



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

RESULTS BY FIRM & INDUSTRY CHARACTERISTICS

August, 2009

Sponsoring Organizations



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- Focusing on this market, do you expect the following customer outcomes for your firm to increase, decrease, or have no change in the next 12 months?
- [19](#) Expected change - Customer's purchase volume
 - [22](#) Expected change - Customer's price per unit
 - [25](#) Expected change - Customer will buy related products and services from my firm
 - [28](#) Expected change - My firm's ability to retain current customers
 - [31](#) Expected change - The entry of new customers into this market

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

- [34](#) Priority ranking - Low Price
- [37](#) Priority ranking - Superior Product Quality
- [40](#) Priority ranking - Superior Innovation
- [43](#) Priority ranking - Excellent Service
- [46](#) Priority ranking - Trusting Relationship
- [49](#) Priority ranking - Brand

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Focusing on this market, predict the likelihood of the following interactions over the next 12 months.

- [52](#) Likelihood of - Emergence of new domestic competitors
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Topic 1: Marketplace Dynamics (continued)

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Do you expect the following channel partner outcomes for your firm to increase, decrease, or have no change in the next 12 months?
- [76](#) Expected change in - Partner's purchase volume
- [79](#) Expected change in - Partner's price per unit
- [82](#) Expected change in - Partner will buy related products and services
- [85](#) Expected change in - My firm will deal directly with end customers, not through channel partners
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- [94](#) Allocate 100 points to reflect your firm's spending in each of the four growth strategies during the next 12 months.
- [97](#) Allocate 100 points to reflect how your firm will grow during the next 12 months.

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.)

- [100](#) Expected sales revenue - United States
- [103](#) Expected sales revenue - Canada
- [106](#) Expected sales revenue - Mexico
- [109](#) Expected sales revenue - China
- [112](#) Expected sales revenue - Japan
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[187](#) What is your firm's goal for the next 12 months?

Rate your firm on each metric during the last 12 months.

[190](#) Firm rating for last 12 months: Developing and using customer insights

[193](#) Firm rating for last 12 months: Sharing valuable marketing knowledge

[196](#) Firm rating for last 12 months: Marketing that is beneficial for society

[199](#) Firm rating for last 12 months: Minimize the impact of marketing on the ecological environment

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Topic 6: [Marketing Organization and Leadership](#)

[202](#) Where is marketing located in your firm?

[205](#) Select the description that best captures the role of sales within your firm.

Rate the extent to which your firm engages in the following market-oriented behaviors.

[208](#) Information about customers and competitors is collected on a regular basis

[211](#) Information about customers and competitors is shared horizontally across different levels of the firm and business units

[214](#) Information about customers and competitors is shared vertically across different functions and business units

[217](#) Information about customers and competitors influences the implementation of firm strategies

[220](#) Information about customers and competitors impacts the evaluation of firm strategies

[223](#) Information about customers and competitors shapes the design of firm strategies

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[238](#) Social media spending

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[253](#) Which economic sector best describes your firm?

[256](#) Sales Revenue

[259](#) Which industry sector best describes your firm?

[262](#) Ownership

[265](#) Where is your firm's headquarters?

Topic 1: Marketplace Dynamics - Overall Economy

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

N=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
3=More	258 50.7%	10 62.5%	16 59.3%	0 0.0%	4 80.0%	6 54.5%	30 49.2%	4 26.7%	25 58.1%	17 50.0%	4 57.1%	26 54.2%	10 50.0%
2=No Change	163 32.0%	3 18.8%	7 25.9%	1 100.0%	1 20.0%	3 27.3%	24 39.3%	9 60.0%	13 30.2%	11 32.4%	1 14.3%	13 27.1%	6 30.0%
1=Less	88 17.3%	3 18.8%	4 14.8%	0 0.0%	0 0.0%	2 18.2%	7 11.5%	2 13.3%	5 11.6%	6 17.6%	2 28.6%	9 18.8%	4 20.0%
Mean	2.3	2.4	2.4	2.0	2.8	2.4	2.4	2.1	2.5	2.3	2.3	2.4	2.3
SD	0.8	0.8	0.8	0.0	0.4	0.8	0.7	0.6	0.7	0.8	1.0	0.8	0.8

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=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
3=More	69 50.0%	61 56.0%	30 50.0%	23 54.8%	56 56.0%	21 52.5%	19 45.2%	16 64.0%	17 47.2%	13 52.0%
2=No Change	48 34.8%	35 32.1%	16 26.7%	12 28.6%	31 31.0%	14 35.0%	14 33.3%	5 20.0%	15 41.7%	7 28.0%
1=Less	21 15.2%	13 11.9%	14 23.3%	7 16.7%	13 13.0%	5 12.5%	9 21.4%	4 16.0%	4 11.1%	5 20.0%
Mean	2.3	2.4	2.3	2.4	2.4	2.4	2.2	2.5	2.4	2.3
SD	0.7	0.7	0.8	0.8	0.7	0.7	0.8	0.8	0.7	0.8

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=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
3=More	79 51.6%	36 54.5%	29 58.0%	57 58.2%	50 54.3%	19 48.7%	6 40.0%	16 48.5%
2=No Change	52 34.0%	20 30.3%	12 24.0%	25 25.5% cd	24 26.1% d	17 43.6% a	8 53.3% ab	11 33.3%
1=Less	22 14.4%	10 15.2%	9 18.0%	16 16.3%	18 19.6%	3 7.7%	1 6.7%	6 18.2%
Mean	2.4	2.4	2.4	2.4	2.3	2.4	2.3	2.3
SD	0.7	0.7	0.8	0.8	0.8	0.6	0.6	0.8

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=511 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	511	16	27	1	5	11	62	15	43	34	7	48	20
Percent	100.0%	5.5%	9.3%	0.3%	1.7%	3.8%	21.5%	5.2%	14.9%	11.8%	2.4%	16.6%	6.9%
Optimism rating	511	16	27	1	5	11	62	15	43	34	7	48	20
	56.4	58.6	56.6	50.0	76.0	55.5	56.5	58.0	59.4	52.8	62.1	57.1	54.3
	17.4	13.8	18.0	---	15.2	12.5	15.8	14.4	18.9	18.9	12.9	16.7	20.3
		d	d		abeFgikl	d	D	d		d		d	d

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=511 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	138	110	61	42	100	40	42	25	36
Percent	39.3%	31.3%	17.4%	12.0%	37.3%	14.9%	15.7%	9.3%	13.4%	9.3%
Optimism rating	56.9	57.8	55.8	57.7	58.6	53.0	57.1	56.0	56.3	53.1
	18.0	16.8	15.7	15.5	18.3	13.0	17.6	16.6	18.6	17.1

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=511 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	153	67	50	98	93	39	15	33
Percent	56.7%	24.8%	18.5%	35.3%	33.5%	14.0%	5.4%	11.9%
Optimism rating	57.7	54.7	56.1	59.4	55.8	53.7	63.0	54.3
	17.5	18.3	14.5	17.9	16.9	18.4	10.1	16.3

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=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
3=More	244 48.2%	10 62.5% e	10 37.0% h	1 100.0%	2 40.0%	2 18.2% ahjk	26 41.9% h	4 26.7% hk	27 62.8% befg	17 50.0%	5 71.4% e	27 57.4% eg	8 40.0%
2=No Change	159 31.4%	5 31.3%	8 29.6%	0 0.0%	2 40.0%	1 9.1% fl	27 43.5% eh	6 40.0%	9 20.9% f	10 29.4%	1 14.3%	15 31.9%	9 45.0% e
1=Less	103 20.4%	1 6.3% bE	9 33.3% aefk	0 0.0%	1 20.0%	8 72.7% AbFHjKL	9 14.5% bE	5 33.3% k	7 16.3% E	7 20.6% E	1 14.3% e	5 10.6% bEg	3 15.0% E
Mean	2.3	2.6	2.0	3.0	2.2	1.5	2.3	1.9	2.5	2.3	2.6	2.5	2.3
SD	0.8	0.6 bEg	0.9 ahk	0.0	0.8	0.8 AFHjKL	0.7 E	0.8 ahk	0.8 bEg	0.8 E	0.8 e	0.7 bEg	0.7 E

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=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%	25 9.3%
3=More	65 47.1%	56 51.4%	29 47.5%	23 54.8%	54 54.5%	18 45.0%	21 50.0%	12 48.0%	16 44.4%	10 40.0%
2=No Change	43 31.2%	36 33.0%	21 34.4%	13 31.0%	28 28.3%	13 32.5%	13 31.0%	9 36.0%	13 36.1%	12 48.0%
1=Less	30 21.7%	17 15.6%	11 18.0%	6 14.3%	17 17.2%	9 22.5%	8 19.0%	4 16.0%	7 19.4%	3 12.0%
Mean	2.3	2.4	2.3	2.4	2.4	2.2	2.3	2.3	2.3	2.3
SD	0.8	0.7	0.8	0.7	0.8	0.8	0.8	0.7	0.8	0.7

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=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
3=More	72 47.1%	32 47.8%	27 55.1%	52 53.6%	44 47.3%	20 51.3%	8 53.3%	12 36.4%
2=No Change	51 33.3%	22 32.8%	15 30.6%	27 27.8%	30 32.3%	11 28.2%	3 20.0%	16 48.5%
1=Less	30 19.6%	13 19.4%	7 14.3%	18 18.6%	19 20.4%	8 20.5%	4 26.7%	5 15.2%
Mean	2.3	2.3	2.4	2.4	2.3	2.3	2.3	2.2
SD	0.8	0.8	0.7	0.8	0.8	0.8	0.9	0.7

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=511 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	511	16	27	1	5	11	62	15	43	34	7	48	20
Percent	100.0%	5.5%	9.3%	0.3%	1.7%	3.8%	21.5%	5.2%	14.9%	11.8%	2.4%	16.6%	6.9%
Optimism rating	507	16	27	1	5	11	61	15	43	34	7	47	20
	66.7	69.5	61.3	60.0	70.0	51.8	63.8	57.7	68.8	69.7	74.3	69.9	67.4
	19.8	24.8	22.4	---	22.6	24.0	18.8	27.3	21.6	20.2	11.7	14.2	19.0
			k			hijK		k	e	e	e	bEg	

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=511 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	138	110	61	42	100	40	42	25	36
Percent	39.3%	31.3%	17.4%	12.0%	37.3%	14.9%	15.7%	9.3%	13.4%	9.3%
Optimism rating	137 65.0 21.5	109 69.5 17.3	61 63.5 23.3	41 71.5 14.5	100 69.4 21.2 b	40 60.3 20.5 a	42 67.5 20.4	24 63.8 18.4	35 64.5 21.8	25 65.5 16.9

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.

	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
N=511								
Number	153	67	50	98	93	39	15	33
Mean	66.9	64.1	65.7	68.2	65.9	60.7	69.7	64.1
SD	20.1	19.3	22.9	20.8	20.8	20.5	13.8	17.6
Percent	56.7%	24.8%	18.5%	35.3%	33.5%	14.0%	5.4%	11.9%
Optimism rating	152	66	50	98	93	38	15	32

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=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
3=More	240 47.2%	8 50.0%	17 65.4% ef	0 0.0%	3 60.0%	2 18.2% bH	23 37.1% bH	8 53.3%	28 65.1% EF	17 51.5%	3 42.9%	24 50.0%	11 55.0%
2=No Change	118 23.2%	5 31.3%	3 11.5% c	1 100.0% behi	1 20.0%	1 9.1% c	14 22.6%	3 20.0%	5 11.6% c	5 15.2% c	2 28.6%	11 22.9%	6 30.0%
1=Less	150 29.5%	3 18.8% E	6 23.1% E	0 0.0%	1 20.0%	8 72.7% ABgHiKL	25 40.3% l	4 26.7% e	10 23.3% E	11 33.3% e	2 28.6%	13 27.1% E	3 15.0% Ef
Mean	2.2	2.3	2.4	2.0	2.4	1.5	2.0	2.3	2.4	2.2	2.1	2.2	2.4
SD	0.9	0.8 e	0.9 Ef	0.0	0.9	0.8 aBgHiKL	0.9	0.9	0.9 Ef	0.9 e	0.9	0.9 E	0.8 E

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=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
3=More	62 44.9%	59 54.1%	33 54.1%	20 48.8%	65 65.0% BcE	15 38.5% A	19 45.2% a	12 48.0%	11 30.6% A	11 44.0%
2=No Change	33 23.9%	22 20.2%	14 23.0%	7 17.1%	14 14.0% B	15 38.5% Ae	9 21.4%	4 16.0%	5 13.9% b	7 28.0%
1=Less	43 31.2%	28 25.7%	14 23.0%	14 34.1%	21 21.0% E	9 23.1% E	14 33.3%	9 36.0%	20 55.6% ABf	7 28.0% e
Mean	2.1	2.3	2.3	2.1	2.4	2.2	2.1	2.1	1.8	2.2
SD	0.9	0.9	0.8	0.9	0.8 cE	0.8 e	0.9 a	0.9	0.9 Ab	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?

N=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
3=More	73 48.0% c	28 41.8% C	33 67.3% aB	64 65.3% BcDE	41 45.1% A	16 41.0% a	4 26.7% A	12 36.4% A
2=No Change	31 20.4% c	16 23.9% c	3 6.1% ab	13 13.3% b	24 26.4% a	9 23.1%	1 6.7%	6 18.2%
1=Less	48 31.6%	23 34.3%	13 26.5%	21 21.4% DE	26 28.6% D	14 35.9% d	10 66.7% ABc	15 45.5% A
Mean	2.2	2.1	2.4	2.4	2.2	2.1	1.6	1.9
SD	0.9	0.9 c	0.9 b	0.8 bcDE	0.8 ad	0.9 a	0.9 Ab	0.9 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.

	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
N=511													
Number	511	16	27	1	5	11	62	15	43	34	7	48	20
Percent	100.0%	5.5%	9.3%	0.3%	1.7%	3.8%	21.5%	5.2%	14.9%	11.8%	2.4%	16.6%	6.9%
Optimism rating	505	16	26	1	5	11	62	15	43	33	6	48	20
	59.6	58.7	59.6	50.0	62.0	44.1	54.3	53.3	68.1	62.7	69.2	62.3	64.1
	22.7	21.6	24.6	---	33.7	28.1	23.3	24.9	20.6	20.8	24.6	20.3	21.5
						Hikl	H	h	EFg	e		e	e

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.

	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=511										
Number	138	110	61	42	100	40	42	25	36	25
Mean	57.9	64.3	58.5	61.4	68.0	52.1	58.3	58.0	50.9	57.5
SD	24.2	21.2	22.5	17.8	21.7	21.6	24.0	21.0	26.6	16.1
	b	a			BcdEf	A	a	a	A	a
Number										
Percent	39.3%	31.3%	17.4%	12.0%	37.3%	14.9%	15.7%	9.3%	13.4%	9.3%
Optimism rating										

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=511								
Number	153	67	50	98	93	39	15	33
Mean	60.8	57.8	59.0	66.8	57.8	52.9	55.0	55.3
SD	23.5	22.3	23.7	21.5	23.9	21.8	24.9	20.0
				BCE	A	A		A

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=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
3=More	244 48.0%	8 50.0%	11 42.3% h	0 0.0%	3 60.0%	2 18.2% Hi	24 38.7% H	4 26.7% H	30 71.4% bEFGKI	19 55.9% e	4 57.1%	21 43.8% H	8 40.0% h
2=No Change	120 23.6%	4 25.0%	7 26.9%	1 100.0% H	1 20.0%	2 18.2%	14 22.6%	5 33.3% h	4 9.5% CgKI	6 17.6%	1 14.3%	17 35.4% H	7 35.0% h
1=Less	144 28.3%	4 25.0%	8 30.8%	0 0.0%	1 20.0%	7 63.6% HiKI	24 38.7% hk	6 40.0%	8 19.0% Ef	9 26.5% e	2 28.6%	10 20.8% Ef	5 25.0% e
Mean	2.2	2.3	2.1	2.0	2.4	1.5	2.0	1.9	2.5	2.3	2.3	2.2	2.2
SD	0.9	0.9 e	0.9	0.0	0.9	0.8 aHik	0.9 H	0.8 H	0.8 EFG	0.9 e	1.0	0.8 e	0.8

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=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
3=More	71 51.4%	51 47.2%	28 45.9%	23 54.8%	55 55.6%	17 42.5%	16 38.1%	12 48.0%	15 41.7%	9 36.0%
2=No Change	25 18.1%	31 28.7%	17 27.9%	9 21.4%	25 25.3%	10 25.0%	7 16.7%	6 24.0%	7 19.4%	8 32.0%
1=Less	42 30.4%	26 24.1%	16 26.2%	10 23.8%	19 19.2%	13 32.5%	19 45.2%	7 28.0%	14 38.9%	8 32.0%
Mean	2.2	2.2	2.2	2.3	2.4	2.1	1.9	2.2	2.0	2.0
SD	0.9	0.8	0.8	0.8	0.8 Ce	0.9	0.9 A	0.9	0.9 a	0.8

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=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
3=More	71 46.4%	31 46.3%	24 49.0%	58 60.4% bCd	40 43.0% a	13 33.3% A	4 26.7% a	15 45.5%
2=No Change	33 21.6%	15 22.4%	13 26.5%	21 21.9%	18 19.4% c	15 38.5% b	3 20.0%	6 18.2%
1=Less	49 32.0%	21 31.3%	12 24.5%	17 17.7% BDe	35 37.6% A	11 28.2%	8 53.3% A	12 36.4% a
Mean	2.1	2.1	2.2	2.4	2.1	2.1	1.7	2.1
SD	0.9	0.9	0.8	0.8 BcDe	0.9 A	0.8 a	0.9 A	0.9 a

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=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
3=More	86 17.0%	3 18.8%	4 15.4%	0 0.0%	2 40.0%	1 9.1%	8 12.9%	3 20.0%	7 16.7%	8 23.5%	0 0.0%	6 12.5%	4 20.0%
2=No Change	227 44.8%	5 31.3%	10 38.5%	0 0.0%	3 60.0%	4 36.4%	31 50.0%	2 13.3%	25 59.5%	16 47.1%	4 57.1%	22 45.8%	8 40.0%
1=Less	194 38.3%	8 50.0%	12 46.2%	1 100.0%	0 0.0%	6 54.5%	23 37.1%	10 66.7%	10 23.8%	10 29.4%	3 42.9%	20 41.7%	8 40.0%
Mean	1.8	1.7	1.7	1.0	2.4	1.5	1.8	1.5	1.9	1.9	1.6	1.7	1.8
SD	0.7	0.8	0.7	0.0	0.5 efgjk	0.7 d	0.7 d	0.8 d	0.6	0.7	0.5 d	0.7 d	0.8

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=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
3=More	20 14.5%	14 13.0%	14 23.0%	9 21.4%	17 17.2%	5 12.5%	6 14.3%	5 20.0%	6 16.7%	5 20.0%
2=No Change	68 49.3%	50 46.3%	24 39.3%	15 35.7%	50 50.5%	18 45.0%	16 38.1%	10 40.0%	15 41.7%	9 36.0%
1=Less	50 36.2%	44 40.7%	23 37.7%	18 42.9%	32 32.3%	17 42.5%	20 47.6%	10 40.0%	15 41.7%	11 44.0%
Mean	1.8	1.7	1.9	1.8	1.8	1.7	1.7	1.8	1.8	1.8
SD	0.7	0.7	0.8	0.8	0.7	0.7	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: Customer's price per unit

N=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
3=More	23 15.0%	10 14.9%	11 22.4%	19 19.8%	12 12.9% e	3 7.7% e	3 20.0%	10 30.3% bc
2=No Change	69 45.1%	31 46.3%	20 40.8%	44 45.8%	45 48.4%	19 48.7%	6 40.0%	11 33.3%
1=Less	61 39.9%	26 38.8%	18 36.7%	33 34.4%	36 38.7%	17 43.6%	6 40.0%	12 36.4%
Mean	1.8	1.8	1.9	1.9	1.7	1.6	1.8	1.9
SD	0.7	0.7	0.8	0.7	0.7	0.6	0.8	0.8

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=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
3=More	222 43.8%	5 31.3% d	15 57.7% F	0 0.0%	5 100.0% aeFgijkl	3 27.3% d	17 27.4% BDHk	5 33.3% d	24 57.1% F	14 41.2% d	2 28.6% d	24 50.0% df	8 40.0% d
2=No Change	226 44.6%	10 62.5% dh	10 38.5% f	1 100.0%	0 0.0% aFl	4 36.4%	40 64.5% bDhK	7 46.7%	14 33.3% aF	15 44.1%	4 57.1%	18 37.5% F	11 55.0% d
1=Less	59 11.6%	1 6.3%	1 3.8% e	0 0.0%	0 0.0%	4 36.4% bfhl	5 8.1% e	3 20.0%	4 9.5% e	5 14.7%	1 14.3%	6 12.5%	1 5.0% e
Mean	2.3	2.3	2.5	2.0	3.0	1.9	2.2	2.1	2.5	2.3	2.1	2.4	2.4
SD	0.7	0.6	0.6 ef	0.0	0.0	0.8 bh	0.6 bh	0.7	0.7 ef	0.7	0.7	0.7	0.6

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=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
3=More	64 46.4% c	53 48.6% c	18 29.5% abd	22 52.4% c	43 43.4% d	14 35.0%	16 38.1%	5 20.0% aeF	17 47.2% d	15 60.0% D
2=No Change	62 44.9% c	44 40.4% C	38 62.3% aBD	14 33.3% C	48 48.5% df	16 40.0% D	22 52.4% f	19 76.0% aBeF	17 47.2% d	6 24.0% acD
1=Less	12 8.7%	12 11.0%	5 8.2%	6 14.3%	8 8.1% B	10 25.0% Ade	4 9.5%	1 4.0% b	2 5.6% b	4 16.0%
Mean	2.4	2.4	2.2	2.4	2.4	2.1	2.3	2.2	2.4	2.4
SD	0.6	0.7	0.6	0.7	0.6 b	0.8 a	0.6	0.5	0.6	0.8

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=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
3=More	61 39.9%	26 38.8%	26 53.1%	44 45.8%	39 41.9%	12 30.8% e	7 46.7%	19 57.6% c
2=No Change	77 50.3%	31 46.3%	19 38.8%	45 46.9%	43 46.2%	23 59.0% E	6 40.0%	9 27.3% C
1=Less	15 9.8%	10 14.9%	4 8.2%	7 7.3%	11 11.8%	4 10.3%	2 13.3%	5 15.2%
Mean	2.3	2.2	2.4	2.4	2.3	2.2	2.3	2.4
SD	0.6	0.7	0.6	0.6	0.7	0.6	0.7	0.8

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=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
3=More	199 38.9%	6 37.5%	7 25.9%	0 0.0%	1 20.0%	2 18.2%	21 33.9%	6 40.0%	14 32.6%	17 50.0%	3 42.9%	20 41.7%	9 45.0%
2=No Change	240 47.0%	7 43.8%	11 40.7%	1 100.0%	2 40.0%	6 54.5%	36 58.1%	5 33.3%	23 53.5%	13 38.2%	4 57.1%	23 47.9%	9 45.0%
1=Less	72 14.1%	3 18.8%	9 33.3%	0 0.0%	2 40.0%	3 27.3%	5 8.1%	4 26.7%	6 14.0%	4 11.8%	0 0.0%	5 10.4%	2 10.0%
			Fik		f		Bdg	f		b		b	
Mean	2.2	2.2	1.9	2.0	1.8	1.9	2.3	2.1	2.2	2.4	2.4	2.3	2.4
SD	0.7	0.8	0.8	0.0	0.8	0.7	0.6	0.8	0.7	0.7	0.5	0.7	0.7
			fik				b			b		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=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
3=More	54 39.1%	37 33.6%	18 29.5%	20 47.6%	41 41.0%	8 20.0%	16 38.1%	11 44.0%	10 27.8%	9 36.0%
2=No Change	67 48.6%	59 53.6%	30 49.2%	19 45.2%	48 48.0%	23 57.5%	18 42.9%	11 44.0%	23 63.9%	13 52.0%
1=Less	17 12.3%	14 12.7%	13 21.3%	3 7.1%	11 11.0%	9 22.5%	8 19.0%	3 12.0%	3 8.3%	3 12.0%
Mean	2.3	2.2	2.1	2.4	2.3	2.0	2.2	2.3	2.2	2.2
SD	0.7	0.7	0.7	0.6	0.7	0.7	0.7	0.7	0.6	0.7
			d	c	B	Ad		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=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
3=More	57 37.3%	19 28.4%	20 40.0%	39 39.8%	35 37.6%	14 35.9%	4 26.7%	10 30.3%
2=No Change	81 52.9% c	37 55.2% c	17 34.0% ab	46 46.9%	42 45.2%	18 46.2%	8 53.3%	21 63.6%
1=Less	15 9.8% C	11 16.4%	13 26.0% A	13 13.3%	16 17.2%	7 17.9%	3 20.0%	2 6.1%
Mean	2.3	2.1	2.1	2.3	2.2	2.2	2.1	2.2
SD	0.6	0.7	0.8	0.7	0.7	0.7	0.7	0.6

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=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
3=More	175 34.5%	6 37.5%	11 40.7%	0 0.0%	0 0.0%	1 9.1%	15 24.2%	4 26.7%	25 58.1%	8 23.5%	2 28.6%	18 37.5%	7 36.8%
2=No Change	169 33.3%	7 43.8%	8 29.6%	0 0.0%	1 20.0%	4 36.4%	23 37.1%	6 40.0%	10 23.3%	16 47.1%	3 42.9%	20 41.7%	6 31.6%
1=Less	163 32.1%	3 18.8%	8 29.6%	1 100.0%	4 80.0%	6 54.5%	24 38.7%	5 33.3%	8 18.6%	10 29.4%	2 28.6%	10 20.8%	6 31.6%
Mean	2.0	2.2	2.1	1.0	1.2	1.5	1.9	1.9	2.4	1.9	2.0	2.2	2.1
SD	0.8	0.8	0.8	0.0	0.4	0.7	0.8	0.8	0.8	0.7	0.8	0.8	0.8
		de	d		abHiKl	aHk	Hk		DEFi	dh		Def	d

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=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
3=More	48 35.0%	42 38.2%	22 36.1%	13 31.7%	46 46.0%	12 30.0%	9 21.4%	3 12.0%	6 16.7%	9 37.5%
2=No Change	42 30.7%	39 35.5%	25 41.0%	14 34.1%	33 33.0%	12 30.0%	20 47.6%	11 44.0%	16 44.4%	7 29.2%
1=Less	47 34.3%	29 26.4%	14 23.0%	14 34.1%	21 21.0%	16 40.0%	13 31.0%	11 44.0%	14 38.9%	8 33.3%
Mean	2.0	2.1	2.1	2.0	2.3	1.9	1.9	1.7	1.8	2.0
SD	0.8	0.8	0.8	0.8	0.8 bcDE	0.8 a	0.7 a	0.7 A	0.7 A	0.9

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=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
3=More	49 32.2%	17 25.4% c	22 44.0% b	46 46.9% bCde	29 31.2% a	7 17.9% A	2 13.3% a	9 27.3% a
2=No Change	59 38.8%	23 34.3%	15 30.0%	32 32.7%	30 32.3%	19 48.7%	6 40.0%	12 36.4%
1=Less	44 28.9%	27 40.3%	13 26.0%	20 20.4% bd	34 36.6% a	13 33.3%	7 46.7% a	12 36.4%
Mean	2.0	1.9	2.2	2.3	1.9	1.8	1.7	1.9
SD	0.8	0.8 c	0.8 b	0.8 BCDe	0.8 A	0.7 A	0.7 A	0.8 a

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Low Price

N=511	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	511 100.0%	16 3.1%	27 5.3%	1 0.2%	5 1.0%	11 2.2%	62 12.1%	15 2.9%	43 8.4%	34 6.7%	7 1.4%	48 9.4%	20 3.9%
1st Priority	174 34.1%	3 18.8%	9 33.3%	0 0.0%	2 40.0%	6 54.5% h	25 40.3% H	5 33.3%	7 16.3% eF	8 23.5%	3 42.9%	14 29.2%	4 20.0%
2nd Priority	76 14.9%	5 31.3%	6 22.2%	0 0.0%	0 0.0%	0 0.0%	12 19.4%	3 20.0%	6 14.0%	5 14.7%	0 0.0%	8 16.7%	4 20.0%
3rd Priority	67 13.1%	0 0.0% Cdgh	3 11.1% c	1 100.0% AbefiKL	2 40.0% akl	1 9.1% c	7 11.3% c	4 26.7% a	10 23.3% a	5 14.7% c	1 14.3%	4 8.3% Cd	1 5.0% Cd

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Low Price

N=511

	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	138 27.0%	110 21.5%	61 11.9%	42 8.2%	100 19.6%	40 7.8%	42 8.2%	25 4.9%	36 7.0%
1st Priority	49 35.5%	32 29.1%	17 27.9%	12 28.6%	30 30.0%	15 37.5%	11 26.2%	9 36.0%	11 30.6%	7 28.0%
2nd Priority	23 16.7%	16 14.5%	14 23.0%	5 11.9%	17 17.0%	7 17.5%	6 14.3%	7 28.0%	6 16.7%	4 16.0%
3rd Priority	18 13.0%	13 11.8%	7 11.5%	10 23.8%	12 12.0%	5 12.5%	5 11.9%	4 16.0%	7 19.4%	4 16.0%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Low Price

N=511	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	153 29.9%	67 13.1%	50 9.8%	98 19.2%	93 18.2%	39 7.6%	15 2.9%	33 6.5%
1st Priority	45 29.4%	21 31.3%	13 26.0%	27 27.6%	29 31.2%	11 28.2%	6 40.0%	9 27.3%
2nd Priority	25 16.3%	13 19.4%	12 24.0%	20 20.4%	17 18.3%	6 15.4%	3 20.0%	5 15.2%
3rd Priority	18 11.8%	10 14.9%	8 16.0%	10 10.2%	12 12.9%	7 17.9%	4 26.7%	4 12.1%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Superior Product Quality

N=511	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	511 100.0%	16 3.1%	27 5.3%	1 0.2%	5 1.0%	11 2.2%	62 12.1%	15 2.9%	43 8.4%	34 6.7%	7 1.4%	48 9.4%	20 3.9%
1st Priority	96 18.8%	4 25.0%	4 14.8%	1 100.0% beil	1 20.0%	1 9.1% c	15 24.2%	3 20.0%	13 30.2%	5 14.7% c	2 28.6%	9 18.8%	3 15.0% c
2nd Priority	122 23.9%	5 31.3% i	3 11.1%	0 0.0%	0 0.0%	4 36.4% i	15 24.2%	3 20.0%	11 25.6%	3 8.8% ae	2 28.6%	10 20.8%	4 20.0%
3rd Priority	98 19.2%	3 18.8%	4 14.8%	0 0.0%	0 0.0%	1 9.1%	15 24.2%	4 26.7%	9 20.9%	6 17.6%	1 14.3%	10 20.8%	6 30.0%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Superior Product Quality

N=511

	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	138 27.0%	110 21.5%	61 11.9%	42 8.2%	100 19.6%	40 7.8%	42 8.2%	25 4.9%	36 7.0%
1st Priority	34 24.6%	20 18.2%	13 21.3%	7 16.7%	25 25.0%	7 17.5%	9 21.4%	5 20.0%	6 16.7%	5 20.0%
2nd Priority	33 23.9%	23 20.9%	11 18.0%	5 11.9%	20 20.0%	7 17.5%	11 26.2%	3 12.0%	7 19.4%	6 24.0%
3rd Priority	27 19.6%	17 15.5%	16 26.2%	7 16.7%	22 22.0%	8 20.0%	7 16.7%	8 32.0%	6 16.7%	4 16.0%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Superior Product Quality

N=511	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	153 29.9%	67 13.1%	50 9.8%	98 19.2%	93 18.2%	39 7.6%	15 2.9%	33 6.5%
1st Priority	38 24.8%	12 17.9%	10 20.0%	24 24.5%	20 21.5%	5 12.8%	2 13.3%	7 21.2%
2nd Priority	29 19.0%	11 16.4%	11 22.0%	17 17.3%	16 17.2%	11 28.2%	4 26.7%	6 18.2%
3rd Priority	37 24.2%	15 22.4%	6 12.0%	25 25.5%	18 19.4%	7 17.9%	1 6.7%	8 24.2%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Superior Innovation

N=511	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	511 100.0%	16 3.1%	27 5.3%	1 0.2%	5 1.0%	11 2.2%	62 12.1%	15 2.9%	43 8.4%	34 6.7%	7 1.4%	48 9.4%	20 3.9%
1st Priority	37 7.2%	5 31.3% bFgIk	2 7.4% a	0 0.0%	1 20.0% i	1 9.1%	3 4.8% Ah	0 0.0% a	8 18.6% fI	0 0.0% AdH	0 0.0%	3 6.3% a	2 10.0%
2nd Priority	35 6.8%	2 12.5%	2 7.4%	0 0.0%	1 20.0%	0 0.0%	3 4.8%	0 0.0%	3 7.0%	3 8.8%	0 0.0%	2 4.2%	3 15.0%
3rd Priority	55 10.8%	2 12.5% i	3 11.1%	0 0.0%	2 40.0% efIk	0 0.0% d	6 9.7% d	2 13.3% i	7 16.3% i	0 0.0% aDghjI	1 14.3% i	4 8.3% d	3 15.0% i

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Superior Innovation

N=511	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	138 27.0%	110 21.5%	61 11.9%	42 8.2%	100 19.6%	40 7.8%	42 8.2%	25 4.9%	36 7.0%
1st Priority	17 12.3%	8 7.3%	6 9.8%	1 2.4%	6 6.0%	2 5.0%	5 11.9%	2 8.0%	5 13.9%	1 4.0%
2nd Priority	6 4.3%	7 6.4%	7 11.5%	1 2.4%	8 8.0%	2 5.0%	1 2.4%	1 4.0%	3 8.3%	3 12.0%
3rd Priority	15 10.9%	11 10.0%	7 11.5%	3 7.1%	13 13.0%	3 7.5%	6 14.3%	0 0.0%	2 5.6%	4 16.0%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Superior Innovation

N=511	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	153 29.9%	67 13.1%	50 9.8%	98 19.2%	93 18.2%	39 7.6%	15 2.9%	33 6.5%
1st Priority	14 9.2%	6 9.0%	4 8.0%	7 7.1%	12 12.9%	2 5.1%	1 6.7%	4 12.1%
2nd Priority	10 6.5%	6 9.0%	2 4.0%	9 9.2%	4 4.3%	2 5.1%	1 6.7%	3 9.1%
3rd Priority	17 11.1%	8 11.9%	4 8.0%	12 12.2%	9 9.7%	2 5.1%	2 13.3%	4 12.1%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Excellent Service

N=511	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	511 100.0%	16 3.1%	27 5.3%	1 0.2%	5 1.0%	11 2.2%	62 12.1%	15 2.9%	43 8.4%	34 6.7%	7 1.4%	48 9.4%	20 3.9%
1st Priority	78 15.3%	1 6.3%	4 14.8%	0 0.0%	1 20.0%	1 9.1%	9 14.5%	3 20.0%	6 14.0%	4 11.8%	1 14.3%	10 20.8%	4 20.0%
2nd Priority	153 29.9%	2 12.5% cgij	5 18.5% ij	1 100.0% a	2 40.0%	4 36.4%	20 32.3%	7 46.7% a	17 39.5%	16 47.1% ab	4 57.1% ab	13 27.1%	5 25.0%
3rd Priority	130 25.4%	2 12.5% e	9 33.3% H	0 0.0%	0 0.0%	6 54.5% agHjk	20 32.3% H	2 13.3% e	2 4.7% BEFIkL	9 26.5% H	0 0.0% e	11 22.9% eh	7 35.0% H

