0 0.0%	1 8.3%	2 33.3% ackn	1 4.8%	1 20.0%	1 4.2% h	0 0.0%	2 6.5%	0 0.0% h	1 5.6%
Ad hoc / when needed	1 7.1%	1 14.3%	5 18.5%	0 0.0%	1 20.0%	1 16.7%	1 8.3%	2 33.3% n	3 14.3%	0 0.0%	4 16.7%	0 0.0%	3 9.7%	0 0.0% h	3 16.7%
Annually or semi-annually	2 14.3% m	0 0.0%	1 3.7%	0 0.0%	1 20.0% m	0 0.0%	0 0.0%	0 0.0%	2 9.5%	0 0.0%	2 8.3%	1 25.0% M	0 0.0% aeL	1 7.7%	1 5.6%
Quarterly or monthly	6 42.9%	1 14.3%	9 33.3%	1 20.0%	2 40.0%	1 16.7%	4 33.3%	0 0.0% n	9 42.9%	1 20.0%	6 25.0% n	0 0.0% n	12 38.7%	8 61.5% hkl	6 33.3%
Always / consistently	5 35.7%	5 71.4%	11 40.7%	4 80.0% i	1 20.0%	4 66.7%	6 50.0%	2 33.3%	6 28.6% d	3 60.0%	11 45.8%	3 75.0%	14 45.2%	4 30.8%	7 38.9%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
<u>Content engagement</u>															
Almost never	2 6.1%	3 15.0%	2 6.7%	0 0.0%	2 12.5%	1 2.2%	0 0.0%	3 8.6%	2 13.3%	1 2.0%	1 7.7%	0 0.0%	2 14.3%	0 0.0%	1 3.6%
Ad hoc / when needed	11 33.3% beFg	1 5.0% a	4 13.3%	5 13.9%	1 6.3% a	2 4.4% A	1 5.6% a	8 22.9%	1 6.7%	7 14.0%	2 15.4%	4 14.3%	1 7.1%	0 0.0%	2 7.1%
Annually or semi-annually	2 6.1%	0 0.0%	1 3.3%	4 11.1%	1 6.3%	2 4.4%	1 5.6%	2 5.7%	0 0.0%	3 6.0%	1 7.7%	1 3.6%	2 14.3%	1 7.1%	1 3.6%
Quarterly or monthly	8 24.2%	7 35.0%	9 30.0%	14 38.9%	3 18.8%	16 35.6%	9 50.0%	10 28.6%	7 46.7%	15 30.0%	3 23.1%	10 35.7%	3 21.4%	7 50.0%	10 35.7%
Always / consistently	10 30.3% f	9 45.0%	14 46.7%	13 36.1%	9 56.3%	24 53.3% a	7 38.9%	12 34.3%	5 33.3%	24 48.0%	6 46.2%	13 46.4%	6 42.9%	6 42.9%	14 50.0%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Speed to market, agility</u>										
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Speed to market, agility</u>															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees								
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+	
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H	
<u>Speed to market, agility</u>																
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Campaign costs, efficiency, e.g., production, content re-use</u>										
Almost never	7 3.5%	2 2.8%	3 5.9%	1 2.1%	1 3.8%	3 4.7%	3 5.5%	1 2.5%	0 0.0%	0 0.0%
Ad hoc / when needed	32 16.2%	14 19.4%	10 19.6%	4 8.3%	4 15.4%	13 20.3%	10 18.2%	4 10.0%	5 20.8%	0 0.0%
Annually or semi-annually	24 12.1%	11 15.3%	8 15.7%	3 6.3%	1 3.8%	9 14.1%	6 10.9%	6 15.0%	0 0.0%	2 14.3%
Quarterly or monthly	66 33.3%	25 34.7%	12 23.5%	19 39.6%	10 38.5%	23 35.9%	17 30.9%	18 45.0%	5 20.8%	3 21.4%
Always / consistently	69 34.8%	20 27.8%	18 35.3%	21 43.8%	10 38.5%	16 25.0%	19 34.5%	11 27.5%	14 58.3%	9 64.3%
						DE	e	de	Ac	Abc

