



The **CMO** Survey<sup>®</sup> since 2008

# Marketing in a Post-Covid Era

## Firm and Industry Breakout Report

September 2022

**Deloitte.**



AM> | AMERICAN MARKETING ASSOCIATION



## Marketing in a Post-Covid Era

This 29th Edition of The CMO Survey examines how marketers are approaching strategies, spending, and organization in a post-Covid environment. Results show that some aspects of marketing have changed quite a bit over the last three years, while other aspects that were changed dramatically during Covid have returned to pre-Covid levels.

Optimism for the U.S. economy hit 57.2 (out of 100)—up from 50.9 at the height of the pandemic in June 2020 and the all-time low of 47.7 in February 2009 during the Great Recession, but down from 66.8 reported in February 2022. Customers' continue to prioritize product quality as they did throughout the pandemic, but low price has now emerged as a priority given inflationary pressures. The pandemic has changed the use of channels—marketers are using a larger number of channels (65%) and are using social channels to sell (41%). Only 10.5% of marketers report their former face-to-face channels are now all digital and 50% report their companies are returning to or opening up face-to-face channels.

The pandemic's acceleration of digital marketing investments has pushed marketing budgets as a percent of company budgets up to the highest level in CMO Survey history. This level also corresponds to the growing importance of marketing in organizations, which has increased in more than half of all companies during the pandemic. Marketing budgets as a percent of revenues revert to pre-pandemic levels, reflecting the 12.3% growth in revenues over the last year from the 0.3% increase reported in February 2021 at the height of the pandemic.

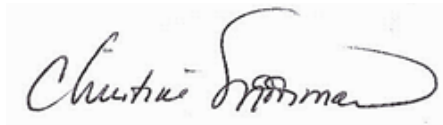
Marketers report 10.4% growth in marketing spending over the last year, but predict this level will decrease and start trending toward the pre-Covid level of 5.8% growth in the next year. Brand, CRM, and innovation investments follow the same pattern—all growing, but reverting to levels closer to pre-Covid levels. Traditional advertising spending returns to negative growth after temporary lifts across the last two surveys, restarting a decade-long decline. Mobile spending as a percent of marketing budgets is flat at 13.7% and has returned to pre-pandemic levels (13.5%) after climbing to a high of 23% during the pandemic. Spending on social media has also been flat at 14%-15% of budgets over the last 18 months, coming off a June 2020 Covid splurge when spending reached 23.2% of marketing budgets.

Spending on marketing analytics as a percentage of the marketing budget hit an all-time high of 8.9% after a decade-long level of 6%-7%. Marketing analytics is now being used in nearly half of all marketing decisions, rising from 38% just before the pandemic. Companies have also made progress achieving a contribution from marketing analytics to company performance. Marketers have invested in building their knowledge resources through the pandemic—nearly doubling investments in developing knowledge about how to do marketing and tripling investments in marketing research and intelligence. These investments have paid off with the quality of all marketing knowledge resources rising during this period. Market research has changed during the pandemic, with more companies studying online consumer behavior (63.3%) and using more video interviews (57.8%).

The size of marketing organizations grew by 15.1% in the last year but is expected to drop to 7.3% growth in the next year, reverting closer to growth rates reported before the pandemic. Work from home is now prevalent across industries and economic sectors, with 57.5% of marketers reporting their teams working from home at least some of the time and 48.7% working from home all of the time. Overall, marketing leaders are confident in team productivity in both arrangements, with 50% reporting no change in worker productivity levels. Marketing leaders are more worried about company culture with more than a third reporting that working from home has weakened it. In accord with a weakened culture, 45% of marketing leaders report that young marketers are socialized less within the company.

Marketing leaders were invited to attend board meetings (4.9 on a 7-point scale where 1=not at all, 7=very highly), with 63% of marketers reporting participation levels above the midpoint of the scale (5 or more). These numbers show that marketing has a reasonably strong seat at the table in many companies. The percentage of marketing leaders who report their companies would use their brands to take a stand on politically charged issues reached a CMO Survey high at 30.2% of companies up from the pre-Covid level of 18.5%. When asked about actions to reduce the negative impact of marketing-related activities on the ecological environment, levels show increases from last year but have not yet rebounded to pre-Covid levels, except in changes to the brand.

All three reports contain other topics and metrics that I hope you will find useful as you navigate this post-Covid environment.

A handwritten signature in black ink, appearing to read "Christine Moorman". The signature is fluid and cursive, with a large loop at the end.

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



# Marketing in a Post-Covid Era

**The 29<sup>th</sup> Edition of The CMO Survey, September 2022**

## **Survey Sample**

2937 marketing leaders at U.S. for-profit companies; 273 responded for a 9.3% response rate—95.6% of respondents are VP-level or above.

## **Survey Administration**

The survey was in field from July 12-August 4, 2022. 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](#) displays survey results by sectors, headcount, and sales

## **Overview of The CMO Survey<sup>®</sup>**

**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 strict 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?**

	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	29 12.1%	15 14.7%	8 13.1%	4 8.0%	2 7.7%	13 15.7%	7 9.3%	3 7.3%	3 18.8%	2 11.8%
2=No Change	52 21.7%	25 24.5%	13 21.3%	7 14.0%	7 26.9%	19 22.9%	13 17.3%	15 36.6%	1 6.3%	3 17.6%
1=Less	159 66.3%	62 60.8%	40 65.6%	39 78.0%	17 65.4%	51 61.4%	55 73.3%	23 56.1%	12 75.0%	12 70.6%
Mean	1.46	1.54	1.48	1.30	1.42	1.54	1.36	1.51	1.44	1.41

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?**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
3=More	1 4.2% hi	1 14.3%	2 7.7%	0 0.0%	1 33.3%	1 11.1%	3 13.0%	2 40.0% a	7 24.1% a	0 0.0%	3 12.5%	0 0.0%	6 13.0%	0 0.0%	2 8.3%
2=No Change	4 16.7%	2 28.6%	5 19.2%	1 25.0%	1 33.3%	4 44.4%	4 17.4%	1 20.0%	7 24.1%	0 0.0%	5 20.8%	0 0.0%	13 28.3%	1 14.3%	4 16.7%
1=Less	19 79.2% i	4 57.1%	19 73.1%	3 75.0%	1 33.3%	4 44.4%	16 69.6%	2 40.0%	15 51.7% a	5 100.0%	16 66.7%	3 100.0%	27 58.7%	6 85.7%	18 75.0%
Mean	1.25 ehi	1.57	1.35	1.25	2.00 a	1.67	1.43	2.00 a	1.72 a	1.00	1.46	1.00	1.54	1.14	1.33

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?**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
3=More	6 16.2%	2 8.3%	4 11.8%	7 12.3%	3 20.0%	3 6.5%	3 12.5%	5 13.2%	4 19.0%	4 6.7%	5 18.5%	3 12.5%	2 16.7%	3 15.0%	3 8.1%
2=No Change	14 37.8% bdeg	2 8.3% a	10 29.4%	9 15.8% a	1 6.7% a	13 28.3%	2 8.3% a	11 28.9%	5 23.8%	16 26.7%	6 22.2%	3 12.5%	1 8.3%	3 15.0%	7 18.9%
1=Less	17 45.9% Bdg	20 83.3% A	20 58.8%	41 71.9% a	11 73.3%	30 65.2%	19 79.2% a	22 57.9%	12 57.1%	40 66.7%	16 59.3%	18 75.0%	9 75.0%	14 70.0%	27 73.0%
Mean	1.70 b	1.25 a	1.53	1.40	1.47	1.41	1.33	1.55	1.62	1.40	1.59	1.38	1.42	1.45	1.35

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



**Topic 1: Macroeconomic Forecasts**

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

Number Mean SD	Total	Primary Economic Sector				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
	239	101	61	50	26	83	75	41	16	17
Optimism	57.22	60.33	59.30	48.61	56.73	59.48	55.14	59.59	49.33	55.26
rating	18.40	18.42	15.20	19.64	18.85	15.94	19.66	16.54	20.63	24.10
		C	C	AB		d			a	

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



**Topic 1: Macroeconomic Forecasts**

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
	24	7	26	4	3	9	23	5	29	4	24	3	46	7	24
Optimism	45.93	55.00	51.09	46.25	55.00	60.00	62.61	55.00	62.33	42.34	59.46	70.00	61.92	57.71	54.95
rating	17.94	18.71	18.12	23.94	21.79	20.77	13.30	20.00	20.19	26.49	14.11	5.00	15.93	17.37	21.81
	GIKIM		gim				Acj		Ac	gm	A	a	Acj		

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



**Topic 1: Macroeconomic Forecasts**

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Optimism rating	37 58.25 18.63	24 53.50 14.34	34 62.09 18.34	57 56.02 17.42	15 56.16 18.80	45 57.64 20.47	24 52.96 19.80	38 59.88 17.86	21 57.10 14.69	60 58.00 18.28	27 57.41 15.95	24 55.56 19.81	12 59.84 28.21	20 58.45 16.50	36 52.53 19.89

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



## Topic 1: Macroeconomic Forecasts

### Are current inflationary pressures impacting marketing spending levels 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
Yes, inflationary pressures are increasing marketing spending levels	40 16.7%	15 14.9%	13 21.3%	8 16.0%	4 15.4%	10 12.0% e	10 13.3% e	7 17.1%	5 31.3%	6 35.3% ab
Yes, inflationary pressures are decreasing marketing spending levels	101 42.3%	40 39.6% d	18 29.5% cD	27 54.0% b	16 61.5% aB	26 31.3% bc	37 49.3% a	22 53.7% a	7 43.8%	5 29.4%
No	98 41.0%	46 45.5% d	30 49.2% cd	15 30.0% b	6 23.1% ab	47 56.6% bCd	28 37.3% a	12 29.3% A	4 25.0% a	6 35.3%

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



**Topic 1: Macroeconomic Forecasts**

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes, inflationary pressures are increasing marketing spending levels	4 16.7%	1 14.3%	2 7.7%	1 25.0%	0 0.0%	0 0.0%	4 17.4%	2 40.0%	7 24.1%	1 20.0%	6 25.0%	0 0.0%	7 15.6%	0 0.0%	5 20.8%
Yes, inflationary pressures are decreasing marketing spending levels	11 45.8%	4 57.1%	15 57.7% k	3 75.0% k	0 0.0%	3 33.3%	12 52.2% k	1 20.0%	12 41.4%	2 40.0%	5 20.8% cdg	2 66.7%	17 37.8%	3 42.9%	10 41.7%
No	9 37.5%	2 28.6%	9 34.6% e	0 0.0% ef	3 100.0% cdgi	6 66.7% d	7 30.4% e	2 40.0%	10 34.5% e	2 40.0%	13 54.2%	1 33.3%	21 46.7%	4 57.1%	9 37.5%

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## Topic 1: Macroeconomic Forecasts

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Yes, inflationary pressures are increasing marketing levels spending	11 29.7% F	3 12.5%	6 17.6%	8 14.0%	4 26.7% f	3 6.5% Ae	4 17.4%	10 26.3% g	5 23.8% g	7 11.7%	5 18.5% g	4 16.7%	1 8.3%	0 0.0% abdh	7 19.4% g
Yes, inflationary pressures are decreasing marketing spending levels	8 21.6% dFG	10 41.7%	13 38.2%	25 43.9% a	4 26.7% fg	27 58.7% Ae	14 60.9% Ae	8 21.1% bEgH	10 47.6% a	22 36.7% h	10 37.0%	14 58.3% A	5 41.7%	11 55.0% a	21 58.3% Ac
No	18 48.6% g	11 45.8%	15 44.1%	24 42.1%	7 46.7%	16 34.8%	5 21.7% a	20 52.6% eH	6 28.6%	31 51.7% eH	12 44.4%	6 25.0% ac	6 50.0%	9 45.0%	8 22.2% AC

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





**Topic 1: Macroeconomic Forecasts**

**Are current inflationary pressures influencing how you conduct marketing in your company?**

	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
Yes	145 60.7%	56 55.4% C	30 49.2% C	41 82.0% AB	18 69.2%	38 45.8% BCd	50 66.7% A	31 75.6% A	12 75.0% a	9 52.9%
No	94 39.3%	45 44.6% C	31 50.8% C	9 18.0% AB	8 30.8%	45 54.2% BCd	25 33.3% A	10 24.4% A	4 25.0% a	8 47.1%

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**Topic 1: Macroeconomic Forecasts**

**Are current inflationary pressures influencing how you conduct marketing in your company?**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	18 75.0% hJm	5 71.4% j	23 88.5% efgHiJKLM	4 100.0% hj	1 33.3% c	5 55.6% c	13 56.5% cj	1 20.0% aCd	18 62.1% cj	0 0.0% AbCdginO	12 50.0% C	1 33.3% c	22 47.8% aC	5 71.4% j	16 66.7% j
No	6 25.0% hJm	2 28.6% j	3 11.5% efgHiJKLM	0 0.0% hj	2 66.7% c	4 44.4% c	10 43.5% cj	4 80.0% aCd	11 37.9% cj	4 100.0% AbCdginO	12 50.0% C	2 66.7% c	24 52.2% aC	2 28.6% j	8 33.3% j

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



**Topic 1: Macroeconomic Forecasts**

**Are current inflationary pressures influencing how you conduct marketing in your company?**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Yes	16 43.2% FG	11 45.8% Fg	18 52.9% fg	34 59.6%	10 66.7%	35 77.8% ABc	19 79.2% Abc	18 47.4% H	13 61.9%	30 50.0% H	16 59.3% h	16 66.7%	9 75.0%	13 65.0%	30 83.3% ACd
No	21 56.8% FG	13 54.2% Fg	16 47.1% fg	23 40.4%	5 33.3%	10 22.2% ABc	5 20.8% Abc	20 52.6% H	8 38.1%	30 50.0% H	11 40.7% h	8 33.3%	3 25.0%	7 35.0%	6 16.7% ACd

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



## Topic 1: Macroeconomic Forecasts

### Which aspects of your marketing activities have been influenced by inflationary pressures?

	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
Higher prices	133 64.9%	51 59.3%	33 70.2%	36 73.5%	13 56.5%	35 56.5%	45 65.2%	26 72.2%	12 75.0%	10 62.5%
Stronger value proposition	82 40.0%	35 40.7%	18 38.3%	19 38.8%	10 43.5%	30 48.4% D	31 44.9% D	14 38.9% d	1 6.3% ABc	4 25.0%
Stronger brand building investments	55 26.8%	13 15.1% Bd	20 42.6% A	14 28.6%	8 34.8% a	14 22.6% e	16 23.2% e	11 30.6%	3 18.8%	8 50.0% Ab
More automated marketing	54 26.3%	27 31.4%	14 29.8%	8 16.3%	5 21.7%	14 22.6%	18 26.1%	10 27.8%	4 25.0%	5 31.3%
Lower innovation levels	39 19.0%	16 18.6%	7 14.9%	13 26.5%	3 13.0%	9 14.5%	16 23.2%	7 19.4%	4 25.0%	2 12.5%
More promotional activities	38 18.5%	12 14.0% c	6 12.8% c	15 30.6% ab	5 21.7%	6 9.7% C	14 20.3%	13 36.1% A	3 18.8%	2 12.5%
Add new channels	33 16.1%	16 18.6%	6 12.8%	7 14.3%	4 17.4%	4 6.5% Ce	11 15.9%	11 30.6% A	2 12.5%	4 25.0% A
Add new markets	31 15.1%	12 14.0%	6 12.8%	7 14.3%	6 26.1%	9 14.5%	6 8.7%	7 19.4%	4 25.0%	4 25.0%
More marketing employee layoffs	26 12.7%	12 14.0%	6 12.8%	6 12.2%	2 8.7%	8 12.9%	5 7.2%	7 19.4%	3 18.8%	3 18.8%

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



**Topic 1: Macroeconomic Forecasts**

**Which aspects of your marketing activities have been influenced by inflationary pressures?**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transporta- tion N	Retail Wholesale O
Higher prices	10 50.0% cI	3 42.9% ci	21 84.0% abgM	2 50.0%	1 100.0%	5 71.4%	11 52.4% cI	2 66.7%	24 88.9% AbGkM	3 60.0%	11 57.9% i	2 100.0%	16 47.1% CIo	4 66.7%	17 73.9% m
Stronger value proposition	9 45.0%	1 14.3%	8 32.0%	0 0.0% fk	0 0.0%	5 71.4% d	10 47.6%	0 0.0%	9 33.3%	2 40.0%	11 57.9% d	0 0.0%	14 41.2%	2 33.3%	10 43.5%
Stronger brand building investments	3 15.0% FK	1 14.3% k	5 20.0% fK	1 25.0%	0 0.0%	5 71.4% AcGI mo	3 14.3% FK	0 0.0% k	4 14.8% FK	1 20.0%	13 68.4% AbCGhIMO	0 0.0%	10 29.4% fK	3 50.0%	6 26.1% fK
More automated marketing	5 25.0%	1 14.3%	2 8.0% iJm	0 0.0%	0 0.0%	2 28.6%	6 28.6%	0 0.0%	10 37.0% c	3 60.0% C	6 31.6%	0 0.0%	13 38.2% c	2 33.3%	4 17.4%
Lower innovation levels	4 20.0%	2 28.6%	6 24.0%	2 50.0%	0 0.0%	1 14.3%	4 19.0%	1 33.3%	4 14.8%	0 0.0%	2 10.5%	0 0.0%	7 20.6%	1 16.7%	5 21.7%
More promotional activities	1 5.0% dlo	1 14.3%	7 28.0%	2 50.0% a	0 0.0%	1 14.3%	3 14.3%	0 0.0%	4 14.8%	1 20.0%	3 15.8%	1 50.0% a	6 17.6%	0 0.0%	8 34.8% a
Add new channels	2 10.0%	1 14.3%	2 8.0%	1 25.0%	0 0.0%	0 0.0%	3 14.3%	0 0.0%	5 18.5%	1 20.0%	3 15.8%	1 50.0%	8 23.5%	0 0.0%	6 26.1%
Add new markets	1 5.0% k	1 14.3%	3 12.0%	1 25.0%	0 0.0%	0 0.0%	4 19.0%	0 0.0%	1 3.7% km	0 0.0%	6 31.6% ai	0 0.0%	8 23.5% i	1 16.7%	5 21.7%
More marketing employee layoffs	5 25.0%	1 14.3%	2 8.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	0 0.0%	3 11.1%	0 0.0%	1 5.3%	0 0.0%	9 26.5%	0 0.0%	3 13.0%

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


**Topic 1: Macroeconomic Forecasts**
**Which aspects of your marketing activities have been influenced by inflationary pressures?**

	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
Higher prices	19 67.9%	9 47.4% f	20 66.7%	32 66.7%	7 53.8%	32 76.2% b	14 63.6%	18 58.1%	12 70.6%	35 71.4%	14 58.3%	11 55.0%	8 72.7%	13 72.2%	22 64.7%
Stronger value proposition	7 25.0% E	10 52.6%	12 40.0% e	17 35.4% E	10 76.9% AcDf	16 38.1% e	10 45.5%	9 29.0% e	8 47.1%	18 36.7% e	8 33.3% e	13 65.0% acd	4 36.4%	6 33.3%	16 47.1%
Stronger brand building investments	9 32.1%	3 15.8% e	8 26.7%	12 25.0%	7 53.8% bf	9 21.4% e	6 27.3%	10 32.3% bG	1 5.9% acEh	15 30.6% bG	6 25.0% g	10 50.0% BG	2 18.2%	0 0.0% ACdEH	11 32.4% bG
More automated marketing	5 17.9%	4 21.1%	6 20.0%	17 35.4%	4 30.8%	13 31.0%	5 22.7%	5 16.1%	5 29.4%	12 24.5%	7 29.2%	7 35.0%	5 45.5%	5 27.8%	8 23.5%
Lower innovation levels	3 10.7% b	7 36.8% ad	5 16.7%	7 14.6% b	3 23.1%	6 14.3%	6 27.3%	5 16.1%	5 29.4%	10 20.4%	2 8.3%	5 25.0%	3 27.3%	4 22.2%	5 14.7%
More promotional activities	5 17.9%	5 26.3%	2 6.7%	11 22.9%	3 23.1%	8 19.0%	3 13.6%	6 19.4%	2 11.8%	8 16.3%	3 12.5%	7 35.0%	1 9.1%	2 11.1%	8 23.5%
Add new channels	4 14.3%	2 10.5%	6 20.0%	10 20.8%	1 7.7%	7 16.7%	3 13.6%	5 16.1%	3 17.6%	6 12.2% e	3 12.5% e	8 40.0% cdGh	3 27.3% g	0 0.0% Ef	5 14.7% e
Add new markets	3 10.7%	4 21.1%	5 16.7%	12 25.0% e	0 0.0% d	5 11.9%	2 9.1%	3 9.7%	5 29.4%	8 16.3%	3 12.5%	5 25.0%	0 0.0%	1 5.6%	6 17.6%
More marketing employee layoffs	4 14.3%	3 15.8%	2 6.7%	7 14.6%	1 7.7%	5 11.9%	4 18.2%	4 12.9%	3 17.6%	3 6.1%	3 12.5%	3 15.0%	1 9.1%	3 16.7%	6 17.6%

Significance Tests Between Columns: Lower case: p&lt;.05 Upper case: p&lt;.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 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	40 17.2%	9 9.3% CD	8 13.6% c	15 30.0% Ab	8 30.8% A	7 8.6% bce	16 21.6% a	9 23.1% a	2 14.3%	5 29.4% a
2=2nd Priority	26 11.2%	12 12.4%	5 8.5%	6 12.0%	3 11.5%	9 11.1%	8 10.8%	4 10.3%	2 14.3%	3 17.6%
3=3rd Priority	35 15.0%	23 23.7% bc	6 10.2% a	4 8.0% a	2 7.7%	12 14.8%	16 21.6%	4 10.3%	1 7.1%	2 11.8%
Mean	1.95	2.32 CD	1.89	1.56 A	1.54 A	2.18	2.00	1.71	1.80	1.70

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	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	4 17.4% o	1 14.3%	3 12.0% fIO	1 25.0%	1 33.3%	4 44.4% ckM	3 13.0% IO	0 0.0% o	5 17.2% o	0 0.0% o	2 8.7% fIO	2 66.7% cgkM	2 4.5% FLO	0 0.0% o	12 50.0% aCGhijKMn
2=2nd Priority	2 8.7%	0 0.0%	7 28.0% imO	1 25.0% o	0 0.0%	1 11.1%	3 13.0%	2 40.0% imO	2 6.9% ch	0 0.0%	4 17.4% o	0 0.0%	3 6.8% ch	1 16.7%	0 0.0% CdHK
3=3rd Priority	2 8.7%	2 28.6%	5 20.0%	0 0.0%	1 33.3%	1 11.1%	4 17.4%	0 0.0%	5 17.2%	2 40.0%	2 8.7%	0 0.0%	8 18.2%	0 0.0%	3 12.5%
Mean	1.75	2.33	2.13 o	1.50	2.00	1.50 m	2.10	2.00	2.00	3.00	2.00	1.00	2.46 fO	2.00	1.40 cM

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	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
1=1st Priority	2 6.3% g	1 4.2% cg	8 23.5% b	12 21.1%	1 6.7%	9 20.0%	6 26.1% ab	3 8.8% g	1 5.0% g	12 20.0%	4 14.8%	6 25.0%	2 16.7%	6 33.3% ab	6 16.2%
2=2nd Priority	5 15.6%	4 16.7%	4 11.8%	7 12.3%	1 6.7%	3 6.7%	1 4.3%	6 17.6% h	7 35.0% CegH	4 6.7% B	4 14.8%	2 8.3% b	1 8.3%	1 5.6% b	1 2.7% aB
3=3rd Priority	3 9.4% b	8 33.3% aCg	1 2.9% Bf	9 15.8%	3 20.0%	9 20.0% c	1 4.3% b	6 17.6%	3 15.0%	8 13.3%	4 14.8%	3 12.5%	3 25.0%	1 5.6%	6 16.2%
Mean	2.10 c	2.54 CdG	1.46 aBe	1.89 b	2.40 cg	2.00	1.38 Be	2.20 g	2.18 g	1.83	2.00	1.73	2.17	1.38 ab	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 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	70 30.0%	31 32.0%	15 25.4%	18 36.0%	6 23.1%	21 25.9%	16 21.6% d	15 38.5%	7 50.0% b	7 41.2%
2=2nd Priority	47 20.2%	20 20.6%	11 18.6%	12 24.0%	4 15.4%	19 23.5%	15 20.3%	6 15.4%	1 7.1%	5 29.4%
3=3rd Priority	27 11.6%	11 11.3%	6 10.2%	4 8.0%	5 19.2%	12 14.8%	12 16.2%	2 5.1%	0 0.0%	1 5.9%
Mean	1.70	1.68	1.72	1.59	1.93	1.83 cd	1.91 cd	1.43 ab	1.13 ab	1.54

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	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	3 13.0% Cm	1 14.3%	13 52.0% Ao	1 25.0%	0 0.0%	2 22.2%	8 34.8%	2 40.0%	8 27.6%	1 20.0%	7 30.4%	0 0.0%	16 36.4% a	3 50.0%	5 20.8% c
2=2nd Priority	4 17.4%	1 14.3%	5 20.0%	1 25.0%	2 66.7% K	2 22.2%	4 17.4%	1 20.0%	8 27.6% k	0 0.0%	1 4.3% Eio	1 33.3%	9 20.5%	1 16.7%	7 29.2% k
3=3rd Priority	4 17.4%	1 14.3%	1 4.0%	0 0.0%	0 0.0%	1 11.1%	2 8.7%	0 0.0%	4 13.8%	0 0.0%	4 17.4%	0 0.0%	7 15.9%	0 0.0%	3 12.5%
Mean	2.09 C	2.00	1.37 Ao	1.50	2.00	1.80	1.57	1.33	1.80	1.00	1.75	2.00	1.72	1.25	1.87 c

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	13 40.6%	8 33.3%	11 32.4%	18 31.6%	2 13.3%	12 26.7%	6 26.1%	13 38.2%	7 35.0%	17 28.3%	13 48.1% fh	7 29.2%	1 8.3% d	4 22.2%	8 21.6% d
2=2nd Priority	5 15.6%	3 12.5%	7 20.6%	15 26.3%	4 26.7%	7 15.6%	5 21.7%	6 17.6%	1 5.0% c	17 28.3% b	5 18.5%	5 20.8%	1 8.3%	3 16.7%	9 24.3%
3=3rd Priority	3 9.4% e	4 16.7% g	5 14.7%	4 7.0% E	5 33.3% aDG	6 13.3%	0 0.0% bE	4 11.8%	3 15.0%	5 8.3% f	3 11.1%	5 20.8% h	4 33.3% cH	2 11.1%	1 2.7% eF
Mean	1.52 e	1.73	1.74	1.62 E	2.27 aDG	1.76	1.45 E	1.61 f	1.64	1.69 f	1.52 f	1.88	2.50 acdH	1.78	1.61 F

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 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	22 9.4%	17 17.5% bcd	3 5.1% a	2 4.0% a	0 0.0% a	11 13.6% b	2 2.7% ac	6 15.4% b	0 0.0%	1 5.9%
2=2nd Priority	16 6.9%	5 5.2%	8 13.6%	3 6.0%	0 0.0%	5 6.2% D	6 8.1% d	1 2.6% D	4 28.6% AbCe	0 0.0% d
3=3rd Priority	21 9.0%	8 8.2%	4 6.8%	7 14.0%	2 7.7%	7 8.6%	9 12.2%	3 7.7%	0 0.0%	2 11.8%
Mean	1.98	1.70 c	2.07	2.42 a	3.00	1.83 b	2.41 ac	1.70 b	2.00	2.33

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	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	1 4.3% m	0 0.0%	1 4.0% m	0 0.0%	0 0.0%	1 11.1%	3 13.0%	1 20.0%	1 3.4% m	1 20.0%	1 4.3% m	0 0.0%	11 25.0% aciko	0 0.0%	1 4.2% m
2=2nd Priority	1 4.3%	1 14.3%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% jLm	0 0.0%	2 6.9%	1 20.0%	1 4.3%	1 33.3% G	7 15.9% g	0 0.0%	1 4.2%
3=3rd Priority	0 0.0% cGh	0 0.0%	5 20.0% am	0 0.0%	0 0.0%	1 11.1%	7 30.4% AkMo	1 20.0% a	3 10.3%	0 0.0%	1 4.3% g	0 0.0%	2 4.5% cG	0 0.0%	1 4.2% g
Mean	1.50	2.00	2.57 M	---	---	2.00	2.40 M	2.00	2.33 m	1.50	2.00	2.00	1.55 CGi	---	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 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 12.5%	1 4.2%	2 5.9%	5 8.8%	2 13.3%	4 8.9%	3 13.0%	2 5.9%	2 10.0%	6 10.0%	1 3.7%	3 12.5%	1 8.3%	2 11.1%	5 13.5%
2=2nd Priority	4 12.5% f	2 8.3%	3 8.8% f	4 7.0%	0 0.0%	0 0.0% acg	3 13.0% f	3 8.8%	2 10.0%	5 8.3%	1 3.7%	1 4.2%	0 0.0%	0 0.0%	3 8.1%
3=3rd Priority	2 6.3%	3 12.5%	2 5.9%	4 7.0%	1 6.7%	6 13.3%	3 13.0%	3 8.8%	4 20.0% ce	3 5.0% b	3 11.1%	0 0.0% bf	2 16.7% e	1 5.6%	5 13.5%
Mean	1.80	2.33	2.00	1.92	1.67	2.20	2.00	2.13	2.25	1.79	2.40	1.25	2.33	1.67	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: Excellent service**

	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	43 18.5%	21 21.6%	13 22.0%	5 10.0%	4 15.4%	16 19.8%	22 29.7% Ce	3 7.7% B	1 7.1%	1 5.9% b
2=2nd Priority	59 25.3%	26 26.8% c	19 32.2% C	5 10.0% aBd	8 30.8% c	24 29.6% e	19 25.7%	9 23.1%	3 21.4%	1 5.9% a
3=3rd Priority	42 18.0%	13 13.4% d	11 18.6%	9 18.0%	9 34.6% a	12 14.8%	13 17.6%	9 23.1%	1 7.1%	6 35.3%
Mean	1.99	1.87	1.95	2.21	2.24	1.92 e	1.83 ce	2.29 b	2.00	2.63 ab

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	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	3 13.0%	2 28.6%	5 20.0%	2 50.0% f	1 33.3%	0 0.0% d	3 13.0%	0 0.0%	9 31.0%	2 40.0%	4 17.4%	0 0.0%	7 15.9%	2 33.3%	3 12.5%
2=2nd Priority	9 39.1% c	0 0.0% k	3 12.0% aK	0 0.0%	0 0.0%	3 33.3%	4 17.4% k	1 20.0%	10 34.5%	1 20.0%	11 47.8% bCgm	1 33.3%	10 22.7% k	1 16.7%	5 20.8%
3=3rd Priority	5 21.7%	2 28.6%	3 12.0% l	1 25.0%	0 0.0%	1 11.1%	3 13.0% l	1 20.0%	3 10.3% l	2 40.0%	6 26.1%	2 66.7% cgim	5 11.4% l	1 16.7%	7 29.2%
Mean	2.12	2.00	1.82	1.67	1.00	2.25	2.00	2.50	1.73 lo	2.00	2.10	2.67 i	1.91	1.75	2.27 i
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 A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=1st Priority	2 6.3% EF	5 20.8% g	4 11.8% ef	11 19.3% g	6 40.0% AcG	14 31.1% AcG	0 0.0% bdEF	4 11.8%	3 15.0%	10 16.7%	5 18.5%	4 16.7%	4 33.3%	6 33.3%	6 16.2%
2=2nd Priority	11 34.4%	5 20.8%	8 23.5%	11 19.3%	4 26.7%	13 28.9%	7 30.4%	8 23.5%	4 20.0%	16 26.7%	6 22.2%	8 33.3%	3 25.0%	3 16.7%	11 29.7%
3=3rd Priority	5 15.6% c	1 4.2% Cd	14 41.2% aBEF	13 22.8% be	0 0.0% Cd	4 8.9% C	4 17.4%	4 11.8%	3 15.0%	14 23.3%	7 25.9%	4 16.7%	0 0.0%	3 16.7%	7 18.9%
Mean	2.17 bEf	1.64 aCG	2.38 BEF	2.06 e	1.40 ACdG	1.68 aCG	2.36 BEF	2.00	2.00	2.10 f	2.11	2.00	1.43 c	1.75	2.04

