



Predicting the future of markets
Tracking marketing excellence
Improving the value of marketing

CMO Survey Report:

Results by Firm & Industry Characteristics

Aug. 2016

CMOSurvey.org

© Christine Moorman

Deloitte.  | AMERICAN MARKETING ASSOCIATION



Table of Contents

Topic 1: Marketplace Dynamics

Overall Economy and Company

- 1 Are you more or less optimistic about the U.S. economy compared to last quarter?
- 3 Rate your optimism about the U.S. economy on a scale from 0-100 with 0 being the least optimistic.
- 5 Are you more or less optimistic about your own company compared to last quarter?
- 7 Rate your optimism about your company on a scale from 0-100 with 0 being the least optimistic.

Customers

- 9 Rank your customers' top three priorities (1, 2, 3) over the next 12 months: Low price
- 11 Rank your customers' top three priorities (1, 2, 3) over the next 12 months: Superior product quality
- 13 Rank your customers' top three priorities (1, 2, 3) over the next 12 months: Superior innovation
- 15 Rank your customers' top three priorities (1, 2, 3) over the next 12 months: Excellent service
- 17 Rank your customers' top three priorities (1, 2, 3) over the next 12 months: Trusting relationship
- 19 Do you expect the following customer outcome to change in the next 12 months: Customer's purchase volume
- 21 Do you expect the following customer outcome to change in the next 12 months: Customer's price per unit
- 23 Do you expect the following customer outcome to change in the next 12 months: Customer will buy related products/services from my firm
- 25 Do you expect the following customer outcome to change in the next 12 months: My firm's ability to retain current customers
- 27 Do you expect the following customer outcome to change in the next 12 months: The entry of new customers into this market
- 29 Do you expect the following customer outcome to change in the next 12 months: My firm's ability to acquire new customers

Competitors

- 31 Do you expect the following competitor activities for your firm to change in the next 12 months: Emergence of new domestic competitors
- 33 Do you expect the following competitor activities for your firm to change in the next 12 months: Emergence of new global competitors
- 35 Do you expect the following competitor activities for your firm to change in the next 12 months: Intense rivalry for customers
- 37 Do you expect the following competitor activities for your firm to change in the next 12 months: Competitor innovation
- 39 Do you expect the following competitor activities for your firm to change in the next 12 months: Competitor price-cutting
- 41 Do you expect the following competitor activities for your firm to change in the next 12 months: Cooperation on non-price strategies

Topic 2: Firm Growth Strategies

- 43 Allocate 100 points to reflect your firm's spending on growth strategies during the prior 12 months.
- 45 Allocate 100 points to reflect your firm's spending on growth strategies during the next 12 months.
- 47 What percentage of your firm's sales is domestic? Through the internet?
- 49 What percent of your marketing budget do you spend on domestic markets?

Topic 3: Marketing Spending

- 51 By what percent has your overall marketing spending changed in the prior 12 months?
- 53 Marketing expenses in your company include the following:
- 55 Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area. SUMMARY
- 57 Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months for: Overall marketing spending
- 59 Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months for: Digital marketing spending
- 61 Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months for: Traditional advertising spending
- 63 Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months for: Brand building
- 65 Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months for: Customer relationship management
- 67 What percentage of your firm's overall budget does marketing currently account for?
- 69 Marketing expenses account for what percent of your firm's revenues?

Topic 4: Financial and Marketing Performance

- 71 Rate your firm's performance during the last 12 months.
- 73 Overall, how would you rate your company's marketing excellence?

Topic 5: Social Media Marketing

- 75 What percent of your marketing budget do you spend on social media?
- 77 How effectively is social media linked to your firm's marketing strategy?
- 79 How effectively does your company integrate customer information across purchasing, communication and social media channels?
- 81 What percent of social media activities are performed by outside agencies?
- 83 To what degree has the use of social media contributed to your company's performance?
- 85 Which best describes how you show the impact of social media on your business?
- 87 Check the forms of social media your firm is currently using.
- 91 Does your company use customer behavior data collected online for targeting purposes?
- 93 Does your company use customer behavior data collected online for managing ongoing relationships?
- 95 Has your company's use of online customer data increased, decreased, or stayed the same over the last two years?
- 97 How worried are you that this use of online customer data could raise questions about privacy?

Topic 6: Mobile Marketing

- 99 Marketing budget spend on mobile activities
- 101 Rate how well mobile marketing activities have performed in the following areas: Acquiring customers
- 103 Rate how well mobile marketing activities have performed in the following areas: Engaging customers
- 105 Rate how well mobile marketing activities have performed in the following areas: Retaining customers
- 107 Rate how well mobile marketing activities have performed in the following areas: Delivering your brand message
- 109 Rate how well mobile marketing activities have performed in the following areas: Improving sales
- 111 Rate how well mobile marketing activities have performed in the following areas: Improving profits
- 113 To what degree has the use of mobile marketing contributed to your company's performance?

Topic 7: Marketing Jobs

- [115](#) What percentage will your firm's marketing hires change in the next year?
- [117](#) By what percentage will your firm's outsourcing of marketing activities change in the next year?
- [119](#) How many employees/marketing employees are in your company?

Topic 8: Marketing Organization

- [121](#) Select the description that best captures the role of sales within your firm.
- [123](#) Use of product and customer organizational structure in your firm.
- [125](#) Rank order the marketing capabilities in terms of their importance to your organization today: Omni-channel execution capabilities
- [127](#) Rank order the following marketing capabilities in terms of their importance to your organization today: Agency management capabilities
- [129](#) Rank order the marketing capabilities in terms of their importance to your organization today: Digital marketing capabilities
- [131](#) Rank order the marketing capabilities in terms of their importance to your organization today: Marketing analytics capabilities
- [133](#) Rank order the marketing capabilities in terms of their importance to your organization today: Customer development and management capabilities
- [135](#) Rank order the marketing capabilities in terms of their importance to your organization today: Marketing innovation capabilities
- [137](#) Rank order the marketing capabilities in terms of their importance to your organization today: Creative capabilities
- [139](#) Rank order the marketing capabilities in terms of their importance to your organization today: Brand development and management capabilities
- [141](#) Rank order the marketing capabilities in terms of their importance to your organization today: Customer focus capabilities (e.g., actions that prioritize the customer)
- [143](#) Considering these capabilities, where does your organization have the biggest gap: Omni-channel execution capabilities
- [145](#) Considering these capabilities, where does your organization have the biggest gap: Agency management capabilities
- [147](#) Considering these capabilities, where does your organization have the biggest gap: Digital marketing capabilities
- [149](#) Considering these capabilities, where does your organization have the biggest gap: Marketing analytics capabilities
- [151](#) Considering these capabilities, where does your organization have the biggest gap: Customer development and management capabilities
- [153](#) Considering these capabilities, where does your organization have the biggest gap: Marketing innovation capabilities
- [155](#) Considering these capabilities, where does your organization have the biggest gap: Creative capabilities
- [157](#) Considering these capabilities, where does your organization have the biggest gap: Brand development and management capabilities
- [159](#) Considering these capabilities, where does your organization have the biggest gap: Customer focus capabilities (e.g., actions that prioritize the customer)

Topic 9: Marketing Leadership

- [161](#) How has marketing's role within your organization changed in the last five years?
- [165](#) What is marketing primarily responsible for in your firm?
- [171](#) How many direct and indirect reports do you have?
- [173](#) How many years have you been with this firm in your current role? In any role?

Topic 10: Marketing Analytics

- [175](#) What percent of your marketing budget do you spend on marketing analytics?
- [177](#) In what percent of projects does your company use available or requested marketing analytics before a decision is made?
- [179](#) Check all of the areas in which your company is using marketing analytics to drive decision making.
- [183](#) To what degree has the use of marketing analytics contributed to your company's performance?
- [185](#) Which best describes how your company shows the short-term impact of marketing spend on your business?
- [187](#) Which best describes how your company shows the long-term impact of marketing spend on your business?

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

(N=432)	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
3=More	147 34.9%	16 37.2%	13 40.6%	9 47.4%	3 20.0%	6 54.5%	3 33.3%	16 42.1%	15 23.4%	3 27.3%	23 31.5%	10 33.3%	22 37.3%	6 46.2%
2=No Change	162 38.5%	16 37.2%	12 37.5%	7 36.8%	5 33.3%	3 27.3%	4 44.4%	13 34.2%	26 40.6%	7 63.6%	27 37.0%	11 36.7%	26 44.1%	5 38.5%
1=Less	112 26.6%	11 25.6%	7 21.9%	3 15.8%	7 46.7%	2 18.2%	2 22.2%	9 23.7%	23 35.9%	1 9.1%	23 31.5%	9 30.0%	11 18.6%	2 15.4%
Mean	2.08	2.12	2.19	2.32	1.73	2.36	2.11	2.18	1.88	2.18	2.00	2.03	2.19	2.31
SD	0.78	0.79	0.78	0.75 dh	0.80 cl	0.81	0.78	0.80	0.77 cl	0.60	0.80	0.81	0.73 dh	0.75

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

(N=432)

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=More	45 31.5%	53 33.8%	21 36.2%	28 44.4%	42 32.6%	25 36.8%	24 33.8%	15 42.9%	22 36.1%	17 32.1%	48 29.3%	62 41.3%	32 33.3%
											b	a	
2=No Change	61 42.7%	62 39.5%	22 37.9%	17 27.0%	50 38.8%	25 36.8%	25 35.2%	13 37.1%	26 42.6%	21 39.6%	75 45.7%	49 32.7%	33 34.4%
	d			a							b	a	
1=Less	37 25.9%	42 26.8%	15 25.9%	18 28.6%	37 28.7%	18 26.5%	22 31.0%	7 20.0%	13 21.3%	15 28.3%	41 25.0%	39 26.0%	31 32.3%
Mean	2.06	2.07	2.10	2.16	2.04	2.10	2.03	2.23	2.15	2.04	2.04	2.15	2.01
SD	0.76	0.78	0.79	0.85	0.78	0.79	0.81	0.77	0.75	0.78	0.74	0.81	0.81

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M	
Optimism rating	421	43	32	19	15	11	9	37	64	11	73	30	59	14
	63.71	61.38	63.85	65.00	60.92	70.91	66.11	66.89	60.47	65.98	61.58	64.69	67.32	60.70
	15.70	15.84	16.41	12.81	18.41	11.36	12.94	14.21	17.06	16.19	17.28	16.27	13.50	14.01
		1							1		1		ahj	

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Optimism rating	143 63.72 16.03	157 63.39 16.56	58 64.12 13.71	63 64.09 14.76	129 61.67 16.13	68 65.72 14.61	71 64.76 15.44	35 67.54 15.94	61 61.93 16.78	53 64.09 14.81	164 62.10 16.10	150 64.28 14.88

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
3=More	231 55.0%	24 55.8%	17 54.8%	13 68.4%	9 64.3%	6 54.5%	5 55.6%	20 52.6%	28 43.8%	5 45.5%	40 54.8%	18 60.0%	38 64.4%	5 35.7%
									l				h	
2=No Change	115 27.4%	12 27.9%	7 22.6%	5 26.3%	2 14.3%	3 27.3%	2 22.2%	13 34.2%	21 32.8%	5 45.5%	21 28.8%	6 20.0%	12 20.3%	6 42.9%
1=Less	74 17.6%	7 16.3%	7 22.6%	1 5.3%	3 21.4%	2 18.2%	2 22.2%	5 13.2%	15 23.4%	1 9.1%	12 16.4%	6 20.0%	9 15.3%	3 21.4%
Mean	2.37	2.40	2.32	2.63	2.43	2.36	2.33	2.39	2.20	2.36	2.38	2.40	2.49	2.14
SD	0.77	0.76	0.83	0.60 hm	0.85	0.81	0.87	0.72	0.80 cl	0.67	0.76	0.81	0.75 h	0.77 c

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=More	85 59.4% c	83 52.9%	23 40.4% ad	40 63.5% c	74 57.4%	36 52.9%	41 57.7%	14 41.2%	34 55.7%	29 54.7%	90 54.9%	79 52.7%	54 56.8%
2=No Change	40 28.0%	45 28.7%	19 33.3% d	11 17.5% c	32 24.8%	21 30.9%	16 22.5%	13 38.2%	17 27.9%	15 28.3%	49 29.9%	41 27.3%	23 24.2%
1=Less	18 12.6% c	29 18.5%	15 26.3% a	12 19.0%	23 17.8%	11 16.2%	14 19.7%	7 20.6%	10 16.4%	9 17.0%	25 15.2%	30 20.0%	18 18.9%
Mean	2.47	2.34	2.14	2.44	2.40	2.37	2.38	2.21	2.39	2.38	2.40	2.33	2.38
SD	0.71 C	0.77	0.81 Ad	0.80 c	0.77	0.75	0.80	0.77	0.76	0.77	0.74	0.79	0.79

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M	
Optimism rating	419	43	31	19	15	11	9	37	64	10	73	30	59	14
	72.83	73.40	70.75	73.06	75.27	68.38	71.67	76.03	70.10	71.80	71.39	74.67	76.41	70.36
	16.59	16.81	19.32	13.77	14.94	18.51	21.21	14.09	16.70	15.17	17.00	15.81	17.81	12.48
									1				h	

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Optimism rating	142 74.32 16.37 c	157 73.03 17.15	57 68.27 16.73 a	63 73.07 15.19	129 72.11 18.56	68 73.82 16.33	70 74.54 14.62	35 71.23 14.44	61 72.05 14.61	53 72.38 18.37	163 72.82 16.33	150 71.86 16.36

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

Topic 1: Marketplace Dynamics - Customers

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

N=381	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=1st Priority	65 33.9%	3 16.7% Bfh	10 62.5% AcJ	1 9.1% bfh	1 14.3% b	1 33.3%	5 71.4% acJ	7 36.8% j	18 47.4% acJ	2 33.3%	1 4.8% BFgHklm	7 38.9% j	5 29.4% j	3 33.3% j
2=2nd Priority	49 25.5%	5 27.8%	3 18.8%	5 45.5% h	1 14.3%	1 33.3%	1 14.3%	4 21.1%	6 15.8% cjm	1 16.7%	9 42.9% h	5 27.8%	3 17.6%	5 55.6% h
3=3rd Priority	78 40.6%	10 55.6% bm	3 18.8% adjl	5 45.5%	5 71.4% bm	1 33.3%	1 14.3%	8 42.1%	14 36.8%	3 50.0%	11 52.4% bm	6 33.3%	9 52.9% bm	1 11.1% adjl
Mean	2.07	2.39	1.56	2.36	2.57	2.00	1.43	2.05	1.89	2.17	2.48	1.94	2.24	1.78
SD	0.86	0.78 Bf	0.81 AcJl	0.67 bf	0.79 bfm	1.00	0.79 acJ	0.91	0.92 j	0.98	0.60 BFhkM	0.87 j	0.90 b	0.67 dJ

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

Topic 1: Marketplace Dynamics - Customers

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

N=381	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1st Priority	31 41.9% b	13 22.0% ad	9 29.0%	12 42.9% b	17 36.2% b	5 15.2% acde	14 37.8% b	7 43.8% b	14 42.4% b	7 30.4%	20 32.3%	30 35.3%	14 32.6%
2=2nd Priority	16 21.6%	19 32.2%	10 32.3%	4 14.3%	12 25.5%	14 42.4% c	7 18.9% b	3 18.8%	8 24.2%	5 21.7%	15 24.2%	21 24.7%	12 27.9%
3=3rd Priority	27 36.5%	27 45.8%	12 38.7%	12 42.9%	18 38.3%	14 42.4%	16 43.2%	6 37.5%	11 33.3%	11 47.8%	27 43.5%	34 40.0%	17 39.5%
Mean	1.95	2.24	2.10	2.00	2.02	2.27	2.05	1.94	1.91	2.17	2.11	2.05	2.07
SD	0.89	0.80	0.83	0.94	0.87	0.72	0.91	0.93	0.88	0.89	0.87	0.87	0.86

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

Topic 1: Marketplace Dynamics - Customers

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

N=381	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=1st Priority	104 39.1%	7 31.8%	5 27.8% c	8 66.7% bhkm	3 33.3%	5 55.6%	1 16.7%	13 56.5% km	13 31.7% c	3 50.0%	22 42.3%	5 25.0% cg	18 47.4%	1 12.5% cg
2=2nd Priority	98 36.8%	5 22.7% h	8 44.4%	3 25.0%	4 44.4%	2 22.2%	4 66.7%	6 26.1%	20 48.8% a	2 33.3%	18 34.6%	6 30.0%	15 39.5%	3 37.5%
3=3rd Priority	64 24.1%	10 45.5% cghL	5 27.8%	1 8.3% akm	2 22.2%	2 22.2%	1 16.7%	4 17.4% a	8 19.5% ak	1 16.7%	12 23.1%	9 45.0% chL	5 13.2% AKm	4 50.0% cl
Mean	1.85	2.14	2.00	1.42	1.89	1.67	2.00	1.61	1.88	1.67	1.81	2.20	1.66	2.38
SD	0.78	0.89 cgl	0.77 c	0.67 abKM	0.78	0.87	0.63	0.78 akm	0.71	0.82	0.79	0.83 Cgl	0.71 akm	0.74 Cgl

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

Topic 1: Marketplace Dynamics - Customers

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

N=381	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1st Priority	39 41.5%	36 37.9%	18 50.0%	11 26.8%	36 40.9%	22 45.8%	12 31.6%	7 31.8%	14 41.2%	12 35.3%	38 34.2%	40 42.6%	22 41.5%
			d	c									
2=2nd Priority	38 40.4%	28 29.5%	11 30.6%	21 51.2%	36 40.9%	11 22.9%	15 39.5%	8 36.4%	13 38.2%	14 41.2%	44 39.6%	32 34.0%	19 35.8%
		d		b	b	a							
3=3rd Priority	17 18.1%	31 32.6%	7 19.4%	9 22.0%	16 18.2%	15 31.3%	11 28.9%	7 31.8%	7 20.6%	8 23.5%	29 26.1%	22 23.4%	12 22.6%
	b	a											
Mean	1.77	1.95	1.69	1.95	1.77	1.85	1.97	2.00	1.79	1.88	1.92	1.81	1.81
SD	0.74	0.84	0.79	0.71	0.74	0.87	0.79	0.82	0.77	0.77	0.78	0.79	0.79

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

Topic 1: Marketplace Dynamics - Customers

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

N=381	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
1=1st Priority	41 33.6%	4 50.0%	3 30.0%	4 33.3%	0 0.0%	0 0.0%	2 66.7%	1 14.3%	9 40.9%	1 100.0%	5 25.0%	2 50.0%	9 33.3%	1 33.3%
2=2nd Priority	38 31.1%	2 25.0%	3 30.0%	3 25.0%	2 50.0%	0 0.0%	0 0.0%	4 57.1%	8 36.4%	0 0.0%	5 25.0%	1 25.0%	10 37.0%	0 0.0%
3=3rd Priority	43 35.2%	2 25.0%	4 40.0%	5 41.7%	2 50.0%	1 100.0%	1 33.3%	2 28.6%	5 22.7%	0 0.0%	10 50.0%	1 25.0%	8 29.6%	2 66.7%
Mean	2.02	1.75	2.10	2.08	2.50	3.00	1.67	2.14	1.82	1.00	2.25	1.75	1.96	2.33
SD	0.83	0.89	0.88	0.90	0.58	0.00	1.15	0.69	0.80	0.00	0.85	0.96	0.81	1.15

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

Topic 1: Marketplace Dynamics - Customers

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

N=381	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=1st Priority	18 36.7%	12 31.6%	8 33.3%	3 27.3%	14 40.0%	5 27.8%	7 38.9%	5 35.7%	5 33.3%	5 22.7%	22 50.0%	12 25.0%
2=2nd Priority	16 32.7%	11 28.9%	7 29.2%	4 36.4%	7 20.0%	7 38.9%	6 33.3%	5 35.7%	4 26.7%	9 40.9%	9 20.5%	18 37.5%	11 39.3%
3=3rd Priority	15 30.6%	15 39.5%	9 37.5%	4 36.4%	14 40.0%	6 33.3%	5 27.8%	4 28.6%	6 40.0%	8 36.4%	13 29.5%	18 37.5%	10 35.7%
Mean	1.94	2.08	2.04	2.09	2.00	2.06	1.89	1.93	2.07	2.14	1.80	2.13	2.11
SD	0.83	0.85	0.86	0.83	0.91	0.80	0.83	0.83	0.88	0.77	0.88	0.79	0.79

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

Topic 1: Marketplace Dynamics - Customers

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

N=381	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=1st Priority	85 28.4%	11 34.4%	5 26.3%	2 22.2%	6 54.5%	3 33.3%	1 16.7%	7 25.0%	13 31.0%	1 11.1%	14 23.7%	9 37.5%	8 20.5%	5 45.5%
2=2nd Priority	104 34.8%	10 31.3%	7 36.8%	4 44.4%	3 27.3%	4 44.4%	1 16.7%	12 42.9%	12 28.6%	4 44.4%	21 35.6%	8 33.3%	16 41.0%	2 18.2%
3=3rd Priority	110 36.8%	11 34.4%	7 36.8%	3 33.3%	2 18.2%	2 22.2%	4 66.7%	9 32.1%	17 40.5%	4 44.4%	24 40.7%	7 29.2%	15 38.5%	4 36.4%
Mean	2.08	2.00	2.11	2.11	1.64	1.89	2.50	2.07	2.10	2.33	2.17	1.92	2.18	1.91
SD	0.80	0.84	0.81	0.78	0.81	0.78	0.84	0.77	0.85	0.71	0.79	0.83	0.76	0.94

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

Topic 1: Marketplace Dynamics - Customers

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

N=381	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=1st Priority	20 21.3%	42 32.6%	7 23.3%	16 34.8%	25 26.3%	18 34.6%	18 32.7%	7 33.3%	5 12.5%	10 31.3%	34 28.8%	32 29.4%
2=2nd Priority	35 37.2%	41 31.8%	15 50.0%	13 28.3%	32 33.7%	19 36.5%	14 25.5%	7 33.3%	18 45.0%	14 43.8%	37 31.4%	40 36.7%	25 38.5%
3=3rd Priority	39 41.5%	46 35.7%	8 26.7%	17 37.0%	38 40.0%	15 28.8%	23 41.8%	7 33.3%	17 42.5%	8 25.0%	47 39.8%	37 33.9%	23 35.4%
Mean	2.20	2.03	2.03	2.02	2.14	1.94	2.09	2.00	2.30	1.94	2.11	2.05	2.09
SD	0.77	0.83	0.72	0.86	0.81	0.80	0.87	0.84	0.69	0.76	0.82	0.80	0.79

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

Topic 1: Marketplace Dynamics - Customers

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

N=381	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=1st Priority	86 32.8%	13 40.6% h	3 20.0% j	4 30.8%	4 36.4%	1 12.5%	0 0.0% j	6 24.0% j	4 14.3% aJ	3 37.5%	27 49.1% bfgH	4 26.7%	13 34.2%	3 37.5%
2=2nd Priority	91 34.7%	15 46.9% l	5 33.3%	4 30.8%	4 36.4%	3 37.5%	3 60.0%	8 32.0%	11 39.3%	3 37.5%	16 29.1%	7 46.7%	9 23.7% a	3 37.5%
3=3rd Priority	85 32.4%	4 12.5% beGHL	7 46.7% a	5 38.5%	3 27.3%	4 50.0% a	2 40.0%	11 44.0% Aj	13 46.4% Aj	2 25.0%	12 21.8% ghl	4 26.7%	16 42.1% Aj	2 25.0%
Mean	2.00	1.72	2.27	2.08	1.91	2.38	2.40	2.20	2.32	1.88	1.73	2.00	2.08	1.88
SD	0.81	0.68 befgH	0.80 aj	0.86	0.83	0.74 aj	0.55 a	0.82 aj	0.72 AJ	0.83	0.80 begHI	0.76	0.88 j	0.83

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

Topic 1: Marketplace Dynamics - Customers

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

N=381	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1st Priority	22 27.8%	42 37.5%	8 27.6%	14 33.3%	25 29.1%	14 35.9%	13 29.5%	5 25.0%	14 41.2%	15 41.7%	35 31.8%	28 31.1%	22 38.6%
2=2nd Priority	25 31.6%	45 40.2%	7 24.1%	14 33.3%	30 34.9%	12 30.8%	22 50.0% eF	8 40.0%	9 26.5% c	7 19.4% C	43 39.1%	31 34.4%	15 26.3%
3=3rd Priority	32 40.5% B	25 22.3% AC	14 48.3% B	14 33.3%	31 36.0%	13 33.3%	9 20.5%	7 35.0%	11 32.4%	14 38.9%	32 29.1%	31 34.4%	20 35.1%
Mean	2.13	1.85	2.21	2.00	2.07	1.97	1.91	2.10	1.91	1.97	1.97	2.03	1.96
SD	0.82 b	0.76 ac	0.86 b	0.83	0.81	0.84	0.71	0.79	0.87	0.91	0.78	0.81	0.87

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

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcome to change in the next 12 months: Customer's purchase volume.

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
+1=Increase	247 62.7%	22 59.5%	14 50.0%	11 57.9%	10 71.4%	5 50.0%	5 55.6%	25 73.5%	38 61.3%	4 40.0%	41 58.6%	19 65.5%	42 75.0%	10 71.4%
			1							1			bi	
0=No Change	103 26.1%	13 35.1%	6 21.4%	8 42.1%	2 14.3%	5 50.0%	3 33.3%	6 17.6%	18 29.0%	5 50.0%	21 30.0%	5 17.2%	8 14.3%	2 14.3%
		1		1		gkl		ei		gkl	1	ei	aceij	
-1=Decrease	44 11.2%	2 5.4%	8 28.6%	0 0.0%	2 14.3%	0 0.0%	1 11.1%	3 8.8%	6 9.7%	1 10.0%	8 11.4%	5 17.2%	6 10.7%	2 14.3%
		b	acghjl	b				b	b		b		b	
Mean	0.52	0.54	0.21	0.58	0.57	0.50	0.44	0.65	0.52	0.30	0.47	0.48	0.64	0.57
SD	0.69	0.61	0.88	0.51	0.76	0.53	0.73	0.65	0.67	0.67	0.70	0.78	0.67	0.76
			gl					b					b	

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

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcome to change in the next 12 months: Customer's purchase volume.

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	90 66.7%	92 62.6%	32 58.2%	33 57.9%	75 62.0% be	50 76.9% adE	39 60.9%	17 54.8%	27 45.8% aBf	35 70.0% e	95 62.1%	85 57.8% c	63 72.4% b
0=No Change	31 23.0%	40 27.2%	16 29.1%	16 28.1%	32 26.4% b	8 12.3% acdE	19 29.7% b	10 32.3% b	22 37.3% B	12 24.0%	39 25.5%	46 31.3% c	15 17.2% b
-1=Decrease	14 10.4%	15 10.2%	7 12.7%	8 14.0%	14 11.6%	7 10.8%	6 9.4%	4 12.9%	10 16.9%	3 6.0%	19 12.4%	16 10.9%	9 10.3%
Mean	0.56	0.52	0.45	0.44	0.50	0.66	0.52	0.42	0.29	0.64	0.50	0.47	0.62
SD	0.68	0.68	0.72	0.73	0.70	0.67 E	0.67	0.72	0.74 BF	0.60 E	0.71	0.69	0.67

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

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcome to change in the next 12 months: Customer's price per unit.

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
+1=Increase	123 31.2%	10 27.0%	4 14.3% cDeI	9 47.4% b	8 57.1% Bghl	5 50.0% b	2 22.2%	9 26.5% d	18 29.0% d	6 60.0% Bl	23 32.9%	9 31.0%	15 26.8% di	3 21.4%
0=No Change	185 47.0%	23 62.2% efl	17 60.7% eI	8 42.1%	5 35.7%	2 20.0% abj	2 22.2% a	14 41.2%	26 41.9%	1 10.0% ABjkl	38 54.3% ei	14 48.3% i	28 50.0% i	7 50.0%
-1=Decrease	86 21.8%	4 10.8% Fgh	7 25.0%	2 10.5% f	1 7.1% f	3 30.0%	5 55.6% AcdJl	11 32.4% aj	18 29.0% aj	3 30.0%	9 12.9% Fgh	6 20.7%	13 23.2% f	4 28.6%
Mean	0.09	0.16	-0.11	0.37	0.50	0.20	-0.33	-0.06	0.00	0.30	0.20	0.10	0.04	-0.07
SD	0.72	0.60 f	0.63 cDj	0.68 bf	0.65 Bfghlm	0.92	0.87 acdj	0.78 d	0.77 d	0.95	0.65 bf	0.72	0.71 d	0.73 d

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

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcome to change in the next 12 months: Customer's price per unit.

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	36 26.7%	46 31.3%	18 32.7%	23 40.4%	36 29.8%	23 35.4%	22 34.4%	5 16.1%	15 25.4%	20 40.0%	42 27.5%	50 34.0%	29 33.3%
								f		d			
0=No Change	58 43.0%	73 49.7%	27 49.1%	27 47.4%	64 52.9%	29 44.6%	28 43.8%	14 45.2%	28 47.5%	20 40.0%	75 49.0%	65 44.2%	43 49.4%
-1=Decrease	41 30.4%	28 19.0%	10 18.2%	7 12.3%	21 17.4%	13 20.0%	14 21.9%	12 38.7%	16 27.1%	10 20.0%	36 23.5%	32 21.8%	15 17.2%
	bD	a		A	d			a					
Mean	-0.04	0.12	0.15	0.28	0.12	0.15	0.13	-0.23	-0.02	0.20	0.04	0.12	0.16
SD	0.76 D	0.70	0.70	0.67 A	0.68 d	0.73 d	0.75 d	0.72 abcf	0.73	0.76 d	0.72	0.74	0.70

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

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcome to change in the next 12 months: Customer will buy related products/services from my firm.

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
+1=Increase	234 59.7%	20 52.6%	20 71.4% f	9 47.4%	6 42.9%	6 60.0%	2 22.2% bghL	23 67.6% f	39 65.0% f	4 40.0%	39 56.5%	17 58.6%	39 69.6% F	9 64.3%
0=No Change	143 36.5%	17 44.7% b	5 17.9% acfij	10 52.6% b	6 42.9%	4 40.0%	5 55.6% b	10 29.4%	20 33.3%	6 60.0% b	28 40.6% b	10 34.5%	16 28.6%	5 35.7%
-1=Decrease	15 3.8%	1 2.6% f	3 10.7%	0 0.0% f	2 14.3% hl	0 0.0%	2 22.2% acHjL	1 2.9%	1 1.7% dF	0 0.0%	2 2.9% f	2 6.9%	1 1.8% dF	0 0.0%
Mean	0.56	0.50	0.61	0.47	0.29	0.60	0.00	0.65	0.63	0.40	0.54	0.52	0.68	0.64
SD	0.57	0.56 f	0.69 f	0.51	0.73 hl	0.52 f	0.71 abeGHjkl m	0.54 F	0.52 dF	0.52	0.56 f	0.63 f	0.51 dF	0.50 f

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

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcome to change in the next 12 months: Customer will buy related products/services from my firm.

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	81 60.9%	94 63.9%	30 54.5%	29 50.9%	66 55.0%	45 69.2%	36 56.3%	21 67.7%	31 52.5%	31 63.3%	91 59.9%	84 57.5%	53 60.9%
0=No Change	48 36.1%	50 34.0%	22 40.0%	23 40.4%	49 40.8%	19 29.2%	27 42.2%	9 29.0%	24 40.7%	15 30.6%	55 36.2%	56 38.4%	32 36.8%
-1=Decrease	4 3.0%	3 2.0%	3 5.5%	5 8.8%	5 4.2%	1 1.5%	1 1.6%	1 3.2%	4 6.8%	3 6.1%	6 3.9%	6 4.1%	2 2.3%
Mean	0.58	0.62	0.49	0.42	0.51	0.68	0.55	0.65	0.46	0.57	0.56	0.53	0.59
SD	0.55	0.53	0.60	0.65	0.58	0.50	0.53	0.55	0.62	0.61	0.57	0.58	0.54
		d		b	b	ae			b				

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

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcome to change in the next 12 months: My firm's ability to retain current customers.

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
+1=Increase	174 44.2%	18 47.4%	12 42.9%	11 57.9%	6 42.9%	3 30.0%	4 44.4%	13 38.2%	23 37.7%	4 40.0%	29 41.4%	14 48.3%	30 53.6%	6 42.9%
0=No Change	186 47.2%	18 47.4%	12 42.9%	6 31.6%	7 50.0%	5 50.0%	4 44.4%	19 55.9%	33 54.1% k	6 60.0%	36 51.4%	9 31.0% h	24 42.9%	6 42.9%
-1=Decrease	34 8.6%	2 5.3%	4 14.3%	2 10.5%	1 7.1%	2 20.0% l	1 11.1%	2 5.9%	5 8.2%	0 0.0%	5 7.1%	6 20.7% l	2 3.6% ek	2 14.3%
Mean	0.36	0.42	0.29	0.47	0.36	0.10	0.33	0.32	0.30	0.40	0.34	0.28	0.50	0.29
SD	0.63	0.60	0.71	0.70	0.63	0.74	0.71	0.59	0.61	0.52	0.61	0.80	0.57	0.73

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

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcome to change in the next 12 months: My firm's ability to retain current customers.

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	61 45.5%	58 39.2% d	22 40.0%	33 57.9% b	54 44.6%	30 45.5%	29 45.3%	14 45.2%	25 42.4%	19 38.8%	64 41.8%	69 46.9%	38 43.7%
0=No Change	64 47.8%	80 54.1% D	23 41.8%	19 33.3% B	57 47.1%	33 50.0%	27 42.2%	13 41.9%	30 50.8%	25 51.0%	79 51.6%	68 46.3%	36 41.4%
-1=Decrease	9 6.7% c	10 6.8% c	10 18.2% ab	5 8.8%	10 8.3%	3 4.5%	8 12.5%	4 12.9%	4 6.8%	5 10.2%	10 6.5% c	10 6.8% c	13 14.9% ab
Mean	0.39	0.32	0.22	0.49	0.36	0.41	0.33	0.32	0.36	0.29	0.35	0.40	0.29
SD	0.61	0.60	0.74 d	0.66 c	0.63	0.58	0.69	0.70	0.61	0.65	0.60	0.62	0.71

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

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcome to change in the next 12 months: The entry of new customers into this market.

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
+1=Increase	165 42.1%	14 37.8%	10 35.7%	7 36.8%	8 57.1%	4 40.0%	6 66.7%	16 47.1%	20 32.8%	4 40.0%	27 38.6%	15 53.6%	30 53.6%	4 28.6%
0=No Change	171 43.6%	16 43.2%	11 39.3%	11 57.9%	5 35.7%	6 60.0%	2 22.2%	12 35.3%	33 54.1%	5 50.0%	31 44.3%	9 32.1%	21 37.5%	8 57.1%
-1=Decrease	56 14.3%	7 18.9%	7 25.0%	1 5.3%	1 7.1%	0 0.0%	1 11.1%	6 17.6%	8 13.1%	1 10.0%	12 17.1%	4 14.3%	5 8.9%	2 14.3%
Mean	0.28	0.19	0.11	0.32	0.50	0.40	0.56	0.29	0.20	0.30	0.21	0.39	0.45	0.14
SD	0.70	0.74	0.79	0.58	0.65	0.52	0.73	0.76	0.65	0.67	0.72	0.74	0.66	0.66
			1						1				bh	

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

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcome to change in the next 12 months: The entry of new customers into this market.