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Campaign costs, efficiency, e.g., production, content re-use</u>															
Almost never	0 0.0%	0 0.0%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	1 16.7%	2 9.5%	1 20.0%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	2 13.3%	2 28.6%	2 7.4%	0 0.0%	1 20.0%	1 16.7%	2 16.7%	3 50.0%	6 28.6%	1 20.0%	4 18.2%	1 25.0%	4 12.9%	1 7.7%	2 10.5%
Annually or semi-annually	4 26.7%	1 14.3%	4 14.8%	0 0.0%	2 40.0%	0 0.0%	0 0.0%	0 0.0%	3 14.3%	0 0.0%	3 13.6%	0 0.0%	4 12.9%	0 0.0%	3 15.8%
Quarterly or monthly	5 33.3%	2 28.6%	10 37.0%	1 20.0%	0 0.0%	2 33.3%	5 41.7%	1 16.7%	8 38.1%	1 20.0%	5 22.7%	2 50.0%	11 35.5%	4 30.8%	9 47.4%
Always / consistently	4 26.7%	2 28.6%	10 37.0%	4 80.0%	2 40.0%	3 50.0%	4 33.3%	1 16.7%	2 9.5%	2 40.0%	9 40.9%	1 25.0%	12 38.7%	8 61.5%	5 26.3%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
<u>Campaign costs, efficiency, e.g., production, content re-use</u>															
Almost never	1 2.9%	1 5.0%	2 6.7%	1 2.9%	1 6.3%	1 2.2%	0 0.0%	1 2.8%	1 7.1%	3 5.9%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	1 3.4%
Ad hoc / when needed	10 29.4% F	2 10.0%	7 23.3% f	6 17.1%	1 6.3%	3 6.7% Ac	3 16.7%	10 27.8% b	0 0.0% a	11 21.6%	1 7.7%	4 14.8%	1 7.7%	1 7.1%	4 13.8%
Annually or semi-annually	5 14.7%	4 20.0%	3 10.0%	2 5.7%	3 18.8%	5 11.1%	2 11.1%	6 16.7%	3 21.4%	6 11.8%	2 15.4%	3 11.1%	1 7.7%	1 7.1%	2 6.9%
Quarterly or monthly	6 17.6% F	7 35.0%	7 23.3% f	10 28.6%	7 43.8%	22 48.9% Ac	7 38.9%	6 16.7% dgH	4 28.6%	15 29.4%	6 46.2% a	8 29.6%	5 38.5%	7 50.0% a	14 48.3% A
Always / consistently	12 35.3%	6 30.0%	11 36.7%	16 45.7%	4 25.0%	14 31.1%	6 33.3%	13 36.1%	6 42.9%	16 31.4%	4 30.8%	12 44.4%	5 38.5%	5 35.7%	8 27.6%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Campaign effectiveness (e.g., GRPs, reach, frequency)</u>										
Almost never	14 7.1%	5 7.0%	5 9.8%	3 6.4%	1 3.8%	9 14.1% c	3 5.5%	0 0.0% a	1 4.3%	1 7.7%
Ad hoc / when needed	27 13.8%	11 15.5%	10 19.6%	3 6.4%	2 7.7%	12 18.8%	5 9.1%	5 12.5%	4 17.4%	1 7.7%
Annually or semi-annually	15 7.7%	7 9.9%	4 7.8%	3 6.4%	1 3.8%	4 6.3%	3 5.5%	5 12.5%	1 4.3%	1 7.7%
Quarterly or monthly	72 36.7%	27 38.0%	19 37.3%	18 38.3%	8 30.8%	23 35.9%	20 36.4%	18 45.0%	7 30.4%	4 30.8%
Always / consistently	68 34.7%	21 29.6% d	13 25.5% d	20 42.6%	14 53.8% ab	16 25.0% b	24 43.6% a	12 30.0%	10 43.5%	6 46.2%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Campaign effectiveness (e.g., GRPs, reach, frequency)</u>															
Almost never	1 7.1%	0 0.0%	2 7.7%	0 0.0%	0 0.0%	1 16.7%	1 8.3%	2 33.3% Km	2 9.5%	1 20.0% k	0 0.0% Hj	0 0.0%	1 3.3% h	1 7.7%	2 10.5%
Ad hoc / when needed	3 21.4%	0 0.0%	2 7.7%	0 0.0%	2 40.0% n	0 0.0%	2 16.7%	2 33.3% n	4 19.0%	0 0.0%	6 26.1%	1 25.0%	3 10.0%	0 0.0% eh	2 10.5%
Annually or semi-annually	0 0.0%	1 14.3%	2 7.7%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	4 19.0%	0 0.0%	2 8.7%	0 0.0%	3 10.0%	1 7.7%	1 5.3%
Quarterly or monthly	5 35.7%	3 42.9%	10 38.5%	1 20.0%	0 0.0% gn	2 33.3%	7 58.3% eh	0 0.0% gn	8 38.1%	2 40.0%	6 26.1% n	2 50.0%	10 33.3%	8 61.5% ehk	8 42.1%
Always / consistently	5 35.7%	3 42.9%	10 38.5%	4 80.0% gIn	2 40.0%	3 50.0%	2 16.7% d	2 33.3%	3 14.3% Dm	2 40.0%	9 39.1%	1 25.0%	13 43.3% i	3 23.1% d	6 31.6%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
<u>Campaign effectiveness (e.g., GRPs, reach, frequency)</u>															
Almost never	1 3.1%	3 15.8%	4 13.3%	1 2.8%	2 12.5%	2 4.4%	1 5.6%	4 12.1%	2 14.3%	3 5.9%	0 0.0%	0 0.0%	3 23.1%	0 0.0%	2 6.9%
Ad hoc / when needed	9 28.1%	1 5.3%	7 23.3%	6 16.7%	1 6.3%	2 4.4%	1 5.6%	8 24.2%	0 0.0%	11 21.6%	2 15.4%	4 14.3%	0 0.0%	1 7.1%	1 3.4%
Annually or semi-annually	4 12.5%	2 10.5%	0 0.0%	2 5.6%	1 6.3%	4 8.9%	2 11.1%	4 12.1%	1 7.1%	2 3.9%	0 0.0%	3 10.7%	2 15.4%	2 14.3%	1 3.4%
Quarterly or monthly	6 18.8%	9 47.4%	7 23.3%	14 38.9%	6 37.5%	20 44.4%	10 55.6%	5 15.2%	7 50.0%	17 33.3%	6 46.2%	10 35.7%	5 38.5%	4 28.6%	17 58.6%
Always / consistently	12 37.5%	4 21.1%	12 40.0%	13 36.1%	6 37.5%	17 37.8%	4 22.2%	12 36.4%	4 28.6%	18 35.3%	5 38.5%	11 39.3%	3 23.1%	7 50.0%	8 27.6%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Lead generation</u>										
Almost never	18 9.2%	2 2.7%	6 11.8%	9 20.0%	1 3.8%	5 7.9%	7 13.0%	3 7.7%	3 12.0%	0 0.0%
		bC	a	A						
Ad hoc / when needed	23 11.7%	8 11.0%	4 7.8%	5 11.1%	6 23.1%	8 12.7%	6 11.1%	4 10.3%	3 12.0%	1 7.1%
Annually or semi-annually	22 11.2%	11 15.1%	3 5.9%	3 6.7%	4 15.4%	7 11.1%	9 16.7%	4 10.3%	2 8.0%	0 0.0%
Quarterly or monthly	54 27.6%	15 20.5%	14 27.5%	20 44.4%	5 19.2%	15 23.8%	11 20.4%	16 41.0%	8 32.0%	4 28.6%
		C		Ad	c		c	b		
Always / consistently	79 40.3%	37 50.7%	24 47.1%	8 17.8%	10 38.5%	28 44.4%	21 38.9%	12 30.8%	9 36.0%	9 64.3%
		C	C	AB				e		c

