



The **CMO** Survey

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

Results by Firm & Industry Characteristics

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AMERICAN MARKETING
ASSOCIATION

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

| | Total | Industry Sector | | | | | | | | | | | | |
|-------------|--------------|------------------------------|------------------------------|-------------------------------|----------------------|------------|---------------------|------------------|----------------|-----------------------------|---------------------|---------------------|-----------------------------|-----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| 3=More | 174 51.2% | 25 67.6% jl | 10 45.5% | 14 53.8% | 9 69.2% | 2 33.3% | 3 37.5% | 13 43.3% | 27 58.7% | 1 33.3% | 26 42.6% a | 14 56.0% | 21 43.8% a | 9 69.2% |
| 2=No Change | 126 37.1% | 10 27.0% | 7 31.8% | 11 42.3% | 3 23.1% | 3 50.0% | 2 25.0% | 15 50.0% m | 16 34.8% | 2 66.7% | 26 42.6% | 10 40.0% | 18 37.5% | 2 15.4% g |
| 1=Less | 40 11.8% | 2 5.4% f | 5 22.7% | 1 3.8% f | 1 7.7% | 1 16.7% | 3 37.5% acghk | 2 6.7% f | 3 6.5% f | 0 0.0% | 9 14.8% | 1 4.0% f | 9 18.8% | 2 15.4% |
| Mean | 2.39 | 2.62 bfjl | 2.23 a | 2.50 | 2.62 | 2.17 | 2.00 ah | 2.37 | 2.52 f | 2.33 | 2.28 a | 2.52 | 2.25 a | 2.54 |

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?

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|-------------|-------------------------|-----------------|----------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| 3=More | 59 52.7% | 56 48.7% | 28 45.9% | 31 59.6% | 41 43.6% | 28 52.8% | 23 50.0% | 12 57.1% | 47 58.8% | 21 50.0% | 70 49.6% | 52 52.0% | 47 55.3% |
| | | | | | e | | | | a | | | | |
| 2=No Change | 40 35.7% | 42 36.5% | 26 42.6% | 18 34.6% | 43 45.7% | 19 35.8% | 17 37.0% | 5 23.8% | 23 28.8% | 18 42.9% | 54 38.3% | 37 37.0% | 28 32.9% |
| | | | | | e | | | | a | | | | |
| 1=Less | 13 11.6% | 17 14.8% | 7 11.5% | 3 5.8% | 10 10.6% | 6 11.3% | 6 13.0% | 4 19.0% | 10 12.5% | 3 7.1% | 17 12.1% | 11 11.0% | 10 11.8% |
| Mean | 2.41 | 2.34 | 2.34 | 2.54 | 2.33 | 2.42 | 2.37 | 2.38 | 2.46 | 2.43 | 2.38 | 2.41 | 2.44 |

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

| Number responding Mean SD | Total | Industry Sector | | | | | | | | | | | | |
|---------------------------------|------------------------------|------------------------------|-------------------------------|----------------------|-----------|--------|------------|-----------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|-------|
| | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation | |
| | A | B | C | D | E | F | G | H | I | J | K | L | M | |
| Optimism rating | 340 | 37 | 22 | 26 | 13 | 5 | 8 | 30 | 46 | 3 | 61 | 26 | 48 | 13 |
| | 68.94 | 68.73 | 68.18 | 66.15 | 73.63 | 63.58 | 58.86 | 72.37 | 71.34 | 80.00 | 66.39 | 69.54 | 67.11 | 77.24 |
| | 14.45 | 12.47 | 12.87 | 14.90 | 11.52 | 16.38 | 12.52 | 14.73 | 14.74 | 5.00 | 15.35 | 14.75 | 15.04 | 12.91 |
| | | fm | | m | f | | adghiM | f | f | f | m | | m | acFjl |

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

| Number responding Mean SD | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---------------------------------|-------------------------|-----------------------|-----------------------|----------------------|-----------------------|----------------------------|---------------------------|---------------------------|-------------------------|---------------------------|----------------------|-----------------------|-----------------------|
| | B2B Product A | B2B Services B | B2C Product C | B2C Services D | <\$25 million A | \$26-99 million B | \$100-499 million C | \$500-999 million D | \$1-9.9 billion E | \$10+ billion F | 0% A | 1-10% B | >10% C |
| | Optimism rating | 113 68.06 16.09 | 115 68.38 14.97 | 61 68.54 12.08 | 51 72.63 11.55 | 93 65.90 15.27 be | 55 71.22 12.50 a | 46 69.07 14.53 | 21 66.33 14.65 | 79 70.91 15.38 a | 42 70.93 11.46 | 141 69.31 14.81 | 101 69.89 15.55 |

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

| | Total | Industry Sector | | | | | | | | | | | | |
|-------------|--------------|------------------------------|------------------------------|-------------------------------|----------------------|------------|------------|-------------|-------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| 3=More | 218 63.9% | 26 70.3% | 13 59.1% | 14 53.8% | 9 69.2% | 4 66.7% | 5 62.5% | 20 66.7% | 26 57.8% | 1 33.3% | 40 65.6% | 18 69.2% | 32 65.3% | 9 69.2% |
| 2=No Change | 79 23.2% | 8 21.6% | 4 18.2% | 9 34.6% | 3 23.1% | 0 0.0% | 0 0.0% | 7 23.3% | 15 33.3% | 2 66.7% | 14 23.0% | 4 15.4% | 11 22.4% | 2 15.4% |
| 1=Less | 44 12.9% | 3 8.1% | 5 22.7% | 3 11.5% | 1 7.7% | 2 33.3% | 3 37.5% | 3 10.0% | 4 8.9% | 0 0.0% | 7 11.5% | 4 15.4% | 6 12.2% | 2 15.4% |
| Mean | 2.51 | 2.62 | 2.36 | 2.42 | 2.62 | 2.33 | 2.25 | 2.57 | 2.49 | 2.33 | 2.54 | 2.54 | 2.53 | 2.54 |

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|-------------|-------------------------|-----------------|----------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| 3=More | 74 65.5% | 74 64.3% | 34 55.7% | 36 69.2% | 64 68.1% | 31 57.4% | 33 71.7% | 12 57.1% | 52 65.0% | 24 57.1% | 91 65.0% | 61 60.4% | 61 70.9% |
| 2=No Change | 28 24.8% | 26 22.6% | 15 24.6% | 10 19.2% | 17 18.1% | 17 31.5% | 10 21.7% | 5 23.8% | 15 18.8% | 14 33.3% | 29 20.7% | 28 27.7% | 15 17.4% |
| 1=Less | 11 9.7% | 15 13.0% | 12 19.7% | 6 11.5% | 13 13.8% | 6 11.1% | 3 6.5% | 4 19.0% | 13 16.3% | 4 9.5% | 20 14.3% | 12 11.9% | 10 11.6% |
| Mean | 2.56 | 2.51 | 2.36 | 2.58 | 2.54 | 2.46 | 2.65 | 2.38 | 2.49 | 2.48 | 2.51 | 2.49 | 2.59 |

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

| Number responding Mean SD | Total | Industry Sector | | | | | | | | | | | | |
|---------------------------------|-------|------------------------------|------------------------------|-------------------------------|----------------------|-----------|--------|------------|-----------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Optimism rating | 341 | 37 | 22 | 26 | 13 | 6 | 8 | 30 | 46 | 3 | 61 | 26 | 48 | 13 |
| | 74.78 | 76.47 | 71.47 | 72.88 | 73.57 | 64.14 | 58.73 | 78.17 | 75.41 | 83.33 | 73.75 | 73.00 | 77.60 | 79.23 |
| | 16.78 | 15.18 | 17.17 | 17.27 | 18.79 | 25.36 | 18.05 | 12.83 | 16.12 | 7.64 | 15.80 | 19.99 | 16.88 | 17.89 |
| | | F | | | | g | AGhJLm | eF | f | | f | | F | f |

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

| Number responding Mean SD | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---------------------------------|-------------------------|-----------------------|-----------------------|----------------------|-----------------------|-------------------------|---------------------------|---------------------------|-------------------------|-----------------------|----------------------|-----------------------|-----------------------|
| | B2B Product A | B2B Services B | B2C Product C | B2C Services D | <\$25 million A | \$26-99 million B | \$100-499 million C | \$500-999 million D | \$1-9.9 billion E | \$10+ billion F | 0% A | 1-10% B | >10% C |
| | Optimism rating | 113 76.02 16.58 | 115 75.11 16.45 | 61 71.47 17.14 | 52 75.23 17.46 | 94 73.76 17.76 | 55 75.50 16.07 | 46 77.34 13.66 | 21 72.49 17.61 | 79 73.59 18.20 | 42 77.38 15.39 | 141 75.13 16.47 | 101 75.31 16.84 |

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

Topic 1: Marketplace Dynamics - Customers

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

| | Total | Industry Sector | | | | | | | | | | | | |
|----------------|-------------|------------------------------|------------------------------|-------------------------------|----------------------|------------|------------|------------|------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| 1=1st Priority | 49 16.0% | 7 23.3% | 2 9.5% | 7 28.0% | 0 0.0% | 1 16.7% | 3 60.0% | 6 21.4% | 8 19.0% | 1 50.0% | 4 7.5% | 6 23.1% | 2 4.8% | 1 7.7% |
| | | jl | f | jL | fi | | bdhJLm | l | fl | djl | acFi | l | aCFghik | f |
| 2=2nd Priority | 35 11.4% | 4 13.3% | 4 19.0% | 5 20.0% | 2 18.2% | 0 0.0% | 0 0.0% | 2 7.1% | 5 11.9% | 0 0.0% | 6 11.3% | 3 11.5% | 3 7.1% | 0 0.0% |
| 3=3rd Priority | 54 17.6% | 5 16.7% | 4 19.0% | 3 12.0% | 3 27.3% | 2 33.3% | 0 0.0% | 4 14.3% | 6 14.3% | 1 50.0% | 10 18.9% | 2 7.7% | 8 19.0% | 6 46.2% |
| | | m | | m | | | | m | m | | m | M | | acghjK |
| Mean | 2.04 | 1.88 | 2.20 | 1.73 | 2.60 | 2.33 | 1.00 | 1.83 | 1.89 | 2.00 | 2.30 | 1.64 | 2.46 | 2.71 |
| | | m | | djlm | ck | | | m | m | | ck | djlm | ck | acghk |

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

Topic 1: Marketplace Dynamics - Customers

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

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|----------------|-------------------------|-----------------|----------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| 1=1st Priority | 16 15.5% | 13 13.0% | 13 23.2% | 7 14.9% | 12 14.1% | 9 17.6% | 6 14.6% | 3 16.7% | 10 13.7% | 8 23.5% | 18 14.5% | 19 20.4% | 11 14.3% |
| 2=2nd Priority | 11 10.7% | 15 15.0% | 8 14.3% | 1 2.1% | 12 14.1% | 5 9.8% | 8 19.5% | 3 16.7% | 5 6.8% | 2 5.9% | 17 13.7% | 7 7.5% | 8 10.4% |
| 3=3rd Priority | 18 17.5% | 12 12.0% | 12 21.4% | 12 25.5% | 11 12.9% | 12 23.5% | 5 12.2% | 5 27.8% | 12 16.4% | 9 26.5% | 19 15.3% | 18 19.4% | 15 19.5% |
| Mean | 2.04 | 1.98 | 1.97 | 2.25 | 1.97 | 2.12 | 1.95 | 2.18 | 2.07 | 2.05 | 2.02 | 1.98 | 2.12 |

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

Topic 1: Marketplace Dynamics - Customers

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

| | Total | Industry Sector | | | | | | | | | | | | |
|----------------|-------------|------------------------------|------------------------------|-------------------------------|----------------------|------------|-----------------|------------------|------------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| 1=1st Priority | 77 25.2% | 5 16.7% c | 7 33.3% | 11 44.0% ajkm | 2 18.2% | 1 16.7% | 0 0.0% | 8 28.6% | 15 35.7% j | 1 50.0% | 9 17.0% ch | 4 15.4% c | 12 28.6% | 1 7.7% c |
| 2=2nd Priority | 74 24.2% | 6 20.0% | 5 23.8% | 5 20.0% | 2 18.2% | 1 16.7% | 1 20.0% | 4 14.3% | 13 31.0% | 1 50.0% | 9 17.0% | 8 30.8% | 13 31.0% | 5 38.5% |
| 3=3rd Priority | 61 19.9% | 7 23.3% | 1 4.8% fgk | 2 8.0% gk | 2 18.2% | 1 16.7% | 2 40.0% b | 9 32.1% bc | 6 14.3% | 0 0.0% | 11 20.8% | 9 34.6% bc | 9 21.4% | 2 15.4% |
| Mean | 1.92 | 2.11 bc | 1.54 afk | 1.50 afgJKm | 2.00 | 2.00 | 2.67 bch | 2.05 c | 1.74 fk | 1.50 | 2.07 c | 2.24 bCh | 1.91 | 2.13 c |

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

Topic 1: Marketplace Dynamics - Customers

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

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|----------------|-------------------------|------------------|-------------|-----------------|---------------|------------------|-------------------|-------------------|--------------------|-------------------|------------------|------------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| 1=1st Priority | 32 31.1% d | 21 21.0% | 17 30.4% | 7 14.9% a | 19 22.4% | 11 21.6% | 12 29.3% | 7 38.9% | 21 28.8% | 7 20.6% | 35 28.2% | 23 24.7% | 14 18.2% |
| 2=2nd Priority | 33 32.0% b | 17 17.0% a | 15 26.8% | 9 19.1% | 19 22.4% | 8 15.7% ef | 7 17.1% e | 1 5.6% ef | 26 35.6% bcd | 12 35.3% bd | 25 20.2% | 27 29.0% | 20 26.0% |
| 3=3rd Priority | 18 17.5% | 23 23.0% | 9 16.1% | 11 23.4% | 15 17.6% | 16 31.4% | 8 19.5% | 2 11.1% | 13 17.8% | 5 14.7% | 32 25.8% b | 11 11.8% a | 14 18.2% |
| Mean | 1.83 | 2.03 | 1.80 | 2.15 | 1.92 | 2.14 d | 1.85 | 1.50 b | 1.87 | 1.92 | 1.97 | 1.80 | 2.00 |

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

Topic 1: Marketplace Dynamics - Customers

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

| | Total | Industry Sector | | | | | | | | | | | | |
|----------------|-------------|------------------------------|------------------------------|-------------------------------|----------------------|------------|------------|------------------|-----------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| 1=1st Priority | 38 12.4% | 1 3.3% gl | 3 14.3% | 3 12.0% | 1 9.1% | 0 0.0% | 1 20.0% | 6 21.4% a | 4 9.5% | 0 0.0% | 4 7.5% | 4 15.4% | 9 21.4% a | 2 15.4% |
| 2=2nd Priority | 34 11.1% | 1 3.3% | 3 14.3% | 4 16.0% | 1 9.1% | 0 0.0% | 0 0.0% | 3 10.7% | 6 14.3% | 0 0.0% | 5 9.4% | 3 11.5% | 7 16.7% | 1 7.7% |
| 3=3rd Priority | 49 16.0% | 2 6.7% c | 5 23.8% g | 8 32.0% aGh | 2 18.2% | 1 16.7% | 0 0.0% | 1 3.6% bCj | 5 11.9% c | 0 0.0% | 11 20.8% g | 5 19.2% | 6 14.3% | 2 15.4% |
| Mean | 2.09 | 2.25 | 2.18 | 2.33 g | 2.25 | 3.00 | 1.00 | 1.50 cJ | 2.07 | --- | 2.35 G | 2.08 | 1.86 | 2.00 |

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

Topic 1: Marketplace Dynamics - Customers

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

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|----------------|-------------------------|----------------------|---------------------|----------------------|-----------------------|-------------------------|---------------------------|---------------------------|-------------------------|-----------------------|------------------|-----------------|------------------|
| | B2B Product A | B2B Services B | B2C Product C | B2C Services D | <\$25 million A | \$26-99 million B | \$100-499 million C | \$500-999 million D | \$1-9.9 billion E | \$10+ billion F | 0% A | 1-10% B | >10% C |
| | 1=1st Priority | 13 12.6% | 13 13.0% | 10 17.9% d | 2 4.3% c | 9 10.6% | 9 17.6% | 3 7.3% | 0 0.0% | 11 15.1% | 6 17.6% | 10 8.1% b | 17 18.3% a |
| 2=2nd Priority | 12 11.7% | 10 10.0% | 8 14.3% | 4 8.5% | 9 10.6% | 4 7.8% | 7 17.1% | 2 11.1% | 7 9.6% | 4 11.8% | 12 9.7% | 14 15.1% | 7 9.1% |
| 3=3rd Priority | 12 11.7% c | 19 19.0% | 14 25.0% ad | 4 8.5% c | 18 21.2% | 5 9.8% | 4 9.8% | 3 16.7% | 14 19.2% | 4 11.8% | 18 14.5% | 17 18.3% | 13 16.9% |
| Mean | 1.97 | 2.14 | 2.13 | 2.20 | 2.25 | 1.78 | 2.07 | 2.60 | 2.09 | 1.86 | 2.20 | 2.00 | 2.10 |

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

Topic 1: Marketplace Dynamics - Customers

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

| | Total | Industry Sector | | | | | | | | | | | | |
|----------------|-------------|------------------------------|------------------------------|-------------------------------|----------------------|------------|------------|------------|-------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| 1=1st Priority | 84 27.5% | 8 26.7% | 5 23.8% | 4 16.0% | 6 54.5% | 2 33.3% | 0 0.0% | 6 21.4% | 11 26.2% | 0 0.0% | 17 32.1% | 6 23.1% | 13 31.0% | 6 46.2% |
| 2=2nd Priority | 84 27.5% | 11 36.7% | 5 23.8% | 8 32.0% | 3 27.3% | 2 33.3% | 0 0.0% | 8 28.6% | 7 16.7% | 1 50.0% | 18 34.0% | 9 34.6% | 8 19.0% | 4 30.8% |
| 3=3rd Priority | 70 22.9% | 5 16.7% | 4 19.0% | 4 16.0% | 2 18.2% | 1 16.7% | 3 60.0% | 8 28.6% | 14 33.3% | 1 50.0% | 11 20.8% | 7 26.9% | 9 21.4% | 0 0.0% |
| Mean | 1.94 | 1.88 | 1.93 | 2.00 m | 1.64 | 1.80 | 3.00 | 2.09 m | 2.09 m | 2.50 m | 1.87 | 2.05 m | 1.87 | 1.40 cghik |

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

Topic 1: Marketplace Dynamics - Customers

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

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|----------------|-------------------------|------------------|-------------------|------------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| 1=1st Priority | 27 26.2% c | 31 31.0% c | 7 12.5% abD | 19 40.4% C | 21 24.7% | 18 35.3% | 12 29.3% | 3 16.7% | 20 27.4% | 8 23.5% | 36 29.0% | 20 21.5% | 24 31.2% |
| 2=2nd Priority | 21 20.4% | 30 30.0% | 17 30.4% | 16 34.0% | 24 28.2% | 14 27.5% | 9 22.0% | 8 44.4% | 20 27.4% | 7 20.6% | 34 27.4% | 29 31.2% | 18 23.4% |
| 3=3rd Priority | 32 31.1% bc | 19 19.0% a | 9 16.1% a | 10 21.3% | 26 30.6% | 9 17.6% | 7 17.1% | 4 22.2% | 15 20.5% | 9 26.5% | 27 21.8% | 19 20.4% | 22 28.6% |
| Mean | 2.06 | 1.85 | 2.06 | 1.80 | 2.07 | 1.78 | 1.82 | 2.07 | 1.91 | 2.04 | 1.91 | 1.99 | 1.97 |

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

Topic 1: Marketplace Dynamics - Customers

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

| | Total | Industry Sector | | | | | | | | | | | | |
|----------------|-------------|------------------------------|------------------------------|-------------------------------|----------------------|------------|------------|-------------|-------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| 1=1st Priority | 58 19.0% | 9 30.0% | 4 19.0% | 0 0.0% | 2 18.2% | 2 33.3% | 1 20.0% | 2 7.1% | 4 9.5% | 0 0.0% | 19 35.8% | 6 23.1% | 6 14.3% | 3 23.1% |
| | | Cgh | c | AbdEfJkm | c | C | c | aJ | aJ | | CGHI | c | j | c |
| 2=2nd Priority | 79 25.8% | 8 26.7% | 4 19.0% | 3 12.0% | 3 27.3% | 3 50.0% | 4 80.0% | 11 39.3% | 11 26.2% | 0 0.0% | 15 28.3% | 3 11.5% | 11 26.2% | 3 23.1% |
| | | f | f | eFg | | ck | abChjKlm | ck | f | | f | eFg | f | f |
| 3=3rd Priority | 72 23.5% | 11 36.7% | 7 33.3% | 8 32.0% | 2 18.2% | 1 16.7% | 0 0.0% | 6 21.4% | 11 26.2% | 0 0.0% | 10 18.9% | 3 11.5% | 10 23.8% | 3 23.1% |
| | | k | | | | | | | | | | a | | |
| Mean | 2.07 | 2.07 | 2.20 | 2.73 | 2.00 | 1.83 | 1.80 | 2.21 | 2.27 | --- | 1.80 | 1.75 | 2.15 | 2.00 |
| | | c | | adEFgJKl | c | C | C | cj | j | | Cgh | C | c | c |
| | | | | m | | | | | | | | | | |

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

Topic 1: Marketplace Dynamics - Customers

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

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|----------------|-------------------------|--------------|-------------|--------------|---------------|-----------------|-------------------|-------------------|-----------------|---------------|------------------|-------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| 1=1st Priority | 15 14.6% | 22 22.0% | 9 16.1% | 12 25.5% | 24 28.2% | 4 7.8% | 8 19.5% | 5 27.8% | 11 15.1% | 5 14.7% | 25 20.2% | 14 15.1% | 18 23.4% |
| | | | | | Be | Ad | | b | a | | | | |
| 2=2nd Priority | 26 25.2% | 28 28.0% | 8 14.3% | 17 36.2% | 21 24.7% | 20 39.2% | 10 24.4% | 4 22.2% | 15 20.5% | 9 26.5% | 36 29.0% | 16 17.2% | 24 31.2% |
| | | | d | c | | e | | | b | | b | ac | b |
| 3=3rd Priority | 23 22.3% | 27 27.0% | 12 21.4% | 10 21.3% | 15 17.6% | 9 17.6% | 17 41.5% | 4 22.2% | 19 26.0% | 7 20.6% | 28 22.6% | 28 30.1% | 13 16.9% |
| | | | | | C | c | Ab | | | | | c | b |
| Mean | 2.13 | 2.06 | 2.10 | 1.95 | 1.85 ce | 2.15 | 2.26 a | 1.92 | 2.18 a | 2.10 | 2.03 | 2.24 c | 1.91 b |

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

Topic 1: Marketplace Dynamics - Customers

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

| | Total | Industry Sector | | | | | | | | | | | | |
|-------------|--------------|------------------------------|------------------------------|-------------------------------|----------------------|-----------------|------------|-------------|-------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| +1=Increase | 221 70.4% | 22 71.0% | 10 47.6% 1 | 19 76.0% | 9 81.8% | 4 66.7% | 3 60.0% | 21 75.0% | 30 69.8% | 2 100.0% | 38 66.7% | 18 69.2% | 35 79.5% b | 9 69.2% |
| 0=No Change | 64 20.4% | 6 19.4% | 5 23.8% | 6 24.0% | 2 18.2% | 1 16.7% | 2 40.0% | 5 17.9% | 9 20.9% | 0 0.0% | 14 24.6% | 4 15.4% | 8 18.2% | 2 15.4% |
| -1=Decrease | 29 9.2% | 3 9.7% | 6 28.6% CjL | 0 0.0% Bek | 0 0.0% | 1 16.7% c | 0 0.0% | 2 7.1% | 4 9.3% | 0 0.0% | 5 8.8% b | 4 15.4% cl | 1 2.3% Bk | 2 15.4% |
| Mean | 0.61 | 0.61 | 0.19 CdghjL | 0.76 B | 0.82 b | 0.50 | 0.60 | 0.68 b | 0.60 b | 1.00 | 0.58 b | 0.54 | 0.77 B | 0.54 |

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

Topic 1: Marketplace Dynamics - Customers

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

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|-------------|-------------------------|-----------------|----------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| +1=Increase | 76 72.4% | 70 67.3% | 41 73.2% | 34 69.4% | 61 69.3% | 39 73.6% | 34 79.1% | 13 68.4% | 50 69.4% | 22 62.9% | 94 72.3% | 67 70.5% | 54 68.4% |
| 0=No Change | 23 21.9% | 21 20.2% | 9 16.1% | 11 22.4% | 22 25.0% | 11 20.8% | 6 14.0% | 3 15.8% | 10 13.9% | 11 31.4% | 21 16.2% | 20 21.1% | 22 27.8% |
| -1=Decrease | 6 5.7% | 13 12.5% | 6 10.7% | 4 8.2% | 5 5.7% | 3 5.7% | 3 7.0% | 3 15.8% | 12 16.7% | 2 5.7% | 15 11.5% | 8 8.4% | 3 3.8% |
| Mean | 0.67 | 0.55 | 0.63 | 0.61 | 0.64 | 0.68 | 0.72 | 0.53 | 0.53 | 0.57 | 0.61 | 0.62 | 0.65 |

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

Topic 1: Marketplace Dynamics - Customers

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

| | Total | Industry Sector | | | | | | | | | | | | |
|-------------|--------------|------------------------------|------------------------------|-------------------------------|----------------------|--------------------|------------|-------------|-------------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| +1=Increase | 117 37.1% | 13 40.6% | 5 23.8% | 10 40.0% | 4 36.4% | 1 16.7% | 2 40.0% | 11 39.3% | 19 44.2% | 1 50.0% | 15 26.3% | 13 50.0% | 18 40.9% | 4 30.8% |
| 0=No Change | 143 45.4% | 15 46.9% | 10 47.6% | 8 32.0% ej | 6 54.5% | 5 83.3% chkl | 3 60.0% | 14 50.0% | 15 34.9% ej | 1 50.0% | 33 57.9% chk | 8 30.8% ej | 17 38.6% e | 8 61.5% |
| -1=Decrease | 55 17.5% | 4 12.5% | 6 28.6% | 7 28.0% | 1 9.1% | 0 0.0% | 0 0.0% | 3 10.7% | 9 20.9% | 0 0.0% | 9 15.8% | 5 19.2% | 9 20.5% | 1 7.7% |
| Mean | 0.20 | 0.28 | -0.05 | 0.12 | 0.27 | 0.17 | 0.40 | 0.29 | 0.23 | 0.50 | 0.11 | 0.31 | 0.20 | 0.23 |

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

Topic 1: Marketplace Dynamics - Customers

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

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|-------------|-------------------------|------------------|----------------|-----------------|----------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| +1=Increase | 43 40.6% | 31 29.8% | 24 42.9% | 19 38.8% | 24 27.0% | 21 39.6% | 18 41.9% | 9 47.4% | 28 38.9% | 14 40.0% | 46 35.1% | 40 42.1% | 27 34.2% |
| 0=No Change | 40 37.7% b | 56 53.8% a | 21 37.5% | 26 53.1% | 56 62.9% bcDeF | 22 41.5% ad | 18 41.9% a | 3 15.8% Abe | 33 45.8% ad | 11 31.4% A | 60 45.8% | 40 42.1% | 39 49.4% |
| -1=Decrease | 23 21.7% d | 17 16.3% | 11 19.6% | 4 8.2% a | 9 10.1% Df | 10 18.9% | 7 16.3% | 7 36.8% Ae | 11 15.3% d | 10 28.6% a | 25 19.1% | 15 15.8% | 13 16.5% |
| Mean | 0.19 | 0.13 | 0.23 | 0.31 | 0.17 | 0.21 | 0.26 | 0.11 | 0.24 | 0.11 | 0.16 | 0.26 | 0.18 |

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

Topic 1: Marketplace Dynamics - Customers

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

| | Total | Industry Sector | | | | | | | | | | | | |
|-------------|--------------|------------------------------|------------------------------|-------------------------------|----------------------|------------|-----------------|-------------|--------------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| +1=Increase | 199 63.4% | 23 71.9% hi | 16 76.2% hi | 17 68.0% | 5 45.5% 1 | 4 66.7% | 2 40.0% | 17 60.7% | 19 45.2% abL | 0 0.0% abL | 35 61.4% 1 | 15 57.7% 1 | 36 81.8% dfHIjk | 10 76.9% |
| 0=No Change | 106 33.8% | 8 25.0% hi | 4 19.0% dhi | 7 28.0% i | 6 54.5% bL | 2 33.3% | 3 60.0% 1 | 10 35.7% | 22 52.4% abL | 2 100.0% abcL | 19 33.3% 1 | 11 42.3% 1 | 7 15.9% DfHIjk | 3 23.1% |
| -1=Decrease | 9 2.9% | 1 3.1% | 1 4.8% | 1 4.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 3.6% | 1 2.4% | 0 0.0% | 3 5.3% | 0 0.0% | 1 2.3% | 0 0.0% |
| Mean | 0.61 | 0.69 h | 0.71 | 0.64 | 0.45 1 | 0.67 | 0.40 | 0.57 | 0.43 aLm | 0.00 | 0.56 1 | 0.58 | 0.80 dHj | 0.77 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 to change in the next 12 months: Customer will buy related products/services from my firm

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|-------------|-------------------------|-----------------|----------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| +1=Increase | 71 67.6% | 68 65.4% | 29 51.8% | 31 63.3% | 52 59.1% | 34 64.2% | 35 81.4% | 13 68.4% | 43 59.7% | 21 60.0% | 87 66.4% | 58 61.1% | 48 61.5% |
| | | | | | c | | aef | | c | c | | | |
| 0=No Change | 33 31.4% | 32 30.8% | 26 46.4% | 15 30.6% | 34 38.6% | 17 32.1% | 8 18.6% | 3 15.8% | 28 38.9% | 13 37.1% | 39 29.8% | 36 37.9% | 27 34.6% |
| | | | | | c | | ae | | c | | | | |
| -1=Decrease | 1 1.0% | 4 3.8% | 1 1.8% | 3 6.1% | 2 2.3% | 2 3.8% | 0 0.0% | 3 15.8% | 1 1.4% | 1 2.9% | 5 3.8% | 1 1.1% | 3 3.8% |
| | | | | | d | | D | aCE | D | | | | |
| Mean | 0.67 c | 0.62 | 0.50 a | 0.57 | 0.57 C | 0.60 c | 0.81 Abef | 0.53 | 0.58 c | 0.57 c | 0.63 | 0.60 | 0.58 |

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

Topic 1: Marketplace Dynamics - Customers

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

| | Total | Industry Sector | | | | | | | | | | | | |
|-------------|--------------|------------------------------|------------------------------|-------------------------------|----------------------|------------|-------------------|------------------|-------------------|-----------------------------|---------------------|---------------------|-----------------------------|---------------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transpor- tation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| +1=Increase | 166 52.7% | 16 50.0% | 9 42.9% | 10 40.0% l | 5 45.5% | 5 83.3% | 3 60.0% | 17 60.7% | 22 51.2% | 1 50.0% | 28 49.1% | 12 46.2% | 30 68.2% c | 7 53.8% |
| 0=No Change | 113 35.9% | 9 28.1% | 9 42.9% | 10 40.0% | 5 45.5% | 1 16.7% | 0 0.0% | 10 35.7% | 20 46.5% l | 0 0.0% | 25 43.9% l | 11 42.3% | 10 22.7% hj | 3 23.1% |
| -1=Decrease | 36 11.4% | 7 21.9% gHj | 3 14.3% | 5 20.0% h | 1 9.1% | 0 0.0% | 2 40.0% gHj | 1 3.6% afi | 1 2.3% AcFI | 1 50.0% gHj | 4 7.0% afi | 3 11.5% | 4 9.1% | 3 23.1% h |
| Mean | 0.41 | 0.28 | 0.29 | 0.20 gl | 0.36 | 0.83 | 0.20 | 0.57 c | 0.49 | 0.00 | 0.42 | 0.35 | 0.59 c | 0.31 |

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

Topic 1: Marketplace Dynamics - Customers

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

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|-------------|-------------------------|-----------------|----------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| +1=Increase | 52 49.1% | 57 54.8% | 27 48.2% | 30 61.2% | 48 53.9% | 30 56.6% | 22 51.2% | 12 63.2% | 32 44.4% | 22 62.9% | 68 51.9% | 46 48.4% | 46 58.2% |
| 0=No Change | 42 39.6% | 37 35.6% | 20 35.7% | 14 28.6% | 35 39.3% | 19 35.8% | 18 41.9% | 4 21.1% | 26 36.1% | 9 25.7% | 48 36.6% | 40 42.1% | 23 29.1% |
| -1=Decrease | 12 11.3% | 10 9.6% | 9 16.1% | 5 10.2% | 6 6.7% | 4 7.5% | 3 7.0% | 3 15.8% | 14 19.4% | 4 11.4% | 15 11.5% | 9 9.5% | 10 12.7% |
| Mean | 0.38 | 0.45 | 0.32 | 0.51 | 0.47 e | 0.49 | 0.44 | 0.47 | 0.25 a | 0.51 | 0.40 | 0.39 | 0.46 |

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

Topic 1: Marketplace Dynamics - Customers

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

| | Total | Industry Sector | | | | | | | | | | | | |
|-------------|--------------|------------------------------|------------------------------|-------------------------------|----------------------|------------------|-----------------|-------------------|-----------------------------|-----------------------------|---------------------|---------------------|-----------------------------|-----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| +1=Increase | 149 47.5% | 17 53.1% h | 12 57.1% h | 14 56.0% H | 6 54.5% | 4 66.7% h | 4 80.0% h | 11 39.3% | 10 23.8% abCefjLm | 1 50.0% | 25 43.9% h | 11 42.3% | 27 61.4% H | 7 53.8% h |
| 0=No Change | 132 42.0% | 9 28.1% gH | 6 28.6% H | 8 32.0% H | 5 45.5% | 0 0.0% gHj | 1 20.0% h | 15 53.6% ae | 28 66.7% ABCEfKl m | 1 50.0% | 28 49.1% e | 8 30.8% H | 17 38.6% h | 4 30.8% h |
| -1=Decrease | 33 10.5% | 6 18.8% L | 3 14.3% l | 3 12.0% l | 0 0.0% | 2 33.3% jL | 0 0.0% | 2 7.1% | 4 9.5% l | 0 0.0% | 4 7.0% ek | 7 26.9% jL | 0 0.0% AbcEhKm | 2 15.4% l |
| Mean | 0.37 | 0.34 | 0.43 | 0.44 | 0.55 h | 0.33 | 0.80 h | 0.32 l | 0.14 dfL | 0.50 | 0.37 l | 0.15 L | 0.61 gHjK | 0.38 |

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

Topic 1: Marketplace Dynamics - Customers

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

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|-------------|-------------------------|-----------------|----------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| +1=Increase | 45 42.9% | 50 48.1% | 27 48.2% | 27 55.1% | 51 57.3% | 22 41.5% | 23 53.5% | 9 47.4% | 27 38.0% | 15 42.9% | 50 38.2% | 48 51.1% | 44 55.7% |
| | | | | | e | | | | a | | c | | a |
| 0=No Change | 51 48.6% | 41 39.4% | 22 39.3% | 18 36.7% | 34 38.2% | 28 52.8% | 15 34.9% | 8 42.1% | 30 42.3% | 16 45.7% | 67 51.1% | 36 38.3% | 28 35.4% |
| | | | | | | | | | | | c | | a |
| -1=Decrease | 9 8.6% | 13 12.5% | 7 12.5% | 4 8.2% | 4 4.5% | 3 5.7% | 5 11.6% | 2 10.5% | 14 19.7% | 4 11.4% | 14 10.7% | 10 10.6% | 7 8.9% |
| | | | | | E | e | | | Ab | | | | |
| Mean | 0.34 | 0.36 | 0.36 | 0.47 | 0.53 | 0.36 | 0.42 | 0.37 | 0.18 | 0.31 | 0.27 | 0.40 | 0.47 |
| | | | | | E | | | | A | | c | | 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 to change in the next 12 months: My firm's ability to acquire new customers

| | Total | Industry Sector | | | | | | | | | | | | |
|-------------|--------------|------------------------------|------------------------------|-------------------------------|----------------------|------------|------------|-------------|------------------|-----------------------------|---------------------|---------------------|-----------------------------|-------------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| +1=Increase | 228 72.6% | 22 68.8% | 15 71.4% | 20 80.0% | 7 63.6% | 5 83.3% | 4 80.0% | 22 78.6% | 29 69.0% | 1 50.0% | 37 64.9% | 19 73.1% | 35 79.5% | 12 92.3% |
| 0=No Change | 67 21.3% | 6 18.8% | 4 19.0% | 3 12.0% | 4 36.4% m | 0 0.0% | 1 20.0% | 5 17.9% | 11 26.2% m | 1 50.0% m | 17 29.8% m | 6 23.1% | 8 18.2% | 0 0.0% dhij |
| -1=Decrease | 19 6.1% | 4 12.5% | 2 9.5% | 2 8.0% | 0 0.0% | 1 16.7% | 0 0.0% | 1 3.6% | 2 4.8% | 0 0.0% | 3 5.3% | 1 3.8% | 1 2.3% | 1 7.7% |
| Mean | 0.67 | 0.56 | 0.62 | 0.72 | 0.64 | 0.67 | 0.80 | 0.75 | 0.64 | 0.50 | 0.60 | 0.69 | 0.77 | 0.85 |

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

Topic 1: Marketplace Dynamics - Customers

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

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|-------------|-------------------------|-----------------|----------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| +1=Increase | 72 68.6% | 79 76.0% | 44 78.6% | 33 67.3% | 65 73.0% | 42 79.2% | 35 81.4% | 13 68.4% | 46 63.9% | 24 70.6% | 91 69.5% | 70 74.5% | 60 75.9% |
| | | | | | | | e | | c | | | | |
| 0=No Change | 29 27.6% | 20 19.2% | 6 10.7% | 12 24.5% | 20 22.5% | 10 18.9% | 7 16.3% | 2 10.5% | 19 26.4% | 8 23.5% | 33 25.2% | 18 19.1% | 13 16.5% |
| | c | | a | | | | | | | | | | |
| -1=Decrease | 4 3.8% | 5 4.8% | 6 10.7% | 4 8.2% | 4 4.5% | 1 1.9% | 1 2.3% | 4 21.1% | 7 9.7% | 2 5.9% | 7 5.3% | 6 6.4% | 6 7.6% |
| | | | | | d | D | d | aBc | | | | | |
| Mean | 0.65 | 0.71 | 0.68 | 0.59 | 0.69 | 0.77 | 0.79 | 0.47 | 0.54 | 0.65 | 0.64 | 0.68 | 0.68 |
| | | | | | | e | e | | bc | | | | |

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

Topic 1: Marketplace Dynamics - Channel Partners

Will you use a channel or go directly to market?

| | Total | Industry Sector | | | | | | | | | | | | |
|-------------------------------|---------------|------------------------|------------------------|-------------------------|-------------------|------------|------------|-------------|-------------|-----------------------|------------------|------------------|-----------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Total | 360 100.0% | 39 10.8% | 25 6.9% | 28 7.8% | 13 3.6% | 7 1.9% | 9 2.5% | 34 9.4% | 47 13.1% | 3 0.8% | 61 16.9% | 30 8.3% | 49 13.6% | 15 4.2% |
| Uses channel partners | 196 54.1% | 21 53.8% | 14 56.0% | 17 60.7% | 6 46.2% | 4 57.1% | 6 66.7% | 19 55.9% | 30 63.8% | 1 33.3% | 19 31.1% | 17 56.7% | 30 61.2% | 11 73.3% |
| | | j | j | J | | | j | j | J | | abCfHgHkL M | j | J | J |
| Does not use channel partners | 166 45.9% | 18 46.2% | 11 44.0% | 11 39.3% | 7 53.8% | 3 42.9% | 3 33.3% | 15 44.1% | 17 36.2% | 2 66.7% | 42 68.9% | 13 43.3% | 19 38.8% | 4 26.7% |
| | | j | j | J | | | j | j | J | | abCfHgHkL M | j | J | J |

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

Topic 1: Marketplace Dynamics - Channel Partners

Will you use a channel or go directly to market?

