



PREDICTING the Future of Markets
TRACKING Marketing Excellence
IMPROVING the Value of Marketing

RESULTS BY FIRM & INDUSTRY CHARACTERISTICS

February, 2009

Sponsoring Organizations



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Which three geographic markets are the top sales revenue areas for your firm in the next 12 months? (Rank 1, 2, 3 where 1 is top.)

[112](#) Expected sales revenue - United States

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[118](#) Expected sales revenue - Mexico

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Which three geographic markets have the most strategic importance to your firm in the next 12 months? (Rank 1, 2, 3 where 1 is top.)

[151](#) Expected strategic importance - United States

[154](#) Expected strategic importance - Canada

[157](#) Expected strategic importance - Mexico

[160](#) Expected strategic importance - China

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[169](#) Expected strategic importance - India

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- [241](#) Firm rating for last 12 months: Sharing valuable marketing knowledge
- [244](#) Firm rating for last 12 months: Marketing that is beneficial for society
- [247](#) Firm rating for last 12 months: Minimize the impact of marketing on the ecological environment
What is your firm's goal in each area in the next 12 months?
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- [253](#) Firm goal for next 12 months: Sharing valuable marketing knowledge
- [256](#) Firm goal for next 12 months: Marketing that is beneficial for society
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- [274](#) Information about customers and competitors is collected on a regular basis
- [277](#) Information about customers and competitors is shared horizontally across different functions and business units
- [280](#) Information about customers and competitors is shared vertically across different levels of the firm and business units
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Topic 1: Marketplace Dynamics - Overall Economy

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

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
3=More	87 14.9%	2 11.8% d	3 17.6%	--- --- d	4 57.1% acefghijl	--- --- d	6 14.3% d	1 7.7% d	5 13.2% d	6 17.6% d	--- --- d	11 22.0%	2 11.1% d
2=No Change	150 25.7%	6 35.3%	7 41.2%	--- --- e	--- --- e	4 57.1% cd	13 31.0%	3 23.1%	11 28.9%	7 20.6%	3 37.5%	19 38.0%	4 22.2%
1=Less	346 59.3%	9 52.9% c	7 41.2% c	7 100.0% abdefhK	3 42.9% c	3 42.9% c	23 54.8% c	9 69.2%	22 57.9% c	21 61.8%	5 62.5%	20 40.0% C	12 66.7%
Mean	1.6	1.6	1.8	1.0	2.1	1.6	1.6	1.4	1.6	1.6	1.4	1.8	1.4
SD	0.7	0.7	0.8	0.0	1.1	0.5	0.7	0.7	0.7	0.8	0.5	0.8	0.7

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

Topic 1: Marketplace Dynamics - Overall Economy

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

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%
3=More	15 16.9%	16 16.3%	5 12.8%	4 12.9%	21 22.1% e	4 14.3%	5 13.5%	1 4.3%	3 7.1% a	5 25.0%
2=No Change	33 37.1% d	29 29.6%	11 28.2%	4 12.9% a	29 30.5%	11 39.3% c	6 16.2% b	7 30.4%	14 33.3%	3 15.0%
1=Less	41 46.1% D	53 54.1% d	23 59.0%	23 74.2% Ab	45 47.4% c	13 46.4%	26 70.3% a	15 65.2%	25 59.5%	12 60.0%
Mean	1.7	1.6	1.5	1.4	1.7	1.7	1.4	1.4	1.5	1.7
SD	0.7 d	0.8	0.7	0.7 a	0.8 cd	0.7	0.7 a	0.6 a	0.6	0.9

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

Topic 1: Marketplace Dynamics - Overall Economy

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

N=583

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
3=More	20 16.3%	10 14.3%	8 17.0%	18 18.9%	10 15.4%	4 10.0%	3 15.8%	3 11.5%
2=No Change	37 30.1%	24 34.3%	9 19.1%	32 33.7%	20 30.8%	10 25.0%	6 31.6%	5 19.2%
1=Less	66 53.7%	36 51.4%	30 63.8%	45 47.4%	35 53.8%	26 65.0%	10 52.6%	18 69.2%
Mean	1.6	1.6	1.5	1.7	1.6	1.5	1.6	1.4
SD	0.8	0.7	0.8	0.8	0.7	0.7	0.8	0.7

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

Topic 1: Marketplace Dynamics - Overall Economy

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

N=583 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	583	17	17	7	7	7	42	13	38	34	8	50	18
Percent	100.0%	6.6%	6.6%	2.7%	2.7%	2.7%	16.3%	5.0%	14.7%	13.2%	3.1%	19.4%	7.0%
Optimism rating	581	17	17	6	7	7	42	13	38	34	8	50	18
	47.7	45.5	45.4	35.8	56.7	58.6	46.8	42.2	47.1	47.8	56.9	49.5	37.6
	18.6	19.4	19.5	15.6	21.2	19.3	17.5	17.8	20.5	16.5	11.0	19.6	20.7
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Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

Topic 1: Marketplace Dynamics - Overall Economy

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

N=583 Number Mean SD	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Number	89	98	39	31	95	28	37	23	42
Percent	34.6%	38.1%	15.2%	12.1%	38.8%	11.4%	15.1%	9.4%	17.1%	8.2%
Optimism rating	89	98	38	31	95	28	37	23	41	20
	48.0	45.3	46.0	50.8	48.0	46.9	45.1	43.3	47.2	47.1
	19.1	19.4	19.6	16.8	18.3	19.1	21.4	17.9	20.2	16.9

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

Topic 1: Marketplace Dynamics - Overall Economy

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

N=583 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	123	70	47	95	65	40	19	26
Percent	51.3%	29.2%	19.6%	38.8%	26.5%	16.3%	7.8%	10.6%
Optimism rating	122	70	47	95	65	40	18	26
	47.5	47.3	43.2	49.5	47.3	43.8	46.4	44.6
	19.9	17.2	19.3	18.7	20.2	18.6	21.0	17.0

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

Topic 1: Marketplace Dynamics - Overall Company

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

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
3=More	179 31.0%	5 29.4%	7 41.2%	--- --- jk	3 42.9%	2 33.3%	8 19.0%	5 41.7%	14 36.8%	10 29.4%	4 50.0% c	19 39.6% cf	6 33.3%
2=No Change	167 28.9%	3 17.6%	6 35.3%	1 14.3%	1 14.3%	3 50.0%	12 28.6%	2 16.7%	13 34.2%	8 23.5%	1 12.5%	14 29.2%	6 33.3%
1=Less	231 40.0%	9 52.9%	4 23.5% cf	6 85.7% beHKl	3 42.9%	1 16.7% c	22 52.4% bhk	5 41.7%	11 28.9% Cf	16 47.1%	3 37.5%	15 31.3% Cf	6 33.3% c
Mean	1.9	1.8	2.2	1.1	2.0	2.2	1.7	2.0	2.1	1.8	2.1	2.1	2.0
SD	0.8	0.9	0.8 Cf	0.4 BEgHjKl	1.0	0.8 C	0.8 bhk	1.0 c	0.8 Cf	0.9	1.0 c	0.8 Cf	0.8 c

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

Topic 1: Marketplace Dynamics - Overall Company

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

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
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3=More	29 33.3%	34 35.4%	9 23.1%	11 35.5%	41 43.6% cde	13 48.1% cde	8 21.6% ab	4 17.4% ab	8 20.0% ab	5 25.0%
2=No Change	27 31.0%	24 25.0%	10 25.6%	8 25.8%	24 25.5%	9 33.3%	10 27.0%	8 34.8%	11 27.5%	3 15.0%
1=Less	31 35.6%	38 39.6%	20 51.3%	12 38.7%	29 30.9% cef	5 18.5% CdEF	19 51.4% aB	11 47.8% b	21 52.5% aB	12 60.0% aB
Mean	2.0	2.0	1.7	2.0	2.1	2.3	1.7	1.7	1.7	1.7
SD	0.8	0.9	0.8	0.9	0.9 cdEf	0.8 CDEf	0.8 aB	0.8 aB	0.8 AB	0.9 ab

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

Topic 1: Marketplace Dynamics - Overall Company

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

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
3=More	40 33.3%	19 27.1% c	21 45.7% b	40 42.6% cd	21 32.8%	8 20.5% a	3 15.8% a	6 24.0%
2=No Change	39 32.5% c	19 27.1%	7 15.2% a	27 28.7%	19 29.7%	12 30.8%	5 26.3%	5 20.0%
1=Less	41 34.2%	32 45.7%	18 39.1%	27 28.7% cde	24 37.5%	19 48.7% a	11 57.9% a	14 56.0% a
Mean	2.0	1.8	2.1	2.1	2.0	1.7	1.6	1.7
SD	0.8	0.8	0.9	0.8 CDe	0.8	0.8 A	0.8 A	0.9 a

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

Topic 1: Marketplace Dynamics - Overall Company

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

N=583 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
	Number	583	17	17	7	7	7	42	13	38	34	8	50
Percent	100.0%	6.6%	6.6%	2.7%	2.7%	2.7%	16.3%	5.0%	14.7%	13.2%	3.1%	19.4%	7.0%
Optimism rating	581	17	17	7	7	7	42	13	37	34	8	50	18
	64.2	63.1	68.4	45.7	58.1	75.0	52.7	65.1	68.5	65.2	70.6	67.0	64.4
	20.2	21.8	16.0 cF	27.6 behik	20.4	15.8 cf	21.7 BeHijK	21.0	20.3 cF	20.3 cf	17.6 f	17.3 CF	20.0

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

Topic 1: Marketplace Dynamics - Overall Company

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

N=583 Number Mean SD	Economic Sector				Sales Revenue					
	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	\$100+ billion F
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Percent	34.6%	38.1%	15.2%	12.1%	38.8%	11.4%	15.1%	9.4%	17.1%	8.2%
Optimism rating	89	97	39	31	95	28	37	23	42	19
	65.0	63.8	56.5	67.7	66.0	67.6	63.7	60.2	60.9	56.3
	20.2	20.1	24.3	17.0	19.3	22.3	23.2	20.2	19.6	18.5
	c		ad	c	f					a

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

Topic 1: Marketplace Dynamics - Overall Company

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

N=583 Number Mean SD	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Number	123	70	47	95	65	40	19	26
Percent	51.3%	29.2%	19.6%	38.8%	26.5%	16.3%	7.8%	10.6%
Optimism rating	123 65.4 21.2	70 59.6 19.5 c	46 67.6 17.8 b	95 66.0 21.0 e	64 66.4 20.3 de	40 63.1 19.6	19 55.8 18.9 b	26 56.2 21.8 ab

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

Topic 1: Marketplace Dynamics - Customers

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

N=583	Total	Industry Sector											
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Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
3=More	146 25.1%	4 23.5%	7 41.2% f	--- --- j	1 14.3%	1 14.3%	7 16.7% bj	4 30.8%	12 31.6%	6 17.6%	4 50.0% cf	17 34.0%	6 33.3%
2=No Change	92 15.8%	2 11.8%	6 35.3% fi	--- ---	2 28.6%	1 14.3%	5 11.9% b	1 7.7%	9 23.7%	3 8.8% b	--- ---	7 14.0%	2 11.1%
1=Less	343 59.0%	11 64.7% b	4 23.5% aCeFgIk	7 100.0% Bhjkl	4 57.1%	5 71.4% b	30 71.4% Bh	8 61.5% b	17 44.7% cfi	25 73.5% Bh	4 50.0% c	26 52.0% bc	10 55.6% c
Mean	1.7	1.6	2.2	1.0	1.6	1.4	1.5	1.7	1.9	1.4	2.0	1.8	1.8
SD	0.9	0.9 b	0.8 aeFI	0.0	0.8	0.8 b	0.8 Bhk	0.9	0.9 fi	0.8 Bh	1.1	0.9 f	0.9

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

Topic 1: Marketplace Dynamics - Customers

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

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	N=583									
Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%	20 8.2%
3=More	24 27.0%	27 27.6%	9 23.1%	9 29.0%	41 43.2% CdEF	9 32.1% ef	5 13.5% A	4 17.4% a	5 11.9% Ab	1 5.0% Ab
2=No Change	12 13.5%	17 17.3%	5 12.8%	3 9.7%	12 12.6%	7 25.0%	7 18.9%	5 21.7%	4 9.5%	2 10.0%
1=Less	53 59.6%	54 55.1%	25 64.1%	19 61.3%	42 44.2% cEF	12 42.9% EF	25 67.6% a	14 60.9%	33 78.6% AB	17 85.0% AB
Mean	1.7	1.7	1.6	1.7	2.0	1.9	1.5	1.6	1.3	1.2
SD	0.9	0.9	0.8	0.9	0.9 CdEF	0.9 cEF	0.7 Ab	0.8 a	0.7 AB	0.5 AB

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

Topic 1: Marketplace Dynamics - Customers

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

N=583	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
3=More	34 27.6%	15 21.4%	16 34.0%	41 43.2% BCDE	13 20.0% A	7 17.5% A	2 10.5% A	1 3.8% A
2=No Change	18 14.6%	11 15.7%	5 10.6%	14 14.7%	13 20.0%	6 15.0%	4 21.1%	1 3.8%
1=Less	71 57.7%	44 62.9%	26 55.3%	40 42.1% bCdE	39 60.0% aE	27 67.5% Ae	13 68.4% ae	24 92.3% ABcd
Mean	1.7	1.6	1.8	2.0	1.6	1.5	1.4	1.1
SD	0.9	0.8	0.9	0.9 BCDE	0.8 AE	0.8 Ae	0.7 A	0.4 ABc

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
N=583													
Number	583	17	17	7	7	7	42	13	38	34	8	50	18
Mean	100.0%	6.6%	6.6%	2.7%	2.7%	2.7%	16.3%	5.0%	14.7%	13.2%	3.1%	19.4%	7.0%
SD													
Number	581	17	17	7	7	7	42	13	38	33	8	50	18
Percent	52.9	51.5	66.2	32.1	42.9	45.7	42.4	48.8	61.2	47.5	57.5	57.2	59.4
Optimism rating	25.5	27.6	21.3	26.1	20.6	35.4	26.9	31.6	22.9	25.7	31.8	23.4	21.8
			CdFi	BHkl	b		BHkl		CFi	bh		cF	cf

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

Topic 1: Marketplace Dynamics - Customers

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

N=583 Number Mean SD	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Number	89	98	39	31	95	28	37	23	42
Percent	34.6%	38.1%	15.2%	12.1%	38.8%	11.4%	15.1%	9.4%	17.1%	8.2%
Optimism rating	88 51.8 27.5	98 55.2 23.2	39 46.5 30.5	31 52.6 25.7	95 58.8 24.6 ceF	28 53.9 30.7	37 48.5 27.6 a	23 50.2 27.4	42 47.0 24.7 a	20 39.5 18.7 A

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

Topic 1: Marketplace Dynamics - Customers

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

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
N=583								
Number	123	70	47	95	65	40	19	26
Mean	51.3%	29.2%	19.6%	38.8%	26.5%	16.3%	7.8%	10.6%
SD								
Number	122	70	47	95	64	40	19	26
Percent	52.2	49.9	56.6	58.9	48.7	52.5	49.7	39.4
Optimism rating	27.1	23.4	27.6	26.2	28.3	25.4	21.2	22.8
				bE	a	e		Ac

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer's purchase volume

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
3=More	172 29.6%	6 35.3%	9 52.9% cF	--- --- bhjl	1 14.3%	1 14.3%	6 14.3% BHijl	3 23.1%	18 47.4% cF	12 35.3% f	4 50.0% cf	15 30.0%	8 44.4% cf
2=No Change	96 16.5%	2 11.8%	2 11.8%	1 14.3%	2 28.6%	2 28.6%	7 16.7%	2 15.4%	6 15.8%	2 5.9% k	1 12.5%	13 26.0% i	4 22.2%
1=Less	314 54.0%	9 52.9%	6 35.3% cf	6 85.7% bhkl	4 57.1%	4 57.1%	29 69.0% bHkl	8 61.5%	14 36.8% cF	20 58.8%	3 37.5%	22 44.0% cf	6 33.3% cf
Mean	1.8	1.8	2.2	1.1	1.6	1.6	1.5	1.6	2.1	1.8	2.1	1.9	2.1
SD	0.9	1.0	1.0 cF	0.4 bhjkl	0.8	0.8	0.7 BHjkl	0.9	0.9 cF	1.0	1.0 cf	0.9 cf	0.9 cF

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer's purchase volume

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
N=583										
Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%	20 8.2%
3=More	28 31.5%	32 32.7%	11 28.2%	12 38.7%	42 44.2% EF	10 35.7% ef	13 35.1% ef	5 21.7%	6 14.3% Abc	2 10.0% Abc
2=No Change	13 14.6%	19 19.4%	7 17.9%	4 12.9%	22 23.2%	2 7.1%	6 16.2%	4 17.4%	7 16.7%	2 10.0%
1=Less	48 53.9%	47 48.0%	21 53.8%	15 48.4%	31 32.6% bdEF	16 57.1% a	18 48.6% f	14 60.9% a	29 69.0% A	16 80.0% Ac
Mean	1.8	1.8	1.7	1.9	2.1	1.8	1.9	1.6	1.5	1.3
SD	0.9	0.9	0.9	0.9	0.9 dEF	1.0	0.9 ef	0.8 a	0.7 Ac	0.7 Ac

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer's purchase volume

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
N=583								
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
3=More	42 34.1%	19 27.1%	18 38.3%	42 44.2% cdE	20 30.8%	9 22.5% a	3 15.8% a	3 11.5% A
2=No Change	20 16.3%	14 20.0%	4 8.5%	20 21.1%	9 13.8%	10 25.0%	2 10.5%	2 7.7%
1=Less	61 49.6%	37 52.9%	25 53.2%	33 34.7% bDE	36 55.4% ae	21 52.5% e	14 73.7% A	21 80.8% Abc
Mean	1.8	1.7	1.9	2.1	1.8	1.7	1.4	1.3
SD	0.9	0.9	1.0	0.9 bcDE	0.9 ae	0.8 ae	0.8 A	0.7 Abc

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer's price per unit

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
3=More	80 13.8%	3 17.6% f	4 23.5% f	--- ---	2 28.6% f	--- ---	1 2.4% abdII	2 15.4%	5 13.2%	9 27.3% Fk	--- ---	4 8.2% i	4 22.2% f
2=No Change	230 39.7%	8 47.1%	6 35.3%	2 28.6%	2 28.6%	3 42.9%	18 42.9%	3 23.1% 1	17 44.7%	12 36.4%	5 62.5%	22 44.9%	11 61.1% g
1=Less	270 46.6%	6 35.3%	7 41.2%	5 71.4% 1	3 42.9%	4 57.1%	23 54.8% L	8 61.5% 1	16 42.1%	12 36.4%	3 37.5%	23 46.9% 1	3 16.7% cFgk
Mean	1.7	1.8	1.8	1.3	1.9	1.4	1.5	1.5	1.7	1.9	1.6	1.6	2.1
SD	0.7	0.7	0.8	0.5 L	0.9	0.5 1	0.6 IL	0.8	0.7	0.8 F	0.5	0.6 1	0.6 CeFk

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer's price per unit

N=583	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%	20 8.2%
3=More	9 10.2%	12 12.4%	6 15.4%	6 19.4%	16 16.8%	2 7.1%	5 13.5%	4 17.4%	4 10.0%	2 10.0%
2=No Change	39 44.3%	40 41.2%	16 41.0%	14 45.2%	40 42.1%	15 53.6%	14 37.8%	13 56.5%	13 32.5%	7 35.0%
1=Less	40 45.5%	45 46.4%	17 43.6%	11 35.5%	39 41.1%	11 39.3%	18 48.6%	6 26.1%	23 57.5%	11 55.0%
Mean	1.6	1.7	1.7	1.8	1.8	1.7	1.6	1.9	1.5	1.6
SD	0.7	0.7	0.7	0.7	0.7	0.6	0.7	0.7	0.7	0.7
								e	d	

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer's price per unit

N=583	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
3=More	12 9.9%	13 18.6%	8 17.0%	17 17.9%	6 9.4%	3 7.7%	2 10.5%	4 15.4%
2=No Change	52 43.0%	26 37.1%	20 42.6%	45 47.4%	23 35.9%	21 53.8%	6 31.6%	9 34.6%
1=Less	57 47.1%	31 44.3%	19 40.4%	33 34.7% b	35 54.7% a	15 38.5%	11 57.9%	13 50.0%
Mean	1.6	1.7	1.8	1.8	1.5	1.7	1.5	1.7
SD	0.7	0.8	0.7	0.7 b	0.7 a	0.6	0.7	0.7

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer will buy related products and services from my firm

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
3=More	184 31.8%	5 29.4%	10 58.8% cF	--- --- bghk	2 28.6%	1 14.3%	6 14.3% BGHiKL	7 53.8% cF	20 52.6% cF	13 39.4% f	3 37.5%	20 40.0% cF	7 38.9% f
2=No Change	241 41.6%	10 58.8% Gj	5 29.4%	3 42.9%	3 42.9%	5 71.4% Gj	18 42.9% g	1 7.7% AEfkl	13 34.2%	11 33.3%	1 12.5% ae	21 42.0% g	9 50.0% g
1=Less	154 26.6%	2 11.8% cfj	2 11.8% cfj	4 57.1% abhkl	2 28.6%	1 14.3%	18 42.9% abHkl	5 38.5%	5 13.2% cFj	9 27.3%	4 50.0% abhkl	9 18.0% cfj	2 11.1% cfj
Mean	2.1	2.2	2.5	1.4	2.0	2.0	1.7	2.2	2.4	2.1	1.9	2.2	2.3
SD	0.8	0.6 cf	0.7 CF	0.5 aBHiKL	0.8	0.6	0.7 aBHiKL	1.0	0.7 CF	0.8 cf	1.0	0.7 CF	0.7 CF

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer will buy related products and services from my firm

	Economic Sector				Sales Revenue					
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$100+ billion
	A	B	C	D	A	B	C	D	E	F
Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%	20 8.2%
3=More	30 34.1%	44 44.9%	9 23.1%	13 41.9%	45 47.4%	10 35.7%	16 43.2%	7 30.4%	9 22.0%	3 15.0%
		c	b		EF		ef		Ac	Ac
2=No Change	37 42.0%	35 35.7%	19 48.7%	7 22.6%	38 40.0%	12 42.9%	8 21.6%	8 34.8%	19 46.3%	9 45.0%
			d	c	c		ae		c	
1=Less	21 23.9%	19 19.4%	11 28.2%	11 35.5%	12 12.6%	6 21.4%	13 35.1%	8 34.8%	13 31.7%	8 40.0%
					CdEF		A	a	A	A
Mean	2.1	2.3	1.9	2.1	2.3	2.1	2.1	2.0	1.9	1.8
SD	0.8	0.8	0.7	0.9	0.7	0.8	0.9	0.8	0.7	0.7
		c	b		dEF			a	A	A

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer will buy related products and services from my firm

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
3=More	45 36.9%	22 31.4%	22 46.8%	40 42.1% D	31 48.4% cDe	10 25.0% b	1 5.3% AB	6 23.1% b
2=No Change	53 43.4% C	30 42.9% C	9 19.1% AB	38 40.0%	22 34.4%	14 35.0%	10 52.6%	11 42.3%
1=Less	24 19.7%	18 25.7%	16 34.0%	17 17.9% Cd	11 17.2% cd	16 40.0% Ab	8 42.1% ab	9 34.6%
Mean	2.2	2.1	2.1	2.2	2.3	1.9	1.6	1.9
SD	0.7	0.8	0.9	0.7 CDe	0.8 CDe	0.8 AB	0.6 AB	0.8 ab

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: My firm's ability to retain current customers

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
3=More	215 37.0%	5 29.4%	9 52.9% c	--- bdhkl	5 71.4% cf	3 42.9%	13 31.0% d	5 38.5%	16 42.1% c	13 38.2%	3 37.5%	24 48.0% c	8 44.4% c
2=No Change	243 41.8%	6 35.3%	6 35.3%	5 71.4%	1 14.3%	3 42.9%	18 42.9%	6 46.2%	15 39.5%	15 44.1%	3 37.5%	18 36.0%	8 44.4%
1=Less	123 21.2%	6 35.3%	2 11.8%	2 28.6%	1 14.3%	1 14.3%	11 26.2%	2 15.4%	7 18.4%	6 17.6%	2 25.0%	8 16.0%	2 11.1%
Mean	2.2	1.9	2.4	1.7	2.6	2.3	2.0	2.2	2.2	2.2	2.1	2.3	2.3
SD	0.7	0.8	0.7 c	0.5 bdkl	0.8 c	0.8	0.8	0.7	0.8	0.7	0.8	0.7 c	0.7 c

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: My firm's ability to retain current customers

N=583

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%	20 8.2%
3=More	35 39.3%	44 44.9%	10 25.6%	13 41.9%	41 43.2%	13 46.4%	11 29.7%	10 43.5%	14 33.3%	7 35.0%
2=No Change	38 42.7%	36 36.7%	18 46.2%	12 38.7%	35 36.8%	11 39.3%	17 45.9%	8 34.8%	22 52.4%	8 40.0%
1=Less	16 18.0%	18 18.4%	11 28.2%	6 19.4%	19 20.0%	4 14.3%	9 24.3%	5 21.7%	6 14.3%	5 25.0%
Mean	2.2	2.3	2.0	2.2	2.2	2.3	2.1	2.2	2.2	2.1
SD	0.7	0.8	0.7	0.8	0.8	0.7	0.7	0.8	0.7	0.8
		c		b						

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: My firm's ability to retain current customers

N=583	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
3=More	56 45.5%	23 32.9%	18 38.3%	42 44.2%	25 38.5%	15 37.5%	6 31.6%	11 42.3%
2=No Change	49 39.8%	31 44.3%	18 38.3%	32 33.7%	30 46.2%	16 40.0%	10 52.6%	10 38.5%
1=Less	18 14.6%	16 22.9%	11 23.4%	21 22.1%	10 15.4%	9 22.5%	3 15.8%	5 19.2%
Mean	2.3	2.1	2.1	2.2	2.2	2.2	2.2	2.2
SD	0.7	0.7	0.8	0.8	0.7	0.8	0.7	0.8

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: The entry of new customers into this market

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
3=More	158 27.2%	5 31.3%	10 58.8% cdFI	--- --- bh	--- --- bh	2 28.6%	6 14.3% BHk	3 23.1%	17 44.7% cdFi	6 17.6% Bh	3 37.5%	18 36.0% f	4 22.2% b
2=No Change	155 26.7%	6 37.5%	2 11.8% i	2 28.6%	2 28.6%	2 28.6%	10 23.8%	2 15.4%	10 26.3%	14 41.2% bk	2 25.0%	10 20.0% i	5 27.8%
1=Less	268 46.1%	5 31.3% f	5 29.4% f	5 71.4% h	5 71.4% h	3 42.9%	26 61.9% abH	8 61.5% h	11 28.9% cdFg	14 41.2%	3 37.5%	22 44.0%	9 50.0%
Mean	1.8	2.0	2.3	1.3	1.3	1.9	1.5	1.6	2.2	1.8	2.0	1.9	1.7
SD	0.8	0.8 cdf	0.9 cdFgi	0.5 abh	0.5 abh	0.9	0.7 aBHk	0.9 b	0.9 cdFi	0.7 bh	0.9	0.9 f	0.8

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: The entry of new customers into this market

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%
3=More	25 28.4%	29 29.6%	10 25.6%	9 29.0%	39 41.1% cDeF	10 37.0% Df	8 21.6% a	1 4.3% AB	9 21.4% a	1 5.0% Ab
2=No Change	25 28.4%	24 24.5%	9 23.1%	9 29.0%	24 25.3% d	4 14.8% d	9 24.3%	11 47.8% ab	11 26.2%	5 25.0%
1=Less	38 43.2%	45 45.9%	20 51.3%	13 41.9%	32 33.7% ceF	13 48.1%	20 54.1% a	11 47.8%	22 52.4% a	14 70.0% A
Mean	1.9	1.8	1.7	1.9	2.1	1.9	1.7	1.6	1.7	1.4
SD	0.8	0.9	0.8	0.8	0.9 cDeF	0.9 f	0.8 a	0.6 A	0.8 a	0.6 Ab

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: The entry of new customers into this market

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
3=More	33 27.0%	15 21.4% c	20 42.6% b	39 41.1% CE	19 29.7% ce	5 12.5% Ab	4 21.1%	2 7.7% Ab
2=No Change	31 25.4%	24 34.3% c	7 14.9% b	26 27.4%	13 20.3%	11 27.5%	7 36.8%	8 30.8%
1=Less	58 47.5%	31 44.3%	20 42.6%	30 31.6% bCE	32 50.0% a	24 60.0% A	8 42.1%	16 61.5% A
Mean	1.8	1.8	2.0	2.1	1.8	1.5	1.8	1.5
SD	0.8	0.8	0.9	0.9 bCE	0.9 a	0.7 A	0.8	0.6 A

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Low Price

N=582	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	582 100.0%	17 2.9%	17 2.9%	7 1.2%	7 1.2%	7 1.2%	42 7.2%	13 2.2%	38 6.5%	34 5.8%	8 1.4%	50 8.6%	18 3.1%
1st Priority	172 29.6%	4 23.5%	5 29.4%	4 57.1% h	2 28.6%	1 14.3%	16 38.1% h	5 38.5%	6 15.8% cf	8 23.5%	3 37.5%	13 26.0%	6 33.3%
2nd Priority	79 13.6%	3 17.6%	--- --- e	--- ---	1 14.3%	2 28.6% b	7 16.7%	1 7.7%	7 18.4%	4 11.8%	--- ---	4 8.0%	3 16.7%
3rd Priority	66 11.3%	3 17.6%	--- --- D	1 14.3%	3 42.9% BfkL	1 14.3%	3 7.1% d	1 7.7%	7 18.4%	5 14.7%	1 12.5%	5 10.0% d	--- --- D

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Low Price

N=582

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	89 15.3%	98 16.8%	39 6.7%	31 5.3%	95 16.3%	28 4.8%	37 6.4%	23 4.0%	42 7.2%	20 3.4%
1st Priority	26 29.2%	30 30.6%	10 25.6%	6 19.4%	28 29.5%	7 25.0%	13 35.1%	4 17.4%	8 19.0% f	9 45.0% e
2nd Priority	16 18.0% b	7 7.1% a	7 17.9%	2 6.5%	12 12.6%	2 7.1%	3 8.1%	2 8.7%	7 16.7%	5 25.0%
3rd Priority	7 7.9%	12 12.2%	5 12.8%	5 16.1%	10 10.5%	1 3.6%	4 10.8%	5 21.7%	8 19.0%	2 10.0%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Low Price

N=582	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	123 21.1%	70 12.0%	47 8.1%	95 16.3%	65 11.2%	40 6.9%	19 3.3%	26 4.5%
1st Priority	33 26.8%	21 30.0%	14 29.8%	29 30.5%	18 27.7%	9 22.5%	7 36.8%	7 26.9%
2nd Priority	16 13.0%	9 12.9%	4 8.5%	13 13.7%	7 10.8%	4 10.0%	1 5.3%	5 19.2%
3rd Priority	11 8.9%	11 15.7%	6 12.8%	7 7.4% e	5 7.7% e	7 17.5%	4 21.1%	6 23.1% ab

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Superior Product Quality

N=582	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	582 100.0%	17 2.9%	17 2.9%	7 1.2%	7 1.2%	7 1.2%	42 7.2%	13 2.2%	38 6.5%	34 5.8%	8 1.4%	50 8.6%	18 3.1%
1st Priority	109 18.7%	4 23.5%	5 29.4%	1 14.3%	1 14.3%	1 14.3%	8 19.0%	2 15.4%	8 21.1%	4 11.8%	1 12.5%	8 16.0%	5 27.8%
2nd Priority	115 19.8%	1 5.9% bC	6 35.3% akl	5 71.4% AefghIKL	1 14.3%	--- c	11 26.2% c	3 23.1% c	11 28.9% ck	5 14.7% C	3 37.5% 1	6 12.0% bCh	1 5.6% bCj
3rd Priority	124 21.3%	4 23.5%	3 17.6%	--- ---	3 42.9%	2 28.6%	6 14.3%	5 38.5%	8 21.1%	10 29.4%	1 12.5%	10 20.0%	3 16.7%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Superior Product Quality

N=582

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	89 15.3%	98 16.8%	39 6.7%	31 5.3%	95 16.3%	28 4.8%	37 6.4%	23 4.0%	42 7.2%	20 3.4%
1st Priority	16 18.0%	17 17.3% c	13 33.3% bd	3 9.7% c	17 17.9%	6 21.4%	8 21.6%	5 21.7%	7 16.7%	1 5.0%
2nd Priority	24 27.0%	17 17.3%	5 12.8%	5 16.1%	26 27.4%	3 10.7%	9 24.3%	3 13.0%	6 14.3%	2 10.0%
3rd Priority	19 21.3%	20 20.4%	9 23.1%	7 22.6%	19 20.0% f	8 28.6%	5 13.5% f	5 21.7%	7 16.7% f	9 45.0% ace

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Superior Product Quality

N=582

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	123 21.1%	70 12.0%	47 8.1%	95 16.3%	65 11.2%	40 6.9%	19 3.3%	26 4.5%
1st Priority	23 18.7%	7 10.0% c	12 25.5% b	19 20.0% d	12 18.5% d	11 27.5% d	--- --- abc	4 15.4%
2nd Priority	26 21.1%	11 15.7%	11 23.4%	24 25.3%	9 13.8%	8 20.0%	3 15.8%	3 11.5%
3rd Priority	21 17.1%	20 28.6%	11 23.4%	20 21.1%	13 20.0%	6 15.0%	6 31.6%	6 23.1%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Superior Innovation

N=582	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	582 100.0%	17 2.9%	17 2.9%	7 1.2%	7 1.2%	7 1.2%	42 7.2%	13 2.2%	38 6.5%	34 5.8%	8 1.4%	50 8.6%	18 3.1%
1st Priority	63 10.8%	2 11.8% i	1 5.9%	1 14.3% i	---	---	3 7.1%	1 7.7%	7 18.4% i	---	---	4 8.0%	3 16.7% i
2nd Priority	48 8.2%	3 17.6%	1 5.9% e	---	1 14.3%	3 42.9% bfghlk	5 11.9% e	---	4 10.5% e	2 5.9% E	---	4 8.0% e	3 16.7%
3rd Priority	47 8.1%	---	3 17.6%	1 14.3%	---	---	8 19.0%	2 15.4%	3 7.9%	4 11.8%	---	5 10.0%	2 11.1%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Superior Innovation

N=582

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	89 15.3%	98 16.8%	39 6.7%	31 5.3%	95 16.3%	28 4.8%	37 6.4%	23 4.0%	42 7.2%	20 3.4%
1st Priority	12 13.5% d	7 7.1%	3 7.7%	--- --- a	14 14.7%	1 3.6%	3 8.1%	--- ---	3 7.1%	--- ---
2nd Priority	12 13.5% b	5 5.1% ac	7 17.9% b	2 6.5%	6 6.3% c	4 14.3%	8 21.6% a	1 4.3%	5 11.9%	1 5.0%
3rd Priority	12 13.5%	12 12.2%	3 7.7%	2 6.5%	8 8.4%	2 7.1%	6 16.2%	3 13.0%	4 9.5%	2 10.0%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Superior Innovation

N=582	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	123 21.1%	70 12.0%	47 8.1%	95 16.3%	65 11.2%	40 6.9%	19 3.3%	26 4.5%
1st Priority	15 12.2%	3 4.3%	3 6.4%	11 11.6%	4 6.2%	1 2.5%	1 5.3%	1 3.8%
2nd Priority	13 10.6%	3 4.3%	6 12.8%	9 9.5%	10 15.4%	3 7.5%	2 10.5%	1 3.8%
3rd Priority	14 11.4%	8 11.4%	4 8.5%	8 8.4%	6 9.2%	9 22.5%	--- ---	4 15.4%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Excellent Service

N=582	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	582 100.0%	17 2.9%	17 2.9%	7 1.2%	7 1.2%	7 1.2%	42 7.2%	13 2.2%	38 6.5%	34 5.8%	8 1.4%	50 8.6%	18 3.1%
1st Priority	92 15.8%	1 5.9%	4 23.5%	1 14.3%	3 42.9%	4 57.1%	3 7.1%	3 23.1%	8 21.1%	6 17.6%	2 25.0%	4 8.0%	--- ---
		de	1		afkL	aFiKL	dE	1	1	e	1	dE	bDEghj
2nd Priority	177 30.4%	4 23.5%	6 35.3%	--- ---	--- ---	1 14.3%	11 26.2%	4 30.8%	9 23.7%	15 44.1%	3 37.5%	22 44.0%	7 38.9%
				ik	ik				cd	cd		cd	
3rd Priority	140 24.1%	2 11.8%	4 23.5%	3 42.9%	--- ---	1 14.3%	10 23.8%	4 30.8%	10 26.3%	7 20.6%	3 37.5%	10 20.0%	3 16.7%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Excellent Service

N=582

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	89 15.3%	98 16.8%	39 6.7%	31 5.3%	95 16.3%	28 4.8%	37 6.4%	23 4.0%	42 7.2%	20 3.4%
1st Priority	13 14.6%	15 15.3%	3 7.7%	6 19.4%	9 9.5%	6 21.4%	7 18.9%	5 21.7%	7 16.7%	3 15.0%
2nd Priority	22 24.7% b	41 41.8% ac	8 20.5% b	12 38.7%	32 33.7%	9 32.1%	8 21.6%	10 43.5%	12 28.6%	6 30.0%
3rd Priority	20 22.5%	20 20.4%	10 25.6%	8 25.8%	22 23.2%	7 25.0%	12 32.4% d	2 8.7% c	9 21.4%	3 15.0%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Excellent Service

N=582

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	123 21.1%	70 12.0%	47 8.1%	95 16.3%	65 11.2%	40 6.9%	19 3.3%	26 4.5%
1st Priority	18 14.6%	12 17.1%	6 12.8%	9 9.5% bc	14 21.5% a	9 22.5% a	3 15.8%	2 7.7%
2nd Priority	37 30.1%	24 34.3%	17 36.2%	30 31.6%	21 32.3%	14 35.0%	7 36.8%	7 26.9%
3rd Priority	28 22.8%	14 20.0%	13 27.7%	25 26.3%	15 23.1%	6 15.0%	3 15.8%	5 19.2%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Trusting Relationship

N=582	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	582 100.0%	17 2.9%	17 2.9%	7 1.2%	7 1.2%	7 1.2%	42 7.2%	13 2.2%	38 6.5%	34 5.8%	8 1.4%	50 8.6%	18 3.1%
1st Priority	116 19.9%	1 5.9% lk	2 11.8% i	--- --- i	1 14.3%	1 14.3%	9 21.4% i	1 7.7% i	9 23.7% i	16 47.1% Abcghl	2 25.0%	18 36.0% a	3 16.7% i
2nd Priority	113 19.4%	1 5.9% d	3 17.6%	2 28.6%	3 42.9% afh	1 14.3%	3 7.1% dg	4 30.8% fh	3 7.9% dg	7 20.6%	2 25.0%	11 22.0%	3 16.7%
3rd Priority	149 25.6%	7 41.2% gi	3 17.6%	1 14.3%	1 14.3%	3 42.9% g	14 33.3% g	--- --- aefhkL	10 26.3% g	5 14.7% al	1 12.5%	14 28.0% g	8 44.4% Gi

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Trusting Relationship

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	89 15.3%	98 16.8%	39 6.7%	31 5.3%	95 16.3%	28 4.8%	37 6.4%	23 4.0%	42 7.2%	20 3.4%
1st Priority	17 19.1% D	27 27.6% d	5 12.8% D	15 48.4% AbC	24 25.3%	7 25.0%	5 13.5%	7 30.4%	13 31.0%	6 30.0%
2nd Priority	7 7.9% BD	22 22.4% A	5 12.8%	9 29.0% A	12 12.6%	6 21.4%	7 18.9%	5 21.7%	8 19.0%	4 20.0%
3rd Priority	29 32.6% d	24 24.5%	10 25.6%	3 9.7% a	28 29.5%	6 21.4%	9 24.3%	6 26.1%	9 21.4%	3 15.0%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Trusting Relationship

N=582

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	123 21.1%	70 12.0%	47 8.1%	95 16.3%	65 11.2%	40 6.9%	19 3.3%	26 4.5%
1st Priority	27 22.0%	23 32.9%	11 23.4%	23 24.2%	14 21.5% e	7 17.5% e	6 31.6%	11 42.3% bc
2nd Priority	23 18.7%	15 21.4%	4 8.5%	12 12.6%	11 16.9%	10 25.0%	4 21.1%	5 19.2%
3rd Priority	40 32.5% bc	11 15.7% a	8 17.0% a	27 28.4% e	19 29.2% e	11 27.5%	4 21.1%	2 7.7% ab