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Lead generation</u>															
Almost never	1 6.7%	0 0.0%	7 28.0% giM	0 0.0%	0 0.0%	1 16.7% m	0 0.0% cj	0 0.0%	1 4.8% cj	2 40.0% giM	2 8.7%	0 0.0%	0 0.0% CfJo	1 7.7%	3 16.7% m
Ad hoc / when needed	2 13.3%	1 12.5%	4 16.0%	1 20.0%	1 20.0%	0 0.0%	2 16.7%	0 0.0%	5 23.8% mo	1 20.0%	5 21.7% mo	0 0.0%	1 3.3% ik	0 0.0%	0 0.0% ik
Annually or semi-annually	2 13.3%	1 12.5%	3 12.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	2 33.3% kmn	4 19.0%	0 0.0%	1 4.3% hlo	2 50.0% kMn	1 3.3% hLo	0 0.0% hlo	5 27.8% kmn
Quarterly or monthly	4 26.7% n	3 37.5%	6 24.0% n	1 20.0%	1 20.0%	2 33.3%	3 25.0% n	3 50.0%	4 19.0% N	0 0.0% n	6 26.1% n	1 25.0%	5 16.7% N	9 69.2% acgJjkM	6 33.3%
Always / consistently	6 40.0% m	3 37.5% m	5 20.0% M	3 60.0%	3 60.0%	3 50.0%	6 50.0%	1 16.7% M	7 33.3% M	2 40.0%	9 39.1% M	1 25.0% mab	23 76.7% CHIKINO	3 23.1% M	4 22.2% M

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
<u>Lead generation</u>															
Almost never	2 5.9%	1 5.0%	3 10.3%	2 5.7%	1 6.3%	6 13.3%	3 17.6%	2 5.6%	2 14.3%	4 8.0%	1 8.3%	2 7.1%	1 7.1%	2 14.3%	4 14.8%
Ad hoc / when needed	4 11.8%	3 15.0%	3 10.3%	5 14.3%	2 12.5%	4 8.9%	2 11.8%	5 13.9%	1 7.1%	7 14.0%	1 8.3%	2 7.1%	1 7.1%	2 14.3%	3 11.1%
Annually or semi-annually	7 20.6%	1 5.0%	4 13.8%	2 5.7%	2 12.5%	5 11.1%	1 5.9%	7 19.4%	0 0.0%	7 14.0%	0 0.0%	2 7.1%	2 14.3%	2 14.3%	2 7.4%
Quarterly or monthly	4 11.8% bf	8 40.0% a	9 31.0%	9 25.7%	3 18.8%	16 35.6% a	5 29.4%	8 22.2%	3 21.4%	17 34.0%	3 25.0%	8 28.6%	4 28.6%	1 7.1% h	10 37.0% g
Always / consistently	17 50.0%	7 35.0%	10 34.5%	17 48.6%	8 50.0%	14 31.1%	6 35.3%	14 38.9%	8 57.1%	15 30.0%	7 58.3%	14 50.0%	6 42.9%	7 50.0%	8 29.6%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Lead conversion</u>										
Almost never	23 11.8%	6 8.5%	6 11.8%	9 19.6%	2 7.7%	9 14.3%	7 13.0%	3 7.9%	3 12.0%	1 7.1%
Ad hoc / when needed	20 10.3%	7 9.9%	4 7.8%	4 8.7%	5 19.2%	4 6.3%	8 14.8%	4 10.5%	3 12.0%	0 0.0%
Annually or semi-annually	25 12.8%	13 18.3%	5 9.8%	3 6.5%	3 11.5%	10 15.9%	9 16.7%	4 10.5%	1 4.0%	1 7.1%
Quarterly or monthly	55 28.2%	11 15.5%	15 29.4%	21 45.7%	8 30.8%	15 23.8%	12 22.2%	15 39.5%	9 36.0%	4 28.6%
Always / consistently	72 36.9%	34 47.9%	21 41.2%	9 19.6%	8 30.8%	25 39.7%	18 33.3%	12 31.6%	9 36.0%	8 57.1%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Lead conversion</u>															
Almost never	3 20.0%	0 0.0%	8 30.8% gM	0 0.0%	0 0.0%	1 16.7%	0 0.0% c	1 16.7%	2 9.5%	1 25.0%	3 13.0%	0 0.0%	1 3.3% C	1 7.7%	2 11.1%
Ad hoc / when needed	0 0.0% ij	1 12.5%	3 11.5%	1 20.0%	1 25.0%	0 0.0%	1 8.3%	0 0.0%	5 23.8% am	2 50.0% aMno	4 17.4%	0 0.0%	1 3.3% iJ	0 0.0% j	1 5.6% j
Annually or semi-annually	1 6.7% l	1 12.5%	4 15.4%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	2 33.3% km	5 23.8% m	0 0.0%	1 4.3% hlo	2 50.0% akM	1 3.3% hiLo	2 15.4%	5 27.8% km
Quarterly or monthly	6 40.0% m	3 37.5%	6 23.1% en	2 40.0%	3 75.0% ciM	2 33.3%	3 25.0%	2 33.3%	3 14.3% eN	0 0.0% n	7 30.4%	1 25.0%	4 13.3% aEN	8 61.5% cljM	5 27.8%
Always / consistently	5 33.3% M	3 37.5% m	5 19.2% gM	2 40.0%	0 0.0% M	3 50.0%	7 58.3% cn	1 16.7% M	6 28.6% M	1 25.0% m	8 34.8% M	1 25.0% m	23 76.7% AbCEHjKl NO	2 15.4% gM	5 27.8% M

