



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

*CMO Survey Report:*

# Results by Firm & Industry Characteristics

Feb. 2014

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McKinsey & Company

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## Topic 1: Marketplace Dynamics - Overall Economy and Company

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

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	406 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
3=More	221 54.4%	6 46.2%	7 58.3%	2 50.0%	6 66.7%	2 50.0%	14 51.9%	10 66.7%	22 55.0%	13 72.2%	4 66.7%	19 45.2%	9 50.0%
2=No Change	131 32.3%	4 30.8%	4 33.3%	2 50.0% d	0 0.0% chk	1 25.0%	8 29.6%	4 26.7%	16 40.0% d	3 16.7%	0 0.0%	15 35.7% d	6 33.3%
1=Less	54 13.3%	3 23.1%	1 8.3%	0 0.0%	3 33.3% h	1 25.0%	5 18.5%	1 6.7%	2 5.0% dj	2 11.1%	2 33.3% h	8 19.0%	3 16.7%
Mean	2.4	2.2	2.5	2.5	2.3	2.3	2.3	2.6	2.5	2.6	2.3	2.3	2.3
SD	0.7	0.8	0.7	0.6	1.0	1.0	0.8	0.6	0.6	0.7	1.0	0.8	0.8

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

## Topic 1: Marketplace Dynamics - Overall Economy and Company

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

N=408	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 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
3=More	61 53.5%	57 52.3%	41 60.3%	31 57.4%	40 57.1%	14 46.7%	18 58.1%	5 55.6%	21 50.0%	13 72.2%	71 53.0%	54 55.1%	42 62.7%
2=No Change	43 37.7%	33 30.3%	17 25.0%	16 29.6%	20 28.6%	12 40.0%	7 22.6%	3 33.3%	15 35.7%	3 16.7%	45 33.6%	29 29.6%	18 26.9%
1=Less	10 8.8%	19 17.4%	10 14.7%	7 13.0%	10 14.3%	4 13.3%	6 19.4%	1 11.1%	6 14.3%	2 11.1%	18 13.4%	15 15.3%	7 10.4%
Mean	2.4	2.3	2.5	2.4	2.4	2.3	2.4	2.4	2.4	2.6	2.4	2.4	2.5
SD	0.7	0.8	0.7	0.7	0.7	0.7	0.8	0.7	0.7	0.7	0.7	0.7	0.7

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

## Topic 1: Marketplace Dynamics - Overall Economy and Company

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

N=408 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	408	13	12	4	9	4	27	15	40	18	6	43	18
Percent	100.0%	6.2%	5.7%	1.9%	4.3%	1.9%	12.9%	7.2%	19.1%	8.6%	2.9%	20.6%	8.6%
Optimism rating	389	12	12	4	7	4	27	14	39	17	6	40	17
	66.1	69.6	60.0	61.3	77.0	73.8	64.3	72.3	65.7	64.6	70.0	63.6	68.1
	13.6	10.7	11.5	22.1	9.7	9.5	14.7	12.1	11.8	17.0	16.4	14.2	16.2
		b	aDeg		Bfhk	b	d	bk	d			dg	

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

## Topic 1: Marketplace Dynamics - Overall Economy and Company

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

N=408 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
	Number	114	110	68	54	71	30	31	9	42	18	135	98
Percent	32.9%	31.8%	19.7%	15.6%	35.3%	14.9%	15.4%	4.5%	20.9%	9.0%	44.9%	32.6%	22.6%
Optimism rating	110	108	66	52	68	30	30	9	40	14	126	91	66
	66.2	65.6	66.2	64.1	66.6	62.5	65.9	60.6	69.8	67.9	66.7	65.9	66.0
	13.7	14.5	13.4	13.5	14.4	14.2	14.7	10.4	13.6	13.0	15.0	12.9	12.8
						e			b				

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



## Topic 1: Marketplace Dynamics - Overall Economy and Company

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

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	402 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
3=More	247 61.4%	6 46.2%	8 66.7% g	1 25.0%	6 66.7%	2 50.0%	18 66.7% g	4 26.7% bfhjk	25 65.8% g	10 55.6%	5 83.3% g	27 62.8% g	10 55.6%
2=No Change	98 24.4%	4 30.8%	2 16.7%	2 50.0%	1 11.1%	0 0.0%	5 18.5%	6 40.0%	8 21.1%	6 33.3%	1 16.7%	11 25.6%	2 11.1%
1=Less	57 14.2%	3 23.1%	2 16.7%	1 25.0%	2 22.2%	2 50.0% k	4 14.8%	5 33.3%	5 13.2%	2 11.1%	0 0.0%	5 11.6% el	6 33.3% k
Mean	2.5	2.2	2.5	2.0	2.4	2.0	2.5	1.9	2.5	2.4	2.8	2.5	2.2
SD	0.7	0.8	0.8	0.8	0.9	1.2	0.8 g	0.8 fhjk	0.7 g	0.7	0.4 g	0.7 g	0.9

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

## Topic 1: Marketplace Dynamics - Overall Economy and Company

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

N=408	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 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
3=More	72 64.9%	74 67.9% c	35 52.2% b	34 63.0%	47 66.2% e	18 60.0%	21 67.7%	5 55.6%	18 45.0% a	9 50.0%	81 60.9%	63 64.9%	43 64.2%
2=No Change	27 24.3%	22 20.2%	18 26.9%	12 22.2%	13 18.3%	6 20.0%	5 16.1%	3 33.3%	11 27.5%	6 33.3%	28 21.1%	27 27.8%	11 16.4%
1=Less	12 10.8%	13 11.9%	14 20.9%	8 14.8%	11 15.5%	6 20.0%	5 16.1%	1 11.1%	11 27.5%	3 16.7%	24 18.0% b	7 7.2% ac	13 19.4% b
Mean	2.5	2.6	2.3	2.5	2.5	2.4	2.5	2.4	2.2	2.3	2.4	2.6	2.4
SD	0.7 c	0.7 c	0.8 ab	0.7	0.8 e	0.8	0.8	0.7	0.8 a	0.8	0.8	0.6	0.8

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

**Topic 1: Marketplace Dynamics - Overall Economy and Company**

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

N=408 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	408	13	12	4	9	4	27	15	40	18	6	43	18
Percent	100.0%	6.2%	5.7%	1.9%	4.3%	1.9%	12.9%	7.2%	19.1%	8.6%	2.9%	20.6%	8.6%
Optimism rating	398	12	12	4	9	4	27	15	40	18	6	42	17
	73.2	72.6	66.7	51.3	82.2	71.3	70.1	73.7	74.1	74.8	78.3	72.6	69.4
	15.4	16.5	19.6	8.5	8.7	22.5	15.8	14.3	16.2	15.2	13.7	15.3	17.6
		c	d	aDfGHIJK	bCf		cd	C	C	C	C	C	C

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

## Topic 1: Marketplace Dynamics - Overall Economy and Company

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

N=408 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
	Number	114	110	68	54	71	30	31	9	42	18	135	98
Percent	32.9%	31.8%	19.7%	15.6%	35.3%	14.9%	15.4%	4.5%	20.9%	9.0%	44.9%	32.6%	22.6%
Optimism rating	113 74.6 15.0	108 73.5 16.5	64 71.5 15.5	54 73.9 15.9	70 72.6 16.7	30 73.3 17.3	31 69.9 16.3	9 74.4 13.3	41 73.7 14.9	17 74.6 14.1	131 72.6 16.9	96 74.3 13.3	68 72.6 15.0

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

## Topic 1: Marketplace Dynamics - Customers

### Are you more or less optimistic about your prospects for revenue growth compared to the prior 12 months?

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	365 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
3=More	249 68.2%	4 30.8% dhjK	8 66.7%	3 75.0%	7 77.8% a	2 50.0%	17 63.0%	7 46.7% k	28 70.0% a	12 66.7%	5 83.3% a	32 76.2% Ag	9 50.0%
2=No Change	65 17.8%	3 23.1%	2 16.7%	0 0.0%	1 11.1%	0 0.0%	6 22.2%	6 40.0% k	6 15.0%	3 16.7%	1 16.7%	6 14.3% g	3 16.7%
1=Less	51 14.0%	6 46.2% fhK	2 16.7%	1 25.0%	1 11.1%	2 50.0% k	4 14.8% a	2 13.3%	6 15.0% a	3 16.7%	0 0.0%	4 9.5% Ael	6 33.3% k
Mean	2.5	1.8	2.5	2.5	2.7	2.0	2.5	2.3	2.6	2.5	2.8	2.7	2.2
SD	0.7	0.9	0.8	1.0	0.7	1.2	0.8	0.7	0.7	0.8	0.4	0.7	0.9
		dfHijK			a		a		A	a	a	Al	k

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

## Topic 1: Marketplace Dynamics - Customers

### Are you more or less optimistic about your prospects for revenue growth compared to the prior 12 months?

N=408	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 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
3=More	76 70.4%	70 71.4%	37 62.7%	33 68.8%	54 77.1% E	20 66.7%	19 61.3%	6 66.7%	19 45.2% A	13 72.2%	89 66.4%	71 72.4%	48 70.6%
2=No Change	21 19.4%	20 20.4%	9 15.3%	5 10.4%	5 7.1% cE	6 20.0%	7 22.6% a	2 22.2%	13 31.0% Af	1 5.6% e	21 15.7%	17 17.3%	13 19.1%
1=Less	11 10.2% c	8 8.2% cd	13 22.0% ab	10 20.8% b	11 15.7%	4 13.3%	5 16.1%	1 11.1%	10 23.8%	4 22.2%	24 17.9%	10 10.2%	7 10.3%
Mean	2.6	2.6	2.4	2.5	2.6	2.5	2.5	2.6	2.2	2.5	2.5	2.6	2.6
SD	0.7	0.6	0.8	0.8	0.7 E	0.7	0.8	0.7	0.8 A	0.9	0.8	0.7	0.7

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

## Topic 1: Marketplace Dynamics - Customers

**Rate your optimism about your prospects for sales revenue growth on a scale from 0-100 with 0 being the least optimistic.**

N=408 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	408	13	12	4	9	4	27	15	40	18	6	43	18
Percent	100.0%	6.2%	5.7%	1.9%	4.3%	1.9%	12.9%	7.2%	19.1%	8.6%	2.9%	20.6%	8.6%
Optimism rating	355	13	12	4	9	4	26	14	39	17	6	41	16
	71.7	68.7	66.7	68.8	83.9	70.0	66.3	67.9	73.3	68.8	72.5	71.6	66.8
	16.8	18.2	22.5	18.0	9.6	24.2	15.8	12.7	19.2	16.0	16.0	16.7	21.1
		d	d		abFGikl		D	D		d		d	d

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

## Topic 1: Marketplace Dynamics - Customers

### Rate your optimism about your prospects for sales revenue growth on a scale from 0-100 with 0 being the least optimistic.

N=408 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
	Number	114	110	68	54	71	30	31	9	42	18	135	98
Percent	32.9%	31.8%	19.7%	15.6%	35.3%	14.9%	15.4%	4.5%	20.9%	9.0%	44.9%	32.6%	22.6%
Optimism rating	107 73.1 16.1	95 73.3 16.8	57 70.8 18.1	47 68.5 18.2	69 73.0 17.7	29 70.0 19.9	30 68.0 18.6	8 70.6 17.8	41 69.8 16.1	16 70.6 14.9	132 70.8 18.9	95 72.8 15.4	67 72.8 13.8

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



## Topic 1: Marketplace Dynamics - Customers

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

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	365 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
3=More	253 69.3%	9 69.2%	9 75.0%	4 100.0%	8 88.9%	2 50.0%	17 63.0%	9 60.0%	27 69.2%	11 61.1%	5 83.3%	31 72.1%	10 55.6%
2=No Change	80 21.9%	1 7.7%	2 16.7%	0 0.0%	0 0.0%	1 25.0%	8 29.6%	5 33.3%	11 28.2%	5 27.8%	1 16.7%	8 18.6%	4 22.2%
1=Less	32 8.8%	3 23.1%	1 8.3%	0 0.0%	1 11.1%	1 25.0%	2 7.4%	1 6.7%	1 2.6%	2 11.1%	0 0.0%	4 9.3%	4 22.2%
Mean	2.6	2.5	2.7	3.0	2.8	2.3	2.6	2.5	2.7	2.5	2.8	2.6	2.3
SD	0.6	0.9	0.7	0.0	0.7	1.0	0.6	0.6	0.5	0.7	0.4	0.7	0.8

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

## Topic 1: Marketplace Dynamics - Customers

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

N=408	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 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
3=More	77 72.0%	69 69.7%	38 64.4%	34 70.8%	54 76.1%	19 63.3%	21 67.7%	7 77.8%	27 65.9%	11 61.1%	85 63.0%	73 74.5%	52 76.5%
2=No Change	23 21.5%	23 23.2%	15 25.4%	8 16.7%	13 18.3%	9 30.0%	5 16.1%	2 22.2%	9 22.0%	5 27.8%	33 24.4%	22 22.4%	12 17.6%
1=Less	7 6.5%	7 7.1%	6 10.2%	6 12.5%	4 5.6%	2 6.7%	5 16.1%	0 0.0%	5 12.2%	2 11.1%	17 12.6%	3 3.1%	4 5.9%
Mean	2.7	2.6	2.5	2.6	2.7	2.6	2.5	2.8	2.5	2.5	2.5	2.7	2.7
SD	0.6	0.6	0.7	0.7	0.6	0.6	0.8	0.4	0.7	0.7	0.7	0.5	0.6
											bc	a	a

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

**Topic 1: Marketplace Dynamics - Customers**

**Do you expect the following customer outcome in the next 12 months: Customer’s price per unit**

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	364 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
3=More	125 34.3%	5 41.7%	6 50.0%	2 50.0%	6 66.7% fhikl	1 25.0%	7 25.9% d	6 40.0%	10 25.6% d	4 22.2% d	3 50.0%	11 25.6% d	3 16.7% d
2=No Change	157 43.1%	7 58.3% L	4 33.3%	0 0.0% fk	2 22.2% k	1 25.0%	15 55.6% cL	6 40.0%	18 46.2% l	10 55.6% L	3 50.0%	26 60.5% cdL	2 11.1% AFhIK
1=Less	82 22.5%	0 0.0% cehL	2 16.7% L	2 50.0% a	1 11.1% L	2 50.0% a	5 18.5% L	3 20.0% L	11 28.2% aL	4 22.2% L	0 0.0% L	6 14.0% L	13 72.2% ABDFGHIJ K
Mean	2.1	2.4	2.3	2.0	2.6	1.8	2.1	2.2	2.0	2.0	2.5	2.1	1.4
SD	0.7	0.5 L	0.8 L	1.2	0.7 hL	1.0	0.7 L	0.8 L	0.7 dl	0.7 l	0.5 L	0.6 L	0.8 L ABDFGhiJK

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

## Topic 1: Marketplace Dynamics - Customers

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

N=408	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 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
3=More	39 36.4%	33 33.3%	22 37.9%	13 27.1%	20 28.2%	10 33.3%	10 32.3%	4 44.4%	15 37.5%	4 22.2%	38 28.1%	34 35.1%	23 33.8%
2=No Change	41 38.3%	39 39.4%	25 43.1%	29 60.4%	32 45.1%	15 50.0%	17 54.8%	3 33.3%	16 40.0%	6 33.3%	62 45.9%	44 45.4%	31 45.6%
	d	d		ab									
1=Less	27 25.2%	27 27.3%	11 19.0%	6 12.5%	19 26.8%	5 16.7%	4 12.9%	2 22.2%	9 22.5%	8 44.4%	35 25.9%	19 19.6%	14 20.6%
		d		b		f	f			bc			
Mean	2.1	2.1	2.2	2.1	2.0	2.2	2.2	2.2	2.2	1.8	2.0	2.2	2.1
SD	0.8	0.8	0.7	0.6	0.7	0.7	0.7	0.8	0.8	0.8	0.7	0.7	0.7

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

## Topic 1: Marketplace Dynamics - Customers

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

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	364 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
3=More	216 59.3%	8 66.7%	7 58.3%	1 25.0%	7 77.8%	2 50.0%	13 48.1%	9 60.0%	27 69.2%	9 50.0%	3 50.0%	24 55.8%	8 44.4%
2=No Change	137 37.6%	3 25.0%	5 41.7%	3 75.0%	2 22.2%	1 25.0%	13 48.1%	6 40.0%	12 30.8%	9 50.0%	3 50.0%	18 41.9%	8 44.4%
1=Less	11 3.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 25.0% Hik	1 3.7%	0 0.0%	0 0.0% El	0 0.0% e	0 0.0%	1 2.3% e	2 11.1% h
Mean	2.6	2.6	2.6	2.3	2.8	2.3	2.4	2.6	2.7	2.5	2.5	2.5	2.3
SD	0.6	0.7	0.5	0.5	0.4	1.0	0.6	0.5	0.5 1	0.5	0.5	0.5	0.7 h

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

## Topic 1: Marketplace Dynamics - Customers

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

N=408	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	114 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%
3=More	61 57.0%	63 63.6%	34 58.6%	26 54.2%	40 56.3%	17 56.7%	20 64.5%	5 55.6%	23 57.5%	11 61.1%	69 51.1% B	67 69.1% A	42 61.8%
2=No Change	44 41.1%	33 33.3%	21 36.2%	21 43.8%	28 39.4%	13 43.3%	9 29.0%	4 44.4%	16 40.0%	7 38.9%	61 45.2% b	28 28.9% a	25 36.8%
1=Less	2 1.9%	3 3.0%	3 5.2%	1 2.1%	3 4.2%	0 0.0%	2 6.5%	0 0.0%	1 2.5%	0 0.0%	5 3.7%	2 2.1%	1 1.5%
Mean	2.6	2.6	2.5	2.5	2.5	2.6	2.6	2.6	2.6	2.6	2.5	2.7	2.6
SD	0.5	0.5	0.6	0.5	0.6	0.5	0.6	0.5	0.6	0.5	0.6 B	0.5 A	0.5

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

## Topic 1: Marketplace Dynamics - Customers

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

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	365 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
3=More	179 49.0%	7 53.8%	4 33.3%	1 25.0%	4 44.4%	2 50.0%	12 44.4%	6 40.0%	16 41.0%	9 50.0%	3 50.0%	27 62.8%	6 33.3%
2=No Change	149 40.8%	4 30.8%	7 58.3%	3 75.0%	4 44.4%	1 25.0%	12 44.4%	6 40.0%	19 48.7%	7 38.9%	3 50.0%	16 37.2%	8 44.4%
1=Less	37 10.1%	2 15.4%	1 8.3%	0 0.0%	1 11.1%	1 25.0%	3 11.1%	3 20.0%	4 10.3%	2 11.1%	0 0.0%	0 0.0%	4 22.2%
Mean	2.4	2.4	2.3	2.3	2.3	2.3	2.3	2.2	2.3	2.4	2.5	2.6	2.1
SD	0.7	0.8	0.6 k	0.5	0.7	1.0	0.7 k	0.8 k	0.7 k	0.7	0.5	0.5 bfghL	0.8 K

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

## Topic 1: Marketplace Dynamics - Customers

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

N=408	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 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
3=More	53 49.5%	45 45.5%	30 50.8%	23 47.9%	36 50.7%	16 53.3%	16 51.6%	4 44.4%	14 34.1%	9 50.0%	60 44.4%	50 51.0%	31 45.6%
2=No Change	46 43.0%	45 45.5%	22 37.3%	23 47.9%	33 46.5%	10 33.3%	9 29.0%	4 44.4%	22 53.7%	7 38.9%	59 43.7%	41 41.8%	31 45.6%
1=Less	8 7.5%	9 9.1%	7 11.9%	2 4.2%	2 2.8%	4 13.3%	6 19.4%	1 11.1%	5 12.2%	2 11.1%	16 11.9%	7 7.1%	6 8.8%
Mean	2.4	2.4	2.4	2.4	2.5	2.4	2.3	2.3	2.2	2.4	2.3	2.4	2.4
SD	0.6	0.6	0.7	0.6	0.6	0.7	0.8	0.7	0.7	0.7	0.7	0.6	0.6

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



## Topic 1: Marketplace Dynamics - Customers

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

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	363 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
3=More	180 49.6%	5 38.5%	4 33.3%	1 25.0%	3 33.3%	1 25.0%	9 33.3% hj	5 33.3% h	25 64.1% fg	10 55.6%	5 83.3% f	22 51.2%	6 35.3%
2=No Change	154 42.4%	5 38.5%	8 66.7% h	3 75.0%	6 66.7%	2 50.0%	13 48.1%	9 60.0%	12 30.8% b	6 33.3%	1 16.7%	19 44.2%	8 47.1%
1=Less	29 8.0%	3 23.1% k	0 0.0%	0 0.0%	0 0.0%	1 25.0%	5 18.5%	1 6.7%	2 5.1%	2 11.1%	0 0.0%	2 4.7% a	3 17.6%
Mean	2.4	2.2	2.3	2.3	2.3	2.0	2.1	2.3	2.6	2.4	2.8	2.5	2.2
SD	0.6	0.8 h	0.5 j	0.5	0.5	0.8	0.7 Hjk	0.6 j	0.6 aFl	0.7	0.4 bfg	0.6 f	0.7 h

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

## Topic 1: Marketplace Dynamics - Customers

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

N=408	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 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
3=More	52 48.6%	51 51.5%	29 49.2%	23 47.9%	37 52.1%	17 56.7%	12 38.7%	4 44.4%	17 41.5%	7 41.2%	60 44.8%	48 49.0%	38 55.9%
2=No Change	44 41.1%	42 42.4%	24 40.7%	20 41.7%	30 42.3%	10 33.3%	15 48.4%	4 44.4%	21 51.2%	8 47.1%	61 45.5%	42 42.9%	25 36.8%
1=Less	11 10.3%	6 6.1%	6 10.2%	5 10.4%	4 5.6%	3 10.0%	4 12.9%	1 11.1%	3 7.3%	2 11.8%	13 9.7%	8 8.2%	5 7.4%
Mean	2.4	2.5	2.4	2.4	2.5	2.5	2.3	2.3	2.3	2.3	2.4	2.4	2.5
SD	0.7	0.6	0.7	0.7	0.6	0.7	0.7	0.7	0.6	0.7	0.7	0.6	0.6

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

## Topic 1: Marketplace Dynamics - Customers

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

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	363 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
3=More	271 74.7%	8 61.5%	9 75.0%	3 75.0%	8 88.9%	1 25.0%	17 63.0%	8 57.1%	32 82.1%	16 88.9%	6 100.0%	32 74.4%	11 64.7%
2=No Change	72 19.8%	3 23.1%	3 25.0%	0 0.0%	1 11.1%	2 50.0%	7 25.9%	4 28.6%	4 10.3%	2 11.1%	0 0.0%	10 23.3%	4 23.5%
1=Less	20 5.5%	2 15.4%	0 0.0%	1 25.0%	0 0.0%	1 25.0%	3 11.1%	2 14.3%	3 7.7%	0 0.0%	0 0.0%	1 2.3%	2 11.8%
Mean	2.7	2.5	2.8	2.5	2.9	2.0	2.5	2.4	2.7	2.9	3.0	2.7	2.5
SD	0.6	0.8	0.5	1.0	0.3	0.8	0.7	0.8	0.6	0.3	0.0	0.5	0.7
		i	e		e	bdhjk	i	i	e	aEfg		e	

