

The **CMO** Survey[®] 

AUGUST 2019

Report of Results by Firm & Industry Characteristics

Predicting the future of markets, tracking marketing excellence,
improving the value of marketing since 2008

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Overview of The CMO Survey®

About The CMO Survey®

Mission

To collect and disseminate the opinions of top marketers in order to predict the future of markets, track marketing excellence, and improve the value of marketing in firms and society. The survey is an objective source of information about marketing and a non-commercial service dedicated to improving the field of marketing.

Administration

Founded in August 2008, The CMO Survey is administered twice a year. Questions repeat to observe trends over time and new questions are added to tap into marketing trends. The August 2019 survey is the 23rd administration of The CMO Survey.

Sponsors

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

The August 2019 CMO Survey

Survey sample

The sample of 2575 top marketers at U.S. for-profit companies: 341 responded for a 13.2% response rate; 95% of respondents are VP-level or above.

Survey administration

The survey was in field from July 10-August 2, 2019. It was administered via email with follow-up reminders.

Available reports

This *Topline Report* offers an aggregate view of survey results. Two other reports are available at cmosurvey.org/results.

- *Highlights and Insights Report* shares key metrics over time
- *Report of Results by Firm and Industry Characteristics* offers results by sectors, size, and Internet sales

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

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Rank your customers' top three priorities (1, 2, 3) over the next 12 months:

- 5 Low price
- 7 Superior product quality
- 9 Superior innovation
- 11 Excellent service
- 13 Trusting relationship

Partners

- 15 Does your firm use channel partners or go directly to market?

Topic 2: Firm Growth Strategies

- 17 Allocate 100 points to reflect your firm's spending on growth strategies during the prior 12 months
- 19 What percent of your marketing budget do you spend on domestic markets?
- 21 What percentage of your firm's sales is domestic?
- 23 What percentage of your firm's sales is through the internet?

Topic 3: Marketing Spending

- 25 What percentage of your firm's overall budget does marketing currently account for?
- 27 Marketing expenses account for what percent of your firm's revenues?
- 29 By what percent has your overall marketing spending changed in the prior 12 months?
- 31 What is your company's percentage change in marketing spending during the next 12 months?
- 33 What is your company's percentage change in spending during the next 12 months in each specific marketing area?
- 35 By what percent has your spending on each type of marketing knowledge changed in the prior 12 months?
- 37 What percent of your marketing budget is currently devoted to training and development?
- 39 How is your paid digital media allocated across the following channels?

Topic 4: Firm Performance

Financial and Market Metrics

41 Rate your firm's financial and marketing performance during the prior 12 months.

Societal Metrics

Rate your company on each societal metric during the prior 12 months:

43 Marketing that is beneficial for society

45 Minimizing the impact of marketing on the ecological environment

Customer Experience Metrics

Rank your top three challenges:

47 Mapping all elements of the customer journey

49 Determining the contribution of each touchpoint to the overall customer experience and identifying critical touchpoints

51 Integrating touchpoints seamlessly across the entire customer journey

53 Assuring that customer experiences are compatible with our brand

55 Managing partners that influence any aspects of the customer experience

57 Creating optimal experiences across all channels and devices

59 Tailoring the customer experience to the customer's context (location, social, situation, time, needs)

61 Measuring the customer's perceptions, emotions and behaviors throughout the customer journey

63 Linking customer experience measures to relevant KPI's and financial outcomes

65 Coordinating disparate aspects of the organization to design, manage, deliver and monitor the customer experience

67 Ensuring a deep understanding of the customer experience across the entire organization

69 Developing the necessary capabilities inside the organization to design, deliver and monitor the customer experience

Rank how well you think your company performs relative to competitors:

71 Mapping all elements of the customer journey

73 Determining the contribution of each touchpoint to the overall customer experience and identifying critical touchpoints

75 Integrating touchpoints seamlessly across the entire customer journey

77 Assuring that customer experiences are compatible with our brand

79 Managing partners that influence any aspects of the customer experience

81 Creating optimal experiences across all channels and devices

83 Tailoring the customer experience to the customer's context (location, social, situation, time, needs)

85 Measuring the customer's perceptions, emotions and behaviors throughout the customer journey

87 Linking customer experience measures to relevant KPI's and financial outcomes

89 Coordinating disparate aspects of the organization to design, manage, deliver and monitor the customer experience

91 Ensuring a deep understanding of the customer experience across the entire organization

93 Developing the necessary capabilities inside the organization to design, deliver and monitor the customer experience

Topic 5: Social Media Marketing

- [95](#) What percent of your marketing budget do you spend on social media?
- [97](#) What percent of social media activities are performed by outside agencies?
- [99](#) To what degree has the use of social media contributed to your company's performance?
- [101](#) How effectively is social media linked to your firm's marketing strategy?
- [103](#) How effectively does your company integrate customer information across purchasing, communication and social media channels?
- [105](#) Which best describes how you show the impact of social media on your business?

Topic 6: Mobile Marketing

- [107](#) What percent of your marketing budget do you spend on mobile activities?
- [109](#) To what degree has the use of mobile marketing contributed to your company's performance?

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- [111](#) By what percentage will your firm's marketing hires change in the next year?
- [113](#) In your company, how important is employee satisfaction to customer satisfaction?
- [115](#) How well do your company employees trust your company's brand?
- [117](#) By what percentage will your firm's outsourcing of marketing activities change in the next year?
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- 143 What is marketing primarily responsible for in your firm?
- 149 Do you believe it is appropriate for your brand to take a stance on politically-charged issues?
- 151 To what extent have new technologies strengthened or weakened the importance of marketing in your company.
- 153 How much time do you spend managing the present versus preparing for the future of marketing in your company?

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- 155 What percent of your marketing budget do you spend on marketing analytics?
- 157 In what percent of projects does your company use marketing analytics before a decision is made?
- 159 To what degree has the use of marketing analytics contributed to your company's performance?
- 161 Which best describes how your company shows the long-term impact of marketing spend on your business?
- 163 To what extent is your company implementing artificial intelligence or machine learning into its marketing toolkit? Currently/In three years
- 167 To what extent are blockchain technologies affecting your company's marketing strategies? Currently/In three years

Appendix: Firm-level Descriptive Information

- 171 Which economic sector accounts for the majority of your company revenues?

Technical Notes:

The sample size for each question varies. Statistical differences between responses associated with various firm and industry characteristics are denoted with letters under the numerical scores. To interpret, refer to the labeled columns. For example, columns A-N for industry sector or columns A-C for percent Internet sales. Columns that share the same lower case letter are significantly different at $p < .05$, while those that share the same upper case letter are significantly different at $p < .01$. Statistical differences are a function of both the mean and standard deviation.

Topic 1: Marketplace Dynamics - Overall Economy

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

N=175	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
3=More	42 24.0%	3 16.7%	2 16.7%	2 13.3%	2 40.0%	1 14.3%	0 0.0%	7 43.8%	8 38.1%	2 66.7%	4 15.4%	2 14.3%	6 20.7%	3 42.9%
2=No Change	53 30.3%	5 27.8%	0 0.0% cjkL	5 33.3% b	1 20.0%	2 28.6%	0 0.0%	4 25.0%	5 23.8%	1 33.3%	9 34.6% b	6 42.9% b	13 44.8% B	2 28.6%
1=Less	80 45.7%	10 55.6%	10 83.3% ghikLm	8 53.3%	2 40.0%	4 57.1%	2 100.0%	5 31.3% b	8 38.1% b	0 0.0% b	13 50.0%	6 42.9% b	10 34.5% B	2 28.6% b
Mean	1.78	1.61 i	1.33 ghil	1.60 i	2.00	1.57	1.00	2.13 b	2.00 b	2.67 abcj	1.65 i	1.71	1.86 b	2.14

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

Topic 1: Marketplace Dynamics - Overall Economy

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

N=175

	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	20 31.7% b	8 14.5% a	7 21.2%	7 29.2%	11 23.9%	5 18.5%	5 21.7%	3 23.1%	14 32.6%	4 17.4%	13 20.6%	15 22.4%	12 29.3%
2=No Change	20 31.7%	19 34.5%	9 27.3%	5 20.8%	12 26.1%	10 37.0%	6 26.1%	3 23.1%	16 37.2%	6 26.1%	23 36.5%	19 28.4%	10 24.4%
1=Less	23 36.5%	28 50.9%	17 51.5%	12 50.0%	23 50.0%	12 44.4%	12 52.2%	7 53.8%	13 30.2% f	13 56.5% e	27 42.9%	33 49.3%	19 46.3%
Mean	1.95 b	1.64 a	1.70	1.79	1.74	1.74	1.70	1.69	2.02 f	1.61 e	1.78	1.73	1.83

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

Topic 1: Marketplace Dynamics - Overall Economy

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Optimism rating	170	18	10	15	5	7	2	16	21	3	25	14	27	7
	59.80	55.21	48.50	51.59	67.60	44.29	50.00	67.28	68.24	70.00	58.57	67.64	63.89	44.29
	19.92	21.14	20.69	20.98	25.22	21.30	28.28	19.88	14.65	18.03	19.58	16.41	17.56	13.97
		h	gHkl	gHkl		gHkl		bceM	aBCEM	m		bceM	bceM	gHiKl

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

Topic 1: Marketplace Dynamics - Overall Economy

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	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
Optimism rating	62	54	30	24	46	27	23	13	40	21	62	67	37
	66.16	54.68	55.89	59.79	58.16	62.87	62.96	54.83	61.55	55.76	58.92	61.40	58.22
	17.51	19.29	21.15	22.12	21.30	18.45	21.09	15.10	20.86	18.57	20.38	19.64	20.06
	Bc	A	a										

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

Topic 1: Marketplace Dynamics - Customers and Partners

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=170	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=1st Priority	30 17.6%	4 22.2%	1 9.1%	7 46.7% hjl	1 20.0%	0 0.0%	0 0.0%	2 13.3%	2 10.0%	1 25.0%	4 15.4%	4 30.8%	3 10.7% c	1 14.3%
2=2nd Priority	20 11.8%	2 11.1% e	1 9.1% e	1 6.7% Eh	0 0.0% e	4 66.7% abCdGJKL m	0 0.0%	1 6.7% Eh	8 40.0% cgJL	0 0.0%	1 3.8% EH	1 7.7% e	1 3.6% EH	0 0.0% e
3=3rd Priority	38 22.4%	4 22.2%	4 36.4%	3 20.0%	1 20.0%	0 0.0%	1 50.0%	5 33.3%	4 20.0%	1 25.0%	3 11.5%	3 23.1%	7 25.0%	2 28.6%
Mean	2.09	2.00	2.50	1.64	2.00	2.00	3.00	2.38	2.14	2.00	1.88	1.88	2.36	2.33

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

Topic 1: Marketplace Dynamics - Customers and Partners

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=170

	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	9 15.0% c	6 11.1% c	11 33.3% ab	4 17.4%	8 17.8% b	0 0.0% aDEf	3 13.0%	4 30.8%	10 24.4% B	5 21.7% b	10 16.4%	12 18.5%	8 20.5%
2=2nd Priority	9 15.0%	5 9.3%	2 6.1%	4 17.4%	4 8.9%	3 12.0%	4 17.4%	1 7.7%	3 7.3%	5 21.7%	3 4.9% b	13 20.0% a	4 10.3%
3=3rd Priority	15 25.0%	9 16.7%	6 18.2%	8 34.8%	9 20.0%	5 20.0%	7 30.4%	4 30.8%	10 24.4%	3 13.0%	12 19.7%	17 26.2%	7 17.9%
Mean	2.18	2.15	1.74	2.25	2.05	2.63 f	2.29	2.00	2.00	1.85 b	2.08	2.12	1.95

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

Topic 1: Marketplace Dynamics - Customers and Partners

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=170	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=1st Priority	42 24.7%	2 11.1%	3 27.3%	3 20.0%	1 20.0%	1 16.7%	0 0.0%	7 46.7%	6 30.0%	0 0.0%	4 15.4%	4 30.8%	10 35.7%	1 14.3%
		g						aj			g			
2=2nd Priority	41 24.1%	5 27.8%	1 9.1%	9 60.0%	2 40.0%	1 16.7%	0 0.0%	3 20.0%	3 15.0%	1 25.0%	4 15.4%	2 15.4%	6 21.4%	4 57.1%
			cm	bgHJkl				c	Cm		Cm	c	c	bhj
3=3rd Priority	31 18.2%	3 16.7%	2 18.2%	2 13.3%	0 0.0%	1 16.7%	1 50.0%	1 6.7%	3 15.0%	1 25.0%	8 30.8%	2 15.4%	5 17.9%	2 28.6%
Mean	1.90	2.10	1.83	1.93	1.67	2.00	3.00	1.45	1.75	2.50	2.25	1.75	1.76	2.14
								j			g			

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

Topic 1: Marketplace Dynamics - Customers and Partners

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=170

	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	22 36.7% bd	10 18.5% a	8 24.2%	2 8.7% a	14 31.1%	7 28.0%	6 26.1%	2 15.4%	7 17.1%	6 26.1%	12 19.7%	20 30.8%
2=2nd Priority	16 26.7%	9 16.7% c	13 39.4% bd	3 13.0% c	8 17.8% e	5 20.0%	5 21.7%	4 30.8%	16 39.0% af	3 13.0% e	14 23.0%	12 18.5%	11 28.2%
3=3rd Priority	8 13.3%	14 25.9%	6 18.2%	3 13.0%	9 20.0%	7 28.0%	2 8.7%	1 7.7%	6 14.6%	6 26.1%	14 23.0%	12 18.5%	5 12.8%
Mean	1.70 b	2.12 a	1.93	2.13	1.84	2.00	1.69	1.86	1.97	2.00	2.05	1.82	1.81

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

Topic 1: Marketplace Dynamics - Customers and Partners

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=170	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=1st Priority	20 11.8%	0 0.0% Fil	1 9.1%	2 13.3%	1 20.0%	1 16.7%	1 50.0% Aghk	0 0.0%	1 5.0%	1 25.0%	5 19.2%	0 0.0% f	7 25.0% ag	0 0.0%
2=2nd Priority	17 10.0%	0 0.0% bi	4 36.4% aHJ	3 20.0% hj	0 0.0%	0 0.0%	0 0.0%	3 20.0% hj	0 0.0%	1 25.0% ahj	0 0.0% Bcgil	1 7.7%	5 17.9% j	0 0.0%
3=3rd Priority	27 15.9%	3 16.7%	3 27.3%	3 20.0%	1 20.0%	1 16.7%	0 0.0%	2 13.3%	2 10.0%	0 0.0%	3 11.5%	2 15.4%	7 25.0%	0 0.0%
Mean	2.11	3.00	2.25	2.13	2.00	2.00	1.00	2.40	2.33	1.50	1.75	2.67	2.00	---

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

Topic 1: Marketplace Dynamics - Customers and Partners

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=170

	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	9 15.0%	8 14.8%	2 6.1%	1 4.3%	3 6.7%	5 20.0%	2 8.7%	1 7.7%	5 12.2%	4 17.4%	6 9.8%	7 10.8%
2=2nd Priority	8 13.3%	2 3.7%	5 15.2%	2 8.7%	4 8.9%	3 12.0%	1 4.3%	2 15.4%	5 12.2%	2 8.7%	6 9.8%	6 9.2%	5 12.8%
3=3rd Priority	7 11.7%	11 20.4%	7 21.2%	2 8.7%	8 17.8%	3 12.0%	4 17.4%	2 15.4%	6 14.6%	4 17.4%	12 19.7%	7 10.8%	8 20.5%
Mean	1.92	2.14	2.36	2.20	2.33	1.82	2.29	2.20	2.06	2.00	2.25	2.00	2.24

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

Topic 1: Marketplace Dynamics - Customers and Partners

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

Excellent service

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=1st Priority	45 26.5%	5 27.8% c	3 27.3% c	0 0.0% abdEghjk m	2 40.0% c	3 50.0% C	0 0.0%	5 33.3% c	6 30.0% c	1 25.0%	7 26.9% c	5 38.5% c	5 17.9%	3 42.9% c
2=2nd Priority	47 27.6%	4 22.2% j	2 18.2%	2 13.3% j	2 40.0%	0 0.0% j	1 50.0%	1 6.7% J	7 35.0%	0 0.0%	14 53.8% aceG	4 30.8%	9 32.1%	1 14.3%
3=3rd Priority	33 19.4%	6 33.3% b	0 0.0% a	4 26.7%	1 20.0%	2 33.3%	0 0.0%	3 20.0%	5 25.0%	1 25.0%	4 15.4%	3 23.1%	3 10.7%	1 14.3%
Mean	1.90	2.07	1.40 C	2.67 Bjklm	1.80	1.80	2.00	1.78	1.94	2.00	1.88 c	1.83 c	1.88 c	1.60 c

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

Topic 1: Marketplace Dynamics - Customers and Partners

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=170

	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	12 20.0% D	15 27.8% d	5 15.2% D	13 56.5% AbC	12 26.7%	8 32.0%	4 17.4%	5 38.5%	11 26.8%	5 21.7%	18 29.5%	16 24.6%	10 25.6%
2=2nd Priority	14 23.3%	21 38.9% c	6 18.2% b	6 26.1%	18 40.0% e	5 20.0%	9 39.1% e	3 23.1%	6 14.6% ac	6 26.1%	22 36.1%	18 27.7%	7 17.9%
3=3rd Priority	16 26.7%	8 14.8%	6 18.2%	3 13.0%	8 17.8%	3 12.0%	4 17.4%	3 23.1%	10 24.4%	5 21.7%	8 13.1%	13 20.0%	10 25.6%
Mean	2.10 d	1.84	2.06 d	1.55 ac	1.89	1.69	2.00	1.82	1.96	2.00	1.79	1.94	2.00

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

Topic 1: Marketplace Dynamics - Customers and Partners

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=170	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=1st Priority	33 19.4%	7 38.9% gkl	3 27.3%	3 20.0%	0 0.0%	1 16.7%	1 50.0%	1 6.7% a	5 25.0%	1 25.0%	6 23.1%	0 0.0% af	3 10.7% a	2 28.6%
2=2nd Priority	45 26.5%	7 38.9% ch	3 27.3% c	0 0.0% abfGijklm	1 20.0%	1 16.7%	1 50.0% c	7 46.7% Ch	2 10.0% ag	2 50.0% c	7 26.9% c	5 38.5% c	7 25.0% c	2 28.6% c
3=3rd Priority	41 24.1%	2 11.1%	2 18.2%	3 20.0%	2 40.0%	2 33.3%	0 0.0%	4 26.7%	6 30.0%	1 25.0%	8 30.8%	3 23.1%	6 21.4%	2 28.6%
Mean	2.07	1.69 dgk	1.88	2.00	2.67 a	2.25	1.50	2.25 a	2.08	2.00	2.10	2.38 a	2.19	2.00

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

Topic 1: Marketplace Dynamics - Customers and Partners

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=170

	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	8 13.3%	15 27.8%	7 21.2%	3 13.0%	8 17.8%	5 20.0%	8 34.8%	1 7.7%	8 19.5%	3 13.0%	15 24.6%	10 15.4%	7 17.9%
2=2nd Priority	13 21.7%	17 31.5%	7 21.2%	8 34.8%	11 24.4%	9 36.0%	4 17.4%	3 23.1%	11 26.8%	7 30.4%	16 26.2%	16 24.6%	12 30.8%
3=3rd Priority	14 23.3%	12 22.2%	8 24.2%	7 30.4%	11 24.4%	7 28.0%	6 26.1%	3 23.1%	9 22.0%	5 21.7%	15 24.6%	16 24.6%	9 23.1%
Mean	2.17	1.93	2.05	2.22	2.10	2.10	1.89	2.29	2.04	2.13	2.00	2.14	2.07

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

Topic 1: Marketplace Dynamics - Customers and Partners

Will you use a channel or go directly to market?

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	340 100.0%	35 10.3%	23 6.8%	29 8.5%	14 4.1%	13 3.8%	6 1.8%	32 9.4%	38 11.2%	5 1.5%	48 14.1%	32 9.4%	52 15.3%	13 3.8%
Uses channel partners	242 71.0%	22 62.9%	18 78.3%	23 79.3%	10 71.4%	8 61.5%	5 83.3%	21 65.6%	29 76.3%	3 60.0%	28 58.3%	22 68.8%	42 80.8%	10 76.9%
Does not use channel partners	99 29.0%	13 37.1%	5 21.7%	6 20.7%	4 28.6%	5 38.5%	1 16.7%	11 34.4%	9 23.7%	2 40.0%	20 41.7%	10 31.3%	10 19.2%	3 23.1%

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

Topic 1: Marketplace Dynamics - Customers and Partners

Will you use a channel or go directly to 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
Total	114 33.6%	104 30.7%	79 23.3%	42 12.4%	90 26.9%	49 14.6%	51 15.2%	25 7.5%	78 23.3%	42 12.5%	128 39.4%	112 34.5%	85 26.2%
Uses channel partners	87 76.3%	67 64.4%	60 75.9%	26 61.9%	52 57.8% def	35 71.4%	37 72.5%	20 80.0% a	58 74.4% a	34 81.0% a	87 68.0%	77 68.8%	63 74.1%
Does not use channel partners	27 23.7%	37 35.6%	19 24.1%	16 38.1%	38 42.2% def	14 28.6%	14 27.5%	5 20.0% a	20 25.6% a	8 19.0% a	41 32.0%	35 31.3%	22 25.9%

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Existing products/ services in existing markets	165 54.33 25.97	17 65.00 22.98	10 61.00 22.95	15 48.53 26.59	5 41.00 43.07	7 59.29 34.81	2 42.50 3.54	16 56.56 21.81	21 57.52 23.23	4 57.50 23.98	24 44.96 28.33	11 67.27 23.70	26 49.62 23.96	7 52.14 30.53
		jl									ak	jl	ak	
New products/ services in existing markets	165 21.58 18.70	17 15.88 17.87	10 19.00 9.66	15 22.00 15.21	5 34.00 39.59	7 30.71 33.96	2 27.50 24.75	16 15.00 14.72	21 24.86 14.63	4 23.75 17.97	24 18.92 14.51	11 14.09 12.41	26 24.81 17.97	7 31.43 33.38
									k			h		
Existing products/ services in new markets	165 14.78 14.57	17 13.82 17.55	10 12.50 10.87	15 17.00 18.30	5 7.00 6.71	7 6.43 9.00	2 20.00 28.28	16 18.44 14.11	21 11.67 13.35	4 15.00 17.32	24 18.92 14.44	11 15.45 16.35	26 15.77 14.33	7 10.00 10.00
						j					e			
New products/ services in new markets	165 9.30 14.52	17 5.29 7.60	10 7.50 9.20	15 12.47 25.42	5 18.00 24.90	7 3.57 3.78	2 10.00 0.00	16 10.00 19.58	21 5.95 7.68	4 3.75 4.79	24 17.21 16.45	11 3.18 4.62	26 9.81 12.77	7 6.43 7.48
		J				j			J		AeHK	J		

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 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
	Existing products/ services in existing markets	60 55.63 24.30	53 52.43 26.33	29 50.28 27.11	23 60.43 28.20	44 44.64 29.17 be	26 58.46 25.05 a	23 57.30 29.12	12 58.75 22.58	39 58.85 23.32	21 55.38 19.43	60 56.42 28.46	66 52.27 24.56
New products/ services in existing markets	60 21.45 15.96	53 20.26 18.01	29 21.90 15.49	23 24.57 28.96	44 23.14 23.64	26 21.65 21.93	23 18.13 15.40	12 17.92 8.11	39 20.90 16.05	21 25.38 15.35	60 18.38 18.09	66 24.52 18.32	35 21.71 20.79
Existing products/ services in new markets	60 14.92 12.87	53 16.02 15.73	29 15.86 17.98	23 10.22 10.71	44 19.64 20.50	26 14.23 13.83	23 13.48 10.16	12 11.25 10.25	39 13.85 12.22	21 10.48 7.73	60 15.17 15.43	66 14.83 14.62	35 13.29 13.72
New products/ services in new markets	60 8.00 13.19	53 11.28 13.45 d	29 11.97 20.85	23 4.78 8.85 b	44 12.59 21.09	26 5.65 7.07	23 11.09 15.88	12 12.08 13.73	39 6.41 8.11	21 8.76 11.72	60 10.03 16.70	66 8.38 9.92	35 9.43 18.10

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Percent	170	17	9	15	5	7	2	16	21	3	26	15	27	7
	87.59	90.82	84.77	87.20	93.00	90.43	95.00	90.81	91.09	80.99	89.15	96.53	74.33	86.43
	18.39	17.22	20.05	17.26	8.37	16.26	7.07	16.74	13.43	32.92	17.20	8.96	24.43	17.96
		1						1	L		1	L	agHjK	

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 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
	Percent	61 83.65 20.64 D	55 88.62 17.77	30 87.06 18.51 d	24 95.88 9.14 Ac	46 92.82 15.01 F	27 88.00 17.28 f	23 89.83 14.89 f	12 87.83 21.33	41 86.46 19.00 f	21 75.18 22.64 Abce	61 89.23 17.26	66 86.85 19.23

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?

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Domestic sales percent	170	17	9	15	5	7	2	16	21	3	26	15	27	7
	85.78	91.59	75.75	81.85	91.60	89.29	97.50	87.86	89.28	78.63	89.73	95.87	71.86	87.14
	19.34	17.23	24.19	20.82	17.69	13.97	3.54	20.43	12.77	32.79	15.06	9.99	24.21	15.24
		L	jK	k				l	L		bL	BcL	AgHJK	

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?

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
Domestic sales percent	61	55	30	24	46	27	23	12	41	21	61	66	39
	80.29	88.23	85.46	94.50	91.76	85.62	86.26	89.17	84.35	73.21	88.57	83.58	85.91
	21.18	18.24	19.40	12.15	14.76	19.17	18.24	18.97	20.53	22.93	17.05	21.21	19.51
	bD	a		A	F	f	f	f	f	Abcd			

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

Topic 2: Firm Growth Strategies

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

Number Mean SD	Total	Industry Sector														
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation		
		A	B	C	D	E	F	G	H	I	J	K	L	M		
Internet sales percent	325	35	23	28	13	12	5	32	38	4	43	31	48	12		
	13.36	15.08	23.81	12.07	19.47	49.43	14.20	7.12	5.73	2.50	4.95	15.95	13.77	13.28		
	21.99	23.04	27.47	16.27	28.92	27.30	17.98	16.07	12.42	5.00	13.11	22.12	23.30	26.71		
		Ehj	eGHJ	Ej	ehj	AbCd	fGHI	e	BE	aBdEk	E	aBcdEKl	EhJ	Ej	E	
																JKLM

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

Topic 2: Firm Growth Strategies

What percentage of your firm's sales are 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	113	99	72	41	89	47	50	23	72	39	128	112	85
	9.07	9.07	17.12	28.96	16.56	16.53	11.65	6.99	12.58	9.21	0.00	4.84	44.72
	16.85	19.02	23.35	29.91	25.63	25.27	21.53	14.88	20.09	12.98	0.00	3.25	22.05
	CD	cD	Abd	ABc								C	B

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Percent of budget	169	22	12	13	5	7	2	17	20	3	24	10	28	6
	12.01	12.51	14.83	16.35	16.20	18.57	15.50	10.65	4.71	6.83	12.15	13.60	11.49	12.83
	11.95	11.99	14.73	13.22	14.91	9.22	20.51	11.04	6.17	5.48	12.49	14.15	11.28	15.09
		h	h	H	h	H		h abCdEgkl		h	h	h	h	

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	59	58	28	24	48	26	28	11	38	18	63	65	38
	10.33	10.95	15.48	14.64	16.23	11.20	10.92	12.89	8.84	9.77	10.46	10.04	18.10
	10.96	11.73	13.25	12.69	12.22	11.41	13.07	14.93	9.86	10.55	11.67	11.48	11.97
					E				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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Percent of revenues	169	22	12	13	5	6	2	17	20	3	22	12	28	7
	9.83	12.15	14.42	13.62	12.80	23.00	25.00	10.03	6.25	1.10	6.20	6.18	8.96	4.44
	13.10	13.91	16.42	16.35	13.61	11.66	33.94	9.79	12.93	0.85	10.55	9.90	12.93	4.18
						gHiJKIM		e	E	e	E	E	e	E

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	59	56	30	24	47	24	28	11	40	19	62	65	40
	8.61	8.67	9.75	15.60	17.64	10.67	5.55	7.65	6.09	4.88	6.43	8.95	16.66
	12.64	12.36	12.92	15.24	16.30	14.73	8.86	9.54	9.40	6.02	9.40	13.98	14.55
	d	d		ab	CEF		A		A	A	C	C	AB

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Percent change	177	21	13	15	5	7	2	18	20	3	24	14	28	7
	6.29	13.43	5.69	1.42	17.00	0.57	2.50	10.87	3.70	0.00	8.31	-3.15	7.12	2.43
	15.84	18.29	14.42	19.38	20.80	3.10	3.54	21.28	11.30	0.00	15.03	11.02	15.00	9.90
		hK			k			k	a		k	Adgjl	k	

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	61	58	34	24	50	28	26	11	42	20	65	67	42
	3.17	8.31	4.48	11.86	7.73	9.12	8.86	5.94	1.02	6.60	2.17	8.13	8.43
	15.05	15.42	14.80	18.77	15.47	23.55	14.69	17.35	10.05	13.07	13.82	16.18	16.23
	d			a	e		e		ac		bc	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 marketing spending during the *next* 12 months.

