Senior Management Attitudes Toward Marketing and the Relationship to Market Orientation

A dissertation presented in partial fulfillment of the
requirements for the degree of
Doctor of Management

By

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Colorado Technical University

June 2014

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Abstract

This dissertation provides an overview of research focusing on senior management attitudes at the chief executive officer (CEO) level toward the role of marketing and the relationship to marketing performance as measured by the degree of market orientation. It also considers the effects of associated CEO and firm-industry attributes as they relate to these attitudes, categorized as marketing fulfilling a "strategic," "sales," or "creative" role. The study relied upon quantitative survey instrument data collected from 687 chief marketing officers (CMOs), vice presidents, and directors of marketing across the United States. Results were analyzed for financial services and retail and then compared to all other private sector industries. Comparisons were also made between firms primarily engaged in a low cost, differentiation, or focus strategy. Strong associations with the degree of market orientation were found across all three attitudinal constructs. Implications for management practice and recommendations for future research are presented.

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Dedication

This dissertation is dedicated to my father, who passed away unexpectedly in 1992 when I was only 27, just a few months after finishing my MBA at Drake University. He never graduated from high school, but he built a successful plumbing business and believed strongly that the key to a better life for my brother and me was a good education. I have thought of him frequently during my five-and-a-half year doctoral journey, and his spirit often kept me going when things were tough. It is also dedicated to my many friends and colleagues in the marketing profession who inspired this topic and, finally, to my undergraduate students at the University of St. Thomas Opus College of Business from whose youthful vigor I drew much of the energy needed to complete this formidable task.

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My dissertation would not have been possible without the help of every one of them, and it is humbling to think that one's success is often so dependent upon the selfless generosity of others. Together they have inspired me to pass it on by helping others succeed in completing their own journeys.

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CHAPTER ONE: INTRODUCTION

Background of the Study

Practitioners report that the average tenure of chief marketing officers is only 26 months (Krauss, 2007). Consequently, all is not well in the health of marketing organizations. According to Patterson (2007, p. 270), a marketing performance effectiveness survey of 136 executives by Vision Edge Marketing—a consulting firm based in Austin, Texas—showed that "only 17 percent indicated that their CEOs would give marketing the grade of A and 48 percent of the respondents felt that their organisation's ability to measure marketing performance was only marginally effective." Further, Patterson (2007) noted that "According to the CMO Council's 'The Marketing Outlook' 2007 study, 'chief marketers face intense pressure from bottom-line focused CEOs and demanding corporate boards to improve the relevance, accountability and performance of their organisations" (p. 270). Other practitioner-scholars have expressed frustration with the quality of individuals placed in CMO (chief marketing officer) and marketing director positions, as well as the perception on the part of some senior executives that marketing is merely an art which can be performed by anyone with the right insight and talent, regardless of formal training, education, or experience (Schultz, 2008).

As a result of the increasing pressure on marketing organizations to become more cost effective, marketing managers from entry-level all the way to CMO have been held increasingly accountable to demonstrate results. This has resulted in numerous studies, seminars, and popular business books on the topic of marketing return-on-investment (ROI). However, one area that has not been researched to a significant extent is the relationship between various organizational dynamics and marketing performance. Further, little has been studied on the effects of organizational power or the characteristics of marketing leadership and the corresponding effects

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on marketing ROI (Merlo, Whitwell, & Lukas, 2004). Studies are now beginning to appear in this area, however, indicating an increasing research interest in the topic. For example, Nath and Mahajan (2011) focused a study on CMO power and its corresponding effects on sales and profitability. Nath and Mahajan (2011) found that CMO power increases when there is added authority over the sales organization and less marketing expertise on the senior management team. On a more general but related topic, Jaworski (2011) emphasized the need for more pragmatic and qualitative field research in the marketing literature. Specifically, Jaworski (2011) identified the need for more research on the role of marketing within the firm, how marketing is coordinated with other areas of the firm, and marketing organization change initiatives.

As Jaworski (2011) indicated, the literature is scant on research related to the role of marketing. Moorman and Rust (1999) found that perceptions of the value of marketing organizations extends beyond that of market orientation; that is, the degree to which the firm understands, anticipates, and works to meet target customer wants and needs. Moorman and Rust found that marketing's perceived value is a function of how well the marketing organization connects customers with the organization's products, in addition to being financially accountable (1999). This implies that internal attitudes toward the role of marketing affects how the marketing organization is perceived as a driver of economic performance within the firm. Further, given their influence on organizational culture, CEO-level senior management is likely to play a significant role in the diffusion of these attitudes within and across the entire organization structure. These attitudes, then, can likely impact resource allocation, objectives, and performance criteria related to marketing.

The researcher's experience, across different business-to-consumer industries over two decades, has been that senior managers at the CEO or president levels tend to categorize

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marketing as having primarily a strategic, sales, or creative role in the organization. Marketing organizations which are deemed "strategic" appear to be more holistically integrated within the firm and play a critical role in both long-term and short-term decision-making. Other senior managers appear to perceive marketing primarily as a driver of revenue and servant to the sales organization. Finally, some senior managers seem to label marketing as merely having a creative role, acting as a sort of pseudo-internal advertising agency. Any one of these attitudes toward the role of marketing could be appropriate, depending upon the objectives and environmental characteristics of the firm. What is most important is the degree of correspondence between these attitudinal categories and marketing organization outcomes. These outcomes may be measured based on the perceived value that marketing has within a specific organizational context or, perhaps better, how well marketing meets the needs and wants of its target market customers. Further, it is likely that these attitudinal categories are influenced by the unique characteristics of both CEO-level senior management and the firm itself.

Purpose of the Study

The purpose of this study was to determine if a relationship exists between CEO-level senior management attitudes toward marketing and marketing performance, as measured by the degree of market orientation. This was accomplished via a single-phase quantitative survey method, surveying CMO, vice-president, and director of marketing level executives based on the observed behaviors and associated attitudes of their CEO. To facilitate an adequate response rate, the researcher proposed surveying CMO-level executives on the basis that they are more likely to take part in a study related to marketing management, and that they are often more accessible than executives at the CEO level. Design of the survey instrument was facilitated using a Delphi technique, consisting of a subcommittee of two academically-qualified senior marketing faculty

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members, each from separate AACSB-accredited nationally-ranked business schools. Based on input from the subcommittee, a final version of the survey instrument was emailed to a large random sample of retail and financial services CMOs, vice presidents, and directors of marketing throughout the United States. Surveys were completed and returned online, and multivariate statistical methods using SPSS were used to test for any relationships.

Conceptual Model

The variables and constructs which were to be analyzed are illustrated in the form of the conceptual model in Figure 1.

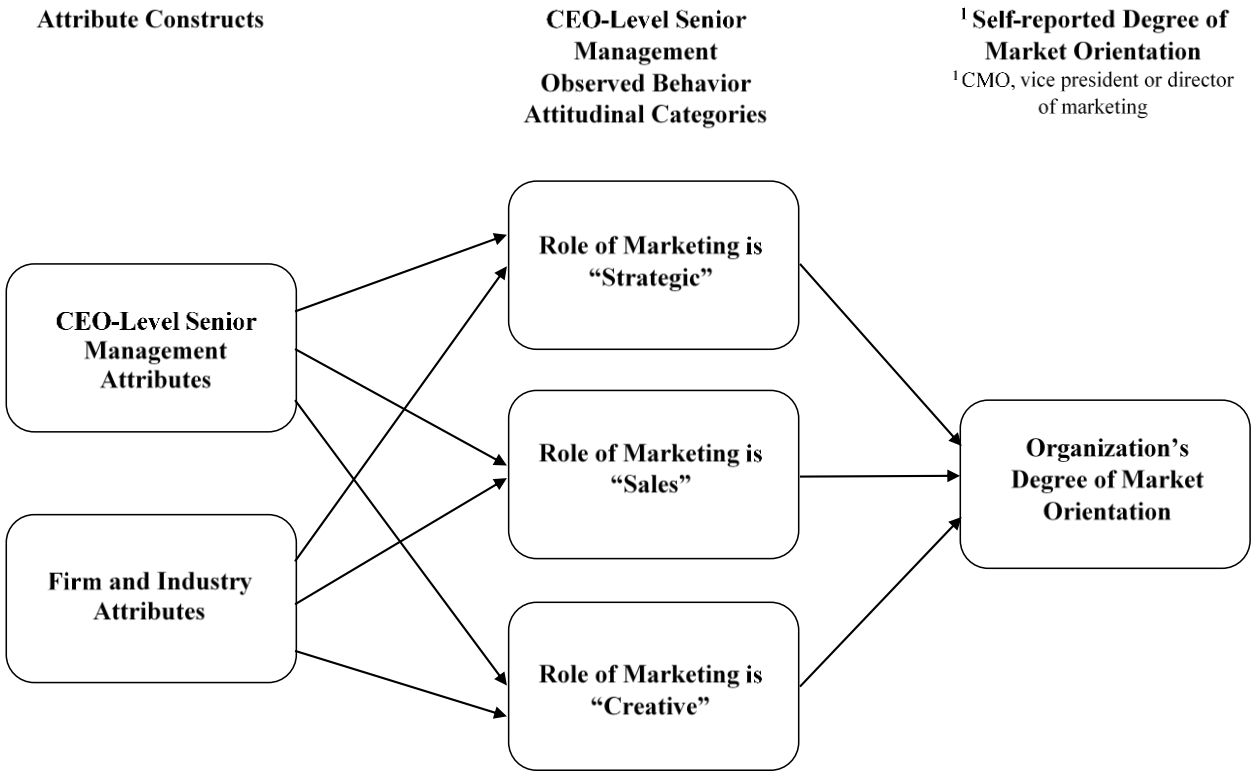

Figure 1. Conceptual model constructs

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Definition of Terms

CEO-Level Senior Management Attributes

CEO-level senior management attributes are defined as those background characteristics related to the CEO who is the subject of behavioral observations, as reported by the CMO, vice president, or director of marketing. These include background characteristics such as education (i.e., highest known degree earned), approximate years of experience, and dominant career path functional area (e.g., finance, marketing, operations).

Firm and Industry Attributes

Firm-industry related attributes are defined as those characteristics which are unique to the organization in which the reporting CMO, vice president, or director of marketing is a member. These include characteristics such as financial performance, primary industry, number of employees, degree of innovativeness, strategic orientation, and degree of industry rivalry.

Role of Marketing is "Strategic" Attitudinal Category

When the role of marketing is "strategic," it is defined here as one of three attitudinal categories on the part of CEO-level senior management in which marketing is viewed as a critical long-term, holistic, and broadly integrated function within the organization. It was measured on the basis of the behavioral component of attitudes, specifically observed behaviors of the CEO as reported by the organization's CMO, vice president, or director of marketing.

Role of Marketing is "Sales" Attitudinal Category

When the role of marketing is "sales," it is defined here as one of three attitudinal categories on the part of CEO-level senior management in which marketing is viewed only as a revenue-generating function within the firm, with a short-term orientation. It was measured on

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the basis of the behavioral component of attitudes, based on observed behaviors of the CEO as reported by the organization's CMO, vice president, or director of marketing.

Role of Marketing is "Creative" Attitudinal Category

When the role of marketing is "creative," it is defined here as one of three attitudinal categories on the part of CEO-level senior management in which marketing is viewed primarily as an artistic and purely tactical role. In such cases, marketing focuses on creating ad copy and graphics as dictated by other functional areas within the organization. It was measured on the basis of the behavioral component of attitudes, based on observed behaviors of the CEO as reported by the organization's CMO, vice president, or director of marketing.

Degree of Market Orientation

Market orientation is perhaps best defined by Caruana, Pitt, and Ewing (2003, p. 27) as a firm that "successfully applies the marketing concept"—that is, the extent to which the firm anticipates, understands, and meets the needs and wants of its target market customers. The degree of market orientation was recommended by the researcher as the dependent variable for the study due to its proven efficacy as a broad-based measure of marketing and overall business performance. It was self-reported by the organization's CMO, vice president, or director of marketing using seven-item semantic differential scales.

Statement of the Problem

The study sought to better understand CEO-level senior management attitudes toward marketing and identify the relationships, if any, between these attitudes and marketing organization performance as measured by the degree of market orientation. The primary objective of the study was to determine whether there is a relationship between senior management attitudes at the CEO level toward marketing as its having a strategic, sales, or

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creative role and marketing organization outcomes. Results of the study will serve as the basis for future research and a better understanding of the likely implications for marketing management practice.

Research Questions

The primary purpose of the study was to determine if a relationship exists between CEO-level behavioral-based attitudes toward marketing and the degree of market orientation in U.S. retail and financial services industries. In addition, the study sought to identify any relationships associated with CEO-level senior management attributes and firm-industry attributes. Therefore, based on the conceptual model in Figure 1, the study sought to address the following research questions:

1. Do statistically significant relationships exist between the attitudes of CEO-level senior management toward marketing as having a strategic, sales, or creative role and the degree of market orientation in U.S. retail and financial services industries?
2. Are there statistically significant relationships between CEO-level senior management attributes and CEO-level attitudes toward the role of marketing in U.S. retail and financial services industries?
3. Are there statistically significant relationships between firm-industry attributes and CEO-level senior management attitudes toward the role of marketing in U.S. retail and financial services industries?

Nature and Scope of the Study

The study relied on quantitative research methods using a carefully-designed survey instrument. Surveys were delivered via email to a large random sample of CMOs, vice presidents, and directors of marketing in retail and financial services organizations with 100 or

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more employees throughout the United States. Completed surveys were returned to the researcher via the Internet using SurveyMonkey (2012). Data analysis was conducted using SPSS and multivariate statistical methods. Due to the frequent variability in best practices across industries, it was originally considered outside the scope of this study to draw generalized conclusions. However, the researcher subsequently emailed surveys to a second large random sample of all other private sector industries in order to make generalized comparisons.

Significance of the Study

The findings of this study lay the groundwork for additional research which may change the way marketing organizations are perceived by corporate boards and senior-level executives around the world. This could have numerous pragmatic implications, including the level of priority given to the marketing function in long-term planning and strategy, staffing and structuring the marketing organization, and managing marketing talent. It may also lead to greater integration of marketing within and across the organization, improving working relationships with other functions and overall business performance.

Assumptions and Limitations

The first significant assumption that this study made is the ability to measure attitudes via third-party observation. This is due to the limitation brought on by the difficulty in surveying CEO-level senior management and, as a proxy, surveying executives one or two levels below. A case is made, however, that due to the tripartite model of attitudes described by Fazio and Olson (2007) in which attitudes consist of behavioral, cognitive, and affective components, the behavioral component of attitudes can be measured via behavioral observations under certain conditions. Ajzen and Fishbein (1977) noted that the more specific and closely aligned observed behaviors correspond with inferred attitudes, the more likely it is that those attitudes can predict

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behavior. Further, Davidson and Jaccard (1979) observed that as the degree of correspondence increases between attitudes and behavior, the stronger the correlation between the two variables.

The tripartite model of attitudes described by Fazio and Olson (2007) leads to a second significant limitation of this study: the cognitive and affective components of attitudes cannot be measured using this approach. While the researcher contends that the behavioral component of attitudes can be measured, it would require more direct survey methods to measure the cognitive and affective components. According to Fazio and Olson (2007), the three components of attitudes rarely coincide, and attitudes can form from any one of the components. Therefore, this study sought to focus only on behavioral-based attitudes and does not claim to make conclusions related to either the cognitive or affective components. Doing so is considered out of scope and would require further research.

Ethical Considerations

Survey results were only tabulated in the aggregate, with no individual survey responses included in the study results, and Colorado Technical University Institutional Review Board approval was received prior to the conduction of research. Respondents were not asked to share any personal information, but they were given the option to provide their names and email addresses if they wished to receive a white paper summary of the results. Providing this information was not required in any way.

Philosophical Basis

Creswell (2009, p. 6) described four different worldviews which form the basis of academic research: postpositivism, constructivism, advocacy/participatory, and pragmatism. The postpositivist view focuses on cause and effect relationships and, therefore, is most closely associated with quantitative research. Constructivism seeks to understand how individuals

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determine meaning—how they make sense of what they perceive to be happening in the world. The advocacy/participatory worldview emphasizes societal issues, social justice, and fairness. Finally, the pragmatic worldview focuses primarily on real-world practice and problem solving.

While the advocacy/participatory worldview does not apply to this study, postpositivism, constructivism, and pragmatism are directly related. The study sought to understand participant interpretations of their world as it relates to marketing organizations and the role of marketing via attitudinal categorization and performance outcomes; therefore, it is associated with a constructivist worldview. Moreover, the quantitative approach advocated by the researcher sought to identify and better understand relationships between those categorical interpretations and the performance of marketing organizations, thus relating to a postpositivist worldview.

Most important, the underlying objective of this study was to determine the *practical implications* of CEO-level senior management attitudes toward marketing and how, or if, those attitudes are aligned with marketing performance and related attributes. Therefore, this study is ultimately based on a pragmatic worldview with an emphasis on professional practice. It is the researcher's hope that the results will lead to a better understanding of the important role the marketing function plays and how it can lead to both improved performance and better working relationships within organizations.

In Chapter Two, the Literature Review, a thorough summary is presented of literature and studies conducted to date relating to the researcher's topic. The review of the literature is organized around the major elements in the study's conceptual model, with major and seminal contributions to the literature applied accordingly. Gaps in the literature are also identified, forming the basis for the study's research questions and hypotheses to be tested.

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CHAPTER TWO: LITERATURE REVIEW

The term "Marketing" often produces thoughts of telemarketers interrupting during dinner, piles of junk mail, SPAM email, used car salesmen, annoying advertisements, or time-share resort sales presentations where all they ask in return for a free lunch is a mere $10,000 down payment. As the primary means to generate and sustain revenues, though, effective marketing efforts are critical to the survival of organizations. Executed poorly, marketing efforts can also be a significant source of financial waste. In today's highly competitive marketplace, marketing must be both efficient and effective. Myers and Kahn (2005) asserted that intensifying global competitive forces often require an even greater emphasis on effectiveness, both in terms of processes and outcomes.

Therefore, if marketing is such a critical function to an organization's financial well-being, one might conclude that the literature on marketing effectiveness should be abundant. One way to categorize the marketing literature is to think in terms of the principal tasks of marketing: planning, execution, and measurement. In recent years, there has been a significant amount of research on marketing planning and marketing measurement. Because these two tasks are more "strategic" in nature, perhaps they have generated a higher level of interest on the part of executives and academics. Marketing execution has not been researched as thoroughly; however, it is generally accepted that even the best strategic plan will fail if it is poorly executed.

How or whether senior management attitudes toward and perceptions of the marketing function relate to marketing performance is not clear in the literature. While pieces of the puzzle have been studied, there are still many unanswered questions. It is logical to conclude, however, that one must first begin by reviewing the literature on measuring marketing performance; there must be a basis to determine whether or not marketing efforts are effective before one can ask

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what drives effectiveness. Therefore, this review of the literature begins with a discussion on marketing performance metrics. The remainder of the literature review focuses on conceptual model attribute constructs, including relevant research on marketing performance and its relation to senior management and firm-industry related characteristics. Research questions, outlined previously, have also been organized around the conceptual model framework. The literature review concludes summarizing what is currently known about senior management attitudes toward and perceptions of the marketing function and identifying relevant gaps in the literature.

Organization and Search Methods

The objective of the literature review was to determine what, if any, similar studies of this nature have been completed in the past, in addition to providing scholarly support for both the methods and purpose of this study. It is primarily organized around the conceptual model variables and constructs illustrated in Figure 1 and includes a discussion of the various metrics that have been shown to be effective indicators of marketing performance. Literature searches were conducted using the advanced features of Summon (SerialsSolutions, 2013) via the researcher's access to both the University of St. Thomas and Capella University online libraries. Summon is an academic search engine similar to Google which accesses fully cataloged library content throughout the world and is, therefore, not limited to any single library's collection.

The researcher has found Summon to result in significantly more comprehensive search results than that which is available via the resources at Colorado Technical University or any other stand-alone university library. Given that the researcher is a faculty member at both the University of St. Thomas and Capella University at the time of this writing, the researcher was able to take full advantage of this resource. Searches were further refined by comparing Summon

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results from both the University of St. Thomas and Capella University and were updated every six months to identify any new literature related to the study.

Marketing Performance Metrics

Marketing performance metrics, while having gained popularity only in recent years with practitioners, have a history that extends several decades. For example, Wroe Alderson studied marketing efficiency and developed formulas to measure marketing productivity as far back as the early 1940s (Shaw, 2010). Further, King (1964) suggested the use of mathematical and statistical techniques as a means to measure marketing performance. Finally, Clark (1999) identified studies dating back to 1965 that recommended the use of financial analysis as a means for measuring marketing performance. Clark (1999, p. 712) stated that "marketing performance measures have moved in three consistent directions over the years: first, from financial to non-financial output measures; second, from output to input measures; and third, from unidimensional to multidimensional measures."

In recent years, the pressure on marketing to demonstrate value to the organization has increased, and as a result, there has been a renewed interest in the integration of financial and marketing metrics. Ambler (2000) emphasized the importance of involving corporate boards more directly in marketing accountability and made the argument that marketing should actually report to the finance director. Ambler (2000) expressed the critical importance of marketing to the organization by stating, "marketing is *how* the firm secures its key objectives, i.e. how it sources the cash flow" (p. 60). Ambler (2000, p. 60) went on to say that "a firm is more likely to achieve what it measures." Verhoef and Leeflang (2009) echoed this by demonstrating that a marketing department's influence within an organization is at least partly determined by its level of accountability.

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The growing awareness of the important link between finance and marketing has been captured in other studies as well. For example, Conchar (1999) correlated shareholder wealth with advertising and promotion spending. Conchar found a positive correlation between the amount of money that firms spend on advertising and promotion and the market value of their stock (1999). Further, Conchar discovered that when companies simply announce a new advertising campaign, the market value of their stock increases (1999). Fredericks, Hurd, and Salter II (2001) argued that by combining financial analysis with customer data, organizations can maximize profitability. Several other practitioner-scholars have noted the importance of integrating financial and marketing metrics, including Crosby and Johnson (2001), Cook and Talluri (2004), Lenskold (2007), and Mulky (2008). While still a relatively new topic, the link between finance and marketing effectiveness has also captured the attention of academic researchers. O'Sullivan and Abela (2007) demonstrated that the ability of a firm to measure its marketing effectiveness has a significant impact on the overall performance of the firm, including profitability and stock price. O'Sullivan and Abela also argued that the marketing organizations which are more adept at measuring performance are also more likely to be viewed favorably by senior management (2007). Even concepts from investment and risk management have been studied in relation to marketing effectiveness. Ryals, Dias, and Berger (2007) applied the concept of portfolio management, borrowed from finance theory, to optimizing the *marketing* portfolio, with an emphasis on maximizing total return on marketing investment.

Other studies have attempted to identify a methodology or process to measure marketing effectiveness. Doyle (2004) suggested that marketing mix modeling may be the best solution. However, marketing mix modeling uses a portfolio approach in which multiple activities are compared to single metrics, such as sales revenue, to determine the most effective mix.

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Hershberger, Osmonbekov, and Donthu (2001) suggested applying even more complex mathematical models such as Data Envelopment Analysis, and Srinivasan, Vanhuele, and Pauwels (2010) used vector autoregressive modeling to measure the combined effectiveness of psychological metrics, such as brand awareness, with more direct measures, such as sales revenue. While these more advanced techniques clearly add value to the body of marketing management knowledge, their practical application may be somewhat limited due to data inconsistencies or lack of data availability, as well as their lack of intuitive understanding from the perspective of practitioners in the field.

Clark (1999, pp. 712-713) identified the following marketing performance metrics in Table 1 below:

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Table 1

Marketing Performance Metrics Identified by Clark (1999)

Category	Performance Metric
Single Financial Output Measures	Profit, Sales Revenue, and Cash Flow
Non-financial Measures	Market Share, Quality of Services, Adaptability, Customer Satisfaction, Customer Loyalty, and Brand Equity
Input Measures	Marketing Assets, Marketing Audit, Marketing Implementation, and Market Orientation
Multiple Measures	Efficiency, Effectiveness, and Multivariate Analysis

Grønholdt and Martensen (2006, p. 248) identified several more marketing performance metrics in the literature, listed in Table 2:

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Table 2

Marketing Performance Metrics Identified by Grønholdt and Martensen (2006)

Category	Performance Metric
Mental Customer Results	Brand Awareness, Relevance to Customer, Perceived Differentiation, Perceived Quality, Relative Perceived Quality, Image/Reputation, Perceived Value, Preference, Customer Satisfaction, Customer Loyalty/Retention, and Likelihood to Recommend
Behavioral Customer Results	Customer Loyalty/Retention, Churn Rate, Number of Customer Complaints, Number of Transactions per Customer, Share of Wallet
Market Results	Sales, Sales to New Customers, Sales Trends, Market Share, Market Trend, Number of Customers, Number of New Customers, Number of New Prospects, Conversion, Penetration, Distribution/Availability, Price, Relative Price, Price Premium, and Price Elasticity
Financial Results	Profit, Gross Margin, Customer Profitability, Customer Gross Margin, Cash Flow, Shareholder Value, and Customer Value

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Although the literature is abundant with marketing performance metrics, there is often no clear single best metric to use. Connor and Tynan (1999) pointed this out in a study on marketing effectiveness in the U.K. aerospace industry. Connor and Tynan also expressed the importance of focusing on marketing effectiveness versus efficiency—that doing the right things (i.e., being effective) is more important for business success (1999). This concurs with the views expressed by Myers and Kahn (2005). Referring to marketing effectiveness, Myers and Kahn stated that "by definition, marketing management control of marketing activities is indicative of the process that ensures planned marketing activities produce desired results and that the marketing strategy is properly implemented and remains appropriate to achieve predetermined goals" (2005, p. 461).

Other researchers have attempted to identify the single best measure of marketing effectiveness. Good and Schultz (2004) reviewed the marketing literature for changes in effectiveness measures between 1992 and 2004. While Good and Schultz were not able to identify a single best performance metric, it was noted that there appears to be more emphasis on short-term indicators of performance versus long-term (2004). Davidson (1999) researched 25 companies to determine which marketing metrics were most useful for corporate reporting. They were: a) market trend, b) market share, c) major brand sales trends, d) customer retention, e) new product performance, f) unit volume trend, g) research and development trend, h) capital expenditure, i) total marketing investment, and j) distribution trend (Davidson, 1999, p. 757).

Despite numerous studies, there is still disagreement as to which marketing effectiveness metrics are best. Unlike fields such as accounting, there are no industry or professional standards to follow as a guideline. There does appear to be some movement in this direction, however.

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Stewart (2008), for example, asserted that true marketing accountability cannot be established until such standards are in place.

While the literature on marketing performance metrics is quite extensive, with numerous studies over the past several decades, the growing practitioner interest in marketing ROI techniques in recent years may be more related to changes in the business and economic environment. As almost every business person has experienced, the combined forces of globalization and low-cost networked information technology have become driving forces behind increased competition, both for customers and for resources. An increasingly Darwinian environment makes it essential for all functions within an organization to operate at maximum efficiency and effectiveness, and marketing is no exception. However, what constitutes marketing performance is subject to both industry and organizational circumstances, as well as performance objectives. For example, growth in sales revenue may be largely caused by luck or timing; growth in market share may be coincidentally driven by a major competitor exiting the market; and startups may be more interested in developing brand awareness at the expense of marketing return on investment.

Market Orientation and the Relationship to Performance

The degree of market orientation and its effect on marketing and business performance has been studied extensively since the early 1990s (Liao, Chang, Wu, & Katrichis, 2011). Caruana, Pitt, and Ewing (2003, p. 27) defined market orientation as a firm that "successfully applies the marketing concept"; that is, the ability to identify and meet the needs and wants of target customers. Market orientation's relevance as a key performance driver cannot be underestimated, as Avlonitis and Gounaris (1997) concluded in their analysis of several empirical studies on the topic. In a later meta-analysis of 29 research studies, Shoham, Rose, and

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Kropp (2005) confirmed that all showed a significant relationship between market orientation and business performance. According to Caruana, Pitt, and Ewing (2003), research has provided considerable evidence of a relationship between the degree of market orientation and performance. Recently, Kumar, Jones, Venkatesan, and Leone (2011) analyzed data related to market orientation at 261 firms from 1997 to 2005, and confirmed that market orientation is related to performance in both the short-run and the long-run. Similar findings were made by Jyoti and Sharma (2012).

The relationship between the degree of market orientation and performance has also been observed in the non-profit sector (Gainer & Padanyi, 2002), as well as in small and medium-size firms as confirmed in studies by Appiah-Adu (1997) and Pelham (2000). The relationship between the degree of market orientation and performance has been found internationally, as well. Notably, Cano, Carrillat, and Jaramillo (2004) studied market orientation in 23 countries across five continents and found consistent positive correlations with performance, including somewhat stronger correlations in service versus manufacturing industries.

Market orientation has also been shown to have visible, tangible effects on performance. Carr and Lopez (2007) determined that there is a positive relationship between the degree of market orientation and the degree of customer centricity on the part of salespeople. Earlier findings by Mengüç (1996) and Siguaw, Brown, and Widing (1994) showed similar results, as did those by Langerak (2001). Moreover, Pelham (2010) found that firms with a high degree of market orientation positively influence salesperson skills and behavioral interactions with customers. In addition, quality orientation has been shown in several studies to be linked to market orientation. For example, in a sample of 304 quality-oriented firms, Lai (2003) found a strong correlation between market orientation, quality orientation, and performance.

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Factors leading to a higher degree of market orientation have also been studied. Intuitively, organization culture as well as organizational learning should be factors that lead to a market orientation, as confirmed by Gebhardt, Carpenter, and Sherry (2006). Jiménez-Jiménez and Cegarra-Navarro (2007) found the market orientation performance relation is only valid when mediated by organizational learning processes. Building on this notion further, Lin, Peng, and Kao (2008) determined that organizational learning acts as a mediator between market orientation and the firm's degree of innovation. Accordingly, Wang, Hul, Ketchen, and Ahmed found a positive correlation between market orientation and knowledge management orientation, defined as "the firm's relative propensity to build on its achieved wisdom as well as its propensity to share, assimilate, and be receptive to new wisdom" (2009, p. 100). The capabilities of the marketing organization also play an important role in the degree of market orientation, as found by Morgan, Vorhies, and Mason (2009). Finally, the type of strategy employed by the organization has been shown by Matsuno and Mentzer (2000), as well as by Langerak (2003), to have a moderating effect between market orientation and performance.

Additionally, O'Cass and Viet Ngo (2007) found that a strong innovative culture aided in the development of a market orientation. Related to this notion, Subramanian, Kumar, and Strandholm (2009) found that the risk propensity of the senior management team enables market orientation to lead to performance improvement. Agarwal, Erramilli, and Dev (2003) determined that market orientation is a key driver of innovation in the hospitality industry, while earlier research by Han, Kim, and Srivastava (1998) found that innovation plays a mediating role between market orientation and performance. This notion was applied on a microproduct-level by Im and Workman (2004), who found that new product ideas and associated marketing creativity acted as mediating variables between new product performance and market orientation.

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Likewise, Sandvik and Sandvik (2003) found that new-to-market product innovation (but not new-to-the-firm innovation) was related to performance.

It is also reasonable to consider that the organization's competitive environment may influence the degree of market orientation. Indeed, Song and Parry (2009) determined that market orientation is a function of market turbulence, competitive intensity, and technological turbulence, as did Jaworski and Kohli (1993) in their original study. Finally, the relationship of market orientation to marketing planning was considered by Pulendran, Speed, and Widing (2003), who determined that there is a strong relationship between market orientation and marketing planning; somewhat surprisingly, marketing planning is antecedent to market orientation.

Due to the difficulties in identifying a single best metric to use for measuring marketing performance, the researcher for this study proposed that the organization's degree of market orientation be used as the primary dependent variable under consideration. As discussed, the degree of market orientation has been shown in numerous studies to be strongly associated with marketing and business performance across a variety of metrics. It is also relatively easy to measure using survey methods and semantic differential scales. One set of scales that has been used successfully to measure the degree of market orientation is known as MARKOR, based on a seminal study by Jaworski and Kohli (1993). Further, some scholars such as Pitt, Caruana, and Berthon (1996), Matsuno and Mentzer (2000), and, more recently, Martín-Consuegra and Esteban (2007) have used a somewhat modified version of MARKOR in accordance with research objectives.

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Senior Management Attitudes Toward Marketing

While there has been significant research in social psychology on attitudes and perception as it relates to organizational behavior in general, much less is known about senior management attitudes toward and perceptions of the marketing function. In particular, no published research studies have been identified on the relationship between either senior management attitudes toward or perceptions of marketing and marketing performance. Some studies have been published on the perceptions of marketing effectiveness within organizations; however, none of these link perceptions of the marketing function itself or the role of marketing to marketing performance. While studies are limited with regard to organizational and senior management attitudes toward or perceptions of marketing, it is an important concept to understand. Because senior executives often have backgrounds in finance or operations, their impressions of marketing may not be aligned with marketing best practices.

Some studies have attempted to at least partially address senior management attitudes toward the marketing function in relation to marketing performance measurement. For example, Le Meunier-FitzHugh and Piercy (2007) found that greater levels of collaboration between sales and marketing lead to business performance improvement, and that positive senior management attitudes toward such coordination is an important antecedent. In a survey of 66 senior marketing managers, Clark, Abela, and Ambler (2005) demonstrated that organizations' ability to measure marketing performance is related to senior management satisfaction with and spending plans for marketing performance measurement systems. Clark, Abela, and Ambler (2006) later surveyed 88 senior marketing managers, showing that marketing performance information that is distributed to senior management has an inverted U-shaped relationship; senior managers prefer to receive relevant information, but too much information leads to less satisfaction due to

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information overload. Further, Hagedorn (1996) determined that a relationship exists between attitudes toward advertising and growth in revenues in the banking industry.

What is known about the relationship between attitudes toward or perceptions of marketing and marketing effectiveness is scant. Clark (1998) found that managerial perceptions of goal achievement were viewed most favorably when determining the effectiveness of marketing efforts. Interestingly, Clark showed that competitive response mattered least to managers, indicating that marketing may be perceived as merely a sales engine versus a strategic asset (1998). Clark (2000) later suggested that "effectiveness" is the most important criteria on which to evaluate the performance of the marketing function, as perceived by senior marketing managers. However, when queried as to whether or not their marketing efforts are effective, many senior marketing managers are uncertain. This was expressed by Wyner (2002) in an informal qualitative research study as follows:

> I posed the following question to about two dozen senior marketing professionals in the last three months: How effective is the totality of your marketing effort at improving your business? . . . The respondents included chief marketing officers, heads of marketing services and marketing research, as well as marketing academics. The answer has been consistent across a range of industries, including consumer products, financial services, telecommunications, and transportation. No one could really say whether their marketing is effective overall or not. (Wyner, 2002, p. 6)

Helgesen (2007) may have done the closest study to date on practitioner perceptions of the marketing function, but this study was narrowly focused on the Norwegian fishing and furniture industry and did not correlate the results with marketing performance metrics. Another study which focused on small and medium-sized enterprises used qualitative research methods in the

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form of five case studies to gauge owner/manager perspectives on branding (Horan, O'Dwyer, & Tiernan, 2011). Again, this study was more behaviorally-oriented and did not correlate outcomes with marketing performance metrics. Finally, an interesting study on organizational perceptions of market research found that low-performing firms versus high-performing firms "viewed marketing research as too complex a process to be worth the effort, very costly and time consuming; and as an activity that cannot make a significant contribution to the firm's sales, profits and growth of the firm" (Ogunmokun, Chin, & McPhail, 2005, p. 37). Without at least some primary or secondary market research, how can an organization seek to understand and meet the needs and wants of its target customers? The results of the Ogunmokun, Chin, and McPhail (2005) study indicate that the marketing function is perceived in industry as merely a sales engine versus a strategic asset to be leveraged; moreover, that marketing is merely an art instead of a professional field supported by extensive scientific inquiry and a mature body of knowledge.

Senior Management and Firm-Industry Attributes

Studies on organizational and market attributes, as they relate to the conceptual model for this study, have primarily focused on organizational culture, the degree of market orientation, organizational structure, and leadership. Intuitively, organizations that are more customer and market-centric should exhibit a higher level of performance as measured by such metrics as growth in revenue. Further, one may logically argue that organizational structure and leadership may also be factors contributing to marketing performance.

Several studies have confirmed that there is a relationship between organizational culture and marketing effectiveness. For example, Appiah-Adu, Fyall, and Singh (2000) discovered a relationship between marketing culture and customer retention in the tourism industry. Leisen,

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Lilly, and Winsor (2002) examined organizational culture as it relates to strategic marketing alliances and determined that organizational culture does positively influence marketing effectiveness, although to varying degrees. Webster (1995) found a strong relationship between marketing culture and marketing effectiveness, with "marketing culture" defined as the importance the organization places on the marketing function and the associated connectedness that employees feel to marketing and customer service. Moreover, Lam, Kraus, and Ahearne (2010) showed that senior managers play a significant role in the diffusion of market orientation throughout an organization. Finally, Sin and Tse (2000) demonstrated a positive relationship between organizational culture values and marketing effectiveness in Hong Kong-based service firms.

Organization structure and integration have also been studied in regards to market orientation and marketing effectiveness. Green, Inman, Brown, and Willis (2005) determined that no relationship was found between organizational structure and market orientation; however, a strong relationship was found between market orientation and marketing effectiveness. Rigby (1993) examined the relationship between organizational structure, environmental influence, and market orientation, with market orientation defined as the degree of customer centricity. The results showed that marketing effectiveness is related, to some extent, to organizational structure (Rigby, 1993).

Additional studies have considered the effects of strategic planning on marketing performance. For example, Stratis and Powers (2001) determined that strategic planning and environmental scanning results in stronger long-term financial performance. Carrying this concept a step further, Vorhies and Morgan (2003) showed that marketing organizations aligned with the overall strategic fit of the firm tend to be more effective.

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The degree of marketing integration (i.e., the alignment of marketing with other functions in the organization) has also been studied to a certain degree. Two studies in the financial services industry are noteworthy. Rhee and Mehra (2005) demonstrated that strategic alignment between operations and marketing can have a significant effect on performance in the banking industry. Marketing integration was also found to be a significant driver of marketing effectiveness in the banking industry by Appiah-Adu, Fyall, and Singh (2001). Further, Edwards, Honeycutt, and Cleveland (2011) argued that the current globally competitive environment demands that marketing be more fully integrated with other functional areas.

Finally, the effects of leadership have also been studied as they relate to marketing effectiveness. Chen (2004) found that there is a relationship between transformational leadership styles, knowledge sharing, and marketing effectiveness. Effective communication and change management has also been linked to marketing performance in studies by Peters and Fletcher (2004), and Walker, Slater, Callaghan, Smyrnios, and Johnson (2004), respectively.

Summary

The literature confirms that much is already known about marketing performance metrics and marketing organization attributes leading to increased performance. Numerous metrics have been identified to measure marketing performance, along with some of the key attributes that are necessary for marketing organizations to perform effectively and efficiently. Further, the relevance of the degree of market orientation as a broad-based measure of marketing performance has been well established. What is *not known* is how senior management attitudes toward or perceptions of the marketing function relate to marketing performance. Clearly, these attitudes and perceptions lead to hiring decisions at the director, vice president, and CMO levels which, in turn, lead to structural changes and subsequent hiring decisions at the manager level

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and below. This leads one to the question of how those attitudes and perceptions ultimately impact marketing performance. Future research, including the researcher's study, should strive toward addressing this.

In Chapter Three, the methodology will be explained, providing a detailed description of the research design for this study. It consisted of a single-phase quantitative research design using a survey instrument to measure the behavioral-based attitudes toward marketing of senior managers at the CEO level. A case is made for this approach based on a brief review of the relevant social psychology literature, in addition to a discussion of the methods of execution, software tools used, survey instrument, and written email communications to survey respondents. Sampling procedures, targeted industries, and company size ranges are also outlined.

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CHAPTER THREE: METHODOLOGY

Research Design

To achieve the objectives of this study, a single-phase quantitative survey research design was employed. As part of the researcher's proposal, a case was made for the use of this design and why it is most appropriate for this study. The primary issue regarded access to senior management at the CEO level. In recent years, it has been the researcher's experience that executives at the CEO level have become increasingly more difficult to contact directly without first establishing a relationship. This may be due to the increased volume of direct business-to-business solicitations, combined with readily available low-cost databases which tend to mostly include CEO-level contact information. As a result, executive administrative assistants at this level seem to have taken on much more of a "gatekeeper" role, filtering all but the most relevant outreaches.

Due to the challenges of connecting with individuals at the CEO level, an approach was used which enabled data collection one or two levels below the CEO. Study participants were limited to CMOs or their close equivalent (i.e., vice presidents or directors of marketing), who tend to be more easily accessible and, given that it would likely appeal to their own professional interests, more likely to participate in a study related to marketing management. However, given that CMO, vice president, and director-level respondents were to be queried on the basis of their own perceptions of their respective CEO's attitudes toward marketing, the researcher felt that the survey instrument must be particularly well-designed. Further, because attitudes per se cannot be observed, attitudinal statements embedded within the survey instrument needed to focus on observable CEO-level senior management behaviors, a case for which, taken from the social psychology literature, is later outlined.

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Edmondson and Mcmanus (2007, p. 1158) labeled "intermediate" stage theory development as the point when portions of a research problem are known but not all constructs are known. In this stage of theory development, streams from some of the research are known (e.g., marketing performance metrics and market orientation as it relates to performance); however, specific constructs and variables for the research question or questions under investigation are not well understood. Fowler (2009) recommended, in such cases, carefully designing and pre-testing a survey instrument with a group of participants who are representative of those who will participate in the study.

Given time and resource constraints, it was determined that a statistically-valid pre-test of the survey instrument as suggested by Fowler (2009) was out of scope. Therefore, as a proxy, to facilitate the development of a valid and internally-reliable survey instrument, the researcher worked in person with a subcommittee of two academically-qualified senior marketing faculty from separate AACSB-accredited and nationally-ranked business schools: Dr. Sridhar Ramaswami from Iowa State University's College of Business and Dr. David Brennan from the University of St. Thomas Opus College of Business. Dr. Ramaswami and Dr. Brennan have over fifty years of combined experience in survey research design related to marketing topics. In addition, Dr. Ramaswami has numerous publications in the financial services industry, while Dr. Brennan is known for his expertise in the retail industry—both industries that were the primary focus of this study. Using a Delphi technique, the researcher drafted successive rounds of survey instruments and made refinements based on individual feedback from Dr. Ramaswami and Dr. Brennan until reaching consensus on a final draft.

Under the guidance of Dr. Ramaswami and Dr. Brennan, the researcher for this study drafted questions intended for measuring the relationship between CEO-level senior management

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and firm-industry attributes, and the attitudinal categories of marketing as "strategic," as "sales," and as "creative," with specific attribute constructs including the items identified in Table 3. Note that some of these constructs had to be limited to rather basic responses, given that CMOs, vice presidents, and directors of marketing were required to respond based on what they knew about their respective CEO. This was particularly applicable to CEO-level senior management attributes such as education and experience.

Table 3

Variables by Attribute Construct

Attribute Construct	Variables
CEO-Level Senior Management Attributes	Education (i.e., highest known degree earned), Approximate Years of Professional Experience, Dominant Area of Functional Expertise (e.g., finance, marketing, operations)
Firm-Industry Related Attributes	Financial Performance, Primary Industry, Employee Size, Degree of Innovativeness, Strategic Orientation, Industry Rivalry

CEO-level senior management attributes are defined as those characteristics which pertain directly to the CEO's background. This includes factors such as level of education, years of experience, and dominant functional area of expertise. Firm-industry related attributes are

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defined as those characteristics which are specific to the organization and include such factors as the firm's financial performance, number of employees, degree of innovativeness, and either a low-cost, differentiation, or focus strategy as originally posited by Porter (1980, p. 35).

Attitudes toward the role of marketing were queried and organized under three categories of strategic, sales, and creative, as listed in Table 4. These categories were chosen based on over a decade of the researcher's experience and observation as a marketing and senior product manager, in addition to numerous conversations over the years with marketing colleagues. A strategic role is defined as marketing playing a central and key part in the holistic functioning and performance of the organization, including the degree of marketing integration with other activities in the firm. For example, is marketing invited to a new product development meeting at the ideation stage, or does the organization wait to involve marketing until after the product has been developed and is ready to be sold? This contrasts with a sales role, which defines marketing as a purely tactical sales-generating activity (i.e., a "numbers game"), with an emphasis on pushing previously developed products and services into the market. Finally, there is the creative role, in which marketing is a creative art only involving advertising and promotional efforts in support of generating sales.

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Table 4

Role of Marketing Attitudinal Categories

Attitudinal Category	Definition
Strategic	Marketing is holistically integrated as a function within the firm; considered to be of significant importance to overall firm performance
Sales	Marketing is primarily a product and services driver only; considered to be purely a tactical activity with top-line (revenue) influence alone
Creative	Marketing is predominantly an administrative activity which primarily exists to support promotion and sales efforts

In order to drive higher response rates, an effort was made to limit the number of survey instrument questions to a maximum of fifty. In particular, attitudinal statements were drafted in the form of seven-point semantic differential rating scales. Krosnick, Judd, and Wittenbrink (2005) recommended the use of semantic differential rating scales as one of the more reliable and valid methods for measuring attitudes. While attitudinal statements used a semantic differential rating scales format, the survey also contained several closed-ended questions which required participants to supply one particular data point or choose from among a set of data

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points. The survey instrument's set of closed-ended questions primarily focused on constructs related to CEO-level senior management attributes and firm-industry attributes.

To measure the degree of market orientation, semantic differential scales were also used in the survey instrument based on Jaworski and Kohli's (1993) seminal study, referred to by Pitt, Caruana, and Berthon (1996, p. 5) and Martín-Consuegra and Esteban (2007, p. 384) as "MARKOR." Jaworski and Kohli's (1993) original version of MARKOR was a 32-item scale which focused on three dimensions of market orientation: market intelligence generation, market intelligence dissemination, and implementation. All three dimensions had alpha coefficients greater than .70, ranging from .71 to .82 (Jaworski & Kohli, 1993, pp. 65-66), and, as noted by Pitt, Caruana, and Berthon (1996), provides a reliable set of scales for measuring the degree of market orientation. MARKOR was later shortened to a 20-item scale and successfully used in the study by Pitt, Caruana, and Berthon (1996). Alpha coefficients were, again, all greater than .70 across all three dimensions, with an overall alpha of .88 (Pitt, Caruana, & Berthon, 1996, p. 13).

Given the high reliability of the MARKOR scales, the researcher recommended using the 20-item version used by Pitt, Caruana, and Berthon (1996) for the study. As found by Pitt, Caruana, and Berthon (1996), the reliability of the 20-item version is somewhat higher than the original 32-item version used by Jaworski and Kohli (1993). Further, given that there are a dozen fewer questions to answer, the researcher felt that busy executives may be more likely to complete the shorter 20-item version. As such, the scales used in the 20-item version were incorporated into the final survey instrument included in Appendix B. It should also be noted that Jaworski and Kohli's (1993) original MARKOR scales were five-item semantic differentials. However, the shorted 20-item version later used by Pitt, Caruana, and Berthon (1996) had seven-item semantic differentials. Pitt, Caruana, and Berthon (1996, p. 9) argued that this change

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increases scale reliability, which may help explain the higher resulting alpha values. Therefore, following the approach used by Pitt, Caruana, and Berthon (1996), and for consistency with the rest of the survey questions, the researcher also recommended using seven-item semantic differential scales for this study.

The Attitude-Behavior Relation

The methodology for this study raises the question of whether attitudes can be measured via third party observation and experience. This is due to the survey instrument being distributed to CMOs, vice presidents, and directors of marketing responding to observed behaviors on the part of their CEO in an attempt to infer the CEO's attitudes toward the marketing function. In order to answer this question, one must turn to the social psychology literature on attitudes and attitude research.

Attitudes are one of the most heavily studied topics in the field of social psychology. In fact, Fazio and Olson (2007) noted that in the early years of the twentieth century, the field of social psychology was largely based on the study of attitudes, and during the past 100 years, much has been learned about the psychological structure of attitudes and how they relate to behavior. Fazio and Olson (2007) noted that "the most prominent framework for the study of attitudes has been the tripartite, or three-component model" (p. 124). This three-component model consists of cognitive (thinking), affective (feeling), and behavioral elements (Fabrigar, MacDonald, & Wegener, 2005, p. 82). According to Fazio and Olson (2007), for many years, social psychologists considered the attitude construct to almost always be in alignment across all three components—cognitive, affective, and behavioral. That is, if someone is thinking cognitively in a certain way toward a given object or person, then their feelings and behaviors fall closely in line with those thoughts. For example, negative thoughts could lead to negative

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feelings and, perhaps ultimately, to negative behaviors directed toward the person or object in question. However, Fazio and Olson (2007) pointed out that in recent decades, research has shown that the three elements rarely coincide with one another, and that it is easy to understand that one can think about a person or object differently than they actually behave toward that person or object.

Although current social psychology theory still strongly supports the notion of the tripartite model of attitudes (cognitive, affective, behavioral), it no longer supports the notion that the three elements are aligned. Further, it is now known that attitudes can form from any one of the tripartite elements (Fazio & Olson, 2007). Given this premise, it is possible and perhaps even advisable to focus research on a single component of the tripartite attitude construct. While a study of this nature cannot indirectly measure the cognitive or affective components of attitude, it can measure the behavioral component since behaviors are observable phenomena. Referencing attitude-based behavioral research, Jaccard and Blanton (2005) confirmed this notion by stating:

> Rather than as a determinant or outcome of an attitude, behavior has been used as an indicator of attitude, or, stated another way, as a means of measuring attitudes. Because attitudes are hypothetical constructs that are not directly observable, researchers infer a person's attitude based on observable behaviors that the individual performs. (Jaccard & Blanton, 2005, p. 127)

Therefore, the researcher for this study proposed that measuring the *behavioral* component of attitudes is possible via third-party observation and experience. The researcher does not support the notion of using this methodology to measure the cognitive or affective component of attitudes. As such, survey instrument questions focused only on observed behaviors, thereby

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deductively inferring the behavioral attitude component. However, it was important to identify *specific* behaviors by which attitudes can be inferred. While it was concluded that there is an intuitive relationship between attitudes and behaviors, Ajzen and Fishbein (1977) stressed that the more specific and closely aligned observed behaviors correspond with inferred attitudes, the more likely it is that those attitudes can predict behavior. Davidson and Jaccard (1979) also noted that as the degree of correspondence increases between attitudes and behavior, the stronger the correlation between the two variables. In both cases, correspondence refers to measurement validity—that is, does the question posed to research participants match the behavioral outcome of an attitude with its cognitive and affective components? Such a level of specificity can be captured by carefully evaluating each of the four target elements of behavior described by Jaccard and Blanton (2005, p. 131): an action, an object toward which the action is directed, a setting, and a time. Jaccard and Blanton stated that, "[a] fundamental tenet of behavioral prediction is that attitudes will best predict behavior if the measured attitude is correspondent with the behavioral criterion on the four target elements of a behavior" (2005, p. 131).

It is important to note that there is somewhat of a bi-directional relationship between attitudes and behaviors. As stated by Fabrigar, MacDonald, and Wegener (2005) "the extent to which an attitude *predicts* a behavior is not synonymous with the extent to which an attitude *influences* a behavior" (p. 105). To illustrate, in a study of financial donor behavior, Holland, Verplanken, and Van Knippenberg (2002) hypothesized that there would be greater correlation between attitudes and behavior when attitudes toward an object were stronger as opposed to weaker. Holland, Verplanken, and Van Knippenberg were able to validate their hypothesis by showing that donors who responded with high attitude strength toward the organization they supported were more likely to actually donate one week later (2002). Interestingly, those

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respondents with weak attitude strength were more likely to be influenced by their own donation behavior, consistent with self-perception theory as described by Olson and Stone (2005). The results of this study imply that behavior itself can influence attitudes if attitude strength is initially low, whereas for high attitude strength, attitudes are more likely to influence behavior. Holland, Verplanken, and Van Knippenberg (2002) showed that stronger attitudes were more stable over time compared to weaker attitudes.

Attitudes serve as an efficient means to render judgment about an object or person, described by social psychologists as the object-appraisal function of attitudes (Kruglanski & Stroebe, 2005). Further, attitudes can play a significant role in decision-making, particularly when there is little personal motivation or opportunity (e.g., time) to make a highly deliberative decision (Sanbonmatsu & Fazio, 1990). While these judgments may sometimes be inaccurate, it can also be considered an effort on the part of the human mind to categorize and simplify incoming data or part of the knowledge function of attitudes (Fabrigar, MacDonald, & Wegener, 2005). This is accomplished via a process of associating particular perceived attributes of an object with experiences stored in memory. Fazio and Olson (2007) describe this process by stating, "an attitude is seen as an association in memory between an attitude object and its summary evaluation. The strength of that association can vary, and all attitudes are thought to exist somewhere along this strength continuum" (p. 127). As a general rule, stronger attitudes tend to be more easily accessible (Fabrigar, MacDonald, & Wegener, 2005) and are "capable of being automatically activated upon encountering the attitude object" (Fazio & Olson, 2007, p. 127). This automatic activation process of strong, accessible attitudes has been confirmed in numerous studies on the topic (Fazio, 2001), and more accessible attitudes have also been shown to result in greater attitude-behavior consistency (Kallgren & Wood, 1986).

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Mental processing is further aided through a process known as categorization, and attitudes often determine how an object is categorized (Fazio & Olson, 2007, p. 132). In a classic study cited by Fazio and Olson (2007), Smith, Fazio, and Cejka (1996) "reasoned [and subsequently found] that the presentation of an attitude object activates, at least to some extent, each category into which it might be placed" (p. 132). Smith, Fazio, and Cejka identified lists of attitude objects which could fit in either of two categories, a sample of which is indicated in Table 5 below and taken from the original study (1996, p. 890).

Table 5

Some Example Stimulus Triads

Cue	Category A	Category B
Yogurt	Dairy product	Health food
Mother Teresa	Humanitarian	Catholic nun
Vanessa Williams	Nude model	Miss America
Sunbathing	Cancer	Beach
Mike Tyson	Boxer	Rapist
Pete Rose	Baseball player	Gambler

Wegener and Carlston (2005) stated that, "once an object has been categorized, it becomes associated with attitudes linked to that category, even if category attributes are no longer salient" (p. 520). Wegener and Carlston also described how other attributes are inhibited upon categorization, resulting in decreased awareness of the other attributes associated with the object (2005). Further, both Wegener and Carlston (2005) and Fazio and Olson (2007) noted that

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this process of categorization can result in perceptual distortion. In referencing this concept, Fazio and Olson (2007) stated that, "attitudes may color one's perceptions at a very fundamental level, such that the world is forced to fit the view implied by the attitudes" (p. 133). This process of categorization and perceptual distortion, therefore, is at the heart of the researcher's study to both measure and categorize CEO-level senior management attitudes toward the marketing function as either "strategic," "sales," or "creative."

Hypotheses

The core of this study is identifying relationships between CEO-level senior management attitudes toward the role of marketing and marketing performance as measured by the degree of market orientation. Given that marketing is the primary revenue-generating activity of the firm, intuitively, one may assume that favorable senior management attitudes toward marketing should lead to a more strategic and integrated role of the marketing function, resulting in enhanced performance. Therefore, hypothesis one was stated as follows:

H_1: Market orientation is more strongly associated with CEO-level senior management attitudes toward marketing as a strategic function; less strongly with attitudes toward marketing as a sales or creative function.

With regard to individual characteristics, one may also assume that the personal attributes (e.g., education, professional background, and experience) of senior managers may play a role in the development of their attitudes toward the marketing function. Furthermore, these attributes may affect the perceived role of marketing within the organization. This leads to the second hypothesis, which was stated as follows:

H_2: There is a relationship between CEO-level senior management attributes and CEO-level attitudes toward the role of marketing.

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Finally, attributes associated with the firm and industry such as financial performance, degree of innovation within the organization, strategic orientation, and the industry level of competitive rivalry may also affect CEO-level senior management attitudes toward the role of marketing. Therefore, hypothesis three was stated as follows:

H_3: There is a relationship between firm-industry attributes and CEO-level senior management attitudes toward the role of marketing.

Participant Selection

Study participants were CMOs, vice presidents, and directors of marketing in retail and financial services companies with 100 or more employees in the United States. The researcher recommended companies with a minimum of 100 employees to allow enough size for departmental structuring and a higher likelihood of those having formal marketing organizations. Furthermore, the researcher's experience has been that *business-to-business* industries tend to be more sales than marketing driven. Therefore, to allow for more data consistency, the study primarily focused on two business-to-consumer industries, specifically, retail and financial services. However, it was later determined that differences may be noted in other industries using the same survey instrument. Therefore, the researcher also randomly selected participants from all other private-sector industries to use as a comparison.

The source used to identify and select survey participants was Lead 411 (Lead 411, 2014). Lead 411 has been successfully used as a source of executive contact information by the researcher's consulting practice since mid-2013. It has been the researcher's experience that it is a particularly accurate source of executive email addresses at the senior, vice president, and director levels, generally exceeding a 92 percent delivery rate. Other data sources such as Dunn and Bradstreet tend to only provide company-level contact information (e.g., telephone

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switchboard or corporate physical mailing address) and executive contacts only at the president or CEO level. Another advantage to using Lead 411 was the use of unlimited downloads under the license owned by the researcher's consulting practice. This ability to download an unlimited amount of records enabled a very high response rate, largely driven by volume, and the subsequent industry cross-comparison, neither of which would have been possible using any other source.

While their exact methods are considered proprietary, Lead 411 uses a variety of data mining techniques to both acquire and maintain the currency of executive contact information. These sources are mostly derived from the Internet and include wikis, industry blogs, social media, press releases, and news stories across the entire United States (Lead 411, 2014). Their data, as a result, is representative but not inclusive of all U.S. companies. Therefore, due to the random nature by which Lead 411 gathers data, all executive contacts are randomized by default. The researcher needed only to search by title, industry, and company size for executive contacts with available email addresses. As an added precaution, the researcher imported all records into an Access database and reviewed each one individually for accuracy. Any records that were suspect (title, for example) were removed from the list of potential participants. This process was conducted for both sets of industries, financial services and retail, in addition to all other private sector industries.

To expedite data collection and avoid data entry errors, all participants completed an online survey using an SSL-encrypted version of SurveyMonkey (SurveyMonkey, 2012). While other online survey tools are available such as Qualtrics (Qualtrics, 2014), the researcher used an upgraded subscription version of SurveyMonkey with comparable functionality. SurveyMonkey was more easily accessible to the researcher, and the researcher also felt that marketing

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executives would be more familiar with SurveyMonkey as a trusted web-based tool, potentially resulting in a higher response rate. The researcher committed to a minimum sample size of at least 50 to 100 fully-completed surveys in the study's proposal, which was far exceeded. 123 fully-completed surveys for financial services and retail were received, in addition to 564 fully-completed surveys for all other private sector industries (687 total). Although stopping short of recommending a specific sample size, given that it is dependent on the nature and design of each research study, these results are well above the minimal range where Fowler (2009) suggested sample error is optimized for purposes of accuracy, efficiency, and cost-effectiveness.

Response rate was driven by two reminder emails sent to both sets of industries (shown in Appendix C), each spaced five to seven days apart. In addition, 1,756 follow-up reminder phone calls were made to potential respondents in the financial services and retail industries as the primary industry set being studied. Reminder phone calls were carefully integrated with the reminder emails and made by a contracted partner of the researcher's consulting practice, CMS Solutions LLC in St. Louis, Missouri. It is likely that response rate can be at least partially attributed to an optional incentive of a white paper summary of the study's results offered to all survey participants.

Validity and Reliability

Multivariate data analysis procedures were used to determine what, if any, relationships exist among the constructs tested with the survey instrument. The primary statistical tools used were multiple linear regression, analysis of variance (ANOVA), and tests for internal reliability based on coefficient alpha, as recommended by Kerlinger and Lee (2000) for data sets of this nature. Regressions were run for all attribute constructs, along with associated R^2 values to determine the strength of any relationships. Further, t-tests and stepwise regressions were

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conducted for each construct to determine what variables seem to have the most influence on each of the attitudinal categories of marketing as "strategic," "sales," or "creative." SPSS was the primary software used for quantitative analysis, in conjunction with some general observations made using the statistical add-on tools available in Microsoft Excel.

Given that a statistically-valid pre-test was ultimately deemed out-of-scope, survey instrument validity was addressed via a rigorous Delphi technique consisting of a subcommittee of two academically-qualified senior marketing faculty members at separate AACSB-accredited and nationally-ranked business schools. Survey reliability was tested by calculating Cronbach's coefficient alpha for each construct, as recommended by Kerlinger and Lee (2000). Any items found within survey constructs that were shown to not be internally reliable were removed from subsequent regressions.

Expected Outcomes

While the researcher was disciplined in maintaining objectivity throughout the study, it was anticipated that CEOs who exhibit attitudes toward marketing as having merely a creative or sales role versus a strategic role are likely to also have underperforming marketing organizations. This is due to the unlikely ability of the purely creative or sales-driven marketing organization to be as aware of customer needs and wants as well as competitive and environmental forces. As identified in the literature review, it has been established in several studies that there is a clear relationship between the degree of market orientation and marketing performance. Therefore, marketing organizations which are less in-sync with the unique characteristics of the markets they serve are probably less likely to experience superior outcomes relative to their more in-sync counterparts. However, it may be entirely possible for an organization faced with very little

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competitive intensity to be less in-sync with its markets and still outperform counterparts facing high levels of competitive intensity.

Chapter Four reveals the results and consists of a detailed quantitative analysis of fully-completed surveys. This chapter includes a comparison of results between financial services and retail, as well as all other private sector industries. It also outlines preliminary findings and applies these findings to the study's research questions. Findings that are of particular interest are noted, along with a discussion on how these findings apply to the nature and overall objectives of the study.

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CHAPTER FOUR: ANALYSIS

Chapter Three provided a description of the methodology used in this study, including literature support, research hypotheses, and methods for ensuring validity and reliability. The MARKOR scales and psychological constructs incorporated into the study's survey instrument were also explained, along with the variables and attributes to be tested for any relationships. Chapter Four provides a thorough review and analysis of the results.

The primary objective of this study was to determine if relationships exist between CEO-level senior management attitudes categorized as "strategic," "sales," or "creative" and marketing performance as measured by the degree of market orientation. Attribute constructs related to CEO-level senior management characteristics and firm-industry related characteristics in relation to the three attitudinal categories were also tested. This was done via the use of a survey instrument distributed to CMOs, vice presidents, and directors of marketing in organizations with 100 or more employees in the U.S. financial services and retail industries. For comparison purposes, surveys were also distributed to CMO, vice presidents, and directors of marketing in all other private sector industries. Survey participants responded, based on their observations, to questions addressing the behavioral component of the attitudes of their respective organization's CEO.

The survey instrument is included in Appendix B, with corresponding items numbered to aid in the analysis and presentation of results (item numbers were not included in the respondent version). A key to survey constructs is shown in Table 6.

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Table 6

Key to Survey Constructs

Variables	Construct
Items 1 - 4	Role of Marketing is "Strategic"
Items 5 - 8	Role of Marketing is "Sales"
Items 9 - 12	Role of Marketing is "Creative"
Items 13 - 15	Marketing Strategy-Structure Fit
Items 16 - 18	Marketing Integration
Items 19 - 21	Senior Management Attributes
Items 22 - 30	Firm and Industry Attributes
Items 31 - 50	Degree of Market Orientation

3,446 surveys were delivered via email to financial services and retail CMOs, vice presidents, and directors of marketing throughout the United States and collected over a period of two and one-half weeks from May 6 through May 24, 2014. Only 149 email addresses were undeliverable (4.3 percent), and 55 respondents opted-out. 153 surveys were returned, with 133 completed in their entirety, for a useable response rate of 3.9 percent. Of these, 10 were reclassified into other industries based on responses to survey item number 23 (e.g., commercial real estate investors). As discussed in Chapter Three, the source used to identify participants was Lead 411 (2014). To drive response rate, reminder phone calls were made to 1,756 participants who were randomly selected on the basis of the presence of a direct dial phone number in the Lead 411 database. In addition, two reminder emails were sent to all participants who did not complete the survey and did not opt-out of the study.

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A demographic breakdown of financial services and retail CEO attributes, as well as company size ranges, is included in Tables 7 through 10 below, based on fully-completed survey responses to items 19, 20, 21, and 22.

Table 7

CEO Level of Education—Financial Services and Retail Industries

Highest Education Level	Responses
No college education	2
Some college but no degree	1
Associates (2-year) degree	0
Bachelors (4-year) degree	53
Master's degree	51
Doctorate	4
Not sure	12

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Table 8

CEO Dominant Area of Functional Expertise—Financial Services and Retail Industries

Functional Expertise	Responses
Accounting or Finance	41
Operations Management	32
Information Technology	3
Legal	3
Marketing	7
Sales	30
Public Relations	1
Human Resources	1
Other non-business related	2
Not sure	3

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Table 9

CEO Years of Professional Experience—Financial Services and Retail Industries

Years of Professional Experience	Responses
Less than 5 years	0
5 to 10 years	0
11 to 20 years	17
21 to 30 years	42
31 to 40 years	47
More than 40 years	16
Not sure	1

Table 10

Company Size by Number of Employees—Financial Services and Retail Industries

Number of Employees	Responses
Less than 100 employees	10
100 to 249 employees	22
250 to 499 employees	24
500 to 999 employees	13
1,000 to 4,999 employees	26
5,000 to 9,999 employees	9
10,000 or more employees	19

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To expand the study's pragmatic value, the researcher subsequently decided to email the same survey instrument to CMOs, vice presidents, and directors of marketing in all other private sector industries throughout the United States, excluding government and social services. 9,742 surveys were delivered via email and collected over a period of two weeks from May 12 through May 24, 2014. Only 271 email addresses were undeliverable (2.8 percent), and 186 respondents opted-out. 650 surveys were returned, with 554 completed in their entirety, for a useable response rate of 5.7 percent. As discussed in Chapter Three, the source used to identify participants was Lead 411 (2014). Two reminder emails were sent to all participants who did not complete the survey and did not opt-out of the study. No follow-up reminder phone calls were made, as they were considered unnecessary given the higher response rate compared to the financial services and retail industries data set.

A demographic breakdown of all other private-sector industry CEO attributes and company size ranges is included in Tables 11 through 14 below, based on fully-completed survey responses to items 19, 20, 21, and 22.

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Table 11

CEO Level of Education—Other Industries

Highest Education Level	Responses
No college education	6
Some college but no degree	13
Associates (2-year) degree	4
Bachelors (4-year) degree	159
Master's degree	263
Doctorate	69
Not sure	50

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Table 12

CEO Dominant Area of Functional Expertise—Other Industries

Functional Expertise	Responses
Accounting or Finance	100
Operations Management	189
Information Technology	20
Legal	18
Marketing	31
Sales	106
Public Relations	13
Human Resources	1
Other non-business related	60
Not sure	26

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Table 13

CEO Years of Professional Experience—Other Industries

Years of Professional Experience	Responses
Less than 5 years	4
5 to 10 years	4
11 to 20 years	72
21 to 30 years	258
31 to 40 years	177
More than 40 years	40
Not sure	9

Table 14

Company Size by Number of Employees—Other Industries

Number of Employees	Responses
Less than 100 employees	54
100 to 249 employees	98
250 to 499 employees	69
500 to 999 employees	69
1,000 to 4,999 employees	142
5,000 to 9,999 employees	40
10,000 or more employees	92

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Based on several emails received from respondents and a careful evaluation of response patterns, the researcher decided to only include fully-completed surveys in the study, as they appeared to be more reliable. For example, some respondents emailed, stating that they did not feel qualified to complete the survey, and exited prior to answering all questions. Other emails indicated that respondents answered questions until the point that they did not have answers (other than guesses) for a particular section. Given the high number of fully-completed surveys returned, and that the [online] survey was designed to force responses to all questions, eliminating partially-completed surveys from the study was considered to be a prudent and practical course of action. Table 15 lists counts for fully-completed surveys by industry data set.

Table 15

Industry Data Set Counts of Fully-Completed Surveys

Industry Data Set	Fully-Completed Survey Count
Financial Services and Retail	123
Other Industries	564

Survey instrument responses were downloaded directly from SurveyMonkey, eliminating the possibility of data entry errors on the part of the researcher and dramatically reducing time spent in processing data. Where applicable, nominal data was converted to ordinal data (survey items 19, 20, 21, and 22) using the procedures recommended by Kerlinger and Lee (2000). Construct means were calculated where required by specific regression models as recommended by Price (2014). Nominal data for primary line of business and overall strategy (survey items 23

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and 24) were used only as filters for segmenting industry data sets and generic strategy type (Porter, 1980).

In an effort to maximize survey utility by further comparing for any differences, the researcher also segmented the data by the three generic strategies originally posited by Porter (1980, p. 35): low cost, differentiation, and focus. Counts for each of the generic strategies for all industries are shown in Table 16.

Table 16

Primary Generic Strategy—All Industries

Primary Strategy	Responses
Low Cost	67
Differentiation	321
Focus	299

Survey instrument data was analyzed using SPSS version 18. Internal reliability was tested using coefficient alpha, and histograms and scatterplots of standardized residuals were used as a check for normality. Multiple linear regression was the primary statistical method used to test for relationships, including a correlation analysis of all variables in the conceptual model illustrated in Chapter One. Stepwise regressions and t-tests were also run to aid in determining which items explained most of the relationship for each model. Analysis of variance (ANOVA) was used to test the statistical significance of all relationships at the 95 percent confidence level.

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A total of 75 regression models were run, resulting in the output included in Appendices D through M. Table 17 lists the key to SPSS construct abbreviations.

Table 17

Key to SPSS Construct Abbreviations

SPSS Abbreviation	Construct
Role_is_Strategic	Role of Marketing is "Strategic"
Role_is_Sales	Role of Marketing is "Sales"
Role_is_Creative	Role of Marketing is "Creative"
Mktg_Strat_Struc_Fit	Marketing Strategy-Structure Fit
Mktg_Integration	Marketing Integration
Sr_Mgmt_Attributes	Senior Management Attributes
Firm_Indus_Attributes	Firm and Industry Attributes
Market_Orientation	Degree of Market Orientation

Results and Findings

Survey responses for each industry data set and generic strategy were found to be relatively consistent and internally reliable, with the corresponding alpha coefficients shown in Tables 18 and 19 below.

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Table 18

Alpha Values by Industry Data Set

Construct	Financial Services and Retail Alpha	Other Industries Alpha
Role of Marketing is "Strategic"	.925	.929
[1]Role of Marketing is "Sales"	.865	.867
Role of Marketing is "Creative"	.867	.864
Marketing Strategy-Structure Fit	.824	.829
[2]Marketing Integration	.623	.625
Senior Management Attributes	-.118	-.232
Firm and Industry Attributes	.615	.750
[3]Degree of Market Orientation	.838	.894

[1]Adjusted for questions 6 and 7 only

[2]Adjusted for questions 16 and 17 only

[3]Adjusted without questions 33, 35, 41, 42, 43, 48, 49

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Table 19

Alpha Values by Generic Strategy—All Industries

Construct	Low Cost Alpha	Differentiation Alpha	Focus Alpha
Role of Marketing is "Strategic"	.925	.919	.936
[1]Role of Marketing is "Sales"	.946	.805	.890
Role of Marketing is "Creative"	.894	.845	.875
Marketing Strategy-Structure Fit	.855	.797	.844
[2]Marketing Integration	.715	.614	.645
Senior Management Attributes	-.226	-.106	-.354
Firm and Industry Attributes	.637	.729	.725
[3]Degree of Market Orientation	.867	.890	.882

[1]Adjusted for questions 6 and 7 only

[2]Adjusted for questions 16 and 17 only

[3]Adjusted without questions 33, 35, 41, 42, 43, 48, 49

With the exception of the Senior Management Attributes construct, all alpha values were above .6, and most were well above .7. In order to achieve these results, both for the industry and generic strategy data sets, minor adjustments had to be made by eliminating a small set of items for three constructs as footnoted in Tables 18 and 19: Role of Marketing is "Sales," Marketing Integration, and Degree of Market Orientation. For the Role of Marketing is "Sales" construct, alpha values were optimized by only using items 6 and 7. Marketing Integration construct alpha values were optimized by only using items 16 and 17. Finally, Degree of Market Orientation

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alpha values were optimized by eliminating items 33, 35, 41, 42, 43, 48, and 49, leaving thirteen items in the MARKOR scale originally used by Pitt, Caruana, and Berthon (1996).