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|-------------------------------|-------------------------|-------------------|-------------------|-------------------|--------------------|--------------------|----------------------|----------------------|--------------------|--------------------|-------------------|------------------|------------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Total | 119 32.9% | 119 32.9% | 69 19.1% | 55 15.2% | 97 27.2% | 58 16.3% | 48 13.5% | 24 6.7% | 85 23.9% | 44 12.4% | 149 43.4% | 103 30.0% | 91 26.5% |
| Uses channel partners | 71 59.7% bd | 53 44.5% aC | 48 69.6% BD | 24 43.6% aC | 42 43.3% deF | 28 48.3% F | 20 41.7% deF | 17 70.8% ac | 51 60.0% ac | 34 77.3% ABC | 64 43.0% BC | 62 60.2% A | 56 61.5% A |
| Does not use channel partners | 48 40.3% bd | 66 55.5% aC | 21 30.4% BD | 31 56.4% aC | 55 56.7% deF | 30 51.7% F | 28 58.3% deF | 7 29.2% ac | 34 40.0% ac | 10 22.7% ABC | 85 57.0% BC | 41 39.8% A | 35 38.5% A |

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: Partner's purchase volume

| | Total | Industry Sector | | | | | | | | | | | | |
|-------------|---------------|------------------------------|------------------------------|-------------------------------|----------------------|------------------|-------------|-------------------|-------------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Total | 195 100.0% | 21 10.8% | 14 7.2% | 17 8.7% | 6 3.1% | 4 2.1% | 6 3.1% | 19 9.7% | 30 15.4% | 1 0.5% | 19 9.7% | 17 8.7% | 30 15.4% | 11 5.6% |
| +1=Increase | 103 70.1% | 9 64.3% | 4 40.0% gH | 10 71.4% | 3 75.0% | 2 66.7% | 2 100.0% | 12 92.3% bj | 22 88.0% BJ | 0 0.0% | 6 42.9% gHI | 8 61.5% | 19 76.0% j | 6 66.7% |
| 0=No Change | 30 20.4% | 4 28.6% | 3 30.0% | 2 14.3% | 1 25.0% | 0 0.0% | 0 0.0% | 1 7.7% j | 3 12.0% j | 0 0.0% | 7 50.0% ghl | 2 15.4% | 4 16.0% j | 2 22.2% |
| -1=Decrease | 14 9.5% | 1 7.1% | 3 30.0% gH | 2 14.3% | 0 0.0% | 1 33.3% gH | 0 0.0% | 0 0.0% be | 0 0.0% BEk | 0 0.0% | 1 7.1% | 3 23.1% h | 2 8.0% | 1 11.1% |
| Mean | 0.61 | 0.57 | 0.10 GHI | 0.57 | 0.75 | 0.33 | 1.00 | 0.92 BJk | 0.88 BJk | --- | 0.36 GH | 0.38 gh | 0.68 b | 0.56 |

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: Partner's purchase volume

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|-------------|-------------------------|-----------------|------------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-------------|-----------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Total | 71 36.2% | 53 27.0% | 48 24.5% | 24 12.2% | 42 21.9% | 28 14.6% | 20 10.4% | 17 8.9% | 51 26.6% | 34 17.7% | 64 35.2% | 62 34.1% | 56 30.8% |
| +1=Increase | 46 80.7% c | 24 64.9% | 20 57.1% a | 13 72.2% | 22 64.7% | 15 68.2% | 11 73.3% | 8 66.7% | 28 75.7% | 19 76.0% | 32 71.1% | 37 69.8% | 31 70.5% |
| 0=No Change | 10 17.5% | 9 24.3% | 7 20.0% | 4 22.2% | 11 32.4% | 5 22.7% | 2 13.3% | 2 16.7% | 5 13.5% | 3 12.0% | 11 24.4% | 12 22.6% | 5 11.4% |
| -1=Decrease | 1 1.8% C | 4 10.8% | 8 22.9% A | 1 5.6% | 1 2.9% | 2 9.1% | 2 13.3% | 2 16.7% | 4 10.8% | 3 12.0% | 2 4.4% c | 4 7.5% | 8 18.2% a |
| Mean | 0.79 bC | 0.54 a | 0.34 A | 0.67 | 0.62 | 0.59 | 0.60 | 0.50 | 0.65 | 0.64 | 0.67 | 0.62 | 0.52 |

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: Partner’s price per unit

| | Total | Industry Sector | | | | | | | | | | | | |
|-------------|---------------|------------------------------|------------------------------|-------------------------------|----------------------|-----------------|-------------|------------|------------------|-----------------------------|---------------------|---------------------|-----------------------------|---------------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transpor- tation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Total | 195 100.0% | 21 10.8% | 14 7.2% | 17 8.7% | 6 3.1% | 4 2.1% | 6 3.1% | 19 9.7% | 30 15.4% | 1 0.5% | 19 9.7% | 17 8.7% | 30 15.4% | 11 5.6% |
| +1=Increase | 47 32.0% | 5 35.7% | 2 20.0% | 6 42.9% j | 0 0.0% | 0 0.0% | 0 0.0% | 4 30.8% | 11 44.0% j | 0 0.0% | 1 7.1% chl | 5 38.5% | 10 40.0% j | 3 33.3% |
| 0=No Change | 74 50.3% | 9 64.3% | 4 40.0% | 6 42.9% | 3 75.0% | 2 66.7% | 2 100.0% | 6 46.2% | 11 44.0% j | 0 0.0% | 11 78.6% hl | 6 46.2% | 9 36.0% j | 5 55.6% |
| -1=Decrease | 26 17.7% | 0 0.0% be | 4 40.0% a | 2 14.3% | 1 25.0% | 1 33.3% a | 0 0.0% | 3 23.1% | 3 12.0% | 0 0.0% | 2 14.3% | 2 15.4% | 6 24.0% | 1 11.1% |
| Mean | 0.14 | 0.36 bdej | -0.20 a | 0.29 | -0.25 a | -0.33 a | 0.00 | 0.08 | 0.32 | --- | -0.07 a | 0.23 | 0.16 | 0.22 |

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: Partner's price per unit

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|-------------|-------------------------|-----------------|----------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Total | 71 36.2% | 53 27.0% | 48 24.5% | 24 12.2% | 42 21.9% | 28 14.6% | 20 10.4% | 17 8.9% | 51 26.6% | 34 17.7% | 64 35.2% | 62 34.1% | 56 30.8% |
| +1=Increase | 23 40.4% | 10 27.0% | 9 25.7% | 5 27.8% | 8 23.5% e | 8 36.4% | 4 26.7% | 3 25.0% | 18 48.6% af | 5 20.0% e | 13 28.9% | 18 34.0% | 13 29.5% |
| 0=No Change | 25 43.9% | 23 62.2% | 17 48.6% | 9 50.0% | 22 64.7% | 11 50.0% | 8 53.3% | 4 33.3% | 16 43.2% | 12 48.0% | 25 55.6% | 28 52.8% | 20 45.5% |
| -1=Decrease | 9 15.8% | 4 10.8% | 9 25.7% | 4 22.2% | 4 11.8% d | 3 13.6% | 3 20.0% | 5 41.7% aE | 3 8.1% Df | 8 32.0% e | 7 15.6% | 7 13.2% | 11 25.0% |
| Mean | 0.25 | 0.16 | 0.00 | 0.06 | 0.12 | 0.23 | 0.07 | -0.17 e | 0.41 dF | -0.12 E | 0.13 | 0.21 | 0.05 |

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: Partner will buy related products/services from my firm

| | Total | Industry Sector | | | | | | | | | | | | |
|-------------|---------------|------------------------------|------------------------------|-------------------------------|----------------------|------------|------------|------------|-------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Total | 195 100.0% | 21 10.8% | 14 7.2% | 17 8.7% | 6 3.1% | 4 2.1% | 6 3.1% | 19 9.7% | 30 15.4% | 1 0.5% | 19 9.7% | 17 8.7% | 30 15.4% | 11 5.6% |
| +1=Increase | 73 50.3% | 6 42.9% | 3 30.0% | 9 64.3% | 1 25.0% | 0 0.0% | 1 50.0% | 9 69.2% | 15 60.0% | 0 0.0% | 3 21.4% | 3 27.3% | 17 68.0% | 6 66.7% |
| 0=No Change | 66 45.5% | 7 50.0% | 5 50.0% | 5 35.7% | 3 75.0% | 2 66.7% | 1 50.0% | 4 30.8% | 10 40.0% | 0 0.0% | 11 78.6% | 7 63.6% | 7 28.0% | 3 33.3% |
| -1=Decrease | 6 4.1% | 1 7.1% | 2 20.0% | 0 0.0% | 0 0.0% | 1 33.3% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 9.1% | 1 4.0% | 0 0.0% |
| Mean | 0.46 | 0.36 | 0.10 | 0.64 | 0.25 | -0.33 | 0.50 | 0.69 | 0.60 | --- | 0.21 | 0.18 | 0.64 | 0.67 |

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: Partner will buy related products/services from my firm

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|-------------|-------------------------|------------------|-------------|-----------------|------------------|-----------------|-------------------|-------------------|------------------|----------------|------------------|-------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Total | 71 36.2% | 53 27.0% | 48 24.5% | 24 12.2% | 42 21.9% | 28 14.6% | 20 10.4% | 17 8.9% | 51 26.6% | 34 17.7% | 64 35.2% | 62 34.1% | 56 30.8% |
| +1=Increase | 36 64.3% bd | 14 37.8% a | 17 48.6% | 6 35.3% a | 13 38.2% | 13 61.9% | 7 46.7% | 5 41.7% | 22 61.1% | 13 52.0% | 21 46.7% | 28 53.8% | 23 53.5% |
| 0=No Change | 19 33.9% | 20 54.1% | 17 48.6% | 10 58.8% | 20 58.8% e | 8 38.1% | 7 46.7% | 5 41.7% | 12 33.3% a | 12 48.0% | 22 48.9% | 22 42.3% | 18 41.9% |
| -1=Decrease | 1 1.8% | 3 8.1% | 1 2.9% | 1 5.9% | 1 2.9% | 0 0.0% | 1 6.7% | 2 16.7% f | 2 5.6% | 0 0.0% d | 2 4.4% | 2 3.8% | 2 4.7% |
| Mean | 0.63 Bd | 0.30 A | 0.46 | 0.29 a | 0.35 | 0.62 | 0.40 | 0.25 | 0.56 | 0.52 | 0.42 | 0.50 | 0.49 |

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: My firm will sell directly to end customers, not through channel partners

| | Total | Industry Sector | | | | | | | | | | | | |
|-------------|---------------|------------------------------|------------------------------|-------------------------------|----------------------|------------|------------------|------------------|-----------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Total | 195 100.0% | 21 10.8% | 14 7.2% | 17 8.7% | 6 3.1% | 4 2.1% | 6 3.1% | 19 9.7% | 30 15.4% | 1 0.5% | 19 9.7% | 17 8.7% | 30 15.4% | 11 5.6% |
| +1=Increase | 52 35.6% | 7 50.0% | 3 30.0% | 8 57.1% g | 0 0.0% | 2 66.7% | 2 100.0% g | 2 15.4% cf | 8 32.0% | 0 0.0% | 4 28.6% | 5 38.5% | 9 37.5% | 2 22.2% |
| 0=No Change | 77 52.7% | 7 50.0% | 5 50.0% | 6 42.9% | 1 25.0% | 1 33.3% | 0 0.0% | 9 69.2% | 16 64.0% | 0 0.0% | 10 71.4% | 7 53.8% | 9 37.5% | 5 55.6% |
| -1=Decrease | 17 11.6% | 0 0.0% DI | 2 20.0% | 0 0.0% DI | 3 75.0% ACgHJk | 0 0.0% | 0 0.0% | 2 15.4% d | 1 4.0% DI | 0 0.0% | 0 0.0% DI | 1 7.7% d | 6 25.0% achj | 2 22.2% |
| Mean | 0.24 | 0.50 Dg | 0.10 | 0.57 Dgm | -0.75 ACegHJKl | 0.67 d | 1.00 | 0.00 acd | 0.28 D | --- | 0.29 D | 0.31 D | 0.13 d | 0.00 c |

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: My firm will sell directly to end customers, not through channel partners

| | 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 | 71 36.2% | 53 27.0% | 48 24.5% | 24 12.2% | 42 21.9% | 28 14.6% | 20 10.4% | 17 8.9% | 51 26.6% | 34 17.7% | 64 35.2% | 62 34.1% | 56 30.8% |
| +1=Increase | 20 35.7% | 9 24.3% | 16 45.7% | 7 38.9% | 12 35.3% | 4 18.2% | 4 28.6% | 8 66.7% | 13 35.1% | 10 40.0% | 14 31.8% | 23 43.4% | 11 25.0% |
| 0=No Change | 32 57.1% | 22 59.5% | 16 45.7% | 7 38.9% | 18 52.9% | 16 72.7% | 7 50.0% | 2 16.7% | 20 54.1% | 13 52.0% | 26 59.1% | 24 45.3% | 26 59.1% |
| -1=Decrease | 4 7.1% | 6 16.2% | 3 8.6% | 4 22.2% | 4 11.8% | 2 9.1% | 3 21.4% | 2 16.7% | 4 10.8% | 2 8.0% | 4 9.1% | 6 11.3% | 7 15.9% |
| Mean | 0.29 | 0.08 | 0.37 | 0.17 | 0.24 | 0.09 | 0.07 | 0.50 | 0.24 | 0.32 | 0.23 | 0.32 | 0.09 |

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: Partner's level of power in our relationship

| | Total | Industry Sector | | | | | | | | | | | | |
|-------------|---------------|------------------------------|------------------------------|-------------------------------|----------------------|--------------------------------|-----------------|-----------------|---------------------|-----------------------------|---------------------|---------------------|-----------------------------|-----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Total | 195 100.0% | 21 10.8% | 14 7.2% | 17 8.7% | 6 3.1% | 4 2.1% | 6 3.1% | 19 9.7% | 30 15.4% | 1 0.5% | 19 9.7% | 17 8.7% | 30 15.4% | 11 5.6% |
| +1=Increase | 34 23.3% | 6 42.9% hj | 2 20.0% | 4 28.6% | 1 25.0% | 0 0.0% | 0 0.0% | 4 30.8% | 2 8.0% a | 0 0.0% | 1 7.7% a | 4 30.8% | 6 24.0% | 3 33.3% |
| 0=No Change | 83 56.8% | 8 57.1% | 6 60.0% | 6 42.9% h | 3 75.0% | 0 0.0% Hj | 1 50.0% | 7 53.8% | 20 80.0% cEkl | 0 0.0% | 10 76.9% e | 5 38.5% h | 13 52.0% h | 4 44.4% |
| -1=Decrease | 29 19.9% | 0 0.0% cEfk | 2 20.0% e | 4 28.6% ae | 0 0.0% | 3 100.0% eAbcdgHjkl m | 1 50.0% a | 2 15.4% e | 3 12.0% E | 0 0.0% | 2 15.4% e | 4 30.8% ae | 6 24.0% e | 2 22.2% e |
| Mean | 0.03 | 0.43 fHj | 0.00 | 0.00 | 0.25 | -1.00 | -0.50 a | 0.15 | -0.04 A | --- | -0.08 a | 0.00 | 0.00 | 0.11 |

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: Partner's level of power in our relationship

| | 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 | 71 36.2% | 53 27.0% | 48 24.5% | 24 12.2% | 42 21.9% | 28 14.6% | 20 10.4% | 17 8.9% | 51 26.6% | 34 17.7% | 64 35.2% | 62 34.1% | 56 30.8% |
| +1=Increase | 8 14.0% c | 9 25.0% | 12 34.3% a | 5 27.8% | 7 20.6% | 3 13.6% | 5 33.3% | 3 25.0% | 8 21.6% | 7 29.2% | 8 17.8% | 10 19.2% | 13 29.5% |
| 0=No Change | 39 68.4% C | 24 66.7% C | 12 34.3% AB | 8 44.4% | 20 58.8% | 15 68.2% | 7 46.7% | 5 41.7% | 22 59.5% | 13 54.2% | 31 68.9% c | 31 59.6% | 19 43.2% a |
| -1=Decrease | 10 17.5% | 3 8.3% c | 11 31.4% b | 5 27.8% | 7 20.6% | 4 18.2% | 3 20.0% | 4 33.3% | 7 18.9% | 4 16.7% | 6 13.3% | 11 21.2% | 12 27.3% |
| Mean | -0.04 | 0.17 | 0.03 | 0.00 | 0.00 | -0.05 | 0.13 | -0.08 | 0.03 | 0.13 | 0.04 | -0.02 | 0.02 |

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

Topic 2: Firm Growth Strategies

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

| Number responding Mean SD | Total | Industry Sector | | | | | | | | | | | | |
|---|-----------------------|------------------------------|------------------------------|-------------------------------|----------------------|---------------------|---------------------|----------------------|----------------------|-----------------------------|----------------------|----------------------|-----------------------------|---------------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Existing products/ services in existing markets | 176 52.27 25.88 | 13 49.23 24.57 | 14 45.00 27.39 | 15 52.33 24.49 | 7 45.00 35.94 | 2 55.00 7.07 | 2 25.00 35.36 | 18 61.67 25.61 | 27 45.56 25.28 | 2 75.00 7.07 | 28 49.64 23.65 | 14 65.36 30.09 | 25 55.60 24.80 | 8 51.88 22.67 |
| | | | | | | | | h | gk | | | h | | |
| New products/ services in existing markets | 176 22.56 18.85 | 13 22.69 27.05 | 14 26.79 17.17 | 15 26.67 20.59 | 7 15.71 27.75 | 2 27.50 17.68 | 2 12.50 17.68 | 18 18.11 16.15 | 27 26.85 17.98 | 2 2.50 3.54 | 28 20.71 15.20 | 14 20.36 18.55 | 25 22.60 22.04 | 8 25.63 4.96 |
| | | | | | | | | | | M | | | | I |
| Existing products/ services in new markets | 176 14.54 15.36 | 13 20.38 15.87 | 14 13.57 14.34 | 15 10.33 12.74 | 7 20.71 28.20 | 2 7.50 3.54 | 2 5.00 7.07 | 18 9.94 11.20 | 27 14.07 12.57 | 2 5.00 7.07 | 28 20.00 18.46 | 14 8.57 12.77 | 25 16.00 16.20 | 8 15.63 13.48 |
| | | | gk | | | | | aj | | | gk | aj | | |
| New products/ services in new markets | 176 10.63 15.72 | 13 7.69 11.48 | 14 14.64 16.23 | 15 10.67 19.81 | 7 18.57 37.05 | 2 10.00 14.14 | 2 57.50 60.10 | 18 10.28 13.56 | 27 13.52 12.60 | 2 17.50 3.54 | 28 9.64 11.38 | 14 5.71 8.74 | 25 5.80 8.62 | 8 6.88 8.84 |
| | | F | fl | f | | | AbcGHJK | F | Fkl | | F | Fh | bFh | f |
| | | | | | | | | | Lm | | | | | |

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

Topic 2: Firm Growth Strategies

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

| Number responding Mean SD | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---|---------------------------|---------------------------|----------------------------|---------------------------|----------------------|---------------------------|---------------------------|---------------------------|----------------------------|--------------------------|----------------------|---------------------------|---------------------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Existing products/ services in existing markets | 61 48.61 26.14 C | 56 48.13 24.02 C | 35 63.57 22.31 AB | 24 54.79 30.34 | 46 51.85 31.10 | 33 57.27 25.38 | 25 51.60 16.05 | 7 40.71 30.20 | 45 48.00 23.77 | 16 61.25 24.80 | 72 51.04 24.20 | 59 53.31 27.08 | 42 51.31 25.95 |
| New products/ services in existing markets | 61 25.10 19.85 | 56 23.30 17.64 | 35 20.71 18.36 | 24 17.08 19.44 | 46 18.72 22.90 | 33 19.39 14.72 c | 25 27.40 15.42 b | 7 22.86 14.96 | 45 26.56 19.48 | 16 23.44 18.05 | 72 22.86 19.16 | 59 24.24 18.61 | 42 19.88 17.89 |
| Existing products/ services in new markets | 61 15.26 15.26 | 56 17.59 16.32 c | 35 10.37 14.19 b | 24 11.67 13.96 | 46 15.70 19.57 | 33 15.30 17.09 | 25 14.80 12.79 | 7 17.86 14.96 | 45 13.49 12.16 | 16 10.31 9.91 | 72 15.08 13.73 | 59 11.58 11.96 c | 42 18.69 20.87 b |
| New products/ services in new markets | 61 11.03 12.51 c | 56 10.98 14.94 c | 35 5.34 7.53 abd | 24 16.46 27.84 c | 46 13.74 22.86 | 33 8.03 12.37 | 25 6.20 6.81 De | 7 18.57 16.51 CF | 45 11.96 13.36 cf | 16 5.00 4.83 De | 72 11.01 15.64 | 59 10.88 14.12 | 42 10.12 18.49 |

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

Topic 2: Firm Growth Strategies

Please rank order (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your organization: Having all stakeholders aligned

| | Total | Industry Sector | | | | | | | | | | | | |
|--|-------------|-----------------------------------|-----------------------------------|------------------------------------|---------------------------|----------------|-------------|-----------------|----------------|----------------------------------|--------------------------|--------------------------|----------------------------------|--------------------------|
| | | Banking Finance Insur. A | Communi- cations Media B | Consumer Packaged Goods C | Consumer Services D | Education E | Energy F | Healthcare G | Manufact. H | Mining Construct- ion I | Service Consult. J | Retail Wholesale K | Tech Software Biotech L | Transporta- tion M |
| <u>Having all stakeholders aligned</u> | | | | | | | | | | | | | | |
| 1=1 | 36 20.8% | 3 21.4% | 1 8.3% | 6 42.9% | 0 0.0% | 0 0.0% | 1 33.3% | 2 10.5% | 8 30.8% | 1 50.0% | 6 21.4% | 2 14.3% | 6 26.1% | 0 0.0% |
| | | | | gm | | | | c | | | | | | c |
| 2=2 | 37 21.4% | 1 7.1% | 3 25.0% | 5 35.7% | 3 42.9% | 1 50.0% | 2 66.7% | 6 31.6% | 5 19.2% | 0 0.0% | 8 28.6% | 1 7.1% | 1 4.3% | 0 0.0% |
| | | f | | l | l | l | akLm | l | | | l | f | cdeFgj | f |
| 3=3 | 29 16.8% | 4 28.6% | 2 16.7% | 1 7.1% | 0 0.0% | 0 0.0% | 0 0.0% | 5 26.3% | 4 15.4% | 1 50.0% | 4 14.3% | 3 21.4% | 4 17.4% | 1 12.5% |
| 4=4 | 26 15.0% | 3 21.4% | 2 16.7% | 1 7.1% | 1 14.3% | 1 50.0% | 0 0.0% | 2 10.5% | 5 19.2% | 0 0.0% | 2 7.1% | 3 21.4% | 3 13.0% | 3 37.5% |
| | | | | | | | | | | | m | | | j |
| 5=5 | 45 26.0% | 3 21.4% | 4 33.3% | 1 7.1% | 3 42.9% | 0 0.0% | 0 0.0% | 4 21.1% | 4 15.4% | 0 0.0% | 8 28.6% | 5 35.7% | 9 39.1% | 4 50.0% |
| | | | | lm | | | | | | | | | c | c |
| Mean | 3.04 | 3.14 | 3.42 | 2.00 | 3.57 | 3.00 | 1.67 | 3.00 | 2.69 | 2.00 | 2.93 | 3.57 | 3.35 | 4.38 |
| | | cm | c | abdgKlM | c | | kM | cm | M | M | m | Cf | c | aCFgHIj |

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

Topic 2: Firm Growth Strategies

Please rank order (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your organization: Having all stakeholders aligned

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|--|-------------------------|-----------------|----------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| <u>Having all stakeholders aligned</u> | | | | | | | | | | | | | |
| 1=1 | 14 24.1% | 11 19.3% | 9 26.5% | 2 8.3% | 6 13.3% | 9 26.5% | 3 12.5% | 0 0.0% | 11 25.0% | 4 23.5% | 16 23.2% | 14 24.1% | 5 11.9% |
| 2=2 | 12 20.7% | 12 21.1% | 5 14.7% | 8 33.3% | 12 26.7% | 7 20.6% | 3 12.5% | 1 20.0% | 12 27.3% | 2 11.8% | 21 30.4% | 8 13.8% | 7 16.7% |
| | | | | | | | | | | | b | a | |
| 3=3 | 9 15.5% | 12 21.1% | 6 17.6% | 2 8.3% | 5 11.1% | 7 20.6% | 4 16.7% | 1 20.0% | 8 18.2% | 4 23.5% | 14 20.3% | 9 15.5% | 6 14.3% |
| 4=4 | 10 17.2% | 8 14.0% | 5 14.7% | 3 12.5% | 6 13.3% | 1 2.9% | 6 25.0% | 2 40.0% | 7 15.9% | 4 23.5% | 6 8.7% | 11 19.0% | 9 21.4% |
| | | | | | | cDf | b | B | | b | | | |
| 5=5 | 13 22.4% | 14 24.6% | 9 26.5% | 9 37.5% | 16 35.6% | 10 29.4% | 8 33.3% | 1 20.0% | 6 13.6% | 3 17.6% | 12 17.4% | 16 27.6% | 15 35.7% |
| | | | | | e | | | | a | | c | | a |
| Mean | 2.93 | 3.04 | 3.00 | 3.38 | 3.31 e | 2.88 | 3.54 e | 3.60 | 2.66 ac | 3.00 | 2.67 C | 3.12 | 3.52 A |

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

Topic 2: Firm Growth Strategies

Please rank order (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your organization: Having the right talent

| | Total | Industry Sector | | | | | | | | | | | | |
|--------------------------------|-------------|-----------------------------------|-----------------------------------|------------------------------------|---------------------------|-------------------|------------------|-----------------|-----------------|----------------------------------|--------------------------|--------------------------|----------------------------------|---------------------|
| | | Banking Finance Insur. A | Communi- cations Media B | Consumer Packaged Goods C | Consumer Services D | Education E | Energy F | Healthcare G | Manufact. H | Mining Construct- ion I | Service Consult. J | Retail Wholesale K | Tech Software Biotech L | Transportation M |
| <u>Having the right talent</u> | | | | | | | | | | | | | | |
| 1=1 | 61 35.3% | 6 42.9% m | 6 50.0% m | 2 14.3% dj | 5 71.4% ckm | 0 0.0% | 1 33.3% | 6 31.6% | 9 34.6% | 0 0.0% | 14 50.0% cm | 3 21.4% d | 8 34.8% | 0 0.0% abdj |
| 2=2 | 47 27.2% | 4 28.6% | 0 0.0% hllM | 4 28.6% | 1 14.3% | 0 0.0% | 0 0.0% | 5 26.3% i | 8 30.8% b | 2 100.0% Bgj | 7 25.0% i | 4 28.6% | 7 30.4% b | 5 62.5% B |
| 3=3 | 31 17.9% | 3 21.4% | 1 8.3% | 5 35.7% | 0 0.0% | 1 50.0% | 1 33.3% | 5 26.3% | 3 11.5% | 0 0.0% | 5 17.9% | 1 7.1% | 4 17.4% | 2 25.0% |
| 4=4 | 16 9.2% | 1 7.1% | 3 25.0% | 0 0.0% k | 0 0.0% | 0 0.0% | 0 0.0% | 1 5.3% | 1 3.8% k | 0 0.0% | 2 7.1% | 4 28.6% ch | 3 13.0% | 1 12.5% |
| 5=5 | 18 10.4% | 0 0.0% ef | 2 16.7% j | 3 21.4% j | 1 14.3% | 1 50.0% aJl | 1 33.3% aJ | 2 10.5% | 5 19.2% j | 0 0.0% | 0 0.0% bcEFhk | 2 14.3% j | 1 4.3% e | 0 0.0% |
| Mean | 2.32 | 1.93 ce | 2.58 | 2.86 aJ | 1.71 | 4.00 aJ | 3.00 | 2.37 | 2.42 | 2.00 | 1.82 CEK | 2.86 J | 2.22 | 2.50 |

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

Topic 2: Firm Growth Strategies

Please rank order (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your organization: Having the right talent

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|------|--------------------------------|----------------------|---------------------|----------------------|-----------------------|-------------------------|---------------------------|---------------------------|-------------------------|-----------------------|------------------|-------------|-------------|
| | B2B Product A | B2B Services B | B2C Product C | B2C Services D | <\$25 million A | \$26-99 million B | \$100-499 million C | \$500-999 million D | \$1-9.9 billion E | \$10+ billion F | 0% A | 1-10% B | >10% C |
| | <u>Having the right talent</u> | | | | | | | | | | | | |
| 1=1 | 19 32.8% | 24 42.1% | 7 20.6% | 11 45.8% | 22 48.9% | 12 35.3% | 9 37.5% | 1 20.0% | 13 29.5% | 4 23.5% | 32 46.4% | 13 22.4% | 15 35.7% |
| | | c | bd | c | | | | | | | B | A | |
| 2=2 | 14 24.1% | 15 26.3% | 11 32.4% | 7 29.2% | 11 24.4% | 11 32.4% | 3 12.5% | 2 40.0% | 13 29.5% | 7 41.2% | 18 26.1% | 16 27.6% | 13 31.0% |
| | | | | | | | f | | | c | | | |
| 3=3 | 10 17.2% | 11 19.3% | 8 23.5% | 2 8.3% | 8 17.8% | 4 11.8% | 4 16.7% | 1 20.0% | 8 18.2% | 4 23.5% | 12 17.4% | 13 22.4% | 5 11.9% |
| | | | | | | | | | | | | | |
| 4=4 | 5 8.6% | 5 8.8% | 6 17.6% | 0 0.0% | 1 2.2% | 5 14.7% | 6 25.0% | 1 20.0% | 2 4.5% | 0 0.0% | 4 5.8% | 6 10.3% | 5 11.9% |
| | | | d | c | bC | a | Aef | | c | c | | | |
| 5=5 | 10 17.2% | 2 3.5% | 2 5.9% | 4 16.7% | 3 6.7% | 2 5.9% | 2 8.3% | 0 0.0% | 8 18.2% | 2 11.8% | 3 4.3% | 10 17.2% | 4 9.5% |
| | b | ad | | b | | | | | | | b | a | |
| Mean | 2.53 | 2.05 | 2.56 | 2.13 | 1.93 | 2.24 | 2.54 | 2.40 | 2.52 | 2.35 | 1.96 | 2.72 | 2.29 |
| | | c | b | | e | | | | a | | B | A | |

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

Topic 2: Firm Growth Strategies

Please rank order (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your organization: Having the right data

| | Total | Industry Sector | | | | | | | | | | | | |
|------------------------------|-------------|-----------------------------------|-----------------------------------|------------------------------------|---------------------------|----------------|-----------------|-----------------|-----------------|----------------------------------|--------------------------|--------------------------|----------------------------------|---------------------|
| | | Banking Finance Insur. A | Communi- cations Media B | Consumer Packaged Goods C | Consumer Services D | Education E | Energy F | Healthcare G | Manufact. H | Mining Construct- ion I | Service Consult. J | Retail Wholesale K | Tech Software Biotech L | Transportation M |
| <u>Having the right data</u> | | | | | | | | | | | | | | |
| 1=1 | 17 9.8% | 2 14.3% | 3 25.0% | 1 7.1% | 0 0.0% | 0 0.0% | 0 0.0% | 1 5.3% | 2 7.7% | 0 0.0% | 3 10.7% | 2 14.3% | 1 4.3% | 2 25.0% |
| 2=2 | 26 15.0% | 2 14.3% | 2 16.7% | 0 0.0% fl | 1 14.3% | 0 0.0% | 1 33.3% c | 2 10.5% | 4 15.4% | 0 0.0% | 2 7.1% l | 3 21.4% | 7 30.4% cj | 2 25.0% |
| 3=3 | 35 20.2% | 1 7.1% | 1 8.3% | 3 21.4% | 2 28.6% | 1 50.0% | 0 0.0% | 5 26.3% | 7 26.9% | 0 0.0% | 6 21.4% | 4 28.6% | 4 17.4% | 1 12.5% |
| 4=4 | 61 35.3% | 2 14.3% cij | 2 16.7% ci | 8 57.1% ab | 2 28.6% | 1 50.0% | 1 33.3% | 7 36.8% | 10 38.5% | 2 100.0% abkl | 13 46.4% a | 3 21.4% i | 6 26.1% i | 3 37.5% |
| 5=5 | 34 19.7% | 7 50.0% hjm | 4 33.3% | 2 14.3% | 2 28.6% | 0 0.0% | 1 33.3% | 4 21.1% | 3 11.5% a | 0 0.0% | 4 14.3% a | 2 14.3% | 5 21.7% | 0 0.0% a |
| Mean | 3.40 | 3.71 | 3.17 | 3.71 m | 3.71 | 3.50 | 3.67 | 3.58 | 3.31 | 4.00 | 3.46 | 3.00 | 3.30 | 2.63 c |

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

Topic 2: Firm Growth Strategies

Please rank order (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your organization: Having the right data

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|------|------------------------------|----------------------|---------------------|----------------------|-----------------------|-------------------------|---------------------------|---------------------------|-------------------------|-----------------------|------------------|-------------|-------------|
| | B2B Product A | B2B Services B | B2C Product C | B2C Services D | <\$25 million A | \$26-99 million B | \$100-499 million C | \$500-999 million D | \$1-9.9 billion E | \$10+ billion F | 0% A | 1-10% B | >10% C |
| | <u>Having the right data</u> | | | | | | | | | | | | |
| 1=1 | 7 12.1% | 5 8.8% | 4 11.8% | 1 4.2% | 2 4.4% | 2 5.9% | 3 12.5% | 0 0.0% | 9 20.5% | 0 0.0% | 4 5.8% | 8 13.8% | 4 9.5% |
| 2=2 | 8 13.8% | 7 12.3% | 7 20.6% | 4 16.7% | 6 13.3% | 5 14.7% | 7 29.2% | 1 20.0% | 2 4.5% | 4 23.5% | 9 13.0% | 9 15.5% | 6 14.3% |
| 3=3 | 13 22.4% | 10 17.5% | 8 23.5% | 4 16.7% | 10 22.2% | 7 20.6% | 4 16.7% | 1 20.0% | 10 22.7% | 3 17.6% | 10 14.5% | 14 24.1% | 11 26.2% |
| 4=4 | 18 31.0% | 21 36.8% | 11 32.4% | 11 45.8% | 17 37.8% | 12 35.3% | 6 25.0% | 2 40.0% | 18 40.9% | 5 29.4% | 27 39.1% | 17 29.3% | 16 38.1% |
| 5=5 | 12 20.7% | 14 24.6% | 4 11.8% | 4 16.7% | 10 22.2% | 8 23.5% | 4 16.7% | 1 20.0% | 5 11.4% | 5 29.4% | 19 27.5% | 10 17.2% | 5 11.9% |
| Mean | 3.34 | 3.56 | 3.12 | 3.54 | 3.60 | 3.56 | 3.04 | 3.60 | 3.18 | 3.65 | 3.70 b | 3.21 a | 3.29 |

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

Topic 2: Firm Growth Strategies

Please rank order (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your organization: Having the right operating model

| | Total | Industry Sector | | | | | | | | | | | | |
|---|-------------|-----------------------------------|-----------------------------------|------------------------------------|---------------------------|----------------|-------------|-----------------|----------------|----------------------------------|--------------------------|--------------------------|----------------------------------|--------------------------|
| | | Banking Finance Insur. A | Communi- cations Media B | Consumer Packaged Goods C | Consumer Services D | Education E | Energy F | Healthcare G | Manufact. H | Mining Construct- ion I | Service Consult. J | Retail Wholesale K | Tech Software Biotech L | Transporta- tion M |
| <u>Having the right operating model</u> | | | | | | | | | | | | | | |
| 1=1 | 40 23.1% | 3 21.4% | 1 8.3% | 4 28.6% | 2 28.6% | 2 100.0% | 1 33.3% | 5 26.3% | 2 7.7% | 1 50.0% | 4 14.3% | 6 42.9% | 4 17.4% | 5 62.5% |
| | | e | em | | | abgHJl | | e | EkM | | EkM | hj | em | bHJl |
| 2=2 | 34 19.7% | 1 7.1% | 4 33.3% | 4 28.6% | 2 28.6% | 0 0.0% | 0 0.0% | 4 21.1% | 5 19.2% | 0 0.0% | 6 21.4% | 3 21.4% | 5 21.7% | 0 0.0% |
| 3=3 | 40 23.1% | 2 14.3% | 5 41.7% | 3 21.4% | 1 14.3% | 0 0.0% | 1 33.3% | 1 5.3% | 8 30.8% | 1 50.0% | 6 21.4% | 4 28.6% | 8 34.8% | 0 0.0% |
| | | | gm | | | | | bhl | g | | | | g | b |
| 4=4 | 31 17.9% | 5 35.7% | 2 16.7% | 1 7.1% | 2 28.6% | 0 0.0% | 1 33.3% | 4 21.1% | 6 23.1% | 0 0.0% | 6 21.4% | 0 0.0% | 3 13.0% | 1 12.5% |
| | | k | | | k | | k | | | | | adf | | |
| 5=5 | 28 16.2% | 3 21.4% | 0 0.0% | 2 14.3% | 0 0.0% | 0 0.0% | 0 0.0% | 5 26.3% | 5 19.2% | 0 0.0% | 6 21.4% | 1 7.1% | 3 13.0% | 2 25.0% |
| Mean | 2.84 | 3.29 | 2.67 | 2.50 | 2.43 | 1.00 | 2.67 | 3.00 | 3.27 | 2.00 | 3.14 | 2.07 | 2.83 | 2.38 |
| | | k | | | | | | | K | | k | aHj | | |

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

Topic 2: Firm Growth Strategies

Please rank order (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your organization: Having the right operating model

| 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 |

Having the right operating model

| | | | | | | | | | | | | | |
|------|-------------|-------------|------------|------------|-------------|-------------|------------|------------|-------------|------------|-------------|-------------|-------------|
| 1=1 | 10 17.2% | 13 22.8% | 8 23.5% | 9 37.5% | 9 20.0% | 9 26.5% | 7 29.2% | 1 20.0% | 8 18.2% | 6 35.3% | 14 20.3% | 16 27.6% | 10 23.8% |
| 2=2 | 12 20.7% | 9 15.8% | 9 26.5% | 4 16.7% | 9 20.0% | 6 17.6% | 4 16.7% | 1 20.0% | 11 25.0% | 1 5.9% | 12 17.4% | 13 22.4% | 8 19.0% |
| 3=3 | 15 25.9% | 14 24.6% | 6 17.6% | 5 20.8% | 12 26.7% | 10 29.4% | 3 12.5% | 1 20.0% | 9 20.5% | 3 17.6% | 16 23.2% | 12 20.7% | 10 23.8% |
| 4=4 | 13 22.4% | 11 19.3% | 4 11.8% | 3 12.5% | 12 26.7% | 4 11.8% | 5 20.8% | 0 0.0% | 7 15.9% | 3 17.6% | 15 21.7% | 12 20.7% | 3 7.1% |
| | | | | | | | | | | | c | | a |
| 5=5 | 8 13.8% | 10 17.5% | 7 20.6% | 3 12.5% | 3 6.7% | 5 14.7% | 5 20.8% | 2 40.0% | 9 20.5% | 4 23.5% | 12 17.4% | 5 8.6% | 11 26.2% |
| | | | | | d | | | a | | | | c | b |
| Mean | 2.95 | 2.93 | 2.79 | 2.46 | 2.80 | 2.71 | 2.88 | 3.20 | 2.95 | 2.88 | 2.99 | 2.60 | 2.93 |

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

Topic 2: Firm Growth Strategies

Please rank order (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your organization: Having the right technology

| | Total | Industry Sector | | | | | | | | | | | | |
|------------------------------------|-------------|-----------------------------------|-----------------------------------|------------------------------------|---------------------------|----------------|-------------|-----------------|----------------|----------------------------------|--------------------------|--------------------------|----------------------------------|--------------------------|
| | | Banking Finance Insur. A | Communi- cations Media B | Consumer Packaged Goods C | Consumer Services D | Education E | Energy F | Healthcare G | Manufact. H | Mining Construct- ion I | Service Consult. J | Retail Wholesale K | Tech Software Biotech L | Transporta- tion M |
| <u>Having the right technology</u> | | | | | | | | | | | | | | |
| 1=1 | 19 11.0% | 0 0.0% | 1 8.3% | 1 7.1% | 0 0.0% | 0 0.0% | 0 0.0% | 5 26.3% | 5 19.2% | 0 0.0% | 1 3.6% | 1 7.1% | 4 17.4% | 1 12.5% |
| 2=2 | 29 16.8% | 6 42.9% | 3 25.0% | 1 7.1% | 0 0.0% | 1 50.0% | 0 0.0% | 2 10.5% | 4 15.4% | 0 0.0% | 5 17.9% | 3 21.4% | 3 13.0% | 1 12.5% |
| 3=3 | 38 22.0% | 4 28.6% | 3 25.0% | 2 14.3% | 4 57.1% | 0 0.0% | 1 33.3% | 3 15.8% | 4 15.4% | 0 0.0% | 7 25.0% | 2 14.3% | 3 13.0% | 4 50.0% |
| 4=4 | 39 22.5% | 3 21.4% | 3 25.0% | 4 28.6% | 2 28.6% | 0 0.0% | 1 33.3% | 5 26.3% | 4 15.4% | 0 0.0% | 5 17.9% | 4 28.6% | 8 34.8% | 0 0.0% |
| 5=5 | 48 27.7% | 1 7.1% | 2 16.7% | 6 42.9% | 1 14.3% | 1 50.0% | 1 33.3% | 4 21.1% | 9 34.6% | 2 100.0% | 10 35.7% | 4 28.6% | 5 21.7% | 2 25.0% |
| Mean | 3.39 | 2.93 | 3.17 | 3.93 | 3.57 | 3.50 | 4.00 | 3.05 | 3.31 | 5.00 | 3.64 | 3.50 | 3.30 | 3.13 |

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

Topic 2: Firm Growth Strategies

Please rank order (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your organization: Having the right technology

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|------|------------------------------------|----------------------|---------------------|----------------------|-----------------------|-------------------------|---------------------------|---------------------------|-------------------------|-----------------------|------------------|-------------|-----------------|
| | B2B Product A | B2B Services B | B2C Product C | B2C Services D | <\$25 million A | \$26-99 million B | \$100-499 million C | \$500-999 million D | \$1-9.9 billion E | \$10+ billion F | 0% A | 1-10% B | >10% C |
| | <u>Having the right technology</u> | | | | | | | | | | | | |
| 1=1 | 8 13.8% | 4 7.0% | 6 17.6% | 1 4.2% | 6 13.3% d | 2 5.9% D | 2 8.3% D | 3 60.0% aBCE | 3 6.8% D | 3 17.6% | 3 4.3% c | 7 12.1% | 8 19.0% a |
| 2=2 | 12 20.7% | 14 24.6% cd | 2 5.9% b | 1 4.2% b | 7 15.6% | 5 14.7% | 7 29.2% | 0 0.0% | 6 13.6% | 3 17.6% | 9 13.0% | 12 20.7% | 8 19.0% |
| 3=3 | 11 19.0% d | 10 17.5% D | 6 17.6% d | 11 45.8% aBc | 10 22.2% | 6 17.6% | 9 37.5% | 1 20.0% | 9 20.5% | 3 17.6% | 17 24.6% | 10 17.2% | 10 23.8% |
| 4=4 | 12 20.7% | 12 21.1% | 8 23.5% | 7 29.2% | 9 20.0% | 12 35.3% C | 1 4.2% Bf | 0 0.0% | 10 22.7% | 5 29.4% c | 17 24.6% | 12 20.7% | 9 21.4% |
| 5=5 | 15 25.9% | 17 29.8% | 12 35.3% | 4 16.7% | 13 28.9% | 9 26.5% | 5 20.8% | 1 20.0% | 16 36.4% | 3 17.6% | 23 33.3% | 17 29.3% | 7 16.7% |
| Mean | 3.24 | 3.42 | 3.53 | 3.50 | 3.36 | 3.62 d | 3.00 e | 2.20 be | 3.68 cd | 3.12 | 3.70 C | 3.34 | 2.98 A |

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

Topic 2: Firm Growth Strategies

What percentage of your firm's sales is domestic?

| Number responding Mean SD | Total | Industry Sector | | | | | | | | | | | | |
|---------------------------------|------------------------------|------------------------------|-------------------------------|----------------------|-----------|--------|------------|-----------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|-------|
| | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation | |
| | A | B | C | D | E | F | G | H | I | J | K | L | M | |
| Domestic sales | 178 | 14 | 13 | 14 | 7 | 2 | 3 | 19 | 26 | 2 | 30 | 14 | 25 | 8 |
| percent | 80.94 | 88.71 | 92.62 | 73.19 | 100.00 | 65.85 | 90.00 | 78.30 | 76.97 | 80.00 | 78.45 | 89.57 | 75.15 | 75.63 |
| | 21.61 | 14.13 | 10.48 | 20.87 | 0.00 | 46.88 | 17.32 | 23.64 | 21.62 | 28.28 | 26.43 | 16.18 | 23.10 | 14.99 |
| | | c | CghlM | aBk | | | | b | b | | | cl | bk | B |

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

Topic 2: Firm Growth Strategies

What percentage of your firm's sales is domestic?

| Number responding 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 |
| | Domestic sales percent | 60 77.90 21.13 D | 59 82.18 21.94 d | 34 76.00 23.11 D | 25 92.03 16.13 AbC | 47 84.90 21.18 EF | 34 90.55 13.88 EF | 25 85.70 19.47 eF | 7 81.43 18.42 | 45 72.85 22.60 ABc | 16 63.32 24.13 ABC | 75 82.12 21.57 | 57 77.31 21.74 |

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

Topic 2: Firm Growth Strategies

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

| Number responding Mean SD | Total | Industry Sector | | | | | | | | | | | | |
|---------------------------------|------------------------------|------------------------------|-------------------------------|----------------------|-----------|--------|------------|-----------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|-------|
| | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation | |
| | A | B | C | D | E | F | G | H | I | J | K | L | M | |
| Percent | 177 | 14 | 13 | 14 | 7 | 2 | 3 | 18 | 26 | 2 | 30 | 14 | 25 | 8 |
| | 84.97 | 87.50 | 92.54 | 78.27 | 100.00 | 67.37 | 93.33 | 88.93 | 86.06 | 80.00 | 82.60 | 93.57 | 75.29 | 79.25 |
| | 20.87 | 17.95 | 12.93 | 24.29 | 0.00 | 44.74 | 11.55 | 19.25 | 20.01 | 28.28 | 25.06 | 10.08 | 23.67 | 17.65 |
| | | | l | k | | k | | | | | | ceLm | bK | k |

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

Topic 2: Firm Growth Strategies

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

| Number responding Mean SD | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---------------------------------|-------------------------|----------------------|---------------------|----------------------|-----------------------|-------------------------|---------------------------|---------------------------|-------------------------|-----------------------|------------------|------------|-----------|
| | B2B Product A | B2B Services B | B2C Product C | B2C Services D | <\$25 million A | \$26-99 million B | \$100-499 million C | \$500-999 million D | \$1-9.9 billion E | \$10+ billion F | 0% A | 1-10% B | >10% C |
| | Percent | 59 | 59 | 34 | 25 | 47 | 34 | 25 | 7 | 45 | 15 | 75 | 57 |
| | 83.43 | 85.15 | 81.80 | 92.51 | 88.20 | 92.49 | 87.42 | 84.00 | 79.87 | 66.81 | 85.95 | 81.32 | 87.15 |
| | 19.87 | 22.29 | 23.13 | 14.98 | 19.19 | 14.58 | 21.00 | 16.64 | 22.52 | 24.99 | 19.86 | 23.44 | 19.15 |
| | d | | d | ac | F | EF | F | | B | ABC | | | |

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

Topic 2: Firm Growth Strategies

Which international market is currently your largest (in terms of sales)?

| | Total | Industry Sector | | | | | | | | | | | | |
|---|--------------|------------------------------|------------------------------|-------------------------------|----------------------|------------|-------------|------------|-------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Total* | 92 100.0% | 7 7.6% | 4 4.3% | 10 10.9% | 0 0.0% | 2 2.2% | 1 1.1% | 6 6.5% | 18 19.6% | 1 1.1% | 13 14.1% | 5 5.4% | 18 19.6% | 7 7.6% |
| Western Europe | 38 42.2% | 3 42.9% | 2 50.0% | 5 50.0% | 0 0.0% | 1 50.0% | 1 100.0% | 1 20.0% | 2 11.8% | 0 0.0% | 8 61.5% | 1 20.0% | 11 64.7% | 3 42.9% |
| Canada | 15 16.7% | 3 42.9% | 1 25.0% | 2 20.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 3 17.6% | 0 0.0% | 1 7.7% | 1 20.0% | 0 0.0% | 3 42.9% |
| China | 14 15.6% | 1 14.3% | 0 0.0% | 2 20.0% | 0 0.0% | 1 50.0% | 0 0.0% | 0 0.0% | 3 17.6% | 1 100.0% | 2 15.4% | 1 20.0% | 2 11.8% | 1 14.3% |
| Eastern Europe | 4 4.4% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 20.0% | 2 11.8% | 0 0.0% | 1 7.7% | 0 0.0% | 0 0.0% | 0 0.0% |
| Mexico | 4 4.4% | 0 0.0% | 0 0.0% | 1 10.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 3 17.6% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% |
| Northern Europe | 4 4.4% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 20.0% | 3 17.6% | 0 0.0% |
| Indonesia and Southeast Asia | 3 3.3% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 5.9% | 0 0.0% | 1 7.7% | 0 0.0% | 1 5.9% | 0 0.0% |
| South American countries besides Brazil | 3 3.3% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 2 40.0% | 1 5.9% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% |

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

* Responses reflect firms that have domestic sales less than 100% of total sales and marketing budgets for domestic markets less than 100% of total sales.