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	57 42.5%	57 38.8%	19 35.2%	32 56.1%	59 48.8%	34 52.3%	15 23.4%	13 41.9%	22 37.9%	21 42.9%	59 38.8%	60 41.1%	43 49.4%
		d	d	bc	C	C	ABf			c			
0=No Change	63 47.0%	64 43.5%	27 50.0%	17 29.8%	46 38.0%	24 36.9%	35 54.7%	15 48.4%	30 51.7%	19 38.8%	72 47.4%	65 44.5%	30 34.5%
	d		d	ac	c	c	ab						
-1=Decrease	14 10.4%	26 17.7%	8 14.8%	8 14.0%	16 13.2%	7 10.8%	14 21.9%	3 9.7%	6 10.3%	9 18.4%	21 13.8%	21 14.4%	14 16.1%
Mean	0.32	0.21	0.20	0.42	0.36	0.42	0.02	0.32	0.28	0.24	0.25	0.27	0.33
SD	0.66	0.72	0.68	0.73	0.71	0.68	0.68	0.65	0.64	0.75	0.68	0.70	0.74
					C	C	ABde	c	c	c			

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

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcome to change in the next 12 months: My firm’s ability to acquire new customers.

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
+1=Increase	263 66.8%	25 65.8%	16 57.1%	13 68.4%	9 64.3%	7 70.0%	7 77.8%	24 70.6%	42 68.9%	6 60.0%	45 64.3%	17 58.6%	43 76.8%	7 50.0%
0=No Change	100 25.4%	11 28.9%	9 32.1%	5 26.3%	4 28.6%	2 20.0%	0 0.0%	6 17.6%	16 26.2%	4 40.0%	17 24.3%	11 37.9%	11 19.6%	4 28.6%
-1=Decrease	31 7.9%	2 5.3%	3 10.7%	1 5.3%	1 7.1%	1 10.0%	2 22.2%	4 11.8%	3 4.9%	0 0.0%	8 11.4%	1 3.4%	2 3.6%	3 21.4%
Mean	0.59	0.61	0.46	0.63	0.57	0.60	0.56	0.59	0.64	0.60	0.53	0.55	0.73	0.29
SD	0.63	0.59	0.69	0.60	0.65	0.70	0.88	0.70	0.58	0.52	0.70	0.57	0.52	0.83

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

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcome to change in the next 12 months: My firm's ability to acquire new customers.

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	92 68.7%	105 70.9%	31 56.4%	35 61.4%	83 68.6% D	50 75.8% D	43 67.2% D	11 35.5% ABCeF	38 64.4% d	35 71.4% D	99 64.7%	101 68.7%	57 65.5%
0=No Change	35 26.1%	33 22.3%	19 34.5%	13 22.8%	27 22.3% D	14 21.2% D	16 25.0% D	18 58.1% ABCEf	16 27.1% D	8 16.3% D	42 27.5%	32 21.8%	25 28.7%
-1=Decrease	7 5.2% d	10 6.8% d	5 9.1%	9 15.8% ab	11 9.1%	2 3.0%	5 7.8%	2 6.5%	5 8.5%	6 12.2%	12 7.8%	14 9.5%	5 5.7%
Mean	0.63	0.64	0.47	0.46	0.60	0.73	0.59	0.29	0.56	0.59	0.57	0.59	0.60
SD	0.58	0.61	0.66	0.76	0.65 d	0.51 D	0.64 d	0.59 aBc	0.65	0.70	0.64	0.66	0.60

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

Topic 1: Marketplace Dynamics - Competitors

Do you expect the following competitor activities for your firm to change in the next 12 months: Emergence of new domestic competitors.

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
+1=Increase	189 47.8%	22 57.9% Hm	14 50.0% h	12 63.2% Hm	10 71.4% Hm	4 40.0%	5 55.6%	19 55.9% Hm	17 27.4% AbCDGJkl	3 30.0%	35 50.0% H	16 55.2% hm	27 48.2% h	3 21.4% acdgk
0=No Change	165 41.8%	14 36.8% m	11 39.3%	7 36.8%	3 21.4% hm	4 40.0%	4 44.4%	10 29.4% hm	35 56.5% dgK	6 60.0% k	29 41.4% m	7 24.1% HiM	25 44.6%	10 71.4% adjkK
-1=Decrease	41 10.4%	2 5.3%	3 10.7%	0 0.0% k	1 7.1%	2 20.0%	0 0.0%	5 14.7%	10 16.1%	1 10.0%	6 8.6%	6 20.7% c	4 7.1%	1 7.1%
Mean	0.37	0.53	0.39	0.63	0.64	0.20	0.56	0.41	0.11	0.20	0.41	0.34	0.41	0.14
SD	0.67	0.60 Hm	0.69	0.50 Hm	0.63 Hm	0.79	0.53	0.74 h	0.66 ACDgJl	0.63	0.65 H	0.81	0.63 h	0.53 acd

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

Topic 1: Marketplace Dynamics - Competitors

Do you expect the following competitor activities for your firm to change in the next 12 months: Emergence of new domestic competitors.

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	54 40.0% D	71 48.0% D	28 50.9% C	36 63.2% A	64 52.9% d	34 51.5% B	28 43.1% C	10 32.3% D	26 44.1% E	27 55.1% F	68 44.2% A	68 46.3% B	48 55.2% C
0=No Change	66 48.9% D	59 39.9% B	25 45.5% d	15 26.3% Ac	46 38.0% A	24 36.4% B	27 41.5% C	17 54.8% D	30 50.8% E	17 34.7% F	70 45.5% A	64 43.5% B	29 33.3% C
-1=Decrease	15 11.1% D	18 12.2% B	2 3.6% C	6 10.5% D	11 9.1% A	8 12.1% B	10 15.4% C	4 12.9% D	3 5.1% E	5 10.2% F	16 10.4% A	15 10.2% B	10 11.5% C
Mean	0.29	0.36	0.47	0.53	0.44	0.39	0.28	0.19	0.39	0.45	0.34	0.36	0.44
SD	0.66 d	0.69	0.57	0.68 a	0.66	0.70	0.72	0.65	0.59	0.68	0.66	0.66	0.69

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

Topic 1: Marketplace Dynamics - Competitors

Do you expect the following competitor activities for your firm to change in the next 12 months: Emergence of new global competitors.

	Total	Industry Sector												
		Banking Finance Insur. A	Communica-tions Media B	Consumer Packaged Goods C	Consumer Services D	Educa-tion E	Energy F	Health-care Pharmac. G	Manufac-turing H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
+1=Increase	155 39.3%	14 36.8%	8 28.6%	14 73.7%	4 28.6%	2 20.0%	4 44.4%	7 21.2%	27 43.5%	3 30.0%	31 44.3%	11 37.9%	24 42.9%	5 35.7%
		c	CaBdeGhijklm	c	c		Chjl	cg	c	cg	c	cg	c	c
0=No Change	210 53.3%	23 60.5%	17 60.7%	5 26.3%	9 64.3%	8 80.0%	5 55.6%	23 69.7%	27 43.5%	6 60.0%	33 47.1%	15 51.7%	29 51.8%	9 64.3%
		c	c	abdeGm	c	ch		Chj	eg		g			c
-1=Decrease	29 7.4%	1 2.6%	3 10.7%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	3 9.1%	8 12.9%	1 10.0%	6 8.6%	3 10.3%	3 5.4%	0 0.0%
Mean	0.32	0.34	0.18	0.74	0.21	0.20	0.44	0.12	0.31	0.20	0.36	0.28	0.38	0.36
SD	0.60	0.53	0.61	0.45	0.58	0.42	0.53	0.55	0.69	0.63	0.64	0.65	0.59	0.50
		C	C	ABDEGhijKlm	C	C		Cl	c	c	c	C	cg	c

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

Topic 1: Marketplace Dynamics - Competitors

Do you expect the following competitor activities for your firm to change in the next 12 months: Emergence of new global competitors.

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	66 48.9% bD	51 34.5% a	25 45.5% d	13 23.2% Ac	47 38.8%	30 45.5%	19 29.2% d	16 51.6% c	21 35.6%	21 43.8%	61 39.6%	62 42.2%	29 33.3%
0=No Change	59 43.7% bD	85 57.4% a	28 50.9%	38 67.9% A	64 52.9%	34 51.5%	37 56.9%	15 48.4%	34 57.6%	23 47.9%	84 54.5%	71 48.3%	52 59.8%
-1=Decrease	10 7.4%	12 8.1%	2 3.6%	5 8.9%	10 8.3%	2 3.0% c	9 13.8% bd	0 0.0% c	4 6.8%	4 8.3%	9 5.8%	14 9.5%	6 6.9%
Mean	0.41	0.26	0.42	0.14	0.31	0.42	0.15	0.52	0.29	0.35	0.34	0.33	0.26
SD	0.63 bD	0.60 a	0.57 d	0.55 Ac	0.62	0.56 c	0.64 bD	0.51 C	0.59	0.64	0.59	0.64	0.58

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

Topic 1: Marketplace Dynamics - Competitors

Do you expect the following competitor activities for your firm to change in the next 12 months: Intense rivalry for customers.

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
+1=Increase	282 71.6%	28 75.7%	19 67.9%	16 84.2%	11 78.6%	8 80.0%	9 100.0%	22 64.7%	49 79.0%	7 70.0%	40 57.1%	23 79.3%	40 71.4%	9 64.3%
			j				gj	f	J		cfHk	j		
0=No Change	109 27.7%	9 24.3%	9 32.1%	3 15.8%	3 21.4%	2 20.0%	0 0.0%	12 35.3%	13 21.0%	2 20.0%	30 42.9%	6 20.7%	15 26.8%	5 35.7%
			j				gj	f	J		cfHk	j		
-1=Decrease	3 0.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	1 1.8%	0 0.0%
									i	hJ	I			
Mean	0.71	0.76	0.68	0.84	0.79	0.80	1.00	0.65	0.79	0.60	0.57	0.79	0.70	0.64
SD	0.47	0.43	0.48	0.37	0.43	0.42	0.00	0.49	0.41	0.70	0.50	0.41	0.50	0.50
			j						J		cHk	j		

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

Topic 1: Marketplace Dynamics - Competitors

Do you expect the following competitor activities for your firm to change in the next 12 months: Intense rivalry for customers.

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	+1=Increase	104 77.0%	98 66.7%	39 70.9%	41 71.9%	71 58.7% BCef	51 78.5% A	52 80.0% A	21 67.7%	46 78.0% a	37 75.5% a	110 71.9%	105 71.4%
0=No Change	29 21.5% b	49 33.3% a	15 27.3%	16 28.1%	49 40.5% BCef	13 20.0% A	13 20.0% A	10 32.3%	13 22.0% a	11 22.4% a	42 27.5%	41 27.9%	23 26.4%
-1=Decrease	2 1.5%	0 0.0%	1 1.8%	0 0.0%	1 0.8%	1 1.5%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	1 0.7%	1 0.7%	1 1.1%
Mean	0.76	0.67	0.69	0.72	0.58	0.77	0.80	0.68	0.78	0.73	0.71	0.71	0.71
SD	0.46	0.47	0.50	0.45	0.51 bCE	0.46 a	0.40 A	0.48	0.42 A	0.49	0.47	0.47	0.48

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

Topic 1: Marketplace Dynamics - Competitors

Do you expect the following competitor activities for your firm to change in the next 12 months: Competitor innovation.

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
+1=Increase	219 55.7%	23 62.2% j	16 57.1%	14 73.7% J	8 57.1%	6 60.0%	5 55.6%	19 55.9%	33 53.2%	5 50.0%	27 39.1% aCL	16 55.2%	37 66.1% J	9 64.3%
0=No Change	158 40.2%	13 35.1% j	11 39.3%	5 26.3% J	5 35.7%	3 30.0%	4 44.4%	13 38.2% j	26 41.9% j	3 30.0%	42 60.9% aCghkL	11 37.9% j	16 28.6% J	5 35.7%
-1=Decrease	16 4.1%	1 2.7%	1 3.6%	0 0.0%	1 7.1% j	1 10.0% J	0 0.0%	2 5.9% j	3 4.8%	2 20.0% J	0 0.0% dEgIk	2 6.9% j	3 5.4%	0 0.0%
Mean	0.52	0.59	0.54	0.74	0.50	0.50	0.56	0.50	0.48	0.30	0.39	0.48	0.61	0.64
SD	0.58	0.55	0.58	0.45 J	0.65	0.71	0.53	0.62	0.59	0.82	0.49 Cl	0.63	0.59 j	0.50

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

Topic 1: Marketplace Dynamics - Competitors

Do you expect the following competitor activities for your firm to change in the next 12 months: Competitor innovation.

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	78 57.8%	71 48.6%	38 69.1%	32 56.1%	48 40.0%	35 53.8%	37 56.9%	17 54.8%	42 71.2%	37 75.5%	75 49.3%	88 59.9%	50 57.5%
		c	b		cEF	ef	af		Ab	Abc			
0=No Change	49 36.3%	69 47.3%	16 29.1%	24 42.1%	64 53.3%	28 43.1%	27 41.5%	12 38.7%	15 25.4%	11 22.4%	73 48.0%	51 34.7%	33 37.9%
		c	b		EF	ef	f		Ab	Abc	b	a	
-1=Decrease	8 5.9%	6 4.1%	1 1.8%	1 1.8%	8 6.7%	2 3.1%	1 1.5%	2 6.5%	2 3.4%	1 2.0%	4 2.6%	8 5.4%	4 4.6%
Mean	0.52	0.45	0.67	0.54	0.33	0.51	0.55	0.48	0.68	0.73	0.47	0.54	0.53
SD	0.61	0.58	0.51	0.54	0.60	0.56	0.53	0.63	0.54	0.49	0.55	0.60	0.59
		c	b		cEF	f	a	f	A	Abd			

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

Topic 1: Marketplace Dynamics - Competitors

Do you expect the following competitor activities for your firm to change in the next 12 months: Competitor price-cutting.

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
+1=Increase	243 62.0%	22 59.5%	12 42.9%	14 73.7%	9 64.3%	4 40.0%	7 77.8%	15 45.5%	47 75.8%	7 70.0%	43 61.4%	20 69.0%	35 63.6%	8 57.1%
			cH	b		h		H	BeG					
0=No Change	131 33.4%	11 29.7%	12 42.9%	4 21.1%	5 35.7%	6 60.0%	2 22.2%	16 48.5%	14 22.6%	2 20.0%	26 37.1%	9 31.0%	18 32.7%	5 35.7%
			e	e		ch		h	eg					
-1=Decrease	18 4.6%	4 10.8%	4 14.3%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	2 6.1%	1 1.6%	1 10.0%	1 1.4%	0 0.0%	2 3.6%	1 7.1%
			hj	hjk					ab		ab	b		
Mean	0.57	0.49	0.29	0.68	0.64	0.40	0.78	0.39	0.74	0.60	0.60	0.69	0.60	0.50
SD	0.58	0.69	0.71	0.58	0.50	0.52	0.44	0.61	0.48	0.70	0.52	0.47	0.56	0.65
		h	cHjkl	b		h		Hk	aBeG		b	bg	b	

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

Topic 1: Marketplace Dynamics - Competitors

Do you expect the following competitor activities for your firm to change in the next 12 months: Competitor price-cutting.

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	100 74.6% BD	88 59.9% AD	34 61.8% d	21 37.5% ABc	69 57.0%	44 67.7%	39 60.0%	19 61.3%	38 65.5%	30 62.5%	94 61.4%	94 64.8%	52 59.8%
0=No Change	30 22.4% bD	52 35.4% ad	18 32.7% d	31 55.4% Abc	44 36.4%	21 32.3%	25 38.5%	11 35.5%	16 27.6%	14 29.2%	54 35.3%	45 31.0%	29 33.3%
-1=Decrease	4 3.0%	7 4.8%	3 5.5%	4 7.1%	8 6.6% b	0 0.0% aef	1 1.5%	1 3.2%	4 6.9% b	4 8.3% b	5 3.3%	6 4.1%	6 6.9%
Mean	0.72	0.55	0.56	0.30	0.50	0.68	0.58	0.58	0.59	0.54	0.58	0.61	0.53
SD	0.51 bD	0.59 aD	0.60 d	0.60 ABc	0.62	0.47	0.53	0.56	0.62	0.65	0.56	0.57	0.63

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

Topic 1: Marketplace Dynamics - Competitors

Do you expect the following competitor activities for your firm to change in the next 12 months: Cooperation on non-price strategies.

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
+1=Increase	70 17.9%	6 16.7%	7 25.0% m	4 21.1%	1 7.1%	3 30.0% m	2 22.2%	9 27.3% m	10 16.1%	2 20.0%	9 12.9%	6 20.7%	11 20.0%	0 0.0% beg
0=No Change	297 76.0%	26 72.2%	19 67.9%	13 68.4%	11 78.6%	6 60.0%	7 77.8%	24 72.7%	48 77.4%	8 80.0%	58 82.9%	20 69.0%	43 78.2%	12 85.7%
-1=Decrease	24 6.1%	4 11.1%	2 7.1%	2 10.5%	2 14.3% gl	1 10.0%	0 0.0%	0 0.0% dm	4 6.5%	0 0.0%	3 4.3%	3 10.3%	1 1.8% dm	2 14.3% gl
Mean	0.12	0.06	0.18	0.11	-0.07	0.20	0.22	0.27	0.10	0.20	0.09	0.10	0.18	-0.14
SD	0.48	0.53	0.55	0.57	0.47 g	0.63	0.44 m	0.45 djM	0.47	0.42 m	0.41 g	0.56	0.43 m	0.36 fGil

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

Topic 1: Marketplace Dynamics - Competitors

Do you expect the following competitor activities for your firm to change in the next 12 months: Cooperation on non-price strategies.

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	26 19.4%	24 16.3%	11 20.0%	9 16.4%	20 16.7%	11 16.9%	8 12.3% f	6 19.4%	11 19.0%	13 27.1% c	26 17.1%	26 17.9%	17 19.5%
0=No Change	101 75.4%	116 78.9%	40 72.7%	40 72.7%	93 77.5%	50 76.9%	53 81.5%	22 71.0%	43 74.1%	33 68.8%	120 78.9%	109 75.2%	62 71.3%
-1=Decrease	7 5.2%	7 4.8%	4 7.3%	6 10.9%	7 5.8%	4 6.2%	4 6.2%	3 9.7%	4 6.9%	2 4.2%	6 3.9%	10 6.9%	8 9.2%
Mean	0.14	0.12	0.13	0.05	0.11	0.11	0.06	0.10	0.12	0.23	0.13	0.11	0.10
SD	0.48	0.45	0.51	0.52	0.46	0.47	0.43	0.54	0.50	0.52	0.44	0.49	0.53

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

Topic 2: Firm Growth Strategies

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Wholesale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Existing products or services in existing markets	228 52.08 27.66	19 57.37 28.50	19 50.79 29.40	11 47.27 21.02	5 72.00 38.18	5 53.60 15.40	6 67.17 16.31	21 54.52 28.89	38 41.00 23.84	5 71.40 21.33	42 51.26 29.48	19 52.79 31.63	28 52.43 24.64	9 58.89 35.60
New products or services in existing markets	228 23.58 19.41	19 21.95 19.83	19 19.74 15.85	11 24.09 8.31	5 18.00 24.90	5 23.00 14.40	6 17.67 14.02	21 21.19 19.03	38 28.89 17.04	5 15.00 11.73	42 21.05 19.79	19 29.74 23.89	28 24.71 21.91	9 24.44 31.17
Existing products or services in new markets	228 15.41 15.17	19 13.47 14.10	19 17.11 13.37	11 16.82 13.65	5 10.00 19.69	5 13.60 14.91	6 10.67 11.69	21 18.10 21.48	38 16.18 14.45	5 9.40 12.12	42 19.48 16.99	19 9.74 11.60	28 15.71 13.93	9 7.78 10.03
New products or services in new markets	228 8.93 11.00	19 7.21 9.69	19 12.37 13.37	11 11.82 11.46	5 0.00 0.00	5 9.80 14.15	6 4.50 7.04	21 6.19 7.23	38 13.92 11.11	5 4.20 6.38	42 8.21 10.92	19 7.74 9.69	28 7.14 11.74	9 8.89 15.16

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

Topic 2: Firm Growth Strategies

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Existing products or services in existing markets	84 48.43 25.82	83 53.18 27.84	34 53.53 26.98	27 58.26 33.12	69 55.38 32.00	40 47.20 26.19	43 54.65 24.16	16 46.88 27.56	29 52.76 28.57	29 51.07 22.82	82 53.32 28.50	90 49.14 23.29	54 54.44 32.98
New products or services in existing markets	84 26.36 19.76	83 21.16 18.75	34 23.68 19.63	27 22.30 19.98	69 19.38 21.74	40 27.30 18.82	43 24.42 16.63	16 26.56 21.81	29 25.59 19.47	29 22.45 16.22	82 23.56 20.83	90 25.61 17.78	54 20.56 19.98
Existing products or services in new markets	84 15.73 16.12	83 17.06 14.89	34 12.65 14.10	27 12.81 14.27	69 17.22 19.82	40 15.95 14.13	43 11.74 11.49	16 15.94 16.04	29 13.72 12.56	29 16.52 9.96	82 15.94 17.49	90 15.09 12.49	54 15.24 16.00
New products or services in new markets	84 9.49 11.84	83 8.60 10.77	34 10.15 9.73	27 6.63 10.65	69 8.03 12.84	40 9.55 12.31	43 9.19 10.06	16 10.63 8.14	29 7.93 9.28	29 9.97 9.24	82 7.18 10.88	90 10.16 10.26	54 9.76 12.26

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

Topic 2: Firm Growth Strategies

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

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Wholesale	Tech Software Biotech	Trans- portation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Existing products or services in existing markets	226 48.21 26.39	19 52.00 28.00 h	20 51.25 28.19 h	11 42.27 20.05	5 70.00 36.57 HI	5 41.00 21.33	6 58.00 18.38	21 53.10 29.00	37 36.62 22.21 abDfgijk	5 64.40 29.06 h	40 50.83 27.01 h	19 51.05 27.11 h	28 42.32 23.23 d	9 52.78 31.34
New products or services in existing markets	226 24.53 18.40	19 25.11 18.94	20 18.75 15.88 h	11 25.00 8.66	5 20.00 23.45	5 25.00 16.58	6 23.50 18.53	21 22.52 19.15	37 30.49 18.39 bJ	5 19.00 15.57	40 20.23 14.78 Hk	19 30.79 23.94 j	28 26.43 18.20	9 22.22 29.38
Existing products or services in new markets	226 16.27 13.65	19 13.84 13.24	20 16.25 12.76	11 17.27 9.84	5 10.00 19.69	5 17.00 13.51	6 10.67 14.72	21 13.81 9.07	37 17.84 13.97 k	5 13.40 17.54	40 19.58 15.90 k	19 10.53 9.99 hjl	28 19.11 14.34 k	9 16.67 16.39
New products or services in new markets	226 10.99 12.93	19 9.05 11.30	20 13.75 15.46	11 15.45 17.39	5 0.00 0.00	5 17.00 15.65	6 7.83 8.95	21 10.57 13.89	37 15.05 11.90 ijk	5 3.20 4.32 h	40 9.38 9.75 h	19 7.63 12.84 h	28 12.14 15.30	9 8.33 14.58

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

Topic 2: Firm Growth Strategies

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Existing products or services in existing markets	85 43.65 25.47 D	81 49.33 25.81	34 48.09 24.77	26 59.81 30.51 A	70 51.07 29.77	39 42.85 23.55	42 51.67 25.58	15 41.67 24.03	29 49.90 26.95	29 46.83 22.94	81 48.72 27.15	91 44.65 23.07	52 52.83 30.17
New products or services in existing markets	85 28.91 19.86 B	81 21.28 15.56 A	34 24.41 19.61	26 20.46 17.96	70 20.50 18.46 b	39 28.90 18.90 a	42 24.76 17.84	15 29.33 21.78	29 26.10 18.73	29 23.93 16.05	81 23.77 17.99	91 27.84 18.88 c	52 20.29 17.71 b
Existing products or services in new markets	85 15.78 14.01	81 18.33 13.33 d	34 16.18 14.20	26 11.58 12.03 b	70 17.07 16.03	39 17.82 13.28	42 12.86 10.94	15 16.67 16.65	29 14.59 12.37	29 18.07 11.02	81 16.81 14.20	91 16.12 12.61	52 15.83 14.94
New products or services in new markets	85 11.67 13.00	81 11.05 13.27	34 11.32 12.87	26 8.15 12.04	70 11.36 14.72	39 10.44 13.36	42 10.71 12.33	15 12.33 8.84	29 9.41 11.00	29 11.17 11.06	81 10.70 13.50	91 11.40 11.81	52 11.06 14.21

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

Topic 2: Firm Growth Strategies

What percentage of your firm’s sales is domestic? Through the internet?

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M	
Internet sales percent	421 10.26 16.80	46 9.20 15.81	32 23.20 21.94	19 2.89 2.49	15 21.95 18.27	11 26.66 24.63	9 2.22 4.41	36 7.25 13.35	65 3.81 5.72	11 3.73 9.21	71 8.30 17.24	30 13.89 17.06	57 11.08 18.97	15 16.41 20.45
		BdEhACFGHIJL	BDEKM	aCFGHIJ	ACFGHIJL	BDE	BDE	aBDEjKL	BDE	BDEh	CH	BeH	CH	M
Domestic sales percent	227 81.19 23.12	19 87.56 19.60	20 84.43 23.40	10 78.67 22.62	6 70.00 28.28	5 96.00 4.18	6 75.72 35.73	20 83.78 24.12	36 66.18 24.92	6 84.17 18.00	42 87.08 19.84	19 91.63 12.10	28 79.36 21.56	9 80.30 25.01
		H	H	k	h	h	h	ABegJKl	H	dHl	hk			

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

Topic 2: Firm Growth Strategies

What percentage of your firm's sales is domestic? Through the internet?

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Internet sales percent	143 7.27 13.79 D	157 9.08 16.31 D	59 10.63 15.98 D	62 19.79 21.48 ABC	128 14.32 20.94 ce	67 8.73 14.77	75 7.61 14.56 a	35 9.55 15.04	60 8.44 13.86 a	51 9.36 14.41	168 0.00 0.00	152 4.65 3.49 C	99 36.47 16.31 B
Domestic sales percent	86 75.90 24.78 B	82 85.53 20.79 A	32 82.72 21.39	27 83.02 24.23	72 88.14 20.18 DeF	38 87.50 15.59 DF	43 82.42 23.03 F	13 70.33 25.46 AB	30 78.12 24.17 aF	29 60.72 24.11 ABCE	84 84.57 22.79	88 78.69 23.28	53 79.64 23.41

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

Topic 2: Firm Growth Strategies

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

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M	
Percent	227	21	20	11	5	5	6	20	36	5	41	19	28	9
	82.58	85.71	86.80	81.09	72.00	98.00	77.00	87.90	72.33	86.00	88.27	86.74	78.00	81.89
	24.64	23.64	23.84	23.69	31.14	2.74	34.00	20.51	25.08	12.94	22.19	25.32	27.56	25.69
			h			h		h	begJk		H	h		

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

Topic 2: Firm Growth Strategies

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Percent	85	83	33	26	71	38	43	14	29	30	82	91	52
	76.14	87.87	86.12	82.31	88.39	89.39	86.12	75.28	78.62	61.23	84.68	81.76	80.83
	26.90	21.16	22.22	26.60	22.93	18.13	21.77	26.90	26.67	25.52	23.97	24.78	25.85
	B	A			F	dF	F	b	f	ABCe			

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

Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M	
Percent change	291	28	21	12	9	6	7	25	49	7	55	24	37	9
	6.01	9.91	7.03	3.08	4.44	7.26	-0.92	4.02	3.63	8.57	8.19	2.23	9.49	-0.45
	17.43	14.49	15.65	7.95	5.92	23.16	29.65	21.38	13.03	13.76	19.62	20.18	19.54	14.41

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

Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Percent change	102	110	39	40	91	51	52	19	40	35	114	106	67
	6.96	7.00	-2.70	9.35	11.48	4.93	4.29	-1.48	3.97	2.82	8.34	2.70	7.13
	17.94	16.70	16.14	17.34	21.95	12.96	13.71	12.58	14.80	17.74	18.93	15.02	18.10
	C	C	ABD	C	cdf		a	a		a	b	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	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Direct expenses of marketing activities	265 61.3%	25 52.1%	19 57.6%	12 63.2%	9 60.0%	5 45.5%	7 77.8%	25 64.1%	45 69.2%	6 54.5%	48 65.8%	21 70.0%	33 55.9%	8 50.0%
Social media	222 51.4%	22 45.8% k	15 45.5% k	11 57.9%	9 60.0%	5 45.5%	5 55.6%	18 46.2% k	35 53.8%	3 27.3% k	38 52.1% k	22 73.3% abgijl	30 50.8% k	7 43.8%
Marketing employees	207 47.9%	19 39.6% f	13 39.4% f	7 36.8%	8 53.3%	5 45.5%	7 77.8% ab	20 51.3%	32 49.2%	6 54.5%	39 53.4%	15 50.0%	27 45.8%	8 50.0%
Marketing analytics	192 44.4%	17 35.4% h	12 36.4%	8 42.1%	6 40.0%	2 18.2% hkl	4 44.4%	17 43.6%	36 55.4% ae	3 27.3%	32 43.8%	17 56.7% e	31 52.5% e	5 31.3%
Marketing research	180 41.7%	18 37.5% h	11 33.3% h	9 47.4%	7 46.7%	3 27.3%	5 55.6%	17 43.6%	37 56.9% abjm	4 36.4%	27 37.0% h	11 36.7%	25 42.4%	4 25.0% h
Other overhead costs associated with marketing	176 40.7%	14 29.2% k	14 42.4% d	6 31.6%	1 6.7% befGhiJKL	5 45.5% d	5 55.6% d	18 46.2% D	26 40.0% d	6 54.5% d	33 45.2% D	16 53.3% aD	26 44.1% D	5 31.3%
Marketing training	137 31.7%	11 22.9% H	10 30.3%	2 10.5% Hi	3 20.0% h	1 9.1% h	3 33.3%	13 33.3%	33 50.8% ACdejm	5 45.5% c	23 31.5% h	9 30.0%	20 33.9%	3 18.8% h
Sales employees	52 12.0%	6 12.5%	7 21.2% h	1 5.3% d	5 33.3% cegHI	0 0.0% d	1 11.1%	3 7.7% d	4 6.2% bDk	1 9.1%	12 16.4%	6 20.0% h	5 8.5% d	1 6.3%

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):

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Direct expenses of marketing activities	96 65.8%	96 59.3%	34 56.7%	39 60.9%	78 59.5%	46 67.6%	47 61.8%	17 48.6%	39 62.9%	34 61.8%	104 61.9%	95 62.5%	60 60.6%
Social media	73 50.0%	80 49.4%	34 56.7%	35 54.7%	58 44.3% B	45 66.2% Adf	42 55.3%	16 45.7% b	33 53.2%	26 47.3% b	75 44.6% bc	85 55.9% a	57 57.6% a
Marketing employees	75 51.4%	82 50.6%	23 38.3%	27 42.2%	51 38.9% C	35 51.5%	44 57.9% A	16 45.7%	29 46.8%	29 52.7%	81 48.2%	72 47.4%	50 50.5%
Marketing analytics	70 47.9%	68 42.0%	28 46.7%	26 40.6%	43 32.8% bCef	33 48.5% a	40 52.6% A	15 42.9%	30 48.4% a	29 52.7% a	64 38.1% b	78 51.3% a	45 45.5%
Marketing research	65 44.5%	60 37.0%	28 46.7%	27 42.2%	35 26.7% bCEF	29 42.6% a	40 52.6% A	15 42.9%	29 46.8% A	30 54.5% A	62 36.9%	72 47.4%	41 41.4%
Other overhead costs associated with marketing	66 45.2%	61 37.7%	23 38.3%	26 40.6%	53 40.5%	22 32.4% c	39 51.3% b	12 34.3%	22 35.5%	24 43.6%	71 42.3%	63 41.4%	37 37.4%
Marketing training	66 45.2% BCD	42 25.9% A	13 21.7% A	16 25.0% A	27 20.6% CeF	21 30.9%	33 43.4% A	9 25.7%	21 33.9% a	23 41.8% A	52 31.0%	50 32.9%	31 31.3%
Sales employees	11 7.5% B	29 17.9% Ac	3 5.0% b	9 14.1%	26 19.8% dEf	8 11.8%	9 11.8%	2 5.7% a	3 4.8% A	4 7.3% a	20 11.9% c	10 6.6% C	22 22.2% aB

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	Industry Sector												
	Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufac- turing	Mining Construc- tion	Service Consult- ing	Retail Wholesale	Tech Software Biotech	Trans- portation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Digital marketing spending	261 9.91 11.83	26 7.73 11.83	20 7.55 9.06	12 12.00 14.80	7 18.14 15.71	5 8.00 13.04	5 5.00 11.18	20 11.70 11.92	45 8.98 10.31	5 13.80 20.05	47 8.02 10.44	23 9.57 13.93	36 12.83 14.17	8 14.50 13.93
Customer relationship management	254 7.38 11.48	25 5.72 4.95	18 8.81 13.09	10 5.00 6.24	7 12.21 18.01	5 5.00 6.12	5 4.60 3.65	19 8.55 12.64	44 7.66 10.82	6 11.17 9.81	48 7.64 11.35	22 4.20 10.89	35 8.60 13.97	8 9.06 19.32
Overall marketing spending	268 7.18 13.19	26 3.62 8.79	20 8.07 13.75	12 5.67 7.06	8 5.25 6.25	5 8.90 23.34	6 6.33 5.35	21 12.21 19.00	46 5.73 10.07	6 7.50 11.73	51 7.26 10.84	22 3.97 15.13	35 10.97 17.47	8 5.56 18.38
Brand building	252 6.28 13.74	25 2.48 10.89	17 5.09 16.79	12 5.58 8.01	7 5.00 8.66	5 9.00 10.25	6 1.83 2.48	20 12.60 19.87	44 6.45 12.95	5 4.00 4.18	47 7.19 12.82	20 0.50 6.67	34 9.59 17.72	8 5.31 18.44
Traditional advertising spending	251 -1.30 9.96	25 -1.68 8.37	18 1.89 8.75	12 -5.85 12.67	7 -2.14 8.09	5 -4.00 8.22	5 0.60 1.34	21 -1.96 11.40	44 -0.25 9.80	5 -7.40 10.67	46 -1.13 8.16	21 -4.71 9.20	32 -0.03 12.39	8 -0.49 12.70

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	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Digital marketing spending	95 9.52 13.10	97 8.96 10.74	37 11.16 11.65	32 12.50 11.27	79 10.38 12.99	48 11.13 13.06	48 8.15 8.62	18 12.11 13.35	35 8.86 11.25	30 9.43 11.49	100 8.54 10.36	99 9.45 12.43	59 12.86 12.94
											c		a
Customer relationship management	93 7.93 12.49	95 7.77 11.02	34 2.79 7.41	32 9.47 12.53	76 7.80 13.22	46 7.17 11.75	47 8.05 10.55	17 6.94 9.57	35 6.44 10.54	31 6.92 10.93	101 8.13 11.76	93 6.09 10.70	57 8.18 12.47
	c	c	abd	c									
Overall marketing spending	98 6.92 13.97	101 8.12 12.56	36 3.14 11.16	33 9.50 14.28	80 12.01 16.07	49 8.49 12.67	51 4.13 6.80	18 0.83 6.73	35 2.95 12.10	32 5.14 12.07	107 8.65 13.99	99 5.49 10.76	59 7.89 14.83
		c	bd	c	CDEf	cde	Ab	Ab	Ab	a			
Brand building	93 6.62 14.10	93 6.93 13.30	36 1.85 11.38	30 8.50 15.99	73 8.40 14.85	46 8.02 14.37	48 4.92 11.90	18 4.67 7.34	34 2.24 13.89	30 6.47 15.16	100 8.05 13.81	94 4.64 13.14	55 6.10 14.80
		c	b		e				a				
Traditional advertising spending	93 -0.77 9.59	92 -0.66 9.26	36 -3.98 11.89	30 -1.66 10.60	73 1.09 8.17	44 -0.84 12.27	48 -1.84 8.97	18 -5.12 10.16	34 -2.83 9.36	31 -2.94 11.60	97 -0.85 9.57	95 -1.38 11.21	56 -1.37 8.15
					Def			A	a	a			

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

Topic 3: Marketing Spending

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

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=Positive	159 59.3%	18 69.2%	12 60.0%	8 66.7%	4 50.0%	2 40.0%	5 83.3%	13 61.9%	27 58.7%	2 33.3%	31 60.8%	9 40.9%	22 62.9%	4 50.0%
0=Zero	87 32.5%	5 19.2%	7 35.0%	3 25.0%	4 50.0%	2 40.0%	1 16.7%	5 23.8%	16 34.8%	4 66.7%	19 37.3%	11 50.0%	8 22.9%	2 25.0%
-1=Negative	22 8.2%	3 11.5%	1 5.0%	1 8.3%	0 0.0%	1 20.0%	0 0.0%	3 14.3%	3 6.5%	0 0.0%	1 2.0%	2 9.1%	5 14.3%	2 25.0%
Mean	0.51	0.58	0.55	0.58	0.50	0.20	0.83	0.48	0.52	0.33	0.59	0.32	0.49	0.25
SD	0.64	0.70	0.60	0.67	0.53	0.84	0.41	0.75	0.62	0.52	0.54	0.65	0.74	0.89

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 for: Overall marketing spending.