All combinations of variables for the Senior Management Attributes construct were attempted but failed to produce acceptable alpha values. Therefore, while the descriptive data previously illustrated in Tables 7 through 9 and Tables 11 through 13 may be directionally accurate, the data for this construct was not found to be sufficiently reliable to produce valid statistical regressions. The researcher felt that this may be a result of respondents not knowing positively what the background of their respective CEO is and, as a proxy, made best guesses based on their own perceptions. Perceptual distortion may explain the lack of reliable internal patterns in the data, which were shown to be insufficient to draw valid conclusions.

Various statistical methods were used to test the three hypotheses discussed in Chapter Three including ANOVA, correlation, and residuals analysis, the output of which is included in Appendices D through M. Given the volume of data and number of regression models tested, the researcher initially focused on R squared values, also known as the coefficient of determination (Siegel, 1990), using other statistical methods for cross-validation. The researcher felt that R squared was the single most significant metric for a study of this nature which, as stated by Siegel (1990, p. 435), "tells you how much of the variability of *Y* [the dependent variable] is explained by *X* [the independent variable(s)]." R squared can be expressed as a percentage and, therefore, is also very intuitive. In addition to R squared, analysis of variance (ANOVA) was used to determine which regressions were statistically significant at the 95 percent confidence level. Any regression models which had observed significance values greater than .000 were considered statistically insignificant, regardless of R squared value.

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Hypothesis One

For hypothesis one, as stated in Chapter Three, one may assume that more favorable senior management attitudes toward marketing should lead to a more strategic and integrated role of the marketing function, resulting in enhanced performance. Therefore, hypothesis one was stated as follows:

H_1: Market orientation is more strongly associated with CEO-level senior management attitudes toward marketing as a strategic function; less strongly with attitudes toward marketing as a sales or creative function.

Table 20 shows R squared and observed significance values for all combinations of the three senior management attitudinal constructs by industry data set at the 95 percent confidence level.

Table 20

Hypothesis 1: R squared Values by Industry Data Set

[1]Independent Variable Construct	Financial Services and Retail R^2	Financial Services and Retail Sig.	Other Industries R^2	Other Industries Sig.
Role of Marketing is "Strategic"	.222	.000	.319	.000
[2]Role of Marketing is "Sales"	.216	.000	.181	.000
Role of Marketing is "Creative"	.286	.000	.231	.000

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[1]Dependent variable construct: Adjusted mean Degree of Market Orientation (without questions 33, 35, 41, 42, 43, 48, 49)

[2]Adjusted for questions 6 and 7 only

With the exception of the Role of Marketing is "Sales" construct for other private sector industries, all R squared values are well above .20 and statistically significant. A key observation is the difference between financial services and retail as compared to other private sector industries. In financial services and retail, the Role of Marketing is "Creative" attitudinal construct appears to have a significantly stronger relationship to market orientation than either the Role of Marketing is "Strategic" or the Role of Marketing is "Sales." Otherwise stated, 28.6 percent of the variability in the degree of market orientation is explained by the senior management attitudinal construct of the Role of Marketing is Creative; in other private sector industries, the Role of Marketing is "Strategic" is more strongly related to the degree of market orientation (31.9 percent explained), followed by the Role of Marketing is "Creative" (23.1 percent explained).

Table 21 shows R squared and observed significance values for all combinations of the three senior management attitudinal constructs by generic strategy type for all industries, at the 95 percent confidence level.

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Table 21

Hypothesis 1: R squared Values by Generic Strategy—All Industries

[1]Independent Variable Construct	Low Cost R^2	Low Cost Sig.	Differentiation R^2	Differentiation Sig.	Focus R^2	Focus Sig.
Role of Marketing is "Strategic"	.328	.000	.313	.000	.290	.000
[2]Role of Marketing is "Sales"	.216	.000	.175	.000	.183	.000
Role of Marketing is "Creative"	.268	.001	.247	.000	.220	.000

[1]Dependent variable construct: Adjusted mean Degree of Market Orientation (without questions 33, 35, 41, 42, 43, 48, 49)

[2]Adjusted for questions 6 and 7 only

The attitudinal construct of the Role of Marketing is "Strategic" was found to have the strongest relationship with the degree of market orientation across all three generic strategy types. In all three cases, 29 to 32.8 percent of the variability in the degree of market orientation was explained by the variability in senior management attitudes toward the Role of Marketing as "Strategic." This was followed by the Role of Marketing is "Creative," ranging from 22 percent to 26.8 percent explained, and the Role of Marketing is "Sales," ranging from 17.5 percent to 21.6 percent explained. There was only one relationship found to be statistically insignificant—the Role of Marketing is "Creative" in firms that primarily engage in a low cost strategy.

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With only some slight differences, based on these results, hypothesis one is accepted.

Hypothesis Two

Also as stated in Chapter Three, one may assume that the personal attributes (e.g., education, professional background, and experience) of senior managers plays a role in the development of their attitudes toward the marketing function. This leads to the second hypothesis, which was stated as follows:

H_2: There is a relationship between CEO-level senior management attributes and CEO-level attitudes toward the role of marketing.

Because no combination of alpha coefficients was found to be reliable for the Senior Management Attributes construct, hypothesis two is rejected, as it cannot be proven to be true or false using the survey instrument for this study. As discussed in more detail in Chapter Five, the researcher proposes that this construct would be better tested using qualitative methods in the form of personal interviews with a representative sample of purposefully-selected CEOs, supported by a thematic analysis.

Hypothesis Three

Finally, it was stated in Chapter Three that attributes associated with the firm and industry such as financial performance, degree of innovation within the organization, strategic orientation, and the industry level of competitive rivalry may also affect CEO-level senior management attitudes toward the role of marketing. Therefore, hypothesis three was stated as follows:

H_3: There is a relationship between firm-industry attributes and CEO-level senior management attitudes toward the role of marketing.

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Table 22 shows R squared and observed significance values for all combinations of the three senior management attitudinal constructs and firm-industry attributes by industry data set at the 95 percent confidence level.

Table 22

Hypothesis 3: R squared Values by Industry Data Set

[1]Dependent Variable Construct	Financial Services and Retail R^2	Financial Services and Retail Sig.	Other Industries R^2	Other Industries Sig.
Mean Role of Marketing is "Strategic"	.139	.014	.189	.000
[2]Mean Role of Marketing is "Sales"	.144	.011	.121	.000
Mean Role of Marketing is "Creative"	.100	.090	.094	.000

[1]Independent variable construct: Firm and Industry Attributes

[2]Adjusted for questions 6 and 7 only

While there appears to be somewhat of a relationship between the three senior management attitudinal constructs and firm-industry attributes, the only one that is quite strong is the Role of Marketing is "Strategic" in other private sector industries. In this relationship, 18.9 percent of the variability in senior management attitudes toward marketing as "strategic" can be explained by the variability in firm-industry attributes. For all other industries, all three

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attitudinal category construct relationships were found to be statistically significant. However, for financial services and retail, none of the relationships were found to be statistically significant at the 95 percent confidence level.

Table 23 shows R squared and observed significance values for all combinations of the three senior management attitudinal constructs and firm-industry attributes by generic strategy type for all industries, at the 95 percent confidence level.

Table 23

Hypothesis 3: R squared Values by Generic Strategy—All Industries

[1]Dependent Variable Construct	Low Cost R^2	Low Cost Sig.	Differentiation R^2	Differentiation Sig.	Focus R^2	Focus Sig.
Mean Role of Marketing is "Strategic"	.390	.000	.231	.000	.114	.000
[2]Mean Role of Marketing is "Sales"	.251	.013	.163	.000	.073	.002
Mean Role of Marketing is "Creative"	.386	.000	.127	.000	.045	.058

[1]Independent variable construct: Firm and Industry Attributes

[2]Adjusted for questions 6 and 7 only

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Table 23 shows a significant difference in R squared values for companies who primarily engage in a low cost strategy, relative to differentiation and focus. For the Role of Marketing is "Strategic" and the Role of Marketing is "Creative" in low cost strategy firms, a significant proportion of these attitudes is explained by the variability in firm-industry attributes. It may be that firms that compete in industries primarily on the basis of price must place more emphasis on promotional tactics. This could also be inferred by the *similarity* in R squared values between the Role of Marketing is "Strategic" and the Role of Marketing is "Creative" attitudinal constructs in low cost strategy industries. Although not as much, R squared values are also relatively strong in firms that primarily engage in a differentiation strategy. The Role of Marketing is "Sales" was found to be statistically insignificant in firms that primarily engage in either a low cost or focus strategy, and the Role of Marketing is "Creative" was also found to be statistically insignificant in focus strategy firms.

Based on these results, hypothesis three is accepted, particularly in firms which primarily engage in a low cost or differentiation strategy.

Marketing Strategy-Structure Fit

Although not one of the hypotheses originally proposed in Chapter Three, regression tests for relationships between the three senior management attitudinal constructs and marketing strategy-structure fit were also run. Associated R squared and observed significance values, at a 95 percent confidence level, are shown in Tables 24 and 25.

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Table 24

Marketing Strategy-Structure Fit: R squared Values by Industry Data Set

[1]Independent Variable Construct	Financial Services and Retail R^2	Financial Services and Retail Sig.	Other Industries R^2	Other Industries Sig.
Role of Marketing is "Strategic"	.314	.000	.428	.000
[2]Role of Marketing is "Sales"	.107	.001	.281	.000
Role of Marketing is "Creative"	.217	.000	.317	.000

[1]Dependent variable construct: Mean Marketing Strategy-Structure Fit

[2]Adjusted for questions 6 and 7 only

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Table 25

Marketing Strategy-Structure Fit: R squared Values by Generic Strategy—All Industries

[1]Independent Variable Construct	Low Cost R^2	Low Cost Sig.	Differentiation R^2	Differentiation Sig.	Focus R^2	Focus Sig.
Role of Marketing is "Strategic"	.502	.000	.316	.000	.463	.000
[2]Role of Marketing is "Sales"	.242	.000	.189	.000	.306	.000
Role of Marketing is "Creative"	.330	.000	.314	.000	.306	.000

[1]Dependent variable construct: Mean Marketing Strategy-Structure Fit

[2]Adjusted for questions 6 and 7 only

Unusually strong relationships were observed across constructs, especially for the Role of Marketing is "Strategic." Some interesting observations can be made from these results. One, relative to other private sector industries, financial services and retail appear to have the weakest (although still strong) associations between marketing strategy-structure fit and senior management attitudes toward marketing as "strategic" in nature. While it would require further research to confirm, this may be related to the previous finding that marketing appears to be more associated with "creative" senior management attitudes in financial services and retail. Two, in firms that primarily engage in a low cost strategy, 50.2 percent of the variability in marketing strategy-structure fit is explained by the variability in the Role of Marketing is

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"Strategic" attitudinal construct. This is closely followed by firms which primarily engage in a focus strategy where 46.3 percent of the variability in marketing strategy-structure fit is explained by the variability in the Role of Marketing is "Strategic." The Role of Marketing is "Sales" in financial services and retail was the only construct found to be statistically insignificant at the 95 percent confidence level.

Marketing Integration

Likewise, although not another hypothesis to be tested, regressions for relationships between the three senior management attitudinal constructs and marketing integration were also run. Associated R squared and observed significance values, at the 95 percent confidence level, are shown below in Tables 26 and 27.

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Table 26

Marketing Integration: R squared Values by Industry Data Set

[1]Independent Variable Construct	Financial Services and Retail R^2	Financial Services and Retail Sig.	Other Industries R^2	Other Industries Sig.
Role of Marketing is "Strategic"	.173	.000	.315	.000
[2]Role of Marketing is "Sales"	.101	.002	.162	.000
Role of Marketing is "Creative"	.185	.000	.185	.000

[1]Dependent variable construct: Adjusted mean Marketing Integration (questions 16 and 17 only)

[2]Adjusted for questions 6 and 7 only

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Table 27

Marketing Integration: R squared Values by Generic Strategy—All Industries

[1]Independent Variable Construct	Low Cost R^2	Low Cost Sig.	Differentiation R^2	Differentiation Sig.	Focus R^2	Focus Sig.
Role of Marketing is "Strategic"	.399	.000	.266	.000	.305	.000
[2]Role of Marketing is "Sales"	.134	.010	.141	.000	.189	.000
Role of Marketing is "Creative"	.363	.000	.204	.000	.172	.000

[1]Dependent variable construct: Adjusted mean Marketing Integration (questions 16 and 17 only)

[2]Adjusted for questions 6 and 7 only

Correspondingly, these results are not quite as strong as what was previously summarized for marketing strategy-structure fit, yet they still exhibit relatively strong relationships across the three senior management attitudinal constructs. The patterns are also similar, with somewhat weaker associations in financial services and retail relative to other private sector industries, and strong associations in firms that primarily engage in a low cost strategy, particularly for the Role of Marketing is "Strategic" and the Role of Marketing is "Creative." Only two relationships were found to be statistically insignificant—the Role of Marketing is "Sales" in financial services and retail, as well as in firms primarily engaged in a low cost strategy.

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Summary

Chapter Four summarized the statistical methods and key findings for 75 regression models run to test hypotheses one, two, and three. Hypotheses one and three were accepted, although hypothesis two was rejected due to poor alpha coefficients. This chapter also summarized key findings for two other constructs related to marketing strategy-structure fit and marketing integration in relation to the three senior management attitudinal categories of marketing as "strategic," "sales," and "creative." Chapter Five will assimilate and synthesize these results in addition to discussing limitations of the study and recommendations for future research on the topic. Managerial implications for practice will also be discussed.

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CHAPTER FIVE: CONCLUSIONS

The purpose of Chapter Five is to pragmatically apply the findings of this study to management practice. Further discussion is included on findings and conclusions as a result of the data analysis in Chapter Four, including illustrations of conceptual model relationships. Given its emphasis on pragmatism, Chapter Five is organized around the two industry groupings and primary generic strategies analyzed in Chapter Four. This includes a discussion centered around financial services and retail, all other private sector industries, and all industries engaged in either a low-cost, differentiation, or focus strategy. It also includes a discussion on the limitations of the study, recommendations for future research, and implications for practice.

Discussion of Findings and Conclusions

The researcher originally proposed focusing this study only on the financial services and retail industries. These two industries were chosen partly due to the researcher's professional experience and partly due to their similarities. In banking, for example, branches are often internally referred to as "stores" or retail locations. Both industries, including investments and insurance, are primarily focused on consumers, with the majority of their customers being demographically representative of the general population. Consumer advertising and branding are also critical elements in both industries' marketing efforts.

While the study unfolded and data collection efforts began, the researcher decided to expand the study to include all other private sector industries. This was primarily triggered by a higher than expected response rate and participant email feedback indicating a high level of interest in the study. Doing so provided an opportunity to compare any differences in financial services and retail to all other private sector industries. It also dramatically increased sample sizes for a more in-depth and reliable analysis of differences between generic strategy types.

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While the data for Senior Management Attributes was ultimately shown to be statistically unreliable, the resulting larger sample size did provide some directionally-useful descriptive data for that construct.

Financial Services and Retail Industries

As the basis for the study, this discussion begins with an illustration of the model relationships found for the financial services and retail data set is shown in Figure 2.

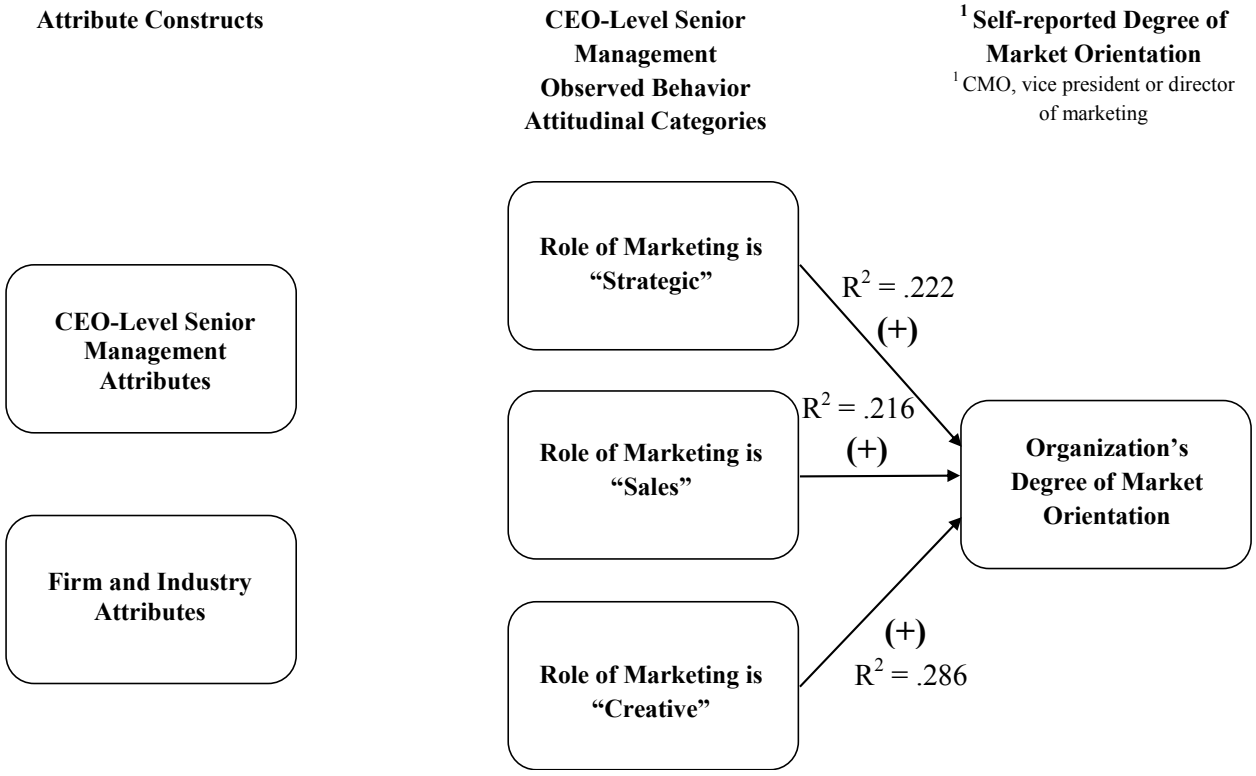

Figure 2. Financial services and retail model relationships

Referring to Figure 2, the positive signs represent positively-correlated and statistically significant relationships based on observed significance values at the 95 percent confidence level, as detailed in Chapter Four. There were no statistically significant negative correlations. R squared values for each relationship at the 95 percent confidence level are also included. From this illustration, the observations discussed below can be made.

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Based on the results of this study, in financial services and retail, it can be concluded that CEO-level senior management behavioral-based attitudes—whether marketing is categorized as "strategic," "sales," or "creative"—all have significant relationships to the organization's degree of market orientation. This is demonstrated by the high R squared values, all of which are in excess of .20, with the highest R squared value being the creative construct with almost .3. These results are not inconsistent with what the researcher expected to find, with the exception that the creative attitudinal construct has a stronger relationship to market orientation than the strategic attitudinal construct. It appears to indicate that in financial services and retail, CEOs who consider marketing to be more of a creative function are likely to experience higher degrees of market orientation in their organizations. There were no statistically valid relationships found between either the senior management attributes construct or the firm and industry attributes construct in financial services and retail.

While additional research would need to be conducted in order to validate this assertion, it may be that the creative attitudinal construct is more strongly associated with market orientation in financial services and retail due to the importance of effective advertising and branding strategies in both industries. Financial services and retail both compete in a crowded marketplace which, in some cases (e.g., banking), may be perceived as commodity offerings by consumers. Even in pure-play retail such as clothing and department stores, consumers are often overwhelmed with choices. In such a market, the only way to stand out is often through heavy investments in advertising and branding. Driving store or website traffic requires that consumers have high brand awareness, which can only be accomplished through intensive and effective advertising efforts.

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Other Private-Sector Industries

An illustration of the model relationships found for all other private-sector industries is shown in Figure 3.

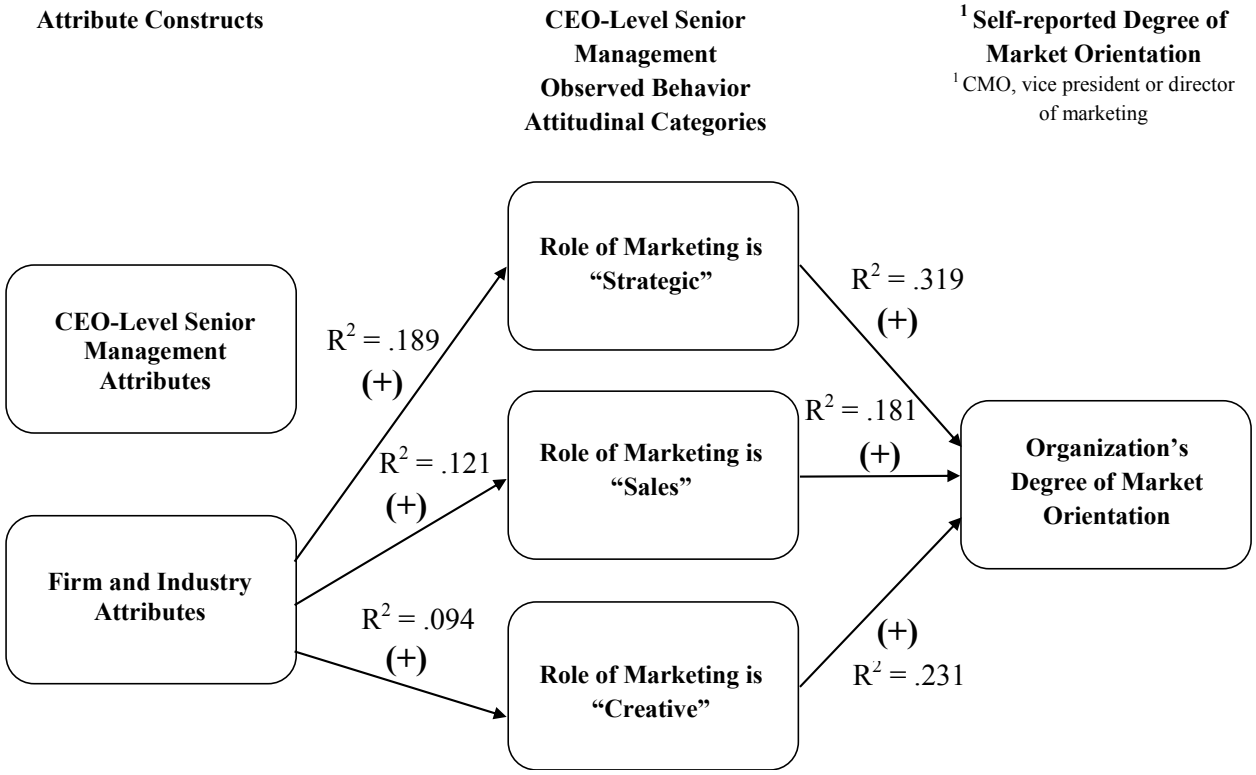

Figure 3. All other private-sector industries model relationships

Referring to Figure 3, the positive signs represent positively-correlated and statistically significant relationships based on observed significance values at the 95 percent confidence level, as detailed in Chapter Four. There were no statistically significant negative correlations. R squared values for each relationship at the 95 percent confidence level are also included. From this illustration, the following observations can be made.

When considering all other private-sector industries, the results are more consistent with what the researcher expected to find. While there was no statistically significant relationship associated with the senior management attributes construct, there were statistically significant

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relationships found between all other constructs. The strength of each of these relationships is also consistent with what the researcher expected. More specifically, in all other private-sector industries, the Role of Marketing is Strategic construct is most strongly associated by a wide margin with the degree of market orientation. This is followed by the Role of Marketing is Creative construct and, last, the Role of Marketing is Sales. These findings are consistent with the researcher's own professional experience and the literature on topics related to market orientation. What is most surprising is the strength of the relationship between the Role of Marketing is Strategic construct and the degree of market orientation. The R squared value of .319 indicates that, for all other private-sector industries, almost 32 percent of the variability in market orientation is explained by behavioral-based attitudes of the CEO toward marketing as having a critical strategic role within the organization.

Further, when it comes to CEO attitudes of the Role of Marketing as Strategic, firm and industry attributes appear to play a key role. The results of this study and, specifically, the R squared value of .189, indicate that nearly 20 percent of the variability in CEO attitudes toward the Role of Marketing is Strategic construct can be explained by firm and industry attributes. This seems to indicate that in industries which experience more intense competition, marketing is more likely to be considered a key strategic role in the organization. The relatively strong relationship between firm and industry attributes and CEO attitudes toward the Role of Marketing as Sales seems to confirm this assertion.

The remainder of this discussion focuses on observations made between the three different generic strategy types as originally defined by Porter (1980). As will be illustrated, there were distinct differences observed in construct relationships based on primary strategy type.

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Low Cost Strategy—All Industries

An illustration of the model relationships found for organizations primarily engaged in a low cost strategy (all industries) is shown in Figure 4.

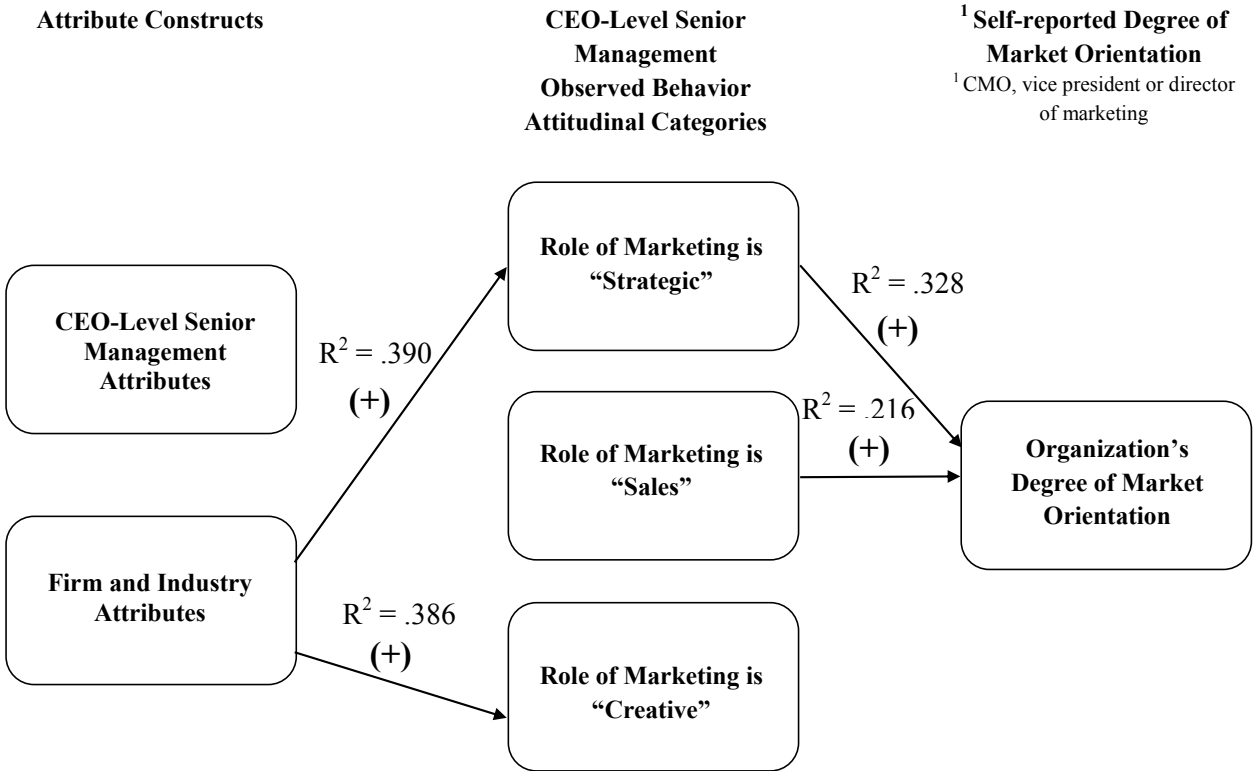

Figure 4. Low cost strategy model relationships—all industries

Referring to Figure 4, the positive signs represent positively-correlated and statistically significant relationships based on observed significance values at the 95 percent confidence level, as detailed in Chapter Four. There were no statistically significant negative correlations. R squared values for each relationship at the 95 percent confidence level are also included. From this illustration, the observations discussed below can be made.

In organizations primarily engaged in a low cost strategy, the CEO attitudinal construct of the Role of Marketing is Strategic seems to be particularly relevant, based on the results of this study. Since "low cost" often equates to a cutthroat, promotions-centered competitive

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environment, one might expect the CEOs of such organizations to consider marketing as being critical to the organization's survival. This can be inferred from the study's results in a number of ways. One, there is clearly a strong relationship between CEO attitudes toward the Role of Marketing is Strategic construct and the organization's degree of market orientation in industries which pursue a low cost strategy. The R squared value of .328 indicates that nearly one-third of the variability in market orientation is explained by the CEO attitudinal construct of the Role of Marketing is Strategic. Also strongly related—though less so than the previous construct—is the Role of Marketing is Sales attitudinal construct and the degree of market orientation. A connected observation is that there appears to be no statistically significant relationship at the 95 percent confidence level between the attitudinal construct of the Role of Marketing is Creative and the organization's degree of market orientation for firms engaged in a low cost strategy. While additional research would be required to validate this assertion, possibly this is because when marketing in an industry characterized by low-cost providers, CEOs are thinking more about strategic maneuvering relative to their close competitors and driving sales. In a competitive environment such as this, unit volume is critical, as profit margins are likely to be low with little flexibility related to price per unit.

Unsurprisingly, firm and industry attributes have a strong relationship with CEO attitudes toward the Role of Marketing is Strategic construct. This is shown by the strong R squared of .390, signifying that nearly 40 percent of the variability in CEO attitudes toward the Role of Marketing is Strategic construct can be explained by firm and industry attributes. One would expect this in an intensely competitive environment focused primarily on price. A more surprising observation is the equally strong relationship between firm and industry attributes and CEO attitudes toward the Role of Marketing as Creative. Again, nearly 40 percent of the

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variability in CEO attitudes toward the Role of Marketing is Creative construct can be explained by the variability in firm and industry attributes. While this would also require further study, it may be that promotion campaigns are viewed as having a critically important role in the marketing organizations of firms engaged in a low-cost competitive environment. After all, how else would customers and prospective customers learn of current discounts if not for active engagement and support from the marketing function?

Differentiation Strategy—All Industries

An illustration of the model relationships found for organizations primarily engaged in a differentiation strategy (all industries) is shown in Figure 5.

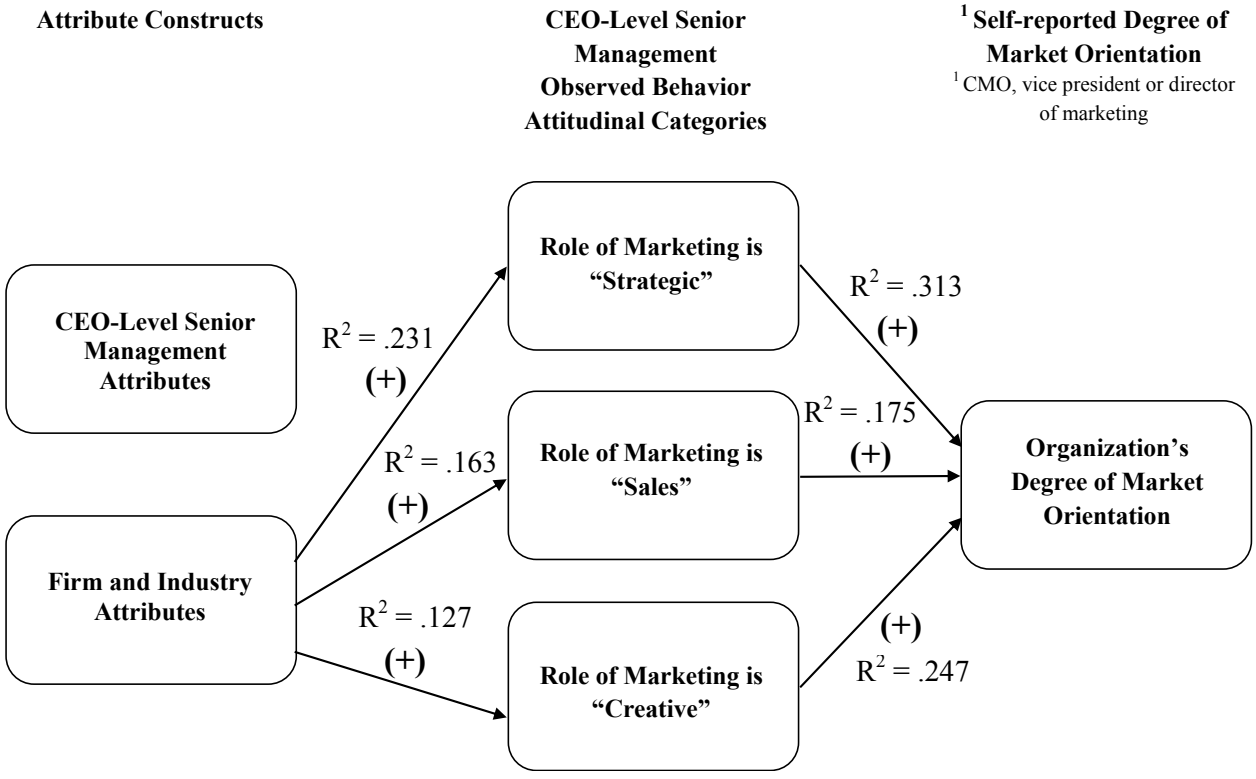

Figure 5. Differentiation strategy model relationships—all industries

The positive signs in Figure 5 represent positively-correlated and statistically significant relationships based on observed significance values at the 95 percent confidence level, as

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detailed in Chapter Four. There were no statistically significant negative correlations. R squared values for each relationship at the 95 percent confidence level are also included. From this illustration, the following observations can be made.

Model relationships observed in organizations which are primarily engaged in a differentiation strategy were very similar to the model relationships seen in the previously discussed private sector industries data set. Attitudinal category rankings are the same, with the Role of Marketing is Strategic construct exhibiting the strongest relationships and similar R squared values across all constructs. This is not surprising, as differentiation was the most commonly cited strategy by respondents. As discussed in Chapter Four, 321 respondents cited differentiation as their primary strategic approach, as compared to 67 respondents citing low cost, and 299 respondents citing focus.

Firms engaged in a differentiation strategy are often competing in a crowded marketplace, and in a crowded marketplace, one must be different to stand out. These differences in products and services, or the delivery of products and services, can be either real or perceived, but in any case, differentiation requires the active engagement of marketing. Therefore, it was not surprising that the relationship between the CEO attitudinal construct of the Role of Marketing is Strategic and the organization's degree of market orientation was observed as particularly strong with an R squared value of .313. Likewise, the CEO attitudinal construct of the Role of Marketing is Creative followed closely in terms of the relationship with the organization's degree of market orientation, with an R squared of .247. To be "different" from the competition requires a blend of strategic positioning, creative advertising, and branding. The relationship between firm and industry attributes and the CEO attitudinal construct of the Role of Marketing is Strategic also supports this notion. Interestingly, the CEO attitudinal construct of

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the Role of Marketing is Sales was more strongly associated with firm and industry attributes than the CEO attitudinal construct of the Role of Marketing is Creative. Similar to what was observed in organizations that primarily execute a low cost strategy, this may be because of the intense competitive environment most firms pursuing a differentiation strategy face, and thus they ultimately focus on sales for survival.

Focus Strategy—All Industries

An illustration of the model relationships found for organizations primarily engaged in a focus strategy (all industries) is shown in Figure 6.

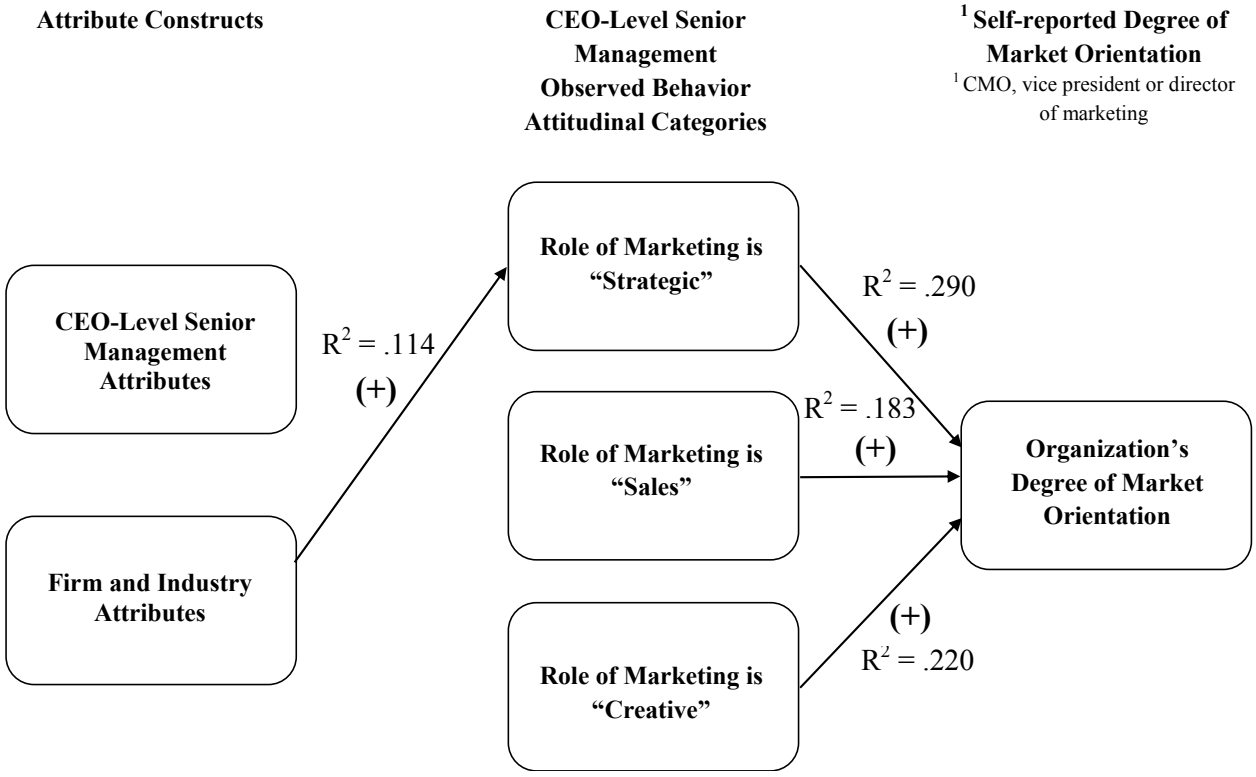

Figure 6. Focus strategy model relationships—all industries

Referring to Figure 6, the positive signs represent positively-correlated and statistically significant relationships based on observed significance values at the 95 percent confidence level, as detailed in Chapter Four. There were no statistically significant negative correlations. R

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squared values for each relationship at the 95 percent confidence level are also included. From this illustration, the observations discussed below can be made.

A solid understanding of a focus strategy aids interpretation of the results illustrated in Figure 6. Porter (1980) describes a focus strategy as follows:

> Although the low cost and differentiation strategies are aimed at achieving their objectives industrywide, the entire focus strategy is built around serving a particular target very well, and each functional policy is developed with this in mind. The strategy rests on the premise that the firm is thus able to serve its narrow strategic target more effectively or efficiently than competitors who are competing more broadly. As a result, the firm achieves either differentiation from better meeting the needs of the particular target, or lower costs in serving this target, or both. Even though the focus strategy does not achieve low cost or differentiation from the perspective of the market as a whole, it does achieve one or both of these positions vis-à-vis its narrow market target. (Porter, 1980, pp. 38-39)

Not surprisingly, the CEO attitudinal construct of the Role of Marketing is Strategic exhibits a strong positive relationship with the organization's degree of market orientation for firms engaged in a focus strategy. This may be due to the critical role that market intelligence and market research plays in clearly identifying and understanding the unique needs and wants of particular target market segments. Without market intelligence and market research support, a focus strategy is not possible. Communicating effectively with particular market segments by using various media formats and advertising campaigns is also critical to a focus strategy. This may contribute to the strong relationship also observed between the CEO attitudinal construct of

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the Role of Marketing is Creative and the organization's degree of market orientation in firms that are primarily engaged in a focus strategy.

Finally, while the relationship is not as strong, a statistically significant portion of the variability in the CEO attitudinal construct of the Role of Marketing is Strategic can be explained by the variability in firm and industry attributes. Again, practical application of a focus strategy requires market intelligence, understanding competitors, and competitive positioning relative to those competitors. Some firms (e.g., smaller firms) are also in a position where they have no choice but to rely on a focus strategy as they compete against much larger competitors engaged in intensive advertising and branding efforts in pursuit of a differentiation strategy. Smaller firms typically do not have the financial resources to effectively engage in a differentiation strategy, but rather, must use their limited resources to target a narrow market segment and thereby appear larger to their customers.

Marketing Strategy-Structure Fit and Marketing Integration

While not proposed as part of the study's conceptual model, the constructs related to marketing strategy-structure fit and marketing integration as they relate to senior management attitudes also produced some interesting results. As detailed in Chapter Four, there were strong correlations between the marketing strategy-structure fit construct and senior management attitudes toward marketing as strategic in both industry data sets—financial services and retail—as well as all other private sector industries. Strong relationships were also observed between marketing strategy-structure fit and senior management attitudes toward marketing as creative. This is consistent with the findings related to the relationships observed between senior management attitudes toward marketing and the degree of market orientation overall. Similar, though somewhat weaker, relationships were observed between the marketing integration

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construct and senior management attitudes toward the role of marketing. These findings imply that CEO attitudes toward marketing have a direct influence on the way the marketing organization is structured, aligned with overall strategy, and integrated with other functions within the firm.

One of the more interesting discoveries related to marketing strategy-structure fit and marketing integration was their unusually strong relationships with firms primarily engaged in either a low cost or focus strategy. For example, an R squared of .502 was observed between the marketing strategy-structure fit construct and CEO attitudes toward the Role of Marketing as Strategic in firms that are primarily engaged in a low cost strategy. Similarly, an R squared of .463 was observed between the marketing strategy-structure fit construct and CEO attitudes toward the Role of Marketing is Strategic construct in firms primarily engaged in a focus strategy. Although these relationships were not as strong, these links are consistent with the previously discussed relationships between firm and industry attributes and CEO attitudes toward the Role of Marketing is Strategic construct in both low cost and focus strategy industries. Somewhat weaker but still notable relationships were observed between the marketing integration construct and the CEO attitudinal construct of the Role of Marketing is Strategic in firms primarily engaged in strategies that can be categorized as either low cost or focus.

Limitations of the Study

As discussed in Chapter One, the most significant limitations of the study were related to the measurement of attitudes via third-party respondents. This limitation was addressed, however, by focusing only on the observable behavioral component of attitudes and not the cognitive or affective components. The researcher proposed to design a survey instrument attempting to measure only the behavioral component of attitudes based on the observable

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actions of respondents' respective CEOs. All survey items were thoroughly vetted and designed with the assistance of a subcommittee consisting of two academically-qualified senior marketing faculty members from two different AACSB-accredited business schools. It is still the researcher's contention that the cognitive and affective components of CEO attitudes could only be evaluated with the use of more direct means, such as a combination of personal interviews and a survey instrument completed by CEOs.

An additional limitation of this study was the inability to pretest the survey instrument with a representative and statistically valid sample of CMOs, vice presidents, and directors of marketing. As the study progressed, it was determined that a small qualitative feedback panel of CMOs, vice presidents, and directors of marketing would not only fall far short of a statistically valid pretest as recommended by Fowler (2009), but that it may have muddled the extensive work already done under close guidance of the academically-qualified senior marketing faculty subcommittee. There were also the practical implications of resource limitations and the additional cost and time it would require to pretest the survey instrument. Future research may wish to build and improve upon the survey instrument utilized in this study as a baseline for further refinements.

Implications for Practice

This study and its results have significant implications for practitioners at the CEO level, as well as at the CMO, vice president, or director of marketing level. It is clear from the study's results that senior management attitudes toward the role of marketing are directly related to market orientation across industries and strategies and can explain much of that relationship. These attitudes can lead to structural changes and hiring decisions that directly influence the organization's marketing effectiveness; this is clearly indicated by the unusually strong

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relationships with marketing strategy-structure fit and marketing integration, as previously discussed.

While the data collected from this study would have to be further analyzed on an industry level to make additional industry-specific recommendations, the information learned from examining the financial services and retail industry data set can be used as an example. It was shown in this study that there is a strong relationship between CEO attitudes toward the Role of Marketing is Creative construct and the degree of market orientation in the financial services and retail industries with an R squared of .286. Therefore, senior executives in financial services and retail may benefit by both staffing and structuring their marketing organizations around creative talent such as advertising, branding, and communications professionals. Still strong but somewhat weaker relationships were observed in financial services and retail industries' degree of market orientation and the CEO attitudes toward the Role of Marketing is Strategic construct with an R squared of .222, followed by the Role of Marketing is Sales construct with an R squared of .216. Therefore, while still important, senior executives in financial services and retail may place somewhat less emphasis on staffing and structuring the marketing organization around strategic planners and market analysts or professionals whose background is primarily in sales.

Although it is beyond the scope of this study, similar recommendations could be made by further analyzing the other private sector industries data set. While this would not be possible for all industries due to insufficient sample sizes, enough data in its current format was collected for statistically-valid samples in business services (91 responses) and manufacturing (129 responses) to be used as stand-alone studies. Related industries could also be combined (as was done with financial services and retail), or the data could be matched with the original Lead 411 list to identify specific industries from the 238 respondents who simply selected "other" as an option.

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The study's results could similarly be applied on the basis of the primary strategy in which a firm is engaged. For example, it is clear that for all three generic strategies, CEO attitudes toward the Role of Marketing as Strategic is critical to the organization's marketing effectiveness as measured by the degree of market orientation. However, the optimal mix does vary depending on the strategy employed. For a firm engaged in either a differentiation or a focus strategy, senior managers would be well advised to view marketing as a strategic function, followed by a creative function, and staff and structure the marketing organization accordingly. For firms pursuing a low cost strategy, senior managers should view marketing as a strategic function, followed by a sales function, and again, staff and structure the marketing organization accordingly.

Finally, corporate boards, stockholders, and company owners may want to consider the results of this study when engaged in CEO-level hiring decisions. For example, organizations in industries competing on the basis of differentiation would be ill-advised to hire the CEO candidate who only views marketing as an extension of the sales function. The results of this study indicate that in financial services and retail, in addition to all other private sector industries, CEO attitudes toward marketing as either strategic or creative are more closely related to marketing effectiveness as measured by the degree of market orientation. This is also true for firms primarily engaged in either a differentiation or focus strategy. The only exception is for firms implementing a low cost strategy in which the only statistically valid CEO attitudinal categories were Marketing is Strategic, followed by Marketing is Sales.

Recommendations for Future Research

Based on the results of this study, the researcher recommends that future research on this topic incorporate a qualitative methods approach, ideally in the form of a mixed-methods

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research design. This would be particularly true for measuring both the cognitive and affective components of CEO attitudes toward the role of marketing. While this study demonstrated that it is possible to measure significant portions of the behavioral component of attitudes by using a single-phase quantitative research design that relies on third-party responses to a carefully-designed survey instrument, it also showed that certain constructs such as senior management attributes are extremely difficult to reliably and accurately measure using this approach. This was demonstrated by the poor alpha coefficient values found with all combinations of survey items relating to the senior management attributes construct as noted in Chapter Four. A better way to collect data relating to senior management attributes such as education, experience, and functional expertise (among other factors), would be from CEOs themselves. Such data could then be combined with qualitative personal CEO interviews supported by a thematic analysis as described by Maxwell (2005). While engaging participants at the CEO level would remain a challenge, a relatively small sample of one to two dozen personal CEO interviews, combined with a survey instrument distributed directly to an additional larger sample of CEOs, may prove to be sufficient.

This study also demonstrated that there are differences in the relationship between senior management attitudes toward marketing and the degree of market orientation based on primary strategy and industry. Additional research should be completed on an industry-specific level in order to make the findings more practical and applicable to management practice. The same may also be accomplished at a micro level with companies of different size ranges. As is commonly the case, there may be observable and statistically significant differences between small, large, and middle market firms.

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Conclusion

The findings of this study used a quantitative design and survey instrument to confirm that the attitudes of CEOs toward the marketing function dramatically influence the marketing effectiveness of the firm as measured by the degree of market orientation—a widely supported indicator of business and marketing performance extensively validated both in practice and in the academic literature. It was also shown that firm and industry attributes relate to senior management attitudes toward marketing to varying degrees, depending on primary strategy and industry. Furthermore, these relationships vary somewhat between firms that engage in one of three generic strategies originally posited by Porter (1980): low cost, differentiation, and focus. Pragmatic implications of the results were discussed and supported by findings related to marketing strategy-structure fit and marketing integration as they relate to senior management attitudes toward marketing. Recommendations for future research were then presented, namely the use of a mixed-methods research design incorporating personal CEO interviews supported by a thematic analysis.

Finally, this study served as what the researcher hopes is the beginning of additional investigation into what appears to be, based on the literature, a significantly under-researched area: organizational behavior within marketing organizations. The researcher was surprised to learn that topics related to senior management attitudes toward marketing are virtually non-existent, despite the fact that organizational behavior, marketing, and the study of attitudes are all grounded and have similar threads within the field of social psychology. It has been the researcher's experience that the constructs on which this study was designed are common observations among senior marketing managers. Further evidence regarding the lack of investigation into the behavioral and attitudinal implications of this study was gathered based on

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dozens of affirmative emails received by the researcher from study participants. Now enlightened and with a heightened awareness of the need for more study in this area, the researcher aspires to personally claim it as the foundation for a future research stream.

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Appendix A: Survey Cover Email

SUBJECT: **Doctoral Student Dissertation Survey** - Senior Management Attitudes toward Marketing

[FIRST NAME],

I am a Doctor of Management candidate at Colorado Technical University – Colorado Springs currently working on a dissertation study titled, "Senior Management Attitudes toward Marketing and the Relationship to Market Orientation". The purpose of this study is to determine if a relationship exists between senior management attitudes toward the marketing function at the chief executive officer (CEO) level and marketing performance. Results of the study may influence how marketing departments around the world are perceived and supported by senior management.

You have been randomly chosen among a select group of marketing executives to participate in this study. Your participation is voluntary and only requires that you anonymously complete a brief 10-minute survey located on a secure server at the following address:

[Internet URL]

By completing the survey you agree to an understanding that all responses will remain anonymous and strictly confidential, and that all surveys will be destroyed upon the study's completion.

You may also request to receive a white paper summary of the study's results by sending a separate email to me at rodney.hagedorn@my.cs.coloradotech.edu. Upon completion of the study, a summary of the results will be sent via email to the address from which your request was sent.

This study has been approved by my research committee and the Institutional Review Board at Colorado Technical University – Colorado Springs. For questions regarding the rights of research subjects, or any complaints or comments regarding the manner in which the study is being conducted, you may contact Colorado Technical University – Colorado Springs at 719-598-0200. If you have any other questions or concerns, you may contact me by calling 651-295-7732.

Thank you in advance for your participation.

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Sincerely,

Rod Hagedorn
DMgt Candidate & Adjunct Professor of Management
P.O. Box 11432
St. Paul, MN 55111
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Research Committee Chair
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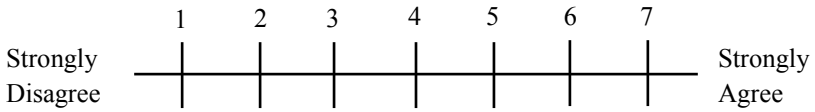
Appendix B: Survey Instrument

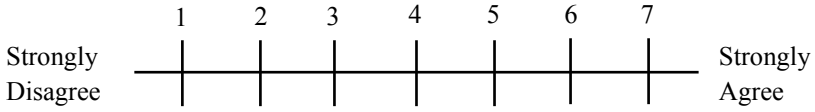
CEO Attitudes toward the Role of Marketing

Based on observations of the actions of your company's chief executive officer (CEO), for each of the following statements, please select the number that corresponds with your level of agreement:

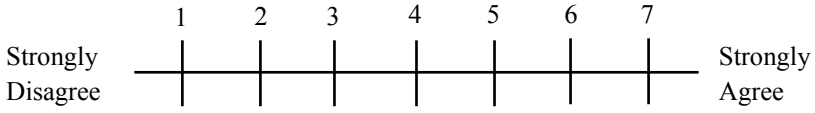
1. Our CEO considers marketing to be critical to our overall strategy and mission.



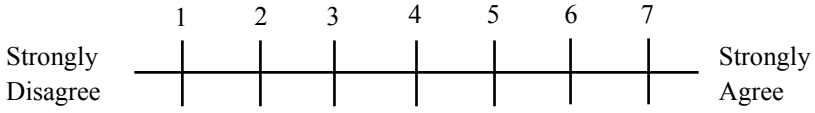
2. Our CEO frequently asks marketing for feedback related to the overall direction of the company.



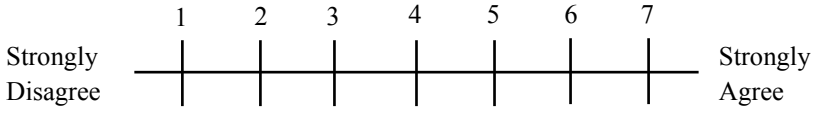
3. Marketing is given top priority by our CEO when budgeting and allocating resources.



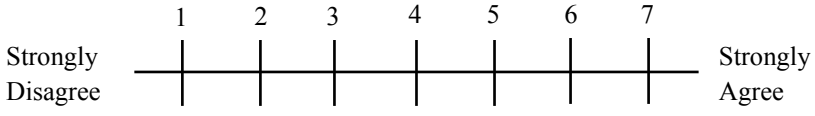
4. Our CEO considers people in marketing to be master strategists.



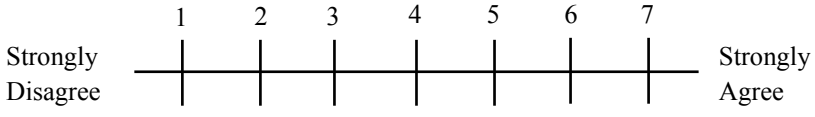
5. Our CEO primarily views marketing as an engine to promote sales.



6. Marketing only seems important to our CEO when sales are weak.



7. Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.



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8. Marketing is encouraged by our CEO to hire people with sales backgrounds.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

9. Marketing seems to just be an internal ad agency to our CEO.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

10. Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

11. Our CEO believes marketing should not be involved in new product development until it is time to advertise.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

12. Our CEO considers people in marketing to just be "creative types".

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

Marketing Strategy-Structure Fit

Based on your knowledge of the marketing department, for each of the following statements, please select the number that corresponds with your level of agreement:

13. The marketing department's goals are closely aligned with the company's mission.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

14. Marketing leadership is given autonomy when making decisions to support the company's goals.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

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15. The marketing organization is structured in a way that supports our company's overall strategy.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

Marketing Integration within the Organization

Based on your knowledge of the marketing department, for each of the following statements, please select the number that corresponds with your level of agreement:

16. Marketing routinely works with other departments like they are internal customers.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

17. A representative from marketing is often included on major company projects from beginning to end.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

18. Marketing doesn't seem to have much say except in how to make something look or sound good.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

CEO-Level Senior Management Attributes

For the following questions, please indicate to the best of your ability what you know about your company's chief executive officer (CEO).

19. What is your CEO's highest level of education?

- No college education _____
- Some college but no degree _____
- Associates (2-year) degree _____
- Bachelors (4-year) degree _____
- Master's degree _____
- Doctorate _____
- Not sure _____

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20. What is or has been your CEO's dominant area of functional expertise?

- Accounting or Finance _____
- Operations Management _____
- Information Technology _____
- Legal _____
- Marketing _____
- Sales _____
- Public Relations _____
- Human Resources _____
- Other non-business related _____
- Not sure _____

21. What is your CEO's approximate total number of years of professional experience in all positions/industries?

- Less than 5 years _____
- 5 to 10 years _____
- 11 to 20 years _____
- 21 to 30 years _____
- 31 to 40 years _____
- More than 40 years _____
- Not sure _____

Firm and Industry Attributes

For the following questions, please indicate to the best of your ability what you know about your company.

22. In which employee size range does your company fall, including all subsidiaries and divisions?

- Less than 100 employees _____
- 100 to 249 employees _____
- 250 to 499 employees _____
- 500 to 999 employees _____
- 1,000 to 4,999 employees _____
- 5,000 to 9,999 employees _____
- 10,000 or more employees _____

23. In which of the following industries best describes your company's primary line of business? (please select only one)

- Agriculture _____
- Mining _____
- Real Estate _____
- Construction _____
- Manufacturing _____
- Transportation _____
- Public Administration _____
- Retail _____
- Financial Services _____
- Wholesale _____
- Consumer Services _____
- Business Services _____
- Other _____

24. Which of the following best describes your company's primary overall strategy? (please select only one)

- We are a low-cost provider _____
- We offer uniquely different products or services _____
- We are highly focused on a narrow product niche or market segment _____

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Please select the number on the scales below that correspond to your level of agreement with each of the following statements:

25. Our company is highly innovative.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

26. Our company is often first to market with new products or services.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

27. The market for our products or services is intensely competitive.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

28. Total revenue growth trend is positive for our company.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

29. Our company's profit performance is strong.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

30. We seem to be gaining market share over our competitors.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

Market Orientation

Please select the number on the scales below that correspond to your level of agreement with each of the following statements:

31. In this company, we meet with customers at least once a year to find out what products or services they will need in the future.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

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32. In this organization, we do a lot of in-house market research.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

33. We are slow to detect changes in our customers' product preferences.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

34. We survey end-users at least once a year to assess the quality of our products and services.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

35. We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

36. We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

37. We have interdepartmental meetings at least once a quarter to discuss market trends and developments.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

38. Marketing personnel in our company spend time discussing customers' future needs with *other* functional departments.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

39. When something important happens to a major customer or market, the whole company knows about it in a short period.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

40. Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

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41. When one department finds out something important about competitors, it is slow to alert other departments.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

42. It takes us forever to decide how to respond to competitors' price changes.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

43. For one reason or another we tend to ignore changes in our customers' product or service needs.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

44. We periodically review our product development efforts to ensure that they are in line with what customers want.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

45. Several departments get together periodically to plan a response to changes taking place in our business environment.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

46. If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

47. The activities of the different departments in this company are well coordinated.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

48. Customer complaints fall on deaf ears in this company.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

49. Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

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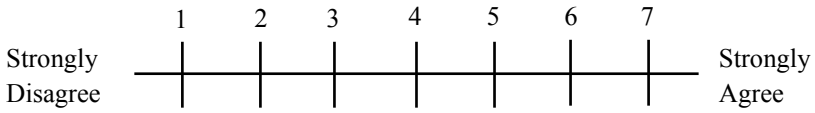
50. When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.



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Appendix C: Reminder Email

SUBJECT: Reminder: **Doctoral Student Dissertation Survey** - Senior Management Attitudes toward Marketing

[FIRST NAME],

Please remember to complete the survey I recently emailed for my dissertation titled, "Senior Management Attitudes toward Marketing and the Relationship to Market Orientation". If you have already completed the survey, thank you for your participation.

Your participation is voluntary and only requires that you anonymously complete a brief 10-minute survey located on a secure server at the following address:

[Internet URL]

By completing the survey you agree to an understanding that all responses will remain anonymous and strictly confidential, and that all surveys will be destroyed upon the study's completion.

You may also request to receive a white paper summary of the study's results by sending a separate email to me at rodney.hagedorn@my.cs.coloradotech.edu. Upon completion of the study, a summary of the results will be sent via email to the address from which your request was sent.

This study has been approved by my research committee and the Institutional Review Board at Colorado Technical University – Colorado Springs, where I am a Doctor of Management candidate. For questions regarding the rights of research subjects, or any complaints or comments regarding the manner in which the study is being conducted, you may contact Colorado Technical University – Colorado Springs at 719-598-0200. If you have any other questions or concerns, you may contact me by calling 651-295-7732.

Thank you in advance for your participation.

Sincerely,

Rod Hagedorn
DMgt Candidate & Adjunct Professor of Management
P.O. Box 11432
St. Paul, MN 55111
ph: 651-295-7732

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David Jamieson, PhD
Research Committee Chair
University of St. Thomas
Mail# MOH217, 1000 LaSalle Avenue
Minneapolis, MN 55403
ph: 651-962-4387

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Appendix D: Financial Services and Retail Reliability Analysis SPSS Output

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Reliability

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Notes

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Scale: ALL VARIABLES

Case Processing Summary

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Reliability Statistics

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.925	.927	4

Item Statistics

	Mean	Std. Deviation	N
Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	5.59	1.482	123
Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	4.84	1.821	123
Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	4.67	1.735	123
Q4: Our CEO considers people in marketing to be master strategists.	4.30	1.614	123

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Inter-Item Correlation Matrix

	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	Q4: Our CEO considers people in marketing to be master strategists.
Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	1.000	.846	.727	.704
Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.846	1.000	.750	.772
Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.727	.750	1.000	.756
Q4: Our CEO considers people in marketing to be master strategists.	.704	.772	.756	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.848	4.301	5.585	1.285	1.299	.292	4

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	13.80	22.453	.831
Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	14.55	19.151	.869
Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	14.72	20.595	.807
Q4: Our CEO considers people in marketing to be master strategists.	15.09	21.574	.810

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.736	.903
Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.785	.888
Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.658	.909
Q4: Our CEO considers people in marketing to be master strategists.	.668	.907

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/STATISTICS=DESCRIPTIVE CORR
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Reliability

Notes

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Scale: ALL VARIABLES

Case Processing Summary

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Cases	Valid	123	100.0
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	Total	123	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.616	.615	4

Item Statistics

	Mean	Std. Deviation	N
Q5: Our CEO primarily views marketing as an engine to promote sales.	4.69	1.569	123
Q6: Marketing only seems important to our CEO when sales are weak.	2.78	1.587	123
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	2.43	1.477	123
Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.	2.63	1.506	123

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Inter-Item Correlation Matrix

	Q5: Our CEO primarily views marketing as an engine to promote sales.	Q6: Marketing only seems important to our CEO when sales are weak.	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.
Q5: Our CEO primarily views marketing as an engine to promote sales.	1.000	.266	.129	.386
Q6: Marketing only seems important to our CEO when sales are weak.	.266	1.000	.765	.100
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.129	.765	1.000	.068
Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.	.386	.100	.068	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.134	2.431	4.691	2.260	1.930	1.098	4

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q5: Our CEO primarily views marketing as an engine to promote sales.	7.85	11.328	.354
Q6: Marketing only seems important to our CEO when sales are weak.	9.76	9.629	.547
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	10.11	10.866	.460
Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.	9.90	12.663	.243

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q5: Our CEO primarily views marketing as an engine to promote sales.	.213	.578
Q6: Marketing only seems important to our CEO when sales are weak.	.614	.424
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.591	.500
Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.	.150	.652

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Reliability

Notes

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Scale: ALL VARIABLES

Case Processing Summary

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a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.865	.867	2

Item Statistics

	Mean	Std. Deviation	N
Q6: Marketing only seems important to our CEO when sales are weak.	2.78	1.587	123
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	2.43	1.477	123

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Inter-Item Correlation Matrix

	Q6: Marketing only seems important to our CEO when sales are weak.	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.
Q6: Marketing only seems important to our CEO when sales are weak.	1.000	.765
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.765	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.606	2.431	2.780	.350	1.144	.061	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q6: Marketing only seems important to our CEO when sales are weak.	2.43	2.182	.765
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	2.78	2.517	.765

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Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q6: Marketing only seems important to our CEO when sales are weak.	.585	.[a]
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.585	.[a]

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

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Reliability

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Notes

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Scale: ALL VARIABLES

Case Processing Summary

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a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.867	.866	4

Item Statistics

	Mean	Std. Deviation	N
Q9: Marketing seems to just be an internal ad agency to our CEO.	2.56	1.558	123
Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	2.54	1.771	123
Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	2.31	1.516	123
Q12: Our CEO considers people in marketing to just be "creative types".	2.64	1.742	123

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Inter-Item Correlation Matrix

	Q9: Marketing seems to just be an internal ad agency to our CEO.	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	Q12: Our CEO considers people in marketing to just be "creative types".
Q9: Marketing seems to just be an internal ad agency to our CEO.	1.000	.633	.464	.591
Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	.633	1.000	.710	.682
Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.464	.710	1.000	.629
Q12: Our CEO considers people in marketing to just be "creative types".	.591	.682	.629	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.512	2.309	2.642	.333	1.144	.020	4

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q9: Marketing seems to just be an internal ad agency to our CEO.	7.49	19.809	.641
Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	7.51	16.481	.801
Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	7.74	19.506	.697
Q12: Our CEO considers people in marketing to just be “creative types”.	7.41	17.358	.740

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q9: Marketing seems to just be an internal ad agency to our CEO.	.449	.859
Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	.651	.794
Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.545	.839
Q12: Our CEO considers people in marketing to just be “creative types”.	.547	.821

RELIABILITY

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Reliability

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Case Processing Summary

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a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.824	.828	3

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Item Statistics

	Mean	Std. Deviation	N
Q13: The marketing department's goals are closely aligned with the company's mission.	6.10	1.127	123
Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	4.85	1.613	123
Q15: The marketing organization is structured in a way that supports our company's overall strategy.	5.10	1.539	123

Inter-Item Correlation Matrix

	Q13: The marketing department's goals are closely aligned with the company's mission.	Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	Q15: The marketing organization is structured in a way that supports our company's overall strategy.
Q13: The marketing department's goals are closely aligned with the company's mission.	1.000	.504	.600
Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	.504	1.000	.746
Q15: The marketing organization is structured in a way that supports our company's overall strategy.	.600	.746	1.000

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Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	5.350	4.854	6.098	1.244	1.256	.434	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q13: The marketing department's goals are closely aligned with the company's mission.	9.95	8.670	.590
Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	11.20	5.716	.717
Q15: The marketing organization is structured in a way that supports our company's overall strategy.	10.95	5.703	.787

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q13: The marketing department's goals are closely aligned with the company's mission.	.367	.854
Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	.561	.728
Q15: The marketing organization is structured in a way that supports our company's overall strategy.	.623	.643

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Reliability

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Scale: ALL VARIABLES

Case Processing Summary

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	Excluded[a]	0	.0
	Total	123	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha[a]	Cronbach's Alpha Based on Standardized Items[a]	N of Items
-.395	-.247	3

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

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Item Statistics

	Mean	Std. Deviation	N
Q16: Marketing routinely works with other departments like they are internal customers.	5.97	1.194	123
Q17: A representative from marketing is often included on major company projects from beginning to end.	5.54	1.484	123
Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.	2.50	1.456	123

Inter-Item Correlation Matrix

	Q16: Marketing routinely works with other departments like they are internal customers.	Q17: A representative from marketing is often included on major company projects from beginning to end.	Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.
Q16: Marketing routinely works with other departments like they are internal customers.	1.000	.463	-.094
Q17: A representative from marketing is often included on major company projects from beginning to end.	.463	1.000	-.581
Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.	-.094	-.581	1.000

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Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.669	2.504	5.967	3.463	2.383	3.563	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q16: Marketing routinely works with other departments like they are internal customers.	8.04	1.810	.409
Q17: A representative from marketing is often included on major company projects from beginning to end.	8.47	3.218	-.164
Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.	11.50	5.268	-.425

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q16: Marketing routinely works with other departments like they are internal customers.	.261	-2.777[a]
Q17: A representative from marketing is often included on major company projects from beginning to end.	.507	-.204[a]
Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.	.377	.623

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

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```
RELIABILITY
  /VARIABLES=Mktg_Integration_Q16 Mktg_Integration_Q17
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA
  /STATISTICS=DESCRIPTIVE CORR
  /SUMMARY=TOTAL MEANS.
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Reliability

Notes

Output Created		05-Jun-2014 18:14:27
Comments		
Input	Data	C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\Finl Svcs-Retail\All Data Finl Svcs-Retail.sav
	Active Dataset	DataSet1
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	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Mktg_Integration_Q16 Mktg_Integration_Q17 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
Resources	Processor Time	00:00:00.015
	Elapsed Time	00:00:00.014

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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\Finl Svcs-Retail\All Data Finl Svcs-Retail.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	123	100.0
	Excluded[a]	0	.0
	Total	123	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.623	.633	2

Item Statistics

	Mean	Std. Deviation	N
Q16: Marketing routinely works with other departments like they are internal customers.	5.97	1.194	123
Q17: A representative from marketing is often included on major company projects from beginning to end.	5.54	1.484	123

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Inter-Item Correlation Matrix

	Q16: Marketing routinely works with other departments like they are internal customers.	Q17: A representative from marketing is often included on major company projects from beginning to end.
Q16: Marketing routinely works with other departments like they are internal customers.	1.000	.463
Q17: A representative from marketing is often included on major company projects from beginning to end.	.463	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	5.752	5.537	5.967	.431	1.078	.093	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q16: Marketing routinely works with other departments like they are internal customers.	5.54	2.202	.463
Q17: A representative from marketing is often included on major company projects from beginning to end.	5.97	1.425	.463

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Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q16: Marketing routinely works with other departments like they are internal customers.	.215	.[a]
Q17: A representative from marketing is often included on major company projects from beginning to end.	.215	.[a]

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

```
RELIABILITY
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  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA
  /STATISTICS=DESCRIPTIVE CORR
  /SUMMARY=TOTAL MEANS.
```

Reliability

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Notes

Output Created		05-Jun-2014 18:15:27
Comments		
Input	Data	C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\Finl Svcs-Retail\All Data Finl Svcs-Retail.sav
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	N of Rows in Working Data File	123
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Sr_Mgmt_Attributes_Q19 Sr_Mgmt_Attributes_Q20 Sr_Mgmt_Attributes_Q21 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
Resources	Processor Time	00:00:00.015
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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\Finl Svcs-Retail\All Data Finl Svcs-Retail.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	109	88.6
	Excluded[a]	14	11.4
	Total	123	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha[a]	Cronbach's Alpha Based on Standardized Items[a]	N of Items
-.118	-.119	3

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Item Statistics

	Mean	Std. Deviation	N
Q19: What is your CEO's highest level of education?	4.45	.776	109
Q20: What is or has been your CEO's dominant area of functional expertise?	.29	.458	109
Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	4.50	.919	109

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Inter-Item Correlation Matrix

	Q19: What is your CEO's highest level of education?	Q20: What is or has been your CEO's dominant area of functional expertise?	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?
Q19: What is your CEO's highest level of education?	1.000	-.036	-.056
Q20: What is or has been your CEO's dominant area of functional expertise?	-.036	1.000	-.019
Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	-.056	-.019	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.080	.294	4.495	4.202	15.313	5.822	3

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q19: What is your CEO's highest level of education?	4.79	1.038	-.066
Q20: What is or has been your CEO's dominant area of functional expertise?	8.94	1.367	-.039
Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	4.74	.785	-.058

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q19: What is your CEO's highest level of education?	.004	-.030[a]
Q20: What is or has been your CEO's dominant area of functional expertise?	.002	-.116[a]
Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	.004	-.065[a]

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

```
RELIABILITY
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Firm_Indus_Attributes_Q27 Firm_Indus_Attributes_Q28 Firm_Indus_Attributes_Q29 Firm_Indus_Attributes_Q30
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA
  /STATISTICS=DESCRIPTIVE CORR
  /SUMMARY=TOTAL MEANS.
```

Reliability

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Notes

Output Created		05-Jun-2014 18:16:33
Comments		
Input	Data	C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\Finl Svcs-Retail\All Data Finl Svcs-Retail.sav
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	N of Rows in Working Data File	123
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Firm_Indus_Attributes_Q22 Firm_Indus_Attributes_Q25 Firm_Indus_Attributes_Q26 Firm_Indus_Attributes_Q27 Firm_Indus_Attributes_Q28 Firm_Indus_Attributes_Q29 Firm_Indus_Attributes_Q30 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
Resources	Processor Time	00:00:00.015
	Elapsed Time	00:00:00.010

[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\Finl Svcs-Retail\All Data Finl Svcs-Retail.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	123	100.0
	Excluded[a]	0	.0
	Total	123	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.615	.631	7