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees								
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+	
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H	
<u>Lead conversion</u>																
Almost never	3 9.1%	3 15.8%	5 16.7%	3 8.6%	1 6.3%	5 11.1%	3 17.6%	4 11.4%	2 15.4% e	8 15.7% e	2 16.7% e	0 0.0% bcdgh	1 7.1%	2 14.3% e	4 14.8% e	
Ad hoc / when needed	5 15.2%	1 5.3%	3 10.0%	3 8.6%	1 6.3%	5 11.1%	2 11.8%	5 14.3%	1 7.7%	4 7.8%	0 0.0%	3 10.7%	1 7.1%	2 14.3%	3 11.1%	
Annually or semi-annually	6 18.2%	1 5.3%	4 13.3%	5 14.3%	2 12.5%	5 11.1%	2 11.8%	6 17.1%	0 0.0%	9 17.6%	1 8.3%	3 10.7%	2 14.3%	1 7.1%	3 11.1%	
Quarterly or monthly	4 12.1% bf	8 42.1% a	8 26.7%	9 25.7%	5 31.3%	17 37.8% a	4 23.5%	9 25.7%	2 15.4%	16 31.4%	4 33.3%	7 25.0%	4 28.6%	4 28.6%	9 33.3%	
Always / consistently	15 45.5%	6 31.6%	10 33.3%	15 42.9%	7 43.8%	13 28.9%	6 35.3%	11 31.4%	8 61.5% c	14 27.5% be	5 41.7%	15 53.6% c	6 42.9%	5 35.7%	8 29.6%	

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Campaign ROI</u>										
Almost never	11 5.5%	5 6.9%	4 7.7%	1 2.1%	1 3.8%	6 9.4%	2 3.6%	1 2.6%	1 4.0%	1 7.1%
Ad hoc / when needed	33 16.6%	13 18.1%	10 19.2%	6 12.5%	3 11.5%	13 20.3%	10 17.9%	5 12.8%	4 16.0%	1 7.1%
Annually or semi-annually	30 15.1%	12 16.7%	7 13.5%	8 16.7%	3 11.5%	8 12.5%	13 23.2% d	7 17.9%	1 4.0% b	1 7.1%
Quarterly or monthly	64 32.2%	16 22.2% d	18 34.6%	18 37.5%	12 46.2% a	21 32.8%	16 28.6%	14 35.9%	9 36.0%	3 21.4%
Always / consistently	61 30.7%	26 36.1%	13 25.0%	15 31.3%	7 26.9%	16 25.0% e	15 26.8% e	12 30.8%	10 40.0%	8 57.1% ab

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Campaign ROI</u>															
Almost never	2 13.3%	0 0.0%	2 7.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	2 9.5%	1 20.0%	2 8.7%	0 0.0%	1 3.2%	0 0.0%	0 0.0%
Ad hoc / when needed	1 6.7% e	1 12.5%	4 14.8%	0 0.0%	2 50.0% a	1 16.7%	3 25.0%	2 33.3%	5 23.8%	2 40.0%	3 13.0%	1 25.0%	4 12.9%	1 7.7%	3 15.8%
Annually or semi-annually	4 26.7%	1 12.5%	5 18.5%	0 0.0%	0 0.0%	1 16.7%	2 16.7%	1 16.7%	4 19.0%	0 0.0%	2 8.7% n	0 0.0%	2 6.5% N	6 46.2% kMo	2 10.5% n
Quarterly or monthly	4 26.7%	5 62.5% j	9 33.3%	3 60.0%	1 25.0%	2 33.3%	3 25.0%	2 33.3%	5 23.8%	0 0.0% b	9 39.1%	1 25.0%	9 29.0%	3 23.1%	8 42.1%
Always / consistently	4 26.7%	1 12.5%	7 25.9%	2 40.0%	1 25.0%	2 33.3%	4 33.3%	0 0.0% m	5 23.8%	2 40.0%	7 30.4%	2 50.0%	15 48.4% h	3 23.1%	6 31.6%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees								
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+	
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H	
Campaign ROI																
Almost never	2 5.9%	2 10.5%	5 16.7%	1 2.8%	1 6.3%	0 0.0%	0 0.0%	3 8.3%	2 15.4%	4 7.8%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	
		f	F			bC			eh		eh	bd			bd	
Ad hoc / when needed	7 20.6%	3 15.8%	7 23.3%	7 19.4%	2 12.5%	5 10.9%	2 11.1%	9 25.0%	0 0.0%	10 19.6%	2 15.4%	6 21.4%	1 7.1%	1 7.1%	3 10.3%	
Annually or semi-annually	5 14.7%	0 0.0%	3 10.0%	4 11.1%	2 12.5%	10 21.7%	6 33.3%	4 11.1%	1 7.7%	11 21.6%	0 0.0%	2 7.1%	2 14.3%	4 28.6%	6 20.7%	
		fG				b	B				g			d		
Quarterly or monthly	8 23.5%	9 47.4%	6 20.0%	12 33.3%	7 43.8%	15 32.6%	7 38.9%	9 25.0%	5 38.5%	14 27.5%	5 38.5%	8 28.6%	7 50.0%	4 28.6%	12 41.4%	
		c	b													
Always / consistently	12 35.3%	5 26.3%	9 30.0%	12 33.3%	4 25.0%	16 34.8%	3 16.7%	11 30.6%	5 38.5%	12 23.5%	4 30.8%	12 42.9%	4 28.6%	5 35.7%	8 27.6%	

