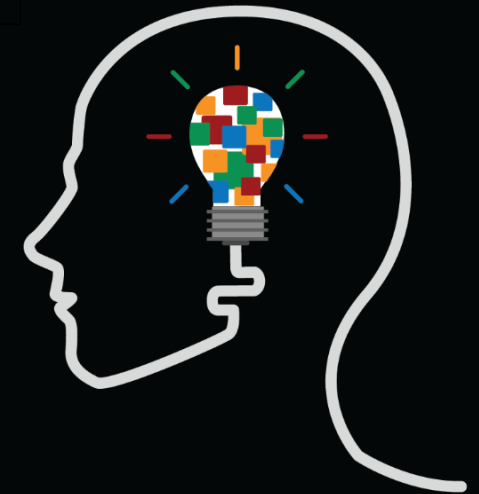


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Firm & Industry Breakout

FEBRUARY 2021



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The Transformation of Marketing: Emerging Digital, Social, and Political Trends

The 26th Edition of The CMO Survey, February 2021

We are almost a year into the Covid-19 pandemic. Amidst the tragic human loss and suffering, we have witnessed a year full of transformation and challenge for the field of marketing. Digital transformation was thrust upon companies as they sought new ways to reach and engage with their likely remote customers. This necessity inspired the rewiring of many go-to-market models and the introduction of powerful new digital interfaces. Marketing, as the function and process responsible for managing customers and the firm-marketplace interface, was placed at the center of many corporate initiatives—72% of marketing leaders responded that the role of marketing in their companies increased in importance during the last year. This importance was further heightened by the social and political upheaval experienced in the United States. Transformation required rethinking many aspects of business to more effectively approach and survive our changed world.

This 26th Edition of The CMO Survey provides the marketing profession with an understanding of how marketing activities, spending, jobs, and performance have been influenced by the upheavals of the past year. This Edition offers forward-looking insights regarding digital investments, managing new social and political demands on companies, shifting customer behavior, and managing growth during these uncertain times. Drawing on the power of The CMO Survey's longitudinal view of marketing, we develop leadership lessons applicable across periods of crisis and into the future. This Edition of the survey also involved a pilot study of U.K. marketing leaders in conjunction with the London Business School (see results at <https://cmosurvey.org/results/>).

I hope these benchmarks will be useful to you and your company as you navigate this historic period. Special thanks to all of the marketing leaders that gave their time and good will to make these insights possible.

Christine Moorman
T. Austin Finch, Sr. Professor of Business Administration
Fuqua School of Business, Duke University
Founder and Director, The CMO Survey®

The Transformation of Marketing: Emerging Digital, Social, and Political Trends

The 26th Edition of The CMO Survey, February 2021

Survey Sample

2955 marketing leaders at U.S. for-profit companies; 356 responded for a 12.05% response rate; 94/5% of respondents are VP-level or above.

Survey Administration

The survey was in field from January 6-26, 2021. It was administered via email with follow-up reminders.

Survey Reports

- The Topline Report offers an aggregate view of survey results
- The Highlights and Insights Report shares key survey metrics and trends over time
- The Firm and Industry Breakout Report displays survey results by sectors, size, and sales

Overview of The CMO Survey[®]

Mission: To collect and disseminate the opinions of top marketers in order to predict the future of markets, track marketing excellence, and improve the value of marketing in firms and society.

Administration: Founded in August 2008, The CMO Survey is administered twice a year. Questions repeat to observe trends over time and new questions are added to tap into marketing trends. The survey is an objective source of information about marketing and a non-commercial service dedicated to improving the field of marketing.

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



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- 226 What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years
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Topic 1: Macro-economic Forecasts
Are you more or less optimistic about the U.S. economy compared to last quarter?

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
3=More	176 55.3%	59 51.3%	50 58.8%	37 54.4%	30 62.5%	58 56.9%	47 50.5%	65 58.6%
2=No Change	72 22.6%	30 26.1%	16 18.8%	16 23.5%	9 18.8%	21 20.6%	21 22.6%	25 22.5%
1=Less	70 22.0%	26 22.6%	19 22.4%	15 22.1%	9 18.8%	23 22.5%	25 26.9%	21 18.9%
Mean	2.33	2.29	2.36	2.32	2.44	2.34	2.24	2.40

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



Topic 1: Macro-economic Forecasts

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
3=More	7 31.8% cdkmo	6 37.5% d	23 63.9% ai	9 81.8% abi	8 61.5%	4 50.0%	13 56.5%	3 50.0%	16 39.0% cdo	4 66.7%	20 60.6% a	1 100.0%	36 59.0% a	7 70.0%	15 68.2% ai
2=No Change	8 36.4%	4 25.0%	6 16.7%	2 18.2%	2 15.4%	3 37.5%	5 21.7%	0 0.0%	12 29.3%	1 16.7%	7 21.2%	0 0.0%	14 23.0%	2 20.0%	3 13.6%
1=Less	7 31.8% d	6 37.5% d	7 19.4%	0 0.0% abhi	3 23.1%	1 12.5%	5 21.7%	3 50.0% d	13 31.7% d	1 16.7%	6 18.2%	0 0.0%	11 18.0%	1 10.0%	4 18.2%
Mean	2.00 cDmo	2.00 D	2.44 a	2.82 ABhI	2.38	2.38	2.35	2.00 d	2.07 Dm	2.50	2.42	3.00	2.41 ai	2.60	2.50 a

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



Topic 1: Macro-economic Forecasts

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
3=More	36 55.4%	17 53.1%	27 62.8%	33 54.1%	9 69.2%	29 50.0%	20 55.6%	34 55.7%	18 58.1%	40 58.0%	16 48.5%	13 65.0%	9 45.0%	12 66.7%	34 52.3%
2=No Change	17 26.2%	6 18.8%	10 23.3%	9 14.8%	3 23.1%	14 24.1%	11 30.6%	17 27.9%	5 16.1%	13 18.8%	6 18.2%	2 10.0% f	8 40.0% e	5 27.8%	16 24.6%
1=Less	12 18.5%	9 28.1%	6 14.0% d	19 31.1% c	1 7.7%	15 25.9%	5 13.9%	10 16.4%	8 25.8%	16 23.2%	11 33.3% g	5 25.0%	3 15.0%	1 5.6% d	15 23.1%
Mean	2.37	2.25	2.49	2.23	2.62	2.24	2.42	2.39	2.32	2.35	2.15	2.40	2.30	2.61	2.29

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



Topic 1: Macro-economic Forecasts

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Optimism	317	115	84	68	48	102	93	111
rating	66.26	67.27	65.31	65.59	66.84	67.85	65.08	65.90
	15.20	14.37	14.80	15.37	17.53	14.47	16.37	15.20

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

Topic 1: Macro-economic Forecasts

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Optimism rating	22	15	36	11	13	8	23	6	41	6	33	1	61	10	22
	63.90	61.89	65.60	64.34	61.75	68.13	71.91	72.50	62.98	58.80	65.93	65.00	67.25	71.00	69.22
	14.79	19.03	15.36	13.99	15.14	15.57	12.98	6.89	16.64	19.66	14.17	---	14.69	18.07	15.39
					g		ei		g						

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

Topic 1: Macro-economic Forecasts

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Optimism	65	32	43	61	13	58	36	61	31	68	33	20	20	18	65
rating	63.18	68.48	70.23	64.13	72.15	68.15	64.05	65.43	64.63	68.61	66.01	65.28	62.34	70.61	66.21
	16.27	15.06	13.45	16.19	10.38	14.33	15.27	16.75	17.02	13.51	16.52	15.26	14.57	13.32	14.34
	c		ad	c											

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



Topic 2: Customer Behavior

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

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=1st Priority	51 16.9%	15 13.6%	11 14.3%	14 21.2%	11 23.9%	8 8.2% Bc	21 24.1% A	21 20.0% a
2=2nd Priority	32 10.6%	13 11.8%	9 11.7%	9 13.6% d	1 2.2% c	11 11.2%	7 8.0%	11 10.5%
3=3rd Priority	55 18.3%	22 20.0%	11 14.3%	15 22.7%	7 15.2%	19 19.4%	20 23.0%	16 15.2%
Mean	2.03	2.14	2.00	2.03	1.79	2.29 c	1.98	1.90 a

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Topic 2: Customer Behavior

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	6 27.3% k	2 14.3%	5 15.6%	3 30.0%	3 25.0%	3 42.9% km	3 13.0%	1 16.7%	8 20.0%	1 16.7%	2 6.7% afn	0 0.0%	6 10.2% fn	3 37.5% km	3 13.6%
2=2nd Priority	1 4.5% JL	2 14.3%	5 15.6% 1	0 0.0% jL	2 16.7%	0 0.0% 1	3 13.0% 1	1 16.7%	3 7.5% JL	3 50.0% AdIKMn	1 3.3% JL	1 100.0% AcDfgIKM n	3 5.1% JL	0 0.0% jl	4 18.2%
3=3rd Priority	4 18.2%	1 7.1%	8 25.0%	0 0.0%	1 8.3%	0 0.0%	5 21.7%	1 16.7%	8 20.0%	2 33.3%	4 13.3%	0 0.0%	13 22.0%	1 12.5%	6 27.3%
Mean	1.82	1.80	2.17	1.00	1.67	1.00	2.18	2.00	2.00	2.17	2.29	2.00	2.32	1.50	2.23

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

Topic 2: Customer Behavior

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=1st Priority	10 16.9%	8 27.6%	4 9.8%	13 22.0%	3 23.1%	9 15.8%	3 8.6%	8 14.3%	8 25.8%	15 24.2%	3 10.0%	3 15.0%	7 35.0%	2 11.8%	5 7.8%
		g					b	f	h	h	f		adH		bcF
2=2nd Priority	3 5.1%	3 10.3%	6 14.6%	11 18.6%	1 7.7%	8 14.0%	0 0.0%	3 5.4%	5 16.1%	8 12.9%	4 13.3%	3 15.0%	0 0.0%	0 0.0%	9 14.1%
	d		g	aG		g	cDf								
3=3rd Priority	8 13.6%	6 20.7%	7 17.1%	7 11.9%	3 23.1%	9 15.8%	15 42.9%	9 16.1%	5 16.1%	8 12.9%	5 16.7%	2 10.0%	4 20.0%	3 17.6%	19 29.7%
	G		g	G		G	AcDF			h					c
Mean	1.90 G	1.88 g	2.18	1.81 G	2.00	2.00 g	2.67 AbDf	2.05	1.83 h	1.77 H	2.17	1.88	1.73 h	2.20	2.42 bCf

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



Topic 2: Customer Behavior

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

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=1st Priority	91 30.2%	43 39.1% bD	17 22.1% ac	26 39.4% bD	5 10.9% AC	27 27.6%	20 23.0% c	41 39.0% b
2=2nd Priority	73 24.3%	27 24.5%	14 18.2%	18 27.3%	13 28.3%	23 23.5%	20 23.0%	25 23.8%
3=3rd Priority	58 19.3%	17 15.5% d	16 20.8%	11 16.7%	14 30.4% a	20 20.4%	18 20.7%	17 16.2%
Mean	1.85	1.70 D	1.98	1.73 D	2.28 AC	1.90	1.97	1.71

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Topic 2: Customer Behavior

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	1 4.5% BCeHIM	7 50.0% Aj	15 46.9% Adj	1 10.0% ci	4 33.3% a	1 14.3%	6 26.1%	3 50.0% A	19 47.5% Adjk	0 0.0% bci	7 23.3% i	0 0.0%	20 33.9% A	1 12.5%	5 22.7%
2=2nd Priority	3 13.6% Dfn	3 21.4% d	9 28.1% dk	7 70.0% AbcgIKMo	4 33.3% K	4 57.1% aKm	5 21.7% dk	1 16.7%	10 25.0% Dk	1 16.7%	1 3.3% cDEFgimNo	0 0.0%	13 22.0% Dfk	4 50.0% aK	5 22.7% dk
3=3rd Priority	7 31.8% bc	0 0.0% ajkLO	3 9.4% akLO	0 0.0% Lo	3 25.0%	0 0.0% l	4 17.4%	0 0.0% l	7 17.5% lo	2 33.3% b	9 30.0% bc	1 100.0% BcDfhim	9 15.3% lo	1 12.5%	9 40.9% BCdim
Mean	2.55 BCdfgHIM	1.30 AdJknO	1.56 AjkO	1.88 abhj	1.91	1.80 a	1.87 a	1.25 Adjo	1.67 Ajo	2.67 Bedhi	2.12 bc	3.00	1.74 Ao	2.00 b	2.21 BChim

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



Topic 2: Customer Behavior

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=1st Priority	18 30.5%	7 24.1%	11 26.8%	21 35.6%	6 46.2%	15 26.3%	11 31.4%	17 30.4%	6 19.4%	21 33.9%	11 36.7%	7 35.0%	6 30.0%	7 41.2%	16 25.0%
2=2nd Priority	12 20.3%	8 27.6%	9 22.0%	15 25.4%	3 23.1%	13 22.8%	8 22.9%	10 17.9%	11 35.5% e	15 24.2%	10 33.3%	2 10.0% b	5 25.0%	6 35.3%	13 20.3%
3=3rd Priority	10 16.9%	8 27.6% g	12 29.3% g	8 13.6%	1 7.7%	15 26.3% g	3 8.6% bcf	12 21.4%	8 25.8%	12 19.4%	3 10.0%	4 20.0%	1 5.0%	3 17.6%	15 23.4%
Mean	1.80	2.04	2.03	1.70	1.50	2.00	1.64	1.87	2.08	1.81	1.67	1.77	1.58	1.75	1.98

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



Topic 2: Customer Behavior

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

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=1st Priority	27 9.0%	11 10.0%	7 9.1%	6 9.1%	3 6.5%	16 16.3% bc	4 4.6% a	7 6.7% a
2=2nd Priority	43 14.3%	21 19.1% d	9 11.7%	11 16.7% d	2 4.3% ac	13 13.3%	10 11.5%	19 18.1%
3=3rd Priority	44 14.6%	14 12.7%	13 16.9%	7 10.6%	8 17.4%	13 13.3%	14 16.1%	12 11.4%
Mean	2.15	2.07	2.21	2.04	2.38	1.93 b	2.36 a	2.13

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

Topic 2: Customer Behavior

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	2 9.1%	1 7.1%	2 6.3%	1 10.0%	2 16.7%	0 0.0%	1 4.3%	1 16.7%	3 7.5%	0 0.0%	3 10.0%	0 0.0%	11 18.6% o	0 0.0%	0 0.0% m
2=2nd Priority	0 0.0% cgHM	2 14.3%	7 21.9% a	0 0.0%	1 8.3%	1 14.3%	4 17.4% a	2 33.3% A	4 10.0% m	0 0.0%	4 13.3%	0 0.0%	17 28.8% Aio	0 0.0%	1 4.5% m
3=3rd Priority	3 13.6%	5 35.7% mO	8 25.0% o	4 40.0% imO	2 16.7%	1 14.3%	3 13.0%	0 0.0%	5 12.5% d	0 0.0%	5 16.7% o	0 0.0%	7 11.9% bd	1 12.5%	0 0.0% BcDk
Mean	2.20	2.50 m	2.35 m	2.60	2.00	2.50	2.25	1.67	2.17	---	2.17	---	1.89 bc	3.00	2.00

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



Topic 2: Customer Behavior

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=1st Priority	6 10.2%	0 0.0% c	7 17.1% b	6 10.2%	0 0.0%	4 7.0%	4 11.4%	5 8.9%	4 12.9%	5 8.1%	5 16.7%	0 0.0%	0 0.0%	1 5.9%	7 10.9%
2=2nd Priority	9 15.3%	3 10.3%	6 14.6%	6 10.2%	2 15.4%	10 17.5%	7 20.0%	11 19.6%	2 6.5%	7 11.3%	3 10.0%	3 15.0%	2 10.0%	3 17.6%	12 18.8%
3=3rd Priority	13 22.0%	3 10.3%	3 7.3%	8 13.6%	1 7.7%	8 14.0%	5 14.3%	13 23.2% c	2 6.5% g	6 9.7% ag	3 10.0%	4 20.0%	2 10.0%	5 29.4% bc	8 12.5%
Mean	2.25 c	2.50 c	1.75 ab	2.10	2.33	2.18	2.06	2.28	1.75	2.06	1.82	2.57	2.50	2.44	2.04

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

Topic 2: Customer Behavior

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

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=1st Priority	62 20.6%	14 12.7% D	18 23.4% d	10 15.2% D	19 41.3% AbC	22 22.4%	19 21.8%	18 17.1%
2=2nd Priority	92 30.6%	33 30.0%	28 36.4%	17 25.8%	14 30.4%	33 33.7%	27 31.0%	30 28.6%
3=3rd Priority	63 20.9%	23 20.9%	15 19.5%	16 24.2%	9 19.6%	16 16.3%	17 19.5%	29 27.6%
Mean	2.00	2.13 d	1.95	2.14 d	1.76 ac	1.92	1.97	2.14

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

Topic 2: Customer Behavior

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	4 18.2%	1 7.1% gno	3 9.4% dgnO	4 40.0% cei	0 0.0% dgnO	1 14.3%	9 39.1% bceim	0 0.0% o	5 12.5% dgnO	1 16.7%	8 26.7%	0 0.0%	9 15.3% gnO	4 50.0% bceim	10 45.5% bCEhIM
2=2nd Priority	13 59.1% CdefGim	4 28.6%	6 18.8% Ak	2 20.0% a	2 16.7% a	1 14.3% a	4 17.4% A	2 33.3%	12 30.0% a	2 33.3%	13 43.3% c	0 0.0%	18 30.5% a	3 37.5%	7 31.8%
3=3rd Priority	3 13.6% f	6 42.9% mn	5 15.6% f	3 30.0%	5 41.7% mn	4 57.1% acgkmn	4 17.4% f	2 33.3%	10 25.0%	1 16.7%	5 16.7% f	0 0.0%	9 15.3% bef	0 0.0% bef	4 18.2%
Mean	1.95 bE	2.45 agkNo	2.14 n	1.89 AGKmNO	2.71 NO	2.50 no	1.71 bE	2.50 n	2.19 no	2.00	1.88 bE	---	2.00 e	1.43 BcEfhi	1.71 bEfi

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



Topic 2: Customer Behavior

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=1st Priority	9 15.3%	6 20.7%	7 17.1%	15 25.4%	3 23.1%	14 24.6%	5 14.3%	12 21.4% e	5 16.1% e	10 16.1% E	5 16.7% e	9 45.0% abCd fh	3 15.0% e	4 23.5%	14 21.9% e
2=2nd Priority	20 33.9%	10 34.5%	11 26.8%	16 27.1%	5 38.5%	18 31.6%	9 25.7%	16 28.6%	10 32.3%	21 33.9%	9 30.0%	6 30.0%	9 45.0%	6 35.3%	15 23.4%
3=3rd Priority	9 15.3%	6 20.7%	11 26.8%	17 28.8%	3 23.1%	9 15.8%	7 20.0%	7 12.5% c	5 16.1%	20 32.3% a	8 26.7%	3 15.0%	6 30.0%	2 11.8%	12 18.8%
Mean	2.00	2.00	2.14	2.04	2.00	1.88	2.10	1.86 c	2.00	2.20 ae	2.14	1.67 cf	2.17 e	1.83	1.95

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



Topic 2: Customer Behavior

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

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=1st Priority	70 23.3%	27 24.5%	24 31.2% c	10 15.2% b	8 17.4%	25 25.5%	23 26.4%	18 17.1%
2=2nd Priority	61 20.3%	16 14.5% D	17 22.1%	11 16.7% d	16 34.8% Ac	18 18.4%	23 26.4%	20 19.0%
3=3rd Priority	81 26.9%	34 30.9%	22 28.6%	17 25.8%	8 17.4%	30 30.6%	18 20.7%	31 29.5%
Mean	2.05	2.09	1.97	2.18	2.00	2.07	1.92	2.19

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

Topic 2: Customer Behavior

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	9 40.9% in	3 21.4%	7 21.9% j	1 10.0% j	3 25.0%	2 28.6%	4 17.4% j	1 16.7%	5 12.5% aJkl	4 66.7% cdgImno	10 33.3% i	1 100.0% in	13 22.0% j	0 0.0% ajl	4 18.2% j
2=2nd Priority	5 22.7%	3 21.4%	5 15.6%	1 10.0%	3 25.0%	1 14.3%	7 30.4%	0 0.0%	11 27.5%	0 0.0%	11 36.7% m	0 0.0%	8 13.6% k	1 12.5%	5 22.7%
3=3rd Priority	5 22.7%	2 14.3% n	8 25.0% n	3 30.0%	1 8.3% n	2 28.6%	7 30.4%	3 50.0%	10 25.0% n	1 16.7%	7 23.3% n	0 0.0%	21 35.6%	5 62.5% bceiko	3 13.6% n
Mean	1.79 N	1.88 n	2.05 n	2.40	1.71 N	2.00	2.17	2.50	2.19 j	1.40 iN	1.89 N	1.00	2.19	2.83 AbcEJKo	1.92 n

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



Topic 2: Customer Behavior

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=1st Priority	16 27.1% D	8 27.6% D	12 29.3% D	4 6.8% ABCFG	1 7.7%	15 26.3% D	12 34.3% D	14 25.0%	8 25.8%	11 17.7% h	6 20.0%	1 5.0% h	4 20.0%	3 17.6%	22 34.4% ce
2=2nd Priority	15 25.4%	5 17.2%	9 22.0%	11 18.6%	2 15.4%	8 14.0% g	11 31.4% f	16 28.6% b	3 9.7% a	11 17.7%	4 13.3%	6 30.0%	4 20.0%	2 11.8%	15 23.4%
3=3rd Priority	19 32.2%	6 20.7%	8 19.5%	19 32.2%	5 38.5%	16 28.1%	5 14.3%	15 26.8%	11 35.5% h	16 25.8%	11 36.7% h	7 35.0%	7 35.0%	4 23.5%	10 15.6% bd
Mean	2.06 d	1.89 d	1.86 D	2.44 abCfG	2.50 g	2.03 d	1.75 De	2.02	2.14	2.13 h	2.24 h	2.43 H	2.20	2.11	1.74 cdE

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

Topic 2: Customer Behavior

If you were to insert “strong customer experience” into the above list of five factors, what rank would you give it? (where 1 is most important)

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1	105 33.3%	31 27.4% d	30 35.3%	21 31.3%	22 45.8% a	35 35.4%	24 25.8%	41 36.9%
2	88 27.9%	36 31.9%	20 23.5%	21 31.3%	11 22.9%	25 25.3%	31 33.3%	31 27.9%
3	44 14.0%	19 16.8%	12 14.1%	9 13.4%	4 8.3%	12 12.1%	15 16.1%	16 14.4%
4	33 10.5%	16 14.2%	7 8.2%	6 9.0%	4 8.3%	15 15.2%	9 9.7%	8 7.2%
5	25 7.9%	8 7.1%	8 9.4%	6 9.0%	2 4.2%	9 9.1%	8 8.6%	6 5.4%
6	20 6.3%	3 2.7% bd	8 9.4% a	4 6.0%	5 10.4% a	3 3.0%	6 6.5%	9 8.1%
Mean	2.51	2.50	2.61	2.51	2.33	2.46	2.61	2.41

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

Topic 2: Customer Behavior

If you were to insert “strong customer experience” into the above list of five factors, what rank would you give it? (where 1 is most important)

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1	6 27.3%	5 31.3%	8 22.2% o	3 27.3%	6 46.2%	2 25.0%	7 31.8%	3 50.0%	14 34.1%	3 50.0%	14 42.4%	0 0.0%	18 30.5%	2 20.0%	11 50.0% c
2	10 45.5% eh	5 31.3%	10 27.8%	3 27.3%	1 7.7% am	1 12.5%	4 18.2%	0 0.0% a	9 22.0%	2 33.3%	7 21.2%	0 0.0%	22 37.3% e	4 40.0%	6 27.3%
3	1 4.5% e	3 18.8%	5 13.9%	0 0.0% e	5 38.5% adk	0 0.0%	3 13.6%	2 33.3%	8 19.5%	0 0.0%	3 9.1% e	0 0.0%	9 15.3%	1 10.0%	3 13.6%
4	4 18.2% o	0 0.0% FL	7 19.4% mo	1 9.1% l	0 0.0% fl	4 50.0% BegiKMO	2 9.1% fl	1 16.7%	6 14.6% fl	1 16.7%	2 6.1% FL	1 100.0% BdEgiKMO	3 5.1% cFL	1 10.0%	0 0.0% acFL
5	1 4.5%	3 18.8%	5 13.9%	0 0.0%	0 0.0%	0 0.0%	3 13.6%	0 0.0%	3 7.3%	0 0.0%	3 9.1%	0 0.0%	3 5.1%	2 20.0%	1 4.5%
6	0 0.0% D	0 0.0% d	1 2.8% D	4 36.4% AbCIMno	1 7.7%	1 12.5%	3 13.6%	0 0.0%	1 2.4% D	0 0.0%	4 12.1%	0 0.0%	4 6.8% D	0 0.0% d	1 4.5% d
Mean	2.27	2.44	2.83 o	3.36 o	2.23	3.25 o	2.95 o	2.17	2.46	1.83	2.55	4.00	2.37	2.70	1.95 cdfg

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

Topic 2: Customer Behavior

If you were to insert “strong customer experience” into the above list of five factors, what rank would you give it? (where 1 is most important)

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1	27 42.2% b	6 18.8% a	14 33.3%	22 36.7%	4 30.8%	18 31.0%	12 33.3%	21 35.0%	11 35.5%	21 30.4%	11 35.5%	5 25.0%	5 25.0%	7 38.9%	24 36.9%
2	15 23.4%	10 31.3%	6 14.3% ef	15 25.0%	6 46.2% c	22 37.9% c	11 30.6%	16 26.7%	4 12.9% fg	18 26.1%	7 22.6%	7 35.0%	9 45.0% b	8 44.4% b	19 29.2%
3	6 9.4%	5 15.6%	8 19.0%	11 18.3%	1 7.7%	8 13.8%	4 11.1%	7 11.7%	3 9.7%	13 18.8%	5 16.1%	4 20.0%	2 10.0%	2 11.1%	8 12.3%
4	6 9.4%	7 21.9% df	7 16.7%	4 6.7% b	0 0.0%	3 5.2% b	6 16.7%	6 10.0%	7 22.6% g	6 8.7%	3 9.7%	1 5.0%	2 10.0%	0 0.0% b	8 12.3%
5	7 10.9%	3 9.4%	1 2.4%	5 8.3%	1 7.7%	2 3.4%	3 8.3%	6 10.0%	5 16.1% c	3 4.3% b	4 12.9%	1 5.0%	1 5.0%	0 0.0%	4 6.2%
6	3 4.7%	1 3.1%	6 14.3% g	3 5.0%	1 7.7%	5 8.6%	0 0.0% c	4 6.7%	1 3.2%	8 11.6%	1 3.2%	2 10.0%	1 5.0%	1 5.6%	2 3.1%
Mean	2.38	2.81	2.83	2.40	2.31	2.38	2.36	2.53	2.81	2.65	2.52	2.60	2.40	1.94	2.31

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



Topic 2: Customer Behavior

Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months: Customer purchase volume

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
+1=Increase	130 41.9%	39 35.1% C	36 42.4% Cd	44 65.7% ABD	11 23.9% bC	34 34.3% c	40 43.5%	51 47.2% a
0=No Change	39 12.6%	17 15.3%	11 12.9%	6 9.0%	5 10.9%	17 17.2%	10 10.9%	12 11.1%
-1=Decrease	141 45.5%	55 49.5% C	38 44.7% cd	17 25.4% AbD	30 65.2% bC	48 48.5%	42 45.7%	45 41.7%
Mean	-0.04	-0.14 C	-0.02 Cd	0.40 ABD	-0.41 bC	-0.14	-0.02	0.06

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

Topic 2: Customer Behavior

Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months:
Customer purchase volume

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consume r Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
+1=Increase	6 27.3% C	3 18.8% Cmo	26 74.3% ABDFGIJKmn	1 10.0% Cemo	7 53.8% dj	1 12.5% Co	8 36.4% C	3 50.0%	16 39.0% C	0 0.0% Cemo	13 39.4% C	0 0.0%	27 46.6% bcdj	3 33.3% c	12 57.1% bdfj
0=No Change	7 31.8% Ceo	1 6.3%	1 2.9% Afkmo	0 0.0%	0 0.0% a	2 25.0% c	2 9.1%	0 0.0%	6 14.6%	1 16.7%	7 21.2% c	0 0.0%	10 17.2% c	1 11.1%	1 4.8% a
-1=Decrease	9 40.9% bd	12 75.0% aCkMo	8 22.9% BDfgiJ	9 90.0% aCeikM o	6 46.2% d	5 62.5% c	12 54.5% c	3 50.0%	19 46.3% cd	5 83.3% Cm	13 39.4% bD	1 100.0%	21 36.2% BDj	5 55.6%	8 38.1% bd
Mean	-0.14 Cd	-0.56 Ckmo	0.51 ABDFGIJkmn	-0.8 aCeikM O	0.08 d	-0.5 C	-0.18 C	0	-0.07 Cd	-0.83 Ckmo	0 bcdj	-1	0.1 bcDj	-0.22 c	0.19 bDj

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



Topic 2: Customer Behavior

Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months:
Customer purchase volume

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
+1=Increase	20 32.3% dg	10 31.3% dg	16 38.1%	32 53.3% ab	6 50.0%	21 36.8% g	21 58.3% abf	17 29.3% bf	16 51.6% a	31 44.9%	14 43.8%	7 36.8%	10 55.6% a	5 27.8%	30 46.2%
0=No Change	12 19.4% dg	4 12.5%	9 21.4% dg	4 6.7% ac	0 0.0%	9 15.8%	1 2.8% ac	12 20.7% fh	3 9.7%	9 13.0%	5 15.6%	2 10.5%	0 0.0% a	3 16.7%	5 7.7% a
-1=Decrease	30 48.4%	18 56.3%	17 40.5%	24 40.0%	6 50.0%	27 47.4%	14 38.9%	29 50.0%	12 38.7%	29 42.0%	13 40.6%	10 52.6%	8 44.4%	10 55.6%	30 46.2%
Mean	-0.16	-0.25	-0.02	0.13	0	-0.11	0.19	-0.21	0.13	0.03	0.03	-0.16	0.11	-0.28	0

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



Topic 2: Customer Behavior

Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months:
Customer price per unit

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
+1=Increase	90 29.3%	32 28.8%	22 26.5%	24 36.4%	12 26.1%	28 28.9%	25 27.2%	35 31.8%
0=No Change	150 48.9%	58 52.3%	38 45.8%	34 51.5%	20 43.5%	49 50.5%	47 51.1%	50 45.5%
-1=Decrease	67 21.8%	21 18.9%	23 27.7% c	8 12.1% bd	14 30.4% c	20 20.6%	20 21.7%	25 22.7%
Mean	0.07	0.10	-0.01 c	0.24 bd	-0.04 c	0.08	0.05	0.09

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

Topic 2: Customer Behavior

Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months:
Customer price per unit

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
+1=Increase	6 27.3% e	2 13.3% ck	15 42.9% bE	1 10.0% k	0 0.0% aChiKno	1 12.5%	4 18.2% k	2 33.3% e	14 34.1% e	1 16.7%	15 46.9% bdEgm	0 0.0%	14 24.1% k	3 30.0% e	7 35.0% e
0=No Change	10 45.5% g	7 46.7%	18 51.4%	4 40.0% g	7 53.8%	4 50.0%	17 77.3% adiKno	4 66.7%	19 46.3% g	2 33.3%	10 31.3% Gm	0 0.0%	33 56.9% k	4 40.0% g	8 40.0% g
-1=Decrease	6 27.3% cg	6 40.0% Cg	2 5.7% aBDEfJno	5 50.0% CGm	6 46.2% CGm	3 37.5% cg	1 4.5% abDEfJ	0 0.0%	8 19.5%	3 50.0% CG	7 21.9%	0 0.0%	11 19.0% de	3 30.0% c	5 25.0% c
Mean	0 c	-0.27 Cgk	0.37 aBDEfjm	-0.4 Cghik	-0.46 CGHIKmo	-0.25 c	0.14 bdE	0.33 dE	0.15 dE	-0.33 c	0.25 bdE	---	0.05 ce	0	0.1 e

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



Topic 2: Customer Behavior

Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months:
Customer price per unit

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
+1=Increase	19 30.6%	8 25.8%	10 23.8%	19 31.1%	6 50.0%	17 30.4%	10 28.6%	17 29.3%	10 32.3%	17 24.6%	11 35.5%	9 45.0%	4 22.2%	5 29.4%	17 27.0%
0=No Change	25 40.3%	17 54.8%	24 57.1%	29 47.5%	4 33.3%	30 53.6%	15 42.9%	24 41.4%	17 54.8% e	37 53.6% e	14 45.2%	5 25.0% bcfh	12 66.7% e	8 47.1%	33 52.4% e
-1=Decrease	18 29.0%	6 19.4%	8 19.0%	13 21.3%	2 16.7%	9 16.1%	10 28.6%	17 29.3%	4 12.9%	15 21.7%	6 19.4%	6 30.0%	2 11.1%	4 23.5%	13 20.6%
Mean	0.02	0.06	0.05	0.1	0.33	0.14	0	0	0.19	0.03	0.16	0.15	0.11	0.06	0.06

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



Topic 2: Customer Behavior

Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months:
Customer value placed on digital experiences

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
+1=Increase	229 73.9%	75 67.0% c	62 75.6%	55 82.1% a	36 75.0%	62 63.9% C	70 75.3%	90 81.8% A
0=No Change	78 25.2%	35 31.3% c	20 24.4%	11 16.4% a	12 25.0%	33 34.0% C	23 24.7%	19 17.3% A
-1=Decrease	3 1.0%	2 1.8%	0 0.0%	1 1.5%	0 0.0%	2 2.1%	0 0.0%	1 0.9%
Mean	0.73	0.65 c	0.76	0.81 a	0.75	0.62 C	0.75	0.81 A

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

Topic 2: Customer Behavior

Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months:
Customer value placed on digital experiences

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
+1=Increase	22 100.0% cFgIJKMNo	13 86.7% n	26 74.3% an	10 90.9% n	11 84.6% n	5 62.5% A	16 72.7% a	6 100.0% n	26 63.4% A	3 50.0% A	22 71.0% A	1 100.0%	40 67.8% A	4 40.0% Abcdeho	17 81.0% an
0=No Change	0 0.0% cFgIJKMNo	1 6.7% ijN	9 25.7% an	1 9.1% n	2 15.4% n	3 37.5% A	6 27.3% a	0 0.0% n	15 36.6% Ab	3 50.0% Ab	9 29.0% A	0 0.0%	17 28.8% A	6 60.0% ABcdeho	4 19.0% an
-1=Decrease	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 3.4%	0 0.0%	0 0.0%
Mean	1	0.8	0.74 n	0.91 n	0.85 n	0.63	0.73	1	0.63	0.5	0.71	1	0.64	0.4 cdeo	0.81 n

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

Topic 2: Customer Behavior

Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months:
Customer value placed on digital experiences

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
+1=Increase	42 66.7% f	19 61.3% F	32 78.0%	43 70.5% f	10 83.3%	50 86.2% aBd	27 75.0%	37 63.8% ch	21 67.7%	55 80.9% af	21 67.7%	17 85.0%	11 57.9% c	15 83.3%	52 80.0% a
0=No Change	19 30.2% f	11 35.5% f	9 22.0%	18 29.5% f	2 16.7%	8 13.8% abd	9 25.0%	19 32.8%	9 29.0%	13 19.1% f	10 32.3%	3 15.0%	8 42.1% c	3 16.7%	13 20.0%
-1=Decrease	2 3.2%	1 3.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 3.4%	1 3.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.63 F	0.58 F	0.78	0.7 f	0.83	0.86 ABd	0.75	0.6 ch	0.65	0.81 af	0.68	0.85	0.58 c	0.83	0.8 a

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



Topic 2: Customer Behavior

Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months:
Customer value placed on company attempts to do "good"

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
+1=Increase	148 47.7%	44 39.3%	43 51.8%	35 53.0%	26 54.2%	37 37.8% C	44 47.8%	62 56.4% A
0=No Change	157 50.6%	67 59.8%	38 45.8%	30 45.5%	21 43.8%	58 59.2% c	47 51.1%	47 42.7% a
-1=Decrease	5 1.6%	1 0.9%	2 2.4%	1 1.5%	1 2.1%	3 3.1%	1 1.1%	1 0.9%
Mean	0.46	0.38	0.49	0.52	0.52	0.35	0.47	0.55

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

Topic 2: Customer Behavior

Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months:
Customer value placed on company attempts to do "good"

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
+1=Increase	12 54.5%	11 73.3%	17 48.6%	10 90.9%	8 61.5%	1 12.5%	12 52.2%	0 0.0%	12 30.8%	1 16.7%	17 53.1%	0 0.0%	28 47.5%	4 40.0%	11 52.4%
	dfh	fHlj	dh	acFgHIJklMn o	fh	abDek	dh aBcDegkmo		BD	bD	dfh	d	Dh	d	dh
0=No Change	10 45.5%	3 20.0%	18 51.4%	1 9.1%	5 38.5%	7 87.5%	10 43.5%	6 100.0%	26 66.7%	5 83.3%	15 46.9%	1 100.0%	29 49.2%	6 60.0%	10 47.6%
	dfh	cFHIJm	bdh	acFHIJklmno	fh	aBDegkm	fh aBcDegkmo		BD	bD	dfh	d	bdh	d	dh
-1=Decrease	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	1 2.6%	0 0.0%	0 0.0%	0 0.0%	2 3.4%	0 0.0%	0 0.0%
Mean	0.55 df	0.67 fi	0.49 d	0.91 acFgIJkMno	0.62 fi	0.13 abDek	0.48 d	0	0.28 bDek	0.17 D	0.53 dfi	0	0.44 D	0.4 d	0.52 d

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

Topic 2: Customer Behavior

Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months:
Customer value placed on company attempts to do "good"

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
+1=Increase	28 44.4%	12 38.7%	15 35.7% f	30 49.2%	5 45.5%	34 58.6% c	19 52.8%	27 45.0%	12 40.0% e	28 41.2% e	12 38.7% e	14 70.0% bcd	11 61.1%	12 66.7%	32 49.2%
0=No Change	32 50.8%	19 61.3%	25 59.5%	31 50.8%	6 54.5%	24 41.4%	17 47.2%	31 51.7%	15 50.0%	40 58.8% e	19 61.3% e	6 30.0% cd	7 38.9%	6 33.3%	33 50.8%
-1=Decrease	3 4.8%	0 0.0%	2 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 3.3%	3 10.0% Ch	0 0.0% B	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% b
Mean	0.4	0.39	0.31 f	0.49	0.45	0.59 c	0.53	0.42 e	0.3 eg	0.41 e	0.39 e	0.7 abcd	0.61	0.67 b	0.49

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

Topic 2: Customer Behavior

Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months:
Customer will buy related products and services from my firm

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
+1=Increase	117 38.5%	42 38.9%	39 47.0% d	23 34.3%	12 26.7% b	33 34.4%	33 37.1%	48 43.2%
0=No Change	159 52.3%	61 56.5%	35 42.2%	39 58.2%	24 53.3%	55 57.3%	46 51.7%	55 49.5%
-1=Decrease	28 9.2%	5 4.6% D	9 10.8%	5 7.5%	9 20.0% A	8 8.3%	10 11.2%	8 7.2%
Mean	0.29	0.34	0.36	0.27	0.07	0.26	0.26	0.36
	117	42	39	23	12	33	33	48

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

Topic 2: Customer Behavior

Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months:
Customer will buy related products and services from my firm

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
+1=Increase	9 40.9% f	5 35.7%	9 25.7% no	2 20.0%	5 38.5%	0 0.0% agikmnO	9 39.1% f	2 33.3%	14 35.9% f	1 16.7%	15 46.9% f	0 0.0%	24 42.9% f	6 60.0% cf	12 57.1% cF
0=No Change	12 54.5% f	5 35.7% cF	24 68.6% bno	4 40.0% f	7 53.8% f	8 100.0% aBdegiKIM NO	11 47.8% f	4 66.7%	22 56.4% f	5 83.3%	15 46.9% F	0 0.0% f	28 50.0% F	3 30.0% cF	8 38.1% cF
-1=Decrease	1 4.5% dL	4 28.6% ckm	2 5.7% bDL	4 40.0% aCikMo	1 7.7% 1	0 0.0% 1	3 13.0% 1	0 0.0% 1	3 7.7% dL	0 0.0% 1	2 6.3% bdL	1 100.0% ACefghljk MO	4 7.1% bDL	1 10.0%	1 4.8% dL
Mean	0.36 d	0.07	0.2 o	-0.2 aikmO	0.31	0	0.26	0.33	0.28 d	0.17	0.41 d	-1	0.36 d	0.5	0.52 cD

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

Topic 2: Customer Behavior

Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months:
Customer will buy related products and services from my firm

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
+1=Increase	18 28.6% d	7 22.6% De	14 34.1%	31 51.7% aB	7 53.8% b	24 42.9%	15 44.1%	20 33.3% E	9 30.0% E	21 31.8% E	11 36.7% E	16 80.0% ABCDfGH	7 36.8% E	8 47.1% e	25 40.3% E
0=No Change	38 60.3% df	22 71.0% DeF	24 58.5%	25 41.7% aB	5 38.5% b	23 41.1% aB	18 52.9%	33 55.0% E	18 60.0% E	41 62.1% E	18 60.0% E	2 10.0% ABCDfGH	10 52.6% E	7 41.2% e	30 48.4% E
-1=Decrease	7 11.1%	2 6.5%	3 7.3%	4 6.7%	1 7.7%	9 16.1%	1 2.9%	7 11.7%	3 10.0%	4 6.1%	1 3.3%	2 10.0%	2 10.5%	2 11.8%	7 11.3%
Mean	0.17 d	0.16 d	0.27	0.45 ab	0.46	0.27	0.41	0.22 E	0.2 E	0.26 E	0.33 e	0.7 ABCdfh	0.26 e	0.35	0.29 e

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



Topic 2: Customer Behavior

Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months: My company's ability to retain current customers

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
+1=Increase	133 42.9%	44 39.6%	39 46.4%	32 47.8%	18 38.3%	41 42.3%	34 36.6%	55 50.0%
0=No Change	126 40.6%	54 48.6%	31 36.9%	24 35.8%	16 34.0%	44 45.4% c	43 46.2% c	35 31.8% ab
-1=Decrease	51 16.5%	13 11.7% d	14 16.7%	11 16.4%	13 27.7% a	12 12.4%	16 17.2%	20 18.2%
Mean	0.26	0.28	0.3	0.31	0.11	0.3	0.19	0.32

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

Topic 2: Customer Behavior

Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months: My company's ability to retain current customers

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
+1=Increase	9 40.9%	5 33.3%	14 40.0%	4 36.4%	7 53.8%	1 12.5%	9 40.9%	4 66.7%	18 43.9%	1 20.0%	15 46.9%	0 0.0%	29 50.0%	4 40.0%	10 45.5%
0=No Change	10 45.5%	7 46.7%	13 37.1%	3 27.3%	3 23.1% j	5 62.5%	10 45.5%	2 33.3%	17 41.5%	4 80.0% e	13 40.6%	1 100.0%	23 39.7%	4 40.0%	8 36.4%
-1=Decrease	3 13.6%	3 20.0%	8 22.9%	4 36.4% m	3 23.1%	2 25.0%	3 13.6%	0 0.0%	6 14.6%	0 0.0%	4 12.5%	0 0.0%	6 10.3% d	2 20.0%	4 18.2%
Mean	0.27	0.13	0.17	0	0.31	-0.13 hm	0.27	0.67 f	0.29	0.2	0.34	0	0.4 f	0.2	0.27