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 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	34 14.6%	8 8.2% bd	13 22.0% a	5 10.0%	7 26.9% a	17 21.0%	10 13.5%	3 7.7%	1 7.1%	2 11.8%
2=2nd Priority	42 18.0%	20 20.6% d	11 18.6%	10 20.0%	1 3.8% a	11 13.6%	15 20.3%	11 28.2% d	0 0.0% c	4 23.5%
3=3rd Priority	46 19.7%	24 24.7%	11 18.6%	9 18.0%	2 7.7%	23 28.4% B	5 6.8% AcD	8 20.5% b	6 42.9% B	3 17.6%
Mean	2.10	2.31 bD	1.94 a	2.17 d	1.50 Ac	2.12	1.83 cD	2.23 b	2.71 B	2.11

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	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	12 52.2% CGhIjkmO	2 28.6% i	3 12.0% A	0 0.0%	1 33.3%	2 22.2%	2 8.7% A	0 0.0% a	1 3.4% Abk	0 0.0% a	5 21.7% ai	1 33.3%	3 6.8% A	1 16.7%	1 4.2% A
2=2nd Priority	3 13.0% b	4 57.1% acimo	4 16.0% b	0 0.0%	1 33.3%	1 11.1%	5 21.7%	0 0.0%	4 13.8% b	2 40.0%	5 21.7%	0 0.0%	9 20.5% b	1 16.7%	3 12.5% b
3=3rd Priority	0 0.0% DEgHIkLm No	0 0.0%	4 16.0%	2 50.0% A	1 33.3% A	1 11.1%	4 17.4% a	2 40.0% A	9 31.0% A	0 0.0%	5 21.7% a	1 33.3% A	9 20.5% a	2 33.3% A	6 25.0% a
Mean	1.20 bCeGIKMN O	1.67 alo	2.09 A	3.00	2.00 a	1.75	2.18 A	3.00	2.57 AB	2.00	2.00 A	2.00	2.29 A	2.25 A	2.50 Ab

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	7 21.9%	5 20.8%	6 17.6%	7 12.3%	4 26.7% f	3 6.7% e	2 8.7%	8 23.5% g	5 25.0% g	8 13.3%	4 14.8%	3 12.5%	2 16.7%	0 0.0% ab	4 10.8%
2=2nd Priority	5 15.6%	3 12.5%	7 20.6%	9 15.8%	4 26.7%	11 24.4%	2 8.7%	7 20.6%	2 10.0% f	12 20.0% f	2 7.4% Fg	3 12.5% f	6 50.0% bcDeH	6 33.3% dh	4 10.8% Fg
3=3rd Priority	8 25.0%	4 16.7%	10 29.4%	12 21.1%	2 13.3%	7 15.6%	3 13.0%	6 17.6%	5 25.0%	17 28.3% h	4 14.8%	5 20.8%	1 8.3%	5 27.8%	3 8.1% c
Mean	2.05	1.92	2.17	2.18	1.80	2.19	2.14	1.90	2.00	2.24	2.00	2.18	1.89 g	2.45 f	1.91

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 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	22 9.4%	10 10.3%	7 11.9%	4 8.0%	1 3.8%	8 9.9%	8 10.8%	2 5.1%	3 21.4%	1 5.9%
2=2nd Priority	36 15.5%	12 12.4% D	3 5.1% CD	12 24.0% B	9 34.6% AB	11 13.6%	9 12.2%	8 20.5%	3 21.4%	2 11.8%
3=3rd Priority	45 19.3%	13 13.4%	15 25.4%	12 24.0%	5 19.2%	13 16.0%	14 18.9%	10 25.6%	2 14.3%	2 11.8%
Mean	2.22	2.09	2.32	2.29	2.27	2.16	2.19	2.40	1.88	2.20

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	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	0 0.0% Hijk	1 14.3%	0 0.0% Hijk	0 0.0%	0 0.0%	0 0.0%	3 13.0%	2 40.0% AC	5 17.2% ac	1 20.0% ac	4 17.4% ac	0 0.0%	4 9.1%	0 0.0%	2 8.3%
2=2nd Priority	3 13.0%	1 14.3%	5 20.0%	2 50.0% ikm	0 0.0%	1 11.1%	5 21.7%	1 20.0%	3 10.3% d	1 20.0%	1 4.3% do	0 0.0%	5 11.4% d	1 16.7%	7 29.2% k
3=3rd Priority	10 43.5% cgI	2 28.6%	4 16.0% a	0 0.0%	1 33.3%	2 22.2%	3 13.0% a	1 20.0%	2 6.9% A	1 20.0%	4 17.4%	0 0.0%	9 20.5%	2 33.3%	4 16.7%
Mean	2.77 GHjko	2.25	2.44 i	2.00	3.00	2.67	2.00 A	1.75 A	1.70 Ac	2.00 a	2.00 a	---	2.28	2.67	2.15 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: Customer experience**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=1st Priority	3 9.4%	3 12.5%	3 8.8%	4 7.0%	0 0.0%	3 6.7%	6 26.1%	2 5.9%	2 10.0%	7 11.7%	0 0.0%	1 4.2%	2 16.7%	0 0.0%	8 21.6%
2=2nd Priority	2 6.3%	5 20.8%	4 11.8%	8 14.0%	2 13.3%	11 24.4%	4 17.4%	2 5.9%	3 15.0%	5 8.3%	8 29.6%	5 20.8%	1 8.3%	4 22.2%	8 21.6%
3=3rd Priority	8 25.0%	3 12.5%	1 2.9%	12 21.1%	3 20.0%	9 20.0%	8 34.8%	8 23.5%	1 5.0%	9 15.0%	5 18.5%	6 25.0%	1 8.3%	5 27.8%	10 27.0%
Mean	2.38	2.00	1.75	2.33	2.60	2.26	2.11	2.50	1.83	2.10	2.38	2.42	1.75	2.56	2.08

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 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	2 0.9%	1 1.0%	0 0.0%	1 2.0%	0 0.0%	1 1.2%	0 0.0%	1 2.6%	0 0.0%	0 0.0%
2=2nd Priority	7 3.0%	2 2.1%	2 3.4%	2 4.0%	1 3.8%	2 2.5%	2 2.7%	0 0.0%	1 7.1%	2 11.8%
3=3rd Priority	17 7.3%	5 5.2%	6 10.2%	5 10.0%	1 3.8%	2 2.5%	5 6.8%	3 7.7%	4 28.6%	1 5.9%
Mean	2.58	2.50	2.75	2.50	2.50	2.20	2.71	2.50	2.80	2.33
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	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	0 0.0%	0 0.0%
2=2nd Priority	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	1 16.7%	1 4.2%
3=3rd Priority	2 8.7%	0 0.0%	3 12.0%	1 25.0%	0 0.0%	2 22.2%	0 0.0%	0 0.0%	3 10.3%	0 0.0%	1 4.3%	0 0.0%	4 9.1%	1 16.7%	0 0.0%
Mean	2.67	---	3.00	3.00	---	2.67	1.67	---	3.00	---	3.00	---	2.50	2.50	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**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=1st Priority	1 3.1%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=2nd Priority	0 0.0%	2 8.3%	1 2.9%	3 5.3%	0 0.0%	0 0.0%	1 4.3%	2 5.9%	1 5.0%	1 1.7%	1 3.7%	0 0.0%	0 0.0%	1 5.6%	1 2.7%
3=3rd Priority	3 9.4%	1 4.2%	1 2.9%	3 5.3%	1 6.7%	4 8.9%	4 17.4%	3 8.8%	1 5.0%	4 6.7%	1 3.7%	1 4.2%	1 8.3%	1 5.6%	5 13.5%
Mean	2.50	2.00	2.50	2.50	3.00	3.00	2.80	2.14	2.50	2.80	2.50	3.00	3.00	2.50	2.83
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?

	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
Total	272 100.0%	115 42.3%	71 26.1%	53 19.5%	33 12.1%	99 37.9%	78 29.9%	47 18.0%	20 7.7%	17 6.5%
Uses channel partners	176 64.5%	82 71.3% BD	35 49.3% AC	43 81.1% BD	15 45.5% AC	59 59.6%	47 60.3%	33 70.2%	16 80.0%	11 64.7%
Does not use channel partners	97 35.5%	33 28.7% BD	36 50.7% AC	10 18.9% BD	18 54.5% AC	40 40.4%	31 39.7%	14 29.8%	4 20.0%	6 35.3%

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?**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Total	26 9.6%	7 2.6%	27 9.9%	5 1.8%	4 1.5%	9 3.3%	29 10.7%	6 2.2%	32 11.8%	5 1.8%	30 11.0%	4 1.5%	55 20.2%	8 2.9%	25 9.2%
Uses channel partners	11 42.3% CiMn	5 71.4%	23 85.2% AeFgKl	3 60.0%	1 25.0% cim	3 33.3% Cimn	17 58.6% c	5 83.3%	24 75.0% aefkl	3 60.0%	15 50.0% Cim	1 25.0% cim	41 74.5% Aefkl	7 87.5% af	17 68.0%
Does not use channel partners	15 57.7% CiMn	2 28.6%	4 14.8% AeFgKl	2 40.0%	3 75.0% cim	6 66.7% Cimn	12 41.4% c	1 16.7%	8 25.0% aefkl	2 40.0%	15 50.0% Cim	3 75.0% cim	14 25.5% Aefkl	1 12.5% af	8 32.0%

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?

	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
Total	44 16.5%	30 11.3%	37 13.9%	60 22.6%	16 6.0%	50 18.8%	29 10.9%	45 16.5%	23 8.5%	64 23.5%	30 11.0%	26 9.6%	14 5.1%	23 8.5%	47 17.3%
Uses channel partners	26 59.1%	24 80.0%	23 62.2%	37 61.7%	9 56.3%	35 70.0%	16 55.2%	26 57.8%	19 82.6%	39 60.9%	19 63.3%	17 65.4%	12 85.7%	16 69.6%	28 59.6%
Does not use channel partners	18 40.9%	6 20.0%	14 37.8%	23 38.3%	7 43.8%	15 30.0%	13 44.8%	19 42.2%	4 17.4%	25 39.1%	11 36.7%	9 34.6%	2 14.3%	7 30.4%	19 40.4%

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?

	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	99 65.1%	46 65.7%	17 58.6%	30 73.2%	6 54.5%	28 65.1%	27 55.1%	21 70.0%	11 78.6%	7 63.6%
We are starting to return to or open new face-to-face channels	76 50.0%	41 58.6% C	17 58.6% c	13 31.7% Ab	4 36.4%	27 62.8% e	25 51.0%	13 43.3%	8 57.1%	3 27.3% a
We are using our social channels to sell products and services	63 41.4%	20 28.6% C	13 44.8%	25 61.0% A	5 45.5%	10 23.3% DE	21 42.9%	12 40.0%	9 64.3% A	8 72.7% A
We added a direct-to-consumer/ customer channel of any type	47 30.9%	20 28.6%	6 20.7%	16 39.0%	5 45.5%	8 18.6%	18 36.7%	11 36.7%	4 28.6%	2 18.2%
Our former face-to-face channels have all become digital	16 10.5%	7 10.0%	2 6.9%	4 9.8%	3 27.3%	6 14.0%	4 8.2%	3 10.0%	1 7.1%	2 18.2%
We have integrated gaming into our channels to sell	2 1.3%	0 0.0%	1 3.4%	1 2.4%	0 0.0%	0 0.0%	2 4.1%	0 0.0%	0 0.0%	0 0.0%

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?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
We increased the number of channels we use	10 76.9%	0 0.0%	15 68.2%	2 66.7%	2 100.0%	2 66.7%	8 61.5%	4 100.0%	9 47.4%	1 50.0%	7 63.6%	1 100.0%	24 75.0%	2 40.0%	11 68.8%
	B	AceghkMo	b	b	b	b	b	b	b	b	b	B	b	b	b
We are starting to return to or open new face-to-face channels	6 46.2%	3 60.0%	7 31.8%	1 33.3%	1 50.0%	1 33.3%	8 61.5%	4 100.0%	13 68.4%	1 50.0%	7 63.6%	1 100.0%	16 50.0%	2 40.0%	5 31.3%
	hi	hi	hi	hi	hi	hi	co	co	co	co	co	co	co	co	hi
We are using our social channels to sell products and services	2 15.4%	2 40.0%	11 50.0%	2 66.7%	0 0.0%	1 33.3%	4 30.8%	3 75.0%	8 42.1%	1 50.0%	6 54.5%	0 0.0%	11 34.4%	3 60.0%	9 56.3%
	cho	cho	a	a	a	a	a	a	a	a	a	a	a	a	a
We added a direct-to-consumer/ customer channel of any type	5 38.9%	0 0.0%	8 36.4%	1 33.3%	1 50.0%	0 0.0%	6 46.2%	3 75.0%	3 15.8%	2 100.0%	1 9.1%	0 0.0%	8 25.0%	2 40.0%	6 37.5%
	hj	hj	hj	hj	hj	hj	bikm	bikm	hj	bikm	hj	hj	hj	hj	hj
Our former face-to-face channels have all become digital	1 7.7%	1 20.0%	1 4.5%	0 0.0%	0 0.0%	1 33.3%	2 15.4%	0 0.0%	1 5.3%	0 0.0%	1 9.1%	0 0.0%	7 21.9%	0 0.0%	1 6.3%
We have integrated gaming into our channels to sell	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%
	f	f	fn	fn	fn	acgiMo	f	f	f	f	f	f	Fn	cm	f

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?**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
We increased the number of channels we use	10 50.0% f	11 64.7%	7 36.8% dFg	26 70.3% c	7 63.6%	23 79.3% aC	13 81.3% c	11 47.8%	8 57.1%	23 65.7%	13 65.0%	11 73.3%	7 77.8%	12 80.0%	14 66.7%
We are starting to return to or open new face-to-face channels	10 50.0%	9 52.9%	12 63.2% f	19 51.4%	7 63.6%	9 31.0% c	8 50.0%	11 47.8%	9 64.3%	20 57.1%	10 50.0%	6 40.0%	5 55.6%	5 33.3%	10 47.6%
We are using our social channels to sell products and services	10 50.0%	5 29.4%	11 57.9% f	17 45.9%	3 27.3%	8 27.6% c	7 43.8%	12 52.2% f	6 42.9%	19 54.3% df	5 25.0% c	7 46.7%	1 11.1% ac	4 26.7%	9 42.9%
We added a direct-to-consumer/ customer channel of any type	4 20.0% g	3 17.6% g	4 21.1% g	14 37.8%	3 27.3%	9 31.0%	9 56.3% abc	4 17.4% h	3 21.4%	9 25.7%	9 45.0%	5 33.3%	1 11.1%	6 40.0%	10 47.6% a
Our former face-to-face channels have all become digital	3 15.0% f	2 11.8%	4 21.1% f	5 13.5% f	0 0.0%	0 0.0% acd	2 12.5%	3 13.0%	4 28.6%	3 8.6%	1 5.0%	1 6.7%	0 0.0%	1 6.7%	3 14.3%
We have integrated gaming into our channels to sell	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.4%	1 6.3%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%

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



**Topic 3: Marketing Spending**

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

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
	142	55	38	31	18	50	48	19	13	12
Percent of budget	13.80	12.49	9.20	22.67	12.26	9.35	12.70	17.76	16.53	27.54
	13.42	11.26	9.93	16.50	14.01	10.59	11.21	13.52	18.44	16.22
		C	C	ABd	c	CE	E	A		AB

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



**Topic 3: Marketing Spending**

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
	15	3	16	2	2	8	13	3	17	3	16	1	23	4	15
Percent of budget	9.60	23.04	26.70	21.00	37.57	12.27	12.69	9.33	7.29	8.00	10.36	2.00	11.15	11.63	18.85
	7.42	20.74	14.24	26.87	10.70	15.02	14.87	5.13	8.37	3.46	11.03	---	8.59	16.18	16.82
	CE	i	AfgljKM		AghljKM	c	ce	e	bCEo	ce	CE		CE		i

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



**Topic 3: Marketing Spending**

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Percent of budget	22 16.51 14.43 f	18 17.64 13.45 f	20 14.94 14.38	34 12.29 13.05	8 14.43 15.98	29 9.72 8.91 ab	10 12.01 16.11	23 20.15 15.41 deg	16 16.60 15.56	36 15.38 14.50	18 11.83 8.43 a	14 10.02 10.43 a	7 9.34 8.31	11 7.00 9.86 a	16 11.10 13.84

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
		157	62	42	34	19	55	54	22	13
Percent of revenue	8.69	7.78	5.85	15.10	6.50	6.57	7.39	9.94	12.48	18.48
	11.30	9.97 C	10.54 C	14.16 ABd	6.75 c	9.97 E	10.85 E	11.79 e	13.94	10.95 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	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
	15	2	17	3	3	9	14	4	19	3	18	1	28	4	16	
Percent of revenues	5.60	27.90	15.27	16.26	10.50	4.75	9.56	16.57	3.42	4.67	8.55	1.00	7.51	1.00	12.07	
	4.37	18.24	13.76	21.27	16.90	5.48	11.44	18.17	5.88	4.62	13.46	---	8.24	0.82	14.07	
	Bch	AFIMn	aflm	i		Bc		ai	BCdho				Bc	b	i	

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	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Percent of revenues	22 15.20 14.12 cDF	19 17.13 15.63 cDF	23 7.25 8.25 ab	38 5.29 6.57 AB	9 11.83 16.66 f	33 3.98 4.88 ABe	12 7.07 12.06	24 16.01 14.34 cdEfgh	16 13.37 14.86 e	41 8.66 10.28 a	18 6.70 7.03 a	17 4.96 7.45 Ab	9 3.70 5.36 a	13 5.07 10.97 a	18 5.89 10.12 a

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



### Topic 3: Marketing Spending

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

	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
Direct expenses of marketing activities	147 89.6%	56 86.2%	37 90.2%	36 94.7%	18 90.0%	51 91.1%	49 89.1%	22 91.7%	11 84.6%	10 83.3%
Social media marketing	145 88.4%	59 90.8%	34 82.9%	34 89.5%	18 90.0%	48 85.7%	49 89.1%	23 95.8%	10 76.9%	11 91.7%
Brand-related expenses	145 88.4%	58 89.2%	35 85.4%	35 92.1%	17 85.0%	50 89.3%	47 85.5%	23 95.8%	12 92.3%	10 83.3%
Marketing analytics	138 84.1%	56 86.2%	34 82.9%	32 84.2%	16 80.0%	44 78.6%	47 85.5%	23 95.8%	12 92.3%	10 83.3%
Marketing employees	132 80.5%	55 84.6%	37 90.2%	25 65.8%	15 75.0%	48 85.7%	42 76.4%	19 79.2%	11 84.6%	10 83.3%
Marketing technologies	125 76.2%	51 78.5%	31 75.6%	28 73.7%	15 75.0%	36 64.3%	41 74.5%	22 91.7%	11 84.6%	11 91.7%
Marketing research	119 72.6%	45 69.2%	24 58.5%	34 89.5%	16 80.0%	37 66.1%	40 72.7%	18 75.0%	11 84.6%	10 83.3%
Other overhead costs associated with marketing	100 61.0%	47 72.3%	25 61.0%	17 44.7%	11 55.0%	36 64.3%	37 67.3%	13 54.2%	5 38.5%	9 75.0%
Marketing training	93 56.7%	39 60.0%	23 56.1%	20 52.6%	11 55.0%	27 48.2%	38 69.1%	14 58.3%	8 61.5%	5 41.7%
Customer experience expenses	90 54.9%	34 52.3%	18 43.9%	25 65.8%	13 65.0%	28 50.0%	30 54.5%	19 79.2%	6 46.2%	5 41.7%
Mobile marketing	86 52.4%	23 35.4%	20 48.8%	27 71.1%	16 80.0%	21 37.5%	31 56.4%	16 66.7%	8 61.5%	7 58.3%
Sales support Tools	59 36.0%	26 40.0%	17 41.5%	12 31.6%	4 20.0%	23 41.1%	19 34.5%	10 41.7%	4 30.8%	3 25.0%
Sales employees	24 14.6%	14 21.5%	2 4.9%	6 15.8%	2 10.0%	10 17.9%	5 9.1%	5 20.8%	1 7.7%	3 25.0%

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





### Topic 3: Marketing Spending

#### Marketing expenses in your company include the following categories:

	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	Service Consulting K	Real Estate L	Tech Software Platform M	Transportation N	Retail Wholesale O
Social media marketing	14 93.3%	2 66.7%	19 95.0%	2 66.7%	2 66.7%	9 100.0%	12 80.0%	3 100.0%	16 84.2%	3 100.0%	15 83.3%	1 100.0%	26 86.7%	4 100.0%	16 94.1%
Brand-related expenses	14 93.3%	2 66.7%	17 85.0%	3 100.0%	2 66.7%	7 77.8%	15 100.0%	3 100.0%	18 94.7%	3 100.0%	14 77.8%	1 100.0%	27 90.0%	4 100.0%	14 82.4%
Marketing analytics	12 80.0%	2 66.7%	14 70.0%	2 66.7%	3 100.0%	9 100.0%	12 80.0%	2 66.7%	17 89.5%	2 66.7%	14 77.8%	1 100.0%	27 90.0%	4 100.0%	16 94.1%
Marketing employees	12 80.0%	2 66.7%	9 45.0%	2 66.7%	1 33.3%	8 88.9%	13 86.7%	3 100.0%	17 89.5%	3 100.0%	17 94.4%	1 100.0%	27 90.0%	2 50.0%	14 82.4%
Marketing technologies	12 80.0%	3 100.0%	12 60.0%	3 100.0%	1 33.3%	7 77.8%	10 66.7%	1 33.3%	15 78.9%	3 100.0%	14 77.8%	1 100.0%	26 86.7%	3 75.0%	13 76.5%
Direct expenses of marketing activities	11 73.3%	1 33.3%	18 90.0%	3 100.0%	2 66.7%	9 100%	15 100%	3 100%	16 84.2%	3 100.0%	17 94.4%	1 100%	28 93.3%	3 75.0%	16 94.1%
Marketing research	9 60.0%	2 66.7%	18 90.0%	3 100.0%	2 66.7%	6 66.7%	12 80.0%	3 100.0%	13 68.4%	2 66.7%	11 61.1%	0 0.0%	22 73.3%	3 75.0%	12 70.6%
Customer experience expenses	8 53.3%	1 33.3%	11 55.0%	2 66.7%	2 66.7%	4 44.4%	7 46.7%	3 100.0%	13 68.4%	3 100.0%	10 55.6%	0 0.0%	11 36.7%	3 75.0%	11 64.7%
Mobile marketing	6 40.0%	0 0.0%	13 65.0%	2 66.7%	2 66.7%	6 66.7%	9 60.0%	1 33.3%	10 52.6%	3 100.0%	11 61.1%	0 0.0%	11 36.7%	2 50.0%	10 58.8%
Other overhead costs associated with marketing	6 40.0%	0 0.0%	6 30.0%	2 66.7%	1 33.3%	6 66.7%	6 40.0%	2 66.7%	16 84.2%	3 100.0%	13 72.2%	1 100.0%	24 80.0%	1 25.0%	12 70.6%
Sales support tools	5 33.3%	2 66.7%	9 45.0%	0 0.0%	1 33.3%	1 11.1%	7 46.7%	2 66.7%	8 42.1%	1 33.3%	8 44.4%	0 0.0%	10 33.3%	2 50.0%	3 17.6%
Marketing training	4 26.7%	0 0.0%	7 35.0%	2 66.7%	1 33.3%	8 88.9%	12 80.0%	1 33.3%	14 73.7%	3 100.0%	10 55.6%	1 100.0%	18 60.0%	1 25.0%	10 58.8%
Sales employees	1 6.7%	1 33.3%	2 10.0%	0 0.0%	1 33.3%	1 11.1%	1 6.7%	2 66.7%	3 15.8%	0 0.0%	3 16.7%	0 0.0%	6 20.0%	0 0.0%	3 17.6%

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



**Topic 3: Marketing Spending**

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

	Sales Revenue						Number of Employees								
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Direct expenses of marketing activities	19 86.4% f	21 100.0% d	19 86.4% f	32 80.0% bF	10 100.0%	35 100.0% avDg	11 84.6% f	20 83.3%	15 93.8%	38 88.4%	16 88.9%	16 94.1%	9 100.0%	15 93.8%	17 85.0%
Marketing Analytics	18 81.8%	17 81.0%	19 86.4%	33 82.5%	7 70.0%	32 91.4%	12 92.3%	20 83.3%	12 75.0% h	37 86.0%	15 83.3%	15 88.2%	7 77.8% h	12 75.0% h	20 100.0% bfg
Social media marketing	18 81.8% f	17 81.0% F	20 90.9%	36 90.0%	9 90.0%	35 100.0% aBG	10 76.9% F	19 79.2%	14 87.5%	36 83.7%	17 94.4%	16 94.1%	9 100.0%	15 93.8%	18 90.0%
Brand-related Expenses	18 81.8%	18 85.7%	17 77.3%	37 92.5%	10 100.0%	31 88.6%	13 100.0%	21 87.5%	13 81.3%	35 81.4% h	17 94.4%	16 94.1%	7 77.8% h	15 93.8%	20 100.0% cf
Marketing Research	17 77.3%	14 66.7% e	12 54.5% eg	29 72.5%	10 100.0% bc	25 71.4%	12 92.3% c	17 70.8%	11 68.8%	28 65.1% h	12 66.7%	14 82.4%	7 77.8%	12 75.0%	18 90.0% c
Marketing technologies	17 77.3%	12 57.1% df	15 68.2%	34 85.0% b	7 70.0%	29 82.9% b	10 76.9%	15 62.5%	10 62.5%	36 83.7%	13 72.2%	15 88.2%	7 77.8%	11 68.8%	17 85.0%
Marketing employees	16 72.7%	17 81.0%	20 90.9% e	34 85.0%	6 60.0% c	30 85.7%	9 69.2%	16 66.7% d	14 87.5%	36 83.7% g	17 94.4% ag	14 82.4%	9 100.0% g	9 56.3% cdf	16 80.0%
Other overhead costs associated with marketing	13 59.1%	11 52.4% f	13 59.1%	21 52.5% f	7 70.0%	28 80.0% bd	7 53.8%	10 41.7% Def	8 50.0% d	22 51.2% df	15 83.3% Abc	13 76.5% a	8 88.9% ac	9 56.3%	14 70.0%
Mobile marketing	10 45.5%	11 52.4%	8 36.4% f	21 52.5%	4 40.0%	24 68.6% c	8 61.5%	10 41.7%	8 50.0%	22 51.2%	10 55.6%	7 41.2%	7 77.8%	8 50.0%	13 65.0%
Sales support Tools	9 40.9%	6 28.6%	9 40.9%	16 40.0%	4 40.0%	13 37.1%	2 15.4%	9 37.5%	3 18.8%	20 46.5%	6 33.3%	7 41.2%	3 33.3%	3 18.8%	8 40.0%
Marketing training	8 36.4% Fg	10 47.6% f	8 36.4% Fg	24 60.0%	5 50.0%	28 80.0% AbC	10 76.9% ac	10 41.7% eFh	7 43.8% Fh	20 46.5% eFh	9 50.0% f	13 76.5% ac	9 100.0% ABCdg	8 50.0% f	16 80.0% abc
Customer experience expenses	7 31.8% Df	10 47.6%	11 50.0%	28 70.0% Ae	3 30.0% d	23 65.7% a	8 61.5%	8 33.3% dEh	8 50.0%	23 53.5%	12 66.7% a	13 76.5% Af	3 33.3% e	9 56.3%	13 65.0% a
Sales employees	5 22.7%	4 19.0%	5 22.7%	5 12.5%	1 10.0%	3 8.6%	1 7.7%	4 16.7%	1 6.3%	11 25.6%	3 16.7%	1 5.9%	0 0.0%	1 6.3%	3 15.0%

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



### Topic 3: Marketing Spending

#### **Compared to your company's R&D budget, what is the size of your company's marketing budget?\***

	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
N	146	60	36	32	18	53	49	19	13	10
Mean	-4.35	-18.42	-8.75	15.47	16.11	-20.19	0.51	15.79	-10.77	20.00
SD	37.63	33.99	37.27	33.63	35.00	33.53	37.90	33.88	34.99	34.96
Median	0.00	-30.00	0.00	20.00	30.00	-30.00	0.00	20.00	-10.00	40.00
		CD	Cd	AB	Ab	BCE	A	Ad	ce	Ad

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

\*Means reflect the percent difference between marketing and R&D budgets (+ implies marketing > R&D)



**Topic 3: Marketing Spending**

**Compared to your company's R&D budget, what is the size of your company's marketing budget?\***

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
N	14	2	17	3	2	8	16	3	18	4	17	1	26	2	12
Mean	8.21	45.00	14.41	23.33	-5.00	-28.13	-13.75	-23.33	-14.44	12.50	5.29	0.00	-28.27	-40.00	27.92
SD	33.49	7.07	35.26	46.19	49.50	25.63	33.84	37.86	39.44	25.00	39.39	---	27.31	14.14	30.11
Median	0.00	1.00	20.00	50.00	1.00	-30.00	-20.00	-10.00	-10.00	0.00	15.00	-25.00	-40.00	1.00	50.00
	fM	FgMn	FgiMn	fM		aBCdjkO	bcO	o	cO	fM	fM		ABCDJKO	bco	FGhIMn

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

\*Means reflect the percent difference between marketing and R&D budgets (+ implies marketing > R&D)



### Topic 3: Marketing Spending

#### **Compared to your company's R&D budget, what is the size of your company's marketing budget?\***

	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
N	22	19	20	35	6	32	11	24	16	37	15	14	8	12	19
Mean	-2.27	0.79	-1.75	-4.14	-4.17	-7.81	-16.82	3.33	0.94	-1.76	-3.33	0.36	-27.50	-16.25	-10.79
SD	41.97	38.52	42.15	36.43	36.39	36.17	32.88	36.79	45.83	37.94	42.54	30.41	21.21	37.48	37.80
Median	0.00	2.50	0.00	0.00	5.00	0.00	-20.00	0.00	5.00	0.00	20.00	5.00	-20.00	-10.00	0.00
								f				f	ae		

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

\*Means reflect the percent difference between marketing and R&D budgets (+ implies marketing > R&D)



**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	162 10.43 25.93	65 12.78 25.06	41 13.78 31.24	36 3.71 24.83	20 8.00 16.01	57 15.22 29.35	55 9.36 19.91	23 2.08 20.57	13 7.27 34.61
Digital marketing spending	158 14.99 26.32	64 21.08 24.38	39 12.18 29.59	35 8.71 28.63	20 12.00 17.65	55 18.45 26.71	53 14.70 20.00	23 9.78 30.13	13 8.08 26.42	12 18.75 41.51

c a

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	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Overall marketing spending	16 12.36 27.35	2 12.50 10.61	18 -0.44 17.92 gjm	3 -15.33 15.01 j	3 0.00 10.00	9 18.39 34.15	15 21.73 35.96 ci	3 6.67 5.77	19 2.42 14.94 gJm	3 30.00 17.32 cdln	18 6.64 23.84	1 10.00 ---	30 18.35 30.71 ci	4 3.00 5.72 j	17 10.04 24.75
Digital marketing spending	16 13.75 23.06	2 17.50 17.68	18 5.28 24.34 m	3 -10.00 17.32	3 0.00 10.00	9 10.00 21.94	14 20.71 29.34	3 18.33 7.64	19 13.63 19.59	2 20.00 7.07	18 9.72 30.31	1 20.00 ---	29 23.97 28.23 c	4 17.50 11.90	16 20.94 37.02

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	22 12.01 29.29	21 14.35 26.89	23 14.39 35.03	39 8.29 24.56	10 8.37 24.49	34 9.60 23.00	12 3.25 10.94	24 18.53 34.96	16 1.00 19.48	44 13.54 25.18	18 15.05 35.67	17 7.47 13.73	9 3.86 31.48	14 4.41 21.05	19 6.21 14.11
Digital marketing spending	22 11.82 31.04	20 10.20 22.11	23 22.65 37.45	37 10.14 18.69	10 17.50 19.18	33 18.61 29.39	12 15.83 10.62	23 15.00 33.84	16 1.81 21.74	44 15.57 26.04	17 19.76 27.31	17 18.82 25.83	9 14.44 24.04	14 13.14 29.48	18 18.89 17.20