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Excellent Service

N=511	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	138 27.0%	110 21.5%	61 11.9%	42 8.2%	100 19.6%	40 7.8%	42 8.2%	25 4.9%	36 7.0%
1st Priority	13 9.4% B	25 22.7% Ac	5 8.2% b	5 11.9%	10 10.0% B	12 30.0% Ad	6 14.3%	1 4.0% bf	5 13.9%	6 24.0% d
2nd Priority	49 35.5%	33 30.0% d	14 23.0% D	21 50.0% bC	36 36.0%	13 32.5%	13 31.0%	10 40.0%	12 33.3%	4 16.0%
3rd Priority	40 29.0%	26 23.6%	12 19.7%	7 16.7%	24 24.0%	5 12.5%	12 28.6%	7 28.0%	9 25.0%	5 20.0%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Excellent Service

N=511

	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	153 29.9%	67 13.1%	50 9.8%	98 19.2%	93 18.2%	39 7.6%	15 2.9%	33 6.5%
1st Priority	23 15.0%	6 9.0%	10 20.0%	12 12.2%	14 15.1%	6 15.4%	3 20.0%	4 12.1%
2nd Priority	55 35.9%	23 34.3%	13 26.0%	32 32.7%	30 32.3%	15 38.5%	7 46.7%	9 27.3%
3rd Priority	41 26.8%	13 19.4%	9 18.0%	24 24.5%	22 23.7%	10 25.6%	4 26.7%	5 15.2%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Trusting Relationship

N=511	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	511 100.0%	16 3.1%	27 5.3%	1 0.2%	5 1.0%	11 2.2%	62 12.1%	15 2.9%	43 8.4%	34 6.7%	7 1.4%	48 9.4%	20 3.9%
1st Priority	100 19.6%	2 12.5% i	4 14.8% I	0 0.0%	0 0.0%	2 18.2%	7 11.3% II	2 13.3% i	8 18.6% I	16 47.1% aBFgHk	1 14.3%	10 20.8% i	7 35.0% f
2nd Priority	91 17.8%	0 0.0% bk	6 22.2% a	0 0.0%	1 20.0%	2 18.2%	9 14.5%	0 0.0% k	3 7.0% k	7 20.6%	1 14.3%	12 25.0% agh	3 15.0%
3rd Priority	111 21.7%	3 18.8%	7 25.9% 1	0 0.0%	1 20.0%	3 27.3% 1	11 17.7% 1	2 13.3%	13 30.2% L	6 17.6%	1 14.3%	16 33.3% L	0 0.0% befHK

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Trusting Relationship

N=511

	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	138 27.0%	110 21.5%	61 11.9%	42 8.2%	100 19.6%	40 7.8%	42 8.2%	25 4.9%	36 7.0%
1st Priority	19 13.8% D	22 20.0% d	14 23.0%	15 35.7% Ab	22 22.0% b	3 7.5% ad	8 19.0%	8 32.0% b	8 22.2%	5 20.0%
2nd Priority	18 13.0% b	25 22.7% ac	6 9.8% b	7 16.7%	16 16.0%	8 20.0%	7 16.7%	1 4.0% f	3 8.3% f	7 28.0% de
3rd Priority	29 21.0% c	34 30.9% C	5 8.2% aB	9 21.4%	20 20.0%	13 32.5%	8 19.0%	3 12.0%	7 19.4%	5 20.0%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Trusting Relationship

N=511	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	153 29.9%	67 13.1%	50 9.8%	98 19.2%	93 18.2%	39 7.6%	15 2.9%	33 6.5%
1st Priority	28 18.3%	20 29.9%	9 18.0%	22 22.4%	14 15.1% c	12 30.8% b	3 20.0%	8 24.2%
2nd Priority	29 19.0%	7 10.4%	5 10.0%	16 16.3%	15 16.1%	3 7.7%	0 0.0%	6 18.2%
3rd Priority	28 18.3%	12 17.9%	15 30.0%	17 17.3%	22 23.7%	10 25.6%	3 20.0%	5 15.2%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Brand

N=511	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	511 100.0%	16 3.1%	27 5.3%	1 0.2%	5 1.0%	11 2.2%	62 12.1%	15 2.9%	43 8.4%	34 6.7%	7 1.4%	48 9.4%	20 3.9%
1st Priority	27 5.3%	1 6.3%	4 14.8%	0 0.0%	0 0.0%	0 0.0%	3 4.8%	2 13.3%	2 4.7%	1 2.9%	0 0.0%	2 4.2%	0 0.0%
2nd Priority	34 6.7%	2 12.5% i	5 18.5% fi	0 0.0%	1 20.0% i	1 9.1%	3 4.8% b	2 13.3% i	3 7.0%	0 0.0% abdg	0 0.0%	3 6.3%	1 5.0%
3rd Priority	51 10.0%	6 37.5% BeFgHK	1 3.7% AiJ	0 0.0%	0 0.0%	0 0.0% aj	4 6.5% AiJ	1 6.7% a	2 4.7% AiJ	8 23.5% bfhk	3 42.9% BeFHK	3 6.3% AiJ	3 15.0%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Brand

N=511

	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	138 27.0%	110 21.5%	61 11.9%	42 8.2%	100 19.6%	40 7.8%	42 8.2%	25 4.9%	36 7.0%
1st Priority	6 4.3%	4 3.6%	6 9.8%	2 4.8%	7 7.0%	1 2.5%	3 7.1%	0 0.0%	1 2.8%	2 8.0%
2nd Priority	9 6.5%	6 5.5%	9 14.8%	3 7.1%	3 3.0%	3 7.5%	4 9.5%	3 12.0%	5 13.9%	1 4.0%
3rd Priority	10 7.2%	9 8.2%	14 23.0%	6 14.3%	9 9.0%	6 15.0%	4 9.5%	3 12.0%	5 13.9%	3 12.0%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Brand

N=511	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	153 29.9%	67 13.1%	50 9.8%	98 19.2%	93 18.2%	39 7.6%	15 2.9%	33 6.5%
1st Priority	5 3.3%	3 4.5%	4 8.0%	6 6.1%	4 4.3%	3 7.7%	0 0.0%	2 6.1%
2nd Priority	5 3.3% bC	7 10.4% a	7 14.0% A	4 4.1% b	11 11.8% a	2 5.1%	0 0.0%	4 12.1%
3rd Priority	13 8.5%	9 13.4%	8 16.0%	10 10.2%	11 11.8%	3 7.7%	1 6.7%	7 21.2%

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=511	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	511 100.0%	16 3.1%	27 5.3%	1 0.2%	5 1.0%	11 2.2%	62 12.1%	15 2.9%	43 8.4%	34 6.7%	7 1.4%	48 9.4%	20 3.9%
1=Not Likely	122 23.9%	1 6.3% bceFj	9 33.3% a	1 100.0% agkl	2 40.0%	5 45.5% ak	27 43.5% AgHKL	2 13.3% cf	8 18.6% F	9 26.5%	3 42.9% a	7 14.6% ceF	3 15.0% cf
2=	121 23.7%	7 43.8% bhj	3 11.1% afg	0 0.0%	2 40.0%	3 27.3%	21 33.9% bh	7 46.7% bhj	6 14.0% afg	8 23.5%	0 0.0% ag	12 25.0%	4 20.0%
3=	62 12.1%	3 18.8%	5 18.5%	0 0.0%	1 20.0%	0 0.0%	6 9.7%	1 6.7%	8 18.6%	7 20.6%	1 14.3%	6 12.5%	4 20.0%
4=	41 8.0%	1 6.3%	1 3.7%	0 0.0%	0 0.0%	2 18.2% f	1 1.6% eghi	2 13.3% f	5 11.6% f	4 11.8% f	1 14.3%	3 6.3%	1 5.0%
5=	48 9.4%	1 6.3%	3 11.1%	0 0.0%	0 0.0%	0 0.0%	4 6.5%	3 20.0%	6 14.0%	3 8.8%	1 14.3%	9 18.8%	2 10.0%
6=	36 7.0%	2 12.5% f	3 11.1% f	0 0.0%	0 0.0%	0 0.0%	1 1.6% abhKL	0 0.0%	6 14.0% f	2 5.9%	0 0.0%	8 16.7% F	3 15.0% f
7=Very Likely	31 6.1%	1 6.3%	3 11.1%	0 0.0%	0 0.0%	1 9.1%	2 3.2%	0 0.0%	4 9.3%	1 2.9%	1 14.3%	3 6.3%	3 15.0%
Mean	3.0	3.3	3.3	1.0	1.8	2.4	2.1	2.8	3.7	2.8	3.1	3.6	3.8
SD	1.9	1.8 f	2.2 F	0.0	0.8 hk	1.9	1.5 aBHikL	1.4	2.0 dFi	1.7 fh	2.3	2.0 dF	2.1 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=511	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	138 27.0%	110 21.5%	61 11.9%	42 8.2%	100 19.6%	40 7.8%	42 8.2%	25 4.9%	36 7.0%
1=Not Likely	44 31.9%	26 23.6%	16 26.2%	7 16.7%	15 15.0% bCEF	12 30.0% a	15 35.7% A	8 32.0%	13 36.1% A	10 40.0% A
2=	39 28.3%	22 20.0%	17 27.9%	12 28.6%	17 17.0% dE	10 25.0%	13 31.0%	9 36.0% a	14 38.9% A	6 24.0%
3=	15 10.9% D	14 12.7% d	11 18.0%	12 28.6% Ab	19 19.0% c	9 22.5% C	1 2.4% aBf	3 12.0%	3 8.3%	5 20.0% c
4=	10 7.2%	6 5.5%	5 8.2%	5 11.9%	10 10.0%	3 7.5%	5 11.9%	1 4.0%	1 2.8%	0 0.0%
5=	13 9.4%	17 15.5% c	3 4.9% b	4 9.5%	17 17.0% b	1 2.5% a	3 7.1%	1 4.0%	3 8.3%	2 8.0%
6=	8 5.8%	14 12.7% d	5 8.2%	0 0.0% b	11 11.0%	4 10.0%	3 7.1%	0 0.0%	2 5.6%	2 8.0%
7=Very Likely	9 6.5%	10 9.1%	4 6.6%	2 4.8%	11 11.0% e	1 2.5%	2 4.8%	3 12.0% e	0 0.0% ad	0 0.0%
Mean	2.8	3.4	2.9	2.9	3.7	2.7	2.6	2.6	2.3	2.4
SD	1.9 B	2.1 A	1.9	1.5	1.9 BCDEF	1.7 A	1.9 A	1.9 A	1.5 A	1.6 A

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=511	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	153 29.9%	67 13.1%	50 9.8%	98 19.2%	93 18.2%	39 7.6%	15 2.9%	33 6.5%
1=Not Likely	39 25.5%	19 28.4%	12 24.0%	16 16.3% Ce	21 22.6% C	19 48.7% AB	5 33.3%	11 33.3% a
2=	43 28.1%	19 28.4%	9 18.0%	17 17.3% b	31 33.3% a	8 20.5%	5 33.3%	11 33.3%
3=	18 11.8%	13 19.4%	11 22.0%	19 19.4%	11 11.8%	3 7.7%	3 20.0%	6 18.2%
4=	12 7.8%	1 1.5% C	7 14.0% B	8 8.2%	8 8.6%	3 7.7%	1 6.7%	0 0.0%
5=	16 10.5%	7 10.4%	4 8.0%	16 16.3%	8 8.6%	3 7.7%	1 6.7%	2 6.1%
6=	12 7.8%	4 6.0%	5 10.0%	12 12.2%	6 6.5%	2 5.1%	0 0.0%	3 9.1%
7=Very Likely	13 8.5%	4 6.0%	2 4.0%	10 10.2%	8 8.6%	1 2.6%	0 0.0%	0 0.0%
Mean	3.1	2.8	3.1	3.7	3.0	2.3	2.2	2.4
SD	2.0	1.8	1.8	2.0 bCDE	1.9 a	1.7 A	1.2 A	1.6 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=511	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	511 100.0%	16 3.1%	27 5.3%	1 0.2%	5 1.0%	11 2.2%	62 12.1%	15 2.9%	43 8.4%	34 6.7%	7 1.4%	48 9.4%	20 3.9%
1=Not Likely	126 24.7%	1 6.3% bcgJ	9 33.3% a	1 100.0% afh	2 40.0%	4 36.4%	11 17.7% cgJ	7 46.7% afh	7 16.3% cgJ	10 29.4% j	5 71.4% AFHikl	13 27.1% j	5 25.0% j
2=	99 19.4%	3 18.8%	4 14.8% k	0 0.0%	1 20.0%	2 18.2%	10 16.1% k	3 20.0%	9 20.9%	9 26.5%	1 14.3%	18 37.5% bf	5 25.0%
3=	59 11.5%	3 18.8%	4 14.8%	0 0.0%	1 20.0%	2 18.2%	9 14.5%	1 6.7%	6 14.0%	7 20.6%	0 0.0%	4 8.3%	1 5.0%
4=	50 9.8%	2 12.5%	4 14.8%	0 0.0%	0 0.0%	1 9.1%	13 21.0% k	1 6.7%	4 9.3%	2 5.9%	0 0.0%	2 4.2% f	1 5.0%
5=	49 9.6%	2 12.5%	3 11.1%	0 0.0%	1 20.0%	1 9.1%	10 16.1% k	1 6.7%	8 18.6% k	2 5.9%	0 0.0%	2 4.2% fh	1 5.0%
6=	49 9.6%	2 12.5%	1 3.7% l	0 0.0%	0 0.0%	0 0.0%	6 9.7%	2 13.3%	6 14.0%	4 11.8%	1 14.3%	5 10.4%	5 25.0% b
7=Very Likely	27 5.3%	3 18.8% i	2 7.4%	0 0.0%	0 0.0%	1 9.1%	3 4.8%	0 0.0%	3 7.0%	0 0.0% a	0 0.0%	3 6.3%	2 10.0%
Mean	3.1	4.2	3.0	1.0	2.4	2.7	3.5	2.5	3.6	2.7	1.9	2.8	3.6
SD	1.9	2.0 gIjk	1.9	0.0	1.7	2.0	1.8 gijk	1.9 afh	1.9 gijk	1.7 Afh	1.9 afh	1.9 afh	2.3

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=511	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	138 27.0%	110 21.5%	61 11.9%	42 8.2%	100 19.6%	40 7.8%	42 8.2%	25 4.9%	36 7.0%
1=Not Likely	26 18.8% C	29 26.4%	24 39.3% A	12 28.6%	25 25.0%	12 30.0%	12 28.6%	5 20.0%	9 25.0%	9 36.0%
2=	19 13.8% BD	37 33.6% Ac	10 16.4% bd	14 33.3% Ac	23 23.0%	9 22.5%	8 19.0%	4 16.0%	12 33.3%	5 20.0%
3=	23 16.7%	13 11.8%	6 9.8%	8 19.0%	12 12.0%	5 12.5%	6 14.3%	2 8.0%	5 13.9%	4 16.0%
4=	18 13.0% b	6 5.5% ac	9 14.8% b	4 9.5%	11 11.0%	4 10.0%	5 11.9%	4 16.0%	1 2.8%	3 12.0%
5=	26 18.8% BCd	6 5.5% A	2 3.3% A	2 4.8% a	12 12.0%	4 10.0%	2 4.8%	5 20.0% f	6 16.7% f	0 0.0% de
6=	17 12.3%	8 7.3%	8 13.1%	2 4.8%	9 9.0%	6 15.0%	5 11.9%	3 12.0%	3 8.3%	3 12.0%
7=Very Likely	9 6.5%	9 8.2%	2 3.3%	0 0.0%	7 7.0%	0 0.0% c	4 9.5% b	2 8.0%	0 0.0%	1 4.0%
Mean	3.6	2.8	2.8	2.4	3.2	2.9	3.2	3.7	2.8	2.7
SD	1.9 BCD	1.9 A	1.9 A	1.4 A	1.9	1.8	2.1	2.0	1.7	1.9

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=511	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	153 29.9%	67 13.1%	50 9.8%	98 19.2%	93 18.2%	39 7.6%	15 2.9%	33 6.5%
1=Not Likely	32 20.9%	20 29.9%	16 32.0%	21 21.4% c	20 21.5% c	15 38.5% ab	4 26.7%	9 27.3%
2=	41 26.8%	13 19.4%	9 18.0%	25 25.5%	19 20.4%	6 15.4%	3 20.0%	11 33.3%
3=	23 15.0%	10 14.9%	4 8.0%	12 12.2%	15 16.1%	4 10.3%	3 20.0%	4 12.1%
4=	16 10.5%	7 10.4%	5 10.0%	12 12.2%	9 9.7%	5 12.8%	1 6.7%	3 9.1%
5=	18 11.8%	8 11.9%	4 8.0%	13 13.3% e	10 10.8%	4 10.3%	3 20.0% e	0 0.0% ad
6=	14 9.2%	7 10.4%	8 16.0%	8 8.2%	11 11.8%	3 7.7%	1 6.7%	6 18.2%
7=Very Likely	8 5.2%	2 3.0%	4 8.0%	6 6.1%	9 9.7%	2 5.1%	0 0.0%	0 0.0%
Mean	3.1	3.0	3.2	3.2	3.4	2.8	2.9	2.8
SD	1.8	1.9	2.2	1.9	2.0	2.0	1.7	1.8

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=511	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 Pharm.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	511 100.0%	16 3.1%	27 5.3%	1 0.2%	5 1.0%	11 2.2%	62 12.1%	15 2.9%	43 8.4%	34 6.7%	7 1.4%	48 9.4%	20 3.9%
1=Not Likely	8 1.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1% k	1 1.6%	0 0.0%	1 2.3%	1 2.9%	0 0.0%	0 0.0% e	0 0.0%
2=	11 2.2%	0 0.0%	2 7.4% f	0 0.0%	0 0.0%	0 0.0%	0 0.0% bk	0 0.0%	1 2.3%	0 0.0%	0 0.0%	4 8.3% f	0 0.0%
3=	22 4.3%	2 12.5% fh	0 0.0% J	0 0.0%	0 0.0%	0 0.0%	1 1.6% aiJ	0 0.0% j	0 0.0% aiJ	4 11.8% fh	2 28.6% BFgHK	1 2.1% J	1 5.0%
4=	45 8.8%	2 12.5%	2 7.4%	0 0.0%	1 20.0%	1 9.1%	7 11.3%	0 0.0%	5 11.6%	4 11.8%	0 0.0%	1 2.1%	2 10.0%
5=	89 17.4%	2 12.5%	6 22.2%	0 0.0%	1 20.0%	1 9.1%	11 17.7%	4 26.7%	6 14.0%	5 14.7%	0 0.0%	9 18.8%	4 20.0%
6=	134 26.2%	4 25.0%	5 18.5% gi	0 0.0%	2 40.0%	4 36.4%	19 30.6%	8 53.3% bl	17 39.5%	17 50.0% bkl	1 14.3%	13 27.1% i	4 20.0% gi
7=Very Likely	152 29.7%	6 37.5% i	12 44.4% I	1 100.0% I	1 20.0%	4 36.4% i	23 37.1% I	3 20.0%	12 27.9% i	3 8.8% aBCeFhJKL	4 57.1% I	20 41.7% I	9 45.0% I
Mean	5.6	5.6	5.8	7.0	5.6	5.6	5.8	5.9	5.7	5.2	5.7	5.8	5.9
SD	1.4	1.5	1.5	0.0	1.1	1.8	1.2 i	0.7	1.4	1.4 f	1.9	1.5	1.3

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=511	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	138 27.0%	110 21.5%	61 11.9%	42 8.2%	100 19.6%	40 7.8%	42 8.2%	25 4.9%	36 7.0%	25 4.9%
1=Not Likely	0 0.0% d	2 1.8%	1 1.6%	2 4.8% a	1 1.0%	1 2.5%	0 0.0%	0 0.0%	0 0.0%	1 4.0%
2=	2 1.4%	4 3.6%	2 3.3%	0 0.0%	5 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3=	4 2.9% d	5 4.5%	4 6.6%	5 11.9% a	3 3.0% B	7 17.5% ACd	0 0.0% B	0 0.0% b	2 5.6%	1 4.0%
4=	13 9.4%	5 4.5% c	9 14.8% b	5 11.9%	9 9.0%	3 7.5%	4 9.5%	3 12.0%	3 8.3%	2 8.0%
5=	24 17.4%	23 20.9%	14 23.0%	4 9.5%	19 19.0%	6 15.0%	5 11.9%	6 24.0%	6 16.7%	2 8.0%
6=	42 30.4%	31 28.2%	16 26.2%	12 28.6%	32 32.0% f	11 27.5% f	9 21.4% F	6 24.0% f	14 38.9%	15 60.0% abCd
7=Very Likely	53 38.4%	39 35.5%	15 24.6%	14 33.3%	31 31.0% C	12 30.0% c	24 57.1% AbeF	10 40.0%	11 30.6% c	4 16.0% C
Mean	5.9	5.7	5.3	5.4	5.6	5.4	6.3	5.9	5.8	5.6
SD	1.2 Cd	1.5	1.5 A	1.7 a	1.4 C	1.6 C	1.0 ABf	1.1	1.1	1.4 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=511	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	153 29.9%	67 13.1%	50 9.8%	98 19.2%	93 18.2%	39 7.6%	15 2.9%	33 6.5%
1=Not Likely	3 2.0%	0 0.0%	0 0.0%	1 1.0%	1 1.1%	0 0.0%	0 0.0%	1 3.0%
2=	3 2.0%	2 3.0%	1 2.0%	5 5.1%	2 2.2%	0 0.0%	0 0.0%	0 0.0%
3=	6 3.9%	3 4.5%	2 4.0%	7 7.1%	3 3.2%	2 5.1%	0 0.0%	0 0.0%
4=	13 8.5%	9 13.4%	2 4.0%	11 11.2%	7 7.5%	4 10.3%	2 13.3%	1 3.0%
5=	27 17.6%	10 14.9%	10 20.0%	18 18.4%	16 17.2%	7 17.9%	2 13.3%	5 15.2%
6=	45 29.4%	23 34.3%	19 38.0%	27 27.6%	24 25.8%	14 35.9%	6 40.0%	18 54.5%
				E	E			AB
7=Very Likely	56 36.6%	20 29.9%	16 32.0%	29 29.6%	40 43.0%	12 30.8%	5 33.3%	8 24.2%
Mean	5.7	5.6	5.8	5.4	5.9	5.8	5.9	5.9
SD	1.4	1.3	1.2	1.5 b	1.3 a	1.2	1.0	1.1

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More competitor innovation

N=511	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 Pharm.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	511 100.0%	16 3.1%	27 5.3%	1 0.2%	5 1.0%	11 2.2%	62 12.1%	15 2.9%	43 8.4%	34 6.7%	7 1.4%	48 9.4%	20 3.9%
1=Not Likely	15 2.9%	0 0.0%	1 3.7%	0 0.0%	0 0.0%	1 9.1%	3 4.8%	0 0.0%	1 2.3%	1 2.9%	0 0.0%	1 2.1%	1 5.0%
2=	35 6.8%	1 6.3%	3 11.1%	0 0.0%	0 0.0%	0 0.0%	4 6.5%	3 20.0%	1 2.3%	2 5.9%	1 14.3%	4 8.3%	3 15.0%
3=	63 12.3%	1 6.3%	2 7.4%	1 100.0%	2 40.0%	3 27.3%	9 14.5%	3 20.0%	5 11.6%	4 11.8%	1 14.3%	2 4.2%	3 15.0%
4=	102 20.0%	3 18.8%	7 25.9%	0 0.0%	0 0.0%	3 27.3%	17 27.4%	2 13.3%	12 27.9%	10 29.4%	1 14.3%	11 22.9%	5 25.0%
5=	120 23.5%	2 12.5%	9 33.3%	0 0.0%	2 40.0%	3 27.3%	20 32.3%	2 13.3%	9 20.9%	10 29.4%	1 14.3%	11 22.9%	5 25.0%
6=	84 16.4%	3 18.8%	3 11.1%	0 0.0%	1 20.0%	0 0.0%	6 9.7%	4 26.7%	10 23.3%	6 17.6%	2 28.6%	14 29.2%	1 5.0%
7=Very Likely	40 7.8%	6 37.5%	2 7.4%	0 0.0%	0 0.0%	1 9.1%	3 4.8%	1 6.7%	5 11.6%	1 2.9%	1 14.3%	5 10.4%	2 10.0%
Mean	4.5	5.4	4.4	3.0	4.4	4.0	4.2	4.3	4.8	4.4	4.7	4.9	4.1
SD	1.5	1.6	1.5	0.0	1.3	1.5	1.4	1.7	1.4	1.3	1.8	1.5	1.6
		beFil	a			a	AK			a		f	a

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More competitor innovation

N=511	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	138 27.0%	110 21.5%	61 11.9%	42 8.2%	100 19.6%	40 7.8%	42 8.2%	25 4.9%	36 7.0%
1=Not Likely	2 1.4%	4 3.6%	2 3.3%	1 2.4%	4 4.0%	1 2.5%	2 4.8%	0 0.0%	0 0.0%	1 4.0%
2=	8 5.8%	9 8.2%	6 9.8%	3 7.1%	8 8.0%	1 2.5%	3 7.1%	4 16.0%	2 5.6%	1 4.0%
3=	21 15.2%	11 10.0% d	8 13.1%	10 23.8% b	9 9.0% be	10 25.0% a	5 11.9%	2 8.0%	8 22.2% a	4 16.0%
4=	40 29.0% b	20 18.2% a	16 26.2%	7 16.7%	25 25.0%	8 20.0%	14 33.3%	4 16.0%	11 30.6%	3 12.0%
5=	37 26.8%	30 27.3%	11 18.0%	12 28.6%	28 28.0%	5 12.5% f	8 19.0%	8 32.0%	8 22.2%	10 40.0% b
6=	17 12.3% b	24 21.8% a	11 18.0%	6 14.3%	16 16.0%	10 25.0%	7 16.7%	2 8.0%	5 13.9%	5 20.0%
7=Very Likely	12 8.7%	11 10.0%	7 11.5%	3 7.1%	10 10.0%	5 12.5%	3 7.1%	5 20.0%	2 5.6%	1 4.0%
Mean	4.5	4.6	4.5	4.3	4.5	4.6	4.3	4.7	4.3	4.6
SD	1.4	1.6	1.6	1.5	1.5	1.6	1.5	1.7	1.3	1.4

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More competitor innovation

N=511	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	153 29.9%	67 13.1%	50 9.8%	98 19.2%	93 18.2%	39 7.6%	15 2.9%	33 6.5%
1=Not Likely	8 5.2%	0 0.0%	0 0.0%	3 3.1%	2 2.2%	2 5.1%	0 0.0%	1 3.0%
2=	10 6.5%	4 6.0%	7 14.0%	7 7.1%	7 7.5%	5 12.8% e	1 6.7%	0 0.0% c
3=	20 13.1%	12 17.9% c	2 4.0% b	10 10.2%	11 11.8%	6 15.4%	4 26.7%	5 15.2%
4=	45 29.4%	14 20.9%	12 24.0%	25 25.5%	28 30.1%	9 23.1%	4 26.7%	6 18.2%
5=	39 25.5%	20 29.9%	10 20.0%	28 28.6%	19 20.4% E	10 25.6%	1 6.7% e	15 45.5% Bd
6=	22 14.4%	9 13.4%	13 26.0%	16 16.3%	16 17.2%	3 7.7%	3 20.0%	6 18.2%
7=Very Likely	9 5.9%	8 11.9%	6 12.0%	9 9.2%	10 10.8%	4 10.3%	2 13.3% e	0 0.0% d
Mean	4.3	4.6	4.8	4.6	4.5	4.2	4.5	4.6
SD	1.5	1.4	1.5	1.5	1.5	1.6	1.6	1.1

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More competitor price-cutting

	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	511 100.0%	16 3.1%	27 5.3%	1 0.2%	5 1.0%	11 2.2%	62 12.1%	15 2.9%	43 8.4%	34 6.7%	7 1.4%	48 9.4%	20 3.9%
1=Not Likely	10 2.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 18.2% bFhK	0 0.0%	0 0.0%	1 2.3% e	1 2.9%	0 0.0%	0 0.0%	2 10.0% fk
2=	25 4.9%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.6% hi	0 0.0%	5 11.6% f	5 14.7% bf	0 0.0%	2 4.2%	2 10.0%
3=	34 6.7%	1 6.3%	2 7.4%	0 0.0%	0 0.0%	0 0.0%	3 4.8%	0 0.0%	3 7.0%	5 14.7% K	1 14.3% k	0 0.0% IjL	3 15.0% K
4=	49 9.6%	4 25.0%	4 14.8%	0 0.0%	1 20.0%	2 18.2%	5 8.1%	1 6.7%	6 14.0%	6 17.6%	0 0.0%	4 8.3%	3 15.0%
5=	75 14.7%	2 12.5%	3 11.1%	0 0.0%	0 0.0%	3 27.3% g	12 19.4%	0 0.0% ej	8 18.6%	7 20.6%	2 28.6% g	9 18.8%	2 10.0%
6=	146 28.6%	3 18.8% g	7 25.9% g	0 0.0%	2 40.0%	2 18.2% g	18 29.0% g	9 60.0% abefil	16 37.2%	9 26.5% g	2 28.6%	18 37.5%	4 20.0% g
7=Very Likely	119 23.3%	5 31.3% hI	10 37.0% HI	1 100.0% HII	2 40.0% I	2 18.2%	23 37.1% HI	4 26.7% i	4 9.3% aBCFk	1 2.9% ABCDfgjK	2 28.6% i	15 31.3% hI	3 15.0% c
Mean	5.3	5.3	5.7	7.0	6.0	4.6	5.8	6.1	4.8	4.3	5.6	5.8	4.3
SD	1.6	1.6	1.3 hIL	0.0	1.2 i	2.1 fgk	1.3 eHIL	0.8 eHIL	1.6 bFGK	1.6 BdFGK	1.4	1.2 eHIL	2.0 BFGK

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More competitor price-cutting

N=511	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	138 27.0%	110 21.5%	61 11.9%	42 8.2%	100 19.6%	40 7.8%	42 8.2%	25 4.9%	36 7.0%
1=Not Likely	3 2.2%	2 1.8%	1 1.6%	2 4.8%	4 4.0%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	0 0.0%
2=	6 4.3%	8 7.3%	2 3.3%	4 9.5%	7 7.0%	2 5.0%	3 7.1%	2 8.0%	0 0.0%	1 4.0%
3=	9 6.5%	4 3.6%	10 16.4%	2 4.8%	8 8.0%	2 5.0%	1 2.4%	2 8.0%	3 8.3%	3 12.0%
4=	17 12.3%	15 13.6%	4 6.6%	3 7.1%	10 10.0%	8 20.0%	4 9.5%	0 0.0%	7 19.4%	3 12.0%
5=	27 19.6%	21 19.1%	6 9.8%	10 23.8%	15 15.0%	7 17.5%	6 14.3%	5 20.0%	5 13.9%	5 20.0%
6=	42 30.4%	31 28.2%	19 31.1%	8 19.0%	31 31.0%	12 30.0%	13 31.0%	8 32.0%	10 27.8%	9 36.0%
7=Very Likely	33 23.9%	27 24.5%	19 31.1%	13 31.0%	24 24.0%	9 22.5%	13 31.0%	7 28.0%	11 30.6%	4 16.0%
Mean	5.3	5.3	5.4	5.2	5.2	5.3	5.6	5.3	5.5	5.2
SD	1.5	1.6	1.7	1.8	1.7	1.4	1.5	1.8	1.3	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=511	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	153 29.9%	67 13.1%	50 9.8%	98 19.2%	93 18.2%	39 7.6%	15 2.9%	33 6.5%
1=Not Likely	4 2.6%	0 0.0%	2 4.0%	4 4.1%	1 1.1%	0 0.0%	0 0.0%	1 3.0%
2=	8 5.2%	4 6.0%	3 6.0%	8 8.2%	3 3.2%	3 7.7%	0 0.0%	1 3.0%
3=	10 6.5%	5 7.5%	4 8.0%	8 8.2%	5 5.4%	2 5.1%	0 0.0%	4 12.1%
4=	21 13.7%	8 11.9%	4 8.0%	13 13.3%	9 9.7%	6 15.4%	2 13.3%	5 15.2%
5=	23 15.0%	13 19.4%	7 14.0%	19 19.4%	15 16.1%	6 15.4%	2 13.3%	4 12.1%
6=	45 29.4%	20 29.9%	19 38.0%	26 26.5%	34 36.6%	10 25.6%	6 40.0%	10 30.3%
7=Very Likely	40 26.1%	17 25.4%	10 20.0%	19 19.4%	25 26.9%	11 28.2%	5 33.3%	8 24.2%
Mean	5.3	5.4	5.2	4.9	5.6	5.3	5.9	5.2
SD	1.6	1.5	1.7	1.7 Bd	1.4 A	1.6	1.0 a	1.6

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=511	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	511 100.0%	16 3.1%	27 5.3%	1 0.2%	5 1.0%	11 2.2%	62 12.1%	15 2.9%	43 8.4%	34 6.7%	7 1.4%	48 9.4%	20 3.9%
1=Not Likely	53 10.4%	2 12.5%	3 11.1%	0 0.0%	2 40.0% f	1 9.1%	6 9.7% d	1 6.7%	8 18.6%	5 14.7%	0 0.0%	6 12.5%	3 15.0%
2=	54 10.6%	1 6.3% j	2 7.4% j	0 0.0%	0 0.0%	0 0.0% j	8 12.9% j	4 26.7%	6 14.0%	6 17.6%	3 42.9% abefk	5 10.4% j	2 10.0%
3=	68 13.3%	1 6.3% c	3 11.1% c	1 100.0% abefGiKl	1 20.0%	1 9.1% c	8 12.9% c	0 0.0% Cj	8 18.6%	5 14.7% c	2 28.6% g	3 6.3% C	3 15.0% c
4=	126 24.7%	5 31.3%	8 29.6%	0 0.0%	0 0.0%	6 54.5% h	20 32.3%	4 26.7%	9 20.9% e	10 29.4%	1 14.3%	13 27.1%	4 20.0%
5=	78 15.3%	2 12.5%	7 25.9% i	0 0.0%	1 20.0%	2 18.2%	13 21.0%	4 26.7% i	8 18.6%	2 5.9% bg	1 14.3%	7 14.6%	4 20.0%
6=	53 10.4%	4 25.0% fgh	2 7.4%	0 0.0%	1 20.0%	1 9.1%	3 4.8% ak	0 0.0% a	2 4.7% ak	5 14.7%	0 0.0%	9 18.8% fh	1 5.0%
7=Very Likely	17 3.3%	1 6.3%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	3 4.8%	2 13.3% i	1 2.3%	0 0.0% g	0 0.0%	3 6.3%	2 10.0%
Mean	3.8	4.3	3.9	3.0	3.2	4.0	3.8	3.9	3.3	3.4	3.0	4.1	3.8
SD	1.6	1.8	1.6	0.0	2.3	1.3	1.5	1.8	1.6 k	1.6	1.2	1.8 h	1.9

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

	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	138 27.0%	110 21.5%	61 11.9%	42 8.2%	100 19.6%	40 7.8%	42 8.2%	25 4.9%	36 7.0%	25 4.9%
1=Not Likely	16 11.6%	16 14.5%	9 14.8%	2 4.8%	12 12.0%	4 10.0%	9 21.4%	2 8.0%	4 11.1%	3 12.0%
2=	14 10.1% c	9 8.2% Cd	14 23.0% aB	9 21.4% b	11 11.0%	4 10.0%	6 14.3%	5 20.0%	6 16.7%	2 8.0%
3=	26 18.8%	11 10.0%	6 9.8%	6 14.3%	12 12.0% e	4 10.0% e	1 2.4% Ef	3 12.0%	10 27.8% abC	4 16.0% c
4=	39 28.3%	26 23.6%	15 24.6%	13 31.0%	24 24.0% f	12 30.0%	12 28.6%	9 36.0%	6 16.7% f	11 44.0% ae
5=	28 20.3%	20 18.2%	9 14.8%	5 11.9%	22 22.0% f	8 20.0%	8 19.0%	2 8.0%	6 16.7%	1 4.0% a
6=	8 5.8% b	17 15.5% a	5 8.2%	4 9.5%	8 8.0%	4 10.0%	4 9.5%	3 12.0%	4 11.1%	3 12.0%
7=Very Likely	6 4.3%	5 4.5%	2 3.3%	2 4.8%	6 6.0%	3 7.5%	1 2.4%	1 4.0%	0 0.0%	1 4.0%
Mean	3.7	3.9	3.4	3.7	3.9	4.0	3.5	3.7	3.4	3.7
SD	1.6	1.8	1.7	1.5	1.7	1.7	1.8	1.6	1.5	1.6

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=511	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	153 29.9%	67 13.1%	50 9.8%	98 19.2%	93 18.2%	39 7.6%	15 2.9%	33 6.5%
1=Not Likely	24 15.7%	5 7.5%	7 14.0%	13 13.3%	8 8.6% e	5 12.8%	1 6.7%	8 24.2% b
2=	14 9.2% c	12 17.9%	10 20.0% a	13 13.3%	13 14.0%	4 10.3%	3 20.0%	4 12.1%
3=	19 12.4%	9 13.4%	4 8.0%	11 11.2% d	9 9.7% d	4 10.3% d	5 33.3% abc	5 15.2%
4=	45 29.4%	17 25.4%	14 28.0%	26 26.5%	26 28.0%	13 33.3%	2 13.3%	8 24.2%
5=	26 17.0%	12 17.9%	8 16.0%	19 19.4%	16 17.2%	8 20.5%	3 20.0%	4 12.1%
6=	13 8.5%	8 11.9%	3 6.0%	6 6.1%	11 11.8%	5 12.8%	1 6.7%	4 12.1%
7=Very Likely	8 5.2%	4 6.0%	1 2.0%	6 6.1%	7 7.5%	0 0.0%	0 0.0%	0 0.0%
Mean	3.7	3.9	3.4	3.7	4.0	3.8	3.4	3.2
SD	1.7	1.7	1.6	1.7	1.7 e	1.5	1.4	1.7 b

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=384	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	200 100.0%	14 7.0%	21 10.5%	1 0.5%	3 1.5%	9 4.5%	45 22.5%	9 4.5%	35 17.5%	21 10.5%	5 2.5%	26 13.0%	11 5.5%
3=More	118 38.6%	6 42.9% g	8 40.0% g	1 100.0% g	0 0.0% h	2 22.2% h	12 26.7% Hj	0 0.0% abcHiJk	22 64.7% deFGk	8 40.0% g	4 80.0% fG	9 34.6% gh	4 36.4%
2=No Change	118 38.6%	5 35.7%	6 30.0%	0 0.0%	2 66.7%	4 44.4%	20 44.4%	6 66.7% h	9 26.5% g	9 45.0%	1 20.0%	13 50.0%	5 45.5%
1=Less	70 22.9%	3 21.4%	6 30.0% h	0 0.0%	1 33.3%	3 33.3%	13 28.9% h	3 33.3%	3 8.8% bf	3 15.0%	0 0.0%	4 15.4%	2 18.2%
Mean	2.2	2.2	2.1	3.0	1.7	1.9	2.0	1.7	2.6	2.3	2.8	2.2	2.2
SD	0.8	0.8	0.9 h	0.0	0.6 hj	0.8 hj	0.8 Hj	0.5 HiJk	0.7 bdeFGk	0.7 g	0.4 defG	0.7 gh	0.8

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?