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

## Topic 1: Marketplace Dynamics - Customers

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

N=408	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 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
3=More	79 74.5%	72 72.7%	40 69.0%	42 87.5%	56 81.2%	22 73.3%	22 71.0%	8 88.9%	28 68.3%	12 66.7%	92 68.7%	75 76.5%	56 83.6%
		d	d	bc							c		a
2=No Change	21 19.8%	25 25.3%	11 19.0%	4 8.3%	10 14.5%	5 16.7%	7 22.6%	1 11.1%	10 24.4%	4 22.2%	32 23.9%	19 19.4%	8 11.9%
		d		b							c		a
1=Less	6 5.7%	2 2.0%	7 12.1%	2 4.2%	3 4.3%	3 10.0%	2 6.5%	0 0.0%	3 7.3%	2 11.1%	10 7.5%	4 4.1%	3 4.5%
		C	B										
Mean	2.7	2.7	2.6	2.8	2.8	2.6	2.6	2.9	2.6	2.6	2.6	2.7	2.8
SD	0.6	0.5	0.7	0.5	0.5	0.7	0.6	0.3	0.6	0.7	0.6	0.5	0.5
			d	c							c		a

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

## Topic 1: Marketplace Dynamics - Customers

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

N=364	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	170 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=1st Priority	61 35.9%	1 33.3%	1 16.7% c	3 100.0% bhk	2 33.3%	0 0.0%	6 42.9%	5 50.0%	8 36.4% c	4 50.0%	2 100.0%	3 25.0% c	4 57.1%
2=2nd Priority	42 24.7%	0 0.0%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	3 21.4%	3 30.0%	3 13.6%	1 12.5%	0 0.0%	2 16.7%	2 28.6%
3=3rd Priority	67 39.4%	2 66.7%	3 50.0%	0 0.0%	4 66.7%	2 100.0%	5 35.7%	2 20.0%	11 50.0%	3 37.5%	0 0.0%	7 58.3%	1 14.3%
Mean	2.0	2.3	2.3	1.0	2.3	3.0	1.9	1.7	2.1	1.9	1.0	2.3	1.6
SD	0.9	1.2	0.8	0.0	1.0	0.0	0.9	0.8	0.9	1.0	0.0	0.9	0.8

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

## Topic 1: Marketplace Dynamics - Customers

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

N=364	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	108 34.4%	99 31.5%	59 18.8%	48 15.3%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
1=1st Priority	20 36.4%	14 29.2% c	14 53.8% b	10 55.6%	12 44.4%	5 31.3%	5 33.3%	2 40.0%	10 52.6%	3 37.5%	21 35.6%	14 31.8%	12 38.7%
2=2nd Priority	14 25.5%	14 29.2%	4 15.4%	2 11.1%	5 18.5%	1 6.3%	4 26.7%	0 0.0%	3 15.8%	1 12.5%	14 23.7%	6 13.6%	10 32.3%
3=3rd Priority	21 38.2%	20 41.7%	8 30.8%	6 33.3%	10 37.0%	10 62.5%	6 40.0%	3 60.0%	6 31.6%	4 50.0%	24 40.7%	24 54.5% c	9 29.0% b
Mean	2.0	2.1	1.8	1.8	1.9	2.3	2.1	2.2	1.8	2.1	2.1	2.2	1.9
SD	0.9	0.8	0.9	0.9	0.9	0.9	0.9	1.1	0.9	1.0	0.9	0.9	0.8

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

## Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	239 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=1st Priority	113 47.3%	3 30.0% b	8 80.0% afhk	1 100.0%	1 25.0%	1 33.3%	7 38.9% b	3 37.5%	12 38.7% b	4 44.4%	2 40.0%	6 28.6% b	6 60.0%
2=2nd Priority	68 28.5%	5 50.0%	1 10.0%	0 0.0%	1 25.0%	1 33.3%	8 44.4%	1 12.5%	13 41.9%	1 11.1%	1 20.0%	5 23.8%	4 40.0%
3=3rd Priority	58 24.3%	2 20.0%	1 10.0% k	0 0.0%	2 50.0% 1	1 33.3%	3 16.7% k	4 50.0% 1	6 19.4% k	4 44.4% 1	2 40.0%	10 47.6% bfhl	0 0.0% dgik
Mean	1.8	1.9	1.3	1.0	2.3	2.0	1.8	2.1	1.8	2.0	2.0	2.2	1.4
SD	0.8	0.7	0.7 K	0.0	1.0 1	1.0	0.7	1.0	0.7	1.0	1.0	0.9 BI	0.5 dk

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

## Topic 1: Marketplace Dynamics - Customers

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

N=364	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	108 34.4%	99 31.5%	59 18.8%	48 15.3%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
1=1st Priority	39 48.8%	21 39.6%	26 57.8%	14 45.2%	16 33.3% C	11 50.0%	12 70.6% Ae	0 0.0%	8 30.8% c	3 42.9%	47 54.0%	24 40.0%	20 41.7%
2=2nd Priority	31 38.8%	12 22.6%	10 22.2%	8 25.8%	15 31.3% d	9 40.9%	3 17.6% d	2 100.0% ace	7 26.9% d	3 42.9%	25 28.7%	19 31.7%	12 25.0%
3=3rd Priority	10 12.5% Bd	20 37.7% A	9 20.0%	9 29.0% a	17 35.4% b	2 9.1% ae	2 11.8% e	0 0.0%	11 42.3% bc	1 14.3%	15 17.2% c	17 28.3%	16 33.3% a
Mean	1.6	2.0	1.6	1.8	2.0	1.6	1.4	2.0	2.1	1.7	1.6	1.9	1.9
SD	0.7 b	0.9 ac	0.8 b	0.9	0.8 bC	0.7 ae	0.7 AE	0.0	0.9 bC	0.8	0.8	0.8	0.9

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



## Topic 1: Marketplace Dynamics - Customers

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

N=364	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	136 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=1st Priority	33 24.3%	3 50.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	5 45.5%	0 0.0%	4 21.1%	0 0.0%	0 0.0%	4 17.4%	0 0.0%
2=2nd Priority	58 42.6%	2 33.3%	2 50.0%	0 0.0%	1 100.0%	0 0.0%	4 36.4%	2 100.0%	12 63.2%	1 50.0%	0 0.0%	9 39.1%	2 40.0%
3=3rd Priority	45 33.1%	1 16.7%	2 50.0%	0 0.0%	0 0.0%	1 50.0%	2 18.2%	0 0.0%	3 15.8%	1 50.0%	0 0.0%	10 43.5%	3 60.0%
Mean	2.1	1.7	2.5	---	2.0	2.0	1.7	2.0	1.9	2.5	---	2.3	2.6
SD	0.8	0.8	0.6	---	0.0	1.4	0.8	0.0	0.6	0.7	---	0.8	0.5 fh

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

## Topic 1: Marketplace Dynamics - Customers

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

N=364	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	108 34.4%	99 31.5%	59 18.8%	48 15.3%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
1=1st Priority	10 24.4%	9 20.9%	4 21.1%	2 16.7%	8 29.6%	0 0.0%	2 16.7%	1 33.3%	5 31.3%	1 11.1%	11 20.8%	12 27.9%	5 20.8%
2=2nd Priority	22 53.7%	16 37.2%	9 47.4%	5 41.7%	12 44.4%	4 66.7%	4 33.3%	1 33.3%	9 56.3%	3 33.3%	24 45.3%	20 46.5%	10 41.7%
3=3rd Priority	9 22.0%	18 41.9%	6 31.6%	5 41.7%	7 25.9%	2 33.3%	6 50.0%	1 33.3%	2 12.5%	5 55.6%	18 34.0%	11 25.6%	9 37.5%
Mean	2.0	2.2	2.1	2.3	2.0	2.3	2.3	2.0	1.8	2.4	2.1	2.0	2.2
SD	0.7	0.8	0.7	0.8	0.8	0.5	0.8	1.0	0.7	0.7	0.7	0.7	0.8

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

**Topic 1: Marketplace Dynamics - Customers**

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

N=364	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	243 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=1st Priority	65 26.7%	0 0.0%	1 14.3%	0 0.0%	5 55.6%	0 0.0%	6 30.0%	4 40.0%	3 17.6%	3 17.6%	1 16.7%	15 45.5%	3 25.0%
2=2nd Priority	96 39.5%	2 40.0%	2 28.6%	2 50.0%	4 44.4%	2 100.0%	7 35.0%	4 40.0%	6 35.3%	9 52.9%	2 33.3%	10 30.3%	4 33.3%
3=3rd Priority	82 33.7%	3 60.0%	4 57.1%	2 50.0%	0 0.0%	0 0.0%	7 35.0%	2 20.0%	8 47.1%	5 29.4%	3 50.0%	8 24.2%	5 41.7%
Mean	2.1	2.6	2.4	2.5	1.4	2.0	2.1	1.8	2.3	2.1	2.3	1.8	2.2
SD	0.8	0.5 Dk	0.8 D	0.6 D	0.5 ABCHijl	0.0	0.8	0.8	0.8 Dk	0.7 d	0.8 d	0.8 ah	0.8 d

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

## Topic 1: Marketplace Dynamics - Customers

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

N=364	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	108 34.4%	99 31.5%	59 18.8%	48 15.3%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
1=1st Priority	15 23.1%	27 36.0%	5 17.2%	7 17.9%	14 27.5%	5 21.7%	8 40.0%	3 37.5%	7 28.0%	4 33.3%	25 26.6%	18 26.9%	13 31.7%
2=2nd Priority	18 27.7%	31 41.3%	15 51.7%	18 46.2%	16 31.4%	11 47.8%	7 35.0%	2 25.0%	11 44.0%	5 41.7%	35 37.2%	29 43.3%	15 36.6%
3=3rd Priority	32 49.2%	17 22.7%	9 31.0%	14 35.9%	21 41.2%	7 30.4%	5 25.0%	3 37.5%	7 28.0%	3 25.0%	34 36.2%	20 29.9%	13 31.7%
Mean	2.3	1.9	2.1	2.2	2.1	2.1	1.9	2.0	2.0	1.9	2.1	2.0	2.0
SD	0.8	0.8	0.7	0.7	0.8	0.7	0.8	0.9	0.8	0.8	0.8	0.8	0.8
	B	Ad		b									

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

## Topic 1: Marketplace Dynamics - Customers

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

N=364	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	221 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=1st Priority	68 30.8%	1 20.0%	2 25.0%	0 0.0%	1 25.0%	2 66.7% f	2 12.5% eh	3 30.0%	12 48.0% f	6 42.9%	0 0.0%	10 29.4%	4 28.6%
2=2nd Priority	73 33.0%	1 20.0%	4 50.0%	2 50.0%	3 75.0% h	1 33.3%	5 31.3%	3 30.0%	5 20.0% dk	6 42.9%	1 50.0%	16 47.1% h	3 21.4%
3=3rd Priority	80 36.2%	3 60.0%	2 25.0%	2 50.0%	0 0.0%	0 0.0%	9 56.3% ik	4 40.0%	8 32.0%	2 14.3% f	1 50.0%	8 23.5% f	7 50.0%
Mean	2.1	2.4	2.0	2.5	1.8	1.3	2.4	2.1	1.8	1.7	2.5	1.9	2.2
SD	0.8	0.9	0.8	0.6 e	0.5	0.6 cf	0.7 ehik	0.9	0.9 f	0.7 f	0.7	0.7 f	0.9

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

## Topic 1: Marketplace Dynamics - Customers

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

N=364	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	108 34.4%	99 31.5%	59 18.8%	48 15.3%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
1=1st Priority	18 26.5%	25 38.5%	3 10.0%	12 41.4%	15 30.6%	7 33.3%	4 17.4%	3 37.5%	6 26.1%	7 63.6%	27 30.7%	19 33.9%	12 30.0%
2=2nd Priority	21 30.9%	23 35.4%	9 30.0%	8 27.6%	18 36.7%	5 23.8%	11 47.8%	4 50.0%	9 39.1%	3 27.3%	30 34.1%	19 33.9%	13 32.5%
3=3rd Priority	29 42.6%	17 26.2%	18 60.0%	9 31.0%	16 32.7%	9 42.9%	8 34.8%	1 12.5%	8 34.8%	1 9.1%	31 35.2%	18 32.1%	15 37.5%
Mean	2.2	1.9	2.5	1.9	2.0	2.1	2.2	1.8	2.1	1.5	2.0	2.0	2.1
SD	0.8	0.8	0.7	0.9	0.8	0.9	0.7	0.7	0.8	0.7	0.8	0.8	0.8
	b	aC	Bd	c	f	f	F		f	abCe			

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

## Topic 1: Marketplace Dynamics - Customers

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

N=364	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	84 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=1st Priority	24 28.6%	5 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	1 16.7%	1 25.0%	1 33.3%	5 71.4%	1 16.7%
2=2nd Priority	27 32.1%	3 30.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	1 16.7%	0 0.0%	2 66.7%	1 14.3%	3 50.0%
3=3rd Priority	33 39.3%	2 20.0%	0 0.0%	0 0.0%	3 100.0%	0 0.0%	1 50.0%	3 60.0%	4 66.7%	3 75.0%	0 0.0%	1 14.3%	2 33.3%
Mean	2.1	1.7	2.0	---	3.0	---	2.0	2.6	2.5	2.5	1.7	1.4	2.2
SD	0.8	0.8	0.0	---	0.0	---	1.4	0.5	0.8	1.0	0.6	0.8	0.8

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

## Topic 1: Marketplace Dynamics - Customers

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

N=364	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	108 34.4%	99 31.5%	59 18.8%	48 15.3%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
1=1st Priority	6 40.0%	3 23.1%	7 25.0%	3 18.8%	6 50.0%	2 100.0%	0 0.0%	0 0.0%	6 35.3%	0 0.0%	4 16.7%	11 44.0%	6 30.0%
					cf	cf	ab			ab	b	a	
2=2nd Priority	2 13.3%	3 23.1%	12 42.9%	7 43.8%	5 41.7%	0 0.0%	2 33.3%	0 0.0%	3 17.6%	3 42.9%	7 29.2%	5 20.0%	8 40.0%
3=3rd Priority	7 46.7%	7 53.8%	9 32.1%	6 37.5%	1 8.3%	0 0.0%	4 66.7%	1 100.0%	8 47.1%	4 57.1%	13 54.2%	9 36.0%	6 30.0%
					cdef		a	a	a	a			
Mean	2.1	2.3	2.1	2.2	1.6	1.0	2.7	3.0	2.1	2.6	2.4	1.9	2.0
SD	1.0	0.9	0.8	0.8	0.7 CF	0.0	0.5 A	0.0	0.9	0.5 A	0.8	0.9	0.8

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.

N=291 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	291	13	12	4	8	4	27	14	39	17	6
Percent	100.0%	6.4%	5.9%	2.0%	3.9%	2.0%	13.3%	6.9%	19.2%	8.4%	3.0%	20.7%	8.4%
Existing products or services in existing markets	291 52.9 26.7	13 51.2 27.2 d	12 64.2 22.0	4 74.3 19.6	8 73.8 13.3 afhl	4 55.0 22.7	27 45.7 29.5 d	14 57.5 31.0	39 49.6 25.9 d	17 56.9 24.8	6 70.0 18.7	42 55.0 26.3	17 46.8 34.7 d
Existing products or services in new markets	291 15.3 13.6	13 16.2 16.2	12 13.3 15.6	4 15.5 16.8	8 9.3 10.0	4 15.0 16.8	27 15.7 11.3	14 8.8 10.0	39 15.4 13.3	17 16.9 13.7	6 6.7 8.2	42 15.2 10.5	17 14.7 18.5
New products or services in existing markets	291 21.8 18.1	13 22.7 16.5	12 18.3 11.7	4 7.5 9.6	8 10.6 6.8 eh	4 23.8 12.5 d	27 22.4 19.2	14 26.8 25.5	39 26.9 20.5 d	17 17.9 15.8	6 17.5 11.3	42 19.3 15.8	17 23.2 22.6
New products or services in new markets	291 10.0 13.8	13 10.0 9.4	12 4.2 6.7	4 2.8 4.9	8 6.4 7.3	4 6.3 4.8	27 16.1 20.8 h	14 6.9 10.4	39 8.1 7.9 f	17 8.2 11.2	6 5.8 12.0	42 10.5 14.3	17 15.3 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.

N=291 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
	Number	90	77	45	39	71	30	31	9	39	17	130	97
Percent	35.9%	30.7%	17.9%	15.5%	36.0%	15.2%	15.7%	4.6%	19.8%	8.6%	45.0%	33.6%	21.5%
Existing products or services in existing markets	90 44.9 23.8 BD	77 55.7 24.2 A	45 53.7 30.5	39 64.2 24.1 A	71 55.3 31.3	30 55.8 23.4	31 52.7 22.6	9 49.4 18.1	39 56.2 27.5	17 49.2 29.4	130 55.7 28.3	97 49.6 23.8	62 52.0 27.5
Existing products or services in new markets	90 18.2 12.3 Cd	77 17.0 12.3 c	45 11.7 14.4 Ab	39 12.8 15.2 a	71 13.3 14.3	30 14.6 10.1	31 14.5 9.3	9 15.6 12.1	39 13.8 12.4	17 18.1 19.2	130 14.5 13.6	97 15.5 12.2	62 16.2 15.9
New products or services in existing markets	90 24.6 17.3 bd	77 18.2 16.9 a	45 23.6 18.6	39 17.5 16.4 a	71 19.9 20.5	30 20.4 16.2	31 23.5 15.3	9 26.1 22.9	39 20.6 17.0	17 25.6 17.2	130 19.9 19.1 b	97 24.8 17.8 a	62 21.2 15.9
New products or services in new markets	90 12.3 11.8 D	77 9.1 13.1	45 11.1 17.4	39 5.6 8.8 A	71 11.5 20.2	30 9.2 10.3	31 9.2 9.9	9 8.9 8.9	39 9.3 10.4	17 7.1 7.3	130 9.9 15.5	97 10.0 9.9	62 10.6 15.5

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

## Topic 2: Firm Growth Strategies

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

N=285 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	285	12	12	3	8	4	25	14	39	17	6
Percent	100.0%	6.0%	6.0%	1.5%	4.0%	2.0%	12.5%	7.0%	19.5%	8.5%	3.0%	21.0%	9.0%
Existing products or services in existing markets	285 47.1 25.4	12 48.8 25.3	12 55.0 17.8	3 56.7 25.7	8 64.4 21.3 fh	4 56.3 21.4	25 39.2 25.2 dj	14 47.5 29.7	39 42.4 25.2 dj	17 48.4 25.3	6 69.2 17.2 fh	42 49.6 24.4	18 47.5 32.9
Existing products or services in new markets	285 17.0 13.3	12 18.3 18.5	12 19.2 13.6	3 23.3 25.2	8 11.3 10.3	4 18.8 15.5	25 16.0 10.1	14 10.9 10.3	39 17.4 12.6	17 20.3 19.0	6 10.0 9.5	42 17.2 11.7	18 14.6 15.3
New products or services in existing markets	285 24.3 17.5	12 21.7 12.9	12 19.2 11.0	3 18.3 20.2	8 13.8 6.9 h	4 17.5 8.7	25 26.2 17.6 j	14 33.6 26.5	39 28.8 17.8 dj	17 20.8 14.3	6 10.8 5.8 fh	42 22.6 16.8	18 28.8 21.7
New products or services in new markets	285 11.5 13.8	12 11.3 12.3	12 6.7 6.5	3 1.7 2.9	8 10.6 10.2	4 7.5 5.0	25 18.6 20.9 k	14 8.0 13.5	39 11.4 10.1	17 10.6 12.0	6 10.0 12.2	42 10.5 12.1 f	18 9.2 11.4

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

## Topic 2: Firm Growth Strategies

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

N=285 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
	Number	88	76	43	39	70	30	30	8	38	18	127	92
Percent	35.8%	30.9%	17.5%	15.9%	36.1%	15.5%	15.5%	4.1%	19.6%	9.3%	44.9%	32.5%	22.6%
Existing products or services in existing markets	88 40.5 22.3 bcD	76 48.8 22.4 ad	43 51.7 28.7 a	39 58.5 26.9 Ab	70 49.0 28.7	30 46.8 20.5	30 47.3 21.8	8 41.9 17.1	38 50.7 27.2	18 47.3 29.7	127 45.9 25.9	92 46.8 23.5	64 49.7 27.2
Existing products or services in new markets	88 19.0 11.6 c	76 19.8 13.2 c	43 14.0 12.3 ab	39 14.5 17.2	70 17.3 16.4	30 18.8 10.9	30 14.6 9.5	8 16.5 14.0	38 14.0 10.0	18 17.5 16.5	127 17.4 13.9	92 16.6 11.9	64 16.7 14.5
New products or services in existing markets	88 26.3 16.3 d	76 21.4 15.7	43 25.5 19.5	39 18.6 17.2 a	70 22.1 19.1	30 22.8 14.5	30 27.3 16.5	8 30.8 23.4	38 24.2 17.2	18 26.8 16.5	127 23.5 17.0	92 25.2 16.6	64 24.9 19.8
New products or services in new markets	88 14.2 12.9 bcd	76 9.9 11.6 a	43 8.8 10.6 a	39 8.5 14.4 a	70 11.6 16.1	30 11.5 10.8	30 10.8 11.2	8 10.9 12.4	38 11.1 11.2	18 8.3 9.1	127 13.2 16.9 c	92 11.4 10.8	64 8.7 10.0 a

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

## Topic 2: Firm Growth Strategies

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

N=299 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	299	13	12	4	8	4	27	14	39	17	6	42	18
Percent	100.0%	6.4%	5.9%	2.0%	3.9%	2.0%	13.2%	6.9%	19.1%	8.3%	2.9%	20.6%	8.8%
Growth from your firm internally	299	13	12	4	8	4	27	14	39	17	6	42	18
	71.8	90.0	65.8	97.5	85.6	92.5	74.7	82.5	65.6	75.3	86.7	63.1	73.6
	28.1	13.7	32.3	5.0	10.8	9.6	28.8	19.9	23.9	27.3	10.3	32.6	28.3
		bHK	a	hk	h	h		hk	Acdegj		h	Acg	
Growth from acquisitions	299	13	12	4	8	4	27	14	39	17	6	42	18
	10.2	3.8	10.0	2.5	6.0	2.5	9.0	7.9	7.1	14.7	9.2	13.9	13.3
	18.2	8.4	25.9	5.0	9.2	5.0	15.7	14.6	10.0	25.8	12.8	22.8	25.6
Growth from partnerships	299	13	12	4	8	4	27	14	39	17	6	42	18
	12.8	4.2	24.2	0.0	8.4	5.0	9.8	7.5	17.2	8.5	2.5	18.5	7.8
	17.2	6.5	26.8	0.0	9.8	10.0	16.0	14.1	12.7	11.1	4.2	22.0	11.8
		bHk	afil				bh	h	AfgiJl	bh	H	a	bh
Growth from licensing arrangements	299	13	12	4	8	4	27	14	39	17	6	42	18
	5.2	2.0	0.0	0.0	0.0	0.0	6.5	2.1	10.1	1.5	1.7	4.5	5.3
	11.4	3.1	0.0	0.0	0.0	0.0	13.3	5.8	19.1	2.9	4.1	10.8	11.4

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

## Topic 2: Firm Growth Strategies

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

N=299 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
	Number	91	81	47	40	71	30	31	9	39	18	133	97
Percent	35.1%	31.3%	18.1%	15.4%	35.9%	15.2%	15.7%	4.5%	19.7%	9.1%	44.8%	32.7%	22.6%
Growth from your firm internally	91	81	47	40	71	30	31	9	39	18	133	97	67
	70.4	69.9	79.5	70.5	69.2	73.2	74.9	71.1	81.5	71.7	74.2	69.3	70.0
	26.8	27.6	24.8	32.5	32.6	27.8	24.9	22.3	19.0	21.6	28.5	29.1	25.9
Growth from acquisitions	91	81	47	40	71	30	31	9	39	18	133	97	67
	9.1	12.3	7.6	11.8	7.2	9.5	15.2	16.1	7.1	14.4	10.2	12.0	8.0
	15.2	20.0	15.0	20.8	21.2	16.4	22.7	10.5	10.4	19.1	20.7	17.4	13.4
Growth from partnerships	91	81	47	40	71	30	31	9	39	18	133	97	67
	13.9	13.9	8.0	12.2	16.4	15.0	5.7	10.6	8.8	12.2	11.5	13.4	14.9
	16.0	17.9	12.7	16.8	20.5	18.8	10.1	10.4	12.0	10.9	16.8	18.2	16.5
Growth from licensing arrangements	91	81	47	40	71	30	31	9	39	18	133	97	67
	6.6	3.8	4.8	5.5	7.2	2.3	4.2	2.2	2.6	1.7	4.2	5.3	7.1
	12.0	8.8	9.0	17.1	16.6	6.3	10.5	6.7	5.4	4.2	10.2	10.2	14.8