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Customer/market insight quality</u>										
Almost never	23 11.8%	10 13.7%	8 16.3%	3 6.5%	2 7.7%	14 22.6%	3 5.5%	1 2.6%	4 16.7%	1 7.1%
						BC	A	Ad	c	
Ad hoc / when needed	58 29.7%	29 39.7%	10 20.4%	12 26.1%	6 23.1%	23 37.1%	20 36.4%	7 17.9%	5 20.8%	3 21.4%
		b	a			c		a		
Annually or semi-annually	54 27.7%	15 20.5%	15 30.6%	14 30.4%	10 38.5%	13 21.0%	19 34.5%	15 38.5%	5 20.8%	2 14.3%
Quarterly or monthly	42 21.5%	10 13.7%	13 26.5%	13 28.3%	6 23.1%	9 14.5%	5 9.1%	13 33.3%	8 33.3%	6 42.9%
						ce	CDE	aB	B	aB
Always / consistently	18 9.2%	9 12.3%	3 6.1%	4 8.7%	2 7.7%	3 4.8%	8 14.5%	3 7.7%	2 8.3%	2 14.3%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Customer/market insight quality</u>															
Almost never	2 13.3%	0 0.0%	2 7.7%	0 0.0%	0 0.0%	1 16.7%	2 18.2%	0 0.0%	3 14.3%	1 20.0%	5 22.7%	0 0.0%	5 16.7%	2 15.4%	0 0.0%
Ad hoc / when needed	3 20.0% h	2 25.0%	7 26.9% h	1 20.0%	2 40.0%	2 33.3%	3 27.3% h	5 83.3% acgIkno	3 14.3% Hjm	3 60.0% i	6 27.3% h	1 25.0%	13 43.3% i	2 15.4% h	5 27.8% h
Annually or semi-annually	4 26.7%	3 37.5%	8 30.8%	1 20.0%	2 40.0%	1 16.7%	1 9.1% ln	0 0.0% ln	7 33.3% m	0 0.0% l	7 31.8%	3 75.0% ghjM	3 10.0% iLNo	7 53.8% ghM	7 38.9% m
Quarterly or monthly	5 33.3%	3 37.5%	4 15.4%	1 20.0%	1 20.0%	2 33.3%	4 36.4%	1 16.7%	6 28.6%	0 0.0%	3 13.6%	0 0.0%	6 20.0%	1 7.7%	5 27.8%
Always / consistently	1 6.7%	0 0.0%	5 19.2%	2 40.0% k	0 0.0%	0 0.0%	1 9.1%	0 0.0%	2 9.5%	1 20.0%	1 4.5% d	0 0.0%	3 10.0%	1 7.7%	1 5.6%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
<u>Customer/market insight quality</u>															
Almost never	3 8.8%	4 20.0%	5 16.7%	7 20.6%	2 12.5%	1 2.2%	1 6.3%	4 11.1%	3 21.4%	7 13.7%	3 25.0%	2 7.4%	2 14.3%	1 7.1%	1 3.8%
		f	f	F		bcD									
Ad hoc / when needed	12 35.3%	7 35.0%	9 30.0%	11 32.4%	7 43.8%	10 22.2%	2 12.5%	12 33.3%	5 35.7%	17 33.3%	4 33.3%	8 29.6%	2 14.3%	2 14.3%	7 26.9%
Annually or semi-annually	11 32.4%	2 10.0%	9 30.0%	8 23.5%	3 18.8%	14 31.1%	7 43.8%	10 27.8%	2 14.3%	15 29.4%	4 33.3%	6 22.2%	5 35.7%	4 28.6%	8 30.8%
		g				b									
Quarterly or monthly	3 8.8%	7 35.0%	6 20.0%	5 14.7%	3 18.8%	14 31.1%	4 25.0%	5 13.9%	4 28.6%	11 21.6%	0 0.0%	7 25.9%	4 28.6%	6 42.9%	5 19.2%
	bf	a				a		g			g			ad	
Always / consistently	5 14.7%	0 0.0%	1 3.3%	3 8.8%	1 6.3%	6 13.3%	2 12.5%	5 13.9%	0 0.0%	1 2.0%	1 8.3%	4 14.8%	1 7.1%	1 7.1%	5 19.2%
								c		aeH		c			C