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Item Statistics

	Mean	Std. Deviation	N
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	4.02	1.888	123
Q25: Our company is highly innovative.	4.13	1.563	123
Q26: Our company is often first to market with new products or services.	3.37	1.533	123
Q27: The market for our products or services is intensely competitive.	6.28	.988	123
Q28: Total revenue growth trend is positive for our company.	5.72	1.315	123
Q29: Our company's profit performance is strong.	5.62	1.277	123
Q30: We seem to be gaining market share over our competitors.	4.83	1.551	123

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Inter-Item Correlation Matrix

	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	Q25: Our company is highly innovative.	Q26: Our company is often first to market with new products or services.	Q27: The market for our products or services is intensely competitive.
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	1.000	-.026	-.119	-.026
Q25: Our company is highly innovative.	-.026	1.000	.699	.045
Q26: Our company is often first to market with new products or services.	-.119	.699	1.000	.082
Q27: The market for our products or services is intensely competitive.	-.026	.045	.082	1.000
Q28: Total revenue growth trend is positive for our company.	-.017	.261	.150	.221
Q29: Our company's profit performance is strong.	.157	.321	.093	.080
Q30: We seem to be gaining market share over our competitors.	.085	.422	.333	-.038

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Inter-Item Correlation Matrix

	Q28: Total revenue growth trend is positive for our company.	Q29: Our company's profit performance is strong.	Q30: We seem to be gaining market share over our competitors.
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.017	.157	.085
Q25: Our company is highly innovative.	.261	.321	.422
Q26: Our company is often first to market with new products or services.	.150	.093	.333
Q27: The market for our products or services is intensely competitive.	.221	.080	-.038
Q28: Total revenue growth trend is positive for our company.	1.000	.574	.438
Q29: Our company's profit performance is strong.	.574	1.000	.385
Q30: We seem to be gaining market share over our competitors.	.438	.385	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.852	3.366	6.285	2.919	1.867	1.133	7

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	29.94	28.120	.012
Q25: Our company is highly innovative.	29.84	21.744	.530
Q26: Our company is often first to market with new products or services.	30.60	24.110	.363
Q27: The market for our products or services is intensely competitive.	27.68	29.989	.088
Q28: Total revenue growth trend is positive for our company.	28.25	24.305	.454
Q29: Our company's profit performance is strong.	28.35	24.229	.482
Q30: We seem to be gaining market share over our competitors.	29.14	22.186	.501