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

## Topic 2: Firm Growth Strategies

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

N=408 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	408	13	12	4	9	4	27	15	40	18	6	43	18
Percent	100.0%	6.2%	5.7%	1.9%	4.3%	1.9%	12.9%	7.2%	19.1%	8.6%	2.9%	20.6%	8.6%
What % of your firm's sales is domestic?	299	12	12	4	8	4	27	15	38	17	6	42	18
	77.5	71.3	95.3	51.8	78.8	86.3	70.7	88.3	68.9	81.9	85.5	86.2	79.2
	24.1	24.4	7.2	35.0	17.5	27.5	21.5	18.7	23.9	26.2	15.3	19.9	28.2
		Bk	ACDFH	BGK	B		BgK	CfH	BGK			aCFH	
What % of your firm's sales is through the Internet?	302	13	12	4	8	4	27	15	39	18	6	42	18
	9.9	5.2	9.5	1.3	18.6	1.8	2.8	13.3	10.4	12.4	24.2	10.6	5.8
	16.5	6.7	18.5	2.5	20.7	2.4	4.9	20.3	17.4	19.6	27.9	17.4	14.9
		dj			aF		DghiJk	f	f	f	aFl	f	j

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

## Topic 2: Firm Growth Strategies

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

N=408 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
	Number	114	110	68	54	71	30	31	9	42	18	135	98
Percent	32.9%	31.8%	19.7%	15.6%	35.3%	14.9%	15.4%	4.5%	20.9%	9.0%	44.9%	32.6%	22.6%
What % of your firm's sales is domestic?	91 66.9 24.0 BCD	81 79.9 22.7 Ad	47 82.3 21.6 A	39 89.1 21.0 Ab	71 87.0 20.3 cEF	29 84.7 19.8 Ef	31 77.4 23.0 a	9 72.9 27.0	39 67.7 22.8 AB	18 65.8 30.7 Ab	131 78.7 24.3	97 75.3 25.3	68 78.4 22.0
What % of your firm's sales is through the Internet?	92 7.7 14.1 CD	82 7.0 13.5 CD	48 15.5 21.0 AB	39 16.5 21.2 AB	71 13.6 21.0 bc	30 4.1 7.8 ae	31 4.2 8.4 ae	9 5.0 7.1	40 13.0 19.3 bc	18 5.8 6.9	135 0.0 0.0	98 5.8 3.5 C	68 35.5 17.9 B

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



**Topic 2: Firm Growth Strategies**

**Which international market is your highest revenue growth market? (outside the U.S.)**

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	238	13	12	4	9	4	27	15	40	18	6	43	18
Western Europe	62	2	3	0	0	1	5	1	16	3	0	11	2
	26.1%	16.7%	50.0%	0.0%	0.0%	33.3%	18.5%	8.3%	47.1%	21.4%	0.0%	36.7%	22.2%
China	36	4	0	1	1	0	4	1	3	1	1	3	3
	15.1%	33.3%	0.0%	33.3%	12.5%	0.0%	14.8%	8.3%	8.8%	7.1%	16.7%	10.0%	33.3%
Canada	29	2	0	0	2	0	5	4	2	1	3	1	0
	12.2%	16.7%	0.0%	0.0%	25.0%	0.0%	18.5%	33.3%	5.9%	7.1%	50.0%	3.3%	0.0%
Brazil	17	1	0	1	1	0	4	0	3	0	0	3	0
	7.1%	8.3%	0.0%	33.3%	12.5%	0.0%	14.8%	0.0%	8.8%	0.0%	0.0%	10.0%	0.0%
Southeast Asia	11	0	0	0	1	0	1	0	1	1	0	1	0
	4.6%	0.0%	0.0%	0.0%	12.5%	0.0%	3.7%	0.0%	2.9%	7.1%	0.0%	3.3%	0.0%
Japan	9	1	0	0	0	0	1	1	2	0	1	0	1
	3.8%	8.3%	0.0%	0.0%	0.0%	0.0%	3.7%	8.3%	5.9%	0.0%	16.7%	0.0%	11.1%
Mexico	9	0	0	1	1	0	3	1	0	0	0	0	0
	3.8%	0.0%	0.0%	33.3%	12.5%	0.0%	11.1%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Russia	8	1	1	0	0	0	1	1	0	0	0	1	1
	3.4%	8.3%	16.7%	0.0%	0.0%	0.0%	3.7%	8.3%	0.0%	0.0%	0.0%	3.3%	11.1%
Australia	6	0	0	0	1	0	0	0	1	1	0	0	1
	2.5%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	2.9%	7.1%	0.0%	0.0%	11.1%
India	6	0	0	0	0	0	0	0	3	0	0	0	0
	2.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.8%	0.0%	0.0%	0.0%	0.0%
Middle East	5	0	0	0	0	0	1	0	0	1	0	2	0
	2.1%	0.0%	0.0%	0.0%	0.0%	0.0%	3.7%	0.0%	0.0%	7.1%	0.0%	6.7%	0.0%
Korea	5	0	0	0	0	0	0	0	1	0	0	2	0
	2.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.0%	6.7%	0.0%
Eastern Europe	4	0	1	0	0	0	0	0	1	0	0	1	0
	1.7%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.0%	3.3%	0.0%
Other:	31	1	1	0	1	2	2	3	1	6	1	5	1
	13.0%	8.3%	16.7%	0.0%	12.5%	66.7%	7.4%	25.0%	2.9%	42.9%	16.7%	16.7%	11.1%
Mean	10.3	8.6	13.5	6.7	7.5	15.7	9.0	9.8	10.8	12.8	7.2	11.8	9.8
SD	5.0	4.8	3.3	4.0	5.4	0.6	5.0	5.3	4.9	4.9	4.8	4.7	5.1
		bei	acdfj	be	beik	acdfj	beik		4.9	adfj	beik	dfj	

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

## Topic 2: Firm Growth Strategies

### Which international market is your highest revenue growth market? (outside the U.S.)

N=408	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	110	68	54	71	30	31	9	42	18	135	98	68
	32.9%	31.8%	19.7%	15.6%	35.3%	14.9%	15.4%	4.5%	20.9%	9.0%	44.9%	32.6%	22.6%
Western Europe	24	16	6	5	10	11	7	3	8	3	25	22	15
	27.6%	26.7%	17.1%	21.7%	20.8%	47.8%	25.9%	37.5%	21.6%	20.0%	24.0%	27.8%	27.8%
China	14	5	9	2	b	ae			b				
	16.1%	8.3%	25.7%	8.7%	4	1	2	1	10	4	18	9	9
Canada	7	5	7	5	e	e			ab				
	8.0%	8.3%	20.0%	21.7%	8	4	3	1	2	1	11	9	9
Brazil	9	3	1	1	16.7%	17.4%	11.1%	12.5%	5.4%	6.7%	10.6%	11.4%	16.7%
	10.3%	5.0%	2.9%	4.3%	1	2	2	2	3	2	6	7	4
Southeast Asia	6	3	1	0	d	a							
	6.9%	5.0%	2.9%	0.0%	2	1	0	0	1	1	5	4	2
Japan	4	1	3	1	4.2%	4.3%	0.0%	0.0%	2.7%	6.7%	4.8%	5.1%	3.7%
	4.6%	1.7%	8.6%	4.3%	1	1	1	0	3	1	3	5	0
Mexico	5	1	1	0	2.1%	4.3%	3.7%	0.0%	8.1%	6.7%	2.9%	6.3%	0.0%
	5.7%	1.7%	2.9%	0.0%	0	0	1	0	4	0	4	3	2
Russia	4	3	0	0	e	a							
	4.6%	5.0%	0.0%	0.0%	3	0	2	0	1	0	6	2	0
Australia	1	2	2	0	6.3%	0.0%	7.4%	0.0%	2.7%	0.0%	5.8%	2.5%	0.0%
	1.1%	3.3%	5.7%	0.0%	1	1	0	0	1	1	3	0	3
India	1	4	0	1	2.1%	4.3%	0.0%	0.0%	2.7%	6.7%	2.9%	0.0%	5.6%
	1.1%	6.7%	0.0%	4.3%	3	0	0	0	0	0	2	1	3
Middle East	2	3	0	0	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	1.9%	1.3%	5.6%
	2.3%	5.0%	0.0%	0.0%	2	0	1	0	1	0	2	3	0
Korea	2	3	0	0	4.2%	0.0%	3.7%	0.0%	2.7%	0.0%	1.9%	3.8%	0.0%
	2.3%	5.0%	0.0%	0.0%	2	0	0	0	1	0	1	3	1
Eastern Europe	0	3	0	1	4.2%	0.0%	0.0%	0.0%	2.7%	0.0%	1.0%	3.8%	1.9%
	0.0%	5.0%	0.0%	4.3%	2	0	1	0	0	0	3	0	1
Other:	b	a			4.2%	0.0%	3.7%	0.0%	0.0%	0.0%	2.9%	0.0%	1.9%
	8	8	5	7	9	2	7	1	2	2	15	11	5
	9.2%	13.3%	14.3%	30.4%	18.8%	8.7%	25.9%	12.5%	5.4%	13.3%	14.4%	13.9%	9.3%
	D	A			e	c							
Mean	10.4	10.9	8.9	10.7	10.7	10.9	11.6	9.6	9.5	9.1	10.4	10.8	9.3
SD	4.8	4.7	5.1	5.4	4.9	5.5	4.9	6.1	4.5	5.4	4.9	4.8	5.2

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

## Topic 2: Firm Growth Strategies

### Consider this (international) market, by what percent did your sales revenue increase in the last 12 months? - reported in aggregate

N=408 Number Mean SD	Industry Sector												
	Total	Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
	Number	408	13	12	4	9	4	27	15	40	18	6	43
Percent	100.0%	6.2%	5.7%	1.9%	4.3%	1.9%	12.9%	7.2%	19.1%	8.6%	2.9%	20.6%	8.6%
Sales revenue % increase in the last 12 months	237	11	7	3	8	3	25	12	33	13	6	33	11
	18.4	16.2	35.7	17.3	12.8	0.7	18.8	14.6	22.8	7.8	7.5	20.5	9.2
	27.1	16.1	44.8 i	20.5	13.6	1.2	16.5 i	23.2	33.9	9.1 bf	8.2	37.0	15.1
N=408	Industry Sector												
	Total	Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
	Total	241	13	12	4	9	4	27	15	40	18	6	43
	100.0%	6.2%	5.7%	1.9%	4.3%	1.9%	12.9%	7.2%	19.1%	8.6%	2.9%	20.6%	8.6%
Less than 5%	78	4	2	1	2	3	3	6	11	7	2	17	5
	32.4%	33.3%	28.6%	33.3%	25.0%	100.0%	12.0%	50.0%	30.6%	53.8%	33.3%	51.5%	45.5%
						Fh	EgIKl	f	e	F		F	f
5 - 9%	25	0	0	0	3	0	4	0	1	0	2	3	3
	10.4%	0.0%	0.0%	0.0%	37.5%	0.0%	16.0%	0.0%	2.8%	0.0%	33.3%	9.1%	27.3%
		dj			agHik				Djl	dj	aghi	d	h
10 - 14%	35	1	1	1	0	0	4	1	7	2	0	2	0
	14.5%	8.3%	14.3%	33.3%	0.0%	0.0%	16.0%	8.3%	19.4%	15.4%	0.0%	6.1%	0.0%
15 - 19%	25	0	1	0	1	0	5	2	3	2	1	1	1
	10.4%	0.0%	14.3%	0.0%	12.5%	0.0%	20.0%	16.7%	8.3%	15.4%	16.7%	3.0%	9.1%
							k					f	
20% or more	78	7	3	1	2	0	9	3	14	2	1	10	2
	32.4%	58.3%	42.9%	33.3%	25.0%	0.0%	36.0%	25.0%	38.9%	15.4%	16.7%	30.3%	18.2%
		i								a			
Mean	4.0	4.5	4.4	4.0	3.8	2.0	4.5	3.7	4.2	3.4	3.5	3.5	3.3
SD	1.7	1.9	1.8	2.0	1.7	0.0	1.4 ikl	1.8	1.7	1.7 f	1.6	1.8 f	1.6 f

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

## Topic 2: Firm Growth Strategies

### Consider this (international) market, by what percent did your sales revenue increase in the last 12 months? - reported in aggregate

N=408 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
	Number	114	110	68	54	71	30	31	9	42	18	135	98
Percent	32.9%	31.8%	19.7%	15.6%	35.3%	14.9%	15.4%	4.5%	20.9%	9.0%	44.9%	32.6%	22.6%
Sales revenue % increase in the last 12 months	80 21.7 30.0 D	57 17.6 25.2 D	36 21.1 26.9 D	31 4.9 8.7 ABC	53 18.6 33.1	23 24.2 35.3	26 16.3 23.6	8 30.0 33.8 e	35 13.2 12.0 d	15 12.7 20.0	98 20.1 32.0	83 15.9 19.5	55 19.1 27.6
N=408	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
Total	114 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
Less than 5%	20 24.4% D	14 24.1% D	11 30.6% D	21 65.6% ABC	29 52.7% be	6 25.0% a	8 29.6%	3 37.5%	9 25.7% a	6 40.0%	35 35.0%	23 27.4%	20 35.7%
5 - 9%	8 9.8%	8 13.8%	2 5.6%	4 12.5%	3 5.5%	3 12.5%	4 14.8%	0 0.0%	3 8.6%	2 13.3%	10 10.0%	11 13.1%	3 5.4%
10 - 14%	13 15.9%	12 20.7% d	5 13.9%	1 3.1% b	2 3.6% bc	5 20.8% a	5 18.5% a	0 0.0%	5 14.3%	2 13.3%	19 19.0%	10 11.9%	6 10.7%
15 - 19%	10 12.2%	7 12.1%	3 8.3%	1 3.1%	2 3.6% E	2 8.3%	1 3.7% e	0 0.0%	10 28.6% Ac	2 13.3%	7 7.0%	12 14.3%	6 10.7%
20% or more	31 37.8% d	17 29.3%	15 41.7% d	5 15.6% ac	19 34.5%	8 33.3%	9 33.3%	5 62.5% e	8 22.9% d	3 20.0%	29 29.0%	28 33.3%	21 37.5%
Mean SD	4.3 1.6 D	4.1 1.6 D	4.3 1.7 D	2.9 1.5 ABC	3.6 1.9	4.1 1.6	4.0 1.7	4.5 2.1	4.1 1.5	3.6 1.6	3.9 1.7	4.1 1.6	4.1 1.8

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.**

N=408 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	408	13	12	4	9	4	27	15	40	18	6	43	18
Percent	100.0%	6.2%	5.7%	1.9%	4.3%	1.9%	12.9%	7.2%	19.1%	8.6%	2.9%	20.6%	8.6%
Overall marketing spending	143 6.7 19.4	7 8.1 6.0 gj	5 5.0 11.2	3 1.0 4.6	8 24.1 37.6 g	3 -8.3 20.2	23 5.9 15.8	9 -4.7 12.4 adi	26 7.6 21.7	16 4.9 9.0 g	6 1.7 2.1 a	25 7.9 23.4	11 11.4 20.5
Digital marketing spending	115 8.2 11.9	7 12.9 10.4 fi	2 0.0 7.1	1 0.0 ---	7 13.0 13.6	2 0.0 0.0	17 4.7 7.5 a	9 9.0 15.2	21 9.1 15.1	14 4.6 7.4 a	6 8.3 4.1	20 9.3 13.5	8 12.9 15.2
Traditional advertising spending	116 -0.1 14.4	7 5.7 15.8	3 1.7 7.6	1 1.0 ---	7 -6.6 10.6	2 0.0 0.0	21 0.7 16.3	9 -4.7 16.2	20 -1.3 20.9	15 0.7 9.8	6 -1.7 6.9	17 -1.2 8.8	8 7.3 15.3
Brand building	105 4.9 7.5	5 8.2 9.6	2 5.0 7.1	1 0.0 ---	6 2.2 3.9	2 0.0 0.0	16 4.7 6.8	10 3.5 6.2	19 7.0 9.1	15 5.2 8.8	5 2.6 4.3	19 4.9 8.3	5 4.0 6.5
Customer relationship management	100 5.1 7.8	4 0.8 1.5	1 0.0 ---	3 5.7 4.0	5 3.8 6.4	2 2.5 3.5	16 4.2 8.7	9 3.3 6.5	17 7.2 8.9	13 3.7 6.2 1	5 6.0 8.0	18 4.5 6.6 1	7 13.0 12.1 ik
New product introductions	110 7.8 11.3	6 10.9 18.3	2 2.5 3.5	3 3.3 2.9	4 2.5 2.9 1	2 10.0 0.0	20 6.8 8.0 L	10 4.5 6.4 L	20 9.8 11.5 1	14 3.2 6.1 L	5 1.2 1.3 1	16 8.3 12.2 1	8 23.7 18.3 dFGhIjk
New service introductions	98 4.0 6.8	2 12.5 10.6 Flj	4 10.0 10.8 fi	1 0.0 ---	5 2.2 4.4	2 0.0 0.0	13 1.2 2.9 AbK	9 0.1 7.3 k	20 5.1 6.9	13 1.4 3.0 AbK	5 0.6 0.9 ak	20 7.6 7.4 FgIj	4 6.3 9.5

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.**

N=408 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Marketing (non-sales) hires	107 5.5 13.9	7 -4.3 21.3	2 -2.5 3.5	2 -2.5 3.5	6 19.5 21.5	2 21.0 36.7	18 7.4 12.8	8 -0.6 8.6	21 9.9 17.0	14 2.6 5.8	5 1.0 1.4
Integrating what we know about marketing	88 2.7 4.4	4 2.5 2.1	1 0.0 ---	1 0.0 ---	4 2.8 4.9	2 0.0 0.0	14 1.8 3.9	8 0.6 1.8	13 2.5 5.3	14 2.7 5.1	5 3.6 4.2	18 4.1 4.2	4 6.1 7.2
Developing knowledge about how to do marketing	82 3.1 6.8	4 -3.5 13.2	2 1.0 1.4	1 0.0 ---	3 4.0 5.3	2 2.5 3.5	14 4.6 8.1	8 0.7 1.8	13 4.1 7.6	12 2.3 5.8	5 2.2 4.4	14 2.7 3.1	4 11.9 11.5
Marketing training	94 2.4 6.3	4 -5.8 14.9	2 0.0 0.0	1 0.0 ---	4 0.3 0.5	2 2.5 3.5	18 3.3 5.3	8 0.1 0.2	16 4.6 6.6	13 0.5 2.5	5 4.0 5.5	15 1.9 2.9	6 9.6 12.0
Marketing research and intelligence	103 4.9 13.0	7 6.9 32.7	2 3.5 2.1	2 -2.5 3.5	5 6.0 10.7	2 0.0 0.0	18 10.6 19.4	8 0.8 1.8	15 7.2 9.4	14 -0.6 4.4	5 1.2 1.6	20 3.5 3.9	5 10.0 12.2
Marketing consulting services	95 1.8 6.9	4 9.8 9.6	2 2.5 3.5	2 -5.0 7.1	4 4.5 7.0	2 0.0 0.0	13 2.7 4.4	9 -0.6 3.9	15 1.3 11.2	14 -0.9 5.4	5 1.0 2.2	19 2.6 4.8	6 3.8 9.4

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.**

N=408 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
	Number	114	110	68	54	71	30	31	9	42	18	135	98
Percent	32.9%	31.8%	19.7%	15.6%	35.3%	14.9%	15.4%	4.5%	20.9%	9.0%	44.9%	32.6%	22.6%
Overall marketing spending	46 5.4 18.4	37 6.4 21.0	23 7.1 19.1	23 5.8 11.4	47 10.5 20.3	24 6.5 8.7 d	22 5.2 24.7	8 -2.3 10.8 b	30 6.4 24.3	10 2.3 6.3	62 7.5 18.1	48 4.3 18.4	32 8.7 23.5
Digital marketing spending	38 9.0 13.0	29 7.4 11.7	21 7.7 11.1	18 8.2 10.8	40 7.5 13.5	14 8.5 12.3	16 6.3 10.6	7 6.4 9.9	26 9.8 11.0	9 11.2 14.2	50 7.1 11.6	34 7.5 10.2	30 9.9 13.1
Traditional advertising spending	41 -1.6 17.3	24 0.2 9.3	21 2.8 19.1	21 -1.3 8.8	38 1.7 12.8 d	19 0.4 13.6	17 0.8 17.1	6 -10.8 17.5 a	24 -1.9 14.9	9 -4.1 5.9	48 0.3 13.0	36 -1.7 15.4	31 1.8 14.9
Brand building	33 5.2 7.8	27 5.4 7.9	19 4.9 7.8	17 3.6 7.4	34 4.3 6.1	16 3.8 6.4	16 6.5 8.7	6 6.2 12.3	21 5.2 7.7	9 2.0 6.8	44 5.2 6.9	33 4.3 7.7	27 4.8 8.5
Customer relationship management	34 5.8 8.3	24 4.4 7.4	21 6.4 9.6	14 2.6 2.3	34 6.2 8.7	16 5.0 7.0	12 3.2 8.8	5 2.6 4.3	22 5.8 8.1	9 4.8 6.2	42 5.1 8.0	31 5.1 7.6	27 5.2 7.8
New product introductions	39 8.6 9.2 D	24 6.3 10.5	22 10.9 15.3 d	13 1.4 3.6 Ac	36 11.3 15.2 e	17 7.4 7.6	19 7.0 11.5	5 11.0 11.4 e	23 3.6 4.4 ad	8 4.4 7.8	49 8.5 11.1	34 7.2 11.2	27 7.4 12.2
New service introductions	30 3.3 6.3	29 6.8 7.8	16 2.1 7.8	15 3.0 4.4	38 5.2 6.4 de	15 2.9 3.5 D	13 4.4 7.4	5 13.4 11.5 aBEf	17 1.2 5.8 aD	8 2.5 4.6 d	45 4.2 6.4	26 3.8 8.2	27 4.0 6.1

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.**

N=408 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
Marketing (non-sales) hires	36 7.5 15.3	27 6.8 13.5	21 0.5 14.4	16 4.7 11.6	38 8.0 12.9	14 5.3 12.5	14 4.1 20.1	6 3.7 3.8	23 5.7 14.8	9 3.6 5.5	46 7.1 17.8	34 3.4 10.0	27 5.5 10.4
Integrating what we know about marketing	28 2.4 5.0	21 3.7 4.5	19 2.4 4.0	14 2.6 3.6	32 3.3 4.8	10 1.6 3.3	13 1.9 3.1	5 5.0 3.5	17 2.2 4.1	9 3.9 5.2	34 2.0 4.0	30 3.2 4.0	24 3.2 5.2
Developing knowledge about how to do marketing	28 4.7 8.2	19 3.1 3.7 d	18 2.2 9.1	11 0.6 1.5 b	28 4.8 8.3	10 3.2 4.1	12 -0.5 7.3	5 4.0 4.2	17 3.2 6.0	8 2.9 3.6	34 3.3 7.9	25 2.1 3.1	23 3.8 8.0
Marketing training	35 2.8 5.0	21 2.4 3.3 d	20 3.3 11.1	12 0.2 2.2 b	31 2.6 6.6	12 2.4 3.0	14 2.9 11.9	5 2.4 2.5	20 1.9 3.6	10 2.7 3.4	39 1.2 5.9	31 2.9 5.8	24 3.7 7.3
Marketing research and intelligence	35 6.3 11.4	25 2.5 6.2	23 8.1 22.4	14 2.0 4.6	35 6.0 9.8 f	11 0.4 2.2 d	16 4.3 22.1	5 8.8 10.2 bf	24 6.0 11.7	9 -0.9 4.3 ad	40 4.5 15.0	38 5.0 13.6	25 5.2 8.4
Marketing consulting services	29 1.5 7.5	25 -0.4 5.9 C	21 5.2 7.7 B	13 1.6 3.1	35 2.3 6.7	12 -0.3 6.6	12 2.4 9.8	5 3.0 4.5	19 1.2 6.6	9 2.8 5.1	39 0.4 6.7	29 2.4 7.0	27 3.0 6.9