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	162 57.89 28.42	64 57.11 28.60	41 55.88 30.59	37 61.14 27.49	20 58.50 26.46	57 48.88 28.41 CdE	55 52.67 28.00 cdE	23 68.26 21.19 AbE	13 71.54 26.33 abe	12 89.17 10.62 ABCd
% non-digital	162 42.11 28.42	64 42.89 28.60	41 44.12 30.59	37 38.86 27.49	20 41.50 26.46	57 51.12 28.41 CdE	55 47.33 28.00 cdE	23 31.74 21.19 AbE	13 28.46 26.33 abe	12 10.83 10.62 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	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
% digital	15 39.33 23.97 BDMO	3 90.00 10.00 Afghi	19 55.00 28.72 m	3 86.67 10.41 Afgh	3 68.33 33.29	9 47.22 26.23 bdm	15 49.00 26.74 bdMo	3 55.00 13.23 bd	18 53.06 29.31 bm	3 60.00 30.41	18 55.39 33.91	1 30.00 ---	30 70.30 21.61 AcfGi	4 45.50 37.65	17 69.71 27.75 Ag
% non-digital	15 60.67 23.97 BDMO	3 10.00 10.00 Afghi	19 45.00 28.72 m	3 13.33 10.41 Afgh	3 31.67 33.29	9 52.78 26.23 bdm	15 51.00 26.74 bdMo	3 45.00 13.23 bd	18 46.94 29.31 bm	3 40.00 30.41	18 44.61 33.91	1 70.00 ---	30 29.70 21.61 AcfGi	4 54.50 37.65	17 30.29 27.75 Ag

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	\$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	22 70.23 29.66 cf	21 62.62 26.44	22 50.82 32.04 a	39 60.79 27.31	10 55.00 25.82	34 48.88 29.23 a	13 55.92 19.05	24 73.33 25.44 bcEF	16 52.50 35.59 a	42 58.88 29.07 af	18 58.94 24.30 f	17 45.59 27.09 A	9 36.89 23.31 Acdgh	15 63.33 25.40 f	20 58.10 25.21 f
% non-digital	22 29.77 29.66 cf	21 37.38 26.44	22 49.18 32.04 a	39 39.21 27.31	10 45.00 25.82	34 51.12 29.23 a	13 44.08 19.05	24 26.67 25.44 bcEF	16 47.50 35.59 a	42 41.12 29.07 af	18 41.06 24.30 f	17 54.41 27.09 A	9 63.11 23.31 Acdgh	15 36.67 25.40 f	20 41.90 25.21 f

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	150 10.07 17.62	57 11.20 16.59	41 12.19 17.79	36 7.23 19.77	16 7.02 15.97	52 12.06 17.77	49 9.10 15.80	22 6.05 13.90	13 10.77 22.53
Brand building	148 9.57 15.97	57 9.52 16.82	40 8.85 13.11	36 11.40 18.47	15 7.33 14.13	51 9.12 16.87	49 9.96 15.65	22 6.59 8.51	13 9.38 15.29	11 16.95 25.08
Overall marketing spending	153 8.78 18.56	59 8.06 17.86	41 15.41 19.59	36 6.04 20.01	17 1.06 9.24	53 11.82 21.90	51 7.07 17.00	22 6.95 13.35	13 5.77 16.94	12 9.00 21.19
Customer relationship management	144 6.78 9.75	56 6.37 8.87	38 6.91 9.36	35 6.36 10.70	15 9.00 12.10	50 6.50 9.53	46 7.97 11.99	22 5.91 6.84	13 8.46 9.44	11 3.18 5.60
New product introductions	144 5.59 10.80	57 7.54 11.14	37 4.81 9.63	35 4.49 12.69	15 2.67 5.94	52 8.11 12.65	46 4.20 10.35	20 3.50 6.51	13 4.23 10.17	11 5.91 10.20
New service introductions	142 4.27 8.76	56 3.70 7.45	37 6.98 10.74	34 2.51 8.77	15 3.67 6.94	49 5.78 9.57	48 3.07 9.27	19 4.21 6.92	13 3.08 7.78	11 5.00 7.42
Traditional advertising spending	145 -0.71 11.32	56 -0.94 12.94	38 1.58 5.71	36 -1.54 14.15	15 -3.67 6.94	52 -0.15 12.08	47 -1.01 10.22	20 -2.78 9.76	13 0.00 8.42	11 0.70 18.49

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	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
Digital marketing spending	13 10.00 20.10	2 5.00 7.07	18 4.99 16.65 h	3 -1.67 25.66	3 0.00 0.00	8 12.50 18.52	13 10.57 16.80	3 33.33 20.82 cio	18 10.56 14.94 h	3 16.67 10.41	18 11.37 18.47	1 20.00 ---	27 11.78 20.34	4 10.00 7.07	15 8.36 18.08 h	
Brand building	13 11.15 14.60	2 10.00 0.00	18 6.78 12.69	3 0.00 0.00	3 16.67 28.87	8 6.25 7.44	13 6.69 16.18	3 23.98 26.20	18 7.39 14.09	3 8.33 10.41	17 10.00 14.22	1 10.00 ---	25 9.98 18.16	4 13.75 21.36	16 13.03 22.56	
Overall marketing spending	14 2.14 13.97 fHj	2 7.50 10.61	18 4.86 16.54 h	3 -5.00 18.03	3 0.00 0.00	8 18.13 18.50 a	14 4.50 17.33 h	3 33.33 20.82 AcgIno	18 5.94 14.55 Hj	3 26.67 20.82 ai	18 14.11 19.78	1 0.00 ---	27 11.61 24.48	4 4.25 6.75 h	16 8.50 16.20 h	
Customer relationship management	13 6.35 10.35	2 5.00 7.07	17 2.94 6.86 no	3 6.67 5.77	3 0.00 0.00	8 6.25 11.57	13 7.46 9.60	3 13.33 15.28	18 6.23 10.81	3 3.33 5.77	16 8.44 11.48	0 --- ---	25 6.30 8.14	4 13.75 12.50 c	15 9.84 11.60 c	
New product introductions	13 4.62 7.76 H	2 10.00 14.14	17 2.72 10.44 H	3 0.00 0.00	3 0.00 0.00	8 10.63 12.37 k	14 6.35 11.71 h	3 27.27 14.96 ACgIKmo	18 4.62 10.88 H	3 0.00 0.00	16 2.19 5.47 fH	0 --- ---	24 7.70 11.13 h	4 6.25 12.50	15 5.67 13.35 h	
New service introductions	13 3.46 6.89	2 12.50 17.68 C	16 0.00 1.83 BGkMN	3 0.00 0.00	3 0.00 0.00	8 3.80 10.75	13 8.34 11.01 C	3 0.00 0.00	18 1.78 7.26	3 1.67 2.89	16 5.96 10.43 c	0 --- ---	23 5.83 8.19 C	4 11.35 14.54 C	16 4.69 10.56	
Traditional advertising spending	13 1.54 12.65 h	2 5.00 7.07	18 2.50 7.12 gHimN	3 -1.67 2.89	3 0.00 0.00	8 3.75 11.88	13 -3.46 7.74 cHk	3 19.42 14.14 aCGIKMno	18 -2.61 7.42 cHkn	3 6.67 5.77	16 2.19 4.46 gHiN	1 10.00 ---	24 -5.03 14.01 cH	4 -13.89 15.74 ChiK	15 -3.55 15.55 h	

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	20 20.24 22.70 bDf	18 1.66 20.16 ac	21 19.62 21.13 bDf	38 7.24 10.95 AC	8 9.38 9.80	33 6.84 15.50 ac	11 7.09 13.53	21 12.49 22.14	15 7.82 25.59	41 14.56 17.92 g	15 8.00 11.15	17 8.53 11.29	8 10.00 11.95	14 1.06 14.73 c	18 9.39 16.36
Brand Building	20 15.54 17.15	18 9.77 17.20	20 10.10 16.07	37 7.45 14.11	8 11.25 17.47	33 8.11 17.03	11 7.73 15.39	22 14.81 16.86 df	14 7.78 14.88	40 9.09 16.70	15 4.80 8.74 ae	16 16.43 18.86 df	8 1.00 3.30 ae	14 8.54 20.77	18 8.39 13.90
Overall Marketing Spending	21 16.81 19.81 df	20 2.92 25.03 c	21 19.00 23.19 bDf	38 5.71 12.31 aC	8 4.38 7.29	33 6.62 16.71 ac	11 4.27 13.26	23 10.59 22.13	16 5.81 24.62	41 15.39 19.00 dE	15 4.53 12.61 c	17 1.88 6.19 C	8 9.38 17.77	14 4.83 19.32	18 6.83 16.74
Customer relationship management	18 4.72 7.17	18 7.23 12.61	20 9.38 9.25 de	37 4.78 7.02 cf	8 0.00 5.35 cf	32 9.44 11.55 de	10 8.50 12.03	21 4.76 7.15	14 6.43 11.17	39 6.92 9.49	15 4.00 4.31 h	16 11.23 13.67	7 2.86 8.09	14 4.64 5.36	17 11.30 12.81 d
New product introductions	19 9.67 12.59 f	19 4.75 11.05	20 8.80 11.90 f	35 3.89 8.89	8 6.88 13.35	32 2.75 7.91 ac	10 5.59 14.63	22 6.91 13.01	13 5.54 9.38	39 7.97 11.62	15 2.08 9.37	16 4.69 6.18	7 1.43 4.76	14 6.43 9.08	17 3.76 14.22
New service introductions	19 5.39 9.06	18 7.36 10.59 df	21 7.40 10.12 Df	34 1.68 5.32 bC	8 3.13 9.23	31 1.87 7.69 bc	10 5.04 9.55	22 8.43 10.88 ce	13 7.11 10.89	39 3.40 7.57 a	14 3.93 7.38	15 1.13 4.31 a	7 0.00 2.89	14 4.29 7.81	17 3.44 11.48
Traditional Advertising Spending	19 4.21 10.04 f	18 -1.39 11.09	20 -2.31 12.67	37 -0.12 9.94	8 -1.25 10.94	31 -2.28 10.93 a	11 -3.39 16.50	21 0.95 8.16	14 2.50 11.73	39 1.46 11.79	15 -2.00 9.60	16 -4.54 11.96	7 0.00 12.91	14 -3.61 11.63	18 -3.46 13.19

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



### Topic 3: Marketing Spending

#### **For your marketing budget allocated to digital spending, what percent of this budget is allocated to paid, owned, and earned media?**

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
Paid media (including SEO, SEM, display, influencer marketing, paid social, digital TV advertising, digital shopper marketing, sponsored digital video, or video advertising, etc.)	168 44.57 29.93	65 38.54 27.95 C	43 34.33 30.54 C	39 65.64 25.76 ABD	21 45.10 23.44 C	61 34.85 27.97 cDE	54 44.69 31.35	24 50.00 25.71 a	13 61.54 29.47 A	14 60.00 28.20 A
Owned media (including content marketing, email marketing and marketing automation, own site and store development, or post-sales digital support such as chatbots, etc.)	169 34.64 26.42	67 28.58 28.52 C	43 40.47 26.34 C	38 22.97 21.45 AB	21 31.24 21.84	62 40.08 28.39 cd	54 37.48 28.34 c	24 24.88 16.64 ab	13 22.69 19.43 a	14 28.57 24.02
Earned media (any digital brand media not under the firms control such as reviews, user generated content, social listening, or unpaid social media, etc.)	157 12.22 13.96	61 14.48 18.09 c	39 11.95 11.59 c	37 7.35 6.75 abD	20 14.90 11.86 C	56 14.21 15.76	50 11.24 9.48	24 14.08 18.97	12 9.17 14.28	13 5.77 5.25
Digital marketing spending outside of paid, owned, and earned media	135 13.10 19.64	56 14.77 22.33	35 15.66 23.37	29 6.72 6.96 d	15 13.27 14.12 c	50 14.46 25.34	45 13.36 16.89	19 13.95 17.13	8 11.88 11.63	13 6.54 8.01

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



### Topic 3: Marketing Spending

#### **For your marketing budget allocated to digital spending, what percent of this budget is allocated to paid, owned, and earned media?**

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Paid media (including SEO, SEM, display, influencer marketing, paid social, digital TV advertising, digital shopper marketing, sponsored digital video, or video advertising, etc.)	17 39.35 27.56 co	4 25.00 20.82 ceno	17 64.82 31.42 abhiKlm	3 72.67 11.68 bkL	2 76.00 8.49 bkl	9 38.33 28.17 c	16 45.50 25.74	4 23.75 37.72 co	19 36.74 31.96 co	3 36.67 32.15	19 29.00 30.84 CdeO	2 10.00 7.07 cDeno	31 44.68 25.36 co	4 57.50 15.00 bl	17 60.88 28.30 abhiKlm
Owned media (including content marketing, email marketing and marketing automation, own site and store development, or post- sales digital support such as chatbots, etc.)	17 33.71 19.24 c	4 50.00 35.59 c	16 19.44 20.91 abiKlm	3 19.00 1.73 1	2 15.00 7.07	9 31.67 25.74	16 31.13 21.47	4 46.25 42.70	19 43.42 31.18 c	3 46.67 40.41	19 47.37 30.70 C	2 55.00 21.21 cd	31 33.39 22.71 c	4 32.50 12.58	19 28.95 29.43
Earned media (any digital brand media not under the firms control such as reviews, user generated content, social listening, or unpaid social media, etc).	16 18.63 15.84 iko	4 13.75 13.77	15 14.73 23.29	3 3.33 2.89 1	2 2.00 1.41	9 11.67 12.99	12 9.58 9.88	4 8.75 11.81	19 8.00 7.41 alm	2 10.00 0.00	18 8.33 8.04 a	2 20.00 7.07 di	30 16.60 17.17 i	3 13.33 15.28	17 8.88 9.51 a
Digital marketing spending outside of paid, owned, and earned media	14 11.43 13.07	4 11.25 14.36	12 13.83 28.01	3 5.00 8.66	2 7.00 2.83	7 23.57 34.00 m	12 21.58 28.67 m	4 21.25 36.14	18 12.50 14.48	2 15.00 7.07	15 15.27 24.46	2 15.00 21.21	23 7.91 8.16 fg	1 0.00 ---	16 10.25 14.22

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





### Topic 3: Marketing Spending

#### **For your marketing budget allocated to digital spending, what percent of this budget is allocated to paid, owned, and earned media?**

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Paid media (including SEO, SEM, display, influencer marketing, paid social, digital TV advertising, digital shopper marketing, sponsored digital video, or video advertising, etc.)	22 40.68 34.27	21 43.14 32.30	25 32.24 30.30 D	41 54.12 27.28 C	11 45.00 25.10	35 47.06 29.53	12 41.67 25.97	24 44.79 34.02	17 44.29 36.35	43 42.60 29.35	19 49.16 27.61	20 49.35 30.73	8 43.13 30.47	15 46.47 23.94	21 41.19 28.37
Owned media (including content marketing, email marketing and marketing automation, own site and store development, or post- sales digital support such as chatbots, etc.)	23 35.87 32.29	21 41.05 32.47	25 42.20 32.12	41 29.37 22.85	11 37.73 23.81	25 32.60 21.53	12 27.67 12.46	25 33.80 30.90	17 41.29 32.14	43 36.42 28.91	18 26.00 18.38	20 30.50 19.05	9 43.89 31.40	15 36.07 18.97	21 30.33 22.74
Earned media (any digital brand media not under the firms control such as reviews, user generated content, social listening, or unpaid social media, etc.)	22 12.05 21.91	19 8.26 7.19 fG	24 12.50 19.78	38 9.32 8.43 fG	9 14.44 8.08	32 14.22 11.60 Bd	12 19.00 11.29 BD	23 12.17 21.73	16 8.75 7.19 h	40 12.95 17.13	17 10.88 7.55	18 9.89 9.77	8 13.13 11.00	14 12.57 9.46	20 16.35 11.59 b
Digital marketing spending outside of paid, owned, and earned media	20 15.75 26.77	16 10.94 11.58	23 19.09 32.01	30 10.77 13.53	6 10.00 13.78	31 9.26 11.42	8 17.50 13.09	22 13.64 22.05	12 8.75 13.34	34 14.24 25.68	16 19.56 24.30	15 15.00 16.26	7 7.86 7.56	12 7.17 11.52	17 11.82 10.51

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



## Topic 4: Managing Digital Marketing Returns

### What investments did your company make to improve the performance of your digital marketing activities over the last year?

	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
Optimizing our company website	169 75.1%	72 79.1%	41 67.2% d	33 68.8% d	22 91.7% bc	59 77.6%	56 77.8%	23 62.2%	12 75.0%	14 82.4%
Data analytics	150 66.7%	60 65.9%	36 59.0%	35 72.9%	19 79.2%	46 60.5%	52 72.2%	25 67.6%	10 62.5%	12 70.6%
Digital media and search	143 63.6%	51 56.0% c	38 62.3%	36 75.0% a	18 75.0%	47 61.8%	45 62.5%	23 62.2%	10 62.5%	13 76.5%
Marketing technology systems or platforms	133 59.1%	54 59.3%	38 62.3%	26 54.2%	15 62.5%	47 61.8%	37 51.4%	22 59.5%	12 75.0%	9 52.9%
Direct digital marketing (e.g., email)	119 52.9%	55 60.4% b	25 41.0% a	24 50.0%	14 58.3%	43 56.6%	36 50.0%	19 51.4%	7 43.8%	10 58.8%
Online experimentation and/or A/B testing	104 46.2%	37 40.7% C	24 39.3% c	31 64.6% Ab	12 50.0%	27 35.5% CE	32 44.4%	23 62.2% A	7 43.8%	12 70.6% A
Managing privacy issues	58 25.8%	27 29.7%	10 16.4%	14 29.2%	7 29.2%	14 18.4% e	17 23.6%	12 32.4%	5 31.3%	7 41.2% a
Machine learning and automation	56 24.9%	18 19.8% C	12 19.7% C	21 43.8% AB	5 20.8%	11 14.5% cd	17 23.6%	13 35.1% a	6 37.5% a	4 23.5%
Improving our app	39 17.3%	11 12.1% d	8 13.1% d	12 25.0%	8 33.3% ab	11 14.5%	11 15.3%	9 24.3%	3 18.8%	2 11.8%

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



## Topic 4: Managing Digital Marketing Returns

### What investments did your company make to improve the performance of your digital marketing activities over the last year?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Optimizing our company website	16 72.7%	2 40.0%	13 56.5%	4 100.0%	2 66.7%	7 77.8%	15 78.9%	3 60.0%	26 89.7%	4 100.0%	20 83.3%	2 66.7%	34 79.1%	4 57.1%	17 70.8%
Data analytics	15 68.2%	3 60.0%	15 65.2%	4 100.0%	3 100.0%	6 66.7%	15 78.9%	4 80.0%	15 51.7%	3 75.0%	13 54.2%	1 33.3%	29 67.4%	5 71.4%	18 75.0%
Digital media and search	15 68.2%	2 40.0%	18 78.3%	4 100.0%	3 100.0%	5 55.6%	16 84.2%	3 60.0%	16 55.2%	2 50.0%	13 54.2%	2 66.7%	26 60.5%	5 71.4%	12 50.0%
Marketing technology systems or platforms	15 68.2%	3 60.0%	9 39.1%	2 50.0%	2 66.7%	3 33.3%	11 57.9%	3 60.0%	12 41.4%	2 50.0%	12 50.0%	3 100.0%	36 83.7%	4 57.1%	15 62.5%
Direct digital marketing (e.g. email)	14 63.6%	3 60.0%	13 56.5%	3 75.0%	2 66.7%	4 44.4%	11 57.9%	3 60.0%	16 55.2%	1 25.0%	11 45.8%	0 0.0%	24 55.8%	3 42.9%	11 45.8%
Online experimentation and/or A/B testing	10 45.5%	2 40.0%	13 56.5%	3 75.0%	1 33.3%	5 55.6%	8 42.1%	1 20.0%	12 41.4%	1 25.0%	9 37.5%	1 33.3%	21 48.8%	2 28.6%	14 58.3%
Managing privacy issues	6 27.3%	1 20.0%	6 26.1%	1 25.0%	1 33.3%	2 22.2%	4 21.1%	2 40.0%	7 24.1%	1 25.0%	3 12.5%	1 33.3%	17 39.5%	1 14.3%	5 20.8%
Machine learning and automation	5 22.7%	0 0.0%	5 21.7%	1 25.0%	0 0.0%	3 33.3%	6 31.6%	3 60.0%	4 13.8%	3 75.0%	4 16.7%	0 0.0%	11 25.6%	1 14.3%	9 37.5%
Improving our app	8 36.4%	1 20.0%	4 17.4%	2 50.0%	1 33.3%	3 33.3%	5 26.3%	0 0.0%	1 3.4%	1 25.0%	2 8.3%	0 0.0%	5 11.6%	1 14.3%	5 20.8%

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



## Topic 4: Managing Digital Marketing Returns

### What investments did your company make to improve the performance of your digital marketing activities over the last year?

	Sales Revenue						Number of Employees								
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Optimizing our company website	22 66.7% b	21 91.3% ag	23 69.7% g	44 84.6% g	11 78.6% g	32 71.1% g	14 63.6% bd	22 64.7% b	18 90.0% a	43 75.4% a	21 80.8% a	16 80.0% a	10 83.3% a	14 70.0% a	24 68.6% a
Data analytics	15 45.5% deFG	15 65.2% cf	11 33.3% bDEFG	37 71.2% aC	11 78.6% aC	39 86.7% AbC	19 86.4% AC	17 50.0% EGH	11 55.0% egh	31 54.4% EGH	17 65.4% a	18 90.0% AbC	8 66.7% a	18 90.0% AbC	30 85.7% AbC
Digital media and search	16 48.5% e	16 69.6% e	20 60.6% e	35 67.3% e	12 85.7% a	27 60.0% a	15 68.2% a	21 61.8% a	9 45.0% d	38 66.7% a	20 76.9% b	13 65.0% b	8 66.7% b	14 70.0% b	20 57.1% b
Marketing technology systems or platforms	13 39.4% dfG	11 47.8% g	18 54.5% g	35 67.3% a	7 50.0% a	30 66.7% a	18 81.8% Abc	14 41.2% egH	7 35.0% egH	34 59.6% h	14 53.8% h	15 75.0% ab	6 50.0% ab	14 70.0% ab	28 80.0% ABcd
Direct digital marketing (e.g., email)	15 45.5% a	14 60.9% a	17 51.5% a	31 59.6% a	8 57.1% a	20 44.4% a	12 54.5% a	17 50.0% a	9 45.0% a	36 63.2% a	12 46.2% a	12 60.0% a	6 50.0% a	9 45.0% a	18 51.4% a
Online experimentation and/or A/B testing	12 36.4% a	11 47.8% a	9 27.3% eFg	24 46.2% a	9 64.3% c	26 57.8% C	12 54.5% c	13 38.2% G	6 30.0% G	26 45.6% G	12 46.2% G	8 40.0% G	5 41.7% G	18 90.0% ABCDEFH	16 45.7% G
Managing privacy issues	7 21.2% G	3 13.0% G	8 24.2% g	11 21.2% G	2 14.3% g	12 26.7% g	13 59.1% ABCDef	6 17.6% H	3 15.0% h	18 31.6% a	3 11.5% H	3 15.0% h	3 25.0% a	5 25.0% a	17 48.6% AbDe
Machine learning and automation	7 21.2% G	4 17.4% G	2 6.1% FG	11 21.2% G	2 14.3% g	17 37.8% C	13 59.1% ABCDe	7 20.6% a	1 5.0% eGH	14 24.6% d	1 3.8% ceGH	6 30.0% bd	3 25.0% a	9 45.0% BD	15 42.9% BD
Improving our app	3 9.1% g	4 17.4% g	3 9.1% g	9 17.3% g	3 21.4% g	9 20.0% g	7 31.8% ac	5 14.7% g	1 5.0% g	10 17.5% g	5 19.2% g	3 15.0% g	1 8.3% g	6 30.0% b	8 22.9% b

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



## Topic 4: Managing Digital Marketing Returns

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

	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	7 3.1%	6 6.3%	1 1.7%	0 0.0%	0 0.0%	5 6.3%	2 2.7%	0 0.0%	0 0.0%	0 0.0%
2	18 7.9%	6 6.3%	7 11.7%	2 4.2%	2 8.0%	7 8.8%	10 13.7% c	0 0.0% b	1 6.7%	0 0.0%
3	28 12.2%	11 11.6%	7 11.7%	4 8.3%	6 24.0%	11 13.8%	15 20.5% ce	1 2.7% b	0 0.0%	0 0.0% b
4	44 19.2%	22 23.2%	14 23.3%	5 10.4%	3 12.0%	18 22.5%	12 16.4%	6 16.2%	3 20.0%	3 17.6%
5	55 24.0%	27 28.4% c	16 26.7% c	5 10.4% ab	7 28.0%	23 28.8%	15 20.5%	10 27.0%	3 20.0%	3 17.6%
6	51 22.3%	14 14.7% C	12 20.0% c	20 41.7% Ab	5 20.0%	8 10.0% Ce	15 20.5% c	16 43.2% Ab	4 26.7%	5 29.4% a
7=Very highly	26 11.4%	9 9.5% c	3 5.0% C	12 25.0% aB	2 8.0%	8 10.0% E	4 5.5% dE	4 10.8% e	4 26.7% b	6 35.3% ABc
Mean	4.66	4.43 C	4.42 C	5.52 ABD	4.52 C	4.29 CdE	4.22 CDE	5.43 AB	5.40 aB	5.82 AB

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



**Topic 4: Managing Digital Marketing Returns**

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	0 0.0%	1 16.7% M	1 4.2%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	3 10.3% m	0 0.0%	0 0.0%	0 0.0%	0 0.0% Bi	0 0.0%	1 4.2%
2	0 0.0% fj	0 0.0%	2 8.3%	0 0.0%	0 0.0%	2 22.2% a	3 15.0%	0 0.0%	2 6.9%	1 25.0% a	3 12.5%	0 0.0%	2 4.5%	0 0.0%	3 12.5%
3	5 21.7% m	0 0.0%	3 12.5%	0 0.0%	0 0.0%	0 0.0%	4 20.0%	1 20.0%	5 17.2%	0 0.0%	6 25.0% mo	0 0.0%	2 4.5% ak	1 16.7%	1 4.2% k
4	8 34.8% o	0 0.0%	4 16.7%	0 0.0%	0 0.0%	1 11.1%	3 15.0%	2 40.0% o	5 17.2%	1 25.0%	4 16.7%	2 66.7% O	12 27.3% o	1 16.7%	1 4.2% ahLm
5	7 30.4% e	2 33.3%	2 8.3% dEm	2 50.0% c	3 100.0% aCfGhiKm O	2 22.2% e	2 10.0% E	0 0.0% e	7 24.1% e	1 25.0%	5 20.8% E	1 33.3%	14 31.8% ce	2 33.3%	4 16.7% E
6	2 8.7% cdf	1 16.7%	10 41.7% am	2 50.0% a	0 0.0%	4 44.4% a	6 30.0%	1 20.0%	5 17.2%	1 25.0%	4 16.7%	0 0.0%	8 18.2% c	2 33.3%	5 20.8%
7=Very highly	1 4.3% bO	2 33.3% a	2 8.3% o	0 0.0%	0 0.0%	0 0.0% o	1 5.0% o	1 20.0%	2 6.9% O	0 0.0%	2 8.3% o	0 0.0%	6 13.6% o	0 0.0%	9 37.5% Acfglkm
Mean	4.39	5.17	4.75	5.50 1	5.00	4.67	4.20	4.80	4.17 mo	4.25	4.29	4.33 d	4.95 i	4.83	5.29 i

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



## Topic 4: Managing Digital Marketing Returns

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

	Sales Revenue							Number of Employees							
	<\$10 million 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 8.8%	0 0.0%	1 2.9%	1 1.9%	1 7.1%	1 2.2%	0 0.0%	3 8.6%	0 0.0%	1 1.7%	1 3.8%	0 0.0%	1 8.3%	0 0.0%	1 2.8%
2	3 8.8%	3 13.0%	1 2.9%	4 7.5%	0 0.0%	4 8.9%	3 13.0%	4 11.4%	1 5.0%	4 6.9%	2 7.7%	0 0.0%	2 16.7%	1 5.0%	3 8.3%
3	2 5.9% f	2 8.7%	4 11.8%	7 13.2%	0 0.0% f	13 28.9% aeG	0 0.0% F	1 2.9% f	3 15.0%	6 10.3%	4 15.4%	3 14.3%	3 25.0% a	2 10.0%	6 16.7%
4	10 29.4% b	1 4.3% a	8 23.5%	8 15.1%	2 14.3%	9 20.0%	5 21.7%	8 22.9%	3 15.0%	10 17.2%	6 23.1%	3 14.3%	1 8.3%	5 25.0%	8 22.2%
5	4 11.8% cdE	7 30.4% f	12 35.3% aF	16 30.2% aF	7 50.0% AF	3 6.7% bcDE	5 21.7%	2 5.7% bCEg	5 25.0% a	23 39.7% AFh	6 23.1%	8 38.1% Af	0 0.0% Ce	5 25.0% a	6 16.7% c
6	6 17.6%	9 39.1% Cd	3 8.8% Bfg	9 17.0% b	3 21.4%	13 28.9% c	8 34.8% c	9 25.7%	6 30.0%	8 13.8%	3 11.5%	6 28.6%	4 33.3%	6 30.0%	9 25.0%
7=Very highly	6 17.6%	1 4.3%	5 14.7%	8 15.1%	1 7.1%	2 4.4%	2 8.7%	8 22.9%	2 10.0%	6 10.3%	4 15.4%	1 4.8%	1 8.3%	1 5.0%	3 8.3%
Mean	4.50	4.87	4.71	4.75	4.93	4.24	4.91	4.74	4.90	4.69	4.50	4.95	4.08	4.80	4.50

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



## Topic 4: Managing Digital Marketing Returns

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

	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
Nascent: Early steps to design and visualize transformation	28 12.3%	13 14.0%	9 14.8%	3 6.3%	2 8.0%	15 19.0%	9 12.3%	2 5.4%	2 12.5%	0 0.0%
Emerging: Build non-integrated digital elements	136 59.6%	56 60.2%	41 67.2% c	21 43.8% bd	18 72.0% c	51 64.6% e	49 67.1% E	19 51.4%	10 62.5%	5 31.3% aB
Integrated: Fully integrate digital investments across company	48 21.1%	19 20.4%	9 14.8% c	17 35.4% bd	3 12.0% c	10 12.7% CE	12 16.4% cE	13 35.1% Abd	1 6.3% cE	9 56.3% ABD
Institutionalized/ Established: Leverage digital investments to drive and evaluate marketing decisions	16 7.0%	5 5.4%	2 3.3% c	7 14.6% b	2 8.0%	3 3.8% d	3 4.1% d	3 8.1%	3 18.8% ab	2 12.5%

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





## Topic 4: Managing Digital Marketing Returns

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Nascent: Early steps to design and visualize transformation	3 13.0%	0 0.0%	5 20.8% m	0 0.0%	0 0.0%	0 0.0%	5 25.0% M	1 20.0%	5 17.9% m	0 0.0%	5 20.8% m	0 0.0%	1 2.3% cGik	0 0.0%	3 12.5%
Emerging: Build non-integrated digital elements	18 78.3% cjkO	5 100.0% cjko	12 50.0% ab	3 75.0%	2 66.7%	5 55.6%	12 60.0%	3 60.0%	16 57.1%	1 25.0% ab	12 50.0% ab	3 100.0%	29 65.9% o	5 71.4%	9 37.5% Abm
Integrated: Fully integrate digital investments across company	1 4.3% FiJo	0 0.0% j	6 25.0%	0 0.0%	1 33.3%	4 44.4% Ag	2 10.0% fJ	1 20.0%	7 25.0% a	3 75.0% AbGkm	5 20.8% j	0 0.0%	9 20.5% j	1 14.3%	8 33.3% a
Institutionalized/ Established: Leverage digital investments to drive and evaluate marketing decisions	1 4.3%	0 0.0%	1 4.2%	1 25.0% i	0 0.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0% do	0 0.0%	2 8.3%	0 0.0%	5 11.4%	1 14.3%	4 16.7% i

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



## Topic 4: Managing Digital Marketing Returns

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

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Nascent: Early steps to design and visualize transformation	9 26.5%	4 17.4%	6 18.2%	4 7.5%	1 7.1%	3 6.7%	1 4.3%	8 22.9%	4 20.0%	8 14.0%	3 11.5%	1 4.8%	1 8.3%	1 5.0%	2 5.6%
Emerging: Build non-integrated digital elements	19 55.9%	13 56.5%	20 60.6%	33 62.3%	9 64.3%	27 60.0%	12 52.2%	18 51.4%	11 55.0%	34 59.6%	19 73.1%	11 52.4%	8 66.7%	15 75.0%	19 52.8%
Integrated: Fully integrate digital investments across company	5 14.7%	4 17.4%	5 15.2%	10 18.9%	4 28.6%	14 31.1%	6 26.1%	8 22.9%	2 10.0%	12 21.1%	3 11.5%	5 23.8%	3 25.0%	4 20.0%	11 30.6%
Institutionalized/ Established: Leverage digital investments to drive and evaluate marketing decisions	1 2.9%	2 8.7%	2 6.1%	6 11.3%	0 0.0%	1 2.2%	4 17.4%	1 2.9%	3 15.0%	3 5.3%	1 3.8%	4 19.0%	0 0.0%	0 0.0%	4 11.1%

