

The **CMO** Survey[®]

Report of Results by Firm & Industry Characteristics

FEBRUARY 2019

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

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ASSOCIATION

Overview of The CMO Survey®

About The CMO Survey

Mission

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

Administration

Founded in August 2008, The CMO Survey is administered twice a year. Questions repeat to observe trends over time and new questions are added to tap into marketing trends. The February 2019 survey is the 22st administration of The CMO Survey.

Sponsors

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

The February 2019 CMO Survey

Survey sample

The sample of 2556 top marketers at U.S. for-profit companies: 323 responded for a 12.6% response rate; 97% of respondents were VP-level or above.

Survey administration

The survey was in field from January 8-29, 2019. It was administered via email with four follow-up reminders.

Available reports

This *Report of Results by Firm and Industry Characteristics* offers results by sectors, size, and Internet sales. Two other reports are available at cmosurvey.org/results:

- *Highlights and Insights Report* shares key metrics over time
- *The Topline Report* shows aggregate-level results

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

Customers

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

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

Do you expect the following customer outcome in the next 12 months:

- 15 Customer's purchase volume
- 17 Customer's price per unit
- 19 Customer will buy related products/services from my firm
- 21 My firm's ability to retain current customers
- 23 The entry of new customers into this market
- 25 My firm's ability to acquire new customers

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

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- 29 Partner's purchase volume
- 31 Partner will buy related products/services from my firm
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- 71 What percent of social media activities are performed by outside agencies?
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-
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Technical Notes:

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	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
3=More	34 20.1%	2 22.2%	3 27.3%	3 20.0%	2 16.7%	2 40.0%	2 66.7%	1 6.3%	6 24.0%	1 33.3%	1 4.3%	5 33.3%	5 18.5%	1 20.0%
2=No Change	40 23.7%	2 22.2%	2 18.2%	3 20.0%	3 25.0%	2 40.0%	0 0.0%	7 43.8%	8 32.0%	1 33.3%	6 26.1%	1 6.7%	4 14.8%	1 20.0%
1=Less	95 56.2%	5 55.6%	6 54.5%	9 60.0%	7 58.3%	1 20.0%	1 33.3%	8 50.0%	11 44.0%	1 33.3%	16 69.6%	9 60.0%	18 66.7%	3 60.0%
Mean	1.64	1.67	1.73	1.60	1.58	2.20	2.33	1.56	1.80	2.00	1.35	1.73	1.52	1.60

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	15 24.2%	11 20.8%	3 12.0%	5 17.2%	6 12.8%	5 20.8%	7 25.9%	3 25.0%	10 24.4%	2 16.7%	12 18.2%	15 24.2%	5 13.9%
2=No Change	17 27.4%	12 22.6%	2 8.0% d	9 31.0% c	12 25.5%	6 25.0%	6 22.2%	0 0.0% e	11 26.8% d	3 25.0%	11 16.7%	17 27.4%	11 30.6%
1=Less	30 48.4% C	30 56.6% c	20 80.0% Abd	15 51.7% c	29 61.7%	13 54.2%	14 51.9%	9 75.0%	20 48.8%	7 58.3%	43 65.2%	30 48.4%	20 55.6%
Mean	1.76 c	1.64	1.32 a	1.66	1.51	1.67	1.74	1.50	1.76	1.58	1.53	1.76	1.58

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur. A	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
Optimism rating	166	9	11	14	12	5	3	15	24	3	23	15	27	5
	57.00	52.78	45.00	54.03	58.93	61.00	70.33	55.33	63.46	56.67	53.23	61.33	56.29	65.00
	19.86	21.08	17.32	17.87	18.25	20.74	12.66	19.22	19.08	31.75	21.11	21.50	21.40	10.00
			fhkm				b		b			b		b

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Optimism rating	59 59.54 20.63	53 57.12 20.95	25 52.46 19.53	29 55.52 16.33	47 53.96 17.83	24 56.69 23.55	26 62.31 20.77	12 55.42 16.85	41 57.53 20.23	11 56.36 19.12	66 55.98 19.54	61 59.63 19.65

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. 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
1=1st Priority	35 21.3%	1 12.5%	6 54.5% cjL	2 14.3% b	2 20.0%	2 40.0%	0 0.0%	4 25.0% 1	7 29.2% 1	1 33.3%	3 13.0% b	4 26.7% 1	1 3.6% Beghkm	2 40.0% 1
2=2nd Priority	15 9.1%	0 0.0%	0 0.0% e	1 7.1%	1 10.0%	2 40.0% b	0 0.0%	1 6.3%	3 12.5%	1 33.3%	2 8.7%	1 6.7%	3 10.7%	0 0.0%
3=3rd Priority	31 18.9%	1 12.5%	1 9.1%	3 21.4%	3 30.0%	0 0.0%	1 50.0%	2 12.5%	5 20.8%	0 0.0%	6 26.1%	5 33.3%	4 14.3%	0 0.0%
Mean	1.95	2.00	1.29 jl	2.17	2.17	1.50	3.00	1.71	1.87	1.50	2.27 b	2.10	2.38 b	1.00

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: Low price

	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	10 16.7%	11 21.2%	6 25.0%	8 28.6%	9 19.1% d	3 13.0% d	7 29.2%	6 50.0% abe	7 17.1% d	2 18.2%	11 16.9%	14 24.1%
2=2nd Priority	4 6.7%	5 9.6%	2 8.3%	4 14.3%	6 12.8%	1 4.3%	2 8.3%	2 16.7%	3 7.3%	0 0.0%	6 9.2%	3 5.2%	5 13.9%
3=3rd Priority	14 23.3%	8 15.4%	6 25.0%	3 10.7%	6 12.8% b	8 34.8% a	6 25.0%	1 8.3%	8 19.5%	2 18.2%	9 13.8% b	18 31.0% ac	4 11.1% b
Mean	2.14	1.88	2.00	1.67	1.86	2.42 d	1.93	1.44 b	2.06	2.00	1.92	2.11	1.68

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. 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
1=1st Priority	36 22.0%	3 37.5%	2 18.2%	1 7.1%	0 0.0%	1 20.0%	0 0.0%	5 31.3%	6 25.0%	1 33.3%	5 21.7%	1 6.7%	10 35.7%	1 20.0%
2=2nd Priority	33 20.1%	1 12.5%	2 18.2%	9 64.3%	1 10.0%	1 20.0%	0 0.0%	2 12.5%	4 16.7%	1 33.3%	5 21.7%	2 13.3%	5 17.9%	0 0.0%
3=3rd Priority	40 24.4%	3 37.5%	3 27.3%	2 14.3%	3 30.0%	2 40.0%	0 0.0%	5 31.3%	6 25.0%	0 0.0%	4 17.4%	4 26.7%	6 21.4%	2 40.0%
Mean	2.04	2.00	2.14	2.08	2.75	2.25	---	2.00	2.00	1.50	1.93	2.43	1.81	2.33

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	14 23.3%	14 26.9%	3 12.5%	5 17.9%	11 23.4%	4 17.4%	5 20.8%	1 8.3%	11 26.8%	2 18.2%	11 16.9%	13 22.4%	9 25.0%
2=2nd Priority	15 25.0%	9 17.3%	6 25.0%	3 10.7%	10 21.3%	5 21.7%	6 25.0%	1 8.3%	9 22.0%	1 9.1%	9 13.8%	18 31.0%	6 16.7%
3=3rd Priority	11 18.3%	9 17.3%	8 33.3%	12 42.9%	11 23.4%	6 26.1%	7 29.2%	1 8.3%	11 26.8%	2 18.2%	18 27.7%	11 19.0%	9 25.0%
Mean	1.93	1.84	2.29	2.35	2.00	2.13	2.11	2.00	2.00	2.00	2.18	1.95	2.00
		d		b									

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

Topic 1: Marketplace Dynamics - Customers

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

	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
1=1st Priority	24 14.6%	0 0.0%	0 0.0%	5 35.7%	0 0.0%	0 0.0%	1 50.0%	4 25.0%	2 8.3%	0 0.0%	3 13.0%	2 13.3%	6 21.4%	1 20.0%
2=2nd Priority	17 10.4%	1 12.5%	1 9.1%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	5 20.8%	0 0.0%	0 0.0%	2 13.3%	6 21.4%	1 20.0%
3=3rd Priority	12 7.3%	1 12.5%	1 9.1%	1 7.1%	1 10.0%	1 20.0%	0 0.0%	2 12.5%	1 4.2%	0 0.0%	3 13.0%	0 0.0%	1 3.6%	0 0.0%
Mean	1.77	2.50	2.50	1.43	3.00	3.00	1.00	1.67	1.88	---	2.00	1.50	1.62	1.50

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 21.7% b	4 7.7% a	4 16.7%	3 10.7%	8 17.0%	6 26.1% e	3 12.5%	1 8.3%	2 4.9% bF	4 36.4% E	11 16.9%	6 10.3%
2=2nd Priority	9 15.0%	3 5.8%	4 16.7%	1 3.6%	3 6.4%	2 8.7%	4 16.7%	1 8.3%	5 12.2%	1 9.1%	8 12.3%	6 10.3%	3 8.3%
3=3rd Priority	4 6.7%	5 9.6%	1 4.2%	2 7.1%	3 6.4%	2 8.7%	1 4.2%	1 8.3%	4 9.8%	1 9.1%	6 9.2%	4 6.9%	1 2.8%
Mean	1.65	2.08	1.67	1.83	1.64	1.60	1.75	2.00	2.18	1.50	1.80	1.88	1.45

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. 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
1=1st Priority	34 20.7%	2 25.0%	2 18.2%	3 21.4%	4 40.0%	2 40.0%	0 0.0%	1 6.3%	5 20.8%	1 33.3%	5 21.7%	5 33.3%	3 10.7%	1 20.0%
2=2nd Priority	60 36.6%	5 62.5%	1 9.1%	2 14.3%	4 40.0%	1 20.0%	2 100.0%	10 62.5%	7 29.2%	0 0.0%	12 52.2%	4 26.7%	10 35.7%	2 40.0%
3=3rd Priority	31 18.9%	0 0.0%	4 36.4%	4 28.6%	1 10.0%	2 40.0%	0 0.0%	0 0.0%	6 25.0%	2 66.7%	2 8.7%	3 20.0%	7 25.0%	0 0.0%
Mean	1.98	1.71	2.29	2.11	1.67	2.00	2.00	1.91	2.06	2.33	1.84	1.83	2.20	1.67

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 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	11 18.3%	13 25.0%	4 16.7%	6 21.4%	9 19.1%	5 21.7%	6 25.0%	2 16.7%	10 24.4%	1 9.1%	16 24.6%	11 19.0%
2=2nd Priority	17 28.3%	21 40.4%	9 37.5%	13 46.4%	18 38.3%	7 30.4%	5 20.8%	6 50.0%	14 34.1%	8 72.7%	26 40.0%	20 34.5%	11 30.6%
3=3rd Priority	13 21.7%	9 17.3%	4 16.7%	5 17.9%	10 21.3%	1 4.3%	6 25.0%	4 33.3%	7 17.1%	1 9.1%	10 15.4%	8 13.8%	12 33.3%
Mean	2.05	1.91	2.00	1.96	2.03	1.69	2.00	2.17	1.90	2.00	1.88	1.92	2.21

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. 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
1=1st Priority	35 21.3%	2 25.0%	1 9.1%	3 21.4%	4 40.0%	0 0.0%	1 50.0%	2 12.5%	4 16.7%	0 0.0%	7 30.4%	3 20.0%	8 28.6%	0 0.0%
2=2nd Priority	39 23.8%	1 12.5%	7 63.6%	1 7.1%	4 40.0%	1 20.0%	0 0.0%	3 18.8%	5 20.8%	1 33.3%	4 17.4%	6 40.0%	4 14.3%	2 40.0%
3=3rd Priority	50 30.5%	3 37.5%	2 18.2%	4 28.6%	2 20.0%	0 0.0%	1 50.0%	7 43.8%	6 25.0%	1 33.3%	8 34.8%	3 20.0%	10 35.7%	3 60.0%
Mean	2.12	2.17	2.10	2.13	1.80	2.00	2.00	2.42	2.13	2.50	2.05	2.00	2.09	2.60

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 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	12 20.0%	10 19.2%	7 29.2%	6 21.4%	10 21.3%	5 21.7%	3 12.5%	2 16.7%	11 26.8%	2 18.2%	16 24.6%	14 24.1%
2=2nd Priority	15 25.0%	14 26.9%	3 12.5%	7 25.0%	10 21.3%	8 34.8%	7 29.2%	2 16.7%	10 24.4%	1 9.1%	16 24.6%	11 19.0%	11 30.6%
3=3rd Priority	18 30.0%	21 40.4%	5 20.8%	6 21.4%	17 36.2%	6 26.1%	4 16.7%	5 41.7%	11 26.8%	5 45.5%	22 33.8%	17 29.3%	10 27.8%
Mean	2.13	2.24	1.87	2.00	2.19	2.05	2.07	2.33	2.00	2.38	2.11	2.07	2.24

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
Total	322 100.0%	30 9.3%	23 7.1%	25 7.8%	16 5.0%	9 2.8%	4 1.2%	32 9.9%	37 11.5%	8 2.5%	47 14.6%	32 9.9%	48 14.9%	11 3.4%
+1=Increase	107 67.3%	6 75.0%	4 40.0% 1	7 53.8%	8 66.7%	4 80.0%	1 33.3%	9 69.2%	18 75.0%	3 100.0%	13 59.1%	9 60.0%	21 80.8% b	4 80.0%
0=No Change	39 24.5%	2 25.0%	4 40.0%	4 30.8%	3 25.0%	1 20.0%	1 33.3%	3 23.1%	4 16.7%	0 0.0%	8 36.4%	4 26.7%	4 15.4%	1 20.0%
-1=Decrease	13 8.2%	0 0.0%	2 20.0%	2 15.4%	1 8.3%	0 0.0%	1 33.3%	1 7.7%	2 8.3%	0 0.0%	1 4.5%	2 13.3%	1 3.8%	0 0.0%
Mean	0.59	0.75	0.20 1	0.38	0.58	0.80	0.00 1	0.62	0.67	1.00	0.55	0.47	0.77 bf	0.80

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 A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	116 36.1%	103 32.1%	48 15.0%	54 16.8%	98 31.5%	35 11.3%	50 16.1%	24 7.7%	72 23.2%	32 10.3%	140 45.6%	100 32.6%
+1=Increase	39 69.6%	34 66.7%	16 66.7%	18 64.3%	30 68.2%	16 69.6%	19 73.1%	8 66.7%	23 60.5%	6 54.5%	46 73.0%	37 62.7%	22 62.9%
0=No Change	11 19.6%	15 29.4%	6 25.0%	7 25.0%	13 29.5%	2 8.7%	5 19.2%	4 33.3%	11 28.9%	4 36.4%	15 23.8%	15 25.4%	9 25.7%
-1=Decrease	6 10.7%	2 3.9%	2 8.3%	3 10.7%	1 2.3% b	5 21.7% a	2 7.7%	0 0.0%	4 10.5%	1 9.1%	2 3.2%	7 11.9%	4 11.4%
Mean	0.59	0.63	0.58	0.54	0.66	0.48	0.65	0.67	0.50	0.45	0.70	0.51	0.51

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
Total	322 100.0%	30 9.3%	23 7.1%	25 7.8%	16 5.0%	9 2.8%	4 1.2%	32 9.9%	37 11.5%	8 2.5%	47 14.6%	32 9.9%	48 14.9%	11 3.4%
+1=Increase	72 45.0%	3 37.5%	3 30.0%	8 61.5% g	6 50.0%	1 20.0%	1 33.3%	2 14.3% clkm	11 45.8%	3 100.0% G	10 45.5%	8 53.3% g	12 46.2%	4 80.0% g
0=No Change	63 39.4%	4 50.0%	3 30.0%	5 38.5%	6 50.0%	3 60.0%	0 0.0%	8 57.1%	9 37.5%	0 0.0%	10 45.5%	6 40.0%	8 30.8%	1 20.0%
-1=Decrease	25 15.6%	1 12.5%	4 40.0% cdj	0 0.0% bFg	0 0.0% bF	1 20.0%	2 66.7% CDjk	4 28.6% c	4 16.7%	0 0.0%	2 9.1% bf	1 6.7% f	6 23.1%	0 0.0%
Mean	0.29	0.25	-0.10 c	0.62 bfG	0.50 g	0.00	-0.33 c	-0.14 CdjkM	0.29	1.00	0.36 g	0.47 g	0.23	0.80 G

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 A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	116 36.1%	103 32.1%	48 15.0%	54 16.8%	98 31.5%	35 11.3%	50 16.1%	24 7.7%	72 23.2%	32 10.3%	140 45.6%	100 32.6%
+1=Increase	26 45.6%	21 41.2%	15 62.5%	10 35.7%	17 38.6%	10 43.5%	15 57.7%	6 50.0%	17 44.7%	5 41.7%	26 41.3%	27 45.8%	18 51.4%
0=No Change	21 36.8%	19 37.3%	9 37.5%	14 50.0%	24 54.5% bc	6 26.1% a	7 26.9% a	4 33.3%	17 44.7%	4 33.3%	25 39.7%	24 40.7%	14 40.0%
-1=Decrease	10 17.5% c	11 21.6% c	0 0.0% ab	4 14.3%	3 6.8% b	7 30.4% a	4 15.4%	2 16.7%	4 10.5%	3 25.0%	12 19.0%	8 13.6%	3 8.6%
Mean	0.28 c	0.20 c	0.63 abd	0.21 c	0.32	0.13	0.42	0.33	0.34	0.17	0.22	0.32	0.43

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
Total	322 100.0%	30 9.3%	23 7.1%	25 7.8%	16 5.0%	9 2.8%	4 1.2%	32 9.9%	37 11.5%	8 2.5%	47 14.6%	32 9.9%	48 14.9%	11 3.4%
+1=Increase	111 68.5%	6 75.0%	7 63.6%	8 57.1%	9 75.0%	2 40.0%	2 66.7%	10 71.4%	17 70.8%	2 66.7%	14 63.6%	8 53.3%	21 80.8%	5 100.0%
0=No Change	49 30.2%	2 25.0%	4 36.4%	6 42.9%	2 16.7%	3 60.0%	1 33.3%	4 28.6%	6 25.0%	1 33.3%	8 36.4%	7 46.7%	5 19.2%	0 0.0%
-1=Decrease	2 1.2%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.67	0.75	0.64	0.57	0.67	0.40	0.67	0.71	0.67	0.67	0.64	0.53	0.81	1.00

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 A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	116 36.1%	103 32.1%	48 15.0%	54 16.8%	98 31.5%	35 11.3%	50 16.1%	24 7.7%	72 23.2%	32 10.3%	140 45.6%	100 32.6%
+1=Increase	40 69.0%	40 78.4%	13 54.2%	18 62.1%	32 71.1%	15 62.5%	19 73.1%	7 58.3%	29 76.3%	6 50.0%	48 73.8%	36 61.0%	24 68.6%
0=No Change	17 29.3%	10 19.6%	11 45.8%	11 37.9%	13 28.9%	9 37.5%	5 19.2%	5 41.7%	9 23.7%	6 50.0%	16 24.6%	22 37.3%	11 31.4%
-1=Decrease	1 1.7%	1 2.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.7%	0 0.0%	0 0.0%	0 0.0%	1 1.5%	1 1.7%	0 0.0%
Mean	0.67	0.76	0.54	0.62	0.71	0.63	0.65	0.58	0.76	0.50	0.72	0.59	0.69

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
Total	322 100.0%	30 9.3%	23 7.1%	25 7.8%	16 5.0%	9 2.8%	4 1.2%	32 9.9%	37 11.5%	8 2.5%	47 14.6%	32 9.9%	48 14.9%	11 3.4%
+1=Increase	84 52.2%	3 37.5%	3 27.3% 1	6 42.9%	8 66.7%	3 60.0%	1 33.3%	7 53.8%	12 50.0%	2 66.7%	11 50.0%	7 46.7%	19 73.1% b	2 40.0%
0=No Change	57 35.4%	4 50.0%	6 54.5% 1	7 50.0% 1	2 16.7%	2 40.0%	0 0.0%	5 38.5%	9 37.5%	1 33.3%	9 40.9%	5 33.3%	5 19.2% bc	2 40.0%
-1=Decrease	20 12.4%	1 12.5%	2 18.2%	1 7.1% f	2 16.7%	0 0.0%	2 66.7% cghjL	1 7.7% f	3 12.5% f	0 0.0%	2 9.1% f	3 20.0%	2 7.7% F	1 20.0%
Mean	0.40	0.25	0.09 1	0.36	0.50	0.60	-0.33 1	0.46	0.38	0.67	0.41	0.27	0.65 bf	0.20

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 A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	116 36.1%	103 32.1%	48 15.0%	54 16.8%	98 31.5%	35 11.3%	50 16.1%	24 7.7%	72 23.2%	32 10.3%	140 45.6%	100 32.6%
+1=Increase	31 54.4%	28 54.9%	10 41.7%	15 51.7%	26 57.8%	13 54.2%	12 46.2%	3 25.0%	24 63.2%	2 18.2%	37 56.9%	31 52.5%	14 40.0%
0=No Change	19 33.3%	20 39.2%	11 45.8%	7 24.1%	14 31.1%	10 41.7%	9 34.6%	7 58.3%	12 31.6%	5 45.5%	19 29.2%	23 39.0%	15 42.9%
-1=Decrease	7 12.3%	3 5.9%	3 12.5%	7 24.1%	5 11.1%	1 4.2%	5 19.2%	2 16.7%	2 5.3%	4 36.4%	9 13.8%	5 8.5%	6 17.1%
Mean	0.42	0.49	0.29	0.28	0.47 F	0.50 F	0.27	0.08 e	0.58 dF	-0.18 ABE	0.43	0.44	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: The entry of new customers into this market