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



### Topic 3: Marketing Spending

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

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	143 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=Positive	87 60.8%	7 100.0% efgi	3 60.0%	2 66.7%	7 87.5% g	1 33.3% a	13 56.5% a	3 33.3% ad	17 65.4%	9 56.3% a	3 50.0%	15 60.0%	6 54.5%
0=Zero	29 20.3%	0 0.0%	1 20.0%	0 0.0%	0 0.0% gj	0 0.0%	3 13.0%	4 44.4% dh	3 11.5% gj	6 37.5%	3 50.0% dh	6 24.0%	3 27.3%
-1=Negative	27 18.9%	0 0.0% e	1 20.0%	1 33.3%	1 12.5%	2 66.7% ai	7 30.4%	2 22.2%	6 23.1%	1 6.3% e	0 0.0%	4 16.0%	2 18.2%
Mean	0.4	1.0	0.4	0.3	0.8	-0.3	0.3	0.1	0.4	0.5	0.5	0.4	0.4
SD	0.8	0.0	0.9	1.2	0.7	1.2	0.9	0.8	0.9	0.6	0.5	0.8	0.8

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

### Topic 3: Marketing Spending

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

N=408	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	114 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%
1=Positive	27 58.7%	20 54.1%	16 69.6%	15 65.2%	28 59.6%	18 75.0%	11 50.0%	3 37.5%	19 63.3%	7 70.0%	42 67.7%	29 60.4%	15 46.9%
0=Zero	5 10.9% d	10 27.0%	4 17.4%	7 30.4% a	14 29.8% e	5 20.8%	3 13.6%	3 37.5%	3 10.0% a	1 10.0%	10 16.1%	10 20.8%	9 28.1%
-1=Negative	14 30.4% d	7 18.9%	3 13.0%	1 4.3% a	5 10.6% c	1 4.2% Ce	8 36.4% aB	2 25.0%	8 26.7% b	2 20.0%	10 16.1%	9 18.8%	8 25.0%
Mean	0.3	0.4	0.6	0.6	0.5	0.7	0.1	0.1	0.4	0.5	0.5	0.4	0.2
SD	0.9	0.8	0.7	0.6	0.7	0.6 cd	0.9 b	0.8 b	0.9	0.8	0.8	0.8	0.8

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

### Topic 3: Marketing Spending

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

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	115 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=Positive	79 68.7%	7 100.0% cei	1 50.0%	0 0.0% ad	7 100.0% cei	0 0.0% adk	10 58.8%	7 77.8%	15 71.4%	6 42.9% ad	5 83.3%	15 75.0% e	5 62.5%
0=Zero	31 27.0%	0 0.0% cei	0 0.0%	1 100.0% adh	0 0.0% cei	2 100.0% adghk	7 41.2%	1 11.1% ei	3 14.3% cei	8 57.1% adgh	1 16.7%	5 25.0% e	3 37.5%
-1=Negative	5 4.3%	0 0.0%	1 50.0% FiK	0 0.0%	0 0.0%	0 0.0%	0 0.0% B	1 11.1%	3 14.3%	0 0.0% b	0 0.0%	0 0.0% B	0 0.0%
Mean	0.6	1.0	0.0	0.0	1.0	0.0	0.6	0.7	0.6	0.4	0.8	0.8	0.6
SD	0.6	0.0	1.4	0.0	0.0	0.0	0.5	0.7	0.7	0.5	0.4	0.4	0.5

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

### Topic 3: Marketing Spending

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

N=408	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 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
1=Positive	26 68.4%	19 65.5%	16 76.2%	13 72.2%	22 55.0%	10 71.4%	12 75.0%	5 71.4%	21 80.8%	6 66.7%	30 60.0%	25 73.5%	23 76.7%
0=Zero	10 26.3%	9 31.0%	4 19.0%	4 22.2%	15 37.5%	4 28.6%	4 25.0%	1 14.3%	4 15.4%	3 33.3%	18 36.0%	7 20.6%	6 20.0%
-1=Negative	2 5.3%	1 3.4%	1 4.8%	1 5.6%	3 7.5%	0 0.0%	0 0.0%	1 14.3%	1 3.8%	0 0.0%	2 4.0%	2 5.9%	1 3.3%
Mean	0.6	0.6	0.7	0.7	0.5	0.7	0.8	0.6	0.8	0.7	0.6	0.7	0.7
SD	0.6	0.6	0.6	0.6	0.6	0.5	0.4	0.8	0.5	0.5	0.6	0.6	0.5

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

### Topic 3: Marketing Spending

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

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	116 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=Positive	35 30.2%	3 42.9%	1 33.3%	1 100.0%	1 14.3%	0 0.0%	6 28.6%	3 33.3%	7 35.0%	3 20.0%	1 16.7%	5 29.4%	4 50.0%
0=Zero	44 37.9%	2 28.6%	1 33.3%	0 0.0%	2 28.6%	2 100.0%	6 28.6%	3 33.3%	8 40.0%	8 53.3%	2 33.3%	7 41.2%	3 37.5%
-1=Negative	37 31.9%	2 28.6%	1 33.3%	0 0.0%	4 57.1%	0 0.0%	9 42.9%	3 33.3%	5 25.0%	4 26.7%	3 50.0%	5 29.4%	1 12.5%
Mean	0.0	0.1	0.0	1.0	-0.4	0.0	-0.1	0.0	0.1	-0.1	-0.3	0.0	0.4
SD	0.8	0.9	1.0	0.0	0.8	0.0	0.9	0.9	0.8	0.7	0.8	0.8	0.7

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

### Topic 3: Marketing Spending

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

N=408	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	114 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%
1=Positive	13 31.7%	6 25.0%	7 33.3%	5 23.8%	12 31.6%	9 47.4% f	5 29.4%	1 16.7%	6 25.0%	0 0.0% b	16 33.3%	8 22.2%	11 35.5%
0=Zero	14 34.1%	12 50.0%	8 38.1%	8 38.1%	19 50.0% b	3 15.8% aef	4 23.5%	2 33.3%	11 45.8% b	5 55.6% b	21 43.8%	14 38.9%	9 29.0%
-1=Negative	14 34.1%	6 25.0%	6 28.6%	8 38.1%	7 18.4% c	7 36.8%	8 47.1% a	3 50.0%	7 29.2%	4 44.4%	11 22.9%	14 38.9%	11 35.5%
Mean	0.0	0.0	0.0	-0.1	0.1	0.1	-0.2	-0.3	0.0	-0.4	0.1	-0.2	0.0
SD	0.8	0.7	0.8	0.8	0.7 f	0.9	0.9	0.8	0.8	0.5 a	0.8	0.8	0.9

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

### Topic 3: Marketing Spending

#### Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months for: Brand building

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	105 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=Positive	62 59.0%	5 100.0%	1 50.0%	0 0.0%	3 50.0%	0 0.0%	9 56.3%	5 50.0%	13 68.4%	8 53.3%	2 40.0%	14 73.7%	2 40.0%
0=Zero	39 37.1%	0 0.0%	1 50.0%	1 100.0%	3 50.0%	2 100.0%	6 37.5%	5 50.0%	5 26.3%	6 40.0%	3 60.0%	4 21.1%	3 60.0%
-1=Negative	4 3.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	1 5.3%	1 6.7%	0 0.0%	1 5.3%	0 0.0%
Mean	0.6	1.0	0.5	0.0	0.5	0.0	0.5	0.5	0.6	0.5	0.4	0.7	0.4
SD	0.6	0.0	0.7	0.0	0.5	0.0	0.6	0.5	0.6	0.6	0.5	0.6	0.5

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

### Topic 3: Marketing Spending

#### Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months for: Brand building

N=408	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 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
1=Positive	19 57.6%	18 66.7%	10 52.6%	9 52.9%	19 55.9%	9 56.3%	12 75.0%	4 66.7%	13 61.9%	3 33.3%	28 63.6%	19 57.6%	14 51.9%
0=Zero	12 36.4%	8 29.6%	9 47.4%	7 41.2%	15 44.1%	7 43.8%	4 25.0%	1 16.7%	7 33.3%	4 44.4%	16 36.4%	12 36.4%	11 40.7%
-1=Negative	2 6.1%	1 3.7%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	1 4.8%	2 22.2%	0 0.0%	2 6.1%	2 7.4%
Mean	0.5	0.6	0.5	0.5	0.6	0.6	0.8	0.5	0.6	0.1	0.6	0.5	0.4
SD	0.6	0.6	0.5	0.6	0.5 f	0.5	0.4 f	0.8	0.6	0.8 ac	0.5	0.6	0.6

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



### Topic 3: Marketing Spending

#### Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months for: Customer relationship management

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	100 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=Positive	56 56.0%	1 25.0%	0 0.0%	3 100.0%	3 60.0%	1 50.0%	8 50.0%	4 44.4%	12 70.6%	5 38.5%	4 80.0%	10 55.6%	5 71.4%
0=Zero	44 44.0%	3 75.0%	1 100.0%	0 0.0%	2 40.0%	1 50.0%	8 50.0%	5 55.6%	5 29.4%	8 61.5%	1 20.0%	8 44.4%	2 28.6%
-1=Negative	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.6	0.3	0.0	1.0	0.6	0.5	0.5	0.4	0.7	0.4	0.8	0.6	0.7
SD	0.5	0.5	0.0	0.0	0.5	0.7	0.5	0.5	0.5	0.5	0.4	0.5	0.5

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

### Topic 3: Marketing Spending

#### Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months for: Customer relationship management

N=408	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 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
1=Positive	22 64.7%	11 45.8%	11 52.4%	9 64.3%	20 58.8%	9 56.3%	4 33.3%	2 40.0%	15 68.2%	5 55.6%	21 50.0%	18 58.1%	17 63.0%
0=Zero	12 35.3%	13 54.2%	10 47.6%	5 35.7%	14 41.2%	7 43.8%	8 66.7%	3 60.0%	7 31.8%	4 44.4%	21 50.0%	13 41.9%	10 37.0%
-1=Negative	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.6	0.5	0.5	0.6	0.6	0.6	0.3	0.4	0.7	0.6	0.5	0.6	0.6
SD	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5

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

### Topic 3: Marketing Spending

#### Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months for: New product introductions

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	110 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=Positive	66 60.0%	4 66.7%	1 50.0%	2 66.7%	2 50.0%	2 100.0%	13 65.0%	5 50.0%	14 70.0%	6 42.9%	3 60.0%	8 50.0%	6 75.0%
0=Zero	40 36.4%	0 0.0% ik	1 50.0%	1 33.3%	2 50.0%	0 0.0%	6 30.0%	5 50.0%	6 30.0%	7 50.0% a	2 40.0%	8 50.0% a	2 25.0%
-1=Negative	4 3.6%	2 33.3% hk	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0% a	1 7.1%	0 0.0%	0 0.0% a	0 0.0%
Mean	0.6	0.3	0.5	0.7	0.5	1.0	0.6	0.5	0.7	0.4	0.6	0.5	0.8
SD	0.6	1.0	0.7	0.6	0.6	0.0	0.6	0.5	0.5	0.6	0.5	0.5	0.5

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

### Topic 3: Marketing Spending

#### Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months for: New product introductions

N=408	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 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
1=Positive	28 71.8% d	13 54.2%	14 63.6%	5 38.5% a	21 58.3%	13 76.5%	9 47.4%	3 60.0%	14 60.9%	4 50.0%	30 61.2%	21 61.8%	15 55.6%
0=Zero	11 28.2%	11 45.8%	6 27.3%	7 53.8%	15 41.7%	4 23.5%	8 42.1%	2 40.0%	8 34.8%	3 37.5%	18 36.7%	10 29.4%	12 44.4%
-1=Negative	0 0.0%	0 0.0%	2 9.1%	1 7.7%	0 0.0% f	0 0.0%	2 10.5%	0 0.0%	1 4.3%	1 12.5% a	1 2.0%	3 8.8%	0 0.0%
Mean	0.7	0.5	0.5	0.3	0.6	0.8	0.4	0.6	0.6	0.4	0.6	0.5	0.6
SD	0.5 d	0.5	0.7	0.6 a	0.5	0.4 c	0.7 b	0.5	0.6	0.7	0.5	0.7	0.5

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

### Topic 3: Marketing Spending

#### Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months for: New service introductions

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	98 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=Positive	53 54.1%	2 100.0%	3 75.0%	0 0.0%	2 40.0%	0 0.0%	3 23.1%	3 33.3%	14 70.0%	5 38.5%	2 40.0%	17 85.0%	2 50.0%
0=Zero	42 42.9%	0 0.0%	1 25.0%	1 100.0%	3 60.0%	2 100.0%	10 76.9%	5 55.6%	5 25.0%	7 53.8%	3 60.0%	3 15.0%	2 50.0%
-1=Negative	3 3.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	1 5.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%
Mean	0.5	1.0	0.8	0.0	0.4	0.0	0.2	0.2	0.7	0.3	0.4	0.9	0.5
SD	0.6	0.0	0.5	0.0	0.5 k	0.0	0.4 hK	0.7 K	0.6 f	0.6 K	0.5 k	0.4 dFGIj	0.6

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

### Topic 3: Marketing Spending

#### Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months for: New service introductions

N=408	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 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
1=Positive	13 43.3% b	22 75.9% ac	6 37.5% b	9 60.0%	23 60.5%	8 53.3%	7 53.8%	4 80.0%	7 41.2%	4 50.0%	22 48.9%	14 53.8%	17 63.0%
0=Zero	16 53.3% b	7 24.1% ac	9 56.3% b	5 33.3%	15 39.5%	7 46.7%	6 46.2%	1 20.0%	9 52.9%	3 37.5%	23 51.1%	10 38.5%	9 33.3%
-1=Negative	1 3.3%	0 0.0%	1 6.3%	1 6.7%	0 0.0% f	0 0.0%	0 0.0%	0 0.0%	1 5.9%	1 12.5% a	0 0.0%	2 7.7%	1 3.7%
Mean	0.4	0.8	0.3	0.5	0.6	0.5	0.5	0.8	0.4	0.4	0.5	0.5	0.6
SD	0.6 B	0.4 AC	0.6 B	0.6	0.5	0.5	0.5	0.4	0.6	0.7	0.5	0.6	0.6

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

### Topic 3: Marketing Spending

**Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months for: Marketing (non-sales) hires**

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	107 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=Positive	51 47.7%	4 57.1%	0 0.0%	0 0.0%	5 83.3% i	1 50.0%	10 55.6%	2 25.0%	12 57.1%	4 28.6% d	2 40.0%	10 55.6%	1 25.0%
0=Zero	49 45.8%	1 14.3% i	1 50.0%	1 50.0%	1 16.7% i	0 0.0%	8 44.4%	5 62.5%	8 38.1%	10 71.4% ad	3 60.0%	8 44.4%	3 75.0%
-1=Negative	7 6.5%	2 28.6% fik	1 50.0% FhiK	1 50.0% FhiK	0 0.0%	1 50.0% FhiK	0 0.0% aBCE	1 12.5%	1 4.8% bce	0 0.0% abce	0 0.0%	0 0.0% aBCE	0 0.0%
Mean	0.4	0.3	-0.5	-0.5	0.8	0.0	0.6	0.1	0.5	0.3	0.4	0.6	0.3
SD	0.6	1.0	0.7 dfhk	0.7 dfhk	0.4 begi	1.4	0.5 bc	0.6 d	0.6 bc	0.5 d	0.5	0.5 bc	0.5

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

### Topic 3: Marketing Spending

**Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months for: Marketing (non-sales) hires**

N=408	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 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
1=Positive	17 47.2%	12 44.4%	12 57.1%	7 43.8%	17 44.7%	5 35.7%	8 57.1%	4 66.7%	12 52.2%	5 55.6%	18 39.1%	20 58.8%	13 48.1%
0=Zero	17 47.2%	13 48.1%	6 28.6%	9 56.3%	21 55.3%	9 64.3%	4 28.6%	2 33.3%	8 34.8%	3 33.3%	25 54.3%	10 29.4%	14 51.9%
											b	a	
-1=Negative	2 5.6%	2 7.4%	3 14.3%	0 0.0%	0 0.0%	0 0.0%	2 14.3%	0 0.0%	3 13.0%	1 11.1%	3 6.5%	4 11.8%	0 0.0%
					cef		a		a	a			
Mean	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.7	0.4	0.4	0.3	0.5	0.5
SD	0.6	0.6	0.7	0.5	0.5	0.5	0.8	0.5	0.7	0.7	0.6	0.7	0.5

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



### Topic 3: Marketing Spending

**Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months for: Integrating what we know about marketing**

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	88 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=Positive	39 44.3%	3 75.0%	0 0.0%	0 0.0%	2 50.0%	0 0.0%	5 35.7%	1 12.5% k	6 46.2%	5 35.7%	3 60.0%	12 66.7% g	2 50.0%
0=Zero	48 54.5%	1 25.0%	1 100.0%	1 100.0%	2 50.0%	2 100.0%	9 64.3%	7 87.5% k	6 46.2%	9 64.3%	2 40.0%	6 33.3% g	2 50.0%
-1=Negative	1 1.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.4	0.8	0.0	0.0	0.5	0.0	0.4	0.1	0.4	0.4	0.6	0.7	0.5
SD	0.5	0.5 g	0.0	0.0	0.6	0.0	0.5	0.4 aK	0.7	0.5	0.5	0.5 G	0.6

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

### Topic 3: Marketing Spending

**Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months for: Integrating what we know about marketing**

N=408	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 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
1=Positive	11 39.3%	12 57.1%	8 42.1%	7 50.0%	14 43.8%	3 30.0%	5 38.5%	4 80.0%	7 41.2%	5 55.6%	10 29.4% b	17 56.7% a	12 50.0%
0=Zero	16 57.1%	9 42.9%	11 57.9%	7 50.0%	18 56.3%	7 70.0%	8 61.5%	1 20.0%	10 58.8%	4 44.4%	24 70.6% b	13 43.3% a	11 45.8%
-1=Negative	1 3.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.2%
Mean	0.4	0.6	0.4	0.5	0.4	0.3	0.4	0.8	0.4	0.6	0.3	0.6	0.5
SD	0.6	0.5	0.5	0.5	0.5	0.5	0.5	0.4	0.5	0.5	0.5 b	0.5 a	0.6

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

### Topic 3: Marketing Spending

#### Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months for: Developing knowledge about how to do marketing

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	82 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=Positive	39 47.6%	2 50.0%	1 50.0%	0 0.0%	2 66.7%	1 50.0%	7 50.0%	2 25.0%	8 61.5%	3 25.0%	2 40.0%	8 57.1%	3 75.0%
0=Zero	41 50.0%	1 25.0%	1 50.0%	1 100.0%	1 33.3%	1 50.0%	7 50.0%	6 75.0%	4 30.8%	9 75.0%	3 60.0%	6 42.9%	1 25.0%
-1=Negative	2 2.4%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.5	0.3	0.5	0.0	0.7	0.5	0.5	0.3	0.5	0.3	0.4	0.6	0.8
SD	0.5	1.0	0.7	0.0	0.6	0.7	0.5	0.5	0.7	0.5	0.5	0.5	0.5

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

### Topic 3: Marketing Spending

#### Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months for: Developing knowledge about how to do marketing

N=408	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	114 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%
1=Positive	14 50.0%	10 52.6%	10 55.6%	3 27.3%	12 42.9%	5 50.0%	7 58.3%	3 60.0%	6 35.3%	5 62.5%	17 50.0%	11 44.0%	11 47.8%
0=Zero	13 46.4%	9 47.4%	7 38.9%	8 72.7%	16 57.1%	5 50.0%	4 33.3%	2 40.0%	11 64.7%	3 37.5%	16 47.1%	14 56.0%	11 47.8%
-1=Negative	1 3.6%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	1 4.3%
Mean	0.5	0.5	0.5	0.3	0.4	0.5	0.5	0.6	0.4	0.6	0.5	0.4	0.4
SD	0.6	0.5	0.6	0.5	0.5	0.5	0.7	0.5	0.5	0.5	0.6	0.5	0.6

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

### Topic 3: Marketing Spending

**Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months for: Marketing training**

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	94 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=Positive	39 41.5%	2 50.0%	0 0.0%	0 0.0%	1 25.0%	1 50.0%	10 55.6%	1 12.5%	8 50.0%	3 23.1%	2 40.0%	7 46.7%	4 66.7%
0=Zero	53 56.4%	1 25.0%	2 100.0%	1 100.0%	3 75.0%	1 50.0%	8 44.4%	7 87.5%	8 50.0%	9 69.2%	3 60.0%	8 53.3%	2 33.3%
-1=Negative	2 2.1%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%
Mean	0.4	0.3	0.0	0.0	0.3	0.5	0.6	0.1	0.5	0.2	0.4	0.5	0.7
SD	0.5	1.0	0.0	0.0	0.5	0.7	0.5	0.4	0.5	0.6	0.5	0.5	0.5
			f				a			f			g

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

### Topic 3: Marketing Spending

#### Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months for: Marketing training

N=408	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 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
1=Positive	16 45.7%	10 47.6%	10 50.0%	2 16.7%	10 32.3%	6 50.0%	7 50.0%	3 60.0%	7 35.0%	5 50.0%	14 35.9%	14 45.2%	11 45.8%
0=Zero	19 54.3%	11 52.4%	9 45.0%	9 75.0%	20 64.5%	6 50.0%	6 42.9%	2 40.0%	13 65.0%	5 50.0%	23 59.0%	17 54.8%	13 54.2%
-1=Negative	0 0.0%	0 0.0%	1 5.0%	1 8.3%	1 3.2%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	2 5.1%	0 0.0%	0 0.0%
Mean	0.5	0.5	0.5	0.1	0.3	0.5	0.4	0.6	0.4	0.5	0.3	0.5	0.5
SD	0.5 d	0.5 d	0.6	0.5 ab	0.5	0.5	0.6	0.5	0.5	0.5	0.6	0.5	0.5

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

**Topic 3: Marketing Spending**

**Relative to the prior 12 months, note your company’s percentage change in spending during the next 12 months for: Marketing research and intelligence**

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	103 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=Positive	49 47.6%	4 57.1%	2 100.0% i	0 0.0%	3 60.0%	0 0.0%	9 50.0% i	2 25.0% h	11 73.3% gI	2 14.3% bfHk	2 40.0%	11 55.0% i	3 60.0%
0=Zero	46 44.7%	0 0.0% efgijk	0 0.0%	1 50.0%	2 40.0%	2 100.0% ah	9 50.0% a	6 75.0% ah	3 20.0% egi	9 64.3% ah	3 60.0% a	9 45.0% a	2 40.0%
-1=Negative	8 7.8%	3 42.9% FK	0 0.0%	1 50.0% FK	0 0.0%	0 0.0%	0 0.0% ACi	0 0.0%	1 6.7%	3 21.4% fk	0 0.0%	0 0.0% ACi	0 0.0%
Mean	0.4	0.1	1.0	-0.5	0.6	0.0	0.5	0.3	0.7	-0.1	0.4	0.6	0.6
SD	0.6	1.1	0.0	0.7 fhk	0.5 i	0.0	0.5 cI	0.5	0.6 cI	0.6 dFHkI	0.5	0.5 cI	0.5 i