	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=384									
Total	110 44.7%	67 27.2%	44 17.9%	25 10.2%	71 38.4%	28 15.1%	26 14.1%	17 9.2%	28 15.1%	15 8.1%
3=More	45 41.7%	25 38.5%	15 34.1%	9 36.0%	35 50.0% E	8 28.6%	10 38.5%	6 35.3%	5 18.5% A	7 46.7%
2=No Change	40 37.0%	29 44.6%	21 47.7%	9 36.0%	24 34.3%	15 53.6%	9 34.6%	8 47.1%	14 51.9%	4 26.7%
1=Less	23 21.3%	11 16.9%	8 18.2%	7 28.0%	11 15.7%	5 17.9%	7 26.9%	3 17.6%	8 29.6%	4 26.7%
Mean	2.2	2.2	2.2	2.1	2.3	2.1	2.1	2.2	1.9	2.2
SD	0.8	0.7	0.7	0.8	0.7 E	0.7	0.8	0.7	0.7 A	0.9

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?

	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=384								
Total	103 54.8%	49 26.1%	36 19.1%	74 38.3%	61 31.6%	25 13.0%	11 5.7%	22 11.4%
3=More	39 38.6%	16 32.7%	17 47.2%	38 52.8% cD	23 37.7% d	6 25.0% a	0 0.0% Abe	7 31.8% d
2=No Change	38 37.6%	23 46.9%	12 33.3%	25 34.7%	23 37.7%	13 54.2%	6 54.5%	8 36.4%
1=Less	24 23.8%	10 20.4%	7 19.4%	9 12.5% De	15 24.6%	5 20.8%	5 45.5% A	7 31.8% a
Mean	2.1	2.1	2.3	2.4	2.1	2.0	1.5	2.0
SD	0.8	0.7	0.8	0.7 bcDe	0.8 ad	0.7 ad	0.5 Abc	0.8 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.

	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
N=384													
Number	384	14	21	1	3	9	45	9	35	21	5	26	11
Percent	100.0%	7.0%	10.5%	0.5%	1.5%	4.5%	22.5%	4.5%	17.5%	10.5%	2.5%	13.0%	5.5%
Optimism rating	297	14	19	1	3	9	44	9	34	19	5	25	10
	57.5	56.1	54.2	70.0	33.3	45.0	52.0	43.9	69.0	59.5	73.0	56.4	67.4
	21.3	17.5	20.5	---	40.4	26.0	19.3	22.0	16.9	20.8	15.7	24.5	15.8
		h	H		HI	HI	Hjl	Hjl	aBDEFGk		fg	h	defg

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.

	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=384									
Number	110	67	44	25	71	28	26	17	28	15
Mean	55.9	59.2	57.6	63.1	63.1	52.5	56.5	55.3	48.3	60.5
SD	21.8	22.8	18.7	17.1	20.9 bE	17.3 a	25.2	19.5	23.0 A	15.0
Percent	44.7%	27.2%	17.9%	10.2%	38.4%	15.1%	14.1%	9.2%	15.1%	8.1%
Optimism rating	109	61	41	23	70	26	24	16	27	15

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=384 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	103	49	36	74	61	25	11	22
Percent	54.8%	26.1%	19.1%	38.3%	31.6%	13.0%	5.7%	11.4%
Optimism rating	99	48	34	71	58	25	9	22
	55.7	58.5	59.3	63.4	56.5	52.0	51.1	49.6
	22.8	19.4	21.9	21.4	22.3	20.8	17.8	18.3
				cE		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

N=384	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	200 100.0%	14 7.0%	21 10.5%	1 0.5%	3 1.5%	9 4.5%	45 22.5%	9 4.5%	35 17.5%	21 10.5%	5 2.5%	26 13.0%	11 5.5%
3=Increase	108 36.4%	6 42.9%	6 30.0% H	1 100.0%	1 33.3%	3 33.3% h	15 34.1% H	2 22.2% h	24 70.6% BeFgijKl	8 40.0% h	1 20.0% h	7 29.2% H	4 36.4% h
2=No Change	124 41.8%	4 28.6%	7 35.0%	0 0.0%	1 33.3%	3 33.3%	17 38.6% h	4 44.4%	6 17.6% fiJkl	10 50.0% h	4 80.0% H	11 45.8% h	6 54.5% h
1=Decrease	65 21.9%	4 28.6%	7 35.0% h	0 0.0%	1 33.3%	3 33.3%	12 27.3%	3 33.3%	4 11.8% b	2 10.0%	0 0.0%	6 25.0%	1 9.1%
Mean	2.1	2.1	2.0	3.0	2.0	2.0	2.1	1.9	2.6	2.3	2.2	2.0	2.3
SD	0.8	0.9	0.8 H	0.0	1.0	0.9 h	0.8 H	0.8 h	0.7 BeFgK	0.7	0.4	0.8 H	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 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=384									
Total	110 44.7%	67 27.2%	44 17.9%	25 10.2%	71 38.4%	28 15.1%	26 14.1%	17 9.2%	28 15.1%	15 8.1%
3=Increase	50 46.3%	21 34.4%	18 40.9%	6 25.0%	31 44.3%	10 35.7%	9 36.0%	7 46.7%	8 28.6%	8 53.3%
2=No Change	37 34.3% d	28 45.9%	15 34.1% d	15 62.5% ac	29 41.4% f	14 50.0% F	11 44.0% f	4 26.7%	9 32.1%	1 6.7% aBc
1=Decrease	21 19.4%	12 19.7%	11 25.0%	3 12.5%	10 14.3% Ef	4 14.3% e	5 20.0%	4 26.7%	11 39.3% Ab	6 40.0% a
Mean	2.3	2.1	2.2	2.1	2.3	2.2	2.2	2.2	1.9	2.1
SD	0.8	0.7	0.8	0.6	0.7 e	0.7	0.7	0.9	0.8 a	1.0

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=384	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	103 54.8%	49 26.1%	36 19.1%	74 38.3%	61 31.6%	25 13.0%	11 5.7%	22 11.4%
3=Increase	34 34.0% c	22 46.8%	19 52.8% a	36 50.7%	22 36.7%	8 33.3%	2 20.0%	9 40.9%
2=No Change	44 44.0% c	15 31.9%	7 19.4% a	27 38.0%	21 35.0%	12 50.0%	3 30.0%	5 22.7%
1=Decrease	22 22.0%	10 21.3%	10 27.8%	8 11.3% bDE	17 28.3% a	4 16.7%	5 50.0% A	8 36.4% A
Mean	2.1	2.3	2.3	2.4	2.1	2.2	1.7	2.0
SD	0.7	0.8	0.9	0.7 bD	0.8 a	0.7	0.8 A	0.9

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=384	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	200 100.0%	14 7.0%	21 10.5%	1 0.5%	3 1.5%	9 4.5%	45 22.5%	9 4.5%	35 17.5%	21 10.5%	5 2.5%	26 13.0%	11 5.5%
3=Increase	42 14.2%	3 21.4%	2 10.0%	0 0.0%	0 0.0%	1 11.1%	5 11.6%	0 0.0%	9 26.5%	3 15.0%	1 20.0%	3 12.5%	1 9.1%
2=No Change	168 56.9%	7 50.0%	10 50.0%	1 100.0%	2 66.7%	4 44.4%	26 60.5%	1 11.1%	17 50.0%	14 70.0%	3 60.0%	14 58.3%	10 90.9%
1=Decrease	85 28.8%	4 28.6%	8 40.0%	0 0.0%	1 33.3%	4 44.4%	12 27.9%	8 88.9%	8 23.5%	3 15.0%	1 20.0%	7 29.2%	0 0.0%
Mean	1.9	1.9	1.7	2.0	1.7	1.7	1.8	1.1	2.0	2.0	2.0	1.8	2.1
SD	0.6	0.7 G	0.7 g	0.0	0.6	0.7 g	0.6 G	0.3 AbeFHIJKL	0.7 G	0.6 G	0.7 G	0.6 G	0.3 G

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=384	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	110 44.7%	67 27.2%	44 17.9%	25 10.2%	71 38.4%	28 15.1%	26 14.1%	17 9.2%	28 15.1%
3=Increase	17 15.9%	6 9.8%	8 18.2%	5 20.8%	13 18.6%	2 7.1%	3 12.0%	1 6.7%	2 7.1%	4 28.6%
2=No Change	56 52.3%	39 63.9%	23 52.3%	14 58.3%	41 58.6%	15 53.6%	15 60.0%	6 40.0%	17 60.7%	6 42.9%
1=Decrease	34 31.8%	16 26.2%	13 29.5%	5 20.8%	16 22.9%	11 39.3%	7 28.0%	8 53.3%	9 32.1%	4 28.6%
Mean	1.8	1.8	1.9	2.0	2.0	1.7	1.8	1.5	1.8	2.0
SD	0.7	0.6	0.7	0.7	0.6	0.6	0.6	0.6	0.6	0.8
					d			a		

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=384	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	103 54.8%	49 26.1%	36 19.1%	74 38.3%	61 31.6%	25 13.0%	11 5.7%	22 11.4%
3=Increase	16 16.2%	6 12.8%	4 11.1%	11 15.5% c	11 18.6% c	0 0.0% abe	0 0.0%	5 22.7% c
2=No Change	58 58.6%	27 57.4%	17 47.2%	44 62.0%	29 49.2%	17 70.8%	4 40.0%	11 50.0%
1=Decrease	25 25.3%	14 29.8%	15 41.7%	16 22.5% d	19 32.2%	7 29.2%	6 60.0% a	6 27.3%
Mean	1.9	1.8	1.7	1.9	1.9	1.7	1.4	2.0
SD	0.6	0.6	0.7	0.6 d	0.7	0.5	0.5 ae	0.7 d

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=384	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	200 100.0%	14 7.0%	21 10.5%	1 0.5%	3 1.5%	9 4.5%	45 22.5%	9 4.5%	35 17.5%	21 10.5%	5 2.5%	26 13.0%	11 5.5%
3=Increase	71 24.2%	4 28.6%	6 30.0%	1 100.0% f	1 33.3%	5 55.6% fik	7 16.3% ceH	1 11.1%	15 44.1% Fik	3 15.8% eh	0 0.0%	4 16.7% eh	2 18.2%
2=No Change	189 64.5%	8 57.1%	12 60.0%	0 0.0%	1 33.3%	3 33.3% fij	32 74.4% eh	5 55.6%	17 50.0% fij	16 84.2% eh	5 100.0% eh	15 62.5%	7 63.6%
1=Decrease	33 11.3%	2 14.3%	2 10.0%	0 0.0%	1 33.3% i	1 11.1%	4 9.3%	3 33.3% hi	2 5.9% g	0 0.0% dkg	0 0.0%	5 20.8% i	2 18.2%
Mean	2.1	2.1	2.2	3.0	2.0	2.4	2.1	1.8	2.4	2.2	2.0	2.0	2.0
SD	0.6	0.7	0.6	0.0	1.0	0.7	0.5 h	0.7 h	0.6 fgk	0.4	0.0	0.6 h	0.6

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=384

	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	110 44.7%	67 27.2%	44 17.9%	25 10.2%	71 38.4%	28 15.1%	26 14.1%	17 9.2%	28 15.1%
3=Increase	34 31.8%	12 20.0%	10 23.3%	3 12.5%	17 24.6%	4 14.3% f	5 20.8%	4 26.7%	9 32.1%	7 46.7% b
2=No Change	65 60.7%	39 65.0%	29 67.4%	18 75.0%	47 68.1% f	18 64.3%	13 54.2%	10 66.7%	17 60.7%	6 40.0% a
1=Decrease	8 7.5%	9 15.0%	4 9.3%	3 12.5%	5 7.2% bc	6 21.4% a	6 25.0% a	1 6.7%	2 7.1%	2 13.3%
Mean	2.2	2.1	2.1	2.0	2.2	1.9	2.0	2.2	2.3	2.3
SD	0.6 b	0.6 a	0.6	0.5	0.5	0.6 e	0.7	0.6	0.6 b	0.7

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=384	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	103 54.8%	49 26.1%	36 19.1%	74 38.3%	61 31.6%	25 13.0%	11 5.7%	22 11.4%
3=Increase	18 18.4% c	14 29.8%	14 38.9% a	21 30.0%	14 23.7%	5 20.8%	2 20.0%	7 31.8%
2=No Change	70 71.4% C	27 57.4%	16 44.4% A	45 64.3%	36 61.0%	16 66.7%	6 60.0%	12 54.5%
1=Decrease	10 10.2%	6 12.8%	6 16.7%	4 5.7%	9 15.3%	3 12.5%	2 20.0%	3 13.6%
Mean	2.1	2.2	2.2	2.2	2.1	2.1	2.0	2.2
SD	0.5	0.6	0.7	0.5	0.6	0.6	0.7	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=384	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	200 100.0%	14 7.0%	21 10.5%	1 0.5%	3 1.5%	9 4.5%	45 22.5%	9 4.5%	35 17.5%	21 10.5%	5 2.5%	26 13.0%	11 5.5%
3=Increase	69 24.0%	1 7.1%	7 36.8%	0 0.0%	1 33.3%	0 0.0%	12 28.6%	4 50.0%	6 18.2%	5 25.0%	1 20.0%	5 21.7%	3 27.3%
2=No Change	186 64.6%	12 85.7%	10 52.6%	1 100.0%	2 66.7%	8 88.9%	29 69.0%	4 50.0%	21 63.6%	12 60.0%	4 80.0%	17 73.9%	6 54.5%
1=Decrease	33 11.5%	1 7.1%	2 10.5%	0 0.0%	0 0.0%	1 11.1%	1 2.4%	0 0.0%	6 18.2%	3 15.0%	0 0.0%	1 4.3%	2 18.2%
Mean	2.1	2.0	2.3	2.0	2.3	1.9	2.3	2.5	2.0	2.1	2.2	2.2	2.1
SD	0.6	0.4 g	0.7	0.0	0.6	0.3 fg	0.5 eh	0.5 aeh	0.6 fg	0.6	0.4	0.5	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

	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	110 44.7%	67 27.2%	44 17.9%	25 10.2%	71 38.4%	28 15.1%	26 14.1%	17 9.2%	28 15.1%	15 8.1%
3=Increase	24 22.9%	12 20.0% d	8 20.0%	10 41.7% b	17 25.4%	8 30.8%	6 25.0%	2 13.3%	7 25.0%	3 21.4%
2=No Change	68 64.8%	42 70.0%	29 72.5%	12 50.0%	38 56.7% d	17 65.4%	17 70.8%	13 86.7% a	20 71.4%	10 71.4%
1=Decrease	13 12.4%	6 10.0%	3 7.5%	2 8.3%	12 17.9%	1 3.8%	1 4.2%	0 0.0%	1 3.6%	1 7.1%
Mean	2.1	2.1	2.1	2.3	2.1	2.3	2.2	2.1	2.2	2.1
SD	0.6	0.5	0.5	0.6	0.7	0.5	0.5	0.4	0.5	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=384	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	103 54.8%	49 26.1%	36 19.1%	74 38.3%	61 31.6%	25 13.0%	11 5.7%	22 11.4%
3=Increase	20 20.8%	9 19.6%	12 34.3%	19 27.9%	10 17.5%	5 20.8%	2 20.0%	8 36.4%
2=No Change	69 71.9% c	33 71.7%	18 51.4% a	37 54.4% B	45 78.9% A	18 75.0%	8 80.0%	13 59.1%
1=Decrease	7 7.3%	4 8.7%	5 14.3%	12 17.6% b	2 3.5% a	1 4.2%	0 0.0%	1 4.5%
Mean	2.1	2.1	2.2	2.1	2.1	2.2	2.2	2.3
SD	0.5	0.5	0.7	0.7	0.4	0.5	0.4	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=384	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	200 100.0%	14 7.0%	21 10.5%	1 0.5%	3 1.5%	9 4.5%	45 22.5%	9 4.5%	35 17.5%	21 10.5%	5 2.5%	26 13.0%	11 5.5%
3=Increase	60 20.3%	6 42.9%	3 15.0%	0 0.0%	1 33.3%	1 11.1%	10 22.7%	2 22.2%	9 26.5%	4 20.0%	1 20.0%	4 16.7%	3 27.3%
2=No Change	179 60.7%	6 42.9%	12 60.0%	1 100.0%	1 33.3%	7 77.8%	27 61.4%	4 44.4%	18 52.9%	13 65.0%	4 80.0%	17 70.8%	7 63.6%
1=Decrease	56 19.0%	2 14.3%	5 25.0%	0 0.0%	1 33.3%	1 11.1%	7 15.9%	3 33.3%	7 20.6%	3 15.0%	0 0.0%	3 12.5%	1 9.1%
Mean	2.0	2.3	1.9	2.0	2.0	2.0	2.1	1.9	2.1	2.1	2.2	2.0	2.2
SD	0.6	0.7	0.6	0.0	1.0	0.5	0.6	0.8	0.7	0.6	0.4	0.6	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

	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=384									
Total	110 44.7%	67 27.2%	44 17.9%	25 10.2%	71 38.4%	28 15.1%	26 14.1%	17 9.2%	28 15.1%	15 8.1%
3=Increase	25 23.1%	10 16.7%	14 31.8%	4 16.7%	12 17.1% f	6 21.4%	7 28.0%	3 20.0%	5 17.9%	7 46.7% a
2=No Change	61 56.5%	43 71.7% c	21 47.7% b	14 58.3%	47 67.1%	17 60.7%	12 48.0%	9 60.0%	16 57.1%	8 53.3%
1=Decrease	22 20.4%	7 11.7%	9 20.5%	6 25.0%	11 15.7%	5 17.9%	6 24.0% f	3 20.0%	7 25.0% f	0 0.0% ce
Mean	2.0	2.1	2.1	1.9	2.0	2.0	2.0	2.0	1.9	2.5
SD	0.7	0.5	0.7	0.7	0.6 F	0.6 f	0.7	0.7 f	0.7 F	0.5 AbdE

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=384	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	103 54.8%	49 26.1%	36 19.1%	74 38.3%	61 31.6%	25 13.0%	11 5.7%	22 11.4%
3=Increase	19 19.0%	15 31.9%	5 13.9%	12 16.9%	18 30.0%	6 25.0%	3 30.0%	5 22.7%
2=No Change	63 63.0%	29 61.7%	18 50.0%	47 66.2% d	31 51.7%	15 62.5%	3 30.0% a	14 63.6%
1=Decrease	18 18.0% c	3 6.4% C	13 36.1% aB	12 16.9%	11 18.3%	3 12.5%	4 40.0%	3 13.6%
Mean	2.0	2.3	1.8	2.0	2.1	2.1	1.9	2.1
SD	0.6 b	0.6 aC	0.7 B	0.6	0.7	0.6	0.9	0.6

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=348 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	348	15	26	1	5	11	58	14	42	32	6
Percent	100.0%	5.5%	9.5%	0.4%	1.8%	4.0%	21.1%	5.1%	15.3%	11.6%	2.2%	16.4%	7.3%
Existing products or services in existing markets	348 51.9 24.0	15 37.3 18.9 bEhIK	26 54.8 25.4 a	1 10.0 --- ---	5 39.0 18.8 ei	11 57.7 14.0 Ad	58 50.3 23.9 i	14 47.9 25.4	42 53.0 23.3 a	32 61.4 21.9 AdfL	6 50.0 7.1	45 58.4 27.3 Al	20 42.0 23.4 Ik
Existing products or services in new markets	348 15.1 14.1	15 15.7 11.6	26 10.8 8.3 f	1 10.0 --- ---	5 10.0 6.1	11 11.4 8.1	58 16.2 12.7 b	14 13.9 17.6	42 16.8 17.2	32 11.8 10.7	6 10.8 9.2	45 14.9 14.6	20 19.5 22.1
New products or services in existing markets	348 23.1 19.1	15 34.0 15.5 bhIK	26 23.0 13.9 a	1 50.0 --- ---	5 34.0 15.6 k	11 24.5 15.9	58 24.1 17.7 k	14 26.8 23.3	42 20.5 18.9 a	32 19.4 17.2 A	6 33.3 10.3 k	45 15.3 18.3 Adfjl	20 26.5 23.9 k
New products or services in new markets	348 9.9 14.4	15 13.0 8.0 e	26 11.4 14.8	1 30.0 --- ---	5 17.0 19.2	11 6.4 7.1 a	58 9.4 10.4	14 11.4 16.1	42 9.8 20.4	32 7.4 11.2	6 5.8 5.8	45 11.3 12.5	20 12.0 22.7

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=348 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	131	105	59	40	98	37	42	24	35
Percent	39.1%	31.3%	17.6%	11.9%	37.8%	14.3%	16.2%	9.3%	13.5%	8.9%
Existing products or services in existing markets	131 49.9 23.9	105 54.9 24.2	59 49.3 26.1	40 55.9 19.4	98 55.1 25.7	37 52.6 26.7	42 48.1 21.7	24 57.7 24.2	35 47.1 23.9	23 48.7 19.1
Existing products or services in new markets	131 16.6 14.4 c	105 15.9 14.4	59 12.1 13.0 a	40 12.6 13.2	98 14.0 13.8	37 13.6 12.8	42 17.3 19.2	24 10.0 7.3 e	35 15.7 10.2 d	23 14.9 12.6
New products or services in existing markets	131 24.0 18.6 B	105 17.5 16.1 ACd	59 28.9 22.4 B	40 24.3 18.8 b	98 20.9 20.0	37 20.9 18.4	42 25.6 19.0	24 24.3 16.6	35 25.7 15.7	23 26.8 15.6
New products or services in new markets	131 9.5 14.1	105 11.7 15.4	59 9.7 15.6	40 7.3 11.4	98 10.0 18.1	37 12.8 15.0	42 9.0 10.1	24 7.9 9.5	35 11.4 12.0	23 9.6 8.9

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

Topic 2: Firm Growth Strategies

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

N=348 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	148	65	49	94	89	37	15	33
Percent	56.5%	24.8%	18.7%	35.1%	33.2%	13.8%	5.6%	12.3%
Existing products or services in existing markets	148 53.5 25.6	65 49.2 23.7	49 50.2 21.6	94 53.9 27.7	89 49.8 23.8	37 49.2 22.3	15 57.3 20.9	33 50.3 20.4
Existing products or services in new markets	148 14.9 14.3	65 14.3 12.9	49 13.2 12.2	94 13.5 13.3	89 15.7 15.7	37 15.9 13.5	15 9.3 8.2	33 14.9 12.7
New products or services in existing markets	148 22.1 19.4	65 27.4 20.6	49 22.3 15.8	94 22.2 22.5	89 23.4 19.0	37 23.6 16.9	15 24.7 11.4	33 26.7 14.8
New products or services in new markets	148 9.5 13.9	65 9.2 9.9	49 14.3 20.6	94 10.3 18.4	89 11.1 14.4	37 11.3 9.7	15 8.7 10.8	33 8.1 7.9

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=339 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	339	15	26	1	5	10	57	14	40	31	6
Percent	100.0%	5.6%	9.7%	0.4%	1.9%	3.7%	21.3%	5.2%	15.0%	11.6%	2.2%	16.5%	6.7%
Existing products or services in existing markets	339 45.6 24.0	15 34.7 18.7 eI	26 44.8 22.5	1 10.0 ---	5 34.0 18.2	10 56.0 21.3 a	57 44.7 24.1	14 47.1 26.6	40 42.1 21.3 i	31 53.7 22.8 Ah	6 49.2 11.1	44 44.3 29.0	18 46.4 23.3
Existing products or services in new markets	339 17.7 15.8	15 21.0 10.0 j	26 16.3 15.2	1 10.0 ---	5 11.0 8.9	10 15.0 10.5	57 18.4 15.2	14 18.2 23.4	40 16.8 16.0	31 15.6 12.2	6 10.8 9.2 a	44 21.8 20.4	18 17.8 17.8
New products or services in existing markets	339 26.2 20.5	15 31.7 17.4 d	26 25.8 16.9 d	1 50.0 ---	5 44.0 18.2 bik	10 24.5 18.5	57 26.9 22.4	14 26.4 24.4	40 28.8 20.7	31 22.1 17.3 d	6 33.3 18.6	44 22.6 21.0 d	18 28.6 25.1
New products or services in new markets	339 10.4 13.4	15 12.7 9.2 e	26 13.1 17.2	1 30.0 ---	5 11.0 7.4	10 4.5 5.0 a	57 10.0 12.1	14 8.2 9.5	40 12.4 16.1	31 8.5 11.8	6 6.7 6.1	44 11.3 13.0	18 7.2 9.7

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=339 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	127	101	59	39	95	37	41	23	33
Percent	39.0%	31.0%	18.1%	12.0%	37.8%	14.7%	16.3%	9.2%	13.1%	8.8%
Existing products or services in existing markets	127 44.1 23.5 d	101 44.8 24.5 d	59 45.6 26.4	39 54.5 19.2 ab	95 44.0 24.9	37 46.9 25.2	41 44.9 22.3	23 51.1 26.4	33 44.1 22.9	22 47.7 20.2
Existing products or services in new markets	127 18.0 15.4	101 20.6 17.7 cd	59 14.2 12.4 b	39 13.5 14.3 b	95 19.7 18.6 d	37 17.2 15.3	41 18.0 17.3	23 11.3 8.8 ae	33 18.5 12.4 d	22 15.0 11.5
New products or services in existing markets	127 27.1 21.7	101 23.1 17.8 c	59 31.1 22.9 b	39 24.2 20.0	95 25.6 23.0	37 26.2 19.9	41 27.6 19.5	23 30.6 23.5	33 27.0 17.5	22 26.4 15.7
New products or services in new markets	127 10.8 13.8	101 11.5 13.9	59 9.1 10.3	39 7.8 15.3	95 10.7 14.2	37 9.7 11.4	41 9.5 10.9	23 7.0 10.1	33 10.5 9.5	22 10.9 10.1

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=339 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	140	66	48	91	89	35	14	31
Percent	55.1%	26.0%	18.9%	35.0%	34.2%	13.5%	5.4%	11.9%
Existing products or services in existing markets	140 45.8 24.8	66 42.2 22.6	48 44.7 23.1	91 43.2 25.9 d	89 42.0 24.3 D	35 46.0 23.1 d	14 60.4 18.2 aBce	31 45.5 18.9 d
Existing products or services in new markets	140 18.1 16.4	66 18.2 17.3	48 17.5 15.0	91 19.8 18.2 d	89 18.5 16.6 d	35 15.0 13.1	14 8.9 7.6 abe	31 18.5 13.7 d
New products or services in existing markets	140 25.6 22.1	66 30.0 21.2	48 27.4 19.1	91 26.7 24.2	89 28.3 22.3	35 27.4 18.2	14 23.2 11.5	31 26.8 15.3
New products or services in new markets	140 10.4 14.3	66 9.6 10.6	48 10.4 11.1	91 10.2 14.0	89 11.1 14.2	35 11.6 11.7	14 7.5 7.5	31 9.2 8.7

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=353 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	353	15	27	1	5	11	58	14	42	33	6
Percent	100.0%	5.4%	9.7%	0.4%	1.8%	4.0%	20.9%	5.0%	15.1%	11.9%	2.2%	16.5%	7.2%
Growth from your firm internally	353 70.3 29.8	15 79.3 20.9 h	27 68.1 29.2	1 70.0 ---	5 89.0 11.4 h	11 53.6 42.4 gk	58 71.2 28.0 h	14 85.4 27.3 eH	42 58.3 32.3 adfGK	33 72.9 31.7	6 68.3 36.4	46 79.3 24.7 eH	20 66.3 28.2
Growth from acquisitions	353 9.7 18.9	15 5.3 10.6	27 3.0 7.4 eFi	1 0.0 ---	5 5.0 11.2	11 20.0 34.9 bk	58 13.1 18.2 Bk	14 5.0 14.0	42 8.6 17.2	33 12.7 23.6 b	6 12.5 19.9	46 6.7 13.0 ef	20 7.8 16.1
Growth from partnerships	353 13.4 18.5	15 8.3 10.8 h	27 19.8 23.7 gk	1 0.0 ---	5 4.0 8.9	11 17.7 20.5 g	58 10.8 17.2 H	14 4.6 10.1 behL	42 22.6 24.9 aFgiK	33 10.6 18.9 h	6 17.5 18.9	46 9.0 13.0 bHl	20 17.8 15.7 Gk
Growth from licensing arrangements	353 6.6 13.2	15 7.0 9.0	27 9.1 17.1	1 30.0 ---	5 2.0 4.5	11 8.6 13.4	58 4.8 8.4 h	14 5.0 13.6	42 10.5 16.1 fi	33 3.8 10.5 h	6 1.7 4.1	46 5.0 12.9	20 8.3 15.2

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=353 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	132	106	60	41	99	39	41	25	35
Percent	38.9%	31.3%	17.7%	12.1%	37.8%	14.9%	15.6%	9.5%	13.4%	8.8%
Growth from your firm internally	132 66.6 29.8 C	106 72.5 30.2	60 80.5 24.7 AD	41 64.1 31.7 C	99 68.1 30.7 d	39 78.5 26.1 c	41 65.3 32.1 bd	25 81.8 21.1 ac	35 70.3 29.8	23 69.8 29.9
Growth from acquisitions	132 10.7 19.6 cd	106 8.4 17.8 D	60 4.9 14.4 aD	41 18.9 24.2 aBC	99 6.8 17.7	39 9.9 14.0	41 12.6 18.8	25 8.4 15.7	35 13.6 21.2	23 12.0 21.0
Growth from partnerships	132 15.1 20.1	106 12.5 16.2	60 9.5 16.3	41 12.7 17.3	99 17.7 21.1 bd	39 8.7 12.6 a	41 15.5 22.7	25 7.4 9.8 a	35 10.1 15.9	23 10.9 14.9
Growth from licensing arrangements	132 7.6 12.9	106 6.5 16.1	60 5.1 8.4	41 4.3 10.5	99 7.4 14.5	39 2.9 9.2	41 6.6 12.6	25 2.4 6.3 f	35 6.0 9.8	23 7.4 9.5 d

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=353 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	149	67	49	96	89	38	15	33
Percent	56.2%	25.3%	18.5%	35.4%	32.8%	14.0%	5.5%	12.2%
Growth from your firm internally	149 72.8 28.2	67 68.7 30.5	49 68.4 32.6	96 68.4 30.9	89 72.2 30.3	38 77.3 24.4	15 68.7 32.5	33 71.7 25.4
Growth from acquisitions	149 7.8 16.5	67 12.3 19.3	49 10.0 19.6	96 5.5 15.6 DE	89 9.0 16.0 d	38 10.4 16.7	15 18.7 22.7 Ab	33 14.8 22.9 A
Growth from partnerships	149 12.8 19.0	67 14.3 19.4	49 15.6 19.8	96 17.6 22.4 ce	89 13.1 20.3	38 8.3 11.3 a	15 8.3 12.3	33 8.5 8.9 a
Growth from licensing arrangements	149 6.7 13.3	67 4.7 9.5	49 6.0 11.5	96 8.5 15.6	89 5.6 12.2	38 4.0 8.1	15 4.3 6.5	33 5.0 7.5

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: United States

N=293	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	282 100.0%	16 5.7%	27 9.6%	1 0.4%	5 1.8%	11 3.9%	59 20.9%	15 5.3%	42 14.9%	33 11.7%	6 2.1%	47 16.7%	20 7.1%
1st	264 94.3%	14 87.5%	26 96.3%	1 100.0%	4 100.0%	10 100.0%	48 88.9%	14 100.0%	38 95.0%	32 97.0%	5 100.0%	43 95.6%	19 95.0%
2nd	11 3.9%	2 12.5%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	3 5.6%	0 0.0%	2 5.0%	1 3.0%	0 0.0%	1 2.2%	0 0.0%
3rd	5 1.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 5.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.2%	1 5.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: United States