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
Total	322 100.0%	30 9.3%	23 7.1%	25 7.8%	16 5.0%	9 2.8%	4 1.2%	32 9.9%	37 11.5%	8 2.5%	47 14.6%	32 9.9%	48 14.9%	11 3.4%
+1=Increase	68 42.2%	5 62.5% k	5 45.5%	5 38.5%	6 50.0% k	2 40.0%	2 66.7%	8 57.1% jk	6 25.0% L	1 33.3%	5 22.7% gL	2 13.3% adgL	18 69.2% HJK	3 60.0%
0=No Change	76 47.2%	3 37.5%	5 45.5%	8 61.5% l	6 50.0%	1 20.0%	1 33.3%	5 35.7%	16 66.7% L	2 66.7%	13 59.1% l	7 46.7%	7 26.9% cHj	2 40.0%
-1=Decrease	17 10.6%	0 0.0% k	1 9.1%	0 0.0% ek	0 0.0% ek	2 40.0% cdl	0 0.0%	1 7.1% k	2 8.3% k	0 0.0%	4 18.2%	6 40.0% acdghL	1 3.8% eK	0 0.0%
Mean	0.32	0.63 jK	0.36 k	0.38 k	0.50 jK	0.00 l	0.67 k	0.50 jK	0.17 kL	0.33	0.05 adgL	-0.27 AbcDfGh Lm	0.65 eHJK	0.60 k

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	116 36.1%	103 32.1%	48 15.0%	54 16.8%	98 31.5%	35 11.3%	50 16.1%	24 7.7%	72 23.2%	32 10.3%	140 45.6%	100 32.6%
+1=Increase	27 46.6% c	23 45.1% c	4 16.7% abd	14 50.0% c	20 45.5% e	16 66.7% E	11 42.3%	6 50.0%	8 21.1% aB	5 41.7%	28 43.8%	21 35.6%	17 48.6%
0=No Change	25 43.1% c	25 49.0%	17 70.8% aD	9 32.1% C	18 40.9% e	7 29.2% E	13 50.0%	3 25.0% e	26 68.4% aBd	6 50.0%	24 37.5% b	34 57.6% a	17 48.6%
-1=Decrease	6 10.3%	3 5.9%	3 12.5%	5 17.9%	6 13.6%	1 4.2%	2 7.7%	3 25.0%	4 10.5%	1 8.3%	12 18.8% c	4 6.8%	1 2.9% a
Mean	0.36 c	0.39 c	0.04 ab	0.32	0.32	0.63 E	0.35	0.25	0.11 B	0.33	0.25	0.29	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: My firm's ability to acquire new customers

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
Total	322 100.0%	30 9.3%	23 7.1%	25 7.8%	16 5.0%	9 2.8%	4 1.2%	32 9.9%	37 11.5%	8 2.5%	47 14.6%	32 9.9%	48 14.9%	11 3.4%
+1=Increase	115 71.9%	5 62.5%	6 60.0%	9 64.3%	9 75.0%	5 100.0% k	2 66.7%	10 76.9%	18 75.0%	3 100.0%	16 72.7%	7 46.7% el	21 80.8% k	4 80.0%
0=No Change	36 22.5%	3 37.5%	4 40.0%	4 28.6%	1 8.3%	0 0.0%	1 33.3%	1 7.7%	6 25.0%	0 0.0%	6 27.3%	6 40.0% l	3 11.5% k	1 20.0%
-1=Decrease	9 5.6%	0 0.0%	0 0.0%	1 7.1%	2 16.7% h	0 0.0%	0 0.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	2 13.3%	2 7.7%	0 0.0%
Mean	0.66	0.63	0.60	0.57	0.58	1.00	0.67	0.62	0.75 k	1.00	0.73 k	0.33 hj	0.73	0.80

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
Total	116 36.1%	103 32.1%	48 15.0%	54 16.8%	98 31.5%	35 11.3%	50 16.1%	24 7.7%	72 23.2%	32 10.3%	140 45.6%	100 32.6%	67 21.8%
+1=Increase	41 71.9% c	42 82.4% C	11 45.8% aBd	21 75.0% c	40 88.9% cDEF	22 91.7% cDEF	16 64.0% ab	5 41.7% AB	23 60.5% AB	5 45.5% AB	48 75.0%	40 67.8%	25 71.4%
0=No Change	15 26.3%	8 15.7% c	9 37.5% b	4 14.3%	4 8.9% EF	2 8.3% eF	6 24.0%	3 25.0%	14 36.8% Ab	6 54.5% AB	13 20.3%	16 27.1%	7 20.0%
-1=Decrease	1 1.8% c	1 2.0% c	4 16.7% ab	3 10.7%	1 2.2% D	0 0.0% D	3 12.0%	4 33.3% ABEf	1 2.6% D	0 0.0% d	3 4.7%	3 5.1%	3 8.6%
Mean	0.70 C	0.80 C	0.29 AB	0.64	0.87 cDEF	0.92 cDEF	0.52 ab	0.08 ABe	0.58 ABd	0.45 AB	0.70	0.63	0.63

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

Topic 1: Marketplace Dynamics - Partners

Will you use a channel or go directly to market?

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
Total	322 100.0%	30 9.3%	23 7.1%	25 7.8%	16 5.0%	9 2.8%	4 1.2%	32 9.9%	37 11.5%	8 2.5%	47 14.6%	32 9.9%	48 14.9%	11 3.4%
Uses channel partners	239 74.0%	24 80.0%	17 73.9%	17 68.0%	10 62.5%	6 66.7%	2 50.0%	22 68.8%	32 86.5%	6 75.0%	29 61.7%	25 78.1%	39 81.3%	9 81.8%
Does not use channel partners	84 26.0%	6 20.0%	6 26.1%	8 32.0%	6 37.5%	3 33.3%	2 50.0%	10 31.3%	5 13.5%	2 25.0%	18 38.3%	7 21.9%	9 18.8%	2 18.2%

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

Topic 1: Marketplace Dynamics - Partners

Will you use a channel or go directly to market?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	116 36.1%	103 32.1%	48 15.0%	54 16.8%	98 31.5%	35 11.3%	50 16.1%	24 7.7%	72 23.2%	32 10.3%	140 45.6%	100 32.6%
Uses channel partners	93 80.2% d	72 69.9%	38 79.2%	34 63.0% a	74 75.5%	23 65.7%	39 78.0%	19 79.2%	52 72.2%	23 71.9%	101 72.1%	73 73.0%	50 74.6%
Does not use channel partners	23 19.8% d	31 30.1%	10 20.8%	20 37.0% a	24 24.5%	12 34.3%	11 22.0%	5 20.8%	20 27.8%	9 28.1%	39 27.9%	27 27.0%	17 25.4%

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

Topic 1: Marketplace Dynamics - Partners

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
Total	238 100.0%	24 10.1%	17 7.1%	17 7.1%	10 4.2%	6 2.5%	2 0.8%	22 9.2%	32 13.4%	6 2.5%	29 12.2%	25 10.5%	39 16.4%	9 3.8%
+1=Increase	52 70.3%	1 50.0%	3 75.0%	4 66.7%	3 60.0%	1 100.0%	1 100.0%	3 60.0%	14 73.7%	1 100.0%	3 100.0%	4 50.0%	12 70.6%	2 100.0%
0=No Change	15 20.3%	1 50.0%	1 25.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	2 40.0%	3 15.8%	0 0.0%	0 0.0%	3 37.5%	4 23.5%	0 0.0%
-1=Decrease	7 9.5%	0 0.0%	0 0.0%	2 33.3%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	2 10.5%	0 0.0%	0 0.0%	1 12.5%	1 5.9%	0 0.0%
Mean	0.61	0.50	0.75	0.33	0.40	1.00	1.00	0.60	0.63	1.00	1.00	0.38	0.65	1.00

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

Topic 1: Marketplace Dynamics - Partners

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	93 39.2%	72 30.4%	38 16.0%	34 14.3%	74 32.2%	23 10.0%	39 17.0%	19 8.3%	52 22.6%	23 10.0%	101 45.1%	73 32.6%
+1=Increase	27 75.0%	13 76.5%	6 46.2%	6 75.0%	14 70.0%	8 66.7%	12 85.7%	4 57.1%	12 70.6%	1 33.3%	16 61.5%	24 82.8%	11 61.1%
0=No Change	5 13.9%	4 23.5%	5 38.5%	1 12.5%	5 25.0%	2 16.7%	1 7.1%	2 28.6%	4 23.5%	1 33.3%	7 26.9%	3 10.3%	5 27.8%
-1=Decrease	4 11.1%	0 0.0%	2 15.4%	1 12.5%	1 5.0%	2 16.7%	1 7.1%	1 14.3%	1 5.9%	1 33.3%	3 11.5%	2 6.9%	2 11.1%
Mean	0.64	0.76 c	0.31 b	0.63	0.65	0.50	0.79	0.43	0.65	0.00	0.50	0.76	0.50

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

Topic 1: Marketplace Dynamics - Partners

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
Total	238 100.0%	24 10.1%	17 7.1%	17 7.1%	10 4.2%	6 2.5%	2 0.8%	22 9.2%	32 13.4%	6 2.5%	29 12.2%	25 10.5%	39 16.4%	9 3.8%
+1=Increase	28 37.8%	1 50.0%	1 25.0%	5 83.3% hl	1 20.0%	1 100.0%	0 0.0%	2 40.0%	6 31.6% c	1 100.0%	1 33.3%	3 37.5%	5 29.4% c	1 50.0%
0=No Change	37 50.0%	1 50.0%	1 25.0%	1 16.7%	4 80.0%	0 0.0%	0 0.0%	2 40.0%	12 63.2%	0 0.0%	2 66.7%	5 62.5%	8 47.1%	1 50.0%
-1=Decrease	9 12.2%	0 0.0%	2 50.0% h	0 0.0% f	0 0.0%	0 0.0%	1 100.0% cHk	1 20.0%	1 5.3% bF	0 0.0%	0 0.0%	0 0.0% f	4 23.5%	0 0.0%
Mean	0.26	0.50	-0.25 c	0.83 bdhl	0.20 c	1.00	-1.00	0.20	0.26 c	1.00	0.33	0.38	0.06 c	0.50

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

Topic 1: Marketplace Dynamics - Partners

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	93 39.2%	72 30.4%	38 16.0%	34 14.3%	74 32.2%	23 10.0%	39 17.0%	19 8.3%	52 22.6%	23 10.0%	101 45.1%	73 32.6%
+1=Increase	14 38.9%	4 23.5%	8 61.5%	2 25.0%	5 25.0%	5 41.7%	6 42.9%	2 28.6%	7 41.2%	2 66.7%	6 23.1%	17 58.6%	5 27.8%
		c	b								b	ac	b
0=No Change	19 52.8%	8 47.1%	5 38.5%	5 62.5%	14 70.0%	5 41.7%	6 42.9%	4 57.1%	7 41.2%	1 33.3%	16 61.5%	8 27.6%	13 72.2%
											b	aC	B
-1=Decrease	3 8.3%	5 29.4%	0 0.0%	1 12.5%	1 5.0%	2 16.7%	2 14.3%	1 14.3%	3 17.6%	0 0.0%	4 15.4%	4 13.8%	0 0.0%
		c	b										
Mean	0.31	-0.06 C	0.62 B	0.13	0.20	0.25	0.29	0.14	0.24	0.67	0.08	0.45	0.28

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

Topic 1: Marketplace Dynamics - Partners

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
Total	238 100.0%	24 10.1%	17 7.1%	17 7.1%	10 4.2%	6 2.5%	2 0.8%	22 9.2%	32 13.4%	6 2.5%	29 12.2%	25 10.5%	39 16.4%	9 3.8%
+1=Increase	39 53.4%	1 50.0%	2 50.0%	2 33.3%	1 25.0%	1 100.0%	1 100.0%	2 40.0%	11 57.9%	0 0.0%	1 33.3%	4 50.0%	12 70.6%	1 50.0%
0=No Change	30 41.1%	1 50.0%	2 50.0%	2 33.3%	3 75.0%	0 0.0%	0 0.0%	3 60.0%	7 36.8%	1 100.0%	2 66.7%	4 50.0%	4 23.5%	1 50.0%
-1=Decrease	4 5.5%	0 0.0%	0 0.0%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%
Mean	0.48	0.50	0.50	0.00	0.25	1.00	1.00	0.40	0.53	0.00	0.33	0.50	0.65	0.50

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

Topic 1: Marketplace Dynamics - Partners

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	93 39.2%	72 30.4%	38 16.0%	34 14.3%	74 32.2%	23 10.0%	39 17.0%	19 8.3%	52 22.6%	23 10.0%	101 45.1%	73 32.6%
+1=Increase	23 63.9% c	9 52.9%	3 23.1% a	4 57.1%	11 55.0%	5 41.7%	10 71.4%	2 33.3%	10 58.8%	1 33.3%	13 50.0%	16 55.2%	9 52.9%
0=No Change	11 30.6%	8 47.1%	8 61.5%	3 42.9%	9 45.0%	6 50.0%	3 21.4%	3 50.0%	7 41.2%	1 33.3%	11 42.3%	11 37.9%	8 47.1%
-1=Decrease	2 5.6%	0 0.0%	2 15.4%	0 0.0%	0 0.0% f	1 8.3%	1 7.1%	1 16.7%	0 0.0% f	1 33.3% ae	2 7.7%	2 6.9%	0 0.0%
Mean	0.58 c	0.53 c	0.08 ab	0.57	0.55	0.33	0.64	0.17	0.59	0.00	0.42	0.48	0.53

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

Topic 1: Marketplace Dynamics - Partners

Do you expect the following partner outcome to change in the next 12 months: My firm will sell directly to end customers, not through channel partners

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
Total	238 100.0%	24 10.1%	17 7.1%	17 7.1%	10 4.2%	6 2.5%	2 0.8%	22 9.2%	32 13.4%	6 2.5%	29 12.2%	25 10.5%	39 16.4%	9 3.8%
+1=Increase	30 40.0%	2 100.0%	0 0.0%	4 66.7%	3 50.0%	0 0.0%	1 100.0%	1 20.0%	6 31.6%	0 0.0%	2 66.7%	5 62.5%	5 29.4%	1 50.0%
0=No Change	34 45.3%	0 0.0%	2 50.0%	2 33.3%	3 50.0%	0 0.0%	0 0.0%	3 60.0%	12 63.2%	1 100.0%	0 0.0%	3 37.5%	7 41.2%	1 50.0%
-1=Decrease	11 14.7%	0 0.0%	2 50.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 20.0%	1 5.3%	0 0.0%	1 33.3%	0 0.0%	5 29.4%	0 0.0%
Mean	0.25	1.00	-0.50 cdhK	0.67 b	0.50 b	-1.00	1.00	0.00	0.26 b	0.00	0.33	0.63 B	0.00	0.50

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

Topic 1: Marketplace Dynamics - Partners

Do you expect the following partner outcome to change in the next 12 months: 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	93 39.2%	72 30.4%	38 16.0%	34 14.3%	74 32.2%	23 10.0%	39 17.0%	19 8.3%	52 22.6%	23 10.0%	101 45.1%	73 32.6%	50 22.3%
+1=Increase	11 30.6% c	7 41.2%	9 64.3% a	3 37.5%	6 30.0% f	3 25.0% f	6 42.9%	2 28.6%	10 55.6%	3 100.0% ab	9 33.3%	14 48.3%	6 33.3%
0=No Change	18 50.0%	8 47.1%	5 35.7%	3 37.5%	12 60.0%	7 58.3%	5 35.7%	4 57.1%	6 33.3%	0 0.0%	13 48.1%	10 34.5%	11 61.1%
-1=Decrease	7 19.4%	2 11.8%	0 0.0%	2 25.0%	2 10.0%	2 16.7%	3 21.4%	1 14.3%	2 11.1%	0 0.0%	5 18.5%	5 17.2%	1 5.6%
Mean	0.11 c	0.29	0.64 a	0.13	0.20	0.08	0.21	0.14	0.44	1.00	0.15	0.31	0.28

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

Topic 1: Marketplace Dynamics - Partners

Do you expect the following partner outcome to change in the next 12 months: Partner's level of power in our relationship

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
Total	238 100.0%	24 10.1%	17 7.1%	17 7.1%	10 4.2%	6 2.5%	2 0.8%	22 9.2%	32 13.4%	6 2.5%	29 12.2%	25 10.5%	39 16.4%	9 3.8%
+1=Increase	16 21.3%	1 50.0%	2 50.0%	1 16.7%	1 16.7%	0 0.0%	0 0.0%	1 20.0%	2 10.5%	1 100.0%	0 0.0%	2 25.0%	4 23.5%	1 50.0%
0=No Change	46 61.3%	1 50.0%	1 25.0%	4 66.7%	4 66.7%	1 100.0%	0 0.0%	3 60.0%	15 78.9%	0 0.0%	3 100.0%	3 37.5%	10 58.8%	1 50.0%
-1=Decrease	13 17.3%	0 0.0%	1 25.0%	1 16.7%	1 16.7%	0 0.0%	1 100.0%	1 20.0%	2 10.5%	0 0.0%	0 0.0%	3 37.5%	3 17.6%	0 0.0%
Mean	0.04	0.50	0.25	0.00	0.00	0.00	-1.00	0.00	0.00	1.00	0.00	-0.13	0.06	0.50

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

Topic 1: Marketplace Dynamics - Partners

Do you expect the following partner outcome to change in the next 12 months: Partner's level of power in our relationship

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	93 39.2%	72 30.4%	38 16.0%	34 14.3%	74 32.2%	23 10.0%	39 17.0%	19 8.3%	52 22.6%	23 10.0%	101 45.1%	73 32.6%
+1=Increase	8 22.2%	3 17.6%	2 14.3%	3 37.5%	4 20.0%	2 16.7%	5 35.7%	1 14.3%	3 16.7%	1 33.3%	6 22.2%	6 20.7%	3 16.7%
0=No Change	23 63.9%	11 64.7%	9 64.3%	3 37.5%	14 70.0%	8 66.7%	8 57.1%	5 71.4%	9 50.0%	1 33.3%	17 63.0%	17 58.6%	12 66.7%
-1=Decrease	5 13.9%	3 17.6%	3 21.4%	2 25.0%	2 10.0%	2 16.7%	1 7.1%	1 14.3%	6 33.3%	1 33.3%	4 14.8%	6 20.7%	3 16.7%
Mean	0.08	0.00	-0.07	0.13	0.10	0.00	0.29	0.00	-0.17	0.00	0.07	0.00	0.00

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

Topic 2: Firm Growth Strategies

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur. 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
Existing products/ services in existing markets	158 55.10 31.09	8 68.50 40.21	11 50.45 30.12	13 57.31 31.53	11 72.27 14.72	5 88.00 9.08	3 56.67 20.82	15 44.33 35.35	24 40.42 32.10	3 28.33 40.72	20 60.25 30.63	14 58.07 28.89	27 54.81 28.50	4 58.75 23.23
			de	begHI	bdfgHiklm		e	de	DEj	De	h	e	e	e
New products/ services in existing markets	158 21.78 21.14	8 9.63 15.06	11 19.55 12.54	13 35.00 29.93	11 14.73 11.26	5 7.00 10.95	3 21.67 17.56	15 37.73 33.14	24 25.21 19.75	3 15.00 13.23	20 16.25 16.21	14 26.21 23.74	27 18.70 14.05	4 5.00 5.77
		cg	m	adjl	cg			adjl			cg		cg	b
Existing products/ services in new markets	158 13.51 15.34	8 16.25 25.74	11 18.18 13.65	13 5.38 8.53	11 7.82 6.74	5 3.00 4.47	3 8.33 2.89	15 8.33 11.29	24 21.04 19.73	3 38.33 34.03	20 17.25 14.82	14 9.43 8.59	27 10.26 9.38	4 27.50 20.21
			cdel	bhIjM	bhIm	bjm		hIm	cdgkl	CDGKL	ce	hIm	bhIM	CdegkL
New products/ services in new markets	158 9.60 14.17	8 5.63 14.00	11 11.82 15.85	13 2.31 3.88	11 5.18 3.66	5 2.00 4.47	3 13.33 5.77	15 9.60 15.77	24 13.33 14.27	3 18.33 27.54	20 6.25 7.05	14 6.29 7.98	27 16.22 21.46	4 8.75 8.54
			c	bFhilm	F	f	CDe		cj	c	h		c	c

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

Topic 2: Firm Growth Strategies

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Existing products/ services in existing markets	59 47.76 31.19 D	50 53.10 30.77 d	23 60.57 30.16 C	26 70.77 27.19 Ab	45 55.22 34.80	22 51.14 31.39	25 52.40 32.41	12 62.92 25.09	38 52.71 29.58	13 61.00 26.47	62 54.60 34.19	60 55.25 28.32
New products/ services in existing markets	59 25.10 20.61 D	50 19.70 19.49	23 28.22 28.07 d	26 12.58 14.92 Ac	45 23.69 26.81	22 23.18 16.94	25 17.60 15.89	12 21.42 17.39	38 21.76 20.99	13 24.00 21.15	62 23.48 23.52	60 19.45 17.02	34 23.21 23.50
Existing products/ services in new markets	59 14.32 14.96 c	50 17.64 18.18 C	23 6.61 8.92 aB	26 9.85 12.17	45 10.33 11.55 C	22 11.14 10.23 c	25 21.80 22.40 Abf	12 9.83 8.63	38 16.63 17.59	13 7.69 8.81 c	62 11.97 15.80	60 15.87 16.62	34 12.09 12.10
New products/ services in new markets	59 12.81 14.43 c	50 9.56 17.45	23 4.61 7.19 a	26 6.81 9.00	45 10.76 19.08	22 14.55 16.54	25 8.20 9.45	12 5.83 9.68	38 8.89 11.00	13 7.31 9.27	62 9.95 17.29	60 9.43 11.78	34 8.65 11.89

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?

