

UK Firm & Industry Breakout Report February 2022

Managing Digital Marketing Returns,
Brexit, and Climate Impact





Managing Digital Marketing Returns, Brexit, and Climate Impact

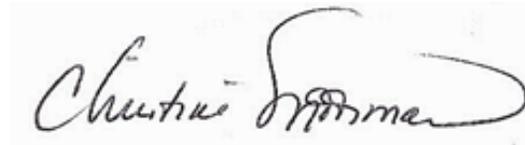
The 2nd Edition of The CMO Survey UK, February 2022

This second Edition of The CMO Survey UK provides the marketing profession with an understanding of how marketing activities, spending, jobs, and performance have been influenced by the continued impact of the pandemic and Brexit over the past year, as well as marketing leaders' response to the climate crisis. As it did last year, the UK Edition also provides 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 as you navigate this historic period. Special thanks to the marketing leaders that gave their time and good will to make these insights possible.



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Managing Digital Marketing Returns, Brexit, and Climate Impact

The 2nd Edition of The CMO Survey UK, February 2022

Survey Sample

261 marketing leaders at UK for-profit companies; 118 responded for a 45.2% response rate—96.6% of respondents are VP-level or above, with a large majority holding the title of CMO, Head of Marketing, or Marketing Director.

Survey Administration

The survey was in field from January 12-February 11, 2022. It was administered via email with follow-up reminders.

Survey Reports

- [The Topline Report](#) offers an aggregate view of survey results
- [The Firm and Industry Breakout Report](#) displays survey results by sectors, size, and sales

Overview of The CMO Survey[®] UK

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

Administration: Launched in the UK in January of 2021, The CMO Survey UK is administered annually. 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.

Support: We would like to acknowledge the generous support of the following organizations in helping us recruit survey participants among their members: CMO Growth Council, Deloitte, ISBA, Marketing Week, The Chartered Institute of Marketing, The Marketing Society, tml Partners, and Walpole. Survey data and participant lists are held in confidence and not shared with these organizations or any other parties.

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Topic 1: Macroeconomic Forecasts

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

N=109	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
3=More	42 38.5%	11 30.6%	12 52.2%	14 42.4%	5 29.4%	13 44.8%	8 26.7%	10 45.5%	5 33.3%	3 42.9%
2=No Change	18 16.5%	8 22.2%	3 13.0%	3 9.1%	4 23.5%	4 13.8%	4 13.3%	5 22.7%	1 6.7%	3 42.9%
1=Less	49 45.0%	17 47.2%	8 34.8%	16 48.5%	8 47.1%	12 41.4%	18 60.0%	7 31.8%	9 60.0%	1 14.3%
Mean	1.94	1.83	2.17	1.94	1.82	2.03	1.67	2.14	1.73	2.29

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=109

	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	Luxury P
3=More	4 23.5% j	2 66.7%	5 41.7%	1 50.0%	0 0.0%	1 100.0%	3 42.9%	0 0.0%	1 33.3%	2 100.0% ao	5 55.6%	2 66.7%	7 35.0%	0 0.0%	1 11.1% jp	8 57.1% o
2=No Change	2 11.8% n	1 33.3%	0 0.0% N	0 0.0%	0 0.0%	0 0.0%	2 28.6%	0 0.0%	1 33.3%	0 0.0%	2 22.2%	0 0.0%	5 25.0%	1 100.0% aC	1 11.1%	3 21.4%
1=Less	11 64.7% p	0 0.0% ho	7 58.3%	1 50.0%	2 100.0% p	0 0.0%	2 28.6% h	4 100.0% bgkmp	1 33.3%	0 0.0%	2 22.2% ho	1 33.3%	8 40.0% h	0 0.0%	7 77.8% bkp	3 21.4% aeho
Mean	1.59 kp	2.67 o	1.83	2.00	1.00	3.00	2.14	1.00	2.00	3.00	2.33 ao	2.33	1.95	2.00	1.33 bkP	2.36 aO

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=109

	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
3=More	5 45.5%	8 53.3%	8 36.4%	10 62.5% ef	2 18.2% d	6 28.6% d	3 30.0%	5 62.5%	3 50.0%	11 34.4%	8 57.1%	1 14.3%	2 28.6%	6 46.2%	5 23.8%
2=No Change	2 18.2%	3 20.0%	5 22.7%	1 6.3%	3 27.3%	3 14.3%	0 0.0%	0 0.0%	1 16.7%	6 18.8%	4 28.6%	1 14.3%	1 14.3%	3 23.1%	2 9.5%
1=Less	4 36.4%	4 26.7% g	9 40.9%	5 31.3%	6 54.5%	12 57.1%	7 70.0% b	3 37.5%	2 33.3%	15 46.9% d	2 14.3% ceH	5 71.4% d	4 57.1%	4 30.8% h	14 66.7% Dg
Mean	2.09	2.27	1.95	2.31	1.64	1.71	1.60	2.25	2.17	1.88	2.43 eH	1.43 d	1.71	2.15	1.57 D

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



Topic 1: Macroeconomic Forecasts

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

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
Optimism	110	36	23	34	17	29	30	23	15	7
rating	63.30	61.46	68.38	62.47	61.99	66.33	58.46	63.82	61.67	71.43
	15.32	15.31	13.00	14.54	19.26	14.60	16.22	15.37	15.55	11.07

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



Topic 1: Macroeconomic Forecasts

Rate your optimism about the UK 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	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Optimism	17	3	13	2	2	1	7	4	3	2	9	3	20	1	9	14
rating	56.62	65.00	61.37	47.50	55.00	65.00	67.86	46.25	60.00	82.50	73.89	65.00	67.70	50.00	56.53	68.57
	18.93	13.23	15.30	17.68	7.07	---	20.79	4.79	13.23	3.54	6.95	15.00	10.44	---	16.08	13.65
	km	h	k	Km	jK			bJKMP	k	eH	acDEHiO		adHo		Km	H

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


Topic 1: Macroeconomic Forecasts

Rate your optimism about the UK 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	11	15	22	16	11	22	10	8	6	32	14	7	7	13	22
rating	61.70	73.00	63.84	67.19	54.43	59.14	62.50	64.22	72.50	66.15	67.14	56.11	49.82	64.08	59.68
	14.81	7.75	18.36	9.09	19.20	16.73	12.53	16.08	9.87	14.73	12.67	18.38	20.82	14.87	14.22
	b	aEFg		e	Bd	B	b		fh	f	f		bcd		b

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



Topic 2: Customer and Channels

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

	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	12 11.2%	3 8.3%	0 0.0% cd	6 18.8% b	3 17.6% b	1 3.4%	4 13.3%	4 19.0%	2 14.3%	0 0.0%
2=2nd Priority	10 9.3%	5 13.9%	1 4.5%	4 12.5%	0 0.0%	3 10.3%	3 10.0%	3 14.3%	1 7.1%	0 0.0%
3=3rd Priority	9 8.4%	4 11.1%	3 13.6%	1 3.1%	1 5.9%	2 6.9%	1 3.3% e	1 4.8%	2 14.3%	2 28.6% b
Mean	1.90	2.08	2.75 C	1.55 B	1.50	2.17	1.63	1.63	2.00	3.00

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


Topic 2: Customer and Channels
Rank your customers' top three priorities (1, 2, 3) over the next 12 months: Low price

	Industry Sector															
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O	Luxury P
1=1st Priority	1 5.9% g	0 0.0%	4 33.3% mp	0 0.0%	0 0.0%	0 0.0%	3 42.9% akmp	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0% cg	0 0.0%	2 22.2%	0 0.0% cg
2=2nd Priority	0 0.0% gl	0 0.0%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	2 28.6% a	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3% ap	4 20.0%	0 0.0%	1 11.1%	0 0.0% l
3=3rd Priority	3 17.6%	1 33.3% p	0 0.0% d	1 50.0% cp	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 15.0%	0 0.0%	0 0.0%	0 0.0% bd
Mean	2.50 c	3.00	1.33 am	3.00	---	---	1.67	1.00	---	---	---	2.00	2.25 c	---	1.33	---

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


Topic 2: Customer and Channels
Rank your customers' top three priorities (1, 2, 3) over the next 12 months: Low price

	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 10.0%	0 0.0% g	2 9.1%	1 6.7%	1 9.1%	4 19.0%	3 30.0% b	1 14.3%	0 0.0%	2 6.3% h	1 7.1%	0 0.0%	0 0.0%	2 15.4%	6 28.6% c
2=2nd Priority	0 0.0%	2 13.3%	3 13.6%	1 6.7%	2 18.2%	1 4.8%	1 10.0%	1 14.3%	1 16.7%	5 15.6%	0 0.0%	0 0.0%	0 0.0%	2 15.4%	1 4.8%
3=3rd Priority	1 10.0%	3 20.0%	2 9.1%	1 6.7%	0 0.0%	1 4.8%	1 10.0%	1 14.3%	2 33.3% d	2 6.3%	0 0.0% b	1 16.7%	0 0.0%	2 15.4%	1 4.8%
Mean	2.00	2.60 f	2.00	2.00	1.67	1.50 b	1.60	2.00	2.67 h	2.00	1.00	3.00	---	2.00	1.38 b

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


Topic 2: Customer and Channels
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	33 30.8%	16 44.4% bD	4 18.2% a	12 37.5% d	1 5.9% Ac	9 31.0%	10 33.3%	7 33.3%	4 28.6%	2 28.6%
2=2nd Priority	21 19.6%	5 13.9%	3 13.6%	8 25.0%	5 29.4%	4 13.8%	6 20.0%	4 19.0%	4 28.6%	0 0.0%
3=3rd Priority	16 15.0%	6 16.7%	1 4.5% d	4 12.5%	5 29.4% b	2 6.9% b	8 26.7% a	3 14.3%	3 21.4%	0 0.0%
Mean	1.76	1.63 d	1.63 d	1.67 d	2.36 abc	1.53	1.92	1.71	1.91	1.00

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



Topic 2: Customer and Channels

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

	Industry Sector															
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O	Luxury P
1=1st Priority	4 23.5%	1 33.3%	5 41.7%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 25.0%	1 33.3%	0 0.0%	2 22.2%	1 33.3%	6 30.0%	1 100.0%	3 33.3%	7 53.8%
2=2nd Priority	2 11.8%	1 33.3%	2 16.7%	1 50.0%	0 0.0%	0 0.0%	2 28.6%	2 50.0%	2 66.7%	2 100.0%	1 11.1%	0 0.0%	2 10.0%	0 0.0%	0 0.0%	4 30.8%
3=3rd Priority	3 17.6%	0 0.0%	1 8.3%	1 50.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	3 15.0%	0 0.0%	4 44.4%	2 15.4%
Mean	1.89	1.50	1.50	2.50	3.00	1.00	2.00	1.67	1.67	2.00	1.33	2.00	1.73	1.00	2.14	1.62

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


Topic 2: Customer and Channels
Rank your customers' top three priorities (1, 2, 3) over the next 12 months: Superior product quality

	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	3 30.0%	3 20.0%	9 40.9% g	8 53.3% fg	5 45.5% g	4 19.0% d	0 0.0% cde	1 14.3%	3 50.0%	12 37.5%	6 42.9%	0 0.0%	2 28.6%	5 38.5%	3 14.3%
2=2nd Priority	4 40.0%	3 20.0%	3 13.6%	1 6.7%	1 9.1%	6 28.6%	2 20.0%	2 28.6%	2 33.3%	4 12.5%	3 21.4%	0 0.0%	3 42.9%	3 23.1%	4 19.0%
3=3rd Priority	1 10.0%	3 20.0%	3 13.6%	0 0.0%	2 18.2%	4 19.0%	2 20.0%	0 0.0%	0 0.0%	6 18.8%	1 7.1%	2 33.3%	2 28.6%	1 7.7%	4 19.0%
Mean	1.75 d	2.00 d	1.60	1.11 abFG	1.63	2.00 D	2.50 D	1.67	1.40	1.73	1.50	3.00	2.00	1.56	2.09

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



Topic 2: Customer and Channels

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

	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	10 9.3%	4 11.1%	3 13.6%	3 9.4%	0 0.0%	5 17.2%	2 6.7%	1 4.8%	1 7.1%	1 14.3%
2=2nd Priority	9 8.4%	4 11.1%	2 9.1%	3 9.4%	0 0.0%	3 10.3%	2 6.7%	2 9.5%	1 7.1%	0 0.0%
3=3rd Priority	7 6.5%	0 0.0%	2 9.1%	4 12.5%	1 5.9%	2 6.9%	1 3.3%	3 14.3%	0 0.0%	1 14.3%
Mean	1.88	1.50	1.86	2.10	3.00	1.70	1.80	2.33	1.50	2.00

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


Topic 2: Customer and Channels
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	Luxury P
1=1st Priority	1 5.9% h	0 0.0%	0 0.0% hj	0 0.0%	0 0.0%	0 0.0%	1 14.3%	2 50.0% acop	1 33.3% p	1 50.0% cp	1 11.1%	1 33.3% p	2 10.0%	0 0.0%	0 0.0% h	0 0.0% hijl
2=2nd Priority	2 11.8% e	1 33.3%	2 16.7%	0 0.0%	1 100.0% agkMp	0 0.0%	0 0.0% e	0 0.0%	0 0.0%	0 0.0%	0 0.0% e	0 0.0%	1 5.0% E	0 0.0%	1 11.1%	1 7.7% e
3=3rd Priority	0 0.0%	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%	1 11.1%	0 0.0%	2 10.0%	0 0.0%	2 22.2%	0 0.0%
Mean	1.67	2.00	2.50	---	2.00	---	1.00	1.00	1.00	1.00	2.00	1.00	2.00	---	2.67	2.00

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



Topic 2: Customer and Channels

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

	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 10.0%	2 13.3%	2 9.1%	1 6.7%	1 9.1%	1 4.8%	2 20.0%	1 14.3%	1 16.7%	3 9.4%	2 14.3%	0 0.0%	0 0.0%	0 0.0%	3 14.3%
2=2nd Priority	1 10.0%	1 6.7%	3 13.6%	0 0.0%	2 18.2%	1 4.8%	1 10.0%	0 0.0%	1 16.7%	3 9.4%	0 0.0%	0 0.0%	1 14.3%	3 23.1%	1 4.8%
3=3rd Priority	0 0.0%	0 0.0%	1 4.5%	3 20.0%	2 18.2%	1 4.8%	0 0.0%	1 14.3%	0 0.0%	1 3.1%	2 14.3%	1 16.7%	0 0.0%	2 15.4%	0 0.0%
Mean	1.50	1.33	1.83	2.50	2.20	2.00	1.33	2.00	1.50	1.71	2.00	3.00	2.00	2.40 h	1.25 g

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


Topic 2: Customer and Channels
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	16 15.0%	2 5.6% B	7 31.8% A	4 12.5%	3 17.6%	6 20.7% b	1 3.3% a	4 19.0%	1 7.1%	1 14.3%
2=2nd Priority	24 22.4%	8 22.2%	4 18.2%	5 15.6%	7 41.2%	4 13.8% e	7 23.3%	5 23.8%	4 28.6%	4 57.1% a
3=3rd Priority	23 21.5%	10 27.8%	4 18.2%	8 25.0%	1 5.9%	6 20.7%	10 33.3%	2 9.5%	1 7.1%	1 14.3%
Mean	2.11	2.40 bd	1.80 a	2.24	1.82 a	2.00	2.50 c	1.82 b	2.00	2.00

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


Topic 2: Customer and Channels
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	Luxury P
1=1st Priority	2 11.8% b	2 66.7% acgm	1 8.3% b	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	3 33.3%	1 33.3%	2 10.0% b	0 0.0%	1 11.1%	3 23.1%
2=2nd Priority	3 17.6%	1 33.3%	4 33.3%	0 0.0%	0 0.0%	0 0.0%	3 42.9% k	1 25.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	5 25.0%	0 0.0%	2 22.2%	4 30.8%
3=3rd Priority	3 17.6% j	0 0.0%	2 16.7% j	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	1 33.3%	2 100.0% acm	3 33.3%	0 0.0%	5 25.0% j	0 0.0%	2 22.2%	4 30.8%
Mean	2.13	1.33	2.14	---	---	---	2.25	2.00	2.00	3.00	2.00	1.50	2.25	---	2.20	2.09

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


Topic 2: Customer and Channels
Rank your customers' top three priorities (1, 2, 3) over the next 12 months: Excellent service

	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	2 20.0%	3 20.0%	2 9.1%	2 13.3%	2 18.2%	3 14.3%	1 10.0%	1 14.3%	1 16.7%	5 15.6%	3 21.4%	1 16.7%	1 14.3%	2 15.4%	2 9.5%
2=2nd Priority	1 10.0%	5 33.3%	3 13.6%	6 40.0%	1 9.1%	6 28.6%	2 20.0%	1 14.3%	1 16.7%	6 18.8%	5 35.7%	2 33.3%	1 14.3%	1 7.7%	7 33.3%
3=3rd Priority	2 20.0%	2 13.3%	5 22.7%	4 26.7%	4 36.4%	5 23.8%	1 10.0%	1 14.3%	1 16.7%	10 31.3%	2 14.3%	0 0.0% f	4 57.1% eh	2 15.4%	3 14.3% f
Mean	2.00	1.90	2.30	2.17	2.29	2.14	2.00	2.00	2.00	2.24	1.90	1.67	2.50	2.00	2.08

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


Topic 2: Customer and Channels
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 11.2%	2 5.6% D	3 13.6%	1 3.1% D	6 35.3% AC	2 6.9%	5 16.7%	3 14.3%
2=2nd Priority	19 17.8%	9 25.0% c	7 31.8% C	1 3.1% aB	2 11.8%	10 34.5% c	5 16.7%	1 4.8% a	1 7.1%	1 14.3%
3=3rd Priority	19 17.8%	7 19.4%	2 9.1%	7 21.9%	3 17.6%	6 20.7%	5 16.7%	4 19.0%	3 21.4%	1 14.3%
Mean	2.14	2.28	1.92 c	2.67 bd	1.73 c	2.22	2.00	2.13	2.40	2.50

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


Topic 2: Customer and Channels
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	Luxury P
1=1st Priority	7 41.2% Mop	0 0.0%	1 8.3%	1 50.0% Mp	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 33.3% mp	0 0.0%	0 0.0% ADk	0 0.0%	0 0.0% a	0 0.0% adk
2=2nd Priority	5 29.4% p	0 0.0%	1 8.3% fk	0 0.0%	0 0.0%	1 100.0% cgP	0 0.0% fk	0 0.0%	1 33.3% p	0 0.0%	5 55.6% cgP	1 33.3% p	4 20.0%	0 0.0%	1 11.1%	0 0.0% aFiKI
3=3rd Priority	0 0.0% GHiNP	0 0.0%	0 0.0% GHNP	0 0.0%	0 0.0%	0 0.0%	4 57.1% ACkmo	3 75.0% ACkmo	1 33.3% a	0 0.0%	0 0.0% ghnp	0 0.0%	3 15.0% ghnp	1 100.0% ACkmo	0 0.0% ghnp	7 53.8% ACkmo
Mean	1.42 iM	---	1.50	1.00	---	2.00	3.00	3.00	2.50 a	---	1.63 m	2.00	2.43 Ak	3.00	2.00	3.00

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


Topic 2: Customer and Channels
Rank your customers' top three priorities (1, 2, 3) over the next 12 months: Trusting relationship

	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	2 20.0%	0 0.0% f	4 18.2%	0 0.0% f	1 9.1%	5 23.8% bd	0 0.0%	2 28.6% d	0 0.0%	2 6.3% E	0 0.0% ae	3 50.0% Cdh	1 14.3%	3 23.1%	1 4.8% e
2=2nd Priority	3 30.0%	2 13.3%	3 13.6%	3 20.0%	2 18.2%	2 9.5%	2 20.0%	2 28.6%	0 0.0%	7 21.9%	2 14.3%	1 16.7%	1 14.3%	2 15.4%	4 19.0%
3=3rd Priority	1 10.0%	4 26.7%	3 13.6%	3 20.0%	0 0.0%	5 23.8%	3 30.0%	1 14.3%	3 50.0% g	5 15.6%	2 14.3%	0 0.0%	1 14.3%	0 0.0% bh	7 33.3% g
Mean	1.83 b	2.67 ae	1.90	2.50	1.67 b	2.00	2.60	1.80	3.00	2.21 eg	2.50 eg	1.25 cdH	2.00	1.40 cdH	2.50 EG

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



Topic 2: Customer and Channels

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

	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	23 21.5%	9 25.0%	5 22.7%	5 15.6%	4 23.5%	6 20.7%	7 23.3%	2 9.5%
2=2nd Priority	18 16.8%	5 13.9%	3 13.6%	7 21.9%	3 17.6%	4 13.8%	5 16.7%	4 19.0%	3 21.4%	2 28.6%
3=3rd Priority	18 16.8%	3 8.3%	6 27.3%	4 12.5%	5 29.4%	6 20.7%	3 10.0%	5 23.8%	1 7.1%	2 28.6%
Mean	1.92	1.65	2.07	1.94	2.08	2.00	1.73	2.27	1.56	1.86

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


Topic 2: Customer and Channels
Rank your customers' top three priorities (1, 2, 3) over the next 12 months: Customer experience

	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	Luxury P
1=1st Priority	2 11.8% em	0 0.0%	0 0.0% dEgjm	1 50.0% c	1 100.0% aCk	0 0.0%	3 42.9% ck	0 0.0%	0 0.0%	1 50.0% c	0 0.0% egm	0 0.0%	9 45.0% ack	0 0.0%	3 33.3% c	3 23.1%
2=2nd Priority	4 23.5%	0 0.0%	1 8.3% n	1 50.0%	0 0.0%	0 0.0%	0 0.0% n	0 0.0%	0 0.0%	0 0.0%	2 22.2%	0 0.0%	4 20.0%	1 100.0% cg	2 22.2%	3 23.1%
3=3rd Priority	5 29.4% p	1 33.3% p	3 25.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	1 25.0%	0 0.0%	0 0.0%	3 33.3% p	1 33.3% p	2 10.0%	0 0.0%	1 11.1%	0 0.0% abkl
Mean	2.27 m	3.00	2.75 MoP	1.50	1.00	---	1.50	3.00	---	1.00	2.60 MP	3.00	1.53 aCK	2.00	1.67 c	1.50 CK

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


Topic 2: Customer and Channels
Rank your customers' top three priorities (1, 2, 3) over the next 12 months: Customer experience

	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 10.0%	7 46.7% c	3 13.6% b	3 20.0%	1 9.1%	4 19.0%	3 30.0%	1 14.3%	1 16.7%	8 25.0%	2 14.3%	2 33.3%	3 42.9%	1 7.7%	5 23.8%
2=2nd Priority	1 10.0%	2 13.3%	6 27.3%	4 26.7%	2 18.2%	3 14.3%	0 0.0%	1 14.3%	1 16.7%	7 21.9% h	2 14.3%	3 50.0% H	1 14.3%	2 15.4%	0 0.0% cE
3=3rd Priority	2 20.0%	2 13.3%	5 22.7%	2 13.3%	3 27.3%	2 9.5%	1 10.0%	1 14.3%	0 0.0%	5 15.6%	5 35.7%	0 0.0%	0 0.0%	5 38.5%	2 9.5%
Mean	2.25	1.55	2.14	1.89	2.33	1.78	1.50	2.00	1.50	1.85	2.33 f	1.60 g	1.25 dg	2.50 ef	1.57

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



Topic 2: Customer and Channels

Rank your customers' top three priorities (1, 2, 3) over the next 12 months: Creating a positive impact on the world

	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	1 0.9%	0 0.0%	0 0.0%	1 3.1%	0 0.0%	0 0.0%	1 3.3%	0 0.0%	0 0.0%	0 0.0%
2=2nd Priority	6 5.6%	0 0.0%	2 9.1%	4 12.5%	0 0.0%	1 3.4%	2 6.7%	2 9.5%	0 0.0%	0 0.0%
3=3rd Priority	15 14.0%	6 16.7%	4 18.2%	4 12.5%	1 5.9%	5 17.2%	2 6.7%	3 14.3%	4 28.6%	0 0.0%
Mean	2.64	3.00	2.67	2.33	3.00	2.83	2.20	2.60	3.00	---

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



Topic 2: Customer and Channels

Rank your customers' top three priorities (1, 2, 3) over the next 12 months: Creating a positive impact on the world

	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	Luxury P
1=1st Priority	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%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=2nd Priority	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0% m	0 0.0%	0 0.0%	1 11.1%	0 0.0%	0 0.0% ho	0 0.0%	2 22.2% m	1 7.7%
3=3rd Priority	3 17.6%	1 33.3% p	4 33.3% p	0 0.0%	0 0.0%	1 100.0% gmoP	0 0.0% f	0 0.0%	1 33.3% p	0 0.0%	2 22.2%	1 33.3% p	2 10.0% f	0 0.0%	0 0.0% f	0 0.0% bcFil
Mean	2.75	3.00	2.60	---	---	3.00	---	2.00	3.00	---	2.67	3.00	3.00	---	2.00	2.00

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


Topic 2: Customer and Channels
Rank your customers' top three priorities (1, 2, 3) over the next 12 months: Creating a positive impact on the world

	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	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%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%
2=2nd Priority	0 0.0%	0 0.0%	1 4.5%	0 0.0%	1 9.1%	2 9.5%	2 20.0%	0 0.0%	0 0.0%	0 0.0%	2 14.3%	0 0.0%	0 0.0%	0 0.0%	4 19.0%
3=3rd Priority	3 30.0%	1 6.7%	3 13.6%	2 13.3%	0 0.0%	3 14.3%	2 20.0%	2 28.6%	0 0.0%	3 9.4%	2 14.3%	2 33.3%	0 0.0%	1 7.7%	4 19.0%
Mean	3.00	3.00	2.75	3.00	2.00	2.60	2.20	3.00	---	3.00	2.50	3.00	---	3.00	2.33

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



Topic 2: Customer and Channels

How much do customers trust your brand?

	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
N	111	36	24	34	17	29	30	23	16	7
Mean	7.67	7.47	7.17	8.00	8.12	7.34	8.00	8.04	7.44	7.57
SD	1.56	1.56	1.81	1.44	1.22	1.45	1.44	1.58	1.97	1.27

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



Topic 2: Customer and Channels

How much do customers trust your brand?

	Industry Sector															
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O	Luxury P
N	17	4	13	2	2	1	7	4	3	2	9	3	20	1	9	14
Mean	7.06	8.25	8.00	8.00	5.50	5.00	8.43	8.00	8.33	9.00	7.44	5.00	7.20	7.00	8.22	8.64
SD	1.68	1.26	1.29	0.00	0.71	---	0.79	1.41	0.58	1.41	1.67	1.00	1.51	---	1.39	1.34
P		1	eL		cGioP		EL	1	eL	1	1	bCGHljkMOP	IP		eL	AELM

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



Topic 2: Customer and Channels

How much do customers trust your brand?

	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
N	11	15	23	16	11	22	10	8	6	32	14	8	7	13	22
Mean	6.73	8.07	8.26	7.50	7.45	7.77	7.30	7.00	9.00	7.88	7.50	7.38	7.43	7.08	7.91
SD	1.68	1.49	1.21	1.59	1.21	1.82	1.64	1.77	0.89	1.43	1.40	1.92	2.07	1.44	1.57
	bC	a	A					b	adG		b			B	

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



Topic 2: Customer and Channels

Do you use a channel partner?

N=118	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
Total	118 100.0%	37 31.4%	28 23.7%	36 30.5%	17 14.4%	32 28.8%	33 29.7%	23 20.7%	16 14.4%	7 6.3%
Uses channel partners	80 67.8%	23 62.2%	19 67.9%	27 75.0%	11 64.7%	22 68.8% d	25 75.8% d	17 73.9% d	6 37.5% abc	5 71.4%
Does not use channel partners	38 32.2%	14 37.8%	9 32.1%	9 25.0%	6 35.3%	10 31.3% d	8 24.2% d	6 26.1% d	10 62.5% abc	2 28.6%

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



Topic 2: Customer and Channels

Do you use a channel partner?

N=118

	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	Luxury P
Total	18 15.3%	4 3.4%	15 12.7%	2 1.7%	2 1.7%	1 0.8%	7 5.9%	4 3.4%	4 3.4%	2 1.7%	12 10.2%	3 2.5%	20 16.9%	1 0.8%	9 7.6%	14 11.9%
Uses channel partners	12 66.7% c	3 75.0%	15 100.0% adeGjKmNOP	1 50.0% c	1 50.0% c	1 100.0%	3 42.9% C	4 100.0%	3 75.0%	1 50.0% c	6 50.0% C	3 100.0%	14 70.0% c	0 0.0% C	5 55.6% C	8 57.1% C
Does not use channel partners	6 33.3% c	1 25.0%	0 0.0% adeGjKmNOP	1 50.0% c	1 50.0% c	0 0.0%	4 57.1% C	0 0.0%	1 25.0%	1 50.0% c	6 50.0% C	0 0.0%	6 30.0% c	1 100.0% C	4 44.4% C	6 42.9% C

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



Topic 2: Customer and Channels

Do you use a channel partner?

N=118

	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
Total	11 9.6%	15 13.0%	23 20.0%	17 14.8%	11 9.6%	24 20.9%	14 12.2%	8 6.8%	6 5.1%	33 28.2%	15 12.8%	8 6.8%	7 6.0%	14 12.0%	26 22.2%
Uses channel partners	10 90.9% d	11 73.3%	13 56.5% g	9 52.9% ag	6 54.5% g	15 62.5% g	13 92.9% cdef	7 87.5%	5 83.3%	19 57.6%	9 60.0%	5 62.5%	5 71.4%	9 64.3%	20 76.9%
Does not use channel partners	1 9.1% d	4 26.7%	10 43.5% g	8 47.1% ag	5 45.5% g	9 37.5% g	1 7.1% cdef	1 12.5%	1 16.7%	14 42.4%	6 40.0%	3 37.5%	2 28.6%	5 35.7%	6 23.1%

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

Topic 3: Managing Digital Marketing Returns

What investments did your company make to improve the performance of your digital marketing activities over the last year?

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
Data analytics	72 77.4%	23 85.2%	14 70.0%	25 80.6%	10 66.7%	18 81.8%	19 76.0%	16 76.2%	10 76.9%	3 50.0%
Optimizing our company website	70 75.3%	23 85.2% d	13 65.0%	26 83.9% d	8 53.3% ac	19 86.4%	18 72.0%	14 66.7%	10 76.9%	5 83.3%
Digital media and search	69 74.2%	17 63.0% c	15 75.0%	27 87.1% a	10 66.7%	12 54.5% b	21 84.0% a	16 76.2%	10 76.9%	5 83.3%
Direct digital marketing (e.g., email)	68 73.1%	17 63.0%	16 80.0%	26 83.9%	9 60.0%	15 68.2%	16 64.0%	17 81.0%	10 76.9%	6 100.0%
Online experimentation and/or A/B testing	60 64.5%	17 63.0%	11 55.0%	24 77.4%	8 53.3%	10 45.5% c	16 64.0%	17 81.0% a	9 69.2%	5 83.3%
Marketing technology systems or platforms	58 62.4%	22 81.5% c	12 60.0%	16 51.6% a	8 53.3%	13 59.1%	17 68.0%	12 57.1%	7 53.8%	4 66.7%
Managing privacy issues	43 46.2%	11 40.7%	9 45.0%	17 54.8%	6 40.0%	8 36.4%	8 32.0%	11 52.4%	8 61.5%	4 66.7%
Machine learning and automation	27 29.0%	9 33.3%	4 20.0%	10 32.3%	4 26.7%	5 22.7%	8 32.0%	5 23.8%	7 53.8%	2 33.3%
Improving our app	18 19.4%	3 11.1%	3 15.0%	7 22.6%	5 33.3%	0 0.0% DE	4 16.0%	3 14.3% d	6 46.2% Ac	3 50.0% A

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



Topic 3: Managing Digital Marketing Returns

What investments did your company make to improve the performance of your digital marketing activities over the last year?

N=93

	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 P
Data analytics	13 86.7%	4 100.0%	12 92.3% l	1 100.0%	1 50.0%	1 100.0%	3 50.0%	3 100.0%	3 100.0%	1 100.0%	4 80.0%	1 33.3% c	11 73.3%	0 0.0%	5 71.4%	9 64.3%
Optimizing our company website	12 80.0%	3 75.0%	10 76.9%	0 0.0%	1 50.0%	1 100.0%	5 83.3%	2 66.7%	3 100.0%	1 100.0%	2 40.0%	3 100.0%	11 73.3%	0 0.0%	5 71.4%	11 78.6%
Digital media and search	12 80.0%	4 100.0%	10 76.9%	0 0.0%	1 50.0%	0 0.0%	3 50.0%	2 66.7%	3 100.0%	1 100.0%	3 60.0%	3 100.0%	10 66.7%	0 0.0%	5 71.4%	12 85.7%
Direct digital marketing (e.g., email)	11 73.3%	3 75.0%	8 61.5%	0 0.0% m	2 100.0%	1 100.0%	3 50.0%	2 66.7%	2 66.7%	1 100.0%	3 60.0%	3 100.0%	13 86.7% d	0 0.0%	5 71.4%	11 78.6%
Online experimentation and/or A/B testing	10 66.7%	2 50.0%	9 69.2% g	0 0.0%	2 100.0%	0 0.0%	1 16.7% chimp	3 100.0% g	3 100.0% g	0 0.0%	2 40.0%	2 66.7%	11 73.3% g	0 0.0%	5 71.4%	10 71.4% g
Marketing technology systems or platforms	11 73.3%	4 100.0% c	5 38.5% b	1 100.0%	0 0.0%	0 0.0%	3 50.0%	1 33.3%	3 100.0%	1 100.0%	4 80.0%	3 100.0%	11 73.3%	0 0.0%	4 57.1%	7 50.0%
Managing privacy issues	8 53.3%	2 50.0%	4 30.8%	0 0.0%	2 100.0%	0 0.0%	3 50.0%	2 66.7%	2 66.7%	1 100.0%	1 20.0%	1 33.3%	7 46.7%	0 0.0%	2 28.6%	8 57.1%
Machine learning and automation	4 26.7%	2 50.0%	4 30.8%	1 100.0%	0 0.0%	0 0.0%	2 33.3%	2 66.7%	2 66.7%	1 100.0%	0 0.0%	0 0.0%	4 26.7%	0 0.0%	1 14.3%	4 28.6%
Improving our app	3 20.0%	1 25.0%	2 15.4%	1 100.0% p	1 50.0%	0 0.0%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 66.7% p	3 20.0%	0 0.0%	2 28.6%	1 7.1% dl

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

Topic 3: Managing Digital Marketing Returns

What investments did your company make to improve the performance of your digital marketing activities over the last year?

	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
Data analytics	6 66.7%	6 46.2%	14 77.8%	12 85.7%	7 87.5%	18 90.0%	8 88.9%	4 66.7%	2 40.0%	17 68.0%	11 84.6%	6 75.0%	6 100.0%	8 88.9%	17 85.0%
Optimizing our company website	6 66.7%	10 76.9%	16 88.9%	11 78.6%	7 87.5%	14 70.0%	4 44.4%	4 66.7%	5 100.0%	20 80.0%	12 92.3%	3 37.5%	5 83.3%	7 77.8%	13 65.0%
Digital media and search	6 66.7%	9 69.2%	14 77.8%	10 71.4%	5 62.5%	17 85.0%	6 66.7%	2 33.3%	3 60.0%	20 80.0%	9 69.2%	6 75.0%	6 100.0%	7 77.8%	15 75.0%
Direct digital marketing (e.g., email)	7 77.8%	9 69.2%	16 88.9%	13 92.9%	7 87.5%	10 50.0%	4 44.4%	4 66.7%	3 60.0%	23 92.0%	11 84.6%	6 75.0%	4 66.7%	7 77.8%	10 50.0%
Online experimentation and/or A/B testing	5 55.6%	7 53.8%	11 61.1%	11 78.6%	6 75.0%	13 65.0%	6 66.7%	3 50.0%	0 0.0%	16 64.0%	10 76.9%	5 62.5%	5 83.3%	7 77.8%	13 65.0%
Marketing technology systems or platforms	3 33.3%	7 53.8%	8 44.4%	10 71.4%	7 87.5%	16 80.0%	5 55.6%	3 50.0%	0 0.0%	14 56.0%	10 76.9%	6 75.0%	6 100.0%	6 66.7%	13 65.0%
Managing privacy issues	4 44.4%	4 30.8%	8 44.4%	9 64.3%	5 62.5%	10 50.0%	2 22.2%	1 16.7%	1 20.0%	12 48.0%	9 69.2%	3 37.5%	4 66.7%	6 66.7%	7 35.0%
Machine learning and automation	0 0.0%	1 7.7%	4 22.2%	7 50.0%	1 12.5%	10 50.0%	4 44.4%	0 0.0%	0 0.0%	4 16.0%	4 30.8%	3 37.5%	3 50.0%	4 44.4%	9 45.0%
Improving our app	1 11.1%	2 15.4%	3 16.7%	3 21.4%	0 0.0%	7 35.0%	1 11.1%	1 16.7%	0 0.0%	6 24.0%	1 7.7%	3 37.5%	1 16.7%	2 22.2%	4 20.0%

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

Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company's digital activities.