Topic 2: Firm Growth Strategies

Which international market is currently your largest (in terms of sales)?

| | Total | Industry Sector | | | | | | | | | | | | |
|--------------------------|-----------|------------------------------|------------------------------|-------------------------------|----------------------|-----------|-----------|------------|-----------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Korea | 1 1.1% | 0 0.0% | 0 0.0% | 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 20.0% | 0 0.0% | 0 0.0% |
| Brazil | 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 5.9% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% |
| Central America | 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 5.9% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% |
| Japan | 1 1.1% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 20.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% |
| Australia/New Zealand | 1 1.1% | 0 0.0% | 1 25.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% |

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

Topic 2: Firm Growth Strategies

Which international market is currently your largest (in terms of sales)?

| | Total | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---|--------------|-------------------------|-----------------|----------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-------------|-------------|
| | | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Total* | 93 100.0% | 41 44.1% | 26 28.0% | 18 19.4% | 8 8.6% | 18 19.6% | 13 14.1% | 11 12.0% | 5 5.4% | 33 35.9% | 12 13.0% | 39 41.9% | 35 37.6% | 19 20.4% |
| Western Europe | 38 42.2% | 14 35.9% | 15 57.7% | 6 35.3% | 3 37.5% | 5 27.8% | 7 53.8% | 5 45.5% | 2 40.0% | 13 41.9% | 6 54.5% | 17 45.9% | 15 44.1% | 6 31.6% |
| Canada | 15 16.7% | 9 23.1% | 3 11.5% | 1 5.9% | 2 25.0% | 4 22.2% | 3 23.1% | 1 9.1% | 0 0.0% | 7 22.6% | 0 0.0% | 5 13.5% | 5 14.7% | 5 26.3% |
| China | 14 15.6% | 4 10.3% | 3 11.5% | 6 35.3% | 1 12.5% | 2 11.1% | 0 0.0% | 4 36.4% | 0 0.0% | 5 16.1% | 3 27.3% | 6 16.2% | 5 14.7% | 3 15.8% |
| Eastern Europe | 4 4.4% | 2 5.1% | 1 3.8% | 1 5.9% | 0 0.0% | 1 5.6% | 1 7.7% | 0 0.0% | 1 20.0% | 1 3.2% | 0 0.0% | 1 2.7% | 1 2.9% | 2 10.5% |
| Mexico | 4 4.4% | 2 5.1% | 1 3.8% | 1 5.9% | 0 0.0% | 0 0.0% | 0 0.0% | 1 9.1% | 1 20.0% | 1 3.2% | 1 9.1% | 0 0.0% | 4 11.8% | 0 0.0% |
| Northern Europe | 4 4.4% | 2 5.1% | 1 3.8% | 0 0.0% | 1 12.5% | 2 11.1% | 0 0.0% | 0 0.0% | 1 20.0% | 1 3.2% | 0 0.0% | 1 2.7% | 0 0.0% | 3 15.8% |
| Indonesia and Southeast Asia | 3 3.3% | 1 2.6% | 2 7.7% | 0 0.0% | 0 0.0% | 2 11.1% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 2 5.4% | 1 2.9% | 0 0.0% |
| South American countries besides Brazil | 3 3.3% | 2 5.1% | 0 0.0% | 0 0.0% | 1 12.5% | 1 5.6% | 1 7.7% | 0 0.0% | 0 0.0% | 1 3.2% | 0 0.0% | 3 8.1% | 0 0.0% | 0 0.0% |

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

* Responses reflect firms that have domestic sales less than 100% of total sales and marketing budgets for domestic markets less than 100% of total sales.

Topic 2: Firm Growth Strategies

Which international market is currently your largest (in terms of sales)?

| | Total | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|-----------------------|-----------|-------------------------|-----------------|----------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-----------|-----------|
| | | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Korea | 1 1.1% | 0 0.0% | 0 0.0% | 1 5.9% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 3.2% | 0 0.0% | 0 0.0% | 1 2.9% | 0 0.0% |
| Brazil | 1 1.1% | 1 2.6% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 9.1% | 0 0.0% | 1 2.9% | 0 0.0% |
| Central America | 1 1.1% | 1 2.6% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 3.2% | 0 0.0% | 1 2.7% | 0 0.0% | 0 0.0% |
| Japan | 1 1.1% | 1 2.6% | 0 0.0% | 0 0.0% | 0 0.0% | 1 5.6% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 2.7% | 0 0.0% | 0 0.0% |
| Australia/New Zealand | 1 1.1% | 0 0.0% | 0 0.0% | 1 5.9% | 0 0.0% | 0 0.0% | 1 7.7% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 2.9% | 0 0.0% |

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

Topic 2: Firm Growth Strategies

Which international market that you are currently not in is your biggest opportunity for the future?

| | Total | Industry Sector | | | | | | | | | | | | |
|---|---------------|------------------------------|------------------------------|-------------------------------|----------------------|-----------|-------------|------------|-------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Total* | 117 100.0% | 10 8.5% | 6 5.1% | 13 11.1% | 0 0.0% | 2 1.7% | 1 0.9% | 11 9.4% | 22 18.8% | 1 0.9% | 16 13.7% | 6 5.1% | 22 18.8% | 7 6.0% |
| China | 18 17.5% | 2 22.2% | 2 33.3% | 3 23.1% | 0 0.0% | 0 0.0% | 0 0.0% | 2 25.0% | 0 0.0% | 0 0.0% | 2 14.3% | 0 0.0% | 6 37.5% | 1 16.7% |
| Northern Europe | 12 11.7% | 2 22.2% | 2 33.3% | 2 15.4% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 4.8% | 0 0.0% | 0 0.0% | 1 16.7% | 2 12.5% | 1 16.7% |
| Western Europe | 12 11.7% | 1 11.1% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 12.5% | 5 23.8% | 0 0.0% | 2 14.3% | 0 0.0% | 2 12.5% | 1 16.7% |
| Brazil | 10 9.7% | 1 11.1% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 3 37.5% | 3 14.3% | 0 0.0% | 1 7.1% | 1 16.7% | 1 6.3% | 0 0.0% |
| India | 9 8.7% | 0 0.0% | 0 0.0% | 2 15.4% | 0 0.0% | 0 0.0% | 1 100.0% | 0 0.0% | 0 0.0% | 1 100.0% | 3 21.4% | 2 33.3% | 0 0.0% | 0 0.0% |
| South American countries besides Brazil | 7 6.8% | 2 22.2% | 1 16.7% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 7.1% | 1 16.7% | 2 12.5% | 0 0.0% |
| Indonesia and Southeast Asia | 6 5.8% | 0 0.0% | 0 0.0% | 1 7.7% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 4.8% | 0 0.0% | 1 7.1% | 0 0.0% | 1 6.3% | 2 33.3% |

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

* Responses reflect firms that have domestic sales less than 100% of total sales.

Topic 2: Firm Growth Strategies

Which international market that you are currently not in is your biggest opportunity for the future?

| | Total | Industry Sector | | | | | | | | | | | | |
|-----------------------|-----------|------------------------------|------------------------------|-------------------------------|----------------------|-------------|-----------|------------|-----------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Middle East | 5 4.9% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 12.5% | 2 9.5% | 0 0.0% | 1 7.1% | 0 0.0% | 1 6.3% | 0 0.0% |
| Canada | 5 4.9% | 1 11.1% | 0 0.0% | 1 7.7% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 2 9.5% | 0 0.0% | 1 7.1% | 0 0.0% | 0 0.0% | 0 0.0% |
| Australia/New Zealand | 4 3.9% | 0 0.0% | 1 16.7% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 4.8% | 0 0.0% | 0 0.0% | 0 0.0% | 1 6.3% | 1 16.7% |
| South Africa | 4 3.9% | 0 0.0% | 0 0.0% | 1 7.7% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 2 9.5% | 0 0.0% | 1 7.1% | 0 0.0% | 0 0.0% | 0 0.0% |
| Eastern Europe | 3 2.9% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 2 9.5% | 0 0.0% | 0 0.0% | 1 16.7% | 0 0.0% | 0 0.0% |
| Central America | 2 1.9% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 2 9.5% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% |
| Russia | 2 1.9% | 0 0.0% | 0 0.0% | 1 7.7% | 0 0.0% | 1 100.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% |
| Korea | 2 1.9% | 0 0.0% | 0 0.0% | 1 7.7% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 7.1% | 0 0.0% | 0 0.0% | 0 0.0% |
| Mexico | 1 1.0% | 0 0.0% | 0 0.0% | 1 7.7% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% |
| Japan | 1 1.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 12.5% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% |

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

Topic 2: Firm Growth Strategies

Which international market that you are currently not in is your biggest opportunity for the future?

| | Total | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---|---------------|-------------------------|--------------|-------------|--------------|---------------|-----------------|-------------------|-------------------|-----------------|---------------|------------------|-------------|-------------|
| | | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Total* | 118 100.0% | 49 41.5% | 35 29.7% | 25 21.2% | 9 7.6% | 26 22.6% | 20 17.4% | 15 13.0% | 5 4.3% | 36 31.3% | 13 11.3% | 49 42.2% | 43 37.1% | 24 20.7% |
| China | 18 17.5% | 2 4.8% | 7 21.9% | 5 22.7% | 4 57.1% | 4 19.0% | 5 26.3% | 1 7.1% | 2 40.0% | 4 12.5% | 2 22.2% | 8 17.8% | 5 13.2% | 5 25.0% |
| | | bcD | a | a | A | | | | | | | | | |
| Northern Europe | 12 11.7% | 7 16.7% | 3 9.4% | 2 9.1% | 0 0.0% | 3 14.3% | 4 21.1% | 2 14.3% | 0 0.0% | 2 6.3% | 1 11.1% | 6 13.3% | 5 13.2% | 1 5.0% |
| Western Europe | 12 11.7% | 5 11.9% | 5 15.6% | 2 9.1% | 0 0.0% | 2 9.5% | 3 15.8% | 3 21.4% | 0 0.0% | 3 9.4% | 0 0.0% | 6 13.3% | 5 13.2% | 1 5.0% |
| Brazil | 10 9.7% | 6 14.3% | 2 6.3% | 1 4.5% | 1 14.3% | 3 14.3% | 2 10.5% | 1 7.1% | 0 0.0% | 2 6.3% | 1 11.1% | 6 13.3% | 2 5.3% | 2 10.0% |
| India | 9 8.7% | 3 7.1% | 2 6.3% | 3 13.6% | 1 14.3% | 1 4.8% | 0 0.0% | 0 0.0% | 0 0.0% | 7 21.9% | 1 11.1% | 3 6.7% | 4 10.5% | 2 10.0% |
| | | | | | | | e | | | b | | | | |
| South American countries besides Brazil | 7 6.8% | 3 7.1% | 3 9.4% | 1 4.5% | 0 0.0% | 1 4.8% | 1 5.3% | 2 14.3% | 2 40.0% | 0 0.0% | 0 0.0% | 3 6.7% | 4 10.5% | 0 0.0% |
| | | | | | | d | d | e | abE | cD | | | | |
| Indonesia and Southeast Asia | 6 5.8% | 2 4.8% | 2 6.3% | 2 9.1% | 0 0.0% | 0 0.0% | 1 5.3% | 2 14.3% | 0 0.0% | 1 3.1% | 2 22.2% | 3 6.7% | 2 5.3% | 1 5.0% |
| | | | | | | f | | | | | a | | | |

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

* Responses reflect firms that have domestic sales less than 100% of total sales.

Topic 2: Firm Growth Strategies

Which international market that you are currently not in is your biggest opportunity for the future?

| | Total | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|-----------------------|-----------|-------------------------|----------------|-------------|------------------|---------------|-----------------|-------------------|-------------------|-----------------|---------------|------------------|-----------|-----------------|
| | | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Middle East | 5 4.9% | 2 4.8% | 2 6.3% | 1 4.5% | 0 0.0% | 2 9.5% | 1 5.3% | 0 0.0% | 0 0.0% | 2 6.3% | 0 0.0% | 1 2.2% | 3 7.9% | 1 5.0% |
| Canada | 5 4.9% | 3 7.1% | 2 6.3% | 0 0.0% | 0 0.0% | 2 9.5% | 0 0.0% | 0 0.0% | 1 20.0% | 2 6.3% | 0 0.0% | 2 4.4% | 2 5.3% | 1 5.0% |
| Australia/New Zealand | 4 3.9% | 2 4.8% | 2 6.3% | 0 0.0% | 0 0.0% | 1 4.8% | 1 5.3% | 0 0.0% | 0 0.0% | 1 3.1% | 1 11.1% | 1 2.2% | 1 2.6% | 2 10.0% |
| South Africa | 4 3.9% | 2 4.8% | 1 3.1% | 1 4.5% | 0 0.0% | 0 0.0% | 0 0.0% | 1 7.1% | 0 0.0% | 3 9.4% | 0 0.0% | 3 6.7% | 1 2.6% | 0 0.0% |
| Eastern Europe | 3 2.9% | 2 4.8% | 0 0.0% | 1 4.5% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 3 9.4% | 0 0.0% | 1 2.2% | 2 5.3% | 0 0.0% |
| Central America | 2 1.9% | 2 4.8% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 3.1% | 1 11.1% | 1 2.2% | 1 2.6% | 0 0.0% |
| Russia | 2 1.9% | 0 0.0% d | 0 0.0% d | 1 4.5% | 1 14.3% ab | 0 0.0% | 0 0.0% | 1 7.1% | 0 0.0% | 1 3.1% | 0 0.0% | 0 0.0% c | 0 0.0% | 2 10.0% a |
| Korea | 2 1.9% | 0 0.0% | 1 3.1% | 1 4.5% | 0 0.0% | 1 4.8% | 1 5.3% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 2.6% | 1 5.0% |
| Mexico | 1 1.0% | 1 2.4% | 0 0.0% | 0 0.0% | 0 0.0% | 1 4.8% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 5.0% |
| Japan | 1 1.0% | 0 0.0% | 0 0.0% | 1 4.5% | 0 0.0% | 0 0.0% | 0 0.0% | 1 7.1% | 0 0.0% | 0 0.0% | 0 0.0% | 1 2.2% | 0 0.0% | 0 0.0% |

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

Topic 2: Firm Growth Strategies

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

| Number responding Mean SD | Total | Industry Sector | | | | | | | | | | | | |
|---------------------------------|-------|-----------------------------------|-----------------------------------|------------------------------------|---------------------------|----------------|-------------|-----------------|----------------|----------------------------------|--------------------------|--------------------------|----------------------------------|---------------------|
| | | Banking Finance Insur. A | Communi- cations Media B | Consumer Packaged Goods C | Consumer Services D | Education E | Energy F | Healthcare G | Manufact. H | Mining Construct- ion I | Service Consult. J | Retail Wholesale K | Tech Software Biotech L | Transportation M |
| Internet sales percent | 344 | 35 | 22 | 27 | 13 | 6 | 7 | 31 | 46 | 3 | 61 | 29 | 47 | 15 |
| | 12.83 | 13.94 | 16.09 | 14.98 | 22.15 | 36.15 | 2.14 | 7.14 | 5.28 | 3.33 | 12.24 | 15.71 | 15.29 | 16.76 |
| | 21.33 | 20.16 | 23.66 | 21.57 | 27.34 | 27.32 | 5.67 | 15.86 | 14.39 | 5.77 | 22.23 | 23.61 | 24.19 | 20.32 |
| | | eh | h | eh | gH | acFGHj | E | dE abcDEklm | | e | h | h | h | h |

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

Topic 2: Firm Growth Strategies

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

| Number responding 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 |
| | Internet sales percent | 110 8.06 16.73 CD | 114 11.82 21.83 | 67 17.79 23.17 A | 53 18.64 24.10 A | 95 18.66 26.54 E | 58 11.87 21.45 | 46 11.16 20.01 | 24 14.27 23.93 e | 77 6.71 12.53 Adf | 40 13.96 18.77 e | 149 0.00 0.00 | 103 5.09 3.53 C |

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

Topic 3: Marketing Spending

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

| Number responding Mean SD | Total | Industry Sector | | | | | | | | | | | | |
|---------------------------------|------------------------------|------------------------------|-------------------------------|----------------------|-----------|--------|------------|-----------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|------|
| | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation | |
| | A | B | C | D | E | F | G | H | I | J | K | L | M | |
| Percent change | 235 | 18 | 16 | 19 | 8 | 5 | 4 | 23 | 31 | 2 | 44 | 21 | 34 | 9 |
| | 7.14 | 10.18 | 12.55 | 6.12 | 18.84 | -3.00 | 22.87 | 5.98 | 2.03 | 7.50 | 4.67 | 5.34 | 9.08 | 8.78 |
| | 17.55 | 11.94 | 17.01 | 21.49 | 18.39 | 16.05 | 38.25 | 21.31 | 10.80 | 10.61 | 14.03 | 19.78 | 20.27 | 9.08 |
| | | h | h | | Hj | | hj | | abDf | | df | | | |

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

Topic 3: Marketing Spending

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

| Number responding Mean SD | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---------------------------------|-------------------------|----------------------|---------------------|----------------------|-----------------------|----------------------------|----------------------------|---------------------------|----------------------------|---------------------------|---------------------|---------------------|--------------------------|
| | B2B Product A | B2B Services B | B2C Product C | B2C Services D | <\$25 million A | \$26-99 million B | \$100-499 million C | \$500-999 million D | \$1-9.9 billion E | \$10+ billion F | 0% A | 1-10% B | >10% C |
| | Percent change | 79 6.21 16.94 | 79 7.23 18.64 | 43 6.52 16.07 | 34 9.90 18.58 | 68 11.12 19.87 de | 40 11.22 18.52 de | 32 4.49 12.81 | 11 -3.77 11.94 ab | 55 3.74 14.62 ab | 25 6.76 18.14 | 95 7.08 19.20 | 77 5.25 12.38 c |

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 marketing category.

| Number responding Mean SD | Total | Industry Sector | | | | | | | | | | | | |
|--|-----------------------|------------------------------|------------------------------|-------------------------------|----------------------|---------------------|----------------------------|---------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|---------------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Digital marketing spending | 209 15.11 16.80 | 17 12.06 7.51 bcF | 13 23.02 20.10 ahj | 15 24.02 20.29 aHJ | 8 19.38 15.68 | 4 18.75 23.23 | 4 27.50 17.08 Ahj | 20 13.73 16.56 | 27 10.56 11.05 bCf | 2 5.00 7.07 | 40 11.02 13.37 bCf | 19 17.70 22.08 | 31 14.71 19.12 | 8 18.83 20.32 |
| Overall marketing spending | 215 8.88 14.81 | 16 8.06 9.25 | 14 12.60 13.35 h | 17 5.07 19.48 | 8 10.88 11.79 | 4 2.50 5.00 | 4 21.36 23.40 H | 21 12.99 20.48 h | 28 4.29 8.53 bFgl | 2 -2.50 3.54 | 41 8.98 11.68 | 19 7.18 19.63 | 31 12.37 16.76 h | 9 5.56 6.98 |
| Brand building | 210 8.42 14.35 | 15 8.38 12.94 | 14 8.76 12.55 | 17 9.51 20.89 | 8 5.63 6.78 | 4 16.42 21.75 | 4 12.17 25.67 | 20 11.92 15.82 | 28 7.71 11.60 | 2 -2.50 3.54 | 40 5.74 8.99 K | 18 16.09 20.42 J | 31 6.85 14.21 | 8 1.25 8.76 |
| Customer relationship management | 210 7.53 11.43 | 16 9.11 13.44 | 13 4.08 5.69 fk | 15 7.48 13.06 | 8 10.22 14.52 | 4 3.75 4.79 | 4 17.69 17.41 bhJ | 20 8.07 14.61 | 28 6.14 8.90 fk | 2 2.50 3.54 | 41 4.88 6.81 FK | 18 14.90 15.74 bhJ | 31 7.60 11.96 | 9 6.67 9.01 |
| Traditional advertising spending | 209 -1.75 10.73 | 16 1.77 11.06 | 13 3.25 14.35 | 16 -5.99 14.65 | 8 -3.75 9.16 | 4 -3.75 7.50 | 4 -6.25 7.50 | 20 -0.45 6.24 | 27 -1.15 11.77 | 2 -5.00 7.07 | 41 -2.10 7.68 | 18 -4.05 12.53 | 31 -1.09 11.94 | 8 -3.75 9.54 |

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 marketing category.

| Number responding Mean SD | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|--|-------------------------|----------------------|----------------------|----------------------|---------------------------|----------------------------|--------------------------|--------------------------|-----------------------------|--------------------------|----------------------|----------------------|----------------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Digital marketing spending | 64 15.13 15.29 | 77 12.53 15.25 | 39 17.88 19.82 | 29 18.17 19.16 | 56 14.76 14.83 | 38 15.43 18.92 | 29 16.41 17.40 | 11 5.64 13.80 | 52 16.76 18.11 | 20 13.00 13.42 | 92 14.23 16.87 | 66 16.90 18.03 | 47 13.27 13.60 |
| Overall marketing spending | 67 9.28 15.30 | 77 8.49 14.35 | 42 8.96 15.44 | 29 8.88 14.69 | 57 12.06 17.19 e | 41 12.54 15.04 de | 29 8.34 10.84 | 11 2.09 10.20 b | 52 5.32 12.80 ab | 21 6.10 11.70 | 91 10.46 16.28 | 69 6.99 13.11 | 51 10.22 13.15 |
| Brand building | 65 10.85 16.64 | 76 7.65 13.83 | 40 6.86 11.73 | 29 7.11 13.43 | 55 10.27 16.39 | 39 8.30 15.25 | 30 7.48 12.33 | 11 5.51 15.13 | 51 7.79 12.55 | 20 6.13 12.30 | 90 7.65 14.93 | 68 8.00 11.99 | 48 8.91 14.73 |
| Customer relationship management | 68 7.03 9.91 | 75 6.41 11.85 | 38 10.94 13.73 | 29 7.13 10.02 | 57 7.75 12.52 | 38 8.72 11.40 | 30 7.16 9.50 | 11 5.70 12.06 | 50 7.06 11.27 | 20 6.85 12.33 | 91 7.78 12.07 | 67 8.41 11.59 | 48 6.24 10.34 |
| Traditional advertising spending | 65 -0.99 9.78 | 76 -1.99 11.75 | 39 -2.90 11.00 | 29 -1.23 9.98 | 56 0.58 8.88 cE | 38 -0.33 11.21 e | 29 -3.79 9.55 a | 11 -0.25 13.54 | 51 -5.39 10.13 Abf | 20 1.05 11.37 e | 90 -1.86 11.01 | 67 -2.18 8.75 | 48 -0.28 11.93 |

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 each marketing knowledge category.

| Number responding Mean SD | Total | Industry Sector | | | | | | | | | | | | |
|--|----------------------|------------------------------|------------------------------|-------------------------------|----------------------|---------------------|--------------------|---------------------|--------------------------|-----------------------------|---------------------|---------------------------|-----------------------------|--------------------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Developing knowledge about how to do marketing | 206 6.54 9.19 | 16 7.00 8.04 | 13 8.47 11.25 | 15 5.40 7.14 | 8 8.89 13.87 | 4 3.75 4.79 | 4 7.50 9.57 | 19 5.09 10.54 | 27 6.30 6.94 | 2 0.00 0.00 | 40 6.28 8.40 | 18 6.56 9.65 | 30 7.74 11.21 | 9 6.67 10.00 |
| Marketing research and intelligence | 207 3.89 8.30 | 15 4.47 7.46 | 14 3.93 6.80 | 15 2.16 8.16 | 8 0.63 5.63 | 4 -1.25 2.50 | 4 3.75 12.50 | 19 2.89 8.27 | 28 5.26 9.14 | 2 0.50 0.71 | 40 1.94 6.28 | 18 7.11 9.62 | 31 6.13 10.22 | 8 3.98 9.40 |
| Marketing consulting services | 208 3.30 11.33 | 15 2.93 4.46 | 14 4.50 10.90 | 15 -1.13 9.01 km | 8 4.38 4.96 | 4 10.24 20.47 | 4 7.50 15.00 | 20 1.69 16.44 | 27 1.52 6.27 km | 2 0.00 0.00 | 40 1.72 10.87 | 18 8.05 14.03 ch | 31 4.13 12.55 | 9 8.33 11.99 ch |
| Marketing training | 205 1.91 4.81 | 15 2.67 5.63 | 13 3.76 6.35 | 14 0.64 1.50 | 8 2.50 4.63 | 4 0.00 0.00 | 4 0.00 0.00 | 20 1.40 2.80 | 27 1.64 5.86 | 2 0.00 0.00 | 39 2.56 5.73 | 18 2.66 5.36 | 31 1.38 4.40 | 9 1.22 3.31 |

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

Topic 3: Marketing Spending

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

| Number responding 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 |
| Developing knowledge about how to do marketing | 66 5.03 6.76 | 74 7.69 9.81 | 37 6.24 10.72 | 29 7.42 10.16 | 56 6.93 8.80 | 37 7.03 9.45 | 29 7.97 10.91 | 11 3.59 6.25 | 50 6.00 9.16 | 20 5.41 8.92 | 91 6.76 9.50 | 64 6.53 8.54 | 47 6.89 9.52 |
| Marketing research and intelligence | 65 5.54 8.71 d | 75 3.42 7.62 | 38 3.60 9.68 | 29 1.79 6.71 a | 55 3.96 7.63 | 38 3.66 7.94 | 30 4.70 8.96 | 11 1.91 7.06 | 50 4.13 9.77 | 20 2.99 6.71 | 90 2.70 7.41 b | 66 6.01 9.70 a | 47 3.85 7.33 |
| Marketing consulting services | 65 3.55 11.79 | 75 2.16 9.15 D | 38 0.86 11.60 d | 30 8.73 13.49 Bc | 57 7.59 12.29 EF | 37 3.27 11.16 f | 29 5.24 12.28 f | 11 0.91 3.02 | 50 0.30 10.02 A | 20 -3.05 9.35 Abc | 91 2.82 12.29 | 66 3.86 10.67 | 47 3.51 8.56 |
| Marketing training | 64 2.07 5.03 | 74 2.13 5.24 | 38 1.23 3.78 | 29 1.90 4.51 | 55 2.16 4.29 | 36 1.50 4.01 | 29 2.24 5.51 | 11 0.64 1.50 | 50 2.34 6.08 | 20 1.40 4.73 | 89 1.93 4.78 | 65 2.00 5.47 | 47 1.91 4.11 |

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

Topic 3: Marketing Spending

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

| Number responding Mean SD | Total | Industry Sector | | | | | | | | | | | | |
|-------------------------------------|-------|------------------------------|------------------------------|-------------------------------|----------------------|-----------|--------|------------|-----------|-----------------------------|---------------------|---------------------|-----------------------------|---------------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transpor- tation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Percent of your marketing budget | 224 | 18 | 16 | 18 | 8 | 4 | 4 | 21 | 28 | 2 | 43 | 20 | 32 | 9 |
| | 4.22 | 3.98 | 4.51 | 1.68 | 2.88 | 1.00 | 0.25 | 6.60 | 5.53 | 1.50 | 4.97 | 3.13 | 3.86 | 5.33 |
| | 5.84 | 6.10 | 6.19 | 2.51 | 3.56 | 0.82 | 0.50 | 7.88 | 7.19 | 2.12 | 6.16 | 4.06 | 5.23 | 6.24 |
| | | | | ghjm | | | | c | c | | c | | | c |

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

Topic 3: Marketing Spending

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

| Number responding Mean SD | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---------------------------------|-------------------------------------|----------------------|---------------------|----------------------|-----------------------|-------------------------|---------------------------|---------------------------|-------------------------|-----------------------|--------------------|--------------------|--------------------|
| | B2B Product A | B2B Services B | B2C Product C | B2C Services D | <\$25 million A | \$26-99 million B | \$100-499 million C | \$500-999 million D | \$1-9.9 billion E | \$10+ billion F | 0% A | 1-10% B | >10% C |
| | Percent of your marketing budget | 72 5.26 6.70 | 78 3.64 4.47 | 41 3.21 5.42 | 33 4.59 6.98 | 63 4.36 6.58 | 40 3.76 4.77 | 30 4.84 5.07 | 11 4.55 5.97 | 55 4.05 6.13 | 21 3.57 4.70 | 93 4.25 6.42 | 71 4.60 5.75 |

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

Topic 3: Marketing Spending

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

| Number responding Mean SD | Total | Industry Sector | | | | | | | | | | | | |
|---------------------------------|-------|------------------------------|------------------------------|-------------------------------|----------------------|-----------|--------|------------|-----------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Percent of budget | 216 | 17 | 15 | 18 | 8 | 4 | 4 | 18 | 27 | 2 | 41 | 20 | 32 | 9 |
| | 11.13 | 12.37 | 11.07 | 16.28 | 16.01 | 12.13 | 20.00 | 13.18 | 5.61 | 6.00 | 10.14 | 8.92 | 12.06 | 10.50 |
| | 10.32 | 11.90 | 11.00 | 12.64 | 11.01 | 12.60 | 11.55 | 10.73 | 6.34 | 5.66 | 8.93 | 10.77 | 9.29 | 12.06 |
| | | h | h | Hj | H | | Hj | HabC | DFGjL | | cfh | | H | |

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

Topic 3: Marketing Spending

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

| Number responding Mean SD | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---------------------------------|-------------------------|--------------------------|--------------------------|----------------------------|----------------------------|-----------------------------|---------------------------|---------------------------|-------------------------|-------------------------|----------------------|-------------------------|-------------------------|
| | B2B Product A | B2B Services B | B2C Product C | B2C Services D | <\$25 million A | \$26-99 million B | \$100-499 million C | \$500-999 million D | \$1-9.9 billion E | \$10+ billion F | 0% A | 1-10% B | >10% C |
| | Percent of budget | 70 9.22 8.77 CD | 77 8.92 8.72 CD | 39 16.00 12.42 AB | 30 14.92 11.67 AB | 62 14.66 10.90 bCE | 38 9.87 8.36 a | 31 7.95 8.30 A | 11 11.31 12.94 | 51 9.39 8.78 A | 20 13.31 14.05 | 89 9.17 8.76 C | 69 9.20 8.88 C |

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?

| | Total | Industry Sector | | | | | | | | | | | | |
|---------------------|-------|------------------------------|------------------------------|-------------------------------|----------------------|-----------|--------|------------|-----------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Number responding | 214 | 17 | 15 | 18 | 8 | 3 | 4 | 19 | 26 | 2 | 41 | 20 | 31 | 9 |
| Mean | 7.89 | 9.22 | 8.99 | 9.13 | 18.90 | 12.00 | 8.25 | 9.02 | 2.38 | 3.00 | 7.46 | 4.38 | 9.70 | 8.47 |
| SD | 10.30 | 12.72 | 11.54 | 11.83 | 18.10 | 7.21 | 8.81 | 8.99 | 2.69 | 2.83 | 10.92 | 5.26 | 9.93 | 10.66 |
| | | h | H | H | HjK | Hk | H | H aBCDEFG | | | dh | Del | Hk | H |
| | | | | | | | | | | | | | | |
| Percent of revenues | | | | | | | | | | | | | | |

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

Topic 3: Marketing Spending

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

| Number responding Mean SD | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---------------------------------|-------------------------|-----------------|----------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-------|-------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Percent of revenues | 69 | 76 | 39 | 30 | 61 | 38 | 29 | 11 | 52 | 20 | 87 | 70 | 51 |
| | 6.33 | 6.93 | 9.56 | 11.75 | 12.46 | 6.53 | 6.30 | 7.80 | 5.13 | 7.01 | 5.95 | 5.22 | 15.34 |
| | 8.44 | 10.27 | 10.46 | 12.99 | 12.88 | 8.23 | 7.99 | 12.75 | 6.95 | 11.03 | 8.77 | 6.30 | 13.72 |
| | d | d | | ab | bcE | a | a | | A | | C | C | AB |

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? (-10% to +10%)

| Number responding Mean SD | Total | Industry Sector | | | | | | | | | | | | |
|---------------------------------|------------------------------|------------------------------|-------------------------------|--------------------------|-------------------------|---------------------------|-------------------|---------------------------|-----------------------------|---------------------|-------------------------|-----------------------------|--------------------------|------------------------|
| | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation | |
| | A | B | C | D | E | F | G | H | I | J | K | L | M | |
| Sales revenue | 174 4.16 5.07 | 14 5.57 7.11 | 13 1.85 3.76 GIM | 15 4.00 5.17 | 6 5.83 5.27 | 2 -2.50 10.61 gl | 3 6.67 5.77 | 16 6.13 3.83 Bej | 26 3.88 4.62 | 2 4.00 4.24 | 30 3.13 4.78 g | 13 2.00 6.93 | 25 4.80 3.79 be | 8 6.75 3.69 B |
| Profits | 170 3.26 5.17 | 14 5.00 5.79 | 13 2.54 4.52 | 14 1.86 6.86 | 6 3.67 4.18 | 2 3.50 9.19 | 3 6.67 5.77 | 15 4.27 5.02 | 24 3.17 5.82 | 2 2.00 7.07 | 30 3.03 5.02 | 13 2.15 5.21 | 25 2.40 4.17 m | 8 6.25 3.69 l |
| Marketing ROI | 170 2.85 4.22 | 14 2.21 4.54 | 13 0.69 1.70 CDgjM | 15 4.73 4.74 Bh | 6 4.67 4.23 B | 2 10.00 0.00 | 3 0.00 0.00 | 14 3.57 3.94 b | 26 1.96 3.56 c | 2 0.00 0.00 | 28 3.18 3.85 b | 13 1.46 5.71 | 25 3.24 4.64 | 8 4.38 3.93 B |
| Brand value | 171 2.80 3.67 | 14 1.71 4.83 | 13 2.15 4.47 | 15 3.33 3.81 | 6 3.67 5.09 | 2 2.50 3.54 | 3 0.00 0.00 | 15 4.20 3.53 h | 26 1.92 2.46 g | 2 0.00 0.00 | 28 2.89 3.73 | 13 2.85 3.48 | 25 3.64 3.72 | 8 3.00 3.38 |
| Market share | 172 2.55 4.20 | 14 2.86 4.99 | 13 0.31 3.68 clm | 15 3.60 4.58 b | 6 3.83 5.42 | 2 5.00 2.83 | 3 2.00 2.65 | 16 2.94 3.28 | 25 2.40 3.49 | 2 1.50 2.12 | 29 1.66 3.30 l | 13 0.54 6.12 | 25 3.92 4.43 bj | 8 4.25 4.10 b |
| Customer acquisition | 172 2.27 4.41 | 14 2.93 6.64 | 13 0.69 2.06 D | 15 2.67 3.58 | 6 4.83 3.49 BH | 2 -2.00 7.07 | 3 3.33 5.77 | 15 3.00 3.95 | 26 1.54 2.02 D | 2 3.00 5.66 | 29 1.79 3.71 | 13 0.00 5.80 | 25 3.84 6.00 | 8 3.00 3.02 |
| Customer retention | 171 1.61 4.19 | 14 1.07 4.95 | 13 1.23 2.39 e | 15 1.73 4.82 | 6 2.00 3.69 | 2 -4.50 7.78 bg | 3 0.00 0.00 | 15 2.53 2.90 e | 26 0.77 3.48 | 2 4.50 7.78 | 28 2.68 4.79 | 13 0.15 4.51 | 25 2.32 4.55 | 8 1.75 3.65 |

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? (-10% to +10%)

| Number responding Mean SD | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---------------------------------|-------------------------|--------------------------|-------------------------|-------------------------|--------------------|--------------------|----------------------|----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Sales revenue | 58 4.17 5.32 | 58 4.57 4.58 | 34 3.06 5.37 | 24 4.67 5.21 | 45 3.76 5.84 | 33 4.30 5.07 | 25 4.48 5.94 | 7 5.43 2.94 | 45 4.49 4.26 | 15 3.73 3.15 | 74 4.55 4.89 | 58 4.29 4.62 | 39 3.69 5.72 |
| Profits | 55 2.44 5.24 b | 58 4.53 4.43 aC | 33 1.52 5.94 B | 24 4.46 4.79 | 45 2.40 6.62 | 32 3.19 4.30 | 25 3.68 4.65 | 7 2.29 4.57 | 43 4.16 5.20 | 15 3.40 2.85 | 73 3.78 4.71 | 55 3.18 5.49 | 39 2.38 5.56 |
| Marketing ROI | 58 2.31 4.31 | 57 3.54 3.87 | 32 2.19 5.01 | 23 3.39 3.50 | 43 2.42 5.17 | 33 2.64 3.86 | 25 3.88 4.31 | 7 2.29 3.86 | 44 3.18 3.37 | 15 2.93 3.53 | 72 2.57 3.62 | 57 3.47 4.01 | 39 2.77 5.09 |
| Brand value | 58 2.31 4.00 b | 57 3.77 3.52 ac | 34 2.00 3.28 b | 22 2.77 3.35 | 43 3.02 4.77 | 32 2.50 3.20 | 25 2.56 3.08 | 7 4.00 4.55 | 45 3.20 3.42 | 15 2.20 2.31 | 72 2.58 3.58 | 57 3.26 3.62 | 39 2.59 4.01 |
| Market share | 57 3.02 4.27 | 58 2.07 3.38 d | 34 1.65 4.81 | 23 3.96 4.66 b | 44 2.14 4.29 | 33 2.39 3.33 | 25 2.56 4.87 | 7 2.29 4.68 | 45 3.31 4.11 | 15 2.87 4.03 | 73 2.70 3.37 | 57 3.00 3.91 | 39 1.97 5.47 |
| Customer acquisition | 58 1.86 4.58 | 57 2.93 3.88 | 34 1.97 4.64 | 23 2.13 4.98 | 44 1.82 5.30 | 32 2.16 4.06 | 25 3.00 4.19 | 7 2.14 6.82 | 45 2.24 3.48 | 15 3.00 3.16 | 72 2.39 3.94 | 58 2.93 4.12 | 39 1.44 5.27 |
| Customer retention | 58 0.74 4.05 b | 57 2.65 4.21 a | 34 1.00 4.24 | 22 2.18 4.04 | 43 1.30 4.53 | 32 0.97 3.90 | 25 2.16 4.64 | 7 3.00 3.51 | 45 2.18 3.96 | 15 1.40 3.44 | 72 1.81 3.76 | 57 2.04 4.42 | 39 0.95 4.37 |

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

Topic 5: Social Media

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

| Number responding Mean SD | Total | Industry Sector | | | | | | | | | | | | |
|--|-----------------------|------------------------------|------------------------------|-------------------------------|----------------------|---------------------|---------------------|----------------------|----------------------|-----------------------------|----------------------|----------------------|-----------------------------|---------------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| ...of your marketing budget do you currently spend on social media? | 188 12.05 12.95 | 15 9.33 13.19 | 14 25.40 18.66 | 16 15.18 16.37 | 7 18.43 15.62 | 2 6.00 1.41 | 3 5.00 5.00 | 18 12.11 11.33 | 27 7.11 6.98 | 2 0.00 0.00 | 35 13.86 13.10 | 15 12.26 11.89 | 25 9.68 9.89 | 8 6.00 7.48 |
| | | b | agHjklM | h | H | | | b | BcDj | | bh | b | B | b |
| ...will you spend in the next 12 months? | 188 15.25 15.48 | 15 11.14 14.94 | 14 33.23 21.00 | 16 19.08 18.42 | 7 21.86 17.28 | 2 10.00 7.07 | 3 15.00 13.23 | 18 15.72 14.25 | 27 8.78 7.38 | 2 0.00 0.00 | 35 17.64 16.09 | 15 13.84 13.59 | 25 12.04 12.43 | 8 7.63 9.66 |
| | | B | AGHJKL M | h | H | | | Bh | BcDgj | | Bh | B | B | B |
| ...do you predict you will spend in five years? | 187 20.51 17.00 | 15 17.27 16.99 | 14 35.31 21.61 | 15 29.15 19.73 | 7 26.14 10.84 | 2 12.50 10.61 | 3 20.00 17.32 | 18 22.83 18.50 | 27 13.04 10.40 | 2 0.00 0.00 | 35 23.06 18.64 | 15 19.80 12.53 | 25 15.68 13.58 | 8 13.50 13.48 |
| | | b | aHkLm | HI | H | | | h | BCDgj | | h | b | Bc | b |