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



## Topic 4: Managing Digital Marketing Returns

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

	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
Nascent: Early steps to design and visualize transformation	100 43.9%	42 45.2%	32 52/5% c	15 31.3% b	10 40.0%	38 48.1% e	38 52.1% e	12 32.4%	8 50.0%	3 18.8% ab
Emerging: Build non-integrated digital elements	90 39.5%	38 40.9%	23 37.7%	16 33.3%	13 52.0%	35 44.3%	28 38.4%	16 43.2%	4 25.0%	6 37.5%
Integrated: Fully integrate digital investments across company	27 11.8%	9 9.7% C	4 6.6% C	14 29.2% ABD	0 0.0% C	3 3.8% CE	5 6.8% cE	9 24.3% Ab	1 6.3% c	6 37.5% ABd
Institutionalized/ Established: Leverage digital investments to drive and evaluate marketing decisions	11 4.8%	4 4.3%	2 3.3%	3 6.3%	2 8.0%	3 3.8% d	2 2.7% d	0 0.0% D	3 18.8% abC	1 6.3%

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



**Topic 4: Managing Digital Marketing Returns**

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Nascent: Early steps to design transformation and visualize	13 56.5% j	1 20.0%	12 50%	1 25.0%	1 33.3%	4 44.4%	9 45.0%	4 80.0% jo	11 39.3%	0 0.0% ahl	13 54.2%	3 100.0% jo	19 43.2%	2 28.6%	7 29.2% hl
Emerging: Build non-integrated digital elements	8 34.8%	4 80.0% co	7 29.2% b	2 50.0%	1 33.3%	4 44.4%	10 50.0%	1 20.0%	14 50.0%	2 50.0%	8 33.3%	0 0.0%	18 40.9%	3 42.9%	7 29.2% b
Integrated: Fully integrate digital investments across company	1 4.3% j	0 0.0%	5 20.8% g	1 25.0% g	1 33.3% g	1 11.1%	0 0.0% cdeJno	0 0.0%	3 10.7%	2 50.0% aGkm	1 4.2% jo	0 0.0%	4 9.1% j	2 28.6% g	6 25.0% gk
Institutionalized/ Established: Leverage digital investments to drive and evaluate marketing decisions	1 4.3%	0 0.0%	0 0.0% o	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0% o	0 0.0%	2 8.3%	0 0.0%	3 6.8%	0 0.0%	4 16.7% ci

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



**Topic 4: Managing Digital Marketing Returns**

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

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Nascent: Early steps to design and visualize transformation	25 73.5% cDeFG	11 47.8%	15 45.5% a	18 34.0% A	6 42.9% a	16 35.6% A	8 34.6% A	23 65.7% EGH	8 40.0%	29 50.9% eg	13 50.0% g	5 23.8% Ac	6 50.0%	4 20.0% AcD	12 33.3% A
Emerging: Build non-integrated digital elements	6 17.6% cdF	9 39.1%	14 42.4% a	21 39.6% a	6 42.9%	23 51.1% A	9 39.1%	8 22.9% eG	9 45.0%	15 26.3% eG	11 42.3%	11 52.4% ac	6 50.0%	14 70.0% ACh	15 41.7% g
Integrated: Fully integrate digital investments across company	2 5.9% d	2 8.7%	2 6.1% d	12 22.6% ac	1 7.1%	5 11.1%	3 13.0%	3 8.6%	2 10.0%	10 17.5%	1 3.8%	4 19.0%	0 0.0%	1 5.0%	6 16.7%
Institutionalized Established: Leverage digital investments to drive and evaluate marketing decisions	1 2.9%	1 4.3%	2 6.1%	2 3.8%	1 7.1%	1 2.2%	3 13.0%	1 2.9%	1 5.0%	3 5.3%	1 3.8%	1 4.8%	0 0.0%	1 5.0%	3 8.3%

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



**Topic 5: 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?	170 13.66 17.38	66 7.96 12.27 CD	47 7.96 13.01 CD	38 21.93 20.25 AB	19 31.07 18.70 AB	63 6.57 10.54 BCdE	58 14.94 17.67 Ae	22 18.69 17.64 A	13 15.46 19.67 a	13 28.87 23.49 Ab
% What percent will you spend on mobile in the next 12 months?	169 16.88 21.19	65 10.25 15.74 CD	47 10.34 14.39 CD	38 27.26 25.96 AB	19 35.00 23.45 AB	62 8.35 12.28 BCdE	58 17.90 21.90 AE	22 21.41 20.08 Ae	13 19.31 19.27 a	13 39.23 31.68 ABc
What percent will you spend on mobile activities in five years?	168 24.61 23.57	65 17.23 17.45 CD	46 17.60 20.82 CD	38 34.42 25.88 AB	19 47.16 23.40 AB	62 15.16 17.00 BCdE	58 25.99 23.36 AE	21 29.35 21.74 Ae	13 26.62 25.93 ae	13 49.93 28.21 ABcd

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



**Topic 5: 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	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
What percent of your marketing budget do you currently spend on mobile activities?	17 12.35 16.12	3 15.00 21.79	18 13.62 18.05	3 18.69 31.51	3 8.33 2.89	9 13.44 15.91	15 14.67 15.17	4 25.02 21.64	19 6.11 9.13	3 15.00 13.23	21 14.20 21.30	1 0.00 ---	31 9.87 12.79	4 16.27 25.98	19 24.76 22.48
% What percent will you spend on mobile in the next 12 months?	17 15.00 17.23 o	3 15.00 13.23	18 16.28 20.52	3 22.00 32.97	3 8.33 2.89	9 14.00 15.66	14 17.50 16.14 i	4 31.25 28.69 lm	19 8.00 9.67 gHO	3 15.00 13.23	21 18.10 25.25	1 0.00 ---	31 12.29 14.51 hO	4 20.00 33.42	19 33.42 33.08 alM
What percent will you spend on mobile activities in five years?	17 26.09 24.34	3 20.00 8.66	18 23.35 21.17	3 30.07 38.87	3 21.67 14.43	9 19.00 23.19	14 31.43 25.22 i	4 43.56 26.59 lm	19 16.11 14.72 gHO	3 22.67 23.69	20 24.98 26.80	1 0.00 ---	31 17.85 20.31 hO	4 25.00 31.09	19 39.09 27.33 IM

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



## Topic 5: 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?	25 12.61 19.82 g	20 17.06 20.00	25 11.81 18.14 g	40 11.00 15.36 G	12 13.33 17.49	37 12.33 15.10 G	10 27.51 15.15 acDF	26 13.51 20.13	16 17.50 18.81	44 13.80 18.47	19 12.63 17.35	20 10.66 16.46	9 8.89 10.54	15 11.74 14.56	20 18.25 16.87
% What percent will you spend on mobile in the next 12 months?	24 19.79 29.80	20 19.55 21.53	25 17.00 22.54	40 12.68 17.39 G G	12 15.42 22.00	37 14.24 16.83 G G	10 31.30 18.54 DF DF	25 20.44 27.73	16 21.88 23.23	44 16.98 21.26	19 14.21 19.67	20 13.25 21.65	9 11.89 12.23	15 12.33 15.34	20 20.40 19.37
What percent will you spend on mobile activities in five years?	23 24.50 24.76 g	20 28.41 25.21	25 23.75 25.48 g	40 20.21 21.25 G	12 24.29 27.13	37 22.66 21.41 G	10 44.00 22.09 acDF	24 27.51 23.61	16 31.73 28.16	44 22.36 23.25	19 23.87 26.69	20 20.37 23.00	9 22.78 18.39	15 19.95 23.01	20 30.35 21.74

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




**Topic 5: Social Media and Mobile Marketing**
**To what degree has the use of mobile marketing contributed to your company's performance during the last year?**

	Total	Primary Economic Sector				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	56 32.7%	31 47.0% CD	22 48.9% CD	2 5.0% AB	1 5.0% AB	33 52.4% BCE	15 26.3% A	3 13.6% A	4 33.3%	1 7.7% A
2	33 19.3%	12 18.2%	10 22.2%	7 17.5%	4 20.0%	12 19.0%	13 22.8%	3 13.6%	2 16.7%	2 15.4%
3	24 14.0%	11 16.7%	4 8.9%	7 17.5%	2 10.0%	8 12.7% c	7 12.3% c	7 31.8% abd	0 0.0% c	2 15.4%
4	24 14.0%	7 10.6%	7 15.6%	7 17.5%	3 15.0%	7 11.1%	10 17.5%	2 9.1%	2 16.7%	2 15.4%
5	18 10.5%	3 4.5% CD	0 0.0% CD	10 25.0% AB	5 25.0% AB	2 3.2% be	8 14.0% a	3 13.6%	2 16.7%	3 23.1% a
6	9 5.3%	0 0.0% cD	2 4.4%	4 10.0% a	3 15.0% A	1 1.6% d	3 5.3%	1 4.5%	2 16.7% a	0 0.0%
7=Very highly	7 4.1%	2 3.0%	0 0.0% d	3 7.5%	2 10.0% b	0 0.0% CE	1 1.8% cE	3 13.6% Ab	0 0.0%	3 23.1% AB
Mean	2.82	2.20 CD	2.09 CD	4.00 AB	4.20 AB	1.98 BCdE	2.93 Ae	3.64 A	3.17 a	4.23 Ab

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

 **Topic 5: Social Media and Mobile Marketing**

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	6 35.3%	1 33.3%	5 25.0%	0 0.0%	0 0.0%	3 33.3%	5 35.7%	1 25.0%	8 40.0%	0 0.0%	8 40.0%	1 100.0%	14 45.2% o	1 25.0%	3 15.8% m
2	3 17.6%	1 33.3%	6 30.0%	0 0.0%	2 66.7% kmo	2 22.2%	4 28.6%	0 0.0%	5 25.0%	2 66.7% kmo	2 10.0% ej	0 0.0%	3 9.7% ej	1 25.0%	2 10.5% ej
3	3 17.6%	0 0.0%	2 10.0%	1 33.3% g	0 0.0%	1 11.1%	0 0.0% d	1 25.0%	3 15.0%	0 0.0%	5 25.0%	0 0.0%	5 16.1%	0 0.0%	3 15.8%
4	3 17.6%	0 0.0%	1 5.0%	1 33.3%	1 33.3%	0 0.0%	3 21.4%	1 25.0%	4 20.0%	0 0.0%	1 5.0%	0 0.0%	5 16.1%	1 25.0%	3 15.8%
5	2 11.8%	0 0.0%	5 25.0% i	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0% cno	0 0.0%	1 5.0%	0 0.0%	4 12.9%	1 25.0% i	4 21.1% i
6	0 0.0% hj	0 0.0%	1 5.0%	0 0.0%	0 0.0%	2 22.2% im	1 7.1%	1 25.0% aiM	0 0.0% fhj	1 33.3% aiM	2 10.0%	0 0.0%	0 0.0% fHJ	0 0.0%	1 5.3%
7=Very highly	0 0.0% bd	1 33.3% acgiM	0 0.0% bd	1 33.3% acgiM	0 0.0%	1 11.1%	0 0.0% bd	0 0.0%	0 0.0% bd	0 0.0%	1 5.0%	0 0.0%	0 0.0% BDo	0 0.0%	3 15.8% m
Mean	2.53 do	3.33	2.90	4.67 alm	2.67	3.22	2.57 o	3.50	2.15 DO	3.33	2.75	1.00	2.42 dO	3.00	3.95 agIM

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

 **Topic 5: Social Media and Mobile Marketing**

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=Not at all	13 54.2% dfG	5 25.0%	12 46.2% G	11 27.5% a	6 54.5% G	9 23.7% a	0 0.0% ACE	11 44.0% H	5 31.3% h	14 31.1% h	9 47.4% H	8 40.0% h	4 44.4% h	4 25.0%	1 5.0% AbcDef
2	1 4.2% d	3 15.0%	6 23.1%	12 30.0% a	1 9.1%	7 18.4%	3 27.3%	2 8.0% h	2 12.5%	12 26.7%	2 10.5%	4 20.0%	1 11.1%	2 12.5%	7 35.0% a
3	3 12.5%	4 20.0%	2 7.7%	6 15.0%	0 0.0%	8 21.1%	1 9.1%	4 16.0%	3 18.8%	5 11.1%	1 5.3%	2 10.0%	2 22.2%	4 25.0%	3 15.0%
4	3 12.5%	4 20.0%	1 3.8%	7 17.5%	1 9.1%	6 15.8%	2 18.2%	3 12.0%	1 6.3%	5 11.1%	4 21.1%	5 25.0%	1 11.1%	2 12.5%	3 15.0%
5	1 4.2%	1 5.0%	4 15.4%	3 7.5%	3 27.3%	4 10.5%	2 18.2%	2 8.0%	1 6.3%	5 11.1%	3 15.8%	1 5.0%	0 0.0%	2 12.5%	4 20.0%
6	0 0.0% g	3 15.0% d	1 3.8% g	0 0.0% bG	0 0.0%	2 5.3% g	3 27.3% acDf	0 0.0% b	3 18.8% a	2 4.4%	0 0.0%	0 0.0%	1 11.1%	1 6.3%	2 10.0%
7=Very highly	3 12.5%	0 0.0%	0 0.0%	1 2.5%	0 0.0%	2 5.3%	0 0.0%	3 12.0%	1 6.3%	2 4.4%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%
Mean	2.58 g	3.10	2.31 G	2.58 G	2.45 g	3.08	4.09 acDe	2.80	3.25	2.76	2.47	2.35 h	2.44	3.19	3.40 e

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



**Topic 5: 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	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
...of your marketing budget do you currently spend on social media?	173 14.48 13.65	69 12.83 12.27 c	46 13.27 13.64	38 18.54 15.69 a	20 15.25 13.50	63 10.08 8.41 bcd	57 15.43 14.83 ad	25 20.26 16.53 A	13 24.98 18.03 Abe	14 11.21 9.08 d
...will you spend in the next 12 months?	171 16.78 14.63	68 15.53 14.03	45 14.78 13.90	38 21.29 16.98	20 16.90 12.46	62 11.73 9.07 bcd	57 17.43 15.58 ad	25 23.53 17.31 A	13 28.16 18.75 Abe	13 14.77 11.68 d
...do you predict you will spend in five years?	170 21.33 16.00	67 20.08 16.10	45 19.68 14.86	38 26.16 18.14	20 20.10 12.82	61 16.26 11.40 bcd	57 22.09 16.62 a	25 27.65 18.26 A	13 31.39 19.70 A	13 21.12 15.97

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

 **Topic 5: Social Media and Mobile Marketing**

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
...of your marketing budget do you currently spend on social media?	16 12.88 10.62 k	4 27.67 20.87 IK	17 21.28 18.49 iK	3 21.00 11.53 k	3 16.67 17.56	9 11.89 6.39	15 16.58 14.59 k	4 11.25 4.79	21 8.90 9.47 Bcm	3 15.00 8.66	20 6.20 8.66 aBCdgMo	2 12.50 10.61	32 17.23 14.27 iK	4 12.50 9.57	19 14.72 14.60 k
...will you spend in the next 12 months?	16 15.63 13.58 b	4 35.77 18.26 aFIKo	17 23.12 17.64 iK	3 28.33 20.21 iK	3 15.00 15.00	9 14.33 6.84 B	15 17.74 14.78 k	4 15.00 8.16	20 11.15 11.70 Bcd	3 16.67 10.41	20 8.75 8.66 BCDgMo	2 12.50 10.61	31 19.01 15.48 K	4 15.75 17.00	19 16.80 15.35 bk
...do you predict you will spend in five years?	16 23.10 18.29	4 37.88 18.98 fiK	17 25.50 17.57 k	3 30.00 18.03 k	3 13.33 12.58	9 17.22 7.12 b	14 22.82 14.04 k	4 21.25 10.31	20 16.88 14.59 b	3 17.67 8.74	20 13.75 10.42 Bcdgm	2 22.50 24.75	31 22.44 16.44 k	4 24.50 24.03	19 22.22 18.71

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



**Topic 5: Social Media and Mobile Marketing**

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
...of your marketing budget do you currently spend on social media?	24 18.72 19.73 c	20 11.75 8.89 g	27 9.96 8.41 adG	41 17.29 14.79 c	11 13.43 14.39	37 11.45 10.60 g	12 21.78 14.91 bCf	25 18.13 17.70	16 12.69 12.86	45 12.85 14.03	19 15.53 12.18	21 11.38 10.79	9 9.56 7.47	15 15.18 13.48	22 18.29 14.00
...will you spend in the next 12 months?	24 21.55 19.66 f	20 13.75 8.09 g	26 12.96 10.39 G	40 19.43 16.36 f	11 13.92 14.82	37 12.79 11.56 adG	12 24.68 15.74 bCF	25 23.05 18.38 e	16 14.75 12.10	44 15.41 15.76	19 16.74 12.25	20 12.25 10.79 a	9 12.00 8.20	15 16.01 14.89	22 20.10 15.06
...do you predict you will spend in five years?	23 25.74 20.91 f	20 18.35 9.96 G	26 19.71 14.50 G	40 22.43 16.49 g	11 18.78 18.37 g	37 16.18 12.87 aG	12 33.59 13.99 BCdF	24 31.15 20.39 bCEf	16 17.69 9.80 a	44 18.95 16.30 A	19 20.58 14.14	20 16.60 13.10 A	9 15.33 10.42 a	15 21.10 16.22	22 25.46 16.17
Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01															



**Topic 5: Social Media and Mobile Marketing**

**What percent of your company's social media activities are currently performed by outside agencies?**

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 performed by outside agencies	172 24.66 33.78	68 21.88 33.01	45 18.37 31.46	38 32.87 35.60	21 32.30 35.78	62 20.56 33.50	57 27.87 33.52	25 20.88 28.32	13 31.89 41.90

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



**Topic 5: Social Media and Mobile Marketing**

**What percent of your company's social media activities are currently performed by outside agencies?**

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Percent	17	4	17	3	3	9	15	4	20	3	20	2	31	4	19
performed by	28.19	7.50	43.52	43.33	0.00	15.00	15.00	33.75	25.91	15.00	14.57	15.00	24.67	40.00	26.22
outside agencies	31.92	15.00	40.22	40.41	0.00	29.37	25.98	41.51	33.27	13.23	31.96	21.21	36.30	46.90	35.35
			gk				c				c				

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





**Topic 5: Social Media and Mobile Marketing**

**What percent of your company's social media activities are currently performed by outside agencies?**

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	24	20	26	41	11	37	12	25	16	45	19	20	9	15	22
performed by	24.21	24.66	24.99	20.49	18.66	27.09	36.67	14.58	28.95	21.62	40.18	26.82	20.00	27.73	24.77
outside agencies	40.38	32.75	36.84	32.33	34.22	31.71	30.99	30.87	34.57	34.07	41.22	39.83	25.98	30.40	27.06
								d			a				

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


**Topic 5: Social Media and Mobile Marketing**
**To what degree has the use of social media contributed to your company's performance during the last year?**

	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	16 9.1%	7 10.1%	5 11.1%	3 7.5%	1 4.8%	5 8.1%	8 14.0%	0 0.0%	1 7.7%	2 14.3%
2	43 24.6%	25 36.2% C	10 22.2%	5 12.5% A	3 14.3%	17 27.4% d	16 28.1% d	6 24.0%	0 0.0% abe	4 28.6% d
3	24 13.7%	8 11.6% d	7 15.6%	2 5.0% D	7 33.3% aC	15 24.2% bC	4 7.0% a	0 0.0% A	2 15.4%	1 7.1%
4	31 17.7%	9 13.0%	11 24.4%	5 12.5%	6 28.6%	8 12.9%	13 22.8%	5 20.0%	4 30.8%	1 7.1%
5	32 18.3%	12 17.4%	8 17.8%	9 22.5%	3 14.3%	14 22.6%	6 10.5% d	6 24.0%	5 38.5% b	1 7.1%
6	18 10.3%	4 5.8% C	2 4.4% C	12 30.0% ABD	0 0.0% C	3 4.8% e	7 12.3%	3 12.0%	0 0.0%	3 21.4% a
7=Very highly	11 6.3%	4 5.8%	2 4.4%	4 10.0%	1 4.8%	0 0.0% CdE	3 5.3% c	5 20.0% Ab	1 7.7% a	2 14.3% A
Mean	3.67	3.32 C	3.47 C	4.60 ABd	3.52 c	3.29 Cd	3.46 c	4.60 Ab	4.23 a	3.86

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



**Topic 5: Social Media and Mobile Marketing**

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	0 0.0% ein	0 0.0%	2 10.5%	0 0.0%	1 33.3% agm	0 0.0%	0 0.0% ei	0 0.0%	5 23.8% agm	0 0.0%	3 15.0%	0 0.0%	1 3.2% ei	1 25.0% a	3 15.8%
2	6 35.3% c	1 25.0%	1 5.3% ai	0 0.0%	1 33.3%	2 22.2%	4 26.7%	1 25.0%	8 38.1% c	0 0.0%	5 25.0%	1 50.0%	8 25.8%	0 0.0%	5 26.3%
3	4 23.5%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	2 22.2%	3 20.0%	0 0.0%	3 14.3%	0 0.0%	5 25.0%	0 0.0%	5 16.1%	0 0.0%	1 5.3%
4	3 17.6% j	0 0.0% j	3 15.8% J	1 33.3%	1 33.3%	3 33.3%	2 13.3% J	0 0.0% j	2 9.5% JabCGhIkMn O	3 100.0%	4 20.0% j	1 50.0%	5 16.1% J	0 0.0% j	3 15.8% J
5	4 23.5%	1 25.0%	3 15.8%	1 33.3%	0 0.0%	1 11.1%	6 40.0% ik	2 50.0% ik	1 4.8% ghn	0 0.0%	1 5.0% ghn	0 0.0%	6 19.4%	2 50.0% ik	3 15.8%
6	0 0.0% Chn	0 0.0%	7 36.8% AgIk	0 0.0%	0 0.0%	1 11.1%	0 0.0% c	1 25.0% ai	0 0.0% Chn	0 0.0%	1 5.0% c	0 0.0%	5 16.1%	1 25.0% ai	2 10.5%
7=Very highly	0 0.0% Bd	2 50.0% AfgkM	2 10.5%	1 33.3% agm	0 0.0%	0 0.0% b	0 0.0% bd	0 0.0%	2 9.5%	0 0.0%	1 5.0% b	0 0.0%	1 3.2% Bd	0 0.0%	2 10.5%
Mean	3.29 bCd	5.25 aik	4.74 AeIK	5.33 aik	2.33 c	3.67	3.67	4.50	2.71 bCdm	4.00	3.10 bCd	3.00	3.84 i	4.25	3.63

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




**Topic 5: Social Media and Mobile Marketing**

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=Not at all	4 16.7%	1 5.0%	3 11.1%	4 9.8%	2 18.2%	2 5.3%	0 0.0%	4 16.0%	0 0.0%	5 10.9%	4 21.1%	1 5.0%	1 11.1%	0 0.0%	1 4.5%
2	7 29.2%	5 25.0%	8 29.6%	8 19.5%	2 18.2%	12 31.6%	1 7.7%	6 24.0%	4 25.0%	11 23.9%	4 21.1%	7 35.0%	1 11.1%	6 35.3%	4 18.2%
3	1 4.2%	3 15.0%	5 18.5%	7 17.1%	0 0.0%	5 13.2%	3 23.1%	1 4.0%	3 18.8%	7 15.2%	3 15.8%	3 15.0%	2 22.2%	1 5.9%	4 18.2%
4	5 20.8%	3 15.0%	2 7.4%	9 22.0%	1 9.1%	8 21.1%	3 23.1%	4 16.0%	2 12.5%	7 15.2%	2 10.5%	4 20.0%	4 44.4%	2 11.8%	5 22.7%
5	2 8.3% e	5 25.0%	4 14.8%	7 17.1%	4 36.4% a	7 18.4%	3 23.1%	2 8.0%	4 25.0%	10 21.7%	2 10.5%	3 15.0%	1 11.1%	5 29.4%	5 22.7%
6	0 0.0% eg	2 10.0%	3 11.1%	5 12.2%	2 18.2% a	3 7.9%	3 23.1% a	2 8.0%	1 6.3%	5 10.9%	3 15.8%	2 10.0%	0 0.0%	3 17.6%	2 9.1%
7=Very highly	5 20.8% df	1 5.0%	2 7.4%	1 2.4% a	0 0.0%	1 2.6% a	0 0.0%	6 24.0% Ceg	2 12.5%	1 2.2% A	1 5.3%	0 0.0% a	0 0.0%	0 0.0% a	1 4.5%
Mean	3.58	3.80	3.48	3.63	3.82	3.50	4.31	3.96	4.06	3.54	3.37	3.35	3.33	3.88	3.86

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



**Topic 6: 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
	% change in size of marketing organization	173 15.09 31.40	68 14.32 30.02	43 19.42 36.70	41 9.93 30.59	21 18.81 25.49	60 16.70 39.01	56 13.41 21.43	26 11.92 24.09	13 15.23 39.72

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




**Topic 6: 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	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
% change in size of marketing organization	17 15.59 34.14	3 20.00 20.00	20 2.10 22.65	3 8.33 33.29	3 23.33 27.54	9 19.78 33.02	16 22.19 40.37	4 15.00 10.80	20 12.10 27.24	3 21.67 24.66	19 13.95 31.16	1 20.00 ---	31 19.81 39.88	4 2.50 5.00	19 17.37 29.78

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




**Topic 6: 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	\$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
% change in size of marketing organization	24 14.38 37.86	21 19.38 32.86	25 23.00 39.08	42 14.71 34.83	10 18.30 34.83	37 10.49 18.56	13 5.77 10.38	26 23.65 35.34	17 6.59 25.45	45 19.29 37.72	19 14.84 42.26	19 17.00 15.68	9 15.00 26.93	17 3.35 25.81	20 10.70 17.05

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




**Topic 6: Marketing Jobs**

**Compared to the number of marketing hires last year, by what percentage will your 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	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
	171	67	42	41	21	58	56	26	13	14
Percent change	7.27	8.05	11.61	2.71	5.00	12.41	2.50	5.21	4.65	11.64
	19.31	18.98	23.07	18.73	9.87	23.41 B	14.37 A	15.66	20.98	21.18

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






**Topic 6: Marketing Jobs**

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

	Industry Sector														
Number	Banking	Communi-	Consumer	Consumer	Education	Energy	Healthcare	Pharma	Manufact-	Mining	Service	Real	Tech	Transportation	Retail
Mean	Finance	cations	Packaged	Services				Biotech	uring	Construc-	Consulting	Estate	Software		Wholesale
SD	Insurance	Media	Goods	D	E	F	G	H	I	J	K	L	Platform	N	O
	A	B	C										M		
	17	3	20	3	2	9	15	4	20	3	19	1	31	4	19
Percent change	8.99	10.00	3.52	6.67	5.00	7.00	7.03	20.00	4.02	6.67	5.51	5.00	11.65	8.75	4.76
	18.88	17.32	16.65	16.07	7.07	11.98	20.17	21.60	17.15	5.77	24.07	---	24.89	14.36	17.69

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




**Topic 6: Marketing Jobs**

**Compared to the number of marketing hires last year, by what percentage will your 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	23	21	25	41	10	37	13	25	17	44	19	19	9	17	20
	11.52	6.04	15.77	4.53	-1.16	4.01	8.08	6.22	7.44	14.07	0.74	5.42	0.05	7.06	5.25
	18.92	24.07	26.93	16.81	16.03	14.41	10.11	16.67	26.22	22.14	27.09	8.10	18.42	12.63	8.66
			df	c		c				d	c				

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


**Topic 6: 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	174 48.70 41.36	68 51.18 38.98	44 56.77 42.43	41 42.29 42.58	21 36.29 42.40	60 56.58 41.63 B	56 31.68 35.18 AdE	27 46.19 44.24 e	13 59.46 41.19 b	14 77.86 32.56 Bc
Some of the time	172 57.49 42.50	68 57.26 41.26	44 49.23 45.78	40 65.70 40.64	20 60.00 42.58	60 50.05 42.93 b	56 67.20 39.73 ae	27 63.52 41.37	13 55.15 47.85	13 38.08 44.23 b

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




**Topic 6: Marketing Jobs**

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

Number Mean SD	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
All the time	17	3	20	3	3	9	16	4	20	3	20	1	31	4	19	
	49.41	12.33	37.60	66.67	76.67	31.67	46.56	82.50	29.35	15.00	53.15	15.00	75.32	26.25	45.79	
	45.34	19.66	39.85	57.74	25.17	37.25	38.55	22.17	37.38	8.66	45.87	---	32.48	35.44	43.08	
	m	eHM	hM		bij	hM	M	BcfjJn	ehM	eHM	m		aBCFGIjKNO	hM	M	
Some of the time	17	3	20	3	3	9	16	4	20	3	19	1	31	4	18	
	65.88	46.67	65.40	8.33	83.33	60.89	63.13	30.00	55.50	53.33	49.89	95.00	49.00	67.50	65.28	
	43.56	46.46	44.59	14.43	28.87	41.60	43.32	46.90	38.56	45.09	46.23	---	44.15	47.17	39.65	
	d		d	acego	d		d								d	

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

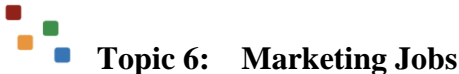


**Topic 6: Marketing Jobs**

**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	25	21	25	42	10	37	13	27	17	45	19	19	9	17	20
	66.40	39.29	55.20	46.12	38.20	48.51	35.38	56.67	60.59	41.73	62.37	39.68	39.44	56.47	38.10
	44.05	39.95	44.92	40.81	41.31	40.48	31.26	45.21	42.64	41.22	41.07	42.32	28.77	43.83	34.54
	bg	a					a								
Some of the time	24	21	24	42	10	37	13	26	17	44	19	19	9	17	20
	35.42	56.95	44.29	59.64	83.00	69.43	66.15	38.27	50.06	62.05	62.37	56.21	52.78	62.65	70.95
	45.01	42.40	44.41	40.33	31.99	40.32	36.41	44.52	47.53	41.20	44.79	40.64	33.74	44.30	36.87
	dEFg		ef	a	Ac	Ac	a	ch		a					a

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




**Topic 6: Marketing Jobs**

**In your view, how has working from home influenced the following outcomes in your marketing organization?**

**Marketing employees are:**

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
Less productive	15 9.1%	7 10.9%	4 9.5%	4 10.3%	0 0.0%	4 7.1%	7 13.0%	1 3.7%	0 0.0%	2 15.4%
More productive	67 40.9%	28 43.8%	16 38.1%	19 48.7%	4 21.1%	22 39.3%	17 31.5%	17 63.0%	7 63.6%	4 30.8%
no change	82 50.0%	29 45.3%	22 52.4%	16 41.0%	15 78.9%	30 53.6%	30 55.6%	9 33.3%	4 36.4%	7 53.8%

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



**Topic 6: Marketing Jobs**

**In your view, how has working from home influenced the following outcomes in your marketing organization?**

**Marketing employees are:**

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Less productive	1 6.3%	1 33.3%	1 5.6%	1 33.3%	0 0.0%	1 11.1%	2 13.3%	0 0.0%	2 11.8%	0 0.0%	2 10.5%	0 0.0%	2 6.5%	0 0.0%	2 11.1%
More productive	4 25.0%	1 33.3%	8 44.4%	1 33.3%	0 0.0%	4 44.4%	7 46.7%	1 25.0%	6 35.3%	0 0.0%	9 47.4%	0 0.0%	15 48.4%	2 66.7%	8 44.4%
No change	11 68.8%	1 33.3%	9 50.0%	1 33.3%	3 100.0%	4 44.4%	6 40.0%	3 75.0%	9 52.9%	3 100.0%	8 42.1%	1 100.0%	14 45.2%	1 33.3%	8 44.4%


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


**Topic 6: Marketing Jobs**
**In your view, how has working from home influenced the following outcomes in your marketing organization?**
**Marketing employees are:**

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
Less productive	2 9.5%	3 15.0%	1 4.3%	2 5.1%	0 0.0%	5 13.5%	2 15.4%	3 13.0%	1 5.9%	3 7.3%	2 11.1%	0 0.0% f	2 22.2% e	2 11.8%	2 10.0%
More productive	7 33.3%	7 35.0%	10 43.5%	17 43.6%	3 30.0%	17 45.9%	5 38.5%	8 34.8%	7 41.2%	19 46.3%	6 33.3%	7 38.9%	3 33.3%	10 58.8%	7 35.0%
No change	12 57.1%	10 50.0%	12 52.2%	20 51.3%	7 70.0%	15 40.5%	6 46.2%	12 52.2%	9 52.9%	19 46.3%	10 55.6%	11 61.1%	4 44.4%	5 29.4%	11 55.0%