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Positive	54 55.1%	67 66.3%	17 47.2%	21 63.6%	53 66.3%	30 61.2%	28 54.9%	9 50.0%	18 51.4%	19 59.4%	69 64.5%	55 55.6%	33 55.9%
0=Zero	33 33.7%	30 29.7%	13 36.1%	11 33.3%	25 31.3%	17 34.7%	21 41.2%	6 33.3%	9 25.7%	8 25.0%	32 29.9%	36 36.4%	19 32.2%
-1=Negative	11 11.2%	4 4.0%	6 16.7%	1 3.0%	2 2.5%	2 4.1%	2 3.9%	3 16.7%	8 22.9%	5 15.6%	6 5.6%	8 8.1%	7 11.9%
Mean	0.44	0.62	0.31	0.61	0.64	0.57	0.51	0.33	0.29	0.44	0.59	0.47	0.44
SD	0.69 b	0.56 aC	0.75 B	0.56	0.53 dE	0.58	0.58	0.77 a	0.83 A	0.76	0.60	0.64	0.70

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 for: Digital marketing spending.

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=Positive	178 68.2%	21 80.8% f	12 60.0%	10 83.3% f	5 71.4%	2 40.0%	1 20.0% achklm	14 70.0%	30 66.7% f	2 40.0%	28 59.6%	16 69.6% f	28 77.8% f	7 87.5% f
0=Zero	80 30.7%	5 19.2% f	8 40.0%	1 8.3% eFij	2 28.6%	3 60.0% c	4 80.0% aChkLm	6 30.0%	15 33.3% f	3 60.0% c	19 40.4% cl	6 26.1% f	7 19.4% Fj	1 12.5% f
-1=Negative	3 1.1%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	1 2.8%	0 0.0%
Mean	0.67	0.81	0.60	0.75	0.71	0.40	0.20	0.70	0.67	0.40	0.60	0.65	0.75	0.88
SD	0.49	0.40 F	0.50	0.62	0.49	0.55	0.45 Aghlm	0.47 f	0.48 f	0.55	0.50	0.57	0.50 f	0.35 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 for: Digital marketing spending.

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Positive	61 64.2%	64 66.0%	29 78.4%	24 75.0%	48 60.8%	32 66.7%	35 72.9%	14 77.8%	25 71.4%	22 73.3%	59 59.0%	70 70.7%	46 78.0%
											c		a
0=Zero	32 33.7%	33 34.0%	7 18.9%	8 25.0%	31 39.2%	15 31.3%	13 27.1%	4 22.2%	9 25.7%	7 23.3%	41 41.0%	26 26.3%	13 22.0%
											bc	a	a
-1=Negative	2 2.1%	0 0.0%	1 2.7%	0 0.0%	0 0.0%	1 2.1%	0 0.0%	0 0.0%	1 2.9%	1 3.3%	0 0.0%	3 3.0%	0 0.0%
Mean	0.62	0.66	0.76	0.75	0.61	0.65	0.73	0.78	0.69	0.70	0.59	0.68	0.78
SD	0.53	0.48	0.49	0.44	0.49	0.53	0.45	0.43	0.53	0.53	0.49	0.53	0.42
											c		a

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

Topic 3: Marketing Spending

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

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=Positive	50 19.9%	6 24.0%	5 27.8%	3 25.0%	1 14.3%	1 20.0%	1 20.0%	5 23.8%	10 22.7%	0 0.0%	6 13.0%	2 9.5%	7 21.9%	1 12.5%
0=Zero	137 54.6%	12 48.0%	10 55.6%	4 33.3%	5 71.4%	2 40.0%	4 80.0%	11 52.4%	23 52.3%	2 40.0%	34 73.9%	10 47.6%	16 50.0%	4 50.0%
		j	j	j				j			achkl	j	j	
-1=Negative	64 25.5%	7 28.0%	3 16.7%	5 41.7%	1 14.3%	2 40.0%	0 0.0%	5 23.8%	11 25.0%	3 60.0%	6 13.0%	9 42.9%	9 28.1%	3 37.5%
				j						j	ciK	J		
Mean	-0.06	-0.04	0.11	-0.17	0.00	-0.20	0.20	0.00	-0.02	-0.60	0.00	-0.33	-0.06	-0.25
SD	0.67	0.73	0.68	0.83	0.58	0.84	0.45	0.71	0.70	0.55	0.52	0.66	0.72	0.71
			ik				i			bfj	ik	bj		

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 for: Traditional advertising spending.

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Positive	16 17.2%	18 19.6%	6 16.7%	10 33.3%	14 19.2%	7 15.9%	10 20.8%	3 16.7%	8 23.5%	7 22.6%	16 16.5%	25 26.3%	9 16.1%
0=Zero	55 59.1% c	56 60.9% cd	14 38.9% ab	12 40.0% b	51 69.9% cdEf	26 59.1%	24 50.0% a	8 44.4% a	13 38.2% A	14 45.2% a	61 62.9% b	45 47.4% a	30 53.6%
-1=Negative	22 23.7% c	18 19.6% C	16 44.4% aB	8 26.7%	8 11.0% bcDEF	11 25.0% a	14 29.2% a	7 38.9% A	13 38.2% A	10 32.3% A	20 20.6%	25 26.3%	17 30.4%
Mean	-0.06	0.00	-0.28	0.07	0.08	-0.09	-0.08	-0.22	-0.15	-0.10	-0.04	0.00	-0.14
SD	0.64	0.63 c	0.74 b	0.78	0.55	0.64	0.71	0.73	0.78	0.75	0.61	0.73	0.67

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 for: Brand building.

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=Positive	124 49.2%	17 68.0% Km	9 52.9%	8 66.7% k	2 28.6%	3 60.0%	3 50.0%	10 50.0%	21 47.7%	3 60.0%	21 44.7%	5 25.0% Acl	19 55.9% k	2 25.0% a
0=Zero	114 45.2%	5 20.0% dghJKm	7 41.2%	3 25.0% k	5 71.4% a	2 40.0%	3 50.0%	10 50.0% a	21 47.7% a	2 40.0%	26 55.3% Al	13 65.0% Acl	11 32.4% jk	5 62.5% a
-1=Negative	14 5.6%	3 12.0% j	1 5.9%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 4.5%	0 0.0%	0 0.0% aklm	2 10.0% j	4 11.8% j	1 12.5% j
Mean	0.44	0.56	0.47	0.58	0.29	0.60	0.50	0.50	0.43	0.60	0.45	0.15	0.44	0.13
SD	0.60	0.71 k	0.62	0.67	0.49	0.55	0.55	0.51	0.59	0.55	0.50 k	0.59 aj	0.70	0.64

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 for: Brand building.

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Positive	43 46.2%	52 55.9%	15 41.7%	14 46.7%	35 47.9%	25 54.3%	25 52.1%	11 61.1%	13 38.2%	14 46.7%	49 49.0%	47 50.0%	27 49.1%
0=Zero	43 46.2%	40 43.0%	17 47.2%	14 46.7%	38 52.1%	19 41.3%	22 45.8%	6 33.3%	15 44.1%	13 43.3%	50 50.0%	38 40.4%	24 43.6%
-1=Negative	7 7.5% b	1 1.1% aC	4 11.1% B	2 6.7%	0 0.0% dEF	2 4.3%	1 2.1% e	1 5.6% a	6 17.6% Ac	3 10.0% A	1 1.0% Bc	9 9.6% A	4 7.3% a
Mean	0.39	0.55	0.31	0.40	0.48	0.50	0.50	0.56	0.21	0.37	0.48	0.40	0.42
SD	0.63	0.52 c	0.67 b	0.62	0.50 e	0.59 e	0.55 e	0.62	0.73 abc	0.67	0.52	0.66	0.63

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 for: Customer relationship management.

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=Positive	153 60.2%	19 76.0% K	10 55.6%	5 50.0%	4 57.1%	3 60.0%	4 80.0%	11 57.9%	28 63.6% k	5 83.3%	27 56.3%	8 36.4% Ahl	23 65.7% k	6 75.0%
0=Zero	96 37.8%	6 24.0% k	8 44.4%	5 50.0%	3 42.9%	2 40.0%	1 20.0%	8 42.1%	16 36.4%	1 16.7%	20 41.7%	13 59.1% alm	11 31.4% k	1 12.5% k
-1=Negative	5 2.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% m	0 0.0%	1 2.1%	1 4.5%	1 2.9%	1 12.5% h
Mean	0.58	0.76	0.56	0.50	0.57	0.60	0.80	0.58	0.64	0.83	0.54	0.32	0.63	0.63
SD	0.53	0.44 K	0.51	0.53	0.53	0.55	0.45	0.51	0.49 k	0.41 k	0.54	0.57 Ahil	0.55 k	0.74

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 for: Customer relationship management.

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Positive	54 58.1%	63 66.3%	14 41.2%	22 68.8%	43 56.6%	23 50.0%	31 66.0%	13 76.5%	21 60.0%	20 64.5%	63 62.4%	54 58.1%	33 57.9%
		c	bd	c									
0=Zero	38 40.9%	31 32.6%	17 50.0%	10 31.3%	32 42.1%	23 50.0%	16 34.0%	3 17.6%	12 34.3%	10 32.3%	36 35.6%	36 38.7%	24 42.1%
						d		b					
-1=Negative	1 1.1%	1 1.1%	3 8.8%	0 0.0%	1 1.3%	0 0.0%	0 0.0%	1 5.9%	2 5.7%	1 3.2%	2 2.0%	3 3.2%	0 0.0%
	C	c	ab										
Mean	0.57	0.65	0.32	0.69	0.55	0.50	0.66	0.71	0.54	0.61	0.60	0.55	0.58
SD	0.52	0.50	0.64	0.47	0.53	0.51	0.48	0.59	0.61	0.56	0.53	0.56	0.50
	c	C	aBd	c									

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

Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Percent of budget	268	25	20	9	8	6	7	19	46	6	52	22	37	9
	11.33	8.41	13.19	23.88	15.06	10.88	4.14	10.18	7.65	13.00	12.00	9.65	14.56	8.19
	10.95	10.58	12.99	11.37	14.56	5.04	4.06	9.16	8.22	12.05	11.37	10.19	10.49	11.72
		Cl	ch	AbeFGHJ Klm	h	cf	Cel	C	bCdJL		Ch	C	acfH	c

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

Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Percent of budget	93	104	35	36	87	50	45	18	33	33	99	101	64
	11.15	10.51	16.66	8.95	13.54	8.84	10.99	9.40	11.83	10.53	10.96	9.90	14.73
	10.36	10.69	12.59	10.34	11.36	8.67	12.41	6.79	12.57	10.84	11.01	9.74	12.17
	c	C	aBD	C	b	a					c	C	aB

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

Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M	
Percent of revenues	264	25	21	9	9	5	6	17	48	6	49	23	35	9
	7.54	5.69	11.18	10.89	7.06	4.03	10.72	4.88	5.18	3.08	6.89	4.92	13.84	2.91
	10.10	8.52	13.04	8.99	6.15	4.31	15.67	4.40	8.71	4.03	8.82	8.04	13.57	4.16
		l	h	gm				cl	bL		L	L	agHJKm	cl

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

Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Percent of revenues	96	98	35	35	83	51	46	19	34	30	100	99	62
	8.68	6.00	10.17	6.09	11.62	6.48	5.26	5.28	5.02	6.07	8.16	6.13	9.12
	11.90	8.18	10.76	8.20	12.49	9.43	7.74	6.23	7.54	8.77	11.15	8.75	10.33
		c	b		bCdEf	a	A	a	A	a			

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

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months.

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M	
Sales revenue	239 3.30 5.99	23 5.22 4.40 fH	19 4.16 6.38	11 3.73 5.08	5 3.00 5.87	5 0.40 9.13	6 0.17 7.08	20 4.75 3.68	43 0.98 6.00	5 1.20 7.40	42 3.19 6.56	21 3.05 6.26	29 5.34 5.39 H	9 2.67 6.95
Brand value	231 3.22 3.79	20 3.50 4.15	18 3.22 4.08	10 3.90 3.84	5 4.00 5.48	5 2.60 3.21	6 2.83 3.76	20 2.90 3.67	42 3.17 3.80	5 0.20 1.64 l	41 2.61 4.01	20 3.00 3.73	29 4.24 3.21 i	9 3.89 3.95
Marketing ROI	231 2.45 4.05	20 2.70 3.11	19 2.21 4.38	11 2.45 1.75 d	5 5.60 2.61 cfhi	5 3.00 4.95	6 -0.67 4.80 dgl	20 3.40 3.90 f	41 1.76 3.54 d	5 1.20 2.28 d	41 2.29 3.98	20 2.50 5.06	29 3.41 4.26 f	8 0.75 6.14
Profits	234 2.44 5.80	21 4.00 4.66	19 3.16 6.55	10 5.40 4.14 hi	5 2.00 7.58	5 1.00 5.87	6 0.67 5.61	20 3.75 5.08	42 1.29 5.54 c	5 -1.00 7.45 c	42 2.81 5.94	20 1.30 6.02	29 2.59 5.90	9 0.67 7.68
Customer acquisition	233 2.40 4.34	22 2.50 4.24	18 2.22 5.28	10 1.50 3.92 l	5 2.60 6.58	5 0.60 6.27	6 2.67 3.88	20 3.80 4.19 k	42 1.83 3.40 L	5 2.60 2.19	41 1.78 4.69 L	20 1.00 3.71 gL	29 4.90 4.57 cHJKm	9 1.33 3.28 l
Market share	238 2.00 4.19	24 2.67 3.83	19 2.11 4.79	11 0.64 4.11 l	5 3.80 3.96	5 -1.40 6.11 L	6 0.17 6.37 l	20 1.85 2.58 l	42 2.00 3.98 l	5 0.20 3.35 l	43 0.86 4.39 L	20 2.65 4.28	29 3.83 3.08 cEfgHiJ	8 3.13 6.03
Customer retention	235 1.81 4.18	22 2.36 4.04	19 3.68 4.78 h	10 1.10 3.35	5 0.80 2.86	5 3.00 3.08	6 1.17 1.47	20 1.25 3.80	42 1.07 3.10	5 2.00 4.47	41 2.34 5.27	21 2.00 4.64	29 1.48 3.75	9 0.56 6.27

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

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months.

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Sales revenue	90 3.28 5.89	84 4.15 6.03	36 1.89 6.79	29 2.62 4.93	72 3.78 6.26	43 4.19 5.99	44 4.75 5.26 def	17 0.82 5.59	32 1.47 5.79 c	30 1.87 6.08 c	86 2.49 6.65	93 3.32 5.82	57 4.33 5.21
Brand value	86 3.22 3.45	81 2.91 3.82	35 4.23 3.95	29 2.86 4.45	70 3.03 3.80	40 4.50 4.35 E	43 3.51 3.86 e	17 2.59 2.37	31 1.71 3.23 Bcf	29 3.55 3.74 e	84 2.71 3.55	89 3.57 3.70	56 3.34 4.21
Marketing ROI	86 2.30 3.93	81 2.35 3.97	36 1.97 3.71	28 3.86 4.90	71 2.15 4.21	39 3.15 4.20 e	44 2.80 3.96	17 1.94 4.44	30 1.20 2.37 bf	29 3.24 4.62 e	83 1.71 4.18 c	90 2.27 3.54 c	56 3.59 4.24 ab
Profits	88 2.08 5.49	83 3.17 6.11	35 1.77 6.25	28 2.25 5.29	70 2.01 6.30	42 3.31 5.19	43 3.84 5.47	17 1.12 5.33	32 1.56 5.10	29 1.79 6.74	86 1.64 5.99	90 2.81 5.53	56 2.93 5.91
Customer acquisition	87 3.10 3.83 c	82 2.40 4.09	35 1.09 4.62 a	29 1.90 5.69	70 2.94 5.30 d	42 3.24 4.22 De	42 2.29 3.95 d	17 0.12 3.18 aBcf	32 1.34 2.91 b	29 2.62 4.03 d	86 2.20 4.29	89 2.39 3.76	56 2.59 5.22
Market share	88 2.63 4.14	84 1.68 4.43	36 1.31 3.28	30 1.93 4.53	73 1.52 4.20	42 3.00 3.78	43 2.37 4.08	17 2.35 4.70	32 2.03 4.01	30 1.07 4.75	88 2.19 4.44	90 1.92 3.68	57 1.67 4.54
Customer retention	88 1.86 3.39	83 2.16 5.12	35 0.63 3.74	29 2.07 3.77	71 2.25 4.52	42 2.26 5.32	43 0.93 3.46	17 0.71 3.29	32 1.91 3.73	29 1.93 3.33	86 1.55 4.10	91 1.27 3.84 c	56 2.96 4.57 b

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

Topic 4: Financial and Marketing Performance

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
7=Excellent - one of the best in the world	14 5.6%	0 0.0%	1 5.0%	1 8.3%	1 16.7%	0 0.0%	1 14.3%	0 0.0%	2 4.7%	1 14.3%	2 4.3%	1 4.8%	4 13.8%	0 0.0%
6=A leader but not one of the best	43 17.1%	4 16.7%	1 5.0% i	1 8.3%	1 16.7%	1 20.0%	1 14.3%	4 19.0%	8 18.6%	3 42.9% b	10 21.7%	2 9.5%	5 17.2%	2 22.2%
5=Strong	70 27.9%	7 29.2%	6 30.0%	4 33.3%	3 50.0%	1 20.0%	0 0.0% k	5 23.8%	8 18.6% k	1 14.3%	14 30.4%	9 42.9% fh	9 31.0%	2 22.2%
4=Good	60 23.9%	7 29.2%	3 15.0% f	5 41.7% m	1 16.7%	0 0.0%	4 57.1% bm	8 38.1% m	10 23.3%	1 14.3%	10 21.7%	4 19.0%	7 24.1%	0 0.0% cfg
3=Fair	43 17.1%	5 20.8%	5 25.0%	1 8.3%	0 0.0%	1 20.0%	1 14.3%	2 9.5%	11 25.6%	1 14.3%	7 15.2%	3 14.3%	3 10.3%	3 33.3%
2=Weak	15 6.0%	0 0.0% E	3 15.0%	0 0.0% e	0 0.0%	2 40.0% AcgJkl	0 0.0%	1 4.8% e	4 9.3%	0 0.0%	2 4.3% E	1 4.8% e	1 3.4% e	1 11.1%
1=Very weak	6 2.4%	1 4.2%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0% m	0 0.0%	1 2.2%	1 4.8%	0 0.0%	1 11.1% h
Mean	4.43	4.29	3.85	4.67	5.33	3.60	4.57	4.29	4.26	5.29	4.57	4.38	4.90	3.78
SD	1.38	1.23	1.53 dil	1.07	1.03	1.82 b	1.40	1.31	1.40	1.38 b	1.34	1.40	1.32 bm	1.79 l

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

Topic 4: Financial and Marketing Performance

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
7=Excellent - one of the best in the world	7 7.6%	3 3.3%	3 8.1%	1 3.1%	0 0.0% BF	6 13.3% A	2 4.3%	0 0.0%	1 2.9%	5 15.6% A	3 3.2%	7 7.3%	3 5.2%
6=A leader but not one of the best	16 17.4%	16 17.8%	5 13.5%	6 18.8%	7 9.5% d	9 20.0%	9 19.6%	5 29.4% a	5 14.7%	6 18.8%	13 14.0%	16 16.7%	14 24.1%
5=Strong	25 27.2%	24 26.7%	12 32.4%	9 28.1%	22 29.7%	12 26.7%	13 28.3%	5 29.4%	7 20.6%	11 34.4%	23 24.7%	31 32.3%	16 27.6%
4=Good	17 18.5%	22 24.4%	10 27.0%	11 34.4%	19 25.7%	13 28.9%	8 17.4%	2 11.8%	11 32.4%	6 18.8%	23 24.7%	24 25.0%	11 19.0%
3=Fair	20 21.7%	16 17.8%	3 8.1%	4 12.5%	15 20.3%	4 8.9%	11 23.9% f	3 17.6%	8 23.5%	2 6.3% c	19 20.4%	13 13.5%	10 17.2%
2=Weak	6 6.5%	5 5.6%	4 10.8%	0 0.0%	8 10.8% b	0 0.0% ad	2 4.3%	2 11.8% b	2 5.9%	1 3.1%	9 9.7%	4 4.2%	2 3.4%
1=Very weak	1 1.1%	4 4.4%	0 0.0%	1 3.1%	3 4.1%	1 2.2%	1 2.2%	0 0.0%	0 0.0%	1 3.1%	3 3.2%	1 1.0%	2 3.4%
Mean	4.47	4.30	4.54	4.53	3.95	4.91	4.41	4.47	4.24	4.97	4.13	4.63	4.57
SD	1.43	1.42	1.37	1.22	1.30 BF	1.33 Ae	1.39	1.42	1.23 bf	1.45 Ae	1.41 b	1.29 a	1.43

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

Topic 5: Social Media

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

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Wholesale	Tech Software Biotech	Trans- portation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
...of your marketing budget do you currently spend on social media?	343 11.73 14.05	31 7.39 8.47	23 17.96 18.80	16 16.05 12.55	14 20.86 16.62	10 7.00 6.68	7 3.71 4.23	31 13.78 15.77	52 6.67 7.05	10 12.65 19.81	60 13.95 16.82	27 14.41 17.45	47 10.97 11.42	13 6.77 8.60
		BCDj	AH	AefHm	AefHlm	cd	cd	H BCDGJKI			aH	H	dh	cd
...will you spend in the next 12 months?	338 14.09 15.72	31 10.23 9.81	22 24.52 21.87	15 20.22 14.04	14 25.43 19.38	10 9.30 9.19	7 9.50 15.86	30 12.53 13.19	52 9.07 10.48	10 14.05 22.45	60 15.04 17.72	27 15.93 19.48	46 13.33 13.09	12 11.92 12.63
		BCD	AegHjl	AeH	AegHlm	bcd		bd	BCDjk		bh	h	bD	d
...do you predict you will spend in five years?	335 22.17 20.11	31 20.17 15.79	22 31.08 26.63	15 32.55 14.81	14 34.76 26.23	10 18.60 14.72	7 17.86 23.31	29 25.02 18.72	52 16.60 15.53	10 12.83 21.00	59 22.11 22.10	26 22.74 22.44	46 20.58 17.22	12 20.52 23.45
		cd	H	aeHil	aHil	c		h	BCDg	cd			cd	

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

Topic 5: Social Media

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
...of your marketing budget do you currently spend on social media?	119 8.85 11.64	130 11.70 14.57	46 15.46 15.00	48 15.38 15.79	106 15.25 17.60	57 9.26 11.43	55 8.86 12.00	27 11.63 10.98	50 11.53 12.37	44 11.06 12.57	132 9.23 13.44	129 10.61 11.86	78 17.77 16.81
	CD		A	A	bc	a	a				C	C	AB
...will you spend in the next 12 months?	117 10.82 13.84	130 13.87 15.62	45 18.84 16.80	46 18.40 17.64	105 18.06 19.58	58 11.79 12.72	54 10.34 13.67	27 13.89 12.69	48 13.37 13.40	42 13.91 14.45	133 10.68 14.09	125 13.13 13.97	77 21.58 18.77
	CD		A	A	bc	a	a				C	C	AB
...do you predict you will spend in five years?	117 18.38 18.09	128 21.41 19.62	44 27.98 20.53	46 28.33 23.63	104 26.13 23.77	58 20.64 17.63	54 16.29 17.22	25 22.72 18.53	48 22.69 18.08	42 22.11 19.39	133 18.83 19.11	124 20.97 17.71	75 30.00 23.72
	CD		A	A	C		A				C	C	AB

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

Topic 5: Social Media

How effectively is social media linked to your firm’s marketing strategy?

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=Not At All Effectively	39 11.2%	4 12.9%	2 8.3%	1 6.3%	2 14.3%	2 20.0%	2 25.0%	7 22.6%	7 13.2%	2 20.0%	4 6.3%	1 3.8%	2 4.3%	3 25.0%
							1	jkl			gm	g	fgm	jl
2=	49 14.1%	4 12.9%	4 16.7%	1 6.3%	1 7.1%	1 10.0%	2 25.0%	4 12.9%	11 20.8%	1 10.0%	6 9.5%	4 15.4%	7 14.9%	3 25.0%
3=	58 16.7%	9 29.0%	4 16.7%	1 6.3%	0 0.0%	2 20.0%	1 12.5%	4 12.9%	8 15.1%	2 20.0%	11 17.5%	7 26.9%	7 14.9%	1 8.3%
		d			ak							d		
4=	56 16.1%	7 22.6%	2 8.3%	2 12.5%	0 0.0%	2 20.0%	2 25.0%	5 16.1%	11 20.8%	2 20.0%	10 15.9%	4 15.4%	7 14.9%	1 8.3%
5=	77 22.2%	5 16.1%	2 8.3%	9 56.3%	6 42.9%	0 0.0%	1 12.5%	8 25.8%	8 15.1%	2 20.0%	17 27.0%	3 11.5%	13 27.7%	3 25.0%
		C	Cd	ABEgHjKl	behk	Cd		c	Cd		c	Cd	c	
6=	46 13.3%	2 6.5%	5 20.8%	2 12.5%	2 14.3%	3 30.0%	0 0.0%	2 6.5%	7 13.2%	0 0.0%	12 19.0%	3 11.5%	7 14.9%	1 8.3%
7=Very Effectively	22 6.3%	0 0.0%	5 20.8%	0 0.0%	3 21.4%	0 0.0%	0 0.0%	1 3.2%	1 1.9%	1 10.0%	3 4.8%	4 15.4%	4 8.5%	0 0.0%
		bdk	agHj		aHj			b	BDk		bd	ah		
Mean	3.89	3.35	4.38	4.44	4.79	3.60	2.75	3.42	3.51	3.50	4.24	4.12	4.26	3.08
SD	1.75	1.43	2.10	1.36	2.04	1.96	1.49	1.80	1.68	1.90	1.60	1.82	1.66	1.83
		bcDjl	a	afhm	Afghm		cdjl	djl	cdjl		afghm		afghm	cdjl

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

Topic 5: Social Media

How effectively is social media linked to your firm's marketing strategy?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Not At All Effectively	12 10.1%	19 14.3%	2 4.3%	6 12.2%	15 14.0%	5 8.5%	7 12.5%	3 11.5%	2 4.0%	5 11.1%	24 17.6%	11 8.5%	4 5.2%
											bc	a	a
2=	22 18.5%	14 10.5%	6 13.0%	7 14.3%	14 13.1%	5 8.5%	13 23.2%	3 11.5%	9 18.0%	5 11.1%	25 18.4%	13 10.1%	9 11.7%
						c	b						
3=	28 23.5%	18 13.5%	8 17.4%	4 8.2%	20 18.7%	9 15.3%	8 14.3%	6 23.1%	9 18.0%	6 13.3%	26 19.1%	25 19.4%	6 7.8%
	bd	a		a							c	c	ab
4=	19 16.0%	21 15.8%	6 13.0%	10 20.4%	17 15.9%	11 18.6%	6 10.7%	3 11.5%	11 22.0%	7 15.6%	20 14.7%	25 19.4%	10 13.0%
5=	20 16.8%	33 24.8%	12 26.1%	12 24.5%	16 15.0%	15 25.4%	14 25.0%	7 26.9%	12 24.0%	13 28.9%	22 16.2%	34 26.4%	20 26.0%
					f					a	b	a	
6=	13 10.9%	20 15.0%	7 15.2%	6 12.2%	15 14.0%	9 15.3%	6 10.7%	4 15.4%	5 10.0%	6 13.3%	10 7.4%	18 14.0%	18 23.4%
											C		A
7=Very Effectively	5 4.2%	8 6.0%	5 10.9%	4 8.2%	10 9.3%	5 8.5%	2 3.6%	0 0.0%	2 4.0%	3 6.7%	9 6.6%	3 2.3%	10 13.0%
												C	B
Mean	3.61	3.95	4.33	4.00	3.84	4.24	3.59	3.77	3.90	4.07	3.42	3.96	4.65
SD	1.65	1.80	1.70	1.81	1.88	1.70	1.76	1.63	1.52	1.75	1.80	1.55	1.73
	c		a			c	b				BC	AC	AB

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

Topic 5: Social Media

How effectively does your company integrate customer information across purchasing, communication and social media channels?