	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
Number	164	8	12	13	12	5	3	17	24	3	20	15	27	5
Mean	86.99	93.50	79.02	76.51	99.58	99.60	93.33	91.55	89.21	75.47	82.14	93.13	83.44	77.28
SD	19.98	17.59	28.36	28.94	1.44	0.89	11.55	17.29	12.31	34.19	23.57	10.01	20.17	25.07
Percent			d	dk bcHijkLM				D	d	d	cd	D	D	D

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

Topic 2: Firm Growth Strategies

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Percent	60	52	24	28	45	23	26	12	40	13	65	61
	85.59	87.87	87.88	87.60	90.51	87.21	82.29	93.75	85.78	83.52	90.35	83.25	87.45
	18.76	21.01	21.36	20.31	16.25	19.13	24.49	12.08	20.96	23.61	16.14	23.52	19.57
											b	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 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
Domestic sales	163	8	12	13	12	5	3	16	24	3	21	15	26	5
percent	83.91	96.63	80.26	74.02	99.17	100.00	96.67	91.13	79.29	60.69	78.96	89.87	80.27	72.41
	21.87	8.75	28.21	30.57	2.89	0.00	5.77	18.11	18.48	35.20	26.13	14.43	20.13	25.30
		hilm	d	DbCH	Ij	kLM		i	aD	aDgk	d	di	aD	aD

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. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
Total	80 100.0%	2 2.5%	5 6.3%	9 11.3%	1 1.3%	0 0.0%	1 1.3%	5 6.3%	17 21.3%	2 2.5%	11 13.8%	8 10.0%	15 18.8%	4 5.0%
Western Europe	27 34.6%	1 50.0%	2 40.0%	5 55.6%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	3 17.6%	1 50.0%	4 36.4%	0 0.0%	9 60.0%	1 33.3%
Canada	15 19.2%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	5 29.4%	0 0.0%	2 18.2%	5 62.5%	0 0.0%	1 33.3%
China	10 12.8%	1 50.0%	0 0.0%	2 22.2%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	2 11.8%	1 50.0%	1 9.1%	1 12.5%	0 0.0%	1 33.3%
Middle East	4 5.1%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	1 6.7%	0 0.0%
South American countries besides Brazil	4 5.1%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	1 5.9%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%
Australia/New Zealand	4 5.1%	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%	1 9.1%	0 0.0%	2 13.3%	0 0.0%
Mexico	3 3.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 11.8%	0 0.0%	0 0.0%	1 12.5%	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	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
Northern Europe	3 3.8%	0 0.0%	1 20.0%	0 0.0%	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 13.3%	0 0.0%
Central America	2 2.6%	0 0.0%	0 0.0%	1 11.1%	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	2 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%	0 0.0%	1 9.1%	1 12.5%	0 0.0%	0 0.0%
Indonesia and Southeast Asia	2 2.6%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	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%
Brazil	1 1.3%	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%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Russia	1 1.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	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 A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
Total	80 100.0%	33 41.3%	23 28.8%	15 18.8%	9 11.3%	20 25.6%	12 15.4%	15 19.2%	5 6.4%	19 24.4%	7 9.0%	27 35.1%	32 41.6%	18 23.4%
Western Europe	27 34.6%	8 25.0%	9 39.1%	6 40.0%	4 50.0%	4 21.1%	4 33.3%	7 50.0%	2 40.0%	6 31.6%	4 57.1%	6 23.1%	12 37.5%	8 47.1%
Canada	15 19.2%	6 18.8%	4 17.4%	3 20.0%	2 25.0%	6 31.6%	2 16.7%	2 14.3%	0 0.0%	3 15.8%	2 28.6%	4 15.4%	6 18.8%	5 29.4%
China	10 12.8%	4 12.5%	4 17.4%	1 6.7%	1 12.5%	3 15.8%	0 0.0%	3 21.4%	0 0.0%	2 10.5%	1 14.3%	6 23.1%	2 6.3%	1 5.9%
Middle East	4 5.1%	1 3.1%	2 8.7%	0 0.0%	1 12.5%	0 0.0%	1 8.3%	2 14.3%	0 0.0%	0 0.0%	0 0.0%	2 7.7%	1 3.1%	0 0.0%
South American countries besides Brazil	4 5.1%	2 6.3%	1 4.3%	1 6.7%	0 0.0%	1 5.3%	1 8.3%	0 0.0%	1 20.0%	1 5.3%	0 0.0%	1 3.8%	3 9.4%	0 0.0%
Australia/New Zealand	4 5.1%	3 9.4%	1 4.3%	0 0.0%	0 0.0%	1 5.3%	1 8.3%	0 0.0%	0 0.0%	2 10.5%	0 0.0%	2 7.7%	0 0.0%	2 11.8%
Mexico	3 3.8%	2 6.3%	0 0.0%	1 6.7%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	1 20.0%	1 5.3%	0 0.0%	1 3.8%	1 3.1%	1 5.9%
Northern Europe	3 3.8%	2 6.3%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	2 16.7%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	1 3.8%	2 6.3%	0 0.0%
Central America	2 2.6%	1 3.1%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	1 3.8%	1 3.1%	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 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
		Japan	2 2.6%	0 0.0%	1 4.3%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 10.5%	0 0.0%	1 3.8%
Indonesia and Southeast Asia	2 2.6%	1 3.1%	0 0.0%	1 6.7%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	2 6.3%	0 0.0%
Brazil	1 1.3%	1 3.1%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.1%	0 0.0%
Russia	1 1.3%	1 3.1%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	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	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
Total	95 100.0%	3 3.2%	6 6.3%	10 10.5%	1 1.1%	0 0.0%	1 1.1%	5 5.3%	22 23.2%	2 2.1%	14 14.7%	9 9.5%	18 18.9%	4 4.2%
China	18 21.7%	0 0.0%	2 40.0%	2 20.0%	1 100.0% hk	0 0.0%	0 0.0%	1 25.0%	3 15.0% d	0 0.0%	3 27.3%	0 0.0% d	6 37.5%	0 0.0%
Western Europe	12 14.5%	0 0.0%	1 20.0%	2 20.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	2 10.0%	0 0.0%	1 9.1%	1 14.3%	4 25.0%	0 0.0%
Brazil	8 9.6%	0 0.0%	0 0.0%	2 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 10.0%	0 0.0%	1 9.1%	2 28.6%	1 6.3%	0 0.0%
India	7 8.4%	1 33.3% l	0 0.0%	2 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 10.0%	0 0.0%	1 9.1%	1 14.3%	0 0.0% a	0 0.0%
Mexico	5 6.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 10.0%	0 0.0%	0 0.0%	1 14.3%	1 6.3%	0 0.0%
Middle East	5 6.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 15.0%	0 0.0%	1 9.1%	0 0.0%	1 6.3%	0 0.0%
Northern Europe	5 6.0%	0 0.0%	1 20.0%	0 0.0% im	0 0.0%	0 0.0%	0 0.0%	1 25.0% h	0 0.0% gIM	1 50.0% cHjl	0 0.0% im	0 0.0% m	0 0.0% iM	2 66.7% cHjkl
Indonesia and Southeast Asia	4 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	1 5.0%	0 0.0%	1 9.1%	0 0.0%	1 6.3%	0 0.0%

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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. 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
Korea	4 4.8%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	1 33.3%
South American countries besides Brazil	4 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%	1 50.0%	1 9.1%	1 14.3%	0 0.0%	0 0.0%
Central America	3 3.6%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	1 14.3%	0 0.0%	0 0.0%
South Africa	2 2.4%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%
Australia/New Zealand	1 1.2%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Russia	1 1.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Eastern Europe	1 1.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%
Japan	1 1.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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%
Taiwan	1 1.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Canada	1 1.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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 A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
Total	95 100.0%	42 44.2%	28 29.5%	15 15.8%	10 10.5%	25 27.2%	13 14.1%	19 20.7%	5 5.4%	23 25.0%	7 7.6%	33 35.9%	40 43.5%	19 20.7%
China	18 21.7%	7 18.9%	7 31.8%	3 21.4%	1 10.0%	2 8.7% b	5 38.5% a	3 18.8%	1 20.0%	6 30.0%	0 0.0%	3 10.7% b	13 36.1% a	2 11.1%
Western Europe	12 14.5%	6 16.2%	4 18.2%	2 14.3%	0 0.0%	6 26.1%	2 15.4%	2 12.5%	0 0.0%	2 10.0%	0 0.0%	4 14.3%	5 13.9%	2 11.1%
Brazil	8 9.6%	4 10.8%	1 4.5%	3 21.4%	0 0.0%	2 8.7%	1 7.7%	1 6.3%	2 40.0%	2 10.0%	0 0.0%	3 10.7%	2 5.6%	3 16.7%
India	7 8.4%	3 8.1%	2 9.1%	2 14.3%	0 0.0%	2 8.7%	0 0.0%	2 12.5%	0 0.0%	2 10.0%	1 25.0%	1 3.6%	4 11.1%	2 11.1%
Mexico	5 6.0%	3 8.1%	1 4.5%	1 7.1%	0 0.0%	1 4.3%	0 0.0%	1 6.3%	0 0.0%	2 10.0%	1 25.0%	0 0.0%	3 8.3%	2 11.1%
Middle East	5 6.0%	4 10.8%	1 4.5%	0 0.0%	0 0.0%	1 4.3%	2 15.4%	1 6.3%	0 0.0%	1 5.0%	0 0.0%	4 14.3%	1 2.8%	0 0.0%
Northern Europe	5 6.0%	1 2.7% D	1 4.5%	0 0.0% d	3 30.0% Ac	0 0.0% c	2 15.4%	3 18.8% a	0 0.0%	0 0.0%	0 0.0%	1 3.6%	1 2.8%	3 16.7%
Indonesia and Southeast Asia	4 4.8%	2 5.4%	1 4.5%	0 0.0%	1 10.0%	3 13.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.1%	1 2.8%	1 5.6%
Korea	4 4.8%	2 5.4%	0 0.0%	1 7.1%	1 10.0%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	1 25.0%	1 3.6%	1 2.8%	2 11.1%

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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 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
		South American countries besides Brazil	4 4.8%	3 8.1%	1 4.5%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	1 6.3%	0 0.0%	2 10.0%	0 0.0%	3 10.7%
Central America	3 3.6%	1 2.7%	1 4.5%	0 0.0%	1 10.0%	1 4.3%	1 7.7%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	1 3.6%	2 5.6%	0 0.0%
South Africa	2 2.4%	0 0.0%	0 0.0%	1 7.1%	1 10.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	1 3.6%	1 2.8%	0 0.0%
Australia/New Zealand	1 1.2%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	1 3.6%	0 0.0%	0 0.0%
Russia	1 1.2%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.8%	0 0.0%
Eastern Europe	1 1.2%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	1 3.6%	0 0.0%	0 0.0%
Japan	1 1.2%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	1 5.6%
Taiwan	1 1.2%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.6%	0 0.0%	0 0.0%
Canada	1 1.2%	1 2.7%	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%	1 3.6%	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 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	
Internet sales percent	307	27	22	25	14	9	4	30	36	8	45	31	45	10	
	9.93	8.76	13.94	10.33	15.80	32.39	12.50	8.85	2.97	1.50	6.88	12.53	9.60	17.06	
	17.17	16.60	18.17	18.12	21.99	27.41	18.48	16.16	4.84	2.27	13.05	19.93	17.45	22.76	
		E	eH	eh	H	AbcGHIJk	L	h	Eh	BcDEfgKl	E	E	eH	Eh	H

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Topic 2: Firm Growth Strategies

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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	111 5.70 12.02 cD	97 7.80 13.60 D	46 11.92 19.35 ad	52 21.29 24.40 ABc	98 11.96 19.46 e	33 10.96 17.31	47 9.46 17.79	23 6.68 13.57	68 6.59 12.54 aF	30 15.44 20.10 E	140 0.00 0.00	100 4.68 3.16 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 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
Percent change	183	10	12	17	11	5	3	20	23	2	28	17	31	4
	4.99	4.99	9.99	-1.76	4.32	17.38	-5.00	8.24	6.18	2.50	-2.29	3.65	10.50	4.70
	17.01	19.82	23.24	8.27	7.70	23.22	5.00	18.91	14.93	3.54	14.55	8.75	22.87	4.59
			j	El		Cj	m	j	j		beghl		cj	f

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

Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Percent change	61	60	31	31	51	26	29	14	42	16	69	70	41
	7.25	3.15	1.54	7.57	8.11	6.81	7.96	-0.81	1.46	4.31	4.76	3.09	7.54
	17.09	16.97	15.68	17.93	14.52	22.61	17.34	22.41	11.25	18.16	20.47	11.69	17.09
					e				a				

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

Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Overall marketing spending	176	9	12	16	11	5	3	18	25	3	24	16	30	4
	8.32	5.09	10.77	2.08	3.32	14.00	2.33	14.53	10.01	6.33	7.47	2.50	12.26	6.25
	14.90	14.78	15.03	16.36	7.38	15.17	6.81	19.87	13.82	12.66	13.08	10.29	17.37	2.50
								k				gl	k	

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

Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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
	Overall marketing spending	62 8.48 13.75	56 10.31 14.68	29 2.90 16.51	29 9.57 15.51	47 12.76 13.89	25 9.50 16.86	26 6.74 15.43	14 5.02 15.55	42 3.58 10.66	16 10.22 19.28	66 9.55 17.42	69 5.93 12.48
		c	b		E				A				

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

Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Digital marketing spending	163 14.30 17.92	9 5.59 16.27	11 23.14 22.17	16 8.75 14.55	10 11.83 23.46	4 10.00 14.72	2 7.50 3.54	16 16.13 19.19	21 17.17 19.04	2 7.50 17.68	23 11.13 14.67	17 15.47 13.20	29 16.71 20.01	3 25.00 22.91
Brand building	158 9.28 15.64	8 0.40 14.98	11 18.63 17.75	15 4.13 17.71	11 -5.62 13.10	4 6.25 6.29	2 5.00 7.07	15 13.53 18.91	22 9.81 12.21	3 11.67 14.43	23 10.22 12.38	15 7.00 8.62	26 15.38 17.86	3 10.00 17.32
		bl	aDk		BGHJKL			D	D		D	bD	aD	
Customer relationship management	155 9.23 12.46	9 11.94 17.46	11 13.18 9.56	15 4.00 8.49	11 9.77 14.73	4 10.75 6.99	2 25.00 21.21	13 12.81 19.42	22 9.20 11.52	2 -5.00 7.07	22 8.89 11.30	15 6.67 8.59	26 9.75 12.18	3 3.33 5.77
			ci	bf			ck			b		f		
New product introductions	158 7.72 13.43	9 0.26 13.66	11 12.67 14.75	16 5.11 18.02	10 4.60 9.51	4 6.25 9.46	2 12.50 10.61	13 13.99 18.48	23 11.93 10.94	2 -16.34 23.11	22 5.66 11.37	16 4.44 9.75	27 10.05 11.67	3 3.33 5.77
		hl	i		i				alk	bdHjKL	i	hi	al	
New service introductions	157 6.59 12.17	8 -0.26 14.04	11 17.45 12.57	14 1.79 7.75	10 2.10 2.51	4 3.75 2.50	2 10.00 14.14	14 13.35 17.15	23 3.74 6.02	3 -0.70 27.65	22 9.72 13.51	16 3.13 7.04	26 5.92 10.92	4 18.75 19.31
		b	aCDHKL	Bgm	Bm			chk	BgM			Bgm	B	cdHk
Traditional advertising spending	159 -1.83 14.26	9 -5.55 17.56	11 -2.99 22.34	16 -5.81 13.51	11 -6.18 15.25	4 -6.25 12.50	2 -10.00 28.28	15 -1.86 13.80	22 -1.22 13.23	2 -10.00 14.14	23 -0.22 6.48	15 -2.53 16.42	25 3.84 14.05	4 5.00 10.80
				l									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 area.

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Digital marketing spending	57 16.19 16.43	51 14.36 17.56	28 12.45 20.11	27 12.08 19.75	43 16.78 18.95 d	24 13.17 14.09	23 11.76 20.68	13 4.85 16.71 ae	40 15.71 16.63 d	15 15.22 17.17	64 13.61 18.56	61 15.19 17.55
Brand building	54 11.96 13.92 C	50 9.92 14.46 C	27 1.19 12.09 ABd	27 10.85 21.35 c	42 11.62 16.03	22 10.04 12.00	24 9.70 19.41	13 7.78 18.91	40 6.48 12.07	12 9.58 16.70	60 8.98 14.78	60 8.78 13.87	37 9.76 19.14
Customer relationship management	52 8.95 10.40	48 9.80 13.33	27 5.76 12.13	28 12.12 14.46	42 11.88 13.86	22 8.84 11.82	24 6.52 11.89	13 10.23 9.48	38 8.35 10.93	12 7.92 13.39	59 11.85 14.44 b	57 6.07 9.49 a	38 10.16 12.40
New product introductions	54 9.70 11.79	49 6.92 11.36	28 3.57 16.71	27 9.53 15.70	42 9.92 13.19 e	22 8.43 11.96	24 6.48 12.20	13 10.54 10.82	39 3.68 11.22 a	13 10.37 18.03	62 7.09 13.54	57 6.70 12.54	38 9.95 14.62
New service introductions	52 4.58 9.59 bCd	52 9.88 12.16 aC	27 -1.19 6.63 ABD	26 12.11 16.14 aC	41 11.78 15.37 cE	21 7.38 11.60	22 4.82 7.32 a	13 4.00 7.16	41 4.24 9.36 A	13 4.38 13.86	58 5.91 13.85	59 5.39 8.63	38 9.44 14.15
Traditional advertising spending	54 -3.15 14.67	51 -0.43 8.89	28 -5.03 15.97	26 1.62 19.09	42 -1.33 9.70	23 -1.74 13.11	23 0.14 17.01	13 -1.68 20.34	40 -5.20 15.33	12 3.92 15.55	59 -0.57 13.23	60 -4.25 10.99	38 -0.97 18.98

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

Topic 3: Marketing Spending

By what percent has your spending on each type of marketing knowledge changed in the prior 12 months? Be sure to report the level and direction of the change. (e.g., 10%, 0%, -5%)

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
% Marketing training	147	9	11	14	11	4	2	14	22	1	20	11	26	2
	3.44	8.38	2.27	1.29	1.82	5.00	-5.00	2.79	4.18	0.00	3.00	5.73	3.77	2.50
	8.41	19.10	6.07	7.39	4.05	7.07	7.07	4.17	8.82	---	7.50	10.13	7.52	3.54
% Marketing research and intelligence	151	9	11	15	11	4	2	16	22	1	20	11	27	2
	7.71	7.22	10.43	1.85	0.45	21.19	-10.00	8.48	10.65	0.00	8.22	1.82	11.93	5.00
	14.91	10.64	13.97	11.14 el	17.10	20.85 cK	14.14 k	13.63	17.78	---	16.01	3.37 Efl	15.42 ck	7.07
% Marketing consulting services	154	9	11	15	11	4	2	17	21	2	19	13	27	3
	8.67	1.44	7.73	2.33	4.55	17.57	0.00	2.19	10.21	7.50	6.79	17.71	16.14	6.67
	18.28	12.09 l	11.70	11.32 kl	10.11	30.27	28.28	20.53 l	22.54	3.54	11.44	24.50 c	20.13 acg	5.77
% Developing new marketing knowledge and capabilities	152	9	12	14	11	4	2	14	23	1	22	12	26	2
	10.36	17.78	15.00	6.07	9.09	29.02	20.00	6.07	10.44	0.00	10.96	3.33	10.70	5.00
	14.50	20.93 k	13.48 gK	8.59 E	16.85	24.94 CGhjKl	42.43	6.76 bE	14.91 e	---	13.12 e	4.44 aBE	15.19 e	7.07

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

Topic 3: Marketing Spending

By what percent has your spending on each type of marketing knowledge changed in the prior 12 months? Be sure to report the level and direction of the change. (e.g., 10%, 0%, -5%)

Number Mean SD	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
		A	B	C	D	A	B	C	D	E	F	A	B	C
% Marketing training	147 3.44 8.41	50 4.42 8.33 d	49 3.63 8.56	26 3.75 11.18	22 0.41 1.22 a	36 3.22 5.98	22 3.55 5.38	23 4.22 11.71	13 3.46 5.16	39 2.06 9.35	11 8.00 12.08	56 2.97 8.18	56 3.93 8.62	34 3.50 8.74
% Marketing research and intelligence	151 7.71 14.91	52 9.37 13.93 c	50 7.08 14.49	26 3.03 10.95 a	23 10.61 20.48	37 6.83 12.48	23 10.62 16.80	25 10.11 19.80	13 2.46 11.46	39 5.76 11.80	11 9.52 15.82	57 5.57 11.50	59 7.57 15.10	34 10.29 17.79
% Marketing consulting services	154 8.67 18.28	52 11.93 22.06	51 8.32 15.26	26 4.53 17.69	25 6.89 15.51	39 11.03 20.34	22 8.24 21.35	27 10.72 19.65	13 10.00 14.72	38 5.08 13.83	12 4.17 14.28	60 12.50 20.36 b	58 4.87 15.58 a	35 8.07 17.98
% Developing new marketing knowledge and capabilities	152 10.36 14.50	51 8.18 13.02	50 13.04 14.75	26 9.31 14.64	25 10.56 16.61	38 11.32 15.18	22 8.23 12.38	25 12.48 15.23	13 9.62 9.00	39 7.28 12.19	12 15.83 21.30	60 10.44 14.70	56 8.25 12.31	35 13.63 17.18

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

Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur. 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
Percent of your marketing budget	171	9	12	16	11	6	3	18	23	2	23	14	30	4
	4.74	3.89	4.17	3.31	4.50	5.67	11.00	6.84	4.29	1.50	6.65	4.64	3.27	3.75
	5.28	4.17	4.69	3.30	5.92	7.97	8.54	6.90	5.00	2.12	5.50	6.15	3.89	1.50
				fj			cL	1			cl		Fgj	

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

Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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	59 4.77 5.34 d	54 6.11 5.32 D	26 4.62 6.07	32 2.45 3.58 aB	48 4.19 5.05	24 6.23 5.12	28 4.72 5.48	14 4.18 4.52	39 4.13 4.96	14 5.86 5.88	66 3.18 3.69 B	65 6.16 6.04 A