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Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.068	.708
Q25: Our company is highly innovative.	.567	.502
Q26: Our company is often first to market with new products or services.	.526	.565
Q27: The market for our products or services is intensely competitive.	.082	.635
Q28: Total revenue growth trend is positive for our company.	.434	.540
Q29: Our company's profit performance is strong.	.416	.533
Q30: We seem to be gaining market share over our competitors.	.337	.513

```
RELIABILITY
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Market_Orientation_Q34 Market_Orientation_Q35 Market_Orientation_Q36 Market_Orientation_Q37
Market_Orientation_Q38 Market_Orientation_Q39 Market_Orientation_Q40
Market_Orientation_Q41 Market_Orientation_Q42 Market_Orientation_Q43 Market_Orientation_Q44
Market_Orientation_Q45 Market_Orientation_Q46 Market_Orientation_Q47 Market_Orientation_Q48
Market_Orientation_Q49 Market_Orientation_Q50
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA
  /STATISTICS=DESCRIPTIVE CORR
  /SUMMARY=TOTAL MEANS.
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Reliability

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Notes

Output Created		05-Jun-2014 18:19:55
Comments		
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	N of Rows in Working Data File	123
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.

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Syntax		RELIABILITY /VARIABLES=Market_Orientation_Q31 Market_Orientation_Q32 Market_Orientation_Q33 Market_Orientation_Q34 Market_Orientation_Q35 Market_Orientation_Q36 Market_Orientation_Q37 Market_Orientation_Q38 Market_Orientation_Q39 Market_Orientation_Q40 Market_Orientation_Q41 Market_Orientation_Q42 Market_Orientation_Q43 Market_Orientation_Q44 Market_Orientation_Q45 Market_Orientation_Q46 Market_Orientation_Q47 Market_Orientation_Q48 Market_Orientation_Q49 Market_Orientation_Q50 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
Resources	Processor Time	00:00:00.016
	Elapsed Time	00:00:00.011

[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\Finl Svcs-Retail\All Data Finl Svcs-Retail.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	123	100.0
	Excluded[a]	0	.0
	Total	123	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.561	.526	20

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Item Statistics

	Mean	Std. Deviation	N
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	4.71	2.059	123
Q32: In this organization, we do a lot of in-house market research.	4.31	1.811	123
Q33: We are slow to detect changes in our customers' product preferences.	3.32	1.433	123
Q34: We survey end-users at least once a year to assess the quality of our products and services.	4.88	2.094	123
Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	2.71	1.486	123
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	5.38	1.346	123
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	5.15	1.823	123
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	4.80	1.649	123
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	4.70	1.589	123

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Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	4.52	1.952	123
Q41: When one department finds out something important about competitors, it is slow to alert other departments.	3.10	1.549	123
Q42: It takes us forever to decide how to respond to competitors' price changes.	2.97	1.552	123
Q43: For one reason or another we tend to ignore changes in our customers' product or service needs.	2.81	1.320	123
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	4.83	1.475	123
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	4.67	1.663	123
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	4.41	1.736	123
Q47: The activities of the different departments in this company are well coordinated.	4.11	1.543	123
Q48: Customer complaints fall on deaf ears in this company.	2.05	1.396	123
Q49: Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.	3.04	1.767	123

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Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	4.63	1.363	123

Inter-Item Correlation Matrix

	Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	Q32: In this organization, we do a lot of in-house market research.	Q33: We are slow to detect changes in our customers' product preferences.	Q34: We survey end-users at least once a year to assess the quality of our products and services.	Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	1.000	.354	-.221	.237	-.114	.286	.256	.380	.088	.093
Q32: In this organization, we do a lot of in-house market research.	.354	1.000	-.231	.185	-.082	.281	.262	.394	.172	.149
Q33: We are	-.221	-.231	1.000	-.156	.586	-.233	-.153	-.156	-.192	-.127

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slow to detect changes in our customers' product preferences.										
Q34: We survey end-users at least once a year to assess the quality of our products and services.	.237	.185	-.156	1.000	-.164	.270	.297	.261	.154	.479
Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	-.114	-.082	.586	-.164	1.000	-.386	-.214	-.248	-.263	-.148
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	.286	.281	-.233	.270	-.386	1.000	.324	.393	.165	.320
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	.256	.262	-.153	.297	-.214	.324	1.000	.582	.321	.398
Q38: Marketing personnel in our company spend time discussing customers' future needs with other	.380	.394	-.156	.261	-.248	.393	.582	1.000	.399	.313

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functional departments.										
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	.088	.172	-.192	.154	-.263	.165	.321	.399	1.000	.315
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	.093	.149	-.127	.479	-.148	.320	.398	.313	.315	1.000
Q41: When one department finds out something important about competitors, it is slow to alert other departments.	-.158	-.221	.370	-.226	.418	-.230	-.333	-.294	-.348	-.340
Q42: It takes us forever to decide how to respond to competitors' price changes.	-.124	-.122	.344	-.168	.419	-.182	-.227	-.320	-.253	-.276
Q43: For one reason or another we tend to ignore changes in our customers' product or service needs.	-.213	-.147	.426	-.127	.565	-.259	-.244	-.341	-.347	-.267
Q44: We periodically	.261	.204	-.304	.163	-.356	.277	.378	.478	.384	.202

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review our product development efforts to ensure that they are in line with what customers want.										
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	.314	.200	-.265	.304	-.365	.383	.581	.498	.331	.314
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	.064	.040	-.145	.341	-.315	.163	.341	.224	.108	.228
Q47: The activities of the different departments in this company are well coordinated.	.225	.193	-.276	-.003	-.364	.133	.338	.415	.322	.225
Q48: Customer complaints fall on deaf ears in this company.	-.041	-.048	.160	-.012	.303	-.132	-.119	-.224	-.241	-.106
Q49: Even if we came up with a great marketing plan, we	-.100	-.222	.257	.010	.289	-.138	-.272	-.346	-.358	-.203

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probably would not be able to implement it in a timely fashion.										
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	.241	.243	-.228	.208	-.188	.186	.322	.451	.406	.292

Inter-Item Correlation Matrix

	Q41: When one department finds out something important about competitors, it is slow to alert other departments.	Q42: It takes us forever to decide how to respond to competitors' price changes.	Q43: For one reason or another we tend to ignore changes in our customers' product or service needs.	Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	Q47: The activities of the different departments in this company are well coordinated.	Q48: Customer complaints fall on deaf ears in this company.	Q49: Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.	Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the	-.158	-.124	-.213	.261	.314	.064	.225	-.041	-.100	.241

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future.										
Q32: In this organization, we do a lot of in-house market research.	-.221	-.122	-.147	.204	.200	.040	.193	-.048	-.222	.243
Q33: We are slow to detect changes in our customers' product preferences.	.370	.344	.426	-.304	-.265	-.145	-.276	.160	.257	-.228
Q34: We survey end-users at least once a year to assess the quality of our products and services.	-.226	-.168	-.127	.163	.304	.341	-.003	-.012	.010	.208
Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	.418	.419	.565	-.356	-.365	-.315	-.364	.303	.289	-.188
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	-.230	-.182	-.259	.277	.383	.163	.133	-.132	-.138	.186
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and	-.333	-.227	-.244	.378	.581	.341	.338	-.119	-.272	.322

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developments.										
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	-.294	-.320	-.341	.478	.498	.224	.415	-.224	-.346	.451
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	-.348	-.253	-.347	.384	.331	.108	.322	-.241	-.358	.406
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	-.340	-.276	-.267	.202	.314	.228	.225	-.106	-.203	.292
Q41: When one department finds out something important about competitors, it is slow to alert other departments.	1.000	.475	.510	-.240	-.255	-.107	-.361	.202	.316	-.274
Q42: It takes us forever to decide how to respond to competitors' price changes.	.475	1.000	.605	-.264	-.173	-.308	-.402	.243	.500	-.351
Q43: For one reason or another	.510	.605	1.000	-.446	-.320	-.255	-.476	.330	.327	-.317

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we tend to ignore changes in our customers' product or service needs.										
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	-.240	-.264	-.446	1.000	.571	.261	.542	-.167	-.258	.543
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	-.255	-.173	-.320	.571	1.000	.292	.424	-.145	-.132	.353
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	-.107	-.308	-.255	.261	.292	1.000	.322	-.292	-.190	.319
Q47: The activities of the different departments in this company are well coordinated.	-.361	-.402	-.476	.542	.424	.322	1.000	-.391	-.393	.437
Q48: Customer	.202	.243	.330	-.167	-.145	-.292	-.391	1.000	.401	-.150

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complaints fall on deaf ears in this company.										
Q49: Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.	.316	.500	.327	-.258	-.132	-.190	-.393	.401	1.000	-.341
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	-.274	-.351	-.317	.543	.353	.319	.437	-.150	-.341	1.000

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Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.054	2.049	5.382	3.333	2.627	.936	20

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	76.37	98.695	.321	.296	.521
Q32: In this organization, we do a lot of in-house market research.	76.77	102.374	.285	.284	.531
Q33: We are slow to detect changes in our customers' product preferences.	77.76	117.657	-.116	.434	.588
Q34: We survey end-users at least once a year to assess the quality of our products and services.	76.20	96.180	.378	.432	.509
Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	78.37	118.138	-.132	.588	.591
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	75.70	105.507	.317	.362	.532
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	75.93	94.504	.515	.536	.488
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	76.28	96.418	.523	.561	.492

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Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	76.38	106.500	.216	.355	.544
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	76.56	99.068	.340	.418	.519
Q41: When one department finds out something important about competitors, it is slow to alert other departments.	77.98	120.836	-.210	.442	.603
Q42: It takes us forever to decide how to respond to competitors' price changes.	78.11	118.003	-.128	.545	.592
Q43: For one reason or another we tend to ignore changes in our customers' product or service needs.	78.27	119.591	-.182	.588	.593
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	76.25	101.944	.402	.562	.517
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	76.41	95.950	.533	.559	.490
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	76.67	105.617	.209	.396	.544
Q47: The activities of the different departments in this company are well coordinated.	76.97	107.835	.183	.535	.549
Q48: Customer complaints fall on deaf ears in this company.	79.03	116.474	-.077	.324	.582

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Q49: Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.	78.04	119.154	-.160	.450	.603
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	76.46	103.381	.391	.457	.521

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RELIABILITY
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Market_Orientation_Q36 Market_Orientation_Q37 Market_Orientation_Q38 Market_Orientation_Q39
Market_Orientation_Q40 Market_Orientation_Q44 Market_Orientation_Q45
Market_Orientation_Q46 Market_Orientation_Q47 Market_Orientation_Q50
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  /STATISTICS=DESCRIPTIVE CORR
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Reliability

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Notes

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	Split File	<none>
	N of Rows in Working Data File	123
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	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\Finl Svcs-Retail\All Data Finl Svcs-

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Retail.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	123	100.0
	Excluded[a]	0	.0
	Total	123	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.838	.846	13

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Item Statistics

	Mean	Std. Deviation	N
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	4.71	2.059	123
Q32: In this organization, we do a lot of in-house market research.	4.31	1.811	123
Q34: We survey end-users at least once a year to assess the quality of our products and services.	4.88	2.094	123
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	5.38	1.346	123
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	5.15	1.823	123
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	4.80	1.649	123
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	4.70	1.589	123
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	4.52	1.952	123
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	4.83	1.475	123

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Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	4.67	1.663	123
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	4.41	1.736	123
Q47: The activities of the different departments in this company are well coordinated.	4.11	1.543	123
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	4.63	1.363	123

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Inter-Item Correlation Matrix

	Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	Q32: In this organization, we do a lot of in-house market research.	Q34: We survey end-users at least once a year to assess the quality of our products and services.	Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	1.000	.354	.237	.286	.256	.380	.088
Q32: In this organization, we do a lot of in-house market research.	.354	1.000	.185	.281	.262	.394	.172
Q34: We survey end-users at least once a year to assess the quality of our products and services.	.237	.185	1.000	.270	.297	.261	.154
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	.286	.281	.270	1.000	.324	.393	.165
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	.256	.262	.297	.324	1.000	.582	.321

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Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	.380	.394	.261	.393	.582	1.000	.399
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	.088	.172	.154	.165	.321	.399	1.000
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	.093	.149	.479	.320	.398	.313	.315
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	.261	.204	.163	.277	.378	.478	.384
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	.314	.200	.304	.383	.581	.498	.331
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	.064	.040	.341	.163	.341	.224	.108

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Q47: The activities of the different departments in this company are well coordinated.	.225	.193	-.003	.133	.338	.415	.322
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	.241	.243	.208	.186	.322	.451	.406

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Inter-Item Correlation Matrix

	Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	Q47: The activities of the different departments in this company are well coordinated.	Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	.093	.261	.314	.064	.225	.241
Q32: In this organization, we do a lot of in-house market research.	.149	.204	.200	.040	.193	.243
Q34: We survey end-users at least once a year to assess the quality of our products and services.	.479	.163	.304	.341	-.003	.208
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	.320	.277	.383	.163	.133	.186
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	.398	.378	.581	.341	.338	.322
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	.313	.478	.498	.224	.415	.451

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Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	.315	.384	.331	.108	.322	.406
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	1.000	.202	.314	.228	.225	.292
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	.202	1.000	.571	.261	.542	.543
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	.314	.571	1.000	.292	.424	.353
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	.228	.261	.292	1.000	.322	.319
Q47: The activities of the different departments in this company are well coordinated.	.225	.542	.424	.322	1.000	.437
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	.292	.543	.353	.319	.437	1.000

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Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.699	4.114	5.382	1.268	1.308	.112	13

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	56.38	146.025	.383	.271	.837
Q32: In this organization, we do a lot of in-house market research.	56.78	149.697	.369	.235	.836
Q34: We survey end-users at least once a year to assess the quality of our products and services.	56.21	144.217	.412	.398	.834
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	55.71	152.520	.452	.280	.830
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	55.94	139.103	.626	.501	.817
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	56.29	140.045	.681	.532	.814
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	56.39	150.142	.428	.290	.831
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	56.57	143.673	.467	.387	.829

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Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	56.26	146.276	.586	.527	.822
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	56.42	141.082	.645	.529	.816
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	56.67	150.533	.371	.299	.835
Q47: The activities of the different departments in this company are well coordinated.	56.98	148.778	.483	.445	.828
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	56.46	148.988	.556	.423	.824

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Appendix E: Financial Services and Retail Regression Analysis SPSS Output

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Regression

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Notes

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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\Finl Svcs-Retail\All Data Finl Svcs-

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Retail.sav

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Market Orientation

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.471[a]	.222	.195	.89793

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Recalculated Mean Market Orientation

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.109	4	6.777	8.406	.000[a]
	Residual	95.140	118	.806		
	Total	122.249	122			

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Recalculated Mean Market Orientation

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.543	.330		10.721	.000
	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.083	.107	-.122	-.774	.441
	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.198	.096	.360	2.053	.042
	Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.021	.080	.036	.258	.797
	Q4: Our CEO considers people in marketing to be master strategists.	.131	.087	.212	1.502	.136

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q4: Our CEO considers people in marketing to be master strategists.	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	1.000	-.044
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.044	1.000
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.400	-.221
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.350	-.605
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	.008	.000
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.000	.011
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.003	-.002
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.003	-.006

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	-.400	-.350
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.221	-.605
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	1.000	-.177
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.177	1.000
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	-.003	-.003
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.002	-.006
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.006	-.001
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.001	.009

a. Dependent Variable: Recalculated Mean Market Orientation

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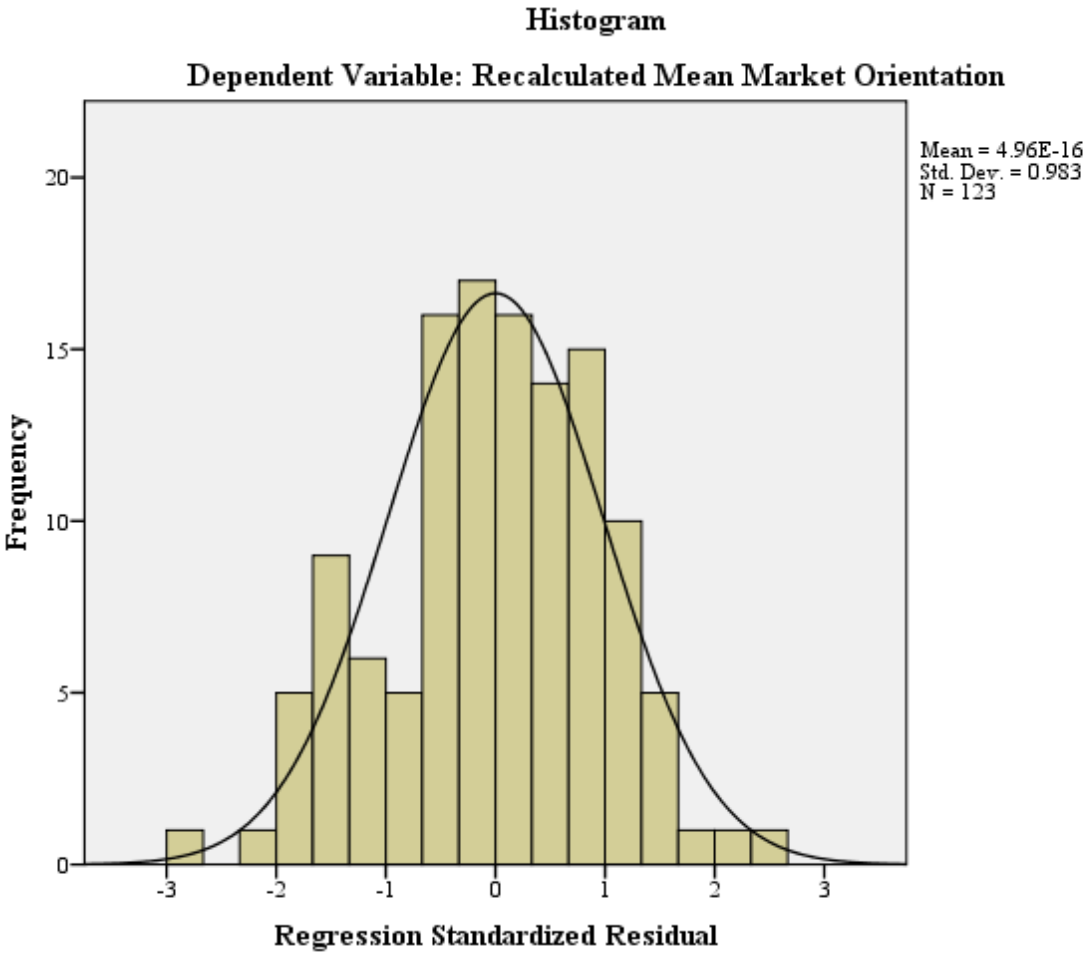
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.5620	5.4127	4.6992	.47138	123
Residual	-2.56352	2.21492	.00000	.88308	123
Std. Predicted Value	-2.412	1.514	.000	1.000	123
Std. Residual	-2.855	2.467	.000	.983	123

a. Dependent Variable: Recalculated Mean Market Orientation

Charts



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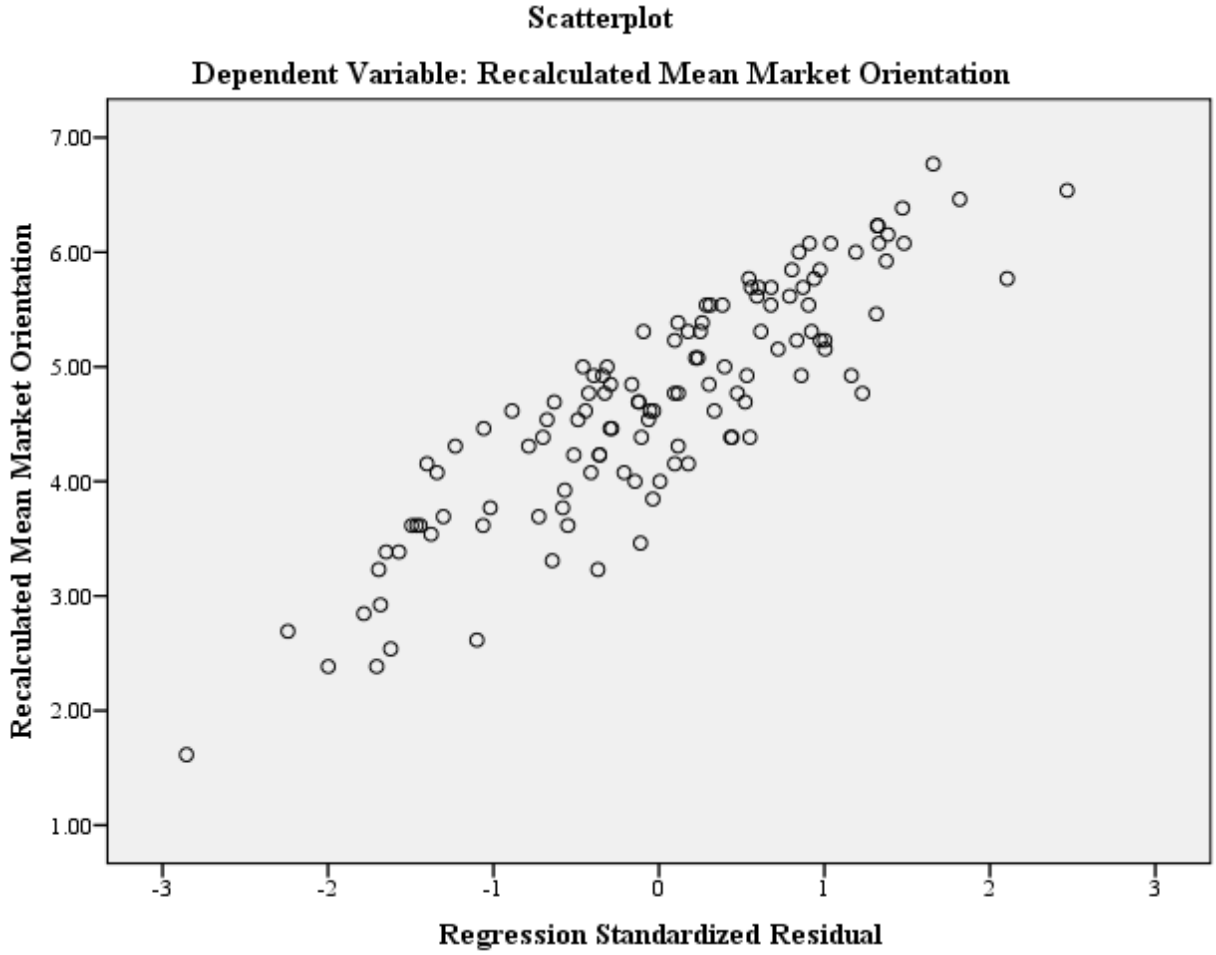


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Regression

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Notes

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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS BCOV R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT Mean_Market_Orientation_2 /METHOD=ENTER Role_is_Sales_Q6 Role_is_Sales_Q7 /SCATTERPLOT=(Mean_Market_Orientation_2 ,*ZRESID) /RESIDUALS HISTOGRAM(ZRESID).
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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Market Orientation

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.465[a]	.216	.203	.89359

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Recalculated Mean Market Orientation

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ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.428	2	13.214	16.549	.000[a]
	Residual	95.820	120	.799		
	Total	122.249	122			

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Recalculated Mean Market Orientation

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.526	.168		32.982	.000
	Q6: Marketing only seems important to our CEO when sales are weak.	-.102	.079	-.161	-1.286	.201
	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	-.224	.085	-.330	-2.630	.010

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	Q6: Marketing only seems important to our CEO when sales are weak.
1	Correlations	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	1.000	-.765
		Q6: Marketing only seems important to our CEO when sales are weak.	-.765	1.000
	Covariances	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.007	-.005
		Q6: Marketing only seems important to our CEO when sales are weak.	-.005	.006

a. Dependent Variable: Recalculated Mean Market Orientation

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.2484	5.2002	4.6992	.46543	123
Residual	-2.71067	1.86702	.00000	.88624	123
Std. Predicted Value	-3.117	1.077	.000	1.000	123
Std. Residual	-3.033	2.089	.000	.992	123

a. Dependent Variable: Recalculated Mean Market Orientation

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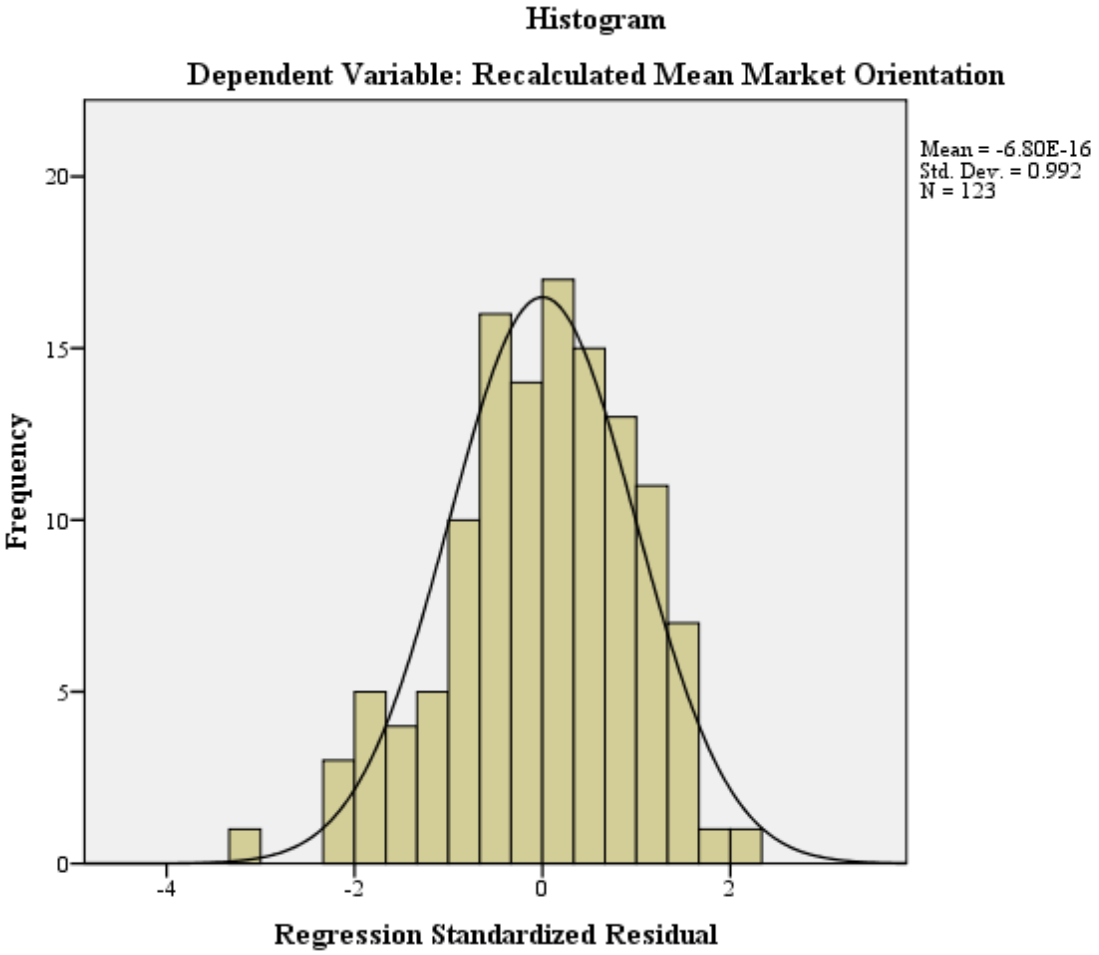
Charts



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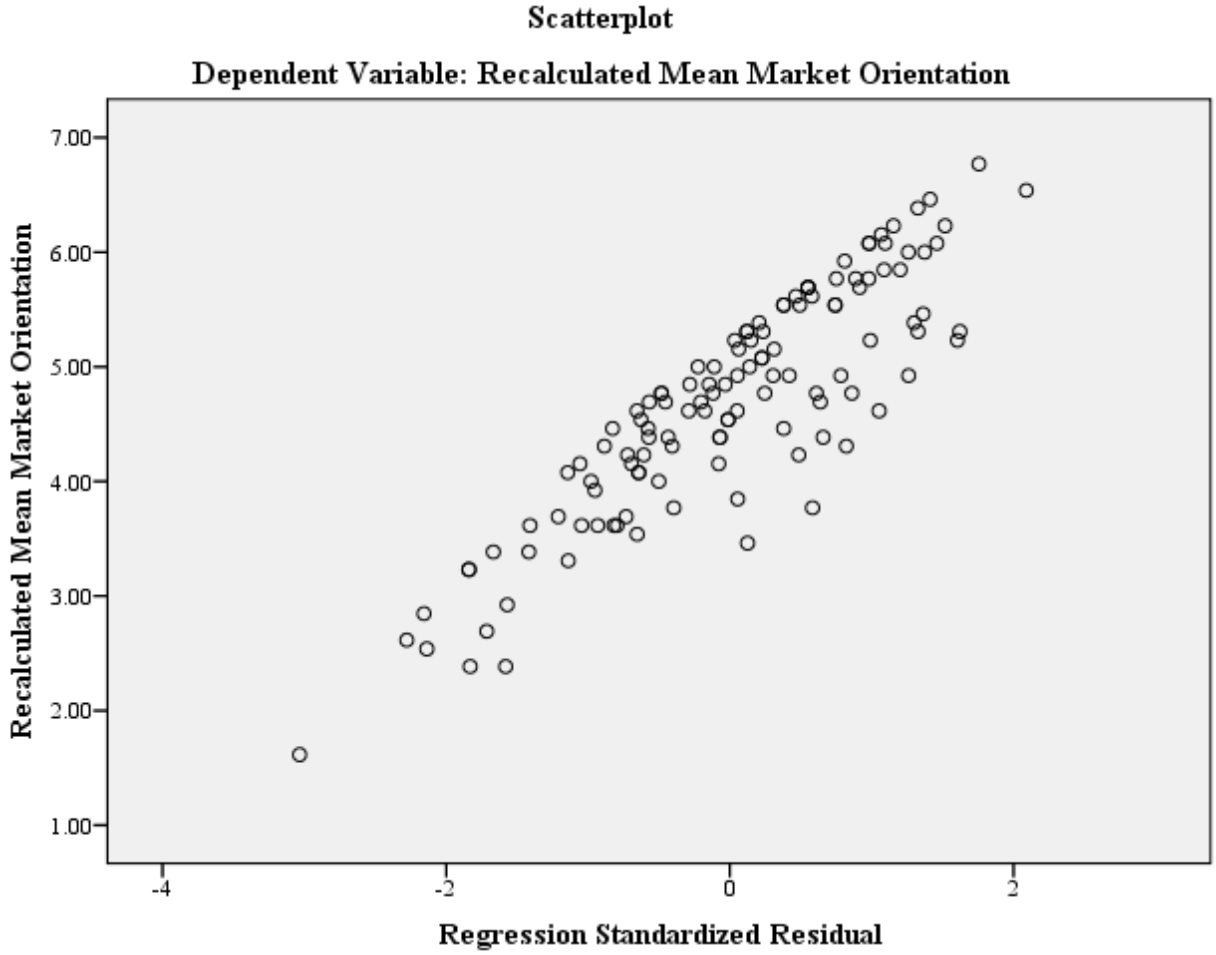


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Regression

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Notes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Market Orientation

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.535[a]	.286	.262	.86023

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.

b. Dependent Variable: Recalculated Mean Market Orientation

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.929	4	8.732	11.800	.000[a]
	Residual	87.320	118	.740		
	Total	122.249	122			

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.

b. Dependent Variable: Recalculated Mean Market Orientation

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.655	.166		34.141	.000
	Q9: Marketing seems to just be an internal ad agency to our CEO.	-.099	.067	-.154	-1.470	.144
	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.078	.074	-.139	-1.054	.294
	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.052	.076	-.079	-.685	.495
	Q12: Our CEO considers people in marketing to just be “creative types”.	-.145	.066	-.252	-2.183	.031

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q12: Our CEO considers people in marketing to just be "creative types".	Q9: Marketing seems to just be an internal ad agency to our CEO.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	1.000	-.286
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.286	1.000
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.285	.057
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.278	-.368
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	.004	-.001
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.001	.005
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.001	.000
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.001	-.002

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	-.285	-.278
		Q9: Marketing seems to just be an internal ad agency to our CEO.	.057	-.368
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	1.000	-.480
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.480	1.000
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	-.001	-.001
		Q9: Marketing seems to just be an internal ad agency to our CEO.	.000	-.002
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.006	-.003
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.003	.006

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a. Dependent Variable: Recalculated Mean Market Orientation

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.2768	5.2808	4.6992	.53507	123
Residual	-2.59974	2.43062	.00000	.84601	123
Std. Predicted Value	-2.658	1.087	.000	1.000	123
Std. Residual	-3.022	2.826	.000	.983	123

a. Dependent Variable: Recalculated Mean Market Orientation

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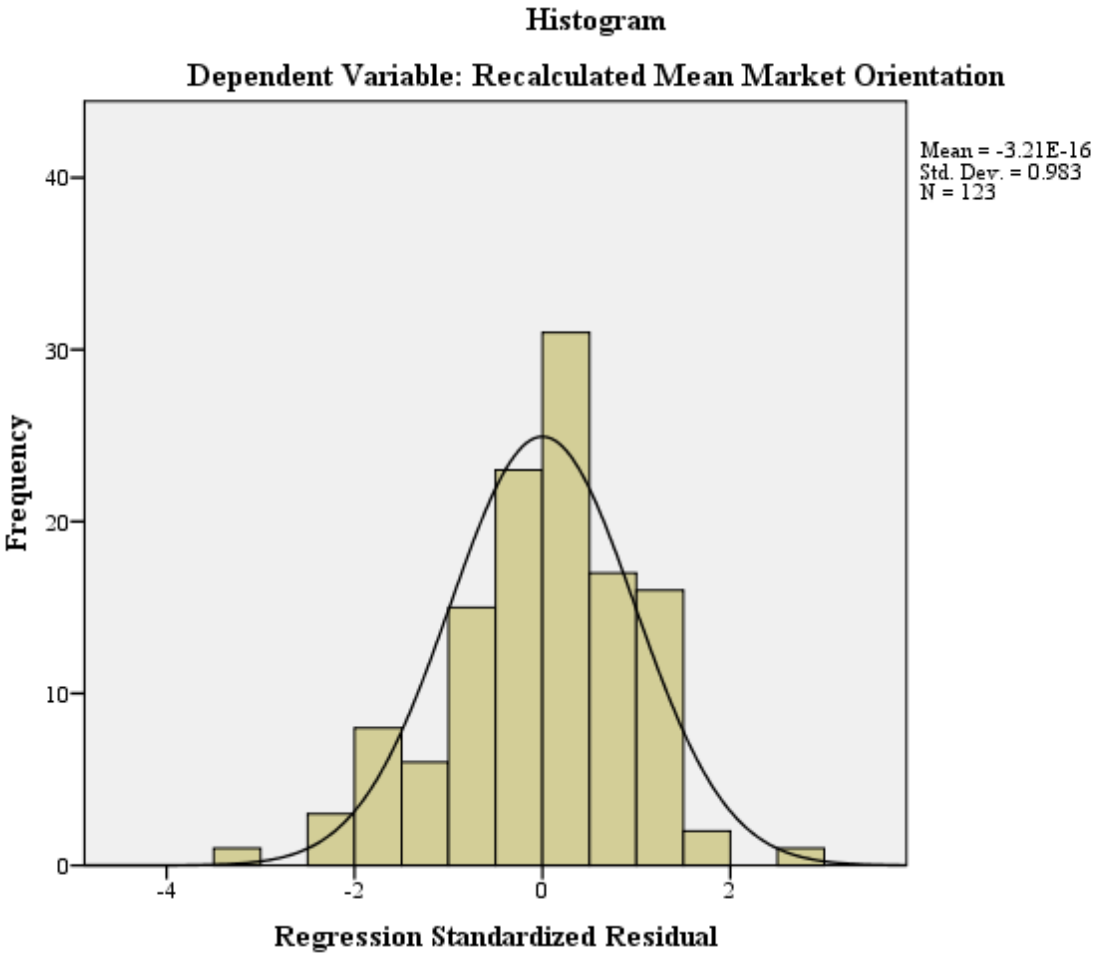
Charts



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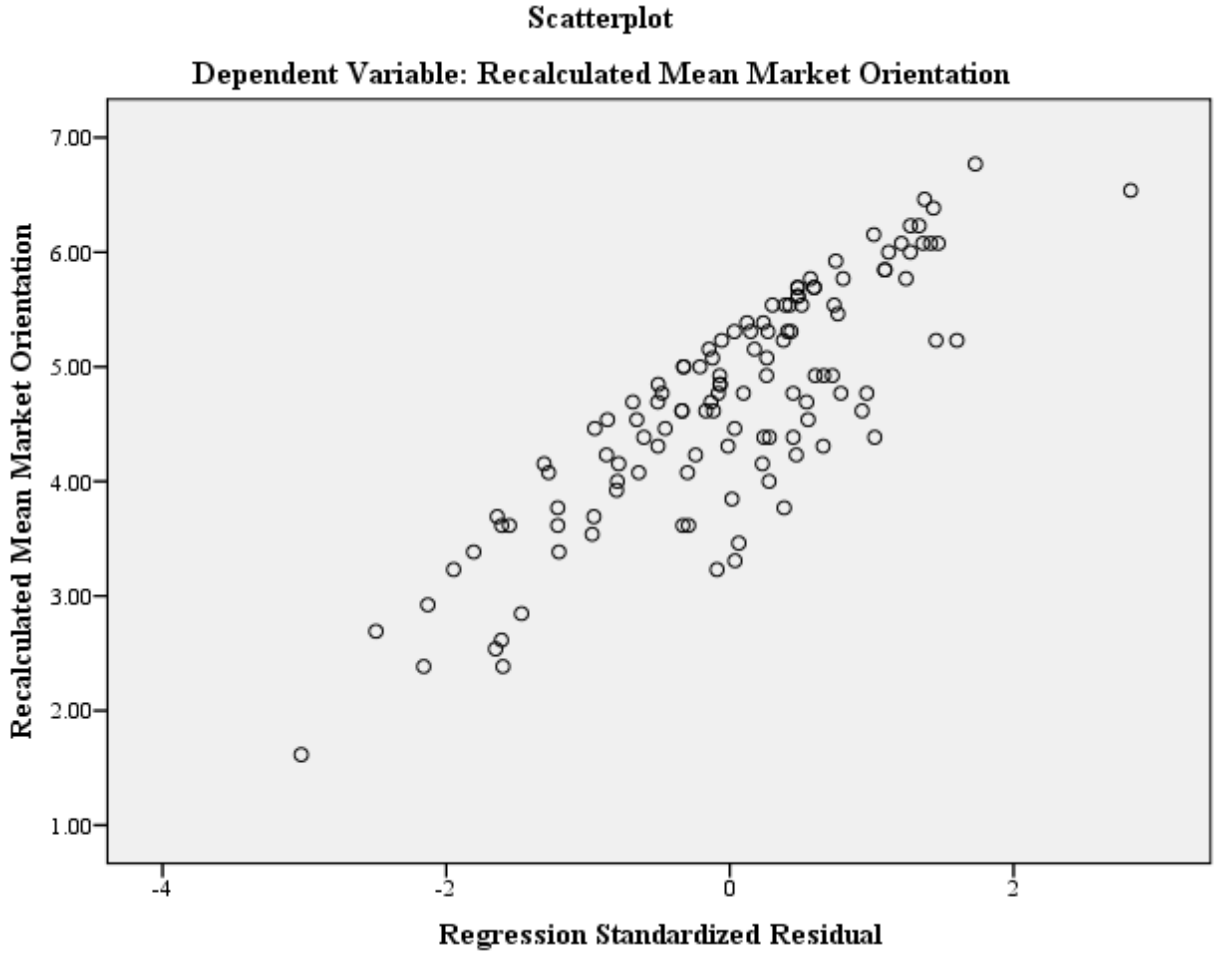


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Regression

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Notes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q20: What is or has been your CEO's dominant area of functional expertise?, Q19: What is your CEO's highest level of education?[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Role is Strategic

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.270[a]	.073	.046	1.49384

a. Predictors: (Constant), Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q20: What is or has been your CEO's dominant area of functional expertise?, Q19: What is your CEO's highest level of education?

b. Dependent Variable: Mean Role is Strategic

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.400	3	6.133	2.748	.047[a]
	Residual	234.312	105	2.232		
	Total	252.712	108			

a. Predictors: (Constant), Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q20: What is or has been your CEO's dominant area of functional expertise?, Q19: What is your CEO's highest level of education?

b. Dependent Variable: Mean Role is Strategic

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.247	1.132		4.635	.000
	Q19: What is your CEO's highest level of education?	.158	.186	.080	.853	.396
	Q20: What is or has been your CEO's dominant area of functional expertise?	.618	.314	.185	1.966	.052
	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	-.290	.157	-.175	-1.854	.067

a. Dependent Variable: Mean Role is Strategic

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Coefficient Correlations[a]

Model			Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	Q20: What is or has been your CEO's dominant area of functional expertise?	Q19: What is your CEO's highest level of education?
1	Correlations	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	1.000	.021	.056
		Q20: What is or has been your CEO's dominant area of functional expertise?	.021	1.000	.037
		Q19: What is your CEO's highest level of education?	.056	.037	1.000
	Covariances	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	.025	.001	.002
		Q20: What is or has been your CEO's dominant area of functional expertise?	.001	.099	.002
		Q19: What is your CEO's highest level of education?	.002	.002	.035

a. Dependent Variable: Mean Role is Strategic

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.6629	5.7863	4.8280	.41276	109
Residual	-3.25965	2.70338	.00000	1.47294	109
Std. Predicted Value	-2.823	2.322	.000	1.000	109
Std. Residual	-2.182	1.810	.000	.986	109

a. Dependent Variable: Mean Role is Strategic

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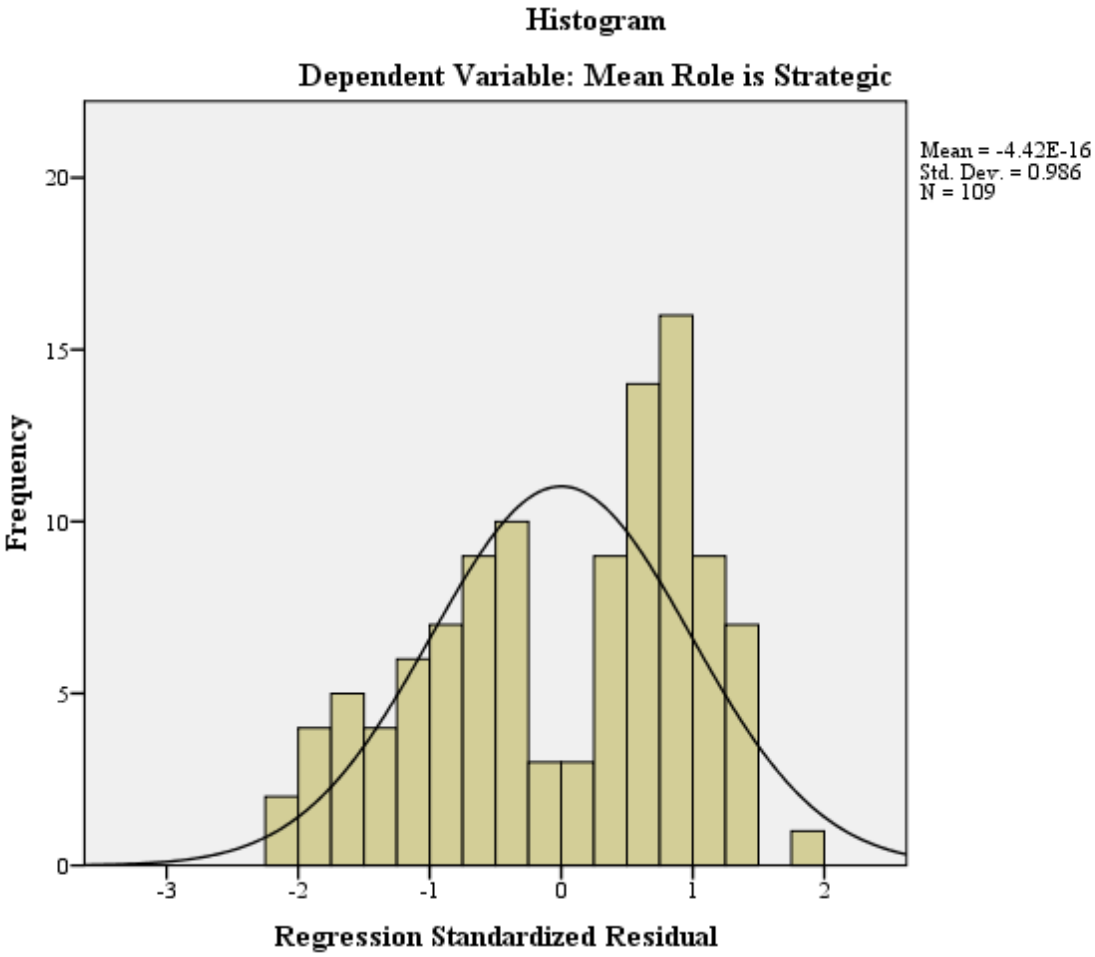
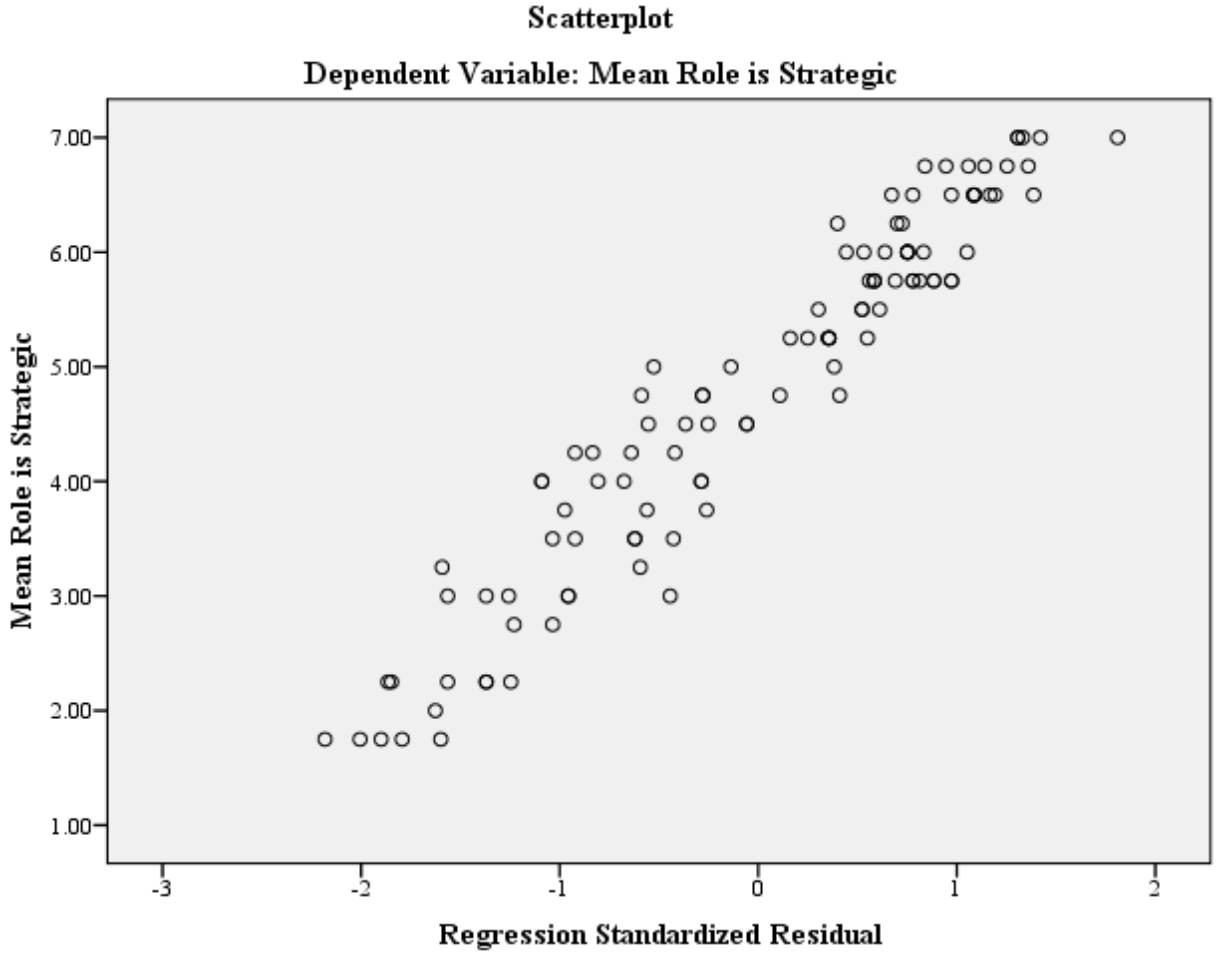
Charts



www.manaraa.com

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Regression

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q20: What is or has been your CEO's dominant area of functional expertise?, Q19: What is your CEO's highest level of education?[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Role is Sales

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.215[a]	.046	.019	1.44751

a. Predictors: (Constant), Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q20: What is or has been your CEO's dominant area of functional expertise?, Q19: What is your CEO's highest level of education?

b. Dependent Variable: Recalculated Mean Role is Sales

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.675	3	3.558	1.698	.172[a]
	Residual	220.004	105	2.095		
	Total	230.679	108			

a. Predictors: (Constant), Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q20: What is or has been your CEO's dominant area of functional expertise?, Q19: What is your CEO's highest level of education?

b. Dependent Variable: Recalculated Mean Role is Sales

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.737	1.097		3.406	.001
	Q19: What is your CEO's highest level of education?	-.275	.180	-.146	-1.527	.130
	Q20: What is or has been your CEO's dominant area of functional expertise?	-.502	.305	-.157	-1.649	.102
	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	.054	.152	.034	.357	.721

a. Dependent Variable: Recalculated Mean Role is Sales

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Coefficient Correlations[a]

Model			Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	Q20: What is or has been your CEO's dominant area of functional expertise?	Q19: What is your CEO's highest level of education?
1	Correlations	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	1.000	.021	.056
		Q20: What is or has been your CEO's dominant area of functional expertise?	.021	1.000	.037
		Q19: What is your CEO's highest level of education?	.056	.037	1.000
	Covariances	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	.023	.001	.002
		Q20: What is or has been your CEO's dominant area of functional expertise?	.001	.093	.002
		Q19: What is your CEO's highest level of education?	.002	.002	.032

a. Dependent Variable: Recalculated Mean Role is Sales

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.8021	3.7874	2.6101	.31439	109
Residual	-1.96279	4.09147	.00000	1.42726	109
Std. Predicted Value	-2.570	3.745	.000	1.000	109
Std. Residual	-1.356	2.827	.000	.986	109

a. Dependent Variable: Recalculated Mean Role is Sales

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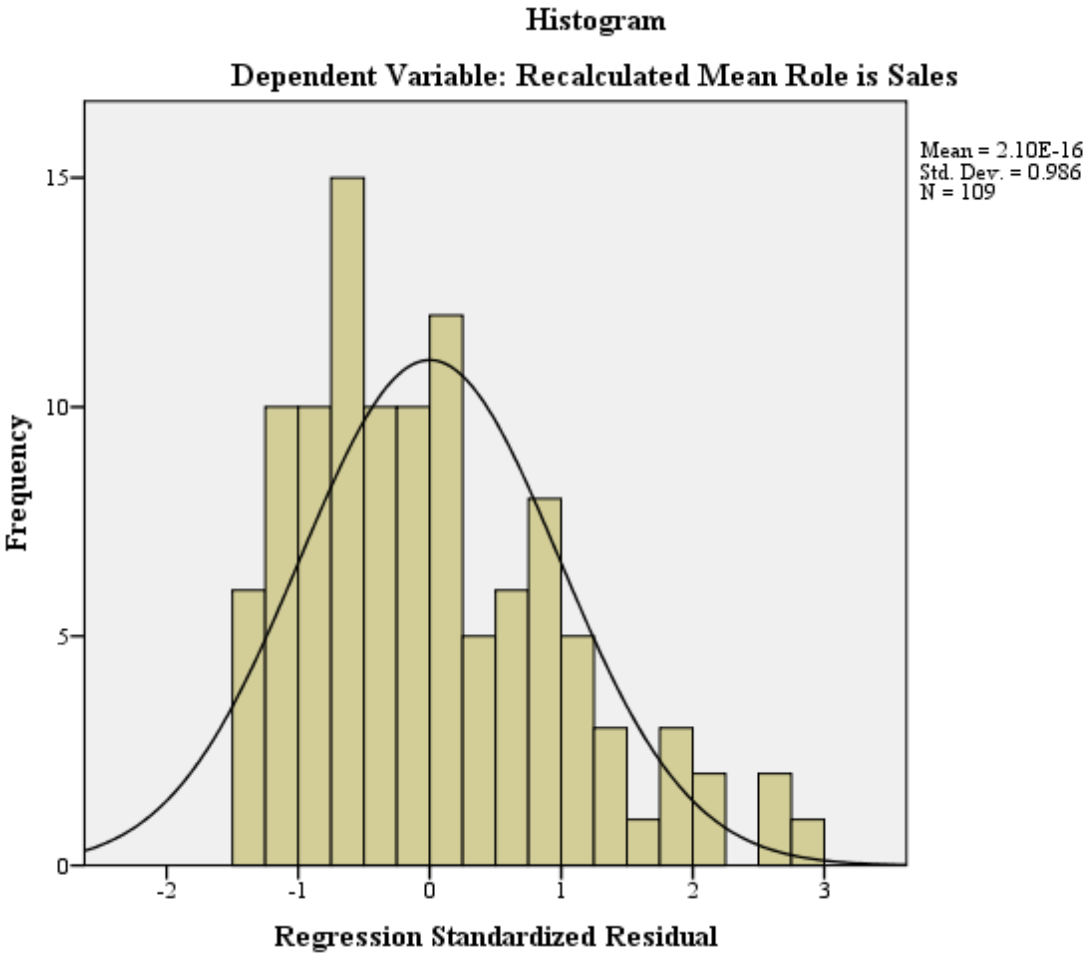
Charts



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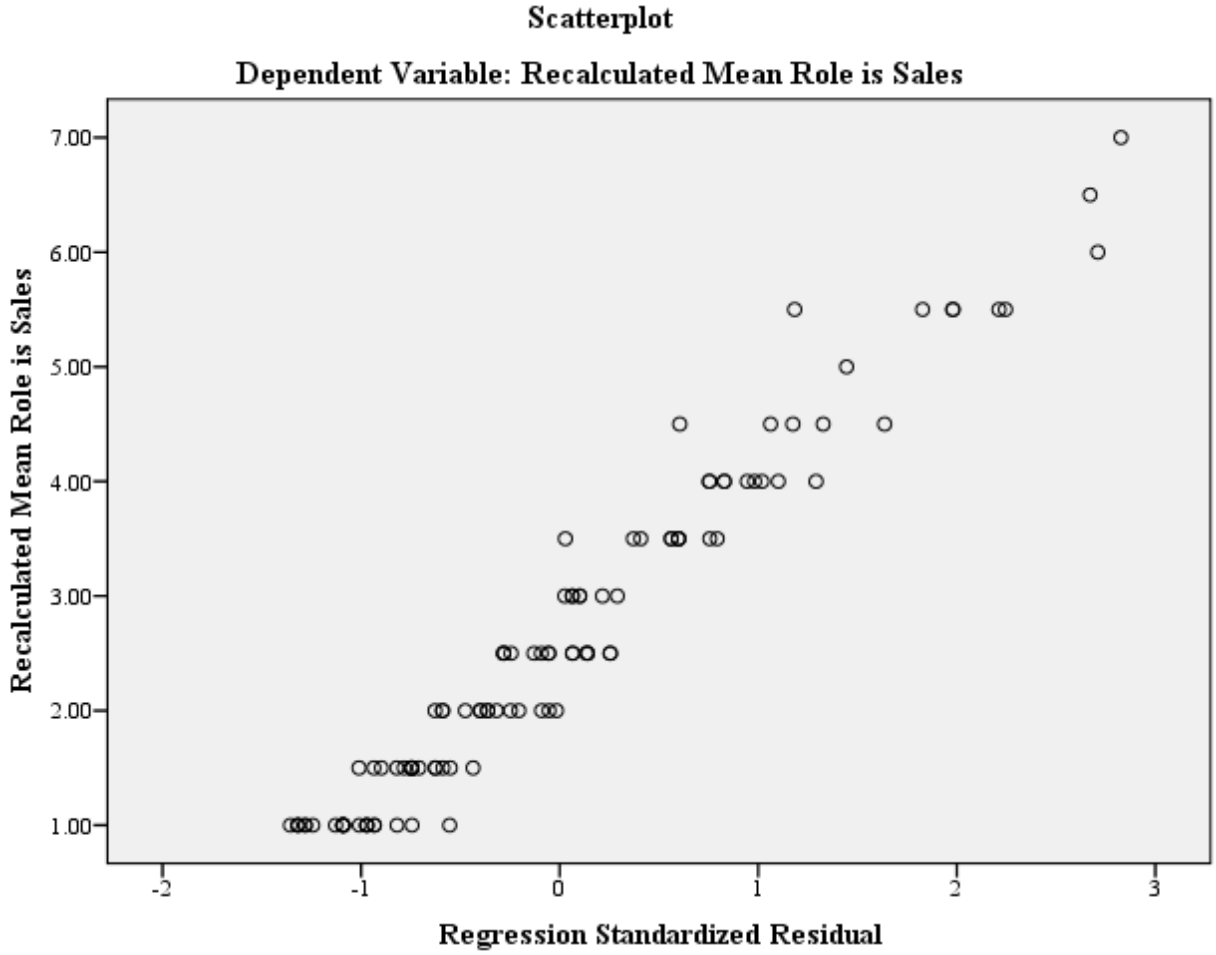


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Regression

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	Cases Used	Statistics are based on cases with no missing values for any variable used.
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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q20: What is or has been your CEO's dominant area of functional expertise?, Q19: What is your CEO's highest level of education?[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Role is Creative

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.163[a]	.027	-.001	1.42802

a. Predictors: (Constant), Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q20: What is or has been your CEO's dominant area of functional expertise?, Q19: What is your CEO's highest level of education?

b. Dependent Variable: Mean Role is Creative

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.860	3	1.953	.958	.416[a]
	Residual	214.121	105	2.039		
	Total	219.981	108			

a. Predictors: (Constant), Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q20: What is or has been your CEO's dominant area of functional expertise?, Q19: What is your CEO's highest level of education?

b. Dependent Variable: Mean Role is Creative

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.682	1.082		1.554	.123
	Q19: What is your CEO's highest level of education?	.037	.178	.020	.207	.836
	Q20: What is or has been your CEO's dominant area of functional expertise?	-.351	.301	-.113	-1.169	.245
	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	.178	.150	.115	1.189	.237

a. Dependent Variable: Mean Role is Creative

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Coefficient Correlations[a]

Model			Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	Q20: What is or has been your CEO's dominant area of functional expertise?	Q19: What is your CEO's highest level of education?
1	Correlations	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	1.000	.021	.056
		Q20: What is or has been your CEO's dominant area of functional expertise?	.021	1.000	.037
		Q19: What is your CEO's highest level of education?	.056	.037	1.000
	Covariances	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	.022	.001	.001
		Q20: What is or has been your CEO's dominant area of functional expertise?	.001	.090	.002
		Q19: What is your CEO's highest level of education?	.001	.002	.032

a. Dependent Variable: Mean Role is Creative

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.0125	2.9350	2.5436	.23293	109
Residual	-1.75684	4.30938	.00000	1.40805	109
Std. Predicted Value	-2.280	1.680	.000	1.000	109
Std. Residual	-1.230	3.018	.000	.986	109

a. Dependent Variable: Mean Role is Creative

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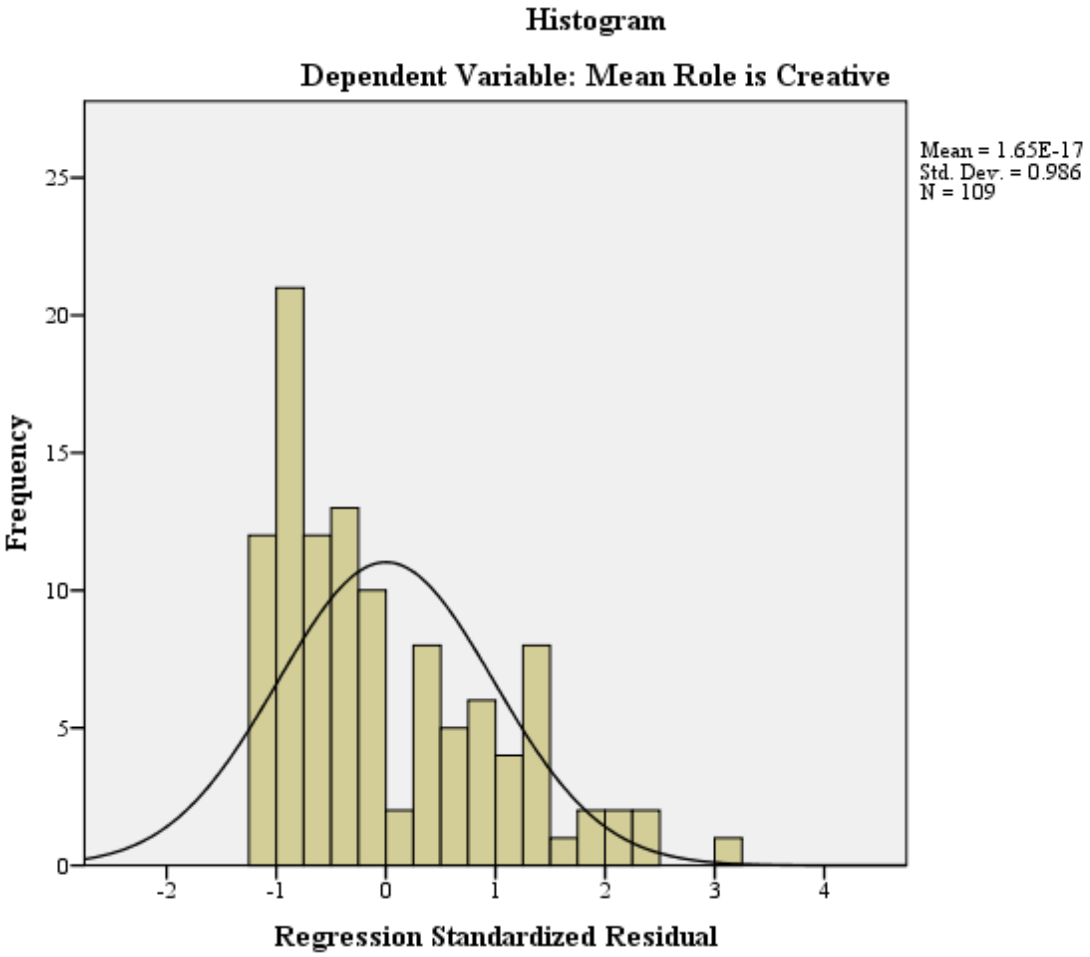
Charts



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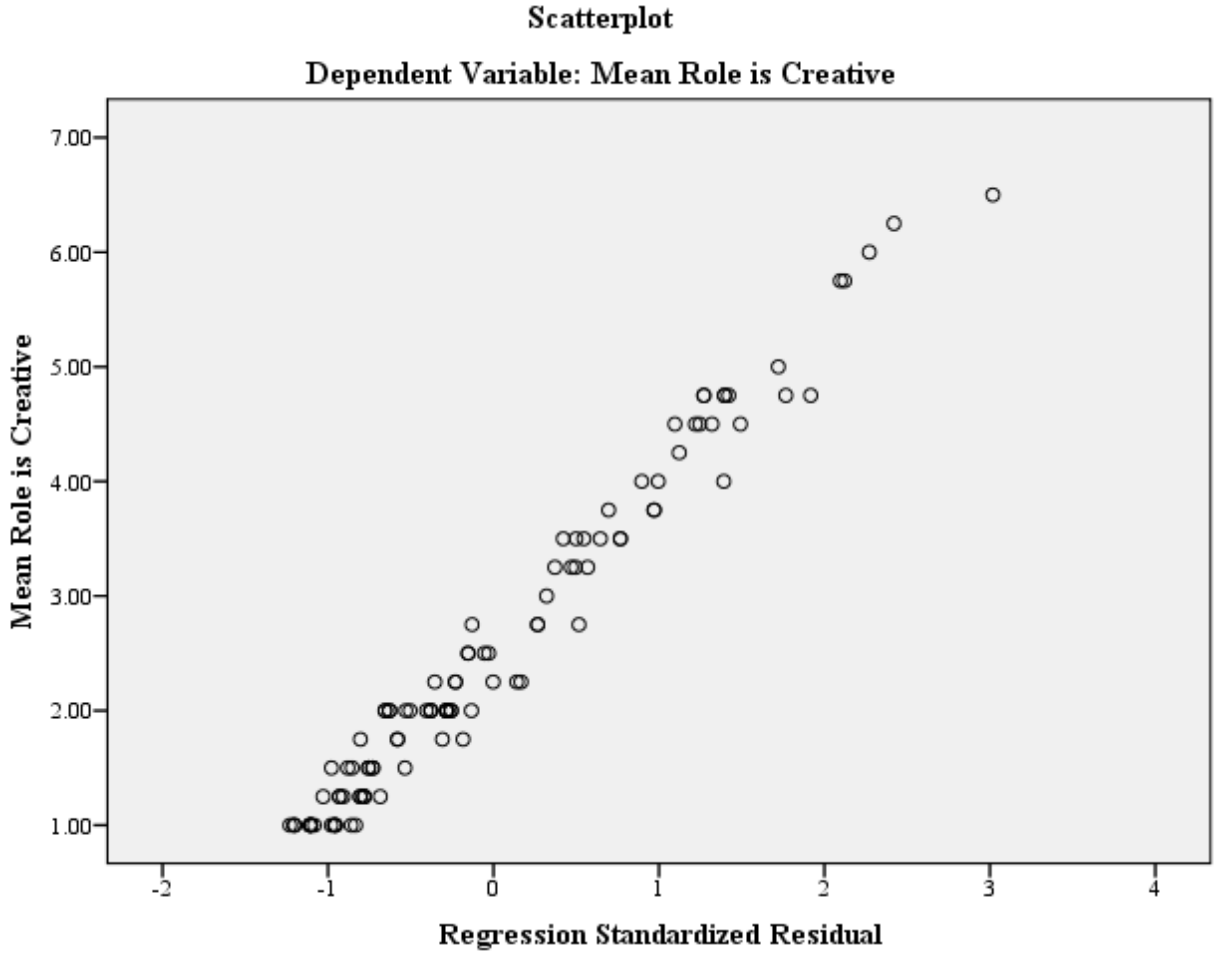


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Regression

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Notes

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Additional Memory Required for Residual Plots	256 bytes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q28: Total revenue growth trend is positive for our company., Q25: Our company is highly innovative.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Role is Strategic

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.373[a]	.139	.087	1.43998

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q28: Total revenue growth trend is positive for our company., Q25: Our company is highly innovative.

b. Dependent Variable: Mean Role is Strategic

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.498	7	5.500	2.652	.014[a]
	Residual	238.457	115	2.074		
	Total	276.954	122			

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q28: Total revenue growth trend is positive for our company., Q25: Our company is highly innovative.

b. Dependent Variable: Mean Role is Strategic

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.783	1.049		3.607	.000
	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.007	.072	.009	.100	.921
	Q25: Our company is highly innovative.	.065	.127	.067	.513	.609
	Q26: Our company is often first to market with new products or services.	.199	.124	.202	1.606	.111
	Q27: The market for our products or services is intensely competitive.	-.082	.138	-.054	-.598	.551
	Q28: Total revenue growth trend is positive for our company.	.098	.132	.085	.741	.460
	Q29: Our company's profit performance is strong.	-.144	.134	-.122	-1.077	.284
	Q30: We seem to be gaining market share over our competitors.	.180	.103	.185	1.738	.085

a. Dependent Variable: Mean Role is Strategic

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Coefficient Correlations[a]

Model			Q30: We seem to be gaining market share over our competitors.	Q27: The market for our products or services is intensely competitive.	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?
1	Correlations	Q30: We seem to be gaining market share over our competitors.	1.000	.164	-.111
		Q27: The market for our products or services is intensely competitive.	.164	1.000	-.015
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.111	-.015	1.000
		Q26: Our company is often first to market with new products or services.	-.134	-.094	.117
		Q29: Our company's profit performance is strong.	-.107	.021	-.176
		Q28: Total revenue growth trend is positive for our company.	-.305	-.244	.143
		Q25: Our company is highly innovative.	-.159	.026	-.006
	Covariances	Q30: We seem to be gaining market share over our competitors.	.011	.002	-.001
		Q27: The market for our products or services is intensely competitive.	.002	.019	.000
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.001	.000	.005

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	Q26: Our company is often first to market with new products or services.	-.002	-.002	.001
	Q29: Our company's profit performance is strong.	-.001	.000	-.002
	Q28: Total revenue growth trend is positive for our company.	-.004	-.004	.001
	Q25: Our company is highly innovative.	-.002	.000	-5.249E-5

a. Dependent Variable: Mean Role is Strategic

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Coefficient Correlations[a]

Model			Q26: Our company is often first to market with new products or services.	Q29: Our company's profit performance is strong.	Q28: Total revenue growth trend is positive for our company.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.134	-.107	-.305
		Q27: The market for our products or services is intensely competitive.	-.094	.021	-.244
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.117	-.176	.143
		Q26: Our company is often first to market with new products or services.	1.000	.183	.005
		Q29: Our company's profit performance is strong.	.183	1.000	-.481
		Q28: Total revenue growth trend is positive for our company.	.005	-.481	1.000
		Q25: Our company is highly innovative.	-.669	-.256	.015
	Covariances	Q30: We seem to be gaining market share over our competitors.	-.002	-.001	-.004
		Q27: The market for our products or services is intensely competitive.	-.002	.000	-.004
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.001	-.002	.001

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Q26: Our company is often first to market with new products or services.	.015	.003	8.033E-5
Q29: Our company's profit performance is strong.	.003	.018	-.008
Q28: Total revenue growth trend is positive for our company.	8.033E-5	-.008	.017
Q25: Our company is highly innovative.	-.010	-.004	.000

a. Dependent Variable: Mean Role is Strategic

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Coefficient Correlations[a]

Model			Q25: Our company is highly innovative.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.159
		Q27: The market for our products or services is intensely competitive.	.026
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.006
		Q26: Our company is often first to market with new products or services.	-.669
		Q29: Our company's profit performance is strong.	-.256
		Q28: Total revenue growth trend is positive for our company.	.015
		Q25: Our company is highly innovative.	1.000
	Covariances	Q30: We seem to be gaining market share over our competitors.	-.002
		Q27: The market for our products or services is intensely competitive.	.000
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-5.249E-5
		Q26: Our company is often first to market with new products or services.	-.010

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	Q29: Our company's profit performance is strong.	-.004
	Q28: Total revenue growth trend is positive for our company.	.000
	Q25: Our company is highly innovative.	.016

a. Dependent Variable: Mean Role is Strategic

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.4132	6.1143	4.8476	.56174	123
Residual	-3.61521	2.60779	.00000	1.39806	123
Std. Predicted Value	-2.553	2.255	.000	1.000	123
Std. Residual	-2.511	1.811	.000	.971	123

a. Dependent Variable: Mean Role is Strategic

Charts

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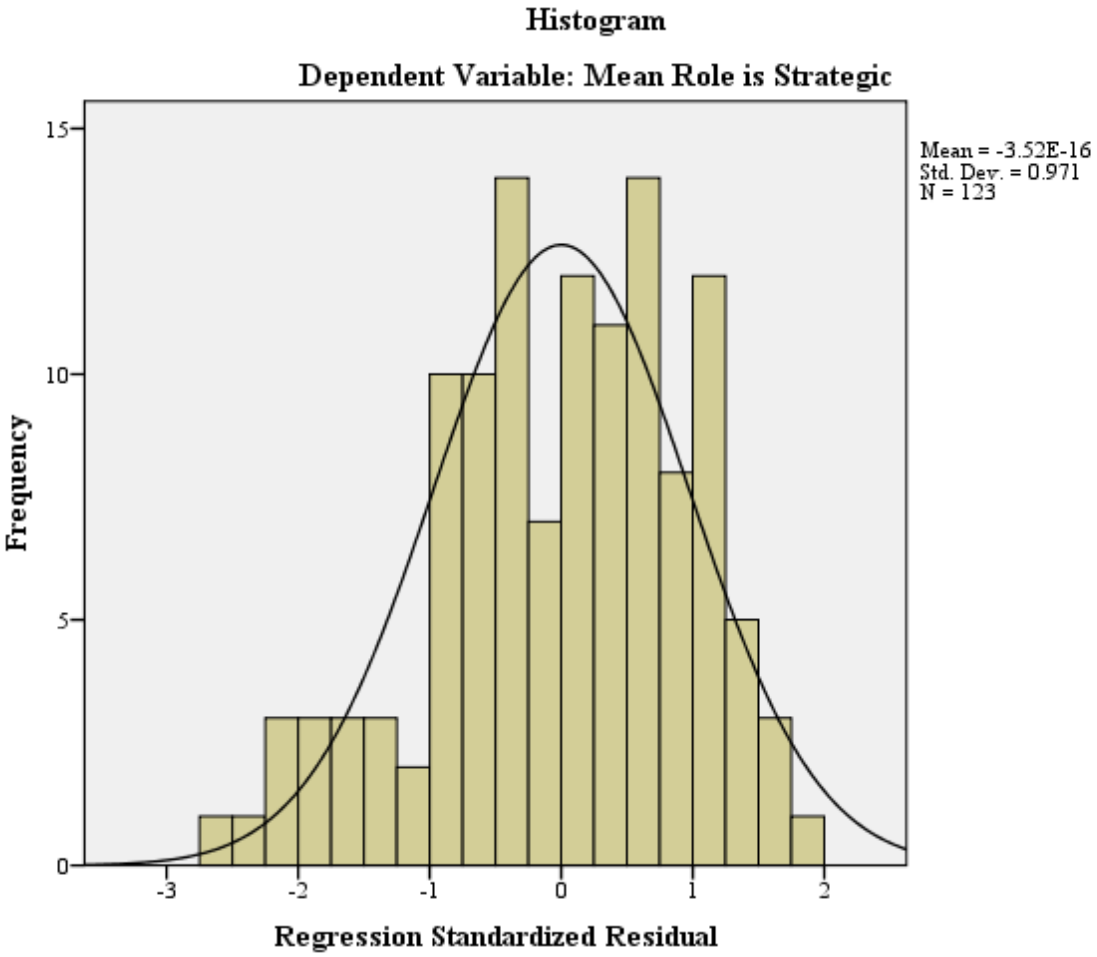

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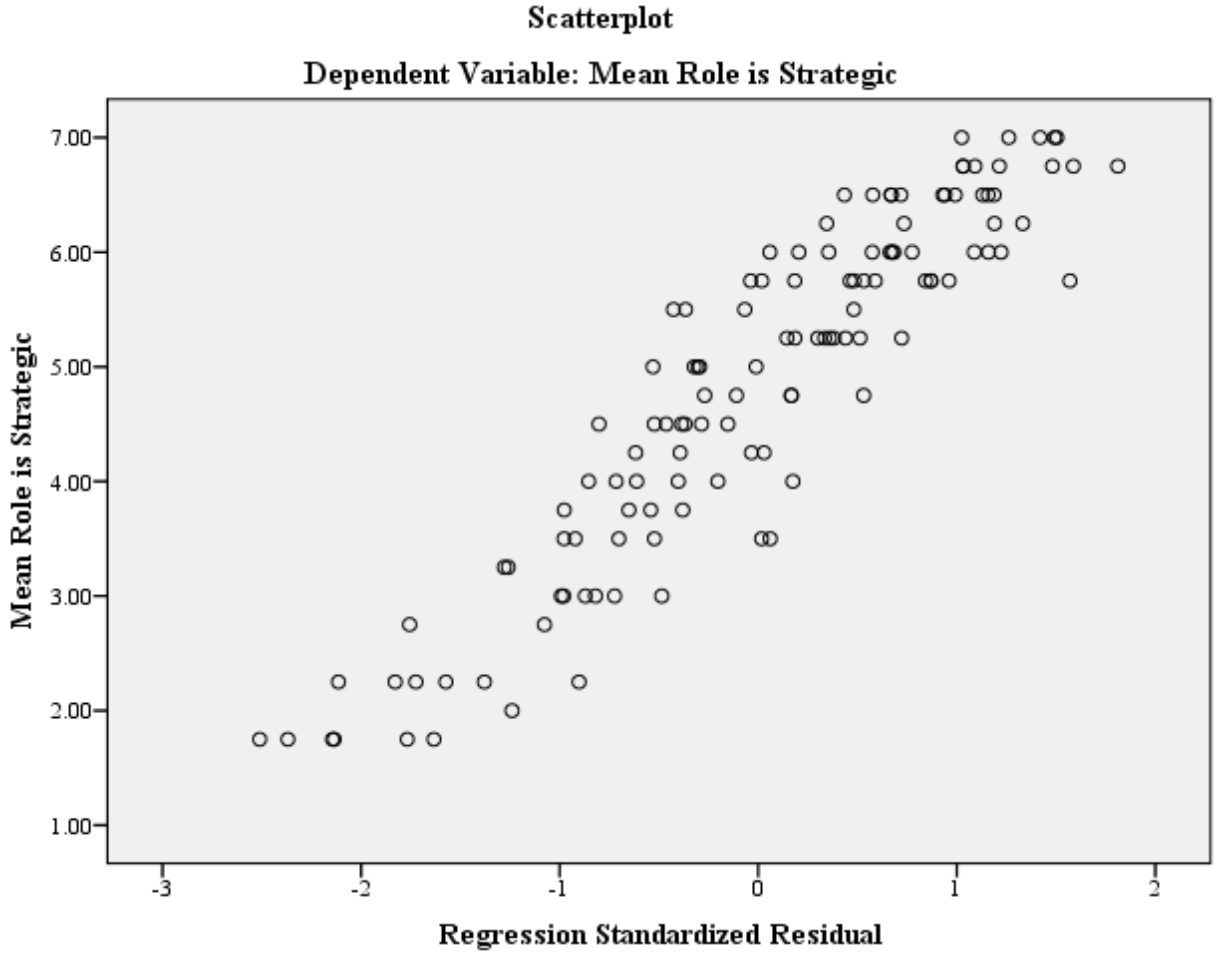


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Regression

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Notes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q28: Total revenue growth trend is positive for our company., Q25: Our company is highly innovative.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Role is Sales

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.380[a]	.144	.092	1.37112

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q28: Total revenue growth trend is positive for our company., Q25: Our company is highly innovative.

b. Dependent Variable: Recalculated Mean Role is Sales

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.430	7	5.204	2.768	.011[a]
	Residual	216.196	115	1.880		
	Total	252.626	122			

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q28: Total revenue growth trend is positive for our company., Q25: Our company is highly innovative.

b. Dependent Variable: Recalculated Mean Role is Sales

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.416	.999		4.422	.000
	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.021	.068	-.028	-.311	.756
	Q25: Our company is highly innovative.	-.209	.121	-.227	-1.734	.086
	Q26: Our company is often first to market with new products or services.	-.018	.118	-.019	-.150	.881
	Q27: The market for our products or services is intensely competitive.	.030	.131	.021	.229	.819
	Q28: Total revenue growth trend is positive for our company.	-.155	.125	-.141	-1.232	.220
	Q29: Our company's profit performance is strong.	.116	.127	.103	.912	.363
	Q30: We seem to be gaining market share over our competitors.	-.157	.098	-.169	-1.595	.113

a. Dependent Variable: Recalculated Mean Role is Sales

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Coefficient Correlations[a]

Model			Q30: We seem to be gaining market share over our competitors.	Q27: The market for our products or services is intensely competitive.	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?
1	Correlations	Q30: We seem to be gaining market share over our competitors.	1.000	.164	-.111
		Q27: The market for our products or services is intensely competitive.	.164	1.000	-.015
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.111	-.015	1.000
		Q26: Our company is often first to market with new products or services.	-.134	-.094	.117
		Q29: Our company's profit performance is strong.	-.107	.021	-.176
		Q28: Total revenue growth trend is positive for our company.	-.305	-.244	.143
		Q25: Our company is highly innovative.	-.159	.026	-.006
	Covariances	Q30: We seem to be gaining market share over our competitors.	.010	.002	-.001
		Q27: The market for our products or services is intensely competitive.	.002	.017	.000
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.001	.000	.005

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	Q26: Our company is often first to market with new products or services.	-.002	-.001	.001
	Q29: Our company's profit performance is strong.	-.001	.000	-.002
	Q28: Total revenue growth trend is positive for our company.	-.004	-.004	.001
	Q25: Our company is highly innovative.	-.002	.000	-4.759E-5

a. Dependent Variable: Recalculated Mean Role is Sales

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Coefficient Correlations[a]

Model			Q26: Our company is often first to market with new products or services.	Q29: Our company's profit performance is strong.	Q28: Total revenue growth trend is positive for our company.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.134	-.107	-.305
		Q27: The market for our products or services is intensely competitive.	-.094	.021	-.244
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.117	-.176	.143
		Q26: Our company is often first to market with new products or services.	1.000	.183	.005
		Q29: Our company's profit performance is strong.	.183	1.000	-.481
		Q28: Total revenue growth trend is positive for our company.	.005	-.481	1.000
		Q25: Our company is highly innovative.	-.669	-.256	.015
	Covariances	Q30: We seem to be gaining market share over our competitors.	-.002	-.001	-.004
		Q27: The market for our products or services is intensely competitive.	-.001	.000	-.004
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.001	-.002	.001

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Q26: Our company is often first to market with new products or services.	.014	.003	7.284E-5
Q29: Our company's profit performance is strong.	.003	.016	-.008
Q28: Total revenue growth trend is positive for our company.	7.284E-5	-.008	.016
Q25: Our company is highly innovative.	-.010	-.004	.000

a. Dependent Variable: Recalculated Mean Role is Sales

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Coefficient Correlations[a]

Model			Q25: Our company is highly innovative.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.159
		Q27: The market for our products or services is intensely competitive.	.026
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.006
		Q26: Our company is often first to market with new products or services.	-.669
		Q29: Our company's profit performance is strong.	-.256
		Q28: Total revenue growth trend is positive for our company.	.015
		Q25: Our company is highly innovative.	1.000
	Covariances	Q30: We seem to be gaining market share over our competitors.	-.002
		Q27: The market for our products or services is intensely competitive.	.000
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-4.759E-5
		Q26: Our company is often first to market with new products or services.	-.010

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	Q29: Our company's profit performance is strong.	-.004
	Q28: Total revenue growth trend is positive for our company.	.000
	Q25: Our company is highly innovative.	.015

a. Dependent Variable: Recalculated Mean Role is Sales

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.5413	4.0589	2.6057	.54645	123
Residual	-2.33252	3.65680	.00000	1.33120	123
Std. Predicted Value	-1.948	2.659	.000	1.000	123
Std. Residual	-1.701	2.667	.000	.971	123

a. Dependent Variable: Recalculated Mean Role is Sales

Charts

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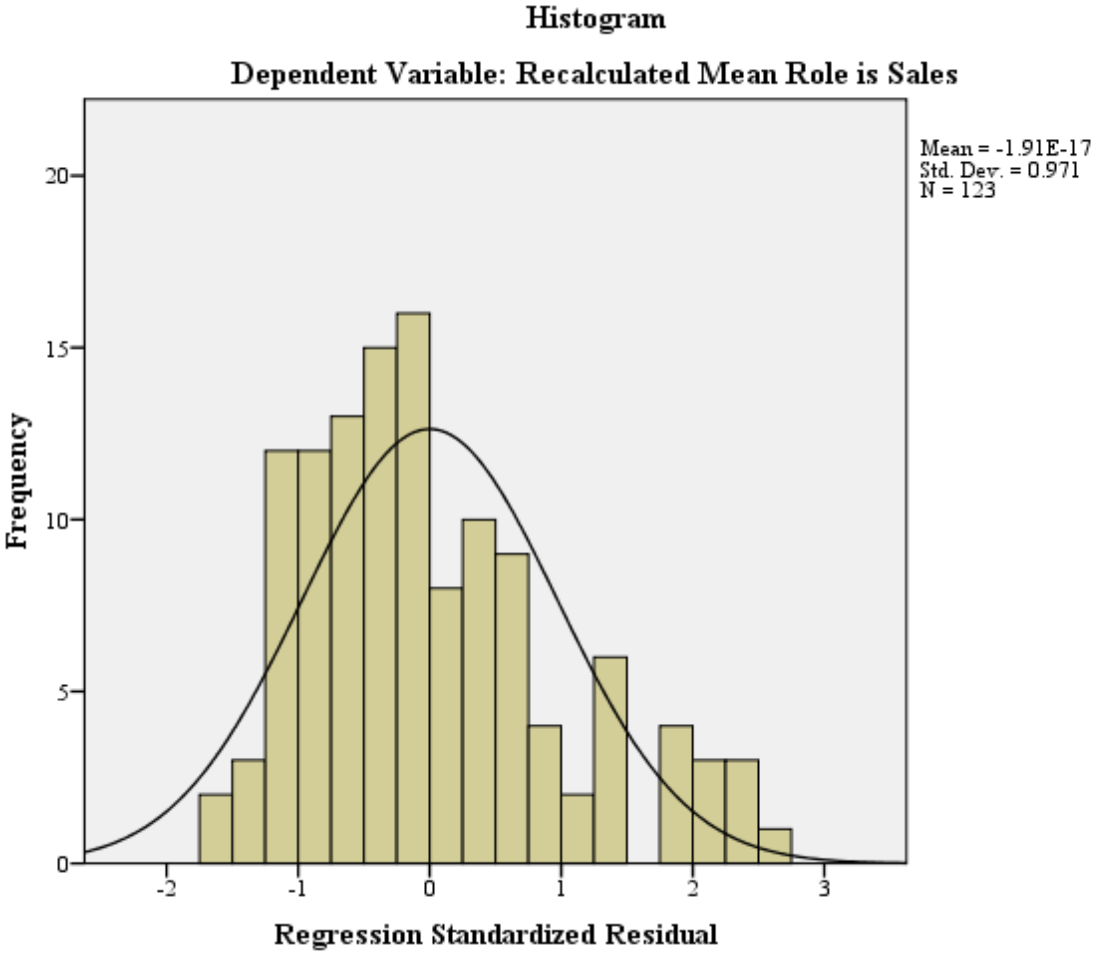

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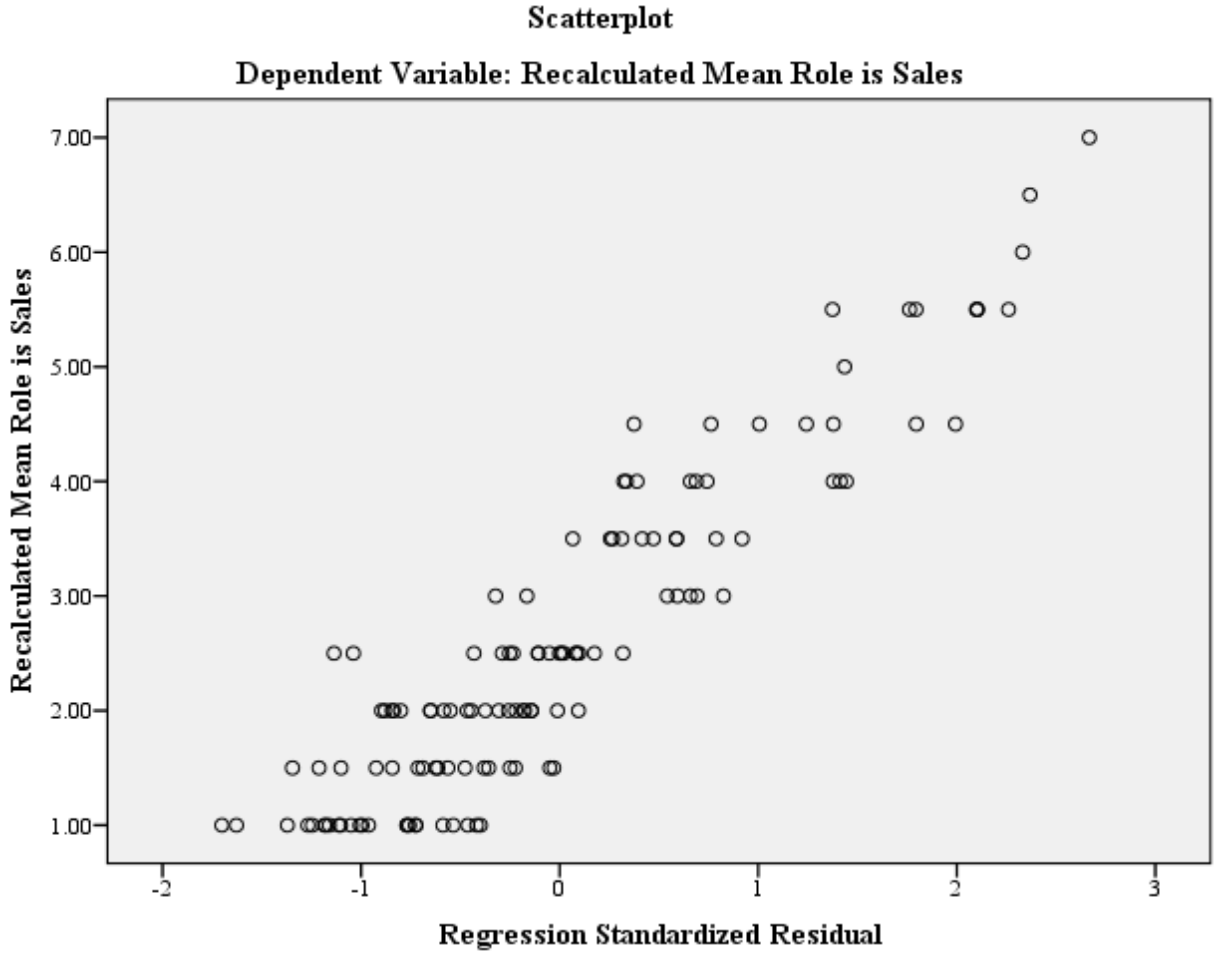


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Regression

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Notes

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	N of Rows in Working Data File	123
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	Cases Used	Statistics are based on cases with no missing values for any variable used.
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Additional Memory Required for Residual Plots	256 bytes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q28: Total revenue growth trend is positive for our company., Q25: Our company is highly innovative.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Role is Creative

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.316[a]	.100	.045	1.36319

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q28: Total revenue growth trend is positive for our company., Q25: Our company is highly innovative.

b. Dependent Variable: Mean Role is Creative

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.653	7	3.379	1.818	.090[a]
	Residual	213.704	115	1.858		
	Total	237.357	122			

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q28: Total revenue growth trend is positive for our company., Q25: Our company is highly innovative.

b. Dependent Variable: Mean Role is Creative

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.392	.993		3.417	.001
	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.023	.068	-.032	-.345	.731
	Q25: Our company is highly innovative.	-.192	.120	-.215	-1.599	.112
	Q26: Our company is often first to market with new products or services.	-.043	.117	-.048	-.371	.711
	Q27: The market for our products or services is intensely competitive.	.049	.130	.035	.377	.707
	Q28: Total revenue growth trend is positive for our company.	.011	.125	.011	.090	.928
	Q29: Our company's profit performance is strong.	.068	.126	.062	.537	.592
	Q30: We seem to be gaining market share over our competitors.	-.125	.098	-.139	-1.275	.205

a. Dependent Variable: Mean Role is Creative

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Coefficient Correlations[a]

Model			Q30: We seem to be gaining market share over our competitors.	Q27: The market for our products or services is intensely competitive.	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?
1	Correlations	Q30: We seem to be gaining market share over our competitors.	1.000	.164	-.111
		Q27: The market for our products or services is intensely competitive.	.164	1.000	-.015
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.111	-.015	1.000
		Q26: Our company is often first to market with new products or services.	-.134	-.094	.117
		Q29: Our company's profit performance is strong.	-.107	.021	-.176
		Q28: Total revenue growth trend is positive for our company.	-.305	-.244	.143
		Q25: Our company is highly innovative.	-.159	.026	-.006
	Covariances	Q30: We seem to be gaining market share over our competitors.	.010	.002	-.001
		Q27: The market for our products or services is intensely competitive.	.002	.017	.000
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.001	.000	.005

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	Q26: Our company is often first to market with new products or services.	-.002	-.001	.001
	Q29: Our company's profit performance is strong.	-.001	.000	-.002
	Q28: Total revenue growth trend is positive for our company.	-.004	-.004	.001
	Q25: Our company is highly innovative.	-.002	.000	-4.704E-5

a. Dependent Variable: Mean Role is Creative

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Coefficient Correlations[a]

Model			Q26: Our company is often first to market with new products or services.	Q29: Our company's profit performance is strong.	Q28: Total revenue growth trend is positive for our company.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.134	-.107	-.305
		Q27: The market for our products or services is intensely competitive.	-.094	.021	-.244
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.117	-.176	.143
		Q26: Our company is often first to market with new products or services.	1.000	.183	.005
		Q29: Our company's profit performance is strong.	.183	1.000	-.481
		Q28: Total revenue growth trend is positive for our company.	.005	-.481	1.000
		Q25: Our company is highly innovative.	-.669	-.256	.015
	Covariances	Q30: We seem to be gaining market share over our competitors.	-.002	-.001	-.004
		Q27: The market for our products or services is intensely competitive.	-.001	.000	-.004
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.001	-.002	.001

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Q26: Our company is often first to market with new products or services.	.014	.003	7.200E-5
Q29: Our company's profit performance is strong.	.003	.016	-.008
Q28: Total revenue growth trend is positive for our company.	7.200E-5	-.008	.016
Q25: Our company is highly innovative.	-.009	-.004	.000

a. Dependent Variable: Mean Role is Creative

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Coefficient Correlations[a]

Model			Q25: Our company is highly innovative.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.159
		Q27: The market for our products or services is intensely competitive.	.026
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.006
		Q26: Our company is often first to market with new products or services.	-.669
		Q29: Our company's profit performance is strong.	-.256
		Q28: Total revenue growth trend is positive for our company.	.015
		Q25: Our company is highly innovative.	1.000
	Covariances	Q30: We seem to be gaining market share over our competitors.	-.002
		Q27: The market for our products or services is intensely competitive.	.000
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-4.704E-5
		Q26: Our company is often first to market with new products or services.	-.009

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	Q29: Our company's profit performance is strong.	-.004
	Q28: Total revenue growth trend is positive for our company.	.000
	Q25: Our company is highly innovative.	.014

a. Dependent Variable: Mean Role is Creative

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.6301	3.6349	2.5122	.44031	123
Residual	-2.28916	3.25921	.00000	1.32351	123
Std. Predicted Value	-2.003	2.550	.000	1.000	123
Std. Residual	-1.679	2.391	.000	.971	123

a. Dependent Variable: Mean Role is Creative

Charts

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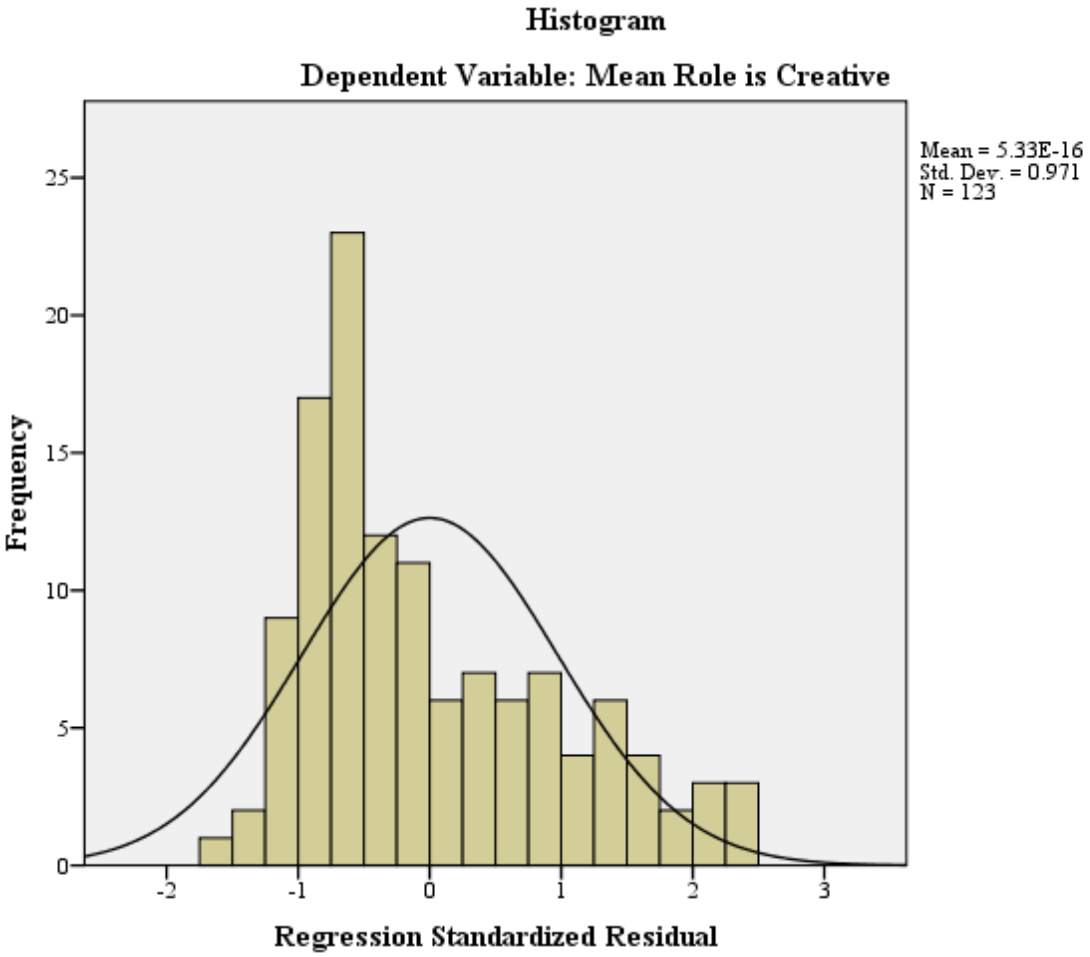

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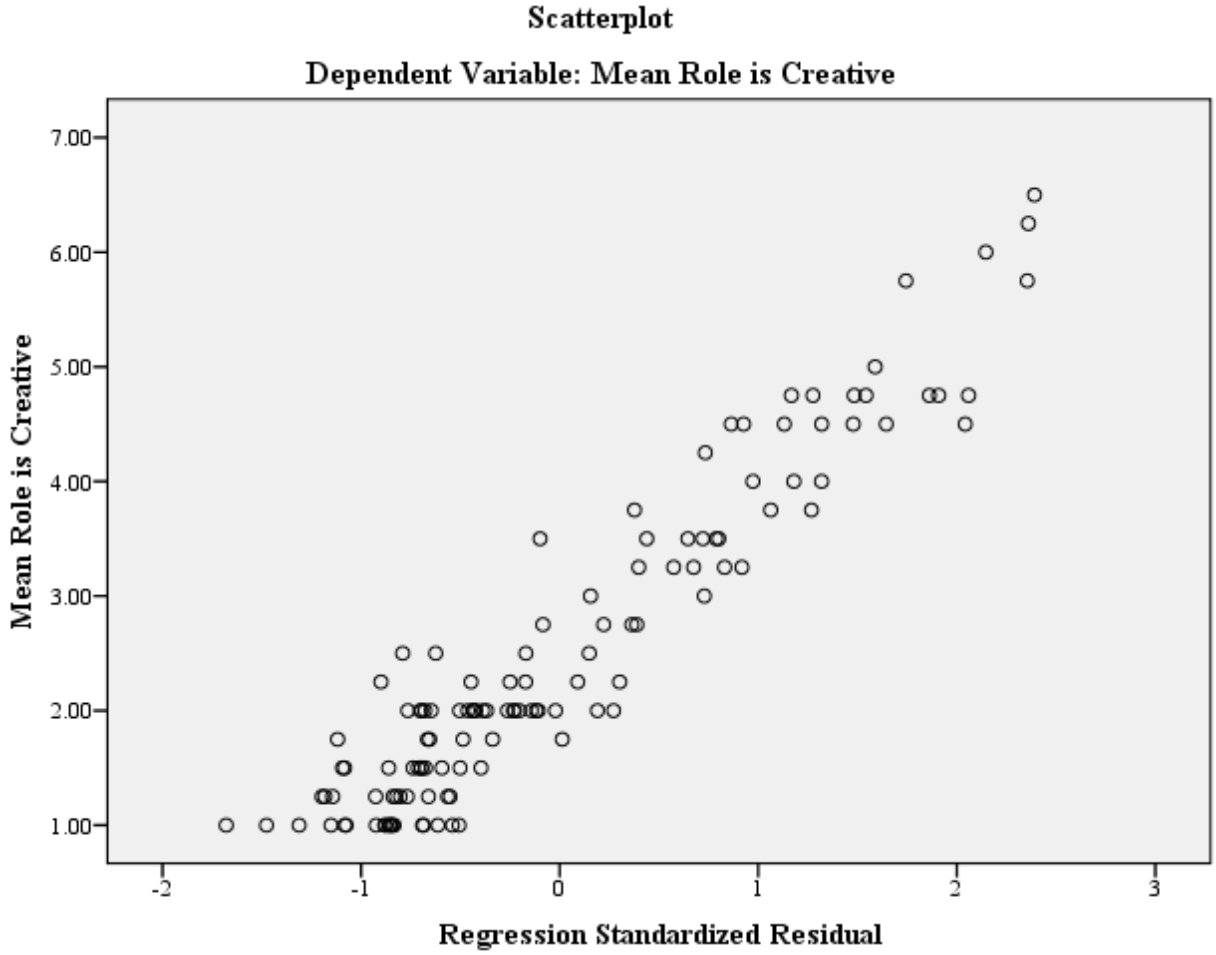


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Regression

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Notes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Strategy-Structure Fit

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.560[a]	.314	.291	1.04490

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Mean Strategy-Structure Fit

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.911	4	14.728	13.489	.000[a]
	Residual	128.834	118	1.092		
	Total	187.745	122			

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Mean Strategy-Structure Fit

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.436	.385		8.936	.000
	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.014	.124	-.017	-.112	.911
	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.036	.112	-.053	-.325	.746
	Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.175	.093	.245	1.876	.063
	Q4: Our CEO considers people in marketing to be master strategists.	.314	.102	.409	3.086	.003

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q4: Our CEO considers people in marketing to be master strategists.	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	1.000	-.044
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.044	1.000
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.400	-.221
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.350	-.605
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	.010	-.001
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.001	.015
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.004	-.003
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.004	-.008

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	-.400	-.350
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.221	-.605
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	1.000	-.177
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.177	1.000
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	-.004	-.004
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.003	-.008
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.009	-.002
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.002	.013

a. Dependent Variable: Mean Strategy-Structure Fit

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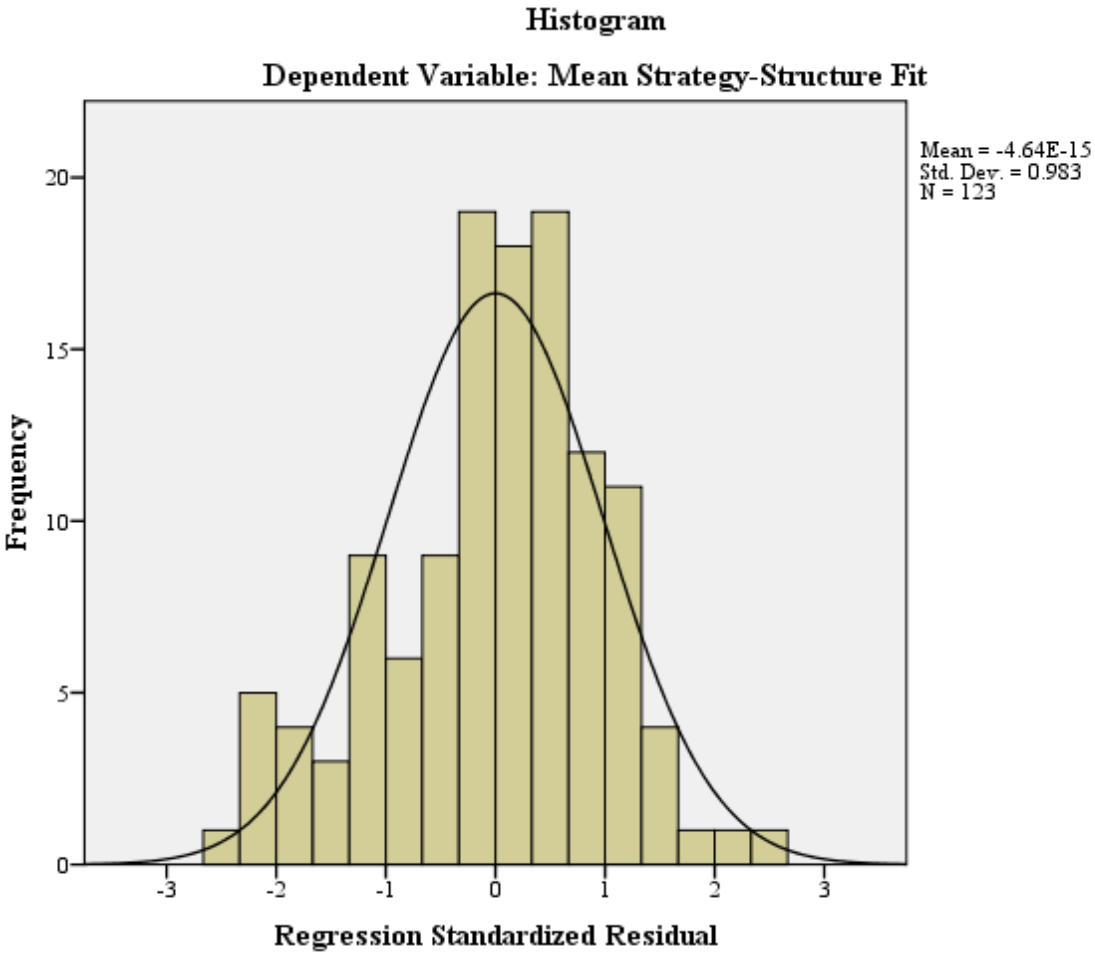
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.8335	6.5069	5.3496	.69489	123
Residual	-2.47701	2.44863	.00000	1.02763	123
Std. Predicted Value	-2.182	1.665	.000	1.000	123
Std. Residual	-2.371	2.343	.000	.983	123

a. Dependent Variable: Mean Strategy-Structure Fit

Charts



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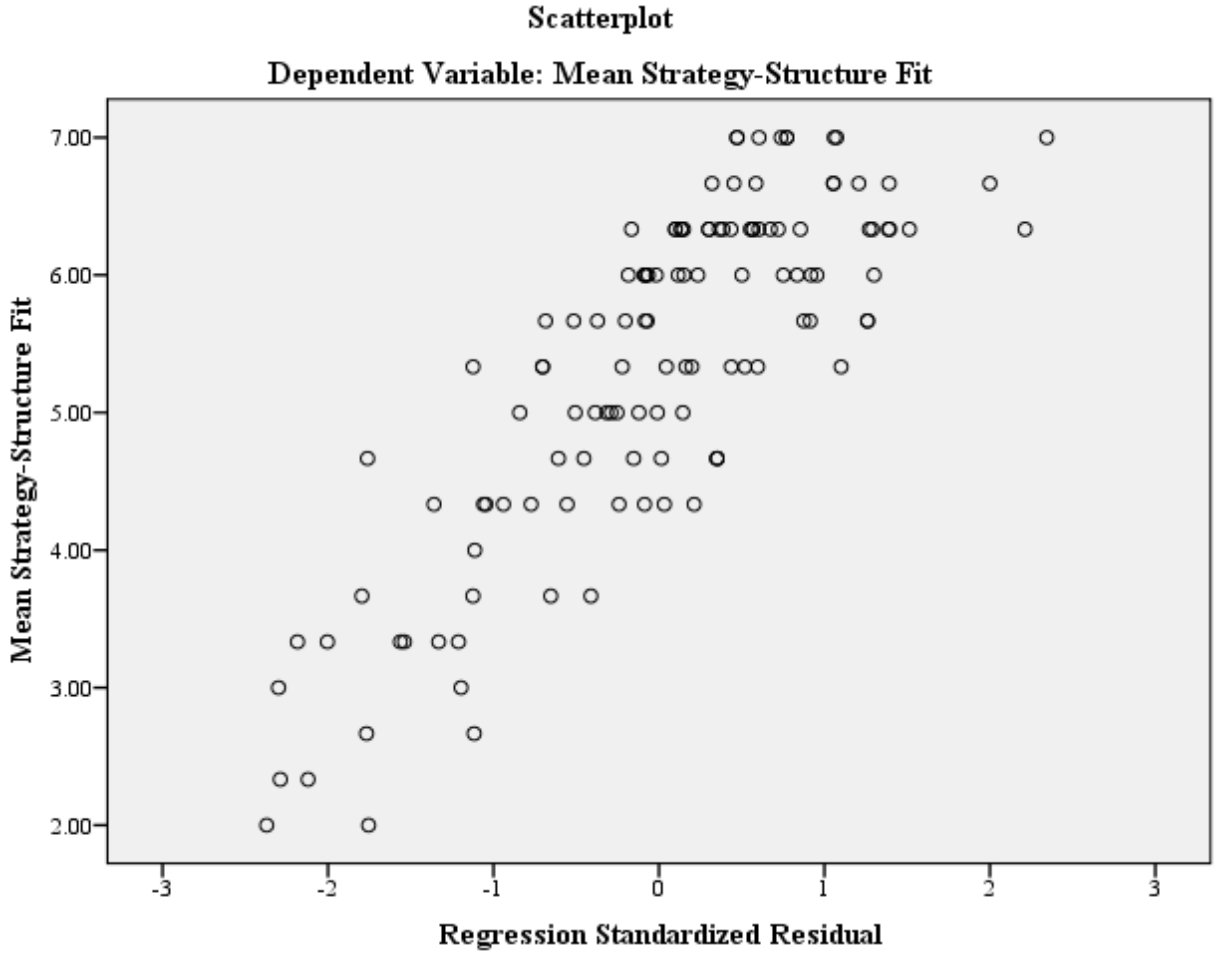


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Regression

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Notes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Strategy-Structure Fit

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.327[a]	.107	.092	1.18225

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Mean Strategy-Structure Fit

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ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.019	2	10.009	7.161	.001[a]
	Residual	167.727	120	1.398		
	Total	187.745	122			

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Mean Strategy-Structure Fit

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.034	.222		27.222	.000
	Q6: Marketing only seems important to our CEO when sales are weak.	-.024	.105	-.031	-.228	.820
	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	-.254	.112	-.303	-2.260	.026

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	Q6: Marketing only seems important to our CEO when sales are weak.
1	Correlations	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	1.000	-.765
		Q6: Marketing only seems important to our CEO when sales are weak.	-.765	1.000
	Covariances	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.013	-.009
		Q6: Marketing only seems important to our CEO when sales are weak.	-.009	.011

a. Dependent Variable: Mean Strategy-Structure Fit

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.0877	5.7557	5.3496	.40508	123
Residual	-3.47773	2.76909	.00000	1.17252	123
Std. Predicted Value	-3.115	1.003	.000	1.000	123
Std. Residual	-2.942	2.342	.000	.992	123

a. Dependent Variable: Mean Strategy-Structure Fit

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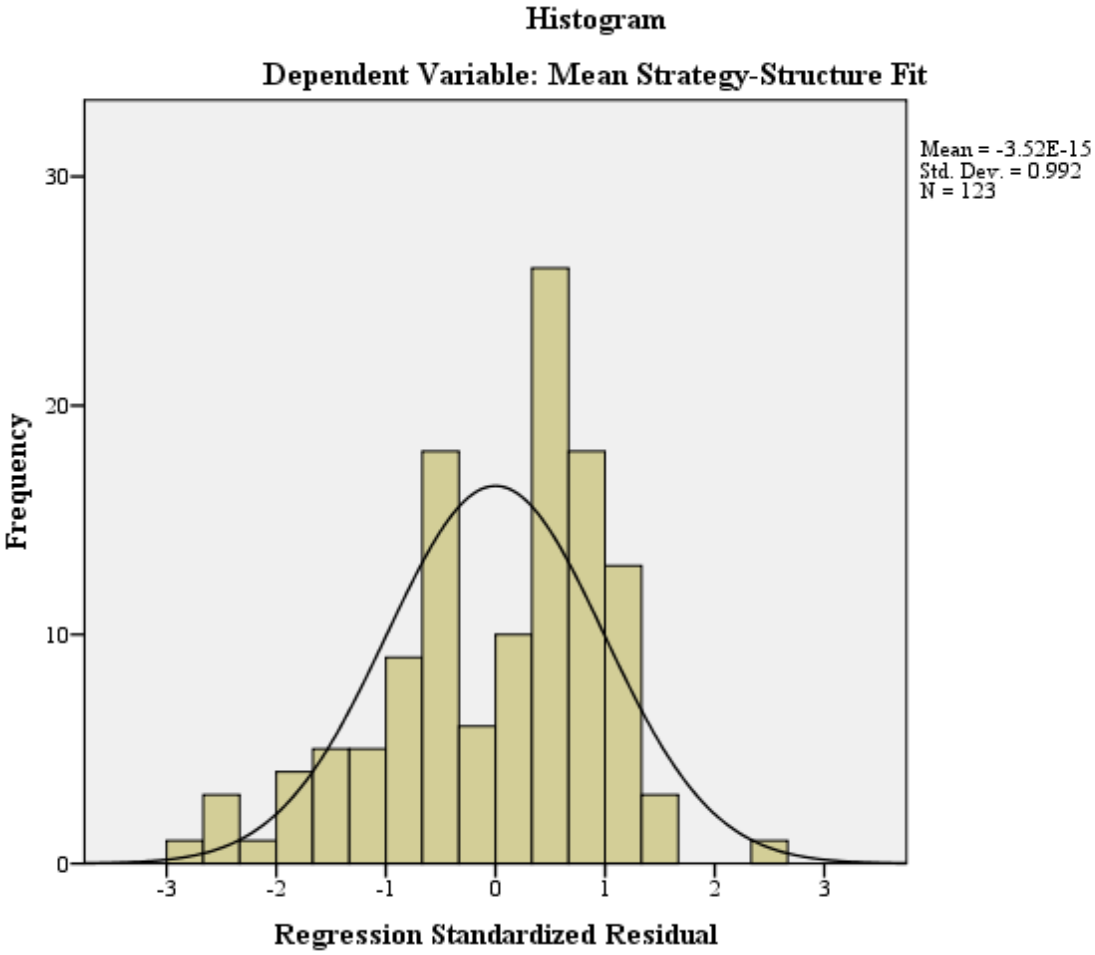
Charts



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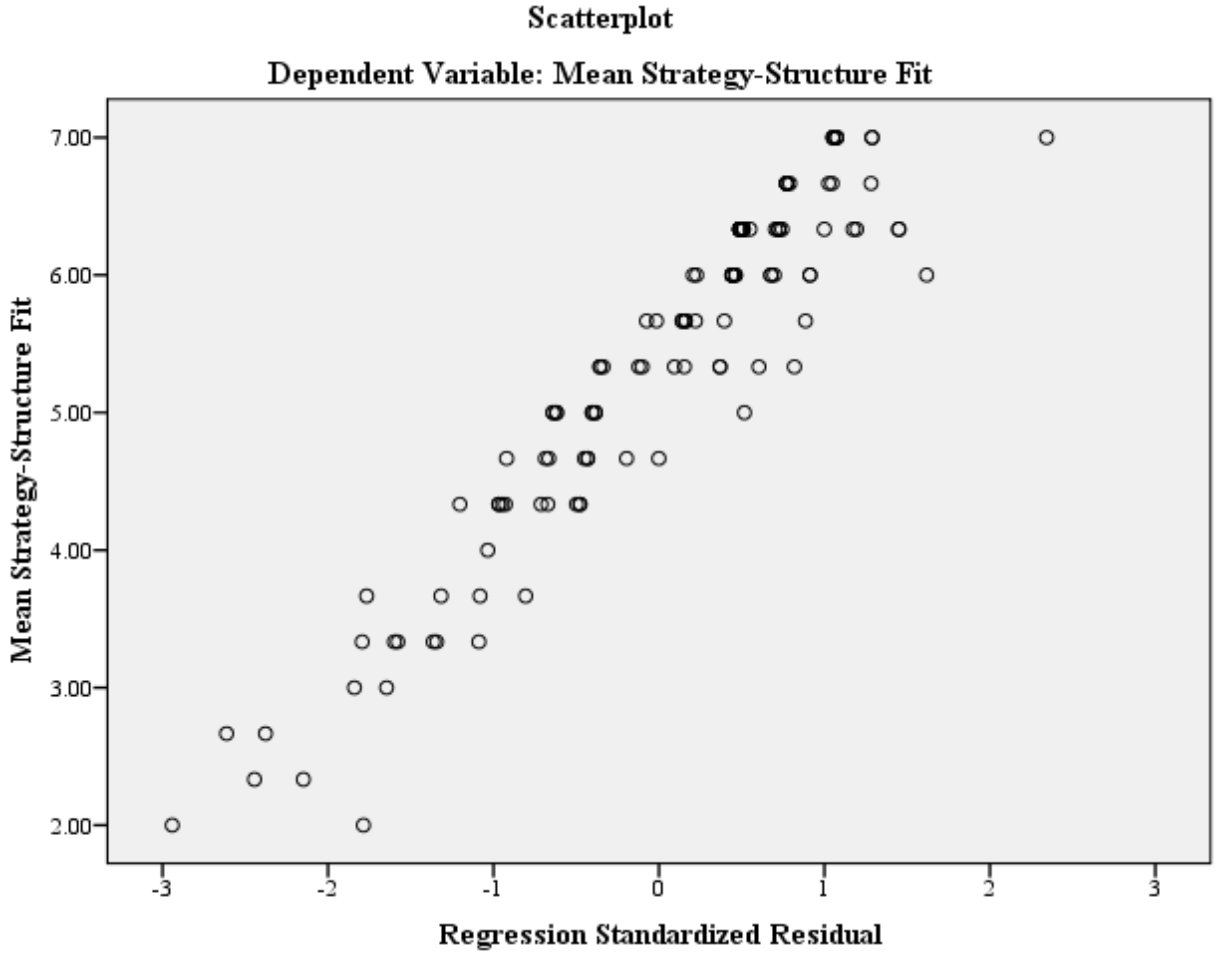


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Regression

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Notes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Strategy-Structure Fit

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.466[a]	.217	.191	1.11603

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.

b. Dependent Variable: Mean Strategy-Structure Fit

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.774	4	10.194	8.184	.000[a]
	Residual	146.971	118	1.246		
	Total	187.745	122			

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.

b. Dependent Variable: Mean Strategy-Structure Fit

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.331	.215		29.460	.000
	Q9: Marketing seems to just be an internal ad agency to our CEO.	-.243	.087	-.305	-2.781	.006
	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	.006	.097	.008	.060	.952
	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.054	.099	.065	.542	.589
	Q12: Our CEO considers people in marketing to just be “creative types”.	-.188	.086	-.265	-2.185	.031

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q12: Our CEO considers people in marketing to just be "creative types".	Q9: Marketing seems to just be an internal ad agency to our CEO.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	1.000	-.286
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.286	1.000
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.285	.057
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.278	-.368
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	.007	-.002
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.002	.008
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.002	.000
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.002	-.003

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	-.285	-.278
		Q9: Marketing seems to just be an internal ad agency to our CEO.	.057	-.368
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	1.000	-.480
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.480	1.000
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	-.002	-.002
		Q9: Marketing seems to just be an internal ad agency to our CEO.	.000	-.003
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.010	-.005
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.005	.009

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a. Dependent Variable: Mean Strategy-Structure Fit

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.0735	6.0663	5.3496	.57811	123
Residual	-3.29253	2.17469	.00000	1.09758	123
Std. Predicted Value	-2.207	1.240	.000	1.000	123
Std. Residual	-2.950	1.949	.000	.983	123

a. Dependent Variable: Mean Strategy-Structure Fit

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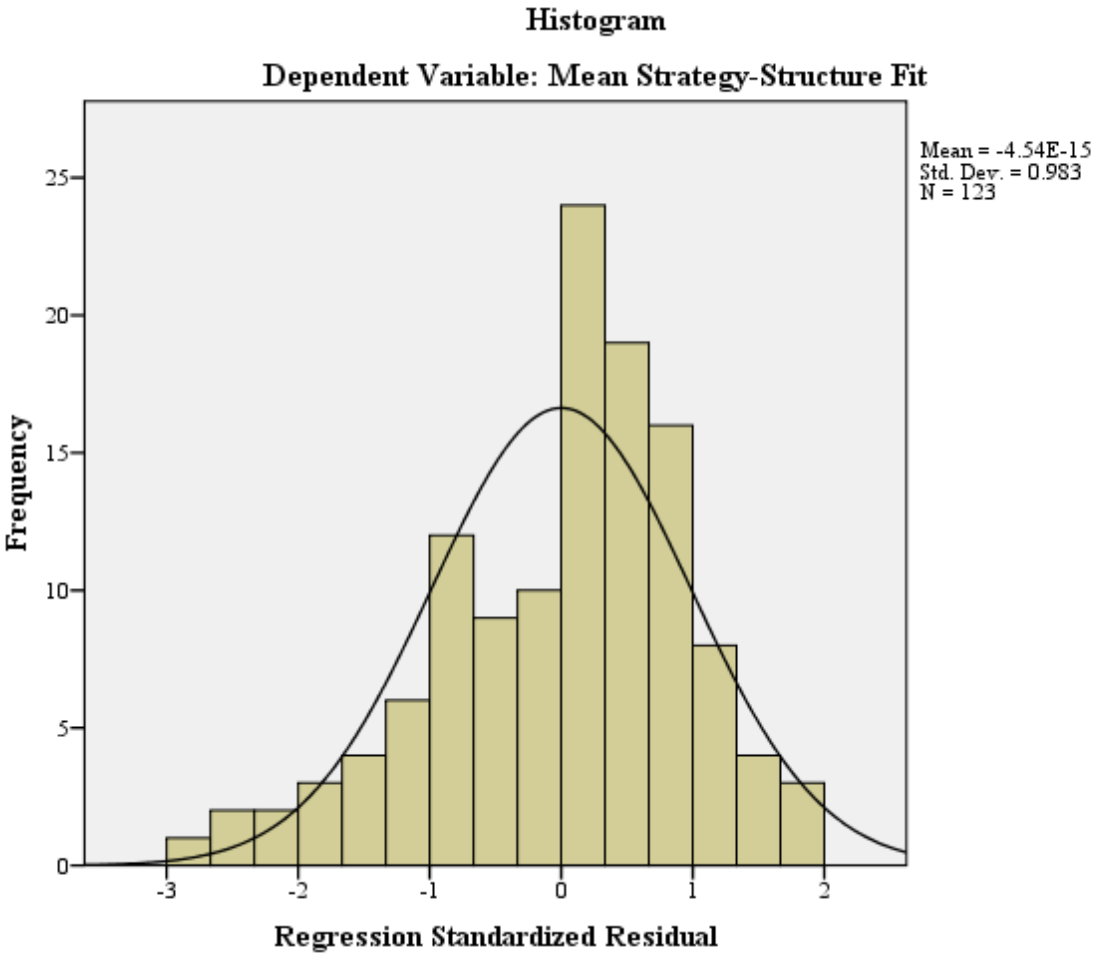
Charts



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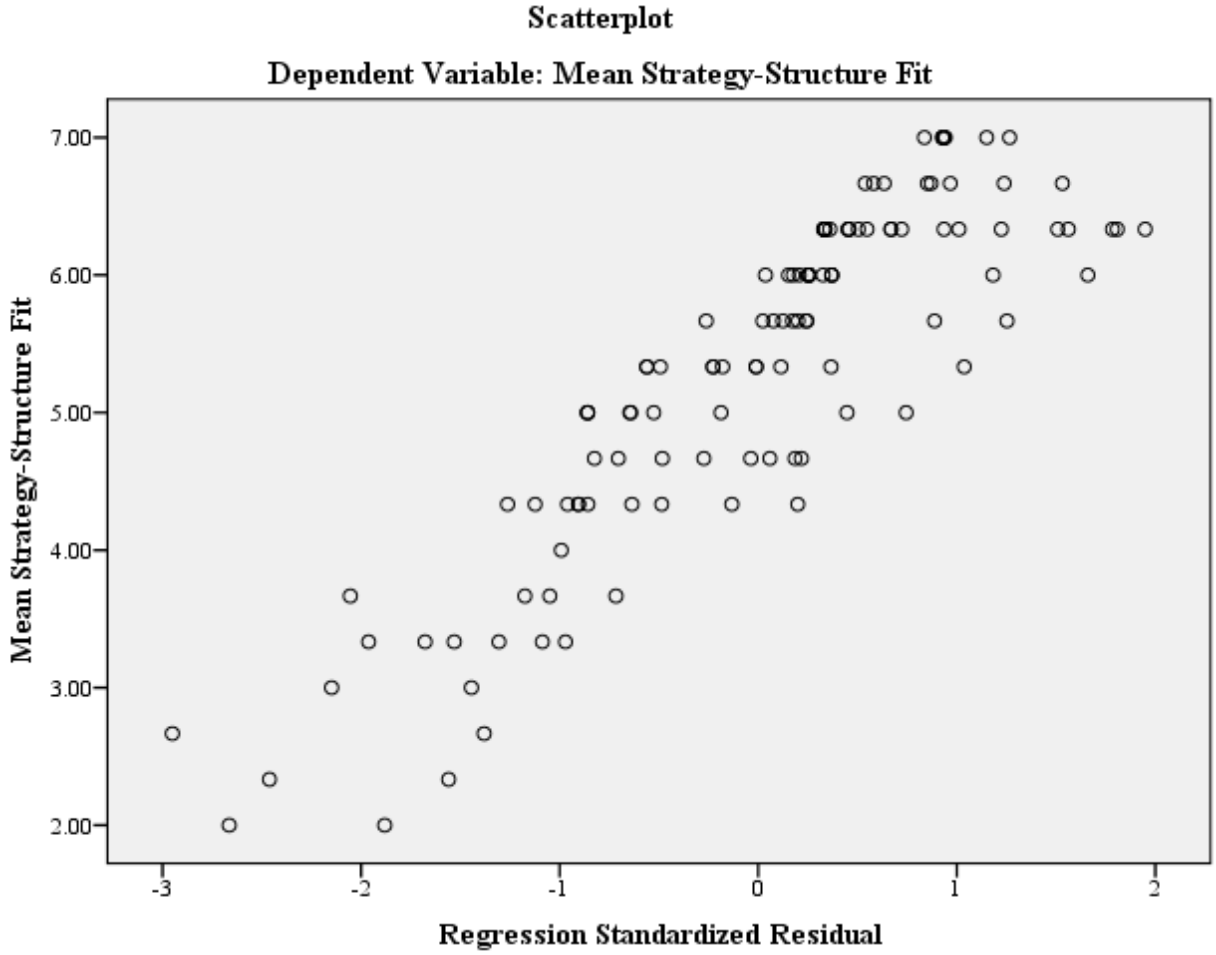


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Regression

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Notes

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Comments		
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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\Finl Svcs-Retail\All Data Finl Svcs-Retail.sav

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Marketing Integration

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.416[a]	.173	.145	1.06130

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Recalculated Mean Marketing Integration

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.778	4	6.944	6.165	.000[a]
	Residual	132.909	118	1.126		
	Total	160.687	122			

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.303	.391		11.016	.000
	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.040	.126	.052	.320	.749
	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.134	.114	.212	1.175	.242
	Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.044	.095	.066	.461	.646
	Q4: Our CEO considers people in marketing to be master strategists.	.087	.103	.122	.838	.404

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q4: Our CEO considers people in marketing to be master strategists.	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	1.000	-.044
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.044	1.000
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.400	-.221
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.350	-.605
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	.011	-.001
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.001	.016
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.004	-.003
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.004	-.009

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	-.400	-.350
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.221	-.605
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	1.000	-.177
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.177	1.000
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	-.004	-.004
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.003	-.009
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.009	-.002
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.002	.013

a. Dependent Variable: Recalculated Mean Marketing Integration

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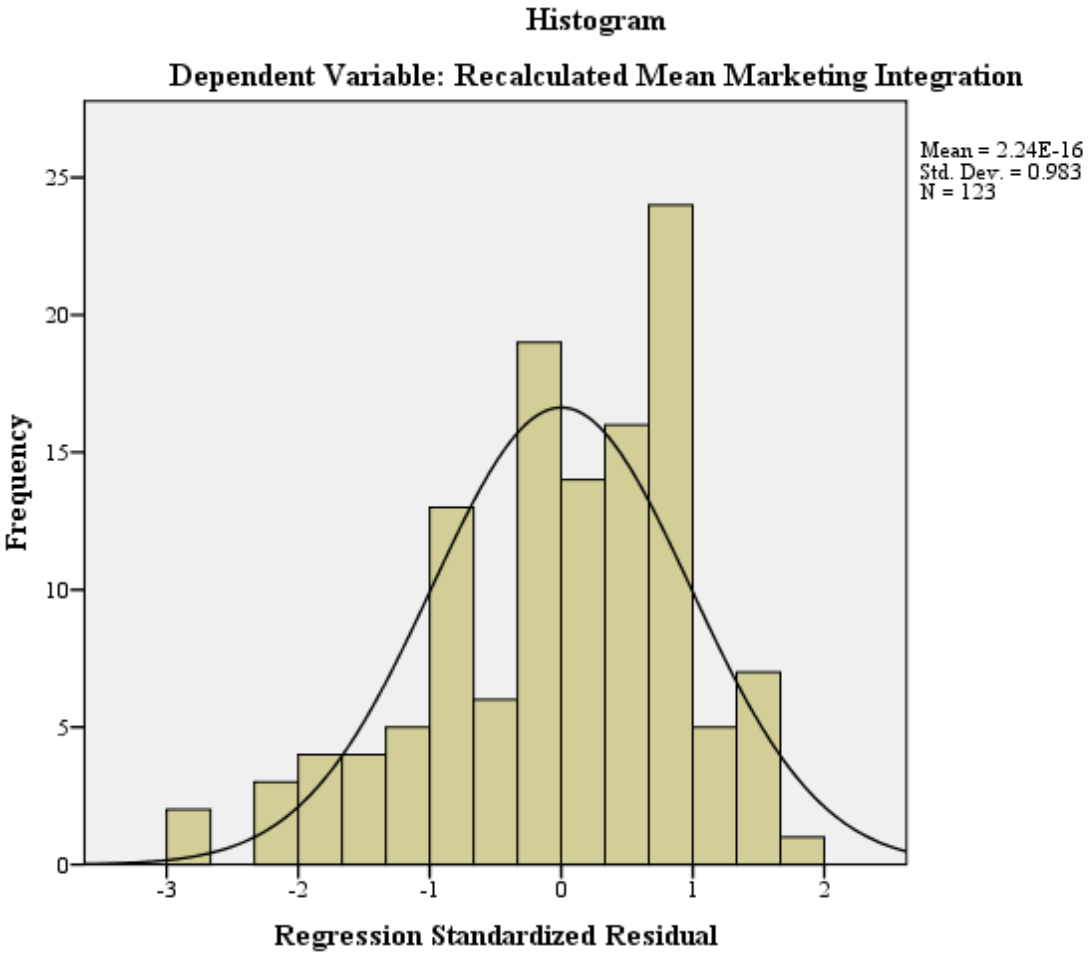
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.7286	6.4342	5.7520	.47716	123
Residual	-3.04307	1.82733	.00000	1.04375	123
Std. Predicted Value	-2.145	1.430	.000	1.000	123
Std. Residual	-2.867	1.722	.000	.983	123

a. Dependent Variable: Recalculated Mean Marketing Integration

Charts



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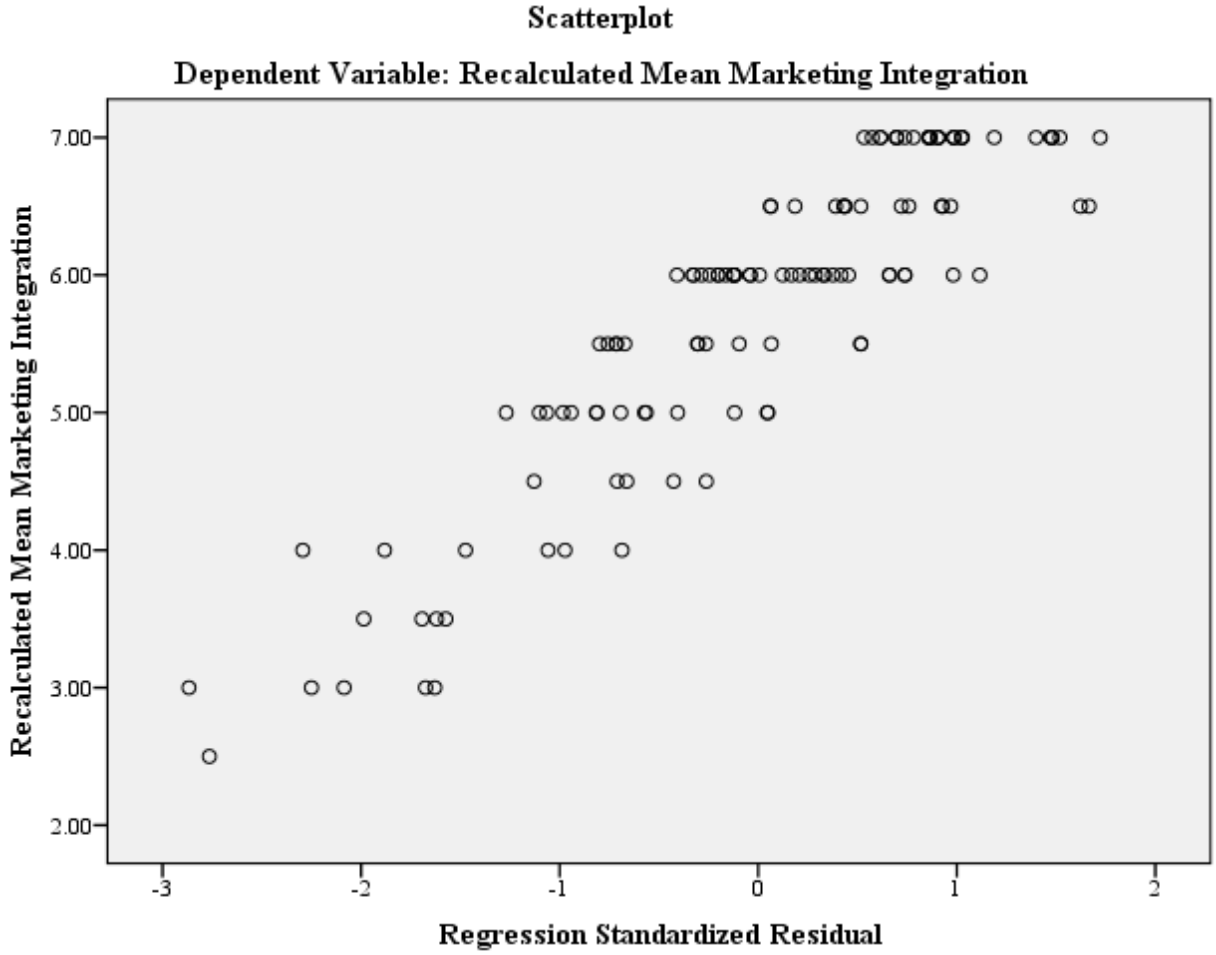


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Regression

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Notes

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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\Finl Svcs-Retail\All Data Finl Svcs-Retail.sav

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Marketing Integration

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.319[a]	.101	.086	1.09690

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Recalculated Mean Marketing Integration

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ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.305	2	8.152	6.776	.002[a]
	Residual	144.382	120	1.203		
	Total	160.687	122			

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Recalculated Mean Marketing Integration

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.360	.206		30.928	.000
	Q6: Marketing only seems important to our CEO when sales are weak.	-.009	.097	-.012	-.089	.930
	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	-.240	.104	-.309	-2.303	.023

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	Q6: Marketing only seems important to our CEO when sales are weak.
1	Correlations	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	1.000	-.765
		Q6: Marketing only seems important to our CEO when sales are weak.	-.765	1.000
	Covariances	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.011	-.008
		Q6: Marketing only seems important to our CEO when sales are weak.	-.008	.009

a. Dependent Variable: Recalculated Mean Marketing Integration

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.6175	6.1113	5.7520	.36558	123
Residual	-2.87299	1.89320	.00000	1.08787	123
Std. Predicted Value	-3.103	.983	.000	1.000	123
Std. Residual	-2.619	1.726	.000	.992	123

a. Dependent Variable: Recalculated Mean Marketing Integration

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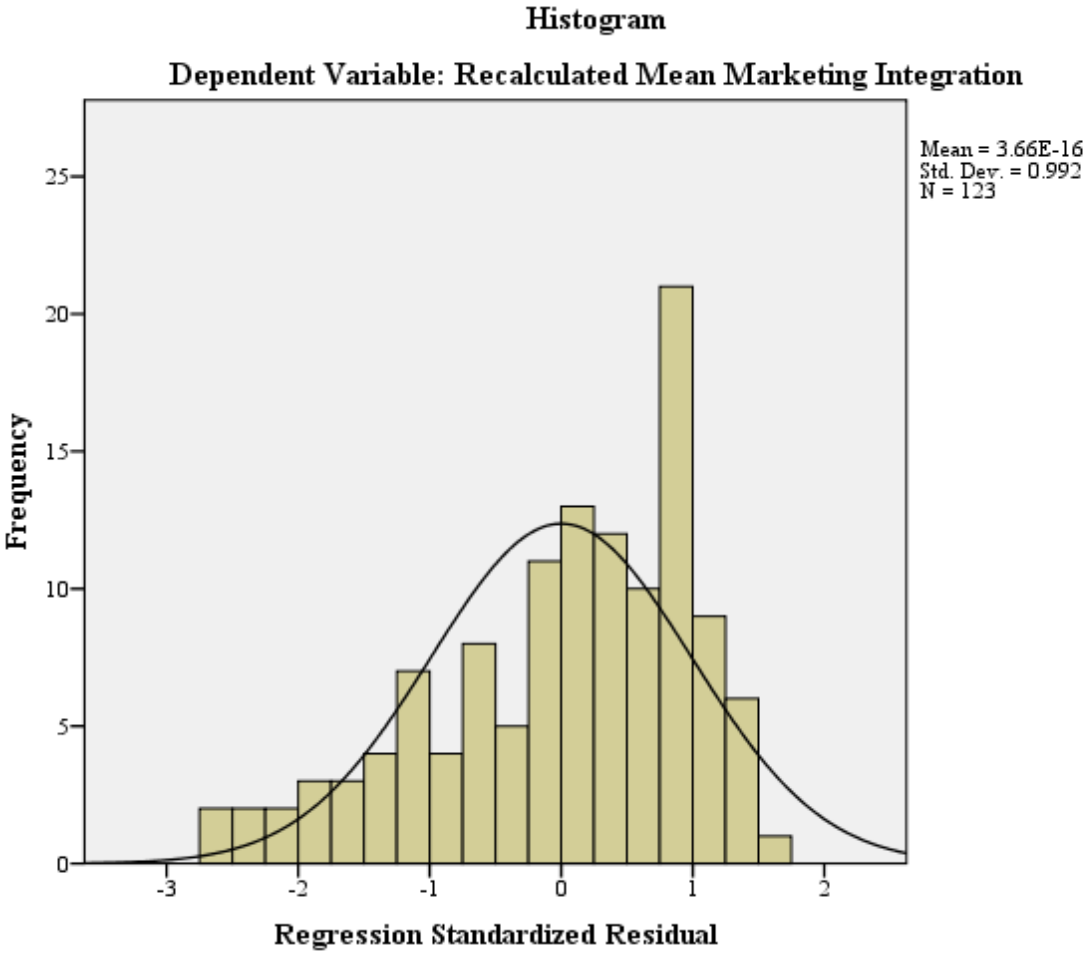
Charts



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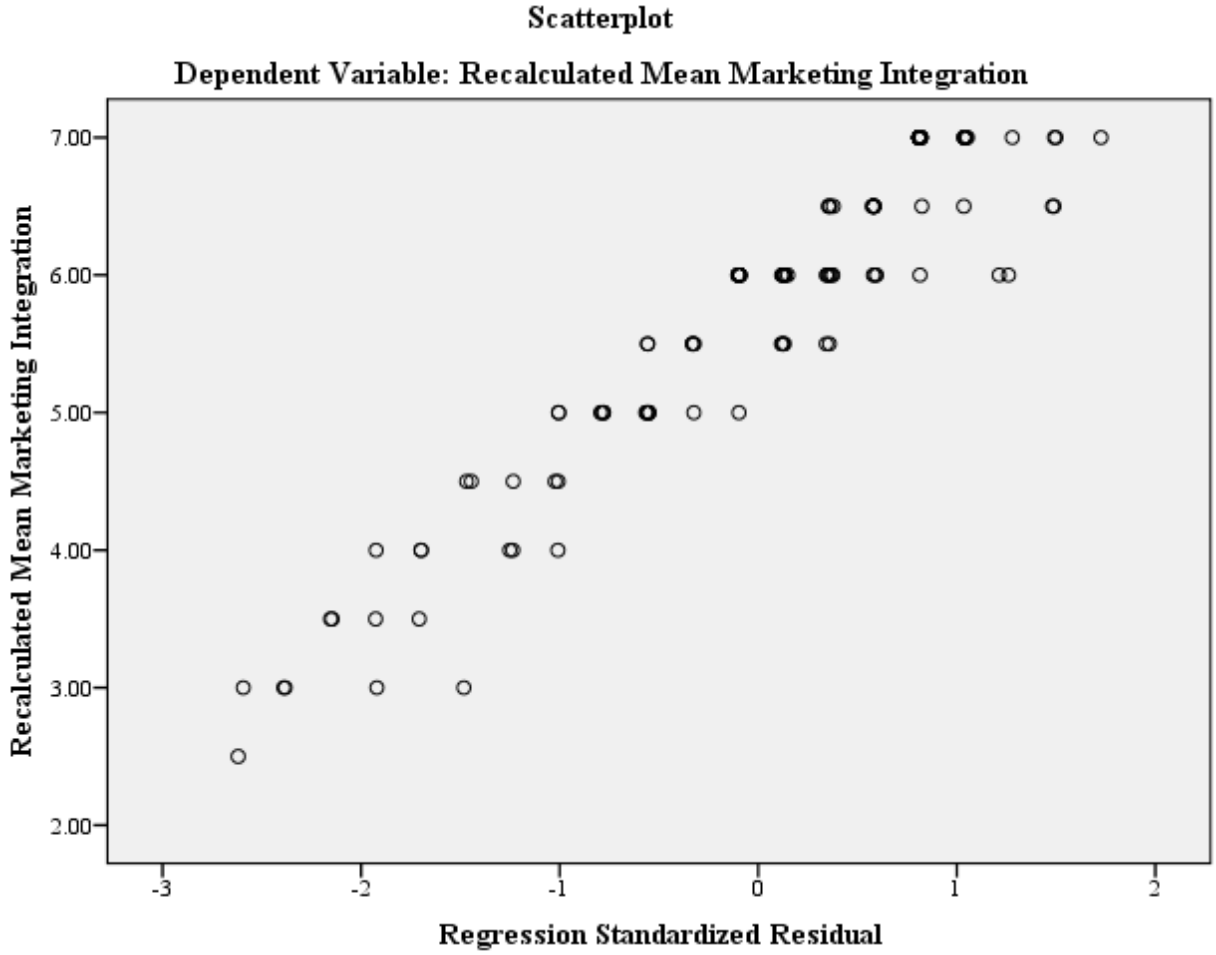


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Regression

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Notes

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	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS BCOV R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT Mean_Mktg_Integration_2 /METHOD=ENTER Role_is_Creative_Q9 Role_is_Creative_Q10 Role_is_Creative_Q11 Role_is_Creative_Q12 /SCATTERPLOT=(Mean_Mktg_Integration_2 ,*ZRESID) /RESIDUALS HISTOGRAM(ZRESID).
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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Marketing Integration

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.430[a]	.185	.158	1.05330

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.

b. Dependent Variable: Recalculated Mean Marketing Integration

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.773	4	7.443	6.709	.000[a]
	Residual	130.914	118	1.109		
	Total	160.687	122			

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.

b. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.531	.203		32.201	.000
	Q9: Marketing seems to just be an internal ad agency to our CEO.	-.014	.082	-.019	-.173	.863
	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.079	.091	-.122	-.865	.389
	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.032	.093	.042	.340	.734
	Q12: Our CEO considers people in marketing to just be “creative types”.	-.233	.081	-.354	-2.866	.005

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q12: Our CEO considers people in marketing to just be "creative types".	Q9: Marketing seems to just be an internal ad agency to our CEO.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	1.000	-.286
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.286	1.000
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.285	.057
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.278	-.368
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	.007	-.002
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.002	.007
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.002	.000
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.002	-.003

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	-.285	-.278
		Q9: Marketing seems to just be an internal ad agency to our CEO.	.057	-.368
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	1.000	-.480
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.480	1.000
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	-.002	-.002
		Q9: Marketing seems to just be an internal ad agency to our CEO.	.000	-.003
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.009	-.004
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.004	.008

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a. Dependent Variable: Recalculated Mean Marketing Integration

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.5772	6.3002	5.7520	.49401	123
Residual	-2.44637	2.22140	.00000	1.03589	123
Std. Predicted Value	-2.378	1.110	.000	1.000	123
Std. Residual	-2.323	2.109	.000	.983	123

a. Dependent Variable: Recalculated Mean Marketing Integration

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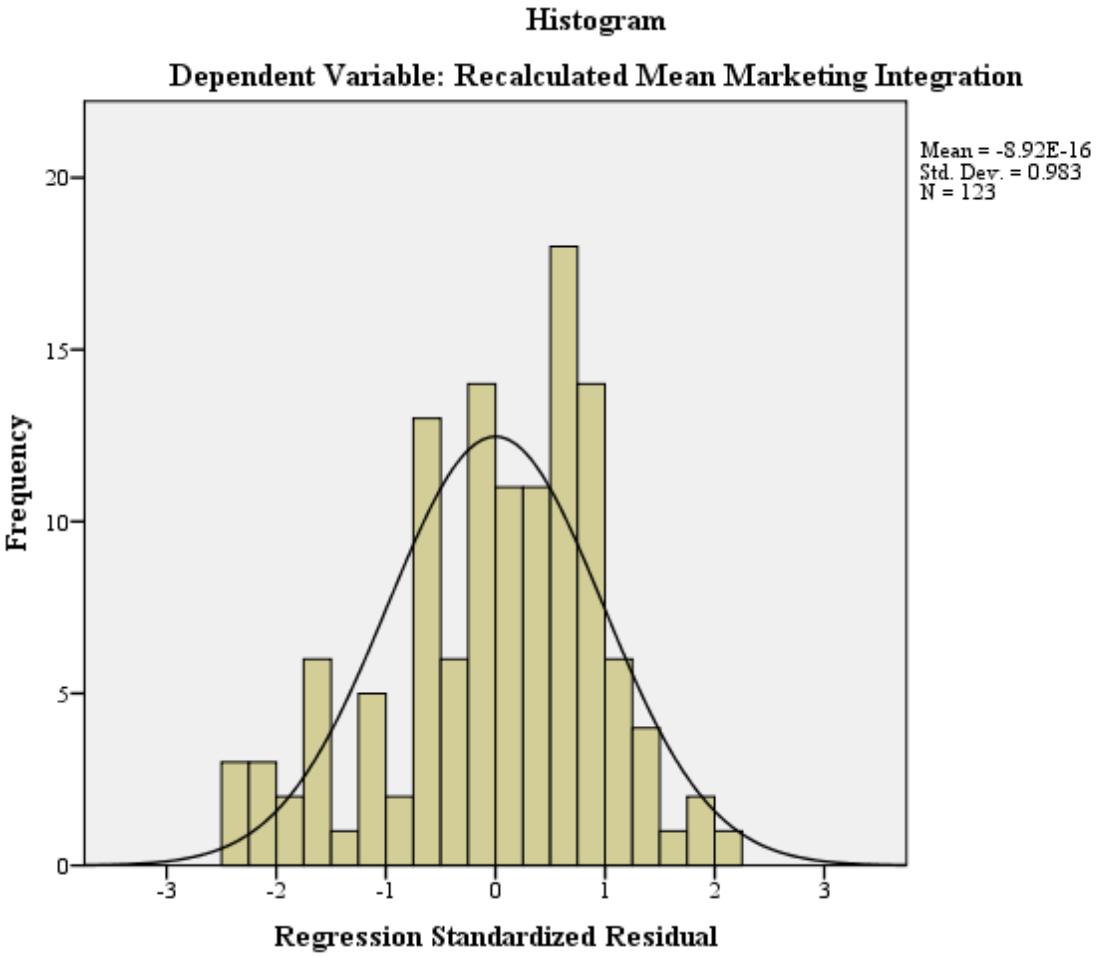
Charts



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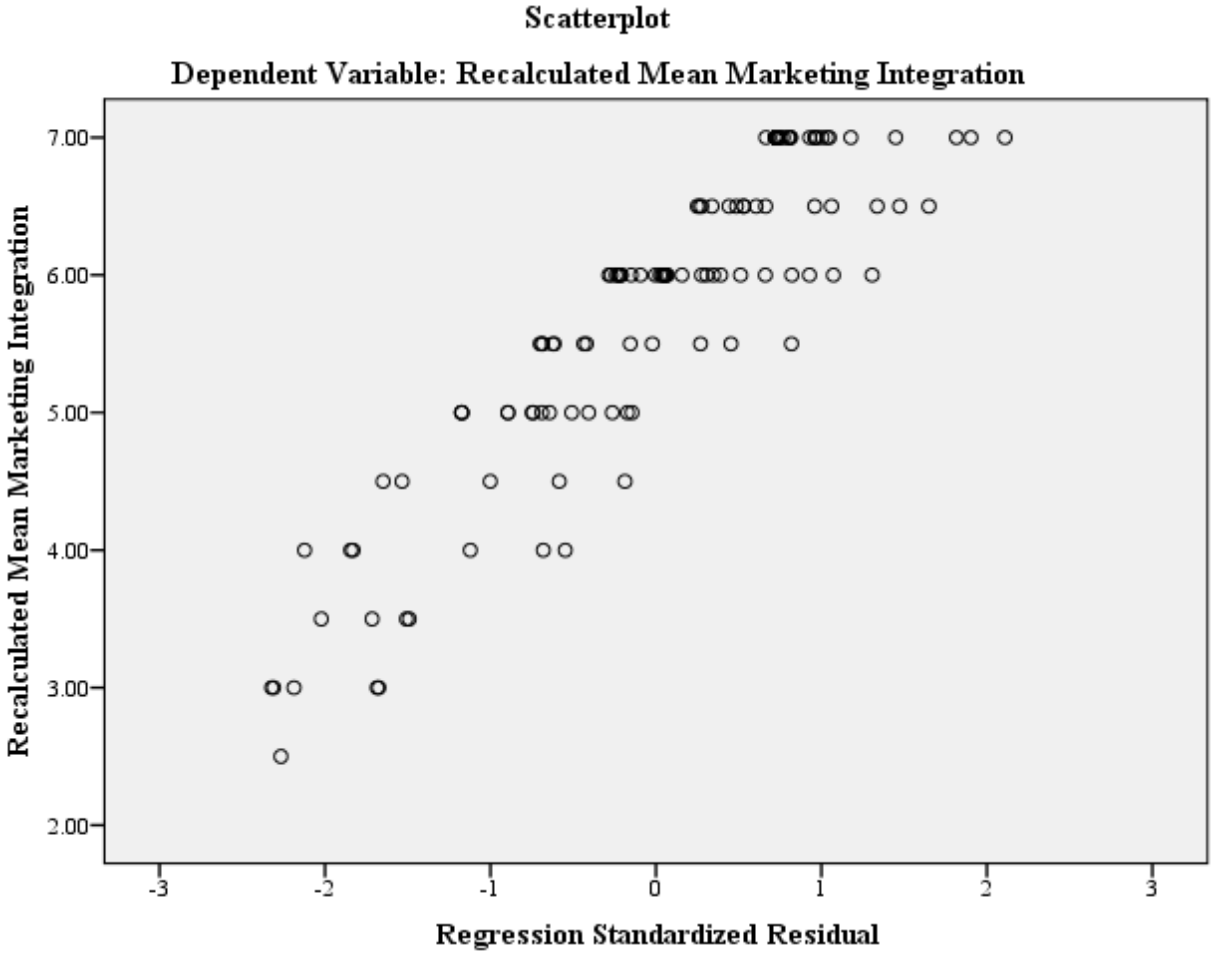

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Appendix F: Other Industries Reliability Analysis SPSS Output

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Industries.sav'.
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  /SUMMARY=TOTAL MEANS.
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Reliability

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Notes

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Comments		
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	N of Rows in Working Data File	564
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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Role_is_Strategic_Q1 Role_is_Strategic_Q2 Role_is_Strategic_Q3 Role_is_Strategic_Q4 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
Resources	Processor Time	00:00:00.000
	Elapsed Time	00:00:00.009

[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\Other Industries\All Data Other Industries.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	564	100.0
	Excluded[a]	0	.0
	Total	564	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.929	.929	4

Item Statistics

	Mean	Std. Deviation	N
Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	5.43	1.600	564
Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	4.55	1.866	564
Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	4.30	1.777	564
Q4: Our CEO considers people in marketing to be master strategists.	4.10	1.748	564

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Inter-Item Correlation Matrix

	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	Q4: Our CEO considers people in marketing to be master strategists.
Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	1.000	.771	.775	.727
Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.771	1.000	.763	.799
Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.775	.763	1.000	.767
Q4: Our CEO considers people in marketing to be master strategists.	.727	.799	.767	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.595	4.105	5.427	1.323	1.322	.340	4

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	12.95	24.730	.822
Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	13.84	22.014	.850
Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	14.08	22.981	.835
Q4: Our CEO considers people in marketing to be master strategists.	14.28	23.266	.833

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.683	.912
Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.727	.902
Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.702	.906
Q4: Our CEO considers people in marketing to be master strategists.	.703	.907

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RELIABILITY
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/STATISTICS=DESCRIPTIVE CORR
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Reliability

Notes

Output Created		05-Jun-2014 18:42:34
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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	564	100.0
	Excluded[a]	0	.0
	Total	564	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.563	.555	4

Item Statistics

	Mean	Std. Deviation	N
Q5: Our CEO primarily views marketing as an engine to promote sales.	4.63	1.659	564
Q6: Marketing only seems important to our CEO when sales are weak.	3.05	1.775	564
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	2.76	1.641	564
Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.	2.80	1.516	564

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Inter-Item Correlation Matrix

	Q5: Our CEO primarily views marketing as an engine to promote sales.	Q6: Marketing only seems important to our CEO when sales are weak.	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.
Q5: Our CEO primarily views marketing as an engine to promote sales.	1.000	.165	.037	.238
Q6: Marketing only seems important to our CEO when sales are weak.	.165	1.000	.768	.079
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.037	.768	1.000	.141
Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.	.238	.079	.141	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.312	2.761	4.633	1.872	1.678	.793	4

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q5: Our CEO primarily views marketing as an engine to promote sales.	8.62	13.747	.192
Q6: Marketing only seems important to our CEO when sales are weak.	10.19	9.844	.527
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	10.49	10.794	.499
Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.	10.45	14.241	.203

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q5: Our CEO primarily views marketing as an engine to promote sales.	.107	.612
Q6: Marketing only seems important to our CEO when sales are weak.	.612	.320
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.609	.360
Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.	.084	.595

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RELIABILITY
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Reliability

Notes

Output Created		05-Jun-2014 18:43:24
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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\Other Industries\All Data Other Industries.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	564	100.0
	Excluded[a]	0	.0
	Total	564	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.867	.869	2

Item Statistics

	Mean	Std. Deviation	N
Q6: Marketing only seems important to our CEO when sales are weak.	3.05	1.775	564
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	2.76	1.641	564

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Inter-Item Correlation Matrix

	Q6: Marketing only seems important to our CEO when sales are weak.	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.
Q6: Marketing only seems important to our CEO when sales are weak.	1.000	.768
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.768	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.908	2.761	3.055	.294	1.107	.043	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q6: Marketing only seems important to our CEO when sales are weak.	2.76	2.694	.768
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	3.05	3.150	.768

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Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q6: Marketing only seems important to our CEO when sales are weak.	.590	.[a]
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.590	.[a]

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

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Reliability

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Notes

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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\Other Industries\All Data Other Industries.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	564	100.0
	Excluded[a]	0	.0
	Total	564	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.864	.865	4

Item Statistics

	Mean	Std. Deviation	N
Q9: Marketing seems to just be an internal ad agency to our CEO.	2.60	1.650	564
Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	2.82	1.818	564
Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	2.79	1.831	564
Q12: Our CEO considers people in marketing to just be “creative types”.	2.81	1.755	564

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Inter-Item Correlation Matrix

	Q9: Marketing seems to just be an internal ad agency to our CEO.	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	Q12: Our CEO considers people in marketing to just be "creative types".
Q9: Marketing seems to just be an internal ad agency to our CEO.	1.000	.603	.560	.600
Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	.603	1.000	.582	.626
Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.560	.582	1.000	.720
Q12: Our CEO considers people in marketing to just be "creative types".	.600	.626	.720	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.752	2.598	2.816	.218	1.084	.011	4

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q9: Marketing seems to just be an internal ad agency to our CEO.	8.41	22.239	.673
Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	8.19	20.649	.695
Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	8.22	20.197	.722
Q12: Our CEO considers people in marketing to just be “creative types”.	8.20	20.264	.766

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q9: Marketing seems to just be an internal ad agency to our CEO.	.459	.843
Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	.489	.835
Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.558	.823
Q12: Our CEO considers people in marketing to just be “creative types”.	.604	.805

RELIABILITY

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Reliability

Notes

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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\Other Industries\All Data Other Industries.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	564	100.0
	Excluded[a]	0	.0
	Total	564	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.829	.834	3

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Item Statistics

	Mean	Std. Deviation	N
Q13: The marketing department's goals are closely aligned with the company's mission.	5.69	1.398	564
Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	4.72	1.711	564
Q15: The marketing organization is structured in a way that supports our company's overall strategy.	4.88	1.758	564

Inter-Item Correlation Matrix

	Q13: The marketing department's goals are closely aligned with the company's mission.	Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	Q15: The marketing organization is structured in a way that supports our company's overall strategy.
Q13: The marketing department's goals are closely aligned with the company's mission.	1.000	.603	.648
Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	.603	1.000	.628
Q15: The marketing organization is structured in a way that supports our company's overall strategy.	.648	.628	1.000

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Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	5.100	4.723	5.691	.968	1.205	.269	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q13: The marketing department's goals are closely aligned with the company's mission.	9.61	9.795	.693
Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	10.58	8.227	.678
Q15: The marketing organization is structured in a way that supports our company's overall strategy.	10.41	7.767	.710

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q13: The marketing department's goals are closely aligned with the company's mission.	.483	.771
Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	.460	.774
Q15: The marketing organization is structured in a way that supports our company's overall strategy.	.508	.743

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Reliability