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




**Topic 6: Marketing Jobs**
**In your view, how has working from home influenced the following outcomes in your marketing organization?**
**The culture of our marketing organization is:**

Number Col %	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
Weaker	57 34.5%	21 32.8%	14 33.3%	14 35.0%	8 42.1%	18 32.1%	22 40.7%	6 22.2%	3 25.0%	5 38.5%
Stronger	47 28.5%	18 28.1%	9 21.4%	12 30.0%	8 42.1%	15 26.8%	15 27.8%	10 37.0%	5 41.7%	2 15.4%
No change	61 37.0%	25 39.1%	19 45.2%	14 35.0%	3 15.8%	23 41.1%	17 31.5%	11 40.7%	4 33.3%	6 46.2%

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


 **Topic 6: Marketing Jobs**

**In your view, how has working from home influenced the following outcomes in your marketing organization?**

**The culture of our marketing organization is:**

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Weaker	7 43.8%	1 33.3%	9 47.4%	2 66.7%	3 100.0% gkMo	3 33.3%	4 26.7% e	1 25.0%	8 47.1%	1 33.3%	5 26.3% e	0 0.0%	7 22.6% E	2 66.7%	4 22.2% e
Stronger	5 31.3%	1 33.3%	5 26.3%	1 33.3%	0 0.0%	3 33.3%	5 33.3%	0 0.0%	3 17.6%	1 33.3%	4 21.1%	1 100.0%	11 35.5%	0 0.0%	6 33.3%
No change	4 25.0%	1 33.3%	5 26.3%	0 0.0%	0 0.0%	3 33.3%	6 40.0%	3 75.0%	6 35.3%	1 33.3%	10 52.6%	0 0.0%	13 41.9%	1 33.3%	8 44.4%

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


 **Topic 6: Marketing Jobs**

**In your view, how has working from home influenced the following outcomes in your marketing organization?**

**The culture of our marketing organization is:**


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
Weaker	5 22.7% e	5 25.0% e	6 26.1% e	15 38.5%	7 70.0% abcg	17 45.9%	2 15.4% e	5 20.8%	4 23.5%	14 34.1%	9 50.0%	7 38.9%	3 33.3%	7 41.2%	7 35.0%
Stronger	5 22.7%	3 15.0% g	7 30.4%	12 30.8%	1 10.0% g	11 29.7%	7 53.8% be	5 20.8%	4 23.5%	13 31.7%	3 16.7%	5 27.8%	2 22.2%	8 47.1%	7 35.0%
No change	12 54.5% f	12 60.0% def	10 43.5%	12 30.8% b	2 20.0% b	9 24.3% ab	4 30.8%	14 58.3% G	9 52.9% g	14 34.1%	6 33.3%	6 33.3%	4 44.4%	2 11.8% Ab	6 30.0%

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


**Topic 6: Marketing Jobs**
**In your view, how has working from home influenced the following outcomes in your marketing organization?**
**Our marketing organization is:**

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
More inclusive	73 44.8%	25 39.7%	15 37.5%	21 52.5%	12 60.0%	21 37.5%	25 46.3%	11 42.3%	7 70.0%	8 61.5%
Less inclusive	15 9.2%	6 9.5%	6 15.0%	1 2.5%	2 10.0%	7 12.5%	5 9.3%	0 0.0%	1 10.0%	1 7.7%
No change	75 46.0%	32 50.8%	19 47.5%	18 45.0%	6 30.0%	28 50.0%	24 44.4%	15 57.7%	2 20.0%	4 30.8%

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



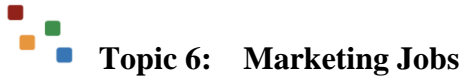
**Topic 6: Marketing Jobs**

**In your view, how has working from home influenced the following outcomes in your marketing organization?**

**Our marketing organization is:**

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
More inclusive	9 56.3%	0 0.0%	10 52.6%	2 66.7%	1 33.3%	6 75.0%	5 33.3%	1 25.0%	5 29.4%	1 33.3%	9 50.0%	1 100.0%	16 51.6%	0 0.0%	6 33.3%
Less inclusive	2 12.5%	0 0.0%	1 5.3%	1 33.3%	0 0.0%	0 0.0%	4 26.7%	0 0.0%	1 5.9%	0 0.0%	3 16.7%	0 0.0%	1 3.2%	2 66.7%	0 0.0%
No change	5 31.3%	3 100.0%	8 42.1%	0 0.0%	2 66.7%	2 25.0%	6 40.0%	3 75.0%	11 64.7%	2 66.7%	6 33.3%	0 0.0%	14 45.2%	1 33.3%	12 66.7%

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




**Topic 6: Marketing Jobs**

**In your view, how has working from home influenced the following outcomes in your marketing organization?**

**Our marketing organization is:**


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
More inclusive	8 40.0%	4 20.0%	12 52.2%	18 45.0%	5 50.0%	18 50.0%	8 61.5%	7 31.8%	5 29.4%	20 47.6%	8 44.4%	11 61.1%	1 12.5%	9 52.9%	11 55.0%
Less inclusive	0 0.0%	3 15.0%	2 8.7%	1 2.5%	1 10.0%	7 19.4%	1 7.7%	1 4.5%	3 17.6%	1 2.4%	1 5.6%	1 5.6%	2 25.0%	4 23.5%	2 10.0%
No change	12 60.0%	13 65.0%	9 39.1%	21 52.5%	4 40.0%	11 30.6%	4 30.8%	14 63.6%	9 52.9%	21 50.0%	9 50.0%	6 33.3%	5 62.5%	4 23.5%	7 35.0%

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


**Topic 6: Marketing Jobs**
**In your view, how has working from home influenced the following outcomes in your marketing organization?**
**Our marketing organization is:**

Number Col %	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
More diverse	62 38.0%	26 40.6%	13 31.7% d	11 28.9% d	12 60.0% bc	20 35.7%	19 35.8%	8 30.8%	6 54.5%	8 61.5%
Less diverse	4 2.5%	2 3.1%	1 2.4%	0 0.0%	1 5.0%	2 3.6%	2 3.8%	0 0.0%	0 0.0%	0 0.0%
No change	97 59.5%	36 56.3%	27 65.9% d	27 71.1% d	7 35.0% bc	34 60.7%	32 60.4%	18 69.2%	5 45.5%	5 38.5%

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



**Topic 6: Marketing Jobs**


**In your view, how has working from home influenced the following outcomes in your marketing organization?**

**Our marketing organization is:**

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
More diverse	8 47.1%	0 0.0%	3 16.7% gm	2 66.7%	1 33.3%	3 33.3%	8 53.3% c	2 50.0%	4 23.5%	1 33.3%	8 44.4%	0 0.0%	14 45.2% c	0 0.0%	7 41.2%
Less diverse	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	1 6.7%	0 0.0%	1 5.9%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No change	9 52.9%	3 100.0%	15 83.3% gkm	1 33.3%	2 66.7%	5 55.6%	6 40.0% c	2 50.0%	12 70.6%	2 66.7%	9 50.0% c	1 100.0%	17 54.8% c	3 100.0%	10 58.8%

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






**Topic 6: Marketing Jobs**

**In your view, how has working from home influenced the following outcomes in your marketing organization?**

**Our marketing organization is:**


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
More diverse	7 33.3%	4 20.0%	8 34.8%	14 35.9%	4 40.0%	17 47.2%	8 61.5%	8 34.8%	2 11.8%	12 29.3%	9 50.0%	9 50.0%	2 22.2%	8 47.1%	12 63.2%
		fg				b	b		degH	h	b	b		b	Bc
Less diverse	0 0.0%	0 0.0%	0 0.0%	1 2.6%	0 0.0%	2 5.6%	1 7.7%	0 0.0%	0 0.0%	1 2.4%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	2 10.5%
No change	14 66.7%	16 80.0%	15 65.2%	24 61.5%	6 60.0%	17 47.2%	4 30.8%	15 65.2%	15 88.2%	28 68.3%	9 50.0%	8 44.4%	7 77.8%	9 52.9%	5 26.3%
	g	fG				b	aB	h	degH	H	b	b	h	b	aBCf

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


**Topic 6: Marketing Jobs**
**In your view, how has working from home influenced the following outcomes in your marketing organization?**
**Younger marketers are being socialized:**

Number Col %	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
More	25 15.3%	9 14.1%	7 17.1%	7 17.5%	2 11.1%	6 10.7% d	8 15.1% d	4 15.4%	5 41.7% ab	2 15.4%
Less	73 44.8%	26 40.6% c	14 34.1% c	25 62.5% ab	8 44.4%	23 41.1%	26 49.1%	11 42.3%	3 25.0%	8 61.5%
No change	65 39.9%	29 45.3% c	20 48.8% C	8 20.0% aB	8 44.4%	27 48.2%	19 35.8%	11 42.3%	4 33.3%	3 23.1%

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


 **Topic 6: Marketing Jobs**

**In your view, how has working from home influenced the following outcomes in your marketing organization?**

**Younger marketers are being socialized:**

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	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
More	2 13.3%	0 0.0%	3 15.8%	1 33.3%	0 0.0%	1 11.1%	6 40.0% m	0 0.0%	2 11.8%	1 33.3%	3 16.7%	0 0.0%	4 12.9% g	0 0.0%	2 11.1%
Less	5 33.3% e	1 33.3%	9 47.4%	1 33.3%	3 100.0% am	4 44.4%	6 40.0%	3 75.0%	7 41.2%	2 66.7%	7 38.9%	1 100.0%	12 38.7% e	1 33.3%	10 55.6%
No change	8 53.3%	2 66.7%	7 36.8%	1 33.3%	0 0.0%	4 44.4%	3 20.0%	1 25.0%	8 47.1%	0 0.0%	8 44.4%	0 0.0%	15 48.4%	2 66.7%	6 33.3%

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


**Topic 6: Marketing Jobs**
**In your view, how has working from home influenced the following outcomes in your marketing organization?**
**Younger marketers are being socialized:**

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
More	4 19.0%	3 15.0%	2 8.7%	8 20.5%	1 11.1%	4 10.8%	3 23.1%	6 26.1%	3 17.6%	7 17.1%	1 5.9%	1 5.6%	1 11.1%	2 11.8%	4 20.0%
Less	5 23.8% dfg	4 20.0% dFG	8 34.8%	20 51.3% ab	5 55.6%	22 59.5% aB	9 69.2% aB	6 26.1% eh	3 17.6% EgH	16 39.0%	8 47.1%	12 66.7% aB	5 55.6%	9 52.9% b	13 65.0% aB
No change	12 57.1% dfG	13 65.0% DfG	13 56.5% dfG	11 28.2% aBc	3 33.3%	11 29.7% abc	1 7.7% ABC	11 47.8% h	11 64.7% eH	18 43.9% h	8 47.1% h	5 27.8% b	3 33.3%	6 35.3%	3 15.0% aBcd

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



## Topic 7: Marketing Leadership

### How has the role of marketing in your company changed during the last year?

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
Increased in importance	130 59.6%	47 52.8%	35 62.5%	29 61.7%	19 76.0%	50 65.8%	38 55.1%	22 64.7%	8 53.3%	11 64.7%
Decreased in importance	21 9.6%	8 9.0%	5 8.9%	7 14.9%	1 4.0%	9 11.8%	6 8.7%	2 5.9%	3 20.0%	1 5.9%
No change	67 30.7%	34 38.2%	16 28.6%	11 23.4%	5 20.0%	17 22.4%	25 36.2%	10 29.4%	4 26.7%	5 29.4%

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



**Topic 7: Marketing Leadership**

**How has the role of marketing in your company changed during the last year?**

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Increased in importance	14 66.7%	2 40.0%	12 52.2%	2 50.0%	1 33.3%	7 77.8%	10 52.6%	4 80.0%	11 45.8%	2 50.0%	17 73.9%	2 100.0%	30 68.2%	3 42.9%	12 50.0%
Decreased in importance	0 0.0%	0 0.0%	5 21.7%	1 25.0%	0 0.0%	1 11.1%	3 15.8%	0 0.0%	3 12.5%	0 0.0%	1 4.3%	0 0.0%	4 9.1%	2 28.6%	1 4.2%
No change	7 33.3%	3 60.0%	6 26.1%	1 25.0%	2 66.7%	1 11.1%	6 31.6%	1 20.0%	10 41.7%	2 50.0%	5 21.7%	0 0.0%	10 22.7%	2 28.6%	11 45.8%

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



## Topic 7: Marketing Leadership

### How has the role of marketing in your company changed during the last year?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Increased in importance	20 60.6%	15 65.2%	18 58.1%	26 52.0%	9 69.2%	27 61.4%	12 57.1%	22 64.7%	9 47.4%	34 63.0%	13 54.2%	14 66.7%	7 63.6%	12 60.0%	18 52.9%
Decreased in importance	3 9.1%	1 4.3%	3 9.7%	8 16.0%	1 7.7%	4 9.1%	1 4.8%	2 5.9%	2 10.5%	8 14.8%	3 12.5%	1 4.8%	0 0.0%	2 10.0%	3 8.8%
No change	10 30.3%	7 30.4%	10 32.3%	16 32.0%	3 23.1%	13 29.5%	8 38.1%	10 29.4%	8 42.1%	12 22.2%	8 33.3%	6 28.6%	4 36.4%	6 30.0%	13 38.2%

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


**Topic 7: Marketing Leadership**

**Thinking about the relationship between the most senior marketing leader and other C-suite members, rate how likely the following activities are to occur in managing marketing budgets in your organization:**

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

	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	23 10.6%	12 13.3%	2 3.6%	5 10.6%	4 16.0%	7 9.5%	8 11.4%	3 8.8%	1 6.3%	4 23.5%
2	27 12.4%	10 11.1%	11 19.6%	5 10.6%	1 4.0%	14 18.9%	7 10.0%	2 5.9%	1 6.3%	2 11.8%
3	24 11.0%	12 13.3%	5 8.9%	4 8.5%	3 12.0%	7 9.5%	14 20.0%	1 2.9%	0 0.0%	1 5.9%
4	28 12.8%	9 10.0%	9 16.1%	5 10.6%	5 20.0%	8 10.8%	10 14.3%	1 2.9%	5 31.3%	3 17.6%
5	40 18.3%	19 21.1%	8 14.3%	8 17.0%	5 20.0%	13 17.6%	14 20.0%	10 29.4%	2 12.5%	1 5.9%
6	39 17.9%	10 11.1%	16 28.6%	8 17.0%	5 20.0%	11 14.9%	10 14.3%	10 29.4%	4 25.0%	1 5.9%
7=Very Likely	37 17.0%	18 20.0%	5 8.9%	12 25.5%	2 8.0%	14 18.9%	7 10.0%	7 20.6%	3 18.8%	5 29.4%
Mean	4.38	4.28	4.39	4.66	4.16	4.28	4.04	5.09	4.88	4.06

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



 **Topic 7: Marketing Leadership**

**Thinking about the relationship between the most senior marketing leader and other C-suite members, rate how likely the following activities are to occur in managing marketing budgets in your organization:**

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

	Industry Sector														
	Banking Finance Insurance A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact-uring I	Mining Construc-tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor-tation N	Retail Wholesale O
1=Not at all	2 9.5%	1 20.0%	2 8.7% d	2 50.0% cfkM	1 33.3%	0 0.0% d	3 15.0%	0 0.0%	4 16.7%	0 0.0%	2 8.7% d	0 0.0%	2 4.5% D	0 0.0%	4 17.4%
2	1 4.8% iL	0 0.0% 1	1 4.3% iL	0 0.0%	1 33.3%	2 22.2%	3 15.0% 1	0 0.0% 1	7 29.2% acM	1 25.0%	3 13.0% L	2 100.0% AbCghKM O	2 4.5% IL	1 14.3%	3 13.0% L
3	3 14.3%	1 20.0%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	2 10.0%	1 20.0%	5 20.8%	1 25.0%	3 13.0%	0 0.0%	3 6.8%	0 0.0%	3 13.0%
4	5 23.8% o	0 0.0%	3 13.0%	1 25.0% o	0 0.0%	1 11.1%	2 10.0%	1 20.0% o	2 8.3% n	0 0.0%	2 8.7% n	0 0.0%	8 18.2% o	3 42.9% ikO	0 0.0% adhmn
5	2 9.5% bf	3 60.0% aiM	5 21.7%	0 0.0%	0 0.0%	4 44.4% aM	7 35.0% m	2 40.0%	4 16.7% b	0 0.0%	4 17.4%	0 0.0%	4 9.1% BFg	1 14.3%	4 17.4%
6	4 19.0%	0 0.0%	5 21.7%	0 0.0%	1 33.3%	2 22.2%	2 10.0%	0 0.0%	1 4.2% jk	2 50.0% i	6 26.1% i	0 0.0%	10 22.7%	2 28.6%	4 17.4%
7=Very Likely	4 19.0%	0 0.0%	5 21.7%	1 25.0%	0 0.0%	0 0.0% m	1 5.0% m	1 20.0%	1 4.2% M	0 0.0%	3 13.0%	0 0.0%	15 34.1% fgI	0 0.0%	5 21.7%
Mean	4.52 i	3.80	4.87 I	3.25 m	3.00 m	4.44 i	3.85 M	4.80 i	3.08 aCfhkMo	4.25	4.43 i	2.00	5.27 deGlo	4.43	4.26 im

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


**Topic 7: Marketing Leadership**

**Thinking about the relationship between the most senior marketing leader and other C-suite members, rate how likely the following activities are to occur in managing marketing budgets in your organization:**

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

	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 3.2%	4 17.4%	3 9.7%	9 17.6%	1 7.7%	3 6.7%	2 9.5%	1 3.1%	2 10.5%	7 12.7%	1 4.2%	5 23.8%	1 8.3%	3 15.0%	3 8.8%
2	1 3.2%	4 17.4%	5 16.1%	7 13.7%	3 23.1%	5 11.1%	2 9.5%	2 6.3%	2 10.5%	10 18.2%	2 8.3%	3 14.3%	1 8.3%	5 25.0%	2 5.9%
3	0 0.0%	5 21.7%	5 16.1%	4 7.8%	2 15.4%	5 11.1%	3 14.3%	1 3.1%	5 26.3%	5 9.1%	1 4.2%	2 9.5%	4 33.3%	1 5.0%	5 14.7%
4	5 16.1%	3 13.0%	5 16.1%	4 7.8%	1 7.7%	6 13.3%	3 14.3%	7 21.9%	2 10.5%	5 9.1%	4 16.7%	1 4.8%	2 16.7%	2 10.0%	5 14.7%
5	9 29.0%	2 8.7%	3 9.7%	9 17.6%	1 7.7%	12 26.7%	3 14.3%	9 28.1%	2 10.5%	11 20.0%	3 12.5%	2 9.5%	2 16.7%	2 10.0%	9 26.5%
6	6 19.4%	1 4.3%	5 16.1%	10 19.6%	4 30.8%	8 17.8%	5 23.8%	4 12.5%	4 21.1%	6 10.9%	9 37.5%	3 14.3%	2 16.7%	3 15.0%	7 20.6%
7=Very Likely	9 29.0%	4 17.4%	5 16.1%	8 15.7%	1 7.7%	6 13.3%	3 14.3%	8 25.0%	2 10.5%	11 20.0%	4 16.7%	5 23.8%	0 0.0%	4 20.0%	3 8.8%
Mean	5.39 BCDefg	3.61 A	4.13 A	4.16 A	4.08 a	4.49 a	4.43 a	5.03 f	4.05	4.18	5.04 f	4.00	3.75 ad	4.00	4.41

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


**Topic 7: Marketing Leadership**

**Thinking about the relationship between the most senior marketing leader and other C-suite members, rate how likely the following activities are to occur in managing marketing budgets in your organization:**

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

	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	11 5.1%	6 6.7%	1 1.8%	3 6.4%	1 4.2%	4 5.4%	3 4.3%	1 2.9%	0 0.0%	3 17.6%
2	5 2.3%	2 2.2%	2 3.6%	0 0.0%	1 4.2%	4 5.4%	0 0.0%	0 0.0%	0 0.0%	1 5.9%
3	19 8.8%	9 10.0%	5 8.9%	2 4.3%	3 12.5%	8 10.8%	8 11.6%	2 5.9%	1 6.3%	0 0.0%
4	28 12.9%	13 14.4%	8 14.3%	4 8.5%	3 12.5%	11 14.9%	7 10.1%	4 11.8%	2 12.5%	2 11.8%
5	51 23.5%	20 22.2%	13 23.2%	10 21.3%	8 33.3%	17 23.0%	18 26.1%	9 26.5%	3 18.8%	4 23.5%
6	45 20.7%	17 18.9%	12 21.4%	10 21.3%	6 25.0%	13 17.6%	16 23.2%	7 20.6%	4 25.0%	1 5.9%
7=Very Likely	58 26.7%	23 25.6%	15 26.8%	18 38.3%	2 8.3%	17 23.0%	17 24.6%	11 32.4%	6 37.5%	6 35.3%
Mean	5.17	5.02	5.25	5.55	4.75	4.89	5.22	5.50	5.75	4.76

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

 **Topic 7: Marketing Leadership**

**Thinking about the relationship between the most senior marketing leader and other C-suite members, rate how likely the following activities are to occur in managing marketing budgets in your organization:**

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	1 5.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	2 10.0%	0 0.0%	2 8.3%	0 0.0%	1 4.3%	0 0.0%	2 4.5%	0 0.0%	2 8.7%
2	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	1 25.0%	1 4.3%	0 0.0%	0 0.0%	1 14.3%	0 0.0%
3	1 5.0%	0 0.0%	1 4.3%	1 25.0%	0 0.0%	1 11.1%	1 5.0%	2 40.0%	5 20.8%	0 0.0%	2 8.7%	0 0.0%	3 6.8%	1 14.3%	1 4.3%
4	2 10.0%	1 20.0%	2 8.7%	1 25.0%	1 33.3%	0 0.0%	2 10.0%	0 0.0%	5 20.8%	0 0.0%	3 13.0%	1 50.0%	6 13.6%	1 14.3%	3 13.0%
5	3 15.0%	1 20.0%	8 34.8%	1 25.0%	1 33.3%	2 22.2%	5 25.0%	1 20.0%	7 29.2%	0 0.0%	6 26.1%	0 0.0%	11 25.0%	1 14.3%	3 13.0%
6	6 30.0%	2 40.0%	5 21.7%	0 0.0%	0 0.0%	4 44.4%	7 35.0%	1 20.0%	2 8.3%	2 50.0%	4 17.4%	1 50.0%	5 11.4%	3 42.9%	3 13.0%
7=Very Likely	6 30.0%	1 20.0%	7 30.4%	0 0.0%	1 33.3%	2 22.2%	3 15.0%	1 20.0%	2 8.3%	1 25.0%	6 26.1%	0 0.0%	17 38.6%	0 0.0%	11 47.8%
Mean	5.35	5.60	5.65	3.25	5.33	5.67	5.05	4.80	4.17	5.25	5.09	5.00	5.43	4.57	5.52

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


**Topic 7: Marketing Leadership**

**Thinking about the relationship between the most senior marketing leader and other C-suite members, rate how likely the following activities are to occur in managing marketing budgets in your organization:**

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

	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 6.5%	2 9.1%	2 6.5%	2 3.9%	0 0.0%	2 4.4%	1 4.8%	3 9.4%	1 5.6%	2 3.6%	0 0.0%	0 0.0%	0 0.0%	2 10.0%	3 8.8%
2	0 0.0%	0 0.0%	1 3.2%	3 5.9%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	1 1.8%	1 4.2%	1 4.8%	0 0.0%	1 5.0%	0 0.0%
3	0 0.0% cg	2 9.1%	5 16.1% a	4 7.8%	1 7.7%	3 6.7%	3 14.3% a	0 0.0% bdh	3 16.7% a	5 9.1%	3 12.5% a	2 9.5%	1 8.3%	1 5.0%	4 11.8% a
4	4 12.9%	1 4.5%	6 19.4%	11 21.6% f	0 0.0%	3 6.7% d	2 9.5%	6 18.8%	0 0.0%	10 18.2%	4 16.7%	3 14.3%	2 16.7%	1 5.0%	2 5.9%
5	8 25.8%	6 27.3%	6 19.4%	9 17.6%	2 15.4%	14 31.1%	5 23.8%	6 18.8%	7 38.9% e	14 25.5%	4 16.7%	2 9.5% bg	4 33.3%	8 40.0% e	6 17.6%
6	6 19.4%	5 22.7%	3 9.7% ef	6 11.8% ef	5 38.5% cd	14 31.1% cd	6 28.6%	5 15.6%	3 16.7%	9 16.4%	5 20.8%	4 19.0%	3 25.0%	4 20.0%	11 32.4%
7=Very Likely	11 35.5%	6 27.3%	8 25.8%	16 31.4%	4 30.8%	9 20.0%	4 19.0%	12 37.5%	3 16.7%	14 25.5%	7 29.2%	9 42.9%	2 16.7%	3 15.0%	8 23.5%
Mean	5.52	5.18	4.74	5.04	5.62	5.33	5.10	5.34	4.78	5.11	5.25	5.57	5.25	4.80	5.15

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


**Topic 7: Marketing Leadership**

**Thinking about the relationship between the most senior marketing leader and other C-suite members, rate how likely the following activities are to occur in managing marketing budgets in your organization:**

**Marketing works with the Head of HR/People to improve employee acquisition.**

	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	23 10.6%	15 16.7%	5 8.9%	1 2.1%	2 8.3%	8 10.8%	8 11.6%	3 8.8%	2 12.5%	1 5.9%
		c		a						
2	15 6.9%	6 6.7%	3 5.4%	5 10.6%	1 4.2%	4 5.4%	4 5.8%	3 8.8%	2 12.5%	2 11.8%
3	24 11.1%	11 12.2%	3 5.4%	4 8.5%	6 25.0%	8 10.8%	8 11.6%	3 8.8%	2 12.5%	2 11.8%
			d		b					
4	26 12.0%	8 8.9%	11 19.6%	5 10.6%	2 8.3%	4 5.4%	9 13.0%	5 14.7%	4 25.0%	4 23.5%
						de			a	a
5	46 21.2%	17 18.9%	13 23.2%	12 25.5%	4 16.7%	20 27.0%	17 24.6%	4 11.8%	1 6.3%	3 17.6%
6	43 19.8%	18 20.0%	11 19.6%	9 19.1%	5 20.8%	15 20.3%	14 20.3%	6 17.6%	2 12.5%	3 17.6%
7=Very Likely	40 18.4%	15 16.7%	10 17.9%	11 23.4%	4 16.7%	15 20.3%	9 13.0%	10 29.4%	3 18.8%	2 11.8%
							c	b		
Mean	4.59	4.33	4.73	4.98	4.50	4.74	4.46	4.82	4.13	4.35

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

 **Topic 7: Marketing Leadership**

**Thinking about the relationship between the most senior marketing leader and other C-suite members, rate how likely the following activities are to occur in managing marketing budgets in your organization:**

**Marketing works with the Head of HR/People to improve employee acquisition.**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	2 10.0%	1 20.0%	3 13.0%	1 25.0%	0 0.0%	0 0.0%	2 10.0%	1 20.0%	6 25.0%	0 0.0%	4 17.4%	0 0.0%	3 6.8%	0 0.0%	0 0.0%
2	1 5.0%	0 0.0%	2 8.7%	2 50.0%	0 0.0%	2 22.2%	4 20.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	1 2.3%	0 0.0%	2 8.7%
3	3 15.0%	0 0.0%	2 8.7%	0 0.0%	0 0.0%	1 11.1%	1 5.0%	0 0.0%	5 20.8%	0 0.0%	4 17.4%	0 0.0%	5 11.4%	0 0.0%	3 13.0%
4	4 20.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	1 11.1%	3 15.0%	0 0.0%	2 8.3%	1 25.0%	2 8.7%	1 50.0%	5 11.4%	1 14.3%	5 21.7%
5	3 15.0%	1 20.0%	7 30.4%	0 0.0%	1 33.3%	2 22.2%	5 25.0%	0 0.0%	4 16.7%	3 75.0%	7 30.4%	0 0.0%	7 15.9%	3 42.9%	3 13.0%
6	4 20.0%	2 40.0%	4 17.4%	0 0.0%	2 66.7%	3 33.3%	3 15.0%	2 40.0%	4 16.7%	0 0.0%	3 13.0%	0 0.0%	9 20.5%	2 28.6%	5 21.7%
7=Very Likely	3 15.0%	1 20.0%	4 17.4%	1 25.0%	0 0.0%	0 0.0%	2 10.0%	2 40.0%	3 12.5%	0 0.0%	2 8.7%	1 50.0%	14 31.8%	1 14.3%	5 21.7%
Mean	4.45	5.00	4.52	3.00	5.67	4.33	4.10	5.40	3.92	4.75	4.04	5.50	5.16	5.43	4.91

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

 **Topic 7: Marketing Leadership**

**Thinking about the relationship between the most senior marketing leader and other C-suite members, rate how likely the following activities are to occur in managing marketing budgets in your organization:**

**Marketing works with the Head of HR/People to improve employee acquisition.**

	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 12.9%	5 22.7% fg	7 22.6% fg	4 7.8%	1 7.7%	2 4.4% bc	0 0.0% bc	4 12.5% h	5 27.8% DH	9 16.4% dh	0 0.0% Bcf	1 4.8%	2 16.7% dh	2 10.0%	0 0.0% aBcf
2	5 16.1%	2 9.1%	2 6.5%	2 3.9%	0 0.0%	4 8.9%	0 0.0%	4 12.5%	3 16.7%	4 7.3%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	3 8.8%
3	3 9.7%	2 9.1%	5 16.1%	5 9.8%	2 15.4%	5 11.1%	2 9.5%	2 6.3%	3 16.7%	9 16.4%	2 8.3%	3 14.3%	0 0.0%	1 5.0%	4 11.8%
4	6 19.4% c	2 9.1%	1 3.2% a	7 13.7%	1 7.7%	6 13.3%	3 14.3%	6 18.8%	2 11.1%	6 10.9%	3 12.5%	2 9.5%	2 16.7%	3 15.0%	2 5.9%
5	7 22.6%	6 27.3%	4 12.9%	8 15.7%	2 15.4%	12 26.7%	7 33.3%	11 34.4% Ce	2 11.1%	6 10.9% Agh	4 16.7%	2 9.5% a	4 33.3%	6 30.0% c	10 29.4% c
6	4 12.9%	2 9.1% e	7 22.6%	8 15.7%	5 38.5% b	10 22.2%	5 23.8%	4 12.5%	2 11.1%	10 18.2%	7 29.2%	4 19.0%	3 25.0%	4 20.0%	9 26.5%
7=Very Likely	2 6.5% D	3 13.6%	5 16.1%	17 33.3% Af	2 15.4%	6 13.3% d	4 19.0%	1 3.1% cDE	1 5.6% e	11 20.0% ae	7 29.2% A	9 42.9% Abcfh	1 8.3% e	4 20.0%	6 17.6% e
Mean	3.87 DfG	3.91 dg	4.10 dg	5.06 Abc	5.00	4.69 a	5.29 Abc	4.00 DEh	3.17 DEGH	4.27 de	5.46 ABc	5.48 ABc	4.58	4.95 B	5.06 aB

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




**Topic 7: Marketing Leadership**

**Thinking about the relationship between the most senior marketing leader and other C-suite members, rate how likely the following activities are to occur in managing marketing budgets in your organization:**

**Marketing works with the Head of HR/People to improve employee training to represent the brand.**

	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	25 11.5%	15 16.7% c	6 10.7%	2 4.3% a	2 8.3%	9 12.2%	8 11.6%	1 2.9% e	2 12.5%	4 23.5% c
2	27 12.4%	15 16.7%	4 7.1%	7 14.9%	1 4.2%	13 17.6%	7 10.1%	2 5.9%	3 18.8%	2 11.8%
3	30 13.8%	10 11.1%	6 10.7%	9 19.1%	5 20.8%	11 14.9%	11 15.9%	6 17.6%	0 0.0%	0 0.0%
4	39 18.0%	17 18.9%	12 21.4%	5 10.6%	5 20.8%	15 20.3%	13 18.8%	3 8.8%	4 25.0%	4 23.5%
5	48 22.1%	20 22.2%	14 25.0%	8 17.0%	6 25.0%	13 17.6% c	17 24.6%	12 35.3% a	4 25.0%	2 11.8%
6	27 12.4%	6 6.7% c	9 16.1%	10 21.3% a	2 8.3%	8 10.8%	8 11.6%	4 11.8%	1 6.3%	3 17.6%
7=Very Likely	21 9.7%	7 7.8%	5 8.9%	6 12.8%	3 12.5%	5 6.8%	5 7.2%	6 17.6%	2 12.5%	2 11.8%
Mean	4.03	3.64 bc	4.27 a	4.36 a	4.25	3.73 C	3.99 c	4.74 Ab	4.00	3.88