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Overall marketing spending	178 8.67 15.34	21 13.23 16.31 K	12 11.67 12.85 K	14 8.70 18.74	5 15.55 21.21 k	7 2.71 2.93	2 10.00 0.00	18 10.43 16.48 k	21 7.24 13.16 k	3 0.00 0.00	25 6.99 14.94	14 -1.59 9.82 ABdghl	30 10.76 16.66 k	6 12.13 21.22

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 marketing spending 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
Overall marketing spending	64	58	32	24	48	28	28	11	43	20	66	69	41
	7.08	10.09	7.49	11.06	11.17	15.08	8.25	8.52	4.39	3.60	6.48	7.48	13.55
	14.66	14.98	15.47	17.99	16.94	19.33	14.27	16.36	11.06	10.23	14.18	13.72	18.64
					e	Ef			aB	b	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 in each area.

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Digital marketing spending	173	21	12	14	5	7	2	18	21	3	23	14	27	6
	11.83	14.58	15.77	17.94	18.24	7.86	7.50	14.62	9.67	1.67	9.09	3.16	12.17	14.17
	15.22	14.73	14.96	18.55	21.61	6.36	3.54	17.55	7.83	2.89	15.88	14.22	17.28	14.29
		k	k	k								abc		
Customer relationship management	171	21	11	13	5	7	2	18	21	3	24	13	27	6
	8.93	10.56	10.00	9.14	12.00	9.57	1.00	9.22	7.29	1.67	9.08	8.46	8.11	12.66
	11.82	14.36	12.45	17.35	16.05	10.86	1.41	11.96	8.04	2.89	11.73	8.26	10.69	17.02
Brand building	173	21	12	14	5	7	2	18	21	3	24	13	27	6
	7.87	9.90	11.28	6.50	7.79	8.42	5.00	8.44	5.10	1.67	9.33	3.85	7.67	12.32
	10.87	13.16	14.42	10.60	17.42	13.97	7.07	11.12	6.98	2.89	12.23	4.63	7.42	17.50
New product introductions	170	20	11	14	5	7	2	18	21	3	23	13	27	6
	6.58	8.49	7.25	8.05	9.95	1.08	12.50	8.19	5.48	1.67	3.91	1.92	7.31	15.79
	10.84	12.41	12.45	11.70	17.21	12.05	3.54	12.90	7.36	2.89	7.53	2.53	11.60	15.54
						iK			m	f	m	FM		hjK
New service introductions	171	21	12	13	5	7	2	18	21	3	23	13	27	6
	6.14	6.73	8.22	1.31	9.00	9.03	10.00	4.89	3.71	3.33	10.40	1.92	7.04	5.83
	8.90	12.54	10.08	4.15	7.42	11.67	0.00	6.51	7.05	5.77	9.12	5.22	9.54	8.01
		c	bdeJl	ck	c		j	J		CgHK	dJ	c		
Traditional advertising spending	172	21	12	14	5	7	2	18	21	3	23	13	27	6
	-0.02	1.00	4.38	-1.94	-3.00	2.22	0.00	2.67	-1.77	0.00	-1.22	-2.73	-0.11	0.92
	11.81	15.25	10.92	14.68	13.04	15.70	0.00	14.92	8.99	5.00	7.45	14.04	6.75	20.04

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	63 11.43 14.79	55 11.06 13.89	31 11.95 17.93	24 14.47 16.20	46 13.28 18.07	27 16.72 17.87 ef	27 11.56 15.58	11 12.02 16.08	42 9.67 10.44	20 6.65 10.32	63 8.54 15.32	69 13.50 14.63	39 13.62 15.84
Customer relationship management	62 8.27 10.20	55 8.81 12.11	30 8.63 12.61	24 11.25 14.30	43 10.74 12.54	27 10.51 12.92	28 7.85 12.83	11 9.45 14.18	42 8.33 11.17	20 5.35 6.10	63 6.74 10.48	69 10.17 12.29	37 10.27 13.11
Brand building	62 7.01 9.08	56 8.33 11.44	31 6.51 10.96	24 10.74 13.50	45 8.90 12.33	27 11.40 12.76 F	28 6.28 10.63	11 8.81 12.44	42 7.47 9.41	20 3.30 3.93 B	63 6.90 11.36	69 7.68 9.40	39 9.14 12.24
New product introductions	62 7.48 10.71	54 4.29 8.32	31 8.63 11.81	23 6.78 14.36	44 10.90 13.62 cEf	27 6.60 11.19	27 4.93 7.61 a	11 10.88 15.70 e	41 3.19 7.99 Ad	20 3.90 4.47 a	62 5.64 9.53	68 5.42 8.82	38 8.99 14.19
New service introductions	62 4.89 7.34 b	55 8.93 9.77 aC	30 3.07 7.00 B	24 6.85 11.03	44 10.53 11.64 Ef	27 6.59 6.93 E	27 6.26 7.14 E	11 6.56 11.83	42 2.12 5.51 ABC	20 3.95 6.45 a	62 5.72 8.81	69 6.38 8.66	38 6.73 9.77
Traditional advertising spending	62 0.58 10.42	55 -0.87 8.87	31 -2.34 13.10	24 3.38 17.86	45 1.63 13.54	27 4.89 14.35 E	27 -0.82 9.09	11 -3.09 8.73	42 -3.29 9.44 B	20 -0.72 11.54	62 0.04 10.56	69 -1.59 11.24	39 2.41 14.49

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

Topic 3: Marketing Spending

By what percent has your spending on each type of marketing knowledge changed in the *prior 12 months*?

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
% Marketing training	163 4.23 7.92	18 1.94 6.89 fj	9 5.00 13.23	15 1.67 5.56 fij	6 2.83 4.02	6 5.83 8.01	2 15.55 21.98 ach	16 2.81 6.05	21 3.67 5.46	3 11.67 12.58 f	24 7.38 9.57 ac	13 3.16 9.07	24 4.42 5.93	6 3.33 8.16
% Marketing research and intelligence	159 9.18 12.33	18 9.05 12.51	9 14.20 15.18	15 6.86 12.33 i	4 3.75 4.79 fi	7 5.86 5.81 fi	2 20.00 7.07 dem	16 9.43 10.32 i	20 10.04 11.13 i	3 25.95 16.44 cdeghkm	22 9.30 13.14	12 7.65 12.33 i	25 9.19 14.43	6 2.50 8.80 fi
% Marketing consulting services	160 7.64 13.49	18 13.10 16.33 c	9 11.51 14.61 c	14 0.71 9.78 abg	5 13.71 19.89	7 7.14 9.51	2 12.50 17.68	16 10.19 9.12 ck	20 4.90 12.53	2 12.50 17.68	23 5.57 12.01	12 3.33 4.44 g	25 9.05 18.58	7 7.14 9.51
% Developing new marketing knowledge and capabilities	164 10.44 11.51	18 14.23 16.64	9 12.78 14.17	15 6.27 7.65 dfi	6 16.92 13.84 ch	7 8.00 6.81	2 20.00 14.14 ch	16 10.01 14.21	21 7.33 7.51 df	3 16.67 7.64 c	24 10.36 9.87	13 11.01 15.35	24 10.58 9.06	6 6.67 8.16

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

Topic 3: Marketing Spending

By what percent has your spending on each type of marketing knowledge changed in the *prior 12 months*?

Number Mean SD	Total	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 training	163 4.23 7.92	59 3.27 5.61	53 5.51 8.52	28 1.90 8.86	23 6.57 9.59	46 5.42 8.60	25 2.40 5.61	24 3.42 9.26	11 6.36 6.36	38 4.29 8.50	19 3.42 6.68	60 4.27 7.48	68 4.90 8.47	33 2.88 7.81
% Marketing research and intelligence	159 9.18 12.33	56 8.44 11.81	52 9.68 12.71	29 9.95 13.90	22 8.90 11.24	44 7.44 11.53	26 7.80 12.33	23 8.51 10.39	10 11.57 17.90	37 12.79 13.03	19 7.63 11.47	58 9.09 13.72	65 8.04 10.88	34 10.46 11.82
% Marketing consulting services	160 7.64 13.49	54 4.29 11.89	53 9.03 13.66	30 8.69 15.12	23 10.96 13.66	45 9.80 16.19	26 8.81 12.71	24 7.92 12.76	9 8.17 15.60	36 7.07 13.36	20 1.75 4.94	58 6.44 14.51	64 7.05 12.46	36 10.24 13.37
% Developing new marketing knowledge and capabilities	164 10.44 11.51	59 8.42 9.01	53 11.99 12.36	28 7.88 10.67	24 14.98 14.47	46 11.11 12.29	26 8.46 10.18	24 10.55 12.31	11 15.74 13.89	38 10.95 10.66	19 7.32 10.45	60 9.53 11.32	68 10.41 10.60	34 11.55 13.73

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

Topic 3: Marketing Spending

What percent of your marketing budget is currently devoted to training and development?

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Percent of your marketing budget	164	18	9	14	5	7	2	16	21	3	24	13	25	7
	5.79	4.22	8.01	4.00	4.40	4.57	13.04	6.75	7.10	14.00	7.42	4.93	3.98	3.57
	5.76	3.25	7.32	4.69	3.78	2.82	18.44	5.72	5.88	11.53	6.21	6.72	4.15	3.78
		fl		i			al		l	AcL	l		fhJ	

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

Topic 3: Marketing Spending

What percent of your marketing budget is currently devoted to training and development?

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 your marketing budget	59 6.35 6.41	54 5.59 5.10	28 4.57 3.92	23 6.31 7.31	46 6.33 6.87	26 4.75 4.23	24 4.92 4.33	11 5.18 3.87	37 6.25 6.46	20 6.45 5.98	60 5.89 5.87	67 5.91 6.17	35 5.29 5.00

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

Topic 3: Marketing Spending

How is your paid digital media allocated across the following channels?

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
Paid (other)	112 40.09 35.46	14 31.86 36.50 J	5 28.00 29.50 J	8 37.75 38.93 j	2 44.00 22.63	4 32.75 46.05 j	1 100.00 ---	10 25.50 27.02 J	15 23.33 31.28 J	2 22.50 31.82 j	20 71.70 28.71 ABceGHik	7 41.43 34.31 j	19 43.16 32.67 J	5 17.80 26.72 J
Print	112 15.93 22.82	14 9.79 18.05 ghI	5 11.60 12.86 i	8 11.50 27.76 i	2 10.00 7.07 e	4 0.50 1.00 dhim	1 0.00 ---	10 29.50 26.82 ajL	15 34.00 29.65 aeJL	2 67.50 45.96 AbceJLm	20 9.85 15.77 gHI	7 21.86 22.23 l	19 5.95 8.93 GHik	5 14.40 10.21 ei
Paid Search (all engines)	112 13.63 17.31	14 15.00 18.58	5 20.00 12.75 Jk	8 11.88 21.20	2 10.00 0.00	4 27.50 22.55 Jk	1 0.00 ---	10 21.00 26.85 j	15 14.67 19.94	2 5.00 7.07	20 5.65 8.18 BEglM	7 5.29 5.50 bem	19 16.42 17.40 j	5 18.00 10.95 Jk
Paid Social	112 9.81 13.24	14 14.07 22.95	5 16.00 12.94 gj	8 9.50 12.56	2 10.00 7.07	4 19.50 18.65 ghj	1 0.00 ---	10 5.20 6.37 be	15 6.80 6.75 e	2 0.00 0.00	20 4.75 7.16 bekl	7 15.86 17.28 j	19 11.89 11.99 j	5 12.40 16.09
Paid Display (including programmatic)	112 8.41 12.14	14 9.86 14.38 j	5 18.00 13.51 ghJ	8 9.00 10.73 j	2 10.00 0.00	4 8.75 8.54	1 0.00 ---	10 5.70 5.62 b	15 4.73 7.22 bm	2 5.00 7.07	20 2.50 5.26 aBcLM	7 6.00 9.15	19 13.26 16.45 J	5 21.00 23.02 hJ
Television	112 6.15 15.05	14 13.36 17.39 L	5 2.00 4.47	8 12.88 29.19	2 1.00 1.41	4 7.50 11.90	1 0.00 ---	10 7.50 13.99	15 9.87 20.45	2 0.00 0.00	20 3.00 13.42	7 1.43 3.78	19 1.53 4.06 A	5 7.00 15.65
Paid Video (including programmatic, full episode players)	112 4.28 6.17	14 3.43 4.72 m	5 4.40 8.76	8 7.13 8.64	2 7.50 3.54	4 2.75 2.63	1 0.00 ---	10 4.60 6.79	15 4.47 6.71	2 0.00 0.00	20 1.90 4.93 M	7 6.43 8.02	19 4.47 5.98	5 9.00 5.48 aJ
Radio	112 1.16 3.04	14 2.64 4.13 l	5 0.00 0.00	8 0.38 1.06 D	2 7.50 3.54 CeGJLM	4 0.75 1.50 d	1 0.00 ---	10 1.00 1.76 D	15 2.13 5.25	2 0.00 0.00	20 0.65 2.30 D	7 1.71 3.73	19 0.16 0.50 aD	5 0.40 0.89 D

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

Topic 3: Marketing Spending

How is your paid digital media allocated across the following channels?

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
Paid (other)	42	40	17	13	25	21	17	9	28	12	45	47	18
	39.71	49.47	13.35	47.38	52.04	37.81	46.29	40.67	30.39	32.58	48.62	40.04	15.56
	33.33	36.80	12.58	43.08	37.76	36.12	37.14	42.17	28.57	34.70	38.79	31.93	23.91
Print	C	C	ABD	C	e				a		C	C	AB
	42	40	17	13	25	21	17	9	28	12	45	47	18
	22.10	8.95	22.24	9.23	19.48	11.38	13.47	17.33	17.71	14.75	16.11	17.49	12.89
Paid Search (all engines)	28.38	13.06	23.08	19.96	29.93	17.42	21.79	21.86	22.83	18.47	24.62	22.92	19.25
	B	AC	B										
	42	40	17	13	25	21	17	9	28	12	45	47	18
Paid Social	12.33	13.40	15.65	15.92	14.28	16.57	8.76	15.33	13.96	12.00	10.80	13.11	21.94
	18.35	17.91	14.61	16.59	22.03	19.87	13.18	25.58	11.85	10.61	16.78	15.46	21.96
											c		a
Paid Display (including programmatic)	42	40	17	13	25	21	17	9	28	12	45	47	18
	9.55	10.30	10.35	8.46	6.04	14.95	11.06	6.56	9.86	9.25	8.22	10.26	13.17
	12.43	15.70	10.57	11.81	9.44	20.39	14.22	7.49	10.42	11.05	12.73	14.13	12.64
Television	42	40	17	13	25	21	17	9	28	12	45	47	18
	3.98	4.80	14.12	6.92	2.60	3.90	3.65	3.33	9.04	16.42	3.07	6.36	14.00
	12.96	13.57	23.09	9.90	12.00	11.69	7.19	6.61	17.69	25.62	12.38	16.19	16.67
Paid Video (including programmatic, full episode players)	c	a			f				a		C		A
	42	40	17	13	25	21	17	9	28	12	45	47	18
	3.14	3.70	8.71	3.92	1.12	4.48	3.41	1.33	7.46	6.50	2.78	4.94	6.50
Radio	4.91	6.29	7.46	5.78	2.52	5.81	6.76	3.32	6.73	7.82	5.36	6.41	7.03
	C	c	Ab		bEF	a		e	Ad	A	c		a
	42	40	17	13	25	21	17	9	28	12	45	47	18
Significance Tests Between Columns:	0.83	0.93	2.18	1.62	0.40	0.95	1.35	0.00	2.29	1.08	0.89	0.98	2.44
	3.24	2.64	3.84	2.22	2.00	2.82	2.83	0.00	4.56	1.24	3.42	2.31	3.67

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

Topic 4: Firm Performance

Rate your firm's performance during the *prior 12 months?* (-10% to +10%)

Number Mean SD	Total	Industry Sector													
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation	
		A	B	C	D	E	F	G	H	I	J	K	L	M	
Sales revenue	164 4.72 4.89	18 4.50 5.08 cL	10 2.00 7.04 gL	15 0.13 6.20 aGhJL	5 4.60 3.65 1	7 4.43 4.20 L	2 5.50 6.36	16 7.25 3.51 bCKm	20 4.55 4.37 cL	3 6.67 2.89	23 5.13 4.13 CL	14 2.71 4.34 GL	24 8.21 2.54 ABCdEHJ KM	7 3.71 3.45 gL	
Brand value	161 4.06 4.32	18 4.72 3.85 Cm	10 2.30 4.50 gL	15 0.67 3.77 AdGhJkL	5 5.80 5.76 c	7 1.29 3.86 GL	1 0.00 ---	15 6.60 4.07 bCEhM	20 3.75 3.13 cgml	3 2.67 2.52	24 4.25 3.94 Cm	12 4.75 4.25 c	24 6.46 3.81 BCEhM	7 0.29 5.15 aGhjL	
Profits	161 3.85 4.88	18 3.94 5.33 c	9 4.00 7.28	15 0.20 3.90 aGhJKL	5 3.80 3.96	7 1.00 4.80 g	1 1.00 ---	16 5.88 4.56 Cem	20 4.45 5.26 c	3 4.00 6.56	23 4.57 4.23 C	13 4.77 3.39 C	24 4.67 4.46 C	7 1.29 4.99 g	
Customer acquisition	160 3.81 4.39	18 2.89 4.56 dl	10 1.70 6.09 l	15 2.80 4.39 dl	5 7.60 3.36 achij	7 4.00 2.89	1 -1.00 ---	15 4.33 4.12	20 3.65 3.30 d	3 0.67 2.08 d	22 3.95 3.61 d	13 3.69 4.80	24 5.96 4.47 abc	7 2.14 5.93	
Marketing ROI	159 3.79 4.16	18 4.11 4.11	10 1.70 5.36	15 2.67 3.04 g	5 5.00 3.81	7 2.00 2.08 g	1 0.00 ---	15 5.33 3.79 ce	20 3.60 5.06	3 2.00 2.65	22 4.23 3.84	13 2.77 2.74	24 5.29 4.49	6 3.00 6.00	
Market share	163 2.97 4.24	18 2.83 4.40	10 1.00 5.54 gl	15 0.60 5.18 dGjL	5 6.00 2.65 cem	7 -0.43 4.58 dGjL	2 1.00 2.83	15 5.33 3.79 bCEhkm	20 2.80 3.33 g	3 1.67 4.16	22 4.00 3.87 ce	14 2.36 3.79 g	25 4.52 3.50 bCEm	7 1.43 3.46 dgl	
Customer retention	161 2.10 4.12	18 1.28 2.82 j	10 -0.20 4.73 jl	15 1.67 3.83	5 4.00 5.52	7 2.00 4.04	1 -10.00 ---	15 1.67 2.72	20 2.25 3.84	3 0.00 0.00	23 3.57 4.01 abm	13 2.54 3.36	24 3.67 4.83 bm	7 -0.71 4.54 jl	
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01											

Topic 4: Firm Performance

Rate your firm's performance during the *prior 12 months?* (-10% to +10%)

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	56 5.34 4.92 c	52 5.60 4.38 C	33 2.64 5.18 aB	23 4.22 4.81	44 5.02 5.78	25 6.88 4.14 cE	23 3.91 5.09 b	11 4.91 4.23	38 3.26 4.40 B	23 4.91 4.06	59 5.78 4.44	64 4.20 4.87	38 3.87 5.42
Brand value	56 4.70 3.70 C	51 4.67 4.08 c	31 2.16 4.99 Ab	23 3.74 4.72	45 4.87 3.99	23 4.35 5.33	23 4.35 4.20	11 4.64 3.29	37 3.19 3.91	22 3.00 4.96	59 4.58 4.29	65 3.69 4.18	34 3.65 4.54
Profits	56 4.04 5.27	51 5.02 4.65 cd	31 2.87 3.77 b	23 2.13 5.20 b	44 2.84 5.04 b	24 5.96 4.93 ae	23 3.96 5.05	11 3.64 5.24	37 3.41 4.07 b	22 4.32 5.15	59 4.37 4.83	64 3.78 4.74	35 3.23 5.34
Customer acquisition	56 4.11 3.76	49 4.16 4.08	32 3.03 5.41	23 3.39 4.97	44 4.48 4.71	23 4.83 4.82	23 3.22 2.78 d	11 5.73 3.26 ce	37 2.73 4.27 d	22 2.86 4.93	59 4.03 4.01	64 3.80 4.19	35 3.09 5.22
Marketing ROI	56 4.13 4.37	49 4.12 3.80	31 2.68 3.77	23 3.74 4.84	44 3.09 4.10	23 5.17 4.59	23 3.91 4.52	11 5.36 4.39	37 3.49 3.51	21 3.29 4.26	58 4.14 4.16	64 3.28 3.76	35 3.77 4.72
Market share	57 3.54 3.53 C	50 3.54 3.86 C	33 0.97 4.34 AB	23 3.17 5.68	44 1.80 4.15 bd	24 4.21 4.99 a	23 3.74 3.32	11 4.73 3.55 a	38 3.00 4.43	23 2.26 3.96	59 3.44 3.53	64 3.17 4.12	38 2.00 5.35
Customer retention	56 2.25 3.60	50 2.72 4.10	32 1.38 4.42	23 1.39 4.86	44 2.95 4.33	23 2.26 4.61	23 1.39 3.60	11 1.82 3.46	37 2.14 3.69	23 1.09 4.62	59 2.44 4.10	64 2.06 4.08	35 1.74 4.14

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

Topic 4: Firm Performance

Rate your company on each societal metric during the *prior 12 months: Marketing that is beneficial for society*

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
5=Excellent	34 19.3%	7 36.8% bk	0 0.0% aEl	3 20.0%	1 20.0%	4 57.1% Bghk	0 0.0%	2 11.8% e	2 10.0% e	0 0.0%	5 20.8%	1 6.7% ae	8 28.6% b	1 12.5%
4=Good	47 26.7%	5 26.3%	1 8.3% gi	2 13.3% gi	2 40.0%	0 0.0% gi	0 0.0%	8 47.1% bcel	6 30.0%	3 75.0% bcel	8 33.3%	5 33.3%	4 14.3% gi	3 37.5%
3=Average	61 34.7%	6 31.6%	7 58.3% d	5 33.3%	0 0.0% b	3 42.9%	1 50.0%	5 29.4%	6 30.0%	0 0.0%	9 37.5%	5 33.3%	11 39.3%	3 37.5%
2=Fair	23 13.1%	0 0.0% bcFhik	3 25.0% ag	3 20.0% a	1 20.0%	0 0.0%	1 50.0% AGj	0 0.0% bFhi	5 25.0% ag	1 25.0% ag	1 4.2% f	3 20.0% a	5 17.9%	0 0.0%
1=Poor	11 6.3%	1 5.3%	1 8.3%	2 13.3%	1 20.0% l	0 0.0%	0 0.0%	2 11.8%	1 5.0%	0 0.0%	1 4.2%	1 6.7%	0 0.0% d	1 12.5%
=NA	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	3.40	3.89 Bh	2.67 AEgJl	3.07	3.20	4.14 Bh	2.50	3.47 b	3.15 ae	3.50	3.63 B	3.13	3.54 b	3.38

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

Topic 4: Firm Performance

Rate your company on each societal metric during the prior 12 months: Marketing that is beneficial for society

N=176

	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
5=Excellent	13 21.3%	10 18.5%	5 13.5%	6 25.0%	10 22.2%	7 26.9%	3 12.5%	3 23.1%	7 15.6%	4 17.4%	9 14.3%	14 20.9%	11 26.2%
4=Good	15 24.6%	16 29.6%	9 24.3%	7 29.2%	9 20.0%	2 7.7%	9 37.5%	4 30.8%	13 28.9%	10 43.5%	20 31.7%	21 31.3%	5 11.9%
					f	ceF	b		b	aB	c	c	ab
3=Average	19 31.1%	22 40.7%	16 43.2%	4 16.7%	15 33.3%	13 50.0%	10 41.7%	4 30.8%	15 33.3%	4 17.4%	22 34.9%	18 26.9%	19 45.2%
		d	d	bc		f				b			
2=Fair	12 19.7%	3 5.6%	4 10.8%	4 16.7%	5 11.1%	2 7.7%	2 8.3%	2 15.4%	7 15.6%	5 21.7%	6 9.5%	12 17.9%	4 9.5%
	b	a											
1=Poor	2 3.3%	3 5.6%	3 8.1%	3 12.5%	6 13.3%	2 7.7%	0 0.0%	0 0.0%	3 6.7%	0 0.0%	6 9.5%	2 3.0%	3 7.1%
=NA	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	3.41	3.50	3.24	3.38	3.27	3.38	3.54	3.62	3.31	3.57	3.32	3.49	3.40

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

Topic 4: Firm Performance

Rate your company on each societal metric during the prior 12 months: *Minimizing the impact of marketing on the ecological environment*

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
5=Excellent	20 11.4%	1 5.3%	2 16.7%	2 13.3%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	1 5.0%	1 25.0%	4 16.7%	2 13.3%	5 17.9%	1 12.5%
4=Good	39 22.2%	1 5.3% dEh	1 8.3% e	3 20.0% e	2 40.0% a	5 71.4% AbcgkLm	0 0.0%	3 17.6% e	8 40.0% al	1 25.0%	7 29.2%	3 20.0% e	4 14.3% Eh	1 12.5% e
3=Average	72 40.9%	14 73.7% cdeHjl	5 41.7%	5 33.3% a	1 20.0% a	2 28.6% a	1 50.0%	7 41.2%	5 25.0% A	2 50.0%	9 37.5% a	6 40.0%	11 39.3% a	4 50.0%
2=Fair	28 15.9%	2 10.5%	3 25.0%	0 0.0% f	1 20.0%	0 0.0%	1 50.0% c	3 17.6%	4 20.0%	0 0.0%	3 12.5%	3 20.0%	6 21.4%	2 25.0%
1=Poor	17 9.7%	1 5.3% c	1 8.3%	5 33.3% ajl	1 20.0%	0 0.0%	0 0.0%	3 17.6%	2 10.0%	0 0.0%	1 4.2% c	1 6.7%	2 7.1% c	0 0.0%
=NA	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	3.10	2.95 e	3.00	2.80	2.80	3.71 afg	2.50 e	2.76 e	3.10	3.75	3.42	3.13	3.14	3.13

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

Topic 4: Firm Performance

Rate your company on each societal metric during the prior 12 months: *Minimizing the impact of marketing on the ecological environment*

N=176

	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
5=Excellent	10 16.4% d	7 13.0%	3 8.1%	0 0.0% a	3 6.7%	3 11.5%	1 4.2%	1 7.7%	8 17.8%	4 17.4%	6 9.5%	8 11.9%	6 14.3%
4=Good	15 24.6%	10 18.5%	8 21.6%	6 25.0%	10 22.2%	6 23.1%	8 33.3%	1 7.7%	9 20.0%	5 21.7%	8 12.7% B	22 32.8% A	8 19.0%
3=Average	20 32.8% b	29 53.7% a	14 37.8%	9 37.5%	18 40.0%	11 42.3%	10 41.7%	9 69.2% ef	17 37.8% d	7 30.4% d	29 46.0%	21 31.3%	20 47.6%
2=Fair	12 19.7%	5 9.3%	5 13.5%	6 25.0%	6 13.3%	5 19.2%	4 16.7%	2 15.4%	8 17.8%	3 13.0%	13 20.6%	9 13.4%	5 11.9%
1=Poor	4 6.6%	3 5.6% c	7 18.9% b	3 12.5%	8 17.8%	1 3.8%	1 4.2%	0 0.0%	3 6.7%	4 17.4%	7 11.1%	7 10.4%	3 7.1%
=NA	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	3.25	3.24 d	2.86	2.75 b	2.87	3.19	3.17	3.08	3.24	3.09	2.89	3.22	3.21

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

Topic 4: Firm Performance

Rank your top three challenges in effectively managing customer experience in your company (1=top challenge): Mapping all elements of the customer journey

N=232	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<u>Mapping all elements of the customer journey</u>														
1=1	25 10.8%	4 14.3%	3 17.6%	2 10.0%	0 0.0%	1 12.5%	0 0.0%	5 22.7%	1 4.0%	0 0.0%	3 10.3%	1 5.3%	4 10.0%	1 10.0%
2=2	12 5.2%	1 3.6%	2 11.8%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	2 8.0%	0 0.0%	1 3.4%	1 5.3%	3 7.5%	0 0.0%
3=3	8 3.4%	1 3.6%	1 5.9%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	1 3.4%	0 0.0%	3 7.5%	0 0.0%
Mean	1.62	1.50	1.67	1.33	3.00	1.00	---	1.43	1.67	---	1.60	1.50	1.90	1.00