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

Topic 5: Social Media

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

| Number responding Mean SD | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|--|-------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| ...of your marketing budget do you currently spend on social media? | 60 9.26 10.51 | 67 13.20 13.90 | 37 13.51 14.41 | 24 13.54 13.07 | 52 18.24 17.09 | 36 9.17 8.18 | 27 10.37 12.15 | 7 10.57 5.53 | 46 10.04 10.14 | 16 6.38 8.07 | 80 9.76 10.69 | 62 11.09 11.12 | 42 16.63 16.84 |
| | | | | | BcEF | A | a | | A | A | C | c | Ab |
| ...will you spend in the next 12 months? | 60 11.82 12.54 | 67 16.79 17.16 | 37 16.40 16.21 | 24 17.78 15.53 | 52 22.59 19.51 | 36 13.70 14.05 | 27 12.91 13.29 | 7 11.14 3.98 | 46 12.22 11.40 | 16 8.00 10.23 | 80 13.49 13.88 | 62 13.17 12.87 | 42 20.48 19.47 |
| | | | | | bcEF | a | a | | A | A | c | c | ab |
| ...do you predict you will spend in five years? | 59 17.59 14.72 | 67 20.92 18.62 | 37 21.76 17.22 | 24 24.63 17.06 | 51 28.32 21.15 | 36 17.61 12.92 | 27 19.23 16.06 | 7 17.86 14.96 | 46 18.72 13.76 | 16 10.69 12.80 | 80 18.71 15.99 | 61 18.31 15.03 | 42 25.63 20.31 |
| | | | | | BeF | A | | | af | Ae | c | c | ab |

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

Topic 5: Social Media

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

| | Total | Industry Sector | | | | | | | | | | | | |
|--------------------------|-------------|------------------------------|------------------------------|-------------------------------|----------------------|------------|------------|------------|------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| 1=Not At All Effectively | 16 8.4% | 3 20.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 5.0% | 5 18.5% | 1 50.0% | 1 2.8% | 2 14.3% | 3 12.0% | 0 0.0% |
| | | j | i | i | | | | i | j | bcgJ | ahI | | | |
| 2= | 23 12.1% | 0 0.0% | 1 7.1% | 2 12.5% | 1 14.3% | 1 50.0% | 2 66.7% | 3 15.0% | 2 7.4% | 1 50.0% | 6 16.7% | 1 7.1% | 3 12.0% | 0 0.0% |
| | | eFi | f | f | | a | AbcHjklm | | F | a | f | f | f | f |
| 3= | 29 15.3% | 1 6.7% | 3 21.4% | 5 31.3% | 1 14.3% | 0 0.0% | 0 0.0% | 5 25.0% | 5 18.5% | 0 0.0% | 4 11.1% | 1 7.1% | 2 8.0% | 2 25.0% |
| 4= | 33 17.4% | 2 13.3% | 2 14.3% | 1 6.3% | 1 14.3% | 0 0.0% | 1 33.3% | 5 25.0% | 8 29.6% | 0 0.0% | 6 16.7% | 3 21.4% | 2 8.0% | 2 25.0% |
| 5= | 46 24.2% | 5 33.3% | 5 35.7% | 1 6.3% | 1 14.3% | 0 0.0% | 0 0.0% | 4 20.0% | 5 18.5% | 0 0.0% | 10 27.8% | 4 28.6% | 6 24.0% | 4 50.0% |
| | | | | m | | | | | | | | | | c |
| 6= | 27 14.2% | 4 26.7% | 2 14.3% | 3 18.8% | 1 14.3% | 0 0.0% | 0 0.0% | 0 0.0% | 2 7.4% | 0 0.0% | 6 16.7% | 2 14.3% | 7 28.0% | 0 0.0% |
| | | g | | | | | | al | | | | | g | |
| 7=Very Effectively | 16 8.4% | 0 0.0% | 1 7.1% | 4 25.0% | 2 28.6% | 1 50.0% | 0 0.0% | 2 10.0% | 0 0.0% | 0 0.0% | 3 8.3% | 1 7.1% | 2 8.0% | 0 0.0% |
| | | cde | | aH | aH | aH | | | CDE | | | | | |
| Mean | 4.13 | 4.20 | 4.50 | 4.63 | 4.86 | 4.50 | 2.67 | 3.80 | 3.44 | 1.50 | 4.33 | 4.14 | 4.36 | 4.25 |
| | | | hi | hi | h | | m | | bcdj | bcjM | hi | | | fl |

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

Topic 5: Social Media

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

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|--------------------------|-------------------------|-----------------|----------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|----------------|-------------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| 1=Not At All Effectively | 7 11.5% | 5 7.5% | 3 8.1% | 1 4.0% | 4 7.5% | 2 5.6% | 2 7.7% | 0 0.0% | 5 11.1% | 1 5.3% | 10 12.5% | 4 6.5% | 1 2.3% |
| 2= | 9 14.8% | 8 11.9% | 3 8.1% | 3 12.0% | 11 20.8% c | 6 16.7% c | 0 0.0% ab | 0 0.0% | 4 8.9% | 2 10.5% | 8 10.0% | 8 12.9% | 7 16.3% |
| 3= | 12 19.7% | 7 10.4% | 6 16.2% | 4 16.0% | 5 9.4% f | 6 16.7% | 3 11.5% | 2 28.6% | 7 15.6% | 6 31.6% a | 8 10.0% | 12 19.4% | 8 18.6% |
| 4= | 10 16.4% | 13 19.4% | 6 16.2% | 4 16.0% | 10 18.9% | 6 16.7% | 6 23.1% | 0 0.0% | 9 20.0% | 1 5.3% | 19 23.8% | 10 16.1% | 4 9.3% |
| 5= | 14 23.0% | 16 23.9% | 9 24.3% | 7 28.0% | 11 20.8% | 9 25.0% | 8 30.8% | 2 28.6% | 10 22.2% | 5 26.3% | 23 28.8% | 12 19.4% | 8 18.6% |
| 6= | 7 11.5% | 10 14.9% | 7 18.9% | 3 12.0% | 6 11.3% | 4 11.1% | 6 23.1% | 2 28.6% | 6 13.3% | 3 15.8% | 9 11.3% | 13 21.0% | 5 11.6% |
| 7=Very Effectively | 2 3.3% | 8 11.9% | 3 8.1% | 3 12.0% | 6 11.3% | 3 8.3% | 1 3.8% | 1 14.3% | 4 8.9% | 1 5.3% | 3 3.8% C | 3 4.8% C | 10 23.3% AB |
| Mean | 3.72 b | 4.33 a | 4.30 | 4.36 | 4.04 | 4.06 | 4.54 | 5.00 | 4.09 | 4.05 | 3.95 | 4.11 | 4.53 |

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

Topic 5: Social Media

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

| | Total | Industry Sector | | | | | | | | | | | | |
|--------------------------|-------------|------------------------------|------------------------------|-------------------------------|----------------------|------------|------------|------------|------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| 1=Not At All Effectively | 25 13.3% | 4 26.7% | 1 7.1% | 0 0.0% | 0 0.0% | 0 0.0% | 1 33.3% | 2 10.0% | 6 22.2% | 1 50.0% | 4 11.1% | 2 13.3% | 4 17.4% | 0 0.0% |
| 2= | 41 21.8% | 3 20.0% | 1 7.1% | 3 20.0% | 3 42.9% | 0 0.0% | 1 33.3% | 4 20.0% | 7 25.9% | 1 50.0% | 9 25.0% | 2 13.3% | 5 21.7% | 2 25.0% |
| 3= | 35 18.6% | 3 20.0% | 3 21.4% | 4 26.7% | 1 14.3% | 1 50.0% | 0 0.0% | 5 25.0% | 5 18.5% | 0 0.0% | 9 25.0% | 1 6.7% | 1 4.3% | 1 12.5% |
| 4= | 33 17.6% | 1 6.7% | 6 42.9% | 2 13.3% | 0 0.0% | 0 0.0% | 1 33.3% | 3 15.0% | 4 14.8% | 0 0.0% | 4 11.1% | 4 26.7% | 4 17.4% | 4 50.0% |
| 5= | 36 19.1% | 3 20.0% | 2 14.3% | 4 26.7% | 3 42.9% | 0 0.0% | 0 0.0% | 6 30.0% | 5 18.5% | 0 0.0% | 5 13.9% | 3 20.0% | 4 17.4% | 1 12.5% |
| 6= | 11 5.9% | 1 6.7% | 1 7.1% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 3 8.3% | 2 13.3% | 4 17.4% | 0 0.0% |
| 7=Very Effectively | 7 3.7% | 0 0.0% | 0 0.0% | 2 13.3% | 0 0.0% | 1 50.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 2 5.6% | 1 6.7% | 1 4.3% | 0 0.0% |
| Mean | 3.40 | 2.93 | 3.71 | 4.00 | 3.43 | 5.00 | 2.33 | 3.35 | 2.81 | 1.50 | 3.39 | 3.93 | 3.65 | 3.50 |

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

Topic 5: Social Media

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

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|--------------------------|-------------------------|-----------------|----------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| 1=Not At All Effectively | 10 16.4% | 10 15.4% | 3 8.1% | 2 8.0% | 8 15.4% | 4 11.4% | 4 15.4% | 1 14.3% | 4 8.7% | 3 16.7% | 16 20.3% | 4 6.5% | 4 9.5% |
| 2= | 19 31.1% | 13 20.0% | 4 10.8% | 5 20.0% | 12 23.1% | 8 22.9% | 4 15.4% | 0 0.0% | 14 30.4% | 2 11.1% | 20 25.3% | 16 25.8% | 4 9.5% |
| 3= | 10 16.4% | 11 16.9% | 8 21.6% | 6 24.0% | 6 11.5% | 10 28.6% | 5 19.2% | 1 14.3% | 9 19.6% | 3 16.7% | 14 17.7% | 11 17.7% | 10 23.8% |
| 4= | 9 14.8% | 12 18.5% | 7 18.9% | 5 20.0% | 10 19.2% | 4 11.4% | 6 23.1% | 3 42.9% | 8 17.4% | 1 5.6% | 13 16.5% | 12 19.4% | 7 16.7% |
| 5= | 10 16.4% | 12 18.5% | 9 24.3% | 5 20.0% | 12 23.1% | 4 11.4% | 5 19.2% | 2 28.6% | 7 15.2% | 6 33.3% | 13 16.5% | 11 17.7% | 10 23.8% |
| 6= | 2 3.3% | 4 6.2% | 4 10.8% | 1 4.0% | 3 5.8% | 3 8.6% | 1 3.8% | 0 0.0% | 2 4.3% | 2 11.1% | 3 3.8% | 3 4.8% | 5 11.9% |
| 7=Very Effectively | 1 1.6% | 3 4.6% | 2 5.4% | 1 4.0% | 1 1.9% | 2 5.7% | 1 3.8% | 0 0.0% | 2 4.3% | 1 5.6% | 0 0.0% | 5 8.1% | 2 4.8% |
| Mean | 3.00 C | 3.42 | 3.95 A | 3.52 | 3.37 | 3.37 | 3.42 | 3.71 | 3.30 | 3.83 | 2.95 bC | 3.63 a | 3.90 A |

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

Topic 5: Social Media

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

| Number responding Mean SD | Total | Industry Sector | | | | | | | | | | | | |
|--|-------|------------------------------|------------------------------|-------------------------------|----------------------|-----------|--------|------------|-----------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Percent performed by outside agencies | 186 | 15 | 14 | 15 | 7 | 2 | 3 | 18 | 27 | 2 | 35 | 14 | 25 | 8 |
| | 18.48 | 14.28 | 14.94 | 37.17 | 19.60 | 0.50 | 16.67 | 28.27 | 20.13 | 0.00 | 9.67 | 24.97 | 15.94 | 16.25 |
| | 27.63 | 25.20 | 25.49 | 30.99 | 30.30 | 0.71 | 28.87 | 33.38 | 30.18 | 0.00 | 21.58 | 32.34 | 25.00 | 22.48 |
| | | c | c | abJl | | | | j | | | Cg | | c | |

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

Topic 5: Social Media

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

| Number responding Mean SD | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---------------------------------|--|----------------------------|----------------------------|----------------------------|-----------------------|---------------------------|---------------------------|---------------------------|-------------------------|-----------------------|----------------------------|----------------------|----------------------|
| | B2B Product A | B2B Services B | B2C Product C | B2C Services D | <\$25 million A | \$26-99 million B | \$100-499 million C | \$500-999 million D | \$1-9.9 billion E | \$10+ billion F | 0% A | 1-10% B | >10% C |
| | Percent performed by outside agencies | 58 19.18 28.54 bc | 67 10.33 19.02 aC | 37 32.80 32.80 aB | 24 17.49 29.56 | 51 14.59 26.94 f | 36 14.27 25.29 f | 27 16.27 24.56 | 7 17.14 18.90 | 45 25.08 32.11 | 16 30.78 28.35 ab | 80 17.65 28.20 | 61 17.93 25.04 |

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

Topic 5: Social Media

How does your firm use social media? (Check all that apply)

| | Total | Industry Sector | | | | | | | | | | | | |
|---|---------------|------------------------|------------------------|-------------------------|-------------------|------------|------------|-------------------|--------------------|-----------------------|--------------------|------------------|-----------------------|------------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Total | 362 100.0% | 39 10.8% | 25 6.9% | 28 7.7% | 13 3.6% | 7 1.9% | 9 2.5% | 34 9.4% | 47 13.0% | 3 0.8% | 61 16.9% | 30 8.3% | 49 13.5% | 15 4.1% |
| Brand awareness and brand-building | 165 45.6% | 11 28.2% cg | 12 48.0% | 15 53.6% a | 6 46.2% | 2 28.6% | 3 33.3% | 19 55.9% a | 23 48.9% | 0 0.0% | 29 47.5% | 14 46.7% | 22 44.9% | 8 53.3% |
| Acquiring new customers | 118 32.6% | 8 20.5% bdgl | 11 44.0% ah | 11 39.3% | 7 53.8% ah | 1 14.3% | 2 22.2% | 15 44.1% ah | 9 19.1% bdgl | 0 0.0% | 22 36.1% | 9 30.0% | 20 40.8% ah | 3 20.0% |
| Brand promotions, such as contests, coupons | 105 29.0% | 4 10.3% bCGhKIM | 9 36.0% a | 11 39.3% A | 3 23.1% | 1 14.3% | 2 22.2% | 14 41.2% Aj | 13 27.7% a | 1 33.3% | 13 21.3% gm | 12 40.0% A | 14 28.6% a | 7 46.7% Aj |
| Retaining current customers | 104 28.7% | 7 17.9% j | 10 40.0% | 11 39.3% | 5 38.5% | 2 28.6% | 1 11.1% | 9 26.5% | 11 23.4% | 0 0.0% | 25 41.0% a | 7 23.3% | 12 24.5% | 4 26.7% |
| Introducing new products and services | 104 28.7% | 5 12.8% cghikm | 7 28.0% | 10 35.7% a | 3 23.1% | 1 14.3% | 2 22.2% | 11 32.4% a | 16 34.0% a | 2 66.7% a | 18 29.5% | 10 33.3% a | 12 24.5% | 6 40.0% a |
| Improving employee engagement | 79 21.8% | 8 20.5% | 6 24.0% | 5 17.9% | 2 15.4% | 1 14.3% | 2 22.2% | 4 11.8% J | 10 21.3% | 0 0.0% | 23 37.7% Gkl | 5 16.7% j | 9 18.4% j | 4 26.7% |
| Marketing research | 60 16.6% | 3 7.7% b | 7 28.0% a | 6 21.4% | 2 15.4% | 0 0.0% | 1 11.1% | 8 23.5% | 5 10.6% | 1 33.3% | 14 23.0% | 3 10.0% | 8 16.3% | 2 13.3% |

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

Topic 5: Social Media

How does your firm use social media? (Check all that apply)

| | Total | Industry Sector | | | | | | | | | | | | |
|---|-------------|-----------------------------------|-----------------------------------|------------------------------------|---------------------------|----------------|-------------|-----------------|-----------------|----------------------------------|--------------------------|--------------------------|----------------------------------|--------------------------|
| | | Banking Finance Insur. A | Communi- cations Media B | Consumer Packaged Goods C | Consumer Services D | Education E | Energy F | Healthcare G | Manufact. H | Mining Construct- ion I | Service Consult. J | Retail Wholesale K | Tech Software Biotech L | Transporta- tion M |
| Identifying new customer groups we currently don't target | 49 13.5% | 3 7.7% d | 6 24.0% h | 6 21.4% | 4 30.8% ah | 0 0.0% | 0 0.0% | 5 14.7% | 3 6.4% bd | 0 0.0% | 11 18.0% | 4 13.3% | 5 10.2% | 2 13.3% |
| Identifying new product and service opportunities | 37 10.2% | 4 10.3% | 4 16.0% | 5 17.9% | 2 15.4% | 1 14.3% | 0 0.0% | 3 8.8% | 3 6.4% | 0 0.0% | 8 13.1% | 4 13.3% | 3 6.1% | 0 0.0% |
| Improving current products or services | 30 8.3% | 1 2.6% | 2 8.0% | 4 14.3% | 1 7.7% | 1 14.3% | 0 0.0% | 2 5.9% | 3 6.4% | 0 0.0% | 5 8.2% | 4 13.3% | 6 12.2% | 1 6.7% |

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

Topic 5: Social Media

How does your firm use social media? (Check all that apply)

| | Total | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---|---------------|-------------------------|--------------------|------------------|------------------|--------------------|------------------|-------------------|-------------------|------------------|---------------|------------------|--------------|------------------|
| | | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Total | 362 100.0% | 119 32.9% | 119 32.9% | 69 19.1% | 55 15.2% | 97 26.8% | 58 16.0% | 48 13.3% | 24 6.6% | 85 23.5% | 44 12.2% | 149 41.2% | 103 28.5% | 91 25.1% |
| Brand awareness and brand-building | 165 45.6% | 52 43.7% | 57 47.9% | 32 46.4% | 24 43.6% | 41 42.3% | 30 51.7% | 25 52.1% | 7 29.2% | 42 49.4% | 18 40.9% | 71 47.7% | 53 51.5% | 37 40.7% |
| Acquiring new customers | 118 32.6% | 32 26.9% | 41 34.5% | 23 33.3% | 22 40.0% | 38 39.2% | 19 32.8% | 17 35.4% | 6 25.0% | 27 31.8% | 10 22.7% | 51 34.2% | 33 32.0% | 31 34.1% |
| Brand promotions, such as contests, coupons | 105 29.0% | 35 29.4% | 32 26.9% | 28 40.6% D | 10 18.2% C | 25 25.8% | 19 32.8% | 14 29.2% | 6 25.0% | 24 28.2% | 15 34.1% | 38 25.5% | 38 36.9% | 27 29.7% |
| Retaining current customers | 104 28.7% | 24 20.2% Bc | 42 35.3% A | 23 33.3% a | 15 27.3% | 29 29.9% | 18 31.0% | 19 39.6% | 5 20.8% | 21 24.7% | 10 22.7% | 44 29.5% | 29 28.2% | 29 31.9% |
| Introducing new products and services | 104 28.7% | 33 27.7% | 34 28.6% | 28 40.6% D | 9 16.4% C | 29 29.9% | 18 31.0% | 15 31.3% | 5 20.8% | 25 29.4% | 10 22.7% | 41 27.5% | 39 37.9% | 23 25.3% |
| Improving employee engagement | 79 21.8% | 23 19.3% b | 38 31.9% aCd | 9 13.0% B | 9 16.4% b | 13 13.4% bce | 17 29.3% a | 15 31.3% a | 3 12.5% | 23 27.1% a | 7 15.9% | 40 26.8% c | 26 25.2% | 13 14.3% a |
| Marketing research | 60 16.6% | 16 13.4% | 20 16.8% | 14 20.3% | 10 18.2% | 23 23.7% | 9 15.5% | 5 10.4% | 3 12.5% | 12 14.1% | 7 15.9% | 18 12.1% c | 17 16.5% | 22 24.2% a |

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

Topic 5: Social Media

How does your firm use social media? (Check all that apply)

| | Total | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---|-------------|-------------------------|-----------------|----------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-------------|-------------|
| | | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Identifying new customer groups we currently don't target | 49 13.5% | 11 9.2% | 19 16.0% | 9 13.0% | 10 18.2% | 20 20.6% | 9 15.5% | 7 14.6% | 1 4.2% | 6 7.1% | 4 9.1% | 17 11.4% | 14 13.6% | 16 17.6% |
| | | | | | | E | | | | A | | | | |
| Identifying new product and service opportunities | 37 10.2% | 9 7.6% | 17 14.3% | 7 10.1% | 4 7.3% | 12 12.4% | 4 6.9% | 3 6.3% | 3 12.5% | 12 14.1% | 2 4.5% | 13 8.7% | 9 8.7% | 14 15.4% |
| Improving current products or services | 30 8.3% | 8 6.7% | 8 6.7% | 10 14.5% | 4 7.3% | 8 8.2% | 3 5.2% | 4 8.3% | 2 8.3% | 8 9.4% | 3 6.8% | 8 5.4% | 12 11.7% | 9 9.9% |

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

Topic 5: Social Media

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

| | Total | Industry Sector | | | | | | | | | | | | |
|---------------|-------------|------------------------------|------------------------------|-------------------------------|----------------------|------------|------------|------------|------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| 1=Not At All | 31 16.2% | 3 20.0% | 0 0.0% | 3 18.8% | 0 0.0% | 0 0.0% | 2 66.7% | 2 10.0% | 9 33.3% | 1 50.0% | 2 5.6% | 3 20.0% | 5 20.0% | 1 12.5% |
| | | | Fhi | | f | | BdgJ | f | bJ | bj | FHi | | | |
| 2= | 47 24.6% | 3 20.0% | 2 14.3% | 1 6.3% | 3 42.9% | 1 50.0% | 0 0.0% | 6 30.0% | 9 33.3% | 1 50.0% | 11 30.6% | 1 6.7% | 5 20.0% | 4 50.0% |
| | | | dhm | dhm | c | | | | c | | | m | | ck |
| 3= | 22 11.5% | 2 13.3% | 2 14.3% | 4 25.0% | 1 14.3% | 0 0.0% | 0 0.0% | 3 15.0% | 2 7.4% | 0 0.0% | 3 8.3% | 1 6.7% | 2 8.0% | 2 25.0% |
| 4= | 40 20.9% | 2 13.3% | 4 28.6% | 1 6.3% | 1 14.3% | 0 0.0% | 1 33.3% | 2 10.0% | 5 18.5% | 0 0.0% | 7 19.4% | 8 53.3% | 7 28.0% | 1 12.5% |
| | | k | | K | | | | K | k | | k | aCGhj | | |
| 5= | 33 17.3% | 4 26.7% | 4 28.6% | 4 25.0% | 1 14.3% | 1 50.0% | 0 0.0% | 5 25.0% | 2 7.4% | 0 0.0% | 8 22.2% | 1 6.7% | 3 12.0% | 0 0.0% |
| 6= | 11 5.8% | 1 6.7% | 1 7.1% | 1 6.3% | 0 0.0% | 0 0.0% | 0 0.0% | 1 5.0% | 0 0.0% | 0 0.0% | 3 8.3% | 1 6.7% | 3 12.0% | 0 0.0% |
| 7=Very Highly | 7 3.7% | 0 0.0% | 1 7.1% | 2 12.5% | 1 14.3% | 0 0.0% | 0 0.0% | 1 5.0% | 0 0.0% | 0 0.0% | 2 5.6% | 0 0.0% | 0 0.0% | 0 0.0% |
| Mean | 3.30 | 3.27 | 4.21 | 3.81 | 3.57 | 3.50 | 2.00 | 3.45 | 2.33 | 1.50 | 3.69 | 3.40 | 3.28 | 2.38 |
| | | | fHiM | H | | | b | h | BCgJkl | b | Hm | h | h | Bj |

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

Topic 5: Social Media

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

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---------------|-------------------------|-----------------|-----------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|----------------|------------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| 1=Not At All | 14 22.6% | 7 10.4% | 7 18.9% | 3 12.0% | 6 11.3% | 7 19.4% | 3 11.5% | 1 14.3% | 10 21.7% | 3 15.8% | 17 21.3% | 9 14.5% | 4 9.1% |
| 2= | 20 32.3% c | 15 22.4% | 5 13.5% a | 7 28.0% | 12 22.6% | 10 27.8% | 6 23.1% | 1 14.3% | 11 23.9% | 6 31.6% | 22 27.5% | 14 22.6% | 10 22.7% |
| 3= | 6 9.7% | 9 13.4% | 5 13.5% | 2 8.0% | 5 9.4% | 5 13.9% | 1 3.8% | 1 14.3% | 8 17.4% | 2 10.5% | 7 8.8% | 10 16.1% | 5 11.4% |
| 4= | 12 19.4% | 13 19.4% | 9 24.3% | 6 24.0% | 9 17.0% | 5 13.9% | 9 34.6% | 2 28.6% | 10 21.7% | 4 21.1% | 18 22.5% | 14 22.6% | 7 15.9% |
| 5= | 8 12.9% | 17 25.4% | 5 13.5% | 3 12.0% | 12 22.6% | 7 19.4% | 4 15.4% | 1 14.3% | 6 13.0% | 2 10.5% | 13 16.3% | 9 14.5% | 9 20.5% |
| 6= | 2 3.2% | 2 3.0% | 4 10.8% | 3 12.0% | 3 5.7% | 2 5.6% | 3 11.5% e | 1 14.3% e | 0 0.0% cdf | 2 10.5% e | 3 3.8% | 5 8.1% | 3 6.8% |
| 7=Very Highly | 0 0.0% | 4 6.0% | 2 5.4% | 1 4.0% | 6 11.3% b | 0 0.0% a | 0 0.0% | 0 0.0% | 1 2.2% | 0 0.0% | 0 0.0% C | 1 1.6% c | 6 13.6% Ab |
| Mean | 2.77 Bc | 3.60 A | 3.54 a | 3.48 | 3.79 be | 3.03 a | 3.54 | 3.57 | 2.89 a | 3.11 | 2.96 C | 3.31 | 3.91 A |

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Blogging

| | Total | Industry Sector | | | | | | | | | | | | |
|-----------------|-------------|-----------------------------------|-----------------------------------|------------------------------------|---------------------------|------------------|-----------------|-----------------|-----------------|----------------------------------|--------------------------|--------------------------|----------------------------------|---------------------|
| | | Banking Finance Insur. A | Communi- cations Media B | Consumer Packaged Goods C | Consumer Services D | Education E | Energy F | Healthcare G | Manufact. H | Mining Construct- ion I | Service Consult. J | Retail Wholesale K | Tech Software Biotech L | Transportation M |
| Blogging | | | | | | | | | | | | | | |
| 1=1st Priority | 40 22.0% | 7 50.0% cdHk | 4 28.6% | 2 12.5% a | 0 0.0% a | 1 50.0% | 0 0.0% | 4 20.0% | 2 8.0% Al | 0 0.0% | 8 25.0% | 1 6.7% al | 9 39.1% hk | 2 25.0% |
| 2=2nd Priority | 23 12.6% | 0 0.0% dej | 3 21.4% | 3 18.8% | 2 28.6% ak | 1 50.0% ak | 0 0.0% | 2 10.0% | 2 8.0% | 0 0.0% | 8 25.0% ak | 0 0.0% dej | 2 8.7% | 0 0.0% |
| 3=3rd Priority | 27 14.8% | 3 21.4% | 0 0.0% f | 2 12.5% | 0 0.0% | 0 0.0% | 1 33.3% b | 5 25.0% | 4 16.0% | 0 0.0% | 6 18.8% | 3 20.0% | 3 13.0% | 0 0.0% |
| Mean | 1.86 | 1.60 | 1.43 k | 2.00 | 2.00 | 1.50 | 3.00 | 2.09 | 2.25 | --- | 1.91 | 2.50 b | 1.57 | 1.00 |

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company's performance: Blogging

| | 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 |
| Blogging | | | | | | | | | | | | | |
| 1=1st Priority | 13 22.8% c | 21 32.8% C | 2 5.4% aB | 4 16.7% | 14 28.0% | 6 17.1% | 5 20.0% | 2 33.3% | 7 15.9% | 4 22.2% | 20 26.3% | 11 18.6% | 8 18.6% |
| 2=2nd Priority | 4 7.0% | 12 18.8% | 3 8.1% | 4 16.7% | 8 16.0% | 7 20.0% f | 3 12.0% | 0 0.0% | 5 11.4% | 0 0.0% b | 9 11.8% | 5 8.5% | 9 20.9% |
| 3=3rd Priority | 10 17.5% | 8 12.5% | 5 13.5% | 4 16.7% | 7 14.0% | 6 17.1% | 3 12.0% | 2 33.3% e | 3 6.8% df | 5 27.8% e | 9 11.8% | 13 22.0% | 5 11.6% |
| Mean | 1.89 | 1.68 c | 2.30 b | 2.00 | 1.76 | 2.00 | 1.82 | 2.00 | 1.73 | 2.11 | 1.71 | 2.07 | 1.86 |

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company's performance: Microblogging

| | Total | Industry Sector | | | | | | | | | | | | |
|---|-------------|-----------------------------------|-----------------------------------|------------------------------------|---------------------------|----------------|-------------|-----------------|----------------|----------------------------------|--------------------------|--------------------------|----------------------------------|---------------------|
| | | Banking Finance Insur. A | Communi- cations Media B | Consumer Packaged Goods C | Consumer Services D | Education E | Energy F | Healthcare G | Manufact. H | Mining Construct- ion I | Service Consult. J | Retail Wholesale K | Tech Software Biotech L | Transportation M |
| <u>Microblogging (e.g., Twitter)</u> | | | | | | | | | | | | | | |
| 1=1st Priority | 6 3.3% | 0 0.0% | 0 0.0% | 1 6.3% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 2 8.0% | 0 0.0% | 1 3.1% | 0 0.0% | 2 8.7% | 0 0.0% |
| 2=2nd Priority | 17 9.3% | 1 7.1% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 2 10.0% | 2 8.0% | 1 50.0% | 7 21.9% | 0 0.0% | 2 8.7% | 1 12.5% |
| 3=3rd Priority | 23 12.6% | 3 21.4% | 3 21.4% | 3 18.8% | 2 28.6% | 0 0.0% | 0 0.0% | 2 10.0% | 0 0.0% | 0 0.0% | 5 15.6% | 1 6.7% | 3 13.0% | 1 12.5% |
| Mean | 2.37 | 2.75 | 3.00 | 2.50 | 3.00 | --- | --- | 2.50 | 1.50 | 2.00 | 2.31 | 3.00 | 2.14 | 2.50 |

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company's performance: Microblogging

| 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 |

Microblogging (e.g., Twitter)

| | | | | | | | | | | | | | |
|----------------|-----------------|-------------------|-----------------|----------------|-----------------|----------------|------------|-----------------|----------------|------------|----------------|------------|-----------------|
| 1=1st Priority | 3 5.3% | 2 3.1% | 1 2.7% | 0 0.0% | 2 4.0% | 1 2.9% | 0 0.0% | 0 0.0% | 1 2.3% | 2 11.1% | 2 2.6% | 2 3.4% | 2 4.7% |
| 2=2nd Priority | 7 12.3% c | 10 15.6% cd | 0 0.0% ab | 0 0.0% b | 4 8.0% | 4 11.4% | 2 8.0% | 2 33.3% e | 3 6.8% d | 1 5.6% | 7 9.2% | 8 13.6% | 1 2.3% |
| 3=3rd Priority | 4 7.0% b | 13 20.3% a | 3 8.1% | 3 12.5% | 9 18.0% b | 1 2.9% a | 4 16.0% | 1 16.7% | 6 13.6% | 2 11.1% | 6 7.9% c | 8 13.6% | 9 20.9% a |
| Mean | 2.07 | 2.44 | 2.50 | 3.00 | 2.47 | 2.00 | 2.67 | 2.33 | 2.50 | 2.00 | 2.27 | 2.33 | 2.58 |

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Product reviews

| | Total | Industry Sector | | | | | | | | | | | | |
|------------------------|------------|-----------------------------------|-----------------------------------|------------------------------------|---------------------------|---------------------|-------------------|-----------------|----------------|----------------------------------|--------------------------|--------------------------|----------------------------------|---------------------|
| | | Banking Finance Insur. A | Communi- cations Media B | Consumer Packaged Goods C | Consumer Services D | Education E | Energy F | Healthcare G | Manufact. H | Mining Construct- ion I | Service Consult. J | Retail Wholesale K | Tech Software Biotech L | Transportation M |
| <u>Product reviews</u> | | | | | | | | | | | | | | |
| 1=1st Priority | 13 7.1% | 2 14.3% j | 0 0.0% d | 3 18.8% hj | 2 28.6% bgHJ | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 6.7% | 4 17.4% hj | 1 12.5% j |
| 2=2nd Priority | 12 6.6% | 0 0.0% f | 0 0.0% f | 1 6.3% | 0 0.0% | 0 0.0% | 1 33.3% abj | 2 10.0% | 2 8.0% | 0 0.0% | 1 3.1% f | 3 20.0% | 2 8.7% | 0 0.0% |
| 3=3rd Priority | 13 7.1% | 0 0.0% de | 0 0.0% de | 2 12.5% | 2 28.6% abj | 1 50.0% abgjl | 0 0.0% | 1 5.0% e | 2 8.0% | 0 0.0% | 1 3.1% dem | 1 6.7% | 1 4.3% e | 2 25.0% j |
| Mean | 2.00 | 1.00 | --- | 1.83 | 2.00 | 3.00 | 2.00 | 2.33 | 2.50 | --- | 2.50 | 2.00 | 1.57 | 2.33 |

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Product reviews

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|------------------------|-------------------------|------------------|------------------|------------------|----------------|-----------------|-------------------|-------------------|-----------------|---------------|------------------|-----------|-----------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| <u>Product reviews</u> | | | | | | | | | | | | | |
| 1=1st Priority | 2 3.5% cd | 1 1.6% CD | 6 16.2% aB | 4 16.7% aB | 1 2.0% e | 2 5.7% | 2 8.0% | 1 16.7% | 6 13.6% a | 1 5.6% | 2 2.6% c | 5 8.5% | 6 14.0% a |
| 2=2nd Priority | 5 8.8% b | 0 0.0% aCd | 5 13.5% B | 2 8.3% b | 5 10.0% | 3 8.6% | 2 8.0% | 0 0.0% | 2 4.5% | 0 0.0% | 8 10.5% | 2 3.4% | 2 4.7% |
| 3=3rd Priority | 3 5.3% | 2 3.1% d | 4 10.8% | 4 16.7% b | 2 4.0% | 3 8.6% | 4 16.0% | 1 16.7% | 3 6.8% | 0 0.0% | 3 3.9% c | 3 5.1% | 7 16.3% a |
| Mean | 2.10 | 2.33 | 1.87 | 2.00 | 2.13 | 2.13 | 2.25 | 2.00 | 1.73 | 1.00 | 2.08 | 1.80 | 2.07 |

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Product design or co-creation

| | Total | Industry Sector | | | | | | | | | | | | |
|---|-----------|-----------------------------------|-----------------------------------|------------------------------------|---------------------------|----------------|-------------|-----------------|----------------|----------------------------------|--------------------------|--------------------------|----------------------------------|---------------------|
| | | Banking Finance Insur. A | Communi- cations Media B | Consumer Packaged Goods C | Consumer Services D | Education E | Energy F | Healthcare G | Manufact. H | Mining Construct- ion I | Service Consult. J | Retail Wholesale K | Tech Software Biotech L | Transportation M |
| <u>Product design or co-creation (e.g., NikeID)</u> | | | | | | | | | | | | | | |
| 1=1st Priority | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% |
| 2=2nd Priority | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% |
| 3=3rd Priority | 1 0.5% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 3.1% | 0 0.0% | 0 0.0% | 0 0.0% |
| Mean | 3.00 | --- | --- | --- | --- | --- | --- | --- | --- | --- | 3.00 | --- | --- | --- |

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Product design or co-creation

| 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 |

Product design or co-creation (e.g., NikeID)

| | | | | | | | | | | | | | |
|----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 1=1st Priority | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% |
| 2=2nd Priority | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% |
| 3=3rd Priority | 1 1.8% | 0 0.0% | 0 0.0% | 0 0.0% | 1 2.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 2.3% |
| Mean | 3.00 | --- | --- | --- | 3.00 | --- | --- | --- | --- | --- | --- | --- | 3.00 |

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Video sharing

| | Total | Industry Sector | | | | | | | | | | | | |
|--------------------------------------|-------------|-----------------------------------|-----------------------------------|------------------------------------|---------------------------|----------------|-------------|-----------------|-------------------|----------------------------------|--------------------------|--------------------------|----------------------------------|--------------------------|
| | | Banking Finance Insur. A | Communi- cations Media B | Consumer Packaged Goods C | Consumer Services D | Education E | Energy F | Healthcare G | Manufact. H | Mining Construct- ion I | Service Consult. J | Retail Wholesale K | Tech Software Biotech L | Transporta- tion M |
| <u>Video sharing (e.g., YouTube)</u> | | | | | | | | | | | | | | |
| 1=1st Priority | 23 12.6% | 0 0.0% hi | 2 14.3% | 2 12.5% | 0 0.0% | 0 0.0% | 0 0.0% | 2 10.0% | 8 32.0% ajl | 1 50.0% al | 3 9.4% h | 3 20.0% | 1 4.3% hi | 1 12.5% |
| 2=2nd Priority | 36 19.8% | 4 28.6% | 2 14.3% | 4 25.0% | 1 14.3% | 1 50.0% | 0 0.0% | 6 30.0% | 8 32.0% j | 0 0.0% | 3 9.4% hm | 1 6.7% m | 2 8.7% m | 4 50.0% jkl |
| 3=3rd Priority | 33 18.1% | 2 14.3% | 4 28.6% | 2 12.5% | 1 14.3% | 0 0.0% | 0 0.0% | 4 20.0% | 3 12.0% | 0 0.0% | 6 18.8% | 5 33.3% | 5 21.7% | 1 12.5% |
| Mean | 2.11 | 2.33 | 2.25 | 2.00 | 2.50 | 2.00 | --- | 2.17 | 1.74 l | 1.00 | 2.25 | 2.22 | 2.50 h | 2.00 |

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company's performance: Video sharing

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|--------------------------------------|-------------------------|-----------------|----------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-------------|------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| <u>Video sharing (e.g., YouTube)</u> | | | | | | | | | | | | | |
| 1=1st Priority | 13 22.8% bc | 5 7.8% a | 2 5.4% a | 3 12.5% | 2 4.0% bdE | 7 20.0% ac | 0 0.0% bDe | 2 33.3% aC | 10 22.7% Ac | 2 11.1% | 9 11.8% | 10 16.9% | 3 7.0% |
| 2=2nd Priority | 15 26.3% | 9 14.1% | 7 18.9% | 5 20.8% | 9 18.0% | 2 5.7% cef | 7 28.0% b | 1 16.7% | 10 22.7% b | 5 27.8% b | 13 17.1% | 14 23.7% | 8 18.6% |
| 3=3rd Priority | 7 12.3% | 12 18.8% | 10 27.0% | 4 16.7% | 7 14.0% | 8 22.9% | 6 24.0% | 1 16.7% | 9 20.5% | 2 11.1% | 16 21.1% | 10 16.9% | 7 16.3% |
| Mean | 1.83 bC | 2.27 a | 2.42 A | 2.08 | 2.28 | 2.06 | 2.46 | 1.75 | 1.97 | 2.00 | 2.18 | 2.00 | 2.22 |

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Photosharing

| | Total | Industry Sector | | | | | | | | | | | | |
|---|-------------|------------------------------|------------------------------|-------------------------------|----------------------|-----------|-----------|------------|------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| <u>Photosharing (e.g., Instagram, Snapchat)</u> | | | | | | | | | | | | | | |
| 1=1st Priority | 5 2.7% | 0 0.0% | 0 0.0% | 1 6.3% | 1 14.3% | 0 0.0% | 0 0.0% | 0 0.0% | 1 4.0% | 0 0.0% | 0 0.0% | 1 6.7% | 0 0.0% | 1 12.5% |
| | | | | | j | | | | | | dm | | | j |
| 2=2nd Priority | 19 10.4% | 2 14.3% | 2 14.3% | 2 12.5% | 2 28.6% | 0 0.0% | 0 0.0% | 2 10.0% | 2 8.0% | 0 0.0% | 0 0.0% | 5 33.3% | 0 0.0% | 2 25.0% |
| | | j | j | j | Jl | | | | k | | abcDKM | hJL | dKl | Jl |
| 3=3rd Priority | 11 6.0% | 0 0.0% | 3 21.4% | 1 6.3% | 0 0.0% | 0 0.0% | 0 0.0% | 1 5.0% | 3 12.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 4.3% | 1 12.5% |
| | | | J | | | | | | j | | Bhm | | | j |
| Mean | 2.17 | 2.00 | 2.60 | 2.00 | 1.67 | --- | --- | 2.33 | 2.33 | --- | --- | 1.83 | 3.00 | 2.00 |
| | | | k | | | | | | | | | b | | |

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company's performance: Photosharing

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---|-------------------------|-----------------|-------------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|------------|------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| <u>Photosharing (e.g., Instagram, Snapchat)</u> | | | | | | | | | | | | | |
| 1=1st Priority | 3 5.3% | 0 0.0% | 1 2.7% | 1 4.2% | 2 4.0% | 1 2.9% | 0 0.0% | 0 0.0% | 1 2.3% | 1 5.6% | 1 1.3% | 3 5.1% | 1 2.3% |
| 2=2nd Priority | 2 3.5% Cd | 3 4.7% C | 10 27.0% AB | 4 16.7% a | 3 6.0% | 3 8.6% | 3 12.0% | 0 0.0% | 6 13.6% | 3 16.7% | 6 7.9% | 6 10.2% | 6 14.0% |
| 3=3rd Priority | 5 8.8% | 5 7.8% | 1 2.7% | 0 0.0% | 4 8.0% | 1 2.9% | 1 4.0% | 0 0.0% | 4 9.1% | 1 5.6% | 4 5.3% | 4 6.8% | 2 4.7% |
| Mean | 2.20 | 2.63 Cd | 2.00 B | 1.80 b | 2.22 | 2.00 | 2.25 | --- | 2.27 | 2.00 | 2.27 | 2.08 | 2.11 |
| Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01 | | | | | | | | | | | | | |

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Podcasting

| | Total | Industry Sector | | | | | | | | | | | | |
|-------------------|-----------|-----------------------------------|-----------------------------------|------------------------------------|---------------------------|----------------|-------------|-----------------|----------------|----------------------------------|--------------------------|--------------------------|----------------------------------|---------------------|
| | | Banking Finance Insur. A | Communi- cations Media B | Consumer Packaged Goods C | Consumer Services D | Education E | Energy F | Healthcare G | Manufact. H | Mining Construct- ion I | Service Consult. J | Retail Wholesale K | Tech Software Biotech L | Transportation M |
| <u>Podcasting</u> | | | | | | | | | | | | | | |
| 1=1st Priority | 1 0.5% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 4.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% |
| 2=2nd Priority | 3 1.6% | 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% | 1 3.1% | 1 6.7% | 1 4.3% | 0 0.0% |
| 3=3rd Priority | 6 3.3% | 0 0.0% | 1 7.1% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 4 12.5% | 0 0.0% | 1 4.3% | 0 0.0% |
| Mean | 2.50 | --- | 3.00 | --- | --- | --- | --- | --- | 1.00 | --- | 2.80 | 2.00 | 2.50 | --- |

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Podcasting

| 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 |

Podcasting

| | | | | | | | | | | | | | |
|----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 1=1st Priority | 1 1.8% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 2.3% | 0 0.0% | 0 0.0% | 1 1.7% | 0 0.0% |
| 2=2nd Priority | 2 3.5% | 0 0.0% | 0 0.0% | 1 4.2% | 1 2.0% | 1 2.9% | 0 0.0% | 0 0.0% | 1 2.3% | 0 0.0% | 1 1.3% | 1 1.7% | 1 2.3% |
| 3=3rd Priority | 1 1.8% | 3 4.7% | 0 0.0% | 2 8.3% | 4 8.0% | 1 2.9% | 0 0.0% | 0 0.0% | 1 2.3% | 0 0.0% | 2 2.6% | 2 3.4% | 1 2.3% |
| Mean | 2.00 | 3.00 | --- | 2.67 | 2.80 | 2.50 | --- | --- | 2.00 | --- | 2.67 | 2.25 | 2.50 |