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
We continuously test and iterate in using digital marketing	65 72.2%	19 73.1%	9 50.0% C	27 87.1% B	10 66.7%	12 60.0%	19 76.0%	16 76.2%	11 91.7%	5 83.3%
Marketing leaders have a good understanding of the technology roadmap and capabilities they can use to do great marketing	51 56.7%	17 65.4%	9 50.0%	14 45.2%	11 73.3%	12 60.0% c	16 64.0% c	6 28.6% abd	9 75.0% c	4 66.7%
Marketing leaders are more collaborative with the CIO/CTO (or the equivalent technology leaders)	49 54.4%	15 57.7%	9 50.0%	14 45.2%	11 73.3%	9 45.0% d	16 64.0% c	7 33.3% bD	10 83.3% aC	4 66.7%
Your company is able to connect its digital marketing data with other intelligence you have about your customers	41 45.6%	12 46.2%	8 44.4%	15 48.4%	6 40.0%	8 40.0%	12 48.0%	8 38.1%	5 41.7%	4 66.7%

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

Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company's digital activities.

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
Marketing teams have the skills and training to best use your company's marketing systems powered by technology systems/tools	35 38.9%	10 38.5%	7 38.9%	13 41.9%	5 33.3%	8 40.0%	9 36.0%	5 23.8%	8 66.7%	4 66.7%
Your company has consolidated customer intelligence in a way that integrates customer data across all touchpoints	22 24.4%	7 26.9%	2 11.1%	9 29.0%	4 26.7%	3 15.0%	8 32.0%	8 38.1%	1 8.3%	2 33.3%
Marketing has the right systems in place to track customer engagement in a way that informs its marketing roadmap	21 23.3%	6 23.1%	5 27.8%	9 29.0%	1 6.7%	6 30.0%	7 28.0%	3 14.3%	2 16.7%	1 16.7%

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

Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company's digital activities.

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	Luxury P

Marketing leaders have a good understanding of the technology roadmap and capabilities they can use to do great marketing

11 78.6% ceP	3 75.0%	5 38.5% am	1 100.0%	0 0.0% am	1 100.0%	2 33.3%	2 66.7%	3 100.0% p	1 100.0%	2 40.0%	1 33.3%	11 78.6% ceP	0 0.0%	5 71.4% p	3 23.1% AiMo
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Marketing leaders are more collaborative with the CIO/CTO (or the equivalent technology leaders)

10 71.4% p	2 50.0%	7 53.8%	1 100.0%	1 50.0%	1 100.0%	2 33.3%	1 33.3%	2 66.7%	1 100.0%	1 20.0%	3 100.0% p	8 57.1%	0 0.0%	5 71.4%	4 30.8% al
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We continuously test and iterate in using digital marketing

9 64.3%	2 50.0%	11 84.6%	1 100.0%	2 100.0%	1 100.0%	4 66.7%	3 100.0%	3 100.0%	1 100.0%	2 40.0% p	1 33.3% p	9 64.3%	0 0.0%	4 57.1%	12 92.3% kl
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Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company's digital activities.

N=90

	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consum- er 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	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Your company is able to connect its digital marketing data with other intelligence you have about your customers	7 50.0%	2 50.0%	4 30.8%	1 100.0%	0 0.0%	0 0.0%	3 50.0%	1 33.3%	0 0.0%	1 100.0%	2 40.0%	1 33.3%	9 64.3%	0 0.0%	5 71.4%	5 38.5%
Marketing teams have the skills and training to best use your company's marketing systems powered by technology systems/tools	5 35.7%	0 0.0%	3 23.1%	0 0.0%	1 50.0%	0 0.0%	3 50.0%	2 66.7%	3 100.0%	1 100.0%	1 20.0%	1 33.3%	8 57.1%	0 0.0%	3 42.9%	4 30.8%

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



Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company’s digital activities.

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	Luxury P

Your company has consolidated customer intelligence in a way that integrates customer data across all touchpoints

	3 21.4%	0 0.0%	4 30.8%	0 0.0%	0 0.0%	0 0.0%	2 33.3%	1 33.3%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	5 35.7%	0 0.0%	2 28.6%	4 30.8%
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Marketing has the right systems in place to track customer engagement in a way that informs its marketing roadmap

	1 7.1% hjm	2 50.0%	1 7.7% hjm	0 0.0%	1 50.0%	0 0.0%	1 16.7%	2 66.7% ac	1 33.3%	1 100.0% ac	0 0.0%	0 0.0%	6 42.9% ac	0 0.0%	1 14.3%	4 30.8%
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Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company's digital activities.

N=90

	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 leaders are more collaborative with the CIO/CTO (or the equivalent technology leaders)	6 66.7%	5 41.7%	5 27.8%	10 71.4%	6 75.0%	11 55.0%	4 57.1%	2 33.3%	2 50.0%	15 60.0%	7 53.8%	4 50.0%	4 66.7%	5 55.6%	10 55.6%
Marketing leaders have a good understanding of the technology roadmap and capabilities they can use to do great marketing	5 55.6%	6 50.0%	11 61.1%	10 71.4%	4 50.0%	11 55.0%	3 42.9%	4 66.7%	1 25.0%	15 60.0%	8 61.5%	6 75.0%	5 83.3%	3 33.3%	8 44.4%
We continuously test and iterate in using digital marketing	5 55.6%	9 75.0%	14 77.8%	9 64.3%	6 75.0%	16 80.0%	5 71.4%	5 83.3%	3 75.0%	19 76.0%	8 61.5%	4 50.0%	6 100.0%	6 66.7%	13 72.2%
Marketing teams have the skills and training to best use your company's marketing systems powered by technology systems/tools	3 33.3%	7 58.3%	4 22.2%	5 35.7%	3 37.5%	8 40.0%	5 71.4%	2 33.3%	1 25.0%	10 40.0%	5 38.5%	2 25.0%	4 66.7%	4 44.4%	7 38.9%

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

Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company's digital activities.

N=90

	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
Your company is able to connect its digital marketing data with other intelligence you have about your customers	2 22.2%	5 41.7%	10 55.6%	5 35.7%	4 50.0%	12 60.0%	2 28.6%	2 33.3%	1 25.0%	12 48.0%	5 38.5%	4 50.0%	4 66.7%	5 55.6%	8 44.4%
Marketing has the right systems in place to track customer engagement in a way that informs its marketing roadmap	2 22.2%	5 41.7%	2 11.1%	5 35.7%	1 12.5%	3 15.0%	3 42.9%	0 0.0%	2 50.0% g	5 20.0%	5 38.5% g	2 25.0%	2 33.3%	0 0.0% bd	5 27.8%
Your company has consolidated customer intelligence in a way that integrates customer data across all touchpoints	0 0.0% d	4 33.3%	3 16.7% d	8 57.1% ac	1 12.5%	5 25.0%	1 14.3%	2 33.3%	1 25.0%	6 24.0%	4 30.8%	1 12.5%	1 16.7%	3 33.3%	4 22.2%

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

Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company's digital marketing practices.

N=84	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
We have been able to link digital marketing returns to business outcomes such as incremental revenues or profits	58 69.0%	14 53.8%	11 73.3%	24 77.4%	9 75.0%	9 47.4%	16 66.7%	15 78.9%	9 81.8%	5 83.3%
Customer information from our sales, marketing, customer service, and product teams is shared across our company	52 61.9%	20 76.9%	8 53.3%	17 54.8%	7 58.3%	12 63.2%	16 66.7%	9 47.4%	8 72.7%	4 66.7%
We have been able to optimize and connect digital marketing performance and budgets across short-, mid-, and long-term objectives	39 46.4%	9 34.6%	8 53.3%	16 51.6%	6 50.0%	9 47.4%	8 33.3%	10 52.6%	7 63.6%	3 50.0%

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



Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company’s digital marketing practices.

N=84	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
The CTO/CIO (or equivalent technology leader) is aware of and aligned on the objectives and path to activate (KPIs) in digital marketing	35 41.7%	9 34.6%	5 33.3%	13 41.9%	8 66.7%	5 26.3% e	11 45.8%	5 26.3% e	7 63.6%	5 83.3% ac
The CFO (or equivalent financial leader) is aware of and aligned on the objectives and path to activate KPIs in digital marketing	32 38.1%	8 30.8%	6 40.0%	11 35.5%	7 58.3%	3 15.8% E	10 41.7% e	7 36.8% e	4 36.4% e	6 100.0% Abcd
We have been able to combine digital and offline data to create a unified data foundation for measuring the impact of digital marketing investments	29 34.5%	10 38.5%	4 26.7%	12 38.7%	3 25.0%	6 31.6%	10 41.7%	4 21.1%	6 54.5%	3 50.0%

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



Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company's digital marketing practices.

N=84	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
We have invested in advanced measurement techniques and analytics to bring more rigor (e.g. AI/ML, attribution, mix modeling, econometric models, etc.)	28 33.3%	5 19.2%	5 33.3%	13 41.9%	5 41.7%	6 31.6%	4 16.7% c	10 52.6% b	4 36.4%	2 33.3%
Customer information from our sales, marketing, customer service, and product teams is integrated effectively to improve usage	22 26.2%	6 23.1%	4 26.7%	10 32.3%	2 16.7%	6 31.6%	7 29.2%	5 26.3%	3 27.3%	1 16.7%

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



Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company’s digital marketing practices.

N=84

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 P
Customer information from our sales, marketing, customer service, and product teams is shared across our company	9 64.3%	2 50.0%	7 58.3%	1 100.0%	1 50.0%	1 100.0%	3 60.0%	3 100.0%	3 100.0%	1 100.0%	2 100.0%	1 33.3%	8 57.1%	0 0.0%	4 57.1%	6 50.0%
The CTO/CIO (or equivalent technology leader) is aware of and aligned on the objectives and path to activate (KPIs) in digital marketing	9 64.3%	0 0.0%	3 25.0%	1 100.0%	1 50.0%	0 0.0%	1 20.0%	2 66.7%	1 33.3%	1 100.0%	1 50.0%	1 33.3%	6 42.9%	0 0.0%	4 57.1%	4 33.3%
We have been able to link digital marketing returns to business outcomes such as incremental revenues or profits	8 57.1%	2 50.0%	7 58.3%	1 100.0%	2 100.0%	1 100.0%	4 80.0%	2 66.7%	2 66.7%	1 100.0%	1 50.0%	2 66.7%	10 71.4%	0 0.0%	5 71.4%	10 83.3%

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



Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company’s digital marketing practices.

N=84

	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	Luxury P
The CFO (or equivalent financial leader) is aware of and aligned on the objectives and path to activate KPIs in digital marketing	7 50.0%	1 25.0%	4 33.3%	0 0.0%	1 50.0%	0 0.0%	2 40.0%	1 33.3%	1 33.3%	1 100.0%	1 50.0%	2 66.7%	4 28.6%	0 0.0%	5 71.4%	2 16.7%
We have been able to combine digital and offline data to create a unified data foundation for measuring the impact of digital marketing investments	6 42.9%	0 0.0%	4 33.3%	1 100.0%	1 50.0%	0 0.0%	1 20.0%	1 33.3%	1 33.3%	1 100.0%	0 0.0%	1 33.3%	5 35.7%	0 0.0%	2 28.6%	5 41.7%

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



Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company’s digital marketing practices.

N=84

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	Luxury P
We have been able to optimize and connect digital marketing performance and budgets across short-, mid-, and long-term objectives	6 42.9%	2 50.0%	3 25.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	2 66.7%	2 66.7%	1 100.0%	0 0.0%	3 100.0%	7 50.0%	0 0.0%	3 42.9%	9 75.0%
We have invested in advanced measurement techniques and analytics to bring more rigor (e.g. AI/ML, attribution, mix modeling, econometric models, etc.)	4 28.6%	2 50.0%	5 41.7%	1 100.0%	1 50.0%	0 0.0%	0 0.0%	2 66.7%	1 33.3%	1 100.0%	0 0.0%	1 33.3%	5 35.7%	0 0.0%	2 28.6%	3 25.0%

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



Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company’s digital marketing practices.

N=84

	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 P
Customer information from our sales, marketing, customer service, and product teams is integrated effectively to improve usage	1 7.1%	0 0.0%	3 25.0%	0 0.0%	1 50.0%	1 100.0%	2 40.0%	1 33.3%	1 33.3%	1 100.0%	0 0.0%	1 33.3%	5 35.7%	0 0.0%	4 57.1%	1 8.3%
	fjo					ap				ap					ap	fjo

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



Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company’s digital marketing practices.

N=84

	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

We have been able to link digital marketing returns to business outcomes such as incremental revenues or profits

7	8	9	9	5	14	5	5	3	15	7	5	5	6	12
77.8%	72.7%	60.0%	64.3%	62.5%	77.8%	71.4%	83.3%	75.0%	68.2%	53.8%	71.4%	83.3%	75.0%	70.6%

Customer information from our sales, marketing, customer service, and product teams is shared across our company

5	8	6	8	6	14	5	4	2	13	9	3	4	6	11
55.6%	72.7%	40.0%	57.1%	75.0%	77.8%	71.4%	66.7%	50.0%	59.1%	69.2%	42.9%	66.7%	75.0%	64.7%

We have invested in advanced measurement techniques and analytics to bring more rigor (e.g. AI/ML, attribution, mix modeling, econometric models, etc.)

3	1	6	7	0	7	2	1	0	7	8	2	1	3	6
33.3%	9.1%	40.0%	50.0%	0.0%	38.9%	28.6%	16.7%	0.0%	31.8%	61.5%	28.6%	16.7%	37.5%	35.3%

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

Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company's digital marketing practices.

N=84

	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
The CTO/CIO (or equivalent technology leader) is aware of and aligned on the objectives and path to activate (KPIs) in digital marketing	2 22.2%	3 27.3%	3 20.0%	9 64.3%	4 50.0%	10 55.6%	3 42.9%	1 16.7%	1 25.0%	10 45.5%	4 30.8%	3 42.9%	3 50.0%	6 75.0%	7 41.2%
Customer information from our sales, marketing, customer service, and product teams is integrated effectively to improve usage	2 22.2%	2 18.2%	4 26.7%	7 50.0%	0 0.0%	5 27.8%	1 14.3%	1 16.7%	1 25.0%	6 27.3%	3 23.1%	2 28.6%	1 16.7%	1 12.5%	6 35.3%
We have been able to optimize and connect digital marketing performance and budgets across short-, mid-, and long-term objectives	2 22.2%	6 54.5%	7 46.7%	7 50.0%	2 25.0%	9 50.0%	4 57.1%	2 33.3%	2 50.0%	7 31.8%	7 53.8%	6 85.7%	3 50.0%	3 37.5%	9 52.9%

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

Topic 3: Managing Digital Marketing Returns

Check all the statements that describe your company's digital marketing practices.

N=84

	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

We have been able to combine digital and offline data to create a unified data foundation for measuring the impact of digital marketing investments

	1	6	4	5	1	9	3	0	3	9	2	2	4	3	6
	11.1%	54.5%	26.7%	35.7%	12.5%	50.0%	42.9%	0.0%	75.0%	40.9%	15.4%	28.6%	66.7%	37.5%	35.3%
								bf	ad		bf		ad		

The CFO (or equivalent financial leader) is aware of and aligned on the objectives and path to activate KPIs in digital marketing

	1	5	6	6	2	10	1	0	1	11	5	2	3	4	6
	11.1%	45.5%	40.0%	42.9%	25.0%	55.6%	14.3%	0.0%	25.0%	50.0%	38.5%	28.6%	50.0%	50.0%	35.3%
	f					a		c		a					

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

Topic 3: Managing Digital Marketing Returns

What percent of your digital marketing activities are performed by external agencies, partners, and services?

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
Currently	87	26	18	29	14	22	24	21	11	6
	44.02	35.38	32.50	55.52	51.07	41.36	43.54	55.00	28.18	45.00
	30.13	33.07	28.86	26.74	24.35	32.56	29.98	30.29	25.52	24.29
		c	C	aB				d	c	
2 years ago	84	24	17	29	14	22	24	20	10	5
	41.39	29.38	21.18	56.10	56.07	29.09	38.33	63.10	38.50	28.00
	35.53	34.46	19.96	36.96	31.75	31.65	34.72	37.33	28.29	35.64
		Cd	CD	AB	aB	C	c	Ab		
2 years from now	84	25	17	28	14	22	23	20	10	6
	42.80	36.00	39.12	51.07	42.86	46.36	44.13	47.75	32.50	33.33
	25.71	25.86	24.19	26.40	23.75	23.51	26.95	29.22	23.60	22.73
		c		a						

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

Topic 3: Managing Digital Marketing Returns

What percent of your digital marketing activities are performed by external agencies, partners, and services?

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	Luxury	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	
Currently	15 38.00 28.65 c	4 30.00 33.91	13 62.69 30.80 agi	1 60.00 ---	2 0.00 0.00	1 100.00 ---	5 32.00 13.04 cl	2 25.00 35.36	3 13.33 5.77 cLp	1 65.00 ---	3 25.00 21.79	3 56.67 11.55 gI	14 41.07 31.94	0 ---	7 49.29 35.99	13 52.69 23.86 i	
2 years ago	15 38.67 32.70	3 18.33 27.54	13 65.00 38.84 M	1 70.00 ---	1 10.00 ---	1 0.00 ---	5 35.00 25.98	2 35.00 49.50	3 30.00 10.00	1 100.00 ---	3 16.67 12.58	3 41.67 38.19	13 24.62 33.76 C	0 ---	7 47.43 38.96	13 50.38 35.85	
2 years from now	15 40.00 27.32	3 21.67 17.56	13 56.92 27.88 gi	1 50.00 ---	1 15.00 ---	1 75.00 ---	5 29.00 10.25 c	2 25.00 35.36	3 13.33 5.77 clp	1 50.00 ---	3 30.00 18.03	3 51.67 17.56 i	14 45.00 26.02	0 ---	7 46.43 31.05	12 47.08 22.61 i	

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

Topic 3: Managing Digital Marketing Returns

What percent of your digital marketing activities are performed by external agencies, partners, and services?

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
Currently	9 54.44 35.39	12 36.25 22.27	18 40.00 35.31	13 38.08 26.26	7 30.00 28.72	18 51.11 28.31	8 58.75 33.89	6 46.67 37.77	5 32.00 17.89	24 34.17 28.69	13 44.62 28.54	7 45.71 32.71	6 49.17 31.05	8 43.13 29.27	17 54.71 31.00
2 years ago	8 43.75 39.26	11 22.73 26.21 f	17 39.71 37.85	13 43.46 35.44	7 24.57 35.77	18 51.11 36.08	8 51.88 36.25	6 28.33 31.89	5 25.00 18.71	22 34.55 37.19	12 42.67 36.07	7 43.57 38.16	6 43.33 44.12	8 42.50 32.29	17 53.24 35.22
2 years from now	8 56.25 22.48 b	12 35.83 11.25 ag	17 39.71 33.28	13 36.92 26.81	7 32.86 19.12	17 47.65 25.99	8 53.75 25.74 b	6 41.67 31.09	5 44.00 11.40	23 31.52 22.84 h	12 42.50 24.45	7 50.71 26.21	5 47.00 31.94	8 45.63 28.09	17 49.12 25.33 c

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

Topic 3: Managing Digital Marketing Returns

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

	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 1.1%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0%
2	3 3.3%	2 7.4%	1 5.0%	0 0.0%	0 0.0%	3 13.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3	4 4.3%	0 0.0%	1 5.0%	0 0.0%	3 20.0%	0 0.0%	2 8.0%	0 0.0%	0 0.0%	1 16.7%
4	17 18.5%	7 25.9%	4 20.0%	4 13.3%	2 13.3%	5 22.7%	9 36.0%	0 0.0%	1 8.3%	0 0.0%
5	26 28.3%	12 44.4%	6 30.0%	5 16.7%	3 20.0%	11 50.0%	3 12.0%	8 38.1%	2 16.7%	1 16.7%
6	18 19.6%	3 11.1%	5 25.0%	9 30.0%	1 6.7%	2 9.1%	6 24.0%	6 28.6%	2 16.7%	1 16.7%
7=Very Highly	23 25.0%	2 7.4%	3 15.0%	12 40.0%	6 40.0%	1 4.5%	4 16.0%	7 33.3%	7 58.3%	3 50.0%
Mean	5.28	4.63	5.10	5.97	5.33	4.55	4.88	5.95	6.25	5.83

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



Topic 3: Managing Digital Marketing Returns

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

	Industry Sector															
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O	Luxury P
1=Not at all	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 21.4%	0 0.0%	0 0.0%	0 0.0%
3	2 13.3%	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 20.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%
4	4 26.7%	0 0.0%	2 15.4%	0 0.0%	1 50.0%	0 0.0%	3 50.0%	2 66.7%	1 33.3%	0 0.0%	2 40.0%	0 0.0%	2 14.3%	0 0.0%	0 0.0%	0 0.0%
5	3 20.0%	1 25.0%	4 30.8%	0 0.0%	0 0.0%	1 100.0%	1 16.7%	0 0.0%	2 66.7%	0 0.0%	2 40.0%	2 66.7%	5 35.7%	0 0.0%	3 42.9%	2 14.3%
6	0 0.0%	2 50.0%	2 15.4%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	1 100.0%	0 0.0%	1 33.3%	2 14.3%	0 0.0%	2 28.6%	6 42.9%
7=Very Highly	5 33.3%	1 25.0%	5 38.5%	1 100.0%	0 0.0%	0 0.0%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	2 28.6%	6 42.9%
Mean	4.87 p	6.00 k	5.77 km	7.00 m	5.00	5.00	5.17 p	4.67 P	4.67 P	6.00	4.20 bcOP	5.33	4.36 coP	---	5.86 Km	6.29 agHIKM

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



Topic 3: Managing Digital Marketing Returns

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

	Sales Revenue							Number of Employees							
	<£10 million	£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=Not at all	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2	0 0.0%	1 7.7%	1 5.6%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 8.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%
3	0 0.0%	0 0.0%	1 5.6%	1 7.7%	0 0.0%	2 10.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	2 28.6%	0 0.0%	0 0.0%	1 5.0%
4	1 11.1%	2 15.4%	3 16.7%	0 0.0% ef	3 37.5% d	6 30.0% d	2 22.2%	1 16.7%	2 40.0% d	2 8.0% fg	0 0.0% bfg	0 0.0%	3 50.0% cd	4 44.4% cd	5 25.0%
5	3 33.3%	4 30.8%	4 22.2%	3 23.1%	3 37.5%	3 15.0% g	5 55.6% f	3 50.0%	0 0.0%	6 24.0%	7 53.8% ef	0 0.0% d	0 0.0% d	2 22.2%	8 40.0%
6	3 33.3%	2 15.4%	1 5.6%	4 30.8%	2 25.0%	4 20.0%	2 22.2%	0 0.0%	1 20.0%	6 24.0%	3 23.1%	0 0.0%	3 50.0%	2 22.2%	3 15.0%
7=Very Highly	2 22.2%	4 30.8%	8 44.4% eg	3 23.1%	0 0.0% c	5 25.0%	0 0.0% c	2 33.3%	2 40.0%	7 28.0%	3 23.1%	4 57.1% fh	0 0.0% e	1 11.1%	3 15.0% e
Mean	5.67	5.38	5.50	5.08	4.88	5.20	5.00	5.50	5.60	5.24	5.69	5.14	5.00	5.00	5.10

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



Topic 4: The Impact of Brexit

How did Brexit affect your business?

	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=Negative effect	38 42.7%	9 36.0% c	5 25.0% C	20 69.0% aBd	4 26.7% c	10 47.6% e	11 44.0%	10 52.6% e
2=No effect	47 52.8%	15 60.0% c	12 60.0% c	9 31.0% abd	11 73.3% c	10 47.6% e	13 52.0% e	9 47.4% e	5 41.7% e	6 100.0% abcd
3=Positive effect	4 4.5%	1 4.0%	3 15.0% c	0 0.0% b	0 0.0%	1 4.8%	1 4.0%	0 0.0%	1 8.3%	0 0.0%
Mean	1.62	1.68 c	1.90 C	1.31 aBD	1.73 C	1.57	1.60	1.47	1.58	2.00

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

Topic 4: The Impact of Brexit

How did Brexit affect your business?

	Industry Sector															
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O	Luxury P
1=Negative effect	3 20.0% cO	0 0.0% co	8 66.7% abkm	1 100.0%	1 50.0%	0 0.0%	3 50.0%	2 66.7%	2 66.7%	1 100.0%	0 0.0% co	1 33.3%	3 21.4% co	0 0.0%	6 85.7% Abkm	7 53.8%
2=No effect	12 80.0% cOp	4 100.0% cop	4 33.3% ab	0 0.0%	1 50.0%	0 0.0%	3 50.0%	1 33.3%	1 33.3%	0 0.0%	3 60.0%	2 66.7%	10 71.4% o	0 0.0%	1 14.3% Abm	5 38.5% ab
3=Positive effect	0 0.0% k	0 0.0%	0 0.0% k	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 40.0% ac	0 0.0%	1 7.1%	0 0.0%	0 0.0%	1 7.7%
Mean	1.80 ckO	2.00	1.33 aKm	1.00	1.50	---	1.50 k	1.33 k	1.33 k	1.00	2.40 aCghiOp	1.67	1.86 cO	---	1.14 AKM	1.54 k
Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01																



Topic 4: The Impact of Brexit

How did Brexit affect your business?

	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=Negative effect	3 37.5%	3 23.1%	8 47.1%	6 46.2%	3 37.5%	11 55.0%	3 37.5%	3 60.0%	2 40.0%	9 37.5%	3 23.1%	4 57.1%	4 66.7%	3 33.3%	9 47.4%
2=No effect	5 62.5%	10 76.9%	9 52.9%	6 46.2%	4 50.0%	8 40.0%	4 50.0%	2 40.0%	3 60.0%	15 62.5%	9 69.2%	3 42.9%	2 33.3%	4 44.4%	9 47.4%
3=Positive effect	0 0.0%	0 0.0%	0 0.0%	1 7.7%	1 12.5%	1 5.0%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	2 22.2%	1 5.3%
Mean	1.63	1.77	1.53	1.62	1.75	1.50	1.75	1.40	1.60	1.63	1.85	1.43	1.33	1.89	1.58

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



Topic 4: The Impact of Brexit

To what degree do you feel your marketing function was prepared for Brexit?

	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	14 16.1%	3 12.0%	4 21.1%	5 17.2%	2 14.3%	3 14.3%	4 16.0%	5 26.3%	0 0.0%	2 33.3%
2=Minor	21 24.1%	2 8.0% bc	7 36.8% a	9 31.0% a	3 21.4%	4 19.0%	3 12.0%	6 31.6%	4 36.4%	1 16.7%
3=Moderate	35 40.2%	9 36.0%	7 36.8%	12 41.4%	7 50.0%	10 47.6%	13 52.0%	6 31.6%	2 18.2%	2 33.3%
4=Highly	17 19.5%	11 44.0% BC	1 5.3% A	3 10.3% A	2 14.3%	4 19.0%	5 20.0%	2 10.5% d	5 45.5% c	1 16.7%
Mean	2.63	3.12 Bc	2.26 A	2.45 a	2.64	2.71	2.76	2.26 d	3.09 c	2.33

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



Topic 4: The Impact of Brexit

To what degree do you feel your marketing function was prepared for Brexit?

	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	Luxury P
1=Not at all	1 7.1% l	0 0.0%	1 8.3% l	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	2 66.7% aco	5 35.7%	0 0.0%	0 0.0% l	2 15.4%
2=Minor	1 7.1% bcdej	3 75.0% amo	5 41.7% a	1 100.0% ao	1 100.0% ao	0 0.0%	2 33.3%	1 33.3%	0 0.0%	1 100.0% ao	1 20.0%	0 0.0%	2 14.3% b	0 0.0%	0 0.0% bdej	3 23.1%
3=Moderate	6 42.9%	1 25.0%	4 33.3% o	0 0.0%	0 0.0%	0 0.0%	1 16.7% o	1 33.3%	2 66.7%	0 0.0%	2 40.0%	1 33.3%	4 28.6% o	0 0.0%	6 85.7% cgm	7 53.8%
4=Highly	6 42.9% p	0 0.0%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	2 33.3%	1 33.3%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	3 21.4%	0 0.0%	1 14.3%	1 7.7% a
Mean	3.21 klm	2.25 iO	2.58	2.00	2.00	---	2.67	3.00	3.33 b	2.00	2.00 ao	1.67 ao	2.36 a	---	3.14 Bkl	2.54

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


Topic 4: The Impact of Brexit
To what degree do you feel your marketing function was prepared for Brexit?

	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=Not at all	1 14.3%	2 15.4%	3 17.6%	3 23.1%	2 25.0%	2 10.0%	1 12.5%	1 20.0%	1 20.0%	6 26.1%	0 0.0% g	1 14.3%	1 16.7%	3 33.3% d	1 5.3%
2=Minor	4 57.1% bc	1 7.7% a	2 11.8% a	2 15.4%	1 12.5%	8 40.0%	3 37.5%	2 40.0%	0 0.0%	5 21.7%	2 16.7%	2 28.6%	2 33.3%	2 22.2%	6 31.6%
3=Moderate	2 28.6%	4 30.8%	8 47.1%	7 53.8%	4 50.0%	6 30.0%	3 37.5%	1 20.0%	3 60.0%	6 26.1% d	8 66.7% c	4 57.1%	2 33.3%	3 33.3%	8 42.1%
4=Highly	0 0.0% b	6 46.2% ad	4 23.5%	1 7.7% b	1 12.5%	4 20.0%	1 12.5%	1 20.0%	1 20.0%	6 26.1%	2 16.7%	0 0.0%	1 16.7%	1 11.1%	4 21.1%
Mean	2.14	3.08	2.76	2.46	2.50	2.60	2.50	2.40	2.80	2.52	3.00	2.43	2.50	2.22	2.79

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



Topic 4: The Impact of Brexit

To what degree did you adjust your marketing strategy regarding Brexit?

	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	37 42.0%	10 40.0%	8 42.1%	11 37.9%	8 53.3%	9 42.9%	11 44.0%	9 47.4%	3 27.3%	4 66.7%
2=Minor	31 35.2%	12 48.0%	5 26.3%	10 34.5%	4 26.7%	8 38.1%	7 28.0%	5 26.3%	5 45.5%	2 33.3%
3=Moderate	16 18.2%	1 4.0%	6 31.6%	6 20.7%	3 20.0%	3 14.3%	6 24.0%	4 21.1%	2 18.2%	0 0.0%
4=Highly	4 4.5%	2 8.0%	0 0.0%	2 6.9%	0 0.0%	1 4.8%	1 4.0%	1 5.3%	1 9.1%	0 0.0%
Mean	1.85	1.80	1.89	1.97	1.67	1.81	1.88	1.84	2.09	1.33

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

Topic 4: The Impact of Brexit

To what degree did you adjust your marketing strategy regarding Brexit?

	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	Luxury P
1=Not at all	4 26.7% l	2 50.0%	5 41.7%	0 0.0%	0 0.0%	0 0.0%	2 33.3%	1 33.3%	1 33.3%	0 0.0%	2 40.0%	3 100.0% ap	9 64.3%	0 0.0%	4 57.1%	4 30.8% l
2=Minor	8 53.3%	1 25.0%	5 41.7%	1 100.0%	0 0.0%	0 0.0%	3 50.0%	2 66.7%	2 66.7%	0 0.0%	1 20.0%	0 0.0%	3 21.4%	0 0.0%	1 14.3%	4 30.8%
3=Moderate	2 13.3% e	1 25.0%	2 16.7%	0 0.0%	1 100.0% a	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	0 0.0%	2 14.3%	0 0.0%	2 28.6%	3 23.1%
4=Highly	1 6.7% j	0 0.0%	0 0.0% J	0 0.0%	0 0.0%	0 0.0%	0 0.0% j	0 0.0%	0 0.0%	1 100.0% aCgMo	0 0.0%	0 0.0%	0 0.0% J	0 0.0%	0 0.0% j	2 15.4%
Mean	2.00	1.75	1.75	2.00	3.00	---	1.83	1.67	1.67	4.00	2.00	1.00	1.50	---	1.71	2.23

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


Topic 4: The Impact of Brexit
To what degree did you adjust your marketing strategy regarding Brexit?

	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=Not at all	5 71.4% fg	7 53.8%	8 47.1%	6 46.2%	4 50.0%	5 25.0% a	1 12.5% a	2 40.0%	1 20.0%	13 56.5%	9 69.2% fh	2 28.6%	1 16.7% d	3 33.3%	5 26.3% d
2=Minor	1 14.3%	5 38.5%	5 29.4%	5 38.5%	3 37.5%	6 30.0%	5 62.5%	2 40.0%	3 60.0%	9 39.1%	2 15.4%	2 28.6%	2 33.3%	4 44.4%	7 36.8%
3=Moderate	1 14.3%	1 7.7%	4 23.5%	1 7.7%	1 12.5%	6 30.0%	2 25.0%	1 20.0%	1 20.0%	1 4.3% eh	1 7.7%	3 42.9% c	1 16.7%	2 22.2%	6 31.6% c
4=Highly	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	3 15.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% F	1 7.7%	0 0.0%	2 33.3% C	0 0.0%	1 5.3%
Mean	1.43 f	1.54 f	1.76	1.77	1.63	2.35 ab	2.13	1.80	2.00	1.48 eFH	1.54 f	2.14 c	2.67 Cd	1.89	2.16 C

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



Topic 4: The Impact of Brexit

Which aspects of your marketing were significantly impacted by Brexit?

	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
Channel or distribution	21 36.2%	5 33.3%	1 10.0%	13 56.5%	2 20.0%	4 28.6%	8 47.1%	7 50.0%	2 28.6%	0 0.0%
Marketing talent management	21 36.2%	5 33.3%	4 40.0%	8 34.8%	4 40.0%	6 42.9%	4 23.5%	5 35.7%	3 42.9%	2 66.7%
Pricing	17 29.3%	5 33.3%	2 20.0%	10 43.5%	0 0.0%	4 28.6%	5 29.4%	5 35.7%	2 28.6%	0 0.0%
Product/service portfolio	14 24.1%	4 26.7%	4 40.0%	5 21.7%	1 10.0%	5 35.7%	4 23.5%	3 21.4%	0 0.0%	0 0.0%
Communications	12 20.7%	4 26.7%	2 20.0%	4 17.4%	2 20.0%	2 14.3%	6 35.3%	1 7.1%	1 14.3%	1 33.3%
Marketing alliances and partners	8 13.8%	2 13.3%	3 30.0%	2 8.7%	1 10.0%	2 14.3%	3 17.6%	1 7.1%	2 28.6%	0 0.0%
Consumer targeting	8 13.8%	1 6.7%	2 20.0%	4 17.4%	1 10.0%	1 7.1%	3 17.6%	2 14.3%	2 28.6%	0 0.0%
Consumer relationship management	7 12.1%	3 20.0%	0 0.0%	4 17.4%	0 0.0%	0 0.0%	3 17.6%	2 14.3%	2 28.6%	0 0.0%
Salesforce management	5 8.6%	2 13.3%	0 0.0%	3 13.0%	0 0.0%	1 7.1%	2 11.8%	1 7.1%	1 14.3%	0 0.0%

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



Topic 4: The Impact of Brexit

Which aspects of your marketing were significantly impacted by Brexit?

	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
Consumer data management	5 8.6%	2 13.3%	1 10.0%	0 0.0%	2 20.0%	0 0.0%	3 17.6%	0 0.0%	1 14.3%	1 33.3%
Branding	3 5.2%	1 6.7%	0 0.0%	2 8.7%	0 0.0%	1 7.1%	1 5.9%	0 0.0%	1 14.3%	0 0.0%
Product/ service innovation	3 5.2%	1 6.7%	1 10.0%	1 4.3%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	1 14.3%	0 0.0%

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

Topic 4: The Impact of Brexit

Which aspects of your marketing were significantly impacted by Brexit?

	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	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Communications	3 30.0%	0 0.0%	1 9.1% j	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	1 100.0% c	1 50.0%	0 0.0%	2 25.0%	0 0.0%	0 0.0%	3 37.5%
Pricing	3 30.0%	0 0.0%	5 45.5%	0 0.0%	1 100.0%	0 0.0%	3 100.0% m	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5% g	0 0.0%	2 40.0%	2 25.0%
Consumer data management	3 30.0%	0 0.0%	0 0.0%	0 0.0%	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 12.5%	0 0.0%	0 0.0%	1 12.5%
Marketing talent management	3 30.0%	1 50.0%	5 45.5%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	2 66.7%	0 0.0%	0 0.0%	1 100.0%	5 62.5% o	0 0.0%	0 0.0% m	2 25.0%
Product/ service portfolio	2 20.0%	0 0.0%	2 18.2% k	0 0.0%	0 0.0%	0 0.0%	2 66.7%	0 0.0%	0 0.0%	1 100.0%	2 100.0% cm	0 0.0%	1 12.5% k	0 0.0%	2 40.0%	2 25.0%
Channel or distribution	2 20.0% co	0 0.0%	8 72.7% aM	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 50.0%	2 66.7% m	0 0.0%	0 0.0%	0 0.0%	0 0.0% Cio	0 0.0%	4 80.0% am	3 37.5%
Consumer relationship management	1 10.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0% p	0 0.0%	0 0.0%	4 50.0% m
Marketing alliances and partners	1 10.0%	1 50.0%	1 9.1%	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%	2 25.0%	0 0.0%	0 0.0%	2 25.0%

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


Topic 4: The Impact of Brexit
Which aspects of your marketing were significantly impacted by Brexit?