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



Topic 2: Customer Behavior

Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months: My company's ability to retain current customers

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
+1=Increase	28 44.4%	8 26.7% e	16 39.0%	29 47.5%	8 61.5% b	28 48.3%	15 41.7%	25 42.4%	12 41.4%	26 37.7%	13 41.9%	11 55.0%	10 50.0%	9 52.9%	27 41.5%
0=No Change	23 36.5%	16 53.3% e	21 51.2% e	22 36.1%	2 15.4% bc	21 36.2%	15 41.7%	22 37.3%	13 44.8%	35 50.7% ef	13 41.9%	5 25.0% c	5 25.0% c	5 29.4%	28 43.1%
-1=Decrease	12 19.0%	6 20.0%	4 9.8%	10 16.4%	3 23.1%	9 15.5%	6 16.7%	12 20.3%	4 13.8%	8 11.6%	5 16.1%	4 20.0%	5 25.0%	3 17.6%	10 15.4%
Mean	0.25	0.07	0.29	0.31	0.38	0.33	0.25	0.22	0.28	0.26	0.26	0.35	0.25	0.35	0.26

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

Topic 2: Customer Behavior

Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months: The entry of new customers into this market

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
+1=Increase	135 43.4%	41 36.3% C	32 38.6% C	41 60.3% AB	20 43.5%	34 34.3% C	36 39.1% c	62 55.9% Ab
0=No Change	105 33.8%	44 38.9%	29 34.9%	20 29.4%	12 26.1%	39 39.4%	32 34.8%	30 27.0%
-1=Decrease	71 22.8%	28 24.8% c	22 26.5% c	7 10.3% abD	14 30.4% C	26 26.3%	24 26.1%	19 17.1%
Mean	0.21	0.12 C	0.12 C	0.5 ABd	0.13 c	0.08 C	0.13 c	0.39 Ab

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

Topic 2: Customer Behavior

Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months: The entry of new customers into this market

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
+1=Increase	5 22.7% cMO	6 42.9% f	20 57.1% aFi	4 40.0%	6 46.2% f	0 0.0% bCegkMO	11 47.8% f	2 33.3%	14 34.1% cmo	2 33.3%	13 40.6% f	0 0.0%	33 55.9% AFi	3 30.0%	15 68.2% AFi
0=No Change	6 27.3% f	3 21.4% f	11 31.4% f	4 40.0%	4 30.8%	6 75.0% abcmO	7 30.4% f	3 50.0%	16 39.0%	3 50.0%	12 37.5%	0 0.0%	17 28.8% f	5 50.0%	4 18.2% F
-1=Decrease	11 50.0% CkMo	5 35.7%	4 11.4% Al	2 20.0%	3 23.1%	2 25.0%	5 21.7%	1 16.7%	11 26.8%	1 16.7%	7 21.9% a	1 100.0% cmo	9 15.3% Al	2 20.0%	3 13.6% al
Mean	-0.27 CgkMO	0.07	0.46 AFi	0.2	0.23	-0.25 CmO	0.26 a	0.17	0.07 cmo	0.17	0.19 a	-1	0.41 AFi	0.1	0.55 AFi

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

Topic 2: Customer Behavior

Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months: The entry of new customers into this market

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
+1=Increase	28 43.8%	8 25.8% G	18 42.9%	28 45.9%	7 53.8%	22 38.6%	21 58.3% B	27 45.0% d	13 41.9%	31 45.6% d	7 22.6% acEF	12 60.0% D	12 63.2% D	6 35.3%	27 41.5%
0=No Change	24 37.5%	10 32.3%	14 33.3%	24 39.3%	3 23.1%	21 36.8%	8 22.2%	23 38.3% b	4 12.9% aCdgh	28 41.2% B	12 38.7% b	4 20.0%	4 21.1%	7 41.2% b	23 35.4% b
-1=Decrease	12 18.8% b	13 41.9% aDg	10 23.8%	9 14.8% B	3 23.1%	14 24.6%	7 19.4% b	10 16.7% Bd	14 45.2% ACfh	9 13.2% BD	12 38.7% aC	4 20.0%	3 15.8% b	4 23.5%	15 23.1% b
Mean	0.25 b	-0.16 aDG	0.19	0.31 B	0.31	0.14	0.39 B	0.28 D	-0.03 c	0.32 bD	-0.16 ACeFh	0.4 d	0.47 D	0.12	0.18 d

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



Topic 2: Customer Behavior

Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months: My customer's ability to acquire new customers

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
+1=Increase	161 51.6%	54 48.2% c	42 50.0% c	46 67.6% abD	18 38.3% C	45 45.9% c	40 43.0% C	70 63.1% aB
0=No Change	83 26.6%	27 24.1%	25 29.8%	16 23.5%	15 31.9%	29 29.6%	31 33.3% c	20 18.0% b
-1=Decrease	68 21.8%	31 27.7% C	17 20.2%	6 8.8% AD	14 29.8% C	24 24.5%	22 23.7%	21 18.9%
Mean	0.3	0.21 C	0.3 c	0.59 AbD	0.09 C	0.21 c	0.19 c	0.44 ab

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

Topic 2: Customer Behavior

Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months: My customer's ability to acquire new customers

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
+1=Increase	10 45.5% fo	6 37.5% mo	19 54.3% F	6 54.5% f	6 46.2% f	0 0.0% aCdegHikMO	10 45.5% fo	5 83.3% Fj	20 48.8% fo	1 16.7% hmo	15 46.9% fo	0 0.0%	39 66.1% bFj	4 40.0% o	17 77.3% abFgijkn
0=No Change	6 27.3%	5 31.3%	9 25.7% n	3 27.3%	4 30.8%	5 62.5% gikMo	4 18.2% fjn	1 16.7%	9 22.0% fjn	4 66.7% giMo	8 25.0% fn	1 100.0% m	11 18.6% FJIN	6 60.0% cgikMo	4 18.2% fjn
-1=Decrease	6 27.3% o	5 31.3% o	7 20.0%	2 18.2%	3 23.1%	3 37.5% no	8 36.4% mno	0 0.0%	12 29.3% o	1 16.7%	9 28.1% o	0 0.0%	9 15.3% g	0 0.0% fg	1 4.5% abfgik
Mean	0.18 o	0.06 hmO	0.34 f	0.36 f	0.23 o	-0.38 cdHMNO	0.09 mO	0.83 bFj	0.2 o	0 hO	0.19 o	0	0.51 bFg	0.4 F	0.73 aBeFGiJk

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



Topic 2: Customer Behavior

Focusing on this market, which customer activities increased, decreased, or had no change for your company in the prior 12 months: My customer's ability to acquire new customers

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
+1=Increase	27 42.9% d	13 41.9%	21 50.0%	38 62.3% a	6 46.2%	34 59.6%	16 44.4%	25 42.4%	17 54.8%	37 53.6%	17 54.8%	13 65.0%	8 40.0%	12 66.7%	32 50.0%
0=No Change	20 31.7%	8 25.8%	11 26.2%	14 23.0%	4 30.8%	13 22.8%	11 30.6%	19 32.2%	5 16.1%	19 27.5%	9 29.0%	5 25.0%	6 30.0%	4 22.2%	16 25.0%
-1=Decrease	16 25.4%	10 32.3%	10 23.8%	9 14.8%	3 23.1%	10 17.5%	9 25.0%	15 25.4%	9 29.0%	13 18.8%	5 16.1%	2 10.0%	6 30.0%	2 11.1%	16 25.0%
Mean	0.17 d	0.1 d	0.26	0.48 ab	0.23	0.42	0.19	0.17	0.26	0.35	0.39	0.55	0.1	0.56	0.25

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

Topic 2: Customer Behavior

For this market, how much do customers trust your brand?

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Significantly below industry average	1 0.3%	0 0.0%	0 0.0%	1 1.5%	0 0.0%	0 0.0%	0 0.0%	1 0.9%
2	1 0.3%	0 0.0%	1 1.2%	0 0.0%	0 0.0%	0 0.0%	1 1.1%	0 0.0%
3	3 1.0%	1 0.9%	0 0.0%	1 1.5%	1 2.1%	0 0.0%	1 1.1%	2 1.8%
4	6 1.9%	2 1.8%	3 3.6%	0 0.0%	1 2.1%	3 3.0%	1 1.1%	2 1.8%
5	23 7.3%	9 7.9%	3 3.6%	8 11.8%	3 6.3%	8 7.9%	6 6.5%	8 7.2%
6	17 5.4%	5 4.4%	6 7.1%	4 5.9%	2 4.2%	4 4.0%	5 5.4%	7 6.3%
7	39 12.4%	17 14.9%	8 9.5%	6 8.8%	8 16.7%	13 12.9%	14 15.1%	12 10.8%
8	94 29.8%	32 28.1%	25 29.8%	22 32.4%	15 31.3%	24 23.8%	29 31.2%	35 31.5%
9	88 27.9%	30 26.3%	27 32.1%	18 26.5%	12 25.0%	33 32.7%	24 25.8%	30 27.0%
10=Significantly above industry average	43 13.7%	18 15.8%	11 13.1%	8 11.8%	6 12.5%	16 15.8%	12 12.9%	14 12.6%
Mean	7.94	7.99	8.02	7.76	7.88	8.08	7.90	7.85

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

Topic 2: Customer Behavior

For this market, how much do customers trust your brand?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Significantly below industry average	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%
2	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3	0 0.0%	0 0.0%	1 2.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.0%	0 0.0%	1 1.6%	0 0.0%	0 0.0%
4	2 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 3.3%	0 0.0%	0 0.0%
5	1 4.5%	2 13.3% k	3 8.6%	2 18.2% k	1 7.7%	1 12.5% k	1 4.5%	0 0.0%	3 7.3%	1 16.7% k	0 0.0% bdfjo	0 0.0%	4 6.6%	0 0.0%	4 18.2% k
6	3 13.6%	0 0.0%	1 2.9%	1 9.1%	0 0.0%	1 12.5%	0 0.0% n	1 16.7%	1 2.4% n	0 0.0%	2 6.1%	0 0.0%	5 8.2%	2 20.0% gio	0 0.0% n
7	3 13.6%	1 6.7%	3 8.6%	2 18.2%	2 15.4%	1 12.5%	2 9.1%	1 16.7%	5 12.2%	1 16.7%	3 9.1%	0 0.0%	11 18.0%	0 0.0%	1 4.5%
8	5 22.7%	4 26.7%	12 34.3%	2 18.2%	4 30.8%	3 37.5%	9 40.9%	2 33.3%	13 31.7%	2 33.3%	9 27.3%	1 100.0%	15 24.6%	3 30.0%	8 36.4%
9	7 31.8%	8 53.3% dm	9 25.7%	1 9.1% b	4 30.8%	1 12.5%	8 36.4%	2 33.3%	11 26.8%	1 16.7%	10 30.3%	0 0.0%	15 24.6% b	4 40.0%	5 22.7%
10=Significantly above industry average	1 4.5%	0 0.0% d	6 17.1%	3 27.3% b	2 15.4%	1 12.5%	1 4.5%	0 0.0%	8 19.5%	1 16.7%	7 21.2%	0 0.0%	8 13.1%	1 10.0%	3 13.6%
Mean	7.50	8.07	8.06	7.73	8.23	7.63	8.05	7.83	8.27	7.83	8.18	8.00	7.75	8.20	7.59

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

Topic 2: Customer Behavior

For this market, how much do customers trust your brand?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Significantly below industry average	1 1.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2	1 1.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3	1 1.6%	0 0.0%	0 0.0%	1 1.6%	0 0.0%	1 1.7%	0 0.0%	1 1.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	1 5.6%	0 0.0%
4	1 1.6%	1 3.1%	1 2.3%	3 4.9%	0 0.0%	0 0.0%	0 0.0%	1 1.7%	0 0.0%	3 4.4%	0 0.0%	2 10.0% h	0 0.0%	0 0.0%	0 0.0% e
5	7 10.9%	1 3.1%	1 2.3%	6 9.8%	0 0.0%	4 6.9%	3 8.3%	6 10.0%	1 3.2%	3 4.4%	5 15.2%	1 5.0%	0 0.0%	1 5.6%	6 9.2%
6	3 4.7%	1 3.1%	3 7.0%	2 3.3%	1 7.7%	3 5.2%	4 11.1%	2 3.3% F	2 6.5%	3 4.4% F	1 3.0% f	0 0.0% f	5 25.0% ACDeH	2 11.1%	2 3.1% F
7	8 12.5%	3 9.4%	3 7.0%	10 16.4%	3 23.1%	8 13.8%	4 11.1%	8 13.3%	4 12.9%	5 7.4%	5 15.2%	4 20.0%	2 10.0%	2 11.1%	9 13.8%
8	16 25.0% c	12 37.5% f	20 46.5% aFg	22 36.1% f	4 30.8%	9 15.5% bCd	8 22.2% c	18 30.0%	11 35.5%	27 39.7% gh	11 33.3%	4 20.0%	7 35.0%	2 11.1% c	14 21.5% c
9	18 28.1%	11 34.4%	7 16.3% fg	13 21.3%	5 38.5%	20 34.5% c	13 36.1% c	16 26.7%	8 25.8%	17 25.0%	7 21.2%	7 35.0%	3 15.0%	6 33.3%	24 36.9%
10=Significantly above industry average	8 12.5%	3 9.4%	8 18.6%	4 6.6% f	0 0.0%	13 22.4% d	4 11.1%	7 11.7%	5 16.1%	9 13.2%	4 12.1%	2 10.0%	2 10.0%	4 22.2%	10 15.4%
Mean	7.64	8.16	8.16 d	7.54 cf	8.00	8.26 d	8.00	7.73	8.23	7.96	7.79	7.80	7.50	8.00	8.20

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

How has the role of marketing in your company changed during the last year?

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Increased in importance	174 72.2%	60 69.0%	49 76.6%	37 74.0%	27 69.2%	49 65.3% c	53 71.6%	68 80.0% a
Decreased in importance	18 7.5%	7 8.0%	4 6.3%	5 10.0%	2 5.1%	5 6.7%	9 12.2%	4 4.7%
No change	49 20.3%	20 23.0%	11 17.2%	8 16.0%	10 25.6%	21 28.0%	12 16.2%	13 15.3%

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

How has the role of marketing in your company changed during the last year?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Increased in importance	11 68.8%	7 58.3% e	16 64.0% e	7 77.8%	10 100.0% bchno	6 75.0%	14 73.7%	2 50.0% e	24 72.7%	4 66.7%	18 75.0%	0 0.0%	37 84.1%	4 57.1% e	10 62.5% e
Decreased in importance	2 12.5% m	0 0.0%	6 24.0% iMo	1 11.1% m	0 0.0%	1 12.5% m	2 10.5% m	1 25.0% M	1 3.0% c	1 16.7% M	1 4.2%	0 0.0%	0 0.0% aCdHgHJn	1 14.3% m	0 0.0% c
No change	3 18.8%	5 41.7% ce	3 12.0% b	1 11.1%	0 0.0% bo	1 12.5%	3 15.8%	1 25.0%	8 24.2%	1 16.7%	5 20.8%	0 0.0%	7 15.9%	2 28.6%	6 37.5% e

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

How has the role of marketing in your company changed during the last year?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Increased in importance	30 66.7%	22 88.0% fg	26 78.8%	39 79.6% g	8 80.0%	31 66.0% b	15 57.7% bd	30 66.7% b	24 92.3% adH	39 73.6%	14 66.7% b	15 83.3%	12 92.3% h	10 71.4%	30 58.8% Bf
Decreased in importance	2 4.4%	3 12.0%	2 6.1%	4 8.2%	0 0.0%	2 4.3%	3 11.5%	2 4.4%	1 3.8%	7 13.2%	3 14.3%	1 5.6%	0 0.0%	0 0.0%	4 7.8%
No change	13 28.9% Bd	0 0.0% AceFG	5 15.2% b	6 12.2% af	2 20.0% b	14 29.8% Bd	8 30.8% B	13 28.9% b	1 3.8% agH	7 13.2% h	4 19.0%	2 11.1%	1 7.7%	4 28.6% b	17 33.3% Bc

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high):

Building brand value that connects with customers

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1	78 27.6%	21 20.0% d	20 28.2%	18 29.5%	17 38.6% a	23 25.3%	24 28.6%	28 29.2%
2	60 21.2%	23 21.9%	16 22.5%	13 21.3%	8 18.2%	19 20.9%	21 25.0%	16 16.7%
3	60 21.2%	23 21.9%	16 22.5%	11 18.0%	10 22.7%	23 25.3%	15 17.9%	18 18.8%
Not Ranked	85 30.0%	38 36.2%	19 26.8%	19 31.1%	9 20.5%	26 28.6%	24 28.6%	34 35.4%
Mean	1.91	2.03	1.92	1.83	1.80	2.00	1.85	1.84

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high):

Building brand value that connects with customers

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1	2 10.0% Bdhkno	8 53.3% AgiM	9 30.0%	5 55.6% agiM	3 25.0%	1 14.3%	3 15.0%	3 50.0% am	8 20.0% bd	2 33.3%	10 37.0% am	0 0.0%	8 15.1% BDhkno	4 50.0% am	8 40.0% am
2	7 35.0%	1 6.7% 1	8 26.7%	1 11.1%	2 16.7%	1 14.3%	7 35.0%	0 0.0% 1	9 22.5%	0 0.0% 1	6 22.2%	1 100.0% bhjm	8 15.1% 1	2 25.0%	4 20.0%
3	6 30.0%	3 20.0%	3 10.0%	2 22.2%	4 33.3%	2 28.6%	4 20.0%	1 16.7%	9 22.5%	1 16.7%	7 25.9%	0 0.0%	15 28.3%	0 0.0%	2 10.0%
Not Ranked	5 25.0%	3 20.0%	10 33.3%	1 11.1%	3 25.0%	3 42.9%	6 30.0%	2 33.3%	14 35.0%	3 50.0%	4 14.8% m	0 0.0%	22 41.5% k	2 25.0%	6 30.0%
Mean	2.27 bcNo	1.58 am	1.70 am	1.63	2.11	2.25	2.07 n	1.50	2.04	1.67	1.87	2.00	2.23 bcno	1.33 Agm	1.57 am

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high):

Building brand value that connects with customers

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1	15 29.4%	7 26.9%	5 12.5% efg	11 20.0%	6 46.2% c	20 35.7% c	11 33.3% c	14 28.6%	7 25.0%	9 15.0% h	9 33.3%	6 30.0%	5 26.3%	6 35.3%	21 33.9% c
2	10 19.6%	6 23.1%	6 15.0%	7 12.7%	4 30.8%	14 25.0%	9 27.3%	9 18.4%	7 25.0%	12 20.0%	2 7.4% eh	6 30.0% d	3 15.8%	4 23.5%	17 27.4% d
3	15 29.4%	7 26.9%	7 17.5%	11 20.0%	1 7.7%	10 17.9%	8 24.2%	15 30.6%	8 28.6%	9 15.0%	6 22.2%	2 10.0%	4 21.1%	4 23.5%	12 19.4%
Not Ranked	11 21.6% CD	6 23.1% cd	22 55.0% AbeFG	26 47.3% AbeFG	2 15.4% cd	12 21.4% CD	5 15.2% CD	11 22.4% C	6 21.4% c	30 50.0% AbgH	10 37.0%	6 30.0%	7 36.8%	3 17.6% c	12 19.4% C
Mean	2.00	2.00	2.11	2.00	1.55	1.77	1.89	2.03	2.05	2.00	1.82	1.71	1.92	1.86	1.82

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high):

Increasing customer awareness of brand/company

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1	46 16.3%	20 19.0%	14 19.7%	9 14.8%	3 6.8%	11 12.1%	14 16.7%	19 19.8%
2	54 19.1%	24 22.9%	11 15.5%	7 11.5% d	12 27.3% c	24 26.4% b	11 13.1% a	16 16.7%
3	56 19.8%	22 21.0%	18 25.4%	10 16.4%	6 13.6%	23 25.3%	17 20.2%	15 15.6%
Not Ranked	127 44.9%	39 37.1% c	28 39.4% c	35 57.4% ab	23 52.3%	33 36.3%	42 50.0%	46 47.9%
Mean	2.06	2.03	2.09	2.04	2.14	2.21	2.07	1.92

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high):

Increasing customer awareness of brand/company

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1	1 5.0% fgJm	0 0.0% fgJm	4 13.3% J	0 0.0% fj	3 25.0%	3 42.9% abdK	7 35.0% abK	0 0.0% j	7 17.5% j	4 66.7% ABCdhiKm nO	1 3.7% FGJm	0 0.0%	14 26.4% abjk	0 0.0% j	2 10.0% J
2	2 10.0% bh	7 46.7% aCgmo	2 6.7% BdHi	3 33.3% c	2 16.7%	2 28.6%	2 10.0% bh	3 50.0% aCgo	11 27.5% c	0 0.0%	5 18.5%	0 0.0%	11 20.8% b	1 12.5%	2 10.0% bh
3	2 10.0%	1 6.7%	4 13.3%	1 11.1%	0 0.0% gik	2 28.6%	6 30.0% e	1 16.7%	11 27.5% e	1 16.7%	9 33.3% e	0 0.0%	9 17.0%	2 25.0%	3 15.0%
Not Ranked	15 75.0% FGIjkm	7 46.7% f	20 66.7% FGIjM	5 55.6% f	7 58.3% f	0 0.0% AbCdeklnO	5 25.0% ACo	2 33.3%	11 27.5% ACO	1 16.7% aco	12 44.4% af	1 100.0% f	19 35.8% ACo	5 62.5% f	13 65.0% Fgljm
Mean	2.20	2.13 e	2.00	2.25 e	1.40 bdhKn	1.86	1.93	2.25 e	2.14	1.40 K	2.53 EJM	---	1.85 K	2.67 e	2.14

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high):

Increasing customer awareness of brand/company

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1	13 25.5% BFG	0 0.0% ACDe	11 27.5% BFG	14 25.5% BFG	2 15.4% b	3 5.4% ACD	1 3.0% ACD	12 24.5% H	7 25.0% h	11 18.3% h	5 18.5%	4 20.0%	1 5.3%	2 11.8%	4 6.5% Abc
2	11 21.6%	9 34.6% cdg	5 12.5% b	7 12.7% b	4 30.8%	14 25.0%	3 9.1% b	12 24.5%	7 25.0%	9 15.0%	5 18.5%	4 20.0%	4 21.1%	2 11.8%	11 17.7%
3	7 13.7%	6 23.1%	10 25.0%	15 27.3%	1 7.7%	9 16.1%	8 24.2%	7 14.3%	6 21.4%	16 26.7%	4 14.8%	5 25.0%	4 21.1%	3 17.6%	11 17.7%
Not Ranked	20 39.2% g	11 42.3%	14 35.0% g	19 34.5% fG	6 46.2%	30 53.6% d	21 63.6% acD	18 36.7% h	8 28.6% h	24 40.0% h	13 48.1%	7 35.0%	10 52.6%	10 58.8%	36 58.1% abc
Mean	1.81 bfG	2.40 ae	1.96 g	2.03	1.86 bg	2.23 a	2.58 Ace	1.84 h	1.95	2.14	1.93	2.08	2.33	2.14	2.27 a

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high):

Acquiring new customers

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1	59 20.8%	22 21.0%	20 28.2%	11 18.0%	6 13.6%	20 22.0%	14 16.7%	23 24.0%
2	66 23.3%	22 21.0%	16 22.5%	17 27.9%	10 22.7%	22 24.2%	17 20.2%	25 26.0%
3	66 23.3%	24 22.9%	18 25.4%	12 19.7%	12 27.3%	19 20.9%	20 23.8%	23 24.0%
Not Ranked	92 32.5%	37 35.2%	17 23.9%	21 34.4%	16 36.4%	30 33.0%	33 39.3%	25 26.0%
Mean	2.04	2.03	1.96	2.03	2.21	1.98	2.12	2.00

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high):

Acquiring new customers

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1	5 25.0%	1 6.7%	6 20.0%	1 11.1%	4 33.3%	1 14.3%	6 30.0%	1 16.7%	5 12.5% m	0 0.0%	8 29.6%	0 0.0%	16 30.2% i	1 12.5%	3 15.0%
2	5 25.0%	2 13.3%	5 16.7% o	2 22.2%	3 25.0%	2 28.6%	5 25.0%	1 16.7%	9 22.5%	1 16.7%	6 22.2%	0 0.0%	15 28.3%	0 0.0% o	9 45.0% cn
3	7 35.0%	3 20.0%	7 23.3%	3 33.3%	3 25.0%	1 14.3%	5 25.0%	3 50.0% o	7 17.5% l	2 33.3%	4 14.8% ln	1 100.0% iko	13 24.5%	4 50.0% ko	2 10.0% hln
Not Ranked	3 15.0% Bi	9 60.0% AegM	12 40.0% m	3 33.3%	2 16.7% b	3 42.9%	4 20.0% bi	1 16.7%	19 47.5% agM	3 50.0%	9 33.3%	0 0.0%	9 17.0% Bcl	3 37.5%	6 30.0%
Mean	2.12	2.33	2.06	2.33	1.90	2.00	1.94	2.40	2.10	2.67	1.78	3.00	1.93	2.60	1.93

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high):

Acquiring new customers

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1	9 17.6%	4 15.4%	10 25.0%	17 30.9% f	1 7.7%	8 14.3% d	9 27.3%	10 20.4%	6 21.4%	14 23.3%	5 18.5%	4 20.0%	4 21.1%	2 11.8%	14 22.6%
2	12 23.5%	3 11.5% d	13 32.5%	18 32.7% bf	3 23.1%	9 16.1% d	6 18.2%	12 24.5%	5 17.9%	14 23.3%	11 40.7% gh	6 30.0%	5 26.3%	2 11.8% d	11 17.7% d
3	15 29.4%	6 23.1%	8 20.0%	11 20.0%	4 30.8%	17 30.4%	4 12.1%	10 20.4%	9 32.1%	12 20.0%	6 22.2%	4 20.0%	4 21.1%	7 41.2%	14 22.6%
Not Ranked	15 29.4%	13 50.0% cD	9 22.5% b	9 16.4% BFG	5 38.5%	22 39.3% D	14 42.4% D	17 34.7%	8 28.6%	20 33.3%	5 18.5%	6 30.0%	6 31.6%	6 35.3%	23 37.1%
Mean	2.17	2.15	1.94	1.87 f	2.38	2.26 dg	1.74 f	2.00	2.15	1.95	2.05	2.00	2.00	2.45	2.00

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high):
Retaining current customers

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1	79 27.9%	31 29.5%	16 22.5%	15 24.6%	17 38.6%	32 35.2% C	25 29.8%	17 17.7% A
2	56 19.8%	21 20.0%	19 26.8%	9 14.8%	7 15.9%	15 16.5%	19 22.6%	22 22.9%
3	48 17.0%	14 13.3%	10 14.1%	14 23.0%	8 18.2%	9 9.9% C	12 14.3%	24 25.0% A
Not Ranked	100 35.3%	39 37.1%	26 36.6%	23 37.7%	12 27.3%	35 38.5%	28 33.3%	33 34.4%
Mean	1.83	1.74	1.87	1.97	1.72	1.59 C	1.77 c	2.11 Ab

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high):

Retaining current customers

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1	11 55.0% CegikM	6 40.0%	5 16.7% AI	3 33.3%	2 16.7% a	1 14.3%	4 20.0% a	2 33.3%	14 35.0%	0 0.0% al	7 25.9% a	1 100.0% cj	11 20.8% A	1 12.5%	7 35.0%
2	3 15.0%	2 13.3%	6 20.0%	0 0.0% j	3 25.0%	1 14.3%	5 25.0%	2 33.3%	6 15.0%	3 50.0% d	5 18.5%	0 0.0%	10 18.9%	3 37.5%	3 15.0%
3	1 5.0% bo	6 40.0% agM	8 26.7% m	1 11.1%	2 16.7%	1 14.3%	2 10.0% b	0 0.0%	8 20.0%	1 16.7%	4 14.8%	0 0.0%	5 9.4% Bco	2 25.0%	6 30.0% am
Not Ranked	5 25.0%	1 6.7% cdefgkM	11 36.7% b	5 55.6% b	5 41.7% b	4 57.1% b	9 45.0% b	2 33.3%	12 30.0% m	2 33.3%	11 40.7% b	0 0.0%	27 50.9% Bio	2 25.0%	4 20.0% m
Mean	1.33 bCejno	2.00 a	2.16 A	1.50	2.00 a	2.00	1.82	1.50	1.79	2.25 a	1.81	1.00	1.77	2.17 a	1.94 a

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high):

Retaining current customers

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1	12 23.5% b	12 46.2% adg	12 30.0%	11 20.0% b	3 23.1%	19 33.9%	7 21.2% b	11 22.4%	6 21.4%	21 35.0%	6 22.2%	6 30.0%	7 36.8%	4 23.5%	18 29.0%
2	10 19.6%	3 11.5%	8 20.0%	14 25.5%	1 7.7%	13 23.2%	7 21.2%	10 20.4%	4 14.3%	13 21.7%	2 7.4% g	4 20.0%	4 21.1%	6 35.3% d	13 21.0%
3	8 15.7%	2 7.7% e	5 12.5% e	10 18.2%	5 38.5% bcf	8 14.3% e	6 18.2%	9 18.4%	1 3.6% De	8 13.3% d	9 33.3% Bcf	6 30.0% b	1 5.3% d	2 11.8%	11 17.7%
Not Ranked	21 41.2%	9 34.6%	15 37.5%	20 36.4%	4 30.8%	16 28.6%	13 39.4%	19 38.8%	17 60.7% CEgh	18 30.0% B	10 37.0%	4 20.0% B	7 36.8%	5 29.4% b	20 32.3% b
Mean	1.87	1.41 deg	1.72	1.97 b	2.22 b	1.73	1.95 b	1.93	1.55	1.69 d	2.18 cf	2.00	1.50 d	1.83	1.83

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high):

Improving marketing ROI

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1	21 7.4%	11 10.5% b	1 1.4% aC	8 13.1% B	1 2.3%	5 5.5%	7 8.3%	9 9.4%
2	46 16.3%	15 14.3%	9 12.7%	14 23.0%	7 15.9%	10 11.0%	16 19.0%	17 17.7%
3	52 18.4%	22 21.0%	9 12.7%	13 21.3%	8 18.2%	16 17.6%	20 23.8%	16 16.7%
Not Ranked	164 58.0%	57 54.3% b	52 73.2% aC	26 42.6% Bd	28 63.6% c	60 65.9% b	41 48.8% a	54 56.3%
Mean	2.26	2.23	2.42	2.14	2.44	2.35	2.30	2.17

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high):

Improving marketing ROI

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1	1 5.0%	0 0.0%	6 20.0% go	0 0.0%	0 0.0%	1 14.3%	0 0.0% cn	0 0.0%	6 15.0%	0 0.0%	1 3.7%	0 0.0%	4 7.5%	2 25.0% go	0 0.0% cn
2	3 15.0%	3 20.0%	8 26.7%	3 33.3%	2 16.7%	1 14.3%	1 5.0%	0 0.0%	5 12.5%	2 33.3%	5 18.5%	0 0.0%	9 17.0%	2 25.0%	2 10.0%
3	4 20.0%	2 13.3%	7 23.3%	2 22.2%	3 25.0%	1 14.3%	3 15.0%	1 16.7%	5 12.5% o	1 16.7%	3 11.1%	0 0.0%	11 20.8%	0 0.0%	7 35.0% i
Not Ranked	12 60.0% c	10 66.7% c	9 30.0% abGhiKm	4 44.4%	7 58.3%	4 57.1%	16 80.0% C	5 83.3% c	24 60.0% c	3 50.0%	18 66.7% C	1 100.0%	29 54.7% c	4 50.0%	11 55.0%
Mean	2.38	2.40 n	2.05 o	2.40 n	2.60 n	2.00	2.75 n	3.00	1.94 o	2.33	2.22	---	2.29	1.50 bdegO	2.78 ciN

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

What marketing objectives have you been focused on during the pandemic? (Rank your top three where 1 is high):

Improving marketing ROI

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1	2 3.9%	3 11.5%	2 5.0%	2 3.6%	1 7.7%	6 10.7%	5 15.2%	2 4.1%	2 7.1%	5 8.3%	2 7.4%	0 0.0%	2 10.5%	3 17.6%	5 8.1%
2	8 15.7%	4 15.4%	8 20.0%	9 16.4%	1 7.7%	6 10.7%	8 24.2%	6 12.2%	5 17.9%	11 18.3% e	7 25.9% e	0 0.0% cd	3 15.8%	3 17.6%	10 16.1%
3	6 11.8%	4 15.4%	10 25.0%	8 14.5%	2 15.4%	12 21.4%	7 21.2%	8 16.3%	4 14.3%	14 23.3%	2 7.4% f	3 15.0%	6 31.6% d	1 5.9%	14 22.6%
Not Ranked	35 68.6% G	15 57.7%	20 50.0%	36 65.5% g	9 69.2%	32 57.1%	13 39.4% Ad	33 67.3%	17 60.7%	30 50.0% E	16 59.3%	17 85.0% CFh	8 42.1% E	10 58.8%	33 53.2% e
Mean	2.25	2.09	2.40	2.32	2.25	2.25	2.10	2.38	2.18	2.30	2.00	3.00	2.36	1.71	2.31

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

Considering marketing opportunities, what activities have you shifted resources to during the pandemic? (Check all that apply)

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Building better customer-facing digital interfaces	215 73.6%	76 70.4%	56 72.7%	45 76.3%	37 78.7%	64 69.6%	65 73.9%	78 77.2%
Transforming our go-to-market business models	153 52.4%	66 61.1% d	36 46.8%	30 50.8%	20 42.6% a	44 47.8%	53 60.2%	50 49.5%
Expanding into new offerings - i.e., products and services	140 47.9%	50 46.3%	37 48.1%	26 44.1%	26 55.3%	41 44.6%	44 50.0%	48 47.5%
Building partnerships	130 44.5%	50 46.3% c	37 48.1% c	16 27.1% abD	26 55.3% C	39 42.4%	38 43.2%	46 45.5%
Investing in automation technologies to improve virtual communication with customers	125 42.8%	54 50.0% c	28 36.4%	18 30.5% ad	24 51.1% c	31 33.7% c	40 45.5%	49 48.5% a

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

Considering marketing opportunities, what activities have you shifted resources to during the pandemic? (Check all that apply)

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Improving data integration to allow for end-to-end customer tracking	124 42.5%	41 38.0%	31 40.3%	31 52.5%	20 42.6%	33 35.9%	42 47.7%	44 43.6%
Expanding into new geographies, segments	84 28.8%	26 24.1%	23 29.9%	17 28.8%	17 36.2%	23 25.0%	23 26.1%	36 35.6%
Improving our research and experimentation capabilities	80 27.4%	22 20.4%	23 29.9%	19 32.2%	15 31.9%	19 20.7%	24 27.3%	32 31.7%
Engaging in mergers & acquisitions	51 17.5%	14 13.0%	17 22.1%	8 13.6%	11 23.4%	13 14.1%	18 20.5%	16 15.8%

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

Considering marketing opportunities, what activities have you shifted resources to during the pandemic? (Check all that apply)

	Total	Industry Sector														
		Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Building better customer-facing digital interfaces	215 73.6%	19 95.0% beiJkmo	11 68.8% a	24 82.8% j	10 100.0% eiJm	8 61.5% ad	7 100.0% j	15 71.4%	5 83.3%	28 68.3% ad	2 33.3% AcDf	20 69.0% a	1 100.0%	38 69.1% ad	7 70.0%	13 68.4% a
Transforming our go-to-market business models	153 52.4%	8 40.0%	8 50.0%	19 65.5% gj	7 70.0%	7 53.8%	3 42.9%	7 33.3% c	4 66.7%	22 53.7%	1 16.7% c	14 48.3%	0 0.0%	31 56.4%	5 50.0%	11 57.9%
Expanding into new offerings - i.e., products and services	140 47.9%	9 45.0%	9 56.3%	11 37.9% k	5 50.0%	6 46.2%	3 42.9%	12 57.1%	1 16.7% k	23 56.1%	1 16.7% k	19 65.5% chj	0 0.0%	25 45.5%	3 30.0%	8 42.1%
Building partnerships	130 44.5%	8 40.0% d	9 56.3%	8 27.6% D	8 80.0% aCio	6 46.2%	4 57.1%	10 47.6%	2 33.3%	16 39.0% d	3 50.0%	15 51.7%	1 100.0%	26 47.3%	6 60.0%	5 26.3% d
Investing in automation technologies to improve virtual communication with customers	125 42.8%	12 60.0% Cefo	9 56.3% ce	6 20.7% AbDhiM	8 80.0% CEfgjko	2 15.4% abDhm	1 14.3% adm	8 38.1% d	4 66.7% ce	19 46.3% c	1 16.7% d	12 41.4% d	0 0.0%	30 54.5% Cefo	4 40.0%	5 26.3% adm

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

Considering marketing opportunities, what activities have you shifted resources to during the pandemic? (Check all that apply)

	Total	Industry Sector														
		Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Improving data integration to allow for end-to-end customer tracking	124 42.5%	12 60.0% i	8 50.0%	15 51.7%	7 70.0% i	7 53.8%	2 28.6%	7 33.3%	2 33.3%	12 29.3% adk	1 16.7%	16 55.2% i	0 0.0%	20 36.4%	4 40.0%	7 36.8%
Expanding into new geographies, segments	84 28.8%	4 20.0%	7 43.8% c	3 10.3% bemno	3 30.0%	6 46.2% c	1 14.3%	7 33.3%	1 16.7%	9 22.0%	2 33.3%	9 31.0%	0 0.0%	18 32.7% c	5 50.0% c	7 36.8% c
Improving our research and experimentation capabilities	80 27.4%	8 40.0%	6 37.5%	10 34.5%	5 50.0% fg	4 30.8%	0 0.0% dl	3 14.3% dl	0 0.0% l	11 26.8%	2 33.3%	10 34.5%	1 100.0% fgh	12 21.8%	3 30.0%	4 21.1%
Engaging in mergers & acquisitions	51 17.5%	6 30.0%	2 12.5%	6 20.7%	2 20.0%	3 23.1%	1 14.3%	5 23.8%	0 0.0%	7 17.1%	1 16.7%	5 17.2%	0 0.0%	9 16.4%	2 20.0%	1 5.3%

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

Considering marketing opportunities, what activities have you shifted resources to during the pandemic? (Check all that apply)

	Total	Sales Revenue							Number of Employees							
		<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
		A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Building better customer-facing digital interfaces	215 73.6%	34 61.8% eF	21 72.4%	28 68.3% f	42 73.7%	12 92.3% a	48 85.7% Ac	25 78.1%	32 60.4% eh	21 72.4%	47 73.4%	19 65.5%	17 85.0% a	15 83.3%	15 83.3%	49 80.3% a
Transforming our go-to-market business models	153 52.4%	19 34.5% dFg	13 44.8%	22 53.7%	33 57.9% a	5 38.5%	37 66.1% A	20 62.5% a	19 35.8% cgH	9 31.0% cdgH	37 57.8% ab	17 58.6% b	11 55.0%	9 50.0%	12 66.7% ab	39 63.9% AB
Expanding into new offerings - i.e., products and services	140 47.9%	25 45.5% c	11 37.9% C	29 70.7% aBFG	34 59.6% FG	8 61.5% g	18 32.1% CD	9 28.1% CDe	22 41.5% cf	12 41.4% f	39 60.9% aH	18 62.1% h	8 40.0%	13 72.2% abH	8 44.4%	20 32.8% CdF
Building partnerships	130 44.5%	25 45.5%	17 58.6% G	20 48.8% g	28 49.1% g	5 38.5%	23 41.1%	8 25.0% Bcd	29 54.7% h	11 37.9%	30 46.9%	16 55.2% h	9 45.0%	9 50.0%	6 33.3%	20 32.8% ad
Investing in automation technologies to improve virtual communication with customers	125 42.8%	15 27.3% FG	10 34.5% f	14 34.1% Fg	24 42.1% f	7 53.8%	36 64.3% AbCd	19 59.4% Ac	14 26.4% FGH	9 31.0% fgh	25 39.1% h	10 34.5% h	10 50.0%	11 61.1% Ab	11 61.1% Ab	35 57.4% Abcd

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

Considering marketing opportunities, what activities have you shifted resources to during the pandemic? (Check all that apply)

	Total	Sales Revenue							Number of Employees							
		<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
		A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Improving data integration to allow for end-to-end customer tracking	124 42.5%	16 29.1% fG	12 41.4% g	14 34.1% G	22 38.6% G	7 53.8%	29 51.8% a	22 68.8% AbCD	14 26.4% GH	10 34.5% gh	25 39.1% gH	11 37.9% h	8 40.0%	5 27.8% gH	12 66.7% Abcf	39 63.9% AbCdF
Expanding into new geographies, segments	84 28.8%	17 30.9% g	9 31.0% g	14 34.1% g	22 38.6% fG	5 38.5% g	12 21.4% d	3 9.4% abcDe	18 34.0% h	7 24.1%	20 31.3%	9 31.0%	9 45.0% h	8 44.4% h	3 16.7%	10 16.4% aef
Improving our research and experimentation capabilities	80 27.4%	12 21.8% d	11 37.9% f	10 24.4%	23 40.4% aF	3 23.1%	10 17.9% bD	9 28.1%	13 24.5%	7 24.1%	19 29.7%	11 37.9%	5 25.0%	5 27.8%	2 11.1%	18 29.5%
Engaging in mergers & acquisitions	51 17.5%	4 7.3% bd	7 24.1% a	7 17.1%	13 22.8% a	1 7.7%	11 19.6%	7 21.9%	4 7.5% eG	4 13.8%	11 17.2%	6 20.7%	5 25.0% a	3 16.7%	6 33.3% A	12 19.7%

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

How well did the marketing strategies used during the Covid-19 pandemic work in the short-term?