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company's performance: Social networking

| | Total | Industry Sector | | | | | | | | | | | | |
|---|-------------|-----------------------------------|-----------------------------------|------------------------------------|---------------------------|-------------------|-------------|-------------------|-----------------|----------------------------------|--------------------------|--------------------------|----------------------------------|--------------------------|
| | | Banking Finance Insur. A | Communi- cations Media B | Consumer Packaged Goods C | Consumer Services D | Education E | Energy F | Healthcare G | Manufact. H | Mining Construct- ion I | Service Consult. J | Retail Wholesale K | Tech Software Biotech L | Transporta- tion M |
| <u>Social networking (e.g., Facebook, LinkedIn)</u> | | | | | | | | | | | | | | |
| 1=1st Priority | 85 46.7% | 3 21.4% fgj | 8 57.1% | 6 37.5% | 4 57.1% | 1 50.0% | 3 100.0% | 13 65.0% al | 10 40.0% | 0 0.0% | 19 59.4% al | 8 53.3% | 6 26.1% fgj | 3 37.5% |
| 2=2nd Priority | 48 26.4% | 4 28.6% | 5 35.7% | 5 31.3% | 2 28.6% | 0 0.0% | 0 0.0% | 4 20.0% | 7 28.0% | 0 0.0% | 8 25.0% | 3 20.0% | 9 39.1% | 1 12.5% |
| 3=3rd Priority | 21 11.5% | 1 7.1% | 0 0.0% eim | 3 18.8% | 1 14.3% | 1 50.0% bgj | 0 0.0% | 1 5.0% eim | 6 24.0% j | 1 50.0% bgj | 1 3.1% ehiM | 1 6.7% | 2 8.7% | 3 37.5% bgJ |
| Mean | 1.58 | 1.75 | 1.38 | 1.79 j | 1.57 | 2.00 | 1.00 | 1.33 hm | 1.83 gj | 3.00 | 1.36 chlm | 1.42 | 1.76 j | 2.00 gi |

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company's performance: Social networking

| 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 |

Social networking (e.g., Facebook, LinkedIn)

| | | | | | | | | | | | | | |
|----------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|-------------|------------|-------------|-------------|-------------|
| 1=1st Priority | 21 36.8% | 31 48.4% | 21 56.8% | 12 50.0% | 26 52.0% | 17 48.6% | 16 64.0% | 1 16.7% | 17 38.6% | 7 38.9% | 37 48.7% | 23 39.0% | 23 53.5% |
| 2=2nd Priority | 16 28.1% | 19 29.7% | 6 16.2% | 7 29.2% | 13 26.0% | 8 22.9% | 5 20.0% | 3 50.0% | 12 27.3% | 7 38.9% | 17 22.4% | 19 32.2% | 11 25.6% |
| 3=3rd Priority | 10 17.5% | 4 6.3% | 4 10.8% | 3 12.5% | 4 8.0% | 4 11.4% | 1 4.0% | 1 16.7% | 7 15.9% | 2 11.1% | 11 14.5% | 6 10.2% | 3 7.0% |
| Mean | 1.77 | 1.50 | 1.45 | 1.59 | 1.49 | 1.55 | 1.32 de | 2.00 c | 1.72 c | 1.69 | 1.60 | 1.65 | 1.46 |

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Forums

| | Total | Industry Sector | | | | | | | | | | | | |
|-------------------------------------|-----------|------------------------------|------------------------------|-------------------------------|----------------------|-----------|-----------|------------|-----------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| <u>Forums (e.g., Google groups)</u> | | | | | | | | | | | | | | |
| 1=1st Priority | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% |
| 2=2nd Priority | 6 3.3% | 0 0.0% | 1 7.1% | 1 6.3% | 0 0.0% | 0 0.0% | 0 0.0% | 1 5.0% | 0 0.0% | 0 0.0% | 1 3.1% | 0 0.0% | 2 8.7% | 0 0.0% |
| 3=3rd Priority | 4 2.2% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 2 8.0% | 0 0.0% | 1 3.1% | 0 0.0% | 1 4.3% | 0 0.0% |
| Mean | 2.40 | --- | 2.00 | 2.00 | --- | --- | --- | 2.00 | 3.00 | --- | 2.50 | --- | 2.33 | --- |

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company's performance: Forums

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|-------------------------------------|-------------------------|-----------------|----------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-----------|-----------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| <u>Forums (e.g., Google groups)</u> | | | | | | | | | | | | | |
| 1=1st Priority | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% |
| 2=2nd Priority | 2 3.5% | 3 4.7% | 1 2.7% | 0 0.0% | 2 4.0% | 3 8.6% | 0 0.0% | 0 0.0% | 1 2.3% | 0 0.0% | 4 5.3% | 1 1.7% | 1 2.3% |
| 3=3rd Priority | 3 5.3% | 0 0.0% | 1 2.7% | 0 0.0% | 1 2.0% | 1 2.9% | 0 0.0% | 0 0.0% | 1 2.3% | 1 5.6% | 2 2.6% | 2 3.4% | 0 0.0% |
| Mean | 2.60 | 2.00 | 2.50 | --- | 2.33 | 2.25 | --- | --- | 2.50 | 3.00 | 2.33 | 2.67 | 2.00 |

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Social bookmarking

| | Total | Industry Sector | | | | | | | | | | | | |
|--|-----------|-----------------------------------|-----------------------------------|------------------------------------|---------------------------|----------------|-------------|-----------------|----------------|----------------------------------|--------------------------|--------------------------|----------------------------------|--------------------------|
| | | Banking Finance Insur. A | Communi- cations Media B | Consumer Packaged Goods C | Consumer Services D | Education E | Energy F | Healthcare G | Manufact. H | Mining Construct- ion I | Service Consult. J | Retail Wholesale K | Tech Software Biotech L | Transpor- tation M |
| <u>Social bookmarking (e.g., Digg)</u> | | | | | | | | | | | | | | |
| 1=1st Priority | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% |
| 2=2nd Priority | 1 0.5% | 1 7.1% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% |
| 3=3rd Priority | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 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 | 2.00 | 2.00 | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Social bookmarking

| 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 |

Social bookmarking (e.g., Digg)

| | | | | | | | | | | | | | |
|----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 1=1st Priority | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% |
| 2=2nd Priority | 0 0.0% | 0 0.0% | 1 2.7% | 0 0.0% | 1 2.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 2.3% |
| 3=3rd Priority | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 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 | --- | --- | 2.00 | --- | 2.00 | --- | --- | --- | --- | --- | --- | --- | 2.00 |

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Virtual reality

| | Total | Industry Sector | | | | | | | | | | | | |
|---|-----------|------------------------------|------------------------------|-------------------------------|----------------------|-----------|-----------|------------|-----------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| <u>Virtual reality (e.g., Second life)</u> | | | | | | | | | | | | | | |
| 1=1st Priority | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% |
| 2=2nd Priority | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% |
| 3=3rd Priority | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 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 | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01 | | | | | | | | | | | | | | |

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Virtual reality

| 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 |

Virtual reality (e.g., Second life)

| | | | | | | | | | | | | | |
|----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 1=1st Priority | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% |
| 2=2nd Priority | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% |
| 3=3rd Priority | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 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 | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: We don’t use social media

| | Total | Industry Sector | | | | | | | | | | | | |
|-------------------------------------|--|-----------------------------------|-----------------------------------|------------------------------------|---------------------------|----------------|-------------|-----------------|----------------|----------------------------------|--------------------------|--------------------------|----------------------------------|--------------------------|
| | | Banking Finance Insur. A | Communi- cations Media B | Consumer Packaged Goods C | Consumer Services D | Education E | Energy F | Healthcare G | Manufact. H | Mining Construct- ion I | Service Consult. J | Retail Wholesale K | Tech Software Biotech L | Transporta- tion M |
| <u>We don’t use social media</u> | | | | | | | | | | | | | | |
| 1=1st Priority | 9 4.9% | 2 14.3% | 0 0.0% i | 1 6.3% | 0 0.0% | 0 0.0% | 0 0.0% | 1 5.0% i | 1 4.0% i | 1 50.0% bghjl | 1 3.1% i | 1 6.7% | 1 4.3% i | 0 0.0% |
| 2=2nd Priority | 1 0.5% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 6.7% | 0 0.0% | 0 0.0% |
| 3=3rd Priority | 4 2.2% | 1 7.1% | 0 0.0% | 0 0.0% | 1 14.3% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 3.1% | 0 0.0% | 1 4.3% | 0 0.0% |
| Mean | 1.64 | 1.67 | --- | 1.00 | 3.00 | --- | --- | 1.00 | 1.00 | 1.00 | 2.00 | 1.50 | 2.00 | --- |
| Significance Tests Between Columns: | Lower case: p<.05 Upper case: p<.01 | | | | | | | | | | | | | |

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company's performance: We don't use social media

| 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 |

We don't use social media

| | | | | | | | | | | | | | |
|----------------|-----------|-----------|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 1=1st Priority | 1 1.8% | 4 6.3% | 4 10.8% | 0 0.0% | 3 6.0% | 1 2.9% | 2 8.0% | 0 0.0% | 1 2.3% | 1 5.6% | 5 6.6% | 4 6.8% | 0 0.0% |
| 2=2nd Priority | 0 0.0% | 0 0.0% | 1 2.7% | 0 0.0% | 0 0.0% | 1 2.9% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 2.3% |
| 3=3rd Priority | 0 0.0% | 2 3.1% | 0 0.0% | 2 8.3% | 0 0.0% | 2 5.7% | 1 4.0% | 0 0.0% | 1 2.3% | 0 0.0% | 2 2.6% | 1 1.7% | 1 2.3% |
| Mean | 1.00 | 1.67 | 1.20 | 3.00 | 1.00 | 2.25 | 1.67 | --- | 2.00 | 1.00 | 1.57 | 1.40 | 2.50 |

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

Topic 5: Social Media

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

| | Total | Industry Sector | | | | | | | | | | | | |
|---|-------------|------------------------------|------------------------------|-------------------------------|----------------------|-------------|------------|------------|-------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| We have proven the impact quantitatively | 44 23.3% | 4 26.7% | 5 35.7% | 7 46.7% | 1 14.3% | 2 100.0% | 0 0.0% | 3 15.0% | 2 7.4% | 0 0.0% | 10 27.8% | 1 7.1% | 7 28.0% | 2 25.0% |
| | | | h | gHk | | gHjkl | | ce | bCEj | | eh | cE | e | |
| We have a good qualitative sense of the impact, but not a quantitative impact | 80 42.3% | 9 60.0% | 7 50.0% | 5 33.3% | 5 71.4% | 0 0.0% | 1 33.3% | 8 40.0% | 11 40.7% | 0 0.0% | 12 33.3% | 8 57.1% | 9 36.0% | 4 50.0% |
| We haven't been able to show the impact yet | 65 34.4% | 2 13.3% | 2 14.3% | 3 20.0% | 1 14.3% | 0 0.0% | 2 66.7% | 9 45.0% | 14 51.9% | 2 100.0% | 14 38.9% | 5 35.7% | 9 36.0% | 2 25.0% |
| | | hi | hi | i | | | | | ab | abc | | | | |

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

Topic 5: Social Media

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

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---|-------------------------|------------------|------------------|-------------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|------------------|-------------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| We have proven the impact quantitatively | 8 12.9% d | 18 26.9% | 9 25.7% | 9 36.0% a | 16 30.8% e | 8 22.2% | 7 26.9% | 4 57.1% | 6 13.0% E | 3 16.7% aD | 13 16.3% C | 12 20.0% c | 18 40.0% Ab |
| We have a good qualitative sense of the impact, but not a quantitative impact | 28 45.2% | 27 40.3% | 12 34.3% | 13 52.0% | 18 34.6% | 12 33.3% | 13 50.0% | 2 28.6% | 24 52.2% | 9 50.0% | 33 41.3% | 33 55.0% C | 12 26.7% B |
| We haven't been able to show the impact yet | 26 41.9% D | 22 32.8% d | 14 40.0% d | 3 12.0% Abc | 18 34.6% | 16 44.4% | 6 23.1% | 1 14.3% | 16 34.8% | 6 33.3% | 34 42.5% b | 15 25.0% a | 15 33.3% |

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

Topic 6: Mobile Marketing

Marketing budget spend on mobile activities

| Number responding Mean SD | Total | Industry Sector | | | | | | | | | | | | |
|---------------------------------|------------------------------|------------------------------|-------------------------------|----------------------|---------------------|---------------------|---------------------|----------------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------------|---------------------|
| | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation | |
| | A | B | C | D | E | F | G | H | I | J | K | L | M | |
| Current | 180 6.97 10.52 | 15 6.68 9.85 | 14 12.30 15.39 | 15 8.50 13.77 | 7 16.11 14.27 | 2 22.37 24.56 | 3 0.67 1.15 | 16 2.56 3.67 | 26 5.46 6.89 | 2 0.00 0.00 | 32 3.31 6.10 | 14 7.91 11.06 | 25 7.92 10.82 | 8 12.25 12.73 |
| | | | gJ | | GHJ | GhJ | | bDEM | De | | BDEIM | | j | GJ |
| In 3 years | 179 13.52 15.14 | 15 11.43 14.98 | 14 23.76 17.04 | 14 15.99 17.45 | 7 25.71 18.13 | 2 28.45 33.16 | 3 17.33 28.31 | 16 10.88 11.11 | 26 10.65 10.06 | 2 0.00 0.00 | 32 7.13 9.00 | 14 15.56 17.48 | 25 14.12 16.20 | 8 19.13 18.64 |
| | | b | agHJ | j | gHJ | J | | bd | BD | | BcDEklm | j | j | j |

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

Topic 6: Mobile Marketing

Marketing budget spend on mobile activities

| Number responding Mean SD | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---------------------------------|---------------------------|--------------------------|----------------------------|----------------------------|----------------------|---------------------------|----------------------|---------------------------|---------------------------|-------------------------|---------------------------|--------------------------|---------------------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Current | 58 5.56 8.87 cD | 63 3.55 6.51 CD | 35 10.94 12.95 aB | 24 13.57 14.06 AB | 49 7.05 12.67 | 36 5.90 10.55 | 25 9.10 12.51 | 7 13.68 14.12 | 44 5.70 6.71 e | 16 6.94 6.87 d | 80 4.36 7.93 bC | 57 7.78 10.29 a | 41 11.03 13.78 A |
| In 3 years | 57 11.79 13.39 D | 63 8.22 9.55 CD | 35 18.19 18.20 B | 24 24.72 18.80 AB | 48 15.96 18.10 | 36 10.41 13.50 d | 25 16.35 18.00 | 7 22.84 19.47 be | 44 10.98 10.02 d | 16 12.31 13.30 | 80 10.05 12.53 C | 56 14.39 14.57 | 41 19.38 18.80 A |

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

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: Acquiring customers

| | Total | Industry Sector | | | | | | | | | | | | |
|-----------|---------------|-----------------------------------|-----------------------------------|------------------------------------|---------------------------|--------------------|-----------------|-----------------|-------------------|----------------------------------|--------------------------|--------------------------|----------------------------------|--------------------------|
| | | Banking Finance Insur. A | Communi- cations Media B | Consumer Packaged Goods C | Consumer Services D | Education E | Energy F | Healthcare G | Manufact. H | Mining Construct- ion I | Service Consult. J | Retail Wholesale K | Tech Software Biotech L | Transporta- tion M |
| Total | 360 100.0% | 39 10.8% | 25 6.9% | 28 7.8% | 13 3.6% | 7 1.9% | 9 2.5% | 34 9.4% | 47 13.1% | 3 0.8% | 61 16.9% | 30 8.3% | 49 13.6% | 15 4.2% |
| Poorly | 49 31.0% | 7 50.0% bdk | 1 8.3% achi | 6 46.2% bk | 0 0.0% ai | 1 50.0% | 1 50.0% | 4 30.8% | 10 41.7% bk | 2 100.0% bdKl | 9 33.3% | 1 7.1% achI | 5 23.8% i | 2 25.0% |
| | 27 17.1% | 3 21.4% | 3 25.0% | 1 7.7% | 2 33.3% | 0 0.0% | 0 0.0% | 3 23.1% | 5 20.8% | 0 0.0% | 4 14.8% | 3 21.4% | 1 4.8% | 2 25.0% |
| | 22 13.9% | 0 0.0% b | 5 41.7% ah | 1 7.7% | 1 16.7% | 0 0.0% | 0 0.0% | 2 15.4% | 2 8.3% b | 0 0.0% | 5 18.5% | 2 14.3% | 3 14.3% | 1 12.5% |
| | 31 19.6% | 2 14.3% | 0 0.0% fkl | 2 15.4% | 1 16.7% | 0 0.0% | 1 50.0% b | 3 23.1% | 4 16.7% | 0 0.0% | 5 18.5% | 5 35.7% b | 8 38.1% b | 0 0.0% |
| | 14 8.9% | 0 0.0% | 1 8.3% | 1 7.7% | 1 16.7% | 0 0.0% | 0 0.0% | 1 7.7% | 2 8.3% | 0 0.0% | 2 7.4% | 1 7.1% | 4 19.0% | 1 12.5% |
| | 8 5.1% | 1 7.1% | 1 8.3% | 0 0.0% | 1 16.7% | 0 0.0% | 0 0.0% | 0 0.0% | 1 4.2% | 0 0.0% | 2 7.4% | 1 7.1% | 0 0.0% | 1 12.5% |
| Excellent | 7 4.4% | 1 7.1% | 1 8.3% | 2 15.4% j | 0 0.0% | 1 50.0% gHJL | 0 0.0% | 0 0.0% | 0 0.0% e | 0 0.0% E | 0 0.0% cE | 1 7.1% | 0 0.0% E | 1 12.5% |
| Mean | 2.91 | 2.43 | 3.33 | 2.92 | 3.67 | 4.00 | 2.50 | 2.54 | 2.42 k | 1.00 | 2.74 | 3.64 h | 3.24 | 3.38 |

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

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: Acquiring customers

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|-----------|-------------------------|--------------|-------------|--------------|---------------|-----------------|-------------------|-------------------|-----------------|---------------|------------------|--------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Total | 119 32.9% | 119 32.9% | 69 19.1% | 55 15.2% | 97 27.2% | 58 16.3% | 48 13.5% | 24 6.7% | 85 23.9% | 44 12.4% | 149 43.4% | 103 30.0% | 91 26.5% |
| Poorly | 16 33.3% | 18 33.3% | 10 30.3% | 5 21.7% | 10 26.3% | 11 35.5% | 7 30.4% | 2 28.6% | 13 33.3% | 5 29.4% | 26 40.6% | 15 28.8% | 7 17.5% |
| | 7 14.6% | 11 20.4% | 5 15.2% | 4 17.4% | 7 18.4% | 3 9.7% | 7 30.4% | 0 0.0% | 8 20.5% | 2 11.8% | 10 15.6% | 9 17.3% | 8 20.0% |
| | 8 16.7% | 10 18.5% | 1 3.0% | 3 13.0% | 9 23.7% | 5 16.1% | 1 4.3% | 2 28.6% | 4 10.3% | 1 5.9% | 9 14.1% | 5 9.6% | 7 17.5% |
| | 11 22.9% | 11 20.4% | 7 21.2% | 2 8.7% | 6 15.8% | 7 22.6% | 5 21.7% | 1 14.3% | 8 20.5% | 3 17.6% | 13 20.3% | 13 25.0% | 5 12.5% |
| | 3 6.3% | 2 3.7% | 5 15.2% | 4 17.4% | 1 2.6% | 3 9.7% | 1 4.3% | 1 14.3% | 2 5.1% | 5 29.4% | 4 6.3% | 5 9.6% | 5 12.5% |
| | 2 4.2% | 1 1.9% | 2 6.1% | 3 13.0% | 1 2.6% | 1 3.2% | 1 4.3% | 1 14.3% | 4 10.3% | 0 0.0% | 1 1.6% | 5 9.6% | 2 5.0% |
| Excellent | 1 2.1% | 1 1.9% | 3 9.1% | 2 8.7% | 4 10.5% | 1 3.2% | 1 4.3% | 0 0.0% | 0 0.0% | 1 5.9% | 1 1.6% | 0 0.0% | 6 15.0% |
| Mean | 2.75 | 2.54 | 3.30 | 3.57 | 3.00 | 2.84 | 2.70 | 3.29 | 2.74 | 3.29 | 2.47 | 2.98 | 3.58 |

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

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: Engaging customers

| | Total | Industry Sector | | | | | | | | | | | | |
|-----------|---------------|------------------------|------------------|-------------------------|-------------------|------------------|------------|-----------------|----------------|------------------------|------------------|------------------|-----------------------|-----------------|
| | | Banking Finance Insur. | Communi- Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Total | 360 100.0% | 39 10.8% | 25 6.9% | 28 7.8% | 13 3.6% | 7 1.9% | 9 2.5% | 34 9.4% | 47 13.1% | 3 0.8% | 61 16.9% | 30 8.3% | 49 13.6% | 15 4.2% |
| Poorly | 32 20.1% | 2 14.3% i | 2 15.4% i | 5 38.5% | 0 0.0% i | 0 0.0% | 1 50.0% | 3 23.1% | 7 29.2% | 2 100.0% abdjKlm | 5 18.5% i | 1 7.1% I | 3 14.3% i | 1 12.5% i |
| | 16 10.1% | 3 21.4% | 0 0.0% | 2 15.4% | 0 0.0% | 0 0.0% | 0 0.0% | 2 15.4% | 2 8.3% | 0 0.0% | 3 11.1% | 3 21.4% | 1 4.8% | 0 0.0% |
| | 22 13.8% | 2 14.3% | 5 38.5% gk | 1 7.7% | 2 33.3% gk | 0 0.0% | 0 0.0% | 0 0.0% bd | 4 16.7% | 0 0.0% | 4 14.8% | 0 0.0% bd | 2 9.5% | 2 25.0% |
| | 35 22.0% | 3 21.4% | 2 15.4% | 2 15.4% | 0 0.0% | 0 0.0% | 1 50.0% | 5 38.5% | 4 16.7% | 0 0.0% | 6 22.2% | 5 35.7% | 5 23.8% | 2 25.0% |
| | 27 17.0% | 1 7.1% | 1 7.7% | 1 7.7% | 1 16.7% | 1 50.0% | 0 0.0% | 3 23.1% | 3 12.5% | 0 0.0% | 3 11.1% | 4 28.6% | 7 33.3% | 2 25.0% |
| | 12 7.5% | 0 0.0% d | 2 15.4% | 1 7.7% | 2 33.3% agk | 0 0.0% | 0 0.0% | 0 0.0% d | 3 12.5% | 0 0.0% | 3 11.1% | 0 0.0% d | 1 4.8% | 0 0.0% |
| Excellent | 15 9.4% | 3 21.4% | 1 7.7% | 1 7.7% | 1 16.7% | 1 50.0% gh | 0 0.0% | 0 0.0% e | 1 4.2% e | 0 0.0% | 3 11.1% | 1 7.1% | 2 9.5% | 1 12.5% |
| Mean | 3.66 | 3.71 | 3.77 | 2.92 d | 5.00 cg | 6.00 g | 2.50 | 3.23 de | 3.29 | 1.00 | 3.74 | 3.86 | 4.10 | 4.00 |

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

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: Engaging customers

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|-----------|-------------------------|-----------------|----------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|----------------|-----------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Total | 119 32.9% | 119 32.9% | 69 19.1% | 55 15.2% | 97 27.2% | 58 16.3% | 48 13.5% | 24 6.7% | 85 23.9% | 44 12.4% | 149 43.4% | 103 30.0% | 91 26.5% |
| Poorly | 12 25.0% d | 12 22.2% | 7 20.6% | 1 4.3% a | 7 18.4% | 7 21.9% | 4 17.4% | 0 0.0% | 10 25.6% | 3 17.6% | 15 23.4% | 11 21.2% | 5 12.2% |
| | 4 8.3% | 7 13.0% | 4 11.8% | 1 4.3% | 2 5.3% | 5 15.6% | 2 8.7% | 1 14.3% | 5 12.8% | 1 5.9% | 7 10.9% | 6 11.5% | 3 7.3% |
| | 6 12.5% | 10 18.5% | 2 5.9% | 4 17.4% | 8 21.1% | 5 15.6% | 4 17.4% | 0 0.0% | 3 7.7% | 2 11.8% | 11 17.2% | 3 5.8% c | 8 19.5% b |
| | 10 20.8% | 12 22.2% | 7 20.6% | 6 26.1% | 6 15.8% | 6 18.8% | 5 21.7% | 2 28.6% | 11 28.2% | 3 17.6% | 16 25.0% | 11 21.2% | 7 17.1% |
| | 7 14.6% | 7 13.0% | 9 26.5% | 4 17.4% | 5 13.2% | 6 18.8% | 4 17.4% | 3 42.9% e | 3 7.7% df | 6 35.3% e | 7 10.9% | 10 19.2% | 10 24.4% |
| | 4 8.3% | 3 5.6% | 3 8.8% | 2 8.7% | 3 7.9% | 3 9.4% | 2 8.7% | 0 0.0% | 2 5.1% | 2 11.8% | 4 6.3% | 4 7.7% | 4 9.8% |
| Excellent | 5 10.4% | 3 5.6% d | 2 5.9% | 5 21.7% b | 7 18.4% b | 0 0.0% ade | 2 8.7% | 1 14.3% b | 5 12.8% b | 0 0.0% | 4 6.3% | 7 13.5% | 4 9.8% |
| Mean | 3.58 d | 3.30 D | 3.71 | 4.61 aB | 3.97 | 3.25 | 3.74 | 4.57 | 3.46 | 3.82 | 3.33 | 3.83 | 4.02 |

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

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: Retaining customers

| | Total | Industry Sector | | | | | | | | | | | | |
|-----------|---------------|-----------------------------------|-----------------------------------|------------------------------------|---------------------------|--------------------|-------------|-----------------|----------------|----------------------------------|--------------------------|--------------------------|----------------------------------|--------------------------|
| | | Banking Finance Insur. A | Communi- cations Media B | Consumer Packaged Goods C | Consumer Services D | Education E | Energy F | Healthcare G | Manufact. H | Mining Construct- ion I | Service Consult. J | Retail Wholesale K | Tech Software Biotech L | Transporta- tion M |
| Total | 360 100.0% | 39 10.8% | 25 6.9% | 28 7.8% | 13 3.6% | 7 1.9% | 9 2.5% | 34 9.4% | 47 13.1% | 3 0.8% | 61 16.9% | 30 8.3% | 49 13.6% | 15 4.2% |
| Poorly | 37 23.3% | 3 21.4% i | 2 15.4% i | 6 46.2% | 0 0.0% i | 0 0.0% | 1 50.0% | 4 30.8% | 7 29.2% | 2 100.0% abdjklm | 5 18.5% i | 2 14.3% i | 4 19.0% i | 1 12.5% i |
| | 21 13.2% | 4 28.6% | 3 23.1% | 1 7.7% | 1 16.7% | 0 0.0% | 0 0.0% | 3 23.1% | 2 8.3% | 0 0.0% | 3 11.1% | 2 14.3% | 1 4.8% | 1 12.5% |
| | 21 13.2% | 1 7.1% d | 2 15.4% | 2 15.4% | 3 50.0% ahk | 0 0.0% | 0 0.0% | 1 7.7% | 2 8.3% d | 0 0.0% | 4 14.8% | 1 7.1% d | 4 19.0% | 1 12.5% |
| | 41 25.8% | 4 28.6% | 1 7.7% m | 2 15.4% | 0 0.0% | 0 0.0% | 1 50.0% | 4 30.8% | 7 29.2% | 0 0.0% | 8 29.6% | 4 28.6% | 6 28.6% | 4 50.0% b |
| | 19 11.9% | 0 0.0% e | 2 15.4% | 0 0.0% e | 1 16.7% | 1 50.0% ac | 0 0.0% | 1 7.7% | 4 16.7% | 0 0.0% | 3 11.1% | 3 21.4% | 4 19.0% | 0 0.0% |
| | 13 8.2% | 1 7.1% | 2 15.4% | 1 7.7% | 1 16.7% | 0 0.0% | 0 0.0% | 0 0.0% | 2 8.3% | 0 0.0% | 3 11.1% | 1 7.1% | 1 4.8% | 1 12.5% |
| Excellent | 7 4.4% | 1 7.1% | 1 7.7% | 1 7.7% | 0 0.0% | 1 50.0% gHjl | 0 0.0% | 0 0.0% e | 0 0.0% E | 0 0.0% | 1 3.7% e | 1 7.1% | 1 4.8% e | 0 0.0% |
| Mean | 3.32 | 3.07 | 3.62 | 2.69 e | 3.67 | 6.00 cGh | 2.50 | 2.62 E | 3.21 e | 1.00 | 3.52 | 3.79 | 3.57 | 3.50 |

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

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: Retaining customers

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|-----------|-------------------------|------------------|------------------|------------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|--------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Total | 119 32.9% | 119 32.9% | 69 19.1% | 55 15.2% | 97 27.2% | 58 16.3% | 48 13.5% | 24 6.7% | 85 23.9% | 44 12.4% | 149 43.4% | 103 30.0% | 91 26.5% |
| Poorly | 12 25.0% d | 14 25.9% d | 10 29.4% d | 1 4.3% abc | 8 21.1% | 7 21.9% | 6 26.1% | 1 14.3% | 11 28.2% | 3 17.6% | 17 26.6% | 11 21.2% | 8 19.5% |
| | 5 10.4% | 11 20.4% | 3 8.8% | 2 8.7% | 5 13.2% | 6 18.8% | 2 8.7% | 0 0.0% | 7 17.9% | 1 5.9% | 11 17.2% | 6 11.5% | 4 9.8% |
| | 6 12.5% | 7 13.0% | 2 5.9% d | 6 26.1% c | 6 15.8% | 3 9.4% | 2 8.7% | 2 28.6% | 5 12.8% | 3 17.6% | 7 10.9% | 5 9.6% | 9 22.0% |
| | 11 22.9% | 15 27.8% | 9 26.5% | 6 26.1% | 6 15.8% c | 9 28.1% | 9 39.1% a | 2 28.6% | 8 20.5% | 6 35.3% | 15 23.4% | 15 28.8% | 11 26.8% |
| | 7 14.6% | 3 5.6% | 6 17.6% | 3 13.0% | 4 10.5% | 5 15.6% | 2 8.7% | 2 28.6% e | 2 5.1% d | 3 17.6% | 9 14.1% | 7 13.5% | 2 4.9% |
| | 5 10.4% | 3 5.6% | 3 8.8% | 2 8.7% | 5 13.2% | 2 6.3% | 1 4.3% | 0 0.0% | 4 10.3% | 1 5.9% | 2 3.1% | 6 11.5% | 5 12.2% |
| Excellent | 2 4.2% | 1 1.9% d | 1 2.9% | 3 13.0% b | 4 10.5% | 0 0.0% | 1 4.3% | 0 0.0% | 2 5.1% | 0 0.0% | 3 4.7% | 2 3.8% | 2 4.9% |
| Mean | 3.40 | 2.91 D | 3.32 | 4.13 B | 3.63 | 3.16 | 3.26 | 3.57 | 3.08 | 3.47 | 3.09 | 3.52 | 3.44 |

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

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: Delivering your brand message

| | Total | Industry Sector | | | | | | | | | | | | |
|-----------|---------------|------------------------|------------------------|-------------------------|-------------------|---------------------|------------|-----------------|-----------------|------------------------|------------------|------------------|-----------------------|-----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Total | 360 100.0% | 39 10.8% | 25 6.9% | 28 7.8% | 13 3.6% | 7 1.9% | 9 2.5% | 34 9.4% | 47 13.1% | 3 0.8% | 61 16.9% | 30 8.3% | 49 13.6% | 15 4.2% |
| Poorly | 33 20.9% | 2 14.3% i | 2 16.7% i | 4 30.8% | 1 16.7% | 0 0.0% | 1 50.0% | 3 23.1% | 6 25.0% i | 2 100.0% abhjKlm | 7 25.9% i | 1 7.1% I | 3 14.3% i | 1 12.5% i |
| | 20 12.7% | 2 14.3% | 1 8.3% | 1 7.7% | 1 16.7% | 0 0.0% | 0 0.0% | 2 15.4% | 4 16.7% | 0 0.0% | 3 11.1% | 4 28.6% | 1 4.8% | 1 12.5% |
| | 18 11.4% | 3 21.4% | 1 8.3% | 2 15.4% | 1 16.7% | 0 0.0% | 0 0.0% | 1 7.7% | 2 8.3% | 0 0.0% | 3 11.1% | 1 7.1% | 2 9.5% | 2 25.0% |
| | 38 24.1% | 4 28.6% | 5 41.7% | 2 15.4% | 1 16.7% | 0 0.0% | 1 50.0% | 2 15.4% | 4 16.7% | 0 0.0% | 5 18.5% | 4 28.6% | 8 38.1% | 2 25.0% |
| | 26 16.5% | 0 0.0% eg | 2 16.7% | 1 7.7% | 1 16.7% | 1 50.0% a | 0 0.0% | 5 38.5% a | 4 16.7% | 0 0.0% | 4 14.8% | 2 14.3% | 4 19.0% | 2 25.0% |
| | 15 9.5% | 2 14.3% | 1 8.3% | 1 7.7% | 1 16.7% | 0 0.0% | 0 0.0% | 0 0.0% | 3 12.5% | 0 0.0% | 4 14.8% | 1 7.1% | 2 9.5% | 0 0.0% |
| Excellent | 8 5.1% | 1 7.1% | 0 0.0% e | 2 15.4% | 0 0.0% | 1 50.0% bghjl | 0 0.0% | 0 0.0% e | 1 4.2% e | 0 0.0% | 1 3.7% e | 1 7.1% | 1 4.8% e | 0 0.0% |
| Mean | 3.51 | 3.57 | 3.58 | 3.46 | 3.50 | 6.00 m | 2.50 | 3.31 | 3.38 | 1.00 | 3.44 | 3.64 | 3.90 | 3.38 e |

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

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: Delivering your brand message

| | 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 | 119 32.9% | 119 32.9% | 69 19.1% | 55 15.2% | 97 27.2% | 58 16.3% | 48 13.5% | 24 6.7% | 85 23.9% | 44 12.4% | 149 43.4% | 103 30.0% | 91 26.5% |
| Poorly | 11 22.9% | 14 25.9% | 6 18.2% | 2 8.7% | 6 15.8% | 7 22.6% | 5 21.7% | 0 0.0% | 11 28.2% | 3 17.6% | 18 28.1% | 8 15.4% | 6 15.0% |
| | 5 10.4% | 8 14.8% | 5 15.2% | 2 8.7% | 6 15.8% | 6 19.4% | 3 13.0% | 1 14.3% | 3 7.7% | 1 5.9% | 8 12.5% | 7 13.5% | 5 12.5% |
| | 6 12.5% | 5 9.3% | 3 9.1% | 4 17.4% | 4 10.5% | 3 9.7% | 3 13.0% | 1 14.3% | 5 12.8% | 2 11.8% | 4 6.3% | 7 13.5% | 7 17.5% |
| | 11 22.9% | 15 27.8% | 6 18.2% | 6 26.1% | 9 23.7% | 9 29.0% | 5 21.7% | 2 28.6% | 9 23.1% | 3 17.6% | 17 26.6% | 11 21.2% | 9 22.5% |
| | 7 14.6% | 8 14.8% | 7 21.2% | 4 17.4% | 7 18.4% | 5 16.1% | 4 17.4% | 1 14.3% | 4 10.3% | 4 23.5% | 11 17.2% | 8 15.4% | 7 17.5% |
| | 4 8.3% | 3 5.6% | 4 12.1% | 4 17.4% | 3 7.9% | 0 0.0% deF | 2 8.7% | 1 14.3% b | 5 12.8% b | 4 23.5% B | 5 7.8% | 7 13.5% | 3 7.5% |
| Excellent | 4 8.3% | 1 1.9% | 2 6.1% | 1 4.3% | 3 7.9% | 1 3.2% | 1 4.3% | 1 14.3% | 2 5.1% | 0 0.0% | 1 1.6% | 4 7.7% | 3 7.5% |
| Mean | 3.54 | 3.15 d | 3.70 | 4.04 b | 3.68 | 3.10 | 3.43 | 4.43 | 3.38 | 3.94 | 3.22 | 3.79 | 3.68 |

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

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: Improving sales

| | Total | Industry Sector | | | | | | | | | | | | |
|-----------|---------------|------------------------|------------------------|-------------------------|-------------------|------------|------------|------------|-------------|-----------------------|------------------|------------------|-----------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Total | 360 100.0% | 39 10.8% | 25 6.9% | 28 7.8% | 13 3.6% | 7 1.9% | 9 2.5% | 34 9.4% | 47 13.1% | 3 0.8% | 61 16.9% | 30 8.3% | 49 13.6% | 15 4.2% |
| Poorly | 44 27.8% | 6 42.9% | 3 25.0% | 6 46.2% | 0 0.0% | 0 0.0% | 1 50.0% | 3 23.1% | 9 37.5% | 2 100.0% | 7 25.9% | 2 14.3% | 4 19.0% | 1 12.5% |
| | 23 14.6% | 2 14.3% | 2 16.7% | 2 15.4% | 2 33.3% | 1 50.0% | 0 0.0% | 1 7.7% | 2 8.3% | 0 0.0% | 5 18.5% | 2 14.3% | 1 4.8% | 3 37.5% |
| | 20 12.7% | 1 7.1% | 3 25.0% | 2 15.4% | 1 16.7% | 0 0.0% | 0 0.0% | 2 15.4% | 3 12.5% | 0 0.0% | 4 14.8% | 0 0.0% | 2 9.5% | 2 25.0% |
| | 42 26.6% | 2 14.3% | 1 8.3% | 1 7.7% | 1 16.7% | 0 0.0% | 1 50.0% | 6 46.2% | 5 20.8% | 0 0.0% | 7 25.9% | 6 42.9% | 12 57.1% | 0 0.0% |
| | 14 8.9% | 1 7.1% | 1 8.3% | 0 0.0% | 1 16.7% | 0 0.0% | 0 0.0% | 1 7.7% | 4 16.7% | 0 0.0% | 1 3.7% | 2 14.3% | 2 9.5% | 1 12.5% |
| | 12 7.6% | 1 7.1% | 2 16.7% | 2 15.4% | 1 16.7% | 0 0.0% | 0 0.0% | 0 0.0% | 1 4.2% | 0 0.0% | 3 11.1% | 1 7.1% | 0 0.0% | 1 12.5% |
| Excellent | 3 1.9% | 1 7.1% | 0 0.0% | 0 0.0% | 0 0.0% | 1 50.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 7.1% | 0 0.0% | 0 0.0% |
| Mean | 3.04 | 2.79 | 3.08 | 2.46 | 3.67 | 4.50 | 2.50 | 3.08 | 2.83 | 1.00 | 2.96 | 3.79 | 3.33 | 3.00 |

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

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: Improving sales

| | 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 | 119 32.9% | 119 32.9% | 69 19.1% | 55 15.2% | 97 27.2% | 58 16.3% | 48 13.5% | 24 6.7% | 85 23.9% | 44 12.4% | 149 43.4% | 103 30.0% | 91 26.5% |
| Poorly | 15 31.3% d | 18 33.3% d | 9 27.3% | 2 8.7% ab | 9 23.7% | 9 29.0% | 7 30.4% | 1 14.3% | 14 35.9% | 3 17.6% | 24 37.5% C | 14 26.9% | 5 12.5% A |
| | 5 10.4% | 9 16.7% | 3 9.1% | 6 26.1% | 7 18.4% | 4 12.9% | 4 17.4% | 0 0.0% | 5 12.8% | 3 17.6% | 10 15.6% | 7 13.5% | 6 15.0% |
| | 5 10.4% | 7 13.0% | 4 12.1% | 4 17.4% | 6 15.8% | 3 9.7% d | 1 4.3% d | 3 42.9% bcf | 6 15.4% | 1 5.9% d | 6 9.4% | 5 9.6% | 8 20.0% |
| | 15 31.3% | 15 27.8% | 7 21.2% | 5 21.7% | 9 23.7% | 10 32.3% | 6 26.1% | 2 28.6% | 9 23.1% | 5 29.4% | 18 28.1% | 13 25.0% | 11 27.5% |
| | 5 10.4% | 4 7.4% | 5 15.2% | 0 0.0% | 2 5.3% | 3 9.7% | 3 13.0% | 0 0.0% | 2 5.1% | 3 17.6% | 4 6.3% | 8 15.4% | 2 5.0% |
| | 2 4.2% d | 1 1.9% cD | 4 12.1% b | 5 21.7% aB | 3 7.9% | 2 6.5% | 1 4.3% | 1 14.3% | 3 7.7% | 2 11.8% | 2 3.1% | 5 9.6% | 5 12.5% |
| Excellent | 1 2.1% | 0 0.0% | 1 3.0% | 1 4.3% | 2 5.3% | 0 0.0% | 1 4.3% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% c | 0 0.0% c | 3 7.5% ab |
| Mean | 3.00 | 2.65 d | 3.36 | 3.61 b | 3.13 | 3.00 | 3.04 | 3.43 | 2.72 | 3.47 | 2.59 C | 3.17 | 3.65 A |

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

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: Improving profits

| | Total | Industry Sector | | | | | | | | | | | | | |
|--------|---------------|------------------------------|------------------------------|-------------------------------|----------------------|----------------------|-----------------|------------|----------------|-----------------------------|---------------------|---------------------|-----------------------------|-----------------|------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation | |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M | |
| Total | 360 100.0% | 39 10.8% | 25 6.9% | 28 7.8% | 13 3.6% | 7 1.9% | 9 2.5% | 34 9.4% | 47 13.1% | 3 0.8% | 61 16.9% | 30 8.3% | 49 13.6% | 15 4.2% | |
| Poorly | 45 28.5% | 5 35.7% | 4 33.3% | 7 53.8% dkl | 0 0.0% ci | 0 0.0% | 1 50.0% | 3 23.1% | 9 37.5% | 2 100.0% ijklm | 7 25.9% i | 2 14.3% ci | 4 19.0% ci | 1 12.5% i | |
| | 32 20.3% | 2 14.3% | 2 16.7% | 2 15.4% | 3 50.0% h | 1 50.0% | 0 0.0% | 4 30.8% | 2 8.3% d | 0 0.0% | 7 25.9% | 2 14.3% | 4 19.0% | 3 37.5% | |
| | 27 17.1% | 2 14.3% | 4 33.3% | 1 7.7% | 2 33.3% | 0 0.0% | 0 0.0% | 2 15.4% | 5 20.8% | 0 0.0% | 4 14.8% | 1 7.1% | 4 19.0% | 2 25.0% | |
| | 31 19.6% | 2 14.3% | 0 0.0% fkl | 1 7.7% | 0 0.0% | 0 0.0% | 1 50.0% b | 3 23.1% | 6 25.0% | 0 0.0% | 5 18.5% | 5 35.7% b | 8 38.1% b | 0 0.0% | |
| | 11 7.0% | 0 0.0% | 1 8.3% | 0 0.0% | 1 16.7% | 0 0.0% | 0 0.0% | 1 7.7% | 2 8.3% | 0 0.0% | 1 3.7% | 3 21.4% | 1 4.8% | 1 12.5% | |
| | 9 5.7% | 2 14.3% | 1 8.3% | 2 15.4% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 3 11.1% | 0 0.0% | 0 0.0% | 1 12.5% |
| | 3 1.9% | 1 7.1% | 0 0.0% e | 0 0.0% e | 0 0.0% | 1 50.0% bcgHJL | 0 0.0% | 0 0.0% | 0 0.0% e | 0 0.0% E | 0 0.0% E | 0 0.0% E | 1 7.1% E | 0 0.0% E | 0 0.0% |
| Mean | 2.81 | 3.00 | 2.58 | 2.31 | 2.83 | 4.50 | 2.50 | 2.62 | 2.58 k | 1.00 | 2.81 | 3.64 h | 2.90 | 3.00 | |