	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	Luxury P
Salesforce management	0 0.0% h	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0% a	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	2 25.0%
Product/ service innovation	0 0.0% k	0 0.0%	0 0.0% k	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0% ac	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 25.0%
Consumer targeting	0 0.0% Ekp	0 0.0%	1 9.1% e	0 0.0%	1 100.0% Acm	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0% a	0 0.0%	0 0.0% ep	0 0.0%	1 20.0%	4 50.0% am
Branding	0 0.0% J	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%	1 100.0% ACm	0 0.0%	0 0.0%	0 0.0% j	0 0.0%	0 0.0%	2 25.0%

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


Topic 4: The Impact of Brexit
Which aspects of your marketing were significantly impacted by Brexit?

	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
Pricing	2 40.0%	3 75.0% e	2 20.0%	3 30.0%	0 0.0% b	5 31.3%	2 28.6%	3 75.0% de	2 66.7%	4 36.4%	0 0.0% a	0 0.0% a	1 16.7%	3 50.0%	4 26.7%
Channel or distribution	2 40.0%	1 25.0%	5 50.0%	4 40.0%	2 40.0%	5 31.3%	2 28.6%	1 25.0%	3 100.0% efh	4 36.4%	3 50.0%	1 16.7% b	1 16.7% b	2 33.3%	5 33.3% b
Marketing talent management	2 40.0%	1 25.0%	3 30.0%	5 50.0%	1 20.0%	3 18.8% g	5 71.4% f	1 25.0%	1 33.3%	5 45.5%	3 50.0%	1 16.7%	0 0.0% h	1 16.7%	8 53.3% f
Consumer targeting	1 20.0%	0 0.0%	0 0.0%	1 10.0%	2 40.0%	4 25.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	2 33.3%	2 33.3%	2 13.3%
Marketing alliances and partners	1 20.0%	0 0.0%	2 20.0%	2 20.0%	0 0.0%	0 0.0% g	3 42.9% f	0 0.0%	2 66.7% c	0 0.0% b	2 33.3%	0 0.0%	0 0.0%	1 16.7%	3 20.0%
Product/ service portfolio	1 20.0%	1 25.0%	1 10.0%	4 40.0%	1 20.0%	6 37.5%	0 0.0%	2 50.0%	0 0.0%	2 18.2%	0 0.0%	2 33.3%	3 50.0%	3 50.0%	2 13.3%
Consumer relationship management	0 0.0%	0 0.0%	1 10.0%	3 30.0%	1 20.0%	1 6.3%	1 14.3%	0 0.0%	0 0.0%	1 9.1%	1 16.7%	1 16.7%	2 33.3%	0 0.0%	1 6.7%
Consumer data management	0 0.0%	0 0.0%	1 10.0%	1 10.0%	1 20.0%	1 6.3%	1 14.3%	0 0.0%	0 0.0%	1 9.1%	1 16.7%	0 0.0%	2 33.3%	0 0.0%	1 6.7%
Communications	0 0.0%	2 50.0%	1 10.0%	2 20.0%	3 60.0% g	4 25.0%	0 0.0% e	1 25.0%	0 0.0%	1 9.1% f	1 16.7%	3 50.0% H	4 66.7% cH	2 33.3% h	0 0.0% EFg

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


Topic 4: The Impact of Brexit
Which aspects of your marketing were significantly impacted by Brexit?

	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
Product/ service innovation	0 0.0%	0 0.0%	0 0.0%	1 10.0%	1 20.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	1 16.7%	1 16.7%	0 0.0%
Branding	0 0.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	2 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	2 33.3% h	0 0.0%	0 0.0% f
Salesforce management	0 0.0%	1 25.0%	0 0.0%	1 10.0%	1 20.0%	1 6.3%	1 14.3%	0 0.0%	0 0.0%	1 9.1%	1 16.7%	0 0.0%	0 0.0%	1 16.7%	2 13.3%

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



Topic 4: The Impact of Brexit

How did Brexit change the role of marketing 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
		1=Less important	3 3.4%	1 4.0%	0 0.0%	2 6.9%	0 0.0%	1 4.0%	1 5.3%	1 9.1%
2=No change	77 88.5%	23 92.0%	16 88.9%	24 82.8%	14 93.3%	20 95.2%	23 92.0%	15 78.9%	8 72.7%	6 100.0%
3=More important	7 8.0%	1 4.0%	2 11.1%	3 10.3%	1 6.7%	1 4.8%	1 4.0%	3 15.8%	2 18.2%	0 0.0%
Mean	2.05	2.00	2.11	2.03	2.07	2.05	2.00	2.11	2.09	2.00

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


Topic 4: The Impact of Brexit
How did Brexit change the role of marketing 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	Luxury P
1=Less important	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	1 7.7%
2=No change	14 93.3%	3 100.0%	12 100.0%	1 100.0%	0 0.0%	0 0.0%	5 83.3%	3 100.0%	3 100.0%	1 100.0%	4 80.0%	3 100.0%	14 100.0%	0 0.0%	5 71.4%	9 69.2%
3=More important	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	3 23.1%
Mean	1.93	2.00	2.00	2.00	3.00	---	2.17	2.00	2.00	2.00	2.20	2.00	2.00	---	2.00	2.15

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


Topic 4: The Impact of Brexit
How did Brexit change the role of marketing 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
1=Less important	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	1 5.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	1 16.7%	0 0.0%	1 5.6%
2=No change	6 85.7%	13 100.0%	15 88.2%	12 92.3%	8 100.0%	15 75.0%	6 85.7%	4 80.0% c	4 80.0% c	23 100.0% abh	11 84.6%	7 100.0%	5 83.3%	8 88.9%	14 77.8% c
3=More important	1 14.3%	0 0.0%	1 5.9%	1 7.7%	0 0.0%	4 20.0%	0 0.0%	1 20.0% c	1 20.0% c	0 0.0% abh	1 7.7%	0 0.0%	0 0.0%	1 11.1%	3 16.7% c
Mean	2.14	2.00	2.00	2.08	2.00	2.15	1.86	2.20	2.20	2.00	2.00	2.00	1.83	2.11	2.11

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


Topic 4: The Impact of Brexit
To what degree have you focused on your “Britishness” in your communications in response to Brexit?

	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	60 69.0%	20 80.0%	12 66.7%	19 65.5%	9 60.0%	16 76.2%	17 68.0%	12 63.2%	8 72.7%	4 66.7%
2=Minor	13 14.9%	1 4.0%	4 22.2%	5 17.2%	3 20.0%	2 9.5%	3 12.0%	5 26.3%	1 9.1%	2 33.3%
3=Moderate	10 11.5%	3 12.0%	1 5.6%	3 10.3%	3 20.0%	3 14.3%	4 16.0%	1 5.3%	0 0.0%	0 0.0%
4=Highly	4 4.6%	1 4.0%	1 5.6%	2 6.9%	0 0.0%	0 0.0%	1 4.0%	1 5.3%	2 18.2%	0 0.0%
Mean	1.52	1.40	1.50	1.59	1.60	1.38	1.56	1.53	1.64	1.33

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


Topic 4: The Impact of Brexit
To what degree have you focused on your “Britishness” in your communications in response to Brexit?

	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	Luxury P
1=Not at all	11 73.3%	1 33.3%	8 66.7%	1 100.0%	0 0.0%	0 0.0%	3 50.0%	3 100.0%	3 100.0%	1 100.0%	4 80.0%	3 100.0%	12 85.7% o	0 0.0%	2 28.6% m	8 61.5%
2=Minor	2 13.3%	1 33.3%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	3 50.0% m	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 7.1% g	0 0.0%	1 14.3%	2 15.4%
3=Moderate	2 13.3%	1 33.3%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	2 28.6%	2 15.4%
4=Highly	0 0.0% Eo	0 0.0%	0 0.0% E	0 0.0%	1 100.0% ACgMp	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% Eo	0 0.0%	2 28.6% am	1 7.7% e
Mean	1.40 o	2.00	1.50 o	1.00	4.00	---	1.50	1.00	1.00	1.00	1.20 o	1.00	1.21 O	---	2.57 ackM	1.69

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


Topic 4: The Impact of Brexit
To what degree have you focused on your “Britishness” in your communications in response to Brexit?

	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=Not at all	4 57.1%	10 76.9%	11 64.7%	9 69.2%	7 87.5%	13 65.0%	5 71.4%	1 20.0% cg	3 60.0%	18 78.3% a	8 61.5%	4 57.1%	5 83.3%	8 88.9% a	12 66.7%
2=Minor	1 14.3%	2 15.4%	4 23.5%	1 7.7%	0 0.0%	4 20.0%	1 14.3%	3 60.0% cD	1 20.0%	2 8.7% a	0 0.0% A	2 28.6%	1 16.7%	1 11.1%	3 16.7%
3=Moderate	1 14.3%	1 7.7%	1 5.9%	2 15.4%	1 12.5%	3 15.0%	0 0.0%	0 0.0%	1 20.0%	3 13.0%	3 23.1%	1 14.3%	0 0.0%	0 0.0%	2 11.1%
4=Highly	1 14.3%	0 0.0%	1 5.9%	1 7.7%	0 0.0%	0 0.0%	1 14.3%	1 20.0% c	0 0.0%	0 0.0% a	2 15.4%	0 0.0%	0 0.0%	0 0.0%	1 5.6%
Mean	1.86	1.31	1.53	1.62	1.25	1.50	1.57	2.20 cg	1.60	1.35 a	1.92	1.57	1.17	1.11 a	1.56

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


Topic 4: The Impact of Brexit

Estimate, in terms of sales, what proportion of your sales currently stem from the UK, EU, versus the rest of world.

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
% UK	83	25	16	28	14	20	25	18	10	6
	54.37	39.28	64.19	52.71	73.43	57.60	48.92	59.83	56.80	49.67
	36.64	29.83	39.04	38.75	31.52	35.14	37.05	37.38	38.90	41.79
		bD	a		A					
% Rest of the world	83	25	16	28	14	20	25	18	10	6
	28.78	36.28	23.88	30.71	17.14	26.45	30.32	26.67	27.50	35.33
	26.87	22.47	27.77	30.11	23.65	24.11	29.48	27.44	29.16	27.51
		d			a					
% EU	83	25	16	28	14	20	25	18	10	6
	16.84	24.44	11.94	16.57	9.43	15.95	20.76	13.50	15.70	15.00
	16.66	18.02	13.96	14.72	16.66	13.74	19.47	15.26	19.04	17.61
		bd	a		a					

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


Topic 4: The Impact of Brexit

Estimate, in terms of sales, what proportion of your sales currently stem from the UK, EU, versus the rest of world.

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	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
% UK	15 72.00 26.98 HIM	3 56.67 41.63	11 49.00 39.22	1 25.00 ---	1 5.00 ---	0 ---	6 81.50 33.46 HIm	3 8.33 2.89 AGkO	3 5.67 2.52 AGkOp	1 100.00 ---	4 65.00 28.87 hi	2 55.00 63.64	14 36.21 32.11 AgO	0 ---	7 82.00 27.26 HIM	12 51.00 33.25 i
% Rest of the world	15 18.00 20.77 HIm	3 33.33 25.17	11 29.64 32.82	1 15.00 ---	1 75.00 ---	0 ---	6 9.83 22.16 HIm	3 58.33 7.64 AGkO	3 63.33 12.10 AGkO	1 0.00 ---	4 21.25 18.43 hi	2 35.00 49.50	14 36.71 25.32 ag	0 ---	7 14.29 21.42 HI	12 34.17 25.92
% EU	15 10.00 10.35 HIm	3 10.00 17.32	11 21.36 18.04 o	1 60.00 ---	1 20.00 ---	0 ---	6 8.67 13.06 hi	3 33.33 10.41 AgOp	3 31.00 9.64 AgOp	1 0.00 ---	4 13.75 11.09	2 10.00 14.14	14 27.07 21.57 ao	0 ---	7 3.71 7.41 chImp	12 14.83 10.97 hio

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


Topic 4: The Impact of Brexit
Estimate, in terms of sales, what proportion of your sales currently stem from the UK, EU, versus the rest of world.

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
% UK	7 54.29 42.07	12 54.83 35.04	17 69.65 28.18	13 40.54 37.68	8 62.75 36.20	18 49.83 38.84	7 37.86 40.81	5 60.00 39.53	5 69.00 27.93	22 61.27 32.58	13 51.54 40.19	7 54.57 40.84	6 56.00 40.79	8 57.13 37.12	16 41.94 39.64
% Rest of the world	7 25.71 30.06	12 26.83 24.83	17 19.65 20.25	13 37.92 28.80	8 23.50 29.46	18 31.67 28.04	7 43.14 31.10	5 21.00 31.30	5 19.00 22.19	22 21.09 21.74	13 35.31 31.40	7 21.43 22.12	6 28.17 31.85	8 30.38 26.56	16 40.50 29.04
% EU	7 20.00 20.62	12 18.33 21.57	17 10.71 13.71	13 21.54 18.25	8 13.75 10.94	18 18.50 17.03	7 19.00 12.06	5 19.00 19.49	5 12.00 9.08	22 17.64 21.09	13 13.15 12.82	7 24.00 24.74	6 15.83 12.42	8 12.50 11.34	16 17.56 13.85

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



Topic 4: The Impact of Brexit

Estimate how your sales were distributed across these same categories before Brexit.

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
% UK	79	24	15	27	13	20	24	18	10	5
	55.08	40.29	71.73	51.85	69.85	59.75	49.25	56.83	59.30	54.60
	36.07	29.51	36.70	37.46	33.64	33.51	36.07	37.61	40.61	44.73
		BD	A		A					
% Rest of the world	79	24	15	27	13	20	24	18	10	5
	28.35	35.50	17.80	32.07	19.62	25.70	30.33	29.78	23.00	31.40
	26.56	22.61	24.94	28.86	26.86	24.18	28.85	27.85	27.68	28.81
		b	a							
% EU	79	24	15	27	13	20	24	18	10	5
	16.57	24.21	10.47	16.07	10.54	14.55	20.42	13.39	17.70	14.00
	17.13	18.60	13.22	15.20	18.34	12.85	19.90	15.69	21.20	19.49
		bd	a		a					

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


Topic 4: The Impact of Brexit
Estimate how your sales were distributed across these same categories before Brexit.

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	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
% UK	14 71.43 24.99 HIMp	2 92.50 3.54 HImp	11 48.64 38.54	1 25.00 ---	1 5.00 ---	0 ---	6 81.50 33.46 hImp	2 7.50 3.54 ABgko	3 5.67 2.52 ABGKOp	1 100.00 ---	4 71.25 27.20 hI	2 55.00 63.64	13 37.77 32.55 Abgo	0 ---	7 78.43 32.13 hImp	12 45.42 29.14 abgio
% Rest of the world	14 19.29 20.93 hlp	2 7.50 3.54 hI	11 29.64 32.82	1 10.00 ---	1 60.00 ---	0 ---	6 9.83 22.16 hlp	2 55.00 7.07 abgk	3 63.33 12.10 ABGko	1 0.00 ---	4 17.50 17.08 hi	2 35.00 49.50	13 35.31 25.78	0 ---	7 17.14 26.66 i	12 40.08 21.62 ag
% EU	14 9.29 10.35 cHIm	2 0.00 0.00	11 21.73 17.63 ao	1 65.00 ---	1 35.00 ---	0 ---	6 8.67 13.06 hi	2 37.50 10.61 AgkOp	3 31.00 9.64 AgkOp	1 0.00 ---	4 11.25 10.31 hi	2 10.00 14.14	13 26.92 21.88 ao	0 ---	7 4.43 9.25 cHIm	12 14.50 11.11 hi

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


Topic 4: The Impact of Brexit
Estimate how your sales were distributed across these same categories before Brexit.

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
% UK	6 65.83 42.24	11 59.55 34.29	17 70.53 28.31 df	13 40.77 36.53 c	8 62.88 35.98	18 45.11 36.90 c	6 42.83 42.31	5 65.00 41.53	5 73.40 21.16	21 62.29 31.63	11 50.91 39.13	7 59.29 41.78	6 51.00 39.06	8 57.88 36.44	15 40.20 38.17
% Rest of the world	6 15.83 22.89	11 24.27 24.33	17 17.88 20.05 df	13 38.69 28.10 c	8 23.25 29.08	18 36.00 27.69 c	6 39.50 32.40	5 16.00 25.10	5 19.00 22.19	21 19.95 20.76 H	11 35.82 31.55	7 17.14 22.70 h	6 33.17 30.76	8 29.50 25.87	15 42.73 28.38 Ce
% EU	6 18.33 24.22	11 16.18 23.27	17 11.59 13.68	13 20.54 17.60	8 13.88 11.15	18 18.89 17.70	6 17.67 12.79	5 19.00 22.47	5 7.60 8.73	21 17.76 21.37	11 13.27 12.69	7 23.57 24.95	6 15.83 12.42	8 12.63 11.56	15 17.07 14.07

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



Topic 4: The Impact of Brexit

Overall, how were your company's sales affected by Brexit?

	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
Number										
Mean										
SD										
Median										
Overall, how were your company's sales affected by Brexit	82	24	16	28	14	20	25	18	10	6
	-6.10	-5.00	-10.00	-7.14	-1.43	-14.00	-2.40	-5.56	-8.00	0.00
	18.51	18.42	31.41	12.43	5.35	30.50	7.79	10.42	22.01	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

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

Topic 4: The Impact of Brexit

Overall, how were your company's sales affected by Brexit?

Number	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 P
Overall, how were your company's sales affected by Brexit	15 -2.67 7.99 0.00	2 0.00 0.00 1.00	11 -11.82 26.39 0.00	1 0.00 ---	1 -70.00 ---	0 ---	5 -6.00 8.94 0.00	3 -3.33 5.77 0.00	3 0.00 0.00	1 -50.00 ---	5 4.00 5.48 5.00	2 0.00 0.00 1.00	14 -5.71 27.66 0.00	0 ---	7 -2.86 7.56 0.00	12 -7.50 12.15 0.00

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



Topic 4: The Impact of Brexit

Overall, how were your company's sales affected by Brexit?

Number Mean SD Median	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
	Overall, how were your company's sales affected by Brexit	6 -11.67 28.58 0.00	12 -1.67 3.89 0.00	17 -8.82 22.61 0.00	13 -10.77 27.22 0.00	8 0.00 5.35 0.00	18 -6.67 15.72 0.00	7 0.00 10.00 0.00	5 -18.00 29.50 -5.00	5 -6.00 8.94 0.00	22 -5.45 19.20 0.00	12 -0.83 2.89 0.00	7 -18.57 37.61 0.00	6 -13.33 19.66 0.00	8 1.25 3.54 0.00

f

d

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



Topic 4: The Impact of Brexit

The long-term impact of Brexit on our profitability is likely to be:

	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
Negative	27 31.0%	5 20.0%	5 27.8%	12 41.4%	5 33.3%	7 33.3%	10 40.0%	4 21.1%	4 36.4%	1 16.7%
Neutral	57 65.5%	19 76.0%	12 66.7%	16 55.2%	10 66.7%	14 66.7%	14 56.0%	15 78.9%	6 54.5%	5 83.3%
Positive	3 3.4%	1 4.0%	1 5.6%	1 3.4%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	1 9.1%	0 0.0%
Mean	1.72	1.84	1.78	1.62	1.67	1.67	1.64	1.79	1.73	1.83

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


Topic 4: The Impact of Brexit
The long-term impact of Brexit on our profitability is likely to be:

	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	Luxury P
Negative	5 33.3%	0 0.0%	4 33.3%	0 0.0%	1 100.0%	0 0.0%	2 33.3%	1 33.3%	1 33.3%	1 100.0%	0 0.0%	0 0.0%	3 21.4%	0 0.0%	5 71.4% km	4 30.8%
Neutral	10 66.7%	3 100.0%	8 66.7%	1 100.0%	0 0.0%	0 0.0%	3 50.0%	2 66.7%	2 66.7%	0 0.0%	4 80.0%	3 100.0%	11 78.6%	0 0.0%	2 28.6% m	8 61.5%
Positive	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%
Mean	1.67 k	2.00	1.67	2.00	1.00	---	1.83	1.67	1.67	1.00	2.20 aO	2.00	1.79 o	---	1.29 Km	1.77

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


Topic 4: The Impact of Brexit
The long-term impact of Brexit on our profitability is likely to be:

	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
Negative	2 28.6%	1 7.7% cg	7 41.2% b	4 30.8%	2 25.0%	7 35.0%	4 57.1% b	2 40.0%	1 20.0%	6 26.1%	1 7.7% h	2 28.6%	3 50.0%	3 33.3%	8 44.4% d
Neutral	5 71.4%	12 92.3% cg	9 52.9% b	8 61.5%	6 75.0%	12 60.0%	3 42.9% b	3 60.0%	3 60.0%	17 73.9%	11 84.6%	5 71.4%	3 50.0%	6 66.7%	9 50.0%
Positive	0 0.0%	0 0.0%	1 5.9%	1 7.7%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	1 20.0% c	0 0.0% b	1 7.7%	0 0.0%	0 0.0%	0 0.0%	1 5.6%
Mean	1.71	1.92 g	1.65	1.77	1.75	1.70	1.43 b	1.60	2.00	1.74	2.00 f	1.71	1.50 d	1.67	1.61

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



Topic 5: Marketing and Climate Change

Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment.

	N=83									
	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
Changing products and/or services	54 65.1%	17 70.8% d	8 50.0% c	24 82.8% bD	5 35.7% aC	10 71.4%	17 65.4%	15 75.0%	9 69.2%	1 25.0%
Changing partners	47 56.6%	14 58.3%	13 81.3% cd	14 48.3% b	6 42.9% b	9 64.3%	12 46.2%	11 55.0%	8 61.5%	4 100.0%
Changing marketing promotions	45 54.2%	14 58.3%	9 56.3%	17 58.6%	5 35.7%	8 57.1%	13 50.0%	11 55.0%	7 53.8%	0 0.0%
Changing distribution	29 34.9%	10 41.7%	6 37.5%	9 31.0%	4 28.6%	5 35.7%	8 30.8%	9 45.0%	5 38.5%	1 25.0%
Changing brand	12 14.5%	4 16.7%	3 18.8%	2 6.9%	3 21.4%	2 14.3%	4 15.4%	4 20.0%	2 15.4%	0 0.0%
Changing market selection	10 12.0%	5 20.8%	3 18.8%	1 3.4%	1 7.1%	2 14.3%	2 7.7% e	1 5.0% e	3 23.1%	2 50.0% bc

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



Topic 5: Marketing and Climate Change

Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment.

N=83

	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	Luxury P
Changing products and/or services	8 53.3% c	0 0.0% Cp	12 92.3% aBdm	0 0.0% c	1 50.0%	0 0.0%	2 50.0%	3 100.0%	2 100.0%	2 100.0%	3 60.0%	1 100.0%	4 40.0% c	0 0.0%	6 66.7%	10 76.9% b
Changing partners	8 53.3%	2 66.7%	9 69.2%	0 0.0%	2 100.0%	0 0.0%	1 25.0%	3 100.0%	1 50.0%	0 0.0%	4 80.0%	1 100.0%	7 70.0%	0 0.0%	3 33.3%	6 46.2%
Changing marketing promotions	10 66.7%	2 66.7%	7 53.8%	0 0.0%	1 50.0%	0 0.0%	2 50.0%	1 33.3%	1 50.0%	1 50.0%	2 40.0%	1 100.0%	3 30.0%	0 0.0%	7 77.8%	7 53.8%
Changing distribution	5 33.3%	0 0.0%	3 23.1%	0 0.0%	0 0.0%	0 0.0%	2 50.0%	2 66.7%	1 50.0%	0 0.0%	1 20.0%	1 100.0%	3 30.0%	0 0.0%	3 33.3%	8 61.5%
Changing brand	4 26.7%	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 20.0%	0 0.0%	1 10.0%	0 0.0%	1 11.1%	4 30.8%
Changing market selection	3 20.0%	0 0.0%	1 7.7% d	1 100.0% cop	0 0.0%	0 0.0%	1 25.0%	0 0.0%	1 50.0%	0 0.0%	1 20.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0% d	1 7.7% d

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



Topic 5: Marketing and Climate Change

Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment.

N=83

	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
Changing products and/or services	3 33.3% dg	4 50.0%	11 61.1%	10 90.9% a	5 55.6%	13 72.2%	7 87.5% a	5 83.3%	1 20.0% h	15 68.2%	4 50.0%	3 42.9%	5 83.3%	6 60.0%	15 83.3% b
Changing partners	5 55.6%	4 50.0%	8 44.4%	7 63.6%	5 55.6%	10 55.6%	7 87.5%	4 66.7%	1 20.0% h	13 59.1%	2 25.0% H	4 57.1%	1 16.7% H	7 70.0%	15 83.3% bDF
Changing marketing promotions	4 44.4%	4 50.0%	8 44.4%	7 63.6%	6 66.7%	10 55.6%	4 50.0%	3 50.0%	4 80.0%	10 45.5%	6 75.0%	2 28.6%	3 50.0%	5 50.0%	11 61.1%
Changing distribution	3 33.3%	3 37.5%	4 22.2%	5 45.5%	3 33.3%	7 38.9%	3 37.5%	2 33.3%	3 60.0%	6 27.3%	3 37.5%	1 14.3%	1 16.7%	2 20.0%	10 55.6%
Changing brand	1 11.1%	2 25.0%	2 11.1%	3 27.3%	2 22.2%	1 5.6%	1 12.5%	1 16.7%	1 20.0%	1 4.5% e	2 25.0%	3 42.9% ch	1 16.7%	2 20.0%	1 5.6% e
Changing market selection	1 11.1%	2 25.0%	1 5.6%	3 27.3%	0 0.0%	3 16.7%	0 0.0%	1 16.7%	0 0.0%	4 18.2%	1 12.5%	1 14.3%	0 0.0%	2 20.0%	1 5.6%

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



Topic 5: Marketing and Climate Change

Does your company have explicit goals related to its impact on climate change?

	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	64 64.0%	20 60.6%	12 60.0%	22 71.0%	10 62.5%	13 59.1%	19 65.5% e	15 68.2% e	10 66.7%	1 16.7% bc
No	36 36.0%	13 39.4%	8 40.0%	9 29.0%	6 37.5%	9 40.9%	10 34.5% e	7 31.8% e	5 33.3%	5 83.3% bc

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


Topic 5: Marketing and Climate Change
Does your company have explicit goals related to its impact on climate change?

	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	Luxury P
Yes	12 75.0% em	3 75.0%	9 69.2%	1 100.0%	0 0.0% a	1 100.0%	3 50.0%	3 100.0%	2 66.7%	2 100.0%	4 80.0%	1 33.3%	7 38.9% a	0 0.0%	7 77.8%	9 64.3%
No	4 25.0% em	1 25.0%	4 30.8%	0 0.0%	2 100.0% a	0 0.0%	3 50.0%	0 0.0%	1 33.3%	0 0.0%	1 20.0%	2 66.7%	11 61.1% a	0 0.0%	2 22.2%	5 35.7%

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


Topic 5: Marketing and Climate Change
Does your company have explicit goals related to its impact on climate change?

	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	4 40.0% fg	4 28.6% deFg	10 50.0% f	10 71.4% b	8 80.0% b	18 85.7% aBc	8 88.9% ab	4 57.1%	1 16.7% efgH	14 51.9% H	6 46.2% H	7 87.5% b	6 85.7% b	8 72.7% b	18 90.0% BCD
No	6 60.0% fg	10 71.4% deFg	10 50.0% f	4 28.6% b	2 20.0% b	3 14.3% aBc	1 11.1% ab	3 42.9%	5 83.3% efgH	13 48.1% H	7 53.8% H	1 12.5% b	1 14.3% b	3 27.3% b	2 10.0% BCD

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



Topic 5: Marketing and Climate Change

Do you believe your company is willing to make short-term financial sacrifices to achieve climate-change goals?

	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	60 59.4%	19 55.9%	9 45.0%	21 67.7%	11 68.8%	11 50.0%	17 58.6%	15 68.2%	10 66.7%	4 57.1%
No	41 40.6%	15 44.1%	11 55.0%	10 32.3%	5 31.3%	11 50.0%	12 41.4%	7 31.8%	5 33.3%	3 42.9%

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


Topic 5: Marketing and Climate Change
Do you believe your company is willing to make short-term financial sacrifices to achieve climate-change goals?

	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	Luxury P
Yes	10 62.5%	1 25.0% o	8 61.5%	1 100.0%	0 0.0% o	0 0.0%	4 66.7%	3 100.0%	2 66.7%	0 0.0% o	2 40.0%	1 33.3%	10 52.6%	0 0.0%	8 88.9% bej	10 71.4%
No	6 37.5%	3 75.0% o	5 38.5%	0 0.0%	2 100.0% o	1 100.0%	2 33.3%	0 0.0%	1 33.3%	2 100.0% o	3 60.0%	2 66.7%	9 47.4%	0 0.0%	1 11.1% bej	4 28.6%

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


Topic 5: Marketing and Climate Change
Do you believe your company is willing to make short-term financial sacrifices to achieve climate-change goals?

	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	4 40.0%	10 71.4%	11 52.4%	7 50.0%	5 50.0%	15 71.4%	7 77.8%	3 42.9% h	4 66.7%	16 57.1% h	7 53.8%	3 37.5% h	4 57.1%	5 45.5% h	17 85.0% aceg
No	6 60.0%	4 28.6%	10 47.6%	7 50.0%	5 50.0%	6 28.6%	2 22.2%	4 57.1% h	2 33.3%	12 42.9% h	6 46.2%	5 62.5% h	3 42.9%	6 54.5% h	3 15.0% aceg

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



Topic 5: Marketing and Climate Change

Is reducing climate change part of marketing's job responsibility 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
Yes	39 38.6%	13 38.2%	9 45.0%	13 41.9%	4 25.0%	7 31.8%	12 41.4%	10 45.5%	6 40.0%	1 14.3%
No	62 61.4%	21 61.8%	11 55.0%	18 58.1%	12 75.0%	15 68.2%	17 58.6%	12 54.5%	9 60.0%	6 85.7%

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


Topic 5: Marketing and Climate Change
Is reducing climate change part of marketing's job responsibility in your company?

	Industry Sector															
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O	Luxury P
Yes	4 25.0%	2 50.0%	7 53.8% m	0 0.0%	1 50.0%	1 100.0%	1 16.7%	2 66.7%	2 66.7%	0 0.0%	2 40.0%	1 33.3%	3 15.8% cop	0 0.0%	6 66.7% m	7 50.0% m
No	12 75.0%	2 50.0%	6 46.2% m	1 100.0%	1 50.0%	0 0.0%	5 83.3%	1 33.3%	1 33.3%	2 100.0%	3 60.0%	2 66.7%	16 84.2% cop	0 0.0%	3 33.3% m	7 50.0% m

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


Topic 5: Marketing and Climate Change
Is reducing climate change part of marketing's job responsibility 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
Yes	5 50.0% c	4 28.6%	3 14.3% aefG	4 28.6%	6 60.0% c	10 47.6% c	6 66.7% C	4 57.1% e	1 16.7% h	9 32.1% h	3 23.1% h	0 0.0% agH	2 28.6%	7 63.6% e	13 65.0% bcdE
No	5 50.0% c	10 71.4%	18 85.7% aefG	10 71.4%	4 40.0% c	11 52.4% c	3 33.3% C	3 42.9% e	5 83.3% h	19 67.9% h	10 76.9% h	8 100.0% agH	5 71.4%	4 36.4% e	7 35.0% bcdE

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



Topic 5: Marketing and Climate Change

How is climate change affecting your customers and/or partners?

N=86	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
Increasing demands for transparency on climate impact	61 70.9%	21 80.8%	13 68.4%	20 66.7%	7 63.6%	14 73.7%	17 65.4%	15 75.0%	6 54.5%	3 75.0%
Shifting demand to more climate-friendly products/services	56 65.1%	15 57.7%	12 63.2%	21 70.0%	8 72.7%	11 57.9% e	18 69.2% e	14 70.0% e	7 63.6% e	0 0.0% abcd
Increasing the level of reuse, resale or recycling of products/services	44 51.2%	11 42.3% c	6 31.6% C	22 73.3% aB	5 45.5%	8 42.1% c	12 46.2%	15 75.0% a	6 54.5%	1 25.0%
Willing to pay a higher price for more climate-friendly products/services	25 29.1%	8 30.8%	3 15.8%	9 30.0%	5 45.5%	4 21.1%	6 23.1%	7 35.0%	6 54.5%	0 0.0%
Reducing overall consumption	24 27.9%	6 23.1%	6 31.6%	8 26.7%	4 36.4%	3 15.8%	9 34.6%	8 40.0%	1 9.1%	0 0.0%

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

Topic 5: Marketing and Climate Change

How is climate change affecting your customers and/or partners?

N=86

	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	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Increasing demands for transparency on climate impact	12 85.7% ejl	3 75.0%	9 69.2%	0 0.0%	0 0.0%	1 100.0%	3 75.0%	2 100.0%	3 100.0%	0 0.0%	4 80.0%	0 0.0%	8 72.7%	0 0.0%	6 66.7%	10 71.4%
Shifting demand to more climate- friendly products/ services	10 71.4%	3 75.0%	12 92.3% EgMp	0 0.0%	0 0.0%	1 100.0%	1 25.0%	2 100.0%	3 100.0%	2 100.0%	4 80.0%	1 50.0%	4 36.4%	0 0.0%	5 55.6%	8 57.1%
Increasing the level of reuse, resale or recycling of products/services	4 28.6% C	0 0.0% Cop	12 92.3% ABfgiKM	0 0.0%	1 50.0%	0 0.0%	1 25.0%	1 50.0%	1 33.3%	2 100.0%	1 20.0%	2 100.0%	4 36.4%	0 0.0%	6 66.7%	9 64.3%
Willing to pay a higher price for more climate- friendly products/ services	7 50.0% m	2 50.0%	4 30.8%	0 0.0%	0 0.0%	1 100.0%	1 25.0%	0 0.0%	0 0.0%	1 50.0%	1 20.0%	0 0.0%	1 9.1%	0 0.0%	2 22.2%	5 35.7%
Reducing overall consumption	5 35.7%	0 0.0%	3 23.1%	0 0.0%	1 50.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	1 50.0%	3 27.3%	0 0.0%	3 33.3%	5 35.7%

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



Topic 5: Marketing and Climate Change

How is climate change affecting your customers and/or partners?

N=86

	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
Increasing demands for transparency on climate impact	5 62.5%	6 66.7%	13 72.2%	10 83.3%	7 70.0%	13 72.2%	6 66.7%	5 83.3%	2 50.0%	16 69.6%	8 72.7%	5 83.3%	5 71.4%	7 70.0%	12 66.7%
Shifting demand to more climate-friendly products/services	5 62.5%	3 33.3% fg	8 44.4% fg	9 75.0%	7 70.0%	14 77.8% bc	8 88.9% bc	4 66.7%	1 25.0% h	11 47.8% H	8 72.7%	4 66.7%	3 42.9% h	8 80.0%	16 88.9% bCf
Increasing the level of reuse, resale or recycling of products/services	3 37.5%	4 44.4%	7 38.9%	7 58.3%	6 60.0%	10 55.6%	5 55.6%	4 66.7%	1 25.0%	11 47.8%	7 63.6%	2 33.3%	3 42.9%	5 50.0%	11 61.1%
Willing to pay a higher price for more climate-friendly products/services	3 37.5%	2 22.2%	6 33.3%	4 33.3%	2 20.0%	5 27.8%	2 22.2%	3 50.0%	1 25.0%	5 21.7%	5 45.5%	3 50.0%	0 0.0%	3 30.0%	5 27.8%
Reducing overall consumption	2 25.0%	1 11.1%	3 16.7%	2 16.7%	4 40.0%	7 38.9%	3 33.3%	0 0.0%	1 25.0%	5 21.7%	3 27.3%	2 33.3%	2 28.6%	4 40.0%	7 38.9%

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



Topic 5: Marketing and Climate Change

Have you incorporated climate change issues into your brand strategy?

	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	57 57.0%	17 51.5%	8 40.0%	23 74.2%	9 56.3%	8 36.4%	21 75.0%	17 77.3%	6 40.0%	1 14.3%
			c	b		BC	AdE	AdE	bc	BC
No	43 43.0%	16 48.5%	12 60.0%	8 25.8%	7 43.8%	14 63.6%	7 25.0%	5 22.7%	9 60.0%	6 85.7%
			c	b		BC	AdE	AdE	bc	BC

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



Topic 5: Marketing and Climate Change

Have you incorporated climate change issues into your brand strategy?

	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	Luxury P
Yes	10 62.5% m	2 50.0%	11 84.6% gM	0 0.0%	1 50.0%	1 100.0%	1 16.7% cop	2 100.0% m	2 66.7%	1 50.0%	2 40.0%	1 33.3%	5 26.3% aChoP	0 0.0%	7 77.8% gm	11 78.6% gM
No	6 37.5% m	2 50.0%	2 15.4% gM	1 100.0%	1 50.0%	0 0.0%	5 83.3% cop	0 0.0% m	1 33.3%	1 50.0%	3 60.0%	2 66.7%	14 73.7% aChoP	0 0.0%	2 22.2% gm	3 21.4% gM

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


Topic 5: Marketing and Climate Change
Have you incorporated climate change issues into your brand strategy?

	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	6 60.0%	5 35.7% g	7 33.3% fG	9 64.3%	7 70.0%	13 65.0% c	8 88.9% bC	5 71.4%	1 16.7% H	13 46.4% h	7 53.8%	3 37.5% h	5 71.4%	6 54.5%	16 84.2% Bce
No	4 40.0%	9 64.3% g	14 66.7% fG	5 35.7%	3 30.0%	7 35.0% c	1 11.1% bC	2 28.6%	5 83.3% H	15 53.6% h	6 46.2%	5 62.5% h	2 28.6%	5 45.5%	3 15.8% Bce

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



Topic 5: Marketing and Climate Change

What specific actions is your company taking to reduce the risk of climate change?