N=293

	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	118 40.5%	91 31.3%	52 17.9%	30 10.3%	100 38.0%	40 15.2%	42 16.0%	25 9.5%	35 13.3%
1st	103 92.0%	85 96.6%	45 93.8%	29 96.7%	95 96.9%	36 94.7%	38 100.0%	23 92.0%	29 90.6%	18 90.0%
2nd	5 4.5%	2 2.3%	3 6.3%	1 3.3%	2 2.0%	2 5.3%	0 0.0%	1 4.0%	2 6.3%	1 5.0%
3rd	4 3.6%	1 1.1%	0 0.0%	0 0.0%	1 1.0%	0 0.0%	0 0.0%	1 4.0%	1 3.1%	1 5.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: United States

N=293

	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	152 56.5%	67 24.9%	50 18.6%	97 35.3%	92 33.5%	39 14.2%	15 5.5%	32 11.6%
1st	140 95.2% b	54 87.1% ac	47 97.9% b	91 95.8%	82 94.3%	34 91.9%	12 85.7%	28 93.3%
2nd	5 3.4%	5 8.1%	1 2.1%	3 3.2%	2 2.3% d	2 5.4%	2 14.3% b	2 6.7%
3rd	2 1.4%	3 4.8%	0 0.0%	1 1.1%	3 3.4%	1 2.7%	0 0.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Canada

N=293	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	282 100.0%	16 5.7%	27 9.6%	1 0.4%	5 1.8%	11 3.9%	59 20.9%	15 5.3%	42 14.9%	33 11.7%	6 2.1%	47 16.7%	20 7.1%
1st	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2nd	65 73.9%	4 57.1%	8 88.9% d	0 0.0%	0 0.0% bgi	2 100.0%	13 68.4%	5 100.0% d	14 66.7%	7 100.0% d	2 100.0%	7 70.0%	1 100.0%
3rd	23 26.1%	3 42.9%	1 11.1% d	0 0.0%	2 100.0% bgi	0 0.0%	6 31.6%	0 0.0% d	7 33.3%	0 0.0% d	0 0.0%	3 30.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Canada

N=293

	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	118 40.5%	91 31.3%	52 17.9%	30 10.3%	100 38.0%	40 15.2%	42 16.0%	25 9.5%	35 13.3%
1st	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2nd	29 70.7%	15 65.2%	13 81.3%	7 100.0%	24 72.7%	9 100.0% e	11 78.6%	6 66.7%	6 60.0% b	3 75.0%
3rd	12 29.3%	8 34.8%	3 18.8%	0 0.0%	9 27.3%	0 0.0% e	3 21.4%	3 33.3%	4 40.0% b	1 25.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Canada

N=293

	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	152 56.5%	67 24.9%	50 18.6%	97 35.3%	92 33.5%	39 14.2%	15 5.5%	32 11.6%
1st	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2nd	32 72.7%	16 76.2%	13 72.2%	28 75.7%	21 80.8%	4 57.1%	4 80.0%	6 60.0%
3rd	12 27.3%	5 23.8%	5 27.8%	9 24.3%	5 19.2%	3 42.9%	1 20.0%	4 40.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Mexico

N=293	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	282 100.0%	16 5.7%	27 9.6%	1 0.4%	5 1.8%	11 3.9%	59 20.9%	15 5.3%	42 14.9%	33 11.7%	6 2.1%	47 16.7%	20 7.1%
1st	1 5.3%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2nd	4 21.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	1 50.0%	1 100.0%
3rd	14 73.7%	3 75.0%	3 100.0%	0 0.0%	0 0.0%	1 100.0%	4 80.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Mexico

N=293

	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	118 40.5%	91 31.3%	52 17.9%	30 10.3%	100 38.0%	40 15.2%	42 16.0%	25 9.5%	35 13.3%	21 8.0%
1st	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%
2nd	2 20.0%	2 50.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	1 100.0%
3rd	7 70.0%	2 50.0%	4 100.0%	1 100.0%	3 75.0%	3 100.0%	4 80.0%	2 66.7%	1 100.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Mexico

N=293

	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	152 56.5%	67 24.9%	50 18.6%	97 35.3%	92 33.5%	39 14.2%	15 5.5%	32 11.6%
1st	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%
2nd	3 27.3%	0 0.0%	0 0.0%	2 33.3%	1 14.3%	0 0.0%	1 50.0%	0 0.0%
3rd	8 72.7%	2 66.7%	2 100.0%	4 66.7%	6 85.7%	2 66.7%	1 50.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: China

N=293	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	282 100.0%	16 5.7%	27 9.6%	1 0.4%	5 1.8%	11 3.9%	59 20.9%	15 5.3%	42 14.9%	33 11.7%	6 2.1%	47 16.7%	20 7.1%
1st	7 18.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	4 25.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	1 14.3%	0 0.0%
2nd	11 29.7%	1 50.0%	0 0.0%	0 0.0%	1 100.0%	1 25.0%	4 25.0%	0 0.0%	2 33.3%	0 0.0%	0 0.0%	2 28.6%	0 0.0%
3rd	19 51.4%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	2 50.0%	8 50.0%	0 0.0%	3 50.0%	0 0.0%	0 0.0%	4 57.1%	1 100.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: China

N=293

	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	118 40.5%	91 31.3%	52 17.9%	30 10.3%	100 38.0%	40 15.2%	42 16.0%	25 9.5%	35 13.3%
1st	4 18.2%	2 18.2%	1 25.0%	0 0.0%	0 0.0%	1 25.0%	2 33.3%	0 0.0%	3 25.0%	1 14.3%
2nd	7 31.8%	3 27.3%	1 25.0%	0 0.0%	0 0.0%	1 25.0%	1 16.7%	0 0.0%	5 41.7%	3 42.9%
3rd	11 50.0%	6 54.5%	2 50.0%	0 0.0%	2 100.0%	2 50.0%	3 50.0%	1 100.0%	4 33.3%	3 42.9%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: China

N=293

	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	152 56.5%	67 24.9%	50 18.6%	97 35.3%	92 33.5%	39 14.2%	15 5.5%	32 11.6%
1st	3 15.8%	3 30.0%	1 50.0%	0 0.0%	3 27.3%	0 0.0%	0 0.0%	3 25.0%
2nd	4 21.1%	4 40.0%	0 0.0%	1 33.3%	3 27.3%	0 0.0%	0 0.0%	6 50.0% c
3rd	12 63.2%	3 30.0%	1 50.0%	2 66.7%	5 45.5% c	6 100.0%	2 100.0%	3 25.0% C

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Japan

N=293	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	282 100.0%	16 5.7%	27 9.6%	1 0.4%	5 1.8%	11 3.9%	59 20.9%	15 5.3%	42 14.9%	33 11.7%	6 2.1%	47 16.7%	20 7.1%
1st	2 10.5%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%
2nd	5 26.3%	2 66.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%
3rd	12 63.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	4 80.0%	2 100.0%	0 0.0%	0 0.0%	4 80.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Japan

N=293	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	118 40.5%	91 31.3%	52 17.9%	30 10.3%	100 38.0%	40 15.2%	42 16.0%	25 9.5%	35 13.3%
1st	0 0.0% c	0 0.0%	2 50.0% a	0 0.0%	1 16.7%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2nd	4 36.4%	0 0.0%	1 25.0%	0 0.0%	1 16.7%	1 20.0%	0 0.0%	1 100.0%	1 33.3%	0 0.0%
3rd	7 63.6%	3 100.0%	1 25.0%	1 100.0%	4 66.7%	3 60.0%	2 100.0%	0 0.0%	2 66.7%	0 0.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Japan

N=293

	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	152 56.5%	67 24.9%	50 18.6%	97 35.3%	92 33.5%	39 14.2%	15 5.5%	32 11.6%
1st	0 0.0%	2 28.6%	0 0.0%	1 14.3%	1 20.0%	0 0.0%	0 0.0%	0 0.0%
2nd	3 30.0%	1 14.3%	1 50.0%	2 28.6%	1 20.0%	2 50.0%	0 0.0%	0 0.0%
3rd	7 70.0%	4 57.1%	1 50.0%	4 57.1%	3 60.0%	2 50.0%	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=293	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	282 100.0%	16 5.7%	27 9.6%	1 0.4%	5 1.8%	11 3.9%	59 20.9%	15 5.3%	42 14.9%	33 11.7%	6 2.1%	47 16.7%	20 7.1%
1st	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%
2nd	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3rd	2 66.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Korea

N=293

	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	118 40.5%	91 31.3%	52 17.9%	30 10.3%	100 38.0%	40 15.2%	42 16.0%	25 9.5%	35 13.3%	21 8.0%
1st	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%
2nd	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3rd	1 100.0%	0 0.0%	0 0.0%	1 100.0%	1 100.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Korea

N=293

	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	152 56.5%	67 24.9%	50 18.6%	97 35.3%	92 33.5%	39 14.2%	15 5.5%	32 11.6%
1st	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%
2nd	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3rd	0 0.0%	1 50.0%	1 100.0%	0 0.0%	2 100.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: India

N=293	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	282 100.0%	16 5.7%	27 9.6%	1 0.4%	5 1.8%	11 3.9%	59 20.9%	15 5.3%	42 14.9%	33 11.7%	6 2.1%	47 16.7%	20 7.1%
1st	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2nd	6 42.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 66.7%	0 0.0%	2 50.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%
3rd	7 50.0%	0 0.0%	1 100.0%	0 0.0%	2 100.0%	1 100.0%	0 0.0%	0 0.0%	2 50.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: India

N=293	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	118 40.5%	91 31.3%	52 17.9%	30 10.3%	100 38.0%	40 15.2%	42 16.0%	25 9.5%	35 13.3%
1st	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 100.0% e	0 0.0%	0 0.0%	0 0.0%
2nd	2 66.7%	3 42.9%	0 0.0%	1 100.0%	1 50.0%	1 100.0%	0 0.0%	0 0.0%	2 33.3%	1 50.0%
3rd	1 33.3%	4 57.1%	2 66.7%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	4 66.7%	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

N=293

	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	152 56.5%	67 24.9%	50 18.6%	97 35.3%	92 33.5%	39 14.2%	15 5.5%	32 11.6%
1st	1 20.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%
2nd	3 60.0%	1 25.0%	1 33.3%	0 0.0%	1 33.3%	1 50.0%	0 0.0%	2 50.0%
3rd	1 20.0%	3 75.0%	2 66.7%	1 100.0%	1 33.3%	1 50.0%	2 100.0%	2 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=293	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	282 100.0%	16 5.7%	27 9.6%	1 0.4%	5 1.8%	11 3.9%	59 20.9%	15 5.3%	42 14.9%	33 11.7%	6 2.1%	47 16.7%	20 7.1%
1st	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2nd	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3rd	6 100.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 100.0%	0 0.0%	2 100.0%	0 0.0%	0 0.0%	0 0.0%	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=293

	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	118 40.5%	91 31.3%	52 17.9%	30 10.3%	100 38.0%	40 15.2%	42 16.0%	25 9.5%	35 13.3%
1st	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2nd	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3rd	3 100.0%	1 100.0%	2 100.0%	0 0.0%	0 0.0%	0 0.0%	3 100.0%	0 0.0%	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: Russia

N=293

	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	152 56.5%	67 24.9%	50 18.6%	97 35.3%	92 33.5%	39 14.2%	15 5.5%	32 11.6%
1st	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2nd	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3rd	2 100.0%	1 100.0%	2 100.0%	0 0.0%	3 100.0%	0 0.0%	0 0.0%	3 100.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Eastern Europe

N=293	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	282 100.0%	16 5.7%	27 9.6%	1 0.4%	5 1.8%	11 3.9%	59 20.9%	15 5.3%	42 14.9%	33 11.7%	6 2.1%	47 16.7%	20 7.1%
1st	2 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2nd	13 59.1%	0 0.0%	2 100.0%	0 0.0%	1 100.0%	2 100.0%	2 28.6% k	0 0.0%	2 50.0%	0 0.0%	0 0.0%	4 100.0% f	0 0.0%
3rd	7 31.8%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 57.1%	0 0.0%	1 25.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Eastern Europe

N=293

	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	118 40.5%	91 31.3%	52 17.9%	30 10.3%	100 38.0%	40 15.2%	42 16.0%	25 9.5%	35 13.3%
1st	2 13.3%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2nd	6 40.0% b	5 100.0% a	2 100.0%	0 0.0%	5 83.3%	1 50.0%	2 50.0%	1 100.0%	1 50.0%	1 33.3%
3rd	7 46.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	2 50.0%	0 0.0%	1 50.0%	2 66.7%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Eastern Europe

N=293

	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	152 56.5%	67 24.9%	50 18.6%	97 35.3%	92 33.5%	39 14.2%	15 5.5%	32 11.6%
1st	1 9.1%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	1 16.7%	0 0.0%	0 0.0%
2nd	6 54.5%	3 75.0%	2 66.7%	5 71.4%	2 50.0%	4 66.7%	1 50.0%	1 50.0%
3rd	4 36.4%	1 25.0%	1 33.3%	1 14.3%	2 50.0%	1 16.7%	1 50.0%	1 50.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Western Europe

N=293	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	282 100.0%	16 5.7%	27 9.6%	1 0.4%	5 1.8%	11 3.9%	59 20.9%	15 5.3%	42 14.9%	33 11.7%	6 2.1%	47 16.7%	20 7.1%
1st	10 10.2%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	4 14.8%	0 0.0%	2 8.3%	0 0.0%	0 0.0%	2 13.3%	0 0.0%
2nd	57 58.2%	4 100.0%	1 25.0%	1 100.0%	2 66.7%	0 0.0%	17 63.0%	1 50.0%	13 54.2%	2 50.0%	1 100.0%	9 60.0%	6 66.7%
3rd	31 31.6%	0 0.0%	3 75.0%	0 0.0%	0 0.0%	2 100.0%	6 22.2%	1 50.0%	9 37.5%	2 50.0%	0 0.0%	4 26.7%	3 33.3%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Western Europe

N=293

	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	118 40.5%	91 31.3%	52 17.9%	30 10.3%	100 38.0%	40 15.2%	42 16.0%	25 9.5%	35 13.3%
1st	6 10.7%	2 7.1%	2 20.0%	0 0.0%	2 7.7%	1 9.1%	0 0.0%	1 12.5%	2 14.3%	1 7.1%
2nd	31 55.4%	18 64.3%	6 60.0%	2 66.7%	16 61.5%	4 36.4%	12 75.0%	6 75.0%	7 50.0%	7 50.0%
3rd	19 33.9%	8 28.6%	2 20.0%	1 33.3%	8 30.8%	6 54.5%	4 25.0%	1 12.5%	5 35.7%	6 42.9%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Western Europe

N=293

	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	152 56.5%	67 24.9%	50 18.6%	97 35.3%	92 33.5%	39 14.2%	15 5.5%	32 11.6%
1st	5 9.4%	3 12.0%	2 15.4%	4 15.4%	2 7.4%	2 11.8%	1 14.3%	1 6.7%
2nd	31 58.5%	15 60.0%	7 53.8%	14 53.8%	18 66.7%	11 64.7%	4 57.1%	7 46.7%
3rd	17 32.1%	7 28.0%	4 30.8%	8 30.8%	7 25.9%	4 23.5%	2 28.6%	7 46.7%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Brazil

N=293	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	282 100.0%	16 5.7%	27 9.6%	1 0.4%	5 1.8%	11 3.9%	59 20.9%	15 5.3%	42 14.9%	33 11.7%	6 2.1%	47 16.7%	20 7.1%
1st	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%
2nd	7 41.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 100.0%	5 45.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3rd	9 52.9%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	6 54.5%	1 100.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Brazil

N=293

	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	118 40.5%	91 31.3%	52 17.9%	30 10.3%	100 38.0%	40 15.2%	42 16.0%	25 9.5%	35 13.3%	21 8.0%
1st	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%
2nd	6 50.0%	0 0.0%	1 25.0%	0 0.0%	2 40.0%	0 0.0%	2 66.7%	0 0.0%	3 60.0%	0 0.0%
3rd	5 41.7%	1 100.0%	3 75.0%	0 0.0%	3 60.0%	0 0.0%	1 33.3%	2 100.0%	2 40.0%	1 50.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Brazil

N=293

	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	152 56.5%	67 24.9%	50 18.6%	97 35.3%	92 33.5%	39 14.2%	15 5.5%	32 11.6%
1st	0 0.0%	1 16.7%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%
2nd	6 54.5%	1 16.7%	0 0.0%	1 33.3%	3 42.9%	0 0.0%	1 50.0%	1 33.3%
3rd	5 45.5%	4 66.7%	0 0.0%	2 66.7%	3 42.9%	1 100.0%	1 50.0%	2 66.7%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Middle East

N=293	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	282 100.0%	16 5.7%	27 9.6%	1 0.4%	5 1.8%	11 3.9%	59 20.9%	15 5.3%	42 14.9%	33 11.7%	6 2.1%	47 16.7%	20 7.1%
1st	2 9.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2nd	9 42.9%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 60.0%	3 100.0%
3rd	10 47.6%	1 50.0%	1 100.0%	1 100.0%	0 0.0%	1 50.0%	3 60.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	2 40.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Middle East

N=293

	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	118 40.5%	91 31.3%	52 17.9%	30 10.3%	100 38.0%	40 15.2%	42 16.0%	25 9.5%	35 13.3%
1st	1 16.7%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2nd	2 33.3%	5 62.5%	2 33.3%	0 0.0%	2 66.7%	1 25.0%	2 40.0%	1 50.0%	3 75.0%	0 0.0%
3rd	3 50.0%	3 37.5%	3 50.0%	1 100.0%	1 33.3%	2 50.0%	3 60.0%	1 50.0%	1 25.0%	1 100.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Middle East

N=293

	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	152 56.5%	67 24.9%	50 18.6%	97 35.3%	92 33.5%	39 14.2%	15 5.5%	32 11.6%
1st	1 12.5%	1 12.5%	0 0.0%	0 0.0%	2 20.0%	0 0.0%	0 0.0%	0 0.0%
2nd	5 62.5%	2 25.0%	2 50.0%	1 50.0%	3 30.0%	2 40.0%	0 0.0%	2 66.7%
3rd	2 25.0%	5 62.5%	2 50.0%	1 50.0%	5 50.0%	3 60.0%	0 0.0%	1 33.3%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Other:

N=293	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	282 100.0%	16 5.7%	27 9.6%	1 0.4%	5 1.8%	11 3.9%	59 20.9%	15 5.3%	42 14.9%	33 11.7%	6 2.1%	47 16.7%	20 7.1%
1st	2 6.7%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%
2nd	9 30.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	4 66.7%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	2 28.6%	0 0.0%
3rd	19 63.3%	0 0.0%	2 66.7%	0 0.0%	0 0.0%	1 50.0%	2 33.3%	1 100.0%	4 100.0%	2 50.0%	0 0.0%	5 71.4%	1 100.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Other:

N=293

	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	118 40.5%	91 31.3%	52 17.9%	30 10.3%	100 38.0%	40 15.2%	42 16.0%	25 9.5%	35 13.3%
1st	0 0.0%	1 7.1%	0 0.0%	1 33.3%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%
2nd	3 30.0%	4 28.6%	2 66.7%	0 0.0%	2 18.2%	2 40.0%	3 50.0%	1 100.0%	0 0.0%	1 100.0%
3rd	7 70.0%	9 64.3%	1 33.3%	2 66.7%	8 72.7%	3 60.0%	3 50.0%	0 0.0%	2 66.7%	0 0.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue of: Other:

N=293

	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	152 56.5%	67 24.9%	50 18.6%	97 35.3%	92 33.5%	39 14.2%	15 5.5%	32 11.6%
1st	1 4.8%	1 20.0%	0 0.0%	0 0.0% D	0 0.0% D	0 0.0% d	2 100.0% ABc	0 0.0%
2nd	7 33.3%	1 20.0%	1 50.0%	1 10.0% c	4 44.4%	4 66.7% a	0 0.0%	0 0.0%
3rd	13 61.9%	3 60.0%	1 50.0%	9 90.0% cd	5 55.6%	2 33.3% a	0 0.0% a	2 100.0%

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

Topic 3: Market Spending

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

N=511 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 Consulti- ng K	Health- care Pharmac. L
		Number	511	16	27	1	5	11	62	15	43	34	7
Percent	100.0%	5.5%	9.3%	0.3%	1.7%	3.8%	21.5%	5.2%	14.9%	11.8%	2.4%	16.6%	6.9%
Overall marketing Spending	238 1.1 24.0	11 5.3 15.0	20 2.3 18.7	1 -30.0 ---	4 -8.0 15.0	9 -3.9 22.2	53 -1.5 17.0	13 -1.1 28.2	32 8.1 43.0	27 0.5 19.6	6 -8.2 21.2	37 -0.3 18.0	18 3.9 24.6
Internet marketing Spending	210 9.5 22.0	10 14.2 30.7	18 3.6 30.3	1 20.0 ---	3 10.0 0.0	9 20.0 22.4	48 6.8 16.1	13 6.7 20.9	29 20.8 29.9	21 3.7 14.1	6 20.7 38.5	29 5.0 12.5	17 7.1 18.5
Traditional advertising Spending	199 -7.9 24.0	8 1.3 5.2	15 -11.8 29.9	1 -20.0 ---	3 -30.0 10.0	9 -24.4 27.1	46 -8.9 24.7	13 -6.0 18.0	26 -9.3 35.6	23 -2.3 15.8	6 -15.2 41.9	26 -5.0 12.3	17 -7.1 15.1
Brand building	188 4.5 19.2	9 5.1 8.2	14 4.2 20.7	1 0.0 ---	3 -3.3 32.1	9 9.4 21.3	41 0.7 8.0	11 1.4 27.8	24 6.0 24.5	21 10.4 30.6	4 17.5 22.2	29 2.3 6.7	16 3.9 23.2
Customer relationship management	184 6.4 12.3	9 3.0 4.3	15 9.2 20.4	1 0.0 ---	4 2.8 2.6	9 9.4 16.7	42 4.3 11.1	11 6.3 7.8	25 5.4 10.4	17 9.6 13.1	5 8.4 10.0	25 6.8 5.5	15 8.5 21.5
New product introductions	187 9.3 18.7	10 2.3 3.4	17 12.4 17.6	1 30.0 ---	3 11.7 10.4	8 15.6 17.2	45 8.4 19.1	10 12.0 14.6	25 15.9 22.0	20 6.2 9.0	4 6.5 9.7	22 8.0 21.2	16 4.3 30.1

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

Topic 3: Market Spending

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

N=511 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	138	110	61	42	100	40	42	25	36
Percent	39.3%	31.3%	17.4%	12.0%	37.3%	14.9%	15.7%	9.3%	13.4%	9.3%
Overall marketing spending	95 -0.7 20.0	73 3.7 30.7	41 4.5 23.9	27 -3.4 14.8	84 7.5 30.0	34 -1.3 23.8	32 -2.4 20.2	21 0.7 19.4	31 -7.3 16.1	18 -2.9 11.8
					e				a	
Internet marketing Spending	88 10.3 21.1	57 7.6 20.2	39 9.7 27.9	24 10.5 20.1	77 10.6 19.6	29 9.0 29.0	27 8.5 31.4	20 11.9 23.8	27 7.8 16.5	16 5.6 13.9
Traditional advertising Spending	80 -12.1 25.6 b	56 -2.3 22.4 a	36 -7.3 23.7	25 -7.8 21.7	66 -3.2 21.2 E	28 -6.9 18.4	27 -13.2 35.5	19 -5.1 18.1	25 -17.6 22.2 A	18 -12.2 26.2
Brand building	77 4.8 16.5	59 6.6 18.8	28 2.1 23.4	22 0.9 24.1	62 7.1 19.4	28 4.6 22.0	28 2.3 20.1	18 1.3 8.2	24 4.7 14.1	15 0.3 31.6
Customer relationship Management	81 6.1 12.2	50 4.7 7.0	28 10.3 20.7	23 6.4 7.8	61 8.1 14.4	25 4.1 8.2	25 9.8 16.7	16 4.3 6.1	27 5.1 12.0	16 2.5 5.0
New product Introductions	85 10.8 18.7	46 6.0 23.0	33 13.0 16.6	22 5.2 9.1 d	64 10.8 18.3	23 4.1 23.0	25 16.4 27.2	20 6.9 8.9	26 11.0 18.0	16 2.9 6.9
				c						

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

Topic 3: Market Spending

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

N=511 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	153	67	50	98	93	39	15	33
Percent	56.7%	24.8%	18.5%	35.3%	33.5%	14.0%	5.4%	11.9%
Overall marketing Spending	127 1.0 28.2	57 -1.7 15.2	39 5.0 22.6	78 8.7 30.0 bce	76 -0.4 21.4 a	31 -6.3 20.1 a	14 -4.3 15.0	28 -4.1 12.6 a
Internet marketing Spending	109 9.2 24.0	52 8.0 22.2	38 12.3 18.3	71 11.7 21.8	65 11.4 29.4	29 3.8 14.8	13 4.8 6.0	22 7.0 12.3
Traditional advertising Spending	103 -9.1 25.4	48 -7.9 22.1	36 -8.2 23.7	58 -3.7 22.1	67 -9.4 27.2	28 -12.1 23.5	12 -10.3 17.7	23 -11.1 22.6
Brand building	100 4.2 16.7	45 3.9 22.7	33 2.0 16.3	56 8.2 17.4 b	63 1.2 18.9 a	28 7.3 17.0	11 -1.4 20.1	20 3.0 28.3
Customer relationship Management	96 6.2 11.0	47 6.1 13.1	30 7.2 15.6	56 6.2 11.4	60 7.3 14.5	24 9.3 15.7	11 2.9 11.0	23 3.6 5.8
New product Introductions	103 10.0 16.2	43 9.1 18.3	32 8.8 27.7	59 9.6 16.9	58 12.3 25.5	25 7.2 11.1	13 12.9 21.4	22 3.4 7.3

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

Topic 3: Market Spending

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

N=511 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
		New service Introductions	165 6.7 18.2	6 1.5 2.1 e	16 7.4 13.9 e	1 0.0 ---	4 1.3 2.5	7 25.0 24.3 abFgl	35 2.4 4.6 Eijk	8 2.5 3.8 e	17 9.6 24.4	16 8.1 15.0 f	5 8.4 8.5 f
Marketing (non-sales) Hires	174 0.6 19.7	9 1.4 9.6	13 -6.3 15.7	1 -25.0 ---	5 -5.4 7.3	7 1.4 6.9	36 -2.1 23.9	10 -3.5 12.9	23 5.4 29.1	20 -0.8 13.5	5 0.8 4.3	26 2.7 13.7	16 8.7 27.1
Integrating what we know about marketing	148 4.1 14.3	6 3.8 3.7	12 -3.7 29.6	1 0.0 ---	5 3.2 4.3	6 10.8 13.6	30 5.2 16.9	9 1.7 11.7	20 2.0 13.4	15 5.3 6.0	5 16.0 27.7	23 5.4 6.7	12 3.2 3.6
Developing knowledge about how to do Marketing	147 3.0 13.2	7 2.4 3.6	13 -0.9 32.6	1 0.0 ---	4 0.5 1.0	7 13.6 18.4 fh	29 1.9 7.9 e	9 6.4 9.7	20 -0.6 12.4 e	16 3.7 4.6	6 10.0 19.8	20 4.7 6.4	11 2.4 3.2
Marketing training	157 -0.7 16.3	7 0.7 2.0	12 -6.5 30.1	1 0.0 ---	4 0.8 3.0	8 1.6 7.9	35 -1.5 9.4 lj	8 -4.1 12.5 i	20 -3.6 18.3 i	19 6.3 9.7 Fgh	6 10.8 19.5 f	20 -1.1 18.1	13 -4.8 25.8
Marketing research and Intelligence	178 3.2 17.5	9 -0.6 4.7	13 -1.5 32.7	1 10.0 ---	4 2.5 11.9	8 4.4 9.0	41 2.8 15.6	10 0.5 5.0	24 5.9 23.5	22 3.6 13.3	6 3.0 2.4	21 8.8 22.0	15 -1.3 13.8
Marketing consulting Services	156 1.3 19.8	8 -4.5 8.0 e	11 11.8 30.5 f	1 10.0 ---	3 -6.7 11.5	8 5.6 9.0 a	34 -3.8 16.5 bk	11 -3.4 15.7	21 0.7 27.9	16 5.3 12.7	4 0.0 0.0	20 7.3 22.6 f	15 -0.9 22.0

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

Topic 3: Market Spending

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

N=511 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
	New service Introductions	64 7.0 16.7	57 9.3 24.8	23 3.0 7.0	21 3.2 4.9	59 9.3 20.0	21 0.0 21.4	23 10.7 22.4	11 0.8 1.7	26 9.0 17.3
Marketing (non-sales) Hires	70 -2.1 18.2	55 3.5 22.0	27 1.6 25.4	22 0.5 4.1	57 6.8 21.6 Ef	24 2.5 18.3	24 -2.0 25.1	15 -0.9 4.3	27 -5.1 12.3 A	17 -8.1 20.4 a
Integrating what we know about marketing	60 4.3 9.5	46 4.2 14.2	21 -2.0 22.4	20 8.6 14.7	49 5.0 6.7	16 2.3 7.0	24 6.6 31.0	10 2.8 4.1	25 4.3 7.8	15 -0.2 14.3
Developing knowledge about how to do marketing	63 4.1 10.7	42 2.0 9.5	20 -2.7 23.6	21 6.2 11.1	50 3.9 8.5 f	20 5.8 6.3 df	21 2.0 27.3	12 1.0 1.6 b	23 4.3 11.1	13 -3.2 14.6 ab
Marketing training	66 -0.2 7.5 D	43 -3.7 22.2	25 -2.8 22.7	23 6.0 11.9 A	48 2.6 6.5 bf	20 -7.7 27.4 a	25 -0.7 24.1	13 -1.4 7.8	25 1.4 8.1	16 -5.3 21.1 a
Marketing research and intelligence	74 3.0 14.3	48 6.4 23.4	30 -3.1 19.1	24 4.3 7.5	56 7.3 18.3 ef	22 0.3 13.1	26 5.7 26.6	21 2.2 13.6	27 -0.7 12.8 a	16 -3.4 16.7 a
Marketing consulting services	67 1.1 18.7	43 3.0 27.4	24 -2.5 14.8	20 1.5 3.2	49 8.5 23.2 be	20 -4.8 20.5 a	21 2.3 7.0	17 -1.8 15.0	23 -4.4 16.6 a	15 -4.9 28.2

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

Topic 3: Market Spending

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

N=511 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
New service introductions	87 9.0 16.7	39 5.0 16.7	31 3.9 25.1	53 9.8 21.0	53 4.8 20.5	19 9.6 16.9	10 6.3 16.3	22 3.9 6.7
Marketing (non-sales) Hires	92 1.9 21.3	44 -0.1 19.5	33 -2.3 16.8	51 7.6 22.8 Ce	57 1.4 17.6 c	26 -7.8 20.3 Ab	11 -3.0 10.0	24 -5.4 17.5 a
Integrating what we know about marketing	79 4.5 16.3	35 4.4 11.9	28 3.0 12.9	43 5.2 6.2	49 4.4 21.5	18 4.0 11.4	9 1.4 3.8	22 1.9 12.6
Developing knowledge about how to do marketing	76 2.7 15.5	38 4.8 9.5	27 1.7 12.1	46 4.0 8.6	47 2.7 17.6	19 5.8 14.6	9 0.3 2.6	19 -0.6 12.6
Marketing training	85 -1.1 14.7	38 1.6 13.6	28 -2.8 24.3	41 1.5 4.8	57 -2.1 23.3	20 0.8 9.0	11 -1.9 6.7	22 -2.1 19.2
Marketing research and intelligence	94 5.4 21.3	45 1.6 9.8	32 -1.1 14.9	51 7.5 18.8	59 1.4 19.3	25 2.4 13.5	13 2.4 18.8	23 -0.3 15.0
Marketing consulting services	80 4.2 20.7	40 -2.8 13.2	29 -3.2 23.5	45 9.7 24.0 Be	51 -3.6 14.9 Ac	21 4.0 8.3 bd	13 -1.6 5.3 c	19 -6.9 30.2 a

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

Topic 3: Market Spending

Expected change in spending for: Overall marketing spending

N=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
1=Positive	112 47.1%	4 36.4%	11 55.0%	0 0.0%	1 25.0%	4 44.4%	21 39.6%	4 30.8%	19 59.4%	12 44.4%	3 50.0%	21 56.8%	7 38.9%
0=Zero	43 18.1%	6 54.5% fHiKl	4 20.0%	0 0.0%	1 25.0%	1 11.1%	12 22.6% a	3 23.1%	2 6.3% A	4 14.8% a	1 16.7%	5 13.5% A	2 11.1% a
-1=Negative	83 34.9%	1 9.1% cl	5 25.0%	1 100.0% a	2 50.0%	4 44.4%	20 37.7%	6 46.2%	11 34.4%	11 40.7%	2 33.3%	11 29.7%	9 50.0% a
Mean	0.1	0.3	0.3	-1.0	-0.3	0.0	0.0	-0.2	0.3	0.0	0.2	0.3	-0.1
SD	0.9	0.6	0.9	0.0	1.0	1.0	0.9	0.9	1.0	0.9	1.0	0.9	1.0

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

Topic 3: Market Spending

Expected change in spending for: Overall marketing spending

N=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
1=Positive	42 44.2%	40 54.8%	17 41.5%	13 48.1%	54 64.3%	14 41.2%	12 37.5%	9 42.9%	8 25.8%	6 33.3%
					bcEf	a	a		A	a
0=Zero	19 20.0%	8 11.0%	13 31.7%	3 11.1%	9 10.7%	7 20.6%	6 18.8%	3 14.3%	10 32.3%	4 22.2%
		C	B		E				A	
-1=Negative	34 35.8%	25 34.2%	11 26.8%	11 40.7%	21 25.0%	13 38.2%	14 43.8%	9 42.9%	13 41.9%	8 44.4%
Mean	0.1	0.2	0.1	0.1	0.4	0.0	-0.1	0.0	-0.2	-0.1
SD	0.9	0.9	0.8	1.0	0.9	0.9	0.9	0.9	0.8	0.9
					bcEf	a	a		A	a

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

Topic 3: Market Spending

Expected change in spending for: Overall marketing spending

N=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
1=Positive	60 47.2%	27 47.4%	18 46.2%	51 65.4% bCdE	34 44.7% a	9 29.0% A	5 35.7% a	9 32.1% A
0=Zero	23 18.1%	8 14.0%	8 20.5%	8 10.3%	16 21.1%	4 12.9%	4 28.6%	7 25.0%
-1=Negative	44 34.6%	22 38.6%	13 33.3%	19 24.4% C	26 34.2% c	18 58.1% Ab	5 35.7%	12 42.9%
Mean	0.1	0.1	0.1	0.4	0.1	-0.3	0.0	-0.1
SD	0.9	0.9	0.9	0.9 bCE	0.9 ac	0.9 Ab	0.9	0.9 A

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

Topic 3: Market Spending

Expected change in spending for: Internet marketing spending

N=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
1=Positive	140 66.7%	7 70.0%	10 55.6% h	1 100.0%	3 100.0%	7 77.8%	31 64.6% h	8 61.5%	25 86.2% bKl	15 71.4%	5 83.3%	14 48.3% H	10 58.8% h
0=Zero	51 24.3%	1 10.0%	7 38.9% h	0 0.0%	0 0.0%	1 11.1%	12 25.0%	4 30.8%	3 10.3% bK	4 19.0%	1 16.7%	12 41.4% H	4 23.5%
-1=Negative	19 9.0%	2 20.0%	1 5.6%	0 0.0%	0 0.0%	1 11.1%	5 10.4%	1 7.7%	1 3.4%	2 9.5%	0 0.0%	3 10.3% H	3 17.6%
Mean	0.6	0.5	0.5	1.0	1.0	0.7	0.5	0.5	0.8	0.6	0.8	0.4	0.4
SD	0.7	0.8	0.6 h	0.0	0.0	0.7	0.7	0.7	0.5 bKl	0.7	0.4	0.7 H	0.8 h