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

### Topic 3: Marketing Spending

#### Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months for: Marketing research and intelligence

N=408	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	114 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%
1=Positive	17 48.6%	12 48.0%	15 65.2% d	4 28.6% c	16 45.7%	4 36.4%	9 56.3%	3 60.0%	14 58.3%	2 22.2%	18 45.0%	17 44.7%	14 56.0%
0=Zero	16 45.7%	11 44.0%	5 21.7% d	9 64.3% c	19 54.3%	6 54.5%	6 37.5%	2 40.0%	7 29.2%	5 55.6%	20 50.0%	16 42.1%	10 40.0%
-1=Negative	2 5.7%	2 8.0%	3 13.0%	1 7.1%	0 0.0% eF	1 9.1%	1 6.3%	0 0.0%	3 12.5% a	2 22.2% A	2 5.0%	5 13.2%	1 4.0%
Mean	0.4	0.4	0.5	0.2	0.5	0.3	0.5	0.6	0.5	0.0	0.4	0.3	0.5
SD	0.6	0.6	0.7	0.6	0.5 f	0.6	0.6	0.5	0.7	0.7 a	0.6	0.7	0.6

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



### Topic 3: Marketing Spending

#### Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months for: Marketing consulting services

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	95 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=Positive	32 33.7%	4 100.0% fghijkl	1 50.0%	0 0.0%	3 75.0% g	0 0.0%	4 30.8% a	1 11.1% ad	6 40.0% a	3 21.4% a	1 20.0% a	8 42.1% a	1 16.7% a
0=Zero	57 60.0%	0 0.0% fgijkl	1 50.0%	1 50.0%	1 25.0%	2 100.0%	9 69.2% a	7 77.8% a	6 40.0%	10 71.4% a	4 80.0% a	11 57.9% a	5 83.3% a
-1=Negative	6 6.3%	0 0.0%	0 0.0%	1 50.0% fK	0 0.0%	0 0.0%	0 0.0% c	1 11.1%	3 20.0% k	1 7.1%	0 0.0%	0 0.0% Ch	0 0.0%
Mean	0.3	1.0	0.5	-0.5	0.8	0.0	0.3	0.0	0.2	0.1	0.2	0.4	0.2
SD	0.6	0.0	0.7	0.7 k	0.5 g	0.0	0.5	0.5 dk	0.8	0.5	0.4	0.5 cg	0.4

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

### Topic 3: Marketing Spending

#### Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months for: Marketing consulting services

N=408	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	114 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%
1=Positive	8 27.6% c	7 28.0%	12 57.1% a	4 30.8%	13 37.1%	2 16.7%	4 33.3%	2 40.0%	7 36.8%	3 33.3%	7 17.9% Bc	14 48.3% A	11 40.7% a
0=Zero	18 62.1%	16 64.0%	9 42.9%	9 69.2%	21 60.0%	9 75.0%	7 58.3%	3 60.0%	10 52.6%	6 66.7%	29 74.4% b	13 44.8% a	15 55.6%
-1=Negative	3 10.3%	2 8.0%	0 0.0%	0 0.0%	1 2.9%	1 8.3%	1 8.3%	0 0.0%	2 10.5%	0 0.0%	3 7.7%	2 6.9%	1 3.7%
Mean	0.2	0.2	0.6	0.3	0.3	0.1	0.3	0.4	0.3	0.3	0.1	0.4	0.4
SD	0.6 c	0.6 c	0.5 ab	0.5	0.5	0.5	0.6	0.5	0.7	0.5	0.5 bc	0.6 a	0.6 a

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?

N=408 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	408	13	12	4	9	4	27	15	40	18	6	43	18
Percent	100.0%	6.2%	5.7%	1.9%	4.3%	1.9%	12.9%	7.2%	19.1%	8.6%	2.9%	20.6%	8.6%
Percent of budget	205	10	11	4	9	4	22	13	33	17	6	39	15
	10.9	14.7	10.3	8.8	7.1	4.1	9.3	6.0	13.6	5.5	15.0	11.1	13.3
	10.4	13.2	11.1	10.9	10.1	4.4	11.2	5.5	9.7	4.9	14.3	10.2	9.7
		gi						ahl	gI	aHjkl	i	i	gI

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?

N=408 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
	Number	114	110	68	54	71	30	31	9	42	18	135	98
Percent	32.9%	31.8%	19.7%	15.6%	35.3%	14.9%	15.4%	4.5%	20.9%	9.0%	44.9%	32.6%	22.6%
Percent of budget	59	56	34	32	69	26	28	8	36	12	93	66	44
	10.4	8.7	14.9	11.4	12.7	12.6	6.5	6.6	9.7	7.8	9.4	10.8	13.8
	9.2	9.6	11.6	10.9	10.7	10.7	6.7	6.9	10.5	8.9	9.4	11.5	10.1
	c	C	aB		C	c	Ab				c		a

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

### Topic 3: Marketing Spending

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

N=408 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	408	13	12	4	9	4	27	15	40	18	6	43	18
Percent	100.0%	6.2%	5.7%	1.9%	4.3%	1.9%	12.9%	7.2%	19.1%	8.6%	2.9%	20.6%	8.6%
Percent of revenues	212	11	10	4	9	4	24	12	35	16	6	40	16
	9.3 12.6	6.8 4.9	6.3 8.5	13.8 22.4	9.5 14.9	1.8 2.2	3.6 4.8	4.1 4.4	10.8 11.4	4.3 5.2	19.4 20.9	9.4 13.9	17.3 18.0
				f			cHJL	jl	Fi	hjL	Fgi	FgI	

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?

N=408 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
	Number	114	110	68	54	71	30	31	9	42	18	135	98
Percent	32.9%	31.8%	19.7%	15.6%	35.3%	14.9%	15.4%	4.5%	20.9%	9.0%	44.9%	32.6%	22.6%
Percent of revenues	64	55	36	32	68	28	27	9	37	14	98	67	44
	8.1	5.8	15.2	11.0	13.9	6.1	5.9	2.9	6.7	5.5	6.2	7.8	18.6
	10.7	9.7	14.9	14.1	16.7	6.6	7.1	3.1	9.6	5.2	9.1	10.5	17.5
	C	Cd	AB	b	bce	a	a		a		C	C	AB

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

N=408 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	408	13	12	4	9	4	27	15	40	18	6	43	18
Percent	100.0%	6.2%	5.7%	1.9%	4.3%	1.9%	12.9%	7.2%	19.1%	8.6%	2.9%	20.6%	8.6%
Percent of your marketing budget	216	12	11	4	9	4	26	13	37	16	6	41	17
	3.1	1.8	3.5	0.8	1.0	6.8	3.8	2.0	3.9	2.8	1.8	4.1	2.7
	3.7	2.9	3.9	1.5	0.9	7.2	3.9	3.6	3.7	3.4	1.8	4.4	2.9
					efhk	d	d		d			d	

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

N=408 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
	Number	114	110	68	54	71	30	31	9	42	18	135	98
Percent	32.9%	31.8%	19.7%	15.6%	35.3%	14.9%	15.4%	4.5%	20.9%	9.0%	44.9%	32.6%	22.6%
Percent of your marketing budget	68 3.3 3.4	56 3.7 4.3	33 3.1 4.2	31 2.5 3.2	69 3.0 4.1	29 3.8 3.8	30 3.5 3.1	9 2.4 3.2	39 3.2 3.9	14 3.5 4.4	98 2.8 3.8	71 3.5 3.7	44 3.2 3.9

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



**Topic 3: Marketing Spending**

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

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	230 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=We prove the impact quantitatively	82 35.7%	7 58.3%	4 33.3%	0 0.0%	4 44.4%	0 0.0%	7 25.9%	6 42.9%	19 50.0%	6 35.3%	3 50.0%	12 28.6%	6 35.3%
2=We have a good qualitative sense of the impact, but not a quantitative impact	115 50.0%	5 41.7%	5 41.7%	3 75.0%	4 44.4%	3 75.0%	17 63.0% g	4 28.6% f	18 47.4%	10 58.8%	2 33.3%	23 54.8%	8 47.1%
3=We haven't been able to show the impact yet	33 14.3%	0 0.0%	3 25.0% h	1 25.0%	1 11.1%	1 25.0%	3 11.1%	4 28.6% H	1 2.6% bGk	1 5.9%	1 16.7%	7 16.7% h	3 17.6%
Mean	1.8	1.4	1.9	2.3	1.7	2.3	1.9	1.9	1.5	1.7	1.7	1.9	1.8
SD	0.7	0.5 cefk	0.8	0.5 ah	0.7	0.5 ah	0.6 ah	0.9	0.6 cefk	0.6	0.8	0.7 ah	0.7

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

### Topic 3: Marketing Spending

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

N=408	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 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
1=We prove the impact quantitatively	20 28.2% C	18 30.0% C	24 64.9% ABd	13 37.1% c	22 31.4% e	7 23.3% E	9 30.0% e	3 33.3%	23 56.1% aBc	8 53.3%	29 27.4% C	28 37.3%	24 52.2% A
2=We have a good qualitative sense of the impact, but not a quantitative impact	41 57.7% C	31 51.7% c	11 29.7% Ab	16 45.7%	35 50.0%	21 70.0% E	15 50.0%	6 66.7%	14 34.1% B	6 40.0%	57 53.8% c	40 53.3% c	16 34.8% ab
3=We haven't been able to show the impact yet	10 14.1%	11 18.3%	2 5.4%	6 17.1%	13 18.6%	2 6.7%	6 20.0%	0 0.0%	4 9.8%	1 6.7%	20 18.9%	7 9.3%	6 13.0%
Mean	1.9	1.9	1.4	1.8	1.9	1.8	1.9	1.7	1.5	1.5	1.9	1.7	1.6
SD	0.6 C	0.7 C	0.6 ABd	0.7 c	0.7 e	0.5 e	0.7 e	0.5	0.7 abc	0.6	0.7 c	0.6	0.7 a

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

**Topic 3: Marketing Spending**

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

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	231 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=We prove the impact quantitatively	66 28.6%	6 50.0%	2 16.7%	0 0.0%	2 22.2%	1 25.0%	7 26.9%	3 21.4%	17 43.6% k	7 38.9%	2 33.3%	9 21.4% h	4 23.5%
2=We have a good qualitative sense of the impact, but not a quantitative impact	119 51.5%	4 33.3%	5 41.7%	3 75.0%	6 66.7%	2 50.0%	15 57.7%	5 35.7%	18 46.2%	10 55.6%	2 33.3%	27 64.3%	9 52.9%
3=We haven't been able to show the impact yet	46 19.9%	2 16.7%	5 41.7% hik	1 25.0%	1 11.1%	1 25.0%	4 15.4%	6 42.9% hik	4 10.3% bg	1 5.6% bg	2 33.3%	6 14.3% bg	4 23.5%
Mean	1.9	1.7	2.3	2.3	1.9	2.0	1.9	2.2	1.7	1.7	2.0	1.9	2.0
SD	0.7	0.8	0.8 hi	0.5	0.6	0.8	0.7	0.8 hi	0.7 bg	0.6 bg	0.9	0.6	0.7

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

### Topic 3: Marketing Spending

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

N=408	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 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
1=We prove the impact quantitatively	24 33.8%	15 25.0%	15 39.5%	7 20.0%	19 26.8%	8 26.7%	5 17.2%	2 22.2%	17 41.5%	7 43.8%	27 25.5%	22 29.3%	16 34.0%
2=We have a good qualitative sense of the impact, but not a quantitative impact	31 43.7%	34 56.7%	15 39.5%	21 60.0%	38 53.5%	19 63.3%	15 51.7%	7 77.8%	17 41.5%	7 43.8%	53 50.0%	43 57.3%	21 44.7%
3=We haven't been able to show the impact yet	16 22.5%	11 18.3%	8 21.1%	7 20.0%	14 19.7%	3 10.0%	9 31.0%	0 0.0%	7 17.1%	2 12.5%	26 24.5%	10 13.3%	10 21.3%
Mean	1.9	1.9	1.8	2.0	1.9	1.8	2.1	1.8	1.8	1.7	2.0	1.8	1.9
SD	0.7	0.7	0.8	0.6	0.7	0.6	0.7	0.4	0.7	0.7	0.7	0.6	0.7
							ef		c	c			

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

## Topic 4: Financial and Marketing Performance

### Rate your firm's performance during the last 12 months?

N=408 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	408	13	12	4	9	4	27	15	40	18	6	43	18
Percent	100.0%	6.2%	5.7%	1.9%	4.3%	1.9%	12.9%	7.2%	19.1%	8.6%	2.9%	20.6%	8.6%
Market share	224	12	8	4	9	4	22	14	31	17	5	32	15
	2.2	2.5	0.3	-1.0	3.9	3.3	2.2	1.0	2.1	2.2	0.4	1.8	2.2
	3.7	3.3	2.3	3.7	3.5	4.7	3.0	2.7	5.6	3.3	4.8	3.2	3.0
			d	d	bcd			d					
Sales Revenue	240	12	10	4	9	4	24	13	36	17	6	37	15
	3.9	5.8	0.8	-3.8	5.8	4.8	1.5	3.8	3.5	5.0	1.7	4.4	3.5
	5.6	4.2	7.1	7.5	3.4	4.5	6.4	5.2	6.1	5.5	7.6	5.2	6.1
		Cf		ADghiK	C		a	c	c	c		C	
Marketing ROI	197	8	9	4	8	1	18	11	31	15	5	34	10
	3.4	4.4	0.9	-0.5	5.9	0.0	1.9	2.4	4.1	5.1	1.0	3.1	3.2
	4.7	5.4	4.7	3.0	3.4	---	4.3	3.7	4.1	4.5	6.7	5.3	6.3
			di	Dhi	bCf		di	d	c	bcd			
Profits	233	12	10	4	9	4	24	13	31	16	6	36	15
	3.0	7.0	0.8	-1.8	4.9	4.8	1.0	1.7	2.2	5.3	2.8	2.9	0.8
	5.4	4.8	6.6	9.9	4.7	4.5	6.5	6.0	5.1	4.2	8.4	5.1	5.4
		bcFgHkL	ai	ai			Ai	a	Ai	bcdhl		a	Ai
Customer acquisition	228	10	9	4	9	4	23	13	34	17	5	38	14
	3.6	3.4	1.4	1.3	2.9	4.8	2.6	2.8	3.2	4.6	-0.2	3.9	5.2
	4.3	4.6	4.6	5.1	1.9	3.5	4.6	5.7	4.3	3.9	2.9	4.6	4.0
			l		j					j	dil		bj
Customer retention	216	10	9	4	9	3	22	13	30	17	5	36	13
	1.9	1.6	2.7	-2.0	0.9	1.0	1.7	0.7	2.3	1.4	0.2	3.3	1.5
	4.4	4.2	4.8	2.4	4.3	3.5	4.0	5.1	4.2	3.2	3.6	5.9	5.7
Brand value	199	10	9	3	9	2	18	12	29	17	5	34	8
	3.5	3.4	1.8	-0.3	1.6	0.5	2.8	3.2	3.5	4.6	2.8	5.1	4.8
	4.0	4.5	2.0	5.0	2.8	0.7	2.8	3.6	4.4	3.8	4.2	4.3	4.7
			ik	k	ik		k			bd		bcd	

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

## Topic 4: Financial and Marketing Performance

### Rate your firm's performance during the last 12 months?

N=408 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
Number	114	110	68	54	71	30	31	9	42	18	135	98	68
Percent	32.9%	31.8%	19.7%	15.6%	35.3%	14.9%	15.4%	4.5%	20.9%	9.0%	44.9%	32.6%	22.6%
Market share	74 2.7 3.9	53 2.1 3.8	37 2.0 3.2	29 1.9 3.6	56 1.2 4.0	24 2.4 4.9	28 2.9 3.8	7 3.1 3.6	40 1.7 2.8	16 1.9 3.2	96 2.4 3.9	76 2.1 3.6	50 1.8 3.4
Sales Revenue	76 3.6 6.3	63 5.1 5.3	38 3.6 5.3	30 2.7 6.0	63 2.9 6.5	27 4.9 5.3	30 3.1 6.9	9 6.0 3.7	41 2.6 5.1	16 5.3 4.3	110 3.6 6.4	78 4.6 4.8	50 3.5 5.1
Marketing ROI	60 3.6 4.1	54 3.2 5.0	33 3.1 5.0	25 4.5 5.3	56 2.2 5.4 d	22 3.8 4.4	23 3.3 3.4 d	7 7.1 3.9 ace	33 3.2 4.1 d	12 4.8 6.1	84 2.8 5.1	64 3.9 4.3	47 3.7 4.8
Profits	73 2.2 5.7	61 3.4 5.4	38 3.2 5.8	29 3.3 5.5	62 2.0 5.8	25 2.1 5.8	29 1.5 6.6	8 5.1 4.6	40 3.5 5.4	15 4.9 4.9	104 2.7 6.0	76 3.8 5.1	51 2.2 4.7
Customer acquisition	74 3.8 4.1	60 3.9 4.0	34 2.5 5.3	30 3.6 4.4	63 4.2 4.6	26 3.4 4.5	29 2.7 4.2	9 2.3 2.8	37 2.4 4.7	14 4.0 3.6	104 3.8 4.3	74 3.2 4.0	49 3.7 5.0
Customer retention	69 1.5 3.9	58 2.5 4.7	33 1.0 4.4	26 2.9 4.7	60 3.6 5.2 BcE	23 -0.1 5.7 A	28 1.1 3.7 a	9 2.6 3.5 3.5	35 0.3 3.5 Af	14 2.6 3.1 e	97 1.5 4.4	71 1.8 4.4	47 2.7 4.4
Brand value	59 2.8 3.7 D	55 3.7 4.0	33 3.5 3.9	28 5.4 3.9 A	55 4.6 4.1 cE	21 3.6 4.3	23 2.5 3.5 af	7 3.3 3.7	35 1.9 3.5 AF	13 5.6 3.9 cE	83 3.4 3.7	67 3.8 4.2	47 3.4 4.2

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

## Topic 4: Financial and Marketing Performance

### What is your firm's goal for the next 12 months?

N=408 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	408	13	12	4	9	4	27	15	40	18	6	43	18
Percent	100.0%	6.2%	5.7%	1.9%	4.3%	1.9%	12.9%	7.2%	19.1%	8.6%	2.9%	20.6%	8.6%
Market share	216	12	8	3	9	4	22	13	31	17	5	30	14
	4.2	2.7	0.5	1.7	4.7	3.0	3.7	2.6	5.8	4.5	4.8	3.8	3.7
	3.4	1.8	4.1	5.8	3.0	4.7	2.9	2.3	3.6	3.3	3.3	3.1	2.7
		H	dfHikl		b		bh	H	ABfGk	b		bh	b
Sales Revenue	232	12	10	3	9	4	24	12	34	17	6	35	15
	6.8	6.8	4.4	6.7	6.8	3.8	5.9	5.7	8.0	7.0	6.3	7.5	6.1
	3.8	4.7	6.4	3.5	3.5	4.9	2.9	4.0	2.7	4.0	2.9	2.9	3.7
			hk			Hk	Hk	h	bEFgl			bef	h
Marketing ROI	190	8	9	3	9	1	17	10	29	15	5	32	10
	5.3	3.8	1.2	4.3	6.7	1.0	3.7	3.8	7.0	6.7	5.2	5.0	4.9
	3.7	3.7	6.3	2.3	3.0	---	2.4	3.9	3.2	3.0	4.8	3.5	4.2
		hi	dHik		bf		dHI	hi	aBFgk	aBFg		bh	
Profits	224	12	9	3	9	4	23	12	30	16	6	35	15
	5.9	6.3	2.2	5.0	7.3	5.8	5.2	4.6	6.1	6.9	7.5	6.4	5.0
	3.8	4.5	6.2	5.0	3.2	3.0	4.1	4.1	3.8	3.6	2.7	3.2	4.0
			dhiK		b				b	b		B	
Customer acquisition	219	10	9	3	9	4	22	12	33	17	5	36	14
	6.1	4.5	5.0	3.3	5.0	4.8	5.9	5.3	7.1	6.9	5.2	6.4	6.3
	3.6	4.1	5.4	3.5	1.4	3.5	3.4	4.1	3.4	3.5	3.2	3.5	4.0
Customer retention	209	10	9	3	9	3	21	12	30	17	5	34	13
	4.3	2.3	6.3	2.7	3.6	1.7	3.0	2.8	6.0	2.6	4.6	6.1	3.2
	4.0	3.5	4.7	2.5	3.4	4.2	3.4	5.9	3.4	3.3	3.6	3.8	4.6
		bHK	afi			h	bHK	hk	AeFgll	bHK		AFgll	hk
Brand value	191	10	9	2	9	2	17	11	28	17	5	32	8
	5.4	3.8	4.9	4.0	3.2	1.5	3.5	4.8	6.1	6.4	6.2	6.1	6.1
	3.6	3.0	4.3	1.4	2.7	2.1	2.3	3.9	3.5	3.6	4.1	3.9	4.4
					hik		Hk		dF	dF		df	

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

## Topic 4: Financial and Marketing Performance

### What is your firm's goal for the next 12 months?

N=408 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
	Number	114	110	68	54	71	30	31	9	42	18	135	98
Percent	32.9%	31.8%	19.7%	15.6%	35.3%	14.9%	15.4%	4.5%	20.9%	9.0%	44.9%	32.6%	22.6%
Market share	72 5.0 3.7 c	51 4.3 3.3	35 3.3 2.5 a	28 4.0 3.4	53 3.8 3.3 b	26 5.3 3.2 aE	28 4.0 3.7	7 4.7 3.9	38 3.0 2.9 B	14 3.6 3.3	93 4.4 3.5	75 3.9 3.1	46 4.4 3.7
Sales Revenue	73 7.4 3.0 cd	61 7.6 3.5 cd	37 6.1 3.9 ab	29 5.5 4.5 ab	61 7.5 3.9 e	28 7.4 3.2 e	30 5.8 4.0	9 7.7 2.3	38 5.6 3.4 ab	14 6.4 3.3	106 7.1 4.0	77 6.5 3.1	47 6.6 4.1
Marketing ROI	57 5.7 3.4	52 4.9 3.9	32 4.7 3.6	24 6.4 4.2	53 4.9 4.2 f	22 5.0 3.3 f	23 4.4 3.3 dF	7 7.7 3.9 ce	32 4.5 3.7 dF	10 8.0 2.7 abCE	81 5.1 4.1	62 5.5 3.3	45 5.4 3.7
Profits	70 6.0 3.7	59 6.1 3.9	37 5.3 3.8	27 6.4 4.0	60 6.2 4.1	24 4.8 4.0	30 4.8 4.3	8 7.0 3.3	38 6.1 3.6	13 6.8 3.1	100 6.1 4.2	74 5.4 3.6	48 6.2 3.2
Customer acquisition	70 6.4 3.4	58 6.4 3.4	33 5.2 4.1	29 5.9 3.8	61 7.1 3.7 Ce	26 6.8 3.6 c	29 4.7 3.7 Ab	9 4.7 2.6	35 5.3 3.3 a	12 5.8 3.7	101 6.4 3.6	72 5.5 3.4	45 6.3 3.8
Customer retention	67 4.2 3.4	56 4.7 4.1	32 2.9 4.5 d	25 5.4 4.2 c	58 6.1 3.9 bCE	24 3.7 5.4 a	28 2.7 3.4 A	9 3.8 3.3	33 3.2 3.6 A	12 4.9 3.3	95 3.9 3.9 C	69 3.8 4.0 C	44 5.9 3.9 AB
Brand value	56 5.1 3.2 d	53 5.6 3.8	32 5.4 3.9	27 6.9 3.4 a	53 6.2 3.7 cE	21 5.5 3.4 e	23 4.1 3.3 ad	7 7.4 3.8 cE	33 3.5 3.2 AbDf	11 6.5 3.6 e	80 5.1 3.6	65 5.4 3.5	44 6.1 3.8