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Very Poorly	3 1.0%	1 0.9%	1 1.3%	1 1.6%	0 0.0%	0 0.0%	3 3.4%	0 0.0%
2	6 2.0%	2 1.8%	2 2.6%	2 3.3%	0 0.0%	2 2.1%	1 1.1%	1 1.0%
3	14 4.7%	8 7.3%	3 3.9%	3 4.9%	0 0.0%	6 6.4%	4 4.5%	4 3.9%
4	53 17.9%	20 18.2%	12 15.6%	8 13.1%	13 27.7%	17 18.1%	17 19.1%	16 15.7%
5	87 29.4%	34 30.9%	26 33.8%	16 26.2%	11 23.4%	24 25.5%	34 38.2% c	24 23.5% b
6	99 33.4%	34 30.9%	26 33.8%	21 34.4%	18 38.3%	32 34.0%	25 28.1%	41 40.2%
7=Very effectively	34 11.5%	11 10.0%	7 9.1%	10 16.4%	5 10.6%	13 13.8%	5 5.6% c	16 15.7% b
Mean	5.19	5.09	5.16	5.28	5.32	5.24	4.94 C	5.45 B

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

How well did the marketing strategies used during the Covid-19 pandemic work in the short-term?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Very Poorly	0 0.0%	0 0.0%	2 6.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.8%	0 0.0%	0 0.0%
2	0 0.0%	1 6.3%	1 3.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 7.3%	0 0.0%	0 0.0%	0 0.0%	1 1.8%	0 0.0%	0 0.0%
3	1 5.0% f	1 6.3%	2 6.5% f	1 10.0%	0 0.0% f	3 37.5% aceIKMnO	2 9.5%	0 0.0%	2 4.9% F	0 0.0%	0 0.0% F	0 0.0%	2 3.6% F	0 0.0% f	0 0.0% F
4	3 15.0%	5 31.3%	5 16.1%	3 30.0%	2 15.4%	2 25.0%	3 14.3%	0 0.0%	12 29.3%	1 16.7%	4 13.8%	0 0.0%	8 14.5%	2 20.0%	3 15.0%
5	5 25.0%	4 25.0%	8 25.8%	0 0.0% ghiJkLn	4 30.8%	1 12.5%	7 33.3% d	3 50.0% d	15 36.6% d	4 66.7% Dmo	11 37.9% d	1 100.0% D	14 25.5% j	4 40.0% d	4 20.0% j
6	8 40.0% i	4 25.0%	8 25.8%	4 40.0%	5 38.5%	2 25.0%	7 33.3%	3 50.0% i	6 14.6% ahkmo	1 16.7%	11 37.9% i	0 0.0%	21 38.2% i	4 40.0%	8 40.0% i
7=Very effectively	3 15.0%	1 6.3%	5 16.1%	2 20.0%	2 15.4%	0 0.0%	2 9.5%	0 0.0%	3 7.3%	0 0.0%	3 10.3%	0 0.0%	8 14.5%	0 0.0%	5 25.0%
Mean	5.45 fi	4.75 ko	4.94	5.30	5.54 fi	4.25 achKmO	5.19	5.50 f	4.68 aeKmO	5.00	5.45 bFI	5.00	5.33 fi	5.20	5.75 bFI

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

How well did the marketing strategies used during the Covid-19 pandemic work in the short-term?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Very Poorly	0 0.0%	0 0.0%	1 2.4%	1 1.7%	0 0.0%	1 1.8%	0 0.0%	0 0.0%	1 3.4%	0 0.0%	1 3.3%	0 0.0%	0 0.0%	1 5.6%	0 0.0%
2	1 1.8%	0 0.0%	2 4.9%	1 1.7%	0 0.0%	0 0.0%	1 3.0%	1 1.9%	1 3.4%	2 3.1%	1 3.3%	0 0.0%	0 0.0%	0 0.0%	1 1.6%
3	5 8.9% f	0 0.0%	2 4.9%	6 10.3% f	1 7.7% f	0 0.0% ade	0 0.0%	4 7.4% h	1 3.4%	5 7.8% h	2 6.7% h	1 5.0%	1 5.3%	0 0.0%	0 0.0% acd
4	17 30.4% DF	8 27.6% df	6 14.6%	6 10.3% Abg	1 7.7%	5 8.8% Abg	9 27.3% df	17 31.5% cd	5 17.2%	10 15.6% a	3 10.0% a	2 10.0%	3 15.8%	3 16.7%	10 16.1%
5	18 32.1%	8 27.6%	11 26.8%	16 27.6%	3 23.1%	19 33.3%	11 33.3%	17 31.5%	6 20.7%	15 23.4%	9 30.0%	5 25.0%	5 26.3%	7 38.9%	23 37.1%
6	9 16.1% cdEF	8 27.6%	14 34.1% a	21 36.2% a	7 53.8% A	25 43.9% A	9 27.3%	9 16.7% CdFh	10 34.5%	27 42.2% A	11 36.7% a	6 30.0%	9 47.4% A	6 33.3%	21 33.9% a
7=Very effectively	6 10.7%	5 17.2%	5 12.2%	7 12.1%	1 7.7%	7 12.3%	3 9.1%	6 11.1%	5 17.2%	5 7.8% e	3 10.0%	6 30.0% ch	1 5.3%	1 5.6%	7 11.3% e
Mean	4.84 F	5.34	5.10	5.17	5.46	5.53 A	5.09	4.87 Eh	5.21	5.17	5.10	5.70 A	5.32	5.06	5.35 a

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

Taking your best guess, to what degree do you think the marketing strategies used during the Covid-19 pandemic will be important opportunities for your company in the long-term?

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Not at all	3 1.0%	1 0.9%	1 1.3%	1 1.6%	0 0.0%	2 2.1%	1 1.1%	0 0.0%
2	6 2.0%	2 1.8%	1 1.3%	2 3.2%	1 2.1%	3 3.2%	2 2.2%	1 1.0%
3	6 2.0%	3 2.7%	2 2.6%	1 1.6%	0 0.0%	3 3.2%	2 2.2%	1 1.0%
4	33 11.1%	12 10.9%	8 10.4%	7 11.3%	6 12.8%	9 9.5%	15 16.9% c	7 6.9% b
5	74 24.9%	31 28.2%	15 19.5%	15 24.2%	13 27.7%	26 27.4%	21 23.6%	23 22.5%
6	99 33.3%	39 35.5%	28 36.4%	16 25.8%	15 31.9%	28 29.5%	29 32.6%	38 37.3%
7=A great deal	76 25.6%	22 20.0%	22 28.6%	20 32.3%	12 25.5%	24 25.3%	19 21.3%	32 31.4%
Mean	5.59	5.50	5.69	5.60	5.64	5.46 c	5.43 C	5.88 aB

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

Taking your best guess, to what degree do you think the marketing strategies used during the Covid-19 pandemic will be important opportunities for your company in the long-term?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	0 0.0%	0 0.0%	2 6.3%	0 0.0%	0 0.0%	1 12.5% im	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2	1 5.0%	0 0.0%	1 3.1%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	1 16.7% ik	0 0.0%	0 0.0%	1 1.8%	0 0.0%	1 5.0%
3	1 5.0%	0 0.0%	1 3.1%	0 0.0%	0 0.0%	1 12.5% i	1 4.8%	1 16.7% ik	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.8%	0 0.0%	0 0.0%
4	3 15.0%	2 12.5%	4 12.5%	0 0.0%	0 0.0%	1 12.5%	4 19.0%	0 0.0%	7 17.1%	0 0.0%	3 10.3%	0 0.0%	6 10.9%	2 20.0%	1 5.0%
5	4 20.0%	4 25.0%	8 25.0%	3 30.0%	3 23.1%	1 12.5%	2 9.5% jn	2 33.3%	12 29.3%	3 50.0%	6 20.7%	0 0.0%	14 25.5%	5 50.0%	4 20.0%
6	8 40.0%	8 50.0% c	6 18.8% be	4 40.0%	7 53.8% c	4 50.0%	5 23.8%	1 16.7%	13 31.7%	2 33.3%	10 34.5%	1 100.0%	16 29.1%	2 20.0%	6 30.0%
7=A great deal	3 15.0%	2 12.5%	10 31.3%	3 30.0%	3 23.1%	0 0.0% o	8 38.1%	2 33.3%	9 22.0%	0 0.0%	10 34.5%	0 0.0%	17 30.9%	1 10.0%	8 40.0% f
Mean	5.30	5.63	5.28	6.00 f	6.00 fjn	4.63 deikmo	5.57	5.50	5.59 f	4.83 ek	5.93 fjn	6.00	5.71 f	5.20 ek	5.90 f

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

Taking your best guess, to what degree do you think the marketing strategies used during the Covid-19 pandemic will be important opportunities for your company in the long-term?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Not at all	0 0.0%	1 3.3%	0 0.0%	2 3.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.5%	1 3.3%	0 0.0%	1 5.3%	0 0.0%	0 0.0%
2	0 0.0%	0 0.0%	2 4.9%	2 3.4%	0 0.0%	1 1.8%	1 3.0%	0 0.0%	1 3.4%	2 3.1%	1 3.3%	0 0.0%	0 0.0%	0 0.0%	2 3.2%
3	2 3.6%	1 3.3%	1 2.4%	1 1.7%	0 0.0%	0 0.0%	1 3.0%	2 3.7%	2 6.9%	1 1.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.6%
4	8 14.3%	2 6.7%	7 17.1%	5 8.6%	0 0.0%	3 5.3%	7 21.2%	9 16.7%	1 3.4%	8 12.3%	3 10.0%	3 15.0%	1 5.3%	2 11.1%	6 9.7%
5	17 30.4%	7 23.3%	6 14.6%	16 27.6%	1 7.7%	17 29.8%	8 24.2%	15 27.8%	7 24.1%	11 16.9%	8 26.7%	5 25.0%	5 26.3%	5 27.8%	18 29.0%
6	16 28.6%	11 36.7%	11 26.8%	18 31.0%	7 53.8%	21 36.8%	9 27.3%	16 29.6%	10 34.5%	24 36.9%	7 23.3%	8 40.0%	7 36.8%	6 33.3%	21 33.9%
7=A great deal	13 23.2%	8 26.7%	14 34.1%	14 24.1%	5 38.5%	15 26.3%	7 21.2%	12 22.2%	8 27.6%	18 27.7%	10 33.3%	4 20.0%	5 26.3%	5 27.8%	14 22.6%
Mean	5.54 e	5.63	5.59	5.43 e	6.31 adg	5.79	5.33 e	5.50	5.62	5.62	5.57	5.65	5.63	5.78	5.56

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

How much time do you spend managing the present versus preparing for the future of marketing in your company?

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Managing the present	296	111	76	61	47	95	88	102
	62.31	64.94	61.09	59.20	61.72	63.85	58.19	64.47
	19.21	16.83	20.35	20.23	21.04	21.45	19.11	17.29
		c		a			c	b
Preparing for the future	296	111	76	61	47	95	88	102
	37.69	35.06	38.91	40.80	38.28	36.15	41.81	35.53
	19.21	16.83	20.35	20.23	21.04	21.45	19.11	17.29
		c		a			c	b

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

How much time do you spend managing the present versus preparing for the future of marketing in your company?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Managing the present	20	16	31	10	13	8	22	6	41	6	29	1	55	9	20
	63.10	60.31	56.39	55.90	66.54	74.38	69.09	74.17	61.90	74.17	60.17	60.00	61.78	57.78	62.40
	15.36	21.25	22.52 fg	18.27 fj	12.14	9.43 cd	17.90 c	13.20	19.97	12.42 d	20.72	---	17.53	27.85	20.70
Preparing for the future	20	16	31	10	13	8	22	6	41	6	29	1	55	9	20
	36.90	39.69	43.61	44.10	33.46	25.63	30.91	25.83	38.10	25.83	39.83	40.00	38.22	42.22	37.60
	15.36	21.25	22.52 fg	18.27 fj	12.14	9.43 cd	17.90 c	13.20	19.97	12.42 d	20.72	---	17.53	27.85	20.70

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

Topic 3: Managing Marketing in the Covid-19 Pandemic

How much time do you spend managing the present versus preparing for the future of marketing in your company?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Managing the present	57	29	41	57	13	57	33	55	29	64	29	20	19	18	62
	64.12	62.00	63.24	65.26	53.85	62.61	57.67	63.45	67.24	61.53	60.62	65.25	65.00	61.11	59.15
	21.76	19.32	17.57	18.26	22.38	16.89	20.65	23.05	15.67	17.89	19.50	22.27	15.09	14.71	19.62
Preparing for the future	57	29	41	57	13	57	33	55	29	64	29	20	19	18	62
	35.88	38.00	36.76	34.74	46.15	37.39	42.33	36.55	32.76	38.47	39.38	34.75	35.00	38.89	40.85
	21.76	19.32	17.57	18.26	22.38	16.89	20.65	23.05	15.67	17.89	19.50	22.27	15.09	14.71	19.62

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

Topic 4: Marketing Leadership

How well aligned are marketing and sales leaders in your company on goals, strategies, and tools/data?

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Not at all	4 1.7%	1 1.1%	1 1.6%	2 4.0%	0 0.0%	1 1.4%	1 1.4%	2 2.3%
2	11 4.6%	7 8.0%	2 3.2%	1 2.0%	1 2.6%	5 6.8%	4 5.4%	1 1.2%
3	14 5.8%	4 4.6%	4 6.3%	4 8.0%	2 5.1%	3 4.1%	6 8.1%	5 5.8%
4	29 12.1%	15 17.2% b	4 6.3% a	3 6.0%	7 17.9%	10 13.7%	10 13.5%	8 9.3%
5	52 21.7%	17 19.5%	16 25.4%	11 22.0%	8 20.5%	16 21.9%	15 20.3%	20 23.3%
6	77 32.1%	24 27.6%	21 33.3%	14 28.0%	17 43.6%	21 28.8%	26 35.1%	26 30.2%
7=Very Highly	53 22.1%	19 21.8%	15 23.8%	15 30.0% d	4 10.3% c	17 23.3%	12 16.2%	24 27.9%
Mean	5.32	5.16	5.46	5.44	5.28	5.27	5.16	5.52

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

Topic 4: Marketing Leadership

How well aligned are marketing and sales leaders in your company on goals, strategies, and tools/data?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	1 6.3%	0 0.0%	0 0.0% h	0 0.0%	0 0.0%	0 0.0%	1 5.3%	1 25.0% clkm	0 0.0% Hn	0 0.0%	0 0.0% h	0 0.0%	0 0.0% Hn	1 14.3% im	0 0.0%
2	0 0.0% j	1 8.3%	3 12.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	2 5.9% j	2 33.3% aiKM	0 0.0% J	0 0.0%	1 2.3% J	0 0.0%	0 0.0% j
3	0 0.0% fj	0 0.0% j	1 4.0% j	1 11.1%	1 10.0%	2 25.0% ai	1 5.3%	0 0.0%	1 2.9% fj	2 33.3% abcikm	1 4.3% j	0 0.0%	2 4.7% j	0 0.0%	1 6.3%
4	2 12.5%	1 8.3%	3 12.0%	1 11.1%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	6 17.6%	1 16.7%	3 13.0%	0 0.0%	7 16.3%	1 14.3%	1 6.3%
5	6 37.5% m	3 25.0%	5 20.0%	4 44.4% m	5 50.0% M	2 25.0%	3 15.8%	1 25.0%	7 20.6%	0 0.0%	6 26.1%	0 0.0%	5 11.6% adE	1 14.3%	3 18.8%
6	5 31.3%	5 41.7%	6 24.0%	2 22.2%	4 40.0%	2 25.0%	7 36.8%	1 25.0%	9 26.5%	1 16.7%	8 34.8%	0 0.0%	18 41.9%	2 28.6%	5 31.3%
7=Very Highly	2 12.5%	2 16.7%	7 28.0%	1 11.1%	0 0.0% o	1 12.5%	6 31.6%	1 25.0%	9 26.5%	0 0.0%	5 21.7%	0 0.0%	10 23.3%	2 28.6%	6 37.5% e
Mean	5.19 j	5.42 J	5.24 j	5.11 j	5.20 J	4.88	5.53 j	4.75	5.38 JaBcdEgIKM	3.33 O	5.57 J	---	5.56 J	5.14	5.88 J

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

Topic 4: Marketing Leadership

How well aligned are marketing and sales leaders in your company on goals, strategies, and tools/data?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Not at all	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 6.5%	1 3.7%	0 0.0%	0 0.0%	1 1.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 5.8%
2	1 2.2%	3 12.5%	1 3.0%	2 4.1%	0 0.0%	2 4.3%	1 3.7%	1 2.2%	0 0.0%	4 7.5%	2 9.5%	1 5.9%	0 0.0%	1 7.1%	2 3.8%
3	5 11.1%	0 0.0%	2 6.1%	2 4.1%	1 10.0%	1 2.2%	3 11.1%	3 6.7%	4 16.0%	2 3.8%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	4 7.7%
4	5 11.1%	4 16.7%	3 9.1%	5 10.2%	1 10.0%	3 6.5% g	7 25.9% f	6 13.3%	3 12.0%	5 9.4%	3 14.3%	1 5.9%	1 7.7%	1 7.1%	9 17.3%
5	7 15.6%	6 25.0%	7 21.2%	14 28.6%	4 40.0%	8 17.4%	5 18.5%	6 13.3%	7 28.0%	13 24.5%	7 33.3%	3 17.6%	3 23.1%	3 21.4%	10 19.2%
6	12 26.7%	6 25.0%	12 36.4%	17 34.7%	3 30.0%	19 41.3% g	5 18.5% f	12 26.7%	7 28.0%	17 32.1%	7 33.3%	7 41.2%	5 38.5%	5 35.7%	17 32.7%
7=Very Highly	15 33.3%	5 20.8%	8 24.2%	9 18.4%	1 10.0%	10 21.7%	5 18.5%	17 37.8% dH	4 16.0%	11 20.8%	2 9.5% a	5 29.4%	3 23.1%	4 28.6%	7 13.5% A
Mean	5.53	5.13	5.55	5.41	5.20	5.35	4.81	5.69 h	5.16	5.26	5.10	5.76	5.62	5.64	4.92 a

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

Topic 4: Marketing Leadership

How well aligned are marketing and finance leaders in your company on goals, strategies, and tools/data?

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Not at all	5 2.1%	3 3.5%	1 1.6%	1 2.0%	0 0.0%	3 4.1%	1 1.4%	1 1.2%
2	19 7.9%	11 12.8% b	2 3.1% a	4 8.0%	2 5.1%	3 4.1%	9 12.2%	6 7.0%
3	22 9.2%	8 9.3%	8 12.5%	4 8.0%	2 5.1%	8 10.8%	11 14.9% c	3 3.5% b
4	38 15.8%	14 16.3%	9 14.1%	6 12.0%	9 23.1%	19 25.7% bc	8 10.8% a	11 12.8% a
5	50 20.8%	16 18.6%	12 18.8%	11 22.0%	11 28.2%	10 13.5%	19 25.7%	19 22.1%
6	61 25.4%	17 19.8%	20 31.3%	12 24.0%	11 28.2%	18 24.3%	18 24.3%	22 25.6%
7=Very Highly	45 18.8%	17 19.8%	12 18.8%	12 24.0%	4 10.3%	13 17.6%	8 10.8% C	24 27.9% B
Mean	4.97	4.72	5.14	5.12	5.00	4.84 c	4.64 C	5.36 aB

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

Topic 4: Marketing Leadership

How well aligned are marketing and finance leaders in your company on goals, strategies, and tools/data?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	1 6.3%	0 0.0% j	1 4.0% j	0 0.0%	0 0.0%	0 0.0%	0 0.0% j	0 0.0%	1 2.9% j	2 33.3% bcgiKM	0 0.0% J	0 0.0%	0 0.0% J	0 0.0%	0 0.0% j
2	0 0.0% g	1 8.3%	2 8.0%	1 11.1%	1 10.0%	0 0.0%	5 26.3% aik	0 0.0%	2 5.9% g	0 0.0%	0 0.0% g	0 0.0%	4 9.5%	1 14.3%	1 6.3%
3	2 12.5%	1 8.3%	3 12.0%	0 0.0%	1 10.0%	2 25.0% o	1 5.3%	0 0.0%	3 8.8%	2 33.3% o	3 12.5%	0 0.0%	3 7.1%	0 0.0%	0 0.0% fj
4	3 18.8%	1 8.3%	4 16.0%	1 11.1%	1 10.0%	2 25.0%	2 10.5%	2 50.0% m	9 26.5% m	1 16.7%	4 16.7%	0 0.0%	3 7.1% hi	1 14.3%	2 12.5%
5	4 25.0%	4 33.3%	4 16.0%	3 33.3%	2 20.0%	1 12.5%	2 10.5%	1 25.0%	5 14.7%	1 16.7%	6 25.0%	0 0.0%	10 23.8%	1 14.3%	4 25.0%
6	4 25.0%	4 33.3%	5 20.0%	3 33.3%	5 50.0%	2 25.0%	4 21.1%	1 25.0%	7 20.6%	0 0.0%	7 29.2%	0 0.0%	11 26.2%	3 42.9%	4 25.0%
7=Very Highly	2 12.5%	1 8.3%	6 24.0%	1 11.1%	0 0.0%	1 12.5%	5 26.3%	0 0.0%	7 20.6%	0 0.0%	4 16.7%	0 0.0%	11 26.2%	1 14.3%	5 31.3%
Mean	4.81 j	5.00 J	4.88 j	5.11 j	4.90 j	4.75 j	4.74 j	4.75	4.88 J	2.83 aBcdefgIK MnO	5.21 J	---	5.29 J	5.14 j	5.56 J

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

Topic 4: Marketing Leadership

How well aligned are marketing and finance leaders in your company on goals, strategies, and tools/data?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Not at all	0 0.0%	1 4.2%	1 3.0%	1 2.0%	0 0.0%	1 2.1%	1 3.8%	0 0.0% d	0 0.0%	1 1.9%	2 9.5% a	0 0.0%	0 0.0%	0 0.0%	2 3.9%
2	3 6.7%	3 12.5%	3 9.1%	2 4.1%	0 0.0%	4 8.5%	3 11.5%	2 4.4%	2 8.0%	8 15.1%	0 0.0%	1 5.6%	0 0.0%	1 7.1%	5 9.8%
3	5 11.1%	2 8.3%	2 6.1%	4 8.2%	2 20.0%	3 6.4%	4 15.4%	4 8.9%	4 16.0%	2 3.8%	2 9.5%	2 11.1%	2 15.4%	0 0.0%	6 11.8%
4	7 15.6%	5 20.8%	5 15.2%	8 16.3%	2 20.0%	4 8.5%	5 19.2%	8 17.8%	5 20.0%	10 18.9%	3 14.3%	1 5.6%	2 15.4%	1 7.1%	8 15.7%
5	4 8.9% Df	4 16.7%	4 12.1% d	16 32.7% Ac	3 30.0%	14 29.8% a	5 19.2%	4 8.9% dEfgh	1 4.0% dEFgh	9 17.0%	6 28.6% ab	7 38.9% AB	5 38.5% aB	5 35.7% ab	13 25.5% ab
6	14 31.1%	6 25.0%	9 27.3%	9 18.4%	2 20.0%	14 29.8%	4 15.4%	13 28.9%	9 36.0%	13 24.5%	4 19.0%	4 22.2%	4 30.8%	3 21.4%	11 21.6%
7=Very Highly	12 26.7%	3 12.5%	9 27.3%	9 18.4%	1 10.0%	7 14.9%	4 15.4%	14 31.1% fh	4 16.0%	10 18.9%	4 19.0%	3 16.7%	0 0.0% ag	4 28.6% f	6 11.8% a
Mean	5.27	4.58	5.15	5.02	4.80	5.04	4.46	5.42 h	4.92	4.83	4.86	5.11	4.85	5.50	4.61 a

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



Topic 4: Marketing Leadership

Relative to a year ago, rate the success your company has had in improving the DE&I of its: Marketing employees

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
No Change	118 49.8%	50 57.5%	27 42.9%	21 42.9%	19 51.4%	51 70.8% BC	33 44.0% A	33 39.3% A
25% more	71 30.0%	24 27.6%	21 33.3%	15 30.6%	11 29.7%	15 20.8%	26 34.7%	29 34.5%
50% more	33 13.9%	12 13.8%	10 15.9%	7 14.3%	4 10.8%	5 6.9%	12 16.0%	12 14.3%
100% more	15 6.3%	1 1.1% bCd	5 7.9% a	6 12.2% A	3 8.1% a	1 1.4% c	4 5.3%	10 11.9% a

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

Topic 4: Marketing Leadership
Relative to a year ago, rate the success your company has had in improving the DE&I of its: Marketing employees

	Total	Industry Sector														
		Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
No Change	118 49.8%	6 37.5%	6 50.0%	12 48.0%	2 22.2%	5 55.6%	7 87.5%	10 52.6%	3 75.0%	20 58.8%	4 66.7%	10 41.7%	0 0.0%	20 46.5%	4 57.1%	6 46.2%
		f			f		adkm					f		f		
25% more	71 30.0%	8 50.0%	5 41.7%	9 36.0%	2 22.2%	3 33.3%	0 0.0%	5 26.3%	1 25.0%	7 20.6%	1 16.7%	8 33.3%	0 0.0%	15 34.9%	2 28.6%	2 15.4%
		fi	f				ab			a						
50% more	33 13.9%	1 6.3%	1 8.3%	2 8.0%	3 33.3%	0 0.0%	1 12.5%	4 21.1%	0 0.0%	6 17.6%	1 16.7%	3 12.5%	0 0.0%	5 11.6%	1 14.3%	4 30.8%
100% more	15 6.3%	1 6.3%	0 0.0%	2 8.0%	2 22.2%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	3 12.5%	0 0.0%	3 7.0%	0 0.0%	1 7.7%
					g			d								

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

Topic 4: Marketing Leadership

Relative to a year ago, rate the success your company has had in improving the DE&I of its: Marketing employees

	Total	Sales Revenue							Number of Employees							
		<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
		A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
No Change	118	31	17	19	19	3	16	9	33	13	33	10	8	1	3	17
	49.8%	68.9%	73.9%	57.6%	38.8%	37.5%	34.0%	34.6%	73.3%	52.0%	62.3%	50.0%	47.1%	7.7%	21.4%	34.0%
		DFG	DFG	f	AB		ABc	AB	FGH	f	FGH	f	f	AbCde	AC	AC
25% more	71	8	3	8	19	3	20	10	6	8	11	9	5	4	5	23
	30.0%	17.8%	13.0%	24.2%	38.8%	37.5%	42.6%	38.5%	13.3%	32.0%	20.8%	45.0%	29.4%	30.8%	35.7%	46.0%
		df	df		ab		ab		DH		dH	Ac				AC
50% more	33	3	3	4	7	1	8	5	3	3	7	0	1	7	5	7
	13.9%	6.7%	13.0%	12.1%	14.3%	12.5%	17.0%	19.2%	6.7%	12.0%	13.2%	0.0%	5.9%	53.8%	35.7%	14.0%
									FG	F	F	FG	Fg	ABCDEH	ADe	F
100% more	15	3	0	2	4	1	3	2	3	1	2	1	3	1	1	3
	6.3%	6.7%	0.0%	6.1%	8.2%	12.5%	6.4%	7.7%	6.7%	4.0%	3.8%	5.0%	17.6%	7.7%	7.1%	6.0%

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

Topic 4: Marketing Leadership
Relative to a year ago, rate the success your company has had in improving the DE&I of its: Marketing partnerships

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
No Change	158 66.7%	64 73.6%	37 58.7%	31 63.3%	26 70.3%	58 80.6% bC	49 65.3% a	48 57.1% A
25% more	49 20.7%	16 18.4%	17 27.0%	10 20.4%	5 13.5%	12 16.7%	17 22.7%	20 23.8%
50% more	28 11.8%	7 8.0%	8 12.7%	8 16.3%	5 13.5%	2 2.8% bC	9 12.0% a	14 16.7% A
100% more	2 0.8%	0 0.0%	1 1.6%	0 0.0%	1 2.7%	0 0.0%	0 0.0%	2 2.4%

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

Topic 4: Marketing Leadership
Relative to a year ago, rate the success your company has had in improving the DE&I of its: Marketing partnerships

	Total	Industry Sector														
		Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
No Change	158 66.7%	11 68.8%	6 50.0%	15 60.0%	4 44.4% i	5 55.6%	7 87.5%	14 73.7%	3 75.0%	27 79.4% dk	3 50.0%	13 54.2% i	0 0.0%	33 76.7%	4 57.1%	8 61.5%
25% more	49 20.7%	3 18.8%	4 33.3% I	6 24.0% i	3 33.3% I	3 33.3% I	0 0.0% j	3 15.8%	0 0.0%	1 2.9% BcDEJKnO	3 50.0% fl	7 29.2% I	0 0.0%	7 16.3%	2 28.6% i	4 30.8% I
50% more	28 11.8%	2 12.5%	2 16.7%	4 16.0%	2 22.2%	0 0.0%	1 12.5%	2 10.5%	1 25.0%	6 17.6%	0 0.0%	4 16.7%	0 0.0%	2 4.7%	1 14.3%	1 7.7%
100% more	2 0.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	0 0.0%	0 0.0%

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



Topic 4: Marketing Leadership

Relative to a year ago, rate the success your company has had in improving the DE&I of its: Marketing partnerships

	Total	Sales Revenue							Number of Employees							
		<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
		A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
No Change	158	36	17	26	28	5	29	15	36	19	37	13	8	7	5	33
	66.7%	80.0%	73.9%	78.8%	57.1%	62.5%	61.7%	57.7%	80.0%	76.0%	69.8%	65.0%	47.1%	53.8%	35.7%	66.0%
		dg		d	ac			a	eG	g	g		a		Abch	g
25% more	49	4	2	5	14	0	14	8	4	5	8	5	7	1	5	14
	20.7%	8.9%	8.7%	15.2%	28.6%	0.0%	29.8%	30.8%	8.9%	20.0%	15.1%	25.0%	41.2%	7.7%	35.7%	28.0%
		dfg			a		a	a	Egh		e		Acf	e	a	a
50% more	28	4	4	2	7	3	3	3	4	1	8	2	2	5	3	3
	11.8%	8.9%	17.4%	6.1%	14.3%	37.5%	6.4%	11.5%	8.9%	4.0%	15.1%	10.0%	11.8%	38.5%	21.4%	6.0%
		e		e		acf	e		f	F				aBH		F
100% more	2	1	0	0	0	0	1	0	1	0	0	0	0	0	1	0
	0.8%	2.2%	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.0%

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



Topic 4: Marketing Leadership

Relative to a year ago, rate the success your company has had in improving the DE&I of its: Segmentation and targeting

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
No Change	145 61.4%	62 71.3% C	41 65.1% c	21 42.9% Ab	21 58.3%	60 83.3% BC	41 54.7% A	42 50.6% A
25% more	56 23.7%	15 17.2% C	13 20.6% c	20 40.8% Ab	8 22.2%	7 9.7% BC	24 32.0% A	24 28.9% A
50% more	29 12.3%	10 11.5%	6 9.5%	7 14.3%	5 13.9%	5 6.9%	8 10.7%	13 15.7%
100% more	6 2.5%	0 0.0% bd	3 4.8% a	1 2.0%	2 5.6% a	0 0.0%	2 2.7%	4 4.8%

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

Topic 4: Marketing Leadership

Relative to a year ago, rate the success your company has had in improving the DE&I of its: Segmentation and targeting

	Total	Industry Sector														
		Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
No Change	145 61.4%	11 68.8%	6 50.0%	12 48.0%	3 37.5%	7 77.8%	5 62.5%	11 57.9%	3 75.0%	22 64.7%	3 50.0%	13 54.2%	0 0.0%	31 72.1%	5 71.4%	7 53.8%
25% more	56 23.7%	4 25.0%	2 16.7%	8 32.0%	2 25.0%	1 11.1%	1 12.5%	5 26.3%	1 25.0%	10 29.4%	3 50.0%	5 20.8%	0 0.0%	7 16.3%	1 14.3%	5 38.5%
50% more	29 12.3%	1 6.3%	3 25.0%	5 20.0%	3 37.5%	0 0.0%	1 12.5%	3 15.8%	0 0.0%	2 5.9%	0 0.0%	4 16.7%	0 0.0%	4 9.3%	1 14.3%	1 7.7%
100% more	6 2.5%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	1 11.1%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 8.3%	0 0.0%	1 2.3%	0 0.0%	0 0.0%

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

Topic 4: Marketing Leadership

Relative to a year ago, rate the success your company has had in improving the DE&I of its: Segmentation and targeting

	Total	Sales Revenue							Number of Employees							
		<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
		A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
No Change	145	33	15	25	28	2	24	14	33	19	34	14	6	4	6	29
	61.4%	73.3%	65.2%	75.8%	58.3%	25.0%	51.1%	53.8%	73.3%	76.0%	64.2%	70.0%	37.5%	30.8%	42.9%	58.0%
		ef		Ef		aC	ac		eFg	efg	f	f	ab	Abcd	ab	
25% more	56	6	5	5	15	4	11	9	7	5	13	4	7	4	2	14
	23.7%	13.3%	21.7%	15.2%	31.3%	50.0%	23.4%	34.6%	15.6%	20.0%	24.5%	20.0%	43.8%	30.8%	14.3%	28.0%
		deg		e	a	ac		a	e				a			
50% more	29	4	2	2	5	2	10	3	3	1	3	2	3	5	5	7
	12.3%	8.9%	8.7%	6.1%	10.4%	25.0%	21.3%	11.5%	6.7%	4.0%	5.7%	10.0%	18.8%	38.5%	35.7%	14.0%
									FG	Fg	FG			ABCh	AbC	f
100% more	6	2	1	1	0	0	2	0	2	0	3	0	0	0	1	0
	2.5%	4.4%	4.3%	3.0%	0.0%	0.0%	4.3%	0.0%	4.4%	0.0%	5.7%	0.0%	0.0%	0.0%	7.1%	0.0%

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

Topic 4: Marketing Leadership
Relative to a year ago, rate the success your company has had in improving the DE&I of its: Product and service design

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
No Change	159 67.1%	65 74.7% C	43 68.3% c	24 49.0% Abd	27 73.0% c	64 88.9% BC	47 62.7% A	46 54.8% A
25% more	51 21.5%	15 17.2% C	11 17.5% c	19 38.8% Abd	6 16.2% c	4 5.6% BC	22 29.3% A	23 27.4% A
50% more	21 8.9%	7 8.0%	6 9.5%	5 10.2%	2 5.4%	4 5.6%	4 5.3%	11 13.1%
100% more	6 2.5%	0 0.0% bd	3 4.8% a	1 2.0%	2 5.4% a	0 0.0%	2 2.7%	4 4.8%

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

Topic 4: Marketing Leadership

Relative to a year ago, rate the success your company has had in improving the DE&I of its: Product and service design

	Total	Industry Sector														
		Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
No Change	159 67.1%	13 81.3%	6 50.0%	16 64.0%	5 55.6%	6 66.7%	7 87.5%	12 63.2%	4 100.0%	25 73.5%	5 83.3%	14 58.3%	0 0.0%	29 67.4%	5 71.4%	6 46.2%
25% more	51 21.5%	3 18.8%	2 16.7%	6 24.0%	2 22.2%	2 22.2%	0 0.0%	5 26.3%	0 0.0%	5 14.7%	1 16.7%	6 25.0%	0 0.0%	10 23.3%	2 28.6%	5 38.5%
50% more	21 8.9%	0 0.0%	3 25.0%	3 12.0%	2 22.2%	0 0.0%	1 12.5%	2 10.5%	0 0.0%	4 11.8%	0 0.0%	2 8.3%	0 0.0%	2 4.7%	0 0.0%	2 15.4%
		b	am											b		
100% more	6 2.5%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 8.3%	0 0.0%	2 4.7%	0 0.0%	0 0.0%

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

Topic 4: Marketing Leadership

Relative to a year ago, rate the success your company has had in improving the DE&I of its: Product and service design

	Total	Sales Revenue							Number of Employees							
		<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
		A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
No Change	159	34	15	25	35	3	28	15	35	18	39	14	11	6	6	30
	67.1%	75.6%	65.2%	75.8%	71.4%	37.5%	59.6%	57.7%	77.8%	72.0%	73.6%	70.0%	64.7%	46.2%	42.9%	60.0%
		e		e		ac			fg		g			a	ac	
25% more	51	5	4	8	6	4	15	9	4	7	9	4	3	4	5	15
	21.5%	11.1%	17.4%	24.2%	12.2%	50.0%	31.9%	34.6%	8.9%	28.0%	17.0%	20.0%	17.6%	30.8%	35.7%	30.0%
		Efg			efg	Ad	ad	ad	bfg	a				a	a	a
50% more	21	4	3	0	7	1	3	2	3	0	4	2	3	2	2	5
	8.9%	8.9%	13.0%	0.0%	14.3%	12.5%	6.4%	7.7%	6.7%	0.0%	7.5%	10.0%	17.6%	15.4%	14.3%	10.0%
			c	bde	c	c				e			b			
100% more	6	2	1	0	1	0	1	0	3	0	1	0	0	1	1	0
	2.5%	4.4%	4.3%	0.0%	2.0%	0.0%	2.1%	0.0%	6.7%	0.0%	1.9%	0.0%	0.0%	7.7%	7.1%	0.0%

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



Topic 4: Marketing Leadership

Relative to a year ago, rate the success your company has had in improving the DE&I of its: Communications

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
No Change	82 34.7%	44 50.6% BC	14 22.6% A	11 22.4% A	13 35.1%	40 55.6% BC	17 22.7% A	24 28.6% A
25% more	75 31.8%	20 23.0% Bd	27 43.5% A	13 26.5%	15 40.5% a	16 22.2% B	32 42.7% A	26 31.0%
50% more	70 29.7%	22 25.3% c	17 27.4% c	23 46.9% abD	7 18.9% C	15 20.8%	24 32.0%	28 33.3%
100% more	9 3.8%	1 1.1%	4 6.5%	2 4.1%	2 5.4%	1 1.4%	2 2.7%	6 7.1%

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

Topic 4: Marketing Leadership

Relative to a year ago, rate the success your company has had in improving the DE&I of its: Communications

	Total	Industry Sector														
		Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
No Change	82 34.7%	5 31.3%	1 9.1% i	5 20.0% i	2 22.2%	4 44.4%	4 50.0%	8 42.1%	2 50.0%	16 47.1% bc	2 33.3%	6 25.0%	0 0.0%	15 34.9%	3 42.9%	4 30.8%
25% more	75 31.8%	8 50.0% o	5 45.5% o	8 32.0%	3 33.3%	4 44.4%	2 25.0%	6 31.6%	2 50.0%	10 29.4%	4 66.7% mo	8 33.3%	0 0.0%	10 23.3% j	3 42.9%	1 7.7% abj
50% more	70 29.7%	2 12.5% co	5 45.5% e	12 48.0% aeij	3 33.3%	0 0.0% bemo	2 25.0%	5 26.3%	0 0.0%	7 20.6% co	0 0.0% co	7 29.2%	0 0.0%	17 39.5% e	1 14.3%	7 53.8% aeij
100% more	9 3.8%	1 6.3%	0 0.0%	0 0.0%	1 11.1%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	3 12.5%	0 0.0%	1 2.3%	0 0.0%	1 7.7%

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

Topic 4: Marketing Leadership

Relative to a year ago, rate the success your company has had in improving the DE&I of its: Communications

	Total	Sales Revenue							Number of Employees							
		<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
		A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
No Change	82	25	12	16	14	1	10	2	28	9	25	6	1	2	2	9
	34.7%	55.6%	52.2%	48.5%	28.6%	12.5%	21.3%	7.7%	62.2%	36.0%	48.1%	30.0%	5.9%	15.4%	14.3%	18.0%
		DeFG	fG	fG	Ag	a	Abc	ABCd	bdEFGH	ae	EfgH	a	AbC	Ac	Ac	AC
25% more	75	10	5	10	17	5	17	10	9	7	18	6	9	3	4	19
	31.8%	22.2%	21.7%	30.3%	34.7%	62.5%	36.2%	38.5%	20.0%	28.0%	34.6%	30.0%	52.9%	23.1%	28.6%	38.0%
		e	e			ab			e				a			
50% more	70	8	5	6	18	2	18	11	6	8	8	8	7	7	7	19
	29.7%	17.8%	21.7%	18.2%	36.7%	25.0%	38.3%	42.3%	13.3%	32.0%	15.4%	40.0%	41.2%	53.8%	50.0%	38.0%
		dfg		g	a		a	ac	deFGH		deFGh	ac	ac	AC	AC	Ac
100% more	9	2	1	1	0	0	2	3	2	1	1	0	0	1	1	3
	3.8%	4.4%	4.3%	3.0%	0.0%	0.0%	4.3%	11.5%	4.4%	4.0%	1.9%	0.0%	0.0%	7.7%	7.1%	6.0%
					g			d								

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

Topic 4: Marketing Leadership
Relative to a year ago, rate the success your company has had in improving the DE&I of its: Brand

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
No Change	93	46	16	17	14	40	29	23
	39.4%	52.9%	25.8%	34.7%	37.8%	55.6%	38.7%	27.4%
		Bc	A	a		bC	a	A
25% more	85	24	28	17	16	18	31	36
	36.0%	27.6%	45.2%	34.7%	43.2%	25.0%	41.3%	42.9%
		b	a			bc	a	a
50% more	47	16	13	13	4	12	12	19
	19.9%	18.4%	21.0%	26.5%	10.8%	16.7%	16.0%	22.6%
100% more	11	1	5	2	3	2	3	6
	4.7%	1.1%	8.1%	4.1%	8.1%	2.8%	4.0%	7.1%
		bd	a		a			

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

Topic 4: Marketing Leadership

Relative to a year ago, rate the success your company has had in improving the DE&I of its: Brand

	Total	Industry Sector														
		Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
No Change	93 39.4%	6 37.5%	4 36.4%	9 36.0%	1 11.1% hi	3 33.3%	3 37.5%	7 36.8%	3 75.0% d	20 58.8% dkm	2 33.3%	6 25.0% i	0 0.0%	15 34.9% i	3 42.9%	5 38.5%
25% more	85 36.0%	8 50.0%	3 27.3%	11 44.0%	5 55.6%	5 55.6%	3 37.5%	8 42.1%	1 25.0%	9 26.5%	4 66.7% o	8 33.3%	0 0.0%	14 32.6%	3 42.9%	2 15.4% j
50% more	47 19.9% o	1 6.3% o	3 27.3%	5 20.0%	2 22.2%	0 0.0% o	2 25.0%	4 21.1%	0 0.0%	4 11.8% o	0 0.0%	7 29.2%	0 0.0%	13 30.2%	0 0.0%	5 38.5% aci
100% more	11 4.7%	1 6.3%	1 9.1%	0 0.0%	1 11.1%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	3 12.5%	0 0.0%	1 2.3%	1 14.3%	1 7.7%

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

Topic 4: Marketing Leadership

Relative to a year ago, rate the success your company has had in improving the DE&I of its: Brand

	Total	Sales Revenue							Number of Employees							
		<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
		A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
No Change	93	25	11	16	16	2	13	7	28	8	25	11	1	2	2	16
	39.4%	55.6%	47.8%	48.5%	32.7%	25.0%	27.7%	26.9%	62.2%	32.0%	48.1%	55.0%	5.9%	15.4%	14.3%	32.0%
		dFg			a		A	a	bEFGH	ae	Efg	Efg	AbCDh	Ac d	Ac d	Ae
25% more	85	11	7	9	24	3	19	12	8	10	19	5	11	5	6	21
	36.0%	24.4%	30.4%	27.3%	49.0%	37.5%	40.4%	46.2%	17.8%	40.0%	36.5%	25.0%	64.7%	38.5%	42.9%	42.0%
		d			a				bcEh	a	ae	e	Ac d			a
50% more	47	7	3	6	9	3	12	5	7	5	6	4	5	4	5	11
	19.9%	15.6%	13.0%	18.2%	18.4%	37.5%	25.5%	19.2%	15.6%	20.0%	11.5%	20.0%	29.4%	30.8%	35.7%	22.0%
											g				c	
100% more	11	2	2	2	0	0	3	2	2	2	2	0	0	2	1	2
	4.7%	4.4%	8.7%	6.1%	0.0%	0.0%	6.4%	7.7%	4.4%	8.0%	3.8%	0.0%	0.0%	15.4%	7.1%	4.0%
			d		b											

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

Topic 4: Marketing Leadership
Relative to a year ago, rate the success your company has had in improving the DE&I of its: Training

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
No Change	110 46.6%	53 60.9% Bc	20 32.3% A	19 38.8% a	18 48.6%	42 58.3% c	33 44.0%	33 39.3% a
25% more	59 25.0%	14 16.1% bC	19 30.6% a	19 38.8% A	7 18.9%	17 23.6%	21 28.0%	20 23.8%
50% more	41 17.4%	15 17.2%	15 24.2%	5 10.2%	5 13.5%	9 12.5%	14 18.7%	16 19.0%
100% more	26 11.0%	5 5.7% d	8 12.9%	6 12.2%	7 18.9% a	4 5.6% c	7 9.3%	15 17.9% a

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

Topic 4: Marketing Leadership

Relative to a year ago, rate the success your company has had in improving the DE&I of its: Training

	Total	Industry Sector														
		Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
No Change	110 46.6%	6 37.5%	3 27.3%	9 36.0%	3 33.3%	4 44.4%	4 50.0%	10 52.6%	3 75.0%	21 61.8%	4 66.7%	8 33.3%	0 0.0%	20 46.5%	2 28.6%	7 53.8%
25% more	59 25.0%	4 25.0%	2 18.2%	14 56.0%	3 33.3%	2 22.2%	1 12.5%	6 31.6%	1 25.0%	5 14.7%	2 33.3%	6 25.0%	0 0.0%	10 23.3%	3 42.9%	0 0.0%
50% more	41 17.4%	3 18.8%	5 45.5%	1 4.0%	1 11.1%	2 22.2%	2 25.0%	3 15.8%	0 0.0%	5 14.7%	0 0.0%	5 20.8%	0 0.0%	8 18.6%	1 14.3%	4 30.8%
100% more	26 11.0%	3 18.8%	1 9.1%	1 4.0%	2 22.2%	1 11.1%	1 12.5%	0 0.0%	0 0.0%	3 8.8%	0 0.0%	5 20.8%	0 0.0%	5 11.6%	1 14.3%	2 15.4%

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

Topic 4: Marketing Leadership

Relative to a year ago, rate the success your company has had in improving the DE&I of its: Training

	Total	Sales Revenue							Number of Employees							
		<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
		A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
No Change	110	29	16	19	20	2	12	9	31	13	30	9	6	3	1	17
	46.6%	64.4%	69.6%	57.6%	40.8%	25.0%	25.5%	34.6%	68.9%	52.0%	57.7%	45.0%	35.3%	23.1%	7.1%	34.0%
		deFg	deFg	F	ab	ab	ABC	ab	eFGH	G	fGh	g	a	Ac	ABCd	Ac
25% more	59	7	4	6	16	4	15	7	5	7	10	7	7	5	3	15
	25.0%	15.6%	17.4%	18.2%	32.7%	50.0%	31.9%	26.9%	11.1%	28.0%	19.2%	35.0%	41.2%	38.5%	21.4%	30.0%
		e				a			dEfh			a	A	a		a
50% more	41	6	3	4	8	1	11	6	6	3	7	1	4	2	7	11
	17.4%	13.3%	13.0%	12.1%	16.3%	12.5%	23.4%	23.1%	13.3%	12.0%	13.5%	5.0%	23.5%	15.4%	50.0%	22.0%
									G	g	G	G			AbCDh	g
100% more	26	3	0	4	5	1	9	4	3	2	5	3	0	3	3	7
	11.0%	6.7%	0.0%	12.1%	10.2%	12.5%	19.1%	15.4%	6.7%	8.0%	9.6%	15.0%	0.0%	23.1%	21.4%	14.0%
			f				b						f	e		

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



Topic 4: Marketing Leadership

By what percent has marketing spending on DE&I changed in the last year?