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Brand

N=582	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	582 100.0%	17 2.9%	17 2.9%	7 1.2%	7 1.2%	7 1.2%	42 7.2%	13 2.2%	38 6.5%	34 5.8%	8 1.4%	50 8.6%	18 3.1%
1st Priority	33 5.7%	5 29.4% bfHlk	--- --- a	--- ---	--- ---	--- ---	3 7.1% a	1 7.7%	--- --- A	--- --- A	--- ---	3 6.0% a	1 5.6%
2nd Priority	52 8.9%	5 29.4% lk	1 5.9%	--- ---	1 14.3%	--- ---	5 11.9%	1 7.7%	4 10.5%	1 2.9% A	--- ---	3 6.0% a	1 5.6%
3rd Priority	60 10.3%	1 5.9%	4 23.5% fh	1 14.3%	--- ---	--- ---	1 2.4% bjl	1 7.7%	1 2.6% bj	3 8.8%	2 25.0% fh	6 12.0%	3 16.7% f

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Brand

N=582

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	89 15.3%	98 16.8%	39 6.7%	31 5.3%	95 16.3%	28 4.8%	37 6.4%	23 4.0%	42 7.2%	20 3.4%
1st Priority	5 5.6%	2 2.0% c	5 12.8% b	1 3.2%	3 3.2%	1 3.6%	1 2.7%	2 8.7%	4 9.5%	1 5.0%
2nd Priority	8 9.0%	6 6.1% c	7 17.9% b	1 3.2%	7 7.4%	4 14.3%	2 5.4%	2 8.7%	4 9.5%	2 10.0%
3rd Priority	3 3.4% D	10 10.2%	3 7.7%	6 19.4% A	8 8.4%	4 14.3%	3 8.1%	2 8.7%	5 11.9%	1 5.0%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Brand

N=582

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	123 21.1%	70 12.0%	47 8.1%	95 16.3%	65 11.2%	40 6.9%	19 3.3%	26 4.5%
1st Priority	7 5.7%	4 5.7%	1 2.1%	4 4.2%	3 4.6%	3 7.5%	2 10.5%	1 3.8%
2nd Priority	8 6.5%	8 11.4%	5 10.6%	7 7.4%	7 10.8%	1 2.5% e	2 10.5%	5 19.2% c
3rd Priority	10 8.1%	6 8.6%	6 12.8%	8 8.4%	8 12.3%	2 5.0%	2 10.5%	3 11.5%

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: Emergence of new domestic competitors

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Comm- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	583 100.0%	17 2.9%	17 2.9%	7 1.2%	7 1.2%	7 1.2%	42 7.2%	13 2.2%	38 6.5%	34 5.8%	8 1.4%	50 8.6%	18 3.1%
1=Not Likely	155 26.6%	7 41.2% bh	1 5.9% adFgi	2 28.6%	4 57.1% bhk	2 28.6%	18 42.9% BHk	6 46.2% bh	5 13.2% adFg	11 32.4% b	2 25.0%	10 20.0% df	5 27.8%
2=	147 25.2%	4 23.5%	4 23.5%	3 42.9%	1 14.3%	2 28.6%	18 42.9%	4 30.8%	11 28.9%	10 29.4%	2 25.0%	13 26.0%	3 16.7%
3=	95 16.3%	2 11.8%	5 29.4% f	2 28.6% f	---	1 14.3%	2 4.8% bcHil	2 15.4%	10 26.3% F	7 20.6% f	---	9 18.0%	5 27.8% f
4=	52 8.9%	---	3 17.6% j	---	---	---	3 7.1%	---	3 7.9%	2 5.9%	2 25.0% a	4 8.0%	1 5.6%
5=	51 8.7%	1 5.9%	3 17.6% F	---	2 28.6% F	2 28.6% F	---	1 7.7%	7 18.4% F	2 5.9%	---	9 18.0% F	2 11.1% f
6=	21 3.6%	2 11.8% i	1 5.9%	---	---	---	1 2.4%	---	1 2.6%	---	1 12.5% aj i	2 4.0%	1 5.6%
7=Very Likely	34 5.8%	1 5.9%	---	---	---	---	---	---	1 2.6% j	---	1 12.5% fi	3 6.0%	1 5.6%
Mean	2.8	2.6	3.4	2.0	2.3	2.7	1.9	1.9	3.1	2.2	3.4	3.1	2.9
SD	1.8	2.1	1.4 cFGI	0.8 b	1.9	1.7	1.1 BHJKL	1.2 Bhk	1.5 FgI	1.2 BHJK	2.3 Fi	1.8 FgI	1.8 F

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: Emergence of new domestic competitors

N=583	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	89 15.3%	98 16.8%	39 6.7%	31 5.3%	95 16.3%	28 4.8%	37 6.3%	23 3.9%	42 7.2%	20 3.4%
1=Not Likely	30 33.7% b	19 19.4% ac	15 38.5% b	8 25.8%	20 21.1% eF	4 14.3% ef	11 29.7%	7 30.4%	17 40.5% ab	10 50.0% Ab
2=	27 30.3%	30 30.6%	9 23.1%	8 25.8%	21 22.1% D	11 39.3%	11 29.7% d	13 56.5% AceF	12 28.6% d	3 15.0% D
3=	12 13.5%	21 21.4%	7 17.9%	6 19.4%	22 23.2%	5 17.9%	6 16.2%	2 8.7%	7 16.7%	3 15.0%
4=	4 4.5%	10 10.2%	2 5.1%	3 9.7%	10 10.5%	4 14.3%	1 2.7%	---	1 2.4%	1 5.0%
5=	9 10.1%	13 13.3%	4 10.3%	2 6.5%	13 13.7%	3 10.7%	4 10.8%	1 4.3%	5 11.9%	1 5.0%
6=	5 5.6%	1 1.0% d	---	3 9.7% b	5 5.3%	---	3 8.1%	---	---	---
7=Very Likely	2 2.2%	3 3.1%	1 2.6%	1 3.2%	3 3.2%	1 3.6%	1 2.7%	---	---	2 10.0% e
Mean	2.5	2.8	2.3	2.9	3.0	2.8	2.7	1.9	2.2	2.4
SD	1.7	1.5	1.5	1.8	1.7 DE	1.5 d	1.8	0.9 Ab	1.3 A	2.0

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: Emergence of new domestic competitors

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
N=583								
Total	123 21.1%	70 12.0%	47 8.1%	95 16.3%	65 11.1%	40 6.9%	19 3.3%	26 4.5%
1=Not Likely	36 29.3%	22 31.4%	9 19.1%	22 23.2% e	16 24.6% e	13 32.5%	7 36.8%	12 46.2% ab
2=	42 34.1% c	20 28.6%	7 14.9% a	25 26.3%	20 30.8%	16 40.0%	5 26.3%	7 26.9%
3=	21 17.1%	10 14.3% c	14 29.8% b	20 21.1%	13 20.0%	5 12.5%	4 21.1%	3 11.5%
4=	6 4.9%	5 7.1%	5 10.6%	10 10.5%	4 6.2%	1 2.5%	---	2 7.7%
5=	10 8.1% c	8 11.4%	9 19.1% a	11 11.6%	7 10.8%	3 7.5%	3 15.8%	1 3.8%
6=	2 1.6%	3 4.3%	2 4.3%	5 5.3%	2 3.1%	1 2.5%	---	---
7=Very Likely	4 3.3%	2 2.9%	1 2.1%	1 1.1%	3 4.6%	---	---	1 3.8%
Mean	2.5	2.6	3.2	2.8	2.8	2.2	2.3	2.1
SD	1.5 C	1.7	1.6 A	1.6 ce	1.7	1.3 a	1.4	1.5 a

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: Emergence of new global competitors

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	583 100.0%	17 2.9%	17 2.9%	7 1.2%	7 1.2%	7 1.2%	42 7.2%	13 2.2%	38 6.5%	34 5.8%	8 1.4%	50 8.6%	18 3.1%
1=Not Likely	154 26.4%	3 17.6%	4 23.5%	4 57.1% h	2 28.6%	2 28.6%	13 31.0%	4 30.8%	6 15.8% cj	11 32.4%	4 50.0% h	11 22.0%	6 33.3%
2=	122 20.9%	2 11.8%	5 29.4%	--- ---	1 14.3%	--- ---	7 16.7%	4 30.8%	9 23.7%	10 29.4%	2 25.0%	16 32.0%	4 22.2%
3=	95 16.3%	6 35.3% 1	3 17.6%	2 28.6%	--- ---	1 14.3%	11 26.2%	1 7.7%	11 28.9%	7 20.6%	1 12.5%	7 14.0%	1 5.6% a
4=	51 8.7%	1 5.9%	1 5.9%	--- ---	--- ---	2 28.6%	4 9.5%	1 7.7%	4 10.5%	2 5.9%	--- ---	5 10.0%	1 5.6%
5=	56 9.6%	3 17.6%	4 23.5% f	--- ---	2 28.6% f	1 14.3%	2 4.8% bd	1 7.7%	5 13.2%	2 5.9%	1 12.5%	6 12.0%	3 16.7%
6=	48 8.2%	2 11.8%	--- ---	1 14.3%	1 14.3%	1 14.3%	5 11.9%	2 15.4%	2 5.3%	1 2.9%	--- ---	4 8.0%	1 5.6%
7=Very Likely	29 5.0%	--- ---	--- ---	--- ---	1 14.3% fi	--- ---	--- --- dl	--- ---	1 2.6%	--- --- d	--- ---	1 2.0%	2 11.1% f
Mean	3.0	3.3	2.8	2.3	3.9	3.4	2.8	2.8	3.1	2.3	2.0	2.9	3.1
SD	1.9	1.6 i	1.5	1.9	2.5 i	1.9	1.7	1.9	1.6 i	1.3 adh	1.4	1.7	2.2

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: Emergence of new global competitors

N=583

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	89 15.3%	98 16.8%	39 6.7%	31 5.3%	95 16.3%	28 4.8%	37 6.3%	23 3.9%	42 7.2%	20 3.4%
1=Not Likely	20 22.5%	26 26.5%	11 28.2%	12 38.7%	27 28.4%	6 21.4%	11 29.7%	10 43.5%	12 28.6%	4 20.0%
2=	14 15.7% b	28 28.6% a	10 25.6%	7 22.6%	20 21.1%	8 28.6%	7 18.9%	5 21.7%	10 23.8%	5 25.0%
3=	21 23.6%	19 19.4%	7 17.9%	4 12.9%	22 23.2%	7 25.0%	6 16.2%	5 21.7%	5 11.9%	3 15.0%
4=	11 12.4%	7 7.1%	1 2.6%	2 6.5%	7 7.4%	2 7.1%	3 8.1%	2 8.7%	4 9.5%	1 5.0%
5=	9 10.1%	10 10.2%	5 12.8%	6 19.4%	7 7.4%	3 10.7%	7 18.9%	1 4.3%	5 11.9%	4 20.0%
6=	12 13.5% d	6 6.1%	3 7.7%	--- --- a	9 9.5%	2 7.1%	3 8.1%	--- ---	5 11.9%	1 5.0%
7=Very Likely	2 2.2%	1 1.0%	2 5.1%	--- ---	2 2.1%	--- ---	--- ---	--- ---	1 2.4%	2 10.0%
Mean	3.2	2.7	2.9	2.5	2.8	2.8	2.9	2.1	3.0	3.4
SD	1.8 bd	1.6 a	1.9	1.5 a	1.7	1.5	1.7 d	1.2 cef	1.9 d	2.0 d

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: Emergence of new global competitors

N=583	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	123 21.1%	70 12.0%	47 8.1%	95 16.3%	65 11.1%	40 6.9%	19 3.3%	26 4.5%
1=Not Likely	27 22.0%	23 32.9%	13 27.7%	24 25.3% c	15 23.1% c	17 42.5% ab	4 21.1%	7 26.9%
2=	32 26.0%	15 21.4%	9 19.1%	24 25.3%	14 21.5%	8 20.0%	7 36.8%	4 15.4%
3=	26 21.1%	13 18.6%	11 23.4%	21 22.1%	18 27.7%	5 12.5%	3 15.8%	3 11.5%
4=	13 10.6%	2 2.9%	4 8.5%	8 8.4%	4 6.2%	4 10.0%	--- --- e	5 19.2% d
5=	15 12.2%	7 10.0%	7 14.9%	8 8.4%	9 13.8%	6 15.0%	2 10.5%	4 15.4%
6=	6 4.9%	8 11.4%	3 6.4%	9 9.5% c	4 6.2%	--- --- ad	3 15.8% c	2 7.7%
7=Very Likely	3 2.4%	2 2.9%	--- ---	--- ---	1 1.5%	--- ---	--- ---	1 3.8%
Mean	2.9	2.8	2.8	2.8	2.9	2.4	2.9	3.2
SD	1.6	1.9	1.6	1.6	1.6	1.5 e	1.8	1.9 c

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More intense rivalry for customers

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	583 100.0%	17 2.9%	17 2.9%	7 1.2%	7 1.2%	7 1.2%	42 7.2%	13 2.2%	38 6.5%	34 5.8%	8 1.4%	50 8.6%	18 3.1%
1=Not Likely	16 2.7%	---	---	1 14.3% f	---	---	---	1 7.7%	2 5.3%	2 5.9%	---	2 4.0%	---
2=	14 2.4%	2 11.8% fk	---	---	---	---	---	---	1 2.6%	1 2.9%	---	---	2 11.1% fk
3=	27 4.6%	---	2 11.8%	---	---	1 14.3%	2 4.8%	---	4 10.5%	4 11.8%	---	4 8.0%	---
4=	44 7.5%	1 5.9%	---	---	1 14.3%	1 14.3%	1 2.4%	---	3 7.9%	1 2.9%	---	3 6.0%	2 11.1%
5=	113 19.4%	2 11.8%	4 23.5%	---	2 28.6%	1 14.3%	7 16.7%	3 23.1%	5 13.2%	4 11.8%	3 37.5%	11 22.0%	6 33.3%
6=	177 30.4%	5 29.4%	7 41.2%	---	1 14.3%	2 28.6%	18 42.9% c	6 46.2% c	15 39.5% c	12 35.3%	1 12.5%	13 26.0%	5 27.8%
7=Very Likely	164 28.1%	7 41.2%	4 23.5% c	5 71.4% bgHil	3 42.9%	2 28.6%	14 33.3%	3 23.1% c	8 21.1% C	9 26.5% c	4 50.0%	17 34.0%	3 16.7% c
Mean	5.5	5.7	5.6	6.0	5.9	5.4	6.0	5.6	5.2	5.3	6.1	5.6	5.2
SD	1.5	1.6	1.2	2.4	1.2	1.5	1.0 hil	1.6	1.7 f	1.8 f	1.0	1.5	1.5 f

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More intense rivalry for customers

N=583	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	89 15.3%	98 16.8%	39 6.7%	31 5.3%	95 16.3%	28 4.8%	37 6.3%	23 3.9%	42 7.2%
1=Not Likely	1 1.1%	5 5.1%	1 2.6%	1 3.2%	3 3.2%	2 7.1%	1 2.7%	---	1 2.4%	1 5.0%
2=	2 2.2%	2 2.0%	2 5.1%	---	3 3.2%	---	---	---	3 7.1%	---
3=	7 7.9%	6 6.1%	1 2.6%	1 3.2%	9 9.5% e	2 7.1%	2 5.4%	1 4.3%	---	1 5.0% a
4=	5 5.6%	5 5.1%	1 2.6%	2 6.5%	7 7.4%	2 7.1%	1 2.7%	---	---	1 5.0%
5=	16 18.0%	21 21.4%	7 17.9%	4 12.9%	20 21.1%	6 21.4%	5 13.5%	5 21.7%	5 11.9%	3 15.0%
6=	34 38.2%	25 25.5%	15 38.5%	10 32.3%	25 26.3% e	12 42.9%	12 32.4%	9 39.1%	19 45.2% a	4 20.0%
7=Very Likely	24 27.0%	32 32.7%	12 30.8%	13 41.9%	27 28.4%	4 14.3% cf	16 43.2% b	8 34.8%	13 31.0%	10 50.0% b
Mean	5.6	5.5	5.7	5.9	5.4	5.2	5.9	6.0	5.8	5.9
SD	1.4	1.6	1.5	1.4	1.6 c	1.6 d	1.4 a	1.0 b	1.5	1.6

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More intense rivalry for customers

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	123 21.1%	70 12.0%	47 8.1%	95 16.3%	65 11.1%	40 6.9%	19 3.3%	26 4.5%
1=Not Likely	3 2.4%	2 2.9%	2 4.3%	4 4.2%	2 3.1%	1 2.5%	1 5.3%	---
2=	3 2.4%	3 4.3%	---	3 3.2%	1 1.5%	---	2 10.5%	---
3=	8 6.5%	3 4.3%	3 6.4%	11 11.6%	3 4.6%	1 2.5%	---	1 3.8%
4=	8 6.5%	2 2.9%	3 6.4%	10 10.5%	2 3.1%	1 2.5%	---	---
5=	21 17.1%	15 21.4%	8 17.0%	20 21.1%	13 20.0%	6 15.0%	5 26.3%	2 7.7%
6=	38 30.9%	22 31.4%	18 38.3%	22 23.2%	24 36.9%	16 40.0%	5 26.3%	12 46.2%
7=Very Likely	40 32.5%	23 32.9%	13 27.7%	24 25.3%	20 30.8%	15 37.5%	6 31.6%	10 38.5%
Mean	5.6	5.6	5.6	5.1	5.7	6.0	5.4	6.2
SD	1.5	1.5	1.5	1.7 bCE	1.4 a	1.2 A	1.8	0.9 A

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More competitor innovation

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	583 100.0%	17 2.9%	17 2.9%	7 1.2%	7 1.2%	7 1.2%	42 7.2%	13 2.2%	38 6.5%	34 5.8%	8 1.4%	50 8.6%	18 3.1%
1=Not Likely	30 5.1%	---	1 5.9%	1 14.3%	---	---	3 7.1%	1 7.7%	3 7.9%	2 5.9%	---	2 4.0%	2 11.1%
2=	42 7.2%	---	1 5.9%	---	---	1 14.3%	7 16.7%	1 7.7%	1 2.6%	2 5.9%	---	3 6.0%	---
3=	99 17.0%	6 35.3%	3 17.6%	---	1 14.3%	2 28.6%	9 21.4%	3 23.1%	7 18.4%	5 14.7%	3 37.5%	8 16.0%	2 11.1%
4=	122 20.9%	5 29.4%	3 17.6%	2 28.6%	1 14.3%	2 28.6%	9 21.4%	2 15.4%	7 18.4%	9 26.5%	1 12.5%	14 28.0%	2 11.1%
5=	144 24.7%	3 17.6%	6 35.3%	3 42.9%	3 42.9%	1 14.3%	8 19.0%	2 15.4%	13 34.2%	11 32.4%	2 25.0%	11 22.0%	6 33.3%
6=	78 13.4%	3 17.6%	3 17.6%	---	1 14.3%	1 14.3%	3 7.1%	2 15.4%	5 13.2%	4 11.8%	---	10 20.0%	4 22.2%
7=Very Likely	40 6.9%	---	---	1 14.3%	1 14.3%	---	3 7.1%	2 15.4%	2 5.3%	---	2 25.0%	2 4.0%	2 11.1%
Mean	4.3	4.2	4.2	4.4	5.0	3.9	3.8	4.3	4.3	4.1	4.6	4.3	4.7
SD	1.5	1.1	1.4	1.8	1.3	1.3	1.6	1.9	1.5	1.3	1.7	1.4	1.7

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More competitor innovation

N=583

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	89 15.3%	98 16.8%	39 6.7%	31 5.3%	95 16.3%	28 4.8%	37 6.3%	23 3.9%	42 7.2%	20 3.4%
1=Not Likely	6 6.7%	5 5.1%	3 7.7%	1 3.2%	6 6.3%	3 10.7%	1 2.7%	1 4.3%	1 2.4%	3 15.0%
2=	9 10.1%	6 6.1%	--- ---	1 3.2%	6 6.3%	3 10.7%	1 2.7%	4 17.4%	2 4.8%	--- ---
	c		a							
3=	16 18.0%	14 14.3%	12 30.8%	6 19.4%	17 17.9%	6 21.4%	5 13.5%	5 21.7%	9 21.4%	4 20.0%
		c	b							
4=	17 19.1%	27 27.6%	6 15.4%	8 25.8%	21 22.1%	6 21.4%	9 24.3%	4 17.4%	9 21.4%	5 25.0%
5=	26 29.2%	26 26.5%	10 25.6%	6 19.4%	22 23.2%	6 21.4%	11 29.7%	7 30.4%	12 28.6%	6 30.0%
6=	10 11.2%	14 14.3%	6 15.4%	6 19.4%	12 12.6%	3 10.7%	7 18.9%	1 4.3%	9 21.4%	2 10.0%
7=Very Likely	5 5.6%	5 5.1%	2 5.1%	3 9.7%	10 10.5%	1 3.6%	3 8.1%	1 4.3%	--- ---	--- ---
					e				a	
Mean	4.1	4.3	4.2	4.5	4.3	3.8	4.6	3.8	4.3	3.9
SD	1.6	1.5	1.5	1.5	1.6	1.6	1.4	1.5	1.3	1.5
						c	bdf	c		c

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More competitor innovation

N=583	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	123 21.1%	70 12.0%	47 8.1%	95 16.3%	65 11.1%	40 6.9%	19 3.3%	26 4.5%
1=Not Likely	8 6.5%	2 2.9%	4 8.5%	7 7.4%	2 3.1%	2 5.0%	1 5.3%	2 7.7%
2=	8 6.5%	6 8.6%	1 2.1%	4 4.2%	7 10.8%	4 10.0%	1 5.3%	--- ---
3=	22 17.9%	14 20.0%	8 17.0%	18 18.9%	13 20.0%	6 15.0%	6 31.6%	5 19.2%
4=	31 25.2%	14 20.0%	7 14.9%	22 23.2%	10 15.4%	9 22.5%	4 21.1%	8 30.8%
5=	29 23.6%	25 35.7%	12 25.5%	23 24.2%	18 27.7%	9 22.5%	6 31.6%	8 30.8%
6=	17 13.8%	6 8.6%	11 23.4%	14 14.7%	10 15.4%	7 17.5%	1 5.3%	3 11.5%
7=Very Likely	7 5.7%	3 4.3%	4 8.5%	6 6.3%	5 7.7%	3 7.5%	--- ---	--- ---
Mean	4.2	4.2	4.5	4.2	4.3	4.3	3.8	4.1
SD	1.5	1.4	1.7	1.6	1.6	1.6	1.3	1.3

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More competitor price-cutting

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	583 100.0%	17 2.9%	17 2.9%	7 1.2%	7 1.2%	7 1.2%	42 7.2%	13 2.2%	38 6.5%	34 5.8%	8 1.4%	50 8.6%	18 3.1%
1=Not Likely	21 3.6%	---	---	1 14.3% K	---	---	2 4.8%	---	4 10.5% k	2 5.9%	---	---	1 5.6%
2=	27 4.6%	---	---	---	---	---	2 4.8%	---	2 5.3%	3 8.8% k	---	---	3 16.7% K
3=	40 6.9%	1 5.9%	---	1 14.3% f i	---	---	---	1 7.7% cI	3 7.9%	7 20.6% bFk	---	2 4.0% i	1 5.6%
4=	56 9.6%	2 11.8%	2 11.8%	---	---	2 28.6% fl	2 4.8% e	2 15.4%	4 10.5%	6 17.6%	2 25.0% l	8 16.0%	---
5=	94 16.1%	1 5.9% bd	6 35.3% al	1 14.3%	3 42.9% al	---	7 16.7%	1 7.7%	6 15.8%	4 11.8%	---	9 18.0%	1 5.6% bd
6=	157 26.9%	7 41.2%	2 11.8% l	1 14.3%	1 14.3%	2 28.6%	15 35.7%	3 23.1%	13 34.2%	6 17.6% l	3 37.5%	14 28.0%	9 50.0% bi
7=Very Likely	153 26.2%	6 35.3%	7 41.2% hi	3 42.9%	3 42.9%	3 42.9%	14 33.3%	5 38.5%	6 15.8% b	5 14.7% b	3 37.5%	16 32.0%	3 16.7%
Mean	5.3	5.9	5.8	5.1	6.0	5.9	5.6	5.8	4.8	4.4	5.9	5.7	5.0
SD	1.7	1.2 hI	1.1 hI	2.3	1.0 i	1.3 i	1.6 hI	1.4 i	1.9 abfk	1.8 ABdeFgjK	1.2 i	1.2 hI	2.0

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More competitor price-cutting

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	N=583									
Total	89 15.3%	98 16.8%	39 6.7%	31 5.3%	95 16.3%	28 4.8%	37 6.3%	23 3.9%	42 7.2%	20 3.4%
1=Not Likely	7 7.9%	3 3.1%	--- ---	--- ---	5 5.3%	2 7.1%	--- ---	1 4.3%	1 2.4%	1 5.0%
2=	4 4.5%	2 2.0%	3 7.7%	1 3.2%	4 4.2%	--- ---	3 8.1%	--- ---	2 4.8%	--- ---
3=	4 4.5%	5 5.1%	3 7.7%	3 9.7%	7 7.4%	2 7.1%	2 5.4%	3 13.0%	1 2.4%	--- ---
4=	12 13.5% c	13 13.3% c	--- --- abd	5 16.1% c	12 12.6%	3 10.7%	4 10.8%	3 13.0%	5 11.9%	1 5.0%
5=	12 13.5%	19 19.4%	4 10.3%	3 9.7%	10 10.5% f	5 17.9%	8 21.6%	2 8.7%	7 16.7%	6 30.0% a
6=	26 29.2%	24 24.5%	15 38.5%	11 35.5%	27 28.4%	7 25.0%	10 27.0%	9 39.1%	12 28.6%	6 30.0%
7=Very Likely	24 27.0%	30 30.6%	13 33.3%	8 25.8%	28 29.5%	8 28.6%	10 27.0%	5 21.7%	14 33.3%	6 30.0%
Mean	5.2	5.4	5.7	5.4	5.3	5.3	5.4	5.3	5.5	5.7
SD	1.8	1.5	1.5	1.5	1.8	1.8	1.5	1.6	1.5	1.4

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More competitor price-cutting

N=583

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	123 21.1%	70 12.0%	47 8.1%	95 16.3%	65 11.1%	40 6.9%	19 3.3%	26 4.5%
1=Not Likely	7 5.7%	1 1.4%	2 4.3%	6 6.3%	1 1.5%	3 7.5%	---	---
2=	7 5.7%	2 2.9%	---	4 4.2%	4 6.2%	2 5.0%	---	---
3=	7 5.7%	4 5.7%	4 8.5%	8 8.4%	3 4.6%	4 10.0%	---	1 3.8%
4=	15 12.2%	10 14.3%	2 4.3%	12 12.6%	6 9.2%	4 10.0%	1 5.3%	2 7.7%
5=	17 13.8%	12 17.1%	7 14.9%	11 11.6% d	12 18.5%	4 10.0% d	6 31.6% ac	5 19.2%
6=	33 26.8%	22 31.4%	15 31.9%	31 32.6%	17 26.2%	12 30.0%	6 31.6%	7 26.9%
7=Very Likely	35 28.5%	18 25.7%	17 36.2%	21 22.1% e	21 32.3%	11 27.5%	6 31.6%	11 42.3% a
Mean	5.2	5.4	5.7	5.1	5.5	5.1	5.9	6.0
SD	1.8	1.4	1.6	1.8 e	1.6	1.9 e	0.9	1.1 ac

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More cooperation on non-price strategies

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Comm- nications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	583 100.0%	17 2.9%	17 2.9%	7 1.2%	7 1.2%	7 1.2%	42 7.2%	13 2.2%	38 6.5%	34 5.8%	8 1.4%	50 8.6%	18 3.1%
1=Not Likely	53 9.1%	2 11.8%	--- --- c	2 28.6% bi	1 14.3%	--- ---	6 14.3%	2 15.4%	4 10.5%	1 2.9% c	1 12.5%	6 12.0%	2 11.1%
2=	71 12.2%	2 11.8%	2 11.8%	--- ---	1 14.3%	2 28.6%	9 21.4%	1 7.7%	7 18.4%	4 11.8%	1 12.5%	7 14.0%	2 11.1%
3=	61 10.5%	5 29.4% gk	1 5.9%	2 28.6%	1 14.3%	2 28.6%	7 16.7%	--- --- a	5 13.2%	4 11.8%	2 25.0%	4 8.0% a	2 11.1%
4=	187 32.1%	5 29.4%	5 29.4%	--- ---	1 14.3%	1 14.3%	7 16.7% i	5 38.5%	10 26.3%	13 38.2% f	1 12.5%	15 30.0%	6 33.3%
5=	102 17.5%	2 11.8%	5 29.4%	2 28.6%	2 28.6%	2 28.6%	7 16.7%	3 23.1%	5 13.2%	5 14.7%	2 25.0%	12 24.0%	3 16.7%
6=	53 9.1%	1 5.9%	3 17.6%	1 14.3%	--- ---	--- ---	3 7.1%	2 15.4%	3 7.9%	4 11.8%	--- ---	4 8.0%	2 11.1%
7=Very Likely	26 4.5%	--- ---	1 5.9%	--- ---	1 14.3%	--- ---	3 7.1%	--- ---	4 10.5%	1 2.9%	1 12.5%	2 4.0%	1 5.6%
Mean	3.9	3.4	4.5	3.4	3.9	3.4	3.5	3.9	3.8	4.0	3.8	3.8	3.9
SD	1.6	1.4 b	1.4 af	2.0	2.0	1.3	1.8 b	1.7	1.8	1.4	1.9	1.6	1.7

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More cooperation on non-price strategies

N=583	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	89 15.3%	98 16.8%	39 6.7%	31 5.3%	95 16.3%	28 4.8%	37 6.3%	23 3.9%	42 7.2%
1=Not Likely	10 11.2%	9 9.2%	6 15.4%	2 6.5%	12 12.6%	6 21.4% f	3 8.1%	1 4.3%	5 11.9%	--- --- b
2=	15 16.9%	9 9.2%	6 15.4%	7 22.6%	11 11.6% D	1 3.6% Df	4 10.8% d	9 39.1% ABce	6 14.3% d	5 25.0% b
3=	13 14.6%	10 10.2%	8 20.5%	4 12.9%	10 10.5%	4 14.3%	6 16.2%	3 13.0%	8 19.0%	4 20.0%
4=	19 21.3%	31 31.6%	12 30.8%	7 22.6%	27 28.4%	7 25.0%	9 24.3%	5 21.7%	11 26.2%	4 20.0%
5=	19 21.3%	22 22.4% c	3 7.7% b	6 19.4%	18 18.9%	6 21.4%	8 21.6%	2 8.7% f	6 14.3%	7 35.0% d
6=	8 9.0%	9 9.2%	3 7.7%	3 9.7%	9 9.5%	3 10.7%	5 13.5%	2 8.7%	3 7.1%	--- ---
7=Very Likely	4 4.5%	7 7.1%	1 2.6%	2 6.5%	7 7.4%	1 3.6%	2 5.4%	1 4.3%	3 7.1%	--- ---
Mean	3.7	4.1	3.3	3.8	3.9	3.7	4.0	3.3	3.7	3.7
SD	1.7	1.6 c	1.6 b	1.7	1.7	1.8	1.6	1.6	1.7	1.2

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More cooperation on non-price strategies

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	123 21.1%	70 12.0%	47 8.1%	95 16.3%	65 11.1%	40 6.9%	19 3.3%	26 4.5%
1=Not Likely	14 11.4%	3 4.3% c	8 17.0% b	13 13.7% e	7 10.8%	4 10.0%	2 10.5%	--- --- a
2=	20 16.3%	7 10.0%	5 10.6%	12 12.6% cE	4 6.2% CE	11 27.5% aBd	--- --- cE	9 34.6% ABD
3=	14 11.4%	15 21.4%	5 10.6%	10 10.5% D	7 10.8% D	6 15.0% d	8 42.1% ABce	3 11.5% d
4=	34 27.6%	23 32.9%	8 17.0%	29 30.5%	15 23.1%	10 25.0%	7 36.8%	5 19.2%
5=	21 17.1%	11 15.7%	14 29.8%	16 16.8%	17 26.2%	5 12.5%	1 5.3%	7 26.9%
6=	12 9.8%	7 10.0%	4 8.5%	9 9.5%	8 12.3%	3 7.5%	1 5.3%	1 3.8%
7=Very Likely	6 4.9%	4 5.7%	3 6.4%	4 4.2%	7 10.8%	1 2.5%	--- ---	1 3.8%
Mean	3.7	4.0	3.8	3.7	4.3	3.4	3.4	3.7
SD	1.7	1.4	1.8	1.7 b	1.7 aCd	1.6 B	1.2 b	1.5

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

Topic 1: Marketplace Dynamics - Channel partners

Focusing on your firm's channel partnerships in this market, are you more or less optimistic about your prospects for revenue growth compared to prior 12 months?

N=428	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	177 100.0%	12 6.8%	11 6.2%	3 1.7%	5 2.8%	6 3.4%	36 20.3%	10 5.6%	28 15.8%	17 9.6%	5 2.8%	31 17.5%	13 7.3%
3=More	88 25.6%	2 16.7%	3 33.3%	--- ---	1 20.0%	--- ---	2 5.6%	2 20.0%	14 50.0%	3 18.8%	1 20.0%	8 28.6%	8 61.5%
		1 f				hl	bHkL		eFi	hl		f	aeFi
2=No Change	114 33.1%	2 16.7%	4 44.4%	2 66.7%	1 20.0%	2 33.3%	14 38.9%	--- ---	7 25.0%	4 25.0%	2 40.0%	13 46.4%	3 23.1%
			g	g			g	befk				g	
1=Less	142 41.3%	8 66.7%	2 22.2%	1 33.3%	3 60.0%	4 66.7%	20 55.6%	8 80.0%	7 25.0%	9 56.3%	2 40.0%	7 25.0%	2 15.4%
		hkl	g			1	hkl	bHKL	afGi	hkl		afGi	afGi
Mean	1.8	1.5	2.1	1.7	1.6	1.3	1.5	1.4	2.3	1.6	1.8	2.0	2.5
SD	0.8	0.8	0.8	0.6	0.9	0.5	0.6	0.8	0.8	0.8	0.8	0.7	0.8
		hkL	f			hkL	bHKL	HkL	aeFGi	hL		aeFg	AEFGI

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

Topic 1: Marketplace Dynamics - Channel partners

Focusing on your firm's channel partnerships in this market, are you more or less optimistic about your prospects for revenue growth compared to prior 12 months?

N=428

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	68 38.6%	64 36.4%	29 16.5%	15 8.5%	61 36.5%	17 10.2%	30 18.0%	15 9.0%	30 18.0%
3=More	15 22.1%	20 33.9%	5 17.2%	4 26.7%	23 39.0% dE	7 41.2% de	7 24.1%	1 6.7% ab	3 10.3% Ab	2 14.3%
2=No Change	23 33.8%	18 30.5%	8 27.6%	5 33.3%	19 32.2%	4 23.5%	6 20.7%	6 40.0%	12 41.4%	2 14.3%
1=Less	30 44.1%	21 35.6%	16 55.2%	6 40.0%	17 28.8% cF	6 35.3%	16 55.2% a	8 53.3%	14 48.3%	10 71.4% A
Mean	1.8	2.0	1.6	1.9	2.1	2.1	1.7	1.5	1.6	1.4
SD	0.8	0.8	0.8	0.8	0.8 cdEF	0.9 f	0.8 a	0.6 a	0.7 A	0.8 Ab

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

Topic 1: Marketplace Dynamics - Channel partners

Focusing on your firm's channel partnerships in this market, are you more or less optimistic about your prospects for revenue growth compared to prior 12 months?

N=428	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	85 52.5%	45 27.8%	32 19.8%	64 38.3%	44 26.3%	29 17.4%	14 8.4%	16 9.6%
3=More	22 26.2%	8 18.6%	11 35.5%	19 30.6% C	16 37.2% Cd	1 3.6% AB	1 7.7% b	2 13.3%
2=No Change	28 33.3%	14 32.6%	7 22.6%	21 33.9%	10 23.3% d	11 39.3%	7 53.8% b	3 20.0%
1=Less	34 40.5%	21 48.8%	13 41.9%	22 35.5% e	17 39.5%	16 57.1%	5 38.5%	10 66.7% a
Mean	1.9	1.7	1.9	2.0	2.0	1.5	1.7	1.5
SD	0.8	0.8	0.9	0.8 Ce	0.9 C	0.6 AB	0.6	0.7 a

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

Topic 1: Marketplace Dynamics - Channel partners

Rate your optimism about your prospects for revenue growth on a scale from 0-100 with 0 being the least optimistic and 100 being the most optimistic compared to the prior 12 months.

N=428 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	428	12	11	3	5	6	36	10	28	17	5	31	13
Percent	100.0%	6.8%	6.2%	1.7%	2.8%	3.4%	20.3%	5.6%	15.8%	9.6%	2.8%	17.5%	7.3%
Optimism rating	336	12	10	3	5	6	36	10	26	15	5	28	13
	50.3	49.2	66.0	45.0	46.0	40.0	38.5	35.5	59.4	38.4	61.0	55.7	64.6
	23.9	25.2	19.7	18.0	32.1	32.2	20.9	24.9	23.4	19.3	21.9	25.6	20.3
			FGI				BHjKL	BhkL	FgI	BHjkl	fi	Fgi	FGI

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

Topic 1: Marketplace Dynamics - Channel partners

Rate your optimism about your prospects for revenue growth on a scale from 0-100 with 0 being the least optimistic and 100 being the most optimistic compared to the prior 12 months.

N=428 Number Mean SD	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Number	68	64	29	15	61	17	30	15	30
Percent	38.6%	36.4%	16.5%	8.5%	36.5%	10.2%	18.0%	9.0%	18.0%	8.4%
Optimism rating	68 46.5 24.2	57 55.1 25.6	29 44.7 26.9	15 51.3 21.1	58 55.6 26.5	17 55.6 30.0	29 43.1 22.8	15 45.0 20.5	28 44.9 25.0	13 41.8 15.8

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

Topic 1: Marketplace Dynamics - Channel partners

Rate your optimism about your prospects for revenue growth on a scale from 0-100 with 0 being the least optimistic and 100 being the most optimistic compared to the prior 12 months.