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

Topic 4: Firm Performance

Rank your top three challenges in effectively managing customer experience in your company (1=top challenge):

Mapping all elements of the customer journey

N=232

	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>Mapping all elements of the customer journey</u>													
1=1	9 11.0%	9 12.7%	3 5.9%	3 11.1%	6 9.5%	3 9.1%	5 13.5%	2 13.3%	5 9.3%	2 7.4%	11 13.3%	9 11.4%	4 6.3%
2=2	5 6.1%	4 5.6%	2 3.9%	1 3.7%	3 4.8%	1 3.0%	1 2.7%	0 0.0%	7 13.0%	0 0.0%	3 3.6%	3 3.8%	5 7.9%
3=3	2 2.4%	3 4.2%	1 2.0%	2 7.4%	5 7.9%	1 3.0%	1 2.7%	1 6.7%	0 0.0%	0 0.0%	4 4.8%	3 3.8%	1 1.6%
Mean	1.56	1.63	1.67	1.83	1.93	1.60	1.43	1.67	1.58	1.00	1.61	1.60	1.70

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

Topic 4: Firm Performance

Rank your top three challenges in effectively managing customer experience in your company (1=top challenge):
Determining the contribution of each touchpoint to the overall customer experience and identifying critical touchpoints

N=232	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transporta- tion M
<u>Determining the contribution of each touchpoint to the overall customer experience and identifying critical touchpoints</u>														
1=1	28 12.1%	2 7.1%	0 0.0%	4 20.0%	1 14.3%	3 37.5%	0 0.0%	2 9.1%	2 8.0%	0 0.0%	6 20.7%	1 5.3%	7 17.5%	0 0.0%
2=2	22 9.5%	2 7.1%	2 11.8%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	3 13.6%	3 12.0%	1 33.3%	3 10.3%	2 10.5%	3 7.5%	2 20.0%
3=3	25 10.8%	5 17.9%	1 5.9%	3 15.0%	0 0.0%	1 12.5%	0 0.0%	4 18.2%	3 12.0%	0 0.0%	3 10.3%	2 10.5%	2 5.0%	1 10.0%
Mean	1.96	2.33	2.33	1.86	1.50	1.50	---	2.22	2.13	2.00	1.75	2.20	1.58	2.33
Significance Tests Between Columns:		Lower case: p<.05			Upper case: p<.01									

Topic 4: Firm Performance

Rank your top three challenges in effectively managing customer experience in your company (1=top challenge):
Determining the contribution of each touchpoint to the overall customer experience and identifying critical touchpoints

N=232

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

Determining the contribution of each touchpoint to the overall customer experience and identifying critical touchpoints

1=1	14 17.1%	6 8.5%	4 7.8%	4 14.8%	9 14.3%	3 9.1%	4 10.8%	1 6.7%	7 13.0%	4 14.8%	6 7.2% c	9 11.4%	13 20.6% a
2=2	4 4.9%	9 12.7%	5 9.8%	4 14.8%	3 4.8%	3 9.1%	5 13.5%	2 13.3%	6 11.1%	3 11.1%	9 10.8%	10 12.7%	3 4.8%
3=3	8 9.8%	5 7.0%	7 13.7%	5 18.5%	5 7.9%	5 15.2%	4 10.8%	3 20.0%	7 13.0%	1 3.7%	6 7.2%	10 12.7%	8 12.7%
Mean	1.77	1.95	2.19	2.08	1.76	2.18	2.00	2.33	2.00	1.63	2.00	2.03	1.79

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

Topic 4: Firm Performance

Rank your top three challenges in effectively managing customer experience in your company (1=top challenge):
Integrating touchpoints seamlessly across the entire customer journey

N=232	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<u>Integrating touchpoints seamlessly across the entire customer journey</u>														
1=1	26 11.2%	3 10.7%	2 11.8%	3 15.0%	1 14.3%	1 12.5%	2 50.0%	1 4.5%	3 12.0%	1 33.3%	1 3.4%	3 15.8%	2 5.0%	3 30.0%
							gJL	f			Fm		Fm	jl
2=2	21 9.1%	2 7.1%	2 11.8%	2 10.0%	2 28.6%	1 12.5%	0 0.0%	2 9.1%	0 0.0%	0 0.0%	1 3.4%	1 5.3%	8 20.0%	0 0.0%
					Hj			Dl			dl		hj	
3=3	27 11.6%	2 7.1%	2 11.8%	4 20.0%	1 14.3%	2 25.0%	0 0.0%	1 4.5%	2 8.0%	0 0.0%	5 17.2%	2 10.5%	5 12.5%	1 10.0%
Mean	2.01	1.86	2.00	2.11	2.00	2.25	1.00	2.00	1.80	1.00	2.57	1.83	2.20	1.50
Significance Tests Between Columns:		Lower case: p<.05 Upper case: p<.01												

Topic 4: Firm Performance

Rank your top three challenges in effectively managing customer experience in your company (1=top challenge):
Integrating touchpoints seamlessly across the entire customer journey

N=232

	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>Integrating touchpoints seamlessly across the entire customer journey</u>													
1=1	8 9.8%	6 8.5%	8 15.7%	4 14.8%	4 6.3%	4 12.1%	2 5.4%	3 20.0%	8 14.8%	5 18.5%	4 4.8%	12 15.2%	9 14.3%
											bc	a	a
2=2	8 9.8%	5 7.0%	4 7.8%	4 14.8%	6 9.5%	3 9.1%	5 13.5%	0 0.0%	3 5.6%	4 14.8%	7 8.4%	4 5.1%	10 15.9%
												c	b
3=3	7 8.5%	13 18.3%	4 7.8%	3 11.1%	4 6.3%	5 15.2%	6 16.2%	1 6.7%	8 14.8%	3 11.1%	11 13.3%	10 12.7%	5 7.9%
Mean	1.96	2.29	1.75	1.91	2.00	2.08	2.31	1.50	2.00	1.83	2.32	1.92	1.83
											c		a

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

Topic 4: Firm Performance

Rank your top three challenges in effectively managing customer experience in your company (1=top challenge):
Assuring that customer experiences are compatible with our brand

N=232	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<u>Assuring that customer experiences are compatible with our brand</u>														
1=1	10 4.3%	2 7.1%	2 11.8%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	1 3.4%	2 10.5%	0 0.0%	1 10.0%
2=2	10 4.3%	1 3.6%	1 5.9%	0 0.0%	0 0.0%	1 12.5%	1 25.0%	1 4.5%	2 8.0%	0 0.0%	2 6.9%	1 5.3%	0 0.0%	0 0.0%
3=3	14 6.0%	3 10.7%	1 5.9%	1 5.0%	1 14.3%	1 12.5%	0 0.0%	1 4.5%	2 8.0%	0 0.0%	2 6.9%	0 0.0%	1 2.5%	1 10.0%
Mean	2.12	2.17	1.75	2.00	3.00	2.50	2.00	2.00	2.50	---	2.20	1.33	3.00	2.00

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

Topic 4: Firm Performance

Rank your top three challenges in effectively managing customer experience in your company (1=top challenge):
Assuring that customer experiences are compatible with our brand

N=232

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

Assuring that customer experiences are compatible with our brand

1=1	2 2.4%	5 7.0%	1 2.0%	2 7.4%	4 6.3%	1 3.0%	2 5.4%	0 0.0%	3 5.6%	0 0.0%	7 8.4%	2 2.5%	1 1.6%
2=2	5 6.1%	4 5.6%	0 0.0%	0 0.0%	3 4.8%	1 3.0%	2 5.4%	0 0.0%	3 5.6%	0 0.0%	4 4.8%	3 3.8%	2 3.2%
3=3	4 4.9%	4 5.6%	4 7.8%	2 7.4%	7 11.1%	1 3.0%	4 10.8%	0 0.0%	0 0.0%	1 3.7%	7 8.4%	3 3.8%	4 6.3%
Mean	2.18	1.92	2.60	2.00	2.21	2.00	2.25	---	1.50	3.00	2.00	2.13	2.43

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

Topic 4: Firm Performance

Rank your top three challenges in effectively managing customer experience in your company (1=top challenge): Managing partners that influence any aspects of the customer experience

N=232	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<u>Managing partners that influence any aspects of the customer experience</u>														
1=1	21 9.1%	5 17.9%	0 0.0% f	2 10.0%	1 14.3%	0 0.0%	1 25.0% b	1 4.5%	4 16.0%	0 0.0%	3 10.3%	1 5.3%	3 7.5%	0 0.0%
2=2	15 6.5%	1 3.6% m	1 5.9%	2 10.0%	0 0.0%	1 12.5%	0 0.0%	1 4.5%	2 8.0%	0 0.0%	1 3.4% m	1 5.3%	2 5.0% m	3 30.0% ajl
3=3	13 5.6%	1 3.6%	0 0.0%	2 10.0%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	3 12.0%	0 0.0%	3 10.3%	1 5.3%	2 5.0%	0 0.0%
Mean	1.84	1.43	2.00	2.00	1.00	2.50	1.00	1.50	1.89	---	2.00	2.00	1.86	2.00
Significance Tests Between Columns:		Lower case: p<.05 Upper case: p<.01												

Topic 4: Firm Performance

Rank your top three challenges in effectively managing customer experience in your company (1=top challenge):
Managing partners that influence any aspects of the customer experience

N=232

	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>Managing partners that influence any aspects of the customer experience</u>												
1=1	9 11.0%	8 11.3%	2 3.9%	2 7.4%	8 12.7%	6 18.2%	3 8.1%	0 0.0%	3 5.6%	1 3.7%	7 8.4%	7 8.9%	6 9.5%
2=2	4 4.9%	3 4.2%	7 13.7%	1 3.7%	8 12.7%	2 6.1%	1 2.7%	0 0.0%	2 3.7%	2 7.4%	6 7.2%	4 5.1%	4 6.3%
3=3	5 6.1%	4 5.6%	3 5.9%	1 3.7%	2 3.2%	0 0.0%	4 10.8%	1 6.7%	3 5.6%	2 7.4%	4 4.8%	7 8.9%	1 1.6%
Mean	1.78	1.73	2.08	1.75	1.67	1.25 cf	2.13 b	3.00	2.00	2.20 b	1.82	2.00	1.55

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

Topic 4: Firm Performance

Rank your top three challenges in effectively managing customer experience in your company (1=top challenge): Creating optimal experiences across all channels and devices

N=232	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<u>Creating optimal experiences across all channels and devices</u>														
1=1	13 5.6%	2 7.1%	1 5.9%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	2 6.9%	3 15.8%	3 7.5%	0 0.0%
2=2	18 7.8%	4 14.3%	2 11.8%	1 5.0%	1 14.3%	1 12.5%	0 0.0%	3 13.6%	1 4.0%	1 33.3%	1 3.4%	0 0.0%	2 5.0%	1 10.0%
3=3	21 9.1%	2 7.1%	3 17.6%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	1 4.5%	2 8.0%	1 33.3%	1 3.4%	4 21.1%	5 12.5%	1 10.0%
Mean	2.15	2.00	2.33	2.00	2.00	1.50	3.00	2.25	2.25	2.50	1.75	2.14	2.20	2.50
Significance Tests Between Columns:		Lower case: p<.05 Upper case: p<.01												

Topic 4: Firm Performance

Rank your top three challenges in effectively managing customer experience in your company (1=top challenge):

Creating optimal experiences across all channels and devices

N=232

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

Creating optimal experiences across all channels and devices

1=1	5 6.1%	4 5.6%	3 5.9%	1 3.7%	2 3.2%	3 9.1% e	4 10.8% e	1 6.7%	0 0.0% bcf	3 11.1% e	4 4.8%	6 7.6%	3 4.8%
2=2	5 6.1%	5 7.0%	3 5.9%	5 18.5%	2 3.2% d	2 6.1%	3 8.1%	3 20.0% a	5 9.3%	2 7.4%	7 8.4%	6 7.6%	5 7.9%
3=3	11 13.4%	5 7.0%	3 5.9%	2 7.4%	6 9.5%	4 12.1%	2 5.4%	0 0.0%	6 11.1%	3 11.1%	4 4.8%	8 10.1%	8 12.7%
Mean	2.29	2.07	2.00	2.13	2.40	2.11	1.78 e	1.75 e	2.55 cd	2.00	2.00	2.10	2.31

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

Topic 4: Firm Performance

Rank your top three challenges in effectively managing customer experience in your company (1=top challenge):

Tailoring the customer experience to the customer's context (location, social, situation, time, needs)

N=232	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<u>Tailoring the customer experience to the customer's context (location, social, situation, time, needs)</u>														
1=1	9 3.9%	0 0.0% k	1 5.9%	1 5.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.4%	3 15.8% ah	2 5.0%	0 0.0%
2=2	25 10.8%	5 17.9% L	1 5.9%	5 25.0% L	0 0.0%	1 12.5% 1	0 0.0%	3 13.6% 1	3 12.0% 1	1 33.3% L	3 10.3% 1	2 10.5% 1	0 0.0% ACeghIjk m	1 10.0% 1
3=3	12 5.2%	2 7.1%	0 0.0%	1 5.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 10.3%	0 0.0%	4 10.0%	1 10.0%
Mean	2.07	2.29 k	1.50	2.00	2.00	2.00	---	2.00	2.00	2.00	2.29	1.40 a	2.33	2.50

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

Topic 4: Firm Performance

Rank your top three challenges in effectively managing customer experience in your company (1=top challenge):
Tailoring the customer experience to the customer's context (location, social, situation, time, needs)

N=232

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

Tailoring the customer experience to the customer's context (location, social, situation, time, needs)

1=1	1 1.2% c	2 2.8%	5 9.8% a	1 3.7%	3 4.8%	0 0.0%	0 0.0%	1 6.7%	4 7.4%	1 3.7%	1 1.2% c	1 1.3% c	7 11.1% ab
2=2	8 9.8%	8 11.3%	6 11.8%	3 11.1%	6 9.5%	6 18.2%	3 8.1%	3 20.0%	6 11.1%	1 3.7%	10 12.0%	8 10.1%	6 9.5%
3=3	3 3.7%	6 8.5%	2 3.9%	1 3.7%	5 7.9%	2 6.1%	0 0.0% f	0 0.0%	2 3.7%	3 11.1% c	4 4.8%	3 3.8%	4 6.3%
Mean	2.17	2.25	1.77	2.00	2.14	2.25	2.00	1.75	1.83	2.40	2.20	2.17	1.82

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

Topic 4: Firm Performance

Rank your top three challenges in effectively managing customer experience in your company (1=top challenge): Measuring the customer's perceptions, emotions and behaviors throughout the customer journey

N=232	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<u>Measuring the customer's perceptions, emotions and behaviors throughout the customer journey</u>														
1=1	5 2.2%	1 3.6%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	2 6.9%	0 0.0%	0 0.0%	0 0.0%
2=2	19 8.2%	0 0.0% bf	3 17.6% a	1 5.0%	0 0.0%	1 12.5%	1 25.0% a	1 4.5%	2 8.0%	0 0.0%	3 10.3%	1 5.3%	5 12.5%	1 10.0%
3=3	15 6.5%	0 0.0% fi	1 5.9%	2 10.0%	1 14.3%	0 0.0%	1 25.0% al	2 9.1%	2 8.0%	1 33.3% Al	1 3.4%	2 10.5%	1 2.5% fi	1 10.0%
Mean	2.26	1.00	2.00	2.67	3.00	2.00	2.50	2.25	2.50	3.00	1.83	2.67	2.17	2.50
Significance Tests Between Columns:		Lower case: p<.05 Upper case: p<.01												

Topic 4: Firm Performance

Rank your top three challenges in effectively managing customer experience in your company (1=top challenge):
Measuring the customer's perceptions, emotions and behaviors throughout the customer journey

N=232

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

Measuring the customer's perceptions, emotions and behaviors throughout the customer journey

1=1	0 0.0% d	2 2.8%	1 2.0%	2 7.4% a	3 4.8%	0 0.0%	2 5.4%	0 0.0%	0 0.0%	0 0.0%	3 3.6%	1 1.3%	1 1.6%
2=2	8 9.8%	6 8.5%	3 5.9%	2 7.4%	8 12.7%	3 9.1%	2 5.4%	0 0.0%	3 5.6%	3 11.1%	3 3.6% b	11 13.9% a	4 6.3%
3=3	5 6.1%	5 7.0%	3 5.9%	2 7.4%	2 3.2%	4 12.1%	2 5.4%	0 0.0%	7 13.0%	0 0.0%	7 8.4%	6 7.6%	2 3.2%
Mean	2.38	2.23	2.29	2.00	1.92 bE	2.57 a	2.00	---	2.70 A	2.00	2.31	2.28	2.14

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

Topic 4: Firm Performance

Rank your top three challenges in effectively managing customer experience in your company (1=top challenge):
Linking customer experience measures to relevant KPI's and financial outcomes

N=232	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<u>Linking customer experience measures to relevant KPI's and financial outcomes</u>														
1=1	21 9.1%	0 0.0% bchl	4 23.5% agj	4 20.0% ag	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 16.0% a	0 0.0%	1 3.4% b	1 5.3%	6 15.0% a	1 10.0%
2=2	19 8.2%	0 0.0% Dfk	2 11.8%	2 10.0%	2 28.6% Ag	1 12.5%	1 25.0% ag	0 0.0% df	2 8.0%	0 0.0%	3 10.3%	3 15.8% a	3 7.5%	0 0.0%
3=3	16 6.9%	3 10.7%	0 0.0%	2 10.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	5 20.0%	0 0.0%	1 3.4%	1 5.3%	2 5.0%	1 10.0%
Mean	1.91	3.00	1.33	1.75	2.00	2.00	2.00	3.00	2.09	---	2.00	2.00	1.64	2.00
Significance Tests Between Columns:		Lower case: p<.05			Upper case: p<.01									

Topic 4: Firm Performance

Rank your top three challenges in effectively managing customer experience in your company (1=top challenge):

Linking customer experience measures to relevant KPI's and financial outcomes

N=232

	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

Linking customer experience measures to relevant KPI's and financial outcomes

1=1	8 9.8%	4 5.6%	8 15.7%	1 3.7%	6 9.5%	2 6.1%	2 5.4%	2 13.3%	6 11.1%	3 11.1%	6 7.2%	9 11.4%	5 7.9%
2=2	7 8.5%	6 8.5%	5 9.8%	1 3.7%	6 9.5%	3 9.1%	2 5.4%	1 6.7%	3 5.6%	3 11.1%	3 3.6%	8 10.1%	7 11.1%
3=3	8 9.8%	3 4.2%	5 9.8%	0 0.0%	2 3.2%	3 9.1%	3 8.1%	2 13.3%	1 1.9%	5 18.5%	4 4.8%	7 8.9%	5 7.9%
Mean	2.00	1.92	1.83	1.50	1.71	2.13	2.14	2.00	1.50	2.18	1.85	1.92	2.00

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

Topic 4: Firm Performance

Rank your top three challenges in effectively managing customer experience in your company (1=top challenge):
Coordinating disparate aspects of the organization to design, manage, deliver and monitor the customer experience
(marketing, sales, IT, operations, HR, customer service)

N=232	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
<u>Coordinating disparate aspects of the organization to design, manage, deliver and monitor the customer experience (marketing, sales, IT, operations, HR, customer service)</u>														
1=1	24 10.3%	6 21.4%	1 5.9%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	2 9.1%	2 8.0%	0 0.0%	6 20.7%	1 5.3%	5 12.5%	0 0.0%
		c		aj							c			
2=2	29 12.5%	1 3.6%	0 0.0%	5 25.0%	1 14.3%	0 0.0%	1 25.0%	2 9.1%	4 16.0%	0 0.0%	5 17.2%	4 21.1%	5 12.5%	1 10.0%
		c	cf	ab			b							
3=3	31 13.4%	6 21.4%	2 11.8%	4 20.0%	1 14.3%	1 12.5%	1 25.0%	3 13.6%	1 4.0%	1 33.3%	2 6.9%	3 15.8%	5 12.5%	1 10.0%
Mean	2.08	2.00	2.33	2.44	2.50	2.00	2.50	2.14	1.86	3.00	1.69	2.25	2.00	2.50
				j							c			

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

Topic 4: Firm Performance

Rank your top three challenges in effectively managing customer experience in your company (1=top challenge):
Coordinating disparate aspects of the organization to design, manage, deliver and monitor the customer experience
(marketing, sales, IT, operations, HR, customer service)

N=232

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

Coordinating disparate aspects of the organization to design, manage, deliver and monitor the customer experience (marketing, sales, IT, operations, HR, customer service)

1=1	7 8.5%	11 15.5%	4 7.8%	2 7.4%	3 4.8% cf	5 15.2%	8 21.6% ae	0 0.0%	3 5.6% c	5 18.5% a	11 13.3%	5 6.3%	7 11.1%
2=2	11 13.4%	7 9.9%	8 15.7%	3 11.1%	7 11.1%	2 6.1%	5 13.5%	4 26.7%	7 13.0%	4 14.8%	12 14.5%	12 15.2%	4 6.3%
3=3	8 9.8%	7 9.9%	10 19.6%	6 22.2%	8 12.7%	2 6.1%	3 8.1%	4 26.7%	8 14.8%	6 22.2%	10 12.0%	10 12.7%	10 15.9%
Mean	2.04	1.84	2.27	2.36	2.28 c	1.67 d	1.69 ade	2.50 bc	2.28 c	2.07	1.97	2.19	2.14

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

Topic 4: Firm Performance

Rank your top three challenges in effectively managing customer experience in your company (1=top challenge):
Ensuring a deep understanding of the customer experience across the entire organization

N=232	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<u>Ensuring a deep understanding of the customer experience across the entire organization</u>														
1=1	19 8.2%	1 3.6%	2 11.8%	1 5.0%	0 0.0%	1 12.5%	0 0.0%	5 22.7%	3 12.0%	0 0.0%	2 6.9%	1 5.3%	3 7.5%	0 0.0%
2=2	14 6.0%	4 14.3%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	1 4.5%	2 8.0%	0 0.0%	2 6.9%	0 0.0%	4 10.0%	0 0.0%
3=3	19 8.2%	2 7.1%	1 5.9%	0 0.0%	0 0.0%	1 12.5%	1 25.0%	4 18.2%	1 4.0%	0 0.0%	2 6.9%	0 0.0%	6 15.0%	1 10.0%
Mean	2.00	2.14	1.67	1.00	---	2.00	3.00	1.90	1.67	---	2.00	1.00	2.23	3.00
Significance Tests Between Columns:		Lower case: p<.05 Upper case: p<.01												

Topic 4: Firm Performance

Rank your top three challenges in effectively managing customer experience in your company (1=top challenge):
Ensuring a deep understanding of the customer experience across the entire organization

N=232

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

Ensuring a deep understanding of the customer experience across the entire organization

1=1	7 8.5%	5 7.0%	5 9.8%	2 7.4%	5 7.9%	2 6.1%	2 5.4%	1 6.7%	9 16.7% f	0 0.0% e	8 9.6%	8 10.1%	2 3.2%
2=2	6 7.3%	4 5.6%	2 3.9%	2 7.4%	4 6.3%	3 9.1%	2 5.4%	1 6.7%	4 7.4%	0 0.0%	7 8.4%	3 3.8%	4 6.3%
3=3	8 9.8%	5 7.0%	3 5.9%	2 7.4%	4 6.3%	3 9.1%	6 16.2% f	1 6.7%	4 7.4%	0 0.0% c	9 10.8% b	2 2.5% ac	7 11.1% b
Mean	2.05	2.00	1.80	2.00	1.92	2.13	2.40	2.00	1.71	---	2.04	1.54 c	2.38 b

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

Topic 4: Firm Performance

Rank your top three challenges in effectively managing customer experience in your company (1=top challenge):
Developing the necessary capabilities inside the organization to design, deliver and monitor the customer experience

N=232	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<u>Developing the necessary capabilities inside the organization to design, deliver and monitor the customer experience</u>														
1=1	31 13.4%	2 7.1% dIm	0 0.0% DfIM	2 10.0% i	3 42.9% aBJ	0 0.0% i	1 25.0% b	4 18.2%	5 20.0%	2 66.7% ABceJkl	1 3.4% DIM	2 10.5% i	5 12.5% im	4 40.0% aBJl
2=2	26 11.2%	7 25.0%	1 5.9%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	3 13.6%	2 8.0%	0 0.0%	3 10.3%	3 15.8%	5 12.5%	1 10.0%
3=3	28 12.1%	1 3.6% b	5 29.4% ac	0 0.0% bk	1 14.3%	1 12.5%	0 0.0%	3 13.6%	4 16.0%	0 0.0%	4 13.8%	4 21.1% c	4 10.0%	1 10.0%
Mean	1.96	1.90 B	2.83 ACdghlM	1.33 B	1.50 b	3.00	1.00	1.90 b	1.91 b	1.00	2.38	2.22	1.93 b	1.50 B
Significance Tests Between Columns:		Lower case: p<.05 Upper case: p<.01												

Topic 4: Firm Performance

Rank your top three challenges in effectively managing customer experience in your company (1=top challenge):
Developing the necessary capabilities inside the organization to design, deliver and monitor the customer experience

N=232

	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

Developing the necessary capabilities inside the organization to design, deliver and monitor the customer experience

1=1	12 14.6%	9 12.7%	7 13.7%	3 11.1%	10 15.9%	4 12.1%	3 8.1%	4 26.7%	6 11.1%	3 11.1%	15 18.1%	10 12.7%	5 7.9%
2=2	9 11.0%	10 14.1%	6 11.8%	1 3.7%	6 9.5%	3 9.1%	6 16.2%	1 6.7%	5 9.3%	5 18.5%	11 13.3%	7 8.9%	8 12.7%
3=3	11 13.4%	10 14.1%	6 11.8%	1 3.7%	12 19.0%	2 6.1%	2 5.4%	2 13.3%	7 13.0%	3 11.1%	12 14.5%	9 11.4%	7 11.1%
Mean	1.97	2.03	1.95	1.60	2.07	1.78	1.91	1.71	2.06	2.00	1.92	1.96	2.10

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

Topic 4: Firm Performance

Rate how well you think your company performs each aspect of customer experience relative to your competitors:

Mapping all elements of the customer journey

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<u>Mapping all elements of the customer journey</u>														
-1=below competitors	51 21.1%	4 13.8% b	7 43.8% aGj	7 33.3% g	1 12.5%	2 25.0%	1 25.0%	1 4.5% Bchl	8 29.6%	0 0.0%	4 13.3% b	3 14.3%	11 26.8% g	2 18.2%
0=on par with competitors	118 48.8%	17 58.6% bi	4 25.0% adgjK	9 42.9% k	6 75.0% bi	3 37.5%	3 75.0%	14 63.6% bil	10 37.0% K	0 0.0% adgjK	18 60.0% bi	16 76.2% BcHILm	15 36.6% gK	3 27.3% k
1=above competitors	73 30.2%	8 27.6% I	5 31.3% i	5 23.8% I	1 12.5% i	3 37.5%	0 0.0% i	7 31.8% i	9 33.3% i	4 100.0% AbCdfghJ KI	8 26.7% I	2 9.5% IIM	15 36.6% ik	6 54.5% K
Mean	0.09	0.14	-0.13	-0.10	0.00	0.13	-0.25	0.27	0.04	1.00	0.13	-0.05	0.10	0.36
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01										

Topic 4: Firm Performance

Rate how well you think your company performs each aspect of customer experience relative to your competitors:

Mapping all elements of the customer journey

	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
Mapping all elements of the customer journey													
-1=below competitors	20 23.3%	11 14.9%	13 25.0%	7 23.3%	11 17.5%	6 15.8%	8 20.5%	5 33.3%	15 26.3%	5 18.5%	18 20.7%	23 26.7%	10 15.9%
0=on par with competitors	37 43.0% b	45 60.8% ac	21 40.4% b	15 50.0%	32 50.8%	23 60.5% e	20 51.3%	9 60.0%	21 36.8% b	11 40.7%	43 49.4%	41 47.7%	31 49.2%
1=above competitors	29 33.7%	18 24.3%	18 34.6%	8 26.7%	20 31.7%	9 23.7%	11 28.2%	1 6.7% ef	21 36.8% d	11 40.7% d	26 29.9%	22 25.6%	22 34.9%
Mean	0.10	0.09	0.10	0.03	0.14 d	0.08	0.08	-0.27 af	0.11	0.22 d	0.09	-0.01	0.19

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

Topic 4: Firm Performance

Rate how well you think your company performs each aspect of customer experience relative to your competitors:
Determining the contribution of each touchpoint to the overall customer experience and identifying critical touchpoints

Total	Industry Sector													
	Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M	

Determining the contribution of each touchpoint to the overall customer experience and identifying critical touchpoints identifying critical touchpoints