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

 **Topic 7: Marketing Leadership**

**Thinking about the relationship between the most senior marketing leader and other C-suite members, rate how likely the following activities are to occur in managing marketing budgets in your organization:**

**Marketing works with the Head of HR/People to improve employee training to represent the 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	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	3 15.0%	2 40.0%	3 13.0%	1 25.0%	1 33.3%	0 0.0%	2 10.0%	0 0.0%	4 16.7%	0 0.0%	3 13.0%	0 0.0%	6 13.6%	0 0.0%	0 0.0%
2	0 0.0%	0 0.0%	2 8.7%	1 25.0%	0 0.0%	1 11.1%	2 10.0%	2 40.0%	4 16.7%	2 50.0%	4 17.4%	0 0.0%	4 9.1%	0 0.0%	5 21.7%
3	4 20.0%	0 0.0%	6 26.1%	0 0.0%	0 0.0%	0 0.0%	4 20.0%	0 0.0%	3 12.5%	1 25.0%	4 17.4%	0 0.0%	5 11.4%	0 0.0%	3 13.0%
4	3 15.0%	0 0.0%	3 13.0%	0 0.0%	1 33.3%	4 44.4%	6 30.0%	0 0.0%	3 12.5%	0 0.0%	3 13.0%	1 50.0%	11 25.0%	2 28.6%	2 8.7%
5	5 25.0%	2 40.0%	4 17.4%	1 25.0%	0 0.0%	2 22.2%	3 15.0%	2 40.0%	5 20.8%	0 0.0%	5 21.7%	0 0.0%	9 20.5%	4 57.1%	5 21.7%
6	3 15.0%	1 20.0%	3 13.0%	0 0.0%	1 33.3%	2 22.2%	2 10.0%	1 20.0%	3 12.5%	1 25.0%	3 13.0%	0 0.0%	3 6.8%	1 14.3%	3 13.0%
7=Very Likely	2 10.0%	0 0.0%	2 8.7%	1 25.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	2 8.3%	0 0.0%	1 4.3%	1 50.0%	6 13.6%	0 0.0%	5 21.7%
Mean	4.20	3.60	3.87	3.75	3.67	4.44	3.80	4.00	3.75	3.25	3.70	5.50	4.05	4.86	4.57

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


**Topic 7: Marketing Leadership**

**Thinking about the relationship between the most senior marketing leader and other C-suite members, rate how likely the following activities are to occur in managing marketing budgets in your organization:**

**Marketing works with the Head of HR/People to improve employee training to represent the 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	5 16.1%	6 27.3% eFg	5 16.1%	7 13.7%	0 0.0% b	2 4.4% B	0 0.0% b	5 15.6% h	3 16.7% h	11 20.0% H	2 8.3%	2 9.5%	1 8.3%	1 5.0%	0 0.0% abC
2	5 16.1%	5 22.7%	3 9.7%	7 13.7%	0 0.0%	6 13.3%	1 4.8%	3 9.4%	4 22.2%	8 14.5%	3 12.5%	4 19.0%	1 8.3%	1 5.0%	3 8.8%
3	3 9.7%	1 4.5%	7 22.6%	7 13.7%	3 23.1%	5 11.1%	4 19.0%	2 6.3%	2 11.1%	10 18.2%	4 16.7%	3 14.3%	0 0.0%	3 15.0%	6 17.6%
4	9 29.0% g	3 13.6%	4 12.9%	9 17.6%	2 15.4%	11 24.4%	1 4.8% a	9 28.1%	4 22.2%	9 16.4%	4 16.7%	2 9.5%	4 33.3%	3 15.0%	4 11.8%
5	5 16.1% eg	3 13.6% eg	4 12.9% eg	7 13.7% eG	6 46.2% abcd	12 26.7%	9 42.9% abcD	6 18.8%	4 22.2%	6 10.9% GH	3 12.5% g	5 23.8%	4 33.3%	8 40.0% Cd	12 35.3% C
6	2 6.5%	3 13.6%	5 16.1%	6 11.8%	2 15.4%	5 11.1%	4 19.0%	5 15.6%	0 0.0%	7 12.7%	3 12.5%	1 4.8%	2 16.7%	2 10.0%	6 17.6%
7=Very Likely	2 6.5%	1 4.5%	3 9.7%	8 15.7%	0 0.0%	4 8.9%	2 9.5%	2 6.3%	1 5.6%	4 7.3%	5 20.8%	4 19.0%	0 0.0%	2 10.0%	3 8.8%
Mean	3.58 G	3.23 efG	3.84	4.02	4.54 b	4.24 b	4.81 AB	3.97	3.33 gH	3.51 gH	4.33	4.10	4.25	4.50 bc	4.62 BC

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


**Topic 7: Marketing Leadership**
**How often is the senior marketing leader asked by the CEO or CFO to participate in board meetings?**

Number Col %	Total	Primary Economic Sector				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=Never	26 12.1%	15 17.0%	7 12.5%	3 6.7%	1 4.0%	13 17.8% b	3 4.3% a	5 15.2%	2 13.3%	1 6.3%
2	19 8.9%	6 6.8%	6 10.7%	5 11.1%	2 8.0%	10 13.7%	5 7.1%	2 6.1%	0 0.0%	2 12.5%
3	8 3.7%	3 3.4%	3 5.4%	0 0.0%	2 8.0%	3 4.1%	4 5.7%	1 3.0%	0 0.0%	0 0.0%
4	26 12.1%	6 6.8% b	12 21.4% a	6 13.3%	2 8.0%	8 11.0% D	6 8.6% D	1 3.0% D	7 46.7% ABC	3 18.8%
5	26 12.1%	15 17.0%	5 8.9%	5 11.1%	1 4.0%	8 11.0%	12 17.1% c	1 3.0% b	2 13.3%	2 12.5%
6	38 17.8%	13 14.8%	9 16.1%	10 22.2%	6 24.0%	10 13.7% C	9 12.9% C	13 39.4% ABD	0 0.0% C	3 18.8%
7=All the time	71 33.2%	30 34.1%	14 25.0%	16 35.6%	11 44.0%	21 28.8%	31 44.3%	10 30.3%	4 26.7%	5 31.3%
Mean	4.89	4.81	4.52	5.20	5.48	4.40 B	5.43 A	5.12	4.53	5.00

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



**Topic 7: Marketing Leadership**

**How often is the senior marketing leader asked by the CEO or CFO to participate in board meetings?**

Number Col %	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
1=Never	2 10.0% e	1 20.0% c	0 0.0% bEiko	0 0.0%	2 66.7% aCgmn	1 12.5%	2 10.0% e	0 0.0%	4 17.4% c	0 0.0%	4 17.4% c	0 0.0%	6 13.6% e	0 0.0% e	4 17.4% c	
2	2 10.0%	0 0.0%	3 13.6%	0 0.0%	0 0.0%	0 0.0%	1 5.0% l	1 20.0%	1 4.3% l	0 0.0%	2 8.7%	1 50.0% gi	6 13.6%	0 0.0%	2 8.7%	
3	1 5.0% l	0 0.0%	0 0.0% L	0 0.0%	0 0.0%	1 12.5%	1 5.0% l	0 0.0%	2 8.7%	0 0.0%	0 0.0% L	1 50.0% aCgKMO	1 2.3% L	1 14.3%	0 0.0% L	
4	2 10.0%	0 0.0%	1 4.5%	1 25.0% o	0 0.0%	2 25.0% o	3 15.0%	1 20.0% o	2 8.7%	1 25.0% o	3 13.0%	0 0.0%	8 18.2% o	2 28.6% o	0 0.0% dfhjmn	
5	2 10.0%	0 0.0%	3 13.6%	0 0.0%	0 0.0%	0 0.0%	3 15.0%	0 0.0%	6 26.1%	0 0.0%	2 8.7%	0 0.0%	5 11.4%	1 14.3%	4 17.4%	
6	3 15.0%	1 20.0%	4 18.2%	2 50.0% im	1 33.3%	3 37.5%	4 20.0%	0 0.0%	2 8.7% d	1 25.0%	3 13.0%	0 0.0%	5 11.4% d	2 28.6%	6 26.1%	
7=All the time	8 40.0%	3 60.0%	11 50.0%	1 25.0%	0 0.0%	1 12.5%	6 30.0%	3 60.0%	6 26.1%	2 50.0%	9 39.1%	0 0.0%	13 29.5%	1 14.3%	7 30.4%	
Mean	5.05	5.60	5.73 eilm	5.75 l	2.67 c	4.63	5.00	5.40	4.52 c	6.00 l	4.83	2.50 cdj	4.52 c	5.00	4.91	

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


**Topic 7: Marketing Leadership**
**How often is the senior marketing leader asked by the CEO or CFO to participate in board meetings?**

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
1=Never	2 6.5%	5 21.7%	6 20.7%	7 14.0%	1 7.7%	3 6.8%	2 9.5%	3 9.4%	2 11.1%	9 17.3%	2 8.3%	4 19.0%	0 0.0%	3 15.0%	3 8.8%
2	2 6.5%	2 8.7%	4 13.8%	6 12.0%	1 7.7%	1 2.3%	3 14.3%	2 6.3%	0 0.0%	8 15.4%	3 12.5%	1 4.8%	2 16.7%	0 0.0%	3 8.8%
3	0 0.0%	1 4.3%	2 6.9%	3 6.0%	0 0.0%	1 2.3%	1 4.8%	0 0.0%	1 5.6%	2 3.8%	3 12.5%	0 0.0%	0 0.0%	0 0.0%	2 5.9%
4	5 16.1%	2 8.7%	1 3.4%	7 14.0%	1 7.7%	6 13.6%	3 14.3%	3 9.4%	4 22.2%	6 11.5%	1 4.2%	2 9.5%	2 16.7%	3 15.0%	5 14.7%
5	5 16.1%	4 17.4%	4 13.8%	4 8.0%	2 15.4%	5 11.4%	2 9.5%	5 15.6%	4 22.2%	6 11.5%	0 0.0%	2 9.5%	2 16.7%	4 20.0%	3 8.8%
6	5 16.1%	1 4.3%	5 17.2%	5 10.0%	2 15.4%	12 27.3%	7 33.3%	5 15.6%	1 5.6%	8 15.4%	4 16.7%	3 14.3%	0 0.0%	8 40.0%	9 26.5%
7=All the time	12 38.7%	8 34.8%	7 24.1%	18 36.0%	6 46.2%	16 36.4%	3 14.3%	14 43.8%	6 33.3%	13 25.0%	11 45.8%	9 42.9%	6 50.0%	2 10.0%	9 26.5%
Mean	5.32	4.43	4.24	4.64	5.46	5.48	4.57	5.38	4.94	4.31	5.08	5.00	5.33	4.85	4.91

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


**Topic 7: Marketing Leadership**
**How often is the senior marketing leader asked by the CEO or CFO to participate in preparation for earnings calls.**

Number Col %	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=Never	58 29.9%	24 30.4%	20 39.2%	10 24.4%	4 17.4%	23 35.4%	18 27.7%	6 20.0%	5 35.7%	5 33.3%
2	18 9.3%	4 5.1%	5 9.8%	5 12.2%	4 17.4%	7 10.8%	4 6.2%	1 3.3%	3 21.4%	2 13.3%
3	12 6.2%	6 7.6%	3 5.9%	1 2.4%	2 8.7%	4 6.2%	4 6.2%	2 6.7%	0 0.0%	1 6.7%
4	15 7.7%	6 7.6%	3 5.9%	3 7.3%	3 13.0%	6 9.2%	4 6.2%	3 10.0%	1 7.1%	1 6.7%
5	14 7.2%	9 11.4%	3 5.9%	1 2.4%	1 4.3%	3 4.6%	9 13.8%	1 3.3%	0 0.0%	1 6.7%
6	29 14.9%	11 13.9% c	4 7.8% C	12 29.3% aB	2 8.7%	7 10.8%	11 16.9%	5 16.7%	2 14.3%	2 13.3%
7=All the time	48 24.7%	19 24.1%	13 25.5%	9 22.0%	7 30.4%	15 23.1%	15 23.1%	12 40.0%	3 21.4%	3 20.0%
Mean	3.97	4.03	3.55	4.27	4.17	3.62 c	4.15	4.83 a	3.43	3.60

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


**Topic 7: Marketing Leadership**
**How often is the senior marketing leader asked by the CEO or CFO to participate in preparation for earnings calls.**

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Never	4 22.2% el	1 20.0%	3 16.7% dEl	3 75.0% cg	3 100.0% aCfгимno	2 22.2%	3 17.6% del	2 40.0%	8 34.8% e	1 25.0%	7 36.8%	2 100.0% acgo	13 32.5% e	1 16.7% e	5 25.0% el
2	2 11.1%	0 0.0%	3 16.7%	0 0.0%	0 0.0%	0 0.0%	3 17.6%	1 20.0%	1 4.3%	0 0.0%	1 5.3%	0 0.0%	5 12.5%	0 0.0%	2 10.0%
3	2 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	3 17.6% m	0 0.0%	2 8.7%	0 0.0%	1 5.3%	0 0.0%	1 2.5% g	1 16.7%	1 5.0%
4	4 22.2% m	0 0.0%	1 5.6%	0 0.0%	0 0.0%	1 11.1%	1 5.9%	1 20.0%	1 4.3%	0 0.0%	1 5.3%	0 0.0%	1 2.5% a	1 16.7%	3 15.0%
5	1 5.6%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	1 11.1%	1 5.9%	0 0.0%	2 8.7%	1 25.0%	3 15.8%	0 0.0%	3 7.5%	0 0.0%	1 5.0%
6	2 11.1%	1 20.0%	6 33.3% Km	1 25.0% k	0 0.0%	1 11.1%	3 17.6%	0 0.0%	4 17.4%	1 25.0% k	0 0.0% Cdjno	0 0.0%	3 7.5% c	2 33.3% k	5 25.0% k
7=All the time	3 16.7%	3 60.0%	4 22.2%	0 0.0%	0 0.0%	3 33.3%	3 17.6%	1 20.0%	5 21.7%	1 25.0%	6 31.6%	0 0.0%	14 35.0%	1 16.7%	3 15.0% b
Mean	3.78	5.60	4.56	2.25	1.00	4.56	3.88	3.00	3.87	4.75	3.84	1.00	4.03	4.50	4.00

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




**Topic 7: Marketing Leadership**
**How often is the senior marketing leader asked by the CEO or CFO to participate in preparation for earnings calls.**

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$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=Never	7 24.1%	9 42.9%	10 38.5%	17 40.5%	3 33.3%	7 15.9%	5 25.0%	10 33.3%	4 25.0%	19 41.3%	6 28.6%	5 26.3%	2 18.2%	4 23.5%	7 21.2%
2	1 3.4%	3 14.3%	3 11.5%	6 14.3%	0 0.0%	2 4.5%	3 15.0%	0 0.0%	4 25.0%	5 10.9%	3 14.3%	2 10.5%	0 0.0%	1 5.9%	3 9.1%
3	1 3.4%	0 0.0%	3 11.5%	2 4.8%	1 11.1%	3 6.8%	2 10.0%	1 3.3%	0 0.0%	4 8.7%	0 0.0%	2 10.5%	1 9.1%	1 5.9%	3 9.1%
4	5 17.2%	1 4.8%	1 3.8%	1 2.4%	1 11.1%	4 9.1%	1 5.0%	5 16.7%	1 6.3%	3 6.5%	0 0.0%	2 10.5%	0 0.0%	1 5.9%	3 9.1%
5	2 6.9%	3 14.3%	0 0.0%	3 7.1%	1 11.1%	5 11.4%	0 0.0%	1 3.3%	2 12.5%	3 6.5%	1 4.8%	2 10.5%	2 18.2%	2 11.8%	1 3.0%
6	5 17.2%	1 4.8%	3 11.5%	5 11.9%	1 11.1%	8 18.2%	5 25.0%	6 20.0%	2 12.5%	4 8.7%	3 14.3%	1 5.3%	0 0.0%	3 17.6%	10 30.3%
7=All the time	8 27.6%	4 19.0%	6 23.1%	8 19.0%	2 22.2%	15 34.1%	4 20.0%	7 23.3%	3 18.8%	8 17.4%	8 38.1%	5 26.3%	6 54.5%	5 29.4%	6 18.2%
Mean	4.41	3.24	3.42	3.33	3.89	4.86	3.95	4.10	3.69	3.22	4.33	3.89	5.18	4.47	4.27

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



**Topic 7: Marketing Leadership**

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

	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
Yes	64 30.2%	27 31.0%	20 37.0%	12 25.5%	5 21.7%	22 29.7%	15 21.7% d	11 34.4%	8 53.3% b	6 37.5%
No	148 69.8%	60 69.0%	34 63.0%	35 74.5%	18 78.3%	52 70.3%	54 78.3% d	21 65.6%	7 46.7% b	10 62.5%

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



**Topic 7: Marketing Leadership**

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	6 31.6%	1 20.0%	5 21.7% 1	1 25.0%	1 33.3%	2 22.2%	5 25.0% 1	1 20.0%	4 17.4% klm	0 0.0%	10 45.5% in	2 100.0% cgino	20 46.5% in	0 0.0% klm	6 26.1% 1
No	13 68.4%	4 80.0%	18 78.3% 1	3 75.0%	2 66.7%	7 77.8%	15 75.0% 1	4 80.0%	19 82.6% klm	3 100.0%	12 54.5% in	0 0.0% cgino	23 53.5% in	7 100.0% klm	17 73.9% 1

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



**Topic 7: Marketing Leadership**

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

	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	12 37.5% d	8 36.4% B	7 23.3% C	9 17.6% aE	7 53.8% D	14 32.6% F	7 38.9% G	15 45.5% C	6 33.3% B	8 14.8% AfgH	6 25.0% D	4 19.0% E	5 41.7% c	8 40.0% c	12 41.4% C
No	20 62.5% d	14 63.6% B	23 76.7% C	42 82.4% aE	6 46.2% D	29 67.4% F	11 61.1% G	18 54.5% C	12 66.7% B	46 85.2% AfgH	18 75.0% D	17 81.0% E	7 58.3% c	12 60.0% c	17 58.6% C

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


**Topic 7: Marketing Leadership**
**Will your company take actions related to the overturning of Roe vs. Wade?**

	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	53 25.5%	24 27.6%	17 30.9%	9 20.5%	3 13.6%	15 20.5%	16 23.5%	7 21.9%	7 43.8%	6 37.5%
No	155 74.5%	63 72.4%	38 69.1%	35 79.5%	19 86.4%	58 79.5%	52 76.5%	25 78.1%	9 56.3%	10 62.5%

**Private actions**

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

	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	18 8.7%	6 7.0%	6 10.9%	4 9.1%	2 9.1%	5 6.8% d	3 4.4% D	4 12.5%	4 25.0% aB	2 12.5%
No	189 91.3%	80 93.0%	49 89.1%	40 90.9%	20 90.9%	68 93.2% d	65 95.6% D	28 87.5%	12 75.0% aB	14 87.5%

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


**Topic 7: Marketing Leadership**
**Will your company take actions related to the overturning of Roe vs. Wade?**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	5 26.3%	1 20.0%	1 4.8% dkM	2 50.0% c	1 33.3%	2 22.2%	3 15.0% m	1 20.0%	4 17.4% m	1 33.3%	7 31.8% c	0 0.0%	21 47.7% Cgio	1 14.3%	3 15.0% m
No	14 73.7%	4 80.0%	20 95.2% dkM	2 50.0% c	2 66.7%	7 77.8%	17 85.0% m	4 80.0%	19 82.6% m	2 66.7%	15 68.2% c	2 100.0%	23 52.3% Cgio	6 85.7%	17 85.0% m

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	3 15.8%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	1 4.3%	0 0.0%	2 9.1%	0 0.0%	7 16.3%	1 14.3%	2 10.0%
No	16 84.2%	5 100.0%	20 95.2%	4 100.0%	3 100.0%	9 100.0%	19 95.0%	5 100.0%	22 95.7%	3 100.0%	20 90.9%	2 100.0%	36 83.7%	6 85.7%	18 90.0%

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



**Topic 7: Marketing Leadership**

**Will your company take actions related to the overturning of Roe vs. Wade?**

	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	9 29.0%	3 13.6%	5 16.7%	11 21.6%	5 38.5%	12 30.0%	8 44.4%	7 21.9%	6 33.3%	9 16.7%	6 25.0%	1 4.8%	5 41.7%	8 44.4%	10 35.7%
No	22 71.0%	19 86.4%	25 83.3%	40 78.4%	8 61.5%	28 70.0%	10 55.6%	25 78.1%	12 66.7%	45 83.3%	18 75.0%	20 95.2%	7 58.3%	10 55.6%	18 64.3%

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

	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	5 16.1%	0 0.0%	1 3.3%	3 5.9%	2 15.4%	2 5.0%	5 29.4%	6 18.8%	0 0.0%	0 0.0%	4 16.7%	0 0.0%	0 0.0%	3 16.7%	5 18.5%
No	26 83.9%	22 100.0%	29 96.7%	48 94.1%	11 84.6%	38 95.0%	12 70.6%	26 81.3%	18 100.0%	54 100.0%	20 83.3%	21 100.0%	12 100.0%	15 83.3%	22 81.5%

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



## Topic 7: Marketing Leadership

### **Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment.**

	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
Changing products and/or services	73 60.8%	28 60.9%	13 41.9% C	22 75.9% B	10 71.4%	14 40.0% Bd	30 73.2% A	11 55.0%	11 78.6% a	3 50.0%
Changing marketing promotions	54 45.0%	25 54.3% d	17 54.8% d	9 31.0%	3 21.4% ab	18 51.4%	18 43.9%	9 45.0%	4 28.6%	2 33.3%
Changing partners	44 36.7%	14 30.4%	10 32.3%	14 48.3%	6 42.9%	13 37.1%	9 22.0% c	10 50.0% b	7 50.0%	2 33.3%
Changing distribution	38 31.7%	16 34.8%	7 22.6%	10 34.5%	5 35.7%	13 37.1%	7 17.1% c	9 45.0% b	4 28.6%	2 33.3%
Changing brand	23 19.2%	11 23.9%	4 12.9%	6 20.7%	2 14.3%	8 22.9%	10 24.4%	2 10.0%	2 14.3%	0 0.0%
Changing market selection	15 12.5%	7 15.2%	3 9.7%	4 13.8%	1 7.1%	1 2.9%	6 14.6%	3 15.0%	1 7.1%	1 16.7%

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



 **Topic 7: Marketing Leadership**

**Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment.**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Changing products and/or services	6 75.0%	2 66.7%	14 82.4% Kn	1 33.3%	0 0.0%	4 57.1%	5 50.0%	1 50.0%	8 88.9% kn	1 50.0%	5 31.3% Cio	1 50.0%	13 59.1%	2 33.3% cio	10 83.3% kn
Changing marketing promotions	3 37.5% f	1 33.3% f	5 29.4% F	0 0.0% f	0 0.0%	7 100.0% abCdGiklo	4 40.0% f	2 100.0%	3 33.3% f	1 50.0%	8 50.0% f	0 0.0% f	13 59.1%	3 50.0%	4 33.3% f
Changing partners	5 62.5% f	0 0.0%	9 52.9% f	1 33.3%	0 0.0%	0 0.0% aco	2 20.0% o	1 50.0%	2 22.2%	0 0.0%	5 31.3%	1 50.0%	8 36.4%	1 16.7%	8 66.7% fg
Changing distribution	4 50.0%	0 0.0%	5 29.4%	1 33.3%	0 0.0%	2 28.6%	7 70.0% ikm	0 0.0%	1 11.1% g	1 50.0%	4 25.0% g	0 0.0%	6 27.3% g	2 33.3%	4 33.3%
Changing brand	1 12.5%	0 0.0%	3 17.6%	2 66.7% k	0 0.0%	1 14.3%	2 20.0%	0 0.0%	2 22.2%	0 0.0%	2 12.5% d	0 0.0%	5 22.7%	1 16.7%	4 33.3%
Changing market selection	1 12.5%	0 0.0%	2 11.8%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	3 33.3%	0 0.0%	1 6.3%	0 0.0%	4 18.2%	1 16.7%	1 8.3%

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


**Topic 7: Marketing Leadership**
**Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment.**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Changing products and/or services	12 60.0%	4 40.0%	11 64.7%	10 40.0%	4 100.0%	20 71.4%	11 84.6%	10 50.0%	8 61.5%	15 60.0%	4 30.8%	5 55.6%	2 50.0%	7 58.3%	22 95.7%
		g		efg	d	d	bd	H	h	H	H	H	h	H	AbCDEfG
Changing marketing promotions	6 30.0%	5 50.0%	9 52.9%	8 32.0%	2 50.0%	16 57.1%	6 46.2%	7 35.0%	7 53.8%	10 40.0%	7 53.8%	3 33.3%	3 75.0%	6 50.0%	10 43.5%
Changing partners	4 20.0%	4 40.0%	8 47.1%	11 44.0%	0 0.0%	10 35.7%	7 53.8%	6 30.0%	5 38.5%	9 36.0%	6 46.2%	2 22.2%	2 50.0%	6 50.0%	8 34.8%
Changing distribution	6 30.0%	1 10.0%	4 23.5%	8 32.0%	0 0.0%	13 46.4%	6 46.2%	6 30.0%	3 23.1%	6 24.0%	4 30.8%	1 11.1%	0 0.0%	8 66.7%	9 39.1%
		f				b			g	g		g	g	bcef	
Changing brand	5 25.0%	4 40.0%	3 17.6%	3 12.0%	1 25.0%	4 14.3%	2 15.4%	5 25.0%	3 23.1%	5 20.0%	1 7.7%	3 33.3%	1 25.0%	2 16.7%	3 13.0%
Changing market selection	2 10.0%	1 10.0%	2 11.8%	1 4.0%	0 0.0%	4 14.3%	5 38.5%	2 10.0%	1 7.7%	3 12.0%	0 0.0%	0 0.0%	1 25.0%	3 25.0%	5 21.7%
				G			D								

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



## Topic 8: Marketing and Diversity, Equity, and Inclusion

### By what percent has marketing spending on DE&I changed in 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
		194	80	52	41	20	69	68	26	16
Percent	10.65	10.23	11.40	9.17	13.95	8.66	9.19	12.27	24.38	9.00
Change	22.94	23.65	20.65	23.44	26.31	21.61 d	18.45 d	25.40	34.82 ab	25.51

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

 **Topic 8: Marketing and Diversity, Equity, and Inclusion**

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

Number Mean SD	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
Percent	18	4	19	4	3	9	18	5	22	3	19	2	39	7	21	
Change	23.06	1.25	8.05	13.50	16.67	11.11	13.44	4.00	5.07	3.33	5.69	10.00	12.05	13.29	9.05	
	35.07	2.50	23.70	24.41	28.87	16.16	25.32	5.48	21.41	5.77	8.22	14.14	26.18	17.09	21.89	
	k										a					

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


**Topic 8: Marketing and Diversity, Equity, and Inclusion**
**By what percent has marketing spending on DE&I changed in the last year?**

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Percent	30	22	25	48	12	38	16	31	17	47	24	20	12	17	25
Change	7.87	3.27	13.92	5.83	7.33	14.64	30.13	7.68	7.06	9.28	7.67	7.60	7.08	19.26	20.56
SD	21.23	8.22	29.35	13.58	9.86	27.07	36.18	20.90	14.37	20.45	20.70	22.36	8.11	32.95	31.35
	g	G		G	g		aBDe								

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



## Topic 8: Marketing and Diversity, Equity, and Inclusion

### How diverse is your marketing organization?

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
%Female	195 57.10 22.45	80 55.81 23.04	51 59.00 24.01	42 58.83 18.51	22 54.09 24.24	69 54.16 24.28	65 58.20 19.92	28 65.54 18.04	15 51.33 28.56	16 60.63 18.53
						c		a		
%Non-white	186 22.08 20.17	76 20.88 16.86	47 19.45 21.26	41 28.98 22.72	22 19.00 21.72	64 17.95 19.77	63 24.49 19.42	26 24.38 20.50	15 29.20 23.32	16 20.19 20.38
		c	c	ab						
%Disabled	170 2.31 5.09	70 1.77 4.12	41 3.27 7.09	37 2.43 4.76	22 2.00 3.88	57 1.61 3.96	58 2.22 5.49	24 4.08 6.72	14 3.21 5.75	15 1.87 3.56
						c		a		

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



**Topic 8: Marketing and Diversity, Equity, and Inclusion**

**How diverse is your marketing organization?**

Number Mean SD	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
%Female	19 55.21 22.37	4 76.50 20.14	21 58.76 22.43	4 50.00 12.83	3 70.00 5.00	9 45.89 26.68	18 56.00 19.09	4 55.00 36.97	21 50.67 29.06	3 61.67 16.07	22 60.18 30.26	2 60.50 6.36	40 59.45 17.00	5 50.00 24.24	19 59.37 17.13	
%Non-white	19 20.11 19.84	2 16.50 23.33	19 27.74 27.76	4 18.75 16.80	3 35.00 31.22	9 24.44 19.15	16 25.69 18.85	4 13.00 11.52	21 18.95 18.90	3 23.33 14.43	19 22.21 29.39	2 34.50 13.44	40 20.90 15.45	5 15.20 18.51	19 21.63 17.70	
%Disabled	19 3.84 8.06	2 0.00 0.00	18 1.22 3.23	4 5.00 10.00	2 5.00 7.07	9 3.56 5.48	15 0.80 1.52	4 2.50 5.00	21 1.52 4.77	2 2.00 2.83	17 3.24 7.06	1 5.00 ---	34 1.68 3.11	4 0.50 1.00	17 2.53 4.71	

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



**Topic 8: Marketing and Diversity, Equity, and Inclusion**

**How diverse is your marketing organization?**

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
%Female	28 50.86 29.58 e	22 55.05 25.63	29 54.52 28.26	50 60.12 16.92 e	12 70.92 15.93 adfg	36 58.42 16.97 e	16 52.56 19.46 e	29 52.72 31.02	19 50.58 28.25	52 56.56 20.77	24 60.21 19.10	19 62.00 15.78	12 59.42 20.68	16 63.88 16.71	23 55.04 20.48
%Non-white	26 22.96 28.96	21 21.81 27.51	27 20.89 19.04	49 20.14 17.75	10 21.10 18.21	36 23.42 12.83	16 27.94 17.32	26 24.58 26.23	18 13.00 18.33 H	49 23.90 23.38	24 18.04 17.26 h	18 21.06 19.89	11 19.64 12.74	16 22.63 12.37	23 28.61 15.52 Bd
%Disabled	25 1.80 5.38 G	21 0.00 0.00	23 1.04 2.88 fG	46 1.59 3.66 G	9 3.33 6.54	31 3.45 5.18 cg	14 8.07 8.97 ACDf	25 1.60 5.35 h	18 0.39 1.24 fgH	43 1.88 4.58 H	23 0.83 1.70 fH	18 2.56 5.16	7 3.71 6.18 bd	15 2.73 4.54 b	20 6.40 8.12 aBCD

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




**Topic 8: Marketing and Diversity, Equity, and Inclusion**
**How, if at all, have your company's DE&I marketing investments paid off in terms of the following outcomes?**

	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
		Employee Attraction	3.67	3.61	4.04	3.30	3.80	3.69	3.47	3.88
Employee Retention	3.88	3.72	4.42	3.65	3.65	3.92	3.56	4.15	4.56	3.40
Customer Acquisition	3.06	2.71 <sub>b</sub>	3.50 <sub>a</sub>	2.98	3.45	2.76	3.27	2.96	3.19	3.07
Customer Retention	3.09	2.78 <sub>B</sub>	3.73 <sub>Ac</sub>	2.88 <sub>b</sub>	3.15	2.85	3.34	3.19	3.13	2.47
Sales Growth	2.99	2.79	3.29	2.98	3.00	2.70	3.23	2.96	3.13	2.67
Stock Market Returns	2.05	2.06	1.98	2.25	1.79	1.73 <sub>d</sub>	2.18	2.13	2.57 <sub>a</sub>	1.64