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



## Topic 4: Financial and Marketing Performance

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

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	279 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
7=Excellent - one of the best in the world	31 11.1%	0 0.0%	3 25.0%	1 25.0%	1 11.1%	2 50.0%	3 11.1%	1 6.7%	6 15.0%	0 0.0%	1 16.7%	5 11.9%	1 5.6%
6=A leader but not one of the best	43 15.4%	2 15.4%	0 0.0%	0 0.0%	5 55.6%	0 0.0%	4 14.8%	4 26.7%	8 20.0%	3 16.7%	2 33.3%	6 14.3%	1 5.6%
5=Strong	96 34.4%	6 46.2%	3 25.0%	0 0.0%	0 0.0%	1 25.0%	7 25.9%	3 20.0%	15 37.5%	8 44.4%	2 33.3%	17 40.5%	7 38.9%
4=Good	45 16.1%	1 7.7%	5 41.7%	1 25.0%	1 11.1%	0 0.0%	4 14.8%	4 26.7%	6 15.0%	1 5.6%	0 0.0%	4 9.5%	4 22.2%
3=Fair	41 14.7%	3 23.1%	1 8.3%	2 50.0%	2 22.2%	0 0.0%	7 25.9%	0 0.0%	2 5.0%	4 22.2%	1 16.7%	3 7.1%	5 27.8%
2=Weak	20 7.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.4%	3 20.0%	3 7.5%	1 5.6%	0 0.0%	7 16.7%	0 0.0%
1=Very weak	3 1.1%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%
Mean	4.7	4.3	4.9	4.3	5.2	5.0	4.5	4.5	5.0	4.3	5.3	4.6	4.4
SD	1.4	1.4	1.4	1.9	1.5	2.8	1.5	1.6	1.4	1.4	1.4	1.6	1.1

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

## Topic 4: Financial and Marketing Performance

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

N=408	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 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
7=Excellent - one of the best in the world	13 14.9%	10 13.3%	6 13.3%	1 2.8%	6 8.6%	3 10.0%	4 12.9%	1 11.1%	4 9.5%	4 22.2%	15 12.3%	8 8.8%	6 9.7%
6=A leader but not one of the best	12 13.8%	6 8.0%	9 20.0%	11 30.6%	11 15.7%	4 13.3%	2 6.5%	2 22.2%	11 26.2%	3 16.7%	12 9.8%	15 16.5%	15 24.2%
	d	D		aB			e		c		c		a
5=Strong	27 31.0%	29 38.7%	16 35.6%	13 36.1%	25 35.7%	12 40.0%	6 19.4%	5 55.6%	16 38.1%	4 22.2%	39 32.0%	38 41.8%	18 29.0%
							d	c					
4=Good	10 11.5%	10 13.3%	9 20.0%	5 13.9%	13 18.6%	7 23.3%	7 22.6%	0 0.0%	1 2.4%	3 16.7%	25 20.5%	11 12.1%	9 14.5%
					e	E	E		aBCf	e			
3=Fair	20 23.0%	11 14.7%	3 6.7%	2 5.6%	7 10.0%	3 10.0%	9 29.0%	1 11.1%	6 14.3%	1 5.6%	20 16.4%	11 12.1%	10 16.1%
	cd		a	a	c		a						
2=Weak	5 5.7%	8 10.7%	1 2.2%	3 8.3%	8 11.4%	1 3.3%	2 6.5%	0 0.0%	3 7.1%	2 11.1%	10 8.2%	6 6.6%	4 6.5%
1=Very weak	0 0.0%	1 1.3%	1 2.2%	1 2.8%	0 0.0%	0 0.0%	1 3.2%	0 0.0%	1 2.4%	1 5.6%	1 0.8%	2 2.2%	0 0.0%
Mean	4.7	4.5	5.0	4.8	4.6	4.8	4.2	5.2	4.8	4.8	4.5	4.7	4.8
SD	1.5	1.5	1.3	1.4	1.4	1.2	1.6	1.1	1.5	1.9	1.5	1.4	1.4

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

## Topic 5: Social Media

### What percent of your marketing budget...

N=408 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	408	13	12	4	9	4	27	15	40	18	6	43	18
Percent	100.0%	6.2%	5.7%	1.9%	4.3%	1.9%	12.9%	7.2%	19.1%	8.6%	2.9%	20.6%	8.6%
...do you currently spend on social media?	262	13	12	4	9	4	26	14	38	18	6	42	18
	7.4	7.0	9.0	5.0	5.4	3.8	4.7	4.1	8.9	5.9	8.1	8.8	6.8
	7.8	6.5	8.8	4.1	4.6	4.8	5.8	3.7	7.9	7.8	7.0	8.8	9.3
							hk	h	fg			f	
...will you spend in the next 12 months?	262	13	12	4	9	4	26	14	38	18	6	42	18
	10.1	9.5	12.2	8.8	6.0	8.8	5.8	6.9	11.4	7.4	11.1	10.9	9.9
	9.5	8.5	9.9	8.5	4.8	8.5	6.2	7.2	8.9	8.5	8.8	10.5	11.5
			f				bHk		F			f	
...will you spend in five years?	260	13	12	4	9	4	26	14	38	18	6	42	16
	18.1	18.2	18.9	16.3	10.4	21.5	13.5	12.7	19.2	15.7	22.7	18.5	20.6
	14.6	11.6	13.6	18.0	4.8	23.6	13.3	11.8	12.7	14.0	18.5	15.7	19.2
					h				d				

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

## Topic 5: Social Media

### What percent of your marketing budget...

N=408 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
	Number	114	110	68	54	71	30	31	9	42	18	135	98
Percent	32.9%	31.8%	19.7%	15.6%	35.3%	14.9%	15.4%	4.5%	20.9%	9.0%	44.9%	32.6%	22.6%
...do you currently spend on social media?	79 6.9 7.2	67 7.2 8.0	43 7.7 6.3	37 8.9 9.2	71 7.6 8.6	30 6.6 6.9	31 4.7 4.9	9 13.2 10.5	38 6.9 6.6	18 8.3 7.5	120 5.3 6.7	87 7.2 6.6	53 12.0 9.6
...will you spend in the next 12 months?	79 9.7 8.7	67 9.5 10.1	43 10.4 8.6	37 11.4 9.7	71 10.3 10.2	30 8.2 7.1	31 7.2 7.4	9 16.2 13.5	38 8.8 7.7	18 10.2 9.1	120 7.9 8.8	87 9.9 7.9	53 15.1 11.4
...will you spend in five years?	79 17.4 14.3	66 18.4 16.2	43 17.2 11.6	37 20.3 14.9	71 17.2 14.9	29 17.6 12.4	31 15.0 14.1	9 24.6 19.6	38 17.5 14.0	17 19.1 14.8	119 15.4 14.5	86 17.9 13.3	53 24.2 15.6

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

## Topic 5: Social Media

### In-house vs. outsourcing of social media activities?

N=408 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	408	13	12	4	9	4	27	15	40	18	6
Percent	100.0%	6.2%	5.7%	1.9%	4.3%	1.9%	12.9%	7.2%	19.1%	8.6%	2.9%	20.6%	8.6%
How many of people does your firm employ in-house to do social media?	259 4.1 11.7	12 3.4 3.6	12 6.2 9.0	4 1.0 0.8	9 2.2 2.6	4 1.3 1.5	26 1.0 1.2	14 3.9 6.3	38 8.6 19.8	18 5.0 11.5	6 3.0 2.4	42 6.4 18.7	18 1.8 2.9
		F	F				ABgJ	f			F		
What percentage of these social media employees are within marketing?	251 59.8 46.4	13 90.0 27.7	12 46.7 47.9	4 62.5 47.9	9 67.0 49.5	3 66.7 57.7	26 50.1 48.9	14 43.8 50.5	39 64.2 45.2	17 71.5 43.3	6 95.8 10.2	41 60.5 46.5	16 42.6 47.8
		bFGkL	aj				Aj	Aj			bfgl	a	Aj
How many of people does your firm employ from other companies to perform social media activities?	250 2.1 4.2	11 3.6 3.0	12 2.2 3.8	4 1.3 2.5	9 1.7 1.9	4 2.5 5.0	26 0.6 1.2	14 3.0 5.6	37 3.6 6.5	17 3.1 5.8	6 2.5 3.8	40 0.9 3.0	17 1.7 3.7
		FK					Aghij	f	fk	f	f	Ah	

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

## Topic 5: Social Media

### In-house vs. outsourcing of social media activities?

N=408 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
	Number	114	110	68	54	71	30	31	9	42	18	135	98
Percent	32.9%	31.8%	19.7%	15.6%	35.3%	14.9%	15.4%	4.5%	20.9%	9.0%	44.9%	32.6%	22.6%
How many of people does your firm employ in-house to do social media?	79 4.1 11.2	67 4.1 14.5	41 5.7 13.7	36 4.9 10.0	71 1.8 5.3	30 1.4 1.8	31 2.3 3.2	9 12.4 27.7	38 6.4 13.8	17 19.2 28.5	118 2.6 8.7	86 5.7 14.5	52 4.9 12.5
					DeF	dF	dF	Abc	af	ABCe			
What percentage of these social media employees are within marketing?	80 55.0 47.2	62 54.1 47.5	41 73.0 39.4	34 70.5 45.3	71 49.1 48.8	27 71.9 44.4	31 55.9 47.5	9 86.1 29.8	40 75.4 38.5	15 53.5 45.6	112 49.5 48.9	86 72.4 41.3	50 62.5 44.3
	c	c	ab		bdE	a		a	A		B	A	
How many of people does your firm employ from other companies to perform social media activities?	78 2.0 4.2	65 1.5 3.6	40 3.9 5.2	35 2.1 4.2	71 0.7 2.3	29 0.4 0.9	31 0.8 2.0	8 1.8 2.3	36 5.3 5.9	16 7.4 7.6	113 1.2 2.8	83 3.2 5.2	52 2.4 4.5
	c	C	aB		EF	dEF	EF	b	ABC	ABC	Bc	A	a

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=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	264 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=Not At All Effectively	39 14.8%	0 0.0% cfj	2 16.7%	2 50.0% ahk	1 11.1%	1 25.0%	7 28.0% ahk	3 21.4%	3 7.5% cf	4 22.2%	2 33.3% a	3 7.1% cf	2 11.1%
2=	37 14.0%	2 15.4%	1 8.3%	1 25.0% h	1 11.1%	0 0.0%	2 8.0% i	1 7.1%	1 2.5% cIkL	6 33.3% fH	0 0.0%	8 19.0% h	5 27.8% H
3=	37 14.0%	1 7.7%	2 16.7%	1 25.0%	1 11.1%	1 25.0%	4 16.0%	0 0.0%	8 20.0%	1 5.6%	1 16.7%	4 9.5%	1 5.6%
4=	45 17.0%	4 30.8%	1 8.3%	0 0.0%	2 22.2%	1 25.0%	4 16.0%	5 35.7%	11 27.5%	2 11.1%	0 0.0%	7 16.7%	2 11.1%
5=	58 22.0%	3 23.1%	5 41.7% df	0 0.0%	0 0.0% b	0 0.0%	3 12.0% b	2 14.3%	9 22.5%	2 11.1%	2 33.3%	12 28.6%	6 33.3%
6=	30 11.4%	2 15.4%	0 0.0% d	0 0.0%	4 44.4% bFgkl	0 0.0%	1 4.0% D	1 7.1% d	6 15.0%	2 11.1%	1 16.7%	6 14.3% d	1 5.6% d
7=Very Effectively	18 6.8%	1 7.7%	1 8.3%	0 0.0%	0 0.0%	1 25.0%	4 16.0%	2 14.3%	2 5.0%	1 5.6%	0 0.0%	2 4.8%	1 5.6%
Mean	3.8	4.4	3.8	1.8	4.2	3.8	3.5	3.9	4.2	3.1	3.5	4.0	3.7
SD	1.8	1.5 C	1.9	1.0 AdHk	1.9 c	2.5	2.2	2.1	1.5 Ci	2.0 h	2.2	1.7 c	1.8

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=408	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
Total	114 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
1=Not At All Effectively	16 19.5%	11 16.4%	3 7.0%	5 13.5%	13 18.8%	3 10.0%	4 12.9%	0 0.0%	7 17.5%	3 16.7%	27 22.7% bc	8 9.2% a	4 7.4% a
2=	11 13.4%	12 17.9%	4 9.3%	3 8.1%	8 11.6% c	4 13.3%	10 32.3% aEf	2 22.2%	3 7.5% C	1 5.6% c	20 16.8% c	14 16.1% c	2 3.7% ab
3=	14 17.1%	11 16.4%	5 11.6%	3 8.1%	6 8.7%	5 16.7%	3 9.7%	1 11.1%	5 12.5%	3 16.7%	16 13.4%	12 13.8%	9 16.7%
4=	13 15.9%	10 14.9%	7 16.3%	5 13.5%	11 15.9%	6 20.0%	6 19.4%	1 11.1%	9 22.5%	4 22.2%	17 14.3%	20 23.0%	7 13.0%
5=	16 19.5%	10 14.9% cd	14 32.6% b	13 35.1% b	18 26.1%	8 26.7%	6 19.4%	2 22.2%	6 15.0%	2 11.1%	22 18.5% C	15 17.2% C	21 38.9% AB
6=	6 7.3%	11 16.4%	8 18.6%	4 10.8%	10 14.5%	2 6.7% d	1 3.2% d	3 33.3% bc	6 15.0%	2 11.1%	9 7.6% c	8 9.2%	11 20.4% a
7=Very Effectively	6 7.3%	2 3.0%	2 4.7%	4 10.8%	3 4.3%	2 6.7%	1 3.2%	0 0.0%	4 10.0%	3 16.7%	8 6.7%	10 11.5% c	0 0.0% b
Mean	3.5	3.6	4.3	4.2	3.8	3.9	3.2	4.3	4.0	4.1	3.4	4.0	4.3
SD	1.9 c	1.8 c	1.6 ab	1.8	1.9	1.7	1.6	1.7	1.9	2.0	1.9 bc	1.8 a	1.5 A

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



**Topic 5: Social Media**

**Companies interact with customers across a range of purchasing and communication channels. How effectively does your company integrate customer information across purchasing, communication and social media channels?**

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	260 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=Not At All Effectively	33 12.7%	0 0.0%	2 16.7%	1 25.0%	1 12.5%	1 25.0%	5 19.2%	2 14.3%	2 5.3%	4 22.2%	0 0.0%	6 14.6%	0 0.0%
2=	49 18.8%	3 23.1%	1 8.3%	2 50.0%	1 12.5%	0 0.0%	7 26.9%	2 14.3%	7 18.4%	5 27.8%	1 16.7%	6 14.6%	4 23.5%
3=	41 15.8%	4 30.8%	1 8.3%	0 0.0%	3 37.5%	2 50.0%	3 11.5%	1 7.1%	5 13.2%	2 11.1%	2 33.3%	5 12.2%	3 17.6%
4=	65 25.0%	4 30.8%	6 50.0%	0 0.0%	0 0.0%	0 0.0%	5 19.2%	7 50.0%	12 31.6%	4 22.2%	0 0.0%	8 19.5%	6 35.3%
5=	41 15.8%	1 7.7%	1 8.3%	1 25.0%	2 25.0%	0 0.0%	5 19.2%	1 7.1%	9 23.7%	1 5.6%	1 16.7%	9 22.0%	2 11.8%
6=	21 8.1%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	1 3.8%	1 7.1%	3 7.9%	2 11.1%	2 33.3%	7 17.1%	1 5.9%
7=Very Effectively	10 3.8%	1 7.7%	1 8.3%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%
Mean	3.5	3.5	3.6	2.5	3.5	3.5	3.0	3.4	3.7	2.9	4.2	3.7	3.8
SD	1.6	1.4	1.7	1.7	1.7	2.5	1.6	1.5	1.4	1.7	1.7	1.7	1.4

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

## Topic 5: Social Media

### Companies interact with customers across a range of purchasing and communication channels. How effectively does your company integrate customer information across purchasing, communication and social media channels?

N=408	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 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
1=Not At All Effectively	14 17.5% c	10 15.2%	2 4.8% a	5 13.5%	10 14.3%	4 13.8%	3 10.0%	1 11.1%	4 10.0%	2 11.8%	17 14.5%	10 11.5%	6 11.3%
2=	17 21.3%	11 16.7%	4 9.5%	5 13.5%	10 14.3% c	6 20.7%	11 36.7% af	1 11.1%	8 20.0%	1 5.9% c	29 24.8% c	15 17.2%	5 9.4% a
3=	8 10.0% b	15 22.7% a	7 16.7%	6 16.2%	13 18.6%	4 13.8%	3 10.0%	2 22.2%	6 15.0%	3 17.6%	15 12.8%	17 19.5%	8 15.1%
4=	19 23.8%	14 21.2%	14 33.3%	10 27.0%	12 17.1% f	10 34.5%	7 23.3%	3 33.3%	11 27.5%	7 41.2% a	26 22.2%	24 27.6%	15 28.3%
5=	15 18.8%	9 13.6%	8 19.0%	4 10.8%	17 24.3% b	2 6.9% a	3 10.0%	0 0.0%	6 15.0%	3 17.6%	16 13.7% c	10 11.5% c	15 28.3% ab
6=	4 5.0% d	5 7.6%	4 9.5%	6 16.2% a	7 10.0%	2 6.9%	2 6.7%	2 22.2%	4 10.0%	1 5.9%	9 7.7%	6 6.9%	4 7.5%
7=Very Effectively	3 3.8%	2 3.0%	3 7.1%	1 2.7%	1 1.4%	1 3.4%	1 3.3%	0 0.0%	1 2.5%	0 0.0%	5 4.3%	5 5.7%	0 0.0%
Mean	3.4	3.4	4.1	3.7	3.6	3.3	3.2	3.7	3.6	3.6	3.4	3.5	3.8
SD	1.7 c	1.6 c	1.5 ab	1.7	1.6	1.6	1.6	1.7	1.6	1.4	1.7	1.6	1.5

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=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	264 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=We have proven the impact quantitatively	42 15.9%	4 30.8% F	4 33.3% F	0 0.0%	1 11.1%	0 0.0%	0 0.0% ABhjk	1 7.1%	7 17.5% f	1 5.6%	1 16.7% f	9 21.4% f	2 11.8%
2=We have a good qualitative sense of the impact, but not a quantitative impact	92 34.8%	6 46.2%	3 25.0%	0 0.0%	4 44.4%	1 25.0%	10 38.5%	7 50.0%	19 47.5% i	3 16.7% h	3 50.0%	15 35.7%	6 35.3%
3=We haven't been able to show the impact yet	130 49.2%	3 23.1% cfl	5 41.7%	4 100.0% ahk	4 44.4%	3 75.0%	16 61.5% ah	6 42.9%	14 35.0% cfl	14 77.8% AHk	2 33.3%	18 42.9% ci	9 52.9%
Mean	2.3	1.9	2.1	3.0	2.3	2.8	2.6	2.4	2.2	2.7	2.2	2.2	2.4
SD	0.7	0.8 FI	0.9 fi	0.0	0.7	0.5	0.5 AbHk	0.6	0.7 FI	0.6 AbHk	0.8	0.8 fi	0.7

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=408	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 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
1=We have proven the impact quantitatively	11 13.4%	11 16.7%	11 25.6%	7 18.9%	12 16.9%	4 14.3%	4 12.9%	1 11.1%	5 12.2%	3 16.7%	12 10.1% C	13 14.9% c	16 29.6% Ab
2=We have a good qualitative sense of the impact, but not a quantitative impact	24 29.3%	23 34.8%	20 46.5%	10 27.0%	25 35.2%	10 35.7%	8 25.8% f	2 22.2%	18 43.9%	10 55.6% c	40 33.6%	32 36.8%	19 35.2%
3=We haven't been able to show the impact yet	47 57.3% C	32 48.5% c	12 27.9% Abd	20 54.1% c	34 47.9%	14 50.0%	19 61.3% f	6 66.7%	18 43.9%	5 27.8% c	67 56.3% c	42 48.3%	19 35.2% a
Mean	2.4	2.3	2.0	2.4	2.3	2.4	2.5	2.6	2.3	2.1	2.5	2.3	2.1
SD	0.7 C	0.7 c	0.7 Ab	0.8	0.7	0.7	0.7	0.7	0.7	0.7	0.7 C	0.7 c	0.8 Ab

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

## Topic 6: Marketing Jobs

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

N=408 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	408	13	12	4	9	4	27	15	40	18	6	43	18
Percent	100.0%	6.2%	5.7%	1.9%	4.3%	1.9%	12.9%	7.2%	19.1%	8.6%	2.9%	20.6%	8.6%
Percent change	221	12	12	4	9	4	27	14	37	18	6	40	17
	4.7	-0.2	2.5	-1.3	15.8	-3.8	10.1	-1.5	5.3	4.7	3.0	3.7	4.8
	12.7	10.8	4.5	2.5	19.0	11.1	16.1	9.7	13.3	10.9	25.2	9.1	12.4
		d	d		abGK		gk	Df				Df	

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

## Topic 6: Marketing Jobs

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

N=408 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
	Number	114	110	68	54	71	30	31	9	42	18	135	98
Percent	32.9%	31.8%	19.7%	15.6%	35.3%	14.9%	15.4%	4.5%	20.9%	9.0%	44.9%	32.6%	22.6%
Percent change	70	58	34	32	69	30	30	8	39	16	101	72	45
	5.9	5.2	2.3	2.2	6.6	8.6	1.6	0.9	3.9	3.0	5.4	3.9	4.5
	12.5	13.0	12.5	11.2	13.4	15.8	11.1	7.8	13.0	5.4	14.2	11.3	12.0

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

## Topic 6: Marketing Jobs

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

N=408 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	408	13	12	4	9	4	27	15	40	18	6	43	18
Percent	100.0%	6.2%	5.7%	1.9%	4.3%	1.9%	12.9%	7.2%	19.1%	8.6%	2.9%	20.6%	8.6%
Percent change	221	12	12	4	9	4	27	14	36	18	6	41	17
	3.1	7.5	4.6	-1.0	-1.2	-9.0	2.9	4.3	1.6	2.8	5.8	4.3	3.2
	8.1	8.7	7.8	2.7	11.5	10.4	8.8	8.1	9.2	6.5	8.0	6.8	7.9
		E	e			AbfghIjKl	e	e	e	E	e	E	e

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

## Topic 6: Marketing Jobs

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

N=408 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
	Number	114	110	68	54	71	30	31	9	42	18	135	98
Percent	32.9%	31.8%	19.7%	15.6%	35.3%	14.9%	15.4%	4.5%	20.9%	9.0%	44.9%	32.6%	22.6%
Percent change	69	58	34	32	69	30	30	9	38	16	100	73	45
	1.9	2.4	4.0	4.0	3.5	3.3	1.4	2.8	3.0	1.7	2.9	3.1	3.1
	7.9	7.9	8.0	8.8	9.0	6.3	7.8	5.7	9.0	9.5	8.4	8.4	7.2