-1=below competitors	60 24.7%	5 17.2%	6 37.5%	6 30.0%	0 0.0%	2 25.0%	0 0.0%	5 22.7%	8 28.6%	0 0.0%	8 26.7%	3 14.3%	13 31.0%	4 36.4%
0=on par with competitors	134 55.1%	24 82.8%	8 50.0%	10 50.0%	4 50.0%	5 62.5%	3 75.0%	11 50.0%	11 39.3%	1 25.0%	15 50.0%	17 81.0%	22 52.4%	3 27.3%
1=above competitors	49 20.2%	0 0.0%	2 12.5%	4 20.0%	4 50.0%	1 12.5%	1 25.0%	6 27.3%	9 32.1%	3 75.0%	7 23.3%	1 4.8%	7 16.7%	4 36.4%
Mean	-0.05	-0.17	-0.25	-0.10	0.50	-0.13	0.25	0.05	0.04	0.75	-0.03	-0.10	-0.14	0.00

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

Topic 4: Firm Performance

Rate how well you think your company performs each aspect of customer experience relative to your competitors:
Determining the contribution of each touchpoint to the overall customer experience and identifying critical touchpoints

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

Determining the contribution of each touchpoint to the overall customer experience and identifying critical touchpoints identifying critical touchpoints

-1=below competitors	23 26.1%	20 27.0%	12 23.5%	5 16.7%	14 21.9%	10 27.0%	11 28.2%	5 33.3%	14 24.6%	5 17.9%	29 33.0% C	25 28.7% C	5 8.1% AB
0=on par with competitors	48 54.5%	41 55.4%	25 49.0%	20 66.7%	35 54.7%	19 51.4%	23 59.0%	9 60.0%	33 57.9%	13 46.4%	45 51.1%	45 51.7%	41 66.1%
1=above competitors	17 19.3%	13 17.6%	14 27.5%	5 16.7%	15 23.4%	8 21.6%	5 12.8% f	1 6.7% f	10 17.5%	10 35.7% cd	14 15.9%	17 19.5%	16 25.8%
Mean	-0.07	-0.09	0.04	0.00	0.02	-0.05	-0.15 f	-0.27 f	-0.07	0.18 cd	-0.17 C	-0.09 c	0.18 Ab

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

Topic 4: Firm Performance

Rate how well you think your company performs each aspect of customer experience relative to your competitors: Integrating touchpoints seamlessly across the entire customer journey

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<u>Integrating touchpoints seamlessly across the entire customer journey</u>														
-1=below competitors	82 33.9%	8 27.6%	9 56.3% j	10 50.0%	3 37.5%	2 25.0%	0 0.0%	9 40.9%	11 39.3%	0 0.0%	7 24.1% b	5 23.8%	14 33.3%	4 36.4%
0=on par with competitors	118 48.8%	16 55.2%	5 31.3%	8 40.0%	4 50.0%	5 62.5%	3 75.0%	11 50.0%	12 42.9%	3 75.0%	17 58.6%	8 38.1%	21 50.0%	5 45.5%
1=above competitors	42 17.4%	5 17.2%	2 12.5%	2 10.0% k	1 12.5%	1 12.5%	1 25.0%	2 9.1% k	5 17.9%	1 25.0%	5 17.2%	8 38.1% cg	7 16.7%	2 18.2%
Mean	-0.17	-0.10	-0.44 k	-0.40 k	-0.25	-0.13	0.25	-0.32 k	-0.21	0.25	-0.07	0.14 bcg	-0.17	-0.18
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01										

Topic 4: Firm Performance

Rate how well you think your company performs each aspect of customer experience relative to your competitors:

Integrating touchpoints seamlessly across the entire customer journey

	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>Integrating touchpoints seamlessly across the entire customer journey</u>													
-1=below competitors	27 30.7%	19 26.0%	21 41.2%	15 50.0%	10 15.6%	11 29.7%	17 44.7%	9 60.0%	18 31.6%	15 53.6%	27 31.0%	39 44.8%	15 24.2%
		d		b	CDeF	d	A	Abe	ad	A		c	b
0=on par with competitors	49 55.7%	41 56.2%	15 29.4%	13 43.3%	42 65.6%	18 48.6%	18 47.4%	4 26.7%	25 43.9%	10 35.7%	49 56.3%	38 43.7%	28 45.2%
	C	C	AB		DeF			A	a	A			
1=above competitors	12 13.6%	13 17.8%	15 29.4%	2 6.7%	12 18.8%	8 21.6%	3 7.9%	2 13.3%	14 24.6%	3 10.7%	11 12.6%	10 11.5%	19 30.6%
	c		ad	c			e		c		C	C	AB
Mean	-0.17	-0.08	-0.12	-0.43	0.03	-0.08	-0.37	-0.47	-0.07	-0.43	-0.18	-0.33	0.06
		d		b	CDF		Ae	A	cf	Ae	c	C	aB
Significance Tests Between Columns:	Lower case: p<.05				Upper case: p<.01								

Topic 4: Firm Performance

**Rate how well you think your company performs each aspect of customer experience relative to your competitors:
Assuring that customer experiences are compatible with our brand**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<u>Assuring that customer experiences are compatible with our brand</u>														
-1=below competitors	33 13.6%	4 13.8%	5 31.3%	3 15.0%	0 0.0%	1 12.5%	0 0.0%	3 13.6%	4 14.3%	0 0.0%	3 10.0%	3 14.3%	7 16.7%	0 0.0%
0=on par with competitors	102 42.0%	13 44.8%	4 25.0%	11 55.0%	3 37.5%	3 37.5%	2 50.0%	9 40.9%	10 35.7%	0 0.0%	17 56.7%	8 38.1%	18 42.9%	4 36.4%
1=above competitors	108 44.4%	12 41.4%	7 43.8%	6 30.0%	5 62.5%	4 50.0%	2 50.0%	10 45.5%	14 50.0%	4 100.0%	10 33.3%	10 47.6%	17 40.5%	7 63.6%
Mean	0.31	0.28	0.13	0.15	0.63	0.38	0.50	0.32	0.36	1.00	0.23	0.33	0.24	0.64
Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01														

Topic 4: Firm Performance

Rate how well you think your company performs each aspect of customer experience relative to your competitors:

Assuring that customer experiences are compatible with our brand

	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>Assuring that customer experiences are compatible with our brand</u>													
-1=below competitors	12 13.6%	9 12.2%	8 15.7%	4 13.3%	4 6.3%	3 8.1%	9 23.1%	1 6.7%	10 17.5%	5 17.9%	9 10.2%	15 17.2%	9 14.5%
0=on par with competitors	41 46.6%	34 45.9%	16 31.4%	11 36.7%	23 35.9%	19 51.4%	18 46.2%	8 53.3%	23 40.4%	10 35.7%	39 44.3%	38 43.7%	21 33.9%
1=above competitors	35 39.8%	31 41.9%	27 52.9%	15 50.0%	37 57.8%	15 40.5%	12 30.8%	6 40.0%	24 42.1%	13 46.4%	40 45.5%	34 39.1%	32 51.6%
Mean	0.26	0.30	0.37	0.37	0.52 Ce	0.32	0.08 A	0.33	0.25 a	0.29	0.35	0.22	0.37
Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01													

Topic 4: Firm Performance

Rate how well you think your company performs each aspect of customer experience relative to your competitors: Managing partners that influence any aspects of the customer experience

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<u>Managing partners that influence any aspects of the customer experience</u>														
-1=below competitors	51 21.2%	6 20.7%	5 31.3%	7 35.0% j	1 12.5%	2 25.0%	1 25.0%	4 18.2%	7 25.0%	0 0.0%	3 10.3% c	4 19.0%	9 22.0%	2 18.2%
0=on par with competitors	129 53.5%	16 55.2%	5 31.3% h	9 45.0%	4 50.0%	3 37.5%	2 50.0%	13 59.1%	19 67.9% b	3 75.0%	15 51.7%	13 61.9%	21 51.2%	6 54.5%
1=above competitors	61 25.3%	7 24.1%	6 37.5% h	4 20.0%	3 37.5% h	3 37.5% h	1 25.0%	5 22.7%	2 7.1% bdeJl	1 25.0%	11 37.9% H	4 19.0%	11 26.8% h	3 27.3%
Mean	0.04	0.03	0.06	-0.15 j	0.25	0.13	0.00	0.05	-0.18 J	0.25	0.28 cH	0.00	0.05	0.09
Significance Tests Between Columns:		Lower case: p<.05 Upper case: p<.01												

Topic 4: Firm Performance

Rate how well you think your company performs each aspect of customer experience relative to your competitors:

Managing partners that influence any aspects of the customer experience

	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>Managing partners that influence any aspects of the customer experience</u>													
-1=below competitors	21 24.1%	9 12.3%	14 27.5%	7 23.3%	17 27.0%	4 10.8%	11 28.9%	3 20.0%	9 15.8%	7 25.0%	16 18.6%	20 23.0%	14 22.6%
		c	b										
0=on par with competitors	49 56.3%	42 57.5%	27 52.9%	11 36.7%	29 46.0%	19 51.4%	21 55.3%	6 40.0%	37 64.9%	15 53.6%	49 57.0%	47 54.0%	28 45.2%
					e				a				
1=above competitors	17 19.5%	22 30.1%	10 19.6%	12 40.0%	17 27.0%	14 37.8%	6 15.8%	6 40.0%	11 19.3%	6 21.4%	21 24.4%	20 23.0%	20 32.3%
	d		d	ac		ce	b		b				
Mean	-0.05 b	0.18 ac	-0.08 b	0.17	0.00	0.27 c	-0.13 b	0.20	0.04	-0.04	0.06	0.00	0.10
Significance Tests Between Columns:	Lower case: p<.05		Upper case: p<.01										

Topic 4: Firm Performance

Rate how well you think your company performs each aspect of customer experience relative to your competitors: Creating optimal experiences across all channels and devices

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<u>Creating optimal experiences across all channels and devices</u>														
-1=below competitors	64 27.1%	5 17.2%	6 40.0%	3 15.8%	2 25.0%	0 0.0%	1 25.0%	7 31.8%	7 25.9%	1 25.0%	7 25.0%	6 28.6%	14 34.1%	5 50.0%
0=on par with competitors	127 53.8%	17 58.6%	5 33.3%	13 68.4%	4 50.0%	6 75.0%	3 75.0%	10 45.5%	16 59.3%	2 50.0%	18 64.3%	10 47.6%	19 46.3%	4 40.0%
1=above competitors	45 19.1%	7 24.1%	4 26.7%	3 15.8%	2 25.0%	2 25.0%	0 0.0%	5 22.7%	4 14.8%	1 25.0%	3 10.7%	5 23.8%	8 19.5%	1 10.0%
Mean	-0.08	0.07	-0.13	0.00	0.00	0.25 m	-0.25	-0.09	-0.11	0.00	-0.14	-0.05	-0.15	-0.40 e
Significance Tests Between Columns:	Lower case: p<.05 Upper case: p<.01													

Topic 4: Firm Performance

Rate how well you think your company performs each aspect of customer experience relative to your competitors:

Creating optimal experiences across all channels and devices

	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>Creating optimal experiences across all channels and devices</u>													
-1=below competitors	21 24.7%	20 28.2%	16 31.4%	7 24.1%	11 18.0%	9 25.7%	11 28.9%	6 40.0%	17 29.8%	10 37.0%	27 32.1% C	28 32.9% C	8 13.1% AB
0=on par with competitors	48 56.5%	38 53.5%	25 49.0%	16 55.2%	31 50.8%	19 54.3%	23 60.5%	7 46.7%	28 49.1%	16 59.3%	38 45.2%	48 56.5%	37 60.7%
1=above competitors	16 18.8%	13 18.3%	10 19.6%	6 20.7%	19 31.1% cF	7 20.0%	4 10.5% a	2 13.3%	12 21.1% f	1 3.7% Ae	19 22.6% b	9 10.6% ac	16 26.2% b
Mean	-0.06	-0.10	-0.12	-0.03	0.13 cF	-0.06	-0.18 a	-0.27	-0.09	-0.33 A	-0.10	-0.22 C	0.13 B
Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01													

Topic 4: Firm Performance

Rate how well you think your company performs each aspect of customer experience relative to your competitors:

Tailoring the customer experience to the customer's context (location, social, situation, time, needs)

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<u>Tailoring the customer experience to the customer's context (location, social, situation, time, needs)</u>														
-1=below competitors	76 31.5%	12 41.4% ej	6 37.5%	8 40.0% e	1 12.5%	0 0.0% acg	0 0.0%	10 45.5% ej	8 28.6%	0 0.0%	5 17.2% ag	8 38.1%	14 34.1%	4 36.4%
0=on par with competitors	119 49.4%	10 34.5% e	6 37.5% e	9 45.0%	5 62.5%	7 87.5% abGm	3 75.0%	6 27.3% Ehl	17 60.7% g	3 75.0%	15 51.7%	11 52.4%	23 56.1% g	4 36.4% e
1=above competitors	46 19.1%	7 24.1%	4 25.0%	3 15.0%	2 25.0%	1 12.5%	1 25.0%	6 27.3%	3 10.7%	1 25.0%	9 31.0% l	2 9.5%	4 9.8% j	3 27.3%
Mean	-0.12	-0.17	-0.13	-0.25	0.13	0.13	0.25	-0.18	-0.18	0.25	0.14 kl	-0.29 j	-0.24 j	-0.09

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

Topic 4: Firm Performance

Rate how well you think your company performs each aspect of customer experience relative to your competitors:

Tailoring the customer experience to the customer's context (location, social, situation, time, needs)

	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>Tailoring the customer experience to the customer's context (location, social, situation, time, needs)</u>													
-1=below competitors	31 35.6%	18 24.7%	19 37.3%	8 26.7%	15 23.8% f	8 21.6% f	15 39.5%	4 26.7%	18 31.6%	13 46.4% ab	28 32.6%	27 31.0%	20 32.3%
0=on par with competitors	46 52.9%	38 52.1%	22 43.1%	13 43.3%	30 47.6%	21 56.8%	16 42.1%	8 53.3%	30 52.6%	14 50.0%	40 46.5%	46 52.9%	30 48.4%
1=above competitors	10 11.5% bd	17 23.3% a	10 19.6%	9 30.0% a	18 28.6% F	8 21.6% f	7 18.4%	3 20.0%	9 15.8%	1 3.6% Ab	18 20.9%	14 16.1%	12 19.4%
Mean	-0.24 b	-0.01 a	-0.18	0.03	0.05 F	0.00 F	-0.21	-0.07	-0.16	-0.43 AB	-0.12	-0.15	-0.13
Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01													

Topic 4: Firm Performance

Rate how well you think your company performs each aspect of customer experience relative to your competitors: Measuring the customer's perceptions, emotions and behaviors throughout the customer journey

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<u>Measuring the customer's perceptions, emotions and behaviors throughout the customer journey</u>														
-1=below competitors	87 36.4%	7 24.1% k	7 43.8%	10 50.0%	2 28.6%	1 12.5%	1 33.3%	7 31.8%	7 25.0%	1 25.0%	11 37.9%	11 52.4% a	19 46.3%	3 27.3%
0=on par with competitors	117 49.0%	18 62.1%	6 37.5%	8 40.0%	4 57.1%	6 75.0%	2 66.7%	12 54.5%	15 53.6%	3 75.0%	14 48.3%	10 47.6%	16 39.0%	3 27.3%
1=above competitors	35 14.6%	4 13.8% m	3 18.8% k	2 10.0% m	1 14.3%	1 12.5%	0 0.0%	3 13.6%	6 21.4% k	0 0.0%	4 13.8% m	0 0.0% bhM	6 14.6% m	5 45.5% acjKl
Mean	-0.22	-0.10 k	-0.25	-0.40 m	-0.14	0.00 k	-0.33	-0.18	-0.04 K	-0.25	-0.24	-0.52 aeHM	-0.32	0.18 cK
Significance Tests Between Columns:		Lower case: p<.05 Upper case: p<.01												

Topic 4: Firm Performance

Rate how well you think your company performs each aspect of customer experience relative to your competitors:
Measuring the customer's perceptions, emotions and behaviors throughout the customer journey

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

Measuring the customer's perceptions, emotions and behaviors throughout the customer journey

-1=below competitors	34 39.1%	23 31.9%	21 41.2%	9 31.0%	21 33.9%	15 41.7%	14 36.8%	7 46.7%	21 36.8%	9 32.1%	28 32.9%	37 42.5%	19 31.1%
0=on par with competitors	42 48.3%	40 55.6%	23 45.1%	12 41.4%	34 54.8%	17 47.2%	22 57.9%	5 33.3%	26 45.6%	11 39.3%	49 57.6% b	36 41.4% a	30 49.2%
1=above competitors	11 12.6%	9 12.5%	7 13.7%	8 27.6%	7 11.3% f	4 11.1%	2 5.3% f	3 20.0%	10 17.5%	8 28.6% ac	8 9.4%	14 16.1%	12 19.7%
Mean	-0.26	-0.19	-0.27	-0.03	-0.23	-0.31	-0.32	-0.27	-0.19	-0.04	-0.24	-0.26	-0.11

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

Topic 4: Firm Performance

Rate how well you think your company performs each aspect of customer experience relative to your competitors:

Linking customer experience measures to relevant KPI's and financial outcomes

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<u>Linking customer experience measures to relevant KPI's and financial outcomes</u>														
-1=below competitors	86 35.5%	8 27.6%	7 43.8%	9 45.0%	2 25.0%	2 25.0%	1 25.0%	6 27.3%	14 50.0%	2 50.0%	6 20.0%	6 28.6%	18 43.9%	5 45.5%
0=on par with competitors	106 43.8%	15 51.7%	6 37.5%	5 25.0%	3 37.5%	4 50.0%	3 75.0%	10 45.5%	9 32.1%	1 25.0%	16 53.3%	13 61.9%	17 41.5%	4 36.4%
1=above competitors	50 20.7%	6 20.7%	3 18.8%	6 30.0%	3 37.5%	2 25.0%	0 0.0%	6 27.3%	5 17.9%	1 25.0%	8 26.7%	2 9.5%	6 14.6%	2 18.2%
Mean	-0.15	-0.07	-0.25	-0.15	0.13	0.00	-0.25	0.00	-0.32	-0.25	0.07	-0.19	-0.29	-0.27
Significance Tests Between Columns:		Lower case: p<.05 Upper case: p<.01												

Topic 4: Firm Performance

Rate how well you think your company performs each aspect of customer experience relative to your competitors:

Linking customer experience measures to relevant KPI's and financial outcomes

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

Linking customer experience measures to relevant KPI's and financial outcomes

-1=below competitors	41 47.1% bd	21 28.4% a	18 35.3% a	6 20.0% a	23 36.5%	16 43.2%	12 30.8%	8 53.3%	17 29.8%	8 28.6%	35 40.2% c	35 40.2% c	15 24.2% ab
0=on par with competitors	37 42.5%	36 48.6%	19 37.3%	14 46.7%	24 38.1% e	16 43.2%	17 43.6%	3 20.0% e	33 57.9% ad	12 42.9%	40 46.0%	34 39.1%	28 45.2%
1=above competitors	9 10.3% bcD	17 23.0% a	14 27.5% a	10 33.3% A	16 25.4%	5 13.5%	10 25.6%	4 26.7%	7 12.3%	8 28.6%	12 13.8% c	18 20.7%	19 30.6% a
Mean	-0.37 BcD	-0.05 A	-0.08 a	0.13 A	-0.11	-0.30	-0.05	-0.27	-0.18	0.00	-0.26 C	-0.20 c	0.06 Ab

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

Topic 4: Firm Performance

Rate how well you think your company performs each aspect of customer experience relative to your competitors:
Coordinating disparate aspects of the organization to design, manage, deliver and monitor the customer experience
(marketing, sales, IT, operations, HR, customer service)

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<u>Coordinating disparate aspects of the organization to design, manage, deliver and monitor the customer experience (marketing, sales, IT, operations, HR, customer service)</u>														
-1=below competitors	90 37.7%	11 37.9%	6 37.5%	13 65.0% hJK	2 25.0%	4 50.0%	2 50.0%	10 45.5% jk	9 32.1%	1 25.0%	5 17.9% Cgl	3 14.3% CgL	20 48.8% jK	4 40.0%
0=on par with competitors	102 42.7%	15 51.7% m	5 31.3%	5 25.0% j	5 62.5% m	4 50.0%	2 50.0%	6 27.3% j	14 50.0% m	2 50.0%	17 60.7% cgM	11 52.4% m	15 36.6%	1 10.0% adhJk
1=above competitors	47 19.7%	3 10.3% m	5 31.3%	2 10.0% m	1 12.5%	0 0.0% m	0 0.0%	6 27.3%	5 17.9%	1 25.0%	6 21.4%	7 33.3%	6 14.6% m	5 50.0% acel
Mean	-0.18	-0.28 k	-0.06	-0.55 JKm	-0.13	-0.50 jk	-0.50	-0.18	-0.14	0.00	0.04 Cel	0.19 aCeL	-0.34 jK	0.10 c
Significance Tests Between Columns:		Lower case: p<.05			Upper case: p<.01									

Topic 4: Firm Performance

Rate how well you think your company performs each aspect of customer experience relative to your competitors:
Coordinating disparate aspects of the organization to design, manage, deliver and monitor the customer experience
(marketing, sales, IT, operations, HR, customer service)

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

Coordinating disparate aspects of the organization to design, manage, deliver and monitor the customer experience (marketing, sales, IT, operations, HR, customer service)

-1=below competitors	37 42.5% b	19 26.8% ac	23 45.1% b	11 36.7%	19 31.1% e	7 18.9% cdEf	16 42.1% b	7 46.7% b	28 49.1% aB	12 42.9% b	29 34.1%	36 41.9%	24 38.7%
0=on par with competitors	35 40.2%	38 53.5% c	17 33.3% b	12 40.0%	25 41.0%	20 54.1%	19 50.0%	6 40.0%	20 35.1%	11 39.3%	39 45.9%	38 44.2%	22 35.5%
1=above competitors	15 17.2%	14 19.7%	11 21.6%	7 23.3%	17 27.9% c	10 27.0% c	3 7.9% ab	2 13.3%	9 15.8%	5 17.9%	17 20.0%	12 14.0%	16 25.8%
Mean	-0.25	-0.07	-0.24	-0.13	-0.03 ce	0.08 CE	-0.34 aB	-0.33	-0.33 aB	-0.25	-0.14	-0.28	-0.13

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

Topic 4: Firm Performance

Rate how well you think your company performs each aspect of customer experience relative to your competitors:
Ensuring a deep understanding of the customer experience across the entire organization

Total	Industry Sector													
	Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M	

Ensuring a deep understanding of the customer experience across the entire organization

-1=below competitors	80 33.8%	8 28.6% b	10 62.5% aiJKm	9 45.0% k	2 28.6%	2 25.0%	1 25.0%	7 33.3%	9 32.1%	0 0.0% b	6 20.7% Bl	3 14.3% BcL	21 51.2% jK	2 20.0% b
0=on par with competitors	106 44.7%	14 50.0% b	3 18.8% aefljk	8 40.0% i	2 28.6% i	6 75.0% bm	3 75.0% b	7 33.3% ik	11 39.3% i	4 100.0% Bcdghlm	17 58.6% bm	14 66.7% Bglm	15 36.6% ik	2 20.0% eijk
1=above competitors	51 21.5%	6 21.4% m	3 18.8% m	3 15.0% m	3 42.9% m	0 0.0%	0 0.0%	7 33.3%	8 28.6%	0 0.0%	6 20.7% m	4 19.0% m	5 12.2% M	6 60.0% abcejkl
Mean	-0.12	-0.07	-0.44 km	-0.30 m	0.14	-0.25	-0.25	0.00	-0.04	0.00	0.00 l	0.05 bl	-0.39 jkM	0.40 bcL

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

Topic 4: Firm Performance

Rate how well you think your company performs each aspect of customer experience relative to your competitors:
Ensuring a deep understanding of the customer experience across the entire organization

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

Ensuring a deep understanding of the customer experience across the entire organization

-1=below competitors	34 39.1%	19 26.8%	18 36.0%	9 31.0%	11 18.0% bCDE	14 37.8% a	17 44.7% A	8 53.3% A	23 41.8% A	7 25.0%	27 32.1%	31 36.0%	22 36.1%
0=on par with competitors	39 44.8%	36 50.7%	19 38.0%	12 41.4%	30 49.2%	15 40.5%	18 47.4%	5 33.3%	21 38.2%	15 53.6%	39 46.4%	39 45.3%	25 41.0%
1=above competitors	14 16.1%	16 22.5%	13 26.0%	8 27.6%	20 32.8% C	8 21.6%	3 7.9% A	2 13.3%	11 20.0%	6 21.4%	18 21.4%	16 18.6%	14 23.0%
Mean	-0.23	-0.04	-0.10	-0.03	0.15 bCDE	-0.16 a	-0.37 Af	-0.40 A	-0.22 A	-0.04 c	-0.11	-0.17	-0.13

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

Topic 4: Firm Performance

Rate how well you think your company performs each aspect of customer experience relative to your competitors:
Developing the necessary capabilities inside the organization to design, deliver and monitor the customer experience

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<u>Developing the necessary capabilities inside the organization to design, deliver and monitor the customer experience</u>														
-1=below competitors	74 30.8%	5 17.9% cL	6 37.5%	9 45.0% ahj	2 25.0%	4 50.0% h	1 25.0%	8 36.4%	4 14.3% ceL	0 0.0% 1	5 17.2% cL	5 23.8% 1	22 53.7% AHiJk	3 27.3%
0=on par with competitors	125 52.1%	17 60.7% 1	9 56.3%	9 45.0%	5 62.5%	4 50.0%	2 50.0%	9 40.9%	19 67.9% L	3 75.0%	18 62.1% 1	12 57.1%	13 31.7% aHj	5 45.5%
1=above competitors	41 17.1%	6 21.4%	1 6.3%	2 10.0%	1 12.5%	0 0.0%	1 25.0%	5 22.7%	5 17.9%	1 25.0%	6 20.7%	4 19.0%	6 14.6%	3 27.3%
Mean	-0.14	0.04 cel	-0.31	-0.35 ahj	-0.13	-0.50 ahij	0.00	-0.14	0.04 cel	0.25 e	0.03 cel	-0.05	-0.39 ahj	0.00
Significance Tests Between Columns:	Lower case: p<.05		Upper case: p<.01											

Topic 4: Firm Performance

Rate how well you think your company performs each aspect of customer experience relative to your competitors:
Developing the necessary capabilities inside the organization to design, deliver and monitor the customer experience

	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>Developing the necessary capabilities inside the organization to design, deliver and monitor the customer experience</u>												
-1=below competitors	35 40.2% cd	21 29.2%	12 23.5% a	6 20.0% a	17 27.0%	12 32.4%	13 34.2%	6 40.0%	22 39.3% f	4 14.3% e	29 33.7%	29 33.7%	16 25.8%
0=on par with competitors	38 43.7%	40 55.6%	29 56.9%	18 60.0%	35 55.6%	17 45.9%	20 52.6%	8 53.3%	25 44.6%	17 60.7%	45 52.3%	43 50.0%	32 51.6%
1=above competitors	14 16.1%	11 15.3%	10 19.6%	6 20.0%	11 17.5%	8 21.6%	5 13.2%	1 6.7%	9 16.1%	7 25.0%	12 14.0%	14 16.3%	14 22.6%
Mean	-0.24	-0.14	-0.04	0.00	-0.10	-0.11	-0.21	-0.33 f	-0.23 f	0.11 de	-0.20	-0.17	-0.03

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	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
...of your marketing budget do you currently spend on social media?	212 11.91 12.31	26 12.37 11.64	13 19.96 15.17	18 15.19 13.33	8 14.28 16.73	9 16.80 16.72	2 5.00 0.00	20 9.36 11.11	25 7.57 10.12	3 5.00 0.00	29 8.94 9.75	17 17.44 13.82	33 9.33 10.22	9 15.58 13.68
			gHJL	h				b	Bck		Bk	hjl	Bk	
...will you spend in the next 12 months?	209 15.33 13.95	26 15.87 14.48	13 26.01 17.30	18 18.95 16.43	8 22.38 19.74	9 18.78 18.23	2 27.50 10.61	19 14.16 12.62	25 10.20 10.82	3 6.67 2.89	29 10.86 9.50	17 20.30 15.09	31 10.74 9.32	9 19.17 15.41
			gHJL	hjl	hjl		hijl	b	Bcdfk	f	Bcdfk	hjl	BcdfKm	l
...do you predict you will spend in five years?	208 22.53 18.11	26 23.01 18.86	13 31.71 19.44	18 25.63 20.14	8 29.53 25.90	9 22.78 19.03	2 30.00 28.28	19 24.14 18.36	25 16.28 14.93	3 9.00 3.61	29 18.21 15.97	17 26.51 17.03	30 20.49 17.06	9 25.18 19.85
			Hj						Bk		b	h		

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?	74 9.37 10.94	67 12.59 12.99	42 15.57 13.32	28 11.59 11.78	60 14.71 15.20	32 11.61 12.63	32 10.84 10.53	13 10.09 11.34	49 11.86 11.26	23 8.04 7.78	73 9.05 11.16	81 10.66 10.46	54 17.06 14.82
	C		A		f					a	C	C	AB
...will you spend in the next 12 months?	73 12.27 12.45	67 16.08 14.85	40 18.86 14.25	28 16.68 14.36	59 19.80 17.20	32 15.03 12.70	32 14.72 13.37	13 10.62 10.29	47 14.77 12.89	23 9.43 8.09	72 12.44 13.14	81 14.03 12.32	52 20.72 16.09
	c		a		F					A	C	C	AB
...do you predict you will spend in five years?	73 20.73 17.91	66 22.95 19.63	40 24.57 16.89	28 23.74 17.20	58 28.48 22.70	32 22.81 15.44	32 22.33 16.99	13 18.08 15.75	47 21.19 16.77	23 14.04 8.88	71 20.71 18.54	81 20.80 16.62	52 27.59 19.57
					F	f	f			Abc	c	c	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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Percent performed by outside agencies	210	26	13	18	8	9	2	20	25	3	29	17	31	9
	23.46	25.73	31.60	41.43	26.87	1.11	0.00	31.75	23.76	6.67	7.66	24.58	20.54	38.98
	31.21	31.22	36.06	38.31	36.34	3.33	0.00	32.64	31.75	11.55	15.65	33.69	28.01	38.10
		eJ	eJ	EJl	jabCGhkIM			EJ	ej	ABCdGhkl		ej	cej	EJ
											M			

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	73 22.76 30.11 C	67 14.25 24.29 C	41 41.62 36.21 ABd	28 21.57 31.61 c	58 14.39 27.42 EF	33 20.12 30.85	32 25.34 31.52	13 21.99 33.76	48 32.01 34.99 A	23 32.39 26.78 A	71 20.26 31.83	82 24.78 30.21	53 25.69 32.21

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=Not At All	35 15.6%	4 14.8%	0 0.0% dhi	1 5.6% dhi	3 37.5% bclm	0 0.0% i	0 0.0%	4 20.0%	9 33.3% bclm	2 50.0% bcelm	6 20.0%	3 15.0%	3 8.3% dhi	0 0.0% dhi
2	57 25.3%	6 22.2% F	2 15.4% f	6 33.3% f	1 12.5% f	2 22.2% f	3 100.0% AbcdeghJKl	6 30.0% f	7 25.9% f	1 25.0%	3 10.0% Flm	3 15.0% F	13 36.1% fj	4 40.0% j
3	36 16.0%	8 29.6% gl	3 23.1%	1 5.6% d	3 37.5% cgl	1 11.1%	0 0.0%	1 5.0% ad	5 18.5%	0 0.0%	7 23.3%	3 15.0%	3 8.3% ad	1 10.0%
4	38 16.9%	5 18.5% g	2 15.4%	3 16.7%	0 0.0% e	4 44.4% dGk	0 0.0%	0 0.0% aEijM	4 14.8%	1 25.0% g	7 23.3% g	2 10.0% e	6 16.7%	4 40.0% G
5	33 14.7%	2 7.4% gk	2 15.4%	3 16.7%	1 12.5%	1 11.1%	0 0.0%	6 30.0% ah	1 3.7% gK	0 0.0%	4 13.3%	7 35.0% aH	5 13.9%	1 10.0%
6	15 6.7%	1 3.7%	3 23.1% k	1 5.6%	0 0.0%	1 11.1%	0 0.0%	2 10.0%	1 3.7%	0 0.0%	2 6.7%	0 0.0% b	4 11.1%	0 0.0%
7=Very Highly	11 4.9%	1 3.7%	1 7.7%	3 16.7% h	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0% c	0 0.0%	1 3.3%	2 10.0%	2 5.6%	0 0.0%
Mean	3.29	3.07 b	4.31 adHi	3.89 H	2.38 be	3.78 dhi	2.00	3.40	2.41 BCejKl	2.00 be	3.33 h	3.75 H	3.47 h	3.20

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?