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



**Topic 8: Marketing and Diversity, Equity, and Inclusion**

**How, if at all, have your company's DE&I marketing investments paid off in terms of the following outcomes?**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Employee Attraction	4.11 Io	2.25 m	3.40	4.33	5.00 io	4.13 io	3.94 i	3.25	2.21 AefgKM	2.75	4.44 IO	4.00	4.36 bIO	3.67	2.65 aefKM
Employee Retention	4.22 I	3.75	3.30 km	4.00	5.00 i	4.13 i	3.65	4.50	2.42 AefKM	3.25	4.67 cIo	4.00	4.61 cIO	4.00	3.25 kM
Customer Acquisition	2.83 K	3.50	3.00 k	3.00	4.00	3.25	3.29	2.75	2.26 K	1.67 k	4.44 AcIjMO	3.50	2.76 K	3.67	2.85 K
Customer Retention	2.89 K	4.50	3.20 K	2.67	4.33 j	3.38	3.00 K	2.75	2.26 K	1.67 ek	4.56 AcGIjMO	3.50	2.78 K	3.83	2.70 K
Sales Growth	2.89	3.75	3.20	1.67 e	4.33 dj	2.88	2.81	2.75	2.32 k	1.67 e	3.78 i	3.50	2.94	4.00	2.75
Stock Market Return	2.25 k	2.67	2.56 k	1.00	2.00	3.00 gK	1.80 fn	2.25 k	1.89	1.00	1.31 acFhmN	1.00	2.24 k	3.00 gK	1.74

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


**Topic 8: Marketing and Diversity, Equity, and Inclusion**
**How, if at all, have your company's DE&I marketing investments paid off in terms of the following outcomes?**

	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
Employee Attraction	3.15 f	3.59	3.54	3.23 fg	3.92	4.18 ad	4.44 d	3.21 g	4.31 e	3.43 g	3.33 g	3.05 bG	3.75	4.67 acdE	4.22
Employee Attraction	3.52	3.53	4.04	3.48 f	4.08	4.31 d	4.39	3.54 g	4.46	3.61 g	3.81	3.26 g	3.75	4.94 ace	4.19
Customer Acquisition	3.48	3.17	2.63	2.84	2.83	2.95	3.61	3.61 C	3.57 c	2.48 Abh	3.14	2.79	2.50	3.22	3.46 c
Customer Retention	3.37	2.83	2.88	2.95	3.33	2.92	3.50	3.54	3.21	2.70	3.14	2.95	2.58	3.17	3.46
Sales Growth	3.33	2.94	2.79	2.75	3.08	2.81	3.50	3.43 f	3.54 f	2.61	2.95	2.74	2.08 abh	3.11	3.44 f
Stock Market Returns	1.96	2.29 c	1.42 bFg	1.72 f	1.89	2.49 Cd	2.50 c	2.19	2.00	1.76 h	2.00	1.75	2.09	2.00	2.68 c

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


**Topic 9: Marketing Analytics**
**What percent of your marketing budget do you spend on marketing analytics?**

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
	...Do you currently spend on marketing analytics?	184 8.87 7.61	72 9.97 8.13 b	50 6.68 5.91 a	40 9.35 7.60	22 9.40 8.73	65 7.74 7.24 C	63 8.65 6.72 c	27 12.56 9.47 Abd	14 6.71 6.96 c
...Will you spend on marketing analytics in the next three years?	177 14.45 9.77	68 15.42 10.64	48 12.84 7.81	40 14.60 10.02	21 14.67 10.60	61 13.94 9.08	62 13.02 9.23	27 16.91 11.29	13 17.69 9.92	13 13.69 10.40

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



**Topic 9: Marketing Analytics**

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
...Do you currently spend on marketing analytics?	18 8.61 7.82	4 11.48 11.34	18 9.05 8.69	4 5.75 9.54	3 4.00 1.73	9 9.56 7.11	16 9.88 8.26	4 10.00 4.08	19 8.84 7.71	3 13.33 10.41	23 8.08 8.36	1 3.00 ---	35 9.03 6.37	6 6.17 4.49	20 8.77 8.13
...Will you spend on marketing analytics in the next three years?	17 16.30 9.23	4 18.79 14.18	18 15.56 11.89	4 9.50 13.77	2 7.50 3.54 H	9 13.89 8.58	15 16.81 9.32	4 18.75 2.50 E	19 13.32 11.31	3 16.67 7.64	23 12.88 10.24	1 7.00 ---	33 14.40 9.03	5 12.20 6.30	19 13.00 9.36

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


**Topic 9: Marketing Analytics**
**What percent of your marketing budget do you spend on marketing analytics?**

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
...Do you currently spend on marketing analytics?	27 7.63 6.91	21 5.90 6.85 f	25 8.20 7.46	43 8.90 7.66	12 10.91 7.74	40 10.46 7.87 b	14 9.71 7.57	28 8.35 8.47	16 4.69 3.65 cdFgh	45 10.22 8.03 be	20 9.40 7.60 b	21 6.31 5.41 cfg	12 11.42 8.28 Be	17 11.76 10.41 be	24 8.42 5.57 b
...Will you spend on marketing analytics in the next three years?	25 14.69 9.28	20 10.41 8.37	24 13.88 10.44	41 15.38 10.28	11 15.73 10.28	40 14.38 8.88	14 16.51 10.50	26 15.40 10.60 be	15 8.87 6.71 aCdf	44 17.99 10.41 BE	18 14.95 9.60 be	21 9.43 7.09 aCdf	12 16.67 8.76 be	16 13.95 11.48	24 13.83 8.47

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


**Topic 9: Marketing Analytics**
**In what percent of projects does your company use available or requested marketing analytics before a decision is made?**

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
	178	67	47	42	22	60	62	28	13	14
Percent of projects	48.85	43.73	45.26	59.40	51.95	40.95	45.85	61.61	58.46	57.86
	32.47	31.60	33.62	31.18	32.09	32.69	31.36	29.54	36.71	27.85
		c	c	ab		C	c	Ab		

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



**Topic 9: Marketing Analytics**

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
	17	4	20	4	2	9	16	4	17	3	21	2	33	5	20
Percent of projects	52.06	46.25	52.25	68.75	60.00	51.11	43.75	61.25	35.88	66.67	44.43	8.50	49.85	37.00	55.75
	34.24	33.51	35.60	24.62	42.43	33.71	30.41	37.05	31.73	28.87	35.61	2.12	31.59	29.92	30.71
				1								do			1

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





**Topic 9: Marketing Analytics**

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Percent of projects	26 50.77 35.63	20 41.25 30.21	26 36.73 33.26	40 45.75 30.03	11 42.73 26.77	38 65.26 29.64	15 48.00 36.78	27 45.19 35.56	16 48.44 33.20	46 47.72 31.25	18 42.50 30.74	20 47.75 31.27	10 55.50 32.95	16 60.94 33.48	24 50.21 34.94
		F	F	F	f	BCDe									

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


**Topic 9: Marketing Analytics**
**Check all of the areas in which your company is using marketing analytics to drive decision making.**

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Digital marketing	159 83.2%	61 82.4%	41 82.0%	38 86.4%	19 82.6%	52 81.3%	54 85.7%	46 80.7%
Customer acquisition	137 71.7%	49 66.2%	38 76.0%	32 72.7%	18 78.3%	41 64.1% c	43 68.3% c	48 84.2% ab
Social media strategy	132 69.1%	45 60.8%	38 76.0%	30 68.2%	19 82.6%	40 62.5%	44 69.8%	41 71.9%
Customer insight	123 64.4%	42 56.8% C	31 62.0% c	37 84.1% Abd	13 56.5% c	37 57.8%	40 63.5%	41 71.9%
Segmentation	104 54.5%	41 55.4%	19 38.0% C	30 68.2% B	14 60.9%	27 42.2% c	37 58.7%	37 64.9% a
Branding Strategy	101 52.9%	34 45.9% c	26 52.0%	29 65.9% a	12 52.2%	30 46.9%	37 58.7%	31 54.4%
Promotion strategy	99 51.8%	34 45.9%	26 52.0%	27 61.4%	12 52.2%	28 43.8% c	30 47.6%	37 64.9% a
Customer retention	96 50.3%	30 40.5% c	25 50.0%	28 63.6% a	13 56.5%	24 37.5% C	28 44.4% C	41 71.9% AB

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


**Topic 9: Marketing Analytics**
**Check all of the areas in which your company is using marketing analytics to drive decision making.**

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Marketing mix analysis	93 48.7%	30 40.5%	26 52.0%	26 59.1%	11 47.8%	32 50.0%	28 44.4%	28 49.1%
Pricing strategy	81 42.4%	22 29.7%	15 30.0%	32 72.7%	12 52.2%	18 28.1%	28 44.4%	33 57.9%
Multichannel marketing	78 40.8%	33 44.6%	15 30.0%	21 47.7%	9 39.1%	25 39.1%	23 36.5%	25 43.9%
Sales strategy	74 38.7%	30 40.5%	25 50.0%	14 31.8%	5 21.7%	23 35.9%	21 33.3%	25 43.9%
New product or service development	66 34.6%	29 39.2%	9 18.0%	21 47.7%	7 30.4%	15 23.4%	23 36.5%	24 42.1%
Customer service	66 34.6%	22 29.7%	15 30.0%	16 36.4%	13 56.5%	14 21.9%	20 31.7%	29 50.9%
Product or service strategy	62 32.5%	22 29.7%	14 28.0%	15 34.1%	11 47.8%	16 25.0%	23 36.5%	22 38.6%
Recommendation engine	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 Analytics**

**Check all of the areas in which your company is using marketing analytics to drive decision making.**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Digital marketing	17 89.5%	2 50.0%	16 72.7%	4 100.0%	2 66.7%	8 88.9%	15 83.3%	3 75.0%	16 84.2%	2 66.7%	19 86.4%	1 50.0%	31 88.6%	4 66.7%	18 90.0%
Social media strategy	15 78.9%	3 75.0%	16 72.7%	3 75.0%	1 33.3%	6 66.7%	12 66.7%	3 75.0%	13 68.4%	3 100.0%	17 77.3%	2 100.0%	19 54.3%	5 83.3%	13 65.0%
Customer acquisition	14 73.7%	2 50.0%	11 50.0%	4 100.0%	2 66.7%	6 66.7%	14 77.8%	3 75.0%	12 63.2%	2 66.7%	19 86.4%	0 0.0%	28 80.0%	4 66.7%	15 75.0%
Customer retention	12 63.2%	2 50.0%	9 40.9%	4 100.0%	0 0.0%	3 33.3%	10 55.6%	3 75.0%	5 26.3%	3 100.0%	11 50.0%	0 0.0%	15 42.9%	4 66.7%	14 70.0%
Customer insight	12 63.2%	2 50.0%	16 72.7%	4 100.0%	2 66.7%	5 55.6%	14 77.8%	4 100.0%	15 78.9%	2 66.7%	13 59.1%	2 100.0%	16 45.7%	3 50.0%	12 60.0%
Branding strategy	11 57.9%	2 50.0%	14 63.6%	1 25.0%	2 66.7%	5 55.6%	9 50.0%	3 75.0%	8 42.1%	2 66.7%	14 63.6%	2 100.0%	17 48.6%	1 16.7%	9 45.0%
Marketing mix analysis	11 57.9%	2 50.0%	10 45.5%	3 75.0%	2 66.7%	6 66.7%	9 50.0%	3 75.0%	8 42.1%	2 66.7%	8 36.4%	0 0.0%	15 42.9%	4 66.7%	9 45.0%
Sales strategy	10 52.6%	2 50.0%	6 27.3%	0 0.0%	1 33.3%	1 11.1%	5 27.8%	2 50.0%	7 36.8%	2 66.7%	10 45.5%	1 50.0%	15 42.9%	3 50.0%	8 40.0%
Segmentation	10 52.6%	1 25.0%	14 63.6%	3 75.0%	1 33.3%	5 55.6%	12 66.7%	2 50.0%	11 57.9%	2 66.7%	10 45.5%	0 0.0%	18 51.4%	3 50.0%	11 55.0%
Customer Service	10 52.6%	2 50.0%	5 22.7%	3 75.0%	1 33.3%	4 44.4%	5 27.8%	2 50.0%	6 31.6%	1 33.3%	8 36.4%	0 0.0%	10 28.6%	2 33.3%	7 35.0%

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


**Topic 9: Marketing Analytics**
**Check all of the areas in which your company is using marketing analytics to drive decision making.**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Product or service strategy	8 42.1% f	1 25.0%	6 27.3%	1 25.0%	0 0.0%	0 0.0% agjmo	8 44.4% f	1 25.0%	6 31.6%	2 66.7% f	4 18.2%	0 0.0%	13 37.1% f	2 33.3%	9 45.0% f
Multichannel marketing	8 42.1%	0 0.0%	8 36.4%	3 75.0%	2 66.7%	2 22.2%	7 38.9%	2 50.0%	9 47.4%	2 66.7%	7 31.8%	0 0.0%	17 48.6%	3 50.0%	7 35.0%
Promotion strategy	6 31.6% hO	1 25.0%	13 59.1%	2 50.0%	1 33.3%	5 55.6%	9 50.0%	4 100.0% am	9 47.4%	1 33.3%	11 50.0%	1 50.0%	16 45.7% ho	4 66.7%	15 75.0% Am
New product or service development	6 31.6% c	1 25.0%	14 63.6% aeFjK	1 25.0%	0 0.0% c	0 0.0% Chimo	6 33.3%	2 50.0% f	8 42.1% f	0 0.0% c	4 18.2% C	0 0.0%	14 40.0% f	1 16.7%	8 40.0% f
Pricing strategy	6 31.6% c	2 50.0%	15 68.2% aeijkm	3 75.0%	0 0.0% c	4 44.4%	7 38.9%	3 75.0%	6 31.6% c	0 0.0% c	8 36.4% c	0 0.0%	13 37.1% c	2 33.3%	11 55.0%
Recommendation engine	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 Analytics

### Check all of the areas in which your company is using marketing analytics to drive decision making.

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Customer acquisition	18 69.2%	16 76.2%	17 63.0%	30 68.2%	8 61.5%	33 80.5%	14 82.4%	16 57.1% bg	15 93.8% ac	33 67.3% b	14 70.0%	15 71.4%	8 66.7%	16 88.9% a	20 76.9%
Digital marketing	17 65.4% bFg	19 90.5% a	19 70.4% F	35 79.5% f	12 92.3%	40 97.6% ACd	16 94.1% a	18 64.3% egh	13 81.3%	39 79.6%	16 80.0%	20 95.2% a	11 91.7%	17 94.4% a	24 92.3% a
Social media strategy	16 61.5%	17 81.0%	15 55.6% g	27 61.4% g	10 76.9%	32 78.0%	15 88.2% cd	21 75.0% d	8 50.0% fg	31 63.3%	9 45.0% aefgh	16 76.2% d	11 91.7% bd	15 83.3% bd	20 76.9% d
Branding Strategy	15 57.7%	8 38.1% F	12 44.4% f	20 45.5% f	6 46.2%	30 73.2% Bcd	10 58.8%	17 60.7%	6 37.5%	21 42.9%	8 40.0%	11 52.4%	8 66.7%	12 66.7%	17 65.4%
Sales strategy	14 53.8% c	7 33.3%	7 25.9% a	15 34.1%	6 46.2%	19 46.3%	5 29.4%	14 50.0%	6 37.5%	19 38.8%	5 25.0%	8 38.1%	5 41.7%	8 44.4%	9 34.6%
Customer retention	13 50.0%	8 38.1%	10 37.0% f	22 50.0%	6 46.2%	26 63.4% c	9 52.9%	12 42.9% G	9 56.3% g	23 46.9% G	10 50.0% g	11 52.4% g	3 25.0% G	16 88.9% AbCdeFH	11 42.3% G
Customer insight	13 50.0% fg	14 66.7%	13 48.1% Fg	27 61.4% g	7 53.8% g	33 80.5% aC	15 88.2% acde	17 60.7% g	8 50.0% gh	30 61.2% gh	10 50.0% gh	13 61.9%	7 58.3%	16 88.9% abcd	22 84.6% bcd
Pricing strategy	11 42.3%	6 28.6%	11 40.7%	17 38.6%	5 38.5%	21 51.2%	9 52.9%	7 25.0% b	9 56.3% a	22 44.9%	8 40.0%	9 42.9%	5 41.7%	9 50.0%	12 46.2%
Segmentation	11 42.3% g	7 33.3% fg	12 44.4% g	25 56.8%	8 61.5%	27 65.9% b	13 76.5% abc	10 35.7% Fgh	4 25.0% dFgH	25 51.0% f	13 65.0% b	12 57.1%	10 83.3% ABc	12 66.7% ab	18 69.2% aB

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**Topic 9: Marketing Analytics**
**Check all of the areas in which your company is using marketing analytics to drive decision making.**

	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
Marketing mix analysis	11 42.3%	11 52.4%	10 37.0%	18 40.9%	7 53.8%	24 58.5%	10 58.8%	13 46.4%	5 31.3%	22 44.9%	11 55.0%	13 61.9%	5 41.7%	12 66.7%	12 46.2%
New product or service development	10 38.5%	7 33.3%	9 33.3%	15 34.1%	4 30.8%	14 34.1%	7 41.2%	11 39.3%	7 43.8%	14 28.6%	5 25.0%	8 38.1%	4 33.3%	7 38.9%	10 38.5%
Customer Service	9 34.6%	8 38.1%	7 25.9%	13 29.5%	5 38.5%	18 43.9%	5 29.4%	9 32.1%	7 43.8%	12 24.5%	9 45.0%	9 42.9%	3 25.0%	10 55.6%	7 26.9%
Product or service strategy	8 30.8%	4 19.0%	6 22.2%	16 36.4%	4 30.8%	17 41.5%	7 41.2%	5 17.9%	4 25.0%	15 30.6%	7 35.0%	6 28.6%	7 58.3%	8 44.4%	10 38.5%
Multichannel marketing	4 15.4% BdeFg	12 57.1% Ac	6 22.2% bfg	18 40.9% a	6 46.2% a	22 53.7% Ac	9 52.9% ac	6 21.4% eG	3 18.8% eG	20 40.8% g	7 35.0% g	11 52.4% ab	6 50.0%	13 72.2% ABcd	12 46.2%
Recommendation Engine	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 Analytics**

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

	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	10 5.2%	4 5.4%	5 9.6% c	0 0.0% b	1 4.3%	8 12.1%	2 3.1%	0 0.0%	0 0.0%	0 0.0%
2	19 9.8%	10 13.5% c	6 11.5%	1 2.3% a	2 8.7%	10 15.2%	7 10.8%	1 3.4%	1 7.1%	0 0.0%
3	23 11.9%	10 13.5%	6 11.5%	2 4.5% d	5 21.7% c	11 16.7%	6 9.2%	2 6.9%	2 14.3%	1 7.1%
4	29 15.0%	12 16.2%	8 15.4%	5 11.4%	4 17.4%	12 18.2%	9 13.8%	3 10.3%	5 35.7% e	0 0.0% d
5	59 30.6%	25 33.8%	19 36.5%	10 22.7%	5 21.7%	13 19.7% bc	24 36.9% a	12 41.4% a	4 28.6%	5 35.7%
6	34 17.6%	8 10.8% C	7 13.5% c	14 31.8% Ab	5 21.7%	9 13.6% e	11 16.9% e	5 17.2%	1 7.1% e	6 42.9% abd
7=Very highly	19 9.8%	5 6.8% C	1 1.9% C	12 27.3% ABd	1 4.3% c	3 4.5% c	6 9.2%	6 20.7% a	1 7.1%	2 14.3%
Mean	4.48	4.19 C	4.06 C	5.59 ABD	4.26 C	3.77 BCE	4.58 Ace	5.24 Abd	4.36 cE	5.57 AbD

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





**Topic 9: Marketing Analytics**

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	3 15.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	2 10.5%	0 0.0%	3 13.0%	0 0.0%	1 2.8%	0 0.0%	0 0.0%
2	1 5.3%	0 0.0%	3 13.6%	0 0.0%	0 0.0%	1 11.1%	1 5.6%	0 0.0%	4 21.1%	1 33.3%	2 8.7%	1 50.0%	3 8.3%	1 16.7%	1 5.0%
3	4 21.1%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	3 33.3%	3 16.7%	2 50.0%	1 5.3%	0 0.0%	1 4.3%	0 0.0%	6 16.7%	0 0.0%	2 10.0%
4	2 10.5%	0 0.0%	3 13.6%	2 50.0%	2 66.7%	1 11.1%	2 11.1%	0 0.0%	4 21.1%	0 0.0%	3 13.0%	1 50.0%	5 13.9%	1 16.7%	3 15.0%
5	5 26.3%	1 25.0%	6 27.3%	1 25.0%	1 33.3%	2 22.2%	6 33.3%	1 25.0%	5 26.3%	0 0.0%	9 39.1%	0 0.0%	14 38.9%	3 50.0%	5 25.0%
6	3 15.8%	0 0.0%	7 31.8%	1 25.0%	0 0.0%	2 22.2%	3 16.7%	1 25.0%	0 0.0%	1 33.3%	4 17.4%	0 0.0%	4 11.1%	1 16.7%	6 30.0%
7=Very highly	1 5.3%	2 50.0%	3 13.6%	0 0.0%	0 0.0%	0 0.0%	2 11.1%	0 0.0%	3 15.8%	1 33.3%	1 4.3%	0 0.0%	3 8.3%	0 0.0%	3 15.0%
Mean	3.95	5.50	5.05	4.75	4.33	4.11	4.56	4.25	3.95	5.00	4.26	3.00	4.44	4.50	5.10

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


**Topic 9: Marketing Analytics**
**To what degree has the use of marketing analytics contributed to your company's performance?**

	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 7.4%	0 0.0%	3 11.5%	1 2.2%	1 7.7%	2 4.9%	1 5.9%	2 6.9%	1 5.9%	2 4.2%	1 5.0%	0 0.0%	1 8.3%	1 5.3%	2 7.7%
2	3 11.1%	2 9.1%	1 3.8%	9 20.0% f	0 0.0%	2 4.9% d	2 11.8%	3 10.3%	2 11.8%	2 4.2% d	4 20.0% c	3 14.3%	1 8.3%	1 5.3%	2 7.7%
3	2 7.4%	5 22.7%	4 15.4%	6 13.3%	1 7.7%	3 7.3%	2 11.8%	1 3.4% e	3 17.6%	8 16.7%	1 5.0%	5 23.8% ag	1 8.3%	0 0.0% e	4 15.4%
4	7 25.9% f	3 13.6%	6 23.1%	4 8.9%	3 23.1%	3 7.3% a	2 11.8%	5 17.2%	3 17.6%	11 22.9%	2 10.0%	2 9.5%	1 8.3%	1 5.3%	4 15.4%
5	9 33.3%	6 27.3%	8 30.8%	11 24.4%	4 30.8%	17 41.5%	4 23.5%	11 37.9%	4 23.5%	14 29.2%	6 30.0%	6 28.6%	4 33.3%	7 36.8%	7 26.9%
6	2 7.4%	5 22.7%	2 7.7%	9 20.0%	3 23.1%	8 19.5%	5 29.4%	3 10.3% g	4 23.5%	6 12.5% g	6 30.0%	2 9.5% g	1 8.3%	7 36.8% ace	5 19.2%
7=Very highly	2 7.4%	1 4.5%	2 7.7%	5 11.1%	1 7.7%	6 14.6%	1 5.9%	4 13.8%	0 0.0% f	5 10.4%	0 0.0% f	3 14.3%	3 25.0% bd	2 10.5%	2 7.7%
Mean	4.19	4.45	4.12 f	4.38	4.69	4.93 c	4.47	4.55	4.12	4.48	4.30	4.38	4.75	5.16	4.35

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


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

	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 prove the impact quantitatively	94 48.7%	30 40.0% C	18 35.3% Cd	32 72.7% AB	14 60.9% b	22 33.8% CE	27 41.5% Ce	23 79.3% AB	7 50.0%	11 73.3% Ab
We have a good qualitative sense of the impact, but not a quantitative impact	74 38.3%	31 41.3% c	28 54.9% Cd	9 20.5% aB	6 26.1% b	31 47.7% C	30 46.2% C	3 10.3% ABd	6 42.9% c	3 20.0%
We haven't been able to show the impact yet	25 13.0%	14 18.7%	5 9.8%	3 6.8%	3 13.0%	12 18.5%	8 12.3%	3 10.3%	1 7.1%	1 6.7%

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



**Topic 9: Marketing Analytics**

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
We prove the impact quantitatively	8 42.1%	3 75.0%	12 54.5%	3 75.0%	2 66.7%	4 50.0%	8 44.4%	3 75.0%	6 28.6% o	2 66.7%	10 43.5%	0 0.0%	17 48.6%	1 16.7% o	14 70.0% in
We have a good qualitative sense of the impact, but not a quantitative impact	7 36.8%	1 25.0%	5 22.7% kln	1 25.0%	1 33.3%	4 50.0%	8 44.4%	1 25.0%	10 47.6% o	1 33.3%	12 52.2% co	2 100.0% co	13 37.1% n	5 83.3% cmO	3 15.0% ikln
We haven't been able to show the impact yet	4 21.1%	0 0.0%	5 22.7%	0 0.0%	0 0.0%	0 0.0%	2 11.1%	0 0.0%	5 23.8%	0 0.0%	1 4.3%	0 0.0%	5 14.3%	0 0.0%	3 15.0%

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



**Topic 9: Marketing Analytics**

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
We prove the impact quantitatively	10 37.0%	12 54.5%	7 25.9%	22 50.0%	6 46.2%	24 58.5%	11 64.7%	15 51.7%	8 47.1%	18 36.7%	11 55.0%	8 40.0%	6 50.0%	14 73.7%	13 50.0%
We have a good qualitative sense of the impact, but not a quantitative impact	11 40.7%	7 31.8%	12 44.4%	18 40.9%	6 46.2%	16 39.0%	4 23.5%	8 27.6%	6 35.3%	24 49.0%	7 35.0%	9 45.0%	4 33.3%	5 26.3%	11 42.4%
We haven't been able to show the impact yet	6 22.2%	3 13.6%	8 29.6%	4 9.1%	1 7.7%	1 2.4%	2 11.8%	6 20.7%	3 17.6%	7 14.3%	2 10.0%	3 15.0%	2 16.7%	0 0.0%	2 7.7%

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



**Topic 9: Marketing Analytics**

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

	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 prove the impact quantitatively	89 46.4%	34 45.9%	21 40.4%	22 51.2%	12 52.2%	26 39.4% C	27 41.5% c	20 69.0% Ab	6 42.9%	7 50.0%
We have a good qualitative sense of the impact, but not a quantitative impact	76 39.6%	23 31.1% b	26 50.0% a	17 39.5%	10 43.5%	30 45.5%	25 38.5%	8 27.6%	6 42.9%	6 42.9%
We haven't been able to show the impact yet	27 14.1%	17 23.0% d	5 9.6%	4 9.3%	1 4.3% a	10 15.2%	13 20.0% c	1 3.4% b	2 14.3%	1 7.1%

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


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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
We prove the impact quantitatively	7 36.8%	2 50.0%	9 40.9%	1 25.0%	2 66.7%	4 44.4%	10 55.6%	3 75.0%	9 45.0%	2 66.7%	12 52.2%	0 0.0%	19 54.3%	2 33.3%	6 31.6%
We have a good qualitative sense of the impact, but not a quantitative impact	10 52.6%	1 25.0%	10 45.5%	2 50.0%	1 33.3%	5 55.6%	4 22.2%	1 25.0%	8 40.0%	1 33.3%	10 43.5%	1 50.0%	10 28.6%	4 66.7%	8 42.1%
We haven't been able to show the impact yet	2 10.5%	1 25.0%	3 13.6%	1 25.0%	0 0.0%	0 0.0%	4 22.2%	0 0.0%	3 15.0%	0 0.0%	1 4.3%	1 50.0%	6 17.1%	0 0.0%	5 26.3%

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



**Topic 9: Marketing Analytics**

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
We prove the impact quantitatively	9 34.6% eg	9 40.9%	7 25.9% eG	22 48.9%	9 69.2% ac	20 48.8%	11 68.8% aC	11 39.3%	7 41.2%	18 36.7% g	9 45.0%	12 57.1%	5 41.7%	13 68.4% c	13 52.0%
We have a good qualitative sense of the impact, but not a quantitative impact	13 50.0% g	8 36.4%	16 59.3% eG	17 37.8%	3 23.1% c	17 41.5% g	2 12.5% aCf	12 42.9%	8 47.1%	26 53.1% h	8 40.0%	6 28.6%	4 33.3%	6 31.6%	6 24.0% c
We haven't been able to show the impact yet	4 15.4%	5 22.7%	4 14.8%	6 13.3%	1 7.7%	4 9.8%	3 18.8%	5 17.9%	2 11.8%	5 10.2%	3 15.0%	3 14.3%	3 25.0% g	0 0.0% fh	6 24.0% g

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




**Topic 9: Marketing Analytics**
**To what extent do you agree with the statement: I have the right talent in my organization to fully leverage marketing analytics.**

	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=Do not have the right talent	11 5.7%	7 9.5% c	3 5.8%	0 0.0% a	1 4.3%	9 13.6% bc	2 3.1% a	0 0.0% a	0 0.0%	0 0.0%
2	28 14.5%	9 12.2%	10 19.2%	6 13.6%	3 13.0%	10 15.2%	11 16.9%	1 3.3% d	4 28.6% c	2 14.3%
3	20 10.4%	8 10.8%	6 11.5%	4 9.1%	2 8.7%	9 13.6%	6 9.2%	3 10.0%	1 7.1%	1 7.1%
4	44 22.8%	16 21.6%	11 21.2%	11 25.0%	6 26.1%	16 24.2%	14 21.5%	4 13.3%	5 35.7%	4 28.6%
5	57 29.5%	20 27.0%	15 28.8%	15 34.1%	7 30.4%	15 22.7% c	22 33.8%	13 43.3% a	2 14.3%	4 28.6%
6	26 13.5%	12 16.2%	4 7.7%	6 13.6%	4 17.4%	5 7.6% c	8 12.3%	7 23.3% a	1 7.1%	3 21.4%
7=Have the right talent	7 3.6%	2 2.7%	3 5.8%	2 4.5%	0 0.0%	2 3.0%	2 3.1%	2 6.7%	1 7.1%	0 0.0%
Mean	4.11	4.04	3.94	4.39	4.17	3.62 C	4.15 c	4.93 Abd	3.86 c	4.36

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



**Topic 9: Marketing Analytics**

**To what extent do you agree with the statement: I have the right talent in my organization to fully leverage marketing analytics.**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Do not have the right talent	2 10.5%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	3 15.0%	0 0.0%	3 13.0%	0 0.0%	1 2.9%	0 0.0%	0 0.0%
2	1 5.3%	1 25.0%	3 13.6%	1 25.0%	0 0.0%	1 11.1%	3 16.7%	0 0.0%	5 25.0%	0 0.0%	3 13.0%	1 50.0%	5 14.3%	1 16.7%	3 15.0%
3	2 10.5%	0 0.0%	1 4.5% h	1 25.0% g	1 33.3% g	2 22.2% g	0 0.0% defHj	2 50.0% cGkM	3 15.0%	1 33.3% g	1 4.3% h	0 0.0%	2 5.7% H	1 16.7%	3 15.0%
4	5 26.3%	0 0.0%	3 13.6%	2 50.0%	1 33.3%	2 22.2%	5 27.8%	1 25.0%	4 20.0%	0 0.0%	5 21.7%	0 0.0%	8 22.9%	2 33.3%	6 30.0%
5	4 21.1%	2 50.0%	10 45.5% i	0 0.0%	0 0.0%	4 44.4%	4 22.2%	0 0.0%	3 15.0% c	0 0.0%	5 21.7%	1 50.0%	14 40.0%	2 33.3%	7 35.0%
6	4 21.1% o	0 0.0%	4 18.2%	0 0.0%	1 33.3% o	0 0.0%	4 22.2% o	1 25.0% o	2 10.0%	1 33.3% o	4 17.4%	0 0.0%	5 14.3%	0 0.0%	0 0.0% aeghj
7=Have the right talent	1 5.3%	1 25.0% ciM	0 0.0% bj	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0% bj	1 33.3% ciM	2 8.7%	0 0.0%	0 0.0% BJ	0 0.0%	1 5.0%
Mean	4.26	4.75	4.36 i	3.25	4.33	4.00	4.33	4.00	3.25 cm	5.33	4.13	3.50	4.26 i	3.83	4.05

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



**Topic 9: Marketing Analytics**

**To what extent do you agree with the statement: I have the right talent in my organization to fully leverage marketing analytics.**