N=97	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
Reducing the climate impact of your products/services	57 58.8%	17 53.1%	8 44.4%	24 77.4%	8 50.0%	11 52.4%	19 67.9%	16 72.7%	8 53.3%	0 0.0%
		c	c	ab		e	E	E	e	aBCd
Increasing reuse, resale or recycling levels in your company	48 49.5%	17 53.1%	5 27.8%	22 71.0%	4 25.0%	8 38.1%	17 60.7%	15 68.2%	7 46.7%	0 0.0%
			C	BD	C		e	E		bC
Reducing the climate impact of your packaging	46 47.4%	14 43.8%	4 22.2%	23 74.2%	5 31.3%	8 38.1%	16 57.1%	14 63.6%	6 40.0%	0 0.0%
		c	C	aBD	C		e	e		bc
Increasing innovation investments into environmentally friendly products/services	44 45.4%	13 40.6%	7 38.9%	20 64.5%	4 25.0%	9 42.9%	17 60.7%	11 50.0%	4 26.7%	0 0.0%
				d	c		de	e	b	bc
Adopting climate-related metrics	39 40.2%	11 34.4%	8 44.4%	15 48.4%	5 31.3%	8 38.1%	15 53.6%	9 40.9%	5 33.3%	0 0.0%
							e			b
Offsetting climate impact by participating in environmental projects	34 35.1%	8 25.0%	6 33.3%	14 45.2%	6 37.5%	5 23.8%	11 39.3%	9 40.9%	6 40.0%	0 0.0%

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



Topic 5: Marketing and Climate Change

What specific actions is your company taking to reduce the risk of climate change?

N=97	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
Selecting partners based on climate impact	32 33.0%	8 25.0%	6 33.3%	13 41.9%	5 31.3%	9 42.9%	12 42.9%	6 27.3%	3 20.0%	0 0.0%
Reducing the climate impact of your marketing communications	31 32.0%	9 28.1%	8 44.4%	11 35.5%	3 18.8%	7 33.3%	12 42.9%	5 22.7%	4 26.7%	0 0.0%
Adopting climate-related goals in marketing	26 26.8%	6 18.8%	5 27.8%	12 38.7%	3 18.8%	3 14.3%	9 32.1%	8 36.4%	5 33.3%	0 0.0%
Reducing the climate impact of your distribution channel	23 23.7%	7 21.9%	3 16.7%	10 32.3%	3 18.8%	3 14.3%	8 28.6%	8 36.4%	4 26.7%	0 0.0%
No climate-related marketing actions taken	18 18.6%	8 25.0%	6 33.3%	0 0.0%	4 25.0%	6 28.6%	1 3.6%	4 18.2%	1 6.7%	6 100.0%
		C	C	ABD	C	bE	aE	E	E	ABCD
Encouraging customers/partners to buy/consume less	17 17.5%	4 12.5%	4 22.2%	5 16.1%	4 25.0%	3 14.3%	6 21.4%	5 22.7%	2 13.3%	0 0.0%
Reducing the climate impact of your digital marketing activities	16 16.5%	7 21.9%	5 27.8%	3 9.7%	1 6.3%	4 19.0%	5 17.9%	2 9.1%	2 13.3%	0 0.0%

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



Topic 5: Marketing and Climate Change

What specific actions is your company taking to reduce the risk of climate change?

N=97

	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 P
Reducing the climate impact of your products/services	8 50.0%	0 0.0% cp	11 84.6% bgM	1 100.0%	1 50.0%	1 100.0%	2 33.3% c	3 100.0% m	3 100.0% m	1 50.0%	3 60.0%	2 100.0%	5 29.4% Chip	0 0.0%	6 66.7%	10 71.4% bm
Increasing innovation investments into environmentally- friendly products/services	8 50.0%	0 0.0%	8 61.5% m	0 0.0%	0 0.0%	0 0.0%	1 16.7% h	3 100.0% gm	2 66.7%	1 50.0%	3 60.0%	2 100.0% m	4 23.5% chl	0 0.0%	5 55.6%	7 50.0%
Selecting partners based on climate impact	7 43.8% m	1 33.3%	7 53.8% gm	0 0.0%	0 0.0%	0 0.0%	0 0.0% c	2 66.7% m	1 33.3%	1 50.0%	2 40.0%	1 50.0%	2 11.8% ach	0 0.0%	3 33.3%	5 35.7%
Offsetting climate impact by participating in environment- al projects	6 37.5%	1 33.3%	5 38.5%	1 100.0% gm	0 0.0%	0 0.0%	0 0.0% dhk	3 100.0% gM	1 33.3%	0 0.0%	4 80.0% gM	1 50.0%	2 11.8% dHK	0 0.0%	4 44.4%	6 42.9%
Adopting climate-related metrics	6 37.5%	1 33.3%	9 69.2% gmp	1 100.0% g	0 0.0%	0 0.0%	0 0.0% cdhk	3 100.0% gmp	2 66.7%	0 0.0%	4 80.0% gm	1 50.0%	4 23.5% chk	0 0.0%	4 44.4%	4 28.6% ch

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



Topic 5: Marketing and Climate Change

What specific actions is your company taking to reduce the risk of climate change?

N=97

	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	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Increasing reuse, resale or recycling levels in your company	5 31.3% Cip	0 0.0% Cp	12 92.3% ABEfGKM	1 100.0% g	0 0.0% C	0 0.0% c	0 0.0% CdioP	2 66.7% ag	3 100.0% ag	1 50.0%	1 20.0% C	1 50.0%	6 35.3% C	0 0.0%	6 66.7% g	10 71.4% abG
Reducing the climate impact of your distribution channel	5 31.3%	0 0.0%	5 38.5% m	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	2 66.7% m	0 0.0%	0 0.0%	1 50.0%	1 5.9% cio	0 0.0%	4 44.4% m	4 28.6%
Reducing the climate impact of your marketing communications	5 31.3%	1 33.3%	3 23.1%	0 0.0%	1 50.0%	0 0.0%	2 33.3%	1 33.3%	1 33.3%	0 0.0%	2 40.0%	1 50.0%	4 23.5%	0 0.0%	4 44.4%	6 42.9%
No climate- related marketing actions taken	5 31.3% cp	1 33.3% cp	0 0.0% abgM	0 0.0%	0 0.0%	0 0.0%	2 33.3% cp	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	9 52.9% CoP	0 0.0%	0 0.0% m	0 0.0% abgM
Reducing the climate impact of your packaging	4 25.0% Chimop	0 0.0% Cop	13 100.0% ABDEgJKIMp	0 0.0% C	0 0.0% C	1 100.0% M	3 50.0% cM	3 100.0% aM	3 100.0% aM	0 0.0% C	1 20.0% C	1 50.0% cM	0 0.0% aCFGHILOP	0 0.0%	7 77.8% abM	10 71.4% abcM

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



Topic 5: Marketing and Climate Change

What specific actions is your company taking to reduce the risk of climate change?

N=97

	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	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Reducing the climate impact of your digital marketing activities	4 25.0% m	1 33.3% m	3 23.1% m	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0% M	2 40.0% m	1 50.0% M	0 0.0% abcJkL	0 0.0%	2 22.2%	2 14.3%
Adopting climate-related goals in marketing	3 18.8%	1 33.3%	5 38.5%	0 0.0%	1 50.0%	0 0.0%	0 0.0% o	1 33.3%	0 0.0%	0 0.0%	1 20.0%	1 50.0%	2 11.8% o	0 0.0%	5 55.6% gm	6 42.9%
Encouraging customers/ partners to buy/ consume less	2 12.5%	1 33.3%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	1 33.3%	0 0.0%	1 50.0%	0 0.0%	1 50.0%	2 11.8%	0 0.0%	4 44.4%	3 21.4%

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

Topic 5: Marketing and Climate Change

What specific actions is your company taking to reduce the risk of climate change?

N=97

	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
Adopting climate-related goals in marketing	5 50.0% C	1 9.1% G	1 4.8% AG	4 28.6% g	3 30.0% E	5 23.8% g	6 75.0% BCdf	2 28.6% A	0 0.0% h	7 26.9% C	3 25.0% D	1 12.5% E	1 14.3% F	2 18.2% G	10 52.6% b
Reducing the climate impact of your products/services	5 50.0%	3 27.3% deF	6 28.6% DeFg	11 78.6% bC	8 80.0% bc	17 81.0% BC	6 75.0% c	5 71.4%	2 33.3% h	10 38.5% gH	6 50.0%	4 50.0%	5 71.4%	9 81.8% c	16 84.2% bC
Reducing the climate impact of your marketing communications	4 40.0%	4 36.4%	5 23.8% e	4 28.6%	7 70.0% cF	3 14.3% E	3 37.5%	2 28.6%	3 50.0%	9 34.6%	3 25.0%	2 25.0%	2 28.6%	4 36.4%	6 31.6%
Reducing the climate impact of your packaging	3 30.0%	4 36.4%	8 38.1%	9 64.3%	3 30.0%	12 57.1%	6 75.0%	4 57.1%	4 66.7%	9 34.6% H	5 41.7% h	2 25.0% h	3 42.9%	3 27.3% H	15 78.9% CdeG
Encouraging customers/partners to buy/consume less	3 30.0%	1 9.1%	1 4.8%	2 14.3%	2 20.0%	6 28.6%	1 12.5%	2 28.6% C	1 16.7% c	0 0.0% AbDFgH	4 33.3% C	1 12.5%	2 28.6% C	2 18.2% c	5 26.3% C
Selecting partners based on climate impact	3 30.0%	1 9.1% f	4 19.0% f	6 42.9%	3 30.0%	11 52.4% bc	3 37.5%	2 28.6%	1 16.7%	7 26.9%	2 16.7%	3 37.5%	3 42.9%	4 36.4%	10 52.6%

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

Topic 5: Marketing and Climate Change

What specific actions is your company taking to reduce the risk of climate change?

	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
Adopting climate-related metrics	3 30.0%	0 0.0% dEFG	3 14.3% deFG	7 50.0% bc	6 60.0% Bc	13 61.9% BC	6 75.0% BC	3 42.9%	0 0.0% fgH	5 19.2% gH	3 25.0% h	4 50.0%	4 57.1% b	7 63.6% bc	13 68.4% BCd
Increasing innovation investments into environmentally friendly products/services	2 20.0% dg	1 9.1% defG	7 33.3%	9 64.3% ab	6 60.0% b	11 52.4% b	6 75.0% aB	3 42.9%	2 33.3%	8 30.8% fh	5 41.7%	4 50.0%	6 85.7% c	4 36.4%	12 63.2% c
Reducing the climate impact of your digital marketing activities	2 20.0%	0 0.0%	4 19.0%	2 14.3%	3 30.0%	2 9.5%	2 25.0%	1 14.3%	0 0.0%	5 19.2%	2 16.7%	1 12.5%	1 14.3%	2 18.2%	4 21.1%
Offsetting climate impact by participating in environmental projects	2 20.0%	1 9.1% f	4 19.0% f	4 28.6%	5 50.0%	12 57.1% bc	4 50.0%	2 28.6%	0 0.0% gh	5 19.2% gh	4 33.3%	3 37.5%	3 42.9%	6 54.5% bc	11 57.9% bc
Increasing reuse, resale or recycling levels in your company	2 20.0% dfg	3 27.3%	8 38.1%	9 64.3% a	6 60.0%	13 61.9% a	6 75.0% a	2 28.6% h	1 16.7% h	11 42.3% h	6 50.0%	4 50.0%	5 71.4%	5 45.5%	14 73.7% abc
No climate-related marketing actions taken	2 20.0%	5 45.5% F	6 28.6% f	2 14.3%	1 10.0%	1 4.8% Bc	1 12.5%	1 14.3%	2 33.3%	7 26.9%	3 25.0%	2 25.0%	0 0.0%	1 9.1%	2 10.5%

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


Topic 5: Marketing and Climate Change
What specific actions is your company taking to reduce the risk of climate change?

N=97

	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
Reducing the climate impact of your distribution channel	1 10.0%	0 0.0%	4 19.0%	3 21.4%	3 30.0%	7 33.3%	4 50.0%	2 28.6%	0 0.0%	3 11.5%	2 16.7%	1 12.5%	4 57.1%	2 18.2%	9 47.4%
		fg				b	b		fh	fh			bc		bc

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


Topic 5: Marketing and Climate Change
To what degree will making changes to reduce the climate impact of your products/services impact your customers' experience with your products/services?

	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=Not at all	18 18.4%	7 21.9% c	6 30.0% C	1 3.2% aBd	4 26.7% c	9 42.9% BC	2 7.4% AE	1 4.5% AE	2 13.3% e	4 57.1% BCd
2	11 11.2%	5 15.6%	0 0.0%	5 16.1%	1 6.7%	1 4.8%	4 14.8%	3 13.6%	1 6.7%	2 28.6%
3	16 16.3%	5 15.6%	5 25.0%	3 9.7%	3 20.0%	2 9.5%	5 18.5%	3 13.6%	3 20.0%	0 0.0%
4	22 22.4%	5 15.6%	6 30.0%	9 29.0%	2 13.3%	3 14.3%	5 18.5%	6 27.3%	6 40.0%	1 14.3%
5	22 22.4%	6 18.8%	3 15.0%	11 35.5%	2 13.3%	4 19.0%	7 25.9%	8 36.4% d	1 6.7% c	0 0.0%
6	5 5.1%	2 6.3%	0 0.0%	2 6.5%	1 6.7%	2 9.5%	1 3.7%	1 4.5%	1 6.7%	0 0.0%
7=a great deal	4 4.1%	2 6.3%	0 0.0%	0 0.0% d	2 13.3% c	0 0.0%	3 11.1%	0 0.0%	1 6.7%	0 0.0%
Mean	3.51	3.38	3.00 c	3.97 b	3.53	2.90	3.96 E	3.91 E	3.67 E	1.71 BCD

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

Topic 5: Marketing and Climate Change

To what degree will making changes to reduce the climate impact of your products/services impact your customers' experience with your products/services?

	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 P
1=Not at all	6 37.5% co	0 0.0%	0 0.0% aDhlm	1 100.0% Co	0 0.0%	0 0.0%	0 0.0%	1 33.3% c	0 0.0%	0 0.0%	1 20.0%	1 33.3% c	6 35.3% c	0 0.0%	0 0.0% ad	2 14.3%
2	1 6.3% io	0 0.0%	0 0.0% Ilo	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 66.7% aCmp	0 0.0%	0 0.0%	1 33.3% c	2 11.8% i	0 0.0%	4 44.4% acp	1 7.1% io
3	1 6.3% k	1 25.0%	1 7.7% k	0 0.0%	1 50.0%	0 0.0%	1 20.0%	0 0.0%	1 33.3%	0 0.0%	3 60.0% aco	0 0.0%	5 29.4%	0 0.0%	0 0.0% k	2 14.3%
4	2 12.5% f	1 25.0%	5 38.5%	0 0.0%	1 50.0%	1 100.0% a	2 40.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	3 17.6%	0 0.0%	3 33.3%	2 14.3%
5	3 18.8%	2 50.0% m	6 46.2% m	0 0.0%	0 0.0%	0 0.0%	2 40.0%	1 33.3%	0 0.0%	1 50.0%	1 20.0%	0 0.0%	1 5.9% bc	0 0.0%	1 11.1%	4 28.6%
6	1 6.3%	0 0.0%	1 7.7%	0 0.0%	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% J	0 0.0%	0 0.0%	2 14.3%
7=a great deal	2 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%	0 0.0%	1 11.1%	1 7.1%
Mean	3.38	4.25 im	4.54 IKLM	1.00	3.50	4.00	4.20 im	3.33	2.33 bCgj	5.50 iM	3.00 C	2.33 C	2.47 bCgJP	---	3.56	4.07 M

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


Topic 5: Marketing and Climate Change
To what degree will making changes to reduce the climate impact of your products/services impact your customers' experience with your products/services?

	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=Not at all	1 10.0%	6 50.0% fg	5 23.8%	3 21.4%	1 10.0%	2 10.0% b	0 0.0% b	1 14.3%	2 33.3%	7 25.9%	2 16.7%	4 50.0% fh	0 0.0% e	1 9.1%	1 5.3% e
2	0 0.0%	1 8.3%	2 9.5%	2 14.3%	1 10.0%	4 20.0%	1 11.1%	0 0.0%	0 0.0%	3 11.1%	2 16.7%	0 0.0%	1 14.3%	2 18.2%	3 15.8%
3	3 30.0%	0 0.0%	5 23.8%	1 7.1%	3 30.0%	3 15.0%	0 0.0%	1 14.3%	0 0.0%	4 14.8%	3 25.0%	1 12.5%	2 28.6%	2 18.2%	2 10.5%
4	4 40.0%	4 33.3%	3 14.3%	3 21.4%	1 10.0%	3 15.0%	3 33.3%	4 57.1% def	1 16.7%	7 25.9%	1 8.3% a	0 0.0% a	0 0.0% a	4 36.4%	5 26.3%
5	1 10.0% g	1 8.3% g	5 23.8%	3 21.4%	2 20.0%	5 25.0%	5 55.6% ab	1 14.3%	2 33.3%	4 14.8%	3 25.0%	2 25.0%	1 14.3%	2 18.2%	7 36.8%
6	0 0.0%	0 0.0%	1 4.8%	1 7.1%	1 10.0%	2 10.0%	0 0.0%	0 0.0%	0 0.0%	1 3.7% f	1 8.3%	0 0.0%	2 28.6% c	0 0.0%	1 5.3%
7=a great deal	1 10.0%	0 0.0%	0 0.0%	1 7.1%	1 10.0%	1 5.0%	0 0.0%	0 0.0%	1 16.7%	1 3.7%	0 0.0%	1 12.5%	1 14.3%	0 0.0%	0 0.0%
Mean	3.80	2.42 fG	3.19	3.57	3.90	3.75 b	4.33 B	3.57	3.83	3.19	3.33	3.00	4.57	3.36	3.89

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


Topic 5: Marketing and Climate Change
Does your company use strategies to nudge your customers/partners to accept changes your company is making to reduce its climate impact?

	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	36 37.5%	12 37.5%	6 30.0%	10 34.5%	8 53.3%	8 38.1%	13 48.1%	8 38.1%	5 35.7%	1 14.3%
No	60 62.5%	20 62.5%	14 70.0%	19 65.5%	7 46.7%	13 61.9%	14 51.9%	13 61.9%	9 64.3%	6 85.7%

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


Topic 5: Marketing and Climate Change
Does your company use strategies to nudge your customers/partners to accept changes your company is making to reduce its climate impact?

	Industry Sector															
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O	Luxury P
Yes	8 53.3% km	1 25.0%	8 61.5% kM	0 0.0%	1 50.0%	0 0.0%	1 20.0%	2 66.7% m	3 100.0% kM	1 50.0%	0 0.0% aci	1 33.3%	2 11.8% aChI	0 0.0%	3 37.5%	5 35.7%
No	7 46.7% km	3 75.0%	5 38.5% kM	1 100.0%	1 50.0%	1 100.0%	4 80.0%	1 33.3% m	0 0.0% kM	1 50.0%	5 100.0% aci	2 66.7%	15 88.2% aChI	0 0.0%	5 62.5%	9 64.3%

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


Topic 5: Marketing and Climate Change
Does your company use strategies to nudge your customers/partners to accept changes your company is making to reduce its climate impact?

	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 20.0% g	3 25.0% g	4 20.0% G	6 42.9%	4 40.0%	9 47.4%	7 77.8% abC	3 42.9%	1 16.7% h	8 29.6% h	2 18.2% h	2 25.0% h	4 57.1%	3 30.0%	13 68.4% bcde
No	8 80.0% g	9 75.0% g	16 80.0% G	8 57.1%	6 60.0%	10 52.6%	2 22.2% abC	4 57.1%	5 83.3% h	19 70.4% h	9 81.8% h	6 75.0% h	3 42.9%	7 70.0%	6 31.6% bcde

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


Topic 5: Marketing and Climate Change
Rate the difficulty of communicating ideas related to the climate impact of your business to your customers/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	7 7.3%	4 12.9% c	2 10.5%	0 0.0% a	1 6.7%	3 15.0%	1 3.7% e	0 0.0% E	1 6.7%	2 33.3% bC
2	10 10.4%	4 12.9%	0 0.0%	4 12.9%	2 13.3%	0 0.0% d	3 11.1%	4 18.2%	3 20.0% a	0 0.0%
3	13 13.5%	2 6.5%	5 26.3%	5 16.1%	1 6.7%	4 20.0%	2 7.4%	3 13.6%	2 13.3%	0 0.0%
4	27 28.1%	11 35.5%	5 26.3%	7 22.6%	4 26.7%	5 25.0%	9 33.3%	6 27.3%	5 33.3%	1 16.7%
5	18 18.8%	3 9.7% c	3 15.8%	10 32.3% a	2 13.3%	2 10.0%	7 25.9%	5 22.7%	2 13.3%	0 0.0%
6	13 13.5%	3 9.7%	2 10.5%	5 16.1%	3 20.0%	2 10.0%	3 11.1%	4 18.2%	1 6.7%	2 33.3%
7=very difficult	8 8.3%	4 12.9% c	2 10.5%	0 0.0% ad	2 13.3% c	4 20.0% c	2 7.4%	0 0.0% a	1 6.7%	1 16.7%
Mean	4.15	3.97	4.11	4.23	4.40	4.25	4.30	4.09	3.73	4.17

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


Topic 5: Marketing and Climate Change
Rate the difficulty of communicating ideas related to the climate impact of your business to your customers/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	Manufac- turing I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O	Luxury P
1=Not at all	1 6.7%	0 0.0%	0 0.0% hl	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3% c	0 0.0%	0 0.0%	0 0.0%	1 33.3% c	3 18.8%	0 0.0%	0 0.0%	1 7.1%
2	3 20.0%	0 0.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 33.3% mp	0 0.0%	0 0.0%	1 33.3% mp	0 0.0% il	0 0.0%	2 22.2%	0 0.0% il
3	1 6.7% b	2 50.0% amo	3 23.1%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	1 33.3%	1 33.3%	0 0.0%	1 20.0%	1 33.3%	1 6.3% b	0 0.0%	0 0.0% b	1 7.1%
4	4 26.7%	0 0.0%	3 23.1%	0 0.0%	1 50.0%	0 0.0%	3 60.0%	1 33.3%	1 33.3%	1 50.0%	1 20.0%	0 0.0%	8 50.0% p	0 0.0%	2 22.2%	2 14.3% m
5	2 13.3%	2 50.0% m	2 15.4%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	1 50.0%	1 20.0%	0 0.0%	1 6.3% bp	0 0.0%	2 22.2%	6 42.9% m
6	2 13.3%	0 0.0%	3 23.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	0 0.0%	1 6.3%	0 0.0%	2 22.2%	3 21.4%
7=very difficult	2 13.3% df	0 0.0%	0 0.0% DF	1 100.0% aCmp	0 0.0%	1 100.0% aCmp	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 12.5% df	0 0.0%	1 11.1%	1 7.1% df
Mean	4.13	4.00	4.08 1	7.00	3.50	7.00	3.80	2.67 p	3.00	4.50	4.80 1	2.00 ckoP	3.94	---	4.56 1	4.79 hL

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


Topic 5: Marketing and Climate Change
Rate the difficulty of communicating ideas related to the climate impact of your business to your customers/partners.

	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=Not at all	1 10.0%	3 25.0%	2 10.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	1 16.7%	4 15.4%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	1 5.3%
2	1 10.0%	0 0.0%	3 15.0%	1 7.1%	0 0.0%	4 20.0%	1 11.1%	1 14.3%	0 0.0%	3 11.5%	1 9.1%	1 12.5%	1 14.3%	1 9.1%	2 10.5%
3	1 10.0%	0 0.0%	3 15.0%	2 14.3%	0 0.0%	3 15.0%	3 33.3%	0 0.0%	0 0.0%	3 11.5%	1 9.1%	2 25.0%	0 0.0%	0 0.0%	7 36.8%
4	5 50.0%	3 25.0%	5 25.0%	6 42.9%	2 22.2%	3 15.0%	2 22.2%	4 57.1%	2 33.3%	6 23.1%	4 36.4%	2 25.0%	2 28.6%	3 27.3%	3 15.8%
5	1 10.0%	1 8.3%	2 10.0%	3 21.4%	3 33.3%	7 35.0%	1 11.1%	1 14.3%	1 16.7%	2 7.7%	2 18.2%	1 12.5%	3 42.9%	5 45.5%	3 15.8%
6	0 0.0%	4 33.3%	3 15.0%	1 7.1%	3 33.3%	1 5.0%	1 11.1%	0 0.0%	1 16.7%	6 23.1%	3 27.3%	0 0.0%	0 0.0%	1 9.1%	2 10.5%
7=very difficult	1 10.0%	1 8.3%	2 10.0%	1 7.1%	1 11.1%	1 5.0%	1 11.1%	1 14.3%	1 16.7%	2 7.7%	0 0.0%	1 12.5%	1 14.3%	1 9.1%	1 5.3%
Mean	3.80 e	4.25	3.95 e	4.29 e	5.33 acdf	3.90 e	4.11	4.29	4.50	3.96	4.45	3.63	4.57	4.73	3.79

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


Topic 5: Marketing and Climate Change
Will customers/partners reward your company for taking actions to reduce its impact on climate change?

	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	56 57.1%	20 60.6%	10 52.6%	18 58.1%	8 53.3%	9 45.0%	19 67.9% e	12 54.5%	11 73.3% e	1 14.3% bd
No	42 42.9%	13 39.4%	9 47.4%	13 41.9%	7 46.7%	11 55.0%	9 32.1% e	10 45.5%	4 26.7% e	6 85.7% bd

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


Topic 5: Marketing and Climate Change
Will customers/partners reward your company for taking actions to reduce its impact on climate change?

	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	Luxury P
Yes	12 80.0% Gm	3 75.0% g	8 61.5% g	0 0.0%	1 50.0%	0 0.0%	0 0.0% AbcP	2 66.7%	2 66.7%	1 50.0%	3 60.0%	1 33.3%	7 38.9% ap	0 0.0%	5 55.6%	11 78.6% Gm
No	3 20.0% Gm	1 25.0% g	5 38.5% g	1 100.0%	1 50.0%	1 100.0%	5 100.0% AbcP	1 33.3%	1 33.3%	1 50.0%	2 40.0%	2 66.7%	11 61.1% ap	0 0.0%	4 44.4%	3 21.4% Gm

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


Topic 5: Marketing and Climate Change
Will customers/partners reward your company for taking actions to reduce its impact on climate change?

	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	7 70.0%	4 30.8% g	10 47.6% g	9 64.3%	4 44.4%	12 60.0%	8 88.9% bc	3 42.9%	3 50.0%	15 53.6%	6 54.5%	4 50.0%	5 71.4%	6 54.5%	14 73.7%
No	3 30.0%	9 69.2% g	11 52.4% g	5 35.7%	5 55.6%	8 40.0%	1 11.1% bc	4 57.1%	3 50.0%	13 46.4%	5 45.5%	4 50.0%	2 28.6%	5 45.5%	5 26.3%

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


Topic 6: Marketing Spending
What percentage of your company's overall budget does marketing currently account for?

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
Percent of budget	64	20	13	20	11	17	16	15	9	5
	14.75	9.15	11.35	22.48	14.92	7.12	16.63	16.34	16.56	31.80
	15.15	8.46	15.23	15.70	19.16	7.58	15.07	15.89	16.09	20.28
		C		A		bcE	a	a		A

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


Topic 6: Marketing Spending
What percentage of your company's overall budget does marketing currently account for?

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	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Percent of budget	11 12.64 14.08	2 14.00 15.56	10 23.90 16.66	1 49.51 ---	1 20.00 ---	0 ---	4 12.50 15.55	2 8.50 2.12	2 1.75 0.35	1 8.00 ---	4 9.75 13.57	2 34.76 20.87	11 10.91 11.66	0 ---	6 7.85 7.15	7 16.36 20.17
			o					i	h			mo	l		cl	

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


Topic 6: Marketing Spending
What percentage of your company's overall budget does marketing currently account for?

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	6	8	16	9	6	13	6	5	3	20	8	6	3	5	13
	17.59	18.06	16.25	12.39	11.17	14.05	12.17	27.90	15.00	16.48	4.50	17.09	17.67	7.00	11.85
	19.61	15.88	16.35	11.91	14.65	16.98	12.32	14.65	18.03	14.84	3.66	17.94	19.40	7.35	14.90
								Dg		d	Ac			a	

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



Topic 6: Marketing Spending

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

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
Percent of revenues	66	21	15	21	9	19	16	14	10	5
	8.28	6.71	6.97	9.89	10.41	3.14	10.46	8.60	11.14	17.20
	9.90	8.80	12.08	7.76	13.23	2.47	10.10	10.43	11.92	14.72
						BcDE	A	a	A	A

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


Topic 6: 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	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Percent of revenues	9	2	11	1	2	0	5	2	2	1	4	2	12	0	6	7
	7.11	3.00	11.05	25.00	23.00	---	2.88	3.00	1.20	2.00	2.38	23.00	10.75	---	4.23	7.07
	6.25	2.83	8.20	---	18.38	---	3.49	2.83	1.13	---	2.50	18.38	13.54	---	7.77	7.57
	el				ag		el					ag				

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


Topic 6: 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	7	9	15	10	6	13	6	5	4	21	9	4	3	5	14
	21.28	9.83	7.51	4.90	6.85	5.32	6.25	8.80	3.63	11.96	7.40	8.50	10.67	5.80	4.33
	15.69	12.39	6.89	3.98	8.34	6.98	9.41	9.73	3.59	12.26	11.29	11.12	10.97	2.95	6.71
	CDF		A	A		A				h					c

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


Topic 6: Marketing Spending
Compared to your company's R&D budget, what is the size of your company's marketing budget?

	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
N	65	20	15	20	10	18	15	14	9	5
Mean	2.38	-24.00	-0.67	18.50	27.50	-18.06	10.33	12.50	20.00	4.00
SD	36.89	27.56	38.45	32.81	25.74	40.77	37.53	26.22	30.41	29.66
Median	5.00	-20.00	5.00	20.00	50.00	-20.00	20.00	10.00	30.00	5.00
		bCD	a	A	A	bcd	a	a	a	

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

-50 = R&D budget is 50%+ larger than marketing budget - +50 =Marketing budget is 50%+ larger than R&D budget


Topic 6: Marketing Spending
Compared to your company's R&D budget, what is the size of your company's marketing budget?

	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	Luxury P
N	10	3	9	1	1	0	5	3	2	1	4	2	11	0	5	8
Mean	-3.50	-26.67	16.67	50.00	20.00	---	10.00	-26.67	-25.00	50.00	40.00	-10.00	-28.64	---	19.00	20.00
SD	41.77	25.17	40.31	---	---	---	33.91	40.41	7.07	---	20.00	28.28	23.67	---	30.50	22.68
Median	0.00	-15.00	45.00	10.00	-5.00	---	25.00	-15.00	1.00	15.00	50.00	1.00	-30.00	---	30.00	30.00
		kp	M				m	kp	kp		bhiM		CgKOP		M	bhiM

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

-50 = R&D budget is 50%+ larger than marketing budget - +50 =Marketing budget is 50%+ larger than R&D budget


Topic 6: Marketing Spending
Compared to your company's R&D budget, what is the size of your company's marketing budget?

	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
N	6	8	15	11	7	12	6	4	3	18	11	6	2	7	13
Mean	3.33	-9.38	4.67	1.36	1.43	18.75	-18.33	35.00	0.00	-3.61	-14.09	11.67	35.00	14.29	-4.23
SD	37.77	27.57	40.68	36.20	38.91	40.46	29.27	12.91	43.59	36.85	25.38	41.67	21.21	45.41	38.07
Median	20.00	0.00	10.00	7.50	0.00	50.00	-20.00	40.00	25.00	0.00	-10.00	40.00	1.00	50.00	-7.50
								D			Af		d		

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

-50 = R&D budget is 50%+ larger than marketing budget - +50 =Marketing budget is 50%+ larger than R&D budget


Topic 6: Marketing Spending
By what percent has your overall 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	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Overall marketing spending	75 4.77 28.37	23 3.53 28.63	18 -5.42 30.05	23 5.33 17.65	11 22.86 37.15	21 -1.76 28.72	19 5.80 24.88	15 7.21 24.98	9 5.62 34.18	6 29.26 35.97
			d		b	e				a
Digital marketing spending	73 21.54 30.99	22 26.25 30.68	18 5.56 27.11	23 19.35 22.68	10 45.00 40.62	21 20.00 33.20	18 14.58 27.58	15 24.33 34.17	9 28.33 33.35	6 37.50 32.21
		b	aD	d	Bc					

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


Topic 6: Marketing Spending
By what percent has your overall marketing spending changed in the prior 12 months?

Number Mean SD	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Overall marketing spending	12 -1.41 32.04	3 -1.67 23.63	11 -0.23 24.96	1 -10.00 ---	1 -30.00 ---	0 ---	6 16.71 35.79	2 10.00 7.07	2 -10.00 14.14	1 0.00 ---	5 -14.00 17.82	3 20.00 26.46	13 15.52 37.71	0 ---	6 6.67 15.38	9 10.00 26.10
Digital marketing spending	12 16.88 31.39	3 8.33 14.43	11 20.45 29.11	1 0.00 ---	1 40.00 ---	0 ---	4 45.00 36.97	2 22.50 3.54	2 25.00 7.07	1 50.00 ---	5 3.00 24.39	3 20.00 20.00	13 35.00 44.16	0 ---	6 11.67 21.60	9 17.22 29.27

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


Topic 6: Marketing Spending
By what percent has your overall marketing spending changed in the prior 12 months?

