

The **CMO** Survey[®] 

Managing Brand, Growth, and Metrics

UK Firm and Industry Breakout Report
March 2023

London
Business
School



Leadership
Institute



Managing Brand, Growth, and Metrics

The 3rd Edition of The CMO Survey UK, March 2023

This 3rd edition of The CMO Survey UK provides the marketing profession with an overview of marketing activities, spending, and performance. As always, the UK Edition allows for a comparison to the study of U.S. marketing leaders that has been running bi-annually since 2008 (see U.S. results at <https://cmosurvey.org/results/>).

We hope these benchmarks will be useful to you and your company. Special thanks to the marketing leaders that gave their time and good will to make these insights possible.

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Managing Brand, Growth, and Metrics

The 3rd Edition of The CMO Survey UK, March 2023

Survey Sample

1,325 marketing leaders at UK for-profit companies; 143 responded for a 10.8% response rate—94% of respondents are VP-level or above.

Survey Administration

The survey was in field from January 10-February 1, 2023. It was administered via email with follow-up reminders.

Survey Reports

- [Topline Report](#) offers an aggregate view of survey results and a summary of key findings.
- [Firm and Industry Breakout Report](#) offers survey results by sectors, headcount, and sales.

Overview of The CMO Survey® UK

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

Administration: The CMO Survey UK was founded in 2021. 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.

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Are you more or less optimistic about the UK economy compared to last quarter?

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



Topic 1: Macroeconomic Forecasts

Are you more or less optimistic about the UK economy compared to last quarter?

N=123

	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%	2 40.0%	4 28.6%	0 0.0%	0 0.0%	3 50.0%	1 25.0%	0 0.0%	4 33.3%	0 0.0%	4 36.4%	0 0.0%	7 36.8%	2 28.6%	5 41.7%
2=No Change	2 9.1%	1 20.0%	3 21.4%	1 50.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	2 16.7%	1 33.3%	2 18.2%	1 33.3%	3 15.8%	2 28.6%	3 25.0%
1=Less	13 59.1%	2 40.0%	7 50.0%	1 50.0%	1 100.0%	2 33.3%	3 75.0%	1 100.0%	6 50.0%	2 66.7%	5 45.5%	2 66.7%	9 47.4%	3 42.9%	4 33.3%
Mean	1.73	2.00	1.79	1.50	1.00	2.17	1.50	1.00	1.83	1.33	1.91	1.33	1.89	1.86	2.08

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



Topic 1: Macroeconomic Forecasts

Are you more or less optimistic about the UK economy compared to last quarter?

N=123

	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	7 58.3% cd	1 25.0%	4 18.2% a	7 24.1% a	5 35.7%	9 30.0%	5 50.0%	3 42.9%	2 28.6%	10 43.5% f	3 18.8%	7 30.4%	1 7.1% ch	4 36.4%	9 42.9% f
2=No Change	0 0.0%	1 25.0%	5 22.7%	6 20.7%	3 21.4%	5 16.7%	2 20.0%	1 14.3%	1 14.3%	5 21.7%	4 25.0%	3 13.0%	4 28.6%	0 0.0%	4 19.0%
1=Less	5 41.7%	2 50.0%	13 59.1%	16 55.2%	6 42.9%	16 53.3%	3 30.0%	3 42.9%	4 57.1%	8 34.8%	9 56.3%	13 56.5%	9 64.3%	7 63.6%	8 38.1%
Mean	2.17	1.75	1.59	1.69	1.93	1.77	2.20	2.00	1.71	2.09 f	1.63	1.74	1.43 ch	1.73	2.05 f

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



Topic 1: Macroeconomic Forecasts

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

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
Number		B2B	B2B	B2C	B2C					
Mean		Product	Services	Product	Services	0%	1-10%	11-49%	50-99%	100%
SD		A	B	C	D	A	B	C	D	E
Optimism	123	37	43	27	16	43	39	21	14	4
rating	46.00	45.56	43.78	46.31	52.50	42.82	46.02	44.16	55.36	50.00
	19.38	20.51	19.87	19.02	15.92	18.28	18.79	19.62	20.94	29.44
						d			a	

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



Topic 1: Macroeconomic 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	22	5	14	2	1	6	4	1	12	3	11	3	19	7	12
rating	43.86	51.00	44.06	40.00	40.00	45.00	43.75	7.36	50.83	35.00	56.18	40.00	46.12	43.57	49.17
	22.81	20.12	21.09	28.28	---	20.49	17.02	---	18.44	13.23	14.30	13.23	20.32	17.25	18.20
										k	j				

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



Topic 1: Macroeconomic 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	12	4	22	29	14	30	10	7	7	23	16	23	14	11	21
rating	53.33	62.00	40.33	39.18	48.07	45.96	58.00	50.71	43.57	48.36	40.15	43.26	39.21	54.36	51.99
	19.11	16.41	20.07	15.27	16.38	22.61	15.31	16.69	20.76	21.72	22.16	15.35	12.16	19.63	20.46
	d	D	g	aBG			cD						gh	f	f

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



Topic 1: Macroeconomic Forecasts

Are current inflationary pressures impacting marketing spending levels in your company?

N=123

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Yes, inflationary pressures are increasing marketing spending levels	17 13.8%	4 10.8%	10 23.3%	2 7.4%	1 6.3%	7 16.3%	4 10.3%	4 19.0%	2 14.3%	0 0.0%
Yes, inflationary pressures are decreasing marketing spending levels	69 56.1%	22 59.5%	22 51.2%	18 66.7%	7 43.8%	21 48.8%	26 66.7%	11 52.4%	7 50.0%	2 50.0%
No	37 30.1%	11 29.7%	11 25.6%	7 25.9%	8 50.0%	15 34.9%	9 23.1%	6 28.6%	5 35.7%	2 50.0%

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



Topic 1: Macroeconomic Forecasts

Are current inflationary pressures impacting marketing spending levels in your company?

N=123

	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, inflationary pressures are increasing marketing spending levels	3 13.6% j	2 40.0% cM	0 0.0% bgJk	0 0.0%	0 0.0%	1 16.7%	2 50.0% cM	0 0.0%	3 25.0% m	2 66.7% aCMno	3 27.3% cm	0 0.0%	0 0.0% BGiJk	0 0.0% j	1 8.3% j
Yes, inflationary pressures are decreasing marketing spending levels	11 50.0%	2 40.0%	8 57.1%	1 50.0%	0 0.0%	2 33.3%	2 50.0%	1 100.0%	7 58.3%	0 0.0% k	8 72.7% j	2 66.7%	12 63.2%	5 71.4%	8 66.7%
No	8 36.4% k	1 20.0%	6 42.9% k	1 50.0% k	1 100.0% K	3 50.0% k	0 0.0%	0 0.0%	2 16.7%	1 33.3%	0 0.0% acdEfm	1 33.3%	7 36.8% k	2 28.6%	3 25.0%

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



Topic 1: Macroeconomic Forecasts

Are current inflationary pressures impacting marketing spending levels in your company?

N=123

	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
Yes, inflationary pressures are increasing marketing spending levels	3 25.0%	0 0.0%	4 18.2%	2 6.9%	1 7.1%	3 10.0%	3 30.0%	0 0.0%	1 14.3%	2 8.7%	4 25.0%	2 8.7%	2 14.3%	3 27.3%	3 14.3%
Yes, inflationary pressures are decreasing marketing spending levels	6 50.0%	2 50.0%	12 54.5%	16 55.2%	7 50.0%	20 66.7%	5 50.0%	4 57.1%	3 42.9%	11 47.8% h	8 50.0%	10 43.5% h	10 71.4%	6 54.5%	17 81.0% ce
No	3 25.0%	2 50.0%	6 27.3%	11 37.9%	6 42.9%	7 23.3%	2 20.0%	3 42.9% h	3 42.9% h	10 43.5% H	4 25.0%	11 47.8% fH	2 14.3% e	2 18.2%	1 4.8% abCE

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

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months:

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1=1st Priority	23 19.5%	6 16.7%	9 21.4%	5 20.0%	3 20.0%	10 24.4%	6 15.8%	3 15.0%	3 23.1%	1 25.0%
2=2nd Priority	15 12.7%	5 13.9%	5 11.9%	3 12.0%	2 13.3%	3 7.3%	6 15.8%	3 15.0%	1 7.7%	2 50.0%
3=3rd Priority	14 11.9%	5 13.9%	4 9.5%	5 20.0%	0 0.0%	2 4.9%	5 13.2%	4 20.0%	2 15.4%	1 25.0%
Mean	1.83	1.94	1.72	2.00	1.40	1.47	1.94	2.10	1.83	2.00
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01						

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months:

	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%	0 0.0%	4 28.6%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	1 8.3%	1 50.0%	1 9.1%	1 33.3%	4 21.1%	2 33.3%	1 9.1%
2=2nd Priority	2 9.1% b	2 50.0% a	3 21.4%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	1 50.0%	1 9.1%	0 0.0%	2 10.5%	1 16.7%	1 9.1%
3=3rd Priority	3 13.6%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	3 25.0%	0 0.0%	1 9.1%	0 0.0%	1 5.3%	1 16.7%	3 27.3%
Mean	1.73	2.00	1.63	2.00	---	1.00	3.00	---	2.40	1.50	2.00	1.00	1.57	1.75	2.40
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01											



Topic 2: Customer Behavior and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months:

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	1 8.3%	0 0.0%	6 27.3%	4 14.8%	4 28.6%	7 25.0%	1 11.1%	1 14.3%	2 28.6% d	7 31.8% d	0 0.0% bce	5 23.8% d	2 14.3%	1 9.1%	4 21.1%
2=2nd Priority	2 16.7% f	1 25.0% f	4 18.2% f	3 11.1%	2 14.3% f	0 0.0% abceG	3 33.3% F	2 28.6% ef	1 14.3%	5 22.7% e	4 25.0% e	0 0.0% acd	0 0.0% a	1 9.1%	2 10.5%
3=3rd Priority	1 8.3%	0 0.0%	0 0.0% d	6 22.2% c	2 14.3%	4 14.3%	1 11.1%	0 0.0%	0 0.0%	3 13.6%	1 6.3%	2 9.5%	4 28.6%	1 9.1%	3 15.8%
Mean	2.00	2.00	1.40 d	2.15 c	1.75	1.73	2.00	1.67	1.33	1.73	2.20	1.57	2.33	2.00	1.89

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



Topic 2: Customer Behavior and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months:

Superior product quality

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=1st Priority	38 32.2%	11 30.6%	14 33.3% d	12 48.0% d	1 6.7% bc	15 36.6%	12 31.6%	6 30.0%	3 23.1%	2 50.0%
2=2nd Priority	22 18.6%	7 19.4%	7 16.7%	6 24.0%	2 13.3%	7 17.1%	8 21.1%	6 30.0%	1 7.7%	0 0.0%
3=3rd Priority	17 14.4%	8 22.2% b	2 4.8% a	4 16.0%	3 20.0%	3 7.3%	7 18.4%	4 20.0%	2 15.4%	1 25.0%
Mean	1.73	1.88	1.48 d	1.64	2.33 b	1.52	1.81	1.88	1.83	1.67

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

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months:

	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	8 36.4%	1 25.0%	7 50.0%	0 0.0%	1 100.0%	1 20.0%	1 25.0%	0 0.0%	4 33.3%	0 0.0%	3 27.3%	0 0.0%	6 31.6%	1 16.7%	5 45.5%
2=2nd Priority	3 13.6% hl	0 0.0%	4 28.6%	1 50.0% k	0 0.0%	2 40.0% k	0 0.0%	1 100.0% aKo	3 25.0%	0 0.0%	0 0.0% dfHI	2 66.7% ak	4 21.1%	1 16.7%	1 9.1% h
3=3rd Priority	3 13.6%	1 25.0%	2 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 25.0%	0 0.0%	1 9.1%	1 33.3%	4 21.1%	1 16.7%	1 9.1%
Mean	1.64	2.00	1.62	2.00	1.00	1.67	1.00	2.00	1.90	---	1.50	2.33	1.86	2.00	1.43
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01											



Topic 2: Customer Behavior and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months:

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	3 25.0% b	4 100.0% acdeFg	8 36.4% b	12 44.4% bf	4 28.6% b	5 17.9% Bd	1 11.1% b	2 28.6%	2 28.6%	8 36.4%	7 43.8%	8 38.1%	6 42.9%	2 18.2%	3 15.8%
2=2nd Priority	3 25.0%	0 0.0%	3 13.6%	4 14.8%	1 7.1%	10 35.7%	1 11.1%	2 28.6%	3 42.9% d	5 22.7%	1 6.3% b	2 9.5%	3 21.4%	3 27.3%	3 15.8%
3=3rd Priority	1 8.3%	0 0.0%	4 18.2%	4 14.8%	1 7.1%	4 14.3%	3 33.3%	1 14.3%	1 14.3%	4 18.2%	2 12.5%	1 4.8%	3 21.4%	1 9.1%	4 21.1%
Mean	1.71	1.00	1.73	1.60	1.50	1.95	2.40	1.80	1.83	1.76	1.50	1.36 h	1.75	1.83	2.10 e

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

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months:

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1=1st Priority	7 5.9%	4 11.1%	2 4.8%	1 4.0%	0 0.0%	2 4.9%	1 2.6% c	4 20.0% b	0 0.0%	0 0.0%
2=2nd Priority	7 5.9%	3 8.3%	4 9.5%	0 0.0%	0 0.0%	2 4.9%	4 10.5%	0 0.0%	0 0.0%	0 0.0%
3=3rd Priority	13 11.0%	4 11.1%	4 9.5%	5 20.0%	0 0.0%	2 4.9%	7 18.4%	4 20.0%	0 0.0%	0 0.0%
Mean	2.22	2.00	2.20	2.67	---	2.00	2.50	2.00	---	---
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01						



Topic 2: Customer Behavior and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months:

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	0 0.0% bfg	1 25.0% a	0 0.0%	0 0.0%	0 0.0%	1 20.0% a	1 25.0% a	0 0.0%	1 8.3%	0 0.0%	1 9.1%	0 0.0%	2 10.5%	0 0.0%	0 0.0%
2=2nd Priority	0 0.0% fk	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0% a	0 0.0%	0 0.0%	2 16.7%	0 0.0%	2 18.2% a	0 0.0%	2 10.5%	0 0.0%	0 0.0%
3=3rd Priority	2 9.1%	0 0.0%	4 28.6%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	3 15.8%	0 0.0%	1 9.1%
Mean	3.00	1.00	3.00	---	---	2.00	1.00	---	2.20	---	1.67	---	2.14	---	3.00

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



Topic 2: Customer Behavior and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months:

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	2 16.7%	0 0.0%	1 4.5%	1 3.7%	1 7.1%	1 3.6%	1 11.1%	1 14.3%	1 14.3%	1 4.5%	1 6.3%	0 0.0%	1 7.1%	0 0.0%	2 10.5%
2=2nd Priority	1 8.3%	0 0.0%	1 4.5%	2 7.4%	2 14.3% f	0 0.0% e	0 0.0%	1 14.3%	1 14.3%	0 0.0% g	1 6.3%	1 4.8%	1 7.1%	2 18.2% c	0 0.0%
3=3rd Priority	2 16.7%	0 0.0%	1 4.5%	3 11.1%	2 14.3%	4 14.3%	1 11.1%	0 0.0%	1 14.3%	1 4.5%	1 6.3%	4 19.0%	0 0.0% g	3 27.3% f	3 15.8%
Mean	2.00	---	2.00	2.33	2.20	2.60	2.00	1.50 e	2.00	2.00	2.00	2.80 af	1.50 e	2.60	2.20

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



Topic 2: Customer Behavior and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months:

Excellent service

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=1st Priority	24 20.3%	6 16.7% D	8 19.0% D	1 4.0% D	9 60.0% ABC	7 17.1% d	6 15.8% d	3 15.0%	6 46.2% ab	1 25.0%
2=2nd Priority	25 21.2%	8 22.2%	9 21.4%	5 20.0%	3 20.0%	12 29.3%	7 18.4%	2 10.0%	2 15.4%	2 50.0%
3=3rd Priority	18 15.3%	4 11.1%	8 19.0%	4 16.0%	2 13.3%	8 19.5%	4 10.5%	3 15.0%	1 7.7%	1 25.0%
Mean	1.91	1.89	2.00	2.30 d	1.50 c	2.04 d	1.88	2.00	1.44 a	2.00

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



Topic 2: Customer Behavior and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months:

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	5 22.7%	1 25.0%	0 0.0% dgHkno	1 50.0% c	0 0.0%	1 20.0%	2 50.0% cm	1 100.0% CM	3 25.0%	0 0.0%	4 36.4% cm	0 0.0%	1 5.3% gHk	2 33.3% c	3 27.3% c
2=2nd Priority	5 22.7%	0 0.0%	2 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 25.0%	1 50.0%	2 18.2%	1 33.3%	6 31.6%	2 33.3%	3 27.3%
3=3rd Priority	4 18.2%	1 25.0%	2 14.3%	1 50.0% i	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0% dj	1 50.0% i	2 18.2%	1 33.3%	2 10.5%	1 16.7%	1 9.1%
Mean	1.93	2.00	2.50 i	2.00	---	2.00	1.00	1.00	1.50 c	2.50	1.75	2.50	2.11	1.80	1.71

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



Topic 2: Customer Behavior and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months:

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	2 16.7%	0 0.0%	2 9.1% g	4 14.8%	3 21.4%	8 28.6%	4 44.4% c	0 0.0%	0 0.0%	3 13.6%	4 25.0%	4 19.0%	3 21.4%	5 45.5%	5 26.3%
2=2nd Priority	0 0.0% bd	2 50.0% ag	4 18.2%	9 33.3% a	3 21.4%	7 25.0%	0 0.0% b	0 0.0%	0 0.0%	4 18.2%	5 31.3%	8 38.1% g	5 35.7% g	0 0.0% ef	3 15.8%
3=3rd Priority	3 25.0% d	0 0.0%	9 40.9% Dfg	0 0.0% aCf	2 14.3%	4 14.3% cd	0 0.0% c	2 28.6%	0 0.0%	3 13.6%	3 18.8%	2 9.5%	2 14.3%	3 27.3%	2 10.5%
Mean	2.20	2.00	2.47 Df	1.69 C	1.88	1.79 c	1.00	3.00	---	2.00	1.92	1.86	1.90	1.75	1.70

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



Topic 2: Customer Behavior and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months:

Trusting relationship

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=1st Priority	12 10.2%	4 11.1%	5 11.9%	3 12.0%	0 0.0%	3 7.3%	6 15.8%	3 15.0%	0 0.0%	0 0.0%
2=2nd Priority	30 25.4%	9 25.0%	12 28.6%	3 12.0% d	6 40.0% c	12 29.3%	7 18.4% d	3 15.0% d	7 53.8% bc	0 0.0%
3=3rd Priority	21 17.8%	7 19.4%	10 23.8%	2 8.0%	2 13.3%	13 31.7% c	5 13.2%	1 5.0% a	2 15.4%	0 0.0%
Mean	2.14	2.15	2.19	1.88	2.25	2.36 c	1.94	1.71 a	2.22	---

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



Topic 2: Customer Behavior and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months:

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	2 9.1%	0 0.0%	3 21.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	1 50.0% o	2 18.2%	0 0.0%	2 10.5%	1 16.7%	0 0.0% j
2=2nd Priority	9 40.9% c	1 25.0%	1 7.1% aeg	0 0.0%	1 100.0% cn	2 40.0%	3 75.0% cimn	0 0.0%	2 16.7% g	0 0.0%	4 36.4%	0 0.0%	3 15.8% g	0 0.0% eg	3 27.3%
3=3rd Priority	6 27.3% c	1 25.0%	0 0.0% aHkl	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0% Cn	3 25.0%	0 0.0%	3 27.3% c	1 33.3% c	4 21.1%	0 0.0% h	2 18.2%
Mean	2.24 c	2.50	1.25 aio	---	2.00	2.00	2.00	3.00	2.33 c	1.00	2.11	3.00	2.22	1.00	2.40 c

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



Topic 2: Customer Behavior and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months:

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	1 8.3%	0 0.0%	2 9.1%	2 7.4%	2 14.3%	4 14.3%	1 11.1%	2 28.6% f	0 0.0%	1 4.5%	2 12.5%	1 4.8%	0 0.0% a	2 18.2%	4 21.1%
2=2nd Priority	4 33.3%	0 0.0%	7 31.8%	4 14.8%	3 21.4%	8 28.6%	3 33.3%	1 14.3%	1 14.3%	4 18.2%	4 25.0%	7 33.3%	2 14.3%	3 27.3%	7 36.8%
3=3rd Priority	1 8.3%	2 50.0% c	2 9.1% b	8 29.6%	1 7.1%	6 21.4%	1 11.1%	0 0.0%	3 42.9% h	6 27.3%	4 25.0%	5 23.8%	1 7.1%	1 9.1%	1 5.3% b
Mean	2.00	3.00	2.00	2.43	1.83	2.11	2.00	1.33 bce	2.75 ah	2.45 ah	2.20	2.31 ah	2.33	1.83	1.75 bce

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

Customer experience

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

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months:

	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=1st Priority	1 4.5% dL	1 25.0%	0 0.0% dL	1 50.0% acik	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% dL	0 0.0%	0 0.0% dl	2 66.7% ACIk	3 15.8%	0 0.0%	2 18.2%
2=2nd Priority	2 9.1%	1 25.0%	3 21.4%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	1 8.3%	0 0.0%	2 18.2%	0 0.0%	2 10.5%	2 33.3%	1 9.1%
3=3rd Priority	4 18.2%	0 0.0%	2 14.3%	0 0.0%	1 100.0% i	1 20.0%	2 50.0%	0 0.0%	1 8.3% e	0 0.0%	2 18.2%	0 0.0%	5 26.3%	2 33.3%	3 27.3%
Mean	2.43	1.50	2.40	1.00	3.00	3.00	2.67	---	2.50	---	2.50	1.00	2.20	2.50	2.17
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01											



Topic 2: Customer Behavior and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months:

Customer experience

	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	2 16.7%	0 0.0%	3 13.6%	2 7.4%	0 0.0%	2 7.1%	1 11.1%	1 14.3%	1 14.3%	2 9.1%	1 6.3%	2 9.5%	2 14.3%	1 9.1%	0 0.0%
2=2nd Priority	2 16.7%	1 25.0%	2 9.1%	3 11.1%	3 21.4%	3 10.7%	1 11.1%	0 0.0%	1 14.3%	3 13.6%	1 6.3%	2 9.5%	2 14.3%	2 18.2%	4 21.1%
3=3rd Priority	1 8.3%	1 25.0%	5 22.7%	4 14.8%	4 28.6%	4 14.3%	2 22.2%	1 14.3%	1 14.3%	2 9.1%	5 31.3%	6 28.6%	3 21.4%	1 9.1%	4 21.1%
Mean	1.80	2.50	2.20	2.22	2.57	2.22	2.25	2.00	2.00	2.00	2.57	2.40	2.14	2.00	2.50

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

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months:

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1=1st Priority	4 3.4%	3 8.3%	1 2.4%	0 0.0%	0 0.0%	2 4.9%	2 5.3%	0 0.0%	0 0.0%	0 0.0%
2=2nd Priority	4 3.4%	1 2.8%	0 0.0%	3 12.0%	0 0.0%	0 0.0%	1 2.6%	2 10.0%	1 7.7%	0 0.0%
3=3rd Priority	12 10.2%	2 5.6%	6 14.3%	3 12.0%	1 6.7%	5 12.2%	3 7.9%	3 15.0%	1 7.7%	0 0.0%
Mean	2.40	1.83	2.71	2.50	3.00	2.43	2.17	2.60	2.50	---
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01						

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months:

	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=1st Priority	0 0.0% f	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0% a	0 0.0%	0 0.0%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%
2=2nd Priority	1 4.5%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 18.2%
3=3rd Priority	0 0.0% bcDFgJk	1 25.0% am	3 21.4% am	1 50.0% AiMo	0 0.0%	2 40.0% AiMo	1 25.0% am	0 0.0%	0 0.0% dfj	1 50.0% AiMo	2 18.2% a	0 0.0%	0 0.0% bcDFgJ	1 16.7%	0 0.0% dfj
Mean	2.00	3.00	2.75	3.00	---	2.33	3.00	---	1.00	3.00	3.00	---	1.00	3.00	2.00
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01											

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months:

	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=1st Priority	1	0	0	2	0	1	0	0	1	0	1	1	0	0	1
	8.3%	0.0%	0.0%	7.4%	0.0%	3.6%	0.0%	0.0%	14.3%	0.0%	6.3%	4.8%	0.0%	0.0%	5.3%
2=2nd Priority	0	0	1	2	0	0	1	1	0	1	0	1	1	0	0
	0.0%	0.0%	4.5%	7.4%	0.0%	0.0%	11.1%	14.3%	0.0%	4.5%	0.0%	4.8%	7.1%	0.0%	0.0%
3=3rd Priority	3	1	1	2	2	2	1	3	1	3	0	1	1	1	2
	25.0%	25.0%	4.5%	7.4%	14.3%	7.1%	11.1%	42.9%	14.3%	13.6%	0.0%	4.8%	7.1%	9.1%	10.5%
Mean	2.50	3.00	2.50	2.00	3.00	2.33	2.50	2.75	2.00	2.75	1.00	2.00	2.50	3.00	2.33
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01											



Topic 2: Customer Behavior and Channels

Will you use a channel or go directly to market?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Uses channel partners	102 71.3%	31 73.8%	29 56.9% cd	27 84.4% b	15 83.3% b	28 60.9% bc	39 81.3% ad	22 84.6% ad	9 56.3% bc	3 75.0%
Does not use channel partners	41 28.7%	11 26.2%	22 43.1% cd	5 15.6% b	3 16.7% b	18 39.1% bc	9 18.8% ad	4 15.4% ad	7 43.8% bc	1 25.0%

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



Topic 2: Customer Behavior and Channels

Will you use a channel or go directly to market?

N=143

	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
Uses channel partners	16 66.7%	5 83.3%	13 86.7% gk	5 100.0% g	1 100.0%	4 66.7%	1 25.0% cdo	2 100.0%	9 60.0%	1 33.3%	8 50.0% c	4 100.0%	15 75.0%	6 75.0%	11 84.6% g
Does not use channel partners	8 33.3%	1 16.7%	2 13.3% gk	0 0.0% g	0 0.0%	2 33.3%	3 75.0% cdo	0 0.0%	6 40.0%	2 66.7%	8 50.0% c	0 0.0%	5 25.0%	2 25.0%	2 15.4% g

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



Topic 2: Customer Behavior and Channels

Will you use a channel or go directly to market?

N=143

	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
Uses channel partners	7 58.3%	4 100.0%	18 78.3%	27 77.1%	12 66.7%	23 65.7%	9 69.2%	5 71.4%	6 85.7%	21 80.8%	13 72.2%	18 64.3%	11 68.8%	8 61.5%	20 74.1%
Does not use channel partners	5 41.7%	0 0.0%	5 21.7%	8 22.9%	6 33.3%	12 34.3%	4 30.8%	2 28.6%	1 14.3%	5 19.2%	5 27.8%	10 35.7%	5 31.3%	5 38.5%	7 25.9%

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



Topic 2: Customer Behavior and Channels

Which statements reflect how your channel strategy has changed over the last three years?

N=93

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
We increased the number of channels we use	69 74.2%	23 74.2%	19 67.9%	18 78.3%	9 81.8%	20 71.4%	24 75.0%	14 73.7%	8 72.7%	2 100.0%
We are using our social channels to sell products and services	42 45.2%	11 35.5%	10 35.7%	14 60.9%	7 63.6%	8 28.6% D	12 37.5% d	11 57.9%	9 81.8% Ab	1 50.0%
We added a direct-to-consumer/customer channel of any type	40 43.0%	13 41.9%	7 25.0% cd	13 56.5% b	7 63.6% b	7 25.0% B	20 62.5% Ad	9 47.4%	3 27.3% b	0 0.0%
We have returned to our pre- Covid face-to-face channels	39 41.9%	16 51.6%	10 35.7%	9 39.1%	4 36.4%	15 53.6%	14 43.8%	6 31.6%	4 36.4%	0 0.0%
We are opening new face-to-face channels	28 30.1%	12 38.7%	7 25.0%	7 30.4%	2 18.2%	9 32.1%	11 34.4%	5 26.3%	3 27.3%	0 0.0%
Our former face-to-face channels have all become digital	6 6.5%	1 3.2%	3 10.7%	1 4.3%	1 9.1%	1 3.6%	3 9.4%	1 5.3%	1 9.1%	0 0.0%
We have integrated gaming into our channels to sell	2 2.2%	1 3.2%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	1 3.1%	1 5.3%	0 0.0%	0 0.0%

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



Topic 2: Customer Behavior and Channels

Which statements reflect how your channel strategy has changed over the last three years?

	Total	Industry Sector														
		Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthca- re	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
We increased the number of channels we use	69 74.2%	16 80.0% k	5 100.0% k	9 75.0%	1 50.0%	1 100.0%	2 50.0%	1 50.0%	1 100.0%	8 80.0%	2 100.0%	2 33.3% ab	3 100.0%	10 76.9%	3 75.0%	5 62.5%
We are using our social channels to sell products and services	42 45.2%	8 40.0%	3 60.0%	5 41.7%	1 50.0%	0 0.0%	2 50.0%	1 50.0%	0 0.0%	3 30.0%	1 50.0%	3 50.0%	1 33.3%	5 38.5%	3 75.0%	6 75.0%
We added a direct-to-consumer/customer channel of any type	40 43.0%	5 25.0% dj	1 20.0%	7 58.3%	2 100.0% a	1 100.0%	1 25.0%	1 50.0%	1 100.0%	3 30.0%	2 100.0% a	2 33.3%	1 33.3%	6 46.2%	3 75.0%	4 50.0%
We have returned to our pre- Covid face-to-face channels	39 41.9%	9 45.0%	1 20.0%	4 33.3%	1 50.0%	1 100.0%	3 75.0%	0 0.0%	1 100.0%	7 70.0% m	0 0.0%	2 33.3%	1 33.3%	3 23.1% i	2 50.0%	4 50.0%
We are opening new face-to-face channels	28 30.1%	3 15.0% efkn	1 20.0%	4 33.3%	0 0.0%	1 100.0% a	3 75.0% ai	1 50.0%	0 0.0%	1 10.0% fkn	1 50.0%	4 66.7% ai	0 0.0%	4 30.8%	3 75.0% ai	2 25.0%
We have integrated gaming into our channels to sell	2 2.2%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%

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



Topic 2: Customer Behavior and Channels

Which statements reflect how your channel strategy has changed over the last three years?

N=93	Total	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 increased the number of channels we use	69 74.2%	5 55.6%	3 75.0%	12 75.0%	14 73.7%	9 90.0%	15 65.2%	9 90.0%	1 25.0% bfg	7 100.0% ac	9 50.0% bfg	9 75.0%	11 78.6%	11 91.7% ac	9 100.0% ac	11 68.8%
We are using our social channels to sell products and services	42 45.2%	6 66.7%	4 100.0% df	8 50.0%	7 36.8% b	5 50.0%	7 30.4% b	4 40.0%	3 75.0%	2 28.6%	10 55.6%	5 41.7%	8 57.1%	3 25.0%	5 55.6%	6 37.5%
We added a direct-to-consumer/customer channel of any type	40 43.0%	2 22.2%	3 75.0%	6 37.5%	5 26.3% g	5 50.0%	10 43.5%	7 70.0% d	1 25.0%	3 42.9%	6 33.3% h	2 16.7% H	6 42.9%	5 41.7%	5 55.6%	12 75.0% cD
We have returned to our pre- Covid face-to-face channels	39 41.9%	4 44.4%	2 50.0%	9 56.3% g	7 36.8%	2 20.0% f	14 60.9% eg	1 10.0% cf	3 75.0%	2 28.6%	7 38.9%	4 33.3%	8 57.1%	7 58.3%	3 33.3%	5 31.3%
We are opening new face-to-face channels	28 30.1%	5 55.6% f	2 50.0%	4 25.0%	7 36.8%	2 20.0%	4 17.4% a	4 40.0%	4 100.0% CeFgh	3 42.9%	4 22.2% A	5 41.7%	4 28.6% a	2 16.7% A	2 22.2% a	4 25.0% a
We have integrated gaming into our channels to sell	2 2.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 12.5%

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



Topic 3: Marketing Spending

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

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
Number		B2B	B2B	B2C	B2C	0%	1-10%	11-49%	50-99%	100%
Mean		Product	Services	Product	Services	A	B	C	D	E
SD		A	B	C	D	A	B	C	D	E
Percent of	66	20	22	16	8	23	23	12	6	2
budget	12.78	10.78	9.44	21.02	10.50	6.27	13.63	23.65	6.83	30.63
	14.89	14.81	11.78	17.53	13.41	6.03	15.93	18.21	7.19	29.17
			c	b		bCE	a	Ad	c	A

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



Topic 3: Marketing Spending

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

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 budget	13	2	8	1	0	3	2	1	4	3	5	3	10	3	8
	12.17	11.00	28.50	5.00	---	6.33	10.50	3.00	15.06	10.03	5.50	20.33	9.76	11.00	9.75
	14.87	12.73	21.29	---	---	3.21	13.44	---	24.30	9.95	2.74	19.50	14.81	3.61	8.65
			kmo								cn		c	k	c

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



Topic 3: Marketing Spending

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

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 budget	5	3	12	17	9	15	5	2	2	12	10	16	7	5	12
	4.60	19.67	17.38	11.74	15.00	9.58	14.95	30.00	10.50	22.38	4.28	13.26	15.00	6.00	8.69
	3.29	26.50	19.50	13.26	10.31	13.02	21.02	28.28	13.44	17.66	5.85	16.60	8.66	4.30	13.91
								d		Dh	aCF		D		c

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



Topic 3: Marketing Spending

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

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
Number		B2B	B2B	B2C	B2C	0%	1-10%	11-49%	50-99%	100%
Mean		Product	Services	Product	Services	A	B	C	D	E
SD		A	B	C	D	A	B	C	D	E
Percent of	64	17	22	16	9	23	21	12	6	2
revenues	5.21	2.68	5.63	7.75	4.45	3.41	6.00	5.38	3.33	22.18
	7.53	2.30	11.21	5.81	3.90	8.06	5.80	3.94	2.25	24.29
		C		A		e	e	e		abc

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



Topic 3: Marketing Spending

Marketing expenses account for what percent of your company'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 9.59 13.54	2 3.50 2.12	8 10.63 7.01 kMo	1 1.00 ---	0 --- ---	2 0.50 0.00	2 1.00 0.71	1 2.00 ---	4 3.25 2.87	2 0.50 0.70	5 2.50 1.58 c	2 8.00 5.66 M	10 1.81 1.48 CL	3 3.67 2.31	8 3.88 3.26 c

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



Topic 3: Marketing Spending

Marketing expenses account for what percent of your company'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	4	4	12	16	9	14	5	1	2	12	9	17	7	5	11
	3.13	6.00	7.15	3.50	5.01	6.45	3.90	8.00	25.18	8.78	1.95	4.15	4.93	4.00	2.46
	2.25	4.40	10.86	3.79	6.31	10.77	2.25	---	20.05	10.44	1.60	5.33	6.86	0.71	2.22
									DEfgH		Bg	B	b	bd	B

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



Topic 3: Marketing Spending

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

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Overall	69	20	23	17	9	25	22	14	6	2
marketing	4.52	3.91	0.84	4.06	16.16	4.72	-1.84	6.93	22.91	0.00
spending	20.55	24.35	21.10	11.46	22.43	17.03 d	21.81 d	20.77	24.21 ab	14.14
Digital	69	20	23	17	9	25	22	14	6	2
marketing	14.43	13.15	11.17	13.88	26.67	13.20	10.09	16.43	33.17	7.50
spending	27.95	28.45	31.48	16.01	35.71	31.25	26.10	21.43	36.23	10.61

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



Topic 3: Marketing Spending

By what percent has your 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	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
Overall marketing spending	14 6.07 20.28	2 5.00 63.64	9 2.50 11.59	1 0.00 ---	0 --- ---	3 15.67 12.10	2 7.50 10.61	1 -44.19 ---	4 -2.00 12.75	2 25.00 35.36	5 11.69 25.26	3 13.33 5.77	11 1.03 26.20	3 -6.67 23.09	8 5.63 9.80
Digital marketing spending	14 9.50 29.65	2 5.00 63.64	9 8.89 12.19	1 0.00 ---	0 --- ---	3 20.00 8.66	2 0.00 0.00	1 0.00 ---	4 14.50 29.00	2 25.00 35.36	5 21.00 38.79	3 18.33 25.66	11 25.91 42.47	3 16.67 30.55	8 13.75 14.08

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



Topic 3: Marketing Spending

By what percent has your 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	5 8.49 35.16	4 13.74 29.33	13 3.08 17.50	17 4.85 16.12	9 8.33 19.20	16 -1.15 20.06	5 7.09 28.56	2 6.25 26.52	3 13.33 5.77	13 15.84 26.16 h	10 -2.30 16.92	17 3.79 15.54	7 5.71 16.44	5 14.09 23.49	12 -8.20 20.64 c
Digital marketing spending	5 17.00 47.38	4 26.50 49.39	13 9.62 19.73	17 12.35 20.09	9 23.89 33.43	16 4.69 17.85 g	5 36.00 39.75 f	2 10.00 21.21	3 11.67 12.58	13 28.46 35.85	10 3.60 20.54	17 13.06 27.61	7 9.29 21.68	5 24.60 42.61	12 10.42 23.59

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



Topic 3: Marketing Spending

What percent of your marketing budget does your company currently spend on digital and non-digital marketing activities?

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
% digital	69	20	23	17	9	25	22	14	6	2
	48.70	39.75	47.17	53.53	63.33	42.80	40.23	55.36	74.17	92.50
	26.74	24.68	28.16	24.86	26.81	27.12	21.90	26.78	12.42	3.54
		d			a	de	DE		aB	aB
% non-digital	69	20	23	17	9	25	22	14	6	2
	51.30	60.25	52.83	46.47	36.67	57.20	59.77	44.64	25.83	7.50
	26.74	24.68	28.16	24.86	26.81	27.12	21.90	26.78	12.42	3.54
		d			a	de	DE		aB	aB

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



Topic 3: Marketing Spending

What percent of your marketing budget does your company currently spend on digital and non-digital marketing activities?

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
% digital	14	2	9	1	0	3	2	1	4	2	5	3	11	3	8
	42.50	85.00	36.11	80.00	---	10.00	50.00	65.00	67.50	65.00	39.00	56.67	42.73	61.67	60.00
	28.54	7.07	22.75	---	---	10.00	42.43	---	22.55	21.21	24.60	11.55	23.91	18.93	23.15
		cFm	bio			BljLmnO			cF	f		F	bf	f	cF
% non-digital	14	2	9	1	0	3	2	1	4	2	5	3	11	3	8
	57.50	15.00	63.89	20.00	---	90.00	50.00	35.00	32.50	35.00	61.00	43.33	57.27	38.33	40.00
	28.54	7.07	22.75	---	---	10.00	42.43	---	22.55	21.21	24.60	11.55	23.91	18.93	23.15
		cFm	bio			BljLmnO			cF	f		F	bf	f	cF

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



Topic 3: Marketing Spending

What percent of your marketing budget does your company currently spend on digital and non-digital marketing activities?

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
% digital	5	4	13	17	9	16	5	2	3	13	10	17	7	5	12
	49.00	40.00	56.92	49.41	37.78	46.25	59.00	15.00	26.67	51.54	48.50	47.35	54.29	46.00	56.67
	40.37	14.14	28.18	24.74	24.64	28.78	22.47	21.21	25.17	27.26	27.29	28.01	23.17	35.25	22.70
								h							a
% non-digital	5	4	13	17	9	16	5	2	3	13	10	17	7	5	12
	51.00	60.00	43.08	50.59	62.22	53.75	41.00	85.00	73.33	48.46	51.50	52.65	45.71	54.00	43.33
	40.37	14.14	28.18	24.74	24.64	28.78	22.47	21.21	25.17	27.26	27.29	28.01	23.17	35.25	22.70
								h							a

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



Topic 3: Marketing Spending

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

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Digital marketing spending	66	20	23	15	8	25	21	14	5	1
	12.76	14.60	8.43	13.00	20.13	7.96	14.24	17.22	20.60	0.00
	16.94	17.27	15.67	14.98	22.38	16.36	14.38	20.84	16.33	---
Brand building	59	19	19	14	7	22	19	13	4	1
	7.78	7.80	8.68	10.93	-1.00	4.45	5.74	12.93	22.27	-5.00
	14.56	16.07	9.26 d	18.64	12.23 b	10.57 D	15.81	15.65	16.77 A	---
New product introductions	61	19	20	14	8	23	19	13	5	1
	6.11	6.88	4.50	7.86	5.25	4.13	7.47	6.98	8.00	5.00
	8.97	9.43	7.76	9.55	10.58	6.68	9.41	12.47	7.58	---
Customer relationship management	60	19	20	14	7	23	19	13	4	1
	5.19	6.93	6.25	3.93	0.00	5.80	4.21	6.41	3.75	0.00
	7.18	8.82	6.46	6.56	0.00	6.64	7.12	9.17	4.79	---
Overall marketing spending	66	19	23	16	8	25	22	13	5	1
	5.19	6.87	2.69	5.00	8.75	4.40	2.77	8.58	12.00	0.00
	12.92	11.90	16.27	8.76	12.17	9.72	13.67	17.52	10.37	---
New service introductions	61	19	20	14	8	23	19	13	5	1
	4.85	7.03	2.75	3.21	7.77	3.48	6.69	5.28	3.00	5.00
	7.26	8.22	4.99	5.75	10.39	5.73	8.21	9.22	4.47	---
Traditional advertising spending	63	20	21	15	7	23	21	14	4	1
	2.45	4.80	2.62	0.49	-0.57	0.91	-0.48	7.37	12.50	-10.00
	13.20	15.18	10.44	15.33	10.98	8.48 d	9.99 d	20.71	13.23 ab	---

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



Topic 3: Marketing Spending

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

Number Mean SD	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
Digital marketing spending	14 11.72 16.52	2 2.50 31.82	9 12.22 11.76 k	1 2.00 ---	0 --- ---	3 29.67 22.38 ko	2 0.00 0.00	1 0.00 ---	4 18.25 21.27	2 25.00 35.36	5 -1.00 5.48 cfmn	3 13.33 23.09	11 19.91 17.89 k	3 23.33 15.28 ko	5 5.00 5.00 fn
Brand building	12 3.33 12.85	0 --- ---	8 8.25 20.22	1 2.00 ---	0 --- ---	2 17.50 10.61	2 10.00 14.14	1 0.00 ---	4 18.52 16.13	1 39.07 ---	5 5.00 5.00	3 -7.68 13.30	11 6.36 15.02	3 20.00 0.00	5 10.20 11.52
New product introductions	13 4.23 8.86 i	1 10.00 ---	8 6.25 7.44	1 0.00 ---	0 --- ---	2 12.50 10.61 o	2 0.00 0.00	1 0.00 ---	4 17.50 10.41 almO	1 35.68 ---	5 7.00 9.75	3 0.67 1.15 i	11 5.91 6.64 i	3 6.67 11.55	5 1.00 2.24 fl
Customer relationship management	13 3.08 4.35 F	0 --- ---	8 2.50 7.07 f	1 0.00 ---	0 --- ---	2 16.65 9.40 Aco	2 10.00 14.14	1 0.00 ---	4 8.75 8.54	1 23.30 ---	5 5.00 7.07	3 5.00 8.66	11 6.82 7.17	3 3.33 5.77	5 3.00 4.47 f
Overall marketing spending	14 4.64 9.09 n	2 2.50 31.82	9 5.56 8.82	1 10.00 ---	0 --- ---	2 15.00 7.07 k	2 7.50 10.61	1 -20.00 ---	4 8.75 2.50 k	2 20.29 28.69	5 -1.00 5.48 fi	3 3.33 15.28	11 0.63 17.20	3 20.00 20.00 a	6 6.67 7.53
New service introductions	13 5.17 8.50	1 10.00 ---	8 1.88 3.72 i	1 0.00 ---	0 --- ---	2 10.00 14.14	2 10.00 14.14	1 0.00 ---	4 12.50 8.66 cko	1 23.59 ---	5 2.00 2.74 i	3 1.67 2.89	11 5.45 6.50	3 3.33 5.77	5 1.00 2.24 i
Traditional advertising spending	14 0.71 8.05	0 --- ---	9 -0.30 16.75	1 0.00 ---	0 --- ---	3 10.99 28.14	2 0.00 0.00	1 0.00 ---	4 2.50 10.41	1 42.96 ---	5 8.00 13.04	3 -1.67 12.58	11 0.91 11.36	3 -6.67 11.55	5 7.20 12.91

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



Topic 3: Marketing Spending

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

Number Mean SD	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	5 8.80 27.52	4 21.25 6.29	12 12.58 17.62	17 11.12 17.84	9 20.56 15.09	14 9.14 12.23	5 12.00 22.80	2 37.01 24.05 ceg	3 5.00 8.66	12 10.00 12.79 a	10 15.30 23.89	16 9.81 14.23 a	6 24.17 16.25 g	5 5.60 8.76 af	12 12.50 18.15
Brand building	3 8.33 14.43	4 18.75 13.15 d	12 6.42 10.16	15 2.86 13.32 b	9 14.24 15.73	11 8.28 17.69	5 4.00 18.17	1 20.00 ---	3 8.33 14.43	10 1.50 4.12	9 9.00 15.30	14 10.22 15.63	6 8.51 22.13	5 6.81 18.84	11 8.18 14.71
New product introductions	3 8.33 10.41	4 2.50 2.89	12 4.33 6.93 g	16 5.63 6.55 G	9 5.08 11.94	12 5.00 8.26 g	5 18.00 13.04 cDf	1 0.00 ---	3 0.00 0.00	12 6.00 6.55	9 5.00 7.07	14 6.12 10.74	6 6.67 8.16	5 7.00 13.04	11 8.64 10.98
Customer relationship management	3 7.77 13.45	4 3.75 4.79	12 4.58 7.22	15 4.67 7.19	9 8.70 9.26	12 5.00 5.64	5 2.00 4.47	1 0.00 ---	3 3.33 5.77 f	11 1.82 3.37 dF	9 8.33 8.29 c	14 5.47 9.47	6 12.50 4.18 bCH	5 5.00 7.07	11 2.73 4.67 F
Overall marketing spending	4 -2.50 12.58	4 10.00 4.08 g	13 6.61 14.15	17 7.65 11.74	9 11.18 14.88	14 0.07 13.57	5 -1.00 7.42 b	1 10.00 ---	3 6.67 7.64	13 8.08 7.78 h	10 1.59 15.79	16 8.79 12.68 h	6 14.17 17.44 h	5 0.00 7.07	12 -2.84 12.70 cef
New service introductions	3 6.67 11.55	4 2.50 2.89	12 1.67 3.26 dG	16 7.10 7.96 c	9 3.73 7.76	12 3.33 6.15 g	5 11.72 9.94 Cf	1 0.00 ---	3 0.00 0.00	12 2.50 3.37 d	9 9.29 8.88 c	14 5.26 8.18	6 1.67 4.08	5 5.72 10.22	11 6.36 7.78
Traditional advertising spending	4 18.24 21.71 cdfg	4 10.00 9.13 g	12 0.42 11.37 a	15 -1.11 12.40 a	9 5.88 18.14	14 2.86 6.42 aG	5 -8.00 8.37 abF	2 31.48 16.23 cDFgH	3 5.00 8.66	11 2.73 11.70 a	9 2.89 8.30 A	15 4.35 18.77	6 -3.33 8.16 A	5 1.00 8.94 a	12 -2.50 7.54 A

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



Topic 4: Managing Brand

What type of brand does your company have?