	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=Do not have the right talent	2 7.4%	1 4.5%	3 11.1% f	4 8.9%	0 0.0%	0 0.0%	1 6.3%	2 6.9%	2 11.8%	2 4.1%	2 10.0%	1 4.8%	0 0.0%	1 5.3%	1 4.0%
2	3 11.1%	3 13.6%	5 18.5%	8 17.8%	0 0.0%	8 19.5%	1 6.3%	4 13.8%	2 11.8%	4 8.2% ef	4 20.0%	6 28.6% c	4 33.3% cg	1 5.3% f	3 12.0%
3	2 7.4%	5 22.7%	4 14.8%	3 6.7%	2 15.4%	3 7.3%	1 6.3%	2 6.9% b	6 35.3% aCfh	3 6.1% B	2 10.0%	2 9.5%	0 0.0% b	2 10.5%	2 8.0% b
4	6 22.2%	2 9.1% e	6 22.2%	12 26.7%	6 46.2% b	9 22.0%	2 12.5%	5 17.2%	3 17.6%	13 26.5%	7 35.0%	4 19.0%	3 25.0%	2 10.5%	7 28.0%
5	12 44.4% d	8 36.4%	6 22.2%	9 20.0% ag	2 15.4%	12 29.3%	8 50.0% d	13 44.8% be	2 11.8% a	16 32.7%	4 20.0%	3 14.3% a	2 16.7%	7 36.8%	10 40.0%
6	2 7.4%	1 4.5%	3 11.1%	7 15.6%	3 23.1%	7 17.1%	3 18.8%	1 3.4% G	1 5.9%	9 18.4%	1 5.0% g	4 19.0%	2 16.7%	6 31.6% Ad	2 8.0%
7=Have the right talent	0 0.0%	2 9.1%	0 0.0%	2 4.4%	0 0.0%	2 4.9%	0 0.0%	2 6.9%	1 5.9%	2 4.1%	0 0.0%	1 4.8%	1 8.3%	0 0.0%	0 0.0%
Mean	4.07	4.09	3.59	3.96	4.46	4.32	4.50	4.17	3.47 cg	4.47 bd	3.50 cg	3.86	4.08	4.63 bd	4.12

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


**Topic 9: Marketing Analytics**
**To what extent is your company using artificial intelligence or machine learning in optimizing and automating marketing efforts?  
(0% of the time-100% of the time)**

Number Mean SD	Total	Primary Economic Sector				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
Current	189	74	50	42	23	65	65	29	13	14
	8.61	7.50	8.40	11.43	7.48	3.18	9.74	15.24	6.54	15.71
	15.17	15.24	14.76	16.35	13.85	6.87	15.63	19.93	14.05	21.38
						BCE	A	A		A
Next three years	183	72	49	40	22	63	63	27	14	13
	22.88	21.60	24.55	24.30	20.77	17.19	23.29	31.19	25.00	31.15
	22.48	24.04	22.83	21.72	18.31	18.27	22.64	25.54	21.84	29.02
						Ce		A		a

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

 **Topic 9: Marketing Analytics**

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Current	19 8.16 14.74	4 22.50 35.71	21 10.00 16.88	4 9.25 11.35	3 15.00 21.79	9 9.44 16.29	17 2.53 5.30	4 6.25 4.79	21 3.43 5.28	3 13.33 15.28	22 8.64 13.73	2 0.00 0.00	35 11.14 17.62	5 3.00 4.47	19 11.58 20.14
Next three years	18 22.78 24.08	4 32.50 39.26	19 19.05 22.70	4 13.00 11.34	2 57.50 24.75	9 20.00 16.58	16 19.50 17.96	4 26.25 20.56	20 13.65 13.40	3 33.33 28.87	22 23.18 17.83	2 11.50 12.02	34 28.97 26.88	6 12.50 8.80	19 27.63 28.20

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


**Topic 9: Marketing Analytics**
**To what extent is your company using artificial intelligence or machine learning in optimizing and automating marketing efforts? (0% of the time-100% of the time)**

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Current	25 13.20 23.93	21 5.95 12.21	28 5.00 10.36	44 7.50 13.45	13 11.15 14.74	41 6.76 8.30	15 13.53 17.65	26 15.38 26.45	17 5.00 13.11	49 7.14 12.79	20 6.35 9.10	21 7.14 11.24	12 6.67 7.49	18 10.83 14.14	25 9.60 14.64
Next three years	25 24.80 32.29	21 15.48 14.11	26 19.73 19.94	42 22.38 19.67	12 32.50 28.16	40 21.02 17.22	15 30.80 24.41	26 27.58 32.54	16 14.38 19.57	45 21.91 18.70	20 21.80 23.15	20 22.00 20.55	12 27.50 15.59	18 25.17 24.16	25 23.80 21.23
		eg			b		b								

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


**Topic 9: Marketing Analytics**
**To what extent are blockchain technologies affecting your company's marketing strategies? (1=Not at all to 7=Very Important)**

	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
Number	273	115	71	53	33	99	78	47	20	17
Percent	100.0%	42.3%	26.1%	19.5%	12.1%	37.9%	29.9%	18.0%	7.7%	6.5%
Current	189	73	51	43	22	65	63	29	14	14
	1.35	1.23	1.61	1.23	1.41	1.14	1.41	1.41	1.93	1.36
	1.03	0.79	1.54	0.72	0.73	0.56 D	1.14	1.15	1.82 A	0.84
Next three years	187	72	49	43	23	64	63	30	13	13
	1.87	1.64	2.22	1.84	1.91	1.50	1.95	2.10	2.54	2.08
	1.39	1.26 b	1.69 a	1.17	1.38	1.02 bcD	1.49 a	1.52 a	1.81 A	1.32

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


**Topic 9: Marketing Analytics**
**To what extent are blockchain technologies affecting your company's marketing strategies? (1=Not at all to 7=Very Important)**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Number	26	7	27	5	4	9	29	6	32	5	30	4	55	8	25
Percent	9.6%	2.6%	9.9%	1.8%	1.5%	3.3%	10.7%	2.2%	11.8%	1.8%	11.0%	1.5%	20.2%	2.9%	9.2%
Current	18	4	22	4	3	8	18	4	21	3	23	2	34	6	19
	1.72	2.25	1.36	1.00	1.33	1.00	1.44	1.00	1.19	1.00	1.39	1.00	1.32	1.67	1.21
Next three years	1.53	2.50	0.95	0.00	0.58	0.00	1.04	0.00	0.60	0.00	1.20	0.00	1.09	1.21	0.71
	18	3	22	4	3	9	17	4	20	3	22	2	35	5	19
	2.11	2.67	1.95	1.00	2.33	1.44	1.76	1.25	1.70	1.00	2.27	1.00	1.77	2.00	1.95
	1.81	2.89	1.40	0.00	2.31	0.88	1.20	0.50	1.49	0.00	1.58	0.00	1.31	1.00	1.18

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




**Topic 9: Marketing Analytics**
**To what extent are blockchain technologies affecting your company's marketing strategies? (1=Not at all to 7=Very Important)**

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Number	44	30	37	60	16	50	29	45	23	64	30	26	14	23	47
Percent	16.5%	11.3%	13.9%	22.6%	6.0%	18.8%	10.9%	16.5%	8.5%	23.5%	11.0%	9.6%	5.1%	8.5%	17.3%
Current	27 1.44 1.37	22 1.36 1.22	28 1.18 0.39 G	44 1.20 0.59 G	12 1.33 0.89	40 1.17 0.59 G	14 2.21 1.85 CDF	29 1.38 1.18	17 1.71 1.83	49 1.27 0.76	20 1.30 0.57	21 1.05 0.22	12 1.25 0.87	16 1.50 1.15	24 1.54 1.32
Next three years	25 2.08 1.71	22 1.59 1.37 g	25 1.56 0.96 G	44 1.64 1.08 G	12 2.00 1.41	41 1.83 1.26 g	16 2.88 1.82 bCDf	27 1.96 1.51	17 2.12 1.83	47 1.70 1.27	20 1.75 1.02	21 1.29 0.78 fgh	12 2.17 1.53 e	18 2.11 1.49 e	24 2.25 1.62 e

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



## Topic 10: Marketing Knowledge Resources

### **Rate the quality of your company's marketing knowledge resources: (1=Poor to 7=Excellent)**

	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 capabilities</u>										
N	176	70	44	41	21	61	56	27	13	14
Mean	4.95	4.83	4.93	5.12	5.05	4.80	4.98	5.19	4.46	5.29
SD	1.11	1.32	0.90	0.95	1.07	1.34	1.09	0.79	0.52	0.99
								D	Ce	d
<u>Customer insights</u>										
N	176	70	44	41	21	61	56	27	13	14
Mean	4.67	4.50	4.77	4.78	4.81	4.41	4.96	5.04	4.15	4.21
SD	1.51	1.57	1.55	1.52	1.21	1.57	1.37	1.58	1.28	1.72
						b	a			
<u>Competitive intelligence</u>										
N	175	69	44	41	21	61	55	27	13	14
Mean	4.39	4.52	4.43	4.22	4.19	4.48	4.24	4.67	3.54	4.50
SD	1.38	1.47	1.42	1.24	1.29	1.32	1.43	1.21	1.56	1.45
						d		d	ac	
<u>Marketing analytics</u>										
N	175	69	44	41	21	61	56	27	13	13
Mean	4.36	4.17	4.09	4.88	4.52	3.95	4.45	4.93	4.08	4.77
SD	1.44	1.49	1.38	1.44	1.21	1.45	1.49	1.36	1.04	1.42
		c	c	ab		C		A		
<u>Marketing research</u>										
N	176	70	44	41	21	61	56	27	13	14
Mean	4.16	4.14	3.80	4.51	4.33	4.02	4.34	4.48	3.85	3.57
SD	1.48	1.53	1.55	1.40	1.20	1.63	1.49	1.25	1.07	1.50
			c	b				e		c
<u>Marketing training</u>										
N	175	69	44	41	21	61	56	27	13	13
Mean	3.81	3.61	3.73	3.98	4.29	3.57	3.88	4.22	3.31	3.62
SD	1.34	1.32	1.44	1.31	1.15	1.27	1.29	1.34	1.65	1.12
		d			a	c		a		

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



**Topic 10: Marketing Knowledge Resources**

**Rate the quality of your company’s marketing knowledge resources: (1=Poor to 7=Excellent)**

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Marketing capabilities</u>															
N	17	3	20	3	3	9	16	4	21	4	20	1	31	4	19
Mean	4.94	4.67	4.95	4.67	5.33	5.44	4.63	4.50	4.67	5.25	5.00	6.00	5.19	5.00	4.84
SD	1.03	1.15	0.89	0.58	1.53	0.73	1.54	1.29	1.43	0.50	0.92	---	1.14	0.00	1.17
<u>Customer insights</u>															
N	17	3	20	3	3	9	16	4	21	4	20	1	31	4	19
Mean	4.12	5.33	5.15	4.67	3.67	5.11	4.50	4.75	4.62	5.50	5.00	2.00	4.52	4.50	4.47
SD	1.54	1.53	1.63	0.58	1.53	1.54	1.32	2.22	1.56	1.00	1.26	---	1.39	2.65	1.58
<u>Competitive intelligence</u>															
N	17	3	20	3	3	9	16	4	21	4	20	1	30	4	19
Mean	4.18	5.67	4.30	4.00	4.67	4.00	3.94	5.00	4.48	5.75	4.50	2.00	4.63	4.25	4.21
SD	1.33	0.58	1.30	1.73	1.15	1.41	1.39	0.82	1.54	0.96	1.24	---	1.38	2.36	1.40
		j		j		j	j			acfgo					j
<u>Marketing analytics</u>															
N	17	3	20	3	3	9	16	4	20	4	20	1	31	4	19
Mean	4.29	3.67	4.45	5.33	4.67	5.22	4.38	3.75	3.65	5.25	3.85	5.00	4.55	4.75	4.58
SD	1.45	0.58	1.28	0.58	1.15	1.56	1.36	1.50	1.50	1.71	1.39	---	1.57	0.96	1.50
		d		b		ik			fm		f		i		
<u>Marketing research</u>															
N	17	3	20	3	3	9	16	4	21	4	20	1	31	4	19
Mean	3.94	4.67	4.80	3.67	3.33	4.67	4.00	4.50	4.14	4.50	3.85	3.00	4.16	4.00	3.95
SD	1.25	0.58	1.24	0.58	1.53	1.32	1.41	1.29	1.53	2.65	1.57	---	1.55	2.45	1.61
		c		ak							c				
<u>Marketing training</u>															
N	17	3	20	3	3	9	16	4	20	4	20	1	31	4	19
Mean	3.76	3.67	3.75	4.33	4.00	4.00	3.75	4.00	3.35	5.50	3.65	3.00	3.97	3.75	3.79
SD	1.25	1.53	1.41	1.53	0.00	1.73	1.13	1.63	1.14	0.58	1.50	---	1.47	0.96	1.36
		j		j			J		J	acGIkmno	j		j	j	j

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.0



## Topic 10: Marketing Knowledge Resources

### Rate the quality of your company's marketing knowledge resources: (1=Poor to 7=Excellent)

	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 capabilities</u>																
N	25	21	25	42	11	38	13	27	17	45	19	20	9	17	21	
Mean	4.64	5.24	4.88	4.86	4.82	5.05	5.23	4.89	5.06	5.00	4.47	5.45	4.67	5.24	4.67	
SD	1.22	1.00	1.01	1.30	0.60	1.14	0.83	1.22	1.03	0.93	1.43	1.23	1.12	0.97	0.97	
											e	dh			e	
<u>Customer insights</u>																
N	25	21	25	42	11	38	13	27	17	45	19	20	9	17	21	
Mean	4.76	4.86	4.32	4.55	4.55	4.82	4.92	4.78	4.41	4.76	4.47	4.90	4.22	4.65	4.67	
SD	1.74	1.15	1.70	1.40	1.63	1.52	1.61	1.67	1.46	1.40	1.54	1.62	1.48	1.84	1.32	
<u>Competitive intelligence</u>																
N	25	21	25	42	11	37	13	27	17	45	19	20	9	17	20	
Mean	4.56	3.95	4.64	4.50	4.27	4.05	4.85	4.52	4.00	4.56	4.32	4.35	3.78	4.59	4.35	
SD	1.23	1.43	1.38	1.47	1.42	1.29	1.41	1.28	1.27	1.50	1.38	1.31	1.30	1.73	1.18	
<u>Marketing analytics</u>																
N	25	21	24	42	11	38	13	27	17	44	19	20	9	17	21	
Mean	4.24	4.43	3.88	4.40	4.36	4.50	4.85	4.33	4.12	4.57	3.74	4.70	3.78	5.06	4.14	
SD	1.27	1.16	1.62	1.47	0.92	1.74	1.21	1.30	1.36	1.35	1.63	1.56	1.79	0.90	1.59	
									g	d	eG		g	bDfh	g	
<u>Marketing research</u>																
N	25	21	25	42	11	38	13	27	17	45	19	20	9	17	21	
Mean	4.40	3.81	3.88	3.74	4.36	4.53	4.92	4.22	3.65	4.11	3.42	4.50	4.11	4.88	4.57	
SD	1.12	1.60	1.59	1.45	1.63	1.43	1.50	1.31	0.93	1.56	1.43	1.50	1.90	1.54	1.29	
				fg		d	d		Gh		eGh	d		BD	bd	
<u>Marketing training</u>																
N	25	21	24	42	11	38	13	27	17	44	19	20	9	17	21	
Mean	3.32	3.57	3.96	3.71	4.18	3.92	4.38	3.52	3.47	4.02	3.32	4.20	3.56	4.06	3.90	
SD	1.60	1.21	1.40	1.27	0.87	1.38	1.12	1.58	1.12	1.36	1.25	1.40	1.42	1.30	1.04	
	g						a				e	d				

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01  
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**Topic 10: Marketing Knowledge Resources**
**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	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Marketing training	161 6.12 10.17	63 5.60 9.50	42 6.80 11.00	37 5.15 10.40	19 8.26 10.35	58 5.91 9.47 d	55 6.67 9.99 d	22 9.31 13.01 d	13 -0.04 10.11 abc	13 5.54 6.49
Marketing research and intelligence	162 10.45 13.55	64 8.67 13.83	41 10.30 10.58	38 13.68 15.44	19 10.34 14.19	58 12.00 15.21	55 8.48 10.93	22 13.38 13.27	13 6.93 17.13	14 10.46 12.47
Marketing consulting services	162 8.08 18.21	64 6.35 17.42	40 11.18 19.79	38 6.29 17.86	20 10.85 18.26	57 9.07 21.00	56 7.76 17.83	22 7.05 8.26	12 0.52 21.72	14 12.99 16.29
Developing knowledge about how to do marketing	163 13.81 14.86	64 12.63 14.61	42 17.00 15.23	38 11.21 14.38	19 15.94 15.48	58 16.82 15.99 b	56 10.59 11.53 a	22 11.82 9.58	13 12.62 21.05	14 18.46 19.90

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


**Topic 10: Marketing Knowledge Resources**

**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 A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Marketing training	16 8.12 10.61	3 21.64 17.52 CikM	17 4.71 6.49 B	3 0.00 0.00	3 1.67 2.89	9 5.55 14.44	14 8.21 11.18	4 6.25 4.79	19 4.73 10.47 b	3 10.00 10.00	17 5.76 9.72 b	1 20.00 ---	29 4.48 8.58 B	4 5.00 5.77	18 5.47 11.72
Marketing research and intelligence	16 13.84 14.18 ik	3 18.80 24.42	17 13.61 14.74 ik	3 6.67 5.77	3 8.33 7.64	9 11.11 13.41	14 11.73 19.63	4 25.00 12.25 IK	20 5.75 7.48 acH	2 15.00 7.07	17 5.06 8.44 acH	1 15.00 ---	29 9.21 14.78	4 12.50 8.66	19 9.85 13.81
Marketing consulting services	16 5.63 15.15	3 10.00 10.00	17 5.76 11.09 n	3 15.00 13.23	3 6.67 5.77	8 13.13 17.10	14 12.86 15.41 in	4 8.75 11.81	20 1.73 13.17 gk	3 16.67 20.82	18 15.82 23.81 i	1 25.00 ---	28 8.26 22.38	4 -10.10 20.19 cg	19 5.87 21.85
Developing knowledge about how to do marketing	16 18.31 14.55	3 8.33 2.89	17 10.00 12.25	3 13.00 14.73	3 10.00 10.00	9 12.78 9.39	14 18.21 18.56	4 25.00 20.82	20 10.50 12.76	3 6.67 2.89	17 15.98 18.39	1 20.00 ---	29 14.23 16.77	4 11.25 10.31	19 11.31 14.83

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


**Topic 10: Marketing Knowledge Resources**

**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
Marketing training	22 5.09 9.07	21 7.78 15.68	22 7.72 10.42	38 5.79 9.80	11 2.73 6.84	34 5.76 7.52	12 6.25 10.69	24 8.54 11.64	16 3.15 13.33	41 6.36 9.98	18 6.94 10.58	19 4.84 5.90	8 6.25 9.54	15 3.53 7.89	19 7.36 11.22
Marketing research and intelligence	22 15.87 16.50 d	21 7.41 14.04	23 11.80 13.69	37 6.90 9.80 a	11 11.95 16.91	35 9.90 11.79	12 11.50 13.64	24 15.44 17.53 b	16 4.95 10.81 a	42 12.11 12.66	18 7.73 14.99	19 9.55 12.58	8 15.18 16.84	15 8.00 9.60	20 8.65 11.61
Marketing consulting services	22 10.07 19.17	21 11.12 23.09	24 14.33 21.12 d	37 3.95 15.56 c	11 10.00 17.32	34 5.29 14.92	12 4.55 17.21	24 11.75 17.33 h	16 5.07 24.92	43 12.04 17.87 h	17 4.07 22.75	19 6.47 7.86	7 6.43 17.96	15 9.79 20.53	20 1.73 14.86 ac
Developing knowledge about how to do marketing	22 21.04 17.53 df	21 11.66 14.55	23 18.41 18.70	38 11.13 11.71 a	11 10.00 14.66	35 11.71 12.36 a	12 13.92 15.51	24 14.38 12.10	16 16.10 21.73	42 17.11 16.50	18 12.93 14.40	19 10.79 13.05	8 13.75 11.57	15 8.67 9.35	20 12.35 14.81

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



## Topic 10: Marketing Knowledge Resources

### How has your market research changed during the pandemic?

	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 are studying more online consumer behavior	81 63.3%	25 55.6% C	14 48.3% C	31 86.1% ABd	11 61.1% c	18 41.9% bCde	26 66.7% a	16 80.0% A	9 81.8% a	9 75.0% a
We are doing more video interviews	74 57.8%	26 57.8%	20 69.0%	16 44.4%	12 66.7%	28 65.1%	22 56.4%	12 60.0%	6 54.5%	4 33.3%
We are using more text analysis	23 18.0%	7 15.6%	7 24.1%	5 13.9%	4 22.2%	8 18.6%	8 20.5%	4 20.0%	1 9.1%	1 8.3%

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





## Topic 10: Marketing Knowledge Resources

### How has your market research changed during the pandemic?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
We are studying more online consumer behavior	8 61.5%	2 100.0%	12 80.0% K	2 100.0%	1 50.0%	3 37.5%	8 61.5%	2 50.0%	7 46.7% O	1 50.0%	4 28.6% CmO	0 0.0%	14 73.7% k	2 66.7%	14 93.3% FhIK
We are doing more video interviews	8 61.5%	1 50.0%	9 60.0%	1 50.0%	1 50.0%	5 62.5%	9 69.2% o	4 100.0% o	10 66.7% o	2 100.0%	10 71.4% o	0 0.0%	9 47.4%	1 33.3%	4 26.7% ghik
We are using more text analysis	3 23.1%	0 0.0%	2 13.3%	0 0.0%	0 0.0%	2 25.0%	4 30.8%	0 0.0%	3 20.0%	1 50.0%	3 21.4%	0 0.0%	3 15.8%	0 0.0%	2 13.3%

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



## Topic 10: Marketing Knowledge Resources

### How has your market research changed during the pandemic?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
We are studying more online consumer behavior	11 57.9% g	8 61.5% g	9 52.9% G	18 64.3% g	5 62.5% g	17 56.7% G	12 100.0% abCdeF	12 66.7% e	7 53.8%	21 61.8% e	10 83.3% e	4 28.6% acdH	5 71.4%	9 64.3%	13 81.3% E
We are doing more video interviews	11 57.9%	8 61.5%	8 47.1%	16 57.1%	6 75.0%	19 63.3%	6 50.0%	10 55.6%	6 46.2% e	20 58.8%	5 41.7% e	12 85.7% bdh	6 85.7%	7 50.0%	8 50.0% e
We are using more text analysis	5 26.3%	2 15.4%	2 11.8%	4 14.3%	2 25.0%	5 16.7%	3 25.0%	4 22.2%	3 23.1%	2 5.9% g	3 25.0%	3 21.4%	0 0.0%	5 35.7% c	3 18.8%

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


**Topic 11: 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	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Sales revenue	160 12.26 22.68	61 13.72 23.49	42 16.86 22.99	37 7.19 21.85	19 6.84 20.06	53 13.36 21.69	55 12.45 20.06	25 9.28 25.18	13 14.62 28.24	12 9.67 30.61
Customer retention	152 11.20 23.38	58 17.64 28.56 Cd	39 11.54 25.11	35 4.14 11.86 A	19 2.37 6.84 a	51 15.06 26.70 b	52 6.23 15.55 ad	23 11.61 23.89	13 18.08 29.26 b	12 9.08 28.44
Brand value	154 9.81 17.22	58 13.21 19.59	40 8.90 20.26	36 8.06 11.94	19 4.16 7.29	51 10.98 20.51	52 8.77 14.21	25 11.00 21.00	13 8.08 11.28	12 9.17 12.40
Customer acquisition	152 9.00 18.85	58 9.76 16.07	39 9.00 23.09	35 8.26 19.41	19 8.26 17.94	51 8.41 20.46	52 7.79 15.32	23 9.39 17.26	13 13.08 20.87	12 11.50 27.94
Profits	156 7.09 22.89	61 10.16 21.00	39 8.64 23.83	36 1.00 24.96	19 4.37 21.96	52 6.23 22.19	54 10.65 18.88	24 6.29 21.21	13 -2.46 32.28	12 5.67 33.32

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



**Topic 11: Marketing Performance**

**Compared to 2021, rate your company's performance during the prior 12 months.**

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Sales revenue	14 6.57 26.17	3 -3.33 30.55	19 16.58 28.16	3 11.67 16.07	3 8.33 10.41	9 7.44 17.68	15 7.27 25.58	3 5.00 0.00	19 12.58 15.28	3 30.00 17.32	19 21.37 26.22	1 20.00 ---	26 16.92 26.01	4 12.50 5.00	18 2.67 13.28
Customer retention	14 4.00 6.86 m	3 13.33 31.82	17 6.65 20.12 m	3 12.67 32.35	3 0.00 0.00	9 11.22 24.77	14 5.79 23.67	3 6.67 5.77	18 9.56 20.78	3 9.33 9.71	17 9.82 19.82	1 0.00 ---	25 26.08 33.24 ac	4 22.50 35.24	17 7.94 20.37
Brand value	14 5.50 10.17	3 21.67 46.46	18 8.11 19.75	3 10.00 10.00	3 6.67 11.55	9 10.00 8.29 n	14 8.71 29.10	3 6.67 5.77	18 9.50 11.99	3 6.67 5.77	18 16.94 22.44	1 10.00 ---	25 11.64 14.81	4 -0.50 6.66 f	17 8.29 11.68
Customer acquisition	14 12.43 19.95	3 -6.67 15.28 fi	17 13.00 21.89	3 12.33 15.70	3 10.00 10.00	9 8.00 5.57 b	14 1.86 27.31	3 10.00 8.89	18 5.33 7.44 b	3 15.00 13.23	17 15.24 23.78 o	1 5.00 ---	25 14.04 21.65 o	4 7.50 3.32	17 0.41 13.84 km
Profits	14 2.14 29.03	3 -6.67 25.17 i	18 9.06 21.53	3 0.67 6.03 j	3 6.67 11.55	9 3.33 18.71 j	15 -3.00 31.46	3 19.33 26.58	19 10.16 9.73 bJ	3 30.00 10.00 dfl	17 15.12 20.13	1 10.00 ---	25 8.64 21.89	4 14.25 10.59	18 1.94 30.33

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




**Topic 11: Marketing Performance**
**Marketing investments work to influence customers in a variety of ways. Rate how durable the effects of your company's marketing investments are on customers.**
**The effect of marketing spending lasts:**

	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
An hour	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
12 hours	1 0.6%	1 1.5%	0 0.0%	0 0.0%	0 0.0%	1 1.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
A day	5 3.0%	2 3.1%	1 2.3%	0 0.0%	2 10.5%	2 3.4%	1 1.9%	1 4.0%	0 0.0%	1 7.1%
A week	12 7.2%	3 4.6%	3 7.0%	4 10.0%	2 10.5%	3 5.1%	2 3.7%	1 4.0%	2 15.4%	3 21.4%
A month	27 16.2%	8 12.3%	6 14.0%	9 22.5%	4 21.1%	8 13.6%	11 20.4%	7 28.0%	0 0.0%	1 7.1%
Several months	47 28.1%	18 27.7%	11 25.6%	13 32.5%	5 26.3%	15 25.4%	16 29.6%	6 24.0%	4 30.8%	6 42.9%
Half a year	15 9.0%	5 7.7%	5 11.6%	3 7.5%	2 10.5%	5 8.5%	8 14.8%	1 4.0%	1 7.7%	0 0.0%
A year	33 19.8%	9 13.8%	13 30.2%	7 17.5%	4 21.1%	13 22.0%	8 14.8%	6 24.0%	4 30.8%	1 7.1%
Two years	19 11.4%	12 18.5%	3 7.0%	4 10.0%	0 0.0%	9 15.3%	7 13.0%	1 4.0%	2 15.4%	0 0.0%
5 years	4 2.4%	4 6.2%	0 0.0%	0 0.0%	0 0.0%	2 3.4%	0 0.0%	1 4.0%	0 0.0%	1 7.1%
7 years	1 0.6%	1 1.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.9%	0 0.0%	0 0.0%	0 0.0%
10 years or more	3 1.8%	2 3.1%	1 2.3%	0 0.0%	0 0.0%	1 1.7%	0 0.0%	1 4.0%	0 0.0%	1 7.1%

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



## Topic 11: Marketing Performance

### Marketing investments work to influence customers in a variety of ways. Rate how durable the effects of your company's marketing investments are on customers.

#### The effect of marketing spending lasts:

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
An hour	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
12 hours	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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%	0 0.0%
A day	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	1 11.1%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	1 3.4%	0 0.0%	0 0.0%
A week	2 12.5%	0 0.0%	1 5.3%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 10.0%	0 0.0%	2 10.0%	0 0.0%	1 3.4%	1 25.0%	2 11.1%
A month	1 6.3%	0 0.0%	6 31.6%	1 33.3%	0 0.0%	3 33.3%	2 13.3%	0 0.0%	1 5.0%	0 0.0%	4 20.0%	0 0.0%	4 13.8%	1 25.0%	4 22.2%
Several months	7 43.8%	2 100.0%	3 15.8%	1 33.3%	1 33.3%	3 33.3%	3 20.0%	0 0.0%	4 20.0%	3 100.0%	4 20.0%	0 0.0%	8 27.6%	1 25.0%	7 38.9%
Half a year	0 0.0%	0 0.0%	4 21.1%	0 0.0%	1 33.3%	1 11.1%	2 13.3%	0 0.0%	1 5.0%	0 0.0%	1 5.0%	0 0.0%	4 13.8%	1 25.0%	0 0.0%
A year	2 12.5%	0 0.0%	3 15.8%	0 0.0%	0 0.0%	1 11.1%	4 26.7%	0 0.0%	5 25.0%	0 0.0%	7 35.0%	1 100.0%	5 17.2%	0 0.0%	5 27.8%
Two years	4 25.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	3 20.0%	3 75.0%	4 20.0%	0 0.0%	0 0.0%	0 0.0%	3 10.3%	0 0.0%	0 0.0%
5 years	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 6.9%	0 0.0%	0 0.0%
7 years	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
10 years or more	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 10.0%	0 0.0%	1 5.0%	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 11: Marketing Performance**

**Marketing investments work to influence customers in a variety of ways. Rate how durable the effects of your company's marketing investments are on customers.**

**The effect of marketing spending lasts:**

	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	5,000-9,999 G	10,000+ H
An hour	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
12 hours	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
A day	1 4.2%	0 0.0%	1 4.3%	1 2.6%	0 0.0%	2 5.6%	0 0.0%	0 0.0%	1 5.9%	2 4.9%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	1 5.3%
A week	1 4.2%	1 5.0%	5 21.7% f	4 10.3%	0 0.0%	1 2.8% c	0 0.0%	3 11.5%	1 5.9%	3 7.3%	4 22.2% eh	0 0.0% d	1 11.1%	0 0.0%	0 0.0% d
A month	4 16.7%	1 5.0%	3 13.0%	6 15.4%	3 27.3%	8 22.2%	2 15.4%	3 11.5%	1 5.9%	8 19.5%	2 11.1%	2 10.0%	1 11.1%	4 25.0%	6 31.6%
Several months	9 37.5%	8 40.0%	5 21.7%	9 23.1%	4 36.4%	8 22.2%	3 23.1%	10 38.5%	5 29.4%	10 24.4%	7 38.9%	3 15.0%	4 44.4%	4 25.0%	3 15.8%
Half a year	2 8.3%	3 15.0%	0 0.0%	5 12.8%	1 9.1%	3 8.3%	1 7.7%	3 11.5%	2 11.8%	2 4.9%	0 0.0%	3 15.0%	1 11.1%	1 6.3%	3 15.8%
A year	5 20.8%	3 15.0%	4 17.4%	9 23.1%	2 18.2%	5 13.9%	5 38.5%	5 19.2%	4 23.5%	8 19.5%	2 11.1%	6 30.0%	1 11.1%	4 25.0%	3 15.8%
Two years	0 0.0% bf	4 20.0% a	2 8.7%	2 5.1% f	1 9.1%	8 22.2% ad	2 15.4%	1 3.8%	3 17.6%	4 9.8%	1 5.6%	3 15.0%	1 11.1%	3 18.8%	3 15.8%
5 years	1 4.2%	0 0.0%	1 4.3%	1 2.6%	0 0.0%	1 2.8%	0 0.0%	0 0.0%	0 0.0%	2 4.9%	0 0.0%	2 10.0%	0 0.0%	0 0.0%	0 0.0%
7 years	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%	1 5.0%	0 0.0%	0 0.0%	0 0.0%
10 years or more	1 4.2%	0 0.0%	1 4.3%	1 2.6%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	0 0.0%	1 2.4%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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