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

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in the following areas: Improving profits

| | 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 | 119 32.9% | 119 32.9% | 69 19.1% | 55 15.2% | 97 27.2% | 58 16.3% | 48 13.5% | 24 6.7% | 85 23.9% | 44 12.4% | 149 43.4% | 103 30.0% | 91 26.5% |
| Poorly | 15 31.3% d | 19 35.2% D | 10 30.3% d | 1 4.3% aBc | 9 23.7% | 9 29.0% | 7 30.4% | 1 14.3% | 15 38.5% | 3 17.6% | 23 35.9% c | 15 28.8% | 6 15.0% a |
| | 7 14.6% d | 11 20.4% | 5 15.2% d | 9 39.1% ac | 10 26.3% | 7 22.6% | 3 13.0% | 3 42.9% | 7 17.9% | 2 11.8% | 16 25.0% | 6 11.5% | 9 22.5% |
| | 11 22.9% c | 9 16.7% | 1 3.0% ad | 6 26.1% c | 7 18.4% | 5 16.1% | 3 13.0% | 2 28.6% | 6 15.4% | 4 23.5% | 10 15.6% | 9 17.3% | 8 20.0% |
| | 10 20.8% | 12 22.2% | 7 21.2% | 2 8.7% | 5 13.2% | 6 19.4% | 7 30.4% | 0 0.0% | 8 20.5% | 4 23.5% | 11 17.2% | 14 26.9% | 6 15.0% |
| | 3 6.3% | 2 3.7% c | 6 18.2% bd | 0 0.0% c | 2 5.3% | 3 9.7% | 1 4.3% | 0 0.0% | 1 2.6% f | 3 17.6% e | 3 4.7% | 5 9.6% | 3 7.5% |
| | 1 2.1% d | 1 1.9% d | 3 9.1% | 4 17.4% ab | 3 7.9% | 1 3.2% | 1 4.3% | 1 14.3% | 2 5.1% | 1 5.9% | 1 1.6% c | 3 5.8% | 5 12.5% a |
| Excellent | 1 2.1% | 0 0.0% | 1 3.0% | 1 4.3% | 2 5.3% | 0 0.0% | 1 4.3% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% c | 0 0.0% c | 3 7.5% ab |
| Mean | 2.71 | 2.44 cd | 3.21 b | 3.30 b | 2.95 | 2.68 | 2.96 | 2.71 | 2.46 | 3.29 | 2.34 bC | 2.94 a | 3.45 A |

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

Topic 6: Mobile Marketing

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

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

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

| | | | | | | | | | | | | | | |
|---------------|-------------|-----------------|-----------------|------------|-------------------|---------------------|------------|-----------------|-----------------|---------------------|------------------|-----------------|--------------------|------------------|
| 1=Not At All | 61 35.7% | 5 35.7% | 2 16.7% i | 5 38.5% | 0 0.0% ij | 0 0.0% | 2 66.7% | 5 33.3% | 10 41.7% | 2 100.0% bdkm | 15 46.9% d | 3 21.4% i | 10 40.0% | 1 12.5% i |
| 2= | 30 17.5% | 4 28.6% l | 4 33.3% l | 1 7.7% | 3 50.0% hjL | 1 50.0% l | 0 0.0% | 4 26.7% l | 3 12.5% d | 0 0.0% | 4 12.5% d | 3 21.4% | 1 4.0% abDeg | 2 25.0% |
| 3= | 24 14.0% | 0 0.0% m | 0 0.0% m | 2 15.4% | 1 16.7% | 0 0.0% | 0 0.0% | 3 20.0% | 2 8.3% | 0 0.0% | 6 18.8% | 3 21.4% | 4 16.0% | 3 37.5% ab |
| 4= | 28 16.4% | 3 21.4% | 3 25.0% | 2 15.4% | 0 0.0% | 0 0.0% | 1 33.3% | 3 20.0% | 4 16.7% | 0 0.0% | 3 9.4% | 2 14.3% | 7 28.0% | 0 0.0% |
| 5= | 14 8.2% | 1 7.1% | 1 8.3% | 1 7.7% | 1 16.7% | 0 0.0% | 0 0.0% | 0 0.0% | 4 16.7% | 0 0.0% | 1 3.1% | 1 7.1% | 3 12.0% | 1 12.5% |
| 6= | 10 5.8% | 1 7.1% | 1 8.3% | 1 7.7% | 1 16.7% l | 0 0.0% | 0 0.0% | 0 0.0% | 1 4.2% | 0 0.0% | 3 9.4% | 1 7.1% | 0 0.0% d | 1 12.5% |
| 7=Very Highly | 4 2.3% | 0 0.0% e | 1 8.3% | 1 7.7% | 0 0.0% | 1 50.0% agHJL | 0 0.0% | 0 0.0% e | 0 0.0% E | 0 0.0% | 0 0.0% E | 1 7.1% | 0 0.0% E | 0 0.0% |
| Mean | 2.71 | 2.57 | 3.33 | 3.00 | 3.33 | 4.50 | 2.00 | 2.27 | 2.67 | 1.00 | 2.38 | 3.14 | 2.68 | 3.13 |

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

Topic 6: Mobile Marketing

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

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

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

| | | | | | | | | | | | | | |
|---------------|------------------|------------------|-------------|------------------|-------------|-------------|----------------|------------|-------------|-----------------|------------------|-------------|-----------------|
| 1=Not At All | 23 43.4% d | 24 40.0% d | 10 29.4% | 4 16.7% ab | 19 42.2% | 12 36.4% | 7 29.2% | 1 14.3% | 16 39.0% | 4 23.5% | 33 45.8% C | 19 33.9% | 8 19.5% A |
| 2= | 6 11.3% | 13 21.7% | 4 11.8% | 7 29.2% | 11 24.4% | 4 12.1% | 6 25.0% | 2 28.6% | 4 9.8% | 3 17.6% | 12 16.7% | 7 12.5% | 11 26.8% |
| 3= | 8 15.1% | 10 16.7% | 4 11.8% | 2 8.3% | 3 6.7% | 6 18.2% | 4 16.7% | 1 14.3% | 8 19.5% | 2 11.8% | 10 13.9% | 7 12.5% | 7 17.1% |
| 4= | 8 15.1% | 9 15.0% | 6 17.6% | 5 20.8% | 4 8.9% | 5 15.2% | 5 20.8% | 2 28.6% | 9 22.0% | 3 17.6% | 11 15.3% | 11 19.6% | 5 12.2% |
| 5= | 5 9.4% | 2 3.3% | 4 11.8% | 3 12.5% | 3 6.7% | 4 12.1% | 0 0.0% f | 1 14.3% | 2 4.9% | 3 17.6% c | 5 6.9% | 7 12.5% | 2 4.9% |
| 6= | 2 3.8% | 2 3.3% | 4 11.8% | 2 8.3% | 3 6.7% | 1 3.0% | 1 4.2% | 0 0.0% | 2 4.9% | 2 11.8% | 1 1.4% c | 4 7.1% | 5 12.2% a |
| 7=Very Highly | 1 1.9% | 0 0.0% | 2 5.9% | 1 4.2% | 2 4.4% | 1 3.0% | 1 4.2% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% c | 1 1.8% | 3 7.3% a |
| Mean | 2.55 | 2.30 Cd | 3.29 B | 3.25 b | 2.51 | 2.76 | 2.67 | 3.00 | 2.59 | 3.24 | 2.25 bC | 2.93 a | 3.22 A |

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

Topic 6: Mobile Marketing

In general, do you think that the opportunity to pursue digital marketing opportunities has drawn your company’s attention away from marketing strategy fundamentals?

| | Total | Industry Sector | | | | | | | | | | | | |
|-------|---------------|------------------------------|------------------------------|-------------------------------|----------------------|-------------|-------------|-------------|-------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Total | 360 100.0% | 39 10.8% | 25 6.9% | 28 7.8% | 13 3.6% | 7 1.9% | 9 2.5% | 34 9.4% | 47 13.1% | 3 0.8% | 61 16.9% | 30 8.3% | 49 13.6% | 15 4.2% |
| Yes | 32 18.3% | 2 13.3% | 4 30.8% | 4 30.8% | 1 14.3% | 0 0.0% | 0 0.0% | 3 18.8% | 4 16.0% | 1 50.0% | 3 9.7% | 4 28.6% | 3 12.0% | 3 37.5% |
| No | 143 81.7% | 13 86.7% | 9 69.2% | 9 69.2% | 6 85.7% | 2 100.0% | 3 100.0% | 13 81.3% | 21 84.0% | 1 50.0% | 28 90.3% | 10 71.4% | 22 88.0% | 5 62.5% |

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

Topic 6: Mobile Marketing

In general, do you think that the opportunity to pursue digital marketing opportunities has drawn your company's attention away from marketing strategy fundamentals?

| | 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 | 119 32.9% | 119 32.9% | 69 19.1% | 55 15.2% | 97 27.2% | 58 16.3% | 48 13.5% | 24 6.7% | 85 23.9% | 44 12.4% | 149 43.4% | 103 30.0% | 91 26.5% |
| Yes | 10 17.9% | 8 13.3% | 9 26.5% | 5 20.0% | 8 17.0% | 6 17.1% | 4 16.7% | 0 0.0% | 9 21.4% | 4 25.0% | 13 17.1% | 11 19.3% | 7 17.5% |
| No | 46 82.1% | 52 86.7% | 25 73.5% | 20 80.0% | 39 83.0% | 29 82.9% | 20 83.3% | 7 100.0% | 33 78.6% | 12 75.0% | 63 82.9% | 46 80.7% | 33 82.5% |

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

Topic 7: Marketing Jobs

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

| Number responding Mean SD | Total | Industry Sector | | | | | | | | | | | | |
|---------------------------------|------------------------------|------------------------------|-------------------------------|----------------------|-----------|--------|------------|-----------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|-------|
| | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation | |
| | A | B | C | D | E | F | G | H | I | J | K | L | M | |
| Percent change | 175 | 14 | 14 | 15 | 7 | 2 | 3 | 18 | 25 | 2 | 30 | 12 | 25 | 7 |
| | 7.25 | 3.09 | 8.39 | 9.17 | 6.43 | 5.00 | 19.16 | 10.28 | 6.33 | 0.00 | 9.92 | 3.29 | 5.10 | 7.14 |
| | 14.45 | 14.61 | 13.92 | 14.63 | 7.48 | 0.00 | 25.03 | 16.99 | 16.27 | 0.00 | 15.13 | 16.04 | 11.95 | 10.75 |

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): Data science background

| | Total | Industry Sector | | | | | | | | | | | | |
|--------------------------------|-------------|-----------------------------------|-----------------------------------|------------------------------------|---------------------------|----------------|-------------|-----------------|----------------|----------------------------------|--------------------------|--------------------------|----------------------------------|---------------------|
| | | Banking Finance Insur. A | Communi- cations Media B | Consumer Packaged Goods C | Consumer Services D | Education E | Energy F | Healthcare G | Manufact. H | Mining Construct- ion I | Service Consult. J | Retail Wholesale K | Tech Software Biotech L | Transportation M |
| <u>Data science background</u> | | | | | | | | | | | | | | |
| 1=1 | 23 13.5% | 1 7.7% | 1 7.7% | 1 6.7% | 2 28.6% | 1 50.0% | 0 0.0% | 2 10.5% | 5 20.8% | 0 0.0% | 4 13.8% | 2 14.3% | 2 9.1% | 2 28.6% |
| 2=2 | 25 14.7% | 4 30.8% | 3 23.1% | 1 6.7% | 1 14.3% | 0 0.0% | 0 0.0% | 3 15.8% | 3 12.5% | 0 0.0% | 4 13.8% | 1 7.1% | 3 13.6% | 2 28.6% |
| 3=3 | 19 11.2% | 1 7.7% | 2 15.4% | 2 13.3% | 1 14.3% | 0 0.0% | 0 0.0% | 1 5.3% | 2 8.3% | 2 100.0% | 4 13.8% | 1 7.1% | 2 9.1% | 0 0.0% |
| | | I | i | i | | | | I | I | AbcGHJK | I | I | I | i |
| | | | | | | | | | | Lm | | | | |
| 4=4 | 17 10.0% | 1 7.7% | 4 30.8% | 1 6.7% | 1 14.3% | 0 0.0% | 0 0.0% | 1 5.3% | 4 16.7% | 0 0.0% | 3 10.3% | 0 0.0% | 1 4.5% | 1 14.3% |
| | | | kl | | | | | | | | | b | b | |
| 5=5 | 24 14.1% | 1 7.7% | 1 7.7% | 2 13.3% | 0 0.0% | 0 0.0% | 1 50.0% | 3 15.8% | 3 12.5% | 0 0.0% | 5 17.2% | 2 14.3% | 6 27.3% | 0 0.0% |
| 6=6 | 27 15.9% | 1 7.7% | 1 7.7% | 5 33.3% | 0 0.0% | 0 0.0% | 1 50.0% | 2 10.5% | 4 16.7% | 0 0.0% | 3 10.3% | 6 42.9% | 4 18.2% | 0 0.0% |
| | | k | k | | | | | k | | | k | abgj | | |
| 7=7 | 34 20.0% | 4 30.8% | 1 7.7% | 3 20.0% | 2 28.6% | 1 50.0% | 0 0.0% | 7 36.8% | 3 12.5% | 0 0.0% | 5 17.2% | 2 14.3% | 4 18.2% | 2 28.6% |
| Mean | 4.25 | 4.23 | 3.62 | 4.93 | 3.57 | 4.00 | 5.50 | 4.79 | 3.88 | 3.00 | 4.07 | 4.79 | 4.55 | 3.43 |

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): Data science background

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|------|--------------------------------|----------------------|---------------------|----------------------|-----------------------|-------------------------|---------------------------|---------------------------|-------------------------|-----------------------|------------------|-------------|------------|
| | B2B Product A | B2B Services B | B2C Product C | B2C Services D | <\$25 million A | \$26-99 million B | \$100-499 million C | \$500-999 million D | \$1-9.9 billion E | \$10+ billion F | 0% A | 1-10% B | >10% C |
| | <u>Data science background</u> | | | | | | | | | | | | |
| 1=1 | 11 19.6% c | 5 9.1% | 1 2.9% ad | 6 24.0% c | 5 11.1% | 5 15.6% | 2 8.3% | 0 0.0% | 8 17.8% | 3 20.0% | 6 8.8% | 9 15.8% | 8 19.5% |
| 2=2 | 8 14.3% | 8 14.5% | 5 14.7% | 4 16.0% | 7 15.6% | 3 9.4% | 5 20.8% | 2 40.0% | 5 11.1% | 2 13.3% | 9 13.2% | 8 14.0% | 8 19.5% |
| 3=3 | 6 10.7% | 8 14.5% | 4 11.8% | 1 4.0% | 5 11.1% | 4 12.5% | 2 8.3% | 0 0.0% | 6 13.3% | 1 6.7% | 6 8.8% | 7 12.3% | 6 14.6% |
| 4=4 | 3 5.4% | 9 16.4% | 3 8.8% | 2 8.0% | 5 11.1% | 3 9.4% | 4 16.7% | 0 0.0% | 5 11.1% | 0 0.0% | 6 8.8% | 8 14.0% | 2 4.9% |
| 5=5 | 8 14.3% | 8 14.5% | 6 17.6% | 2 8.0% | 7 15.6% | 5 15.6% | 2 8.3% | 1 20.0% | 7 15.6% | 1 6.7% | 10 14.7% | 4 7.0% | 8 19.5% |
| 6=6 | 9 16.1% | 8 14.5% | 9 26.5% d | 1 4.0% c | 4 8.9% d | 6 18.8% | 4 16.7% | 2 40.0% a | 7 15.6% | 4 26.7% | 13 19.1% | 11 19.3% | 3 7.3% |
| 7=7 | 11 19.6% | 9 16.4% | 6 17.6% | 8 32.0% | 11 24.4% | 6 18.8% | 5 20.8% | 0 0.0% | 7 15.6% | 4 26.7% | 17 25.0% | 10 17.5% | 6 14.6% |
| Mean | 4.07 | 4.22 | 4.74 | 4.04 | 4.32 | 4.31 | 4.29 | 4.20 | 4.04 | 4.47 | 4.67 c | 4.11 | 3.66 a |

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): MarTech platform experience

| | Total | Industry Sector | | | | | | | | | | | | |
|--------------------------------|-------------|-----------------------------------|-----------------------------------|------------------------------------|---------------------------|----------------|-------------|-----------------|----------------|----------------------------------|--------------------------|--------------------------|----------------------------------|---------------------|
| | | Banking Finance Insur. A | Communi- cations Media B | Consumer Packaged Goods C | Consumer Services D | Education E | Energy F | Healthcare G | Manufact. H | Mining Construct- ion I | Service Consult. J | Retail Wholesale K | Tech Software Biotech L | Transportation M |
| <u>Data science background</u> | | | | | | | | | | | | | | |
| 1=1 | 23 13.5% | 1 7.7% | 1 7.7% | 1 6.7% | 2 28.6% | 1 50.0% | 0 0.0% | 2 10.5% | 5 20.8% | 0 0.0% | 4 13.8% | 2 14.3% | 2 9.1% | 2 28.6% |
| 2=2 | 25 14.7% | 4 30.8% | 3 23.1% | 1 6.7% | 1 14.3% | 0 0.0% | 0 0.0% | 3 15.8% | 3 12.5% | 0 0.0% | 4 13.8% | 1 7.1% | 3 13.6% | 2 28.6% |
| 3=3 | 19 11.2% | 1 7.7% | 2 15.4% | 2 13.3% | 1 14.3% | 0 0.0% | 0 0.0% | 1 5.3% | 2 8.3% | 2 100.0% | 4 13.8% | 1 7.1% | 2 9.1% | 0 0.0% |
| | | I | i | i | | | | I | I | AbcGHJK Lm | I | I | I | i |
| 4=4 | 17 10.0% | 1 7.7% | 4 30.8% | 1 6.7% | 1 14.3% | 0 0.0% | 0 0.0% | 1 5.3% | 4 16.7% | 0 0.0% | 3 10.3% | 0 0.0% | 1 4.5% | 1 14.3% |
| | | | kl | | | | | | | | | b | b | |
| 5=5 | 24 14.1% | 1 7.7% | 1 7.7% | 2 13.3% | 0 0.0% | 0 0.0% | 1 50.0% | 3 15.8% | 3 12.5% | 0 0.0% | 5 17.2% | 2 14.3% | 6 27.3% | 0 0.0% |
| 6=6 | 27 15.9% | 1 7.7% | 1 7.7% | 5 33.3% | 0 0.0% | 0 0.0% | 1 50.0% | 2 10.5% | 4 16.7% | 0 0.0% | 3 10.3% | 6 42.9% | 4 18.2% | 0 0.0% |
| | | k | k | | | | | k | | | k | abgj | | |
| 7=7 | 34 20.0% | 4 30.8% | 1 7.7% | 3 20.0% | 2 28.6% | 1 50.0% | 0 0.0% | 7 36.8% | 3 12.5% | 0 0.0% | 5 17.2% | 2 14.3% | 4 18.2% | 2 28.6% |
| Mean | 4.25 | 4.23 | 3.62 | 4.93 | 3.57 | 4.00 | 5.50 | 4.79 | 3.88 | 3.00 | 4.07 | 4.79 | 4.55 | 3.43 |

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): MarTech platform experience

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|------|------------------------------------|----------------------|---------------------|----------------------|-----------------------|-------------------------|---------------------------|---------------------------|-------------------------|-----------------------|------------------|-------------|-------------|
| | B2B Product A | B2B Services B | B2C Product C | B2C Services D | <\$25 million A | \$26-99 million B | \$100-499 million C | \$500-999 million D | \$1-9.9 billion E | \$10+ billion F | 0% A | 1-10% B | >10% C |
| | <u>MarTech platform experience</u> | | | | | | | | | | | | |
| 1=1 | 12 21.4% | 17 30.9% | 6 17.6% | 2 8.0% | 9 20.0% | 8 25.0% | 5 20.8% | 1 20.0% | 9 20.0% | 2 13.3% | 17 25.0% | 11 19.3% | 9 22.0% |
| | | d | | b | | | | | | | | | |
| 2=2 | 4 7.1% | 8 14.5% | 2 5.9% | 6 24.0% | 6 13.3% | 2 6.3% | 5 20.8% | 1 20.0% | 4 8.9% | 2 13.3% | 5 7.4% | 11 19.3% | 4 9.8% |
| | d | | d | ac | | | | | | | b | a | |
| 3=3 | 9 16.1% | 8 14.5% | 2 5.9% | 5 20.0% | 4 8.9% | 7 21.9% | 5 20.8% | 0 0.0% | 7 15.6% | 1 6.7% | 8 11.8% | 7 12.3% | 9 22.0% |
| 4=4 | 5 8.9% | 2 3.6% | 2 5.9% | 3 12.0% | 1 2.2% | 4 12.5% | 1 4.2% | 0 0.0% | 4 8.9% | 2 13.3% | 6 8.8% | 6 10.5% | 0 0.0% |
| | | | | | | | | | | | | c | b |
| 5=5 | 5 8.9% | 4 7.3% | 1 2.9% | 2 8.0% | 2 4.4% | 3 9.4% | 0 0.0% | 0 0.0% | 4 8.9% | 3 20.0% | 7 10.3% | 1 1.8% | 3 7.3% |
| | | | | | | | f | | | c | | | |
| 6=6 | 5 8.9% | 10 18.2% | 8 23.5% | 3 12.0% | 8 17.8% | 3 9.4% | 3 12.5% | 0 0.0% | 8 17.8% | 3 20.0% | 9 13.2% | 11 19.3% | 4 9.8% |
| 7=7 | 16 28.6% | 6 10.9% | 13 38.2% | 3 12.0% | 14 31.1% | 5 15.6% | 5 20.8% | 3 60.0% | 9 20.0% | 2 13.3% | 15 22.1% | 10 17.5% | 12 29.3% |
| | b | aC | Bd | c | | d | | b | | | | | |
| Mean | 4.18 | 3.40 C | 4.94 Bd | 3.75 c | 4.39 | 3.66 | 3.63 | 4.80 | 4.11 | 4.27 | 4.01 | 3.84 | 4.07 |

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): Financial acumen

| | Total | Industry Sector | | | | | | | | | | | | |
|-------------------------|-------------|-----------------------------------|-----------------------------------|------------------------------------|---------------------------|-----------------|---------------------|------------------|-----------------|----------------------------------|--------------------------|--------------------------|----------------------------------|---------------------|
| | | Banking Finance Insur. A | Communi- cations Media B | Consumer Packaged Goods C | Consumer Services D | Education E | Energy F | Healthcare G | Manufact. H | Mining Construct- ion I | Service Consult. J | Retail Wholesale K | Tech Software Biotech L | Transportation M |
| <u>Financial acumen</u> | | | | | | | | | | | | | | |
| 1=1 | 9 5.3% | 1 7.7% | 0 0.0% i | 0 0.0% i | 1 14.3% | 0 0.0% | 0 0.0% | 1 5.3% | 1 4.2% i | 1 50.0% bchl | 2 6.9% | 1 7.1% | 1 4.5% i | 0 0.0% |
| 2=2 | 11 6.5% | 0 0.0% | 1 7.7% | 1 6.7% | 0 0.0% | 0 0.0% | 0 0.0% | 1 5.3% | 3 12.5% | 0 0.0% | 1 3.4% | 2 14.3% | 2 9.1% | 0 0.0% |
| 3=3 | 18 10.6% | 2 15.4% | 1 7.7% | 2 13.3% | 0 0.0% | 1 50.0% j | 0 0.0% | 1 5.3% m | 4 16.7% | 0 0.0% | 1 3.4% eM | 1 7.1% | 2 9.1% m | 3 42.9% gJl |
| 4=4 | 24 14.1% | 4 30.8% h | 1 7.7% | 2 13.3% | 1 14.3% | 0 0.0% | 0 0.0% | 4 21.1% | 1 4.2% a | 0 0.0% | 3 10.3% | 3 21.4% | 3 13.6% | 2 28.6% |
| 5=5 | 26 15.3% | 2 15.4% | 2 15.4% | 3 20.0% | 1 14.3% | 0 0.0% | 0 0.0% | 5 26.3% | 2 8.3% | 1 50.0% l | 6 20.7% | 3 21.4% | 1 4.5% i | 0 0.0% |
| 6=6 | 35 20.6% | 3 23.1% | 3 23.1% | 3 20.0% | 1 14.3% | 1 50.0% | 0 0.0% | 4 21.1% | 8 33.3% | 0 0.0% | 6 20.7% | 2 14.3% | 3 13.6% | 0 0.0% |
| 7=7 | 46 27.1% | 1 7.7% Fl | 5 38.5% | 4 26.7% | 3 42.9% | 0 0.0% | 2 100.0% Aghk | 3 15.8% fl | 5 20.8% f | 0 0.0% | 9 31.0% | 2 14.3% f | 10 45.5% ag | 2 28.6% |
| Mean | 4.99 | 4.46 | 5.54 | 5.13 | 5.29 | 4.50 | 7.00 | 4.84 | 4.83 | 3.00 | 5.29 | 4.36 | 5.27 | 4.43 |

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): Financial acumen

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|------|-------------------------|--------------|-------------|--------------|-------------------|-----------------|-------------------|-------------------|-----------------|---------------|------------------|-------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| 1=1 | 3 5.4% | 3 5.5% | 1 2.9% | 2 8.0% | 1 2.2% | 2 6.3% | 2 8.3% | 0 0.0% | 2 4.4% | 1 6.7% | 6 8.8% | 1 1.8% | 1 2.4% |
| 2=2 | 6 10.7% | 2 3.6% | 3 8.8% | 0 0.0% | 0 0.0% Be | 5 15.6% A | 2 8.3% | 0 0.0% | 4 8.9% a | 0 0.0% | 3 4.4% | 6 10.5% | 2 4.9% |
| 3=3 | 5 8.9% | 6 10.9% | 5 14.7% | 2 8.0% | 5 11.1% | 2 6.3% | 3 12.5% | 0 0.0% | 7 15.6% | 1 6.7% | 10 14.7% | 3 5.3% | 4 9.8% |
| 4=4 | 6 10.7% | 9 16.4% | 6 17.6% | 3 12.0% | 7 15.6% | 2 6.3% | 5 20.8% | 1 20.0% | 6 13.3% | 3 20.0% | 8 11.8% | 9 15.8% | 7 17.1% |
| 5=5 | 8 14.3% | 7 12.7% | 6 17.6% | 5 20.0% | 13 28.9% bE | 3 9.4% a | 4 16.7% | 0 0.0% | 3 6.7% A | 2 13.3% | 10 14.7% | 7 12.3% | 9 22.0% |
| 6=6 | 14 25.0% | 11 20.0% | 6 17.6% | 4 16.0% | 8 17.8% | 7 21.9% | 5 20.8% | 2 40.0% | 8 17.8% | 3 20.0% | 14 20.6% | 10 17.5% | 10 24.4% |
| 7=7 | 14 25.0% | 17 30.9% | 7 20.6% | 8 32.0% | 10 22.2% | 11 34.4% | 3 12.5% | 2 40.0% | 15 33.3% | 5 33.3% | 16 23.5% | 21 36.8% | 8 19.5% |
| Mean | 4.93 | 5.11 | 4.74 | 5.21 | 5.16 | 5.00 | 4.42 | 6.00 | 4.96 | 5.27 | 4.78 | 5.26 | 5.02 |

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): Creativity

| | Total | Industry Sector | | | | | | | | | | | | |
|-------------------|-------------|-----------------------------------|-----------------------------------|------------------------------------|---------------------------|------------------|------------------|-----------------|--------------------|----------------------------------|--------------------------|--------------------------|----------------------------------|---------------------|
| | | Banking Finance Insur. A | Communi- cations Media B | Consumer Packaged Goods C | Consumer Services D | Education E | Energy F | Healthcare G | Manufact. H | Mining Construct- ion I | Service Consult. J | Retail Wholesale K | Tech Software Biotech L | Transportation M |
| <u>Creativity</u> | | | | | | | | | | | | | | |
| 1=1 | 33 19.4% | 4 30.8% k | 2 15.4% | 4 26.7% k | 2 28.6% k | 0 0.0% | 0 0.0% | 6 31.6% k | 3 12.5% | 1 50.0% k | 6 20.7% | 0 0.0% acdgm | 2 9.1% | 2 28.6% k |
| 2=2 | 40 23.5% | 1 7.7% h | 4 30.8% | 3 20.0% | 0 0.0% h | 0 0.0% | 1 50.0% | 2 10.5% h | 11 45.8% adg | 0 0.0% | 7 24.1% | 4 28.6% | 5 22.7% | 2 28.6% |
| 3=3 | 38 22.4% | 4 30.8% | 4 30.8% | 4 26.7% | 4 57.1% hm | 0 0.0% | 0 0.0% | 4 21.1% | 4 16.7% d | 0 0.0% | 6 20.7% | 2 14.3% | 6 27.3% | 0 0.0% d |
| 4=4 | 24 14.1% | 3 23.1% h | 2 15.4% | 1 6.7% k | 0 0.0% | 1 50.0% H | 0 0.0% | 4 21.1% h | 0 0.0% aEgIK | 1 50.0% H | 4 13.8% k | 6 42.9% cHjl | 2 9.1% k | 0 0.0% |
| 5=5 | 19 11.2% | 1 7.7% | 0 0.0% | 1 6.7% | 0 0.0% | 0 0.0% | 0 0.0% | 2 10.5% | 4 16.7% | 0 0.0% | 4 13.8% | 1 7.1% | 4 18.2% | 2 28.6% |
| 6=6 | 13 7.6% | 0 0.0% ef | 1 7.7% | 1 6.7% | 1 14.3% | 1 50.0% aj | 1 50.0% aj | 1 5.3% | 2 8.3% | 0 0.0% | 1 3.4% ef | 1 7.1% | 3 13.6% | 0 0.0% |
| 7=7 | 3 1.8% | 0 0.0% | 0 0.0% | 1 6.7% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 3.4% | 0 0.0% | 0 0.0% | 1 14.3% |
| Mean | 3.04 | 2.69 e | 2.77 | 2.93 | 2.86 | 5.00 a | 4.00 | 2.84 | 2.88 | 2.50 | 3.00 | 3.50 | 3.45 | 3.29 |

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): Creativity

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|-------------------|-------------------------|--------------|-------------|--------------|---------------|-----------------|-------------------|-------------------|-----------------|---------------|------------------|-------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| <u>Creativity</u> | | | | | | | | | | | | | |
| 1=1 | 11 19.6% | 13 23.6% | 3 8.8% | 6 24.0% | 16 35.6% | 2 6.3% | 5 20.8% | 1 20.0% | 7 15.6% | 2 13.3% | 10 14.7% | 13 22.8% | 8 19.5% |
| | | | | | Be | A | | | a | | | | |
| 2=2 | 17 30.4% | 13 23.6% | 6 17.6% | 4 16.0% | 10 22.2% | 10 31.3% | 4 16.7% | 2 40.0% | 12 26.7% | 2 13.3% | 16 23.5% | 11 19.3% | 13 31.7% |
| 3=3 | 6 10.7% | 13 23.6% | 10 29.4% | 9 36.0% | 7 15.6% | 9 28.1% | 7 29.2% | 1 20.0% | 8 17.8% | 4 26.7% | 16 23.5% | 14 24.6% | 8 19.5% |
| | cD | | a | A | | | | | | | | | |
| 4=4 | 7 12.5% | 7 12.7% | 8 23.5% | 2 8.0% | 4 8.9% | 5 15.6% | 2 8.3% | 0 0.0% | 9 20.0% | 3 20.0% | 10 14.7% | 6 10.5% | 6 14.6% |
| 5=5 | 9 16.1% | 6 10.9% | 4 11.8% | 0 0.0% | 3 6.7% | 3 9.4% | 4 16.7% | 1 20.0% | 5 11.1% | 2 13.3% | 9 13.2% | 9 15.8% | 1 2.4% |
| | d | | | a | | | | | | | | c | b |
| 6=6 | 5 8.9% | 2 3.6% | 2 5.9% | 4 16.0% | 4 8.9% | 2 6.3% | 2 8.3% | 0 0.0% | 3 6.7% | 2 13.3% | 6 8.8% | 3 5.3% | 4 9.8% |
| 7=7 | 1 1.8% | 1 1.8% | 1 2.9% | 0 0.0% | 1 2.2% | 1 3.1% | 0 0.0% | 0 0.0% | 1 2.2% | 0 0.0% | 1 1.5% | 1 1.8% | 1 2.4% |
| Mean | 3.09 | 2.82 | 3.41 | 2.92 | 2.64 | 3.22 | 3.08 | 2.60 | 3.13 | 3.47 | 3.21 | 3.00 | 2.88 |

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): Emotional intelligence

| | Total | Industry Sector | | | | | | | | | | | | |
|-------------------------------|-------------|-----------------------------------|-----------------------------------|------------------------------------|---------------------------|----------------|-------------|-----------------|----------------|----------------------------------|--------------------------|--------------------------|----------------------------------|---------------------|
| | | Banking Finance Insur. A | Communi- cations Media B | Consumer Packaged Goods C | Consumer Services D | Education E | Energy F | Healthcare G | Manufact. H | Mining Construct- ion I | Service Consult. J | Retail Wholesale K | Tech Software Biotech L | Transportation M |
| <u>Emotional intelligence</u> | | | | | | | | | | | | | | |
| 1=1 | 17 10.0% | 0 0.0% | 3 23.1% | 2 13.3% | 1 14.3% | 0 0.0% | 0 0.0% | 1 5.3% | 3 12.5% | 0 0.0% | 4 13.8% | 2 14.3% | 1 4.5% | 0 0.0% |
| 2=2 | 24 14.1% | 3 23.1% | 0 0.0% | 3 20.0% | 1 14.3% | 0 0.0% | 1 50.0% | 4 21.1% | 0 0.0% | 1 50.0% | 5 17.2% | 2 14.3% | 3 13.6% | 0 0.0% |
| 3=3 | 26 15.3% | 2 15.4% | 1 7.7% | 2 13.3% | 0 0.0% | 0 0.0% | 1 50.0% | 1 5.3% | 4 16.7% | 0 0.0% | 6 20.7% | 4 28.6% | 3 13.6% | 2 28.6% |
| 4=4 | 33 19.4% | 1 7.7% | 3 23.1% | 3 20.0% | 1 14.3% | 1 50.0% | 0 0.0% | 6 31.6% | 4 16.7% | 0 0.0% | 4 13.8% | 0 0.0% | 7 31.8% | 3 42.9% |
| 5=5 | 31 18.2% | 2 15.4% | 3 23.1% | 3 20.0% | 1 14.3% | 1 50.0% | 0 0.0% | 2 10.5% | 7 29.2% | 1 50.0% | 4 13.8% | 2 14.3% | 4 18.2% | 1 14.3% |
| 6=6 | 23 13.5% | 3 23.1% | 2 15.4% | 1 6.7% | 1 14.3% | 0 0.0% | 0 0.0% | 3 15.8% | 3 12.5% | 0 0.0% | 4 13.8% | 2 14.3% | 3 13.6% | 1 14.3% |
| 7=7 | 16 9.4% | 2 15.4% | 1 7.7% | 1 6.7% | 2 28.6% | 0 0.0% | 0 0.0% | 2 10.5% | 3 12.5% | 0 0.0% | 2 6.9% | 2 14.3% | 1 4.5% | 0 0.0% |
| Mean | 4.00 | 4.46 | 4.00 | 3.60 | 4.57 | 4.50 | 2.50 | 4.11 | 4.38 | 3.50 | 3.66 | 3.86 | 4.05 | 4.14 |

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): Emotional intelligence

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|------|-------------------------------|----------------------|---------------------|----------------------|-----------------------|-------------------------|---------------------------|---------------------------|-------------------------|-----------------------|------------------|-------------|------------|
| | B2B Product A | B2B Services B | B2C Product C | B2C Services D | <\$25 million A | \$26-99 million B | \$100-499 million C | \$500-999 million D | \$1-9.9 billion E | \$10+ billion F | 0% A | 1-10% B | >10% C |
| | <u>Emotional intelligence</u> | | | | | | | | | | | | |
| 1=1 | 5 8.9% | 5 9.1% | 5 14.7% | 2 8.0% | 4 8.9% | 5 15.6% | 2 8.3% | 0 0.0% | 5 11.1% | 1 6.7% | 7 10.3% | 7 12.3% | 3 7.3% |
| 2=2 | 6 10.7% | 5 9.1% | 8 23.5% | 5 20.0% | 8 17.8% | 6 18.8% | 3 12.5% | 0 0.0% | 4 8.9% | 2 13.3% | 15 22.1% | 5 8.8% | 4 9.8% |
| | | | | | | | | | | | b | a | |
| 3=3 | 7 12.5% | 10 18.2% | 5 14.7% | 4 16.0% | 5 11.1% | 1 3.1% | 5 20.8% | 2 40.0% | 7 15.6% | 5 33.3% | 8 11.8% | 11 19.3% | 5 12.2% |
| | | | | | | cDF | b | B | | B | | | |
| 4=4 | 9 16.1% | 12 21.8% | 6 17.6% | 6 24.0% | 11 24.4% | 7 21.9% | 4 16.7% | 3 60.0% | 5 11.1% | 3 20.0% | 16 23.5% | 7 12.3% | 9 22.0% |
| | | | | | | | d | cE | D | | | | |
| 5=5 | 14 25.0% | 9 16.4% | 5 14.7% | 3 12.0% | 6 13.3% | 9 28.1% | 4 16.7% | 0 0.0% | 10 22.2% | 2 13.3% | 12 17.6% | 10 17.5% | 9 22.0% |
| 6=6 | 9 16.1% | 6 10.9% | 4 11.8% | 4 16.0% | 7 15.6% | 2 6.3% | 4 16.7% | 0 0.0% | 9 20.0% | 1 6.7% | 5 7.4% | 11 19.3% | 6 14.6% |
| | | | | | | | | | | | b | a | |
| 7=7 | 6 10.7% | 8 14.5% | 1 2.9% | 1 4.0% | 4 8.9% | 2 6.3% | 2 8.3% | 0 0.0% | 5 11.1% | 1 6.7% | 5 7.4% | 6 10.5% | 5 12.2% |
| Mean | 4.29 c | 4.18 | 3.41 a | 3.76 | 3.98 | 3.72 | 4.04 | 3.60 | 4.29 | 3.67 | 3.68 | 4.14 | 4.34 |

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): Curiosity

| Curiosity | Total | Industry Sector | | | | | | | | | | | | | |
|-----------|-------------|------------------------------|------------------------------|-------------------------------|----------------------|------------------|-------------------------------|-----------------|-----------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|--|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation | |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M | |
| 1=1 | 22 12.9% | 1 7.7% F | 2 15.4% f | 3 20.0% f | 0 0.0% f | 0 0.0% | 2 100.0% AbcdGHJK lm | 1 5.3% | 3 12.5% F | 0 0.0% | 2 6.9% F | 2 14.3% f | 6 27.3% f | 0 0.0% f | |
| 2=2 | 33 19.4% | 2 15.4% | 2 15.4% | 4 26.7% | 2 28.6% | 1 50.0% | 0 0.0% | 6 31.6% | 2 8.3% | 0 0.0% | 8 27.6% | 1 7.1% | 3 13.6% | 2 28.6% | |
| 3=3 | 19 11.2% | 0 0.0% k | 1 7.7% | 1 6.7% | 0 0.0% | 0 0.0% | 0 0.0% | 4 21.1% | 1 4.2% k | 0 0.0% | 3 10.3% | 4 28.6% ah | 4 18.2% | 1 14.3% | |
| 4=4 | 34 20.0% | 2 15.4% | 3 23.1% | 4 26.7% | 2 28.6% | 0 0.0% | 0 0.0% | 2 10.5% | 7 29.2% | 0 0.0% | 5 17.2% | 4 28.6% | 3 13.6% | 1 14.3% | |
| 5=5 | 19 11.2% | 2 15.4% | 1 7.7% | 2 13.3% | 1 14.3% | 1 50.0% GI | 0 0.0% | 0 0.0% | 3 12.5% | 0 0.0% | 5 17.2% | 2 14.3% | 1 4.5% e | 1 14.3% | |
| 6=6 | 25 14.7% | 2 15.4% | 3 23.1% | 1 6.7% | 2 28.6% k | 0 0.0% | 0 0.0% | 5 26.3% k | 4 16.7% | 1 50.0% k | 3 10.3% | 0 0.0% dgi | 3 13.6% | 1 14.3% | |
| 7=7 | 18 10.6% | 4 30.8% c | 1 7.7% | 0 0.0% ai | 0 0.0% | 0 0.0% | 0 0.0% | 1 5.3% | 4 16.7% | 1 50.0% c | 3 10.3% | 1 7.1% | 2 9.1% | 1 14.3% | |
| Mean | 3.84 | 4.85 cl | 3.92 | 3.07 ahi | 4.14 | 3.50 | 1.00 | 3.68 | 4.38 c | 6.50 ckl | 3.83 | 3.50 i | 3.32 ai | 4.14 | |

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): Curiosity

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|------------------|-------------------------|--------------|-------------|--------------|---------------|-----------------|-------------------|-------------------|-----------------|---------------|------------------|-------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| <u>Curiosity</u> | | | | | | | | | | | | | |
| 1=1 | 6 10.7% | 3 5.5% | 9 26.5% | 4 16.0% | 6 13.3% | 3 9.4% | 4 16.7% | 3 60.0% | 4 8.9% | 2 13.3% | 7 10.3% | 7 12.3% | 8 19.5% |
| | | C | B | | d | D | d | aBcE | D | | | | |
| 2=2 | 10 17.9% | 13 23.6% | 5 14.7% | 5 20.0% | 11 24.4% | 4 12.5% | 3 12.5% | 0 0.0% | 9 20.0% | 5 33.3% | 12 17.6% | 10 17.5% | 8 19.5% |
| 3=3 | 10 17.9% | 4 7.3% | 4 11.8% | 1 4.0% | 8 17.8% | 2 6.3% | 2 8.3% | 1 20.0% | 5 11.1% | 1 6.7% | 9 13.2% | 8 14.0% | 2 4.9% |
| 4=4 | 14 25.0% | 6 10.9% | 8 23.5% | 6 24.0% | 8 17.8% | 7 21.9% | 6 25.0% | 0 0.0% | 8 17.8% | 4 26.7% | 8 11.8% | 15 26.3% | 11 26.8% |
| | | | | | | | | | | | bc | a | a |
| 5=5 | 2 3.6% | 11 20.0% | 4 11.8% | 2 8.0% | 1 2.2% | 4 12.5% | 4 16.7% | 1 20.0% | 7 15.6% | 2 13.3% | 9 13.2% | 7 12.3% | 3 7.3% |
| | B | A | | | ce | | a | | a | | | | |
| 6=6 | 8 14.3% | 8 14.5% | 2 5.9% | 7 28.0% | 9 20.0% | 7 21.9% | 2 8.3% | 0 0.0% | 6 13.3% | 0 0.0% | 15 22.1% | 4 7.0% | 6 14.6% |
| | | | d | c | | | | | | | b | a | |
| 7=7 | 6 10.7% | 10 18.2% | 2 5.9% | 0 0.0% | 2 4.4% | 5 15.6% | 3 12.5% | 0 0.0% | 6 13.3% | 1 6.7% | 8 11.8% | 6 10.5% | 3 7.3% |
| | | d | | b | | | | | | | | | |
| Mean | 3.79 | 4.33 | 3.21 | 3.72 | 3.49 | 4.44 | 3.88 | 2.20 | 4.04 | 3.20 | 4.13 | 3.72 | 3.56 |
| | | C | B | | b | adf | | be | d | b | | | |