N=108	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Mainly a single corporate brand only	61 56.5%	21 63.6%	24 64.9%	11 44.0%	5 38.5%	26 74.3% c	19 52.8%	8 42.1% a	6 46.2%	2 50.0%
A set of brands that represent different offerings and/or divisions	24 22.2%	4 12.1% c	6 16.2% c	10 40.0% ab	4 30.8%	3 8.6% cd	9 25.0%	6 31.6% a	5 38.5% a	0 0.0%
A mix of both types of brands	23 21.3%	8 24.2%	7 18.9%	4 16.0%	4 30.8%	6 17.1%	8 22.2%	5 26.3%	2 15.4%	2 50.0%

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



Topic 4: Managing Brand

What type of brand does your company have?

N=108

	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
Mainly a single corporate brand only	9 42.9%	2 50.0%	8 61.5%	0 0.0%	0 0.0%	3 75.0%	1 33.3%	1 100.0%	7 63.6%	1 33.3%	7 77.8%	3 100.0%	11 61.1%	1 20.0%	6 54.5%
A set of brands that represent different offerings and/ or divisions	5 23.8%	2 50.0%	5 38.5%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	1 9.1%	1 33.3%	1 11.1%	0 0.0%	3 16.7%	2 40.0%	3 27.3%
A mix of both types of brands	7 33.3% c	0 0.0%	0 0.0% aDgjn	1 100.0% C	0 0.0%	1 25.0%	1 33.3% c	0 0.0%	3 27.3%	1 33.3% c	1 11.1%	0 0.0%	4 22.2%	2 40.0% c	2 18.2%

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



Topic 4: Managing Brand

What type of brand does your company have?

N=108

	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
Mainly a single corporate brand only	7 63.6%	3 75.0%	12 66.7%	12 46.2%	7 50.0%	16 66.7%	3 30.0%	4 66.7%	5 83.3%	13 68.4%	6 37.5%	12 63.2%	5 41.7%	6 66.7%	9 45.0%
A set of brands that represent different offerings and/or divisions	2 18.2%	0 0.0%	1 5.6% eg	6 23.1%	6 42.9% c	5 20.8%	4 40.0% c	1 16.7%	1 16.7%	5 26.3%	2 12.5%	4 21.1%	4 33.3%	0 0.0%	7 35.0%
A mix of both types of brands	2 18.2%	1 25.0%	5 27.8%	8 30.8%	1 7.1%	3 12.5%	3 30.0%	1 16.7%	0 0.0% d	1 5.3% D	8 50.0% bCe	3 15.8% d	3 25.0%	3 33.3%	4 20.0%

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



Topic 4: Managing Brand

Which level of the market best describes this brand?

N=108	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Luxury	12 11.1%	0 0.0% CD	1 2.7% Cd	8 32.0% AB	3 23.1% Ab	0 0.0% bCd	5 13.9% a	5 26.3% A	2 15.4% a	0 0.0%
Super premium	11 10.2%	6 18.2%	2 5.4%	3 12.0%	0 0.0%	5 14.3%	4 11.1%	2 10.5%	0 0.0%	0 0.0%
Premium	50 46.3%	16 48.5%	20 54.1%	11 44.0%	3 23.1%	18 51.4%	14 38.9%	8 42.1%	7 53.8%	2 50.0%
Standard	30 27.8%	10 30.3% c	14 37.8% c	2 8.0% ab	4 30.8%	9 25.7%	12 33.3%	4 21.1%	3 23.1%	2 50.0%
Value	5 4.6%	1 3.0% d	0 0.0% D	1 4.0%	3 23.1% aB	3 8.6%	1 2.8%	0 0.0%	1 7.7%	0 0.0%

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



Topic 4: Managing Brand

Which level of the market best describes this brand?

N=108

	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
Luxury	1 4.8% nO	0 0.0%	3 23.1% m	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% no	0 0.0%	0 0.0% o	1 33.3% m	0 0.0% clnO	2 40.0% aim	5 45.5% AikM
Super premium	2 9.5% h	0 0.0%	3 23.1% m	0 0.0%	0 0.0%	1 25.0% m	0 0.0%	1 100.0% aMO	2 18.2%	0 0.0%	1 11.1%	1 33.3% m	0 0.0% cfHl	0 0.0%	0 0.0% H
Premium	7 33.3% iM	2 50.0%	3 23.1% iM	1 100.0%	0 0.0%	2 50.0%	2 66.7%	0 0.0%	8 72.7% acjl	0 0.0% im	5 55.6%	0 0.0% im	14 77.8% ACjlo	2 40.0%	4 36.4% m
Standard	11 52.4% Ino	2 50.0% i	3 23.1% j	0 0.0%	0 0.0%	1 25.0%	1 33.3%	0 0.0%	0 0.0% AbJ	3 100.0% clmnO	3 33.3%	1 33.3%	4 22.2% j	0 0.0% aj	1 9.1% aJ
Value	0 0.0% n	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0% a	1 9.1%

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



Topic 4: Managing Brand

Which level of the market best describes this brand?

N=108

	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
Luxury	0 0.0%	0 0.0%	3 16.7%	4 15.4%	1 7.1%	3 12.5%	1 10.0%	0 0.0%	0 0.0%	4 21.1%	1 6.3%	3 15.8%	1 8.3%	0 0.0%	3 15.0%
Super premium	1 9.1%	2 50.0% Cdeg	0 0.0% Bf	2 7.7% b	0 0.0% b	5 20.8% c	0 0.0% b	2 33.3% cd	2 33.3% cd	0 0.0% ab	0 0.0% ab	3 15.8%	1 8.3%	0 0.0%	3 15.0%
Premium	7 63.6%	2 50.0%	11 61.1%	11 42.3%	4 28.6%	10 41.7%	5 50.0%	4 66.7%	2 33.3%	11 57.9%	7 43.8%	5 26.3% f	8 66.7% e	3 33.3%	10 50.0%
Standard	3 27.3%	0 0.0%	3 16.7% e	7 26.9%	8 57.1% cf	5 20.8% e	4 40.0%	0 0.0% g	2 33.3%	4 21.1%	7 43.8%	6 31.6%	2 16.7%	5 55.6% ah	3 15.0% g
Value	0 0.0%	0 0.0%	1 5.6%	2 7.7%	1 7.1%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	2 10.5%	0 0.0%	1 11.1%	1 5.0%

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



Topic 4: Managing Brand

How broad is the range of distinct types of offerings (products or services) you sell under this brand name?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
How broad is the range of distinct types of offerings (products or services) you sell under this brand name?										
1=Very narrow range	3 2.8%	1 3.0%	1 2.8%	1 4.0%	0 0.0%	1 2.9%	1 2.9%	1 5.3%	0 0.0%	0 0.0%
2	18 16.8%	8 24.2% c	6 16.7% c	0 0.0% abD	4 30.8% C	9 25.7% b	2 5.7% a	4 21.1%	3 23.1%	0 0.0%
3	18 16.8%	5 15.2%	7 19.4%	4 16.0%	2 15.4%	6 17.1%	3 8.6% e	3 15.8%	3 23.1%	2 50.0% b
4	12 11.2%	3 9.1%	4 11.1%	5 20.0%	0 0.0%	6 17.1%	3 8.6%	1 5.3%	1 7.7%	1 25.0%
5	22 20.6%	4 12.1%	8 22.2%	6 24.0%	4 30.8%	6 17.1%	8 22.9%	4 21.1%	4 30.8%	0 0.0%
6	13 12.1%	2 6.1%	4 11.1%	6 24.0%	1 7.7%	3 8.6%	7 20.0%	2 10.5%	0 0.0%	1 25.0%
7=Very broad range	21 19.6%	10 30.3%	6 16.7%	3 12.0%	2 15.4%	4 11.4% b	11 31.4% a	4 21.1%	2 15.4%	0 0.0%
Mean	4.45	4.42	4.33	4.80	4.15	3.91 B	5.29 Ad	4.32	4.08 b	4.00

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



Topic 4: Managing Brand

How broad is the range of distinct types of offerings (products or services) you sell under this brand name?

	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=Very narrow range	0 0.0% f	0 0.0%	1 7.7%	0 0.0%	0 0.0%	1 25.0% a	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%
2	6 28.6%	1 33.3%	1 7.7%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	2 22.2%	1 33.3%	3 16.7%	1 20.0%	1 9.1%
3	3 14.3% g	1 33.3%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	2 66.7% ak	0 0.0%	1 9.1%	0 0.0%	0 0.0% g	0 0.0%	4 22.2%	0 0.0%	4 36.4%
4	5 23.8%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 5.6%	1 20.0%	2 18.2%
5	4 19.0%	1 33.3%	1 7.7% d	1 100.0% co	0 0.0%	1 25.0%	1 33.3%	0 0.0%	4 36.4%	0 0.0%	3 33.3%	1 33.3%	4 22.2%	0 0.0%	1 9.1% d
6	0 0.0% CJkn	0 0.0%	5 38.5% AM	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	2 66.7% AM	2 22.2% am	0 0.0%	0 0.0% CJk	1 20.0% a	2 18.2%
7=Very broad range	3 14.3% h	0 0.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0% ao	4 36.4%	1 33.3%	2 22.2%	0 0.0%	5 27.8%	2 40.0%	1 9.1% h
Mean	3.90 ij	3.33 j	4.77	5.00	---	3.00 ij	3.67 j	7.00	5.36 af	6.33 abfglo	5.00	3.67 j	4.33	5.20	4.18 j

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



Topic 4: Managing Brand

How broad is the range of distinct types of offerings (products or services) you sell under this brand name?

	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 narrow range	1 9.1%	0 0.0%	1 5.6%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%
2	2 18.2%	1 25.0%	1 5.6%	5 19.2%	3 21.4%	6 26.1%	0 0.0%	1 16.7%	2 33.3%	5 26.3%	2 12.5%	4 21.1%	1 8.3%	0 0.0%	3 15.0%
3	3 27.3%	0 0.0%	5 27.8%	4 15.4%	0 0.0%	5 21.7%	1 10.0%	2 33.3%	2 33.3%	2 10.5%	5 31.3%	3 15.8%	1 8.3%	1 12.5%	2 10.0%
4	2 18.2%	1 25.0%	1 5.6%	3 11.5%	3 21.4%	1 4.3%	1 10.0%	1 16.7%	1 16.7%	2 10.5%	0 0.0%	4 21.1%	2 16.7%	0 0.0%	1 5.0%
5	2 18.2%	1 25.0%	5 27.8%	4 15.4%	3 21.4%	4 17.4%	3 30.0%	0 0.0%	0 0.0%	4 21.1%	4 25.0%	4 21.1%	3 25.0%	3 37.5%	4 20.0%
6	0 0.0%	0 0.0%	2 11.1%	6 23.1%	2 14.3%	2 8.7%	1 10.0%	0 0.0%	0 0.0%	3 15.8%	4 25.0%	2 10.5%	1 8.3%	1 12.5%	2 10.0%
7=Very broad range	1 9.1%	1 25.0%	3 16.7%	4 15.4%	2 14.3%	5 21.7%	4 40.0%	1 16.7%	1 16.7%	2 10.5%	1 6.3%	2 10.5%	3 25.0%	3 37.5%	8 40.0%
Mean	3.55 G	4.50	4.44	4.54	4.29	4.26	5.60 A	3.33 gh	3.50 g	4.05 g	4.38	4.16 g	4.67	5.63 abce	5.20 a

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



Topic 4: Managing Brand

How far is this brand stretched across different customer segments?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Very narrow range	5 4.7%	3 9.1%	1 2.8%	1 4.0%	0 0.0%	2 5.7%	3 8.6%	0 0.0%	0 0.0%	0 0.0%
2	9 8.4%	1 3.0%	5 13.9%	3 12.0%	0 0.0%	3 8.6%	2 5.7%	2 10.5%	1 7.7%	1 25.0%
3	21 19.6%	9 27.3%	5 13.9%	4 16.0%	3 23.1%	8 22.9%	6 17.1%	5 26.3%	1 7.7%	1 25.0%
4	19 17.8%	5 15.2%	4 11.1% c	8 32.0% b	2 15.4%	5 14.3%	7 20.0%	5 26.3%	1 7.7%	1 25.0%
5	24 22.4%	4 12.1% B	15 41.7% AC	2 8.0% B	3 23.1%	9 25.7%	7 20.0%	1 5.3% d	5 38.5% c	1 25.0%
6	12 11.2%	4 12.1%	2 5.6%	3 12.0%	3 23.1%	5 14.3%	2 5.7%	3 15.8%	2 15.4%	0 0.0%
7=Very broad range	17 15.9%	7 21.2%	4 11.1%	4 16.0%	2 15.4%	3 8.6%	8 22.9%	3 15.8%	3 23.1%	0 0.0%
Mean	4.42	4.39	4.36	4.28	4.92	4.23	4.46	4.37	5.15	3.50

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



Topic 4: Managing Brand

How far is this brand stretched across different customer segments?

	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 narrow range	0 0.0% cf	0 0.0%	3 23.1% a	0 0.0%	0 0.0%	1 25.0% a	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%
2	3 14.3%	0 0.0%	0 0.0% n	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0% n	0 0.0%	0 0.0%	0 0.0%	1 5.6%	2 40.0% ci	2 18.2%
3	5 23.8%	0 0.0%	2 15.4%	0 0.0%	0 0.0%	2 50.0% i	2 66.7% im	0 0.0%	0 0.0% fglo	0 0.0%	1 11.1%	2 66.7% im	2 11.1% gl	1 20.0%	4 36.4% i
4	3 14.3% h	1 33.3%	3 23.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0% ai	1 9.1% h	1 33.3%	1 11.1%	1 33.3%	3 16.7%	0 0.0%	4 36.4%
5	6 28.6%	1 33.3%	1 7.7% k	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 27.3%	1 33.3%	5 55.6% co	0 0.0%	6 33.3%	0 0.0%	1 9.1% k
6	0 0.0% bDm	1 33.3% a	2 15.4%	1 100.0% AO	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 18.2%	0 0.0%	1 11.1%	0 0.0%	4 22.2% a	0 0.0%	0 0.0% D
7=Very broad range	4 19.0%	0 0.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	5 45.5% mo	1 33.3%	1 11.1%	0 0.0%	1 5.6% i	2 40.0% o	0 0.0% in
Mean	4.33 fl	5.00 fo	4.00 i	6.00	---	2.25 abljKm	4.33	4.00	6.00 AcFLmO	5.33 fo	5.00 FIO	3.33 lk	4.56 fio	4.20	3.36 bljKm

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



Topic 4: Managing Brand

How far is this brand stretched across different customer segments?

	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 narrow range	1 9.1%	1 25.0% cd	0 0.0% b	0 0.0% b	1 7.1%	2 8.7%	0 0.0%	1 16.7%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	2 10.0%
2	1 9.1%	0 0.0%	2 11.1%	1 3.8%	0 0.0%	4 17.4%	1 10.0%	0 0.0%	1 16.7%	2 10.5%	1 6.3%	1 5.3%	3 25.0%	0 0.0%	1 5.0%
3	2 18.2%	1 25.0%	5 27.8% e	10 38.5% ef	0 0.0% cd	2 8.7% d	1 10.0%	3 50.0% fg	2 33.3% f	6 31.6% f	3 18.8%	4 21.1%	0 0.0% abc	0 0.0% a	3 15.0%
4	1 9.1%	1 25.0%	4 22.2%	3 11.5%	4 28.6%	5 21.7%	1 10.0%	1 16.7%	1 16.7%	4 21.1%	3 18.8%	3 15.8%	2 16.7%	1 12.5%	3 15.0%
5	3 27.3%	0 0.0%	4 22.2%	4 15.4%	5 35.7%	5 21.7%	3 30.0%	1 16.7%	0 0.0%	2 10.5% g	6 37.5%	3 15.8%	4 33.3%	4 50.0% c	4 20.0%
6	0 0.0%	0 0.0%	2 11.1%	5 19.2%	2 14.3%	1 4.3%	2 20.0%	0 0.0%	0 0.0%	2 10.5%	1 6.3%	5 26.3%	1 8.3%	1 12.5%	2 10.0%
7=Very broad range	3 27.3%	1 25.0%	1 5.6%	3 11.5%	2 14.3%	4 17.4%	2 20.0%	0 0.0%	2 33.3%	2 10.5%	2 12.5%	3 15.8%	1 8.3%	2 25.0%	5 25.0%
Mean	4.45	3.75	4.11	4.42	4.86	4.13	5.00	3.17 deG	4.33	3.95 g	4.56 a	4.84 a	4.00	5.50 Ac	4.60

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



Topic 4: Managing Brand

How far is this brand stretched across price-quality levels?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Very narrow range	10 9.4%	6 18.2% c	4 11.1%	0 0.0% a	0 0.0%	5 14.7%	2 5.7%	2 10.5%	1 7.7%	0 0.0%
2	27 25.5%	4 12.1% b	14 38.9% a	5 20.0%	4 33.3%	13 38.2%	6 17.1%	4 21.1%	4 30.8%	0 0.0%
3	28 26.4%	10 30.3%	11 30.6%	6 24.0%	1 8.3%	10 29.4%	11 31.4%	3 15.8%	3 23.1%	1 25.0%
4	9 8.5%	3 9.1%	3 8.3%	2 8.0%	1 8.3%	2 5.9%	3 8.6%	3 15.8%	1 7.7%	0 0.0%
5	23 21.7%	9 27.3% b	3 8.3% ad	6 24.0%	5 41.7% b	4 11.8% E	9 25.7%	3 15.8% e	3 23.1%	3 75.0% Ac
6	3 2.8%	0 0.0%	0 0.0%	2 8.0%	1 8.3%	0 0.0%	1 2.9%	1 5.3%	1 7.7%	0 0.0%
7=Very broad range	6 5.7%	1 3.0%	1 2.8%	4 16.0%	0 0.0%	0 0.0% c	3 8.6%	3 15.8% a	0 0.0%	0 0.0%
Mean	3.39	3.27 c	2.75 Cd	4.24 aB	3.83 b	2.62 BCE	3.74 A	3.84 A	3.31	4.50 A

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



Topic 4: Managing Brand

How far is this brand stretched across price-quality levels?

	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 narrow range	3 14.3%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	4 22.2%	0 0.0%	0 0.0%
2	7 33.3% c	0 0.0%	0 0.0% afgHkno	0 0.0%	0 0.0%	2 50.0% c	1 33.3% c	1 100.0% C	2 18.2%	0 0.0%	4 44.4% c	0 0.0%	4 22.2%	2 40.0% c	4 36.4% c
3	5 23.8% l	1 33.3%	3 23.1% l	0 0.0%	0 0.0%	0 0.0% l	2 66.7%	0 0.0%	2 18.2% l	1 33.3%	3 33.3%	3 100.0% acfimno	5 27.8% l	0 0.0% l	3 27.3% l
4	1 4.8% D	0 0.0%	0 0.0% Dj	1 100.0% ACiko	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1% d	1 33.3% c	0 0.0% d	0 0.0%	3 16.7%	1 20.0%	1 9.1% d
5	3 14.3% b	2 66.7% am	5 38.5%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	5 45.5% m	0 0.0%	1 11.1%	0 0.0%	2 11.1% bi	1 20.0%	3 27.3%
6	1 4.8%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
7=Very broad range	1 4.8%	0 0.0%	3 23.1% m	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3% m	0 0.0%	0 0.0%	0 0.0% cj	1 20.0%	0 0.0%
Mean	3.05 C	4.33 k	4.77 AfKMo	4.00	---	2.50 c	2.67	2.00	4.09 km	4.67 km	2.56 bCij	3.00	2.72 Cij	4.00	3.27 c

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



Topic 4: Managing Brand

How far is this brand stretched across price-quality levels?

	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 narrow range	2 18.2%	1 25.0%	2 11.8%	1 3.8%	0 0.0%	4 17.4%	0 0.0%	1 16.7%	1 16.7%	4 21.1% e	2 12.5%	0 0.0% c	0 0.0%	0 0.0%	2 10.0%
2	2 18.2%	0 0.0%	5 29.4%	6 23.1%	5 35.7%	7 30.4%	2 20.0%	1 16.7%	1 16.7%	1 5.3% fh	5 31.3%	5 27.8%	4 33.3% c	1 12.5%	8 40.0% c
3	4 36.4%	0 0.0%	4 23.5%	6 23.1%	4 28.6%	7 30.4%	2 20.0%	2 33.3%	3 50.0%	6 31.6%	4 25.0%	4 22.2%	2 16.7%	3 37.5%	4 20.0%
4	0 0.0%	1 25.0% f	4 23.5% f	3 11.5%	0 0.0%	0 0.0% bc	1 10.0%	0 0.0%	0 0.0%	2 10.5%	3 18.8%	2 11.1%	1 8.3%	0 0.0%	1 5.0%
5	2 18.2%	2 50.0% c	1 5.9% b	7 26.9%	3 21.4%	5 21.7%	3 30.0%	2 33.3%	1 16.7%	3 15.8%	2 12.5%	6 33.3%	4 33.3%	2 25.0%	3 15.0%
6	0 0.0%	0 0.0%	0 0.0%	1 3.8%	0 0.0%	0 0.0% g	2 20.0% f	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 10.0%
7=Very broad range	1 9.1%	0 0.0%	1 5.9%	2 7.7%	2 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 10.5%	0 0.0% g	1 5.6%	1 8.3%	2 25.0% dh	0 0.0% g
Mean	3.18	3.75	3.06	3.77 f	3.64	2.78 dg	4.10 f	3.17	2.83	3.53	2.88 g	3.72	3.75	4.38 d	3.05

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



Topic 4: Managing Brand

Indicate the percentage of your overall budget spent on long-term brand building relative to short-term performance: Current

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
0%	2 1.9%	0 0.0%	2 5.7%	0 0.0%	0 0.0%	1 3.2%	1 2.8%	0 0.0%	0 0.0%	0 0.0%
10%	17 16.5%	5 16.1%	5 14.3%	3 12.0%	4 33.3%	2 6.5% bd	9 25.0% a	2 10.5%	4 30.8% a	0 0.0%
20%	11 10.7%	4 12.9%	5 14.3%	2 8.0%	0 0.0%	6 19.4%	3 8.3%	1 5.3%	1 7.7%	0 0.0%
30%	13 12.6%	3 9.7%	4 11.4%	6 24.0%	0 0.0%	4 12.9%	2 5.6% c	5 26.3% b	0 0.0% e	1 33.3% d
40%	11 10.7%	3 9.7%	5 14.3%	1 4.0%	2 16.7%	4 12.9%	6 16.7%	0 0.0%	1 7.7%	0 0.0%
50%	12 11.7%	3 9.7%	3 8.6%	5 20.0%	1 8.3%	3 9.7%	3 8.3%	3 15.8%	3 23.1%	0 0.0%
60%	10 9.7%	4 12.9%	1 2.9% d	2 8.0%	3 25.0% b	2 6.5%	4 11.1%	2 10.5%	2 15.4%	0 0.0%
70%	13 12.6%	4 12.9%	5 14.3%	3 12.0%	1 8.3%	6 19.4%	3 8.3%	3 15.8%	1 7.7%	0 0.0%
80%	9 8.7%	3 9.7%	3 8.6%	3 12.0%	0 0.0%	1 3.2% E	2 5.6% E	3 15.8%	1 7.7% e	2 66.7% ABd
90%	3 2.9%	2 6.5%	1 2.9%	0 0.0%	0 0.0%	0 0.0%	3 8.3%	0 0.0%	0 0.0%	0 0.0%
100%	2 1.9%	0 0.0%	1 2.9%	0 0.0%	1 8.3%	2 6.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	43.88	46.13	41.71	44.40	43.33	44.84	41.11	47.89	40.00	63.33

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



Topic 4: Managing Brand

Indicate the percentage of your overall budget spent on long-term brand building relative to short-term performance: Current

N=103

	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	Manufactur- ing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
0%	1 5.3%	0 0.0%	0 0.0% j	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3% cm	0 0.0%	0 0.0%	0 0.0% j	0 0.0%	0 0.0%
10%	4 21.1%	1 25.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	1 33.3%	2 22.2%	1 33.3%	4 23.5%	0 0.0%	2 20.0%
20%	1 5.3% G	0 0.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	2 66.7% Amo	0 0.0%	1 10.0%	0 0.0%	3 33.3%	0 0.0%	2 11.8% g	0 0.0%	0 0.0% g
30%	1 5.3% o	1 25.0%	3 23.1%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	1 11.1%	0 0.0%	1 5.9% o	0 0.0%	4 40.0% am
40%	2 10.5% h	1 25.0%	1 7.7% h	0 0.0%	0 0.0%	1 25.0%	1 33.3%	1 100.0% ackmO	1 10.0%	0 0.0%	0 0.0% h	1 33.3%	2 11.8% h	0 0.0%	0 0.0% H
50%	2 10.5%	1 25.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 22.2%	1 33.3%	1 5.9%	1 20.0%	2 20.0%
60%	1 5.3% Dn	0 0.0%	1 7.7% d	1 100.0% AcmO	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	1 33.3%	1 11.1%	0 0.0%	2 11.8% d	2 40.0% a	0 0.0% D
70%	4 21.1%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	2 50.0% k	0 0.0%	0 0.0%	3 30.0%	0 0.0%	0 0.0% f	0 0.0%	2 11.8%	0 0.0%	1 10.0%
80%	2 10.5%	0 0.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	2 40.0%	1 10.0%
90%	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 10.0%	0 0.0%	0 0.0%	0 0.0%	2 11.8%	0 0.0%	0 0.0%
100%	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%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	45.79 n	32.50 n	43.85	60.00	---	52.50	26.67 N	40.00	54.00 k	23.33 n	30.00 iN	33.33 n	44.71	66.00 bGjKlo	39.00 n

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



Topic 4: Managing Brand

Indicate the percentage of your overall budget spent on long-term brand building relative to short-term performance: Current

N=103

	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
0%	1 9.1%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	1 11.1%	0 0.0%
10%	0 0.0%	1 25.0%	3 17.6%	2 8.0%	3 25.0%	6 26.1%	2 20.0%	0 0.0%	0 0.0%	2 10.5%	5 35.7%	3 16.7%	2 16.7%	1 11.1%	4 21.1%
20%	0 0.0%	1 25.0%	3 17.6%	3 12.0%	2 16.7%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	4 28.6%	2 11.1%	1 8.3%	1 11.1%	2 10.5%
30%	3 27.3%	1 25.0%	1 5.9%	4 16.0%	2 16.7%	2 8.7%	0 0.0%	3 50.0% cdh	0 0.0%	2 10.5% a	1 7.1% a	3 16.7%	1 8.3%	1 11.1%	2 10.5% a
40%	1 9.1%	0 0.0%	3 17.6%	1 4.0%	1 8.3%	4 17.4%	1 10.0%	1 16.7%	1 16.7%	3 15.8%	0 0.0%	1 5.6%	2 16.7%	2 22.2%	1 5.3%
50%	1 9.1%	1 25.0%	2 11.8%	3 12.0%	1 8.3%	2 8.7%	2 20.0%	1 16.7%	2 33.3% e	3 15.8%	1 7.1%	0 0.0% b	2 16.7%	0 0.0%	3 15.8%
60%	1 9.1%	0 0.0%	1 5.9%	4 16.0%	1 8.3%	1 4.3%	2 20.0%	0 0.0%	0 0.0%	2 10.5%	2 14.3%	3 16.7%	0 0.0%	0 0.0%	3 15.8%
70%	2 18.2% f	0 0.0%	1 5.9%	4 16.0%	2 16.7%	0 0.0% aG	3 30.0% F	1 16.7%	1 16.7%	2 10.5%	1 7.1%	3 16.7%	2 16.7%	1 11.1%	2 10.5%
80%	1 9.1%	0 0.0%	2 11.8%	2 8.0%	0 0.0%	4 17.4%	0 0.0%	0 0.0%	1 16.7%	3 15.8%	0 0.0%	0 0.0% g	2 16.7%	2 22.2% e	1 5.3%
90%	1 9.1%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	1 5.3%
100%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%
Mean	50.00	27.50	42.94	46.40	35.00	43.04	49.00	41.67	63.33 D	51.05 d	28.57 Bc	43.33	45.83	41.11	43.16

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



Topic 4: Managing Brand

Indicate the percentage of your overall budget spent on long-term brand building relative to short-term performance: Ideal

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
10%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
20%	2 1.9%	0 0.0%	2 5.6%	0 0.0%	0 0.0%	0 0.0% E	1 2.8% e	0 0.0% e	0 0.0%	1 33.3% Abc
30%	14 13.5%	6 18.8%	4 11.1%	2 8.0%	2 18.2%	5 14.7%	6 16.7%	2 11.1%	1 8.3%	0 0.0%
40%	15 14.4%	3 9.4%	4 11.1%	6 24.0%	2 18.2%	4 11.8%	8 22.2%	2 11.1%	1 8.3%	0 0.0%
50%	29 27.9%	10 31.3%	10 27.8%	4 16.0%	5 45.5%	10 29.4%	9 25.0%	3 16.7%	6 50.0%	1 33.3%
60%	22 21.2%	6 18.8%	8 22.2%	8 32.0% d	0 0.0% c	5 14.7%	7 19.4%	6 33.3%	2 16.7%	1 33.3%
70%	10 9.6%	3 9.4%	3 8.3%	3 12.0%	1 9.1%	3 8.8%	3 8.3%	3 16.7%	1 8.3%	0 0.0%
80%	10 9.6%	3 9.4%	4 11.1%	2 8.0%	1 9.1%	5 14.7%	2 5.6%	2 11.1%	1 8.3%	0 0.0%
90%	1 1.0%	1 3.1%	0 0.0%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
100%	1 1.0%	0 0.0%	1 2.8%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	53.08	53.13	53.61	54.00	49.09	56.18	48.89	56.67	53.33	43.33

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



Topic 4: Managing Brand

Indicate the percentage of your overall budget spent on long-term brand building relative to short-term performance: Ideal

N=104

	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	Manufactur- ing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
10%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
20%	2 9.5%	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%	0 0.0%	0 0.0%
30%	2 9.5%	0 0.0%	0 0.0% f	0 0.0%	0 0.0%	2 50.0% c	0 0.0%	0 0.0%	1 9.1%	0 0.0%	2 22.2%	0 0.0%	4 23.5%	1 25.0%	2 20.0%
40%	0 0.0% CDkln	0 0.0%	6 46.2% Am	1 100.0% Aim	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1% d	0 0.0%	2 22.2% a	1 33.3% a	2 11.8% cd	1 25.0% a	1 10.0%
50%	8 38.1% c	1 25.0%	0 0.0% ajkLmo	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 27.3%	1 33.3% c	4 44.4% c	2 66.7% C	6 35.3% c	0 0.0%	3 30.0% c
60%	4 19.0%	1 25.0%	6 46.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 27.3%	0 0.0%	1 11.1%	0 0.0%	4 23.5%	0 0.0%	3 30.0%
70%	2 9.5% h	0 0.0%	0 0.0% fgHn	0 0.0%	0 0.0%	2 50.0% ckmo	1 50.0% co	1 100.0% aCikmO	1 9.1% h	0 0.0%	0 0.0% fhn	0 0.0%	1 5.9% fhn	2 50.0% ckmo	0 0.0% fgHn
80%	2 9.5% j	2 50.0% kM	1 7.7% j	0 0.0%	0 0.0%	0 0.0%	1 50.0% M	0 0.0%	1 9.1%	2 66.7% ackM	0 0.0% bj	0 0.0%	0 0.0% BGJ	0 0.0%	1 10.0%
90%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
100%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	54.29	67.50 Km	52.31 g	40.00	---	50.00	75.00 cKIM	70.00	58.18 k	70.00 Km	44.44 BGiJ	46.67 g	47.65 bGj	52.50	51.00

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



Topic 4: Managing Brand

Indicate the percentage of your overall budget spent on long-term brand building relative to short-term performance: Ideal

N=104

	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
0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
10%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
20%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%
30%	1 9.1%	0 0.0%	4 23.5%	3 12.0%	1 7.7%	4 17.4%	1 10.0%	0 0.0%	0 0.0%	2 10.5%	2 15.4%	3 15.8%	2 16.7%	1 11.1%	4 21.1%
40%	2 18.2%	1 25.0%	1 5.9%	5 20.0%	2 15.4%	4 17.4%	0 0.0%	0 0.0%	1 16.7%	4 21.1%	1 7.7%	3 15.8%	2 16.7%	2 22.2%	2 10.5%
50%	1 9.1%	0 0.0%	7 41.2%	5 20.0%	6 46.2%	3 13.0%	6 60.0%	1 16.7%	2 33.3%	5 26.3%	4 30.8%	6 31.6%	5 41.7%	3 33.3%	3 15.8%
60%	1 9.1%	3 75.0%	3 17.6%	7 28.0%	1 7.7%	6 26.1%	1 10.0%	3 50.0%	2 33.3%	3 15.8%	4 30.8%	4 21.1%	1 8.3%	2 22.2%	3 15.8%
70%	3 27.3%	0 0.0%	1 5.9%	2 8.0%	1 7.7%	1 4.3%	2 20.0%	2 33.3%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	5 26.3%
80%	3 27.3%	0 0.0%	0 0.0%	3 12.0%	2 15.4%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	3 15.8%	2 15.4%	2 10.5%	1 8.3%	1 11.1%	1 5.3%
90%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%
100%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	60.91 c	55.00	45.88 a	53.60	53.85	53.48	53.00	61.67	55.00	53.16	53.85	48.95	50.00	51.11	55.26

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



Topic 4: Managing Brand

Rate how well marketing works with different functions to build your company's brand (1=very little, 7=a great deal):

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
<u>Marketing and sales/distribution work closely together to build the brand</u>										
Mean	4.93	4.94	4.86	5.00	4.92	5.06	4.97	5.05	4.08	5.00
<u>Marketing and human resources work closely together to build the brand</u>										
Mean	3.69	3.67	4.00 c	3.12 b	3.92	4.20 b	3.22 a	3.74	3.31	3.50
<u>Marketing and operations/production work closely together to build the brand</u>										
Mean	3.89	3.52	3.78	4.28	4.38	3.66	3.92	4.26	3.38	4.75
<u>Marketing and finance work closely together to build the brand</u>										
Mean	3.08	2.82 d	2.78 d	3.36	4.08 ab	2.89	3.17	2.79	3.23	4.00
<u>Marketing and IT/digital work closely together to build the brand</u>										
Mean	3.95	3.94	3.95	3.88	4.15	4.31 c	4.00	3.21 ae	3.31 e	5.25 cd

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

Rate how well marketing works with different functions to build your company's brand (1=very little, 7=a great deal):

	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
<u>Marketing and sales/distribution work closely together to build the brand</u>															
Mean	4.81 j	4.75	5.46 J	5.00	---	4.00	5.00	5.00	5.09 J	2.33 aCIkmno	5.00 j	5.67	5.00 j	5.80 j	4.55 j
<u>Marketing and human resources work closely together to build the brand</u>															
Mean	4.14 c	3.25	2.85 afK	5.00	---	4.75 c	3.33	4.00	3.91	2.00 k	4.78 Cjmo	4.00	3.28 k	3.80	3.18 k
<u>Marketing and operations/production work closely together to build the brand</u>															
Mean	3.52	4.50	4.31	5.00	---	4.25	4.00	2.00	3.64	3.00	3.56	4.33	3.39	5.20	4.45
<u>Marketing and finance work closely together to build the brand</u>															
Mean	2.71	4.25 ik	3.31	3.00	---	3.25	2.67	3.00	2.64 bln	3.00	2.89 bl	4.67 ik	2.56	4.40 i	3.36
<u>Marketing and IT/digital work closely together to build the brand</u>															
Mean	3.67	4.00	3.85	5.00	---	3.50	5.00	6.00	4.55	2.67	4.22	4.33	3.50	4.40	4.18
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01											



Topic 4: Managing Brand

Rate how well marketing works with different functions to build your company's brand (1=very little, 7=a great deal):

	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	5,000-9,999 G	10,000+ H
<u>Marketing and sales/distribution work closely together to build the brand</u>															
Mean	4.45	5.00	5.06	4.58	4.86	5.29	5.30	3.83 h	5.67	5.21	4.88	4.32 h	4.92	4.78	5.45 ae
<u>Marketing and human resources work closely together to build the brand</u>															
Mean	4.45 d	3.25	3.33	3.19 a	3.79	3.79	4.40	4.50	4.00	3.16	3.50	3.68	3.42	4.33	3.80
<u>Marketing and operations/production work closely together to build the brand</u>															
Mean	4.09	3.75	3.94	3.50	3.93	4.04	4.10	4.67	4.50	3.79	4.19	3.47	3.25	4.22	4.00
<u>Marketing and finance work closely together to build the brand</u>															
Mean	3.27	2.25	3.06	2.65 g	2.93	3.38	3.70 d	4.17 E	3.67 e	3.11 e	3.19 e	2.16 Abcdgh	3.17	3.56 e	3.05 e
<u>Marketing and IT/digital work closely together to build the brand</u>															
Mean	4.09	3.75	3.83	3.73	3.71	4.33	4.00	4.33	3.67	3.74	4.56 e	3.26 d	4.25	4.00	4.15

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

Rate the importance of your brand capabilities to your company's success.

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



Topic 4: Managing Brand

Rate the importance of your brand capabilities to your company's success.

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

Importance of brand development capabilities to your company's success

Mean	5.36	5.00	5.50	5.12	5.21	5.29	5.60	5.83	5.17	5.26	5.44	5.37	5.08	5.00	5.30
------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------

Importance of brand management capabilities to your company's success

Mean	4.70	5.25	5.22	5.54	5.50	5.29	5.70	6.00	5.20	5.21	5.31	5.58	5.00	5.11	5.50
------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------

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

Rate the current effectiveness of your brand capabilities.

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

Rate the current effectiveness of your brand capabilities.

	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
<u>Current effectiveness of brand development capabilities</u>															
Mean	4.33	4.50	4.69 m	5.00	---	3.25	3.33	4.00	4.20	5.00	4.33	4.33	3.59 c	3.80	4.27
<u>Current effectiveness of brand management capabilities</u>															
Mean	4.48	4.00	4.92 i	5.00	---	3.75	4.67	5.00	3.91 c	5.33	4.78	4.00	4.06	4.40	4.73
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01											

Rate the current effectiveness of your brand capabilities.

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



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Brands are a key intangible asset owned by our company.