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

Topic 4: Firm Performance

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Sales revenue	161 4.46 5.77	9 6.89 3.62 b	12 1.42 6.93 a	13 4.15 6.52	9 6.00 3.43	4 4.00 7.35	3 0.00 8.66	17 4.82 4.77	24 3.88 6.81	3 4.00 6.56	20 4.90 3.75	15 2.60 5.83	27 5.70 6.45	5 7.40 2.88
Profits	158 4.16 5.47	9 4.44 4.28	12 1.42 6.29	13 2.54 5.41	9 5.33 4.64	4 5.75 3.77	2 3.50 9.19	17 5.12 4.61	24 4.42 5.63	3 4.33 9.81	19 5.11 4.52	15 3.27 7.19	27 4.22 5.71	4 6.00 4.69
Brand value	156 3.76 4.21	9 2.89 3.55	12 4.67 3.60	12 2.67 3.37	9 1.56 6.27	4 2.25 2.22	2 4.00 1.41	16 5.06 3.82	24 4.46 4.46	3 4.67 4.73	19 4.00 3.90	15 3.20 4.92	27 3.48 4.43	4 5.50 4.20
Customer acquisition	156 3.76 4.73	8 4.25 4.86	12 3.92 5.18	12 1.58 4.81	9 4.89 2.57	4 4.00 5.35	3 5.33 4.51	16 4.69 4.24	24 2.83 5.10	3 5.00 5.00	19 3.21 3.85	15 2.60 5.19	27 4.81 5.61	4 5.50 1.91
Marketing ROI	158 3.68 4.64	9 2.33 3.74	13 3.69 5.28	12 2.67 5.65	9 4.44 3.17	4 4.00 2.00	3 3.33 7.64	17 4.00 4.17	24 3.33 5.71	2 0.00 0.00	19 4.16 3.73	15 2.07 4.98	27 5.04 4.49	4 5.00 4.40
Market share	164 3.01 4.40	9 3.89 3.22	13 1.00 4.58 l	13 0.46 5.16 dhl	9 4.67 3.16 c	4 2.50 5.00	3 -0.67 8.14	19 3.21 4.49	24 4.08 4.69	3 3.67 5.51	19 2.74 3.90	15 1.47 3.98 l	28 4.14 3.72 bck	5 5.80 4.09
Customer retention	158 2.12 4.47	9 0.78 2.64 j	12 3.00 5.92 d	13 1.69 2.98 d	9 -1.78 3.53 bchiJLm	4 1.75 2.75	3 -1.00 4.00	16 1.31 4.32	24 2.29 4.26	3 4.67 4.73	19 3.84 4.05	15 1.00 4.93	27 3.30 5.14 D	4 3.75 2.50 d

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

Topic 4: Firm Performance

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Sales revenue	58 3.41 6.92	53 5.17 4.80	24 4.29 5.80	26 5.50 4.47	44 4.73 6.22	22 5.27 5.34	29 3.41 6.27	12 3.33 7.16	38 4.87 5.08	13 3.62 4.99	58 3.78 6.31	64 5.02 5.43
Profits	57 3.23 6.31	51 4.25 5.00	24 4.83 5.43	26 5.42 4.20	43 4.28 5.68	22 5.86 4.94	29 2.52 6.21	12 1.25 5.34	38 4.76 5.19	12 5.50 3.32	58 3.36 5.47	62 4.55 5.34	37 4.62 5.71
Brand value	55 4.15 4.36	51 3.51 4.02	24 2.71 4.65	26 4.42 3.81	44 3.80 4.51	22 4.50 3.99	28 4.39 3.84	12 2.00 5.33	36 3.58 4.31	12 2.92 2.15	56 3.52 4.26	62 4.58 3.72	37 2.78 4.77
Customer acquisition	56 3.68 4.82	51 4.14 4.56	23 2.09 5.53	26 4.65 3.95	44 3.86 5.19	22 4.23 4.20	28 2.64 5.28	12 2.75 5.45	36 4.69 4.22	12 3.08 3.00	56 3.20 5.46	63 4.52 3.70	36 3.25 5.12
Marketing ROI	57 2.61 5.03 d	52 4.25 3.85	24 3.04 5.73	25 5.52 3.38 a	43 3.77 4.80	23 4.00 3.41	28 3.18 4.99	12 1.83 5.08	36 4.17 4.77	13 3.31 4.66	58 3.33 4.82	62 3.69 4.58	36 4.25 4.64
Market share	60 3.07 4.68	52 3.10 3.80	24 1.46 5.09 d	28 4.04 4.08 c	43 2.84 3.82	23 4.48 3.62	30 2.30 5.05	12 3.42 5.11	38 3.53 4.80	14 1.29 4.21 b	61 3.28 4.24	62 3.05 4.46	38 2.66 4.70
Customer retention	57 1.84 4.59	51 2.80 4.45	24 0.88 3.75	26 2.54 4.75	44 3.25 4.75 df	22 1.59 4.08	28 1.75 4.33	12 -0.58 5.28 ae	37 2.57 4.05 df	13 0.00 2.31 ae	57 1.53 4.11	63 3.05 4.38	37 1.51 5.00

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

Topic 4: Firm Performance

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
7=Excellent - one of the best in the world	16 9.1%	1 10.0%	0 0.0%	0 0.0%	2 18.2%	1 16.7%	0 0.0%	3 15.8%	4 16.7%	0 0.0%	2 8.7%	1 6.7%	2 6.7%	0 0.0%
6=A leader but not one of the best	31 17.6%	1 10.0%	3 23.1%	5 35.7% hj	2 18.2%	2 33.3%	1 33.3%	2 10.5%	1 4.2%	2 66.7%	2 8.7%	3 20.0%	7 23.3%	0 0.0%
5=Strong	49 27.8%	4 40.0%	5 38.5%	1 7.1% gm	2 18.2%	2 33.3%	0 0.0%	9 47.4% cj	7 29.2%	0 0.0%	3 13.0% gm	4 26.7%	9 30.0%	3 60.0% cj
4=Good	45 25.6%	1 10.0%	2 15.4%	7 50.0% eG	4 36.4% G	0 0.0%	1 33.3% g	0 0.0% CDfhiJkl M	7 29.2% g	1 33.3% g	10 43.5% G	3 20.0% g	7 23.3% g	2 40.0% G
3=Fair	23 13.1%	0 0.0%	2 15.4%	0 0.0% gk	1 9.1%	1 16.7%	0 0.0%	5 26.3% c	4 16.7%	0 0.0%	3 13.0%	4 26.7% c	3 10.0%	0 0.0%
2=Weak	8 4.5%	2 20.0% h	1 7.7%	1 7.1%	0 0.0%	0 0.0%	1 33.3% gHkl	0 0.0%	0 0.0% aF	0 0.0%	2 8.7%	0 0.0% f	1 3.3% f	0 0.0%
1=Very weak	4 2.3%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	1 4.3%	0 0.0%	1 3.3%	0 0.0%
Mean	4.61	4.20	4.54	4.64	5.00	5.33	4.00	4.89	4.58	5.33	4.13	4.60	4.70	4.60

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

Topic 4: Firm Performance

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
7=Excellent - one of the best in the world	6 9.5%	1 1.8% cd	4 15.4% b	5 15.6% b	5 10.4%	2 8.0%	2 6.7%	0 0.0%	4 9.5%	3 21.4%	4 6.2%	7 10.6%	4 10.0%
6=A leader but not one of the best	8 12.7% c	9 16.4%	8 30.8% a	6 18.8%	5 10.4%	4 16.0%	6 20.0%	2 16.7%	10 23.8%	4 28.6%	10 15.4%	14 21.2%	5 12.5%
5=Strong	17 27.0%	14 25.5%	6 23.1%	12 37.5%	14 29.2%	10 40.0%	8 26.7%	1 8.3%	11 26.2%	3 21.4%	15 23.1%	19 28.8%	14 35.0%
4=Good	16 25.4%	21 38.2% D	5 19.2%	3 9.4% B	11 22.9%	5 20.0%	7 23.3%	6 50.0%	14 33.3% f	1 7.1% d	15 23.1%	16 24.2%	14 35.0%
3=Fair	11 17.5%	7 12.7%	1 3.8%	4 12.5%	8 16.7%	3 12.0%	6 20.0% e	3 25.0% e	2 4.8% cd	0 0.0%	16 24.6% Bc	4 6.1% A	2 5.0% a
2=Weak	3 4.8%	3 5.5%	1 3.8%	1 3.1%	4 8.3%	1 4.0%	0 0.0% f	0 0.0%	0 0.0% F	3 21.4% cE	2 3.1%	5 7.6%	1 2.5%
1=Very weak	2 3.2%	0 0.0%	1 3.8%	1 3.1%	1 2.1%	0 0.0%	1 3.3%	0 0.0%	1 2.4%	0 0.0%	3 4.6%	1 1.5%	0 0.0%
Mean	4.44	4.40 c	5.08 b	4.94	4.42	4.76	4.57	4.17	4.90	5.00	4.28	4.77	4.80

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

Topic 5: Social Media

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	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?	227 11.43 11.82	18 8.89 9.92	15 13.20 11.25	18 10.83 10.16	11 9.18 10.51	6 21.97 14.85	3 6.67 5.77	19 8.16 8.14	30 6.82 8.94	4 5.50 3.32	34 15.18 14.08	25 13.82 13.49	37 11.54 11.89	7 17.12 17.23
		e	h			aGH		E	bEJkm		H	h		h
...will you spend in the next 12 months?	226 13.64 13.33	18 11.33 10.22	15 17.16 13.38	18 11.81 10.73	11 11.90 15.17	6 27.06 18.12	3 7.33 6.43	19 9.74 9.15	30 7.82 8.76	4 8.00 5.72	34 16.51 15.59	25 17.12 14.90	36 14.50 13.50	7 18.67 19.75
		e	H	e		acGH		E	BEJKlm		H	H	h	h
...do you predict you will spend in five years?	225 19.69 16.64	18 17.00 13.46	15 24.99 16.79	18 15.67 13.47	11 16.91 16.22	6 32.50 20.86	3 12.00 9.85	19 15.63 13.45	30 13.55 12.19	4 11.75 6.24	33 21.73 19.07	25 25.33 19.82	36 20.93 16.50	7 27.94 23.74
		e	h	e		acgH		e	bEjKlm		h	H	h	h

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

Topic 5: Social Media

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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
	...of your marketing budget do you currently spend on social media?	83 8.69 10.49	76 12.25 11.86	36 12.63 11.30	32 15.26 14.31	65 14.95 14.23	29 8.93 10.07	39 10.92 11.57	18 10.17 9.05	49 9.17 9.21	21 11.90 11.43	94 10.98 12.59	82 10.19 9.90
	bD	a		A	be	a			a			c	b
...will you spend in the next 12 months?	83 10.57 11.28	75 14.79 13.18	36 14.71 13.69	32 17.69 16.73	65 18.95 16.56	29 10.24 10.58	39 12.96 12.50	18 12.03 11.44	48 10.09 8.78	21 13.54 12.26	94 13.27 14.12	81 11.17 10.04	48 18.21 15.00
	bD	a		A	bE	a			A			C	B
...do you predict you will spend in five years?	83 16.56 14.27	74 20.47 15.92	36 20.88 18.17	32 24.66 20.93	65 25.40 19.74	29 15.48 11.76	39 18.96 16.63	18 21.32 17.96	48 15.05 11.62	21 21.23 17.52	94 19.11 18.05	81 17.72 13.69	48 24.34 17.93
	d		a		bE	a			A			c	b

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

Topic 5: Social Media

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur. 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
Percent performed	229	18	15	19	12	6	3	19	30	4	34	26	36	7
by outside agencies	23.00	25.68	23.82	44.96	21.94	11.67	18.67	17.89	24.03	10.25	15.72	26.99	16.48	38.89
	30.42	27.78	30.30	36.52	33.66	19.41	27.21	27.60	31.98	19.84	29.65	31.90	25.30	34.03
			eghJL			c		c	c		C		Cm	l

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

Topic 5: Social Media

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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	84 24.07 30.97	75 15.94 27.00	36 33.23 33.20	34 25.08 30.70	66 20.18 32.31	30 22.87 28.28	39 16.68 24.52	18 35.75 33.72	49 23.83 29.33	21 35.58 35.51	96 20.67 29.61	81 24.84 32.58

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

Topic 5: Social Media

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
1=Not At All	41 16.6%	6 30.0% b	0 0.0% ah	2 10.5%	1 8.3%	0 0.0%	0 0.0%	5 22.7%	8 25.8% b	1 25.0%	6 16.7%	3 11.1%	7 17.1%	2 25.0%
2=	56 22.7%	5 25.0%	4 26.7%	1 5.3% dgh	4 33.3% c	0 0.0% h	1 33.3%	7 31.8% c	11 35.5% cel	0 0.0%	10 27.8%	7 25.9%	5 12.2% h	1 12.5%
3=	37 15.0%	1 5.0%	1 6.7%	3 15.8%	2 16.7%	2 22.2%	1 33.3%	2 9.1%	7 22.6%	1 25.0%	4 11.1%	3 11.1%	9 22.0%	1 12.5%
4=	48 19.4%	4 20.0%	5 33.3% j	4 21.1%	4 33.3% j	2 22.2%	0 0.0%	4 18.2%	4 12.9%	2 50.0% j	3 8.3% bdim	5 18.5%	8 19.5%	3 37.5% j
5=	43 17.4%	3 15.0%	3 20.0%	7 36.8% H	1 8.3%	2 22.2%	1 33.3% h	3 13.6%	1 3.2% Cfjl	0 0.0%	8 22.2% h	4 14.8%	10 24.4% h	0 0.0%
6=	17 6.9%	1 5.0%	2 13.3% hl	2 10.5% l	0 0.0%	2 22.2% hL	0 0.0%	1 4.5%	0 0.0% bek	0 0.0%	4 11.1% l	4 14.8% hl	0 0.0% bcEjkm	1 12.5% l
7=Very Highly	5 2.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.8%	1 3.7%	2 4.9%	0 0.0%
Mean	3.27	2.80 cE	3.87 gH	4.00 agH	3.00 E	4.78 ADGHjlm	3.33	2.82 bcE	2.32 BCEJKL	3.00	3.36 eH	3.59 H	3.41 eH	3.13 e

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 A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not At All	18 20.0%	12 15.0%	4 10.8%	7 17.9%	12 17.4%	6 20.0%	5 12.5%	3 15.8%	9 15.8%	3 13.0%	24 23.8%	11 12.9%
2=	19 21.1%	24 30.0%	8 21.6%	5 12.8%	16 23.2%	9 30.0%	11 27.5%	2 10.5%	10 17.5%	6 26.1%	23 22.8%	23 27.1%	10 18.9%
3=	22 24.4%	7 8.8%	2 5.4%	5 12.8%	11 15.9%	4 13.3%	4 10.0%	4 21.1%	12 21.1%	1 4.3%	10 9.9%	17 20.0%	7 13.2%
4=	15 16.7%	15 18.8%	8 21.6%	10 25.6%	9 13.0%	4 13.3%	10 25.0%	6 31.6%	14 24.6%	4 17.4%	18 17.8%	12 14.1%	16 30.2%
5=	11 12.2%	13 16.3%	10 27.0%	9 23.1%	12 17.4%	4 13.3%	8 20.0%	4 21.1%	7 12.3%	7 30.4%	15 14.9%	17 20.0%	11 20.8%
6=	3 3.3%	9 11.3%	3 8.1%	2 5.1%	7 10.1%	2 6.7%	2 5.0%	0 0.0%	3 5.3%	2 8.7%	9 8.9%	4 4.7%	3 5.7%
7=Very Highly	2 2.2%	0 0.0%	2 5.4%	1 2.6%	2 2.9%	1 3.3%	0 0.0%	0 0.0%	2 3.5%	0 0.0%	2 2.0%	1 1.2%	2 3.8%
Mean	2.99 c	3.25	3.78 a	3.49	3.32	3.03	3.28	3.32	3.30	3.52	3.12 c	3.20	3.70 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)

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
Total	238 100.0%	19 8.0%	15 6.3%	18 7.6%	12 5.0%	9 3.8%	3 1.3%	22 9.2%	28 11.8%	4 1.7%	35 14.7%	27 11.3%	39 16.4%	7 2.9%
Brand awareness and brand-building	210 88.2%	15 78.9%	14 93.3%	16 88.9%	11 91.7%	9 100.0%	3 100.0%	17 77.3%	24 85.7%	4 100.0%	32 91.4%	23 85.2%	37 94.9%	5 71.4%
Introducing new products and services	154 64.7%	12 63.2%	9 60.0%	15 83.3%	7 58.3%	4 44.4%	2 66.7%	13 59.1%	19 67.9%	3 75.0%	17 48.6%	22 81.5%	29 74.4%	2 28.6%
Acquiring new customers	143 60.1%	10 52.6%	11 73.3%	12 66.7%	10 83.3%	9 100.0%	1 33.3%	12 54.5%	11 39.3%	2 50.0%	21 60.0%	15 55.6%	26 66.7%	3 42.9%
Brand promotions, such as contests, coupons	141 59.2%	7 36.8%	11 73.3%	13 72.2%	10 83.3%	7 77.8%	2 66.7%	13 59.1%	17 60.7%	3 75.0%	13 37.1%	22 81.5%	18 46.2%	5 71.4%
Retaining current customers	132 55.5%	11 57.9%	9 60.0%	10 55.6%	9 75.0%	8 88.9%	1 33.3%	11 50.0%	11 39.3%	1 25.0%	15 42.9%	19 70.4%	25 64.1%	2 28.6%
Improving customer service	97 40.8%	9 47.4%	6 40.0%	8 44.4%	8 66.7%	4 44.4%	1 33.3%	7 31.8%	8 28.6%	1 25.0%	9 25.7%	17 63.0%	15 38.5%	4 57.1%
Improving employee engagement	84 35.3%	3 15.8%	7 46.7%	6 33.3%	6 50.0%	2 22.2%	3 100.0%	10 45.5%	6 21.4%	3 75.0%	14 40.0%	6 22.2%	17 43.6%	1 14.3%

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)

Number Percent	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
Marketing research	80 33.6%	5 26.3%	4 26.7%	9 50.0%	2 16.7%	4 44.4%	1 33.3%	8 36.4%	8 28.6%	2 50.0%	13 37.1%	9 33.3%	14 35.9%	1 14.3%
Identifying new customer groups we currently don't target	61 25.6%	3 15.8%	3 20.0%	2 11.1%	4 33.3%	3 33.3%	1 33.3%	4 18.2%	10 35.7%	1 25.0%	10 28.6%	7 25.9%	10 25.6%	3 42.9%
Identifying new product and service opportunities	41 17.2%	3 15.8%	1 6.7%	3 16.7%	2 16.7%	2 22.2%	0 0.0%	2 9.1%	5 17.9%	1 25.0%	6 17.1%	6 22.2%	8 20.5%	2 28.6%
Improving current products or services	33 13.9%	5 26.3%	2 13.3%	2 11.1%	3 25.0%	2 22.2%	0 0.0%	1 4.5%	2 7.1%	0 0.0%	4 11.4%	6 22.2%	4 10.3%	2 28.6%

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)

Number Percent	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
Total	238 100.0%	85 35.7%	76 31.9%	37 15.5%	39 16.4%	64 26.9%	29 12.2%	40 16.8%	18 7.6%	56 23.5%	24 10.1%	95 39.9%	84 35.3%	52 21.8%
Brand awareness and brand-building	210 88.2%	75 88.2%	70 92.1%	33 89.2%	31 79.5%	53 82.8%	26 89.7%	34 85.0%	17 94.4%	52 92.9%	22 91.7%	79 83.2%	77 91.7%	48 92.3%
Introducing new products and services	154 64.7%	62 72.9% D	49 64.5% d	26 70.3% d	17 43.6% Abc	40 62.5%	20 69.0%	26 65.0%	14 77.8%	38 67.9%	12 50.0%	65 68.4%	52 61.9%	34 65.4%
Acquiring new customers	143 60.1%	44 51.8% d	45 59.2%	26 70.3%	28 71.8% a	38 59.4%	21 72.4%	24 60.0%	11 61.1%	29 51.8%	14 58.3%	53 55.8% c	45 53.6% C	40 76.9% aB
Brand promotions, such as contests, coupons	141 59.2%	55 64.7% Bc	30 39.5% ACd	31 83.8% aB	25 64.1% b	28 43.8% dE	17 58.6%	24 60.0%	13 72.2% a	41 73.2% A	15 62.5%	49 51.6% b	56 66.7% a	33 63.5%
Retaining current customers	132 55.5%	43 50.6% c	34 44.7% Cd	28 75.7% aB	27 69.2% b	36 56.3%	18 62.1%	18 45.0%	11 61.1%	29 51.8%	16 66.7%	56 58.9%	40 47.6% c	34 65.4% b
Improving customer service	97 40.8%	31 36.5%	26 34.2% d	19 51.4%	21 53.8% b	22 34.4%	10 34.5%	14 35.0%	8 44.4%	29 51.8%	11 45.8%	33 34.7% c	31 36.9% c	29 55.8% ab
Improving employee engagement	84 35.3%	33 38.8%	26 34.2%	9 24.3%	16 41.0%	14 21.9% bE	14 48.3% a	14 35.0%	4 22.2% e	28 50.0% Ad	8 33.3%	39 41.1% c	31 36.9%	12 23.1% 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)

Number Percent	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
Marketing research	80 33.6%	26 30.6%	24 31.6%	16 43.2%	14 35.9%	19 29.7%	10 34.5%	13 32.5%	5 27.8%	19 33.9%	12 50.0%	27 28.4%	30 35.7%	21 40.4%
Identifying new customer groups we currently don't target	61 25.6%	27 31.8%	15 19.7%	9 24.3%	10 25.6%	17 26.6%	10 34.5%	7 17.5%	7 38.9%	12 21.4%	7 29.2%	26 27.4%	23 27.4%	12 23.1%
Identifying new product and service opportunities	41 17.2%	15 17.6%	12 15.8%	11 29.7% d	3 7.7% c	10 15.6%	4 13.8%	7 17.5%	5 27.8%	6 10.7% f	7 29.2% e	15 15.8%	16 19.0%	8 15.4%
Improving current products or services	33 13.9%	10 11.8%	10 13.2%	6 16.2%	7 17.9%	12 18.8% e	3 10.3%	5 12.5%	3 16.7%	3 5.4% aF	7 29.2% E	13 13.7%	11 13.1%	8 15.4%