Number Mean SD	Sales Revenue							Number of Employees							
	<£10 million	£10-25 million	£26-99 million	£100-499 million	£500-999 million	£1-9.9 billion	£10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Overall marketing spending	7 15.80 35.79	11 23.29 35.39	16 -0.74 32.94	12 11.09 24.98	7 -10.00 23.98	15 -0.02 15.35	6 -10.00 11.40	5 -11.00 24.08	5 14.12 47.92	21 13.54 37.25	10 7.56 30.16	7 -2.50 11.09	3 1.67 7.64	7 2.86 20.79	16 -2.21 16.43
		efg			b	b	b								
Digital marketing spending	7 45.71 40.04	11 31.36 41.48	16 19.38 34.00	12 24.79 26.21	7 6.43 8.02	13 20.77 15.92	6 -2.50 24.85	5 37.00 38.34	5 32.00 55.41	21 27.98 37.81	10 20.50 27.93	7 8.57 9.00	3 20.00 25.98	7 19.29 16.44	14 11.43 22.57
					af	eg	af								

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


Topic 6: 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	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
% digital	72	21	16	23	12	20	18	15	9	6
	50.94	53.00	43.44	49.13	60.83	42.90	48.89	55.00	57.78	55.00
	22.97	25.45	20.71	20.49	24.48	22.89	25.41	22.28	13.72	23.24
% non-digital	72	21	16	23	12	20	18	15	9	6
	49.06	47.00	56.56	50.87	39.17	57.10	51.11	45.00	42.22	45.00
	22.97	25.45	20.71	20.49	24.48	22.89	25.41	22.28	13.72	23.24

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



Topic 6: 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	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
% digital	12 50.42 27.67	3 60.00 17.32	11 35.91 15.14	1 50.00 ---	1 70.00 ---	0 ---	4 43.75 20.56	2 52.50 53.03	2 55.00 21.21	1 50.00 ---	4 30.00 21.60	3 51.67 22.55	12 54.83 26.08	0 ---	6 66.67 16.33	10 59.50 17.87
		c	bmOP								op		c		Ck	Ck
% non-digital	12 49.58 27.67	3 40.00 17.32	11 64.09 15.14	1 50.00 ---	1 30.00 ---	0 ---	4 56.25 20.56	2 47.50 53.03	2 45.00 21.21	1 50.00 ---	4 70.00 21.60	3 48.33 22.55	12 45.17 26.08	0 ---	6 33.33 16.33	10 40.50 17.87
		c	bmOP								op		c		Ck	Ck

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


Topic 6: 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	£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	7 62.14 16.29	12 48.33 19.81	16 47.50 25.10	12 44.42 23.77	7 43.57 19.73	12 59.17 22.55	4 50.00 32.40	5 56.00 16.73	5 45.00 16.58	22 47.27 25.48	11 44.82 21.32	7 50.00 25.33	3 56.67 5.77	7 50.71 27.90	11 62.27 23.60
% non-digital	7 37.86 16.29	12 51.67 19.81	16 52.50 25.10	12 55.58 23.77	7 56.43 19.73	12 40.83 22.55	4 50.00 32.40	5 44.00 16.73	5 55.00 16.58	22 52.73 25.48	11 55.18 21.32	7 50.00 25.33	3 43.33 5.77	7 49.29 27.90	11 37.73 23.60

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


Topic 6: 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	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Digital marketing spending	65 28.29 26.70	21 29.88 30.89	14 27.15 22.90	21 19.53 17.79	9 46.80 32.86	20 36.97 28.07	16 17.69 20.54	14 28.22 26.91	8 18.75 21.51	6 42.71 35.32
				D	C	b	a			
Overall marketing spending	66 17.89 25.72	22 20.30 30.31	14 17.25 21.09	21 12.31 17.53	9 26.01 36.03	20 23.33 28.81	16 11.35 22.90	14 16.54 19.55	8 7.75 21.53	6 37.34 34.37
Brand building	63 16.95 24.16	20 18.77 23.31	14 16.45 26.74	21 10.38 18.19	8 30.50 32.76	19 24.16 23.26	16 14.83 30.44	14 13.21 12.80	7 -2.24 17.92	6 33.66 23.25
				d	c	d		de	acE	cD
New product introductions	58 13.73 16.60	19 17.78 20.50	12 12.50 15.15	20 9.60 10.21	7 16.63 22.03	18 19.88 22.17	14 8.93 10.95	14 10.14 9.54	6 8.33 9.31	5 23.28 23.91
Customer relationship management	58 10.90 12.98	17 9.50 15.20	13 13.13 15.07	20 10.75 9.63	8 10.63 13.74	17 14.25 17.76	15 9.33 9.23	14 10.00 12.40	6 3.33 4.08	5 12.00 9.08
New service introductions	55 8.18 13.29	17 6.47 13.06	11 8.18 9.56	19 4.74 6.97	8 19.98 22.80	15 8.66 14.43	15 8.67 11.57	13 7.69 14.06	6 4.17 8.01	5 11.98 21.64
				d	c					
Traditional advertising spending	60 2.87 27.63	18 -2.74 34.70	13 4.78 28.59	21 5.10 19.73	8 6.52 29.68	17 2.52 38.29	15 3.14 25.12	14 10.15 21.68	7 -11.43 20.56	6 3.33 19.66
								d	c	

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



Topic 6: 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	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	Luxury	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	
Digital marketing spending	10 26.01 28.43	1 0.00 ---	10 33.82 29.93	1 20.00 ---	1 50.00 ---	0 ---	4 12.50 8.66	2 17.50 3.54	2 15.00 21.21	1 20.00 ---	4 16.25 2.50	3 16.67 5.77	12 47.29 35.29	0 ---	5 20.00 18.37	9 28.12 26.15	
Overall marketing spending	10 17.95 30.28	1 7.00 ---	10 21.81 31.44	1 10.00 ---	1 10.00 ---	0 ---	5 -2.00 16.81 mp	2 10.00 7.07	2 0.00 14.14	1 0.00 ---	4 12.50 15.55	3 11.67 12.58	12 38.43 33.49 g	0 ---	5 9.00 11.40	9 17.22 13.25 g	
Brand building	10 23.73 36.03	1 -41.66 ---	10 12.20 23.25	1 0.00 ---	1 5.00 ---	0 ---	4 7.50 11.90	2 20.00 28.28	2 25.00 21.21	1 10.00 ---	4 15.00 15.81	3 16.67 20.82	11 31.72 25.41	0 ---	5 6.20 16.65	8 15.63 9.80	
New product introductions	8 12.05 22.15	1 10.00 ---	10 9.20 8.35 m	1 5.00 ---	1 0.00 ---	0 ---	4 17.50 13.23	2 10.00 14.14	2 10.00 14.14	1 0.00 ---	4 8.75 14.93	3 21.67 24.66	10 29.28 21.26 cp	0 ---	3 1.67 2.89	8 10.63 10.16 m	
Customer relationship management	9 14.05 18.47	1 5.00 ---	10 7.50 8.90	1 5.00 ---	1 0.00 ---	0 ---	4 6.25 7.50	2 10.00 0.00	2 22.86 32.34	1 20.00 ---	4 11.25 19.31	3 10.00 10.00	8 9.38 15.22	0 ---	4 7.50 9.57	8 16.25 9.16	
New service introductions	8 13.11 17.89	1 0.00 ---	9 0.56 1.67 kLmop	1 0.00 ---	1 20.00 ---	0 ---	4 0.00 0.00	2 0.00 0.00	2 2.50 3.54	1 20.00 ---	4 10.00 10.80 c	2 7.50 3.54 C	8 17.48 21.84 c	0 ---	4 12.50 16.58 c	8 6.25 6.94 c	
Traditional advertising spending	9 -6.83 38.30	1 -50.00 ---	10 22.43 28.14 gp	1 5.00 ---	1 0.00 ---	0 ---	4 -12.50 10.41 co	2 2.50 17.68	2 -15.00 7.07	1 -20.00 ---	4 5.00 10.00	3 5.00 31.22	9 10.48 38.60	0 ---	5 4.00 9.62 g	8 0.00 10.35 c	

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


Topic 6: 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	6 47.19 34.73	11 39.94 31.66	15 21.88 28.12	12 27.34 22.85	5 24.00 15.57	12 23.34 24.03	3 13.33 5.77	5 41.62 30.22	5 43.62 28.06 h	21 31.93 33.29	8 31.88 22.67	6 23.35 33.37	3 11.67 7.64	6 19.17 11.14	10 17.70 13.61 b
Overall marketing spending	6 24.92 33.01	11 27.05 24.41 f	15 20.71 33.98	12 16.63 21.76	5 28.91 29.03 f	13 6.31 11.57 be	3 -1.00 7.94	5 10.00 11.18	5 30.00 18.71 eH	21 27.74 34.23 h	8 23.38 34.87	6 7.83 4.02 b	3 11.67 12.58	6 12.50 15.41	11 4.00 10.73 Bc
Brand building	5 19.00 19.49	10 24.00 13.90 G	15 10.78 32.83	12 16.83 22.06	5 27.40 29.89	12 21.00 21.02	3 -6.67 11.55 B	5 8.00 7.58	4 22.50 22.17	20 20.26 29.32	8 29.62 24.80 h	6 9.22 38.48	3 16.67 5.77	6 17.50 13.32	10 8.00 15.49 d
New product introductions	5 13.00 12.04	9 17.38 18.97 f	13 19.72 18.91 f	11 15.58 17.32	5 6.00 8.22	11 3.36 10.12 bc	3 10.00 10.00	5 7.00 10.95	4 25.36 27.09	18 22.66 18.28 dg	8 7.50 8.86 c	5 9.00 7.42	3 0.00 5.00	5 4.00 10.84 c	9 13.56 17.03
Customer relationship management	5 15.00 17.32 c	8 18.22 13.56 C	12 2.92 3.96 aBE	12 10.48 14.06	5 25.15 16.80 Cf	12 7.50 9.41 e	3 5.00 5.00	5 9.00 10.25	4 23.93 15.28 Ceh	16 4.69 7.41 BDf	8 22.68 19.88 C	5 4.00 4.18 bf	3 15.00 8.66 ce	6 10.00 16.73	10 10.50 7.62 b
New service introductions	5 22.98 17.85 C	8 7.49 17.49	12 1.67 5.77 A	10 9.99 15.43	5 6.00 8.22	12 9.17 11.65	3 5.00 8.66	4 11.25 13.15	4 12.48 24.95	16 6.87 13.50	8 7.49 17.29	5 11.00 11.40	3 8.33 10.41	5 8.00 7.58	9 7.22 11.76
Traditional advertising spending	5 20.43 31.69	9 2.22 15.02	14 2.70 44.97	11 -3.18 19.01	5 18.43 32.04	12 -0.42 9.88	3 -6.67 5.77	5 3.00 16.43	4 -3.75 4.79	18 12.58 33.27	8 10.54 42.96	6 -7.50 20.92	3 -10.00 10.00	5 -9.73 31.63	10 -2.50 11.37

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


Topic 6: Marketing Spending
How do your company's budgets for customer acquisition and customer retention compare?

	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
N	72	21	17	22	12	21	18	14	9	5
Mean	-14.38	-5.24	-13.53	-12.73	-34.58	-10.95	-9.72	-11.43	-30.00	-6.00
SD	32.12	33.71	32.78	29.63	27.26	33.75	30.70	30.85	29.58	47.22
Median	-20.00	0.00	-20.00	-10.00	-50.00	-10.00	-5.00	-20.00	-40.00	5.00
		d		d	ac					

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

-50 = Acquisition budget is 50%+ larger than retention budget - +50 = Retention budget is 50%+ larger than Acquisition budget



Topic 6: Marketing Spending

How do your company's budgets for customer acquisition and customer retention compare?

	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	Luxury P
N	11	3	10	1	1	0	6	2	2	1	4	3	12	0	6	10
Mean	-13.64	-33.33	-2.00	-30.00	-30.00	---	-18.33	10.00	-10.00	-40.00	-2.50	-30.00	-15.00	---	-22.50	-14.00
SD	42.25	15.28	34.90	---	---	---	34.30	14.14	42.43	---	34.03	10.00	38.26	---	20.43	28.75
Median	-20.00	-25.00	0.00	-40.00	-40.00	---	-20.00	1.00	1.00	-10.00	10.00	-25.00	-30.00	---	-10.00	-20.00
		h						bl				h				

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

-50 = Acquisition budget is 50%+ larger than retention budget - +50 =Retention budget is 50%+ larger than Acquisition budget


Topic 6: Marketing Spending
How do your company's budgets for customer acquisition and customer retention compare?

	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
N	7	11	15	11	7	14	5	5	5	20	11	6	3	7	14
Mean	-11.43	-14.55	-28.67	-19.09	-4.29	-2.50	-4.00	-8.00	-20.00	-21.50	-12.73	-23.33	-16.67	-11.43	-3.21
SD	39.34	36.16	29.24	31.13	29.92	31.67	27.02	34.93	29.15	33.45	39.01	33.27	25.17	37.16	27.29
Median	-15.00	-30.00	-45.00	-25.00	0.00	10.00	-5.00	-15.00	-15.00	-30.00	-15.00	-30.00	-5.00	-5.00	-5.00
			f				c								

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

-50 = Acquisition budget is 50%+ larger than retention budget - +50 = Retention budget is 50%+ larger than Acquisition budget


Topic 6: Marketing Spending
What percent of your marketing budget do you spend on initiatives related to customer experience?

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
	Percent	71	20	17	23	11	21	18	15	8
	13.38	11.75	15.29	12.17	15.91	14.05	11.11	20.00	8.75	7.00
	18.26	8.63	24.84	17.18	23.11	21.48	8.50	25.91	11.88	8.37

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


Topic 6: Marketing Spending
What percent of your marketing budget do you spend on initiatives related to customer experience?

Number Mean SD	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Percent	11	3	11	1	1	0	5	2	2	1	4	3	12	0	6	9
	11.82	13.33	7.73	25.00	0.00	---	3.00	12.50	20.00	10.00	8.75	10.00	18.33	---	34.17	10.00
	9.82	23.09	10.09	---	---	---	4.47	17.68	14.14	---	6.29	10.00	26.74	---	36.11	8.29
			o				i			g						c

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


Topic 6: Marketing Spending
What percent of your marketing budget do you spend on initiatives related to customer experience?

Number Mean SD	Sales Revenue							Number of Employees							
	<£10 million	£10-25 million	£26-99 million	£100-499 million	£500-999 million	£1-9.9 billion	£10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Percent	7	10	15	12	7	13	5	5	5	20	11	6	3	7	13
	12.14	10.50	4.67	9.58	24.29	20.77	23.00	9.00	5.00	6.25	21.36	10.00	16.67	10.00	24.62
	13.50	6.85	6.11	8.38	26.37	20.90	43.24	6.52	5.00	6.86	22.92	10.49	5.77	8.16	31.46
		c	beF		c	C			f	Dfh	C		bc		c

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?	79 12.17 15.48	23 8.19 12.35	19 6.63 10.11	23 16.82 17.11	14 18.60 19.67	21 6.90 11.45	21 8.78 11.95	17 18.94 17.99	10 12.35 17.16	6 19.74 19.55
			cd	b	b	ce	c	ab		a
% What percent will you spend on mobile in the next 12 months?	75 15.53 17.15	22 12.05 15.40	18 9.94 12.61	22 19.82 17.79	13 21.92 21.75	21 9.52 13.87	21 11.14 12.07	15 24.67 18.56	9 19.56 18.82	6 26.67 27.14
						Ce	ce	Ab		ab
What percent will you spend on mobile activities in five years?	77 25.03 19.81	23 20.08 18.30	18 21.50 18.16	23 28.91 21.26	13 31.83 20.77	21 16.43 16.82	21 22.86 15.70	16 33.55 21.38	10 25.39 22.25	6 33.64 25.31
						C		A		

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	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	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
What percent of your marketing budget do you currently spend on mobile activities?	14 7.03 13.32	4 3.75 7.50	11 21.68 16.37	1 35.00 ---	2 15.00 7.07	0 ---	5 3.00 4.47	2 5.00 7.07	2 10.00 0.00	1 40.00 ---	4 3.75 4.79	3 20.00 17.32	14 6.39 13.53	0 ---	7 13.57 10.29	9 22.27 23.21
	c		agm		g		ce						cp			m
% What percent will you spend on mobile in the next 12 months?	13 8.85 9.61	3 7.00 11.27	11 22.36 15.76	1 35.00 ---	2 20.00 0.00	0 ---	5 6.00 4.18	2 5.00 7.07	2 17.50 3.54	1 50.00 ---	3 5.00 5.00	3 28.33 18.93	14 9.14 18.74	0 ---	6 17.50 8.80	9 27.78 26.71
	clp		ag				cilo		g			ag			g	a
What percent will you spend on mobile activities in five years?	13 19.62 15.74	4 30.50 23.69	11 34.55 16.35	1 45.00 ---	2 35.00 7.07	0 ---	5 13.00 9.08	2 5.00 7.07	2 27.50 3.54	1 60.00 ---	3 8.33 2.89	3 40.00 20.00	14 15.85 17.39	0 ---	7 27.14 17.99	9 34.30 29.64
	c		aghkm		gK		cel	c	K		cEI	gm	cl			

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?	8 9.38 9.43	11 12.13 17.19	17 6.09 12.36	13 17.72 21.48	8 9.38 9.80	13 18.85 15.02	7 5.86 8.28	5 19.00 16.36	4 0.00 0.00	23 10.74 16.09	13 17.34 19.02	7 6.43 13.14	4 16.25 17.97	7 6.43 5.56	15 12.73 12.87
			f			cg	f								
% What percent will you spend on mobile in the next 12 months?	8 11.25 9.54	11 15.00 21.10	14 10.43 14.42	13 20.77 25.24	8 13.75 10.26	13 22.69 16.41	7 9.86 9.70	5 21.00 12.45	4 2.50 2.89	21 14.52 20.37	11 19.09 21.66	7 10.86 12.59	4 23.75 20.56	7 9.29 8.86	15 16.60 13.53
			f			c		b	a						
What percent will you spend on mobile activities in five years?	8 25.63 14.50	11 23.81 21.48	16 15.75 17.10	13 27.21 26.56	8 26.88 13.61	13 35.38 18.98	7 22.86 19.76	5 29.00 16.73	4 12.50 5.00	22 21.22 21.95	12 32.39 20.72	7 18.86 17.39	4 36.25 24.28	7 18.57 16.51	15 28.00 19.07
			F			C									

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?

	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	29 34.9%	8 33.3%	10 50.0%	6 25.0%	5 33.3%	12 57.1% Ce	8 38.1%	2 11.8% Ad	6 50.0% ce	0 0.0% ad
2	14 16.9%	7 29.2% c	4 20.0%	1 4.2% a	2 13.3%	5 23.8%	5 23.8%	2 11.8%	0 0.0%	0 0.0%
3	7 8.4%	4 16.7%	1 5.0%	2 8.3%	0 0.0%	1 4.8%	2 9.5%	1 5.9%	2 16.7%	0 0.0%
4	15 18.1%	3 12.5%	3 15.0%	7 29.2%	2 13.3%	2 9.5% e	3 14.3%	5 29.4%	1 8.3%	3 50.0% a
5	8 9.6%	1 4.2%	1 5.0%	5 20.8%	1 6.7%	1 4.8%	2 9.5%	4 23.5%	0 0.0%	1 16.7%
6	6 7.2%	0 0.0% d	1 5.0%	2 8.3%	3 20.0% a	0 0.0% e	1 4.8%	2 11.8%	1 8.3%	2 33.3% a
7=Very highly	4 4.8%	1 4.2%	0 0.0%	1 4.2%	2 13.3%	0 0.0%	0 0.0%	1 5.9%	2 16.7%	0 0.0%
Mean	2.92	2.42 c	2.20 cd	3.58 ab	3.60 b	1.81 CE	2.48 CE	4.00 AB	3.00	4.83 AB

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?

	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	Luxury P
1=Not at all	10 66.7% cop	2 50.0%	2 18.2% a	0 0.0%	0 0.0%	0 0.0%	3 50.0%	1 50.0%	0 0.0%	0 0.0%	2 40.0%	1 33.3%	5 35.7%	0 0.0%	1 14.3% a	2 20.0% a
2	3 20.0%	0 0.0%	1 9.1% k	0 0.0%	0 0.0%	0 0.0%	1 16.7%	1 50.0% p	1 50.0% p	0 0.0%	3 60.0% cp	0 0.0%	3 21.4%	0 0.0%	1 14.3%	0 0.0% hik
3	0 0.0% ei	1 25.0%	2 18.2%	0 0.0%	1 50.0% ap	0 0.0%	1 16.7%	0 0.0%	1 50.0% ap	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0% ei
4	1 6.7% j	1 25.0%	2 18.2%	0 0.0%	1 50.0%	0 0.0%	0 0.0% j	0 0.0%	0 0.0%	1 100.0% ag	0 0.0%	1 33.3%	4 28.6%	0 0.0%	1 14.3%	3 30.0%
5	0 0.0% o	0 0.0%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% o	0 0.0%	3 42.9% am	2 20.0%
6	0 0.0% l	0 0.0%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3% a	1 7.1%	0 0.0%	1 14.3%	1 10.0%
7=Very highly	1 6.7% d	0 0.0%	0 0.0% D	1 100.0% aCgMo	0 0.0%	0 0.0%	0 0.0% d	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% D	0 0.0%	0 0.0% d	2 20.0%
Mean	1.80 coP	2.25	3.64 ak	7.00	3.50 k	---	2.17 p	1.50	2.50	4.00	1.60 ceop	3.67	2.57 p	---	4.00 ak	4.40 Agkm

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?

	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=Not at all	3 37.5%	4 33.3%	8 47.1%	4 30.8%	2 25.0%	4 25.0%	3 42.9%	0 0.0% b	4 100.0% acdh	9 37.5% b	3 23.1% b	3 42.9%	1 25.0%	4 50.0%	5 29.4% b
2	1 12.5%	1 8.3%	4 23.5%	2 15.4%	1 12.5%	4 25.0%	1 14.3%	2 40.0%	0 0.0%	3 12.5%	1 7.7%	2 28.6%	1 25.0%	1 12.5%	4 23.5%
3	1 12.5%	1 8.3%	2 11.8%	1 7.7%	0 0.0%	2 12.5%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	3 23.1%	0 0.0%	0 0.0%	0 0.0%	2 11.8%
4	2 25.0%	2 16.7% e	1 5.9% E	1 7.7% e	5 62.5% bCdf	2 12.5% e	2 28.6%	1 20.0%	0 0.0%	4 16.7%	2 15.4%	1 14.3%	2 50.0%	3 37.5%	2 11.8%
5	0 0.0%	2 16.7%	2 11.8%	2 15.4%	0 0.0%	1 6.3%	1 14.3%	0 0.0%	0 0.0%	4 16.7%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	2 11.8%
6	1 12.5%	2 16.7%	0 0.0%	2 15.4%	0 0.0%	1 6.3%	0 0.0%	2 40.0% d	0 0.0%	3 12.5%	0 0.0% a	0 0.0%	0 0.0%	0 0.0%	1 5.9%
7=Very highly	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	2 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 15.4%	1 14.3%	0 0.0%	0 0.0%	1 5.9%
Mean	2.75	3.25	2.12	3.38	3.00	3.19	2.57	4.00	1.00	3.00	3.54	2.57	2.75	2.25	2.94

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	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
...of your marketing budget do you currently spend on social media?	82 15.97 12.45	23 13.15 12.57	20 16.53 13.83	26 17.68 11.61	13 16.71 12.26	21 15.36 14.19	22 13.74 10.13	18 16.24 11.79	11 22.71 16.57	6 16.33 9.31
...will you spend in the next 12 months?	82 20.00 13.64	23 18.59 14.10	20 18.76 14.83	26 21.33 13.05	13 21.71 13.24	21 20.49 14.97	22 18.42 11.35	18 20.24 13.47	11 25.89 18.73	6 18.00 9.38
...do you predict you will spend in five years?	82 27.10 15.14	23 24.33 16.49	20 26.43 17.07	26 29.70 14.11	13 27.85 11.95	21 27.36 17.39	22 24.63 12.52	18 28.58 15.55	11 30.59 18.75	6 26.67 12.52

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	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	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
...of your marketing budget do you currently spend on social media?	14 10.71 8.29	4 9.50 7.14	12 19.77 11.05	1 15.00 ---	2 33.64 19.29	0 --- ---	5 7.00 4.47	2 7.50 3.54	2 26.14 29.89	1 15.00 ---	5 16.06 17.57	3 11.67 7.64	14 16.09 13.43	0 --- ---	7 15.00 7.64	10 23.96 14.74
	cEp		ag		Ag		cep									ag
...will you spend in the next 12 months?	14 15.71 10.72	4 9.50 7.59	12 24.19 12.92	1 15.00 ---	2 36.14 22.82	0 --- ---	5 8.00 4.47	2 12.50 10.61	2 31.14 29.89	1 15.00 ---	5 17.80 18.09	3 16.67 5.77	14 21.66 13.77	0 --- ---	7 19.57 9.47	10 28.26 15.80
	ep	p	g		ag		cemop						g		g	abg
...do you predict you will spend in five years?	14 22.86 13.26	4 20.00 14.14	12 30.23 13.50	1 12.00 ---	2 39.88 28.12	0 --- ---	5 12.00 5.70	2 20.00 0.00	2 39.88 28.12	1 40.00 ---	5 24.00 15.57	3 26.67 11.55	14 28.47 17.89	0 --- ---	7 26.43 11.44	10 36.45 14.83
	p		g				cloP					g			g	aG

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	£10-25 million	£26-99 million	£100-499 million	£500-999 million	£1-9.9 billion	£10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
...of your marketing budget do you currently spend on social media?	8 27.73 17.74 BC	12 11.08 6.97 A	17 11.06 8.42 A	13 19.76 17.57 D	8 15.63 8.21 E	16 16.89 11.13 F	7 15.00 10.00 G	5 26.91 21.21 c	5 15.46 17.96	23 12.30 8.33 a	12 16.63 15.30	7 19.33 15.46	4 16.25 9.46	9 13.11 6.77	16 17.64 12.06
...will you spend in the next 12 months?	8 31.82 18.96 bC	12 15.92 8.16 a	17 13.12 9.12 Ade	13 23.76 18.61 c	8 21.88 10.33 c	16 20.89 13.02	7 19.00 10.74	5 30.46 23.69 c	5 20.06 18.61	23 15.96 9.70 a	12 19.96 16.12	7 23.61 16.02	4 21.25 10.31	9 16.67 9.68	16 22.64 13.34
...do you predict you will spend in five years?	8 32.47 17.47 c	12 25.81 15.30	17 18.71 11.39 afg	13 29.19 18.74	8 27.50 10.35	16 31.03 15.61 c	7 31.25 14.41 c	5 32.95 24.33	5 22.00 10.37	23 22.16 14.10 h	12 27.06 14.17	7 33.11 17.28	4 32.50 9.57	9 23.33 12.50	16 32.71 16.20 c

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


Topic 7: Social Media and Mobile Marketing
What percent of your company's social media activities are currently performed by outside agencies?

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
	Percent performed by outside agencies	80 34.21 36.33	23 18.00 28.95	19 24.63 34.23	26 56.92 35.19	12 31.25 33.65	21 26.33 36.54	21 41.05 39.24	18 41.39 38.61	11 18.64 25.99
		C	C	ABd	c					

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



Topic 7: Social Media and Mobile Marketing

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

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	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Percent	14	4	12	1	2	0	5	2	2	1	4	3	14	0	6	10
performed by	27.07	25.00	56.25	25.00	0.00	---	22.00	42.50	1.50	50.00	15.00	43.33	35.36	---	13.33	54.50
outside	33.19	43.59	36.50	---	0.00	---	30.33	53.03	2.12	---	17.32	35.12	39.66	---	30.28	38.91
agencies																
	c		ao												cp	o

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


Topic 7: Social Media and Mobile Marketing
What percent of your company's social media activities are currently performed by outside agencies?

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 performed by outside agencies	8 44.38 39.77	12 17.25 22.68	17 32.94 38.49	13 38.23 42.44	8 22.50 30.59	14 36.07 35.20	7 60.43 37.61	5 16.00 23.02	5 33.00 28.20	23 28.30 34.94	12 30.67 40.11	7 41.43 43.27	4 37.50 34.03	9 38.33 34.19	14 42.00 41.12
	G						B								

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


Topic 7: Social Media and Mobile Marketing
How effectively does your company integrate customer information across purchasing, communication and social media channels?

N=85	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 Effectively	12 14.1%	2 8.3% b	7 35.0% aC	0 0.0% Bd	3 21.4% c	5 23.8%	2 8.7%	1 5.6%
2=	14 16.5%	5 20.8%	2 10.0%	6 22.2%	1 7.1%	4 19.0%	4 17.4%	4 22.2%	1 9.1%	0 0.0%
3=	21 24.7%	7 29.2%	2 10.0%	8 29.6%	4 28.6%	5 23.8%	7 30.4%	5 27.8%	4 36.4%	0 0.0%
4=	18 21.2%	5 20.8%	2 10.0%	9 33.3%	2 14.3%	2 9.5%	4 17.4%	5 27.8%	4 36.4%	1 16.7%
5=	13 15.3%	4 16.7%	4 20.0%	3 11.1%	2 14.3%	3 14.3%	5 21.7%	2 11.1%	1 9.1%	2 33.3%
6=	4 4.7%	0 0.0%	3 15.0%	1 3.7%	0 0.0%	2 9.5%	1 4.3%	0 0.0%	0 0.0%	1 16.7%
7=Very Effectively	3 3.5%	1 4.2%	0 0.0%	0 0.0%	2 14.3%	0 0.0% e	0 0.0% E	1 5.6%	0 0.0%	2 33.3% aB
Mean	3.35	3.33	3.15	3.44	3.50	3.00 E	3.39 E	3.39 E	3.27 E	5.67 ABCD

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



Topic 7: Social Media and Mobile Marketing

How effectively does your company integrate customer information across purchasing, communication and social media channels?

N=85

	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 P
1=Not At All Effectively	4 26.7%	1 25.0%	0 0.0% K	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 60.0% Co	0 0.0%	2 14.3%	0 0.0%	0 0.0% k	2 20.0%
2=	3 20.0%	0 0.0%	3 25.0%	0 0.0%	0 0.0%	0 0.0%	2 33.3%	1 33.3%	1 50.0% p	0 0.0%	0 0.0%	2 66.7% mp	1 7.1% l	0 0.0%	1 14.3%	0 0.0% il
3=	2 13.3%	2 50.0%	5 41.7%	0 0.0%	1 50.0%	0 0.0%	1 16.7%	1 33.3%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	4 28.6%	0 0.0%	3 42.9%	1 10.0%
4=	2 13.3% j	1 25.0%	1 8.3% jp	0 0.0%	1 50.0%	0 0.0%	2 33.3%	0 0.0%	0 0.0%	1 100.0% ac	0 0.0%	0 0.0%	3 21.4%	0 0.0%	2 28.6%	5 50.0% c
5=	2 13.3% d	0 0.0%	2 16.7%	1 100.0% ago	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	2 40.0%	1 33.3%	2 14.3%	0 0.0%	0 0.0% d	2 20.0%
6=	2 13.3%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
7=Very Effectively	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 14.3%	0 0.0%	1 14.3%	0 0.0%
Mean	3.07	2.75	3.42	5.00	3.50	---	3.50	3.33	2.50	4.00	2.60	3.00	3.71	---	3.71	3.50

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


Topic 7: Social Media and Mobile Marketing
How effectively does your company integrate customer information across purchasing, communication and social media channels?

N=85

	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=Not At All Effectively	2 25.0%	2 16.7%	2 11.8%	0 0.0% e	3 37.5% d	2 11.8%	1 12.5%	0 0.0%	2 40.0%	2 8.7%	2 15.4%	1 14.3%	1 25.0%	2 22.2%	2 11.1%
2=	0 0.0%	2 16.7%	1 5.9%	3 23.1%	1 12.5%	4 23.5%	2 25.0%	1 20.0%	1 20.0%	1 4.3% h	2 15.4%	2 28.6%	1 25.0%	1 11.1%	5 27.8% c
3=	3 37.5%	2 16.7%	9 52.9% def	2 15.4% c	0 0.0% c	3 17.6% c	2 25.0%	2 40.0%	0 0.0%	7 30.4%	5 38.5%	1 14.3%	0 0.0%	2 22.2%	3 16.7%
4=	2 25.0%	2 16.7%	3 17.6%	4 30.8%	1 12.5%	3 17.6%	2 25.0%	0 0.0%	2 40.0%	5 21.7%	4 30.8%	1 14.3%	1 25.0%	1 11.1%	4 22.2%
5=	1 12.5%	2 16.7%	1 5.9%	2 15.4%	2 25.0%	4 23.5%	1 12.5%	2 40.0% d	0 0.0%	5 21.7%	0 0.0% a	1 14.3%	1 25.0%	1 11.1%	3 16.7%
6=	0 0.0%	1 8.3%	1 5.9%	1 7.7%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	1 14.3%	0 0.0%	2 22.2% h	0 0.0% g
7=Very Effectively	0 0.0%	1 8.3%	0 0.0%	1 7.7%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.6%
Mean	3.00	3.58	3.18	3.92	3.13	3.41	3.00	3.60	2.40	3.91 d	2.85 c	3.29	3.00	3.44	3.28

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


Topic 7: Social Media and Mobile Marketing
How effectively is social media linked to your company's marketing strategy?

N=84	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 Effectively	2 2.4%	1 4.3%	0 0.0%	1 3.7%	0 0.0%	2 9.5%	0 0.0%	0 0.0%
2=	4 4.8%	0 0.0%	1 5.0%	2 7.4%	1 7.1%	0 0.0%	3 13.6%	1 5.6%	0 0.0%	0 0.0%
3=	12 14.3%	2 8.7%	4 20.0%	2 7.4%	4 28.6%	5 23.8%	3 13.6%	2 11.1%	1 9.1%	0 0.0%
4=	15 17.9%	5 21.7%	4 20.0%	5 18.5%	1 7.1%	3 14.3%	5 22.7%	2 11.1%	3 27.3%	0 0.0%
5=	20 23.8%	4 17.4%	6 30.0%	5 18.5%	5 35.7%	3 14.3%	2 9.1%	6 33.3%	3 27.3%	4 66.7%
6=	22 26.2%	8 34.8%	4 20.0%	10 37.0%	0 0.0%	7 33.3%	8 36.4%	6 33.3%	1 9.1%	0 0.0%
7=Very Effectively	9 10.7%	3 13.0%	1 5.0%	2 7.4%	3 21.4%	1 4.8%	1 4.5%	1 5.6%	3 27.3%	2 33.3%
Mean	4.77	5.04	4.55	4.81	4.57	4.43	4.55	4.94	5.18	5.67

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


Topic 7: Social Media and Mobile Marketing
How effectively is social media linked to your company's marketing strategy?

N=84

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 P
1=Not At All Effectively	0 0.0% h	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%	1 7.1%	0 0.0%	0 0.0%	0 0.0%
2=	1 7.1%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3=	2 14.3%	0 0.0%	0 0.0% g	0 0.0%	0 0.0%	0 0.0%	2 33.3% c	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	3 21.4%	0 0.0%	1 14.3%	2 20.0%
4=	5 35.7%	0 0.0%	1 8.3% j	0 0.0%	1 50.0%	0 0.0%	0 0.0% j	0 0.0%	0 0.0%	1 100.0% cg	2 40.0%	1 33.3%	2 14.3%	0 0.0%	1 14.3%	1 10.0%
5=	2 14.3% i	2 50.0%	3 25.0%	1 100.0%	0 0.0%	0 0.0%	2 33.3%	0 0.0%	2 100.0% amp	0 0.0%	1 20.0%	1 33.3%	3 21.4% i	0 0.0%	2 28.6%	1 10.0% i
6=	2 14.3% c	1 25.0%	7 58.3% a	0 0.0%	1 50.0%	0 0.0%	1 16.7%	1 33.3%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	3 21.4%	0 0.0%	2 28.6%	3 30.0%
7=Very Effectively	2 14.3%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 14.3%	0 0.0%	1 14.3%	3 30.0%
Mean	4.57	5.75	5.25	5.00	5.00	---	4.00	3.33	5.00	4.00	4.20	4.00	4.64	---	5.14	5.40

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

Topic 7: Social Media and Mobile Marketing

How effectively is social media linked to your company's marketing strategy?

N=84

	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=Not At All Effectively	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.6%
2=	0 0.0%	0 0.0%	3 18.8%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	1 20.0%	1 4.5%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	1 5.6%
3=	1 12.5%	1 8.3%	2 12.5%	1 7.7%	2 25.0%	2 11.8%	2 25.0%	0 0.0%	1 20.0%	3 13.6%	2 15.4%	0 0.0%	1 25.0%	0 0.0%	5 27.8%
4=	2 25.0%	1 8.3%	2 12.5%	2 15.4%	2 25.0%	5 29.4%	1 12.5%	0 0.0%	1 20.0%	5 22.7%	0 0.0%	2 28.6%	2 50.0%	3 33.3%	2 11.1%
5=	2 25.0%	4 33.3%	2 12.5%	2 15.4%	1 12.5%	7 41.2%	2 25.0%	1 20.0%	0 0.0%	6 27.3%	4 30.8%	1 14.3%	0 0.0%	2 22.2%	6 33.3%
6=	2 25.0%	4 33.3%	5 31.3%	5 38.5%	3 37.5%	3 17.6%	0 0.0%	4 80.0% ceH	1 20.0%	4 18.2% a	5 38.5%	1 14.3% a	1 25.0%	3 33.3%	2 11.1% A
7=Very Effectively	1 12.5%	1 8.3%	2 12.5%	3 23.1% f	0 0.0%	0 0.0% d	1 12.5%	0 0.0%	1 20.0%	2 9.1%	2 15.4%	2 28.6%	0 0.0%	1 11.1%	1 5.6%
Mean	5.00	4.92	4.63	5.54 fg	4.63	4.65 d	3.75 d	5.80 fh	4.40	4.55	5.38 h	5.00	4.25 a	5.22	4.17 ad

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


Topic 7: Social Media and Mobile Marketing
What percentage of your marketing budget involves the use of any type of influencer strategy?

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
Currently	82	23	20	26	13	21	21	18	11	6
	6.46	8.48	4.30	7.54	4.08	7.67	5.00	7.89	6.45	8.33
	8.74	12.47	7.46	6.73	4.91	12.58	6.65	8.17	5.85	8.16
One year ago	80	22	19	26	13	21	21	18	10	5
	5.35	9.09	2.21	5.69	2.92	5.10	3.52	6.06	12.30	3.00
	12.73	22.39	5.58	5.88	4.77	9.83	5.46	6.49	30.99	6.71
3 years from now	80	23	19	25	13	21	21	18	9	6
	12.40	15.09	8.68	13.00	11.92	13.05	11.19	14.72	12.33	14.50
	12.10	15.66	11.09	10.07	9.47	15.07	11.21	10.50	13.84	9.14

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


Topic 7: Social Media and Mobile Marketing
What percentage of your marketing budget involves the use of any type of influencer strategy?

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	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Currently	14 4.07 5.15	4 1.25 2.50 c	12 7.50 3.99 bg	1 5.00 ---	2 5.00 0.00	0 ---	5 2.40 4.34 c	2 2.50 3.54	2 10.00 14.14	1 10.00 ---	5 0.00 0.00	3 10.00 10.00	14 11.43 15.50	0 ---	7 4.14 4.30	10 9.70 9.65
One year ago	14 9.07 26.50	4 1.25 2.50	12 6.33 5.00	1 5.00 ---	1 0.00 ---	0 ---	5 3.00 6.71	2 2.50 3.54	2 0.00 0.00	1 0.00 ---	5 0.00 0.00	3 0.00 0.00	13 8.08 12.51	0 ---	7 3.00 3.83	10 6.90 6.74
3 years from now	13 11.46 9.28	4 8.75 7.50	12 15.42 8.11	1 5.00 ---	1 0.00 ---	0 ---	5 7.00 7.58	2 2.50 3.54	2 25.00 21.21	1 25.00 ---	5 0.00 0.00	3 16.67 5.77	14 18.79 18.07	0 ---	7 8.86 10.82	10 12.80 11.76

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


Topic 7: Social Media and Mobile Marketing
What percentage of your marketing budget involves the use of any type of influencer strategy?

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
Currently	8 5.00 6.55	12 9.58 15.88	16 6.31 6.39	13 7.46 9.37	8 3.00 3.51	16 6.06 6.54	7 6.43 8.52	5 3.00 2.74	5 4.00 4.18	23 7.70 8.83	13 7.15 13.81	6 9.17 11.58	4 4.25 4.35	9 4.00 5.39	16 7.00 7.62
One year ago	7 0.86 1.46	11 5.45 11.93	16 5.63 6.55	13 3.38 4.56	8 2.00 3.66	16 4.06 6.88	7 21.00 35.57	5 1.20 1.64	5 4.60 6.19	21 4.00 6.22	13 5.00 10.99	6 2.50 2.74	4 0.25 0.50	9 3.56 5.48	16 12.00 24.63
3 years from now	7 10.71 11.70	12 13.50 16.97	16 10.69 11.03	13 13.08 11.06	8 9.13 6.47	15 13.33 13.71	7 16.57 12.47	5 8.00 9.08	5 9.00 8.22	22 11.77 11.92	13 14.23 15.53	6 14.17 10.68	4 17.00 9.63	8 8.00 8.90	16 15.06 14.26

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 during the last year?