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all	3 2.8%	2 6.3%	1 2.7%	0 0.0%	0 0.0%	2 5.7%	1 2.9%	0 0.0%	0 0.0%	0 0.0%
2	7 6.5%	1 3.1%	3 8.1%	2 8.0%	1 7.7%	1 2.9% d	2 5.7%	1 5.3%	3 23.1% a	0 0.0%
3	9 8.4%	5 15.6% c	2 5.4%	0 0.0% a	2 15.4%	4 11.4%	2 5.7%	1 5.3%	2 15.4%	0 0.0%
4	15 14.0%	5 15.6%	5 13.5%	5 20.0%	0 0.0%	6 17.1%	3 8.6%	3 15.8%	3 23.1%	0 0.0%
5	26 24.3%	7 21.9%	12 32.4%	4 16.0%	3 23.1%	12 34.3%	5 14.3%	6 31.6%	3 23.1%	0 0.0%
6	28 26.2%	6 18.8%	10 27.0%	7 28.0%	5 38.5%	6 17.1% e	11 31.4%	5 26.3%	2 15.4% e	3 75.0% ad
7=Very highly	19 17.8%	6 18.8%	4 10.8%	7 28.0%	2 15.4%	4 11.4% b	11 31.4% ad	3 15.8%	0 0.0% b	1 25.0%
Mean	5.00	4.75	4.89	5.40	5.15	4.69 b	5.46 aD	5.16 d	3.92 BcE	6.25 D

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



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Brands are a key intangible asset owned by our 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	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% fJ	0 0.0%	0 0.0% J	0 0.0%	0 0.0%	1 25.0% am	0 0.0%	0 0.0%	0 0.0% j	2 66.7% ACikMo	0 0.0% j	0 0.0%	0 0.0% fJ	0 0.0%	0 0.0% j
2	4 19.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	1 9.1%
3	0 0.0% Bfln	2 50.0% Ack	0 0.0% bl	0 0.0%	0 0.0%	1 25.0% a	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0% b	1 33.3% ac	2 11.8%	1 20.0% a	1 9.1%
4	2 9.5%	1 25.0%	0 0.0% lm	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 27.3%	0 0.0%	0 0.0%	1 33.3% c	6 35.3% c	0 0.0%	2 18.2%
5	6 28.6% k	0 0.0% k	3 23.1% k	1 100.0% mo	0 0.0%	1 25.0%	1 33.3%	0 0.0%	3 27.3% k	0 0.0% k	7 77.8% abcijlMnO	0 0.0% k	2 11.8% dK	0 0.0% k	1 9.1% dK
6	6 28.6%	1 25.0%	5 38.5%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	1 9.1% n	0 0.0%	1 11.1%	1 33.3%	5 29.4%	3 60.0% i	4 36.4%
7=Very highly	3 14.3% h	0 0.0%	5 38.5% k	0 0.0%	0 0.0%	1 25.0%	1 33.3%	1 100.0% akm	2 18.2%	1 33.3%	0 0.0% ch	0 0.0%	2 11.8% h	1 20.0%	2 18.2%
Mean	4.90 c	4.00 C	6.15 aBfIJKLM	5.00	---	4.00 c	6.00	7.00	4.73 C	3.00 C	4.78 C	4.33 C	4.94 C	5.60	5.09

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



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Brands are a key intangible asset owned by our 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=Not at all	1 10.0%	0 0.0%	1 5.6%	1 3.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	2 10.5%	0 0.0%	0 0.0%	0 0.0%
2	1 10.0%	1 25.0%	0 0.0%	1 3.8%	1 7.1%	3 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 12.5%	1 5.3%	1 8.3%	1 11.1%	2 10.0%
3	2 20.0%	0 0.0%	1 5.6%	5 19.2%	1 7.1%	0 0.0%	0 0.0%	1 16.7%	1 20.0%	2 10.5%	2 12.5%	2 10.5%	1 8.3%	0 0.0%	0 0.0%
4	1 10.0%	1 25.0%	3 16.7%	2 7.7%	1 7.1%	4 16.7%	3 30.0%	1 16.7%	1 20.0%	3 15.8%	2 12.5%	1 5.3%	3 25.0%	1 11.1%	3 15.0%
5	2 20.0%	0 0.0%	6 33.3%	5 19.2%	4 28.6%	5 20.8%	4 40.0%	0 0.0%	0 0.0%	5 26.3%	3 18.8%	5 26.3%	4 33.3%	3 33.3%	6 30.0%
6	2 20.0%	2 50.0%	5 27.8%	6 23.1%	4 28.6%	8 33.3%	1 10.0%	2 33.3%	2 40.0%	6 31.6%	5 31.3%	4 21.1%	2 16.7%	2 22.2%	4 20.0%
7=Very highly	1 10.0%	0 0.0%	2 11.1%	6 23.1%	3 21.4%	4 16.7%	2 20.0%	2 33.3%	1 20.0%	3 15.8%	1 6.3%	4 21.1%	1 8.3%	2 22.2%	5 25.0%
Mean	4.20	4.50	5.00	4.96	5.29	5.13	5.20	5.50	5.20	5.26	4.44	4.79	4.67	5.22	5.25

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



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Significant long-term investments are made into developing our brand.

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all	7 6.6%	2 6.3%	2 5.4%	1 4.2%	2 15.4%	3 8.6%	1 2.9% d	0 0.0% d	3 23.1% bc	0 0.0%
2	21 19.8%	8 25.0%	9 24.3%	3 12.5%	1 7.7%	8 22.9%	8 23.5%	4 21.1%	1 7.7%	0 0.0%
3	21 19.8%	4 12.5%	10 27.0%	4 16.7%	3 23.1%	9 25.7%	5 14.7%	3 15.8%	4 30.8%	0 0.0%
4	21 19.8%	9 28.1%	5 13.5%	4 16.7%	3 23.1%	7 20.0%	4 11.8% c	7 36.8% b	2 15.4%	1 25.0%
5	19 17.9%	5 15.6%	7 18.9%	7 29.2% d	0 0.0% c	5 14.3%	7 20.6%	3 15.8%	3 23.1%	0 0.0%
6	12 11.3%	1 3.1% d	4 10.8%	4 16.7%	3 23.1% a	3 8.6% E	5 14.7% E	1 5.3% E	0 0.0% E	3 75.0% ABCD
7=Very highly	5 4.7%	3 9.4%	0 0.0%	1 4.2%	1 7.7%	0 0.0% b	4 11.8% a	1 5.3%	0 0.0%	0 0.0%
Mean	3.75	3.69	3.49	4.21	3.85	3.34 bE	4.15 a	3.84 e	3.08 E	5.50 AcD

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



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Significant long-term investments are made into developing our 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	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	2 9.5% j	1 33.3% cm	0 0.0% bJ	0 0.0%	0 0.0%	1 25.0% m	0 0.0%	0 0.0%	0 0.0% j	2 66.7% aCiMo	1 11.1%	0 0.0%	0 0.0% bfJ	0 0.0%	0 0.0% j
2	2 9.5% m	1 33.3% c	0 0.0% blM	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 27.3%	0 0.0%	2 22.2%	1 33.3% c	8 47.1% aC	1 20.0%	3 27.3%
3	6 28.6%	0 0.0%	3 23.1%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	1 9.1%	0 0.0%	3 33.3%	1 33.3%	3 17.6%	1 20.0%	1 9.1%
4	4 19.0%	0 0.0%	2 15.4%	1 100.0% m	0 0.0%	2 50.0% m	1 33.3%	0 0.0%	5 45.5% m	0 0.0%	1 11.1%	0 0.0%	1 5.9% dfi	2 40.0%	2 18.2%
5	1 4.8% C	1 33.3%	6 46.2% A	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	2 18.2%	0 0.0%	2 22.2%	0 0.0%	4 23.5%	1 20.0%	1 9.1%
6	5 23.8% m	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	1 33.3% m	0 0.0%	0 0.0% o	0 0.0%	0 0.0%	1 33.3% m	0 0.0% aglo	0 0.0%	4 36.4% im
7=Very highly	1 4.8% H	0 0.0%	1 7.7% h	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0% AcIkmo	0 0.0% H	1 33.3%	0 0.0% h	0 0.0%	1 5.9% h	0 0.0%	0 0.0% H
Mean	3.90	2.67 c	4.62 bikm	4.00	---	3.50	4.33	7.00	3.55 c	3.00	3.11 c	3.67	3.29 c	3.60	4.18

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



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Significant long-term investments are made into developing our 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=Not at all	1 10.0%	1 25.0% f	1 5.6%	2 7.7%	2 15.4%	0 0.0% b	0 0.0%	0 0.0%	0 0.0%	1 5.3%	2 12.5%	3 15.8%	1 9.1%	0 0.0%	0 0.0%
2	2 20.0%	1 25.0%	4 22.2%	5 19.2%	1 7.7%	6 25.0%	2 20.0%	0 0.0%	0 0.0%	3 15.8%	4 25.0%	4 21.1%	3 27.3%	2 22.2%	5 25.0%
3	0 0.0% e	0 0.0%	4 22.2%	5 19.2%	5 38.5% a	5 20.8%	2 20.0%	0 0.0%	1 20.0%	1 5.3%	4 25.0%	3 15.8%	3 27.3%	3 33.3%	5 25.0%
4	1 10.0%	0 0.0%	3 16.7%	6 23.1%	1 7.7%	6 25.0%	4 40.0%	2 33.3%	1 20.0%	1 5.3% h	2 12.5%	5 26.3%	3 27.3%	0 0.0%	7 35.0% c
5	5 50.0% defg	2 50.0% g	3 16.7%	4 15.4% a	1 7.7% a	3 12.5% a	0 0.0% ab	4 66.7% cdeFH	3 60.0% defH	4 21.1% a	2 12.5% ab	2 10.5% ab	0 0.0% Ab	3 33.3%	1 5.0% AB
6	1 10.0%	0 0.0%	3 16.7%	4 15.4%	1 7.7%	3 12.5%	0 0.0%	0 0.0% c	0 0.0%	9 47.4% adEfgH	2 12.5% c	1 5.3% C	0 0.0% c	0 0.0% c	0 0.0% C
7=Very highly	0 0.0%	0 0.0%	0 0.0%	0 0.0% eg	2 15.4% d	1 4.2%	2 20.0% d	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	1 9.1%	1 11.1%	2 10.0%
Mean	4.00	3.25	3.67	3.65	3.69	3.79	4.00	4.67 f	4.40	4.63 def	3.25 c	3.32 c	3.18 ac	3.89	3.60

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



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

We continually invest in maintaining our brand's unique position in the marketplace.

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all	4 3.7%	0 0.0% d	1 2.7%	1 4.0%	2 15.4% a	1 2.9% d	0 0.0% D	0 0.0% d	3 23.1% aBc	0 0.0%
2	17 15.9%	8 25.0%	6 16.2%	2 8.0%	1 7.7%	9 25.7% d	5 14.3%	3 15.8%	0 0.0% a	0 0.0%
3	22 20.6%	9 28.1%	6 16.2%	4 16.0%	3 23.1%	7 20.0%	5 14.3%	6 31.6%	3 23.1%	1 25.0%
4	25 23.4%	5 15.6%	10 27.0%	7 28.0%	3 23.1%	8 22.9%	9 25.7%	4 21.1%	4 30.8%	0 0.0%
5	23 21.5%	6 18.8%	8 21.6%	7 28.0%	2 15.4%	6 17.1%	8 22.9%	4 21.1%	3 23.1%	1 25.0%
6	9 8.4%	1 3.1%	6 16.2%	2 8.0%	0 0.0%	4 11.4%	4 11.4%	0 0.0% e	0 0.0%	1 25.0% c
7=Very highly	7 6.5%	3 9.4%	0 0.0% d	2 8.0%	2 15.4% b	0 0.0% bE	4 11.4% a	2 10.5%	0 0.0%	1 25.0% A
Mean	3.94	3.75	3.97	4.24	3.77	3.60 be	4.37 ad	3.89	3.31 be	5.25 ad

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



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

We continually invest in maintaining our brand's unique position in the marketplace.

	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 9.5%	1 25.0% m	0 0.0% j	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3% cm	0 0.0%	0 0.0%	0 0.0% bj	0 0.0%	0 0.0%
2	1 4.8% fm	1 25.0%	0 0.0% fjlm	0 0.0%	0 0.0%	2 50.0% ac	0 0.0%	0 0.0%	1 9.1%	1 33.3% c	2 22.2%	1 33.3% c	6 35.3% ac	0 0.0%	1 9.1%
3	4 19.0%	0 0.0%	2 15.4%	0 0.0%	0 0.0%	1 25.0%	1 33.3%	0 0.0%	4 36.4%	0 0.0%	1 11.1%	1 33.3%	2 11.8%	2 40.0%	4 36.4%
4	6 28.6%	0 0.0%	3 23.1%	1 100.0% m	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 36.4%	0 0.0%	4 44.4%	0 0.0%	2 11.8% dn	3 60.0% m	2 18.2%
5	3 14.3% g	1 25.0%	5 38.5%	0 0.0%	0 0.0%	0 0.0%	2 66.7% a	0 0.0%	2 18.2%	0 0.0%	1 11.1%	1 33.3%	6 35.3%	0 0.0%	2 18.2%
6	4 19.0%	1 25.0% m	1 7.7%	0 0.0%	0 0.0%	1 25.0% m	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	0 0.0% bf	0 0.0%	1 9.1%
7=Very highly	1 4.8% H	0 0.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0% Alkmo	0 0.0% H	1 33.3%	0 0.0% h	0 0.0%	1 5.9% h	0 0.0%	1 9.1% h
Mean	4.10	3.50	4.85 im	4.00	---	3.25	4.33	7.00	3.64 c	3.33	3.78	3.33	3.71 c	3.60	4.09

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



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

We continually invest in maintaining our brand's unique position in the marketplace.

	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 25.0% cf	0 0.0% b	2 7.7%	1 7.1%	0 0.0% b	0 0.0%	0 0.0%	0 0.0%	1 5.3%	1 6.3%	1 5.3%	1 8.3%	0 0.0%	0 0.0%
2	4 40.0%	0 0.0%	4 22.2%	3 11.5%	1 7.1%	4 16.7%	1 10.0%	1 16.7%	0 0.0%	0 0.0% deh	5 31.3% c	4 21.1% c	2 16.7%	1 11.1%	4 20.0% c
3	0 0.0% f	1 25.0%	3 16.7%	6 23.1%	1 7.1%	8 33.3% a	3 30.0%	0 0.0%	1 20.0%	3 15.8%	1 6.3% h	4 21.1%	4 33.3%	1 11.1%	7 35.0% d
4	0 0.0% eg	0 0.0%	5 27.8%	6 23.1%	5 35.7% a	4 16.7%	4 40.0% a	1 16.7%	2 40.0%	2 10.5% g	5 31.3%	3 15.8% g	3 25.0%	5 55.6% ce	4 20.0%
5	5 50.0% fg	2 50.0% fg	5 27.8%	6 23.1%	3 21.4%	2 8.3% ab	0 0.0% ab	3 50.0% gh	2 40.0%	7 36.8% g	3 18.8%	5 26.3%	1 8.3%	0 0.0% ac	2 10.0% a
6	1 10.0%	0 0.0%	1 5.6%	2 7.7%	0 0.0%	5 20.8%	0 0.0%	1 16.7%	0 0.0%	5 26.3% d	0 0.0% c	1 5.3%	0 0.0%	1 11.1%	1 5.0%
7=Very highly	0 0.0%	0 0.0%	0 0.0% e	1 3.8%	3 21.4% c	1 4.2%	2 20.0%	0 0.0%	0 0.0%	1 5.3%	1 6.3%	1 5.3%	1 8.3%	1 11.1%	2 10.0%
Mean	3.90	3.50	3.78	3.81	4.43	3.96	4.10	4.50	4.20	4.74 dfh	3.50 c	3.74	3.42 c	4.22	3.75 c

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



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Employees are evaluated and rewarded based on how well they deliver our brand promise to customers.

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all	18 16.8%	5 15.6%	7 18.9%	3 12.0%	3 23.1%	8 22.9% b	2 5.7% aD	3 15.8%	5 38.5% B	0 0.0%
2	32 29.9%	9 28.1%	13 35.1%	6 24.0%	4 30.8%	9 25.7%	12 34.3%	6 31.6%	4 30.8%	1 25.0%
3	19 17.8%	6 18.8%	8 21.6%	4 16.0%	1 7.7%	7 20.0%	7 20.0%	3 15.8%	1 7.7%	0 0.0%
4	14 13.1%	4 12.5%	4 10.8%	4 16.0%	2 15.4%	5 14.3%	5 14.3%	1 5.3% e	1 7.7%	2 50.0% c
5	13 12.1%	3 9.4%	3 8.1%	6 24.0%	1 7.7%	2 5.7%	5 14.3%	4 21.1%	2 15.4%	0 0.0%
6	9 8.4%	4 12.5%	2 5.4%	1 4.0%	2 15.4%	4 11.4%	3 8.6%	1 5.3%	0 0.0%	1 25.0%
7=Very highly	2 1.9%	1 3.1%	0 0.0%	1 4.0%	0 0.0%	0 0.0%	1 2.9%	1 5.3%	0 0.0%	0 0.0%
Mean	3.07	3.22	2.70	3.44	3.00	2.89	3.34 d	3.21	2.31 b	4.00

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



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Employees are evaluated and rewarded based on how well they deliver our brand promise to 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	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 14.3%	1 25.0%	0 0.0% fgjl	0 0.0%	0 0.0%	2 50.0% c	1 33.3% c	0 0.0%	2 18.2%	1 33.3% c	1 11.1%	1 33.3% c	4 23.5%	1 20.0%	1 9.1%
2	5 23.8% k	0 0.0% k	4 30.8%	1 100.0%	0 0.0%	0 0.0% k	0 0.0%	0 0.0%	4 36.4%	0 0.0%	6 66.7% abf	0 0.0%	6 35.3%	1 20.0%	4 36.4%
3	3 14.3% g	1 25.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	2 66.7% a	0 0.0%	3 27.3%	1 33.3%	1 11.1%	0 0.0%	4 23.5%	1 20.0%	1 9.1%
4	5 23.8%	1 25.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 18.2%	0 0.0%	0 0.0%	1 33.3%	1 5.9%	0 0.0%	3 27.3%
5	2 9.5% h	1 25.0% m	3 23.1% m	0 0.0%	0 0.0%	1 25.0% m	0 0.0%	1 100.0% alkMo	0 0.0% Hn	1 33.3% m	0 0.0% h	1 33.3% m	0 0.0% bcfHjln	2 40.0% im	1 9.1% h
6	3 14.3%	0 0.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	2 11.8%	0 0.0%	1 9.1%
7=Very highly	0 0.0% f	0 0.0%	1 7.7%	0 0.0%	0 0.0%	1 25.0% am	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% f	0 0.0%	0 0.0%
Mean	3.33	3.25	4.00 ikm	2.00	---	3.50	2.33	5.00	2.45 c	3.00	2.44 c	3.33	2.59 c	3.20	3.18

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



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Employees are evaluated and rewarded based on how well they deliver our brand promise to 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=Not at all	3 30.0%	1 25.0%	3 16.7%	5 19.2%	1 7.1%	3 12.5%	2 20.0%	1 16.7%	1 20.0%	4 21.1%	2 12.5%	3 15.8%	3 25.0%	2 22.2%	2 10.0%
2	2 20.0%	1 25.0%	6 33.3%	6 23.1%	3 21.4%	10 41.7%	3 30.0%	1 16.7%	2 40.0%	4 21.1%	4 25.0%	4 21.1%	3 25.0%	3 33.3%	10 50.0%
3	2 20.0%	1 25.0%	3 16.7%	5 19.2%	3 21.4%	3 12.5%	2 20.0%	2 33.3%	1 20.0%	3 15.8%	4 25.0%	6 31.6%	1 8.3%	0 0.0%	2 10.0%
4	1 10.0%	1 25.0%	3 16.7%	5 19.2%	1 7.1%	2 8.3%	1 10.0%	0 0.0%	0 0.0%	6 31.6% eh	4 25.0%	1 5.3% c	2 16.7%	0 0.0%	1 5.0% c
5	1 10.0%	0 0.0%	2 11.1%	3 11.5%	3 21.4%	4 16.7%	0 0.0%	1 16.7%	1 20.0%	0 0.0% g	0 0.0% g	3 15.8%	2 16.7%	3 33.3% cd	3 15.0%
6	0 0.0%	0 0.0%	1 5.6%	2 7.7%	2 14.3%	2 8.3%	2 20.0%	0 0.0%	0 0.0%	2 10.5%	2 12.5%	2 10.5%	0 0.0%	1 11.1%	2 10.0%
7=Very highly	1 10.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%
Mean	2.90	2.50	2.89	3.04	3.86	3.00	3.00	3.50	2.60	3.00	3.13	3.16	3.08	3.22	2.95

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



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

The delivery of our brand promise is closely coordinated with company partners.

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all	13 12.3%	5 16.1%	6 16.2%	1 4.0%	1 7.7%	7 20.0% b	1 2.9% a	3 15.8%	2 15.4%	0 0.0%
2	15 14.2%	3 9.7%	5 13.5%	3 12.0%	4 30.8%	3 8.6% d	3 8.8% d	4 21.1%	5 38.5% ab	0 0.0%
3	28 26.4%	8 25.8%	9 24.3%	9 36.0%	2 15.4%	6 17.1%	10 29.4%	8 42.1%	2 15.4%	2 50.0%
4	18 17.0%	5 16.1%	7 18.9%	4 16.0%	2 15.4%	8 22.9%	7 20.6%	1 5.3%	2 15.4%	0 0.0%
5	15 14.2%	6 19.4%	5 13.5%	3 12.0%	1 7.7%	7 20.0%	5 14.7%	1 5.3%	2 15.4%	0 0.0%
6	12 11.3%	2 6.5%	3 8.1%	4 16.0%	3 23.1%	1 2.9% bE	6 17.6% a	2 10.5%	0 0.0% e	2 50.0% Ad
7=Very highly	5 4.7%	2 6.5%	2 5.4%	1 4.0%	0 0.0%	3 8.6%	2 5.9%	0 0.0%	0 0.0%	0 0.0%
Mean	3.59	3.58	3.46	3.84	3.54	3.57	4.12 CD	2.95 B	2.77 B	4.50

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



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

The delivery of our brand promise is closely coordinated with company partners.

	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	2 9.5% j	0 0.0%	0 0.0% gJm	0 0.0%	0 0.0%	0 0.0%	1 33.3% c	0 0.0%	1 10.0%	2 66.7% aCo	1 11.1%	0 0.0%	5 29.4% c	1 20.0%	0 0.0% j
2	4 19.0%	1 25.0%	0 0.0% g	0 0.0%	0 0.0%	0 0.0%	1 33.3% c	0 0.0%	0 0.0%	0 0.0%	2 22.2%	0 0.0%	3 17.6%	1 20.0%	2 18.2%
3	3 14.3% d	0 0.0%	4 30.8%	1 100.0% a	0 0.0%	2 50.0%	0 0.0%	0 0.0%	4 40.0%	0 0.0%	2 22.2%	1 33.3%	5 29.4%	1 20.0%	5 45.5%
4	6 28.6% m	2 50.0% M	3 23.1% m	0 0.0%	0 0.0%	1 25.0% m	0 0.0%	0 0.0%	2 20.0%	0 0.0%	2 22.2%	0 0.0%	0 0.0% aBcf	0 0.0%	2 18.2%
5	4 19.0%	0 0.0%	1 7.7% hl	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 100.0% cmO	2 20.0%	1 33.3%	1 11.1%	2 66.7% cmo	1 5.9% hl	1 20.0%	0 0.0% HI
6	1 4.8% c	1 25.0%	4 30.8% a	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	1 11.1%	0 0.0%	1 5.9%	1 20.0%	2 18.2%
7=Very highly	1 4.8%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 11.8%	0 0.0%	0 0.0%
Mean	3.62	4.00	4.62 jm	3.00	---	4.25	2.67	5.00	3.70	2.33 c	3.33	4.33	3.00 c	3.40	3.55

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



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

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	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	5,000- 9,999 G	10,000+ H
1=Not at all	1 10.0%	1 25.0%	6 33.3% fg	3 11.5%	1 7.1%	1 4.3% c	0 0.0% c	0 0.0%	1 20.0%	3 15.8%	3 18.8%	3 15.8%	1 8.3%	0 0.0%	2 10.5%
2	2 20.0%	1 25.0%	3 16.7%	4 15.4%	1 7.1%	1 4.3% g	3 30.0% f	0 0.0%	0 0.0%	5 26.3%	3 18.8%	1 5.3%	1 8.3%	2 22.2%	3 15.8%
3	2 20.0%	1 25.0%	6 33.3%	4 15.4% f	2 14.3% f	11 47.8% de	2 20.0%	1 16.7%	1 20.0%	5 26.3%	1 6.3% eh	7 36.8% d	4 33.3%	2 22.2%	7 36.8% d
4	2 20.0%	1 25.0%	1 5.6% e	5 19.2%	5 35.7% cf	2 8.7% e	2 20.0%	2 33.3% ch	1 20.0%	0 0.0% adefg	5 31.3% ch	4 21.1% ch	4 33.3% ch	2 22.2% ch	0 0.0% adefg
5	1 10.0%	0 0.0%	1 5.6%	4 15.4%	3 21.4%	5 21.7%	1 10.0%	0 0.0%	1 20.0%	4 21.1%	1 6.3%	3 15.8%	1 8.3%	1 11.1%	3 15.8%
6	1 10.0%	0 0.0%	1 5.6%	4 15.4%	1 7.1%	3 13.0%	1 10.0%	2 33.3% ef	1 20.0%	2 10.5%	2 12.5%	0 0.0% ag	0 0.0% a	2 22.2% e	3 15.8%
7=Very highly	1 10.0%	0 0.0%	0 0.0%	2 7.7%	1 7.1%	0 0.0%	1 10.0%	1 16.7%	0 0.0%	0 0.0%	1 6.3%	1 5.3%	1 8.3%	0 0.0%	1 5.3%
Mean	3.70	2.50	2.50 dEFg	3.88 c	4.07 C	3.78 C	3.80 c	5.00 ce	3.80	3.16 a	3.50	3.37 a	3.58	3.89	3.63

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



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Our CEO and senior leaders are viewed as key brand representatives.

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all	3 2.8%	1 3.1%	1 2.7%	0 0.0%	1 7.7%	2 5.7%	0 0.0%	0 0.0%	1 7.7%	0 0.0%
2	13 12.1%	5 15.6%	2 5.4%	3 12.0%	3 23.1%	2 5.7%	5 14.3%	3 15.8%	3 23.1%	0 0.0%
3	13 12.1%	7 21.9% b	2 5.4% a	2 8.0%	2 15.4%	5 14.3%	3 8.6%	2 10.5%	3 23.1%	0 0.0%
4	17 15.9%	3 9.4%	9 24.3%	4 16.0%	1 7.7%	4 11.4%	7 20.0%	4 21.1%	1 7.7%	1 25.0%
5	20 18.7%	6 18.8%	4 10.8% c	8 32.0% b	2 15.4%	8 22.9%	5 14.3%	4 21.1%	2 15.4%	1 25.0%
6	24 22.4%	6 18.8%	9 24.3%	6 24.0%	3 23.1%	7 20.0%	11 31.4% c	1 5.3% be	2 15.4%	2 50.0% c
7=Very highly	17 15.9%	4 12.5%	10 27.0%	2 8.0%	1 7.7%	7 20.0%	4 11.4%	5 26.3%	1 7.7%	0 0.0%
Mean	4.66	4.31 b	5.16 ad	4.72	4.00 b	4.80	4.74	4.68	3.77	5.25

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Topic 4: Managing Brand

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	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 4.8%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%
2	4 19.0%	0 0.0%	0 0.0% Djl	1 100.0% Ckmo	0 0.0%	1 25.0%	0 0.0%	0 0.0%	2 18.2%	1 33.3% c	0 0.0% d	1 33.3% c	1 5.9% d	1 20.0%	1 9.1% d
3	1 4.8% Gi	1 25.0%	1 7.7% g	0 0.0%	0 0.0%	0 0.0%	2 66.7% Acmo	0 0.0%	4 36.4% ao	0 0.0%	1 11.1%	0 0.0%	2 11.8% g	0 0.0%	0 0.0% gi
4	4 19.0%	1 25.0%	3 23.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	1 33.3%	1 11.1%	1 33.3%	2 11.8%	1 20.0%	2 18.2%
5	4 19.0%	1 25.0%	3 23.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 27.3%	0 0.0%	1 11.1%	1 33.3%	3 17.6%	0 0.0%	4 36.4%
6	1 4.8% cHkmno	0 0.0%	4 30.8% a	0 0.0%	0 0.0%	1 25.0%	1 33.3%	1 100.0% Ai	1 9.1% h	0 0.0%	3 33.3% a	0 0.0%	6 35.3% a	2 40.0% a	4 36.4% a
7=Very highly	6 28.6%	0 0.0%	2 15.4%	0 0.0%	0 0.0%	2 50.0% io	0 0.0%	0 0.0%	0 0.0% f	1 33.3%	3 33.3%	0 0.0%	2 11.8%	1 20.0%	0 0.0% f
Mean	4.57	3.25 ck	5.23 bl	2.00	---	5.50	4.00	6.00	3.73 CKo	4.33	5.67 bl	3.67	4.82	5.00	4.91 i

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



Topic 4: Managing Brand

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	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%	2 7.7%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	1 20.0%	1 5.3%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%
2	2 20.0%	1 25.0%	2 11.1%	2 7.7%	1 7.1%	3 12.5%	2 20.0%	0 0.0%	0 0.0%	1 5.3%	2 12.5%	3 15.8%	2 16.7%	2 22.2%	3 15.0%
3	1 10.0%	0 0.0%	3 16.7%	4 15.4%	1 7.1%	3 12.5%	1 10.0%	0 0.0%	0 0.0%	4 21.1%	1 6.3%	3 15.8%	2 16.7%	1 11.1%	2 10.0%
4	1 10.0%	0 0.0%	5 27.8%	2 7.7%	2 14.3%	5 20.8%	1 10.0%	0 0.0%	1 20.0%	4 21.1%	2 12.5%	4 21.1%	2 16.7%	1 11.1%	3 15.0%
5	1 10.0%	1 25.0%	3 16.7%	8 30.8%	3 21.4%	3 12.5%	1 10.0%	1 16.7%	2 40.0%	2 10.5%	6 37.5%	2 10.5%	4 33.3%	1 11.1%	2 10.0%
6	2 20.0%	2 50.0%	4 22.2%	5 19.2%	4 28.6%	5 20.8%	2 20.0%	3 50.0% e	0 0.0%	6 31.6%	3 18.8%	2 10.5% a	1 8.3%	2 22.2%	7 35.0%
7=Very highly	3 30.0%	0 0.0%	1 5.6%	3 11.5%	3 21.4%	4 16.7%	3 30.0%	2 33.3% f	1 20.0%	1 5.3%	2 12.5%	5 26.3%	0 0.0% a	2 22.2%	3 15.0%
Mean	4.90	4.75	4.39	4.50	5.21	4.54	4.90	6.17 cF	4.40	4.42 a	4.81	4.63	3.75 A	4.67	4.85

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



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Our brand promise has a strong customer-focused purpose.

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all	0 0.0%	0 0.0%	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	5 4.7%	2 6.3%	2 5.6%	0 0.0%	1 7.7%	3 8.6%	1 2.9%	0 0.0%	1 8.3%	0 0.0%
3	9 8.5%	2 6.3%	2 5.6%	4 16.0%	1 7.7%	2 5.7%	2 5.7%	3 15.8%	2 16.7%	0 0.0%
4	11 10.4%	2 6.3%	6 16.7%	1 4.0%	2 15.4%	4 11.4%	1 2.9% c	4 21.1% b	2 16.7%	0 0.0%
5	27 25.5%	8 25.0%	10 27.8%	7 28.0%	2 15.4%	7 20.0%	12 34.3%	4 21.1%	3 25.0%	1 25.0%
6	21 19.8%	7 21.9%	7 19.4%	4 16.0%	3 23.1%	8 22.9%	7 20.0%	3 15.8%	3 25.0%	0 0.0%
7=Very highly	33 31.1%	11 34.4%	9 25.0%	9 36.0%	4 30.8%	11 31.4%	12 34.3%	5 26.3%	1 8.3% e	3 75.0% d
Mean	5.41	5.53	5.25	5.52	5.31	5.37	5.66 d	5.16	4.67 be	6.50 d

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Topic 4: Managing Brand

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	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%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	2 10.0%	1 25.0% m	0 0.0%	0 0.0%	0 0.0%	1 25.0% m	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0% bf	0 0.0%	0 0.0%
3	3 15.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	1 9.1%	1 33.3%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	1 9.1%
4	5 25.0%	2 50.0% ciko	0 0.0% b	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% b	0 0.0%	0 0.0% b	0 0.0%	2 11.8%	1 20.0%	0 0.0% b
5	4 20.0% c	1 25.0%	8 61.5% afo	0 0.0%	0 0.0%	0 0.0% c	0 0.0%	0 0.0%	3 27.3%	0 0.0%	2 22.2%	1 33.3%	6 35.3%	1 20.0%	1 9.1% c
6	1 5.0% DL	0 0.0%	2 15.4%	1 100.0% A	0 0.0%	1 25.0%	0 0.0%	0 0.0%	3 27.3%	1 33.3%	3 33.3%	2 66.7% A	4 23.5%	0 0.0%	3 27.3%
7=Very highly	5 25.0%	0 0.0%	2 15.4%	0 0.0%	0 0.0%	2 50.0%	2 66.7%	1 100.0%	3 27.3%	1 33.3%	4 44.4%	0 0.0%	4 23.5%	3 60.0%	6 54.5%
Mean	4.70 ko	3.75 cKmnO	5.31 bk	6.00	---	5.50	5.67	7.00	5.36	5.33	6.22 aBc	5.67	5.47 b	6.00 b	6.18 aB

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Topic 4: Managing Brand

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	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%	0 0.0%	0 0.0%	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	2 20.0% f	0 0.0%	0 0.0%	2 7.7%	1 7.1%	0 0.0% a	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	2 10.5%	0 0.0%	1 11.1%	0 0.0%
3	0 0.0%	1 25.0% c	0 0.0% b	4 15.4%	1 7.1%	1 4.3%	2 20.0%	0 0.0%	0 0.0%	3 15.8%	2 13.3%	1 5.3%	1 8.3%	0 0.0%	2 10.0%
4	1 10.0%	0 0.0%	3 16.7%	1 3.8%	2 14.3%	2 8.7%	2 20.0%	0 0.0%	1 20.0%	1 5.3%	2 13.3%	3 15.8%	2 16.7%	1 11.1%	1 5.0%
5	1 10.0%	2 50.0%	6 33.3%	6 23.1%	4 28.6%	6 26.1%	2 20.0%	2 33.3%	1 20.0%	7 36.8%	3 20.0%	5 26.3%	3 25.0%	2 22.2%	4 20.0%
6	2 20.0%	1 25.0%	5 27.8%	4 15.4%	3 21.4%	6 26.1%	0 0.0%	1 16.7%	2 40.0%	3 15.8%	4 26.7%	3 15.8%	3 25.0%	3 33.3%	2 10.0%
7=Very highly	4 40.0%	0 0.0%	4 22.2%	9 34.6%	3 21.4%	8 34.8%	4 40.0%	3 50.0%	1 20.0%	4 21.1% h	4 26.7%	5 26.3%	3 25.0%	2 22.2%	11 55.0% c
Mean	5.30	4.75	5.56	5.27	5.14	5.78	5.20	6.17	5.60	5.05	5.40	5.11	5.42	5.33	5.95

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Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Our brand promise has a strong planet-focused purpose.

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all	8 7.5%	3 9.4%	2 5.4%	1 4.2%	2 15.4%	3 8.6%	1 2.9%	2 10.5%	1 7.7%	1 25.0%
2	14 13.2%	3 9.4%	8 21.6%	1 4.2%	2 15.4%	5 14.3%	4 11.8%	3 15.8%	2 15.4%	0 0.0%
3	24 22.6%	6 18.8%	8 21.6%	8 33.3%	2 15.4%	9 25.7%	6 17.6%	3 15.8%	6 46.2%	0 0.0%
4	18 17.0%	5 15.6%	5 13.5%	6 25.0%	2 15.4%	4 11.4%	8 23.5%	3 15.8%	2 15.4%	0 0.0%
5	19 17.9%	6 18.8%	7 18.9%	5 20.8%	1 7.7%	6 17.1% e	8 23.5% e	2 10.5% E	0 0.0% E	3 75.0% abCD
6	11 10.4%	3 9.4%	5 13.5%	0 0.0% d	3 23.1% c	5 14.3%	2 5.9%	3 15.8%	1 7.7%	0 0.0%
7=Very highly	12 11.3%	6 18.8%	2 5.4%	3 12.5%	1 7.7%	3 8.6%	5 14.7%	3 15.8%	1 7.7%	0 0.0%
Mean	4.01	4.28	3.81	4.04	3.85	3.91	4.29	4.11	3.38	4.00

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	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	2 9.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	2 11.8%	0 0.0%	1 9.1%
2	4 19.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 22.2%	1 33.3%	5 29.4%	1 20.0%	0 0.0%
3	4 19.0%	2 50.0%	1 8.3% g	0 0.0%	0 0.0%	0 0.0%	2 66.7% c	0 0.0%	4 36.4%	1 33.3%	2 22.2%	1 33.3%	3 17.6%	2 40.0%	2 18.2%
4	4 19.0%	1 25.0%	5 41.7% m	0 0.0%	0 0.0%	1 25.0%	0 0.0%	1 100.0% m	2 18.2%	0 0.0%	1 11.1%	0 0.0%	1 5.9% ch	0 0.0%	2 18.2%
5	1 4.8% mo	0 0.0%	3 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 18.2%	1 33.3%	2 22.2%	0 0.0%	5 29.4% a	1 20.0%	4 36.4% a
6	2 9.5% d	1 25.0% m	1 8.3% d	1 100.0% aciMo	0 0.0%	1 25.0% m	0 0.0%	0 0.0%	1 9.1% d	0 0.0%	1 11.1%	1 33.3% m	0 0.0% bDfl	1 20.0%	1 9.1% d
7=Very highly	4 19.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	2 50.0% km	0 0.0%	0 0.0%	2 18.2%	1 33.3%	0 0.0% f	0 0.0%	1 5.9% f	0 0.0%	1 9.1%
Mean	3.95	4.00	4.42 g	6.00	---	6.00 gkm	2.33 cfi	4.00	4.55 g	5.00	3.44 f	3.67	3.35 f	3.80	4.36

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



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Our brand promise has a strong planet-focused purpose.

	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%	4 22.2% f	3 11.5%	1 7.7%	0 0.0% c	0 0.0%	0 0.0%	0 0.0%	3 15.8%	2 12.5%	1 5.3%	2 18.2%	0 0.0%	0 0.0%
2	2 20.0%	1 25.0%	5 27.8% d	1 3.8% c	3 23.1%	2 8.3%	0 0.0%	0 0.0%	1 20.0%	7 36.8% dfh	1 6.3% c	2 10.5%	0 0.0% c	2 22.2%	1 5.0% c
3	3 30.0%	1 25.0%	5 27.8%	6 23.1%	1 7.7%	5 20.8%	3 30.0%	1 16.7%	1 20.0%	5 26.3%	6 37.5%	2 10.5%	2 18.2%	1 11.1%	6 30.0%
4	3 30.0%	1 25.0%	1 5.6%	3 11.5%	3 23.1%	5 20.8%	2 20.0%	1 16.7%	1 20.0%	2 10.5%	2 12.5%	4 21.1%	3 27.3%	2 22.2%	3 15.0%
5	0 0.0%	1 25.0% c	0 0.0% bdef	6 23.1% c	3 23.1% c	6 25.0% c	2 20.0%	1 16.7%	1 20.0%	2 10.5%	4 25.0%	4 21.1%	2 18.2%	0 0.0%	5 25.0%
6	0 0.0%	0 0.0%	2 11.1%	3 11.5%	1 7.7%	4 16.7%	1 10.0%	0 0.0%	1 20.0%	0 0.0% g	1 6.3%	1 5.3%	1 9.1%	3 33.3% c	3 15.0%
7=Very highly	2 20.0%	0 0.0%	1 5.6%	4 15.4%	1 7.7%	2 8.3%	2 20.0%	3 50.0% CDh	0 0.0%	0 0.0% Ae	0 0.0% Ae	5 26.3% cd	1 9.1%	1 11.1%	2 10.0% a
Mean	3.90	3.50	2.89 dFg	4.27 c	3.85	4.46 C	4.70 c	5.50 Cd	4.00 c	2.63 AbEfGH	3.50 a	4.63 C	3.91 c	4.44 C	4.45 C

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



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Our brand promise has a strong employee-focused purpose.

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all	6 5.7%	2 6.3%	1 2.7%	1 4.2%	2 15.4%	2 5.7%	1 2.9%	1 5.6%	2 15.4%	0 0.0%
2	13 12.3%	4 12.5%	5 13.5%	3 12.5%	1 7.7%	5 14.3%	4 11.4%	2 11.1%	2 15.4%	0 0.0%
3	18 17.0%	3 9.4% c	4 10.8% c	8 33.3% ab	3 23.1%	2 5.7% bc	8 22.9% a	6 33.3% a	1 7.7%	1 25.0%
4	20 18.9%	6 18.8%	6 16.2%	5 20.8%	3 23.1%	8 22.9%	4 11.4%	4 22.2%	3 23.1%	1 25.0%
5	21 19.8%	7 21.9%	9 24.3%	4 16.7%	1 7.7%	6 17.1%	8 22.9%	1 5.6% e	3 23.1%	2 50.0% c
6	14 13.2%	5 15.6% c	8 21.6% c	0 0.0% ab	1 7.7%	5 14.3%	6 17.1%	2 11.1%	1 7.7%	0 0.0%
7=Very highly	14 13.2%	5 15.6%	4 10.8%	3 12.5%	2 15.4%	7 20.0%	4 11.4%	2 11.1%	1 7.7%	0 0.0%
Mean	4.27	4.47	4.54	3.83	3.85	4.54	4.37	3.89	3.77	4.25

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



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Our brand promise has a strong employee-focused purpose.

	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 4.8%	1 25.0%	0 0.0% g	0 0.0%	0 0.0%	0 0.0%	1 33.3% c	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	1 10.0%
2	5 23.8%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	3 17.6%	2 40.0%	0 0.0%
3	3 14.3%	0 0.0%	3 23.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	1 33.3%	6 35.3%	1 20.0%	3 30.0%
4	4 19.0%	2 50.0% M	3 23.1% m	0 0.0%	0 0.0%	1 25.0% m	0 0.0%	0 0.0%	3 27.3% m	1 33.3% m	2 22.2%	1 33.3% m	0 0.0% Bcfijl	0 0.0%	2 20.0%
5	2 9.5% h	0 0.0%	4 30.8%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 100.0% a	2 18.2%	1 33.3%	3 33.3%	0 0.0%	3 17.6%	1 20.0%	3 30.0%
6	2 9.5% d	1 25.0%	1 7.7% d	1 100.0% acimO	0 0.0%	1 25.0%	1 33.3%	0 0.0%	1 9.1% d	1 33.3%	2 22.2%	1 33.3%	2 11.8% d	0 0.0%	0 0.0% D
7=Very highly	4 19.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	2 18.2%	0 0.0%	2 22.2%	0 0.0%	2 11.8%	1 20.0%	1 10.0%
Mean	4.10	3.75	4.31	6.00	---	4.75	4.00	5.00	4.36	5.00	5.44 mo	4.33	3.88 k	3.80	4.00 k

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



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Our brand promise has a strong employee-focused purpose.

	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%	1 5.6%	4 15.4%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 15.8%	1 6.3%	1 5.3%	1 8.3%	0 0.0%	0 0.0%
2	3 30.0% e	1 25.0%	1 5.6%	3 11.5%	0 0.0% a	4 17.4%	1 10.0%	0 0.0%	2 40.0%	3 15.8%	2 12.5%	2 10.5%	1 8.3%	1 11.1%	2 10.5%
3	0 0.0%	1 25.0%	5 27.8%	5 19.2%	2 14.3%	2 8.7%	3 30.0%	0 0.0%	0 0.0%	7 36.8% f	3 18.8%	3 15.8%	0 0.0% c	1 11.1%	4 21.1%
4	3 30.0%	1 25.0%	3 16.7%	5 19.2%	2 14.3%	4 17.4%	2 20.0%	1 16.7%	1 20.0%	3 15.8%	2 12.5%	6 31.6%	4 33.3%	1 11.1%	2 10.5%
5	2 20.0%	1 25.0%	3 16.7%	3 11.5%	5 35.7%	5 21.7%	1 10.0%	4 66.7% Cegh	1 20.0%	1 5.3% Af	5 31.3%	2 10.5% a	4 33.3% c	0 0.0% a	4 21.1% a
6	1 10.0%	0 0.0%	3 16.7%	2 7.7%	3 21.4%	4 17.4%	1 10.0%	0 0.0% g	1 20.0%	1 5.3% G	2 12.5% g	1 5.3% G	1 8.3% g	5 55.6% aCdEfh	2 10.5% g
7=Very highly	1 10.0%	0 0.0%	2 11.1%	4 15.4%	1 7.1%	4 17.4%	2 20.0%	1 16.7%	0 0.0%	1 5.3%	1 6.3%	4 21.1%	1 8.3%	1 11.1%	5 26.3%
Mean	4.10	3.50	4.28	3.85	4.64	4.65	4.40	5.17 C	3.80	3.16 AeGH	4.13	4.32 c	4.33	5.11 C	4.79 C

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



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Our brand promise has a strong social purpose.