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): Natural leadership abilities

| | Total | Industry Sector | | | | | | | | | | | | |
|-------------------------------------|-------------|-----------------------------------|-----------------------------------|------------------------------------|---------------------------|-----------------|------------------|-----------------|-------------------|----------------------------------|--------------------------|--------------------------|----------------------------------|---------------------|
| | | Banking Finance Insur. A | Communi- cations Media B | Consumer Packaged Goods C | Consumer Services D | Education E | Energy F | Healthcare G | Manufact. H | Mining Construct- ion I | Service Consult. J | Retail Wholesale K | Tech Software Biotech L | Transportation M |
| <u>Natural leadership abilities</u> | | | | | | | | | | | | | | |
| 1=1 | 29 17.1% | 2 15.4% | 2 15.4% | 3 20.0% | 1 14.3% | 1 50.0% | 0 0.0% | 4 21.1% | 4 16.7% | 0 0.0% | 3 10.3% | 5 35.7% | 3 13.6% | 1 14.3% |
| 2=2 | 17 10.0% | 0 0.0% i | 2 15.4% | 2 13.3% | 1 14.3% | 0 0.0% | 0 0.0% | 2 10.5% | 2 8.3% | 1 50.0% aj | 1 3.4% i | 2 14.3% | 3 13.6% | 1 14.3% |
| 3=3 | 26 15.3% | 1 7.7% | 2 15.4% | 4 26.7% k | 0 0.0% | 0 0.0% | 1 50.0% k | 6 31.6% k | 5 20.8% | 0 0.0% | 5 17.2% | 0 0.0% cfg | 2 9.1% | 0 0.0% |
| 4=4 | 25 14.7% | 2 15.4% | 0 0.0% fij | 2 13.3% | 1 14.3% | 0 0.0% | 1 50.0% bk | 1 5.3% | 6 25.0% k | 1 50.0% bk | 8 27.6% bk | 0 0.0% fhij | 3 13.6% | 0 0.0% |
| 5=5 | 38 22.4% | 4 30.8% | 4 30.8% | 3 20.0% | 3 42.9% j | 0 0.0% | 0 0.0% | 4 21.1% | 5 20.8% | 0 0.0% | 3 10.3% d | 3 21.4% | 6 27.3% | 2 28.6% |
| 6=6 | 20 11.8% | 3 23.1% h | 2 15.4% | 0 0.0% m | 1 14.3% | 0 0.0% | 0 0.0% | 1 5.3% m | 0 0.0% ajlM | 0 0.0% | 5 17.2% h | 1 7.1% | 4 18.2% h | 3 42.9% cgH |
| 7=7 | 14 8.2% | 1 7.7% | 1 7.7% | 1 6.7% | 0 0.0% | 1 50.0% l | 0 0.0% | 1 5.3% | 2 8.3% | 0 0.0% | 3 10.3% | 3 21.4% | 1 4.5% e | 0 0.0% |
| Mean | 3.84 | 4.46 | 3.92 | 3.27 | 4.00 | 4.00 | 3.50 | 3.32 | 3.58 | 3.00 | 4.21 | 3.64 | 4.00 | 4.43 |

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): Natural leadership abilities

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|-------------------------------------|-------------------------|--------------|-------------|--------------|---------------|-----------------|-------------------|-------------------|-----------------|---------------|------------------|-------------|------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| <u>Natural leadership abilities</u> | | | | | | | | | | | | | |
| 1=1 | 8 14.3% | 9 16.4% | 9 26.5% | 3 12.0% | 4 8.9% | 7 21.9% | 4 16.7% | 0 0.0% | 10 22.2% | 4 26.7% | 15 22.1% | 9 15.8% | 4 9.8% |
| 2=2 | 5 8.9% | 6 10.9% | 5 14.7% | 1 4.0% | 3 6.7% | 2 6.3% | 2 8.3% | 0 0.0% | 7 15.6% | 2 13.3% | 8 11.8% | 6 10.5% | 2 4.9% |
| 3=3 | 13 23.2% | 6 10.9% | 4 11.8% | 3 12.0% | 11 24.4% | 7 21.9% | 0 0.0% | 1 20.0% | 5 11.1% | 2 13.3% | 11 16.2% | 7 12.3% | 7 17.1% |
| 4=4 | 12 21.4% | 10 18.2% | 1 2.9% | 2 8.0% | 8 17.8% | 4 12.5% | 2 8.3% | 1 20.0% | 8 17.8% | 0 0.0% | 13 19.1% | 6 10.5% | 6 14.6% |
| 5=5 | 10 17.9% | 10 18.2% | 8 23.5% | 10 40.0% | 12 26.7% | 5 15.6% | 6 25.0% | 2 40.0% | 9 20.0% | 3 20.0% | 10 14.7% | 19 33.3% | 8 19.5% |
| 6=6 | 6 10.7% | 10 18.2% | 3 8.8% | 1 4.0% | 4 8.9% | 5 15.6% | 4 16.7% | 1 20.0% | 4 8.9% | 2 13.3% | 5 7.4% | 7 12.3% | 8 19.5% |
| 7=7 | 2 3.6% | 4 7.3% | 4 11.8% | 4 16.0% | 2 4.4% | 2 6.3% | 6 25.0% | 0 0.0% | 2 4.4% | 2 13.3% | 5 7.4% | 3 5.3% | 6 14.6% |
| Mean | 3.66 | 3.95 | 3.56 | 4.42 | 3.93 | 3.66 | 4.67 | 4.60 | 3.42 | 3.67 | 3.45 | 3.93 | 4.46 |
| | | | | | | | e | | c | | C | | A |

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

Topic 7: Marketing Jobs

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

| Number responding Mean SD | Total | Industry Sector | | | | | | | | | | | | |
|---------------------------------|------------------------------|------------------------------|-------------------------------|----------------------|-----------|--------|------------|-----------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|------|
| | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation | |
| | A | B | C | D | E | F | G | H | I | J | K | L | M | |
| Percent change | 176 | 14 | 14 | 15 | 7 | 2 | 3 | 18 | 25 | 2 | 30 | 13 | 25 | 7 |
| | 4.96 | 9.17 | 0.36 | 3.67 | 6.43 | 5.00 | 10.00 | 4.96 | 5.52 | 5.00 | 4.97 | 1.86 | 5.74 | 6.43 |
| | 9.11 | 11.64 | 5.71 | 6.67 | 8.02 | 7.07 | 17.32 | 11.12 | 6.53 | 7.07 | 8.51 | 10.31 | 11.07 | 7.48 |
| | | b | ah | | | | | | b | | | | | |

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

Topic 7: Marketing Jobs

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

| Number responding Mean SD | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---------------------------------|-------------------------|----------------------|---------------------|----------------------|-----------------------|-------------------------|---------------------------|---------------------------|-------------------------|-----------------------|--------------------|--------------------|--------------------|
| | B2B Product A | B2B Services B | B2C Product C | B2C Services D | <\$25 million A | \$26-99 million B | \$100-499 million C | \$500-999 million D | \$1-9.9 billion E | \$10+ billion F | 0% A | 1-10% B | >10% C |
| | Percent change | 58 4.36 8.94 | 59 3.73 6.34 | 34 5.48 10.73 | 25 8.54 11.89 | 48 7.29 11.10 | 33 4.35 9.67 | 25 5.97 7.78 | 7 -0.71 5.35 | 45 4.11 7.56 | 14 1.07 5.25 | 75 5.56 9.45 | 58 4.35 8.01 |

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

Topic 7: Marketing Jobs

How many employees/marketing employees are in your company?

| Number responding Mean SD | Total | Industry Sector | | | | | | | | | | | | |
|---------------------------------|------------------------------|------------------------------|-------------------------------|------------------------|-------------------|-----------------|-----------------------|---------------------|-----------------------------|---------------------|------------------------|-----------------------------|-----------------------|---------------------|
| | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation | |
| | A | B | C | D | E | F | G | H | I | J | K | L | M | |
| Number of employees | 172 9404 31654 | 14 5979 15046 | 12 16622 54363 | 14 6189 10879 | 7 5692 8868 | 2 163 124 | 3 5369 9207 | 18 9482 25966 | 25 4574 6060 | 2 1508 2111 | 30 8050 34406 | 13 15152 52275 | 24 10003 28535 | 7 32060 69986 |
| Number of marketing employees | 172 51 111 | 14 66 85 hj | 12 38 72 | 14 116 170 HJ | 7 24 38 | 2 8 4 | 3 176 296 HJ | 18 55 131 | 25 17 25 aCFI | 2 10 11 | 30 20 55 aCFI | 13 40 83 | 24 79 144 hj | 7 92 188 |

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

Topic 7: Marketing Jobs

How many employees/marketing employees are in your company?

| Number responding Mean SD | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---------------------------------|-------------------------|----------------------|----------------------|---------------------|-------------------------|--------------------------|---------------------------|------------------------|-----------------------------|-------------------------------|--------------------------|---------------------------|---------------------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Number of employees | 56 5598 13622 | 58 12465 42367 | 33 12973 38304 | 25 6120 20234 | 46 39 53 bCDEF | 31 583 1797 aEF | 25 1112 1339 AEF | 7 1914 647 Af | 45 8227 10209 ABCF | 14 84639 77668 ABCdE | 74 2291 4507 Bc | 57 16273 39602 A | 38 13444 44973 a |
| Number of marketing employees | 56 50 121 | 58 35 82 c | 33 92 147 b | 25 37 77 | 46 5 8 CDEF | 31 6 7 cDEF | 25 24 35 AbeF | 7 27 14 ABF | 45 84 125 ABcF | 14 270 189 ABCDE | 74 35 96 | 57 66 116 | 38 57 128 |

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

Topic 8: Marketing Organization

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

| | Total | Industry Sector | | | | | | | | | | | | |
|---------------------------|---------------|------------------------------|------------------------------|-------------------------------|----------------------|-------------|------------|----------------------|------------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Total | 360 100.0% | 39 10.8% | 25 6.9% | 28 7.8% | 13 3.6% | 7 1.9% | 9 2.5% | 34 9.4% | 47 13.1% | 3 0.8% | 61 16.9% | 30 8.3% | 49 13.6% | 15 4.2% |
| Product/service groups | 133 71.9% | 13 81.3% i | 10 71.4% | 9 60.0% g | 5 83.3% | 2 100.0% | 2 66.7% | 19 95.0% chIjl | 17 63.0% g | 0 0.0% aG | 22 66.7% g | 10 71.4% | 17 70.8% g | 6 75.0% |
| Customer groups | 52 28.1% | 3 18.8% i | 4 28.6% | 6 40.0% g | 1 16.7% | 0 0.0% | 1 33.3% | 1 5.0% chIjl | 10 37.0% g | 2 100.0% aG | 11 33.3% g | 4 28.6% | 7 29.2% g | 2 25.0% |

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

Topic 8: Marketing Organization

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

| | 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 | 119 32.9% | 119 32.9% | 69 19.1% | 55 15.2% | 97 27.2% | 58 16.3% | 48 13.5% | 24 6.7% | 85 23.9% | 44 12.4% | 149 43.4% | 103 30.0% | 91 26.5% |
| Product/service groups | 40 63.5% cD | 41 66.1% d | 29 82.9% a | 23 92.0% Ab | 32 66.7% f | 22 62.9% f | 20 76.9% | 4 57.1% f | 34 73.9% | 18 94.7% abd | 54 68.4% | 42 72.4% | 33 76.7% |
| Customer groups | 23 36.5% cD | 21 33.9% d | 6 17.1% a | 2 8.0% Ab | 16 33.3% f | 13 37.1% f | 6 23.1% | 3 42.9% f | 12 26.1% | 1 5.3% abd | 25 31.6% | 16 27.6% | 10 23.3% |

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

Topic 8: Marketing Organization

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

| Number responding Mean SD | Total | Industry Sector | | | | | | | | | | | | |
|--|-----------------------|------------------------------|------------------------------|-------------------------------|----------------------|---------------------|---------------------|----------------------|----------------------|-----------------------------|----------------------|----------------------|-----------------------------|---------------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Number | 220 | 17 | 15 | 19 | 8 | 4 | 3 | 23 | 29 | 2 | 40 | 19 | 31 | 9 |
| Percent | 100.0% | 7.8% | 6.8% | 8.7% | 3.7% | 1.8% | 1.4% | 10.5% | 13.2% | 0.9% | 18.3% | 8.7% | 14.2% | 4.1% |
| We build new marketing capabilities Ourselves by training current or hiring new employees with the skills. | 220 56.20 29.07 | 17 43.53 27.94 | 15 52.67 25.83 | 19 60.00 29.58 | 8 57.88 26.55 | 4 66.50 18.95 | 3 68.33 38.84 | 23 60.00 30.15 | 29 55.00 26.89 | 2 45.00 63.64 | 40 61.08 26.40 | 19 54.89 33.24 | 31 56.13 33.36 | 9 41.11 22.47 |
| | | j | | | | | | | | | am | | | j |
| We partner with other marketing agencies to learn new marketing skills. | 220 14.12 18.45 | 17 23.82 24.59 | 15 14.00 17.75 | 19 15.00 19.00 | 8 16.88 24.78 | 4 5.50 6.66 | 3 13.33 15.28 | 23 13.00 17.31 | 29 16.55 21.68 | 2 0.00 0.00 | 40 8.38 13.09 | 19 13.68 20.54 | 31 14.19 15.39 | 9 21.67 20.31 |
| | | J | | | | | | | | | Am | | | j |
| We partner with other consultancies to learn new marketing skills. | 220 14.03 16.53 | 17 15.88 22.38 | 15 10.67 14.86 | 19 13.16 17.18 | 8 14.38 14.74 | 4 8.00 11.52 | 3 5.00 5.00 | 23 14.26 14.98 | 29 12.76 13.99 | 2 25.00 35.36 | 40 15.95 15.92 | 19 9.95 10.67 | 31 16.94 22.76 | 9 16.11 7.41 |
| | | | | | | | m | | | | | | | f |
| We partner with other companies to learning new marketing skills. | 220 12.17 15.40 | 17 12.94 23.59 | 15 18.67 20.74 | 19 6.58 11.55 | 8 10.63 6.23 | 4 20.00 10.80 | 3 3.33 5.77 | 23 9.91 14.93 | 29 11.03 11.98 | 2 5.00 7.07 | 40 12.27 11.63 | 19 19.37 24.08 | 31 9.84 13.32 | 9 17.22 6.67 |
| | | | c | bekm | | c | M | | | m | | c | | cFi |
| We buy other companies to acquire new marketing skills. | 220 3.45 9.16 | 17 3.82 7.61 | 15 4.00 7.37 | 19 5.00 8.66 | 8 0.25 0.71 | 4 0.00 0.00 | 3 10.00 17.32 | 23 2.83 5.40 | 29 4.66 12.67 | 2 25.00 35.36 | 40 2.33 5.98 | 19 2.11 5.35 | 31 2.90 12.63 | 9 3.89 5.46 |
| | | i | i | i | i | | | I | | abcdGJKl | I | I | | i |

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

Topic 8: Marketing Organization

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

| Number responding 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 | 72 | 78 | 41 | 29 | 61 | 39 | 30 | 10 | 54 | 22 | 93 | 69 | 53 |
| Percent | 32.7% | 35.5% | 18.6% | 13.2% | 28.2% | 18.1% | 13.9% | 4.6% | 25.0% | 10.2% | 43.3% | 32.1% | 24.7% |
| We build new marketing capabilities ourselves by training current or hiring new employees with the skills. | 72 54.28 29.72 | 78 60.81 27.36 | 41 49.63 30.91 | 29 57.90 28.50 | 61 60.31 30.43 | 39 59.74 29.53 | 30 62.50 28.00 | 10 66.00 29.14 | 54 47.43 24.12 | 22 45.91 29.87 | 93 57.94 30.02 | 69 57.48 28.76 | 53 50.94 27.44 |
| | | c | b | | e | e | ef | e | abcd | c | | | |
| We partner with other marketing agencies to learn new marketing skills. | 72 13.82 19.29 | 78 13.17 17.79 | 41 17.44 19.34 | 29 12.72 17.10 | 61 8.79 16.21 | 39 11.15 16.48 | 30 21.83 25.21 | 10 9.00 9.94 | 54 16.76 15.96 | 22 21.36 21.11 | 93 14.48 19.36 | 69 14.67 18.75 | 53 12.92 16.97 |
| | | | | | CEF | cf | Ab | | A | Ab | | | |
| We partner with other consultancies to learn new marketing skills. | 72 15.47 18.37 | 78 12.51 14.47 | 41 13.78 14.91 | 29 14.90 19.38 | 61 14.31 20.13 | 39 16.79 18.23 | 30 6.67 6.99 | 10 9.00 12.87 | 54 16.93 14.66 | 22 13.41 14.26 | 93 14.96 17.13 | 69 10.93 13.43 | 53 16.60 19.03 |
| | | | | | c | C | aBEf | | C | c | | | |
| We partner with other companies to learn new marketing skills. | 72 13.51 17.78 | 78 10.63 12.49 | 41 13.54 18.24 | 29 11.03 11.52 | 61 15.07 21.06 | 39 11.03 14.74 | 30 7.50 7.40 | 10 6.00 6.99 | 54 12.65 12.48 | 22 12.95 12.97 | 93 9.45 13.00 | 69 13.16 16.05 | 53 15.57 17.91 |
| | | | | | | | e | | c | | c | | a |
| We buy other companies to acquire new marketing skills. | 72 2.85 8.99 | 78 2.88 6.67 | 41 5.61 10.20 | 29 3.45 13.08 | 61 1.52 4.69 | 39 1.28 5.09 | 30 1.50 3.51 | 10 10.00 21.60 | 54 6.15 12.56 | 22 6.36 8.62 | 93 3.17 9.75 | 69 3.77 7.23 | 53 3.87 10.73 |
| | | | | | DEF | deF | dF | Abc | Ab | ABC | | | |

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

| | Total | Industry Sector | | | | | | | | | | | | |
|---------------------|--------------|------------------------|------------------------|-------------------------|-------------------|-------------|-------------|-------------|-------------|-----------------------|------------------|------------------|-----------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Brand | 170 91.4% | 12 75.0% | 12 85.7% | 15 100.0% | 7 100.0% | 2 100.0% | 3 100.0% | 19 95.0% | 23 85.2% | 1 50.0% | 31 93.9% | 13 92.9% | 23 95.8% | 8 100.0% |
| Advertising | 152 81.7% | 11 68.8% | 10 71.4% | 13 86.7% | 6 85.7% | 2 100.0% | 2 66.7% | 17 85.0% | 23 85.2% | 1 50.0% | 26 78.8% | 13 92.9% | 19 79.2% | 8 100.0% |
| Digital marketing | 147 79.0% | 11 68.8% | 10 71.4% | 12 80.0% | 6 85.7% | 2 100.0% | 3 100.0% | 16 80.0% | 21 77.8% | 0 0.0% | 25 75.8% | 10 71.4% | 22 91.7% | 8 100.0% |
| Social media | 140 75.3% | 11 68.8% | 11 78.6% | 12 80.0% | 7 100.0% | 2 100.0% | 2 66.7% | 16 80.0% | 21 77.8% | 0 0.0% | 23 69.7% | 8 57.1% | 18 75.0% | 8 100.0% |
| Promotion | 129 69.4% | 11 68.8% | 7 50.0% | 11 73.3% | 7 100.0% | 2 100.0% | 2 66.7% | 17 85.0% | 20 74.1% | 0 0.0% | 19 57.6% | 9 64.3% | 16 66.7% | 7 87.5% |
| Marketing analytics | 126 67.7% | 9 56.3% | 7 50.0% | 9 60.0% | 6 85.7% | 2 100.0% | 3 100.0% | 13 65.0% | 19 70.4% | 1 50.0% | 22 66.7% | 9 64.3% | 20 83.3% | 6 75.0% |
| Positioning | 123 66.1% | 8 50.0% | 8 57.1% | 11 73.3% | 6 85.7% | 2 100.0% | 1 33.3% | 14 70.0% | 18 66.7% | 0 0.0% | 21 63.6% | 7 50.0% | 20 83.3% | 6 75.0% |
| Marketing research | 120 64.5% | 9 56.3% | 6 42.9% | 8 53.3% | 6 85.7% | 2 100.0% | 2 66.7% | 13 65.0% | 21 77.8% | 0 0.0% | 19 57.6% | 10 71.4% | 18 75.0% | 6 75.0% |
| Public relations | 119 64.0% | 10 62.5% | 9 64.3% | 10 66.7% | 6 85.7% | 2 100.0% | 2 66.7% | 11 55.0% | 15 55.6% | 0 0.0% | 20 60.6% | 8 57.1% | 19 79.2% | 6 75.0% |

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

| | Total | Industry Sector | | | | | | | | | | | | |
|----------------------------------|--------------|------------------------------|------------------------------|-------------------------------|----------------------|---------------------|------------------|-----------------|-------------------|-----------------------------|---------------------|----------------------|-----------------------------|-----------------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Lead generation | 114 61.3% | 5 31.3% fJLM | 8 57.1% m | 4 26.7% fhJLM | 5 71.4% | 2 100.0% | 3 100.0% | 11 55.0% | 17 63.0% | 1 50.0% | 24 72.7% AC | 6 42.9% lm | 20 83.3% ACgk | 8 100.0% AbCghk |
| Insight | 107 57.5% | 9 56.3% | 8 57.1% | 11 73.3% | 5 71.4% | 1 50.0% | 1 33.3% | 13 65.0% | 12 44.4% | 1 50.0% | 21 63.6% | 9 64.3% | 10 41.7% | 6 75.0% |
| Competitive intelligence | 102 54.8% | 7 43.8% | 7 50.0% | 9 60.0% | 3 42.9% | 1 50.0% | 0 0.0% ghl | 13 65.0% | 18 66.7% fk | 1 50.0% | 15 45.5% l | 4 28.6% ghLm | 18 75.0% fjK | 6 75.0% k |
| Customer experience | 95 51.1% | 7 43.8% | 6 42.9% | 6 40.0% | 4 57.1% | 1 50.0% | 1 33.3% | 11 55.0% | 14 51.9% | 0 0.0% | 18 54.5% | 8 57.1% | 14 58.3% | 5 62.5% |
| Market entry Strategies | 74 39.8% | 4 25.0% e | 7 50.0% k | 7 46.7% k | 2 28.6% | 2 100.0% aK | 2 66.7% k | 7 35.0% | 13 48.1% k | 0 0.0% | 14 42.4% k | 1 7.1% bcEfhjl | 12 50.0% k | 3 37.5% |
| Customer relationship management | 74 39.8% | 7 43.8% | 8 57.1% l | 4 26.7% m | 4 57.1% | 1 50.0% | 2 66.7% | 7 35.0% | 7 25.9% m | 1 50.0% | 16 48.5% l | 6 42.9% | 5 20.8% bjM | 6 75.0% chL |
| Revenue growth | 69 37.1% | 5 31.3% | 4 28.6% | 9 60.0% h | 4 57.1% | 2 100.0% h | 1 33.3% | 7 35.0% | 6 22.2% cei | 2 100.0% h | 10 30.3% | 5 35.7% | 10 41.7% | 4 50.0% |
| New products | 62 33.3% | 3 18.8% ce | 2 14.3% ce | 9 60.0% abkl | 1 14.3% | 2 100.0% abkl | 1 33.3% | 9 45.0% | 12 44.4% | 0 0.0% | 11 33.3% | 3 21.4% ce | 5 20.8% ce | 3 37.5% |
| Innovation | 56 30.1% | 5 31.3% | 5 35.7% | 8 53.3% hkl | 2 28.6% | 1 50.0% | 1 33.3% | 9 45.0% k | 5 18.5% c | 0 0.0% | 10 30.3% | 1 7.1% cgm | 5 20.8% c | 4 50.0% k |

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

| | Total | Industry Sector | | | | | | | | | | | | |
|--------------------------|-------------|------------------------|------------------------|-------------------------|-------------------|-------------|------------|------------|------------|-----------------------|------------------|------------------|-----------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Sales | 51 27.4% | 6 37.5% | 5 35.7% | 5 33.3% | 2 28.6% | 2 100.0% | 1 33.3% | 9 45.0% | 2 7.4% | 1 50.0% | 8 24.2% | 4 28.6% | 4 16.7% | 2 25.0% |
| | | h | h | h | | Hjl | | HI | abcEG | | e | | eg | |
| e-commerce | 49 26.3% | 3 18.8% | 3 21.4% | 8 53.3% | 1 14.3% | 2 100.0% | 0 0.0% | 5 25.0% | 4 14.8% | 1 50.0% | 5 15.2% | 7 50.0% | 5 20.8% | 5 62.5% |
| | | em | e | hJl | | abgHJl | | e | cEkm | | CEkM | hj | cem | ahJl |
| Pricing | 48 25.8% | 2 12.5% | 2 14.3% | 7 46.7% | 2 28.6% | 2 100.0% | 1 33.3% | 9 45.0% | 5 18.5% | 1 50.0% | 4 12.1% | 2 14.3% | 9 37.5% | 2 25.0% |
| | | ceg | e | aj | | abhJk | | aJ | e | | cEgl | e | j | |
| Market selection | 45 24.2% | 0 0.0% | 2 14.3% | 5 33.3% | 0 0.0% | 1 50.0% | 2 66.7% | 6 30.0% | 8 29.6% | 0 0.0% | 10 30.3% | 0 0.0% | 8 33.3% | 3 37.5% |
| | | ceFghjlm | | ak | f | ak | AdK | ak | ak | | ak | ceFghjlm | ak | ak |
| Customer service | 39 21.0% | 1 6.3% | 3 21.4% | 4 26.7% | 3 42.9% | 1 50.0% | 1 33.3% | 7 35.0% | 1 3.7% | 1 50.0% | 10 30.3% | 1 7.1% | 3 12.5% | 3 37.5% |
| | | dg | | h | aH | h | | aH | cDeGijm | h | h | | h | h |
| Distribution | 19 10.2% | 2 12.5% | 2 14.3% | 1 6.7% | 0 0.0% | 0 0.0% | 1 33.3% | 2 10.0% | 3 11.1% | 0 0.0% | 3 9.1% | 2 14.3% | 2 8.3% | 1 12.5% |
| Stock market performance | 7 3.8% | 0 0.0% | 0 0.0% | 0 0.0% | 1 14.3% | 1 50.0% | 0 0.0% | 0 0.0% | 1 3.7% | 1 50.0% | 1 3.0% | 1 7.1% | 1 4.2% | 0 0.0% |
| | | ei | ei | ei | | abcGhJl | | EI | ei | abcGhJl | EI | | ei | |

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

| | Total | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---------------------|--------------|-------------------------|------------------|------------------|-------------------|---------------------|--------------------|----------------------|----------------------|--------------------|--------------------|-------------------|------------------|------------------|
| | | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Brand | 170 91.4% | 55 87.3% | 58 93.5% | 32 91.4% | 25 96.2% | 41 83.7% e | 34 97.1% f | 25 96.2% f | 7 100.0% | 45 97.8% aF | 14 73.7% bcE | 72 91.1% | 54 93.1% | 40 90.9% |
| Advertising | 152 81.7% | 50 79.4% | 50 80.6% | 30 85.7% | 22 84.6% | 33 67.3% E | 30 85.7% | 22 84.6% | 7 100.0% | 42 91.3% A | 15 78.9% | 61 77.2% | 52 89.7% | 36 81.8% |
| Digital marketing | 147 79.0% | 46 73.0% d | 52 83.9% | 25 71.4% d | 24 92.3% ac | 35 71.4% | 28 80.0% | 20 76.9% | 6 85.7% | 39 84.8% | 17 89.5% | 63 79.7% | 47 81.0% | 34 77.3% |
| Social media | 140 75.3% | 46 73.0% | 44 71.0% | 28 80.0% | 22 84.6% | 30 61.2% E | 27 77.1% | 21 80.8% | 6 85.7% | 40 87.0% A | 14 73.7% | 60 75.9% | 46 79.3% | 31 70.5% |
| Promotion | 129 69.4% | 45 71.4% | 36 58.1% d | 26 74.3% | 22 84.6% b | 28 57.1% | 25 71.4% | 19 73.1% | 6 85.7% | 33 71.7% | 15 78.9% | 52 65.8% | 41 70.7% | 33 75.0% |
| Marketing analytics | 126 67.7% | 41 65.1% | 40 64.5% | 26 74.3% | 19 73.1% | 24 49.0% bEF | 27 77.1% a | 14 53.8% ef | 6 85.7% | 36 78.3% Ac | 17 89.5% Ac | 53 67.1% | 40 69.0% | 30 68.2% |
| Positioning | 123 66.1% | 42 66.7% | 42 67.7% | 21 60.0% | 18 69.2% | 28 57.1% | 24 68.6% | 18 69.2% | 6 85.7% | 34 73.9% | 11 57.9% | 60 75.9% c | 37 63.8% | 24 54.5% a |
| Marketing research | 120 64.5% | 41 65.1% | 35 56.5% | 26 74.3% | 18 69.2% | 21 42.9% bdeF | 24 68.6% a | 17 65.4% | 6 85.7% a | 32 69.6% a | 17 89.5% A | 48 60.8% | 43 74.1% | 27 61.4% |
| Public relations | 119 64.0% | 39 61.9% | 40 64.5% | 19 54.3% d | 21 80.8% c | 32 65.3% | 22 62.9% | 18 69.2% | 4 57.1% | 34 73.9% f | 8 42.1% e | 59 74.7% bc | 34 58.6% a | 25 56.8% a |

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

| | Total | 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 |
| Lead generation | 114 61.3% | 38 60.3% | 41 66.1% | 14 40.0% | 21 80.8% | 32 65.3% | 24 68.6% | 17 65.4% | 5 71.4% | 21 45.7% | 13 68.4% | 49 62.0% | 37 63.8% | 27 61.4% |
| | | | c | bD | C | | e | | | b | | | | |
| Insight | 107 57.5% | 27 42.9% | 39 62.9% | 28 80.0% | 13 50.0% | 21 42.9% | 18 51.4% | 18 69.2% | 6 85.7% | 28 60.9% | 13 68.4% | 41 51.9% | 38 65.5% | 26 59.1% |
| | | bC | a | Ad | c | cd | | a | a | | | | | |
| Competitive intelligence | 102 54.8% | 34 54.0% | 34 54.8% | 23 65.7% | 11 42.3% | 22 44.9% | 21 60.0% | 16 61.5% | 5 71.4% | 24 52.2% | 12 63.2% | 46 58.2% | 31 53.4% | 23 52.3% |
| Customer experience | 95 51.1% | 32 50.8% | 28 45.2% | 17 48.6% | 18 69.2% | 23 46.9% | 17 48.6% | 11 42.3% | 5 71.4% | 24 52.2% | 12 63.2% | 38 48.1% | 35 60.3% | 21 47.7% |
| | | | d | | b | | | | | | | | | |
| Market entry Strategies | 74 39.8% | 23 36.5% | 24 38.7% | 17 48.6% | 10 38.5% | 17 34.7% | 14 40.0% | 13 50.0% | 3 42.9% | 16 34.8% | 9 47.4% | 35 44.3% | 21 36.2% | 16 36.4% |
| Customer relationship management | 74 39.8% | 16 25.4% | 27 43.5% | 16 45.7% | 15 57.7% | 18 36.7% | 15 42.9% | 12 46.2% | 4 57.1% | 14 30.4% | 8 42.1% | 33 41.8% | 22 37.9% | 18 40.9% |
| | | bcD | a | a | A | | | | | | | | | |
| Revenue growth | 69 37.1% | 17 27.0% | 16 25.8% | 21 60.0% | 15 57.7% | 15 30.6% | 14 40.0% | 12 46.2% | 2 28.6% | 14 30.4% | 10 52.6% | 25 31.6% | 22 37.9% | 20 45.5% |
| | | CD | CD | AB | AB | | | | | | | | | |
| New products | 62 33.3% | 24 38.1% | 15 24.2% | 16 45.7% | 7 26.9% | 16 32.7% | 7 20.0% | 9 34.6% | 2 28.6% | 20 43.5% | 8 42.1% | 24 30.4% | 20 34.5% | 16 36.4% |
| | | | c | b | | | e | | | b | | | | |
| Innovation | 56 30.1% | 13 20.6% | 19 30.6% | 14 40.0% | 10 38.5% | 13 26.5% | 10 28.6% | 9 34.6% | 2 28.6% | 13 28.3% | 8 42.1% | 23 29.1% | 20 34.5% | 11 25.0% |
| | | c | | a | | | | | | | | | | |
| Sales | 51 27.4% | 13 20.6% | 14 22.6% | 13 37.1% | 11 42.3% | 22 44.9% | 8 22.9% | 6 23.1% | 0 0.0% | 6 13.0% | 7 36.8% | 20 25.3% | 13 22.4% | 16 36.4% |
| | | d | | | a | bdE | a | | a | Af | e | | | |

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

| | Total | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|--------------------------|-------------|-------------------------|-----------------|----------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-------------|-------------|
| | | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | | A | B | C | D | A | B | C | D | E | F | A | B | C |
| e-commerce | 49 26.3% | 11 17.5% | 7 11.3% | 18 51.4% | 13 50.0% | 10 20.4% | 12 34.3% | 7 26.9% | 3 42.9% | 9 19.6% | 8 42.1% | 10 12.7% | 20 34.5% | 19 43.2% |
| | | CD | CD | AB | AB | | | | | | | BC | A | A |
| Pricing | 48 25.8% | 17 27.0% | 9 14.5% | 16 45.7% | 6 23.1% | 11 22.4% | 7 20.0% | 3 11.5% | 3 42.9% | 15 32.6% | 7 36.8% | 20 25.3% | 11 19.0% | 15 34.1% |
| | | | C | B | | | | | | | | | | |
| Market selection | 45 24.2% | 16 25.4% | 14 22.6% | 11 31.4% | 4 15.4% | 8 16.3% | 7 20.0% | 8 30.8% | 2 28.6% | 11 23.9% | 8 42.1% | 20 25.3% | 12 20.7% | 11 25.0% |
| | | | | | | f | | | | | a | | | |
| Customer service | 39 21.0% | 10 15.9% | 13 21.0% | 6 17.1% | 10 38.5% | 16 32.7% | 5 14.3% | 5 19.2% | 1 14.3% | 6 13.0% | 5 26.3% | 14 17.7% | 11 19.0% | 13 29.5% |
| | | d | | | a | e | | | | a | | | | |
| Distribution | 19 10.2% | 8 12.7% | 7 11.3% | 2 5.7% | 2 7.7% | 5 10.2% | 4 11.4% | 3 11.5% | 2 28.6% | 3 6.5% | 1 5.3% | 8 10.1% | 7 12.1% | 4 9.1% |
| Stock market performance | 7 3.8% | 1 1.6% | 1 1.6% | 2 5.7% | 3 11.5% | 0 0.0% | 0 0.0% | 2 7.7% | 1 14.3% | 3 6.5% | 1 5.3% | 2 2.5% | 3 5.2% | 2 4.5% |
| | | d | d | | ab | d | d | | ab | | | | | |

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

Topic 9: Marketing Leadership

How many direct and indirect reports do you have?

| Number responding Mean SD | Total | Industry Sector | | | | | | | | | | | | |
|--|-----------------------|------------------------------|------------------------------|-------------------------------|----------------------|-------------------|-------------------|----------------------|----------------------|-----------------------------|---------------------|---------------------|-----------------------------|---------------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| How many direct reports do you have? | 172 6.25 13.17 | 13 16.77 43.16 | 12 4.50 2.71 | 14 5.36 4.73 | 7 3.71 3.15 | 2 4.00 5.66 | 3 9.33 7.77 | 19 7.21 10.61 | 25 5.24 4.41 | 2 5.50 0.71 | 30 4.52 3.79 | 14 5.21 6.10 | 23 6.39 8.30 | 7 4.43 2.07 |
| How many indirect reports (dotted-line) reports do you have? | 162 17.48 38.42 | 14 15.86 39.39 | 11 16.36 35.06 | 14 33.93 59.10 | 6 8.33 18.03 | 1 45.00 --- | 2 6.50 4.95 | 19 26.96 53.49 | 24 27.23 58.44 | 2 7.50 10.61 | 30 7.63 15.25 | 13 7.62 9.59 | 18 10.50 13.93 | 7 21.14 17.61 |

j cm m jk

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

Topic 9: Marketing Leadership

How many direct and indirect reports do you have?

| Number responding Mean SD | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|--|-------------------------|----------------------|----------------------|----------------------|---------------------------|----------------------|--------------------------|----------------------|----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| How many direct reports do you have? | 58 8.78 21.07 | 58 5.70 7.26 | 31 4.45 3.40 | 25 3.92 3.95 | 45 3.09 3.47 ceF | 31 4.31 3.21 | 25 5.12 3.38 | 7 4.14 3.24 | 46 10.94 23.89 | 14 7.07 7.47 A | 74 4.55 4.67 | 56 5.75 5.05 | 38 9.74 26.29 |
| How many indirect reports (dotted-line) reports do you have? | 53 19.37 41.66 | 54 12.78 27.89 | 32 20.44 40.91 | 23 20.01 48.86 | 44 5.57 9.59 EF | 28 14.26 38.85 | 24 8.29 12.51 e | 7 7.86 9.08 | 43 35.61 54.15 Ac | 13 30.49 57.34 A | 69 6.71 18.59 Bc | 54 27.62 49.96 A | 36 19.06 39.53 a |

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

Topic 9: Marketing Leadership

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

| Number responding Mean SD | Total | Industry Sector | | | | | | | | | | | | |
|---------------------------------|------------------------------|------------------------------|-------------------------------|---------------------------|-------------------------|-------------------------|-------------------------|--------------------------|-----------------------------|--------------------------------|---------------------|-----------------------------|--------------------------|------------------------------|
| | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation | |
| | A | B | C | D | E | F | G | H | I | J | K | L | M | |
| In your current role? | 175 6.37 5.53 | 14 6.18 5.88 i | 13 6.01 6.82 | 14 4.07 1.73 IkM | 7 5.00 4.93 im | 2 2.00 1.41 Im | 3 1.83 1.89 Im | 19 5.86 5.16 im | 25 6.72 5.71 i | 2 15.50 0.71 aCdeFghl | 30 7.37 6.05 | 14 7.39 5.79 c | 24 5.29 5.08 im | 7 11.20 5.16 Cdefgl |
| In any role? | 171 10.52 8.52 | 13 7.46 6.42 i | 13 10.87 10.33 | 14 9.29 6.37 | 7 5.57 4.61 i | 2 9.50 6.36 | 3 8.83 12.33 | 18 10.00 6.63 | 25 13.03 9.33 | 2 18.00 4.24 ad | 30 12.30 9.75 | 13 8.79 7.20 | 23 8.44 8.33 | 7 13.88 9.57 |

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

Topic 9: Marketing Leadership

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

| Number responding 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 |
| | In your current role? | 58 6.32 5.81 | 59 7.04 5.95 | 33 5.28 4.05 | 25 6.36 5.59 | 47 7.99 6.75 f | 31 5.81 4.79 | 25 5.86 4.90 | 7 3.43 2.88 | 46 6.49 5.32 | 15 4.13 3.98 a | 74 6.35 5.54 | 57 6.62 5.65 |
| In any role? | 57 11.09 9.11 | 58 10.88 8.83 | 31 9.93 7.53 | 25 9.08 7.82 | 45 10.27 8.90 | 31 10.46 9.25 | 25 10.41 7.80 | 7 7.71 7.76 | 46 10.89 8.30 | 14 11.80 9.38 | 74 9.64 8.04 | 56 11.33 8.33 | 38 9.93 9.08 |

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

Topic 9: Marketing Leadership

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

| | Total | Industry Sector | | | | | | | | | | | | |
|-------|---------------|------------------------|------------------------|-------------------------|-------------------|------------|------------|-------------|-------------|-----------------------|------------------|------------------|-----------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Total | 360 100.0% | 39 10.8% | 25 6.9% | 28 7.8% | 13 3.6% | 7 1.9% | 9 2.5% | 34 9.4% | 47 13.1% | 3 0.8% | 61 16.9% | 30 8.3% | 49 13.6% | 15 4.2% |
| Yes | 31 17.4% | 5 35.7% | 3 23.1% | 2 13.3% | 0 0.0% | 1 50.0% | 1 33.3% | 2 11.8% | 3 11.5% | 0 0.0% | 5 15.6% | 4 30.8% | 5 20.0% | 0 0.0% |
| No | 147 82.6% | 9 64.3% | 10 76.9% | 13 86.7% | 7 100.0% | 1 50.0% | 2 66.7% | 15 88.2% | 23 88.5% | 2 100.0% | 27 84.4% | 9 69.2% | 20 80.0% | 8 100.0% |

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

Topic 9: Marketing Leadership

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

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|-------|-------------------------|--------------|------------------|--------------|------------------|------------------|-------------------|--------------------|------------------|---------------|------------------|--------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Total | 119 32.9% | 119 32.9% | 69 19.1% | 55 15.2% | 97 27.2% | 58 16.3% | 48 13.5% | 24 6.7% | 85 23.9% | 44 12.4% | 149 43.4% | 103 30.0% | 91 26.5% |
| Yes | 5 8.5% C | 11 18.0% | 11 33.3% A | 4 16.0% | 7 14.3% d | 5 14.7% d | 3 12.0% d | 4 57.1% abce | 7 15.6% d | 5 33.3% | 13 16.9% | 9 15.8% | 9 22.0% |
| No | 54 91.5% C | 50 82.0% | 22 66.7% A | 21 84.0% | 42 85.7% d | 29 85.3% d | 22 88.0% d | 3 42.9% abce | 38 84.4% d | 10 66.7% | 64 83.1% | 48 84.2% | 32 78.0% |

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

Topic 10: Marketing Analytics

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

| Number responding Mean SD | Total | Industry Sector | | | | | | | | | | | | |
|--|-----------------------|------------------------------|------------------------------|-------------------------------|----------------------|-------------------|---------------------|----------------------|----------------------|-----------------------------|----------------------|----------------------|-----------------------------|--------------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| ...Do you currently spend on marketing analytics? | 202 5.84 5.77 | 15 4.20 3.57 | 15 4.87 5.38 | 15 6.81 7.61 | 7 6.14 2.73 | 3 4.00 5.20 | 4 2.50 5.00 | 21 7.06 6.28 | 27 6.39 6.18 | 2 2.50 3.54 | 38 5.56 6.18 | 17 6.20 6.44 | 29 6.28 5.66 | 8 6.50 4.07 |
| ...Will you spend on marketing analytics in the next three years? | 199 17.34 22.01 | 15 22.47 27.22 | 14 14.25 19.43 | 14 11.36 13.62 | 7 16.93 26.15 | 3 5.33 4.04 | 4 13.75 18.87 | 21 21.21 24.20 | 26 27.58 27.80 | 2 62.75 18.03 | 38 13.34 18.26 | 17 16.35 23.69 | 29 13.66 18.67 | 8 11.50 7.95 |
| | | | I | hI | | i | i | i | cjl | BCefgJkL M | hI | i | hI | I |

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

Topic 10: Marketing Analytics

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

| Number responding Mean SD | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|--|-------------------------|----------------------|----------------------|----------------------|-------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| ...Do you currently spend on marketing analytics? | 65 6.42 6.22 | 73 5.87 5.69 | 36 5.13 5.49 | 28 5.32 5.35 | 57 5.05 5.33 e | 37 5.50 5.89 | 28 5.83 5.31 | 9 4.11 3.98 | 51 7.45 6.34 | 16 6.46 6.53 | 86 4.89 5.42 | 64 6.74 6.31 | 47 6.10 5.18 |
| ...Will you spend on marketing analytics in the next three years? | 64 20.41 23.85 | 72 15.29 20.49 | 35 18.47 23.53 | 28 14.18 19.40 | 56 16.89 23.64 | 35 14.56 15.75 | 28 17.52 21.91 | 9 14.06 23.91 | 51 19.28 22.73 | 16 14.66 19.22 | 84 13.05 16.72 | 63 21.83 24.36 | 47 19.52 26.25 |
| | | | | | | | | | | | b | a | |