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

Topic 3: Market Spending

Expected change in spending for: Internet marketing spending

N=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
1=Positive	61 69.3% b	30 52.6% ad	27 69.2%	20 83.3% b	49 63.6%	17 58.6%	21 77.8%	14 70.0%	19 70.4%	10 62.5%
0=Zero	21 23.9%	21 36.8% cd	7 17.9% b	2 8.3% b	24 31.2% c	7 24.1%	3 11.1% a	4 20.0%	5 18.5%	4 25.0%
-1=Negative	6 6.8%	6 10.5%	5 12.8%	2 8.3%	4 5.2% b	5 17.2% a	3 11.1%	2 10.0%	3 11.1%	2 12.5%
Mean	0.6	0.4	0.6	0.8	0.6	0.4	0.7	0.6	0.6	0.5
SD	0.6	0.7 d	0.7	0.6 b	0.6	0.8	0.7	0.7	0.7	0.7

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

Topic 3: Market Spending

Expected change in spending for: Internet marketing spending

N=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
1=Positive	66 60.6% C	35 67.3%	32 84.2% A	47 66.2%	45 69.2%	18 62.1%	8 61.5%	15 68.2%
0=Zero	37 33.9% BC	6 11.5% A	4 10.5% A	20 28.2%	14 21.5%	5 17.2%	4 30.8%	5 22.7%
-1=Negative	6 5.5% B	11 21.2% Ac	2 5.3% b	4 5.6% c	6 9.2%	6 20.7% a	1 7.7%	2 9.1%
Mean	0.6	0.5	0.8	0.6	0.6	0.4	0.5	0.6
SD	0.6 c	0.8 c	0.5 ab	0.6	0.7	0.8	0.7	0.7

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

Topic 3: Market Spending

Expected change in spending for: Traditional advertising spending

N=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
1=Positive	49 24.6%	3 37.5%	4 26.7%	0 0.0%	0 0.0%	0 0.0% h	11 23.9%	3 23.1%	9 34.6% e	7 30.4%	2 33.3%	4 15.4%	3 17.6%
0=Zero	54 27.1%	3 37.5%	4 26.7%	0 0.0%	0 0.0%	2 22.2%	11 23.9%	6 46.2% h	4 15.4% gk	5 21.7%	2 33.3%	11 42.3% h	5 29.4%
-1=Negative	96 48.2%	2 25.0% e	7 46.7%	1 100.0%	3 100.0% g	7 77.8% ag	24 52.2%	4 30.8% de	13 50.0%	11 47.8%	2 33.3%	11 42.3%	9 52.9%
Mean	-0.2	0.1	-0.2	-1.0	-1.0	-0.8	-0.3	-0.1	-0.2	-0.2	0.0	-0.3	-0.4
SD	0.8	0.8 e	0.9	0.0	0.0	0.4 agj	0.8	0.8 e	0.9	0.9	0.9 e	0.7	0.8

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

Topic 3: Market Spending

Expected change in spending for: Traditional advertising spending

N=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
1=Positive	20 25.0%	14 25.0%	7 19.4%	8 32.0%	18 27.3%	9 32.1%	4 14.8%	4 21.1%	3 12.0%	5 27.8%
0=Zero	21 26.3%	21 37.5%	9 25.0%	2 8.0%	23 34.8%	7 25.0%	10 37.0%	5 26.3%	6 24.0%	1 5.6%
-1=Negative	39 48.8%	21 37.5%	20 55.6%	15 60.0%	25 37.9%	12 42.9%	13 48.1%	10 52.6%	16 64.0%	12 66.7%
Mean	-0.2	-0.1	-0.4	-0.3	-0.1	-0.1	-0.3	-0.3	-0.5	-0.4
SD	0.8	0.8	0.8	0.9	0.8	0.9	0.7	0.8	0.7	0.9
					e				a	

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

Topic 3: Market Spending

Expected change in spending for: Traditional advertising spending

N=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
1=Positive	18 17.5% b	16 33.3% a	10 27.8%	16 27.6%	17 25.4%	4 14.3%	3 25.0%	6 26.1%
0=Zero	33 32.0%	10 20.8%	7 19.4%	18 31.0%	17 25.4%	9 32.1%	2 16.7%	4 17.4%
-1=Negative	52 50.5%	22 45.8%	19 52.8%	24 41.4%	33 49.3%	15 53.6%	7 58.3%	13 56.5%
Mean	-0.3	-0.1	-0.3	-0.1	-0.2	-0.4	-0.3	-0.3
SD	0.8	0.9	0.9	0.8	0.8	0.7	0.9	0.9

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

Topic 3: Market Spending

Expected change in spending for: Brand building

N=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
1=Positive	105 55.9%	6 66.7%	8 57.1%	0 0.0%	2 66.7%	4 44.4%	16 39.0% H	5 45.5%	18 75.0% F	12 57.1%	3 75.0%	17 58.6%	10 62.5%
0=Zero	60 31.9%	2 22.2%	4 28.6%	1 100.0%	0 0.0%	3 33.3%	19 46.3% h	5 45.5%	4 16.7% f	6 28.6%	1 25.0%	10 34.5%	3 18.8%
-1=Negative	23 12.2%	1 11.1%	2 14.3%	0 0.0%	1 33.3%	2 22.2%	6 14.6%	1 9.1%	2 8.3%	3 14.3%	0 0.0%	2 6.9%	3 18.8%
Mean	0.4	0.6	0.4	0.0	0.3	0.2	0.2	0.4	0.7	0.4	0.8	0.5	0.4
SD	0.7	0.7	0.8	0.0	1.2	0.8	0.7 h	0.7	0.6 f	0.7	0.5	0.6	0.8

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

Topic 3: Market Spending

Expected change in spending for: Brand building

N=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
1=Positive	42 54.5%	38 64.4%	14 50.0%	10 45.5%	41 66.1%	15 53.6%	13 46.4%	8 44.4%	14 58.3%	7 46.7%
0=Zero	28 36.4%	16 27.1%	9 32.1%	6 27.3%	16 25.8%	10 35.7%	11 39.3%	7 38.9%	8 33.3%	3 20.0%
-1=Negative	7 9.1% d	5 8.5% d	5 17.9%	6 27.3% ab	5 8.1% f	3 10.7%	4 14.3%	3 16.7%	2 8.3%	5 33.3% a
Mean	0.5	0.6	0.3	0.2	0.6	0.4	0.3	0.3	0.5	0.1
SD	0.7	0.7 d	0.8	0.9 b	0.6 f	0.7	0.7	0.8	0.7	0.9 a

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

Topic 3: Market Spending

Expected change in spending for: Brand building

N=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
1=Positive	54 54.0%	26 57.8%	17 51.5%	37 66.1% b	29 46.0% a	15 53.6%	6 54.5%	12 60.0%
0=Zero	36 36.0%	12 26.7%	10 30.3%	15 26.8%	25 39.7% e	11 39.3%	3 27.3%	3 15.0% b
-1=Negative	10 10.0%	7 15.6%	6 18.2%	4 7.1% e	9 14.3%	2 7.1%	2 18.2%	5 25.0% a
Mean	0.4	0.4	0.3	0.6	0.3	0.5	0.4	0.4
SD	0.7	0.8	0.8	0.6 b	0.7 a	0.6	0.8	0.9

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

Topic 3: Market Spending

Expected change in spending for: Customer relationship management

N=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
1=Positive	120 65.2%	4 44.4% k	10 66.7%	0 0.0% k	3 75.0%	6 66.7%	23 54.8% k	7 63.6%	15 60.0%	12 70.6%	4 80.0%	21 84.0% acf	10 66.7%
0=Zero	56 30.4%	5 55.6% k	5 33.3%	1 100.0% k	1 25.0%	2 22.2%	15 35.7%	4 36.4%	9 36.0%	4 23.5%	1 20.0%	4 16.0% ac	4 26.7%
-1=Negative	8 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	4 9.5%	0 0.0%	1 4.0%	1 5.9%	0 0.0%	0 0.0%	1 6.7%
Mean	0.6	0.4	0.7	0.0	0.8	0.6	0.5	0.6	0.6	0.6	0.8	0.8	0.6
SD	0.6	0.5 k	0.5	0.0	0.5	0.7	0.7 k	0.5	0.6 k	0.6	0.4	0.4 afh	0.6

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

Topic 3: Market Spending

Expected change in spending for: Customer relationship management

N=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
1=Positive	49 60.5%	37 74.0%	15 53.6%	17 73.9%	44 72.1%	16 64.0%	17 68.0%	8 50.0%	16 59.3%	9 56.3%
0=Zero	28 34.6%	10 20.0%	13 46.4%	5 21.7%	17 27.9%	7 28.0%	7 28.0%	7 43.8%	9 33.3%	5 31.3%
-1=Negative	4 4.9%	3 6.0%	0 0.0%	1 4.3%	0 0.0%	2 8.0%	1 4.0%	1 6.3%	2 7.4%	2 12.5%
Mean	0.6	0.7	0.5	0.7	0.7	0.6	0.6	0.4	0.5	0.4
SD	0.6	0.6	0.5	0.6	0.5	0.7	0.6	0.6	0.6	0.7
					d			a		

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

Topic 3: Market Spending

Expected change in spending for: Customer relationship management

N=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
1=Positive	61 63.5%	29 61.7%	21 70.0%	37 66.1%	39 65.0%	15 62.5%	7 63.6%	14 60.9%
0=Zero	33 34.4%	13 27.7%	8 26.7%	19 33.9%	19 31.7%	7 29.2%	2 18.2%	7 30.4%
-1=Negative	2 2.1% b	5 10.6% a	1 3.3%	0 0.0% cDe	2 3.3%	2 8.3% a	2 18.2% A	2 8.7% a
Mean	0.6	0.5	0.7	0.7	0.6	0.5	0.5	0.5
SD	0.5	0.7	0.5	0.5	0.6	0.7	0.8	0.7

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

Topic 3: Market Spending

Expected change in spending for: New product introductions

N=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
1=Positive	121 64.7%	5 50.0%	12 70.6%	1 100.0%	2 66.7%	5 62.5%	33 73.3% k	6 60.0%	20 80.0% k	11 55.0%	3 75.0%	10 45.5% fh	9 56.3%
0=Zero	56 29.9%	5 50.0% fh	5 29.4%	0 0.0%	1 33.3%	3 37.5%	6 13.3% aK	4 40.0%	4 16.0% aiK	9 45.0% Fh	0 0.0%	12 54.5% FH	5 31.3%
-1=Negative	10 5.3%	0 0.0%	0 0.0% j	0 0.0%	0 0.0%	0 0.0%	6 13.3%	0 0.0%	1 4.0%	0 0.0% j	1 25.0% bik	0 0.0% j	2 12.5%
Mean	0.6	0.5	0.7	1.0	0.7	0.6	0.6	0.6	0.8	0.6	0.5	0.5	0.4
SD	0.6	0.5	0.5	0.0	0.6	0.5	0.7	0.5	0.5 k	0.5	1.0	0.5 h	0.7

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

Topic 3: Market Spending

Expected change in spending for: New product introductions

N=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
1=Positive	64 75.3% BD	23 50.0% Ac	24 72.7% bd	10 45.5% Ac	40 62.5%	15 65.2%	18 72.0%	13 65.0%	17 65.4%	9 56.3%
0=Zero	16 18.8% Bd	21 45.7% A	8 24.2%	10 45.5% a	23 35.9%	7 30.4%	5 20.0%	6 30.0%	7 26.9%	5 31.3%
-1=Negative	5 5.9%	2 4.3%	1 3.0%	2 9.1%	1 1.6% f	1 4.3%	2 8.0%	1 5.0%	2 7.7%	2 12.5% a
Mean	0.7	0.5	0.7	0.4	0.6	0.6	0.6	0.6	0.6	0.4
SD	0.6 bd	0.6 a	0.5 d	0.7 ac	0.5	0.6	0.6	0.6	0.6	0.7

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

Topic 3: Market Spending

Expected change in spending for: New product introductions

N=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
1=Positive	69 67.0%	27 62.8%	20 62.5%	38 64.4%	43 74.1% e	16 64.0%	9 69.2%	10 45.5% b
0=Zero	31 30.1%	11 25.6%	11 34.4%	20 33.9%	12 20.7%	8 32.0%	2 15.4%	9 40.9%
-1=Negative	3 2.9% b	5 11.6% a	1 3.1%	1 1.7% de	3 5.2%	1 4.0%	2 15.4% a	3 13.6% a
Mean	0.6	0.5	0.6	0.6	0.7	0.6	0.5	0.3
SD	0.5	0.7	0.6	0.5 e	0.6 e	0.6	0.8	0.7 ab

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

Topic 3: Market Spending

Expected change in spending for: New service introductions

N=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
1=Positive	92 55.8%	3 50.0%	7 43.8% jk	0 0.0%	1 25.0% jk	5 71.4%	16 45.7% jk	3 37.5% jk	9 52.9%	10 62.5%	5 100.0% bdfgl	23 76.7% bdfg	7 46.7% j
0=Zero	69 41.8%	3 50.0%	9 56.3% jk	1 100.0%	3 75.0% jk	2 28.6%	17 48.6% jk	5 62.5% jk	8 47.1%	6 37.5%	0 0.0% bdfg	7 23.3% bdfg	6 40.0%
-1=Negative	4 2.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 5.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% 1	2 13.3% k
Mean	0.5	0.5	0.4	0.0	0.3	0.7	0.4	0.4	0.5	0.6	1.0	0.8	0.3
SD	0.5	0.5	0.5 k	0.0	0.5 k	0.5	0.6 K	0.5 k	0.5	0.5	0.0	0.4 bdFgl	0.7 k

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

Topic 3: Market Spending

Expected change in spending for: New service introductions

N=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
1=Positive	32 50.0% b	41 71.9% aC	6 26.1% Bd	13 61.9% c	36 61.0% d	13 61.9%	14 60.9%	3 27.3% a	13 50.0%	8 53.3%
0=Zero	31 48.4% Bc	14 24.6% AC	17 73.9% aBD	7 33.3% C	22 37.3% d	7 33.3% d	9 39.1%	8 72.7% ab	12 46.2%	6 40.0%
-1=Negative	1 1.6%	2 3.5%	0 0.0%	1 4.8%	1 1.7%	1 4.8%	0 0.0%	0 0.0%	1 3.8%	1 6.7%
Mean	0.5	0.7	0.3	0.6	0.6	0.6	0.6	0.3	0.5	0.5
SD	0.5 b	0.5 aC	0.4 B	0.6	0.5	0.6	0.5	0.5	0.6	0.6

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

Topic 3: Market Spending

Expected change in spending for: New service introductions

N=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
1=Positive	49 56.3%	20 51.3%	17 54.8%	31 58.5%	29 54.7%	10 52.6%	3 30.0%	15 68.2%
0=Zero	38 43.7%	16 41.0%	13 41.9%	21 39.6%	23 43.4%	9 47.4%	6 60.0%	6 27.3%
-1=Negative	0 0.0%	3 7.7%	1 3.2%	1 1.9%	1 1.9%	0 0.0%	1 10.0%	1 4.5%
Mean	0.6	0.4	0.5	0.6	0.5	0.5	0.2	0.6
SD	0.5	0.6	0.6	0.5	0.5	0.5	0.6	0.6

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

Topic 3: Market Spending

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

N=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
1=Positive	47 27.0%	3 33.3%	2 15.4%	0 0.0%	1 20.0%	2 28.6%	9 25.0%	1 10.0%	10 43.5%	5 25.0%	2 40.0%	8 30.8%	4 25.0%
0=Zero	90 51.7%	4 44.4%	7 53.8%	0 0.0%	1 20.0%	4 57.1%	18 50.0%	8 80.0%	7 30.4%	12 60.0%	2 40.0%	14 53.8%	10 62.5%
-1=Negative	37 21.3%	2 22.2%	4 30.8%	1 100.0%	3 60.0%	1 14.3%	9 25.0%	1 10.0%	6 26.1%	3 15.0%	1 20.0%	4 15.4%	2 12.5%
Mean	0.1	0.1	-0.2	-1.0	-0.4	0.1	0.0	0.0	0.2	0.1	0.2	0.2	0.1
SD	0.7	0.8	0.7	0.0	0.9	0.7	0.7	0.5	0.8	0.6	0.8	0.7	0.6

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

Topic 3: Market Spending

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

N=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
1=Positive	19 27.1%	15 27.3%	7 25.9%	6 27.3%	17 29.8%	7 29.2%	7 29.2%	3 20.0%	7 25.9%	3 17.6%
0=Zero	35 50.0%	30 54.5%	12 44.4%	13 59.1%	35 61.4%	12 50.0%	12 50.0%	9 60.0%	9 33.3%	7 41.2%
-1=Negative	16 22.9%	10 18.2%	8 29.6%	3 13.6%	5 8.8%	5 20.8%	5 20.8%	3 20.0%	11 40.7%	7 41.2%
Mean	0.0	0.1	0.0	0.1	0.2	0.1	0.1	0.0	-0.1	-0.2
SD	0.7	0.7	0.8	0.6	0.6 ef	0.7	0.7	0.7	0.8 a	0.8 a

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

Topic 3: Market Spending

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

N=511	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
Total	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
1=Positive	25 27.2%	13 29.5%	8 24.2%	16 31.4%	16 28.1%	6 23.1%	3 27.3%	6 25.0%
0=Zero	52 56.5%	18 40.9%	16 48.5%	30 58.8%	30 52.6%	12 46.2%	4 36.4%	10 41.7%
-1=Negative	15 16.3%	13 29.5%	9 27.3%	5 9.8%	11 19.3%	8 30.8%	4 36.4%	8 33.3%
				cde		a	a	a
Mean	0.1	0.0	0.0	0.2	0.1	-0.1	-0.1	-0.1
SD	0.7	0.8	0.7	0.6	0.7	0.7	0.8	0.8

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

Topic 3: Market Spending

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

N=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
1=Positive	86 58.1%	5 83.3% g	6 50.0%	0 0.0%	3 60.0%	3 50.0%	15 50.0%	2 22.2% aikl	12 60.0%	10 66.7% g	3 60.0%	15 65.2% g	9 75.0% g
0=Zero	55 37.2%	1 16.7%	4 33.3%	1 100.0%	2 40.0%	3 50.0%	12 40.0%	6 66.7%	7 35.0%	5 33.3%	2 40.0%	8 34.8%	3 25.0%
-1=Negative	7 4.7%	0 0.0%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	3 10.0%	1 11.1%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.5	0.8	0.3	0.0	0.6	0.5	0.4	0.1	0.6	0.7	0.6	0.7	0.8
SD	0.6	0.4 g	0.8	0.0	0.5	0.5	0.7	0.6 aikl	0.6	0.5 g	0.5	0.5 g	0.5 g

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

Topic 3: Market Spending

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

N=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
1=Positive	34 56.7%	27 58.7%	9 42.9% d	15 75.0% c	29 59.2%	10 62.5%	14 58.3%	5 50.0%	14 56.0%	9 60.0%
0=Zero	23 38.3%	17 37.0%	10 47.6%	5 25.0%	19 38.8%	4 25.0%	8 33.3%	5 50.0%	10 40.0%	5 33.3%
-1=Negative	3 5.0%	2 4.3%	2 9.5%	0 0.0%	1 2.0%	2 12.5%	2 8.3%	0 0.0%	1 4.0%	1 6.7%
Mean	0.5	0.5	0.3	0.8	0.6	0.5	0.5	0.5	0.5	0.5
SD	0.6	0.6	0.7 d	0.4 c	0.5	0.7	0.7	0.5	0.6	0.6

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

Topic 3: Market Spending

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

N=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
1=Positive	47 59.5%	23 65.7%	13 46.4%	28 65.1%	26 53.1%	9 50.0%	3 33.3%	15 68.2%
0=Zero	29 36.7%	10 28.6%	13 46.4%	14 32.6%	20 40.8%	8 44.4%	5 55.6%	6 27.3%
-1=Negative	3 3.8%	2 5.7%	2 7.1%	1 2.3%	3 6.1%	1 5.6%	1 11.1%	1 4.5%
Mean	0.6	0.6	0.4	0.6	0.5	0.4	0.2	0.6
SD	0.6	0.6	0.6	0.5	0.6	0.6	0.7	0.6

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

Topic 3: Market Spending

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

N=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
1=Positive	82 55.8%	4 57.1%	8 61.5%	0 0.0%	1 25.0%	4 57.1%	18 62.1%	5 55.6%	10 50.0%	9 56.3%	4 66.7%	11 55.0%	6 54.5%
0=Zero	58 39.5%	3 42.9%	3 23.1%	1 100.0%	3 75.0%	3 42.9%	8 27.6%	4 44.4%	8 40.0%	7 43.8%	2 33.3%	9 45.0%	5 45.5%
-1=Negative	7 4.8%	0 0.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	3 10.3%	0 0.0%	2 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.5	0.6	0.5	0.0	0.3	0.6	0.5	0.6	0.4	0.6	0.7	0.6	0.5
SD	0.6	0.5	0.8	0.0	0.5	0.5	0.7	0.5	0.7	0.5	0.5	0.5	0.5

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

Topic 3: Market Spending

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

N=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
1=Positive	40 63.5% C	20 47.6% cd	4 20.0% AbD	17 81.0% bC	28 56.0%	14 70.0%	14 66.7%	5 41.7%	10 43.5%	6 46.2%
0=Zero	19 30.2% C	20 47.6% cd	15 75.0% AbD	4 19.0% bC	20 40.0%	6 30.0%	5 23.8%	7 58.3%	12 52.2%	5 38.5%
-1=Negative	4 6.3%	2 4.8%	1 5.0%	0 0.0%	2 4.0%	0 0.0%	2 9.5%	0 0.0%	1 4.3%	2 15.4%
Mean	0.6	0.4	0.2	0.8	0.5	0.7	0.6	0.4	0.4	0.3
SD	0.6 C	0.6 D	0.5 AD	0.4 BC	0.6	0.5	0.7	0.5	0.6	0.8

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

Topic 3: Market Spending

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

N=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
1=Positive	39 51.3%	26 68.4%	14 51.9%	25 54.3%	29 61.7%	10 52.6%	3 33.3%	11 57.9%
0=Zero	34 44.7%	10 26.3%	11 40.7%	19 41.3%	17 36.2%	8 42.1%	5 55.6%	6 31.6%
-1=Negative	3 3.9%	2 5.3%	2 7.4%	2 4.3%	1 2.1%	1 5.3%	1 11.1%	2 10.5%
Mean	0.5	0.6	0.4	0.5	0.6	0.5	0.2	0.5
SD	0.6	0.6	0.6	0.6	0.5	0.6	0.7	0.7

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

Topic 3: Market Spending

Expected change in spending for: Marketing training

N=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
1=Positive	57 36.3%	2 28.6%	4 33.3%	0 0.0%	1 25.0%	2 25.0%	14 40.0%	1 12.5%	4 20.0% j	9 47.4%	4 66.7% h	7 35.0%	6 46.2%
0=Zero	81 51.6%	4 57.1%	5 41.7%	1 100.0%	2 50.0%	4 50.0%	14 40.0% h	6 75.0%	14 70.0% f	10 52.6%	2 33.3%	12 60.0%	6 46.2%
-1=Negative	19 12.1%	1 14.3%	3 25.0% i	0 0.0%	1 25.0% i	2 25.0% i	7 20.0% i	1 12.5%	2 10.0%	0 0.0% bdef	0 0.0%	1 5.0%	1 7.7%
Mean	0.2	0.1	0.1	0.0	0.0	0.0	0.2	0.0	0.1	0.5	0.7	0.3	0.4
SD	0.7	0.7	0.8	0.0	0.8	0.8	0.8	0.5 ij	0.6 ij	0.5 gh	0.5 gh	0.6 gh	0.7

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

Topic 3: Market Spending

Expected change in spending for: Marketing training

N=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
1=Positive	21 31.8% d	14 32.6%	9 36.0%	13 56.5% a	17 35.4%	7 35.0%	9 36.0%	3 23.1%	8 32.0%	8 50.0%
0=Zero	37 56.1%	24 55.8%	10 40.0%	10 43.5%	28 58.3%	10 50.0%	13 52.0%	8 61.5%	13 52.0%	5 31.3%
-1=Negative	8 12.1%	5 11.6%	6 24.0% d	0 0.0% c	3 6.3%	3 15.0%	3 12.0%	2 15.4%	4 16.0%	3 18.8%
Mean	0.2	0.2	0.1	0.6	0.3	0.2	0.2	0.1	0.2	0.3
SD	0.6 d	0.6 d	0.8 d	0.5 abc	0.6	0.7	0.7	0.6	0.7	0.8

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

Topic 3: Market Spending

Expected change in spending for: Marketing training

N=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
1=Positive	29 34.1%	15 39.5%	10 35.7%	13 31.7%	21 36.8%	6 30.0%	3 27.3%	10 45.5%
0=Zero	48 56.5%	16 42.1%	14 50.0%	26 63.4%	27 47.4%	12 60.0%	5 45.5%	9 40.9%
-1=Negative	8 9.4%	7 18.4%	4 14.3%	2 4.9%	9 15.8%	2 10.0%	3 27.3%	3 13.6%
Mean	0.2	0.2	0.2	0.3	0.2	0.2	0.0	0.3
SD	0.6	0.7	0.7	0.5	0.7	0.6	0.8	0.7

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

Topic 3: Market Spending

Expected change in spending for: Marketing research and intelligence

N=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
1=Positive	89 50.0%	3 33.3%	8 61.5%	1 100.0%	3 75.0%	2 25.0%	22 53.7%	2 20.0%	13 54.2%	10 45.5%	4 66.7%	11 52.4%	8 53.3%
0=Zero	73 41.0%	3 33.3%	3 23.1% eg	0 0.0%	0 0.0% eg	6 75.0% bdf	14 34.1% eg	7 70.0% bdf	9 37.5%	11 50.0%	2 33.3%	10 47.6%	6 40.0%
-1=Negative	16 9.0%	3 33.3% iK	2 15.4%	0 0.0%	1 25.0% k	0 0.0%	5 12.2%	1 10.0%	2 8.3%	1 4.5% a	0 0.0%	0 0.0% Ad	1 6.7%
Mean	0.4	0.0	0.5	1.0	0.5	0.3	0.4	0.1	0.5	0.4	0.7	0.5	0.5
SD	0.7	0.9 k	0.8	0.0	1.0	0.5	0.7	0.6 k	0.7	0.6	0.5	0.5 ag	0.6

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

Topic 3: Market Spending

Expected change in spending for: Marketing research and intelligence

N=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
1=Positive	38 51.4%	27 56.3% c	9 30.0% b	13 54.2%	31 55.4%	7 31.8% c	17 65.4% bd	7 33.3% c	14 51.9%	9 56.3%
0=Zero	30 40.5%	18 37.5%	14 46.7%	11 45.8%	24 42.9%	13 59.1% ce	6 23.1% bd	11 52.4% c	8 29.6% b	5 31.3%
-1=Negative	6 8.1% c	3 6.3% c	7 23.3% abd	0 0.0% c	1 1.8% dE	2 9.1%	3 11.5%	3 14.3% a	5 18.5% A	2 12.5%
Mean	0.4	0.5	0.1	0.5	0.5	0.2	0.5	0.2	0.3	0.4
SD	0.6 c	0.6 C	0.7 aBD	0.5 C	0.5 bd	0.6 a	0.7	0.7 a	0.8	0.7

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

Topic 3: Market Spending

Expected change in spending for: Marketing research and intelligence

N=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
1=Positive	51 54.3%	21 46.7%	12 37.5%	29 56.9%	23 39.0% e	12 48.0%	6 46.2%	15 65.2% b
0=Zero	37 39.4%	17 37.8%	17 53.1%	21 41.2%	28 47.5% e	11 44.0%	5 38.5%	5 21.7% b
-1=Negative	6 6.4%	7 15.6%	3 9.4%	1 2.0% bd	8 13.6% a	2 8.0%	2 15.4% a	3 13.0%
Mean	0.5	0.3	0.3	0.5	0.3	0.4	0.3	0.5
SD	0.6	0.7	0.6	0.5 b	0.7 a	0.6	0.8	0.7

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

Topic 3: Market Spending

Expected change in spending for: Marketing consulting services

N=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
1=Positive	46 29.5%	2 25.0%	5 45.5%	1 100.0%	0 0.0%	3 37.5%	8 23.5%	3 27.3%	6 28.6%	5 31.3%	0 0.0%	6 30.0%	6 40.0%
0=Zero	92 59.0%	3 37.5%	4 36.4%	0 0.0%	2 66.7%	5 62.5%	20 58.8%	7 63.6%	11 52.4%	11 68.8%	4 100.0%	14 70.0%	8 53.3%
-1=Negative	18 11.5%	3 37.5%	2 18.2%	0 0.0%	1 33.3%	0 0.0%	6 17.6%	1 9.1%	4 19.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%
Mean	0.2	-0.1	0.3	1.0	-0.3	0.4	0.1	0.2	0.1	0.3	0.0	0.3	0.3
SD	0.6	0.8	0.8	0.0	0.6	0.5	0.6	0.6	0.7	0.5	0.0	0.5	0.6

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

Topic 3: Market Spending

Expected change in spending for: Marketing consulting services

N=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
1=Positive	18 26.9%	15 34.9%	5 20.8%	6 30.0%	15 30.6%	5 25.0%	7 33.3%	6 35.3%	3 13.0%	6 40.0%
0=Zero	41 61.2%	25 58.1%	12 50.0%	14 70.0%	32 65.3%	13 65.0%	13 61.9%	8 47.1%	14 60.9%	5 33.3%
-1=Negative	8 11.9%	3 7.0%	7 29.2%	0 0.0%	2 4.1%	2 10.0%	1 4.8%	3 17.6%	6 26.1%	4 26.7%
Mean	0.1	0.3	-0.1	0.3	0.3	0.2	0.3	0.2	-0.1	0.1
SD	0.6	0.6	0.7	0.5	0.5	0.6	0.6	0.7	0.6	0.8
		c	bd	c	E		e		Ac	

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

Topic 3: Market Spending

Expected change in spending for: Marketing consulting services

N=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
1=Positive	21 26.3%	12 30.0%	10 34.5%	17 37.8%	10 19.6%	8 38.1%	2 15.4%	6 31.6%
0=Zero	55 68.8% b	19 47.5% a	14 48.3%	26 57.8%	35 68.6% e	12 57.1%	7 53.8%	8 42.1% b
-1=Negative	4 5.0% Bc	9 22.5% A	5 17.2% a	2 4.4% De	6 11.8%	1 4.8% d	4 30.8% Ac	5 26.3% a
Mean	0.2	0.1	0.2	0.3	0.1	0.3	-0.2	0.1
SD	0.5	0.7	0.7	0.6 bd	0.6 a	0.6 d	0.7 ac	0.8

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=511 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	511	16	27	1	5	11	62	15	43	34	7	48	20
Percent	100.0%	5.5%	9.3%	0.3%	1.7%	3.8%	21.5%	5.2%	14.9%	11.8%	2.4%	16.6%	6.9%
Market share	249	13	20	1	3	8	51	12	35	22	5	34	18
	2.2	-0.2	2.6	3.0	6.0	-0.5	1.9	2.5	3.5	2.4	2.6	1.5	2.1
	4.7	5.5	5.1	---	3.6	6.5	4.5	5.3	4.1	4.5	5.0	4.2	5.2
Firm sales	264	13	21	1	4	8	53	12	35	23	5	39	20
	-0.1	-0.6	-0.4	-10.0	-3.0	1.4	-2.8	-2.8	3.8	0.1	1.0	0.1	1.7
	7.4	8.1	7.2	---	5.7	7.9	7.5	7.4	6.3	6.4	8.9	7.1	6.2
Marketing ROI	209	10	18	1	2	6	38	11	30	18	4	31	16
	1.9	1.1	1.2	0.0	7.5	0.7	1.0	3.9	3.2	1.1	-0.5	1.7	3.4
	4.9	4.7	5.1	---	3.5	3.4	4.9	5.0	6.2	5.1	4.4	4.0	3.5
Firm profits	258	11	21	1	4	7	50	12	35	23	5	39	19
	0.5	-1.0	2.3	-10.0	3.3	2.0	-1.2	-0.3	3.2	-1.9	0.2	-0.6	3.4
	7.1	8.3	6.6	---	9.4	8.4	6.8	8.2	5.5	7.6	7.9	6.8	5.8
Customer acquisition	252	13	22	1	4	8	46	11	36	23	5	37	19
	2.6	4.0	3.6	3.0	5.0	0.8	1.8	2.4	4.5	2.3	-0.4	0.5	3.1
	5.0	3.6	5.2	---	4.1	4.8	4.1	4.1	5.0	5.0	7.6	6.0	5.1
Customer retention	244	12	21	1	4	7	46	10	34	23	3	37	17
	1.4	1.3	3.4	-1.0	-0.8	-1.9	1.4	-0.3	2.0	1.2	-0.7	1.3	0.8
	4.9	3.6	5.2	---	8.3	5.6	3.7	3.6	5.0	5.0	4.0	5.6	5.7
Brand value	222	11	21	1	3	6	42	10	28	20	4	34	16
	3.2	1.5	4.4	1.0	2.7	0.7	2.0	2.0	4.4	3.0	5.0	3.1	4.3
	4.6	3.8	5.0	---	2.5	2.3	3.5	3.4	4.8	5.1	4.1	5.2	5.3

Topic 4: Marketing Performance

Rate your firm's performance during the last 12 months

N=511 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	138	110	61	42	100	40	42	25	36	25
Percent	39.3%	31.3%	17.4%	12.0%	37.3%	14.9%	15.7%	9.3%	13.4%	9.3%
Market share	108	72	40	27	81	32	33	20	32	16
	2.2	1.7	2.1	3.3	2.8	1.4	3.2	-0.7	1.9	0.9
	5.0	3.9	5.4	4.3	4.7	5.0	4.6	3.3	4.9	2.9
Firm sales	109	81	43	29	84	34	34	22	34	16
	-0.8	0.7	0.1	0.6	1.8	-2.9	-1.0	-1.2	-1.5	-0.8
	8.0	6.8	7.4	6.2	6.3	8.3	7.6	7.6	7.3	6.7
Marketing ROI	87	62	33	26	75	24	28	12	24	14
	1.7	1.4	3.9	0.9	2.3	2.5	1.8	1.3	1.5	1.4
	5.4	4.3	4.7	3.7	5.3	4.5	4.0	3.8	5.3	5.1
Firm profits	103	84	39	30	86	31	34	21	34	15
	0.5	0.4	1.7	-0.3	1.3	-0.6	0.9	-1.3	-0.6	1.1
	7.3	6.8	7.0	7.0	6.5	6.7	7.4	7.6	8.3	7.2
Customer acquisition	104	79	38	30	87	31	33	18	32	14
	2.8	2.2	3.4	1.8	3.1	2.9	1.7	0.4	2.6	1.0
	5.1	5.4	4.9	4.1	5.2	4.9	6.3	4.1	4.9	2.2
Customer retention	101	76	37	28	82	32	30	17	31	14
	1.0	2.1	1.1	1.4	2.1	0.9	1.5	-0.1	0.5	0.7
	4.9	5.2	4.6	4.7	5.3	4.6	5.8	3.4	4.7	2.0
Brand value	89	73	32	26	73	29	30	16	27	12
	3.0	3.5	3.1	3.6	4.0	4.0	3.1	0.9	2.1	0.8
	4.4	4.8	4.6	4.5	4.8	4.0	5.3	2.5	4.3	3.0