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Customer/market insight usage</u>										
Almost never	26 13.3%	10 13.7%	9 18.0%	4 8.7%	3 11.5%	15 24.2% C	6 10.9% c	0 0.0% Abd	4 16.0% c	1 7.1%
Ad hoc / when needed	56 28.6%	30 41.1% bd	10 20.0% a	11 23.9%	4 15.4% a	22 35.5%	14 25.5%	9 23.1%	7 28.0%	4 28.6%
Annually or semi-annually	54 27.6%	13 17.8% d	15 30.0%	15 32.6%	11 42.3% a	12 19.4% C	19 34.5% e	18 46.2% Ade	4 16.0% c	1 7.1% bc
Quarterly or monthly	42 21.4%	12 16.4%	13 26.0%	12 26.1%	5 19.2%	10 16.1% e	7 12.7% de	10 25.6%	8 32.0% b	6 42.9% ab
Always / consistently	18 9.2%	8 11.0%	3 6.0%	4 8.7%	3 11.5%	3 4.8% b	9 16.4% a	2 5.1%	2 8.0%	2 14.3%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Customer/market insight usage</u>															
Almost never	2 13.3%	0 0.0%	3 11.5%	0 0.0%	0 0.0%	1 16.7%	2 16.7%	1 16.7%	4 19.0%	1 20.0%	7 31.8%	0 0.0%	3 10.0%	2 15.4%	0 0.0%
Ad hoc / when needed	3 20.0% m	2 25.0%	5 19.2% hm	1 20.0%	3 60.0% ik	1 16.7%	4 33.3%	4 66.7% cikn	3 14.3% ehjM	3 60.0% ik	3 13.6% ehjM	0 0.0%	16 53.3% acIKn	2 15.4% hm	6 33.3%
Annually or semi-annually	4 26.7% 1	2 25.0% 1	8 30.8% 1	2 40.0%	1 20.0% 1	1 16.7% 1	2 16.7% L	0 0.0% 1	7 33.3% lm	0 0.0% 1	8 36.4% lm	4 100.0% abcefGhijk Mo	3 10.0% ikLn	6 46.2% m	6 33.3% 1
Quarterly or monthly	5 33.3%	3 37.5%	4 15.4%	1 20.0%	1 20.0%	3 50.0%	3 25.0%	1 16.7%	6 28.6%	0 0.0%	3 13.6%	0 0.0%	5 16.7%	2 15.4%	5 27.8%
Always / consistently	1 6.7%	1 12.5%	6 23.1%	1 20.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	1 4.8%	1 20.0%	1 4.5%	0 0.0%	3 10.0%	1 7.7%	1 5.6%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
<u>Customer/market insight usage</u>															
Almost never	2 5.9% cd	4 20.0% f	7 23.3% aF	9 25.7% aF	2 12.5%	1 2.2% bCD	1 6.3%	3 8.3% d	3 21.4%	10 19.6%	4 33.3% aeh	2 7.1% d	2 14.3%	1 7.1%	1 3.8% d
Ad hoc / when needed	16 47.1% fG	6 30.0% g	8 26.7% g	11 31.4% g	6 37.5% g	9 20.0% a	0 0.0% Abcde	16 44.4% h	5 35.7%	15 29.4%	3 25.0%	7 25.0%	2 14.3%	2 14.3%	5 19.2% a
Annually or semi-annually	7 20.6% g	4 20.0% g	8 26.7%	9 25.7% g	2 12.5% g	15 33.3%	9 56.3% abde	6 16.7%	3 21.4%	14 27.5%	4 33.3%	8 28.6%	5 35.7%	5 35.7%	9 34.6%
Quarterly or monthly	3 8.8% bf	6 30.0% a	6 20.0%	5 14.3%	4 25.0%	14 31.1% a	4 25.0%	5 13.9%	3 21.4%	10 19.6%	0 0.0% eg	9 32.1% d	4 28.6%	5 35.7% d	6 23.1%
Always / consistently	6 17.6% d	0 0.0%	1 3.3%	1 2.9% a	2 12.5%	6 13.3%	2 12.5%	6 16.7% c	0 0.0%	2 3.9% ah	1 8.3%	2 7.1%	1 7.1%	1 7.1%	5 19.2% c

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Agency/partner/vendor costs</u>										
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Agency/partner/vendor costs</u>															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees								
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+	
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H	
<u>Agency/partner/vendor costs</u>																
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Marketing infrastructure investments (data, tools, technology)</u>										
Almost never	17 8.8%	6 8.2%	4 8.3%	2 4.3%	5 20.0%	6 9.7%	6 11.1%	2 5.1%	1 4.0%	2 16.7%
Ad hoc / when needed	51 26.4%	19 26.0%	8 16.7%	17 37.0%	6 24.0%	15 24.2%	15 27.8%	15 38.5%	5 20.0%	0 0.0%
Annually or semi-annually	72 37.3%	21 28.8%	28 58.3%	13 28.3%	10 40.0%	23 37.1%	18 33.3%	16 41.0%	13 52.0%	2 16.7%
Quarterly or monthly	32 16.6%	16 21.9%	3 6.3%	11 23.9%	2 8.0%	11 17.7%	8 14.8%	2 5.1%	5 20.0%	6 50.0%
Always / consistently	21 10.9%	11 15.1%	5 10.4%	3 6.5%	2 8.0%	7 11.3%	7 13.0%	4 10.3%	1 4.0%	2 16.7%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Marketing infrastructure investments (data, tools, technology)</u>															
Almost never	0 0.0% h	1 12.5%	2 7.7% h	1 25.0%	1 20.0%	0 0.0%	1 8.3%	3 50.0% aciMo	1 5.0% h	1 20.0%	3 13.6%	0 0.0%	1 3.3% H	1 7.7%	1 5.6% h
Ad hoc / when needed	2 14.3% i	2 25.0%	9 34.6%	2 50.0%	0 0.0%	2 33.3%	3 25.0%	1 16.7%	10 50.0% akM	2 40.0%	4 18.2% i	0 0.0%	4 13.3% I	5 38.5%	5 27.8%
Annually or semi-annually	9 64.3% bchi	1 12.5% ak	6 23.1% afk	1 25.0%	2 40.0%	4 66.7% chi	6 50.0% h	0 0.0% afgk	4 20.0% afk	1 20.0%	12 54.5% bchi	2 50.0%	10 33.3%	6 46.2%	8 44.4%
Quarterly or monthly	2 14.3%	2 25.0%	6 23.1%	0 0.0%	2 40.0% k	0 0.0%	1 8.3%	1 16.7%	3 15.0%	0 0.0%	1 4.5% elm	2 50.0% k	9 30.0% k	1 7.7%	2 11.1%
Always / consistently	1 7.1%	2 25.0%	3 11.5%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	1 16.7%	2 10.0%	1 20.0%	2 9.1%	0 0.0%	6 20.0%	0 0.0%	2 11.1%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees								
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+	
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H	
<u>Marketing infrastructure investments (data, tools, technology)</u>																
Almost never	5 15.2% F	4 21.1% F	2 6.7% C	3 8.6% D	3 18.8% E	0 0.0% F	0 0.0% G	6 17.6% A	3 21.4% B	3 5.9% C	2 16.7% D	1 3.6% E	2 14.3% F	0 0.0% G	0 0.0% H	
Ad hoc / when needed	8 24.2%	4 21.1%	5 16.7%	11 31.4%	4 25.0%	15 34.1%	4 25.0%	6 17.6%	4 28.6%	13 25.5%	5 41.7%	7 25.0%	4 28.6%	4 28.6%	8 32.0%	
Annually or semi-annually	10 30.3%	8 42.1%	16 53.3%	11 31.4%	4 25.0%	16 36.4%	7 43.8%	13 38.2%	4 28.6%	22 43.1%	3 25.0%	8 28.6%	5 35.7%	7 50.0%	9 36.0%	
Quarterly or monthly	4 12.1%	3 15.8%	4 13.3%	6 17.1%	3 18.8%	9 20.5%	3 18.8%	4 11.8%	3 21.4%	8 15.7%	0 0.0% e	8 28.6% d	3 21.4%	1 7.1%	5 20.0%	
Always / consistently	6 18.2%	0 0.0%	3 10.0%	4 11.4%	2 12.5%	4 9.1%	2 12.5%	5 14.7%	0 0.0%	5 9.8%	2 16.7%	4 14.3%	0 0.0%	2 14.3%	3 12.0%	