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
N=428								
Number	85	45	32	64	44	29	14	16
Percent	52.5%	27.8%	19.8%	38.3%	26.3%	17.4%	8.4%	9.6%
Mean	83	41	31	61	43	27	13	15
SD	48.9	48.0	54.7	53.1	51.4	42.9	54.2	34.2
	25.5	21.5	27.8	27.2	25.8	18.2	19.9	22.2
				e	e		e	abd

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's purchase volume

N=428	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	177 100.0%	12 6.8%	11 6.2%	3 1.7%	5 2.8%	6 3.4%	36 20.3%	10 5.6%	28 15.8%	17 9.6%	5 2.8%	31 17.5%	13 7.3%
3=Increase	83 25.0%	3 25.0%	5 50.0% Fk	--- --- h	--- --- h	1 16.7%	2 5.7% BHjL	1 10.0% h	15 55.6% dFgiK	2 13.3% h	2 40.0% f	4 15.4% bH	5 41.7% F
2=No Change	101 30.4%	2 16.7%	3 30.0%	2 66.7%	--- --- k	1 16.7%	7 20.0% k	2 20.0%	5 18.5% k	6 40.0%	2 40.0%	13 50.0% dfh	3 25.0%
1=Decrease	148 44.6%	7 58.3%	2 20.0% dFg	1 33.3%	5 100.0% bHijkl	4 66.7%	26 74.3% BHjKL	7 70.0% bh	7 25.9% DFg	7 46.7% d	1 20.0% df	9 34.6% dF	4 33.3% df
Mean	1.8	1.7	2.3	1.7	1.0	1.5	1.3	1.4	2.3	1.7	2.2	1.8	2.1
SD	0.8	0.9 h	0.8 Fg	0.6	0.0	0.8 h	0.6 BHJKL	0.7 bH	0.9 aeFGik	0.7 h	0.8 F	0.7 Fh	0.9 F

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's purchase volume

N=428	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	68 38.6%	64 36.4%	29 16.5%	15 8.5%	61 36.5%	17 10.2%	30 18.0%	15 9.0%	30 18.0%
3=Increase	18 26.9%	14 25.0%	5 17.2%	3 21.4%	19 33.9%	6 35.3%	5 17.2%	4 26.7%	3 11.5%	1 7.1%
2=No Change	12 17.9%	24 42.9%	6 20.7%	4 28.6%	17 30.4%	4 23.5%	9 31.0%	1 6.7%	8 30.8%	3 21.4%
1=Decrease	37 55.2%	18 32.1%	18 62.1%	7 50.0%	20 35.7%	7 41.2%	15 51.7%	10 66.7%	15 57.7%	10 71.4%
Mean	1.7	1.9	1.6	1.7	2.0	1.9	1.7	1.6	1.5	1.4
SD	0.9	0.8	0.8	0.8	0.8	0.9	0.8	0.9	0.7	0.6
		c	b		ef				a	a

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's purchase volume

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
N=428								
Total	85 52.5%	45 27.8%	32 19.8%	64 38.3%	44 26.3%	29 17.4%	14 8.4%	16 9.6%
3=Increase	20 24.7%	7 16.7%	10 32.3%	19 31.7% e	12 27.9% e	5 17.9%	1 7.7%	--- --- ab
2=No Change	22 27.2%	14 33.3%	7 22.6%	18 30.0%	10 23.3%	8 28.6%	4 30.8%	3 21.4%
1=Decrease	39 48.1%	21 50.0%	14 45.2%	23 38.3% E	21 48.8%	15 53.6%	8 61.5%	11 78.6% A
Mean	1.8	1.7	1.9	1.9	1.8	1.6	1.5	1.2
SD	0.8	0.8	0.9	0.8 E	0.9 e	0.8	0.7	0.4 Ab

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's price per unit

N=428	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	177 100.0%	12 6.8%	11 6.2%	3 1.7%	5 2.8%	6 3.4%	36 20.3%	10 5.6%	28 15.8%	17 9.6%	5 2.8%	31 17.5%	13 7.3%
3=Increase	33 9.9%	1 8.3%	--- ---	--- ---	2 40.0% fk	1 16.7%	2 5.7% d	1 10.0%	2 7.4%	1 6.7%	--- ---	1 3.8% d	2 16.7%
2=No Change	158 47.6%	3 25.0% bk	7 70.0% a	2 66.7%	1 20.0%	1 16.7% k	12 34.3% k	4 40.0%	15 55.6%	9 60.0%	1 20.0%	17 65.4% aef	5 41.7%
1=Decrease	141 42.5%	8 66.7% k	3 30.0%	1 33.3%	2 40.0%	4 66.7%	21 60.0% k	5 50.0%	10 37.0%	5 33.3%	4 80.0% k	8 30.8% afj	5 41.7%
Mean	1.7	1.4	1.7	1.7	2.0	1.5	1.5	1.6	1.7	1.7	1.2	1.7	1.8
SD	0.6	0.7	0.5	0.6	1.0	0.8	0.6	0.7	0.6	0.6	0.4 k	0.5 j	0.8

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's price per unit

N=428	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	68 38.6%	64 36.4%	29 16.5%	15 8.5%	61 36.5%	17 10.2%	30 18.0%	15 9.0%	30 18.0%
3=Increase	6 9.0%	3 5.4%	3 10.3%	--- ---	4 7.1%	--- ---	2 6.9%	2 13.3%	4 15.4%	--- ---
2=No Change	26 38.8% B	39 69.6% ACd	8 27.6% B	5 35.7% b	32 57.1% E	11 64.7% E	14 48.3%	7 46.7%	6 23.1% AB	4 28.6%
1=Decrease	35 52.2% B	14 25.0% ACD	18 62.1% B	9 64.3% B	20 35.7% ef	6 35.3%	13 44.8%	6 40.0%	16 61.5% a	10 71.4% a
Mean	1.6	1.8	1.5	1.4	1.7	1.6	1.6	1.7	1.5	1.3
SD	0.7 b	0.5 acD	0.7 b	0.5 B	0.6 f	0.5 f	0.6	0.7	0.8	0.5 ab

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's price per unit

N=428	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	85 52.5%	45 27.8%	32 19.8%	64 38.3%	44 26.3%	29 17.4%	14 8.4%	16 9.6%
3=Increase	6 7.4%	3 7.1%	3 9.7%	5 8.3%	4 9.3%	1 3.6%	1 7.7%	2 14.3%
2=No Change	35 43.2%	25 59.5%	13 41.9%	34 56.7% De	22 51.2% d	13 46.4%	2 15.4% Ab	3 21.4% a
1=Decrease	40 49.4%	14 33.3%	15 48.4%	21 35.0% De	17 39.5% d	14 50.0%	10 76.9% Ab	9 64.3% a
Mean	1.6	1.7	1.6	1.7	1.7	1.5	1.3	1.5
SD	0.6	0.6	0.7	0.6 d	0.6	0.6	0.6 a	0.8

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner will buy related products and services

N=428	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	177 100.0%	12 6.8%	11 6.2%	3 1.7%	5 2.8%	6 3.4%	36 20.3%	10 5.6%	28 15.8%	17 9.6%	5 2.8%	31 17.5%	13 7.3%
3=Increase	64 19.3%	2 16.7%	2 22.2%	--- ---	2 40.0%	1 16.7%	4 11.4% hL	3 30.0%	9 33.3% f	4 26.7%	1 20.0%	5 19.2%	6 50.0% F
2=No Change	184 55.6%	10 83.3% efgl	6 66.7%	3 100.0%	3 60.0%	2 33.3% a	14 40.0% a	4 40.0% a	15 55.6%	8 53.3%	3 60.0%	16 61.5%	4 33.3% a
1=Decrease	83 25.1%	--- --- eF	1 11.1% f	--- ---	--- --- f	3 50.0% ah	17 48.6% AbdHk	3 30.0%	3 11.1% eF	3 20.0%	1 20.0%	5 19.2% f	2 16.7%
Mean	1.9	2.2	2.1	2.0	2.4	1.7	1.6	2.0	2.2	2.1	2.0	2.0	2.3
SD	0.7	0.4 f	0.6	0.0	0.5 f	0.8	0.7 adHikL	0.8	0.6 F	0.7 f	0.7	0.6 f	0.8 F

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner will buy related products and services

N=428	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	68 38.6%	64 36.4%	29 16.5%	15 8.5%	61 36.5%	17 10.2%	30 18.0%	15 9.0%	30 18.0%	14 8.4%
3=Increase	14 20.9%	14 25.5%	9 31.0%	2 14.3%	13 23.2%	4 25.0%	9 31.0%	3 20.0%	4 15.4%	5 35.7%
2=No Change	32 47.8%	32 58.2%	14 48.3%	8 57.1%	34 60.7%	11 68.8%	10 34.5%	6 40.0%	13 50.0%	6 42.9%
1=Decrease	21 31.3%	9 16.4%	6 20.7%	4 28.6%	9 16.1%	1 6.3%	10 34.5%	6 40.0%	9 34.6%	3 21.4%
Mean	1.9	2.1	2.1	1.9	2.1	2.2	2.0	1.8	1.8	2.1
SD	0.7	0.6	0.7	0.7	0.6	0.5	0.8	0.8	0.7	0.8

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner will buy related products and services

N=428	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	85 52.5%	45 27.8%	32 19.8%	64 38.3%	44 26.3%	29 17.4%	14 8.4%	16 9.6%
3=Increase	20 24.7%	7 16.7%	8 26.7%	13 21.7%	12 28.6%	5 17.9%	2 15.4%	3 21.4%
2=No Change	45 55.6%	22 52.4%	15 50.0%	36 60.0%	25 59.5%	11 39.3%	7 53.8%	6 42.9%
1=Decrease	16 19.8%	13 31.0%	7 23.3%	11 18.3%	5 11.9%	12 42.9%	4 30.8%	5 35.7%
Mean	2.0	1.9	2.0	2.0	2.2	1.8	1.8	1.9
SD	0.7	0.7	0.7	0.6	0.6	0.8	0.7	0.8
				c	Ce	aB		b

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: My firm will deal directly with end customers, not through channel partners

N=428	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	177 100.0%	12 6.8%	11 6.2%	3 1.7%	5 2.8%	6 3.4%	36 20.3%	10 5.6%	28 15.8%	17 9.6%	5 2.8%	31 17.5%	13 7.3%
3=Increase	86 26.3%	5 41.7%	4 44.4%	2 66.7%	2 40.0%	2 33.3%	7 19.4%	3 30.0%	6 24.0%	4 26.7%	1 20.0%	6 23.1%	4 33.3%
2=No Change	209 63.9%	7 58.3%	4 44.4%	1 33.3%	3 60.0%	4 66.7%	25 69.4%	6 60.0%	16 64.0%	11 73.3%	4 80.0%	16 61.5%	6 50.0%
1=Decrease	32 9.8%	--- ---	1 11.1%	--- ---	--- ---	--- ---	4 11.1%	1 10.0%	3 12.0%	--- ---	--- ---	4 15.4%	2 16.7%
Mean	2.2	2.4	2.3	2.7	2.4	2.3	2.1	2.2	2.1	2.3	2.2	2.1	2.2
SD	0.6	0.5	0.7	0.6	0.5	0.5	0.6	0.6	0.6	0.5	0.4	0.6	0.7

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: My firm will deal directly with end customers, not through channel partners

N=428	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	68 38.6%	64 36.4%	29 16.5%	15 8.5%	61 36.5%	17 10.2%	30 18.0%	15 9.0%	30 18.0%
3=Increase	17 25.8%	13 23.2% c	13 44.8% b	4 30.8%	19 34.5% d	6 35.3%	8 29.6%	1 6.7% a	7 25.9%	4 28.6%
2=No Change	41 62.1%	38 67.9%	15 51.7%	8 61.5%	28 50.9% d	10 58.8%	17 63.0%	13 86.7% a	18 66.7%	10 71.4%
1=Decrease	8 12.1%	5 8.9%	1 3.4%	1 7.7%	8 14.5%	1 5.9%	2 7.4%	1 6.7%	2 7.4%	--- ---
Mean	2.1	2.1	2.4	2.2	2.2	2.3	2.2	2.0	2.2	2.3
SD	0.6 c	0.6 c	0.6 ab	0.6	0.7	0.6	0.6	0.4	0.6	0.5

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: My firm will deal directly with end customers, not through channel partners

N=428	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	85 52.5%	45 27.8%	32 19.8%	64 38.3%	44 26.3%	29 17.4%	14 8.4%	16 9.6%
3=Increase	20 25.0%	12 28.6%	11 36.7%	20 33.9%	11 26.8%	8 28.6%	3 21.4%	2 14.3%
2=No Change	55 68.8%	26 61.9%	15 50.0%	29 49.2% be	29 70.7% a	19 67.9%	10 71.4%	12 85.7% a
1=Decrease	5 6.3%	4 9.5%	4 13.3%	10 16.9% b	1 2.4% a	1 3.6%	1 7.1%	--- ---
Mean	2.2	2.2	2.2	2.2	2.2	2.3	2.1	2.1
SD	0.5	0.6	0.7	0.7	0.5	0.5	0.5	0.4

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's level of power in our relationship

N=428	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	177 100.0%	12 6.8%	11 6.2%	3 1.7%	5 2.8%	6 3.4%	36 20.3%	10 5.6%	28 15.8%	17 9.6%	5 2.8%	31 17.5%	13 7.3%
3=Increase	60 18.2%	5 41.7%	1 10.0%	--- ---	1 20.0%	--- ---	8 22.9%	1 10.0%	5 19.2%	2 12.5%	1 20.0%	4 15.4%	4 33.3%
2=No Change	195 59.3%	5 41.7% k	6 60.0%	3 100.0%	1 20.0% k	3 50.0%	20 57.1%	7 70.0%	14 53.8%	11 68.8%	3 60.0%	20 76.9% adl	5 41.7% k
1=Decrease	74 22.5%	2 16.7%	3 30.0%	--- ---	3 60.0% K	3 50.0% k	7 20.0%	2 20.0%	7 26.9%	3 18.8%	1 20.0%	2 7.7% De	3 25.0%
Mean	2.0	2.3	1.8	2.0	1.6	1.5	2.0	1.9	1.9	1.9	2.0	2.1	2.1
SD	0.6	0.8 e	0.6	0.0	0.9	0.5 ak	0.7	0.6	0.7	0.6	0.7	0.5 e	0.8

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's level of power in our relationship

N=428	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	68 38.6%	64 36.4%	29 16.5%	15 8.5%	61 36.5%	17 10.2%	30 18.0%	15 9.0%	30 18.0%
3=Increase	15 22.7%	11 19.3%	2 6.9%	4 28.6%	14 25.5% c	4 23.5% c	1 3.4% abD	6 40.0% Ce	3 11.1% d	3 21.4%
2=No Change	35 53.0%	38 66.7%	17 58.6%	8 57.1%	29 52.7%	9 52.9%	21 72.4%	8 53.3%	16 59.3%	9 64.3%
1=Decrease	16 24.2%	8 14.0% c	10 34.5% b	2 14.3%	12 21.8%	4 23.5%	7 24.1%	1 6.7%	8 29.6%	2 14.3%
Mean	2.0	2.1	1.7	2.1	2.0	2.0	1.8	2.3	1.8	2.1
SD	0.7	0.6 c	0.6 bd	0.7 c	0.7	0.7	0.5 D	0.6 Ce	0.6 d	0.6

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's level of power in our relationship

N=428	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	85 52.5%	45 27.8%	32 19.8%	64 38.3%	44 26.3%	29 17.4%	14 8.4%	16 9.6%
3=Increase	17 21.0%	4 9.5%	7 22.6%	12 20.3%	8 18.6%	5 17.9%	2 15.4%	2 14.3%
2=No Change	49 60.5%	29 69.0%	15 48.4%	33 55.9%	29 67.4%	15 53.6%	7 53.8%	11 78.6%
1=Decrease	15 18.5%	9 21.4%	9 29.0%	14 23.7%	6 14.0%	8 28.6%	4 30.8%	1 7.1%
Mean	2.0	1.9	1.9	2.0	2.0	1.9	1.8	2.1
SD	0.6	0.6	0.7	0.7	0.6	0.7	0.7	0.5

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

Topic 2: Firm Growth Strategies

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

N=349 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	349	16	15	7	7	7	41	13	34	34	7
Percent	100.0%	6.6%	6.2%	2.9%	2.9%	2.9%	16.9%	5.4%	14.0%	14.0%	2.9%	19.0%	6.2%
Existing products in existing markets	349	16	15	7	7	7	41	13	34	34	7	46	15
	49.8	45.0	57.7	62.1	44.3	54.3	42.4	44.6	48.7	61.2	36.4	49.7	55.0
	24.5	26.8	28.5	25.3	14.3	34.2	23.8	24.1	24.3	23.6	20.6	24.0	21.6
		i	f				bI	i	i	aFghjk	i	i	
Existing products in new markets	349	16	15	7	7	7	41	13	34	34	7	46	15
	16.6	15.3	12.0	4.3	14.3	12.9	19.0	10.0	13.4	16.0	15.0	19.3	19.7
	14.2	13.5	13.9	7.9	11.0	12.2	15.3	7.1	14.1	14.1	12.6	13.9	16.6
				fiKl			cg	fk		c		Cg	c
New products in existing markets	349	16	15	7	7	7	41	13	34	34	7	46	15
	25.2	30.6	20.3	30.7	31.4	22.9	27.6	35.4	28.4	17.1	37.9	22.6	17.7
	21.6	18.5	21.3	24.4	19.3	26.7	20.6	20.6	23.2	20.6	33.6	19.2	16.1
		il					i	lkl	i	afGhj	i	g	ag
New products in new markets	349	16	15	7	7	7	41	13	34	34	7	46	15
	8.4	9.1	10.0	2.9	10.0	10.0	11.0	10.0	9.6	5.7	10.7	8.4	7.7
	11.5	10.4	12.2	7.6	2.9	13.2	13.6	11.4	18.3	8.5	9.3	9.5	13.2
				d	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

N=349 Number Mean SD	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Number	82	92	39	28	89	27	34	23	41
Percent	34.0%	38.2%	16.2%	11.6%	38.5%	11.7%	14.7%	10.0%	17.7%	7.4%
Existing products in existing markets	82 46.3 24.8 b	92 53.6 24.1 a	39 47.1 25.8	28 51.3 25.7	89 47.3 25.7	27 53.7 25.0	34 49.7 25.8	23 58.3 22.9	41 52.2 24.9	17 47.6 20.2
Existing products in new markets	82 16.2 14.4	92 16.0 14.2	39 12.8 11.7	28 19.1 15.2	89 17.4 15.3	27 16.7 14.4	34 15.0 15.1	23 12.2 12.0	41 14.0 12.2	17 18.8 13.1
New products in existing markets	82 27.7 22.4	92 22.3 19.6 c	39 30.1 21.3 b	28 22.3 23.4	89 25.9 23.9	27 22.6 22.0	34 25.0 18.5	23 23.9 20.6	41 25.6 19.8	17 24.1 18.0
New products in new markets	82 9.8 15.5	92 8.0 9.9	39 10.0 12.1	28 7.3 7.4	89 9.4 15.3	27 7.0 7.9	34 10.3 12.1	23 5.7 8.0	41 8.2 9.8	17 9.4 9.0

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

Topic 2: Firm Growth Strategies

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

N=349 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	115	67	45	91	62	38	18	23
Percent	50.7%	29.5%	19.8%	39.2%	26.7%	16.4%	7.8%	9.9%
Existing products in existing markets	115 51.3 25.9	67 48.4 22.0	45 52.1 26.6	91 48.2 24.5	62 51.0 26.8	38 52.2 24.5	18 52.2 26.1	23 52.6 21.2
Existing products in new markets	115 15.6 15.3	67 18.3 13.7	45 13.6 11.3	91 17.0 14.7	62 16.3 13.7	38 15.9 15.6	18 15.0 12.9	23 13.5 10.6
New products in existing markets	115 24.8 22.6	67 23.8 16.4	45 24.6 21.3	91 25.5 22.1	62 23.5 21.5	38 23.4 19.6	18 23.3 14.8	23 26.3 20.3
New products in new markets	115 8.3 14.3	67 9.5 8.9	45 9.8 10.8	91 9.3 15.4	62 9.1 9.3	38 8.4 11.1	18 9.4 9.8	23 7.6 9.2

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

Topic 2: Firm Growth Strategies

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

N=345 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	345	16	15	6	7	7	41	13	33	34	7
Percent	100.0%	6.7%	6.3%	2.5%	2.9%	2.9%	17.2%	5.4%	13.8%	14.2%	2.9%	19.2%	5.9%
Existing products in existing markets	345	16	15	6	7	7	41	13	33	34	7	46	14
	48.1	40.6	46.2	73.3	53.6	59.3	40.1	53.1	52.7	60.3	42.9	43.8	40.4
	24.2	25.1	24.6	24.8	14.6	28.5	21.3	20.5	23.0	19.8	18.2	28.8	24.6
		cI	ci	abFjkl		f	CehI		f	AbFjKL	ci	cI	cI
Existing products in new markets	345	16	15	6	7	7	41	13	33	34	7	46	14
	18.3	15.6	15.3	1.7	11.4	16.4	20.6	10.8	18.8	15.6	14.3	20.0	18.4
	15.7	13.0	13.6	4.1	10.3	16.5	15.6	10.2	14.7	15.5	11.7	12.5	16.4
		c	c	abFHijKL			Cg	fk	C	c	c	Cg	c
New products in existing markets	345	16	15	6	7	7	41	13	33	34	7	46	14
	23.5	31.6	23.2	18.3	26.4	18.6	27.3	32.3	20.5	19.4	31.7	20.5	28.9
	19.6	23.4	17.1	15.7	19.5	25.9	21.1	23.9	15.0	19.3	28.5	14.1	26.3
		hk					hk	hk	ag		ag	ag	
New products in new markets	345	16	15	6	7	7	41	13	33	34	7	46	14
	10.0	12.2	15.3	6.7	8.6	5.7	11.9	3.8	8.0	4.8	11.1	15.7	12.3
	12.4	14.9	14.7	10.3	2.4	6.1	14.5	4.6	8.5	7.1	11.3	18.4	11.9
		i	ghI		g		i	bdkl	bk	aBfKL		ghI	gI

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

Topic 2: Firm Growth Strategies

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

N=345 Number Mean SD	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Number	80	91	39	28	86	27	34	23	41
Percent	33.6%	38.2%	16.4%	11.8%	37.7%	11.8%	14.9%	10.1%	18.0%	7.5%
Existing products in existing markets	80 45.4 23.7	91 49.2 25.9	39 46.8 26.3	28 55.2 18.3	86 44.2 24.3 e	27 48.3 22.9	34 51.3 28.9	23 52.0 23.2	41 54.9 23.9 a	17 48.8 23.0
Existing products in new markets	80 18.9 14.8 c	91 17.2 13.6 c	39 11.8 12.8 abd	28 19.3 15.5 c	86 20.9 14.8 cDE	27 16.9 13.5	34 13.9 16.0 a	23 12.0 11.7 Af	41 13.3 12.8 A	17 20.0 11.5 d
New products in existing markets	80 25.5 20.4	91 21.1 15.8 C	39 31.8 23.6 Bd	28 19.0 19.7 c	86 22.1 18.8	27 24.8 19.3	34 25.4 23.3	23 26.3 20.2	41 24.6 19.3	17 21.6 16.5
New products in new markets	80 10.1 11.6	91 12.5 15.5	39 9.6 12.9	28 6.5 8.7	86 12.8 15.5 e	27 10.0 11.4	34 9.3 13.0	23 9.8 12.8	41 7.2 10.6 a	17 9.6 10.9

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

Topic 2: Firm Growth Strategies

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

N=345 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	114	66	44	88	62	38	18	23
Percent	50.9%	29.5%	19.6%	38.4%	27.1%	16.6%	7.9%	10.0%
Existing products in existing markets	114 47.8 27.6	66 48.4 21.0	44 50.6 22.5	88 46.6 25.4	62 44.9 25.0	38 54.2 25.3	18 55.0 21.4	23 53.7 20.6
Existing products in new markets	114 16.6 15.1	66 18.0 13.2	44 16.7 13.9	88 19.9 14.3 C	62 17.2 14.9	38 12.4 11.8 A	18 14.7 12.5	23 15.2 12.5
New products in existing markets	114 24.6 21.1	66 23.5 17.1	44 22.2 17.7	88 21.6 17.9	62 26.6 21.9	38 24.7 18.9	18 21.7 13.7	23 22.3 19.7
New products in new markets	114 11.0 15.5	66 10.1 11.3	44 10.5 10.7	88 11.9 15.5	62 11.3 12.3	38 8.6 11.2	18 8.6 10.4	23 8.8 12.6

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

Topic 2: Firm Growth Strategies

Sales revenue growth

N=583 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	583	17	17	7	7	7	42	13	38	34	8
Percent	100.0%	6.6%	6.6%	2.7%	2.7%	2.7%	16.3%	5.0%	14.7%	13.2%	3.1%	19.4%	7.0%
What was your firm's sales revenue growth rate in the prior 12 months?	329 31.1 182.6	13 52.6 110.3	13 47.2 81.5	7 11.7 47.5	7 -2.6 18.4	6 12.8 8.0	39 8.5 12.7	13 5.4 13.4	36 150.4 523.7	27 2.2 21.4	8 58.8 128.6	43 19.8 61.5	15 10.7 7.0
		fi	FI		1		aBj			aBj	fi		d
What was your firm's target for sales revenue growth in the prior 12 months?	326 40.6 161.0	13 41.5 71.1	13 73.5 133.3	7 11.7 12.8	7 6.3 8.2	6 13.8 10.0	38 46.1 209.1	13 11.1 7.8	36 126.5 366.1	27 10.9 10.3	8 73.1 172.6	43 35.0 151.2	15 21.2 24.6
		i	i							ab			
What is your firm's target for sales revenue growth in the next 12 months?	327 31.6 121.4	13 37.1 76.3	13 60.5 134.5	7 -11.4 27.3	7 2.6 9.5	6 24.2 38.8	38 44.1 242.8	13 2.7 13.6	36 61.6 118.6	28 7.2 17.8	8 90.6 226.5	42 34.3 153.4	16 32.0 51.1
			i	il					i	bchl			ci

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

Topic 2: Firm Growth Strategies

Sales revenue growth

N=583 Number Mean SD	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Number	89	98	39	31	95	28	37	23	42
Percent	34.6%	38.1%	15.2%	12.1%	38.8%	11.4%	15.1%	9.4%	17.1%	8.2%
What was your firm's sales revenue growth rate in the prior 12 months?	76 33.2 127.5	85 56.8 330.0	36 20.4 71.5	29 23.6 68.8	89 85.9 343.1	26 8.5 23.2	33 13.5 17.5	20 9.3 12.9	37 3.5 13.5	18 7.1 18.8
							E		C	
What was your firm's target for sales revenue growth in the prior 12 months?	75 56.8 191.4	85 56.3 244.7	36 27.6 50.8	29 28.2 91.0	89 100.3 295.0	27 15.9 20.5	32 18.8 19.9	20 12.4 12.6	36 9.5 7.8	18 13.8 28.7
							e		c	
What is your firm's target for sales revenue growth in the next 12 months?	76 43.0 182.0	85 37.3 131.0	37 22.7 60.6	29 30.4 119.6	90 78.3 216.1	27 17.0 22.6	33 9.4 24.2	20 7.0 13.4	37 3.5 7.2	16 2.2 16.2
					e	Ef			aB	b

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

Topic 2: Firm Growth Strategies

Sales revenue growth

N=583 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	123	70	47	95	65	40	19	26
Percent	51.3%	29.2%	19.6%	38.8%	26.5%	16.3%	7.8%	10.6%
What was your firm's sales revenue growth rate in the prior 12 months?	111 54.2 303.3	64 14.4 51.5	43 41.4 93.2	87 49.7 141.5	61 65.5 384.0	31 10.3 17.3	18 0.6 12.9	22 4.2 11.2
						d	c	
What was your firm's target for sales revenue growth in the prior 12 months?	111 59.7 244.0	63 29.2 125.8	44 51.8 110.6	87 77.4 215.6	62 51.6 253.2	30 15.4 22.6	17 6.6 8.1	22 7.8 6.0
What is your firm's target for sales revenue growth in the next 12 months?	111 36.1 152.7	64 22.0 124.9	44 49.0 125.8	88 70.7 212.7	62 17.7 41.5	31 4.5 14.7	18 3.3 6.4	20 2.3 8.1

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

Topic 2: Firm Growth Strategies

What was your firm's sales revenue growth rate in the prior 12 months? (Quintiles)

N=583	Total	Industry Sector											
		Consumer Packaged Goods	Commun- ications Media	Mining Construc- tion	Trans- portation	Energy	Manufac- turing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
0-20%	210 74.7%	9 75.0%	7 53.8%	3 60.0%	4 100.0%	5 83.3%	28 84.8%	7 77.8%	21 63.6%	20 95.2%	5 62.5%	26 70.3%	13 86.7%
21-40%	46 16.4%	1 8.3%	3 23.1%	1 20.0%	---	1 16.7%	4 12.1%	2 22.2%	4 12.1%	---	2 25.0%	9 24.3%	2 13.3%
41-60%	6 2.1%	---	---	---	---	---	1 3.0%	---	2 6.1%	1 4.8%	---	1 2.7%	---
61-80%	1 0.4%	---	1 7.7%	---	---	---	---	---	---	---	---	---	---
80%+	18 6.4%	2 16.7%	2 15.4%	1 20.0%	---	---	---	---	6 18.2%	---	1 12.5%	1 2.7%	---

Topic 2: Firm Growth Strategies

What was your firm's sales revenue growth rate in the prior 12 months? (Quintiles)

N=583	Economic Sector				Sales Revenue					
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$100+ billion
Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%	20 8.2%
0-20%	53 76.8%	52 72.2%	20 76.9%	21 77.8%	53 66.3%	16 72.7%	23 74.2%	11 73.3%	28 93.3%	13 92.9%
21-40%	9 13.0%	13 18.1%	3 11.5%	4 14.8%	12 15.0%	5 22.7%	6 19.4%	4 26.7%	2 6.7%	---
41-60%	2 2.9%	2 2.8%	---	1 3.7%	2 2.5%	1 4.5%	2 6.5%	---	---	---
61-80%	---	---	1 3.8%	---	---	---	---	---	---	1 7.1%
80%+	5 7.2%	5 6.9%	2 7.7%	1 3.7%	13 16.3%	---	---	---	---	---

Topic 2: Firm Growth Strategies

What was your firm's sales revenue growth rate in the prior 12 months? (Quintiles)

N=583	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
0-20%	68 71.6%	41 80.4%	31 75.6%	52 66.7%	41 74.5%	18 72.0%	12 92.3%	18 100.0%
21-40%	17 17.9%	7 13.7%	4 9.8%	13 16.7%	9 16.4%	6 24.0%	1 7.7%	--- ---
41-60%	4 4.2%	1 2.0%	--- ---	2 2.6%	3 5.5%	--- ---	--- ---	--- ---
61-80%	--- ---	1 2.0%	--- ---	--- ---	--- ---	1 4.0%	--- ---	--- ---
80%+	6 6.3%	1 2.0%	6 14.6%	11 14.1%	2 3.6%	--- ---	--- ---	--- ---

Topic 2: Firm Growth Strategies

What was your firm's target for sales revenue growth in the prior 12 months? (Quintiles)

N=583	Total	Industry Sector											
		Consumer Packaged Goods	Commun- ications Media	Mining Construc- tion	Trans- portation	Energy	Manufac- turing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
0-20%	244 76.7%	9 69.2%	5 38.5%	5 83.3%	6 100.0%	5 83.3%	34 89.5%	12 92.3%	13 37.1%	24 92.3%	6 75.0%	36 87.8%	11 73.3%
21-40%	36 11.3%	2 15.4%	4 30.8%	1 16.7%	---	1 16.7%	2 5.3%	1 7.7%	9 25.7%	1 3.8%	1 12.5%	3 7.3%	2 13.3%
41-60%	14 4.4%	---	1 7.7%	---	---	---	1 2.6%	---	6 17.1%	1 3.8%	---	1 2.4%	1 6.7%
61-80%	3 0.9%	---	---	---	---	---	---	---	1 2.9%	---	---	---	---
80%+	21 6.6%	2 15.4%	3 23.1%	---	---	---	1 2.6%	---	6 17.1%	---	1 12.5%	1 2.4%	1 6.7%

Topic 2: Firm Growth Strategies

What was your firm's target for sales revenue growth in the prior 12 months? (Quintiles)

N=583	Economic Sector				Sales Revenue					
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$100+ billion
Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%	20 8.2%
0-20%	53 70.7%	60 74.1%	27 79.4%	25 86.2%	55 62.5%	20 76.9%	24 75.0%	16 84.2%	32 94.1%	16 94.1%
21-40%	10 13.3%	12 14.8%	2 5.9%	3 10.3%	12 13.6%	5 19.2%	5 15.6%	2 10.5%	2 5.9%	--- ---
41-60%	6 8.0%	5 6.2%	--- ---	--- ---	8 9.1%	--- ---	2 6.3%	1 5.3%	--- ---	--- ---
61-80%	--- ---	--- ---	1 2.9%	--- ---	--- ---	1 3.8%	--- ---	--- ---	--- ---	--- ---
80%+	6 8.0%	4 4.9%	4 11.8%	1 3.4%	13 14.8%	--- ---	1 3.1%	--- ---	--- ---	1 5.9%

Topic 2: Firm Growth Strategies

What was your firm's target for sales revenue growth in the prior 12 months? (Quintiles)

N=583	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
0-20%	80 74.8%	51 83.6%	28 63.6%	54 63.5%	48 77.4%	24 82.8%	15 100.0%	21 100.0%
21-40%	12 11.2%	6 9.8%	8 18.2%	12 14.1%	8 12.9%	4 13.8%	---	---
41-60%	7 6.5%	2 3.3%	2 4.5%	8 9.4%	2 3.2%	---	---	---
61-80%	1 0.9%	---	---	---	1 1.6%	---	---	---
80%+	7 6.5%	2 3.3%	6 13.6%	11 12.9%	3 4.8%	1 3.4%	---	---

Topic 2: Firm Growth Strategies

What is your firm's target for sales revenue growth in the next 12 months? (Quintiles)

N=583	Total	Industry Sector											
		Consumer Packaged Goods	Communi- cations Media	Mining Construc- tion	Trans- portation	Energy	Manufac- turing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
0-20%	224 75.4%	9 75.0%	10 76.9%	4 100.0%	5 100.0%	4 66.7%	27 87.1%	10 90.9%	16 45.7%	23 88.5%	4 57.1%	33 82.5%	11 68.8%
21-40%	36 12.1%	1 8.3%	---	---	---	1 16.7%	3 9.7%	1 9.1%	9 25.7%	2 7.7%	2 28.6%	5 12.5%	2 12.5%
41-60%	11 3.7%	---	1 7.7%	---	---	---	---	---	3 8.6%	1 3.8%	---	---	1 6.3%
61-80%	3 1.0%	---	---	---	---	---	---	---	1 2.9%	---	---	1 2.5%	---
80%+	23 7.7%	2 16.7%	2 15.4%	---	---	1 16.7%	1 3.2%	---	6 17.1%	---	1 14.3%	1 2.5%	2 12.5%

Topic 2: Firm Growth Strategies

What is your firm's target for sales revenue growth in the next 12 months? (Quintiles)

N=583	Economic Sector				Sales Revenue					
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$100+ billion
Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%	20 8.2%
0-20%	47 69.1%	61 75.3%	24 82.8%	24 85.7%	55 63.2%	19 73.1%	24 82.8%	12 75.0%	31 96.9%	13 100.0%
21-40%	12 17.6%	11 13.6%	---	3 10.7%	12 13.8%	5 19.2%	3 10.3%	4 25.0%	1 3.1%	---
41-60%	2 2.9%	4 4.9%	---	---	4 4.6%	1 3.8%	1 3.4%	---	---	---
61-80%	1 1.5%	1 1.2%	---	---	2 2.3%	---	---	---	---	---
80%+	6 8.8%	4 4.9%	5 17.2%	1 3.6%	14 16.1%	1 3.8%	1 3.4%	---	---	---

Topic 2: Firm Growth Strategies

What is your firm's target for sales revenue growth in the next 12 months? (Quintiles)

N=583	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
0-20%	69 70.4%	51 89.5%	31 72.1%	52 61.9%	44 78.6%	21 84.0%	16 100.0%	17 100.0%
21-40%	15 15.3%	4 7.0%	5 11.6%	14 16.7%	7 12.5%	4 16.0%	---	---
41-60%	4 4.1%	1 1.8%	1 2.3%	5 6.0%	1 1.8%	---	---	---
61-80%	1 1.0%	---	1 2.3%	2 2.4%	---	---	---	---
80%+	9 9.2%	1 1.8%	5 11.6%	11 13.1%	4 7.1%	---	---	---

Topic 2: Firm Growth Strategies

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

N=352 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	352	16	14	7	7	7	39	13	36	34	8
Percent	100.0%	6.6%	5.7%	2.9%	2.9%	2.9%	16.0%	5.3%	14.8%	13.9%	3.3%	19.3%	6.6%
Growth from your firm internally	352	16	14	7	7	7	39	13	36	34	8	47	16
	70.9	74.1	68.2	82.1	89.3	52.1	69.9	94.2	60.3	73.3	72.5	73.2	69.1
	30.1	28.2	21.0	19.5	10.2	26.4	35.5	8.9	26.7	34.1	28.7	27.1	32.2
		g	dG	eh	bEH	cDG	g	aBEfHijKl	cDGk	g	g	Gh	g
Growth from acquisitions	352	16	14	7	7	7	39	13	36	34	8	47	16
	8.8	7.2	2.5	9.3	0.7	17.9	10.8	3.1	9.7	18.0	3.1	6.1	6.9
	18.6	16.1	6.7	11.7	1.9	28.8	23.0	7.2	20.4	30.6	7.0	12.5	11.8
									k			i	
Growth from partnerships	352	16	14	7	7	7	39	13	36	34	8	47	16
	13.3	10.9	21.4	8.6	6.4	24.3	10.7	0.8	17.9	7.3	17.5	15.5	17.2
	19.1	14.3	14.9	18.6	8.5	18.8	19.6	1.9	20.0	13.7	20.4	19.6	17.4
		g	dGI		beg	dGI		aBdEHJKL	Gi	BEhkl	G	Gi	Gi
Growth from licensing arrangements	352	16	14	7	7	7	39	13	36	34	8	47	16
	7.0	7.8	7.9	0.0	3.6	5.7	8.7	1.9	12.1	1.5	6.9	5.2	6.9
	14.9	14.3	9.3	0.0	7.5	10.2	21.6	3.8	20.9	5.4	8.8	16.2	14.8
		i	gI					b	I	aBHj	i		

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

Topic 2: Firm Growth Strategies

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

N=352 Number Mean SD	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Number	85	92	36	30	91	27	34	22	40
Percent	35.0%	37.9%	14.8%	12.3%	39.4%	11.7%	14.7%	9.5%	17.3%	7.4%
Growth from your firm internally	85 68.5 31.2 c	92 69.8 29.3	36 80.1 22.2 a	30 71.5 32.4	91 69.0 31.6	27 73.4 22.9	34 79.1 26.5	22 70.9 33.9	40 70.5 28.2	17 72.4 27.7
Growth from acquisitions	85 9.9 20.9	92 8.8 19.0	36 5.4 11.3	30 12.6 25.0	91 3.8 13.3 DE	27 5.3 10.8 e	34 8.7 20.3	22 15.7 26.1 A	40 19.0 26.5 Ab	17 7.9 17.0
Growth from partnerships	85 12.8 17.8	92 15.6 20.1	36 9.3 13.6	30 11.9 15.3	91 17.5 21.5 ce	27 13.1 13.2	34 7.7 16.6 a	22 10.8 19.9	40 8.4 11.5 a	17 13.5 10.7
Growth from licensing arrangements	85 8.7 19.3	92 5.7 15.1	36 5.1 10.7	30 4.0 7.4	91 9.7 20.5 e	27 8.1 20.4	34 4.4 9.2	22 2.6 6.7	40 2.1 4.7 af	17 6.2 9.8 e

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

Topic 2: Firm Growth Strategies

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

N=352 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	118	65	46	92	62	39	18	21
Percent	51.5%	28.4%	20.1%	39.7%	26.7%	16.8%	7.8%	9.1%
Growth from your firm internally	118 74.2 28.6	65 72.9 29.3	46 66.0 28.7	92 67.9 32.5	62 76.4 24.3	39 71.5 32.0	18 75.6 20.4	21 79.3 18.5
Growth from acquisitions	118 8.7 20.9	65 9.6 17.3	46 9.3 20.0	92 4.9 14.9 Cd	62 7.4 16.0 c	39 16.3 26.2 Ab	18 13.1 18.5 a	21 9.7 18.0
Growth from partnerships	118 12.4 18.9	65 12.3 16.7	46 14.6 14.5	92 16.5 21.0	62 11.7 15.7	39 9.8 17.0	18 7.8 8.8	21 8.4 9.2
Growth from licensing arrangements	118 4.7 12.4 c	65 5.2 10.9	46 10.1 21.8 a	92 10.7 22.4 bc	62 4.6 9.4 a	39 2.4 5.7 a	18 3.6 6.8	21 2.6 6.0

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: United States

N=247	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	242 100.0%	16 6.6%	15 6.2%	7 2.9%	7 2.9%	5 2.1%	37 15.3%	13 5.4%	36 14.9%	32 13.2%	8 3.3%	48 19.8%	18 7.4%
1st	222 94.1%	16 100.0%	14 100.0%	6 100.0%	6 100.0%	5 100.0%	32 94.1%	12 100.0%	31 86.1%	30 96.8%	7 87.5%	41 89.1%	18 100.0%
2nd	9 3.8%	---	---	---	---	---	1 2.9%	---	4 11.1%	---	---	4 8.7%	---
3rd	5 2.1%	---	---	---	---	---	1 2.9%	---	1 2.8%	1 3.2%	1 12.5%	1 2.2%	---

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: United States

N=247

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	80 33.3%	94 39.2%	38 15.8%	28 11.7%	94 40.9%	25 10.9%	33 14.3%	21 9.1%	39 17.0%	18 7.8%
1st	73 94.8%	84 92.3%	35 100.0%	25 92.6%	87 95.6% f	23 95.8%	26 86.7%	20 95.2%	37 97.4%	14 82.4% a
2nd	4 5.2%	4 4.4%	--- ---	1 3.7%	3 3.3%	1 4.2%	2 6.7%	1 4.8%	1 2.6%	1 5.9%
3rd	--- ---	3 3.3%	--- ---	1 3.7%	1 1.1% f	--- ---	2 6.7%	--- ---	--- --- f	2 11.8% ae