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

Topic 5: Social Media

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Number	91	9	5	8	5	3	0	6	15	2	12	11	14	1
Percent	100.0%	9.9%	5.5%	8.8%	5.5%	3.3%	0.0%	6.6%	16.5%	2.2%	13.2%	12.1%	15.4%	1.1%
Paid other	91	9	5	8	5	3	0	6	15	2	12	11	14	1
	31.37	27.67	16.00	48.13	31.60	21.33	---	14.17	45.80	5.50	35.17	24.91	31.43	0.00
	37.90	41.36	24.85	45.27	39.41	20.50	---	18.55	45.30	7.78	38.83	37.60	38.05	---
Paid search (all engines)	91	9	5	8	5	3	0	6	15	2	12	11	14	1
	27.65	17.67	35.00	9.38	40.40	43.00	---	30.00	21.13	29.50	36.67	29.09	25.71	100.00
	27.56	21.45	23.45	13.21	36.31	23.64	---	16.73	22.01	41.72	34.99	30.89	27.16	---
			c	bdeg	c	c		c						
Paid display (including programmatic)	91	9	5	8	5	3	0	6	15	2	12	11	14	1
	16.44	19.78	31.00	16.25	15.00	13.33	---	24.17	12.47	5.00	9.17	12.36	23.57	0.00
	20.38	25.38	33.80	17.47	17.32	10.41	---	4.92	17.43	7.07	10.19	13.76	31.34	---
								IJ		G	G			
Paid social	91	9	5	8	5	3	0	6	15	2	12	11	14	1
	14.00	15.89	11.00	15.00	10.00	17.67	---	19.33	8.13	60.00	13.75	12.73	13.57	0.00
	17.24	26.45	11.40	16.04	9.35	11.24	---	12.91	13.52	56.57	13.19	14.72	13.07	---
									I	Hjkl	i	i	I	
Paid video (including programmatic, full episode players)	91	9	5	8	5	3	0	6	15	2	12	11	14	1
	7.24	7.89	7.00	11.25	3.00	4.67	---	12.33	5.80	0.00	5.25	11.82	5.71	0.00
	9.74	9.62	6.71	11.26	4.47	4.62	---	11.43	11.10	0.00	7.56	14.88	6.16	---

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

Topic 5: Social Media

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

Number Mean SD	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
Number	91	36	28	15	12	25	11	17	10	20	5	38	35	18
Percent	100.0%	39.6%	30.8%	16.5%	13.2%	28.4%	12.5%	19.3%	11.4%	22.7%	5.7%	41.8%	38.5%	19.8%
Paid other	91	36	28	15	12	25	11	17	10	20	5	38	35	18
	31.37	34.39	25.36	31.47	36.25	36.72	33.64	24.35	35.80	26.75	9.80	31.39	33.49	27.22
	37.90	41.19	33.55	37.91	40.21	37.35	42.96	37.53	43.83	34.73	7.76	39.61	38.43	34.80
Paid search (all engines)	91	36	28	15	12	25	11	17	10	20	5	38	35	18
	27.65	22.94	35.71	23.67	27.92	25.12	32.73	44.00	14.70	21.50	28.80	30.76	24.77	26.67
	27.56	23.12	33.77	27.41	22.30	28.80	23.28	34.33	20.41	22.07	17.46	31.93	25.26	22.02
								de	c	c				
Paid display (including programmatic)	91	36	28	15	12	25	11	17	10	20	5	38	35	18
	16.44	19.78	11.61	17.60	16.25	16.52	12.27	16.24	18.00	18.95	20.60	11.58	18.49	22.72
	20.38	25.96	16.67	14.89	13.84	25.69	10.34	21.57	25.84	17.12	10.33	17.29	21.37	23.05
												c		a
Paid social	91	36	28	15	12	25	11	17	10	20	5	38	35	18
	14.00	10.33	18.39	16.20	12.00	12.56	16.18	7.76	16.00	18.55	19.80	13.00	14.49	15.17
	17.24	13.21	23.91	13.84	11.21	14.31	14.61	8.66	24.47	23.59	13.55	17.26	19.80	11.70
								f			c			
Paid video (including programmatic, full episode players)	91	36	28	15	12	25	11	17	10	20	5	38	35	18
	7.24	7.00	5.36	11.07	7.58	5.08	5.18	7.65	5.50	9.25	21.00	5.37	8.77	8.22
	9.74	11.82	6.62	9.60	8.82	6.56	6.19	12.36	4.97	11.39	12.37	9.81	10.55	7.53
			c	b		F	F	f	F		ABcD			

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

Topic 6: Mobile Marketing

Marketing budget spend on mobile activities

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur. A	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
Current	224	17	15	19	11	6	3	19	28	4	32	26	37	7
	11.20	6.71	12.23	11.47	19.99	34.66	1.33	8.08	7.07	2.25	12.28	15.27	8.11	15.92
	14.09	8.08	12.94	13.39	18.84	14.40	1.15	11.36	10.82	2.06	16.45	14.43	12.43	16.63
		dEk	E	E	aghl	ABCFGHI	E	dE	dEk	E	E	aEhl	dEk	
						JKL								
In 5 years	223	17	15	19	11	6	3	19	28	4	32	26	36	7
	19.10	14.29	23.80	15.79	30.92	47.35	3.00	16.95	13.86	6.00	18.07	27.16	14.75	25.29
	18.85	12.58	16.96	15.30	26.64	18.16	2.65	16.61	14.98	4.62	21.37	20.12	16.32	19.99
		dEk	e	Ek	ahl	AbCFGHI	E	E	dEK	Ek	E	aceHiL	dEK	
						JkL								

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

Topic 6: Mobile Marketing

Marketing budget spend on mobile activities

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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
	Current	81 7.12 11.10 CD	74 10.20 13.18 cD	36 16.07 15.90 Ab	33 18.16 16.78 AB	65 13.16 16.84	30 6.80 9.92 c	39 14.13 15.81 b	18 6.78 9.89	46 11.93 13.17	21 10.86 10.32	93 8.08 12.52 C	81 9.12 11.52 C
In 5 years	80 14.36 14.99 CD	74 17.64 17.77 cd	36 25.42 21.13 Ab	33 26.98 23.06 Ab	64 22.73 22.01 b	30 13.10 14.38 ac	38 22.43 20.40 b	18 15.78 17.88	47 18.56 17.72	21 18.38 12.80	93 15.25 17.00 C	81 16.56 15.14 C	47 30.55 23.28 AB

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

Topic 6: Mobile Marketing

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

	Total	Industry Sector												
		Banking Finance Insur. 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
1=Not At All	76 31.9%	10 52.6% Begk	1 6.7% AcjL	8 42.1% b	3 25.0%	0 0.0% al	1 33.3%	4 19.0% al	9 31.0%	1 25.0%	12 34.3% b	6 22.2% al	19 47.5% Begk	2 28.6%
2=	36 15.1%	1 5.3% b	5 33.3% al	2 10.5%	1 8.3%	0 0.0%	1 33.3%	6 28.6%	7 24.1%	1 25.0%	5 14.3%	3 11.1%	4 10.0% b	0 0.0%
3=	32 13.4%	5 26.3%	3 20.0%	1 5.3%	0 0.0%	0 0.0%	1 33.3%	4 19.0%	4 13.8%	0 0.0%	7 20.0%	3 11.1%	4 10.0%	0 0.0%
4=	36 15.1%	3 15.8%	2 13.3%	1 5.3% im	2 16.7%	1 14.3%	0 0.0%	2 9.5%	2 6.9% im	2 50.0% chj	3 8.6% im	6 22.2%	9 22.5%	3 42.9% chj
5=	35 14.7%	0 0.0% cdehk	2 13.3%	5 26.3% al	4 33.3% agL	2 28.6% al	0 0.0%	1 4.8% d	6 20.7% al	0 0.0%	6 17.1%	6 22.2% al	2 5.0% cDehk	1 14.3%
6=	17 7.1%	0 0.0% e	1 6.7%	2 10.5%	1 8.3%	2 28.6% ahl	0 0.0%	2 9.5%	1 3.4% e	0 0.0%	2 5.7%	3 11.1%	2 5.0% e	1 14.3%
7=Very Highly	6 2.5%	0 0.0% e	1 6.7%	0 0.0% e	1 8.3%	2 28.6% acHJKL	0 0.0%	2 9.5%	0 0.0% E	0 0.0%	0 0.0% E	0 0.0% E	0 0.0% E	0 0.0% ae
Mean	2.97	2.05 bDEgKm	3.40 aE	2.95 E	3.83 Ael	5.71 ABCdFG HIJKLm	2.00 E	3.19 aE	2.72 E	2.75 E	2.77 E	3.44 AEI	2.43 dEk	3.57 ae

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 A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not At All	34 40.0% cd	28 36.4% d	8 21.1% a	6 16.2% ab	30 45.5% cEF	11 37.9% f	9 22.5% a	8 42.1% f	11 20.4% A	3 13.0% Abd	45 45.5% bC	23 27.4% a
2=	16 18.8%	9 11.7%	6 15.8%	5 13.5%	7 10.6%	6 20.7%	4 10.0%	4 21.1%	10 18.5%	3 13.0%	18 18.2% c	16 19.0% c	2 4.1% ab
3=	11 12.9%	13 16.9%	3 7.9%	4 10.8%	6 9.1% F	5 17.2%	8 20.0% e	2 10.5%	3 5.6% cF	8 34.8% AE	10 10.1%	11 13.1%	9 18.4%
4=	11 12.9%	15 19.5%	6 15.8%	4 10.8%	6 9.1% E	4 13.8%	6 15.0%	2 10.5%	15 27.8% A	3 13.0%	10 10.1%	16 19.0%	7 14.3%
5=	9 10.6% d	7 9.1% cd	9 23.7% b	10 27.0% ab	10 15.2%	1 3.4% ce	8 20.0% b	3 15.8%	11 20.4% b	2 8.7%	8 8.1% C	14 16.7%	13 26.5% A
6=	4 4.7%	5 6.5%	5 13.2%	3 8.1%	7 10.6%	1 3.4%	2 5.0%	0 0.0%	3 5.6%	3 13.0%	6 6.1%	3 3.6% c	7 14.3% b
7=Very Highly	0 0.0% D	0 0.0% D	1 2.6%	5 13.5% AB	0 0.0% c	1 3.4%	3 7.5% a	0 0.0%	1 1.9%	1 4.3%	2 2.0%	1 1.2%	3 6.1%
Mean	2.49 CD	2.73 cD	3.55 Ab	3.97 AB	2.70 c	2.48 cef	3.45 abd	2.37 cef	3.33 bd	3.48 bd	2.43 bC	2.94 aC	3.98 AB

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

Topic 7: Marketing Jobs

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur. 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
Percent change	163	8	12	14	12	6	3	16	23	3	21	15	26	4
	5.12	9.83	6.67	1.57	6.14	3.33	1.67	6.35	7.69	5.67	0.71	1.40	7.61	6.25
	14.32	17.30	8.88	6.20	19.52	4.08	5.77	14.10	19.98	4.04	2.39	7.89	21.05	7.50
		j	J							J	aBIM			J

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

Topic 7: Marketing Jobs

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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	59 6.49 16.79	50 6.14 13.09	24 0.54 5.82	30 4.37 15.58	45 5.81 15.15	24 3.63 8.38	27 8.19 19.79	12 3.42 12.29	39 3.38 10.83	12 0.21 13.13	66 7.04 15.12	61 5.35 13.42
		c	b								c	c	ab

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

Topic 7: Marketing Jobs

For your marketing hiring, distribute 100 points across these different types of employees you plan to hire in the next year.

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Full-time employees	64	3	6	5	4	3	2	7	10	3	1	5	13	2
	80.00	86.67	86.67	65.00	88.75	91.67	87.50	94.29	87.50	68.33	0.00	68.00	73.85	85.00
	26.96	11.55	10.33	38.41	10.31	14.43	17.68	7.87	16.54	54.85	---	43.24	27.17	21.21
Part-time independent subcontractors	64	3	6	5	4	3	2	7	10	3	1	5	13	2
	8.69	6.67	6.67	22.00	1.25	5.00	12.50	0.00	4.50	0.00	70.00	20.00	9.69	0.00
	20.55	11.55	8.16	43.82	2.50	8.66	17.68	0.00	7.98	0.00	---	44.72	14.62	0.00
Full-time independent subcontractors	64	3	6	5	4	3	2	7	10	3	1	5	13	2
	5.22	0.00	3.33	11.00	5.00	0.00	0.00	2.86	4.50	0.00	0.00	10.00	7.23	15.00
	10.64	0.00	8.16	14.32	5.77	0.00	0.00	4.88	8.64	0.00	---	22.36	11.90	21.21
Part-time employees	64	3	6	5	4	3	2	7	10	3	1	5	13	2
	3.05	6.67	3.33	2.00	5.00	3.33	0.00	2.86	3.50	0.00	30.00	2.00	1.54	0.00
	6.51	11.55	5.16	4.47	5.77	5.77	0.00	7.56	8.18	0.00	---	4.47	2.99	0.00

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

Topic 7: Marketing Jobs

For your marketing hiring, distribute 100 points across these different types of employees you plan to hire in the next year.

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Full-time employees	24 78.75 28.29	18 74.44 28.95	8 84.38 18.41	14 86.79 26.86	13 69.23 34.99	8 79.38 33.85	14 83.21 28.53	4 82.50 11.90	16 81.88 24.07	7 86.43 12.49	22 74.55 33.73	31 83.71 20.41
Part-time independent subcontractors	24 8.33 22.49	18 13.39 16.78	8 1.25 3.54	14 7.50 26.66	13 15.00 29.15	8 15.63 34.58	14 8.93 19.43	4 7.50 8.66	16 2.88 6.60	7 1.43 3.78	22 13.64 26.51	31 3.90 7.28	10 12.50 31.38
Full-time independent subcontractors	24 5.29 8.01	18 2.33 9.41	8 11.88 19.63	14 5.00 8.55	13 5.77 12.22	8 2.50 7.07	14 3.93 10.03	4 5.00 5.77	16 6.19 12.62	7 9.29 12.39	22 3.95 9.52	31 6.03 11.97	10 6.00 9.66
Part-time employees	24 3.46 6.83	18 4.56 8.51	8 2.50 4.63	14 0.71 2.67	13 2.31 5.99	8 2.50 4.63	14 3.93 10.03	4 5.00 5.77	16 3.13 4.33	7 2.86 7.56	22 3.32 7.77	31 3.29 6.37	10 2.00 4.22

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

Topic 7: Marketing Jobs

Distributing 100 points, how often will you acquire marketing talent from these sources?

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
From companies in other industries	68 34.87 31.81	3 46.67 50.33	6 25.00 36.74	5 20.00 27.39	4 40.00 35.59	3 50.00 30.00	2 45.00 35.36	7 20.71 21.30	12 42.50 35.96	3 18.33 27.54	2 50.00 70.71	5 43.00 36.67	14 35.21 28.32	2 31.50 2.12
From competitors in your industry	68 26.94 30.01	3 6.67 11.55	6 40.00 34.06	5 38.00 38.99	4 15.00 12.91	3 26.67 20.82	2 47.50 38.89	7 25.00 27.84	12 19.17 30.66	3 25.00 25.00	2 0.00 0.00	5 21.00 33.99	14 37.71 34.37	2 17.00 24.04
From within your company	68 23.35 29.58	3 40.00 52.92	6 26.67 27.33	5 32.00 23.87	4 35.00 40.41	3 16.67 28.87	2 5.00 7.07	7 27.14 34.50	12 23.33 35.82	3 25.00 43.30	2 45.00 63.64	5 10.00 9.35	14 16.64 20.02	2 15.00 21.21
From undergraduate programs in universities	68 7.84 16.91	3 3.33 5.77	6 3.33 8.16	5 8.00 8.37	4 6.25 9.46	3 6.67 11.55	2 0.00 0.00	7 10.00 18.26	12 10.00 19.07	3 0.00 0.00	2 5.00 7.07	5 26.00 42.19	14 6.29 13.48	2 0.00 0.00
From Master's or above programs in universities	68 5.60 11.08	3 3.33 5.77	6 5.00 8.37	5 2.00 4.47	4 3.75 4.79	3 0.00 0.00	2 2.50 3.54	7 17.14 21.19	12 5.00 9.29	3 0.00 0.00	2 0.00 0.00	5 0.00 0.00	14 4.14 6.64	2 36.50 4.95
		M	M	M	M		m	l	M				gM ABCDfHL	

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

Topic 7: Marketing Jobs

Distributing 100 points, how often will you acquire marketing talent from these sources?

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
From companies in other industries	26 32.42 32.35	20 31.50 33.80	8 32.50 29.15	14 45.57 30.31	13 31.54 30.51	9 8.89 13.64	14 55.93 39.42	5 22.00 27.75	17 39.88 25.22	7 37.14 29.70	26 35.19 30.84	31 33.97 32.72	10 31.30 31.08
						CEf	B		B	b			
From competitors in your industry	26 24.15 28.39	20 29.50 34.29	8 35.00 30.36	14 23.86 28.27	13 40.00 39.79	9 31.11 30.90	14 13.50 22.41	5 36.00 35.78	17 23.12 21.60	7 17.14 17.04	26 30.19 35.23	31 27.03 27.46	10 20.40 24.71
					c		a						
From within your company	26 27.42 30.91	20 27.50 34.58	8 14.38 14.50	14 15.00 25.04	13 16.92 28.40	9 31.11 34.80	14 21.79 34.84	5 33.00 35.64	17 19.00 25.13	7 35.00 24.66	26 24.23 29.45	31 23.97 32.06	10 21.00 25.14
From undergraduate programs in universities	26 8.77 21.27	20 4.50 11.91	8 14.38 16.35	14 7.14 14.37	13 4.62 13.91	9 18.89 31.40	14 3.57 13.36	5 5.00 8.66	17 7.53 12.62	7 7.14 7.56	26 5.96 14.00	31 7.03 12.89	10 16.00 30.62
From Master's or above programs in universities	26 7.23 13.27	20 2.25 5.25	8 3.75 8.76	14 8.43 13.36	13 6.92 17.02	9 10.00 10.31	14 5.21 13.33	5 4.00 6.52	17 4.88 7.64	7 3.57 4.76	26 4.42 12.27	31 4.94 8.23	10 11.30 14.95

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

Topic 7: Marketing Jobs

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur. A	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
Percent change	162	8	12	14	12	6	3	16	23	3	21	15	25	4
	3.87	1.25	6.25	1.79	-4.69	1.46	-3.33	3.35	5.72	3.33	5.00	8.15	4.65	8.75
	12.12	14.82	8.56	7.99	11.23	19.56	5.77	13.23	11.39	5.77	7.42	12.99	16.01	8.54
			d		bhJkm				d		D	d		d

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

Topic 7: Marketing Jobs

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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 7.20 11.90 d	50 2.75 11.58	24 2.03 9.42	30 0.75 14.26 a	45 6.38 10.92 e	24 6.90 10.79 e	27 3.98 14.46	12 6.25 7.42	39 0.06 13.40 ab	11 1.64 6.36	66 5.45 11.23	60 2.24 12.91

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

Topic 7: Marketing Jobs

How many employees/marketing employees are in your company?

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Number of employees	158	8	12	14	11	6	2	15	23	3	19	15	26	4
	4022	5073	443	5569	12605	1407	2625	3740	3292	1833	1757	8398	2215	1261
	9751	11723	607	14652	18768	1395	3359	6664	8560	1041	4960	14373	4329	1843
			dfI		bjI		b			B	d	l	dk	
Number of marketing employees	159	8	12	14	11	6	2	15	23	3	20	15	26	4
	65	74	31	156	41	33	256	39	12	32	30	140	91	10
	193	139	53	382	38	29	345	88	16	34	87	375	202	7
		h	f		fH	h	bdgHj	f	aDeF		f			

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

Topic 7: Marketing Jobs

How many employees/marketing employees are in your company?