N=225

	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	15 19.0%	8 11.3%	6 13.3%	6 20.7%	12 20.3%	6 16.7%	3 9.7%	2 13.3%	7 13.2%	4 14.8%	15 19.5%	14 16.7%	5 8.9%
2	25 31.6%	16 22.5%	10 22.2%	5 17.2%	12 20.3% d	12 33.3%	8 25.8%	7 46.7% ae	10 18.9% d	6 22.2%	23 29.9%	23 27.4%	9 16.1%
3	11 13.9%	12 16.9%	7 15.6%	6 20.7%	5 8.5% Cf	3 8.3% cf	10 32.3% Abd	0 0.0% cf	10 18.9%	8 29.6% abd	9 11.7%	19 22.6%	8 14.3%
4	10 12.7%	16 22.5%	6 13.3%	6 20.7%	13 22.0%	3 8.3%	2 6.5%	3 20.0%	12 22.6%	4 14.8%	11 14.3%	12 14.3%	13 23.2%
5	9 11.4%	10 14.1%	10 22.2%	4 13.8%	9 15.3%	6 16.7%	4 12.9%	3 20.0%	8 15.1%	3 11.1%	11 14.3%	11 13.1%	9 16.1%
6	5 6.3%	6 8.5%	2 4.4%	2 6.9%	3 5.1%	6 16.7% e	3 9.7%	0 0.0%	2 3.8% b	1 3.7%	6 7.8%	3 3.6%	5 8.9%
7=Very Highly	4 5.1%	3 4.2%	4 8.9%	0 0.0%	5 8.5%	0 0.0%	1 3.2%	0 0.0%	4 7.5%	1 3.7%	2 2.6% c	2 2.4% c	7 12.5% ab
Mean	3.05	3.48	3.58	3.10	3.41	3.25	3.29	2.87	3.49	3.11	3.08 C	3.00 C	3.98 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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=Not At All Effectively	15 6.6%	2 7.7%	0 0.0%	2 11.1%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	4 14.8%	0 0.0%	2 6.7%	0 0.0%	4 11.1%	0 0.0%
2	26 11.5%	1 3.8%	1 7.1%	0 0.0% fi	0 0.0%	0 0.0%	1 33.3% c	4 19.0%	5 18.5%	1 25.0% c	3 10.0%	4 20.0%	4 11.1%	2 20.0%
3	32 14.2%	5 19.2% k	1 7.1%	2 11.1%	1 12.5%	1 11.1%	0 0.0%	6 28.6% k	7 25.9% k	0 0.0%	4 13.3%	0 0.0% agh	5 13.9%	0 0.0%
4	25 11.1%	3 11.5%	2 14.3%	2 11.1%	1 12.5%	1 11.1%	1 33.3%	1 4.8%	3 11.1%	1 25.0%	4 13.3%	1 5.0%	3 8.3%	2 20.0%
5	79 35.0%	8 30.8%	6 42.9%	5 27.8%	5 62.5% h	6 66.7% gh	1 33.3%	5 23.8% e	6 22.2% de	1 25.0%	12 40.0%	7 35.0%	12 33.3%	5 50.0%
6	23 10.2%	1 3.8% k	3 21.4% l	4 22.2% l	0 0.0%	1 11.1%	0 0.0%	1 4.8%	2 7.4%	1 25.0%	3 10.0%	5 25.0% al	1 2.8% bck	1 10.0%
7=Very Effectively	26 11.5%	6 23.1% h	1 7.1%	3 16.7% h	0 0.0%	0 0.0%	0 0.0%	4 19.0% h	0 0.0% acgkl	0 0.0%	2 6.7%	3 15.0% h	7 19.4% h	0 0.0%
Mean	4.33	4.58 H	4.86 H	4.78 H	4.13	4.78 h	3.67	4.24	3.30 ABCejKl	4.25	4.27 h	4.90 H	4.28 h	4.30

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?

N=226

	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	7 8.9%	5 7.0%	2 4.3%	1 3.6%	9 15.0% Ef	5 14.3% Ef	1 3.1%	0 0.0%	0 0.0% AB	0 0.0% ab	10 12.7% b	3 3.6% a	2 3.6%
2	14 17.7%	6 8.5%	5 10.6%	1 3.6%	6 10.0%	7 20.0%	4 12.5%	0 0.0%	6 11.1%	2 7.4%	10 12.7%	13 15.5%	3 5.4%
3	12 15.2%	8 11.3%	6 12.8%	5 17.9%	4 6.7% F	5 14.3%	5 15.6%	2 14.3%	6 11.1% f	8 29.6% Ae	11 13.9%	14 16.7%	6 10.7%
4	8 10.1%	9 12.7%	5 10.6%	3 10.7%	10 16.7%	2 5.7%	2 6.3%	2 14.3%	6 11.1%	2 7.4%	10 12.7%	9 10.7%	5 8.9%
5	23 29.1%	30 42.3%	14 29.8%	12 42.9%	20 33.3%	10 28.6%	14 43.8%	8 57.1%	20 37.0%	7 25.9%	24 30.4%	31 36.9%	20 35.7%
6	5 6.3% C	4 5.6% C	12 25.5% AB	2 7.1%	6 10.0%	2 5.7%	2 6.3%	0 0.0%	8 14.8%	5 18.5%	5 6.3% c	5 6.0% C	12 21.4% aB
7=Very Effectively	10 12.7%	9 12.7%	3 6.4%	4 14.3%	5 8.3%	4 11.4%	4 12.5%	2 14.3%	8 14.8%	3 11.1%	9 11.4%	9 10.7%	8 14.3%
Mean	4.03	4.42	4.53	4.64	4.07 e	3.77 E	4.44	4.86	4.78 aB	4.52	4.00 C	4.23 c	4.89 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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=Not At All Effectively	27 12.2%	3 12.0%	1 7.1%	2 11.1%	2 25.0%	0 0.0%	0 0.0%	2 10.0%	6 22.2%	0 0.0%	5 17.2%	0 0.0%	5 14.3%	1 10.0%
2	46 20.7%	3 12.0%	3 21.4%	8 44.4%	3 37.5%	0 0.0%	1 33.3%	6 30.0%	6 22.2%	1 25.0%	2 6.9%	3 15.0%	9 25.7%	1 10.0%
3	46 20.7%	4 16.0%	2 14.3%	1 5.6%	2 25.0%	4 44.4%	2 66.7%	5 25.0%	6 22.2%	1 25.0%	7 24.1%	7 35.0%	3 8.6%	2 20.0%
4	49 22.1%	4 16.0%	5 35.7%	4 22.2%	0 0.0%	1 11.1%	0 0.0%	2 10.0%	6 22.2%	1 25.0%	9 31.0%	6 30.0%	8 22.9%	3 30.0%
5	33 14.9%	7 28.0%	2 14.3%	1 5.6%	0 0.0%	3 33.3%	0 0.0%	3 15.0%	3 11.1%	0 0.0%	5 17.2%	3 15.0%	4 11.4%	2 20.0%
6	10 4.5%	3 12.0%	1 7.1%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	1 5.0%	2 5.7%	1 10.0%
7=Very Effectively	11 5.0%	1 4.0%	0 0.0%	2 11.1%	1 12.5%	0 0.0%	0 0.0%	2 10.0%	0 0.0%	0 0.0%	1 3.4%	0 0.0%	4 11.4%	0 0.0%
Mean	3.40	3.88	3.50	3.11	2.63	4.11	2.67	3.30	2.78	3.75	3.38	3.60	3.54	3.70

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?

N=222

	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	11 14.1%	10 14.3%	3 6.7%	3 10.7%	12 20.3%	3 8.8%	3 9.4%	2 14.3%	4 7.7%	3 11.1%	13 17.1%	10 11.9%	4 7.3%
2	23 29.5% B	7 10.0% Ac	11 24.4% b	5 17.9%	11 18.6%	8 23.5%	10 31.3% e	5 35.7% e	6 11.5% cd	5 18.5%	19 25.0%	17 20.2%	10 18.2%
3	13 16.7%	14 20.0%	10 22.2%	9 32.1%	13 22.0%	7 20.6%	6 18.8%	3 21.4%	10 19.2%	6 22.2%	11 14.5% b	24 28.6% a	10 18.2%
4	17 21.8%	17 24.3%	10 22.2%	5 17.9%	10 16.9%	9 26.5%	8 25.0%	3 21.4%	14 26.9%	4 14.8%	18 23.7%	17 20.2%	12 21.8%
5	7 9.0% b	17 24.3% a	6 13.3%	3 10.7%	10 16.9%	3 8.8%	4 12.5%	1 7.1%	9 17.3%	6 22.2%	10 13.2%	11 13.1%	10 18.2%
6	1 1.3%	3 4.3%	3 6.7%	2 7.1%	0 0.0% ef	2 5.9%	0 0.0%	0 0.0%	5 9.6% a	2 7.4% a	3 3.9%	1 1.2%	4 7.3%
7=Very Effectively	6 7.7%	2 2.9%	2 4.4%	1 3.6%	3 5.1%	2 5.9%	1 3.1%	0 0.0%	4 7.7%	1 3.7%	2 2.6%	4 4.8%	5 9.1%
Mean	3.17	3.59	3.49	3.36	3.12 E	3.44	3.13 e	2.71 e	3.94 Ac	3.56	3.13 c	3.25 c	3.84 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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
We have proven the impact quantitatively	54 24.1%	8 29.6%	7 50.0% gHj	6 35.3%	1 12.5%	2 22.2%	0 0.0%	3 14.3%	3 11.1%	0 0.0%	6 20.0%	4 21.1%	11 31.4%	3 30.0%
We have a good qualitative sense of the impact, but not a quantitative impact	100 44.6%	10 37.0% e	4 28.6% e	7 41.2%	4 50.0%	7 77.8% abH	2 66.7%	12 57.1%	7 25.9% Eg	2 50.0%	14 46.7%	9 47.4%	17 48.6%	5 50.0%
We haven't been able to show the impact yet	70 31.3%	9 33.3% h	3 21.4% h	4 23.5% h	3 37.5%	0 0.0% Hi	1 33.3%	6 28.6% h	17 63.0% abcEgjkLm	2 50.0% e	10 33.3% h	6 31.6% h	7 20.0% H	2 20.0% h
Mean	2.07	2.04 h	1.71 H	1.88 H	2.25	1.78 Hi	2.33	2.14	2.52 aBCEjLm	2.50 e	2.13 h	2.11	1.89 H	1.90 h
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?

N=224

	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	14 17.9% c	15 21.1%	17 37.0% a	8 28.6%	9 15.5%	8 22.2%	10 31.3%	3 21.4%	14 26.4%	8 29.6%	17 21.8%	16 19.5%	19 33.3%
We have a good qualitative sense of the impact, but not a quantitative impact	34 43.6%	35 49.3%	17 37.0%	13 46.4%	25 43.1%	14 38.9%	14 43.8%	8 57.1%	27 50.9%	11 40.7%	31 39.7%	37 45.1%	28 49.1%
We haven't been able to show the impact yet	30 38.5%	21 29.6%	12 26.1%	7 25.0%	24 41.4% e	14 38.9%	8 25.0%	3 21.4%	12 22.6% a	8 29.6%	30 38.5% C	29 35.4% c	10 17.5% Ab
Mean	2.21 c	2.08	1.89 a	1.96	2.26 ce	2.17	1.94 a	2.00	1.96 a	2.00	2.17 c	2.16 c	1.84 ab

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Current	204	26	13	17	8	8	2	19	25	3	30	17	29	7
	12.75	13.73	20.38	14.59	16.25	29.00	0.00	10.68	13.96	3.33	8.43	15.59	7.69	9.29
	18.81	14.83	19.73	15.80	21.51	22.12	0.00	15.26	31.41	2.89	14.79	14.02	15.73	15.39
		e	jl			agJL		e			bE		bE	
In 5 years	202	26	13	17	8	8	2	19	24	3	29	17	29	7
	21.77	23.69	33.49	28.06	30.42	36.58	15.50	19.47	15.29	5.00	15.68	30.02	14.51	23.57
	18.92	19.70	20.97	19.68	22.58	23.17	20.51	17.07	12.60	5.00	19.19	18.47	14.28	17.73
			gHijL	hjL	hl	gHijL		be	BcdEK	bek	bcek	HijL	BCdEK	

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	72	67	37	28	58	33	32	13	43	24	70	79	52
	8.72	10.48	19.05	20.18	9.19	13.94	11.69	19.77	14.47	14.67	7.19	11.72	20.98
	21.38	14.92	16.92	19.11	15.96	28.54	15.56	21.98	14.63	17.64	13.06	21.10	17.78
	cd	CD	aB	aB	d			a			C	c	Ab
In 5 years	71	66	37	28	58	31	32	13	43	24	70	78	52
	15.33	19.06	31.95	31.07	19.78	19.58	21.89	26.36	24.31	22.74	16.38	18.91	32.58
	14.54	18.17	20.25	20.42	18.62	16.12	20.95	22.26	18.46	20.24	17.76	15.54	20.38
	CD	CD	AB	AB							C	C	AB

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=Not At All	56 26.0%	5 19.2%	3 21.4%	6 35.3% k	3 37.5% k	0 0.0% fl	2 66.7% eK	7 36.8% k	5 20.0%	1 25.0%	8 26.7%	1 5.3% cdFgL	14 42.4% eK	1 11.1%
2	44 20.5%	3 11.5%	1 7.1%	3 17.6%	1 12.5%	1 12.5%	1 33.3%	4 21.1%	6 24.0%	1 25.0%	9 30.0%	4 21.1%	7 21.2%	3 33.3%
3	22 10.2%	4 15.4%	1 7.1%	0 0.0% I	0 0.0%	1 12.5%	0 0.0%	0 0.0% hK	5 20.0% g	2 50.0% CGjlm	3 10.0% i	4 21.1% g	2 6.1% i	0 0.0% i
4	39 18.1%	8 30.8%	3 21.4%	2 11.8%	2 25.0%	1 12.5%	0 0.0%	3 15.8%	4 16.0%	0 0.0%	6 20.0%	3 15.8%	6 18.2%	1 11.1%
5	37 17.2%	5 19.2%	3 21.4%	5 29.4% l	1 12.5%	1 12.5%	0 0.0%	3 15.8%	5 20.0%	0 0.0%	4 13.3%	5 26.3% l	2 6.1% ckm	3 33.3% l
6	11 5.1%	1 3.8% e	2 14.3% j	0 0.0% e	0 0.0%	3 37.5% acHJKL	0 0.0%	2 10.5%	0 0.0% E	0 0.0%	0 0.0% bE	1 5.3% e	1 3.0% E	1 11.1%
7=Very Highly	6 2.8%	0 0.0%	1 7.1%	1 5.9%	1 12.5%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	1 3.0%	0 0.0%
Mean	3.07	3.31 efl	3.86 jl	3.06 e	3.13	4.88 acFgHiJL	1.33 aEk	2.84 e	2.92 E	2.25 e	2.63 bEk	3.74 fjL	2.45 abEK	3.56

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?

N=215

	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	26 35.1%	17 24.3%	8 18.6%	5 17.9%	23 40.4%	10 28.6%	9 28.1%	2 14.3%	8 16.3%	3 11.1%	30 41.7%	17 21.0%	8 14.3%
					EF				A	A	BC	A	A
2	17 23.0%	18 25.7%	7 16.3%	2 7.1%	8 14.0%	9 25.7%	7 21.9%	4 28.6%	10 20.4%	6 22.2%	16 22.2%	21 25.9%	6 10.7%
		d		b								c	b
3	9 12.2%	10 14.3%	2 4.7%	1 3.6%	3 5.3%	3 8.6%	4 12.5%	1 7.1%	9 18.4%	2 7.4%	7 9.7%	11 13.6%	4 7.1%
					e				a				
4	11 14.9%	15 21.4%	5 11.6%	8 28.6%	11 19.3%	9 25.7%	5 15.6%	2 14.3%	6 12.2%	6 22.2%	9 12.5%	14 17.3%	13 23.2%
5	10 13.5%	8 11.4%	14 32.6%	5 17.9%	12 21.1%	2 5.7%	5 15.6%	4 28.6%	9 18.4%	5 18.5%	7 9.7%	16 19.8%	13 23.2%
	c	C	aB		b	ad		b			c		a
6	1 1.4%	2 2.9%	4 9.3%	4 14.3%	0 0.0%	2 5.7%	1 3.1%	0 0.0%	4 8.2%	4 14.8%	3 4.2%	2 2.5%	6 10.7%
	cD	d	a	Ab	eF				a	A		c	b
7=Very Highly	0 0.0%	0 0.0%	3 7.0%	3 10.7%	0 0.0%	0 0.0%	1 3.1%	1 7.1%	3 6.1%	1 3.7%	0 0.0%	0 0.0%	6 10.7%
	cD	cD	ab	AB	d			a			C	C	AB
Mean	2.53 CD	2.79 CD	3.79 AB	4.07 AB	2.67 eF	2.71 f	2.91	3.43	3.45 a	3.74 Ab	2.39 bC	2.96 aC	4.05 AB

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Percent change	165	17	10	15	5	8	2	16	21	3	24	12	25	7
	6.18	4.79	10.50	1.83	11.00	4.38	22.18	7.58	8.27	3.33	4.43	2.58	7.97	4.19
	12.31	12.64	7.98	14.35	13.87	5.63	31.36	12.58	13.91	5.77	10.73	5.48	12.67	18.57
			k				k					bf		

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	59	53	29	23	45	26	22	11	39	21	59	66	36
	5.35	6.43	5.73	8.55	6.45	11.44	6.33	9.03	3.10	3.43	6.59	7.15	3.99
	10.57	11.39	16.33	13.37	13.81	16.21	13.38	14.47	6.36	7.49	13.52	11.57	11.29
						Ef			B	b			

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

Topic 7: Marketing Jobs

In your company, how important is employee satisfaction to customer satisfaction?

	Total	Industry Sector													
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation	
		A	B	C	D	E	F	G	H	I	J	K	L	M	
1=Not Important	4 2.3%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	1 3.4%	1 14.3%
2	2 1.1%	0 0.0%	0 0.0%	2 13.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3	7 4.0%	1 5.6%	0 0.0%	2 13.3%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	2 6.9%	0 0.0%
4	21 12.1%	2 11.1%	2 18.2%	1 6.7%	0 0.0%	1 12.5%	0 0.0%	2 12.5%	4 19.0%	0 0.0%	1 4.0%	2 15.4%	6 20.7%	0 0.0%	
5	41 23.6%	1 5.6%	3 27.3%	4 26.7%	2 40.0%	6 75.0%	1 50.0%	6 37.5%	4 19.0%	2 50.0%	4 16.0%	3 23.1%	5 17.2%	0 0.0%	
6	37 21.3%	8 44.4%	3 27.3%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	4 25.0%	3 14.3%	0 0.0%	8 32.0%	2 15.4%	6 20.7%	2 28.6%	
7=Very Important	62 35.6%	6 33.3%	3 27.3%	4 26.7%	3 60.0%	1 12.5%	0 0.0%	4 25.0%	9 42.9%	2 50.0%	11 44.0%	6 46.2%	9 31.0%	4 57.1%	
Mean	5.60	5.89	5.64	4.60	6.20	5.13	4.00	5.63	5.62	6.00	6.08	5.92	5.34	5.86	

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

Topic 7: Marketing Jobs

In your company, how important is employee satisfaction to customer satisfaction?

	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 Important	2 3.3%	0 0.0%	2 5.9%	0 0.0%	1 2.3%	0 0.0%	0 0.0%	1 7.7%	1 2.3%	1 4.3%	2 3.2%	2 3.0%	0 0.0%
						e		e	bdF	E			
2	0 0.0%	0 0.0%	2 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	1 4.3%	0 0.0%	2 3.0%	0 0.0%
						e			b				
3	1 1.6%	4 7.4%	2 5.9%	0 0.0%	1 2.3%	1 3.7%	2 8.7%	1 7.7%	2 4.7%	0 0.0%	2 3.2%	2 3.0%	3 7.9%
4	12 19.7%	5 9.3%	3 8.8%	1 4.2%	5 11.4%	3 11.1%	5 21.7%	1 7.7%	4 9.3%	3 13.0%	6 9.5%	8 11.9%	6 15.8%
5	15 24.6%	7 13.0%	9 26.5%	9 37.5%	10 22.7%	7 25.9%	3 13.0%	4 30.8%	7 16.3%	9 39.1%	14 22.2%	16 23.9%	10 26.3%
		d		b					f	e			
6	11 18.0%	14 25.9%	5 14.7%	7 29.2%	9 20.5%	9 33.3%	6 26.1%	4 30.8%	4 9.3%	5 21.7%	15 23.8%	11 16.4%	9 23.7%
						e			b				
7=Very Important	20 32.8%	24 44.4%	11 32.4%	7 29.2%	18 40.9%	7 25.9%	7 30.4%	2 15.4%	24 55.8%	4 17.4%	24 38.1%	26 38.8%	10 26.3%
						e		e	bdF	E			
Mean	5.48	5.91 c	5.18 b	5.83	5.77	5.67	5.48	5.08	5.86	5.13	5.71	5.55	5.45

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

Topic 7: Marketing Jobs

How well do your company employees trust your company's brand?

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=Very Little	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2	3 1.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.4%	1 14.3%
3	5 2.9%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	1 3.4%	1 14.3%
		F	f				AbghJkl	f	f		F	f	f	
4	11 6.3%	2 11.1%	1 9.1%	2 13.3%	2 40.0%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 6.9%	1 14.3%
					gHJkl			d	D		D	d	d	
5	37 21.3%	2 11.1%	3 27.3%	3 20.0%	1 20.0%	2 25.0%	0 0.0%	2 12.5%	8 38.1%	1 25.0%	5 20.0%	3 23.1%	6 20.7%	1 14.3%
6	58 33.3%	7 38.9%	3 27.3%	6 40.0%	1 20.0%	2 25.0%	1 50.0%	9 56.3%	6 28.6%	1 25.0%	10 40.0%	4 30.8%	5 17.2%	3 42.9%
								L					G	
7=A Great Deal	60 34.5%	7 38.9%	4 36.4%	3 20.0%	1 20.0%	2 25.0%	0 0.0%	5 31.3%	6 28.6%	2 50.0%	10 40.0%	6 46.2%	14 48.3%	0 0.0%
												m	m	kl
Mean	5.85	6.06 m	5.91 m	5.53 j	5.20 gj	5.25 j	4.50 gjk	6.19 dfM	5.76 m	6.25	6.20 cdefM	6.23 fM	5.90 m	4.57 abGhJKl

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

Topic 7: Marketing Jobs

How well do your company employees trust your company's brand?