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: United States

N=247

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	120 51.9%	66 28.6%	45 19.5%	92 39.8%	63 27.3%	35 15.2%	18 7.8%	23 10.0%
1st	108 93.9%	62 95.4%	38 92.7%	86 96.6%	53 91.4%	32 91.4%	16 94.1%	20 90.9%
2nd	6 5.2%	1 1.5%	2 4.9%	2 2.2%	4 6.9%	1 2.9%	1 5.9%	1 4.5%
3rd	1 0.9%	2 3.1%	1 2.4%	1 1.1%	1 1.7%	2 5.7%	--- ---	1 4.5%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Canada

N=247	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	242 100.0%	16 6.6%	15 6.2%	7 2.9%	7 2.9%	5 2.1%	37 15.3%	13 5.4%	36 14.9%	32 13.2%	8 3.3%	48 19.8%	18 7.4%
1st	2 1.4%	---	---	---	---	---	---	1 10.0%	1 6.3%	---	---	---	---
2nd	89 64.0%	10 71.4%	7 77.8%	1 33.3%	2 66.7%	2 100.0%	9 50.0%	6 60.0%	9 56.3%	14 63.6%	2 66.7%	18 69.2%	6 60.0%
3rd	48 34.5%	4 28.6%	2 22.2%	2 66.7%	1 33.3%	---	9 50.0%	3 30.0%	6 37.5%	8 36.4%	1 33.3%	8 30.8%	4 40.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Canada

N=247

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	80 33.3%	94 39.2%	38 15.8%	28 11.7%	94 40.9%	25 10.9%	33 14.3%	21 9.1%	39 17.0%	18 7.8%
1st	--- ---	2 3.4%	--- ---	--- ---	1 1.7%	--- ---	--- ---	--- ---	1 4.8%	--- ---
2nd	24 58.5%	39 66.1%	12 57.1%	10 76.9%	38 64.4%	12 80.0%	9 56.3%	5 45.5%	12 57.1%	3 50.0%
3rd	17 41.5%	18 30.5%	9 42.9%	3 23.1%	20 33.9%	3 20.0%	7 43.8%	6 54.5%	8 38.1%	3 50.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Canada

N=247

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	120 51.9%	66 28.6%	45 19.5%	92 39.8%	63 27.3%	35 15.2%	18 7.8%	23 10.0%
1st	1 1.6%	--- ---	1 3.6%	--- ---	1 3.1%	--- ---	--- ---	1 9.1% a
2nd	39 60.9%	21 56.8%	21 75.0%	40 66.7%	24 75.0% e	9 52.9%	5 50.0%	4 36.4% b
3rd	24 37.5%	16 43.2%	6 21.4%	20 33.3%	7 21.9% e	8 47.1%	5 50.0%	6 54.5% b

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Mexico

N=247	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	242 100.0%	16 6.6%	15 6.2%	7 2.9%	7 2.9%	5 2.1%	37 15.3%	13 5.4%	36 14.9%	32 13.2%	8 3.3%	48 19.8%	18 7.4%
1st	1 2.2%	---	---	---	---	---	---	---	---	---	---	1 12.5%	---
2nd	15 32.6%	---	1 33.3%	---	---	---	2 25.0%	2 100.0% k	2 40.0%	3 42.9%	2 66.7%	1 12.5%	2 66.7% g
3rd	30 65.2%	2 100.0%	2 66.7%	3 100.0%	1 100.0%	1 100.0%	6 75.0%	---	3 60.0%	4 57.1%	1 33.3%	6 75.0%	1 33.3%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Mexico

N=247

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	80 33.3%	94 39.2%	38 15.8%	28 11.7%	94 40.9%	25 10.9%	33 14.3%	21 9.1%	39 17.0%	18 7.8%
1st	--- ---	1 5.6%	--- ---	--- ---	1 6.7%	--- ---	--- ---	--- ---	--- ---	--- ---
2nd	2 16.7%	7 38.9%	1 20.0%	5 50.0%	5 33.3%	2 50.0%	2 28.6%	1 16.7%	5 55.6%	--- ---
3rd	10 83.3%	10 55.6%	4 80.0%	5 50.0%	9 60.0%	2 50.0%	5 71.4%	5 83.3%	4 44.4%	1 100.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Mexico

N=247

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	120 51.9%	66 28.6%	45 19.5%	92 39.8%	63 27.3%	35 15.2%	18 7.8%	23 10.0%
1st	--- ---	--- ---	1 14.3%	1 5.3%	--- ---	--- ---	--- ---	--- ---
2nd	8 33.3%	4 33.3%	3 42.9%	8 42.1% b	1 7.7% a	3 50.0%	--- ---	3 50.0%
3rd	16 66.7%	8 66.7%	3 42.9%	10 52.6% b	12 92.3% a	3 50.0%	1 100.0%	3 50.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: China

N=247	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	242 100.0%	16 6.6%	15 6.2%	7 2.9%	7 2.9%	5 2.1%	37 15.3%	13 5.4%	36 14.9%	32 13.2%	8 3.3%	48 19.8%	18 7.4%
1st	5 13.9%	---	---	---	---	---	2 25.0%	---	1 16.7%	---	---	1 14.3%	---
2nd	14 38.9%	1 100.0% h	---	1 100.0% h	---	1 100.0% h	2 25.0%	---	---	2 50.0%	---	4 57.1% h	2 66.7%
3rd	17 47.2%	---	2 100.0%	---	---	---	4 50.0%	1 100.0%	5 83.3%	2 50.0%	---	2 28.6%	1 33.3%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: China

N=247

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	80 33.3%	94 39.2%	38 15.8%	28 11.7%	94 40.9%	25 10.9%	33 14.3%	21 9.1%	39 17.0%	18 7.8%
1st	1 8.3%	2 13.3%	--- ---	--- ---	--- ---	--- ---	1 14.3%	--- ---	1 16.7%	2 50.0%
2nd	3 25.0%	6 40.0%	3 75.0%	2 66.7%	4 50.0%	2 40.0%	3 42.9%	1 33.3%	1 16.7%	2 50.0%
3rd	8 66.7%	7 46.7%	1 25.0%	1 33.3%	4 50.0%	3 60.0%	3 42.9%	2 66.7%	4 66.7%	--- ---

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: China

N=247

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	120 51.9%	66 28.6%	45 19.5%	92 39.8%	63 27.3%	35 15.2%	18 7.8%	23 10.0%
1st	1 7.1%	--- ---	2 25.0%	--- ---	2 15.4%	--- ---	1 33.3%	1 33.3%
2nd	5 35.7%	5 55.6%	3 37.5%	3 42.9%	6 46.2%	2 28.6%	1 33.3%	--- ---
3rd	8 57.1%	4 44.4%	3 37.5%	4 57.1%	5 38.5%	5 71.4%	1 33.3%	2 66.7%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Japan

N=247	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	242 100.0%	16 6.6%	15 6.2%	7 2.9%	7 2.9%	5 2.1%	37 15.3%	13 5.4%	36 14.9%	32 13.2%	8 3.3%	48 19.8%	18 7.4%
1st	2 6.9%	---	---	---	---	---	---	---	---	---	1 100.0%	1 25.0%	---
2nd	11 37.9%	---	1 50.0%	---	---	---	1 25.0%	3 100.0%	2 28.6%	2 40.0%	---	2 50.0%	---
3rd	16 55.2%	---	1 50.0%	---	1 100.0%	---	3 75.0%	---	5 71.4%	3 60.0%	---	1 25.0%	2 100.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Japan

N=247

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	80 33.3%	94 39.2%	38 15.8%	28 11.7%	94 40.9%	25 10.9%	33 14.3%	21 9.1%	39 17.0%	18 7.8%
1st	--- ---	1 14.3%	--- ---	1 20.0%	1 11.1%	1 25.0%	--- ---	--- ---	--- ---	--- ---
2nd	4 30.8%	2 28.6%	3 75.0%	2 40.0%	3 33.3% c	2 50.0%	4 100.0% aef	1 33.3%	--- ---	--- ---
3rd	9 69.2%	4 57.1%	1 25.0%	2 40.0%	5 55.6%	1 25.0% e	--- --- ef	2 66.7%	5 100.0% bc	3 100.0% c

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Japan

N=247	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	120 51.9%	66 28.6%	45 19.5%	92 39.8%	63 27.3%	35 15.2%	18 7.8%	23 10.0%
1st	--- ---	1 11.1%	1 20.0%	1 10.0%	1 20.0%	--- ---	--- ---	--- ---
2nd	8 57.1% b	1 11.1% a	1 20.0%	5 50.0%	2 40.0%	4 50.0%	--- ---	--- ---
3rd	6 42.9%	7 77.8%	3 60.0%	4 40.0%	2 40.0%	4 50.0%	1 100.0%	3 100.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Korea

N=247	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	242 100.0%	16 6.6%	15 6.2%	7 2.9%	7 2.9%	5 2.1%	37 15.3%	13 5.4%	36 14.9%	32 13.2%	8 3.3%	48 19.8%	18 7.4%
1st	3 60.0%	---	1 100.0%	---	---	---	1 100.0%	---	---	---	---	1 100.0%	---
2nd	---	---	---	---	---	---	---	---	---	---	---	---	---
3rd	2 40.0%	1 100.0%	---	---	---	---	---	---	---	---	1 100.0%	---	---

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Korea

N=247

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	80 33.3%	94 39.2%	38 15.8%	28 11.7%	94 40.9%	25 10.9%	33 14.3%	21 9.1%	39 17.0%	18 7.8%
1st	--- ---	1 100.0%	1 100.0%	1 50.0%	1 50.0%	--- ---	2 100.0%	--- ---	--- ---	--- ---
2nd	--- ---	--- ---	--- ---	--- ---	--- ---	--- ---	--- ---	--- ---	--- ---	--- ---
3rd	1 100.0%	--- ---	--- ---	1 50.0%	1 50.0%	--- ---	--- ---	--- ---	--- ---	1 100.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Korea

N=247

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	120 51.9%	66 28.6%	45 19.5%	92 39.8%	63 27.3%	35 15.2%	18 7.8%	23 10.0%
1st	2 66.7%	1 100.0%	--- ---	1 100.0%	1 50.0%	1 100.0%	--- ---	--- ---
2nd	--- ---	--- ---	--- ---	--- ---	--- ---	--- ---	--- ---	--- ---
3rd	1 33.3%	--- ---	1 100.0%	--- ---	1 50.0%	--- ---	1 100.0%	--- ---

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: India

N=247	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	242 100.0%	16 6.6%	15 6.2%	7 2.9%	7 2.9%	5 2.1%	37 15.3%	13 5.4%	36 14.9%	32 13.2%	8 3.3%	48 19.8%	18 7.4%
1st	2 14.3%	---	---	---	---	---	1 50.0%	---	---	1 33.3%	---	---	---
2nd	6 42.9%	---	---	---	---	---	1 50.0%	---	3 100.0%	---	---	---	1 50.0%
3rd	6 42.9%	---	1 100.0%	---	---	---	---	---	---	2 66.7%	---	2 100.0%	1 50.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: India

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	80 33.3%	94 39.2%	38 15.8%	28 11.7%	94 40.9%	25 10.9%	33 14.3%	21 9.1%	39 17.0%
1st	1 33.3%	1 16.7%	--- ---	--- ---	1 25.0%	--- ---	1 33.3%	--- ---	--- ---	--- ---
2nd	2 66.7%	2 33.3%	--- ---	--- ---	2 50.0%	--- ---	1 33.3%	--- ---	--- ---	2 100.0%
3rd	--- ---	3 50.0%	2 100.0%	1 100.0%	1 25.0%	--- ---	1 33.3%	--- ---	3 100.0%	--- ---

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: India

N=247

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	120 51.9%	66 28.6%	45 19.5%	92 39.8%	63 27.3%	35 15.2%	18 7.8%	23 10.0%
1st	1 12.5%	--- ---	1 25.0%	--- ---	1 50.0%	1 20.0%	--- ---	--- ---
2nd	2 25.0%	--- ---	2 50.0%	2 66.7%	1 50.0%	1 20.0%	--- ---	1 50.0%
3rd	5 62.5%	--- ---	1 25.0%	1 33.3%	--- ---	3 60.0%	--- ---	1 50.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Russia

N=247	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	242 100.0%	16 6.6%	15 6.2%	7 2.9%	7 2.9%	5 2.1%	37 15.3%	13 5.4%	36 14.9%	32 13.2%	8 3.3%	48 19.8%	18 7.4%
1st	---	---	---	---	---	---	---	---	---	---	---	---	---
2nd	---	---	---	---	---	---	---	---	---	---	---	---	---
3rd	1 100.0%	---	---	---	---	---	---	---	---	---	---	1 100.0%	---

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Russia

N=247

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	80 33.3%	94 39.2%	38 15.8%	28 11.7%	94 40.9%	25 10.9%	33 14.3%	21 9.1%	39 17.0%	18 7.8%
1st	---	---	---	---	---	---	---	---	---	---
2nd	---	---	---	---	---	---	---	---	---	---
3rd	---	1 100.0%	---	---	---	---	---	---	1 100.0%	---

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Russia

N=247

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	120 51.9%	66 28.6%	45 19.5%	92 39.8%	63 27.3%	35 15.2%	18 7.8%	23 10.0%
1st	---	---	---	---	---	---	---	---
2nd	---	---	---	---	---	---	---	---
3rd	---	1 100.0%	---	---	---	---	1 100.0%	---

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Eastern Europe

N=247	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	242 100.0%	16 6.6%	15 6.2%	7 2.9%	7 2.9%	5 2.1%	37 15.3%	13 5.4%	36 14.9%	32 13.2%	8 3.3%	48 19.8%	18 7.4%
1st	---	---	---	---	---	---	---	---	---	---	---	---	---
2nd	5 41.7%	---	---	---	1 100.0%	1 100.0%	---	---	1 25.0%	1 50.0%	---	---	1 100.0%
3rd	7 58.3%	---	1 100.0%	---	---	---	---	---	3 75.0%	1 50.0%	---	2 100.0%	---

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Eastern Europe

N=247	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	80 33.3%	94 39.2%	38 15.8%	28 11.7%	94 40.9%	25 10.9%	33 14.3%	21 9.1%	39 17.0%
1st	---	---	---	---	---	---	---	---	---	---
2nd	2 40.0%	2 40.0%	1 100.0%	---	2 50.0%	---	---	---	1 100.0%	1 50.0%
3rd	3 60.0%	3 60.0%	---	1 100.0%	2 50.0%	3 100.0%	1 100.0%	---	---	1 50.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Eastern Europe

N=247	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	120 51.9%	66 28.6%	45 19.5%	92 39.8%	63 27.3%	35 15.2%	18 7.8%	23 10.0%
1st	---	---	---	---	---	---	---	---
2nd	1 16.7%	2 100.0%	1 33.3%	1 33.3%	2 40.0%	---	1 100.0%	---
3rd	5 83.3%	---	2 66.7%	2 66.7%	3 60.0%	---	---	1 100.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Western Europe

N=247	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	242 100.0%	16 6.6%	15 6.2%	7 2.9%	7 2.9%	5 2.1%	37 15.3%	13 5.4%	36 14.9%	32 13.2%	8 3.3%	48 19.8%	18 7.4%
1st	9 8.1%	--- --- c	--- ---	1 100.0% aFhkl	1 20.0%	--- ---	1 4.3% C	--- ---	3 12.0% c	1 14.3%	--- ---	2 8.7% c	--- ---
2nd	59 53.2%	4 57.1%	2 66.7%	--- ---	3 60.0%	1 33.3%	15 65.2% g	--- --- fhl	15 60.0% g	2 28.6%	1 50.0%	11 47.8%	5 83.3% g
3rd	43 38.7%	3 42.9%	1 33.3%	--- ---	1 20.0%	2 66.7%	7 30.4% g	4 100.0% dfhkl	7 28.0% g	4 57.1%	1 50.0%	10 43.5% g	1 16.7% g

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Western Europe

N=247

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	80 33.3%	94 39.2%	38 15.8%	28 11.7%	94 40.9%	25 10.9%	33 14.3%	21 9.1%	39 17.0%	18 7.8%
1st	5 10.4%	1 2.8%	2 11.1%	1 14.3%	1 2.2% cf	1 14.3%	3 23.1% ae	1 11.1%	--- --- c	2 18.2% a
2nd	30 62.5%	15 41.7%	11 61.1%	2 28.6%	20 43.5% e	2 28.6% e	6 46.2%	7 77.8%	15 78.9% ab	7 63.6%
3rd	13 27.1% B	20 55.6% A	5 27.8%	4 57.1%	25 54.3% def	4 57.1%	4 30.8%	1 11.1% a	4 21.1% a	2 18.2% a

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Western Europe

N=247

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	120 51.9%	66 28.6%	45 19.5%	92 39.8%	63 27.3%	35 15.2%	18 7.8%	23 10.0%
1st	6 11.5%	2 5.7%	1 5.6%	2 5.0%	4 16.0%	1 7.7%	1 8.3%	1 7.1%
2nd	28 53.8%	21 60.0%	7 38.9%	15 37.5%	11 44.0%	10 76.9%	7 58.3%	11 78.6%
3rd	18 34.6%	12 34.3%	10 55.6%	23 57.5%	10 40.0%	2 15.4%	4 33.3%	2 14.3%
				ce	e	a		ab
				cE		a		A

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Brazil

N=247	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	242 100.0%	16 6.6%	15 6.2%	7 2.9%	7 2.9%	5 2.1%	37 15.3%	13 5.4%	36 14.9%	32 13.2%	8 3.3%	48 19.8%	18 7.4%
1st	---	---	---	---	---	---	---	---	---	---	---	---	---
2nd	2 14.3%	---	1 100.0%	---	---	---	---	---	---	---	---	1 100.0%	---
3rd	12 85.7%	1 100.0%	---	---	1 100.0%	---	4 100.0%	1 100.0%	1 100.0%	2 100.0%	---	---	1 100.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Brazil

N=247

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	80 33.3%	94 39.2%	38 15.8%	28 11.7%	94 40.9%	25 10.9%	33 14.3%	21 9.1%	39 17.0%	18 7.8%
1st	---	---	---	---	---	---	---	---	---	---
2nd	---	1 50.0%	---	1 100.0%	2 40.0%	---	---	---	---	---
	d			a						
3rd	8 100.0%	1 50.0%	2 100.0%	---	3 60.0%	1 100.0%	1 100.0%	2 100.0%	1 100.0%	2 100.0%
	d			a						

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Brazil

N=247

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	120 51.9%	66 28.6%	45 19.5%	92 39.8%	63 27.3%	35 15.2%	18 7.8%	23 10.0%
1st	---	---	---	---	---	---	---	---
2nd	1 14.3%	1 25.0%	---	1 33.3%	1 20.0%	---	---	---
3rd	6 85.7%	3 75.0%	2 100.0%	2 66.7%	4 80.0%	1 100.0%	---	3 100.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Middle East

N=247	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	242 100.0%	16 6.6%	15 6.2%	7 2.9%	7 2.9%	5 2.1%	37 15.3%	13 5.4%	36 14.9%	32 13.2%	8 3.3%	48 19.8%	18 7.4%
1st	---	---	---	---	---	---	---	---	---	---	---	---	---
2nd	7 36.8%	1 50.0%	1 50.0%	---	---	---	2 100.0%	---	---	---	1 100.0%	2 40.0%	---
3rd	12 63.2%	1 50.0%	1 50.0%	---	---	2 100.0%	---	---	1 100.0%	---	---	3 60.0%	4 100.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Middle East

N=247

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	80 33.3%	94 39.2%	38 15.8%	28 11.7%	94 40.9%	25 10.9%	33 14.3%	21 9.1%	39 17.0%	18 7.8%
1st	---	---	---	---	---	---	---	---	---	---
2nd	3 50.0%	2 28.6%	---	2 66.7%	1 14.3%	1 50.0%	2 66.7%	---	---	2 100.0%
3rd	3 50.0%	5 71.4%	3 100.0%	1 33.3%	6 85.7%	1 50.0%	1 33.3%	1 100.0%	3 100.0%	---

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Middle East

N=247

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	120 51.9%	66 28.6%	45 19.5%	92 39.8%	63 27.3%	35 15.2%	18 7.8%	23 10.0%
1st	---	---	---	---	---	---	---	---
2nd	5 41.7%	2 40.0%	---	---	5 62.5%	---	---	2 100.0%
				be	a			a
3rd	7 58.3%	3 60.0%	2 100.0%	6 100.0%	3 37.5%	1 100.0%	1 100.0%	---
				be	a			a

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Other:

N=247	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	242 100.0%	16 6.6%	15 6.2%	7 2.9%	7 2.9%	5 2.1%	37 15.3%	13 5.4%	36 14.9%	32 13.2%	8 3.3%	48 19.8%	18 7.4%
1st	1 1.3%	---	---	---	---	---	---	---	---	---	---	1 5.6%	---
2nd	30 38.0%	---	2 33.3%	5 71.4%	1 33.3%	---	4 57.1%	2 33.3%	---	8 61.5%	2 40.0%	5 27.8%	1 25.0%
3rd	48 60.8%	4 100.0%	4 66.7%	2 28.6%	2 66.7%	---	3 42.9%	4 66.7%	4 100.0%	5 38.5%	3 60.0%	12 66.7%	3 75.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Other:

N=247

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	80 33.3%	94 39.2%	38 15.8%	28 11.7%	94 40.9%	25 10.9%	33 14.3%	21 9.1%	39 17.0%	18 7.8%
1st	--- ---	1 2.9%	--- ---	--- ---	1 3.1%	--- ---	--- ---	--- ---	--- ---	--- ---
2nd	6 42.9%	14 41.2%	7 38.9%	3 27.3%	14 43.8%	3 30.0%	4 33.3%	5 71.4%	4 40.0%	--- ---
3rd	8 57.1%	19 55.9%	11 61.1%	8 72.7%	17 53.1%	7 70.0%	8 66.7%	2 28.6%	6 60.0%	3 100.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Other:

N=247

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	120 51.9%	66 28.6%	45 19.5%	92 39.8%	63 27.3%	35 15.2%	18 7.8%	23 10.0%
1st	1 2.4%	--- ---	--- ---	1 2.9%	--- ---	--- ---	--- ---	--- ---
2nd	17 41.5%	8 44.4%	5 31.3%	15 42.9%	6 28.6%	5 45.5%	3 50.0%	1 50.0%
3rd	23 56.1%	10 55.6%	11 68.8%	19 54.3%	15 71.4%	6 54.5%	3 50.0%	1 50.0%

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: United States

N=244	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	239 100.0%	16 6.7%	14 5.9%	7 2.9%	7 2.9%	5 2.1%	38 15.9%	13 5.4%	36 15.1%	32 13.4%	8 3.3%	46 19.2%	17 7.1%
1st	209 90.9%	16 100.0%	12 92.3%	6 100.0%	5 83.3%	5 100.0%	27 79.4% i	12 92.3%	29 87.9%	29 96.7% f	7 87.5%	41 91.1%	16 94.1%
2nd	10 4.3%	---	---	---	---	---	3 8.8%	---	2 6.1%	1 3.3%	---	3 6.7%	1 5.9%
3rd	11 4.8%	---	1 7.7%	---	1 16.7% i	---	4 11.8%	1 7.7%	2 6.1%	---	1 12.5%	1 2.2%	---

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: United States

N=244

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	80 33.8%	91 38.4%	38 16.0%	28 11.8%	92 40.5%	25 11.0%	33 14.5%	21 9.3%	38 16.7%	18 7.9%
1st	63 85.1% b	84 94.4% a	32 91.4%	25 96.2%	84 94.4% f	23 95.8%	26 86.7%	20 95.2%	30 85.7%	12 75.0% a
2nd	6 8.1%	3 3.4%	1 2.9%	--- ---	3 3.4%	--- ---	3 10.0%	1 4.8%	1 2.9%	1 6.3%
3rd	5 6.8%	2 2.2%	2 5.7%	1 3.8%	2 2.2% eF	1 4.2%	1 3.3%	--- ---	4 11.4% a	3 18.8% Ad

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: United States

N=244	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	119 52.0%	65 28.4%	45 19.7%	91 39.7%	63 27.5%	35 15.3%	17 7.4%	23 10.0%
1st	105 93.8%	55 88.7%	36 85.7%	83 93.3%	54 94.7%	29 82.9%	12 85.7%	19 86.4%
2nd	5 4.5%	3 4.8%	2 4.8%	4 4.5%	1 1.8%	3 8.6%	1 7.1%	--- ---
3rd	2 1.8% c	4 6.5%	4 9.5% a	2 2.2% e	2 3.5%	3 8.6%	1 7.1%	3 13.6% a

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Canada

N=244	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	239 100.0%	16 6.7%	14 5.9%	7 2.9%	7 2.9%	5 2.1%	38 15.9%	13 5.4%	36 15.1%	32 13.4%	8 3.3%	46 19.2%	17 7.1%
1st	1 0.9%	---	---	---	---	---	---	---	---	1 5.3%	---	---	---
2nd	74 66.1%	7 63.6%	4 57.1%	1 33.3%	1 50.0%	2 100.0%	5 41.7% k	7 77.8%	9 75.0%	12 63.2%	1 100.0%	19 76.0% f	3 50.0%
3rd	37 33.0%	4 36.4%	3 42.9%	2 66.7%	1 50.0%	---	7 58.3% k	2 22.2%	3 25.0%	6 31.6%	---	6 24.0% f	3 50.0%

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Canada

N=244

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	80 33.8%	91 38.4%	38 16.0%	28 11.8%	92 40.5%	25 11.0%	33 14.5%	21 9.3%	38 16.7%	18 7.9%
1st	---	---	1 7.1%	---	---	---	---	---	---	---
2nd	18 58.1%	37 71.2%	6 42.9% d	9 90.0% c	33 66.0%	11 78.6% d	8 57.1%	3 33.3% b	10 71.4%	1 100.0%
3rd	13 41.9%	15 28.8%	7 50.0%	1 10.0%	17 34.0%	3 21.4% d	6 42.9%	6 66.7% b	4 28.6%	---

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Canada

N=244

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	119 52.0%	65 28.4%	45 19.7%	91 39.7%	63 27.5%	35 15.3%	17 7.4%	23 10.0%
1st	1 1.8%	--- ---	--- ---	--- c	--- ---	1 8.3%	--- ---	--- ---
2nd	36 64.3%	17 63.0%	14 70.0%	35 67.3%	21 72.4%	5 41.7%	4 50.0%	2 66.7%
3rd	19 33.9%	10 37.0%	6 30.0%	17 32.7%	8 27.6%	6 50.0%	4 50.0%	1 33.3%

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Mexico

N=244	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	239 100.0%	16 6.7%	14 5.9%	7 2.9%	7 2.9%	5 2.1%	38 15.9%	13 5.4%	36 15.1%	32 13.4%	8 3.3%	46 19.2%	17 7.1%
1st	1 2.3%	---	---	---	---	---	---	---	---	---	---	1 14.3%	---
2nd	15 34.1%	2 100.0%	1 25.0%	---	---	---	2 28.6%	1 100.0%	1 20.0%	4 50.0%	2 66.7%	1 14.3%	1 50.0%
3rd	28 63.6%	---	3 75.0%	3 100.0%	1 100.0%	1 100.0%	5 71.4%	---	4 80.0%	4 50.0%	1 33.3%	5 71.4%	1 50.0%

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Mexico

N=244

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	80 33.8%	91 38.4%	38 16.0%	28 11.8%	92 40.5%	25 11.0%	33 14.5%	21 9.3%	38 16.7%	18 7.9%
1st	--- ---	1 5.9%	--- ---	--- ---	1 6.3%	--- ---	--- ---	--- ---	--- ---	--- ---
2nd	3 27.3%	7 41.2%	2 40.0%	3 30.0%	5 31.3%	2 50.0%	2 33.3%	2 40.0%	3 37.5%	--- ---
3rd	8 72.7%	9 52.9%	3 60.0%	7 70.0%	10 62.5%	2 50.0%	4 66.7%	3 60.0%	5 62.5%	1 100.0%

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Mexico

N=244

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	119 52.0%	65 28.4%	45 19.7%	91 39.7%	63 27.5%	35 15.3%	17 7.4%	23 10.0%
1st	---	---	1 16.7%	1 5.3%	---	---	---	---
2nd	7 31.8%	6 46.2%	1 16.7%	8 42.1%	1 8.3% c	4 66.7% b	1 50.0%	1 25.0%
3rd	15 68.2%	7 53.8%	4 66.7%	10 52.6% b	11 91.7% ac	2 33.3% b	1 50.0%	3 75.0%

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: China

N=244	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	239 100.0%	16 6.7%	14 5.9%	7 2.9%	7 2.9%	5 2.1%	38 15.9%	13 5.4%	36 15.1%	32 13.4%	8 3.3%	46 19.2%	17 7.1%
1st	14 24.6%	---	---	---	1 33.3%	---	5 35.7%	1 100.0%	4 40.0%	1 20.0%	---	1 11.1%	1 25.0%
2nd	19 33.3%	1 25.0%	2 100.0% fh	---	1 33.3%	1 100.0%	3 21.4% b	---	1 10.0% bk	2 40.0%	---	5 55.6% h	2 50.0%
3rd	24 42.1%	3 75.0%	---	2 100.0%	1 33.3%	---	6 42.9%	---	5 50.0%	2 40.0%	---	3 33.3%	1 25.0%

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: China

N=244

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	80 33.8%	91 38.4%	38 16.0%	28 11.8%	92 40.5%	25 11.0%	33 14.5%	21 9.3%	38 16.7%	18 7.9%
1st	9 42.9%	3 16.7%	1 9.1%	--- ---	1 14.3%	--- ---	3 33.3%	--- ---	4 30.8%	5 45.5%
2nd	3 14.3%	7 38.9%	4 36.4%	5 100.0%	3 42.9%	3 42.9%	2 22.2%	1 16.7%	4 30.8%	4 36.4%
3rd	9 42.9%	8 44.4%	6 54.5%	--- ---	3 42.9%	4 57.1%	4 44.4%	5 83.3%	5 38.5%	2 18.2%
								f		d

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: China

N=244

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	119 52.0%	65 28.4%	45 19.7%	91 39.7%	63 27.5%	35 15.3%	17 7.4%	23 10.0%
1st	6 22.2%	3 21.4%	4 36.4%	1 16.7%	4 23.5%	2 15.4%	2 50.0%	3 23.1%
2nd	9 33.3%	5 35.7%	3 27.3%	2 33.3%	7 41.2%	2 15.4%	1 25.0%	6 46.2%
3rd	12 44.4%	6 42.9%	4 36.4%	3 50.0%	6 35.3%	9 69.2%	1 25.0%	4 30.8%

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Japan

N=244	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	239 100.0%	16 6.7%	14 5.9%	7 2.9%	7 2.9%	5 2.1%	38 15.9%	13 5.4%	36 15.1%	32 13.4%	8 3.3%	46 19.2%	17 7.1%
1st	4 13.3%	---	1 50.0%	---	---	---	1 20.0%	---	---	---	1 50.0%	1 25.0%	---
2nd	12 40.0%	---	1 50.0%	---	---	---	2 40.0%	3 100.0%	3 37.5%	---	---	2 50.0%	1 50.0%
3rd	14 46.7%	1 100.0%	---	---	---	---	2 40.0%	---	5 62.5%	3 100.0%	1 50.0%	1 25.0%	1 50.0%

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Japan

N=244

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	80 33.8%	91 38.4%	38 16.0%	28 11.8%	92 40.5%	25 11.0%	33 14.5%	21 9.3%	38 16.7%	18 7.9%
1st	1 7.1%	1 16.7%	--- ---	2 33.3%	1 8.3%	1 25.0%	1 25.0%	--- ---	1 16.7%	--- ---
2nd	6 42.9%	2 33.3%	3 75.0%	1 16.7%	3 25.0%	3 75.0%	2 50.0%	2 66.7%	2 33.3%	--- ---
3rd	7 50.0%	3 50.0%	1 25.0%	3 50.0%	8 66.7% b	--- a	1 25.0%	1 33.3%	3 50.0%	1 100.0%

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Japan

N=244

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	119 52.0%	65 28.4%	45 19.7%	91 39.7%	63 27.5%	35 15.3%	17 7.4%	23 10.0%
1st	1 7.1%	2 20.0%	1 20.0%	1 9.1%	2 40.0%	--- ---	1 50.0%	--- ---
2nd	6 42.9%	3 30.0%	2 40.0%	3 27.3%	2 40.0%	5 71.4%	--- ---	1 50.0%
3rd	7 50.0%	5 50.0%	2 40.0%	7 63.6%	1 20.0%	2 28.6%	1 50.0%	1 50.0%

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Korea

N=244	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	239 100.0%	16 6.7%	14 5.9%	7 2.9%	7 2.9%	5 2.1%	38 15.9%	13 5.4%	36 15.1%	32 13.4%	8 3.3%	46 19.2%	17 7.1%
1st	2 22.2%	---	---	---	---	---	1 50.0%	---	---	---	---	1 50.0%	---
2nd	1 11.1%	---	1 100.0%	---	---	---	---	---	---	---	---	---	---
3rd	6 66.7%	1 100.0%	---	---	---	---	1 50.0%	---	2 100.0%	---	1 100.0%	1 50.0%	---

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Korea

N=244

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	80 33.8%	91 38.4%	38 16.0%	28 11.8%	92 40.5%	25 11.0%	33 14.5%	21 9.3%	38 16.7%
1st	--- ---	1 50.0%	1 50.0%	--- ---	1 25.0%	--- ---	1 50.0%	--- ---	--- ---	--- ---
2nd	--- ---	--- ---	1 50.0%	--- ---	--- ---	--- ---	--- ---	--- ---	--- ---	1 50.0%
3rd	4 100.0%	1 50.0%	--- ---	1 100.0%	3 75.0%	--- ---	1 50.0%	--- ---	--- ---	1 50.0%

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Korea

N=244

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	119 52.0%	65 28.4%	45 19.7%	91 39.7%	63 27.5%	35 15.3%	17 7.4%	23 10.0%
1st	1 25.0%	1 33.3%	--- ---	1 50.0%	--- ---	1 50.0%	--- ---	--- ---
2nd	--- ---	1 33.3%	--- ---	--- ---	--- ---	1 50.0%	--- ---	--- ---
3rd	3 75.0%	1 33.3%	1 100.0%	1 50.0%	2 100.0%	--- ---	1 100.0%	1 100.0%

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: India

N=244	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	239 100.0%	16 6.7%	14 5.9%	7 2.9%	7 2.9%	5 2.1%	38 15.9%	13 5.4%	36 15.1%	32 13.4%	8 3.3%	46 19.2%	17 7.1%
1st	4 19.0%	---	1 100.0%	---	---	---	1 33.3%	---	1 16.7%	---	---	---	---
2nd	9 42.9%	1 100.0%	---	---	---	---	1 33.3%	1 100.0%	5 83.3% i	---	---	---	1 33.3%
3rd	8 38.1%	---	---	---	---	---	1 33.3%	---	---	3 100.0% ijk	1 100.0% h	1 100.0% h	2 66.7% h

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: India

N=244

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	80 33.8%	91 38.4%	38 16.0%	28 11.8%	92 40.5%	25 11.0%	33 14.5%	21 9.3%	38 16.7%	18 7.9%
1st	2 28.6%	--- ---	1 25.0%	--- ---	1 33.3%	--- ---	--- ---	--- ---	2 28.6%	--- ---
2nd	3 42.9%	3 60.0%	1 25.0%	1 33.3%	2 66.7%	1 100.0%	1 100.0%	--- ---	2 28.6%	3 50.0%
3rd	2 28.6%	2 40.0%	2 50.0%	2 66.7%	--- ---	--- ---	--- ---	--- ---	3 42.9%	3 50.0%

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: India

N=244

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	119 52.0%	65 28.4%	45 19.7%	91 39.7%	63 27.5%	35 15.3%	17 7.4%	23 10.0%
1st	--- ---	1 25.0%	2 25.0%	--- ---	1 25.0%	1 33.3%	--- ---	1 11.1%
2nd	2 28.6%	1 25.0%	5 62.5%	2 66.7%	2 50.0%	1 33.3%	--- ---	4 44.4%
3rd	5 71.4% c	2 50.0%	1 12.5% a	1 33.3%	1 25.0%	1 33.3%	--- ---	4 44.4%

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Russia

N=244	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	239 100.0%	16 6.7%	14 5.9%	7 2.9%	7 2.9%	5 2.1%	38 15.9%	13 5.4%	36 15.1%	32 13.4%	8 3.3%	46 19.2%	17 7.1%
1st	---	---	---	---	---	---	---	---	---	---	---	---	---
2nd	1 20.0%	---	---	---	1 100.0%	---	---	---	---	---	---	---	---
3rd	4 80.0%	---	---	---	---	1 100.0%	1 100.0%	---	1 100.0%	---	---	1 100.0%	---

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Russia

N=244

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	80 33.8%	91 38.4%	38 16.0%	28 11.8%	92 40.5%	25 11.0%	33 14.5%	21 9.3%	38 16.7%	18 7.9%
1st	---	---	---	---	---	---	---	---	---	---
2nd	1 33.3%	---	---	---	---	---	---	---	---	1 50.0%
3rd	2 66.7%	2 100.0%	---	---	---	---	1 100.0%	---	2 100.0%	1 50.0%

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Russia

N=244

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	119 52.0%	65 28.4%	45 19.7%	91 39.7%	63 27.5%	35 15.3%	17 7.4%	23 10.0%
1st	---	---	---	---	---	---	---	---
2nd	1 50.0%	---	---	---	1 33.3%	---	---	---
3rd	1 50.0%	2 100.0%	1 100.0%	---	2 66.7%	---	2 100.0%	---

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Eastern Europe

N=244	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	239 100.0%	16 6.7%	14 5.9%	7 2.9%	7 2.9%	5 2.1%	38 15.9%	13 5.4%	36 15.1%	32 13.4%	8 3.3%	46 19.2%	17 7.1%
1st	1 9.1%	---	---	---	---	---	---	---	---	1 33.3%	---	---	---
2nd	7 63.6%	---	---	---	1 100.0%	1 100.0%	1 100.0%	---	1 50.0%	1 33.3%	1 100.0%	---	1 100.0%
3rd	3 27.3%	---	---	---	---	---	---	---	1 50.0%	1 33.3%	---	1 100.0%	---

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Eastern Europe

N=244

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	80 33.8%	91 38.4%	38 16.0%	28 11.8%	92 40.5%	25 11.0%	33 14.5%	21 9.3%	38 16.7%	18 7.9%
1st	--- ---	1 16.7%	--- ---	--- ---	--- ---	--- ---	--- ---	--- ---	1 50.0%	--- ---
2nd	2 66.7%	3 50.0%	1 100.0%	1 100.0%	4 80.0%	--- ---	--- ---	--- ---	1 50.0%	1 50.0%
3rd	1 33.3%	2 33.3%	--- ---	--- ---	1 20.0%	1 100.0%	--- ---	--- ---	--- ---	1 50.0%

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Eastern Europe

N=244

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	119 52.0%	65 28.4%	45 19.7%	91 39.7%	63 27.5%	35 15.3%	17 7.4%	23 10.0%
1st	--- ---	1 25.0%	--- ---	--- ---	--- ---	--- ---	1 50.0%	--- ---
2nd	1 33.3%	3 75.0%	2 66.7%	3 60.0%	2 100.0%	--- ---	1 50.0%	--- ---
3rd	2 66.7%	--- ---	1 33.3%	2 40.0%	--- ---	--- ---	--- ---	1 100.0%

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Western Europe

N=244	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	239 100.0%	16 6.7%	14 5.9%	7 2.9%	7 2.9%	5 2.1%	38 15.9%	13 5.4%	36 15.1%	32 13.4%	8 3.3%	46 19.2%	17 7.1%
1st	7 6.8%	--- --- c	--- ---	1 100.0% afhiKl	1 25.0%	--- ---	2 10.5% c	--- ---	2 8.7% c	--- --- c	--- ---	1 4.8% C	--- ---
2nd	50 48.5%	5 62.5%	1 33.3%	--- ---	2 50.0%	--- ---	13 68.4% g	--- --- fh	14 60.9% g	3 50.0%	1 100.0%	8 38.1%	3 33.3%
3rd	46 44.7%	3 37.5%	2 66.7%	--- ---	1 25.0%	2 100.0% f	4 21.1% eGkl	4 100.0% Fh	7 30.4% g	3 50.0%	--- ---	12 57.1% f	6 66.7% f

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Western Europe

N=244

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	80 33.8%	91 38.4%	38 16.0%	28 11.8%	92 40.5%	25 11.0%	33 14.5%	21 9.3%	38 16.7%	18 7.9%
1st	4 9.5%	--- --- d	2 10.0%	1 14.3% b	3 6.4%	1 16.7%	1 7.1%	1 11.1%	--- ---	1 12.5%
2nd	26 61.9% b	11 34.4% a	10 50.0%	2 28.6%	19 40.4% e	2 33.3%	8 57.1%	6 66.7%	10 71.4% a	4 50.0%
3rd	12 28.6% B	21 65.6% A	8 40.0%	4 57.1%	25 53.2%	3 50.0%	5 35.7%	2 22.2%	4 28.6%	3 37.5%