	Total	Primary Economic Sector				Internet Sales %		
Number		B2B	B2B	B2C	B2C			
Mean		Product	Services	Product	Services	0%	1-10%	>10%
SD		A	B	C	D	A	B	C
Percent	221	79	59	46	36	68	70	80
Change	8.89	5.30	8.22	16.00	9.03	7.63	7.66	10.50
	19.63	19.99	11.62	24.36	21.11	19.91	21.44	17.55
		C	c	Ab				

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

Topic 4: Marketing Leadership

By what percent has marketing spending on DE&I changed in the last year?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Percent	15	11	25	9	9	8	16	4	31	6	22	0	39	7	11
Change	15.67	14.09	12.00	17.22	1.67	9.38	4.19	5.00	7.90	13.33	5.68	---	7.62	5.71	9.64
	30.58	17.86	37.02	21.23	3.54	17.41	7.74	10.00	13.95	20.41	7.89	---	18.00	7.87	16.60
				egk	d		d				d				

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

Topic 4: Marketing Leadership

By what percent has marketing spending on DE&I changed in the last year?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Percent	44	22	30	47	8	40	26	43	24	48	20	16	12	14	44
Change	7.05	12.50	6.07	4.83	13.75	10.15	16.73	4.47	6.88	9.58	4.60	7.19	19.17	12.86	12.07
	22.03	26.80	9.19	19.74	15.75	19.12	18.92	16.50	10.41	22.55	27.65	13.29	31.39	14.24	17.35
			G	g			Cd	fh					a		a

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

Topic 4: Marketing Leadership

Rate the degree to which your company has developed an inclusive approach to marketing decision making, meaning you have established steps to review and/or evaluate marketing decisions from a DE&I perspective.

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Not at all	45 19.4%	23 27.4% bc	8 12.9% a	5 10.4% a	9 24.3%	22 30.6% bc	11 14.9% a	12 14.6% a
2	32 13.8%	13 15.5%	6 9.7%	6 12.5%	7 18.9%	12 16.7%	13 17.6%	6 7.3%
3	32 13.8%	9 10.7%	10 16.1%	8 16.7%	4 10.8%	8 11.1%	15 20.3%	9 11.0%
4	44 19.0%	13 15.5%	14 22.6%	12 25.0%	5 13.5%	14 19.4%	8 10.8% c	22 26.8% b
5	43 18.5%	15 17.9%	11 17.7%	11 22.9%	6 16.2%	8 11.1%	16 21.6%	17 20.7%
6	23 9.9%	7 8.3%	7 11.3%	4 8.3%	5 13.5%	5 6.9%	7 9.5%	10 12.2%
7=Very Highly	13 5.6%	4 4.8%	6 9.7%	2 4.2%	1 2.7%	3 4.2%	4 5.4%	6 7.3%
Mean	3.56	3.25 b	3.95 a	3.79	3.30	3.01 C	3.57	3.98 A

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

Topic 4: Marketing Leadership

Rate the degree to which your company has developed an inclusive approach to marketing decision making, meaning you have established steps to review and/or evaluate marketing decisions from a DE&I perspective.

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	3 18.8%	1 9.1%	4 16.0%	1 11.1%	0 0.0% j	2 25.0%	4 23.5%	0 0.0%	6 18.8%	3 50.0% e	7 29.2%	0 0.0%	11 25.6%	0 0.0%	2 15.4%
2	1 6.3%	2 18.2%	6 24.0%	1 11.1%	1 11.1%	1 12.5%	3 17.6%	1 25.0%	4 12.5%	0 0.0%	3 12.5%	0 0.0%	4 9.3%	1 14.3%	1 7.7%
3	2 12.5%	1 9.1%	3 12.0%	1 11.1%	2 22.2%	2 25.0%	3 17.6%	0 0.0%	5 15.6%	0 0.0%	2 8.3%	0 0.0%	9 20.9%	1 14.3%	1 7.7%
4	2 12.5%	0 0.0%	6 24.0%	3 33.3%	2 22.2%	2 25.0%	4 23.5%	1 25.0%	6 18.8%	1 16.7%	4 16.7%	0 0.0%	7 16.3%	1 14.3%	3 23.1%
5	6 37.5% d	2 18.2%	5 20.0%	0 0.0% a	1 11.1%	1 12.5%	3 17.6%	1 25.0%	5 15.6%	1 16.7%	3 12.5%	0 0.0%	10 23.3%	1 14.3%	4 30.8%
6	1 6.3% bn	5 45.5% aCfGikMo	0 0.0% BdN	2 22.2% cm	1 11.1%	0 0.0% b	0 0.0% BN	0 0.0%	4 12.5% b	0 0.0%	3 12.5% b	0 0.0%	1 2.3% BdN	3 42.9% aCGM	1 7.7% b
7=Very Highly	1 6.3%	0 0.0%	1 4.0%	1 11.1%	2 22.2% m	0 0.0%	0 0.0% h	1 25.0% gm	2 6.3%	1 16.7%	2 8.3%	0 0.0%	1 2.3% eh	0 0.0%	1 7.7%
Mean	3.88	4.36 g	3.24	4.11	4.56 gm	2.88	2.94 ben	4.50	3.63	3.17	3.42	---	3.19 en	4.57 gm	4.00

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

Topic 4: Marketing Leadership

Rate the degree to which your company has developed an inclusive approach to marketing decision making, meaning you have established steps to review and/or evaluate marketing decisions from a DE&I perspective.

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Not at all	16 35.6% deFg	10 43.5% DeFG	6 20.0%	7 14.6% aB	0 0.0% ab	3 6.4% AB	2 7.7% aB	16 35.6% egH	6 24.0%	12 25.0% g	4 20.0%	1 5.9% a	1 7.7%	0 0.0% ac	5 10.0% A
2	9 20.0%	3 13.0%	2 6.7%	8 16.7%	1 12.5%	5 10.6%	3 11.5%	8 17.8%	2 8.0%	6 12.5%	4 20.0%	3 17.6%	2 15.4%	1 7.1%	6 12.0%
3	2 4.4% cdg	1 4.3%	7 23.3% a	11 22.9% a	0 0.0%	5 10.6%	6 23.1% a	3 6.7% f	4 16.0%	8 16.7%	1 5.0%	2 11.8% a	4 30.8% a	1 7.1%	9 18.0%
4	10 22.2%	3 13.0%	8 26.7%	6 12.5%	3 37.5%	8 17.0%	5 19.2%	11 24.4%	5 20.0%	9 18.8%	3 15.0%	4 23.5%	1 7.7%	1 7.1%	10 20.0%
5	2 4.4% EFG	2 8.7%	5 16.7%	7 14.6%	3 37.5% A	14 29.8% A	8 30.8% A	2 4.4% befGH	5 20.0% a	7 14.6%	3 15.0%	4 23.5% a	3 23.1% a	5 35.7% A	14 28.0% A
6	3 6.7%	4 17.4%	2 6.7%	4 8.3%	1 12.5%	8 17.0%	1 3.8%	3 6.7% g	2 8.0%	5 10.4%	3 15.0%	1 5.9%	2 15.4%	4 28.6% ah	3 6.0% g
7=Very Highly	3 6.7%	0 0.0%	0 0.0%	5 10.4%	0 0.0%	4 8.5%	1 3.8%	2 4.4%	1 4.0%	1 2.1%	2 10.0%	2 11.8%	0 0.0%	2 14.3%	3 6.0%
Mean	2.87 eFg	2.83 F	3.33 F	3.63 f	4.38 a	4.38 ABCd	3.81 a	2.82 eGH	3.44 G	3.25 G	3.70 g	4.06 a	3.69 g	5.14 ABCdFH	3.86 AG

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

Topic 4: Marketing Leadership

Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment. (Check all that are likely or that your company has already taken)

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Changing products and/or services	88 54.7%	31 57.4%	18 40.0% C	29 69.0% B	9 47.4%	16 37.2% B	38 67.9% A	31 53.4%
Changing marketing promotions	73 45.3%	29 53.7% c	25 55.6% c	12 28.6% ab	6 31.6%	21 48.8%	23 41.1%	27 46.6%
Changing partners	57 35.4%	22 40.7%	14 31.1%	16 38.1%	4 21.1%	11 25.6%	23 41.1%	23 39.7%
Changing distribution	42 26.1%	11 20.4%	10 22.2%	12 28.6%	8 42.1%	17 39.5% B	9 16.1% A	16 27.6%
Changing market selection	27 16.8%	5 9.3% b	13 28.9% a	6 14.3%	2 10.5%	3 7.0% c	9 16.1%	15 25.9% a
Changing brand	25 15.5%	7 13.0%	7 15.6%	8 19.0%	2 10.5%	8 18.6%	8 14.3%	9 15.5%

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

Topic 4: Marketing Leadership

Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment. (Check all that are likely or that your company has already taken)

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Changing products and/ or services	4 44.4% c	3 33.3% B	21 87.5% C aBEFghikM o	4 66.7%	1 16.7% Cn	1 20.0% Cn	5 45.5% c	0 0.0% c	18 62.1% cm	3 60.0%	7 50.0% c	0 0.0%	7 31.8% Cin	6 85.7% efm	4 50.0% c
Changing marketing promotions	2 22.2% k	4 44.4%	7 29.2% Km	4 66.7%	4 66.7%	2 40.0%	5 45.5%	1 100.0%	12 41.4% k	1 20.0% k	11 78.6% aCijO	0 0.0%	13 59.1% co	3 42.9%	1 12.5% Km
Changing partners	4 44.4%	3 33.3%	11 45.8%	1 16.7%	1 16.7%	1 20.0%	3 27.3%	1 100.0%	8 27.6%	1 20.0%	5 35.7%	0 0.0%	8 36.4%	3 42.9%	4 50.0%
Changing distribution	5 55.6% m	2 22.2%	5 20.8% o	3 50.0%	1 16.7%	1 20.0%	2 18.2%	1 100.0%	6 20.7% o	1 20.0%	4 28.6%	0 0.0%	4 18.2% ao	2 28.6%	5 62.5% cim
Changing market selection	0 0.0%	2 22.2%	3 12.5%	2 33.3%	0 0.0%	1 20.0%	1 9.1%	0 0.0%	6 20.7%	2 40.0%	5 35.7%	0 0.0%	3 13.6%	1 14.3%	1 12.5%
Changing brand	0 0.0%	2 22.2%	7 29.2%	2 33.3%	0 0.0%	1 20.0%	1 9.1%	0 0.0%	4 13.8%	0 0.0%	2 14.3%	0 0.0%	4 18.2%	2 28.6%	0 0.0%

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

Topic 4: Marketing Leadership

Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment. (Check all that are likely or that your company has already taken)

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Changing products and/or services	11 40.7% G	9 64.3%	8 38.1% G	17 51.5% g	5 55.6%	19 55.9% g	16 84.2% ACdf	10 35.7% H	9 56.3%	18 58.1%	9 64.3%	3 25.0% H	5 38.5% h	8 66.7%	26 74.3% AEf
Changing marketing promotions	8 29.6% b	9 64.3% a	12 57.1%	16 48.5%	3 33.3%	15 44.1%	9 47.4%	9 32.1%	9 56.3%	17 54.8%	4 28.6%	7 58.3%	5 38.5%	4 33.3%	18 51.4%
Changing partners	10 37.0%	2 14.3% eg	7 33.3%	10 30.3%	6 66.7% bf	10 29.4% eg	11 57.9% bf	11 39.3% d	7 43.8% d	8 25.8%	1 7.1% abfH	4 33.3%	7 53.8% d	2 16.7%	17 48.6% D
Changing distribution	6 22.2%	4 28.6%	6 28.6%	7 21.2%	2 22.2%	12 35.3%	5 26.3%	5 17.9% b	8 50.0% acd	6 19.4% b	2 14.3% b	4 33.3%	3 23.1%	4 33.3%	10 28.6%
Changing market selection	5 18.5%	2 14.3%	7 33.3%	7 21.2%	0 0.0%	4 11.8%	2 10.5%	4 14.3% b	7 43.8% acdh	4 12.9% b	1 7.1% b	4 33.3%	2 15.4%	1 8.3%	4 11.4% b
Changing brand	4 14.8%	3 21.4%	3 14.3%	5 15.2%	1 11.1%	4 11.8%	5 26.3%	2 7.1%	4 25.0%	5 16.1%	3 21.4%	1 8.3%	2 15.4%	1 8.3%	7 20.0%

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

Topic 4: Marketing Leadership

What factors interfere with your company doing more in the area of marketing sustainability? (Check all that apply)

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
The cost of such changes	87 46.8%	25 38.5% C	19 41.3% c	29 67.4% Ab	14 45.2%	22 42.3%	32 52.5%	32 47.1%
Covid-19	80 43.0%	25 38.5% d	19 41.3% d	15 34.9% d	20 64.5% abc	13 25.0% Bc	30 49.2% A	32 47.1% a
We lack the expertise needed to make such changes	45 24.2%	17 26.2%	12 26.1%	9 20.9%	7 22.6%	17 32.7%	16 26.2%	12 17.6%
Lack of executive support	35 18.8%	15 23.1% B	2 4.3% AD	7 16.3%	11 35.5% B	9 17.3%	14 23.0%	12 17.6%
Customer resistance to such changes	26 14.0%	8 12.3%	5 10.9%	9 20.9%	3 9.7%	7 13.5%	12 19.7%	7 10.3%
Non-Covid-19 priorities have dominated our attention	26 14.0%	9 13.8%	4 8.7% c	12 27.9% bD	1 3.2% C	6 11.5%	9 14.8%	11 16.2%
It is not a good fit for our brand	22 11.8%	6 9.2%	5 10.9%	6 14.0%	5 16.1%	4 7.7%	7 11.5%	10 14.7%
Partner resistance to such changes	20 10.8%	8 12.3%	1 2.2% c	6 14.0% b	4 12.9%	2 3.8% c	5 8.2%	12 17.6% a

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

Topic 4: Marketing Leadership

What factors interfere with your company doing more in the area of marketing sustainability? (Check all that apply)

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
The cost of such changes	3 33.3% c	4 36.4% c	16 76.2% abehkM	6 66.7% m	1 16.7% cio	2 33.3%	7 43.8%	0 0.0% c	19 65.5% eM	2 40.0%	6 35.3% c	0 0.0%	7 22.6% CdIO	3 50.0%	8 72.7% eM
Covid-19	2 22.2% b	9 81.8% aCfiM	6 28.6% Bg	5 55.6%	3 50.0%	1 16.7% b	10 62.5% cm	1 50.0%	12 41.4% b	3 60.0%	9 52.9%	0 0.0%	9 29.0% Bg	2 33.3%	5 45.5%
We lack the expertise needed to make such changes	4 44.4% d	2 18.2%	6 28.6%	0 0.0% am	2 33.3%	2 33.3%	5 31.3%	1 50.0%	6 20.7%	Topic 1 20.0%	3 17.6%	0 0.0%	11 35.5% d	0 0.0%	1 9.1%
Lack of executive support	1 11.1%	2 18.2%	5 23.8%	2 22.2%	0 0.0%	1 16.7%	6 37.5% k	0 0.0%	7 24.1%	0 0.0%	1 5.9% g	0 0.0%	8 25.8%	0 0.0%	1 9.1%
Customer resistance to such changes	1 11.1%	3 27.3%	4 19.0%	0 0.0%	0 0.0%	1 16.7%	2 12.5%	0 0.0%	6 20.7%	2 40.0%	2 11.8%	0 0.0%	3 9.7%	0 0.0%	2 18.2%
Non-Covid-19 priorities have dominated our attention	2 22.2%	1 9.1%	7 33.3% km	0 0.0%	0 0.0%	1 16.7%	2 12.5%	0 0.0%	4 13.8%	0 0.0%	1 5.9% c	0 0.0%	3 9.7% c	2 33.3%	3 27.3%
It is not a good fit for our brand	1 11.1%	2 18.2%	1 4.8%	2 22.2%	1 16.7%	0 0.0%	1 6.3%	0 0.0%	2 6.9%	0 0.0%	2 11.8%	0 0.0%	7 22.6%	1 16.7%	2 18.2%
Partner resistance to such changes	0 0.0%	1 9.1%	4 19.0%	2 22.2%	1 16.7%	0 0.0%	1 6.3%	0 0.0%	4 13.8%	1 20.0%	1 5.9%	0 0.0%	1 3.2%	0 0.0%	1 9.1%

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

Topic 4: Marketing Leadership

What factors interfere with your company doing more in the area of marketing sustainability? (Check all that apply)

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
The cost of such changes	12 33.3% eG	5 29.4% eg	12 46.2%	20 51.3%	7 77.8% ab	15 42.9% g	14 73.7% Abf	11 30.6% H	9 45.0%	15 38.5% h	9 52.9%	9 56.3%	6 54.5%	4 44.4%	24 63.2% Ac
Covid-19	16 44.4%	7 41.2%	11 42.3%	15 38.5%	5 55.6%	15 42.9%	8 42.1%	17 47.2%	8 40.0%	17 43.6%	7 41.2%	6 37.5%	6 54.5%	5 55.6%	14 36.8%
We lack the expertise needed to make such changes	10 27.8%	6 35.3%	6 23.1%	11 28.2%	3 33.3%	5 14.3%	4 21.1%	8 22.2%	7 35.0%	6 15.4% df	7 41.2% ch	4 25.0%	5 45.5% ch	2 22.2%	6 15.8% df
Lack of executive support	5 13.9%	4 23.5%	3 11.5%	11 28.2% f	3 33.3%	3 8.6% dg	6 31.6% f	4 11.1% de	2 10.0%	7 17.9%	6 35.3% a	6 37.5% ag	2 18.2%	0 0.0% e	8 21.1%
Customer resistance to such changes	2 5.6% B	7 41.2% Acdeg	3 11.5% b	6 15.4% b	0 0.0% b	7 20.0%	1 5.3% b	2 5.6% b	5 25.0% a	7 17.9%	2 11.8%	2 12.5%	0 0.0%	1 11.1%	7 18.4%
Non-Covid-19 priorities have dominated our attention	3 8.3%	2 11.8%	7 26.9%	6 15.4%	1 11.1%	3 8.6%	4 21.1%	4 11.1%	6 30.0% e	5 12.8%	3 17.6%	0 0.0% b	1 9.1%	1 11.1%	6 15.8%
It is not a good fit for our brand	7 19.4%	2 11.8%	3 11.5%	2 5.1%	0 0.0%	4 11.4%	3 15.8%	7 19.4%	2 10.0%	5 12.8%	1 5.9%	1 6.3%	1 9.1%	1 11.1%	4 10.5%
Partner resistance to such changes	3 8.3%	4 23.5% fg	2 7.7%	8 20.5% fg	1 11.1%	1 2.9% bd	0 0.0% bd	4 11.1% h	3 15.0% h	6 15.4% h	1 5.9%	4 25.0% H	0 0.0%	2 22.2% H	0 0.0% abcEG

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



Topic 4: Marketing Leadership

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

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Yes	64 27.7%	19 22.9% d	14 22.6% d	16 32.7%	15 41.7% ab	11 15.9% C	21 29.2%	29 34.9% A
No	167 72.3%	64 77.1% d	48 77.4% d	33 67.3%	21 58.3% ab	58 84.1% C	51 70.8%	54 65.1% A

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

Topic 4: Marketing Leadership
Do you believe it is appropriate for your brand to take a stance on politically-charged issues?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	4 25.0%	2 18.2%	9 37.5%	4 50.0%	3 30.0%	2 28.6%	7 38.9%	0 0.0%	7 21.2%	0 0.0%	6 26.1%	0 0.0%	14 34.1%	1 14.3%	3 20.0%
No	12 75.0%	9 81.8%	15 62.5%	4 50.0%	7 70.0%	5 71.4%	11 61.1%	4 100.0%	26 78.8%	6 100.0%	17 73.9%	0 0.0%	27 65.9%	6 85.7%	12 80.0%

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

Topic 4: Marketing Leadership
Do you believe it is appropriate for your brand to take a stance on politically-charged issues?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Yes	15 34.1%	3 13.0% G	7 21.9% g	10 20.4% G	3 30.0%	11 26.8%	13 50.0% BcD	10 22.7%	6 24.0%	12 23.5%	3 14.3% h	5 27.8%	5 41.7%	5 35.7%	18 39.1% d
No	29 65.9%	20 87.0% G	25 78.1% g	39 79.6% G	7 70.0%	30 73.2%	13 50.0% BcD	34 77.3%	19 76.0%	39 76.5%	18 85.7% h	13 72.2%	7 58.3%	9 64.3%	28 60.9% d

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

Topic 4: Marketing Leadership

Which of the following types of political activism do you think are appropriate for your brand? (Check all that you believe are appropriate)

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Encouraging citizens to vote	158 92.9%	52 89.7%	46 95.8%	30 88.2%	29 100.0%	43 91.5%	51 89.5%	58 96.7%
Supporting a specific piece of legislation	74 43.5%	20 34.5%	21 43.8%	17 50.0%	16 55.2%	22 46.8%	24 42.1%	26 43.3%
Making changes to products and services in response to political issues	45 26.5%	16 27.6%	9 18.8%	11 32.4%	8 27.6%	8 17.0%	18 31.6%	19 31.7%
Allowing employees to speak out on political issues	44 25.9%	17 29.3%	12 25.0%	11 32.4%	4 13.8%	10 21.3%	13 22.8%	19 31.7%
Having executives to speak out on political issues	42 24.7%	13 22.4%	10 20.8%	10 29.4%	9 31.0%	7 14.9% c	12 21.1%	21 35.0% a
Using marketing communications to speak out on political issues	33 19.4%	13 22.4%	4 8.3% C	11 32.4% B	5 17.2%	5 10.6%	13 22.8%	14 23.3%
Selecting partners on the basis political stance	22 12.9%	7 12.1%	7 14.6%	5 14.7%	3 10.3%	5 10.6%	7 12.3%	9 15.0%
Supporting political campaigns	6 3.5%	0 0.0% d	3 6.3%	1 2.9%	2 6.9% a	3 6.4%	2 3.5%	1 1.7%
Encouraging citizens to vote for a particular candidate	2 1.2%	0 0.0%	1 2.1%	1 2.9%	0 0.0%	2 4.3%	0 0.0%	0 0.0%

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

Topic 4: Marketing Leadership

Which of the following types of political activism do you think are appropriate for your brand? (Check all that you believe are appropriate)

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Encouraging citizens to vote	14 100.0%	9 100.0%	18 94.7%	6 100.0%	7 100.0%	4 100.0%	13 92.9%	3 75.0%	19 86.4%	2 100.0%	17 94.4%	0 0.0%	29 90.6%	4 80.0%	7 87.5%
Supporting a specific piece of legislation	9 64.3% m	2 22.2% g	8 42.1%	4 66.7%	3 42.9%	2 50.0%	10 71.4% bikM	2 50.0%	8 36.4% g	1 50.0%	6 33.3% g	0 0.0%	8 25.0% aGo	3 60.0%	5 62.5% m
Making changes to products and services in response to political issues	4 28.6%	4 44.4%	6 31.6%	3 50.0%	2 28.6%	1 25.0%	4 28.6%	1 25.0%	5 22.7%	0 0.0%	5 27.8%	0 0.0%	8 25.0%	1 20.0%	1 12.5%
Allowing employees to speak out on political issues	4 28.6%	2 22.2%	8 42.1% g	0 0.0% j	2 28.6%	2 50.0%	1 7.1% cJ	1 25.0%	6 27.3% j	2 100.0% dGikmn	4 22.2% j	0 0.0%	8 25.0% j	0 0.0% j	2 25.0%
Having executives to speak out on political issues	5 35.7%	1 11.1%	5 26.3%	3 50.0%	2 28.6%	1 25.0%	2 14.3%	0 0.0%	6 27.3%	0 0.0%	5 27.8%	0 0.0%	9 28.1%	1 20.0%	1 12.5%
Using marketing communications to speak out on political issues	1 7.1% c	1 11.1%	8 42.1% a	1 16.7%	1 14.3%	0 0.0%	4 28.6%	0 0.0%	5 22.7%	0 0.0%	4 22.2%	0 0.0%	6 18.8%	1 20.0%	1 12.5%
Selecting partners on the basis political stance	1 7.1%	2 22.2%	3 15.8%	2 33.3%	1 14.3%	0 0.0%	3 21.4%	0 0.0%	3 13.6%	0 0.0%	3 16.7%	0 0.0%	4 12.5%	0 0.0%	0 0.0%
Supporting political campaigns	1 7.1%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	3 16.7% m	0 0.0%	0 0.0% k	0 0.0%	0 0.0%
Encouraging citizens to vote for a particular candidate	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.1%	0 0.0%	0 0.0%

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

Topic 4: Marketing Leadership

Which of the following types of political activism do you think are appropriate for your brand? (Check all that you believe are appropriate)

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Encouraging citizens to vote	29 93.5%	12 92.3%	21 95.5%	38 97.4% f	5 83.3%	26 83.9% d	22 95.7%	26 96.3%	19 95.0%	35 92.1%	12 92.3%	14 100.0%	7 87.5%	10 100.0%	35 87.5%
Supporting a specific piece of legislation	14 45.2%	5 38.5%	10 45.5%	14 35.9%	2 33.3%	16 51.6%	10 43.5%	11 40.7% d	10 50.0% d	15 39.5% d	1 7.7% abceFH	8 57.1% d	5 62.5% d	4 40.0%	20 50.0% D
Making changes to products and services in response to political issues	11 35.5%	1 7.7% g	4 18.2%	8 20.5%	2 33.3%	8 25.8%	10 43.5% b	8 29.6%	4 20.0%	6 15.8% e	3 23.1%	6 42.9% c	3 37.5%	2 20.0%	13 32.5%
Allowing employees to speak out on political issues	9 29.0%	2 15.4%	7 31.8%	10 25.6%	3 50.0%	5 16.1%	6 26.1%	8 29.6%	4 20.0%	12 31.6%	4 30.8%	2 14.3%	2 25.0%	4 40.0%	8 20.0%
Having executives to speak out on political issues	10 32.3% d	3 23.1%	4 18.2%	3 7.7% aEfG	3 50.0% D	8 25.8% d	9 39.1% D	7 25.9%	4 20.0%	9 23.7%	2 15.4%	2 14.3%	3 37.5%	2 20.0%	13 32.5%
Using marketing communications to speak out on political issues	9 29.0% d	2 15.4%	3 13.6%	4 10.3% a	2 33.3%	5 16.1%	6 26.1%	3 11.1% f	6 30.0%	7 18.4%	1 7.7% f	2 14.3%	4 50.0% ad	2 20.0%	8 20.0%
Selecting partners on the basis political stance	8 25.8% bF	0 0.0% a	5 22.7% F	4 10.3%	0 0.0%	0 0.0% ACg	4 17.4% f	6 22.2%	3 15.0%	6 15.8%	1 7.7%	0 0.0%	1 12.5%	1 10.0%	4 10.0%
Supporting political campaigns	3 9.7%	0 0.0%	0 0.0%	1 2.6%	0 0.0%	2 6.5%	0 0.0%	3 11.1% ch	1 5.0%	0 0.0% a	0 0.0%	1 7.1%	0 0.0%	1 10.0% h	0 0.0% ag
Encouraging citizens to vote for a particular candidate	1 3.2%	0 0.0%	0 0.0%	1 2.6%	0 0.0%	0 0.0%	0 0.0%	1 3.7%	0 0.0%	0 0.0%	1 7.7%	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 4: Marketing Leadership

How important do you believe it is for companies to use marketing to encourage national unity?

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Not at all	51 22.8%	19 23.8%	13 21.3%	13 27.7%	6 17.1%	18 26.9%	15 20.8%	18 22.5%
2	22 9.8%	6 7.5%	5 8.2%	7 14.9%	4 11.4%	7 10.4%	11 15.3% c	3 3.8% b
3	17 7.6%	8 10.0%	4 6.6%	4 8.5%	1 2.9%	5 7.5%	5 6.9%	7 8.8%
4	37 16.5%	14 17.5%	13 21.3%	5 10.6%	5 14.3%	11 16.4%	14 19.4%	12 15.0%
5	27 12.1%	8 10.0%	9 14.8%	5 10.6%	5 14.3%	10 14.9%	9 12.5%	8 10.0%
6	33 14.7%	12 15.0%	9 14.8%	6 12.8%	6 17.1%	8 11.9%	11 15.3%	14 17.5%
7=Very Important	37 16.5%	13 16.3%	8 13.1%	7 14.9%	8 22.9%	8 11.9%	7 9.7% c	18 22.5% b
Mean	3.96	3.93	3.97	3.60	4.40	3.66	3.72	4.29

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

Topic 4: Marketing Leadership

How important do you believe it is for companies to use marketing to encourage national unity?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	4 25.0%	2 20.0%	7 29.2%	3 42.9%	1 10.0%	0 0.0%	5 27.8%	3 75.0%	4 13.8%	2 33.3%	5 21.7%	0 0.0%	7 16.7%	2 28.6%	5 35.7%
2	2 12.5%	0 0.0%	4 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	3 10.3%	0 0.0%	2 8.7%	0 0.0%	4 9.5%	1 14.3%	4 28.6%
3	0 0.0%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	2 11.1%	0 0.0%	7 24.1%	2 33.3%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	2 14.3%
4	3 18.8%	0 0.0%	3 12.5%	0 0.0%	6 60.0%	1 14.3%	2 11.1%	0 0.0%	2 6.9%	1 16.7%	5 21.7%	0 0.0%	9 21.4%	2 28.6%	1 7.1%
5	2 12.5%	2 20.0%	2 8.3%	0 0.0%	0 0.0%	4 57.1%	5 27.8%	0 0.0%	5 17.2%	0 0.0%	1 4.3%	0 0.0%	5 11.9%	1 14.3%	0 0.0%
6	3 18.8%	3 30.0%	4 16.7%	2 28.6%	0 0.0%	0 0.0%	2 11.1%	0 0.0%	5 17.2%	0 0.0%	3 13.0%	0 0.0%	10 23.8%	0 0.0%	0 0.0%
7=Very Important	2 12.5%	3 30.0%	3 12.5%	2 28.6%	3 30.0%	2 28.6%	2 11.1%	0 0.0%	3 10.3%	1 16.7%	5 21.7%	0 0.0%	7 16.7%	1 14.3%	2 14.3%
Mean	3.88 h	5.10 Ho	3.54 f	4.14	4.60 Ho	5.43 cHjO	3.89 h	1.25 aBEFgikM	3.97 ho	3.17 f	4.04 h	---	4.40 HO	3.43	2.64 beFiM

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

Topic 4: Marketing Leadership

How important do you believe it is for companies to use marketing to encourage national unity?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Not at all	5 11.6% D	6 26.1%	6 20.0%	17 35.4% A	2 22.2%	11 26.8%	4 16.0%	7 16.3% c	4 16.0%	18 36.7% ag	6 30.0% g	5 29.4% g	1 8.3%	0 0.0% cde	10 22.2%
2	1 2.3% efg	1 4.3%	2 6.7%	4 8.3%	2 22.2% a	7 17.1% a	5 20.0% a	1 2.3% Eh	3 12.0% c	0 0.0% bDEGH	3 15.0% C	4 23.5% AC	0 0.0%	2 15.4% C	9 20.0% aC
3	2 4.7%	2 8.7%	2 6.7%	5 10.4%	1 11.1%	3 7.3%	2 8.0%	2 4.7% e	2 8.0%	3 6.1% e	0 0.0% e	4 23.5% acd	2 16.7%	0 0.0%	4 8.9%
4	8 18.6% g	5 21.7% g	6 20.0% g	7 14.6% g	1 11.1%	8 19.5% g	0 0.0% abcdf	8 18.6%	5 20.0%	9 18.4%	3 15.0%	2 11.8%	2 16.7%	5 38.5% H	3 6.7% G
5	7 16.3%	2 8.7%	3 10.0%	8 16.7%	1 11.1%	3 7.3%	3 12.0%	5 11.6%	4 16.0%	6 12.2%	5 25.0% e	0 0.0% d	2 16.7%	0 0.0%	5 11.1%
6	7 16.3%	3 13.0%	6 20.0%	5 10.4%	0 0.0%	5 12.2%	6 24.0%	8 18.6%	2 8.0%	8 16.3%	2 10.0%	1 5.9%	2 16.7%	2 15.4%	8 17.8%
7=Very Important	13 30.2% Df	4 17.4%	5 16.7%	2 4.2% Ag	2 22.2%	4 9.8% a	5 20.0% d	12 27.9% cd	5 20.0%	5 10.2% a	1 5.0% a	1 5.9%	3 25.0%	4 30.8%	6 13.3%
Mean	4.95 DF	3.91	4.20 d	3.17 Acg	3.56	3.39 A	4.24 d	4.74 cdEh	4.12 e	3.59 a	3.40 ag	2.71 AbFG	4.83 E	4.92 dE	3.71 a

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

Topic 4: Marketing Leadership

To what extent are or were your own company's marketing activities used to encourage national unity?

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Not at all	128 57.4%	54 67.5%	33 53.2%	23 51.1%	18 51.4%	44 65.7%	38 54.3%	44 55.0%
2	23 10.3%	5 6.3% C	5 8.1% c	10 22.2% Ab	3 8.6%	3 4.5% b	11 15.7% a	8 10.0%
3	17 7.6%	4 5.0%	7 11.3%	4 8.9%	2 5.7%	3 4.5%	7 10.0%	7 8.8%
4	25 11.2%	7 8.8% d	9 14.5% c	1 2.2% bD	8 22.9% aC	9 13.4%	7 10.0%	7 8.8%
5	16 7.2%	5 6.3%	5 8.1%	4 8.9%	2 5.7%	4 6.0%	5 7.1%	7 8.8%
6	5 2.2%	3 3.8%	2 3.2%	0 0.0%	0 0.0%	1 1.5%	1 1.4%	2 2.5%
7=A great deal	9 4.0%	2 2.5%	1 1.6%	3 6.7%	2 5.7%	3 4.5%	1 1.4%	5 6.3%
Mean	2.23	2.01	2.32	2.22	2.46	2.12	2.10	2.39

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

Topic 4: Marketing Leadership

To what extent are or were your own company's marketing activities used to encourage national unity?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	8 50.0% j	5 45.5% j	13 56.5%	4 57.1%	2 20.0% hIjm	5 71.4%	9 50.0% j	4 100.0% ek	21 72.4% Ek	6 100.0% abEgkm	10 43.5% hij	0 0.0%	24 57.1% ej	4 57.1%	8 61.5%
2	2 12.5%	2 18.2%	5 21.7% m	0 0.0%	2 20.0%	1 14.3%	2 11.1%	0 0.0%	3 10.3%	0 0.0%	1 4.3%	0 0.0%	2 4.8% co	0 0.0%	3 23.1% m
3	2 12.5%	0 0.0%	3 13.0%	0 0.0%	1 10.0%	0 0.0%	1 5.6%	0 0.0%	2 6.9%	0 0.0%	5 21.7%	0 0.0%	3 7.1%	0 0.0%	0 0.0%
4	1 6.3% e	1 9.1%	0 0.0% dEkmn	2 28.6% cI	4 40.0% aCglo	1 14.3% i	1 5.6% e	0 0.0%	0 0.0% DEfkmN	0 0.0%	4 17.4% ci	0 0.0%	7 16.7% ci	2 28.6% cI	0 0.0% e
5	1 6.3%	1 9.1%	1 4.3%	1 14.3%	1 10.0%	0 0.0%	3 16.7% k	0 0.0%	2 6.9%	0 0.0%	0 0.0% g	0 0.0%	5 11.9%	0 0.0%	1 7.7%
6	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	1 3.4%	0 0.0%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
7=A great deal	1 6.3%	2 18.2% im	1 4.3%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0% bn	0 0.0%	1 4.3%	0 0.0%	1 2.4% b	1 14.3% i	1 7.7%
Mean	2.50	2.91	1.91	2.43	3.00 fi	1.57 e	2.67	1.00	1.69 ek	1.00	2.70 i	---	2.31	2.71	2.00

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

Topic 4: Marketing Leadership

To what extent are or were your own company's marketing activities used to encourage national unity?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Not at all	22 51.2%	17 73.9%	20 69.0%	32 66.7%	5 55.6%	23 56.1%	8 33.3%	24 55.8%	14 56.0%	35 72.9%	13 61.9%	13 76.5%	4 33.3%	4 30.8%	21 47.7%
		G	g	G			BcD			fGh		fgh	ce	Ce	ce
2	5 11.6%	2 8.7%	2 6.9%	3 6.3%	2 22.2%	2 4.9%	6 25.0%	5 11.6%	2 8.0%	2 4.2%	4 19.0%	1 5.9%	1 8.3%	1 7.7%	7 15.9%
				g		g	df			d	c				
3	2 4.7%	0 0.0%	4 13.8%	3 6.3%	2 22.2%	3 7.3%	2 8.3%	2 4.7%	1 4.0%	5 10.4%	1 4.8%	1 5.9%	2 16.7%	2 15.4%	3 6.8%
		e			b										
4	4 9.3%	3 13.0%	1 3.4%	6 12.5%	0 0.0%	7 17.1%	2 8.3%	6 14.0%	3 12.0%	4 8.3%	1 4.8%	1 5.9%	2 16.7%	4 30.8%	4 9.1%
										g	g			cd	
5	6 14.0%	1 4.3%	1 3.4%	2 4.2%	0 0.0%	5 12.2%	1 4.2%	3 7.0%	4 16.0%	1 2.1%	1 4.8%	0 0.0%	2 16.7%	1 7.7%	4 9.1%
									c	bf			c		
6	1 2.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 12.5%	1 2.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	3 6.8%
				g		g	df								
7=A great deal	3 7.0%	0 0.0%	1 3.4%	2 4.2%	0 0.0%	1 2.4%	2 8.3%	2 4.7%	1 4.0%	1 2.1%	1 4.8%	1 5.9%	1 8.3%	0 0.0%	2 4.5%
Mean	2.58 b	1.65 ag	1.79 g	1.98 g	1.67	2.34	2.96 bcd	2.30	2.40	1.71 FGh	1.90	1.71 fg	3.08 Ce	3.00 Ce	2.55 c

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



Topic 4: Marketing Leadership

Check all of the marketing activities your company has engaged in for this purpose. (Check all that apply)

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Eliminating divisive language in our marketing	53 66.3%	16 80.0% d	16 66.7%	15 75.0% d	6 37.5% ac	14 70.0%	14 51.9%	22 73.3%
Putting unity messages at the forefront of our marketing	39 48.8%	8 40.0%	11 45.8%	10 50.0%	10 62.5%	10 50.0%	14 51.9%	15 50.0%
Molding our brand around the idea of national unity	18 22.5%	7 35.0%	4 16.7%	4 20.0%	3 18.8%	6 30.0%	8 29.6%	4 13.3%
Introducing new products and services focused on unity	7 8.8%	2 10.0%	2 8.3%	2 10.0%	1 6.3%	2 10.0%	1 3.7%	4 13.3%

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

Topic 4: Marketing Leadership

Check all of the marketing activities your company has engaged in for this purpose. (Check all that apply)

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Eliminating divisive language in our marketing	4 57.1%	5 100.0%	8 88.9%	1 33.3%	3 60.0%	2 100.0%	3 42.9%	0 0.0%	2 40.0%	0 0.0%	7 58.3%	0 0.0%	12 70.6%	1 50.0%	3 75.0%
Putting unity messages at the forefront of our marketing	5 71.4%	2 40.0%	3 33.3%	2 66.7%	2 40.0%	0 0.0%	5 71.4%	0 0.0%	3 60.0%	0 0.0%	5 41.7%	0 0.0%	8 47.1%	1 50.0%	3 75.0%
Molding our brand around the idea of national unity	2 28.6%	1 20.0%	2 22.2%	0 0.0%	2 40.0%	0 0.0%	1 14.3%	0 0.0%	1 20.0%	0 0.0%	4 33.3%	0 0.0%	4 23.5%	0 0.0%	0 0.0%
Introducing new products and services focused on unity	0 0.0%	1 20.0%	1 11.1%	1 33.3%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	2 11.8%	0 0.0%	0 0.0%

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

Topic 4: Marketing Leadership

Check all of the marketing activities your company has engaged in for this purpose. (Check all that apply)

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Eliminating divisive language in our marketing	13 68.4%	3 75.0%	6 85.7%	9 64.3%	2 50.0%	10 66.7%	8 57.1%	11 64.7%	7 70.0%	9 90.0% ef	6 85.7% e	0 0.0% cdG	3 37.5% cg	8 100.0% Efh	9 52.9% g
Putting unity messages at the forefront of our marketing	11 57.9%	1 25.0%	3 42.9%	7 50.0%	2 50.0%	6 40.0%	8 57.1%	9 52.9%	6 60.0%	2 20.0% ef	2 28.6%	3 100.0% cg	6 75.0% cg	1 12.5% efh	10 58.8% g
Molding our brand around the idea of national unity	3 15.8% b	3 75.0% ad	1 14.3%	2 14.3% b	1 25.0%	4 26.7%	4 28.6%	3 17.6%	2 20.0%	3 30.0%	1 14.3%	0 0.0%	2 25.0%	1 12.5%	6 35.3%
Introducing new products and services focused on unity	3 15.8%	0 0.0%	0 0.0%	2 14.3%	0 0.0%	1 6.7%	1 7.1%	2 11.8%	0 0.0%	1 10.0%	1 14.3%	0 0.0%	1 12.5%	0 0.0%	2 11.8%