Topic 4: Marketing Performance

Rate your firm's performance during the last 12 months

N=511 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
Number	153	67	50	98	93	39	15	33
Percent	56.7%	24.8%	18.5%	35.3%	33.5%	14.0%	5.4%	11.9%
Market share	121	55	40	76	75	31	12	25
	2.2	1.2	3.0	2.4	2.1	1.2	2.3	1.4
	4.4	5.0	5.0	4.8	5.0	4.1	4.5	4.4
Firm sales	131	58	41	83	76	32	13	27
	-0.1	-1.4	1.0	1.9	-1.6	-1.7	1.6	-1.9
	7.1	7.1	7.7	6.5	7.7	8.0	7.0	6.3
Marketing ROI	102	40	37	72	58	22	7	22
	2.0	1.3	2.7	2.5	1.6	0.8	1.1	1.6
	5.2	4.3	5.1	5.1	4.8	3.8	2.7	5.4
Firm profits	129	55	39	81	71	30	14	26
	0.9	-1.1	1.3	1.2	0.2	-1.2	1.9	-0.5
	6.9	7.0	7.5	6.1	7.1	8.0	7.6	7.5
Customer acquisition	124	57	39	85	71	28	10	26
	2.5	1.8	3.3	3.2	2.0	1.7	4.1	1.6
	5.0	4.9	5.8	5.1	5.6	4.4	6.2	3.3
Customer retention	116	57	36	80	67	29	10	25
	1.9	0.5	1.2	2.2	0.4	1.7	0.4	0.6
	5.1	4.0	5.2	5.0	5.4	4.3	5.2	2.6
Brand value	106	50	36	71	68	26	7	21
	3.1	2.5	4.2	3.8	3.0	1.5	2.1	2.2
	4.7	3.8	4.5	4.6	4.6	4.2	4.3	3.9

Topic 4: Marketing Performance

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

N=511 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	511	16	27	1	5	11	62	15	43	34	7	48	20
Percent	100.0%	5.5%	9.3%	0.3%	1.7%	3.8%	21.5%	5.2%	14.9%	11.8%	2.4%	16.6%	6.9%
Market share	249	13	21	1	3	7	51	12	35	22	5	34	18
	4.5	3.2	5.6	5.0	4.3	4.6	3.9	2.7	5.9	4.0	7.0	4.2	4.6
	3.6	2.8	3.4	---	1.2	4.4	3.3	2.0	3.8	4.0	3.1	3.6	4.0
Firm sales	265	13	22	1	4	7	54	12	35	23	5	39	20
	5.2	3.4	4.5	0.0	5.5	3.6	3.6	3.8	7.0	5.4	9.0	6.3	5.9
	5.1	6.3	5.5	---	7.1	8.1	5.5	4.7	4.4	4.3	2.2	4.5	4.3
Marketing ROI	208	10	19	1	2	6	37	11	30	17	4	31	16
	4.8	4.7	3.2	3.0	7.5	2.3	3.8	5.3	6.0	4.9	5.8	5.1	4.9
	3.9	3.6	4.3	---	3.5	5.0	4.2	3.8	4.1	3.5	3.0	3.4	3.3
Firm profits	258	11	22	1	4	7	50	12	34	23	5	39	19
	5.3	5.8	5.4	0.0	6.8	5.4	4.4	3.6	6.1	5.3	6.6	5.4	5.0
	4.7	4.9	4.4	---	4.7	4.6	5.4	5.7	4.4	5.0	3.8	4.7	4.0
Customer acquisition	253	13	23	1	4	7	47	11	36	23	5	37	19
	5.6	6.2	5.9	5.0	6.0	5.7	4.6	3.7	7.9	4.9	6.0	5.7	4.7
	3.5	3.8	3.7	---	4.2	3.8	3.3	2.2	2.8	3.6	2.6	4.1	3.6
Customer retention	245	12	22	1	4	6	47	10	34	23	3	37	17
	4.1	4.3	4.9	1.0	2.5	2.8	3.4	2.1	4.6	3.3	3.3	4.4	4.9
	4.1	4.2	4.7	---	5.0	6.0	3.3	2.3	3.9	4.5	2.9	4.4	4.5
Brand value	224	11	22	1	3	6	42	10	29	20	4	34	16
	5.4	4.7	6.0	3.0	3.3	3.2	4.1	3.7	6.9	4.6	6.8	5.9	6.8
	3.8	3.1	4.3	---	3.5	3.9	3.4	3.8	3.8	3.2	2.4	4.1	3.9

Topic 4: Marketing Performance

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

N=511 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	138	110	61	42	100	40	42	25	36	25
Percent	39.3%	31.3%	17.4%	12.0%	37.3%	14.9%	15.7%	9.3%	13.4%	9.3%
Market share	106	74	40	27	82	32	32	20	32	16
	4.8	4.2	3.8	5.2	5.4	4.4	4.5	2.3	3.4	3.8
	3.6	3.6	3.2	4.3	3.7	2.9	3.3	3.9	3.3	3.1
Firm sales	108	83	43	29	85	34	33	22	34	16
	4.5	6.7	4.2	5.0	6.5	5.1	4.6	3.9	3.2	3.2
	5.7	3.7	5.4	4.6	4.3	4.5	6.5	5.2	5.9	4.9
Marketing ROI	85	64	33	25	77	24	27	11	23	14
	4.5	4.6	5.8	5.0	5.4	4.5	4.6	4.1	4.0	4.2
	4.1	3.5	3.4	4.3	3.7	3.6	4.4	3.4	3.9	3.0
Firm profits	102	85	39	30	87	31	33	21	34	15
	5.2	5.9	4.3	5.2	5.6	4.9	6.3	3.4	4.7	5.2
	5.0	4.0	5.0	4.9	4.2	3.9	5.3	5.8	5.5	5.1
Customer acquisition	103	81	38	30	88	31	32	18	32	14
	5.9	5.9	5.2	4.9	6.6	5.2	5.1	4.3	5.2	3.7
	3.8	3.3	3.3	3.3	3.3	2.9	4.5	3.4	3.6	2.7
Customer retention	100	78	37	28	83	32	29	17	31	14
	4.0	4.7	3.0	4.2	4.8	3.8	3.9	2.2	3.5	3.1
	4.0	4.1	3.9	4.8	4.4	3.3	4.7	3.5	3.9	2.1
Brand value	89	75	32	26	75	29	30	16	27	12
	5.1	5.7	5.1	6.2	6.3	5.8	5.2	3.1	4.1	4.8
	3.9	3.8	3.8	3.5	4.0	3.4	4.0	2.7	3.3	2.1

Topic 4: Marketing Performance

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

N=511 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
Number	153	67	50	98	93	39	15	33
Percent	56.7%	24.8%	18.5%	35.3%	33.5%	14.0%	5.4%	11.9%
Market share	120	55	41	77	74	31	12	25
	4.5	4.3	4.7	5.3	4.5	3.3	2.4	4.2
	3.6	3.5	3.5	3.6	3.3	3.3	4.5	3.1
Firm sales	131	58	42	84	76	32	13	27
	5.1	4.2	6.0	6.7	4.4	3.8	4.2	3.5
	5.2	5.4	4.9	4.1	5.8	5.2	5.4	5.0
Marketing ROI	101	39	38	74	57	22	6	21
	4.6	4.4	5.4	5.6	4.5	3.0	3.3	4.3
	4.2	3.4	3.7	3.6	4.6	3.1	2.0	3.5
Firm profits	128	55	40	82	70	30	14	26
	5.6	4.0	5.4	5.6	4.9	5.3	2.6	5.5
	4.7	4.9	4.7	4.1	5.0	5.0	6.7	4.6
Customer acquisition	124	57	40	86	71	28	10	26
	6.0	4.5	6.1	6.4	5.6	4.6	6.8	3.7
	3.5	3.6	3.5	3.3	3.8	3.6	3.3	3.2
Customer retention	116	57	37	81	67	29	10	25
	4.5	2.9	4.2	4.9	3.6	4.0	2.1	2.6
	4.0	4.3	3.8	4.0	4.3	3.8	5.9	2.5
Brand value	107	50	37	73	68	26	7	21
	5.5	4.8	5.6	6.3	5.0	4.2	4.7	4.2
	3.9	3.4	4.0	3.9	3.9	3.4	3.6	2.7

Topic 4: Marketing Performance

Firm rating for: Developing and using customer insights

N=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
5=Excellent	46 14.5%	4 28.6%	5 18.5%	0 0.0%	0 0.0%	2 18.2%	8 13.1%	1 7.7%	5 12.5%	4 12.1%	0 0.0%	11 23.9%	3 15.0%
4=Good	122 38.5%	2 14.3% dgk	8 29.6% d	1 100.0%	4 80.0% abfi	3 27.3%	18 29.5% d	7 53.8% a	14 35.0%	10 30.3% d	4 57.1%	21 45.7% a	9 45.0%
3=Average	84 26.5%	3 21.4%	7 25.9%	0 0.0%	1 20.0%	1 9.1%	19 31.1%	2 15.4%	12 30.0%	11 33.3%	2 28.6%	9 19.6%	5 25.0%
2=Fair	41 12.9%	2 14.3%	5 18.5%	0 0.0%	0 0.0%	2 18.2%	8 13.1%	3 23.1%	8 20.0%	5 15.2%	0 0.0%	4 8.7%	1 5.0%
1=Poor	24 7.6%	3 21.4% hk	2 7.4%	0 0.0%	0 0.0%	3 27.3% HK	8 13.1% k	0 0.0%	1 2.5% aE	3 9.1%	1 14.3%	1 2.2% aEf	2 10.0%
Mean	3.4	3.1	3.3	4.0	3.8	2.9	3.2	3.5	3.4	3.2	3.3	3.8	3.5
SD	1.1	1.6	1.2	0.0	0.4	1.6 k	1.2 K	1.0	1.0 k	1.1 k	1.1	1.0 eFhi	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=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
5=Excellent	17 13.1%	18 18.6%	8 15.4%	3 8.6%	21 21.4%	2 5.1%	6 15.0%	1 4.0%	6 16.7%	4 16.7%
4=Good	40 30.8%	47 48.5%	19 36.5%	14 40.0%	34 34.7%	17 43.6%	14 35.0%	11 44.0%	14 38.9%	9 37.5%
3=Average	43 33.1%	17 17.5%	10 19.2%	13 37.1%	25 25.5%	12 30.8%	7 17.5%	4 16.0%	10 27.8%	7 29.2%
2=Fair	19 14.6%	11 11.3%	9 17.3%	2 5.7%	14 14.3%	5 12.8%	8 20.0%	8 32.0%	2 5.6%	1 4.2%
1=Poor	11 8.5%	4 4.1%	6 11.5%	3 8.6%	4 4.1%	3 7.7%	5 12.5%	1 4.0%	4 11.1%	3 12.5%
Mean	3.3	3.7	3.3	3.3	3.6	3.3	3.2	3.1	3.4	3.4
SD	1.1 B	1.0 Ac	1.3 b	1.0	1.1	1.0	1.3	1.1	1.2	1.2

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=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
5=Excellent	28 18.4%	7 10.8%	6 12.2%	20 21.1% b	9 10.0% a	5 12.8%	2 14.3%	7 21.2%
4=Good	51 33.6%	24 36.9%	22 44.9%	31 32.6%	32 35.6%	17 43.6%	5 35.7%	14 42.4%
3=Average	35 23.0%	20 30.8%	13 26.5%	23 24.2%	27 30.0%	6 15.4%	3 21.4%	8 24.2%
2=Fair	25 16.4%	8 12.3%	5 10.2%	14 14.7%	12 13.3%	9 23.1%	1 7.1%	3 9.1%
1=Poor	13 8.6%	6 9.2%	3 6.1%	7 7.4%	10 11.1%	2 5.1%	3 21.4% e	1 3.0% d
Mean	3.4	3.3	3.5	3.5	3.2	3.4	3.1	3.7
SD	1.2	1.1	1.0	1.2	1.1 e	1.1	1.4	1.0 b

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

Topic 4: Marketing Performance

Firm rating for: Sharing valuable marketing knowledge

N=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%
5=Excellent	39 12.7%	2 14.3%	5 18.5%	0 0.0%	0 0.0%	1 9.1%	6 10.3%	3 23.1%	4 10.3%	3 9.4%	0 0.0%	10 22.7%	1 5.3%
4=Good	103 33.4%	4 28.6%	9 33.3%	0 0.0%	3 60.0%	3 27.3%	13 22.4% h	4 30.8%	18 46.2% f	9 28.1%	2 33.3%	14 31.8%	8 42.1%
3=Average	98 31.8%	4 28.6%	6 22.2%	1 100.0%	2 40.0%	3 27.3%	20 34.5%	3 23.1%	10 25.6%	14 43.8%	3 50.0%	11 25.0%	6 31.6%
2=Fair	41 13.3%	2 14.3%	4 14.8%	0 0.0%	0 0.0%	2 18.2%	13 22.4%	2 15.4%	4 10.3%	3 9.4%	1 16.7%	4 9.1%	2 10.5%
1=Poor	27 8.8%	2 14.3%	3 11.1%	0 0.0%	0 0.0%	2 18.2%	6 10.3%	1 7.7%	3 7.7%	3 9.4%	0 0.0%	5 11.4%	2 10.5%
Mean	3.3	3.1	3.3	3.0	3.6	2.9	3.0	3.5	3.4	3.2	3.2	3.5	3.2
SD	1.1	1.3	1.3	0.0	0.5	1.3	1.1	1.3	1.1	1.1	0.8	1.3	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=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
5=Excellent	11 8.7% b	19 20.7% a	5 9.8%	4 11.4%	18 19.1% de	4 10.8%	5 12.5%	0 0.0% af	1 2.9% a	4 16.7% d
4=Good	39 30.7%	31 33.7%	18 35.3%	13 37.1%	37 39.4% B	5 13.5% AcE	14 35.0% b	7 28.0%	17 48.6% Bf	5 20.8% e
3=Average	42 33.1%	24 26.1%	17 33.3%	14 40.0%	20 21.3% bD	16 43.2% a	11 27.5%	12 48.0% A	9 25.7%	9 37.5%
2=Fair	23 18.1% d	11 12.0%	6 11.8%	1 2.9% a	12 12.8%	7 18.9%	6 15.0%	4 16.0%	3 8.6%	5 20.8%
1=Poor	12 9.4%	7 7.6%	5 9.8%	3 8.6%	7 7.4%	5 13.5%	4 10.0%	2 8.0%	5 14.3%	1 4.2%
Mean	3.1	3.5	3.2	3.4	3.5	2.9	3.3	3.0	3.2	3.3
SD	1.1 b	1.2 a	1.1	1.0	1.2 Bd	1.1 A	1.2	0.9 a	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=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
5=Excellent	24 16.6% b	4 6.3% a	4 8.5%	19 21.1% bc	8 9.1% a	2 5.4% a	0 0.0%	6 18.2%
4=Good	45 31.0%	21 32.8%	18 38.3%	32 35.6%	25 28.4%	10 27.0%	7 50.0%	10 30.3%
3=Average	38 26.2%	25 39.1%	18 38.3%	23 25.6%	29 33.0%	15 40.5%	2 14.3%	13 39.4%
2=Fair	22 15.2%	8 12.5%	4 8.5%	12 13.3%	13 14.8%	6 16.2%	2 14.3%	3 9.1%
1=Poor	16 11.0%	6 9.4%	3 6.4%	4 4.4% bd	13 14.8% a	4 10.8%	3 21.4% ae	1 3.0% d
Mean	3.3	3.1	3.3	3.6	3.0	3.0	2.9	3.5
SD	1.2	1.0	1.0	1.1 Bc	1.2 Ae	1.1 ae	1.3	1.0 bc

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=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
5=Excellent	25 9.5%	1 9.1%	1 4.5%	0 0.0%	0 0.0%	1 10.0%	3 6.4%	0 0.0%	2 6.1%	1 3.7%	1 16.7%	6 16.2%	3 15.8%
4=Good	86 32.6%	3 27.3%	4 18.2%	0 0.0%	2 50.0%	3 30.0%	13 27.7%	4 30.8%	12 36.4%	7 25.9%	2 33.3%	15 40.5%	6 31.6%
3=Average	77 29.2%	4 36.4%	8 36.4%	0 0.0%	1 25.0%	2 20.0%	12 25.5%	5 38.5%	7 21.2%	9 33.3%	3 50.0%	9 24.3%	6 31.6%
2=Fair	44 16.7%	0 0.0%	6 27.3%	0 0.0%	1 25.0%	2 20.0%	13 27.7%	3 23.1%	4 12.1%	6 22.2%	0 0.0%	5 13.5%	1 5.3%
1=Poor	32 12.1%	3 27.3% k	3 13.6%	0 0.0%	0 0.0%	2 20.0%	6 12.8%	1 7.7%	8 24.2% k	4 14.8%	0 0.0%	2 5.4% ah	3 15.8%
Mean	3.1	2.9	2.7	---	3.3	2.9	2.9	2.9	2.9	2.8	3.7	3.5	3.3
SD	1.2	1.4	1.1 k	---	1.0	1.4	1.2 k	1.0	1.3 k	1.1 k	0.8	1.1 bfhi	1.3

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=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
5=Excellent	6 5.9% d	10 13.2%	2 4.2% d	7 20.0% ac	7 9.0%	3 9.7%	4 10.5%	1 4.8%	1 3.4%	2 9.1%
4=Good	35 34.3%	24 31.6%	13 27.1%	12 34.3%	30 38.5% c	9 29.0%	7 18.4% ae	6 28.6%	13 44.8% c	4 18.2%
3=Average	27 26.5%	20 26.3%	18 37.5%	11 31.4%	20 25.6%	13 41.9%	10 26.3%	5 23.8%	6 20.7%	9 40.9%
2=Fair	18 17.6%	15 19.7%	8 16.7%	3 8.6%	10 12.8% D	3 9.7% D	7 18.4% d	9 42.9% ABc	5 17.2%	5 22.7%
1=Poor	16 15.7%	7 9.2%	7 14.6%	2 5.7%	11 14.1%	3 9.7%	10 26.3% d	0 0.0% c	4 13.8%	2 9.1%
Mean	3.0	3.2	2.9	3.5	3.2	3.2	2.7	3.0	3.1	3.0
SD	1.2 d	1.2	1.1 D	1.1 aC	1.2	1.1	1.3	1.0	1.2	1.1

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=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
5=Excellent	11 9.5%	6 10.3%	1 2.3%	8 11.6%	4 4.9%	4 12.1%	0 0.0%	4 14.8%
4=Good	33 28.4%	19 32.8%	17 39.5%	24 34.8%	26 32.1%	8 24.2%	5 41.7%	7 25.9%
3=Average	32 27.6%	19 32.8%	9 20.9%	20 29.0%	21 25.9%	11 33.3%	1 8.3%	10 37.0%
2=Fair	22 19.0%	6 10.3% c	12 27.9% b	8 11.6%	17 21.0%	6 18.2%	4 33.3%	4 14.8%
1=Poor	18 15.5%	8 13.8%	4 9.3%	9 13.0%	13 16.0%	4 12.1%	2 16.7%	2 7.4%
Mean	3.0	3.2	3.0	3.2	2.9	3.1	2.8	3.3
SD	1.2	1.2	1.1	1.2	1.2	1.2	1.2	1.1

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=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
5=Excellent	31 12.6%	2 18.2%	1 5.0%	0 0.0%	2 40.0%	1 11.1%	2 4.1%	0 0.0%	7 25.0%	1 4.3%	1 14.3%	6 18.2%	2 13.3%
4=Good	70 28.3%	1 9.1%	7 35.0%	0 0.0%	1 20.0%	4 44.4%	13 26.5%	3 23.1%	9 32.1%	3 13.0%	3 42.9%	11 33.3%	2 13.3%
3=Average	74 30.0%	3 27.3%	4 20.0%	1 100.0%	1 20.0%	2 22.2%	19 38.8%	5 38.5%	5 17.9%	9 39.1%	2 28.6%	8 24.2%	5 33.3%
2=Fair	47 19.0%	5 45.5%	2 10.0%	0 0.0%	1 20.0%	1 11.1%	10 20.4%	2 15.4%	4 14.3%	6 26.1%	1 14.3%	7 21.2%	5 33.3%
1=Poor	25 10.1%	0 0.0%	6 30.0%	0 0.0%	0 0.0%	1 11.1%	5 10.2%	3 23.1%	3 10.7%	4 17.4%	0 0.0%	1 3.0%	1 6.7%
Mean	3.1	3.0	2.8	3.0	3.8	3.3	2.9	2.6	3.5	2.6	3.6	3.4	2.9
SD	1.2	1.2	1.4	0.0	1.3	1.2	1.0	1.1	1.3	1.1	1.0	1.1	1.2

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=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
5=Excellent	12 12.0%	10 14.5%	5 11.1%	4 13.3%	10 15.2%	2 7.1%	4 11.4%	0 0.0%	6 19.4%	2 8.7%
4=Good	33 33.0%	20 29.0%	8 17.8%	7 23.3%	21 31.8%	10 35.7%	5 14.3%	3 16.7%	7 22.6%	7 30.4%
3=Average	29 29.0%	19 27.5%	18 40.0%	8 26.7%	18 27.3%	9 32.1%	9 25.7%	7 38.9%	10 32.3%	6 26.1%
2=Fair	13 13.0%	17 24.6%	8 17.8%	8 26.7%	10 15.2% D	5 17.9%	8 22.9%	8 44.4% Ae	5 16.1% d	7 30.4%
1=Poor	13 13.0%	3 4.3%	6 13.3%	3 10.0%	7 10.6%	2 7.1%	9 25.7% df	0 0.0% c	3 9.7%	1 4.3% c
Mean	3.2	3.2	3.0	3.0	3.3	3.2	2.6	2.7	3.3	3.1
SD	1.2	1.1	1.2	1.2	1.2 c	1.1	1.3 a	0.8	1.2	1.1

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=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
5=Excellent	14 13.5%	4 7.5%	6 13.6%	8 14.0%	5 6.5% e	4 12.5%	2 18.2%	6 20.7% b
4=Good	26 25.0%	12 22.6%	15 34.1%	20 35.1% d	23 29.9% d	6 18.8%	0 0.0% ab	6 20.7%
3=Average	29 27.9%	22 41.5% c	8 18.2% b	13 22.8%	22 28.6%	13 40.6%	5 45.5%	9 31.0%
2=Fair	22 21.2%	10 18.9%	10 22.7%	9 15.8%	16 20.8%	6 18.8%	3 27.3%	7 24.1%
1=Poor	13 12.5%	5 9.4%	5 11.4%	7 12.3%	11 14.3%	3 9.4%	1 9.1%	1 3.4%
Mean	3.1	3.0	3.2	3.2	2.9	3.1	2.9	3.3
SD	1.2	1.1	1.3	1.2	1.2	1.1	1.2	1.2

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=296	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	296 100.0%	16 5.4%	27 9.1%	1 0.3%	5 1.7%	11 3.7%	61 20.6%	15 5.1%	43 14.5%	34 11.5%	7 2.4%	47 15.9%	20 6.8%
Corporate	244 82.4%	12 75.0% k	20 74.1% hk	0 0.0% EgHK	4 80.0%	11 100.0% Ci	47 77.0% hk	13 86.7% c	40 93.0% bCfil	24 70.6% ehK	6 85.7%	44 93.6% abCfil	15 75.0% hk
Business unit level	100 33.8%	5 31.3%	9 33.3%	1 100.0%	3 60.0% k	6 54.5% k	25 41.0% k	4 26.7%	11 25.6%	12 35.3%	2 28.6%	9 19.1% defl	10 50.0% k
Brand or product level	37 12.5%	2 12.5%	4 14.8%	0 0.0%	1 20.0%	4 36.4% Ik	8 13.1%	3 20.0%	5 11.6%	1 2.9% E	0 0.0%	4 8.5% e	2 10.0%
Field Offices	33 11.1%	1 6.3%	1 3.7% dg	0 0.0%	2 40.0% bFk	2 18.2%	3 4.9% Dg	4 26.7% bf	5 11.6%	5 14.7%	1 14.3%	4 8.5% d	3 15.0%

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=296

	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	120 40.5%	90 30.4%	52 17.6%	30 10.1%	99 33.4%	40 13.5%	42 14.2%	25 8.4%	36 12.2%
Corporate	96 80.0% b	83 92.2% aCd	39 75.0% B	23 76.7% b	87 87.9% De	38 95.0% DE	36 85.7% d	15 60.0% ABc	26 72.2% aB	19 79.2%
Business unit level	47 39.2% B	20 22.2% Ad	18 34.6%	14 46.7% b	13 13.1% CDEF	3 7.5% CDEF	16 38.1% ABEf	14 56.0% AB	28 77.8% ABC	17 70.8% ABc
Brand or product level	21 17.5%	9 10.0%	5 9.6%	2 6.7%	3 3.0% CEF	3 7.5% f	7 16.7% A	3 12.0%	8 22.2% A	7 29.2% Ab
Field Offices	14 11.7% d	7 7.8% D	4 7.7% d	8 26.7% aBc	4 4.0% cdEF	2 5.0% f	7 16.7% a	4 16.0% a	7 19.4% A	6 25.0% Ab

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?

	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	152 51.4%	67 22.6%	50 16.9%	97 32.8%	93 31.4%	39 13.2%	15 5.1%	33 11.1%
Corporate	128 84.2%	57 85.1%	37 74.0%	83 85.6% cd	82 88.2% CD	27 69.2% aB	9 60.0% aB	28 84.8%
Business unit level	48 31.6%	25 37.3%	17 34.0%	15 15.5% CDE	20 21.5% CDE	21 53.8% AB	11 73.3% AB	24 72.7% AB
Brand or product level	18 11.8%	7 10.4%	6 12.0%	5 5.2% cDE	12 12.9%	6 15.4% a	4 26.7% A	7 21.2% A
Field Offices	10 6.6% b	11 16.4% a	6 12.0%	2 2.1% BDE	11 11.8% A	3 7.7%	4 26.7% A	8 24.2% A

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=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
Sales and marketing work together on an equal level	214 73.8%	13 81.3%	14 53.8% FH	1 100.0%	3 60.0%	8 88.9%	51 83.6% BKl	11 73.3%	39 90.7% BiKL	24 70.6% h	4 66.7%	26 57.8% FH	12 60.0% fH
Sales is in charge of marketing	38 13.1%	2 12.5%	8 30.8% Fgh	0 0.0%	2 40.0% fgh	0 0.0%	5 8.2% Bdk	0 0.0% bd	3 7.0% bdk	5 14.7%	1 16.7%	10 22.2% fh	2 10.0%
Sales is within the marketing function	24 8.3%	0 0.0% 1	4 15.4% h	0 0.0%	0 0.0%	1 11.1% h	3 4.9% 1	1 6.7%	0 0.0% beikL	4 11.8% h	0 0.0%	5 11.1% h	5 25.0% afH
We don't have a sales function	11 3.8%	1 6.3%	0 0.0% gj	0 0.0%	0 0.0%	0 0.0%	1 1.6% Gj	3 20.0% bFH	0 0.0% GJ	1 2.9%	1 16.7% bfH	3 6.7%	1 5.0%
We have a sales function, but not a marketing function	3 1.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.6%	0 0.0%	1 2.3%	0 0.0%	0 0.0%	1 2.2%	0 0.0%

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=511

	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
Sales and marketing work together on an equal level	97 82.9% Bcd	60 66.7% A	36 69.2% a	18 64.3% a	62 62.6% cF	29 72.5%	33 80.5% a	17 68.0% f	25 75.8%	22 91.7% Ad
Sales is in charge of marketing	14 12.0%	14 15.6%	8 15.4%	2 7.1%	15 15.2% f	8 20.0% f	4 9.8%	3 12.0%	7 21.2% f	0 0.0% abe
Sales is within the marketing function	4 3.4% bD	10 11.1% a	4 7.7%	6 21.4% A	15 15.2% be	1 2.5% a	3 7.3%	3 12.0% e	0 0.0% ad	1 4.2%
We don't have a sales function	1 0.9% cd	4 4.4%	4 7.7% a	2 7.1% a	4 4.0%	2 5.0%	1 2.4%	2 8.0%	1 3.0%	1 4.2%
We have a sales function, but not a marketing function	1 0.9%	2 2.2%	0 0.0%	0 0.0%	3 3.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 6: Marketing Organization and Leadership

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

N=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
Sales and marketing work together on an equal level	104 69.3%	54 81.8%	34 68.0%	64 65.3% e	69 75.8%	28 75.7%	12 80.0%	28 87.5% a
Sales is in charge of marketing	28 18.7%	6 9.1%	4 8.0%	16 16.3%	14 15.4%	4 10.8%	1 6.7%	3 9.4%
Sales is within the marketing function	12 8.0%	5 7.6%	6 12.0%	13 13.3% b	4 4.4% a	3 8.1%	1 6.7%	1 3.1%
We don't have a sales function	3 2.0% C	1 1.5% c	6 12.0% Ab	3 3.1%	4 4.4%	2 5.4%	1 6.7%	0 0.0%
We have a sales function, but not a marketing function	3 2.0%	0 0.0%	0 0.0%	2 2.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 6: Marketing Organization and Leadership

Extent to which information about customers and competitors: Is collected on a regular basis

N=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
1=Not at All	5 1.7%	0 0.0%	2 7.7%	0 0.0%	0 0.0%	1 9.1%	1 1.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.2%	0 0.0%
2=	21 7.3%	2 12.5%	2 7.7%	0 0.0%	0 0.0%	1 9.1%	2 3.3%	1 6.7%	2 4.8%	4 11.8%	1 16.7%	5 10.9%	0 0.0%
3=	26 9.0%	0 0.0% j	2 7.7%	0 0.0%	1 20.0%	1 9.1%	6 9.8%	2 13.3%	3 7.1%	2 5.9% j	2 33.3% ai	5 10.9%	2 10.0%
4=	58 20.1%	6 37.5% iL	6 23.1% 1	1 100.0% ejL	2 40.0% L	1 9.1% c	13 21.3% 1	4 26.7% 1	8 19.0% 1	4 11.8% ac	0 0.0% c	11 23.9% 1	0 0.0% AbCDfghk
5=	55 19.1%	1 6.3%	7 26.9%	0 0.0%	0 0.0%	1 9.1%	15 24.6%	3 20.0%	6 14.3%	6 17.6%	1 16.7%	9 19.6%	4 20.0%
6=	56 19.4%	3 18.8%	3 11.5%	0 0.0%	1 20.0%	1 9.1%	12 19.7%	1 6.7%	12 28.6%	11 32.4%	1 16.7%	7 15.2%	4 20.0%
7=All the Time	67 23.3%	4 25.0%	4 15.4% 1	0 0.0%	1 20.0%	5 45.5%	12 19.7% L	4 26.7%	11 26.2%	7 20.6% 1	1 16.7%	8 17.4% L	10 50.0% bFiK
Mean	5.0	4.9	4.5	4.0	4.8	5.1	5.0	4.9	5.3	5.1	4.3	4.6	6.0
SD	1.6	1.7 1	1.7 hL	0.0	1.6	2.3	1.5 L	1.6 1	1.5 bk	1.6 1	2.0 1	1.7 hL	1.3 aBFgijK

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

Topic 6: Marketing Organization and Leadership

Extent to which information about customers and competitors: Is collected on a regular basis

N=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
1=Not at All	2 1.7%	2 2.3%	0 0.0%	1 3.6%	2 2.0%	0 0.0%	0 0.0%	0 0.0%	1 2.9%	1 4.2%
2=	7 5.8%	7 8.0%	6 12.0%	1 3.6%	8 8.2%	5 12.5%	1 2.4%	2 8.0%	1 2.9%	2 8.3%
3=	10 8.3%	9 10.3%	5 10.0%	2 7.1%	7 7.1%	7 17.5% f	5 12.2%	2 8.0%	2 5.7%	0 0.0% b
4=	24 20.0%	21 24.1%	10 20.0%	3 10.7%	19 19.4%	12 30.0% d	8 19.5%	1 4.0% be	9 25.7% d	4 16.7%
5=	21 17.5%	20 23.0%	9 18.0%	5 17.9%	24 24.5%	5 12.5%	6 14.6%	7 28.0%	5 14.3%	2 8.3%
6=	26 21.7%	14 16.1%	7 14.0%	9 32.1%	18 18.4%	3 7.5% cf	10 24.4% b	6 24.0%	6 17.1%	8 33.3% b
7=All the Time	30 25.0%	14 16.1%	13 26.0%	7 25.0%	20 20.4%	8 20.0%	11 26.8%	7 28.0%	11 31.4%	7 29.2%
Mean	5.1	4.7	4.9	5.3	4.9	4.5	5.3	5.4	5.2	5.3
SD	1.6	1.6	1.7	1.6	1.6	1.7 cdef	1.5 b	1.6 b	1.6 b	1.8 b

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

Topic 6: Marketing Organization and Leadership

Extent to which information about customers and competitors: Is collected on a regular basis

N=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
1=Not at All	3 2.0%	0 0.0%	2 4.1%	2 2.1%	3 3.3%	0 0.0%	0 0.0%	0 0.0%
2=	13 8.6%	5 7.5%	2 4.1%	10 10.3%	6 6.5%	3 7.7%	0 0.0%	1 3.0%
3=	16 10.5%	6 9.0%	2 4.1%	6 6.2% c	9 9.8%	7 17.9% ae	1 6.7%	0 0.0% c
4=	27 17.8%	12 17.9%	14 28.6%	23 23.7%	19 20.7%	5 12.8%	5 33.3%	4 12.1%
5=	30 19.7%	12 17.9%	8 16.3%	23 23.7%	16 17.4%	7 17.9%	2 13.3%	5 15.2%
6=	23 15.1% b	20 29.9% a	8 16.3%	15 15.5% E	17 18.5% e	7 17.9% e	3 20.0%	13 39.4% Abc
7=All the Time	40 26.3%	12 17.9%	13 26.5%	18 18.6%	22 23.9%	10 25.6%	4 26.7%	10 30.3%
Mean	5.0	5.1	5.0	4.8	4.9	5.0	5.3	5.8
SD	1.7	1.5	1.7	1.6 E	1.7 E	1.7 e	1.4	1.2 ABc

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

Topic 6: Marketing Organization and Leadership

Extent to which information about customers and competitors: Is shared horizontally across different functions and business units

N=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
1=Not at All	14 5.0%	0 0.0%	3 12.0% h	0 0.0%	0 0.0%	1 9.1%	3 5.1%	0 0.0%	0 0.0% bl	2 6.1%	0 0.0%	2 4.8%	2 10.0% h
2=	25 8.9%	1 6.3%	2 8.0%	0 0.0%	0 0.0%	1 9.1%	8 13.6%	1 6.7%	4 9.5%	2 6.1%	1 16.7%	4 9.5%	1 5.0%
3=	34 12.1%	1 6.3%	4 16.0%	0 0.0%	1 20.0%	2 18.2%	7 11.9%	3 20.0% l	3 7.1%	4 12.1%	1 16.7%	7 16.7%	0 0.0% g
4=	56 20.0%	4 25.0%	5 20.0%	0 0.0%	1 20.0%	0 0.0% g	10 16.9%	6 40.0% eh	6 14.3% g	6 18.2%	2 33.3%	8 19.0%	6 30.0%
5=	58 20.7%	4 25.0% g	7 28.0% g	1 100.0% Gjkl	2 40.0% g	3 27.3% g	13 22.0% g	0 0.0% abCdefhi	10 23.8% g	8 24.2% g	0 0.0% c	7 16.7% c	2 10.0% c
6=	54 19.3%	3 18.8%	1 4.0% hl	0 0.0%	1 20.0%	2 18.2%	12 20.3%	1 6.7%	11 26.2% b	7 21.2%	1 16.7%	9 21.4%	6 30.0% b
7=All the Time	39 13.9%	3 18.8%	3 12.0%	0 0.0%	0 0.0%	2 18.2%	6 10.2%	4 26.7%	8 19.0%	4 12.1%	1 16.7%	5 11.9%	3 15.0%
Mean	4.6	5.0	4.0	5.0	4.6	4.5	4.4	4.6	5.1	4.6	4.3	4.5	4.8
SD	1.7	1.5	1.8 h	0.0	1.1	2.0	1.7	1.7	1.5 bf	1.7	1.9	1.7	1.8