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Western Europe

N=244	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	119 52.0%	65 28.4%	45 19.7%	91 39.7%	63 27.5%	35 15.3%	17 7.4%	23 10.0%
1st	4 8.0%	2 6.5%	1 5.6%	3 7.1%	2 8.7%	1 6.7%	1 11.1%	--- ---
2nd	26 52.0%	15 48.4%	8 44.4%	14 33.3%	13 56.5%	9 60.0%	5 55.6%	6 66.7%
3rd	20 40.0%	14 45.2%	9 50.0%	25 59.5%	8 34.8%	5 33.3%	3 33.3%	3 33.3%

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Brazil

N=244	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	239 100.0%	16 6.7%	14 5.9%	7 2.9%	7 2.9%	5 2.1%	38 15.9%	13 5.4%	36 15.1%	32 13.4%	8 3.3%	46 19.2%	17 7.1%
1st	---	---	---	---	---	---	---	---	---	---	---	---	---
2nd	7 43.8%	---	1 100.0%	---	---	---	3 50.0%	---	---	1 33.3%	---	1 100.0%	---
3rd	9 56.3%	---	---	---	---	---	3 50.0%	1 100.0%	2 100.0%	2 66.7%	---	---	1 100.0%

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Brazil

N=244

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	80 33.8%	91 38.4%	38 16.0%	28 11.8%	92 40.5%	25 11.0%	33 14.5%	21 9.3%	38 16.7%	18 7.9%
1st	---	---	---	---	---	---	---	---	---	---
2nd	4 40.0%	1 33.3%	---	1 100.0%	3 42.9%	---	---	1 50.0%	---	1 100.0%
3rd	6 60.0%	2 66.7%	1 100.0%	---	4 57.1%	1 100.0%	1 100.0%	1 50.0%	1 100.0%	---

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Brazil

N=244

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	119 52.0%	65 28.4%	45 19.7%	91 39.7%	63 27.5%	35 15.3%	17 7.4%	23 10.0%
1st	---	---	---	---	---	---	---	---
2nd	4 44.4%	1 33.3%	1 33.3%	3 42.9%	2 50.0%	---	---	1 50.0%
3rd	5 55.6%	2 66.7%	2 66.7%	4 57.1%	2 50.0%	1 100.0%	---	1 50.0%

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Middle East

N=244	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	239 100.0%	16 6.7%	14 5.9%	7 2.9%	7 2.9%	5 2.1%	38 15.9%	13 5.4%	36 15.1%	32 13.4%	8 3.3%	46 19.2%	17 7.1%
1st	---	---	---	---	---	---	---	---	---	---	---	---	---
2nd	11 50.0%	---	1 33.3%	1 100.0%	---	1 50.0%	1 50.0%	---	---	---	1 100.0%	3 50.0%	3 100.0%
3rd	11 50.0%	2 100.0%	2 66.7%	---	---	1 50.0%	1 50.0%	---	1 100.0%	1 100.0%	---	3 50.0%	---

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Middle East

N=244

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	80 33.8%	91 38.4%	38 16.0%	28 11.8%	92 40.5%	25 11.0%	33 14.5%	21 9.3%	38 16.7%
1st	---	---	---	---	---	---	---	---	---	---
2nd	2 33.3%	4 50.0%	3 75.0%	2 50.0%	4 66.7%	1 33.3%	3 50.0%	---	1 33.3%	1 100.0%
3rd	4 66.7%	4 50.0%	1 25.0%	2 50.0%	2 33.3%	2 66.7%	3 50.0%	2 100.0%	2 66.7%	---

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Middle East

N=244

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	119 52.0%	65 28.4%	45 19.7%	91 39.7%	63 27.5%	35 15.3%	17 7.4%	23 10.0%
1st	---	---	---	---	---	---	---	---
2nd	6 42.9%	3 50.0%	2 100.0%	3 60.0%	6 54.5%	---	1 100.0%	1 100.0%
3rd	8 57.1%	3 50.0%	---	2 40.0%	5 45.5%	3 100.0%	---	---

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Other

N=244	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	239 100.0%	16 6.7%	14 5.9%	7 2.9%	7 2.9%	5 2.1%	38 15.9%	13 5.4%	36 15.1%	32 13.4%	8 3.3%	46 19.2%	17 7.1%
1st	1 1.4%	---	---	---	---	---	1 12.5%	---	---	---	---	---	---
2nd	28 38.9%	---	2 40.0%	5 100.0% aghk	1 33.3%	---	4 50.0%	1 16.7% c	---	8 53.3%	2 40.0%	4 26.7% c	1 33.3%
3rd	43 59.7%	2 100.0% c	3 60.0%	---	2 66.7%	---	3 37.5%	5 83.3% c	3 100.0% c	7 46.7%	3 60.0%	11 73.3% c	2 66.7%

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Other

N=244

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	80 33.8%	91 38.4%	38 16.0%	28 11.8%	92 40.5%	25 11.0%	33 14.5%	21 9.3%	38 16.7%	18 7.9%
1st	1 7.1%	---	---	---	---	---	1 9.1%	---	---	---
2nd	6 42.9%	13 39.4%	6 46.2%	3 30.0%	13 43.3%	2 20.0% d	4 36.4%	5 83.3% b	4 44.4%	---
3rd	7 50.0%	20 60.6%	7 53.8%	7 70.0%	17 56.7%	8 80.0% d	6 54.5%	1 16.7% b	5 55.6%	2 100.0%

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

Topic 2: Firm Growth Strategies

Expected strategic importance of: Other

N=244

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	119 52.0%	65 28.4%	45 19.7%	91 39.7%	63 27.5%	35 15.3%	17 7.4%	23 10.0%
1st	1 2.7%	--- ---	--- ---	1 3.1%	--- ---	--- ---	--- ---	--- ---
2nd	16 43.2%	7 43.8%	5 33.3%	14 43.8%	5 25.0%	5 62.5%	3 50.0%	1 50.0%
3rd	20 54.1%	9 56.3%	10 66.7%	17 53.1%	15 75.0%	3 37.5%	3 50.0%	1 50.0%

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

Topic 3: Marketing Spending

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

N=583 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Comm- nications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	583	17	17	7	7	7	42	13	38	34	8
Percent	100.0%	6.6%	6.6%	2.7%	2.7%	2.7%	16.3%	5.0%	14.7%	13.2%	3.1%	19.4%	7.0%
Overall marketing spending	212	15	11	6	4	4	36	13	30	28	6	39	14
	0.5	-2.5	15.0	-12.5	-3.3	0.0	-4.3	-6.7	9.7	-4.1	18.0	0.4	6.7
	25.1	26.6	33.7 fk	19.4 kl	12.4	12.9	22.4 b	23.0	35.1	25.7	40.4 k	12.8 bcj	16.0 c
Internet marketing spending	195	13	11	6	4	2	34	13	28	26	6	35	13
	10.2	-4.6	52.4	3.3	10.5	5.0	3.2	2.5	16.3	11.3	19.7	6.0	11.1
	41.7	27.5 h	149.3	13.3	9.9 f	7.1	5.1 dHjI	7.7	26.8 aF	32.4	39.0 f	23.3	18.1 f
Traditional advertising spending	178	13	10	6	4	3	31	12	26	23	4	30	12
	-7.3	-12.6	-6.9	-14.3	-10.8	-2.7	-9.9	-7.4	-4.7	-10.8	-3.8	-0.7	-4.9
	20.3	38.8	21.1	23.2 k	13.5 k	6.4	18.8 k	9.1 k	12.6	29.5	6.3	8.0 cdfg	15.8
Brand building	171	12	10	6	3	3	30	9	24	24	3	32	13
	1.8	-6.3	5.9	-18.2	-4.0	9.3	2.2	1.1	4.0	1.3	-1.3	4.7	6.0
	20.5	27.5 k	9.0	35.6 hK	10.1	6.0	20.0	11.7	11.9 c	35.9	7.8	8.4 aC	16.5
Customer relationship management	172	13	12	6	3	4	32	9	23	22	4	29	12
	7.7	3.2	15.3	-4.2	0.0	5.5	7.0	4.7	13.8	10.6	12.5	5.2	6.4
	16.9	7.7	27.9	26.0	15.0	3.3	18.0	3.1 j	20.8 k	23.2	8.7 gk	5.6 hj	6.3
New product introductions	179	14	12	6	3	5	34	10	28	19	5	29	12
	10.5	9.5	7.1	-10.5	-4.7	7.0	15.6	5.0	20.9	7.7	19.8	4.6	10.3
	24.2	13.2	10.5	40.2	18.2	3.5	27.4 k	8.2	36.4 k	23.2	45.3	6.2 fh	15.3

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

Topic 3: Marketing Spending

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

N=583 Number Mean SD	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Number	89	98	39	31	95	28	37	23	42
Percent	34.6%	38.1%	15.2%	12.1%	38.8%	11.4%	15.1%	9.4%	17.1%	8.2%
Overall marketing spending	70 2.7 29.7	75 3.0 22.3 c	36 -6.6 21.6 b	25 0.7 23.4	79 9.1 31.3 cE	25 2.8 29.3 e	28 -3.9 23.0 a	19 -4.1 11.2	37 -8.7 11.1 Ab	12 -5.3 7.4
Internet marketing spending	66 8.5 20.8	69 13.8 62.8	32 2.1 19.4	24 15.8 33.5	70 18.7 65.3	23 9.4 14.4 c	27 1.6 7.9 bf	18 3.2 9.1	35 7.7 25.9	12 7.9 8.1 c
Traditional advertising spending	60 -8.2 22.1	65 -4.1 18.0	32 -9.7 21.2	17 -9.8 13.9	60 -4.2 17.0	21 -5.4 27.9	24 -9.1 23.5	18 -10.3 24.9	34 -8.4 11.2	12 -8.3 9.4
Brand building	61 1.9 16.1	62 5.0 23.1 c	26 -6.4 26.1 b	20 1.9 14.6	59 7.3 23.9 e	19 -0.4 25.0	25 0.5 25.3	16 0.9 7.7	32 -2.2 11.7 a	12 -3.3 8.1
Customer relationship management	60 5.8 14.8	60 10.8 20.7	28 4.4 16.3	21 9.2 11.1	61 12.1 23.0	19 7.1 12.3	24 3.3 13.0	17 5.6 13.6	32 4.9 11.0	11 8.5 14.0
New product introductions	67 16.1 27.6 c	59 8.3 17.8	30 4.0 27.0 a	21 8.2 23.0	67 19.2 31.2 cef	19 7.8 20.3	25 3.0 20.7 a	18 11.1 20.5	30 4.6 10.7 a	12 -1.7 13.5 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.

N=583 Number Mean SD	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Number	123	70	47	95	65	40	19	26
Percent	51.3%	29.2%	19.6%	38.8%	26.5%	16.3%	7.8%	10.6%
Overall marketing spending	100 0.9 28.2	61 -1.2 13.1	40 3.0 31.1	78 7.1 33.5 e	55 -0.1 21.8	31 -4.8 12.2	17 -3.7 9.6	19 -8.7 7.8 a
Internet marketing spending	89 14.0 57.1	59 5.9 13.2	39 9.0 31.4	70 18.0 65.1	52 5.6 15.5	29 0.4 8.7 D	18 14.2 23.2 C	18 8.9 21.7
Traditional advertising spending	80 -10.8 24.0 b	55 -3.2 10.2 a	34 -5.8 20.8	61 -5.6 24.5	49 -7.3 18.4	26 -5.5 9.6	17 -8.3 13.4	17 -8.6 8.4
Brand building	75 0.8 23.8	53 2.0 8.9	36 2.7 25.3	59 5.5 26.6	46 0.0 17.7	27 3.3 16.2 e	17 -3.4 13.8	17 -6.2 8.6 c
Customer relationship management	78 7.7 19.1	51 4.7 8.0	35 10.6 18.9	63 10.8 21.3	44 6.6 14.7	24 5.1 6.0	18 1.8 7.0	16 3.8 11.2
New product introductions	84 14.9 30.7 b	54 3.9 7.7 a	36 8.1 18.7	66 17.0 30.2 e	49 8.0 23.5	23 5.9 6.9 e	17 5.9 11.1	17 -1.5 12.7 ac

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

Topic 3: Marketing Spending

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

N=583 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Marketing (non-sales) hires	162 0.9 18.0	14 -8.4 28.0	9 6.1 21.5	6 -4.0 6.8	3 -0.3 0.6	2 8.0 9.9	27 -2.3 11.4	10 -6.5 18.4	24 11.0 29.8	20 -0.8 7.8	5 6.0 14.7
Integrating what we know about marketing	142 5.1 14.2	9 0.8 1.7 j	10 12.2 30.9	4 3.8 4.8	3 3.0 6.1	3 29.3 43.9 FiK	22 2.9 6.3 E	8 1.3 2.3 j	19 6.6 22.8	18 5.1 8.7 e	3 11.7 12.6 agk	31 3.4 4.5 Ej	11 4.9 7.4
Developing knowledge about how to do marketing	148 3.4 14.3	10 0.5 1.6 ej	9 -4.1 39.6	5 1.0 7.4	3 1.3 3.2	3 36.3 54.3 aFHiK	25 2.8 9.9 E	8 3.8 6.9	21 1.5 5.2 E	17 3.7 7.2 e	4 6.5 7.2 a	31 3.5 5.3 E	11 6.7 14.7
Marketing training	159 1.2 14.1	14 1.8 5.6	9 -7.3 36.2	5 1.0 7.4	3 -0.7 1.2	4 27.0 48.0 fhiK	27 -1.2 12.2 e	10 3.5 6.3	21 -0.5 6.6 e	20 0.6 8.3 e	4 2.8 6.3	29 1.3 4.4 E	11 6.4 14.8
Marketing research and intelligence	165 1.8 17.5	12 -0.9 14.7	13 1.5 34.9	7 -9.7 36.2	3 0.7 8.1	3 27.3 41.3 fgiK	27 0.6 12.9 e	10 -2.0 8.6 e	23 6.1 13.5	19 -0.5 12.1 e	4 3.8 8.5	30 2.4 4.9 E	12 3.5 21.6
Marketing consulting services	151 -4.5 19.7	12 -12.9 35.4	8 -13.6 35.1 k	7 -11.1 27.5 k	3 -1.0 1.7	3 -1.7 7.6	26 -3.0 19.2	11 -3.2 12.1	19 -3.6 16.3	19 -11.3 21.1 KI	4 -1.3 11.1	27 1.1 6.9 bcI	11 3.6 11.9 i

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

Topic 3: Marketing Spending

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

N=583 Number Mean SD	Economic Sector				Sales Revenue					
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$100+ billion
	A	B	C	D	A	B	C	D	E	F
Marketing (non-sales) hires	55 5.4 22.9 C	56 1.4 9.8 C	28 -8.7 21.3 AB	21 0.0 11.7	50 6.2 24.6	21 1.9 9.2	24 -2.2 16.5	17 -2.4 24.0	33 -2.2 8.8	12 -4.3 7.3
Integrating what we know about marketing	50 6.8 18.3	55 4.8 13.8	18 1.7 3.0	18 5.2 8.7	48 5.9 14.9	15 8.7 25.4	22 3.0 5.6	11 2.3 6.5	30 6.0 15.7	9 3.3 4.3
Developing knowledge about how to do marketing	54 3.5 21.8	56 3.8 8.8	19 1.4 2.8	18 3.7 5.0	51 4.3 18.2	16 2.4 4.0	21 4.0 7.3	12 1.3 3.8	31 4.5 18.7	10 -1.5 10.6
Marketing training	58 1.5 21.9	57 1.4 7.0	23 1.5 4.6	19 -0.4 5.5	49 1.9 17.1	17 2.8 3.4 f	23 1.7 13.2	16 0.7 7.3	33 1.0 18.7	12 -3.1 8.7 b
Marketing research and intelligence	59 3.3 21.3	59 4.1 9.9 c	25 -5.5 23.9 b	20 -0.3 10.9	54 3.7 20.6	18 4.2 9.9	25 -1.4 23.8	17 -1.8 15.1	32 2.3 15.0	12 -1.3 7.7
Marketing consulting services	54 -5.4 23.7	51 -2.7 12.5	28 -4.9 20.5	17 -6.5 23.4	45 -0.9 18.6 e	15 -1.5 5.3 f	26 -3.9 20.2	16 -0.8 30.6	31 -11.7 20.2 a	12 -7.9 9.9 b

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

Topic 3: Marketing Spending

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

N=583 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Marketing (non-sales) hires	71 3.6 20.2 b	49 -3.2 14.3 a	36 0.8 18.9	51 4.7 25.6 e	42 3.0 9.3 dE	27 0.0 12.5	17 -2.7 7.7 b	19 -9.8 20.7 aB
Integrating what we know about marketing	60 5.5 13.7	46 3.4 12.4	30 7.1 18.6	52 5.5 14.4	35 5.2 17.2	24 3.5 6.8	15 7.3 20.4	13 2.7 5.6
Developing knowledge about how to do marketing	65 4.9 10.1 c	47 4.0 15.2	30 -1.4 20.1 a	52 4.0 18.0	39 3.0 5.8 E	24 3.2 6.4 e	15 8.3 25.4	15 -2.7 9.4 Bc
Marketing training	71 2.0 9.9	52 2.4 15.7	29 -2.9 19.9	54 0.8 17.7	40 3.1 5.4 E	25 0.5 5.0	17 4.2 25.1	18 -3.7 10.8 B
Marketing research and intelligence	72 2.7 19.0	54 1.9 15.0	33 -0.7 19.3	58 2.1 21.1	41 2.4 18.1	24 2.3 7.8 e	18 3.6 19.2	18 -5.4 11.8 c
Marketing consulting services	68 -4.1 20.7	52 -2.7 16.2	27 -9.7 23.9	50 -2.4 20.5	41 -1.9 16.4	24 -3.3 12.5	15 -4.8 15.2	17 -11.2 24.0

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

Topic 3: Marketing Spending

Expected change in spending for: Overall marketing spending

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
1=Positive	91 42.9%	9 60.0%	5 45.5%	1 16.7%	1 25.0%	2 50.0%	14 38.9%	3 23.1%	12 40.0%	10 35.7%	4 66.7%	20 51.3%	9 64.3%
0=Zero	27 12.7%	3 20.0%	3 27.3%	1 16.7%	---	---	4 11.1%	2 15.4%	5 16.7%	2 7.1%	---	3 7.7%	3 21.4%
-1=Negative	94 44.3%	3 20.0%	3 27.3%	4 66.7%	3 75.0%	2 50.0%	18 50.0%	8 61.5%	13 43.3%	16 57.1%	2 33.3%	16 41.0%	2 14.3%
Mean	0.0	0.4	0.2	-0.5	-0.5	0.0	-0.1	-0.4	0.0	-0.2	0.3	0.1	0.5
SD	0.9	0.8	0.9	0.8	1.0	1.2	0.9	0.9	0.9	1.0	1.0	1.0	0.8
		g	gi	al	1		1	al		al			cdfgi

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

Topic 3: Marketing Spending

Expected change in spending for: Overall marketing spending

N=583

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%	20 8.2%
1=Positive	32 45.7%	36 48.0%	14 38.9%	8 32.0%	47 59.5% EF	13 52.0% Ef	12 42.9% e	7 36.8%	7 18.9% ABc	2 16.7% Ab
0=Zero	10 14.3%	6 8.0%	6 16.7%	5 20.0%	11 13.9%	3 12.0%	2 7.1%	3 15.8%	4 10.8%	1 8.3%
-1=Negative	28 40.0%	33 44.0%	16 44.4%	12 48.0%	21 26.6% cEF	9 36.0% Ef	14 50.0% a	9 47.4%	26 70.3% AB	9 75.0% Ab
Mean	0.1	0.0	-0.1	-0.2	0.3	0.2	-0.1	-0.1	-0.5	-0.6
SD	0.9	1.0	0.9	0.9	0.9 cEF	0.9 Ef	1.0 ae	0.9	0.8 ABc	0.8 Ab

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

Topic 3: Marketing Spending

Expected change in spending for: Overall marketing spending

N=583	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
1=Positive	48 48.0%	23 37.7%	17 42.5%	44 56.4% CE	28 50.9% cE	7 22.6% Ab	7 41.2% e	1 5.3% ABd
0=Zero	11 11.0%	7 11.5%	6 15.0%	12 15.4%	5 9.1%	6 19.4%	--- ---	2 10.5%
-1=Negative	41 41.0%	31 50.8%	17 42.5%	22 28.2% CdE	22 40.0% E	18 58.1% A	10 58.8% a	16 84.2% AB
Mean	0.1	-0.1	0.0	0.3	0.1	-0.4	-0.2	-0.8
SD	0.9	0.9	0.9	0.9 CE	1.0 cE	0.8 Abe	1.0 e	0.5 ABcd

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

Topic 3: Marketing Spending

Expected change in spending for: Internet marketing spending

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communica-tions Media B	Mining Construc-tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
1=Positive	124 63.6%	9 69.2%	6 54.5%	2 33.3%	3 75.0%	1 50.0%	19 55.9%	7 53.8%	21 75.0%	17 65.4%	5 83.3%	23 65.7%	7 53.8%
0=Zero	52 26.7%	1 7.7%	4 36.4%	3 50.0%	--- ---	1 50.0%	12 35.3%	3 23.1%	6 21.4%	7 26.9%	1 16.7%	8 22.9%	6 46.2% a
-1=Negative	19 9.7%	3 23.1%	1 9.1%	1 16.7%	1 25.0%	--- ---	3 8.8%	3 23.1%	1 3.6%	2 7.7%	--- ---	4 11.4%	--- ---
Mean	0.5	0.5	0.5	0.2	0.5	0.5	0.5	0.3	0.7	0.6	0.8	0.5	0.5
SD	0.7	0.9	0.7	0.8 h	1.0	0.7	0.7	0.9	0.5 c	0.6	0.4	0.7	0.5

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

Topic 3: Marketing Spending

Expected change in spending for: Internet marketing spending

N=583	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%
1=Positive	42 63.6%	42 60.9%	20 62.5%	17 70.8%	48 68.6%	15 65.2%	15 55.6%	8 44.4%	23 65.7%	9 75.0%
0=Zero	19 28.8%	20 29.0%	7 21.9%	6 25.0%	19 27.1%	8 34.8%	7 25.9%	6 33.3%	7 20.0%	2 16.7%
-1=Negative	5 7.6%	7 10.1%	5 15.6%	1 4.2%	3 4.3% cd	--- cd	5 18.5% ab	4 22.2% ab	5 14.3%	1 8.3%
Mean	0.6	0.5	0.5	0.7	0.6	0.7	0.4	0.2	0.5	0.7
SD	0.6	0.7	0.8	0.6	0.6 d	0.5 d	0.8	0.8 ab	0.7	0.7

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

Topic 3: Marketing Spending

Expected change in spending for: Internet marketing spending

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
N=583								
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
1=Positive	53 59.6%	39 66.1%	27 69.2%	46 65.7%	34 65.4%	13 44.8% d	15 83.3% c	10 55.6%
0=Zero	27 30.3%	15 25.4%	8 20.5%	22 31.4%	12 23.1%	9 31.0%	2 11.1%	6 33.3%
-1=Negative	9 10.1%	5 8.5%	4 10.3%	2 2.9% C	6 11.5%	7 24.1% A	1 5.6%	2 11.1%
Mean	0.5	0.6	0.6	0.6	0.5	0.2	0.8	0.4
SD	0.7	0.6	0.7	0.5 C	0.7	0.8 Ad	0.5 c	0.7

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

Topic 3: Marketing Spending

Expected change in spending for: Traditional advertising spending

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
1=Positive	31 17.4%	5 38.5% Fg	2 20.0%	1 16.7%	--- ---	1 33.3% f	1 3.2% Aeik	--- ---	4 15.4%	5 21.7% f	1 25.0%	8 26.7% f	2 16.7%
0=Zero	65 36.5%	2 15.4% bl	6 60.0% a	1 16.7%	1 25.0%	1 33.3%	11 35.5%	5 41.7%	12 46.2%	7 30.4%	--- ---	11 36.7%	7 58.3% a
-1=Negative	82 46.1%	6 46.2%	2 20.0% f	4 66.7%	3 75.0%	1 33.3%	19 61.3% bl	7 58.3%	10 38.5%	11 47.8%	3 75.0%	11 36.7%	3 25.0% f
Mean	-0.3	-0.1	0.0	-0.5	-0.8	0.0	-0.6	-0.6	-0.2	-0.3	-0.5	-0.1	-0.1
SD	0.7	1.0 f	0.7 Fg	0.8	0.5	1.0	0.6 aBhKl	0.5 b	0.7 f	0.8	1.0	0.8 F	0.7 f

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

Topic 3: Marketing Spending

Expected change in spending for: Traditional advertising spending

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%
1=Positive	10 16.7%	14 21.5%	4 12.5%	2 11.8%	13 21.7% e	6 28.6% e	2 8.3%	4 22.2%	2 5.9% ab	1 8.3%
0=Zero	23 38.3%	27 41.5%	11 34.4%	3 17.6%	30 50.0% e	6 28.6%	9 37.5%	5 27.8%	9 26.5% a	3 25.0%
-1=Negative	27 45.0%	24 36.9% d	17 53.1%	12 70.6% b	17 28.3% cEf	9 42.9%	13 54.2% a	9 50.0%	23 67.6% A	8 66.7% a
Mean	-0.3	-0.2	-0.4	-0.6	-0.1	-0.1	-0.5	-0.3	-0.6	-0.6
SD	0.7	0.8 d	0.7	0.7 b	0.7 cEf	0.9 e	0.7 a	0.8	0.6 Ab	0.7 a

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

Topic 3: Marketing Spending

Expected change in spending for: Traditional advertising spending

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
N=583								
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
1=Positive	12 15.0%	11 20.0%	6 17.6%	15 24.6%	8 16.3%	4 15.4%	3 17.6%	--- ---
				e				a
0=Zero	28 35.0%	18 32.7%	14 41.2%	30 49.2%	15 30.6%	8 30.8%	3 17.6%	5 29.4%
				d			a	
-1=Negative	40 50.0%	26 47.3%	14 41.2%	16 26.2%	26 53.1%	14 53.8%	11 64.7%	12 70.6%
				BcDE	A	a	A	A
Mean	-0.4	-0.3	-0.2	0.0	-0.4	-0.4	-0.5	-0.7
SD	0.7	0.8	0.7	0.7	0.8	0.8	0.8	0.5
				bcdE	a	a	a	A

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

Topic 3: Marketing Spending

Expected change in spending for: Brand building

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
1=Positive	86 50.3%	6 50.0%	7 70.0%	1 16.7% ek	1 33.3%	3 100.0% c	13 43.3%	4 44.4%	11 45.8%	9 37.5% k	2 66.7%	21 65.6% ci	7 53.8%
0=Zero	55 32.2%	4 33.3%	3 30.0%	2 33.3%	--- ---	--- ---	9 30.0%	4 44.4%	10 41.7%	9 37.5%	--- ---	9 28.1%	5 38.5%
-1=Negative	30 17.5%	2 16.7%	--- --- cd	3 50.0% bhK	2 66.7% bhKl	--- ---	8 26.7% k	1 11.1%	3 12.5% cd	6 25.0%	1 33.3%	2 6.3% CDf	1 7.7% d
Mean	0.3	0.3	0.7	-0.3	-0.3	1.0	0.2	0.3	0.3	0.1	0.3	0.6	0.5
SD	0.8	0.8	0.5 Cdi	0.8 BKl	1.2 bk	0.0	0.8 k	0.7	0.7	0.8 bk	1.2	0.6 Cdfi	0.7 c

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

Topic 3: Marketing Spending

Expected change in spending for: Brand building

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	N=583									
Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%	20 8.2%
1=Positive	30 49.2%	33 53.2%	13 50.0%	9 45.0%	37 62.7% ef	12 63.2% f	11 44.0%	8 50.0%	11 34.4% a	3 25.0% ab
0=Zero	20 32.8%	21 33.9%	8 30.8%	6 30.0%	19 32.2%	5 26.3%	9 36.0%	5 31.3%	12 37.5%	3 25.0%
-1=Negative	11 18.0%	8 12.9%	5 19.2%	5 25.0%	3 5.1% cEF	2 10.5% f	5 20.0% a	3 18.8%	9 28.1% A	6 50.0% Ab
Mean	0.3	0.4	0.3	0.2	0.6	0.5	0.2	0.3	0.1	-0.3
SD	0.8	0.7	0.8	0.8	0.6 cEF	0.7 ef	0.8 a	0.8	0.8 Ab	0.9 Ab

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

Topic 3: Marketing Spending

Expected change in spending for: Brand building

N=583

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
1=Positive	40 53.3%	24 45.3%	19 52.8%	36 61.0% dE	27 58.7% dE	14 51.9% E	5 29.4% ab	1 5.9% ABC
0=Zero	22 29.3%	20 37.7%	11 30.6%	20 33.9%	13 28.3%	8 29.6%	7 41.2%	6 35.3%
-1=Negative	13 17.3%	9 17.0%	6 16.7%	3 5.1% cDE	6 13.0% E	5 18.5% aE	5 29.4% A	10 58.8% ABC
Mean	0.4	0.3	0.4	0.6	0.5	0.3	0.0	-0.5
SD	0.8	0.7	0.8	0.6 DE	0.7 dE	0.8 E	0.8 Abe	0.6 ABCd

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

Topic 3: Marketing Spending

Expected change in spending for: Customer relationship management

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
1=Positive	117 68.0%	9 69.2%	10 83.3% f	3 50.0%	1 33.3%	4 100.0% f	14 43.8% bejK	7 77.8%	16 69.6%	15 68.2%	4 100.0% f	24 82.8% F	8 66.7%
0=Zero	44 25.6%	2 15.4% f	2 16.7%	1 16.7%	1 33.3%	--- ---	16 50.0% aiK	2 22.2%	6 26.1%	5 22.7% f	--- ---	4 13.8% F	4 33.3%
-1=Negative	11 6.4%	2 15.4%	--- --- c	2 33.3% bhkl	1 33.3%	--- ---	2 6.3%	--- ---	1 4.3% c	2 9.1%	--- ---	1 3.4% c	--- --- c
Mean	0.6	0.5	0.8	0.2	0.0	1.0	0.4	0.8	0.7	0.6	1.0	0.8	0.7
SD	0.6	0.8	0.4 df	1.0 k	1.0 bk	0.0	0.6 bK	0.4	0.6	0.7	0.0	0.5 cdF	0.5

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

Topic 3: Marketing Spending

Expected change in spending for: Customer relationship management

N=583

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%
1=Positive	33 55.0% bd	45 75.0% a	19 67.9%	18 85.7% a	44 72.1% d	14 73.7%	16 66.7%	7 41.2% af	21 65.6%	9 81.8% d
0=Zero	24 40.0% bcd	12 20.0% a	4 14.3% a	3 14.3% a	16 26.2% d	3 15.8% d	7 29.2%	9 52.9% abeF	7 21.9% d	--- --- D
-1=Negative	3 5.0%	3 5.0%	5 17.9% d	--- --- c	1 1.6% ef	2 10.5%	1 4.2%	1 5.9%	4 12.5% a	2 18.2% a
Mean	0.5	0.7	0.5	0.9	0.7	0.6	0.6	0.4	0.5	0.6
SD	0.6 d	0.6	0.8	0.4 a	0.5 d	0.7	0.6	0.6 a	0.7	0.8

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

Topic 3: Marketing Spending

Expected change in spending for: Customer relationship management

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
N=583								
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
1=Positive	49 62.8% c	34 66.7%	29 82.9% a	45 71.4%	33 75.0%	14 58.3%	9 50.0%	11 68.8%
0=Zero	24 30.8%	12 23.5%	5 14.3%	16 25.4%	9 20.5%	10 41.7% e	6 33.3%	1 6.3% c
-1=Negative	5 6.4%	5 9.8%	1 2.9%	2 3.2% dE	2 4.5% e	--- de	3 16.7% ac	4 25.0% Abc
Mean	0.6	0.6	0.8	0.7	0.7	0.6	0.3	0.4
SD	0.6 c	0.7	0.5 a	0.5 d	0.6 d	0.5	0.8 ab	0.9

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

Topic 3: Marketing Spending

Expected change in spending for: New product introductions

N=583	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
1=Positive	121 67.6%	12 85.7% cgi	8 66.7%	2 33.3% aef	2 66.7%	5 100.0% cgi	26 76.5% cgi	4 40.0% aef	21 75.0% i	8 42.1% aefh	3 60.0%	19 65.5%	9 75.0%
0=Zero	44 24.6%	1 7.1% cgi	3 25.0%	3 50.0% a	--- ---	--- ---	5 14.7% Gi	6 60.0% aeFHI	4 14.3% Gi	9 47.4% afh	1 20.0%	10 34.5%	2 16.7% g
-1=Negative	14 7.8%	1 7.1%	1 8.3%	1 16.7% k	1 33.3% K	--- ---	3 8.8%	--- ---	3 10.7%	2 10.5%	1 20.0% k	--- --- cDj	1 8.3%
Mean	0.6	0.8	0.6	0.2	0.3	1.0	0.7	0.4	0.6	0.3	0.4	0.7	0.7
SD	0.6	0.6 i	0.7	0.8 k	1.2	0.0	0.6	0.5	0.7	0.7 ak	0.9	0.5 ci	0.7

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

Topic 3: Marketing Spending

Expected change in spending for: New product introductions

	Economic Sector				Sales Revenue					
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$100+ billion
	A	B	C	D	A	B	C	D	E	F
N=583										
Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%	20 8.2%
1=Positive	54 80.6% bCd	38 64.4% a	15 50.0% A	12 57.1% a	47 70.1%	12 63.2%	20 80.0% e	14 77.8%	16 53.3% c	6 50.0%
0=Zero	9 13.4% Bc	20 33.9% A	10 33.3% a	5 23.8%	17 25.4%	7 36.8%	4 16.0%	4 22.2%	9 30.0%	1 8.3%
-1=Negative	4 6.0%	1 1.7% CD	5 16.7% B	4 19.0% B	3 4.5% eF	--- F	1 4.0% F	--- F	5 16.7% a	5 41.7% ABCD
Mean	0.7	0.6	0.3	0.4	0.7	0.6	0.8	0.8	0.4	0.1
SD	0.6 Cd	0.5 c	0.8 Ab	0.8 a	0.6 eF	0.5	0.5 eF	0.4 ef	0.8 acd	1.0 ACd

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

Topic 3: Marketing Spending

Expected change in spending for: New product introductions

N=583	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
1=Positive	61 72.6%	34 63.0%	22 61.1%	44 66.7%	38 77.6% E	16 69.6%	10 58.8%	7 41.2% B
0=Zero	18 21.4%	15 27.8%	10 27.8%	19 28.8%	10 20.4%	6 26.1%	5 29.4%	3 17.6%
-1=Negative	5 6.0%	5 9.3%	4 11.1%	3 4.5% E	1 2.0% E	1 4.3% E	2 11.8%	7 41.2% ABC
Mean	0.7	0.5	0.5	0.6	0.8	0.7	0.5	0.0
SD	0.6	0.7	0.7	0.6 E	0.5 E	0.6 E	0.7	0.9 ABC

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

Topic 3: Marketing Spending

Expected change in spending for: Marketing (non-sales) hires

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
1=Positive	41 25.3%	5 35.7%	3 33.3%	1 16.7%	--- ---	2 100.0% FgiK	3 11.1% Ejl	1 10.0% e	8 33.3%	5 25.0% e	3 60.0% fk	4 14.3% Ej	5 41.7% f
0=Zero	77 47.5%	3 21.4% fik	3 33.3%	3 50.0%	2 66.7%	--- ---	16 59.3% a	3 30.0%	10 41.7%	12 60.0% a	1 20.0%	18 64.3% a	5 41.7%
-1=Negative	44 27.2%	6 42.9%	3 33.3%	2 33.3%	1 33.3%	--- ---	8 29.6%	6 60.0% ikl	6 25.0%	3 15.0% g	1 20.0%	6 21.4% g	2 16.7% g
Mean	0.0	-0.1	0.0	-0.2	-0.3	1.0	-0.2	-0.5	0.1	0.1	0.4	-0.1	0.3
SD	0.7	0.9	0.9	0.8	0.6	0.0	0.6	0.7 hil	0.8 g	0.6 g	0.9	0.6	0.8 g

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

Topic 3: Marketing Spending

Expected change in spending for: Marketing (non-sales) hires

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	N=583									
Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%	20 8.2%
1=Positive	16 29.1%	13 23.2%	5 17.9%	6 28.6%	13 26.0%	5 23.8%	10 41.7% Ef	7 41.2% E	3 9.1% CD	1 8.3% c
0=Zero	25 45.5%	31 55.4%	12 42.9%	9 42.9%	28 56.0% c	12 57.1%	7 29.2% a	6 35.3%	16 48.5%	5 41.7%
-1=Negative	14 25.5%	12 21.4%	11 39.3%	6 28.6%	9 18.0% ef	4 19.0%	7 29.2%	4 23.5%	14 42.4% a	6 50.0% a
Mean	0.0	0.0	-0.2	0.0	0.1	0.0	0.1	0.2	-0.3	-0.4
SD	0.7	0.7	0.7	0.8	0.7 Ef	0.7 e	0.9 e	0.8 ef	0.6 Abcd	0.7 ad

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

Topic 3: Marketing Spending

Expected change in spending for: Marketing (non-sales) hires

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
1=Positive	19 26.8%	9 18.4%	12 33.3%	11 21.6%	17 40.5% dE	8 29.6% e	2 11.8% b	1 5.3% Bc
0=Zero	33 46.5%	26 53.1%	13 36.1%	30 58.8%	17 40.5%	12 44.4%	8 47.1%	7 36.8%
-1=Negative	19 26.8%	14 28.6%	11 30.6%	10 19.6% E	8 19.0% E	7 25.9% e	7 41.2%	11 57.9% ABc
Mean	0.0	-0.1	0.0	0.0	0.2	0.0	-0.3	-0.5
SD	0.7	0.7	0.8	0.6 E	0.8 dE	0.8 e	0.7 b	0.6 ABc

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

Topic 3: Marketing Spending

Expected change in spending for: Integrating what we know about marketing

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
1=Positive	69 48.6%	2 22.2% ek	7 70.0%	2 50.0%	1 33.3%	3 100.0% af	8 36.4% e	2 25.0%	7 36.8%	10 55.6%	2 66.7%	19 61.3% a	6 54.5%
0=Zero	69 48.6%	7 77.8% ek	3 30.0%	2 50.0%	1 33.3%	--- --- a	13 59.1%	6 75.0%	11 57.9%	7 38.9%	1 33.3%	12 38.7% a	5 45.5%
-1=Negative	4 2.8%	--- ---	--- ---	--- ---	1 33.3% K	--- ---	1 4.5%	--- ---	1 5.3%	1 5.6%	--- ---	--- --- D	--- ---
Mean	0.5	0.2	0.7	0.5	0.0	1.0	0.3	0.3	0.3	0.5	0.7	0.6	0.5
SD	0.6	0.4 bk	0.5 a	0.6	1.0	0.0	0.6 k	0.5	0.6	0.6	0.6	0.5 af	0.5

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

Topic 3: Marketing Spending

Expected change in spending for: Integrating what we know about marketing

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%
1=Positive	23 46.0%	31 56.4%	5 27.8%	10 55.6%	27 56.3%	7 46.7%	10 45.5%	4 36.4%	14 46.7%	4 44.4%
0=Zero	26 52.0%	23 41.8%	13 72.2%	7 38.9%	21 43.8%	8 53.3%	12 54.5%	6 54.5%	13 43.3%	5 55.6%
-1=Negative	1 2.0%	1 1.8%	---	1 5.6%	---	---	---	1 9.1%	3 10.0%	---
Mean	0.4	0.5	0.3	0.5	0.6	0.5	0.5	0.3	0.4	0.4
SD	0.5	0.5	0.5	0.6	0.5	0.5	0.5	0.6	0.7	0.5

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

Topic 3: Marketing Spending

Expected change in spending for: Integrating what we know about marketing

N=583	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
1=Positive	30 50.0%	19 41.3%	18 60.0%	29 55.8%	14 40.0%	12 50.0%	6 40.0%	6 46.2%
0=Zero	30 50.0%	23 50.0%	12 40.0%	23 44.2%	21 60.0%	10 41.7%	8 53.3%	6 46.2%
-1=Negative	--- b	4 8.7% a	--- ---	--- ce	--- ---	2 8.3% a	1 6.7%	1 7.7% a
Mean	0.5	0.3	0.6	0.6	0.4	0.4	0.3	0.4
SD	0.5	0.6 c	0.5 b	0.5	0.5	0.7	0.6	0.7