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

Topic 4: Marketing Leadership

Has your brand taken public action for or against any of the following social issues? (Check all that apply)

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Covid-19 safeguards (e.g., masks, social distancing)	148 82.2%	51 78.5%	39 81.3%	34 85.0%	24 88.9%	38 80.9%	50 78.1%	56 87.5%
Racial equality	107 59.4%	38 58.5%	28 58.3%	23 57.5%	18 66.7%	26 55.3%	38 59.4%	39 60.9%
Gender equality	79 43.9%	30 46.2%	20 41.7%	15 37.5%	14 51.9%	19 40.4%	32 50.0%	25 39.1%
LGBTQ+ equality	72 40.0%	27 41.5%	17 35.4%	16 40.0%	12 44.4%	13 27.7%	28 43.8%	28 43.8%
Climate-related issues	45 25.0%	20 30.8%	11 22.9%	8 20.0%	6 22.2%	8 17.0%	19 29.7%	17 26.6%
Healthcare	42 23.3%	13 20.0%	13 27.1%	7 17.5%	9 33.3%	13 27.7%	14 21.9%	14 21.9%
Economic equality	36 20.0%	13 20.0% d	5 10.4% D	7 17.5% d	11 40.7% aBc	9 19.1%	15 23.4%	12 18.8%
Education	33 18.3%	13 20.0%	9 18.8%	6 15.0%	5 18.5%	8 17.0%	11 17.2%	14 21.9%
Immigration	15 8.3%	6 9.2%	5 10.4%	3 7.5%	1 3.7%	5 10.6%	3 4.7%	7 10.9%
Firearms	2 1.1%	1 1.5%	0 0.0%	1 2.5%	0 0.0%	1 2.1%	0 0.0%	1 1.6%
Abortion	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 4: Marketing Leadership

Has your brand taken public action for or against any of the following social issues? (Check all that apply)

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Covid-19 safeguards (e.g., masks, social distancing)	9 69.2%	6 85.7%	18 81.8%	6 85.7%	4 57.1% o	5 100.0%	12 85.7%	2 100.0%	19 86.4%	4 100.0%	13 76.5%	0 0.0%	26 74.3%	7 100.0%	10 100.0% e
Racial equality	9 69.2% n	4 57.1%	13 59.1% n	4 57.1%	5 71.4%	3 60.0%	10 71.4% n	1 50.0%	11 50.0%	1 25.0%	12 70.6% n	0 0.0%	24 68.6% n	1 14.3% acgkm	5 50.0%
Gender equality	8 61.5%	2 28.6%	10 45.5%	3 42.9%	4 57.1%	2 40.0%	4 28.6%	1 50.0%	8 36.4%	1 25.0%	8 47.1%	0 0.0%	21 60.0% n	1 14.3% m	4 40.0%
LGBTQ+ equality	6 46.2%	1 14.3% m	8 36.4%	3 42.9%	3 42.9%	2 40.0%	4 28.6%	1 50.0%	6 27.3% m	1 25.0%	7 41.2%	0 0.0%	21 60.0% bin	1 14.3% m	4 40.0%
Climate-related issues	4 30.8% g	2 28.6% g	7 31.8% g	1 14.3%	2 28.6% g	3 60.0% G	0 0.0% abceFin	0 0.0%	8 36.4% g	1 25.0%	4 23.5%	0 0.0%	7 20.0%	3 42.9% g	1 10.0%
Healthcare	4 30.8% G	0 0.0% G	4 18.2% G	2 28.6% g	3 42.9% o	0 0.0% G	12 85.7% ABCdFhIJK MNO	0 0.0% g	5 22.7% G	0 0.0% G	4 23.5% G	0 0.0%	7 20.0% G	1 14.3% G	0 0.0% eG
Economic equality	9 69.2% bCDGHIKmn o	1 14.3% a	1 4.5% Afm	0 0.0% A	2 28.6%	2 40.0% c	1 7.1% A	0 0.0%	2 9.1% A	1 25.0%	3 17.6% A	0 0.0%	10 28.6% ac	1 14.3% a	2 20.0% a
Education	2 15.4% E	1 14.3% E	5 22.7% E	1 14.3% E	7 100.0% ABCDEFGhI JKMNO	0 0.0% E	1 7.1% E	0 0.0% e	4 18.2% E	0 0.0% E	4 23.5% E	0 0.0%	6 17.1% E	1 14.3% E	0 0.0% E
Immigration	1 7.7%	1 14.3%	1 4.5%	1 14.3%	1 14.3%	0 0.0%	1 7.1%	0 0.0%	2 9.1%	0 0.0%	3 17.6%	0 0.0%	2 5.7%	1 14.3%	1 10.0%
Firearms	1 7.7%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Abortion	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 4: Marketing Leadership

Has your brand taken public action for or against any of the following social issues? (Check all that apply)

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Covid-19 safeguards (e.g., masks, social distancing)	26 92.9% c	14 82.4%	15 65.2% ad	35 87.5% c	5 71.4%	29 82.9%	19 76.0%	24 96.0% c	16 80.0%	26 70.3% ad	18 94.7% c	12 92.3%	10 83.3%	10 76.9%	32 78.0%
Racial equality	15 53.6% g	6 35.3% FG	10 43.5% fG	22 55.0% g	5 71.4%	26 74.3% Bc	21 84.0% aBCd	11 44.0% gH	9 45.0% gh	14 37.8% efGH	11 57.9%	10 76.9% c	9 75.0% c	11 84.6% abC	32 78.0% AbC
Gender equality	8 28.6% FG	3 17.6% FG	7 30.4% fG	15 37.5% fG	3 42.9% g	22 62.9% ABcd	21 84.0% ABCDE	5 20.0% egH	3 15.0% efgH	12 32.4% H	7 36.8% H	7 53.8% ab	6 50.0% b	7 53.8% ab	32 78.0% ABCD
LGBTQ+ equality	7 25.0% fG	3 17.6% fG	7 30.4% G	13 32.5% G	3 42.9% g	18 51.4% abg	21 84.0% ABCDef	3 12.0% EfgH	5 25.0% eH	10 27.0% eH	6 31.6% H	8 61.5% Abc	5 41.7% a	6 46.2% a	29 70.7% ABCD
Climate-related issues	7 25.0% g	2 11.8% g	6 26.1%	4 10.0% FG	1 14.3%	13 37.1% D	11 44.0% bD	7 28.0%	4 20.0%	7 18.9% h	1 5.3% fH	3 23.1%	4 33.3% d	1 7.7% h	18 43.9% cDg
Healthcare	7 25.0%	3 17.6%	6 26.1%	9 22.5%	1 14.3%	6 17.1%	9 36.0%	8 32.0%	3 15.0%	8 21.6%	3 15.8%	3 23.1%	3 25.0%	3 23.1%	11 26.8%
Economic equality	3 10.7% g	3 17.6%	3 13.0% g	6 15.0% g	2 28.6%	9 25.7%	10 40.0% acd	3 12.0% f	2 10.0% f	6 16.2% f	1 5.3% Fh	3 23.1%	6 50.0% abcD	2 15.4%	13 31.7% d
Education	6 21.4%	4 23.5%	4 17.4%	3 7.5% g	0 0.0%	8 22.9%	8 32.0% d	5 20.0%	5 25.0%	5 13.5%	1 5.3% f	0 0.0% fh	4 33.3% de	2 15.4%	11 26.8% e
Immigration	1 3.6%	2 11.8%	1 4.3%	2 5.0% f	0 0.0%	7 20.0% d	2 8.0%	1 4.0%	3 15.0% c	0 0.0% bEF	1 5.3%	3 23.1% C	3 25.0% C	0 0.0%	4 9.8%
Firearms	1 3.6%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	1 2.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Abortion	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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



Topic 4: Marketing Leadership

Rate the extent to which you believe your company is transparent with customers about the following topics: Data collection

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Not at all	6 2.7%	2 2.5%	1 1.6%	1 2.0%	2 5.7%	5 7.7% b	0 0.0% a	1 1.2%
2	6 2.7%	2 2.5%	1 1.6%	2 4.1%	1 2.9%	0 0.0%	1 1.4%	4 4.9%
3	7 3.1%	3 3.8%	0 0.0% c	4 8.2% b	0 0.0%	2 3.1%	2 2.7%	3 3.7%
4	24 10.6%	9 11.3%	6 9.8%	4 8.2%	5 14.3%	7 10.8%	4 5.4%	12 14.6%
5	31 13.7%	8 10.0%	11 18.0%	6 12.2%	6 17.1%	8 12.3%	13 17.6%	9 11.0%
6	57 25.2%	18 22.5%	14 23.0%	18 36.7%	6 17.1%	18 27.7%	21 28.4%	17 20.7%
7=Very Highly	95 42.0%	38 47.5% c	28 45.9%	14 28.6% a	15 42.9%	25 38.5%	33 44.6%	36 43.9%
Mean	5.74	5.81	5.93	5.49	5.57	5.57	6.03	5.67

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

Topic 4: Marketing Leadership

Rate the extent to which you believe your company is transparent with customers about the following topics: Data collection

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	0 0.0%	0 0.0%	0 0.0%	1 12.5% m	0 0.0%	1 14.3% m	0 0.0%	0 0.0%	2 6.9%	0 0.0%	1 4.3%	0 0.0%	0 0.0% df	0 0.0%	1 7.1%
2	0 0.0%	1 9.1%	0 0.0% j	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 6.9%	1 16.7% cm	0 0.0%	0 0.0%	0 0.0% j	0 0.0%	0 0.0%
3	0 0.0%	0 0.0%	2 8.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	1 3.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0% o	0 0.0%	2 14.3% m
4	2 12.5%	1 9.1%	3 12.0%	3 37.5% gm	2 22.2%	0 0.0%	0 0.0% dh	1 25.0% g	3 10.3%	1 16.7%	4 17.4%	0 0.0%	3 7.1% d	0 0.0%	1 7.1%
5	1 6.3% b	5 45.5% acdeiM	2 8.0% b	0 0.0% b	0 0.0% b	2 28.6% m	5 29.4% M	0 0.0%	4 13.8% b	1 16.7%	5 21.7% m	0 0.0%	1 2.4% BfGkO	0 0.0%	4 28.6% M
6	3 18.8%	3 27.3%	10 40.0%	1 12.5%	4 44.4%	2 28.6%	3 17.6%	1 25.0%	5 17.2% n	1 16.7%	4 17.4% n	0 0.0%	11 26.2%	4 57.1% ik	3 21.4%
7=Very Highly	10 62.5% bo	1 9.1% agM	8 32.0% m	3 37.5%	3 33.3%	2 28.6%	8 47.1% b	2 50.0%	12 41.4%	2 33.3%	9 39.1%	0 0.0%	27 64.3% BcO	3 42.9%	3 21.4% aM
Mean	6.31 bo	5.09 aMn	5.76 M	5.00 M	5.89	5.29 m	6.00	6.00	5.34 M	5.17 M	5.61 M	---	6.48 BCDfIJKO	6.43 b	5.00 aM

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

Topic 4: Marketing Leadership

Rate the extent to which you believe your company is transparent with customers about the following topics: Data collection

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Not at all	1 2.3%	1 4.3%	0 0.0%	2 4.2%	0 0.0%	1 2.4%	1 4.0%	0 0.0%	1 4.0%	1 2.0%	1 5.0%	0 0.0%	1 7.7%	0 0.0%	2 4.3%
2	1 2.3%	0 0.0%	0 0.0%	4 8.3%	0 0.0%	1 2.4%	0 0.0%	1 2.3%	0 0.0%	1 2.0%	2 10.0%	1 5.9%	0 0.0%	0 0.0%	1 2.2%
3	3 7.0%	2 8.7%	1 3.2%	0 0.0%	0 0.0%	1 2.4%	0 0.0%	2 4.7%	2 8.0%	2 4.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.2%
4	9 20.9%	2 8.7%	4 12.9%	5 10.4%	0 0.0%	3 7.3%	0 0.0%	8 18.6%	1 4.0%	9 18.0%	1 5.0%	1 5.9%	1 7.7%	1 8.3%	2 4.3%
5	6 14.0%	4 17.4%	4 12.9%	4 8.3%	3 33.3%	3 7.3%	4 16.0%	6 14.0%	5 20.0%	8 16.0%	1 5.0%	2 11.8%	2 15.4%	1 8.3%	6 13.0%
6	8 18.6%	6 26.1%	11 35.5%	10 20.8%	3 33.3%	13 31.7%	5 20.0%	10 23.3%	6 24.0%	10 20.0%	6 30.0%	5 29.4%	5 38.5%	5 41.7%	10 21.7%
7=Very Highly	15 34.9%	8 34.8%	11 35.5%	23 47.9%	3 33.3%	19 46.3%	15 60.0%	16 37.2%	10 40.0%	19 38.0%	9 45.0%	8 47.1%	4 30.8%	5 41.7%	24 52.2%
Mean	5.37 g	5.52	5.87	5.65	6.00	5.95	6.24 a	5.63	5.68	5.56	5.65	6.00	5.62	6.17	5.93

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

Topic 4: Marketing Leadership
Rate the extent to which you believe your company is transparent with customers about the following topics: Data usage

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Not at all	7 3.1%	2 2.5%	1 1.6%	2 4.1%	2 5.7%	5 7.7% b	0 0.0% a	2 2.4%
2	7 3.1%	1 1.3%	1 1.6%	3 6.1%	2 5.7%	0 0.0%	3 4.1%	3 3.7%
3	6 2.7%	1 1.3% c	0 0.0% c	5 10.2% ab	0 0.0%	2 3.1%	1 1.4%	3 3.7%
4	28 12.4%	12 15.0%	5 8.2%	5 10.2%	6 17.1%	8 12.3%	7 9.5%	12 14.6%
5	32 14.2%	10 12.5%	11 18.0%	7 14.3%	4 11.4%	9 13.8%	13 17.6%	9 11.0%
6	56 24.8%	18 22.5%	14 23.0%	16 32.7%	7 20.0%	16 24.6%	19 25.7%	20 24.4%
7=Very Highly	90 39.8%	36 45.0% c	29 47.5% C	11 22.4% aB	14 40.0%	25 38.5%	31 41.9%	33 40.2%
Mean	5.65	5.81 c	5.98 C	5.12 aB	5.43	5.52	5.85	5.62

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

Topic 4: Marketing Leadership

Rate the extent to which you believe your company is transparent with customers about the following topics: Data usage

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	0 0.0%	0 0.0%	0 0.0%	1 12.5% m	0 0.0%	1 14.3% m	0 0.0%	0 0.0%	2 6.9%	0 0.0%	1 4.3%	0 0.0%	0 0.0% dfo	0 0.0%	2 14.3% m
2	0 0.0%	0 0.0%	0 0.0% j	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	1 3.4%	1 16.7% cm	0 0.0%	0 0.0%	0 0.0% jo	0 0.0%	2 14.3% m
3	0 0.0%	1 9.1%	2 8.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 6.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%
4	2 12.5%	1 9.1%	5 20.0%	3 37.5% Mo	2 22.2%	0 0.0%	2 11.8%	1 25.0%	3 10.3%	1 16.7%	5 21.7% m	0 0.0%	2 4.8% Dk	0 0.0%	0 0.0% d
5	2 12.5%	5 45.5% cdIkM	3 12.0% b	0 0.0% b	2 22.2%	2 28.6% m	3 17.6%	0 0.0%	2 6.9% B	0 0.0%	3 13.0% b	0 0.0%	2 4.8% Bfo	1 14.3%	4 28.6% m
6	2 12.5% n	3 27.3%	9 36.0%	0 0.0% n	2 22.2%	2 28.6%	4 23.5%	1 25.0%	6 20.7%	2 33.3%	5 21.7%	0 0.0%	12 28.6%	4 57.1% ad	3 21.4%
7=Very Highly	10 62.5% bco	1 9.1% aiM	6 24.0% aM	4 50.0%	3 33.3%	2 28.6%	7 41.2%	2 50.0%	13 44.8% b	2 33.3%	9 39.1%	0 0.0%	26 61.9% BCO	2 28.6%	2 14.3% aM
Mean	6.25 bO	5.18 aM	5.48 Mo	5.13 M	5.67 m	5.29 M	5.76 mo	6.00	5.48 M	5.33 m	5.61 Mo	---	6.48 BCDeFgIjK O	6.14 o	4.36 AcgkMn

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

Topic 4: Marketing Leadership

Rate the extent to which you believe your company is transparent with customers about the following topics: Data usage

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Not at all	1 2.3%	2 8.7%	0 0.0%	2 4.2%	0 0.0%	1 2.4%	1 4.0%	0 0.0%	2 8.0%	1 2.0%	1 5.0%	0 0.0%	1 7.7%	0 0.0%	2 4.3%
2	1 2.3%	0 0.0%	0 0.0%	3 6.3%	0 0.0%	3 7.3%	0 0.0%	1 2.3%	0 0.0%	1 2.0%	0 0.0%	2 11.8%	0 0.0%	0 0.0%	3 6.5%
3	2 4.7%	1 4.3%	0 0.0%	1 2.1%	1 11.1%	1 2.4%	0 0.0%	1 2.3%	1 4.0%	2 4.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	1 2.2%
4	10 23.3% g	1 4.3%	5 16.1%	5 10.4%	1 11.1%	4 9.8%	1 4.0% a	9 20.9% h	1 4.0%	9 18.0%	1 5.0%	2 11.8%	1 7.7%	2 16.7%	3 6.5% a
5	7 16.3%	2 8.7%	6 19.4%	4 8.3% e	3 33.3% df	2 4.9% e	5 20.0%	8 18.6%	4 16.0%	7 14.0%	2 10.0%	1 5.9%	3 23.1%	1 8.3%	6 13.0%
6	7 16.3%	8 34.8%	10 32.3%	12 25.0%	2 22.2%	12 29.3%	4 16.0%	8 18.6%	9 36.0%	11 22.0%	5 25.0%	6 35.3%	4 30.8%	4 33.3%	9 19.6%
7=Very Highly	15 34.9%	9 39.1%	10 32.3%	21 43.8%	2 22.2%	18 43.9%	14 56.0%	16 37.2%	8 32.0%	19 38.0%	10 50.0%	6 35.3%	4 30.8%	5 41.7%	22 47.8%
Mean	5.37	5.65	5.81	5.63	5.33	5.71	6.08	5.60	5.56	5.58	5.90	5.59	5.54	6.00	5.67

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

Topic 4: Marketing Leadership

Rate the extent to which you believe your company is transparent with customers about the following topics: Partnerships to source or bring products/services to market

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Not at all	11 5.0%	3 3.9%	3 4.9%	2 4.1%	3 8.8%	5 8.1%	4 5.4%	2 2.5%
2	14 6.3%	6 7.8%	3 4.9%	5 10.2%	0 0.0%	2 3.2%	2 2.7% c	10 12.3% b
3	17 7.7%	4 5.2% c	3 4.9% c	8 16.3% ab	2 5.9%	6 9.7%	5 6.8%	6 7.4%
4	40 18.0%	14 18.2%	8 13.1%	8 16.3%	10 29.4%	10 16.1%	13 17.6%	15 18.5%
5	35 15.8%	3 3.9% BCd	12 19.7% A	14 28.6% A	5 14.7% a	5 8.1% b	17 23.0% a	12 14.8%
6	47 21.2%	17 22.1%	18 29.5% c	5 10.2% b	7 20.6%	16 25.8%	15 20.3%	15 18.5%
7=Very Highly	58 26.1%	30 39.0% bC	14 23.0% a	7 14.3% A	7 20.6%	18 29.0%	18 24.3%	21 25.9%
Mean	5.01	5.32 C	5.18 c	4.43 Ab	4.85	5.06	5.08	4.90

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

Topic 4: Marketing Leadership

Rate the extent to which you believe your company is transparent with customers about the following topics: Partnerships to source or bring products/services to market

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	1 6.7%	0 0.0%	1 4.0%	1 12.5%	0 0.0%	1 14.3%	1 6.7%	0 0.0%	2 6.7%	0 0.0%	1 4.3%	0 0.0%	1 2.4%	0 0.0%	2 15.4%
2	0 0.0%	1 9.1%	2 8.0%	0 0.0%	0 0.0%	1 14.3%	2 13.3%	0 0.0%	1 3.3%	1 16.7%	0 0.0%	0 0.0%	3 7.3%	1 14.3%	0 0.0%
3	0 0.0%	0 0.0%	3 12.0%	2 25.0%	1 11.1%	0 0.0%	1 6.7%	1 25.0%	2 6.7%	0 0.0%	1 4.3%	0 0.0%	2 4.9%	0 0.0%	3 23.1%
4	3 20.0%	1 9.1%	4 16.0%	3 37.5%	2 22.2%	0 0.0%	3 20.0%	0 0.0%	8 26.7%	2 33.3%	4 17.4%	0 0.0%	6 14.6%	1 14.3%	2 15.4%
5	1 6.7% b	5 45.5% aiM	6 24.0% M	1 12.5%	2 22.2% m	2 28.6% m	3 20.0% m	0 0.0%	4 13.3% b	1 16.7%	4 17.4% m	0 0.0%	1 2.4% BCefgkO	1 14.3%	4 30.8% M
6	2 13.3% h	3 27.3%	3 12.0% H	0 0.0% h	2 22.2%	1 14.3%	3 20.0%	3 75.0% aCdimO	5 16.7% h	2 33.3%	7 30.4%	0 0.0%	10 24.4% h	3 42.9%	1 7.7% h
7=Very Highly	8 53.3% bgjo	1 9.1% am	6 24.0%	1 12.5%	2 22.2%	2 28.6%	2 13.3% am	0 0.0%	8 26.7%	0 0.0% am	6 26.1%	0 0.0%	18 43.9% bgjo	1 14.3%	1 7.7% am
Mean	5.73 do	5.09	4.80	3.88 akm	5.22	4.71	4.47 m	5.25	4.93	4.50	5.39 do	---	5.56 dgO	5.14	4.00 akM

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

Topic 4: Marketing Leadership

Rate the extent to which you believe your company is transparent with customers about the following topics: Partnerships to source or bring products/services to market

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Not at all	2 4.9%	2 8.7%	0 0.0%	3 6.4%	1 11.1%	3 7.5%	0 0.0%	0 0.0% bF	3 12.0% a	1 2.0% F	1 4.8% f	1 6.3%	4 30.8% ACdgH	0 0.0% f	1 2.3% F
2	2 4.9%	0 0.0%	3 9.4%	7 14.9% f	0 0.0%	1 2.5% d	1 4.2%	2 4.9%	2 8.0%	4 8.0%	2 9.5%	2 12.5%	0 0.0%	0 0.0%	2 4.5%
3	6 14.6%	0 0.0%	3 9.4%	3 6.4%	0 0.0%	3 7.5%	2 8.3%	4 9.8%	3 12.0%	3 6.0%	1 4.8%	1 6.3%	1 7.7%	0 0.0%	4 9.1%
4	11 26.8%	5 21.7%	5 15.6%	7 14.9%	2 22.2%	6 15.0%	4 16.7%	12 29.3% b	1 4.0% a	10 20.0%	3 14.3%	3 18.8%	2 15.4%	3 25.0%	6 13.6%
5	5 12.2% e	5 21.7%	4 12.5% e	4 8.5% Eg	4 44.4% acDf	4 10.0% e	7 29.2% d	5 12.2%	6 24.0% d	6 12.0%	0 0.0% befh	4 25.0% d	4 30.8% dg	0 0.0% f	10 22.7% d
6	6 14.6%	3 13.0%	9 28.1%	9 19.1%	2 22.2%	13 32.5%	4 16.7%	8 19.5% g	2 8.0% dG	10 20.0% g	7 33.3% b	3 18.8%	2 15.4%	6 50.0% aBch	9 20.5% g
7=Very Highly	9 22.0%	8 34.8% e	8 25.0%	14 29.8%	0 0.0% b	10 25.0%	6 25.0%	10 24.4%	8 32.0% f	16 32.0% f	7 33.3% f	2 12.5%	0 0.0% bcdh	3 25.0%	12 27.3% f
Mean	4.68	5.26	5.16	4.81	4.56	5.15	5.21	5.05 F	4.72	5.20 F	5.29 f	4.50 g	3.62 ACdGH	5.75 eF	5.20 F

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

Topic 4: Marketing Leadership

Rate the extent to which you believe your company is transparent with customers about the following topics: Employee welfare

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Not at all	18 8.1%	7 9.0%	6 10.0%	2 4.2%	3 8.6%	10 15.6% B	2 2.7% A	6 7.6%
2	12 5.4%	4 5.1%	1 1.7% c	6 12.5% b	1 2.9%	1 1.6% b	7 9.6% a	3 3.8%
3	10 4.5%	2 2.6% c	1 1.7% c	6 12.5% ab	1 2.9%	4 6.3%	4 5.5%	2 2.5%
4	38 17.1%	11 14.1%	9 15.0%	10 20.8%	8 22.9%	10 15.6%	10 13.7%	17 21.5%
5	31 14.0%	8 10.3%	12 20.0%	9 18.8%	2 5.7%	10 15.6%	10 13.7%	10 12.7%
6	49 22.1%	20 25.6%	11 18.3%	6 12.5% d	11 31.4% c	10 15.6%	18 24.7%	20 25.3%
7=Very Highly	64 28.8%	26 33.3%	20 33.3%	9 18.8%	9 25.7%	19 29.7%	22 30.1%	21 26.6%
Mean	5.05	5.22 c	5.22 c	4.50 ab	5.11	4.80	5.21	5.10

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

Topic 4: Marketing Leadership

Rate the extent to which you believe your company is transparent with customers about the following topics: Employee welfare

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	1 6.3%	1 9.1%	0 0.0% fh	0 0.0%	0 0.0%	2 28.6% cm	1 6.3%	1 25.0% c	3 10.3%	1 16.7%	3 13.0%	0 0.0%	2 4.8% f	0 0.0%	1 8.3%
2	1 6.3%	0 0.0%	4 16.7% kM	1 12.5% m	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 10.3% m	1 16.7% m	0 0.0% c	0 0.0%	0 0.0% Cdijn	1 14.3% m	0 0.0%
3	0 0.0%	0 0.0%	3 12.5%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	2 6.9%	0 0.0%	0 0.0%	0 0.0%	2 4.8%	0 0.0%	2 16.7%
4	1 6.3% e	3 27.3%	4 16.7%	2 25.0%	4 44.4% a	2 28.6%	3 18.8%	1 25.0%	4 13.8%	1 16.7%	3 13.0%	0 0.0%	7 16.7%	1 14.3%	2 16.7%
5	3 18.8%	2 18.2%	5 20.8%	2 25.0%	2 22.2%	0 0.0%	1 6.3%	0 0.0%	4 13.8%	1 16.7%	3 13.0%	0 0.0%	7 16.7%	0 0.0%	1 8.3%
6	3 18.8%	2 18.2%	1 4.2% kMno	2 25.0%	1 11.1%	0 0.0%	2 12.5%	1 25.0%	6 20.7%	0 0.0%	8 34.8% c	0 0.0%	14 33.3% C	3 42.9% c	4 33.3% c
7=Very Highly	7 43.8%	3 27.3%	7 29.2%	1 12.5%	2 22.2%	2 28.6%	9 56.3% imo	1 25.0%	7 24.1% g	2 33.3%	6 26.1%	0 0.0%	10 23.8% g	2 28.6%	2 16.7% g
Mean	5.56	5.09	4.71	4.88	5.11	3.86 gm	5.81 f	4.50	4.69	4.33	5.22	---	5.36 f	5.43	4.83

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

Topic 4: Marketing Leadership

Rate the extent to which you believe your company is transparent with customers about the following topics: Employee welfare

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Not at all	6 14.3%	3 13.0%	3 9.7%	4 8.9%	0 0.0%	1 2.5%	1 3.8%	4 9.5%	4 16.0%	3 6.3%	2 9.5%	2 13.3%	1 7.7%	0 0.0%	2 4.3%
2	1 2.4%	1 4.3%	0 0.0% d	6 13.3% c	1 11.1%	2 5.0%	1 3.8%	1 2.4%	0 0.0%	6 12.5%	2 9.5%	0 0.0%	1 7.7%	0 0.0%	2 4.3%
3	2 4.8%	0 0.0%	3 9.7%	1 2.2%	0 0.0%	2 5.0%	2 7.7%	1 2.4%	1 4.0%	3 6.3%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	4 8.7%
4	10 23.8% g	3 13.0%	8 25.8% g	9 20.0%	3 33.3% g	4 10.0%	1 3.8% ace	11 26.2% bh	1 4.0% ade	9 18.8%	6 28.6% bh	4 26.7% bh	3 23.1%	1 8.3%	3 6.5% ade
5	4 9.5% g	4 17.4%	6 19.4%	6 13.3%	0 0.0%	2 5.0% G	8 30.8% aF	4 9.5% b	8 32.0% acfg	4 8.3% b	4 19.0%	2 13.3%	0 0.0% b	0 0.0% b	9 19.6%
6	6 14.3% f	4 17.4%	5 16.1%	7 15.6% f	3 33.3%	14 35.0% ad	7 26.9%	7 16.7% f	2 8.0% eFg	11 22.9%	1 4.8% eFgh	5 33.3% bd	6 46.2% aBD	5 41.7% bd	12 26.1% d
7=Very Highly	13 31.0%	8 34.8%	6 19.4%	12 26.7%	2 22.2%	15 37.5%	6 23.1%	14 33.3%	9 36.0%	12 25.0%	5 23.8%	2 13.3% g	2 15.4%	6 50.0% e	14 30.4%
Mean	4.79 f	5.09	4.71 f	4.69 f	5.11	5.65 acd	5.27	5.07 g	5.04	4.79 g	4.48 G	4.80 g	5.00 g	6.33 acDef	5.33

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

Topic 4: Marketing Leadership
Rate the extent to which you believe your company is transparent with customers about the following topics: Environmental impact

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Not at all	29 12.9%	10 12.5%	8 13.6%	5 10.2%	6 17.1%	8 12.7%	7 9.6%	14 17.3%
2	28 12.5%	10 12.5%	6 10.2%	8 16.3%	4 11.4%	8 12.7%	8 11.0%	12 14.8%
3	19 8.5%	4 5.0%	7 11.9%	5 10.2%	3 8.6%	5 7.9%	8 11.0%	6 7.4%
4	35 15.6%	10 12.5%	5 8.5%	8 16.3%	12 34.3%	11 17.5%	10 13.7%	12 14.8%
		D	D		AB			
5	36 16.1%	12 15.0%	12 20.3%	9 18.4%	2 5.7%	8 12.7%	16 21.9%	11 13.6%
6	38 17.0%	17 21.3%	9 15.3%	7 14.3%	5 14.3%	10 15.9%	14 19.2%	12 14.8%
7=Very Highly	39 17.4%	17 21.3%	12 20.3%	7 14.3%	3 8.6%	13 20.6%	10 13.7%	14 17.3%
Mean	4.30	4.54	4.39	4.16	3.77	4.35	4.40	4.06

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

Topic 4: Marketing Leadership

Rate the extent to which you believe your company is transparent with customers about the following topics: Environmental impact

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	2 13.3%	0 0.0% g	1 4.0% g	2 25.0%	1 11.1%	2 28.6%	5 33.3% bc	1 25.0%	3 9.7%	1 16.7%	3 13.0%	0 0.0%	5 11.6%	0 0.0%	2 16.7%
2	0 0.0% hno	2 18.2%	1 4.0% Ho	2 25.0%	0 0.0% h	0 0.0%	2 13.3%	2 50.0% aCeik	3 9.7% h	1 16.7%	1 4.3% ho	0 0.0%	7 16.3%	2 28.6% a	4 33.3% ack
3	1 6.7%	2 18.2%	2 8.0%	1 12.5%	1 11.1%	1 14.3%	0 0.0%	0 0.0%	2 6.5%	0 0.0%	3 13.0%	0 0.0%	6 14.0%	0 0.0%	0 0.0%
4	5 33.3% m	3 27.3%	3 12.0%	1 12.5%	3 33.3%	0 0.0%	2 13.3%	0 0.0%	5 16.1%	0 0.0%	4 17.4%	0 0.0%	4 9.3% a	0 0.0%	2 16.7%
5	3 20.0%	3 27.3% g	7 28.0% g	0 0.0%	1 11.1%	0 0.0%	0 0.0% bc	0 0.0%	5 16.1%	1 16.7%	5 21.7%	0 0.0%	6 14.0%	1 14.3%	1 8.3%
6	2 13.3%	0 0.0%	6 24.0%	2 25.0%	1 11.1%	2 28.6%	2 13.3%	1 25.0%	7 22.6%	2 33.3%	3 13.0%	0 0.0%	7 16.3%	2 28.6%	1 8.3%
7=Very Highly	2 13.3%	1 9.1%	5 20.0%	0 0.0%	2 22.2%	2 28.6%	4 26.7%	0 0.0%	6 19.4%	1 16.7%	4 17.4%	0 0.0%	8 18.6%	2 28.6%	2 16.7%
Mean	4.40	4.00	5.08 Dho	3.13 C	4.56	4.43	3.80	2.75 c	4.65	4.50	4.39	---	4.21	5.00	3.58 c

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

Topic 4: Marketing Leadership

Rate the extent to which you believe your company is transparent with customers about the following topics: Environmental impact

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Not at all	10 24.4% fg	3 13.0%	4 12.5%	8 17.4%	0 0.0%	3 7.3% a	1 3.8% a	6 14.6%	6 24.0% h	5 10.2% e	2 9.5%	5 31.3% cH	3 21.4% h	0 0.0%	2 4.3% bEf
2	3 7.3%	2 8.7%	6 18.8%	7 15.2%	1 11.1%	6 14.6%	2 7.7%	4 9.8%	2 8.0%	9 18.4%	4 19.0%	2 12.5%	1 7.1%	0 0.0%	6 12.8%
3	4 9.8%	1 4.3%	4 12.5%	3 6.5%	1 11.1%	3 7.3%	2 7.7%	4 9.8%	1 4.0%	3 6.1%	4 19.0%	1 6.3%	3 21.4% h	1 9.1%	2 4.3% f
4	8 19.5%	6 26.1%	3 9.4%	6 13.0%	3 33.3%	5 12.2%	2 7.7%	8 19.5%	2 8.0% g	10 20.4%	4 19.0%	2 12.5%	1 7.1%	4 36.4% bh	4 8.5% g
5	4 9.8% d	1 4.3% de	5 15.6%	13 28.3% abf	3 33.3% bf	3 7.3% de	6 23.1%	6 14.6%	4 16.0%	7 14.3%	6 28.6%	2 12.5%	2 14.3%	0 0.0%	9 19.1%
6	4 9.8% bfg	8 34.8% acD	3 9.4% bg	2 4.3% BFG	1 11.1%	11 26.8% aD	8 30.8% acD	5 12.2%	5 20.0% d	7 14.3%	0 0.0% bfGh	2 12.5%	3 21.4% d	4 36.4% D	12 25.5% d
7=Very Highly	8 19.5%	2 8.7%	7 21.9%	7 15.2%	0 0.0%	10 24.4%	5 19.2%	8 19.5%	5 20.0%	8 16.3%	1 4.8% h	2 12.5%	1 7.1%	2 18.2%	12 25.5% d
Mean	3.90 g	4.39	4.13	3.93 g	4.22	4.76	5.08 ad	4.24	4.24	4.18 h	3.57 GH	3.50 gH	3.79 h	5.18 De	5.04 cDef

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



Topic 4: Marketing Leadership

Rate the extent to which you believe your company is transparent with customers about the following topics: Support of social and political causes

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Not at all	66 30.7%	27 35.5%	14 25.0%	15 31.3%	10 29.4%	22 36.7%	22 30.1%	22 28.2%
2	31 14.4%	12 15.8%	9 16.1%	6 12.5%	4 11.8%	9 15.0%	14 19.2%	7 9.0%
3	16 7.4%	5 6.6%	6 10.7%	2 4.2%	3 8.8%	5 8.3%	5 6.8%	6 7.7%
4	33 15.3%	11 14.5%	8 14.3%	6 12.5%	7 20.6%	5 8.3%	13 17.8%	14 17.9%
5	19 8.8%	6 7.9%	9 16.1% d	4 8.3%	0 0.0% b	5 8.3%	6 8.2%	8 10.3%
6	28 13.0%	5 6.6% c	7 12.5%	10 20.8% a	6 17.6%	9 15.0%	7 9.6%	11 14.1%
7=Very Highly	22 10.2%	10 13.2%	3 5.4%	5 10.4%	4 11.8%	5 8.3%	6 8.2%	10 12.8%
Mean	3.37	3.16	3.39	3.58	3.50	3.15	3.16	3.67

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

Topic 4: Marketing Leadership

Rate the extent to which you believe your company is transparent with customers about the following topics: Support of social and political causes

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	3 18.8% Hj	2 20.0% h	6 25.0% H	2 25.0% h	2 22.2% h	4 57.1%	5 35.7% h	4 100.0% AbCdegiK Mn	9 32.1% h	4 66.7% akm	4 20.0% Hj	0 0.0%	10 23.8% Hj	1 14.3% h	6 50.0%
2	1 6.3%	2 20.0%	3 12.5%	1 12.5%	1 11.1%	0 0.0%	2 14.3%	0 0.0%	6 21.4%	1 16.7%	2 10.0%	0 0.0%	7 16.7%	0 0.0%	1 8.3%
3	0 0.0% d	1 10.0%	1 4.2%	2 25.0% a	1 11.1%	1 14.3%	2 14.3%	0 0.0%	2 7.1%	0 0.0%	2 10.0%	0 0.0%	4 9.5%	0 0.0%	0 0.0%
4	4 25.0%	2 20.0%	1 4.2% E	1 12.5%	4 44.4% Cgm	1 14.3%	1 7.1% e	0 0.0%	5 17.9%	1 16.7%	4 20.0%	0 0.0%	6 14.3% e	1 14.3%	2 16.7%
5	0 0.0% k	1 10.0%	3 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.1%	0 0.0%	5 25.0% a	0 0.0%	6 14.3%	1 14.3%	1 8.3%
6	4 25.0%	1 10.0%	5 20.8%	2 25.0%	1 11.1%	0 0.0% n	2 14.3%	0 0.0%	2 7.1% N	0 0.0% n	3 15.0% n	0 0.0%	3 7.1% N	4 57.1% fljkMo	1 8.3% n
7=Very Highly	4 25.0% k	1 10.0%	5 20.8% k	0 0.0%	0 0.0%	1 14.3%	2 14.3%	0 0.0%	2 7.1%	0 0.0%	0 0.0% ac	0 0.0%	6 14.3%	0 0.0%	1 8.3%
Mean	4.56 iJ	3.50	4.13 j	3.25	3.22	2.57	3.21	1.00	2.96 an	1.67 AckmN	3.65 j	---	3.57 j	4.86 iJ	2.83

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

Topic 4: Marketing Leadership

Rate the extent to which you believe your company is transparent with customers about the following topics: Support of social and political causes

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Not at all	12 30.8% g	12 54.5% FG	9 30.0% g	18 40.0% fG	4 44.4% g	8 20.0% Bd	2 8.0% aBcDe	13 34.2%	11 45.8% egh	15 32.6%	11 52.4% egH	2 12.5% bd	5 38.5%	1 8.3% bd	8 17.8% bD
2	6 15.4%	3 13.6%	4 13.3%	7 15.6%	1 11.1%	5 12.5%	5 20.0%	6 15.8%	2 8.3%	9 19.6%	2 9.5%	3 18.8%	0 0.0%	1 8.3%	8 17.8%
3	3 7.7%	1 4.5%	5 16.7%	2 4.4%	0 0.0%	3 7.5%	1 4.0%	2 5.3%	2 8.3%	5 10.9%	1 4.8%	2 12.5%	1 7.7%	2 16.7%	1 2.2%
4	5 12.8%	1 4.5%	4 13.3%	10 22.2%	1 11.1%	6 15.0%	5 20.0%	5 13.2%	1 4.2%	5 10.9%	3 14.3%	4 25.0%	3 23.1%	2 16.7%	10 22.2%
5	3 7.7%	2 9.1%	2 6.7%	3 6.7%	2 22.2%	2 5.0%	5 20.0%	4 10.5%	2 8.3%	1 2.2%	3 14.3%	1 6.3%	2 15.4%	1 8.3%	5 11.1%
6	6 15.4%	0 0.0% f	4 13.3%	2 4.4% F	1 11.1%	10 25.0% bD	3 12.0%	5 13.2%	3 12.5%	5 10.9%	1 4.8% g	3 18.8%	1 7.7%	4 33.3% d	6 13.3%
7=Very Highly	4 10.3%	3 13.6%	2 6.7%	3 6.7%	0 0.0%	6 15.0%	4 16.0%	3 7.9%	3 12.5%	6 13.0%	0 0.0%	1 6.3%	1 7.7%	1 8.3%	7 15.6%
Mean	3.38	2.55 fG	3.20	2.80 FG	2.89	4.08 bD	4.24 BD	3.21	3.08	3.15	2.43 eGH	3.75 d	3.31	4.42 D	3.93 D

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



Topic 4: Marketing Leadership

Rate the extent to which you believe your company is transparent with customers about the following topics: How your company makes money

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Not at all	21 9.5%	8 10.0%	3 5.1%	4 8.3%	6 17.6%	6 9.5%	7 9.6%	8 9.8%
2	18 8.1%	5 6.3%	6 10.2%	5 10.4%	2 5.9%	3 4.8%	7 9.6%	8 9.8%
3	15 6.8%	5 6.3%	5 8.5%	5 10.4%	0 0.0%	3 4.8%	5 6.8%	7 8.5%
4	41 18.5%	13 16.3%	9 15.3%	12 25.0%	6 17.6%	14 22.2%	10 13.7%	16 19.5%
5	45 20.3%	13 16.3%	13 22.0%	10 20.8%	9 26.5%	13 20.6%	14 19.2%	17 20.7%
6	35 15.8%	12 15.0%	11 18.6%	8 16.7%	4 11.8%	7 11.1%	16 21.9%	11 13.4%
7=Very Highly	47 21.2%	24 30.0%	12 20.3%	4 8.3%	7 20.6%	17 27.0%	14 19.2%	15 18.3%
		C		A				
Mean	4.64	4.88	4.76	4.23	4.47	4.81	4.66	4.45

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

Topic 4: Marketing Leadership

Rate the extent to which you believe your company is transparent with customers about the following topics: How your company makes money