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all	9 8.4%	5 15.6%	3 8.1%	1 4.0%	0 0.0%	6 17.1%	1 2.9%	2 10.5%	0 0.0%	0 0.0%
2	12 11.2%	2 6.3% d	4 10.8%	2 8.0%	4 30.8% a	3 8.6% d	3 8.6% d	1 5.3% d	5 38.5% abc	0 0.0%
3	18 16.8%	2 6.3% c	7 18.9%	8 32.0% a	1 7.7%	4 11.4%	7 20.0%	4 21.1%	2 15.4%	1 25.0%
4	20 18.7%	8 25.0%	6 16.2%	3 12.0%	3 23.1%	5 14.3%	8 22.9%	3 15.8%	3 23.1%	1 25.0%
5	24 22.4%	8 25.0%	8 21.6%	6 24.0%	2 15.4%	8 22.9%	9 25.7%	4 21.1%	1 7.7%	2 50.0%
6	12 11.2%	4 12.5%	5 13.5%	1 4.0%	2 15.4%	6 17.1%	3 8.6%	2 10.5%	1 7.7%	0 0.0%
7=Very highly	12 11.2%	3 9.4%	4 10.8%	4 16.0%	1 7.7%	3 8.6%	4 11.4%	3 15.8%	1 7.7%	0 0.0%
Mean	4.14	4.13	4.16	4.20	4.00	4.03	4.31	4.26	3.54	4.25

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



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Our brand promise has a strong social purpose.

	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 4.8%	0 0.0%	0 0.0% g	0 0.0%	0 0.0%	0 0.0%	1 33.3% c	0 0.0%	1 9.1%	0 0.0%	1 11.1%	0 0.0%	4 23.5%	0 0.0%	1 9.1%
2	4 19.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	3 17.6%	1 20.0%	1 9.1%
3	3 14.3%	0 0.0%	5 38.5%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	1 9.1%	0 0.0%	1 11.1%	0 0.0%	4 23.5%	0 0.0%	3 27.3%
4	5 23.8%	2 50.0%	1 7.7% 1	0 0.0%	0 0.0%	2 50.0%	0 0.0%	0 0.0%	3 27.3%	0 0.0%	2 22.2%	2 66.7% cm	2 11.8% 1	0 0.0%	1 9.1%
5	3 14.3% hj	1 25.0%	3 23.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0% am	4 36.4%	2 66.7% am	2 22.2%	0 0.0%	2 11.8% hj	2 40.0%	4 36.4%
6	1 4.8% D	1 25.0%	2 15.4%	1 100.0% AimO	0 0.0%	1 25.0%	0 0.0%	0 0.0%	1 9.1% d	0 0.0%	2 22.2%	1 33.3%	1 5.9% d	1 20.0%	0 0.0% D
7=Very highly	4 19.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	1 25.0%	1 33.3%	0 0.0%	1 9.1%	1 33.3%	0 0.0%	0 0.0%	1 5.9%	1 20.0%	1 9.1%
Mean	4.14	4.75	4.23	6.00	---	5.25 m	3.67	5.00	4.45	5.67 m	4.00	4.67	3.12 fj	5.00	3.91

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



Topic 4: Managing Brand

Rate the degree to which the following ideas related to branding are embraced in your company:

Our brand promise has a strong social purpose.

	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 25.0%	2 11.1%	4 15.4%	1 7.1%	1 4.2%	0 0.0%	0 0.0%	1 20.0%	4 21.1% h	1 6.3%	2 10.5%	1 8.3%	0 0.0%	0 0.0% c
2	1 10.0%	1 25.0%	4 22.2%	1 3.8%	3 21.4%	2 8.3%	0 0.0%	0 0.0%	0 0.0%	3 15.8%	2 12.5%	3 15.8%	1 8.3%	2 22.2%	1 5.0%
3	3 30.0% e	1 25.0%	2 11.1%	6 23.1%	0 0.0% a	5 20.8%	1 10.0%	1 16.7%	2 40.0%	7 36.8% g	3 18.8%	2 10.5%	1 8.3%	0 0.0% c	2 10.0%
4	2 20.0%	0 0.0%	3 16.7%	2 7.7% e	5 35.7% d	5 20.8%	2 20.0%	1 16.7%	1 20.0%	3 15.8%	2 12.5%	3 15.8%	5 41.7%	1 11.1%	4 20.0%
5	1 10.0%	1 25.0%	2 11.1%	8 30.8%	2 14.3%	6 25.0%	4 40.0%	2 33.3%	0 0.0%	2 10.5% d	7 43.8% c	3 15.8%	1 8.3%	3 33.3%	6 30.0%
6	1 10.0%	0 0.0%	2 11.1%	2 7.7%	2 14.3%	3 12.5%	2 20.0%	0 0.0%	1 20.0%	0 0.0% h	1 6.3%	1 5.3%	2 16.7%	1 11.1%	5 25.0% c
7=Very highly	2 20.0%	0 0.0%	3 16.7%	3 11.5%	1 7.1%	2 8.3%	1 10.0%	2 33.3% cd	0 0.0%	0 0.0% aeg	0 0.0% ae	5 26.3% cd	1 8.3%	2 22.2% c	2 10.0%
Mean	4.40	2.75 g	3.94	4.04	4.00	4.25	5.00 b	5.17 C	3.40 h	2.79 AdefGH	3.94 ch	4.32 c	4.17 c	4.78 C	4.90 bCd

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



Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having all stakeholders aligned

N=90	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1	17 18.9%	3 10.7%	7 23.3%	4 20.0%	3 25.0%	3 9.7% e	9 30.0%	1 6.3% e	2 20.0%	2 66.7% ac
2	11 12.2%	2 7.1%	4 13.3%	2 10.0%	3 25.0%	2 6.5%	3 10.0%	4 25.0%	2 20.0%	0 0.0%
3	23 25.6%	9 32.1% d	7 23.3%	7 35.0% d	0 0.0% ac	8 25.8%	10 33.3%	4 25.0%	1 10.0%	0 0.0%
4	17 18.9%	5 17.9%	6 20.0%	2 10.0%	4 33.3%	12 38.7% B	0 0.0% AD	2 12.5%	3 30.0% B	0 0.0%
5	20 22.2%	7 25.0%	6 20.0%	5 25.0%	2 16.7%	5 16.1%	8 26.7%	5 31.3%	1 10.0%	1 33.3%
Mean	3.14	3.42	3.00	3.10	2.92	3.47	2.83	3.38	2.89	2.33

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



Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having all stakeholders aligned

N=90

	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	5 29.4%	2 100.0% cim	1 8.3% b	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5% b	0 0.0%	2 22.2%	0 0.0%	2 13.3% b	2 50.0%	2 22.2%
2	2 11.8% d	0 0.0%	2 16.7%	1 100.0% aM	0 0.0%	0 0.0%	1 50.0% m	0 0.0%	1 12.5%	1 50.0% m	1 11.1%	1 33.3% m	0 0.0% Dgjl	0 0.0%	1 11.1%
3	2 11.8% h	0 0.0%	5 41.7% i	0 0.0%	0 0.0%	1 25.0%	1 50.0%	1 100.0% ai	0 0.0% cho	1 50.0%	3 33.3%	1 33.3%	4 26.7%	0 0.0%	4 44.4% i
4	1 5.9% fin	0 0.0%	0 0.0% fin	0 0.0%	0 0.0%	2 50.0% ac	0 0.0%	0 0.0%	4 50.0% ac	0 0.0%	1 11.1%	1 33.3%	4 26.7%	2 50.0% ac	1 11.1%
5	6 35.3%	0 0.0%	4 33.3%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	2 22.2%	0 0.0%	5 33.3%	0 0.0%	1 11.1%
Mean	3.06	1.00	3.33	2.00	---	4.00	2.50	3.00	3.43	2.50	3.00	3.00	3.67	2.50	2.78

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



Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having all stakeholders aligned

N=90

	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 25.0%	0 0.0%	1 5.9%	6 27.3%	2 18.2%	3 15.0%	3 37.5%	0 0.0%	1 25.0%	2 12.5% g	4 28.6%	2 11.8% g	2 20.0%	4 57.1% ceh	2 11.8% g
2	1 12.5%	1 25.0%	3 17.6%	1 4.5%	2 18.2%	3 15.0%	0 0.0%	0 0.0%	1 25.0%	2 12.5%	0 0.0% e	6 35.3% dh	1 10.0%	0 0.0%	1 5.9% e
3	2 25.0%	2 50.0%	6 35.3%	5 22.7%	1 9.1%	6 30.0%	1 12.5%	2 40.0%	0 0.0%	5 31.3%	5 35.7%	4 23.5%	1 10.0%	1 14.3%	5 29.4%
4	1 12.5%	1 25.0%	4 23.5%	6 27.3%	1 9.1%	3 15.0%	1 12.5%	1 20.0%	1 25.0%	1 6.3%	4 28.6%	3 17.6%	2 20.0%	1 14.3%	4 23.5%
5	2 25.0%	0 0.0%	3 17.6%	4 18.2%	5 45.5%	4 20.0%	2 25.0%	2 40.0%	1 25.0%	6 37.5%	1 7.1%	2 11.8%	3 30.0%	1 14.3%	4 23.5%
Mean	3.00	3.00	3.29	3.05	3.45	3.11	2.86	4.00	3.00	3.44	2.86	2.82	3.33	2.29	3.44

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



Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having the right talent

N=90	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1	38 42.2%	12 42.9%	10 33.3%	10 50.0%	6 50.0%	15 48.4%	13 43.3%	5 31.3%	5 50.0%	0 0.0%
2	22 24.4%	10 35.7%	6 20.0%	5 25.0%	1 8.3%	10 32.3%	4 13.3%	6 37.5%	1 10.0%	1 33.3%
3	10 11.1%	2 7.1%	5 16.7%	0 0.0% d	3 25.0% c	2 6.5%	5 16.7%	0 0.0% e	2 20.0%	1 33.3% c
4	15 16.7%	3 10.7%	7 23.3%	4 20.0%	1 8.3%	3 9.7%	6 20.0%	4 25.0%	1 10.0%	1 33.3%
5	5 5.6%	1 3.6%	2 6.7%	1 5.0%	1 8.3%	1 3.2%	2 6.7%	1 6.3%	1 10.0%	0 0.0%
Mean	2.19	1.96	2.50	2.05	2.17	1.87	2.33	2.38	2.20	3.00

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



Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having the right talent

N=90

	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	8 47.1%	0 0.0%	8 66.7% m	1 100.0%	0 0.0%	1 25.0%	0 0.0%	1 100.0%	2 25.0%	1 50.0%	6 66.7%	1 33.3%	4 26.7% c	1 25.0%	3 33.3%
2	1 5.9% FM	0 0.0%	4 33.3%	0 0.0%	0 0.0%	3 75.0% Ak	0 0.0%	0 0.0%	2 25.0%	0 0.0%	0 0.0% fm	0 0.0%	8 53.3% Ak	1 25.0%	3 33.3%
3	5 29.4% cm	0 0.0%	0 0.0% agn	0 0.0%	0 0.0%	0 0.0%	1 50.0% cm	0 0.0%	1 12.5%	0 0.0%	0 0.0% n	1 33.3% m	0 0.0% agln	2 50.0% ckmo	0 0.0% n
4	3 17.6%	1 50.0% c	0 0.0% bgo	0 0.0%	0 0.0%	0 0.0%	1 50.0% c	0 0.0%	2 25.0%	0 0.0%	2 22.2%	1 33.3%	2 13.3%	0 0.0%	3 33.3% c
5	0 0.0% BJ	1 50.0% Ac	0 0.0% bj	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	1 50.0% Ac	1 11.1%	0 0.0%	1 6.7%	0 0.0%	0 0.0%
Mean	2.18 bc	4.50 aCFmn	1.33 aBGJlmno	1.00	---	1.75 Bg	3.50 Cf	1.00	2.75 C	3.00 c	2.11	2.67 c	2.20 bc	2.25 bc	2.33 c

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



Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having the right talent

N=90

	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	5,000-9,999 G	10,000+ H
1	1 12.5%	2 50.0%	7 41.2%	9 40.9%	5 45.5%	11 55.0%	3 37.5%	1 20.0%	2 50.0%	8 50.0%	3 21.4%	9 52.9%	4 40.0%	2 28.6%	9 52.9%
2	5 62.5% F	2 50.0% f	4 23.5%	6 27.3%	3 27.3%	1 5.0% Ab	1 12.5%	4 80.0% cefH	1 25.0%	3 18.8% a	5 35.7%	4 23.5% a	1 10.0% a	2 28.6%	2 11.8% A
3	1 12.5%	0 0.0%	3 17.6%	2 9.1%	0 0.0%	3 15.0%	1 12.5%	0 0.0%	1 25.0% e	2 12.5%	1 7.1%	0 0.0% bf	3 30.0% e	1 14.3%	2 11.8%
4	1 12.5%	0 0.0%	1 5.9%	4 18.2%	3 27.3%	5 25.0%	1 12.5%	0 0.0%	0 0.0%	1 6.3%	3 21.4%	4 23.5%	2 20.0%	2 28.6%	3 17.6%
5	0 0.0%	0 0.0%	2 11.8%	1 4.5%	0 0.0%	0 0.0% g	2 25.0% f	0 0.0%	0 0.0%	2 12.5%	2 14.3%	0 0.0%	0 0.0%	0 0.0%	1 5.9%
Mean	2.25	1.50	2.24	2.18	2.09	2.10	2.75	1.80	1.75	2.13	2.71	1.94	2.30	2.43	2.12

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



Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having the right data

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1	8 8.9%	2 7.1%	3 10.0%	2 10.0%	1 8.3%	3 9.7%	1 3.3%	3 18.8%	1 10.0%	0 0.0%
2	15 16.7%	2 7.1% c	6 20.0%	6 30.0% a	1 8.3%	2 6.5% bE	9 30.0% a	1 6.3% e	1 10.0%	2 66.7% Ac
3	23 25.6%	8 28.6%	6 20.0%	6 30.0%	3 25.0%	9 29.0%	5 16.7%	6 37.5%	2 20.0%	1 33.3%
4	22 24.4%	10 35.7% c	5 16.7%	2 10.0% ad	5 41.7% c	4 12.9% b	12 40.0% a	4 25.0%	2 20.0%	0 0.0%
5	20 22.2%	4 14.3%	10 33.3%	4 20.0%	2 16.7%	12 38.7% B	2 6.7% Ad	2 12.5%	4 40.0% b	0 0.0%
Mean	3.35	3.46	3.43	3.00	3.50	3.67	3.17	3.06	3.70	2.33

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



Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having the right data

N=90

	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 5.9%	0 0.0%	0 0.0% o	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	1 11.1%	0 0.0%	2 13.3%	0 0.0%	3 33.3% c
2	3 17.6%	0 0.0%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 37.5%	0 0.0%	2 22.2%	1 33.3%	2 13.3%	0 0.0%	2 22.2%
3	6 35.3%	0 0.0%	4 33.3%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	1 12.5%	1 50.0%	2 22.2%	1 33.3%	4 26.7%	2 50.0%	1 11.1%
4	2 11.8% dh	1 50.0%	5 41.7%	1 100.0% a	0 0.0%	1 25.0%	0 0.0%	1 100.0% a	1 12.5%	1 50.0%	2 22.2%	1 33.3%	4 26.7%	1 25.0%	1 11.1%
5	5 29.4%	1 50.0%	1 8.3% g	0 0.0%	0 0.0%	2 50.0%	2 100.0% cim	0 0.0%	1 12.5% g	0 0.0%	2 22.2%	0 0.0%	2 13.3% g	1 25.0%	2 22.2%
Mean	3.41	4.50	3.42	4.00	---	4.25	5.00	4.00	2.71	3.50	3.22	3.00	3.14	3.75	2.67

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



Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having the right 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	5,000-9,999 G	10,000+ H
1	0 0.0%	0 0.0%	3 17.6%	3 13.6%	1 9.1%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	1 6.3%	4 28.6% h	1 5.9%	1 10.0%	1 14.3%	0 0.0% d
2	0 0.0% f	0 0.0%	1 5.9% f	2 9.1% f	1 9.1%	8 40.0% acd	3 37.5%	0 0.0%	0 0.0%	2 12.5%	1 7.1%	2 11.8%	3 30.0%	2 28.6%	5 29.4%
3	1 12.5% e	1 25.0%	3 17.6% e	8 36.4%	7 63.6% acFg	2 10.0% E	1 12.5% e	2 40.0%	2 50.0%	5 31.3%	2 14.3%	5 29.4%	3 30.0%	2 28.6%	2 11.8%
4	2 25.0%	1 25.0%	6 35.3%	5 22.7%	1 9.1%	5 25.0%	2 25.0%	2 40.0%	1 25.0%	4 25.0%	4 28.6%	3 17.6%	2 20.0%	1 14.3%	5 29.4%
5	5 62.5% defg	2 50.0%	4 23.5%	4 18.2% a	1 9.1% a	4 20.0% a	0 0.0% a	1 20.0%	1 25.0%	4 25.0%	3 21.4%	6 35.3%	1 10.0%	1 14.3%	3 17.6%
Mean	4.50 dEfG	4.25 eg	3.41	3.23 a	3.00 Ab	3.26 a	2.57 Ab	3.80	3.75	3.50	3.07	3.65	2.90	2.86	3.40

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



Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having the right operating model

N=90	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
1	17 18.9%	8 28.6%	5 16.7%	2 10.0%	2 16.7%	7 22.6%	5 16.7%	2 12.5%	2 20.0%	1 33.3%
2	23 25.6%	6 21.4%	10 33.3%	4 20.0%	3 25.0%	10 32.3%	10 33.3%	2 12.5%	1 10.0%	0 0.0%
3	19 21.1%	5 17.9%	7 23.3%	5 25.0%	2 16.7%	6 19.4%	6 20.0%	5 31.3%	2 20.0%	0 0.0%
4	13 14.4%	3 10.7%	4 13.3%	4 20.0%	2 16.7%	3 9.7%	6 20.0%	1 6.3%	2 20.0%	1 33.3%
5	17 18.9%	5 17.9%	4 13.3%	5 25.0%	3 25.0%	5 16.1%	3 10.0%	6 37.5%	2 20.0%	1 33.3%
							c	b		
Mean	2.89	2.67	2.73	3.30	3.08	2.65	2.73	3.44	3.11	3.33

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



Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having the right operating model

N=90

	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 11.8% f	0 0.0%	3 25.0%	0 0.0%	0 0.0%	3 75.0% akMo	1 50.0%	0 0.0%	3 37.5%	1 50.0%	0 0.0% f	1 33.3%	1 6.7% F	1 25.0%	1 11.1% f
2	7 41.2% iM	1 50.0% m	4 33.3% m	0 0.0%	0 0.0%	0 0.0%	1 50.0% m	1 100.0% iM	0 0.0% ahk	0 0.0%	5 55.6% iM	1 33.3% m	0 0.0% AbcgHKL	1 25.0%	1 11.1%
3	3 17.6%	1 50.0%	2 16.7%	1 100.0% k	0 0.0%	1 25.0%	0 0.0%	0 0.0%	3 37.5%	0 0.0%	0 0.0% dm	0 0.0%	7 46.7% k	0 0.0%	1 11.1%
4	3 17.6%	0 0.0%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 33.3%	0 0.0%	3 20.0%	0 0.0%	2 22.2%
5	1 5.9% no	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 25.0%	1 50.0%	1 11.1%	1 33.3%	4 26.7%	2 50.0% a	4 44.4% a
Mean	2.63 mo	2.50	2.50 m	3.00	---	1.50 Mo	1.50 m	2.00	2.75	3.00	3.00	2.67	3.60 acFg	3.25	3.78 af

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



Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company?

Having the right operating model

N=90

	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	5,000-9,999 G	10,000+ H
1	4 50.0% dg	1 25.0%	5 29.4%	3 13.6% a	1 9.1%	3 15.0%	0 0.0% a	4 80.0% bcdefgh	0 0.0% a	3 18.8% a	2 14.3% a	3 17.6% a	2 20.0% a	0 0.0% a	3 17.6% a
2	2 25.0%	0 0.0%	4 23.5%	8 36.4%	2 18.2%	5 25.0%	2 25.0%	1 20.0%	2 50.0%	5 31.3%	4 28.6%	3 17.6%	1 10.0%	2 28.6%	5 29.4%
3	1 12.5%	1 25.0%	4 23.5%	4 18.2%	2 18.2%	4 20.0%	3 37.5%	0 0.0%	1 25.0%	3 18.8%	3 21.4%	4 23.5%	1 10.0%	1 14.3%	6 35.3%
4	1 12.5%	1 25.0%	1 5.9%	2 9.1%	3 27.3%	3 15.0%	2 25.0%	0 0.0%	0 0.0%	5 31.3%	2 14.3%	2 11.8%	2 20.0%	1 14.3%	1 5.9%
5	0 0.0%	1 25.0%	3 17.6%	5 22.7%	3 27.3%	5 25.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0% efg	3 21.4%	5 29.4% c	3 30.0% c	3 42.9% c	2 11.8%
Mean	1.88 efg	3.25	2.59	2.91	3.45 a	3.10 a	3.00 a	1.20 bcdEfGh	3.00 a	2.63 a	3.00 a	3.18 A	3.33 a	3.71 A	2.65 a

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



Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having the right technology

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1	10 11.1%	3 10.7%	5 16.7%	2 10.0%	0 0.0%	3 9.7%	2 6.7% c	5 31.3% b	0 0.0%	0 0.0%
2	19 21.1%	8 28.6%	4 13.3%	3 15.0%	4 33.3%	7 22.6%	4 13.3% d	3 18.8%	5 50.0% b	0 0.0%
3	15 16.7%	4 14.3%	5 16.7%	2 10.0%	4 33.3%	6 19.4%	4 13.3%	1 6.3%	3 30.0%	1 33.3%
4	20 22.2%	4 14.3% c	8 26.7%	8 40.0% ad	0 0.0% c	8 25.8%	5 16.7%	5 31.3%	1 10.0%	1 33.3%
5	25 27.8%	8 28.6%	8 26.7%	5 25.0%	4 33.3%	7 22.6%	14 46.7% cd	2 12.5% b	1 10.0% b	1 33.3%
Mean	3.35	3.22	3.33	3.55	3.33	3.29	3.86 cd	2.75 b	2.80 b	4.00

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



Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having the right technology

N=90

	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	1 5.9% m	0 0.0%	0 0.0% gm	0 0.0%	0 0.0%	0 0.0%	1 50.0% c	0 0.0%	1 12.5%	0 0.0%	0 0.0% m	1 33.3%	6 40.0% acko	0 0.0%	0 0.0% m
2	4 23.5%	1 50.0% c	0 0.0% bjmn	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	2 25.0%	1 50.0% c	1 11.1%	0 0.0%	5 33.3% c	2 50.0% c	2 22.2%
3	1 5.9% k	1 50.0% m	1 8.3%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	3 37.5% m	0 0.0%	4 44.4% aM	0 0.0%	0 0.0% biKo	0 0.0%	3 33.3% m
4	7 41.2% im	0 0.0%	5 41.7% im	0 0.0%	0 0.0%	1 25.0%	1 50.0%	0 0.0%	0 0.0% ac	1 50.0%	1 11.1%	0 0.0%	1 6.7% ac	1 25.0%	2 22.2%
5	4 23.5%	0 0.0%	6 50.0% m	1 100.0% m	0 0.0%	1 25.0%	0 0.0%	1 100.0% m	2 25.0%	0 0.0%	3 33.3%	2 66.7%	2 13.3% cdh	1 25.0%	2 22.2%
Mean	3.53 cM	2.50 C	4.42 aBgIjMno	5.00	---	3.50	2.50 c	5.00	3.00 C	3.00 c	3.67 m	3.67	2.14 ACko	3.25 c	3.44 cm

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



Topic 5: Managing Growth

Rank order the following factors in terms of their importance for driving future organic revenue growth within your company:

Having the right technology

N=90

	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	5,000-9,999 G	10,000+ H
1	1 12.5%	1 25.0%	1 5.9%	1 4.5%	2 18.2%	3 15.0%	1 12.5%	0 0.0%	1 25.0%	2 12.5%	1 7.1%	2 11.8%	1 10.0%	0 0.0%	3 17.6%
2	0 0.0%	1 25.0%	5 29.4%	5 22.7%	3 27.3%	3 15.0%	2 25.0%	0 0.0%	0 0.0%	4 25.0%	4 28.6%	2 11.8%	4 40.0%	1 14.3%	4 23.5%
3	3 37.5%	0 0.0%	1 5.9%	3 13.6%	1 9.1%	5 25.0%	2 25.0%	1 20.0%	0 0.0%	1 6.3%	3 21.4%	4 23.5%	2 20.0%	2 28.6%	2 11.8%
4	3 37.5%	1 25.0%	5 29.4%	5 22.7%	3 27.3%	3 15.0%	0 0.0%	2 40.0%	2 50.0%	5 31.3%	1 7.1%	5 29.4%	1 10.0%	2 28.6%	2 11.8%
5	1 12.5%	1 25.0%	5 29.4%	8 36.4%	2 18.2%	6 30.0%	2 25.0%	2 40.0%	1 25.0%	4 25.0%	5 35.7%	4 23.5%	2 20.0%	2 28.6%	5 29.4%
Mean	3.38	3.00	3.47	3.64	3.00	3.30	3.00	4.20	3.50	3.31	3.36	3.41	2.90	3.71	3.13

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



Topic 5: Managing Growth

When pursuing growth opportunities, how often do the following behaviors occur in your company:

Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E

Examining other industries for actions that might inspire company growth opportunities.

Majority of Time	34 37.0%	12 42.9%	9 30.0%	9 40.9%	4 33.3%	10 31.3%	13 43.3%	9 52.9%	2 20.0%	0 0.0%
Minority of time	58 63.0%	16 57.1%	21 70.0%	13 59.1%	8 66.7%	22 68.8%	17 56.7%	8 47.1%	8 80.0%	3 100.0%

Identifying how to move the business from core strengths into adjacent digital opportunities.

Majority of time	32 34.8%	7 25.0%	15 50.0%	7 31.8%	3 25.0%	14 43.8%	8 26.7%	6 35.3%	3 30.0%	1 33.3%
Minority of time	60 65.2%	21 75.0%	15 50.0%	15 68.2%	9 75.0%	18 56.3%	22 73.3%	11 64.7%	7 70.0%	2 66.7%

Using data insights across channels

Majority of time	56 61.5%	17 60.7%	17 56.7%	16 76.2%	6 50.0%	19 59.4%	18 62.1%	10 58.8%	6 60.0%	3 100.0%
Minority of time	35 38.5%	11 39.3%	13 43.3%	5 23.8%	6 50.0%	13 40.6%	11 37.9%	7 41.2%	4 40.0%	0 0.0%

Effectively leveraging technology to pursue growth opportunities.

Majority of time	50 54.3%	18 64.3% D	21 70.0% cD	9 40.9% b	2 16.7% AB	18 56.3%	12 40.0%	11 64.7%	6 60.0%	3 100.0%
Minority of time	42 45.7%	10 35.7% D	9 30.0% cD	13 59.1% b	10 83.3% AB	14 43.8%	18 60.0%	6 35.3%	4 40.0%	0 0.0%

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

When pursuing growth opportunities, how often do the following behaviors occur in your company:

[illegible]



Topic 5: Managing Growth

When pursuing growth opportunities, how often do the following behaviors occur in your company:

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Marketing is able to connect the growth strategy to relevant customer metrics										
Majority of time	54 58.7%	16 57.1%	16 53.3% c	18 81.8% bD	4 33.3% C	20 62.5%	18 60.0%	11 64.7%	3 30.0%	2 66.7%
Minority of time	38 41.3%	12 42.9%	14 46.7% c	4 18.2% bD	8 66.7% C	12 37.5%	12 40.0%	6 35.3%	7 70.0%	1 33.3%

Marketing builds a business case for the growth strategy

Majority of time	52 57.1%	13 46.4% c	14 48.3% c	17 77.3% ab	8 66.7%	18 56.3%	19 63.3%	10 58.8%	4 40.0%	1 50.0%
Minority of time	39 42.9%	15 53.6% c	15 51.7% c	5 22.7% ab	4 33.3%	14 43.8%	11 36.7%	7 41.2%	6 60.0%	1 50.0%

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



Topic 5: Managing Growth

When pursuing growth opportunities, how often do the following behaviors occur 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	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>Examining other industries for actions that might inspire company growth opportunities.</u>															
Majority of time	3 17.6% bn	2 100.0% a	6 50.0%	1 100.0%	0 0.0%	1 25.0%	0 0.0%	1 100.0%	3 37.5%	1 33.3%	3 37.5%	1 33.3%	5 33.3%	4 80.0% a	3 30.0%
Minority of time	14 82.4% bn	0 0.0% a	6 50.0%	0 0.0%	0 0.0%	3 75.0%	2 100.0%	0 0.0%	5 62.5%	2 66.7%	5 62.5%	2 66.7%	10 66.7%	1 20.0% a	7 70.0%
<u>Identifying how to move the business from core strengths into adjacent digital opportunities.</u>															
Majority of time	3 17.6% k	1 50.0%	3 25.0%	1 100.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	4 50.0%	1 33.3%	5 62.5% a	1 33.3%	7 46.7%	2 40.0%	2 20.0%
Minority of time	14 82.4% k	1 50.0%	9 75.0%	0 0.0%	0 0.0%	3 75.0%	2 100.0%	1 100.0%	4 50.0%	2 66.7%	3 37.5% a	2 66.7%	8 53.3%	3 60.0%	8 80.0%
<u>Using data insights across channels</u>															
Majority of time	10 58.8%	2 100.0%	9 81.8% j	0 0.0%	0 0.0%	3 75.0%	2 100.0%	1 100.0%	6 75.0%	0 0.0% c	4 50.0%	2 66.7%	8 53.3%	2 40.0%	6 60.0%
Minority of time	7 41.2%	0 0.0%	2 18.2% j	1 100.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	2 25.0%	3 100.0% c	4 50.0%	1 33.3%	7 46.7%	3 60.0%	4 40.0%

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

When pursuing growth opportunities, how often do the following behaviors occur in your company:

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



Topic 5: Managing Growth

When pursuing growth opportunities, how often do the following behaviors occur in your company:

	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
<u>Marketing offers a strong interpretation of customer insights important to the growth opportunity</u>															
Majority of time	8 47.1% C	2 100.0%	12 100.0% AIJLM	1 100.0%	0 0.0%	3 75.0%	2 100.0%	1 100.0%	3 37.5% C	1 33.3% C	6 75.0%	1 33.3% C	6 40.0% C	4 80.0%	8 80.0%
Minority of time	9 52.9% C	0 0.0%	0 0.0% AIJLM	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	5 62.5% C	2 66.7% C	2 25.0%	2 66.7% C	9 60.0% C	1 20.0%	2 20.0%
<u>Marketing articulates how the growth opportunity connects to the company position and strategy.</u>															
Majority of time	11 64.7%	1 50.0%	10 83.3%	1 100.0%	0 0.0%	4 100.0%	2 100.0%	1 100.0%	5 62.5%	2 66.7%	7 87.5%	2 66.7%	11 73.3%	3 60.0%	8 80.0%
Minority of time	6 35.3%	1 50.0%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 37.5%	1 33.3%	1 12.5%	1 33.3%	4 26.7%	2 40.0%	2 20.0%
<u>Marketing is able to connect the growth strategy to relevant customer metrics</u>															
Majority of time	8 47.1%	0 0.0%	9 75.0% n	0 0.0%	0 0.0%	4 100.0% n	2 100.0% n	1 100.0%	4 50.0%	1 33.3%	6 75.0% n	1 33.3%	9 60.0% n	0 0.0% cfgkmo	8 80.0% n
Minority of time	9 52.9%	2 100.0%	3 25.0% n	1 100.0%	0 0.0%	0 0.0% n	0 0.0% n	0 0.0%	4 50.0%	2 66.7%	2 25.0% n	2 66.7%	6 40.0% n	5 100.0% cfgkmo	2 20.0% n
<u>Marketing builds a business case for the growth strategy</u>															
Majority of time	5 31.3%	2 100.0%	8 66.7%	1 100.0%	0 0.0%	3 75.0%	2 100.0%	1 100.0%	4 50.0%	2 66.7%	4 50.0%	1 33.3%	9 60.0%	2 40.0%	7 70.0%
Minority of time	11 68.8%	0 0.0%	4 33.3%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	4 50.0%	1 33.3%	4 50.0%	2 66.7%	6 40.0%	3 60.0%	3 30.0%

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



Topic 5: Managing Growth

When pursuing growth opportunities, how often do the following behaviors occur in your company:

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

Examining other industries for actions that might inspire company growth opportunities.

Majority of time	3 37.5%	1 25.0%	7 41.2%	9 39.1%	5 50.0%	7 33.3%	2 22.2%	1 20.0%	1 25.0%	6 37.5%	4 28.6%	8 44.4%	2 20.0%	2 33.3%	10 52.6%
Minority of time	5 62.5%	3 75.0%	10 58.8%	14 60.9%	5 50.0%	14 66.7%	7 77.8%	4 80.0%	3 75.0%	10 62.5%	10 71.4%	10 55.6%	8 80.0%	4 66.7%	9 47.4%

Identifying how to move the business from core strengths into adjacent digital opportunities.

Majority of time	2 25.0%	1 25.0%	7 41.2%	8 34.8%	4 40.0%	8 38.1%	2 22.2%	0 0.0%	1 25.0%	4 25.0%	7 50.0%	7 38.9%	3 30.0%	4 66.7%	6 31.6%
Minority of time	6 75.0%	3 75.0%	10 58.8%	15 65.2%	6 60.0%	13 61.9%	7 77.8%	5 100.0%	3 75.0%	12 75.0%	7 50.0%	11 61.1%	7 70.0%	2 33.3%	13 68.4%

Using data insights across channels

Majority of time	5 62.5%	2 50.0%	11 64.7%	11 47.8%	6 66.7%	14 66.7%	7 77.8%	3 60.0%	2 50.0%	11 68.8%	8 57.1%	10 55.6%	8 80.0%	3 60.0%	11 57.9%
Minority of time	3 37.5%	2 50.0%	6 35.3%	12 52.2%	3 33.3%	7 33.3%	2 22.2%	2 40.0%	2 50.0%	5 31.3%	6 42.9%	8 44.4%	2 20.0%	2 40.0%	8 42.1%

Effectively leveraging technology to pursue growth opportunities.

Majority of time	4 50.0%	2 50.0%	8 47.1%	10 43.5%	8 80.0%	11 52.4%	7 77.8%	2 40.0%	0 0.0% dfh	8 50.0%	9 64.3% b	10 55.6%	8 80.0% b	2 33.3%	11 57.9% b
Minority of time	4 50.0%	2 50.0%	9 52.9%	13 56.5%	2 20.0%	10 47.6%	2 22.2%	3 60.0%	4 100.0% dfh	8 50.0%	5 35.7% b	8 44.4%	2 20.0% b	4 66.7%	8 42.1% b

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



Topic 5: Managing Growth

When pursuing growth opportunities, how often do the following behaviors occur 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
<u>Using an integrated marketing team in which digital and nondigital work together</u>															
Majority of time	6 75.0%	4 100.0%	13 76.5%	15 68.2%	10 100.0%	17 81.0%	7 87.5%	4 80.0%	3 75.0%	14 87.5%	11 78.6%	13 76.5%	8 80.0%	5 83.3%	14 77.8%
Minority of time	2 25.0%	0 0.0%	4 23.5%	7 31.8%	0 0.0%	4 19.0%	1 12.5%	1 20.0%	1 25.0%	2 12.5%	3 21.4%	4 23.5%	2 20.0%	1 16.7%	4 22.2%
<u>Using an integrated marketing team in which marketing and finance experts work together</u>															
Majority of time	3 37.5%	3 75.0%	9 52.9%	4 17.4%	1 10.0%	9 42.9%	3 37.5%	4 80.0%	2 50.0%	7 43.8%	3 21.4%	5 27.8%	2 20.0%	2 33.3%	7 38.9%
Minority of time	5 62.5%	1 25.0%	8 47.1%	19 82.6%	9 90.0%	12 57.1%	5 62.5%	1 20.0%	2 50.0%	9 56.3%	11 78.6%	13 72.2%	8 80.0%	4 66.7%	11 61.1%
<u>Marketing offers a strong interpretation of customer insights important to the growth opportunity</u>															
Majority of time	6 75.0%	2 50.0%	10 58.8%	13 56.5%	8 80.0%	15 71.4%	5 55.6%	5 100.0%	2 50.0%	11 68.8%	5 35.7%	13 72.2%	4 40.0%	4 66.7%	15 78.9%
Minority of time	2 25.0%	2 50.0%	7 41.2%	10 43.5%	2 20.0%	6 28.6%	4 44.4%	0 0.0%	2 50.0%	5 31.3%	9 64.3%	5 27.8%	6 60.0%	2 33.3%	4 21.1%
<u>Marketing articulates how the growth opportunity connects to the company position and strategy.</u>															
Majority of time	5 62.5%	3 75.0%	16 94.1%	14 60.9%	10 100.0%	16 76.2%	5 55.6%	4 80.0%	3 75.0%	13 81.3%	9 64.3%	15 83.3%	7 70.0%	5 83.3%	13 68.4%
Minority of time	3 37.5%	1 25.0%	1 5.9%	9 39.1%	0 0.0%	5 23.8%	4 44.4%	1 20.0%	1 25.0%	3 18.8%	5 35.7%	3 16.7%	3 30.0%	1 16.7%	6 31.6%

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



Topic 5: Managing Growth

When pursuing growth opportunities, how often do the following behaviors occur in your company:

	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
Marketing is able to connect the growth strategy to relevant customer metrics															
Majority of time	5 62.5%	3 75.0%	11 64.7%	13 56.5%	5 50.0%	12 57.1%	5 55.6%	5 100.0% g	2 50.0%	10 62.5%	9 64.3%	10 55.6%	6 60.0%	1 16.7% a	11 57.9%
Minority of time	3 37.5%	1 25.0%	6 35.3%	10 43.5%	5 50.0%	9 42.9%	4 44.4%	0 0.0% g	2 50.0%	6 37.5%	5 35.7%	8 44.4%	4 40.0%	5 83.3% a	8 42.1%

Marketing builds a business case for the growth strategy

Majority of time	4 50.0%	2 50.0%	11 68.8%	12 52.2%	7 70.0%	11 52.4%	5 55.6%	3 60.0%	2 50.0%	9 60.0%	10 71.4%	10 55.6%	5 50.0%	2 33.3%	11 57.9%
Minority of time	4 50.0%	2 50.0%	5 31.3%	11 47.8%	3 30.0%	10 47.6%	4 44.4%	2 40.0%	2 50.0%	6 40.0%	4 28.6%	8 44.4%	5 50.0%	4 66.7%	8 42.1%

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



Topic 5: Managing Growth

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

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Existing products/ services in existing markets	88	26	29	22	11	31	28	17	9	3
	56.76	55.77	54.48	54.77	69.09	57.26	52.14	54.71	68.89	70.00
	23.55	24.24	25.26	21.96	19.08	25.69	22.13 d	25.09	17.46 b	10.00
New products/services in existing markets	88	26	29	22	11	31	28	17	9	3
	20.63	17.50	21.21	25.00	17.73	17.26	22.68	21.47	22.22	26.67
	15.99	13.21	17.10	19.52	9.58	13.77	16.30	21.78	10.64	11.55
Existing products/ services in new markets	88	26	29	22	11	31	28	17	9	3
	15.57	20.19	14.31	14.32	10.45	16.29	17.32	18.82	6.11	1.67
	15.26	19.26	12.44	11.16	17.67	12.38 d	15.54 d	21.03	6.97 ab	2.89
New products/services in new markets	88	26	29	22	11	31	28	17	9	3
	7.05	6.54	10.00	5.91	2.73	9.19	7.86	5.00	2.78	1.67
	9.96	7.72	14.39	5.70	4.10	12.79	9.47	6.37	4.41	2.89

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



Topic 5: Managing Growth

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

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	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Existing products/ services in existing markets	16	2	12	1	0	4	2	1	7	3	8	3	14	5	9
	68.75	62.50	58.75	50.00	---	51.25	50.00	45.00	45.00	61.67	52.50	61.67	50.71	48.00	57.78
	22.25	17.68	20.24	---	---	13.15	28.28	---	28.87	31.75	21.38	27.54	27.52	25.88	23.33
	i								a						
New products/services in existing markets	16	2	12	1	0	4	2	1	7	3	8	3	14	5	9
	21.25	15.00	21.25	20.00	---	11.25	2.50	30.00	21.43	15.00	21.25	6.67	22.50	36.00	22.22
	14.89	21.21	17.85	---	---	13.15	3.54	---	14.92	8.66	10.94	5.77	19.19	13.42	20.33
						n	n					n		fgl	
Existing products/ services in new markets	16	2	12	1	0	4	2	1	7	3	8	3	14	5	9
	5.94	15.00	16.67	20.00	---	35.00	45.00	15.00	22.86	15.00	16.88	30.00	13.57	9.00	12.78
	7.12	7.07	16.00	---	---	25.17	35.36	---	12.20	18.03	13.61	27.84	11.67	8.94	9.05
	cFGIkLmo		a			Amo	Amo		A		a	A	afg		afg
New products/services in new markets	16	2	12	1	0	4	2	1	7	3	8	3	14	5	9
	4.06	7.50	3.33	10.00	---	2.50	2.50	10.00	10.71	8.33	9.38	1.67	13.21	7.00	7.22
	6.64	3.54	5.37	---	---	2.89	3.54	---	9.76	10.41	13.21	2.89	17.17	6.71	6.18
			i						c						

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



Topic 5: Managing Growth

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

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
Existing products/ services in existing markets	7 48.57 18.87	4 58.75 24.62	17 62.65 26.70	23 53.48 25.38	10 43.50 24.61	19 63.42 18.26	8 60.63 21.45	5 46.00 8.94	4 53.75 37.05	16 62.81 26.83	14 56.79 26.28	17 50.59 25.43	10 60.50 19.50	5 44.00 29.03	17 62.65 14.80
					f	e		h							a
New products/services in existing markets	7 20.71 29.50	4 15.00 15.81	17 17.06 12.88	23 21.52 17.15	10 26.00 19.41	19 20.79 9.90	8 21.25 13.82	5 14.00 16.36	4 26.25 37.72	16 18.13 16.01	14 14.29 11.41	17 22.35 15.82	10 24.00 17.45	5 24.00 16.73	17 24.12 11.35
											h				d
Existing products/ services in new markets	7 27.14 20.59 F	4 18.75 15.48	17 13.82 16.63	23 18.48 16.06	10 17.00 14.94	19 10.00 9.86 A	8 10.63 12.66	5 34.00 19.49 cefH	4 13.75 13.15	16 14.38 15.90 a	14 20.00 20.00 h	17 17.35 12.26 aH	10 10.50 12.35 a	5 21.00 15.57 h	17 7.65 7.73 AdEg
New products/services in new markets	7 3.57 3.78	4 7.50 6.45	17 6.47 12.72	23 6.52 7.90	10 13.50 15.99	19 5.79 7.12	8 7.50 10.00	5 6.00 6.52	4 6.25 12.50	16 4.69 7.18	14 8.93 14.70	17 9.71 12.68	10 5.00 5.27	5 11.00 12.45	17 5.59 5.83

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



Topic 5: Managing Growth

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

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Growth from your firm internally	90	26	30	22	12	31	29	17	10	3
	67.57	64.04	58.90	76.09	81.25	69.74	68.62	66.76	63.50	53.00
	30.17	35.78	25.97 cd	26.74 b	26.98 b	26.98	29.61	33.86	34.81	46.87
Growth from partnerships	90	26	30	22	12	31	29	17	10	3
	16.67	16.15	22.00	16.14	5.42	14.68	9.48	24.12	22.00	46.67
	23.24	27.40	22.92 d	23.30	4.98 b	18.57 e	14.04 cE	29.01 b	31.11	47.26 aB
Growth from acquisitions	90	26	30	22	12	31	29	17	10	3
	12.09	15.19	16.77	4.55	7.50	12.03	19.14	4.71	8.00	0.00
	19.17	22.47 c	21.90 c	8.00 ab	14.85	17.03	25.95 c	8.74 b	10.33	0.00
Growth from licensing arrangements	90	26	30	22	12	31	29	17	10	3
	3.68	4.62	2.33	3.23	5.83	3.55	2.76	4.41	6.50	0.33
	10.13	13.34	4.69	5.44	17.30	11.34	6.35	7.05	18.86	0.58