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

Topic 3: Marketing Spending

Expected change in spending for: Developing knowledge about how to do marketing

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
1=Positive	64 43.2%	1 10.0% ejkl	4 44.4%	2 40.0%	1 33.3%	3 100.0% ai	11 44.0%	3 37.5%	9 42.9%	5 29.4% e	3 75.0% a	15 48.4% a	6 54.5% a
0=Zero	76 51.4%	9 90.0% befhjkl	3 33.3% a	2 40.0%	1 33.3%	--- --- ai	13 52.0% a	5 62.5%	10 47.6% a	12 70.6% e	1 25.0% a	15 48.4% a	5 45.5% a
-1=Negative	8 5.4%	--- ---	2 22.2%	1 20.0%	1 33.3% ik	--- ---	1 4.0%	--- ---	2 9.5%	--- --- d	--- ---	1 3.2% d	--- ---
Mean	0.4	0.1	0.2	0.2	0.0	1.0	0.4	0.4	0.3	0.3	0.8	0.5	0.5
SD	0.6	0.3 jl	0.8	0.8	1.0	0.0	0.6	0.5	0.7	0.5	0.5 a	0.6	0.5 a

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

Topic 3: Marketing Spending

Expected change in spending for: Developing knowledge about how to do marketing

N=583

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%	20 8.2%
1=Positive	25 46.3%	25 44.6%	5 26.3%	9 50.0%	29 56.9% f	6 37.5%	10 47.6%	3 25.0%	11 35.5%	2 20.0% a
0=Zero	26 48.1%	27 48.2%	14 73.7%	9 50.0%	21 41.2%	10 62.5%	10 47.6%	8 66.7%	16 51.6%	7 70.0%
-1=Negative	3 5.6%	4 7.1%	--- ---	--- ---	1 2.0% e	--- ---	1 4.8%	1 8.3%	4 12.9% a	1 10.0%
Mean	0.4	0.4	0.3	0.5	0.5	0.4	0.4	0.2	0.2	0.1
SD	0.6	0.6	0.5	0.5	0.5 def	0.5	0.6	0.6 a	0.7 a	0.6 a

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

Topic 3: Marketing Spending

Expected change in spending for: Developing knowledge about how to do marketing

N=583	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
1=Positive	30 46.2%	17 36.2%	14 46.7%	29 55.8%	16 41.0%	8 33.3%	6 40.0%	4 26.7%
0=Zero	33 50.8%	27 57.4%	13 43.3%	22 42.3%	22 56.4%	15 62.5%	8 53.3%	7 46.7%
-1=Negative	2 3.1%	3 6.4%	3 10.0%	1 1.9% E	1 2.6% E	1 4.2% e	1 6.7%	4 26.7% ABc
Mean	0.4	0.3	0.4	0.5	0.4	0.3	0.3	0.0
SD	0.6	0.6	0.7	0.5 E	0.5 e	0.6	0.6	0.8 Ab

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

Topic 3: Marketing Spending

Expected change in spending for: Marketing training

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
1=Positive	61 38.4%	5 35.7%	4 44.4%	2 40.0%	--- ---	4 100.0%	9 33.3%	4 40.0%	6 28.6%	5 25.0%	3 75.0%	13 44.8%	5 45.5%
0=Zero	80 50.3%	8 57.1%	3 33.3%	2 40.0%	2 66.7%	--- ---	14 51.9%	6 60.0%	13 61.9%	11 55.0%	--- ---	14 48.3%	6 54.5%
-1=Negative	18 11.3%	1 7.1%	2 22.2%	1 20.0%	1 33.3%	--- ---	4 14.8%	--- ---	2 9.5%	4 20.0%	1 25.0%	2 6.9%	--- ---
Mean	0.3	0.3	0.2	0.2	-0.3	1.0	0.2	0.4	0.2	0.1	0.5	0.4	0.5
SD	0.7	0.6	0.8	0.8	0.6	0.0	0.7	0.5	0.6	0.7	1.0	0.6	0.5

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

Topic 3: Marketing Spending

Expected change in spending for: Marketing training

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	N=583									
Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%	20 8.2%
1=Positive	24 41.4%	24 42.1%	5 21.7%	7 36.8%	22 44.9% e	11 64.7% dEf	10 43.5%	4 25.0% b	7 21.2% aB	2 16.7% b
0=Zero	28 48.3% c	27 47.4% c	17 73.9% abd	8 42.1% c	26 53.1%	6 35.3%	12 52.2%	9 56.3%	16 48.5%	7 58.3%
-1=Negative	6 10.3%	6 10.5%	1 4.3%	4 21.1%	1 2.0% dEF	--- ef	1 4.3% e	3 18.8% a	10 30.3% ABc	3 25.0% Ab
Mean	0.3	0.3	0.2	0.2	0.4	0.6	0.4	0.1	-0.1	-0.1
SD	0.7	0.7	0.5	0.8	0.5 dEF	0.5 DEF	0.6 ef	0.7 aB	0.7 ABc	0.7 ABc

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

Topic 3: Marketing Spending

Expected change in spending for: Marketing training

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
1=Positive	30 42.3%	18 34.6%	10 34.5%	24 44.4% e	21 52.5% ce	6 24.0% b	5 29.4%	3 16.7% ab
0=Zero	37 52.1%	24 46.2%	15 51.7%	28 51.9%	19 47.5%	16 64.0%	6 35.3%	8 44.4%
-1=Negative	4 5.6% b	10 19.2% a	4 13.8%	2 3.7% DE	--- --- cDE	3 12.0% be	6 35.3% AB	7 38.9% ABc
Mean	0.4	0.2	0.2	0.4	0.5	0.1	-0.1	-0.2
SD	0.6	0.7	0.7	0.6 cdE	0.5 CDE	0.6 aB	0.8 aB	0.7 AB

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

Topic 3: Marketing Spending

Expected change in spending for: Marketing research and intelligence

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
1=Positive	80 48.5%	4 33.3% b	10 76.9% acgI	2 28.6% b	1 33.3%	3 100.0% gi	12 44.4%	2 20.0% bel	12 52.2%	5 26.3% Bekl	2 50.0%	17 56.7% i	8 66.7% gi
0=Zero	61 37.0%	5 41.7%	1 7.7% cglk	4 57.1% b	--- ---	--- ---	9 33.3%	6 60.0% b	9 39.1%	11 57.9% B	1 25.0%	12 40.0% b	3 25.0%
-1=Negative	24 14.5%	3 25.0% k	2 15.4%	1 14.3%	2 66.7% hKl	--- ---	6 22.2% k	2 20.0%	2 8.7% d	3 15.8%	1 25.0%	1 3.3% aDf	1 8.3% d
Mean	0.3	0.1	0.6	0.1	-0.3	1.0	0.2	0.0	0.4	0.1	0.3	0.5	0.6
SD	0.7	0.8 k	0.8	0.7	1.2 k	0.0	0.8	0.7 k	0.7	0.7 k	1.0	0.6 adgi	0.7

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

Topic 3: Marketing Spending

Expected change in spending for: Marketing research and intelligence

N=583	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%
1=Positive	27 45.8%	35 59.3%	9 36.0%	8 40.0%	27 50.0%	11 61.1%	14 56.0%	7 41.2%	12 37.5%	4 33.3%
0=Zero	24 40.7%	20 33.9%	9 36.0%	8 40.0%	25 46.3%	5 27.8%	8 32.0%	4 23.5%	15 46.9%	2 16.7%
-1=Negative	8 13.6%	4 6.8%	7 28.0%	4 20.0%	2 3.7%	2 11.1%	3 12.0%	6 35.3%	5 15.6%	6 50.0%
Mean	0.3	0.5	0.1	0.2	0.5	0.5	0.4	0.1	0.2	-0.2
SD	0.7	0.6	0.8	0.8	0.6	0.7	0.7	0.9	0.7	0.9
		C	B		dF	f	f	a		Abc

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

Topic 3: Marketing Spending

Expected change in spending for: Marketing research and intelligence

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
1=Positive	34 47.2%	23 42.6%	19 57.6%	30 51.7% e	23 56.1% E	13 54.2% e	6 33.3%	3 16.7% aBc
0=Zero	32 44.4% c	21 38.9%	7 21.2% a	24 41.4%	14 34.1%	7 29.2%	8 44.4%	7 38.9%
-1=Negative	6 8.3%	10 18.5%	7 21.2%	4 6.9% E	4 9.8% E	4 16.7%	4 22.2%	8 44.4% AB
Mean	0.4	0.2	0.4	0.4	0.5	0.4	0.1	-0.3
SD	0.6	0.8	0.8	0.6 E	0.7 E	0.8 E	0.8	0.8 ABC

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

Topic 3: Marketing Spending

Expected change in spending for: Marketing consulting services

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
1=Positive	33 21.9%	3 25.0%	1 12.5%	2 28.6%	--- ---	1 33.3%	5 19.2%	2 18.2%	5 26.3%	1 5.3% jk	2 50.0% i	8 29.6% i	3 27.3%
0=Zero	75 49.7%	4 33.3%	5 62.5%	3 42.9%	2 66.7%	1 33.3%	13 50.0%	5 45.5%	7 36.8%	13 68.4% j	--- --- ik	15 55.6% j	6 54.5%
-1=Negative	43 28.5%	5 41.7%	2 25.0%	2 28.6%	1 33.3%	1 33.3%	8 30.8%	4 36.4%	7 36.8%	5 26.3%	2 50.0%	4 14.8%	2 18.2%
Mean	-0.1	-0.2	-0.1	0.0	-0.3	0.0	-0.1	-0.2	-0.1	-0.2	0.0	0.1	0.1
SD	0.7	0.8	0.6	0.8	0.6	1.0	0.7	0.8	0.8	0.5	1.2	0.7	0.7

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

Topic 3: Marketing Spending

Expected change in spending for: Marketing consulting services

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	N=583									
Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%	20 8.2%
1=Positive	13 24.1%	11 21.6%	5 17.9%	4 23.5%	14 31.1% f	1 6.7%	7 26.9%	5 31.3% f	5 16.1%	--- --- ad
0=Zero	27 50.0%	29 56.9%	13 46.4%	6 35.3%	25 55.6% e	11 73.3% E	13 50.0%	8 50.0%	8 25.8% aB	6 50.0%
-1=Negative	14 25.9%	11 21.6%	10 35.7%	7 41.2%	6 13.3% EF	3 20.0% e	6 23.1% e	3 18.8% e	18 58.1% Abcd	6 50.0% A
Mean	0.0	0.0	-0.2	-0.2	0.2	-0.1	0.0	0.1	-0.4	-0.5
SD	0.7	0.7	0.7	0.8	0.6 EF	0.5	0.7 ef	0.7 ef	0.8 AcD	0.5 AcD

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

Topic 3: Marketing Spending

Expected change in spending for: Marketing consulting services

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
1=Positive	13 19.1%	13 25.0%	7 25.9%	14 28.0%	9 22.0%	6 25.0%	3 20.0%	1 5.9%
0=Zero	40 58.8%	24 46.2%	7 25.9%	28 56.0%	23 56.1%	11 45.8%	6 40.0%	5 29.4%
	C		A					
-1=Negative	15 22.1%	15 28.8%	13 48.1%	8 16.0%	9 22.0%	7 29.2%	6 40.0%	11 64.7%
	c		a	E	E	e		ABc
Mean	0.0	0.0	-0.2	0.1	0.0	0.0	-0.2	-0.6
SD	0.6	0.7	0.8	0.7 E	0.7 E	0.8 e	0.8	0.6 ABc

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

Topic 4: Marketing Performance

Rate your firm's performance during the last 12 months

N=583 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Communi- cations Media	Mining Construc- tion	Trans- portation	Energy	Manufac- turing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Number	583	17	17	7	7	7	42	13	38	34	8	50	18
Percent	100.0%	6.6%	6.6%	2.7%	2.7%	2.7%	16.3%	5.0%	14.7%	13.2%	3.1%	19.4%	7.0%
Market share	241	14	14	6	6	4	32	11	33	28	7	35	14
	3.0	2.9	4.5	3.0	0.7	5.8	3.7	3.0	4.2	1.3	7.0	3.5	2.1
	4.5	4.1	4.1	4.0	3.9	3.0	4.6	2.3	5.2	3.8	3.9	3.6	4.8
Marketing ROI	201	13	13	5	5	3	26	10	29	19	5	30	13
	2.6	1.0	4.2	-0.4	0.0	7.3	2.2	2.1	4.8	1.9	5.2	2.8	2.9
	5.0	7.1	4.6	6.8	4.1	2.5	4.8	5.1	4.2	5.6	3.2	3.6	3.6
Firm profits	232	13	15	6	7	4	34	12	27	24	6	37	12
	1.6	2.2	3.7	1.7	0.3	4.3	2.0	0.7	2.5	-1.4	4.5	2.4	4.5
	6.8	7.1	6.9	9.8	8.5	9.6	6.2	8.8	7.4	6.1	4.4	6.2	3.8
Marketing expenditures	241	14	14	5	7	5	35	12	32	25	6	36	14
	1.1	3.4	2.6	-1.0	0.9	3.0	0.0	2.9	0.5	-0.2	1.2	1.6	1.1
	6.0	6.3	5.2	8.3	8.3	3.1	4.8	5.8	6.7	7.3	1.9	5.2	6.1
Customer acquisition	225	11	15	5	6	3	28	12	32	23	6	36	12
	3.3	2.0	4.2	0.0	0.5	3.0	3.1	2.0	5.2	2.2	4.7	4.2	2.5
	4.6	5.6	4.1	6.5	5.8	2.0	3.8	4.5	4.0	4.9	4.5	3.2	4.1
Customer retention	219	11	14	5	5	2	29	11	31	23	5	36	13
	2.3	1.9	3.4	-1.0	-0.6	5.5	1.4	3.2	4.4	1.6	3.0	4.1	1.6
	5.2	5.0	4.0	5.5	5.0	6.4	4.4	5.5	4.9	5.2	4.5	4.2	6.1
Customer lifetime value	176	10	11	5	3	2	25	8	28	17	5	28	9
	3.1	2.6	1.8	0.6	3.7	4.0	1.9	4.3	4.0	3.3	7.0	4.2	2.1
	4.3	4.2	3.4	6.3	1.2	1.4	3.8	4.1	4.7	4.9	4.5	4.1	4.9
Brand value	206	12	14	4	7	3	25	10	30	19	5	32	13
	3.7	4.7	4.1	1.8	2.1	2.7	2.2	3.4	3.9	3.3	8.0	4.7	2.2
	4.5	4.8	4.2	8.1	5.2	2.5	4.4	4.3	5.8	5.0	3.1	3.4	3.2

Topic 4: Marketing Performance

Rate your firm's performance during the last 12 months

N=583 Number Mean SD	Economic Sector				Sales Revenue					
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$100+ billion
Number	89	98	39	31	95	28	37	23	42	20
Percent	34.6%	38.1%	15.2%	12.1%	38.8%	11.4%	15.1%	9.4%	17.1%	8.2%
Market share	66 4.0 4.3	79 2.6 4.4	33 3.1 4.5	26 3.8 3.7	71 3.9 4.3	27 2.6 5.2	33 5.1 3.7	20 1.9 3.9	36 2.4 3.3	15 3.1 4.3
Marketing ROI	56 3.1 5.0	62 3.0 4.3	31 1.5 6.0	22 4.3 4.1	65 2.1 5.4	24 3.1 5.0	29 4.4 4.4	11 4.3 3.9	26 3.0 4.4	13 1.3 3.8
Firm profits	63 1.9 6.4	78 2.7 6.6	31 0.5 8.0	25 1.4 6.6	73 1.8 6.5	27 2.6 6.6	30 3.7 6.9	16 2.3 6.4	32 1.2 7.3	16 0.5 7.9
Marketing expenditures	69 0.9 5.0	76 0.4 6.7	35 2.4 6.3	25 1.4 5.8	74 2.1 5.3	27 0.3 6.5	31 1.5 6.1	19 -0.5 6.1	35 0.8 6.3	16 -0.3 6.5
Customer acquisition	56 3.0 4.4	75 4.1 3.8	33 2.1 5.4	25 3.6 4.0	71 4.7 3.9	25 3.2 4.7	30 3.3 5.0	17 3.4 3.3	29 1.4 3.9	15 1.7 4.0
Customer retention	56 3.0 4.6	77 3.1 5.0	28 1.0 5.3	24 2.4 5.4	73 3.6 5.0	25 3.5 5.1	30 3.2 5.9	15 0.2 1.6	26 1.5 4.1	14 0.5 4.1
Customer lifetime value	52 3.0 4.0	59 3.5 4.3	22 2.3 4.7	18 4.7 5.1	60 4.1 4.6	22 3.6 4.3	29 2.4 4.8	9 1.9 3.8	19 2.6 3.6	10 2.6 2.7
Brand value	55 3.7 4.4	68 3.7 4.4	31 2.9 5.7	20 4.2 4.2	67 4.8 4.5	22 4.7 4.3	26 3.0 5.2	13 1.0 3.9	29 3.6 3.4	15 0.7 5.1

Topic 4: Marketing Performance

Rate your firm's performance during the last 12 months

N=583 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
Number	123	70	47	95	65	40	19	26
Percent	51.3%	29.2%	19.6%	38.8%	26.5%	16.3%	7.8%	10.6%
Market share	100	57	43	72	57	32	16	20
	3.3	2.9	3.7	3.4	4.0	3.5	2.9	1.8
	4.3	4.0	4.6	4.9	4.0	3.3	3.5	4.0
Marketing ROI	83	48	37	67	50	21	13	16
	3.1	2.3	2.7	1.8	4.1	4.1	2.2	2.4
	5.0	4.1	5.3	5.3	4.7	3.4	4.8	4.7
Firm profits	95	58	41	75	55	27	16	20
	2.2	0.4	3.8	1.5	3.9	2.2	0.0	0.8
	7.0	6.9	5.7	6.6	6.5	6.5	6.8	8.2
Marketing expenditures	102	58	41	76	57	29	18	20
	1.3	1.1	0.4	1.6	1.7	0.6	0.4	-0.6
	5.7	6.5	5.8	5.3	6.2	5.8	7.4	6.8
Customer acquisition	93	54	39	73	53	28	14	17
	3.4	2.9	3.8	4.1	3.4	4.3	1.1	0.8
	4.7	3.5	4.7	4.0	4.9	3.5	4.4	3.6
Customer retention	89	54	39	75	52	25	13	16
	3.1	1.4	3.3	3.3	3.4	1.3	1.6	0.7
	4.9	4.6	5.1	5.0	5.6	3.3	3.9	3.8
Customer lifetime value	70	44	36	62	47	18	11	10
	3.7	2.6	3.0	3.5	3.3	3.4	2.6	2.3
	4.6	3.7	4.6	4.8	4.4	3.7	3.1	4.0
Brand value	82	48	40	66	52	23	13	16
	3.5	2.4	5.2	4.3	4.2	3.0	2.8	1.6
	4.7	4.1	4.1	4.7	4.5	4.0	2.7	5.2

Topic 4: Marketing Performance

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

N=583 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Communi- cations Media	Mining Construc- tion	Trans- portation	Energy	Manufac- turing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Number	583	17	17	7	7	7	42	13	38	34	8	50	18
Percent	100.0%	6.6%	6.6%	2.7%	2.7%	2.7%	16.3%	5.0%	14.7%	13.2%	3.1%	19.4%	7.0%
Market share	232	14	14	6	6	4	31	11	30	27	7	33	14
	4.8	4.2	5.9	3.8	2.5	4.5	4.6	5.4	6.6	3.0	7.1	5.2	4.1
	3.9	5.1	3.6	3.8	4.3	1.0	4.0	4.1	3.3	4.9	4.1	3.6	3.5
Marketing ROI	201	13	13	5	5	4	25	10	29	19	5	30	13
	4.9	5.0	7.0	2.6	0.8	3.8	4.4	4.5	6.3	4.9	5.6	4.8	4.6
	4.0	3.4	4.2	7.5	1.3	5.4	3.8	2.4	4.3	4.2	4.4	3.5	3.7
Firm profits	227	13	15	6	7	4	33	12	27	23	6	36	12
	3.8	6.1	6.0	-0.7	1.6	-2.0	2.5	3.2	5.4	1.8	4.2	4.3	6.9
	5.8	4.4	4.6	9.2	3.4	6.3	6.0	7.8	6.4	6.4	5.3	4.5	3.8
Marketing expenditures	238	14	14	5	7	5	34	12	32	24	6	35	14
	-0.3	1.4	1.8	-2.8	-5.1	-1.4	-0.7	-3.2	0.6	-2.2	3.8	1.0	0.5
	6.5	6.5	6.0	6.7	4.8	5.6	6.0	7.0	7.2	7.2	6.1	5.8	6.8
Customer acquisition	226	11	15	5	6	3	28	12	33	23	6	36	12
	4.4	4.6	5.0	2.0	1.3	3.0	2.0	1.2	6.0	3.7	5.8	5.6	5.4
	4.5	4.3	4.3	6.9	1.4	2.0	5.5	4.0	3.9	4.8	4.9	3.1	3.8
Customer retention	219	11	14	5	6	2	29	11	31	23	5	35	13
	4.3	3.7	5.3	3.4	-1.3	5.5	2.5	4.5	5.6	3.3	5.4	4.7	3.9
	4.6	4.0	4.1	7.8	5.8	6.4	4.3	4.3	4.1	5.4	5.1	4.0	5.5
Customer lifetime value	177	10	11	5	3	2	24	8	28	18	5	29	9
	4.4	3.1	6.4	1.2	4.3	2.0	2.8	3.9	6.1	4.7	6.0	4.7	4.1
	4.1	4.1	3.6	7.5	1.2	1.4	4.3	3.6	3.5	4.2	4.2	4.3	4.3
Brand value	202	12	13	4	7	3	24	10	30	20	5	30	13
	5.1	5.7	6.5	3.8	0.1	2.0	4.3	4.2	6.5	4.3	6.6	5.8	5.5
	4.3	3.8	3.7	9.5	5.3	2.6	5.1	3.6	3.5	5.1	3.2	3.7	4.2

Topic 4: Marketing Performance

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

N=583 Number Mean SD	Economic Sector				Sales Revenue					
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$100+ billion
Number	89	98	39	31	95	28	37	23	42	20
Percent	34.6%	38.1%	15.2%	12.1%	38.8%	11.4%	15.1%	9.4%	17.1%	8.2%
Market share	61	76	34	26	70	27	30	18	35	15
	5.2	5.2	3.7	4.7	5.9	5.7	5.2	2.4	3.7	2.5
	3.9	4.3	4.1	3.7	4.0	3.9	4.4	2.8	3.0	5.0
Marketing ROI	55	62	32	22	64	24	29	11	27	13
	5.2	5.5	3.4	5.6	5.7	6.4	4.7	4.9	3.9	2.0
	4.2	3.8	4.1	3.9	4.2	3.3	4.5	3.3	3.8	2.1
Firm profits	61	76	32	25	71	27	30	15	32	16
	3.3	4.7	3.3	3.0	5.1	5.2	3.0	3.6	2.0	0.9
	6.4	5.4	6.4	5.5	5.9	4.7	6.6	5.3	6.3	4.8
Marketing expenditures	67	74	36	25	72	27	31	18	35	16
	0.2	0.3	-2.0	-0.9	1.9	1.6	-0.2	-0.4	-3.9	-4.6
	6.4	6.8	6.4	6.5	6.7	6.5	6.6	6.3	5.1	4.0
Customer acquisition	56	75	34	25	71	26	30	16	29	15
	4.1	5.3	2.3	4.2	5.9	4.8	2.9	3.1	3.4	1.2
	4.8	3.9	5.1	3.8	4.1	4.7	4.9	4.8	3.4	4.4
Customer retention	56	75	30	24	72	25	30	14	26	15
	4.3	4.8	2.6	2.8	5.4	5.0	3.3	2.4	3.1	0.6
	4.5	4.5	5.2	4.9	4.5	3.7	5.7	3.0	3.9	5.8
Customer lifetime value	51	60	23	18	60	22	29	9	19	10
	4.3	5.3	3.0	4.0	6.0	5.0	3.0	2.8	3.1	3.0
	4.2	4.3	4.3	3.8	4.1	3.5	5.0	2.8	3.7	3.3
Brand value	54	65	32	20	66	22	26	11	28	15
	5.1	6.0	3.6	5.2	6.7	6.0	4.5	3.1	3.3	2.9
	4.4	4.2	5.2	3.8	3.7	3.5	6.0	3.4	4.2	4.4

Topic 4: Marketing Performance

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

N=583 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
Number	123	70	47	95	65	40	19	26
Percent	51.3%	29.2%	19.6%	38.8%	26.5%	16.3%	7.8%	10.6%
Market share	98	56	40	70	56	29	16	20
	5.0	3.7	6.2	5.7	5.4	3.4	4.1	2.5
	3.9	4.4	3.6	4.4	3.9	3.6	3.3	3.4
Marketing ROI	83	49	36	65	50	22	14	16
	5.6	3.5	5.4	5.5	5.1	4.5	3.5	3.8
	4.2	3.5	4.0	4.2	4.3	3.6	3.3	3.4
Firm profits	94	58	39	72	55	27	16	20
	3.2	3.6	5.4	5.1	3.4	3.1	0.1	4.1
	6.3	5.8	5.0	5.5	6.3	6.3	5.5	5.3
Marketing expenditures	101	58	39	73	57	29	18	20
	0.3	-1.3	-0.2	1.8	0.8	-1.7	-3.4	-4.8
	6.6	6.7	6.5	6.4	6.9	6.2	5.4	4.1
Customer acquisition	94	54	39	73	54	28	14	17
	4.4	3.5	4.9	5.1	4.4	3.4	3.1	2.3
	4.9	4.3	3.9	4.6	4.6	5.1	2.6	3.7
Customer retention	90	54	38	74	52	25	13	17
	4.3	3.2	4.7	4.9	4.6	2.4	1.9	2.2
	4.6	4.9	4.5	5.1	4.3	3.8	5.2	4.2
Customer lifetime value	71	44	35	62	47	19	11	10
	4.5	3.8	4.9	5.2	4.7	3.5	2.3	3.6
	4.6	3.9	3.7	4.7	4.1	3.8	2.7	3.4
Brand value	82	48	37	65	52	21	13	16
	4.9	4.2	6.4	6.0	5.6	4.0	2.9	3.3
	4.9	3.8	3.8	4.4	4.8	4.3	2.8	3.5

Topic 4: Marketing Performance

Firm rating for: Developing and using customer insights

N=583	Total	Industry Sector											
		Consumer Packaged Goods	Comm-unications Media	Mining Construc-tion	Trans- portation	Energy	Manufac- turing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
5=Excellent	38 13.2%	1 5.9%	1 6.3%	--- ---	2 28.6%	1 16.7%	4 10.0%	1 8.3%	6 17.1%	3 10.0%	1 12.5%	8 17.4%	4 22.2%
4=Good	137 47.7%	10 58.8%	9 56.3%	3 50.0%	2 28.6%	3 50.0%	21 52.5%	6 50.0%	16 45.7%	15 50.0%	2 25.0%	24 52.2%	6 33.3%
3=Average	66 23.0%	4 23.5%	1 6.3%	2 33.3%	--- ---	--- ---	11 27.5%	3 25.0%	7 20.0%	7 23.3%	4 50.0%	8 17.4%	4 22.2%
2=Fair	31 10.8%	2 11.8%	5 31.3%	--- ---	2 28.6%	2 33.3%	1 2.5%	2 16.7%	4 11.4%	2 6.7%	--- ---	4 8.7%	4 22.2%
1=Poor	15 5.2%	--- ---	--- ---	1 16.7%	1 14.3%	--- ---	3 7.5%	--- ---	2 5.7%	3 10.0%	1 12.5%	2 4.3%	--- ---
Mean	3.5	3.6	3.4	3.2	3.3	3.5	3.6	3.5	3.6	3.4	3.3	3.7	3.6
SD	1.0	0.8	1.0	1.2	1.6	1.2	1.0	0.9	1.1	1.1	1.2	1.0	1.1

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

Topic 4: Marketing Performance

Firm rating for: Developing and using customer insights

N=583	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%
5=Excellent	10 12.3%	12 13.0%	6 15.8%	4 13.3%	15 16.9%	2 7.1%	4 11.8%	1 4.8%	5 12.8%	3 15.8%
4=Good	42 51.9%	43 46.7%	19 50.0%	13 43.3%	38 42.7%	18 64.3%	16 47.1%	14 66.7%	17 43.6%	10 52.6%
					b	a				
3=Average	19 23.5%	17 18.5%	9 23.7%	6 20.0%	23 25.8%	2 7.1%	10 29.4%	3 14.3%	7 17.9%	4 21.1%
					b	ac	b			
2=Fair	7 8.6%	13 14.1%	3 7.9%	4 13.3%	8 9.0%	5 17.9%	3 8.8%	--- ---	7 17.9%	2 10.5%
						d		be	d	
1=Poor	3 3.7%	7 7.6%	1 2.6%	3 10.0%	5 5.6%	1 3.6%	1 2.9%	3 14.3%	3 7.7%	--- ---
Mean	3.6	3.4	3.7	3.4	3.6	3.5	3.6	3.5	3.4	3.7
SD	0.9	1.1	0.9	1.2	1.1	1.0	0.9	1.1	1.2	0.9

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

Topic 4: Marketing Performance

Firm rating for: Developing and using customer insights

N=583	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
5=Excellent	18 15.5%	7 10.3%	6 13.0%	14 15.7%	5 7.9%	4 10.8%	3 15.8%	4 16.7%
4=Good	55 47.4%	36 52.9%	22 47.8%	41 46.1%	31 49.2%	23 62.2%	8 42.1%	11 45.8%
3=Average	24 20.7%	11 16.2%	11 23.9%	19 21.3%	13 20.6%	7 18.9%	4 21.1%	4 16.7%
2=Fair	11 9.5%	9 13.2%	7 15.2%	10 11.2%	9 14.3%	2 5.4%	3 15.8%	4 16.7%
1=Poor	8 6.9%	5 7.4%	--- ---	5 5.6%	5 7.9%	1 2.7%	1 5.3%	1 4.2%
Mean	3.6	3.5	3.6	3.6	3.3	3.7	3.5	3.5
SD	1.1	1.1	0.9	1.1	1.1	0.8	1.1	1.1

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

Topic 4: Marketing Performance

Firm rating for: Sharing valuable marketing knowledge

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
5=Excellent	32 11.3%	--- d	3 18.8%	--- ---	2 28.6% ai	--- ---	5 12.5%	2 18.2%	4 11.8%	1 3.3% d	--- ---	8 17.0%	3 17.6%
4=Good	113 39.8%	11 64.7% hl	6 37.5%	3 50.0%	2 28.6%	3 50.0%	15 37.5%	5 45.5%	11 32.4% a	13 43.3%	3 37.5%	20 42.6%	4 23.5% a
3=Average	93 32.7%	3 17.6%	4 25.0%	1 16.7%	1 14.3%	3 50.0%	15 37.5%	1 9.1% 1	13 38.2%	11 36.7%	3 37.5%	13 27.7%	8 47.1% g
2=Fair	42 14.8%	3 17.6%	2 12.5%	2 33.3%	2 28.6%	--- ---	4 10.0%	3 27.3%	5 14.7%	5 16.7%	2 25.0%	6 12.8%	2 11.8%
1=Poor	4 1.4%	--- ---	1 6.3%	--- ---	--- ---	--- ---	1 2.5%	--- ---	1 2.9%	--- ---	--- ---	--- ---	--- ---
Mean	3.4	3.5	3.5	3.2	3.6	3.5	3.5	3.5	3.4	3.3	3.1	3.6	3.5
SD	0.9	0.8	1.2	1.0	1.3	0.5	0.9	1.1	1.0	0.8	0.8	0.9	0.9

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

Topic 4: Marketing Performance

Firm rating for: Sharing valuable marketing knowledge

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	N=583									
Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%	20 8.2%
5=Excellent	10 12.5%	12 13.0%	5 13.5%	1 3.3%	11 12.5%	1 3.7%	4 11.8%	4 19.0%	3 7.7%	3 15.8%
4=Good	29 36.3%	36 39.1%	17 45.9%	14 46.7%	29 33.0% f	13 48.1%	14 41.2%	6 28.6% f	20 51.3%	12 63.2% ad
3=Average	33 41.3% d	27 29.3%	10 27.0%	6 20.0% a	33 37.5% f	7 25.9%	13 38.2% f	7 33.3%	8 20.5%	2 10.5% ac
2=Fair	7 8.8% d	15 16.3%	5 13.5%	8 26.7% a	14 15.9%	5 18.5%	2 5.9%	4 19.0%	8 20.5%	2 10.5%
1=Poor	1 1.3%	2 2.2%	--- ---	1 3.3%	1 1.1%	1 3.7%	1 2.9%	--- ---	--- ---	--- ---
Mean	3.5	3.4	3.6	3.2	3.4	3.3	3.5	3.5	3.5	3.8
SD	0.9	1.0	0.9	1.0	0.9	1.0	0.9	1.0	0.9	0.8

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

Topic 4: Marketing Performance

Firm rating for: Sharing valuable marketing knowledge

N=583	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
5=Excellent	13 11.4%	4 5.9%	7 15.2%	10 11.4%	5 8.1%	7 18.9%	2 10.5%	2 8.3%
4=Good	44 38.6%	30 44.1%	19 41.3%	29 33.0% E	24 38.7%	17 45.9%	7 36.8%	15 62.5% A
3=Average	40 35.1%	21 30.9%	12 26.1%	33 37.5% e	23 37.1% e	8 21.6%	6 31.6%	3 12.5% ab
2=Fair	16 14.0%	12 17.6%	7 15.2%	14 15.9%	9 14.5%	5 13.5%	4 21.1%	4 16.7%
1=Poor	1 0.9%	1 1.5%	1 2.2%	2 2.3%	1 1.6%	---	---	---
Mean	3.5	3.4	3.5	3.4	3.4	3.7	3.4	3.6
SD	0.9	0.9	1.0	1.0	0.9	0.9	1.0	0.9

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

Topic 4: Marketing Performance

Firm rating for: Marketing that is beneficial for society

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
5=Excellent	36 13.8%	3 18.8%	1 6.7%	1 16.7%	---	1 20.0%	4 10.8%	2 16.7%	4 13.3%	1 4.3%	1 12.5%	9 20.5%	4 23.5%
4=Good	66 25.3%	2 12.5%	3 20.0%	3 50.0%	1 14.3%	3 60.0%	7 18.9%	3 25.0%	8 26.7%	6 26.1%	4 50.0%	10 22.7%	4 23.5%
3=Average	98 37.5%	7 43.8%	8 53.3%	1 16.7%	5 71.4%	---	16 43.2%	3 25.0%	11 36.7%	9 39.1%	2 25.0%	17 38.6%	6 35.3%
2=Fair	40 15.3%	2 12.5%	2 13.3%	---	1 14.3%	1 20.0%	7 18.9%	3 25.0%	4 13.3%	6 26.1%	1 12.5%	4 9.1%	2 11.8%
1=Poor	21 8.0%	2 12.5%	1 6.7%	1 16.7%	---	---	3 8.1%	1 8.3%	3 10.0%	1 4.3%	---	4 9.1%	1 5.9%
Mean	3.2	3.1	3.1	3.5	3.0	3.8	3.1	3.2	3.2	3.0	3.6	3.4	3.5
SD	1.1	1.3	1.0	1.4	0.6	1.1	1.1	1.3	1.2	1.0	0.9	1.2	1.2

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

Topic 4: Marketing Performance

Firm rating for: Marketing that is beneficial for society

N=583	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%
5=Excellent	10 13.7%	14 17.1%	5 13.9%	2 6.9%	14 17.1%	3 12.0%	5 16.1%	2 10.0%	4 11.1%	2 12.5%
4=Good	16 21.9%	21 25.6%	8 22.2%	10 34.5%	22 26.8%	6 24.0%	7 22.6%	2 10.0%	11 30.6%	3 18.8%
3=Average	30 41.1%	31 37.8%	13 36.1%	11 37.9%	31 37.8%	11 44.0%	15 48.4%	9 45.0%	10 27.8%	7 43.8%
2=Fair	11 15.1%	8 9.8%	7 19.4%	6 20.7%	9 11.0%	3 12.0%	3 9.7%	4 20.0%	7 19.4%	4 25.0%
1=Poor	6 8.2%	8 9.8%	3 8.3%	--- ---	6 7.3%	2 8.0%	1 3.2%	3 15.0%	4 11.1%	--- ---
Mean	3.2	3.3	3.1	3.3	3.4	3.2	3.4	2.8	3.1	3.2
SD	1.1	1.2	1.2	0.9	1.1	1.1	1.0	1.2	1.2	1.0

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

Topic 4: Marketing Performance

Firm rating for: Marketing that is beneficial for society

N=583	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
5=Excellent	12 11.5%	8 12.9%	6 14.0%	12 15.4%	7 11.7%	6 17.6%	1 5.6%	1 4.5%
4=Good	29 27.9%	15 24.2%	9 20.9%	19 24.4%	17 28.3%	3 8.8%	5 27.8%	7 31.8%
3=Average	41 39.4%	22 35.5%	18 41.9%	32 41.0%	23 38.3%	15 44.1%	5 27.8%	10 45.5%
2=Fair	15 14.4%	12 19.4%	6 14.0%	8 10.3%	10 16.7%	6 17.6%	5 27.8%	4 18.2%
1=Poor	7 6.7%	5 8.1%	4 9.3%	7 9.0%	3 5.0%	4 11.8%	2 11.1%	--- ---
Mean	3.2	3.1	3.2	3.3	3.3	3.0	2.9	3.2
SD	1.1	1.1	1.1	1.1	1.0	1.2	1.1	0.8

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

Topic 4: Marketing Performance

Firm rating for: Minimize the impact of marketing on the ecological environment

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
5=Excellent	29 11.9%	2 11.8%	3 21.4%	--- ---	--- ---	--- ---	4 10.5%	3 30.0%	4 15.4%	2 8.7%	--- ---	6 15.4%	1 7.1%
4=Good	55 22.6%	5 29.4%	--- ---	3 50.0%	1 16.7%	3 75.0%	7 18.4%	--- ---	6 23.1%	7 30.4%	3 42.9%	10 25.6%	2 14.3%
		b	acEijk	bg		BfGhkl	e	cEj	e	b	bg	be	e
3=Average	76 31.3%	4 23.5%	6 42.9%	--- ---	2 33.3%	1 25.0%	10 26.3%	3 30.0%	11 42.3%	9 39.1%	1 14.3%	12 30.8%	6 42.9%
2=Fair	59 24.3%	4 23.5%	3 21.4%	2 33.3%	3 50.0%	--- ---	13 34.2%	4 40.0%	2 7.7%	4 17.4%	2 28.6%	8 20.5%	4 28.6%
					h		h	h	dfg				
1=Poor	24 9.9%	2 11.8%	2 14.3%	1 16.7%	--- ---	--- ---	4 10.5%	--- ---	3 11.5%	1 4.3%	1 14.3%	3 7.7%	1 7.1%
Mean	3.0	3.1	2.9	2.8	2.7	3.8	2.8	3.2	3.2	3.2	2.9	3.2	2.9
SD	1.2	1.2	1.3	1.3	0.8 e	0.5 d	1.2	1.3	1.2	1.0	1.2	1.2	1.0

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

Topic 4: Marketing Performance

Firm rating for: Minimize the impact of marketing on the ecological environment

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%
5=Excellent	7 9.9%	11 15.1%	5 15.2%	2 7.4%	15 19.0%	3 13.0%	3 11.5%	1 5.3%	3 9.7%	--- ---
4=Good	19 26.8%	18 24.7%	5 15.2%	5 18.5%	17 21.5%	2 8.7%	5 19.2%	2 10.5%	12 38.7%	3 20.0%
3=Average	23 32.4%	25 34.2%	8 24.2%	10 37.0%	24 30.4%	13 56.5%	7 26.9%	7 36.8%	8 25.8%	4 26.7%
2=Fair	17 23.9%	12 16.4%	12 36.4%	7 25.9%	17 21.5%	3 13.0%	9 34.6%	7 36.8%	6 19.4%	5 33.3%
1=Poor	5 7.0%	7 9.6%	3 9.1%	3 11.1%	6 7.6%	2 8.7%	2 7.7%	2 10.5%	2 6.5%	3 20.0%
Mean	3.1	3.2	2.9	2.9	3.2	3.0	2.9	2.6	3.3	2.5
SD	1.1	1.2	1.2	1.1	1.2	1.1	1.2	1.0	1.1	1.1
					df			ae	df	ae