N=84	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 8.3%	3 12.5%	3 15.0% c	0 0.0% b	1 7.1%	2 9.5%	2 9.1%	2 11.1%
2	15 17.9%	4 16.7%	3 15.0%	3 11.5%	5 35.7%	6 28.6%	6 27.3%	1 5.6%	1 9.1%	0 0.0%
3	15 17.9%	3 12.5%	5 25.0%	4 15.4%	3 21.4%	4 19.0%	3 13.6%	4 22.2%	2 18.2%	1 16.7%
4	16 19.0%	3 12.5%	3 15.0%	7 26.9%	3 21.4%	2 9.5%	4 18.2%	4 22.2%	3 27.3%	2 33.3%
5	22 26.2%	6 25.0%	6 30.0%	9 34.6%	1 7.1%	5 23.8%	5 22.7%	5 27.8%	2 18.2%	3 50.0%
6	5 6.0%	4 16.7%	0 0.0%	1 3.8%	0 0.0%	2 9.5%	1 4.5%	1 5.6%	1 9.1%	0 0.0%
7=Very Highly	4 4.8%	1 4.2%	0 0.0%	2 7.7%	1 7.1%	0 0.0%	1 4.5%	1 5.6%	2 18.2%	0 0.0%
Mean	3.74	3.88	3.30 c	4.27 bd	3.14 c	3.38	3.50	3.89	4.55	4.33

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 during the last year?

N=84

	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 P
1=Not At All	2 13.3%	0 0.0%	0 0.0% ik	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	1 50.0% cp	0 0.0%	2 40.0% c	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0% i
2	3 20.0%	0 0.0%	1 8.3% g	0 0.0%	0 0.0%	0 0.0%	4 66.7% ckP	1 50.0% p	0 0.0%	0 0.0%	0 0.0% g	1 33.3%	4 28.6%	0 0.0%	1 14.3%	0 0.0% Gh
3	5 33.3%	1 25.0%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	0 0.0%	2 14.3%	0 0.0%	1 14.3%	2 20.0%
4	1 6.7% dj	0 0.0%	1 8.3% dj	1 100.0% acg	1 50.0%	0 0.0%	0 0.0% dj	1 50.0%	0 0.0%	1 100.0% acg	0 0.0%	1 33.3%	3 21.4%	0 0.0%	2 28.6%	4 40.0%
5	4 26.7%	2 50.0%	6 50.0%	0 0.0%	1 50.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	1 33.3%	2 14.3%	0 0.0%	3 42.9%	1 10.0%
6	0 0.0% i	1 25.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0% ap	0 0.0%	0 0.0%	0 0.0%	2 14.3%	0 0.0%	0 0.0%	0 0.0% i
7=Very Highly	0 0.0% p	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%	0 0.0% p	0 0.0%	0 0.0%	3 30.0% am
Mean	3.13 cp	4.75 g	4.58 aGk	4.00	4.50	---	2.33 bCoP	3.00	3.50	4.00	2.60 cp	3.67	3.50	---	4.00 g	4.80 aGk

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 during the last year?

N=84

	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=Not At All	0 0.0%	1 8.3%	1 5.9%	2 15.4%	1 12.5%	1 5.9%	1 14.3%	1 20.0%	0 0.0%	2 8.7%	1 7.7%	0 0.0%	1 25.0%	0 0.0%	2 11.8%
2	0 0.0%	2 16.7%	4 23.5%	2 15.4%	1 12.5%	4 23.5%	1 14.3%	1 20.0%	1 20.0%	4 17.4%	1 7.7%	3 42.9% g	0 0.0%	0 0.0%	5 29.4%
3	2 25.0%	2 16.7%	2 11.8%	3 23.1%	1 12.5%	5 29.4%	0 0.0%	1 20.0%	2 40.0%	2 8.7% g	2 15.4%	1 14.3%	1 25.0%	4 44.4% c	2 11.8%
4	1 12.5%	4 33.3%	2 11.8%	1 7.7%	3 37.5%	3 17.6%	1 14.3%	0 0.0%	1 20.0%	6 26.1%	3 23.1%	1 14.3%	1 25.0%	2 22.2%	2 11.8%
5	4 50.0%	2 16.7%	5 29.4%	2 15.4%	2 25.0%	3 17.6%	4 57.1%	2 40.0%	0 0.0%	8 34.8%	2 15.4%	1 14.3%	1 25.0%	3 33.3%	5 29.4%
6	0 0.0%	1 8.3%	2 11.8%	1 7.7%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	3 23.1%	0 0.0%	0 0.0%	0 0.0%	1 5.9%
7=Very Highly	1 12.5%	0 0.0%	1 5.9%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0% c	0 0.0% b	1 7.7%	1 14.3%	0 0.0%	0 0.0%	0 0.0%
Mean	4.63 f	3.58	3.94	3.77	3.50	3.35 a	3.86	3.20	3.80	3.74	4.31	3.57	3.25	3.89	3.35

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


Topic 7: Social Media and Mobile Marketing
Does your company use an app?

N=84	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
Yes	29 34.5%	6 25.0%	8 40.0%	7 26.9%	8 57.1%	3 14.3% d	8 36.4%	6 33.3%	6 54.5% a	1 16.7%
No	55 65.5%	18 75.0%	12 60.0%	19 73.1%	6 42.9%	18 85.7% d	14 63.6%	12 66.7%	5 45.5% a	5 83.3%

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


Topic 7: Social Media and Mobile Marketing
Does your company use an app?

N=84

	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	Luxury P
Yes	7 46.7% p	2 50.0% p	3 25.0%	1 100.0% P	1 50.0% p	0 0.0%	2 33.3%	1 50.0% p	1 50.0% p	0 0.0%	3 60.0% p	2 66.7% p	2 14.3%	0 0.0%	4 57.1% p	0 0.0% abDehiklo
No	8 53.3% p	2 50.0% p	9 75.0%	0 0.0% P	1 50.0% p	0 0.0%	4 66.7%	1 50.0% p	1 50.0% p	1 100.0%	2 40.0% p	1 33.3% p	12 85.7%	0 0.0%	3 42.9% p	10 100.0% abDehiklo

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


Topic 7: Social Media and Mobile Marketing
Does your company use an app?

N=84

	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	1 12.5% f	1 8.3% F	5 29.4% f	3 23.1% f	3 37.5% E	11 64.7% aBcd	3 42.9% G	1 20.0% A	0 0.0% h	6 26.1% h	2 15.4% h	3 42.9% E	2 50.0% F	4 44.4% G	11 64.7% bcd
No	7 87.5% f	11 91.7% F	12 70.6% f	10 76.9% f	5 62.5% E	6 35.3% aBcd	4 57.1% G	4 80.0% A	5 100.0% h	17 73.9% h	11 84.6% h	4 57.1% E	2 50.0% F	5 55.6% G	6 35.3% bcd

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


Topic 7: Social Media and Mobile Marketing
Approximately what percent of revenue has your app(s) generated for your business?

N=28	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
		No revenue [0%]	9 32.1%	3 50.0%	3 42.9%	2 28.6%	1 12.5%	2 66.7%	4 50.0%	2 33.3%
Little revenue [< 5%]	9 32.1%	0 0.0% c	3 42.9%	4 57.1% a	2 25.0%	0 0.0%	2 25.0%	4 66.7%	1 16.7%	0 0.0%
Some revenue [5 - 10%]	2 7.1%	0 0.0%	0 0.0%	1 14.3%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	2 33.3%	0 0.0%
Moderate revenue [10 - 15%]	2 7.1%	1 16.7%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	1 12.5%	0 0.0%	1 16.7%	0 0.0%
High revenue [15%+]	6 21.4%	2 33.3%	1 14.3%	0 0.0%	3 37.5%	1 33.3%	1 12.5%	0 0.0%	2 33.3%	1 100.0% c

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


Topic 7: Social Media and Mobile Marketing
Approximately what percent of revenue has your app(s) generated for your business?

N=28

	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 P
No revenue [0%]	3 42.9%	0 0.0%	2 66.7%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 100.0%	0 0.0%	0 0.0%	1 33.3%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Little revenue [< 5%]	1 14.3%	1 100.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 66.7%	1 50.0%	0 0.0%	0 0.0%	3 75.0%	0 0.0%
Some revenue [5 - 10%]	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Moderate revenue [10 - 15%]	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%
High revenue [15%+]	2 28.6%	0 0.0%	0 0.0%	1 100.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 100.0%	0 0.0%	0 0.0%	0 0.0%

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


Topic 7: Social Media and Mobile Marketing
Approximately what percent of revenue has your app(s) generated for your business?

N=28

	Sales Revenue							Number of Employees							
	<£10 million	£10-25 million	£26-99 million	£100- 499 million	£500- 999 million	£1-9.9 billion	£10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
No revenue [0%]	0 0.0%	0 0.0%	1 20.0%	1 33.3%	1 33.3%	4 36.4%	1 50.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	2 100.0%	1 25.0%	5 50.0%
Little revenue [< 5%]	0 0.0%	0 0.0%	2 40.0%	1 33.3%	2 66.7%	3 27.3%	1 50.0%	1 100.0% c	0 0.0%	0 0.0%	1 50.0%	2 66.7%	0 0.0%	2 50.0%	3 30.0%
Some revenue [5 - 10%]	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%
Moderate revenue [10 - 15%]	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 20.0%
High revenue [15%+]	1 100.0% f	1 100.0% f	1 20.0%	1 33.3%	0 0.0%	1 9.1% ab	0 0.0%	0 0.0%	0 0.0%	4 66.7% H	1 50.0% h	1 33.3%	0 0.0%	0 0.0%	0 0.0% Cd

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	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
By what percent has the size of your marketing organization grown or shrunk over the last year?	84	24	20	26	14	21	22	19	10	6
	11.27	19.71	5.35	4.69	17.50	15.38	7.59	8.00	3.50	34.17
	30.01	36.57	31.20	12.00	36.99	39.89	25.40	24.84	14.92	36.39
							e		e	bd

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	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
By what percent has the size of your marketing organization grown or shrunk over the last year?	14 15.71 37.87	4 17.50 30.14	12 2.25 11.63	1 -5.00 ---	2 -7.50 31.82	0 ---	6 5.83 22.89	3 8.33 14.43	2 17.50 3.54	1 -5.00 ---	5 -4.00 14.75	3 1.67 25.66	14 34.29 48.52	0 ---	6 6.67 11.69	11 5.00 14.14
			m										c			

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
By what percent has the size of your marketing organization grown or shrunk over the last year?	8 18.13 41.57	12 38.33 41.03	17 5.00 20.39	12 12.50 29.72	8 14.38 30.87	17 2.06 14.37	8 -6.63 18.97	5 -8.00 13.04	5 24.00 45.74	22 20.77 36.52	13 26.38 35.28	7 7.86 11.13	4 -7.50 16.58	8 8.75 18.85	19 -0.42 18.17
		CFG	B			B	B	e		h	H	a			cD

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


Topic 8: Marketing Jobs
Voluntary job loss

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 current marketing organization departed voluntarily over the last year?	82 9.87 13.48	24 12.42 17.73	19 11.58 13.62	25 8.60 11.65	14 5.43 5.29	21 9.67 13.51	22 11.18 17.87	18 9.94 10.44	10 10.00 14.91
% What percent of these losses do you believe are part of the movement called "the great resignation"?	58 22.59 35.58	18 7.03 11.60	14 20.00 30.42	17 33.71 44.15	9 36.78 47.82	13 12.35 28.09	16 30.38 39.11	13 35.62 43.89	7 12.00 17.24	5 20.00 44.72
		cd		a	a					
% What percent of these losses do you believe are due to pandemic- related pressures?	55 20.35 32.41	18 13.08 26.10	13 29.08 37.39	17 24.65 38.49	7 12.43 18.11	12 14.63 30.39	15 5.80 8.30	13 33.77 41.24	7 16.00 23.35	5 40.00 41.83
							cE	b		B

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



Topic 8: Marketing Jobs

Voluntary job loss

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	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
% What percent of your current marketing organization departed voluntarily over the last year?	14 8.07 8.52	4 13.75 17.50	11 3.91 4.87	1 15.00 ---	2 25.00 35.36	0 ---	6 9.17 8.01	3 1.67 2.89	2 12.50 3.54	1 50.00 ---	4 9.25 10.75	3 5.00 5.00	14 14.14 21.97	0 ---	6 7.50 8.80	11 9.36 8.89
			ei		c			i	ch							
% What percent of these losses do you believe are part of the movement called “the great resignation”?	12 37.33 47.01	4 10.25 19.84	6 8.92 20.14	1 8.00 ---	1 50.00 ---	0 ---	4 0.00 0.00	1 0.00 ---	2 4.00 5.66	1 0.00 ---	2 12.50 3.54	2 5.00 7.07	9 13.22 21.09	0 ---	5 32.00 41.47	8 48.50 50.21
% What percent of these losses do you believe are due to pandemic- related pressures?	10 20.50 34.68	4 35.25 47.01	6 16.58 29.61	1 7.00 ---	1 50.00 ---	0 ---	4 2.50 5.00	1 0.00 ---	2 1.00 1.41	1 0.00 ---	2 7.50 3.54	1 50.00 ---	9 21.89 33.27	0 ---	5 20.00 34.64	8 30.38 45.08

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


Topic 8: Marketing Jobs
Voluntary job loss

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 current marketing organization departed voluntarily over the last year?	8 16.88 30.81	12 9.58 9.40	17 8.82 11.25	12 6.83 5.17	8 9.63 9.53	15 10.73 12.59	8 9.75 13.70	5 16.00 20.74	5 8.00 13.04	22 9.68 17.52	13 11.62 11.17	7 7.86 3.93	4 19.00 22.23	7 7.43 8.44	18 7.89 9.58
% What percent of these losses do you believe are part of the movement called “the great resignation”?	3 23.33 25.17	7 14.29 37.80	12 26.42 37.85	9 1.11 2.67	7 45.07 51.65	13 25.54 39.34	5 31.00 25.01	3 16.67 28.87	2 50.00 70.71	14 11.25 27.11	10 18.90 32.82	7 30.00 47.90	4 26.25 49.22	4 31.25 46.26	14 26.71 33.14
% What percent of these losses do you believe are due to pandemic- related pressures?	3 56.67 40.41	7 22.86 38.61	12 22.92 35.96	9 14.56 27.92	6 17.58 40.42	13 15.00 27.92	5 16.60 20.42	3 41.67 38.19	2 0.00 0.00	14 16.32 30.01	9 25.89 38.85	7 22.43 38.79	3 1.67 2.89	4 28.75 47.68	13 19.69 29.02
	d			aeG	d		D								
	f					a									

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	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
Percent change	81	24	19	25	13	21	22	18	9	6
	12.75	15.28	12.63	5.08	22.98	18.10	7.81	10.27	0.56	36.81
	18.71	21.23	18.74	6.16	24.85	19.78	17.05	14.93	12.36	20.56
		c		aD	C	d	E	E	aE	BCD

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	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Percent change	13	4	11	1	1	0	6	3	2	1	5	3	14	0	6	11
	18.49	8.75	6.64	5.00	-30.00	---	7.50	3.33	2.50	0.00	11.00	25.00	28.58	---	5.83	7.64
	21.69	14.93	5.95	---	---	---	7.58	5.77	3.54	---	11.40	22.91	27.39	---	12.01	8.80
			lm									c	cp			m

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 A	£10-25 million B	£26-99 million C	£100-499 million D	£500-999 million E	£1-9.9 billion F	£10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Percent change	7	12	17	12	8	16	8	5	5	21	12	7	4	7	19
	13.27	22.44	10.59	12.58	13.00	10.03	3.13	0.00	11.00	19.53	18.99	11.85	3.13	12.00	7.89
	28.94	26.37	12.86	16.72	17.98	15.34	7.04	17.32	21.91	22.59	21.54	23.01	4.73	8.74	12.40

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


Topic 8: Marketing Jobs
What percent of your marketing budget is currently devoted to training and development?

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
Percent of your marketing budget	80	24	19	24	13	21	20	18	10	6
	3.06	2.79	4.16	2.79	2.46	3.65	3.70	2.42	2.60	2.67
	3.37	2.67	4.06	3.44	3.33	3.69	3.69	3.41	3.24	2.07

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



Topic 8: Marketing Jobs

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

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	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Percent of your marketing budget	13 3.92 3.40	4 1.75 2.21	11 2.18 3.22	1 3.00 ---	2 5.00 7.07	0 ---	6 2.67 4.08	2 7.50 3.54	2 3.50 2.12	1 0.00 ---	4 4.14 4.12	3 4.00 5.29	14 2.25 2.39	0 ---	6 3.33 3.14	11 2.91 3.99
								m					h			

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


Topic 8: Marketing Jobs
How does your company approach the development of new marketing capabilities?

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
Number	80	23	19	25	13	21	21	17	10	6
Percent	100.0%	28.8%	23.8%	31.3%	16.3%	28.0%	28.0%	22.7%	13.3%	8.0%
We build new marketing capabilities ourselves by training current or hiring new employees with the skills.	80 53.75 26.94	23 61.74 23.72	19 46.84 26.83	25 55.60 25.83	13 46.15 32.61	21 54.76 25.62	21 49.76 24.00	17 63.53 27.88	10 53.00 31.99	6 45.00 32.25
We partner with other marketing agencies to learn new marketing skills.	80 20.56 21.73	23 16.96 18.20	19 23.16 22.93	25 19.00 19.84	13 26.15 29.17	21 26.19 24.54	21 20.71 19.83	17 15.29 16.63	10 14.00 14.49	6 20.00 20.74
We partner with other consultancies to learn new marketing skills.	80 12.88 13.80	23 8.70 10.36	19 13.95 13.80	25 13.40 11.25	13 17.69 21.37	21 9.05 9.03	21 17.14 14.37	17 10.29 13.97	10 18.50 16.17	6 18.33 19.15
						bd	a		a	
We partner with other companies to learn new marketing skills.	80 10.88 13.73	23 12.17 16.98	19 12.89 12.84	25 10.20 10.46	13 6.92 14.80	21 10.00 11.83	21 10.95 15.86	17 8.82 9.93	10 13.50 17.17	6 11.67 13.29
We buy other companies to acquire new marketing skills.	80 1.94 7.31	23 0.43 2.09	19 3.16 11.57	25 1.80 5.57	13 3.08 8.55	21 0.00 0.00	21 1.43 3.59	17 2.06 6.39	10 1.00 3.16	6 5.00 12.25

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


Topic 8: Marketing Jobs
How does your company approach the development of new marketing capabilities?

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	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Number	13	2	11	1	2	0	6	3	2	1	5	3	14	0	6	11
Percent	16.3%	2.5%	13.8%	1.3%	2.5%	0.0%	7.5%	3.8%	2.5%	1.3%	6.3%	3.8%	17.5%	0.0%	7.5%	13.8%
We build new marketing capabilities ourselves by training current or hiring new employees with the skills.	13 50.77 29.64	2 50.00 0.00	11 60.91 22.00	1 40.00 ---	2 75.00 35.36	0 ---	6 65.00 32.56	3 60.00 10.00	2 50.00 28.28	1 30.00 ---	5 65.00 20.00	3 21.67 17.56	14 50.36 28.18	0 ---	6 42.50 23.61	11 57.27 33.19
			1					1			1	chk				
We partner with other marketing agencies to learn new marketing skills.	13 23.46 30.03	2 25.00 7.07	11 17.27 21.49	1 35.00 ---	2 5.00 7.07	0 ---	6 9.17 10.21	3 13.33 11.55	2 30.00 14.14	1 45.00 ---	5 10.00 7.07	3 30.00 10.00	14 29.64 26.78	0 ---	6 25.83 28.00	11 13.18 13.09
							1		k		il	gk				
We partner with other consultancies to learn new marketing skills.	13 12.31 15.49	2 20.00 14.14	11 13.64 10.02	1 10.00 ---	2 5.00 7.07	0 ---	6 9.17 15.63	3 16.67 5.77	2 20.00 14.14	1 5.00 ---	5 4.00 5.48	3 30.00 10.00	14 8.57 12.16	0 ---	6 20.83 19.85	11 14.09 16.56
			1					k			hL	cKm	1			
We partner with other companies to learn new marketing skills.	13 12.69 19.00	2 5.00 7.07	11 8.18 10.79	1 5.00 ---	2 15.00 21.21	0 ---	6 16.67 20.66	3 10.00 17.32	2 0.00 0.00	1 20.00 ---	5 11.00 12.45	3 10.00 10.00	14 8.57 10.27	0 ---	6 10.83 10.21	11 13.64 15.83
We buy other companies to acquire new marketing skills.	13 0.77 2.77	2 0.00 0.00	11 0.00 0.00	1 10.00 ---	2 0.00 0.00	0 ---	6 0.00 0.00	3 0.00 0.00	2 0.00 0.00	1 0.00 ---	5 10.00 22.36	3 8.33 14.43	14 2.86 8.25	0 ---	6 0.00 0.00	11 1.82 4.05

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


Topic 8: Marketing Jobs
How does your company approach the development of new marketing capabilities?

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
Number	8	12	15	12	8	16	7	5	5	22	12	6	4	7	18
Percent	10.3%	15.4%	19.2%	15.4%	10.3%	20.5%	9.0%	6.3%	6.3%	27.8%	15.2%	7.6%	5.1%	8.9%	22.8%
We build new marketing capabilities ourselves by training current or hiring new employees with the skills.	8 45.00 28.78	12 59.58 29.03	15 61.00 24.80	12 61.67 26.91	8 67.50 22.36	16 46.88 24.07	7 34.29 22.07	5 69.00 27.02	5 46.00 35.78	22 59.77 28.68	12 60.83 23.53	6 42.50 18.37	4 51.25 29.55	7 54.29 31.68	18 45.56 23.76
			g	g	g		cde								
We partner with other marketing agencies to learn new marketing skills.	8 21.25 18.08	12 18.75 18.36	15 23.67 24.09	12 11.67 9.61	8 11.25 9.54	16 17.81 15.49	7 34.29 36.45	5 8.00 10.95	5 14.00 16.73	22 17.05 20.10	12 27.50 27.68	6 28.33 12.11	4 13.75 20.97	7 17.86 11.50	18 23.33 26.35
								e				a			
We partner with other consultancies to learn new marketing skills.	8 12.50 16.69	12 10.83 14.90	15 9.33 12.66	12 12.08 9.16	8 12.50 13.89	16 16.25 17.56	7 19.29 9.76	5 7.00 8.37	5 18.00 19.24	22 11.36 14.07	12 5.42 4.98	6 21.67 18.35	4 11.25 19.31	7 12.14 10.75	18 17.22 14.27
									d		bEh	D			d
We partner with other companies to learn new marketing skills.	8 21.25 17.27	12 10.00 12.06	15 6.00 8.28	12 12.08 15.59	8 7.50 8.45	16 13.13 16.92	7 10.71 13.67	5 16.00 15.17	5 20.00 21.21	22 10.45 13.97	12 6.25 4.83	6 5.83 12.01	4 21.25 20.97	7 10.71 8.38	18 10.56 15.04
	C		A						d		bf		d		
We buy other companies to acquire new marketing skills.	8 0.00 0.00	12 0.83 2.89	15 0.00 0.00	12 2.50 8.66	8 1.25 3.54	16 5.94 13.57	7 1.43 3.78	5 0.00 0.00	5 2.00 4.47	22 1.36 6.40	12 0.00 0.00	6 1.67 4.08	4 2.50 5.00	7 5.00 9.57	18 3.33 11.88

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


Topic 9: Marketing Leadership
How has the role of marketing in your company changed during the last year?

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
Increased in importance	82 77.4%	34 94.4% BC	14 60.9% A	22 68.8% A	12 80.0%	22 81.5%	25 83.3%	16 72.7%	9 64.3%	6 85.7%
Decreased in importance	6 5.7%	0 0.0% b	4 17.4% a	2 6.3%	0 0.0%	2 7.4%	0 0.0% d	1 4.5%	3 21.4% b	0 0.0%
No change	18 17.0%	2 5.6% c	5 21.7%	8 25.0% a	3 20.0%	3 11.1%	5 16.7%	5 22.7%	2 14.3%	1 14.3%

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


Topic 9: Marketing Leadership
How has the role of marketing in your company changed during the last year?

Number Col %	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Increased in importance	14 87.5% bh	1 25.0% amo	10 76.9%	0 0.0%	1 50.0%	1 100.0%	4 57.1%	1 33.3% a	3 100.0%	2 100.0%	6 75.0%	2 66.7%	17 85.0% b	1 100.0%	8 88.9% b	11 78.6%
Decreased in importance	1 6.3%	0 0.0%	0 0.0%	0 0.0%	1 50.0% cp	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	2 10.0%	0 0.0%	1 11.1%	0 0.0% e
No change	1 6.3% Bgh	3 75.0% AMo	3 23.1%	0 0.0%	0 0.0%	0 0.0%	3 42.9% amo	2 66.7% aMo	0 0.0%	0 0.0%	1 12.5%	1 33.3%	1 5.0% BgH	0 0.0%	0 0.0% bgh	3 21.4%

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


Topic 9: Marketing Leadership
How has the role of marketing in your company changed during the last year?

Number Col %	Sales Revenue							Number of Employees							
	<£10 million	£10-25 million	£26-99 million	£100- 499 million	£500- 999 million	£1-9.9 billion	£10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Increased in importance	6 60.0%	12 80.0%	17 77.3%	12 80.0%	10 90.9%	18 85.7%	5 55.6%	4 57.1%	4 66.7%	27 87.1%	11 78.6%	4 57.1%	7 100.0%	9 75.0%	15 71.4%
Decreased in importance	1 10.0%	0 0.0%	2 9.1%	1 6.7%	0 0.0%	1 4.8%	1 11.1%	1 14.3%	0 0.0%	2 6.5%	0 0.0%	1 14.3%	0 0.0%	1 8.3%	1 4.8%
No change	3 30.0%	3 20.0%	3 13.6%	2 13.3%	1 9.1%	2 9.5%	3 33.3%	2 28.6%	2 33.3%	2 6.5%	3 21.4%	2 28.6%	0 0.0%	2 16.7%	5 23.8%

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


Topic 9: Marketing Leadership
How well aligned are marketing and finance leaders in your company on goals, strategies, and tools/data?

	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%	0 0.0%	1 4.3%	1 3.1%	1 6.7%	1 3.7%	0 0.0%	0 0.0%	2 14.3%	0 0.0%
2	3 2.8%	0 0.0%	0 0.0%	3 9.4%	0 0.0%	0 0.0%	1 3.3%	2 9.1%	0 0.0%	0 0.0%
3	10 9.4%	7 19.4%	1 4.3%	1 3.1%	1 6.7%	4 14.8%	4 13.3%	1 4.5%	1 7.1%	0 0.0%
4	14 13.2%	3 8.3%	6 26.1%	3 9.4%	2 13.3%	3 11.1%	3 10.0%	4 18.2%	1 7.1%	0 0.0%
5	32 30.2%	12 33.3%	6 26.1%	10 31.3%	4 26.7%	8 29.6%	7 23.3%	10 45.5%	2 14.3%	4 57.1%
6	29 27.4%	9 25.0%	7 30.4%	8 25.0%	5 33.3%	7 25.9%	9 30.0%	4 18.2%	5 35.7%	2 28.6%
7=Very Highly	15 14.2%	5 13.9%	2 8.7%	6 18.8%	2 13.3%	4 14.8%	6 20.0%	1 4.5%	3 21.4%	1 14.3%
Mean	5.04	5.06	4.96	5.06	5.07	5.00	5.23	4.73	5.00	5.57

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


Topic 9: Marketing Leadership
How well aligned are marketing and finance leaders in your company on goals, strategies, and tools/data?

	Industry Sector															
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufact- uring I	Mining Construc- tion J	Service Consulting K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O	Luxury P
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 5.0%	0 0.0%	0 0.0%	1 7.7%
2	0 0.0%	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%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%
3	3 18.8%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	1 12.5%	0 0.0%	3 15.0%	0 0.0%	0 0.0%	1 7.7%
4	1 6.3%	2 50.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 50.0%	2 25.0%	2 66.7%	2 10.0%	0 0.0%	1 11.1%	1 7.7%
5	2 12.5%	1 25.0%	4 30.8%	0 0.0%	1 50.0%	0 0.0%	3 42.9%	0 0.0%	1 33.3%	1 50.0%	3 37.5%	1 33.3%	6 30.0%	1 100.0%	4 44.4%	4 30.8%
6	8 50.0%	1 25.0%	4 30.8%	0 0.0%	1 50.0%	1 100.0%	3 42.9%	3 100.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	2 10.0%	0 0.0%	3 33.3%	2 15.4%
7=Very Highly	1 6.3%	0 0.0%	1 7.7%	1 100.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	6 30.0%	0 0.0%	1 11.1%	3 23.1%
Mean	4.94	4.75	4.77	7.00	5.50	6.00	5.71	6.00	4.00	4.50	4.88	4.33	5.10	5.00	5.44	4.85

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


Topic 9: Marketing Leadership
How well aligned are marketing and finance leaders in your company on goals, strategies, and tools/data?

	Sales Revenue							Number of Employees							
	<£10 million	£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=Not at all	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	1 11.1%	0 0.0%	1 16.7% c	0 0.0% b	0 0.0%	0 0.0%	0 0.0%	1 8.3%	1 4.8%
2	0 0.0%	0 0.0%	0 0.0% d	3 20.0% cf	0 0.0%	0 0.0% d	0 0.0%	1 14.3% c	0 0.0%	0 0.0% a	1 7.1%	1 12.5%	0 0.0%	0 0.0%	0 0.0%
3	1 10.0%	0 0.0% c	6 27.3% bd	0 0.0% c	0 0.0%	2 9.1%	1 11.1%	0 0.0%	0 0.0%	5 16.7%	0 0.0% f	1 12.5%	2 28.6% d	1 8.3%	1 4.8%
4	2 20.0%	0 0.0% e	2 9.1%	2 13.3%	3 27.3% b	3 13.6%	1 11.1%	1 14.3%	0 0.0%	1 3.3% Eg	2 14.3%	3 37.5% C	1 14.3%	3 25.0% c	3 14.3%
5	3 30.0%	6 42.9%	4 18.2%	5 33.3%	5 45.5%	8 36.4%	1 11.1%	4 57.1%	1 16.7%	9 30.0%	5 35.7%	1 12.5%	1 14.3%	4 33.3%	7 33.3%
6	3 30.0%	4 28.6%	7 31.8%	3 20.0%	2 18.2%	5 22.7%	4 44.4%	1 14.3%	2 33.3%	10 33.3%	5 35.7%	0 0.0%	2 28.6%	2 16.7%	7 33.3%
7=Very Highly	0 0.0%	4 28.6%	3 13.6%	2 13.3%	1 9.1%	3 13.6%	1 11.1%	0 0.0%	2 33.3%	5 16.7%	1 7.1%	2 25.0%	1 14.3%	1 8.3%	2 9.5%
Mean	4.50 b	5.86 acde	4.95 b	4.73 b	5.09 b	5.00	4.89	4.57	5.33	5.30	5.14	4.50	4.86	4.58	5.10

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


Topic 9: 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	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Managing the present	107 65.05 18.16	36 69.72 14.44 cd	23 71.96 13.21 cD	32 58.91 20.86 ab	16 56.88 20.32 aB	27 69.63 14.80	30 61.00 22.87	22 61.14 19.27	15 68.67 13.29	7 70.71 7.32
Preparing for the future	107 34.95 18.16	36 30.28 14.44 cd	23 28.04 13.21 cD	32 41.09 20.86 ab	16 43.13 20.32 aB	27 30.37 14.80	30 39.00 22.87	22 38.86 19.27	15 31.33 13.29	7 29.29 7.32

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


Topic 9: 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	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Managing the present	16 65.63 20.32	4 80.00 0.00	13 63.85 20.53	1 70.00 ---	2 65.00 21.21	1 70.00 ---	7 65.71 21.88	3 50.00 10.00 klm	3 71.67 16.07	2 65.00 7.07	8 68.75 12.75 ho	3 76.67 5.77 h	20 69.50 12.56 hO	1 70.00 ---	9 48.33 22.64 kM	14 61.43 21.34
Preparing for the future	16 34.38 20.32	4 20.00 0.00	13 36.15 20.53	1 30.00 ---	2 35.00 21.21	1 30.00 ---	7 34.29 21.88	3 50.00 10.00 klm	3 28.33 16.07	2 35.00 7.07	8 31.25 12.75 ho	3 23.33 5.77 h	20 30.50 12.56 hO	1 30.00 ---	9 51.67 22.64 kM	14 38.57 21.34

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


Topic 9: 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	10 67.00 13.37	15 70.33 10.93	22 68.41 20.08	15 70.00 13.50	11 60.00 17.61	22 55.91 21.42	9 66.67 19.53	7 62.86 13.80	6 72.50 11.73	31 69.35 14.70	14 66.79 20.90	8 61.88 16.89	7 57.14 21.19	12 70.00 11.68	21 55.95 23.06
		f		f		bd				h					c
Preparing for the future	10 33.00 13.37	15 29.67 10.93	22 31.59 20.08	15 30.00 13.50	11 40.00 17.61	22 44.09 21.42	9 33.33 19.53	7 37.14 13.80	6 27.50 11.73	31 30.65 14.70	14 33.21 20.90	8 38.13 16.89	7 42.86 21.19	12 30.00 11.68	21 44.05 23.06
		f		f		bd				h					c

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


Topic 9: Marketing Leadership
Do you believe it is appropriate for your brand to take a stance on politically-charged issues?

	Total	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	31 29.0%	9 25.0%	8 34.8%	8 25.0%	6 37.5%	7 25.9%	9 30.0%	7 31.8%	3 20.0%	3 42.9%
No	76 71.0%	27 75.0%	15 65.2%	24 75.0%	10 62.5%	20 74.1%	21 70.0%	15 68.2%	12 80.0%	4 57.1%

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


Topic 9: Marketing Leadership
Do you believe it is appropriate for your brand to take a stance on politically-charged issues?

	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	Luxury P
Yes	8 50.0%	0 0.0%	4 30.8%	0 0.0%	1 50.0%	0 0.0%	1 14.3%	2 66.7%	0 0.0%	0 0.0%	3 37.5%	1 33.3%	4 20.0%	0 0.0%	3 33.3%	4 28.6%
No	8 50.0%	4 100.0%	9 69.2%	1 100.0%	1 50.0%	1 100.0%	6 85.7%	1 33.3%	3 100.0%	2 100.0%	5 62.5%	2 66.7%	16 80.0%	1 100.0%	6 66.7%	10 71.4%

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


Topic 9: Marketing Leadership
Do you believe it is appropriate for your brand to take a stance on politically-charged issues?

	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	3 30.0%	3 20.0%	5 22.7%	5 33.3%	2 18.2%	7 31.8%	4 44.4%	1 14.3%	0 0.0%	8 25.8%	5 35.7%	2 25.0%	1 14.3%	4 33.3%	9 42.9%
No	7 70.0%	12 80.0%	17 77.3%	10 66.7%	9 81.8%	15 68.2%	5 55.6%	6 85.7%	6 100.0%	23 74.2%	9 64.3%	6 75.0%	6 85.7%	8 66.7%	12 57.1%

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your company?

N=107	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
Digital marketing	99 92.5%	33 91.7%	21 91.3%	31 96.9%	14 87.5%	22 81.5% b	30 100.0% aE	21 95.5%	15 100.0% e	5 71.4% Bd
Brand	96 89.7%	29 80.6% b	23 100.0% a	29 90.6%	15 93.8%	24 88.9%	28 93.3% e	20 90.9% e	14 93.3%	4 57.1% bc
Social media	92 86.0%	30 83.3%	19 82.6%	29 90.6%	14 87.5%	19 70.4% cd	27 90.0%	21 95.5% a	15 100.0% ae	5 71.4% d
Positioning	87 81.3%	30 83.3%	19 82.6%	25 78.1%	13 81.3%	21 77.8%	24 80.0%	17 77.3%	15 100.0% e	4 57.1% d
Advertising	84 78.5%	27 75.0% c	15 65.2% C	30 93.8% aB	12 75.0%	17 63.0% bd	26 86.7% a	18 81.8%	14 93.3% a	4 57.1%
Public relations	82 76.6%	25 69.4%	18 78.3%	26 81.3%	13 81.3%	22 81.5%	24 80.0%	15 68.2%	12 80.0%	4 57.1%
Promotion	72 67.3%	26 72.2%	15 65.2%	20 62.5%	11 68.8%	16 59.3%	21 70.0%	14 63.6%	13 86.7%	4 57.1%
Lead generation	72 67.3%	32 88.9% Cd	20 87.0% Cd	11 34.4% AB	9 56.3% ab	22 81.5% C	19 63.3%	9 40.9% Ad	12 80.0% c	4 57.1%
Marketing analytics	71 66.4%	27 75.0%	16 69.6%	19 59.4%	9 56.3%	18 66.7%	22 73.3% e	12 54.5% d	13 86.7% ce	2 28.6% bd
Marketing research	69 64.5%	21 58.3%	16 69.6%	22 68.8%	10 62.5%	14 51.9% b	24 80.0% ae	15 68.2%	10 66.7%	2 28.6% b
Insight	62 57.9%	18 50.0%	14 60.9%	21 65.6%	9 56.3%	12 44.4% b	22 73.3% aE	13 59.1% e	10 66.7% e	1 14.3% Bcd

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


Topic 9: Marketing Leadership
What is marketing primarily responsible for in your company?