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=Not At All Effectively	73 21.1%	10 32.3% cl	5 21.7%	0 0.0% aeFghM	2 14.3%	3 30.0% c	4 50.0% Ckl	8 25.8% c	13 24.5% c	1 10.0%	13 20.6%	3 11.5% fm	6 12.8% afm	5 41.7% Ckl
2=	60 17.3%	5 16.1%	2 8.7% k	4 25.0%	2 14.3%	3 30.0%	0 0.0%	6 19.4%	12 22.6%	3 30.0%	6 9.5% K	9 34.6% bJl	5 10.6% k	2 16.7%
3=	63 18.2%	7 22.6%	3 13.0%	6 37.5% km	2 14.3%	3 30.0%	1 12.5%	5 16.1%	10 18.9%	3 30.0%	10 15.9%	2 7.7% c	10 21.3%	0 0.0% c
4=	64 18.5%	4 12.9%	4 17.4%	3 18.8%	2 14.3%	0 0.0%	2 25.0%	5 16.1%	11 20.8%	2 20.0%	14 22.2%	3 11.5%	12 25.5%	2 16.7%
5=	53 15.3%	3 9.7% d	5 21.7%	2 12.5%	5 35.7% ah	1 10.0%	1 12.5%	5 16.1%	5 9.4% d	1 10.0%	10 15.9%	4 15.4%	9 19.1%	2 16.7%
6=	25 7.2%	0 0.0% bk	3 13.0% a	1 6.3%	1 7.1%	0 0.0%	0 0.0%	2 6.5%	2 3.8%	0 0.0%	7 11.1%	4 15.4% a	4 8.5%	1 8.3%
7=Very Effectively	8 2.3%	2 6.5%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 4.8%	1 3.8%	1 2.1%	0 0.0%
Mean	3.21	2.77	3.65	3.38	3.64	2.30	2.50	2.97	2.79	2.90	3.56	3.46	3.62	2.75
SD	1.67	1.75 jl	1.90 eh	1.20 e	1.65 e	1.25 bcdjl	1.69	1.64	1.46 bjL	1.20	1.81 aeh	1.86	1.55 aeH	1.91

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

Topic 5: Social Media

How effectively does your company integrate customer information across purchasing, communication and social media channels?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Not At All Effectively	29 24.4% c	34 25.6% C	3 6.5% aB	7 14.6%	28 26.2%	8 13.6%	13 23.6%	5 19.2%	12 24.0%	6 13.3%	44 32.4% BC	22 17.2% A	6 7.8% A
2=	23 19.3%	19 14.3%	11 23.9%	7 14.6%	16 15.0%	7 11.9%	14 25.5%	4 15.4%	12 24.0%	5 11.1%	24 17.6%	20 15.6%	15 19.5%
3=	22 18.5%	21 15.8%	12 26.1%	8 16.7%	16 15.0% D	16 27.1% c	6 10.9% bD	10 38.5% ACe	7 14.0% d	8 17.8%	19 14.0% b	31 24.2% a	13 16.9%
4=	21 17.6%	30 22.6%	6 13.0%	7 14.6%	16 15.0%	14 23.7%	9 16.4%	4 15.4%	11 22.0%	9 20.0%	24 17.6%	31 24.2% c	8 10.4% b
5=	17 14.3% d	13 9.8% D	8 17.4%	15 31.3% aB	18 16.8%	10 16.9%	10 18.2%	2 7.7%	6 12.0%	7 15.6%	16 11.8% c	16 12.5% c	19 24.7% ab
6=	5 4.2%	12 9.0%	5 10.9%	3 6.3%	9 8.4%	4 6.8%	2 3.6% f	1 3.8%	1 2.0% f	8 17.8% ce	7 5.1% c	7 5.5% c	11 14.3% ab
7=Very Effectively	2 1.7%	4 3.0%	1 2.2%	1 2.1%	4 3.7%	0 0.0%	1 1.8%	0 0.0%	1 2.0%	2 4.4%	2 1.5% c	1 0.8% c	5 6.5% ab
Mean	2.97	3.16	3.52	3.60	3.21	3.39	2.98	2.88	2.88	3.84	2.80	3.19	3.94
SD	1.61 cd	1.75	1.56 a	1.65 a	1.83	1.44	1.66 f	1.34 f	1.56 F	1.77 cdE	1.67 bC	1.48 aC	1.76 AB

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

Topic 5: Social Media

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

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Wholesale	Tech Software Biotech	Trans- portation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Percent performed by outside agencies	336	31	23	16	14	10	7	28	52	10	60	25	46	12
	20.68	13.21	3.04	59.87	24.49	20.50	11.86	16.74	28.86	14.60	10.11	27.41	24.31	23.30
	30.76	24.34	6.87	32.94	26.75	29.10	20.84	27.26	34.15	26.65	23.81	35.29	32.54	37.02
		Ch	CDEgHK	ABDEFG	BC	BC	C	bC	aBCJ	C	CHkl	BCj	BCj	bc
			Lm	HIJKLm										

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

Topic 5: Social Media

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Percent performed by outside agencies	117 22.43 32.09 BC	128 12.54 25.46 AC	44 40.74 35.32 ABD	47 19.71 27.58 C	104 11.83 26.10 DEF	58 17.88 29.47 F	55 18.82 31.84 F	25 31.30 34.19 A	48 25.87 31.73 A	42 36.70 30.74 ABC	132 14.94 28.85 B	125 27.50 32.79 Ac	76 18.54 28.12 b

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

Topic 5: Social Media

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=Not At All	67 19.4%	8 25.8%	4 17.4%	2 12.5%	1 7.1%	2 20.0%	3 37.5%	9 29.0%	11 20.8%	3 30.0%	12 19.0%	4 15.4%	5 10.6%	2 16.7%
2=	92 26.6%	9 29.0%	5 21.7%	3 18.8%	2 14.3%	3 30.0%	2 25.0%	7 22.6%	21 39.6%	5 50.0%	13 20.6%	8 30.8%	11 23.4%	3 25.0%
3=	53 15.3%	7 22.6%	0 0.0%	2 12.5%	2 14.3%	1 10.0%	2 25.0%	5 16.1%	5 9.4%	1 10.0%	12 19.0%	5 19.2%	8 17.0%	2 16.7%
4=	54 15.6%	5 16.1%	2 8.7%	4 25.0%	1 7.1%	1 10.0%	1 12.5%	5 16.1%	10 18.9%	0 0.0%	9 14.3%	5 19.2%	9 19.1%	2 16.7%
5=	45 13.0%	1 3.2%	4 17.4%	4 25.0%	5 35.7%	3 30.0%	0 0.0%	2 6.5%	3 5.7%	0 0.0%	9 14.3%	1 3.8%	10 21.3%	3 25.0%
6=	19 5.5%	1 3.2%	2 8.7%	0 0.0%	3 21.4%	0 0.0%	0 0.0%	1 3.2%	2 3.8%	1 10.0%	7 11.1%	1 3.8%	1 2.1%	0 0.0%
7=Very Highly	16 4.6%	0 0.0%	6 26.1%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	2 6.5%	1 1.9%	0 0.0%	1 1.6%	2 7.7%	3 6.4%	0 0.0%
Mean	3.11	2.52	4.17	3.56	4.14	3.00	2.13	2.84	2.68	2.20	3.24	3.08	3.49	3.08
SD	1.72	1.31	2.35	1.67	1.66	1.63	1.13	1.79	1.49	1.48	1.71	1.72	1.65	1.51
		BcDjL	AfgHij	afhi	AFgHI		bcDl	bd	BcDl	bcDl	ab		Afhi	

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

Topic 5: Social Media

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Not At All	24 20.2%	33 24.8%	4 8.7%	6 12.5%	20 18.7%	9 15.3%	17 30.9%	5 19.2%	8 16.0%	7 15.6%	38 27.9%	22 17.2%	7 9.1%
		c	b			c	b				bC	a	A
2=	43 36.1%	28 21.1%	10 21.7%	11 22.9%	24 22.4%	16 27.1%	13 23.6%	8 30.8%	15 30.0%	15 33.3%	42 30.9%	32 25.0%	14 18.2%
	B	A									c		a
3=	18 15.1%	19 14.3%	6 13.0%	10 20.8%	20 18.7%	7 11.9%	4 7.3%	5 19.2%	8 16.0%	8 17.8%	19 14.0%	25 19.5%	9 11.7%
4=	17 14.3%	22 16.5%	10 21.7%	5 10.4%	12 11.2%	7 11.9%	14 25.5%	4 15.4%	11 22.0%	6 13.3%	17 12.5%	22 17.2%	14 18.2%
					c		a						
5=	12 10.1%	12 9.0%	10 21.7%	11 22.9%	13 12.1%	12 20.3%	5 9.1%	3 11.5%	5 10.0%	6 13.3%	9 6.6%	20 15.6%	16 20.8%
	cd	cd	ab	ab							bC	a	A
6=	1 0.8%	14 10.5%	1 2.2%	3 6.3%	9 8.4%	4 6.8%	1 1.8%	0 0.0%	3 6.0%	2 4.4%	8 5.9%	4 3.1%	7 9.1%
	Bd	A		a									
7=Very Highly	4 3.4%	5 3.8%	5 10.9%	2 4.2%	9 8.4%	4 6.8%	1 1.8%	1 3.8%	0 0.0%	1 2.2%	3 2.2%	3 2.3%	10 13.0%
					e				a		C	C	AB
Mean	2.74	3.11	3.76	3.44	3.35	3.42	2.71	2.85	2.98	2.98	2.65	3.08	4.03
SD	1.51	1.81	1.75	1.69	1.89	1.84	1.58	1.54	1.46	1.56	1.61	1.55	1.86
	CD	c	Ab	A	c	c	ab				bC	aC	AB

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

Topic 5: Social Media

Which best describes how you show the impact of social media on your business?

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
We have proven the impact quantitatively	70 20.3%	6 19.4%	8 34.8% h	2 12.5%	4 28.6%	2 20.0%	1 12.5%	6 19.4%	7 13.2% b	2 20.0%	13 20.6%	5 19.2%	12 26.1%	2 16.7%
We have a good qualitative sense of the impact, but not a quantitative impact	123 35.7%	7 22.6% C	8 34.8% c	12 75.0% AbEFGHiJ kl	7 50.0%	1 10.0% C	1 12.5% C	8 25.8% C	20 37.7% c	3 30.0% c	22 34.9% C	9 34.6% c	19 41.3% c	6 50.0%
We haven't been able to show the impact yet	152 44.1%	18 58.1% bCdI	7 30.4% aef	2 12.5% AEFGHijk	3 21.4% aefg	7 70.0% bCdI	6 75.0% bCdI	17 54.8% Cd	26 49.1% c	5 50.0% c	28 44.4% c	12 46.2% c	15 32.6% aef	4 33.3%

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

Topic 5: Social Media

Which best describes how you show the impact of social media on your business?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
We have proven the impact quantitatively	20 16.9% d	27 20.3%	8 17.4%	15 31.3% a	23 21.5%	11 18.6%	10 18.2%	4 15.4%	9 18.0%	13 29.5%	21 15.4% C	19 15.0% C	29 37.7% AB
We have a good qualitative sense of the impact, but not a quantitative impact	39 33.1% c	42 31.6% C	25 54.3% aB	17 35.4%	32 29.9%	22 37.3%	20 36.4%	9 34.6%	21 42.0%	18 40.9%	39 28.7% B	56 44.1% A	26 33.8%
We haven't been able to show the impact yet	59 50.0% c	64 48.1% c	13 28.3% ab	16 33.3%	52 48.6% f	26 44.1%	25 45.5%	13 50.0%	20 40.0%	13 29.5% a	76 55.9% bC	52 40.9% a	22 28.6% A

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

Topic 5: Social Media

Check the forms of social media your firm is currently using.

N=432	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Total	432 100.0%	48 11.1%	33 7.6%	19 4.4%	15 3.5%	11 2.5%	9 2.1%	39 9.0%	65 15.0%	11 2.5%	73 16.9%	30 6.9%	59 13.7%	16 3.7%
External social networking (e.g., Facebook, LinkedIn, and Snapchat)	313 72.5%	28 58.3% cdjk	21 63.6%	16 84.2% a	13 86.7% a	9 81.8%	8 88.9%	26 66.7%	47 72.3%	7 63.6%	56 76.7% a	25 83.3% a	44 74.6%	12 75.0%
Twitter	239 55.3%	18 37.5% CdeJKL	17 51.5% k	15 78.9% AGh	11 73.3% ag	9 81.8% agh	5 55.6%	15 38.5% CdeKl	30 46.2% ceKl	7 63.6%	42 57.5% a	23 76.7% AbGH	38 64.4% Agh	9 56.3%
Video and photo sharing (e.g., YouTube and Instagram)	215 49.8%	16 33.3% Chkl	16 48.5%	14 73.7% Afjm	9 60.0%	7 63.6%	2 22.2% c	18 46.2%	36 55.4% a	6 54.5%	34 46.6% c	18 60.0% a	33 55.9% a	6 37.5% c
Blogging	190 44.0%	18 37.5% fjL	18 54.5% Fghi	10 52.6% fg	10 66.7% FGHim	6 54.5% f	0 0.0% aBcDeJkL	10 25.6% bcDJL	19 29.2% bDJL	2 18.2% bdjL	43 58.9% aFGHikm	11 36.7% fjL	39 66.1% AFGHIK M	4 25.0% djL
Internal social networking (e.g., Slack, Yammer)	83 19.2%	8 16.7% l	5 15.2% l	4 21.1%	5 33.3%	2 18.2%	2 22.2%	5 12.8% L	9 13.8% L	2 18.2%	12 16.4% L	5 16.7% l	23 39.0% abGHJkm	1 6.3% l
Product reviews (e.g., Amazon)	70 16.2%	1 2.1% CDEhKL	4 12.1% CK	10 52.6% ABfGHijL M	4 26.7% Aj	3 27.3% Aj	0 0.0% ck	4 10.3% CK	10 15.4% aCK	1 9.1% ck	5 6.8% CdeKl	13 43.3% ABfGHijL m	12 20.3% ACjk	1 6.3% Ck

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

Topic 5: Social Media

Check the forms of social media your firm is currently using.

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Forums (e.g., Google groups)	61 14.1%	2 4.2% jL	4 12.1% 1	1 5.3% 1	3 20.0%	1 9.1%	2 22.2%	5 12.8% 1	7 10.8% L	1 9.1%	13 17.8% a	2 6.7% L	19 32.2% AbcgHKm	1 6.3%
Podcasts	59 13.7%	9 18.8%	5 15.2%	1 5.3%	3 20.0%	1 9.1%	1 11.1%	4 10.3%	9 13.8%	0 0.0%	11 15.1%	4 13.3%	10 16.9%	1 6.3%
Product design or co-creation (e.g., NikeID)	20 4.6%	0 0.0% bfi	3 9.1% a	1 5.3%	1 6.7%	0 0.0%	1 11.1% a	1 2.6%	2 3.1%	1 9.1% a	4 5.5%	1 3.3%	4 6.8%	1 6.3%
Social bookmarking (e.g., Digg)	19 4.4%	1 2.1%	4 12.1% hj	1 5.3%	2 13.3% hj	0 0.0%	1 11.1%	2 5.1%	1 1.5% bd	1 9.1%	1 1.4% bd	1 3.3%	4 6.8%	0 0.0%
Virtual reality (e.g., Second life)	10 2.3%	0 0.0% bd	4 12.1% agHj	0 0.0%	2 13.3% agHjk	0 0.0%	0 0.0%	0 0.0% bd	0 0.0% BD	0 0.0%	1 1.4% bd	0 0.0% d	3 5.1%	0 0.0%

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

Topic 5: Social Media

Check the forms of social media your firm is currently using.

N=432	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	146 33.8%	162 37.5%	60 13.9%	64 14.8%	131 30.3%	68 15.7%	76 17.6%	35 8.1%	62 14.4%	55 12.7%	168 38.9%	152 35.2%	99 22.9%
External social networking (e.g., Facebook, LinkedIn, and Snapchat)	108 74.0%	119 73.5%	41 68.3%	45 70.3%	93 71.0%	55 80.9% c	50 65.8% b	24 68.6%	46 74.2%	41 74.5%	115 68.5% b	122 80.3% a	71 71.7%
Twitter	85 58.2%	84 51.9%	38 63.3%	32 50.0%	66 50.4%	44 64.7%	37 48.7%	21 60.0%	37 59.7%	33 60.0%	80 47.6% bc	94 61.8% a	62 62.6% a
Video and photo sharing (e.g., YouTube and Instagram)	75 51.4%	71 43.8% c	38 63.3% b	31 48.4%	52 39.7% bef	39 57.4% a	36 47.4%	20 57.1%	34 54.8% a	32 58.2% a	69 41.1% Bc	89 58.6% A	54 54.5% a
Blogging	61 41.8%	83 51.2% d	23 38.3%	23 35.9% b	70 53.4% C	31 45.6%	24 31.6% A	15 42.9%	25 40.3%	25 45.5%	64 38.1% C	69 45.4%	57 57.6% A
Internal social networking (e.g., Slack, Yammer)	39 26.7% bC	26 16.0% a	5 8.3% A	13 20.3%	21 16.0% F	10 14.7% F	7 9.2% EF	6 17.1% f	17 27.4% C	22 40.0% ABCd	32 19.0%	29 19.1%	21 21.2%
Product reviews (e.g., Amazon)	26 17.8% BC	11 6.8% ACd	23 38.3% ABD	10 15.6% bC	17 13.0%	11 16.2%	14 18.4%	4 11.4%	12 19.4%	12 21.8%	12 7.1% BC	32 21.1% A	26 26.3% A

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

Topic 5: Social Media

Check the forms of social media your firm is currently using.

N=432

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Forums (e.g., Google groups)	23 15.8%	21 13.0%	7 11.7%	10 15.6%	25 19.1% Cd	8 11.8% F	3 3.9% AF	1 2.9% aF	7 11.3% F	17 30.9% BCDE	17 10.1% C	18 11.8% C	25 25.3% AB
Podcasts	18 12.3%	28 17.3% c	4 6.7% b	9 14.1%	14 10.7% f	5 7.4% ef	8 10.5% f	6 17.1%	13 21.0% b	13 23.6% abc	21 12.5%	17 11.2% c	20 20.2% b
Product design or co-creation (e.g., NikeID)	8 5.5%	5 3.1%	4 6.7%	3 4.7%	3 2.3% cF	1 1.5% cf	7 9.2% ab	0 0.0% f	2 3.2%	7 12.7% Abd	3 1.8% C	8 5.3%	9 9.1% A
Social bookmarking (e.g., Digg)	3 2.1% cD	4 2.5% D	5 8.3% a	7 10.9% AB	6 4.6%	0 0.0% ef	3 3.9%	0 0.0%	5 8.1% b	5 9.1% b	3 1.8% C	5 3.3% c	11 11.1% Ab
Virtual reality (e.g., Second life)	1 0.7% d	3 1.9%	2 3.3%	4 6.3% a	3 2.3%	0 0.0% d	1 1.3%	2 5.7% b	1 1.6%	3 5.5%	1 0.6% c	4 2.6%	5 5.1% a

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

Topic 5: Social Media

Does your company use customer behavior data collected online for targeting purposes?

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Yes	118 45.7%	9 33.3% Cdl	10 50.0% AeFghIjk	10 83.3% aefhij	6 85.7% aefhij	1 20.0% cd	1 14.3% Cdl	9 42.9% c	18 42.9% cd	1 14.3% Cdl	19 40.4% cd	10 45.5% c	19 61.3% afi	4 44.4%
No	140 54.3%	18 66.7% Cdl	10 50.0% AeFghIjk	2 16.7% AeFghIjk	1 14.3% aefhij	4 80.0% cd	6 85.7% Cdl	12 57.1% c	24 57.1% cd	6 85.7% Cdl	28 59.6% cd	12 54.5% c	12 38.7% afi	5 55.6%

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

Topic 5: Social Media

Does your company use customer behavior data collected online for targeting purposes?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Yes	31 32.3% CD	37 39.8% CD	26 72.2% AB	24 72.7% AB	28 35.9% F	21 47.7%	21 43.8%	9 50.0%	18 51.4%	21 65.6% A	26 27.1% BC	50 51.0% A	40 66.7% A
No	65 67.7% CD	56 60.2% CD	10 27.8% AB	9 27.3% AB	50 64.1% F	23 52.3%	27 56.3%	9 50.0%	17 48.6%	11 34.4% A	70 72.9% BC	48 49.0% A	20 33.3% A

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

Topic 5: Social Media

Does your company use customer behavior data collected online for managing ongoing relationships?

N=432	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Total	428 100.0%	48 11.2%	33 7.7%	19 4.4%	15 3.5%	11 2.6%	9 2.1%	39 9.1%	65 15.2%	11 2.6%	73 17.1%	30 7.0%	59 13.8%	16 3.7%
Yes	91 35.1%	6 24.0% bl	12 60.0% aeghJ	6 50.0%	4 57.1%	0 0.0% bl	2 28.6%	4 19.0% bL	12 27.3% bL	3 42.9%	11 22.9% BL	9 40.9%	18 58.1% aeGHJ	4 44.4%
No	168 64.9%	19 76.0% bl	8 40.0% aeghJ	6 50.0%	3 42.9%	5 100.0% bl	5 71.4%	17 81.0% bL	32 72.7% bL	4 57.1%	37 77.1% BL	13 59.1%	13 41.9% aeGHJ	5 55.6%

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

Topic 5: Social Media

Does your company use customer behavior data collected online for managing ongoing relationships?

N=432

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	146 33.8%	162 37.5%	60 13.9%	64 14.8%	131 30.7%	68 15.9%	76 17.8%	35 8.2%	62 14.5%	55 12.9%	168 40.1%	152 36.3%	99 23.6%
Yes	32 33.0% d	25 27.2% D	16 43.2%	18 54.5% aB	23 29.5% f	15 32.6%	15 32.6%	7 38.9%	13 37.1%	18 54.5% a	22 22.7% C	35 35.4% c	32 54.2% Ab
No	65 67.0% d	67 72.8% D	21 56.8%	15 45.5% aB	55 70.5% f	31 67.4%	31 67.4%	11 61.1%	22 62.9%	15 45.5% a	75 77.3% C	64 64.6% c	27 45.8% Ab

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

Topic 5: Social Media

Has your company's use of online customer data increased, decreased, or stayed the same over the last two years?

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
3=Increased	121 48.0%	8 29.6% ckL	11 55.0%	8 72.7% agh	5 71.4%	2 40.0%	2 33.3% 1	6 28.6% ckL	14 34.1% ckL	4 66.7%	20 43.5% L	14 66.7% agh	24 77.4% AfGHJm	3 33.3% 1
1=Decreased	2 0.8%	0 0.0% f	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7% ahJ	0 0.0%	0 0.0% f	0 0.0%	0 0.0% F	0 0.0%	1 3.2%	0 0.0%
2=About the same	129 51.2%	19 70.4% ckL	9 45.0%	3 27.3% agh	2 28.6%	3 60.0%	3 50.0%	15 71.4% ckL	27 65.9% ckL	2 33.3%	26 56.5% L	7 33.3% agh	6 19.4% AGHJM	6 66.7% L
Mean	2.47	2.30	2.55	2.73	2.71	2.40	2.17	2.29	2.34	2.67	2.43	2.67	2.74	2.33
SD	0.52	0.47 cdKL	0.51	0.47 agh	0.49 ag	0.55	0.75 1	0.46 cdkL	0.48 ckL	0.52	0.50 1	0.48 Agh	0.51 AfGHjm	0.50 1

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

Topic 5: Social Media

Has your company's use of online customer data increased, decreased, or stayed the same over the last two years?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=Increased	43 46.2%	36 40.0%	21 58.3%	21 63.6%	31 40.3%	22 48.9%	28 62.2%	6 35.3%	16 47.1%	18 58.1%	39 41.5%	45 47.4%	35 59.3%
		d		b	c		a				c		a
1=Decreased	1 1.1%	0 0.0%	0 0.0%	1 3.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.9%	1 3.2%	0 0.0%	1 1.1%	1 1.7%
2=About the same	49 52.7%	54 60.0%	15 41.7%	11 33.3%	46 59.7%	23 51.1%	17 37.8%	11 64.7%	17 50.0%	12 38.7%	55 58.5%	49 51.6%	23 39.0%
		D		B	cf		a			a	c		a
Mean	2.45	2.40	2.58	2.61	2.40	2.49	2.62	2.35	2.44	2.55	2.41	2.46	2.58
SD	0.52	0.49	0.50	0.56	0.49	0.51	0.49	0.49	0.56	0.57	0.50	0.52	0.53
		d		b	c		a						

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

Topic 5: Social Media

How worried are you that this use of online customer data could raise questions about privacy?

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=Not At All Worried	65 25.7%	6 23.1%	5 25.0%	0 0.0%	0 0.0%	2 40.0%	2 28.6%	6 31.6%	14 32.6%	2 33.3%	15 32.6%	4 19.0%	7 22.6%	2 22.2%
2=	50 19.8%	8 30.8%	7 35.0%	3 25.0%	1 14.3%	0 0.0%	0 0.0%	5 26.3%	7 16.3%	1 16.7%	6 13.0%	3 14.3%	9 29.0%	0 0.0%
3=	26 10.3%	1 3.8%	1 5.0%	3 25.0%	2 28.6%	2 40.0%	0 0.0%	1 5.3%	4 9.3%	2 33.3%	5 10.9%	3 14.3%	2 6.5%	0 0.0%
4=	42 16.6%	4 15.4%	3 15.0%	3 25.0%	2 28.6%	1 20.0%	0 0.0%	1 5.3%	8 18.6%	0 0.0%	5 10.9%	7 33.3%	4 12.9%	3 33.3%
5=	33 13.0%	2 7.7%	2 10.0%	3 25.0%	2 28.6%	0 0.0%	1 14.3%	2 10.5%	7 16.3%	0 0.0%	7 15.2%	1 4.8%	4 12.9%	2 22.2%
6=	24 9.5%	4 15.4%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	3 42.9%	3 15.8%	1 2.3%	0 0.0%	5 10.9%	3 14.3%	3 9.7%	1 11.1%
7=Very Worried	13 5.1%	1 3.8%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	1 5.3%	2 4.7%	1 16.7%	3 6.5%	0 0.0%	2 6.5%	1 11.1%
Mean	3.21	3.15	2.85	3.50	3.71	2.40	4.57	3.05	2.95	2.83	3.22	3.33	3.19	4.11
SD	1.89	1.95	1.81	1.17	1.11	1.34	2.51	2.12	1.83	2.23	2.05	1.65	1.96	2.03

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

Topic 5: Social Media

How worried are you that this use of online customer data could raise questions about privacy?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Not At All Worried	23 24.2%	33 36.7%	4 10.8%	5 16.1%	30 39.5%	10 22.7%	16 34.0%	1 5.6%	4 11.4%	3 9.7%	31 34.1%	16 16.2%	17 28.8%
2=	22 23.2%	16 17.8%	7 18.9%	5 16.1%	11 14.5%	10 22.7%	10 21.3%	1 5.6%	9 25.7%	8 25.8%	20 22.0%	23 23.2%	6 10.2%
3=	7 7.4%	7 7.8%	8 21.6%	4 12.9%	7 9.2%	5 11.4%	7 14.9%	2 11.1%	5 14.3%	0 0.0%	7 7.7%	9 9.1%	10 16.9%
4=	12 12.6%	13 14.4%	10 27.0%	7 22.6%	7 9.2%	6 13.6%	10 21.3%	5 27.8%	8 22.9%	6 19.4%	10 11.0%	22 22.2%	10 16.9%
5=	14 14.7%	7 7.8%	6 16.2%	6 19.4%	10 13.2%	7 15.9%	2 4.3%	7 38.9%	2 5.7%	5 16.1%	7 7.7%	17 17.2%	9 15.3%
6=	12 12.6%	10 11.1%	1 2.7%	1 3.2%	7 9.2%	5 11.4%	1 2.1%	1 5.6%	3 8.6%	7 22.6%	10 11.0%	9 9.1%	3 5.1%
7=Very Worried	5 5.3%	4 4.4%	1 2.7%	3 9.7%	4 5.3%	1 2.3%	1 2.1%	1 5.6%	4 11.4%	2 6.5%	6 6.6%	3 3.0%	4 6.8%
Mean	3.29	2.90	3.38	3.61	2.91	3.20	2.55	4.28	3.57	4.00	2.96	3.40	3.22
SD	1.96	1.96	1.46	1.84	2.01	1.82	1.53	1.41	1.88	1.91	2.02	1.72	1.89
					Df	d	DEF	AbC	C	aC			

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

Topic 6: Mobile Marketing

Marketing budget spend on mobile activities.

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Current	255	26	19	12	7	5	7	20	46	6	46	20	31	9
	3.81	4.81	6.79	5.50	6.86	0.60	4.14	3.15	2.48	2.17	2.25	6.20	3.29	5.89
	6.23	6.79	8.36	7.00	5.84	0.55	7.22	4.33	3.80	2.48	5.40	8.70	6.86	7.47
			Hj	h	ehj	d			Bcdkm		bdk	hj		h
In 3 years	254	26	19	12	7	5	7	20	45	6	46	20	31	9
	8.33	9.60	10.14	11.07	13.83	1.60	9.29	8.45	5.71	5.17	5.11	15.11	9.32	9.64
	10.01	9.71	13.05	10.02	13.94	1.52	12.67	7.85	6.55	6.34	8.93	13.43	9.85	11.28
		h		hj	hj	k			acdK		cdK	eHJ		

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

Topic 6: Mobile Marketing

Marketing budget spend on mobile activities.

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Current	95 2.53 4.71 CD	90 3.06 5.86 Cd	37 7.16 8.47 AB	33 5.82 6.55 Ab	76 2.00 4.09 cEF	46 3.79 6.89	47 4.06 6.21 a	18 4.00 6.08	34 4.81 5.87 A	32 6.70 8.71 A	96 2.43 5.23 bc	98 4.50 6.45 a	58 4.96 7.06 a
In 3 years	95 6.65 7.79 CD	89 6.64 9.92 Cd	37 13.83 12.85 AB	33 11.54 9.81 Ab	76 5.60 8.64 beF	45 9.22 11.23 a	47 8.23 9.15	18 8.21 9.78	34 10.28 10.15 a	32 11.77 11.68 A	95 6.00 8.42 bC	98 8.94 10.02 a	58 10.94 11.75 A

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

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: (sorted by highest score).

N=432	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Total	428 100.0%	48 11.2%	33 7.7%	19 4.4%	15 3.5%	11 2.6%	9 2.1%	39 9.1%	65 15.2%	11 2.6%	73 17.1%	30 7.0%	59 13.8%	16 3.7%
<u>Acquiring customers</u>														
1=Poorly	58 26.2%	11 52.4% CdgiK	7 41.2% c	0 0.0% Abeh	0 0.0% a	2 40.0% c	1 16.7%	2 12.5% a	11 29.7% c	0 0.0% a	10 26.3%	4 20.0% a	7 25.0%	2 22.2%
2=	37 16.7%	2 9.5%	0 0.0% fgil	2 18.2%	0 0.0%	1 20.0%	2 33.3% b	5 31.3% b	5 13.5%	2 40.0% b	7 18.4%	4 20.0%	7 25.0% b	0 0.0%
3=	31 14.0%	3 14.3%	2 11.8%	2 18.2%	1 14.3%	0 0.0%	1 16.7%	4 25.0%	5 13.5%	2 40.0% l	5 13.2%	3 15.0%	2 7.1% i	1 11.1%
4=	49 22.2%	1 4.8% bhjM	5 29.4% a	0 0.0% hjm	1 14.3%	1 20.0%	1 16.7%	2 12.5% m	13 35.1% ack	1 20.0%	11 28.9% ac	2 10.0% hm	6 21.4%	5 55.6% Acgk
5=	24 10.9%	2 9.5% c	1 5.9% cd	5 45.5% abHJkl	3 42.9% bHJ	0 0.0%	0 0.0%	2 12.5%	2 5.4% CD	0 0.0%	2 5.3% CD	2 10.0% c	4 14.3% c	1 11.1%
6=	13 5.9%	1 4.8%	2 11.8% h	2 18.2% h	0 0.0%	0 0.0%	1 16.7% h	1 6.3%	0 0.0% bcfk	0 0.0%	2 5.3%	3 15.0% h	1 3.6%	0 0.0%
7=Excellent	9 4.1%	1 4.8%	0 0.0% d	0 0.0%	2 28.6% bgjhl	1 20.0%	0 0.0%	0 0.0% d	1 2.7% d	0 0.0%	1 2.6% d	2 10.0%	1 3.6% d	0 0.0%

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

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: (sorted by highest score).

N=432	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	146 33.8%	162 37.5%	60 13.9%	64 14.8%	131 30.7%	68 15.9%	76 17.8%	35 8.2%	62 14.5%	55 12.9%	168 40.1%	152 36.3%	99 23.6%
<u>Acquiring customers</u>													
1=Poorly	18 21.7%	27 35.5%	5 15.2%	8 27.6%	24 38.1%	8 23.5%	10 21.7%	3 18.8%	7 21.9%	6 21.4%	24 31.2%	20 22.0%	13 25.5%
2=	20 24.1%	8 10.5%	4 12.1%	5 17.2%	10 15.9%	3 8.8%	10 21.7%	4 25.0%	6 18.8%	3 10.7%	21 27.3%	11 12.1%	5 9.8%
3=	15 18.1%	7 9.2%	4 12.1%	5 17.2%	7 11.1%	4 11.8%	5 10.9%	4 25.0%	7 21.9%	4 14.3%	7 9.1%	17 18.7%	6 11.8%
4=	23 27.7%	20 26.3%	4 12.1%	2 6.9%	16 25.4%	8 23.5%	11 23.9%	3 18.8%	6 18.8%	4 14.3%	18 23.4%	19 20.9%	12 23.5%
5=	4 4.8%	7 9.2%	9 27.3%	4 13.8%	3 4.8%	4 11.8%	6 13.0%	0 0.0%	5 15.6%	6 21.4%	2 2.6%	14 15.4%	8 15.7%
6=	1 1.2%	5 6.6%	6 18.2%	1 3.4%	1 1.6%	3 8.8%	3 6.5%	1 6.3%	0 0.0%	5 17.9%	3 3.9%	7 7.7%	3 5.9%
7=Excellent	2 2.4%	2 2.6%	1 3.0%	4 13.8%	2 3.2%	4 11.8%	1 2.2%	1 6.3%	1 3.1%	0 0.0%	2 2.6%	3 3.3%	4 7.8%

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

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: (sorted by highest score).

N=432	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Total	428 100.0%	48 11.2%	33 7.7%	19 4.4%	15 3.5%	11 2.6%	9 2.1%	39 9.1%	65 15.2%	11 2.6%	73 17.1%	30 7.0%	59 13.8%	16 3.7%
<u>Engaging customers</u>														
1=Poorly	38 17.0%	3 14.3%	5 29.4%	1 9.1%	0 0.0%	2 40.0%	1 14.3%	2 12.5%	9 23.7%	0 0.0%	6 15.8%	3 15.0%	6 21.4%	0 0.0%
2=	25 11.2%	2 9.5%	0 0.0% gil	1 9.1%	0 0.0%	1 20.0%	1 14.3%	4 25.0% bk	3 7.9% i	2 40.0% bhK	4 10.5%	0 0.0% gll	6 21.4% bk	1 11.1%
3=	27 12.1%	4 19.0% j	2 11.8%	3 27.3% j	1 14.3%	0 0.0%	1 14.3%	1 6.3%	4 10.5%	0 0.0%	1 2.6% acK	6 30.0% Jl	2 7.1% k	1 11.1%
4=	47 21.1%	3 14.3%	2 11.8%	0 0.0% fgjm	0 0.0%	1 20.0%	3 42.9% c	6 37.5% c	7 18.4%	1 20.0%	12 31.6% c	4 20.0%	4 14.3%	4 44.4% c
5=	47 21.1%	4 19.0%	5 29.4%	3 27.3%	3 42.9% m	1 20.0%	1 14.3%	3 18.8%	9 23.7%	2 40.0%	8 21.1%	5 25.0%	3 10.7%	0 0.0% d
6=	26 11.7%	3 14.3%	3 17.6%	3 27.3% g	0 0.0%	0 0.0%	0 0.0%	0 0.0% cm	3 7.9% m	0 0.0%	5 13.2%	1 5.0%	5 17.9%	3 33.3% gh
7=Excellent	13 5.8%	2 9.5%	0 0.0% D	0 0.0% d	3 42.9% BcghJklm	0 0.0%	0 0.0%	0 0.0% d	3 7.9% d	0 0.0%	2 5.3% D	1 5.0% d	2 7.1% d	0 0.0% d

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

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: (sorted by highest score).

N=432	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	146 33.8%	162 37.5%	60 13.9%	64 14.8%	131 30.7%	68 15.9%	76 17.8%	35 8.2%	62 14.5%	55 12.9%	168 40.1%	152 36.3%
<u>Engaging customers</u>													
1=Poorly	18 21.7% cd	17 22.4% cd	2 5.9% ab	1 3.3% ab	18 28.6% e	4 11.4%	8 17.4%	2 12.5%	2 6.3% a	4 13.8%	17 22.1%	13 14.0%	7 13.7%
2=	13 15.7%	7 9.2%	2 5.9%	3 10.0%	8 12.7%	3 8.6%	5 10.9%	0 0.0%	6 18.8%	2 6.9%	13 16.9%	9 9.7%	3 5.9%
3=	9 10.8% c	4 5.3% C	9 26.5% aB	5 16.7%	3 4.8% De	2 5.7% d	6 13.0%	5 31.3% Ab	6 18.8% a	5 17.2%	7 9.1%	10 10.8%	9 17.6%
4=	17 20.5%	16 21.1%	5 14.7%	9 30.0%	14 22.2%	5 14.3%	11 23.9%	6 37.5% f	8 25.0%	3 10.3% d	16 20.8%	20 21.5%	11 21.6%
5=	18 21.7%	15 19.7%	7 20.6%	7 23.3%	9 14.3%	9 25.7%	9 19.6%	2 12.5%	8 25.0%	9 31.0%	15 19.5%	22 23.7%	10 19.6%
6=	6 7.2%	12 15.8%	6 17.6%	2 6.7%	7 11.1%	5 14.3%	6 13.0%	1 6.3%	2 6.3%	5 17.2%	6 7.8%	12 12.9%	8 15.7%
7=Excellent	2 2.4%	5 6.6%	3 8.8%	3 10.0%	4 6.3% b	7 20.0% aCE	1 2.2% B	0 0.0%	0 0.0% B	1 3.4%	3 3.9%	7 7.5%	3 5.9%

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

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: (sorted by highest score).