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

Topic 6: Marketing Organization and Leadership

Extent to which information about customers and competitors: Is shared horizontally across different functions and business units

N=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
1=Not at All	7 6.0%	5 6.0%	0 0.0%	2 7.4%	5 5.4%	1 2.6%	2 4.9%	1 4.0%	1 2.9%	2 8.3%
2=	15 12.9%	7 8.3%	3 6.0%	0 0.0%	6 6.5%	4 10.3%	5 12.2%	3 12.0%	3 8.8%	3 12.5%
3=	14 12.1%	9 10.7%	7 14.0%	4 14.8%	6 6.5%	9 23.1%	3 7.3%	2 8.0%	4 11.8%	2 8.3%
4=	15 12.9% CD	15 17.9% d	16 32.0% A	10 37.0% Ab	17 18.5%	10 25.6%	10 24.4%	6 24.0%	5 14.7%	6 25.0%
5=	21 18.1%	22 26.2%	10 20.0%	4 14.8%	22 23.9%	9 23.1%	4 9.8% e	4 16.0%	10 29.4% c	3 12.5%
6=	27 23.3%	13 15.5%	8 16.0%	6 22.2%	18 19.6%	3 7.7% c	12 29.3% b	5 20.0%	8 23.5%	6 25.0%
7=All the Time	17 14.7%	13 15.5%	6 12.0%	1 3.7%	18 19.6%	3 7.7%	5 12.2%	4 16.0%	3 8.8%	2 8.3%
Mean	4.5	4.6	4.6	4.3	4.9	4.1	4.6	4.6	4.6	4.3
SD	1.8	1.7	1.4	1.5	1.7 b	1.5 a	1.8	1.8	1.6	1.8

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

Topic 6: Marketing Organization and Leadership

Extent to which information about customers and competitors: Is shared horizontally across different functions and business units

N=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
1=Not at All	10 6.8% b	0 0.0% ac	4 8.2% b	4 4.3%	7 7.8%	3 7.7%	0 0.0%	0 0.0%
2=	13 8.9%	7 10.6%	3 6.1%	6 6.5%	8 8.9%	6 15.4%	2 14.3%	1 3.0%
3=	15 10.3%	8 12.1%	8 16.3%	8 8.7% c	12 13.3%	9 23.1% ae	2 14.3%	2 6.1% c
4=	23 15.8%	16 24.2%	12 24.5%	19 20.7%	16 17.8%	6 15.4%	4 28.6%	7 21.2%
5=	32 21.9% c	19 28.8% C	4 8.2% aB	21 22.8%	17 18.9%	6 15.4%	4 28.6%	7 21.2%
6=	28 19.2%	12 18.2%	9 18.4%	17 18.5% e	16 17.8% e	7 17.9%	1 7.1% e	12 36.4% abd
7=All the Time	25 17.1% b	4 6.1% ac	9 18.4% b	17 18.5% c	14 15.6%	2 5.1% a	1 7.1%	4 12.1%
Mean	4.6	4.5	4.5	4.8	4.5	3.9	4.2	5.2
SD	1.8	1.4	1.9	1.7 C	1.8 e	1.7 AE	1.4 e	1.3 bCd

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

Topic 6: Marketing Organization and Leadership

Extent to which information about customers and competitors: Is shared vertically across different levels of the firm and business units

N=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
1=Not at All	14 5.0%	1 6.3%	3 12.0%	0 0.0%	0 0.0%	1 9.1%	3 5.1%	0 0.0%	0 0.0%	2 5.9%	0 0.0%	2 4.7%	1 5.0%
2=	23 8.2%	1 6.3%	1 4.0%	0 0.0%	0 0.0%	1 9.1%	4 6.8%	2 13.3%	5 11.9%	1 2.9%	1 16.7%	4 9.3%	3 15.0%
3=	38 13.5%	2 12.5%	2 8.0%	1 100.0%	0 0.0%	3 27.3%	10 16.9%	3 20.0%	3 7.1%	5 14.7%	2 33.3%	5 11.6%	1 5.0%
4=	58 20.6%	2 12.5%	6 24.0%	0 0.0%	2 40.0%	1 9.1%	16 27.1%	3 20.0%	7 16.7%	3 8.8%	2 33.3%	12 27.9%	2 10.0%
5=	70 24.8%	6 37.5%	8 32.0%	0 0.0%	3 60.0%	3 27.3%	12 20.3%	0 0.0%	12 28.6%	11 32.4%	1 16.7%	10 23.3%	3 15.0%
6=	45 16.0%	2 12.5%	3 12.0%	0 0.0%	0 0.0%	2 18.2%	7 11.9%	3 20.0%	9 21.4%	7 20.6%	0 0.0%	6 14.0%	6 30.0%
7=All the Time	34 12.1%	2 12.5%	2 8.0%	0 0.0%	0 0.0%	0 0.0%	7 11.9%	4 26.7%	6 14.3%	5 14.7%	0 0.0%	4 9.3%	4 20.0%
Mean	4.5	4.6	4.3	3.0	4.6	3.9	4.3	4.7	4.8	4.8	3.5	4.3	4.9
SD	1.6	1.7	1.7	0.0	0.5	1.6	1.6	1.9	1.5	1.6	1.0	1.6	1.9

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

Topic 6: Marketing Organization and Leadership

Extent to which information about customers and competitors: Is shared vertically across different levels of the firm and business units

N=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
1=Not at All	7 6.0%	5 6.0%	1 2.0%	1 3.6%	4 4.3%	2 5.1%	2 5.0%	1 4.0%	1 2.9%	2 8.3%
2=	11 9.4%	7 8.3%	4 8.0%	1 3.6%	5 5.3%	2 5.1%	9 22.5%	0 0.0%	1 2.9%	3 12.5%
3=	18 15.4%	8 9.5%	8 16.0%	4 14.3%	8 8.5%	10 25.6%	4 10.0%	2 8.0%	7 20.0%	1 4.2%
4=	20 17.1%	19 22.6%	13 26.0%	6 21.4%	22 23.4%	7 17.9%	7 17.5%	7 28.0%	7 20.0%	7 29.2%
5=	23 19.7%	27 32.1%	12 24.0%	7 25.0%	24 25.5%	10 25.6%	7 17.5%	7 28.0%	10 28.6%	3 12.5%
6=	23 19.7%	8 9.5%	8 16.0%	6 21.4%	15 16.0%	4 10.3%	9 22.5%	5 20.0%	6 17.1%	6 25.0%
7=All the Time	15 12.8%	10 11.9%	4 8.0%	3 10.7%	16 17.0%	4 10.3%	2 5.0%	3 12.0%	3 8.6%	2 8.3%
Mean	4.5	4.4	4.4	4.7	4.8	4.3	4.1	4.8	4.5	4.3
SD	1.7	1.6	1.5	1.5	1.6	1.6	1.7	1.4	1.4	1.8

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

Topic 6: Marketing Organization and Leadership

Extent to which information about customers and competitors: Is shared vertically across different levels of the firm and business units

N=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
1=Not at All	10 6.8% b	0 0.0% ac	4 8.2% b	5 5.4%	6 6.7%	3 7.7%	0 0.0%	0 0.0%
2=	15 10.3%	3 4.5%	2 4.1%	5 5.4%	10 11.1%	5 12.8%	0 0.0%	1 3.0%
3=	17 11.6%	12 17.9%	7 14.3%	9 9.7% c	13 14.4%	10 25.6% ae	3 20.0%	2 6.1% c
4=	27 18.5%	14 20.9%	10 20.4%	22 23.7% b	11 12.2% ae	9 23.1%	4 26.7%	9 27.3% b
5=	37 25.3%	22 32.8% c	7 14.3% b	24 25.8%	25 27.8%	7 17.9%	3 20.0%	7 21.2%
6=	20 13.7%	10 14.9%	12 24.5%	13 14.0% e	15 16.7%	3 7.7% e	3 20.0%	10 30.3% ac
7=All the Time	20 13.7%	6 9.0%	7 14.3%	15 16.1%	10 11.1%	2 5.1%	2 13.3%	4 12.1%
Mean	4.4	4.6	4.6	4.7	4.4	3.7	4.8	5.1
SD	1.7	1.3	1.8	1.6 C	1.7 e	1.6 AdE	1.4 c	1.3 bC

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

Topic 6: Marketing Organization and Leadership

Extent to which information about customers and competitors: Influences the implementation of firm strategies

N=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
1=Not at All	9 3.1%	0 0.0%	2 7.7%	0 0.0%	0 0.0%	1 9.1%	3 4.9%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	2 4.3%	0 0.0%
2=	19 6.6%	2 12.5% i	3 11.5% i	0 0.0%	0 0.0%	2 18.2% hi	4 6.6%	0 0.0%	1 2.4% e	0 0.0% abek	0 0.0%	6 13.0% i	0 0.0%
3=	29 10.1%	2 12.5%	4 15.4%	0 0.0%	0 0.0%	1 9.1%	7 11.5%	2 13.3%	3 7.1%	4 11.8%	0 0.0%	4 8.7%	2 10.0%
4=	55 19.2%	4 25.0%	3 11.5%	0 0.0%	1 20.0%	1 9.1%	11 18.0%	3 20.0%	10 23.8%	8 23.5%	1 16.7%	9 19.6%	4 20.0%
5=	84 29.4%	1 6.3% bcfgJ	10 38.5% a	1 100.0% a	1 20.0%	4 36.4%	19 31.1% a	7 46.7% ak	13 31.0%	10 29.4%	4 66.7% Akl	9 19.6% gj	4 20.0% j
6=	65 22.7%	4 25.0%	2 7.7% Dhl	0 0.0%	3 60.0% Bk	2 18.2%	14 23.0%	2 13.3%	13 31.0% b	7 20.6%	1 16.7%	9 19.6% d	7 35.0% b
7=All the Time	25 8.7%	3 18.8%	2 7.7%	0 0.0%	0 0.0%	0 0.0%	3 4.9%	1 6.7%	2 4.8%	4 11.8%	0 0.0%	7 15.2%	3 15.0%
Mean	4.7	4.8	4.2	5.0	5.4	4.0	4.5	4.8	5.0	4.9	5.0	4.6	5.3
SD	1.5	1.7	1.7 hl	0.0	0.9	1.7 hl	1.5	1.1	1.1 be	1.4	0.6	1.8	1.3 be

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

Topic 6: Marketing Organization and Leadership

Extent to which information about customers and competitors: Influences the implementation of firm strategies

N=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
1=Not at All	4 3.3%	3 3.4%	1 2.1%	1 3.6%	3 3.1%	0 0.0%	1 2.4%	0 0.0%	1 2.9%	2 8.3%
2=	8 6.7%	9 10.3%	2 4.2%	0 0.0%	7 7.2%	4 10.0%	4 9.8%	0 0.0%	2 5.7%	1 4.2%
3=	15 12.5%	7 8.0%	3 6.3%	4 14.3%	7 7.2%	7 17.5%	4 9.8%	2 8.0%	4 11.4%	2 8.3%
4=	19 15.8% c	15 17.2%	15 31.3% a	5 17.9%	20 20.6%	6 15.0%	8 19.5%	7 28.0%	4 11.4%	4 16.7%
5=	34 28.3%	24 27.6%	13 27.1%	12 42.9%	25 25.8%	15 37.5%	12 29.3%	7 28.0%	14 40.0%	4 16.7%
6=	32 26.7%	17 19.5%	12 25.0%	4 14.3%	26 26.8%	6 15.0% f	6 14.6% f	6 24.0%	9 25.7%	9 37.5% bc
7=All the Time	8 6.7%	12 13.8%	2 4.2%	2 7.1%	9 9.3%	2 5.0%	6 14.6%	3 12.0%	1 2.9%	2 8.3%
Mean	4.7	4.7	4.7	4.7	4.8	4.5	4.7	5.0	4.7	4.8
SD	1.5	1.6	1.3	1.3	1.5	1.4	1.6	1.2	1.4	1.7

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

Topic 6: Marketing Organization and Leadership

Extent to which information about customers and competitors: Influences the implementation of firm strategies

N=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
1=Not at All	7 4.6%	0 0.0%	2 4.2%	2 2.1%	5 5.4%	2 5.1%	0 0.0%	0 0.0%
2=	7 4.6%	5 7.5%	5 10.4%	6 6.3%	8 8.7%	2 5.1%	2 13.3% e	0 0.0% d
3=	16 10.5%	7 10.4%	4 8.3%	10 10.4%	5 5.4% Cd	8 20.5% Be	3 20.0% b	1 3.0% c
4=	24 15.8%	14 20.9%	11 22.9%	23 24.0%	21 22.8%	4 10.3%	1 6.7%	4 12.1%
5=	46 30.3%	22 32.8%	14 29.2%	27 28.1%	27 29.3%	12 30.8%	3 20.0%	13 39.4%
6=	36 23.7%	17 25.4%	7 14.6%	19 19.8% e	20 21.7%	6 15.4% e	4 26.7%	13 39.4% ac
7=All the Time	16 10.5%	2 3.0%	5 10.4%	9 9.4%	6 6.5%	5 12.8%	2 13.3%	2 6.1%
Mean	4.8	4.7	4.5	4.7	4.5	4.5	4.7	5.3
SD	1.5	1.3	1.6	1.4 e	1.5 E	1.7 e	1.7	0.9 aBc

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

Topic 6: Marketing Organization and Leadership

Extent to which information about customers and competitors: Impacts the evaluation of firm strategies

N=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
1=Not At All	9 3.2%	0 0.0%	1 4.0%	0 0.0%	0 0.0%	1 9.1%	2 3.3%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	4 9.1%	0 0.0%
2=	18 6.4%	2 12.5%	2 8.0%	0 0.0%	1 20.0%	2 18.2%	6 9.8%	0 0.0%	1 2.4%	0 0.0%	0 0.0%	2 4.5%	1 5.0%
3=	34 12.0%	4 25.0%	5 20.0%	0 0.0%	0 0.0%	2 18.2%	7 11.5%	3 20.0%	5 12.2%	4 11.8%	1 16.7%	2 4.5%	1 5.0%
4=	61 21.6%	2 12.5%	5 20.0%	0 0.0%	0 0.0%	0 0.0%	15 24.6%	4 26.7%	7 17.1%	10 29.4%	0 0.0%	15 34.1%	3 15.0%
5=	75 26.5%	2 12.5%	9 36.0%	1 100.0%	0 0.0%	5 45.5%	16 26.2%	5 33.3%	12 29.3%	9 26.5%	3 50.0%	7 15.9%	4 20.0%
6=	60 21.2%	3 18.8%	1 4.0%	0 0.0%	4 80.0%	1 9.1%	12 19.7%	2 13.3%	13 31.7%	6 17.6%	2 33.3%	8 18.2%	8 40.0%
7=All The Time	26 9.2%	3 18.8%	2 8.0%	0 0.0%	0 0.0%	0 0.0%	3 4.9%	1 6.7%	3 7.3%	4 11.8%	0 0.0%	6 13.6%	3 15.0%
Mean	4.6	4.6	4.2	5.0	5.2	3.8	4.4	4.6	5.0	4.8	5.0	4.5	5.3
SD	1.5	1.8	1.5	0.0	1.8	1.7	1.5	1.2	1.2	1.4	1.1	1.7	1.3
			hl			hl	hl		bef				bef

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

Topic 6: Marketing Organization and Leadership

Extent to which information about customers and competitors: Impacts the evaluation of firm strategies

N=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
1=Not At All	3 2.6%	5 5.8%	0 0.0%	1 3.6%	4 4.2%	0 0.0%	0 0.0%	0 0.0%	2 5.7%	2 8.7%
2=	8 6.8%	5 5.8%	5 10.2%	0 0.0%	3 3.2%	4 10.3%	6 14.6%	0 0.0%	2 5.7%	1 4.3%
3=	19 16.2%	6 7.0%	5 10.2%	4 14.3%	9 9.5%	8 20.5%	3 7.3%	3 12.0%	5 14.3%	1 4.3%
4=	19 16.2%	22 25.6%	12 24.5%	7 25.0%	20 21.1%	8 20.5%	8 19.5%	6 24.0%	7 20.0%	6 26.1%
5=	32 27.4%	21 24.4%	13 26.5%	8 28.6%	29 30.5%	13 33.3%	12 29.3%	6 24.0%	8 22.9%	1 4.3%
6=	27 23.1%	15 17.4%	11 22.4%	7 25.0%	20 21.1%	4 10.3%	6 14.6%	8 32.0%	10 28.6%	10 43.5%
7=All The Time	9 7.7%	12 14.0%	3 6.1%	1 3.6%	10 10.5%	2 5.1%	6 14.6%	2 8.0%	1 2.9%	2 8.7%
Mean	4.6	4.7	4.6	4.6	4.8	4.3	4.7	5.0	4.5	4.8
SD	1.5	1.6	1.4	1.3	1.5	1.3	1.6	1.2	1.5	1.8

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

Topic 6: Marketing Organization and Leadership

Extent to which information about customers and competitors: Impacts the evaluation of firm strategies

N=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
1=Not At All	6 4.0%	1 1.5%	2 4.1%	3 3.2%	4 4.3%	1 2.6%	0 0.0%	1 3.1%
2=	11 7.3%	2 3.0%	3 6.1%	3 3.2% b	10 10.9% a	3 7.9%	1 6.7%	0 0.0%
3=	15 10.0%	9 13.6%	8 16.3%	14 14.7% e	7 7.6% cd	8 21.1% bE	4 26.7% bE	0 0.0% aCD
4=	31 20.7%	15 22.7%	11 22.4%	21 22.1%	23 25.0%	5 13.2%	3 20.0%	6 18.8%
5=	39 26.0%	21 31.8%	12 24.5%	29 30.5%	25 27.2%	11 28.9%	1 6.7%	6 18.8%
6=	31 20.7%	16 24.2%	7 14.3%	14 14.7% E	16 17.4% E	6 15.8% E	5 33.3%	17 53.1% ABC
7=All The Time	17 11.3% b	2 3.0% a	6 12.2%	11 11.6%	7 7.6%	4 10.5%	1 6.7%	2 6.3%
Mean	4.6	4.7	4.5	4.6	4.4	4.5	4.5	5.3
SD	1.6	1.2	1.6	1.5 e	1.5 E	1.6 e	1.6	1.2 aBc

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

Topic 6: Marketing Organization and Leadership

Extent to which information about customers and competitors: Shapes the design of firm strategies

N=511	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 Pharm. L
Total	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
1=Not at All	9 3.1%	0 0.0%	2 7.7%	0 0.0%	0 0.0%	1 9.1%	3 4.9%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	2 4.3%	0 0.0%
2=	22 7.7%	2 12.5%	3 11.5%	0 0.0%	1 20.0%	2 18.2%	3 4.9%	0 0.0%	3 7.1%	2 5.9%	0 0.0%	5 10.9%	0 0.0%
3=	28 9.8%	1 6.3%	3 11.5%	0 0.0%	0 0.0%	1 9.1%	8 13.1%	2 13.3%	2 4.8%	2 5.9%	2 33.3%	5 10.9%	2 10.0%
4=	67 23.4%	4 25.0%	6 23.1%	0 0.0%	0 0.0%	1 9.1%	16 26.2%	4 26.7%	10 23.8%	10 29.4%	0 0.0%	11 23.9%	5 25.0%
5=	74 25.9%	3 18.8%	7 26.9%	1 100.0%	2 40.0%	5 45.5%	17 27.9%	6 40.0%	10 23.8%	8 23.5%	3 50.0%	8 17.4%	2 10.0%
6=	62 21.7%	2 12.5%	4 15.4%	0 0.0%	2 40.0%	1 9.1%	11 18.0%	2 13.3%	14 33.3%	7 20.6%	1 16.7%	11 23.9%	7 35.0%
7=All the Time	24 8.4%	4 25.0%	1 3.8%	0 0.0%	0 0.0%	0 0.0%	3 4.9%	1 6.7%	3 7.1%	4 11.8%	0 0.0%	4 8.7%	4 20.0%
Mean	4.6	4.9	4.1	5.0	4.8	3.9	4.4	4.7	4.9	4.7	4.5	4.5	5.3
SD	1.5	1.7	1.6	0.0	1.6	1.6	1.4	1.1	1.3	1.5	1.2	1.6	1.3
			hl			hl	1		be			1	befk

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

Topic 6: Marketing Organization and Leadership

Extent to which information about customers and competitors: Shapes the design of firm strategies

N=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
1=Not at All	4 3.3%	3 3.4%	1 2.1%	1 3.6%	3 3.1%	0 0.0%	1 2.4%	0 0.0%	1 2.9%	2 8.3%
2=	10 8.3%	8 9.2%	3 6.3%	1 3.6%	8 8.2%	5 12.5%	3 7.3%	1 4.0%	3 8.6%	1 4.2%
3=	14 11.7%	6 6.9%	4 8.3%	4 14.3%	8 8.2%	6 15.0%	5 12.2%	2 8.0%	3 8.6%	2 8.3%
4=	25 20.8%	20 23.0%	15 31.3%	7 25.0%	23 23.7%	9 22.5%	9 22.0%	5 20.0%	9 25.7%	5 20.8%
5=	30 25.0%	21 24.1%	14 29.2%	8 28.6%	22 22.7%	12 30.0% f	8 19.5%	10 40.0% f	13 37.1% f	2 8.3% bde
6=	28 23.3%	20 23.0%	8 16.7%	5 17.9%	23 23.7%	7 17.5%	10 24.4%	5 20.0%	5 14.3% f	9 37.5% e
7=All the Time	9 7.5%	9 10.3%	3 6.3%	2 7.1%	10 10.3%	1 2.5%	5 12.2%	2 8.0%	1 2.9%	3 12.5%
Mean	4.6	4.7	4.5	4.5	4.7	4.3	4.7	4.9	4.4	4.8
SD	1.5	1.6	1.3	1.4	1.5	1.3	1.6	1.2	1.3	1.8

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

Topic 6: Marketing Organization and Leadership

Extent to which information about customers and competitors: Shapes the design of firm strategies

N=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
1=Not at All	7 4.6%	0 0.0%	2 4.2%	2 2.1%	5 5.4%	2 5.1%	0 0.0%	0 0.0%
2=	8 5.3%	6 9.0%	6 12.5%	6 6.3%	8 8.7%	4 10.3%	3 20.0% e	0 0.0% d
3=	16 10.5%	6 9.0%	5 10.4%	11 11.5%	7 7.6%	5 12.8%	2 13.3%	1 3.0%
4=	35 23.0%	15 22.4%	12 25.0%	27 28.1%	24 26.1%	5 12.8%	3 20.0%	6 18.2%
5=	40 26.3%	20 29.9%	10 20.8%	23 24.0%	22 23.9%	11 28.2%	3 20.0%	12 36.4%
6=	29 19.1%	18 26.9%	9 18.8%	18 18.8%	19 20.7%	9 23.1%	3 20.0%	11 33.3%
7=All the Time	17 11.2% b	2 3.0% a	4 8.3%	9 9.4%	7 7.6%	3 7.7%	1 6.7%	3 9.1%
Mean	4.6	4.7	4.4	4.6	4.5	4.5	4.3	5.3
SD	1.5	1.3	1.6	1.4 e	1.6 E	1.7 e	1.6 e	1.0 aBcd

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=511 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	511	16	27	1	5	11	62	15	43	34	7
Percent	100.0%	5.5%	9.3%	0.3%	1.7%	3.8%	21.5%	5.2%	14.9%	11.8%	2.4%	16.6%	6.9%
How many direct reports do you have?	270 4.6 6.0	15 5.0 5.1	26 3.5 3.2 d	1 11.0 --- beh	5 8.2 6.6 d	10 2.7 2.5 d	55 4.7 7.2	11 3.5 2.7	41 3.0 4.0 dik	33 5.3 5.3 h	5 5.2 4.4	44 6.4 9.1 h	20 4.4 3.4
How many indirect reports (dotted line) reports do you have?	224 14.4 46.2	13 11.2 15.6	23 8.3 16.1 d	1 47.0 --- bhiK	5 93.6 172.1	8 4.8 7.2	45 20.6 69.9	9 12.8 19.4	36 10.3 35.3 d	27 13.3 22.1 d	4 3.8 2.6	32 7.7 14.4 D	18 17.1 40.1

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=511 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	138	110	61	42	100	40	42	25	36
Percent	39.3%	31.3%	17.4%	12.0%	37.3%	14.9%	15.7%	9.3%	13.4%	9.3%
How many direct reports do you have?	114 4.3 6.0	86 5.0 7.0	42 4.1 3.7	26 6.1 5.1	92 4.0 6.0 ef	38 4.3 5.1	40 5.0 5.1	23 4.1 2.6 f	33 6.8 9.4 a	21 7.1 6.5 ad
How many indirect reports (dotted line) reports do you have?	94 15.3 53.2	67 12.6 49.8	37 9.6 15.8 d	24 24.6 39.0 c	70 5.1 11.5 CdeF	33 24.2 83.9	31 16.0 30.1 A	21 11.9 16.0 a	33 26.7 70.4 a	19 20.1 41.8 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=511 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	153	67	50	98	93	39	15	33
Percent	56.7%	24.8%	18.5%	35.3%	33.5%	14.0%	5.4%	11.9%
How many direct reports do you have?	149 4.0 5.3 b	61 6.2 8.1 a	46 4.6 4.7	93 3.4 3.7 bE	89 5.3 8.1 a	36 4.9 5.5	15 4.7 4.0	30 6.9 5.5 A
How many indirect reports (dotted line) reports do you have?	119 15.7 58.5	57 13.5 29.9	40 13.9 22.7	72 4.8 11.4 cDE	71 15.7 58.2	34 13.9 28.0	14 21.4 25.4 A	28 28.8 75.7 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=511 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	511	16	27	1	5	11	62	15	43	34	7	48	20
Percent	100.0%	5.5%	9.3%	0.3%	1.7%	3.8%	21.5%	5.2%	14.9%	11.8%	2.4%	16.6%	6.9%
In your current role?	282	15	27	1	5	10	60	12	42	33	6	47	20
	4.3	5.7	3.7	2.0	6.2	2.4	5.2	4.9	2.6	5.9	4.3	3.8	3.7
	4.4	6.9	3.6	---	5.4	1.5	5.0	7.7	2.3	4.1	3.9	3.9	2.7
		h	i		H	i	H		aDFI	beHkl		i	i
In any role?	266	15	25	1	5	10	57	11	39	32	6	42	19
	8.0	7.4	6.0	5.0	16.0	5.7	10.8	11.5	5.4	8.5	9.8	6.3	9.4
	8.0	8.5	5.6	---	5.8	8.1	9.2	10.6	6.5	5.6	7.1	7.1	10.2
			Dfg		BeHIK	d	bHK	bh	DFgi	Dh		Df	

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=511 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	138	110	61	42	100	40	42	25	36
Percent	39.3%	31.3%	17.4%	12.0%	37.3%	14.9%	15.7%	9.3%	13.4%	9.3%
In your current role?	118	88	45	28	96	40	40	25	33	23
	4.3	3.9	4.1	5.6	3.8	4.9	3.9	4.7	5.5	5.0
	4.3	3.8	5.5	4.3	3.5	5.1	3.8	4.9	5.8	5.3
					e				a	
In any role?	111	80	45	27	87	37	41	25	34	21
	8.1	7.8	7.3	10.1	5.6	9.4	9.4	7.6	11.7	12.1
	7.9	7.9	8.3	7.8	6.1	9.4	8.9	6.8	9.1	8.1
					BCEF	A	A	f	A	Ad

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=511 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	153	67	50	98	93	39	15	33
Percent	56.7%	24.8%	18.5%	35.3%	33.5%	14.0%	5.4%	11.9%
In your current role?	152	66	47	97	92	37	15	32
	4.2	5.1	3.7	3.5	4.1	5.8	4.5	5.1
	4.1	5.9	2.9	3.1	4.2	5.2	7.3	4.9
				Ce		A		a
In any role?	143	66	44	89	85	38	15	31
	7.3	10.3	7.9	4.8	9.1	9.3	11.5	11.5
	7.4	9.7	7.0	5.3	9.1	7.4	10.3	8.4
	b	a		BCDE	A	A	A	A

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

Topic 7: Social Media

Check the forms of social media your firm is currently using.

	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	214 100.0%	12 5.6%	23 10.7%	1 0.5%	5 2.3%	6 2.8%	40 18.7%	12 5.6%	34 15.9%	19 8.9%	5 2.3%	37 17.3%	12 5.6%
Social networking (e.g., Facebook)	140 65.4%	10 83.3% F	22 95.7% CDeFHkL	0 0.0% Bg	2 40.0% Bg	4 66.7% b	14 35.0% ABGIJK	11 91.7% cdFh	18 52.9% Bgi	16 84.2% Fh	5 100.0% F	26 70.3% bF	7 58.3% B
Video and photosharing (e.g., YouTube and Flickr)	112 52.3%	8 66.7%	18 78.3% HiK	1 100.0%	3 60.0%	3 50.0%	23 57.5%	7 58.3%	12 35.3% B	9 47.4% b	3 60.0%	13 35.1% B	8 66.7%
Blogging	109 50.9%	6 50.0%	19 82.6% FGIJK	0 0.0%	2 40.0%	4 66.7%	18 45.0% B	4 33.3% Bh	23 67.6% gjK	8 42.1% B	1 20.0% Bh	13 35.1% BH	7 58.3%
Microblogging (e.g., Twitter)	95 44.4%	5 41.7%	16 69.6% dFkl	0 0.0%	1 20.0% b	3 50.0%	7 17.5% BGHijk	9 75.0% Fk	20 58.8% F	9 47.4% f	3 60.0% f	15 40.5% bfg	4 33.3% b
Podcasts	53 24.8%	1 8.3% d	6 26.1%	0 0.0%	3 60.0% aG	3 50.0% g	9 22.5%	0 0.0% Dehj	12 35.3% g	5 26.3%	2 40.0% g	9 24.3%	2 16.7%
Forums (e.g., Google groups)	50 23.4%	2 16.7% l	6 26.1%	0 0.0%	1 20.0%	1 16.7%	6 15.0% HL	0 0.0% HL	15 44.1% FGik	2 10.5% hL	1 20.0%	6 16.2% hL	7 58.3% aFGIK
Product reviews (e.g., Amazon)	37 17.3%	4 33.3%	5 21.7%	0 0.0%	0 0.0%	0 0.0%	4 10.0%	2 16.7%	8 23.5%	2 10.5%	1 20.0%	5 13.5%	3 25.0%

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

Topic 7: Social Media

Check the forms of social media your firm is currently using.

N=214

	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 37.4%	68 31.8%	36 16.8%	25 11.7%	66 30.8%	26 12.1%	33 15.4%	18 8.4%	27 12.6%
Social networking (e.g., Facebook)	38 47.5% BCd	50 73.5% A	30 83.3% A	19 76.0% a	45 68.2%	20 76.9% d	23 69.7%	8 44.4% b	16 59.3%	15 68.2%
Video and photosharing (e.g., YouTube and Flickr)	45 56.3% b	27 39.7% acd	22 61.1% b	17 68.0% b	28 42.4% Ef	11 42.3% e	16 48.5% e	8 44.4%	20 74.1% Abc	15 68.2% a
Blogging	44 55.0%	31 45.6%	18 50.0%	13 52.0%	29 43.9% F	15 57.7%	18 54.5%	7 38.9% f	11 40.7% f	17 77.3% Ade
Microblogging (e.g., Twitter)	30 37.5% d	31 45.6%	17 47.2%	15 60.0% a	30 45.5%	16 61.5%	13 39.4%	7 38.9%	12 44.4%	9 40.9%
Podcasts	22 27.5%	16 23.5%	5 13.9%	7 28.0%	12 18.2% F	3 11.5% F	6 18.2% F	6 33.3%	8 29.6% f	13 59.1% ABCe
Forums (e.g., Google groups)	24 30.0%	12 17.6%	9 25.0%	5 20.0%	19 28.8% d	5 19.2%	6 18.2%	1 5.6% a	7 25.9%	5 22.7%
Product reviews (e.g., Amazon)	11 13.8% c	10 14.7% c	12 33.3% ab	4 16.0%	11 16.7%	1 3.8% cf	8 24.2% b	1 5.6% f	3 11.1%	7 31.8% bd

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

Topic 7: Social Media

Check the forms of social media your firm is currently using.

N=214

	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	100 46.7%	51 23.8%	43 20.1%	64 29.9%	65 30.4%	29 13.6%	12 5.6%	28 13.1%
Social networking (e.g., Facebook)	56 56.0% c	35 68.6%	33 76.7% a	42 65.6%	44 67.7%	15 51.7%	7 58.3%	21 75.0%
Video and photosharing (e.g., YouTube and Flickr)	50 50.0%	23 45.1%	27 62.8%	29 45.3% e	33 50.8%	16 55.2%	6 50.0%	20 71.4% a
Blogging	44 44.0%	28 54.9%	25 58.1%	29 45.3%	37 56.9% c	10 34.5% be	6 50.0%	18 64.3% c
Microblogging (e.g., Twitter)	36 36.0% C	23 45.1%	28 65.1% A	31 48.4%	32 49.2%	8 27.6%	4 33.3%	12 42.9%
Podcasts	24 24.0%	14 27.5%	7 16.3%	10 15.6% E	12 18.5% E	6 20.7% E	4 33.3%	16 57.1% ABC
Forums (e.g., Google groups)	25 25.0%	8 15.7%	14 32.6%	23 35.9% bc	11 16.9% a	3 10.3% a	3 25.0%	7 25.0%
Product reviews (e.g., Amazon)	9 9.0% C	10 19.6%	14 32.6% A	10 15.6%	11 16.9%	3 10.3%	3 25.0%	7 25.0%

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

Topic 7: Social Media

Check the forms of social media your firm is currently using.

N=214	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
Social bookmarking (e.g., Digg)	34 15.9%	1 8.3% b	10 43.5% aFiKl	0 0.0%	0 0.0%	1 16.7%	2 5.0% BH	2 16.7%	11 32.4% Fkl	2 10.5% b	1 20.0%	4 10.8% Bh	0 0.0% bh
Product design or co-creation (e.g., NikeID)	14 6.5%	1 8.3%	5 21.7% fk	0 0.0%	0 0.0%	0 0.0%	2 5.0% b	0 0.0%	2 5.9%	1 5.3%	0 0.0%	1 2.7% b	1 8.3%
Virtual reality (e.g., Second life)	8 3.7%	0 0.0%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	1 2.5%	0 0.0%	3 8.8%	0 0.0%	0 0.0%	2 5.4%	0 0.0%

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

Topic 7: Social Media

Check the forms of social media your firm is currently using.