Notes

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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
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Resources	Processor Time	00:00:00.016
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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\Other Industries\All Data Other Industries.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	564	100.0
	Excluded[a]	0	.0
	Total	564	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha[a]	Cronbach's Alpha Based on Standardized Items[a]	N of Items
-.450	-.343	3

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

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Item Statistics

	Mean	Std. Deviation	N
Q16: Marketing routinely works with other departments like they are internal customers.	5.39	1.527	564
Q17: A representative from marketing is often included on major company projects from beginning to end.	4.88	1.770	564
Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.	2.79	1.753	564

Inter-Item Correlation Matrix

	Q16: Marketing routinely works with other departments like they are internal customers.	Q17: A representative from marketing is often included on major company projects from beginning to end.	Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.
Q16: Marketing routinely works with other departments like they are internal customers.	1.000	.459	-.152
Q17: A representative from marketing is often included on major company projects from beginning to end.	.459	1.000	-.586
Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.	-.152	-.586	1.000

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Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.355	2.794	5.390	2.596	1.929	1.891	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q16: Marketing routinely works with other departments like they are internal customers.	7.67	2.572	.340
Q17: A representative from marketing is often included on major company projects from beginning to end.	8.18	4.588	-.152
Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.	10.27	7.945	-.450

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q16: Marketing routinely works with other departments like they are internal customers.	.231	-2.826[a]
Q17: A representative from marketing is often included on major company projects from beginning to end.	.483	-.356[a]
Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.	.360	.625

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

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```
RELIABILITY
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Reliability

Notes

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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
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Syntax		RELIABILITY /VARIABLES=Mktg_Integration_Q16 Mktg_Integration_Q17 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
Resources	Processor Time	00:00:00.000
	Elapsed Time	00:00:00.000

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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\Other Industries\All Data Other Industries.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	564	100.0
	Excluded[a]	0	.0
	Total	564	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.625	.629	2

Item Statistics

	Mean	Std. Deviation	N
Q16: Marketing routinely works with other departments like they are internal customers.	5.39	1.527	564
Q17: A representative from marketing is often included on major company projects from beginning to end.	4.88	1.770	564

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Inter-Item Correlation Matrix

	Q16: Marketing routinely works with other departments like they are internal customers.	Q17: A representative from marketing is often included on major company projects from beginning to end.
Q16: Marketing routinely works with other departments like they are internal customers.	1.000	.459
Q17: A representative from marketing is often included on major company projects from beginning to end.	.459	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	5.135	4.879	5.390	.511	1.105	.130	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q16: Marketing routinely works with other departments like they are internal customers.	4.88	3.133	.459
Q17: A representative from marketing is often included on major company projects from beginning to end.	5.39	2.331	.459

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Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q16: Marketing routinely works with other departments like they are internal customers.	.211	.[a]
Q17: A representative from marketing is often included on major company projects from beginning to end.	.211	.[a]

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

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Reliability

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Notes

Output Created		05-Jun-2014 18:48:43
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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Sr_Mgmt_Attributes_Q19 Sr_Mgmt_Attributes_Q20 Sr_Mgmt_Attributes_Q21 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
Resources	Processor Time	00:00:00.000
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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\Other Industries\All Data Other Industries.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	495	87.8
	Excluded[a]	69	12.2
	Total	564	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha[a]	Cronbach's Alpha Based on Standardized Items[a]	N of Items
-.232	-.325	3

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Item Statistics

	Mean	Std. Deviation	N
Q19: What is your CEO's highest level of education?	4.69	.893	495
Q20: What is or has been your CEO's dominant area of functional expertise?	.26	.437	495
Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	4.31	.855	495

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Inter-Item Correlation Matrix

	Q19: What is your CEO's highest level of education?	Q20: What is or has been your CEO's dominant area of functional expertise?	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?
Q19: What is your CEO's highest level of education?	1.000	-.206	-.030
Q20: What is or has been your CEO's dominant area of functional expertise?	-.206	1.000	-.031
Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	-.030	-.031	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.084	.257	4.691	4.434	18.283	6.034	3

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q19: What is your CEO's highest level of education?	4.56	.899	-.122
Q20: What is or has been your CEO's dominant area of functional expertise?	9.00	1.482	-.173
Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	4.95	.827	-.044

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q19: What is your CEO's highest level of education?	.044	-.052[a]
Q20: What is or has been your CEO's dominant area of functional expertise?	.044	-.062[a]
Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	.002	-.389[a]

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

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  /STATISTICS=DESCRIPTIVE CORR
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Reliability

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Notes

Output Created		05-Jun-2014 18:49:53
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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Firm_Indus_Attributes_Q22 Firm_Indus_Attributes_Q25 Firm_Indus_Attributes_Q26 Firm_Indus_Attributes_Q27 Firm_Indus_Attributes_Q28 Firm_Indus_Attributes_Q29 Firm_Indus_Attributes_Q30 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	564	100.0
	Excluded[a]	0	.0
	Total	564	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.750	.746	7

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Item Statistics

	Mean	Std. Deviation	N
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	4.13	1.917	564
Q25: Our company is highly innovative.	4.65	1.590	564
Q26: Our company is often first to market with new products or services.	4.18	1.705	564
Q27: The market for our products or services is intensely competitive.	5.83	1.259	564
Q28: Total revenue growth trend is positive for our company.	5.33	1.597	564
Q29: Our company's profit performance is strong.	5.18	1.644	564
Q30: We seem to be gaining market share over our competitors.	4.77	1.619	564

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Inter-Item Correlation Matrix

	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	Q25: Our company is highly innovative.	Q26: Our company is often first to market with new products or services.	Q27: The market for our products or services is intensely competitive.
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	1.000	.156	.201	.079
Q25: Our company is highly innovative.	.156	1.000	.746	.087
Q26: Our company is often first to market with new products or services.	.201	.746	1.000	.041
Q27: The market for our products or services is intensely competitive.	.079	.087	.041	1.000
Q28: Total revenue growth trend is positive for our company.	.144	.391	.336	.037
Q29: Our company's profit performance is strong.	.173	.401	.354	.023
Q30: We seem to be gaining market share over our competitors.	.093	.461	.420	.024

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Inter-Item Correlation Matrix

	Q28: Total revenue growth trend is positive for our company.	Q29: Our company's profit performance is strong.	Q30: We seem to be gaining market share over our competitors.
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.144	.173	.093
Q25: Our company is highly innovative.	.391	.401	.461
Q26: Our company is often first to market with new products or services.	.336	.354	.420
Q27: The market for our products or services is intensely competitive.	.037	.023	.024
Q28: Total revenue growth trend is positive for our company.	1.000	.726	.682
Q29: Our company's profit performance is strong.	.726	1.000	.636
Q30: We seem to be gaining market share over our competitors.	.682	.636	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.867	4.126	5.826	1.700	1.412	.384	7

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	29.94	43.101	.206
Q25: Our company is highly innovative.	29.42	37.647	.604
Q26: Our company is often first to market with new products or services.	29.88	37.391	.560
Q27: The market for our products or services is intensely competitive.	28.24	49.131	.071
Q28: Total revenue growth trend is positive for our company.	28.73	37.244	.625
Q29: Our company's profit performance is strong.	28.89	36.808	.625
Q30: We seem to be gaining market share over our competitors.	29.29	37.071	.623

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Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.063	.785
Q25: Our company is highly innovative.	.591	.689
Q26: Our company is often first to market with new products or services.	.572	.697
Q27: The market for our products or services is intensely competitive.	.015	.785
Q28: Total revenue growth trend is positive for our company.	.610	.684
Q29: Our company's profit performance is strong.	.574	.683
Q30: We seem to be gaining market share over our competitors.	.545	.684

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Reliability

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Notes

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	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.

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Syntax		RELIABILITY /VARIABLES=Market_Orientation_Q31 Market_Orientation_Q32 Market_Orientation_Q33 Market_Orientation_Q34 Market_Orientation_Q35 Market_Orientation_Q36 Market_Orientation_Q37 Market_Orientation_Q38 Market_Orientation_Q39 Market_Orientation_Q40 Market_Orientation_Q41 Market_Orientation_Q42 Market_Orientation_Q43 Market_Orientation_Q44 Market_Orientation_Q45 Market_Orientation_Q46 Market_Orientation_Q47 Market_Orientation_Q48 Market_Orientation_Q49 Market_Orientation_Q50 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\Other Industries\All Data Other Industries.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	564	100.0
	Excluded[a]	0	.0
	Total	564	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.564	.507	20

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Item Statistics

	Mean	Std. Deviation	N
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	5.44	1.791	564
Q32: In this organization, we do a lot of in-house market research.	4.43	1.813	564
Q33: We are slow to detect changes in our customers' product preferences.	3.23	1.565	564
Q34: We survey end-users at least once a year to assess the quality of our products and services.	4.85	2.105	564
Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	2.89	1.572	564
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	4.93	1.587	564
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	4.57	2.058	564
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	4.65	1.816	564
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	4.50	1.792	564

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Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	4.18	2.052	564
Q41: When one department finds out something important about competitors, it is slow to alert other departments.	3.44	1.695	564
Q42: It takes us forever to decide how to respond to competitors' price changes.	3.09	1.641	564
Q43: For one reason or another we tend to ignore changes in our customers' product or service needs.	2.98	1.580	564
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	4.70	1.609	564
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	4.53	1.755	564
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	4.43	1.775	564
Q47: The activities of the different departments in this company are well coordinated.	3.79	1.608	564
Q48: Customer complaints fall on deaf ears in this company.	2.39	1.497	564
Q49: Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.	3.16	1.721	564

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Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	4.79	1.433	564

Inter-Item Correlation Matrix

	Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	Q32: In this organization, we do a lot of in-house market research.	Q33: We are slow to detect changes in our customers' product preferences.	Q34: We survey end-users at least once a year to assess the quality of our products and services.	Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	1.000	.415	-.336	.361	-.304	.361	.393	.370	.385	.337
Q32: In this organization, we do a lot of in-house market research.	.415	1.000	-.293	.395	-.275	.389	.418	.459	.393	.315
Q33: We are	-.336	-.293	1.000	-.228	.635	-.386	-.378	-.368	-.315	-.351

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slow to detect changes in our customers' product preferences.										
Q34: We survey end-users at least once a year to assess the quality of our products and services.	.361	.395	-.228	1.000	-.210	.294	.317	.315	.284	.530
Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	-.304	-.275	.635	-.210	1.000	-.419	-.326	-.373	-.332	-.346
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	.361	.389	-.386	.294	-.419	1.000	.498	.481	.404	.385
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	.393	.418	-.378	.317	-.326	.498	1.000	.612	.500	.463
Q38: Marketing personnel in our company spend time discussing customers' future needs with other	.370	.459	-.368	.315	-.373	.481	.612	1.000	.542	.424

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functional departments.										
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	.385	.393	-.315	.284	-.332	.404	.500	.542	1.000	.501
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	.337	.315	-.351	.530	-.346	.385	.463	.424	.501	1.000
Q41: When one department finds out something important about competitors, it is slow to alert other departments.	-.281	-.232	.401	-.260	.400	-.281	-.369	-.391	-.451	-.404
Q42: It takes us forever to decide how to respond to competitors' price changes.	-.175	-.204	.401	-.149	.443	-.310	-.291	-.351	-.294	-.326
Q43: For one reason or another we tend to ignore changes in our customers' product or service needs.	-.336	-.299	.540	-.242	.520	-.414	-.385	-.448	-.379	-.379
Q44: We periodically	.442	.376	-.453	.299	-.453	.459	.407	.482	.380	.439

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review our product development efforts to ensure that they are in line with what customers want.										
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	.366	.365	-.401	.270	-.392	.477	.653	.564	.524	.440
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	.231	.270	-.321	.271	-.389	.389	.301	.326	.314	.378
Q47: The activities of the different departments in this company are well coordinated.	.301	.358	-.402	.304	-.386	.395	.515	.531	.487	.494
Q48: Customer complaints fall on deaf ears in this company.	-.252	-.245	.338	-.257	.306	-.229	-.302	-.261	-.261	-.342
Q49: Even if we came up with a great marketing plan, we	-.217	-.247	.394	-.188	.341	-.287	-.316	-.399	-.299	-.333

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probably would not be able to implement it in a timely fashion.										
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	.263	.224	-.331	.186	-.314	.311	.288	.326	.344	.283

Inter-Item Correlation Matrix

	Q41: When one department finds out something important about competitors, it is slow to alert other departments.	Q42: It takes us forever to decide how to respond to competitors' price changes.	Q43: For one reason or another we tend to ignore changes in our customers' product or service needs.	Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	Q47: The activities of the different departments in this company are well coordinated.	Q48: Customer complaints fall on deaf ears in this company.	Q49: Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.	Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the	-.281	-.175	-.336	.442	.366	.231	.301	-.252	-.217	.263

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future.										
Q32: In this organization, we do a lot of in-house market research.	-.232	-.204	-.299	.376	.365	.270	.358	-.245	-.247	.224
Q33: We are slow to detect changes in our customers' product preferences.	.401	.401	.540	-.453	-.401	-.321	-.402	.338	.394	-.331
Q34: We survey end-users at least once a year to assess the quality of our products and services.	-.260	-.149	-.242	.299	.270	.271	.304	-.257	-.188	.186
Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	.400	.443	.520	-.453	-.392	-.389	-.386	.306	.341	-.314
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	-.281	-.310	-.414	.459	.477	.389	.395	-.229	-.287	.311
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and	-.369	-.291	-.385	.407	.653	.301	.515	-.302	-.316	.288

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developments.										
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	-.391	-.351	-.448	.482	.564	.326	.531	-.261	-.399	.326
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	-.451	-.294	-.379	.380	.524	.314	.487	-.261	-.299	.344
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	-.404	-.326	-.379	.439	.440	.378	.494	-.342	-.333	.283
Q41: When one department finds out something important about competitors, it is slow to alert other departments.	1.000	.423	.514	-.384	-.448	-.278	-.476	.335	.357	-.297
Q42: It takes us forever to decide how to respond to competitors' price changes.	.423	1.000	.598	-.405	-.397	-.367	-.410	.315	.411	-.338
Q43: For one reason or another	.514	.598	1.000	-.500	-.465	-.394	-.476	.435	.498	-.397

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we tend to ignore changes in our customers' product or service needs.										
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	-.384	-.405	-.500	1.000	.603	.375	.496	-.332	-.358	.403
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	-.448	-.397	-.465	.603	1.000	.334	.607	-.334	-.295	.381
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	-.278	-.367	-.394	.375	.334	1.000	.436	-.216	-.355	.294
Q47: The activities of the different departments in this company are well coordinated.	-.476	-.410	-.476	.496	.607	.436	1.000	-.398	-.444	.398
Q48: Customer	.335	.315	.435	-.332	-.334	-.216	-.398	1.000	.383	-.382

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complaints fall on deaf ears in this company.										
Q49: Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.	.357	.411	.498	-.358	-.295	-.355	-.444	.383	1.000	-.300
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	-.297	-.338	-.397	.403	.381	.294	.398	-.382	-.300	1.000

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Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.048	2.392	5.443	3.051	2.276	.725	20

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	75.51	109.835	.432	.346	.509
Q32: In this organization, we do a lot of in-house market research.	76.52	107.920	.479	.358	.501
Q33: We are slow to detect changes in our customers' product preferences.	77.73	138.401	-.315	.499	.616
Q34: We survey end-users at least once a year to assess the quality of our products and services.	76.10	106.400	.424	.371	.504
Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	78.06	138.458	-.316	.498	.617
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	76.02	110.884	.474	.414	.508
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	76.38	101.788	.559	.572	.477
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	76.30	105.971	.534	.541	.490

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Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	76.45	107.111	.511	.478	.496
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	76.77	105.035	.476	.503	.495
Q41: When one department finds out something important about competitors, it is slow to alert other departments.	77.51	140.730	-.357	.406	.627
Q42: It takes us forever to decide how to respond to competitors' price changes.	77.87	136.076	-.249	.433	.611
Q43: For one reason or another we tend to ignore changes in our customers' product or service needs.	77.97	139.404	-.339	.576	.620
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	76.26	111.920	.433	.528	.514
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	76.42	106.721	.536	.629	.492
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	76.52	114.697	.300	.326	.532
Q47: The activities of the different departments in this company are well coordinated.	77.17	111.411	.450	.542	.511
Q48: Customer complaints fall on deaf ears in this company.	78.56	136.932	-.283	.319	.610

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Q49: Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.	77.79	137.837	-.286	.373	.618
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	76.16	119.064	.260	.295	.542

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Market_Orientation_Q46 Market_Orientation_Q47 Market_Orientation_Q50
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Reliability

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Notes

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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Market_Orientation_Q31 Market_Orientation_Q32 Market_Orientation_Q34 Market_Orientation_Q36 Market_Orientation_Q37 Market_Orientation_Q38 Market_Orientation_Q39 Market_Orientation_Q40 Market_Orientation_Q44 Market_Orientation_Q45 Market_Orientation_Q46 Market_Orientation_Q47 Market_Orientation_Q50 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
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Industries.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	564	100.0
	Excluded[a]	0	.0
	Total	564	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.894	.895	13

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Item Statistics

	Mean	Std. Deviation	N
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	5.44	1.791	564
Q32: In this organization, we do a lot of in-house market research.	4.43	1.813	564
Q34: We survey end-users at least once a year to assess the quality of our products and services.	4.85	2.105	564
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	4.93	1.587	564
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	4.57	2.058	564
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	4.65	1.816	564
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	4.50	1.792	564
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	4.18	2.052	564
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	4.70	1.609	564

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Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	4.53	1.755	564
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	4.43	1.775	564
Q47: The activities of the different departments in this company are well coordinated.	3.79	1.608	564
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	4.79	1.433	564

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Inter-Item Correlation Matrix

	Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	Q32: In this organization, we do a lot of in-house market research.	Q34: We survey end-users at least once a year to assess the quality of our products and services.	Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	1.000	.415	.361	.361	.393	.370	.385
Q32: In this organization, we do a lot of in-house market research.	.415	1.000	.395	.389	.418	.459	.393
Q34: We survey end-users at least once a year to assess the quality of our products and services.	.361	.395	1.000	.294	.317	.315	.284
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	.361	.389	.294	1.000	.498	.481	.404
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	.393	.418	.317	.498	1.000	.612	.500

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Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	.370	.459	.315	.481	.612	1.000	.542
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	.385	.393	.284	.404	.500	.542	1.000
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	.337	.315	.530	.385	.463	.424	.501
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	.442	.376	.299	.459	.407	.482	.380
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	.366	.365	.270	.477	.653	.564	.524
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	.231	.270	.271	.389	.301	.326	.314

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Q47: The activities of the different departments in this company are well coordinated.	.301	.358	.304	.395	.515	.531	.487
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	.263	.224	.186	.311	.288	.326	.344

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Inter-Item Correlation Matrix

	Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	Q47: The activities of the different departments in this company are well coordinated.	Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	.337	.442	.366	.231	.301	.263
Q32: In this organization, we do a lot of in-house market research.	.315	.376	.365	.270	.358	.224
Q34: We survey end-users at least once a year to assess the quality of our products and services.	.530	.299	.270	.271	.304	.186
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	.385	.459	.477	.389	.395	.311
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	.463	.407	.653	.301	.515	.288
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	.424	.482	.564	.326	.531	.326

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Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	.501	.380	.524	.314	.487	.344
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	1.000	.439	.440	.378	.494	.283
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	.439	1.000	.603	.375	.496	.403
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	.440	.603	1.000	.334	.607	.381
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	.378	.375	.334	1.000	.436	.294
Q47: The activities of the different departments in this company are well coordinated.	.494	.496	.607	.436	1.000	.398
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	.283	.403	.381	.294	.398	1.000

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Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.598	3.785	5.443	1.658	1.438	.154	13

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	54.34	208.554	.524	.332	.889
Q32: In this organization, we do a lot of in-house market research.	55.35	207.102	.546	.353	.888
Q34: We survey end-users at least once a year to assess the quality of our products and services.	54.93	205.668	.477	.361	.892
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	54.85	208.647	.605	.392	.885
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	55.21	195.746	.676	.566	.881
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	55.13	200.400	.684	.524	.881
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	55.28	203.261	.635	.459	.884
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	55.60	198.269	.630	.492	.884

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Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	55.08	206.620	.642	.506	.884
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	55.25	200.921	.701	.617	.880
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	55.35	211.035	.479	.281	.891
Q47: The activities of the different departments in this company are well coordinated.	55.99	205.522	.668	.509	.882
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	54.99	217.852	.449	.244	.892

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Appendix G: Other Industries Regression Analysis SPSS Output

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Regression

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Notes

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	Cases Used	Statistics are based on cases with no missing values for any variable used.
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Industries.sav

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Market Orientation

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.565[a]	.319	.314	.98448

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Recalculated Mean Market Orientation

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	254.026	4	63.507	65.524	.000[a]
	Residual	541.789	559	.969		
	Total	795.815	563			

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Recalculated Mean Market Orientation

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.888	.147		19.583	.000
	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.004	.046	.005	.078	.938
	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.145	.043	.227	3.398	.001
	Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.026	.043	.039	.610	.542
	Q4: Our CEO considers people in marketing to be master strategists.	.224	.044	.330	5.152	.000

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q4: Our CEO considers people in marketing to be master strategists.	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	1.000	-.129
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.129	1.000
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.323	-.383
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.437	-.337
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	.002	.000
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.000	.002
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.001	-.001
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.001	-.001

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	-.323	-.437
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.383	-.337
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	1.000	-.209
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.209	1.000
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	-.001	-.001
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.001	-.001
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.002	.000
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.000	.002

a. Dependent Variable: Recalculated Mean Market Orientation

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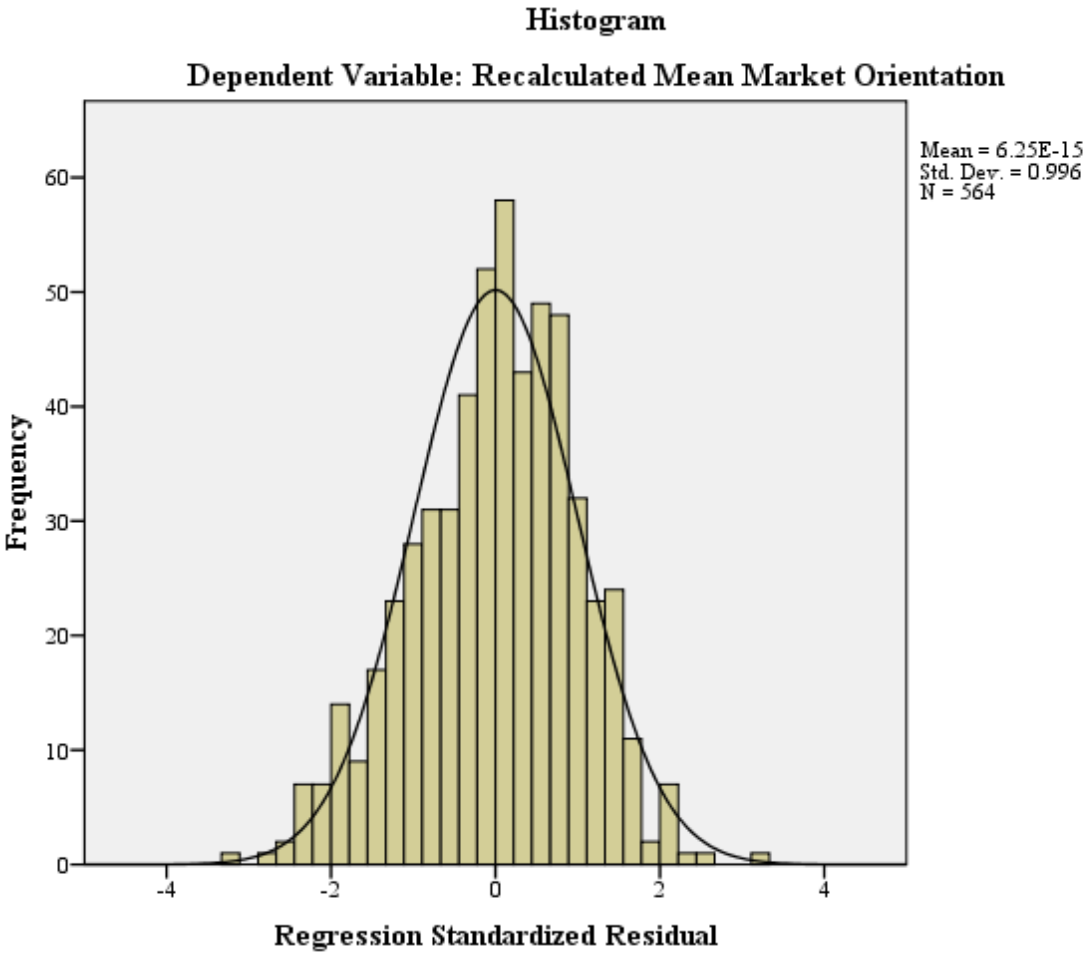
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.2866	5.6792	4.5985	.67172	564
Residual	-3.06379	3.09801	.00000	.98098	564
Std. Predicted Value	-1.953	1.609	.000	1.000	564
Std. Residual	-3.112	3.147	.000	.996	564

a. Dependent Variable: Recalculated Mean Market Orientation

Charts



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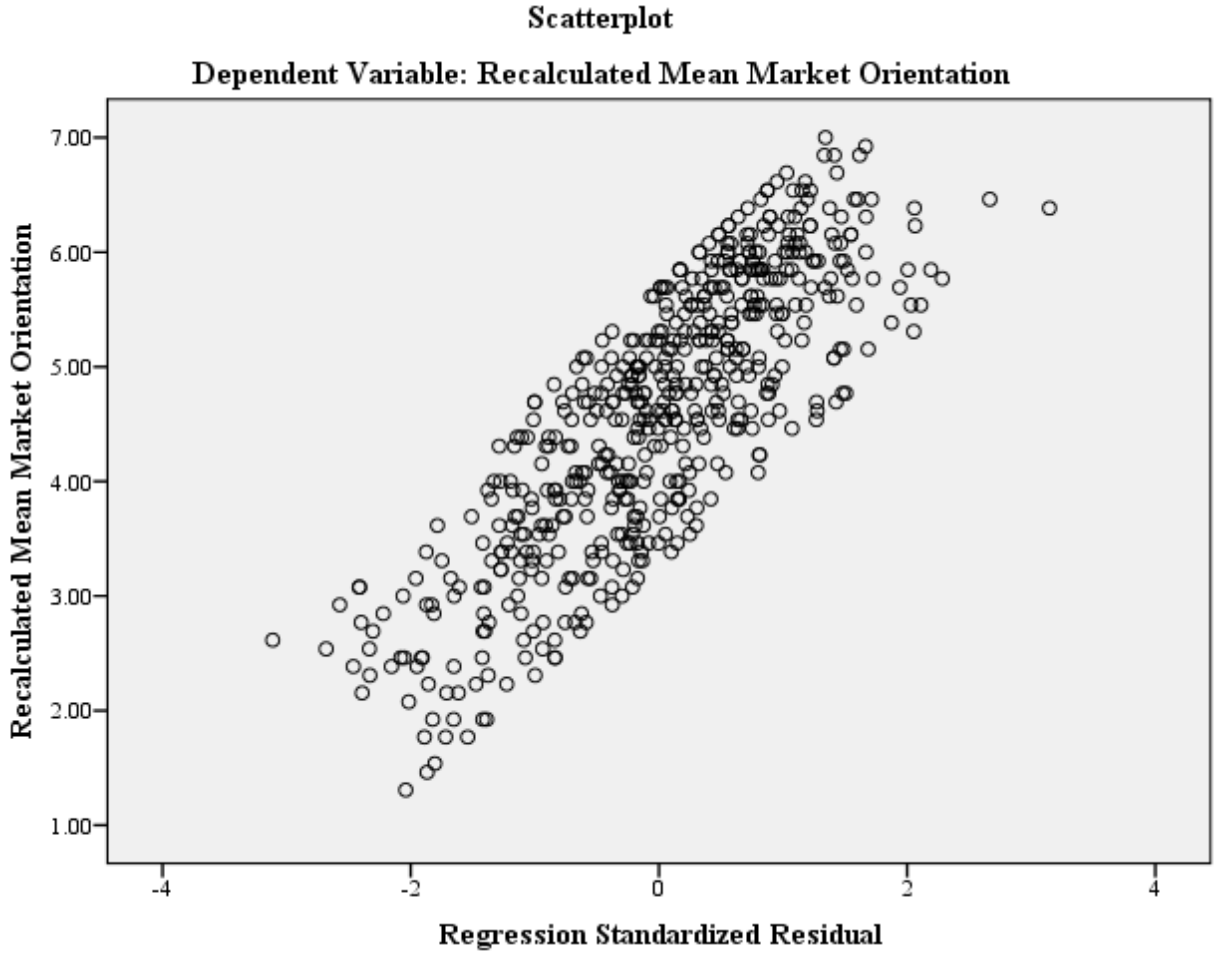


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Regression

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Notes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Market Orientation

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.426[a]	.181	.179	1.07754

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Recalculated Mean Market Orientation

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ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	144.437	2	72.218	62.198	.000[a]
	Residual	651.378	561	1.161		
	Total	795.815	563			

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Recalculated Mean Market Orientation

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.496	.094		58.513	.000
	Q6: Marketing only seems important to our CEO when sales are weak.	-.075	.040	-.113	-1.889	.059
	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	-.241	.043	-.333	-5.590	.000

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	Q6: Marketing only seems important to our CEO when sales are weak.
1	Correlations	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	1.000	-.768
		Q6: Marketing only seems important to our CEO when sales are weak.	-.768	1.000
	Covariances	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.002	-.001
		Q6: Marketing only seems important to our CEO when sales are weak.	-.001	.002

a. Dependent Variable: Recalculated Mean Market Orientation

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.2771	5.1787	4.5985	.50651	564
Residual	-3.32768	2.95663	.00000	1.07563	564
Std. Predicted Value	-2.609	1.146	.000	1.000	564
Std. Residual	-3.088	2.744	.000	.998	564

a. Dependent Variable: Recalculated Mean Market Orientation

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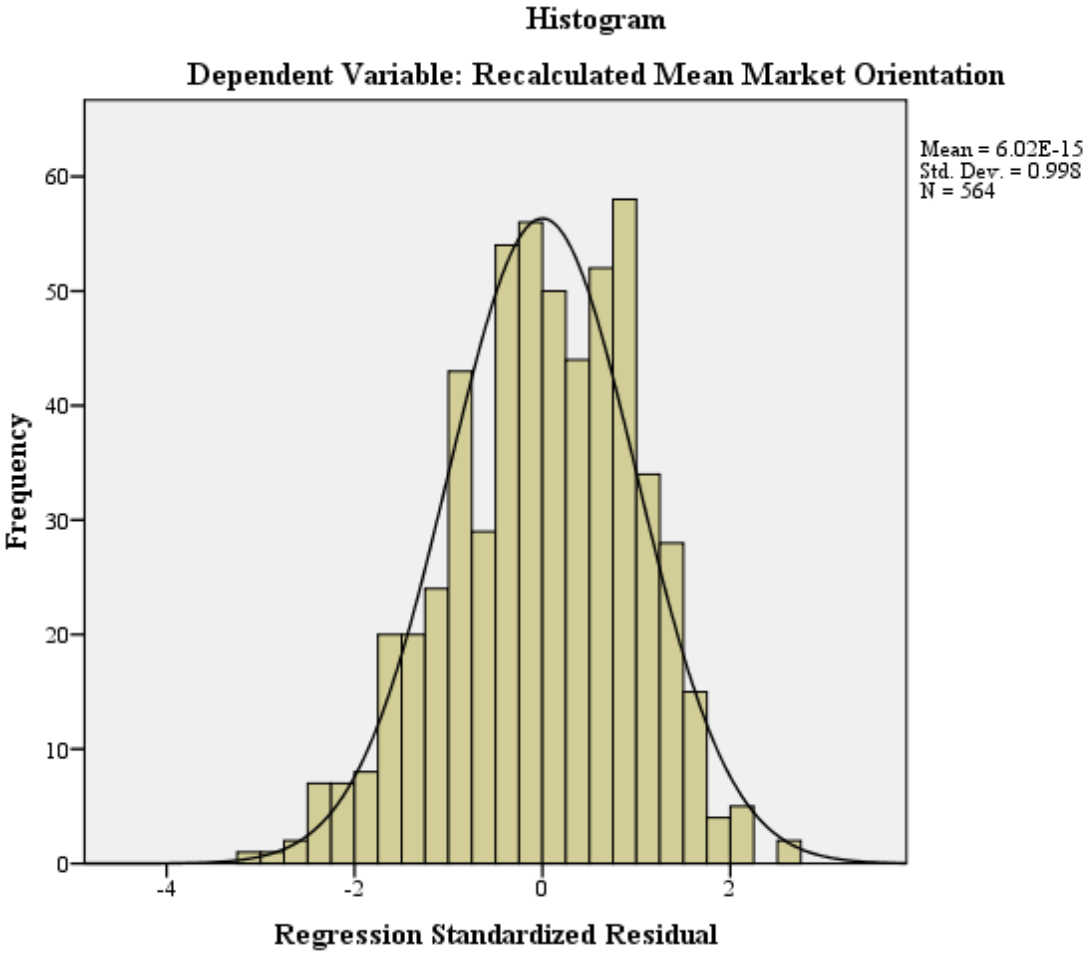
Charts



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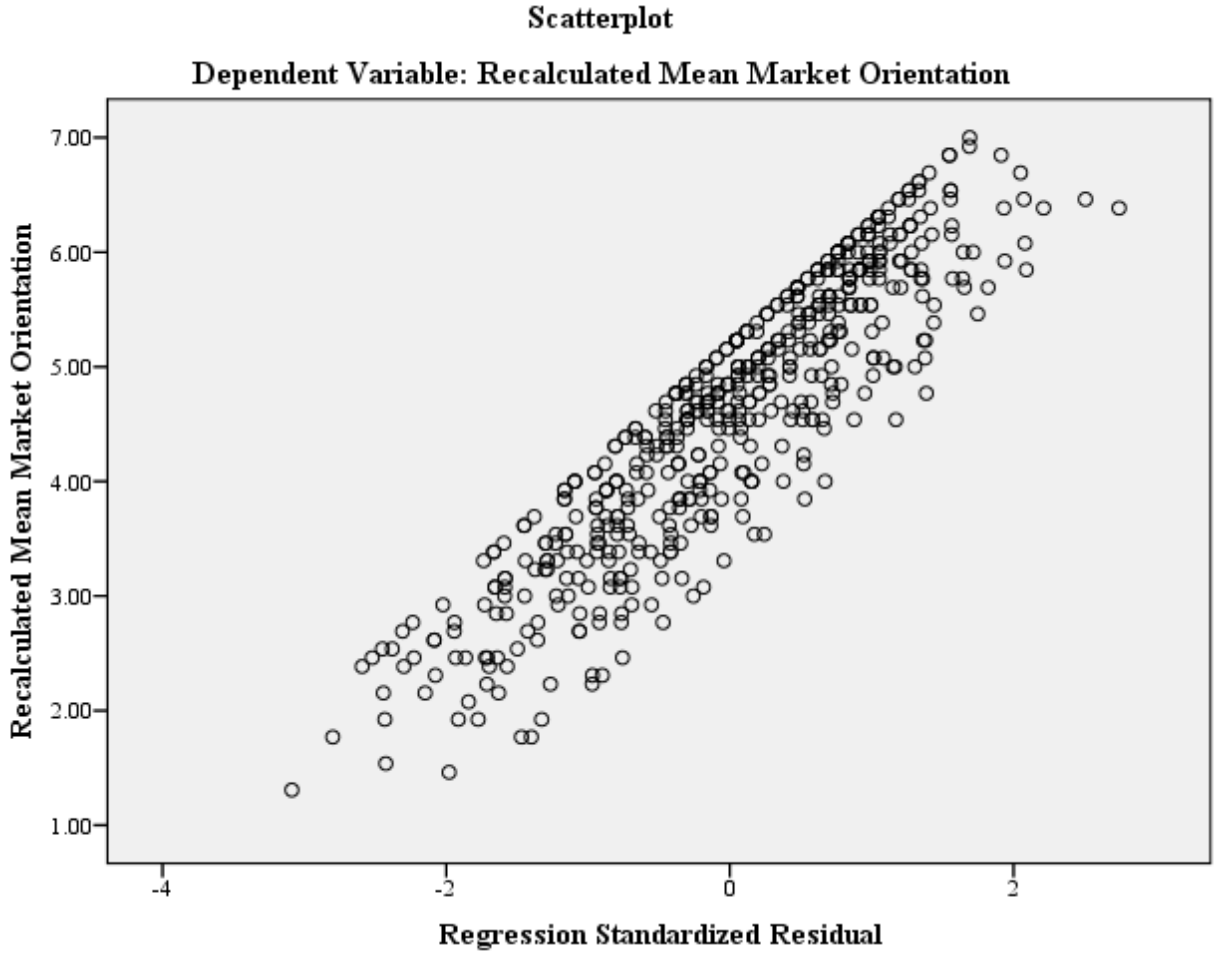


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Regression

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Notes

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	Cases Used	Statistics are based on cases with no missing values for any variable used.
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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Market Orientation

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.481[a]	.231	.226	1.04628

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.

b. Dependent Variable: Recalculated Mean Market Orientation

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	183.876	4	45.969	41.992	.000[a]
	Residual	611.939	559	1.095		
	Total	795.815	563			

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.

b. Dependent Variable: Recalculated Mean Market Orientation

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.631	.093		60.634	.000
	Q9: Marketing seems to just be an internal ad agency to our CEO.	-.078	.036	-.108	-2.149	.032
	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.103	.034	-.158	-3.043	.002
	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.169	.036	-.260	-4.661	.000
	Q12: Our CEO considers people in marketing to just be “creative types”.	-.025	.040	-.036	-.617	.537

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q12: Our CEO considers people in marketing to just be "creative types".	Q9: Marketing seems to just be an internal ad agency to our CEO.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	1.000	-.225
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.225	1.000
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.265	-.326
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.504	-.159
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	.002	.000
		Q9: Marketing seems to just be an internal ad agency to our CEO.	.000	.001
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	.000	.000
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.001	.000

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	-.265	-.504
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.326	-.159
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	1.000	-.174
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.174	1.000
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	.000	-.001
		Q9: Marketing seems to just be an internal ad agency to our CEO.	.000	.000
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	.001	.000
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.000	.001

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a. Dependent Variable: Recalculated Mean Market Orientation

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.0086	5.2567	4.5985	.57149	564
Residual	-3.02486	3.37599	.00000	1.04256	564
Std. Predicted Value	-2.782	1.152	.000	1.000	564
Std. Residual	-2.891	3.227	.000	.996	564

a. Dependent Variable: Recalculated Mean Market Orientation

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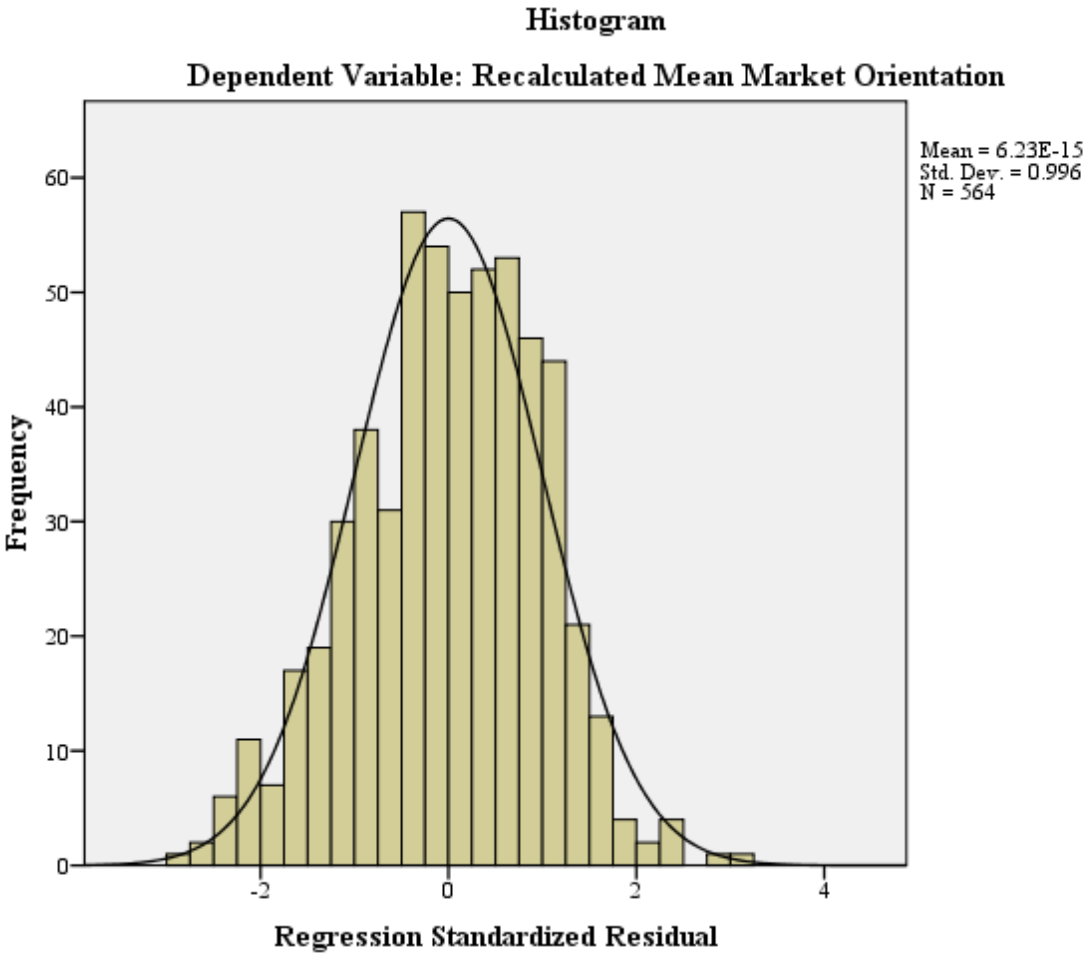
Charts



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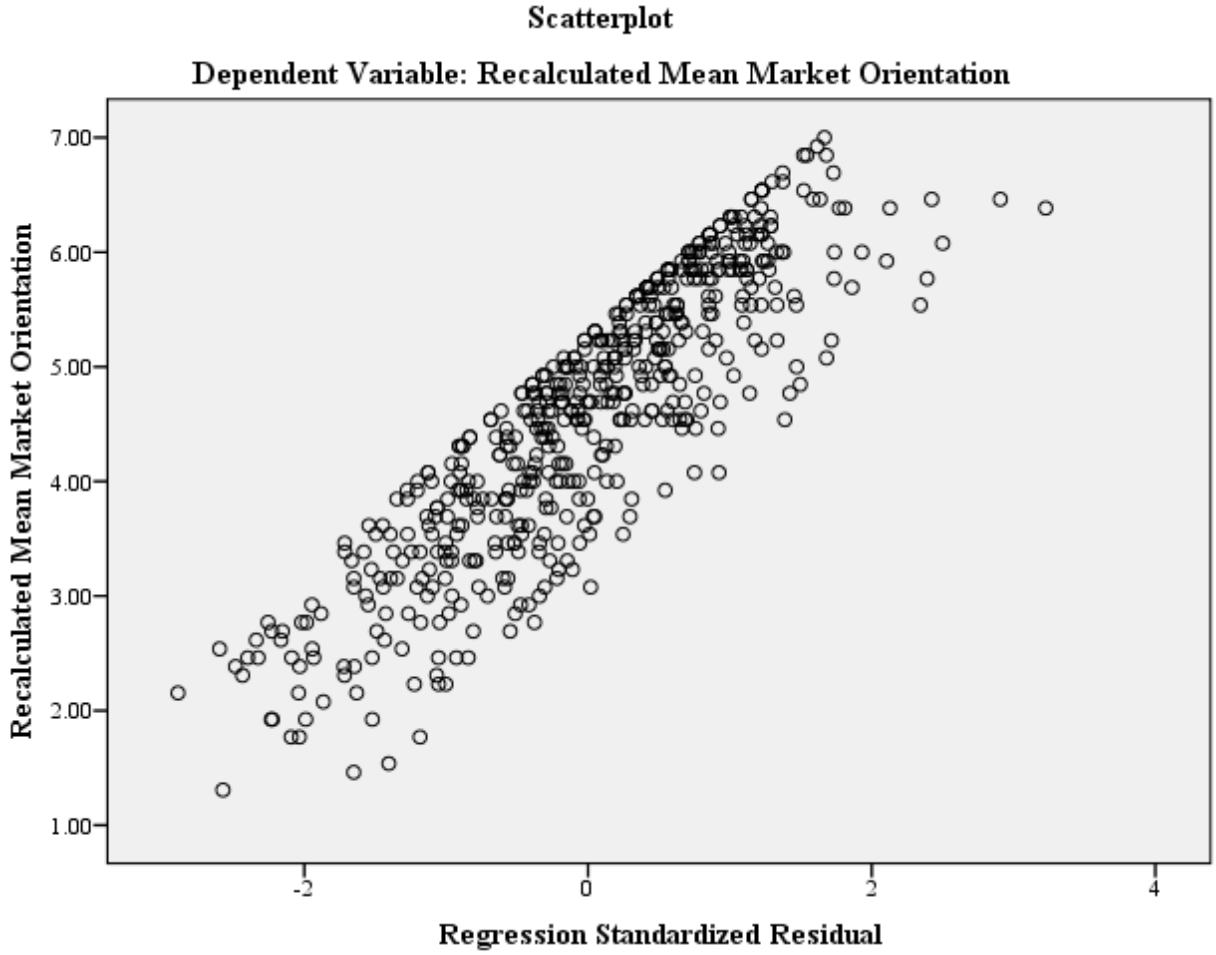


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Regression

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q19: What is your CEO's highest level of education?, Q20: What is or has been your CEO's dominant area of functional expertise?[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Role is Strategic

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.108[a]	.012	.006	1.56497

a. Predictors: (Constant), Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q19: What is your CEO's highest level of education?, Q20: What is or has been your CEO's dominant area of functional expertise?

b. Dependent Variable: Mean Role is Strategic

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.091	3	4.697	1.918	.126[a]
	Residual	1202.518	491	2.449		
	Total	1216.609	494			

a. Predictors: (Constant), Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q19: What is your CEO's highest level of education?, Q20: What is or has been your CEO's dominant area of functional expertise?

b. Dependent Variable: Mean Role is Strategic

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.035	.542		9.290	.000
	Q19: What is your CEO's highest level of education?	-.025	.081	-.014	-.308	.758
	Q20: What is or has been your CEO's dominant area of functional expertise?	.323	.165	.090	1.959	.051
	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	-.093	.082	-.050	-1.122	.262

a. Dependent Variable: Mean Role is Strategic

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Coefficient Correlations[a]

Model			Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	Q19: What is your CEO's highest level of education?	Q20: What is or has been your CEO's dominant area of functional expertise?
1	Correlations	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	1.000	.037	.038
		Q19: What is your CEO's highest level of education?	.037	1.000	.207
		Q20: What is or has been your CEO's dominant area of functional expertise?	.038	.207	1.000
	Covariances	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	.007	.000	.001
		Q19: What is your CEO's highest level of education?	.000	.007	.003
		Q20: What is or has been your CEO's dominant area of functional expertise?	.001	.003	.027

a. Dependent Variable: Mean Role is Strategic

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.3303	5.0729	4.6025	.16889	495
Residual	-3.93062	2.66969	.00000	1.56021	495
Std. Predicted Value	-1.612	2.785	.000	1.000	495
Std. Residual	-2.512	1.706	.000	.997	495

a. Dependent Variable: Mean Role is Strategic

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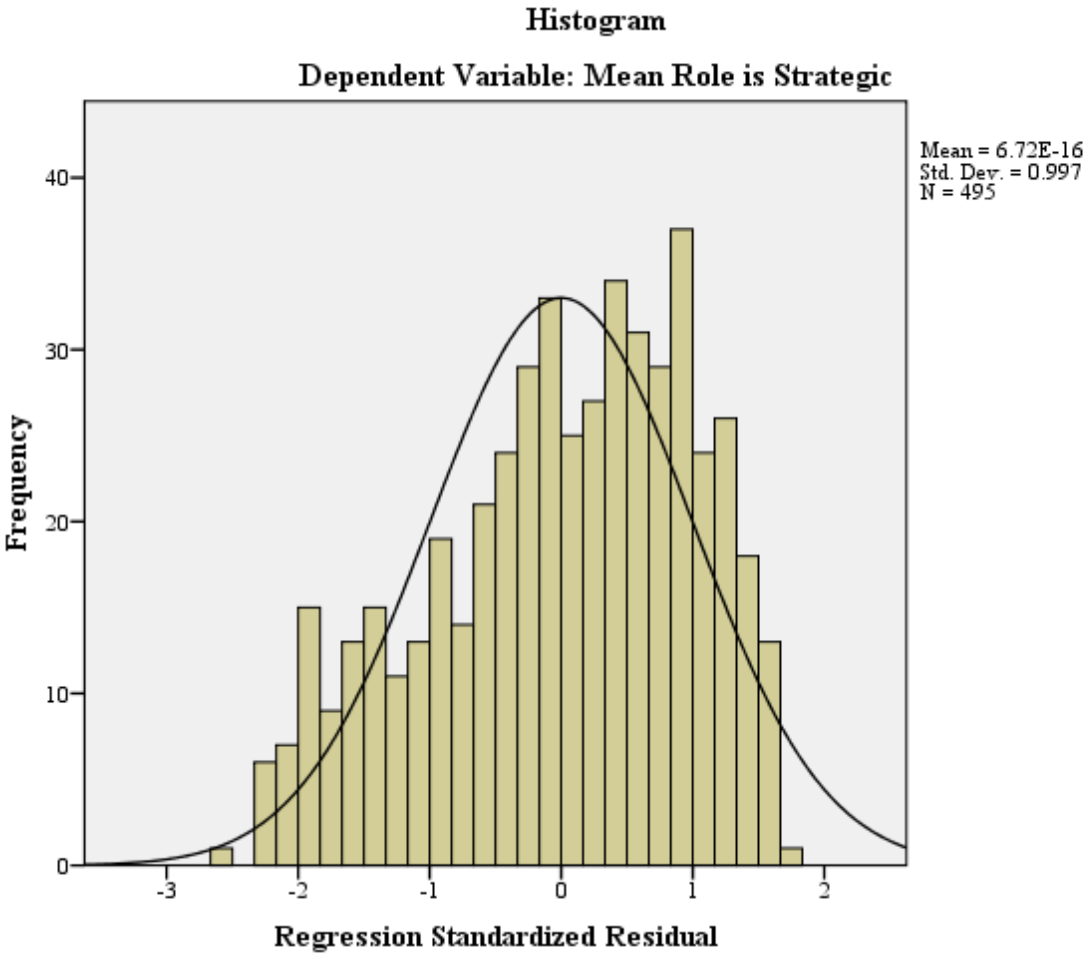
Charts



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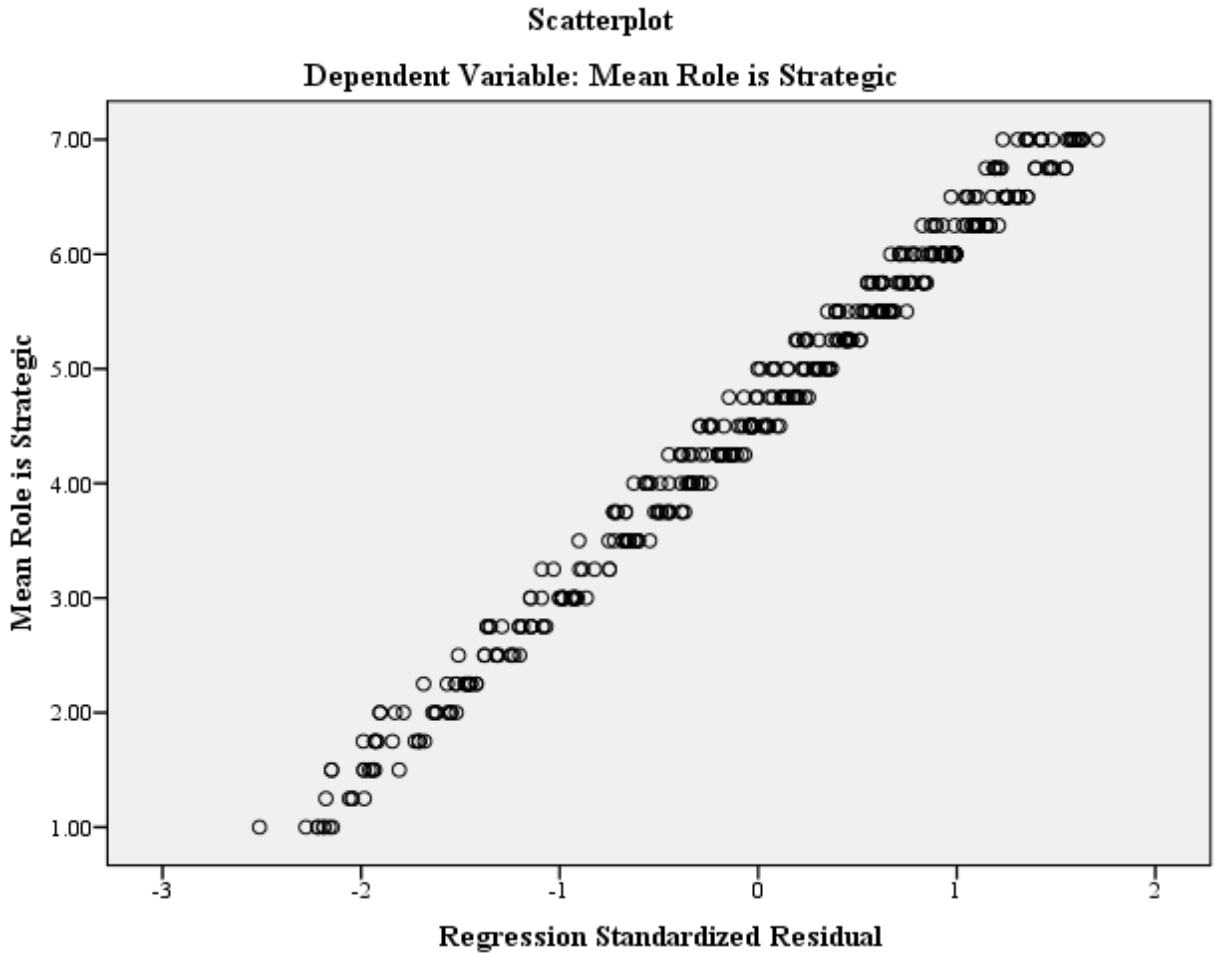


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Regression

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Notes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q19: What is your CEO's highest level of education?, Q20: What is or has been your CEO's dominant area of functional expertise?[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Role is Sales

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.143[a]	.021	.015	1.59078

a. Predictors: (Constant), Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q19: What is your CEO's highest level of education?, Q20: What is or has been your CEO's dominant area of functional expertise?

b. Dependent Variable: Recalculated Mean Role is Sales

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.048	3	8.683	3.431	.017[a]
	Residual	1242.510	491	2.531		
	Total	1268.559	494			

a. Predictors: (Constant), Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q19: What is your CEO's highest level of education?, Q20: What is or has been your CEO's dominant area of functional expertise?

b. Dependent Variable: Recalculated Mean Role is Sales

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.077	.551		5.585	.000
	Q19: What is your CEO's highest level of education?	-.026	.082	-.014	-.312	.755
	Q20: What is or has been your CEO's dominant area of functional expertise?	-.530	.167	-.145	-3.164	.002
	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	.024	.084	.013	.291	.771

a. Dependent Variable: Recalculated Mean Role is Sales

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Coefficient Correlations[a]

Model			Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	Q19: What is your CEO's highest level of education?	Q20: What is or has been your CEO's dominant area of functional expertise?
1	Correlations	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	1.000	.037	.038
		Q19: What is your CEO's highest level of education?	.037	1.000	.207
		Q20: What is or has been your CEO's dominant area of functional expertise?	.038	.207	1.000
	Covariances	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	.007	.000	.001
		Q19: What is your CEO's highest level of education?	.000	.007	.003
		Q20: What is or has been your CEO's dominant area of functional expertise?	.001	.003	.028

a. Dependent Variable: Recalculated Mean Role is Sales

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.4672	3.1978	2.9263	.22963	495
Residual	-2.14786	4.43292	.00000	1.58594	495
Std. Predicted Value	-1.999	1.182	.000	1.000	495
Std. Residual	-1.350	2.787	.000	.997	495

a. Dependent Variable: Recalculated Mean Role is Sales

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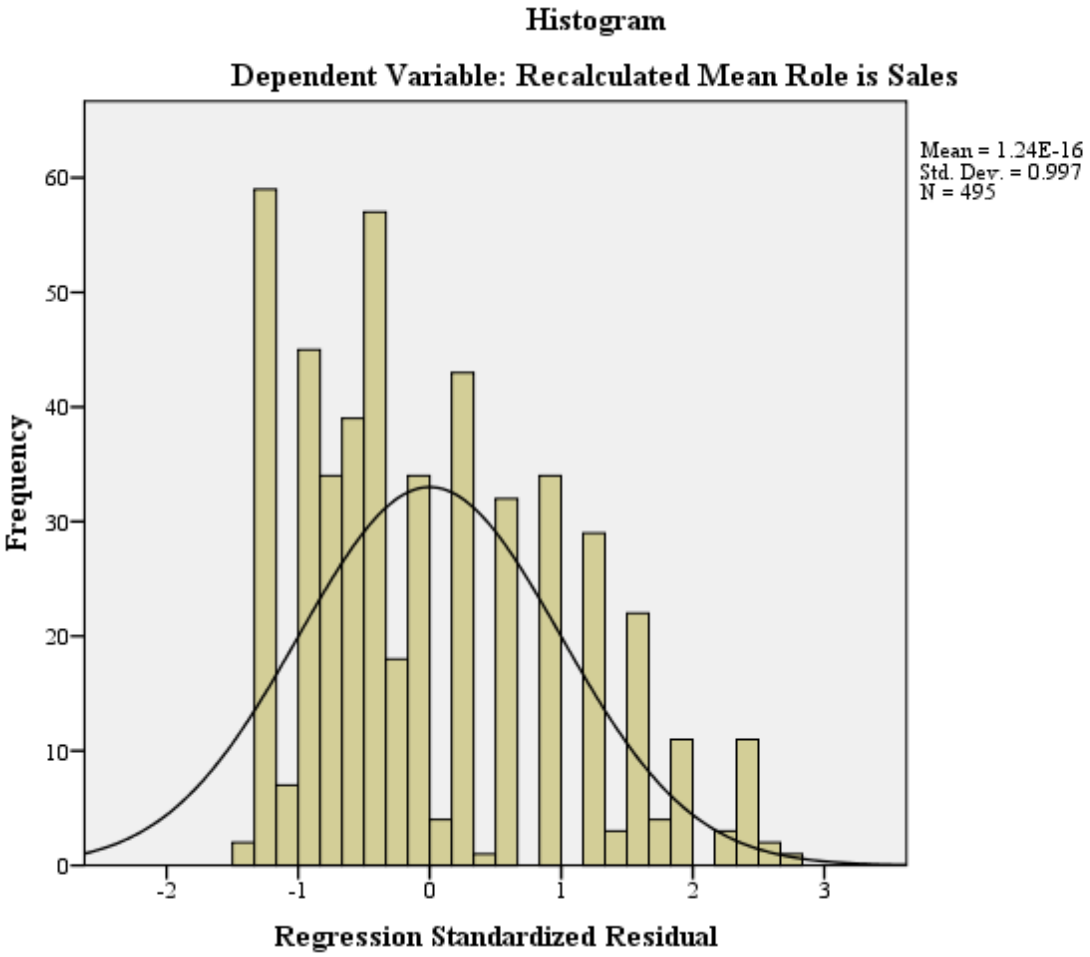
Charts



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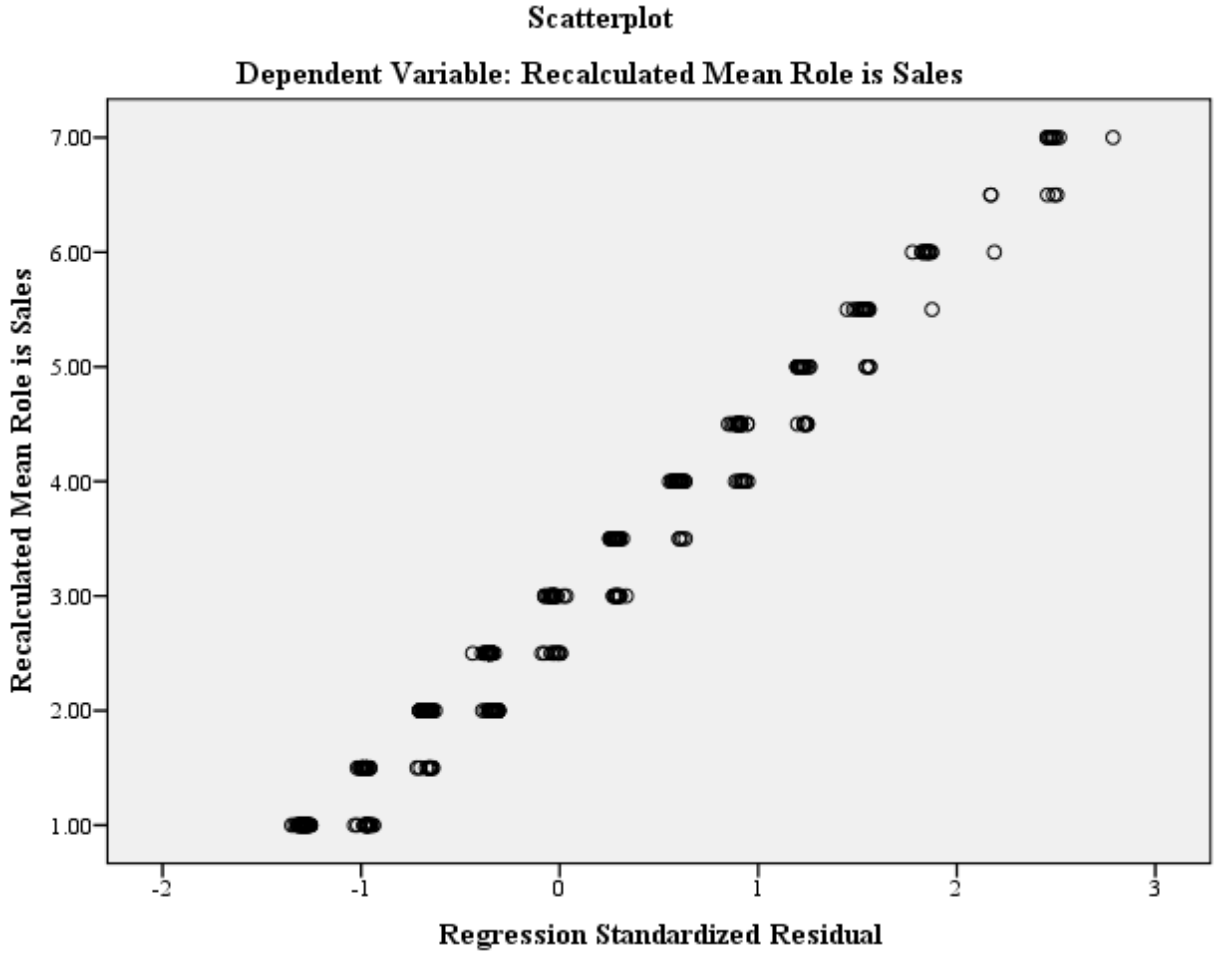


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Regression

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q19: What is your CEO's highest level of education?, Q20: What is or has been your CEO's dominant area of functional expertise?[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Role is Creative

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.101[a]	.010	.004	1.48460

a. Predictors: (Constant), Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q19: What is your CEO's highest level of education?, Q20: What is or has been your CEO's dominant area of functional expertise?

b. Dependent Variable: Mean Role is Creative

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.130	3	3.710	1.683	.170[a]
	Residual	1082.180	491	2.204		
	Total	1093.309	494			

a. Predictors: (Constant), Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q19: What is your CEO's highest level of education?, Q20: What is or has been your CEO's dominant area of functional expertise?

b. Dependent Variable: Mean Role is Creative

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.919	.514		5.678	.000
	Q19: What is your CEO's highest level of education?	-.013	.077	-.008	-.166	.869
	Q20: What is or has been your CEO's dominant area of functional expertise?	-.348	.156	-.102	-2.227	.026
	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	-.004	.078	-.002	-.054	.957

a. Dependent Variable: Mean Role is Creative

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Coefficient Correlations[a]

Model			Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	Q19: What is your CEO's highest level of education?	Q20: What is or has been your CEO's dominant area of functional expertise?
1	Correlations	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	1.000	.037	.038
		Q19: What is your CEO's highest level of education?	.037	1.000	.207
		Q20: What is or has been your CEO's dominant area of functional expertise?	.038	.207	1.000
	Covariances	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	.006	.000	.000
		Q19: What is your CEO's highest level of education?	.000	.006	.002
		Q20: What is or has been your CEO's dominant area of functional expertise?	.000	.002	.024

a. Dependent Variable: Mean Role is Creative

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.4786	2.8856	2.7525	.15010	495
Residual	-1.86029	4.26297	.00000	1.48008	495
Std. Predicted Value	-1.825	.887	.000	1.000	495
Std. Residual	-1.253	2.871	.000	.997	495

a. Dependent Variable: Mean Role is Creative

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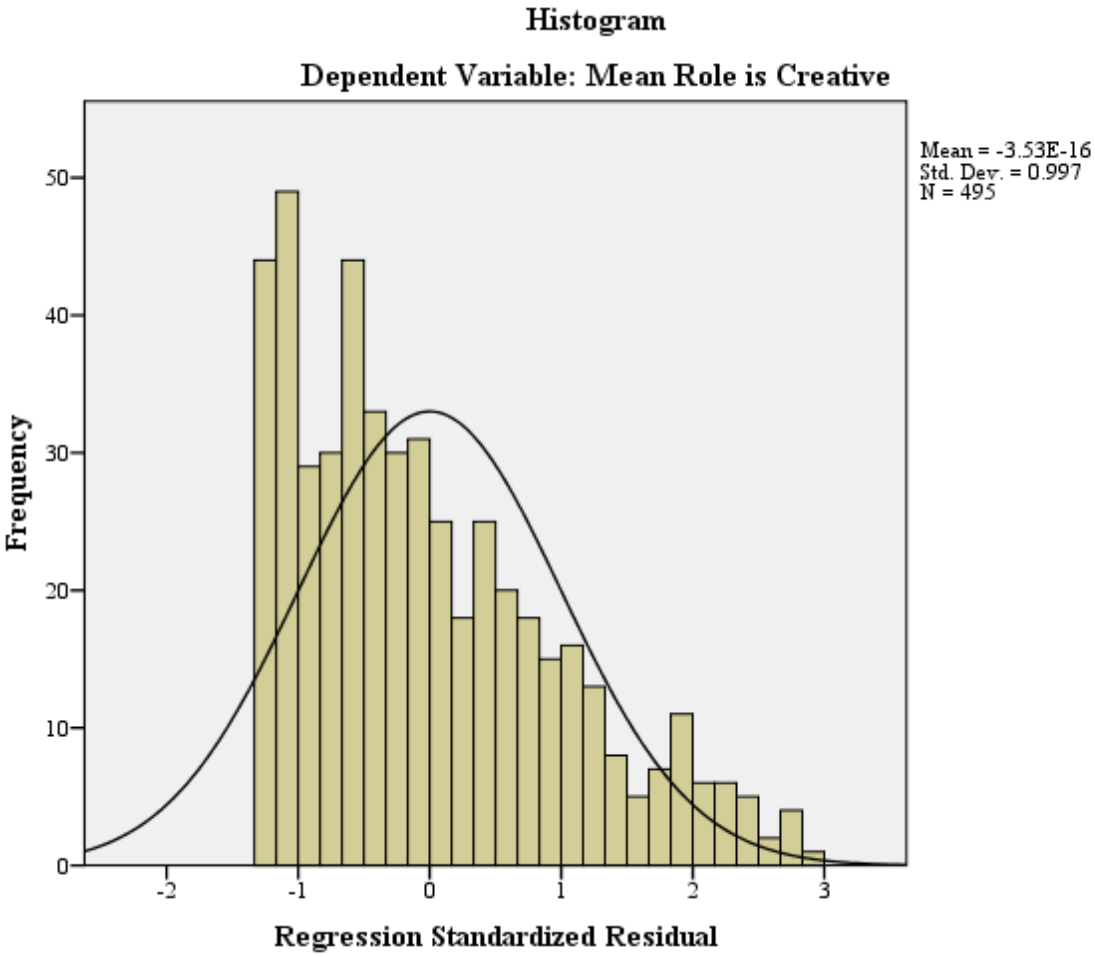
Charts



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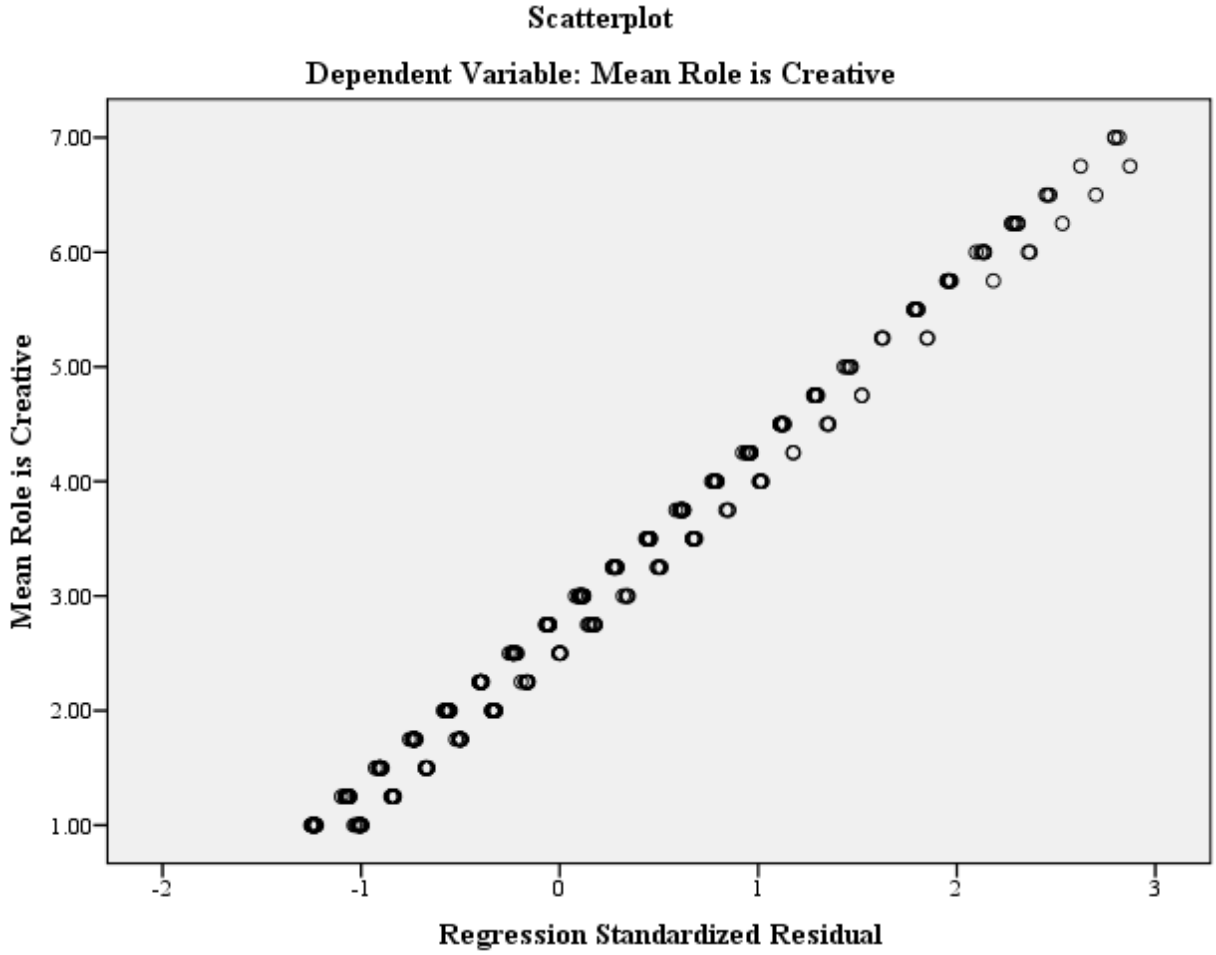


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Regression

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	Cases Used	Statistics are based on cases with no missing values for any variable used.
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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q25: Our company is highly innovative., Q28: Total revenue growth trend is positive for our company.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Role is Strategic

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.435[a]	.189	.179	1.43899

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q25: Our company is highly innovative., Q28: Total revenue growth trend is positive for our company.

b. Dependent Variable: Mean Role is Strategic

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	269.131	7	38.447	18.567	.000[a]
	Residual	1151.309	556	2.071		
	Total	1420.440	563			

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q25: Our company is highly innovative., Q28: Total revenue growth trend is positive for our company.

b. Dependent Variable: Mean Role is Strategic

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.169	.367		5.906	.000
	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.063	.033	-.075	-1.912	.056
	Q25: Our company is highly innovative.	.168	.060	.168	2.813	.005
	Q26: Our company is often first to market with new products or services.	.094	.054	.100	1.721	.086
	Q27: The market for our products or services is intensely competitive.	.042	.049	.033	.860	.390
	Q28: Total revenue growth trend is positive for our company.	-.058	.061	-.058	-.955	.340
	Q29: Our company's profit performance is strong.	.116	.057	.120	2.047	.041
	Q30: We seem to be gaining market share over our competitors.	.205	.056	.209	3.697	.000

a. Dependent Variable: Mean Role is Strategic

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Coefficient Correlations[a]

Model			Q30: We seem to be gaining market share over our competitors.	Q27: The market for our products or services is intensely competitive.	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?
1	Correlations	Q30: We seem to be gaining market share over our competitors.	1.000	.012	.074
		Q27: The market for our products or services is intensely competitive.	.012	1.000	-.072
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.074	-.072	1.000
		Q26: Our company is often first to market with new products or services.	-.105	.042	-.129
		Q29: Our company's profit performance is strong.	-.242	.021	-.092
		Q25: Our company is highly innovative.	-.117	-.085	.014
		Q28: Total revenue growth trend is positive for our company.	-.392	-.019	-.038
	Covariances	Q30: We seem to be gaining market share over our competitors.	.003	3.301E-5	.000
		Q27: The market for our products or services is intensely competitive.	3.301E-5	.002	.000
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.000	.000	.001

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Q26: Our company is often first to market with new products or services.	.000	.000	.000
Q29: Our company's profit performance is strong.	-.001	5.639E-5	.000
Q25: Our company is highly innovative.	.000	.000	2.807E-5
Q28: Total revenue growth trend is positive for our company.	-.001	-5.712E-5	-7.582E-5

a. Dependent Variable: Mean Role is Strategic

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Coefficient Correlations[a]

Model			Q26: Our company is often first to market with new products or services.	Q29: Our company's profit performance is strong.	Q25: Our company is highly innovative.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.105	-.242	-.117
		Q27: The market for our products or services is intensely competitive.	.042	.021	-.085
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.129	-.092	.014
		Q26: Our company is often first to market with new products or services.	1.000	-.018	-.677
		Q29: Our company's profit performance is strong.	-.018	1.000	-.064
		Q25: Our company is highly innovative.	-.677	-.064	1.000
		Q28: Total revenue growth trend is positive for our company.	.027	-.504	-.046
	Covariances	Q30: We seem to be gaining market share over our competitors.	.000	-.001	.000
		Q27: The market for our products or services is intensely competitive.	.000	5.639E-5	.000
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.000	.000	2.807E-5

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Q26: Our company is often first to market with new products or services.	.003	-5.546E-5	-.002
Q29: Our company's profit performance is strong.	-5.546E-5	.003	.000
Q25: Our company is highly innovative.	-.002	.000	.004
Q28: Total revenue growth trend is positive for our company.	9.025E-5	-.002	.000

a. Dependent Variable: Mean Role is Strategic

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Coefficient Correlations[a]

Model			Q28: Total revenue growth trend is positive for our company.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.392
		Q27: The market for our products or services is intensely competitive.	-.019
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.038
		Q26: Our company is often first to market with new products or services.	.027
		Q29: Our company's profit performance is strong.	-.504
		Q25: Our company is highly innovative.	-.046
		Q28: Total revenue growth trend is positive for our company.	1.000
	Covariances	Q30: We seem to be gaining market share over our competitors.	-.001
		Q27: The market for our products or services is intensely competitive.	-5.712E-5
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-7.582E-5
		Q26: Our company is often first to market with new products or services.	9.025E-5

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	Q29: Our company's profit performance is strong.	-.002
	Q25: Our company is highly innovative.	.000
	Q28: Total revenue growth trend is positive for our company.	.004

a. Dependent Variable: Mean Role is Strategic

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.6041	6.0696	4.5953	.69140	564
Residual	-4.91350	4.32677	.00000	1.43002	564
Std. Predicted Value	-2.880	2.132	.000	1.000	564
Std. Residual	-3.415	3.007	.000	.994	564

a. Dependent Variable: Mean Role is Strategic

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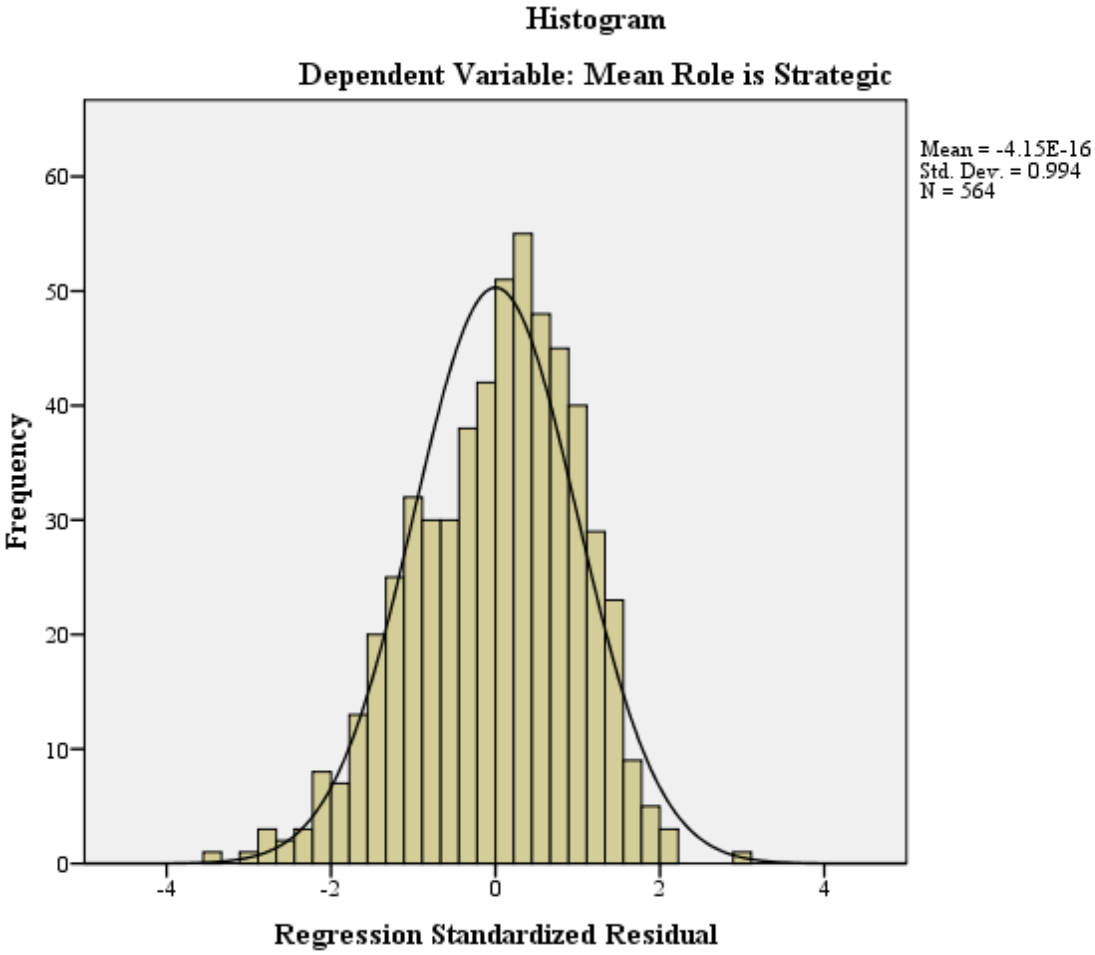
Charts



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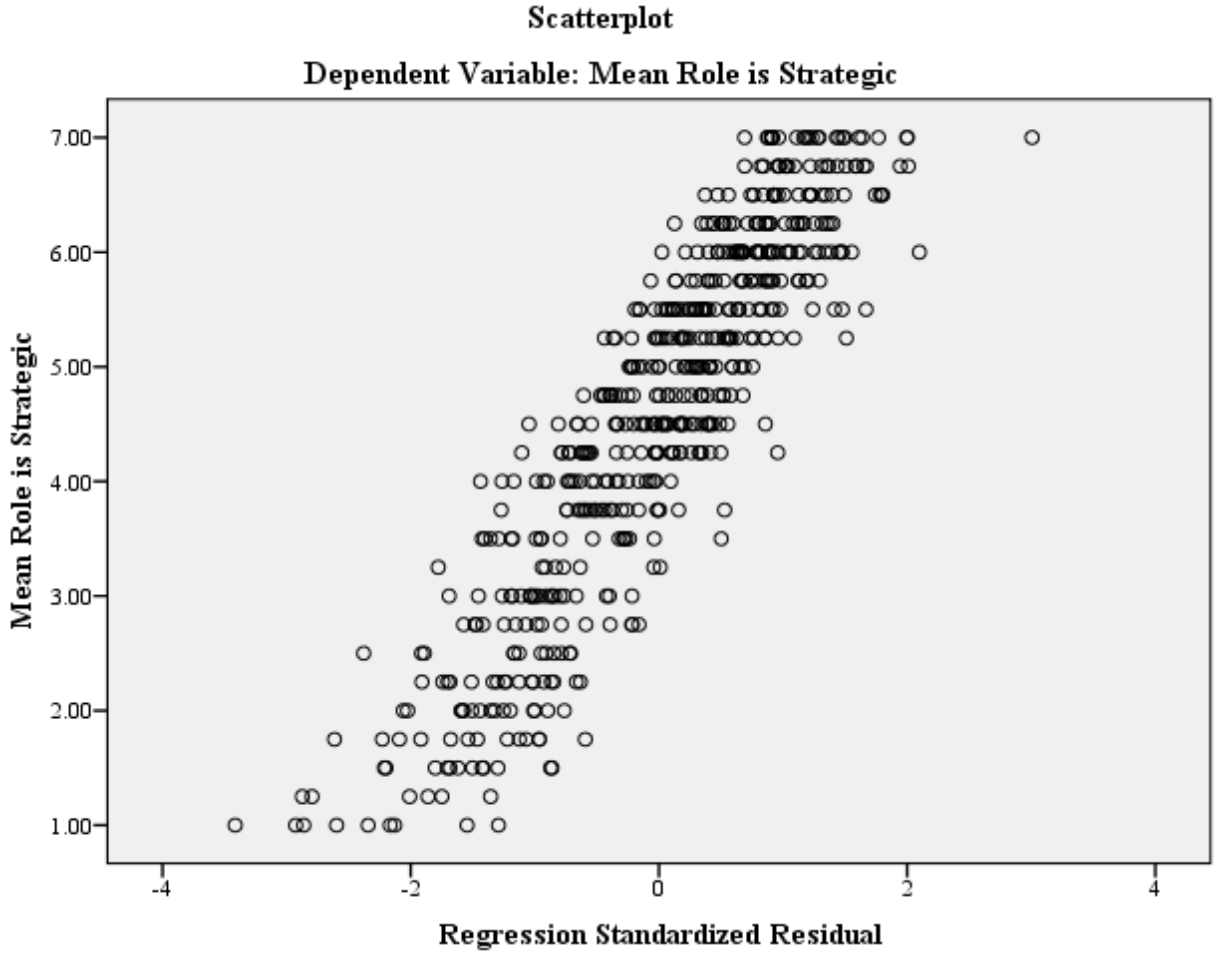


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Regression

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Additional Memory Required for Residual Plots	256 bytes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q25: Our company is highly innovative., Q28: Total revenue growth trend is positive for our company.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Role is Sales

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.348[a]	.121	.110	1.51487

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q25: Our company is highly innovative., Q28: Total revenue growth trend is positive for our company.

b. Dependent Variable: Recalculated Mean Role is Sales

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	176.275	7	25.182	10.973	.000[a]
	Residual	1275.930	556	2.295		
	Total	1452.206	563			

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q25: Our company is highly innovative., Q28: Total revenue growth trend is positive for our company.

b. Dependent Variable: Recalculated Mean Role is Sales

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.070	.387		13.114	.000
	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.027	.034	-.032	-.771	.441
	Q25: Our company is highly innovative.	-.143	.063	-.142	-2.284	.023
	Q26: Our company is often first to market with new products or services.	.021	.057	.022	.367	.714
	Q27: The market for our products or services is intensely competitive.	-.014	.051	-.011	-.283	.777
	Q28: Total revenue growth trend is positive for our company.	.030	.064	.030	.474	.636
	Q29: Our company's profit performance is strong.	-.148	.060	-.151	-2.486	.013
	Q30: We seem to be gaining market share over our competitors.	-.164	.058	-.166	-2.813	.005

a. Dependent Variable: Recalculated Mean Role is Sales

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Coefficient Correlations[a]

Model			Q30: We seem to be gaining market share over our competitors.	Q27: The market for our products or services is intensely competitive.	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?
1	Correlations	Q30: We seem to be gaining market share over our competitors.	1.000	.012	.074
		Q27: The market for our products or services is intensely competitive.	.012	1.000	-.072
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.074	-.072	1.000
		Q26: Our company is often first to market with new products or services.	-.105	.042	-.129
		Q29: Our company's profit performance is strong.	-.242	.021	-.092
		Q25: Our company is highly innovative.	-.117	-.085	.014
		Q28: Total revenue growth trend is positive for our company.	-.392	-.019	-.038
	Covariances	Q30: We seem to be gaining market share over our competitors.	.003	3.658E-5	.000
		Q27: The market for our products or services is intensely competitive.	3.658E-5	.003	.000
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.000	.000	.001

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	Q26: Our company is often first to market with new products or services.	.000	.000	.000
	Q29: Our company's profit performance is strong.	-.001	6.250E-5	.000
	Q25: Our company is highly innovative.	.000	.000	3.111E-5
	Q28: Total revenue growth trend is positive for our company.	-.001	-6.330E-5	-8.403E-5

a. Dependent Variable: Recalculated Mean Role is Sales

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Coefficient Correlations[a]

Model			Q26: Our company is often first to market with new products or services.	Q29: Our company's profit performance is strong.	Q25: Our company is highly innovative.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.105	-.242	-.117
		Q27: The market for our products or services is intensely competitive.	.042	.021	-.085
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.129	-.092	.014
		Q26: Our company is often first to market with new products or services.	1.000	-.018	-.677
		Q29: Our company's profit performance is strong.	-.018	1.000	-.064
		Q25: Our company is highly innovative.	-.677	-.064	1.000
		Q28: Total revenue growth trend is positive for our company.	.027	-.504	-.046
	Covariances	Q30: We seem to be gaining market share over our competitors.	.000	-.001	.000
		Q27: The market for our products or services is intensely competitive.	.000	6.250E-5	.000
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.000	.000	3.111E-5

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Q26: Our company is often first to market with new products or services.	.003	-6.147E-5	-.002
Q29: Our company's profit performance is strong.	-6.147E-5	.004	.000
Q25: Our company is highly innovative.	-.002	.000	.004
Q28: Total revenue growth trend is positive for our company.	.000	-.002	.000

a. Dependent Variable: Recalculated Mean Role is Sales

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Coefficient Correlations[a]

Model			Q28: Total revenue growth trend is positive for our company.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.392
		Q27: The market for our products or services is intensely competitive.	-.019
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.038
		Q26: Our company is often first to market with new products or services.	.027
		Q29: Our company's profit performance is strong.	-.504
		Q25: Our company is highly innovative.	-.046
		Q28: Total revenue growth trend is positive for our company.	1.000
	Covariances	Q30: We seem to be gaining market share over our competitors.	-.001
		Q27: The market for our products or services is intensely competitive.	-6.330E-5
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-8.403E-5
		Q26: Our company is often first to market with new products or services.	.000

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	Q29: Our company's profit performance is strong.	-.002
	Q25: Our company is highly innovative.	.000
	Q28: Total revenue growth trend is positive for our company.	.004

a. Dependent Variable: Recalculated Mean Role is Sales

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.9352	4.5671	2.9078	.55955	564
Residual	-3.41986	4.43222	.00000	1.50543	564
Std. Predicted Value	-1.738	2.965	.000	1.000	564
Std. Residual	-2.258	2.926	.000	.994	564

a. Dependent Variable: Recalculated Mean Role is Sales

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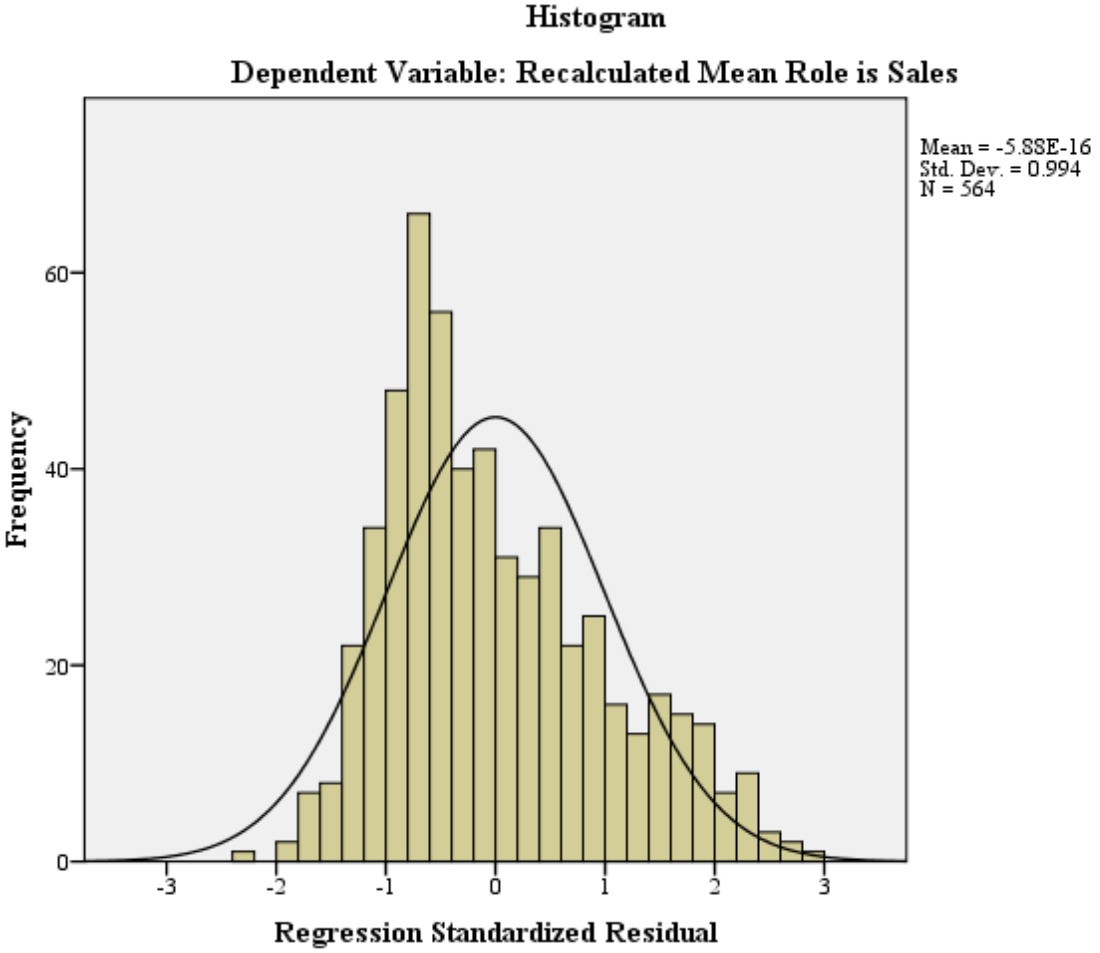
Charts



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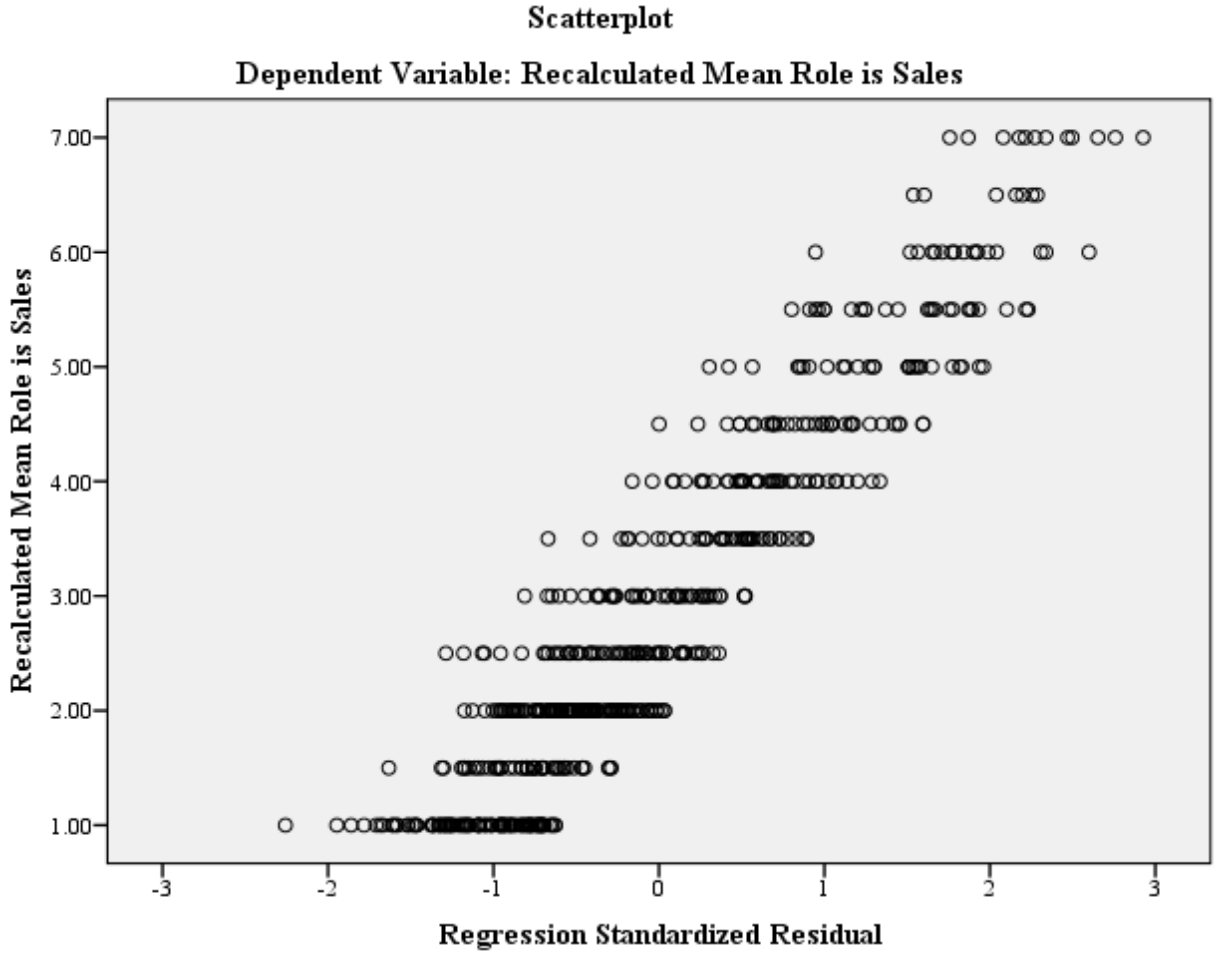


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Regression

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Notes

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	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS BCOV R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT Mean_Role_is_Creative /METHOD=ENTER Firm_Indus_Attributes_Q22 Firm_Indus_Attributes_Q25 Firm_Indus_Attributes_Q26 Firm_Indus_Attributes_Q27 Firm_Indus_Attributes_Q28 Firm_Indus_Attributes_Q29 Firm_Indus_Attributes_Q30 /SCATTERPLOT=(Mean_Role_is_Creative ,*ZRESID) /RESIDUALS HISTOGRAM(ZRESID).
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Additional Memory Required for Residual Plots	256 bytes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q25: Our company is highly innovative., Q28: Total revenue growth trend is positive for our company.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Role is Creative

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.307[a]	.094	.083	1.42544

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q25: Our company is highly innovative., Q28: Total revenue growth trend is positive for our company.

b. Dependent Variable: Mean Role is Creative

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	117.399	7	16.771	8.254	.000[a]
	Residual	1129.725	556	2.032		
	Total	1247.123	563			

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q25: Our company is highly innovative., Q28: Total revenue growth trend is positive for our company.

b. Dependent Variable: Mean Role is Creative

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.622	.364		12.707	.000
	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.057	.032	-.074	-1.770	.077
	Q25: Our company is highly innovative.	-.044	.059	-.047	-.739	.460
	Q26: Our company is often first to market with new products or services.	-.068	.054	-.078	-1.262	.208
	Q27: The market for our products or services is intensely competitive.	-.019	.048	-.016	-.386	.700
	Q28: Total revenue growth trend is positive for our company.	.001	.060	.001	.015	.988
	Q29: Our company's profit performance is strong.	-.097	.056	-.107	-1.723	.085
	Q30: We seem to be gaining market share over our competitors.	-.114	.055	-.124	-2.070	.039

a. Dependent Variable: Mean Role is Creative

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Coefficient Correlations[a]

Model			Q30: We seem to be gaining market share over our competitors.	Q27: The market for our products or services is intensely competitive.	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?
1	Correlations	Q30: We seem to be gaining market share over our competitors.	1.000	.012	.074
		Q27: The market for our products or services is intensely competitive.	.012	1.000	-.072
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.074	-.072	1.000
		Q26: Our company is often first to market with new products or services.	-.105	.042	-.129
		Q29: Our company's profit performance is strong.	-.242	.021	-.092
		Q25: Our company is highly innovative.	-.117	-.085	.014
		Q28: Total revenue growth trend is positive for our company.	-.392	-.019	-.038
	Covariances	Q30: We seem to be gaining market share over our competitors.	.003	3.239E-5	.000
		Q27: The market for our products or services is intensely competitive.	3.239E-5	.002	.000
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.000	.000	.001

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Q26: Our company is often first to market with new products or services.	.000	.000	.000
Q29: Our company's profit performance is strong.	-.001	5.534E-5	.000
Q25: Our company is highly innovative.	.000	.000	2.754E-5
Q28: Total revenue growth trend is positive for our company.	-.001	-5.605E-5	-7.440E-5

a. Dependent Variable: Mean Role is Creative

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Coefficient Correlations[a]

Model			Q26: Our company is often first to market with new products or services.	Q29: Our company's profit performance is strong.	Q25: Our company is highly innovative.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.105	-.242	-.117
		Q27: The market for our products or services is intensely competitive.	.042	.021	-.085
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.129	-.092	.014
		Q26: Our company is often first to market with new products or services.	1.000	-.018	-.677
		Q29: Our company's profit performance is strong.	-.018	1.000	-.064
		Q25: Our company is highly innovative.	-.677	-.064	1.000
		Q28: Total revenue growth trend is positive for our company.	.027	-.504	-.046
	Covariances	Q30: We seem to be gaining market share over our competitors.	.000	-.001	.000
		Q27: The market for our products or services is intensely competitive.	.000	5.534E-5	.000
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.000	.000	2.754E-5

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Q26: Our company is often first to market with new products or services.	.003	-5.442E-5	-.002
Q29: Our company's profit performance is strong.	-5.442E-5	.003	.000
Q25: Our company is highly innovative.	-.002	.000	.003
Q28: Total revenue growth trend is positive for our company.	8.855E-5	-.002	.000

a. Dependent Variable: Mean Role is Creative

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Coefficient Correlations[a]

Model			Q28: Total revenue growth trend is positive for our company.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.392
		Q27: The market for our products or services is intensely competitive.	-.019
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.038
		Q26: Our company is often first to market with new products or services.	.027
		Q29: Our company's profit performance is strong.	-.504
		Q25: Our company is highly innovative.	-.046
		Q28: Total revenue growth trend is positive for our company.	1.000
	Covariances	Q30: We seem to be gaining market share over our competitors.	-.001
		Q27: The market for our products or services is intensely competitive.	-5.605E-5
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-7.440E-5
		Q26: Our company is often first to market with new products or services.	8.855E-5

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	Q29: Our company's profit performance is strong.	-.002
	Q25: Our company is highly innovative.	.000
	Q28: Total revenue growth trend is positive for our company.	.004

a. Dependent Variable: Mean Role is Creative

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.8430	4.0938	2.7518	.45664	564
Residual	-2.60200	4.80254	.00000	1.41655	564
Std. Predicted Value	-1.990	2.939	.000	1.000	564
Std. Residual	-1.825	3.369	.000	.994	564

a. Dependent Variable: Mean Role is Creative

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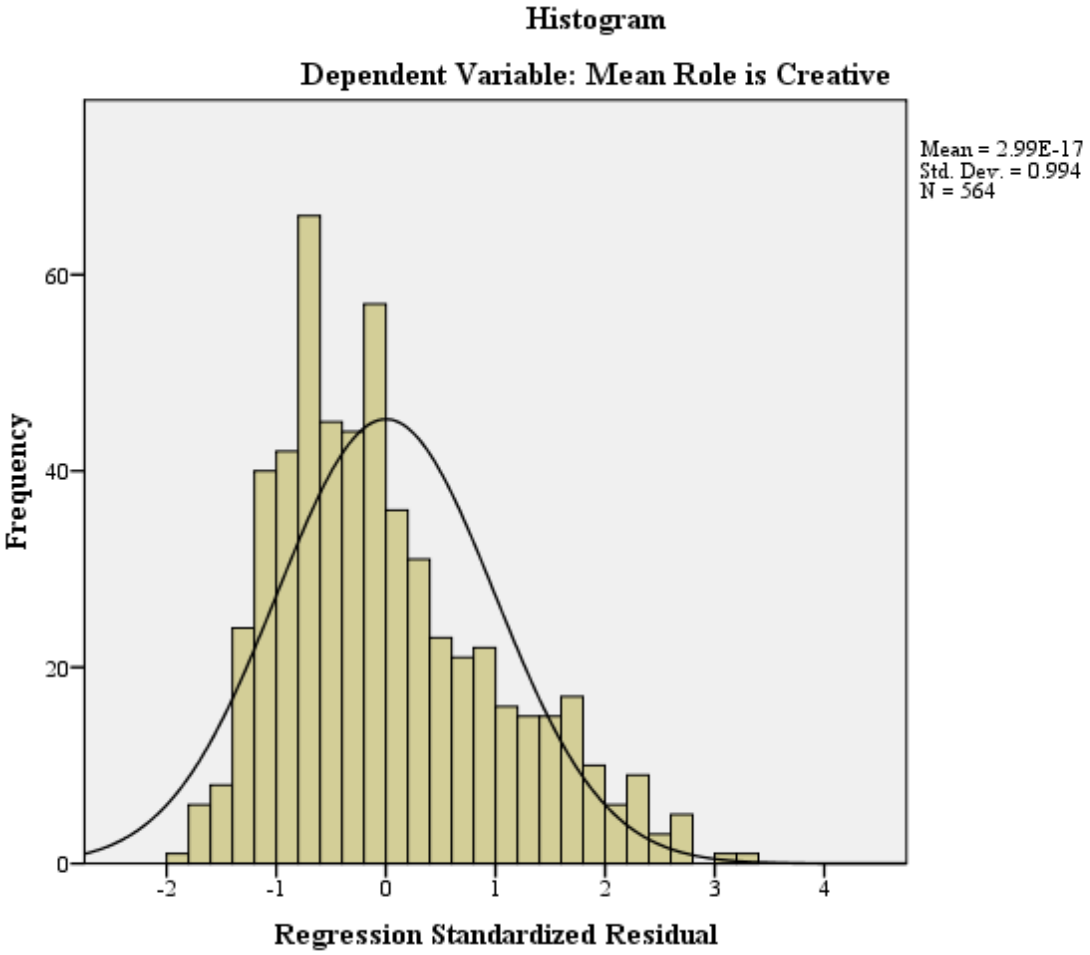
Charts



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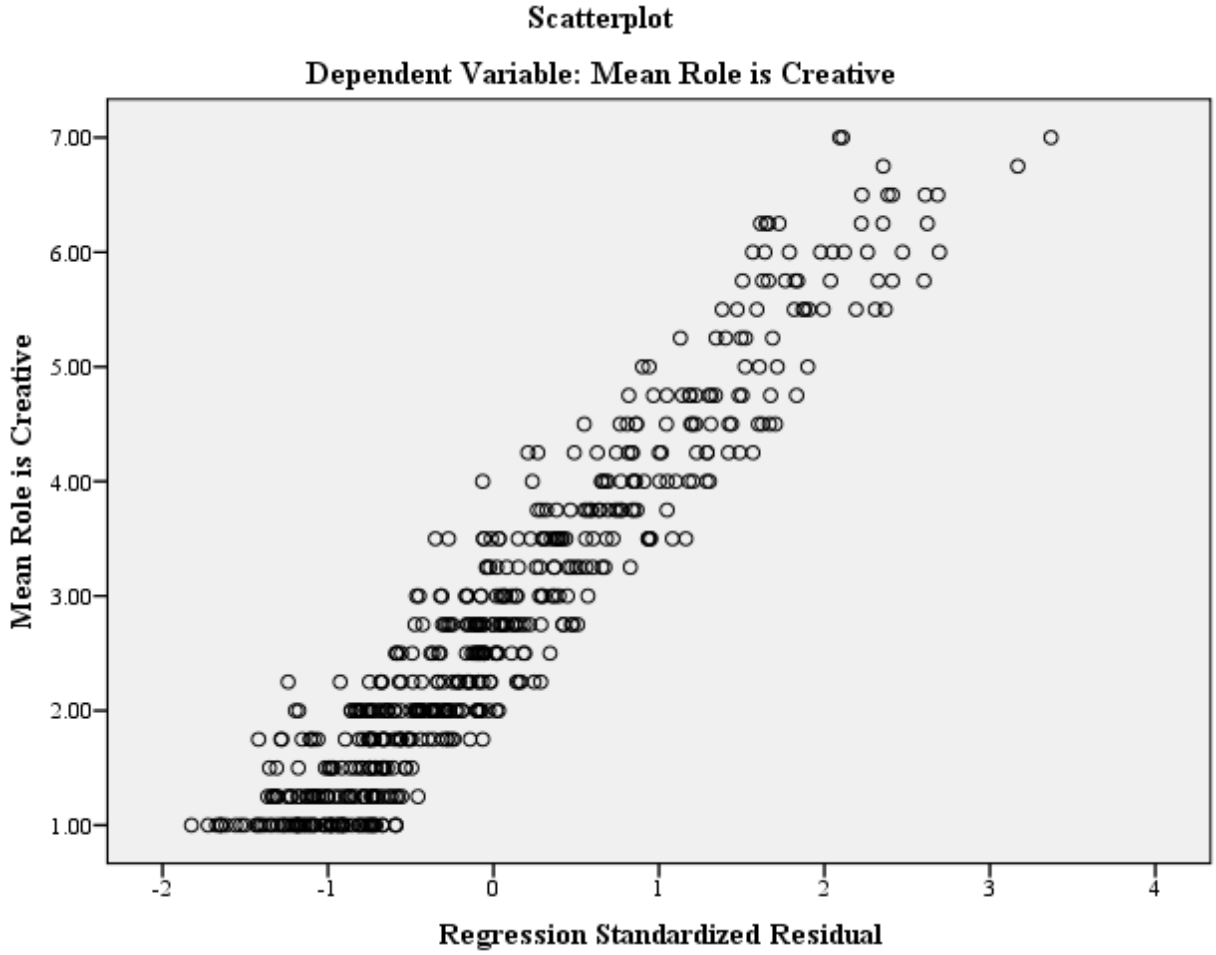


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Regression

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	Cases Used	Statistics are based on cases with no missing values for any variable used.
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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Strategy-Structure Fit

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.655[a]	.428	.424	1.06744

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Mean Strategy-Structure Fit

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	477.541	4	119.385	104.776	.000[a]
	Residual	636.943	559	1.139		
	Total	1114.484	563			

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Mean Strategy-Structure Fit

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.422	.160		15.149	.000
	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.168	.050	.191	3.371	.001
	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.112	.046	.149	2.428	.015
	Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.067	.046	.085	1.443	.150
	Q4: Our CEO considers people in marketing to be master strategists.	.235	.047	.293	4.987	.000

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q4: Our CEO considers people in marketing to be master strategists.	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	1.000	-.129
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.129	1.000
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.323	-.383
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.437	-.337
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	.002	.000
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.000	.002
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.001	-.001
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.001	-.001

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	-.323	-.437
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.383	-.337
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	1.000	-.209
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.209	1.000
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	-.001	-.001
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.001	-.001
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.002	.000
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.000	.002

a. Dependent Variable: Mean Strategy-Structure Fit

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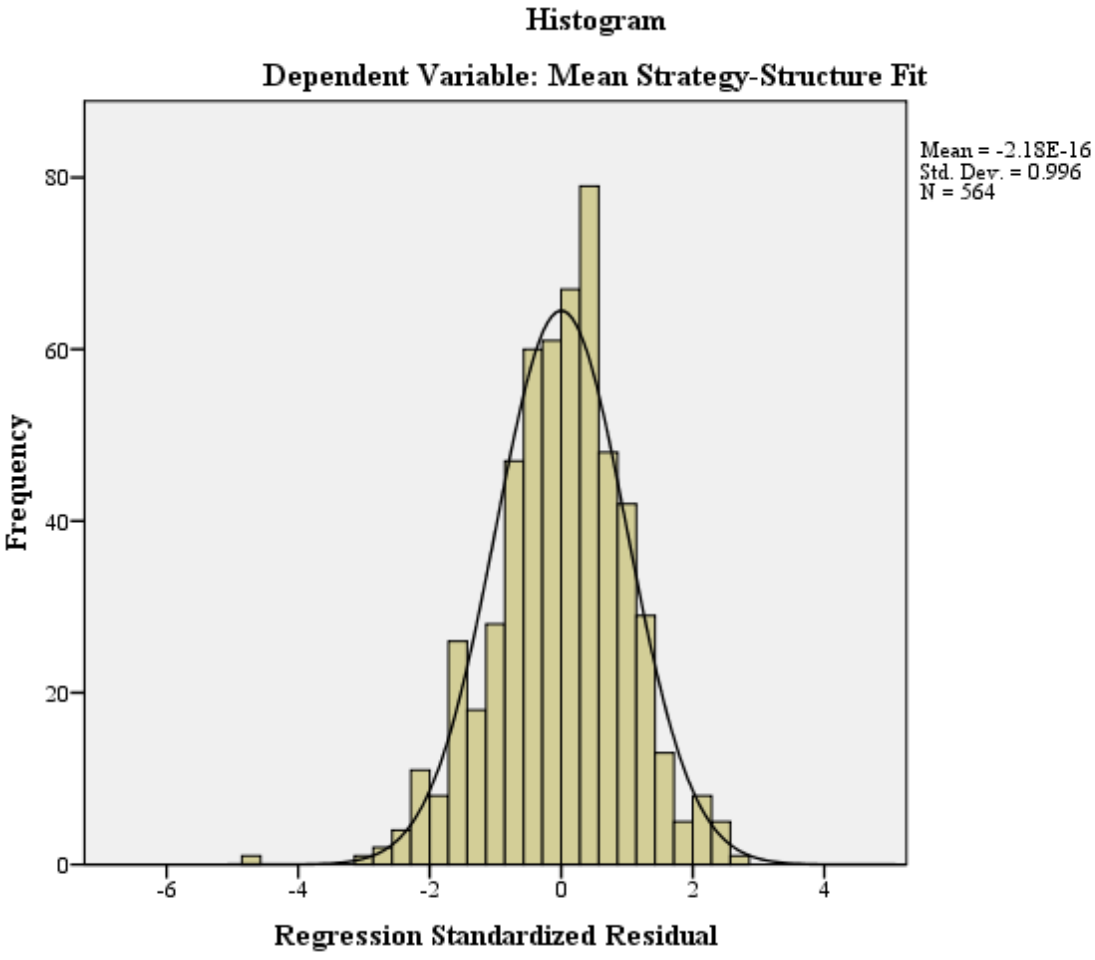
Residuals Statistics[a]

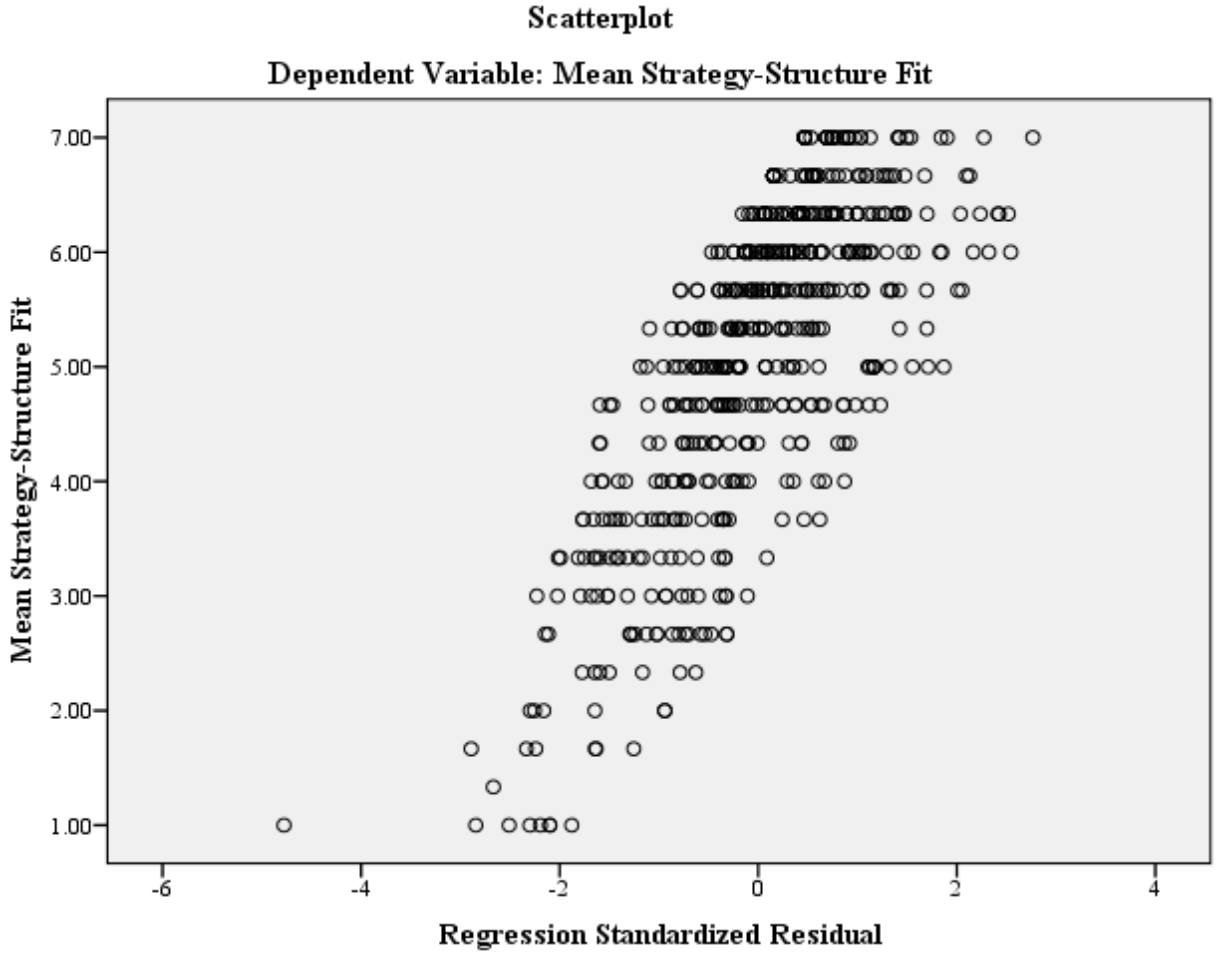
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.0050	6.5019	5.0999	.92098	564
Residual	-5.09816	2.95247	.00000	1.06364	564
Std. Predicted Value	-2.275	1.522	.000	1.000	564
Std. Residual	-4.776	2.766	.000	.996	564

a. Dependent Variable: Mean Strategy-Structure Fit

Charts



www.manaraa.com

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Regression

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Strategy-Structure Fit

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.530[a]	.281	.278	1.19553

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Mean Strategy-Structure Fit

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ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	312.651	2	156.325	109.373	.000[a]
	Residual	801.834	561	1.429		
	Total	1114.484	563			

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Mean Strategy-Structure Fit

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.406	.104		61.476	.000
	Q6: Marketing only seems important to our CEO when sales are weak.	-.082	.044	-.104	-1.854	.064
	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	-.382	.048	-.446	-7.974	.000

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	Q6: Marketing only seems important to our CEO when sales are weak.
1	Correlations	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	1.000	-.768
		Q6: Marketing only seems important to our CEO when sales are weak.	-.768	1.000
	Covariances	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.002	-.002
		Q6: Marketing only seems important to our CEO when sales are weak.	-.002	.002

a. Dependent Variable: Mean Strategy-Structure Fit

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.1554	5.9417	5.0999	.74520	564
Residual	-4.94169	3.84463	.00000	1.19341	564
Std. Predicted Value	-2.609	1.130	.000	1.000	564
Std. Residual	-4.133	3.216	.000	.998	564

a. Dependent Variable: Mean Strategy-Structure Fit

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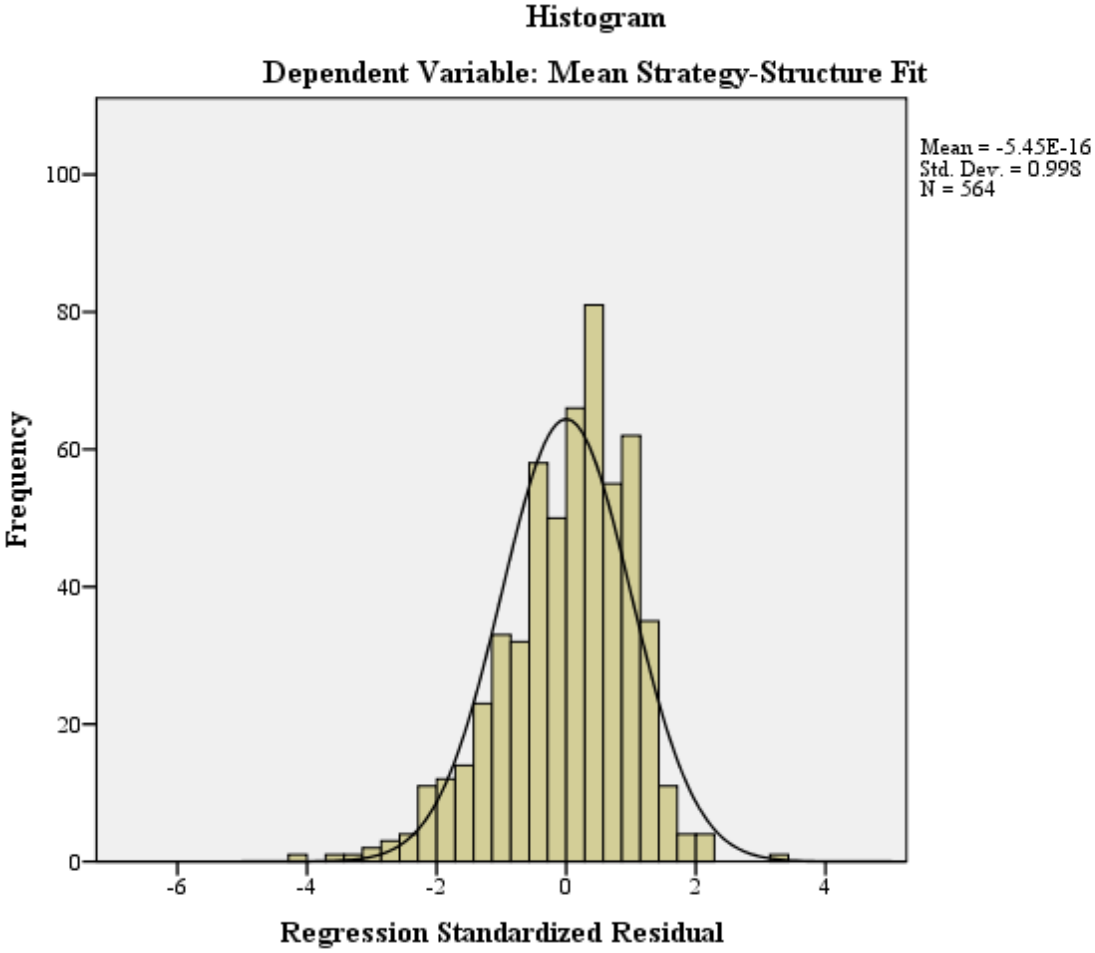
Charts



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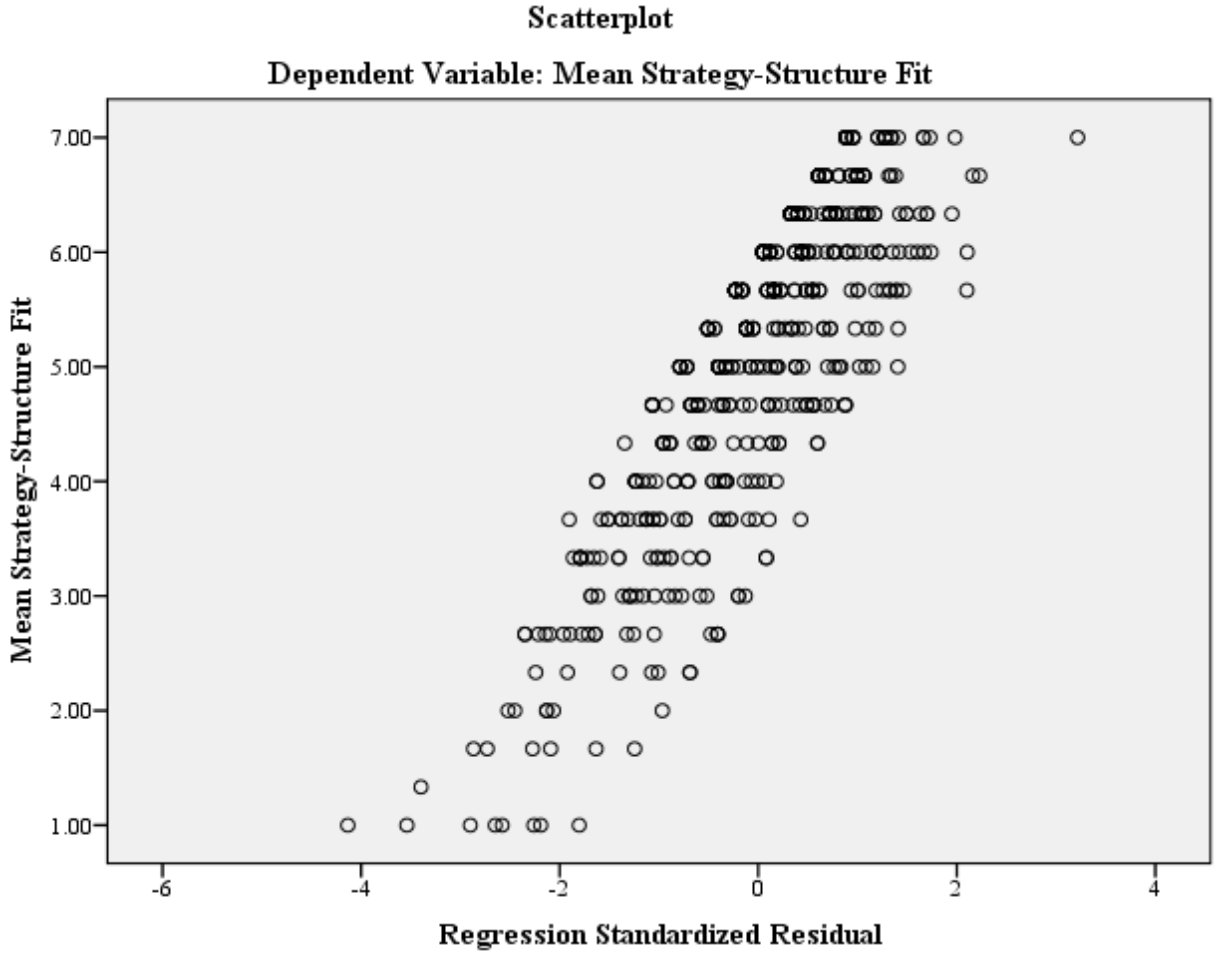


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Regression

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Strategy-Structure Fit

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.563[a]	.317	.312	1.16666

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.

b. Dependent Variable: Mean Strategy-Structure Fit

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	353.633	4	88.408	64.954	.000[a]
	Residual	760.852	559	1.361		
	Total	1114.484	563			

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.

b. Dependent Variable: Mean Strategy-Structure Fit

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.564	.104		63.379	.000
	Q9: Marketing seems to just be an internal ad agency to our CEO.	-.197	.040	-.231	-4.869	.000
	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.080	.038	-.104	-2.126	.034
	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.131	.040	-.171	-3.246	.001
	Q12: Our CEO considers people in marketing to just be “creative types”.	-.128	.045	-.160	-2.880	.004

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q12: Our CEO considers people in marketing to just be "creative types".	Q9: Marketing seems to just be an internal ad agency to our CEO.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	1.000	-.225
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.225	1.000
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.265	-.326
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.504	-.159
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	.002	.000
		Q9: Marketing seems to just be an internal ad agency to our CEO.	.000	.002
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	.000	.000
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.001	.000

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	-.265	-.504
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.326	-.159
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	1.000	-.174
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.174	1.000
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	.000	-.001
		Q9: Marketing seems to just be an internal ad agency to our CEO.	.000	.000
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	.001	.000
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.000	.002

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a. Dependent Variable: Mean Strategy-Structure Fit

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.8055	6.0268	5.0999	.79254	564
Residual	-4.63918	3.31634	.00000	1.16251	564
Std. Predicted Value	-2.895	1.170	.000	1.000	564
Std. Residual	-3.976	2.843	.000	.996	564

a. Dependent Variable: Mean Strategy-Structure Fit

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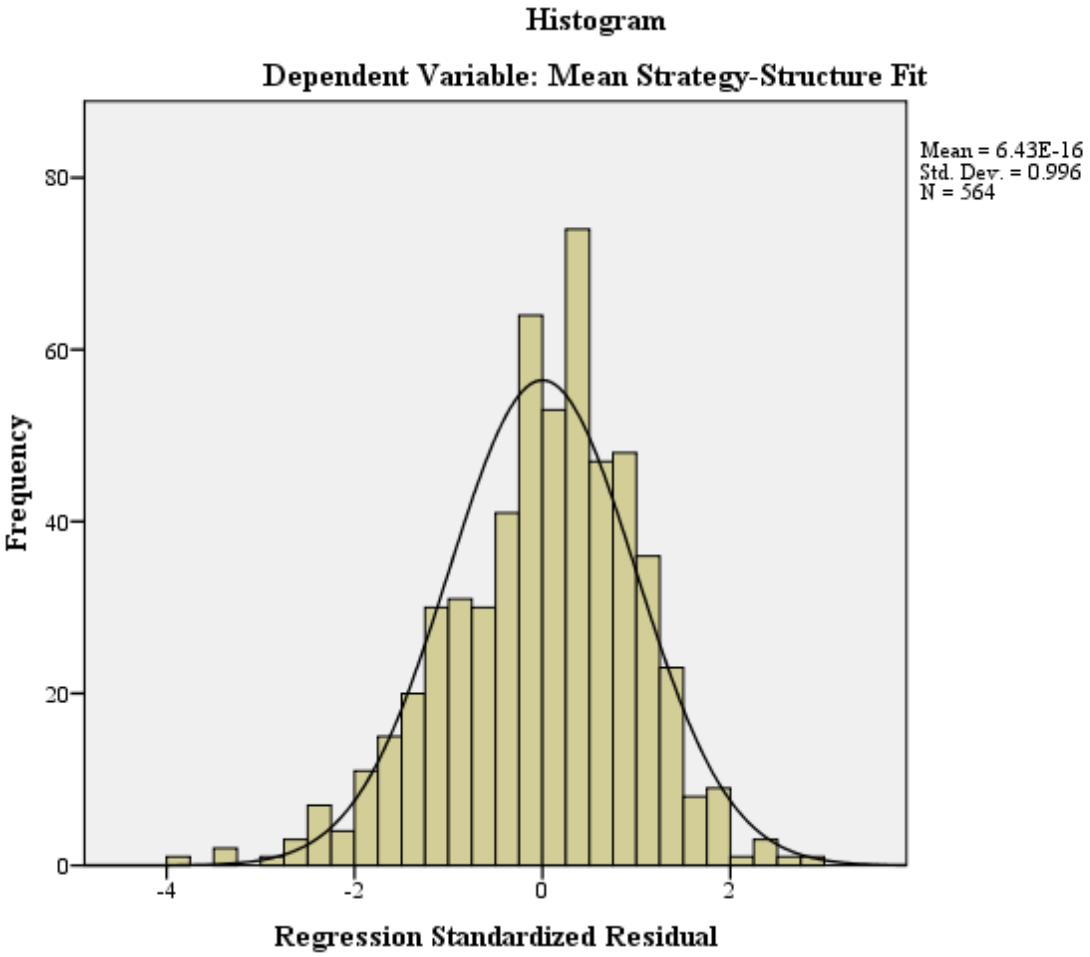
Charts



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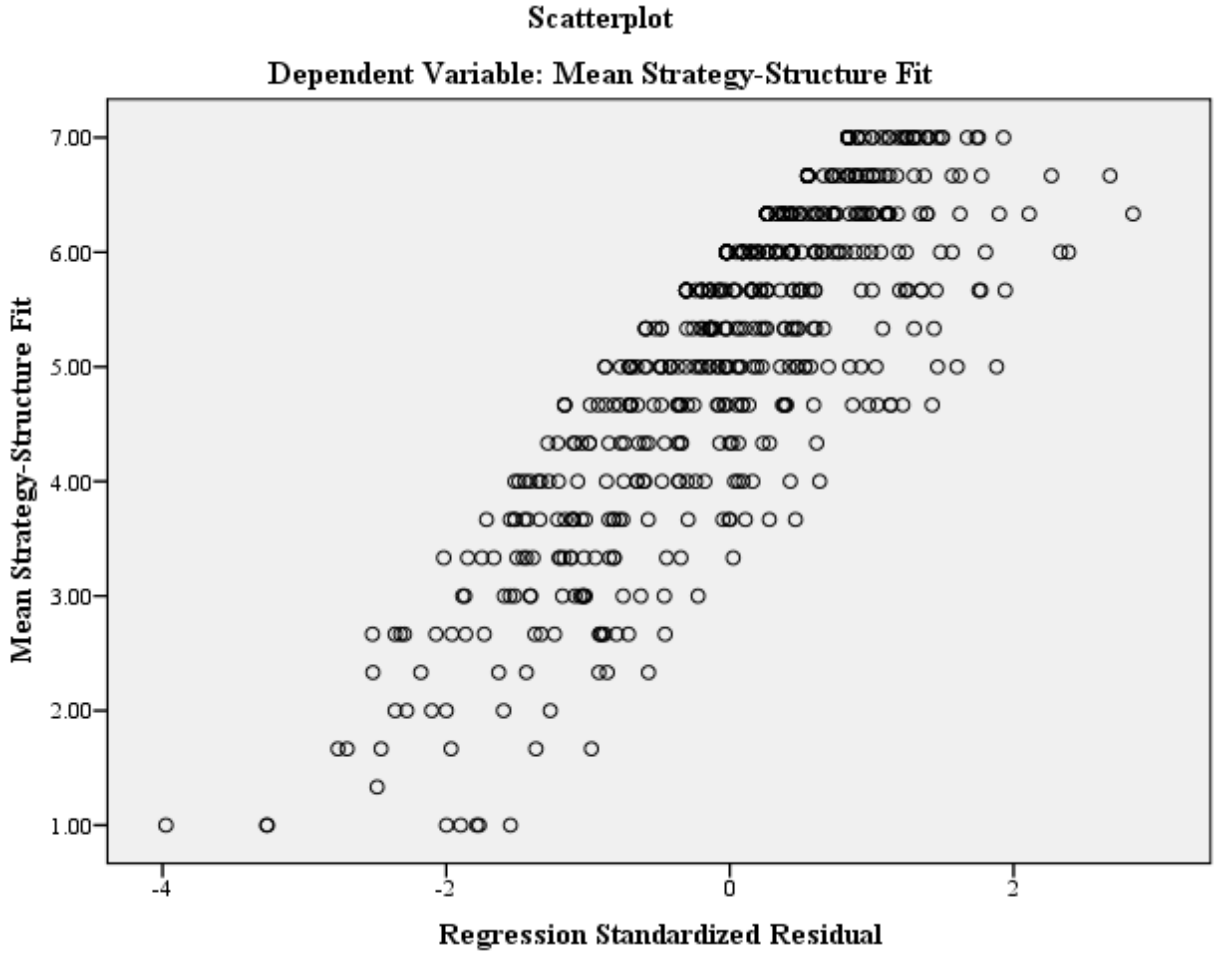


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Regression

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www.manaraa.com

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Marketing Integration

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.562[a]	.315	.310	1.17034

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Recalculated Mean Marketing Integration

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	352.599	4	88.150	64.357	.000[a]
	Residual	765.660	559	1.370		
	Total	1118.259	563			

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.710	.175		15.460	.000
	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.235	.055	.267	4.288	.000
	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.083	.051	.110	1.645	.101
	Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.006	.051	-.007	-.109	.913
	Q4: Our CEO considers people in marketing to be master strategists.	.194	.052	.240	3.746	.000

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q4: Our CEO considers people in marketing to be master strategists.	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	1.000	-.129
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.129	1.000
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.323	-.383
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.437	-.337
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	.003	.000
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.000	.003
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.001	-.001
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.001	-.001

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	-.323	-.437
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.383	-.337
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	1.000	-.209
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.209	1.000
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	-.001	-.001
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.001	-.001
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.003	-.001
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.001	.003

a. Dependent Variable: Recalculated Mean Marketing Integration

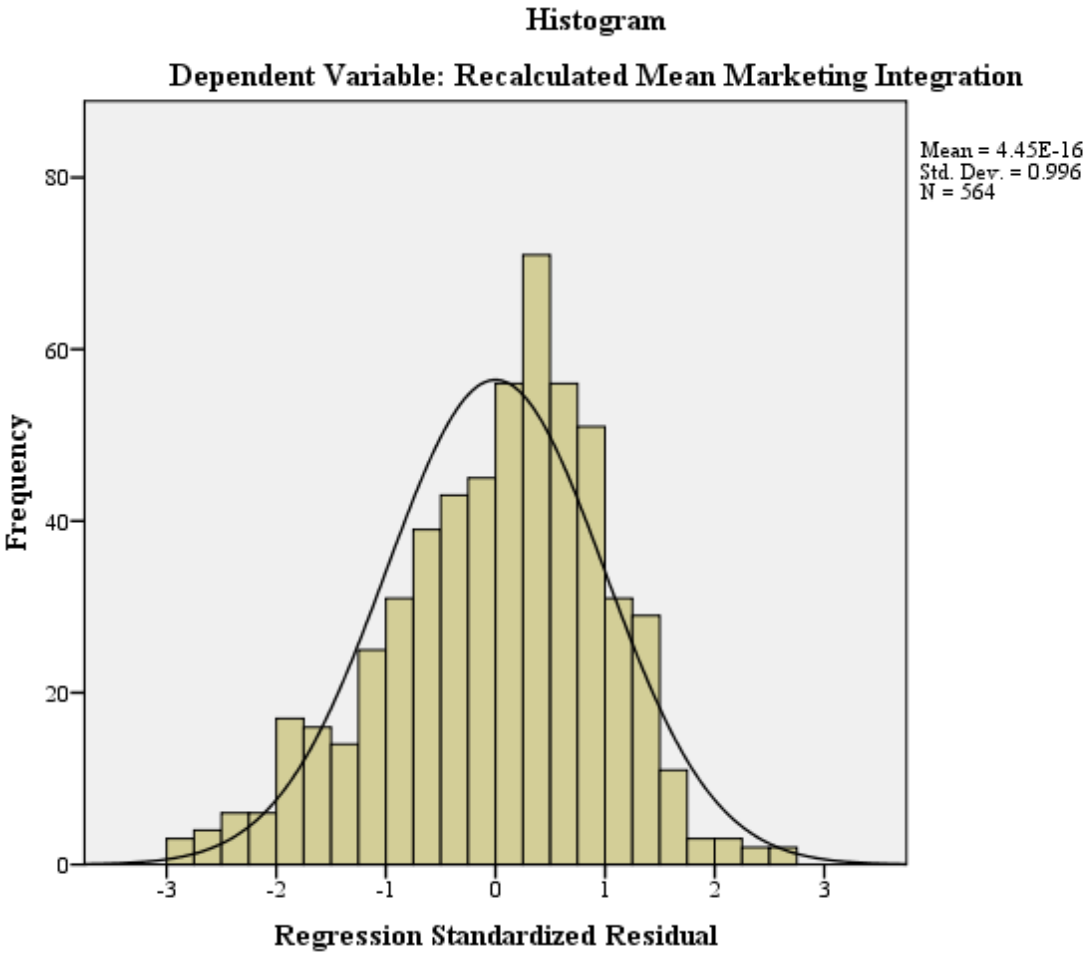
www.manaraa.com

Residuals Statistics[a]

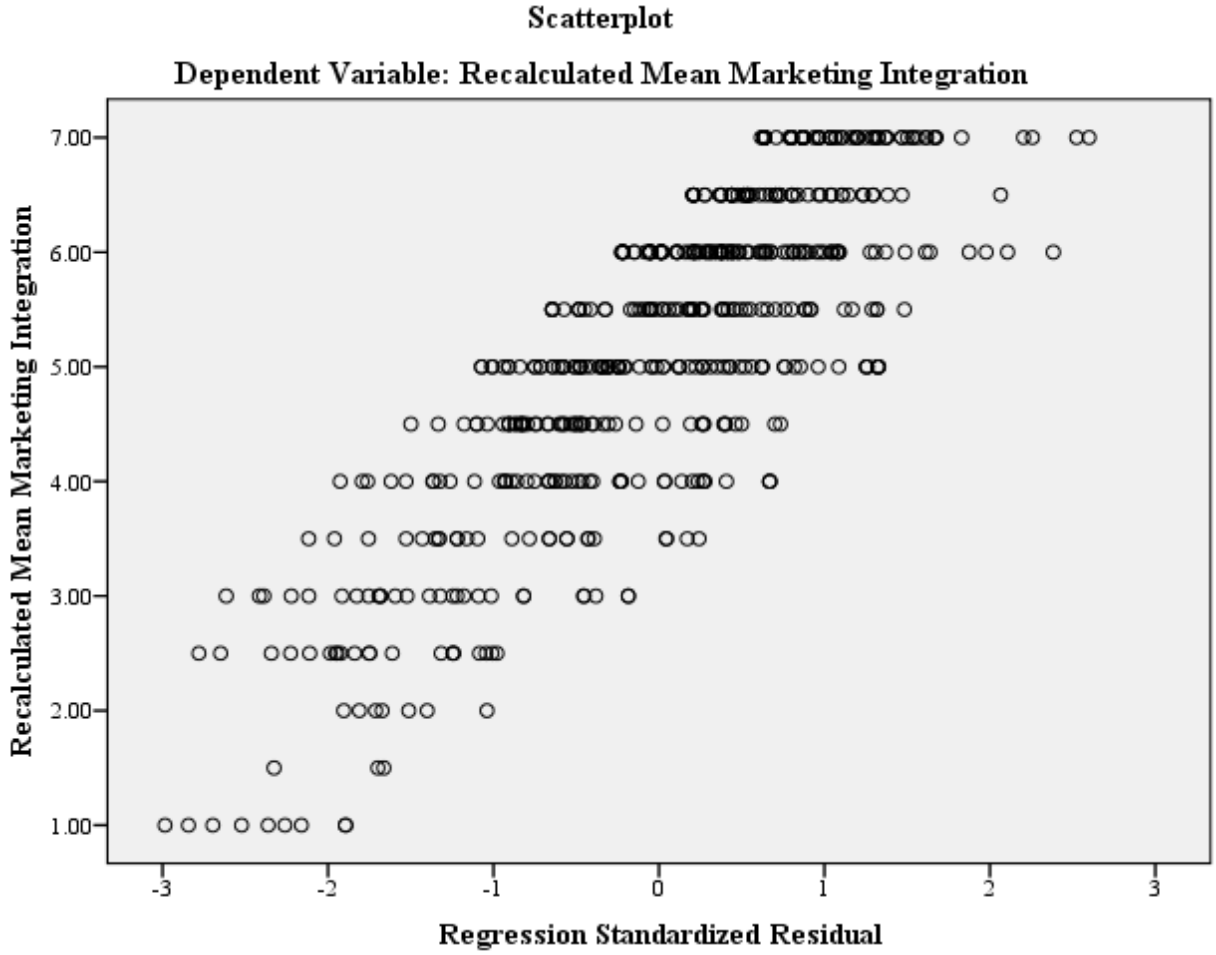
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.2111	6.2768	5.1348	.79138	564
Residual	-3.49381	3.04232	.00000	1.16617	564
Std. Predicted Value	-2.431	1.443	.000	1.000	564
Std. Residual	-2.985	2.600	.000	.996	564

a. Dependent Variable: Recalculated Mean Marketing Integration

Charts



www.manaraa.com

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Regression

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Notes

Output Created		09-Jun-2014 23:19:59
Comments		
Input	Data	C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\Other Industries\All Data Other Industries.sav
	Active Dataset	DataSet1
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	N of Rows in Working Data File	564
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS BCOV R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT Mean_Mktg_Integration_2 /METHOD=ENTER Role_is_Sales_Q6 Role_is_Sales_Q7 /SCATTERPLOT=(Mean_Mktg_Integration_2 ,*ZRESID) /RESIDUALS HISTOGRAM(ZRESID).
Resources	Processor Time	00:00:00.297
	Elapsed Time	00:00:00.358
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	Additional Memory Required for Residual Plots	336 bytes

[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\Other Industries\All Data Other Industries.sav

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Marketing Integration

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.403[a]	.162	.159	1.29221

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Recalculated Mean Marketing Integration

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ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	181.497	2	90.749	54.347	.000[a]
	Residual	936.762	561	1.670		
	Total	1118.259	563			

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Recalculated Mean Marketing Integration

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.118	.113		54.322	.000
	Q6: Marketing only seems important to our CEO when sales are weak.	-.042	.048	-.053	-.877	.381
	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	-.310	.052	-.361	-5.981	.000

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	Q6: Marketing only seems important to our CEO when sales are weak.
1	Correlations	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	1.000	-.768
		Q6: Marketing only seems important to our CEO when sales are weak.	-.768	1.000
	Covariances	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.003	-.002
		Q6: Marketing only seems important to our CEO when sales are weak.	-.002	.002

a. Dependent Variable: Recalculated Mean Marketing Integration

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.6556	5.7666	5.1348	.56778	564
Residual	-4.37273	2.84441	.00000	1.28991	564
Std. Predicted Value	-2.605	1.113	.000	1.000	564
Std. Residual	-3.384	2.201	.000	.998	564

a. Dependent Variable: Recalculated Mean Marketing Integration

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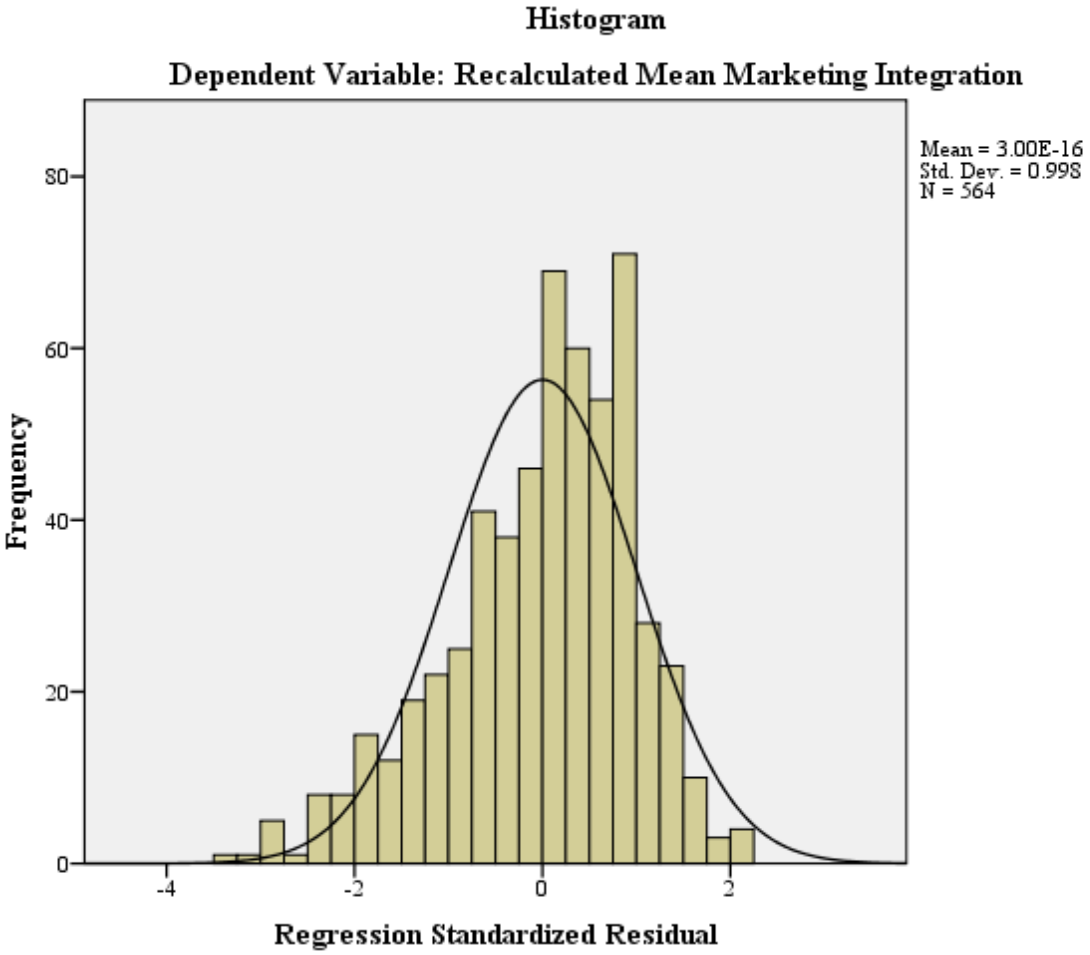
Charts



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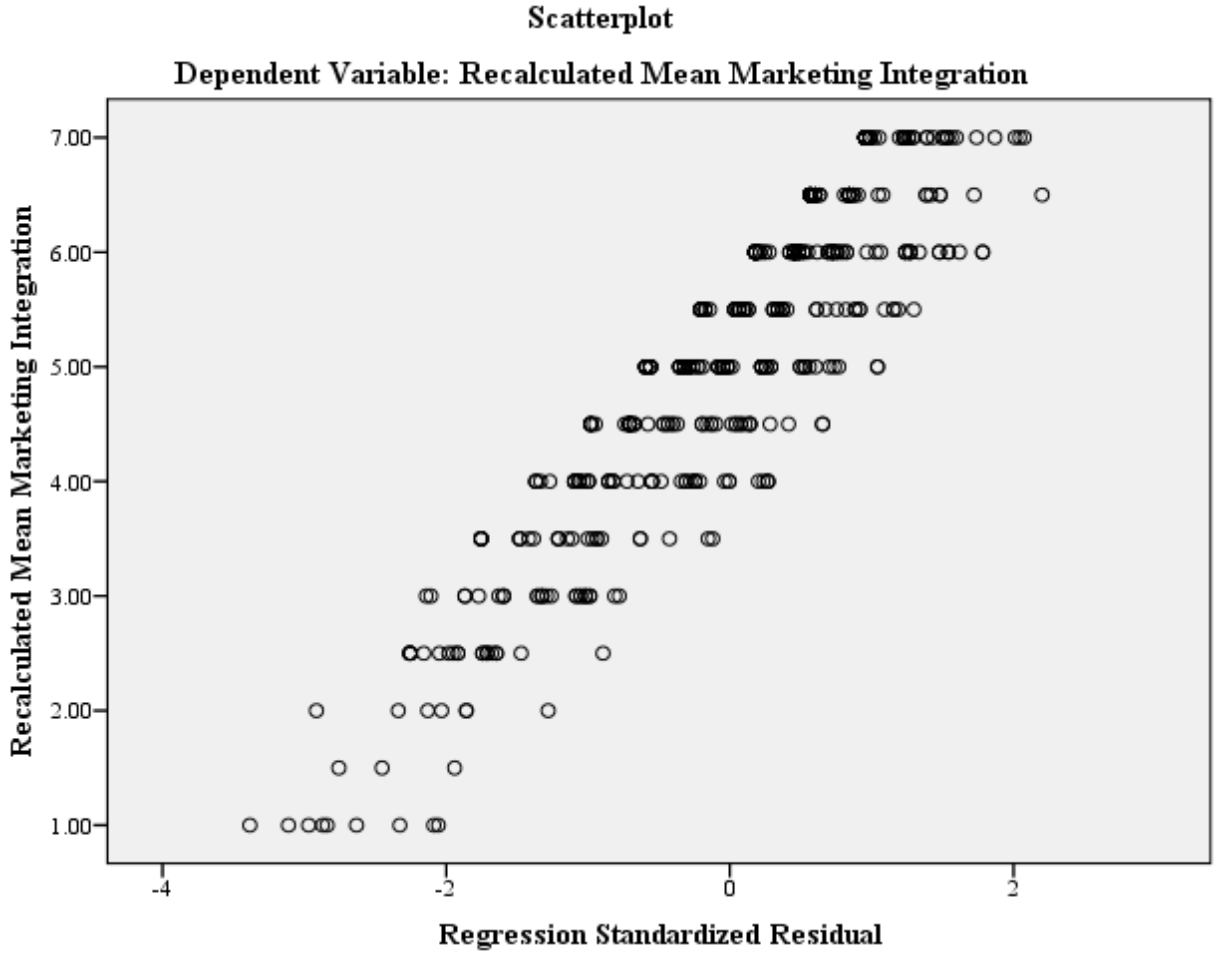


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  /NOORIGIN
  /DEPENDENT Mean_Mktg_Integration_2
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Regression

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Notes

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	N of Rows in Working Data File	564
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS BCOV R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT Mean_Mktg_Integration_2 /METHOD=ENTER Role_is_Creative_Q9 Role_is_Creative_Q10 Role_is_Creative_Q11 Role_is_Creative_Q12 /SCATTERPLOT=(Mean_Mktg_Integration_2 ,*ZRESID) /RESIDUALS HISTOGRAM(ZRESID).
Resources	Processor Time	00:00:00.312
	Elapsed Time	00:00:00.296
	Memory Required	7552 bytes
	Additional Memory Required for Residual Plots	304 bytes

[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\Other Industries\All Data Other Industries.sav

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Marketing Integration

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.430[a]	.185	.179	1.27696

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.

b. Dependent Variable: Recalculated Mean Marketing Integration

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	206.744	4	51.686	31.697	.000[a]
	Residual	911.515	559	1.631		
	Total	1118.259	563			

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.

b. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.226	.113		54.923	.000
	Q9: Marketing seems to just be an internal ad agency to our CEO.	-.054	.044	-.063	-1.216	.225
	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.081	.041	-.104	-1.949	.052
	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.175	.044	-.227	-3.956	.000
	Q12: Our CEO considers people in marketing to just be “creative types”.	-.084	.049	-.105	-1.728	.085

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q12: Our CEO considers people in marketing to just be "creative types".	Q9: Marketing seems to just be an internal ad agency to our CEO.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	1.000	-.225
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.225	1.000
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.265	-.326
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.504	-.159
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	.002	.000
		Q9: Marketing seems to just be an internal ad agency to our CEO.	.000	.002
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.001	-.001
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.001	.000

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	-.265	-.504
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.326	-.159
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	1.000	-.174
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.174	1.000
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	-.001	-.001
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.001	.000
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	.002	.000
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.000	.002

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a. Dependent Variable: Recalculated Mean Marketing Integration

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.4702	5.8320	5.1348	.60598	564
Residual	-4.08511	3.08234	.00000	1.27241	564
Std. Predicted Value	-2.747	1.151	.000	1.000	564
Std. Residual	-3.199	2.414	.000	.996	564

a. Dependent Variable: Recalculated Mean Marketing Integration

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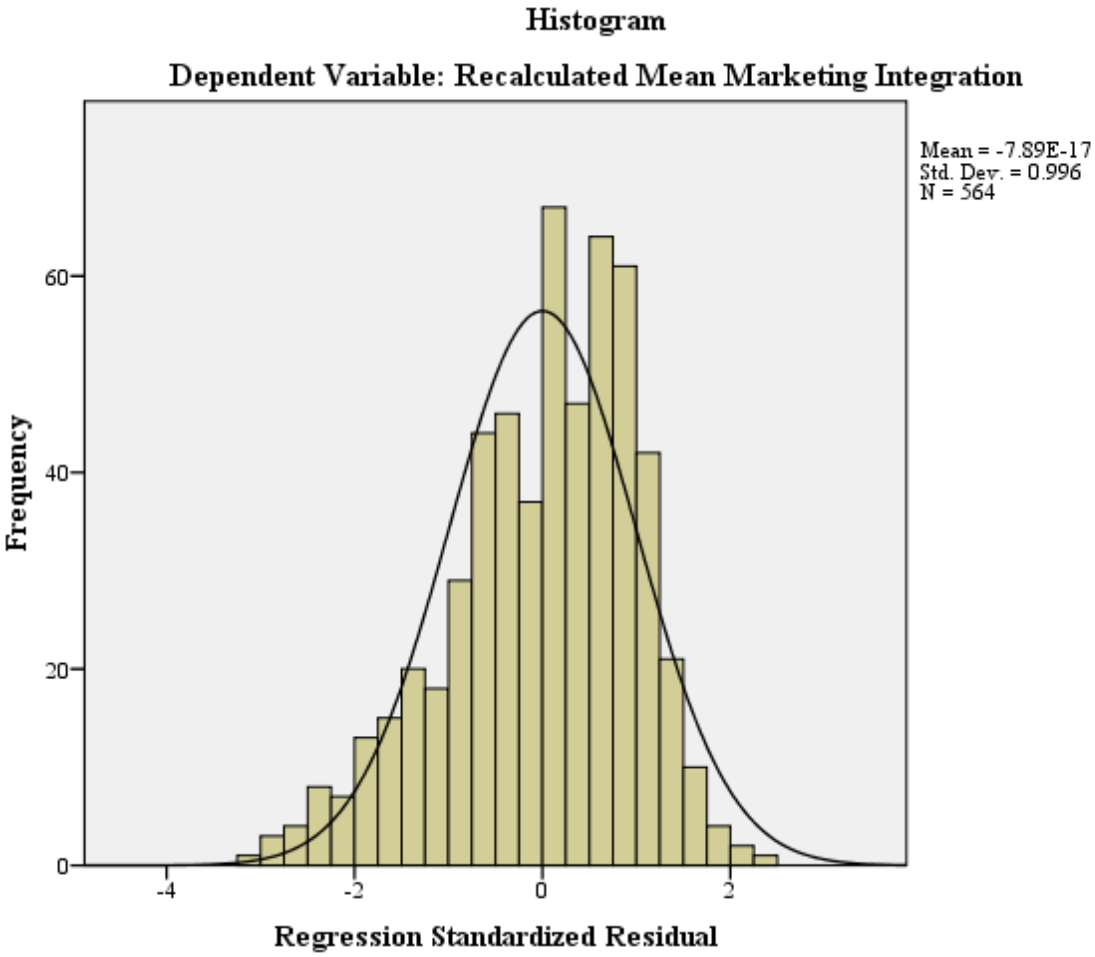
Charts



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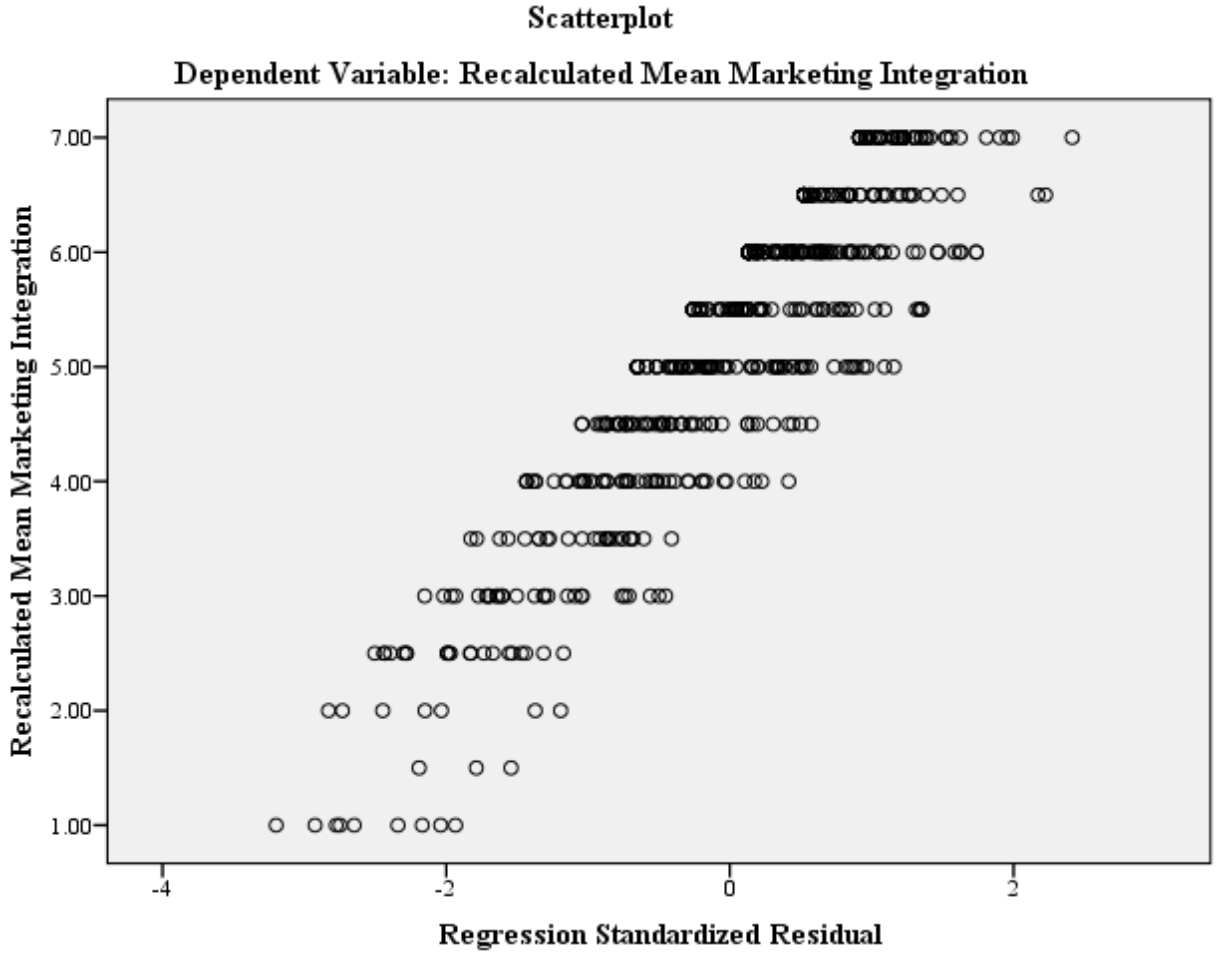

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Appendix H: Low Cost Strategy Reliability Analysis SPSS Output