N=432	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Total	428 100.0%	48 11.2%	33 7.7%	19 4.4%	15 3.5%	11 2.6%	9 2.1%	39 9.1%	65 15.2%	11 2.6%	73 17.1%	30 7.0%	59 13.8%	16 3.7%
<u>Retaining customers</u>														
1=Poorly	47 21.1%	5 23.8%	5 29.4%	0 0.0% eh	0 0.0%	2 40.0% c	1 14.3%	2 12.5%	11 28.9% c	1 20.0%	7 18.4%	5 25.0%	7 25.0%	1 11.1%
2=	38 17.0%	3 14.3%	2 11.8%	2 18.2%	1 14.3%	2 40.0%	2 28.6%	3 18.8%	5 13.2%	1 20.0%	5 13.2%	5 25.0%	6 21.4%	1 11.1%
3=	33 14.8%	4 19.0%	2 11.8%	3 27.3% h	1 14.3%	1 20.0%	1 14.3%	5 31.3% h	2 5.3% cg	1 20.0%	6 15.8%	2 10.0%	3 10.7%	2 22.2%
4=	59 26.5%	3 14.3%	4 23.5%	3 27.3% h	2 28.6%	0 0.0%	2 28.6% h	4 25.0%	11 28.9% bcfm	0 0.0%	13 34.2%	5 25.0%	8 28.6%	3 33.3%
5=	25 11.2%	3 14.3%	1 5.9%	1 9.1%	1 14.3%	0 0.0%	0 0.0%	2 12.5%	8 21.1% l	2 40.0% jl	3 7.9% i	2 10.0%	1 3.6% hi	1 11.1%
6=	15 6.7%	2 9.5%	3 17.6% h	2 18.2% h	0 0.0%	0 0.0%	1 14.3% h	0 0.0%	0 0.0%	0 0.0%	3 7.9%	1 5.0%	2 7.1%	1 11.1% h
7=Excellent	6 2.7%	1 4.8%	0 0.0% d	0 0.0%	2 28.6% bghjkl	0 0.0%	0 0.0%	0 0.0% d	1 2.6% d	0 0.0%	1 2.6% d	0 0.0% d	1 3.6% d	0 0.0%

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

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: (sorted by highest score).

N=432	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	146 33.8%	162 37.5%	60 13.9%	64 14.8%	131 30.7%	68 15.9%	76 17.8%	35 8.2%	62 14.5%	55 12.9%	168 40.1%	152 36.3%	99 23.6%
<u>Retaining customers</u>													
1=Poorly	21 25.3% c	20 26.3% c	3 8.8% ab	3 10.0%	22 34.9% bce	4 11.4% a	8 17.4% a	3 18.8%	4 12.5% a	5 17.2%	23 29.9% b	14 15.1% a	9 17.6%
2=	17 20.5%	8 10.5%	7 20.6%	6 20.0%	10 15.9%	5 14.3%	8 17.4%	2 12.5%	7 21.9%	6 20.7%	16 20.8%	13 14.0%	9 17.6%
3=	9 10.8% d	11 14.5%	5 14.7%	8 26.7% a	2 3.2% cDEf	4 11.4% d	8 17.4% a	6 37.5% Ab	8 25.0% A	5 17.2% a	8 10.4%	16 17.2%	9 17.6%
4=	22 26.5%	21 27.6%	10 29.4%	6 20.0%	16 25.4%	8 22.9%	15 32.6%	3 18.8%	9 28.1%	8 27.6%	19 24.7%	27 29.0%	13 25.5%
5=	10 12.0%	8 10.5%	4 11.8%	3 10.0%	5 7.9%	7 20.0%	5 10.9%	1 6.3%	3 9.4%	3 10.3%	4 5.2% b	16 17.2% a	5 9.8%
6=	4 4.8%	5 6.6%	4 11.8%	2 6.7%	5 7.9%	4 11.4%	2 4.3%	1 6.3%	1 3.1%	2 6.9%	5 6.5%	5 5.4%	4 7.8%
7=Excellent	0 0.0% d	3 3.9%	1 2.9%	2 6.7% a	3 4.8%	3 8.6% c	0 0.0% b	0 0.0%	0 0.0%	0 0.0%	2 2.6%	2 2.2%	2 3.9%

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

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: (sorted by highest score).

N=432	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Total	428 100.0%	48 11.2%	33 7.7%	19 4.4%	15 3.5%	11 2.6%	9 2.1%	39 9.1%	65 15.2%	11 2.6%	73 17.1%	30 7.0%	59 13.8%	16 3.7%
<u>Delivering your brand message</u>														
1=Poorly	45 20.3%	6 28.6%	5 29.4%	0 0.0%	0 0.0%	2 40.0%	1 14.3%	3 20.0%	9 23.7%	0 0.0%	7 18.4%	4 20.0%	7 25.0%	1 11.1%
2=	22 9.9%	2 9.5%	0 0.0%	1 9.1%	0 0.0%	2 40.0%	1 14.3%	1 6.7%	4 10.5%	1 20.0%	3 7.9%	4 20.0%	3 10.7%	0 0.0%
3=	25 11.3%	2 9.5%	2 11.8%	1 9.1%	2 28.6%	0 0.0%	1 14.3%	4 26.7%	1 2.6%	1 20.0%	2 5.3%	2 10.0%	4 14.3%	2 22.2%
4=	58 26.1%	6 28.6%	4 23.5%	7 63.6%	0 0.0%	1 20.0%	1 14.3%	4 26.7%	8 21.1%	2 40.0%	13 34.2%	5 25.0%	4 14.3%	3 33.3%
5=	35 15.8%	4 19.0%	2 11.8%	1 9.1%	0 0.0%	0 0.0%	3 42.9%	2 13.3%	10 26.3%	0 0.0%	3 7.9%	1 5.0%	6 21.4%	3 33.3%
6=	22 9.9%	1 4.8%	4 23.5%	1 9.1%	3 42.9%	0 0.0%	0 0.0%	0 0.0%	4 10.5%	0 0.0%	5 13.2%	3 15.0%	1 3.6%	0 0.0%
7=Excellent	15 6.8%	0 0.0%	0 0.0%	0 0.0%	2 28.6%	0 0.0%	0 0.0%	1 6.7%	2 5.3%	1 20.0%	5 13.2%	1 5.0%	3 10.7%	0 0.0%

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

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: (sorted by highest score).

N=432	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	146 33.8%	162 37.5%	60 13.9%	64 14.8%	131 30.7%	68 15.9%	76 17.8%	35 8.2%	62 14.5%	55 12.9%	168 40.1%	152 36.3%	99 23.6%
<u>Delivering your brand message</u>													
1=Poorly	16 19.5%	20 26.3%	3 8.8%	6 20.0%	20 32.3%	6 17.1%	8 17.4%	2 12.5%	5 15.6%	4 13.8%	21 27.6%	14 15.1%	9 17.6%
		c	b								b	a	
2=	9 11.0%	4 5.3%	5 14.7%	4 13.3%	5 8.1%	2 5.7%	7 15.2%	2 12.5%	5 15.6%	1 3.4%	6 7.9%	8 8.6%	8 15.7%
3=	10 12.2%	4 5.3%	4 11.8%	7 23.3%	5 8.1%	3 8.6%	5 10.9%	2 12.5%	5 15.6%	4 13.8%	10 13.2%	10 10.8%	5 9.8%
		D		B									
4=	20 24.4%	21 27.6%	13 38.2%	4 13.3%	13 21.0%	10 28.6%	13 28.3%	5 31.3%	10 31.3%	7 24.1%	18 23.7%	27 29.0%	13 25.5%
			d	c									
5=	20 24.4%	7 9.2%	3 8.8%	5 16.7%	11 17.7%	4 11.4%	6 13.0%	3 18.8%	6 18.8%	5 17.2%	13 17.1%	17 18.3%	4 7.8%
		b	a										
6=	4 4.9%	10 13.2%	5 14.7%	3 10.0%	4 6.5%	3 8.6%	4 8.7%	2 12.5%	1 3.1%	7 24.1%	3 3.9%	9 9.7%	10 19.6%
					f				f	ae	C		A
7=Excellent	3 3.7%	10 13.2%	1 2.9%	1 3.3%	4 6.5%	7 20.0%	3 6.5%	0 0.0%	0 0.0%	1 3.4%	5 6.6%	8 8.6%	2 3.9%
	b	a			b	aE			B				

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

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: (sorted by highest score).

N=432	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Total	428 100.0%	48 11.2%	33 7.7%	19 4.4%	15 3.5%	11 2.6%	9 2.1%	39 9.1%	65 15.2%	11 2.6%	73 17.1%	30 7.0%	59 13.8%	16 3.7%
<u>Improving sales</u>														
1=Poorly	51 23.0%	6 28.6%	5 29.4%	0 0.0%	0 0.0%	2 40.0%	1 16.7%	4 25.0%	9 23.7%	1 20.0%	9 23.7%	5 25.0%	7 25.0%	2 22.2%
2=	28 12.6%	4 19.0%	2 11.8%	2 18.2%	0 0.0%	2 40.0%	1 16.7%	2 12.5%	4 10.5%	1 20.0%	5 13.2%	1 5.0%	3 10.7%	0 0.0%
3=	32 14.4%	3 14.3%	2 11.8%	1 9.1%	1 14.3%	0 0.0%	1 16.7%	3 18.8%	6 15.8%	2 40.0%	5 13.2%	2 10.0%	5 17.9%	1 11.1%
4=	58 26.1%	4 19.0%	6 35.3%	3 27.3%	0 0.0%	0 0.0%	2 33.3%	3 18.8%	12 31.6%	1 20.0%	12 31.6%	6 30.0%	6 21.4%	3 33.3%
5=	29 13.1%	2 9.5%	2 11.8%	4 36.4%	1 14.3%	0 0.0%	0 0.0%	3 18.8%	3 7.9%	0 0.0%	6 15.8%	4 20.0%	2 7.1%	2 22.2%
6=	15 6.8%	2 9.5%	0 0.0%	1 9.1%	3 42.9%	0 0.0%	1 16.7%	1 6.3%	2 5.3%	0 0.0%	0 0.0%	0 0.0%	4 14.3%	1 11.1%
7=Excellent	9 4.1%	0 0.0%	0 0.0%	0 0.0%	2 28.6%	1 20.0%	0 0.0%	0 0.0%	2 5.3%	0 0.0%	1 2.6%	2 10.0%	1 3.6%	0 0.0%

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

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: (sorted by highest score).

N=432	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	146 33.8%	162 37.5%	60 13.9%	64 14.8%	131 30.7%	68 15.9%	76 17.8%	35 8.2%	62 14.5%	55 12.9%	168 40.1%	152 36.3%	99 23.6%
<u>Improving sales</u>													
1=Poorly	20 24.1%	22 28.9%	3 8.8%	6 20.7%	24 38.1%	5 14.3%	9 19.6%	2 12.5%	5 15.6%	5 17.9%	25 32.5%	16 17.4%	9 17.6%
		c	b		bce	a	a		a		b	a	
2=	11 13.3%	7 9.2%	6 17.6%	4 13.8%	6 9.5%	2 5.7%	6 13.0%	5 31.3%	5 15.6%	4 14.3%	11 14.3%	13 14.1%	4 7.8%
					d	d		ab					
3=	15 18.1%	10 13.2%	3 8.8%	4 13.8%	8 12.7%	4 11.4%	6 13.0%	4 25.0%	7 21.9%	3 10.7%	12 15.6%	16 17.4%	4 7.8%
4=	23 27.7%	20 26.3%	9 26.5%	6 20.7%	15 23.8%	10 28.6%	18 39.1%	2 12.5%	9 28.1%	4 14.3%	19 24.7%	20 21.7%	19 37.3%
							f			c		c	b
5=	8 9.6%	8 10.5%	9 26.5%	4 13.8%	6 9.5%	5 14.3%	5 10.9%	2 12.5%	4 12.5%	7 25.0%	5 6.5%	16 17.4%	7 13.7%
	c	c	ab								b	a	
6=	4 4.8%	6 7.9%	2 5.9%	3 10.3%	2 3.2%	3 8.6%	2 4.3%	0 0.0%	2 6.3%	5 17.9%	3 3.9%	7 7.6%	5 9.8%
					f					a			
7=Excellent	2 2.4%	3 3.9%	2 5.9%	2 6.9%	2 3.2%	6 17.1%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	2 2.6%	4 4.3%	3 5.9%
					b	aCef	B		b	b			

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

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: (sorted by highest score).

N=432	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Total	428 100.0%	48 11.2%	33 7.7%	19 4.4%	15 3.5%	11 2.6%	9 2.1%	39 9.1%	65 15.2%	11 2.6%	73 17.1%	30 7.0%	59 13.8%	16 3.7%
<u>Improving profits</u>														
1=Poorly	53 24.0%	6 28.6%	6 35.3% c	0 0.0% be	0 0.0%	2 40.0% c	1 16.7%	4 25.0%	9 24.3%	1 20.0%	9 23.7%	5 25.0%	7 25.0%	2 22.2%
2=	38 17.2%	5 23.8%	1 5.9%	2 18.2%	0 0.0%	2 40.0%	2 33.3%	2 12.5%	5 13.5%	2 40.0%	7 18.4%	3 15.0%	7 25.0%	0 0.0%
3=	42 19.0%	5 23.8%	6 35.3% j	2 18.2%	1 14.3%	0 0.0%	1 16.7%	4 25.0%	9 24.3%	1 20.0%	4 10.5% b	4 20.0%	5 17.9%	0 0.0%
4=	52 23.5%	3 14.3%	3 17.6%	4 36.4%	0 0.0%	0 0.0%	2 33.3%	4 25.0%	8 21.6%	0 0.0%	14 36.8%	3 15.0%	7 25.0%	4 44.4%
5=	19 8.6%	0 0.0% ciM	1 5.9%	3 27.3% aL	1 14.3%	0 0.0%	0 0.0%	1 6.3%	4 10.8%	1 20.0% al	3 7.9% m	2 10.0%	0 0.0% CiM	3 33.3% AjL
6=	10 4.5%	2 9.5% d	0 0.0% D	0 0.0% d	4 57.1% aBcfGHJk Lm	0 0.0%	0 0.0% d	0 0.0% D	0 0.0% Dk	0 0.0% Dk	0 0.0% Dk	3 15.0% dhj	1 3.6% D	0 0.0% d
7=Excellent	7 3.2%	0 0.0% e	0 0.0%	0 0.0%	1 14.3%	1 20.0% a	0 0.0%	1 6.3%	2 5.4%	0 0.0%	1 2.6%	0 0.0%	1 3.6%	0 0.0%

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

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: (sorted by highest score).

N=432	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	146 33.8%	162 37.5%	60 13.9%	64 14.8%	131 30.7%	68 15.9%	76 17.8%	35 8.2%	62 14.5%	55 12.9%	168 40.1%	152 36.3%	99 23.6%
<u>Improving profits</u>													
1=Poorly	20 24.4%	23 30.3%	5 14.7%	5 17.2%	24 38.1%	4 11.4%	10 21.7%	2 12.5%	6 19.4%	6 21.4%	25 32.9%	18 19.6%	9 17.6%
2=	17 20.7%	12 15.8%	4 11.8%	5 17.2%	10 15.9%	6 17.1%	8 17.4%	5 31.3%	5 16.1%	4 14.3%	15 19.7%	16 17.4%	7 13.7%
3=	19 23.2%	9 11.8%	6 17.6%	8 27.6%	11 17.5%	7 20.0%	8 17.4%	3 18.8%	7 22.6%	6 21.4%	13 17.1%	21 22.8%	8 15.7%
4=	18 22.0%	20 26.3%	9 26.5%	5 17.2%	14 22.2%	6 17.1%	14 30.4%	4 25.0%	7 22.6%	7 25.0%	16 21.1%	19 20.7%	16 31.4%
5=	5 6.1%	5 6.6%	8 23.5%	1 3.4%	2 3.2%	5 14.3%	5 10.9%	0 0.0%	4 12.9%	2 7.1%	4 5.3%	12 13.0%	3 5.9%
6=	2 2.4%	4 5.3%	1 2.9%	3 10.3%	1 1.6%	3 8.6%	1 2.2%	1 6.3%	2 6.5%	2 7.1%	2 2.6%	2 2.2%	6 11.8%
7=Excellent	1 1.2%	3 3.9%	1 2.9%	2 6.9%	1 1.6%	4 11.4%	0 0.0%	1 6.3%	0 0.0%	1 3.6%	1 1.3%	4 4.3%	2 3.9%

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

Topic 6: Mobile Marketing

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=Not At All	99 39.1%	11 44.0% d	6 31.6%	2 16.7% j	0 0.0% aghjl	2 40.0%	3 42.9%	10 47.6% d	18 41.9% d	3 42.9%	23 51.1% cdk	5 22.7% j	12 40.0% d	3 33.3%
2=	55 21.7%	5 20.0%	5 26.3%	5 41.7%	1 14.3%	2 40.0%	1 14.3%	6 28.6%	9 20.9%	1 14.3%	7 15.6%	5 22.7%	7 23.3%	1 11.1%
3=	25 9.9%	3 12.0%	2 10.5%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	1 4.8%	4 9.3%	2 28.6%	6 13.3%	2 9.1%	2 6.7%	2 22.2%
4=	35 13.8%	5 20.0%	1 5.3%	3 25.0%	0 0.0%	0 0.0%	2 28.6%	2 9.5%	8 18.6%	1 14.3%	5 11.1%	3 13.6%	3 10.0%	2 22.2%
5=	28 11.1%	1 4.0% d	4 21.1%	2 16.7%	3 42.9% aHj	0 0.0%	0 0.0%	2 9.5%	3 7.0% D	0 0.0%	4 8.9% d	4 18.2%	4 13.3%	1 11.1%
6=	7 2.8%	0 0.0% e	1 5.3%	0 0.0%	1 14.3% j	1 20.0% agJ	0 0.0%	0 0.0% e	1 2.3%	0 0.0%	0 0.0% dEk	2 9.1% j	1 3.3%	0 0.0%
7=Very Highly	4 1.6%	0 0.0% D	0 0.0% d	0 0.0%	2 28.6% AbgHJI	0 0.0%	0 0.0%	0 0.0% d	0 0.0% D	0 0.0%	0 0.0% D	1 4.5%	1 3.3% d	0 0.0%
Mean	2.51	2.20	2.74	2.83	5.29	2.40	2.29	2.05	2.35	2.14	2.11	3.27	2.57	2.67
SD	1.62	1.32 Dk	1.73 D	1.47 D	1.70 ABCeFGH IJKLM	2.07 d	1.38 D	1.36 Dk	1.48 Dk	1.21 D	1.39 DK	1.91 adghJ	1.79 D	1.50 D

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

Topic 6: Mobile Marketing

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Not At All	44 45.4% CD	43 48.9% CD	7 18.9% AB	5 16.1% AB	39 52.0% bdf	13 31.0% a	18 38.3%	4 22.2%	13 37.1% a	10 30.3% a	51 54.8% BC	31 31.3% A	16 27.6% A
2=	21 21.6%	16 18.2%	10 27.0%	8 25.8%	14 18.7%	10 23.8%	9 19.1%	7 38.9%	8 22.9%	7 21.2%	21 22.6%	21 21.2%	12 20.7%
3=	8 8.2%	8 9.1%	3 8.1%	6 19.4%	8 10.7%	3 7.1%	7 14.9%	1 5.6%	5 14.3%	1 3.0%	8 8.6%	11 11.1%	6 10.3%
4=	12 12.4%	10 11.4%	8 21.6%	5 16.1%	6 8.0%	4 9.5%	8 17.0%	3 16.7%	7 20.0%	6 18.2%	6 6.5% B	20 20.2% A	8 13.8%
5=	9 9.3%	9 10.2%	6 16.2%	4 12.9%	6 8.0% F	5 11.9%	5 10.6%	1 5.6%	2 5.7% f	9 27.3% Ae	4 4.3% bC	14 14.1% a	10 17.2% A
6=	2 2.1%	0 0.0% Cd	3 8.1% B	2 6.5% b	1 1.3% bd	4 9.5% ac	0 0.0% bd	2 11.1% ace	0 0.0% d	0 0.0%	1 1.1%	2 2.0%	4 6.9%
7=Very Highly	1 1.0%	2 2.3%	0 0.0%	1 3.2%	1 1.3%	3 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 2.2%	0 0.0%	2 3.4%
Mean	2.29	2.25	3.14	3.16	2.11	3.05	2.43	2.78	2.34	2.91	1.95	2.71	3.07
SD	1.55 CD	1.58 CD	1.64 AB	1.66 AB	1.49 Bf	2.04 A	1.43	1.66	1.33	1.67 a	1.42 BC	1.53 A	1.83 A

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

Topic 7: Marketing Jobs

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

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M	
Percent change	236	21	20	11	7	5	7	21	39	6	43	20	27	8
	5.44	6.67	10.27	6.95	6.29	3.00	-2.86	3.45	1.21	3.33	5.78	4.32	13.22	-0.63
	13.74	10.29	17.53	13.89	8.06	6.71	17.53	10.65	11.81	5.16	15.14	13.35	16.74	4.17
			h				1	1	bL				fgHm	1

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

Topic 7: Marketing Jobs

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Percent change	86	85	34	31	72	41	43	16	32	30	86	93	54
	5.36	7.17	3.32	3.23	10.03	6.98	4.43	0.75	3.61	-1.29	6.03	4.16	6.98
	14.37	14.65	13.03	9.32	17.53	10.83	13.33	5.13	9.30	11.09	15.39	12.45	13.42
					dF	dF		ab		AB			

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

Topic 7: Marketing Jobs

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

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M	
Percent change	236	21	20	11	7	5	7	21	39	6	42	20	27	9
	3.61	2.86	5.54	5.45	9.29	3.00	2.14	4.28	1.36	1.67	3.24	2.35	5.65	5.32
	8.83	10.19	8.70	7.89	10.97	13.04	3.93	8.54	9.71	4.08	5.92	5.93	11.76	10.64
					jk						d	d		

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

Topic 7: Marketing Jobs

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Percent change	86	85	34	31	71	41	44	16	32	30	86	94	53
	2.97	4.09	1.74	6.12	5.54	1.24	3.38	2.81	3.72	2.33	3.83	2.81	4.79
	9.94	8.17	5.80	9.71	9.32	9.60	7.74	4.07	8.93	9.15	9.53	7.91	9.43
			d	c	b	a							

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

Topic 7: Marketing Jobs

How many employees/marketing employees are in your company?

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Wholesale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
How many employees does your firm have?	233 11697 44109	21 15053 60794	19 2112 5879 fg	11 31126 89315 j	7 15121 37435 j	5 1294 1635	7 38781 64773 bhJl	20 36349 71105 bhJl	39 8464 26191 fg	6 12976 30389 J	42 685 1239 cdFGIM	20 16920 72278	27 3919 13833 fg	8 2878 3416 J
How many marketing (non-sales) employees are in your firm?	207 88 215	19 44 53 bcF	17 15 22 aCdeF	10 152 198 aB	4 45 36 b	5 44 42 b	7 284 348 ABJl	17 165 326	37 115 255	6 164 382	35 48 166 F	17 82 233	24 66 213 f	8 20 29

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

Topic 7: Marketing Jobs

How many employees/marketing employees are in your company?

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
How many employees does your firm have?	85 14213 50468	85 3519 13622	34 11986 55267	29 27954 61867	68 57 126	42 276 339	44 1707 3792	16 1813 1837	31 5747 6164	30 80833 98999	83 7262 32138	94 12966 48846	52 9246 32556
		D		B	BCDEF	AcDEF	AbEF	ABeF	ABCdF	ABCDE			
How many marketing (non-sales) employees are in your firm?	77 117 262	75 49 159	31 102 196	24 98 219	61 5 13	37 21 58	42 48 151	15 118 240	26 140 217	24 399 386	75 85 208	86 91 214	44 87 238
					bcDEF	adEF	aeF	Abf	ABcF	ABCdE			

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

Topic 8: Marketing Organization

Select the description that best captures the role of sales within your firm.

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Sales and marketing work together on an equal level	169 66.8%	18 75.0% j	10 50.0% chl	11 91.7% bjk	4 66.7%	3 60.0%	5 71.4%	15 71.4%	34 77.3% bJ	4 57.1%	23 50.0% acHL	12 54.5% cl	24 82.8% bJk	5 55.6%
We don't have a sales function	33 13.0%	1 4.2% j	4 20.0% H	0 0.0%	1 16.7% H	1 20.0% H	2 28.6% HI	3 14.3%	0 0.0%	2 28.6% HI	12 26.1% aHL	5 22.7% HI	1 3.4% fijk	1 11.1% h
Sales is in charge of marketing	25 9.9%	4 16.7%	4 20.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	5 11.4%	0 0.0%	5 10.9%	1 4.5%	1 3.4%	2 22.2%
Sales is within the marketing function	19 7.5%	0 0.0%	1 5.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	1 4.8%	4 9.1%	0 0.0%	6 13.0%	2 9.1%	3 10.3%	1 11.1%
We have a sales function, but not a marketing function	7 2.8%	1 4.2%	1 5.0%	0 0.0%	0 0.0%	1 20.0% gJl	0 0.0%	0 0.0%	1 2.3%	1 14.3% jl	0 0.0% Eik	2 9.1% j	0 0.0% ei	0 0.0%

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

Topic 8: Marketing Organization

Select the description that best captures the role of sales within your firm.

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Sales and marketing work together on an equal level	72 76.6%	50 55.6%	28 75.7%	19 59.4%	40 53.3%	25 56.8%	34 72.3%	16 88.9%	24 70.6%	27 84.4%	55 59.1%	72 74.2%	39 66.1%
	B	Ac	b		cDF	df	a	Ab		Ab	b	a	
We don't have a sales function	3 3.2%	15 16.7%	5 13.5%	10 31.3%	14 18.7%	4 9.1%	6 12.8%	1 5.6%	5 14.7%	3 9.4%	16 17.2%	8 8.2%	9 15.3%
	BcD	A	a	A									
Sales is in charge of marketing	9 9.6%	14 15.6%	2 5.4%	0 0.0%	7 9.3%	8 18.2%	2 4.3%	1 5.6%	5 14.7%	2 6.3%	14 15.1%	8 8.2%	3 5.1%
		d		b		c	b						
Sales is within the marketing function	7 7.4%	8 8.9%	1 2.7%	3 9.4%	9 12.0%	6 13.6%	4 8.5%	0 0.0%	0 0.0%	0 0.0%	4 4.3%	7 7.2%	7 11.9%
					ef	ef			ab	ab			
We have a sales function, but not a marketing function	3 3.2%	3 3.3%	1 2.7%	0 0.0%	5 6.7%	1 2.3%	1 2.1%	0 0.0%	0 0.0%	0 0.0%	4 4.3%	2 2.1%	1 1.7%

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

Topic 8: Marketing Organization

Companies are generally organized by product/service groups or by customer groups. Which organizational structure is most common in your company?

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Total	428 100.0%	48 11.2%	33 7.7%	19 4.4%	15 3.5%	11 2.6%	9 2.1%	39 9.1%	65 15.2%	11 2.6%	73 17.1%	30 7.0%	59 13.8%	16 3.7%
Product/service groups	174 69.3%	14 56.0% cg	13 68.4%	11 91.7% ahk	5 83.3%	4 80.0%	5 71.4%	18 85.7% ahk	26 60.5% cg	5 71.4%	35 74.5% k	11 50.0% cgj	20 71.4%	6 75.0%
Customer groups	77 30.7%	11 44.0% cg	6 31.6%	1 8.3% ahk	1 16.7%	1 20.0%	2 28.6%	3 14.3% ahk	17 39.5% cg	2 28.6%	12 25.5% k	11 50.0% cgj	8 28.6%	2 25.0%

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

Topic 8: Marketing Organization

Companies are generally organized by product/service groups or by customer groups. Which organizational structure is most common in your company?

N=432

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	146 33.8%	162 37.5%	60 13.9%	64 14.8%	131 30.7%	68 15.9%	76 17.8%	35 8.2%	62 14.5%	55 12.9%	168 40.1%	152 36.3%	99 23.6%
Product/service groups	63 69.2%	63 69.2%	28 75.7%	20 62.5%	50 66.7%	22 50.0% CeF	36 76.6% B	11 64.7%	26 78.8% b	26 81.3% B	66 71.0%	70 72.9%	34 58.6%
Customer groups	28 30.8%	28 30.8%	9 24.3%	12 37.5%	25 33.3%	22 50.0% CeF	11 23.4% B	6 35.3%	7 21.2% b	6 18.8% B	27 29.0%	26 27.1%	24 41.4%

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

Topic 8: Marketing Organization

Rank order the following marketing capabilities in terms of their importance to your organization today: (1=top rank; lower score means more important).

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Omni-channel execution capabilities														
Mean	5.91	4.83	6.16	4.83	6.33	6.60	5.17	5.10	6.36	5.80	6.52	5.56	5.97	7.63
SD	2.68	2.44	2.50	2.86	3.39	3.36	2.48	3.00	2.71	2.49	2.46	2.96	2.57	1.30
		hJM		jm			m	jm	a		Acg			Acfg
1	20 8.4%	2 8.3%	1 5.3%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	4 19.0%	3 7.7%	0 0.0%	2 4.3%	4 22.2%	2 6.9%	0 0.0%
2	19 7.9%	3 12.5%	1 5.3%	2 16.7%	2 33.3%	1 20.0%	1 16.7%	2 9.5%	1 2.6%	1 20.0%	3 6.5%	0 0.0%	1 3.4%	0 0.0%
3	16 6.7%	3 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	2 9.5%	4 10.3%	0 0.0%	2 4.3%	1 5.6%	3 10.3%	0 0.0%
4	21 8.8%	3 12.5%	4 21.1%	1 8.3%	0 0.0%	1 20.0%	1 16.7%	1 4.8%	4 10.3%	0 0.0%	2 4.3%	0 0.0%	4 13.8%	0 0.0%
5	19 7.9%	4 16.7%	2 10.5%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	1 2.6%	1 20.0%	4 8.7%	3 16.7%	1 3.4%	0 0.0%
6	24 10.0%	2 8.3%	1 5.3%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	3 7.7%	1 20.0%	8 17.4%	1 5.6%	3 10.3%	2 25.0%
7	27 11.3%	3 12.5%	2 10.5%	1 8.3%	0 0.0%	0 0.0%	2 33.3%	3 14.3%	4 10.3%	0 0.0%	3 6.5%	2 11.1%	5 17.2%	2 25.0%
8	42 17.6%	2 8.3%	4 21.1%	2 16.7%	2 33.3%	0 0.0%	1 16.7%	3 14.3%	7 17.9%	2 40.0%	9 19.6%	5 27.8%	4 13.8%	1 12.5%
9	51 21.3%	2 8.3%	4 21.1%	1 8.3%	2 33.3%	3 60.0%	0 0.0%	3 14.3%	12 30.8%	0 0.0%	13 28.3%	2 11.1%	6 20.7%	3 37.5%

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

Topic 8: Marketing Organization

Rank order the following marketing capabilities in terms of their importance to your organization today: (1=top rank; lower score means more important).

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Omni-channel execution capabilities													
Mean	6.22	6.01	4.81	5.90	6.18	5.69	6.13	5.94	6.03	5.13	6.37	5.72	5.59
SD	2.51	2.62	2.92	2.87	2.61	2.89	2.46	3.01	2.50	2.87	2.57	2.60	2.91
	c	c	ab										
1	5 5.8% c	7 7.8% c	6 18.8% a	2 6.5%	5 7.0%	5 11.9%	2 4.4%	2 11.8%	2 6.5%	4 12.9%	5 5.7% c	6 6.5%	9 16.1% a
2	4 4.7% cd	5 5.6%	5 15.6% a	5 16.1% a	5 7.0%	3 7.1%	3 6.7%	2 11.8%	2 6.5%	4 12.9%	4 4.6%	11 12.0%	4 7.1%
3	6 7.0%	6 6.7%	2 6.3%	2 6.5%	2 2.8% f	4 9.5%	3 6.7%	0 0.0%	2 6.5%	5 16.1% a	8 9.2%	5 5.4%	2 3.6%
4	9 10.5%	10 11.1%	1 3.1%	1 3.2%	8 11.3%	4 9.5%	5 11.1%	1 5.9%	1 3.2%	1 3.2%	7 8.0%	8 8.7%	4 7.1%
5	7 8.1%	7 7.8%	3 9.4%	2 6.5%	6 8.5%	2 4.8%	4 8.9%	2 11.8%	4 12.9%	1 3.2%	3 3.4%	10 10.9%	6 10.7%
6	7 8.1%	11 12.2%	4 12.5%	2 6.5%	7 9.9%	5 11.9%	4 8.9%	2 11.8%	6 19.4% f	0 0.0% e	9 10.3%	9 9.8%	6 10.7%
7	13 15.1%	6 6.7%	3 9.4%	5 16.1%	8 11.3% f	2 4.8% F	4 8.9% f	0 0.0% f	4 12.9%	9 29.0% aBcd	12 13.8%	12 13.0%	3 5.4%
8	15 17.4%	19 21.1%	4 12.5%	4 12.9%	12 16.9%	7 16.7%	13 28.9% ef	3 17.6%	3 9.7% c	3 9.7% c	15 17.2%	16 17.4%	11 19.6%
9	20 23.3%	19 21.1%	4 12.5%	8 25.8%	18 25.4%	10 23.8%	7 15.6%	5 29.4%	7 22.6%	4 12.9%	24 27.6%	15 16.3%	11 19.6%

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

Topic 8: Marketing Organization

Rank order the following marketing capabilities in terms of their importance to your organization today: (1=top rank; lower score means more important).

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
<u>Agency management capabilities</u>														
Mean	7.28	7.50	6.26	7.17	8.00	6.60	7.67	7.24	7.33	6.80	7.61	7.72	7.38	5.75
SD	2.21	2.27	2.88	1.80	1.55	2.30	2.34	2.21	2.02	2.28	1.89	2.24	2.09	3.69
			j								bm			j
1	5 2.1%	0 0.0%	2 10.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.4%	2 25.0%
		m	hj					m	bM		bM	m		agHJk
2	7 2.9%	2 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	1 2.6%	0 0.0%	2 4.3%	0 0.0%	0 0.0%	1 12.5%
3	11 4.6%	0 0.0%	3 15.8%	0 0.0%	0 0.0%	1 20.0%	1 16.7%	1 4.8%	2 5.1%	0 0.0%	1 2.2%	2 11.1%	0 0.0%	0 0.0%
		e	jl			al	1				b		bef	
4	11 4.6%	1 4.2%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	2 5.1%	1 20.0%	1 2.2%	1 5.6%	3 10.3%	0 0.0%
5	17 7.1%	2 8.3%	2 10.5%	2 16.7%	1 16.7%	0 0.0%	0 0.0%	2 9.5%	3 7.7%	1 20.0%	2 4.3%	1 5.6%	1 3.4%	0 0.0%
6	15 6.3%	1 4.2%	2 10.5%	1 8.3%	0 0.0%	1 20.0%	0 0.0%	1 4.8%	2 5.1%	0 0.0%	3 6.5%	0 0.0%	3 10.3%	0 0.0%
7	20 8.4%	1 4.2%	1 5.3%	2 16.7%	0 0.0%	1 20.0%	0 0.0%	2 9.5%	4 10.3%	1 20.0%	5 10.9%	0 0.0%	3 10.3%	0 0.0%
8	49 20.5%	4 16.7%	2 10.5%	2 16.7%	2 33.3%	1 20.0%	2 33.3%	4 19.0%	10 25.6%	0 0.0%	12 26.1%	2 11.1%	5 17.2%	3 37.5%
9	104 43.5%	13 54.2%	7 36.8%	4 33.3%	3 50.0%	1 20.0%	3 50.0%	9 42.9%	15 38.5%	2 40.0%	20 43.5%	12 66.7%	13 44.8%	2 25.0%

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

Topic 8: Marketing Organization

Rank order the following marketing capabilities in terms of their importance to your organization today: (1=top rank; lower score means more important).