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Number of employees	57	50	24	27	43	22	27	12	41	10	63	59	34
	2407	2675	11127	3613	66	189	1213	3104	9017	18628	3575	4125	4293
	6134	8412	17420	5947	156	139	1053	1925	12335	22022	9211	9657	10982
	C	C	ABd	c	BCDEF	ACDEF	ABDEF	ABCf	ABC	ABCd			
Number of marketing employees	57	50	23	29	43	23	27	12	41	10	64	60	33
	50	58	136	51	8	10	25	28	101	460	50	68	66
	142	213	307	109	27	17	25	26	168	558	191	201	123
					cdEF	cdeF	abeF	abf	AbcF	ABCdE			

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

Topic 8: Marketing Organization

Rate the quality of your company's marketing knowledge resources (1=poor, 7=excellent)

	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
Customer insights	4.72	5.10	5.08 I	5.33 Ijl	5.25 I	5.00 i	3.67	5.33 Ijl	4.83 i	2.00 BCDeGhk	4.17 cg	4.60 i	4.23 cg	4.40
Competitive intelligence	4.41	4.10	5.00 fl	5.00 I	4.67 i	4.86	3.00 bg	4.72 fl	4.58 i	2.00 BCdGhK	3.96	4.33 I	4.17	4.00
Marketing training	3.20	3.50	3.62	3.06	2.92	3.00	2.67	3.72 l	3.25	3.00	3.08	3.53 l	2.70 gk	3.60
Marketing research	4.02	4.60 l	4.54 l	4.00	4.00	4.00	3.50	4.94 L	4.04	2.50	3.96	3.87	3.40 abG	3.40
Marketing analytics	4.04	3.70	4.92 hjk	3.63 e	3.92	5.29 chjK	4.67	4.67	3.67 be	3.00	3.63 be	3.67 bE	4.20	4.20
Marketing capabilities	4.81	4.80	5.23	4.31	5.08	5.43	5.33	5.17	4.79	4.50	4.38	4.71	4.73	5.20

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

Topic 8: Marketing Organization

Rate the quality of your company's marketing knowledge resources (1=poor, 7=excellent)

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
Customer insights	4.72	4.65	4.37	5.07	5.15	4.96	4.84	4.53	4.50	4.61	4.92	4.53	4.71	5.03
Competitive intelligence	4.41	4.48	4.11	4.67	4.59	4.44	4.84	4.40	4.64	4.19	4.15	4.28	4.50	4.54
Marketing training	3.20	3.11	3.39 d	3.56 d	2.73 bc	3.00	3.36	3.13	3.71	3.19	3.31	2.79 bc	3.41 a	3.53 a
Marketing research	4.02	3.73 c	4.14	4.59 a	3.85	3.92	4.32	3.60	4.14	4.10	4.67	3.76	4.15	4.17
Marketing analytics	4.04	3.70	4.16	4.11	4.41	3.86 f	3.96	3.93	4.21	4.12	4.92 a	3.74 c	4.06	4.46 a
Marketing capabilities	4.81	4.66	4.79	4.88	5.06	4.74	5.04	4.73	5.08	4.79	5.08	4.67	4.68 c	5.22 b

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
Brand	180 90.9%	9 81.8%	12 92.3%	16 84.2%	9 75.0%	7 100.0%	3 100.0%	20 100.0%	24 92.3%	4 100.0%	26 92.9%	16 88.9%	29 90.6%	5 100.0%
Digital marketing	165 83.3%	8 72.7%	10 76.9%	14 73.7%	8 66.7%	7 100.0%	2 66.7%	18 90.0%	22 84.6%	4 100.0%	22 78.6%	16 88.9%	29 90.6%	5 100.0%
Advertising	159 80.3%	7 63.6%	11 84.6%	13 68.4%	11 91.7%	7 100.0%	3 100.0%	15 75.0%	25 96.2%	3 75.0%	20 71.4%	16 88.9%	24 75.0%	4 80.0%
Social media	153 77.3%	8 72.7%	10 76.9%	15 78.9%	8 66.7%	6 85.7%	3 100.0%	13 65.0%	22 84.6%	4 100.0%	21 75.0%	15 83.3%	24 75.0%	4 80.0%
Marketing analytics	142 71.7%	8 72.7%	9 69.2%	10 52.6%	8 66.7%	7 100.0%	2 66.7%	15 75.0%	21 80.8%	1 25.0%	19 67.9%	13 72.2%	25 78.1%	4 80.0%
Positioning	142 71.7%	9 81.8%	10 76.9%	11 57.9%	9 75.0%	5 71.4%	2 66.7%	15 75.0%	19 73.1%	3 75.0%	19 67.9%	10 55.6%	26 81.3%	4 80.0%
Promotion	142 71.7%	7 63.6%	10 76.9%	13 68.4%	9 75.0%	6 85.7%	2 66.7%	12 60.0%	20 76.9%	4 100.0%	18 64.3%	16 88.9%	21 65.6%	4 80.0%
Marketing research	138 69.7%	8 72.7%	9 69.2%	8 42.1%	8 66.7%	7 100.0%	1 33.3%	17 85.0%	22 84.6%	2 50.0%	14 50.0%	12 66.7%	26 81.3%	4 80.0%
Lead generation	129 65.2%	6 54.5%	11 84.6%	5 26.3%	8 66.7%	6 85.7%	3 100.0%	14 70.0%	18 69.2%	1 25.0%	19 67.9%	8 44.4%	29 90.6%	1 20.0%
Public relations	120 60.6%	5 45.5%	8 61.5%	11 57.9%	5 41.7%	4 57.1%	2 66.7%	11 55.0%	17 65.4%	4 100.0%	16 57.1%	9 50.0%	25 78.1%	3 60.0%

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. 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
Insight	107 54.0%	5 45.5%	8 61.5%	8 42.1%	9 75.0%	6 85.7%	2 66.7%	16 80.0%	13 50.0%	1 25.0%	11 39.3%	10 55.6%	17 53.1%	1 20.0%
Competitive intelligence	103 52.0%	3 27.3%	9 69.2%	9 47.4%	6 50.0%	5 71.4%	2 66.7%	15 75.0%	15 57.7%	2 50.0%	10 35.7%	7 38.9%	18 56.3%	2 40.0%
Revenue Growth	86 43.4%	3 27.3%	8 61.5%	10 52.6%	6 50.0%	6 85.7%	1 33.3%	10 50.0%	10 38.5%	0 0.0%	9 32.1%	11 61.1%	11 34.4%	1 20.0%
Customer experience	84 42.4%	4 36.4%	5 38.5%	10 52.6%	6 50.0%	4 57.1%	2 66.7%	10 50.0%	11 42.3%	2 50.0%	10 35.7%	6 33.3%	12 37.5%	2 40.0%
Innovation	65 32.8%	2 18.2%	6 46.2%	10 52.6%	4 33.3%	0 0.0%	1 33.3%	8 40.0%	8 30.8%	0 0.0%	10 35.7%	8 44.4%	6 18.8%	2 40.0%
Market entry strategies	64 32.3%	2 18.2%	4 30.8%	3 15.8%	3 25.0%	4 57.1%	2 66.7%	9 45.0%	12 46.2%	0 0.0%	9 32.1%	4 22.2%	11 34.4%	1 20.0%
e-commerce	63 31.8%	2 18.2%	3 23.1%	5 26.3%	6 50.0%	2 28.6%	1 33.3%	6 30.0%	15 57.7%	1 25.0%	2 7.1%	12 66.7%	7 21.9%	1 20.0%
Customer relationship management	62 31.3%	4 36.4%	3 23.1%	6 31.6%	6 50.0%	2 28.6%	1 33.3%	7 35.0%	6 23.1%	0 0.0%	8 28.6%	11 61.1%	7 21.9%	1 20.0%
New products	62 31.3%	2 18.2%	4 30.8%	12 63.2%	3 25.0%	1 14.3%	1 33.3%	6 30.0%	12 46.2%	1 25.0%	6 21.4%	6 33.3%	7 21.9%	1 20.0%

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. 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
Market selection	53 26.8%	1 9.1% de	4 30.8%	4 21.1%	6 50.0% aj	4 57.1% aj	0 0.0%	6 30.0%	11 42.3%	0 0.0%	5 17.9% de	3 16.7%	8 25.0%	1 20.0%
Pricing	51 25.8%	1 9.1% e	2 15.4% e	7 36.8% j	2 16.7% e	5 71.4% abdiJl	0 0.0%	6 30.0% j	11 42.3% J	0 0.0% e	2 7.1% cEgHm	5 27.8%	8 25.0% e	2 40.0% j
Sales	49 24.7%	4 36.4%	5 38.5%	4 21.1%	5 41.7% gl	3 42.9%	1 33.3%	2 10.0% d	7 26.9%	0 0.0%	7 25.0%	6 33.3%	4 12.5% d	1 20.0%
Customer service	31 15.7%	1 9.1%	2 15.4%	3 15.8%	3 25.0%	1 14.3%	1 33.3%	3 15.0%	6 23.1%	0 0.0%	5 17.9%	1 5.6%	3 9.4%	2 40.0%
Distribution	14 7.1%	0 0.0% i	1 7.7%	1 5.3% i	0 0.0% i	1 14.3%	0 0.0%	2 10.0%	2 7.7% i	2 50.0% acdHJkl	1 3.6% I	1 5.6% i	2 6.3% i	1 20.0%
Stock market performance	6 3.0%	0 0.0%	0 0.0%	1 5.3%	1 8.3%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.1%	0 0.0%	1 3.1%	0 0.0%

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
Brand	180 90.9%	64 90.1%	56 93.3%	28 90.3%	32 88.9%	49 89.1%	25 92.6%	30 96.8%	14 100.0%	42 89.4%	15 88.2%	70 93.3%	66 89.2%	38 88.4%
Digital marketing	165 83.3%	61 85.9%	52 86.7%	24 77.4%	28 77.8%	40 72.7%	24 88.9%	27 87.1%	13 92.9%	40 85.1%	15 88.2%	66 88.0%	58 78.4%	35 81.4%
Advertising	159 80.3%	57 80.3%	47 78.3%	27 87.1%	28 77.8%	40 72.7%	22 81.5%	26 83.9%	12 85.7%	38 80.9%	15 88.2%	59 78.7%	59 79.7%	35 81.4%
Social media	153 77.3%	59 83.1%	45 75.0%	24 77.4%	25 69.4%	36 65.5% d	23 85.2%	26 83.9%	13 92.9%	36 76.6%	14 82.4%	60 80.0%	55 74.3%	33 76.7%
Marketing analytics	142 71.7%	46 64.8%	44 73.3%	24 77.4%	28 77.8%	39 70.9%	17 63.0% d	23 74.2%	13 92.9%	34 72.3%	12 70.6%	59 78.7% b	47 63.5% a	31 72.1%
Positioning	142 71.7%	46 64.8% B	51 85.0% Ad	21 67.7%	24 66.7% b	39 70.9%	20 74.1%	26 83.9%	11 78.6%	33 70.2%	12 70.6%	59 78.7% b	46 62.2% a	33 76.7%
Promotion	142 71.7%	50 70.4%	46 76.7%	25 80.6%	21 58.3%	38 69.1%	15 55.6%	24 77.4%	12 85.7%	36 76.6%	13 76.5%	58 77.3%	52 70.3%	28 65.1%
Marketing research	138 69.7%	49 69.0%	40 66.7%	23 74.2%	26 72.2%	37 67.3%	21 77.8%	24 77.4%	12 85.7%	29 61.7%	11 64.7%	53 70.7%	49 66.2%	31 72.1%
Lead generation	129 65.2%	51 71.8% C	43 71.7% C	10 32.3% ABD	25 69.4% C	34 61.8%	19 70.4%	20 64.5%	10 71.4%	29 61.7%	12 70.6%	50 66.7%	45 60.8%	29 67.4%
Public relations	120 60.6%	44 62.0% d	44 73.3% D	19 61.3% d	13 36.1% aBc	30 54.5%	15 55.6%	20 64.5%	11 78.6% f	33 70.2% f	6 35.3% de	49 65.3% c	47 63.5%	20 46.5% a
Insight	107 54.0%	37 52.1%	31 51.7%	18 58.1%	21 58.3%	30 54.5%	13 48.1%	15 48.4%	8 57.1%	29 61.7%	10 58.8%	40 53.3%	37 50.0%	26 60.5%

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Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
Competitive intelligence	103 52.0%	36 50.7%	30 50.0%	17 54.8%	20 55.6%	30 54.5%	14 51.9%	17 54.8%	8 57.1%	22 46.8%	8 47.1%	41 54.7%	43 58.1%	17 39.5%
Revenue Growth	86 43.4%	25 35.2%	25 41.7%	17 54.8%	19 52.8%	27 49.1%	14 51.9%	14 45.2%	4 28.6%	17 36.2%	9 52.9%	29 38.7% c	31 41.9%	25 58.1% a
Customer experience	84 42.4%	27 38.0%	22 36.7%	15 48.4%	20 55.6%	26 47.3%	12 44.4%	12 38.7%	6 42.9%	19 40.4%	7 41.2%	31 41.3%	28 37.8%	23 53.5%
Innovation	65 32.8%	20 28.2%	17 28.3%	14 45.2%	14 38.9%	19 34.5%	9 33.3%	7 22.6%	7 50.0%	14 29.8%	8 47.1%	24 32.0%	24 32.4%	15 34.9%
Market entry strategies	64 32.3%	27 38.0%	15 25.0%	9 29.0%	13 36.1%	23 41.8%	13 48.1% e	9 29.0%	4 28.6%	11 23.4% b	4 23.5%	28 37.3%	21 28.4%	14 32.6%
e-commerce	63 31.8%	29 40.8% B	9 15.0% AC	15 48.4% B	10 27.8%	15 27.3%	9 33.3%	10 32.3%	4 28.6%	18 38.3%	6 35.3%	12 16.0% BC	28 37.8% A	22 51.2% A
Customer relationship management	62 31.3%	17 23.9%	17 28.3%	13 41.9%	15 41.7%	20 36.4%	9 33.3%	8 25.8%	5 35.7%	13 27.7%	6 35.3%	25 33.3%	17 23.0% c	19 44.2% b
New products	62 31.3%	28 39.4% bD	13 21.7% aC	17 54.8% BD	4 11.1% AC	19 34.5%	9 33.3%	9 29.0%	6 42.9%	13 27.7%	6 35.3%	23 30.7%	25 33.8%	12 27.9%
Market selection	53 26.8%	23 32.4% b	10 16.7% a	8 25.8%	12 33.3%	20 36.4%	9 33.3%	7 22.6%	5 35.7%	10 21.3%	2 11.8%	21 28.0%	15 20.3% c	16 37.2% b
Pricing	51 25.8%	23 32.4% B	7 11.7% AC	12 38.7% B	9 25.0%	16 29.1%	8 29.6%	9 29.0%	3 21.4%	9 19.1%	4 23.5%	21 28.0%	14 18.9%	15 34.9%

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 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
		Sales	49 24.7%	12 16.9%	16 26.7%	10 32.3%	11 30.6%	20 36.4%	8 29.6%	7 22.6%	2 14.3%	9 19.1%	3 17.6%	18 24.0%
Customer service	31 15.7%	10 14.1%	9 15.0%	6 19.4%	6 16.7%	16 29.1%	2 7.4%	6 19.4%	2 14.3%	3 6.4%	1 5.9%	15 20.0%	5 6.8%	11 25.6%
Distribution	14 7.1%	6 8.5%	5 8.3%	1 3.2%	2 5.6%	5 9.1%	1 3.7%	1 3.2%	2 14.3%	3 6.4%	0 0.0%	4 5.3%	6 8.1%	4 9.3%
Stock market performance	6 3.0%	1 1.4%	2 3.3%	1 3.2%	2 5.6%	2 3.6%	0 0.0%	2 6.5%	2 14.3%	0 0.0%	0 0.0%	2 2.7%	1 1.4%	3 7.0%

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

Topic 9: Marketing Leadership

What are your top challenges as a marketing leader? (Select top 3 where 1 is most important)

	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>Driving growth</u>														
1=1	105 37.9%	9 37.5%	5 26.3%	12 54.5% i	5 41.7%	4 44.4%	0 0.0%	9 32.1%	13 40.6%	0 0.0% c	18 43.9%	11 37.9%	16 36.4%	3 30.0%
2=2	46 16.6%	4 16.7%	4 21.1%	1 4.5% f	2 16.7%	2 22.2%	1 50.0% c	5 17.9%	6 18.8%	0 0.0%	4 9.8%	6 20.7%	9 20.5%	2 20.0%
3=3	34 12.3%	1 4.2% i	4 21.1%	2 9.1%	1 8.3%	2 22.2%	0 0.0%	1 3.6% i	4 12.5%	2 40.0% ag	4 9.8%	4 13.8%	8 18.2%	1 10.0%
Mean	1.62	1.43	1.92	1.33	1.50	1.75	2.00	1.47	1.61	3.00	1.46	1.67	1.76	1.67

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

Topic 9: Marketing Leadership

What are your top challenges as a marketing leader? (Select top 3 where 1 is most important)

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
<u>Driving growth</u>														
1=1	105 37.9%	39 39.0%	33 37.5%	17 43.6%	15 31.3%	32 40.0%	9 28.1%	16 37.2%	6 28.6%	29 46.8%	9 32.1%	39 33.6%	32 36.4%	26 43.3%
2=2	46 16.6%	18 18.0%	14 15.9%	5 12.8%	9 18.8%	13 16.3%	4 12.5%	7 16.3%	2 9.5%	9 14.5%	9 32.1%	20 17.2%	13 14.8%	12 20.0%
3=3	34 12.3%	12 12.0%	14 15.9%	4 10.3%	4 8.3%	12 15.0%	5 15.6%	8 18.6%	1 4.8%	5 8.1%	3 10.7%	13 11.2%	13 14.8%	8 13.3%
Mean	1.62	1.61	1.69	1.50	1.61	1.65	1.78	1.74	1.44	1.44	1.71	1.64	1.67	1.61

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

Topic 9: Marketing Leadership

What are your top challenges as a marketing leader? (Select top 3 where 1 is most important)

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

Securing marketing budget

1=1	37 13.4%	2 8.3%	3 15.8%	3 13.6%	1 8.3%	0 0.0%	0 0.0%	5 17.9%	3 9.4%	1 20.0%	5 12.2%	3 10.3%	10 22.7%	1 10.0%
2=2	15 5.4%	1 4.2%	1 5.3%	3 13.6% k	0 0.0%	0 0.0%	0 0.0%	2 7.1%	1 3.1%	1 20.0% k	2 4.9%	0 0.0% ci	4 9.1%	0 0.0%
3=3	22 7.9%	1 4.2%	1 5.3%	2 9.1%	2 16.7%	1 11.1%	0 0.0%	3 10.7%	1 3.1%	0 0.0%	2 4.9%	3 10.3%	4 9.1%	2 20.0%
Mean	1.80	1.75	1.60	1.88	2.33	3.00	---	1.80	1.60	1.50	1.67	2.00	1.67	2.33

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

Topic 9: Marketing Leadership

What are your top challenges as a marketing leader? (Select top 3 where 1 is most important)

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
		<u>Securing marketing budget</u>												
1=1	37 13.4%	14 14.0%	10 11.4%	5 12.8%	7 14.6%	8 10.0% d	5 15.6%	8 18.6%	6 28.6% ae	6 9.7% d	3 10.7%	16 13.8%	13 14.8%	8 13.3%
2=2	15 5.4%	5 5.0%	5 5.7%	3 7.7%	2 4.2%	6 7.5%	1 3.1%	1 2.3%	1 4.8%	5 8.1%	1 3.6%	6 5.2%	6 6.8%	3 5.0%
3=3	22 7.9%	9 9.0%	9 10.2%	1 2.6%	3 6.3%	4 5.0% c	2 6.3%	7 16.3% a	0 0.0%	7 11.3%	1 3.6%	9 7.8%	8 9.1%	4 6.7%
Mean	1.80	1.82	1.96	1.56	1.67	1.78	1.63	1.94	1.14 e	2.06 d	1.60	1.77	1.81	1.73

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

Topic 9: Marketing Leadership

What are your top challenges as a marketing leader? (Select top 3 where 1 is most important)

	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>Hiring top talent</u>														
1=1	27 9.7%	2 8.3%	3 15.8%	2 9.1%	3 25.0%	2 22.2%	0 0.0%	3 10.7%	4 12.5%	1 20.0%	2 4.9%	2 6.9%	3 6.8%	0 0.0%
					j						d			
2=2	26 9.4%	1 4.2%	2 10.5%	1 4.5%	2 16.7%	0 0.0%	0 0.0%	2 7.1%	4 12.5%	0 0.0%	4 9.8%	1 3.4%	8 18.2%	1 10.0%
3=3	24 8.7%	2 8.3%	3 15.8%	1 4.5%	1 8.3%	1 11.1%	0 0.0%	2 7.1%	3 9.4%	0 0.0%	4 9.8%	3 10.3%	4 9.1%	0 0.0%
Mean	1.96	2.00	2.00	1.75	1.67	1.67	---	1.86	1.91	1.00	2.20	2.17	2.07	2.00

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

Topic 9: Marketing Leadership

What are your top challenges as a marketing leader? (Select top 3 where 1 is most important)

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
		<u>Hiring top talent</u>												
1=1	27 9.7%	9 9.0%	9 10.2%	2 5.1%	7 14.6%	3 3.8% bef	5 15.6% a	4 9.3%	1 4.8%	8 12.9% a	5 17.9% a	10 8.6%	12 13.6%	5 8.3%
2=2	26 9.4%	10 10.0%	9 10.2%	3 7.7%	4 8.3%	4 5.0% f	4 12.5%	4 9.3%	2 9.5%	5 8.1%	5 17.9% a	7 6.0%	10 11.4%	5 8.3%
3=3	24 8.7%	6 6.0% d	7 8.0%	3 7.7%	8 16.7% a	7 8.8%	1 3.1%	5 11.6%	3 14.3%	5 8.1%	3 10.7%	8 6.9% c	5 5.7% c	10 16.7% ab
Mean	1.96	1.88	1.92	2.13	2.05	2.29 b	1.60 a	2.08	2.33	1.83	1.85	1.92	1.74 c	2.25 b

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

Topic 9: Marketing Leadership

What are your top challenges as a marketing leader? (Select top 3 where 1 is most important)

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

Finding sponsorship/support from the executive level

1=1	9 3.2%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.1%	0 0.0%	4 9.8%	0 0.0%	3 6.8%	0 0.0%
2=2	10 3.6%	1 4.2%	2 10.5% 1	0 0.0%	1 8.3%	0 0.0%	0 0.0%	2 7.1%	1 3.1%	0 0.0%	3 7.3%	0 0.0%	0 0.0% b	0 0.0%
3=3	10 3.6%	0 0.0% Fi	0 0.0% F	1 4.5% f	1 8.3%	1 11.1%	1 50.0% ABcGHjL m	0 0.0% Fi	0 0.0% Fi	1 20.0% agh	2 4.9% f	2 6.9%	1 2.3% F	0 0.0% f
Mean	2.03	1.50	2.00	3.00	2.50	3.00	3.00	2.00	1.50	3.00	1.78	3.00	1.50	---

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

Topic 9: Marketing Leadership

What are your top challenges as a marketing leader? (Select top 3 where 1 is most important)

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
<u>Finding sponsorship/support from the executive level</u>														
1=1	9 3.2%	2 2.0%	6 6.8%	0 0.0%	1 2.1%	5 6.3% e	1 3.1%	2 4.7%	1 4.8%	0 0.0% a	0 0.0%	7 6.0%	2 2.3%	0 0.0%
2=2	10 3.6%	3 3.0%	3 3.4%	2 5.1%	2 4.2%	2 2.5%	1 3.1%	2 4.7%	2 9.5%	2 3.2%	1 3.6%	6 5.2%	2 2.3%	2 3.3%
3=3	10 3.6%	3 3.0%	4 4.5%	1 2.6%	2 4.2%	1 1.3%	2 6.3%	0 0.0%	1 4.8%	3 4.8%	2 7.1%	5 4.3%	3 3.4%	1 1.7%
Mean	2.03	2.13	1.85	2.33	2.20	1.50 ef	2.25	1.50 ef	2.00	2.60 ac	2.67 ac	1.89	2.14	2.33

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

Topic 9: Marketing Leadership

What are your top challenges as a marketing leader? (Select top 3 where 1 is most important)

	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>Delivering a powerful brand that breaks through the clutter</u>														
1=1	38 13.7%	0 0.0% bdEFgil	4 21.1% a	1 4.5% ef	2 16.7% a	3 33.3% Ac	1 50.0% Ac	5 17.9% a	3 9.4%	1 20.0% a	6 14.6%	4 13.8%	7 15.9% a	1 10.0%
2=2	56 20.2%	5 20.8%	1 5.3% k	6 27.3%	1 8.3%	1 11.1%	0 0.0%	5 17.9%	8 25.0%	1 20.0%	9 22.0%	9 31.0% b	7 15.9%	3 30.0%
3=3	46 16.6%	3 12.5%	6 31.6%	4 18.2%	1 8.3%	0 0.0%	1 50.0%	4 14.3%	5 15.6%	0 0.0%	8 19.5%	3 10.3%	8 18.2%	3 30.0%
Mean	2.06	2.38 E	2.18	2.27 e	1.75	1.25 Achm	2.00	1.93	2.13 e	1.50	2.09	1.94	2.05	2.29 e