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Overall marketing budgets (incl. headcount, training, research, etc.)															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees								
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+	
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H	
Overall marketing budgets (incl. headcount, training, research, etc.)																
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Customer satisfaction</u>										
Almost never	12 6.1%	7 9.7%	1 2.0%	4 8.3%	0 0.0%	6 9.7%	3 5.5%	2 5.0%	0 0.0%	1 7.7%
Ad hoc / when Needed	27 13.8%	12 16.7%	4 8.0%	5 10.4%	6 24.0%	10 16.1%	10 18.2%	4 10.0%	2 8.0%	1 7.7%
Annually or semi-annually	34 17.3%	16 22.2%	6 12.0%	8 16.7%	4 16.0%	11 17.7%	11 20.0%	5 12.5%	4 16.0%	3 23.1%
Quarterly or monthly	59 30.1%	19 26.4%	24 48.0%	12 25.0%	4 16.0%	20 32.3%	14 25.5%	14 35.0%	7 28.0%	3 23.1%
Always / consistently	64 32.7%	18 25.0%	15 30.0%	19 39.6%	11 44.0%	15 24.2%	17 30.9%	15 37.5%	12 48.0%	5 38.5%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

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	Profession- al Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Customer satisfaction</u>															
Almost never	1 7.1%	0 0.0%	3 11.1%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	1 16.7%	2 9.5%	0 0.0%	0 0.0%	0 0.0%	2 6.9%	0 0.0%	2 10.5%
Ad hoc / when needed	3 21.4%	3 37.5%	5 18.5%	0 0.0%	1 20.0%	0 0.0%	2 16.7%	2 33.3%	2 9.5%	2 40.0%	2 8.7%	0 0.0%	3 10.3%	1 7.7%	1 5.3%
Annually or semi-annually	3 21.4%	0 0.0%	5 18.5%	1 20.0%	2 40.0%	2 33.3%	2 16.7%	0 0.0%	3 14.3%	0 0.0%	4 17.4%	2 66.7%	6 20.7%	1 7.7%	3 15.8%
Quarterly or monthly	4 28.6%	3 37.5%	8 29.6%	1 20.0%	0 0.0%	3 50.0%	4 33.3%	1 16.7%	4 19.0%	2 40.0%	10 43.5%	1 33.3%	12 41.4%	4 30.8%	2 10.5%
Always / consistently	3 21.4%	2 25.0%	6 22.2%	3 60.0%	1 20.0%	1 16.7%	4 33.3%	2 33.3%	10 47.6%	1 20.0%	7 30.4%	0 0.0%	6 20.7%	7 53.8%	11 57.9%

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

Topic 9: Marketing Performance

How consistently do you measure the following components of marketing?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
<u>Customer satisfaction</u>															
Almost never	3 8.8% f	2 10.0% f	4 13.8% f	2 5.6%	0 0.0%	0 0.0% abc	1 6.3%	4 11.4%	1 6.7%	5 10.0%	0 0.0%	1 3.6%	0 0.0%	0 0.0%	1 3.8%
Ad hoc / when needed	4 11.8%	4 20.0%	5 17.2%	5 13.9%	2 12.5%	5 11.1%	2 12.5%	6 17.1%	2 13.3%	6 12.0%	3 23.1%	4 14.3%	2 14.3%	0 0.0%	4 15.4%
Annually or semi-annually	7 20.6%	5 25.0%	5 17.2%	4 11.1%	3 18.8%	7 15.6%	3 18.8%	4 11.4%	5 33.3%	11 22.0%	2 15.4%	3 10.7%	4 28.6%	2 14.3%	3 11.5%
Quarterly or monthly	5 14.7% DE	4 20.0% e	8 27.6%	16 44.4% A	9 56.3% Abg	14 31.1%	3 18.8% e	7 20.0%	5 33.3%	18 36.0%	3 23.1%	11 39.3%	5 35.7%	3 21.4%	6 23.1%
Always / consistently	15 44.1% e	5 25.0%	7 24.1%	9 25.0%	2 12.5% af	19 42.2% e	7 43.8%	14 40.0% c	2 13.3% Gh	10 20.0% aGh	5 38.5%	9 32.1%	3 21.4% g	9 64.3% BCf	12 46.2% bc

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

Topic 9: Marketing Performance

Compared to 2021, rate your company's performance during the prior 12 months.