	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=Very Little	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2	1 1.6%	0 0.0%	1 2.9%	1 4.2%	0 0.0%	1 3.7%	0 0.0%	1 7.7%	1 2.3%	0 0.0%	1 1.6%	1 1.5%	1 2.6%
3	2 3.3%	1 1.9%	1 2.9%	1 4.2%	2 4.5%	0 0.0%	0 0.0%	1 7.7%	1 2.3%	1 4.3%	2 3.2%	3 4.5%	0 0.0%
4	4 6.6%	3 5.6%	2 5.9%	2 8.3%	1 2.3%	2 7.4%	5 21.7%	1 7.7%	2 4.7%	0 0.0%	3 4.8%	5 7.5%	3 7.7%
					c		aef		c	c			
5	15 24.6%	12 22.2%	8 23.5%	2 8.3%	6 13.6%	6 22.2%	7 30.4%	5 38.5%	8 18.6%	5 21.7%	15 24.2%	14 20.9%	8 20.5%
6	17 27.9%	19 35.2%	10 29.4%	12 50.0%	14 31.8%	8 29.6%	9 39.1%	4 30.8%	17 39.5%	6 26.1%	20 32.3%	21 31.3%	14 35.9%
7= A Great Deal	22 36.1%	19 35.2%	12 35.3%	6 25.0%	21 47.7%	10 37.0%	2 8.7%	1 7.7%	14 32.6%	11 47.8%	21 33.9%	23 34.3%	13 33.3%
					Cd	c	AbeF	af	c	Cd			
Mean	5.82	5.96	5.79	5.71	6.16 CD	5.85	5.35 Af	5.00 AeF	5.88 d	6.13 cD	5.84	5.79	5.87

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Percent change	164	17	9	15	5	8	2	16	21	3	24	12	25	7
	4.89	5.58	3.33	2.80	14.56	1.88	16.41	2.43	6.76	3.33	3.67	2.92	8.90	-3.06
	10.33	9.53	7.07	7.87	15.13	12.52	23.20	12.76	8.53	5.77	7.89	3.96	11.90	13.81
				d	cjk		k		m		d	df	m	hl

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	59	53	28	23	45	26	22	11	38	21	59	66	35
	5.87	3.94	3.23	6.79	9.74	2.55	5.36	5.18	3.16	0.14	3.65	6.60	4.76
	9.26	9.19	10.63	14.59	11.77	12.23	9.69	9.18	7.92	5.48	9.06	10.96	10.66
					bEF	a	f		A	Ac			

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Number of employees	165 13578 33651	18 3632 8311	9 12595 22686	15 8822 25405	5 1513 2050	8 1044 1801	2 69 79	16 19621 48665	19 14753 35747	4 34375 45467	23 10482 34002	12 40788 54798	27 10867 23388	7 22505 53614
		IK								A		Al	k	
Number of marketing employees	162 299 1150	17 61 98	9 1166 3301	15 595 2050	5 84 176	8 58 102	2 2 0	16 221 745	19 428 1119	3 337 574	23 234 889	12 122 210	26 240 465	7 187 366

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
Number of employees	58 10729 28359 c	51 7107 24043 C	32 29388 49692 aB	23 13694 32773	44 160 749 CDEF	25 3204 14958 F	22 891 608 ADEF	11 2391 1677 ACeF	41 9364 10576 ACdF	21 82057 55177 ABCDE	57 5518 17723 b	65 17783 39509 a	38 15515 35085
Number of marketing employees	57 252 716	51 141 612	31 500 1504	22 516 2114	44 16 52 DeF	24 11 17 DF	22 22 27 DF	10 114 149 ABC	40 216 643 aF	21 1771 2674 ABCE	57 88 555	65 404 1218	36 444 1657

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

Topic 7: Marketing Jobs

To what extent are new technologies replacing marketing employees in your company? *Currently*

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transporta- tion M
1=Not at all	170 57.6%	16 57.1%	9 42.9% h	18 64.3%	7 53.8%	4 36.4% h	2 66.7%	19 63.3%	24 70.6% belm	3 75.0%	25 65.8% m	18 72.0% lm	21 45.7% hk	4 30.8% hjk
2	54 18.3%	3 10.7% m	6 28.6% d	7 25.0%	0 0.0% bm	1 9.1%	0 0.0%	6 20.0%	3 8.8% M	1 25.0%	5 13.2% m	5 20.0%	11 23.9%	6 46.2% adHj
3	32 10.8%	4 14.3%	3 14.3%	1 3.6% E	3 23.1% gk	4 36.4% CGjK	0 0.0%	1 3.3% dE	5 14.7% k	0 0.0%	3 7.9% e	0 0.0% dEh	6 13.0%	1 7.7%
4	19 6.4%	2 7.1%	1 4.8%	0 0.0% Fm	1 7.7%	0 0.0%	1 33.3% Ch	3 10.0%	1 2.9% f	0 0.0%	3 7.9%	1 4.0%	4 8.7%	2 15.4% c
5	10 3.4%	2 7.1%	2 9.5%	1 3.6%	1 7.7%	0 0.0%	0 0.0%	1 3.3%	0 0.0%	0 0.0%	0 0.0%	1 4.0%	2 4.3%	0 0.0%
6	5 1.7%	0 0.0%	0 0.0%	1 3.6%	1 7.7%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.6%	0 0.0%	1 2.2%	0 0.0%
7=A great deal	5 1.7%	1 3.6%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	1 2.6%	0 0.0%	1 2.2%	0 0.0%
Mean	1.92	2.11	2.10	1.64 e	2.38	2.82 cghk	2.00	1.70 e	1.65 e	1.25	1.82	1.48 el	2.17 k	2.08

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

Topic 7: Marketing Jobs

To what extent are new technologies replacing marketing employees in your company? *Currently*

	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	62 60.8%	50 57.5%	40 59.7%	16 43.2%	55 67.9%	22 52.4%	30 62.5%	13 65.0%	31 48.4%	15 44.1%	73 67.0%	60 59.4%	33 44.0%
					ef				a	a	C	c	Ab
2	15 14.7%	16 18.4%	16 23.9%	7 18.9%	7 8.6%	7 16.7%	10 20.8%	5 25.0%	13 20.3%	10 29.4%	18 16.5%	20 19.8%	14 18.7%
					deF			a	a	A			
3	11 10.8%	9 10.3%	7 10.4%	5 13.5%	7 8.6%	4 9.5%	5 10.4%	1 5.0%	9 14.1%	6 17.6%	8 7.3%	11 10.9%	12 16.0%
4	6 5.9%	7 8.0%	1 1.5%	5 13.5%	5 6.2%	5 11.9%	1 2.1%	0 0.0%	5 7.8%	3 8.8%	6 5.5%	6 5.9%	5 6.7%
			d	c									
5	5 4.9%	2 2.3%	2 3.0%	1 2.7%	4 4.9%	2 4.8%	1 2.1%	0 0.0%	3 4.7%	0 0.0%	2 1.8%	3 3.0%	4 5.3%
6	1 1.0%	1 1.1%	1 1.5%	2 5.4%	2 2.5%	1 2.4%	0 0.0%	1 5.0%	1 1.6%	0 0.0%	0 0.0%	1 1.0%	4 5.3%
											c		a
7=A great deal	2 2.0%	2 2.3%	0 0.0%	1 2.7%	1 1.2%	1 2.4%	1 2.1%	0 0.0%	2 3.1%	0 0.0%	2 1.8%	0 0.0%	3 4.0%
												c	b
Mean	1.90	1.92	1.69	2.41	1.84	2.17	1.69	1.60	2.17	1.91	1.66	1.76	2.43
			D	C							C	C	AB

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

Topic 7: Marketing Jobs

To what extent are new technologies replacing marketing employees in your company? In the next three years

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transporta- tion M
1=Not at all	110 37.5%	9 31.0%	5 25.0% h	10 37.0%	6 50.0%	3 23.1%	3 75.0% lm	11 36.7%	19 54.3% blm	3 75.0% lm	18 46.2%	9 42.9%	12 26.1% fhi	2 16.7% fhi
2	50 17.1%	5 17.2%	2 10.0%	7 25.9%	0 0.0% k	3 23.1%	0 0.0%	5 16.7%	6 17.1%	0 0.0%	8 20.5%	6 28.6% d	6 13.0%	2 16.7%
3	49 16.7%	5 17.2%	7 35.0% ehj	5 18.5%	1 8.3%	0 0.0% b	1 25.0%	6 20.0%	4 11.4% b	1 25.0%	5 12.8% b	2 9.5%	9 19.6%	2 16.7%
4	36 12.3%	4 13.8%	3 15.0%	2 7.4%	3 25.0%	1 7.7%	0 0.0%	4 13.3%	3 8.6%	0 0.0%	4 10.3%	2 9.5%	8 17.4%	2 16.7%
5	23 7.8%	2 6.9%	2 10.0% j	1 3.7%	0 0.0%	2 15.4% j	0 0.0%	3 10.0% j	2 5.7% j	0 0.0%	0 0.0% beglM	1 4.8%	7 15.2% j	3 25.0% J
6	17 5.8%	2 6.9%	1 5.0%	2 7.4%	2 16.7% h	3 23.1% gHI	0 0.0%	1 3.3% e	0 0.0% dE	0 0.0%	2 5.1%	1 4.8%	2 4.3% e	1 8.3%
7=A great deal	8 2.7%	2 6.9%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	2 5.1%	0 0.0%	2 4.3%	0 0.0%
Mean	2.64	2.97 h	2.90	2.37 e	2.75	3.69 cHjk	1.50	2.53	2.06 aELm	1.50	2.33 el	2.19 elm	3.13 Hjk	3.42 hk

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

Topic 7: Marketing Jobs

To what extent are new technologies replacing marketing employees in your company? *In the next three 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
1=Not at all	37 37.8%	34 37.0%	27 42.2%	10 27.0%	39 48.8%	15 33.3%	19 42.2%	8 40.0%	19 30.2%	8 23.5%	50 45.5%	35 35.7%	22 29.3%
					ef				a	a	c		a
2	16 16.3%	18 19.6%	10 15.6%	6 16.2%	7 8.8%	12 26.7%	7 15.6%	5 25.0%	8 12.7%	7 20.6%	13 11.8%	24 24.5%	13 17.3%
					Bd	A		a			b	a	
3	16 16.3%	13 14.1%	12 18.8%	8 21.6%	12 15.0%	6 13.3%	6 13.3%	6 30.0%	12 19.0%	7 20.6%	20 18.2%	15 15.3%	12 16.0%
4	13 13.3%	11 12.0%	7 10.9%	5 13.5%	10 12.5%	2 4.4%	9 20.0%	1 5.0%	8 12.7%	6 17.6%	16 14.5%	12 12.2%	6 8.0%
						c	b						
5	11 11.2%	7 7.6%	4 6.3%	1 2.7%	5 6.3%	4 8.9%	2 4.4%	0 0.0%	8 12.7%	4 11.8%	6 5.5%	8 8.2%	7 9.3%
6	2 2.0%	5 5.4%	4 6.3%	6 16.2%	4 5.0%	5 11.1%	1 2.2%	0 0.0%	6 9.5%	1 2.9%	2 1.8%	4 4.1%	11 14.7%
	D	d		Ab							C	c	Ab
7=A great deal	3 3.1%	4 4.3%	0 0.0%	1 2.7%	3 3.8%	1 2.2%	1 2.2%	0 0.0%	2 3.2%	1 2.9%	3 2.7%	0 0.0%	4 5.3%
												c	b
Mean	2.62	2.67	2.42	3.08	2.49	2.71	2.44	2.00	3.06	2.94	2.39	2.45	3.16
								ef	d	d	C	C	AB

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

Topic 8: Marketing Organization

Rate the quality of your company's marketing knowledge resources: *Marketing capabilities*

N=180	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=Poor	3 1.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	1 3.4%	1 12.5%
2	14 7.8%	1 5.3% dF	0 0.0% df	3 20.0% hj	2 40.0% abgHJl	1 14.3%	2 66.7% AbGHJKL	0 0.0% dFm	0 0.0% cDFm	0 0.0%	0 0.0% cDFm	1 6.3% f	2 6.9% dF	2 25.0% ghj
3	14 7.8%	1 5.3%	1 9.1%	2 13.3%	1 20.0%	1 14.3%	0 0.0%	1 5.9%	3 14.3%	0 0.0%	1 4.0%	1 6.3%	2 6.9%	0 0.0%
4	28 15.6%	4 21.1%	1 9.1%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	4 23.5%	5 23.8%	1 25.0%	4 16.0%	3 18.8%	4 13.8%	1 12.5%
5	63 35.0%	8 42.1%	5 45.5%	7 46.7%	1 20.0%	3 42.9%	1 33.3%	6 35.3%	6 28.6%	1 25.0%	8 32.0%	5 31.3%	10 34.5%	2 25.0%
6	45 25.0%	3 15.8%	4 36.4%	2 13.3%	1 20.0%	2 28.6%	0 0.0%	4 23.5%	5 23.8%	2 50.0%	8 32.0%	6 37.5%	6 20.7%	2 25.0%
7=Excellent	13 7.2%	2 10.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 11.8%	2 9.5%	0 0.0%	3 12.0%	0 0.0%	4 13.8%	0 0.0%
Mean	4.78	4.89 f	5.09 df	4.20 gj	3.60 bgj	4.57	3.00 abghjk	5.12 cdf	4.90 f	5.25	5.16 cdfm	4.88 f	4.86	3.88 j

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

Topic 8: Marketing Organization

Rate the quality of your company's marketing knowledge resources: *Marketing capabilities*

N=180	Total	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=Poor	3 1.7%	1 1.6%	1 1.8%	1 2.7%	0 0.0%	2 4.3%	1 3.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 3.1%
2	14 7.8%	3 4.8%	3 5.4%	4 10.8%	4 16.7%	8 17.4% cef	4 14.3%	0 0.0%	1 7.7%	1 2.2%	0 0.0%	5 7.8%	6 8.6%	3 7.3%
3	14 7.8%	8 12.7%	4 7.1%	1 2.7%	1 4.2%	3 6.5%	1 3.6%	5 20.8%	1 7.7%	3 6.7%	1 4.2%	4 6.3%	7 10.0%	3 7.3%
4	28 15.6%	11 17.5%	9 16.1%	6 16.2%	2 8.3%	3 6.5% c	3 10.7%	6 25.0% a	3 23.1%	8 17.8%	5 20.8%	10 15.6%	11 15.7%	6 14.6%
5	63 35.0%	22 34.9%	18 32.1%	12 32.4%	11 45.8%	18 39.1%	5 17.9%	9 37.5%	5 38.5%	17 37.8%	9 37.5%	28 43.8% c	25 35.7%	9 22.0% a
6	45 25.0%	15 23.8%	15 26.8%	11 29.7%	4 16.7%	8 17.4%	10 35.7%	4 16.7%	2 15.4%	13 28.9%	8 33.3%	12 18.8% c	15 21.4%	15 36.6% a
7=Excellent	13 7.2%	3 4.8%	6 10.7%	2 5.4%	2 8.3%	4 8.7%	4 14.3%	0 0.0%	1 7.7%	3 6.7%	1 4.2%	3 4.7%	6 8.6%	4 9.8%
Mean	4.78	4.70	4.95	4.76	4.67	4.46	4.89	4.50 ef	4.69	5.04 c	5.13 c	4.64	4.77	4.95

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

Topic 8: Marketing Organization

Rate the quality of your company's marketing knowledge resources: *Customer insights*

	Total	Industry Sector													
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transporta- tion	
		A	B	C	D	E	F	G	H	I	J	K	L	M	
1=Poor	6 3.3%	1 5.3%	0 0.0%	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%	0 0.0%	3 10.3%	1 12.5%
2	8 4.4%	0 0.0%	1 9.1%	0 0.0%	1 20.0%	0 0.0%	1 33.3%	1 5.9%	1 4.8%	0 0.0%	1 4.0%	1 6.3%	1 3.4%	0 0.0%	
3	28 15.6%	3 15.8%	1 9.1%	3 20.0%	3 60.0%	3 42.9%	1 33.3%	3 17.6%	2 9.5%	0 0.0%	2 8.0%	0 0.0%	6 20.7%	1 12.5%	
4	39 21.7%	5 26.3%	5 45.5%	2 13.3%	0 0.0%	1 14.3%	0 0.0%	4 23.5%	4 19.0%	2 50.0%	3 12.0%	6 37.5%	5 17.2%	2 25.0%	
5	41 22.8%	3 15.8%	3 27.3%	3 20.0%	0 0.0%	3 42.9%	0 0.0%	4 23.5%	6 28.6%	1 25.0%	9 36.0%	4 25.0%	5 17.2%	0 0.0%	
6	38 21.1%	4 21.1%	1 9.1%	4 26.7%	1 20.0%	0 0.0%	0 0.0%	5 29.4%	4 19.0%	1 25.0%	7 28.0%	4 25.0%	5 17.2%	2 25.0%	
7=Excellent	20 11.1%	3 15.8%	0 0.0%	3 20.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	3 14.3%	0 0.0%	3 12.0%	1 6.3%	4 13.8%	2 25.0%	
Mean	4.64	4.74	4.18	5.13	3.40	4.00	4.00	4.53	4.76	4.75	5.12	4.81	4.34	4.75	
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01											

Topic 8: Marketing Organization

Rate the quality of your company's marketing knowledge resources: *Customer insights*

N=180	Total	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=Poor	6 3.3%	3 4.8%	1 1.8%	2 5.4%	0 0.0%	2 4.3%	1 3.6%	1 4.2%	0 0.0%	2 4.4%	0 0.0%	3 4.7%
2	8 4.4%	3 4.8%	3 5.4%	0 0.0%	2 8.3%	0 0.0%	2 7.1%	2 8.3%	1 7.7%	3 6.7%	0 0.0%	2 3.1%	4 5.7%	1 2.4%
3	28 15.6%	8 12.7%	8 14.3%	5 13.5%	7 29.2%	9 19.6%	6 21.4%	5 20.8%	3 23.1%	3 6.7%	2 8.3%	6 9.4%	14 20.0%	8 19.5%
4	39 21.7%	17 27.0%	11 19.6%	6 16.2%	5 20.8%	9 19.6%	5 17.9%	7 29.2%	4 30.8%	8 17.8%	6 25.0%	14 21.9%	16 22.9%	7 17.1%
5	41 22.8%	15 23.8%	16 28.6%	8 21.6%	2 8.3%	10 21.7%	7 25.0%	5 20.8%	2 15.4%	11 24.4%	6 25.0%	18 28.1%	14 20.0%	9 22.0%
6	38 21.1%	14 22.2%	10 17.9%	9 24.3%	5 20.8%	9 19.6%	4 14.3%	3 12.5%	3 23.1%	12 26.7%	7 29.2%	14 21.9%	16 22.9%	7 17.1%
7=Excellent	20 11.1%	3 4.8% c	7 12.5%	7 18.9% a	3 12.5%	7 15.2%	3 10.7%	1 4.2%	0 0.0%	6 13.3%	3 12.5%	7 10.9%	5 7.1%	7 17.1%
Mean	4.64	4.46	4.71	4.97	4.42	4.74	4.39	4.08 F	4.23 f	4.84	5.13 Cd	4.75	4.51	4.68

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

Topic 8: Marketing Organization

Rate the quality of your company's marketing knowledge resources: *Competitive intelligence*

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=Poor	3 1.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	2 6.9%	0 0.0%
2	9 5.0%	1 5.3%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	2 9.5%	0 0.0%	0 0.0%	2 12.5%	2 6.9%	0 0.0%
3	28 15.6%	5 26.3%	1 9.1%	3 20.0%	2 40.0%	1 14.3%	0 0.0%	2 11.8%	2 9.5%	0 0.0%	4 16.0%	2 12.5%	3 10.3%	3 37.5%
4	46 25.6%	6 31.6%	4 36.4%	4 26.7%	1 20.0%	0 0.0%	1 33.3%	3 17.6%	6 28.6%	1 25.0%	7 28.0%	2 12.5%	9 31.0%	2 25.0%
5	55 30.6%	4 21.1%	2 18.2%	7 46.7%	0 0.0%	5 71.4%	1 33.3%	7 41.2%	5 23.8%	2 50.0%	8 32.0%	6 37.5%	7 24.1%	1 12.5%
6	28 15.6%	3 15.8%	2 18.2%	1 6.7%	2 40.0%	1 14.3%	0 0.0%	5 29.4%	3 14.3%	0 0.0%	2 8.0%	4 25.0%	4 13.8%	1 12.5%
7=Excellent	11 6.1%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 14.3%	1 25.0%	3 12.0%	0 0.0%	2 6.9%	1 12.5%
Mean	4.49	4.16	4.55	4.40	4.40	4.86	3.67	4.88	4.67	5.25	4.56	4.50	4.28	4.38

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

Topic 8: Marketing Organization

Rate the quality of your company's marketing knowledge resources: *Competitive intelligence*

N=180	Total	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=Poor	3 1.7%	1 1.6%	1 1.8%	1 2.7%	0 0.0%	3 6.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 3.1%
2	9 5.0%	2 3.2%	4 7.1%	2 5.4%	1 4.2%	1 2.2%	3 10.7%	2 8.3%	1 7.7%	1 2.2%	1 4.2%	3 4.7%	4 5.7%	1 2.4%
3	28 15.6%	8 12.7%	9 16.1%	6 16.2%	5 20.8%	9 19.6%	3 10.7%	4 16.7%	3 23.1%	5 11.1%	4 16.7%	8 12.5%	13 18.6%	7 17.1%
4	46 25.6%	18 28.6%	15 26.8%	8 21.6%	5 20.8%	10 21.7%	9 32.1%	8 33.3%	4 30.8%	10 22.2%	5 20.8%	10 15.6%	20 28.6%	13 31.7%
5	55 30.6%	22 34.9%	14 25.0%	10 27.0%	9 37.5%	15 32.6%	8 28.6%	6 25.0%	1 7.7%	18 40.0%	7 29.2%	22 34.4%	22 31.4%	11 26.8%
6	28 15.6%	9 14.3%	8 14.3%	7 18.9%	4 16.7%	5 10.9%	4 14.3%	2 8.3%	3 23.1%	10 22.2%	4 16.7%	14 21.9%	8 11.4%	5 12.2%
7=Excellent	11 6.1%	3 4.8%	5 8.9%	3 8.1%	0 0.0%	3 6.5%	1 3.6%	2 8.3%	1 7.7%	1 2.2%	3 12.5%	5 7.8%	3 4.3%	3 7.3%
Mean	4.49	4.54	4.45	4.54	4.42	4.30	4.36	4.33	4.38	4.76	4.75	4.70	4.37	4.44

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

Topic 8: Marketing Organization

Rate the quality of your company's marketing knowledge resources: *Marketing training*

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=Poor	19 10.6%	1 5.3%	0 0.0%	4 26.7% jk	0 0.0%	0 0.0%	0 0.0%	2 11.8%	2 9.5%	0 0.0%	1 4.2% cl	0 0.0% cl	8 27.6% jk	1 12.5%
2	27 15.1%	6 31.6% hjl	1 9.1%	4 26.7% j	2 40.0% hjl	2 28.6%	2 66.7% gHJKL	1 5.9% f	1 4.8% adF	1 25.0%	1 4.2% acdF	2 12.5% f	2 6.9% adF	2 25.0%
3	34 19.0%	5 26.3%	4 36.4% g	2 13.3%	1 20.0%	0 0.0%	0 0.0%	1 5.9% b	4 19.0%	0 0.0%	3 12.5%	5 31.3%	7 24.1%	2 25.0%
4	55 30.7%	6 31.6%	4 36.4%	4 26.7%	2 40.0%	4 57.1%	0 0.0%	6 35.3%	7 33.3%	1 25.0%	8 33.3%	4 25.0%	6 20.7%	3 37.5%
5	29 16.2%	0 0.0% fGhijk	1 9.1%	1 6.7%	0 0.0%	0 0.0%	1 33.3% a	6 35.3% Al	6 28.6% al	1 25.0% a	6 25.0% a	5 31.3% al	2 6.9% ghk	0 0.0%
6	12 6.7%	1 5.3%	1 9.1%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	1 5.9%	1 4.8%	0 0.0%	4 16.7%	0 0.0%	3 10.3%	0 0.0%
7=Excellent	3 1.7%	0 0.0% i	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% i	0 0.0% i	1 25.0% agh	1 4.2%	0 0.0%	1 3.4%	0 0.0%
Mean	3.54	3.05 gJ	3.73 c	2.60 bghiJk	3.00 j	3.71	3.00	3.94 ac	3.81 c	4.50 c	4.38 ACdLM	3.75 c	3.17 J	2.88 J
Significance Tests Between Columns:		Lower case: p<.05			Upper case: p<.01									

Topic 8: Marketing Organization

Rate the quality of your company's marketing knowledge resources: *Marketing training*

N=180	Total	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=Poor	19 10.6%	9 14.3%	5 9.1%	4 10.8%	1 4.2%	10 22.2% f	2 7.1%	3 12.5%	0 0.0%	4 8.9%	0 0.0% a	7 11.1%
2	27 15.1%	7 11.1%	8 14.5%	7 18.9%	5 20.8%	8 17.8%	5 17.9%	1 4.2% d	5 38.5% cf	7 15.6%	1 4.2% d	8 12.7%	12 17.1%	7 17.1%
3	34 19.0%	13 20.6%	10 18.2%	5 13.5%	6 25.0%	5 11.1%	7 25.0%	7 29.2%	3 23.1%	5 11.1%	7 29.2%	12 19.0%	11 15.7%	11 26.8%
4	55 30.7%	13 20.6% b	21 38.2% a	12 32.4%	9 37.5%	9 20.0%	9 32.1%	8 33.3%	3 23.1%	17 37.8%	9 37.5%	18 28.6%	22 31.4%	12 29.3%
5	29 16.2%	14 22.2%	6 10.9%	6 16.2%	3 12.5%	7 15.6%	4 14.3%	5 20.8%	1 7.7%	9 20.0%	3 12.5%	12 19.0%	12 17.1%	4 9.8%
6	12 6.7%	6 9.5%	4 7.3%	2 5.4%	0 0.0%	5 11.1%	1 3.6%	0 0.0%	1 7.7%	2 4.4%	3 12.5%	5 7.9%	4 5.7%	2 4.9%
7=Excellent	3 1.7%	1 1.6%	1 1.8%	1 2.7%	0 0.0%	1 2.2%	0 0.0%	0 0.0%	0 0.0%	1 2.2%	1 4.2%	1 1.6%	1 1.4%	1 2.4%
Mean	3.54	3.60	3.56	3.51	3.33	3.31	3.39 f	3.46	3.23 f	3.67	4.13 bd	3.62	3.49	3.37

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

Topic 8: Marketing Organization

Rate the quality of your company's marketing knowledge resources: *Marketing research*

	Total	Industry Sector													
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation	
		A	B	C	D	E	F	G	H	I	J	K	L	M	
1=Poor	9 5.0%	1 5.3%	0 0.0%	3 20.0% h	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	2 6.9%	2 25.0% ghk	
2	16 8.9%	1 5.3%	1 9.1%	0 0.0% f	1 20.0%	0 0.0%	1 33.3% c	1 5.9%	1 14.3%	3 14.3%	0 0.0%	3 12.0%	3 18.8%	1 3.4%	1 12.5%
3	38 21.1%	4 21.1%	2 18.2%	5 33.3%	2 40.0%	3 42.9%	0 0.0%	4 23.5%	2 9.5%	2 50.0%	3 12.0%	2 12.5%	9 31.0%	0 0.0%	
4	38 21.1%	4 21.1%	3 27.3% c	0 0.0% befkl	0 0.0%	2 28.6% c	1 33.3% c	2 11.8%	2 19.0%	4 19.0%	0 0.0%	4 16.0%	6 37.5% c	10 34.5% c	2 25.0%
5	35 19.4%	6 31.6%	3 27.3%	2 13.3%	2 40.0%	1 14.3%	1 33.3%	5 29.4%	2 9.5%	2 9.5%	0 0.0%	8 32.0%	1 6.3%	4 13.8%	0 0.0%
6	32 17.8%	3 15.8%	1 9.1%	3 20.0%	0 0.0%	1 14.3%	0 0.0%	4 23.5%	7 33.3% 1	7 33.3% 1	2 50.0% 1	5 20.0%	3 18.8%	2 6.9% hi	1 12.5%
7=Excellent	12 6.7%	0 0.0% m	1 9.1%	2 13.3%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	3 14.3%	3 14.3%	0 0.0%	1 4.0%	1 6.3%	1 3.4%	2 25.0% a
Mean	4.21	4.16	4.36	4.00	3.60	4.00	3.67	4.59	4.81 1	4.81 1	4.50	4.36	4.13	3.79 h	4.00

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

Topic 8: Marketing Organization

Rate the quality of your company's marketing knowledge resources: *Marketing research*

N=180	Total	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=Poor	9 5.0%	2 3.2%	1 1.8%	6 16.2%	0 0.0%	6 13.0%	1 3.6%	0 0.0%	1 7.7%	1 2.2%	0 0.0%	3 4.7%	2 2.9%	4 9.8%
2	16 8.9%	6 9.5%	7 12.5%	0 0.0%	3 12.5%	4 8.7%	3 10.7%	3 12.5%	0 0.0%	5 11.1%	1 4.2%	7 10.9%	9 12.9%	0 0.0%
3	38 21.1%	13 20.6%	12 21.4%	4 10.8%	9 37.5%	14 30.4%	7 25.0%	5 20.8%	4 30.8%	7 15.6%	1 4.2%	12 18.8%	15 21.4%	10 24.4%
4	38 21.1%	18 28.6%	12 21.4%	6 16.2%	2 8.3%	6 13.0%	6 21.4%	7 29.2%	4 30.8%	7 15.6%	8 33.3%	16 25.0%	13 18.6%	8 19.5%
5	35 19.4%	8 12.7%	15 26.8%	7 18.9%	5 20.8%	10 21.7%	7 25.0%	6 25.0%	2 15.4%	7 15.6%	3 12.5%	15 23.4%	14 20.0%	6 14.6%
6	32 17.8%	11 17.5%	8 14.3%	8 21.6%	5 20.8%	4 8.7%	2 7.1%	3 12.5%	2 15.4%	12 26.7%	9 37.5%	7 10.9%	13 18.6%	10 24.4%
7=Excellent	12 6.7%	5 7.9%	1 1.8%	6 16.2%	0 0.0%	2 4.3%	2 7.1%	0 0.0%	0 0.0%	6 13.3%	2 8.3%	4 6.3%	4 5.7%	3 7.3%
Mean	4.21	4.22	4.09	4.51	4.00	3.65 EF	4.04 f	4.04 f	3.92 f	4.64 A	5.00 Abcd	4.09	4.19	4.32

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

Topic 8: Marketing Organization

Rate the quality of your company's marketing knowledge resources: *Marketing analytics*

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=Poor	12 6.7%	1 5.3%	0 0.0%	2 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	1 4.0%	1 6.3%	4 13.8%	2 25.0%
2	23 12.8%	1 5.3% F	0 0.0% f	2 14.3%	1 20.0%	0 0.0% f	2 66.7% Abegl	2 11.8% f	4 19.0%	0 0.0%	4 16.0%	3 18.8%	3 10.3% f	1 12.5%
3	22 12.3%	4 21.1%	2 18.2%	2 14.3%	1 20.0%	2 28.6% g	0 0.0%	0 0.0% e	3 14.3%	0 0.0%	3 12.0%	2 12.5%	3 10.3%	0 0.0%
4	27 15.1%	3 15.8%	2 18.2%	1 7.1%	2 40.0%	0 0.0%	0 0.0%	4 23.5%	2 9.5%	2 50.0% j	2 8.0% i	3 18.8%	6 20.7%	0 0.0%
5	37 20.7%	2 10.5% be	5 45.5% ahKl	2 14.3%	0 0.0%	4 57.1% ahKl	1 33.3% k	5 29.4% k	2 9.5% bej	1 25.0%	9 36.0% hK	0 0.0% BEfgJm	4 13.8% be	2 25.0% k
6	39 21.8%	6 31.6%	2 18.2%	4 28.6%	1 20.0%	1 14.3%	0 0.0%	4 23.5%	4 19.0%	1 25.0%	2 8.0%	5 31.3%	7 24.1%	2 25.0%
7=Excellent	19 10.6%	2 10.5%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	2 11.8%	5 23.8%	0 0.0%	4 16.0%	2 12.5%	2 6.9%	1 12.5%
Mean	4.38	4.58	4.64	4.07	3.80	4.57	3.00	4.88	4.52	4.75	4.44	4.31	4.10	4.13
Significance Tests Between Columns:		Lower case: p<.05 Upper case: p<.01												

Topic 8: Marketing Organization

Rate the quality of your company's marketing knowledge resources: *Marketing analytics*

N=180	Total	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=Poor	12 6.7%	4 6.5%	2 3.6%	4 10.8%	2 8.3%	7 15.2% Ef	2 7.4%	1 4.2%	2 15.4%	0 0.0%	0 0.0%	6 9.5%	3 4.3%	2 4.9%
2	23 12.8%	10 16.1% c	7 12.5%	1 2.7% ad	5 20.8% c	10 21.7% b	1 3.7% a	4 16.7%	1 7.7%	5 11.1%	2 8.3%	8 12.7%	14 20.0% c	1 2.4% b
3	22 12.3%	6 9.7%	9 16.1%	5 13.5%	2 8.3%	8 17.4%	3 11.1%	4 16.7%	1 7.7%	4 8.9%	2 8.3%	6 9.5%	10 14.3%	6 14.6%
4	27 15.1%	10 16.1%	10 17.9%	5 13.5%	2 8.3%	4 8.7%	3 11.1%	6 25.0%	2 15.4%	8 17.8%	4 16.7%	12 19.0%	11 15.7%	3 7.3%
5	37 20.7%	10 16.1%	16 28.6%	5 13.5%	6 25.0%	8 17.4%	10 37.0% e	6 25.0%	1 7.7%	7 15.6% b	5 20.8%	15 23.8%	8 11.4% c	12 29.3% b
6	39 21.8%	15 24.2%	8 14.3% c	12 32.4% b	4 16.7%	4 8.7% dEF	5 18.5%	2 8.3% def	5 38.5% ac	14 31.1% Ac	9 37.5% Ac	9 14.3% c	17 24.3%	13 31.7% a
7=Excellent	19 10.6%	7 11.3%	4 7.1%	5 13.5%	3 12.5%	5 10.9%	3 11.1%	1 4.2%	1 7.7%	7 15.6%	2 8.3%	7 11.1%	7 10.0%	4 9.8%
Mean	4.38	4.37	4.27	4.68	4.21	3.61 bEF	4.67 a	3.92 ef	4.38	4.93 Ac	4.96 Ac	4.22	4.23	4.88

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

Topic 8: Marketing Organization

How does your company approach the development of new marketing capabilities? Allocate 100 points to indicate the emphasis you place on each approach.