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

Topic 4: Marketing Performance

Firm rating for: Minimize the impact of marketing on the ecological environment

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
5=Excellent	12 12.9%	3 5.1%	8 19.5%	13 16.9%	6 11.8%	2 6.7%	1 5.9%	--- ---
		c	b	e				a
4=Good	26 28.0%	15 25.4%	4 9.8%	19 24.7%	9 17.6%	6 20.0%	6 35.3%	4 19.0%
	c		a					
3=Average	22 23.7%	21 35.6%	18 43.9%	24 31.2%	20 39.2%	7 23.3%	3 17.6%	10 47.6%
	c		a					
2=Fair	26 28.0%	14 23.7%	7 17.1%	15 19.5%	10 19.6%	13 43.3%	5 29.4%	5 23.8%
				c	c	ab		
1=Poor	7 7.5%	6 10.2%	4 9.8%	6 7.8%	6 11.8%	2 6.7%	2 11.8%	2 9.5%
Mean	3.1	2.9	3.1	3.2	3.0	2.8	2.9	2.8
SD	1.2	1.1	1.2	1.2	1.2	1.1	1.2	0.9

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

Topic 4: Marketing Performance

Firm goal for: Developing and using customer insights

N=583	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
5=Excellent	123 43.5%	8 50.0%	5 33.3%	2 33.3%	2 28.6%	5 83.3% gi	21 52.5%	3 25.0% e	17 47.2%	9 32.1% e	3 37.5%	22 47.8%	8 44.4%
4=Good	135 47.7%	7 43.8%	9 60.0%	3 50.0%	3 42.9%	1 16.7%	16 40.0%	8 66.7%	16 44.4%	17 60.7%	4 50.0%	19 41.3%	9 50.0%
3=Average	17 6.0%	1 6.3%	--- --- d	--- ---	2 28.6% bf	--- ---	2 5.0% d	--- ---	2 5.6%	2 7.1%	--- ---	4 8.7%	1 5.6%
2=Fair	7 2.5%	--- ---	1 6.7%	1 16.7% i	--- ---	--- ---	1 2.5%	1 8.3%	1 2.8%	--- --- c	--- ---	1 2.2%	--- ---
1=Poor	1 0.4%	--- ---	--- ---	--- ---	--- ---	--- ---	--- --- j	--- ---	--- --- j	--- ---	1 12.5% fhk	--- --- j	--- ---
Mean	4.3	4.4	4.2	4.0	4.0	4.8	4.4	4.1	4.4	4.3	4.0	4.3	4.4
SD	0.7	0.6	0.8	1.1	0.8 e	0.4 dgi	0.7	0.8 e	0.7	0.6 e	1.3	0.7	0.6

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

Topic 4: Marketing Performance

Firm goal for: Developing and using customer insights

N=583	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%
5=Excellent	39 47.6%	37 41.6%	17 45.9%	12 40.0%	45 51.1% D	13 48.1% d	16 47.1% d	3 14.3% Abce	17 44.7% d	7 36.8%
4=Good	38 46.3%	42 47.2%	17 45.9%	15 50.0%	38 43.2% D	12 44.4% d	17 50.0%	16 76.2% AbE	14 36.8% D	12 63.2%
3=Average	3 3.7%	7 7.9%	2 5.4%	2 6.7%	5 5.7%	1 3.7%	1 2.9%	1 4.8%	5 13.2%	---
2=Fair	2 2.4%	3 3.4%	1 2.7%	---	---	1 3.7% de	---	1 4.8% a	2 5.3% a	---
1=Poor	---	---	---	1 3.3%	---	---	---	---	---	---
Mean	4.4	4.3	4.4	4.2	4.5	4.4	4.4	4.0	4.2	4.4
SD	0.7	0.8	0.7	0.9	0.6 D	0.7	0.6 D	0.6 ACf	0.9	0.5 d

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

Topic 4: Marketing Performance

Firm goal for: Developing and using customer insights

N=583	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
5=Excellent	53 46.1%	27 39.7%	21 47.7%	40 46.5%	29 46.0%	15 40.5%	7 36.8%	10 41.7%
4=Good	50 43.5%	36 52.9%	21 47.7%	39 45.3%	27 42.9%	19 51.4%	10 52.6%	12 50.0%
3=Average	9 7.8%	2 2.9%	2 4.5%	6 7.0%	3 4.8%	2 5.4%	2 10.5%	1 4.2%
2=Fair	2 1.7%	3 4.4%	--- ---	1 1.2%	3 4.8%	1 2.7%	--- ---	1 4.2%
1=Poor	1 0.9%	--- ---	--- ---	--- ---	1 1.6%	--- ---	--- ---	--- ---
Mean	4.3	4.3	4.4	4.4	4.3	4.3	4.3	4.3
SD	0.8	0.7	0.6	0.7	0.9	0.7	0.7	0.8

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

Topic 4: Marketing Performance

Firm goal for: Sharing valuable marketing knowledge

N=583	Total	Industry Sector											
		Consumer Packaged Goods	Communica-tions Media	Mining Construc-tion	Trans- portation	Energy	Manufac- turing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
5=Excellent	99 35.4%	5 31.3%	6 40.0% j	1 16.7%	2 28.6%	2 33.3%	15 37.5% j	3 27.3%	13 38.2% j	5 17.2% kl	--- bfhkl	19 40.4% ij	8 47.1% ij
4=Good	131 46.8%	9 56.3%	6 40.0% i	4 66.7%	3 42.9%	3 50.0%	16 40.0% I	6 54.5%	12 35.3% Ij	21 72.4% bFHkl	6 75.0% h	22 46.8% i	6 35.3% i
3=Average	39 13.9%	2 12.5%	2 13.3%	--- ---	1 14.3%	1 16.7%	7 17.5%	1 9.1%	8 23.5%	3 10.3%	1 12.5%	6 12.8%	2 11.8%
2=Fair	8 2.9%	--- ---	--- ---	1 16.7% iK	1 14.3% ik	--- ---	2 5.0%	1 9.1% k	1 2.9%	--- --- cd	--- ---	--- --- CdG	1 5.9%
1=Poor	3 1.1%	--- ---	1 6.7%	--- ---	--- ---	--- ---	--- --- j	--- --- j	--- ---	--- ---	1 12.5% fhk	--- --- j	--- ---
Mean	4.1	4.2	4.1	3.8	3.9	4.2	4.1	4.0	4.1	4.1	3.5	4.3	4.2
SD	0.8	0.7	1.1	1.0	1.1	0.8	0.9	0.9	0.9	0.5 j	1.1 iK	0.7 J	0.9

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

Topic 4: Marketing Performance

Firm goal for: Sharing valuable marketing knowledge

N=583	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%
5=Excellent	31 38.8%	31 34.4%	11 30.6%	6 20.0%	31 36.0%	11 40.7%	12 35.3%	5 23.8%	10 26.3%	7 36.8%
4=Good	31 38.8%	47 52.2%	19 52.8%	17 56.7%	39 45.3%	13 48.1%	18 52.9%	11 52.4%	21 55.3%	9 47.4%
3=Average	17 21.3%	10 11.1%	3 8.3%	4 13.3%	14 16.3%	2 7.4%	4 11.8%	4 19.0%	4 10.5%	2 10.5%
2=Fair	1 1.3%	2 2.2%	3 8.3%	1 3.3%	2 2.3%	1 3.7%	---	1 4.8%	3 7.9%	---
1=Poor	---	---	---	2 6.7%	---	---	---	---	---	1 5.3%
	d	d		ab	f					a
Mean	4.2	4.2	4.1	3.8	4.2	4.3	4.2	4.0	4.0	4.1
SD	0.8	0.7 d	0.9	1.0 b	0.8	0.8	0.7	0.8	0.8	1.0

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

Topic 4: Marketing Performance

Firm goal for: Sharing valuable marketing knowledge

N=583	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
5=Excellent	39 34.5%	16 23.5%	18 40.9%	31 36.0%	19 30.6%	14 37.8%	4 21.1%	6 25.0%
4=Good	51 45.1% b	41 60.3% a	19 43.2%	36 41.9% d	34 54.8%	15 40.5%	13 68.4% a	14 58.3%
3=Average	17 15.0%	9 13.2%	6 13.6%	17 19.8%	5 8.1%	7 18.9%	2 10.5%	2 8.3%
2=Fair	5 4.4%	1 1.5%	1 2.3%	2 2.3%	3 4.8%	1 2.7%	---	1 4.2%
1=Poor	1 0.9%	1 1.5%	---	---	1 1.6%	---	---	1 4.2%
Mean	4.1	4.0	4.2	4.1	4.1	4.1	4.1	4.0
SD	0.9	0.8	0.8	0.8	0.9	0.8	0.6	1.0

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

Topic 4: Marketing Performance

Firm goal for: Marketing that is beneficial for society

N=583	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
5=Excellent	59 22.9%	3 20.0%	3 21.4%	1 16.7%	1 14.3%	2 40.0%	7 18.9% k	1 8.3% k	6 20.0%	2 8.7% K	1 12.5%	18 40.9% fgl	4 23.5%
4=Good	80 31.0%	5 33.3%	3 21.4%	4 66.7% ik	2 28.6%	2 40.0%	12 32.4%	3 25.0%	11 36.7%	5 21.7% cj	5 62.5% ik	9 20.5% cj	5 29.4%
3=Average	86 33.3%	4 26.7% i	7 50.0%	1 16.7%	4 57.1%	1 20.0%	13 35.1%	5 41.7%	11 36.7%	14 60.9% ajK	1 12.5% i	11 25.0% I	5 29.4%
2=Fair	26 10.1%	3 20.0%	1 7.1%	---	---	---	4 10.8%	3 25.0%	2 6.7%	1 4.3%	1 12.5%	4 9.1%	3 17.6%
1=Poor	7 2.7%	---	---	---	---	---	1 2.7%	---	---	1 4.3%	---	2 4.5%	---
Mean	3.6	3.5	3.6	4.0	3.6	4.2	3.5	3.2	3.7	3.3	3.8	3.8	3.6
SD	1.0	1.1	0.9	0.6	0.8	0.8 i	1.0	0.9	0.9	0.9 ek	0.9	1.2 i	1.1

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

Topic 4: Marketing Performance

Firm goal for: Marketing that is beneficial for society

N=583	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%
5=Excellent	15 20.5%	23 28.4%	7 20.0%	4 13.8%	22 27.5%	7 28.0%	6 19.4%	2 10.0%	7 19.4%	4 25.0%
4=Good	26 35.6%	23 28.4%	8 22.9%	10 34.5%	26 32.5%	8 32.0%	12 38.7%	3 15.0%	10 27.8%	4 25.0%
3=Average	25 34.2%	25 30.9%	14 40.0%	12 41.4%	26 32.5%	7 28.0%	9 29.0%	9 45.0%	15 41.7%	6 37.5%
2=Fair	6 8.2%	7 8.6%	6 17.1%	3 10.3%	4 5.0% d	3 12.0%	4 12.9%	4 20.0% a	4 11.1%	2 12.5%
1=Poor	1 1.4%	3 3.7%	--- ---	--- ---	2 2.5%	--- ---	--- ---	2 10.0%	--- ---	--- ---
Mean	3.7	3.7	3.5	3.5	3.8	3.8	3.6	3.0	3.6	3.6
SD	0.9	1.1	1.0	0.9	1.0 D	1.0 d	1.0 d	1.1 Abce	0.9 d	1.0

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

Topic 4: Marketing Performance

Firm goal for: Marketing that is beneficial for society

N=583	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
5=Excellent	23 22.1%	11 17.7%	10 24.4%	22 28.9%	9 15.0%	8 23.5%	2 11.1%	3 13.6%
4=Good	34 32.7%	18 29.0%	11 26.8%	22 28.9%	24 40.0% c	6 17.6% b	4 22.2%	8 36.4%
3=Average	31 29.8%	25 40.3%	18 43.9%	26 34.2%	17 28.3%	14 41.2%	9 50.0%	10 45.5%
2=Fair	13 12.5%	7 11.3%	2 4.9%	4 5.3% b	10 16.7% a	4 11.8%	3 16.7%	1 4.5%
1=Poor	3 2.9%	1 1.6%	--- ---	2 2.6%	--- ---	2 5.9%	--- ---	--- ---
Mean	3.6	3.5	3.7	3.8	3.5	3.4	3.3	3.6
SD	1.1	1.0	0.9	1.0	0.9	1.2	0.9	0.8

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

Topic 4: Marketing Performance

Firm goal for: Minimize the impact of marketing on the ecological environment

N=583	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
5=Excellent	42 17.6%	2 12.5%	3 23.1%	--- ---	1 16.7%	1 25.0%	6 15.8%	2 20.0%	4 16.0%	2 8.7%	--- ---	10 25.6%	3 21.4%
4=Good	80 33.5%	6 37.5%	2 15.4%	5 83.3% bfgihkl	2 33.3%	3 75.0% b	12 31.6% c	2 20.0% c	9 36.0% c	8 34.8% c	3 42.9%	13 33.3% c	4 28.6% c
3=Average	76 31.8%	5 31.3%	5 38.5%	--- --- i	1 16.7%	--- --- i	15 39.5%	4 40.0%	9 36.0%	13 56.5% cek	2 28.6%	10 25.6% i	5 35.7%
2=Fair	30 12.6%	3 18.8% i	3 23.1% i	1 16.7%	2 33.3% I	--- ---	3 7.9%	2 20.0% i	2 8.0%	--- --- abDg	1 14.3%	3 7.7%	2 14.3%
1=Poor	11 4.6%	--- ---	--- ---	--- ---	--- ---	--- ---	2 5.3%	--- ---	1 4.0%	--- ---	1 14.3%	3 7.7%	--- ---
Mean	3.5	3.4	3.4	3.7	3.3	4.3	3.4	3.4	3.5	3.5	3.0	3.6	3.6
SD	1.1	1.0	1.1	0.8	1.2	0.5 i	1.0	1.1	1.0	0.7 e	1.2	1.2	1.0

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

Topic 4: Marketing Performance

Firm goal for: Minimize the impact of marketing on the ecological environment

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	N=583									
Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%	20 8.2%
5=Excellent	12 17.1%	15 20.8%	5 15.6%	2 7.4%	17 22.4%	5 21.7%	3 11.5%	1 5.3%	4 12.9%	3 20.0%
4=Good	24 34.3%	26 36.1%	9 28.1%	11 40.7%	28 36.8%	6 26.1%	11 42.3%	2 10.5%	15 48.4%	3 20.0%
3=Average	26 37.1%	22 30.6%	12 37.5%	8 29.6%	23 30.3%	8 34.8%	9 34.6%	10 52.6%	10 32.3%	4 26.7%
2=Fair	6 8.6%	5 6.9%	6 18.8%	5 18.5%	5 6.6%	3 13.0%	3 11.5%	4 21.1%	2 6.5%	5 33.3%
1=Poor	2 2.9%	4 5.6%	---	1 3.7%	3 3.9%	1 4.3%	---	2 10.5%	---	---
Mean	3.5	3.6	3.4	3.3	3.7	3.5	3.5	2.8	3.7	3.3
SD	1.0	1.1	1.0	1.0	1.0	1.1	0.9	1.0	0.8	1.2
					D	d	D	AbCE	D	

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

Topic 4: Marketing Performance

Firm goal for: Minimize the impact of marketing on the ecological environment

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
N=583								
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
5=Excellent	18 19.6%	6 10.2%	8 20.5%	17 23.0% c	7 13.7%	1 3.3% a	2 11.8%	2 9.5%
4=Good	33 35.9%	17 28.8%	13 33.3%	28 37.8%	15 29.4%	12 40.0%	7 41.2%	7 33.3%
3=Average	21 22.8% Bc	30 50.8% A	16 41.0% a	22 29.7%	20 39.2%	10 33.3%	6 35.3%	8 38.1%
2=Fair	16 17.4%	4 6.8%	2 5.1%	4 5.4% e	7 13.7%	5 16.7%	2 11.8%	4 19.0% a
1=Poor	4 4.3%	2 3.4%	--- ---	3 4.1%	2 3.9%	2 6.7%	--- ---	--- ---
Mean	3.5	3.4	3.7	3.7	3.4	3.2	3.5	3.3
SD	1.1	0.9	0.9	1.0 c	1.0	1.0 a	0.9	0.9

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

Topic 6: Marketing Organization and Leadership

Where is marketing located in your firm?

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	583 100.0%	17 2.9%	17 2.9%	7 1.2%	7 1.2%	7 1.2%	42 7.2%	13 2.2%	38 6.5%	34 5.8%	8 1.4%	50 8.6%	18 3.1%
Corporate	216 37.0%	11 64.7% hIk	12 70.6% hI	7 100.0% d	3 42.9% cHIK	5 71.4% i	32 76.2% i	10 76.9% i	35 92.1% abD	33 97.1% ABDefg	7 87.5%	44 88.0% aD	15 83.3%
Business unit level	94 16.1%	8 47.1%	7 41.2%	2 28.6%	4 57.1%	4 57.1%	19 45.2%	4 30.8%	11 28.9%	11 32.4%	2 25.0%	17 34.0%	4 22.2%
Brand or product level	42 7.2%	5 29.4%	3 17.6%	1 14.3%	1 14.3%	2 28.6%	6 14.3%	1 7.7%	9 23.7%	5 14.7%	---	7 14.0%	2 11.1%
Field Offices	31 5.3%	1 5.9%	2 11.8%	1 14.3%	2 28.6%	1 14.3%	3 7.1%	1 7.7%	7 18.4%	6 17.6%	---	6 12.0%	1 5.6%

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

Topic 6: Marketing Organization and Leadership

Where is marketing located in your firm?

N=583

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	89 15.3%	98 16.8%	39 6.7%	31 5.3%	95 16.3%	28 4.8%	37 6.3%	23 3.9%	42 7.2%	20 3.4%
Corporate	71 79.8%	86 87.8%	29 74.4%	26 83.9%	85 89.5% F	24 85.7% f	30 81.1%	17 73.9%	33 78.6%	12 60.0% Ab
Business unit level	33 37.1%	32 32.7%	18 46.2%	10 32.3%	13 13.7% cDEF	8 28.6% EF	11 29.7% aEF	11 47.8% AF	28 66.7% ABC	18 90.0% ABCD
Brand or product level	16 18.0%	15 15.3%	8 20.5%	2 6.5%	6 6.3% dEF	3 10.7% f	6 16.2%	5 21.7% a	12 28.6% A	8 40.0% Ab
Field Offices	10 11.2%	12 12.2%	4 10.3%	5 16.1%	2 2.1% CdEF	2 7.1% e	6 16.2% A	3 13.0% a	13 31.0% Ab	5 25.0% A

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

Topic 6: Marketing Organization and Leadership

Where is marketing located in your firm?

N=583	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	123 21.1%	70 12.0%	47 8.1%	95 16.3%	65 11.1%	40 6.9%	19 3.3%	26 4.5%
Corporate	103 83.7%	56 80.0%	39 83.0%	84 88.4%	53 81.5%	33 82.5%	16 84.2%	17 65.4%
Business unit level	41 33.3%	29 41.4%	17 36.2%	15 15.8%	21 32.3%	18 45.0%	12 63.2%	23 88.5%
Brand or product level	21 17.1%	16 22.9%	2 4.3%	5 5.3%	11 16.9%	8 20.0%	6 31.6%	9 34.6%
Field Offices	17 13.8%	12 17.1%	2 4.3%	2 2.1%	9 13.8%	5 12.5%	8 42.1%	7 26.9%

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

Topic 6: Marketing Organization and Leadership

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

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communica-tions Media B	Mining Construc-tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
Sales is in charge of marketing	28 10.8%	--- i	3 17.6%	1 14.3%	--- ---	--- ---	3 7.1%	2 15.4%	6 15.8%	7 21.2% a	1 12.5%	4 8.0%	1 5.6%
Sales is within the marketing function	31 12.0%	2 11.8%	3 17.6%	--- ---	--- ---	--- ---	4 9.5% j	1 7.7%	1 2.6% JKI	1 3.0% Jkl	3 37.5% fHI	12 24.0% Hi	4 22.2% hi
Sales and marketing work together on an equal level	180 69.5%	14 82.4% k	10 58.8%	5 71.4%	7 100.0% gjk	7 100.0% gjk	32 76.2% k	7 53.8% de	30 78.9% k	24 72.7%	4 50.0% de	27 54.0% adehf	11 61.1%
We don't have a sales function	12 4.6%	--- ---	1 5.9%	--- ---	--- ---	--- ---	1 2.4%	2 15.4% h	--- gkl	1 3.0%	--- ---	5 10.0% h	2 11.1% h
We have a sales function, but not a marketing function	8 3.1%	1 5.9%	--- ---	1 14.3% i	--- ---	--- ---	2 4.8%	1 7.7%	1 2.6%	--- c	--- ---	2 4.0%	--- ---

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

Topic 6: Marketing Organization and Leadership

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

N=583

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%	20 8.2%
Sales is in charge of marketing	6 6.8% b	16 16.3% a	4 10.3%	2 6.5%	13 13.7%	5 17.9%	6 16.2%	1 4.3%	3 7.1%	--- ---
Sales is within the marketing function	5 5.7% bd	15 15.3% a	4 10.3%	6 19.4% a	16 16.8% d	5 17.9% d	3 8.1%	--- ---	4 9.5%	1 5.0%
Sales and marketing work together on an equal level	71 80.7% B	60 61.2% A	27 69.2%	21 67.7%	54 56.8% DeF	18 64.3% df	27 73.0%	21 91.3% Ab	32 76.2% a	18 90.0% Ab
We don't have a sales function	2 2.3%	4 4.1%	3 7.7%	2 6.5%	7 7.4%	--- ---	--- ---	1 4.3%	2 4.8%	1 5.0%
We have a sales function, but not a marketing function	4 4.5%	3 3.1%	1 2.6%	--- ---	5 5.3%	--- ---	1 2.7%	--- ---	1 2.4%	--- ---

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

Topic 6: Marketing Organization and Leadership

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

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
Sales is in charge of marketing	15 12.3%	4 5.7%	8 17.0%	13 13.8%	9 13.8%	4 10.0%	---	1 3.8%
Sales is within the marketing function	13 10.7%	9 12.9%	6 12.8%	15 16.0%	7 10.8%	5 12.5%	1 5.3%	2 7.7%
Sales and marketing work together on an equal level	83 68.0%	54 77.1% c	28 59.6% b	53 56.4% cDE	46 70.8%	30 75.0% a	17 89.5% A	22 84.6% A
We don't have a sales function	6 4.9%	2 2.9%	3 6.4%	7 7.4%	2 3.1%	1 2.5%	---	1 3.8%
We have a sales function, but not a marketing function	5 4.1%	1 1.4%	2 4.3%	6 6.4%	1 1.5%	---	1 5.3%	---

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

Topic 6: Marketing Organization and Leadership

Check the description that best describes your role within the firm.

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
Other	52 20.2%	7 41.2% gi	3 17.6%	1 14.3%	2 28.6%	2 28.6%	8 20.5%	1 7.7% a	8 21.1%	4 11.8% a	3 37.5%	10 20.4%	2 11.1%
Vice President of Marketing	50 19.5%	3 17.6%	3 17.6%	2 28.6%	--- ---	--- ---	8 20.5%	5 38.5% k	10 26.3%	6 17.6%	1 12.5%	6 12.2% g	5 27.8%
Chief Marketing Officer	31 12.1%	2 11.8%	2 11.8%	1 14.3%	--- ---	1 14.3%	3 7.7%	2 15.4%	3 7.9%	8 23.5% l	--- ---	8 16.3%	--- --- i
CEO	28 10.9%	--- --- jl	1 5.9%	1 14.3%	--- ---	1 14.3%	5 12.8%	2 15.4%	4 10.5%	3 8.8%	2 25.0% a	5 10.2%	4 22.2% a
Vice President of Marketing and Sales	18 7.0%	1 5.9%	4 23.5% fhi	--- ---	--- ---	1 14.3%	2 5.1% b	--- ---	2 5.3% b	1 2.9% b	--- ---	5 10.2%	2 11.1%
Director of Marketing	17 6.6%	1 5.9%	--- ---	--- ---	--- ---	--- ---	6 15.4% k	1 7.7%	4 10.5%	3 8.8%	--- ---	1 2.0% f	1 5.6%
President	14 5.4%	2 11.8% i	2 11.8% i	--- ---	--- ---	--- ---	2 5.1%	--- ---	2 5.3%	--- --- abj	1 12.5% i	4 8.2%	1 5.6%
Marketing Manager	11 4.3%	--- ---	1 5.9%	1 14.3% k	--- ---	1 14.3% k	3 7.7%	1 7.7%	1 2.6%	2 5.9%	--- ---	--- --- ce	1 5.6%
Executive or Senior Vice President of Marketing	10 3.9%	--- ---	--- ---	--- ---	1 14.3%	--- ---	1 2.6%	--- ---	1 2.6%	3 8.8%	--- ---	3 6.1%	1 5.6%

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

Topic 6: Marketing Organization and Leadership

Check the description that best describes your role within the firm.

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%	20 8.2%
Other	20 23.0%	18 18.6%	7 17.9%	5 16.1%	11 11.6% cDF	4 14.3%	10 27.8% ae	8 36.4% Ae	4 9.8% cdf	7 36.8% Ae
Vice President of Marketing	17 19.5%	18 18.6%	9 23.1%	5 16.1%	19 20.0%	5 17.9%	8 22.2%	5 22.7%	8 19.5%	2 10.5%
Chief Marketing Officer	9 10.3%	12 12.4%	3 7.7%	7 22.6%	9 9.5% b	7 25.0% ac	2 5.6% b	3 13.6%	5 12.2%	2 10.5%
CEO	10 11.5%	12 12.4%	3 7.7%	3 9.7%	22 23.2% dEf	3 10.7% e	3 8.3%	--- --- a	--- --- Ab	--- --- a
Vice President of Marketing and Sales	5 5.7%	9 9.3%	2 5.1%	2 6.5%	10 10.5%	2 7.1%	4 11.1%	--- ---	2 4.9%	--- ---
Director of Marketing	12 13.8% Bd	2 2.1% A	3 7.7%	--- --- a	6 6.3%	1 3.6%	1 2.8%	2 9.1%	5 12.2%	1 5.3%
President	3 3.4%	6 6.2%	3 7.7%	2 6.5%	9 9.5%	2 7.1%	2 5.6%	--- ---	1 2.4%	--- ---
Marketing Manager	5 5.7%	2 2.1%	1 2.6%	3 9.7%	--- --- CdEf	--- ---	3 8.3% A	1 4.5% a	5 12.2% A	1 5.3% a
Executive or Senior Vice President of Marketing	1 1.1% b	7 7.2% a	2 5.1%	--- ---	2 2.1%	2 7.1%	--- ---	2 9.1%	3 7.3%	1 5.3%

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

Topic 6: Marketing Organization and Leadership

Check the description that best describes your role within the firm.

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
Other	20 16.4%	12 17.4%	12 25.5%	14 14.7% e	16 24.6%	10 27.0%	1 5.3% e	8 32.0% ad
Vice President of Marketing	28 23.0%	10 14.5%	10 21.3%	16 16.8%	14 21.5%	9 24.3%	3 15.8%	3 12.0%
Chief Marketing Officer	13 10.7%	10 14.5%	5 10.6%	10 10.5%	8 12.3%	2 5.4% d	5 26.3% c	4 16.0%
CEO	15 12.3%	6 8.7%	5 10.6%	20 21.1% bcde	6 9.2% a	1 2.7% a	--- --- a	--- --- a
Vice President of Marketing and Sales	8 6.6%	4 5.8%	5 10.6%	10 10.5%	5 7.7%	2 5.4%	1 5.3%	--- ---
Director of Marketing	12 9.8% c	5 7.2%	--- --- a	7 7.4%	4 6.2%	2 5.4%	3 15.8%	1 4.0%
President	7 5.7%	4 5.8%	3 6.4%	9 9.5%	2 3.1%	2 5.4%	--- ---	--- ---
Marketing Manager	3 2.5%	4 5.8%	3 6.4%	1 1.1% cD	1 1.5% d	3 8.1% a	3 15.8% Ab	2 8.0%
Executive or Senior Vice President of Marketing	2 1.6% B	7 10.1% Ac	--- --- b	1 1.1% d	3 4.6%	2 5.4%	2 10.5% a	2 8.0%

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

Topic 6: Marketing Organization and Leadership

Check the description that best describes your role within the firm.

N=583	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
VP of Marketing Services or Marketing Research	9 3.5%	1 5.9%	1 5.9%	---	---	---	1 2.6%	---	2 5.3%	2 5.9%	---	2 4.1%	---
Vice President of Business Development	8 3.1%	---	---	1 14.3% fi	1 14.3% fi	---	---	cdj	1 2.6%	---	1 12.5% fi	3 6.1%	1 5.6%
COO	2 0.8%	---	---	---	---	---	---	1 7.7%	---	1 2.9%	---	---	---
Vice President of Sales	2 0.8%	---	---	---	1 14.3% fhk	---	---	d	---	1 2.9%	---	d	---
Director of Marketing Communications	1 0.4%	---	---	---	---	---	---	---	---	---	---	1 2.0%	---
Director of Sales and Marketing	1 0.4%	---	---	---	1 14.3% fhik	---	---	d	---	d	d	d	---
Global Marketing Manager	1 0.4%	---	---	---	---	1 14.3% fhik	---	e	---	e	e	e	---
Product Manager	1 0.4%	---	---	---	1 14.3% fhik	---	---	d	---	d	d	d	---
Senior Marketing Manager	1 0.4%	---	---	---	---	---	---	---	---	---	---	1 2.0%	---

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

Topic 6: Marketing Organization and Leadership

Check the description that best describes your role within the firm.

N=583

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
VP of Marketing Services or Marketing Research	2 2.3%	3 3.1%	3 7.7%	1 3.2%	1 1.1% eF	---	1 2.8%	1 4.5%	3 7.3% a	3 15.8% Ab
Vice President of Business Development	1 1.1%	4 4.1%	1 2.6%	2 6.5%	4 4.2%	1 3.6%	1 2.8%	---	1 2.4%	1 5.3%
COO	1 1.1%	---	---	1 3.2%	2 2.1%	---	---	---	---	---
Vice President of Sales	---	1 1.0%	1 2.6%	---	---	---	---	---	1 2.4%	1 5.3% a
Director of Marketing Communications	---	1 1.0%	---	---	---	---	1 2.8%	---	---	---
Director of Sales and Marketing	---	1 1.0%	---	---	---	1 3.6%	---	---	---	---
Global Marketing Manager	1 1.1%	---	---	---	---	---	---	---	1 2.4%	---
Product Manager	---	---	1 2.6%	---	---	---	---	---	1 2.4%	---
Senior Marketing Manager	---	1 1.0%	---	---	---	---	---	---	1 2.4%	---

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

Topic 6: Marketing Organization and Leadership

Check the description that best describes your role within the firm.

N=583

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
VP of Marketing Services or Marketing Research	3 2.5%	3 4.3%	2 4.3%	1 1.1% cE	---	3 8.1% ab	---	3 12.0% AB
Vice President of Business Development	5 4.1%	1 1.4%	2 4.3%	4 4.2%	3 4.6%	---	---	1 4.0%
COO	---	2 2.9%	---	2 2.1%	---	---	---	---
Vice President of Sales	1 0.8%	1 1.4%	---	---	---	---	1 5.3% a	---
Director of Marketing Communications	1 0.8%	---	---	---	1 1.5%	---	---	---
Director of Sales and Marketing	1 0.8%	---	---	---	1 1.5%	---	---	---
Global Marketing Manager	1 0.8%	---	---	---	---	---	---	1 4.0%
Product Manager	1 0.8%	---	---	---	1 1.5%	---	---	---
Senior Marketing Manager	1 0.8%	---	---	---	---	1 2.7%	---	---

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in: Is collected on a regular basis

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
1=Not At All	4 1.6%	--- ---	--- ---	--- ---	1 14.3% h	--- ---	1 2.4%	--- ---	--- d	1 2.9%	--- ---	1 2.1%	--- ---
2=	13 5.1%	1 5.9%	1 6.3%	--- ---	--- ---	1 14.3% h	3 7.1%	--- ---	--- ejk	1 2.9%	1 12.5% h	5 10.4% h	--- ---
3=	23 9.1%	--- c	3 18.8% k	2 28.6% aK	--- ---	--- ---	3 7.1%	--- ---	7 18.9% k	5 14.7% k	--- ---	1 2.1% bChi	2 11.8%
4=	37 14.6%	4 23.5%	2 12.5%	--- ---	1 14.3%	1 14.3%	4 9.5%	3 23.1%	5 13.5%	3 8.8%	2 25.0%	8 16.7%	4 23.5%
5=	60 23.6%	6 35.3%	3 18.8%	--- ---	1 14.3%	1 14.3%	13 31.0%	2 15.4%	9 24.3%	8 23.5%	--- ---	12 25.0%	5 29.4%
6=	48 18.9%	2 11.8% c	1 6.3% c	4 57.1% abfkl	1 14.3%	1 14.3%	8 19.0% c	2 15.4%	9 24.3%	7 20.6%	1 12.5%	10 20.8% c	2 11.8% c
7=All The Time	69 27.2%	4 23.5%	6 37.5%	1 14.3%	3 42.9%	3 42.9%	10 23.8%	6 46.2%	7 18.9%	9 26.5%	4 50.0%	11 22.9%	4 23.5%
Mean	5.2	5.2	5.1	5.3	5.3	5.4	5.1	5.8	5.1	5.1	5.5	5.1	5.1
SD	1.6	1.4	1.8	1.6	2.2	1.9	1.6	1.3	1.4	1.7	1.9	1.6	1.4

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in: Is collected on a regular basis

N=583	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%	20 8.2%
1=Not At All	1 1.1%	3 3.2%	--- ---	--- ---	1 1.1% d	1 3.6%	--- ---	2 9.1% a	--- ---	--- ---
2=	5 5.7%	6 6.4%	--- ---	1 3.2%	7 7.4%	1 3.6%	1 2.9%	--- ---	1 2.4%	--- ---
3=	7 8.0%	12 12.8%	1 2.6%	3 9.7%	11 11.7%	2 7.1%	3 8.6%	3 13.6%	2 4.8%	1 5.0%
4=	12 13.8%	13 13.8%	6 15.4%	5 16.1%	19 20.2% f	4 14.3%	5 14.3%	2 9.1%	5 11.9%	--- --- a
5=	19 21.8%	25 26.6%	11 28.2%	4 12.9%	22 23.4%	8 28.6%	9 25.7%	3 13.6%	8 19.0%	7 35.0%
6=	21 24.1%	14 14.9%	6 15.4%	7 22.6%	16 17.0%	5 17.9%	8 22.9%	1 4.5% e	11 26.2% d	5 25.0%
7=All The Time	22 25.3%	21 22.3%	15 38.5%	11 35.5%	18 19.1% De	7 25.0%	9 25.7%	11 50.0% A	15 35.7% a	7 35.0%
Mean	5.2	4.9	5.7	5.5	4.9	5.1	5.3	5.3	5.7	5.9
SD	1.5	1.7 C	1.2 B	1.5	1.6 EF	1.6	1.4	2.1	1.3 A	1.1 A

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in: Is collected on a regular basis

N=583	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
1=Not At All	3 2.4%	1 1.4%	--- ---	1 1.1%	2 3.1%	1 2.6%	--- ---	--- ---
2=	7 5.7%	2 2.9%	2 4.3%	10 10.5% c	2 3.1%	--- a	1 5.3%	--- ---
3=	14 11.4%	6 8.7%	3 6.4%	10 10.5%	8 12.5%	3 7.7%	--- ---	2 8.0%
4=	17 13.8%	10 14.5%	7 14.9%	18 18.9% e	11 17.2% e	5 12.8%	2 10.5%	--- ab
5=	31 25.2%	17 24.6%	9 19.1%	20 21.1%	17 26.6%	9 23.1%	7 36.8%	4 16.0%
6=	23 18.7%	14 20.3%	8 17.0%	18 18.9%	8 12.5% e	8 20.5%	2 10.5%	9 36.0% b
7=All The Time	28 22.8% c	19 27.5%	18 38.3% a	18 18.9% e	16 25.0%	13 33.3%	7 36.8%	10 40.0% a
Mean	5.0	5.3	5.5	4.8	5.0	5.5	5.6	6.0
SD	1.6	1.5	1.5	1.6 cE	1.6 E	1.5 a	1.4	1.2 AB

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in: Is shared horizontally across different functions and business units

N=583	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
1=Not At All	7 2.8%	---	---	1 14.3% fh	1 14.3% fh	---	---	---	---	2 6.1%	1 12.5% fh	2 4.2%	---
2=	18 7.1%	1 5.9%	3 18.8% h	---	1 14.3%	---	4 9.8%	2 15.4%	1 2.7% b	2 6.1%	---	3 6.3%	1 5.9%
3=	26 10.3%	2 11.8%	3 18.8%	---	1 14.3%	2 28.6%	3 7.3%	1 7.7%	5 13.5%	3 9.1%	---	4 8.3%	2 11.8%
4=	47 18.7%	4 23.5%	1 6.3%	2 28.6%	2 28.6%	2 28.6%	8 19.5%	4 30.8%	4 10.8%	4 12.1%	3 37.5%	10 20.8%	3 17.6%
5=	64 25.4%	6 35.3%	3 18.8%	1 14.3%	2 28.6%	1 14.3%	14 34.1%	1 7.7%	6 16.2%	10 30.3%	1 12.5%	12 25.0%	6 35.3%
6=	58 23.0%	3 17.6%	2 12.5% h	2 28.6%	---	2 28.6% h	10 24.4%	3 23.1%	16 43.2% bdik	5 15.2% h	3 37.5%	9 18.8% h	3 17.6%
7=All The Time	32 12.7%	1 5.9%	4 25.0% f	1 14.3%	---	---	2 4.9% bi	2 15.4%	5 13.5%	7 21.2% f	---	8 16.7%	2 11.8%
Mean	4.8	4.6	4.6	4.7	3.4	4.4	4.7	4.6	5.2	4.8	4.5	4.8	4.8
SD	1.5	1.3	1.9	2.0	1.5 fHkl	1.3	1.3	1.7	1.4 D	1.8	1.7	1.6 d	1.4 d

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in: Is shared horizontally across different functions and business units

N=583	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%
1=Not At All	3 3.5%	3 3.2%	--- ---	1 3.2%	3 3.2%	2 7.1%	--- ---	--- ---	1 2.4%	--- ---
2=	5 5.8%	7 7.5%	3 7.7%	3 9.7%	6 6.5%	2 7.1%	2 5.7%	2 9.1%	4 9.8%	1 5.0%
3=	7 8.1%	9 9.7%	6 15.4%	3 9.7%	9 9.7%	2 7.1%	5 14.3%	1 4.5%	4 9.8%	1 5.0%
4=	13 15.1%	17 18.3%	10 25.6%	6 19.4%	11 11.8% E	7 25.0%	5 14.3% e	3 13.6% e	16 39.0% AcD	3 15.0%
5=	23 26.7%	25 26.9%	8 20.5%	7 22.6%	21 22.6% e	9 32.1% E	11 31.4% E	9 40.9% E	3 7.3% aBCDF	8 40.0% E
6=	28 32.6% bc	17 18.3% a	6 15.4% a	7 22.6%	29 31.2% d	5 17.9%	7 20.0%	2 9.1% a	9 22.0%	4 20.0%
7=All The Time	7 8.1%	15 16.1%	6 15.4%	4 12.9%	14 15.1%	1 3.6% d	5 14.3%	5 22.7% b	4 9.8%	3 15.0%
Mean	4.9	4.8	4.7	4.7	5.0	4.4	4.9	5.0	4.4	5.1
SD	1.5	1.6	1.5	1.6	1.6	1.5	1.4	1.5	1.5	1.3

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in: Is shared horizontally across different functions and business units

N=583	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
1=Not At All	6 5.0%	1 1.4%	--- ---	3 3.2%	4 6.3%	--- ---	--- ---	--- ---
2=	8 6.6%	6 8.7%	3 6.4%	6 6.4%	7 10.9%	4 10.3%	--- ---	1 4.0%
3=	13 10.7%	5 7.2%	5 10.6%	11 11.7%	7 10.9%	4 10.3%	2 10.5%	2 8.0%
4=	21 17.4%	13 18.8%	11 23.4%	13 13.8% D	10 15.6% D	8 20.5% d	9 47.4% ABc	7 28.0%
5=	33 27.3%	17 24.6%	10 21.3%	21 22.3%	20 31.3%	10 25.6%	2 10.5%	7 28.0%
6=	22 18.2%	20 29.0%	12 25.5%	26 27.7% c	13 20.3%	4 10.3% a	4 21.1%	5 20.0%
7=All The Time	18 14.9%	7 10.1%	6 12.8%	14 14.9% b	3 4.7% aC	9 23.1% B	2 10.5%	3 12.0%
Mean	4.7	4.8	4.9	4.9	4.3	4.8	4.7	4.9
SD	1.6	1.5	1.4	1.6 b	1.6 a	1.6	1.2	1.3