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	1 6.3%	1 10.0% m	0 0.0% dfGO	2 28.6% cM	0 0.0%	2 28.6% cM	5 31.3% CkM	0 0.0%	4 13.3% m	0 0.0%	1 4.3% go	0 0.0%	0 0.0% bDfGiO	0 0.0%	4 30.8% CkM
2	0 0.0%	1 10.0%	3 12.5%	1 14.3%	2 22.2%	1 14.3%	2 12.5%	0 0.0%	4 13.3%	1 16.7%	1 4.3%	0 0.0%	2 4.8%	0 0.0%	0 0.0%
3	0 0.0% f	1 10.0%	2 8.3%	1 14.3% i	2 22.2% i	2 28.6% aglm	0 0.0% f	0 0.0%	0 0.0% deFj	1 16.7% i	1 4.3%	0 0.0%	2 4.8% f	0 0.0%	1 7.7%
4	2 12.5% hn	3 30.0% g	7 29.2% g	1 14.3%	1 11.1% h	0 0.0% hn	0 0.0% bcHjN	3 75.0% aefGikMo	6 20.0% h	2 33.3% g	4 17.4% hn	0 0.0%	6 14.3% Hn	4 57.1% afGkm	2 15.4% h
5	3 18.8%	2 20.0%	3 12.5%	0 0.0%	2 22.2%	0 0.0%	3 18.8%	1 25.0%	7 23.3%	2 33.3%	6 26.1%	0 0.0%	11 26.2%	2 28.6%	1 7.7%
6	2 12.5%	0 0.0%	5 20.8%	1 14.3%	0 0.0%	0 0.0%	3 18.8%	0 0.0%	3 10.0%	0 0.0%	6 26.1%	0 0.0%	10 23.8%	1 14.3%	2 15.4%
7=Very Highly	8 50.0% cijkn	2 20.0%	4 16.7% a	1 14.3%	2 22.2%	2 28.6%	3 18.8%	0 0.0%	6 20.0% a	0 0.0% a	4 17.4% a	0 0.0%	11 26.2%	0 0.0% a	3 23.1%
Mean	5.75 bdfgijo	4.20 am	4.71	3.43 akM	4.22 m	3.43 aM	3.94 aM	4.25	4.37 am	3.83 am	5.04 d	---	5.38 bDeFGijo	4.57	4.08 am

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

Topic 4: Marketing Leadership

Rate the extent to which you believe your company is transparent with customers about the following topics: How your company makes money

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Not at all	4 9.8%	3 13.6%	4 12.5%	5 10.6%	1 11.1%	4 9.8%	0 0.0%	3 7.3%	4 16.0%	3 6.1%	3 14.3%	3 18.8%	3 21.4%	0 0.0%	2 4.4%
2	4 9.8% f	2 9.1%	3 9.4% f	7 14.9% f	0 0.0%	0 0.0% acd	2 8.0%	3 7.3%	3 12.0%	7 14.3%	1 4.8%	1 6.3%	1 7.1%	0 0.0%	2 4.4%
3	5 12.2%	1 4.5%	2 6.3%	3 6.4%	1 11.1%	3 7.3%	0 0.0%	4 9.8%	1 4.0%	3 6.1%	2 9.5%	2 12.5%	0 0.0%	2 18.2% h	1 2.2% g
4	10 24.4%	2 9.1%	5 15.6%	8 17.0%	2 22.2%	6 14.6%	8 32.0%	10 24.4%	4 16.0%	6 12.2%	5 23.8%	3 18.8%	2 14.3%	0 0.0%	11 24.4%
5	5 12.2% e	4 18.2%	8 25.0%	11 23.4%	4 44.4% a	8 19.5%	4 16.0%	7 17.1%	4 16.0%	12 24.5%	4 19.0%	2 12.5%	5 35.7%	3 27.3%	8 17.8%
6	5 12.2%	5 22.7%	5 15.6%	3 6.4% f	1 11.1%	10 24.4% d	2 8.0%	5 12.2% g	4 16.0%	10 20.4%	2 9.5% g	2 12.5%	1 7.1% g	5 45.5% adfh	6 13.3% g
7=Very Highly	8 19.5%	5 22.7%	5 15.6%	10 21.3%	0 0.0% g	10 24.4%	9 36.0% e	9 22.0%	5 20.0%	8 16.3%	4 19.0%	3 18.8%	2 14.3%	1 9.1%	15 33.3%
Mean	4.34	4.68	4.41	4.32	4.22	5.05	5.24	4.61	4.32	4.61	4.33	4.13 h	4.14	5.27	5.20 e

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



Topic 5: Managing Growth

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Existing products/ services in existing markets	197	70	53	40	33	60	64	71
	56.77	59.07	54.87	53.78	58.79	60.25	57.20	53.49
	26.41	26.06	27.65	24.21	28.56	28.45	24.61	25.41
New products/services in existing markets	197	70	53	40	33	60	64	71
	20.31	19.57	18.60	25.55	18.58	18.92	22.30	19.70
	16.19	17.89	12.70 c	16.22 b	16.93	15.57	17.36	15.55
Existing products/ services in new markets	197	70	53	40	33	60	64	71
	14.26	13.31	16.51	12.18	14.70	12.92	13.13	16.68
	13.75	11.82	16.01	11.05	16.34	12.05	11.59	16.55
New products/services in new markets	197	70	53	40	33	60	64	71
	8.66	8.04	10.02	8.50	7.94	7.92	7.38	10.13
	10.64	10.08	12.54	9.47	10.27	9.62	10.44	11.03

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

Topic 5: Managing Growth

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Existing products/ services in existing markets	13 70.85 27.42 di	10 57.00 27.41	20 64.75 22.27 di	7 41.43 19.73 acN	8 58.75 21.51	6 67.50 27.88	14 58.57 32.61	4 56.25 11.09	28 48.75 25.15 acn	5 52.00 25.15	22 56.27 30.35	0 --- ---	35 54.43 26.97	5 73.00 10.95 Di	13 54.23 28.49
New products/services in existing markets	13 15.92 15.42	10 14.50 9.56 d	20 22.00 17.35	7 28.57 15.47 bk	8 17.88 12.83	6 15.83 13.20	14 19.29 19.50	4 21.25 8.54	28 24.46 17.86	5 20.00 12.75	22 15.95 13.09 d	0 --- ---	35 21.43 20.09	5 13.00 6.71	13 23.08 16.27
Existing products/ services in new markets	13 8.62 9.39 j	10 21.50 24.61 c	20 8.50 9.98 bijkm	7 15.00 10.41	8 15.00 11.65	6 10.00 8.37	14 8.57 8.64 j	4 16.25 7.50	28 15.89 12.91 c	5 19.00 8.94 acg	22 20.23 20.79 c	0 --- ---	35 15.57 12.71 c	5 10.00 11.73	13 13.08 11.64
New products/services in new markets	13 4.62 6.91 di	10 7.00 8.88	20 4.75 6.54 Di	7 15.00 10.41 aC	8 8.38 7.73	6 6.67 9.83	14 13.57 18.13	4 6.25 4.79	28 10.89 10.00 ac	5 9.00 10.25	22 7.55 11.47	0 --- ---	35 8.57 10.89	5 4.00 4.18	13 9.62 10.89

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

Topic 5: Managing Growth

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Existing products/ services in existing markets	42 59.00 32.86	20 55.25 26.58	30 52.33 23.70	42 52.50 24.18	8 53.88 21.38	31 59.84 24.34	19 63.42 23.98	43 55.77 33.05	22 56.59 23.01	45 56.11 24.70	20 55.50 25.59	16 54.06 20.51	11 49.64 28.97	8 66.25 22.80	32 61.41 25.31
New products/services in existing markets	42 17.88 19.61	20 21.75 16.80	30 23.83 15.85	42 20.07 15.92	8 24.00 15.66	31 18.87 12.36	19 19.21 13.97	43 18.40 18.96	22 22.27 14.20 e	45 22.33 16.71 e	20 24.75 19.16 e	16 12.50 8.56 bcd	11 24.55 17.26 e	8 16.88 12.23	32 19.22 13.39
Existing products/ services in new markets	42 13.62 15.63	20 13.75 10.75	30 13.50 12.60	42 18.86 17.63	8 13.38 4.10	31 14.03 11.51	19 10.42 8.98	43 15.16 15.48	22 12.73 10.77	45 14.04 14.81	20 13.25 11.95	16 22.81 20.08 h	11 12.91 9.95	8 12.50 9.26	32 11.66 9.82 e
New products/services in new markets	42 9.50 12.56	20 9.25 8.63	30 10.33 12.24	42 8.57 11.74	8 8.75 6.94	31 7.26 9.02	19 6.95 7.21	43 10.67 12.82	22 8.41 8.22	45 7.51 10.81	20 6.50 7.63	16 10.63 10.78	11 12.91 15.23	8 4.38 4.96	32 7.72 9.20

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



Topic 5: Managing Growth

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Growth from your firm internally	198	70	53	42	32	58	65	74
	68.77	65.91	63.62	80.83	69.53	72.07	71.62	63.59
	29.88	28.79 C	29.84 C	21.01 AB	37.12	31.26	27.00	31.04
Growth from partnerships	198	70	53	42	32	58	65	74
	14.60	17.23	16.85	9.21	11.72	13.71	12.80	16.74
	18.58	19.49 c	17.01 c	14.95 ab	22.09	21.57	15.59	18.59
Growth from acquisitions	198	70	53	42	32	58	65	74
	11.61	10.93	13.87	6.02	15.47	9.48	11.66	13.38
	20.31	16.88	21.09 c	11.75 b	30.70	18.58	20.20	21.84
Growth from licensing arrangements	198	70	53	42	32	58	65	74
	5.03	5.93	5.66	3.93	3.28	4.74	3.92	6.28
	11.32	12.95	13.01	6.00	10.05	12.15	8.82	12.61

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

Topic 5: Managing Growth

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Growth from your firm internally	13 75.38 35.21	10 61.50 38.01 c	21 84.52 17.10 beglJkM	7 77.14 25.14	8 58.13 36.74 c	6 70.83 25.77	13 58.08 41.91 c	4 77.50 26.30	29 63.97 27.95 Co	5 50.00 43.59 C	21 67.48 34.16 c	0 --- ---	36 61.25 22.78 CO	5 82.00 24.90	13 84.62 26.02 iM
Growth from partnerships	13 7.46 14.16 M	10 13.00 12.74	21 7.14 11.89 jM	7 15.71 10.97 n	8 16.88 18.50	6 12.50 10.84	13 13.46 24.44	4 10.00 14.14	29 15.00 19.36	5 30.00 40.00 c	21 18.48 24.75	0 --- ---	36 21.94 16.44 ACnO	5 3.00 4.47 dm	13 6.54 13.75 M
Growth from acquisitions	13 11.77 19.98	10 22.00 36.76	21 5.00 9.87 eg	7 3.57 9.45	8 22.50 32.84 c	6 10.83 13.57	13 27.69 37.95 cm	4 7.50 15.00	29 10.86 17.83	5 17.00 32.71	21 9.76 15.69	0 --- ---	36 9.31 10.96 g	5 12.00 16.43	13 7.31 17.87
Growth from licensing arrangements	13 5.38 14.50	10 3.50 4.74	21 3.33 5.32	7 3.57 9.45	8 2.50 4.63	6 5.83 10.21	13 0.77 2.77	4 5.00 10.00	29 10.17 17.40	5 3.00 4.47	21 4.29 10.76	0 --- ---	36 7.50 14.42	5 3.00 4.47	13 1.54 5.55

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

Topic 5: Managing Growth

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Growth from your firm internally	41 72.71 34.20	19 62.89 32.89	30 64.50 28.72 f	44 61.82 29.49 f	8 72.50 30.24	32 78.28 24.05 cd	19 66.84 28.93	42 65.86 34.75	21 75.00 25.84	46 66.52 28.98	20 66.00 32.83	17 66.18 31.45	12 74.58 25.80	9 61.11 27.59	31 75.00 26.89
Growth from partnerships	41 16.56 26.38	19 16.32 16.82 f	30 17.50 21.20 f	44 18.30 16.84 F	8 7.13 10.51	32 7.03 8.69 bcD	19 12.11 12.51	42 21.88 28.36 h	21 9.52 10.11	46 17.28 17.82 h	20 16.25 18.06	17 10.59 11.16	12 8.08 9.27	9 10.56 7.26	31 9.03 11.72 ac
Growth from acquisitions	41 5.98 16.78 g	19 9.47 18.92	30 13.50 16.67	44 14.43 24.02	8 12.88 31.31	32 12.66 19.84	19 16.58 21.99 a	42 5.83 16.60 eG	21 12.62 20.95	46 9.57 15.01 g	20 13.25 27.92	17 19.41 27.44 a	12 11.50 17.65	9 25.56 26.86 Ac	31 12.42 18.70
Growth from licensing arrangements	41 4.76 13.92	19 11.32 21.33 f	30 4.50 7.92	44 5.45 9.99	8 7.50 9.26 f	32 2.03 3.78 be	19 4.47 7.05	42 6.43 17.51	21 2.86 5.38	46 6.63 13.13	20 4.50 6.67	17 3.82 7.19	12 5.83 9.25	9 2.78 4.41	31 3.55 6.08

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



Topic 5: Managing Growth

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

	Total	Primary Economic Sector				Internet Sales %		
Number		B2B	B2B	B2C	B2C			
Mean		Product	Services	Product	Services	0%	1-10%	>10%
SD		A	B	C	D	A	B	C
Percent	199	68	54	42	34	59	66	72
	85.56	79.37	87.69	84.56	95.40	84.07	83.78	88.29
	19.74	21.99	17.80	20.23	12.07	21.63	20.91	16.99
		bD	ad	D	AbC			

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

Topic 5: Managing Growth

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Percent	14	10	22	7	7	6	13	4	29	5	22	0	35	5	12
	87.44	91.46	80.50	94.29	85.71	93.33	82.90	80.00	80.70	88.00	91.66	---	78.52	95.00	95.83
	22.91	19.29	22.28	9.32	20.09	10.33	26.08	16.33	21.36	21.68	14.45	---	21.18	7.07	8.75
			o					o	ko		im		kO		chiM

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



Topic 5: Managing Growth

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Percent	42	20	30	43	8	32	19	42	23	45	20	16	12	9	32
	89.72	91.43	86.99	86.19	86.75	84.67	63.75	89.95	94.09	83.73	88.13	90.31	89.92	82.22	71.59
	17.37	15.36	18.91	18.27	17.81	19.71	23.64	17.44	9.10	21.69	16.57	12.58	17.14	18.89	24.63
	G	G	G	G	g	G	ABCD eF	H	cgH	bh	h	H	h	b	ABcdEf

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



Topic 5: Managing Growth

What percentage of your firm's sales is domestic?

	Total	Primary Economic Sector				Internet Sales %		
Number		B2B	B2B	B2C	B2C	0%	1-10%	>10%
Mean		Product	Services	Product	Services	A	B	C
SD		A	B	C	D	A	B	C
Domestic sales	200	70	53	42	34	59	66	72
percent	82.54	74.50	86.55	82.03	93.25	83.61	80.30	84.13
	20.55	21.90	16.62	21.86	15.22	20.38	22.20	18.76
		BD	A	d	Ac			

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

Topic 5: Managing Growth

What percentage of your firm's sales is domestic?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Domestic sales percent	14 86.75 23.03	10 84.26 24.37	22 75.80 23.33 kO	7 92.86 7.56 him	7 84.14 19.54	7 91.43 14.64 m	13 81.47 26.40	4 75.00 17.32 dnO	29 77.52 18.39 dknO	5 87.00 16.05	21 90.46 14.94 ciM	0 --- ---	36 73.12 22.75 dfKnO	5 95.00 6.12 him	12 95.42 7.22 CHIM

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

Topic 5: Managing Growth

What percentage of your firm's sales is domestic?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Domestic sales	42	20	30	43	8	32	20	42	23	45	20	16	12	9	33
percent	88.92	86.08	84.30	82.42	84.88	82.25	58.37	88.69	94.09	82.92	80.26	80.94	90.25	79.67	66.28
	14.70	21.96	19.37	18.52	20.77	18.78	24.56	16.70	6.93	20.42	20.46	20.10	12.20	17.74	25.44
	G	G	G	G	g	G	ABCDDeF	H	cDEGH	bH	Bh	Bh	H	B	ABCDeF

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



Topic 5: Managing Growth

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

	Total	Primary Economic Sector				Internet Sales %		
Number		B2B	B2B	B2C	B2C			
Mean		Product	Services	Product	Services	0%	1-10%	>10%
SD		A	B	C	D	A	B	C
Internet sales	337	123	94	71	48	114	103	119
percent	19.41	9.20	19.28	32.13	26.76	0.00	4.97	50.66
	28.43	18.25	30.83	32.21	30.18	0.00	3.33	27.52
		BCD	Ac	Ab	A		C	B

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

Topic 5: Managing Growth

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Internet sales	26	15	39	10	15	8	23	6	43	6	37	1	64	10	24
percent	11.24	28.38	18.19	41.77	41.68	32.09	6.41	27.79	9.57	4.33	16.77	0.00	20.48	22.34	31.17
	20.75	32.11	26.30	30.82	37.58	40.55	10.51	43.05	17.83	6.53	28.44	---	30.47	29.55	31.59
	bDEo	aGI	deg	AcGIjkm	AcGIjkm	Gi	BcDEFhmn	g	BDEfmO	de	de		degi	g	aGI
							O								

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

Topic 5: Managing Growth

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Internet sales	72	33	43	68	13	59	42	70	32	70	37	23	21	16	68
percent	25.65	11.81	19.96	26.30	17.80	14.49	12.23	26.63	23.48	22.58	13.88	20.38	17.61	12.46	11.66
	33.41	23.73	30.89	31.84	24.77	23.13	18.97	34.41	33.10	31.37	22.18	26.25	25.38	21.18	19.12
	bfg	ad		bfg		ad	ad	dH	h	h	a				Abc

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

Topic 6: Marketing Spending and Performance

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Percent of budget	181	65	49	36	30	54	59	64
	11.72	9.37	11.39	15.91	12.24	9.42	9.59	15.62
	10.96	8.75	11.46	12.08	12.18	8.28	9.55	13.17
		C		A		C	C	AB

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

Topic 6: Marketing Spending and Performance

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Percent of budget	14	10	16	7	6	6	13	3	28	6	19	0	31	5	9
	8.04	15.02	13.27	17.86	19.38	4.08	7.62	6.33	9.99	12.13	13.13	---	12.05	12.30	11.67
	8.01	12.41	11.35	3.93	12.04	4.61	6.84	3.51	11.33	15.12	13.53	---	8.88	14.96	13.80
	De			AFGH	afg	Dem	De	D					f		

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

Topic 6: Marketing Spending and Performance

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Percent of budget	39	18	29	38	6	30	17	40	22	42	13	15	10	8	31
	14.01	11.07	13.04	12.20	8.52	6.70	13.09	15.79	12.90	12.24	9.22	9.62	10.52	4.06	9.37
	11.33	9.91	11.95	10.97	6.69	9.21	12.83	11.96	13.88	9.19	5.88	11.05	9.68	6.59	11.21
	F		f	f		Ac	d	gh		g				ac	a

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

Topic 6: Marketing Spending and Performance

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Percent of revenues	188	68	48	39	32	55	65	66
	13.20	9.99	15.54	18.60	10.12	9.56	9.38	19.33
	17.40	14.66	19.44	19.91	14.95	13.65	15.24	20.04
		c		a		C	C	AB

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

Topic 6: Marketing Spending and Performance

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Percent of revenues	13	8	19	7	7	6	13	4	28	5	19	0	37	6	9
	8.18	16.78	18.70	23.43	23.36	4.83	8.04	15.65	9.75	13.16	20.60	---	8.61	20.48	13.51
	15.15	22.31	20.02	18.57	15.43	5.49	15.44	27.34	14.38	24.33	23.10	---	7.66	28.01	19.69
	e		M	fiM	afgiM	de	e		de		M		CDEKn	m	

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

Topic 6: Marketing Spending and Performance

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Percent of revenues	40 17.80 18.64 f	15 16.34 20.36	29 14.00 17.66	39 11.20 15.33	6 12.06 21.95	36 9.21 16.29 a	20 11.33 17.28	39 18.28 18.97 deg	19 19.41 22.75 d	41 15.99 18.31 d	16 6.52 6.59 abc	14 6.07 12.85 a	12 10.32 13.65	11 5.23 6.33 a	36 10.37 17.22

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

Topic 6: Marketing Spending and Performance

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Overall marketing spending	203 -3.89 28.20	75 -6.53 29.09	53 1.61 28.44 d	40 2.54 25.59 D	34 -13.73 26.46 bC	60 -7.22 26.40	70 -5.78 25.49	71 0.05 31.58
Digital marketing spending	203 11.51 33.46	74 10.07 34.26	53 15.60 33.79	41 14.78 31.38	34 3.91 33.96	59 14.32 33.16	70 4.02 30.30 c	72 16.25 35.81 b

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

Topic 6: Marketing Spending and Performance

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Overall marketing spending	14 -1.14 24.42	9 -12.02 35.78	21 -4.37 27.75	7 -8.11 34.72	7 6.86 18.19	6 -16.06 32.58	14 -3.40 39.37	4 10.05 39.25	28 -3.79 23.47	6 -8.67 20.90	22 -5.58 27.23	0 --- ---	40 1.24 28.92	6 -15.33 25.19	11 -7.40 30.62
Digital marketing spending	14 5.43 14.04	9 -3.67 54.06	21 5.00 35.22	7 30.14 35.83	7 11.43 13.76	6 8.33 62.10	14 15.71 25.86	4 36.25 33.51	28 14.71 26.76	6 -1.17 9.97	22 10.18 31.09	0 --- ---	39 19.32 40.67	6 -2.33 22.99	12 7.50 22.11
	dh			a				aj		h					

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

Topic 6: Marketing Spending and Performance

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Overall marketing spending	41 3.62 29.48	19 -6.34 30.34	32 -5.40 34.31	42 -4.22 29.84	8 7.15 23.86	37 -6.62 19.92	20 -8.85 16.38	42 0.28 29.02	22 4.55 31.67 h	45 -6.31 35.24	19 -4.69 30.48	16 -3.65 23.49	12 -9.42 24.22	9 -4.67 29.83	38 -8.29 14.86 b
Digital marketing spending	41 14.39 33.85	19 8.05 25.68	32 16.72 35.20	42 16.15 40.86	8 7.13 26.44	37 4.27 31.73	20 11.25 15.03	42 11.52 30.41	22 21.23 26.29 fgh	45 13.49 40.74	19 21.29 46.25	16 8.50 29.18	12 -1.25 30.09 b	9 -3.33 35.27 b	38 7.45 23.65 b

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

Topic 6: Marketing Spending and Performance

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Digital marketing spending	200	72	53	41	33	58	70	71
	14.33	14.32	14.62	12.47	15.10	15.81	12.31	14.96
	18.42	18.47	17.87	16.94	20.72	19.21	14.39	21.25
Overall marketing spending	199	72	53	40	33	58	70	70
	10.10	11.27	10.29	8.71	8.44	9.58	8.61	11.80
	19.49	19.10	20.69	19.39	19.31	18.82	18.45	21.19
Brand building	196	72	52	39	32	58	68	69
	9.46	9.08	8.96	9.38	11.05	7.82	9.83	10.26
	16.21	16.53	15.23	18.47	14.90	14.45	14.06	19.41
Traditional advertising spending	196	71	51	40	33	58	68	69
	-0.19	-0.61	-0.76	-1.48	2.72	-0.76	0.57	-1.18
	19.29	18.16	19.85	20.45	20.02	16.04	15.35	24.08

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

Topic 6: Marketing Spending and Performance

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Digital marketing spending	14 11.82 16.58	9 19.67 20.82	21 17.24 14.79 jn	7 9.19 19.47	7 7.43 13.95	6 15.00 23.87	13 16.19 20.61	4 27.50 25.00 n	27 12.83 13.85	6 3.83 8.01 c	22 16.57 17.75 n	0 --- ---	39 15.13 22.37	6 0.83 8.61 chk	12 10.83 17.17
Overall marketing spending	14 5.50 16.13	9 12.33 14.71 j	21 12.46 18.28	7 0.99 23.86	7 6.14 13.69	6 0.32 20.96	13 15.38 19.31 i	4 19.91 32.52 i	27 5.74 7.73 ghjk	6 -1.67 5.16 bi	22 15.90 23.92 i	0 --- ---	39 13.81 23.74	6 0.83 8.61	11 7.73 22.51
Brand building	14 5.36 6.64 g	9 10.56 21.41	20 13.07 18.06	7 1.15 21.73	7 6.43 9.45	6 2.17 21.86	13 15.38 15.74 aj	4 8.75 2.50 J	26 7.88 11.17	6 0.17 0.41 gH	22 12.45 15.25	0 --- ---	38 10.85 19.81	6 5.67 8.04	11 8.18 20.27
Traditional advertising spending	14 0.33 16.63	9 8.33 22.78	21 -3.80 18.63	7 -3.57 19.09	7 -6.43 15.74	6 -5.41 24.39	13 1.54 17.25	4 10.00 14.14 j	26 -1.27 12.00	6 -8.17 10.01 h	21 0.01 24.25	0 --- ---	38 2.87 21.07	6 2.67 8.76	11 -3.58 24.57

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

Topic 6: Marketing Spending and Performance

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Digital marketing spending	40	19	31	42	8	36	20	41	22	44	19	16	12	9	37
	10.78	17.97	17.00	17.87	19.63	10.92	7.50	8.64	20.63	17.65	19.89	16.24	14.17	10.56	10.22
	17.27	16.73	15.70	24.83	18.20	13.75	13.62	13.42	20.88	20.37	22.04	21.49	19.75	15.50	14.26
		g	g				bc	Bcd	Ah	a	a				b
Overall marketing spending	40	19	31	42	8	35	20	41	22	44	19	16	12	9	36
	7.18	20.80	17.80	9.90	14.21	5.66	-2.35	7.72	16.72	16.53	12.23	8.44	10.33	11.44	0.08
	19.95	19.53	17.97	22.94	20.35	12.85	10.82	16.54	27.42	21.58	18.77	18.86	19.36	15.45	10.69
	bc	aFG	aFG	g	G	BCg	BCdEf	ch	H	aH	H	h	h	h	aBCDefg
Brand building	41	17	31	41	8	34	20	42	22	42	18	16	12	8	36
	7.54	14.46	14.41	11.84	8.75	4.77	2.50	8.60	14.31	13.36	8.65	10.00	12.50	6.00	2.89
	14.99	17.57	18.29	19.41	5.82	12.15	9.25	14.96	21.49	19.02	15.07	13.17	16.85	7.03	11.48
		fg	fG	g		bc	bCd		h	H			h		bCf
Traditional advertising spending	39	17	31	42	8	35	20	40	22	42	19	16	12	9	36
	-6.92	5.30	4.99	-1.57	4.63	2.40	-9.05	-4.88	-1.68	6.98	-1.99	-0.94	6.83	3.89	-4.50
	18.46	19.16	19.25	24.82	4.27	11.67	9.77	20.87	28.67	19.18	18.18	15.83	16.55	7.82	12.45
	bef	aG	aG		G	aG	BCEF	C		AH			h		Cf

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



Topic 6: Marketing Spending and Performance

What percent of your marketing budget do you currently spend on initiatives related to customer experience?

	Total	Primary Economic Sector				Internet Sales %		
Number		B2B	B2B	B2C	B2C	0%	1-10%	>10%
Mean		Product	Services	Product	Services	A	B	C
SD		A	B	C	D			
What percent of your	196	74	52	37	32	58	68	68
marketing budget is	14.44	13.14	16.08	12.00	17.63	13.83	13.84	15.78
currently spent on	18.09	15.09	20.30	15.36	23.34	20.29	14.91	19.39
initiatives related to								
customer experience?								

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

Topic 6: Marketing Spending and Performance

What percent of your marketing budget do you currently spend on initiatives related to customer experience?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
What percent of your marketing budget is currently spent on initiatives related to customer experience?	13 18.15 22.81	10 10.50 12.75	18 12.39 20.43	7 16.57 26.15	6 22.50 24.24	6 15.83 20.10	15 11.80 15.09	4 10.00 10.80	28 10.71 13.83	5 26.00 6.52	21 18.14 24.36	0 --- ---	40 11.38 11.26	6 27.50 28.06	11 20.55 22.88
		j						j	jn	bhiM			Jn	im	

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

Topic 6: Marketing Spending and Performance

What percent of your marketing budget do you currently spend on initiatives related to customer experience?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
What percent of your marketing budget is currently spent on initiatives related to customer experience?	41 17.71 24.41	19 15.21 15.24	32 10.06 8.81	42 14.07 19.17	8 18.88 24.99	32 14.25 17.11	19 12.68 12.53	42 18.83 24.31	22 9.64 10.14	44 16.14 18.53	19 11.32 19.91	16 17.56 19.86	12 14.58 13.39	8 14.38 8.21	33 10.06 12.18

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

Topic 6: Marketing Spending and Performance

What percent of your marketing budget was spent on initiatives related to customer experience one year ago?

	Total	Primary Economic Sector				Internet Sales %		
Number		B2B	B2B	B2C	B2C	0%	1-10%	>10%
Mean		Product	Services	Product	Services	A	B	C
SD		A	B	C	D	A	B	C
What percent of your marketing budget was spent on initiatives related to customer experience one year ago?	195	73	51	38	32	57	68	69
	11.87	11.15	12.28	9.68	15.03	10.57	11.97	13.01
	17.50	16.33	17.33	14.81	22.96	18.67	15.98	18.17

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

Topic 6: Marketing Spending and Performance

What percent of your marketing budget was spent on initiatives related to customer experience one year ago?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
What percent of your marketing budget was spent on initiatives related to customer experience one year ago?	13 14.54 22.91	9 9.56 12.71	18 11.56 21.19	7 12.29 17.17	7 17.14 24.13	6 15.83 18.55	14 7.57 13.22	4 8.75 11.81	28 9.00 15.71	5 23.00 5.70	21 13.43 20.08	0 --- ---	40 8.99 12.84	6 25.83 27.82	1 17.3 23.1
		j					j	j	n	bghm			jn	im	

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

Topic 6: Marketing Spending and Performance

What percent of your marketing budget was spent on initiatives related to customer experience one year ago?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
What percent of your marketing budget was spent on initiatives related to customer experience one year ago?	41 15.00 21.26	19 9.84 10.69	32 7.34 9.96	42 11.51 19.04	8 15.00 26.51	32 12.88 17.92	19 10.63 14.35	42 15.81 21.70	22 5.95 7.47	43 13.21 18.64	19 10.50 20.26	16 13.38 19.32	12 11.83 13.05	8 10.38 7.15	9 15.00 15.00
								b	a						

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

Topic 6: Marketing Spending and Performance

Compared to 2019, rate your company's performance during the prior 12 months.

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Customer acquisition	196	69	51	41	34	57	66	72
	6.31	3.81	5.86	16.98	-0.76	4.49	3.41	10.92
	24.61	22.63 C	24.71 c	23.16 AbD	27.25 C	24.72	16.77	29.56
Customer retention	196	69	52	40	34	57	66	71
	6.07	7.88	3.50	8.70	1.18	6.60	2.02	10.00
	24.47	23.42	25.19	18.07	29.13	26.67	11.80 c	30.33 b
Profits	195	69	51	40	34	56	66	72
	2.55	2.20	0.84	14.07	-5.47	-1.29	4.73	4.61
	29.78	29.61 c	29.10 c	23.72 abD	32.29 C	35.11	21.93	30.38
Sales revenue	202	73	53	41	34	58	68	73
	0.25	1.64	-1.04	8.59	-8.59	-2.48	-0.38	4.68
	29.83	26.19	31.62	25.26 d	35.03 c	29.39	18.14	36.79

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

Topic 6: Marketing Spending and Performance

Compared to 2019, rate your company's performance during the prior 12 months.

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Customer acquisition	15	9	19	7	6	6	12	4	27	6	21	0	39	6	12
	7.60	4.78	12.95	3.57	12.50	-0.50	6.92	6.75	-0.67	-4.00	5.19	---	12.64	-7.67	12.42
	21.01	14.39	30.60	37.94	15.41	5.61	20.01	17.00	24.01 m	13.02 o	37.66	---	21.34 i	33.79	15.18 j
Customer retention	15	10	19	7	6	6	12	4	27	6	21	0	39	6	11
	10.33	9.70	12.84	0.00	15.83	-3.33	-1.17	15.75	1.41	-0.33	2.86	---	10.77	-0.83	6.18
	27.82	24.08	22.94 g	10.86	29.73	8.96	6.53 ch	23.21 g	24.83	15.06	35.53	---	22.97	48.52	14.50
Profits	14	9	20	7	7	7	12	4	28	5	20	0	37	6	12
	2.07	-23.22	26.95	-8.57	8.57	-5.14	-7.92	3.75	-6.93	-12.20	-2.35	---	12.27	0.83	7.92
	19.98	32.94	30.43	17.73	12.80	13.07	20.47	28.69	20.77	35.38	40.55	---	25.52	22.89	35.51
	bc	aCeM	aBDfGJjk	Cm	b	c	Cm		CM	c	c		BdgI		
Sales revenue	14	10	21	7	7	7	12	4	29	6	20	0	39	6	13
	0.79	-29.80	15.52	-26.43	10.29	-5.00	-6.00	12.50	-2.79	-12.50	-0.60	---	11.56	-11.33	1.08
	16.08	32.00	24.45	30.10	13.74	15.55	14.80	29.86	21.99	20.40	44.06	---	28.44	37.16	29.34
	Bd	ACEghIMo	BDfGJjn	aCeIM	Bdgi	c	bCem	b	BCdm	ce			BDgi	c	b

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

Topic 6: Marketing Spending and Performance

Compared to 2019, rate your company's performance during the prior 12 months.

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Customer acquisition	41	17	31	41	7	36	20	41	22	42	17	16	12	8	38
	5.05	4.59	13.39	7.85	17.86	0.75	1.00	7.39	17.95	8.69	-3.06	6.56	2.00	6.63	1.16
	33.58	27.59	23.56	23.17	28.61	17.27	11.75	28.95	39.78	18.15	25.24	11.98	36.02	8.58	11.31
			fg		fg	ce	ce		h	dh	c				bc
Customer retention	41	17	31	41	7	35	20	41	22	43	17	16	12	8	37
	0.76	10.29	7.74	13.37	11.71	2.74	-0.30	-0.54	17.32	9.56	5.06	13.19	-3.42	23.38	-0.65
	31.02	20.06	22.23	26.85	18.81	23.77	8.25	24.78	36.22	22.51	18.78	25.51	25.43	32.54	8.18
		g		g	g		bde	bg	aH	h		H		aH	BcEG
Profits	41	18	30	43	7	33	20	41	23	42	18	16	12	9	34
	-4.93	2.44	7.63	5.63	30.71	0.55	-0.70	-1.20	10.26	3.93	3.33	6.31	5.92	4.78	-3.82
	36.46	36.90	24.21	30.98	33.84	20.40	10.73	34.51	41.85	29.80	24.53	35.46	20.50	19.88	16.29
	e		e		acFG	E	E								
Sales revenue	41	19	31	43	7	37	20	41	23	45	18	16	13	9	37
	-4.12	1.79	4.23	2.79	13.29	-2.49	-0.10	0.32	10.48	0.98	-3.28	-7.06	0.46	1.11	-2.49
	38.53	36.74	23.56	31.02	19.28	23.79	10.80	36.18	43.15	29.94	17.11	29.38	32.62	15.83	16.28
					g		e								

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

Topic 6: Marketing Spending and Performance

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

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
7=Excellent - one of the best in the world	21 9.9%	6 7.7%	3 5.4%	5 11.6%	6 17.1%	3 4.8% c	3 4.3% c	12 16.0% ab
6=A leader but not one of the best	48 22.5%	19 24.4%	9 16.1%	12 27.9%	8 22.9%	15 24.2%	15 21.4%	17 22.7%
5=Strong	56 26.3%	17 21.8% b	21 37.5% ad	12 27.9%	6 17.1% b	12 19.4%	20 28.6%	24 32.0%
4=Good	50 23.5%	17 21.8%	14 25.0%	11 25.6%	8 22.9%	17 27.4%	17 24.3%	16 21.3%
3=Fair	23 10.8%	11 14.1%	4 7.1%	2 4.7%	6 17.1%	10 16.1% c	8 11.4%	4 5.3% a
2=Weak	12 5.6%	5 6.4%	5 8.9%	1 2.3%	1 2.9%	3 4.8%	6 8.6%	2 2.7%
1=Very weak	3 1.4%	3 3.8%	0 0.0%	0 0.0%	0 0.0%	2 3.2%	1 1.4%	0 0.0%
Mean	4.75	4.55 c	4.61	5.09 a	4.91	4.47 C	4.51 C	5.15 AB

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

Topic 6: Marketing Spending and Performance

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
7=Excellent - one of the best in the world	0 0.0% o	1 10.0%	2 9.1%	2 25.0%	1 14.3%	1 14.3%	0 0.0% o	0 0.0%	2 6.7% o	0 0.0%	2 8.7%	0 0.0%	4 9.8%	0 0.0%	4 30.8% agi
6=A leader but not one of the best	2 13.3%	3 30.0%	6 27.3%	3 37.5%	1 14.3%	1 14.3%	1 7.1%	1 25.0%	4 13.3%	2 33.3%	5 21.7%	0 0.0%	13 31.7%	2 33.3%	4 30.8%
5=Strong	6 40.0% I	3 30.0%	5 22.7% e	1 12.5% e	5 71.4% cdgIm	1 14.3%	3 21.4% e	1 25.0%	2 6.7% AEKo	1 16.7%	9 39.1% I	0 0.0%	9 22.0% e	2 33.3%	4 30.8% i
4=Good	5 33.3%	1 10.0%	5 22.7%	1 12.5%	0 0.0% i	3 42.9%	4 28.6%	1 25.0%	12 40.0% eo	3 50.0%	5 21.7%	0 0.0%	9 22.0%	0 0.0%	1 7.7% i
3=Fair	1 6.7%	0 0.0% g	2 9.1%	1 12.5%	0 0.0%	0 0.0%	5 35.7% bko	1 25.0%	5 16.7%	0 0.0%	2 8.7% g	0 0.0%	5 12.2%	1 16.7%	0 0.0% g
2=Weak	1 6.7%	2 20.0% km	1 4.5%	0 0.0%	0 0.0%	1 14.3%	1 7.1%	0 0.0%	3 10.0%	0 0.0%	0 0.0% b	0 0.0%	1 2.4% b	1 16.7%	0 0.0%
1=Very weak	0 0.0%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	4.47 eO	4.80	4.73 o	5.50 Gi	5.43 aGi	4.57 o	3.86 DEKMO	4.50 o	3.97 deKMO	4.83	5.00 Glo	---	4.98 Glo	4.50 o	5.85 AcfGhIkmmn

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

Topic 6: Marketing Spending and Performance

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
7=Excellent - one of the best in the world	2 4.8%	3 14.3%	4 12.5%	5 11.6%	0 0.0%	6 14.6%	1 4.5%	3 7.1%	4 16.7%	3 6.5%	1 5.3%	3 17.6%	0 0.0%	3 27.3%	4 9.8%
6=A leader but not one of the best	8 19.0%	2 9.5%	7 21.9%	9 20.9%	3 37.5%	11 26.8%	7 31.8%	8 19.0%	0 0.0%	12 26.1%	4 21.1%	5 29.4%	7 53.8%	1 9.1%	11 26.8%
5=Strong	15 35.7%	4 19.0%	8 25.0%	8 18.6%	2 25.0%	12 29.3%	7 31.8%	16 38.1%	7 29.2%	10 21.7%	2 10.5%	4 23.5%	1 7.7%	4 36.4%	12 29.3%
4=Good	8 19.0%	9 42.9%	8 25.0%	12 27.9%	3 37.5%	5 12.2%	4 18.2%	8 19.0%	8 33.3%	11 23.9%	7 36.8%	3 17.6%	4 30.8%	2 18.2%	7 17.1%
3=Fair	7 16.7%	1 4.8%	3 9.4%	5 11.6%	0 0.0%	3 7.3%	3 13.6%	5 11.9%	4 16.7%	5 10.9%	2 10.5%	1 5.9%	0 0.0%	1 9.1%	5 12.2%
2=Weak	2 4.8%	0 0.0%	1 3.1%	4 9.3%	0 0.0%	4 9.8%	0 0.0%	2 4.8%	1 4.2%	3 6.5%	2 10.5%	1 5.9%	1 7.7%	0 0.0%	2 4.9%
1=Very weak	0 0.0%	2 9.5%	1 3.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 4.3%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	4.62	4.48	4.81	4.65	5.00	5.00	4.95	4.76	4.54	4.57	4.21	5.18	5.00	5.27	4.90

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

Topic 7: Digital, Mobile, and Social Media Marketing

To what degree has the use of digital marketing contributed to your company's performance during the last year?

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Not at all	4 1.5%	2 2.0%	1 1.4%	0 0.0%	1 2.3%	4 4.8% bc	0 0.0% a	0 0.0% a
2	12 4.5%	5 5.1%	5 7.2% c	0 0.0% b	2 4.7%	6 7.1% c	4 4.9%	1 1.1% a
3	9 3.4%	4 4.1%	2 2.9%	2 3.7%	1 2.3%	4 4.8%	4 4.9%	1 1.1%
4	34 12.8%	13 13.3%	11 15.9%	3 5.6%	7 16.3%	12 14.3%	12 14.8%	9 9.8%
5	56 21.1%	23 23.5%	12 17.4%	13 24.1%	8 18.6%	25 29.8% c	17 21.0%	13 14.1% a
6	64 24.2%	26 26.5%	12 17.4%	16 29.6%	10 23.3%	8 9.5% BC	24 29.6% A	29 31.5% A
7=Very Highly	86 32.5%	25 25.5%	26 37.7%	20 37.0%	14 32.6%	25 29.8%	20 24.7% c	39 42.4% b
Mean	5.50	5.33 c	5.43	5.91 a	5.44	5.05 C	5.40 C	6.01 AB

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

Topic 7: Digital, Mobile, and Social Media Marketing

To what degree has the use of digital marketing contributed to your company's performance during the last year?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5% m	1 5.3%	0 0.0%	1 2.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0% f	0 0.0%	0 0.0%
2	3 17.6% M	1 8.3% m	2 6.9%	0 0.0%	0 0.0%	0 0.0%	2 10.5% m	0 0.0%	1 2.8%	0 0.0%	1 3.6%	0 0.0%	0 0.0% Abgn	1 11.1% m	0 0.0%
3	0 0.0%	0 0.0%	1 3.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.8%	0 0.0%	0 0.0%	0 0.0%	5 10.0%	1 11.1%	1 5.9%
4	4 23.5% c	3 25.0% c	1 3.4% abF	1 11.1%	1 10.0%	3 37.5% Ck	2 10.5%	1 16.7%	6 16.7%	1 16.7%	2 7.1% f	0 0.0%	7 14.0%	0 0.0%	2 11.8%
5	0 0.0% cGhiJk	2 16.7%	8 27.6% am	2 22.2%	0 0.0% gjk	1 12.5%	7 36.8% Aemn	2 33.3% a	11 30.6% am	3 50.0% Aemn	9 32.1% aem	0 0.0%	5 10.0% cgijk	0 0.0% gj	3 17.6%
6	5 29.4%	3 25.0%	7 24.1%	2 22.2%	5 50.0% k	2 25.0%	3 15.8%	2 33.3%	10 27.8%	1 16.7%	4 14.3% e	0 0.0%	10 20.0%	3 33.3%	4 23.5%
7=Very Highly	4 23.5%	3 25.0%	10 34.5%	4 44.4%	4 40.0%	1 12.5%	4 21.1%	1 16.7%	6 16.7% kM	1 16.7%	12 42.9% i	0 0.0%	23 46.0% I	4 44.4%	7 41.2%
Mean	4.76 ekm	5.25	5.62	6.00	6.20 afgi	4.63 ekm	4.95 em	5.50	5.19 e	5.33	5.82 af	---	5.78 afg	5.67	5.82

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

Topic 7: Digital, Mobile, and Social Media Marketing

To what degree has the use of digital marketing contributed to your company's performance during the last year?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Not at all	3 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.9%	0 0.0%	3 6.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.9%
2	3 5.9%	2 8.0%	0 0.0%	4 7.8%	0 0.0%	2 3.8%	0 0.0%	3 6.1%	0 0.0%	4 6.8%	2 8.3%	0 0.0%	1 5.9%	1 5.9%	1 1.9%
3	1 2.0%	0 0.0%	4 10.5% d	0 0.0% c	0 0.0%	2 3.8%	2 6.9%	1 2.0%	1 3.7%	3 5.1%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	3 5.6%
4	10 19.6%	3 12.0%	7 18.4%	4 7.8%	2 18.2%	6 11.5%	2 6.9%	11 22.4%	4 14.8%	6 10.2%	2 8.3%	1 5.6%	3 17.6%	1 5.9%	6 11.1%
5	8 15.7%	6 24.0%	8 21.1%	11 21.6%	2 18.2%	12 23.1%	8 27.6%	6 12.2% e	6 22.2%	9 15.3% e	6 25.0%	7 38.9% ac	2 11.8%	5 29.4%	15 27.8%
6	8 15.7% B	11 44.0% Adf	8 21.1%	11 21.6% b	3 27.3%	9 17.3% b	9 31.0%	6 12.2% cd	8 29.6%	17 28.8% a	9 37.5% a	4 22.2%	4 23.5%	2 11.8%	14 25.9%
7=Very Highly	18 35.3% b	3 12.0% adf	11 28.9%	21 41.2% b	4 36.4%	20 38.5% b	8 27.6%	19 38.8%	8 29.6%	20 33.9%	5 20.8%	6 33.3%	7 41.2%	7 41.2%	14 25.9%
Mean	5.22	5.32	5.39	5.73	5.82	5.56	5.66	5.20	5.67	5.56	5.46	5.83	5.71	5.59	5.43

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

Topic 7: Digital, Mobile, and Social Media Marketing

By what percent has the contribution of digital marketing to your company's performance changed in the last year?