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Sales revenue	189 11.94 22.45	71 11.94 23.70	48 13.17 23.19	45 10.36 23.97	24 13.79 12.43	61 14.16 23.50	54 11.91 16.93	37 8.54 21.37	22 11.05 26.76	14 13.57 32.84
Customer retention	176 8.43 27.17	67 4.93 26.26 b	42 16.71 33.41 ac	43 3.58 18.98 b	23 9.65 24.85	57 14.07 28.24	51 5.94 18.46	35 8.17 27.52	19 5.84 30.84	14 -1.36 40.20
Customer acquisition	178 8.18 19.85	68 5.63 22.67	43 13.16 18.57	43 8.35 18.98	23 6.43 13.60	57 10.47 20.41	53 6.98 13.38	35 4.06 21.57	19 9.42 25.76	14 12.00 25.03
Brand value	172 6.26 16.96	67 3.52 16.22 b	39 12.31 20.39 a	43 5.05 16.38	22 6.05 11.51	52 9.31 15.44 B	52 2.94 7.87 A	36 7.50 15.38	19 3.68 30.04	13 7.62 25.98
Profits	181 5.58 23.26	69 5.29 22.12	44 11.77 25.21 c	44 -0.36 24.08 b	23 7.52 18.08	58 9.14 16.50 E	53 5.55 20.84 E	36 9.06 22.93 E	20 4.25 23.36	14 -16.07 41.81 ABC

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

Topic 9: Marketing Performance

Compared to 2021, rate your company's performance during the prior 12 months.

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	Professio- nal Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Sales revenue	15 5.00 34.50	8 -4.38 30.78	25 13.04 28.70	5 22.40 18.47	4 -3.75 17.50	6 17.00 12.96	12 11.33 16.22	6 11.67 14.72	21 12.67 18.98	5 31.00 25.59	22 14.23 16.85	3 18.33 12.58	30 16.10 21.52	10 13.40 15.48	17 4.71 17.31
Customer retention	14 14.71 27.61	7 8.29 27.63	25 1.56 22.86	5 3.60 5.46	4 15.50 39.89	6 1.83 6.79	11 11.82 25.13	6 15.50 19.33	19 6.05 25.51	4 21.25 35.91	19 17.42 31.23	2 25.00 21.21	28 4.54 33.93	10 4.10 6.47	16 7.31 34.23
Customer acquisition	15 10.33 31.83	7 5.86 23.46	25 8.16 19.30	5 10.00 15.41	4 1.25 8.54	6 5.33 4.76	11 9.09 18.55	6 9.67 5.89	19 -2.11 21.58	5 20.00 30.82	19 11.68 17.13	2 15.00 7.07	28 12.18 19.44	10 3.90 7.58	16 7.44 20.22
Brand value	13 8.92 20.21	7 14.29 21.68	25 0.44 24.60	5 15.40 18.46	3 3.33 5.77	6 7.00 11.66	11 4.09 15.63	6 5.83 4.92	19 0.32 5.31	4 6.25 4.79	17 14.00 19.45	1 0.00 ---	28 6.96 17.45	10 5.80 9.22	17 6.94 13.79
Profits	15 -1.80 32.36	7 17.29 23.49	25 -3.60 31.62	5 -0.60 28.05	4 -0.50 8.81	6 13.33 14.72	11 1.36 16.50	6 10.33 10.33	20 8.10 18.40	5 28.00 27.06	19 15.79 19.34	2 20.00 0.00	30 1.03 19.42	10 15.90 17.18	16 1.38 20.10

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

Topic 9: Marketing Performance

Compared to 2021, rate your company's performance during the prior 12 months.

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
	Sales revenue	34 14.29 33.70	19 15.00 26.47	30 13.80 20.12	36 9.67 23.35	15 3.67 9.44 f	40 12.60 14.40 e	15 11.00 14.03	36 16.50 33.11	13 12.46 28.97	49 9.16 21.37	12 16.42 12.49	27 12.26 22.41	14 8.00 17.13	11 11.09 8.85
Customer retention	32 8.16 36.44	18 8.83 21.42	29 12.86 31.61	33 11.48 27.26	15 -2.07 8.54 g	36 4.11 19.75	13 14.92 28.89 e	34 10.06 37.10	12 11.75 26.00	48 12.38 24.99 d	11 -4.36 13.32 cg	24 3.67 35.46	13 4.31 8.39	10 7.90 7.88 d	23 9.83 22.64
Customer acquisition	33 11.64 29.37 e	18 5.67 15.35 e	29 9.66 12.94 E	34 9.03 15.24 E	15 -7.53 21.02 abCDFg	36 10.28 17.00 E	13 9.69 20.43 e	35 14.31 29.07	12 -1.25 13.57 cg	48 9.23 16.25 b	11 3.00 14.00	25 7.04 24.73	13 2.31 4.85 g	10 10.10 8.70 bf	23 7.91 16.14
Brand value	33 7.18 23.22	17 7.12 23.17	27 10.33 18.80	32 5.47 11.26	14 1.79 4.42	37 4.49 9.53	12 6.08 23.02	34 7.79 26.20	11 2.64 14.69	47 9.64 18.32 h	11 2.73 5.64	23 4.91 12.34	12 2.67 3.89 g	10 11.50 13.34 fh	23 1.26 8.39 cg
Profits	33 1.73 35.42	18 2.94 27.51	29 8.62 25.04	34 8.38 16.16	15 1.47 11.93	37 8.00 14.70	15 3.13 21.83	35 5.06 36.16	12 -3.67 20.66	48 6.63 16.27	11 9.09 19.21	26 3.23 26.80	13 9.85 17.23	11 8.36 6.89	24 5.63 18.85

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