N=107	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
		Revenue growth	50 46.7%	20 55.6%	10 43.5%	11 34.4%	9 56.3%	14 51.9% D	11 36.7% D	6 27.3% D
Competitive intelligence	49 45.8%	19 52.8%	10 43.5%	14 43.8%	6 37.5%	8 29.6%	16 53.3%	10 45.5%	8 53.3%	4 57.1%
Customer relationship management	44 41.1%	11 30.6%	9 39.1%	16 50.0%	8 50.0%	9 33.3%	13 43.3%	9 40.9%	9 60.0%	2 28.6%
Market entry strategies	44 41.1%	17 47.2%	8 34.8%	11 34.4%	8 50.0%	13 48.1%	15 50.0%	7 31.8%	7 46.7%	2 28.6%
e-commerce	42 39.3%	14 38.9%	5 21.7% C	19 59.4% Bd	4 25.0% c	4 14.8% BcD	17 56.7% A	10 45.5% a	10 66.7% Ae	1 14.3% d
Customer experience	39 36.4%	10 27.8%	9 39.1%	14 43.8%	6 37.5%	6 22.2% cd	8 26.7% d	11 50.0% a	9 60.0% ab	2 28.6%
Innovation	31 29.0%	8 22.2% c	2 8.7% C	16 50.0% aB	5 31.3%	5 18.5% bc	13 43.3% ae	10 45.5% ae	3 20.0%	0 0.0% bc
Pricing	30 28.0%	11 30.6%	3 13.0%	10 31.3%	6 37.5%	4 14.8% c	9 30.0%	9 40.9% a	4 26.7%	3 42.9%
New products	28 26.2%	8 22.2%	3 13.0% c	14 43.8% b	3 18.8%	5 18.5%	11 36.7%	8 36.4%	2 13.3%	1 14.3%
Sales	27 25.2%	8 22.2% D	2 8.7% D	7 21.9% D	10 62.5% ABC	3 11.1% D	3 10.0% De	7 31.8%	9 60.0% AB	3 42.9% b

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


Topic 9: Marketing Leadership
What is marketing primarily responsible for in your company?

N=107	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
Sustainability	22 20.6%	6 16.7%	6 26.1%	9 28.1%	1 6.3%	5 18.5%	5 16.7%	5 22.7%	5 33.3%	1 14.3%
Customer service	18 16.8%	4 11.1% d	0 0.0% cD	8 25.0% b	6 37.5% aB	1 3.7% cD	4 13.3% d	7 31.8% a	6 40.0% Ab	0 0.0%
Market selection	17 15.9%	6 16.7%	2 8.7% d	3 9.4% d	6 37.5% bc	4 14.8%	3 10.0%	5 22.7%	3 20.0%	2 28.6%
Privacy	13 12.1%	6 16.7%	2 8.7%	4 12.5%	1 6.3%	4 14.8%	2 6.7% c	6 27.3% b	1 6.7%	0 0.0%
Distribution	6 5.6%	2 5.6%	0 0.0% d	1 3.1%	3 18.8% b	0 0.0% D	0 0.0% D	2 9.1%	4 26.7% AB	0 0.0%
Stock market performance	1 0.9%	0 0.0%	0 0.0%	1 3.1%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	0 0.0%

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Topic 9: Marketing Leadership

What is marketing primarily responsible for in your company?

N=107

	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	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Public relations	15 93.8%	4 100.0%	8 61.5%	1 100.0%	0 0.0%	1 100.0%	5 71.4%	1 33.3%	3 100.0%	1 50.0%	7 87.5%	2 66.7%	14 70.0%	0 0.0%	6 66.7%	14 100.0%
Brand	14 87.5%	4 100.0%	11 84.6%	1 100.0%	2 100.0%	1 100.0%	6 85.7%	3 100.0%	3 100.0%	1 50.0%	8 100.0%	3 100.0%	18 90.0%	0 0.0%	8 88.9%	13 92.9%
Digital marketing	14 87.5%	4 100.0%	12 92.3%	1 100.0%	2 100.0%	1 100.0%	7 100.0%	2 66.7%	3 100.0%	2 100.0%	7 87.5%	3 100.0%	18 90.0%	1 100.0%	8 88.9%	14 100.0%
Advertising	13 81.3%	4 100.0%	11 84.6%	1 100.0%	1 50.0%	1 100.0%	5 71.4%	3 100.0%	3 100.0%	1 50.0%	5 62.5%	3 100.0%	12 60.0%	1 100.0%	7 77.8%	13 92.9%
Positioning	13 81.3%	4 100.0%	11 84.6%	1 100.0%	2 100.0%	1 100.0%	5 71.4%	3 100.0%	3 100.0%	2 100.0%	7 87.5%	2 66.7%	16 80.0%	1 100.0%	4 44.4%	12 85.7%
Social media	13 81.3%	4 100.0%	12 92.3%	1 100.0%	2 100.0%	1 100.0%	6 85.7%	1 33.3%	3 100.0%	2 100.0%	5 62.5%	3 100.0%	17 85.0%	1 100.0%	7 77.8%	14 100.0%
Lead generation	12 75.0%	4 100.0%	4 30.8%	1 100.0%	2 100.0%	1 100.0%	5 71.4%	1 33.3%	3 100.0%	2 100.0%	6 75.0%	2 66.7%	17 85.0%	1 100.0%	4 44.4%	7 50.0%
Marketing analytics	12 75.0%	3 75.0%	7 53.8%	1 100.0%	1 50.0%	1 100.0%	5 71.4%	1 33.3%	3 100.0%	1 50.0%	7 87.5%	0 0.0%	14 70.0%	1 100.0%	6 66.7%	8 57.1%
Marketing research	11 68.8%	4 100.0%	10 76.9%	1 100.0%	1 50.0%	1 100.0%	7 100.0%	1 33.3%	3 100.0%	1 50.0%	5 62.5%	1 33.3%	8 40.0%	1 100.0%	7 77.8%	7 50.0%
Promotion	10 62.5%	3 75.0%	4 30.8%	1 100.0%	1 50.0%	0 0.0%	7 100.0%	2 66.7%	3 100.0%	2 100.0%	5 62.5%	2 66.7%	14 70.0%	1 100.0%	7 77.8%	10 71.4%
Insight	9 56.3%	4 100.0%	9 69.2%	0 0.0%	1 50.0%	0 0.0%	5 71.4%	1 33.3%	3 100.0%	1 50.0%	4 50.0%	2 66.7%	9 45.0%	0 0.0%	5 55.6%	9 64.3%

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Topic 9: Marketing Leadership

What is marketing primarily responsible for in your company?

N=107

	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 P
Competitive intelligence	8 50.0%	1 25.0%	7 53.8%	1 100.0%	1 50.0%	0 0.0%	5 71.4%	1 33.3%	3 100.0%	0 0.0%	4 50.0%	0 0.0%	9 45.0%	0 0.0%	5 55.6%	4 28.6%
e-commerce	6 37.5%	1 25.0%	8 61.5% kM	0 0.0%	2 100.0% km	0 0.0%	3 42.9%	1 33.3%	3 100.0% kM	2 100.0% km	1 12.5% ceijo	1 33.3%	3 15.0% CeIjO	0 0.0%	6 66.7% kM	5 35.7%
Customer relationship management	5 31.3%	1 25.0%	5 38.5%	1 100.0%	1 50.0%	0 0.0%	3 42.9%	0 0.0%	1 33.3%	1 50.0%	5 62.5%	0 0.0%	7 35.0%	0 0.0%	6 66.7%	8 57.1%
Customer experience	5 31.3%	2 50.0%	6 46.2%	0 0.0%	1 50.0%	0 0.0%	2 28.6%	1 33.3%	1 33.3%	0 0.0%	3 37.5%	0 0.0%	7 35.0%	0 0.0%	5 55.6%	6 42.9%
Revenue Growth	4 25.0% eM	1 25.0% m	4 30.8% M	1 100.0%	2 100.0% a	0 0.0% m	3 42.9% m	1 33.3%	2 66.7%	1 50.0%	2 25.0% M	0 0.0% M	17 85.0% AbCfKLoP	1 100.0%	4 44.4% m	7 50.0% m
Market entry strategies	4 25.0% h	0 0.0% h	5 38.5%	1 100.0%	1 50.0%	0 0.0%	3 42.9%	3 100.0% abp	2 66.7%	1 50.0%	4 50.0%	0 0.0%	11 55.0%	1 100.0%	4 44.4%	4 28.6% h
Sales	2 12.5% dp	1 25.0%	2 15.4%	1 100.0% ak	0 0.0%	0 0.0%	3 42.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0% dop	0 0.0%	7 35.0%	0 0.0%	4 44.4% k	7 50.0% ak
Sustainability	2 12.5%	1 25.0%	4 30.8%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	1 33.3%	1 33.3%	0 0.0%	1 12.5%	0 0.0%	4 20.0%	0 0.0%	1 11.1%	6 42.9%
Customer service	1 6.3% cdo	0 0.0%	6 46.2% agk	1 100.0% agkm	0 0.0%	0 0.0%	0 0.0% cd	0 0.0%	0 0.0%	0 0.0%	0 0.0% cdo	0 0.0%	3 15.0% d	0 0.0%	4 44.4% ak	3 21.4%
Innovation	1 6.3% ChiJop	0 0.0% c	8 61.5% AbkM	0 0.0%	0 0.0%	0 0.0%	1 14.3%	2 66.7% ak	2 66.7% ak	2 100.0% Akm	0 0.0% chijop	0 0.0%	3 15.0% Cjop	0 0.0%	5 55.4% akm	7 50.0% akm

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Topic 9: Marketing Leadership

What is marketing primarily responsible for in your company?

N=107

	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	Luxury P
	New products	1 6.3% Chip	0 0.0%	7 53.8% AkM	0 0.0%	0 0.0%	0 0.0%	2 28.6%	2 66.7% akm	2 66.7% akm	1 50.0%	0 0.0% chip	1 33.3%	2 10.0% Chip	0 0.0%	3 33.3%
Pricing	1 6.3% cdgmp	1 25.0%	6 46.2% ak	1 100.0% ak	0 0.0%	0 0.0%	3 42.9% a	1 33.3%	1 33.3%	0 0.0%	0 0.0% cdp	0 0.0%	7 35.0% a	0 0.0%	3 33.3%	6 42.9% ak
Privacy	1 6.3%	0 0.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	2 28.6% p	0 0.0%	1 33.3% p	0 0.0%	1 12.5%	1 33.3% p	3 15.0%	0 0.0%	2 22.2%	0 0.0% gil
Distribution	1 6.3%	0 0.0%	0 0.0% p	0 0.0%	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 5.0%	0 0.0%	0 0.0%	4 28.6% c
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%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%
Market selection	0 0.0% Dikm	0 0.0%	3 23.1%	1 100.0% A	0 0.0%	0 0.0%	1 14.3%	0 0.0%	1 33.3% a	0 0.0%	2 25.0% a	0 0.0%	5 25.0% a	0 0.0%	2 22.2%	2 14.3%

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


Topic 9: Marketing Leadership
What is marketing primarily responsible for in your company?

N=107

	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
Brand	10 100.0%	14 93.3%	15 68.2% eF	13 86.7%	11 100.0% c	22 100.0% C	8 88.9%	7 100.0%	5 83.3%	24 77.4%	13 92.9%	8 100.0%	7 100.0%	11 91.7%	20 95.2%
Digital marketing	10 100.0%	14 93.3%	19 86.4%	15 100.0%	11 100.0%	20 90.9%	7 77.8%	7 100.0%	5 83.3%	28 90.3%	14 100.0%	8 100.0%	7 100.0%	11 91.7%	18 85.7%
Social media	9 90.0%	13 86.7%	18 81.8%	15 100.0% eg	8 72.7% d	20 90.9%	6 66.7% d	6 85.7%	5 83.3%	26 83.9%	13 92.9%	8 100.0%	5 71.4%	11 91.7%	17 81.0%
Positioning	9 90.0%	13 86.7%	15 68.2%	12 80.0%	8 72.7%	19 86.4%	8 88.9%	7 100.0%	4 66.7%	22 71.0%	12 85.7%	8 100.0%	5 71.4%	10 83.3%	18 85.7%
Advertising	8 80.0%	10 66.7%	16 72.7%	14 93.3%	9 81.8%	19 86.4%	6 66.7%	5 71.4%	4 66.7%	23 74.2%	11 78.6%	6 75.0%	7 100.0%	10 83.3%	17 81.0%
Lead generation	8 80.0%	12 80.0%	15 68.2%	7 46.7%	7 63.6%	15 68.2%	6 66.7%	5 71.4%	5 83.3%	19 61.3%	10 71.4%	5 62.5%	6 85.7%	7 58.3%	15 71.4%
Marketing research	7 70.0%	7 46.7% f	15 68.2%	8 53.3% f	7 63.6%	19 86.4% bd	5 55.6%	5 71.4%	3 50.0%	16 51.6% f	10 71.4%	5 62.5%	7 100.0% cg	6 50.0% f	16 76.2%
Public relations	7 70.0%	13 86.7% g	17 77.3%	13 86.7% g	9 81.8%	17 77.3%	4 44.4% bd	4 57.1%	6 100.0%	23 74.2%	13 92.9% h	7 87.5%	6 85.7%	10 83.3%	12 57.1% d
Revenue Growth	6 60.0%	9 60.0%	9 40.9%	9 60.0%	3 27.3%	8 36.4%	6 66.7%	3 42.9%	3 50.0%	17 54.8% g	6 42.9%	4 50.0%	3 42.9%	2 16.7% ch	12 57.1% g
Promotion	5 50.0%	10 66.7%	14 63.6%	10 66.7%	9 81.8%	16 72.7%	5 55.6%	4 57.1%	3 50.0%	19 61.3%	12 85.7%	5 62.5%	5 71.4%	9 75.0%	14 66.7%
Market entry strategies	5 50.0%	4 26.7%	10 45.5%	7 46.7%	2 18.2%	11 50.0%	5 55.6%	3 42.9%	2 33.3%	13 41.9%	6 42.9%	2 25.0%	2 28.6%	6 50.0%	10 47.6%
Marketing analytics	5 50.0%	11 73.3%	16 72.7%	8 53.3%	9 81.8%	18 81.8% g	4 44.4% f	4 57.1%	4 66.7%	17 54.8% f	10 71.4%	6 75.0%	7 100.0% c	9 75.0%	13 61.9%

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Topic 9: Marketing Leadership

What is marketing primarily responsible for in your company?

N=107

	Sales Revenue							Number of Employees							
	<£10 million	£10-25 million	£26-99 million	£100- 499 million	£500- 999 million	£1-9.9 billion	£10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Customer relationship management	4 40.0%	9 60.0%	8 36.4%	5 33.3%	5 45.5%	10 45.5%	3 33.3%	1 14.3%	3 50.0%	15 48.4%	5 35.7%	3 37.5%	4 57.1%	6 50.0%	7 33.3%
e-commerce	4 40.0%	4 26.7%	10 45.5%	7 46.7%	6 54.5%	9 40.9%	2 22.2%	4 57.1%	3 50.0%	11 35.5%	4 28.6%	1 12.5%	5 71.4%	7 58.3%	6 28.6%
Competitive intelligence	3 30.0%	7 46.7%	8 36.4%	9 60.0%	4 36.4%	14 63.6%	4 44.4%	3 42.9%	3 50.0%	12 38.7%	5 35.7%	4 50.0%	4 57.1%	5 41.7%	12 57.1%
Insight	3 30.0%	9 60.0%	12 54.5%	8 53.3%	6 54.5%	18 81.8%	5 55.6%	1 14.3%	4 66.7%	14 45.2%	9 64.3%	5 62.5%	5 71.4%	8 66.7%	15 71.4%
Customer experience	3 30.0%	5 33.3%	9 40.9%	5 33.3%	4 36.4%	8 36.4%	5 55.6%	1 14.3%	2 33.3%	11 35.5%	8 57.1%	1 12.5%	2 28.6%	3 25.0%	10 47.6%
Sustainability	3 30.0%	2 13.3%	5 22.7%	5 33.3%	3 27.3%	3 13.6%	1 11.1%	2 28.6%	2 33.3%	6 19.4%	2 14.3%	3 37.5%	1 14.3%	2 16.7%	4 19.0%
Sales	2 20.0%	6 40.0%	5 22.7%	4 26.7%	1 9.1%	6 27.3%	2 22.2%	1 14.3%	4 66.7%	7 22.6%	5 35.7%	2 25.0%	0 0.0%	1 8.3%	7 33.3%
Innovation	2 20.0%	2 13.3%	4 18.2%	4 26.7%	5 45.5%	9 40.9%	5 55.6%	2 28.6%	1 16.7%	4 12.9%	4 28.6%	0 0.0%	4 57.1%	4 33.3%	11 52.4%
Customer service	2 20.0%	3 20.0%	4 18.2%	1 6.7%	3 27.3%	4 18.2%	1 11.1%	1 14.3%	1 16.7%	5 16.1%	3 21.4%	2 25.0%	2 28.6%	1 8.3%	3 14.3%
Pricing	1 10.0%	8 53.3%	3 13.6%	5 33.3%	4 36.4%	6 27.3%	3 33.3%	2 28.6%	3 50.0%	7 22.6%	3 21.4%	3 37.5%	2 28.6%	2 16.7%	8 38.1%
Distribution	1 10.0%	3 20.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	1 11.1%	0 0.0%	2 33.3%	1 3.2%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	2 9.5%

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


Topic 9: Marketing Leadership
What is marketing primarily responsible for in your company?

N=107

	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
Market selection	1 10.0%	3 20.0%	4 18.2%	4 26.7%	0 0.0%	4 18.2%	1 11.1%	1 14.3%	0 0.0%	7 22.6%	4 28.6%	1 12.5%	1 14.3%	0 0.0%	3 14.3%
Privacy	1 10.0%	1 6.7%	3 13.6%	3 20.0%	2 18.2%	2 9.1%	1 11.1%	1 14.3%	1 16.7%	2 6.5% dg	4 28.6% c	0 0.0%	0 0.0%	4 33.3% ch	1 4.8% g
New products	1 10.0% g	5 33.3%	4 18.2% g	4 26.7%	3 27.3%	6 27.3%	5 55.6% ac	2 28.6%	2 33.3%	6 19.4% h	2 14.3% h	0 0.0% h	2 28.6%	2 16.7%	11 52.4% cde
Stock market performance	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%

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


Topic 10: Marketing and Diversity, Equity, and Inclusion
By what percent has marketing spending on DE&I changed in the last year?

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
Percent	98	32	21	30	15	25	29	20	14	7
Change	12.33	10.38	15.29	14.50	8.00	11.28	10.72	19.75	10.00	5.71
	21.88	20.60	29.40	22.10	8.82	27.38	21.54	24.14	12.25	7.87

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


Topic 10: Marketing and Diversity, Equity, and Inclusion
By what percent has marketing spending on DE&I changed in the last year?

Number Mean SD	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Service Consulting	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Percent	15	3	12	1	2	1	6	3	3	2	7	3	16	1	9	14
Change	13.33	11.67	13.75	25.00	5.00	0.00	3.33	36.67	3.33	10.00	25.71	0.00	5.81	10.00	9.44	17.50
	26.39	12.58	28.45	---	7.07	---	8.16	55.08	5.77	0.00	34.57	0.00	13.13	---	8.82	19.09
								m					h			

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


Topic 10: Marketing and Diversity, Equity, and Inclusion
By what percent has marketing spending on DE&I changed in the last year?

Number Mean SD	Sales Revenue							Number of Employees							
	<£10 million	£10-25 million	£26-99 million	£100-499 million	£500-999 million	£1-9.9 billion	£10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Percent	9	14	22	14	10	19	8	7	6	30	12	7	6	10	19
Change	4.44	2.86	5.82	12.43	28.00	22.89	13.88	5.71	0.00	6.33	17.25	14.00	11.67	19.20	21.37
	7.26	6.11	6.97	17.86	41.04	30.01	13.79	9.76	0.00	10.58	27.40	18.45	19.41	32.69	29.93
		efg	efg		bc	bc	bc			h					c

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

Topic 10: Marketing and Diversity, Equity, and Inclusion

What types of impact have you been able to document for DE&I?

N=98	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
		Increased employee acquisition and/or retention	42 42.9%	13 40.6%	12 54.5%	10 34.5%	7 46.7%	15 57.7%	9 33.3%	8 38.1%
Improved brand reputation	41 41.8%	12 37.5%	10 45.5%	12 41.4%	7 46.7%	11 42.3%	9 33.3%	11 52.4%	6 42.9%	2 33.3%
Improved relationships with other stakeholders	30 30.6%	9 28.1%	7 31.8%	9 31.0%	5 33.3%	6 23.1%	9 33.3%	8 38.1%	4 28.6%	1 16.7%
We have not taken any DE&I actions	20 20.4%	7 21.9%	4 18.2%	6 20.7%	3 20.0%	5 19.2%	6 22.2%	6 28.6%	2 14.3%	1 16.7%
We do not have any DE&I objectives	18 18.4%	4 12.5%	5 22.7%	6 20.7%	3 20.0%	4 15.4%	5 18.5%	2 9.5%	4 28.6%	2 33.3%
Increased customer acquisition and/or retention	14 14.3%	4 12.5%	3 13.6%	3 10.3%	4 26.7%	4 15.4%	2 7.4%	5 23.8%	3 21.4%	0 0.0%
Increased shareholder value	8 8.2%	3 9.4%	3 13.6%	1 3.4%	1 6.7%	3 11.5%	0 0.0%	1 4.8%	2 14.3%	0 0.0%
Improved innovation levels	7 7.1%	2 6.3%	3 13.6%	2 6.9%	0 0.0%	2 7.7%	3 11.1%	1 4.8%	1 7.1%	0 0.0%

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

Topic 10: Marketing and Diversity, Equity, and Inclusion

What types of impact have you been able to document for DE&I?

N=98

	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	Luxury P
Increased employee acquisition and/or retention	9 60.0% g	1 25.0%	4 30.8% k	1 100.0% g	1 50.0%	0 0.0%	0 0.0% adkmn	1 50.0%	0 0.0% k	1 50.0%	6 85.7% cgio	1 33.3%	9 52.9% g	1 100.0% g	2 22.2% k	5 41.7%
Improved brand reputation	8 53.3% g	2 50.0%	5 38.5%	1 100.0% g	0 0.0%	1 100.0% g	0 0.0% adfn	1 50.0%	1 33.3%	1 50.0%	3 42.9%	1 33.3%	5 29.4%	1 100.0% g	6 66.7% g	5 41.7%
Improved relationships with other stakeholders	5 33.3%	2 50.0%	2 15.4%	1 100.0%	1 50.0%	0 0.0%	1 16.7%	1 50.0%	0 0.0%	1 50.0%	2 28.6%	1 33.3%	4 23.5%	0 0.0%	4 44.4%	5 41.7%
We have not taken any DE&I actions	1 6.7% ilp	1 25.0%	1 7.7% il	0 0.0%	0 0.0%	0 0.0%	2 33.3%	0 0.0%	2 66.7% ac	0 0.0%	1 14.3%	2 66.7% ac	4 23.5%	0 0.0%	1 11.1%	5 41.7% a
We do not have any DE&I objectives	1 6.7% g	1 25.0%	5 38.5%	0 0.0%	1 50.0%	0 0.0%	3 50.0% a	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	4 23.5%	0 0.0%	1 11.1%	1 8.3%
Increased customer acquisition and/or retention	3 20.0%	0 0.0%	3 23.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	1 14.3%	1 33.3%	1 5.9%	0 0.0%	2 22.2%	2 16.7%
Increased shareholder value	3 20.0%	2 50.0% Mop	1 7.7% d	1 100.0% cgkMoP	0 0.0%	0 0.0%	0 0.0% d	0 0.0%	0 0.0%	1 50.0% Mp	0 0.0% d	0 0.0%	0 0.0% BDJ	0 0.0%	0 0.0% bd	0 0.0% bDj
Improved innovation levels	1 6.7%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 50.0% p	1 14.3%	0 0.0%	1 5.9%	0 0.0%	1 11.1%	0 0.0% j

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

Topic 10: Marketing and Diversity, Equity, and Inclusion

What types of impact have you been able to document for DE&I?

N=98

	Sales Revenue							Number of Employees							
	<£10 million	£10-25 million	£26-99 million	£100- 499 million	£500- 999 million	£1-9.9 billion	£10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Increased employee acquisition and/or retention	3 30.0%	4 28.6%	8 38.1%	9 60.0%	4 40.0%	10 55.6%	3 37.5%	1 14.3%	0 0.0%	14 48.3%	7 50.0%	4 50.0%	2 40.0%	7 58.3%	7 41.2%
Improved brand reputation	3 30.0%	3 21.4%	6 28.6%	6 40.0%	4 40.0%	12 66.7%	6 75.0%	2 28.6%	0 0.0%	8 27.6%	7 50.0%	4 50.0%	1 20.0%	7 58.3%	12 70.6%
Improved relationships with other stakeholders	3 30.0%	0 0.0%	6 28.6%	8 53.3%	3 30.0%	7 38.9%	2 25.0%	1 14.3%	0 0.0%	7 24.1%	5 35.7%	4 50.0%	1 20.0%	5 41.7%	7 41.2%
We have not taken any DE&I actions	4 40.0%	5 35.7%	3 14.3%	3 20.0%	2 20.0%	3 16.7%	0 0.0%	2 28.6%	4 80.0%	5 17.2%	3 21.4%	1 12.5%	2 40.0%	2 16.7%	1 5.9%
We do not have any DE&I objectives	2 20.0%	6 42.9%	5 23.8%	1 6.7%	2 20.0%	0 0.0%	1 12.5%	2 28.6%	1 20.0%	8 27.6%	3 21.4%	1 12.5%	0 0.0%	1 8.3%	1 5.9%
Increased customer acquisition and/or retention	0 0.0%	1 7.1%	1 4.8%	4 26.7%	0 0.0%	6 33.3%	1 12.5%	1 14.3%	0 0.0%	2 6.9%	2 14.3%	1 12.5%	0 0.0%	2 16.7%	6 35.3%
Increased shareholder value	1 10.0%	0 0.0%	1 4.8%	1 6.7%	0 0.0%	2 11.1%	3 37.5%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	1 12.5%	1 20.0%	2 16.7%	3 17.6%
Improved innovation levels	0 0.0%	1 7.1%	1 4.8%	1 6.7%	0 0.0%	2 11.1%	2 25.0%	0 0.0%	0 0.0%	2 6.9%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	4 23.5%

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


Topic 10: Marketing and Diversity, Equity, and Inclusion
What barriers do you experience when trying to envision DE&I-related opportunities in marketing?

N=97	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
We don't dedicate enough time to envision DE&I opportunities	40 41.2%	14 41.2%	8 40.0%	14 50.0%	4 26.7%	10 40.0%	11 42.3%	9 40.9%	4 28.6%	2 33.3%
Other opportunities crowd out DE&I opportunities	27 27.8%	12 35.3% c	7 35.0% c	3 10.7% ab	5 33.3%	9 36.0% c	6 23.1%	2 9.1% ae	5 35.7%	3 50.0% c
Our company has not considered any DE&I opportunities in marketing	21 21.6%	9 26.5%	4 20.0%	5 17.9%	3 20.0%	5 20.0%	7 26.9%	3 13.6%	4 28.6%	2 33.3%
Our company has not experienced any challenges in envisioning DE&I opportunities in marketing	20 20.6%	8 23.5%	3 15.0%	7 25.0%	2 13.3%	6 24.0%	8 30.8%	3 13.6%	2 14.3%	1 16.7%
We don't have enough diversity in our marketing and agency partners to see DE&I opportunities	15 15.5%	3 8.8% c	2 10.0%	8 28.6% a	2 13.3%	4 16.0%	3 11.5%	5 22.7%	2 14.3%	0 0.0%

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


Topic 10: Marketing and Diversity, Equity, and Inclusion
What barriers do you experience when trying to envision DE&I-related opportunities in marketing?

N=97

	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
We lack the knowledge necessary to envision DE&I opportunities	14 14.4%	2 5.9%	2 10.0%	9 32.1%	1 6.7%	2 8.0%	4 15.4%	7 31.8%	0 0.0%	0 0.0%
We don't have enough diversity in our marketing employees to see DE&I opportunities	14 14.4%	1 2.9%	2 10.0%	10 35.7%	1 6.7%	2 8.0%	2 7.7%	7 31.8%	1 7.1%	0 0.0%
Our company does not see DE&I as part of its brand purpose	8 8.2%	1 2.9%	3 15.0%	2 7.1%	2 13.3%	1 4.0%	2 7.7%	2 9.1%	2 14.3%	0 0.0%

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

Topic 10: Marketing and Diversity, Equity, and Inclusion

What barriers do you experience when trying to envision DE&I-related opportunities in marketing?

N=97

	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 P
We don't dedicate enough time to envision DE&I opportunities	7 46.7%	2 66.7%	5 38.5%	0 0.0%	0 0.0%	1 100.0%	1 20.0%	1 50.0%	0 0.0%	1 50.0%	4 57.1%	1 50.0%	4 21.1% p	1 100.0%	4 57.1%	8 57.1% m
Other opportunities crowd out DE&I opportunities	7 46.7%	1 33.3%	2 15.4% j	1 100.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	2 100.0% cp	3 42.9%	0 0.0%	6 31.6%	0 0.0%	1 14.3%	3 21.4% j
Our company has not considered any DE&I opportunities in marketing	4 26.7%	1 33.3%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	3 60.0% p	0 0.0%	2 66.7% p	0 0.0%	1 14.3%	0 0.0%	6 31.6%	0 0.0%	1 14.3%	1 7.1% gi

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

Topic 10: Marketing and Diversity, Equity, and Inclusion

What barriers do you experience when trying to envision DE&I-related opportunities in marketing?

N=97

	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	Luxury P
Our company has not experienced any challenges in envisioning DE&I opportunities in marketing	2 13.3% f	0 0.0%	4 30.8%	0 0.0%	1 50.0%	1 100.0% a	0 0.0%	0 0.0%	1 33.3%	0 0.0%	1 14.3%	0 0.0%	6 31.6%	0 0.0%	1 14.3%	3 21.4%
We don't have enough diversity in our marketing and agency partners to see DE&I opportunities	1 6.7% dp	0 0.0%	2 15.4%	1 100.0% ako	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0% d	1 50.0%	3 15.8%	0 0.0%	0 0.0% d	6 42.9% a
We lack the knowledge necessary to envision DE&I opportunities	1 6.7%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	1 50.0%	2 10.5%	0 0.0%	2 28.6%	5 35.7%

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

Topic 10: Marketing and Diversity, Equity, and Inclusion

What barriers do you experience when trying to envision DE&I-related opportunities in marketing?

N=97

	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	Luxury P
We don't have enough diversity in our marketing employees to see DE&I opportunities	1 6.7% p	0 0.0%	4 30.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	1 5.3% p	0 0.0%	0 0.0%	6 42.9% am
Our company does not see DE&I as part of its brand purpose	0 0.0% eg	0 0.0%	1 7.7%	0 0.0%	1 50.0% ap	0 0.0%	2 40.0% ap	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	2 10.5%	0 0.0%	1 14.3%	0 0.0% eg

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


Topic 10: Marketing and Diversity, Equity, and Inclusion
What barriers do you experience when trying to envision DE&I-related opportunities in marketing?

N=97

	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
We don't dedicate enough time to envision DE&I opportunities	5 50.0%	5 35.7%	6 28.6%	6 40.0%	6 60.0%	10 52.6%	1 16.7%	1 14.3% dg	2 33.3%	9 32.1% dg	10 71.4% acEh	0 0.0% DfG	4 57.1% e	8 72.7% acEh	5 31.3% dg
Our company has not experienced any challenges in envisioning DE&I opportunities in marketing	3 30.0%	4 28.6%	4 19.0%	4 26.7%	2 20.0%	2 10.5%	1 16.7%	2 28.6%	1 16.7%	9 32.1%	3 21.4%	1 14.3%	0 0.0%	2 18.2%	2 12.5%
Our company does not see DE&I as part of its brand purpose	2 20.0%	0 0.0%	2 9.5%	1 6.7%	1 10.0%	1 5.3%	1 16.7%	2 28.6% d	1 16.7%	2 7.1%	0 0.0% a	0 0.0%	0 0.0%	1 9.1%	2 12.5%
Other opportunities crowd out DE&I opportunities	2 20.0%	5 35.7%	8 38.1%	3 20.0%	3 30.0%	4 21.1%	2 33.3%	1 14.3%	3 50.0%	8 28.6%	4 28.6%	3 42.9%	2 28.6%	3 27.3%	3 18.8%
Our company has not considered any DE&I opportunities in marketing	2 20.0%	5 35.7%	5 23.8%	5 33.3%	1 10.0%	2 10.5%	1 16.7%	2 28.6%	2 33.3%	7 25.0%	2 14.3%	3 42.9% h	3 42.9% h	1 9.1%	1 6.3% ef

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

Topic 10: Marketing and Diversity, Equity, and Inclusion

What barriers do you experience when trying to envision DE&I-related opportunities in marketing?