```
GET
  FILE='C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Low Cost\All Data All
Industries-Low Cost.sav'.
DATASET NAME DataSet1 WINDOW=FRONT.
RELIABILITY
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  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA
  /STATISTICS=DESCRIPTIVE CORR
  /SUMMARY=TOTAL MEANS.
```

Reliability

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Notes

Output Created		05-Jun-2014 17:36:03
Comments		
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	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	67
	Matrix Input	C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Low Cost\All Data All Industries-Low Cost.sav
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Role_is_Strategic_Q1 Role_is_Strategic_Q2 Role_is_Strategic_Q3 Role_is_Strategic_Q4 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
Resources	Processor Time	00:00:00.016
	Elapsed Time	00:00:00.009

[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Low Cost\All Data All Industries-Low Cost.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	67	100.0
	Excluded[a]	0	.0
	Total	67	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.925	.926	4

Item Statistics

	Mean	Std. Deviation	N
Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	4.94	1.858	67
Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	4.13	2.037	67
Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	3.84	1.912	67
Q4: Our CEO considers people in marketing to be master strategists.	3.73	1.780	67

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Inter-Item Correlation Matrix

	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	Q4: Our CEO considers people in marketing to be master strategists.
Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	1.000	.843	.718	.769
Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.843	1.000	.671	.817
Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.718	.671	1.000	.726
Q4: Our CEO considers people in marketing to be master strategists.	.769	.817	.726	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.160	3.731	4.940	1.209	1.324	.299	4

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	11.70	27.061	.857
Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	12.51	25.405	.854
Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	12.81	28.159	.753
Q4: Our CEO considers people in marketing to be master strategists.	12.91	27.962	.847

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.757	.892
Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.780	.893
Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.590	.926
Q4: Our CEO considers people in marketing to be master strategists.	.728	.896

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  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA
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/STATISTICS=DESCRIPTIVE CORR
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Reliability

Notes

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	Split File	<none>
	N of Rows in Working Data File	67
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Role_is_Sales_Q5 Role_is_Sales_Q6 Role_is_Sales_Q7 Role_is_Sales_Q8 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
Resources	Processor Time	00:00:00.000
	Elapsed Time	00:00:00.000

[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Low Cost\All Data All Industries-Low Cost.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	67	100.0
	Excluded[a]	0	.0
	Total	67	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.683	.652	4

Item Statistics

	Mean	Std. Deviation	N
Q5: Our CEO primarily views marketing as an engine to promote sales.	4.37	1.650	67
Q6: Marketing only seems important to our CEO when sales are weak.	3.42	1.940	67
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	3.12	1.903	67
Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.	2.70	1.404	67

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Inter-Item Correlation Matrix

	Q5: Our CEO primarily views marketing as an engine to promote sales.	Q6: Marketing only seems important to our CEO when sales are weak.	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.
Q5: Our CEO primarily views marketing as an engine to promote sales.	1.000	.386	.280	.088
Q6: Marketing only seems important to our CEO when sales are weak.	.386	1.000	.898	.091
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.280	.898	1.000	.172
Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.	.088	.091	.172	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.403	2.701	4.373	1.672	1.619	.505	4

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q5: Our CEO primarily views marketing as an engine to promote sales.	9.24	17.397	.337
Q6: Marketing only seems important to our CEO when sales are weak.	10.19	11.401	.732
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	10.49	11.829	.711
Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.	10.91	20.962	.142

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q5: Our CEO primarily views marketing as an engine to promote sales.	.179	.693
Q6: Marketing only seems important to our CEO when sales are weak.	.830	.406
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.820	.428
Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.	.059	.777

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Reliability

Notes

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	N of Rows in Working Data File	67
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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
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Resources	Processor Time	00:00:00.000
	Elapsed Time	00:00:00.000

[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Low Cost\All Data All Industries-Low Cost.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	67	100.0
	Excluded[a]	0	.0
	Total	67	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.946	.946	2

Item Statistics

	Mean	Std. Deviation	N
Q6: Marketing only seems important to our CEO when sales are weak.	3.42	1.940	67
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	3.12	1.903	67

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Inter-Item Correlation Matrix

	Q6: Marketing only seems important to our CEO when sales are weak.	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.
Q6: Marketing only seems important to our CEO when sales are weak.	1.000	.898
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.898	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.269	3.119	3.418	.299	1.096	.045	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q6: Marketing only seems important to our CEO when sales are weak.	3.12	3.622	.898
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	3.42	3.762	.898

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Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q6: Marketing only seems important to our CEO when sales are weak.	.806	.[a]
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.806	.[a]

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

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  /MODEL=ALPHA
  /STATISTICS=DESCRIPTIVE CORR
  /SUMMARY=TOTAL MEANS.
```