	Total	Primary Economic Sector				Internet Sales %		
Number		B2B	B2B	B2C	B2C	0%	1-10%	>10%
Mean		Product	Services	Product	Services	A	B	C
SD		A	B	C	D	A	B	C
Percent	256	95	67	51	42	80	77	92
Change	32.67	32.23	33.42	29.96	35.36	34.04	23.17	38.28
	29.81	32.52	29.05	27.33	28.43	31.40	23.36	31.33
						b	aC	B

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

Topic 7: Digital, Mobile, and Social Media Marketing

By what percent has the contribution of digital marketing to your company's performance changed in the last year?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Percent	16	12	27	9	10	8	19	6	36	6	27	0	46	9	16
Change	24.25	36.33	24.44	60.00	47.00	40.00	29.00	68.33	26.94	16.17	34.63	---	33.83	20.56	28.94
	15.82	24.20	27.44	31.62	40.91	30.00	28.26	26.39	25.31	10.96	27.80	---	34.94	26.27	27.98
	DH	h	DH	ACgIJkmno			dH	AbCGIJkm	DH	DH	dh		dh	dH	dH
								NO							

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

Topic 7: Digital, Mobile, and Social Media Marketing

By what percent has the contribution of digital marketing to your company's performance changed in the last year?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Percent	51	25	37	51	10	47	28	48	27	58	24	17	16	15	51
Change	30.29	30.40	32.89	34.65	25.80	34.43	31.75	27.60	42.78	33.36	35.08	27.94	22.81	44.00	31.51
	32.18	30.34	30.50	30.52	24.62	28.92	27.46	30.33	32.80	31.35	33.21	25.14	23.38	27.72	27.15
								b	af				bg	f	

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

Topic 7: Digital, Mobile, and Social Media Marketing

Thinking about your company's digital marketing knowledge and skills, rate your company's current expertise level on the following scale.

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Significantly below industry average	3 1.1%	2 2.0%	0 0.0%	0 0.0%	1 2.3%	2 2.4%	1 1.3%	0 0.0%
2	2 0.7%	1 1.0%	1 1.4%	0 0.0%	0 0.0%	1 1.2%	0 0.0%	1 1.1%
3	12 4.5%	3 3.0%	7 10.0%	1 1.9%	1 2.3%	4 4.7% c	7 8.8% C	0 0.0% aB
4	20 7.5%	9 9.1%	3 4.3%	4 7.4%	4 9.3%	10 11.8%	5 6.3%	4 4.3%
5=At industry average	48 18.0%	25 25.3% b	7 10.0% a	8 14.8%	8 18.6%	19 22.4% c	19 23.8% c	10 10.6% ab
6	37 13.9%	17 17.2%	8 11.4%	6 11.1%	6 14.0%	9 10.6%	12 15.0%	14 14.9%
7	54 20.2%	21 21.2%	14 20.0%	13 24.1%	6 14.0%	18 21.2%	15 18.8%	19 20.2%
8	50 18.7%	16 16.2%	17 24.3%	12 22.2%	5 11.6%	14 16.5%	12 15.0%	23 24.5%
9	22 8.2%	3 3.0% bD	9 12.9% a	2 3.7% d	7 16.3% Ac	5 5.9%	5 6.3%	11 11.7%
10=Significantly above industry average	19 7.1%	2 2.0% Cd	4 5.7%	8 14.8% A	5 11.6% a	3 3.5% c	4 5.0%	12 12.8% a
Mean	6.56	6.04 bCd	6.76 a	7.04 A	6.77 a	6.09 C	6.19 C	7.32 AB

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

Topic 7: Digital, Mobile, and Social Media Marketing

Thinking about your company's digital marketing knowledge and skills, rate your company's current expertise level on the following scale.

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Significantly below industry average	1 5.9%	0 0.0%	1 3.6%	0 0.0%	0 0.0%	1 12.5% im	0 0.0%	0 0.0%	0 0.0%	0 0.0% f	0 0.0%	0 0.0%	0 0.0% f	0 0.0%	0 0.0%
2	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3	3 17.6% ckm	1 8.3%	0 0.0% a	0 0.0%	1 10.0%	0 0.0%	1 5.0%	0 0.0%	4 11.1%	0 0.0%	0 0.0% a	0 0.0%	1 2.0% a	0 0.0%	1 5.6%
4	2 11.8%	2 16.7%	3 10.7%	0 0.0%	0 0.0%	1 12.5%	4 20.0% m	1 16.7%	3 8.3%	0 0.0%	2 7.1%	0 0.0%	2 3.9% g	0 0.0%	0 0.0%
5=At industry average	4 23.5%	2 16.7%	7 25.0%	1 11.1%	1 10.0%	0 0.0% j	3 15.0%	1 16.7%	9 25.0%	3 50.0% fo	4 14.3%	0 0.0%	10 19.6%	2 22.2%	1 5.6% j
6	3 17.6%	0 0.0% df	4 14.3%	3 33.3% b	0 0.0% f	3 37.5% be	3 15.0%	1 16.7%	5 13.9%	1 16.7%	4 14.3%	0 0.0%	6 11.8%	0 0.0%	2 11.1%
7	2 11.8% e	3 25.0%	5 17.9% e	1 11.1% e	6 60.0% acdgijKmn	1 12.5%	4 20.0% e	1 16.7%	9 25.0% e	0 0.0% e	4 14.3% E	0 0.0%	14 27.5% e	0 0.0% e	2 11.1% e
8	2 11.8%	1 8.3%	6 21.4%	1 11.1%	1 10.0%	2 25.0%	2 10.0%	0 0.0%	6 16.7%	1 16.7%	7 25.0%	0 0.0%	11 21.6%	1 11.1%	6 33.3%
9	0 0.0% hn	2 16.7% i	1 3.6% hn	1 11.1% i	0 0.0%	0 0.0%	2 10.0%	2 33.3% acIm	0 0.0% bdHjkNo	1 16.7% i	5 17.9% i	0 0.0%	3 5.9% hn	3 33.3% acIm	2 11.1% i
10=Significantly above industry average	0 0.0% no	1 8.3%	1 3.6% n	2 22.2% I	1 10.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0% DNO	0 0.0%	1 3.6% n	0 0.0%	4 7.8% n	3 33.3% acIkm	4 22.2% aI
Mean	5.06 DeKMNO	6.50	6.21 NO	7.44 Ai	6.80 a	5.75 no	6.20 no	6.67	5.83 dkMNO	6.33	6.89 Ai	---	6.86 Aln	8.33 ACfgIm	7.78 ACfgI

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

Topic 7: Digital, Mobile, and Social Media Marketing

Thinking about your company's digital marketing knowledge and skills, rate your company's current expertise level on the following scale.

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=Significantly below industry average	2 3.8%	0 0.0%	0 0.0%	1 1.9%	0 0.0%	0 0.0%	0 0.0%	2 4.0%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2	2 3.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 4.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3	1 1.9%	1 3.8%	2 5.3%	3 5.8%	0 0.0%	4 7.8%	0 0.0%	1 2.0%	2 7.4%	4 6.7%	0 0.0%	1 5.3%	1 5.9%	1 6.3%	2 3.7%
4	6 11.5%	0 0.0%	3 7.9%	3 5.8%	1 9.1%	2 3.9%	4 13.8%	5 10.0%	2 7.4%	3 5.0%	2 8.3%	1 5.3%	0 0.0%	1 6.3%	6 11.1%
5=At industry average	8 15.4%	6 23.1%	8 21.1%	7 13.5%	2 18.2%	7 13.7%	10 34.5%	7 14.0%	4 14.8%	13 21.7%	4 16.7%	3 15.8%	1 5.9%	3 18.8%	13 24.1%
6	5 9.6%	4 15.4%	7 18.4%	9 17.3%	1 9.1%	8 15.7%	3 10.3%	3 6.0%	4 14.8%	9 15.0%	4 16.7%	2 10.5%	4 23.5%	4 25.0%	7 13.0%
7	8 15.4%	8 30.8%	6 15.8%	11 21.2%	1 9.1%	13 25.5%	7 24.1%	6 12.0%	7 25.9%	11 18.3%	6 25.0%	4 21.1%	2 11.8%	3 18.8%	15 27.8%
8	11 21.2%	4 15.4%	6 15.8%	7 13.5%	4 36.4%	9 17.6%	4 13.8%	12 24.0%	6 22.2%	12 20.0%	2 8.3%	1 5.3%	7 41.2%	2 12.5%	8 14.8%
9	6 11.5%	1 3.8%	2 5.3%	7 13.5%	2 18.2%	3 5.9%	1 3.4%	6 12.0%	0 0.0%	4 6.7%	2 8.3%	6 31.6%	0 0.0%	2 12.5%	2 3.7%
10=Significantly above industry average	3 5.8%	2 7.7%	4 10.5%	4 7.7%	0 0.0%	5 9.8%	0 0.0%	6 12.0%	2 7.4%	4 6.7%	3 12.5%	1 5.3%	2 11.8%	0 0.0%	1 1.9%
Mean	6.37	6.69	6.53	6.67	7.00	6.73	6.00	6.68	6.48	6.53	6.63	7.05	7.18	6.31	6.19

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

Topic 7: Digital, Mobile, and Social Media Marketing

Rate your company's digital marketing expertise level one year ago.

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Significantly below industry average	10 3.7%	5 5.1%	3 4.3%	1 1.9%	1 2.3%	5 5.9%	2 2.5%	3 3.2%
2	13 4.9%	2 2.0% b	6 8.6% a	2 3.7%	3 7.0%	4 4.7%	7 8.8% c	1 1.1% b
3	43 16.1%	18 18.2%	10 14.3%	7 13.0%	8 18.6%	19 22.4%	12 15.0%	12 12.8%
4	38 14.2%	21 21.2% b	6 8.6% a	5 9.3%	6 14.0%	15 17.6%	9 11.3%	12 12.8%
5=At industry average	46 17.2%	21 21.2%	10 14.3%	8 14.8%	7 16.3%	16 18.8%	14 17.5%	13 13.8%
6	41 15.4%	16 16.2%	6 8.6% c	13 24.1% b	6 14.0%	8 9.4% c	12 15.0%	20 21.3% a
7	36 13.5%	8 8.1% B	16 22.9% A	8 14.8%	4 9.3%	9 10.6%	13 16.3%	14 14.9%
8	17 6.4%	5 5.1%	6 8.6%	4 7.4%	2 4.7%	4 4.7%	7 8.8%	5 5.3%
9	14 5.2%	2 2.0%	5 7.1%	3 5.6%	3 7.0%	3 3.5%	3 3.8%	8 8.5%
10=Significantly above industry average	9 3.4%	1 1.0%	2 2.9%	3 5.6%	3 7.0%	2 2.4%	1 1.3%	6 6.4%
Mean	5.23	4.77 bC	5.43 a	5.72 A	5.28	4.71 C	5.18	5.79 A

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

Topic 7: Digital, Mobile, and Social Media Marketing

Rate your company's digital marketing expertise level one year ago.

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Significantly below industry average	2 11.8%	0 0.0%	0 0.0%	1 11.1%	1 10.0%	1 12.5%	1 5.0%	0 0.0%	1 2.8%	0 0.0%	1 3.6%	0 0.0%	1 2.0%	0 0.0%	0 0.0%
2	3 17.6% m	1 8.3%	1 3.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	3 8.3%	0 0.0%	2 7.1%	0 0.0%	1 2.0% a	0 0.0%	1 5.6%
3	4 23.5%	1 8.3%	5 17.9%	0 0.0%	2 20.0%	1 12.5%	5 25.0%	2 33.3%	9 25.0%	1 16.7%	2 7.1%	0 0.0%	6 11.8%	2 22.2%	2 11.1%
4	3 17.6%	4 33.3% co	2 7.1% bf	1 11.1%	0 0.0% f	3 37.5% ceo	3 15.0%	1 16.7%	4 11.1%	0 0.0%	4 14.3%	0 0.0%	13 25.5% o	0 0.0%	0 0.0% bfm
5=At industry average	3 17.6%	1 8.3%	7 25.0%	3 33.3%	1 10.0%	1 12.5%	5 25.0%	1 16.7%	7 19.4%	2 33.3%	4 14.3%	0 0.0%	7 13.7%	1 11.1%	2 11.1%
6	2 11.8%	1 8.3%	5 17.9%	3 33.3% k	4 40.0% Kmn	2 25.0%	4 20.0%	0 0.0%	6 16.7%	1 16.7%	1 3.6% dE	0 0.0%	6 11.8% e	0 0.0% e	2 11.1%
7	0 0.0% ck	1 8.3%	6 21.4% ag	0 0.0%	1 10.0%	0 0.0%	0 0.0% ckm	0 0.0%	5 13.9%	1 16.7%	8 28.6% ag	0 0.0%	10 19.6% g	1 11.1%	3 16.7%
8	0 0.0%	1 8.3%	2 7.1%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	1 2.8%	1 16.7%	3 10.7%	0 0.0%	3 5.9%	1 11.1%	3 16.7%
9	0 0.0%	1 8.3%	0 0.0% hn	1 11.1% i	1 10.0%	0 0.0%	0 0.0% n	1 16.7% ci	0 0.0% dhNo	0 0.0%	2 7.1%	0 0.0%	3 5.9%	2 22.2% cgI	2 11.1% i
10=Significantly above industry average	0 0.0%	1 8.3%	0 0.0% no	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0% No	0 0.0%	1 3.6%	0 0.0%	1 2.0% no	2 22.2% clm	3 16.7% cim
Mean	3.47 bCdegiJKM NO	5.50 a	5.29 Ano	5.22 a	5.20 a	4.13 nO	4.75 anO	4.33 o	4.56 akmNO	5.67 A	5.75 Ai	---	5.39 Aino	7.11 AcfgIm	6.83 AcFGHIm

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

Topic 7: Digital, Mobile, and Social Media Marketing

Rate your company's digital marketing expertise level one year ago.

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Significantly below industry average	6 11.5%	1 3.8%	1 2.6%	1 1.9%	0 0.0%	1 2.0%	0 0.0%	5 10.0% h	2 7.4% h	1 1.7%	0 0.0%	1 5.3%	1 5.9%	0 0.0%	0 0.0% ab
2	2 3.8%	2 7.7%	2 5.3%	2 3.8%	0 0.0%	3 5.9%	1 3.4%	1 2.0%	2 7.4%	6 10.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	3 5.6%
3	6 11.5%	3 11.5%	6 15.8%	13 25.0%	1 9.1%	9 17.6%	4 13.8%	7 14.0%	3 11.1%	10 16.7%	8 33.3% f	2 10.5%	0 0.0% dg	4 25.0% f	9 16.7%
4	8 15.4%	3 11.5%	5 13.2%	5 9.6% g	2 18.2%	5 9.8% g	9 31.0% df	6 12.0%	4 14.8%	7 11.7%	2 8.3%	2 10.5%	2 11.8%	2 12.5%	13 24.1%
5=At industry average	8 15.4%	3 11.5%	9 23.7%	9 17.3%	3 27.3%	8 15.7%	6 20.7%	6 12.0%	5 18.5%	8 13.3%	6 25.0%	4 21.1%	5 29.4%	2 12.5%	10 18.5%
6	6 11.5%	5 19.2%	7 18.4%	8 15.4%	2 18.2%	9 17.6%	3 10.3%	5 10.0%	6 22.2%	11 18.3%	3 12.5%	2 10.5%	4 23.5%	2 12.5%	8 14.8%
7	7 13.5%	2 7.7%	5 13.2%	6 11.5%	1 9.1%	9 17.6%	4 13.8%	8 16.0%	1 3.7% g	9 15.0%	1 4.2%	3 15.8%	4 23.5%	4 25.0% b	6 11.1%
8	5 9.6%	3 11.5%	1 2.6%	3 5.8%	0 0.0%	2 3.9%	2 6.9%	6 12.0%	2 7.4%	3 5.0%	1 4.2%	1 5.3%	0 0.0%	0 0.0%	4 7.4%
9	1 1.9% e	3 11.5% c	0 0.0% be	4 7.7%	2 18.2% acg	3 5.9%	0 0.0% e	1 2.0% E	1 3.7%	4 6.7%	3 12.5% H	4 21.1% AH	0 0.0%	1 6.3%	0 0.0% DE
10=Significantly above industry average	3 5.8%	1 3.8%	2 5.3%	1 1.9%	0 0.0%	2 3.9%	0 0.0%	5 10.0%	1 3.7%	1 1.7%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	1 1.9%
Mean	5.08	5.62	5.08	5.17	5.73	5.37	4.90	5.50	4.96	5.17	5.08	5.89	5.65	5.06	4.94

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

Topic 7: Digital, Mobile, and Social Media Marketing

What investments did your company make to improve the performance of your digital marketing activities over the last year? (Check all that apply)

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Optimization of company website	192 73.8%	69 72.6%	58 82.9% c	33 62.3% b	31 75.6%	64 77.1%	51 67.1%	72 77.4%
Digital media and search	169 65.0%	57 60.0%	45 64.3%	40 75.5%	26 63.4%	48 57.8%	52 68.4%	64 68.8%
Direct digital marketing (e.g., email)	149 57.3%	51 53.7%	42 60.0%	26 49.1% d	29 70.7% c	54 65.1% B	32 42.1% AC	58 62.4% B
Data analytics	147 56.5%	47 49.5%	39 55.7%	35 66.0%	25 61.0%	33 39.8% BC	47 61.8% A	63 67.7% A
Marketing technology systems or platforms	140 53.8%	53 55.8%	35 50.0%	24 45.3%	27 65.9%	44 53.0%	38 50.0%	53 57.0%
Online experimentation and/or A/B testing	118 45.4%	37 38.9% C	26 37.1% C	34 64.2% AB	20 48.8%	26 31.3% C	34 44.7%	55 59.1% A
Managing privacy issues	74 28.5%	24 25.3%	20 28.6%	15 28.3%	14 34.1%	17 20.5%	26 34.2%	27 29.0%
Machine learning and automation	53 20.4%	18 18.9%	10 14.3% d	11 20.8%	13 31.7% b	10 12.0% C	13 17.1%	27 29.0% A

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

Topic 7: Digital, Mobile, and Social Media Marketing

What investments did your company make to improve the performance of your digital marketing activities over the last year? (Check all that apply)

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Optimization of company website	12 75.0%	10 83.3%	14 56.0% k	8 88.9%	7 70.0%	6 75.0%	15 75.0%	5 83.3%	28 77.8%	4 80.0%	23 82.1% c	0 0.0%	32 62.7%	8 88.9%	13 81.3%
Digital media and search	9 56.3% c	7 58.3% c	22 88.0% abfljkm	6 66.7%	6 60.0%	4 50.0% c	15 75.0%	5 83.3%	20 55.6% C	2 40.0% c	17 60.7% c	0 0.0%	32 62.7% c	7 77.8%	11 68.8%
Direct digital marketing (e.g., email)	13 81.3% bCM	5 41.7% adhkADegHiKno	7 28.0% bCm	8 88.9% bCm	7 70.0% c	4 50.0%	12 60.0% c	6 100.0% bCm	21 58.3% c	2 40.0%	22 78.6% bCM	0 0.0%	22 43.1% AdhK	6 66.7% c	11 68.8% c
Data analytics	11 68.8%	8 66.7%	17 68.0% gi	6 66.7%	8 80.0% gi	4 50.0%	7 35.0% ceM	3 50.0%	14 38.9% ceM	2 40.0%	15 53.6%	0 0.0%	36 70.6% GIn	3 33.3% m	11 68.8%
Marketing technology systems or platforms	13 81.3% cfgljlk	6 50.0%	11 44.0% adm	8 88.9% cfgljlk	6 60.0%	2 25.0% adm	8 40.0% adm	4 66.7%	12 33.3% ADM	1 20.0% adm	14 50.0% ad	0 0.0%	36 70.6% cfglj	5 55.6%	9 56.3%
Online experimentation and/or A/B testing	11 68.8% lm	6 50.0%	20 80.0% dgljKMn	3 33.3% c	6 60.0%	4 50.0%	9 45.0% c	4 66.7%	10 27.8% AC	1 20.0% c	12 42.9% C	0 0.0%	17 33.3% aC	3 33.3% c	9 56.3%
Managing privacy issues	8 50.0% f	5 41.7% f	6 24.0%	4 44.4% f	2 20.0%	0 0.0% abdk	4 20.0%	1 16.7%	10 27.8%	1 20.0%	11 39.3% f	0 0.0%	14 27.5%	1 11.1%	6 37.5%
Machine learning and automation	4 25.0%	3 25.0%	2 8.0% Do	5 55.6% Cfghik	3 30.0%	0 0.0% d	2 10.0% d	0 0.0% d	7 19.4% d	0 0.0%	5 17.9% d	0 0.0%	14 27.5%	1 11.1%	6 37.5% c

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Topic 7: Digital, Mobile, and Social Media Marketing

What investments did your company make to improve the performance of your digital marketing activities over the last year? (Check all that apply)

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Optimization of company website	40 78.4% g	18 75.0%	29 80.6% g	40 78.4% g	10 90.9% g	34 66.7%	16 55.2% acde	38 77.6% h	18 69.2%	44 78.6% h	18 78.3%	17 89.5% h	13 76.5%	13 81.3%	31 57.4% ace
Digital media and search	23 45.1% DefG	14 58.3%	23 63.9%	40 78.4% A	9 81.8% a	33 64.7% a	22 75.9% A	25 51.0% d	15 57.7%	35 62.5%	19 82.6% a	14 73.7%	13 76.5%	12 75.0%	36 66.7%
Direct digital marketing (e.g., email)	30 58.8% g	14 58.3%	23 63.9% g	32 62.7% G	7 63.6%	31 60.8% g	9 31.0% acDf	23 46.9% bc	19 73.1% ah	38 67.9% aH	14 60.9%	11 57.9%	10 58.8%	11 68.8%	23 42.6% bC
Data analytics	21 41.2% deG	15 62.5%	16 44.4% eg	33 64.7% a	9 81.8% ac	30 58.8%	21 72.4% Ac	21 42.9% dH	12 46.2% h	28 50.0% h	16 69.6% a	8 42.1% h	12 70.6%	11 68.8%	39 72.2% Abce
Marketing technology systems or platforms	20 39.2% dF	13 54.2%	17 47.2%	31 60.8% a	4 36.4%	34 66.7% A	18 62.1%	21 42.9% G	15 57.7%	26 46.4% g	12 52.2%	11 57.9%	12 70.6%	13 81.3% Ac	30 55.6%
Online experimentation and/or A/B testing	15 29.4% dEG	12 50.0%	11 30.6% eG	25 49.0% a	8 72.7% Ac	24 47.1%	20 69.0% AC	13 26.5% bH	13 50.0% a	23 41.1% h	11 47.8%	9 47.4%	8 47.1%	7 43.8%	34 63.0% Ac
Managing privacy issues	7 13.7% Fg	8 33.3%	9 25.0%	11 21.6% f	4 36.4%	23 45.1% Ad	11 37.9% a	6 12.2% FGH	8 30.8%	12 21.4% fGh	5 21.7% g	5 26.3%	8 47.1% Ac	9 56.3% ACd	21 38.9% Ac
Machine learning and automation	4 7.8% bFG	6 25.0% a	6 16.7%	10 19.6%	1 9.1%	16 31.4% A	9 31.0% A	6 12.2% gh	6 23.1%	8 14.3% gh	2 8.7% gh	3 15.8%	5 29.4%	6 37.5% acd	17 31.5% acd

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

Topic 7: Digital, Mobile, and Social Media Marketing

What percent of your marketing budget do you spend on mobile activities?

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Current	246	92	64	47	42	78	76	86
	18.49	10.34	18.10	29.30	24.09	8.03	17.66	29.19
	20.06	14.00	20.42	22.40	20.67	12.27	17.62	22.74
		BCD	AC	AB	A	BC	AC	AB
One Year	243	90	64	47	41	78	75	85
	23.25	14.39	21.75	35.47	29.78	10.17	22.55	36.05
	23.85	17.99	24.73	25.45	23.38	14.78	21.38	26.51
		bCD	aC	AB	A	BC	AC	AB
In 5 years	242	90	63	47	41	78	75	85
	35.65	26.28	32.96	46.68	46.66	19.59	36.78	48.49
	27.36	22.68	27.67	28.64	26.68	20.33	24.72	28.03
		CD	cd	Ab	Ab	BC	AC	AB

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

Topic 7: Digital, Mobile, and Social Media Marketing

What percent of your marketing budget do you spend on mobile activities?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Current	17	12	25	9	9	8	19	5	35	6	25	0	45	9	14
	18.24	30.46	27.84	41.34	28.95	6.25	13.05	5.60	12.04	12.50	16.64	---	14.03	33.00	23.21
	17.41	25.45	24.47	19.73	29.18	7.91	12.58	4.39	15.85	9.35	21.38	---	16.67	23.09	17.50
	D	fghlM	fglM	AFGHIJKM	im	bcDNo	bcDN	bDno	BCDeNo	D	D		BCDeN	FGhIM	dfhi
One Year	17	12	25	9	9	8	17	5	35	6	25	0	45	8	14
	24.18	38.25	33.32	51.67	36.11	6.88	17.76	6.60	17.34	14.17	20.00	---	18.27	34.63	26.07
	22.21	32.72	26.97	26.10	32.86	9.23	12.57	3.21	18.82	11.58	27.61	---	20.45	26.34	19.33
	Df	fgIm	fghIm	AFGHIJKM	fim	abcDegno	bcDfn	cDno	BCDen	D	D		bcDe	fghi	dth
In 5 years	17	11	25	9	9	8	17	5	35	6	25	0	45	8	14
	40.76	52.53	45.16	63.31	45.56	11.25	37.94	20.00	28.77	24.17	32.27	---	29.55	41.25	36.43
	26.29	33.21	28.72	26.07	31.77	13.30	22.98	19.69	23.01	17.72	30.18	---	26.93	23.26	22.99
	dF	Fim	Fim	aFgHIJkMo	f	ABCDGiN	dF	D	bcDf	D	d		bcD	F	df

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

Topic 7: Digital, Mobile, and Social Media Marketing

What percent of your marketing budget do you spend on mobile activities?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Current	50	26	36	48	10	44	25	48	27	56	22	18	14	15	46
	22.80	12.79	11.86	19.84	20.70	15.35	24.62	21.46	15.00	16.89	18.37	20.20	21.57	16.13	18.60
	23.51	15.31	18.44	20.02	22.09	16.11	20.62	22.94	20.59	19.85	21.12	18.62	22.92	12.25	18.76
	c	g	ag			g	bef								
One Year	49	26	34	48	10	44	25	47	27	54	22	18	14	15	46
	26.98	15.46	15.71	26.65	26.10	19.89	29.88	25.64	19.00	21.96	24.23	25.83	26.36	22.00	22.80
	28.58	17.69	22.14	23.87	26.43	19.08	23.89	28.52	23.34	23.78	24.29	24.21	25.93	14.37	21.58
		dg	dg	bc			bc								
In 5 years	49	26	34	48	10	44	25	47	27	53	22	18	14	15	46
	38.87	26.35	25.50	39.91	39.80	32.82	43.76	37.50	28.89	33.94	37.91	41.39	38.57	35.00	35.72
	30.81	20.67	26.29	26.19	32.78	23.61	29.36	30.44	26.19	27.30	28.80	25.71	28.85	13.63	28.58
	c	dg	adg	bc			bc								

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

Topic 7: Digital, Mobile, and Social Media Marketing

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

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Not at all	69 27.5%	33 35.9% Cd	21 32.8% c	7 13.7% Ab	8 18.6% a	38 47.5% BC	16 20.8% A	15 16.9% A
2	53 21.1%	19 20.7%	18 28.1%	9 17.6%	7 16.3%	23 28.8% C	19 24.7% c	10 11.2% Ab
3	26 10.4%	14 15.2%	5 7.8%	3 5.9%	4 9.3%	7 8.8%	11 14.3%	8 9.0%
4	31 12.4%	11 12.0%	4 6.3% c	10 19.6% b	6 14.0%	5 6.3%	11 14.3%	14 15.7%
5	41 16.3%	12 13.0%	9 14.1%	11 21.6%	9 20.9%	5 6.3% C	12 15.6%	21 23.6% A
6	20 8.0%	2 2.2% Cd	5 7.8%	7 13.7% A	5 11.6% a	1 1.3% bC	7 9.1% a	12 13.5% A
7=A great deal	11 4.4%	1 1.1% cd	2 3.1%	4 7.8% a	4 9.3% a	1 1.3% c	1 1.3% c	9 10.1% ab
Mean	3.10	2.57 CD	2.77 Cd	3.90 AB	3.74 Ab	2.04 BC	3.12 AC	3.99 AB

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

Topic 7: Digital, Mobile, and Social Media Marketing

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	5 29.4%	1 8.3% fm	4 14.8% fim	0 0.0% fim	3 30.0%	4 50.0% bcdo	5 29.4%	2 33.3%	14 38.9% cdo	0 0.0%	8 32.0%	0 0.0%	18 40.0% bcdo	2 22.2%	1 6.3% fim
2	5 29.4%	3 25.0%	7 25.9%	1 11.1%	2 20.0%	2 25.0%	3 17.6%	3 50.0% in	4 11.1% h	0 0.0%	7 28.0%	0 0.0%	10 22.2%	0 0.0% h	4 25.0%
3	0 0.0% gi	1 8.3%	0 0.0% gljo	0 0.0%	0 0.0%	1 12.5%	4 23.5% ack	0 0.0%	9 25.0% aCK	1 20.0% ck	0 0.0% gljo	0 0.0%	5 11.1%	0 0.0%	3 18.8% ck
4	3 17.6% j	1 8.3% J	5 18.5% J	3 33.3% m	1 10.0% j	1 12.5% j	2 11.8% J	0 0.0% j	3 8.3% J	4 80.0% aBCefGhIK MnO	2 8.0% J	0 0.0%	3 6.7% dJ	1 11.1% j	2 12.5% J
5	3 17.6%	4 33.3%	4 14.8%	3 33.3%	2 20.0%	0 0.0%	2 11.8%	1 16.7%	4 11.1%	0 0.0%	3 12.0%	0 0.0%	6 13.3%	2 22.2%	5 31.3%
6	1 5.9%	2 16.7%	5 18.5% m	1 11.1%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	2 5.6%	0 0.0%	4 16.0% m	0 0.0%	1 2.2% ck	1 11.1%	1 6.3%
7=A great deal	0 0.0% n	0 0.0% n	2 7.4%	1 11.1% i	1 10.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0% dN	0 0.0%	1 4.0% n	0 0.0%	2 4.4% N	3 33.3% abIkMo	0 0.0% n
Mean	2.82 dn	3.83 fim	3.78 fiM	4.67 aFgHIkM	3.40	1.88 bcDJNo	2.82 dn	2.17 Djn	2.58 bcDNo	3.80 Fh	3.04 dn	---	2.56 bcdNo	4.78 aFghIkM	3.56 fim

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

Topic 7: Digital, Mobile, and Social Media Marketing

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Not at all	16 32.7%	8 30.8%	16 45.7% fg	13 26.0%	2 20.0%	10 21.3% c	4 15.4% c	17 35.4%	10 37.0%	18 32.7%	6 25.0%	2 11.1%	4 26.7%	3 18.8%	9 18.8%
2	8 16.3%	7 26.9%	8 22.9%	11 22.0%	2 20.0%	9 19.1%	6 23.1%	9 18.8%	6 22.2%	14 25.5%	6 25.0%	2 11.1%	2 13.3%	1 6.3%	13 27.1%
3	2 4.1% g	2 7.7%	3 8.6%	6 12.0%	2 20.0%	6 12.8%	5 19.2% a	2 4.2% h	2 7.4%	3 5.5%	3 12.5%	3 16.7%	3 20.0%	2 12.5%	8 16.7% a
4	6 12.2%	4 15.4%	2 5.7%	6 12.0%	0 0.0%	6 12.8%	5 19.2%	5 10.4%	4 14.8%	5 9.1%	3 12.5%	4 22.2%	0 0.0%	3 18.8%	7 14.6%
5	6 12.2%	5 19.2%	5 14.3%	8 16.0%	1 10.0%	10 21.3%	3 11.5%	5 10.4%	4 14.8%	9 16.4%	4 16.7%	5 27.8%	3 20.0%	5 31.3%	6 12.5%
6	6 12.2% c	0 0.0% E	0 0.0% aEg	4 8.0%	3 30.0% BCf	3 6.4% e	3 11.5% c	6 12.5%	1 3.7%	2 3.6%	1 4.2%	2 11.1%	2 13.3%	1 6.3%	5 10.4%
7=A great deal	5 10.2%	0 0.0%	1 2.9%	2 4.0%	0 0.0%	3 6.4%	0 0.0%	4 8.3% h	0 0.0%	4 7.3%	1 4.2%	0 0.0%	1 6.7%	1 6.3%	0 0.0% a
Mean	3.33 c	2.65	2.31 adFg	3.10 c	3.50	3.38 C	3.23 c	3.13	2.59 eg	2.91	3.00	3.78 b	3.40	3.81 b	3.06

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

Topic 7: Digital, Mobile, and Social Media Marketing

By what percent has the contribution of mobile marketing to your company's performance changed in the last year?

	Total	Primary Economic Sector				Internet Sales %		
Number		B2B	B2B	B2C	B2C			
Mean		Product	Services	Product	Services	0%	1-10%	>10%
SD		A	B	C	D	A	B	C
Percent	241	91	62	46	41	80	74	84
Change	9.44	5.26	7.77	15.85	13.07	4.19	6.82	16.50
	15.17	9.47	14.43	20.31	15.87	8.80	9.94	20.47
		CD	c	Ab	A	C	C	AB

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

Topic 7: Digital, Mobile, and Social Media Marketing

By what percent has the contribution of mobile marketing to your company's performance changed in the last year?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Percent	16	11	24	9	10	8	17	6	35	6	25	0	44	8	14
Change	8.75	22.82	9.75	31.11	6.00	2.50	10.35	3.33	8.80	2.50	6.80	---	5.95	4.38	18.57
	10.72	20.82	23.19	23.82	13.70	7.07	12.76	5.16	12.22	4.18	13.91	---	8.62	6.78	18.23
	bD	aefhljkMn	d	AceFGHlJK	bd	bDo	D	bd	BDo	bdo	bDo		BDO	bDo	fijkMn
				MN											

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



Topic 7: Digital, Mobile, and Social Media Marketing

By what percent has the contribution of mobile marketing to your company's performance changed in the last year?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Percent	47	26	35	49	10	44	25	46	25	54	23	18	14	15	46
Change	11.81	6.54	8.46	9.16	14.70	7.73	11.76	8.15	11.60	8.94	8.74	15.17	6.43	10.67	8.78
	21.17	11.29	14.06	14.15	17.72	10.97	15.68	14.99	17.06	16.92	12.98	21.23	11.17	11.32	12.66

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

Topic 7: Digital, Mobile, and Social Media Marketing

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
...of your marketing budget do you currently spend on social media?	252	93	66	51	41	81	77	88
	14.86	12.60	15.21	18.96	14.22	10.62	15.68	17.43
	13.61	13.39 C	13.42	14.36 A	12.85	12.08 bC	12.42 a	14.39 A
...will you spend in the next 12 months?	250	92	66	50	41	81	77	86
	17.81	14.68	18.32	21.79	18.74	13.43	18.57	21.15
	13.84	13.28 C	13.60	14.63 A	13.33	12.19 bC	13.61 a	14.29 A
...do you predict you will spend in five years?	246	91	65	48	41	81	76	85
	24.49	20.22	26.89	28.18	25.22	19.58	24.35	28.79
	16.48	15.79 bC	16.88 a	16.49 A	15.62	15.81 C	16.18	16.20 A

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

Topic 7: Digital, Mobile, and Social Media Marketing

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

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
...of your marketing budget do you currently spend on social media?	17	12	28	9	9	8	19	5	35	6	27	0	46	8	15
	9.65	23.90	19.82	21.62	16.51	10.38	17.10	19.00	12.43	11.00	13.21	---	13.41	15.70	16.88
	9.10	19.52	14.10	13.82	16.50	6.30	16.99	7.42	14.26	7.75	11.18	---	12.01	15.19	14.43
	bcdh	aikm	aim	a		h		af	bc		b		bc		
...will you spend in the next 12 months?	17	12	27	9	9	8	19	5	34	6	27	0	46	8	15
	11.71	25.64	23.11	28.48	20.22	12.50	22.66	24.00	16.10	13.33	15.70	---	15.28	16.50	19.12
	8.49	20.01	15.15	15.45	17.08	7.07	18.01	4.18	13.54	8.16	9.84	---	11.75	15.00	14.46
	bCDgH	akm	Akm	AfijKM		dH	a	AFj	d	dh	bcD		bcD		
...do you predict you will spend in five years?	17	11	25	9	9	8	19	5	34	6	27	0	45	8	15
	17.35	32.81	28.80	37.33	27.78	15.63	28.63	33.00	23.20	15.83	24.56	---	22.92	20.38	25.40
	9.82	22.21	17.91	13.92	18.73	11.16	17.61	5.70	18.40	7.36	14.16	---	16.28	16.42	16.35
	bcDgH	a	a	AFiJkmn		DH	a	AFJ	d	DH	d		d	d	

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

Topic 7: Digital, Mobile, and Social Media Marketing

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

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
...of your marketing budget do you currently spend on social media?	50 17.83 16.56 bc	25 9.72 10.66 aG	35 11.16 12.48 ag	50 14.71 13.02	10 13.50 11.25	47 14.35 12.29	28 19.67 12.98 Bc	49 16.67 15.83	27 13.59 15.32	55 12.16 12.68	22 11.27 8.81	18 14.23 14.39	15 16.31 11.40	16 18.95 14.69	50 16.82 12.84
...will you spend in the next 12 months?	50 21.59 16.18 bc	25 13.96 11.29 a	34 13.99 12.89 a	50 18.50 14.38	10 15.70 10.61	47 16.84 12.81	27 19.60 11.99	49 19.90 15.73	27 17.89 14.64	54 15.70 13.37	22 13.77 9.65	18 17.92 16.37	14 20.64 14.22	16 20.98 14.69	50 17.93 12.21
...do you predict you will spend in five years?	49 28.32 19.44 c	25 19.92 12.85	34 19.66 15.60 a	50 26.72 17.29	10 20.70 12.62	46 22.41 14.24	26 27.31 14.38	49 27.59 19.24 d	26 25.92 17.44	53 22.05 15.85	22 18.09 12.59 a	18 25.88 18.33	14 25.64 15.31	15 27.46 16.52	49 24.41 14.63

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

Topic 7: Digital, Mobile, and Social Media Marketing

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

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Not At All	20 7.9%	8 8.5% c	6 9.2% c	0 0.0% abD	6 14.6% C	9 11.1%	4 5.1%	6 6.7%
2	48 18.9%	23 24.5%	12 18.5%	8 15.1%	5 12.2%	16 19.8%	17 21.8%	13 14.6%
3	41 16.1%	12 12.8%	14 21.5%	12 22.6% d	3 7.3% c	15 18.5%	17 21.8% c	8 9.0% b
4	47 18.5%	15 16.0% d	14 21.5% c	4 7.5% bD	14 34.1% aC	21 25.9%	13 16.7%	13 14.6%
5	49 19.3%	22 23.4%	8 12.3%	11 20.8%	8 19.5%	13 16.0%	13 16.7%	22 24.7%
6	30 11.8%	8 8.5% C	6 9.2% c	13 24.5% Abd	3 7.3% c	3 3.7% C	9 11.5%	17 19.1% A
7=Very Highly	19 7.5%	6 6.4%	5 7.7%	5 9.4%	2 4.9%	4 4.9%	5 6.4%	10 11.2%
Mean	3.88	3.72 c	3.68 c	4.45 abd	3.73 c	3.47 C	3.78 c	4.38 Ab

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

Topic 7: Digital, Mobile, and Social Media Marketing

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not At All	4 23.5% cgmo	0 0.0%	0 0.0% al	1 11.1%	0 0.0%	1 12.5%	0 0.0% ai	0 0.0%	8 22.9% Cgkmo	0 0.0%	1 3.8% i	0 0.0%	2 4.3% ai	0 0.0%	0 0.0% ai
2	6 35.3%	3 25.0%	4 14.8%	0 0.0%	3 33.3%	2 25.0%	4 21.1%	0 0.0%	5 14.3%	1 16.7%	5 19.2%	0 0.0%	9 19.1%	2 25.0%	2 11.1%
3	1 5.9% k	2 16.7%	5 18.5%	0 0.0% k	0 0.0% k	0 0.0%	1 5.3% k	0 0.0%	8 22.9%	1 16.7%	9 34.6% adeg	0 0.0%	7 14.9%	2 25.0%	5 27.8%
4	4 23.5%	0 0.0% efg	3 11.1% g	1 11.1%	3 33.3% b	3 37.5% b	7 36.8% bci	1 20.0%	4 11.4% g	1 16.7%	6 23.1%	0 0.0%	9 19.1%	1 12.5%	3 16.7%
5	2 11.8% H	4 33.3%	7 25.9% h	2 22.2%	1 11.1% h	1 12.5% h	3 15.8% h	4 80.0% h AcefgIKMn O	7 20.0% H	1 16.7%	3 11.5% H	0 0.0%	10 21.3% H	0 0.0% h	2 11.1% H
6	0 0.0% djn	1 8.3%	5 18.5%	3 33.3% aik	1 11.1%	1 12.5%	3 15.8%	0 0.0%	2 5.7% dj	2 33.3% aik	1 3.8% dj	0 0.0%	6 12.8%	2 25.0% a	3 16.7%
7=Very Highly	0 0.0%	2 16.7%	3 11.1%	2 22.2% i	1 11.1%	0 0.0%	1 5.3%	0 0.0%	1 2.9% d	0 0.0%	1 3.8%	0 0.0%	4 8.5%	1 12.5%	3 16.7%
Mean	2.65 bCDeGHjM nO	4.33 a	4.48 Alk	5.22 AIK	4.00 a	3.50	4.16 Ai	4.80 Aik	3.20 CDghmo	4.33 a	3.46 cDho	---	4.06 Ai	4.13 a	4.44 Aik

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

Topic 7: Digital, Mobile, and Social Media Marketing

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Not At All	8 16.3% g	2 8.0%	2 5.6%	3 5.9%	1 9.1%	4 8.3%	0 0.0% a	8 16.7% bh	0 0.0% ae	5 8.9%	1 4.5%	3 15.8% b	1 6.7%	0 0.0%	2 3.9% a
2	10 20.4%	4 16.0%	6 16.7%	10 19.6%	1 9.1%	9 18.8%	7 25.9%	10 20.8%	8 29.6% e	10 17.9%	4 18.2%	1 5.3% b	1 6.7%	2 12.5%	12 23.5%
3	8 16.3%	4 16.0%	6 16.7%	5 9.8%	1 9.1%	10 20.8%	7 25.9%	8 16.7%	3 11.1%	8 14.3%	3 13.6%	1 5.3%	3 20.0%	3 18.8%	12 23.5%
4	4 8.2% bd	7 28.0% a	8 22.2%	12 23.5% a	1 9.1%	7 14.6%	6 22.2%	5 10.4%	4 14.8%	13 23.2%	6 27.3%	3 15.8%	4 26.7%	2 12.5%	10 19.6%
5	7 14.3% e	5 20.0%	7 19.4%	7 13.7% e	5 45.5% ad	9 18.8%	6 22.2%	6 12.5%	7 25.9%	9 16.1%	5 22.7%	3 15.8%	3 20.0%	4 25.0%	12 23.5%
6	6 12.2%	1 4.0%	4 11.1%	10 19.6%	2 18.2%	5 10.4%	1 3.7%	5 10.4% e	3 11.1%	7 12.5%	2 9.1%	6 31.6% aH	2 13.3%	3 18.8%	2 3.9% E
7=Very Highly	6 12.2%	2 8.0%	3 8.3%	4 7.8%	0 0.0%	4 8.3%	0 0.0%	6 12.5% h	2 7.4%	4 7.1%	1 4.5%	2 10.5%	1 6.7%	2 12.5%	1 2.0% a
Mean	3.69	3.80	4.00	4.10	4.27	3.81	3.52	3.63	4.00	3.86	3.91	4.47 h	4.13	4.56 h	3.55 eg

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

Topic 7: Digital, Mobile, and Social Media Marketing

By what percent has the contribution of social media to your company's performance changed in the last year?