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



## Topic 7: Marketing Organization

### Number of employees

N=408 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	408	13	12	4	9	4	27	15	40	18	6
Percent	100.0%	6.2%	5.7%	1.9%	4.3%	1.9%	12.9%	7.2%	19.1%	8.6%	2.9%	20.6%	8.6%
How many employees does your firm have?	226 8844 23195	13 2420 4085 dE	12 8901 29785	4 644 846	9 10475 10303 ae	4 48578 45151 AdFhijKL	26 4414 8006 Eg	15 20296 37557 f	39 12225 29051 e	18 12988 26044 e	6 2778 3818 e	41 5617 22459 E	17 6687 17335 E
How many marketing (non-sales) employees are in your firm?	216 526 3720	12 58 56 bl	11 14 18 ad	4 6 4	9 46 37 bl	4 8800 17467 FhKI	26 73 143 E	14 208 370	37 716 3279 e	17 2223 9034	6 221 399	39 113 452 E	15 15 24 ade

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

## Topic 7: Marketing Organization

### Number of employees

N=408 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	114	110	68	54	71	30	31	9	42	18	135	98	68
Percent	32.9%	31.8%	19.7%	15.6%	35.3%	14.9%	15.4%	4.5%	20.9%	9.0%	44.9%	32.6%	22.6%
How many employees does your firm have?	70 7190 17718	58 10579 26651	35 11902 30264	34 10835 26568	70 1580 12359 EF	30 216 211 CDEF	30 1368 2021 BEF	9 2217 1750 BF	41 14120 22398 ABCF	17 64602 38631 ABCDE	101 7280 22060	74 13771 29603 c	47 4574 10876 b
How many marketing (non-sales) employees are in your firm?	68 146 330	55 685 4717	33 716 3471	32 1219 6583	68 13 29 cDEF	30 9 7 cdEF	28 35 58 abEf	9 298 807 Ab	38 182 252 ABCF	15 6585 13017 ABcE	95 421 3592	73 935 4914	45 114 265

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

## Topic 7: Marketing Organization

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

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	232 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
Product/service groups	170 73.3%	9 81.8%	9 75.0%	3 75.0%	6 66.7%	4 100.0%	20 74.1%	8 57.1%	33 82.5% K	14 77.8%	4 66.7%	23 53.5% HI	14 82.4% k
Customer groups	62 26.7%	2 18.2%	3 25.0%	1 25.0%	3 33.3%	0 0.0%	7 25.9%	6 42.9%	7 17.5% K	4 22.2%	2 33.3%	20 46.5% HI	3 17.6% k
Mean	1.3	1.2	1.3	1.3	1.3	1.0	1.3	1.4	1.2	1.2	1.3	1.5	1.2
SD	0.4	0.4	0.5	0.5	0.5	0.0	0.4	0.5	0.4 K	0.4	0.5	0.5 HI	0.4 k

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

## Topic 7: Marketing Organization

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

N=408	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	114 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%
Product/service groups	53 74.6%	43 71.7%	28 75.7%	23 65.7%	46 64.8% b	27 90.0% ade	22 75.9%	5 55.6% b	27 65.9% b	15 83.3%	74 71.2%	61 79.2%	31 66.0%
Customer groups	18 25.4%	17 28.3%	9 24.3%	12 34.3%	25 35.2% b	3 10.0% ade	7 24.1%	4 44.4% b	14 34.1% b	3 16.7%	30 28.8%	16 20.8%	16 34.0%
Mean	1.3	1.3	1.2	1.3	1.4	1.1	1.2	1.4	1.3	1.2	1.3	1.2	1.3
SD	0.4	0.5	0.4	0.5	0.5 B	0.3 Ade	0.4	0.5 b	0.5 b	0.4	0.5	0.4	0.5

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

## Topic 8: Marketing Leadership

### What is marketing primarily responsible for in your firm?

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	2245 959.4%	12 5.1%	12 5.1%	4 1.7%	9 3.8%	4 1.7%	27 11.5%	14 6.0%	40 17.1%	18 7.7%	6 2.6%	43 18.4%	18 7.7%
Advertising	187 79.9%	12 100.0% bcK	8 66.7% a	2 50.0% adi	9 100.0% ck	3 75.0%	24 88.9% K	12 85.7%	34 85.0% K	17 94.4% cK	6 100.0%	25 58.1% AdFHll	16 88.9% k
Brand	185 79.1%	11 91.7% e	10 83.3% e	3 75.0% i	9 100.0% el	1 25.0% abdfghljk	22 81.5% e	12 85.7% e	32 80.0% ei	18 100.0% cEhkL	6 100.0% e	34 79.1% ei	11 61.1% dl
Promotion	175 74.8%	10 83.3% e	8 66.7% e	2 50.0% d	9 100.0% ce	1 25.0% adfgjh	22 81.5% e	12 85.7% e	32 80.0% e	12 66.7%	6 100.0% e	29 67.4%	12 66.7%
Social media	174 74.4%	12 100.0% ceL	9 75.0%	2 50.0% a	8 88.9%	2 50.0% a	17 63.0% a	11 78.6%	33 82.5% l	15 83.3% l	6 100.0% l	33 76.7% l	9 50.0% Ahijk
Positioning	162 69.2%	9 75.0%	10 83.3% ce	1 25.0% bh	7 77.8%	1 25.0% bh	19 70.4%	10 71.4%	32 80.0% ce	12 66.7%	5 83.3%	29 67.4%	13 72.2%
Marketing analytics	160 68.4%	11 91.7% k	7 58.3%	2 50.0%	8 88.9%	2 50.0%	20 74.1%	10 71.4%	33 82.5% k	12 66.7%	5 83.3%	24 55.8% ah	11 61.1%
Marketing research	148 63.2%	10 83.3% k	11 91.7% iK	2 50.0%	8 88.9% k	2 50.0%	20 74.1% k	10 71.4%	27 67.5%	10 55.6% b	4 66.7%	20 46.5% aBdf	11 61.1%
Public relations	140 59.8%	10 83.3% cefl	7 58.3%	1 25.0% a	6 66.7%	1 25.0% a	13 48.1% a	8 57.1%	26 65.0%	13 72.2%	4 66.7%	30 69.8%	8 44.4% a
Lead generation	130 55.6%	2 16.7% CfHjK	6 50.0%	4 100.0% Ag	4 44.4%	1 25.0% h	15 55.6% a	4 28.6% cHk	31 77.5% AeGil	8 44.4% h	4 66.7% a	29 67.4% Ag	9 50.0% h
Competitive intelligence	123 52.6%	5 41.7% bf	10 83.3% ahljk	4 100.0% ljk	7 77.8% ij	2 50.0%	21 77.8% ahlJK	8 57.1%	20 50.0% bf	4 22.2% BCdF	1 16.7% bcdF	20 46.5% bcf	9 50.0%

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

## Topic 8: Marketing Leadership

### What is marketing primarily responsible for in your firm?

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Market entry strategies	112 47.9%	8 66.7% e	4 33.3%	2 50.0%	5 55.6%	0 0.0% afjl	18 66.7% eik	6 42.9%	19 47.5%	6 33.3% fj	5 83.3% eik	16 37.2% fj	11 61.1% e
New products	109 46.6%	9 75.0% hijk	8 66.7% i	1 25.0%	6 66.7% i	1 25.0%	16 59.3% i	7 50.0%	16 40.0% a	4 22.2% Abdfi	1 16.7% a	16 37.2% a	11 61.1% i
Customer relationship management	78 33.3%	5 41.7%	5 41.7%	3 75.0% fhi	3 33.3%	2 50.0%	6 22.2% cjl	6 42.9%	9 22.5% cjl	3 16.7% cjl	4 66.7% fhi	15 34.9%	10 55.6% fhi
Market selection	78 33.3%	5 41.7%	5 41.7%	3 75.0% gi	5 55.6% gi	1 25.0%	17 63.0% GHIKl	2 14.3% cdF	12 30.0% F	2 11.1% cdF	2 33.3%	12 27.9% F	4 22.2% f
Pricing	77 32.9%	7 58.3% hkl	6 50.0% I	4 100.0% deHlJK	3 33.3% ci	0 0.0% cf	15 55.6% ehIK	7 50.0% Ik	10 25.0% aCfi	0 0.0% ABCdFGhKL	1 16.7% c	9 20.9% aCFgi	8 44.4% I
Innovation	69 29.5%	8 66.7% eHijk	5 41.7%	1 25.0%	6 66.7% eHijk	0 0.0% ad	9 33.3%	5 35.7%	6 15.0% AD	4 22.2% ad	0 0.0% ad	12 27.9% ad	6 33.3%
Sales	69 29.5%	0 0.0% cdegJk	3 25.0%	2 50.0% a	3 33.3% a	2 50.0% a	7 25.9%	5 35.7% a	5 12.5% JK	5 27.8%	4 66.7% AH	17 39.5% aH	5 27.8%
Customer service	44 18.8%	4 33.3% H	3 25.0% h	2 50.0% H	1 11.1%	0 0.0%	7 25.9% h	2 14.3%	2 5.0% AbCfK	2 11.1%	0 0.0%	12 27.9% H	4 22.2%
Distribution	22 9.4%	0 0.0%	1 8.3%	1 25.0% K	1 11.1% k	0 0.0%	5 18.5% K	1 7.1%	3 7.5%	3 16.7% K	0 0.0%	0 0.0% CdFI	2 11.1% k
Stock market performance	3 1.3%	0 0.0%	0 0.0%	0 0.0%	1 11.1% hk	0 0.0%	0 0.0%	0 0.0%	0 0.0% d	1 5.6%	0 0.0%	0 0.0% d	0 0.0% d
Mean	11.1	11.0	10.9	11.1	11.0	11.6	10.6	10.9	11.7	11.6	11.4	11.4	10.4
SD	5.9	5.9	5.8	5.4	5.8	6.2	5.8	5.9	6.1	6.0	6.1	6.0	6.0

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

## Topic 8: Marketing Leadership

### What is marketing primarily responsible for in your firm?

N=234	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	72 30.8%	60 25.6%	38 16.2%	35 15.0%	71 30.3%	30 12.8%	30 12.8%	9 3.8%	41 17.5%	18 7.7%	106 45.3%	77 32.9%	47 20.1%
Advertising	60 83.3%	43 71.7% c	34 89.5% b	27 77.1%	49 69.0% b	28 93.3% a	25 83.3%	9 100.0%	34 82.9%	16 88.9%	82 77.4%	61 79.2%	40 85.1%
Brand	58 80.6%	48 80.0%	32 84.2%	25 71.4%	49 69.0% bf	28 93.3% a	24 80.0%	9 100.0%	35 85.4%	17 94.4% a	77 72.6% b	67 87.0% a	37 78.7%
Promotion	55 76.4%	40 66.7%	31 81.6%	25 71.4%	48 67.6%	26 86.7%	22 73.3%	8 88.9%	31 75.6%	14 77.8%	71 67.0% b	62 80.5% a	38 80.9%
Social media	49 68.1%	41 68.3%	32 84.2%	29 82.9%	48 67.6% d	26 86.7%	21 70.0%	9 100.0% a	32 78.0%	14 77.8%	67 63.2% Bc	65 84.4% A	38 80.9% a
Positioning	52 72.2%	36 60.0% c	32 84.2% bd	21 60.0% c	44 62.0% d	23 76.7%	21 70.0%	9 100.0% a	30 73.2%	14 77.8%	70 66.0%	55 71.4%	35 74.5%
Marketing analytics	52 72.2%	37 61.7% c	32 84.2% bd	21 60.0% c	38 53.5% BDE	27 90.0% Ac	19 63.3% bd	9 100.0% Ac	33 80.5% A	12 66.7%	60 56.6% Bc	61 79.2% A	35 74.5% a
Marketing research	48 66.7% d	35 58.3% C	32 84.2% BD	15 42.9% aC	37 52.1% ce	21 70.0%	23 76.7% a	4 44.4%	31 75.6% a	12 66.7%	57 53.8% B	59 76.6% A	29 61.7%
Public relations	40 55.6%	40 66.7%	25 65.8%	18 51.4%	38 53.5% bd	24 80.0% aeF	22 73.3% f	8 88.9% af	22 53.7% b	7 38.9% Bcd	56 52.8%	50 64.9%	31 66.0%
Lead generation	45 62.5% c	35 58.3%	15 39.5% a	19 54.3%	44 62.0%	19 63.3%	14 46.7%	6 66.7%	21 51.2%	9 50.0%	54 50.9% c	39 50.6% c	33 70.2% ab
Competitive intelligence	44 61.1% d	33 55.0%	20 52.6%	14 40.0% a	36 50.7%	18 60.0%	18 60.0%	3 33.3%	23 56.1%	7 38.9%	55 51.9%	45 58.4%	21 44.7%

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

## Topic 8: Marketing Leadership

### What is marketing primarily responsible for in your firm?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Market entry strategies	35 48.6%	23 38.3%	25 65.8%	14 40.0%	32 45.1%	15 50.0%	14 46.7%	5 55.6%	19 46.3%	9 50.0%	43 40.6%	43 55.8%	24 51.1%
		C	Bd	c							b	a	
New products	35 48.6%	22 36.7%	25 65.8%	12 34.3%	29 40.8%	17 56.7%	14 46.7%	4 44.4%	21 51.2%	8 44.4%	42 39.6%	46 59.7%	20 42.6%
		C	BD	C							B	A	
Customer relationship management	19 26.4%	15 25.0%	21 55.3%	14 40.0%	25 35.2%	8 26.7%	10 33.3%	4 44.4%	14 34.1%	8 44.4%	27 25.5%	31 40.3%	19 40.4%
		C	AB								b	a	
Market selection	30 41.7%	17 28.3%	14 36.8%	8 22.9%	23 32.4%	11 36.7%	13 43.3%	2 22.2%	17 41.5%	2 11.1%	30 28.3%	29 37.7%	19 40.4%
							f		f	ce			
Pricing	29 40.3%	9 15.0%	18 47.4%	12 34.3%	28 39.4%	9 30.0%	8 26.7%	2 22.2%	16 39.0%	4 22.2%	32 30.2%	28 36.4%	16 34.0%
		B	ACd	b									
Innovation	13 18.1%	14 23.3%	21 55.3%	10 28.6%	20 28.2%	7 23.3%	8 26.7%	4 44.4%	17 41.5%	3 16.7%	20 18.9%	33 42.9%	15 31.9%
		C	ABd	c							B	A	
Sales	16 22.2%	19 31.7%	14 36.8%	15 42.9%	30 42.3%	3 10.0%	9 30.0%	2 22.2%	4 9.8%	6 33.3%	27 25.5%	19 24.7%	20 42.6%
		d		a	BE	A	e		Acf	e	c	c	ab
Customer service	12 16.7%	8 13.3%	12 31.6%	8 22.9%	20 28.2%	4 13.3%	4 13.3%	1 11.1%	6 14.6%	1 5.6%	17 16.0%	14 18.2%	11 23.4%
		c	b		f					a			
Distribution	12 16.7%	0 0.0%	2 5.3%	6 17.1%	5 7.0%	1 3.3%	5 16.7%	0 0.0%	1 2.4%	3 16.7%	9 8.5%	7 9.1%	6 12.8%
		B	AD	B			e		c				
Stock market performance	1 1.4%	1 1.7%	0 0.0%	0 0.0%	0 0.0%	1 3.3%	0 0.0%	0 0.0%	1 2.4%	0 0.0%	1 0.9%	0 0.0%	2 4.3%
Mean	11.0	11.5	10.8	11.1	10.9	11.6	11.0	11.6	11.3	10.9	11.0	11.2	11.2
SD	5.9	5.9	5.9	6.0	5.9	6.0	5.9	6.2	5.8	6.1	5.9	5.9	6.0

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



## Topic 8: Marketing Leadership

### Number of reports

N=408 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	408	13	12	4	9	4	27	15	40	18	6	43	18
Percent	100.0%	6.2%	5.7%	1.9%	4.3%	1.9%	12.9%	7.2%	19.1%	8.6%	2.9%	20.6%	8.6%
How many direct reports do you have?	218	12	12	3	9	4	27	15	38	18	6	40	15
	7.1	8.5	5.9	1.0	8.6	12.8	4.6	12.9	8.2	4.5	10.3	5.3	4.7
	13.4	12.4	6.7	1.0	10.2	18.3	2.9	26.4	17.2	3.5	7.3	8.1	3.7
				f		f	ceJ			j	FiI		j
How many indirect reports (dotted-line) reports do you have?	196	11	9	3	8	4	25	14	35	16	6	35	13
	15.6	7.4	17.0	3.7	23.4	26.3	23.3	11.5	15.1	18.1	54.5	9.1	15.2
	32.0	6.9	19.8	0.6	25.4	49.2	45.7	17.7	32.4	43.6	81.6	13.0	27.6
					k				j		hK	dJ	

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

## Topic 8: Marketing Leadership

### Number of reports

N=408 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
	Number	114	110	68	54	71	30	31	9	42	18	135	98
Percent	32.9%	31.8%	19.7%	15.6%	35.3%	14.9%	15.4%	4.5%	20.9%	9.0%	44.9%	32.6%	22.6%
How many direct reports do you have?	68 6.9 13.7	56 7.0 13.8	33 9.2 18.5	32 5.1 4.2	67 3.4 3.4 bcDEF	29 5.1 3.9 ad	30 8.0 8.1 A	9 12.4 15.4 Ab	39 10.3 18.2 A	17 12.2 24.8 A	98 5.2 10.8 b	70 10.6 18.9 a	46 5.6 5.8
How many indirect reports (dotted-line) reports do you have?	61 14.9 36.7	50 15.0 29.4	27 9.0 11.8	31 26.1 43.4	57 10.8 24.4 e	26 9.7 19.4	28 13.8 17.1	8 11.6 13.0	36 31.9 54.2 a	16 20.9 41.5	85 10.0 18.8 b	65 21.3 41.9 a	43 17.7 35.2

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

**Topic 8: Marketing Leadership**

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

N=408 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	408	13	12	4	9	4	27	15	40	18	6	43	18
Percent	100.0%	6.2%	5.7%	1.9%	4.3%	1.9%	12.9%	7.2%	19.1%	8.6%	2.9%	20.6%	8.6%
In your current role?	226	13	12	4	9	4	27	15	39	18	6	40	17
	4.6	4.5	4.0	5.8	3.7	3.6	4.7	4.7	4.3	5.0	4.3	5.9	3.7
	3.6	3.6	3.8	4.3	2.1	2.3	3.3	3.9	3.7	3.8	2.7	3.9	3.4
In any role?												1	k
	215	13	11	3	9	4	27	14	38	17	6	38	16
	9.4	7.8	6.9	16.7	9.3	6.3	15.0	6.0	7.4	7.4	8.8	12.4	7.4
	7.7	4.1	6.9	7.0	8.4	4.0	8.7	6.3	6.9	5.8	8.8	8.4	6.3
		cF	F	aghil			ABGHIL	cFk	cFK	cFk		gHil	cFk

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

## Topic 8: Marketing Leadership

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

N=408 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
	Number	114	110	68	54	71	30	31	9	42	18	135	98
Percent	32.9%	31.8%	19.7%	15.6%	35.3%	14.9%	15.4%	4.5%	20.9%	9.0%	44.9%	32.6%	22.6%
In your current role?	71 5.0 3.7	57 4.3 3.9	35 3.8 2.5 d	34 5.7 3.8 c	69 5.2 4.0 f	30 5.9 4.1 eF	30 4.5 3.1	9 3.9 2.5	41 4.0 3.3 b	17 3.2 1.3 aB	101 4.5 3.8	74 4.8 3.3	47 4.6 3.7
In any role?	68 11.3 8.1 Cd	55 10.5 8.7 C	32 5.9 5.6 AB	32 7.9 6.5 a	67 8.1 7.1 c	29 11.2 8.0 d	29 11.9 8.6 ad	9 4.9 4.1 bc	40 10.1 7.8	17 8.5 6.8	96 9.6 8.0 c	70 10.8 7.8 C	45 6.3 5.9 aB

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

## Topic 8: Marketing Leadership

### Do you feel pressure from your CEO or Board to prove the value of marketing?

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	236 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
Yes	151 64.0%	10 83.3% C	9 75.0% c	0 0.0% Abghkl	5 55.6%	3 75.0%	14 51.9%	10 71.4% c	27 67.5% c	10 55.6%	4 66.7%	29 67.4% c	12 66.7% c
No	85 36.0%	2 16.7% C	3 25.0% c	4 100.0% Abghkl	4 44.4%	1 25.0%	13 48.1%	4 28.6% c	13 32.5% c	8 44.4%	2 33.3%	14 32.6% c	6 33.3% c
Mean	1.4	1.2	1.3	2.0	1.4	1.3	1.5	1.3	1.3	1.4	1.3	1.3	1.3
SD	0.5	0.4	0.5	0.0	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5

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

## Topic 8: Marketing Leadership

### Do you feel pressure from your CEO or Board to prove the value of marketing?

N=408	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 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
Yes	36 49.3% bC	41 67.2% a	32 84.2% A	24 68.6%	37 52.1% cf	18 60.0%	23 76.7% a	7 77.8%	27 65.9%	15 83.3% a	58 54.2% bc	53 68.8% a	36 75.0% a
No	37 50.7% bC	20 32.8% a	6 15.8% A	11 31.4%	34 47.9% cf	12 40.0%	7 23.3% a	2 22.2%	14 34.1%	3 16.7% a	49 45.8% bc	24 31.2% a	12 25.0% a
Mean	1.5	1.3	1.2	1.3	1.5	1.4	1.2	1.2	1.3	1.2	1.5	1.3	1.3
SD	0.5 bC	0.5 a	0.4 A	0.5	0.5 cf	0.5	0.4 a	0.4	0.5	0.4 a	0.5 bc	0.5 a	0.4 a

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

## Topic 8: Marketing Leadership

### Is this pressure increasing, decreasing, or about the same?

N=151	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	150 100.0%	10 7.5%	9 6.8%	0 0.0%	5 3.8%	3 2.3%	14 10.5%	10 7.5%	27 20.3%	10 7.5%	4 3.0%	29 21.8%	12 9.0%
+1=Increasing pressure	95 63.3%	3 30.0% H	6 66.7%	0 0.0%	3 60.0%	2 66.7%	6 42.9% h	5 50.0%	22 81.5% Af	7 70.0%	3 75.0%	17 58.6%	7 58.3%
0=About the same amount of pressure	49 32.7%	6 60.0% H	3 33.3%	0 0.0%	2 40.0%	1 33.3%	7 50.0% h	4 40.0%	4 14.8% Af	3 30.0%	1 25.0%	10 34.5%	5 41.7%
-1=Decreasing pressure	6 4.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	1 10.0%	1 3.7%	0 0.0%	0 0.0%	2 6.9%	0 0.0%
Mean	0.6	0.2	0.7	---	0.6	0.7	0.4	0.4	0.8	0.7	0.8	0.5	0.6
SD	0.6	0.6 H	0.5	---	0.5	0.6	0.6 h	0.7	0.5 Af	0.5	0.5	0.6	0.5

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

## Topic 8: Marketing Leadership

### Is this pressure increasing, decreasing, or about the same?

N=151	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	36 27.1%	41 30.8%	32 24.1%	24 18.0%	37 29.1%	18 14.2%	23 18.1%	7 5.5%	27 21.3%	15 11.8%	58 39.5%	53 36.1%	36 24.5%
+1=Increasing pressure	23 63.9%	27 65.9%	17 54.8%	17 70.8%	23 62.2%	12 66.7%	11 47.8%	5 71.4%	15 55.6%	12 80.0%	33 56.9%	36 67.9%	22 62.9%
0=About the same amount of pressure	11 30.6%	12 29.3%	12 38.7%	7 29.2%	13 35.1%	4 22.2%	12 52.2%	1 14.3%	11 40.7%	2 13.3%	21 36.2%	16 30.2%	12 34.3%
-1=Decreasing pressure	2 5.6%	2 4.9%	2 6.5%	0 0.0%	1 2.7%	2 11.1%	0 0.0%	1 14.3%	1 3.7%	1 6.7%	4 6.9%	1 1.9%	1 2.9%
Mean	0.6	0.6	0.5	0.7	0.6	0.6	0.5	0.6	0.5	0.7	0.5	0.7	0.6
SD	0.6	0.6	0.6	0.5	0.6	0.7	0.5	0.8	0.6	0.6	0.6	0.5	0.6