Reliability

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Notes

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Comments		
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	Split File	<none>
	N of Rows in Working Data File	67
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Role_is_Creative_Q9 Role_is_Creative_Q10 Role_is_Creative_Q11 Role_is_Creative_Q12 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
Resources	Processor Time	00:00:00.000
	Elapsed Time	00:00:00.000

[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Low Cost\All Data All Industries-Low Cost.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	67	100.0
	Excluded[a]	0	.0
	Total	67	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.894	.893	4

Item Statistics

	Mean	Std. Deviation	N
Q9: Marketing seems to just be an internal ad agency to our CEO.	3.10	1.802	67
Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	2.91	1.921	67
Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	2.79	1.780	67
Q12: Our CEO considers people in marketing to just be "creative types".	3.00	1.801	67

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Inter-Item Correlation Matrix

	Q9: Marketing seems to just be an internal ad agency to our CEO.	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	Q12: Our CEO considers people in marketing to just be "creative types".
Q9: Marketing seems to just be an internal ad agency to our CEO.	1.000	.756	.579	.658
Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	.756	1.000	.730	.648
Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.579	.730	1.000	.690
Q12: Our CEO considers people in marketing to just be "creative types".	.658	.648	.690	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.951	2.791	3.104	.313	1.112	.018	4

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q9: Marketing seems to just be an internal ad agency to our CEO.	8.70	24.000	.749
Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	8.90	22.065	.815
Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	9.01	24.166	.750
Q12: Our CEO considers people in marketing to just be “creative types”.	8.81	24.038	.747

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q9: Marketing seems to just be an internal ad agency to our CEO.	.624	.869
Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	.701	.844
Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.618	.868
Q12: Our CEO considers people in marketing to just be “creative types”.	.578	.870

RELIABILITY

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Reliability

Notes

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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Low Cost\All Data All Industries-Low Cost.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	67	100.0
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	Total	67	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.855	.855	3

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Item Statistics

	Mean	Std. Deviation	N
Q13: The marketing department's goals are closely aligned with the company's mission.	5.42	1.644	67
Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	4.39	1.834	67
Q15: The marketing organization is structured in a way that supports our company's overall strategy.	4.46	1.949	67

Inter-Item Correlation Matrix

	Q13: The marketing department's goals are closely aligned with the company's mission.	Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	Q15: The marketing organization is structured in a way that supports our company's overall strategy.
Q13: The marketing department's goals are closely aligned with the company's mission.	1.000	.619	.634
Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	.619	1.000	.738
Q15: The marketing organization is structured in a way that supports our company's overall strategy.	.634	.738	1.000

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Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.756	4.388	5.418	1.030	1.235	.330	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q13: The marketing department's goals are closely aligned with the company's mission.	8.85	12.432	.672
Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	9.88	10.561	.755
Q15: The marketing organization is structured in a way that supports our company's overall strategy.	9.81	9.795	.765

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q13: The marketing department's goals are closely aligned with the company's mission.	.452	.848
Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	.582	.769
Q15: The marketing organization is structured in a way that supports our company's overall strategy.	.595	.762

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Reliability

Notes

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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Low Cost\All Data All Industries-Low Cost.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	67	100.0
	Excluded[a]	0	.0
	Total	67	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha[a]	Cronbach's Alpha Based on Standardized Items[a]	N of Items
-.214	-.035	3

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

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Item Statistics

	Mean	Std. Deviation	N
Q16: Marketing routinely works with other departments like they are internal customers.	5.67	1.386	67
Q17: A representative from marketing is often included on major company projects from beginning to end.	4.75	1.853	67
Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.	3.03	1.867	67

Inter-Item Correlation Matrix

	Q16: Marketing routinely works with other departments like they are internal customers.	Q17: A representative from marketing is often included on major company projects from beginning to end.	Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.
Q16: Marketing routinely works with other departments like they are internal customers.	1.000	.581	-.096
Q17: A representative from marketing is often included on major company projects from beginning to end.	.581	1.000	-.519
Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.	-.096	-.519	1.000

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Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.483	3.030	5.672	2.642	1.872	1.797	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q16: Marketing routinely works with other departments like they are internal customers.	7.78	3.328	.492
Q17: A representative from marketing is often included on major company projects from beginning to end.	8.70	4.910	-.074
Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.	10.42	8.338	-.379

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q16: Marketing routinely works with other departments like they are internal customers.	.395	-2.158[a]
Q17: A representative from marketing is often included on major company projects from beginning to end.	.554	-.202[a]
Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.	.333	.715

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

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```
RELIABILITY
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Reliability

Notes

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Industries-Low Cost.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	67	100.0
	Excluded[a]	0	.0
	Total	67	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.715	.735	2

Item Statistics

	Mean	Std. Deviation	N
Q16: Marketing routinely works with other departments like they are internal customers.	5.67	1.386	67
Q17: A representative from marketing is often included on major company projects from beginning to end.	4.75	1.853	67

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Inter-Item Correlation Matrix

	Q16: Marketing routinely works with other departments like they are internal customers.	Q17: A representative from marketing is often included on major company projects from beginning to end.
Q16: Marketing routinely works with other departments like they are internal customers.	1.000	.581
Q17: A representative from marketing is often included on major company projects from beginning to end.	.581	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	5.209	4.746	5.672	.925	1.195	.428	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q16: Marketing routinely works with other departments like they are internal customers.	4.75	3.435	.581
Q17: A representative from marketing is often included on major company projects from beginning to end.	5.67	1.921	.581

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Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q16: Marketing routinely works with other departments like they are internal customers.	.337	.[a]
Q17: A representative from marketing is often included on major company projects from beginning to end.	.337	.[a]

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

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Reliability

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Notes

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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Low Cost\All Data All Industries-Low Cost.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	58	86.6
	Excluded[a]	9	13.4
	Total	67	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha[a]	Cronbach's Alpha Based on Standardized Items[a]	N of Items
-.226	-.184	3

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Item Statistics

	Mean	Std. Deviation	N
Q19: What is your CEO's highest level of education?	4.69	.883	58
Q20: What is or has been your CEO's dominant area of functional expertise?	.22	.421	58
Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	4.38	.970	58

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Inter-Item Correlation Matrix

	Q19: What is your CEO's highest level of education?	Q20: What is or has been your CEO's dominant area of functional expertise?	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?
Q19: What is your CEO's highest level of education?	1.000	-.235	-.147
Q20: What is or has been your CEO's dominant area of functional expertise?	-.235	1.000	.218
Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	-.147	.218	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.098	.224	4.690	4.466	20.923	6.217	3

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q19: What is your CEO's highest level of education?	4.60	1.296	-.212
Q20: What is or has been your CEO's dominant area of functional expertise?	9.07	1.469	.004
Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	4.91	.782	-.043

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q19: What is your CEO's highest level of education?	.065	.274
Q20: What is or has been your CEO's dominant area of functional expertise?	.089	-.343[a]
Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	.057	-.446[a]

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

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Reliability

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Notes

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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Low Cost\All Data All Industries-Low Cost.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	67	100.0
	Excluded[a]	0	.0
	Total	67	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.637	.601	7

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Item Statistics

	Mean	Std. Deviation	N
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	4.18	1.775	67
Q25: Our company is highly innovative.	3.66	1.149	67
Q26: Our company is often first to market with new products or services.	2.94	1.254	67
Q27: The market for our products or services is intensely competitive.	6.09	1.069	67
Q28: Total revenue growth trend is positive for our company.	4.76	1.793	67
Q29: Our company's profit performance is strong.	4.73	1.746	67
Q30: We seem to be gaining market share over our competitors.	4.48	1.580	67

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Inter-Item Correlation Matrix

	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	Q25: Our company is highly innovative.	Q26: Our company is often first to market with new products or services.	Q27: The market for our products or services is intensely competitive.
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	1.000	.068	.039	.055
Q25: Our company is highly innovative.	.068	1.000	.459	-.172
Q26: Our company is often first to market with new products or services.	.039	.459	1.000	-.177
Q27: The market for our products or services is intensely competitive.	.055	-.172	-.177	1.000
Q28: Total revenue growth trend is positive for our company.	.123	.217	.014	.059
Q29: Our company's profit performance is strong.	.094	.165	-.028	.078
Q30: We seem to be gaining market share over our competitors.	.174	.442	.244	-.080

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Inter-Item Correlation Matrix

	Q28: Total revenue growth trend is positive for our company.	Q29: Our company's profit performance is strong.	Q30: We seem to be gaining market share over our competitors.
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.123	.094	.174
Q25: Our company is highly innovative.	.217	.165	.442
Q26: Our company is often first to market with new products or services.	.014	-.028	.244
Q27: The market for our products or services is intensely competitive.	.059	.078	-.080
Q28: Total revenue growth trend is positive for our company.	1.000	.792	.629
Q29: Our company's profit performance is strong.	.792	1.000	.525
Q30: We seem to be gaining market share over our competitors.	.629	.525	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.405	2.940	6.090	3.149	2.071	.972	7

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	26.66	28.956	.157
Q25: Our company is highly innovative.	27.18	29.452	.348
Q26: Our company is often first to market with new products or services.	27.90	31.610	.137
Q27: The market for our products or services is intensely competitive.	24.75	34.404	-.035
Q28: Total revenue growth trend is positive for our company.	26.07	21.403	.632
Q29: Our company's profit performance is strong.	26.10	22.792	.556
Q30: We seem to be gaining market share over our competitors.	26.36	22.870	.645

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Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.036	.670
Q25: Our company is highly innovative.	.333	.604
Q26: Our company is often first to market with new products or services.	.245	.654
Q27: The market for our products or services is intensely competitive.	.061	.684
Q28: Total revenue growth trend is positive for our company.	.693	.486
Q29: Our company's profit performance is strong.	.633	.521
Q30: We seem to be gaining market share over our competitors.	.517	.494

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Reliability

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Notes

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	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.

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Syntax		RELIABILITY /VARIABLES=Market_Orientation_Q31 Market_Orientation_Q32 Market_Orientation_Q33 Market_Orientation_Q34 Market_Orientation_Q35 Market_Orientation_Q36 Market_Orientation_Q37 Market_Orientation_Q38 Market_Orientation_Q39 Market_Orientation_Q40 Market_Orientation_Q41 Market_Orientation_Q42 Market_Orientation_Q43 Market_Orientation_Q44 Market_Orientation_Q45 Market_Orientation_Q46 Market_Orientation_Q47 Market_Orientation_Q48 Market_Orientation_Q49 Market_Orientation_Q50 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	67	100.0
	Excluded[a]	0	.0
	Total	67	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.422	.378	20

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Item Statistics

	Mean	Std. Deviation	N
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	4.55	1.956	67
Q32: In this organization, we do a lot of in-house market research.	3.88	1.855	67
Q33: We are slow to detect changes in our customers' product preferences.	3.99	1.619	67
Q34: We survey end-users at least once a year to assess the quality of our products and services.	4.45	2.141	67
Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	3.45	1.608	67
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	5.01	1.451	67
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	4.25	2.127	67
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	4.48	1.655	67
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	4.18	1.808	67

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Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	3.73	1.943	67
Q41: When one department finds out something important about competitors, it is slow to alert other departments.	3.90	1.707	67
Q42: It takes us forever to decide how to respond to competitors' price changes.	3.12	1.619	67
Q43: For one reason or another we tend to ignore changes in our customers' product or service needs.	3.22	1.575	67
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	4.42	1.568	67
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	4.27	1.763	67
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	4.21	1.684	67
Q47: The activities of the different departments in this company are well coordinated.	3.49	1.580	67
Q48: Customer complaints fall on deaf ears in this company.	2.94	1.766	67
Q49: Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.	3.57	1.901	67

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Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	4.61	1.547	67

Inter-Item Correlation Matrix

	Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	Q32: In this organization, we do a lot of in-house market research.	Q33: We are slow to detect changes in our customers' product preferences.	Q34: We survey end-users at least once a year to assess the quality of our products and services.	Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	1.000	.348	-.237	.110	-.186	.098	.246	.292	.151	.167
Q32: In this organization, we do a lot of in-house market research.	.348	1.000	-.374	.338	-.109	.248	.522	.508	.368	.184
Q33: We are	-.237	-.374	1.000	-.300	.666	-.374	-.514	-.354	-.377	-.319

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slow to detect changes in our customers' product preferences.										
Q34: We survey end-users at least once a year to assess the quality of our products and services.	.110	.338	-.300	1.000	-.103	.217	.334	.277	.186	.532
Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	-.186	-.109	.666	-.103	1.000	-.503	-.424	-.281	-.351	-.296
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	.098	.248	-.374	.217	-.503	1.000	.573	.559	.397	.361
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	.246	.522	-.514	.334	-.424	.573	1.000	.576	.429	.380
Q38: Marketing personnel in our company spend time discussing customers' future needs with other	.292	.508	-.354	.277	-.281	.559	.576	1.000	.503	.210

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functional departments.										
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	.151	.368	-.377	.186	-.351	.397	.429	.503	1.000	.363
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	.167	.184	-.319	.532	-.296	.361	.380	.210	.363	1.000
Q41: When one department finds out something important about competitors, it is slow to alert other departments.	-.178	-.215	.279	-.352	.415	-.348	-.364	-.331	-.509	-.465
Q42: It takes us forever to decide how to respond to competitors' price changes.	-.069	-.020	.324	-.199	.445	-.343	-.264	-.423	-.359	-.423
Q43: For one reason or another we tend to ignore changes in our customers' product or service needs.	-.356	-.235	.548	-.291	.439	-.419	-.406	-.455	-.456	-.520
Q44: We periodically	.462	.450	-.499	.390	-.466	.510	.481	.459	.347	.301

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review our product development efforts to ensure that they are in line with what customers want.										
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	.246	.455	-.471	.341	-.423	.555	.773	.579	.488	.327
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	.162	.236	-.321	.407	-.287	.284	.222	.252	.057	.365
Q47: The activities of the different departments in this company are well coordinated.	.112	.382	-.447	.297	-.464	.340	.436	.442	.282	.325
Q48: Customer complaints fall on deaf ears in this company.	-.091	-.197	.196	-.241	.282	-.236	-.226	-.306	-.367	-.265
Q49: Even if we came up with a great marketing plan, we	-.102	-.230	.328	-.186	.307	-.250	-.310	-.535	-.189	-.278

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probably would not be able to implement it in a timely fashion.										
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	.287	.200	-.142	.094	-.295	.205	.201	.079	.101	.141

Inter-Item Correlation Matrix

	Q41: When one department finds out something important about competitors, it is slow to alert other departments.	Q42: It takes us forever to decide how to respond to competitors' price changes.	Q43: For one reason or another we tend to ignore changes in our customers' product or service needs.	Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	Q47: The activities of the different departments in this company are well coordinated.	Q48: Customer complaints fall on deaf ears in this company.	Q49: Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.	Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the	-.178	-.069	-.356	.462	.246	.162	.112	-.091	-.102	.287

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future.										
Q32: In this organization, we do a lot of in-house market research.	-.215	-.020	-.235	.450	.455	.236	.382	-.197	-.230	.200
Q33: We are slow to detect changes in our customers' product preferences.	.279	.324	.548	-.499	-.471	-.321	-.447	.196	.328	-.142
Q34: We survey end-users at least once a year to assess the quality of our products and services.	-.352	-.199	-.291	.390	.341	.407	.297	-.241	-.186	.094
Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	.415	.445	.439	-.466	-.423	-.287	-.464	.282	.307	-.295
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	-.348	-.343	-.419	.510	.555	.284	.340	-.236	-.250	.205
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and	-.364	-.264	-.406	.481	.773	.222	.436	-.226	-.310	.201

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developments.										
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	-.331	-.423	-.455	.459	.579	.252	.442	-.306	-.535	.079
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	-.509	-.359	-.456	.347	.488	.057	.282	-.367	-.189	.101
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	-.465	-.423	-.520	.301	.327	.365	.325	-.265	-.278	.141
Q41: When one department finds out something important about competitors, it is slow to alert other departments.	1.000	.498	.595	-.493	-.489	-.277	-.509	.491	.327	-.308
Q42: It takes us forever to decide how to respond to competitors' price changes.	.498	1.000	.584	-.384	-.314	-.393	-.355	.215	.421	-.205
Q43: For one reason or another	.595	.584	1.000	-.603	-.491	-.309	-.447	.463	.443	-.256

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we tend to ignore changes in our customers' product or service needs.										
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	-.493	-.384	-.603	1.000	.594	.414	.429	-.429	-.355	.536
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	-.489	-.314	-.491	.594	1.000	.302	.561	-.360	-.290	.317
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	-.277	-.393	-.309	.414	.302	1.000	.445	-.062	-.260	.160
Q47: The activities of the different departments in this company are well coordinated.	-.509	-.355	-.447	.429	.561	.445	1.000	-.315	-.438	.315
Q48: Customer	.491	.215	.463	-.429	-.360	-.062	-.315	1.000	.471	-.336

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complaints fall on deaf ears in this company.										
Q49: Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.	.327	.421	.443	-.355	-.290	-.260	-.438	.471	1.000	-.166
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	-.308	-.205	-.256	.536	.317	.160	.315	-.336	-.166	1.000

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Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.986	2.940	5.015	2.075	1.706	.309	20

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	75.16	88.321	.284	.467	.366
Q32: In this organization, we do a lot of in-house market research.	75.84	79.776	.585	.576	.287
Q33: We are slow to detect changes in our customers' product preferences.	75.73	114.533	-.420	.701	.513
Q34: We survey end-users at least once a year to assess the quality of our products and services.	75.27	83.472	.372	.522	.336
Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	76.27	109.533	-.283	.692	.488
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	74.70	89.819	.388	.633	.357
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	75.46	77.798	.540	.724	.282
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	75.24	86.972	.418	.760	.342

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Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	75.54	91.525	.226	.568	.384
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	75.99	90.076	.237	.608	.379
Q41: When one department finds out something important about competitors, it is slow to alert other departments.	75.82	113.967	-.392	.619	.513
Q42: It takes us forever to decide how to respond to competitors' price changes.	76.60	107.547	-.225	.617	.478
Q43: For one reason or another we tend to ignore changes in our customers' product or service needs.	76.49	112.829	-.380	.721	.503
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	75.30	87.091	.446	.737	.340
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	75.45	81.675	.559	.741	.301
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	75.51	90.708	.282	.450	.373
Q47: The activities of the different departments in this company are well coordinated.	76.22	91.419	.287	.590	.374
Q48: Customer complaints fall on deaf ears in this company.	76.78	108.025	-.233	.523	.485

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Q49: Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.	76.15	108.402	-.238	.557	.492
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	75.10	94.822	.179	.451	.397

```
RELIABILITY
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Market_Orientation_Q36 Market_Orientation_Q37 Market_Orientation_Q38 Market_Orientation_Q39
Market_Orientation_Q40 Market_Orientation_Q44 Market_Orientation_Q45
Market_Orientation_Q46 Market_Orientation_Q47 Market_Orientation_Q50
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  /MODEL=ALPHA
  /STATISTICS=DESCRIPTIVE CORR
  /SUMMARY=TOTAL MEANS.
```

Reliability

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Notes

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Comments		
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	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	67
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Market_Orientation_Q31 Market_Orientation_Q32 Market_Orientation_Q34 Market_Orientation_Q36 Market_Orientation_Q37 Market_Orientation_Q38 Market_Orientation_Q39 Market_Orientation_Q40 Market_Orientation_Q44 Market_Orientation_Q45 Market_Orientation_Q46 Market_Orientation_Q47 Market_Orientation_Q50 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
Resources	Processor Time	00:00:00.000
	Elapsed Time	00:00:00.010

[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Low Cost\All Data All

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Industries-Low Cost.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	67	100.0
	Excluded[a]	0	.0
	Total	67	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.867	.871	13

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Item Statistics

	Mean	Std. Deviation	N
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	4.55	1.956	67
Q32: In this organization, we do a lot of in-house market research.	3.88	1.855	67
Q34: We survey end-users at least once a year to assess the quality of our products and services.	4.45	2.141	67
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	5.01	1.451	67
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	4.25	2.127	67
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	4.48	1.655	67
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	4.18	1.808	67
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	3.73	1.943	67
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	4.42	1.568	67

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Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	4.27	1.763	67
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	4.21	1.684	67
Q47: The activities of the different departments in this company are well coordinated.	3.49	1.580	67
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	4.61	1.547	67

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Inter-Item Correlation Matrix

	Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	Q32: In this organization, we do a lot of in-house market research.	Q34: We survey end-users at least once a year to assess the quality of our products and services.	Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	1.000	.348	.110	.098	.246	.292	.151
Q32: In this organization, we do a lot of in-house market research.	.348	1.000	.338	.248	.522	.508	.368
Q34: We survey end-users at least once a year to assess the quality of our products and services.	.110	.338	1.000	.217	.334	.277	.186
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	.098	.248	.217	1.000	.573	.559	.397
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	.246	.522	.334	.573	1.000	.576	.429

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Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	.292	.508	.277	.559	.576	1.000	.503
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	.151	.368	.186	.397	.429	.503	1.000
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	.167	.184	.532	.361	.380	.210	.363
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	.462	.450	.390	.510	.481	.459	.347
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	.246	.455	.341	.555	.773	.579	.488
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	.162	.236	.407	.284	.222	.252	.057

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Q47: The activities of the different departments in this company are well coordinated.	.112	.382	.297	.340	.436	.442	.282
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	.287	.200	.094	.205	.201	.079	.101

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Inter-Item Correlation Matrix

	Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	Q47: The activities of the different departments in this company are well coordinated.	Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	.167	.462	.246	.162	.112	.287
Q32: In this organization, we do a lot of in-house market research.	.184	.450	.455	.236	.382	.200
Q34: We survey end-users at least once a year to assess the quality of our products and services.	.532	.390	.341	.407	.297	.094
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	.361	.510	.555	.284	.340	.205
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	.380	.481	.773	.222	.436	.201
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	.210	.459	.579	.252	.442	.079

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Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	.363	.347	.488	.057	.282	.101
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	1.000	.301	.327	.365	.325	.141
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	.301	1.000	.594	.414	.429	.536
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	.327	.594	1.000	.302	.561	.317
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	.365	.414	.302	1.000	.445	.160
Q47: The activities of the different departments in this company are well coordinated.	.325	.429	.561	.445	1.000	.315
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	.141	.536	.317	.160	.315	1.000

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Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.272	3.493	5.015	1.522	1.436	.159	13

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	50.99	186.227	.343	.350	.870
Q32: In this organization, we do a lot of in-house market research.	51.66	176.896	.568	.457	.856
Q34: We survey end-users at least once a year to assess the quality of our products and services.	51.09	177.204	.466	.448	.863
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	50.52	183.647	.575	.550	.857
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	51.28	165.752	.695	.693	.847
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	51.06	177.693	.633	.590	.853
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	51.36	181.567	.483	.428	.861
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	51.81	179.189	.488	.493	.861

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Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	51.12	175.925	.721	.663	.848
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	51.27	170.715	.750	.722	.845
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	51.33	185.769	.431	.377	.864
Q47: The activities of the different departments in this company are well coordinated.	52.04	181.377	.576	.472	.856
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	50.93	191.706	.333	.383	.868