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in: Is shared vertically across different levels of the firm and business units

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
1=Not At All	6 2.4%	---	---	1 14.3% fh	1 14.3% fh	---	---	1 7.7% cdj	---	1 3.0% cdj	1 12.5% fh	1 2.1%	---
2=	17 6.8%	---	3 18.8% h	---	1 14.3%	---	4 10.0%	1 7.7%	1 2.7% b	1 3.0%	---	6 12.5%	---
3=	22 8.8%	---	2 12.5%	1 14.3%	---	1 14.3%	6 15.0% k	1 7.7%	2 5.4%	5 15.2% k	1 12.5%	1 2.1% fi	2 11.8%
4=	38 15.1%	3 17.6%	---	1 14.3%	1 14.3%	1 14.3%	8 20.0%	1 7.7%	7 18.9%	4 12.1%	---	8 16.7%	4 23.5% b
5=	74 29.5%	8 47.1%	4 25.0%	1 14.3%	1 14.3%	3 42.9%	12 30.0%	4 30.8%	8 21.6%	10 30.3%	3 37.5%	15 31.3%	4 23.5%
6=	61 24.3%	5 29.4%	3 18.8%	2 28.6%	3 42.9%	2 28.6%	8 20.0%	3 23.1%	12 32.4%	6 18.2%	3 37.5%	10 20.8%	4 23.5%
7=All The Time	33 13.1%	1 5.9%	4 25.0% f	1 14.3%	---	---	2 5.0% b	2 15.4%	7 18.9%	6 18.2%	---	7 14.6%	3 17.6%
Mean	4.9	5.2	4.9	4.6	4.3	4.9	4.5	4.8	5.3	4.9	4.6	4.8	5.1
SD	1.5	0.8 f	1.9	2.1	2.1	1.1	1.4 aH	1.8	1.3 F	1.6	1.8	1.6	1.3

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in: Is shared vertically across different levels of the firm and business units

N=583	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%
1=Not At All	2 2.3%	2 2.2%	1 2.6%	1 3.2%	3 3.2%	1 3.6%	---	---	1 2.4%	---
2=	4 4.7%	8 8.6%	2 5.1%	2 6.5%	8 8.6%	3 10.7%	1 2.9%	2 9.1%	2 4.9%	---
3=	9 10.5%	9 9.7%	1 2.6%	3 9.7%	9 9.7%	---	3 8.6%	1 4.5%	5 12.2%	1 5.3%
4=	13 15.1%	14 15.1%	6 15.4%	4 12.9%	13 14.0%	6 21.4%	5 14.3%	2 9.1%	10 24.4%	1 5.3%
5=	27 31.4%	28 30.1%	10 25.6%	9 29.0%	21 22.6%	11 39.3%	13 37.1%	9 40.9%	7 17.1%	7 36.8%
6=	23 26.7%	17 18.3%	13 33.3%	8 25.8%	24 25.8%	5 17.9%	10 28.6%	4 18.2%	11 26.8%	6 31.6%
7=All The Time	8 9.3%	15 16.1%	6 15.4%	4 12.9%	15 16.1%	2 7.1%	3 8.6%	4 18.2%	5 12.2%	4 21.1%
Mean	4.9	4.8	5.2	4.9	4.9	4.6	5.1	5.1	4.8	5.6
SD	1.4	1.6	1.4	1.6	1.7	1.5 f	1.2	1.4	1.5 f	1.1 be

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in: Is shared vertically across different levels of the firm and business units

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
N=583								
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
1=Not At All	4 3.3%	2 2.9%	--- ---	3 3.2%	3 4.7%	--- ---	--- ---	--- ---
2=	12 9.9%	2 2.9%	2 4.3%	8 8.5%	7 10.9%	2 5.1%	--- ---	--- ---
3=	8 6.6%	9 13.0%	3 6.4%	6 6.4%	6 9.4%	4 10.3%	3 15.8%	2 8.3%
4=	21 17.4%	9 13.0%	7 14.9%	16 17.0%	9 14.1%	2 5.1% de	5 26.3% c	6 25.0% c
5=	37 30.6%	17 24.6%	14 29.8%	24 25.5%	22 34.4%	14 35.9%	3 15.8%	6 25.0%
6=	22 18.2% b	23 33.3% a	13 27.7%	23 24.5%	13 20.3%	9 23.1%	6 31.6%	7 29.2%
7=All The Time	17 14.0%	7 10.1%	8 17.0%	14 14.9%	4 6.3% c	8 20.5% b	2 10.5%	3 12.5%
Mean	4.7	4.9	5.2	4.9	4.5	5.2	4.9	5.1
SD	1.6	1.5	1.3	1.6	1.6 c	1.4 b	1.3	1.2

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in: Influences the implementation of firm strategies

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
1=Not At All	3 1.2%	---	---	---	1 14.3% fhi	---	---	---	---	---	---	2 4.2%	---
2=	12 4.7%	1 5.9%	2 12.5% h	---	---	---	1 2.4%	---	---	3 8.8% bj	1 12.5% h	3 6.3%	1 5.9%
3=	19 7.5%	1 5.9%	2 12.5%	---	---	1 14.3%	5 11.9%	1 7.7%	2 5.4%	1 2.9%	1 12.5%	2 4.2%	2 11.8%
4=	37 14.6%	3 17.6%	1 6.3% cd	3 42.9% bgK	4 57.1% befGhjKL	---	7 16.7% d	---	7 18.9% dk	8 23.5% K	---	2 4.2% CDHl	2 11.8% d
5=	70 27.6%	3 17.6%	3 18.8%	2 28.6%	1 14.3%	3 42.9%	10 23.8%	5 38.5%	9 24.3%	13 38.2%	2 25.0%	17 35.4%	2 11.8%
6=	73 28.7%	8 47.1% i	4 25.0%	2 28.6%	1 14.3%	3 42.9%	12 28.6%	3 23.1%	14 37.8%	6 17.6% a	2 25.0%	14 29.2%	4 23.5%
7=All The Time	40 15.7%	1 5.9% l	4 25.0%	---	---	---	7 16.7%	4 30.8%	5 13.5%	3 8.8% l	2 25.0%	8 16.7%	6 35.3% ai
Mean	5.1	5.1	5.1	4.9	4.0	5.1	5.1	5.7	5.4	4.8	5.1	5.1	5.4
SD	1.4	1.3	1.8	0.9	1.5 fgH	1.1	1.4 d	1.2 di	1.1 D	1.3 g	1.8	1.6	1.7

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in: Influences the implementation of firm strategies

N=583	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%
1=Not At All	---	3 3.2%	---	---	2 2.1%	1 3.6%	---	---	---	---
2=	3 3.4%	6 6.4%	---	2 6.5%	5 5.3%	---	1 2.9%	1 4.5%	2 4.8%	---
3=	7 8.0%	6 6.4%	2 5.1%	4 12.9%	6 6.4%	2 7.1%	2 5.7%	3 13.6%	3 7.1%	1 5.0%
4=	13 14.9%	9 9.6% c	9 23.1% b	5 16.1%	11 11.7%	3 10.7%	8 22.9%	3 13.6%	8 19.0%	3 15.0%
5=	19 21.8% b	36 38.3% ac	7 17.9% b	7 22.6%	23 24.5%	12 42.9%	7 20.0%	6 27.3%	12 28.6%	6 30.0%
6=	30 34.5% b	19 20.2% ac	16 41.0% b	8 25.8%	27 28.7%	8 28.6%	14 40.0%	5 22.7%	10 23.8%	6 30.0%
7=All The Time	15 17.2%	15 16.0%	5 12.8%	5 16.1%	20 21.3%	2 7.1%	3 8.6%	4 18.2%	7 16.7%	4 20.0%
Mean	5.3	5.0	5.3	5.0	5.2	5.0	5.1	5.0	5.1	5.5
SD	1.3	1.5	1.1	1.5	1.5	1.3	1.2	1.5	1.4	1.1

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in: Influences the implementation of firm strategies

N=583	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
1=Not At All	3 2.4%	--- ---	--- ---	2 2.1%	1 1.6%	--- ---	--- ---	--- ---
2=	5 4.1%	2 2.9%	3 6.4%	6 6.3%	2 3.1%	3 7.7%	1 5.3%	--- ---
3=	6 4.9%	7 10.1%	4 8.5%	6 6.3%	8 12.5%	2 5.1%	1 5.3%	1 4.0%
4=	24 19.5% c	11 15.9%	2 4.3% a	9 9.5%	13 20.3%	7 17.9%	4 21.1%	4 16.0%
5=	34 27.6%	18 26.1%	16 34.0%	27 28.4%	18 28.1%	8 20.5%	5 26.3%	6 24.0%
6=	34 27.6%	19 27.5%	13 27.7%	27 28.4%	17 26.6%	10 25.6%	6 31.6%	9 36.0%
7=All The Time	17 13.8%	12 17.4%	9 19.1%	18 18.9%	5 7.8% c	9 23.1% b	2 10.5%	5 20.0%
Mean	5.0	5.2	5.3	5.2	4.8	5.2	5.1	5.5
SD	1.4	1.3	1.4	1.5	1.3 e	1.5	1.3	1.1 b

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in: Impacts the evaluation of firm strategies

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Comm-unications Media B	Mining Construc-tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
1=Not At All	4 1.6%	---	---	---	1 14.3% hi	---	1 2.4%	---	---	---	---	2 4.2%	---
2=	11 4.3%	1 5.9%	1 6.3%	---	---	---	2 4.8%	---	1 2.8%	3 8.8%	1 12.5%	2 4.2%	---
3=	21 8.3%	---	2 12.5%	---	1 14.3%	1 14.3%	3 7.1%	1 7.7%	1 2.8%	2 5.9%	1 12.5%	4 8.3%	4 23.5% ah
4=	40 15.8%	4 23.5%	2 12.5%	3 42.9% KL	2 28.6% 1	---	8 19.0%	2 15.4%	7 19.4%	9 26.5% kl	---	3 6.3% Ci	---
5=	71 28.1%	5 29.4%	3 18.8%	1 14.3%	2 28.6%	2 28.6%	9 21.4%	5 38.5%	10 27.8%	12 35.3%	3 37.5%	16 33.3%	3 17.6%
6=	69 27.3%	5 29.4%	5 31.3%	3 42.9%	---	3 42.9%	13 31.0%	3 23.1%	12 33.3%	6 17.6%	1 12.5%	13 27.1%	5 29.4%
7=All The Time	37 14.6%	2 11.8%	3 18.8%	---	1 14.3%	1 14.3%	6 14.3%	2 15.4%	5 13.9%	2 5.9% l	2 25.0%	8 16.7%	5 29.4% i
Mean	5.0	5.1	5.1	5.0	4.1	5.4	5.0	5.2	5.3	4.6	5.0	5.1	5.4
SD	1.4	1.3	1.5	1.0	1.9 h	1.3	1.5	1.2	1.2 di	1.3 h	1.8	1.6	1.5

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in: Impacts the evaluation of firm strategies

N=583

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%	20 8.2%
1=Not At All	1 1.2%	3 3.2%	---	---	3 3.2%	1 3.6%	---	---	---	---
2=	4 4.7%	4 4.3%	---	2 6.5%	3 3.2%	---	2 5.7%	1 4.5%	2 4.8%	---
3=	5 5.8%	8 8.5%	2 5.1%	5 16.1%	9 9.7%	2 7.1%	1 2.9%	2 9.1%	5 11.9%	1 5.0%
4=	12 14.0%	14 14.9%	11 28.2%	3 9.7%	15 16.1%	5 17.9%	7 20.0%	3 13.6%	6 14.3%	2 10.0%
5=	18 20.9% b	34 36.2% ac	7 17.9% b	11 35.5%	18 19.4% B	13 46.4% A	12 34.3%	7 31.8%	11 26.2%	6 30.0%
6=	32 37.2% B	17 18.1% Ac	14 35.9% b	6 19.4%	26 28.0%	7 25.0%	11 31.4%	6 27.3%	11 26.2%	5 25.0%
7=All The Time	14 16.3%	14 14.9%	5 12.8%	4 12.9%	19 20.4% bc	---	2 5.7% af	3 13.6% b	7 16.7% b	6 30.0% Bc
Mean	5.3	4.9	5.2	4.8	5.1	4.8	5.0	5.1	5.1	5.7
SD	1.4	1.5	1.2	1.4	1.6	1.1 f	1.2	1.3	1.4	1.2 b

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in: Impacts the evaluation of firm strategies

N=583

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
1=Not At All	4 3.3%	--- ---	--- ---	3 3.2%	1 1.6%	--- ---	--- ---	--- ---
2=	5 4.1%	2 2.9%	2 4.3%	4 4.3%	3 4.7%	3 7.7%	1 5.3%	--- ---
3=	7 5.7%	7 10.1%	5 10.6%	8 8.5%	7 10.9%	2 5.1%	2 10.5%	1 4.0%
4=	22 18.0%	13 18.8%	4 8.5%	16 17.0%	11 17.2%	6 15.4%	4 21.1%	2 8.0%
5=	34 27.9%	18 26.1%	16 34.0%	18 19.1%	28 43.8%	9 23.1%	3 15.8%	9 36.0%
6=	35 28.7%	18 26.1%	11 23.4%	28 29.8%	11 17.2%	13 33.3%	6 31.6%	6 24.0%
7=All The Time	15 12.3%	11 15.9%	9 19.1%	17 18.1%	3 4.7%	6 15.4%	3 15.8%	7 28.0%
Mean	5.0	5.1	5.2	5.1	4.7	5.2	5.1	5.6
SD	1.4	1.3	1.4	1.6	1.2 E	1.4	1.5	1.1 B

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in: Shapes the design of firm strategies

N=583	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
1=Not At All	4 1.6%	---	---	---	1 14.3% hi	---	1 2.4%	---	---	---	---	2 4.2%	---
2=	14 5.5%	1 5.9%	1 6.3%	---	---	---	2 4.8%	2 15.4%	1 2.7%	4 11.8%	1 12.5%	1 2.1%	1 5.9%
3=	21 8.3%	1 5.9%	3 18.8% h	---	1 14.3%	1 14.3%	3 7.1%	---	1 2.7% b	2 5.9%	1 12.5%	5 10.4%	2 11.8%
4=	34 13.4%	3 17.6%	2 12.5%	3 42.9% fK	2 28.6%	---	4 9.5% c	1 7.7%	6 16.2%	7 20.6%	---	3 6.3% C	3 17.6%
5=	73 28.7%	5 29.4%	2 12.5%	2 28.6%	2 28.6%	3 42.9%	14 33.3%	3 23.1%	10 27.0%	13 38.2%	3 37.5%	12 25.0%	4 23.5%
6=	73 28.7%	6 35.3%	5 31.3%	2 28.6%	---	2 28.6%	13 31.0%	4 30.8%	13 35.1%	6 17.6%	1 12.5%	18 37.5%	3 17.6%
7=All The Time	35 13.8%	1 5.9%	3 18.8%	---	1 14.3%	1 14.3%	5 11.9%	3 23.1%	6 16.2%	2 5.9%	2 25.0%	7 14.6%	4 23.5%
Mean	5.0	5.0	5.0	4.9	4.1	5.3	5.1	5.2	5.4	4.6	5.0	5.2	5.1
SD	1.4	1.3	1.6	0.9	1.9 h	1.3	1.4	1.7	1.2 di	1.3 h	1.8	1.5	1.6

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in: Shapes the design of firm strategies

	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	N=583									
Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%	20 8.2%
1=Not At All	1 1.1%	3 3.2%	--- ---	--- ---	3 3.2%	1 3.6%	--- ---	--- ---	--- ---	--- ---
2=	4 4.6%	4 4.3%	3 7.7%	3 9.7%	5 5.3%	1 3.6%	3 8.6%	1 4.5%	3 7.1%	--- ---
3=	5 5.7%	8 8.5%	1 2.6% d	5 16.1% c	7 7.4%	2 7.1%	3 8.6%	1 4.5%	4 9.5%	1 5.0%
4=	10 11.5%	13 13.8%	7 17.9%	4 12.9%	11 11.7%	5 17.9%	8 22.9%	1 4.5%	4 9.5%	3 15.0%
5=	24 27.6%	30 31.9%	10 25.6%	9 29.0%	22 23.4% d	8 28.6%	9 25.7%	10 45.5% a	15 35.7%	4 20.0%
6=	29 33.3%	23 24.5%	14 35.9%	6 19.4%	26 27.7%	11 39.3%	11 31.4%	6 27.3%	9 21.4%	8 40.0%
7=All The Time	14 16.1%	13 13.8%	4 10.3%	4 12.9%	20 21.3% Bc	--- --- Adef	1 2.9% af	3 13.6% b	7 16.7% b	4 20.0% bc
Mean	5.2	5.0	5.1	4.7	5.1	4.8	4.7	5.3	5.0	5.6
SD	1.4	1.5	1.3	1.5	1.6	1.3	1.3 f	1.2	1.4	1.1 c

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in: Shapes the design of firm strategies

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
1=Not At All	4 3.3%	--- ---	--- ---	3 3.2%	1 1.6%	--- ---	--- ---	--- ---
2=	6 4.9%	4 5.8%	3 6.4%	6 6.3%	5 7.8%	2 5.1%	1 5.3%	--- ---
3=	9 7.3%	4 5.8%	5 10.6%	7 7.4%	7 10.9%	3 7.7%	2 10.5%	1 4.0%
4=	19 15.4%	11 15.9%	3 6.4%	12 12.6%	11 17.2%	3 7.7%	3 15.8%	4 16.0%
5=	36 29.3%	20 29.0%	16 34.0%	22 23.2%	23 35.9%	12 30.8%	5 26.3%	5 20.0%
6=	33 26.8%	19 27.5%	13 27.7%	29 30.5%	13 20.3%	14 35.9%	5 26.3%	9 36.0%
7=All The Time	16 13.0%	11 15.9%	7 14.9%	16 16.8% b	4 6.3% ae	5 12.8%	3 15.8%	6 24.0% b
Mean	5.0	5.1	5.1	5.1	4.6	5.2	5.1	5.6
SD	1.5	1.4	1.4	1.6	1.4 cE	1.3 b	1.4	1.2 B

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

Topic 6: Marketing Organization and Leadership

How many reports do you have?

N=583 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	583	17	17	7	7	7	42	13	38	34	8
Percent	100.0%	6.6%	6.6%	2.7%	2.7%	2.7%	16.3%	5.0%	14.7%	13.2%	3.1%	19.4%	7.0%
How many direct reports do you have?	236 4.9 6.7	16 5.2 6.9	15 4.4 3.2	7 2.1 2.0 J	7 3.1 5.4	5 4.8 5.2	39 4.6 9.5	13 3.4 2.2 J	34 4.7 6.4	33 6.2 6.5	8 6.9 2.9 CG	42 5.1 8.0	17 5.1 5.3
How many indirect reports (dotted line) reports do you have?	214 16.3 36.6	16 13.5 21.4	13 22.8 37.4	7 9.6 17.6	6 36.0 58.4 fi	6 24.2 47.6	34 10.4 16.0 d	11 9.8 12.6	30 14.6 54.5	30 9.9 18.6 d	7 8.4 7.3	38 29.4 54.2	16 11.1 13.4

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

Topic 6: Marketing Organization and Leadership

How many reports do you have?

N=583 Number Mean SD	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Number	89	98	39	31	95	28	37	23	42
Percent	34.6%	38.1%	15.2%	12.1%	38.8%	11.4%	15.1%	9.4%	17.1%	8.2%
How many direct reports do you have?	78 3.9 7.0	90 5.3 6.9	38 5.0 5.9	28 6.3 6.6	86 3.2 2.8 cDEF	28 5.3 9.2	33 6.2 10.3 a	21 5.7 6.1 A	39 6.8 7.9 A	20 5.7 5.9 A
How many indirect reports (dotted line) reports do you have?	71 13.3 39.4	81 20.7 40.6	34 15.5 31.8	26 10.5 14.7	72 5.5 10.2 BCdEF	24 18.5 36.9 A	31 24.8 58.5 A	20 13.9 21.8 a	39 25.5 40.4 A	20 28.5 53.5 A

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

Topic 6: Marketing Organization and Leadership

How many reports do you have?

N=583 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	123	70	47	95	65	40	19	26
Percent	51.3%	29.2%	19.6%	38.8%	26.5%	16.3%	7.8%	10.6%
How many direct reports do you have?	118 4.9 8.0	65 5.1 5.8	43 4.8 4.8	87 3.2 2.5 BDE	62 6.5 10.0 A	38 4.4 5.2	18 6.8 8.4 A	26 6.3 6.9 A
How many indirect reports (dotted line) reports do you have?	101 14.8 33.0	63 17.5 33.4	40 18.8 51.4	73 5.1 8.8 BCDE	55 14.7 27.2 Ad	36 25.8 56.1 A	19 34.3 51.0 Ab	26 24.1 47.5 A

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

Topic 6: Marketing Organization and Leadership

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

N=583 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	583	17	17	7	7	7	42	13	38	34	8
Percent	100.0%	6.6%	6.6%	2.7%	2.7%	2.7%	16.3%	5.0%	14.7%	13.2%	3.1%	19.4%	7.0%
In your current role?	250	17	17	7	7	7	42	13	36	32	8	45	18
	4.4	2.4	2.9	7.4	4.9	1.9	5.4	5.7	3.2	5.1	4.9	4.5	4.3
	4.4	1.5	2.1	5.3	5.4	1.6	5.1	6.7	3.4	5.0	2.8	4.8	3.0
		CfiJl	C	ABeH		cj	ah		Cf	a	Ae		a
In any role?	235	16	15	7	7	7	35	13	34	33	8	42	17
	8.3	6.3	3.2	15.6	12.9	8.7	10.7	9.8	7.1	7.3	6.8	8.6	8.2
	7.8	5.8	2.1	6.8	9.4	10.0	8.9	11.4	8.4	6.8	6.0	7.3	5.6
		C	CDeFgijKL	ABhIjkl	B	b	B	b	c	bC	bc	Bc	Bc

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

Topic 6: Marketing Organization and Leadership

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

N=583 Number Mean SD	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Number	89	98	39	31	95	28	37	23	42
Percent	34.6%	38.1%	15.2%	12.1%	38.8%	11.4%	15.1%	9.4%	17.1%	8.2%
In your current role?	88 4.2 4.8	94 4.6 4.3	39 4.5 4.5	27 4.0 3.3	90 4.4 4.3	27 5.7 6.9	36 4.8 5.1	23 4.1 3.7	41 4.0 3.3	20 3.5 2.9
In any role?	81 8.9 8.5	88 7.5 6.6	35 9.8 9.4	28 6.6 6.3	77 7.6 7.7	26 8.4 10.3	34 8.0 6.1	23 8.1 7.4	41 9.7 8.5	20 9.6 7.5

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

Topic 6: Marketing Organization and Leadership

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

N=583 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	123	70	47	95	65	40	19	26
Percent	51.3%	29.2%	19.6%	38.8%	26.5%	16.3%	7.8%	10.6%
In your current role?	122	69	45	93	63	40	19	26
	4.4	4.6	3.7	4.5	4.9	4.5	3.5	3.4
	4.5	4.5	3.3	4.8	5.2	4.3	2.1	2.4
In any role?	112	67	43	81	62	39	18	26
	8.2	8.9	8.2	7.4	9.4	7.3	9.7	9.0
	7.6	7.9	8.1	7.7	8.5	6.4	8.1	7.1

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

Appendix: Firm-level Descriptive Information

How many employees does your firm have?

N=583 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	583	17	17	7	7	7	42	13	38	34	8
Percent	100.0%	6.6%	6.6%	2.7%	2.7%	2.7%	16.3%	5.0%	14.7%	13.2%	3.1%	19.4%	7.0%
How many employees does your firm have?	245	16	17	7	7	7	41	13	34	32	8	48	15
	5525.5	2759.4	7831.3	4489.4	9021.4	2872.3	9381.8	2609.1	5314.2	3179.5	13019.8	4933.9	1320.3
	16765.9	4147.0	24559.5	7466.8	12640.8	3951.1	24217.3	4918.6	15803.7	6641.3	35161.7	16751.6	2746.0
					1								d
How many marketing (non-sales) employees are in your firm?	235	16	15	7	7	7	38	13	35	32	8	42	15
	132.8	69.1	112.5	9.4	319.0	49.1	116.6	29.4	80.0	55.7	1263.1	121.4	77.9
	743.5	128.7	261.5	9.1	743.9	52.1	455.6	48.3	225.0	112.8	3530.3	618.0	255.7
									j		hk		j

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

Appendix: Firm-level Descriptive Information

How many employees does your firm have?

N=583 Number Mean SD	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Number	89	98	39	31	95	28	37	23	42
Percent	34.6%	38.1%	15.2%	12.1%	38.8%	11.4%	15.1%	9.4%	17.1%	8.2%
How many employees does your firm have?	82 4368.6 15532.0 d	93 4056.2 13284.2 d	38 4171.1 7323.2	29 12887.4 28846.3 ab	89 51.8 66.0 BCDEF	28 269.0 387.9 ACDEF	35 786.6 940.3 ABDEF	22 2617.7 2141.6 ABCeF	39 9419.2 14067.7 ABCdF	19 44458.4 38289.7 ABCDE
How many marketing (non-sales) employees are in your firm?	80 68.7 319.4	86 87.5 445.3	38 155.6 378.2	29 422.5 1853.1	83 4.2 7.0 bCDEF	28 8.2 11.9 af	35 56.2 175.9 Af	22 187.5 594.0 A	38 223.1 662.3 A	16 980.3 2457.6 Abc

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

Appendix: Firm-level Descriptive Information

How many employees does your firm have?

N=583 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	123	70	47	95	65	40	19	26
Percent	51.3%	29.2%	19.6%	38.8%	26.5%	16.3%	7.8%	10.6%
How many employees does your firm have?	118 3725.0 14028.8	68 6968.8 17061.6	46 6726.3 20688.5	95 37.4 27.4 BCDE	65 287.0 169.5 ACDE	40 2351.3 1075.0 ABDE	19 6394.7 1185.3 ABCE	26 42923.1 32918.0 ABCD
How many marketing (non-sales) employees are in your firm?	115 70.8 331.9	66 93.7 179.4	45 368.5 1592.1	88 5.3 10.6 BCDE	65 22.0 50.4 AcdE	40 142.4 464.6 Ab	17 327.5 950.1 Ab	22 816.7 2105.7 AB

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

Appendix: Firm-level Descriptive Information

What % of your firm's sales is domestic?

N=583 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	583	17	17	7	7	7	42	13	38	34	8	50	18
Percent	100.0%	6.6%	6.6%	2.7%	2.7%	2.7%	16.3%	5.0%	14.7%	13.2%	3.1%	19.4%	7.0%
What % of your firm's sales is domestic?	242	15	16	7	6	6	38	13	36	33	8	47	17
	81.4	76.9	82.8	90.0	75.3	66.3	71.7	90.3	72.4	86.8	95.6	86.0	91.4
	24.5	22.6	26.1	17.3	26.4	27.8	23.3	21.1	28.6	25.8	5.6	22.7	16.2
		jl				jl	giJKL	fh	gijkl	fh	aeFh	Fh	aeFh

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

Appendix: Firm-level Descriptive Information

What % of your firm's sales is domestic?

N=583 Number Mean SD	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Number	89	98	39	31	95	28	37	23	42
Percent	34.6%	38.1%	15.2%	12.1%	38.8%	11.4%	15.1%	9.4%	17.1%	8.2%
What % of your firm's sales is domestic?	80 70.7 28.0 BD	92 87.8 20.2 Ac	38 78.9 22.2 bD	30 93.0 18.4 AC	92 88.2 20.3 CEF	28 85.0 26.8 f	34 76.2 27.1 A	21 80.8 20.9 f	41 77.6 22.5 A	17 64.5 26.8 Abd

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

Appendix: Firm-level Descriptive Information

What % of your firm's sales is domestic?

N=583 Number Mean SD	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Number	123	70	47	95	65	40	19	26
Percent	51.3%	29.2%	19.6%	38.8%	26.5%	16.3%	7.8%	10.6%
What % of your firm's sales is domestic?	121 80.9 26.6	68 80.8 22.5	47 83.5 21.3	93 87.0 22.7 ce	64 80.5 26.6	36 75.7 23.0 a	19 82.4 19.5	22 73.1 24.8 a

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

Appendix: Firm-level Descriptive Information

What % of your firm's sales is through the Internet?

N=583 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	583	17	17	7	7	7	42	13	38	34	8	50	18
Percent	100.0%	6.6%	6.6%	2.7%	2.7%	2.7%	16.3%	5.0%	14.7%	13.2%	3.1%	19.4%	7.0%
What % of your firm's sales is through the Internet?	240 9.3 19.4	15 14.1 25.8	16 30.8 31.9	7 2.1 5.7	7 2.9 4.9	6 5.8 10.2	36 2.6 5.9	13 9.4 10.4	36 11.1 20.3	34 9.8 24.6	8 27.6 34.4	45 5.0 9.8	17 3.4 6.0
		f	cdFgHiKL	b	b		aBGhJ	bF	Bf	b	FKL	BJ	BJ

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

Appendix: Firm-level Descriptive Information

What % of your firm's sales is through the Internet?

N=583 Number Mean SD	Economic Sector				Sales Revenue					
	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	\$100+ billion F
	Number	89	98	39	31	95	28	37	23	42
Percent	34.6%	38.1%	15.2%	12.1%	38.8%	11.4%	15.1%	9.4%	17.1%	8.2%
What % of your firm's sales is through the Internet?	79 5.7 11.9 d	91 9.9 20.9	39 11.6 21.4	30 13.8 26.2 a	90 11.8 22.1	27 13.6 25.4	34 4.2 10.7	20 5.8 17.7	41 8.6 19.1	19 7.3 11.1

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

Appendix: Firm-level Descriptive Information

What % of your firm's sales is through the Internet?

N=583 Number Mean SD	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Number	123	70	47	95	65	40	19	26
Percent	51.3%	29.2%	19.6%	38.8%	26.5%	16.3%	7.8%	10.6%
What % of your firm's sales is through the Internet?	123 0.0	70 4.8	47 40.1	90 12.2	65 7.6	35 6.8	19 4.8	23 8.6
	0.0	3.4 C	26.5 B	22.5	17.4	16.2	6.6	15.6

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

Appendix: Firm-level Descriptive Information

Which economic sector best describes your firm?

N=583	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
B2B - Services	98 38.1%	--- ---	9 52.9%	3 42.9%	1 16.7%	--- ---	2 4.9%	2 15.4%	13 34.2%	17 50.0%	--- ---	44 89.8%	7 38.9%
		BCHIKL	AeFgjK	AFK	K	biK	BCHIKL	biK	AFK	AeFgjK	biK	ABCDEFGHIJKL	AFK
B2B - Product	89 34.6%	9 52.9%	2 11.8%	1 14.3%	1 16.7%	6 85.7%	36 87.8%	4 30.8%	20 52.6%	4 11.8%	--- ---	1 2.0%	4 22.2%
		bFjK	aEFH	eF	eF	BcdgIJKL	ABCDGHIJKL	eFK	BFIJKI	AEFH	aEFH	AEFGHL	EFhK
B2C - Product	39 15.2%	8 47.1%	3 17.6%	3 42.9%	4 66.7%	1 14.3%	3 7.3%	7 53.8%	3 7.9%	2 5.9%	--- ---	--- ---	5 27.8%
		FHIjK	dgK	fhIK	bFHIjK	k	AcDGI	bFHIjK	AcDGk	ACDGI	adg	ABCDeGhL	fiK
B2C - Services	31 12.1%	--- ---	3 17.6%	--- ---	--- ---	--- ---	--- ---	--- ---	2 5.3%	11 32.4%	8 100.0%	4 8.2%	2 11.1%
		ij	FJ	J	J	J	BIJl	ij	IJ	aFgHJK	ABCDEFGHIJKL	IJ	fJ

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

Appendix: Firm-level Descriptive Information

Which economic sector best describes your firm?

	Economic Sector				Sales Revenue					
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$100+ billion
	A	B	C	D	A	B	C	D	E	F
Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%	20 8.2%
B2B - Services	---	98 100.0%	---	---	42 44.2%	15 53.6%	14 37.8%	6 26.1%	13 31.7%	5 26.3%
	B	ACD	B	B						
B2B - Product	89 100.0%	---	---	---	34 35.8%	6 21.4%	14 37.8%	10 43.5%	11 26.8%	6 31.6%
	BCD	A	A	A						
B2C - Product	---	---	39 100.0%	---	8 8.4%	4 14.3%	6 16.2%	4 17.4%	11 26.8%	5 26.3%
	C	C	ABD	C	Ef				A	a
B2C - Services	---	---	---	31 100.0%	11 11.6%	3 10.7%	3 8.1%	3 13.0%	6 14.6%	3 15.8%
	D	D	D	ABC						

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

Appendix: Firm-level Descriptive Information

Which economic sector best describes your firm?

N=583	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
B2B - Services	45 36.6%	29 42.0%	17 36.2%	42 44.7%	22 33.8%	17 42.5%	5 27.8%	7 28.0%
B2B - Product	50 40.7% b	17 24.6% a	12 25.5%	36 38.3%	22 33.8%	12 30.0%	6 33.3%	6 24.0%
B2C - Product	17 13.8%	12 17.4%	10 21.3%	8 8.5% e	12 18.5%	8 20.0%	4 22.2%	6 24.0% a
B2C - Services	11 8.9%	11 15.9%	8 17.0%	8 8.5% e	9 13.8%	3 7.5%	3 16.7%	6 24.0% a

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

Appendix: Firm-level Descriptive Information

Sales Revenue

N=583	Total	Industry Sector											
		Consumer Packaged Goods	Communi- cations Media	Mining Construc- tion	Trans- portation	Energy	Manufac- turing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Total	258 100.0%	17 6.6%	17 6.6%	7 2.7%	7 2.7%	7 2.7%	42 16.3%	13 5.0%	38 14.7%	34 13.2%	8 3.1%	50 19.4%	18 7.0%
<\$25 million	95 38.8%	4 28.6%	7 46.7%	1 14.3%	---	1 16.7%	14 34.1%	3 23.1%	20 52.6%	8 25.8%	4 57.1%	25 52.1%	8 47.1%
\$26-99 million	28 11.4%	2 14.3%	3 20.0%	---	1 14.3%	---	3 7.3%	2 15.4%	5 13.2%	4 12.9%	---	8 16.7%	---
\$100-499 million	37 15.1%	2 14.3%	1 6.7%	4 57.1%	---	1 16.7%	6 14.6%	4 30.8%	5 13.2%	3 9.7%	1 14.3%	5 10.4%	4 23.5%
\$500-999 million	23 9.4%	2 14.3%	1 6.7%	---	---	1 16.7%	8 19.5%	1 7.7%	2 5.3%	5 16.1%	1 14.3%	1 2.1%	1 5.9%
\$1-9.9 billion	42 17.1%	3 21.4%	1 6.7%	2 28.6%	2 28.6%	3 50.0%	6 14.6%	3 23.1%	4 10.5%	9 29.0%	---	6 12.5%	3 17.6%
\$100+ billion	20 8.2%	1 7.1%	2 13.3%	---	4 57.1%	---	4 9.8%	---	2 5.3%	2 6.5%	1 14.3%	3 6.3%	1 5.9%

Appendix: Firm-level Descriptive Information

Sales Revenue

N=583	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
<\$25 million	43 36.8%	25 36.8%	22 47.8%	77 86.5%	12 19.4%	---	---	---
\$26-99 million	17 14.5%	2 2.9%	8 17.4%	9 10.1%	18 29.0%	1 2.6%	---	---
\$100-499 million	23 19.7%	7 10.3%	4 8.7%	2 2.2%	23 37.1%	10 26.3%	---	---
\$500-999 million	10 8.5%	9 13.2%	1 2.2%	1 1.1%	2 3.2%	17 44.7%	1 5.3%	1 4.2%
\$1-9.9 billion	17 14.5%	16 23.5%	8 17.4%	---	5 8.1%	8 21.1%	16 84.2%	10 41.7%
\$100+ billion	7 6.0%	9 13.2%	3 6.5%	---	2 3.2%	2 5.3%	2 10.5%	13 54.2%

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm?

N=583	Economic Sector				Sales Revenue					
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$100+ billion
Total	89 34.6%	98 38.1%	39 15.2%	31 12.1%	95 38.8%	28 11.4%	37 15.1%	23 9.4%	42 17.1%	20 8.2%
Consumer Packaged Goods	9 10.2%	---	8 20.5%	---	4 4.2%	2 7.1%	2 5.6%	2 8.7%	3 7.1%	1 5.0%
Communications/Media	2 2.3%	9 9.2%	3 7.7%	3 10.0%	7 7.4%	3 10.7%	1 2.8%	1 4.3%	1 2.4%	2 10.0%
Mining/Construction	1 1.1%	3 3.1%	3 7.7%	---	1 1.1%	---	4 11.1%	---	2 4.8%	---
Transportation	1 1.1%	1 1.0%	4 10.3%	---	---	1 3.6%	---	---	2 4.8%	4 20.0%
Energy	6 6.8%	---	1 2.6%	---	1 1.1%	---	1 2.8%	1 4.3%	3 7.1%	---
Manufacturing	36 40.9%	2 2.0%	3 7.7%	---	14 14.7%	3 10.7%	6 16.7%	8 34.8%	6 14.3%	4 20.0%
Retail/Wholesale	4 4.5%	2 2.0%	7 17.9%	---	3 3.2%	2 7.1%	4 11.1%	1 4.3%	3 7.1%	---
Technology [Software/ Biotech]	20 22.7%	13 13.3%	3 7.7%	2 6.7%	20 21.1%	5 17.9%	5 13.9%	2 8.7%	4 9.5%	2 10.0%
Banking/Finance/ Insurance	4 4.5%	17 17.3%	2 5.1%	11 36.7%	8 8.4%	4 14.3%	3 8.3%	5 21.7%	9 21.4%	2 10.0%
Consumer Services	---	---	---	8 26.7%	4 4.2%	---	1 2.8%	1 4.3%	---	1 5.0%
Professional Services/ Consulting	1 1.1%	44 44.9%	---	4 13.3%	25 26.3%	8 28.6%	5 13.9%	1 4.3%	6 14.3%	3 15.0%
Health Care/ Pharmaceutical	4 4.5%	7 7.1%	5 12.8%	2 6.7%	8 8.4%	---	4 11.1%	1 4.3%	3 7.1%	1 5.0%

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm?

N=583	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
Total	123 51.3%	70 29.2%	47 19.6%	95 38.8%	65 26.5%	40 16.3%	19 7.8%	26 10.6%
Consumer Packaged Goods	5 4.1%	6 8.6%	4 8.5%	5 5.3%	5 7.7%	2 5.0%	2 10.5%	2 7.7%
Communications/Media	3 2.4%	4 5.7%	9 19.1%	9 9.5%	3 4.6%	3 7.5%	--- ---	2 7.7%
Mining/Construction	6 4.9%	--- ---	1 2.1%	1 1.1%	2 3.1%	2 5.0%	1 5.3%	1 3.8%
Transportation	5 4.1%	2 2.9%	--- ---	--- ---	3 4.6%	--- ---	2 10.5%	2 7.7%
Energy	4 3.3%	1 1.4%	1 2.1%	2 2.1%	2 3.1%	1 2.5%	1 5.3%	1 3.8%
Manufacturing	24 19.5%	9 12.9%	3 6.4%	14 14.7%	9 13.8%	10 25.0%	3 15.8%	5 19.2%
Retail/Wholesale	4 3.3%	5 7.1%	4 8.5%	3 3.2%	6 9.2%	2 5.0%	1 5.3%	1 3.8%
Technology [Software/Biotech]	22 17.9%	5 7.1%	9 19.1%	18 18.9%	9 13.8%	2 5.0%	--- ---	5 19.2%
Banking/Finance/Insurance	14 11.4%	16 22.9%	4 8.5%	10 10.5%	7 10.8%	8 20.0%	5 26.3%	2 7.7%
Consumer Services	2 1.6%	2 2.9%	4 8.5%	3 3.2%	3 4.6%	1 2.5%	--- ---	1 3.8%
Professional Services/Consulting	25 20.3%	14 20.0%	6 12.8%	24 25.3%	11 16.9%	7 17.5%	3 15.8%	3 11.5%
Health Care/Pharmaceutical	9 7.3%	6 8.6%	2 4.3%	6 6.3%	5 7.7%	2 5.0%	1 5.3%	1 3.8%