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



## Topic 9: Marketing Analytics

### What percent of your marketing budget...

N=408 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	408	13	12	4	9	4	27	15	40	18	6	43	18
Percent	100.0%	6.2%	5.7%	1.9%	4.3%	1.9%	12.9%	7.2%	19.1%	8.6%	2.9%	20.6%	8.6%
...do you currently spend on marketing analytics?	241	13	11	4	9	4	27	15	37	17	6	42	18
	7.1	6.2	8.8	6.8	7.6	9.3	8.0	6.6	8.7	4.1	6.3	6.0	6.3
	7.8	5.2	8.2	13.5	6.2	12.7	9.4	6.3	8.3	3.4	7.2	7.0	7.8
			i						i	bh			
...will you spend in the next three years?	237	12	11	4	9	4	27	14	37	17	6	42	17
	12.2	7.2	17.3	18.3	10.0	16.3	11.2	11.8	15.3	9.3	12.7	11.3	11.6
	11.4	6.4	11.3	21.7	7.6	19.7	10.1	14.6	11.4	10.2	10.6	10.8	10.1
		bh	a						a				

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

## Topic 9: Marketing Analytics

### What percent of your marketing budget...

N=408 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
	Number	114	110	68	54	71	30	31	9	42	18	135	98
Percent	32.9%	31.8%	19.7%	15.6%	35.3%	14.9%	15.4%	4.5%	20.9%	9.0%	44.9%	32.6%	22.6%
...do you currently spend on marketing analytics?	73 7.9 8.4	59 5.6 6.3 C	41 9.9 7.9 B	35 7.2 8.7	71 5.5 7.5 e	29 6.2 7.7	31 6.6 6.1	9 9.9 7.1	40 8.5 7.3 a	17 7.6 8.5	106 6.4 8.0	83 7.5 7.2	50 8.0 8.4
...will you spend in the next three years?	73 12.7 11.4	58 11.4 10.6	39 12.7 10.7	34 12.9 13.5	71 10.5 10.3	28 10.7 10.0	31 11.4 10.8	9 16.1 8.6	38 13.8 11.8	17 13.1 11.4	105 11.6 12.0	81 12.4 10.5	49 13.6 11.7

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

## Topic 9: Marketing Analytics

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

N=408 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	408	13	12	4	9	4	27	15	40	18	6	43	18
Percent	100.0%	6.2%	5.7%	1.9%	4.3%	1.9%	12.9%	7.2%	19.1%	8.6%	2.9%	20.6%	8.6%
Percent of projects	238	13	11	4	9	4	26	14	37	17	6	42	17
	32.5	39.6	28.6	32.5	31.2	27.5	28.6	45.1	39.1	25.0	33.3	24.4	35.3
	31.2	25.5	22.6	39.5	29.0	42.7	30.1	38.2	31.8	23.4	32.2	30.6	34.8
								k	k			gh	

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

## Topic 9: Marketing Analytics

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

N=408 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
	Number	114	110	68	54	71	30	31	9	42	18	135	98
Percent	32.9%	31.8%	19.7%	15.6%	35.3%	14.9%	15.4%	4.5%	20.9%	9.0%	44.9%	32.6%	22.6%
Percent of projects	72	59	40	35	71	28	31	9	39	16	104	82	49
	33.9	20.5	49.9	34.8	23.3	32.8	27.5	33.4	42.3	46.6	26.2	36.5	38.9
	32.1	26.3	30.6	30.9	30.3	29.9	28.1	31.1	28.9	33.3	29.5	31.7	31.8
	bc	aCd	aBd	bc	EF		ef		Ac	Ac	bc	a	a

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

**Topic 9: Marketing Analytics**

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

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	241 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=Not At All	39 16.2%	0 0.0% e	2 18.2%	0 0.0%	1 11.1%	2 50.0% aH	3 11.5%	3 21.4%	2 5.1% Ek	3 16.7%	0 0.0%	9 22.0% h	4 22.2%
2=	39 16.2%	2 15.4%	0 0.0% cj	2 50.0% bL	1 11.1%	0 0.0%	4 15.4%	3 21.4% 1	6 15.4%	3 16.7%	3 50.0% bL	8 19.5% 1	0 0.0% CgJk
3=	42 17.4%	2 15.4%	1 9.1%	0 0.0%	2 22.2%	1 25.0%	7 26.9%	3 21.4%	9 23.1%	4 22.2%	1 16.7%	4 9.8%	3 16.7%
4=	31 12.9%	2 15.4%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	1 3.8% i	1 7.1%	6 15.4%	6 33.3% f	0 0.0%	5 12.2%	4 22.2%
5=	39 16.2%	3 23.1% i	3 27.3% i	0 0.0%	1 11.1%	0 0.0%	8 30.8% i	1 7.1%	9 23.1% i	0 0.0% abfh	1 16.7%	5 12.2%	2 11.1%
6=	33 13.7%	2 15.4%	3 27.3%	1 25.0%	4 44.4% fgh	0 0.0%	2 7.7% d	1 7.1% d	4 10.3% d	2 11.1%	1 16.7%	8 19.5%	2 11.1%
7=Very Highly	18 7.5%	2 15.4%	0 0.0%	1 25.0% i	0 0.0%	1 25.0% i	1 3.8%	2 14.3%	3 7.7%	0 0.0% ce	0 0.0%	2 4.9%	3 16.7%
Mean	3.7	4.5	4.2	4.3	4.2	3.0	3.7	3.4	4.0	3.2	3.3	3.5	4.0
SD	1.9	1.7 i	1.8	2.6	2.0	2.8	1.7	2.1	1.6	1.5 a	1.8	2.0	2.1

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

## Topic 9: Marketing Analytics

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

N=408	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	114 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%
1=Not At All	11 14.9%	11 18.6%	2 5.0%	4 11.4%	19 27.1% bE	1 3.6% a	5 16.1%	1 11.1%	2 5.0% A	1 5.6%	27 25.2% Bc	7 8.5% A	5 10.2% a
2=	12 16.2%	13 22.0%	6 15.0%	8 22.9%	14 20.0%	8 28.6% e	4 12.9%	0 0.0%	3 7.5% b	2 11.1%	17 15.9%	12 14.6%	9 18.4%
3=	19 25.7% d	10 16.9%	5 12.5%	2 5.7% a	8 11.4% b	9 32.1% a	4 12.9%	2 22.2%	10 25.0%	2 11.1%	18 16.8%	17 20.7%	7 14.3%
4=	5 6.8% d	7 11.9%	4 10.0%	8 22.9% a	10 14.3%	1 3.6% cd	7 22.6% b	3 33.3% be	3 7.5% d	2 11.1%	14 13.1%	9 11.0%	8 16.3%
5=	12 16.2%	8 13.6%	8 20.0%	5 14.3%	9 12.9%	4 14.3%	7 22.6%	1 11.1%	6 15.0%	5 27.8%	13 12.1%	16 19.5%	10 20.4%
6=	8 10.8%	8 13.6%	8 20.0%	7 20.0%	8 11.4% e	3 10.7%	3 9.7%	2 22.2%	11 27.5% a	2 11.1%	11 10.3%	13 15.9%	8 16.3%
7=Very Highly	7 9.5%	2 3.4% c	7 17.5% bd	1 2.9% c	2 2.9% eF	2 7.1%	1 3.2% f	0 0.0%	5 12.5% a	4 22.2% Ac	7 6.5%	8 9.8%	2 4.1%
Mean	3.6	3.3	4.6	3.8	3.1	3.6	3.6	4.0	4.5	4.7	3.3	4.0	3.8
SD	1.9 c	1.8 C	1.9 aB	1.8	1.9 EF	1.7 ef	1.7 e	1.6	1.8 Abc	1.9 Ab	1.9 B	1.8 A	1.7

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

## Topic 9: Marketing Analytics

### To what extent does your company have the right talent to fully leverage marketing analytics?

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	245 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=Does not have the right talent	22 9.0%	1 7.7%	0 0.0% e	0 0.0%	1 11.1% h	2 50.0% bfHKL	2 7.4% e	3 21.4% HI	0 0.0% dEGi	3 16.7% h	0 0.0%	3 7.3% e	0 0.0% Eg
2=	60 24.5%	3 23.1%	5 41.7%	1 25.0%	1 11.1%	0 0.0%	6 22.2%	4 28.6%	8 20.0%	7 38.9%	2 33.3%	9 22.0%	4 22.2%
3=	45 18.4%	3 23.1% i	2 16.7%	0 0.0%	2 22.2% i	1 25.0% i	8 29.6% i	4 28.6% i	6 15.0%	0 0.0% adefgj	2 33.3% i	7 17.1%	3 16.7%
4=	44 18.0%	4 30.8% g	3 25.0%	1 25.0%	1 11.1%	0 0.0%	6 22.2%	0 0.0% ai	9 22.5%	5 27.8% g	0 0.0%	7 17.1%	3 16.7%
5=	39 15.9%	1 7.7%	1 8.3%	1 25.0%	3 33.3% g	0 0.0%	3 11.1%	0 0.0% dhj	12 30.0% g	2 11.1%	2 33.3% g	8 19.5%	3 16.7%
6=	20 8.2%	1 7.7%	1 8.3%	0 0.0%	1 11.1%	1 25.0% fi	0 0.0% eg	3 21.4% fi	3 7.5%	0 0.0% eg	0 0.0%	4 9.8%	2 11.1%
7=Has the right talent	15 6.1%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	2 7.4%	0 0.0%	2 5.0%	1 5.6%	0 0.0%	3 7.3%	3 16.7%
Mean	3.6	3.3	3.3	4.5	3.8	2.8	3.4	2.9	4.1	3.0	3.3	3.8	4.3
SD	1.7	1.4	1.4	2.1	1.6	2.4	1.5	1.8 hl	1.4 gi	1.7 hl	1.4	1.7	1.8 gi

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

## Topic 9: Marketing Analytics

### To what extent does your company have the right talent to fully leverage marketing analytics?

N=408	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	114 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%
1=Does not have the right talent	8 10.5%	6 10.0%	1 2.5%	2 5.4%	3 4.2% f	1 3.4% f	1 3.2% f	1 11.1%	4 9.8%	4 22.2% abc	13 11.8%	6 7.1%	3 6.3%
2=	16 21.1%	17 28.3%	10 25.0%	9 24.3%	22 31.0%	6 20.7%	11 35.5%	1 11.1%	7 17.1%	2 11.1%	34 30.9% c	19 22.6%	7 14.6% a
3=	17 22.4%	9 15.0%	10 25.0%	4 10.8%	11 15.5%	8 27.6%	7 22.6%	1 11.1%	8 19.5%	3 16.7%	16 14.5%	19 22.6%	9 18.8%
4=	14 18.4%	7 11.7% d	5 12.5%	11 29.7% b	16 22.5%	6 20.7%	3 9.7%	3 33.3%	7 17.1%	1 5.6%	19 17.3%	14 16.7%	11 22.9%
5=	10 13.2%	13 21.7%	5 12.5%	8 21.6%	7 9.9% ef	5 17.2%	5 16.1%	2 22.2%	11 26.8% a	5 27.8% a	12 10.9% c	14 16.7%	12 25.0% a
6=	6 7.9%	4 6.7%	7 17.5% D	0 0.0% C	7 9.9%	2 6.9%	2 6.5%	1 11.1%	2 4.9%	2 11.1%	7 6.4%	10 11.9%	3 6.3%
7=Has the right talent	5 6.6%	4 6.7%	2 5.0%	3 8.1%	5 7.0%	1 3.4%	2 6.5%	0 0.0%	2 4.9%	1 5.6%	9 8.2%	2 2.4%	3 6.3%
Mean	3.5	3.5	3.8	3.7	3.6	3.6	3.5	3.8	3.7	3.6	3.4	3.6	3.9
SD	1.7	1.8	1.7	1.6	1.7	1.4	1.7	1.6	1.6	2.0	1.8	1.6	1.6

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



## Topic 9: Marketing Analytics

### Have you added analytics talent to your marketing organization in the last year?

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	243 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=Yes	93 38.3%	6 46.2%	6 50.0%	1 25.0%	6 66.7% k	2 50.0%	9 34.6%	7 50.0%	17 43.6% k	7 38.9%	3 50.0%	9 22.0% dh	7 41.2%
2=No	150 61.7%	7 53.8%	6 50.0%	3 75.0%	3 33.3% k	2 50.0%	17 65.4%	7 50.0%	22 56.4% k	11 61.1%	3 50.0%	32 78.0% dh	10 58.8%
Mean	1.6	1.5	1.5	1.8	1.3	1.5	1.7	1.5	1.6	1.6	1.5	1.8	1.6
SD	0.5	0.5	0.5	0.5	0.5 K	0.6	0.5	0.5	0.5 k	0.5	0.5	0.4 Dgh	0.5

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

**Topic 9: Marketing Analytics**

**Have you added analytics talent to your marketing organization in the last year?**

N=408	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 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
1=Yes	28 38.4% c	20 33.9% C	26 63.4% aBD	11 29.7% C	16 22.9% EF	5 16.7% EF	11 39.3% f	4 44.4%	26 63.4% AB	13 72.2% ABc	28 25.9% Bc	40 48.2% A	23 46.9% a
2=No	45 61.6% c	39 66.1% C	15 36.6% aBD	26 70.3% C	54 77.1% EF	25 83.3% EF	17 60.7% f	5 55.6%	15 36.6% AB	5 27.8% ABc	80 74.1% Bc	43 51.8% A	26 53.1% a
Mean	1.6	1.7	1.4	1.7	1.8	1.8	1.6	1.6	1.4	1.3	1.7	1.5	1.5
SD	0.5 C	0.5 C	0.5 ABD	0.5 C	0.4 EF	0.4 EF	0.5 ef	0.5	0.5 ABc	0.5 ABc	0.4 BC	0.5 A	0.5 A

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

**Topic 9: Marketing Analytics**

**How challenging was it to find the right talent?**

N=408	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	95 100.0%	13 6.2%	12 5.7%	4 1.9%	9 4.3%	4 1.9%	27 12.9%	15 7.2%	40 19.1%	18 8.6%	6 2.9%	43 20.6%	18 8.6%
1=Not Challenging	2 2.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%
2=	7 7.4%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 50.0% H	0 0.0%	1 14.3%	0 0.0% Ej	1 14.3%	1 33.3% h	2 22.2%	0 0.0%
3=	7 7.4%	2 28.6% h	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0% a	0 0.0%	0 0.0%	0 0.0%	1 14.3%
4=	23 24.2%	2 28.6%	2 33.3%	0 0.0%	0 0.0%	1 50.0%	2 22.2%	0 0.0%	7 41.2%	2 28.6%	1 33.3%	2 22.2%	2 28.6%
5=	24 25.3%	1 14.3%	1 16.7%	0 0.0%	2 33.3%	0 0.0%	3 33.3%	3 42.9%	7 41.2%	1 14.3%	0 0.0%	2 22.2%	1 14.3%
6=	17 17.9%	0 0.0% c	1 16.7%	1 100.0% ahi	2 33.3%	0 0.0%	2 22.2%	1 14.3%	2 11.8% c	0 0.0% c	1 33.3%	1 11.1%	2 28.6%
7=Extremely Challenging	15 15.8%	1 14.3%	1 16.7%	0 0.0%	2 33.3%	0 0.0%	2 22.2%	0 0.0%	1 5.9%	2 28.6%	0 0.0%	2 22.2%	1 14.3%
Mean	4.8	4.0	4.8	6.0	6.0	3.0	5.4	3.9	4.8	4.3	4.0	4.7	5.0
SD	1.5	1.6 d	1.5	0.0	0.9 aegh	1.4 dfh	1.1 e	1.9 d	0.9 de	2.3	2.0	1.9	1.4

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

**Topic 9: Marketing Analytics**

**How challenging was it to find the right talent?**

N=408

	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 32.9%	110 31.8%	68 19.7%	54 15.6%	71 35.3%	30 14.9%	31 15.4%	9 4.5%	42 20.9%	18 9.0%	135 44.9%	98 32.6%	68 22.6%
1=Not Challenging	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 6.9%	0 0.0%	0 0.0%
2=	1 3.6%	3 14.3%	3 11.1%	0 0.0%	1 6.3%	0 0.0%	1 9.1%	0 0.0%	2 7.4%	2 15.4%	2 6.9%	4 9.8%	1 4.3%
3=	1 3.6%	1 4.8%	3 11.1%	0 0.0%	1 6.3%	0 0.0%	2 18.2%	0 0.0%	2 7.4%	0 0.0%	2 6.9%	4 9.8%	1 4.3%
4=	10 35.7%	5 23.8%	6 22.2%	2 18.2%	7 43.8%	2 40.0%	3 27.3%	0 0.0%	6 22.2%	3 23.1%	6 20.7%	11 26.8%	6 26.1%
5=	9 32.1%	3 14.3%	6 22.2%	4 36.4%	2 12.5%	1 20.0%	3 27.3%	1 25.0%	8 29.6%	3 23.1%	6 20.7%	11 26.8%	6 26.1%
6=	4 14.3%	4 19.0%	4 14.8%	3 27.3%	3 18.8%	0 0.0%	0 0.0%	2 50.0%	6 22.2%	2 15.4%	7 24.1%	4 9.8%	5 21.7%
7=Extremely Challenging	3 10.7%	4 19.0%	5 18.5%	2 18.2%	2 12.5%	0 0.0%	2 18.2%	1 25.0%	3 11.1%	3 23.1%	4 13.8%	7 17.1%	4 17.4%
Mean	4.8	4.6	4.7	5.5	4.7	3.0	4.5	6.0	4.9	4.9	4.7	4.7	5.1
SD	1.2	1.9	1.6	1.0	1.4 b	1.9 ade	1.6	0.8 b	1.4 b	1.7	1.7	1.5	1.3

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

**Topic 9: Marketing Analytics**

**How do you measure the ROI of your company’s marketing efforts (select all that apply):**

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	426 104.4%	13 3.2%	12 2.9%	4 1.0%	9 2.2%	4 1.0%	27 6.6%	15 3.7%	40 9.8%	18 4.4%	6 1.5%	43 10.5%	18 4.4%
Managers’ judgments of customer response	111 27.2%	7 53.8%	5 41.7%	2 50.0%	4 44.4%	3 75.0%	12 44.4%	5 33.3%	20 50.0%	7 38.9%	3 50.0%	20 46.5%	7 38.9%
Customer surveys	91 22.3%	6 46.2%	3 25.0%	1 25.0%	6 66.7% k	1 25.0%	9 33.3%	4 26.7%	17 42.5%	9 50.0%	3 50.0%	11 25.6% d	6 33.3%
Econometric modeling of marketing activities on customer outcomes	72 17.6%	6 46.2% Fk	3 25.0%	0 0.0%	4 44.4% f	1 25.0%	2 7.4% AdgH	6 40.0% f	19 47.5% FK	4 22.2%	2 33.3%	8 18.6% aH	4 22.2%
Experiments	64 15.7%	5 38.5% f	2 16.7%	0 0.0%	2 22.2%	0 0.0%	3 11.1% aGh	8 53.3% Fk	14 35.0% f	6 33.3%	2 33.3%	8 18.6% g	5 27.8%
We don’t measure marketing ROI	60 14.7%	1 7.7%	3 25.0%	2 50.0%	1 11.1%	1 25.0%	10 37.0% h	3 20.0%	5 12.5% f	4 22.2%	0 0.0%	12 27.9%	3 16.7%
Other	28 6.9%	0 0.0% dj	2 16.7%	0 0.0%	3 33.3% agl	0 0.0%	2 7.4% j	0 0.0% dJ	6 15.0%	1 5.6% j	3 50.0% afGikL	6 14.0% j	0 0.0% dJ
Mean	3.5	3.5	3.6	3.2	3.9	3.7	3.4	3.1	3.6	3.5	4.2	3.6	3.4
SD	1.5	1.3	1.7	2.0	1.5	1.8	1.7	1.3	1.4	1.4	1.4	1.7	1.4

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

## Topic 9: Marketing Analytics

### How do you measure the ROI of your company's marketing efforts (select all that apply):

N=408	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	114 27.9%	110 27.0%	68 16.7%	54 13.2%	71 17.4%	30 7.4%	31 7.6%	9 2.2%	42 10.3%	18 4.4%	135 33.1%	98 24.0%
Managers' judgments of customer response	33 28.9%	31 28.2%	15 22.1%	17 31.5%	39 54.9% e	18 60.0% e	13 41.9%	3 33.3%	13 31.0% ab	7 38.9%	46 34.1%	34 34.7%	29 42.6%
Customer surveys	28 24.6%	21 19.1%	18 26.5%	17 31.5%	19 26.8% e	11 36.7%	9 29.0%	3 33.3%	21 50.0% a	9 50.0%	30 22.2% bc	34 34.7% a	24 35.3% a
Econometric modeling of marketing activities on customer outcomes	16 14.0% C	18 16.4% c	21 30.9% Ab	12 22.2%	16 22.5% eF	2 6.7% EF	6 19.4% eF	2 22.2%	19 45.2% aBc	11 61.1% ABC	20 14.8% Bc	30 30.6% A	19 27.9% a
Experiments	14 12.3% C	12 10.9% Cd	21 30.9% AB	13 24.1% b	18 25.4%	6 20.0%	7 22.6%	2 22.2%	13 31.0%	7 38.9%	16 11.9% BC	25 25.5% A	21 30.9% A
We don't measure marketing ROI	23 20.2% c	12 10.9%	5 7.4% a	9 16.7%	18 25.4% f	8 26.7% f	8 25.8% f	3 33.3% f	7 16.7%	0 0.0% abcd	38 28.1% C	18 18.4% c	4 5.9% Ab
Other	8 7.0%	10 9.1%	4 5.9%	3 5.6%	6 8.5% d	4 13.3%	2 6.5% d	3 33.3% ac	5 11.9%	2 11.1%	13 9.6%	6 6.1%	9 13.2%
Mean	3.5	3.7	3.3	3.4	3.5	3.8	3.4	3.6	3.4	3.5	3.4	3.4	3.8
SD	1.6	1.6	1.3	1.5	1.6	1.6	1.6	1.8	1.4	1.3	1.7	1.4 c	1.4 b

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

**Topic 9: Marketing Analytics**

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

N=408 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	408	13	12	4	9	4	27	15	40	18	6	43	18
Percent	100.0%	6.2%	5.7%	1.9%	4.3%	1.9%	12.9%	7.2%	19.1%	8.6%	2.9%	20.6%	8.6%
Percent of your marketing budget	222	12	11	4	9	4	25	14	36	17	6	35	16
	3.5	1.8	2.6	1.3	4.0	3.8	2.0	5.0	5.5	2.6	2.5	2.2	4.4
	5.1	1.7	3.3	2.5	6.3	7.5	3.3	7.1	6.1	3.2	2.7	4.0	5.3
		h					h		afK			H	

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

**Topic 9: Marketing Analytics**

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

N=408 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
	Number	114	110	68	54	71	30	31	9	42	18	135	98
Percent	32.9%	31.8%	19.7%	15.6%	35.3%	14.9%	15.4%	4.5%	20.9%	9.0%	44.9%	32.6%	22.6%
Percent of your marketing budget	68 3.7 5.1	54 2.5 4.2	38 4.3 5.8	33 3.8 6.0	66 2.3 3.1 De	28 3.1 4.6	30 2.5 3.7	9 5.9 7.3 A	36 4.4 5.7 a	15 3.4 5.3	97 2.9 4.4	75 3.9 5.8	48 4.2 5.3

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