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
<u>Agency management capabilities</u>													
Mean	7.29	7.33	7.34	7.00	7.41	7.76	7.31	6.06	7.13	7.10	7.14	7.33	7.59
SD	2.27	2.12	2.06	2.50	2.25	1.82	2.21	2.86	2.32	2.04	2.27	2.14	2.15
					d	D		aB					
1	2 2.3%	0 0.0%	1 3.1%	2 6.5%	3 4.2%	0 0.0%	0 0.0%	1 5.9%	1 3.2%	0 0.0%	2 2.3%	2 2.2%	1 1.8%
		d		b									
2	2 2.3%	5 5.6%	0 0.0%	0 0.0%	1 1.4%	1 2.4%	1 2.2%	2 11.8%	1 3.2%	1 3.2%	3 3.4%	2 2.2%	1 1.8%
					d			a					
3	4 4.7%	3 3.3%	1 3.1%	3 9.7%	4 5.6%	1 2.4%	2 4.4%	2 11.8%	2 6.5%	0 0.0%	4 4.6%	3 3.3%	4 7.1%
4	7 8.1%	3 3.3%	1 3.1%	0 0.0%	1 1.4%	1 2.4%	4 8.9%	0 0.0%	1 3.2%	4 12.9%	5 5.7%	5 5.4%	1 1.8%
					f					a			
5	3 3.5%	8 8.9%	3 9.4%	3 9.7%	3 4.2%	3 7.1%	6 13.3%	2 11.8%	1 3.2%	2 6.5%	6 6.9%	7 7.6%	2 3.6%
6	6 7.0%	4 4.4%	3 9.4%	2 6.5%	3 4.2%	2 4.8%	2 4.4%	0 0.0%	3 9.7%	5 16.1%	6 6.9%	6 6.5%	3 5.4%
					f					a			
7	7 8.1%	10 11.1%	3 9.4%	0 0.0%	8 11.3%	4 9.5%	1 2.2%	2 11.8%	2 6.5%	1 3.2%	9 10.3%	7 7.6%	3 5.4%
8	14 16.3%	18 20.0%	7 21.9%	10 32.3%	16 22.5%	8 19.0%	5 11.1%	4 23.5%	9 29.0%	7 22.6%	16 18.4%	21 22.8%	12 21.4%
9	41 47.7%	39 43.3%	13 40.6%	11 35.5%	32 45.1%	22 52.4%	24 53.3%	4 23.5%	11 35.5%	11 35.5%	36 41.4%	39 42.4%	29 51.8%
						d	d	bc					

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

Topic 8: Marketing Organization

Rank order the following marketing capabilities in terms of their importance to your organization today: (1=top rank; lower score means more important).

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Digital marketing capabilities (e.g., digital strategy, social media, mobile marketing)														
Mean	4.25	4.33	3.84	4.58	2.17	4.20	5.00	5.95	4.64	5.00	4.21	3.11	3.62	3.00
SD	2.46	2.22	2.71	2.35	1.47	2.28	2.76	2.52	2.42	4.00	2.33	1.75	2.19	2.45
		dg	g	d	acGhj		abDJKLM		dk		dG	Gh	G	G
1	37 15.4%	2 8.3%	4 21.1%	1 8.3%	3 50.0%	0 0.0%	1 16.7%	0 0.0%	3 7.7%	2 40.0%	9 19.1%	4 22.2%	5 17.2%	3 37.5%
		d	g		aGH			bDJjkM	Dim	Gh	g	g		Gh
2	38 15.8%	3 12.5%	6 31.6%	2 16.7%	1 16.7%	1 20.0%	0 0.0%	3 14.3%	8 20.5%	0 0.0%	4 8.5%	3 16.7%	6 20.7%	1 12.5%
			j								b			
3	32 13.3%	5 20.8%	0 0.0%	2 16.7%	0 0.0%	1 20.0%	1 16.7%	3 14.3%	4 10.3%	0 0.0%	5 10.6%	4 22.2%	5 17.2%	2 25.0%
		b	akm									b		b
4	33 13.8%	5 20.8%	2 10.5%	1 8.3%	2 33.3%	2 40.0%	1 16.7%	0 0.0%	4 10.3%	0 0.0%	8 17.0%	4 22.2%	4 13.8%	0 0.0%
		g			g	G		adEjk			g	g		
5	20 8.3%	2 8.3%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	4 10.3%	1 20.0%	5 10.6%	1 5.6%	3 10.3%	1 12.5%
6	26 10.8%	1 4.2%	1 5.3%	3 25.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	6 15.4%	0 0.0%	9 19.1%	1 5.6%	3 10.3%	0 0.0%
7	21 8.8%	3 12.5%	3 15.8%	2 16.7%	0 0.0%	0 0.0%	2 33.3%	3 14.3%	3 7.7%	0 0.0%	3 6.4%	1 5.6%	1 3.4%	0 0.0%
							jl				f		f	
8	22 9.2%	3 12.5%	1 5.3%	1 8.3%	0 0.0%	1 20.0%	1 16.7%	5 23.8%	6 15.4%	0 0.0%	2 4.3%	0 0.0%	1 3.4%	1 12.5%
								jkl			g	g	g	
9	11 4.6%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 14.3%	1 2.6%	2 40.0%	2 4.3%	0 0.0%	1 3.4%	0 0.0%
		I	i	i					I	AbcHJkl	I	i	i	

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

Topic 8: Marketing Organization

Rank order the following marketing capabilities in terms of their importance to your organization today: (1=top rank; lower score means more important).

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Digital marketing capabilities (e.g., digital strategy, social media, mobile marketing)												
Mean	4.67	4.14	4.22	3.39	4.28	4.45	4.09	3.94	3.74	4.87	4.53	4.47	3.43
SD	2.53	2.44	2.43	2.14	2.58	2.61	2.31	2.14	2.00	2.80	2.57	2.46	2.16
	d			a							C	c	Ab
1	8 9.3%	17 18.7%	5 15.6%	7 22.6%	13 18.1%	8 19.0%	5 11.1%	2 11.8%	4 12.9%	5 16.1%	11 12.5%	13 14.1%	13 23.2%
2	15 17.4%	12 13.2%	4 12.5%	7 22.6%	9 12.5%	7 16.7%	9 20.0%	4 23.5%	6 19.4%	3 9.7%	13 14.8%	13 14.1%	11 19.6%
3	12 14.0%	12 13.2%	6 18.8%	2 6.5%	10 13.9%	1 2.4%	8 17.8%	2 11.8%	5 16.1%	4 12.9%	14 15.9%	12 13.0%	5 8.9%
					b	ace	b		b				
4	10 11.6%	11 12.1%	4 12.5%	8 25.8%	12 16.7%	4 9.5%	7 15.6%	2 11.8%	6 19.4%	2 6.5%	11 12.5%	9 9.8%	13 23.2%
												c	b
5	6 7.0%	10 11.0%	2 6.3%	2 6.5%	3 4.2%	5 11.9%	2 4.4%	1 5.9%	4 12.9%	5 16.1%	6 6.8%	10 10.9%	4 7.1%
					f					a			
6	9 10.5%	12 13.2%	4 12.5%	1 3.2%	7 9.7%	6 14.3%	4 8.9%	5 29.4%	3 9.7%	1 3.2%	7 8.0%	12 13.0%	5 8.9%
					d		d	acf		d			
7	9 10.5%	7 7.7%	3 9.4%	2 6.5%	7 9.7%	4 9.5%	7 15.6%	0 0.0%	1 3.2%	2 6.5%	10 11.4%	9 9.8%	2 3.6%
8	12 14.0%	5 5.5%	3 9.4%	2 6.5%	6 8.3%	6 14.3%	1 2.2%	1 5.9%	2 6.5%	6 19.4%	10 11.4%	11 12.0%	1 1.8%
						c	bf			c	c	c	ab
9	5 5.8%	5 5.5%	1 3.1%	0 0.0%	5 6.9%	1 2.4%	2 4.4%	0 0.0%	0 0.0%	3 9.7%	6 6.8%	3 3.3%	2 3.6%

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

Topic 8: Marketing Organization

Rank order the following marketing capabilities in terms of their importance to your organization today: (1=top rank; lower score means more important).

	Total	Industry Sector												
		Banking Finance Insur. A	Communica-tions Media B	Consumer Packaged Goods C	Consumer Services D	Educa-tion E	Energy F	Health-care Pharmac. G	Manufac-turing H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
Marketing analytics capabilities														
Mean	5.16	4.46	5.63	5.17	4.33	5.20	6.50	5.10	5.28	4.60	5.26	5.11	5.00	5.88
SD	2.35	2.60	2.17	3.13	1.97	2.59	1.97	2.00	2.46	2.88	2.24	2.32	2.42	2.23
1	19 7.9%	4 16.7%	0 0.0%	1 8.3%	1 16.7%	1 20.0%	0 0.0%	1 4.8%	4 10.0%	0 0.0%	3 6.5%	1 5.6%	3 10.3%	0 0.0%
2	20 8.3%	2 8.3%	1 5.3%	3 25.0% gj	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 10.0%	1 20.0%	2 4.3% c	3 16.7%	3 10.3%	1 12.5%
3	30 12.5%	5 20.8%	3 15.8%	1 8.3%	1 16.7%	0 0.0%	0 0.0%	5 23.8% h	2 5.0% gi	2 40.0% hl	8 17.4%	1 5.6%	2 6.9% i	0 0.0%
4	20 8.3%	3 12.5%	3 15.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	3 7.5%	0 0.0%	4 8.7%	2 11.1%	1 3.4%	1 12.5%
5	36 15.0%	0 0.0% cDeFhL	1 5.3% fl	2 16.7% a	2 33.3% A	1 20.0% a	3 50.0% Abjk	3 14.3%	7 17.5% a	0 0.0%	6 13.0% f	1 5.6% fl	9 31.0% Abk	1 12.5%
6	41 17.1%	3 12.5%	5 26.3%	0 0.0% de	2 33.3% c	2 40.0% c	1 16.7%	5 23.8%	5 12.5%	1 20.0%	6 13.0%	4 22.2%	5 17.2%	2 25.0%
7	28 11.7%	3 12.5%	1 5.3%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	3 14.3% l	8 20.0% l	0 0.0%	8 17.4% l	3 16.7% l	0 0.0% ghjk	1 12.5%
8	27 11.3%	3 12.5%	3 15.8%	1 8.3%	0 0.0%	1 20.0%	0 0.0%	1 4.8%	3 7.5%	0 0.0%	8 17.4%	3 16.7%	3 10.3%	1 12.5%
9	19 7.9%	1 4.2% f	2 10.5%	3 25.0% Jk	0 0.0%	0 0.0%	2 33.3% aJk	1 4.8%	4 10.0%	1 20.0%	1 2.2% CF	0 0.0% cf	3 10.3%	1 12.5%

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

Topic 8: Marketing Organization

Rank order the following marketing capabilities in terms of their importance to your organization today: (1=top rank; lower score means more important).

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Marketing analytics capabilities													
Mean	5.05	5.31	5.66	4.52	5.42	5.67	4.67	5.06	5.41	4.26	5.20	5.32	4.93
SD	2.24	2.33	2.43	2.57	2.15	2.43	2.54	2.59	2.34	2.03	2.29	2.49	2.11
					f	f			f	abe			
1	7 8.0%	6 6.7%	0 0.0%	6 19.4%	3 4.2%	4 9.5%	5 11.1%	2 11.8%	2 6.3%	3 9.7%	6 6.9%	8 8.6%	3 5.4%
		d	d	bc									
2	7 8.0%	7 7.8%	5 15.6%	1 3.2%	4 5.6%	2 4.8%	7 15.6%	2 11.8%	3 9.4%	2 6.5%	7 8.0%	9 9.7%	4 7.1%
3	11 12.6%	11 12.2%	3 9.4%	5 16.1%	8 11.3%	3 7.1%	8 17.8%	1 5.9%	3 9.4%	7 22.6%	10 11.5%	10 10.8%	10 17.9%
4	5 5.7%	8 8.9%	3 9.4%	4 12.9%	7 9.9%	2 4.8%	2 4.4%	2 11.8%	1 3.1%	6 19.4%	8 9.2%	6 6.5%	6 10.7%
							f		f	ce			
5	17 19.5%	13 14.4%	3 9.4%	3 9.7%	13 18.3%	7 16.7%	2 4.4%	1 5.9%	6 18.8%	6 19.4%	15 17.2%	10 10.8%	10 17.9%
					c		aef		c	c			
6	18 20.7%	12 13.3%	5 15.6%	6 19.4%	17 23.9%	5 11.9%	6 13.3%	3 17.6%	7 21.9%	3 9.7%	15 17.2%	16 17.2%	10 17.9%
7	9 10.3%	14 15.6%	4 12.5%	1 3.2%	2 2.8%	8 19.0%	10 22.2%	4 23.5%	3 9.4%	1 3.2%	10 11.5%	13 14.0%	5 8.9%
					BCD	Af	Af	Af		bcd			
8	8 9.2%	13 14.4%	4 12.5%	2 6.5%	12 16.9%	7 16.7%	2 4.4%	0 0.0%	4 12.5%	2 6.5%	9 10.3%	11 11.8%	6 10.7%
					c		a						
9	5 5.7%	6 6.7%	5 15.6%	3 9.7%	5 7.0%	4 9.5%	3 6.7%	2 11.8%	3 9.4%	1 3.2%	7 8.0%	10 10.8%	2 3.6%

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

Topic 8: Marketing Organization

Rank order the following marketing capabilities in terms of their importance to your organization today: (1=top rank; lower score means more important).

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
<u>Customer development and management capabilities</u>														
Mean	4.28	5.17	3.68	5.50	4.67	5.40	4.33	4.10	4.18	4.00	3.51	4.63	4.59	4.00
SD	2.49	2.50	2.43	2.32	1.97	2.61	2.94	2.05	2.47	2.55	2.47	2.67	2.64	2.73
		J	c	bj							Ac			
1	38 15.8%	0 0.0%	5 26.3%	0 0.0%	0 0.0%	1 20.0%	1 16.7%	2 9.5%	8 20.5%	1 20.0%	11 23.4%	2 10.5%	5 17.2%	2 25.0%
		behijlm	a			a			a	a	a		a	A
2	38 15.8%	5 20.8%	3 15.8%	1 8.3%	0 0.0%	0 0.0%	1 16.7%	4 19.0%	4 10.3%	1 20.0%	12 25.5%	3 15.8%	3 10.3%	1 12.5%
3	34 14.1%	3 12.5%	2 10.5%	2 16.7%	3 50.0%	0 0.0%	1 16.7%	1 4.8%	5 12.8%	0 0.0%	7 14.9%	4 21.1%	4 13.8%	1 12.5%
		d	d		abghj			d	d		d			
4	25 10.4%	2 8.3%	2 10.5%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	7 33.3%	5 12.8%	1 20.0%	2 4.3%	1 5.3%	2 6.9%	1 12.5%
		g						aJkl			G	g	g	
5	23 9.5%	4 16.7%	2 10.5%	0 0.0%	1 16.7%	1 20.0%	1 16.7%	2 9.5%	5 12.8%	0 0.0%	3 6.4%	1 5.3%	3 10.3%	0 0.0%
6	22 9.1%	2 8.3%	1 5.3%	3 25.0%	0 0.0%	0 0.0%	1 16.7%	1 4.8%	2 5.1%	1 20.0%	4 8.5%	2 10.5%	4 13.8%	1 12.5%
				h					c					
7	33 13.7%	2 8.3%	3 15.8%	2 16.7%	2 33.3%	3 60.0%	0 0.0%	3 14.3%	6 15.4%	1 20.0%	4 8.5%	3 15.8%	3 10.3%	1 12.5%
		E				AghJl		e	e		E		e	
8	15 6.2%	3 12.5%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	3 7.7%	0 0.0%	2 4.3%	1 5.3%	3 10.3%	1 12.5%
9	13 5.4%	3 12.5%	0 0.0%	2 16.7%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	1 2.6%	0 0.0%	2 4.3%	2 10.5%	2 6.9%	0 0.0%

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

Topic 8: Marketing Organization

Rank order the following marketing capabilities in terms of their importance to your organization today: (1=top rank; lower score means more important).

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
<u>Customer development and management capabilities</u>													
Mean	4.34	3.77	4.59	5.26	3.25	4.40	4.61	5.18	5.10	4.65	4.38	4.37	3.91
SD	2.41	2.53	2.73	1.98	2.20	2.37	2.54	2.53	2.60	2.40	2.60	2.44	2.32
		D		B	BCDEF	A	A	A	A	A			
1	11 12.6%	20 22.0%	6 18.8%	1 3.2%	20 27.8%	6 14.3%	5 10.9%	1 5.9%	3 9.7%	3 9.7%	18 20.5%	12 13.0%	7 12.3%
		d		b	cef		a		a	a			
2	14 16.1%	20 22.0%	3 9.4%	1 3.2%	16 22.2%	4 9.5%	8 17.4%	2 11.8%	2 6.5%	5 16.1%	10 11.4%	13 14.1%	15 26.3%
		d		b							c		a
3	11 12.6%	13 14.3%	4 12.5%	6 19.4%	10 13.9%	7 16.7%	7 15.2%	2 11.8%	5 16.1%	3 9.7%	9 10.2%	16 17.4%	9 15.8%
4	13 14.9%	5 5.5%	4 12.5%	3 9.7%	4 5.6%	7 16.7%	3 6.5%	3 17.6%	4 12.9%	4 12.9%	10 11.4%	10 10.9%	4 7.0%
	b	a											
5	10 11.5%	7 7.7%	1 3.1%	5 16.1%	7 9.7%	3 7.1%	3 6.5%	1 5.9%	5 16.1%	4 12.9%	8 9.1%	9 9.8%	6 10.5%
6	8 9.2%	6 6.6%	5 15.6%	3 9.7%	7 9.7%	3 7.1%	7 15.2%	1 5.9%	0 0.0%	4 12.9%	7 8.0%	11 12.0%	4 7.0%
							e		cf	e			
7	9 10.3%	10 11.0%	4 12.5%	10 32.3%	6 8.3%	8 19.0%	6 13.0%	4 23.5%	6 19.4%	3 9.7%	14 15.9%	9 9.8%	9 15.8%
	D	D		AB									
8	6 6.9%	7 7.7%	1 3.1%	1 3.2%	1 1.4%	3 7.1%	4 8.7%	1 5.9%	1 3.2%	4 12.9%	8 9.1%	6 6.5%	1 1.8%
					f					a			
9	5 5.7%	3 3.3%	4 12.5%	1 3.2%	1 1.4%	1 2.4%	3 6.5%	2 11.8%	5 16.1%	1 3.2%	4 4.5%	6 6.5%	2 3.5%
					dE	e		a	Ab				

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

Topic 8: Marketing Organization

Rank order the following marketing capabilities in terms of their importance to your organization today: (1=top rank; lower score means more important).

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
<u>Marketing innovation capabilities</u>														
Mean	4.92	6.04	5.47	4.00	5.67	4.80	4.33	3.95	4.85	5.80	4.83	4.72	4.86	5.00
SD	2.19	1.92	2.32	2.13	1.37	2.28	2.58	2.46	2.26	1.64	2.22	2.27	1.92	2.14
		CGhijkl		A				A	a		a	a	a	
1	14 5.8%	1 4.2%	1 5.3%	1 8.3%	0 0.0%	1 20.0%	0 0.0%	3 14.3%	2 5.0%	0 0.0%	3 6.5%	0 0.0%	1 3.4%	1 12.5%
2	31 12.9%	1 4.2% Fk	2 10.5% f	2 16.7%	0 0.0%	0 0.0%	3 50.0% AbJlm	5 23.8% j	7 17.5%	0 0.0%	3 6.5% Fgk	5 27.8% aj	3 10.3% f	0 0.0% f
3	23 9.6%	0 0.0% cj	1 5.3%	3 25.0% ah	0 0.0%	0 0.0%	0 0.0%	3 14.3%	2 5.0% cj	0 0.0%	9 19.6% ah	1 5.6%	4 13.8%	0 0.0%
4	36 15.0%	2 8.3%	2 10.5%	2 16.7%	1 16.7%	0 0.0%	0 0.0%	3 14.3%	7 17.5%	1 20.0%	8 17.4%	4 22.2%	4 13.8%	2 25.0%
5	33 13.8%	4 16.7%	2 10.5%	1 8.3%	2 33.3% gk	2 40.0% Gk	0 0.0%	0 0.0% dEIm	6 15.0%	2 40.0% Gk	6 13.0%	0 0.0% deim	5 17.2%	2 25.0% gk
6	32 13.3%	4 16.7%	4 21.1%	1 8.3%	2 33.3% j	1 20.0%	1 16.7%	3 14.3%	6 15.0%	0 0.0%	3 6.5% d	2 11.1%	4 13.8%	1 12.5%
7	43 17.9%	7 29.2%	4 21.1%	1 8.3%	0 0.0%	1 20.0%	2 33.3%	2 9.5%	4 10.0%	1 20.0%	9 19.6%	4 22.2%	7 24.1%	1 12.5%
8	19 7.9%	4 16.7%	1 5.3%	1 8.3%	1 16.7%	0 0.0%	0 0.0%	1 4.8%	4 10.0%	1 20.0%	2 4.3%	2 11.1%	1 3.4%	1 12.5%
9	9 3.8%	1 4.2%	2 10.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	2 5.0%	0 0.0%	3 6.5%	0 0.0%	0 0.0%	0 0.0%

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

Topic 8: Marketing Organization

Rank order the following marketing capabilities in terms of their importance to your organization today: (1=top rank; lower score means more important).

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
<u>Marketing innovation capabilities</u>													
Mean	4.77	5.10	4.69	5.03	4.86	4.98	4.84	4.88	4.69	5.39	4.51	4.75	5.63
SD	2.23	2.14	2.28	2.21	2.14	2.02	2.39	2.29	2.29	2.19	2.15	2.29	1.86
											C	c	Ab
1	7 8.0%	5 5.6%	1 3.1%	1 3.2%	4 5.6%	1 2.4%	4 8.9%	1 5.9%	3 9.4%	1 3.2%	6 6.9%	8 8.6%	0 0.0%
											c	c	ab
2	15 17.2%	7 7.8%	5 15.6%	4 12.9%	10 14.1%	4 9.5%	6 13.3%	2 11.8%	4 12.5%	4 12.9%	16 18.4%	11 11.8%	4 7.1%
3	5 5.7%	10 11.1%	6 18.8%	2 6.5%	5 7.0%	7 16.7%	3 6.7%	3 17.6%	4 12.5%	1 3.2%	8 9.2%	11 11.8%	4 7.1%
	c		a										
4	9 10.3%	14 15.6%	6 18.8%	7 22.6%	14 19.7%	4 9.5%	9 20.0%	1 5.9%	4 12.5%	4 12.9%	13 14.9%	14 15.1%	9 16.1%
5	12 13.8%	13 14.4%	3 9.4%	5 16.1%	6 8.5%	9 21.4%	6 13.3%	3 17.6%	4 12.5%	5 16.1%	13 14.9%	13 14.0%	7 12.5%
6	14 16.1%	14 15.6%	1 3.1%	3 9.7%	11 15.5%	8 19.0%	1 2.2%	2 11.8%	4 12.5%	5 16.1%	12 13.8%	10 10.8%	10 17.9%
					c	c	abf			c			
7	18 20.7%	15 16.7%	5 15.6%	5 16.1%	16 22.5%	4 9.5%	9 20.0%	2 11.8%	6 18.8%	6 19.4%	13 14.9%	14 15.1%	14 25.0%
8	6 6.9%	8 8.9%	4 12.5%	1 3.2%	3 4.2%	3 7.1%	5 11.1%	3 17.6%	2 6.3%	3 9.7%	4 4.6%	8 8.6%	6 10.7%
9	1 1.1%	4 4.4%	1 3.1%	3 9.7%	2 2.8%	2 4.8%	2 4.4%	0 0.0%	1 3.1%	2 6.5%	2 2.3%	4 4.3%	2 3.6%
	d			a									

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

Topic 8: Marketing Organization

Rank order the following marketing capabilities in terms of their importance to your organization today: (1=top rank; lower score means more important).

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
<u>Creative capabilities</u>														
Mean	5.52	5.00	5.05	6.58	6.50	4.20	5.50	5.95	5.51	6.00	5.20	6.06	5.66	5.25
SD	2.05	2.48	2.32	2.31	2.07	2.49	1.76	1.63	1.83	2.00	1.93	2.01	1.95	2.43
				j							c			
1	5 2.1%	2 8.3%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.6%	0 0.0%	0 0.0%	0 0.0%	1 3.4%	0 0.0%
2	16 6.7%	4 16.7%	3 15.8%	0 0.0%	0 0.0%	2 40.0%	0 0.0%	0 0.0%	1 2.6%	0 0.0%	3 6.5%	1 5.6%	1 3.4%	1 12.5%
		h		e		cGHjl		E	aE		e		e	
3	18 7.5%	0 0.0%	3 15.8%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	1 4.8%	3 7.7%	0 0.0%	6 13.0%	0 0.0%	2 6.9%	2 25.0%
		m									m		ak	
4	38 15.9%	4 16.7%	3 15.8%	0 0.0%	2 33.3%	1 20.0%	1 16.7%	4 19.0%	6 15.4%	2 40.0%	8 17.4%	3 16.7%	4 13.8%	0 0.0%
				di	c					c				
5	46 19.2%	3 12.5%	3 15.8%	3 25.0%	0 0.0%	1 20.0%	0 0.0%	3 14.3%	8 20.5%	0 0.0%	14 30.4%	5 27.8%	5 17.2%	1 12.5%
6	31 13.0%	5 20.8%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	3 50.0%	5 23.8%	8 20.5%	1 20.0%	2 4.3%	1 5.6%	4 13.8%	1 12.5%
		bj	aFgh				BJk	bj	bj		aFgh	f		
7	36 15.1%	2 8.3%	3 15.8%	1 8.3%	2 33.3%	0 0.0%	0 0.0%	4 19.0%	7 17.9%	0 0.0%	6 13.0%	2 11.1%	6 20.7%	2 25.0%
8	33 13.8%	1 4.2%	3 15.8%	4 33.3%	1 16.7%	1 20.0%	1 16.7%	3 14.3%	3 7.7%	2 40.0%	4 8.7%	4 22.2%	6 20.7%	0 0.0%
		ci		ahj					ci	ahj	ci			
9	16 6.7%	3 12.5%	1 5.3%	2 16.7%	1 16.7%	0 0.0%	0 0.0%	1 4.8%	2 5.1%	0 0.0%	3 6.5%	2 11.1%	0 0.0%	1 12.5%
				l	l								cd	

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

Topic 8: Marketing Organization

Rank order the following marketing capabilities in terms of their importance to your organization today: (1=top rank; lower score means more important).

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
<u>Creative capabilities</u>													
Mean	5.87	5.18	5.47	5.58	5.55	5.12	5.60	5.82	5.32	5.90	5.20	5.78	5.57
SD	1.86	2.03	2.30	2.23	2.07	2.05	1.79	1.94	2.50	2.02	1.80	2.17	2.21
	b	a											
1	2 2.3%	2 2.2%	0 0.0%	1 3.2%	0 0.0%	2 4.8%	0 0.0%	0 0.0%	3 9.7%	0 0.0%	2 2.3%	1 1.1%	2 3.6%
					E		e		Ac				
2	0 0.0%	8 8.9%	6 18.8%	2 6.5%	5 7.0%	4 9.5%	2 4.4%	1 5.9%	2 6.5%	2 6.5%	5 5.7%	7 7.6%	4 7.1%
	BCd	A	A	a									
3	5 5.8%	9 10.0%	1 3.1%	3 9.7%	10 14.1%	1 2.4%	3 6.7%	0 0.0%	2 6.5%	2 6.5%	6 6.9%	7 7.6%	5 8.9%
					b	a							
4	16 18.6%	15 16.7%	2 6.3%	5 16.1%	7 9.9%	10 23.8%	7 15.6%	3 17.6%	6 19.4%	5 16.1%	16 18.4%	14 15.2%	7 12.5%
					b	a							
5	15 17.4%	18 20.0%	9 28.1%	4 12.9%	17 23.9%	6 14.3%	12 26.7%	5 29.4%	3 9.7%	2 6.5%	23 26.4%	12 13.0%	10 17.9%
					f		f	f		acd	b	a	
6	13 15.1%	13 14.4%	2 6.3%	3 9.7%	4 5.6%	8 19.0%	7 15.6%	2 11.8%	2 6.5%	7 22.6%	15 17.2%	11 12.0%	4 7.1%
					bf	a				a			
7	14 16.3%	13 14.4%	4 12.5%	5 16.1%	11 15.5%	6 14.3%	4 8.9%	2 11.8%	6 19.4%	7 22.6%	9 10.3%	17 18.5%	10 17.9%
8	16 18.6%	6 6.7%	5 15.6%	6 19.4%	13 18.3%	3 7.1%	9 20.0%	2 11.8%	4 12.9%	2 6.5%	9 10.3%	12 13.0%	11 19.6%
	b	ad		b									
9	5 5.8%	6 6.7%	3 9.4%	2 6.5%	4 5.6%	2 4.8%	1 2.2%	2 11.8%	3 9.7%	4 12.9%	2 2.3%	11 12.0%	3 5.4%
											b	a	

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

Topic 8: Marketing Organization

Rank order the following marketing capabilities in terms of their importance to your organization today: (1=top rank; lower score means more important).

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
<u>Brand development and management capabilities</u>														
Mean	3.47	3.25	4.00	2.25	3.67	3.00	2.17	3.86	2.82	4.00	3.53	4.00	3.97	4.50
SD	2.25	2.25	2.21	1.60	2.66	2.12	1.47	2.43	1.99	2.45	2.29	2.00	2.63	2.20
			ch	bgklm			m	c	bklm			ch	ch	cfh
1	63 26.3%	7 29.2%	4 21.1%	6 50.0%	1 16.7%	2 40.0%	3 50.0%	5 23.8%	14 35.9%	1 20.0%	11 23.4%	3 16.7%	5 17.2%	0 0.0%
				lm			m		m				c	cfh
2	40 16.7%	3 12.5%	1 5.3%	2 16.7%	2 33.3%	0 0.0%	1 16.7%	3 14.3%	7 17.9%	0 0.0%	10 21.3%	2 11.1%	8 27.6%	1 12.5%
3	35 14.6%	5 20.8%	3 15.8%	1 8.3%	1 16.7%	1 20.0%	0 0.0%	2 9.5%	7 17.9%	2 40.0%	6 12.8%	3 16.7%	2 6.9%	2 25.0%
										l			i	
4	25 10.4%	4 16.7%	3 15.8%	1 8.3%	0 0.0%	1 20.0%	2 33.3%	1 4.8%	3 7.7%	0 0.0%	5 10.6%	0 0.0%	3 10.3%	2 25.0%
							k					fm		k
5	25 10.4%	2 8.3%	3 15.8%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	6 28.6%	2 5.1%	0 0.0%	2 4.3%	5 27.8%	2 6.9%	1 12.5%
								hJl	gk		GK	hJ	g	
6	24 10.0%	0 0.0%	2 10.5%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 4.8%	4 10.3%	1 20.0%	7 14.9%	4 22.2%	3 10.3%	1 12.5%
		Eik				a				a		a		
7	14 5.8%	0 0.0%	2 10.5%	0 0.0%	2 33.3%	0 0.0%	0 0.0%	1 4.8%	1 2.6%	1 20.0%	4 8.5%	1 5.6%	2 6.9%	0 0.0%
		Di		d	AcH				D	a				
8	9 3.8%	3 12.5%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	1 2.6%	0 0.0%	1 2.1%	0 0.0%	2 6.9%	0 0.0%
9	5 2.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	1 2.1%	0 0.0%	2 6.9%	1 12.5%
									m					h

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

Topic 8: Marketing Organization

Rank order the following marketing capabilities in terms of their importance to your organization today: (1=top rank; lower score means more important).

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Brand development and management capabilities													
Mean	2.98	3.62	3.50	4.35	3.72	3.00	3.58	2.94	3.42	3.84	3.28	3.14	4.18
SD	2.13	2.20	2.13	2.59	2.21	2.01	2.41	1.95	2.45	2.35	2.31	1.93	2.36
	D			A							c	C	aB
1	28 32.6%	20 22.0%	10 31.3%	5 16.1%	14 19.4%	13 31.0%	14 31.1%	6 35.3%	8 25.8%	6 19.4%	26 29.5%	27 29.3%	9 16.1%
2	18 20.9%	15 16.5%	2 6.3%	5 16.1%	13 18.1%	8 19.0%	6 13.3%	2 11.8%	7 22.6%	4 12.9%	17 19.3%	14 15.2%	8 14.3%
3	14 16.3%	13 14.3%	4 12.5%	4 12.9%	11 15.3%	7 16.7%	4 8.9%	3 17.6%	4 12.9%	6 19.4%	13 14.8%	13 14.1%	9 16.1%
4	5 5.8% b	15 16.5% a	3 9.4%	2 6.5%	8 11.1%	4 9.5%	3 6.7%	2 11.8%	4 12.9%	4 12.9%	8 9.1%	13 14.1%	4 7.1%
5	9 10.5%	5 5.5% C	7 21.9% B	4 12.9%	7 9.7%	5 11.9%	6 13.3%	2 11.8%	1 3.2%	4 12.9%	4 4.5% bc	13 14.1% a	8 14.3% a
6	5 5.8%	12 13.2%	3 9.4%	4 12.9%	9 12.5%	1 2.4% c	7 15.6% b	1 5.9%	3 9.7%	3 9.7%	10 11.4%	8 8.7%	6 10.7%
7	3 3.5%	6 6.6%	3 9.4%	2 6.5%	7 9.7%	3 7.1%	2 4.4%	1 5.9%	0 0.0%	1 3.2%	4 4.5% c	2 2.2% C	8 14.3% aB
8	2 2.3%	4 4.4%	0 0.0%	3 9.7%	2 2.8%	1 2.4%	2 4.4%	0 0.0%	3 9.7%	1 3.2%	4 4.5%	2 2.2%	2 3.6%
9	2 2.3%	1 1.1%	0 0.0%	2 6.5%	1 1.4%	0 0.0%	1 2.2%	0 0.0%	1 3.2%	2 6.5%	2 2.3%	0 0.0%	2 3.6%

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

Topic 8: Marketing Organization

Rank order the following marketing capabilities in terms of their importance to your organization today: (1=top rank; lower score means more important).