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

Topic 9: Marketing Leadership

What are your top challenges as a marketing leader? (Select top 3 where 1 is most important)

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
		<u>Delivering a powerful brand that breaks through the clutter</u>												
1=1	38 13.7%	11 11.0%	13 14.8%	5 12.8%	9 18.8%	17 21.3% e	4 12.5%	5 11.6%	3 14.3%	4 6.5% a	4 14.3%	16 13.8%	12 13.6%	9 15.0%
2=2	56 20.2%	19 19.0%	17 19.3%	10 25.6%	10 20.8%	13 16.3%	9 28.1%	10 23.3%	2 9.5%	17 27.4%	3 10.7%	18 15.5%	21 23.9%	15 25.0%
3=3	46 16.6%	17 17.0%	15 17.0%	10 25.6% d	3 6.3% c	14 17.5%	8 25.0%	5 11.6%	5 23.8%	7 11.3%	6 21.4%	20 17.2%	15 17.0%	9 15.0%
Mean	2.06	2.13 d	2.04	2.20 d	1.73 ac	1.93	2.19	2.00	2.20	2.11	2.15	2.07	2.06	2.00

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

Topic 9: Marketing Leadership

What are your top challenges as a marketing leader? (Select top 3 where 1 is most important)

	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>Providing ROI of marketing activities</u>														
1=1	30 10.8%	7 29.2% jL	1 5.3% i	2 9.1%	1 8.3%	0 0.0%	0 0.0%	3 10.7%	4 12.5%	2 40.0% bL	4 9.8% a	3 10.3%	2 4.5% AI	1 10.0%
2=2	55 19.9%	2 8.3% l	6 31.6%	5 22.7%	3 25.0%	3 33.3%	1 50.0% m	4 14.3%	5 15.6%	0 0.0%	7 17.1%	6 20.7%	13 29.5% a	0 0.0% f
3=3	41 14.8%	4 16.7%	2 10.5%	3 13.6%	0 0.0% g	0 0.0%	0 0.0%	8 28.6% d	6 18.8%	1 20.0%	6 14.6%	4 13.8%	7 15.9%	0 0.0%
Mean	2.09	1.77	2.11	2.10	1.75	2.00	2.00	2.33	2.13	1.67	2.12	2.08	2.23	1.00

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

Topic 9: Marketing Leadership

What are your top challenges as a marketing leader? (Select top 3 where 1 is most important)

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
<u>Providing ROI of marketing activities</u>														
1=1	30 10.8%	11 11.0%	9 10.2%	6 15.4%	4 8.3%	5 6.3%	3 9.4%	4 9.3%	1 4.8%	10 16.1%	5 17.9%	12 10.3%	12 13.6%	4 6.7%
2=2	55 19.9%	24 24.0%	17 19.3%	6 15.4%	7 14.6%	18 22.5%	6 18.8%	7 16.3%	8 38.1%	11 17.7%	4 14.3%	27 23.3%	18 20.5%	8 13.3%
3=3	41 14.8%	18 18.0%	12 13.6%	3 7.7%	8 16.7%	11 13.8%	3 9.4%	6 14.0%	6 28.6%	7 11.3%	5 17.9%	20 17.2%	13 14.8%	6 10.0%
Mean	2.09	2.13	2.08	1.80	2.21	2.18	2.00	2.12	2.33	1.89	2.00	2.14	2.02	2.11

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

Topic 9: Marketing Leadership

What are your top challenges as a marketing leader? (Select top 3 where 1 is most important)

	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>Generating customer insight</u>														
1=1	14 5.1%	2 8.3%	2 10.5%	2 9.1%	0 0.0%	0 0.0%	1 50.0%	1 3.6%	0 0.0%	0 0.0%	1 2.4%	1 3.4%	3 6.8%	1 10.0%
2=2	24 8.7%	4 16.7%	1 5.3%	2 9.1%	0 0.0%	2 22.2%	0 0.0%	2 7.1%	4 12.5%	2 40.0%	2 4.9%	1 3.4%	2 4.5%	2 20.0%
3=3	26 9.4%	3 12.5%	1 5.3%	0 0.0%	2 16.7%	0 0.0%	0 0.0%	4 14.3%	6 18.8%	0 0.0%	2 4.9%	3 10.3%	5 11.4%	0 0.0%
Mean	2.19	2.11	1.75	1.50	3.00	2.00	1.00	2.43	2.60	2.00	2.20	2.40	2.20	1.67

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

Topic 9: Marketing Leadership

What are your top challenges as a marketing leader? (Select top 3 where 1 is most important)

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	<u>Generating customer insight</u>													
1=1	14 5.1%	5 5.0%	5 5.7%	2 5.1%	2 4.2%	7 8.8%	1 3.1%	1 2.3%	2 9.5%	2 3.2%	1 3.6%	6 5.2%	3 3.4%	4 6.7%
2=2	24 8.7%	10 10.0%	9 10.2%	2 5.1%	3 6.3%	7 8.8%	3 9.4%	5 11.6%	1 4.8%	6 9.7%	1 3.6%	11 9.5%	8 9.1%	3 5.0%
3=3	26 9.4%	12 12.0%	7 8.0%	4 10.3%	3 6.3%	11 13.8%	1 3.1%	3 7.0%	1 4.8%	6 9.7%	2 7.1%	17 14.7% C	6 6.8%	1 1.7% A
Mean	2.19	2.26	2.10	2.25	2.13	2.16	2.00	2.22	1.75	2.29	2.25	2.32 c	2.18	1.63 a

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

Topic 9: Marketing Leadership

What are your top challenges as a marketing leader? (Select top 3 where 1 is most important)

	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>Managing our online presence</u>														
1=1	7 2.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 9.4%	0 0.0%	1 2.4%	2 6.9%	0 0.0%	1 10.0%
2=2	9 3.2%	0 0.0%	0 0.0%	2 9.1%	1 8.3%	0 0.0%	0 0.0%	1 3.6%	1 3.1%	1 20.0%	3 7.3%	0 0.0%	0 0.0%	0 0.0%
3=3	22 7.9%	3 12.5%	0 0.0%	3 13.6%	1 8.3%	1 11.1%	0 0.0%	1 3.6%	2 6.3%	0 0.0%	5 12.2%	2 6.9%	2 4.5%	2 20.0%
Mean	2.39	3.00	---	2.60	2.50	3.00	---	2.50	1.83	2.00	2.44	2.00	3.00	2.33

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

Topic 9: Marketing Leadership

What are your top challenges as a marketing leader? (Select top 3 where 1 is most important)

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
<u>Managing our online presence</u>														
1=1	7 2.5%	5 5.0%	1 1.1%	0 0.0%	1 2.1%	2 2.5%	2 6.3% e	1 2.3%	1 4.8%	0 0.0% b	0 0.0%	2 1.7%	0 0.0% c	4 6.7% b
2=2	9 3.2%	2 2.0%	3 3.4%	2 5.1%	2 4.2%	3 3.8%	1 3.1%	1 2.3%	2 9.5% e	0 0.0% d	1 3.6%	4 3.4%	2 2.3%	3 5.0%
3=3	22 7.9%	5 5.0%	7 8.0%	4 10.3%	6 12.5%	7 8.8%	4 12.5%	1 2.3%	1 4.8%	7 11.3%	1 3.6%	5 4.3% c	9 10.2%	8 13.3% a
Mean	2.39	2.00	2.55	2.67	2.56	2.42	2.29	2.00	2.00	3.00	2.50	2.27	2.82	2.27

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

Topic 9: Marketing Leadership

What are your top challenges as a marketing leader? (Select top 3 where 1 is most important)

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 the right technologies to meet our needs

1=1	8 2.9%	1 4.2%	1 5.3%	0 0.0% m	0 0.0%	0 0.0%	0 0.0%	1 3.6%	1 3.1%	0 0.0%	0 0.0% M	2 6.9%	0 0.0% M	2 20.0% cJL
2=2	22 7.9%	1 4.2%	2 10.5% 1	1 4.5%	2 16.7% L	1 11.1% 1	0 0.0%	2 7.1%	2 6.3%	0 0.0%	6 14.6% 1	3 10.3% 1	0 0.0% bDejkM	2 20.0% L
3=3	35 12.6%	5 20.8% 1	1 5.3%	3 13.6%	1 8.3%	3 33.3% L	0 0.0%	3 10.7%	5 15.6% 1	1 20.0%	7 17.1% 1	4 13.8%	1 2.3% aEhj	1 10.0%
Mean	2.42	2.57	2.00	2.75	2.33	2.75	---	2.33	2.50	3.00	2.54 m	2.22	3.00	1.80 j

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

Topic 9: Marketing Leadership

What are your top challenges as a marketing leader? (Select top 3 where 1 is most important)

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
		<u>Identifying the right technologies to meet our needs</u>												
1=1	8 2.9%	3 3.0%	2 2.3%	1 2.6%	2 4.2%	0 0.0%	1 3.1%	2 4.7%	0 0.0%	3 4.8%	1 3.6%	7 6.0%	1 1.1%	0 0.0%
2=2	22 7.9%	5 5.0%	5 5.7%	4 10.3%	7 14.6%	12 15.0%	2 6.3%	2 4.7%	0 0.0%	5 8.1%	1 3.6%	10 8.6%	4 4.5%	7 11.7%
3=3	35 12.6%	12 12.0%	10 11.4%	7 17.9%	5 10.4%	10 12.5%	4 12.5%	5 11.6%	3 14.3%	10 16.1%	2 7.1%	12 10.3%	13 14.8%	8 13.3%
Mean	2.42	2.45	2.47	2.50	2.21	2.45	2.43	2.33	3.00	2.39	2.25	2.17 b	2.67 a	2.53

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

Topic 9: Marketing Leadership

What are your top challenges as a marketing leader? (Select top 3 where 1 is most important)

	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>Training our team</u>														
1=1	2 0.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.6%	0 0.0%	0 0.0%	0 0.0%	1 3.4%	0 0.0%	0 0.0%
2=2	13 4.7%	4 16.7%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	3 10.7%	0 0.0%	0 0.0%	1 2.4%	3 10.3%	1 2.3%	0 0.0%
		hjl						a		a		a		
3=3	16 5.8%	1 4.2%	1 5.3%	3 13.6%	2 16.7%	0 0.0%	0 0.0%	2 7.1%	0 0.0%	0 0.0%	1 2.4%	1 3.4%	4 9.1%	1 10.0%
				h	h			cd						
Mean	2.45	2.20	3.00	2.75	3.00	---	---	2.17	---	---	2.50	2.00	2.80	3.00

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

Topic 9: Marketing Leadership

What are your top challenges as a marketing leader? (Select top 3 where 1 is most important)

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
<u>Training our team</u>														
1=1	2 0.7%	1 1.0%	0 0.0%	1 2.6%	0 0.0%	1 1.3%	1 3.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 0.9%	1 1.1%	0 0.0%
2=2	13 4.7%	4 4.0%	5 5.7%	2 5.1%	2 4.2%	2 2.5%	1 3.1%	3 7.0%	1 4.8%	2 3.2%	2 7.1%	7 6.0%	4 4.5%	2 3.3%
3=3	16 5.8%	6 6.0%	2 2.3% d	2 5.1%	6 12.5% b	3 3.8%	2 6.3%	2 4.7%	0 0.0%	5 8.1%	3 10.7%	7 6.0%	3 3.4%	5 8.3%
Mean	2.45	2.45	2.29	2.20	2.75	2.33	2.25	2.40	2.00	2.71	2.60	2.40	2.25	2.71

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

Topic 9: Marketing Leadership

How well is your role as a marketing leader defined in your company?

	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
Ambiguous	41 14.2%	6 23.1% b	0 0.0% afj	2 8.7%	1 6.7%	1 11.1%	1 33.3% b	4 14.3%	4 11.8%	0 0.0%	12 28.6% bl	3 10.0%	5 11.4% j	1 10.0%
Reasonably defined	141 48.8%	10 38.5%	10 52.6% e	9 39.1%	8 53.3%	1 11.1% bhijKlm	1 33.3%	11 39.3%	17 50.0% e	4 80.0% e	21 50.0% e	19 63.3% E	24 54.5% e	6 60.0% e
Very clear	107 37.0%	10 38.5%	9 47.4% j	12 52.2% j	6 40.0%	7 77.8% hJKI	1 33.3%	13 46.4% j	13 38.2% e	1 20.0%	9 21.4% bcEg	8 26.7% E	15 34.1% e	3 30.0%

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

Topic 9: Marketing Leadership

How well is your role as a marketing leader defined in your company?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Ambiguous	17 16.5%	12 13.0%	5 11.9%	6 12.0%	12 14.5%	3 9.1%	6 13.3%	1 4.5%	12 18.5%	5 16.7%	20 16.5%	14 14.9%
Reasonably defined	49 47.6%	48 52.2%	21 50.0%	22 44.0%	34 41.0%	18 54.5%	25 55.6%	15 68.2%	28 43.1%	15 50.0%	59 48.8%	45 47.9%	29 47.5%
Very clear	37 35.9%	32 34.8%	16 38.1%	22 44.0%	37 44.6%	12 36.4%	14 31.1%	6 27.3%	25 38.5%	10 33.3%	42 34.7%	35 37.2%	27 44.3%

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

Topic 9: Marketing Leadership

Most companies have their own “language of the C-suite” that is vital to driving business results. Considering the language of your own company’s C-suite, which of the following marketing leadership activities do you find challenging to implement on a regular basis? (Check all that you find challenging)

	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
Demonstrating the impact of marketing actions on financial outcomes	176 63.8%	16 64.0% f	12 63.2%	14 63.6% f	6 40.0% ehJ	7 87.5% df	0 0.0% acehJk	15 55.6% j	24 75.0% df	3 60.0%	30 78.9% DFgl	20 69.0% f	24 55.8% j	5 50.0%
Infusing the customer’s point of view in business decisions	109 39.5%	11 44.0%	6 31.6% ef	10 45.5%	6 40.0%	6 75.0% bghl	3 100.0% bghl	7 25.9% ef	11 34.4% ef	1 20.0%	17 44.7%	12 41.4%	14 32.6% ef	5 50.0%
Communicating the role of the brand in business decisions	103 37.3%	6 24.0%	10 52.6%	9 40.9%	6 40.0%	2 25.0%	1 33.3%	9 33.3%	10 31.3%	1 20.0%	17 44.7%	12 41.4%	17 39.5%	3 30.0%
Linking marketing investments to important business objectives	99 35.9%	11 44.0%	6 31.6%	6 27.3%	3 20.0%	1 12.5%	2 66.7%	10 37.0%	12 37.5%	2 40.0%	11 28.9%	13 44.8%	19 44.2%	3 30.0%
Securing cross-functional support for new marketing investments	96 34.8%	7 28.0%	2 10.5% dhijlm	7 31.8%	7 46.7% b	3 37.5%	1 33.3%	7 25.9%	12 37.5% b	3 60.0% b	16 42.1% b	9 31.0%	17 39.5% b	5 50.0% b
Using business terminology that resonates outside of the marketing function	35 12.7%	1 4.0% 1	1 5.3%	1 4.5%	1 6.7%	2 25.0%	1 33.3%	4 14.8%	2 6.3%	1 20.0%	5 13.2%	5 17.2%	10 23.3% a	1 10.0%

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

Topic 9: Marketing Leadership

Most companies have their own “language of the C-suite” that is vital to driving business results. Considering the language of your own company’s C-suite, which of the following marketing leadership activities do you find challenging to implement on a regular basis? (Check all that you find challenging)

	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
Demonstrating the impact of marketing actions on financial outcomes	176 63.8%	66 67.3% d	65 73.0% cD	21 51.2% b	22 47.8% aB	51 66.2%	19 61.3%	30 69.8%	17 77.3%	37 59.7%	15 50.0%	78 67.8% c	61 67.0%	30 51.7% a
Infusing the customer's point of view in business decisions	109 39.5%	38 38.8%	34 38.2%	17 41.5%	20 43.5%	34 44.2%	10 32.3%	19 44.2%	6 27.3%	24 38.7%	15 50.0%	41 35.7% c	32 35.2% c	32 55.2% ab
Communicating the role of the brand in business decisions	103 37.3%	36 36.7%	33 37.1%	17 41.5%	17 37.0%	28 36.4%	14 45.2%	21 48.8% f	8 36.4%	24 38.7%	7 23.3% c	46 40.0%	33 36.3%	23 39.7%
Linking marketing investments to important business objectives	99 35.9%	44 44.9% D	35 39.3% D	13 31.7%	7 15.2% AB	21 27.3%	14 45.2%	14 32.6%	10 45.5%	25 40.3%	11 36.7%	41 35.7%	33 36.3%	22 37.9%
Securing cross-functional support for new marketing investments	96 34.8%	29 29.6%	31 34.8%	15 36.6%	20 43.5%	19 24.7% Ef	5 16.1% Ef	16 37.2%	7 31.8%	29 46.8% AB	14 46.7% ab	39 33.9%	30 33.0%	25 43.1%
Using business terminology that resonates outside of the marketing function	35 12.7%	16 16.3%	9 10.1%	4 9.8%	6 13.0%	11 14.3%	2 6.5%	5 11.6%	3 13.6%	8 12.9%	5 16.7%	15 13.0%	13 14.3%	7 12.1%

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

Topic 9: Marketing Leadership

Does your current CEO have experience as a marketer?

	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
Yes	70 35.9%	4 36.4%	8 61.5% ijl	11 57.9% ijl	6 50.0%	2 28.6%	0 0.0%	6 30.0%	9 36.0%	0 0.0% bc	7 26.9% bc	7 38.9%	9 28.1% bc	1 20.0%
No	125 64.1%	7 63.6%	5 38.5% ijl	8 42.1% ijl	6 50.0%	5 71.4%	3 100.0%	14 70.0%	16 64.0%	4 100.0% bc	19 73.1% bc	11 61.1%	23 71.9% bc	4 80.0%

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

Topic 9: Marketing Leadership

Does your current CEO have experience as a marketer?

	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
	Yes	26 37.1%	16 27.6%	15 48.4%	13 36.1%	30 56.6% bCEF	8 29.6% a	8 25.8% Ad	8 57.1% cef	12 25.5% Ad	3 17.6% Ad	27 37.0%	24 32.4%
No	44 62.9%	42 72.4%	16 51.6%	23 63.9%	23 43.4% bCEF	19 70.4% a	23 74.2% Ad	6 42.9% cef	35 74.5% Ad	14 82.4% Ad	46 63.0%	50 67.6%	24 55.8%

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

Topic 9: Marketing Leadership

How likely is a marketer to become a CEO in your company?