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



Topic 5: Managing Growth

Allocate 100 points to reflect how your company 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	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
Growth from your firm internally	17	2	12	1	0	4	2	1	7	3	8	3	14	5	10
	63.06	7.50	87.50	80.00	---	45.00	35.00	60.00	71.43	61.67	73.13	90.00	55.00	71.00	78.90
	33.51	10.61	14.38	---	---	28.87	49.50	---	27.34	38.19	18.70	17.32	26.89	32.86	30.31
	bc	aCiKLmO	aBFGM			C	C		b		B	B	bC		B
Growth from partnerships	17	2	12	1	0	4	2	1	7	3	8	3	14	5	10
	23.53	37.50	7.08	10.00	---	22.50	50.00	0.00	4.29	5.00	10.63	3.33	23.93	15.00	19.00
	29.78	45.96	9.88	---	---	12.58	70.71	---	5.35	5.00	15.68	5.77	19.33	18.71	29.98
		c	bfgm			cI	c		Fm				ci		
Growth from acquisitions	17	2	12	1	0	4	2	1	7	3	8	3	14	5	10
	11.35	25.00	3.33	10.00	---	12.50	15.00	40.00	21.43	30.00	15.00	3.33	16.43	11.00	2.00
	25.68	7.07	6.51	---	---	18.93	21.21	---	24.78	43.59	17.93	5.77	17.26	15.17	4.22
		CIO	Bijm						co	co	o	b	co		Bijkm
Growth from licensing arrangements	17	2	12	1	0	4	2	1	7	3	8	3	14	5	10
	2.06	30.00	2.08	0.00	---	20.00	0.00	0.00	2.86	3.33	1.25	3.33	4.64	3.00	0.10
	3.56	42.43	3.96	---	---	28.28	0.00	---	7.56	5.77	3.54	5.77	9.30	4.47	0.32
	Bf	Ackmo	bf			aco					b		b		bf

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



Topic 5: Managing Growth

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

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
Growth from your firm internally	8 39.38 32.34 cdEf	4 70.00 34.64	17 71.47 29.73 a	23 74.09 30.49 a	10 78.50 14.92 A	20 66.35 27.62 a	8 56.88 36.35	5 76.00 26.08	4 76.75 29.02	16 79.00 26.44 D	14 47.86 34.74 Ceh	18 72.50 24.93 d	10 56.50 33.50	6 61.67 38.04	17 71.76 26.57 d
Growth from partnerships	8 32.50 23.15 cde	4 21.25 24.62	17 11.18 17.90 a	23 12.83 21.20 a	10 13.00 14.18 a	20 18.75 28.14	8 20.63 32.34	5 18.00 17.89	4 15.00 30.00	16 11.56 18.05	14 25.00 31.50	18 16.39 18.13	10 28.00 38.60	6 10.83 17.44	17 10.29 11.66
Growth from acquisitions	8 18.13 32.73	4 7.50 9.57	17 15.29 22.04	23 9.35 18.23	10 6.00 9.94	20 13.40 14.91	8 13.75 22.64	5 2.00 4.47	4 8.25 16.50	16 3.75 8.06 Dfgh	14 25.71 27.59 CE	18 5.83 8.09 Dg	10 13.00 14.76 c	6 25.83 36.93 ce	17 13.82 17.46 c
Growth from licensing arrangements	8 10.00 21.38	4 1.25 2.50	17 2.06 5.32	23 3.74 12.62	10 2.50 3.54	20 1.50 3.66 g	8 8.75 11.26 f	5 4.00 8.94	4 0.00 0.00	16 5.69 15.46	14 1.43 3.06	18 5.28 14.19	10 2.50 3.54	6 1.67 4.08	17 4.12 8.70

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				What % of your company's sales is through the Internet?				
Number		B2B	B2B	B2C	B2C	0%	1-10%	11-49%	50-99%	100%
Mean		Product	Services	Product	Services	A	B	C	D	E
SD		A	B	C	D	A	B	C	D	E
Domestic	90	26	30	22	12	31	29	17	10	3
market percent	57.78	46.96	65.57	55.77	65.42	60.39	49.79	62.88	58.00	78.33
	37.88	36.25	37.54	40.44	35.70	38.09	41.80	36.13	33.35	17.56

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	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
Domestic	17	2	12	1	0	4	2	1	7	3	8	3	14	5	10
market percent	71.12	50.00	50.67	100.00	---	58.75	50.50	2.00	11.29	90.00	58.50	73.33	54.50	54.60	67.20
	32.09	28.28	42.30	---	---	35.68	70.00	---	15.17	17.32	42.68	46.19	37.65	36.45	31.12
	I	i	i			i			AbcfJkLMn	I	i	I	I	i	I
									O						

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
Domestic	8	4	17	23	10	20	8	5	4	16	14	18	10	6	17
market percent	82.50	66.50	74.94	56.61	54.30	43.25	36.25	71.20	74.00	65.19	67.36	59.94	49.60	66.67	34.53
	21.04	25.28	30.52	38.68	42.94	40.13	36.69	29.83	48.72	30.24	37.91	37.04	39.40	47.92	36.52
	fG		fg			ac	Ac			h	h	h			cde

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



Topic 5: Managing Growth

What percentage of your company's sales is domestic?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
Number		B2B	B2B	B2C	B2C	0%	1-10%	11-49%	50-99%	100%
Mean		Product	Services	Product	Services	A	B	C	D	E
SD		A	B	C	D	A	B	C	D	E
Domestic sales	90	26	30	22	12	31	29	17	10	3
percent	56.83	52.58	58.40	54.82	65.83	55.77	54.34	60.47	56.50	72.33
	35.59	35.57	36.06	36.82	34.78	37.88	38.63	33.47	30.41	15.70

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



Topic 5: Managing Growth

What percentage of your company'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	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
Domestic sales	17	2	12	1	0	4	2	1	7	3	8	3	14	5	10
percent	59.65	20.00	53.83	100.00	---	65.00	52.00	10.00	27.00	88.33	54.00	73.33	60.57	46.00	65.70
	35.55	14.14	40.28	---	---	41.23	67.88	---	32.66	10.41	34.82	46.19	33.79	21.91	29.37
	i	J							ajmo	Bin			i	j	i

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



Topic 5: Managing Growth

What percentage of your company'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	8	4	17	23	10	20	8	5	4	16	14	18	10	6	17
percent	73.75	69.75	73.71	53.91	58.70	42.85	38.63	81.00	70.25	53.38	66.00	63.28	44.40	63.33	40.47
	32.92	20.74	29.24	36.35	38.68	36.51	33.18	27.48	46.42	26.96	39.23	35.18	37.84	37.77	34.60
	f		Fg			aC	c	h							a

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



Topic 6: Marketing Leadership

What is marketing primarily responsible for in your company?

N=80	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Brand	75 93.8%	21 100.0%	25 92.6%	18 90.0%	11 91.7%	26 96.3%	22 91.7%	16 94.1%	9 100.0%	2 66.7%
Digital marketing	74 92.5%	19 90.5%	25 92.6%	18 90.0%	12 100.0%	25 92.6%	22 91.7%	15 88.2%	9 100.0%	3 100.0%
Advertising	73 91.3%	19 90.5%	24 88.9%	19 95.0%	11 91.7%	25 92.6%	22 91.7%	16 94.1%	8 88.9%	2 66.7%
Social media	72 90.0%	20 95.2%	25 92.6%	18 90.0%	9 75.0%	23 85.2%	23 95.8% d	17 100.0% d	6 66.7% bc	3 100.0%
Promotion	66 82.5%	19 90.5%	21 77.8%	15 75.0%	11 91.7%	22 81.5%	21 87.5% e	15 88.2% e	7 77.8%	1 33.3% bc
Public relations	66 82.5%	18 85.7%	23 85.2%	17 85.0%	8 66.7%	23 85.2%	20 83.3%	14 82.4%	6 66.7%	3 100.0%
Marketing analytics	58 72.5%	16 76.2%	22 81.5%	12 60.0%	8 66.7%	21 77.8%	18 75.0%	13 76.5%	4 44.4%	2 66.7%
Marketing research	57 71.3%	18 85.7%	17 63.0%	14 70.0%	8 66.7%	19 70.4%	19 79.2%	12 70.6%	5 55.6%	2 66.7%
Positioning	50 62.5%	14 66.7%	16 59.3%	14 70.0%	6 50.0%	19 70.4%	14 58.3%	10 58.8%	5 55.6%	2 66.7%
Lead generation	49 61.3%	15 71.4% c	21 77.8% C	7 35.0% aB	6 50.0%	20 74.1%	14 58.3%	10 58.8%	4 44.4%	1 33.3%
Customer Insight	46 57.5%	11 52.4% c	13 48.1% c	17 85.0% abd	5 41.7% c	13 48.1%	12 50.0%	12 70.6%	7 77.8%	2 66.7%
Customer experience	39 48.8%	11 52.4%	12 44.4%	12 60.0%	4 33.3%	14 51.9%	9 37.5%	10 58.8%	4 44.4%	2 66.7%

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



Topic 6: Marketing Leadership

What is marketing primarily responsible for in your company?

N=80	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Customer relationship management	34 42.5%	6 28.6%	12 44.4%	10 50.0%	6 50.0%	13 48.1%	11 45.8%	4 23.5% e	3 33.3%	3 100.0% c
e-commerce	33 41.3%	12 57.1% b	6 22.2% a	10 50.0%	5 41.7%	7 25.9% B	16 66.7% Ae	7 41.2%	3 33.3%	0 0.0% b
Competitive intelligence	32 40.0%	13 61.9% d	9 33.3%	8 40.0%	2 16.7% a	11 40.7%	11 45.8%	7 41.2%	2 22.2%	1 33.3%
Market entry strategies	26 32.5%	9 42.9%	8 29.6%	7 35.0%	2 16.7%	9 33.3%	7 29.2%	8 47.1%	1 11.1%	1 33.3%
Revenue Growth	23 28.8%	5 23.8%	6 22.2%	6 30.0%	6 50.0%	8 29.6%	8 33.3%	5 29.4%	1 11.1%	1 33.3%
Innovation	23 28.8%	4 19.0% c	6 22.2%	10 50.0% a	3 25.0%	6 22.2%	9 37.5%	5 29.4%	3 33.3%	0 0.0%
New products or new services	21 26.3%	5 23.8%	5 18.5%	9 45.0%	2 16.7%	7 25.9%	7 29.2%	3 17.6%	3 33.3%	1 33.3%
Sustainability	21 26.3%	6 28.6%	6 22.2%	7 35.0%	2 16.7%	8 29.6%	8 33.3%	3 17.6%	2 22.2%	0 0.0%
Pricing	16 20.0%	6 28.6% b	1 3.7% ac	6 30.0% b	3 25.0%	6 22.2%	7 29.2%	1 5.9%	2 22.2%	0 0.0%
Sales	16 20.0%	4 19.0%	4 14.8%	3 15.0%	5 41.7%	5 18.5%	6 25.0%	3 17.6%	2 22.2%	0 0.0%

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

What is marketing primarily responsible for in your company?

N=80	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Customer service	15 18.8%	4 19.0%	5 18.5%	5 25.0%	1 8.3%	7 25.9%	3 12.5%	2 11.8%	2 22.2%	1 33.3%
Market selection	11 13.8%	5 23.8%	3 11.1%	2 10.0%	1 8.3%	6 22.2%	2 8.3%	3 17.6%	0 0.0%	0 0.0%
Distribution	10 12.5%	2 9.5%	3 11.1%	4 20.0%	1 8.3%	3 11.1%	5 20.8%	1 5.9%	1 11.1%	0 0.0%
Talent acquisition and retention	10 12.5%	2 9.5%	3 11.1%	1 5.0% d	4 33.3% c	4 14.8%	2 8.3%	3 17.6%	1 11.1%	0 0.0%
Privacy	8 10.0%	1 4.8%	4 14.8%	2 10.0%	1 8.3%	3 11.1%	3 12.5%	2 11.8%	0 0.0%	0 0.0%
Stock market performance	2 2.5%	1 4.8%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	2 8.3%	0 0.0%	0 0.0%	0 0.0%
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01						



Topic 6: Marketing Leadership

What is marketing primarily responsible for in your company?

N=80

	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
Brand	15 93.8%	2 100.0%	8 88.9%	1 100.0%	0 0.0%	3 100.0%	2 100.0%	1 100.0%	4 100.0%	3 100.0%	7 100.0%	3 100.0%	12 92.3%	4 80.0%	9 90.0%
Advertising	14 87.5%	2 100.0%	9 100.0%	1 100.0%	0 0.0%	3 100.0%	1 50.0%	1 100.0%	4 100.0%	3 100.0%	6 85.7%	2 66.7%	12 92.3%	5 100.0%	9 90.0%
Digital marketing	14 87.5%	2 100.0%	8 88.9%	1 100.0%	0 0.0%	3 100.0%	1 50.0% m	1 100.0%	4 100.0%	3 100.0%	7 100.0%	2 66.7% m	13 100.0% gl	5 100.0%	9 90.0%
Promotion	13 81.3%	2 100.0%	9 100.0% io	1 100.0%	0 0.0%	3 100.0%	2 100.0%	1 100.0%	2 50.0% c	3 100.0%	5 71.4%	3 100.0%	11 84.6%	4 80.0%	6 60.0% c
Social media	13 81.3%	2 100.0%	9 100.0%	1 100.0%	0 0.0%	3 100.0%	2 100.0%	1 100.0%	4 100.0%	3 100.0%	7 100.0%	1 33.3% ckM	13 100.0% L	4 80.0%	8 80.0%
Public relations	12 75.0%	2 100.0%	6 66.7% 1	1 100.0%	0 0.0%	2 66.7%	1 50.0%	1 100.0%	4 100.0%	3 100.0%	7 100.0%	3 100.0%	10 76.9%	4 80.0%	9 90.0%
Marketing analytics	11 68.8%	1 50.0%	5 55.6% abfikM	0 0.0%	0 0.0%	3 100.0%	2 100.0%	1 100.0%	4 100.0%	3 100.0%	6 85.7%	1 33.3%	10 76.9%	3 60.0%	7 70.0%
Lead generation	10 62.5% cmo	2 100.0% c	1 11.1% co	1 100.0%	0 0.0%	3 100.0%	1 50.0% m	1 100.0%	3 75.0% c	1 33.3% M	5 71.4% c	2 66.7% m	13 100.0% aCgJlnO	3 60.0% m	2 20.0% afM
Marketing research	9 56.3%	1 50.0%	8 88.9%	0 0.0%	0 0.0%	3 100.0%	2 100.0%	1 100.0%	4 100.0%	3 100.0%	6 85.7%	1 33.3%	10 76.9%	2 40.0%	6 60.0%
Positioning	8 50.0%	2 100.0%	7 77.8%	0 0.0%	0 0.0%	3 100.0%	1 50.0%	1 100.0%	3 75.0%	1 33.3%	5 71.4%	2 66.7%	9 69.2%	4 80.0%	3 30.0%
e-commerce	7 43.8% k	0 0.0%	6 66.7% k	0 0.0%	0 0.0%	1 33.3%	1 50.0%	1 100.0% k	2 50.0%	2 66.7% k	0 0.0% achjn	1 33.3%	4 30.8%	4 80.0% k	3 30.0%
Market entry strategies	6 37.5%	0 0.0%	3 33.3%	0 0.0%	0 0.0%	3 100.0% mo	2 100.0%	0 0.0%	1 25.0%	1 33.3%	2 28.6%	1 33.3%	3 23.1% f	2 40.0%	2 20.0% f

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



Topic 6: Marketing Leadership

What is marketing primarily responsible for in your company?

N=80

	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
Customer relationship management	6 37.5%	1 50.0%	3 33.3%	1 100.0% m	0 0.0%	2 66.7% m	1 50.0%	0 0.0%	2 50.0%	0 0.0%	5 71.4% M	2 66.7% m	1 7.7% dfKlno	3 60.0% m	6 60.0% m
Customer Insight	6 37.5% ci	2 100.0%	8 88.9% a	1 100.0%	0 0.0%	3 100.0%	1 50.0%	1 100.0%	4 100.0% a	1 33.3%	3 42.9%	1 33.3%	6 46.2%	2 40.0%	6 60.0%
Innovation	5 31.3% m	1 50.0% m	6 66.7% iM	0 0.0%	0 0.0%	1 33.3% m	2 100.0% M	0 0.0%	0 0.0% c	2 66.7% M	1 14.3%	0 0.0%	0 0.0% abCfGJo	1 20.0%	3 30.0% m
Revenue Growth	5 31.3%	1 50.0%	4 44.4%	1 100.0%	0 0.0%	2 66.7%	1 50.0%	0 0.0%	2 50.0%	0 0.0%	1 14.3%	1 33.3%	2 15.4%	1 20.0%	1 10.0%
Customer service	4 25.0%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	1 33.3% m	1 50.0% m	0 0.0%	0 0.0%	0 0.0%	2 28.6%	1 33.3% m	0 0.0% fglno	2 40.0% m	3 30.0% m
Competitive intelligence	4 25.0% gi	0 0.0%	4 44.4%	0 0.0%	0 0.0%	2 66.7%	2 100.0% a	1 100.0%	4 100.0% ako	1 33.3%	2 28.6% i	1 33.3%	7 53.8%	2 40.0%	2 20.0% i
Customer experience	4 25.0% bik	2 100.0% a	6 66.7%	1 100.0%	0 0.0%	2 66.7%	1 50.0%	0 0.0%	4 100.0% am	1 33.3%	5 71.4% a	2 66.7%	4 30.8% i	2 40.0%	5 50.0%
Sales	3 18.8%	1 50.0% m	0 0.0% dl	1 100.0% cM	0 0.0%	1 33.3% m	1 50.0% m	0 0.0%	1 25.0%	1 33.3% m	2 28.6%	2 66.7% cM	0 0.0% bDfgjL	1 20.0%	2 20.0%
New products or new services	3 18.8% bcg	2 100.0% akM	6 66.7% akM	0 0.0%	0 0.0%	2 66.7% km	2 100.0% akM	0 0.0%	1 25.0%	0 0.0%	0 0.0% bcfg	0 0.0%	1 7.7% BCfG	2 40.0%	2 20.0%

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



Topic 6: Marketing Leadership

What is marketing primarily responsible for in your company?

N=80

	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
Market selection	2 12.5% f	0 0.0%	0 0.0% fi	0 0.0%	0 0.0%	2 66.7% acko	1 50.0% o	0 0.0%	2 50.0% co	1 33.3%	0 0.0% f	0 0.0%	2 15.4%	1 20.0%	0 0.0% fgi
Distribution	2 12.5%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	1 33.3% m	0 0.0%	0 0.0%	1 25.0%	0 0.0%	1 14.3%	1 33.3% m	0 0.0% fln	2 40.0% m	1 10.0%
Sustainability	2 12.5% bcJ	2 100.0% aMn	5 55.6% am	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	2 50.0%	3 100.0% AMno	2 28.6%	1 33.3%	1 7.7% BcJ	0 0.0% bj	2 20.0% j
Pricing	1 6.3% chl	1 50.0%	4 44.4% a	0 0.0%	0 0.0%	1 33.3%	1 50.0%	1 100.0% akm	1 25.0%	0 0.0%	0 0.0% hl	2 66.7% akm	1 7.7% hl	1 20.0%	2 20.0%
Privacy	0 0.0% fgn	0 0.0%	1 11.1%	0 0.0%	0 0.0%	1 33.3% a	1 50.0% a	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	2 40.0% a	1 10.0%
Stock market performance	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 25.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Talent acquisition and retention	0 0.0% bDfgl	1 50.0% ao	1 11.1%	1 100.0% AO	0 0.0%	1 33.3% a	1 50.0% ao	0 0.0%	0 0.0%	0 0.0%	1 14.3%	1 33.3% a	2 15.4%	1 20.0%	0 0.0% bDg

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



Topic 6: Marketing Leadership

What is marketing primarily responsible for 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
Advertising	6 85.7%	4 100.0%	15 93.8%	17 89.5%	9 90.0%	16 94.1%	6 85.7%	3 100.0%	3 75.0% e	15 100.0%	9 75.0% e	17 100.0% bdf	6 75.0% e	5 83.3%	15 100.0%
Brand	6 85.7%	4 100.0%	16 100.0%	17 89.5%	9 90.0%	16 94.1%	7 100.0%	3 100.0%	4 100.0%	14 93.3%	12 100.0%	16 94.1%	7 87.5%	5 83.3%	14 93.3%
Promotion	6 85.7%	4 100.0%	14 87.5%	16 84.2%	9 90.0%	12 70.6%	5 71.4%	3 100.0%	3 75.0%	11 73.3%	11 91.7%	16 94.1%	6 75.0%	4 66.7%	12 80.0%
Public relations	6 85.7%	4 100.0%	14 87.5%	18 94.7%	7 70.0%	12 70.6%	5 71.4%	3 100.0%	3 75.0%	15 100.0% gh	9 75.0%	14 82.4%	7 87.5%	4 66.7% c	11 73.3% c
Customer Insight	6 85.7%	3 75.0%	10 62.5%	9 47.4%	5 50.0%	9 52.9%	4 57.1%	3 100.0%	2 50.0%	7 46.7%	5 41.7%	13 76.5%	4 50.0%	3 50.0%	9 60.0%
Digital marketing	6 85.7%	4 100.0%	16 100.0%	16 84.2%	10 100.0%	15 88.2%	7 100.0%	3 100.0%	3 75.0%	15 100.0%	11 91.7%	16 94.1%	8 100.0%	5 83.3%	13 86.7%
Lead generation	5 71.4% c	2 50.0% C	16 100.0% aBDEFg	9 47.4% C	5 50.0% C	7 41.2% C	5 71.4% c	1 33.3%	2 50.0%	9 60.0%	10 83.3%	12 70.6%	5 62.5%	3 50.0%	7 46.7%
Positioning	5 71.4%	4 100.0%	11 68.8%	9 47.4%	7 70.0%	8 47.1%	6 85.7%	3 100.0%	2 50.0%	9 60.0%	7 58.3%	9 52.9%	6 75.0%	5 83.3%	9 60.0%
Social media	5 71.4% c	4 100.0%	16 100.0% a	17 89.5%	10 100.0%	14 82.4%	6 85.7%	2 66.7% ce	2 50.0% cE	15 100.0% ab	11 91.7%	17 100.0% aB	7 87.5%	5 83.3%	13 86.7%
Customer experience	5 71.4%	3 75.0%	7 43.8%	9 47.4%	3 30.0%	7 41.2%	5 71.4%	2 66.7%	4 100.0%	7 46.7%	5 41.7%	8 47.1%	3 37.5%	2 33.3%	8 53.3%
Marketing research	4 57.1%	3 75.0%	14 87.5%	13 68.4%	6 60.0%	10 58.8%	7 100.0%	2 66.7%	3 75.0%	12 80.0%	9 75.0%	13 76.5%	3 37.5%	5 83.3%	10 66.7%
Customer relationship management	4 57.1%	1 25.0%	8 50.0%	8 42.1%	3 30.0%	7 41.2%	3 42.9%	2 66.7%	2 50.0%	5 33.3%	5 41.7%	7 41.2%	4 50.0%	3 50.0%	6 40.0%

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



Topic 6: Marketing Leadership

What is marketing primarily responsible for in your company?

N=80

	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
New products or new services	3 42.9%	2 50.0%	5 31.3%	5 26.3%	2 20.0%	3 17.6%	1 14.3%	2 66.7% e	1 25.0%	4 26.7%	5 41.7%	2 11.8% a	2 25.0%	2 33.3%	3 20.0%
Competitive intelligence	3 42.9%	2 50.0%	10 62.5% f	7 36.8%	3 30.0%	4 23.5% c	3 42.9%	1 33.3%	2 50.0%	8 53.3%	5 41.7%	6 35.3%	1 12.5%	3 50.0%	6 40.0%
Marketing analytics	3 42.9% c	3 75.0%	15 93.8% af	13 68.4%	8 80.0%	10 58.8% c	6 85.7%	2 66.7%	3 75.0%	11 73.3%	10 83.3%	14 82.4%	5 62.5%	5 83.3%	8 53.3%
Customer service	3 42.9%	0 0.0%	2 12.5%	3 15.8%	2 20.0%	3 17.6%	2 28.6%	1 33.3%	2 50.0%	2 13.3%	2 16.7%	3 17.6%	2 25.0%	1 16.7%	2 13.3%
Market entry strategies	3 42.9%	1 25.0%	6 37.5%	6 31.6%	4 40.0%	3 17.6%	3 42.9%	2 66.7%	2 50.0%	5 33.3%	4 33.3%	6 35.3%	1 12.5%	3 50.0%	3 20.0%
Pricing	2 28.6%	0 0.0%	1 6.3%	6 31.6%	2 20.0%	4 23.5%	1 14.3%	1 33.3%	2 50.0%	2 13.3%	4 33.3%	2 11.8%	1 12.5%	1 16.7%	3 20.0%
Distribution	2 28.6%	0 0.0%	2 12.5%	1 5.3%	2 20.0%	1 5.9%	2 28.6%	1 33.3%	1 25.0%	1 6.7%	1 8.3%	2 11.8%	1 12.5%	2 33.3%	1 6.7%
Sustainability	2 28.6%	1 25.0%	4 25.0%	5 26.3%	3 30.0%	4 23.5%	2 28.6%	2 66.7%	0 0.0%	5 33.3%	4 33.3%	4 23.5%	2 25.0%	0 0.0%	4 26.7%
e-commerce	1 14.3%	3 75.0%	8 50.0%	7 36.8%	6 60.0%	6 35.3%	2 28.6%	1 33.3%	2 50.0%	5 33.3%	5 41.7%	5 29.4%	4 50.0%	3 50.0%	8 53.3%
Innovation	1 14.3%	2 50.0%	5 31.3%	6 31.6%	4 40.0%	4 23.5%	1 14.3%	2 66.7%	1 25.0%	4 26.7%	4 33.3%	6 35.3%	2 25.0%	2 33.3%	2 13.3%
Revenue Growth	1 14.3%	2 50.0%	8 50.0%	4 21.1%	3 30.0%	3 17.6%	2 28.6%	0 0.0%	2 50.0%	5 33.3%	2 16.7%	6 35.3%	2 25.0%	2 33.3%	4 26.7%
Market selection	1 14.3%	0 0.0%	3 18.8%	3 15.8%	2 20.0%	0 0.0% g	2 28.6% f	0 0.0%	0 0.0%	1 6.7%	2 16.7%	4 23.5%	1 12.5%	0 0.0%	3 20.0%

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



Topic 6: Marketing Leadership

What is marketing primarily responsible for in your company?

N=80

	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
Sales	1 14.3%	1 25.0%	3 18.8%	6 31.6%	2 20.0%	1 5.9%	2 28.6%	0 0.0%	2 50.0%	3 20.0%	4 33.3%	4 23.5%	0 0.0%	1 16.7%	2 13.3%
Privacy	0 0.0%	0 0.0%	4 25.0%	3 15.8%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 16.7%	1 5.9%	2 25.0%	1 16.7%	2 13.3%
Stock market performance	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	1 5.9%	0 0.0%	0 0.0%	0 0.0%
Talent acquisition and retention	0 0.0%	0 0.0%	5 31.3%	3 15.8%	0 0.0%	2 11.8%	0 0.0%	0 0.0%	0 0.0%	3 20.0%	1 8.3%	2 11.8%	1 12.5%	0 0.0%	3 20.0%

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



Topic 6: Marketing Leadership

From the following selections, which do you believe would be the most challenging to accomplish over the next 12 months? **Top challenge (1), Second ranked (2), Third ranked (3)**

N=76	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Reducing operational and/or product costs or increasing value for similar cost</u>										
Mean	2.00	1.71	2.00	2.00	3.00	1.86	2.13	2.17	---	1.00
<u>Building more inclusive capabilities and/or offerings</u>										
Mean	1.67	---	1.67	---	---	1.00	---	---	3.00	---
<u>Building more sustainable capabilities and/or offerings</u>										
Mean	2.29	2.00	2.50	2.33	---	2.00	2.75	2.25	2.00	---
<u>Deploying brand as an enterprise-wide strategy</u>										
Mean	1.88	2.00	1.75	2.00	1.67	2.00	1.67	1.86	1.60	3.00
<u>Expanding into new markets, segments, or geographies</u>										
Mean	1.64	1.40	1.67	1.50	2.33	1.80	1.83	1.50	1.60	1.00
<u>Activating purpose as an enterprise-wide business strategy</u>										
Mean	1.93	2.00	2.00	2.00	1.50	2.22	1.00	1.50	1.50	2.00
<u>Collaborating with other business functions to drive strategic initiatives (e.g., IT, supply chain, etc.)</u>										
Mean	2.10	2.20	1.88	2.33	2.20	1.83	1.83	2.33	3.00	2.00
<u>Creating new products and services</u>										
Mean	1.77	1.80	1.75	2.00	1.00	2.33	1.40	1.00	2.33	---
<u>Addressing regulatory environments (e.g., public health, climate, geopolitical, privacy, etc.)</u>										
Mean	2.09	2.50	2.20	1.50	2.00	2.60 b	1.60 a	2.00	---	---
<u>Developing, acquiring, and retaining talent</u>										
Mean	2.13	2.43	2.20	1.67	1.75	1.44 Bc	2.83 A	2.38 a	2.00	---
<u>Accelerating the move to new digital technologies/platforms</u>										
Mean	2.19	2.10	2.00	2.57	2.17	2.00	2.40	2.00	2.50	2.00
<u>Implementing systems and/or algorithms (e.g., AI, ML) to create greater customer personalization</u>										
Mean	2.05	2.00	2.33	1.88	2.00	3.00	1.78	1.67	1.67	3.00

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



Topic 6: Marketing Leadership

From the following selections, which do you believe would be the most challenging to accomplish over the next 12 months? **Top challenge (1), Second ranked (2), Third ranked (3)**

N=76

	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
<u>Reducing operational and/or product costs or increasing value for similar cost</u>															
Mean	2.20	2.00	1.75	3.00	---	3.00	2.00	2.00	1.50	---	1.00	---	1.67	3.00	2.00
<u>Building more inclusive capabilities and/or offerings</u>															
Mean	1.00	---	---	---	---	---	---	---	---	---	3.00	---	1.00	---	---
<u>Building more sustainable capabilities and/or offerings</u>															
Mean	2.33	---	2.67	---	---	---	---	---	2.00	2.00	1.00	2.00	3.00	---	2.50
<u>Deploying brand as an enterprise-wide strategy</u>															
Mean	1.71	1.00	2.50	1.00	---	2.50	---	1.00	1.00	2.00	2.00	2.33	1.67	2.50	1.83
<u>Expanding into new markets, segments, or geographies</u>															
Mean	2.00	1.00	1.33	---	---	1.00	---	---	3.00	---	1.00	3.00	2.00	3.00	1.00
<u>Activating purpose as an enterprise-wide business strategy</u>															
Mean	1.80	---	1.00	---	---	1.00	---	---	---	---	2.50	2.00	2.50	---	2.00
<u>Collaborating with other business functions to drive strategic initiatives (e.g., IT, supply chain, etc.)</u>															
Mean	2.00	3.00	---	---	---	---	---	---	2.00	1.00	2.00	1.00	2.20	---	2.20
<u>Creating new products and services</u>															
Mean	1.00	---	2.00	---	---	2.00	1.00	---	2.00	---	2.00	---	1.67	---	2.00
<u>Addressing regulatory environments (e.g., public health, climate, geopolitical, privacy, etc.)</u>															
Mean	2.40	---	1.50	---	---	---	2.00	---	---	---	2.00	---	---	---	2.00
<u>Developing, acquiring, and retaining talent</u>															
Mean	2.33	2.00	2.25	2.00	---	---	2.00	---	---	3.00	2.33	---	2.00	2.00	---
<u>Accelerating the move to new digital technologies/platforms</u>															
Mean	2.00	---	2.75 M	---	---	2.50	---	3.00	3.00	3.00	2.33	1.00	1.71 C	2.00	2.33
<u>Implementing systems and/or algorithms (e.g., AI, ML) to create greater customer personalization</u>															
Mean	2.00	3.00	1.33 O	---	---	---	3.00	---	2.00	1.00	---	---	3.00	1.00	2.50 c

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



Topic 6: Marketing Leadership

From the following selections, which do you believe would be the most challenging to accomplish over the next 12 months? **Top challenge (1), Second ranked (2), Third ranked (3)**

N=76

	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	5,000- 9,999 G	10,000+ H
<u>Reducing operational and/or product costs or increasing value for similar cost</u>															
Mean	2.50	2.00	1.80	1.80	1.67	2.25	2.50	2.50	3.00	1.25	1.67	2.17	3.00	3.00	1.75
<u>Building more inclusive capabilities and/or offerings</u>															
Mean	3.00	---	1.00	---	---	1.00	---	---	1.00	3.00	1.00	---	---	---	---
<u>Building more sustainable capabilities and/or offerings</u>															
Mean	2.50	---	---	2.40	2.75	1.50	1.00	2.00	2.00	3.00	3.00	2.33	3.00	3.00	1.00
<u>Deploying brand as an enterprise-wide strategy</u>															
Mean	1.75	1.67	2.00	2.25	2.00	1.88	1.00	2.00	2.50	2.43 de	1.33 c	1.40 c	2.00	2.00	1.57
<u>Expanding into new markets, segments, or geographies</u>															
Mean	1.00	1.33	3.00	1.33	2.00	1.67	1.00	1.00	---	1.57	2.25	1.00	1.00	2.67	1.00
<u>Activating purpose as an enterprise-wide business strategy</u>															
Mean	---	3.00	1.50	1.00	1.33	2.29	2.00	---	1.50	3.00	2.00	1.50	1.75	---	2.00
<u>Collaborating with other business functions to drive strategic initiatives (e.g., IT, supply chain, etc.)</u>															
Mean	2.00	---	2.00	2.00	1.00	2.50	2.50	---	2.00	2.00	1.00	2.33	---	2.00	2.40
<u>Creating new products and services</u>															
Mean	2.00	---	2.00	1.80	1.00	2.00	1.50	3.00	1.00	1.67	1.67	1.00	2.50	1.50	---
<u>Addressing regulatory environments (e.g., public health, climate, geopolitical, privacy, etc.)</u>															
Mean	---	---	---	2.50	1.67	1.50	2.50	---	---	---	2.00	2.25	2.00	1.50	3.00
<u>Developing, acquiring, and retaining talent</u>															
Mean	3.00	2.00	1.83	1.83	2.60	2.50	2.00	3.00	2.00	2.00	2.33	2.00	2.00	2.50	1.67
<u>Accelerating the move to new digital technologies/platforms</u>															
Mean	2.00	3.00	1.86	2.17	2.50	2.11	2.50	---	3.00	1.67	2.17	2.33	2.25	2.00	2.43
<u>Implementing systems and/or algorithms (e.g., AI, ML) to create greater customer personalization</u>															
Mean	3.00	---	2.17	2.40	1.00	1.60	3.00	---	---	2.67	2.50	2.00	1.00	1.00	2.40

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



Topic 6: Marketing Leadership

Rate the degree to which you plan to prioritize each of these challenges over the next 12 months to drive your organization's success? (1=not at all, 7=a great deal)*

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
<u>Reducing operational and/or product costs or increasing value for similar cost</u>										
Mean	5.23	6.29 bc	4.44 a	5.00 a	5.50	5.29	5.13	5.00	---	7.00
<u>Building more inclusive capabilities and/or offerings</u>										
Mean	5.33	---	5.33	---	---	5.00	---	---	6.00	---
<u>Building more sustainable capabilities and/or offerings</u>										
Mean	4.71	5.50	3.75	4.83	---	4.60	4.50	5.00	5.00	---
<u>Deploying brand as an enterprise-wide strategy</u>										
Mean	4.90	5.11	4.50	4.50	5.67	4.22	5.75 E	5.29 e	5.60 e	1.50 Bcd
<u>Expanding into new markets, segments, or geographies</u>										
Mean	4.82	6.60 C	5.00	3.63 A	4.67	5.40	5.83 e	5.00	4.20 e	1.50 bd
<u>Activating purpose as an enterprise-wide business strategy</u>										
Mean	4.80	4.00	5.29	4.00	5.50	5.11	6.00	4.00	5.50	1.00
<u>Collaborating with other business functions to drive strategic initiatives (e.g., IT, supply) (chain, etc.)</u>										
Mean	5.20	5.60	4.75	5.50	5.40	5.00	5.40	5.50	5.00	4.00
<u>Creating new products and services</u>										
Mean	5.54	5.20	6.00	5.33	6.00	5.67	5.60	6.50	4.67	---
<u>Addressing regulatory environments (e.g., public health, climate, geopolitical, privacy, etc.)</u>										
Mean	5.82	5.00	5.80	6.00	6.50	5.60	6.20	5.00	---	---
<u>Developing, acquiring, and retaining talent</u>										
Mean	5.79	6.00	5.70	6.33	5.25	5.67	5.83	6.00	5.00	---
<u>Accelerating the move to new digital technologies/platforms</u>										
Mean	5.32	5.60	5.25	4.86	5.50	5.45	5.00 c	6.00 b	5.75	2.00
<u>Implementing systems and/or algorithms (e.g., AI, ML) to create greater customer personalization</u>										
Mean	4.53	5.25	3.50	4.57	6.00	2.75 d	4.63	5.67	6.00 a	3.00

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

*Results are shown only for items previously ranked in the top 3 most challenging.



Topic 6: Marketing Leadership

Rate the degree to which you plan to prioritize each of these challenges over the next 12 months to drive your organization's success? (1=not at all, 7=a great deal)*

	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
<u>Reducing operational and/or product costs or increasing value for similar cost</u>															
Mean	5.20	6.00	6.00	7.00	---	7.00	4.00	6.00	5.00	---	5.00	---	4.33	3.00	4.00
<u>Building more inclusive capabilities and/or offerings</u>															
Mean	5.00	---	---	---	---	---	---	---	---	---	6.00	---	5.00	---	---
<u>Building more sustainable capabilities and/or offerings</u>															
Mean	4.33	---	5.33 i	---	---	---	---	---	3.50 c	7.00	5.00	6.00	3.00	---	4.50
<u>Deploying brand as an enterprise-wide strategy</u>															
Mean	4.86	5.00	5.00	7.00	---	7.00	---	7.00	6.00	7.00	5.50	4.33	2.33	5.00	4.20
<u>Expanding into new markets, segments, or geographies</u>															
Mean	2.67 m	6.00	5.00	---	---	7.00	---	---	5.00	---	5.00	6.00	6.25 ao	5.00	3.00 m
<u>Activating purpose as an enterprise-wide business strategy</u>															
Mean	4.80	---	6.00	---	---	7.00	---	---	---	---	6.00	5.50	3.50	---	2.50
<u>Collaborating with other business functions to drive strategic initiatives (e.g., IT, supply) (chain, etc.)</u>															
Mean	4.25	4.00	---	---	---	---	---	---	7.00	6.00	5.50	5.00	5.00	---	5.75
<u>Creating new products and services</u>															
Mean	6.00	---	5.00	---	---	7.00	6.00	---	5.50	---	5.00	---	5.33	---	5.50
<u>Addressing regulatory environments (e.g., public health, climate, geopolitical, privacy, etc.)</u>															
Mean	5.40	---	6.00	---	---	---	5.00	---	---	---	6.50	---	---	---	7.00
<u>Developing, acquiring, and retaining talent</u>															
Mean	4.67	5.00	5.75	7.00	---	---	6.00	---	---	6.00	6.33	---	6.14	7.00	---
<u>Accelerating the move to new digital technologies/platforms</u>															
Mean	5.33	---	5.25	---	---	6.50	---	5.00	5.00	5.00	5.33	6.00	5.43	7.00	4.67
<u>Implementing systems and/or algorithms (e.g., AI, ML) to create greater customer personalization</u>															
Mean	4.00	1.00	4.00	---	---	---	3.00	---	6.50	3.00	---	---	4.00	7.00	4.33

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

*Results are shown only for items previously ranked in the top 3 most challenging.



Topic 6: Marketing Leadership

Rate the degree to which you plan to prioritize each of these challenges over the next 12 months to drive your organization's success? (1=not at all, 7=a great deal)*

	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	5,000-9,999 G	10,000+ H
<u>Reducing operational and/or product costs or increasing value for similar cost</u>															
Mean	6.50	6.00	5.40	4.80	3.67 f	6.25 eg	4.50 f	6.50	6.00	5.50	4.67	5.17	3.00	4.00	5.50
<u>Building more inclusive capabilities and/or offerings</u>															
Mean	6.00	---	5.00	---	---	5.00	---	---	5.00	6.00	5.00	---	---	---	---
<u>Building more sustainable capabilities and/or offerings</u>															
Mean	4.00	---	---	4.80	4.75	5.50	4.00	5.00	6.00	4.00	3.00	5.17	5.00	3.00	4.50
<u>Deploying brand as an enterprise-wide strategy</u>															
Mean	6.50 e	5.00	4.71	4.75	4.00 a	4.50	5.50	7.00	4.50	3.17 dE	6.33 cf	6.60 CF	3.60 dE	5.50	5.14
<u>Expanding into new markets, segments, or geographies</u>															
Mean	5.00	6.00	5.50	3.33	6.00	4.33	7.00	5.67	---	5.29	4.25	3.67	1.00	5.33	7.00
<u>Activating purpose as an enterprise-wide business strategy</u>															
Mean	---	2.00	6.00	6.00	5.00	4.29	7.00	---	5.50	3.00	5.00	5.50	4.25	---	5.50
<u>Collaborating with other business functions to drive strategic initiatives (e.g., IT, supply) (chain, etc.)</u>															
Mean	5.50	---	5.29	4.75	6.00	5.75	4.00	---	5.00	4.80	5.50	5.50	---	6.00	5.00
<u>Creating new products and services</u>															
Mean	5.67	---	7.00	5.00	6.00	4.00	6.50	7.00	7.00	4.00 d	6.67 c	6.00	5.00	5.00	---
<u>Addressing regulatory environments (e.g., public health, climate, geopolitical, privacy, etc.)</u>															
Mean	---	---	---	5.50	6.00	6.00	6.00	---	---	---	6.00	5.50	5.50	6.50	6.00
<u>Developing, acquiring, and retaining talent</u>															
Mean	5.00	5.00	6.00	6.00	5.60	5.00	7.00	4.00	5.50	4.00 d	6.17 c	5.67	6.00	6.00	7.00
<u>Accelerating the move to new digital technologies/platforms</u>															
Mean	7.00	5.00	5.43	5.33	4.50	5.67	4.50	---	5.00	4.67	5.83	4.83	6.00	5.00	5.57
<u>Implementing systems and/or algorithms (e.g., AI, ML) to create greater customer personalization</u>															
Mean	1.00	---	3.60	5.80	4.50	4.80	5.00	---	---	5.00	2.75	4.33	6.00	5.67	4.60

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

*Results are shown only for items previously ranked in the top 3 most challenging.