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
<u>Customer focus capabilities (e.g., actions that prioritize the customer)</u>														
Mean	4.15	4.42	4.89	4.92	3.67	5.00	4.33	3.76	3.83	3.00	4.22	3.89	3.97	4.00
SD	2.46	2.57	2.66	1.78	2.07	3.24	2.34	2.79	2.25	2.35	2.50	2.40	2.73	1.69
1	41 17.1%	6 25.0%	2 10.5%	0 0.0%	1 16.7%	0 0.0%	1 16.7%	6 28.6%	5 12.5%	1 20.0%	8 17.4%	5 27.8%	6 20.7%	0 0.0%
				g				c						
2	32 13.3%	1 4.2%	2 10.5%	0 0.0%	1 16.7%	1 20.0%	0 0.0%	3 14.3%	7 17.5%	2 40.0%	8 17.4%	1 5.6%	4 13.8%	2 25.0%
		i		i						ac				
3	42 17.5%	3 12.5%	4 21.1%	3 25.0%	1 16.7%	2 40.0%	1 16.7%	3 14.3%	11 27.5%	1 20.0%	3 6.5%	2 11.1%	7 24.1%	1 12.5%
						j			j		ehl		j	
4	30 12.5%	0 0.0%	0 0.0%	4 33.3%	1 16.7%	0 0.0%	1 16.7%	2 9.5%	5 12.5%	0 0.0%	8 17.4%	3 16.7%	4 13.8%	2 25.0%
		Cjkm	cm	Ab							a	a		ab
5	20 8.3%	3 12.5%	3 15.8%	0 0.0%	0 0.0%	0 0.0%	2 33.3%	2 9.5%	3 7.5%	0 0.0%	4 8.7%	1 5.6%	0 0.0%	2 25.0%
			1	f			cL						bFM	L
6	24 10.0%	6 25.0%	3 15.8%	2 16.7%	2 33.3%	0 0.0%	0 0.0%	1 4.8%	3 7.5%	0 0.0%	4 8.7%	3 16.7%	0 0.0%	0 0.0%
		L	1	1	L							1	AbcDk	
7	17 7.1%	3 12.5%	0 0.0%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 5.0%	1 20.0%	4 8.7%	2 11.1%	2 6.9%	1 12.5%
								i		g				
8	23 9.6%	1 4.2%	3 15.8%	1 8.3%	0 0.0%	1 20.0%	1 16.7%	2 9.5%	2 5.0%	0 0.0%	6 13.0%	1 5.6%	4 13.8%	0 0.0%
9	11 4.6%	1 4.2%	2 10.5%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	2 9.5%	2 5.0%	0 0.0%	1 2.2%	0 0.0%	2 6.9%	0 0.0%

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

Topic 8: Marketing Organization

Rank order the following marketing capabilities in terms of their importance to your organization today: (1=top rank; lower score means more important).

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Customer focus capabilities (e.g., actions that prioritize the customer)													
Mean	3.68	4.48	4.72	3.97	4.25	3.93	4.09	5.18	3.91	3.87	4.33	4.03	4.13
SD	2.28	2.63	2.28	2.44	2.36	2.11	2.53	2.72	2.33	2.91	2.52	2.37	2.59
	bc	a	a										
1	18 20.7%	14 15.6%	3 9.4%	6 19.4%	10 14.1%	3 7.1%	11 24.4%	2 11.8%	6 18.8%	9 29.0%	12 13.8%	16 17.2%	13 23.2%
						cf	b			b			
2	12 13.8%	12 13.3%	2 6.3%	6 19.4%	9 12.7%	9 21.4%	3 6.7%	0 0.0%	5 15.6%	6 19.4%	13 14.9%	13 14.0%	5 8.9%
						cd	b	b					
3	19 21.8%	14 15.6%	5 15.6%	4 12.9%	12 16.9%	11 26.2%	7 15.6%	4 23.5%	5 15.6%	3 9.7%	16 18.4%	16 17.2%	8 14.3%
4	12 13.8%	9 10.0%	8 25.0%	1 3.2%	10 14.1%	6 14.3%	5 11.1%	3 17.6%	4 12.5%	1 3.2%	9 10.3%	13 14.0%	8 14.3%
		c	bd	c									
5	7 8.0%	9 10.0%	1 3.1%	3 9.7%	9 12.7%	2 4.8%	4 8.9%	0 0.0%	3 9.4%	2 6.5%	9 10.3%	8 8.6%	3 5.4%
6	6 6.9%	6 6.7%	5 15.6%	7 22.6%	6 8.5%	4 9.5%	7 15.6%	1 5.9%	3 9.4%	3 9.7%	6 6.9%	9 9.7%	8 14.3%
	d	d		ab									
7	4 4.6%	9 10.0%	3 9.4%	1 3.2%	6 8.5%	3 7.1%	2 4.4%	2 11.8%	3 9.4%	1 3.2%	6 6.9%	9 9.7%	2 3.6%
8	7 8.0%	10 11.1%	4 12.5%	2 6.5%	6 8.5%	4 9.5%	4 8.9%	3 17.6%	3 9.4%	3 9.7%	12 13.8%	5 5.4%	6 10.7%
9	2 2.3%	7 7.8%	1 3.1%	1 3.2%	3 4.2%	0 0.0%	2 4.4%	2 11.8%	0 0.0%	3 9.7%	4 4.6%	4 4.3%	3 5.4%
						df		b		b			

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

Topic 8: Marketing Organization

Considering these capabilities, where does your organization have the biggest gap? (top three gaps, 1=top rank, lower score means more important).

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
<u>Omni-channel execution capabilities</u>														
Mean	1.94	2.11	2.10	1.56	1.40	1.00	2.25	2.09	1.89	3.00	2.15	1.86	1.89	1.75
SD	0.90	0.78	0.99	0.73	0.89	0.00	0.96	1.04	0.88	0.00	0.99	0.90	0.93	0.96
1	44 43.1%	2 22.2%	4 40.0%	5 55.6%	4 80.0%	1 100.0%	1 25.0%	5 45.5%	8 42.1%	0 0.0%	5 38.5%	3 42.9%	4 44.4%	2 50.0%
2	20 19.6%	4 44.4%	1 10.0%	3 33.3%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	5 26.3%	0 0.0%	1 7.7%	2 28.6%	2 22.2%	1 25.0%
3	38 37.3%	3 33.3%	5 50.0%	1 11.1%	1 20.0%	0 0.0%	2 50.0%	6 54.5%	6 31.6%	1 100.0%	7 53.8%	2 28.6%	3 33.3%	1 25.0%

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

Topic 8: Marketing Organization

Considering these capabilities, where does your organization have the biggest gap? (top three gaps, 1=top rank, lower score means more important).

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
<u>Omni-channel execution capabilities</u>													
Mean	1.94	2.03	1.85	1.89	2.05	1.86	2.17	1.67	1.93	1.65	2.19	1.98	1.56
SD	0.85	0.92	0.88	1.02	1.00	0.91	0.78	1.15	0.92	0.86	0.92	0.88	0.82
1	12 38.7%	13 39.4%	9 45.0%	10 55.6%	10 45.5%	10 47.6%	5 21.7%	2 66.7%	6 42.9%	10 58.8%	9 33.3%	19 38.8%	16 64.0%
							f			c	c	c	ab
2	9 29.0%	6 18.2%	5 25.0%	0 0.0%	1 4.5%	4 19.0%	9 39.1%	0 0.0%	3 21.4%	3 17.6%	4 14.8%	12 24.5%	4 16.0%
	d		d	ac	C		A						
3	10 32.3%	14 42.4%	6 30.0%	8 44.4%	11 50.0%	7 33.3%	9 39.1%	1 33.3%	5 35.7%	4 23.5%	14 51.9%	18 36.7%	5 20.0%
											c		a

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

Topic 8: Marketing Organization

Considering these capabilities, where does your organization have the biggest gap? (top three gaps, 1=top rank, lower score means more important)

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
<u>Agency management capabilities</u>														
Mean	2.43	2.67	1.50	2.00	2.00	1.00	2.33	2.50	2.60	2.00	2.43	3.00	3.00	2.00
SD	0.73	0.58	0.71	1.41	0.00	0.00	0.58	0.71	0.55	0.00	0.79	0.00	0.00	1.41
1	5 13.5%	0 0.0%	1 50.0%	1 50.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	1 50.0%
2	11 29.7%	1 33.3%	1 50.0%	0 0.0%	1 100.0%	0 0.0%	2 66.7%	1 50.0%	2 40.0%	1 100.0%	2 28.6%	0 0.0%	0 0.0%	0 0.0%
3	21 56.8%	2 66.7%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	1 33.3%	1 50.0%	3 60.0%	0 0.0%	4 57.1%	4 100.0%	4 100.0%	1 50.0%
Mean	2.43	2.67	1.50	2.00	2.00	1.00	2.33	2.50	2.60	2.00	2.43	3.00	3.00	2.00
SD	0.73	0.58	0.71	1.41	0.00	0.00	0.58	0.71	0.55	0.00	0.79	0.00	0.00	1.41

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

Topic 8: Marketing Organization

Considering these capabilities, where does your organization have the biggest gap? (top three gaps, 1=top rank, lower score means more important).

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
<u>Agency management capabilities</u>													
Mean	2.56	2.50	2.38	1.67	2.38	2.71	2.67	1.33	2.50	2.50	2.54	2.45	2.31
SD	0.63	0.71	0.92	0.58	0.77	0.49	0.52	0.58	1.00	0.58	0.66	0.69	0.85
	d			a	d	D	D	aBCf		d			
1	1 6.3%	1 10.0%	2 25.0%	1 33.3%	2 15.4%	0 0.0%	0 0.0%	2 66.7%	1 25.0%	0 0.0%	1 7.7%	1 9.1%	3 23.1%
2	5 31.3%	3 30.0%	1 12.5%	2 66.7%	4 30.8%	2 28.6%	2 33.3%	1 33.3%	0 0.0%	2 50.0%	4 30.8%	4 36.4%	3 23.1%
3	10 62.5%	6 60.0%	5 62.5%	0 0.0%	7 53.8%	5 71.4%	4 66.7%	0 0.0%	3 75.0%	2 50.0%	8 61.5%	6 54.5%	7 53.8%

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

Topic 8: Marketing Organization

Considering these capabilities, where does your organization have the biggest gap? (top three gaps, 1=top rank, lower score means more important).

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
<u>Digital marketing capabilities (e.g., digital strategy, social media, mobile marketing)</u>														
Mean	1.73	1.64	1.80	1.80	2.50	---	1.25	1.60	1.47	1.50	1.82	2.00	1.80	3.00
SD	0.74	0.92	1.10	0.45	0.71	---	0.50	0.70	0.51	0.71	0.73	0.58	0.92	0.00
					h				dk			h		
1	41 44.6%	7 63.6%	3 60.0%	1 20.0%	0 0.0%	0 0.0%	3 75.0%	5 50.0%	9 52.9%	1 50.0%	6 35.3%	1 14.3%	5 50.0%	0 0.0%
2	35 38.0%	1 9.1%	0 0.0%	4 80.0%	1 50.0%	0 0.0%	1 25.0%	4 40.0%	8 47.1%	1 50.0%	8 47.1%	5 71.4%	2 20.0%	0 0.0%
		chjk	ck	abl					a		a	ab	c	
3	16 17.4%	3 27.3%	2 40.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	3 17.6%	1 14.3%	3 30.0%	2 100.0%
		h	h	m	H			m	abDIM		m		h	cgHj

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

Topic 8: Marketing Organization

Considering these capabilities, where does your organization have the biggest gap? (top three gaps, 1=top rank, lower score means more important).

Primary Economic Sector				Sales Revenue						Internet Sales %		
B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
A	B	C	D	A	B	C	D	E	F	A	B	C

Digital marketing capabilities (e.g., digital strategy, social media, mobile marketing)

Mean	1.59	1.76	1.77	1.92	1.76	1.63	1.63	1.50	1.75	2.09	1.59	1.63	2.15
SD	0.71	0.82	0.44	0.86	0.83	0.76	0.62	0.58	0.68	0.83	0.61	0.75	0.81
											C	c	Ab
1	17 53.1%	16 47.1%	3 23.1%	5 38.5%	12 48.0%	10 52.6%	7 43.8%	2 50.0%	6 37.5%	3 27.3%	16 47.1%	20 52.6%	5 25.0%
												c	b
2	11 34.4%	10 29.4%	10 76.9%	4 30.8%	7 28.0%	6 31.6%	8 50.0%	2 50.0%	8 50.0%	4 36.4%	16 47.1%	12 31.6%	7 35.0%
	c	C	aBd	c									
3	4 12.5%	8 23.5%	0 0.0%	4 30.8%	6 24.0%	3 15.8%	1 6.3%	0 0.0%	2 12.5%	4 36.4%	2 5.9%	6 15.8%	8 40.0%
			d	c							C	c	Ab

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

Topic 8: Marketing Organization

Considering these capabilities, where does your organization have the biggest gap? (top three gaps, 1=top rank, lower score means more important).

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
<u>Marketing analytics capabilities</u>														
Mean	2.05	2.00	2.00	2.86	3.00	1.50	2.50	1.88	2.21	1.75	2.07	1.67	1.92	1.67
SD	0.81	0.93	0.82	0.38	0.00	0.71	0.71	0.83	0.85	0.96	0.81	0.71	0.79	0.52
		c	c	abEgijKL M		C		c		c	c	C	C	C
1	34 29.8%	3 37.5%	2 28.6%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	3 37.5%	5 26.3%	2 50.0%	8 28.6%	4 44.4%	4 33.3%	2 33.3%
2	40 35.1%	2 25.0%	3 42.9%	1 14.3%	0 0.0%	1 50.0%	1 50.0%	3 37.5%	5 26.3%	1 25.0%	10 35.7%	4 44.4%	5 41.7%	4 66.7%
3	40 35.1%	3 37.5%	2 28.6%	6 85.7%	1 100.0%	0 0.0%	1 50.0%	2 25.0%	9 47.4%	1 25.0%	10 35.7%	1 11.1%	3 25.0%	0 0.0%
				gjKlm	m			c	m		c	C	c	cdh

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

Topic 8: Marketing Organization

Considering these capabilities, where does your organization have the biggest gap? (top three gaps, 1=top rank, lower score means more important).

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
<u>Marketing analytics capabilities</u>													
Mean	1.97	2.04	2.19	2.22	1.88	2.33	1.95	2.22	2.25	1.85	1.83	2.20	2.19
SD	0.84	0.81	0.83	0.67	0.69	0.76	0.92	0.83	0.75	0.99	0.81	0.78	0.75
					b	a					b	a	
1	14 35.9%	15 30.0%	4 25.0%	1 11.1%	10 29.4%	4 16.7%	9 42.9%	2 22.2%	2 16.7%	7 53.8%	17 42.5%	11 22.0%	4 19.0%
						f				b	b	a	
2	12 30.8%	18 36.0%	5 31.3%	5 55.6%	18 52.9%	8 33.3%	4 19.0%	3 33.3%	5 41.7%	1 7.7%	13 32.5%	18 36.0%	9 42.9%
					cF		a			A			
3	13 33.3%	17 34.0%	7 43.8%	3 33.3%	6 17.6%	12 50.0%	8 38.1%	4 44.4%	5 41.7%	5 38.5%	10 25.0%	21 42.0%	8 38.1%
					b	a							

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

Topic 8: Marketing Organization

Considering these capabilities, where does your organization have the biggest gap? (top three gaps, 1=top rank, lower score means more important).

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
<u>Customer development and management capabilities</u>														
Mean	1.92	1.75	1.75	2.20	3.00	2.25	3.00	2.00	2.08	1.00	1.91	2.00	1.58	1.00
SD	0.82	0.87	0.71	0.84	0.00	0.96	0.00	0.87	0.76	0.00	0.85	0.77	0.79	0.00
1	39 37.5%	6 50.0%	3 37.5%	1 20.0%	0 0.0%	1 25.0%	0 0.0%	3 33.3%	3 23.1%	2 100.0%	9 39.1%	3 27.3%	7 58.3%	1 100.0%
2	34 32.7%	3 25.0%	4 50.0%	2 40.0%	0 0.0%	1 25.0%	0 0.0%	3 33.3%	6 46.2%	0 0.0%	7 30.4%	5 45.5%	3 25.0%	0 0.0%
3	31 29.8%	3 25.0%	1 12.5%	2 40.0%	3 100.0%	2 50.0%	1 100.0%	3 33.3%	4 30.8%	0 0.0%	7 30.4%	3 27.3%	2 16.7%	0 0.0%
		d	d		abhjkl				d		d	d	d	

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

Topic 8: Marketing Organization

Considering these capabilities, where does your organization have the biggest gap? (top three gaps, 1=top rank, lower score means more important).

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	<u>Customer development and management capabilities</u>												
Mean	1.76	1.79	2.23	2.40	1.97	1.85	1.94	2.00	1.60	2.17	1.90	1.79	2.14
SD	0.74	0.84	0.73	0.83	0.83	0.90	0.73	0.95	0.74	0.83	0.80	0.80	0.91
	d	d		ab									
1	14 41.2%	20 47.6%	2 15.4%	3 20.0%	12 35.3%	6 46.2%	5 27.8%	5 41.7%	8 53.3%	3 25.0%	15 36.6%	17 43.6%	7 33.3%
		c	b										
2	14 41.2%	11 26.2%	6 46.2%	3 20.0%	11 32.4%	3 23.1%	9 50.0%	2 16.7%	5 33.3%	4 33.3%	15 36.6%	13 33.3%	4 19.0%
3	6 17.6%	11 26.2%	5 38.5%	9 60.0%	11 32.4%	4 30.8%	4 22.2%	5 41.7%	2 13.3%	5 41.7%	11 26.8%	9 23.1%	10 47.6%
	D	d		Ab									

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

Topic 8: Marketing Organization

Considering these capabilities, where does your organization have the biggest gap? (top three gaps, 1=top rank, lower score means more important).

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
<u>Marketing innovation capabilities</u>														
Mean	1.93	2.18	2.17	1.20	2.00	2.00	2.00	2.00	1.90	2.00	2.07	2.00	1.77	1.50
SD	0.74	0.75	0.75	0.45	0.00	0.00	1.00	0.82	0.88	0.00	0.83	0.00	0.73	0.58
		c	c	abj							c			
1	25 31.3%	2 18.2%	1 16.7%	4 80.0%	0 0.0%	0 0.0%	1 33.3%	2 28.6%	4 40.0%	0 0.0%	4 28.6%	0 0.0%	5 38.5%	2 50.0%
		c		a										
2	36 45.0%	5 45.5%	3 50.0%	1 20.0%	2 100.0%	1 100.0%	1 33.3%	3 42.9%	3 30.0%	1 100.0%	5 35.7%	2 100.0%	6 46.2%	2 50.0%
3	19 23.8%	4 36.4%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	2 28.6%	3 30.0%	0 0.0%	5 35.7%	0 0.0%	2 15.4%	0 0.0%

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

Topic 8: Marketing Organization

Considering these capabilities, where does your organization have the biggest gap? (top three gaps, 1=top rank, lower score means more important).

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
<u>Marketing innovation capabilities</u>													
Mean	1.89	1.97	1.73	2.08	2.04	1.60	1.60	1.78	2.22	2.25	2.03	1.90	1.79
SD	0.83	0.73	0.79	0.51	0.81	0.70	0.74	0.67	0.67	0.62	0.80	0.76	0.63
						f	f			bc			
1	11 39.3%	8 27.6%	5 45.5%	1 8.3%	7 29.2%	5 50.0%	8 53.3%	3 33.3%	1 11.1%	1 8.3%	9 29.0%	10 33.3%	6 31.6%
						f	f			bc			
2	9 32.1%	14 48.3%	4 36.4%	9 75.0%	9 37.5%	4 40.0%	5 33.3%	5 55.6%	5 55.6%	7 58.3%	12 38.7%	13 43.3%	11 57.9%
	d			a									
3	8 28.6%	7 24.1%	2 18.2%	2 16.7%	8 33.3%	1 10.0%	2 13.3%	1 11.1%	3 33.3%	4 33.3%	10 32.3%	7 23.3%	2 10.5%

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

Topic 8: Marketing Organization

Considering these capabilities, where does your organization have the biggest gap? (top three gaps, 1=top rank, lower score means more important).

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
<u>Creative capabilities</u>														
Mean	2.19	2.00	2.20	2.50	---	3.00	---	3.00	2.43	2.00	1.50	1.67	2.67	3.00
SD	0.76	0.00	0.84	0.71	---	0.00	---	0.00	0.79	0.00	0.53	1.15	0.50	0.00
			j						j		chL		J	
1	9 20.9%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	5 50.0%	2 66.7%	0 0.0%	0 0.0%
											1	1	jk	
2	17 39.5%	3 100.0%	2 40.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 28.6%	1 100.0%	5 50.0%	0 0.0%	3 33.3%	0 0.0%
3	17 39.5%	0 0.0%	2 40.0%	1 50.0%	0 0.0%	1 100.0%	0 0.0%	1 100.0%	4 57.1%	0 0.0%	0 0.0%	1 33.3%	6 66.7%	1 100.0%
			j			J		J	j		cEGhLM		J	J

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

Topic 8: Marketing Organization

Considering these capabilities, where does your organization have the biggest gap? (top three gaps, 1=top rank, lower score means more important).

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	<u>Creative capabilities</u>												
1	3 15.0%	4 25.0%	1 25.0%	1 33.3%	3 18.8%	2 22.2%	2 50.0%	0 0.0%	0 0.0%	2 50.0%	3 16.7%	3 27.3%	3 21.4%
2	6 30.0%	8 50.0%	1 25.0%	2 66.7%	7 43.8%	6 66.7%	1 25.0%	1 25.0%	1 16.7%	1 25.0%	6 33.3%	4 36.4%	7 50.0%
3	11 55.0%	4 25.0%	2 50.0%	0 0.0%	6 37.5%	1 11.1% de	1 25.0%	3 75.0%	5 83.3% b	1 25.0%	9 50.0%	4 36.4%	4 28.6%
Mean	2.40	2.00	2.25	1.67	2.19	1.89	1.75	2.75	2.83	1.75	2.33	2.09	2.07
SD	0.75	0.73	0.96	0.58	0.75	0.60 dE	0.96 e	0.50 b	0.41 Bcf	0.96 e	0.77	0.83	0.73

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

Topic 8: Marketing Organization

Considering these capabilities, where does your organization have the biggest gap? (top three gaps, 1=top rank, lower score means more important).

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
<u>Brand development and management capabilities</u>														
Mean	2.04	2.20	2.00	---	1.00	---	---	2.29	2.00	---	1.83	2.00	2.50	3.00
SD	0.90	1.10	1.00	---	0.00	---	---	0.76	0.85	---	0.94	1.15	0.84	0.00
1	21 38.2%	2 40.0%	2 40.0%	0 0.0%	2 100.0%	0 0.0%	0 0.0%	1 14.3%	4 33.3%	0 0.0%	6 50.0%	2 50.0%	1 16.7%	0 0.0%
2	11 20.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 42.9%	4 33.3%	0 0.0%	2 16.7%	0 0.0%	1 16.7%	0 0.0%
3	23 41.8%	3 60.0%	2 40.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 42.9%	4 33.3%	0 0.0%	4 33.3%	2 50.0%	4 66.7%	1 100.0%

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

Topic 8: Marketing Organization

Considering these capabilities, where does your organization have the biggest gap? (top three gaps, 1=top rank, lower score means more important).

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	<u>Brand development and management capabilities</u>												
Mean	2.48	2.15	1.00	1.30	1.95	2.14	2.75	2.00	1.43	2.00	2.00	2.14	2.00
SD	0.75	0.88	0.00	0.67	0.90	1.07	0.71	1.00	0.79	0.76	0.88	0.95	0.94
	D	d		Ab	c		aE		C				
1	3	6	4	8	9	3	1	1	5	2	9	5	7
	14.3%	30.0%	100.0%	80.0%	40.9%	42.9%	12.5%	33.3%	71.4%	25.0%	37.5%	35.7%	41.2%
	CD	cd	Ab	Ab			e		c				
2	5	5	0	1	5	0	0	1	1	4	6	2	3
	23.8%	25.0%	0.0%	10.0%	22.7%	0.0%	0.0%	33.3%	14.3%	50.0%	25.0%	14.3%	17.6%
						f	f			bc			
3	13	9	0	1	8	4	7	1	1	2	9	7	7
	61.9%	45.0%	0.0%	10.0%	36.4%	57.1%	87.5%	33.3%	14.3%	25.0%	37.5%	50.0%	41.2%
	cd		a	a	c		aef		c	c			

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

Topic 8: Marketing Organization

Considering these capabilities, where does your organization have the biggest gap? (top three gaps, 1=top rank, lower score means more important).

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
<u>Customer focus capabilities (e.g., actions that prioritize the customer)</u>														
Mean	2.14	2.10	2.17	3.00	2.00	2.50	1.00	2.00	2.07	3.00	2.23	2.14	1.92	2.67
SD	0.77	0.74	0.75	0.00	0.00	0.71	0.00	0.76	0.88	0.00	0.73	1.07	0.67	0.58
1	19 22.9%	2 20.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	2 25.0%	5 33.3%	0 0.0%	2 15.4%	3 42.9%	3 25.0%	0 0.0%
2	33 39.8%	5 50.0%	3 50.0%	0 0.0%	2 100.0%	1 50.0%	0 0.0%	4 50.0%	4 26.7%	0 0.0%	6 46.2%	0 0.0%	7 58.3%	1 33.3%
3	31 37.3%	3 30.0%	2 33.3%	1 100.0%	0 0.0%	1 50.0%	0 0.0%	2 25.0%	6 40.0%	3 100.0%	5 38.5%	4 57.1%	2 16.7%	2 66.7%

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

Topic 8: Marketing Organization

Considering these capabilities, where does your organization have the biggest gap? (top three gaps, 1=top rank, lower score means more important).

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	<u>Customer focus capabilities (e.g., actions that prioritize the customer)</u>												
Mean	2.00	2.19	2.43	2.30	2.05	2.23	2.04	2.50	2.30	2.08	2.16	2.26	2.00
SD	0.78	0.74	0.98	0.67	0.78	0.60	0.86	0.58	0.82	0.79	0.81	0.73	0.77
1	10 29.4%	6 18.8%	2 28.6%	1 10.0%	5 26.3%	1 7.7%	8 33.3%	0 0.0%	2 20.0%	3 25.0%	8 25.0%	5 16.1%	5 27.8%
2	14 41.2% c	14 43.8% c	0 0.0% abd	5 50.0% c	8 42.1%	8 61.5%	7 29.2%	2 50.0%	3 30.0%	5 41.7%	11 34.4%	13 41.9%	8 44.4%
3	10 29.4% c	12 37.5%	5 71.4% a	4 40.0%	6 31.6%	4 30.8%	9 37.5%	2 50.0%	5 50.0%	4 33.3%	13 40.6%	13 41.9%	5 27.8%

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

Topic 9: Marketing Leadership

How has marketing's role within your organization changed in the last five years?

N=432	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Total	428 100.0%	48 11.2%	33 7.7%	19 4.4%	15 3.5%	11 2.6%	9 2.1%	39 9.1%	65 15.2%	11 2.6%	73 17.1%	30 7.0%	59 13.8%	16 3.7%
-7=Significantly Narrowed	2 0.8%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1% hj
-6	1 0.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3% hjl	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5	4 1.6%	1 4.2%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	1 2.1%	0 0.0%	0 0.0%	0 0.0%
-4	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-3	6 2.3%	0 0.0% f	0 0.0% f	0 0.0%	0 0.0%	0 0.0%	2 28.6% abgHjkl	0 0.0% f	1 2.2% F	1 14.3% l	2 4.3% f	0 0.0% f	0 0.0% Fi	0 0.0%
-2	2 0.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.2%	0 0.0%	1 2.1%	0 0.0%	0 0.0%	0 0.0%
-1	2 0.8%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	0 0.0%
0=No Change	32 12.4%	0 0.0% begjm	4 20.0% a	1 7.7%	1 16.7%	1 20.0% a	0 0.0%	4 18.2% a	6 13.0%	1 14.3%	8 17.0% a	1 4.5%	3 10.3%	2 22.2% a
1	24 9.3%	2 8.3%	4 20.0% j	1 7.7%	0 0.0%	0 0.0%	0 0.0%	2 9.1%	5 10.9%	1 14.3%	2 4.3% bM	2 9.1%	2 6.9% m	3 33.3% Jl

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

Topic 9: Marketing Leadership

How has marketing's role within your organization changed in the last five years?

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
2	29 11.2%	3 12.5%	3 15.0%	1 7.7%	0 0.0%	1 20.0%	0 0.0%	1 4.5%	4 8.7%	1 14.3%	6 12.8%	3 13.6%	6 20.7%	0 0.0%
3	45 17.4%	7 29.2% bg	1 5.0% ae	4 30.8% g	1 16.7%	2 40.0% bg	1 14.3%	1 4.5% ace	9 19.6%	1 14.3%	9 19.1%	3 13.6%	5 17.2%	1 11.1%
4	34 13.2%	4 16.7%	2 10.0%	2 15.4%	1 16.7%	0 0.0%	1 14.3%	6 27.3%	7 15.2%	0 0.0%	6 12.8%	2 9.1%	2 6.9%	1 11.1%
5	37 14.3%	3 12.5%	2 10.0%	2 15.4%	1 16.7%	0 0.0%	0 0.0%	4 18.2%	5 10.9% k	1 14.3%	5 10.6% k	7 31.8% hj	5 17.2%	1 11.1%
6	11 4.3%	1 4.2%	0 0.0% f	1 7.7%	0 0.0%	0 0.0%	2 28.6% bhjL	1 4.5%	2 4.3% f	1 14.3% l	2 4.3% f	1 4.5%	0 0.0% Fi	0 0.0%
7=Significantly broadened	29 11.2%	3 12.5%	2 10.0%	0 0.0% d	2 33.3% c	1 20.0%	0 0.0%	2 9.1%	6 13.0%	0 0.0%	5 10.6%	2 9.1%	6 20.7%	0 0.0%
Mean	2.88	3.42	1.65	2.92	4.33	3.00	1.00	3.00	3.09	2.00	2.64	3.59	3.59	0.89
SD	2.78	2.50 m	3.44 kl	2.02	2.66	2.55	4.90	2.86	2.49 l	3.06 m	2.82	2.17 bm	2.31 bfm	3.44 ahkl

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

Topic 9: Marketing Leadership

How has marketing's role within your organization changed in the last five years?

N=432	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	146 33.8%	162 37.5%	60 13.9%	64 14.8%	131 30.7%	68 15.9%	76 17.8%	35 8.2%	62 14.5%	55 12.9%	168 40.1%	152 36.3%	99 23.6%
-7=Significantly narrowed	0 0.0%	2 2.2%	0 0.0%	0 0.0%	1 1.3%	1 2.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.1%	0 0.0%	1 1.7%
-6	1 1.0%	0 0.0%	0 0.0%	0 0.0%	1 1.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.1%	0 0.0%	0 0.0%
-5	0 0.0%	3 3.3%	1 2.6%	0 0.0%	1 1.3%	0 0.0%	2 4.3%	0 0.0%	1 2.9%	0 0.0%	2 2.1%	1 1.0%	1 1.7%
-4	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-3	2 2.1%	3 3.3%	0 0.0%	1 3.1%	1 1.3%	0 0.0%	2 4.3%	1 5.6%	0 0.0%	2 5.9%	4 4.3%	2 2.0%	0 0.0%
-2	1 1.0%	1 1.1%	0 0.0%	0 0.0%	1 1.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.9%	1 1.1%	1 1.0%	0 0.0%
-1	0 0.0%	0 0.0%	2 5.3%	0 0.0%	0 0.0%	0 0.0%	1 2.1%	0 0.0%	1 2.9%	0 0.0%	0 0.0%	2 2.0%	0 0.0%
	c	c	ab										
0=No Change	13 13.4%	9 9.9%	7 18.4%	3 9.4%	18 24.0%	6 13.0%	1 2.1%	2 11.1%	3 8.6%	2 5.9%	16 17.0%	9 8.9%	7 11.9%
					Cf	c	Ab			a			
1	13 13.4%	9 9.9%	1 2.6%	1 3.1%	4 5.3%	7 15.2%	3 6.4%	0 0.0%	5 14.3%	3 8.8%	9 9.6%	8 7.9%	7 11.9%

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

Topic 9: Marketing Leadership

How has marketing's role within your organization changed in the last five years?