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Number	167	18	9	15	5	7	2	16	21	4	24	13	27	6
Percent	100.0%	10.8%	5.4%	9.0%	3.0%	4.2%	1.2%	9.6%	12.6%	2.4%	14.4%	7.8%	16.2%	3.6%
We build new marketing capabilities ourselves by training current or hiring new employees with the skills.	167 53.78 31.13	18 39.72 30.89 jKL	9 60.00 31.62	15 43.33 35.84 k	5 51.00 31.30	7 62.14 25.47	2 62.50 53.03	16 57.19 24.70	21 41.90 36.93 k	4 72.50 15.55	24 61.92 30.56 am	13 69.23 25.56 Achm	27 59.63 24.33 am	6 30.00 35.78 jkl
We partner with other marketing agencies to learn new marketing skills.	167 17.12 21.02	18 21.39 20.71 J	9 16.67 16.58	15 16.33 21.83 m	5 16.00 18.17	7 12.86 27.67	2 12.50 17.68	16 18.13 24.96	21 23.81 25.10 J	4 7.50 11.90	24 8.08 10.42 AHM	13 13.85 15.02 m	27 15.56 17.28 M	6 45.00 37.28 cJkL
We partner with other consultancies to learn new marketing skills.	167 13.91 18.73	18 21.67 26.68 k	9 8.89 16.16	15 22.67 31.73	5 6.00 6.52	7 15.71 12.39	2 12.50 17.68	16 14.38 13.02	21 15.24 19.65	4 13.75 10.31	24 10.33 18.01	13 5.77 9.54 A	27 13.33 13.45	6 10.00 10.95
We partner with other companies to learn new marketing skills.	167 12.20 15.97	18 16.39 13.70 bl	9 5.56 7.26 ad	15 9.00 12.85 d	5 25.00 20.00 bcgl	7 9.29 11.34	2 12.50 17.68	16 9.06 10.99 d	21 17.38 26.06	4 6.25 12.50	24 15.71 18.75	13 10.38 11.81	27 7.96 11.71 ad	6 13.33 15.06
We buy other companies to acquire new marketing skills.	167 2.99 10.08	18 0.83 2.57 b	9 8.89 13.64 ahk	15 8.67 23.18	5 2.00 4.47	7 0.00 0.00	2 0.00 0.00	16 1.25 5.00	21 1.67 4.83 b	4 0.00 0.00	24 3.96 10.53	13 0.77 2.77 b	27 3.52 10.54	6 1.67 4.08

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

Topic 8: Marketing Organization

How does your company approach the development of new marketing capabilities? Allocate 100 points to indicate the emphasis you place on each approach.

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
Number	59	54	31	23	45	26	24	12	38	22	60	68	36
Percent	35.3%	32.3%	18.6%	13.8%	26.9%	15.6%	14.4%	7.2%	22.8%	13.2%	36.6%	41.5%	22.0%
We build new marketing capabilities ourselves by training current or hiring new employees with the skills.	59 55.51 31.52	54 59.65 31.06 c	31 43.71 30.52 b	23 49.13 28.98	45 56.91 34.84	26 57.50 30.21	24 58.96 29.89	12 44.17 29.76	38 48.29 29.83	22 52.05 29.02	60 60.58 33.36	68 50.09 30.15	36 48.89 28.71
We partner with other marketing agencies to learn new marketing skills.	59 18.14 21.55	54 12.39 18.22	31 20.00 20.90	23 21.74 24.94	45 8.98 14.61 Def	26 16.73 19.95	24 17.50 21.42	12 24.58 26.41 A	38 23.29 25.92 A	22 19.09 16.52 a	60 15.08 23.41	68 16.24 19.54	36 22.08 19.94
We partner with other consultancies to learn new marketing skills.	59 12.63 14.95	54 12.46 18.02	31 19.19 23.77	23 13.48 21.34	45 18.62 25.44 c	26 13.08 16.25	24 6.88 9.53 ae	12 14.17 19.64	38 13.95 13.36 c	22 12.73 19.50	60 12.75 17.93	68 15.85 21.87	36 12.08 13.44
We partner with other companies to learn new marketing skills.	59 10.25 17.43	54 12.72 16.47	31 13.39 14.28	23 14.35 13.25	45 14.60 20.73	26 10.38 13.99	24 12.92 14.96	12 8.33 13.37	38 11.97 11.54	22 11.14 16.83	60 9.58 14.15	68 13.26 17.63	36 15.14 15.70
We buy other companies to acquire new marketing skills.	59 3.47 13.72	54 2.78 8.94	31 3.71 6.19	23 1.30 4.58	45 0.89 5.96 f	26 2.31 8.15	24 3.75 10.96	12 8.75 25.77	38 2.50 5.54	22 5.00 9.00 a	60 2.00 7.08	68 4.56 13.81	36 1.81 4.80

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	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transporta- tion M	
Sales and marketing work together on an equal level	125 70.6%	14 77.8% j	7 58.3%	13 86.7% j	4 80.0%	6 75.0%	1 50.0%	12 70.6%	16 76.2% j	4 100.0% j	11 44.0% achiL	8 57.1% 1	25 86.2% Jk	4 57.1%	
Sales is in charge of marketing	18 10.2%	2 11.1%	2 16.7%	1 6.7%	0 0.0%	0 0.0%	1 50.0% G	0 0.0%	0 0.0% F	3 14.3%	0 0.0%	4 16.0%	1 7.1%	3 10.3%	1 14.3%
We don't have a sales function	18 10.2%	1 5.6% jk	1 8.3%	0 0.0% jk	0 0.0%	2 25.0% ghL	0 0.0%	0 0.0% ejk	0 0.0% eJK	0 0.0%	8 32.0% acgHL	5 35.7% acgHL	0 0.0% EJKm	1 14.3% 1	
Sales is within the marketing function	13 7.3%	0 0.0% g	2 16.7%	1 6.7%	1 20.0%	0 0.0%	0 0.0%	5 29.4% ahkl	1 4.8% g	0 0.0%	2 8.0%	0 0.0% g	1 3.4% g	0 0.0%	
We have a sales function, but not a marketing function	3 1.7%	1 5.6%	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%	0 0.0%	0 0.0%	0 0.0% m	1 14.3% 1

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	51 81.0%	29 53.7%	28 80.0%	17 70.8%	26 57.8%	16 59.3%	18 78.3%	10 76.9%	40 88.9%	15 65.2%	35 55.6%	56 83.6%	30 73.2%
	B	Ac	b		E	E			ABf	e	B	A	
Sales is in charge of marketing	6 9.5%	8 14.8%	2 5.7%	2 8.3%	4 8.9%	7 25.9%	1 4.3%	1 7.7%	2 4.4%	3 13.0%	9 14.3%	5 7.5%	4 9.8%
						cE	b		B				
We don't have a sales function	0 0.0%	12 22.2%	3 8.6%	2 8.3%	8 17.8%	0 0.0%	4 17.4%	1 7.7%	1 2.2%	3 13.0%	11 17.5%	3 4.5%	2 4.9%
	Bcd	A	a	a	be	ac	be		ac		b	a	
Sales is within the marketing function	5 7.9%	4 7.4%	1 2.9%	3 12.5%	6 13.3%	3 11.1%	0 0.0%	0 0.0%	2 4.4%	2 8.7%	6 9.5%	2 3.0%	5 12.2%
We have a sales function, but not a marketing function	1 1.6%	1 1.9%	1 2.9%	0 0.0%	1 2.2%	1 3.7%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	2 3.2%	1 1.5%	0 0.0%
Significance Tests Between Columns:	Lower case: p<.05				Upper case: p<.01								

Topic 8: Marketing Organization

How would you rate the level of cooperation between marketing and sales in your company?

	Total	Industry Sector												
		Banking Finance Insur.	Communi-cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct-ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=Not at all	5 3.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 8.7%	1 10.0%	0 0.0%	1 16.7%
2	4 2.4%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.6%	1 16.7%
3	4 2.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.1%	0 0.0%
4	24 14.3%	4 22.2%	3 27.3%	1 6.7%	0 0.0%	2 25.0%	0 0.0%	2 11.8%	4 19.0%	0 0.0%	4 17.4%	0 0.0%	4 14.3%	0 0.0%
5	47 28.0%	6 33.3%	4 36.4%	5 33.3%	2 40.0%	4 50.0%	0 0.0%	2 11.8%	5 23.8%	0 0.0%	2 8.7%	7 70.0%	9 32.1%	1 16.7%
6	46 27.4%	4 22.2%	3 27.3%	6 40.0%	1 20.0%	0 0.0%	0 0.0%	8 47.1%	6 28.6%	4 100.0%	6 26.1%	1 10.0%	5 17.9%	2 33.3%
7=Very effective	38 22.6%	4 22.2%	1 9.1%	2 13.3%	2 40.0%	0 0.0%	1 50.0%	4 23.5%	6 28.6%	0 0.0%	9 39.1%	1 10.0%	7 25.0%	1 16.7%
Mean	5.35	5.44	5.18	5.40	6.00	3.88	5.00	5.71	5.67	6.00	5.52	4.90	5.29	4.50

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

Topic 8: Marketing Organization

How would you rate the level of cooperation between marketing and sales in your company?

	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=Not at all	0 0.0%	2 4.0%	1 3.2%	1 4.3%	1 2.4%	0 0.0%	1 4.5%	1 8.3%	1 2.3%	0 0.0%	3 5.1%	1 1.5%
2	0 0.0% c	1 2.0%	2 6.5% a	1 4.3%	0 0.0%	2 7.4%	0 0.0%	0 0.0%	1 2.3%	1 5.0%	1 1.7%	1 1.5%	2 5.3%
3	1 1.6%	2 4.0%	0 0.0%	1 4.3%	0 0.0%	2 7.4%	1 4.5%	0 0.0%	1 2.3%	0 0.0%	1 1.7%	1 1.5%	2 5.3%
4	10 15.9%	8 16.0%	3 9.7%	3 13.0%	7 16.7%	1 3.7%	4 18.2%	3 25.0%	7 15.9%	2 10.0%	8 13.6%	10 15.2%	6 15.8%
5	20 31.7%	11 22.0%	10 32.3%	6 26.1%	9 21.4%	10 37.0%	3 13.6% d	6 50.0% c	11 25.0%	8 40.0%	12 20.3%	22 33.3%	10 26.3%
6	19 30.2%	12 24.0%	10 32.3%	5 21.7%	7 16.7%	9 33.3%	8 36.4%	2 16.7%	14 31.8%	6 30.0%	15 25.4%	19 28.8%	11 28.9%
7=Very effective	13 20.6%	14 28.0%	5 16.1%	6 26.1%	18 42.9% BDef	3 11.1% A	5 22.7%	0 0.0% A	9 20.5% a	3 15.0% a	19 32.2%	12 18.2%	7 18.4%
Mean	5.52	5.34	5.23	5.22	5.76 d	5.15	5.36	4.58 a	5.36	5.35	5.47	5.36	5.24

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation	
		A	B	C	D	E	F	G	H	I	J	K	L	M	
Brand	172 91.0%	20 90.9% f	13 92.9% f	14 100.0% dFm	4 66.7% cgH	8 100.0%	1 33.3% f abCeGHjL	17 100.0% dFm	22 100.0% DFkM	4 100.0%	23 92.0% f	14 82.4% h	27 93.1% Fm	5 62.5% cgHI	
Digital marketing	162 85.7%	18 81.8%	12 85.7%	13 92.9%	5 83.3%	7 87.5%	2 66.7%	13 76.5% l	20 90.9%	3 75.0%	21 84.0%	15 88.2%	28 96.6% gM	5 62.5% L	
Advertising	159 84.1%	17 77.3%	13 92.9% f	13 92.9% f	5 83.3%	6 75.0%	1 33.3% bcgHk	16 94.1% f	21 95.5% F	3 75.0%	19 76.0%	15 88.2% f	24 82.8%	6 75.0%	
Social media	147 77.8%	17 77.3%	12 85.7%	13 92.9% f	5 83.3%	7 87.5%	1 33.3% ckl	11 64.7%	15 68.2%	3 75.0%	18 72.0%	15 88.2% f	25 86.2% f	5 62.5%	
Marketing analytics	142 75.1%	17 77.3%	10 71.4%	10 71.4%	4 66.7%	8 100.0% fm	1 33.3% el	12 70.6%	14 63.6%	4 100.0%	20 80.0%	13 76.5%	25 86.2% fm	4 50.0% el	
Promotion	133 70.4%	13 59.1%	9 64.3%	12 85.7%	5 83.3%	4 50.0%	2 66.7%	14 82.4%	18 81.8%	3 75.0%	16 64.0%	10 58.8%	23 79.3%	4 50.0%	
Marketing research	128 67.7%	16 72.7% f	9 64.3%	10 71.4% f	3 50.0%	6 75.0%	0 0.0% acghjL	13 76.5% f	15 68.2% f	3 75.0%	16 64.0% f	11 64.7%	23 79.3% Fm	3 37.5% l	
Positioning	122 64.6%	14 63.6% fk	10 71.4% fk	13 92.9% dFhKm	3 50.0% c	6 75.0% k	0 0.0% abCGjl	15 88.2% FhKm	12 54.5% cg	2 50.0%	16 64.0% fk	5 29.4% abCeGjL	22 75.9% fK	4 50.0% cg	
Public relations	118 62.4%	13 59.1%	6 42.9% l	11 78.6% f	3 50.0%	6 75.0%	0 0.0% cgjl	12 70.6% f	13 59.1%	2 50.0%	18 72.0% f	9 52.9%	22 75.9% bfm	3 37.5% 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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation	
		A	B	C	D	E	F	G	H	I	J	K	L	M	
Lead generation	117 61.9%	12 54.5% L	7 50.0% L	4 28.6% egjLm	3 50.0% L	6 75.0% ck	1 33.3% L	13 76.5% cKl	12 54.5% L	3 75.0%	17 68.0% ckL	5 29.4% eGjLm	28 96.6% ABCDFg HJK	6 75.0% ck	
Insight	100 52.9%	11 50.0%	7 50.0%	10 71.4% f	3 50.0%	5 62.5%	0 0.0% ci	9 52.9%	11 50.0%	4 100.0% f	13 52.0%	8 47.1%	16 55.2%	3 37.5%	
Competitive intelligence	98 51.9%	5 22.7% bhijL	8 57.1% a	7 50.0%	4 66.7%	5 62.5%	1 33.3%	9 52.9%	12 54.5% a	3 75.0% a	15 60.0% a	8 47.1%	18 62.1% A	3 37.5%	
Customer experience	86 45.5%	10 45.5%	5 35.7%	9 64.3%	4 66.7%	4 50.0%	0 0.0% j	9 52.9%	8 36.4%	2 50.0%	16 64.0% fk	5 29.4% j	11 37.9%	3 37.5%	
Market entry Strategies	70 37.0%	8 36.4%	5 35.7%	7 50.0% d	0 0.0% chjl	1 12.5%	1 33.3%	7 41.2%	10 45.5% d	1 25.0%	12 48.0% d	3 17.6% l	14 48.3% dk	1 12.5%	
Customer relationship management	69 36.5% hi	8 36.4% HL	8 57.1% hi	5 35.7% HL	4 66.7% HL	5 62.5% i	0 0.0% Hil	7 41.2% aBcDEGIJK	1 4.5% acfgHLm	4 100.0% HL	12 48.0% HL	9 52.9% BDEgIJK	4 13.8% i	2 25.0%	
Revenue growth	68 36.0%	8 36.4%	6 42.9%	8 57.1% h	2 33.3%	3 37.5%	0 0.0%	7 41.2%	5 22.7% c	1 25.0%	11 44.0%	6 35.3%	8 27.6%	3 37.5%	
New products	60 31.7%	5 22.7% ci	5 35.7%	9 64.3% aJKL	1 16.7%	3 37.5%	0 0.0%	6 35.3%	10 45.5%	3 75.0% ajl	5 20.0% Ci	4 23.5% c	6 20.7% Ci	3 37.5%	

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?

N=189	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transporta- tion M
Innovation	46 24.3%	7 31.8% L	4 28.6% 1	7 50.0% hL	1 16.7%	1 12.5%	1 33.3%	3 17.6%	3 13.6% cj	0 0.0%	10 40.0% hL	6 35.3% L	1 3.4% AbCJK	2 25.0%
Pricing	44 23.3%	3 13.6%	3 21.4%	6 42.9% e	2 33.3%	0 0.0% c	0 0.0%	3 17.6%	6 27.3%	1 25.0%	5 20.0%	6 35.3%	6 20.7%	3 37.5%
e-commerce	44 23.3%	4 18.2%	4 28.6% j	7 50.0% Jl	2 33.3% j	3 37.5% j	0 0.0%	5 29.4% j	5 22.7%	1 25.0%	1 4.0% bCdegK	7 41.2% Jl	4 13.8% ck	1 12.5%
Market selection	39 20.6%	5 22.7%	3 21.4%	2 14.3%	0 0.0%	2 25.0%	0 0.0%	5 29.4%	6 27.3%	0 0.0%	6 24.0%	2 11.8%	7 24.1%	1 12.5%
Sales	36 19.0%	5 22.7%	4 28.6%	4 28.6%	2 33.3%	0 0.0%	1 33.3%	4 23.5%	2 9.1% i	2 50.0% hl	5 20.0%	3 17.6%	3 10.3% i	1 12.5%
Distribution	20 10.6%	1 4.5% j	4 28.6% 1	2 14.3%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	2 9.1%	1 25.0%	7 28.0% al	1 5.9%	1 3.4% bj	0 0.0%
Customer service	16 8.5%	2 9.1%	1 7.1%	2 14.3% 1	2 33.3% kL	2 25.0% kL	0 0.0%	1 5.9%	2 9.1%	1 25.0% kl	3 12.0%	0 0.0% dei	0 0.0% cDEi	0 0.0%
Stock market performance	4 2.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 6.9%	1 12.5%

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?

N=189	Total	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
		Brand	172 91.0%	60 92.3%	54 93.1%	35 89.7%	22 84.6%	40 83.3%	27 96.4%	25 92.6%	12 92.3%	43 91.5%	23 95.8%	61 92.4%
Digital marketing	162 85.7%	57 87.7%	47 81.0%	35 89.7%	22 84.6%	30 62.5% BCdEf	27 96.4% A	26 96.3% A	12 92.3% a	44 93.6% A	21 87.5% a	52 78.8%	63 88.7%	41 89.1%
Advertising	159 84.1%	56 86.2%	43 74.1% C	37 94.9% B	22 84.6%	37 77.1%	21 75.0%	22 81.5%	13 100.0%	42 89.4%	22 91.7%	51 77.3% c	59 83.1%	43 93.5% a
Social media	147 77.8%	51 78.5%	42 72.4%	33 84.6%	20 76.9%	28 58.3% Bce	26 92.9% A	23 85.2% a	11 84.6%	38 80.9% a	19 79.2%	48 72.7%	54 76.1%	40 87.0%
Marketing analytics	142 75.1%	49 75.4%	45 77.6%	29 74.4%	18 69.2%	26 54.2% BcEf	24 85.7% A	21 77.8% a	11 84.6%	40 85.1% A	19 79.2% a	47 71.2%	54 76.1%	36 78.3%
Promotion	133 70.4%	51 78.5% d	38 65.5%	29 74.4%	15 57.7% a	28 58.3%	22 78.6%	21 77.8%	11 84.6%	33 70.2%	17 70.8%	45 68.2%	50 70.4%	33 71.7%
Marketing research	128 67.7%	49 75.4%	36 62.1%	26 66.7%	17 65.4%	26 54.2% e	21 75.0%	19 70.4%	10 76.9%	35 74.5% a	17 70.8%	46 69.7%	49 69.0%	29 63.0%
Positioning	122 64.6%	41 63.1%	36 62.1%	26 66.7%	19 73.1%	29 60.4% c	17 60.7% c	23 85.2% ab	8 61.5%	30 63.8%	15 62.5%	44 66.7%	49 69.0%	25 54.3%
Public relations	118 62.4%	43 66.2%	38 65.5%	22 56.4%	14 53.8%	24 50.0% c	20 71.4%	20 74.1% a	8 61.5%	28 59.6%	16 66.7%	37 56.1%	50 70.4%	27 58.7%

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?

N=189	Total	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
		Lead generation	117 61.9%	48 73.8% C	39 67.2% C	13 33.3% ABd	17 65.4% c	27 56.3% b	24 85.7% acE	16 59.3% b	8 61.5%	24 51.1% B	18 75.0%	43 65.2%
Insight	100 52.9%	37 56.9%	27 46.6%	23 59.0%	13 50.0%	21 43.8%	13 46.4%	14 51.9%	8 61.5%	30 63.8%	14 58.3%	34 51.5%	41 57.7%	23 50.0%
Competitive intelligence	98 51.9%	41 63.1%	29 50.0%	17 43.6%	11 42.3%	22 45.8%	15 53.6%	13 48.1%	10 76.9%	27 57.4%	11 45.8%	35 53.0%	37 52.1%	24 52.2%
Customer experience	86 45.5%	26 40.0%	27 46.6%	18 46.2%	15 57.7%	24 50.0%	12 42.9%	15 55.6%	6 46.2%	20 42.6%	9 37.5%	29 43.9%	31 43.7%	22 47.8%
Market entry strategies	70 37.0%	31 47.7% D	23 39.7% d	12 30.8%	4 15.4% Ab	15 31.3%	10 35.7%	13 48.1%	5 38.5%	18 38.3%	9 37.5%	27 40.9%	24 33.8%	18 39.1%
Customer relationship management	69 36.5%	12 18.5% BCD	26 44.8% A	18 46.2% A	13 50.0% A	14 29.2%	11 39.3%	12 44.4%	5 38.5%	20 42.6%	7 29.2%	20 30.3%	27 38.0%	20 43.5%
Revenue growth	68 36.0%	17 26.2%	24 41.4%	17 43.6%	10 38.5%	15 31.3%	12 42.9%	10 37.0%	7 53.8%	16 34.0%	8 33.3%	20 30.3%	27 38.0%	18 39.1%
New products	60 31.7%	25 38.5% b	11 19.0% ac	15 38.5% b	9 34.6%	14 29.2%	6 21.4% d	8 29.6%	7 53.8% b	14 29.8%	11 45.8%	18 27.3%	24 33.8%	14 30.4%
Innovation	46 24.3%	10 15.4% b	19 32.8% a	10 25.6%	7 26.9%	10 20.8%	4 14.3% d	8 29.6%	6 46.2% b	12 25.5%	6 25.0%	13 19.7%	18 25.4%	13 28.3%
Pricing	44 23.3%	17 26.2%	8 13.8% C	15 38.5% Bd	4 15.4% c	15 31.3% b	3 10.7% a	7 25.9%	4 30.8%	8 17.0%	7 29.2%	17 25.8%	14 19.7%	10 21.7%

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?