	Total	Primary Economic Sector				Internet Sales %		
Number		B2B	B2B	B2C	B2C			
Mean		Product	Services	Product	Services	0%	1-10%	>10%
SD		A	B	C	D	A	B	C
Percent	241	91	63	46	40	77	75	85
Change	17.70	16.60	21.27	19.33	11.90	18.53	11.19	21.53
	25.19	26.31	24.31	25.85	22.57	28.52	18.03	25.83
							C	B

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

Topic 7: Digital, Mobile, and Social Media Marketing

By what percent has the contribution of social media to your company's performance changed in the last year?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Percent	16	11	23	9	9	8	18	5	34	6	26	0	46	7	15
Change	12.63	25.55	11.30	27.78	13.33	16.25	21.61	51.00	14.85	10.83	18.62	---	14.80	13.00	25.20
	26.59	22.66	27.44	30.63	12.25	16.64	34.92	36.30	24.39	17.44	22.40	---	22.77	22.05	22.37
	h		h		h	h		acefljkMn	H	h	h		H	h	

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

Topic 7: Digital, Mobile, and Social Media Marketing

By what percent has the contribution of social media to your company's performance changed in the last year?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Percent	48	25	35	49	10	43	25	48	26	54	21	18	14	14	46
Change	19.15	22.04	17.97	19.47	12.00	14.51	11.36	16.75	28.85	21.39	13.95	13.94	11.29	19.07	12.78
	26.43	33.55	24.36	25.94	12.95	19.92	23.08	25.24	29.84 fh	28.83	24.61	20.95	10.49 b	20.45	22.76 b

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



Topic 8: Marketing Jobs

What percent of marketing jobs in your company were lost during the last year?

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
What percent	289	106	75	60	47	92	85	102
of marketing	8.16	7.16	8.56	5.92	12.30	6.71	10.44	6.72
jobs in your	16.50	15.05	17.40	13.22	21.05	15.31	18.62	14.33
company were								
lost during the								
last year?								

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

Topic 8: Marketing Jobs

What percent of marketing jobs in your company were lost during the last year?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
What percent of marketing jobs in your company were lost during the last year?	18	16	31	10	13	8	20	6	39	6	29	1	54	9	20
	6.56	15.50	8.55	18.70	4.38	0.00	8.50	0.00	7.69	9.33	10.34	30.00	6.48	10.67	6.35
	8.61	21.86	18.01	29.10	13.84	0.00	15.23	0.00	18.86	16.15	18.66	---	11.76	20.92	17.23
		m		m									bd		

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

Topic 8: Marketing Jobs

What percent of marketing jobs in your company were lost during the last year?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
What percent of marketing jobs in your company were lost during the last year?	55 7.65 18.95	29 4.31 11.40	41 10.44 18.81	56 8.30 15.35	13 4.38 8.66	55 6.85 12.04	31 7.45 14.96	53 8.23 19.79	29 5.34 14.26	64 10.30 19.98	28 5.82 12.26	20 7.75 12.57	19 13.37 18.76	18 7.50 11.15	58 6.93 13.50

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



Topic 8: Marketing Jobs

What percent of these lost marketing jobs were senior manager roles?*

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
What percent	107	37	29	19	21	28	38	35
of these	28.07	33.43	23.21	28.63	25.71	25.75	34.53	23.23
marketing jobs	35.66	40.80	33.35	33.30	32.87	36.61	38.64	32.69
were senior manager roles?								

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

*This question was asked only of respondents who reported marketing jobs lost last year.

Topic 8: Marketing Jobs

What percent of these lost marketing jobs were senior manager roles?*

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
What percent of these marketing jobs were senior manager roles?	9	10	10	7	2	0	6	0	11	3	14	1	22	3	6
	26.56	30.20	66.00	43.29	0.00	---	41.67	---	25.55	16.67	14.36	75.00	21.86	10.33	11.83
	32.34	37.24	39.21	47.07	0.00	---	44.01	---	38.69	28.87	20.60	---	34.39	12.86	12.73
	c		aiKMnO						c		C		C	c	C

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

*This question was asked only of respondents who reported marketing jobs lost last year.

Topic 8: Marketing Jobs

What percent of these lost marketing jobs were senior manager roles?*

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
What percent	12	5	16	22	4	25	17	12	4	24	8	11	11	10	27
of these	45.83	40.60	16.56	26.91	27.75	28.28	32.12	40.00	25.00	21.92	28.25	40.00	27.36	8.90	31.19
marketing jobs	38.31	54.24	26.06	36.72	48.38	35.02	36.58	39.60	50.00	34.17	40.78	47.96	30.52	8.12	34.26
were senior manager roles?															
	c		a					g						a	

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

*This question was asked only of respondents who reported marketing jobs lost last year.

Topic 8: Marketing Jobs

Considering all marketing job losses in your company (not just senior managers), when do you anticipate these marketing jobs returning to 2019 levels?*

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1 month	5 4.7%	3 8.1%	1 3.4%	0 0.0%	1 4.8%	2 7.1%	1 2.6%	1 2.9%
2-3 months	5 4.7%	0 0.0% c	1 3.4%	2 10.5% a	2 9.5%	1 3.6%	2 5.3%	2 5.7%
4-6 months	9 8.4%	3 8.1%	3 10.3%	1 5.3%	2 9.5%	4 14.3%	4 10.5%	1 2.9%
6-12 months	19 17.8%	7 18.9%	8 27.6% d	2 10.5%	1 4.8% b	5 17.9%	7 18.4%	7 20.0%
1-2 years	43 40.2%	16 43.2%	13 44.8%	5 26.3%	9 42.9%	13 46.4%	11 28.9%	15 42.9%
3+ years	12 11.2%	3 8.1%	2 6.9%	4 21.1%	3 14.3%	0 0.0% bc	6 15.8% a	5 14.3% a
Never	14 13.1%	5 13.5%	1 3.4% c	5 26.3% b	3 14.3%	3 10.7%	7 18.4%	4 11.4%

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

*This question was asked only of respondents who reported marketing jobs lost last year.

Topic 8: Marketing Jobs

Considering all marketing job losses in your company (not just senior managers), when do you anticipate these marketing jobs returning to 2019 levels?*

Number Col %	Total	Industry Sector														
		Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1 month	5 4.7%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	3 13.6%	0 0.0%	0 0.0%
2-3 months	5 4.7%	1 11.1%	0 0.0%	2 20.0%	1 14.3%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
4-6 months	9 8.4%	2 22.2%	0 0.0%	0 0.0%	1 14.3%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 14.3%	0 0.0%	3 13.6%	0 0.0%	0 0.0%
6-12 months	19 17.8%	1 11.1%	2 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 33.3%	0 0.0%	1 9.1%	1 33.3%	2 14.3%	0 0.0%	6 27.3%	1 33.3%	2 33.3%
1-2 years	43 40.2%	3 33.3%	6 60.0%	3 30.0%	2 28.6%	1 50.0%	0 0.0%	2 33.3%	0 0.0%	5 45.5%	2 66.7%	7 50.0%	1 100.0%	8 36.4%	1 33.3%	1 16.7%
3+ years	12 11.2%	1 11.1%	1 10.0%	2 20.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 27.3%	0 0.0%	1 7.1%	0 0.0%	1 4.5%	1 33.3%	0 0.0%
Never	14 13.1%	1 11.1%	1 10.0%	3 30.0%	1 14.3%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	2 18.2%	0 0.0%	1 7.1%	0 0.0%	1 4.5%	0 0.0%	3 50.0%

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

*This question was asked only of respondents who reported marketing jobs lost last year.

Topic 8: Marketing Jobs

Considering all marketing job losses in your company (not just senior managers), when do you anticipate these marketing jobs returning to 2019 levels?*

Number Col %	Total	Sales Revenue							Number of Employees							
		<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
		A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
1 month	5 4.7%	0 0.0%	1 20.0%	2 12.5%	1 4.5%	0 0.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	2 8.3%	1 12.5%	0 0.0%	0 0.0%	2 20.0%	0 0.0%
															h	g
2-3 months	5 4.7%	1 8.3%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	2 8.0%	1 5.9%	1 8.3%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	2 18.2%	1 10.0%	0 0.0%
											f			ch		f
4-6 months	9 8.4%	2 16.7%	1 20.0%	1 6.3%	4 18.2%	1 25.0%	0 0.0%	0 0.0%	2 16.7%	1 25.0%	2 8.3%	2 25.0%	1 9.1%	1 9.1%	0 0.0%	0 0.0%
		f	f		f	fg	abde	e	h	h		h				abd
6-12 months	19 17.8%	1 8.3%	1 20.0%	3 18.8%	3 13.6%	0 0.0%	7 28.0%	2 11.8%	3 25.0%	0 0.0%	5 20.8%	0 0.0%	2 18.2%	2 18.2%	1 10.0%	6 22.2%
1-2 years	43 40.2%	7 58.3%	2 40.0%	5 31.3%	7 31.8%	2 50.0%	8 32.0%	10 58.8%	5 41.7%	3 75.0%	9 37.5%	0 0.0%	7 63.6%	2 18.2%	2 20.0%	15 55.6%
									d	d	d	abceH	df	eh		Df
3+ years	12 11.2%	1 8.3%	0 0.0%	1 6.3%	2 9.1%	1 25.0%	5 20.0%	1 5.9%	1 8.3%	0 0.0%	1 4.2%	2 25.0%	1 9.1%	2 18.2%	4 40.0%	1 3.7%
											g				cH	G
Never	14 13.1%	0 0.0%	0 0.0%	4 25.0%	4 18.2%	0 0.0%	2 8.0%	3 17.6%	0 0.0%	0 0.0%	5 20.8%	2 25.0%	0 0.0%	2 18.2%	0 0.0%	5 18.5%

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

*This question was asked only of respondents who reported marketing jobs lost last year.



Topic 8: Marketing Jobs

What percent of marketing jobs in your company were added during the last year?

	Total	Primary Economic Sector				Internet Sales %		
Number		B2B	B2B	B2C	B2C			
Mean		Product	Services	Product	Services	0%	1-10%	>10%
SD		A	B	C	D	A	B	C
What percent	285	104	75	59	46	92	84	100
of marketing	9.12	7.56	10.08	11.34	8.43	9.17	5.64	11.96
jobs in your	19.30	13.84	22.20	24.22	18.12	20.32	11.81	23.26
company were								
lost during the								
last year?								
							c	b

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

Topic 8: Marketing Jobs

What percent of marketing jobs in your company were added during the last year?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
What percent of marketing jobs in your company were lost during the last year?	18	16	31	9	13	8	20	6	38	6	29	1	53	9	19
	3.17	3.25	9.26	23.56	14.31	7.50	17.75	5.83	4.82	0.17	9.79	0.00	13.96	0.11	5.79
	6.18	5.69	20.74	30.74	27.19	17.53	25.32	10.21	10.87	0.41	26.68	---	21.11	0.33	14.35
	dgm	dgm		abIno				abIn		DGm			abi	dg	d

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

Topic 8: Marketing Jobs

What percent of marketing jobs in your company were added during the last year?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
What percent	55	29	40	56	13	53	30	53	29	63	28	20	18	18	56
of marketing	13.96	15.31	12.32	9.04	5.15	3.30	2.87	9.40	22.72	12.49	6.57	8.00	3.61	4.61	2.91
jobs in your	30.25	24.05	21.22	14.04	8.02	6.44	4.45	24.34	34.61	18.78	11.59	13.56	6.49	6.52	5.42
company were															
lost during the															
last year?															
	fg	FG	Fg	Fg		aBCD	aBcd	b	adfgH	H	b	h	b	b	BCe

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



Topic 8: Marketing Jobs

What percent of these added marketing jobs were senior manager roles?*

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
What percent	123	40	35	29	19	30	32	57
of these	17.68	17.17	21.91	12.93	18.21	16.43	16.16	19.12
marketing jobs	29.53	29.07	35.57	24.24	26.54	32.30	26.25	30.80
were senior manager roles?								

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

*This question was asked only of respondents who reported marketing jobs additions last year.

Topic 8: Marketing Jobs

What percent of these added marketing jobs were senior manager roles?*

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
What percent	7	6	15	7	8	2	14	2	10	1	11	0	28	1	8
of these	0.00	15.00	15.60	22.14	23.75	0.00	25.71	0.00	19.20	100.00	25.09	---	20.46	1.00	0.25
marketing jobs	0.00	32.09	24.28	36.04	33.78	0.00	27.66	0.00	33.02	---	40.25	---	30.53	---	0.46
were senior manager roles?															

o

g

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

*This question was asked only of respondents who reported marketing jobs additions last year.

Topic 8: Marketing Jobs

What percent of these added marketing jobs were senior manager roles?*

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
What percent	20	13	16	30	8	21	13	15	14	30	12	12	9	9	22
of these	16.45	28.08	10.56	18.87	0.88	17.43	20.23	28.40	27.71	10.47	13.83	27.17	4.56	22.78	14.05
marketing jobs	31.13	43.28	19.07	28.13	1.73	26.06	31.67	39.40	42.49	20.24	23.89	38.81	10.09	21.23	25.84
were senior manager roles?															
								c		a			g	f	

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

*This question was asked only of respondents who reported marketing jobs additions last year.



Topic 8: Marketing Jobs

Considering all marketing job additions in your company (not just senior managers), when do you anticipate these jobs returning to 2019 levels?*

Number Col %	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1 month	10 8.8%	6 15.8% b	0 0.0% ad	1 3.6%	3 15.8% b	4 14.3%	2 6.5%	3 5.8%
2-3 months	4 3.5%	2 5.3%	1 3.4%	0 0.0%	1 5.3%	1 3.6%	1 3.2%	2 3.8%
4-6 months	11 9.6%	8 21.1% bd	1 3.4% a	2 7.1%	0 0.0% a	4 14.3%	4 12.9%	2 3.8%
6-12 months	14 12.3%	4 10.5%	5 17.2%	4 14.3%	1 5.3%	2 7.1%	7 22.6%	5 9.6%
1-2 years	24 21.1%	6 15.8%	9 31.0%	5 17.9%	4 21.1%	8 28.6% b	2 6.5% ac	13 25.0% b
3+ years	7 6.1%	1 2.6%	3 10.3%	3 10.7%	0 0.0%	0 0.0%	4 12.9%	3 5.8%
Never	44 38.6%	11 28.9%	10 34.5%	13 46.4%	10 52.6%	9 32.1%	11 35.5%	24 46.2%

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

*This question was asked only of respondents who reported marketing jobs additions last year.

Topic 8: Marketing Jobs

Considering all marketing job additions in your company (not just senior managers), when do you anticipate these jobs returning to 2019 levels?*

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1 month	0 0.0%	0 0.0%	1 7.1%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	7 25.9%	0 0.0%	0 0.0%
2-3 months	0 0.0%	0 0.0%	0 0.0% h	1 16.7%	0 0.0%	0 0.0%	1 7.7%	1 50.0% cim	0 0.0% h	0 0.0%	0 0.0%	0 0.0%	1 3.7% h	0 0.0%	0 0.0%
4-6 months	1 14.3%	0 0.0%	0 0.0% i	1 16.7%	1 12.5%	0 0.0%	3 23.1%	0 0.0%	3 30.0% c	0 0.0%	0 0.0%	0 0.0%	2 7.4%	0 0.0%	0 0.0%
6-12 months	0 0.0% n	1 20.0%	2 14.3%	0 0.0% n	0 0.0% n	0 0.0%	4 30.8%	0 0.0%	0 0.0% N	0 0.0%	1 11.1%	0 0.0%	3 11.1% n	1 100.0% adeIm	2 25.0%
1-2 years	3 42.9%	2 40.0%	2 14.3%	1 16.7%	1 12.5%	1 100.0% g	1 7.7% f	0 0.0%	3 30.0%	0 0.0%	3 33.3%	0 0.0%	5 18.5%	0 0.0%	2 25.0%
3+ years	0 0.0% j	1 20.0% m	1 7.1% j	1 16.7% m	1 12.5%	0 0.0%	0 0.0% J	0 0.0%	1 10.0%	1 100.0% acGMo	1 11.1%	0 0.0%	0 0.0% bdJ	0 0.0%	0 0.0% j
Never	3 42.9%	1 20.0%	8 57.1%	1 16.7%	5 62.5%	0 0.0%	4 30.8%	1 50.0%	2 20.0%	0 0.0%	4 44.4%	0 0.0%	9 33.3%	0 0.0%	4 50.0%

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

*This question was asked only of respondents who reported marketing jobs additions last year.

Topic 8: Marketing Jobs
Considering all marketing job additions in your company (not just senior managers), when do you anticipate these jobs returning to 2019 levels?*

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1 month	2 11.8%	1 8.3%	1 7.7%	4 13.8%	0 0.0%	2 10.0%	0 0.0%	1 8.3%	1 7.7%	1 3.7% d	4 33.3% ceH	0 0.0% d	1 12.5%	2 25.0% h	0 0.0% Dg
2-3 months	0 0.0%	0 0.0%	2 15.4%	1 3.4%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	2 7.4%	0 0.0%	1 9.1%	1 12.5%	0 0.0%	0 0.0%
4-6 months	3 17.6%	3 25.0% f	1 7.7%	3 10.3%	1 12.5%	0 0.0% b	0 0.0%	0 0.0%	3 23.1% h	6 22.2% h	0 0.0%	1 9.1%	1 12.5%	0 0.0%	0 0.0% bc
6-12 months	3 17.6%	1 8.3%	1 7.7%	4 13.8%	0 0.0%	3 15.0%	2 15.4%	2 16.7%	1 7.7%	2 7.4%	2 16.7%	1 9.1%	1 12.5%	0 0.0%	5 21.7%
1-2 years	2 11.8% g	1 8.3% g	2 15.4%	7 24.1%	2 25.0%	2 10.0% g	6 46.2% abf	3 25.0%	1 7.7%	6 22.2%	0 0.0% eh	4 36.4% d	2 25.0%	1 12.5%	7 30.4% d
3+ years	1 5.9%	2 16.7% d	1 7.7%	0 0.0% b	1 12.5%	1 5.0%	1 7.7%	1 8.3%	2 15.4%	1 3.7%	0 0.0%	1 9.1%	1 12.5%	0 0.0%	1 4.3%
Never	6 35.3%	4 33.3%	5 38.5%	10 34.5%	4 50.0%	11 55.0%	4 30.8%	5 41.7%	5 38.5%	9 33.3%	6 50.0%	3 27.3%	1 12.5%	5 62.5%	10 43.5%

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

*This question was asked only of respondents who reported marketing jobs additions last year.



Topic 8: Marketing Jobs

Net Job Change = % Jobs Added - % Jobs Lost

	Total	Primary Economic Sector				Internet Sales %		
Number		B2B	B2B	B2C	B2C			
Mean		Product	Services	Product	Services	0%	1-10%	>10%
SD		A	B	C	D	A	B	C
NetJobChange	285	104	75	59	46	92	84	100
	0.91	0.26	1.52	5.41	-3.80	2.47	-4.74	5.16
	27.13	21.63	29.77	29.86	30.05	27.27	21.64	29.78
							c	b

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

Topic 8: Marketing Jobs

Net Job Change = % Jobs Added - % Jobs Lost

Number Mean SD	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
NetJobChange	18	16	31	9	13	8	20	6	38	6	29	1	53	9	19
	-3.39	-12.25	0.71	4.44	9.92	7.50	9.25	5.83	-3.08	-9.17	-0.55	-30.00	7.36	-10.56	-0.63
	11.97	24.27	30.13	52.51	32.56	17.53	30.16	10.21	23.13	16.27	35.38	---	24.71	20.98	24.40
		egM			b		b		m				Bin	m	

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

Topic 8: Marketing Jobs

Net Job Change = % Jobs Added - % Jobs Lost

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
NetJobChange	55	29	40	56	13	53	30	53	29	63	28	20	18	18	56
	6.31	11.00	1.63	0.73	0.77	-3.43	-4.83	1.17	17.38	2.03	0.75	0.25	-9.67	-2.89	-4.18
	38.42	28.16	31.30	23.06	12.90	14.53	15.72	32.17	40.10	30.86	19.04	18.28	21.71	14.20	14.74
		FG				B	B	b	acfgH	b			b	b	B

Significance Tests Between Columns:



Topic 8: Marketing Jobs

By what percentage will your firm's marketing hires change in the next year?

	Total	Primary Economic Sector				Internet Sales %		
Number		B2B	B2B	B2C	B2C			
Mean		Product	Services	Product	Services	0%	1-10%	>10%
SD		A	B	C	D	A	B	C
Percent change	283	105	74	57	46	92	83	99
	7.59	8.64	8.11	4.18	7.67	9.85	6.22	6.27
	16.31	17.08	17.16	13.31	15.30	17.55	12.60	17.73

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

Topic 8: Marketing Jobs

By what percentage will your firm's marketing hires change in the next year?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufact- uring	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Percent change	18	16	30	9	13	8	20	6	39	6	29	1	52	9	18
	8.53	8.22	2.14	6.48	11.54	-1.36	10.50	10.83	5.43	2.50	10.05	50.00	11.16	-1.76	4.61
	18.73	14.42	12.87	28.04	14.77	14.61	16.05	19.34	14.28	6.12	15.79	---	18.78	13.72	8.42
			egkm		cn		c				c		c	e	

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

Topic 8: Marketing Jobs

By what percentage will your firm's marketing hires change in the next year?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Percent change	54	29	41	56	12	53	30	51	29	64	28	20	17	18	56
	9.75	11.14	10.57	8.00	9.17	4.27	0.13	8.46	10.66	9.29	7.99	9.63	6.72	7.50	2.64
	17.74	16.08	15.53	20.92	13.95	12.47	6.56	17.40	19.15	16.44	21.88	19.05	17.17	8.45	9.41
	G	fG	fG	g	G	bc	ABCdE	h	h	H		h			abCe

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

Topic 9: Marketing Analytics

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

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
We prove the impact quantitatively	117 48.8%	37 43.0% c	33 51.6%	31 62.0% ad	15 38.5% c	27 36.5% C	34 45.9% c	54 63.5% Ab
We have a good qualitative sense of the impact, but not a quantitative impact	92 38.3%	37 43.0%	23 35.9%	16 32.0%	16 41.0%	35 47.3% C	31 41.9% c	22 25.9% Ab
We haven't been able to show the impact yet	31 12.9%	12 14.0%	8 12.5%	3 6.0% d	8 20.5% c	12 16.2%	9 12.2%	9 10.6%

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

Topic 9: Marketing Analytics

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
We prove the impact quantitatively	7 43.8%	8 66.7% gij	18 72.0% fGIJ	4 44.4%	7 70.0% gij	2 25.0% ck	4 21.1% bCeKM	2 50.0%	10 30.3% bCeKm	0 0.0% bCeKM	16 66.7% fGIJ	0 0.0%	26 60.5% GiJ	3 42.9%	7 43.8%
We have a good qualitative sense of the impact, but not a quantitative impact	7 43.8%	2 16.7% ijo	5 20.0% gijo	3 33.3%	3 30.0%	3 37.5%	10 52.6% c	1 25.0%	17 51.5% bc	4 66.7% bc	7 29.2%	0 0.0%	14 32.6%	4 57.1%	9 56.3% bc
We haven't been able to show the impact yet	2 12.5%	2 16.7%	2 8.0%	2 22.2%	0 0.0% f	3 37.5% ekmo	5 26.3% kmo	1 25.0%	6 18.2%	2 33.3% ko	1 4.2% fgj	0 0.0%	3 7.0% fg	0 0.0%	0 0.0% fgj

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



Topic 9: Marketing Analytics

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
We prove the impact quantitatively	21 46.7%	8 33.3%	16 48.5%	25 51.0%	5 50.0%	24 51.1%	16 61.5%	20 44.4%	12 48.0%	22 41.5%	13 61.9%	10 55.6%	7 53.8%	6 42.9%	27 52.9%
We have a good qualitative sense of the impact, but not a quantitative impact	16 35.6%	12 50.0%	12 36.4%	19 38.8%	4 40.0%	17 36.2%	9 34.6%	18 40.0%	8 32.0%	26 49.1% d	4 19.0% c	5 27.8%	6 46.2%	6 42.9%	19 37.3%
We haven't been able to show the impact yet	8 17.8%	4 16.7%	5 15.2%	5 10.2%	1 10.0%	6 12.8%	1 3.8%	7 15.6%	5 20.0%	5 9.4%	4 19.0%	3 16.7%	0 0.0%	2 14.3%	5 9.8%

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

Topic 9: Marketing Analytics
To what extent is your company implementing artificial intelligence or machine learning into its marketing toolkit currently?

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Not at all	122 49.8%	50 53.2%	32 49.2%	19 38.0%	21 58.3%	54 70.1% BC	36 46.2% A	29 34.5% A
2	37 15.1%	12 12.8%	13 20.0%	7 14.0%	5 13.9%	10 13.0%	16 20.5%	11 13.1%
3	28 11.4%	9 9.6%	8 12.3%	10 20.0% d	1 2.8% c	3 3.9% Bc	14 17.9% A	11 13.1% a
4	24 9.8%	11 11.7%	5 7.7%	5 10.0%	3 8.3%	6 7.8%	6 7.7%	11 13.1%
5	23 9.4%	9 9.6%	2 3.1% c	8 16.0% b	4 11.1%	3 3.9% C	5 6.4% c	14 16.7% Ab
6	4 1.6%	1 1.1%	3 4.6%	0 0.0%	0 0.0%	0 0.0%	1 1.3%	3 3.6%
7=Regularly	7 2.9%	2 2.1%	2 3.1%	1 2.0%	2 5.6%	1 1.3%	0 0.0% c	5 6.0% b
Mean	2.30	2.23	2.22	2.60	2.22	1.68 bC	2.12 aC	2.99 AB

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

Topic 9: Marketing Analytics

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	8 53.3%	5 55.6%	12 46.2% h	3 37.5% h	4 44.4%	5 71.4% m	12 63.2% m	5 100.0% cdkMo	22 64.7% Mo	5 83.3% mo	12 46.2% h	0 0.0%	15 30.6% fgHIj	3 42.9%	6 33.3% hij
2	3 20.0%	0 0.0%	7 26.9%	1 12.5%	2 22.2%	1 14.3%	3 15.8%	0 0.0%	6 17.6%	1 16.7%	6 23.1%	0 0.0%	5 10.2%	1 14.3%	1 5.6%
3	0 0.0% bo	3 33.3% al	3 11.5%	0 0.0%	1 11.1%	1 14.3%	2 10.5%	0 0.0%	1 2.9% Bo	0 0.0%	2 7.7%	0 0.0%	8 16.3%	1 14.3%	5 27.8% ai
4	3 20.0%	0 0.0%	2 7.7%	1 12.5%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	2 5.9%	0 0.0%	4 15.4%	0 0.0%	8 16.3%	0 0.0%	2 11.1%
5	1 6.7%	1 11.1%	2 7.7% d	3 37.5% cgikm	1 11.1%	0 0.0%	1 5.3% d	0 0.0%	3 8.8% d	0 0.0%	1 3.8% d	0 0.0%	5 10.2% d	2 28.6%	3 16.7%
6	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 4.1%	0 0.0%	1 5.6%
7=Regularly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% m	0 0.0%	1 3.8%	0 0.0%	6 12.2% i	0 0.0%	0 0.0%
Mean	2.07 m	2.11	2.04 M	3.00 gij	2.44	1.43 mo	1.74 dMo	1.00	1.76 dMo	1.17 dmo	2.23 m	---	3.27 aCfGIjk	2.57	2.89 fgij

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

Topic 9: Marketing Analytics

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Not at all	34 69.4% FG	15 62.5% fG	19 61.3% FG	25 52.1% fG	6 54.5% g	14 30.4% AbCd	4 14.3% ABCDe	30 63.8% gH	15 60.0% H	33 62.3% gH	14 58.3% H	10 58.8% H	5 35.7% ac	4 28.6% ac	11 21.6% ABCDE
2	6 12.2% g	1 4.2% g	6 19.4% g	7 14.6% g	1 9.1% g	9 19.6% g	7 25.0% b	5 10.6% g	4 16.0% g	6 11.3% g	3 12.5% g	3 17.6% g	1 7.1% g	3 21.4% g	12 23.5% g
3	4 8.2% g	3 12.5% g	2 6.5% g	4 8.3% g	1 9.1% g	8 17.4% g	5 17.9% g	6 12.8% g	3 12.0% g	3 5.7% h	1 4.2% h	1 5.9% h	2 14.3% h	1 7.1% h	11 21.6% c
4	3 6.1% f	1 4.2% f	1 3.2% f	5 10.4% f	2 18.2% f	7 15.2% f	5 17.9% f	3 6.4% f	1 4.0% f	1 1.9% dFh	4 16.7% c	1 5.9% c	4 28.6% abC	2 14.3% c	8 15.7% c
5	0 0.0% bdeFG	2 8.3% a	1 3.2% a	5 10.4% a	1 9.1% a	7 15.2% A	5 17.9% A	0 0.0% cefGh	2 8.0% g	6 11.3% a	1 4.2% g	2 11.8% a	2 14.3% a	4 28.6% Ad	6 11.8% a
6	0 0.0% g	1 4.2% g	0 0.0% g	1 2.1% g	0 0.0% g	1 2.2% g	1 3.6% g	0 0.0% g	0 0.0% g	1 1.9% g	1 4.2% g	0 0.0% g	0 0.0% g	0 0.0% g	2 3.9% g
7=Regularly	2 4.1% g	1 4.2% g	2 6.5% g	1 2.1% g	0 0.0% g	0 0.0% g	1 3.6% g	3 6.4% g	0 0.0% g	3 5.7% g	0 0.0% g	0 0.0% g	0 0.0% g	0 0.0% g	1 2.0% g
Mean	1.71 FG	2.21 g	1.94 fG	2.27 g	2.18 g	2.72 Ac	3.25 AbCd	1.94 H	1.84 fgH	2.17 h	2.08 h	1.94 h	2.79 b	2.93 b	2.92 ABcde

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



Topic 9: Marketing Analytics

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

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=Not at all	37 14.1%	16 16.2%	10 14.5%	5 9.8%	6 14.0%	20 23.5% bc	7 9.1% a	10 10.6% a
2	33 12.5%	15 15.2%	9 13.0%	4 7.8%	5 11.6%	16 18.8% c	9 11.7%	7 7.4% a
3	43 16.3%	13 13.1%	14 20.3%	10 19.6%	6 14.0%	15 17.6%	11 14.3%	16 17.0%
4	36 13.7%	10 10.1% d	10 14.5%	6 11.8%	10 23.3% a	14 16.5%	14 18.2%	8 8.5%
5	35 13.3%	18 18.2% b	4 5.8% a	8 15.7%	4 9.3%	6 7.1% b	15 19.5% a	12 12.8%
6	30 11.4%	10 10.1%	7 10.1%	9 17.6%	4 9.3%	4 4.7% bc	11 14.3% a	15 16.0% a
7=Very Important	49 18.6%	17 17.2%	15 21.7%	9 17.6%	8 18.6%	10 11.8% C	10 13.0% c	26 27.7% Ab
Mean	4.08	3.98	4.01	4.39	4.05	3.26 BC	4.22 A	4.64 A

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

Topic 9: Marketing Analytics

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=Not at all	2 11.8%	1 9.1%	4 14.8%	0 0.0% j	0 0.0% fj	3 37.5% eM	4 20.0% m	0 0.0%	6 17.1% m	3 50.0% deM	6 21.4% m	0 0.0%	2 3.9% FgiJkn	2 22.2% m	2 11.8%
2	3 17.6%	2 18.2%	3 11.1%	1 11.1%	2 20.0%	2 25.0% m	2 10.0%	1 16.7%	8 22.9% M	0 0.0%	3 10.7%	0 0.0%	2 3.9% fl	1 11.1%	1 5.9%
3	4 23.5%	3 27.3%	5 18.5%	0 0.0% j	1 10.0%	1 12.5%	3 15.0%	2 33.3%	5 14.3% j	3 50.0% diM	4 14.3%	0 0.0%	5 9.8% J	2 22.2%	2 11.8%
4	2 11.8%	0 0.0%	5 18.5%	2 22.2%	3 30.0%	1 12.5%	3 15.0%	2 33.3%	4 11.4%	0 0.0%	5 17.9%	0 0.0%	6 11.8%	1 11.1%	2 11.8%
5	1 5.9%	3 27.3%	5 18.5%	0 0.0%	1 10.0%	0 0.0%	4 20.0%	1 16.7%	4 11.4%	0 0.0%	2 7.1%	0 0.0%	11 21.6%	0 0.0%	2 11.8%
6	3 17.6%	1 9.1%	5 18.5%	0 0.0%	1 10.0%	1 12.5%	1 5.0%	0 0.0%	4 11.4%	0 0.0%	2 7.1%	0 0.0%	6 11.8%	2 22.2%	3 17.6%
7=Very Important	2 11.8% D	1 9.1% d	0 0.0% DegkMO	6 66.7% AbCfGhIjkn	2 20.0% c	0 0.0% dm	3 15.0% cD	0 0.0% d	4 11.4% DM	0 0.0% d	6 21.4% cd	0 0.0%	19 37.3% Cfl	1 11.1% d	5 29.4% C
Mean	3.82 djM	3.82 djm	3.70 DjM	5.78 abCFghIJkn	4.40 fj	2.50 DeMo	3.80 dM	3.50 djm	3.57 DM	2.00 abcDehMO	3.86 dM	---	5.27 AbCFGhIJK n	3.67 dm	4.76 fJ

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

Topic 9: Marketing Analytics

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=Not at all	14 26.9% FG	4 15.4% g	6 16.7% g	7 13.5% g	1 9.1%	3 5.9% A	0 0.0% Abcd	12 24.0% H	5 18.5% h	8 13.8%	5 20.8% h	2 10.5%	2 12.5%	1 6.3%	2 3.8% Abd
2	8 15.4%	5 19.2%	6 16.7%	6 11.5%	1 9.1%	4 7.8%	2 7.1%	8 16.0%	5 18.5%	11 19.0% h	1 4.2%	2 10.5%	0 0.0%	3 18.8%	3 5.7% c
3	11 21.2%	4 15.4%	5 13.9%	10 19.2%	0 0.0%	9 17.6%	3 10.7%	9 18.0%	6 22.2% f	10 17.2%	5 20.8%	2 10.5%	0 0.0% b	1 6.3%	10 18.9%
4	8 15.4%	4 15.4%	6 16.7%	5 9.6% e	4 36.4% df	4 7.8% e	5 17.9%	8 16.0%	4 14.8%	8 13.8%	3 12.5%	3 15.8%	2 12.5%	1 6.3%	7 13.2%
5	2 3.8% cdG	3 11.5%	7 19.4% a	8 15.4% a	2 18.2%	6 11.8%	7 25.0% A	3 6.0%	3 11.1%	8 13.8%	4 16.7%	2 10.5%	3 18.8%	2 12.5%	10 18.9%
6	3 5.8% ef	1 3.8% ef	2 5.6% ef	4 7.7% f	3 27.3% abc	11 21.6% abcd	5 17.9%	3 6.0% F	1 3.7% F	3 5.2% Fh	3 12.5% f	1 5.3% f	7 43.8% ABCdeh	3 18.8%	9 17.0% cf
7=Very Important	6 11.5% f	5 19.2%	4 11.1%	12 23.1%	0 0.0%	14 27.5% a	6 21.4%	7 14.0% e	3 11.1% e	10 17.2%	3 12.5%	7 36.8% ab	2 12.5%	5 31.3%	12 22.6%
Mean	3.17 dFG	3.77 fg	3.67 FG	4.17 a	4.27	4.86 AbC	5.00 AbC	3.38 eFgH	3.37 eFgH	3.79 fH	3.88 h	4.68 ab	5.06 ABc	4.81 ab	4.79 ABCd

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



Topic 9: Marketing Analytics

How, if at all, has this investment in AI and machine learning influenced how much time your marketers are able to spend on non-routine and more strategic projects in your company?

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=No impact	122 49.6%	51 54.8%	31 48.4%	21 41.2%	19 51.4%	54 67.5% bC	38 51.4% aC	26 30.6% AB
2	37 15.0%	12 12.9%	14 21.9%	7 13.7%	4 10.8%	9 11.3%	14 18.9%	14 16.5%
3	18 7.3%	4 4.3% C	2 3.1% C	10 19.6% AB	2 5.4%	2 2.5% b	8 10.8% a	8 9.4%
4	32 13.0%	13 14.0%	6 9.4%	6 11.8%	7 18.9%	7 8.8%	9 12.2%	14 16.5%
5	24 9.8%	9 9.7%	8 12.5%	5 9.8%	1 2.7%	7 8.8%	4 5.4% c	13 15.3% b
6	8 3.3%	4 4.3%	2 3.1%	0 0.0%	2 5.4%	1 1.3%	1 1.4%	5 5.9%
7=A great deal	5 2.0%	0 0.0% d	1 1.6%	2 3.9%	2 5.4% a	0 0.0% c	0 0.0% c	5 5.9% ab
Mean	2.36	2.24	2.31	2.51	2.49	1.84 C	2.05 C	3.11 AB

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

Topic 9: Marketing Analytics

How, if at all, has this investment in AI and machine learning influenced how much time your marketers are able to spend on non-routine and more strategic projects in your company?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=No impact	7 46.7% j	4 36.4% j	15 55.6% j	2 25.0% fj	4 40.0% j	6 85.7% dkmo	10 55.6%	5 83.3% o	21 60.0% abcdekMnO	6 100.0%	10 41.7% fj	0 0.0%	19 40.4% fj	4 44.4% j	5 31.3% fhJ
2	1 6.7%	1 9.1%	4 14.8%	0 0.0%	2 20.0%	1 14.3%	6 33.3%	0 0.0%	7 20.0%	0 0.0%	4 16.7%	0 0.0%	6 12.8%	2 22.2%	2 12.5%
3	1 6.7%	1 9.1%	4 14.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0% o	0 0.0%	1 2.9% O	0 0.0%	2 8.3%	0 0.0%	4 8.5% o	0 0.0%	5 31.3% glm
4	3 20.0%	1 9.1%	3 11.1%	3 37.5% gi	1 10.0%	0 0.0%	1 5.6% d	1 16.7%	2 5.7% d	0 0.0%	4 16.7%	0 0.0%	8 17.0%	2 22.2%	1 6.3%
5	2 13.3%	4 36.4% cgl	1 3.7% be	1 12.5%	3 30.0% cgi	0 0.0%	0 0.0% be	0 0.0%	1 2.9% Be	0 0.0%	4 16.7%	0 0.0%	6 12.8%	0 0.0%	2 12.5%
6	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	3 8.6%	0 0.0%	0 0.0%	0 0.0%	1 2.1%	1 11.1%	1 6.3%
7=A great deal	1 6.7%	0 0.0%	0 0.0%	1 12.5% i	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% d	0 0.0%	0 0.0%	0 0.0%	3 6.4%	0 0.0%	0 0.0%
Mean	2.73 cfg	3.00 cfg	1.93 bDm	4.00 CFGHlk	2.70 f	1.14 bDekmo	1.78 bDm	1.50 d	1.97 Dm	1.00	2.50 df	---	2.81 cfgi	2.44	2.75 f

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

Topic 9: Marketing Analytics

How, if at all, has this investment in AI and machine learning influenced how much time your marketers are able to spend on non-routine and more strategic projects in your company?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
1=No impact	32 66.7% FG	15 65.2% Fg	18 52.9% f	23 48.9%	6 66.7% f	15 29.4% ABce	9 32.1% Ab	29 65.9% gH	16 61.5% H	29 54.7% h	12 57.1% h	7 41.2%	8 50.0%	5 31.3% a	16 30.2% ABcd
2	5 10.4%	1 4.3%	5 14.7%	8 17.0%	1 11.1%	10 19.6%	6 21.4%	5 11.4%	2 7.7%	8 15.1%	3 14.3%	3 17.6%	1 6.3%	2 12.5%	13 24.5%
3	1 2.1% fg	1 4.3%	2 5.9%	2 4.3%	0 0.0%	8 15.7% a	4 14.3% a	2 4.5%	2 7.7%	1 1.9% h	0 0.0%	2 11.8%	2 12.5%	1 6.3%	8 15.1% c
4	2 4.2% d	2 8.7%	5 14.7%	8 17.0% a	2 22.2%	8 15.7%	5 17.9%	1 2.3% cFgh	2 7.7%	9 17.0% a	2 9.5%	2 11.8%	5 31.3% A	3 18.8% a	8 15.1% a
5	5 10.4%	3 13.0%	3 8.8%	3 6.4%	0 0.0%	8 15.7%	2 7.1%	4 9.1%	3 11.5%	3 5.7%	3 14.3%	3 17.6%	0 0.0%	3 18.8%	5 9.4%
6	1 2.1%	1 4.3%	0 0.0%	2 4.3%	0 0.0%	2 3.9%	1 3.6%	1 2.3%	0 0.0%	2 3.8%	1 4.8%	0 0.0%	0 0.0%	2 12.5%	2 3.8%
7=A great deal	2 4.2%	0 0.0%	1 2.9%	1 2.1%	0 0.0%	0 0.0%	1 3.6%	2 4.5%	1 3.8%	1 1.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.9%
Mean	2.04 f	2.13	2.24	2.36	1.78	2.80 a	2.71	2.02 g	2.15	2.23	2.24	2.47	2.25	3.19 a	2.68

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