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

Topic 10: Marketing Analytics

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

| Number responding Mean SD | Total | Industry Sector | | | | | | | | | | | | |
|---------------------------------|------------------------------|------------------------------|-------------------------------|----------------------|-----------|--------|------------|-----------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|-------|
| | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation | |
| | A | B | C | D | E | F | G | H | I | J | K | L | M | |
| Percent of projects | 202 | 15 | 15 | 15 | 7 | 3 | 4 | 21 | 27 | 2 | 38 | 17 | 29 | 8 |
| | 42.10 | 33.67 | 44.13 | 41.73 | 67.14 | 66.67 | 28.75 | 46.00 | 35.41 | 60.00 | 33.79 | 44.76 | 52.76 | 38.75 |
| | 35.14 | 33.99 | 29.08 | 39.56 | 38.71 | 49.33 | 25.29 | 40.55 | 31.21 | 56.57 | 34.47 | 30.96 | 35.87 | 33.03 |
| | | | | | hj | | | | d | | dl | | j | |

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

Topic 10: Marketing Analytics

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

| Number responding Mean SD | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---------------------------------|-------------------------|----------------------------|----------------------------|----------------------------|----------------------------|---------------------------|---------------------------|---------------------------|-----------------------------|---------------------------|----------------------|---------------------------|----------------------|
| | B2B Product A | B2B Services B | B2C Product C | B2C Services D | <\$25 million A | \$26-99 million B | \$100-499 million C | \$500-999 million D | \$1-9.9 billion E | \$10+ billion F | 0% A | 1-10% B | >10% C |
| | Percent of projects | 65 37.52 34.06 cd | 73 35.19 34.69 CD | 36 53.81 32.56 aB | 28 55.71 36.10 aB | 57 36.23 36.12 d | 37 40.30 33.57 d | 28 39.79 36.10 d | 9 68.89 32.48 abce | 51 44.25 34.04 d | 16 53.31 33.45 | 86 37.51 34.20 c | 64 40.66 35.29 |

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

Topic 10: Marketing Analytics

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

| | Total | Industry Sector | | | | | | | | | | | | |
|---------------|-------------|------------------------------|------------------------------|-------------------------------|----------------------|------------|------------|-------------|------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| 1=Not At All | 27 13.2% | 2 13.3% | 0 0.0% | 1 6.7% | 0 0.0% | 0 0.0% | 0 0.0% | 4 19.0% | 4 14.8% | 0 0.0% | 9 23.1% | 3 17.6% | 3 10.0% | 0 0.0% |
| 2= | 21 10.3% | 2 13.3% | 2 13.3% | 1 6.7% | 1 14.3% | 0 0.0% | 0 0.0% | 0 0.0% | 5 18.5% | 0 0.0% | 6 15.4% | 1 5.9% | 3 10.0% | 0 0.0% |
| 3= | 23 11.3% | 2 13.3% | 2 13.3% | 0 0.0% | 1 14.3% | 1 33.3% | 1 25.0% | 2 9.5% | 2 7.4% | 2 100.0% | 5 12.8% | 1 5.9% | 3 10.0% | 1 12.5% |
| 4= | 42 20.6% | 4 26.7% | 1 6.7% | 5 33.3% | 0 0.0% | 0 0.0% | 3 75.0% | 0 0.0% | 8 29.6% | 0 0.0% | 6 15.4% | 5 29.4% | 5 16.7% | 5 62.5% |
| 5= | 46 22.5% | 3 20.0% | 8 53.3% | 4 26.7% | 2 28.6% | 0 0.0% | 0 0.0% | 10 47.6% | 5 18.5% | 0 0.0% | 3 7.7% | 2 11.8% | 8 26.7% | 1 12.5% |
| 6= | 22 10.8% | 1 6.7% | 2 13.3% | 2 13.3% | 0 0.0% | 1 33.3% | 0 0.0% | 1 4.8% | 2 7.4% | 0 0.0% | 4 10.3% | 4 23.5% | 4 13.3% | 1 12.5% |
| 7=Very Highly | 23 11.3% | 1 6.7% | 0 0.0% | 2 13.3% | 3 42.9% | 1 33.3% | 0 0.0% | 4 19.0% | 1 3.7% | 0 0.0% | 6 15.4% | 1 5.9% | 4 13.3% | 0 0.0% |
| Mean | 4.06 | 3.73 | 4.40 | 4.60 | 5.14 h | 5.33 | 3.75 | 4.48 | 3.56 d | 3.00 | 3.62 | 4.06 | 4.33 | 4.25 |

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

Topic 10: Marketing Analytics

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

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---------------|-------------------------|-----------------|----------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| 1=Not At All | 11 16.7% | 11 15.1% | 3 8.3% | 2 6.9% | 10 17.5% | 5 13.5% | 3 10.7% | 1 11.1% | 4 7.8% | 2 11.1% | 16 18.6% | 8 12.5% | 2 4.2% |
| 2= | 11 16.7% | 8 11.0% | 0 0.0% | 2 6.9% | 9 15.8% | 1 2.7% | 5 17.9% | 2 22.2% | 3 5.9% | 1 5.6% | 9 10.5% | 7 10.9% | 4 8.3% |
| 3= | 7 10.6% | 10 13.7% | 2 5.6% | 4 13.8% | 11 19.3% | 4 10.8% | 2 7.1% | 0 0.0% | 5 9.8% | 1 5.6% | 11 12.8% | 7 10.9% | 4 8.3% |
| 4= | 13 19.7% | 13 17.8% | 12 33.3% | 4 13.8% | 4 7.0% | 10 27.0% | 8 28.6% | 2 22.2% | 14 27.5% | 3 16.7% | 15 17.4% | 16 25.0% | 11 22.9% |
| 5= | 10 15.2% | 20 27.4% | 9 25.0% | 7 24.1% | 8 14.0% | 9 24.3% | 8 28.6% | 2 22.2% | 14 27.5% | 5 27.8% | 19 22.1% | 16 25.0% | 10 20.8% |
| 6= | 9 13.6% | 3 4.1% | 7 19.4% | 3 10.3% | 6 10.5% | 2 5.4% | 0 0.0% | 2 22.2% | 8 15.7% | 4 22.2% | 7 8.1% | 5 7.8% | 9 18.8% |
| 7=Very Highly | 5 7.6% | 8 11.0% | 3 8.3% | 7 24.1% | 9 15.8% | 6 16.2% | 2 7.1% | 0 0.0% | 3 5.9% | 2 11.1% | 9 10.5% | 5 7.8% | 8 16.7% |
| Mean | 3.71 cd | 3.88 cd | 4.58 ab | 4.69 ab | 3.79 | 4.27 | 3.75 | 3.89 | 4.31 | 4.56 | 3.80 C | 3.94 c | 4.71 Ab |

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

Topic 10: Marketing Analytics

How important is the top management team in driving the use of marketing analytics in your company?

| | Total | Industry Sector | | | | | | | | | | | | |
|--------------------|-------------|------------------------------|------------------------------|-------------------------------|----------------------|------------|------------|------------|------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| 1=1=Not at all | 27 13.2% | 2 13.3% | 0 0.0% | 1 6.7% | 0 0.0% | 0 0.0% | 1 25.0% | 3 14.3% | 4 14.8% | 0 0.0% | 8 20.5% | 2 11.8% | 5 16.7% | 0 0.0% |
| 2=2 | 19 9.3% | 1 6.7% | 1 6.7% | 0 0.0% | 1 14.3% | 0 0.0% | 0 0.0% | 3 14.3% | 5 18.5% | 1 50.0% | 6 15.4% | 0 0.0% | 0 0.0% | 1 12.5% |
| 3=3 | 16 7.8% | 2 13.3% | 1 6.7% | 0 0.0% | 1 14.3% | 0 0.0% | 1 25.0% | 1 4.8% | 2 7.4% | 1 50.0% | 1 2.6% | 1 5.9% | 3 10.0% | 2 25.0% |
| 4=4 | 17 8.3% | 2 13.3% | 1 6.7% | 3 20.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 4.8% | 2 7.4% | 0 0.0% | 2 5.1% | 3 17.6% | 1 3.3% | 2 25.0% |
| 5=5 | 39 19.1% | 5 33.3% | 6 40.0% | 4 26.7% | 1 14.3% | 1 33.3% | 0 0.0% | 7 33.3% | 3 11.1% | 0 0.0% | 5 12.8% | 3 17.6% | 4 13.3% | 0 0.0% |
| 6=6 | 47 23.0% | 2 13.3% | 5 33.3% | 2 13.3% | 2 28.6% | 0 0.0% | 1 25.0% | 4 19.0% | 7 25.9% | 0 0.0% | 8 20.5% | 6 35.3% | 8 26.7% | 2 25.0% |
| 7=7=Very Important | 39 19.1% | 1 6.7% | 1 6.7% | 5 33.3% | 2 28.6% | 2 66.7% | 1 25.0% | 2 9.5% | 4 14.8% | 0 0.0% | 9 23.1% | 2 11.8% | 9 30.0% | 1 12.5% |
| Mean | 4.56 | 4.13 | 5.07 i | 5.33 i | 5.14 | 6.33 i | 4.25 | 4.24 | 4.19 | 2.50 bce | 4.28 | 4.82 | 4.97 | 4.38 |

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

Topic 10: Marketing Analytics

How important is the top management team in driving the use of marketing analytics in your company?

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|--------------------|-------------------------|-----------------|----------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| 1=1=Not at all | 11 16.7% | 12 16.4% | 3 8.3% | 1 3.4% | 11 19.3% | 5 13.5% | 4 14.3% | 0 0.0% | 3 5.9% | 2 11.1% | 17 19.8% | 7 10.9% | 2 4.2% |
| 2=2 | 6 9.1% | 8 11.0% | 1 2.8% | 4 13.8% | 5 8.8% | 3 8.1% | 3 10.7% | 1 11.1% | 7 13.7% | 0 0.0% | 10 11.6% | 4 6.3% | 5 10.4% |
| 3=3 | 5 7.6% | 6 8.2% | 3 8.3% | 2 6.9% | 4 7.0% | 4 10.8% | 3 10.7% | 1 11.1% | 3 5.9% | 1 5.6% | 4 4.7% | 7 10.9% | 4 8.3% |
| 4=4 | 6 9.1% | 6 8.2% | 3 8.3% | 2 6.9% | 3 5.3% | 5 13.5% | 4 14.3% | 0 0.0% | 3 5.9% | 2 11.1% | 4 4.7% | 8 12.5% | 5 10.4% |
| 5=5 | 13 19.7% | 13 17.8% | 8 22.2% | 5 17.2% | 9 15.8% | 6 16.2% | 6 21.4% | 2 22.2% | 12 23.5% | 4 22.2% | 18 20.9% | 10 15.6% | 9 18.8% |
| 6=6 | 12 18.2% | 18 24.7% | 11 30.6% | 6 20.7% | 14 24.6% | 8 21.6% | 3 10.7% | 2 22.2% | 12 23.5% | 8 44.4% | 19 22.1% | 12 18.8% | 15 31.3% |
| 7=7=Very Important | 13 19.7% | 10 13.7% | 7 19.4% | 9 31.0% | 11 19.3% | 6 16.2% | 5 17.9% | 3 33.3% | 11 21.6% | 1 5.6% | 14 16.3% | 16 25.0% | 8 16.7% |
| Mean | 4.39 | 4.29 | 5.03 | 5.07 | 4.40 | 4.41 | 4.21 | 5.33 | 4.84 | 4.89 | 4.27 | 4.72 | 4.90 |

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

Topic 10: Marketing Analytics

How important is the top management team in ensuring the use of marketing analytics impacts company performance?

| | Total | Industry Sector | | | | | | | | | | | | |
|--------------------|-------------|------------------------------|------------------------------|-------------------------------|----------------------|--------------|------------|------------|------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| 1=1=Not at all | 27 13.3% | 2 13.3% | 0 0.0% | 1 6.7% | 0 0.0% | 0 0.0% | 1 25.0% | 3 14.3% | 5 18.5% | 0 0.0% | 9 23.7% | 1 5.9% | 4 13.3% | 0 0.0% |
| 2=2 | 18 8.9% | 1 6.7% | 1 6.7% | 0 0.0% | 1 14.3% | 0 0.0% | 0 0.0% | 3 14.3% | 6 22.2% | 0 0.0% | 4 10.5% | 0 0.0% | 1 3.3% | 1 12.5% |
| 3=3 | 18 8.9% | 2 13.3% | 2 13.3% | 2 13.3% | 1 14.3% | 0 0.0% | 1 25.0% | 1 4.8% | 1 3.7% | 2 100.0% | 1 2.6% | 2 11.8% | 2 6.7% | 1 12.5% |
| 4=4 | 25 12.3% | 3 20.0% | 2 13.3% | 4 26.7% | 0 0.0% | 0 0.0% | 0 0.0% | 2 9.5% | 2 7.4% | 0 0.0% | 4 10.5% | 2 11.8% | 4 13.3% | 2 25.0% |
| 5=5 | 35 17.2% | 4 26.7% | 6 40.0% | 1 6.7% | 1 14.3% | 0 0.0% | 1 25.0% | 5 23.8% | 4 14.8% | 0 0.0% | 6 15.8% | 3 17.6% | 2 6.7% | 2 25.0% |
| 6=6 | 46 22.7% | 1 6.7% | 3 20.0% | 5 33.3% | 2 28.6% | 1 33.3% | 1 25.0% | 5 23.8% | 6 22.2% | 0 0.0% | 8 21.1% | 5 29.4% | 7 23.3% | 2 25.0% |
| 7=7=Very Important | 34 16.7% | 2 13.3% | 1 6.7% | 2 13.3% | 2 28.6% | 2 66.7% | 0 0.0% | 2 9.5% | 3 11.1% | 0 0.0% | 6 15.8% | 4 23.5% | 10 33.3% | 0 0.0% |
| Mean | 4.46 | 4.13 e | 4.73 e | 4.80 | 5.14 | 6.67 abhm | 3.75 | 4.24 | 3.89 ek | 3.00 | 4.11 | 5.18 h | 5.00 | 4.38 e |

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

Topic 10: Marketing Analytics

How important is the top management team in ensuring the use of marketing analytics impacts company performance?

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|--------------------|-------------------------|-----------------|----------------|-----------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| 1=1=Not at all | 11 16.7% | 12 16.7% | 3 8.3% | 1 3.4% | 11 19.3% | 3 8.1% | 4 14.3% | 2 22.2% | 3 6.0% | 2 11.1% | 17 19.8% | 7 10.9% | 2 4.3% |
| 2=2 | 7 10.6% | 7 9.7% | 0 0.0% | 4 13.8% | 5 8.8% | 5 13.5% | 3 10.7% | 0 0.0% | 5 10.0% | 0 0.0% | 9 10.5% | 5 7.8% | 4 8.5% |
| 3=3 | 5 7.6% | 5 6.9% | 6 16.7% | 2 6.9% | 4 7.0% | 3 8.1% | 3 10.7% | 1 11.1% | 6 12.0% | 1 5.6% | 6 7.0% | 6 9.4% | 5 10.6% |
| 4=4 | 8 12.1% | 11 15.3% | 4 11.1% | 2 6.9% | 6 10.5% | 6 16.2% | 4 14.3% | 1 11.1% | 5 10.0% | 3 16.7% | 6 7.0% | 12 18.8% | 7 14.9% |
| 5=5 | 8 12.1% | 15 20.8% | 6 16.7% | 6 20.7% | 8 14.0% | 4 10.8% | 7 25.0% | 2 22.2% | 12 24.0% | 2 11.1% | 18 20.9% | 11 17.2% | 4 8.5% |
| 6=6 | 14 21.2% | 13 18.1% | 13 36.1% | 6 20.7% | 14 24.6% | 9 24.3% | 1 3.6% | 1 11.1% | 14 28.0% | 7 38.9% | 16 18.6% | 12 18.8% | 17 36.2% |
| 7=7=Very Important | 13 19.7% | 9 12.5% | 4 11.1% | 8 27.6% | 9 15.8% | 7 18.9% | 6 21.4% | 2 22.2% | 5 10.0% | 3 16.7% | 14 16.3% | 11 17.2% | 8 17.0% |
| Mean | 4.35 | 4.18 | 4.81 | 5.00 | 4.28 | 4.57 | 4.21 | 4.33 | 4.60 | 5.00 | 4.20 | 4.48 | 4.91 |

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

Topic 10: Marketing Analytics

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

| | Total | Industry Sector | | | | | | | | | | | | |
|------------------|---------------|------------------------|------------------------|-------------------------|-------------------|---------------------|-------------|-------------|----------------|-----------------------|------------------|------------------|-----------------------|-----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Total | 360 100.0% | 39 10.8% | 25 6.9% | 28 7.8% | 13 3.6% | 7 1.9% | 9 2.5% | 34 9.4% | 47 13.1% | 3 0.8% | 61 16.9% | 30 8.3% | 49 13.6% | 15 4.2% |
| <u>Currently</u> | | | | | | | | | | | | | | |
| 1=Not at all | 123 61.8% | 7 50.0% | 8 57.1% | 12 70.6% | 3 42.9% | 2 66.7% | 4 100.0% | 12 60.0% | 18 72.0% | 1 100.0% | 27 69.2% | 9 52.9% | 15 51.7% | 4 50.0% |
| 2 | 32 16.1% | 5 35.7% cjl | 2 14.3% | 1 5.9% ad | 3 42.9% cjl | 0 0.0% | 0 0.0% | 5 25.0% | 5 20.0% | 0 0.0% | 4 10.3% ad | 2 11.8% | 2 6.9% adm | 3 37.5% 1 |
| 3 | 17 8.5% | 1 7.1% | 3 21.4% j | 3 17.6% j | 0 0.0% | 0 0.0% | 0 0.0% | 2 10.0% | 1 4.0% | 0 0.0% | 1 2.6% bck | 4 23.5% j | 2 6.9% | 0 0.0% |
| 4 | 10 5.0% | 1 7.1% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 4.0% | 0 0.0% | 2 5.1% | 1 5.9% | 4 13.8% | 1 12.5% |
| 5 | 5 2.5% | 0 0.0% | 0 0.0% | 1 5.9% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 2.6% | 0 0.0% | 3 10.3% | 0 0.0% |
| 6 | 5 2.5% | 0 0.0% | 1 7.1% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 3 7.7% | 0 0.0% | 1 3.4% | 0 0.0% |
| 7=Very Important | 7 3.5% | 0 0.0% e | 0 0.0% e | 0 0.0% e | 1 14.3% | 1 33.3% abcHj | 0 0.0% | 1 5.0% | 0 0.0% E | 0 0.0% | 1 2.6% e | 1 5.9% | 2 6.9% | 0 0.0% |
| Mean | 1.92 | 1.71 | 1.93 | 1.65 | 2.29 | 3.00 h | 1.00 | 1.75 | 1.40 eL | 1.00 | 1.95 | 2.12 | 2.62 H | 1.75 |

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

Topic 10: Marketing Analytics

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

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|------------------|-------------------------|----------------|-------------|-----------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------|----------------|------------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Total | 119 32.9% | 119 32.9% | 69 19.1% | 55 15.2% | 97 27.2% | 58 16.3% | 48 13.5% | 24 6.7% | 85 23.9% | 44 12.4% | 149 43.4% | 103 30.0% | 91 26.5% |
| <u>Currently</u> | | | | | | | | | | | | | |
| 1=Not at all | 41 64.1% | 45 64.3% | 21 55.3% | 16 59.3% | 45 77.6% EF | 25 71.4% ef | 16 59.3% | 6 66.7% | 22 45.8% Ab | 6 33.3% Ab | 59 72.0% c | 36 57.1% | 25 52.1% a |
| 2 | 14 21.9% | 9 12.9% | 5 13.2% | 4 14.8% | 7 12.1% ef | 2 5.7% Ef | 3 11.1% | 0 0.0% | 14 29.2% aB | 6 33.3% ab | 10 12.2% | 12 19.0% | 9 18.8% |
| 3 | 3 4.7% | 6 8.6% | 6 15.8% | 2 7.4% | 2 3.4% e | 3 8.6% | 3 11.1% | 1 11.1% | 7 14.6% a | 1 5.6% | 5 6.1% | 5 7.9% | 5 10.4% |
| 4 | 2 3.1% | 4 5.7% | 3 7.9% | 1 3.7% | 1 1.7% | 1 2.9% | 2 7.4% | 1 11.1% | 3 6.3% | 1 5.6% | 3 3.7% | 4 6.3% | 3 6.3% |
| 5 | 1 1.6% | 2 2.9% | 1 2.6% | 1 3.7% | 0 0.0% f | 2 5.7% | 0 0.0% | 0 0.0% | 1 2.1% | 2 11.1% a | 2 2.4% | 0 0.0% c | 3 6.3% b |
| 6 | 1 1.6% | 3 4.3% | 1 2.6% | 0 0.0% | 2 3.4% | 2 5.7% | 0 0.0% | 0 0.0% | 0 0.0% | 1 5.6% | 1 1.2% | 4 6.3% | 0 0.0% |
| 7=Very Important | 2 3.1% | 1 1.4% d | 1 2.6% | 3 11.1% b | 1 1.7% | 0 0.0% c | 3 11.1% b | 1 11.1% | 1 2.1% | 1 5.6% | 2 2.4% | 2 3.2% | 3 6.3% |
| Mean | 1.73 | 1.89 | 2.08 | 2.22 | 1.52 F | 1.83 | 2.22 | 2.22 | 1.98 | 2.67 A | 1.66 c | 2.05 | 2.21 a |

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

Topic 10: Marketing Analytics

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

| | Total | Industry Sector | | | | | | | | | | | | |
|-------------------------|---------------|------------------------------|------------------------------|-------------------------------|----------------------|------------|------------|------------|-------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Total | 360 100.0% | 39 10.8% | 25 6.9% | 28 7.8% | 13 3.6% | 7 1.9% | 9 2.5% | 34 9.4% | 47 13.1% | 3 0.8% | 61 16.9% | 30 8.3% | 49 13.6% | 15 4.2% |
| <u>Next three years</u> | | | | | | | | | | | | | | |
| 1=Not at all | 60 28.8% | 4 26.7% | 2 13.3% | 4 23.5% | 1 14.3% | 1 33.3% | 2 50.0% | 5 22.7% | 10 35.7% | 2 100.0% | 18 45.0% | 4 23.5% | 4 13.8% | 2 25.0% |
| | | | ij | i | | | | i | | bcgkL | bL | i | IJ | |
| 2 | 33 15.9% | 3 20.0% | 3 20.0% | 3 17.6% | 1 14.3% | 0 0.0% | 1 25.0% | 7 31.8% | 4 14.3% | 0 0.0% | 4 10.0% | 3 17.6% | 4 13.8% | 0 0.0% |
| | | | | | | | | j | | | g | | | |
| 3 | 34 16.3% | 2 13.3% | 2 13.3% | 3 17.6% | 1 14.3% | 0 0.0% | 0 0.0% | 2 9.1% | 7 25.0% | 0 0.0% | 4 10.0% | 5 29.4% | 4 13.8% | 4 50.0% |
| | | | | | | | | m | | | M | | m | gJl |
| 4 | 29 13.9% | 4 26.7% | 4 26.7% | 4 23.5% | 2 28.6% | 0 0.0% | 1 25.0% | 3 13.6% | 2 7.1% | 0 0.0% | 5 12.5% | 2 11.8% | 2 6.9% | 0 0.0% |
| 5 | 19 9.1% | 0 0.0% | 3 20.0% | 2 11.8% | 0 0.0% | 1 33.3% | 0 0.0% | 3 13.6% | 2 7.1% | 0 0.0% | 3 7.5% | 1 5.9% | 4 13.8% | 0 0.0% |
| | | e | | | | a | | | | | | | | |
| 6 | 16 7.7% | 2 13.3% | 0 0.0% | 1 5.9% | 0 0.0% | 0 0.0% | 0 0.0% | 1 4.5% | 3 10.7% | 0 0.0% | 4 10.0% | 1 5.9% | 3 10.3% | 1 12.5% |
| 7=Very Important | 17 8.2% | 0 0.0% | 1 6.7% | 0 0.0% | 2 28.6% | 1 33.3% | 0 0.0% | 1 4.5% | 0 0.0% | 0 0.0% | 2 5.0% | 1 5.9% | 8 27.6% | 1 12.5% |
| | | del | | del | acHj | acH | | 1 | DEL | | dl | | acgHj | |
| Mean | 3.14 | 2.93 1 | 3.47 | 3.00 1 | 4.00 | 4.33 | 2.00 | 2.95 1 | 2.68 L | 1.00 | 2.78 L | 3.00 1 | 4.34 acgHJk | 3.38 |

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

Topic 10: Marketing Analytics

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

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|-------------------------|-------------------------|------------------|-------------|-----------------|--------------------|-------------------|-------------------|-------------------|-----------------|------------------|------------------|-----------------|-----------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Total | 119 32.9% | 119 32.9% | 69 19.1% | 55 15.2% | 97 27.2% | 58 16.3% | 48 13.5% | 24 6.7% | 85 23.9% | 44 12.4% | 149 43.4% | 103 30.0% | 91 26.5% |
| <u>Next three years</u> | | | | | | | | | | | | | |
| 1=Not at all | 21 30.9% | 22 30.6% | 6 15.8% | 11 36.7% | 26 44.1% cEF | 16 43.2% Ef | 6 21.4% a | 3 33.3% | 5 9.8% AB | 2 10.0% Ab | 29 33.7% | 18 27.3% | 11 22.0% |
| 2 | 13 19.1% | 9 12.5% | 8 21.1% | 3 10.0% | 7 11.9% | 4 10.8% | 6 21.4% | 2 22.2% | 11 21.6% | 2 10.0% | 18 20.9% | 10 15.2% | 4 8.0% |
| 3 | 14 20.6% d | 14 19.4% d | 5 13.2% | 1 3.3% ab | 9 15.3% | 4 10.8% | 4 14.3% | 0 0.0% | 12 23.5% | 5 25.0% | 12 14.0% | 12 18.2% | 10 20.0% |
| 4 | 7 10.3% | 8 11.1% | 8 21.1% | 6 20.0% | 8 13.6% | 3 8.1% | 5 17.9% | 1 11.1% | 11 21.6% | 1 5.0% | 12 14.0% | 7 10.6% | 8 16.0% |
| 5 | 4 5.9% | 8 11.1% | 4 10.5% | 3 10.0% | 4 6.8% | 4 10.8% | 1 3.6% | 1 11.1% | 6 11.8% | 3 15.0% | 5 5.8% | 7 10.6% | 6 12.0% |
| 6 | 3 4.4% | 7 9.7% | 4 10.5% | 2 6.7% | 3 5.1% f | 2 5.4% | 3 10.7% | 1 11.1% | 2 3.9% f | 4 20.0% ae | 1 1.2% BC | 8 12.1% A | 7 14.0% A |
| 7=Very Important | 6 8.8% | 4 5.6% | 3 7.9% | 4 13.3% | 2 3.4% | 4 10.8% | 3 10.7% | 1 11.1% | 4 7.8% | 3 15.0% | 9 10.5% | 4 6.1% | 4 8.0% |
| Mean | 2.90 | 3.11 | 3.53 | 3.30 | 2.56 EF | 2.92 f | 3.36 | 3.22 | 3.47 A | 4.25 Ab | 2.83 c | 3.23 | 3.62 a |

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

Topic 10: Marketing Analytics

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

| | Total | Industry Sector | | | | | | | | | | | | |
|------------------|---------------|------------------------|------------------------|-------------------------|-------------------|------------|-------------|-------------|-------------|-----------------------|------------------|------------------|-----------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Total | 360 100.0% | 39 10.8% | 25 6.9% | 28 7.8% | 13 3.6% | 7 1.9% | 9 2.5% | 34 9.4% | 47 13.1% | 3 0.8% | 61 16.9% | 30 8.3% | 49 13.6% | 15 4.2% |
| Currently | | | | | | | | | | | | | | |
| 1=Not at all | 150 75.4% | 10 71.4% | 11 78.6% | 14 82.4% | 5 71.4% | 2 66.7% | 4 100.0% | 15 78.9% | 19 79.2% | 2 100.0% | 26 65.0% | 14 87.5% | 22 73.3% | 5 62.5% |
| 2 | 27 13.6% | 2 14.3% | 3 21.4% | 2 11.8% | 1 14.3% | 0 0.0% | 0 0.0% | 2 10.5% | 1 4.2% | 0 0.0% | 9 22.5% | 1 6.3% | 3 10.0% | 3 37.5% |
| 3 | 6 3.0% | 0 0.0% | 0 0.0% | 1 5.9% | 1 14.3% | 0 0.0% | 0 0.0% | 1 5.3% | 2 8.3% | 0 0.0% | 1 2.5% | 0 0.0% | 0 0.0% | 0 0.0% |
| 4 | 6 3.0% | 1 7.1% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 5.3% | 0 0.0% | 0 0.0% | 2 5.0% | 0 0.0% | 2 6.7% | 0 0.0% |
| 5 | 6 3.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 33.3% | 0 0.0% | 0 0.0% | 2 8.3% | 0 0.0% | 1 2.5% | 0 0.0% | 2 6.7% | 0 0.0% |
| 6 | 2 1.0% | 1 7.1% | 0 0.0% | 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 6.3% | 0 0.0% | 0 0.0% |
| 7=Very Important | 2 1.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 2.5% | 0 0.0% | 1 3.3% | 0 0.0% |
| Mean | 1.52 | 1.71 | 1.21 | 1.24 | 1.43 | 2.33 | 1.00 | 1.37 | 1.54 | 1.00 | 1.68 | 1.38 | 1.77 | 1.38 |

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

Topic 10: Marketing Analytics

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

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|------------------|-------------------------|------------------|-------------|----------------|------------------|------------------|-------------------|-------------------|-----------------|-------------------|------------------|--------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Total | 119 32.9% | 119 32.9% | 69 19.1% | 55 15.2% | 97 27.2% | 58 16.3% | 48 13.5% | 24 6.7% | 85 23.9% | 44 12.4% | 149 43.4% | 103 30.0% | 91 26.5% |
| <u>Currently</u> | | | | | | | | | | | | | |
| 1=Not at all | 48 77.4% | 49 69.0% | 30 78.9% | 23 82.1% | 46 79.3% f | 33 89.2% F | 19 70.4% | 6 66.7% | 35 72.9% | 8 50.0% aB | 66 78.6% | 45 71.4% | 35 74.5% |
| 2 | 5 8.1% b | 15 21.1% a | 5 13.2% | 2 7.1% | 7 12.1% | 3 8.1% | 5 18.5% | 2 22.2% | 8 16.7% | 2 12.5% | 11 13.1% | 9 14.3% | 6 12.8% |
| 3 | 3 4.8% | 2 2.8% | 0 0.0% | 1 3.6% | 2 3.4% | 0 0.0% | 1 3.7% | 0 0.0% | 3 6.3% | 0 0.0% | 2 2.4% | 1 1.6% | 3 6.4% |
| 4 | 1 1.6% | 4 5.6% | 1 2.6% | 0 0.0% | 1 1.7% | 0 0.0% f | 1 3.7% | 0 0.0% | 1 2.1% | 2 12.5% b | 2 2.4% | 3 4.8% | 1 2.1% |
| 5 | 4 6.5% b | 0 0.0% ad | 0 0.0% | 2 7.1% b | 1 1.7% | 1 2.7% | 1 3.7% | 1 11.1% | 1 2.1% | 1 6.3% | 2 2.4% | 2 3.2% | 2 4.3% |
| 6 | 1 1.6% | 0 0.0% | 1 2.6% | 0 0.0% | 1 1.7% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 6.3% | 1 1.2% | 1 1.6% | 0 0.0% |
| 7=Very Important | 0 0.0% | 1 1.4% | 1 2.6% | 0 0.0% | 0 0.0% F | 0 0.0% f | 0 0.0% | 0 0.0% | 0 0.0% f | 2 12.5% Abe | 0 0.0% | 2 3.2% | 0 0.0% |
| Mean | 1.56 | 1.52 | 1.50 | 1.43 | 1.40 F | 1.19 F | 1.52 f | 1.67 | 1.44 F | 2.81 ABcE | 1.40 | 1.71 | 1.49 |

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

Topic 10: Marketing Analytics

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

| | Total | Industry Sector | | | | | | | | | | | | |
|-------------------------|---------------|------------------------|------------------------|-------------------------|-------------------|---------------------|------------|----------------|----------------|-----------------------|------------------|------------------|-----------------------|------------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| Total | 360 100.0% | 39 10.8% | 25 6.9% | 28 7.8% | 13 3.6% | 7 1.9% | 9 2.5% | 34 9.4% | 47 13.1% | 3 0.8% | 61 16.9% | 30 8.3% | 49 13.6% | 15 4.2% |
| <u>Next three years</u> | | | | | | | | | | | | | | |
| 1=Not at all | 108 52.9% | 10 66.7% | 5 33.3% | 9 52.9% | 5 71.4% | 2 66.7% | 2 50.0% | 11 52.4% | 16 61.5% | 2 100.0% | 20 50.0% | 9 56.3% | 13 44.8% | 3 37.5% |
| 2 | 34 16.7% | 1 6.7% | 5 33.3% | 2 11.8% | 1 14.3% | 0 0.0% | 0 0.0% | 7 33.3% | 4 15.4% | 0 0.0% | 5 12.5% | 5 31.3% | 3 10.3% | 1 12.5% |
| 3 | 26 12.7% | 1 6.7% | 3 20.0% | 4 23.5% | 0 0.0% | 0 0.0% | 1 25.0% | 1 4.8% m | 1 3.8% m | 0 0.0% | 8 20.0% | 1 6.3% | 3 10.3% | 3 37.5% gh |
| 4 | 16 7.8% | 1 6.7% | 2 13.3% | 1 5.9% | 0 0.0% | 0 0.0% | 1 25.0% | 1 4.8% | 1 3.8% | 0 0.0% | 2 5.0% l | 0 0.0% | 6 20.7% j | 1 12.5% |
| 5 | 5 2.5% | 1 6.7% | 0 0.0% | 1 5.9% | 0 0.0% | 0 0.0% | 0 0.0% | 0 0.0% | 1 3.8% | 0 0.0% | 1 2.5% | 0 0.0% | 1 3.4% | 0 0.0% |
| 6 | 8 3.9% | 1 6.7% | 0 0.0% | 0 0.0% | 1 14.3% | 0 0.0% | 0 0.0% | 1 4.8% | 1 3.8% | 0 0.0% | 3 7.5% | 0 0.0% | 1 3.4% | 0 0.0% |
| 7=Very Important | 7 3.4% | 0 0.0% e | 0 0.0% e | 0 0.0% e | 0 0.0% | 1 33.3% abcgj | 0 0.0% | 0 0.0% e | 2 7.7% | 0 0.0% | 1 2.5% e | 1 6.3% | 2 6.9% | 0 0.0% |
| Mean | 2.16 | 2.00 | 2.13 | 2.00 | 1.86 | 3.00 | 2.25 | 1.81 | 2.15 | 1.00 | 2.30 | 1.81 | 2.66 | 2.25 |

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

Topic 10: Marketing Analytics

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

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|-------------------------|-------------------------|--------------|-------------|--------------|------------------|-----------------|-------------------|-------------------|-----------------|------------------|------------------|----------------|-----------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| Total | 119 32.9% | 119 32.9% | 69 19.1% | 55 15.2% | 97 27.2% | 58 16.3% | 48 13.5% | 24 6.7% | 85 23.9% | 44 12.4% | 149 43.4% | 103 30.0% | 91 26.5% |
| <u>Next three years</u> | | | | | | | | | | | | | |
| 1=Not at all | 36 56.3% | 34 47.2% | 20 52.6% | 18 60.0% | 36 62.1% f | 22 59.5% | 13 46.4% | 4 44.4% | 24 48.0% | 6 33.3% a | 44 51.8% | 34 52.3% | 26 53.1% |
| 2 | 10 15.6% | 11 15.3% | 7 18.4% | 6 20.0% | 8 13.8% | 6 16.2% | 5 17.9% | 1 11.1% | 12 24.0% | 2 11.1% | 15 17.6% | 12 18.5% | 6 12.2% |
| 3 | 5 7.8% | 14 19.4% | 5 13.2% | 2 6.7% | 4 6.9% | 5 13.5% | 4 14.3% | 2 22.2% | 8 16.0% | 3 16.7% | 13 15.3% | 4 6.2% c | 9 18.4% b |
| 4 | 5 7.8% | 6 8.3% | 4 10.5% | 1 3.3% | 6 10.3% | 3 8.1% | 3 10.7% | 1 11.1% | 1 2.0% | 2 11.1% | 7 8.2% | 6 9.2% | 3 6.1% |
| 5 | 4 6.3% | 1 1.4% | 0 0.0% | 0 0.0% | 3 5.2% | 0 0.0% | 0 0.0% | 0 0.0% | 1 2.0% | 1 5.6% | 3 3.5% | 1 1.5% | 1 2.0% |
| 6 | 1 1.6% | 5 6.9% | 0 0.0% | 2 6.7% | 1 1.7% | 1 2.7% | 2 7.1% | 0 0.0% | 2 4.0% | 1 5.6% | 2 2.4% | 3 4.6% | 3 6.1% |
| 7=Very Important | 3 4.7% | 1 1.4% | 2 5.3% | 1 3.3% | 0 0.0% dF | 0 0.0% df | 1 3.6% | 1 11.1% ab | 2 4.0% | 3 16.7% Ab | 1 1.2% b | 5 7.7% a | 1 2.0% |
| Mean | 2.16 | 2.28 | 2.08 | 1.97 | 1.88 F | 1.81 F | 2.36 | 2.56 | 2.14 f | 3.28 ABe | 2.06 | 2.34 | 2.18 |

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

Topic 10: Marketing Analytics

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

| | Total | Industry Sector | | | | | | | | | | | | |
|---|--|------------------------------|------------------------------|-------------------------------|----------------------|------------|------------|-------------|-------------|-----------------------------|---------------------|---------------------|-----------------------------|----------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| We prove the impact quantitatively | 104 50.0% | 8 53.3% | 9 60.0% | 10 58.8% | 5 71.4% | 1 33.3% | 1 25.0% | 12 54.5% | 9 33.3% | 0 0.0% | 16 40.0% | 7 41.2% | 22 73.3% | 4 50.0% |
| | | | | | | | | | L | 1 | L | 1 | HiJk | |
| We have a good qualitative sense of the impact, but not a quantitative impact | 71 34.1% | 6 40.0% | 2 13.3% | 3 17.6% | 2 28.6% | 1 33.3% | 2 50.0% | 7 31.8% | 11 40.7% | 1 50.0% | 18 45.0% | 9 52.9% | 4 13.3% | 4 50.0% |
| | | | 1 jk | k | | | | | 1 | | bL | bcL | ahJKm | 1 |
| We haven't been able to show the impact yet | 33 15.9% | 1 6.7% | 4 26.7% | 4 23.5% | 0 0.0% | 1 33.3% | 1 25.0% | 3 13.6% | 7 25.9% | 1 50.0% | 6 15.0% | 1 5.9% | 4 13.3% | 0 0.0% |
| Significance Tests Between Columns: | Lower case: p<.05 Upper case: p<.01 | | | | | | | | | | | | | |

Topic 10: Marketing Analytics

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

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---|-------------------------|------------------|------------------|------------------|------------------|--------------------|----------------------|----------------------|--------------------|----------------------|------------------|-------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| We prove the impact quantitatively | 22 32.8% BCd | 40 54.8% A | 24 63.2% A | 18 60.0% a | 24 40.7% F | 17 44.7% F | 15 53.6% f | 3 33.3% f | 28 54.9% f | 16 84.2% ABcde | 42 48.3% | 31 47.7% | 28 56.0% |
| We have a good qualitative sense of the impact, but not a quantitative impact | 32 47.8% bC | 21 28.8% a | 8 21.1% A | 10 33.3% | 22 37.3% f | 15 39.5% f | 10 35.7% | 5 55.6% f | 16 31.4% | 2 10.5% abd | 28 32.2% | 25 38.5% | 17 34.0% |
| We haven't been able to show the impact yet | 13 19.4% | 12 16.4% | 6 15.8% | 2 6.7% | 13 22.0% | 6 15.8% | 3 10.7% | 1 11.1% | 7 13.7% | 1 5.3% | 17 19.5% | 9 13.8% | 5 10.0% |

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

Topic 10: Marketing Analytics

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

| | Total | Industry Sector | | | | | | | | | | | | |
|---|-------------|--|------------------------------|-------------------------------|----------------------|------------|-----------------|------------------|------------------|-----------------------------|---------------------|-----------------------|-----------------------------|------------------|
| | | Banking Finance Insur. | Communi- cations Media | Consumer Packaged Goods | Consumer Services | Education | Energy | Healthcare | Manufact. | Mining Construct- ion | Service Consult. | Retail Wholesale | Tech Software Biotech | Transportation |
| | | A | B | C | D | E | F | G | H | I | J | K | L | M |
| We prove the impact quantitatively | 84 40.6% | 7 46.7% | 6 40.0% | 8 50.0% | 6 85.7% ghkm | 1 33.3% | 1 25.0% | 8 36.4% d | 8 29.6% d | 0 0.0% | 18 45.0% | 4 23.5% d | 16 53.3% m | 1 12.5% dl |
| We have a good qualitative sense of the impact, but not a quantitative impact | 86 41.5% | 5 33.3% k | 5 33.3% k | 5 31.3% k | 0 0.0% fghKm | 1 33.3% | 3 75.0% d | 11 50.0% d | 12 44.4% d | 1 50.0% | 15 37.5% k | 12 70.6% abcDjl | 9 30.0% km | 6 75.0% dl |
| We haven't been able to show the impact yet | 37 17.9% | 3 20.0% | 4 26.7% | 3 18.8% | 1 14.3% | 1 33.3% | 0 0.0% | 3 13.6% | 7 25.9% | 1 50.0% | 7 17.5% | 1 5.9% | 5 16.7% | 1 12.5% |
| Significance Tests Between Columns: | | Lower case: p<.05 Upper case: p<.01 | | | | | | | | | | | | |

Topic 10: Marketing Analytics

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

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
|---|-------------------------|------------------|----------------|------------------|------------------|--------------------|----------------------|----------------------|--------------------|------------------|------------------|-------------|-------------|
| | B2B Product | B2B Services | B2C Product | B2C Services | <\$25 million | \$26-99 million | \$100-499 million | \$500-999 million | \$1-9.9 billion | \$10+ billion | 0% | 1-10% | >10% |
| | A | B | C | D | A | B | C | D | E | F | A | B | C |
| We prove the impact quantitatively | 17 25.4% bD | 34 46.6% a | 15 40.5% | 18 60.0% A | 22 37.3% | 16 42.1% | 12 42.9% | 4 44.4% | 20 40.0% | 9 47.4% | 36 41.4% | 24 37.5% | 21 42.0% |
| We have a good qualitative sense of the impact, but not a quantitative impact | 37 55.2% bd | 27 37.0% a | 14 37.8% | 8 26.7% a | 25 42.4% | 16 42.1% | 10 35.7% | 3 33.3% | 21 42.0% | 9 47.4% | 37 42.5% | 25 39.1% | 22 44.0% |
| We haven't been able to show the impact yet | 13 19.4% | 12 16.4% | 8 21.6% | 4 13.3% | 12 20.3% | 6 15.8% | 6 21.4% | 2 22.2% | 9 18.0% | 1 5.3% | 14 16.1% | 15 23.4% | 7 14.0% |

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