Topic 6: Marketing Leadership

What are the biggest external challenges facing your organization over the next 12 months? Top challenge (1), Second ranked (2), Third ranked (3)

N=77	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Ideological polarization</u>										
Mean	2.33	---	---	3.00	2.00	---	---	---	2.00	3.00
<u>Geopolitical instability</u>										
Mean	2.20	2.00	2.33	2.29	2.17	2.20	2.27	2.50	2.00	1.00
<u>Natural disasters (including those related to climate)</u>										
Mean	2.00	2.00	2.00	---	---	2.00	---	---	---	---
<u>Cyber risk</u>										
Mean	2.13	1.67	2.25	1.00	2.67	2.33	2.00	1.75	3.00	---
<u>Pandemic</u>										
Mean	2.00	---	3.00	1.50	1.00	3.00	1.33	---	---	---
<u>Financial/market instability/inflation</u>										
Mean	1.49	1.45	1.43	1.60	1.50	1.36	1.75	1.38	1.43	1.33
<u>Labor/skills shortage</u>										
Mean	2.21	2.38	2.14	2.13	2.00	2.00	2.33	2.11	2.67	3.00
<u>Crises of trust (e.g., spread of misinformation)</u>										
Mean	2.13	2.50	2.00	2.00	2.00	1.75	3.00	2.00	3.00	---
<u>Supply chain disruption</u>										
Mean	2.15	2.10	2.14	2.20	2.00	2.57	1.82 c	2.45 b	1.00	2.00
<u>Changing regulations</u>										
Mean	2.42	2.80	2.30	2.25	2.43	2.57	2.20	2.60	2.50	---

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



Topic 6: Marketing Leadership

What are the biggest external challenges facing your organization over the next 12 months? Top challenge (1), Second ranked (2), Third ranked (3)

N=77

	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
<u>Ideological polarization</u>															
Mean	1.00	3.00	---	---	---	---	---	---	---	---	---	---	---	---	3.00
<u>Geopolitical instability</u>															
Mean	2.14	1.00	2.20	---	---	---	2.00	---	1.00	---	2.00	3.00	2.40	2.50	2.50
<u>Natural disasters (including those related to climate)</u>															
Mean	2.00	---	---	---	---	---	---	---	---	---	---	---	---	---	---
<u>Cyber risk</u>															
Mean	2.33	2.00	---	3.00	---	---	---	---	1.00	---	2.67 m	---	1.50 k	3.00	2.00
<u>Pandemic</u>															
Mean	3.00	---	2.00	---	---	---	3.00	---	---	---	---	1.00	---	---	1.00
<u>Financial/market instability/inflation</u>															
Mean	1.43	---	1.71	1.00	---	1.00	1.00	1.00	2.00	2.00	1.50	1.67	1.38	1.00	1.63
<u>Labor/skills shortage</u>															
Mean	2.25	---	2.00	2.00	---	2.33	1.00	3.00	2.00	2.00	2.00 m	2.00	2.75 k	2.00	2.17
<u>Crises of trust (e.g., spread of misinformation)</u>															
Mean	2.50	1.00	---	---	---	3.00	---	---	---	---	---	2.00	2.00	3.00	1.00
<u>Supply chain disruption</u>															
Mean	1.00	3.00	2.11	---	---	2.50	3.00	2.00	2.50	1.50	---	3.00	2.00	2.50	1.80
<u>Changing regulations</u>															
Mean	2.50	2.00	2.00	---	---	---	2.00	---	---	3.00	2.25	2.00	2.50	---	2.67

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



Topic 6: Marketing Leadership

What are the biggest external challenges facing your organization over the next 12 months? Top challenge (1), Second ranked (2), Third ranked (3)

N=77

	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
<u>Ideological polarization</u>															
Mean	---	---	---	3.00	---	3.00	1.00	---	---	3.00	---	---	3.00	---	1.00
<u>Geopolitical instability</u>															
Mean	3.00	2.00	2.00	2.10	2.50	2.25	2.33	3.00	3.00	1.50 H	2.00	2.00	2.00	3.00	2.63 C
<u>Natural disasters (including those related to climate)</u>															
Mean	---	---	---	1.00	---	2.50	---	---	---	2.50	---	1.00	---	---	---
<u>Cyber risk</u>															
Mean	2.00	---	2.00	2.00	2.40	3.00	1.67	---	---	2.00	1.67	2.25	3.00	2.50	2.00
<u>Pandemic</u>															
Mean	---	---	2.00	1.00	2.00	3.00	---	---	3.00	1.00	---	---	2.00	---	3.00
<u>Financial/market instability/inflation</u>															
Mean	1.17 g	1.33	1.67	1.40	1.33	1.43	2.00 a	1.33	1.25	1.58	1.67	1.47	1.25	1.40	1.58
<u>Labor/skills shortage</u>															
Mean	2.50	2.50	2.00	2.33	2.50	2.11	1.00	3.00	2.00	2.63 h	2.20	2.25	2.25	2.33	1.57 c
<u>Crises of trust (e.g., spread of misinformation)</u>															
Mean	2.00	---	2.00	2.00	2.50	2.00	---	---	---	2.00	1.00	2.50	2.67	---	---
<u>Supply chain disruption</u>															
Mean	2.00	2.50	2.33	2.50 f	1.67	1.80 d	3.00	1.67	2.00	2.25	2.33	2.25	2.25	2.00	2.14
<u>Changing regulations</u>															
Mean	2.67	---	2.43	2.33	2.25	2.67	2.33	---	3.00	2.14	2.60	2.67	2.00	2.00	3.00

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



Topic 6: Marketing Leadership

Is your current CEO a former marketing leader at your or another company?

N=80	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Yes	8 10.0%	3 14.3%	2 7.4%	3 15.0%	0 0.0%	3 11.1%	2 8.3%	2 11.8%	1 11.1%	0 0.0%
No	72 90.0%	18 85.7%	25 92.6%	17 85.0%	12 100.0%	24 88.9%	22 91.7%	15 88.2%	8 88.9%	3 100.0%

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



Topic 6: Marketing Leadership

Is your current CEO a former marketing leader at your or another 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	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	0 0.0% g	0 0.0%	2 22.2%	0 0.0%	0 0.0%	0 0.0%	1 50.0% a	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	3 23.1%	0 0.0%	1 10.0%
No	16 100.0% g	2 100.0%	7 77.8%	1 100.0%	0 0.0%	3 100.0%	1 50.0% a	1 100.0%	4 100.0%	3 100.0%	6 85.7%	3 100.0%	10 76.9%	5 100.0%	9 90.0%

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



Topic 6: Marketing Leadership

Is your current CEO a former marketing leader at your or another 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
Yes	1 14.3%	1 25.0%	0 0.0%	2 10.5%	2 20.0%	1 5.9%	1 14.3%	1 33.3% c	1 25.0%	0 0.0% a	1 8.3%	3 17.6%	1 12.5%	0 0.0%	1 6.7%
No	6 85.7%	3 75.0%	16 100.0%	17 89.5%	8 80.0%	16 94.1%	6 85.7%	2 66.7% c	3 75.0%	15 100.0%	11 91.7%	14 82.4%	7 87.5%	6 100.0%	14 93.3%

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



Topic 6: Marketing Leadership

How likely is the current top marketing leader in your company to become the CEO at your or another company?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all	20 25.0%	4 19.0%	11 40.7% c	2 10.0% b	3 25.0%	11 40.7% cd	6 25.0%	2 11.8% a	0 0.0% a	1 33.3%
2	18 22.5%	8 38.1%	4 14.8%	4 20.0%	2 16.7%	6 22.2%	5 20.8%	5 29.4%	2 22.2%	0 0.0%
3	14 17.5%	2 9.5%	5 18.5%	3 15.0%	4 33.3%	3 11.1%	4 16.7%	4 23.5%	3 33.3%	0 0.0%
4	8 10.0%	2 9.5%	3 11.1%	1 5.0%	2 16.7%	3 11.1%	2 8.3%	1 5.9%	2 22.2%	0 0.0%
5	14 17.5%	3 14.3%	2 7.4% C	8 40.0% B	1 8.3%	2 7.4% E	6 25.0%	2 11.8% e	2 22.2%	2 66.7% Ac
6	5 6.3%	2 9.5%	2 7.4%	1 5.0%	0 0.0%	2 7.4%	1 4.2%	2 11.8%	0 0.0%	0 0.0%
7=Very likely	1 1.3%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%
Mean	2.96	2.90	2.52 c	3.80 b	2.67	2.44	3.00	3.35	3.44	3.67

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



Topic 6: Marketing Leadership

How likely is the current top marketing leader in your company to become the CEO at your or another 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	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	7 43.8%	1 50.0%	1 11.1% k	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% k	1 33.3%	5 71.4% cimno	1 33.3%	2 15.4% k	0 0.0% k	1 10.0% k
2	2 12.5%	0 0.0%	2 22.2%	0 0.0%	0 0.0%	1 33.3%	1 50.0%	0 0.0%	1 25.0%	1 33.3%	0 0.0% m	1 33.3%	6 46.2% k	1 20.0%	2 20.0%
3	2 12.5% dn	0 0.0%	1 11.1%	1 100.0% ak	0 0.0%	1 33.3%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0% dn	0 0.0%	2 15.4%	3 60.0% ak	3 30.0%
4	1 6.3%	1 50.0% o	1 11.1%	0 0.0%	0 0.0%	0 0.0%	1 50.0% o	0 0.0%	0 0.0%	0 0.0%	2 28.6%	1 33.3%	1 7.7%	0 0.0%	0 0.0% bg
5	2 12.5% h	0 0.0%	4 44.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0% akm	1 25.0%	1 33.3%	0 0.0% h	0 0.0%	1 7.7% h	1 20.0%	3 30.0%
6	2 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	1 10.0%
7=Very likely	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 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	2.69	2.50	3.56 k	3.00	---	3.67	3.00	5.00	4.25	2.67	1.86 c	2.33	2.69	3.20	3.50

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



Topic 6: Marketing Leadership

How likely is the current top marketing leader in your company to become the CEO at your or another 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=Not at all	2 28.6%	0 0.0%	5 31.3%	5 26.3%	2 20.0%	3 17.6%	3 42.9%	0 0.0%	1 25.0%	4 26.7%	3 25.0%	5 29.4%	1 12.5%	3 50.0%	3 20.0%
2	1 14.3%	3 75.0% Eg	5 31.3%	5 26.3%	0 0.0% B	4 23.5%	0 0.0% b	2 66.7% e	0 0.0%	3 20.0%	7 58.3% eh	2 11.8% ad	1 12.5%	1 16.7%	2 13.3% d
3	1 14.3%	0 0.0%	3 18.8%	5 26.3%	0 0.0%	3 17.6%	2 28.6%	0 0.0%	1 25.0%	2 13.3%	2 16.7%	3 17.6%	2 25.0%	0 0.0%	4 26.7%
4	1 14.3%	1 25.0%	2 12.5%	1 5.3%	0 0.0%	2 11.8%	1 14.3%	0 0.0%	1 25.0% e	4 26.7% e	0 0.0%	0 0.0% bc	0 0.0%	0 0.0%	3 20.0%
5	1 14.3%	0 0.0%	1 6.3% e	3 15.8%	5 50.0% cg	4 23.5%	0 0.0% e	1 33.3%	1 25.0%	2 13.3%	0 0.0% fg	4 23.5%	3 37.5% d	2 33.3% d	1 6.7%
6	1 14.3%	0 0.0%	0 0.0% e	0 0.0% e	3 30.0% cd	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 17.6%	1 12.5%	0 0.0%	1 6.7%
7=Very likely	0 0.0%	0 0.0%	0 0.0%	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%	0 0.0%	1 6.7%
Mean	3.14	2.50	2.31 E	2.58 E	4.50 CD	3.18	2.86	3.00	3.25 d	2.80	1.92 beFh	3.29 d	3.75 D	2.50	3.27 d

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



Topic 6: Marketing Leadership

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				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Managing the present	80	21	27	20	12	27	24	17	9	3
	68.36	70.24	73.30	59.50	68.75	70.93	64.54	67.06	71.67	73.33
	19.64	18.06	16.29 c	20.89 b	24.23	16.11	22.39	16.21	28.28	20.82
Preparing for the future	80	21	27	20	12	27	24	17	9	3
	31.64	29.76	26.70	40.50	31.25	29.07	35.46	32.94	28.33	26.67
	19.64	18.06	16.29 c	20.89 b	24.23	16.11	22.39	16.21	28.28	20.82

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



Topic 6: Marketing Leadership

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	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
Managing the present	16	2	9	1	0	3	2	1	4	3	7	3	13	5	10
	73.06	77.50	62.78	60.00	---	60.00	77.50	50.00	80.00	63.33	67.86	53.33	78.08	50.00	65.50
	21.74	24.75	28.41	---	---	10.00	17.68	---	20.41	5.77	14.10	15.28	10.32	30.21	14.99
						m				m		M	fjLNo	M	m
Preparing for the future	16	2	9	1	0	3	2	1	4	3	7	3	13	5	10
	26.94	22.50	37.22	40.00	---	40.00	22.50	50.00	20.00	36.67	32.14	46.67	21.92	50.00	34.50
	21.74	24.75	28.41	---	---	10.00	17.68	---	20.41	5.77	14.10	15.28	10.32	30.21	14.99
						m				m		M	fjLNo	M	m

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



Topic 6: Marketing Leadership

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	7 69.86 19.75	4 75.00 4.08	16 70.00 15.49	19 70.00 18.93	10 61.50 24.84	17 69.41 24.30	7 62.14 18.22	3 60.00 17.32	4 71.25 21.75	15 72.00 16.67	12 72.08 13.22	17 61.76 21.36	8 68.75 25.18	6 74.83 15.17	15 67.33 24.12
Preparing for the future	7 30.14 19.75	4 25.00 4.08	16 30.00 15.49	19 30.00 18.93	10 38.50 24.84	17 30.59 24.30	7 37.86 18.22	3 40.00 17.32	4 28.75 21.75	15 28.00 16.67	12 27.92 13.22	17 38.24 21.36	8 31.25 25.18	6 25.17 15.17	15 32.67 24.12

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



Topic 6: Marketing Leadership

How well prepared is your marketing organization to address problems arising in the future?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all	1 1.3%	0 0.0%	1 3.7%	0 0.0%	0 0.0%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2	3 3.8%	1 4.8%	2 7.4%	0 0.0%	0 0.0%	2 7.4%	0 0.0% E	0 0.0% e	0 0.0%	1 33.3% Bc
3	14 17.5%	4 19.0%	2 7.4% d	3 15.0%	5 41.7% b	4 14.8% d	4 16.7% d	1 5.9% D	5 55.6% abC	0 0.0%
4	30 37.5%	5 23.8% c	10 37.0%	11 55.0% a	4 33.3%	8 29.6%	10 41.7%	10 58.8% d	1 11.1% c	1 33.3%
5	18 22.5%	8 38.1%	6 22.2%	3 15.0%	1 8.3%	6 22.2%	6 25.0%	3 17.6%	2 22.2%	1 33.3%
6	13 16.3%	3 14.3%	5 18.5%	3 15.0%	2 16.7%	6 22.2%	3 12.5%	3 17.6%	1 11.1%	0 0.0%
7=Very highly	1 1.3%	0 0.0%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%
Mean	4.30	4.38	4.37	4.30	4.00	4.26	4.46	4.47	3.89	3.67

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



Topic 6: Marketing Leadership

How well prepared is your marketing organization to address problems arising in the future?

	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%	0 0.0%	0 0.0%	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 7.7%	0 0.0%	0 0.0%
2	2 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3	3 18.8%	1 50.0%	1 11.1%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	2 66.7%	2 15.4%	1 20.0%	2 20.0%
4	3 18.8%	0 0.0%	5 55.6%	0 0.0%	0 0.0%	1 33.3%	1 50.0%	0 0.0%	1 25.0%	0 0.0%	3 42.9%	1 33.3%	6 46.2%	3 60.0%	5 50.0%
5	3 18.8%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	1 33.3%	1 50.0%	1 100.0%	2 50.0%	2 66.7%	2 28.6%	0 0.0%	3 23.1%	0 0.0%	2 20.0%
6	4 25.0%	1 50.0%	2 22.2%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 14.3%	0 0.0%	1 7.7%	1 20.0%	1 10.0%
7=Very highly	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	4.44	4.50	4.44	6.00	---	4.00	4.50	5.00	4.00	5.33 1	4.43	3.33 j	4.00	4.20	4.20

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



Topic 6: Marketing Leadership

How well prepared is your marketing organization to address problems arising in the future?

	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%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2	0 0.0%	0 0.0%	1 6.3%	1 5.3%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	1 25.0% e	1 6.7%	1 8.3%	0 0.0% b	0 0.0%	0 0.0%	0 0.0%
3	0 0.0% g	1 25.0%	2 12.5% g	4 21.1%	1 10.0%	2 11.8% g	4 57.1% acf	0 0.0%	1 25.0%	3 20.0%	2 16.7%	1 5.9%	2 25.0%	0 0.0%	5 33.3%
4	4 57.1%	2 50.0%	4 25.0%	9 47.4%	3 30.0%	7 41.2%	1 14.3%	3 100.0% ce	2 50.0%	3 20.0% a	5 41.7%	4 23.5% a	4 50.0%	3 50.0%	6 40.0%
5	2 28.6%	1 25.0%	4 25.0%	3 15.8%	2 20.0%	4 23.5%	2 28.6%	0 0.0%	0 0.0%	5 33.3%	2 16.7%	7 41.2% f	0 0.0% e	2 33.3%	2 13.3%
6	1 14.3%	0 0.0%	4 25.0%	2 10.5%	4 40.0%	2 11.8%	0 0.0%	0 0.0%	0 0.0%	2 13.3%	2 16.7%	4 23.5%	2 25.0%	1 16.7%	2 13.3%
7=Very highly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%
Mean	4.57	4.00	4.31	4.05 e	4.90 dg	4.41	3.71 e	4.00	3.25 Eg	4.07 e	4.17	5.00 Bch	4.25	4.67 b	4.07 e

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



Topic 6: Marketing Leadership

How effective is your marketing organizations at making decisions in turbulent or disruptive times?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all	0 0.0%	0 0.0%	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 1.3%	0 0.0%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%
3	9 11.4%	0 0.0%	3 11.1%	4 20.0%	2 18.2%	2 7.7%	1 4.2%	3 17.6%	3 33.3%	0 0.0%
		c		a			d		b	
4	10 12.7%	4 19.0%	1 3.7%	3 15.0%	2 18.2%	2 7.7%	5 20.8%	2 11.8%	0 0.0%	1 33.3%
5	21 26.6%	6 28.6%	11 40.7%	2 10.0%	2 18.2%	7 26.9%	7 29.2%	4 23.5%	2 22.2%	1 33.3%
			c	b						
6	32 40.5%	9 42.9%	8 29.6%	11 55.0%	4 36.4%	12 46.2%	9 37.5%	7 41.2%	3 33.3%	1 33.3%
7=Very highly	6 7.6%	2 9.5%	3 11.1%	0 0.0%	1 9.1%	3 11.5%	1 4.2%	1 5.9%	1 11.1%	0 0.0%
Mean	5.16	5.43	5.15	5.00	5.00	5.46	5.04	5.06	4.89	5.00

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



Topic 6: Marketing Leadership

How effective is your marketing organizations at making decisions in turbulent or disruptive times?

	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%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3	3 18.8%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	1 33.3% m	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% f	1 20.0%	2 22.2%
4	0 0.0% gjl	0 0.0%	2 22.2%	0 0.0%	0 0.0%	0 0.0%	1 50.0% a	0 0.0%	0 0.0%	1 33.3% a	0 0.0%	1 33.3% a	2 15.4%	0 0.0%	2 22.2%
5	3 18.8% K	0 0.0%	1 11.1% K	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	1 25.0%	1 33.3%	6 85.7% ACnO	1 33.3%	6 46.2% o	1 20.0% k	0 0.0% Km
6	6 37.5%	2 100.0%	5 55.6%	1 100.0%	0 0.0%	1 33.3%	0 0.0%	1 100.0%	1 25.0%	1 33.3%	1 14.3%	1 33.3%	5 38.5%	2 40.0%	5 55.6%
7=Very highly	3 18.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0% m	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% g	1 20.0%	0 0.0%
Mean	5.19	6.00	5.11	6.00	---	4.67	5.50	6.00	5.25	5.00	5.14	5.00	5.23	5.40	4.89

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



Topic 6: Marketing Leadership

How effective is your marketing organizations at making decisions in turbulent or disruptive times?

	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%	0 0.0%	0 0.0%	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 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%
3	0 0.0%	1 25.0%	1 6.3%	3 16.7%	1 10.0%	2 11.8%	1 14.3%	0 0.0%	1 25.0%	1 6.7%	1 9.1%	2 11.8%	3 37.5%	0 0.0%	1 6.7%
4	0 0.0%	2 50.0%	2 12.5%	3 16.7%	1 10.0%	1 5.9%	1 14.3%	1 33.3%	1 25.0%	2 13.3%	1 9.1%	3 17.6%	1 12.5%	0 0.0%	1 6.7%
5	3 42.9%	0 0.0%	5 31.3%	3 16.7%	3 30.0%	3 17.6%	4 57.1%	1 33.3%	1 25.0%	3 20.0%	6 54.5%	3 17.6%	1 12.5%	1 16.7%	5 33.3%
6	3 42.9%	1 25.0%	7 43.8%	6 33.3%	5 50.0%	9 52.9%	1 14.3%	1 33.3%	1 25.0%	9 60.0%	3 27.3%	6 35.3%	3 37.5%	3 50.0%	6 40.0%
7=Very highly	0 0.0%	0 0.0%	1 6.3%	3 16.7%	0 0.0%	2 11.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 17.6%	0 0.0%	1 16.7%	2 13.3%
Mean	5.00	4.25	5.31	5.17	5.20	5.47	4.71	5.00	4.50	5.33	5.00	5.29	4.50	5.33	5.47

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



Topic 6: Marketing Leadership

How often does your marketing organization evaluate its approach to managing ambiguous, non-routine problems?

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all	2 2.5%	1 4.8%	1 3.7%	0 0.0%	0 0.0%	1 3.7%	1 4.2%	0 0.0%	0 0.0%	0 0.0%
2	18 22.5%	2 9.5% b	10 37.0% a	3 15.0%	3 25.0%	6 22.2%	6 25.0%	3 17.6%	3 33.3%	0 0.0%
3	16 20.0%	4 19.0%	4 14.8%	5 25.0%	3 25.0%	4 14.8%	6 25.0%	4 23.5%	2 22.2%	0 0.0%
4	9 11.3%	3 14.3%	2 7.4%	2 10.0%	2 16.7%	2 7.4%	2 8.3%	3 17.6%	1 11.1%	1 33.3%
5	19 23.8%	6 28.6%	4 14.8%	7 35.0%	2 16.7%	5 18.5%	6 25.0%	4 23.5%	2 22.2%	2 66.7%
6	14 17.5%	5 23.8%	4 14.8%	3 15.0%	2 16.7%	7 25.9%	3 12.5%	3 17.6%	1 11.1%	0 0.0%
7=Very highly	2 2.5%	0 0.0%	2 7.4%	0 0.0%	0 0.0%	2 7.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	3.94	4.24	3.67	4.10	3.75	4.22	3.63	4.00	3.56	4.67

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



Topic 6: Marketing Leadership

How often does your marketing organization evaluate its approach to managing ambiguous, non-routine problems?

	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%	0 0.0%	0 0.0%	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 7.7%	0 0.0%	0 0.0%
2	3 18.8%	0 0.0%	2 22.2%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 42.9%	0 0.0%	5 38.5%	1 20.0%	3 30.0%
3	3 18.8%	0 0.0%	3 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 25.0%	0 0.0%	1 14.3%	1 33.3%	3 23.1%	1 20.0%	1 10.0%
4	1 6.3%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 33.3%	1 50.0%	0 0.0%	1 25.0%	1 33.3%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	2 20.0%
5	4 25.0%	1 50.0%	3 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	1 33.3%	1 14.3%	1 33.3%	3 23.1%	1 20.0%	3 30.0%
6	3 18.8%	1 50.0%	1 11.1%	0 0.0%	0 0.0%	1 33.3%	1 50.0%	0 0.0%	1 25.0%	1 33.3%	2 28.6%	0 0.0%	0 0.0%	2 40.0%	1 10.0%
7=Very highly	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%
Mean	4.06	5.50	3.78	4.00	---	4.00	5.00	3.00	4.50	5.00	3.71	4.00	3.23	4.40	3.80

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



Topic 6: Marketing Leadership

How often does your marketing organization evaluate its approach to managing ambiguous, non-routine problems?

	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 14.3%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	1 16.7%	0 0.0%
2	1 14.3%	0 0.0%	3 18.8%	3 15.8%	5 50.0%	4 23.5%	2 28.6%	0 0.0%	1 25.0%	3 20.0%	3 25.0%	4 23.5%	2 25.0%	1 16.7%	4 26.7%
3	1 14.3%	3 75.0% cde	2 12.5% b	4 21.1% b	1 10.0% b	4 23.5%	1 14.3%	1 33.3% c	2 50.0% c	0 0.0% abh	3 25.0%	4 23.5%	2 25.0%	0 0.0%	4 26.7% c
4	1 14.3%	0 0.0%	2 12.5%	3 15.8%	1 10.0%	2 11.8%	0 0.0%	1 33.3% h	0 0.0%	2 13.3%	1 8.3%	2 11.8%	2 25.0%	1 16.7%	0 0.0% a
5	1 14.3%	1 25.0%	4 25.0%	5 26.3%	2 20.0%	4 23.5%	2 28.6%	1 33.3%	1 25.0%	7 46.7% e	2 16.7%	2 11.8% c	2 25.0%	1 16.7%	3 20.0%
6	2 28.6%	0 0.0%	4 25.0%	2 10.5%	1 10.0%	3 17.6%	2 28.6%	0 0.0%	0 0.0%	2 13.3%	2 16.7%	4 23.5%	0 0.0%	2 33.3%	4 26.7%
7=Very highly	0 0.0%	0 0.0%	1 6.3%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%
Mean	3.86	3.50	4.44	3.95	3.30	3.88	4.14	4.00	3.25	4.53	3.50	4.06	3.50	4.00	3.93

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



Topic 6: Marketing Leadership

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

N=80	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Yes	32 40.0%	10 47.6%	11 40.7%	6 30.0%	5 41.7%	12 44.4%	11 45.8%	5 29.4%	3 33.3%	1 33.3%
No	48 60.0%	11 52.4%	16 59.3%	14 70.0%	7 58.3%	15 55.6%	13 54.2%	12 70.6%	6 66.7%	2 66.7%

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



Topic 6: 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	6 37.5%	1 50.0%	3 33.3%	0 0.0%	0 0.0%	2 66.7%	0 0.0%	1 100.0%	1 25.0%	2 66.7%	3 42.9%	1 33.3%	5 38.5%	2 40.0%	4 40.0%
No	10 62.5%	1 50.0%	6 66.7%	1 100.0%	0 0.0%	1 33.3%	2 100.0%	0 0.0%	3 75.0%	1 33.3%	4 57.1%	2 66.7%	8 61.5%	3 60.0%	6 60.0%

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



Topic 6: Marketing Leadership

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

N=80	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
Yes	2 28.6%	2 50.0%	5 31.3%	8 42.1%	3 30.0%	8 47.1%	4 57.1%	2 66.7%	1 25.0%	4 26.7%	5 41.7%	7 41.2%	3 37.5%	2 33.3%	8 53.3%
No	5 71.4%	2 50.0%	11 68.8%	11 57.9%	7 70.0%	9 52.9%	3 42.9%	1 33.3%	3 75.0%	11 73.3%	7 58.3%	10 58.8%	5 62.5%	4 66.7%	7 46.7%

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



Topic 6: Marketing Leadership

Which of the following reasons influenced your willingness to take a stance.

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Show my company cares about more than making profits	26 81.3%	8 80.0%	9 81.8%	5 83.3%	4 80.0%	8 66.7% b	11 100.0% aE	5 100.0%	2 66.7%	0 0.0% B
Have a positive effect on my company's ability to stand out in the marketplace	22 68.8%	7 70.0%	6 54.5%	5 83.3%	4 80.0%	7 58.3%	7 63.6%	5 100.0%	2 66.7%	1 100.0%
Have a positive effect on my company's ability to attract and retain employees	20 62.5%	8 80.0%	5 45.5%	4 66.7%	3 60.0%	8 66.7%	7 63.6%	2 40.0%	3 100.0%	0 0.0%
Have a positive effect on my company's ability to attract and retain customers/partners	19 59.4%	5 50.0%	5 45.5%	5 83.3%	4 80.0%	5 41.7%	7 63.6%	3 60.0%	3 100.0%	1 100.0%

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



Topic 6: Marketing Leadership

Which of the following reasons influenced your willingness to take a stance.

	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
Show my company cares about more than making profits	6 100.0%	1 100.0%	3 100.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	1 100.0%	1 100.0%	1 50.0%	3 100.0%	1 100.0%	3 60.0%	1 50.0%	3 75.0%
Have a positive effect on my company's ability to stand out in the marketplace	5 83.3%	1 100.0%	2 66.7%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	1 100.0%	2 100.0%	1 33.3%	1 100.0%	2 40.0%	1 50.0%	4 100.0%
Have a positive effect on my company's ability to attract and retain employees	2 33.3%	0 0.0%	2 66.7%	0 0.0%	0 0.0%	2 100.0%	0 0.0%	1 100.0%	1 100.0%	0 0.0%	2 66.7%	1 100.0%	4 80.0%	2 100.0%	3 75.0%
Have a positive effect on my company's ability to attract and retain customers/partners	4 66.7%	1 100.0%	2 66.7%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 33.3%	0 0.0%	3 60.0%	2 100.0%	3 75.0%

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



Topic 6: Marketing Leadership

Which of the following reasons influenced your willingness to take a stance.

	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
Show my company cares about more than making profits	2 100.0%	1 50.0%	4 80.0%	6 75.0%	3 100.0%	6 75.0%	4 100.0%	2 100.0%	1 100.0%	3 75.0%	5 100.0% f	6 85.7% f	0 0.0% deh	2 100.0%	7 87.5% f
Have a positive effect on my company's ability to stand out in the marketplace	2 100.0%	2 100.0%	4 80.0%	6 75.0%	2 66.7%	4 50.0%	2 50.0%	2 100.0%	1 100.0%	4 100.0%	5 100.0% h	4 57.1%	1 33.3%	2 100.0%	3 37.5% d
Have a positive effect on my company's ability to attract and retain employees	1 50.0%	2 100.0%	1 20.0%	6 75.0%	2 66.7%	5 62.5%	3 75.0%	2 100.0%	1 100.0%	3 75.0%	1 20.0% h	2 28.6% h	2 66.7%	2 100.0%	7 87.5% de
Have a positive effect on my company's ability to attract and retain customers/partners	2 100.0%	2 100.0%	1 20.0%	4 50.0%	2 66.7%	5 62.5%	3 75.0%	2 100.0%	0 0.0%	3 75.0%	2 40.0%	3 42.9%	1 33.3%	2 100.0%	6 75.0%

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



Topic 6: Marketing Leadership

Which of the following reasons influenced your unwillingness to take a stance.

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Make my company stand out in the marketplace in ways that we do not want	31 67.4%	7 70.0%	10 66.7%	10 71.4%	4 57.1%	11 78.6% e	6 50.0%	10 83.3% e	4 66.7%	0 0.0% ac
Have a negative effect on my company's ability to attract and retain customers/partners	25 54.3%	6 60.0%	6 40.0%	9 64.3%	4 57.1%	6 42.9%	5 41.7%	8 66.7%	4 66.7%	2 100.0%
Have a negative effect on my company's ability to attract and retain employees	15 32.6%	2 20.0%	4 26.7%	6 42.9%	3 42.9%	3 21.4%	3 25.0%	6 50.0%	3 50.0%	0 0.0%
Show my company is wasting resources on non-core business activities	12 26.1%	2 20.0%	3 20.0% d	2 14.3% d	5 71.4% bc	3 21.4%	4 33.3%	3 25.0%	2 33.3%	0 0.0%

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



Topic 6: Marketing Leadership

Which of the following reasons influenced your unwillingness to take a stance.

	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
Have a negative effect on my company's ability to attract and retain customers/partners	7 70.0% m	0 0.0%	3 50.0%	1 100.0%	0 0.0%	0 0.0%	2 100.0%	0 0.0%	2 66.7%	1 100.0%	1 33.3%	0 0.0%	1 14.3% ao	2 66.7%	5 83.3% m
Show my company is wasting resources on non-core business activities	5 50.0% m	0 0.0%	0 0.0% d	1 100.0% cm	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	1 33.3%	1 50.0%	0 0.0% adn	2 66.7% m	1 16.7%
Make my company stand out in the marketplace in ways that we do not want	4 40.0% m	1 100.0%	5 83.3%	1 100.0%	0 0.0%	1 100.0%	1 50.0%	0 0.0%	3 100.0%	1 100.0%	1 33.3% m	1 50.0%	7 100.0% ak	2 66.7%	3 50.0%
Have a negative effect on my company's ability to attract and retain employees	3 30.0%	1 100.0%	2 33.3%	1 100.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	1 100.0%	1 33.3%	0 0.0%	1 14.3%	2 66.7%	2 33.3%

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



Topic 6: Marketing Leadership

Which of the following reasons influenced your unwillingness to take a stance.

	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
Make my company stand out in the marketplace in ways that we do not want	4 80.0%	2 100.0%	9 81.8%	6 54.5%	3 50.0%	6 75.0%	1 33.3%	0 0.0%	3 100.0%	6 54.5%	5 71.4%	8 88.9%	2 40.0%	2 50.0%	5 83.3%
Have a negative effect on my company's ability to attract and retain customers/partners	2 40.0%	2 100.0%	5 45.5%	7 63.6%	5 83.3% g	4 50.0%	0 0.0% e	1 100.0%	1 33.3%	5 45.5%	4 57.1%	5 55.6%	3 60.0%	3 75.0%	3 50.0%
Have a negative effect on my company's ability to attract and retain employees	2 40.0%	2 100.0%	3 27.3%	4 36.4%	2 33.3%	2 25.0%	0 0.0%	1 100.0%	2 66.7%	2 18.2%	2 28.6%	2 22.2%	0 0.0% g	3 75.0% f	3 50.0%
Show my company is wasting resources on non-core business activities	0 0.0%	1 50.0%	3 27.3%	4 36.4%	1 16.7%	1 12.5%	2 66.7%	0 0.0%	1 33.3%	1 9.1%	3 42.9%	3 33.3%	2 40.0%	1 25.0%	1 16.7%

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



Topic 7: Social Media and Mobile Marketing

What percent of your marketing budget do you spend on mobile activities? Now, 12 months, 5 years

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
What percent of your marketing budget do you currently spend on mobile activities?	72	21	25	19	7	25	23	16	6	2
	14.77	7.67	8.57	24.93	30.62	8.44	14.87	17.61	24.23	41.68
	16.93	10.04	13.63	17.72	20.35	12.01	12.28	21.23	26.19	16.52
		CD	CD	AB	AB	dE	E		a	AB
% What percent will you spend on mobile in the next 12 months?	73	21	25	19	8	25	24	16	6	2
	17.85	9.10	9.00	31.37	36.38	9.04	16.96	25.31	29.17	45.00
	20.36	9.65	13.51	24.40	21.10	12.19	15.47	26.36	31.05	21.21
		CD	CD	AB	AB	cdE	e	a	a	Ab
What percent will you spend on mobile activities in five years?	72	21	25	18	8	25	23	16	6	2
	27.64	17.67	15.76	43.63	55.00	17.60	27.00	34.33	41.67	65.00
	25.06	13.50	17.77	27.33	25.21	19.55	21.78	30.36	27.87	7.07
		CD	CD	AB	AB	cdE	e	a	a	Ab

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

What percent of your marketing budget do you spend on mobile activities? Now, 12 months, 5 years

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 do you currently spend on mobile activities?	14	2	9	1	0	3	2	1	4	3	5	2	13	4	8
	13.03	36.68	18.26	20.00	---	3.33	0.00	10.00	16.25	10.00	3.20	14.50	6.15	38.34	22.50
	16.65	23.59	15.60	---	---	5.77	0.00	---	22.87	17.32	4.32	20.51	10.03	19.73	14.64
	n	kM	m			n					bNo		BcNO	afKM	kM
% What percent will you spend on mobile in the next 12 months?	14	2	9	1	0	3	2	1	4	3	5	3	13	4	8
	12.43	45.00	18.56	40.00	---	5.67	5.00	15.00	18.75	10.00	5.20	21.67	6.92	46.25	33.63
	16.41	35.36	21.44	---	---	6.03	7.07	---	27.80	17.32	8.53	10.41	9.90	26.89	19.03
	bNo	akM				o					blnO	km	BINO	AkM	afKM
What percent will you spend on mobile activities in five years?	14	2	8	1	0	3	2	1	4	3	5	3	13	4	8
	17.86	60.00	27.89	70.00	---	11.67	15.00	40.00	31.79	10.00	14.00	41.67	13.46	60.00	47.50
	18.08	14.14	24.21	---	---	12.58	21.21	---	31.68	17.32	13.87	27.54	14.49	20.41	25.07
	BNO	AfjkM	n			bno				bno	bNo	m	BINO	AcfjKM	AfjkM
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01											



Topic 7: Social Media and Mobile Marketing

What percent of your marketing budget do you spend on mobile activities? Now, 12 months, 5 years

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 do you currently spend on mobile activities?	7	4	15	17	9	14	6	3	4	13	12	16	7	6	11
	11.43	6.75	19.12	12.63	15.11	13.86	20.83	20.00	3.75	14.06	9.42	16.59	16.29	19.73	17.73
	15.74	9.07	20.98	17.52	15.29	14.49	20.10	20.00	4.79	21.22	11.24	18.71	11.25	18.10	19.54
% What percent will you spend on mobile in the next 12 months?	7	4	16	17	9	14	6	3	4	14	12	16	7	6	11
	13.57	7.50	25.38	17.82	13.11	14.71	24.17	23.33	4.00	20.00	12.17	19.19	16.14	22.67	21.36
	18.42	8.66	25.16	23.59	12.95	14.40	24.98	25.17	4.55	27.50	11.28	20.87	10.25	27.36	21.80
What percent will you spend on mobile activities in five years?	7	4	16	17	8	14	6	3	4	14	12	16	7	5	11
	22.86	13.75	38.13	26.71	19.75	25.43	32.86	30.00	5.25	29.71	25.83	25.51	31.14	34.00	32.47
	23.60	13.77	29.71	26.10	16.66	21.88	31.38	30.00	6.85	32.89	15.79	27.25	16.46	24.85	28.03
									df		b		b		

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



Topic 7: Social Media and Mobile Marketing

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

N=75	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not at all	23 30.7%	10 47.6% Cd	11 44.0% C	1 5.3% AB	1 10.0% a	10 40.0%	5 20.8%	6 35.3%	2 28.6%	0 0.0%
2	20 26.7%	8 38.1% d	8 32.0% d	4 21.1%	0 0.0% ab	9 36.0%	6 25.0%	4 23.5%	1 14.3%	0 0.0%
3	7 9.3%	1 4.8%	2 8.0%	1 5.3%	3 30.0%	2 8.0%	4 16.7%	1 5.9%	0 0.0%	0 0.0%
4	10 13.3%	0 0.0% cd	3 12.0%	4 21.1% a	3 30.0% a	4 16.0%	4 16.7%	1 5.9%	1 14.3%	0 0.0%
5	13 17.3%	2 9.5% c	0 0.0% Cd	9 47.4% aB	2 20.0% b	0 0.0% bCDE	5 20.8% a	5 29.4% A	2 28.6% A	1 50.0% A
6	1 1.3%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%
7=Very highly	1 1.3%	0 0.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0% E	0 0.0% E	0 0.0% E	0 0.0%	1 50.0% ABC
Mean	2.69	1.86 CD	2.08 CD	3.84 AB	3.80 AB	2.00 bdE	2.92 aE	2.71 e	3.43 a	6.00 ABc

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



Topic 7: Social Media and Mobile Marketing

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

N=75

	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	7 50.0% c	0 0.0%	0 0.0% afGjm	0 0.0%	0 0.0%	2 66.7% c	2 100.0% Cno	0 0.0%	1 25.0%	2 66.7% c	1 20.0%	1 33.3%	6 46.2% c	0 0.0% g	1 11.1% g
2	4 28.6%	0 0.0%	2 22.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 50.0%	0 0.0%	2 40.0%	1 33.3%	7 53.8%	1 20.0%	1 11.1%
3	1 7.1% h	1 50.0% m	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0% aMo	0 0.0%	0 0.0%	1 20.0%	1 33.3% m	0 0.0% bHI	1 20.0%	0 0.0% h
4	1 7.1%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	1 33.3% m	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0% fno	2 40.0% m	3 33.3% m
5	0 0.0% CDjo	0 0.0%	5 55.6% AM	1 100.0% AM	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	1 33.3% am	0 0.0%	0 0.0%	0 0.0% CDjo	1 20.0%	4 44.4% am
6	0 0.0% b	1 50.0% am	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% b	0 0.0%	0 0.0%
7=Very highly	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	2.07 Co	4.50 M	4.00 AkIM	5.00	---	2.00	1.00	3.00	2.50	2.33	2.40 cm	2.00 c	1.54 BCKNO	3.60 M	3.89 aM

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



Topic 7: Social Media and Mobile Marketing

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

N=75

	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 71.4% ceg	1 25.0%	4 25.0% a	7 38.9%	1 11.1% a	5 33.3%	0 0.0% a	1 33.3%	2 50.0%	7 50.0% f	3 25.0%	6 35.3%	0 0.0% c	2 33.3%	2 16.7%
2	0 0.0% e	2 50.0%	3 18.8%	5 27.8%	5 55.6% a	4 26.7%	1 16.7%	0 0.0%	2 50.0%	1 7.1% d	5 41.7% c	5 29.4%	3 42.9%	1 16.7%	3 25.0%
3	1 14.3%	0 0.0%	1 6.3%	1 5.6%	0 0.0%	2 13.3%	2 33.3%	0 0.0%	0 0.0%	1 7.1%	1 8.3%	1 5.9%	0 0.0%	1 16.7%	3 25.0%
4	0 0.0%	0 0.0%	3 18.8%	3 16.7%	1 11.1%	1 6.7%	2 33.3%	0 0.0%	0 0.0%	3 21.4%	2 16.7%	1 5.9%	2 28.6%	0 0.0%	2 16.7%
5	1 14.3%	1 25.0%	4 25.0%	1 5.6%	2 22.2%	3 20.0%	1 16.7%	2 66.7% Cd	0 0.0%	0 0.0% Afg	1 8.3% a	4 23.5%	2 28.6% c	2 33.3% c	2 16.7%
6	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
7=Very highly	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	1.86	2.50	3.25	2.39	2.78	2.53	3.50	3.67	1.50 f	2.64	2.42	2.53	3.43 b	2.83	2.92

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



Topic 7: Social Media and Mobile Marketing

What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
...of your marketing budget do you currently spend on social media?	75	21	26	19	9	26	24	16	7	2
	14.83	9.86	12.00	25.81	11.44	11.55	15.08	19.52	14.00	20.00
	11.73	8.34 C	10.01 C	12.08 ABD	8.14 C	10.30 c	10.07	14.58 a	13.61	14.14
...will you spend in the next 12 months?	74	21	26	18	9	26	23	16	7	2
	18.26	13.62	15.50	29.72	14.11	14.50	17.70	25.31	17.43	20.00
	12.58	9.83 C	11.13 C	12.18 ABD	10.17 C	11.87 c	11.23	13.72 a	13.21	14.14
...do you predict you will spend in five years?	74	21	26	18	9	26	23	16	7	2
	26.04	19.48	21.87	42.06	21.33	19.26	25.74	36.38	24.57	40.00
	17.54	14.72 C	15.66 C	15.78 ABD	14.04 C	16.64 C	15.50	17.07 A	17.07	28.28

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



Topic 7: Social Media and Mobile Marketing

What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years

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	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
...of your marketing	14	2	9	1	0	3	2	1	4	3	6	3	13	4	9
budget do you currently	10.65	12.50	22.79	20.00	---	11.67	12.50	5.00	13.78	21.71	6.67	16.00	12.31	18.75	22.24
spend on social media?	10.54	10.61	12.55	---	---	7.64	10.61	---	20.93	22.61	4.93	11.53	8.41	10.31	10.96
	co		akm								cnO		co	k	aKm
...will you spend in the	14	2	8	1	0	3	2	1	4	3	6	3	13	4	9
next 12 months?	12.36	17.50	25.00	30.00	---	18.33	17.50	10.00	18.00	26.67	9.50	20.00	16.31	26.25	24.67
	10.65	17.68	14.14	---	---	2.89	17.68	---	21.43	25.17	6.57	13.23	9.34	14.93	8.05
	cO		ak								cnO		o	k	AKm
...do you predict you	14	2	8	1	0	3	2	1	4	3	6	3	13	4	9
will spend in five years?	16.94	18.50	35.44	50.00	---	26.67	22.50	15.00	22.63	34.51	15.00	35.00	23.08	38.75	36.67
	13.20	16.26	18.66	---	---	12.58	24.75	---	27.30	32.12	12.25	18.03	14.94	17.50	11.73
	cnO		ak								cnO		o	ak	AKm

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



Topic 7: Social Media and Mobile Marketing

What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years

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
...of your marketing budget do you currently spend on social media?	7 9.71 7.89	4 22.00 15.58	16 13.31 9.39	17 15.02 13.11	9 13.22 10.37	16 16.38 11.89	6 17.85 17.19	3 16.67 11.55	4 8.75 8.54	14 11.50 8.59	12 13.17 11.30	17 14.78 13.68	7 19.29 11.34	6 16.67 6.83	12 18.52 15.55
...will you spend in the next 12 months?	7 18.14 7.01	4 22.50 13.23	16 15.31 10.87	17 19.36 14.63	8 16.75 11.80	16 18.56 11.59	6 21.50 21.12	3 21.67 2.89	4 13.75 8.54	14 13.86 8.73	12 17.42 13.49	17 19.01 15.25	7 21.57 10.83	5 20.00 7.07	12 21.17 16.79
...do you predict you will spend in five years?	7 25.71 11.70	4 27.50 20.62	16 25.00 17.89	17 27.42 18.65	8 23.75 15.53	16 26.06 17.25	6 27.26 27.31	3 40.00 0.00	4 20.00 15.81	14 21.36 14.59	12 23.33 17.23	17 25.25 20.63	7 34.29 17.90	5 26.00 13.87	12 29.04 20.09

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



Topic 7: Social Media and Mobile Marketing

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

N=76	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
1=Not At All	5 6.6%	2 9.5%	2 7.7%	0 0.0%	1 10.0%	2 7.7%	1 4.2%	1 5.9%	1 14.3%	0 0.0%
2	15 19.7%	3 14.3%	7 26.9%	1 5.3% d	4 40.0% c	7 26.9%	3 12.5%	3 17.6%	2 28.6%	0 0.0%
3	12 15.8%	3 14.3%	5 19.2%	3 15.8%	1 10.0%	3 11.5%	6 25.0%	1 5.9%	1 14.3%	1 50.0%
4	16 21.1%	9 42.9% bc	3 11.5% a	2 10.5% a	2 20.0%	6 23.1%	4 16.7%	5 29.4%	1 14.3%	0 0.0%
5	17 22.4%	2 9.5% c	6 23.1%	8 42.1% a	1 10.0%	4 15.4%	6 25.0%	5 29.4%	1 14.3%	1 50.0%
6	10 13.2%	2 9.5%	3 11.5%	5 26.3%	0 0.0%	4 15.4%	4 16.7%	2 11.8%	0 0.0%	0 0.0%
7=Very Highly	1 1.3%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%
Mean	3.78	3.57 c	3.50 C	4.68 aBd	3.20 c	3.58	3.96	3.94	3.43	4.00

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



Topic 7: Social Media and Mobile Marketing

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

N=76

	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 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	1 20.0%	0 0.0%
2	4 28.6%	0 0.0%	0 0.0% G	0 0.0%	0 0.0%	0 0.0%	2 100.0% Cmn	0 0.0%	1 25.0%	1 33.3%	1 16.7%	1 33.3%	2 15.4% g	0 0.0% g	2 22.2%
3	3 21.4%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	1 16.7%	1 33.3%	1 7.7%	1 20.0%	2 22.2%
4	2 14.3%	1 50.0%	1 11.1%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	1 100.0% o	0 0.0%	1 33.3%	1 16.7%	1 33.3%	5 38.5% o	2 40.0%	0 0.0% hm
5	3 21.4%	0 0.0%	3 33.3%	1 100.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 16.7%	0 0.0%	3 23.1%	0 0.0%	4 44.4%
6	0 0.0% bck	1 50.0% a	4 44.4% ao	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	2 33.3% a	0 0.0%	1 7.7%	1 20.0%	0 0.0% c
7=Very Highly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 11.1%
Mean	3.00 C	5.00	5.11 Ailm	5.00	---	4.00	2.00	4.00	3.00 c	3.67	4.33	3.00 c	3.77 c	3.60	4.11

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



Topic 7: Social Media and Mobile Marketing

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

N=76

	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 14.3%	0 0.0%	0 0.0%	2 11.1%	0 0.0%	2 12.5%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	1 8.3%	2 11.8%	0 0.0%	0 0.0%	1 7.7%
2	1 14.3%	0 0.0%	5 31.3%	4 22.2%	2 22.2%	3 18.8%	0 0.0%	0 0.0%	1 25.0%	2 14.3%	5 41.7%	4 23.5%	0 0.0%	1 16.7%	2 15.4%
3	3 42.9% f	0 0.0%	2 12.5%	4 22.2%	1 11.1%	1 6.3% a	1 16.7%	1 33.3% h	1 25.0%	2 14.3%	1 8.3%	3 17.6%	1 14.3%	3 50.0% h	0 0.0% ag
4	1 14.3%	1 25.0%	3 18.8%	4 22.2%	1 11.1%	5 31.3%	1 16.7%	1 33.3%	0 0.0%	4 28.6%	1 8.3%	2 11.8%	2 28.6%	1 16.7%	5 38.5%
5	0 0.0%	2 50.0% d	6 37.5% d	1 5.6% bc	3 33.3%	4 25.0%	1 16.7%	0 0.0%	1 25.0%	5 35.7%	2 16.7%	3 17.6%	3 42.9%	1 16.7%	2 15.4%
6	1 14.3%	1 25.0%	0 0.0% G	3 16.7%	2 22.2%	0 0.0% G	3 50.0% CF	1 33.3%	0 0.0%	1 7.1%	2 16.7%	2 11.8%	1 14.3%	0 0.0%	3 23.1%
7=Very Highly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%
Mean	3.14 g	5.00	3.63 g	3.39 g	4.22	3.63	5.00 acd	4.33	2.75 f	4.07	3.33	3.59	4.57 bg	3.33 f	4.08

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



Topic 7: Social Media and Mobile Marketing

How does your company use social media?