N=214

	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
Social bookmarking (e.g., Digg)	17 21.3%	9 13.2%	3 8.3%	5 20.0%	11 16.7%	6 23.1%	4 12.1%	1 5.6%	3 11.1%	5 22.7%
Product design or co-creation (e.g., NikeID)	4 5.0% D	2 2.9% D	2 5.6% d	6 24.0% ABc	5 7.6%	1 3.8%	2 6.1%	1 5.6%	2 7.4%	1 4.5%
Virtual reality (e.g., Second life)	4 5.0%	3 4.4%	1 2.8%	0 0.0%	2 3.0%	1 3.8%	1 3.0%	0 0.0%	2 7.4%	2 9.1%

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

Topic 7: Social Media

Check the forms of social media your firm is currently using.

N=214

	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
Social bookmarking (e.g., Digg)	14 14.0% c	6 11.8%	12 27.9% a	15 23.4%	11 16.9%	2 6.9%	1 8.3%	4 14.3%
Product design or co-creation (e.g., NikeID)	6 6.0%	5 9.8%	1 2.3%	5 7.8%	2 3.1%	2 6.9%	1 8.3%	3 10.7%
Virtual reality (e.g., Second life)	4 4.0%	1 2.0%	3 7.0%	2 3.1%	2 3.1%	0 0.0%	1 8.3%	3 10.7%

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

Topic 7: Social Media

Social Media Spending

N=511 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	511	16	27	1	5	11	62	15	43	34	7
Percent	100.0%	5.5%	9.3%	0.3%	1.7%	3.8%	21.5%	5.2%	14.9%	11.8%	2.4%	16.6%	6.9%
What percent of your marketing budget do you currently spend on social media?	270 3.5 8.0	14 3.7 5.1	25 4.1 6.0	1 1.0 ---	4 5.8 6.4	10 1.1 2.1	57 1.9 2.7	13 3.1 5.5	40 5.0 11.1	32 1.4 2.4	6 5.8 7.4	44 3.9 8.6	18 7.1 18.7
		i	fi		fi		bdhJl		f	abdJ	FI		f
What percent will you spend in the next 12 months?	266 6.1 11.0	14 7.3 7.4	24 8.5 8.5	1 5.0 ---	4 8.0 8.1	10 2.3 4.1	57 3.5 4.1	13 4.2 5.5	38 7.2 13.5	32 3.9 4.9	6 25.2 37.7	42 5.6 9.6	18 10.5 18.7
		f	eFij			b	aBJL		j	bJ	bFhIK	J	F
What percent do you predict you will spend in five years?	264 13.7 13.1	14 17.0 11.3	24 15.6 13.3	1 25.0 ---	4 17.5 15.5	9 8.1 7.6	55 11.0 10.1	13 13.7 11.5	38 14.5 15.6	32 10.0 8.5	6 23.2 16.1	42 14.2 15.1	19 19.6 17.3
		i				j	jL			aJl	efl		Fi

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

Topic 7: Social Media

Social Media Spending

N=511 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	138	110	61	42	100	40	42	25	36
Percent	39.3%	31.3%	17.4%	12.0%	37.3%	14.9%	15.7%	9.3%	13.4%	9.3%
What percent of your marketing budget do you currently spend on social media?	111 2.5 5.2	82 3.9 9.3	46 5.3 12.0	28 2.9 4.1	96 3.2 9.2	37 4.6 9.5	37 4.6 6.1	25 1.6 2.6	32 2.6 3.3	19 7.3 13.9
	c		a				d	c		
What percent will you spend in the next 12 months?	111 4.5 6.7 cd	78 6.5 11.4	46 7.5 12.4 a	28 8.8 18.6 a	94 6.1 10.4	36 6.8 10.3	36 9.1 17.2	25 4.0 5.6	32 4.8 4.5	19 8.9 17.0
What percent do you predict you will spend in five years?	108 12.6 11.9	79 13.5 15.1	46 15.0 12.2	28 15.4 11.5	93 13.9 13.4	36 14.4 15.3	35 14.4 12.9	25 13.9 10.7	32 13.3 11.4	19 17.5 17.8

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

Topic 7: Social Media

Social Media Spending

N=511 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	153	67	50	98	93	39	15	33
Percent	56.7%	24.8%	18.5%	35.3%	33.5%	14.0%	5.4%	11.9%
What percent of your marketing budget do you currently spend on social media?	143 2.5 5.9	65 2.7 3.9	47 6.9 14.6	95 3.0 9.2	86 3.8 7.2	34 2.4 4.9	15 2.7 2.9	29 6.1 11.5
	C	c	Ab					
What percent will you spend in the next 12 months?	141 4.4 7.0	64 6.3 13.2	46 10.3 16.0	94 5.6 10.1	84 6.9 13.1	34 4.7 6.9	15 4.1 3.7	29 8.3 14.0
	C		A					
What percent do you predict you will spend in five years?	139 12.0 11.6	65 13.3 11.8	45 18.6 16.6	93 12.7 12.3	82 13.8 12.9	35 14.0 14.1	15 11.3 7.1	29 16.1 16.7
	C		A					

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

Topic 7: Social Media

How does your firm use social media?

	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	206 100.0%	11 5.3%	23 11.2%	1 0.5%	5 2.4%	4 1.9%	39 18.9%	13 6.3%	33 16.0%	20 9.7%	6 2.9%	34 16.5%	11 5.3%
Brand awareness and brand-building	167 81.1%	11 100.0%	20 87.0%	1 100.0%	3 60.0%	4 100.0%	32 82.1%	11 84.6%	26 78.8%	16 80.0%	4 66.7%	25 73.5%	10 90.9%
Acquiring new customers	115 55.8%	5 45.5%	19 82.6%	0 0.0%	1 20.0%	1 25.0%	16 41.0%	10 76.9%	19 57.6%	11 55.0%	3 50.0%	21 61.8%	7 63.6%
Introducing new products and services	107 51.9%	8 72.7%	18 78.3%	0 0.0%	2 40.0%	2 50.0%	19 48.7%	9 69.2%	19 57.6%	4 20.0%	5 83.3%	12 35.3%	7 63.6%
Retaining current customers	98 47.6%	5 45.5%	14 60.9%	0 0.0%	2 40.0%	3 75.0%	18 46.2%	8 61.5%	16 48.5%	5 25.0%	2 33.3%	16 47.1%	7 63.6%
Marketing research	95 46.1%	6 54.5%	11 47.8%	0 0.0%	3 60.0%	2 50.0%	14 35.9%	7 53.8%	13 39.4%	4 20.0%	4 66.7%	20 58.8%	7 63.6%
Brand promotions, such as contests, coupons	87 42.2%	10 90.9%	14 60.9%	1 100.0%	2 40.0%	2 50.0%	10 25.6%	10 76.9%	9 27.3%	9 45.0%	4 66.7%	8 23.5%	5 45.5%
Identifying new customer groups we currently don't target	66 32.0%	2 18.2%	15 65.2%	0 0.0%	1 20.0%	2 50.0%	10 25.6%	4 30.8%	10 30.3%	2 10.0%	3 50.0%	14 41.2%	3 27.3%
Identifying new product and service opportunities	60 29.1%	2 18.2%	11 47.8%	0 0.0%	0 0.0%	1 25.0%	10 25.6%	5 38.5%	10 30.3%	4 20.0%	2 33.3%	11 32.4%	3 27.3%
Improving current products or services	60 29.1%	5 45.5%	11 47.8%	0 0.0%	1 20.0%	2 50.0%	8 20.5%	4 30.8%	11 33.3%	2 10.0%	2 33.3%	8 23.5%	4 36.4%

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

Topic 7: Social Media

How does your firm use social media?

N=206

	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	75 36.4%	64 31.1%	38 18.4%	26 12.6%	66 32.0%	26 12.6%	33 16.0%	18 8.7%	26 12.6%	21 10.2%
Brand awareness and brand-building	61 81.3%	49 76.6% c	36 94.7% bD	18 69.2% C	50 75.8%	19 73.1%	28 84.8%	17 94.4%	22 84.6%	20 95.2%
Acquiring new customers	30 40.0% BC	42 65.6% A	26 68.4% A	15 57.7%	46 69.7% ce	16 61.5%	15 45.5% a	11 61.1%	11 42.3% a	10 47.6%
Introducing new products and services	40 53.3%	27 42.2% c	25 65.8% b	13 50.0%	37 56.1%	10 38.5%	18 54.5%	8 44.4%	14 53.8%	12 57.1%
Retaining current customers	36 48.0%	29 45.3%	19 50.0%	12 46.2%	33 50.0%	13 50.0%	14 42.4%	11 61.1%	9 34.6%	9 42.9%
Marketing research	32 42.7%	34 53.1%	18 47.4%	11 42.3%	31 47.0%	11 42.3%	18 54.5%	8 44.4%	9 34.6%	11 52.4%
Brand promotions, such as contests, coupons	29 38.7% C	17 26.6% CD	25 65.8% AB	15 57.7% B	19 28.8% cd	13 50.0%	17 51.5% a	10 55.6% a	10 38.5%	11 52.4%
Identifying new customer groups we currently don't target	22 29.3%	26 40.6%	9 23.7%	8 30.8%	27 40.9%	10 38.5%	9 27.3%	5 27.8%	5 19.2%	6 28.6%
Identifying new product and service opportunities	20 26.7%	24 37.5%	9 23.7%	7 26.9%	21 31.8%	10 38.5%	9 27.3%	4 22.2%	6 23.1%	7 33.3%
Improving current products or services	21 28.0%	20 31.3%	11 28.9%	8 30.8%	15 22.7% b	13 50.0% ae	10 30.3%	5 27.8%	6 23.1% b	9 42.9%

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

Topic 7: Social Media

How does your firm use social media?

N=206

	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	98 47.6%	48 23.3%	44 21.4%	61 29.6%	67 32.5%	25 12.1%	11 5.3%	29 14.1%
Brand awareness and brand-building	73 74.5% c	41 85.4%	41 93.2% a	45 73.8%	55 82.1%	22 88.0%	9 81.8%	25 86.2%
Acquiring new customers	46 46.9% bC	31 64.6% a	33 75.0% A	42 68.9% E	38 56.7% e	13 52.0%	5 45.5%	10 34.5% Ab
Introducing new products and services	47 48.0%	25 52.1%	27 61.4%	33 54.1%	33 49.3%	14 56.0%	5 45.5%	15 51.7%
Retaining current customers	39 39.8% c	25 52.1%	27 61.4% a	32 52.5%	34 50.7%	9 36.0%	7 63.6%	10 34.5%
Marketing research	41 41.8%	24 50.0%	22 50.0%	30 49.2%	34 50.7%	9 36.0%	5 45.5%	12 41.4%
Brand promotions, such as contests, coupons	28 28.6% BC	27 56.3% A	27 61.4% A	17 27.9% Bc	35 52.2% A	14 56.0% a	4 36.4%	14 48.3%
Identifying new customer groups we currently don't target	28 28.6%	15 31.3%	19 43.2%	30 49.2% CE	22 32.8% c	3 12.0% Ab	2 18.2%	5 17.2% A
Identifying new product and service opportunities	29 29.6%	11 22.9%	15 34.1%	22 36.1%	19 28.4%	5 20.0%	2 18.2%	10 34.5%
Improving current products or services	23 23.5%	13 27.1%	17 38.6%	17 27.9%	23 34.3%	4 16.0%	3 27.3%	11 37.9%

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

Topic 7: Social Media

What purpose is most useful? (Top 3)

	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 Pharm.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	206 100.0%	12 5.8%	23 11.2%	1 0.5%	3 1.5%	3 1.5%	40 19.4%	13 6.3%	35 17.0%	19 9.2%	6 2.9%	36 17.5%	11 5.3%
Brand awareness and brand-building	127 61.7%	10 83.3%	15 65.2%	0 0.0%	1 33.3%	3 100.0%	26 65.0%	10 76.9%	20 57.1%	11 57.9%	4 66.7%	19 52.8%	6 54.5%
Acquiring new customers	77 37.4%	3 25.0%	13 56.5%	1 100.0%	1 33.3%	1 33.3%	11 27.5%	6 46.2%	15 42.9%	5 26.3%	3 50.0%	13 36.1%	5 45.5%
Marketing research	66 32.0%	4 33.3%	7 30.4%	0 0.0%	2 66.7%	2 66.7%	13 32.5%	2 15.4%	11 31.4%	7 36.8%	1 16.7%	12 33.3%	4 36.4%
Retaining current customers	64 31.1%	3 25.0%	7 30.4%	0 0.0%	1 33.3%	0 0.0%	12 30.0%	6 46.2%	11 31.4%	5 26.3%	1 16.7%	13 36.1%	3 27.3%
Brand promotions, such as contests, coupons	60 29.1%	6 50.0%	9 39.1%	1 100.0%	1 33.3%	1 33.3%	5 12.5%	8 61.5%	8 22.9%	8 42.1%	3 50.0%	6 16.7%	3 27.3%
Introducing new products and services	56 27.2%	2 16.7%	6 26.1%	1 100.0%	1 33.3%	1 33.3%	15 37.5%	3 23.1%	7 20.0%	5 26.3%	1 16.7%	7 19.4%	4 36.4%
Identifying new customer groups we currently don't target	34 16.5%	0 0.0%	6 26.1%	0 0.0%	0 0.0%	0 0.0%	8 20.0%	0 0.0%	8 22.9%	1 5.3%	3 50.0%	8 22.2%	0 0.0%
Identifying new product and service opportunities	24 11.7%	0 0.0%	2 8.7%	0 0.0%	0 0.0%	1 33.3%	7 17.5%	0 0.0%	5 14.3%	2 10.5%	1 16.7%	4 11.1%	2 18.2%
Improving current products or services	23 11.2%	0 0.0%	2 8.7%	0 0.0%	1 33.3%	0 0.0%	4 10.0%	1 7.7%	7 20.0%	2 10.5%	1 16.7%	3 8.3%	1 9.1%

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

Topic 7: Social Media

What purpose is most useful? (Top 3)

	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	76 36.9%	66 32.0%	37 18.0%	24 11.7%	70 34.0%	25 12.1%	30 14.6%	19 9.2%	26 12.6%
Brand awareness and brand-building	48 63.2%	36 54.5% C	30 81.1% Bd	12 50.0% c	37 52.9% cf	13 52.0%	23 76.7% a	14 73.7%	15 57.7%	15 78.9% a
Acquiring new customers	26 34.2%	27 40.9%	15 40.5%	7 29.2%	34 48.6% f	10 40.0%	10 33.3%	7 36.8%	8 30.8%	4 21.1% a
Marketing research	25 32.9%	19 28.8%	11 29.7%	11 45.8%	20 28.6%	10 40.0%	11 36.7%	7 36.8%	6 23.1%	7 36.8%
Retaining current customers	23 30.3%	23 34.8%	7 18.9%	8 33.3%	18 25.7%	9 36.0%	10 33.3%	5 26.3%	8 30.8%	5 26.3%
Brand promotions, such as contests, coupons	14 18.4% CD	13 19.7% CD	19 51.4% AB	13 54.2% AB	18 25.7%	8 32.0%	10 33.3%	7 36.8%	7 26.9%	4 21.1%
Introducing new products and services	20 26.3%	19 28.8%	12 32.4%	5 20.8%	22 31.4%	5 20.0%	8 26.7%	4 21.1%	8 30.8%	5 26.3%
Identifying new customer groups we currently don't target	18 23.7% c	10 15.2%	2 5.4% a	3 12.5%	14 20.0%	5 20.0%	5 16.7%	4 21.1%	3 11.5%	1 5.3%
Identifying new product and service opportunities	8 10.5%	10 15.2%	4 10.8%	2 8.3%	7 10.0%	4 16.0%	4 13.3%	0 0.0% e	6 23.1% d	2 10.5%
Improving current products or services	10 13.2%	7 10.6%	2 5.4%	4 16.7%	4 5.7%	4 16.0%	3 10.0%	3 15.8%	5 19.2%	3 15.8%

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

Topic 7: Social Media

What purpose is most useful? (Top 3)

N=206

	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	102 49.5%	48 23.3%	42 20.4%	65 31.6%	67 32.5%	24 11.7%	13 6.3%	26 12.6%
Brand awareness and brand-building	61 59.8%	29 60.4%	25 59.5%	31 47.7% bc	46 68.7% a	18 75.0% a	7 53.8%	17 65.4%
Acquiring new customers	35 34.3% c	19 39.6%	22 52.4% a	34 52.3% E	25 37.3% e	7 29.2%	5 38.5%	3 11.5% Ab
Marketing research	37 36.3%	15 31.3%	9 21.4%	19 29.2%	25 37.3%	6 25.0%	4 30.8%	10 38.5%
Retaining current customers	33 32.4%	12 25.0%	13 31.0%	22 33.8%	19 28.4%	7 29.2%	6 46.2%	7 26.9%
Brand promotions, such as contests, coupons	17 16.7% BC	19 39.6% A	19 45.2% A	15 23.1% c	19 28.4%	11 45.8% a	5 38.5%	7 26.9%
Introducing new products and services	31 30.4%	12 25.0%	9 21.4%	20 30.8%	13 19.4%	9 37.5%	4 30.8%	6 23.1%
Identifying new customer groups we currently don't target	21 20.6%	7 14.6%	5 11.9%	14 21.5%	11 16.4%	4 16.7%	0 0.0%	2 7.7%
Identifying new product and service opportunities	13 12.7%	5 10.4%	5 11.9%	7 10.8%	8 11.9%	1 4.2%	2 15.4%	5 19.2%
Improving current products or services	10 9.8%	3 6.3%	7 16.7%	5 7.7%	9 13.4%	1 4.2%	3 23.1%	4 15.4%

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=511 Number Mean SD	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.
		A	B	C	D	E	F	G	H	I	J	K	L
Number	511	16	27	1	5	11	62	15	43	34	7	48	20
Percent	100.0%	5.5%	9.3%	0.3%	1.7%	3.8%	21.5%	5.2%	14.9%	11.8%	2.4%	16.6%	6.9%
How many employees does your firm have?	278	16	27	1	5	10	58	13	40	34	6	46	19
	4565.8	5425.6	4266.0	4000.0	17670.0	2999.5	4374.9	1644.7	8238.2	4783.6	3557.7	1924.2	3554.3
	13703.9	9238.2	19178.4	---	17979.0	4340.2	12566.4	1982.4	23141.0	8260.4	8057.8	6460.2	13679.6
					efGIK	d	d	D		D		D	
How many marketing (non-sales) employees are in your firm?	266	15	27	1	4	10	54	11	38	33	6	45	19
	89.8	97.4	68.3	120.0	174.3	25.4	58.1	28.9	312.2	57.7	33.3	13.1	78.3
	633.1	151.8	200.5	---	285.4	44.6	245.8	59.6	1622.7	122.5	57.5	41.6	227.8
		K			K					k		ADi	

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=511 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
Number	138	110	61	42	100	40	42	25	36	25
Percent	39.3%	31.3%	17.4%	12.0%	37.3%	14.9%	15.7%	9.3%	13.4%	9.3%
How many employees does your firm have?	115 2857.7 8981.3 D	87 3807.8 11848.2 d	48 6760.0 18527.3 C	27 10548.9 22373.7 Ab	93 142.7 731.4 CDEF	40 391.3 475.1 DEF	41 1344.8 3161.1 AEF	25 1845.2 1617.6 ABEF	35 8888.6 7342.9 ABCDF	20 40199.3 32479.8 ABCDE
How many marketing (non-sales) employees are in your firm?	105 36.4 112.4	86 37.1 131.1	46 315.2 1486.1	28 85.2 207.0	89 4.1 6.0 bcDEF	38 6.8 7.2 aDEf	40 45.7 157.7 af	25 30.2 27.5 ABE	33 95.1 103.3 ABDf	20 869.4 2194.4 Abce

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=511 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	153	67	50	98	93	39	15	33
Percent	56.7%	24.8%	18.5%	35.3%	33.5%	14.0%	5.4%	11.9%
How many employees does your firm have?	147	67	49	98	93	39	15	33
	2485.4	8271.9	2697.6	34.4	348.7	2015.4	6100.0	32224.2
	7139.1	20267.1	7147.1	25.3	222.5	1029.2	1378.4	26662.7
	B	A		BCDE	ACDE	ABDE	ABCE	ABCD
How many marketing (non-sales) employees are in your firm?	143	66	45	93	88	38	14	31
	24.7	235.5	51.6	3.5	12.6	58.3	114.0	595.8
	93.4	1236.1	104.1	4.6	21.2	161.9	111.8	1787.1
	b	a		BCDE	AcDE	Ab	AB	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 ...

N=511 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	511	16	27	1	5	11	62	15	43	34	7	48	20
Percent	100.0%	5.5%	9.3%	0.3%	1.7%	3.8%	21.5%	5.2%	14.9%	11.8%	2.4%	16.6%	6.9%
What % of your firm's sales is domestic?	271	15	25	1	5	10	57	15	39	32	5	44	20
	80.3	67.2	84.8	50.0	70.0	67.4	69.3	96.5	76.6	95.1	89.0	87.4	83.8
	24.4	26.3	24.7	---	29.4	28.3	25.2	6.1	22.8	12.6	21.9	22.4	19.2
		bGIKl	afi		GI	Gik	bGIKl	ADEFHI	Gik	AbDEFHI		AeFh	afgi
What % of your firm's sales is through the Internet?	271	15	26	1	5	10	57	14	40	32	5	43	20
	8.4	9.8	15.8	5.0	6.0	1.7	1.2	22.8	10.7	8.3	20.4	7.3	7.7
	18.6	16.8	27.8	---	8.9	3.3	3.4	25.1	24.0	12.7	27.0	17.4	21.7
		F	F		f	gj	ABdGHIJkl	eFik	F	Fg	eF	fg	f

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

Appendix: Firm-level Descriptive Information

What % of your firm's sales is ...

N=511 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	138	110	61	42	100	40	42	25	36
Percent	39.3%	31.3%	17.4%	12.0%	37.3%	14.9%	15.7%	9.3%	13.4%	9.3%
What % of your firm's sales is domestic?	112	84	48	26	98	40	40	25	34	17
	72.6	86.3	79.0	96.2	90.6	80.6	75.1	82.1	65.4	65.7
	24.8	21.8	26.6	10.4	17.6	24.4	22.4	22.0	27.2	26.0
	BD	Ad	D	AbC	BCdEF	Aef	A	aef	Abd	Abd
What % of your firm's sales is through the Internet?	112	83	47	27	96	38	40	25	35	19
	5.9	8.2	13.0	10.4	9.8	13.1	6.1	4.8	5.3	8.5
	16.6	19.7	22.0	14.4	23.2	24.6	13.7	8.2	9.5	10.3
	c		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 ...

N=511 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	153	67	50	98	93	39	15	33
Percent	56.7%	24.8%	18.5%	35.3%	33.5%	14.0%	5.4%	11.9%
What % of your firm's sales is domestic?	150	66	50	96	90	36	15	27
	81.8	73.3	85.3	88.4	80.8	74.4	73.1	63.4
	23.3	27.3	22.3	20.8	23.2	23.3	26.5	27.5
	b	ac	b	bCdE	aE	A	a	AB
What % of your firm's sales is through the Internet?	153	67	50	95	90	35	15	29
	0.0	5.0	38.8	10.6	8.8	4.0	8.0	5.6
	0.0	3.5	26.7	25.3	16.5	6.9	11.5	8.9
		C	B					

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=511	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 Pharm.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
B2B - Product	138 39.3%	3 18.8% eFH	8 29.6% FHK	1 100.0% jK	0 0.0% eFH	7 63.6% adgIjKl	51 82.3% ABDGIJKL	3 21.4% eFHk	32 76.2% ABDGIJKL	6 17.6% EFH	0 0.0% ceFH	2 4.3% BCEFGHI	5 25.0% eFHk
B2B - Services	110 31.3%	1 6.3% bdiK	10 37.0% aFgK	0 0.0% K	3 60.0% aFgk	2 18.2% fK	2 3.2% BDeHIKL	1 7.1% bdK	9 21.4% FK	12 35.3% aFK	1 14.3% K ABCDEFGHI	43 93.5% JL	6 30.0% FK
B2C - Product	61 17.4%	12 75.0% BEFHjKL	6 22.2% AgHK	0 0.0%	2 40.0% HK	1 9.1% Agk	9 14.5% AGhK	8 57.1% beFHIK	1 2.4% ABDfGL	3 8.8% AGk	1 14.3% ak	0 0.0% ABDeFGijL	5 25.0% AHK
B2C - Services	42 12.0%	0 0.0% IJ	3 11.1% FhiJ	0 0.0%	0 0.0% j	1 9.1% fj	0 0.0% BeGIJL	2 14.3% Fhj	0 0.0% bgIJL	13 38.2% AbFHK	5 71.4% ABdeFGHKl	1 2.2% IJl	4 20.0% FHjk

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=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%
B2B - Product	138 100.0% BCD	0 0.0% A	0 0.0% A	0 0.0% A	37 37.8%	13 32.5%	21 50.0%	13 52.0%	17 47.2%	9 37.5%
B2B - Services	0 0.0% B	110 100.0% ACD	0 0.0% B	0 0.0% B	41 41.8% cDe	17 42.5% cD	9 21.4% ab	2 8.0% AB	8 22.2% a	5 20.8%
B2C - Product	0 0.0% C	0 0.0% C	61 100.0% ABD	0 0.0% C	12 12.2% d	6 15.0%	8 19.0%	8 32.0%	7 19.4%	6 25.0%
B2C - Services	0 0.0% D	0 0.0% D	0 0.0% D	42 100.0% ABC	8 8.2%	4 10.0%	4 9.5%	2 8.0%	4 11.1%	4 16.7%

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=511	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	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
B2B - Product	77 50.7% BC	21 31.3% A	13 26.5% A	39 40.2%	42 45.2% e	19 48.7% e	7 46.7%	8 24.2% bc
B2B - Services	52 34.2%	17 25.4%	14 28.6%	40 41.2% bd	23 24.7% a	12 30.8%	2 13.3% a	10 30.3%
B2C - Product	14 9.2% BC	19 28.4% A	14 28.6% A	13 13.4%	19 20.4%	5 12.8%	3 20.0%	8 24.2%
B2C - Services	9 5.9% bc	10 14.9% a	8 16.3% a	5 5.2% dE	9 9.7%	3 7.7%	3 20.0% a	7 21.2% A

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

Appendix: Firm-level Descriptive Information

Sales Revenue

N=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
<\$25 million	100 37.3%	0 0.0%	15 60.0%	0 0.0%	0 0.0%	1 10.0%	10 17.5%	3 21.4%	24 63.2%	10 31.3%	3 42.9%	24 55.8%	9 45.0%
\$26-99 million	40 14.9%	4 28.6%	3 12.0%	0 0.0%	0 0.0%	1 10.0%	7 12.3%	4 28.6%	3 7.9%	6 18.8%	1 14.3%	8 18.6%	2 10.0%
\$100-499 million	42 15.7%	3 21.4%	3 12.0%	0 0.0%	0 0.0%	1 10.0%	13 22.8%	3 21.4%	4 10.5%	2 6.3%	2 28.6%	6 14.0%	5 25.0%
\$500-999 million	25 9.3%	2 14.3%	1 4.0%	0 0.0%	0 0.0%	2 20.0%	10 17.5%	3 21.4%	0 0.0%	6 18.8%	0 0.0%	0 0.0%	1 5.0%
\$1-9.9 billion	36 13.4%	3 21.4%	2 8.0%	1 100.0%	4 80.0%	4 40.0%	10 17.5%	1 7.1%	2 5.3%	5 15.6%	1 14.3%	3 7.0%	0 0.0%
\$100+ billion	25 9.3%	2 14.3%	1 4.0%	0 0.0%	1 20.0%	1 10.0%	7 12.3%	0 0.0%	5 13.2%	3 9.4%	0 0.0%	2 4.7%	3 15.0%

Appendix: Firm-level Descriptive Information

Sales Revenue

N=511	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
Total	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
<\$25 million	62 44.0%	17 26.6%	17 36.2%	79 88.8%	12 14.6%	1 2.8%	1 6.7%	0 0.0%
\$26-99 million	17 12.1%	12 18.8%	9 19.1%	10 11.2%	24 29.3%	6 16.7%	0 0.0%	0 0.0%
\$100-499 million	27 19.1%	4 6.3%	8 17.0%	0 0.0%	28 34.1%	11 30.6%	1 6.7%	1 3.1%
\$500-999 million	9 6.4%	13 20.3%	3 6.4%	0 0.0%	10 12.2%	12 33.3%	3 20.0%	0 0.0%
\$1-9.9 billion	20 14.2%	9 14.1%	6 12.8%	0 0.0%	5 6.1%	6 16.7%	9 60.0%	15 46.9%
\$100+ billion	6 4.3%	9 14.1%	4 8.5%	0 0.0%	3 3.7%	0 0.0%	1 6.7%	16 50.0%

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm?

N=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%	25 9.3%
Consumer Packaged Goods	3 2.5%	1 1.1%	12 25.0%	0 0.0%	0 0.0%	4 10.3%	3 7.1%	2 8.0%	3 8.3%	2 8.0%
Communications/Media	8 6.8%	10 11.1%	6 12.5%	3 10.3%	15 15.2%	3 7.7%	3 7.1%	1 4.0%	2 5.6%	1 4.0%
Mining/Construction	1 0.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.8%	0 0.0%
Transportation	0 0.0%	3 3.3%	2 4.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 11.1%	1 4.0%
Energy	7 5.9%	2 2.2%	1 2.1%	1 3.4%	1 1.0%	1 2.6%	1 2.4%	2 8.0%	4 11.1%	1 4.0%
Manufacturing	51 43.2%	2 2.2%	9 18.8%	0 0.0%	10 10.1%	7 17.9%	13 31.0%	10 40.0%	10 27.8%	7 28.0%
Retail/Wholesale	3 2.5%	1 1.1%	8 16.7%	2 6.9%	3 3.0%	4 10.3%	3 7.1%	3 12.0%	1 2.8%	0 0.0%
Technology [Software/ Biotech]	32 27.1%	9 10.0%	1 2.1%	0 0.0%	24 24.2%	3 7.7%	4 9.5%	0 0.0%	2 5.6%	5 20.0%
Banking/Finance/ Insurance	6 5.1%	12 13.3%	3 6.3%	13 44.8%	10 10.1%	6 15.4%	2 4.8%	6 24.0%	5 13.9%	3 12.0%
Consumer Services	0 0.0%	1 1.1%	1 2.1%	5 17.2%	3 3.0%	1 2.6%	2 4.8%	0 0.0%	1 2.8%	0 0.0%
Professional Services/ Consulting	2 1.7%	43 47.8%	0 0.0%	1 3.4%	24 24.2%	8 20.5%	6 14.3%	0 0.0%	3 8.3%	2 8.0%
Health Care/ Pharmaceutical	5 4.2%	6 6.7%	5 10.4%	4 13.8%	9 9.1%	2 5.1%	5 11.9%	1 4.0%	0 0.0%	3 12.0%

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm?

N=511	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
Total	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
Consumer Packaged Goods	4 2.6%	8 11.9%	3 6.1%	3 3.1%	7 7.6%	2 5.1%	0 0.0%	4 12.1%
Communications/Media	13 8.6%	4 6.0%	9 18.4%	17 17.7%	5 5.4%	2 5.1%	2 13.3%	1 3.0%
Mining/Construction	0 0.0%	1 1.5%	0 0.0%	0 0.0%	0 0.0%	1 2.6%	0 0.0%	0 0.0%
Transportation	3 2.0%	1 1.5%	1 2.0%	0 0.0%	1 1.1%	0 0.0%	1 6.7%	3 9.1%
Energy	7 4.6%	3 4.5%	0 0.0%	1 1.0%	4 4.3%	3 7.7%	0 0.0%	2 6.1%
Manufacturing	44 29.1%	12 17.9%	1 2.0%	9 9.4%	27 29.3%	10 25.6%	6 40.0%	6 18.2%
Retail/Wholesale	3 2.0%	3 4.5%	8 16.3%	1 1.0%	7 7.6%	3 7.7%	2 13.3%	0 0.0%
Technology [Software/ Biotech]	23 15.2%	9 13.4%	8 16.3%	27 28.1%	6 6.5%	0 0.0%	2 13.3%	5 15.2%
Banking/Finance/ Insurance	13 8.6%	11 16.4%	8 16.3%	9 9.4%	8 8.7%	8 20.5%	2 13.3%	7 21.2%
Consumer Services	1 0.7%	2 3.0%	2 4.1%	1 1.0%	4 4.3%	0 0.0%	0 0.0%	1 3.0%
Professional Services/ Consulting	28 18.5%	8 11.9%	7 14.3%	21 21.9%	16 17.4%	6 15.4%	0 0.0%	3 9.1%
Health Care/ Pharmaceutical	12 7.9%	5 7.5%	2 4.1%	7 7.3%	7 7.6%	4 10.3%	0 0.0%	1 3.0%

Appendix: Firm-level Descriptive Information

Ownership

N=511	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	289 100.0%	16 5.5%	27 9.3%	1 0.3%	5 1.7%	11 3.8%	62 21.5%	15 5.2%	43 14.9%	34 11.8%	7 2.4%	48 16.6%	20 6.9%
Public NYSE	55 19.0%	5 31.3%	3 11.1%	1 100.0%	3 60.0%	6 54.5%	14 23.0%	1 6.7%	6 14.0%	8 23.5%	0 0.0%	7 14.6%	1 5.0%
Public NASDAQ AMEX	29 10.0%	1 6.3%	3 11.1%	0 0.0%	0 0.0%	2 18.2%	8 13.1%	0 0.0%	6 14.0%	4 11.8%	1 14.3%	0 0.0%	4 20.0%
Private	200 69.0%	10 62.5%	20 74.1%	0 0.0%	2 40.0%	3 27.3%	39 63.9%	14 93.3%	30 69.8%	20 58.8%	6 85.7%	41 85.4%	14 70.0%
Nonprofit	6 2.1%	0 0.0%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	2 5.9%	0 0.0%	0 0.0%	1 5.0%

Appendix: Firm-level Descriptive Information

Ownership

N=511	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	138 39.3%	110 31.3%	61 17.4%	42 12.0%	100 37.3%	40 14.9%	42 15.7%	25 9.3%	36 13.4%	25 9.3%
Public NYSE	23 19.5%	18 20.0%	10 20.4%	4 13.8%	2 2.0%	5 12.5%	6 14.3%	10 40.0%	19 54.3%	12 48.0%
Public NASDAQ AMEX	17 14.4%	2 2.2%	4 8.2%	6 20.7%	3 3.0%	4 10.0%	6 14.3%	3 12.0%	8 22.9%	3 12.0%
Private	77 65.3%	68 75.6%	33 67.3%	19 65.5%	93 93.0%	29 72.5%	29 69.0%	12 48.0%	8 22.9%	10 40.0%
Nonprofit	1 0.8%	2 2.2%	2 4.1%	0 0.0%	2 2.0%	2 5.0%	1 2.4%	0 0.0%	0 0.0%	0 0.0%

Appendix: Firm-level Descriptive Information

Ownership

N=511	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
Total	153 56.7%	67 24.8%	50 18.5%	98 35.3%	93 33.5%	39 14.0%	15 5.4%	33 11.9%
Public NYSE	24 15.9%	18 26.9%	8 16.3%	1 1.0%	14 15.1%	14 35.9%	6 40.0%	17 53.1%
Public NASDAQ AMEX	16 10.6%	7 10.4%	2 4.1%	4 4.2%	7 7.5%	6 15.4%	5 33.3%	6 18.8%
Private	111 73.5%	41 61.2%	37 75.5%	88 91.7%	71 76.3%	18 46.2%	4 26.7%	9 28.1%
Nonprofit	0 0.0%	1 1.5%	2 4.1%	3 3.1%	1 1.1%	1 2.6%	0 0.0%	0 0.0%