N=189	Total	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
e-commerce	44 23.3%	17 26.2%	6 10.3%	12 30.8%	9 34.6%	8 16.7%	8 28.6%	6 22.2%	5 38.5%	8 17.0%	9 37.5%	7 10.6%	21 29.6%	15 32.6%
		b	acD	b	B							BC	A	A
Market selection	39 20.6%	16 24.6%	11 19.0%	6 15.4%	6 23.1%	11 22.9%	4 14.3%	5 18.5%	7 53.8%	8 17.0%	4 16.7%	17 25.8%	11 15.5%	10 21.7%
						d	d	d	abcEf	D	d			
Sales	36 19.0%	9 13.8%	9 15.5%	10 25.6%	8 30.8%	12 25.0%	4 14.3%	3 11.1%	4 30.8%	8 17.0%	5 20.8%	13 19.7%	10 14.1%	11 23.9%
Distribution	20 10.6%	6 9.2%	8 13.8%	4 10.3%	2 7.7%	6 12.5%	4 14.3%	6 22.2%	1 7.7%	0 0.0%	3 12.5%	7 10.6%	6 8.5%	7 15.2%
						e	E	E		aBCf	e			
Customer service	16 8.5%	5 7.7%	7 12.1%	3 7.7%	1 3.8%	7 14.6%	3 10.7%	4 14.8%	0 0.0%	2 4.3%	0 0.0%	5 7.6%	5 7.0%	5 10.9%
Stock market performance	4 2.1%	1 1.5%	1 1.7%	1 2.6%	1 3.8%	0 0.0%	0 0.0%	1 3.7%	1 7.7%	2 4.3%	0 0.0%	1 1.5%	1 1.4%	1 2.2%

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

Topic 9: Marketing Leadership

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

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Yes	50 26.5%	8 36.4% h	5 33.3%	6 40.0% h	1 16.7%	3 37.5%	1 33.3%	2 11.8%	2 9.1% acl	0 0.0%	6 23.1%	4 25.0%	10 35.7% h	2 25.0%
No	139 73.5%	14 63.6% h	10 66.7%	9 60.0% h	5 83.3%	5 62.5%	2 66.7%	15 88.2%	20 90.9% acl	3 100.0%	20 76.9%	12 75.0%	18 64.3% h	6 75.0%

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

Topic 9: Marketing Leadership

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

	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	15 23.1%	14 23.7%	13 34.2%	8 30.8%	10 20.0% d	7 25.0%	8 29.6%	7 53.8%	10 22.2% d	8 33.3%	16 23.5%	20 28.2%	13 28.9%
No	50 76.9%	45 76.3%	25 65.8%	18 69.2%	40 80.0% d	21 75.0%	19 70.4%	6 46.2% ae	35 77.8% d	16 66.7%	52 76.5%	51 71.8%	32 71.1%

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

Topic 9: Marketing Leadership

To what extent have new technologies strengthened or weakened the importance of marketing in your company? (+7=significantly strengthened to -7 significantly weakened)

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Mean	2.75	2.40	3.65 fg	2.54	2.58	3.54	0.75 b	2.10 b	2.77	3.40	2.56	3.04	2.81	3.83

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

Topic 9: Marketing Leadership

To what extent have new technologies strengthened or weakened the importance of marketing in your company? (+7=significantly strengthened to -7 significantly weakened)

	Total	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
Mean	2.75	2.63	2.56	3.04	3.08	1.93	2.55	3.11	2.62	3.60	3.03	2.60	2.39	3.34
						cE	e	a		Ab			c	b

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

-Topic 9: Marketing Leadership

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Managing the present	180	20	11	15	6	7	3	16	22	3	24	16	29	8
	68.49	67.50	64.09	64.33	55.00	80.00	45.00	71.88	69.32	60.00	77.46	72.81	64.83	65.63
	19.65	17.36	24.58	21.95	23.66	12.58	30.41	19.74	18.01	31.22	12.26	15.91	20.20	25.28
		j	j	j	eJ	df	eJk				abcDFL	f	J	
Preparing for the future	180	20	11	15	6	7	3	16	22	3	24	16	29	8
	31.51	32.50	35.91	35.67	45.00	20.00	55.00	28.13	30.68	40.00	22.54	27.19	35.17	34.38
	19.65	17.36	24.58	21.95	23.66	12.58	30.41	19.74	18.01	31.22	12.26	15.91	20.20	25.28
		j	j	j	eJ	df	eJk				abcDFL	f	J	

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

Topic 9: Marketing Leadership

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

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
	Managing the present	65 70.08 17.78 c	56 71.50 16.73 c	34 61.32 23.81 ab	25 67.40 22.69	48 67.79 21.70	28 73.21 18.77	26 68.85 16.93	12 71.67 20.60	43 66.40 19.22	22 65.45 20.52	63 69.75 20.19	71 70.14 17.85
Preparing for the future	65 29.92 17.78 c	56 28.50 16.73 c	34 38.68 23.81 ab	25 32.60 22.69	48 32.21 21.70	28 26.79 18.77	26 31.15 16.93	12 28.33 20.60	43 33.60 19.22	22 34.55 20.52	63 30.25 20.19	71 29.86 17.85	44 35.45 21.43

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 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
	...Do you currently spend on marketing analytics?	71 6.71 6.19	63 8.85 7.79 d	39 6.74 5.90	27 5.34 6.12 b	57 6.28 7.43	29 6.76 6.62	31 6.76 6.66	12 8.42 5.99	47 8.03 6.63	22 8.55 6.07	70 6.78 7.06	76 6.90 6.04
...Will you spend on marketing analytics in the next three years?	70 10.60 7.69 b	62 14.02 10.77 ad	38 11.03 8.58	27 9.06 8.22 b	57 12.09 10.67	29 11.21 8.46	30 9.94 8.66	12 12.25 8.55	45 11.90 8.74	22 11.91 7.95	69 10.73 9.39	76 11.12 8.15	50 13.18 10.11

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Percent of projects	200	24	13	17	7	9	2	20	23	3	27	17	30	8
	39.27	40.17	33.85	46.76	20.00	57.22	0.00	43.70	34.35	18.67	36.19	47.18	43.03	26.25
	32.72	34.97	26.15	37.08	20.62	26.94	0.00	33.15	36.47	27.21	32.39	32.47	32.56	25.60
					E	Dm								e

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	71	63	38	27	57	29	31	12	46	22	70	76	51
	37.49	35.78	47.89	40.67	26.53	38.79	37.00	41.25	51.85	51.59	32.47	40.08	46.96
	32.41	31.02	34.34	35.07	31.27	32.53	29.01	27.56	34.50	30.68	32.01	33.47	31.81
					EF				A	A	c		a

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=Not At All	28 13.3%	4 16.0%	0 0.0%	3 17.6%	0 0.0%	1 11.1%	1 33.3%	1 5.0%	4 17.4%	1 25.0%	5 18.5%	2 10.0%	3 9.1%	3 33.3%
2	20 9.5%	4 16.0%	2 14.3%	0 0.0%	0 0.0%	0 0.0%	2 66.7%	5 25.0%	4 17.4%	1 25.0%	0 0.0%	1 5.0%	1 3.0%	0 0.0%
3	34 16.1%	2 8.0%	2 14.3%	3 17.6%	4 57.1%	1 11.1%	0 0.0%	3 15.0%	3 13.0%	1 25.0%	4 14.8%	4 20.0%	7 21.2%	0 0.0%
4	23 10.9%	3 12.0%	2 14.3%	2 11.8%	1 14.3%	1 11.1%	0 0.0%	2 10.0%	1 4.3%	0 0.0%	4 14.8%	3 15.0%	4 12.1%	0 0.0%
5	53 25.1%	2 8.0%	6 42.9%	4 23.5%	1 14.3%	3 33.3%	0 0.0%	4 20.0%	6 26.1%	1 25.0%	7 25.9%	7 35.0%	7 21.2%	5 55.6%
6	29 13.7%	5 20.0%	0 0.0%	2 11.8%	1 14.3%	1 11.1%	0 0.0%	5 25.0%	3 13.0%	0 0.0%	5 18.5%	3 15.0%	4 12.1%	0 0.0%
7=Very Highly	24 11.4%	5 20.0%	2 14.3%	3 17.6%	0 0.0%	2 22.2%	0 0.0%	0 0.0%	2 8.7%	0 0.0%	2 7.4%	0 0.0%	7 21.2%	1 11.1%
Mean	4.12	4.20	4.43 F	4.29 f	3.86 f	4.78 f	1.67 Bcdegijkl	3.90 f	3.78	2.75	4.15 f	4.05 f	4.55 f	3.89

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?

N=211

	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=Not At All	10 13.5%	9 14.1%	5 11.4%	3 10.7%	13 22.8%	4 12.9%	4 12.9%	1 7.1%	4 8.0%	1 4.0%	16 21.6%	6 7.8%
2=2	8 10.8%	6 9.4%	3 6.8%	3 10.7%	6 10.5%	3 9.7%	3 9.7%	0 0.0%	3 6.0%	4 16.0%	6 8.1%	10 13.0%	4 7.4%
3=3	13 17.6%	10 15.6%	6 13.6%	5 17.9%	13 22.8%	5 16.1%	6 19.4%	4 28.6%	6 12.0%	0 0.0%	12 16.2%	14 18.2%	7 13.0%
4=4	9 12.2%	9 14.1%	3 6.8%	2 7.1%	6 10.5%	4 12.9%	4 12.9%	2 14.3%	5 10.0%	2 8.0%	6 8.1%	11 14.3%	5 9.3%
5=5	17 23.0%	14 21.9%	17 38.6%	5 17.9%	10 17.5%	6 19.4%	6 19.4%	2 14.3%	16 32.0%	12 48.0%	18 24.3%	25 32.5%	10 18.5%
6=6	10 13.5%	9 14.1%	6 13.6%	4 14.3%	5 8.8%	6 19.4%	5 16.1%	3 21.4%	8 16.0%	2 8.0%	11 14.9%	6 7.8%	12 22.2%
7=Very Highly	7 9.5%	7 10.9%	4 9.1%	6 21.4%	4 7.0%	3 9.7%	3 9.7%	2 14.3%	8 16.0%	4 16.0%	5 6.8%	5 6.5%	12 22.2%
Mean	3.99	4.06	4.32	4.39	3.44 EF	4.13	4.03	4.50	4.64 A	4.68 A	3.77 C	4.00 c	4.80 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 long-term impact of marketing spend on your business?

N=214	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
We prove the impact quantitatively	89 41.6%	13 52.0%	4 28.6%	7 41.2%	2 28.6%	3 33.3%	1 33.3%	13 61.9%	8 34.8%	1 25.0%	9 32.1%	7 35.0%	17 50.0%	4 44.4%
We have a good qualitative sense of the impact, but not a quantitative impact	85 39.7%	10 40.0%	8 57.1%	6 35.3%	2 28.6%	4 44.4%	0 0.0%	4 19.0%	9 39.1%	2 50.0%	14 50.0%	10 50.0%	14 41.2%	2 22.2%
We haven't been able to show the impact Yet	40 18.7%	2 8.0%	2 14.3%	4 23.5%	3 42.9%	2 22.2%	2 66.7%	4 19.0%	6 26.1%	1 25.0%	5 17.9%	3 15.0%	3 8.8%	3 33.3%

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?

N=214

	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	30 40.5%	25 37.9%	21 46.7%	13 46.4%	19 33.3%	9 29.0%	10 32.3%	7 50.0%	27 51.9%	17 65.4%	31 41.3%	29 37.2%	25 46.3%
					F	eF	f		b	ABc			
We have a good qualitative sense of the impact, but not a quantitative impact	31 41.9%	30 45.5%	15 33.3%	9 32.1%	25 43.9%	15 48.4%	15 48.4%	5 35.7%	17 32.7%	7 26.9%	25 33.3%	37 47.4%	21 38.9%
We haven't been able to show the impact yet	13 17.6%	11 16.7%	9 20.0%	6 21.4%	13 22.8%	7 22.6%	6 19.4%	2 14.3%	8 15.4%	2 7.7%	19 25.3%	12 15.4%	8 14.8%

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

Topic 10: Marketing Analytics

To what extent is your company implementing artificial intelligence or machine learning into its marketing toolkit? *Currently*

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
Total	340 100.0%	35 10.3%	23 6.8%	29 8.5%	14 4.1%	13 3.8%	6 1.8%	32 9.4%	38 11.2%	5 1.5%	48 14.1%	32 9.4%	52 15.3%	13 3.8%
1=Not at all	130 44.5%	8 29.6%	8 38.1%	12 44.4%	7 53.8%	5 45.5%	2 66.7%	17 58.6%	17 51.5%	2 40.0%	19 50.0%	13 52.0%	16 34.0%	4 33.3%
2	56 19.2%	10 37.0%	2 9.5%	4 14.8%	2 15.4%	1 9.1%	0 0.0%	3 10.3%	9 27.3%	1 20.0%	8 21.1%	2 8.0%	11 23.4%	2 16.7%
3	41 14.0%	2 7.4%	4 19.0%	6 22.2%	1 7.7%	2 18.2%	0 0.0%	4 13.8%	5 15.2%	2 40.0%	4 10.5%	4 16.0%	7 14.9%	0 0.0%
4	18 6.2%	0 0.0%	1 4.8%	3 11.1%	0 0.0%	0 0.0%	1 33.3%	1 3.4%	2 6.1%	0 0.0%	3 7.9%	2 8.0%	2 4.3%	3 25.0%
5	23 7.9%	5 18.5%	4 19.0%	2 7.4%	1 7.7%	0 0.0%	0 0.0%	3 10.3%	0 0.0%	0 0.0%	2 5.3%	2 8.0%	3 6.4%	1 8.3%
6	8 2.7%	2 7.4%	2 9.5%	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 2.1%	2 16.7%
7=Very Important	16 5.5%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	3 27.3%	0 0.0%	1 3.4%	0 0.0%	0 0.0%	2 5.3%	2 8.0%	7 14.9%	0 0.0%
Mean	2.44	2.63	2.86	2.22	2.46	3.09	2.00	2.10	1.76	2.00	2.18	2.44	2.91	3.08

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

Topic 10: Marketing Analytics

To what extent is your company implementing artificial intelligence or machine learning into its marketing toolkit? *Currently*

	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	114 33.6%	104 30.7%	79 23.3%	42 12.4%	90 26.9%	49 14.6%	51 15.2%	25 7.5%	78 23.3%	42 12.5%	128 39.4%	112 34.5%	85 26.2%
1=Not at all	51 51.0% c	41 47.7%	22 32.8% a	14 37.8%	54 67.5% CEF	20 51.3% Ef	21 43.8% AE	9 45.0% e	13 20.0% ABCd	9 26.5% Ab	59 54.6% C	46 46.9% c	22 29.7% Ab
2	22 22.0%	17 19.8%	12 17.9%	5 13.5%	12 15.0%	7 17.9%	11 22.9%	2 10.0%	16 24.6%	8 23.5%	25 23.1%	17 17.3%	11 14.9%
3	9 9.0% C	11 12.8%	16 23.9% A	5 13.5%	6 7.5% dE	5 12.8%	7 14.6%	5 25.0% af	15 23.1% Af	2 5.9% de	11 10.2%	13 13.3%	14 18.9%
4	7 7.0%	4 4.7%	5 7.5%	2 5.4%	0 0.0% cEF	0 0.0% eF	3 6.3% a	0 0.0% f	7 10.8% Ab	7 20.6% ABd	5 4.6%	6 6.1%	7 9.5%
5	5 5.0%	7 8.1%	7 10.4%	4 10.8%	6 7.5%	3 7.7%	3 6.3%	2 10.0%	6 9.2%	3 8.8%	5 4.6%	11 11.2%	7 9.5%
6	1 1.0% d	2 2.3%	2 3.0%	3 8.1% a	0 0.0% D	1 2.6%	2 4.2%	2 10.0% A	2 3.1%	1 2.9%	1 0.9%	1 1.0%	4 5.4%
7=Very Important	5 5.0%	4 4.7%	3 4.5%	4 10.8%	2 2.5% f	3 7.7%	1 2.1%	0 0.0%	6 9.2%	4 11.8% a	2 1.9% C	4 4.1% c	9 12.2% Ab
Mean	2.16 cd	2.31 d	2.72 a	3.05 ab	1.75 cdEF	2.33 e	2.29 aef	2.50 a	3.11 Abc	3.18 Ac	1.92 bC	2.37 aC	3.19 AB

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

Topic 10: Marketing Analytics

To what extent is your company implementing artificial intelligence or machine learning into its marketing toolkit? Next three years

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transporta- tion M
Total	340 100.0%	35 10.3%	23 6.8%	29 8.5%	14 4.1%	13 3.8%	6 1.8%	32 9.4%	38 11.2%	5 1.5%	48 14.1%	32 9.4%	52 15.3%	13 3.8%
1=Not at all	52 17.8%	6 20.0%	2 10.5%	5 18.5%	3 25.0%	3 23.1%	2 50.0% lm	5 17.9%	7 20.0%	0 0.0%	10 25.6%	4 21.1%	5 10.4% f	0 0.0% f
2	32 11.0%	1 3.3% gm	2 10.5%	3 11.1%	2 16.7%	1 7.7%	0 0.0%	6 21.4% al	3 8.6%	1 20.0%	4 10.3%	3 15.8%	2 4.2% gm	3 25.0% al
3	45 15.4%	4 13.3%	0 0.0% fg	4 14.8%	2 16.7%	2 15.4%	1 25.0% b	6 21.4% b	6 17.1%	1 20.0%	7 17.9%	2 10.5%	8 16.7%	2 16.7%
4	49 16.8%	8 26.7%	4 21.1%	3 11.1%	0 0.0%	2 15.4%	1 25.0%	2 7.1%	9 25.7%	1 20.0%	9 23.1%	1 5.3%	8 16.7%	1 8.3%
5	40 13.7%	1 3.3% chik	4 21.1%	7 25.9% aj	2 16.7%	0 0.0% i	0 0.0%	4 14.3%	7 20.0% a	2 40.0% aej	2 5.1% cik	5 26.3% aj	5 10.4%	1 8.3%
6	29 9.9%	4 13.3% h	2 10.5%	2 7.4% m	2 16.7% h	1 7.7%	0 0.0%	3 10.7%	0 0.0% adklM	0 0.0%	1 2.6% M	3 15.8% h	7 14.6% h	4 33.3% cHJ
7=Very Important	45 15.4%	6 20.0%	5 26.3%	3 11.1%	1 8.3%	4 30.8%	0 0.0%	2 7.1% l	3 8.6% l	0 0.0%	6 15.4%	1 5.3%	13 27.1% gh	1 8.3%
Mean	3.89	4.10	4.68 fghj	3.81	3.50	4.08	2.25 bl	3.39 bL	3.51 bL	3.80	3.41 bL	3.68	4.65 fGHJ	4.33

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

Topic 10: Marketing Analytics

To what extent is your company implementing artificial intelligence or machine learning into its marketing toolkit? Next three 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
Total	114 33.6%	104 30.7%	79 23.3%	42 12.4%	90 26.9%	49 14.6%	51 15.2%	25 7.5%	78 23.3%	42 12.5%	128 39.4%	112 34.5%	85 26.2%
1=Not at all	18 18.2%	21 23.1%	7 10.8%	4 11.4%	25 31.3%	10 22.2%	4 8.9%	3 15.0%	4 6.3%	5 15.2%	26 23.6%	10 10.3%	14 19.2%
2	12 12.1%	10 11.0%	7 10.8%	3 8.6%	10 12.5%	4 8.9%	9 20.0%	1 5.0%	5 7.9%	1 3.0%	14 12.7%	14 14.4%	4 5.5%
3	14 14.1%	15 16.5%	8 12.3%	8 22.9%	17 21.3%	7 15.6%	7 15.6%	5 25.0%	8 12.7%	0 0.0%	18 16.4%	21 21.6%	6 8.2%
4	20 20.2%	16 17.6%	8 12.3%	5 14.3%	13 16.3%	8 17.8%	11 24.4%	2 10.0%	10 15.9%	5 15.2%	21 19.1%	13 13.4%	13 17.8%
5	13 13.1%	5 5.5%	17 26.2%	5 14.3%	3 3.8%	3 6.7%	5 11.1%	5 25.0%	13 20.6%	9 27.3%	15 13.6%	13 13.4%	9 12.3%
6	10 10.1%	7 7.7%	8 12.3%	4 11.4%	7 8.8%	4 8.9%	3 6.7%	1 5.0%	8 12.7%	6 18.2%	9 8.2%	12 12.4%	8 11.0%
7=Very Important	12 12.1%	17 18.7%	10 15.4%	6 17.1%	5 6.3%	9 20.0%	6 13.3%	3 15.0%	15 23.8%	7 21.2%	7 6.4%	14 14.4%	19 26.0%
Mean	3.77	3.69	4.31	4.14	3.00	3.84	3.82	4.00	4.70	4.76	3.36	4.00	4.36

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

Topic 10: Marketing Analytics

To what extent are blockchain technologies affecting your company’s marketing strategies? *Currently*

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	340 100.0%	35 10.3%	23 6.8%	29 8.5%	14 4.1%	13 3.8%	6 1.8%	32 9.4%	38 11.2%	5 1.5%	48 14.1%	32 9.4%	52 15.3%	13 3.8%
1=Not at all	230 79.9%	22 81.5%	16 80.0%	21 77.8%	8 66.7%	11 91.7%	2 66.7%	23 85.2%	29 85.3%	4 80.0%	32 84.2%	19 79.2%	33 70.2%	9 81.8%
2	26 9.0%	2 7.4%	1 5.0%	2 7.4%	0 0.0%	1 8.3%	0 0.0%	3 11.1%	2 5.9%	1 20.0%	4 10.5%	3 12.5%	6 12.8%	1 9.1%
3	18 6.3%	0 0.0%	1 5.0%	4 14.8%	2 16.7%	0 0.0%	0 0.0%	1 3.7%	3 8.8%	0 0.0%	1 2.6%	1 4.2%	4 8.5%	1 9.1%
4	9 3.1%	2 7.4%	1 5.0%	0 0.0%	2 16.7%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	2 4.3%	0 0.0%
5	3 1.0%	1 3.7%	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%	1 2.1%	0 0.0%
6	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
7=Very Important	2 0.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.6%	0 0.0%	1 2.1%	0 0.0%
Mean	1.39	1.44	1.50	1.37	1.83	1.08	2.00	1.19	1.24	1.20	1.32	1.33	1.64	1.27

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

Topic 10: Marketing Analytics

To what extent are blockchain technologies affecting your company's marketing strategies? *Currently*

	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	114 33.6%	104 30.7%	79 23.3%	42 12.4%	90 26.9%	49 14.6%	51 15.2%	25 7.5%	78 23.3%	42 12.5%	128 39.4%	112 34.5%	85 26.2%
1=Not at all	75 75.8%	71 80.7%	51 81.0%	31 86.1%	71 88.8% EF	36 90.0% Ef	40 85.1% ef	15 83.3%	41 65.1% ABc	22 64.7% Abc	93 86.1% C	80 81.6% B	51 69.9% A
2	14 14.1% d	7 8.0%	5 7.9%	0 0.0% a	3 3.8% E	1 2.5% e	5 10.6%	1 5.6%	12 19.0% Ab	4 11.8%	9 8.3%	8 8.2%	8 11.0%
3	6 6.1%	4 4.5%	6 9.5%	2 5.6%	2 2.5% ef	1 2.5%	1 2.1% f	1 5.6%	7 11.1% a	5 14.7% ac	3 2.8%	8 8.2%	6 8.2%
4	2 2.0%	3 3.4%	1 1.6%	3 8.3%	3 3.8%	1 2.5%	0 0.0%	1 5.6%	2 3.2%	2 5.9%	3 2.8%	0 0.0% C	6 8.2% B
5	2 2.0%	1 1.1%	0 0.0%	0 0.0%	0 0.0%	1 2.5%	1 2.1%	0 0.0%	1 1.6%	0 0.0%	0 0.0%	2 2.0%	1 1.4%
6	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
7=Very Important	0 0.0%	2 2.3%	0 0.0%	0 0.0%	1 1.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	0 0.0%	1 1.4%
Mean	1.40	1.45	1.32	1.36	1.28 f	1.25 f	1.23 ef	1.33	1.57 c	1.76 abc	1.22 C	1.33 c	1.66 Ab

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

Topic 10: Marketing Analytics

To what extent are blockchain technologies affecting your company's marketing strategies? Next three years

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
Total	340 100.0%	35 10.3%	23 6.8%	29 8.5%	14 4.1%	13 3.8%	6 1.8%	32 9.4%	38 11.2%	5 1.5%	48 14.1%	32 9.4%	52 15.3%	13 3.8%
1=Not at all	139 47.4%	15 48.4%	4 21.1% fghj	14 50.0%	6 54.5%	6 46.2%	3 100.0%	17 58.6% b	19 55.9%	3 60.0%	21 52.5% B	7 36.8%	18 38.3% f	5 38.5%
2	45 15.4%	6 19.4%	1 5.3%	3 10.7%	0 0.0%	4 30.8%	0 0.0%	8 27.6%	7 20.6%	1 20.0%	6 15.0%	1 5.3%	6 12.8%	2 15.4%
3	51 17.4%	4 12.9%	7 36.8% H	4 14.3%	2 18.2%	1 7.7%	0 0.0%	4 13.8%	2 5.9% Bk	1 20.0%	7 17.5%	6 31.6% h	10 21.3%	3 23.1%
4	26 8.9%	2 6.5%	3 15.8% g	4 14.3% g	1 9.1%	1 7.7%	0 0.0%	0 0.0% bclm	4 11.8%	0 0.0%	2 5.0%	1 5.3%	6 12.8% g	2 15.4% g
5	14 4.8%	3 9.7%	3 15.8% g	1 3.6%	1 9.1%	0 0.0%	0 0.0%	0 0.0% b	2 5.9%	0 0.0%	1 2.5%	1 5.3%	2 4.3%	0 0.0%
6	10 3.4%	1 3.2%	1 5.3%	1 3.6%	1 9.1%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% K	2 10.5% j	2 4.3%	1 7.7%
7=Very Important	8 2.7%	0 0.0%	0 0.0%	1 3.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 7.5%	1 5.3%	3 6.4%	0 0.0%
Mean	2.29	2.19 bg	3.16 aGHij	2.36 g	2.45 g	2.08	1.00	1.55 aBcdKLm	1.91 Bkl	1.60 b	2.20 B	2.89 Gh	2.70 Gh	2.46 g

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

Topic 10: Marketing Analytics

To what extent are blockchain technologies affecting your company's marketing strategies? Next three 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
Total	114 33.6%	104 30.7%	79 23.3%	42 12.4%	90 26.9%	49 14.6%	51 15.2%	25 7.5%	78 23.3%	42 12.5%	128 39.4%	112 34.5%	85 26.2%
1=Not at all	48 48.5%	45 48.4%	27 42.2%	17 48.6%	52 64.2% EF	26 59.1% EF	27 58.7% EF	7 38.9%	15 23.8% ABC	8 22.9% ABC	61 55.5%	44 44.0%	31 41.9%
2	18 18.2%	13 14.0%	10 15.6%	4 11.4%	12 14.8%	5 11.4%	6 13.0%	2 11.1%	13 20.6%	6 17.1%	19 17.3%	14 14.0%	11 14.9%
3	11 11.1% c	18 19.4%	15 23.4% a	7 20.0%	7 8.6% dEF	6 13.6%	7 15.2%	5 27.8% a	16 25.4% A	10 28.6% A	16 14.5%	20 20.0%	13 17.6%
4	11 11.1%	6 6.5%	6 9.4%	3 8.6%	4 4.9%	3 6.8%	4 8.7%	1 5.6%	9 14.3%	4 11.4%	8 7.3%	11 11.0%	6 8.1%
5	5 5.1%	4 4.3%	3 4.7%	2 5.7%	1 1.2% df	2 4.5%	2 4.3%	2 11.1% a	3 4.8%	4 11.4% a	3 2.7% c	3 3.0% c	8 10.8% ab
6	4 4.0%	2 2.2%	2 3.1%	2 5.7%	2 2.5%	1 2.3%	0 0.0% e	0 0.0%	6 9.5% c	1 2.9%	1 0.9%	4 4.0%	4 5.4%
7=Very Important	2 2.0%	5 5.4%	1 1.6%	0 0.0%	3 3.7%	1 2.3%	0 0.0%	1 5.6%	1 1.6%	2 5.7%	2 1.8%	4 4.0%	1 1.4%
Mean	2.26	2.32	2.34	2.29	1.86 EF	2.02 EF	1.87 EF	2.61	2.90 ABC	3.03 ABC	1.95 bc	2.43 a	2.53 a

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

Appendix: Firm-level Descriptive Information

Which economic sector accounts for the majority of your company revenues?

N=339	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
B2B - Product	114 33.6%	4 11.4% GHkL	3 13.0% gHL	6 20.7% HL	0 0.0% GHikL	1 8.3% gHL	1 16.7% HI	14 43.8% AbDeHJl	30 78.9% ABCDEF GJKM	2 40.0% dj	3 6.4% GHiKL	11 34.4% adHJL	36 69.2% ABCDEfg JKM	3 23.1% HL
B2B - Services	104 30.7%	18 51.4% CdGHJKL	9 39.1% CHJK	1 3.4% ABeFiJl	2 14.3% aJ	4 33.3% chJK	3 50.0% CHjK	5 15.6% AJ	3 7.9% ABeFiJ	2 40.0% chJK	42 89.4% ABCDEFGHIJKL	1 3.1% ABEfiJlm	11 21.2% AcJk	3 23.1% Jk
B2C - Product	79 23.3%	5 14.3% CjKm	8 34.8% CJL	22 75.9% ABDEFG HiJkL	3 21.4% Cj	1 8.3% Ckm	1 16.7% C	6 18.8% Cjk	5 13.2% CKm	1 20.0% c	1 2.1% aBCdgKM	15 46.9% AcegHJL	5 9.6% BCKM	6 46.2% aehJL
B2C - Services	42 12.4%	8 22.9% CDHJL	3 13.0% DehL	0 0.0% ADEfGk	9 64.3% ABCGHiJ KLM	6 50.0% bCHJKLm	1 16.7% chL	7 21.9% CDHJL	0 0.0% AbDEfGk	0 0.0% d	1 2.1% ADEGk	5 15.6% cDehjL	0 0.0% ABDEFG Km	1 7.7% Del

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

Appendix: Firm-level Descriptive Information

Which economic sector accounts for the majority of your company revenues?

N=339

	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
B2B - Product	114 100.0% BCD	0 0.0% A	0 0.0% A	0 0.0% A	27 30.0%	22 44.9%	10 19.6%	8 32.0%	28 35.9%	16 39.0%	46 35.9%	45 40.2%	22 25.9%
B2B - Services	0 0.0% B	104 100.0% ACD	0 0.0% B	0 0.0% B	35 38.9% Ef	16 32.7%	25 49.0% dEF	5 20.0% c	15 19.2% AC	8 19.5% aC	51 39.8% C	32 28.6%	16 18.8% A
B2C - Product	0 0.0% C	0 0.0% C	79 100.0% ABD	0 0.0% C	15 16.7% E	4 8.2% Ef	11 21.6%	6 24.0%	29 37.2% AB	12 29.3% b	20 15.6% C	25 22.3%	27 31.8% A
B2C - Services	0 0.0% D	0 0.0% D	0 0.0% D	42 100.0% ABC	13 14.4%	7 14.3%	5 9.8%	6 24.0% e	6 7.7% d	5 12.2%	11 8.6% C	10 8.9% C	20 23.5% AB

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