N=76	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Total	76 100.0%	21 27.6%	26 34.2%	19 25.0%	10 13.2%	26 34.2%	24 31.6%	17 22.4%	7 9.2%	2 2.6%
Brand awareness and brand-building	73 96.1%	21 100.0%	24 92.3%	18 94.7%	10 100.0%	25 96.2%	23 95.8%	16 94.1%	7 100.0%	2 100.0%
Acquiring new customers	55 72.4%	16 76.2%	19 73.1%	14 73.7%	6 60.0%	13 50.0% C	18 75.0%	16 94.1% A	6 85.7%	2 100.0%
Brand promotions, such as contests, coupons	51 67.1%	13 61.9%	19 73.1%	11 57.9%	8 80.0%	15 57.7% c	15 62.5%	15 88.2% a	5 71.4%	1 50.0%
Introducing new products and services	49 64.5%	14 66.7%	17 65.4%	14 73.7%	4 40.0%	13 50.0%	18 75.0%	12 70.6%	5 71.4%	1 50.0%
Improving employee engagement	41 53.9%	13 61.9% d	21 80.8% CD	6 31.6% B	1 10.0% aB	20 76.9% bC	10 41.7% a	6 35.3% A	4 57.1%	1 50.0%
Retaining current customers	36 47.4%	11 52.4%	8 30.8% c	12 63.2% b	5 50.0%	6 23.1% bcd	14 58.3% a	10 58.8% a	5 71.4% a	1 50.0%
Marketing research	28 36.8%	7 33.3%	12 46.2%	6 31.6%	3 30.0%	8 30.8%	9 37.5%	7 41.2%	4 57.1%	0 0.0%
Improving customer service	21 27.6%	5 23.8%	4 15.4%	8 42.1%	4 40.0%	3 11.5% d	8 33.3%	5 29.4%	4 57.1% a	1 50.0%

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



Topic 7: Social Media and Mobile Marketing

How does your company use social media?

N=76	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Identifying new customer segments we currently don't target	12 15.8%	3 14.3%	2 7.7% d	3 15.8%	4 40.0% b	1 3.8% C	4 16.7%	6 35.3% A	1 14.3%	0 0.0%
Identifying new product and service opportunities	8 10.5%	2 9.5%	2 7.7%	2 10.5%	2 20.0%	3 11.5%	1 4.2%	2 11.8%	2 28.6%	0 0.0%
Improving current products or services	6 7.9%	1 4.8%	1 3.8%	3 15.8%	1 10.0%	0 0.0% c	2 8.3%	3 17.6% a	1 14.3%	0 0.0%

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



Topic 7: Social Media and Mobile Marketing

How does your company use social media?

N=76

	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
Total	14 18.4%	2 2.6%	9 11.8%	1 1.3%	0 0.0%	3 3.9%	2 2.6%	1 1.3%	4 5.3%	3 3.9%	6 7.9%	3 3.9%	13 17.1%	5 6.6%	9 11.8%
Brand awareness and brand-building	12 85.7%	2 100.0%	9 100.0%	1 100.0%	0 0.0%	3 100.0%	2 100.0%	1 100.0%	4 100.0%	3 100.0%	6 100.0%	3 100.0%	13 100.0%	5 100.0%	8 88.9%
Brand promotions, such as contests, coupons	9 64.3%	2 100.0%	6 66.7%	1 100.0%	0 0.0%	3 100.0%	1 50.0%	1 100.0%	2 50.0%	2 66.7%	3 50.0%	2 66.7%	8 61.5%	5 100.0%	5 55.6%
Improving employee engagement	9 64.3%	2 100.0%	4 44.4%	0 0.0%	0 0.0%	2 66.7%	1 50.0%	1 100.0%	3 75.0%	2 66.7%	4 66.7%	0 0.0% m	9 69.2% lo	2 40.0%	2 22.2% m
Acquiring new customers	7 50.0% kM	2 100.0%	7 77.8%	1 100.0%	0 0.0%	1 33.3% M	1 50.0% m	1 100.0%	3 75.0%	1 33.3% M	6 100.0% a	1 33.3% M	13 100.0% AFgJL	4 80.0%	7 77.8%
Introducing new products and services	7 50.0%	2 100.0%	6 66.7%	0 0.0%	0 0.0%	1 33.3%	1 50.0%	1 100.0%	4 100.0%	2 66.7%	3 50.0%	1 33.3%	11 84.6%	3 60.0%	7 77.8%
Marketing research	5 35.7%	2 100.0%	3 33.3%	0 0.0%	0 0.0%	1 33.3%	1 50.0%	1 100.0%	1 25.0%	1 33.3%	3 50.0%	0 0.0%	6 46.2%	2 40.0%	2 22.2%
Improving customer service	4 28.6%	1 50.0%	3 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 33.3%	1 16.7%	1 33.3%	2 15.4%	3 60.0%	4 44.4%
Retaining current customers	3 21.4% cmno	1 50.0%	6 66.7% a	1 100.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	2 50.0%	2 66.7%	2 33.3%	0 0.0%	8 61.5% a	4 80.0% a	6 66.7% a

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



Topic 7: Social Media and Mobile Marketing

How does your company use social media?

N=76

	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
Identifying new customer segments we currently don't target	2 14.3%	1 50.0%	0 0.0% d	1 100.0% cm	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 16.7%	1 33.3%	1 7.7% d	2 40.0%	1 11.1%
Identifying new product and service opportunities	2 14.3% b	2 100.0% aCkMO	0 0.0% B	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0% b	0 0.0%	1 7.7% B	1 20.0%	0 0.0% B
Improving current products or services	0 0.0% bj	1 50.0% am	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	1 33.3% am	1 16.7%	0 0.0%	0 0.0% bj	1 20.0%	0 0.0%

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



Topic 7: Social Media and Mobile Marketing

How does your company use social media?

N=76

	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
Total	7 9.2%	4 5.3%	16 21.1%	18 23.7%	9 11.8%	16 21.1%	6 7.9%	3 3.9%	4 5.3%	14 18.4%	12 15.8%	17 22.4%	7 9.2%	6 7.9%	13 17.1%
Brand awareness and brand-building	7 100.0%	4 100.0%	16 100.0%	17 94.4%	8 88.9%	15 93.8%	6 100.0%	3 100.0%	3 75.0%	13 92.9%	12 100.0%	16 94.1%	7 100.0%	6 100.0%	13 100.0%
Brand promotions, such as contests, coupons	6 85.7%	3 75.0%	13 81.3%	11 61.1%	5 55.6%	8 50.0%	5 83.3%	3 100.0%	4 100.0%	8 57.1%	8 66.7%	12 70.6%	4 57.1%	2 33.3%	10 76.9%
Acquiring new customers	5 71.4%	4 100.0%	12 75.0%	11 61.1%	8 88.9%	11 68.8%	4 66.7%	2 66.7%	2 50.0%	12 85.7%	9 75.0%	11 64.7%	4 57.1%	4 66.7%	11 84.6%
Introducing new products and services	5 71.4%	3 75.0%	11 68.8%	13 72.2%	6 66.7%	7 43.8%	4 66.7%	2 66.7%	1 25.0% cd	12 85.7% be	10 83.3% b	8 47.1% c	3 42.9%	4 66.7%	9 69.2%
Improving employee engagement	5 71.4%	2 50.0%	11 68.8%	9 50.0%	5 55.6%	7 43.8%	2 33.3%	2 66.7%	2 50.0%	6 42.9%	8 66.7%	8 47.1%	4 57.1%	5 83.3%	6 46.2%
Marketing research	2 28.6%	2 50.0%	9 56.3% de	3 16.7% cg	1 11.1% cg	7 43.8%	4 66.7% de	1 33.3%	1 25.0%	5 35.7%	6 50.0%	5 29.4%	2 28.6%	2 33.3%	6 46.2%
Identifying new product and service opportunities	2 28.6% f	1 25.0%	2 12.5%	2 11.1%	1 11.1%	0 0.0% a	0 0.0%	0 0.0%	0 0.0%	1 7.1%	4 33.3% h	2 11.8%	0 0.0%	1 16.7%	0 0.0% d

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



Topic 7: Social Media and Mobile Marketing

How does your company use social media?

N=76

	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
Retaining current customers	2 28.6%	3 75.0%	8 50.0%	7 38.9%	4 44.4%	10 62.5%	2 33.3%	1 33.3%	2 50.0%	5 35.7% h	4 33.3% h	7 41.2%	3 42.9%	4 66.7%	10 76.9% cd
Identifying new customer segments we currently don't target	1 14.3%	0 0.0%	6 37.5% f	2 11.1%	2 22.2%	0 0.0% c	1 16.7%	1 33.3%	0 0.0%	3 21.4%	2 16.7%	3 17.6%	0 0.0%	2 33.3%	1 7.7%
Improving customer service	1 14.3%	2 50.0%	4 25.0%	6 33.3%	2 22.2%	2 12.5% g	4 66.7% f	2 66.7%	1 25.0%	3 21.4%	4 33.3%	4 23.5%	1 14.3%	2 33.3%	4 30.8%
Improving current products or services	0 0.0%	0 0.0%	1 6.3%	1 5.6%	1 11.1%	1 6.3%	2 33.3%	0 0.0%	0 0.0%	1 7.1%	1 8.3%	2 11.8%	0 0.0%	1 16.7%	1 7.7%

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



Topic 8: Marketing Jobs

By what percent has the size of your marketing organization grown or shrunk over the last year?

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
	75	21	25	19	10	26	23	17	7	2
	6.87	12.98	1.84	6.26	7.80	7.06	6.96	3.76	14.71	2.50
	24.01	32.63	21.37	13.96	24.67	25.11	25.08	25.96	16.04	10.61

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



Topic 8: Marketing Jobs

By what percent has the size of your marketing organization grown or shrunk over 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
	14	2	9	1	0	3	2	1	4	3	5	3	13	5	9
	3.04	30.00	8.89	-20.00	---	0.00	2.50	0.00	3.75	61.67	8.20	-1.67	4.62	-0.20	5.89
	17.76	28.28	19.33	---	---	0.00	3.54	---	9.46	34.03	2.95	2.89	39.97	10.62	8.64
	J	o	J						j	ACiklmNO	jL	jK	j	J	BJ

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



Topic 8: Marketing Jobs

By what percent has the size of your marketing organization grown or shrunk over 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
	7	4	16	18	9	16	5	3	4	14	11	17	7	6	13
	7.86	36.25	2.13	8.75	7.22	0.19	11.20	11.67	10.00	8.57	9.09	7.97	2.14	9.83	0.85
	9.06	43.08	36.29	19.29	18.73	7.34	23.55	12.58	10.80	34.61	39.42	20.02	9.51	19.85	9.41
	f	F				aB									

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



Topic 8: Marketing Jobs

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

	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
Number		B2B	B2B	B2C	B2C					
Mean		Product	Services	Product	Services	0%	1-10%	11-49%	50-99%	100%
SD		A	B	C	D	A	B	C	D	E
Percent change	74	20	25	19	10	26	22	17	7	2
	6.53	8.33	7.53	4.81	3.70	5.28	7.35	10.14	1.00	2.50
	12.72	15.74	10.19	12.25	13.71	9.76	14.20	14.99	13.37	3.54

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



Topic 8: Marketing Jobs

Compared to the number of marketing hires last year, by what percentage will your company'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	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 change	14	2	9	1	0	3	2	0	4	3	5	3	13	5	9
	5.43	-7.50	6.05	0.00	---	25.73	0.00	---	6.25	28.14	3.00	-1.67	7.48	8.40	3.56
	7.14	24.75	17.44	---	---	14.48	0.00	---	6.29	24.37	4.47	2.89	13.00	10.62	6.52
	FJ					AklmO				Ao	f	f	f		Fj

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



Topic 8: Marketing Jobs

Compared to the number of marketing hires last year, by what percentage will your company'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	7	4	16	18	9	15	5	3	4	14	11	17	7	6	12
	14.60	2.50	7.45	5.11	13.93	1.30	3.00	15.73	8.75	0.86	11.11	10.44	7.86	8.67	-1.46
	14.66	5.00	11.47	11.72	17.38	11.38	9.75	23.06	11.81	9.17	12.14	14.72	11.50	6.38	10.80
	f				f	ae				de	ch	ch			de

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



Topic 8: Marketing Jobs

What percent of your marketing organization is working from home...?

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
All the time	75	21	25	19	10	26	23	17	7	2
	22.56	21.43	26.68	20.26	19.00	19.81	15.30	30.59	42.14	5.00
	32.39	34.32	34.21	31.11	29.61	30.05	26.00 d	41.49	33.65 b	7.07
Some the time	75	21	25	19	10	26	23	17	7	2
	78.09	69.86	85.00	77.11	80.00	77.00	85.87	71.18	68.57	95.00
	33.62	38.47	30.41	28.83	39.72	37.74	22.39	39.39	38.05	7.07

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



Topic 8: Marketing Jobs

What percent of your marketing organization is working from home...?

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
All the time	14	2	9	1	0	3	2	1	4	3	5	3	13	5	9
	14.07	70.00	2.22	0.00	---	0.00	45.00	45.00	27.50	61.67	33.00	26.67	29.62	31.00	7.78
	28.50	28.28	4.41	---	---	0.00	63.64	---	41.93	53.93	34.21	46.19	35.79	26.08	16.41
	bj	aCO	BgJkmN				c			aCo	c		c	C	Bj
Some the time	14	2	9	1	0	3	2	1	4	3	5	3	13	5	9
	81.07	60.00	90.00	0.00	---	80.00	55.00	50.00	92.50	58.33	100.00	100.00	71.69	62.00	78.33
	32.94	56.57	16.58	---	---	34.64	63.64	---	9.57	50.58	0.00	0.00	40.96	40.87	30.21

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



Topic 8: Marketing Jobs

What percent of your marketing organization is working from home...?

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
All the time	7 41.43 38.37 f	4 12.50 25.00	16 23.44 35.81	18 21.67 34.81	9 10.56 28.11 g	16 15.44 21.63 ag	5 49.00 36.12 ef	3 16.67 28.87	4 8.75 10.31	14 24.29 40.28	11 27.27 32.28	17 15.41 31.54	7 23.57 28.68	6 28.33 44.91	13 28.46 29.61
Some the time	7 72.86 34.98	4 82.50 35.00	16 67.81 42.46	18 74.28 38.74	9 91.67 16.58	16 82.19 28.58	5 91.00 12.45	3 83.33 28.87	4 100.00 0.00	14 73.21 39.25	11 62.00 42.57 f	17 74.41 36.99	7 97.14 4.88 d	6 80.00 31.62	13 82.69 26.66

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Sales, revenues</u>										
Almost never	3 4.2%	0 0.0%	2 8.7%	1 5.9%	0 0.0%	1 4.0%	1 4.3%	0 0.0%	1 16.7%	0 0.0%
Ad hoc / when needed	6 8.5%	2 9.5%	3 13.0%	1 5.9%	0 0.0%	3 12.0%	1 4.3%	2 13.3%	0 0.0%	0 0.0%
Annually or semi-annually	4 5.6%	2 9.5%	0 0.0%	1 5.9%	1 10.0%	2 8.0%	0 0.0%	1 6.7%	1 16.7%	0 0.0%
Quarterly or monthly	16 22.5%	4 19.0%	8 34.8%	2 11.8%	2 20.0%	6 24.0%	8 34.8%	2 13.3%	0 0.0%	0 0.0%
Always / consistently	42 59.2%	13 61.9%	10 43.5%	12 70.6%	7 70.0%	13 52.0%	13 56.5%	10 66.7%	4 66.7%	2 100.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthca- re 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
<u>Sales, revenues</u>															
Almost never	3 21.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	2 18.2%	0 0.0%	1 12.5%
Annually or semi-annually	2 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%
Quarterly or monthly	4 28.6%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	2 40.0%	0 0.0%	4 36.4%	1 25.0%	2 25.0%
Always / consistently	4 28.6%	2 100.0%	8 88.9%	1 100.0%	0 0.0%	2 66.7%	1 50.0%	1 100.0%	2 50.0%	2 66.7%	3 60.0%	3 100.0%	5 45.5%	3 75.0%	4 50.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Sales, revenues</u>															
Almost never	1 20.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	1 9.1%	0 0.0%	0 0.0%	1 20.0%	0 0.0%
		d		b											
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	2 11.1%	3 33.3%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	3 17.6%	1 14.3%	0 0.0%	1 7.7%
			e		c										
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	2 12.5%	1 20.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	2 11.8%	0 0.0%	0 0.0%	1 7.7%
Quarterly or monthly	0 0.0%	1 25.0%	4 28.6%	5 27.8%	2 22.2%	2 12.5%	2 40.0%	1 50.0%	1 33.3%	2 15.4%	3 27.3%	3 17.6%	3 42.9%	1 20.0%	2 15.4%
Always / consistently	4 80.0%	2 50.0%	10 71.4%	10 55.6%	4 44.4%	10 62.5%	2 40.0%	1 50.0%	2 66.7%	9 69.2%	6 54.5%	9 52.9%	3 42.9%	3 60.0%	9 69.2%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Market share, account share</u>										
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	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 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthca- re	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
<u>Market share, account share</u>															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Market share, account share</u>															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Distribution, product availability</u>										
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	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 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthca- re 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
<u>Distribution, product availability</u>															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Distribution, product availability</u>															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Sales expense-to-revenue ratio (E/R)</u>										
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	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 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthca- re	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
<u>Sales expense-to-revenue ratio (E/R)</u>															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Sales expense-to-revenue ratio (E/R)</u>															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Cost of customer acquisition</u>										
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthca- re	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
<u>Cost of customer acquisition</u>															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Cost of customer acquisition</u>															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
<u>Customer churn, retention rate, loyalty</u>										
Almost never	11 15.5%	3 14.3%	6 26.1%	1 5.9%	1 10.0%	7 28.0%	3 13.0%	1 6.7%	0 0.0%	0 0.0%
Ad hoc / when needed	12 16.9%	5 23.8%	1 4.3% c	5 29.4% b	1 10.0%	3 12.0%	4 17.4%	4 26.7%	1 16.7%	0 0.0%
Annually or semi-annually	14 19.7%	5 23.8%	5 21.7%	2 11.8%	2 20.0%	5 20.0%	7 30.4%	1 6.7%	1 16.7%	0 0.0%
Quarterly or monthly	21 29.6%	4 19.0%	7 30.4%	7 41.2%	3 30.0%	6 24.0%	7 30.4%	6 40.0%	2 33.3%	0 0.0%
Always / consistently	13 18.3%	4 19.0%	4 17.4%	2 11.8%	3 30.0%	4 16.0% e	2 8.7% E	3 20.0% e	2 33.3%	2 100.0% aBc

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthca- re 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
Customer churn, retention rate, loyalty															
Almost never	3 21.4%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	1 33.3%	1 50.0%	0 0.0%	0 0.0%	1 33.3%	1 20.0%	1 33.3%	2 18.2%	0 0.0%	0 0.0%
Ad hoc / when needed	2 14.3%	0 0.0%	2 22.2%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	2 50.0%	0 0.0%	0 0.0%	1 33.3%	2 18.2%	1 25.0%	1 12.5%
Annually or semi-annually	3 21.4%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	2 40.0%	1 33.3%	3 27.3%	1 25.0%	2 25.0%
Quarterly or monthly	5 35.7%	1 50.0%	3 33.3%	0 0.0%	0 0.0%	2 66.7%	0 0.0%	0 0.0%	1 25.0%	1 33.3%	1 20.0%	0 0.0%	2 18.2%	1 25.0%	4 50.0%
Always / consistently	1 7.1% dh	1 50.0%	2 22.2%	1 100.0% a	0 0.0%	0 0.0%	0 0.0%	1 100.0% a	0 0.0%	1 33.3%	1 20.0%	0 0.0%	2 18.2%	1 25.0%	1 12.5%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Customer churn, retention rate, loyalty</u>															
Almost never	2 40.0%	1 25.0%	2 14.3%	3 16.7%	1 11.1%	2 12.5%	0 0.0%	1 50.0%	0 0.0%	1 7.7%	2 18.2%	3 17.6%	2 28.6%	1 20.0%	1 7.7%
Ad hoc / when needed	0 0.0%	1 25.0%	0 0.0%	5 27.8% de	3 33.3% c	2 12.5%	1 20.0%	0 0.0%	1 33.3%	2 15.4%	2 18.2%	4 23.5%	0 0.0%	1 20.0%	2 15.4%
Annually or semi-annually	0 0.0%	1 25.0%	3 21.4%	4 22.2%	2 22.2%	3 18.8%	1 20.0%	0 0.0%	0 0.0%	4 30.8%	1 9.1%	4 23.5%	2 28.6%	1 20.0%	2 15.4%
Quarterly or monthly	1 20.0%	1 25.0%	5 35.7%	4 22.2%	2 22.2%	5 31.3%	3 60.0%	1 50.0%	2 66.7% e	4 30.8%	3 27.3%	2 11.8% b	2 28.6%	2 40.0%	5 38.5%
Always / consistently	2 40.0%	0 0.0%	4 28.6%	2 11.1%	1 11.1%	4 25.0%	0 0.0%	0 0.0%	0 0.0%	2 15.4%	3 27.3%	4 23.5%	1 14.3%	0 0.0%	3 23.1%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Customer lifetime value (CLV), customer profitability</u>										
Almost never	16 22.5%	4 19.0%	8 34.8%	2 11.8%	2 20.0%	7 28.0%	7 30.4%	2 13.3%	0 0.0%	0 0.0%
Ad hoc / when needed	25 35.2%	8 38.1%	9 39.1%	7 41.2%	1 10.0%	11 44.0%	5 21.7%	6 40.0%	2 33.3%	1 50.0%
Annually or semi-annually	11 15.5%	1 4.8%	4 17.4%	1 5.9%	5 50.0%	3 12.0%	4 17.4%	0 0.0%	3 50.0%	1 50.0%
		D		d	Ac	d		De	aC	c
Quarterly or monthly	15 21.1%	6 28.6%	2 8.7%	6 35.3%	1 10.0%	2 8.0%	6 26.1%	6 40.0%	1 16.7%	0 0.0%
			c	b		c		a		
Always / consistently	4 5.6%	2 9.5%	0 0.0%	1 5.9%	1 10.0%	2 8.0%	1 4.3%	1 6.7%	0 0.0%	0 0.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthca- re 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
Customer lifetime value (CLV), customer profitability															
Almost never	4 28.6%	0 0.0%	3 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	3 60.0%	0 0.0%	4 36.4%	0 0.0%	1 12.5%
Ad hoc / when needed	6 42.9%	1 50.0%	1 11.1% i	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	3 75.0% c	0 0.0%	1 20.0%	2 66.7%	5 45.5%	2 50.0%	3 37.5%
Annually or semi-annually	2 14.3%	1 50.0% m	2 22.2%	0 0.0%	0 0.0%	1 33.3%	1 50.0% m	0 0.0%	0 0.0%	0 0.0%	1 20.0%	1 33.3%	0 0.0% bg	1 25.0%	1 12.5%
Quarterly or monthly	2 14.3%	0 0.0%	3 33.3%	1 100.0%	0 0.0%	1 33.3%	0 0.0%	1 100.0%	1 25.0%	1 33.3%	0 0.0%	0 0.0%	2 18.2%	1 25.0%	2 25.0%
Always / consistently	0 0.0% fj	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3% a	0 0.0%	0 0.0%	0 0.0%	1 33.3% a	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%

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Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Customer lifetime value (CLV), customer profitability</u>															
Almost never	1 20.0%	2 50.0%	1 7.1%	6 33.3%	3 33.3%	3 18.8%	0 0.0%	1 50.0%	1 33.3%	2 15.4%	4 36.4%	4 23.5%	1 14.3%	2 40.0%	1 7.7%
Ad hoc / when needed	2 40.0%	1 25.0%	3 21.4%	10 55.6%	4 44.4%	3 18.8%	2 40.0%	0 0.0%	1 33.3%	5 38.5%	6 54.5%	5 29.4%	4 57.1%	1 20.0%	3 23.1%
Annually or semi-annually	0 0.0%	0 0.0%	4 28.6%	1 5.6%	0 0.0%	4 25.0%	2 40.0%	0 0.0%	0 0.0%	3 23.1%	0 0.0%	1 5.9%	1 14.3%	1 20.0%	5 38.5%
Quarterly or monthly	1 20.0%	1 25.0%	4 28.6%	1 5.6%	1 11.1%	6 37.5%	1 20.0%	1 50.0%	1 33.3%	2 15.4%	1 9.1%	4 23.5%	1 14.3%	1 20.0%	4 30.8%
Always / consistently	1 20.0%	0 0.0%	2 14.3%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	3 17.6%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through theInternet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Brand awareness</u>										
Almost never	12 16.9%	6 28.6%	4 17.4%	1 5.9%	1 10.0%	5 20.0%	5 21.7%	1 6.7%	1 16.7%	0 0.0%
Ad hoc / when needed	17 23.9%	6 28.6%	4 17.4%	2 11.8% d	5 50.0% c	5 20.0%	4 17.4%	5 33.3%	3 50.0%	0 0.0%
Annually or semi-annually	25 35.2%	6 28.6%	9 39.1%	8 47.1%	2 20.0%	12 48.0%	6 26.1%	5 33.3%	1 16.7%	1 50.0%
Quarterly or monthly	13 18.3%	3 14.3%	5 21.7%	4 23.5%	1 10.0%	1 4.0% bce	6 26.1% a	4 26.7% a	1 16.7%	1 50.0% a
Always / consistently	4 5.6%	0 0.0%	1 4.3%	2 11.8%	1 10.0%	2 8.0%	2 8.7%	0 0.0%	0 0.0%	0 0.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthca- re 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
<u>Brand awareness</u>															
Almost never	3 21.4%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	1 25.0%	1 33.3%	0 0.0%	0 0.0%	4 36.4%	0 0.0%	1 12.5%
Ad hoc / when needed	3 21.4%	1 50.0%	2 22.2%	1 100.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	1 25.0%	1 33.3%	1 20.0%	2 66.7%	2 18.2%	0 0.0%	2 25.0%
Annually or semi-annually	5 35.7%	0 0.0%	1 11.1% kno	0 0.0%	0 0.0%	2 66.7%	0 0.0%	0 0.0%	2 50.0%	0 0.0%	4 80.0% cm	1 33.3%	2 18.2% k	3 75.0% c	5 62.5% c
Quarterly or monthly	3 21.4%	0 0.0%	4 44.4% o	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 100.0% o	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 27.3%	1 25.0%	0 0.0% ch
Always / consistently	0 0.0% j	0 0.0%	2 22.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3% a	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Brand awareness</u>															
Almost never	2 40.0%	1 25.0%	2 14.3%	3 16.7%	2 22.2%	2 12.5%	0 0.0%	1 50.0% h	1 33.3% h	4 30.8% h	1 9.1%	3 17.6%	1 14.3%	1 20.0%	0 0.0% abc
Ad hoc / when needed	2 40.0%	2 50.0%	4 28.6%	6 33.3%	1 11.1%	2 12.5%	0 0.0%	1 50.0%	1 33.3%	3 23.1%	7 63.6% efgH	4 23.5% d	0 0.0% d	0 0.0% d	1 7.7% D
Annually or semi-annually	1 20.0%	0 0.0% g	3 21.4% g	7 38.9%	3 33.3%	7 43.8%	4 80.0% bc	0 0.0%	0 0.0%	3 23.1% f	2 18.2% f	5 29.4%	5 71.4% cd	3 60.0%	7 53.8%
Quarterly or monthly	0 0.0%	1 25.0%	4 28.6%	1 5.6%	1 11.1%	5 31.3%	1 20.0%	0 0.0%	1 33.3%	3 23.1%	1 9.1%	3 17.6%	0 0.0%	0 0.0%	5 38.5%
Always / consistently	0 0.0%	0 0.0%	1 7.1%	1 5.6%	2 22.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 11.8%	1 14.3%	1 20.0%	0 0.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Brand personality, associations, affinity</u>										
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	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 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthca- re	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
<u>Brand personality, associations, affinity</u>															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Brand personality, associations, affinity</u>															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Brand differentiation, customer willingness to pay price premium</u>										
Almost never	23 32.9%	9 42.9%	8 34.8%	4 25.0%	2 20.0%	10 40.0%	9 40.9%	2 13.3%	1 16.7%	1 50.0%
Ad hoc / when needed	14 20.0%	4 19.0%	4 17.4%	3 18.8%	3 30.0%	1 4.0% CDe	3 13.6%	6 40.0% A	3 50.0% A	1 50.0% a
Annually or semi-annually	19 27.1%	5 23.8%	6 26.1%	6 37.5%	2 20.0%	9 36.0%	4 18.2%	5 33.3%	1 16.7%	0 0.0%
Quarterly or monthly	12 17.1%	3 14.3%	5 21.7%	2 12.5%	2 20.0%	4 16.0%	5 22.7%	2 13.3%	1 16.7%	0 0.0%
Always / consistently	2 2.9%	0 0.0%	0 0.0%	1 6.3%	1 10.0%	1 4.0%	1 4.5%	0 0.0%	0 0.0%	0 0.0%

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Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthca- re 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
<u>Brand differentiation, customer willingness to pay price premium</u>															
Almost never	7 50.0%	0 0.0%	1 12.5% m	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	1 33.3%	1 20.0%	2 66.7%	7 63.6% cn	0 0.0% m	3 37.5%
Ad hoc / when needed	1 7.1% d	1 50.0%	1 12.5%	1 100.0% a	0 0.0%	1 33.3%	1 50.0%	0 0.0%	1 25.0%	0 0.0%	1 20.0%	0 0.0%	2 18.2%	1 25.0%	3 37.5%
Annually or semi-annually	4 28.6%	0 0.0%	2 25.0%	0 0.0%	0 0.0%	2 66.7% m	1 50.0% m	0 0.0%	2 50.0% m	1 33.3%	3 60.0% m	1 33.3%	0 0.0% fgikn	2 50.0% m	1 12.5%
Quarterly or monthly	2 14.3%	1 50.0%	3 37.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	2 18.2%	1 25.0%	1 12.5%
Always / consistently	0 0.0%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Brand differentiation, customer willingness to pay price premium</u>															
Almost never	1 20.0%	3 75.0%	7 50.0%	6 33.3%	2 25.0%	4 25.0%	0 0.0%	1 50.0%	2 66.7%	7 53.8%	6 54.5%	3 17.6%	1 14.3%	1 25.0%	2 15.4%
		g					b			e		c			
Ad hoc / when needed	2 40.0%	0 0.0%	1 7.1%	6 33.3%	1 12.5%	3 18.8%	1 20.0%	1 50.0%	0 0.0%	3 23.1%	2 18.2%	4 23.5%	2 28.6%	0 0.0%	2 15.4%
Annually or semi-annually	1 20.0%	1 25.0%	3 21.4%	2 11.1%	4 50.0%	4 25.0%	4 80.0%	0 0.0%	1 33.3%	1 7.7%	0 0.0%	6 35.3%	3 42.9%	3 75.0%	5 38.5%
			g	eG	d	g	cDf			g	efGh	d	d	cD	d
Quarterly or monthly	1 20.0%	0 0.0%	2 14.3%	4 22.2%	0 0.0%	5 31.3%	0 0.0%	0 0.0%	0 0.0%	2 15.4%	3 27.3%	3 17.6%	0 0.0%	0 0.0%	4 30.8%
Always / consistently	0 0.0%	0 0.0%	1 7.1%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	1 14.3%	0 0.0%	0 0.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Brand equity value</u>										
Almost never	34 47.9%	12 57.1% c	12 52.2% c	3 17.6% abd	7 70.0% c	16 64.0% c	11 47.8%	4 26.7% a	2 33.3%	1 50.0%
Ad hoc / when needed	16 22.5%	4 19.0%	5 21.7%	5 29.4%	2 20.0%	1 4.0% CDe	4 17.4%	7 46.7% A	3 50.0% A	1 50.0% a
Annually or semi-annually	10 14.1%	3 14.3%	3 13.0%	3 17.6%	1 10.0%	5 20.0%	1 4.3%	3 20.0%	1 16.7%	0 0.0%
Quarterly or monthly	9 12.7%	2 9.5%	3 13.0%	4 23.5%	0 0.0%	3 12.0%	5 21.7%	1 6.7%	0 0.0%	0 0.0%
Always / consistently	2 2.8%	0 0.0%	0 0.0%	2 11.8%	0 0.0%	0 0.0%	2 8.7%	0 0.0%	0 0.0%	0 0.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthca- re 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
<u>Brand equity value</u>															
Almost never	8 57.1% c	2 100.0% C	0 0.0% aBiklMo	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	2 50.0% c	1 33.3%	3 60.0% c	2 66.7% c	9 81.8% Cg	1 25.0%	4 50.0% c
Ad hoc / when needed	3 21.4%	0 0.0%	3 33.3%	1 100.0% m	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	1 33.3%	1 20.0%	0 0.0%	1 9.1% d	1 25.0%	4 50.0%
Annually or semi-annually	1 7.1% f	0 0.0%	1 11.1%	0 0.0%	0 0.0%	2 66.7% amo	1 50.0% m	0 0.0%	2 50.0% m	0 0.0%	1 20.0%	0 0.0%	0 0.0% fgin	2 50.0% m	0 0.0% f
Quarterly or monthly	2 14.3%	0 0.0%	3 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0% mo	0 0.0%	1 33.3%	0 0.0%	1 33.3%	1 9.1% h	0 0.0%	0 0.0% h
Always / consistently	0 0.0%	0 0.0%	2 22.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Brand equity value</u>															
Almost never	3 60.0%	1 25.0%	9 64.3%	10 55.6%	4 44.4%	5 31.3%	2 40.0%	1 50.0%	2 66.7%	8 61.5%	9 81.8% efh	6 35.3% d	1 14.3% d	3 60.0%	4 30.8% d
Ad hoc / when needed	1 20.0%	2 50.0%	2 14.3%	4 22.2%	3 33.3%	4 25.0%	0 0.0%	1 50.0%	0 0.0%	2 15.4%	2 18.2%	6 35.3%	3 42.9%	0 0.0%	2 15.4%
Annually or semi-annually	1 20.0%	1 25.0%	2 14.3%	1 5.6% G	0 0.0% g	2 12.5% g	3 60.0% Def	0 0.0%	1 33.3%	1 7.7%	0 0.0% h	1 5.9% h	1 14.3%	1 20.0%	5 38.5% de
Quarterly or monthly	0 0.0%	0 0.0%	1 7.1%	3 16.7%	0 0.0%	5 31.3%	0 0.0%	0 0.0%	0 0.0%	2 15.4%	0 0.0%	4 23.5%	1 14.3%	0 0.0%	2 15.4%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0% e	2 22.2% d	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	1 20.0%	0 0.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Customer experience</u>										
Almost never	9 12.7%	3 14.3%	6 26.1% c	0 0.0% b	0 0.0%	5 20.0%	3 13.0%	0 0.0% e	0 0.0%	1 50.0% c
Ad hoc / when needed	16 22.5%	8 38.1%	3 13.0%	2 11.8%	3 30.0%	4 16.0%	4 17.4%	5 33.3%	3 50.0%	0 0.0%
Annually or semi-annually	13 18.3%	3 14.3%	4 17.4%	6 35.3% d	0 0.0% c	4 16.0%	5 21.7%	2 13.3%	1 16.7%	1 50.0%
Quarterly or monthly	19 26.8%	4 19.0%	7 30.4%	7 41.2%	1 10.0%	6 24.0%	7 30.4%	5 33.3%	1 16.7%	0 0.0%
Always / consistently	14 19.7%	3 14.3% d	3 13.0% D	2 11.8% d	6 60.0% aBc	6 24.0%	4 17.4%	3 20.0%	1 16.7%	0 0.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthca- re 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
Customer experience															
Almost never	5 35.7%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%
Ad hoc / when needed	1 7.1% fm	1 50.0%	1 11.1%	0 0.0%	0 0.0%	2 66.7% a	1 50.0%	0 0.0%	2 50.0%	0 0.0%	1 20.0%	0 0.0%	5 45.5% a	0 0.0%	2 25.0%
Annually or semi-annually	4 28.6%	0 0.0%	3 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	2 18.2%	1 25.0%	2 25.0%
Quarterly or monthly	3 21.4%	0 0.0%	4 44.4%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	2 50.0%	0 0.0%	3 60.0%	2 66.7%	2 18.2%	0 0.0%	2 25.0%
Always / consistently	1 7.1% dhn	1 50.0%	0 0.0% dhn	1 100.0% acm	0 0.0%	0 0.0%	0 0.0%	1 100.0% acm	0 0.0%	1 33.3%	1 20.0%	1 33.3%	1 9.1% dhn	3 75.0% acm	2 25.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Customer experience</u>															
Almost never	1 20.0%	1 25.0%	2 14.3%	2 11.1%	1 11.1%	2 12.5%	0 0.0%	1 50.0% d	1 33.3%	2 15.4%	0 0.0% a	3 17.6%	0 0.0%	1 20.0%	1 7.7%
Ad hoc / when needed	3 60.0% e	0 0.0%	2 14.3%	6 33.3%	0 0.0% a	3 18.8%	2 40.0%	1 50.0%	0 0.0%	4 30.8%	5 45.5%	2 11.8%	0 0.0%	0 0.0%	4 30.8%
Annually or semi-annually	0 0.0%	1 25.0%	1 7.1% e	5 27.8%	4 44.4% c	2 12.5%	0 0.0%	0 0.0%	0 0.0%	3 23.1%	1 9.1% f	4 23.5%	4 57.1% dH	1 20.0%	0 0.0% F
Quarterly or monthly	0 0.0%	2 50.0%	4 28.6%	3 16.7%	3 33.3%	5 31.3%	2 40.0%	0 0.0%	2 66.7%	2 15.4%	1 9.1% g	5 29.4%	3 42.9%	3 60.0% d	3 23.1%
Always / consistently	1 20.0%	0 0.0%	5 35.7%	2 11.1%	1 11.1%	4 25.0%	1 20.0%	0 0.0%	0 0.0%	2 15.4%	4 36.4%	3 17.6%	0 0.0%	0 0.0%	5 38.5%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Net Promoter Score (NPS), willingness to recommend</u>										
Almost never	16 23.2%	5 23.8%	5 23.8%	4 23.5%	2 20.0%	5 20.8%	5 21.7%	3 20.0%	2 40.0%	1 50.0%
Ad hoc / when needed	10 14.5%	6 28.6%	2 9.5%	1 5.9%	1 10.0%	3 12.5%	2 8.7%	4 26.7%	1 20.0%	0 0.0%
Annually or semi-annually	12 17.4%	3 14.3%	5 23.8%	3 17.6%	1 10.0%	6 25.0%	4 17.4%	1 6.7%	1 20.0%	0 0.0%
Quarterly or monthly	17 24.6%	4 19.0%	7 33.3%	4 23.5%	2 20.0%	7 29.2%	6 26.1%	4 26.7%	0 0.0%	0 0.0%
Always / consistently	14 20.3%	3 14.3%	2 9.5%	5 29.4%	4 40.0%	3 12.5%	6 26.1%	3 20.0%	1 20.0%	1 50.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthca- re 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
Net Promoter Score (NPS), willingness to recommend															
Almost never	7 50.0%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	1 33.3%	1 50.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	2 18.2%	1 25.0%	2 25.0%
Ad hoc / when needed	0 0.0% gijl	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	1 50.0% a	0 0.0%	2 50.0% a	1 50.0% a	1 25.0%	1 33.3% a	2 18.2%	0 0.0%	1 12.5%
Annually or semi-annually	1 7.1% f	1 50.0%	2 22.2%	0 0.0%	0 0.0%	2 66.7% a	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	1 33.3%	3 27.3%	0 0.0%	1 12.5%
Quarterly or monthly	6 42.9%	0 0.0%	3 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 50.0%	0 0.0%	3 27.3%	1 25.0%	2 25.0%
Always / consistently	0 0.0% bDHiln	1 50.0% a	2 22.2%	1 100.0% Am	0 0.0%	0 0.0%	0 0.0%	1 100.0% Am	2 50.0% a	0 0.0%	0 0.0%	1 33.3% a	1 9.1% dh	2 50.0% a	2 25.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Net Promoter Score (NPS), willingness to recommend</u>															
Almost never	2 50.0% e	2 50.0% e	4 28.6%	5 29.4%	0 0.0% ab	3 18.8%	0 0.0%	1 50.0%	1 33.3%	4 33.3%	4 36.4%	2 12.5%	1 14.3%	1 20.0%	2 15.4%
Ad hoc / when needed	0 0.0%	1 25.0%	1 7.1%	3 17.6%	1 11.1%	2 12.5%	2 40.0%	1 50.0%	1 33.3%	1 8.3%	2 18.2%	2 12.5%	0 0.0%	0 0.0%	3 23.1%
Annually or semi-annually	1 25.0%	0 0.0%	2 14.3%	2 11.8%	3 33.3%	4 25.0%	0 0.0%	0 0.0%	1 33.3%	2 16.7%	1 9.1%	5 31.3%	2 28.6%	0 0.0%	1 7.7%
Quarterly or monthly	0 0.0%	1 25.0%	3 21.4%	5 29.4%	3 33.3%	3 18.8%	2 40.0%	0 0.0%	0 0.0%	4 33.3%	2 18.2%	4 25.0%	2 28.6%	2 40.0%	3 23.1%
Always / consistently	1 25.0%	0 0.0%	4 28.6%	2 11.8%	2 22.2%	4 25.0%	1 20.0%	0 0.0%	0 0.0%	1 8.3%	2 18.2%	3 18.8%	2 28.6%	2 40.0%	4 30.8%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Digital/web/mobile performance</u>										
Almost never	1 1.4%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	5 7.0%	3 14.3%	2 8.7%	0 0.0%	0 0.0%	2 8.0%	1 4.3%	2 13.3%	0 0.0%	0 0.0%
Annually or semi-annually	2 2.8%	0 0.0%	0 0.0%	2 11.8%	0 0.0%	1 4.0%	0 0.0%	1 6.7%	0 0.0%	0 0.0%
Quarterly or monthly	22 31.0%	5 23.8%	10 43.5%	4 23.5%	3 30.0%	9 36.0%	8 34.8%	4 26.7%	1 16.7%	0 0.0%
Always / consistently	41 57.7%	13 61.9%	10 43.5%	11 64.7%	7 70.0%	13 52.0%	13 56.5%	8 53.3%	5 83.3%	2 100.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthca- re 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
<u>Digital/web/mobile performance</u>															
Almost never	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	2 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%
Annually or semi-annually	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 25.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	6 42.9%	0 0.0%	3 33.3%	0 0.0%	0 0.0%	2 66.7%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	1 33.3%	4 36.4%	0 0.0%	3 37.5%
Always / consistently	5 35.7%	2 100.0%	6 66.7%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	3 75.0%	3 100.0%	3 60.0%	1 33.3%	6 54.5%	4 100.0%	5 62.5%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Digital/web/mobile performance</u>															
Almost never	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%
Ad hoc / when needed	1 20.0%	0 0.0%	1 7.1%	1 5.6%	0 0.0%	2 12.5%	0 0.0%	0 0.0%	1 33.3% h	1 7.7%	1 9.1%	2 11.8%	0 0.0%	0 0.0%	0 0.0% b
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	1 7.7%
Quarterly or monthly	1 20.0%	2 50.0%	4 28.6%	3 16.7% e	5 55.6% d	5 31.3%	2 40.0%	2 100.0% e	2 66.7%	3 23.1%	3 27.3%	3 17.6% a	2 28.6%	3 60.0%	4 30.8%
Always / consistently	2 40.0%	2 50.0%	9 64.3%	14 77.8%	4 44.4%	8 50.0%	2 40.0%	0 0.0%	0 0.0% ce	9 69.2% b	7 63.6%	12 70.6% b	4 57.1%	1 20.0%	8 61.5%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
<u>Content engagement</u>										
Almost never	4 5.7%	0 0.0%	2 9.1%	2 11.8%	0 0.0%	0 0.0% E	3 13.0%	0 0.0% e	0 0.0%	1 50.0% Ac
Ad hoc / when needed	7 10.0%	4 19.0% b	0 0.0% a	2 11.8%	1 10.0%	4 16.7%	1 4.3%	1 6.7%	1 16.7%	0 0.0%
Annually or semi-annually	3 4.3%	1 4.8%	0 0.0%	2 11.8%	0 0.0%	2 8.3%	0 0.0%	1 6.7%	0 0.0%	0 0.0%
Quarterly or monthly	23 32.9%	9 42.9% c	8 36.4%	2 11.8% a	4 40.0%	8 33.3%	11 47.8%	3 20.0%	1 16.7%	0 0.0%
Always / consistently	33 47.1%	7 33.3%	12 54.5%	9 52.9%	5 50.0%	10 41.7%	8 34.8%	10 66.7%	4 66.7%	1 50.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthca- re 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
<u>Content engagement</u>															
Almost never	2 15.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 25.0%
Ad hoc / when needed	1 7.7%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	1 33.3%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 9.1%	0 0.0%	0 0.0%
Annually or semi-annually	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 25.0%	0 0.0%	0 0.0%	1 33.3%	1 9.1%	0 0.0%	0 0.0%
Quarterly or monthly	6 46.2%	0 0.0%	2 22.2%	0 0.0%	0 0.0%	2 66.7%	0 0.0%	0 0.0%	1 25.0%	1 33.3%	2 40.0%	0 0.0%	5 45.5%	1 25.0%	3 37.5%
Always / consistently	4 30.8%	2 100.0%	6 66.7%	1 100.0%	0 0.0%	0 0.0%	1 50.0%	1 100.0%	2 50.0%	2 66.7%	3 60.0%	1 33.3%	4 36.4%	3 75.0%	3 37.5%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Content engagement</u>															
Almost never	1 20.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	2 13.3%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	1 5.9%	1 14.3%	1 20.0%	0 0.0%
Ad hoc / when needed	1 20.0%	1 25.0%	1 7.1%	3 16.7%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	1 50.0% c	0 0.0% b	3 27.3%	2 11.8%	0 0.0%	0 0.0%	1 7.7%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	1 6.7%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% f	2 28.6% e	0 0.0%	1 7.7%
Quarterly or monthly	1 20.0%	2 50.0%	4 28.6%	5 27.8%	5 55.6%	4 26.7%	2 40.0%	2 100.0% eh	0 0.0%	5 38.5%	4 36.4%	4 23.5% a	3 42.9%	3 60.0%	2 15.4% a
Always / consistently	2 40.0%	1 25.0%	9 64.3%	8 44.4%	4 44.4%	7 46.7%	2 40.0%	0 0.0%	1 50.0%	7 53.8%	4 36.4%	10 58.8%	1 14.3% h	1 20.0%	9 69.2% f