N=97

	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
We lack the knowledge necessary to envision DE&I opportunities	1 10.0%	0 0.0% efg	1 4.8%	2 13.3%	3 30.0% b	5 26.3% b	2 33.3% b	1 14.3%	0 0.0%	1 3.6% Gh	1 7.1%	1 14.3%	1 14.3%	4 36.4% C	5 31.3% c
We don't have enough diversity in our marketing and agency partners to see DE&I opportunities	1 10.0%	0 0.0% fg	1 4.8%	3 20.0%	1 10.0%	5 26.3% b	2 33.3% b	0 0.0%	0 0.0%	4 14.3%	2 14.3%	1 14.3%	2 28.6%	0 0.0% h	6 37.5% g
We don't have enough diversity in our marketing employees to see DE&I opportunities	0 0.0%	0 0.0% dfg	0 0.0% dFg	4 26.7% bc	1 10.0%	6 31.6% bC	2 33.3% bc	0 0.0%	0 0.0%	1 3.6% H	3 21.4%	1 14.3%	1 14.3%	2 18.2%	6 37.5% C

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


Topic 11: Marketing Performance
Compared to 2020, 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	75	23	17	24	11	20	18	16	10	6
	13.48	17.35	6.71	13.25	16.36	13.95	16.72	11.44	8.00	20.00
	29.94	23.98	36.60	26.22	38.99	35.34	26.58	23.81	44.61	20.00
Brand value	68	21	16	21	10	20	14	16	10	5
	11.37	13.81	6.69	10.90	14.70	15.95	11.00	9.00	10.10	8.00
	22.50	16.89	28.91	22.96	22.46	25.80	21.63	20.02	30.14	7.58
Customer acquisition	69	21	17	21	10	20	14	16	10	5
	10.01	13.95	-4.47	12.33	21.50	8.00	12.29	14.44	-6.50	18.60
	28.51	19.65	30.59	23.17	42.82	27.82	23.27	25.79	39.37	31.74
		b	a							
Profits	68	22	14	22	10	19	15	16	9	5
	9.68	13.91	13.43	6.91	1.20	15.58	13.33	5.19	8.11	0.00
	28.93	30.02	33.47	21.75	35.21	36.95	23.19	13.24	48.82	7.07
Customer retention	68	21	16	21	10	20	14	16	10	5
	7.03	8.81	0.31	10.95	5.80	4.80	8.21	10.75	8.50	0.00
	18.88	18.70	15.00	23.64	11.54	21.78	20.29	21.27	14.54	6.12

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


Topic 11: Marketing Performance

Compared to 2020, 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	Luxury	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	
Sales revenue	12 11.67 29.35 e	2 15.00 35.36	11 11.82 32.58	1 20.00 ---	2 -40.00 14.14 aghimp	0 ---	6 32.17 34.21 e	3 16.67 11.55 e	2 15.00 7.07 e	1 10.00 ---	5 19.40 31.69	2 27.50 31.82	13 19.85 33.06 e	0 ---	6 7.50 34.02	9 3.67 23.79 e	
Brand value	12 11.92 14.79 e	1 10.00 ---	10 20.40 30.58	1 7.00 ---	2 -21.50 40.31 ap	0 ---	4 23.75 34.25	2 25.00 21.21	2 6.00 1.41	1 1.00 ---	5 18.00 32.13	2 0.00 14.14	12 7.50 24.82	0 ---	5 4.20 5.31	9 10.33 12.24 e	
Customer acquisition	12 12.67 13.57 E	2 10.00 42.43	10 15.40 31.82 e	1 0.00 ---	2 -42.50 45.96 Ack	0 ---	4 22.50 35.24	2 5.00 7.07	2 5.00 0.00	1 20.00 ---	5 10.00 9.35 e	2 4.00 1.41	12 22.00 43.76	0 ---	5 0.00 6.12	9 -0.22 24.52	
Profits	12 14.17 25.41 o	1 10.00 ---	10 12.10 42.58	1 40.00 ---	1 -40.00 ---	0 ---	5 22.60 31.71 o	3 19.00 18.25 o	2 11.50 12.02	1 1.00 ---	5 22.00 30.94 o	2 5.00 7.07	11 5.64 16.51 O	0 ---	5 -22.20 18.95 aghkM	9 10.22 33.23	
Customer retention	12 5.25 13.25	1 5.00 ---	10 14.50 32.26	1 10.00 ---	2 -5.00 7.07	0 ---	4 8.75 8.54	2 10.00 14.14	2 5.00 7.07	1 0.00 ---	5 9.00 12.45	2 2.50 3.54	12 2.50 26.16	0 ---	5 6.00 19.49	9 10.00 11.18	

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


Topic 11: Marketing Performance

Compared to 2020, 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	8 14.13 53.00	10 31.50 22.86 Dfg	15 15.80 35.66	12 3.33 23.00 B	7 18.57 28.09	16 10.06 21.25	6 2.50 14.05 b	5 26.00 48.14	4 5.00 38.73	22 19.23 31.83	11 27.73 29.36	6 -2.17 25.38	3 11.00 8.54	7 -1.86 24.75	16 7.56 22.83 d
Brand value	7 18.14 44.90	9 18.33 17.14 g	15 15.20 25.52	12 9.17 14.75	6 8.50 10.17	14 8.79 13.16	4 -9.00 27.70 b	5 21.00 53.78	4 27.50 17.08 G	21 12.48 22.53	10 15.10 15.53	6 7.83 11.67	3 5.33 4.51	6 1.33 7.39 B	12 6.17 21.80
Customer acquisition	8 9.25 54.50	9 14.22 21.25	15 14.40 26.61	12 9.67 34.26	6 12.17 11.14	14 6.50 11.96	4 -11.75 26.44	5 15.60 35.20	4 -10.00 31.62 d	21 13.90 33.48	11 28.18 28.75 beh	6 -5.83 25.38 d	3 8.33 12.58	6 7.00 7.18	12 1.17 20.41 d
Profits	6 -1.33 44.19	9 12.22 9.72	15 5.33 39.03	11 18.36 24.95	6 33.17 33.91 f	15 5.27 18.79 e	5 -0.80 16.93	5 12.40 42.91	4 -3.25 31.66	20 10.10 36.44	10 19.90 30.90	5 16.00 14.82	3 12.00 15.72	6 11.67 22.29	14 0.14 18.88
Customer retention	7 13.57 29.82	9 15.00 23.85	15 6.13 21.86	12 -2.00 13.36 f	6 5.83 8.01	14 8.07 11.08	4 6.75 22.56 d	5 20.40 34.11	4 11.25 10.31	21 5.67 17.72	10 8.00 24.97	6 -5.33 18.24	3 6.67 5.77	6 4.33 7.92	12 9.75 16.15

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


Topic 11: Marketing Performance
Rate your company on each societal metric during the last 12 months: "Marketing that is beneficial for society"

	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
5=Excellent	4 5.2%	2 8.7%	2 10.5%	0 0.0%	0 0.0%	2 9.5%	0 0.0%	0 0.0%	1 10.0%	0 0.0%
4=Good	26 33.8%	6 26.1%	9 47.4%	6 24.0%	5 50.0%	5 23.8%	8 44.4%	4 25.0%	4 40.0%	3 50.0%
3=Average	31 40.3%	11 47.8% b	3 15.8% aC	14 56.0% B	3 30.0%	7 33.3%	9 50.0%	8 50.0%	4 40.0%	2 33.3%
2=Fair	11 14.3%	3 13.0%	3 15.8%	3 12.0%	2 20.0%	5 23.8%	1 5.6%	2 12.5%	1 10.0%	1 16.7%
1=Poor	5 6.5%	1 4.3%	2 10.5%	2 8.0%	0 0.0%	2 9.5%	0 0.0%	2 12.5%	0 0.0%	0 0.0%
Mean	3.17	3.22	3.32	2.96	3.30	3.00	3.39	2.88	3.50	3.33

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


Topic 11: Marketing Performance
Rate your company on each societal metric during the last 12 months: "Marketing that is beneficial for society"

	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	Luxury P
5=Excellent	1 8.3%	1 33.3%	0 0.0% i	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0% cp	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0% i
4=Good	5 41.7%	1 33.3%	3 27.3%	0 0.0%	2 100.0% mp	0 0.0%	2 40.0%	2 66.7%	1 50.0%	0 0.0%	3 60.0%	1 33.3%	2 15.4% e	0 0.0%	3 50.0%	1 10.0% e
3=Average	3 25.0% p	1 33.3%	6 54.5%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	1 33.3%	0 0.0%	1 100.0%	1 20.0%	0 0.0%	6 46.2%	0 0.0%	3 50.0%	7 70.0% a
2=Fair	2 16.7%	0 0.0%	1 9.1% d	1 100.0% co	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	3 23.1%	0 0.0%	0 0.0% d	2 20.0%
1=Poor	1 8.3%	0 0.0%	1 9.1%	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 7.7%	0 0.0%	0 0.0%	0 0.0%
Mean	3.25	4.00 p	3.00 i	2.00	4.00	---	3.20	3.67	4.50 cP	3.00	3.20	2.33	2.92	---	3.50	2.90 bI

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


Topic 11: Marketing Performance
Rate your company on each societal metric during the last 12 months: "Marketing that is beneficial for society"

	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
5=Excellent	1 12.5%	1 9.1%	0 0.0%	0 0.0%	1 14.3%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 27.3% d	0 0.0%	0 0.0%	0 0.0%	1 5.9%
4=Good	4 50.0%	2 18.2%	3 20.0%	5 41.7%	1 14.3%	7 46.7%	3 42.9%	3 60.0%	0 0.0%	7 31.8%	3 27.3%	1 16.7%	1 33.3%	2 28.6%	8 47.1%
3=Average	3 37.5%	7 63.6%	7 46.7%	4 33.3%	3 42.9%	4 26.7%	3 42.9%	2 40.0%	4 80.0% g	11 50.0%	3 27.3%	2 33.3%	2 66.7%	1 14.3% b	6 35.3%
2=Fair	0 0.0%	1 9.1%	4 26.7%	2 16.7%	1 14.3%	2 13.3%	0 0.0%	0 0.0%	1 20.0%	3 13.6%	2 18.2%	3 50.0% h	0 0.0%	1 14.3%	1 5.9% e
1=Poor	0 0.0%	0 0.0%	1 6.7%	1 8.3%	1 14.3%	1 6.7%	1 14.3%	0 0.0%	0 0.0%	1 4.5% g	0 0.0% g	0 0.0%	0 0.0%	3 42.9% cdh	1 5.9% g
Mean	3.75 c	3.27	2.80 a	3.08	3.00	3.33	3.14	3.60 b	2.80 a	3.09	3.64 g	2.67	3.33	2.29 dh	3.41 g

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


Topic 11: Marketing Performance
Rate your company on each societal metric during the last 12 months: "Minimizing the impact of marketing on the ecological environment"

	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
5=Excellent	8 10.4%	4 17.4%	0 0.0%	2 8.0%	2 20.0%	1 4.8%	3 16.7%	2 12.5%	2 20.0%	0 0.0%
4=Good	18 23.4%	2 8.7% b	7 36.8% a	7 28.0%	2 20.0%	6 28.6%	4 22.2%	4 25.0%	2 20.0%	1 16.7%
3=Average	26 33.8%	8 34.8%	7 36.8%	9 36.0%	2 20.0%	6 28.6%	5 27.8%	5 31.3%	5 50.0%	3 50.0%
2=Fair	16 20.8%	7 30.4%	2 10.5%	5 20.0%	2 20.0%	4 19.0%	6 33.3% d	3 18.8%	0 0.0% b	1 16.7%
1=Poor	9 11.7%	2 8.7%	3 15.8%	2 8.0%	2 20.0%	4 19.0%	0 0.0%	2 12.5%	1 10.0%	1 16.7%
Mean	3.00	2.96	2.95	3.08	3.00	2.81	3.22	3.06	3.40	2.67

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


Topic 11: Marketing Performance
Rate your company on each societal metric during the last 12 months: "Minimizing the impact of marketing on the ecological environment"

	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	Luxury P
5=Excellent	1 8.3% d	0 0.0%	1 9.1% d	1 100.0% acP	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 50.0% p	0 0.0%	0 0.0%	0 0.0%	2 15.4%	0 0.0%	1 16.7%	0 0.0% Di
4=Good	5 41.7% m	1 33.3% m	1 9.1%	0 0.0%	1 50.0% m	0 0.0%	0 0.0%	1 33.3% m	0 0.0%	0 0.0%	2 40.0% m	1 33.3% m	0 0.0% abeklop	0 0.0%	3 50.0% m	3 30.0% m
3=Average	3 25.0%	1 33.3%	5 45.5%	0 0.0%	1 50.0%	0 0.0%	3 60.0%	0 0.0%	0 0.0%	1 100.0%	2 40.0%	0 0.0%	5 38.5%	0 0.0%	1 16.7%	4 40.0%
2=Fair	2 16.7%	0 0.0%	4 36.4%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	1 33.3%	0 0.0%	0 0.0%	1 20.0%	1 33.3%	3 23.1%	0 0.0%	1 16.7%	1 10.0%
1=Poor	1 8.3%	1 33.3%	0 0.0% i	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0% c	0 0.0%	0 0.0%	1 33.3%	3 23.1%	0 0.0%	0 0.0%	2 20.0%
Mean	3.25	2.67	2.91	5.00	3.50	---	2.60	3.67	3.00	3.00	3.20	2.33	2.62	---	3.67	2.80

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


Topic 11: Marketing Performance
Rate your company on each societal metric during the last 12 months: "Minimizing the impact of marketing on the ecological environment"

	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
5=Excellent	1 12.5%	1 9.1%	1 6.7%	1 8.3%	0 0.0%	3 20.0%	1 14.3%	1 20.0%	0 0.0%	3 13.6%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	3 17.6%
4=Good	2 25.0%	1 9.1%	3 20.0%	3 25.0%	1 14.3%	4 26.7%	3 42.9%	1 20.0%	1 20.0%	3 13.6%	3 27.3%	2 33.3%	1 33.3%	2 28.6%	5 29.4%
3=Average	2 25.0%	6 54.5%	6 40.0%	3 25.0%	4 57.1%	4 26.7%	1 14.3%	2 40.0%	1 20.0%	10 45.5%	4 36.4%	2 33.3%	2 66.7%	1 14.3%	4 23.5%
2=Fair	1 12.5%	3 27.3%	4 26.7%	2 16.7%	2 28.6%	2 13.3%	1 14.3%	1 20.0%	2 40.0%	5 22.7%	2 18.2%	0 0.0%	0 0.0%	2 28.6%	3 17.6%
1=Poor	2 25.0%	0 0.0%	1 6.7%	3 25.0%	0 0.0%	2 13.3%	1 14.3%	0 0.0%	1 20.0%	1 4.5%	2 18.2%	1 16.7%	0 0.0%	2 28.6%	2 11.8%
Mean	2.88	3.00	2.93	2.75	2.86	3.27	3.29	3.40	2.40	3.09	2.73	3.33	3.33	2.43	3.24

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


Appendix: Company-level Descriptive Information
What is your company's primary economic sector?

N=118	Total	Internet Sales %		
		0% A	1-10% B	>10% C
B2B - Product	37 31.4%	13 40.6%	10 30.3%	12 26.1%
B2B - Services	28 23.7%	16 50.0% BC	2 6.1% A	6 13.0% A
B2C - Product	36 30.5%	3 9.4% BC	15 45.5% A	18 39.1% A
B2C - Services	17 14.4%	0 0.0% bC	6 18.2% a	10 21.7% A

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

Appendix: Company-level Descriptive Information

What is your company's primary economic sector?

N=118

	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	Luxury P
B2B - Product	6 33.3% ikm	1 25.0%	3 20.0% IM	0 0.0%	0 0.0%	1 100.0% Kp	2 28.6% i	1 25.0%	4 100.0% aCgKloP	1 50.0% k	0 0.0% aFJjMN	0 0.0% im	14 70.0% aCKloP	1 100.0% Kp	2 22.2% im	1 7.1% fIMn
B2B - Services	4 22.2% eK	3 75.0% Cmop	0 0.0% BEKL	0 0.0% K	2 100.0% aCmOP	0 0.0% K	1 14.3% K	0 0.0% K	0 0.0% K	0 0.0% K	12 100.0% ACDFGHJMNOP	2 66.7% Cop	3 15.0% beK	0 0.0% K	0 0.0% bEKI	1 7.1% bEKI
B2C - Product	1 5.6% CHOP	0 0.0% Cp	12 80.0% ABegIKM	1 50.0% km	0 0.0% c	0 0.0%	2 28.6% c	3 75.0% AKM	0 0.0% Cp	1 50.0% km	0 0.0% CdHjOP	1 33.3%	1 5.0% CdHjOP	0 0.0%	5 55.6% AKM	9 64.3% AbiKM
B2C - Services	7 38.9% ckm	0 0.0%	0 0.0% adg	1 50.0% ck	0 0.0%	0 0.0%	2 28.6% c	0 0.0%	0 0.0%	0 0.0%	0 0.0% ad	0 0.0%	2 10.0% a	0 0.0%	2 22.2%	3 21.4%

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


Appendix: Company-level Descriptive Information
What is your company's primary economic sector?

N=118

	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
B2B - Product	3 27.3%	8 53.3% f	9 39.1%	5 29.4%	3 27.3%	5 20.8% b	3 21.4%	3 37.5%	2 33.3%	15 45.5% eg	6 40.0% e	0 0.0% cd	3 42.9%	2 14.3% c	6 23.1%
B2B - Services	4 36.4%	4 26.7%	5 21.7%	2 11.8%	3 27.3%	4 16.7%	5 35.7%	2 25.0%	1 16.7%	7 21.2%	3 20.0%	3 37.5%	0 0.0%	5 35.7%	7 26.9%
B2C - Product	1 9.1% d	1 6.7% Dfg	6 26.1%	9 52.9% aB	4 36.4%	9 37.5% b	6 42.9% b	2 25.0%	2 33.3%	7 21.2%	3 20.0%	2 25.0%	3 42.9%	6 42.9%	10 38.5%
B2C - Services	3 27.3% g	2 13.3%	3 13.0%	1 5.9%	1 9.1%	6 25.0% g	0 0.0% af	1 12.5%	1 16.7%	4 12.1%	3 20.0%	3 37.5%	1 14.3%	1 7.1%	3 11.5%

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


Appendix: Company-level Descriptive Information
What is your company's primary industry sector?

N=118	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
Technology [Software/Platform]	20 16.9%	14 37.8% bC	3 10.7% a	1 2.8% A	2 11.8%	8 25.0%	4 12.1% e	2 8.7% E	2 12.5% e	4 57.1% bCd
Banking/Finance/ Insurance	18 15.3%	6 16.2%	4 14.3% d	1 2.8% D	7 41.2% bC	5 15.6%	8 24.2%	1 4.3%	2 12.5%	1 14.3%
Consumer Packaged Goods	15 12.7%	3 8.1% C	0 0.0% C	12 33.3% ABD	0 0.0% C	2 6.3% c	7 21.2%	6 26.1% ad	0 0.0% c	0 0.0%
Luxury	14 11.9%	1 2.7% C	1 3.6% c	9 25.0% Ab	3 17.6%	1 3.1% C	3 9.1% c	7 30.4% Ab	3 18.8%	0 0.0%
Professional Services/Consulting	12 10.2%	0 0.0% B	12 42.9% ACD	0 0.0% B	0 0.0% B	9 28.1% Bcd	0 0.0% A	1 4.3% a	0 0.0% a	0 0.0%
Healthcare	7 5.9%	2 5.4%	1 3.6%	2 5.6%	2 11.8%	0 0.0% e	3 9.1%	1 4.3%	1 6.3%	1 14.3% a
Retail	7 5.9%	1 2.7%	0 0.0%	4 11.1%	2 11.8%	0 0.0% d	3 9.1%	2 8.7%	2 12.5% a	0 0.0%
Pharmaceuticals / Biotech	4 3.4%	1 2.7%	0 0.0%	3 8.3%	0 0.0%	2 6.3%	2 6.1%	0 0.0%	0 0.0%	0 0.0%
Manufacturing	4 3.4%	4 10.8% c	0 0.0%	0 0.0% a	0 0.0%	1 3.1%	1 3.0%	0 0.0%	1 6.3%	0 0.0%
Communications/ Media	4 3.4%	1 2.7%	3 10.7% c	0 0.0% b	0 0.0%	0 0.0%	0 0.0%	1 4.3%	1 6.3%	0 0.0%

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


Appendix: Company-level Descriptive Information
What is your company's primary industry sector?

N=118	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
Real Estate	3 2.5%	0 0.0%	2 7.1%	1 2.8%	0 0.0%	1 3.1%	0 0.0%	1 4.3%	0 0.0%	1 14.3%
Consumer Services	2 1.7%	0 0.0%	0 0.0%	1 2.8%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	2 12.5%	0 0.0%
Wholesale	2 1.7%	1 2.7%	0 0.0%	1 2.8%	0 0.0%	0 0.0%	1 3.0%	1 4.3%	0 0.0%	0 0.0%
Mining/Construction	2 1.7%	1 2.7%	0 0.0%	1 2.8%	0 0.0%	1 3.1%	1 3.0%	0 0.0%	0 0.0%	0 0.0%
Education	2 1.7%	0 0.0%	2 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 12.5%	0 0.0%
Transportation	1 0.8%	1 2.7%	0 0.0%	0 0.0%	0 0.0%	1 3.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Energy	1 0.8%	1 2.7%	0 0.0%	0 0.0%	0 0.0%	1 3.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Appendix: Company-level Descriptive Information

What is your company's primary industry sector?

N=118

	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
Technology [Software/Platform]	3 27.3% f	6 40.0% F	3 13.0%	4 23.5% f	1 9.1%	0 0.0% aBd	2 14.3%	1 12.5%	1 16.7%	10 30.3% h	3 20.0%	2 25.0%	0 0.0%	1 7.1%	2 7.7% c
Education	2 18.2% cf	0 0.0%	0 0.0% a	0 0.0%	0 0.0%	0 0.0% a	0 0.0%	1 12.5%	0 0.0%	1 3.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Communications/ Media	1 9.1%	0 0.0%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0% de	2 13.3% c	1 12.5% c	0 0.0%	0 0.0%	1 3.8%
Consumer Packaged Goods	1 9.1%	0 0.0%	3 13.0%	4 23.5%	2 18.2%	2 8.3%	3 21.4%	2 25.0%	0 0.0%	5 15.2%	1 6.7%	0 0.0%	0 0.0%	2 14.3%	4 15.4%
Energy	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5% c	0 0.0%	0 0.0% a	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Professional Services/Consulting	1 9.1%	1 6.7%	3 13.0%	0 0.0%	2 18.2%	3 12.5%	2 14.3%	1 12.5%	0 0.0%	4 12.1%	0 0.0% g	0 0.0%	0 0.0%	4 28.6% d	3 11.5%
Banking/Finance/ Insurance	1 9.1%	1 6.7%	5 21.7%	2 11.8%	2 18.2%	5 20.8%	1 7.1%	1 12.5%	1 16.7%	3 9.1% e	3 20.0%	3 37.5% ch	2 28.6%	4 28.6% h	1 3.8% eg
Luxury	1 9.1%	4 26.7% g	1 4.3%	3 17.6%	2 18.2%	3 12.5%	0 0.0% b	0 0.0% b	3 50.0% acgh	3 9.1% b	2 13.3%	1 12.5%	2 28.6%	1 7.1% b	2 7.7% b
Pharmaceuticals / Biotech	0 0.0%	0 0.0%	0 0.0% g	0 0.0%	0 0.0%	1 4.2%	3 21.4% c	0 0.0%	0 0.0%	0 0.0% h	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 15.4% c
Manufacturing	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	2 8.3%	1 7.1%	0 0.0%	0 0.0%	0 0.0% f	1 6.7%	0 0.0%	1 14.3% c	0 0.0%	2 7.7%

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


Appendix: Company-level Descriptive Information
What is your company's primary industry sector?

N=118

	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
Mining/Construction	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	1 3.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%
Real Estate	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	1 3.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	1 3.8%
Retail	0 0.0%	0 0.0%	3 13.0%	1 5.9%	0 0.0%	2 8.3%	1 7.1%	0 0.0%	0 0.0%	3 9.1%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	3 11.5%
Wholesale	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	1 14.3%	0 0.0%	0 0.0%
Consumer Services	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	1 7.1%	0 0.0%
Transportation	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%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Healthcare	0 0.0%	2 13.3%	2 8.7%	0 0.0%	0 0.0%	3 12.5%	0 0.0%	1 12.5%	1 16.7%	2 6.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 11.5%

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


Appendix: Company-level Descriptive Information
Number of Employees

N=118	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
<50	8 6.8%	3 8.1%	2 7.1%	2 5.7%	1 5.9%	2 6.3%	0 0.0% C	5 21.7% B	1 6.3%	0 0.0%
50-99	6 5.1%	2 5.4%	1 3.6%	2 5.7%	1 5.9%	2 6.3%	2 6.3%	0 0.0%	2 12.5%	0 0.0%
100-499	33 28.2%	15 40.5%	7 25.0%	7 20.0%	4 23.5%	9 28.1% E	8 25.0% E	4 17.4% E	5 31.3% E	7 100.0% ABCD
500-999	15 12.8%	6 16.2%	3 10.7%	3 8.6%	3 17.6%	5 15.6%	2 6.3%	5 21.7%	1 6.3%	0 0.0%
1,000-2,499	8 6.8%	0 0.0% bd	3 10.7% a	2 5.7%	3 17.6% a	2 6.3%	2 6.3%	1 4.3%	3 18.8%	0 0.0%
2,500-4,999	7 6.0%	3 8.1%	0 0.0%	3 8.6%	1 5.9%	1 3.1% b	6 18.8% ac	0 0.0% b	0 0.0%	0 0.0%
5000-9999	14 12.0%	2 5.4%	5 17.9%	6 17.1%	1 5.9%	5 15.6%	3 9.4%	3 13.0%	2 12.5%	0 0.0%
10,000+	26 22.2%	6 16.2%	7 25.0%	10 28.6%	3 17.6%	6 18.8%	9 28.1%	5 21.7%	2 12.5%	0 0.0%

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


Appendix: Company-level Descriptive Information
Number of Employees

N=118

	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	Luxury P
<50	1 5.6% F	0 0.0%	2 14.3%	0 0.0%	1 50.0% mp	1 100.0% AkMoP	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 8.3% f	0 0.0%	1 5.0% eF	0 0.0%	0 0.0% f	0 0.0% eF
50- 99	1 5.6%	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%	1 5.0%	0 0.0%	0 0.0%	3 21.4%
100- 499	3 16.7% m	0 0.0%	5 35.7%	0 0.0%	1 50.0%	0 0.0%	2 28.6%	0 0.0%	0 0.0%	1 50.0%	4 33.3%	1 33.3%	10 50.0% a	0 0.0%	3 33.3%	3 21.4%
500- 999	3 16.7%	2 50.0% k	1 7.1% n	0 0.0%	0 0.0%	0 0.0%	0 0.0% n	0 0.0%	1 25.0%	0 0.0%	0 0.0% bN	0 0.0%	3 15.0% n	1 100.0% cgKm	2 22.2%	2 14.3%
1,000- 2,499	3 16.7%	1 25.0%	0 0.0% d	1 50.0% ck	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% d	0 0.0%	2 10.0%	0 0.0%	0 0.0%	1 7.1%
2,500- 4,999	2 11.1%	0 0.0%	0 0.0% j	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0% m	1 50.0% ckM	0 0.0% j	0 0.0%	0 0.0% iJ	0 0.0%	1 11.1%	2 14.3%
5000- 9999	4 22.2%	0 0.0%	2 14.3%	1 50.0% m	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 33.3% m	1 33.3%	1 5.0% dk	0 0.0%	0 0.0%	1 7.1%
10,000+	1 5.6% gHi	1 25.0%	4 28.6% h	0 0.0%	0 0.0%	0 0.0%	3 42.9% a	4 100.0% AckMoP	2 50.0% a	0 0.0%	3 25.0% h	1 33.3%	2 10.0% H	0 0.0%	3 33.3% h	2 14.3% H

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

Appendix: Company-level Descriptive Information

Number of Employees

N=118

	Sales Revenue						
	<£10 million	£10-25 million	£26-99 million	£100- 499 million	£500- 999 million	£1-9.9 billion	£10+ billion
	A	B	C	D	E	F	G
<50	6 54.5% bCDEF G	1 6.7% a	0 0.0% A	1 5.9% A	0 0.0% A	0 0.0% A	0 0.0% A
50- 99	1 9.1%	4 26.7% dfg	1 4.5%	0 0.0% b	0 0.0%	0 0.0% b	0 0.0% b
100- 499	2 18.2% cf	8 53.3% eFG	15 68.2% adEFG	6 35.3% cFg	1 9.1% bC	0 0.0% aBCD	0 0.0% BCd
500- 999	2 18.2%	2 13.3%	2 9.1%	5 29.4% fg	2 18.2%	1 4.2% d	0 0.0% d
1,000- 2,499	0 0.0%	0 0.0%	3 13.6%	3 17.6%	0 0.0%	2 8.3%	0 0.0%
2,500- 4,999	0 0.0%	0 0.0% e	0 0.0% e	0 0.0% e	3 27.3% bcdg	4 16.7%	0 0.0% e
5000- 9999	0 0.0% e	0 0.0% Ef	1 4.5% E	2 11.8%	5 45.5% aBCG	6 25.0% bg	0 0.0% Ef
10,000+	0 0.0% fG	0 0.0% FG	0 0.0% FG	0 0.0% FG	0 0.0% fG	11 45.8% aBCDe G	14 100.0% ABCD EF

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


Appendix: Company-level Descriptive Information
What was your company's sales revenue in last 12 months?

N=115	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
		Less than £10 million	11 9.6%	3 8.3%	4 14.8%	1 2.8%	3 18.8%	2 6.7%	1 3.0%	4 17.4%
£10-25 million	15 13.0%	8 22.2%	4 14.8%	1 2.8%	2 12.5%	5 16.7%	2 6.1%	2 8.7%	2 12.5%	4 57.1%
£26-99 million	23 20.0%	9 25.0%	5 18.5%	6 16.7%	3 18.8%	7 23.3%	6 18.2%	4 17.4%	4 25.0%	2 28.6%
£100-499 million	17 14.8%	5 13.9%	2 7.4%	9 25.0%	1 6.3%	5 16.7%	4 12.1%	4 17.4%	3 18.8%	1 14.3%
£500-999 million	11 9.6%	3 8.3%	3 11.1%	4 11.1%	1 6.3%	3 10.0%	5 15.2%	2 8.7%	0 0.0%	0 0.0%
£1-2.5 billion	13 11.3%	3 8.3%	1 3.7%	5 13.9%	4 25.0%	2 6.7%	5 15.2%	3 13.0%	3 18.8%	0 0.0%
£2.6-5 billion	8 7.0%	1 2.8%	3 11.1%	2 5.6%	2 12.5%	1 3.3%	4 12.1%	1 4.3%	0 0.0%	0 0.0%
£5.1-9.9 billion	3 2.6%	1 2.8%	0 0.0%	2 5.6%	0 0.0%	0 0.0%	1 3.0%	2 8.7%	0 0.0%	0 0.0%
£10-49 billion	9 7.8%	1 2.8%	3 11.1%	5 13.9%	0 0.0%	3 10.0%	4 12.1%	1 4.3%	0 0.0%	0 0.0%
£50-100 billion	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
More than £50 billion	5 4.3%	2 5.6%	2 7.4%	1 2.8%	0 0.0%	2 6.7%	1 3.0%	0 0.0%	1 6.3%	0 0.0%

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

Appendix: Company-level Descriptive Information

What was your company's sales revenue in last 12 months?

N=115

	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	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Less than £10 million	1 5.9% Ef	1 25.0%	1 6.7% Ef	0 0.0%	2 100.0% ACgkmOP	1 100.0% acgkop	0 0.0% ef	0 0.0%	0 0.0%	0 0.0%	1 8.3% ef	0 0.0%	3 15.8% e	0 0.0%	0 0.0% Ef	1 7.1% Ef
£10-25 million	1 5.9%	0 0.0%	0 0.0% glmp	0 0.0%	0 0.0%	0 0.0%	2 28.6% c	0 0.0%	0 0.0%	0 0.0%	1 8.3%	1 50.0% c	6 31.6% c	0 0.0%	0 0.0%	4 28.6% c
£26-99 million	5 29.4%	2 50.0%	3 20.0%	0 0.0%	0 0.0%	0 0.0%	2 28.6%	0 0.0%	0 0.0%	1 50.0%	3 25.0%	0 0.0%	3 15.8%	0 0.0%	3 33.3%	1 7.1%
£100-499 million	2 11.8% n	0 0.0%	4 26.7%	1 50.0% k	0 0.0%	0 0.0%	0 0.0% n	0 0.0%	1 25.0%	0 0.0%	0 0.0% dN	0 0.0%	4 21.1%	1 100.0% agK	1 11.1%	3 21.4%
£500-999 million	2 11.8%	0 0.0%	2 13.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 16.7%	0 0.0%	1 5.3%	0 0.0%	2 22.2%	2 14.3%
£1-2.5 billion	3 17.6%	0 0.0%	1 6.7% i	1 50.0% M	0 0.0%	0 0.0%	1 14.3%	0 0.0%	2 50.0% cM	1 50.0% M	1 8.3%	0 0.0%	0 0.0% DIJ	0 0.0%	1 11.1%	2 14.3%
£2.6-5 billion	2 11.8%	0 0.0%	0 0.0% gl	0 0.0%	0 0.0%	0 0.0%	2 28.6% cmp	0 0.0%	0 0.0%	0 0.0%	2 16.7%	1 50.0% cMp	0 0.0% gL	0 0.0%	1 11.1%	0 0.0% gl
£5.1-9.9 billion	0 0.0% h	0 0.0%	1 6.7%	0 0.0%	0 0.0%	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% h	0 0.0%	0 0.0%	1 7.1%
£10-49 billion	0 0.0% bH	1 25.0% a	3 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 50.0% Amp	0 0.0%	0 0.0%	1 8.3%	0 0.0%	1 5.3% h	0 0.0%	1 11.1%	0 0.0% h
£50-100 billion	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
More than £50 billion	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	1 25.0%	0 0.0%	1 8.3%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%

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


Appendix: Company-level Descriptive Information
What was your company's sales revenue in last 12 months?

N=115

	Number of Employees							
	<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
Less than £10 million	6 75.0% CDEFG H	1 16.7% h	2 6.3% A	2 14.3% A	0 0.0% A	0 0.0% a	0 0.0% A	0 0.0% Ab
£10-25 million	1 12.5%	4 66.7% defGH	8 25.0% gH	2 14.3% b	0 0.0% b	0 0.0% b	0 0.0% Bc	0 0.0% BC
£26-99 million	0 0.0% c	1 16.7% h	15 46.9% adfgH	2 14.3% c	3 37.5% H	0 0.0% c	1 7.1% c	0 0.0% bCE
£100-499 million	1 12.5%	0 0.0%	6 18.8% h	5 35.7% H	3 37.5% H	0 0.0%	2 14.3%	0 0.0% cDE
£500-999 million	0 0.0%	0 0.0%	1 3.1% FG	2 14.3%	0 0.0%	3 42.9% CH	5 35.7% CH	0 0.0% FG
£1-2.5 billion	0 0.0% f	0 0.0% f	0 0.0% eFGh	0 0.0% Fg	1 12.5% c	4 57.1% abCDh	4 28.6% Cd	4 16.0% cf
£2.6-5 billion	0 0.0%	0 0.0%	0 0.0% egh	1 7.1%	1 12.5% c	0 0.0%	2 14.3% c	4 16.0% c
£5.1-9.9 billion	0 0.0%	0 0.0%	0 0.0% h	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 12.0% c
£10-49 billion	0 0.0%	0 0.0%	0 0.0% H	0 0.0% h	0 0.0%	0 0.0%	0 0.0% h	9 36.0% Cdg
More than £50 billion	0 0.0%	0 0.0%	0 0.0% h	0 0.0%	0 0.0%	0 0.0%	0 0.0%	5 20.0% c

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


Appendix: Company-level Descriptive Information
What percentage of your company's sales are through the internet? Average Scores

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
Internet sales	111	35	24	36	16	32	33	23	16	7
percent	22.32	20.72	15.84	19.69	41.49	0.00	5.38	25.57	69.14	86.56
	29.60	30.44	29.99	22.01	36.54	0.00	3.65	10.06	16.60	0.00
		d	d	d	abc		CDE	BDE	BCe	BCd

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


Appendix: Company-level Descriptive Information
What percentage of your company's sales are through the internet? Average Scores

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	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Internet sales percent	17	2	15	2	2	1	6	4	3	2	10	3	20	1	9	14
	16.44	50.00	13.08	68.28	50.00	0.00	39.02	5.00	25.67	0.25	1.50	35.52	30.14	0.00	23.00	28.75
	25.19	42.43	14.60	25.85	0.00	---	40.10	5.77	42.74	0.35	4.74	45.32	38.86	---	27.05	26.95
	d	cK	bDgk	aCHK			cK	D			BcDGlmoP	k	k		k	K

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


Appendix: Company-level Descriptive Information
What percentage of your company's sales are through the internet? Average Scores

Number Mean SD	Sales Revenue							Number of Employees							
	<£10 million	£10-25 million	£26-99 million	£100-499 million	£500-999 million	£1-9.9 billion	£10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Internet sales	10	15	23	17	10	22	12	8	6	33	13	8	7	13	22
percent	29.00	38.99	24.79	23.71	7.80	20.80	7.85	25.13	28.50	32.56	13.23	36.64	4.86	16.31	14.33
	25.91	41.62	33.77	29.21	10.12	25.46	14.67	19.24	41.90	37.68	16.53	40.35	4.85	21.01	20.35
	eg	eg			ab		ab	f		h			a		c

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


Appendix: Company-level Descriptive Information
What % of your company's sales is through the Internet? Buckets

N=118	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%	32 28.8%	13 37.1% bCD	16 66.7% aCD	3 8.3% AB	0 0.0% AB	32 100.0% BCDE	0 0.0% A	0 0.0% A	0 0.0% A	0 0.0% A
1-10%	33 29.7%	10 28.6%	2 8.3% Cd	15 41.7% B	6 37.5% b	0 0.0% B	33 100.0% ACDE	0 0.0% B	0 0.0% B	0 0.0% B
11-49%	23 20.7%	4 11.4% C	1 4.2% C	14 38.9% AB	4 25.0%	0 0.0% C	0 0.0% C	23 100.0% ABDE	0 0.0% C	0 0.0% C
50-99%	16 14.4%	5 14.3%	3 12.5%	4 11.1%	4 25.0%	0 0.0% D	0 0.0% D	0 0.0% D	16 100.0% ABCE	0 0.0% D
100%	7 6.3%	3 8.6%	2 8.3%	0 0.0% d	2 12.5% c	0 0.0% E	0 0.0% E	0 0.0% E	0 0.0% E	7 100.0% ABCD

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

Appendix: Company-level Descriptive Information

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

N=118

	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consum- er 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	Luxury
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
0%	5 29.4% K	0 0.0% k	2 13.3% fKn	0 0.0% k	0 0.0% k	1 100.0% cgop	0 0.0% fKn	2 50.0% o	1 33.3%	1 50.0%	9 90.0% AbCde GmOP	1 33.3%	8 40.0% kop	1 100.0% cgop	0 0.0% fhKmn	1 7.1% fKmn
1-10%	8 47.1% k	0 0.0%	7 46.7% k	0 0.0%	0 0.0%	0 0.0%	3 50.0% k	2 50.0% k	1 33.3%	1 50.0% k	0 0.0% acghjo	0 0.0%	4 20.0%	0 0.0%	4 44.4% k	3 21.4%
11-49%	1 5.9% cP	1 50.0%	6 40.0% am	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	1 33.3%	2 10.0% cp	0 0.0%	3 33.3%	7 50.0% Am
50-99%	2 11.8% de	1 50.0% ck	0 0.0% bDEi	2 100.0% aCKMp	2 100.0% aCKMp	0 0.0%	1 16.7%	0 0.0%	1 33.3% c	0 0.0%	0 0.0% bDE	0 0.0%	2 10.0% DE	0 0.0%	2 22.2%	3 21.4% de
100%	1 5.9%	0 0.0%	0 0.0% l	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3% cp	4 20.0%	0 0.0%	0 0.0%	0 0.0% l

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


Appendix: Company-level Descriptive Information
What % of your company's sales is through the Internet? Buckets

N=118

	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
0%	2 20.0%	5 33.3%	7 30.4%	5 29.4%	3 30.0%	3 13.6%	5 41.7%	2 25.0%	2 33.3%	9 27.3%	5 38.5%	2 25.0%	1 14.3%	5 38.5%	6 27.3%
1-10%	1 10.0%	2 13.3%	6 26.1%	4 23.5%	5 50.0%	10 45.5%	5 41.7%	0 0.0%	2 33.3%	8 24.2%	2 15.4%	2 25.0%	6 85.7%	3 23.1%	9 40.9%
		f				b		Fh		F	F	f	ACDegh	f	af
11-49%	4 40.0%	2 13.3%	4 17.4%	4 23.5%	2 20.0%	6 27.3%	1 8.3%	5 62.5%	0 0.0%	4 12.1%	5 38.5%	1 12.5%	0 0.0%	3 23.1%	5 22.7%
								bCf	a	Ad	c		a		
50-99%	3 30.0%	2 13.3%	4 17.4%	3 17.6%	0 0.0%	3 13.6%	1 8.3%	1 12.5%	2 33.3%	5 15.2%	1 7.7%	3 37.5%	0 0.0%	2 15.4%	2 9.1%
100%	0 0.0%	4 26.7%	2 8.7%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	7 21.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
		f				b				h					c

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