	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
Never	29 14.9%	1 9.1%	0 0.0% fj	1 5.3%	2 18.2%	0 0.0%	1 33.3% b	5 25.0%	2 7.7%	1 25.0%	7 26.9% b	2 11.1%	6 18.8%	1 20.0%
Unlikely	94 48.2%	7 63.6%	3 23.1% h	9 47.4%	6 54.5%	4 57.1%	1 33.3%	9 45.0%	15 57.7% b	2 50.0%	11 42.3%	8 44.4%	17 53.1%	2 40.0%
Likely	48 24.6%	3 27.3%	5 38.5%	6 31.6%	2 18.2%	3 42.9%	0 0.0%	3 15.0%	5 19.2%	1 25.0%	6 23.1%	5 27.8%	7 21.9%	2 40.0%
Very Likely	24 12.3%	0 0.0% b	5 38.5% ajL	3 15.8%	1 9.1%	0 0.0%	1 33.3%	3 15.0%	4 15.4%	0 0.0%	2 7.7% b	3 16.7%	2 6.3% B	0 0.0%

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

Topic 9: Marketing Leadership

How likely is a marketer to become a CEO in your company?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Never	9 12.7%	14 24.1%	1 3.2%	5 14.3%	4 7.4%	6 22.2%	8 25.8%	1 7.1%	3 6.5%	4 23.5%	16 21.9%	10 13.5%
		c	b		c		ae		c		c		a
Unlikely	42 59.2%	24 41.4%	12 38.7%	16 45.7%	17 31.5%	12 44.4%	12 38.7%	6 42.9%	38 82.6%	8 47.1%	30 41.1%	43 58.1%	16 37.2%
	b	a			E	E	E	E	ABCDF	E	b	ac	b
Likely	9 12.7%	16 27.6%	13 41.9%	10 28.6%	19 35.2%	7 25.9%	8 25.8%	6 42.9%	3 6.5%	3 17.6%	19 26.0%	12 16.2%	17 39.5%
	bCd	a	A	a	E	e	e	E	AbcD			C	B
Very Likely	11 15.5%	4 6.9%	5 16.1%	4 11.4%	14 25.9%	2 7.4%	3 9.7%	1 7.1%	2 4.3%	2 11.8%	8 11.0%	9 12.2%	7 16.3%
					E				A				

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

Topic 9: Marketing Leadership

How does your marketing leader's total compensation breakdown across the following categories (Sum to 100%):

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Salary	147 70.86 20.24	8 66.13 19.13	8 73.13 21.20	13 66.08 26.85	9 71.33 21.20	3 60.00 17.32	3 60.67 4.04	17 68.29 19.59	20 76.25 15.88	3 70.00 9.54	19 73.53 24.05	15 74.40 22.08	25 68.60 20.62	4 78.75 4.79
							M							F
Performance Bonus	147 18.89 14.25	8 21.50 20.54	8 18.13 14.13	13 15.38 10.99	9 22.67 14.89	3 25.00 8.66	3 30.33 8.08	17 19.94 11.91	20 17.75 11.60	3 14.00 5.29	19 20.74 22.53	15 17.40 11.39	25 17.56 13.62	4 15.00 10.80
				f			ci			f				
Company Equity	147 8.22 12.04	8 9.75 17.74	8 8.75 12.46	13 10.23 13.14	9 5.89 10.47	3 15.00 15.00	3 8.67 10.97	17 11.76 15.90	20 4.40 9.81	3 14.00 5.29	19 4.47 8.15	15 8.33 13.43	25 9.56 11.06	4 6.25 12.50
Other	147 2.05 11.81	8 2.63 5.42	8 0.00 0.00	13 8.38 27.64	9 0.11 0.33	3 0.00 0.00	3 0.00 0.00	17 0.00 0.00	20 1.55 3.94	3 2.67 4.62	19 1.26 3.21	15 0.00 0.00	25 4.28 19.97	4 0.00 0.00

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

Topic 9: Marketing Leadership

How does your marketing leader's total compensation breakdown across the following categories (Sum to 100%):

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Salary	50 76.70 15.98 cd	47 69.43 22.47	24 66.75 18.80 a	26 66.00 22.91 a	38 73.53 27.34	21 80.19 15.90 EF	25 73.40 14.36 eF	10 71.60 15.35	35 64.34 16.80 Bc	14 58.71 17.28 BC	51 73.35 22.82	59 67.86 19.30
Performance Bonus	50 15.90 10.96 c	47 21.19 17.56	24 21.54 12.26 a	26 18.04 14.49	38 14.92 18.64 e	21 14.81 12.28 ef	25 17.52 9.92 f	10 20.90 10.09	35 22.94 12.52 ab	14 25.86 13.42 bc	51 15.94 11.59 b	59 22.42 15.63 a	35 17.46 14.79
Company Equity	50 6.82 9.80	47 6.38 11.79	24 11.42 13.95	26 11.31 13.94	38 5.66 13.57 ef	21 3.81 6.69 EF	25 8.60 10.76	10 5.80 9.30	35 12.46 13.27 aB	14 14.64 11.57 aB	51 5.94 11.70	59 9.19 12.43	35 10.11 11.96
Other	50 0.60 2.56	47 3.02 14.71	24 0.38 1.84	26 4.62 19.64	38 5.89 22.60	21 1.14 3.45	25 0.48 1.53	10 1.70 5.38	35 0.37 1.46	14 0.79 2.42	51 4.78 19.65	59 0.54 1.80	35 0.71 3.01

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. 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
Yes	55 19.2%	10 38.5% cdHk	5 26.3%	2 8.7% a	1 7.1% a	3 33.3%	0 0.0%	5 17.9%	3 8.8% A	0 0.0%	11 26.2%	3 10.0% a	9 20.5%	3 30.0%
No	232 80.8%	16 61.5% cdHk	14 73.7%	21 91.3% a	13 92.9% a	6 66.7%	3 100.0%	23 82.1%	31 91.2% A	5 100.0%	31 73.8%	27 90.0% a	35 79.5%	7 70.0%

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 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
	Yes	15 14.6% b	24 26.1% a	6 14.3%	10 20.8%	18 22.0%	3 9.1%	12 26.7%	3 13.6%	12 18.8%	6 20.0%	29 24.4% c	15 16.0%
No	88 85.4% b	68 73.9% a	36 85.7%	38 79.2%	64 78.0%	30 90.9%	33 73.3%	19 86.4%	52 81.3%	24 80.0%	90 75.6% c	79 84.0%	54 88.5% a

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

Topic 10: Marketing Analytics

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur. 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
...Do you currently spend on marketing analytics?	202 6.64 6.66	12 7.06 7.98	14 10.33 6.92	18 5.14 4.32	11 3.45 3.64	6 6.50 3.02	3 12.56 11.07	18 9.04 7.43	28 4.73 5.43	4 6.00 9.38	28 6.24 6.16	21 5.57 6.18	34 7.53 7.73	5 7.54 9.80
			cDHk	bf	Bfg		cdh	dh	Bfg			b		
...Will you spend on marketing analytics in the next three years?	201 11.32 10.55	12 12.59 11.56	14 14.93 11.76	18 8.78 9.92	11 6.91 9.47	6 13.17 9.85	3 18.68 19.52	19 15.21 13.50	27 8.74 7.52	4 11.00 10.39	28 10.29 7.92	20 9.60 9.06	34 13.03 11.42	5 10.81 17.02
			h					h	bg					

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

Topic 10: Marketing Analytics

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
...Do you currently spend on marketing analytics?	74 6.59 6.78	65 7.26 6.67	32 5.00 5.27	31 7.16 7.60	57 6.65 6.56	29 5.47 5.24	33 6.85 7.68	15 7.91 7.65	44 5.81 6.04	20 9.87 7.44	79 5.75 6.27	77 7.65 7.28	44 6.20 5.91
...Will you spend on marketing analytics in the next three years?	73 11.58 10.95	65 13.28 10.43	32 7.50 7.98	31 10.55 11.46	56 11.02 10.32	28 9.29 8.59	33 11.58 11.45	15 13.73 11.80	45 11.40 11.15	20 13.25 10.89	79 10.13 10.06	78 12.71 11.53	42 10.69 9.56
		C	B						f	f			be

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

Topic 10: Marketing Analytics

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Percent of projects	204	11	14	18	12	7	3	20	27	4	28	20	35	5
	43.45	51.82	54.00	43.61	48.00	67.14	85.00	56.00	35.59	31.25	29.43	37.50	42.03	40.00
	34.95	35.66	27.32	37.13	35.93	22.15	13.23	37.30	38.03	37.50	34.73	31.10	34.26	22.64
			j			hjk	hklm	j	ef		befg	ef	f	f

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

Topic 10: Marketing Analytics

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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	74 38.95 36.11 d	64 37.55 31.83 cd	32 52.97 35.47 b	34 55.38 34.15 ab	57 39.53 35.15 f	28 31.64 35.51 F	33 43.30 34.90	15 45.00 30.56	47 48.62 36.71	19 58.95 28.70 aB	81 33.68 31.57 bC	77 46.45 35.38 a

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

Topic 10: Marketing Analytics

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

	Total	Industry Sector												
		Banking Finance Insur. 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
1=Not At All	27 12.9%	3 23.1%	0 0.0%	4 22.2%	3 25.0%	0 0.0%	0 0.0%	1 5.0%	3 11.1%	1 25.0%	6 20.7%	4 19.0%	2 5.7%	0 0.0%
2=2	28 13.4%	1 7.7%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 15.0%	6 22.2%	1 25.0%	6 20.7%	4 19.0%	6 17.1%	0 0.0%
3=3	23 11.0%	2 15.4%	1 7.1%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	5 18.5%	0 0.0%	4 13.8%	4 19.0%	3 8.6%	2 40.0%
4=4	35 16.7%	4 30.8%	5 35.7%	0 0.0%	1 8.3%	0 0.0%	1 33.3%	4 20.0%	4 14.8%	1 25.0%	3 10.3%	2 9.5%	9 25.7%	1 20.0%
5=5	43 20.6%	1 7.7%	2 14.3%	6 33.3%	2 16.7%	3 37.5%	0 0.0%	2 10.0%	4 14.8%	0 0.0%	7 24.1%	4 19.0%	10 28.6%	2 40.0%
6=6	32 15.3%	1 7.7%	4 28.6%	6 33.3%	3 25.0%	1 12.5%	2 66.7%	5 25.0%	3 11.1%	1 25.0%	2 6.9%	2 9.5%	2 5.7%	0 0.0%
7=Very Highly	21 10.0%	1 7.7%	1 7.1%	1 5.6%	3 25.0%	4 50.0%	0 0.0%	4 20.0%	2 7.4%	0 0.0%	1 3.4%	1 4.8%	3 8.6%	0 0.0%
Mean	4.05	3.46 E	4.71 ejk	4.44 e	4.67	6.13 AbcHIJKL M	5.33	4.70 jk	3.63 E	3.25 E	3.31 bEg	3.38 bEg	4.06 E	4.00 E

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 A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not At All	12 16.0%	9 13.6%	3 9.4%	3 8.3%	8 13.6%	9 31.0%	1 2.9%	2 13.3%	6 12.8%	0 0.0%	15 17.9%	8 10.3%
2=2	13 17.3%	11 16.7%	3 9.4%	1 2.8%	12 20.3%	5 17.2%	6 17.6%	0 0.0%	4 8.5%	1 5.0%	13 15.5%	10 12.8%	5 11.4%
3=3	7 9.3%	7 10.6%	5 15.6%	4 11.1%	3 5.1%	1 3.4%	7 20.6%	4 26.7%	5 10.6%	2 10.0%	9 10.7%	12 15.4%	2 4.5%
4=4	17 22.7%	14 21.2%	1 3.1%	3 8.3%	14 23.7%	3 10.3%	2 5.9%	0 0.0%	6 12.8%	7 35.0%	17 20.2%	10 12.8%	7 15.9%
5=5	12 16.0%	12 18.2%	7 21.9%	12 33.3%	11 18.6%	4 13.8%	10 29.4%	6 40.0%	9 19.1%	3 15.0%	19 22.6%	15 19.2%	8 18.2%
6=6	7 9.3%	10 15.2%	8 25.0%	7 19.4%	7 11.9%	5 17.2%	4 11.8%	1 6.7%	9 19.1%	6 30.0%	8 9.5%	15 19.2%	9 20.5%
7=Very Highly	7 9.3%	3 4.5%	5 15.6%	6 16.7%	4 6.8%	2 6.9%	4 11.8%	2 13.3%	8 17.0%	1 5.0%	3 3.6%	8 10.3%	9 20.5%
Mean	3.71 cD	3.77 cD	4.56 ab	4.81 AB	3.76 f	3.38 ef	4.24	4.27	4.43 b	4.70 ab	3.57 bC	4.17 a	4.66 A

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

Topic 10: Marketing Analytics

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
We prove the impact quantitatively	76 36.4%	5 35.7%	9 64.3% cHJk	5 27.8% be	6 50.0% j	6 75.0% cHJk	1 33.3%	9 45.0% j	5 19.2% BEI	2 50.0%	4 13.8% BdEgL	6 28.6% be	17 48.6% hJ	1 20.0%
We have a good qualitative sense of the impact, but not a quantitative impact	106 50.7%	7 50.0%	4 28.6% j	9 50.0%	5 41.7%	2 25.0% j	2 66.7%	8 40.0% j	16 61.5%	2 50.0%	20 69.0% begl	12 57.1%	15 42.9% j	4 80.0%
We haven't been able to show the impact yet	27 12.9%	2 14.3%	1 7.1%	4 22.2%	1 8.3%	0 0.0%	0 0.0%	3 15.0%	5 19.2%	0 0.0%	5 17.2%	3 14.3%	3 8.6%	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 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	18 24.0%	23 35.4%	16 48.5%	19 52.8%	16 27.1%	10 34.5%	14 41.2%	6 40.0%	19 40.4%	9 45.0%	25 30.5%	26 33.3%	22 48.9%
	cD		a	A							c		a
We have a good qualitative sense of the impact, but not a quantitative impact	43 57.3%	37 56.9%	12 36.4%	14 38.9%	31 52.5%	14 48.3%	19 55.9%	7 46.7%	23 48.9%	10 50.0%	42 51.2%	44 56.4%	20 44.4%
	c		a										
We haven't been able to show the impact yet	14 18.7%	5 7.7%	5 15.2%	3 8.3%	12 20.3%	5 17.2%	1 2.9%	2 13.3%	5 10.6%	1 5.0%	15 18.3%	8 10.3%	3 6.7%
					c		a						

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

Topic 10: Marketing Analytics

In what percent of the time do you perform experiments to understand the impact of your marketing actions on 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	Transportation M
Number	201	11	14	17	12	7	2	20	28	4	28	19	34	5
Mean	31.93	36.36	30.14	29.53	46.58	54.29	30.00	35.65	19.79	20.75	27.89	39.11	33.47	16.40
SD	26.78	29.42	26.66	28.11	30.63	27.41	14.14	26.70	20.90	15.09	26.61	28.83	26.43	13.09
					H	Hjm		h	DEgkl		e	h	h	e

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

Topic 10: Marketing Analytics

In what percent of the time do you perform experiments to understand the impact of your marketing actions on customers?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Number	71	62	32	36	58	26	33	15	46	18	81	73
Mean	26.20	28.27	41.91	40.64	29.29	31.23	29.24	29.67	36.30	40.72	30.38	29.29	37.58
SD	24.21	22.97	31.18	29.77	23.80	29.09	27.51	28.16	29.87	22.47	26.69	25.29	27.65
	CD	cd	Ab	Ab									

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

Topic 10: Marketing Analytics

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

	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
Currently	1.93	2.08 J	2.38 hJ	1.78 j	2.36 hJ	3.00 HJ	3.00 hJ	2.45 hJ	1.43 bdEfgl	1.25	1.13 ABcDEFG KLm	2.00 J	2.20 hJ	1.60 j
Next three years	3.48	3.54 h	4.71 cHIJm	3.33 bh	3.91 H	4.00 h	4.33 h	4.16 HiJaBcDefGK	2.23 L	1.75 Bgl	2.67 BGkL	3.75 Hj	4.14 HiJ	2.60 b

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?

	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
	Currently	1.54 CD	1.89	2.38 A	2.41 A	1.56 ceF	1.48 eF	2.27 a	2.00	2.27 ab	2.53 AB	1.51 bC	1.90 a
Next three years	3.00 C	3.57	4.06 A	3.76	2.80 cEF	2.79 EF	3.70 a	3.79	4.09 AB	4.72 AB	2.96 bC	3.56 a	4.12 A

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

Topic 10: Marketing Analytics

How is your company using AI in its marketing activities? (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	Transportation M
Predictive analytics for customer insights	65 56.5%	6 66.7%	6 66.7%	5 50.0%	5 62.5%	2 50.0%	2 100.0%	8 72.7%	4 36.4%	1 33.3%	3 27.3%	6 60.0%	15 60.0%	2 100.0%
Content personalization	65 56.5%	6 66.7%	8 88.9%	5 50.0%	3 37.5%	2 50.0%	1 50.0%	3 27.3%	7 63.6%	1 33.3%	5 45.5%	7 70.0%	16 64.0%	1 50.0%
Targeting decisions	57 49.6%	2 22.2%	7 77.8%	4 40.0%	6 75.0%	3 75.0%	1 50.0%	7 63.6%	5 45.5%	0 0.0%	4 36.4%	8 80.0%	9 36.0%	1 50.0%
Customer segmentation	47 40.9%	2 22.2%	3 33.3%	4 40.0%	2 25.0%	4 100.0%	1 50.0%	6 54.5%	5 45.5%	3 100.0%	2 18.2%	5 50.0%	10 40.0%	0 0.0%
Programmatic advertising and media buying (i.e., AI buys ad space to target customer in real-time)	44 38.3%	4 44.4%	3 33.3%	5 50.0%	4 50.0%	2 50.0%	1 50.0%	3 27.3%	3 27.3%	1 33.3%	3 27.3%	5 50.0%	9 36.0%	1 50.0%
Improving marketing ROI by optimizing marketing content and timing	39 33.9%	1 11.1%	4 44.4%	3 30.0%	3 37.5%	3 75.0%	1 50.0%	2 18.2%	5 45.5%	2 66.7%	3 27.3%	2 20.0%	10 40.0%	0 0.0%

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

Topic 10: Marketing Analytics

How is your company using AI in its marketing activities? (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	Transportation M
Conversational AI for customer service (i.e., chatbots, virtual assistants)	29 25.2%	4 44.4%	2 22.2%	2 20.0%	2 25.0%	1 25.0%	1 50.0%	5 45.5%	1 9.1%	0 0.0%	2 18.2%	1 10.0%	7 28.0%	1 50.0%
Next best offer	17 14.8%	2 22.2%	1 11.1%	1 10.0%	2 25.0%	0 0.0%	1 50.0%	3 27.3%	0 0.0%	0 0.0%	3 27.3%	1 10.0%	3 12.0%	0 0.0%
Augmented and virtual reality	12 10.4%	0 0.0%	3 33.3%	3 30.0%	1 12.5%	0 0.0%	0 0.0%	2 18.2%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	2 8.0%	0 0.0%
Autonomous objects/systems (i.e., personal assistance robots, delivery drones, self-driving cars)	3 2.6%	0 0.0%	0 0.0%	1 10.0%	1 12.5%	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%
Facial recognition and visual search	2 1.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	1 4.0%	0 0.0%
Biometrics also known as chipping (i.e., body or hand implants)	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 10: Marketing Analytics

How is your company using AI in its marketing activities? (Check all that apply)

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
Predictive analytics for customer insights	65 56.5%	19 54.3%	18 48.6%	13 61.9%	15 68.2%	11 52.4%	4 28.6%	10 55.6%	7 77.8%	24 66.7%	8 53.3%	16 48.5%	25 54.3%	21 63.6%
Content personalization	65 56.5%	20 57.1%	23 62.2%	13 61.9%	9 40.9%	9 42.9%	6 42.9%	11 61.1%	5 55.6%	23 63.9%	10 66.7%	18 54.5%	22 47.8%	22 66.7%
Targeting decisions	57 49.6%	13 37.1%	15 40.5%	13 61.9%	16 72.7%	7 33.3%	4 28.6%	12 66.7%	5 55.6%	19 52.8%	9 60.0%	13 39.4%	23 50.0%	19 57.6%
Customer segmentation	47 40.9%	12 34.3%	12 32.4%	13 61.9%	10 45.5%	9 42.9%	4 28.6%	10 55.6%	1 11.1%	15 41.7%	6 40.0%	10 30.3%	20 43.5%	15 45.5%
Programmatic advertising and media buying (i.e., AI buys ad space to target customer in real-time)	44 38.3%	11 31.4%	11 29.7%	9 42.9%	13 59.1%	8 38.1%	4 28.6%	6 33.3%	4 44.4%	13 36.1%	8 53.3%	15 45.5%	12 26.1%	15 45.5%
Improving marketing ROI by optimizing marketing content and timing	39 33.9%	11 31.4%	13 35.1%	6 28.6%	9 40.9%	8 38.1%	4 28.6%	6 33.3%	3 33.3%	12 33.3%	4 26.7%	10 30.3%	17 37.0%	10 30.3%

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

Topic 10: Marketing Analytics

How is your company using AI in its marketing activities? (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
Conversational AI for customer service (i.e., chatbots, virtual assistants)	29 25.2%	8 22.9%	9 24.3%	4 19.0%	8 36.4%	5 23.8%	2 14.3%	3 16.7%	8 88.9%	7 19.4%	3 20.0%	7 21.2%	10 21.7%	11 33.3%
						D	D	D	ABCEF	D	D			
Next best offer	17 14.8%	2 5.7%	8 21.6%	2 9.5%	5 22.7%	4 19.0%	0 0.0%	3 16.7%	2 22.2%	3 8.3%	5 33.3%	3 9.1%	6 13.0%	7 21.2%
							f			f	be			
Augmented and virtual reality	12 10.4%	4 11.4%	4 10.8%	2 9.5%	2 9.1%	0 0.0%	2 14.3%	2 11.1%	2 22.2%	5 13.9%	1 6.7%	1 3.0%	10 21.7%	1 3.0%
						d			a			b	ac	b
Autonomous objects/systems (i.e., personal assistance robots, delivery drones, self-driving cars)	3 2.6%	1 2.9%	0 0.0%	1 4.8%	1 4.5%	0 0.0%	0 0.0%	1 5.6%	1 11.1%	1 2.8%	0 0.0%	1 3.0%	0 0.0%	2 6.1%
Facial recognition and visual search	2 1.7%	1 2.9%	1 2.7%	0 0.0%	0 0.0%	1 4.8%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 4.3%	0 0.0%
Biometrics also known as chipping (i.e., body or hand implants)	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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

Appendix: Firm-level Descriptive Information

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

	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
B2B - Product	116 36.1%	5 16.7% cgHJL	3 13.0% cgHjL	11 44.0% abdeHJl	1 6.3% cfgHkL	0 0.0% cfgHkL	2 50.0% dehJ	13 40.6% abdeHJl	33 89.2% ABCDEFGHI IJKIM	2 25.0% HJl	0 0.0% AbCFGHI KLM	11 34.4% deHJl	33 68.8% ABcDEghi JKM	2 20.0% HJL
B2B - Services	103 32.1%	16 53.3% CdGHjKL	14 60.9% CdGHKL	1 4.0% ABIJIM	3 18.8% abiJ	2 22.2% J	1 25.0% j	5 15.6% ABIJ	2 5.4% ABIJIM	5 62.5% CdGHKl	36 78.3% aCDEfGH KLm	3 9.4% ABIJm	11 22.9% ABchiJ	4 40.0% CHjk
B2C - Product	48 15.0%	4 13.3% CKl	1 4.3% CK	12 48.0% ABGHJL m	4 25.0% hjL	1 11.1% kl	0 0.0%	4 12.5% CKl	2 5.4% CdK	1 12.5% kl	2 4.3% CdK	17 53.1% ABeGHij LM	0 0.0%	0 0.0% cK
B2C - Services	54 16.8%	5 16.7% dEh	5 21.7% eHk	1 4.0% DEgM	8 50.0% aCHijKL	6 66.7% AbCHiJK L	1 25.0% H	10 31.3% cHKL	0 0.0% aBDEFGJ M	0 0.0% de	8 17.4% dEH	1 3.1% bDEGM	4 8.3% DEGm	4 40.0% CHKl

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

Appendix: Firm-level Descriptive Information

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

	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
	B2B - Product	116 100.0% BCD	0 0.0% A	0 0.0% A	0 0.0% A	29 29.9% b	19 54.3% aC	12 24.0% Be	8 34.8% c	32 44.4% c	11 34.4%	54 38.6% C	44 44.4% C
B2B - Services	0 0.0% B	103 100.0% ACD	0 0.0% B	0 0.0% B	39 40.2% e	10 28.6%	20 40.0% e	6 26.1%	16 22.2% ac	7 21.9%	48 34.3%	31 31.3%	18 26.9%
B2C - Product	0 0.0% C	0 0.0% C	48 100.0% ABD	0 0.0% C	11 11.3%	1 2.9% def	7 14.0%	6 26.1% b	16 22.2% b	7 21.9% b	16 11.4%	19 19.2%	11 16.4%
B2C - Services	0 0.0% D	0 0.0% D	0 0.0% D	54 100.0% ABC	18 18.6%	5 14.3%	11 22.0%	3 13.0%	8 11.1%	7 21.9%	22 15.7% bC	5 5.1% aC	25 37.3% AB

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