N=432

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
2	10 10.3%	14 15.4%	2 5.3%	3 9.4%	12 16.0%	5 10.9%	5 10.6%	0 0.0%	3 8.6%	4 11.8%	9 9.6%	11 10.9%	8 13.6%
3	18 18.6%	11 12.1%	8 21.1%	8 25.0%	10 13.3%	6 13.0%	12 25.5%	5 27.8%	8 22.9%	4 11.8%	14 14.9%	20 19.8%	10 16.9%
4	11 11.3%	15 16.5%	4 10.5%	4 12.5%	6 8.0%	6 13.0%	7 14.9%	4 22.2%	5 14.3%	6 17.6%	13 13.8%	14 13.9%	7 11.9%
5	14 14.4%	10 11.0%	7 18.4%	6 18.8%	8 10.7%	6 13.0%	6 12.8%	4 22.2%	5 14.3%	8 23.5%	9 9.6%	18 17.8%	10 16.9%
6	4 4.1%	4 4.4%	2 5.3%	1 3.1%	1 1.3%	1 2.2%	4 8.5%	1 5.6%	1 2.9%	2 5.9%	5 5.3%	5 5.0%	0 0.0%
7=Significantly broadened	10 10.3%	10 11.0%	4 10.5%	5 15.6%	11 14.7%	8 17.4%	4 8.5%	1 5.6%	3 8.6%	2 5.9%	10 10.6%	10 9.9%	8 13.6%
Mean	2.90	2.57	2.97	3.59	2.43	3.13	3.02	3.39	2.89	3.09	2.44	3.18	2.97
SD	2.54	3.15	2.75	2.38	3.06	2.80	2.85	2.38	2.49	2.57	3.10	2.46	2.75

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Brand	228 89.4%	24 100.0% ej	18 90.0%	11 91.7%	5 83.3%	4 80.0%	6 85.7%	20 95.2%	41 89.1%	5 83.3%	38 80.9% a	19 86.4%	28 96.6%	8 88.9%
Advertising	202 79.2%	21 87.5%	16 80.0%	10 83.3%	5 83.3%	4 80.0%	4 57.1%	17 81.0%	39 84.8%	5 83.3%	34 72.3%	17 77.3%	23 79.3%	6 66.7%
Social media	193 75.7%	20 83.3%	12 60.0%	10 83.3%	5 83.3%	4 80.0%	4 57.1%	16 76.2%	36 78.3%	5 83.3%	34 72.3%	18 81.8%	23 79.3%	5 55.6%
Promotion	187 73.3%	19 79.2%	12 60.0%	11 91.7% ej	5 83.3%	2 40.0% ck	6 85.7%	17 81.0%	36 78.3%	5 83.3%	28 59.6% ck	19 86.4% ej	18 62.1%	8 88.9%
Marketing analytics	176 69.0%	19 79.2% bm	8 40.0% agHkL	8 66.7%	5 83.3%	2 40.0% l	4 57.1%	15 71.4% b	36 78.3% BM	5 83.3%	30 63.8%	16 72.7% b	24 82.8% BeM	3 33.3% aHL
Positioning	173 67.8%	17 70.8% e	12 60.0%	10 83.3% e	6 100.0% e	1 20.0% acdfgk	7 100.0% e	16 76.2% e	30 65.2%	4 66.7%	29 61.7%	16 72.7% e	19 65.5%	5 55.6%
Marketing research	171 67.1%	18 75.0% be	9 45.0% acghl	10 83.3% be	5 83.3%	1 20.0% acghl	4 57.1%	17 81.0% be	33 71.7% be	4 66.7%	29 61.7%	14 63.6%	22 75.9% be	4 44.4%
Public relations	167 65.5%	18 75.0%	12 60.0%	8 66.7%	4 66.7%	2 40.0%	4 57.1%	11 52.4%	33 71.7%	4 66.7%	31 66.0%	13 59.1%	21 72.4%	5 55.6%
Lead generation	155 60.8%	15 62.5% CL	14 70.0% Cl	1 8.3% ABdefGHJ kL	4 66.7% c	3 60.0% cl	4 57.1% cl	13 61.9% CL	26 56.5% CL	3 50.0% L	31 66.0% CL	10 45.5% cL	27 93.1% AbCefGHI JKM	4 44.4% L

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Competitive intelligence	139 54.5%	12 50.0%	9 45.0%	8 66.7%	5 83.3%	1 20.0%	5 71.4%	12 57.1%	28 60.9%	3 50.0%	25 53.2%	12 54.5%	14 48.3%	4 44.4%
Market entry strategies	111 43.5%	10 41.7%	5 25.0%	6 50.0%	3 50.0%	1 20.0%	4 57.1%	10 47.6%	26 56.5%	2 33.3%	18 38.3%	8 36.4%	13 44.8%	4 44.4%
Customer relationship management	107 42.0%	8 33.3%	10 50.0%	3 25.0%	6 100.0%	2 40.0%	4 57.1%	8 38.1%	13 28.3%	2 33.3%	23 48.9%	14 63.6%	11 37.9%	2 22.2%
New products	102 40.0%	9 37.5%	9 45.0%	11 91.7%	3 50.0%	2 40.0%	2 28.6%	10 47.6%	25 54.3%	1 16.7%	10 21.3%	10 45.5%	7 24.1%	2 22.2%
Revenue growth	98 38.4%	6 25.0%	8 40.0%	9 75.0%	5 83.3%	2 40.0%	2 28.6%	9 42.9%	13 28.3%	1 16.7%	17 36.2%	13 59.1%	9 31.0%	3 33.3%
e-commerce	91 35.7%	9 37.5%	6 30.0%	11 91.7%	4 66.7%	1 20.0%	2 28.6%	6 28.6%	17 37.0%	3 50.0%	12 25.5%	10 45.5%	5 17.2%	4 44.4%
Pricing	86 33.7%	4 16.7%	6 30.0%	8 66.7%	4 66.7%	1 20.0%	3 42.9%	9 42.9%	17 37.0%	3 50.0%	12 25.5%	8 36.4%	9 31.0%	1 11.1%
Market selection	84 32.9%	7 29.2%	5 25.0%	5 41.7%	3 50.0%	0 0.0%	3 42.9%	7 33.3%	21 45.7%	1 16.7%	11 23.4%	4 18.2%	11 37.9%	5 55.6%

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Innovation	76 29.8%	7 29.2%	4 20.0%	11 91.7%	3 50.0%	0 0.0%	1 14.3%	9 42.9%	14 30.4%	0 0.0%	13 27.7%	8 36.4%	3 10.3%	2 22.2%
		C	C	ABEFGHI JKLM	1	C	C	Cl	Cl	C	C	Cl	Cdghk	C
Sales	63 24.7%	3 12.5%	5 25.0%	4 33.3%	3 50.0%	1 20.0%	2 28.6%	4 19.0%	15 32.6%	1 16.7%	7 14.9%	12 54.5%	2 6.9%	4 44.4%
		dK	1	ajL			k	jl		dhKm	AgJL	cDhKm	jl	
Customer service	46 18.0%	7 29.2%	6 30.0%	3 25.0%	2 33.3%	0 0.0%	1 14.3%	3 14.3%	7 15.2%	1 16.7%	11 23.4%	3 13.6%	2 6.9%	0 0.0%
		1	1										ab	
Distribution	26 10.2%	4 16.7%	1 5.0%	2 16.7%	2 33.3%	0 0.0%	1 14.3%	1 4.8%	5 10.9%	2 33.3%	5 10.6%	2 9.1%	0 0.0%	1 11.1%
		1		1	L		1			L			acDfl	
Stock market performance	7 2.7%	1 4.2%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 6.5%	0 0.0%	1 2.1%	0 0.0%	1 3.4%	0 0.0%

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Brand	89 93.7% d	80 87.9%	33 89.2%	26 81.3% a	59 78.7% bcde	42 93.3% a	44 93.6% a	18 100.0% a	33 94.3% a	29 90.6%	81 87.1%	90 90.9%	53 89.8%
Advertising	79 83.2%	67 73.6%	31 83.8%	25 78.1%	52 69.3% De	33 73.3% d	37 78.7% d	18 100.0% Abc	31 88.6% a	28 87.5%	70 75.3%	83 83.8%	46 78.0%
Social media	74 77.9%	68 74.7%	29 78.4%	22 68.8%	51 68.0%	35 77.8%	38 80.9%	16 88.9%	27 77.1%	23 71.9%	67 72.0%	80 80.8%	44 74.6%
Promotion	70 73.7%	62 68.1%	31 83.8%	24 75.0%	44 58.7% C	34 75.6%	41 87.2% A	15 83.3%	27 77.1%	23 71.9%	63 67.7%	79 79.8%	42 71.2%
Marketing analytics	72 75.8%	57 62.6%	26 70.3%	21 65.6%	42 56.0% cF	29 64.4%	37 78.7% a	14 77.8%	25 71.4%	27 84.4% A	57 61.3% b	77 77.8% a	39 66.1%
Positioning	71 74.7%	58 63.7%	25 67.6%	19 59.4%	46 61.3%	30 66.7%	35 74.5%	14 77.8%	21 60.0%	24 75.0%	68 73.1%	68 68.7%	35 59.3%
Marketing research	65 68.4%	57 62.6%	29 78.4%	20 62.5%	40 53.3% cf	31 68.9%	36 76.6% a	13 72.2%	24 68.6%	25 78.1% a	59 63.4%	73 73.7%	36 61.0%
Public relations	62 65.3%	61 67.0%	25 67.6%	19 59.4%	43 57.3% c	32 71.1% f	36 76.6% aF	14 77.8% f	24 68.6%	15 46.9% bCd	61 65.6%	71 71.7%	34 57.6%
Lead generation	65 68.4% C	61 67.0% C	10 27.0% ABD	19 59.4% C	56 74.7% dE	28 62.2%	28 59.6%	8 44.4% a	16 45.7% A	18 56.3%	62 66.7% b	52 52.5% a	37 62.7%

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Competitive intelligence	55 57.9%	49 53.8%	20 54.1%	15 46.9%	34 45.3%	28 62.2%	31 66.0%	12 66.7%	17 48.6%	15 46.9%	58 62.4%	53 53.5%	26 44.1%
					c		a				c		a
Market entry strategies	52 54.7%	32 35.2%	18 48.6%	9 28.1%	30 40.0%	21 46.7%	22 46.8%	5 27.8%	16 45.7%	15 46.9%	45 48.4%	42 42.4%	22 37.3%
	Bd	A		a									
Customer relationship management	32 33.7%	39 42.9%	16 43.2%	20 62.5%	36 48.0%	18 40.0%	16 34.0%	10 55.6%	13 37.1%	13 40.6%	35 37.6%	35 35.4%	34 57.6%
	D			A							c	C	aB
New products	51 53.7%	22 24.2%	20 54.1%	9 28.1%	27 36.0%	17 37.8%	23 48.9%	8 44.4%	17 48.6%	10 31.3%	36 38.7%	44 44.4%	22 37.3%
	Bd	AC	Bd	ac									
Revenue growth	32 33.7%	27 29.7%	23 62.2%	16 50.0%	30 40.0%	17 37.8%	18 38.3%	6 33.3%	14 40.0%	13 40.6%	30 32.3%	36 36.4%	30 50.8%
	C	Cd	AB	b							c		a
e-commerce	27 28.4%	20 22.0%	27 73.0%	17 53.1%	19 25.3%	18 40.0%	16 34.0%	8 44.4%	16 45.7%	13 40.6%	13 14.0%	47 47.5%	30 50.8%
	Cd	CD	AB	aB	e				a		BC	A	A
Pricing	44 46.3%	18 19.8%	16 43.2%	8 25.0%	28 37.3%	14 31.1%	16 34.0%	5 27.8%	13 37.1%	10 31.3%	31 33.3%	33 33.3%	22 37.3%
	Bd	AC	B	a									
Market selection	39 41.1%	25 27.5%	15 40.5%	5 15.6%	23 30.7%	19 42.2%	13 27.7%	7 38.9%	8 22.9%	14 43.8%	31 33.3%	34 34.3%	19 32.2%
	d		d	ac									

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Innovation	25 26.3% C	22 24.2% C	19 51.4% AB	10 31.3%	18 24.0% f	13 28.9%	15 31.9%	4 22.2%	12 34.3%	14 43.8% a	22 23.7%	34 34.3%	20 33.9%
Sales	23 24.2%	19 20.9%	11 29.7%	10 31.3%	22 29.3%	11 24.4%	11 23.4%	2 11.1%	10 28.6%	7 21.9%	15 16.1% C	26 26.3%	21 35.6% A
Customer service	11 11.6% c	19 20.9%	10 27.0% a	6 18.8%	17 22.7%	7 15.6%	10 21.3%	1 5.6%	6 17.1%	4 12.5%	15 16.1%	19 19.2%	11 18.6%
Distribution	10 10.5%	9 9.9%	3 8.1%	4 12.5%	5 6.7%	8 17.8%	7 14.9%	0 0.0%	3 8.6%	2 6.3%	8 8.6%	11 11.1%	7 11.9%
Stock market performance	4 4.2%	2 2.2%	1 2.7%	0 0.0%	1 1.3% f	1 2.2%	0 0.0% f	1 5.6%	1 2.9%	3 9.4% ac	2 2.2%	3 3.0%	2 3.4%

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

Topic 9: Marketing Leadership

How many direct and indirect reports do you have?

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufac- turing	Mining Construc- tion	Service Consult- ing	Retail Wholesale	Tech Software Biotech	Trans- portation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
How many direct reports do you have?	233 6.52 9.80	21 5.52 3.17 i	20 5.35 5.07 i	11 5.73 5.08	7 16.20 25.80 J	5 4.00 2.35	7 4.86 1.57	22 6.73 10.18	39 8.03 11.04 j	6 17.17 20.74 abJk	41 4.02 2.86 DhI	19 5.26 7.55 i	25 7.66 14.49	9 4.44 2.74
How many indirect reports (dotted-line) reports do you have?	196 15.71 33.53	18 19.44 31.03	16 13.88 17.06	10 8.60 8.92	4 32.50 40.93	5 28.00 42.41	7 8.00 9.04	17 34.18 72.89	32 12.75 31.76	4 5.00 8.12	33 10.94 20.50	18 15.61 15.48	23 6.87 8.86	8 34.25 70.06

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

Topic 9: Marketing Leadership

How many direct and indirect reports do you have?

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
How many direct reports do you have?	84 7.67 11.58	85 5.19 7.16	34 5.74 6.86	30 7.98 13.04	68 3.90 4.74 bcdeF	41 6.17 5.93 a	45 5.64 4.26 a	16 10.21 17.78 a	31 8.75 15.60 a	30 8.63 11.16 A	84 5.96 7.52	93 6.25 10.17	52 7.93 12.44
How many indirect reports (dotted-line) reports do you have?	73 10.36 22.16 D	68 14.88 31.77 d	31 13.74 16.43	24 36.88 64.30 Ab	59 8.41 16.93 deF	32 16.91 37.89	39 9.92 12.62 f	14 25.79 50.56 a	28 17.21 20.05 a	23 35.30 64.97 Ac	67 15.91 35.33	80 10.69 15.88 c	46 23.28 48.94 b

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

Topic 9: Marketing Leadership

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

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufac- turing	Mining Construc- tion	Service Consult- ing	Retail Wholesale	Tech Software Biotech	Trans- portation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
In your current role?	237 6.62 5.97	21 6.81 5.76	20 9.10 7.74	11 6.14 7.09	7 7.86 7.15	5 2.20 0.84	7 4.00 2.77	22 5.36 4.75	39 6.51 5.37	6 3.33 1.97	42 7.57 5.45	20 9.38 8.09	27 5.28 6.14	9 4.56 2.35
In any role?	188 9.76 8.52	18 7.17 6.74	17 12.07 9.17	9 9.22 4.32	4 13.75 9.88	4 0.75 1.50	7 9.29 7.20	18 11.18 7.72	33 12.55 9.39	5 15.40 8.35	31 8.91 8.09	13 12.32 10.68	21 5.14 6.92	7 7.43 10.16
		hi	el	E	el	bCdfghi	e	el	aeL	aeL		l	bdgHIK	

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

Topic 9: Marketing Leadership

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
In your current role?	87	86	34	30	70	42	45	15	32	31	85	95	53
	5.91	7.28	6.56	6.87	7.74	7.93	6.58	7.23	4.78	3.65	5.52	7.63	6.88
	5.51	6.15	6.10	6.65	7.01	6.95	4.90	7.09	3.66	2.85	5.40	6.16	6.41
					eF	eF	F	f	ab	ABCd	b	a	
In any role?	68	68	30	22	58	27	37	14	25	25	66	77	43
	9.90	9.31	10.17	10.10	8.04	9.76	10.78	10.93	10.18	10.96	8.18	11.05	10.05
	9.33	7.92	7.67	9.28	8.40	9.51	7.05	10.64	9.86	7.39	7.98	8.93	8.45
											b	a	

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

Topic 10: Marketing Analytics

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

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufac- turing	Mining Construc- tion	Service Consult- ing	Retail Wholesale	Tech Software Biotech	Trans- portation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
...do you currently spend on marketing analytics?	321 6.49 6.83	31 8.00 7.85	24 6.17 5.74	14 6.57 4.67	13 8.62 8.79	8 9.63 7.23	8 3.00 3.51	26 9.35 8.41	50 6.28 7.15	7 7.43 6.68	60 5.10 6.68	27 4.26 4.05	41 7.61 7.08	10 3.50 3.10
...will you spend on marketing analytics in the next three years?	315 10.88 10.39	30 12.03 11.00	23 9.48 9.54	13 8.23 5.00	13 13.23 12.30	8 17.50 8.45	7 5.00 2.52	26 16.58 13.29	50 11.04 10.53	7 10.00 9.13	60 8.05 9.20	25 8.92 9.50	41 11.83 10.28	10 14.30 12.87

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

Topic 10: Marketing Analytics

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
...do you currently spend on marketing analytics?	109 6.81 7.12	125 5.70 6.43	43 6.70 5.50	44 7.73 8.19	104 4.76 5.97 DEF	55 4.53 4.54 DEF	53 5.52 5.76 deF	23 9.41 6.42 ABc	43 8.37 7.46 ABc	40 11.07 8.77 ABC	121 4.90 6.47 bC	120 6.70 6.16 a	76 8.16 7.60 A
...will you spend on marketing analytics in the next three years?	107 11.34 10.79	123 10.06 9.88	42 10.22 9.03	43 12.77 12.00	101 8.77 10.38 deF	55 8.85 7.49 DeF	53 10.47 9.39 f	22 14.18 8.87 aB	43 12.96 11.65 ab	38 15.34 12.69 ABc	119 9.59 10.64	117 10.83 8.97	75 12.24 11.39

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

Topic 10: 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	Industry Sector												
	Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M	
Percent of projects	315	30	23	14	13	8	8	25	50	7	59	25	41	10
	34.71	31.80	33.92	49.86	49.57	41.88	15.00	41.42	31.82	38.63	28.88	33.78	39.98	24.60
	32.93	29.49	39.76	30.51	37.32	39.16	21.55	31.80	31.64	37.82	33.60	35.17	30.22	28.23
				fj	f		cdgl	f			c		f	

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

Topic 10: Marketing Analytics

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Percent of projects	106	123	43	43	102	55	53	21	43	38	121	117	73
	35.46	26.82	42.57	47.54	32.04	30.28	30.01	34.57	36.71	53.80	29.73	33.16	44.39
	32.80	31.02	31.07	35.24	34.88	33.67	29.03	31.03	29.12	31.90	32.99	30.70	34.48
	bd	aCD	B	aB	F	F	F	f	f	ABCde	C	c	Ab

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

Topic 10: Marketing Analytics

Check all of the areas in which your company is using marketing analytics to drive decision making (sorted by highest to lowest use levels).

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Total	432 100.0%	48 11.1%	33 7.6%	19 4.4%	15 3.5%	11 2.5%	9 2.1%	39 9.0%	65 15.0%	11 2.5%	73 16.9%	30 6.9%	59 13.7%	16 3.7%
Customer acquisition	183 42.4%	15 31.3% l	15 45.5%	10 52.6%	8 53.3%	5 45.5%	2 22.2%	14 35.9%	20 30.8% kL	4 36.4%	34 46.6%	16 53.3% h	33 55.9% aH	7 43.8%
Customer insight	175 40.5%	14 29.2% c	14 42.4%	12 63.2% am	8 53.3%	6 54.5%	2 22.2%	15 38.5%	25 38.5%	4 36.4%	30 41.1%	12 40.0%	28 47.5%	4 25.0% c
Digital marketing	169 39.1%	19 39.6%	18 54.5% j	9 47.4%	6 40.0%	4 36.4%	3 33.3%	14 35.9%	22 33.8%	3 27.3%	24 32.9% b	15 50.0%	26 44.1%	5 31.3%
Customer retention	151 35.0%	14 29.2%	12 36.4%	8 42.1%	8 53.3%	5 45.5%	4 44.4%	12 30.8%	18 27.7%	5 45.5%	20 27.4%	14 46.7%	25 42.4%	5 31.3%
Branding	149 34.5%	15 31.3%	11 33.3%	9 47.4%	6 40.0%	4 36.4%	2 22.2%	14 35.9%	22 33.8%	5 45.5%	22 30.1%	13 43.3%	21 35.6%	4 25.0%
Social media	144 33.3%	13 27.1%	14 42.4% g	6 31.6%	8 53.3% g	4 36.4%	3 33.3%	8 20.5% bdj	19 29.2%	3 27.3%	31 42.5% g	10 33.3%	22 37.3%	3 18.8%
Sales strategy	138 31.9%	14 29.2%	9 27.3%	6 31.6%	5 33.3%	6 54.5%	2 22.2%	14 35.9%	24 36.9%	4 36.4%	19 26.0%	11 36.7%	21 35.6%	3 18.8%
Segmentation	134 31.0%	14 29.2%	8 24.2%	8 42.1%	5 33.3%	5 45.5%	1 11.1%	13 33.3%	22 33.8%	3 27.3%	19 26.0%	11 36.7%	20 33.9%	3 18.8%

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

Topic 10: Marketing Analytics

Check all of the areas in which your company is using marketing analytics to drive decision making (sorted by highest to lowest use levels).

N=432	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
New product or service development	126 29.2%	14 29.2%	9 27.3%	10 52.6%	4 26.7%	3 27.3%	1 11.1%	16 41.0%	23 35.4%	3 27.3%	12 16.4%	11 36.7%	16 27.1%	3 18.8%
				fJlm			c	J	j		CGhk	j	c	c
Promotion strategy	122 28.2%	11 22.9%	8 24.2%	10 52.6%	6 40.0%	3 27.3%	3 33.3%	10 25.6%	23 35.4%	3 27.3%	16 21.9%	13 43.3%	13 22.0%	3 18.8%
		c	c	abgJlm				c			Ck	jl	ck	c
Customer service	112 25.9%	12 25.0%	8 24.2%	5 26.3%	6 40.0%	5 45.5%	2 22.2%	8 20.5%	14 21.5%	4 36.4%	17 23.3%	11 36.7%	17 28.8%	3 18.8%
Product or service Strategy	110 25.5%	9 18.8%	6 18.2%	5 26.3%	3 20.0%	1 9.1%	1 11.1%	12 30.8%	20 30.8%	6 54.5%	16 21.9%	11 36.7%	14 23.7%	5 31.3%
		i	i			i				abejl	i		i	
Marketing mix analysis	107 24.8%	10 20.8%	7 21.2%	6 31.6%	6 40.0%	2 18.2%	2 22.2%	11 28.2%	16 24.6%	4 36.4%	15 20.5%	10 33.3%	17 28.8%	0 0.0%
				m	M			m	m	m	m	m	m	cDghijkl
Pricing strategy	107 24.8%	13 27.1%	4 12.1%	9 47.4%	5 33.3%	3 27.3%	2 22.2%	10 25.6%	17 26.2%	3 27.3%	16 21.9%	10 33.3%	12 20.3%	2 12.5%
			Ck	Bjlm							c	b	c	c
Multichannel marketing	86 19.9%	10 20.8%	5 15.2%	6 31.6%	4 26.7%	2 18.2%	1 11.1%	8 20.5%	10 15.4%	2 18.2%	14 19.2%	7 23.3%	15 25.4%	2 12.5%
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%
Other areas:	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 10: Marketing Analytics

Check all of the areas in which your company is using marketing analytics to drive decision making (sorted by highest to lowest use levels).

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B	B2B	B2C	B2C	<\$25	\$26-99	\$100-499	\$500-999	\$1-9.9	\$10+	0%	1-10%	>10%
	Product	Services	Product	Services	million	million	million	million	billion	billion	A	B	C
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	146 33.8%	162 37.5%	60 13.9%	64 14.8%	131 30.3%	68 15.7%	76 17.6%	35 8.1%	62 14.4%	55 12.7%	168 38.9%	152 35.2%	99 22.9%
Customer acquisition	58 39.7%	67 41.4%	28 46.7%	30 46.9%	54 41.2%	30 44.1%	32 42.1%	12 34.3%	29 46.8%	25 45.5%	54 32.1% BC	71 46.7% A	55 55.6% A
Customer insight	58 39.7%	60 37.0%	28 46.7%	29 45.3%	38 29.0% BeF	33 48.5% A	30 39.5%	13 37.1%	28 45.2% a	30 54.5% A	49 29.2% BC	76 50.0% A	48 48.5% A
Digital marketing	56 38.4%	57 35.2%	25 41.7%	31 48.4%	45 34.4%	22 32.4%	33 43.4%	12 34.3%	28 45.2%	27 49.1%	51 30.4% bC	65 42.8% a	48 48.5% A
Customer retention	47 32.2% d	51 31.5% d	22 36.7%	31 48.4% ab	36 27.5% F	28 41.2%	26 34.2%	11 31.4%	22 35.5%	27 49.1% A	44 26.2% bC	59 38.8% a	46 46.5% A
Branding	51 34.9%	46 28.4% d	25 41.7%	27 42.2% b	33 25.2% EF	25 36.8%	26 34.2%	9 25.7% e	29 46.8% Ad	25 45.5% A	40 23.8% BC	62 40.8% A	43 43.4% A
Social media	46 31.5%	59 36.4%	16 26.7%	23 35.9%	42 32.1%	21 30.9%	27 35.5%	8 22.9%	23 37.1%	23 41.8%	48 28.6% c	51 33.6%	41 41.4% a
Sales strategy	53 36.3%	49 30.2%	17 28.3%	19 29.7%	38 29.0%	23 33.8%	23 30.3%	10 28.6%	20 32.3%	21 38.2%	46 27.4% c	50 32.9%	39 39.4% a
Segmentation	47 32.2%	44 27.2%	22 36.7%	21 32.8%	30 22.9% F	24 35.3%	22 28.9%	11 31.4%	21 33.9%	25 45.5% A	39 23.2% bC	51 33.6% a	42 42.4% A

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

Topic 10: Marketing Analytics

Check all of the areas in which your company is using marketing analytics to drive decision making (sorted by highest to lowest use levels).

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B	B2B	B2C	B2C	<\$25	\$26-99	\$100-499	\$500-999	\$1-9.9	\$10+	0%	1-10%	>10%
	Product	Services	Product	Services	million	million	million	million	billion	billion	A	B	C
	A	B	C	D	A	B	C	D	E	F	A	B	C
New product or service development	49 33.6% b	35 21.6% ac	23 38.3% b	19 29.7%	36 27.5%	21 30.9%	20 26.3%	8 22.9%	20 32.3%	19 34.5%	36 21.4% Bc	53 34.9% A	35 35.4% a
Promotion strategy	40 27.4% c	33 20.4% Cd	26 43.3% aB	23 35.9% b	29 22.1%	20 29.4%	21 27.6%	10 28.6%	22 35.5%	19 34.5%	33 19.6% Bc	55 36.2% A	33 33.3% a
Customer service	35 24.0%	42 25.9%	13 21.7%	22 34.4%	30 22.9%	19 27.9%	19 25.0%	8 22.9%	15 24.2%	19 34.5%	35 20.8% c	41 27.0%	34 34.3% a
Product or service Strategy	41 28.1%	37 22.8%	16 26.7%	16 25.0%	32 24.4% f	16 23.5% f	16 21.1% f	8 22.9%	13 21.0% f	23 41.8% abce	36 21.4%	42 27.6%	30 30.3%
Marketing mix analysis	36 24.7%	31 19.1% D	16 26.7%	24 37.5% B	30 22.9%	18 26.5%	11 14.5% EF	5 14.3% ef	21 33.9% Cd	20 36.4% Cd	36 21.4% c	37 24.3%	32 32.3% a
Pricing strategy	40 27.4% b	29 17.9% aC	22 36.7% B	16 25.0%	28 21.4%	21 30.9%	15 19.7%	7 20.0%	17 27.4%	18 32.7%	36 21.4%	42 27.6%	27 27.3%
Multichannel marketing	21 14.4% D	29 17.9% D	13 21.7%	23 35.9% AB	25 19.1% f	10 14.7% f	11 14.5% F	4 11.4% f	16 25.8%	19 34.5% abCd	23 13.7% C	26 17.1% C	33 33.3% AB
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%
Other areas:	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 10: Marketing Analytics

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=Not At All	51 15.9%	6 19.4%	6 26.1%	1 7.1%	3 23.1%	1 12.5%	2 25.0%	4 15.4%	10 20.0%	1 14.3%	11 17.7%	5 20.0%	1 2.4%	0 0.0%
2=	40 12.5%	3 9.7%	4 17.4%	0 0.0%	0 0.0%	0 0.0%	2 25.0%	1 3.8%	6 12.0%	0 0.0%	14 22.6%	2 8.0%	6 14.6%	2 20.0%
3=	42 13.1%	3 9.7%	2 8.7%	1 7.1%	0 0.0%	1 12.5%	1 12.5%	3 11.5%	9 18.0%	2 28.6%	7 11.3%	3 12.0%	7 17.1%	3 30.0%
4=	51 15.9%	6 19.4%	1 4.3%	2 14.3%	2 15.4%	1 12.5%	2 25.0%	6 23.1%	9 18.0%	1 14.3%	10 16.1%	5 20.0%	4 9.8%	1 10.0%
5=	79 24.7%	7 22.6%	4 17.4%	6 42.9%	4 30.8%	2 25.0%	1 12.5%	4 15.4%	9 18.0%	2 28.6%	15 24.2%	4 16.0%	16 39.0%	4 40.0%
6=	39 12.2%	6 19.4%	3 13.0%	3 21.4%	3 23.1%	2 25.0%	0 0.0%	6 23.1%	4 8.0%	1 14.3%	4 6.5%	3 12.0%	4 9.8%	0 0.0%
7=Very Highly	18 5.6%	0 0.0%	3 13.0%	1 7.1%	1 7.7%	1 12.5%	0 0.0%	2 7.7%	3 6.0%	0 0.0%	1 1.6%	3 12.0%	3 7.3%	0 0.0%
Mean	3.80	3.74	3.61	4.79	4.31	4.63	2.75	4.19	3.50	3.86	3.32	3.88	4.27	3.70
SD	1.81	1.81	2.25	1.48 FhJ	2.06	1.92 fj	1.49 Cel	1.88 j	1.82 cl	1.68	1.69 CegL	2.03	1.55 fhJ	1.25

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

Topic 10: Marketing Analytics

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Not At All	19 17.6%	25 19.8%	1 2.4%	6 13.6%	25 24.3%	8 14.3%	8 14.8%	2 10.0%	5 11.4%	2 5.0%	28 23.0%	14 11.9%	9 12.2%
2=	10 9.3%	24 19.0%	4 9.5%	2 4.5%	15 14.6%	12 21.4%	5 9.3%	2 10.0%	3 6.8%	3 7.5%	25 20.5%	10 8.5%	4 5.4%
3=	16 14.8%	17 13.5%	4 9.5%	5 11.4%	10 9.7%	6 10.7%	7 13.0%	3 15.0%	12 27.3%	3 7.5%	14 11.5%	21 17.8%	7 9.5%
4=	16 14.8%	17 13.5%	9 21.4%	9 20.5%	12 11.7%	11 19.6%	17 31.5%	0 0.0%	3 6.8%	8 20.0%	16 13.1%	21 17.8%	10 13.5%
5=	30 27.8%	29 23.0%	12 28.6%	8 18.2%	28 27.2%	10 17.9%	11 20.4%	9 45.0%	10 22.7%	10 25.0%	24 19.7%	35 29.7%	20 27.0%
6=	12 11.1%	12 9.5%	7 16.7%	8 18.2%	8 7.8%	4 7.1%	4 7.4%	3 15.0%	9 20.5%	11 27.5%	10 8.2%	11 9.3%	18 24.3%
7=Very Highly	5 4.6%	2 1.6%	5 11.9%	6 13.6%	5 4.9%	5 8.9%	2 3.7%	1 5.0%	2 4.5%	3 7.5%	5 4.1%	6 5.1%	6 8.1%
Mean	3.78	3.36	4.62	4.34	3.46	3.63	3.70	4.25	4.02	4.65	3.27	3.93	4.43
SD	1.79	1.75	1.55	1.90	1.90	1.85	1.62	1.74	1.76	1.58	1.84	1.65	1.80
	C	CD	AB	B	F	F	F			ABC	BC	Ac	Ab

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

Topic 10: Marketing Analytics

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
We prove the impact quantitatively	108 34.3%	13 43.3% gh	7 31.8%	4 28.6%	6 50.0% gh	5 62.5% gH	1 16.7%	4 14.8% adeKL	9 17.6% adEjKL	2 25.0%	21 35.0% h	13 54.2% GH	19 46.3% GH	2 20.0%
We have a good qualitative sense of the impact, but not a quantitative impact	145 46.0%	12 40.0% eg	10 45.5% e	9 64.3% E	5 41.7% e	0 0.0% abCdfGHij km	3 50.0% e	18 66.7% aEjkl	32 62.7% EjKL	5 62.5% e	22 36.7% egH	9 37.5% egh	14 34.1% gH	6 60.0% e
We haven't been able to show the impact yet	62 19.7%	5 16.7%	5 22.7%	1 7.1%	1 8.3%	3 37.5%	2 33.3%	5 18.5%	10 19.6%	1 12.5%	17 28.3%	2 8.3%	8 19.5%	2 20.0%

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

Topic 10: Marketing Analytics

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
We prove the impact quantitatively	29 27.4% D	39 31.5% D	16 38.1%	24 55.8% AB	31 31.3% f	16 29.1% f	19 35.2%	7 33.3%	14 31.8% f	21 55.3% abe	31 26.3% C	41 35.0%	35 46.7% A
We have a good qualitative sense of the impact, but not a quantitative impact	57 53.8% d	53 42.7%	22 52.4% d	13 30.2% ac	39 39.4%	27 49.1%	27 50.0%	13 61.9%	22 50.0%	14 36.8%	50 42.4%	61 52.1%	30 40.0%
We haven't been able to show the impact yet	20 18.9%	32 25.8% c	4 9.5% b	6 14.0%	29 29.3% cdF	12 21.8%	8 14.8% a	1 4.8% a	8 18.2%	3 7.9% A	37 31.4% BC	15 12.8% A	10 13.3% A

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

Topic 10: Marketing Analytics

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
We prove the impact quantitatively	104 32.8%	10 33.3%	7 30.4%	6 42.9%	4 33.3%	3 37.5%	0 0.0%	6 22.2%	10 19.6%	2 25.0%	21 35.0%	12 50.0%	21 51.2%	2 20.0%
							kl	kl	KL			fgH	fgH	
We have a good qualitative sense of the impact, but not a quantitative impact	140 44.2%	13 43.3%	9 39.1%	7 50.0%	7 58.3%	3 37.5%	5 71.4%	15 55.6%	25 49.0%	5 62.5%	20 33.3%	9 37.5%	15 36.6%	5 50.0%
We haven't been able to show the impact yet	73 23.0%	7 23.3%	7 30.4%	1 7.1%	1 8.3%	2 25.0%	2 28.6%	6 22.2%	16 31.4%	1 12.5%	19 31.7%	3 12.5%	5 12.2%	3 30.0%
									1		1		hj	

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

Topic 10: Marketing Analytics

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
We prove the impact quantitatively	32 29.9%	38 30.4%	16 38.1%	18 41.9%	27 26.7% F	18 32.7% f	18 33.3% f	6 28.6% f	13 29.5% f	22 57.9% Abcde	31 25.8% C	37 31.6%	34 45.3% A
We have a good qualitative sense of the impact, but not a quantitative impact	53 49.5%	53 42.4%	18 42.9%	16 37.2%	43 42.6%	27 49.1%	27 50.0% f	9 42.9%	20 45.5%	11 28.9% c	50 41.7%	58 49.6%	30 40.0%
We haven't been able to show the impact yet	22 20.6%	34 27.2%	8 19.0%	9 20.9%	31 30.7% f	10 18.2%	9 16.7%	6 28.6%	11 25.0%	5 13.2% a	39 32.5% bC	22 18.8% a	11 14.7% A

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