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Speed to market, agility</u>										
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	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 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthca- re	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
<u>Speed to market, agility</u>															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Speed to market, agility</u>															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Campaign costs, efficiency, e.g., production, content re-use</u>										
Almost never	3 4.3%	1 5.0%	2 8.7%	0 0.0%	0 0.0%	1 4.0%	2 8.7%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	12 17.1%	5 25.0%	3 13.0%	4 23.5%	0 0.0%	4 16.0%	2 8.7%	4 28.6%	1 16.7%	1 50.0%
Annually or semi-annually	7 10.0%	2 10.0%	2 8.7%	3 17.6%	0 0.0%	2 8.0%	3 13.0%	2 14.3%	0 0.0%	0 0.0%
Quarterly or monthly	30 42.9%	8 40.0%	8 34.8%	7 41.2%	7 70.0%	10 40.0%	13 56.5%	4 28.6%	3 50.0%	0 0.0%
Always / consistently	18 25.7%	4 20.0%	8 34.8%	3 17.6%	3 30.0%	8 32.0%	3 13.0%	4 28.6%	2 33.3%	1 50.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthca- re 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
<u>Campaign costs, efficiency, e.g., production, content re-use</u>															
Almost never	2 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0% fglm	0 0.0%	2 22.2%	0 0.0%	0 0.0%	1 33.3% a	1 50.0% a	0 0.0%	0 0.0%	0 0.0%	1 20.0%	1 33.3% a	4 36.4% a	0 0.0%	2 25.0%
Annually or semi-annually	2 14.3%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%
Quarterly or monthly	7 50.0%	0 0.0%	3 33.3%	1 100.0%	0 0.0%	1 33.3%	0 0.0%	1 100.0%	2 50.0%	1 50.0%	2 40.0%	2 66.7%	3 27.3%	3 75.0%	4 50.0%
Always / consistently	3 21.4% b	2 100.0% ao	3 33.3%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	1 25.0%	1 50.0%	1 20.0%	0 0.0%	3 27.3%	1 25.0%	1 12.5% b

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Campaign costs, efficiency, e.g., production, content re-use</u>															
Almost never	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	1 20.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	1 7.7%
Ad hoc / when needed	2 40.0%	1 25.0%	2 14.3%	3 16.7%	1 12.5%	3 18.8%	0 0.0%	0 0.0%	2 66.7% ce	1 7.7% b	3 27.3%	2 12.5% b	2 28.6%	0 0.0%	2 15.4%
Annually or semi-annually	1 20.0%	0 0.0%	1 7.1%	0 0.0% e	2 25.0% d	2 12.5%	1 20.0%	1 50.0% de	1 33.3% e	2 15.4%	0 0.0% ag	0 0.0% abg	0 0.0%	2 40.0% de	1 7.7%
Quarterly or monthly	0 0.0% b	3 75.0% a	6 42.9%	9 50.0%	4 50.0%	5 31.3%	3 60.0%	1 50.0%	0 0.0%	6 46.2%	7 63.6%	6 37.5%	5 71.4%	1 20.0%	4 30.8%
Always / consistently	1 20.0%	0 0.0%	5 35.7%	6 33.3%	1 12.5%	5 31.3%	0 0.0%	0 0.0%	0 0.0%	3 23.1%	1 9.1% e	8 50.0% df	0 0.0% e	1 20.0%	5 38.5%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
<u>Campaign effectiveness (e.g., GRPs, reach, frequency)</u>										
Almost never	2 2.9%	0 0.0%	2 9.1%	0 0.0%	0 0.0%	1 4.2%	1 4.3%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	10 14.5%	4 19.0%	3 13.6%	3 17.6%	0 0.0%	1 4.2% ce	3 13.0%	4 28.6% a	1 16.7%	1 50.0% a
Annually or semi-annually	8 11.6%	3 14.3%	2 9.1%	2 11.8%	1 11.1%	5 20.8%	1 4.3%	1 7.1%	1 16.7%	0 0.0%
Quarterly or monthly	26 37.7%	7 33.3%	7 31.8%	7 41.2%	5 55.6%	9 37.5%	13 56.5% c	2 14.3% b	2 33.3%	0 0.0%
Always / consistently	23 33.3%	7 33.3%	8 36.4%	5 29.4%	3 33.3%	8 33.3%	5 21.7%	7 50.0%	2 33.3%	1 50.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthca- re 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
<u>Campaign effectiveness (e.g., GRPs, reach, frequency)</u>															
Almost never	2 15.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0% gkl	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	1 50.0% a	0 0.0%	0 0.0%	0 0.0%	2 40.0% a	1 33.3% a	3 27.3%	0 0.0%	2 25.0%
Annually or semi-annually	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	3 27.3%	0 0.0%	2 25.0%
Quarterly or monthly	5 38.5%	1 50.0%	3 33.3%	0 0.0%	0 0.0%	2 66.7%	0 0.0%	1 100.0% m	2 50.0%	1 33.3%	2 40.0%	2 66.7%	1 9.1% hN	3 100.0% M	3 37.5%
Always / consistently	5 38.5%	1 50.0%	5 55.6%	1 100.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	1 25.0%	2 66.7%	1 20.0%	0 0.0%	4 36.4%	0 0.0%	1 12.5%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Campaign effectiveness (e.g., GRPs, reach, frequency)</u>															
Almost never	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%
Ad hoc / when needed	1 20.0%	1 25.0%	1 7.1%	2 11.8%	2 22.2%	2 13.3%	1 20.0%	0 0.0%	2 100.0% CdEh	1 7.7% B	2 18.2% b	1 5.9% B	1 14.3%	1 20.0%	2 16.7% b
Annually or semi-annually	1 20.0%	0 0.0%	3 21.4%	1 5.9%	0 0.0%	2 13.3%	1 20.0%	0 0.0%	0 0.0%	2 15.4%	2 18.2%	2 11.8%	1 14.3%	0 0.0%	1 8.3%
Quarterly or monthly	2 40.0%	3 75.0%	3 21.4%	8 47.1%	3 33.3%	4 26.7%	3 60.0%	2 100.0% e	0 0.0%	4 30.8%	6 54.5%	4 23.5% a	4 57.1%	2 40.0%	4 33.3%
Always / consistently	0 0.0%	0 0.0%	7 50.0%	6 35.3%	4 44.4%	6 40.0%	0 0.0%	0 0.0%	0 0.0%	5 38.5%	1 9.1% e	10 58.8% d	1 14.3%	1 20.0%	5 41.7%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Lead generation</u>										
Almost never	9 12.7%	2 9.5%	4 17.4%	2 11.8%	1 10.0%	5 20.0%	3 13.0%	0 0.0%	1 16.7%	0 0.0%
Ad hoc / when needed	7 9.9%	2 9.5%	2 8.7%	1 5.9%	2 20.0%	1 4.0%	4 17.4%	1 6.7%	1 16.7%	0 0.0%
Annually or semi-annually	7 9.9%	2 9.5%	1 4.3%	3 17.6%	1 10.0%	3 12.0%	1 4.3%	3 20.0%	0 0.0%	0 0.0%
Quarterly or monthly	24 33.8%	7 33.3%	8 34.8%	6 35.3%	3 30.0%	9 36.0%	9 39.1%	4 26.7%	1 16.7%	1 50.0%
Always / consistently	24 33.8%	8 38.1%	8 34.8%	5 29.4%	3 30.0%	7 28.0%	6 26.1%	7 46.7%	3 50.0%	1 50.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthca- re 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
<u>Lead generation</u>															
Almost never	4 28.6%	0 0.0%	2 22.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	1 33.3%	0 0.0%	1 25.0%	0 0.0%
Ad hoc / when needed	1 7.1% j	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	1 50.0% m	0 0.0%	0 0.0%	2 66.7% am	1 20.0%	0 0.0%	0 0.0% gj	0 0.0%	1 12.5%
Annually or semi-annually	1 7.1% d	0 0.0%	1 11.1%	1 100.0% am	0 0.0%	1 33.3%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1% d	0 0.0%	1 12.5%
Quarterly or monthly	5 35.7%	1 50.0%	2 22.2%	0 0.0%	0 0.0%	2 66.7%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	1 20.0%	1 33.3%	5 45.5%	2 50.0%	4 50.0%
Always / consistently	3 21.4%	1 50.0%	3 33.3%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 100.0%	2 50.0%	1 33.3%	2 40.0%	1 33.3%	5 45.5%	1 25.0%	2 25.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Lead generation</u>															
Almost never	1 20.0%	0 0.0%	0 0.0%	3 16.7%	1 11.1%	4 25.0%	0 0.0%	0 0.0%	1 33.3%	3 23.1%	0 0.0%	1 5.9%	0 0.0%	2 40.0%	2 15.4%
Ad hoc / when needed	0 0.0%	0 0.0%	1 7.1%	3 16.7%	2 22.2%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 27.3%	2 11.8%	1 14.3%	1 20.0%	0 0.0%
Annually or semi-annually	1 20.0%	0 0.0%	2 14.3%	1 5.6%	0 0.0%	2 12.5%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	4 23.5%	0 0.0%	0 0.0%	2 15.4%
Quarterly or monthly	2 40.0%	4 100.0%	1 7.1%	7 38.9%	3 33.3%	5 31.3%	2 40.0%	2 100.0%	2 66.7%	3 23.1%	3 27.3%	4 23.5%	6 85.7%	1 20.0%	3 23.1%
Always / consistently	1 20.0%	0 0.0%	10 71.4%	4 22.2%	3 33.3%	4 25.0%	2 40.0%	0 0.0%	0 0.0%	7 53.8%	4 36.4%	6 35.3%	0 0.0%	1 20.0%	6 46.2%
		c	bDf	C		c				f		af	cdegh	f	f

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Lead conversion</u>										
Almost never	9 12.7%	2 9.5%	5 21.7%	2 11.8%	0 0.0%	5 20.0%	3 13.0%	1 6.7%	0 0.0%	0 0.0%
Ad hoc / when needed	8 11.3%	2 9.5%	3 13.0%	1 5.9%	2 20.0%	2 8.0%	4 17.4%	1 6.7%	1 16.7%	0 0.0%
Annually or semi-annually	9 12.7%	2 9.5%	3 13.0%	3 17.6%	1 10.0%	3 12.0%	3 13.0%	3 20.0%	0 0.0%	0 0.0%
Quarterly or monthly	23 32.4%	7 33.3%	7 30.4%	6 35.3%	3 30.0%	9 36.0%	8 34.8%	5 33.3%	1 16.7%	0 0.0%
Always / consistently	22 31.0%	8 38.1%	5 21.7%	5 29.4%	4 40.0%	6 24.0%	5 21.7%	5 33.3%	4 66.7%	2 100.0%
						e	de		b	ab

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthca- re 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
<u>Lead conversion</u>															
Almost never	4 28.6%	0 0.0%	2 22.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	1 33.3%	1 9.1%	0 0.0%	0 0.0%
Ad hoc / when needed	1 7.1% j	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	2 66.7% a	1 20.0%	0 0.0%	1 9.1%	0 0.0%	1 12.5%
Annually or semi-annually	2 14.3%	0 0.0%	1 11.1%	1 100.0% M	0 0.0%	1 33.3%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0% D	1 25.0%	1 12.5%
Quarterly or monthly	5 35.7%	1 50.0%	2 22.2%	0 0.0%	0 0.0%	2 66.7%	1 50.0%	0 0.0%	1 25.0%	0 0.0%	1 20.0%	1 33.3%	4 36.4%	1 25.0%	4 50.0%
Always / consistently	2 14.3%	1 50.0%	3 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	2 50.0%	1 33.3%	1 20.0%	1 33.3%	5 45.5%	2 50.0%	2 25.0%

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Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Lead conversion</u>															
Almost never	1 20.0%	0 0.0%	1 7.1%	3 16.7%	1 11.1%	3 18.8%	0 0.0%	0 0.0%	1 33.3%	3 23.1%	1 9.1%	1 5.9%	0 0.0%	2 40.0%	1 7.7%
Ad hoc / when needed	0 0.0%	0 0.0%	2 14.3%	3 16.7%	2 22.2%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 36.4%	2 11.8%	1 14.3%	1 20.0%	0 0.0%
Annually or semi-annually	1 20.0%	0 0.0%	1 7.1%	2 11.1%	1 11.1%	3 18.8%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	6 35.3%	1 14.3%	0 0.0%	2 15.4%
Quarterly or monthly	2 40.0%	3 75.0%	4 28.6%	6 33.3%	2 22.2%	3 18.8%	3 60.0%	2 100.0%	2 66.7%	4 30.8%	3 27.3%	2 11.8%	4 57.1%	1 20.0%	5 38.5%
Always / consistently	1 20.0%	1 25.0%	6 42.9%	4 22.2%	3 33.3%	6 37.5%	1 20.0%	0 0.0%	0 0.0%	6 46.2%	3 27.3%	6 35.3%	1 14.3%	1 20.0%	5 38.5%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Campaign ROI</u>										
Almost never	4 5.6%	2 9.5%	2 8.7%	0 0.0%	0 0.0%	2 8.0%	2 8.7%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	12 16.9%	4 19.0%	6 26.1%	2 11.8%	0 0.0%	5 20.0%	3 13.0%	4 26.7%	0 0.0%	0 0.0%
Annually or semi-annually	14 19.7%	2 9.5%	3 13.0%	6 35.3%	3 30.0%	4 16.0%	5 21.7%	2 13.3%	2 33.3%	1 50.0%
Quarterly or monthly	27 38.0%	9 42.9%	7 30.4%	7 41.2%	4 40.0%	9 36.0%	13 56.5% d	5 33.3%	0 0.0% b	0 0.0%
Always / consistently	14 19.7%	4 19.0%	5 21.7%	2 11.8%	3 30.0%	5 20.0% bd	0 0.0% acDE	4 26.7% b	4 66.7% aB	1 50.0% B

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Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthca- re 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
<u>Campaign ROI</u>															
Almost never	2 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 9.1%	0 0.0%	0 0.0%
Ad hoc / when needed	2 14.3%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	1 33.3%	1 50.0%	0 0.0%	0 0.0%	1 33.3%	1 20.0%	0 0.0%	4 36.4%	0 0.0%	1 12.5%
Annually or semi-annually	2 14.3%	0 0.0%	1 11.1%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 50.0%	0 0.0%	2 40.0%	0 0.0%	1 9.1%	2 50.0%	3 37.5%
Quarterly or monthly	6 42.9%	1 50.0%	6 66.7%	0 0.0%	0 0.0%	2 66.7%	0 0.0%	1 100.0%	1 25.0%	1 33.3%	0 0.0%	2 66.7%	3 27.3%	1 25.0%	3 37.5%
Always / consistently	2 14.3%	1 50.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	1 25.0%	1 33.3%	2 40.0%	0 0.0%	2 18.2%	1 25.0%	1 12.5%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Campaign ROI</u>															
Almost never	1 20.0%	0 0.0%	0 0.0%	1 5.6%	1 11.1%	1 6.3%	0 0.0%	0 0.0%	1 33.3% h	1 7.7%	0 0.0%	1 5.9%	0 0.0%	1 20.0%	0 0.0% b
Ad hoc / when needed	1 20.0%	0 0.0%	3 21.4%	2 11.1%	2 22.2%	3 18.8%	1 20.0%	0 0.0%	0 0.0%	1 7.7%	4 36.4%	3 17.6%	0 0.0%	1 20.0%	3 23.1%
Annually or semi-annually	0 0.0% g	1 25.0%	2 14.3% g	3 16.7% g	2 22.2%	2 12.5% G	4 80.0% acdF	0 0.0%	0 0.0%	1 7.7% f	2 18.2%	3 17.6%	4 57.1% c	1 20.0%	3 23.1%
Quarterly or monthly	2 40.0%	3 75.0% g	4 28.6%	9 50.0%	2 22.2%	7 43.8%	0 0.0% b	2 100.0% e	2 66.7%	6 46.2%	5 45.5%	4 23.5% a	3 42.9%	1 20.0%	4 30.8%
Always / consistently	1 20.0%	0 0.0%	5 35.7%	3 16.7%	2 22.2%	3 18.8%	0 0.0%	0 0.0%	0 0.0%	4 30.8%	0 0.0% e	6 35.3% d	0 0.0%	1 20.0%	3 23.1%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Customer/market insight quality</u>										
Almost never	12 17.1%	4 19.0%	6 27.3%	2 11.8%	0 0.0%	7 29.2%	4 17.4%	1 6.7%	0 0.0%	0 0.0%
Ad hoc / when needed	19 27.1%	6 28.6%	5 22.7%	6 35.3%	2 20.0%	5 20.8%	7 30.4%	3 20.0%	3 50.0%	1 50.0%
Annually or semi-annually	20 28.6%	5 23.8%	5 22.7%	6 35.3%	4 40.0%	7 29.2%	7 30.4%	5 33.3%	1 16.7%	0 0.0%
Quarterly or monthly	10 14.3%	3 14.3%	4 18.2%	2 11.8%	1 10.0%	3 12.5%	4 17.4%	2 13.3%	1 16.7%	0 0.0%
Always / consistently	9 12.9%	3 14.3%	2 9.1%	1 5.9%	3 30.0%	2 8.3%	1 4.3%	4 26.7%	1 16.7%	1 50.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthca- re 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
<u>Customer/market insight quality</u>															
Almost never	3 21.4%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	2 40.0%	0 0.0%	3 27.3%	0 0.0%	1 12.5%
Ad hoc / when needed	4 28.6%	1 100.0%	3 33.3%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	1 25.0%	0 0.0%	1 20.0%	0 0.0%	4 36.4%	1 25.0%	3 37.5%
Annually or semi-annually	2 14.3%	0 0.0%	3 33.3%	1 100.0%	0 0.0%	0 0.0%	1 50.0%	1 100.0%	2 50.0%	0 0.0%	2 40.0%	2 66.7%	2 18.2%	1 25.0%	2 25.0%
Quarterly or monthly	2 14.3%	0 0.0%	2 22.2%	0 0.0%	0 0.0%	2 66.7%	0 0.0%	0 0.0%	1 25.0%	1 33.3%	0 0.0%	1 33.3%	1 9.1%	0 0.0%	0 0.0%
Always / consistently	3 21.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	1 9.1%	2 50.0%	2 25.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Customer/market insight quality</u>															
Almost never	2 50.0%	0 0.0%	3 21.4%	3 16.7%	2 22.2%	2 12.5%	0 0.0%	0 0.0%	0 0.0%	3 23.1%	3 30.0%	3 17.6%	1 14.3%	1 20.0%	1 7.7%
Ad hoc / when needed	1 25.0%	3 75.0%	2 14.3%	7 38.9%	1 11.1%	4 25.0%	1 20.0%	1 50.0%	0 0.0%	6 46.2%	5 50.0%	3 17.6%	2 28.6%	1 20.0%	1 7.7%
		ce	b		b					h	h				cd
Annually or semi-annually	0 0.0%	1 25.0%	4 28.6%	4 22.2%	2 22.2%	5 31.3%	4 80.0%	0 0.0%	3 100.0%	0 0.0%	1 10.0%	7 41.2%	1 14.3%	1 20.0%	7 53.8%
	g			g			ad		Cdf	BeH	bh	c	b		Cd
Quarterly or monthly	1 25.0%	0 0.0%	3 21.4%	1 5.6%	3 33.3%	2 12.5%	0 0.0%	1 50.0%	0 0.0%	2 15.4%	0 0.0%	1 5.9%	3 42.9%	2 40.0%	1 7.7%
								d			af	f	de		
Always / consistently	0 0.0%	0 0.0%	2 14.3%	3 16.7%	1 11.1%	3 18.8%	0 0.0%	0 0.0%	0 0.0%	2 15.4%	1 10.0%	3 17.6%	0 0.0%	0 0.0%	3 23.1%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
<u>Customer/market insight usage</u>										
Almost never	12 16.9%	4 19.0%	6 26.1%	2 11.8%	0 0.0%	8 32.0%	3 13.0%	1 6.7%	0 0.0%	0 0.0%
Ad hoc / when needed	17 23.9%	4 19.0%	5 21.7%	6 35.3%	2 20.0%	3 12.0% d	6 26.1%	4 26.7%	3 50.0% a	1 50.0%
Annually or semi-annually	23 32.4%	7 33.3%	5 21.7%	6 35.3%	5 50.0%	9 36.0%	7 30.4%	5 33.3%	2 33.3%	0 0.0%
Quarterly or monthly	13 18.3%	3 14.3%	5 21.7%	3 17.6%	2 20.0%	4 16.0%	6 26.1%	2 13.3%	1 16.7%	0 0.0%
Always / consistently	6 8.5%	3 14.3%	2 8.7%	0 0.0%	1 10.0%	1 4.0% e	1 4.3% e	3 20.0%	0 0.0%	1 50.0% ab

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Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthca- re 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
Customer/market insight usage															
Almost never	2 14.3%	0 0.0%	0 0.0% j	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	2 66.7% c	2 40.0%	0 0.0%	3 27.3%	0 0.0%	2 25.0%
Ad hoc / when needed	3 21.4%	1 50.0%	3 33.3%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	1 25.0%	0 0.0%	1 20.0%	0 0.0%	3 27.3%	1 25.0%	3 37.5%
Annually or semi-annually	4 28.6%	0 0.0%	3 33.3%	1 100.0%	0 0.0%	0 0.0%	1 50.0%	1 100.0%	2 50.0%	0 0.0%	1 20.0%	2 66.7%	3 27.3%	2 50.0%	2 25.0%
Quarterly or monthly	2 14.3%	1 50.0%	3 33.3%	0 0.0%	0 0.0%	2 66.7%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	1 20.0%	1 33.3%	1 9.1%	0 0.0%	1 12.5%
Always / consistently	3 21.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	1 9.1%	1 25.0%	0 0.0%

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Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Customer/market insight usage</u>															
Almost never	2 40.0%	0 0.0%	3 21.4%	3 16.7%	1 11.1%	3 18.8%	0 0.0%	0 0.0%	0 0.0%	2 15.4%	3 27.3%	3 17.6%	1 14.3%	1 20.0%	2 15.4%
Ad hoc / when needed	1 20.0%	3 75.0% cef	2 14.3% b	6 33.3%	1 11.1% b	3 18.8% b	1 20.0%	1 50.0%	0 0.0%	5 38.5%	5 45.5% h	2 11.8%	2 28.6%	1 20.0%	1 7.7% d
Annually or semi-annually	0 0.0% g	1 25.0%	4 28.6%	5 27.8% g	2 22.2%	7 43.8%	4 80.0% ad	0 0.0%	3 100.0% CDfg	1 7.7% BeH	1 9.1% Beh	9 52.9% cdg	1 14.3% b	0 0.0% beh	8 61.5% Cdg
Quarterly or monthly	2 40.0%	0 0.0%	3 21.4%	2 11.1%	4 44.4%	2 12.5%	0 0.0%	1 50.0% E	0 0.0%	3 23.1% e	2 18.2%	0 0.0% AcFG	3 42.9% E	3 60.0% Eh	1 7.7% g
Always / consistently	0 0.0%	0 0.0%	2 14.3%	2 11.1%	1 11.1%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	2 15.4%	0 0.0%	3 17.6%	0 0.0%	0 0.0%	1 7.7%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Agency/partner/vendor costs</u>										
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	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 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthca- re	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
<u>Agency/partner/vendor costs</u>															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Agency/partner/vendor costs</u>															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
<u>Marketing infrastructure investments (data, tools, technology)</u>										
Almost never	7 10.1%	1 4.8%	3 13.6%	3 17.6%	0 0.0%	3 12.5%	4 17.4%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	18 26.1%	4 19.0%	7 31.8%	5 29.4%	2 22.2%	4 16.7%	8 34.8%	4 28.6%	1 16.7%	1 50.0%
Annually or semi-annually	30 43.5%	7 33.3%	9 40.9%	9 52.9%	5 55.6%	11 45.8%	10 43.5%	5 35.7%	3 50.0%	1 50.0%
Quarterly or monthly	7 10.1%	5 23.8% c	1 4.5%	0 0.0% a	1 11.1%	4 16.7%	1 4.3%	1 7.1%	1 16.7%	0 0.0%
Always / consistently	7 10.1%	4 19.0%	2 9.1%	0 0.0%	1 11.1%	2 8.3%	0 0.0% c	4 28.6% b	1 16.7%	0 0.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthca- re 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
Marketing infrastructure investments (data, tools, technology)															
Almost never	2 14.3%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 25.0%
Ad hoc / when needed	2 14.3% ck	0 0.0%	5 55.6% a	0 0.0%	0 0.0%	1 33.3%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	4 80.0% aim	1 33.3%	2 18.2% k	0 0.0%	2 25.0%
Annually or semi-annually	6 42.9%	0 0.0%	3 33.3%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	3 75.0%	1 33.3%	1 20.0%	2 66.7%	4 36.4%	3 100.0%	4 50.0%
Quarterly or monthly	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 50.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	3 27.3%	0 0.0%	0 0.0%
Always / consistently	3 21.4%	1 100.0% co	0 0.0% b	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	2 18.2%	0 0.0%	0 0.0% b

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
Marketing infrastructure investments (data, tools, technology)															
Almost never	2 50.0% ef	0 0.0%	1 7.1%	3 17.6%	0 0.0%	1 6.3% a	0 0.0%	0 0.0%	0 0.0%	4 30.8% h	0 0.0%	2 11.8%	0 0.0%	1 20.0%	0 0.0% c
Ad hoc / when needed	1 25.0%	2 50.0%	3 21.4%	2 11.8%	2 22.2%	6 37.5%	2 40.0%	1 50.0%	1 33.3%	3 23.1%	2 20.0%	4 23.5%	2 28.6%	1 20.0%	4 33.3%
Annually or semi-annually	0 0.0%	1 25.0%	6 42.9%	7 41.2%	5 55.6%	8 50.0%	3 60.0%	0 0.0%	2 66.7%	2 15.4% h	5 50.0%	8 47.1%	4 57.1%	2 40.0%	7 58.3% c
Quarterly or monthly	1 25.0%	1 25.0%	1 7.1%	3 17.6%	0 0.0%	1 6.3%	0 0.0%	1 50.0% E	0 0.0%	1 7.7%	2 20.0%	0 0.0% A	1 14.3%	1 20.0%	1 8.3%
Always / consistently	0 0.0%	0 0.0%	3 21.4%	2 11.8%	2 22.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 23.1%	1 10.0%	3 17.6%	0 0.0%	0 0.0%	0 0.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Overall marketing budgets (incl. headcount, training, research, etc.)</u>										
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	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 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthca- re	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
<u>Overall marketing budgets (incl. headcount, training, research, etc.)</u>															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Overall marketing budgets (incl. headcount, training, research, etc.)</u>															
Almost never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Annually or semi-annually	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Quarterly or monthly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Always / consistently	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
<u>Customer Satisfaction</u>										
Almost never	3 4.3%	0 0.0%	3 13.0%	0 0.0%	0 0.0%	2 8.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%
Ad hoc / when needed	14 20.0%	5 23.8%	3 13.0%	4 23.5%	2 22.2%	4 16.0%	3 13.0%	5 35.7%	2 33.3%	0 0.0%
Annually or semi-annually	15 21.4%	6 28.6%	3 13.0%	5 29.4%	1 11.1%	4 16.0%	6 26.1%	3 21.4%	2 33.3%	0 0.0%
Quarterly or monthly	22 31.4%	6 28.6%	10 43.5%	5 29.4%	1 11.1%	10 40.0%	8 34.8%	3 21.4%	0 0.0%	1 50.0%
Always / consistently	16 22.9%	4 19.0%	4 17.4%	3 17.6%	5 55.6%	5 20.0%	5 21.7%	3 21.4%	2 33.3%	1 50.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthca- re 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
<u>Customer Satisfaction</u>															
Almost never	2 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0% m	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% g	0 0.0%	0 0.0%
Ad hoc / when needed	2 14.3%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	1 33.3%	1 50.0%	0 0.0%	1 25.0%	1 33.3%	0 0.0%	1 33.3%	4 36.4%	0 0.0%	2 25.0%
Annually or semi-annually	1 7.1% c	1 50.0%	4 44.4% a	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 20.0%	0 0.0%	4 36.4%	0 0.0%	2 25.0%
Quarterly or monthly	7 50.0%	0 0.0%	3 33.3%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	2 50.0%	0 0.0%	3 60.0%	1 33.3%	2 18.2%	1 33.3%	2 25.0%
Always / consistently	2 14.3%	1 50.0%	1 11.1%	1 100.0% m	0 0.0%	0 0.0%	0 0.0%	1 100.0% m	1 25.0%	1 33.3%	1 20.0%	1 33.3%	1 9.1% dh	2 66.7%	2 25.0%

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



Topic 9: Marketing Metrics and Performance

How consistently do you measure the following components of marketing?

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
<u>Customer Satisfaction</u>															
Almost never	1 20.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	1 8.3%
Ad hoc / when needed	1 20.0%	2 50.0% e	2 14.3%	5 29.4%	0 0.0% b	3 18.8%	1 20.0%	2 100.0% cegh	0 0.0%	2 15.4% a	5 45.5%	2 11.8% a	1 14.3%	0 0.0% a	2 16.7% a
Annually or semi-annually	2 40.0%	1 25.0%	1 7.1%	4 23.5%	3 33.3%	3 18.8%	1 20.0%	0 0.0%	2 66.7% d	4 30.8%	0 0.0% be	6 35.3% d	1 14.3%	0 0.0%	2 16.7%
Quarterly or monthly	0 0.0%	1 25.0%	4 28.6%	7 41.2%	4 44.4%	4 25.0%	2 40.0%	0 0.0%	1 33.3%	3 23.1%	2 18.2%	6 35.3%	4 57.1%	3 60.0%	3 25.0%
Always / consistently	1 20.0%	0 0.0%	6 42.9% d	1 5.9% c	2 22.2%	5 31.3%	1 20.0%	0 0.0%	0 0.0%	3 23.1%	4 36.4%	3 17.6%	1 14.3%	1 20.0%	4 33.3%

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



Topic 9: Marketing Metrics and Performance

Compared to 2021, rate your company's performance during the prior 12 months.

Number Mean SD	Total	Primary Economic Sector				What % of your company's sales is through the Internet?				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Sales revenue	67	21	22	16	8	25	21	14	5	2
	11.51	7.57	11.45	13.13	18.75	10.80	11.71	0.36	35.00	37.50
	25.90	22.66	35.45	17.88	17.06	26.80	14.12 d	29.71 d	26.93 bc	53.03
Profits	67	21	22	16	8	25	21	14	5	2
	10.04	13.48	7.64	9.25	9.25	12.08	6.62	3.57	23.40	32.50
	28.81	31.71	32.84	13.86	35.34	28.40	10.08 e	34.83	52.82	60.10 b
Customer acquisition	65	20	21	16	8	23	21	14	5	2
	7.69	3.15	12.48	6.56	8.75	11.17	7.05	-2.29	10.40	37.50
	22.69	19.67	30.89	12.94	21.00	24.05	13.24 e	25.08	23.63	53.03 b
Customer retention	66	21	21	16	8	24	21	14	5	2
	7.06	2.38	8.62	12.31	4.75	9.63	3.14	7.79	6.00	15.00
	21.49	24.71	18.79	24.83	8.40	22.21	5.01 e	35.87	9.62	21.21 b
Brand value	66	20	21	16	9	24	20	15	5	2
	6.00	4.75	6.90	7.75	3.56	6.58	7.85	2.07	8.00	5.00
	16.91	22.23	17.16	13.16	8.37	16.34	13.87	24.11	8.37	7.07

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



Topic 9: Marketing Metrics and Performance

Compared to 2021, 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
Sales revenue	13	2	8	1	0	3	2	1	4	3	5	3	11	3	7
	18.46	47.50	13.13	5.00	---	6.67	-40.00	7.00	12.50	26.67	22.40	13.33	-7.09	18.33	12.86
	23.84	38.89	17.10	---	---	25.17	49.50	---	5.00	20.82	29.43	15.28	26.59	28.43	19.76
	gm	m	g				aco						ab		g
Profits	13	2	8	1	0	3	2	1	4	3	5	3	11	3	7
	18.85	12.50	12.50	-10.00	---	18.33	-15.00	7.00	10.00	15.00	15.00	10.00	-4.91	25.00	5.71
	33.93	88.39	12.54	---	---	52.99	35.36	---	0.00	8.66	34.46	0.00	28.57	44.44	15.13
Customer acquisition	13	2	8	1	0	2	2	1	4	3	5	3	10	3	7
	11.85	32.50	5.00	10.00	---	10.00	-17.50	20.00	4.25	15.67	5.20	0.00	-0.70	21.67	8.29
	25.09	60.10	4.63	---	---	0.00	31.82	---	6.50	7.51	4.76	10.00	36.39	24.66	18.79
			gj				c			ck	j				
Customer retention	13	2	8	1	0	2	2	1	4	3	5	3	11	3	7
	6.31	20.00	13.13	10.00	---	37.50	-3.50	3.00	21.75	11.00	17.00	-2.00	-8.36	11.67	1.57
	9.38	28.28	25.35	---	---	53.03	4.95	---	36.09	8.54	32.72	4.36	22.17	7.64	4.72
	fm					am				o			af	o	jn
Brand value	13	2	8	1	0	2	2	1	4	2	5	3	11	4	7
	6.38	0.00	5.63	0.00	---	2.50	5.00	50.00	18.75	47.50	9.40	2.33	-7.73	5.75	5.86
	7.24	0.00	4.17	---	---	3.54	7.07	---	15.48	38.89	10.81	4.04	22.55	2.99	16.13
	ijm		ij						ac	ACmo			aj		j

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



Topic 9: Marketing Metrics and Performance

Compared to 2021, 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
Sales revenue	4	4	14	16	9	15	5	2	3	12	11	16	7	4	12
	47.50	10.00	2.14	9.38	8.78	16.80	6.00	10.00	13.33	22.08	8.64	13.25	7.14	8.00	4.75
	32.79	8.16	42.46	13.02	18.81	17.81	10.84	0.00	5.77	40.37	26.93	15.63	21.38	2.45	30.72
	Defg			A	a	a	a								
Profits	4	4	14	16	9	15	5	2	3	12	11	16	7	4	12
	58.75	13.00	5.71	1.88	2.78	15.67	3.20	7.50	14.33	19.67	10.55	10.31	1.43	6.25	5.25
	32.50	11.52	42.47	17.22	13.49	26.12	8.29	3.54	14.01	50.08	26.79	22.84	16.76	7.50	26.79
	bcDEfG	a	a	A	A	a	A								
Customer acquisition	4	4	13	15	9	15	5	2	3	12	11	16	5	4	12
	26.25	6.75	11.08	3.00	1.44	9.07	6.00	5.00	13.33	10.00	13.45	7.19	1.20	3.75	3.83
	32.50	4.72	41.74	9.50	13.62	16.35	4.18	7.07	15.28	35.55	32.10	12.25	7.40	7.50	20.45
	d			a											
Customer retention	4	4	13	16	9	15	5	2	3	12	11	16	6	4	12
	31.25	20.00	-2.08	2.63	3.33	3.60	32.40	0.00	25.00	-1.42	3.64	10.38	3.00	1.50	14.83
	33.76	36.74	23.82	5.90	7.09	7.32	39.16	0.00	43.30	25.54	12.73	18.13	5.59	6.24	28.74
	cDeF		ag	AG	ag	Ag	cDef								
Brand value	4	4	12	17	9	15	5	2	3	12	10	16	6	4	13
	6.25	3.75	-4.00	10.18	3.56	8.60	14.00	2.50	3.33	2.67	1.30	9.25	2.50	6.75	11.23
	9.46	4.79	23.12	19.84	7.25	13.43	16.87	3.54	5.77	27.28	8.77	18.28	4.18	10.44	16.34

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