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Appendix I: Low Cost Strategy Regression Analysis SPSS Output

```
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Industries-Low Cost.sav'.
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  /DEPENDENT Mean_Market_Orientation_2
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Regression

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Notes

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	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	67
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS BCOV R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT Mean_Market_Orientation_2 /METHOD=ENTER Role_is_Strategic_Q1 Role_is_Strategic_Q2 Role_is_Strategic_Q3 Role_is_Strategic_Q4 /SCATTERPLOT=(Mean_Market_Orientation_2 ,*ZRESID) /RESIDUALS HISTOGRAM(ZRESID).
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	Additional Memory Required for Residual Plots	304 bytes

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Industries-Low Cost.sav

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q4: Our CEO considers people in marketing to be master strategists., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Market Orientation

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.573[a]	.328	.285	.93924

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Recalculated Mean Market Orientation

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.682	4	6.670	7.561	.000[a]
	Residual	54.695	62	.882		
	Total	81.377	66			

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Recalculated Mean Market Orientation

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.094	.334		9.278	.000
	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.116	.126	-.194	-.919	.362
	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.317	.121	.581	2.617	.011
	Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.063	.094	.108	.663	.510
	Q4: Our CEO considers people in marketing to be master strategists.	.054	.125	.086	.432	.667

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q4: Our CEO considers people in marketing to be master strategists.	Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	1.000	-.354
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.354	1.000
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.121	-.312
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.464	.019
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	.016	-.004
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.004	.009
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.002	-.004
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.007	.000

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	-.121	-.464
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.312	.019
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	1.000	-.559
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.559	1.000
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	-.002	-.007
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.004	.000
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.016	-.009
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.009	.015

a. Dependent Variable: Recalculated Mean Market Orientation

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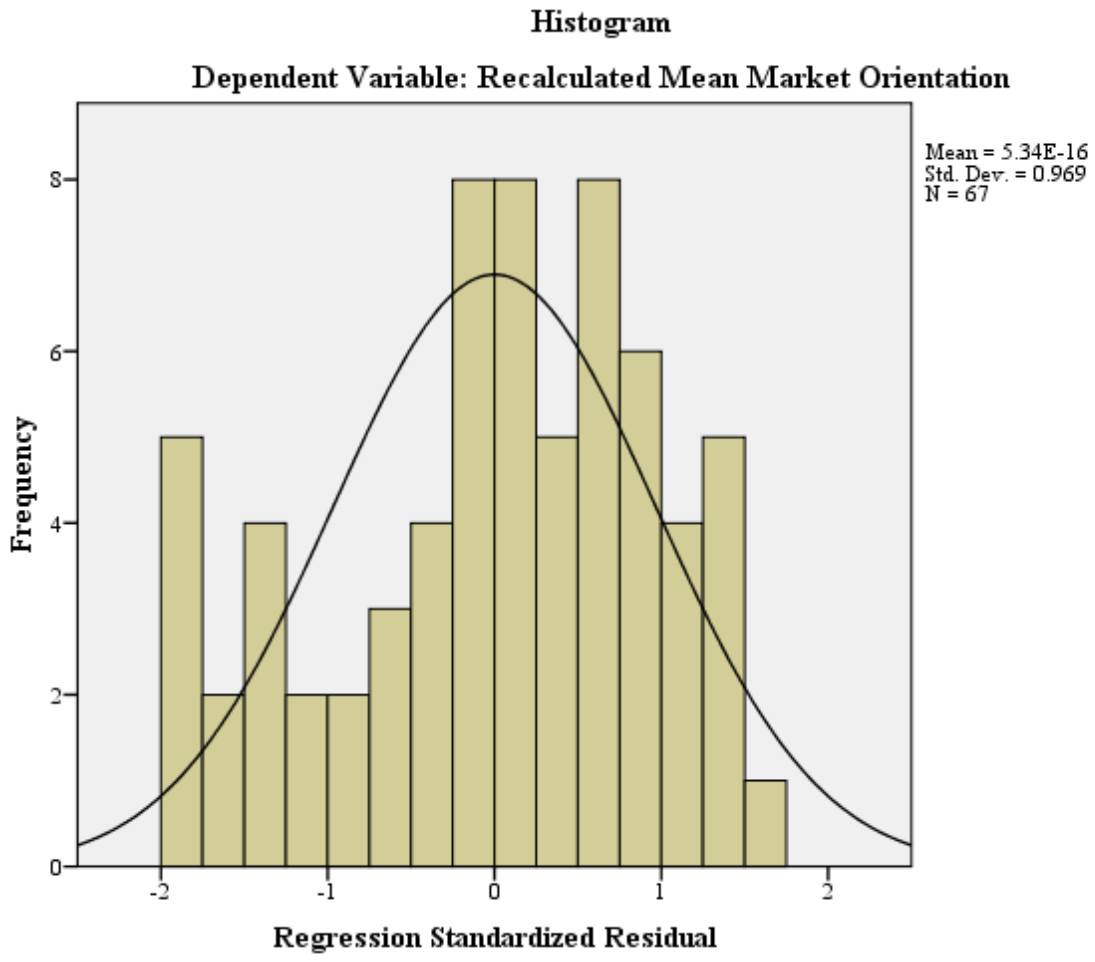
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.1797	5.3151	4.2721	.63582	67
Residual	-1.82273	1.46403	.00000	.91034	67
Std. Predicted Value	-1.718	1.640	.000	1.000	67
Std. Residual	-1.941	1.559	.000	.969	67

a. Dependent Variable: Recalculated Mean Market Orientation

Charts



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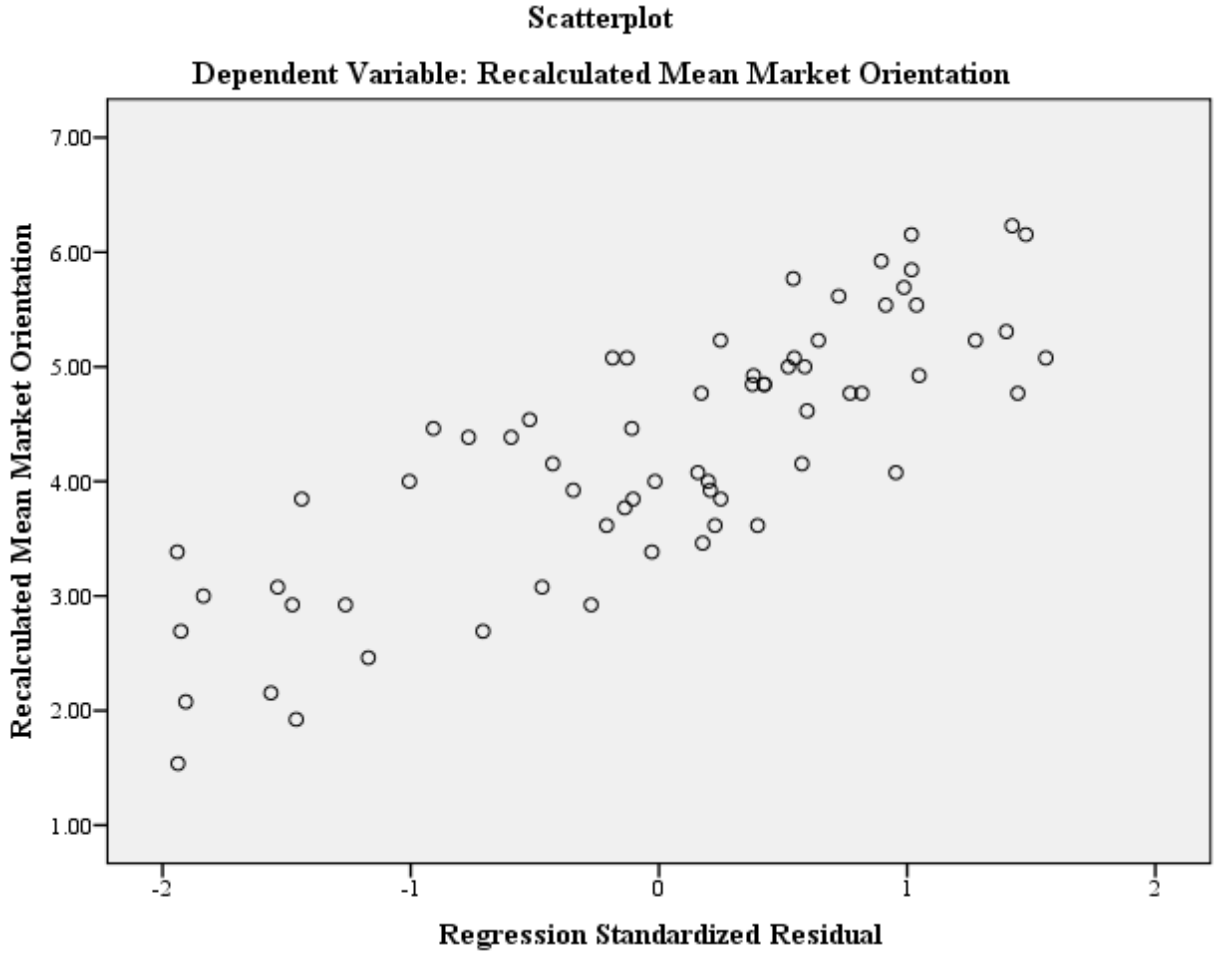


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Regression

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Notes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Market Orientation

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.465[a]	.216	.192	.99822

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Recalculated Mean Market Orientation

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ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.604	2	8.802	8.833	.000[a]
	Residual	63.773	64	.996		
	Total	81.377	66			

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Recalculated Mean Market Orientation

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.134	.249		20.618	.000
	Q6: Marketing only seems important to our CEO when sales are weak.	-.030	.144	-.052	-.206	.837
	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	-.244	.146	-.418	-1.666	.101

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	Q6: Marketing only seems important to our CEO when sales are weak.
1	Correlations	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	1.000	-.898
		Q6: Marketing only seems important to our CEO when sales are weak.	-.898	1.000
	Covariances	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.021	-.019
		Q6: Marketing only seems important to our CEO when sales are weak.	-.019	.021

a. Dependent Variable: Recalculated Mean Market Orientation

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.2193	4.8607	4.2721	.51646	67
Residual	-2.47197	1.64359	.00000	.98298	67
Std. Predicted Value	-2.038	1.140	.000	1.000	67
Std. Residual	-2.476	1.647	.000	.985	67

a. Dependent Variable: Recalculated Mean Market Orientation

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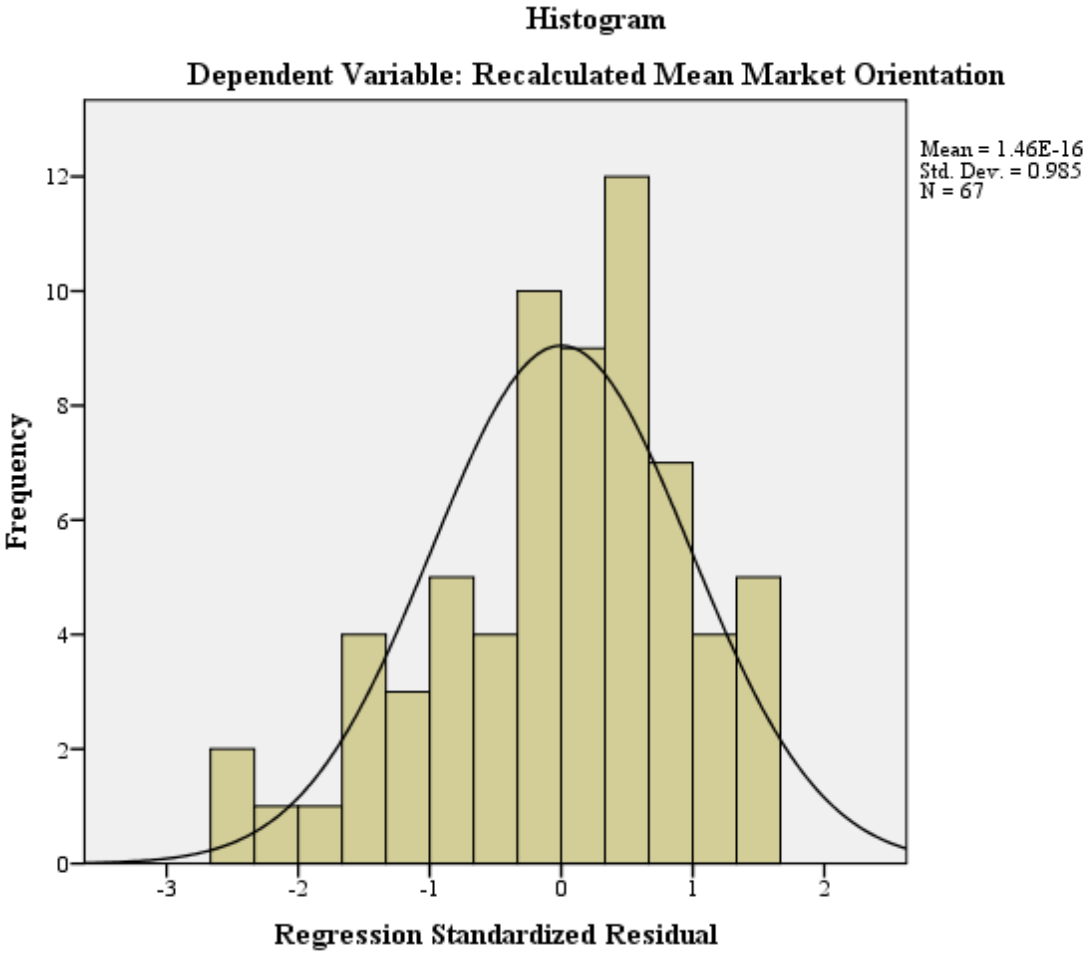
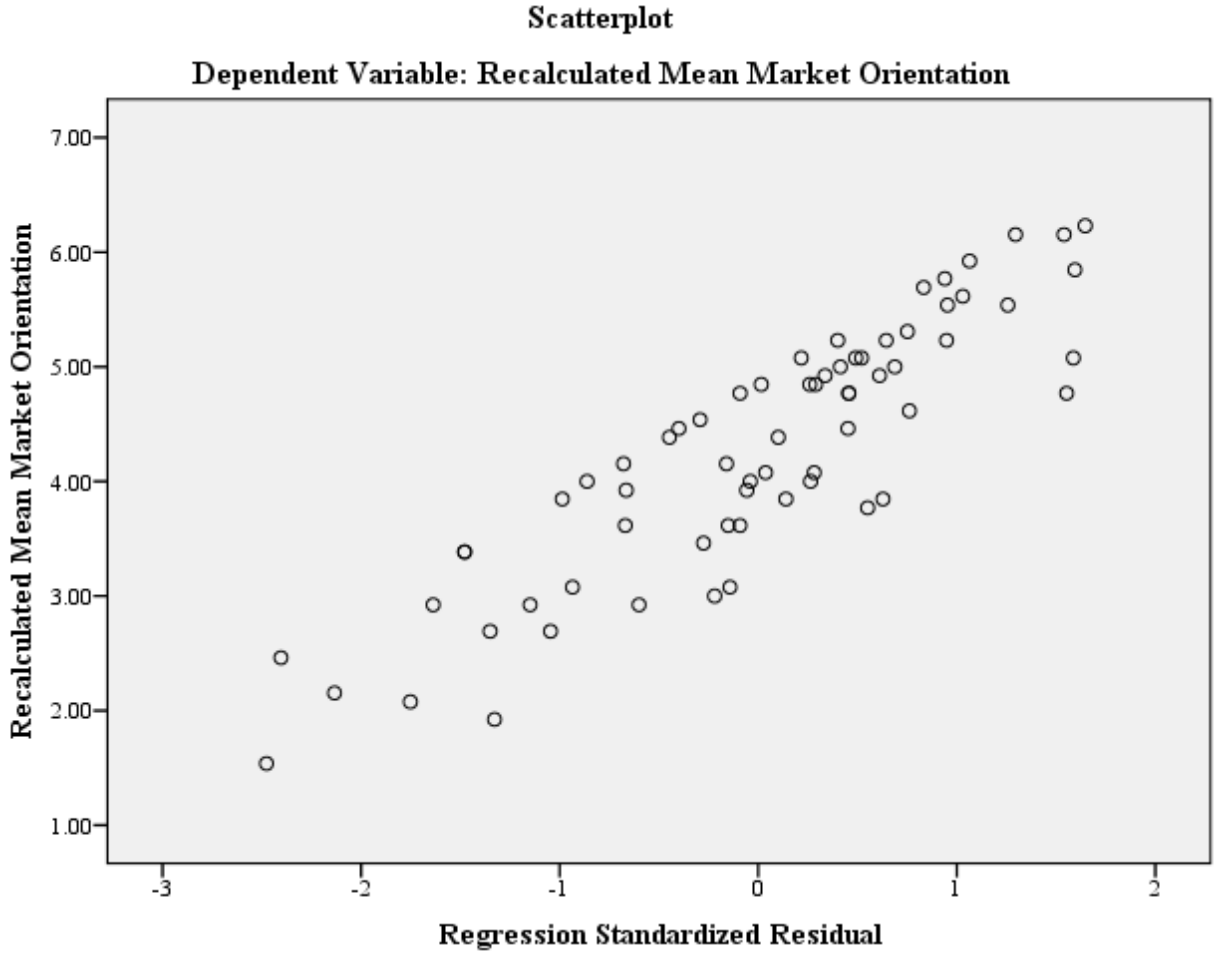
Charts



www.manaraa.com

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Regression

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q12: Our CEO considers people in marketing to just be "creative types"., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise., Q9: Marketing seems to just be an internal ad agency to our CEO.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Market Orientation

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.518[a]	.268	.221	.97988

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise., Q9: Marketing seems to just be an internal ad agency to our CEO.

b. Dependent Variable: Recalculated Mean Market Orientation

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.846	4	5.462	5.688	.001[a]
	Residual	59.530	62	.960		
	Total	81.377	66			

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise., Q9: Marketing seems to just be an internal ad agency to our CEO.

b. Dependent Variable: Recalculated Mean Market Orientation

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.348	.259		20.629	.000
	Q9: Marketing seems to just be an internal ad agency to our CEO.	-.135	.109	-.219	-1.238	.221
	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.060	.115	-.104	-.521	.604
	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.117	.110	-.187	-1.067	.290
	Q12: Our CEO considers people in marketing to just be “creative types”.	-.052	.103	-.084	-.503	.617

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q12: Our CEO considers people in marketing to just be "creative types".	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	1.000	-.041
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.041	1.000
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.422	-.480
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.345	-.547
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	.011	.000
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	.000	.013
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.005	-.006
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.004	-.007

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q12: Our CEO considers people in marketing to just be "creative types".	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	1.000	-.041
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.041	1.000
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.422	-.480
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.345	-.547
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	.011	.000
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	.000	.013
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.005	-.006
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.004	-.007

Coefficient Correlations[a]

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Model			Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	Q9: Marketing seems to just be an internal ad agency to our CEO.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	-.422	-.345
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.480	-.547
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	1.000	.095
		Q9: Marketing seems to just be an internal ad agency to our CEO.	.095	1.000
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	-.005	-.004
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.006	-.007
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.012	.001
		Q9: Marketing seems to just be an internal ad agency to our CEO.	.001	.012

a. Dependent Variable: Recalculated Mean Market Orientation

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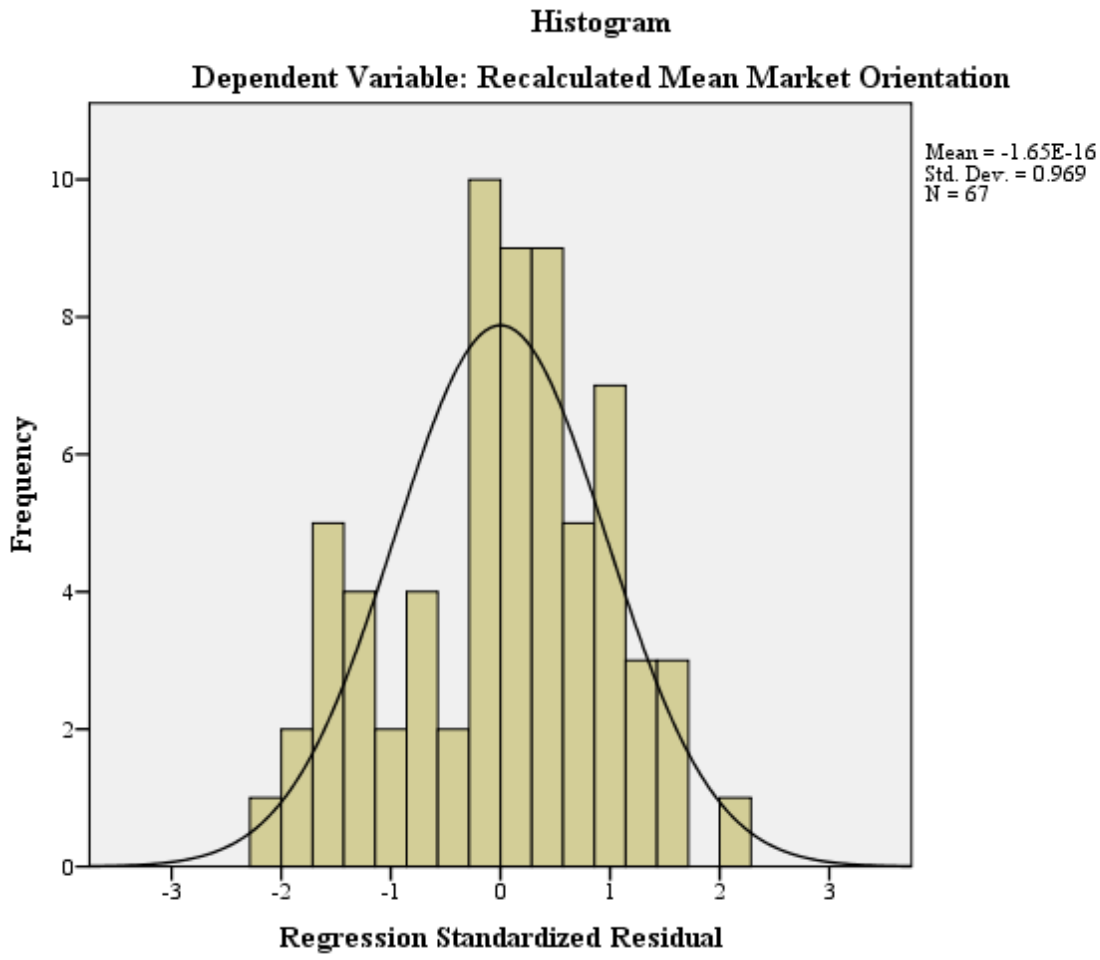
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.8015	4.9839	4.2721	.57533	67
Residual	-2.11171	1.96872	.00000	.94972	67
Std. Predicted Value	-2.556	1.237	.000	1.000	67
Std. Residual	-2.155	2.009	.000	.969	67

a. Dependent Variable: Recalculated Mean Market Orientation

Charts



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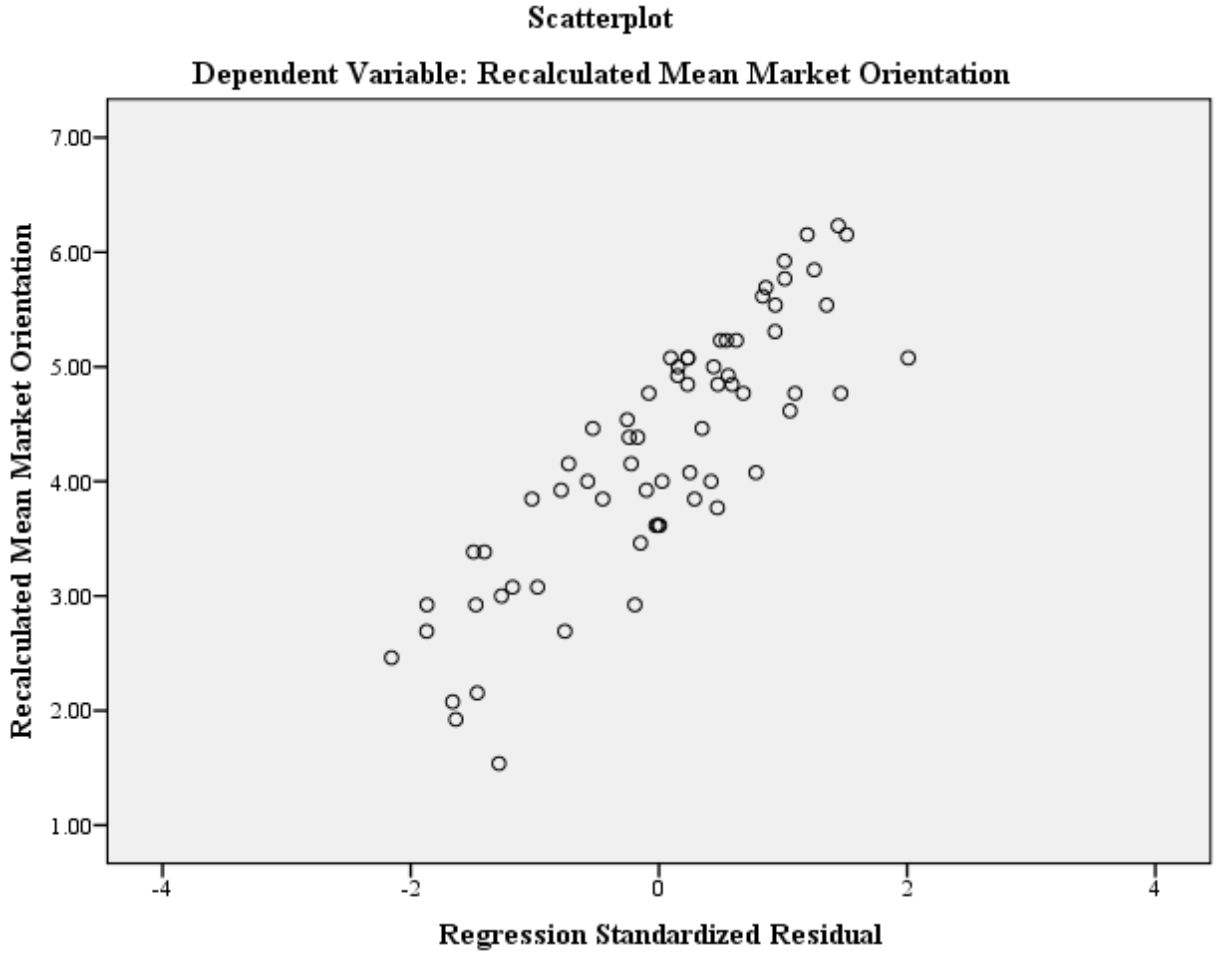


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Regression

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q19: What is your CEO's highest level of education?, Q20: What is or has been your CEO's dominant area of functional expertise?[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Role is Strategic

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.429[a]	.184	.139	1.56416

a. Predictors: (Constant), Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q19: What is your CEO's highest level of education?, Q20: What is or has been your CEO's dominant area of functional expertise?

b. Dependent Variable: Mean Role is Strategic

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.794	3	9.931	4.059	.011[a]
	Residual	132.117	54	2.447		
	Total	161.911	57			

a. Predictors: (Constant), Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q19: What is your CEO's highest level of education?, Q20: What is or has been your CEO's dominant area of functional expertise?

b. Dependent Variable: Mean Role is Strategic

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.277	1.585		3.329	.002
	Q19: What is your CEO's highest level of education?	.010	.243	.005	.042	.967
	Q20: What is or has been your CEO's dominant area of functional expertise?	1.715	.516	.428	3.322	.002
	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	-.338	.220	-.195	-1.538	.130

a. Dependent Variable: Mean Role is Strategic

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Coefficient Correlations[a]

Model			Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	Q19: What is your CEO's highest level of education?	Q20: What is or has been your CEO's dominant area of functional expertise?
1	Correlations	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	1.000	.101	-.191
		Q19: What is your CEO's highest level of education?	.101	1.000	.210
		Q20: What is or has been your CEO's dominant area of functional expertise?	-.191	.210	1.000
	Covariances	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	.048	.005	-.022
		Q19: What is your CEO's highest level of education?	.005	.059	.026
		Q20: What is or has been your CEO's dominant area of functional expertise?	-.022	.026	.266

a. Dependent Variable: Mean Role is Strategic

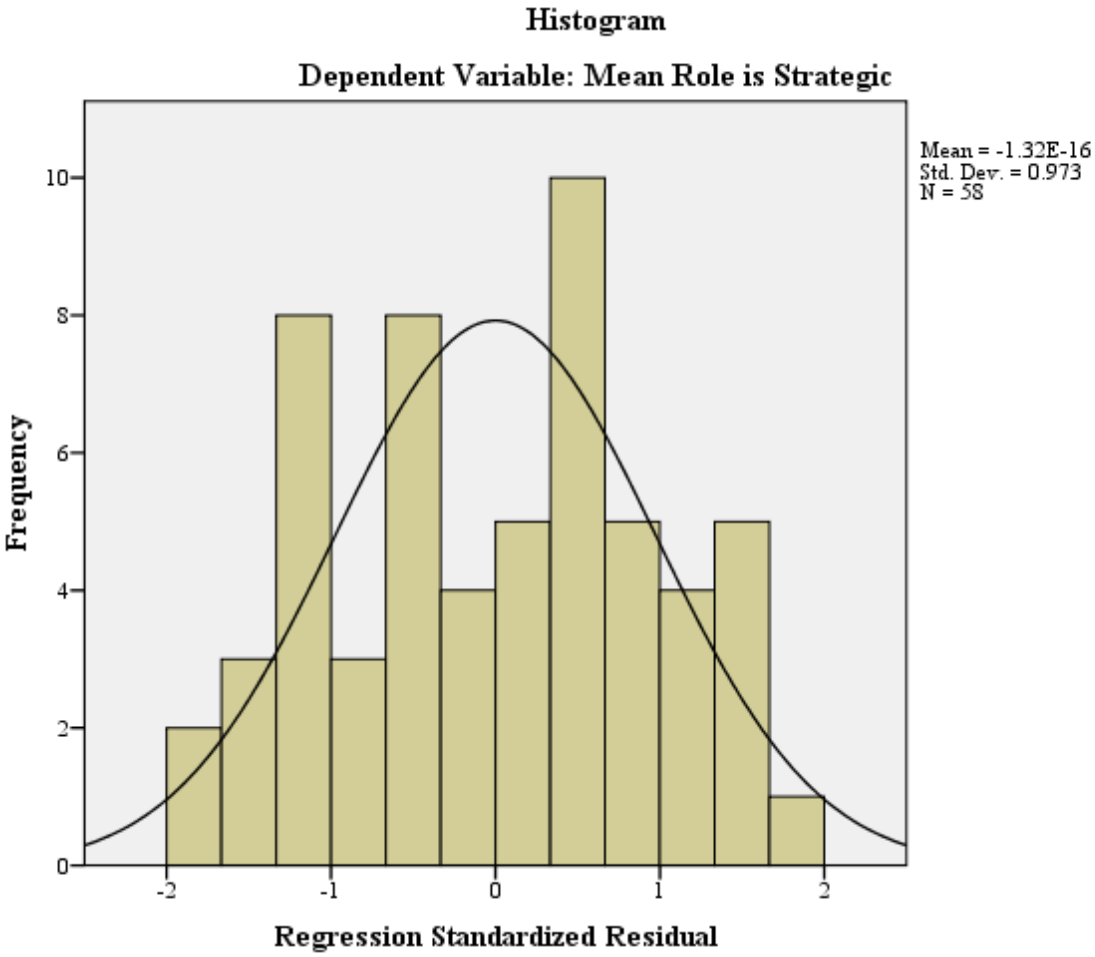
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.2890	6.0081	4.2284	.72298	58
Residual	-2.94024	3.11263	.00000	1.52245	58
Std. Predicted Value	-1.299	2.462	.000	1.000	58
Std. Residual	-1.880	1.990	.000	.973	58

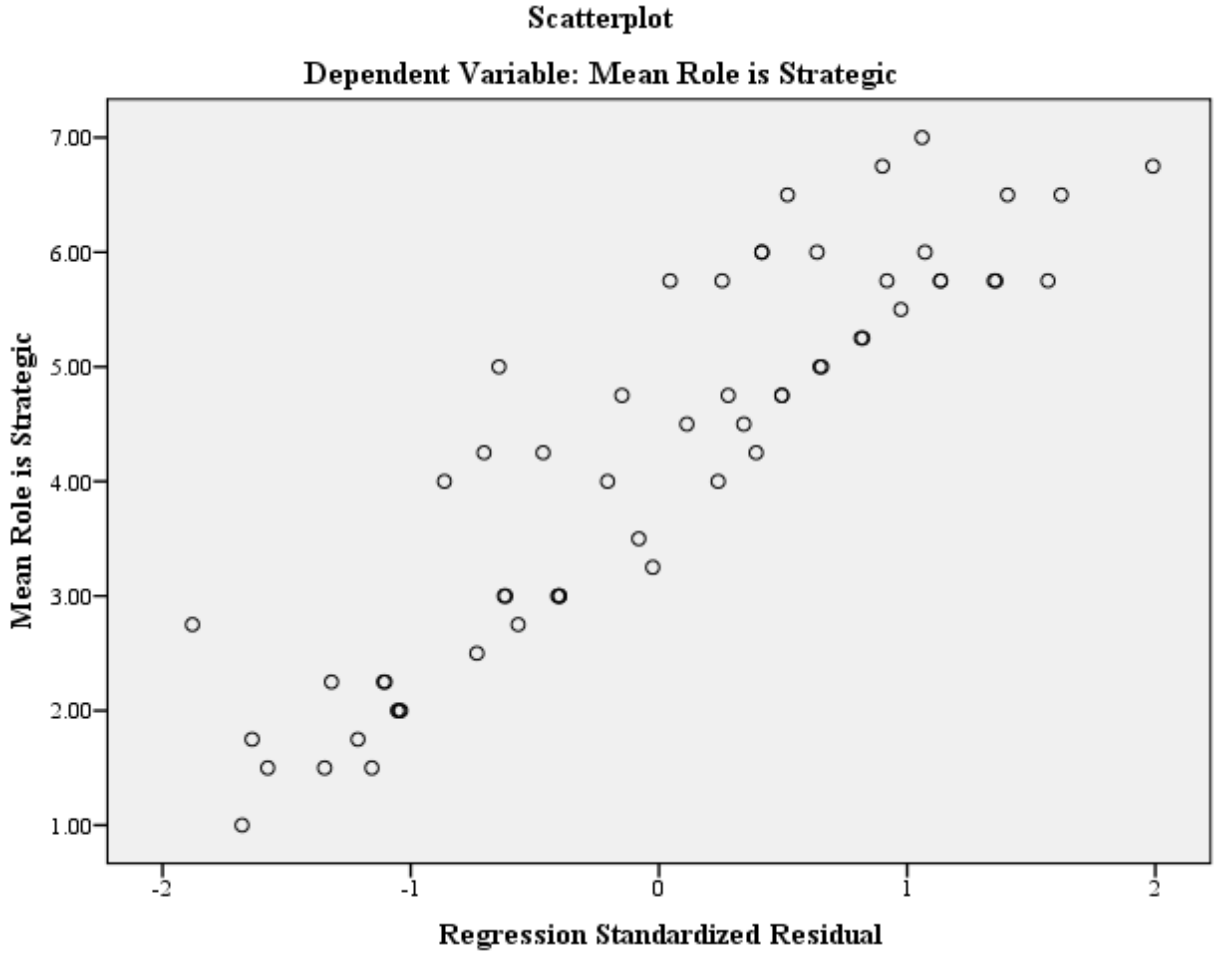
a. Dependent Variable: Mean Role is Strategic

www.manaraa.com

Charts



www.manaraa.com

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Regression

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Notes

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	N of Rows in Working Data File	67
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q19: What is your CEO's highest level of education?, Q20: What is or has been your CEO's dominant area of functional expertise?[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Role is Sales

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.253[a]	.064	.012	1.87651

a. Predictors: (Constant), Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q19: What is your CEO's highest level of education?, Q20: What is or has been your CEO's dominant area of functional expertise?

b. Dependent Variable: Recalculated Mean Role is Sales

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.975	3	4.325	1.228	.308[a]
	Residual	190.150	54	3.521		
	Total	203.125	57			

a. Predictors: (Constant), Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q19: What is your CEO's highest level of education?, Q20: What is or has been your CEO's dominant area of functional expertise?

b. Dependent Variable: Recalculated Mean Role is Sales

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.120	1.902		2.166	.035
	Q19: What is your CEO's highest level of education?	-.058	.291	-.027	-.198	.844
	Q20: What is or has been your CEO's dominant area of functional expertise?	-1.103	.619	-.246	-1.782	.080
	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	-.081	.264	-.041	-.305	.761

a. Dependent Variable: Recalculated Mean Role is Sales

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Coefficient Correlations[a]

Model			Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	Q19: What is your CEO's highest level of education?	Q20: What is or has been your CEO's dominant area of functional expertise?
1	Correlations	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	1.000	.101	-.191
		Q19: What is your CEO's highest level of education?	.101	1.000	.210
		Q20: What is or has been your CEO's dominant area of functional expertise?	-.191	.210	1.000
	Covariances	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	.070	.008	-.031
		Q19: What is your CEO's highest level of education?	.008	.085	.038
		Q20: What is or has been your CEO's dominant area of functional expertise?	-.031	.038	.383

a. Dependent Variable: Recalculated Mean Role is Sales

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.3032	3.8091	3.2500	.47711	58
Residual	-2.64803	3.57056	.00000	1.82646	58
Std. Predicted Value	-1.984	1.172	.000	1.000	58
Std. Residual	-1.411	1.903	.000	.973	58

a. Dependent Variable: Recalculated Mean Role is Sales

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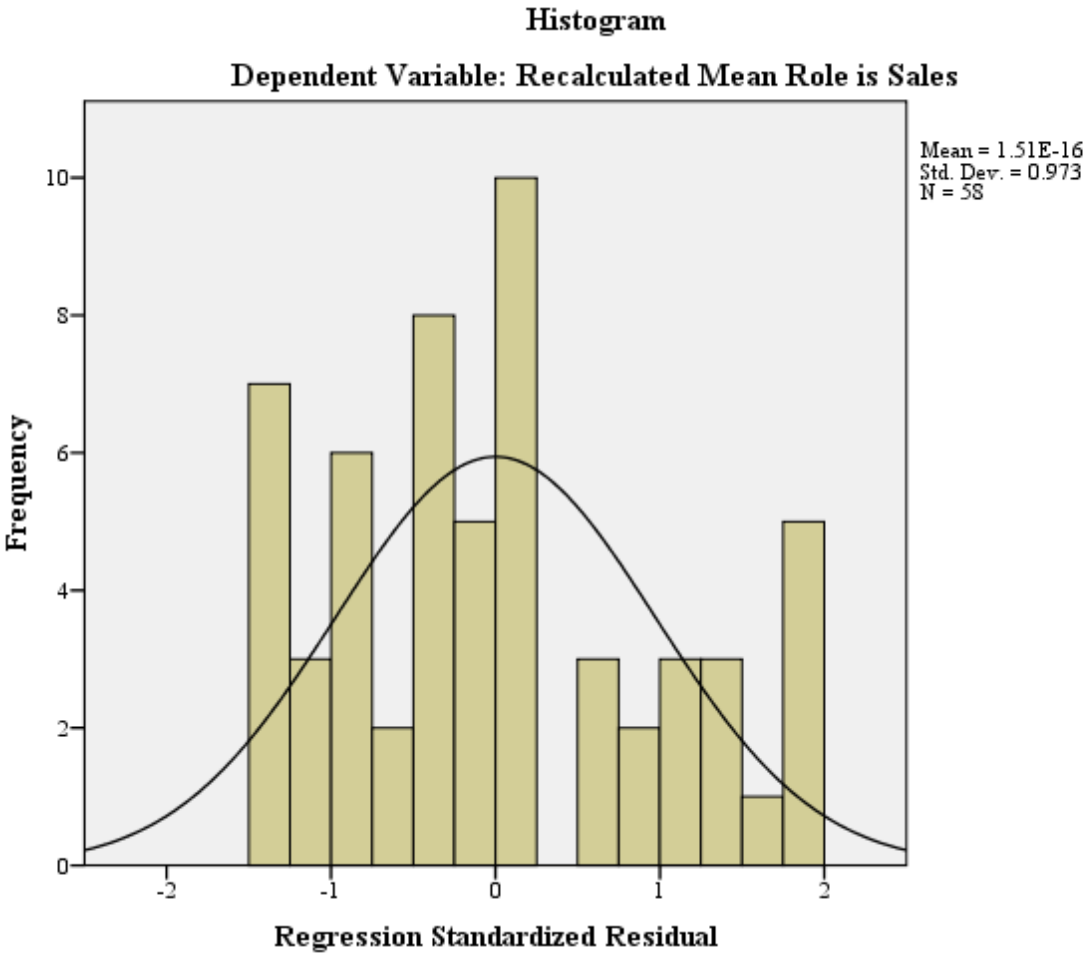
Charts



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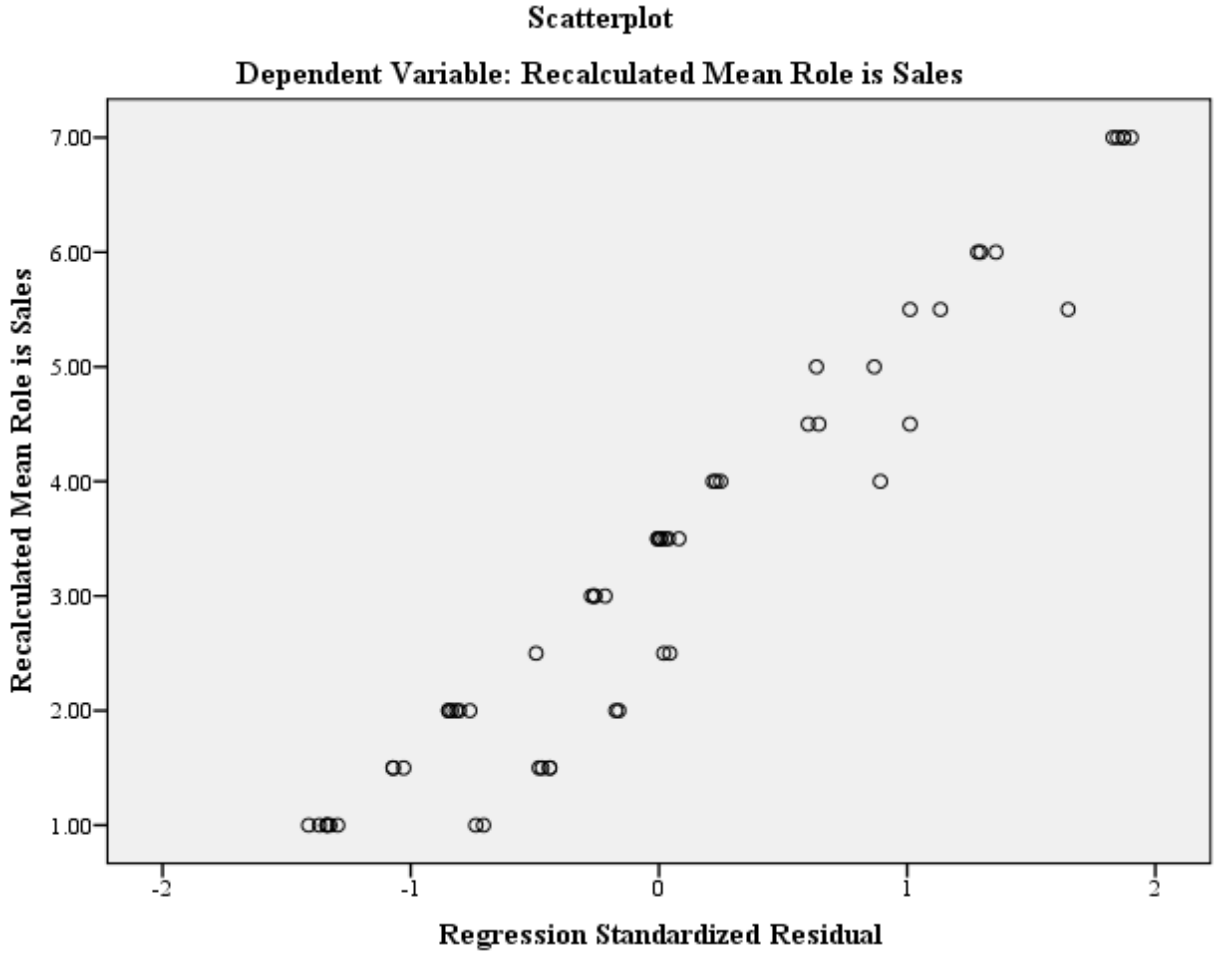


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Regression

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Notes

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Additional Memory Required for Residual Plots	256 bytes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q25: Our company is highly innovative., Q28: Total revenue growth trend is positive for our company.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Role is Strategic

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.625[a]	.390	.318	1.41689

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q25: Our company is highly innovative., Q28: Total revenue growth trend is positive for our company.

b. Dependent Variable: Mean Role is Strategic

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.765	7	10.824	5.391	.000[a]
	Residual	118.448	59	2.008		
	Total	194.213	66			

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q25: Our company is highly innovative., Q28: Total revenue growth trend is positive for our company.

b. Dependent Variable: Mean Role is Strategic

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.502	1.350		1.113	.270
	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.345	.100	-.357	-3.449	.001
	Q25: Our company is highly innovative.	.365	.186	.244	1.961	.055
	Q26: Our company is often first to market with new products or services.	-.124	.160	-.091	-.775	.441
	Q27: The market for our products or services is intensely competitive.	.119	.168	.074	.707	.482
	Q28: Total revenue growth trend is positive for our company.	-.015	.176	-.016	-.085	.932
	Q29: Our company's profit performance is strong.	.124	.165	.126	.753	.454
	Q30: We seem to be gaining market share over our competitors.	.422	.159	.389	2.659	.010

a. Dependent Variable: Mean Role is Strategic

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Coefficient Correlations[a]

Model			Q30: We seem to be gaining market share over our competitors.	Q27: The market for our products or services is intensely competitive.	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?
1	Correlations	Q30: We seem to be gaining market share over our competitors.	1.000	.080	-.123
		Q27: The market for our products or services is intensely competitive.	.080	1.000	-.069
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.123	-.069	1.000
		Q26: Our company is often first to market with new products or services.	-.137	.089	-.008
		Q29: Our company's profit performance is strong.	-.082	-.050	.017
		Q25: Our company is highly innovative.	-.299	.095	.003
		Q28: Total revenue growth trend is positive for our company.	-.392	-.047	-.018
	Covariances	Q30: We seem to be gaining market share over our competitors.	.025	.002	-.002
		Q27: The market for our products or services is intensely competitive.	.002	.028	-.001
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.002	-.001	.010

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	Q26: Our company is often first to market with new products or services.	-.003	.002	.000
	Q29: Our company's profit performance is strong.	-.002	-.001	.000
	Q25: Our company is highly innovative.	-.009	.003	5.678E-5
	Q28: Total revenue growth trend is positive for our company.	-.011	-.001	.000

a. Dependent Variable: Mean Role is Strategic

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Coefficient Correlations[a]

Model			Q26: Our company is often first to market with new products or services.	Q29: Our company's profit performance is strong.	Q25: Our company is highly innovative.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.137	-.082	-.299
		Q27: The market for our products or services is intensely competitive.	.089	-.050	.095
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.008	.017	.003
		Q26: Our company is often first to market with new products or services.	1.000	.072	-.382
		Q29: Our company's profit performance is strong.	.072	1.000	.000
		Q25: Our company is highly innovative.	-.382	.000	1.000
		Q28: Total revenue growth trend is positive for our company.	.062	-.683	.003
	Covariances	Q30: We seem to be gaining market share over our competitors.	-.003	-.002	-.009
		Q27: The market for our products or services is intensely competitive.	.002	-.001	.003
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.000	.000	5.678E-5

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	Q26: Our company is often first to market with new products or services.	.026	.002	-.011
	Q29: Our company's profit performance is strong.	.002	.027	-6.307E-6
	Q25: Our company is highly innovative.	-.011	-6.307E-6	.035
	Q28: Total revenue growth trend is positive for our company.	.002	-.020	9.030E-5

a. Dependent Variable: Mean Role is Strategic

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Coefficient Correlations[a]

Model			Q28: Total revenue growth trend is positive for our company.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.392
		Q27: The market for our products or services is intensely competitive.	-.047
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.018
		Q26: Our company is often first to market with new products or services.	.062
		Q29: Our company's profit performance is strong.	-.683
		Q25: Our company is highly innovative.	.003
		Q28: Total revenue growth trend is positive for our company.	1.000
	Covariances	Q30: We seem to be gaining market share over our competitors.	-.011
		Q27: The market for our products or services is intensely competitive.	-.001
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.000
		Q26: Our company is often first to market with new products or services.	.002

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	Q29: Our company's profit performance is strong.	-.020
	Q25: Our company is highly innovative.	9.030E-5
	Q28: Total revenue growth trend is positive for our company.	.031

a. Dependent Variable: Mean Role is Strategic

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.9526	6.3435	4.1604	1.07143	67
Residual	-3.01479	3.24222	.00000	1.33965	67
Std. Predicted Value	-2.061	2.037	.000	1.000	67
Std. Residual	-2.128	2.288	.000	.945	67

a. Dependent Variable: Mean Role is Strategic

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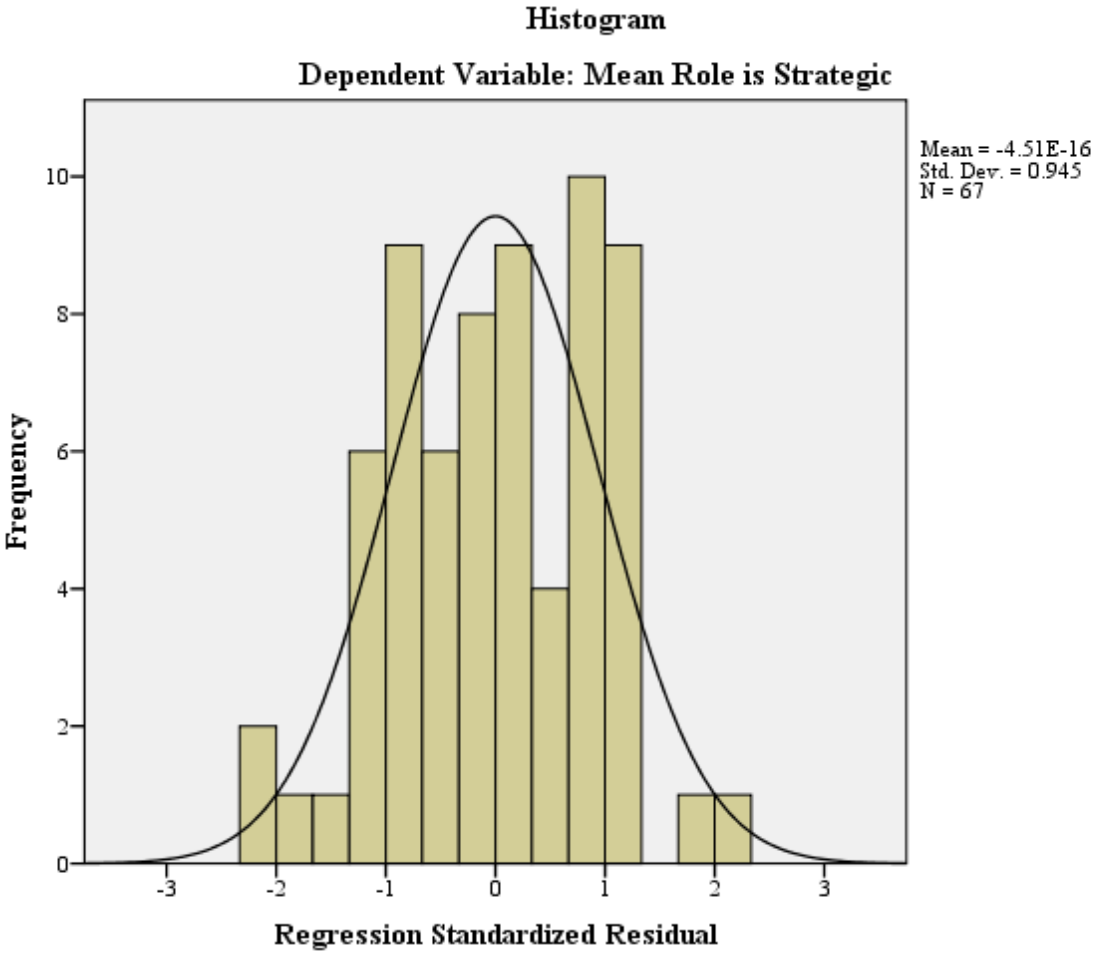
Charts



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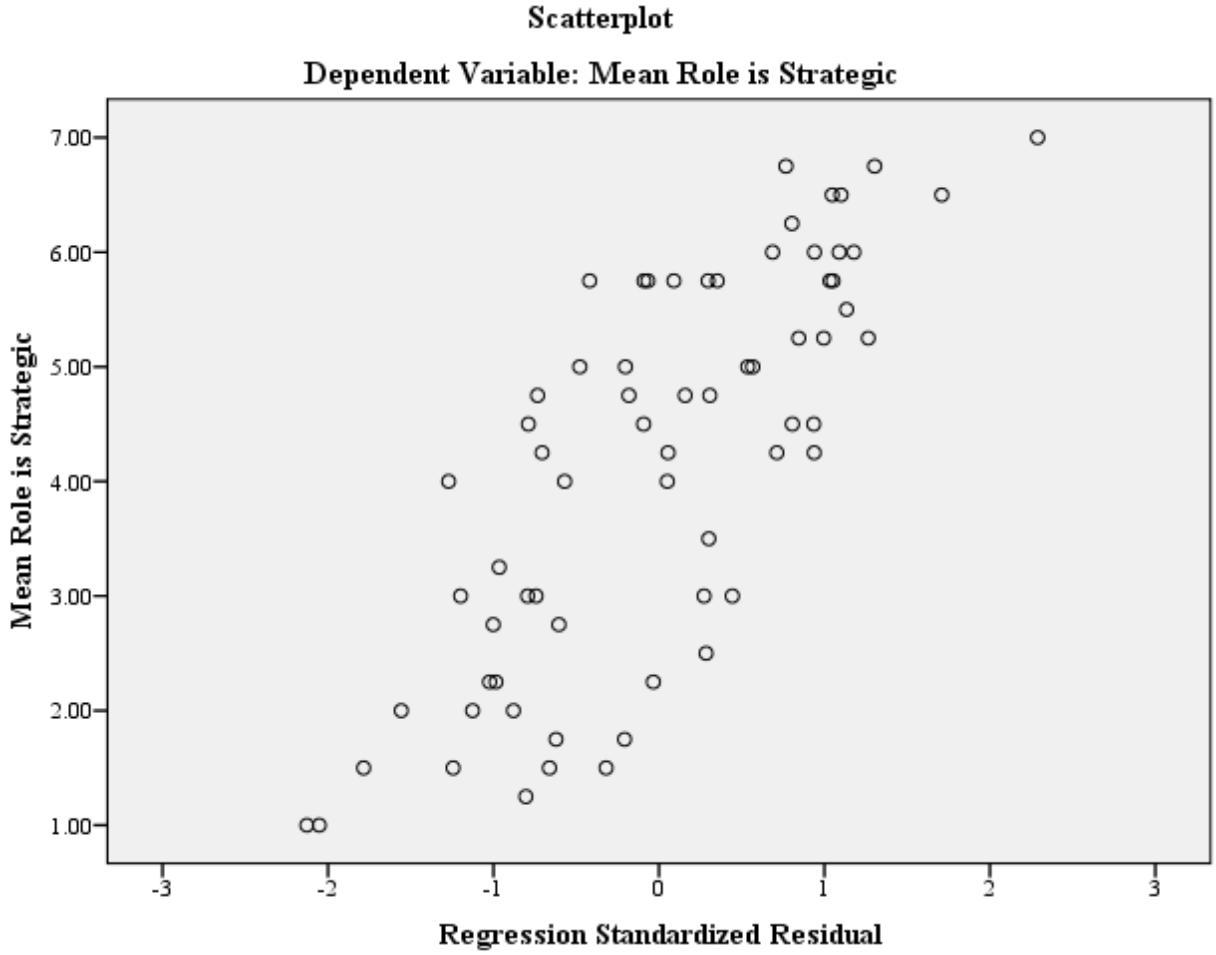


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Regression

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Notes

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	Cases Used	Statistics are based on cases with no missing values for any variable used.
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Additional Memory Required for Residual Plots	256 bytes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q25: Our company is highly innovative., Q28: Total revenue growth trend is positive for our company.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Role is Sales

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.501[a]	.251	.163	1.71258

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q25: Our company is highly innovative., Q28: Total revenue growth trend is positive for our company.

b. Dependent Variable: Recalculated Mean Role is Sales

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.122	7	8.303	2.831	.013[a]
	Residual	173.042	59	2.933		
	Total	231.164	66			

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q25: Our company is highly innovative., Q28: Total revenue growth trend is positive for our company.

b. Dependent Variable: Recalculated Mean Role is Sales

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.146	1.631		4.380	.000
	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.076	.121	.072	.632	.530
	Q25: Our company is highly innovative.	-.523	.225	-.321	-2.330	.023
	Q26: Our company is often first to market with new products or services.	.345	.193	.231	1.784	.080
	Q27: The market for our products or services is intensely competitive.	-.233	.203	-.133	-1.146	.257
	Q28: Total revenue growth trend is positive for our company.	.051	.212	.049	.242	.810
	Q29: Our company's profit performance is strong.	-.186	.199	-.174	-.935	.354
	Q30: We seem to be gaining market share over our competitors.	-.277	.192	-.234	-1.443	.154

a. Dependent Variable: Recalculated Mean Role is Sales

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Coefficient Correlations[a]

Model			Q30: We seem to be gaining market share over our competitors.	Q27: The market for our products or services is intensely competitive.	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?
1	Correlations	Q30: We seem to be gaining market share over our competitors.	1.000	.080	-.123
		Q27: The market for our products or services is intensely competitive.	.080	1.000	-.069
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.123	-.069	1.000
		Q26: Our company is often first to market with new products or services.	-.137	.089	-.008
		Q29: Our company's profit performance is strong.	-.082	-.050	.017
		Q25: Our company is highly innovative.	-.299	.095	.003
		Q28: Total revenue growth trend is positive for our company.	-.392	-.047	-.018
	Covariances	Q30: We seem to be gaining market share over our competitors.	.037	.003	-.003
		Q27: The market for our products or services is intensely competitive.	.003	.041	-.002
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.003	-.002	.015

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	Q26: Our company is often first to market with new products or services.	-.005	.004	.000
	Q29: Our company's profit performance is strong.	-.003	-.002	.000
	Q25: Our company is highly innovative.	-.013	.004	8.295E-5
	Q28: Total revenue growth trend is positive for our company.	-.016	-.002	.000

a. Dependent Variable: Recalculated Mean Role is Sales

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Coefficient Correlations[a]

Model			Q26: Our company is often first to market with new products or services.	Q29: Our company's profit performance is strong.	Q25: Our company is highly innovative.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.137	-.082	-.299
		Q27: The market for our products or services is intensely competitive.	.089	-.050	.095
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.008	.017	.003
		Q26: Our company is often first to market with new products or services.	1.000	.072	-.382
		Q29: Our company's profit performance is strong.	.072	1.000	.000
		Q25: Our company is highly innovative.	-.382	.000	1.000
		Q28: Total revenue growth trend is positive for our company.	.062	-.683	.003
	Covariances	Q30: We seem to be gaining market share over our competitors.	-.005	-.003	-.013
		Q27: The market for our products or services is intensely competitive.	.004	-.002	.004
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.000	.000	8.295E-5

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Q26: Our company is often first to market with new products or services.	.037	.003	-.017
Q29: Our company's profit performance is strong.	.003	.040	-9.214E-6
Q25: Our company is highly innovative.	-.017	-9.214E-6	.050
Q28: Total revenue growth trend is positive for our company.	.003	-.029	.000

a. Dependent Variable: Recalculated Mean Role is Sales

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Coefficient Correlations[a]

Model			Q28: Total revenue growth trend is positive for our company.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.392
		Q27: The market for our products or services is intensely competitive.	-.047
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.018
		Q26: Our company is often first to market with new products or services.	.062
		Q29: Our company's profit performance is strong.	-.683
		Q25: Our company is highly innovative.	.003
		Q28: Total revenue growth trend is positive for our company.	1.000
	Covariances	Q30: We seem to be gaining market share over our competitors.	-.016
		Q27: The market for our products or services is intensely competitive.	-.002
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.000
		Q26: Our company is often first to market with new products or services.	.003

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	Q29: Our company's profit performance is strong.	-.029
	Q25: Our company is highly innovative.	.000
	Q28: Total revenue growth trend is positive for our company.	.045

a. Dependent Variable: Recalculated Mean Role is Sales

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.2669	5.3861	3.2687	.93842	67
Residual	-2.79048	4.33090	.00000	1.61921	67
Std. Predicted Value	-2.133	2.256	.000	1.000	67
Std. Residual	-1.629	2.529	.000	.945	67

a. Dependent Variable: Recalculated Mean Role is Sales

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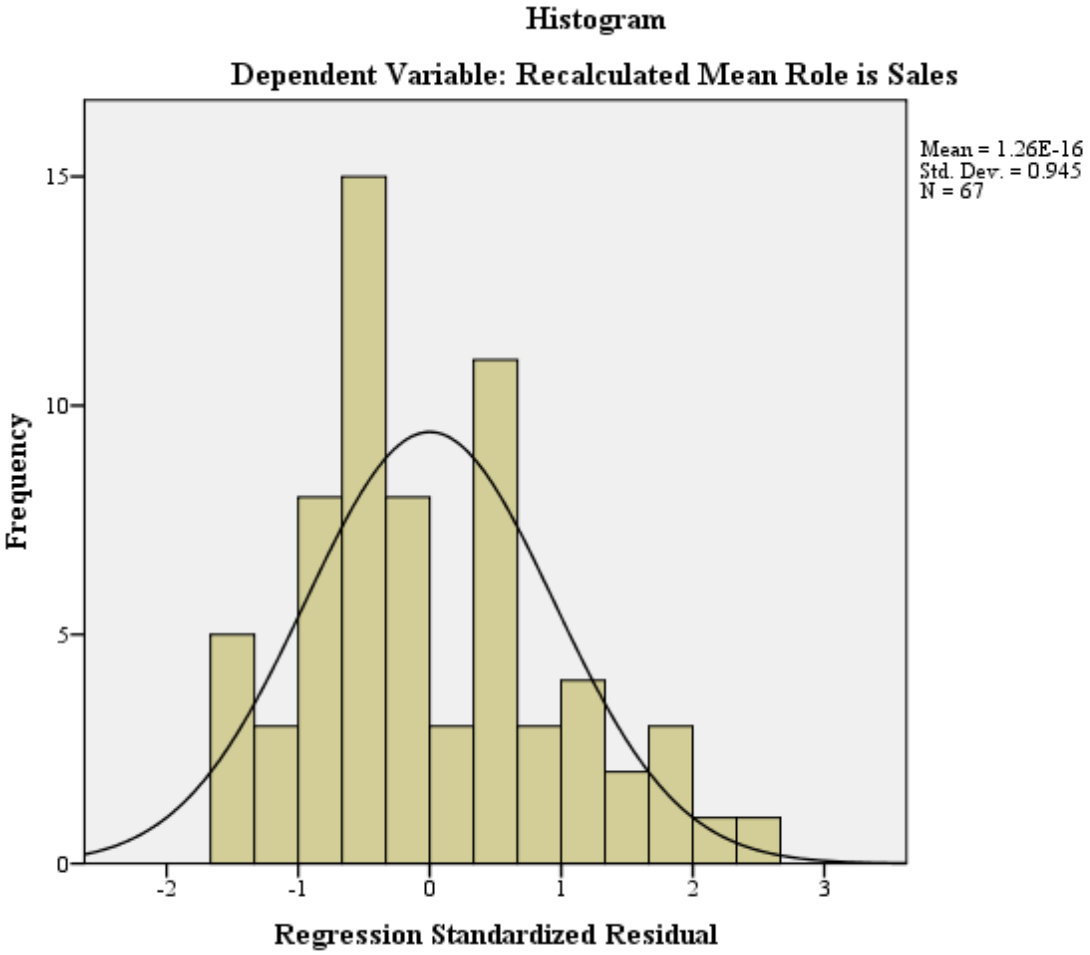
Charts



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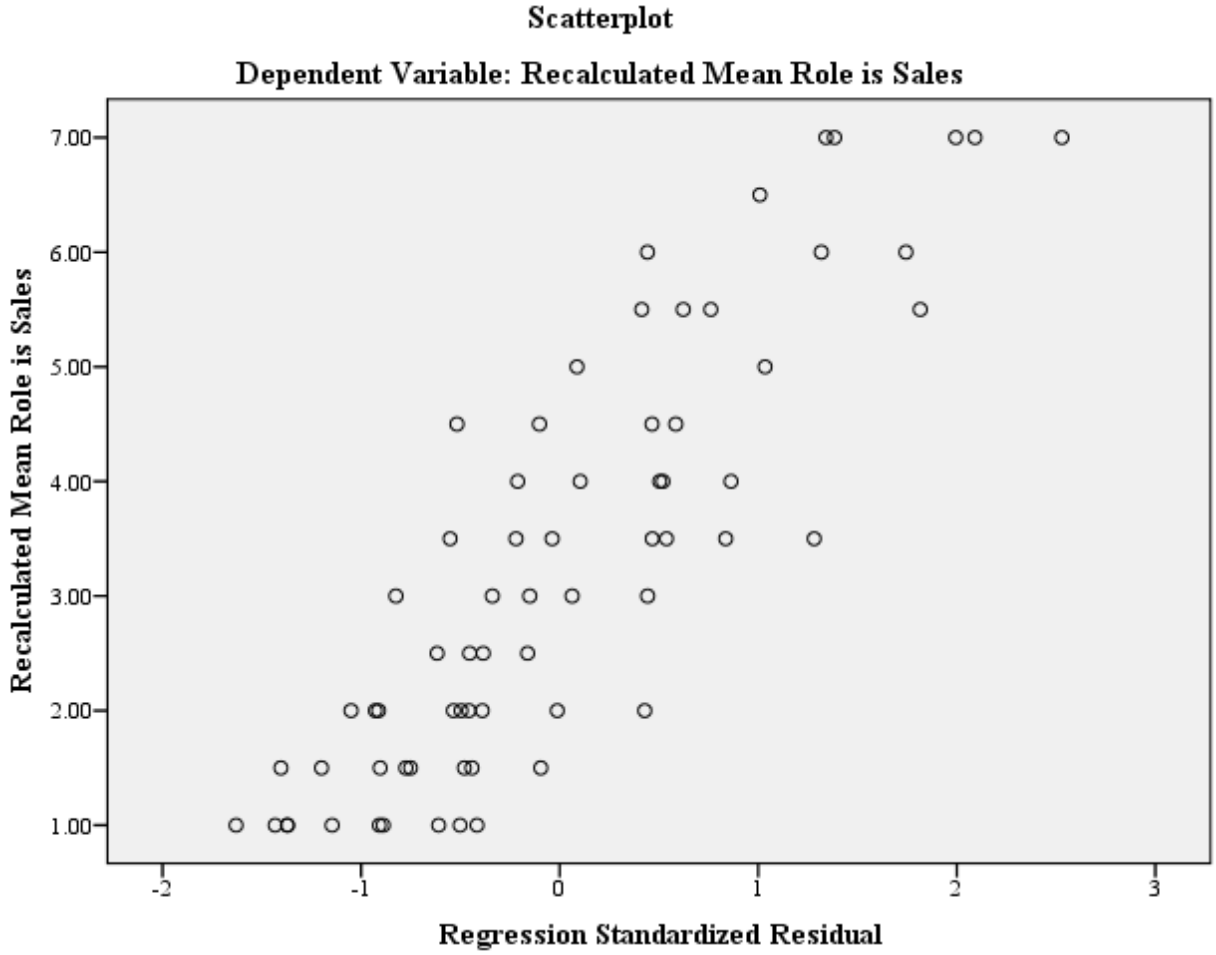


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Firm_Indus_Attributes_Q27 Firm_Indus_Attributes_Q28 Firm_Indus_Attributes_Q29 Firm_Indus_Attributes_Q30
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Regression

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Notes

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	Cases Used	Statistics are based on cases with no missing values for any variable used.
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Additional Memory Required for Residual Plots	256 bytes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q25: Our company is highly innovative., Q28: Total revenue growth trend is positive for our company.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Role is Creative

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.621[a]	.386	.313	1.31832

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q25: Our company is highly innovative., Q28: Total revenue growth trend is positive for our company.

b. Dependent Variable: Mean Role is Creative

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64.364	7	9.195	5.291	.000[a]
	Residual	102.541	59	1.738		
	Total	166.905	66			

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q25: Our company is highly innovative., Q28: Total revenue growth trend is positive for our company.

b. Dependent Variable: Mean Role is Creative

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.302	1.256		5.019	.000
	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.158	.093	.176	1.696	.095
	Q25: Our company is highly innovative.	-.178	.173	-.129	-1.032	.306
	Q26: Our company is often first to market with new products or services.	.104	.149	.082	.697	.489
	Q27: The market for our products or services is intensely competitive.	-.126	.157	-.085	-.803	.425
	Q28: Total revenue growth trend is positive for our company.	.042	.163	.047	.256	.799
	Q29: Our company's profit performance is strong.	-.296	.153	-.325	-1.929	.059
	Q30: We seem to be gaining market share over our competitors.	-.379	.148	-.376	-2.563	.013

a. Dependent Variable: Mean Role is Creative

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Coefficient Correlations[a]

Model			Q30: We seem to be gaining market share over our competitors.	Q27: The market for our products or services is intensely competitive.	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?
1	Correlations	Q30: We seem to be gaining market share over our competitors.	1.000	.080	-.123
		Q27: The market for our products or services is intensely competitive.	.080	1.000	-.069
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.123	-.069	1.000
		Q26: Our company is often first to market with new products or services.	-.137	.089	-.008
		Q29: Our company's profit performance is strong.	-.082	-.050	.017
		Q25: Our company is highly innovative.	-.299	.095	.003
		Q28: Total revenue growth trend is positive for our company.	-.392	-.047	-.018
	Covariances	Q30: We seem to be gaining market share over our competitors.	.022	.002	-.002
		Q27: The market for our products or services is intensely competitive.	.002	.025	-.001
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.002	-.001	.009

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	Q26: Our company is often first to market with new products or services.	-.003	.002	.000
	Q29: Our company's profit performance is strong.	-.002	-.001	.000
	Q25: Our company is highly innovative.	-.008	.003	4.915E-5
	Q28: Total revenue growth trend is positive for our company.	-.009	-.001	.000

a. Dependent Variable: Mean Role is Creative

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Coefficient Correlations[a]

Model			Q26: Our company is often first to market with new products or services.	Q29: Our company's profit performance is strong.	Q25: Our company is highly innovative.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.137	-.082	-.299
		Q27: The market for our products or services is intensely competitive.	.089	-.050	.095
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.008	.017	.003
		Q26: Our company is often first to market with new products or services.	1.000	.072	-.382
		Q29: Our company's profit performance is strong.	.072	1.000	.000
		Q25: Our company is highly innovative.	-.382	.000	1.000
		Q28: Total revenue growth trend is positive for our company.	.062	-.683	.003
	Covariances	Q30: We seem to be gaining market share over our competitors.	-.003	-.002	-.008
		Q27: The market for our products or services is intensely competitive.	.002	-.001	.003
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.000	.000	4.915E-5

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	Q26: Our company is often first to market with new products or services.	.022	.002	-.010
	Q29: Our company's profit performance is strong.	.002	.024	-5.460E-6
	Q25: Our company is highly innovative.	-.010	-5.460E-6	.030
	Q28: Total revenue growth trend is positive for our company.	.002	-.017	7.817E-5

a. Dependent Variable: Mean Role is Creative

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Coefficient Correlations[a]

Model			Q28: Total revenue growth trend is positive for our company.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.392
		Q27: The market for our products or services is intensely competitive.	-.047
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.018
		Q26: Our company is often first to market with new products or services.	.062
		Q29: Our company's profit performance is strong.	-.683
		Q25: Our company is highly innovative.	.003
		Q28: Total revenue growth trend is positive for our company.	1.000
	Covariances	Q30: We seem to be gaining market share over our competitors.	-.009
		Q27: The market for our products or services is intensely competitive.	-.001
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.000
		Q26: Our company is often first to market with new products or services.	.002

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	Q29: Our company's profit performance is strong.	-.017
	Q25: Our company is highly innovative.	7.817E-5
	Q28: Total revenue growth trend is positive for our company.	.027

a. Dependent Variable: Mean Role is Creative

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.1587	5.3133	2.9515	.98753	67
Residual	-2.42310	2.70685	.00000	1.24645	67
Std. Predicted Value	-1.815	2.392	.000	1.000	67
Std. Residual	-1.838	2.053	.000	.945	67

a. Dependent Variable: Mean Role is Creative

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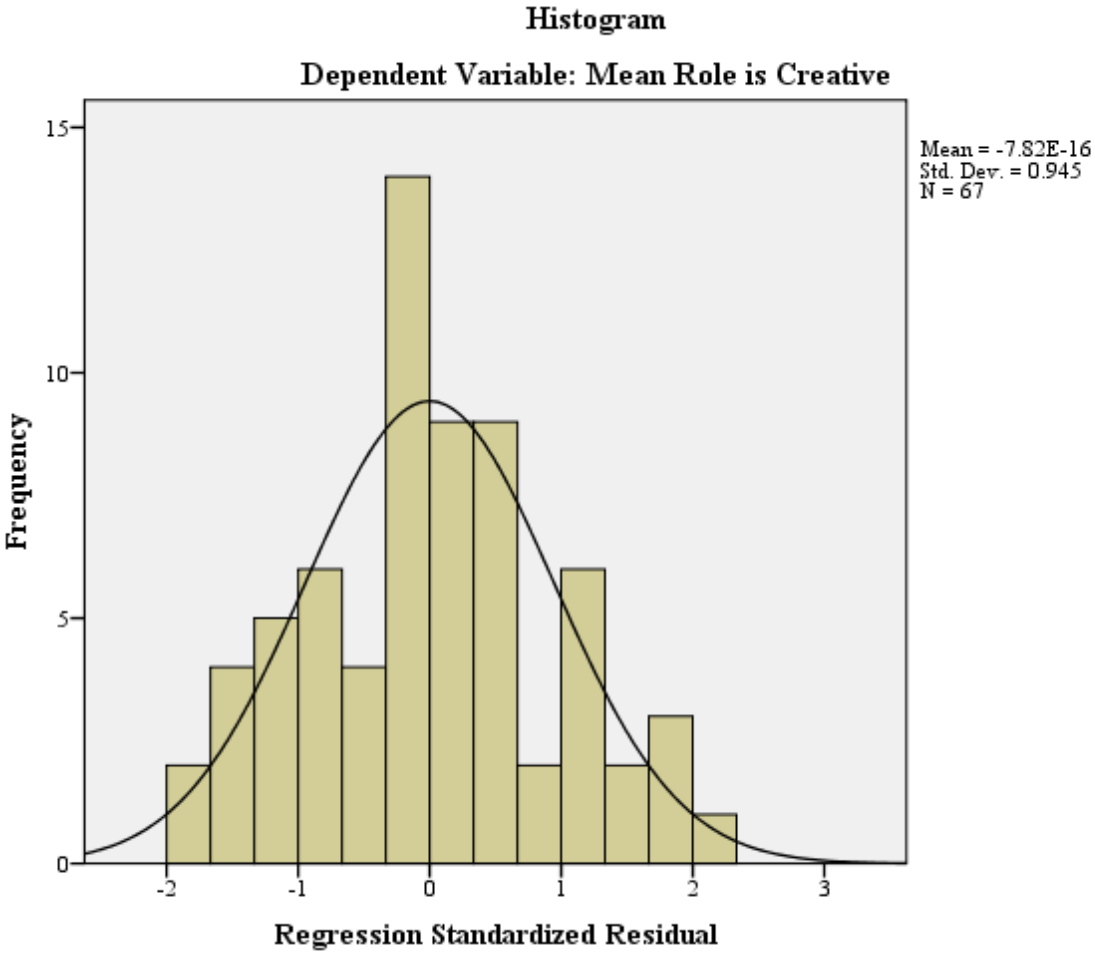
Charts



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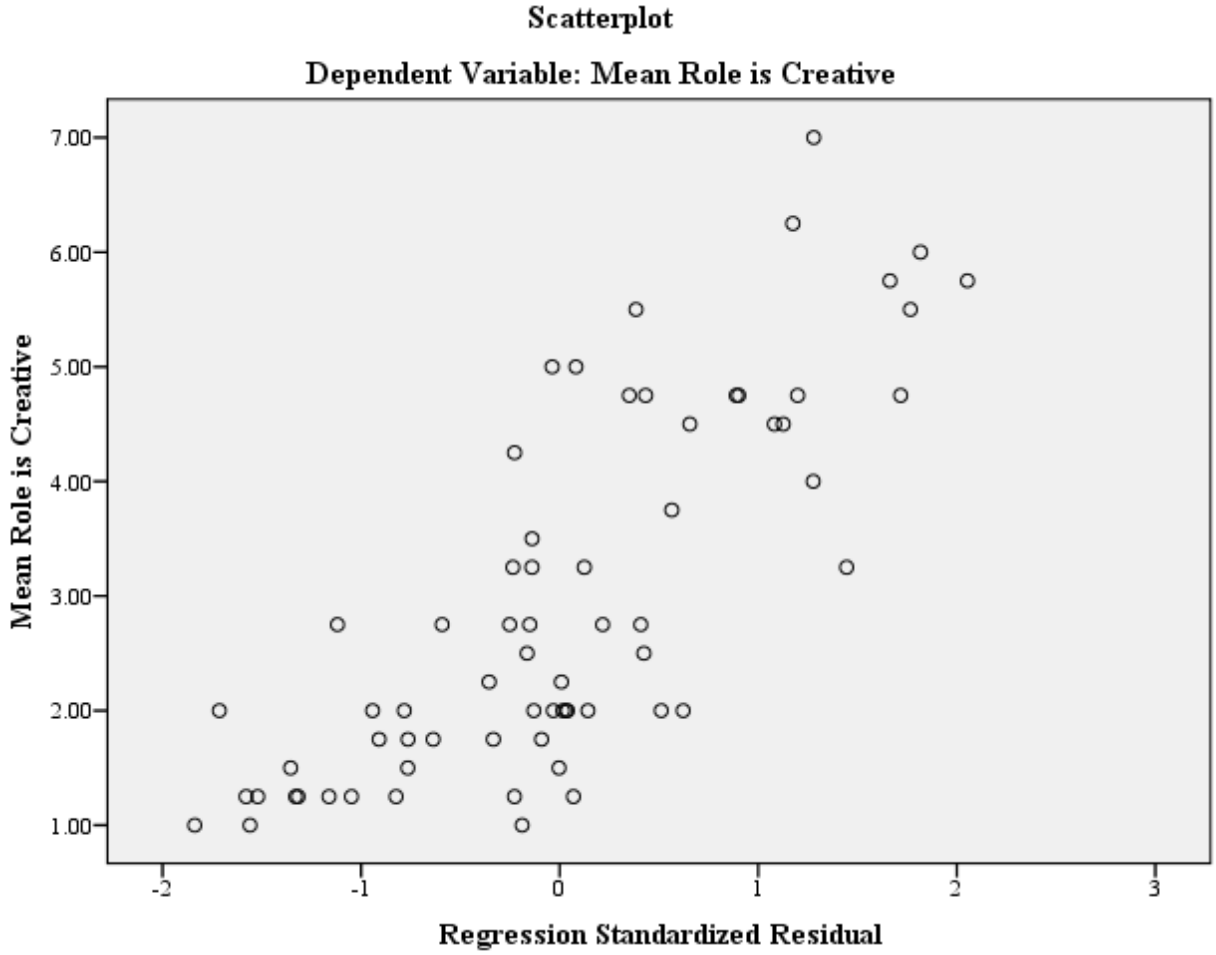


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Regression

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Notes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q4: Our CEO considers people in marketing to be master strategists., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Strategy-Structure Fit

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.709[a]	.502	.470	1.16184

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Mean Strategy-Structure Fit

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	84.437	4	21.109	15.638	.000[a]
	Residual	83.693	62	1.350		
	Total	168.129	66			

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Mean Strategy-Structure Fit

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.191	.413		5.312	.000
	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.071	.156	.082	.454	.651
	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.014	.150	-.018	-.096	.924
	Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.102	.117	.122	.872	.386
	Q4: Our CEO considers people in marketing to be master strategists.	.505	.154	.563	3.274	.002

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q4: Our CEO considers people in marketing to be master strategists.	Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	1.000	-.354
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.354	1.000
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.121	-.312
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.464	.019
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	.024	-.006
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.006	.014
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.003	-.006
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.011	.000

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	-.121	-.464
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.312	.019
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	1.000	-.559
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.559	1.000
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	-.003	-.011
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.006	.000
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.024	-.013
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.013	.022

a. Dependent Variable: Mean Strategy-Structure Fit

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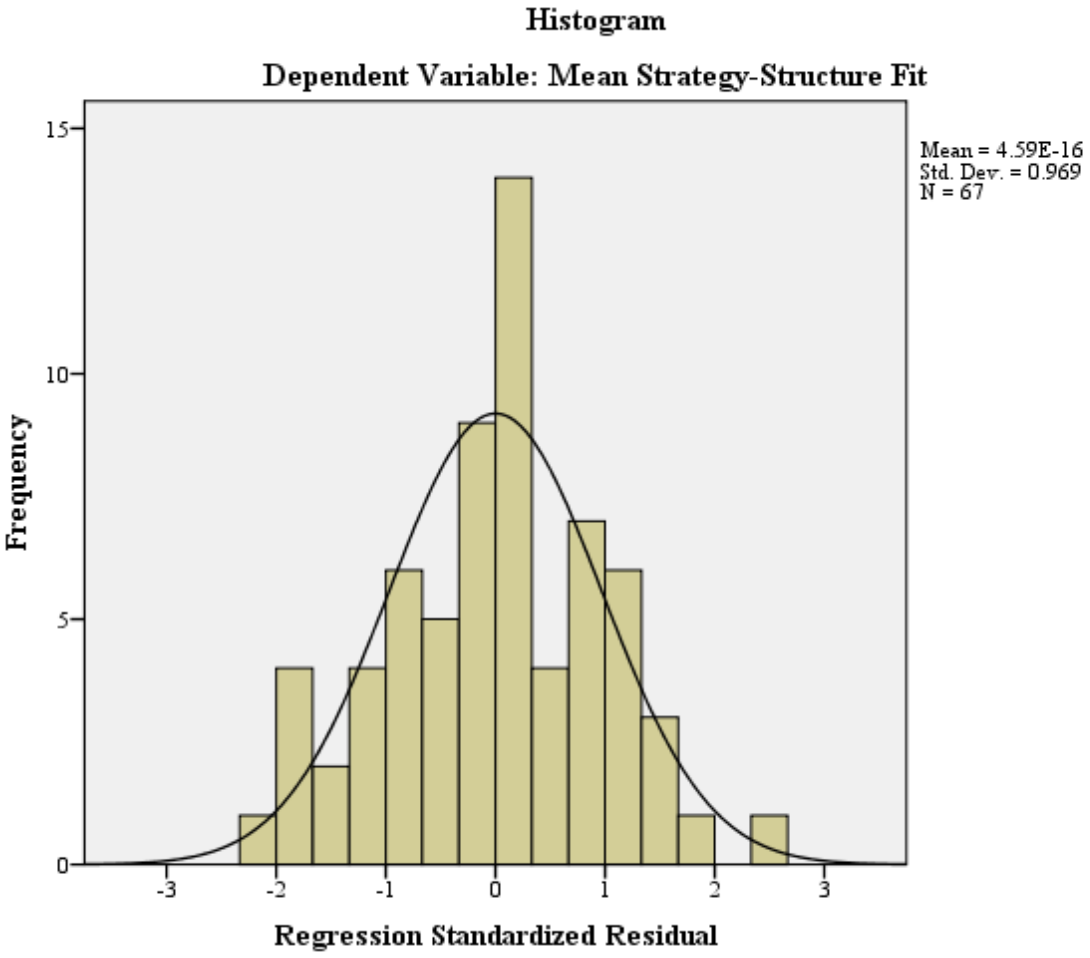
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.8545	6.8332	4.7562	1.13108	67
Residual	-2.36073	2.73049	.00000	1.12609	67
Std. Predicted Value	-1.681	1.836	.000	1.000	67
Std. Residual	-2.032	2.350	.000	.969	67

a. Dependent Variable: Mean Strategy-Structure Fit

Charts



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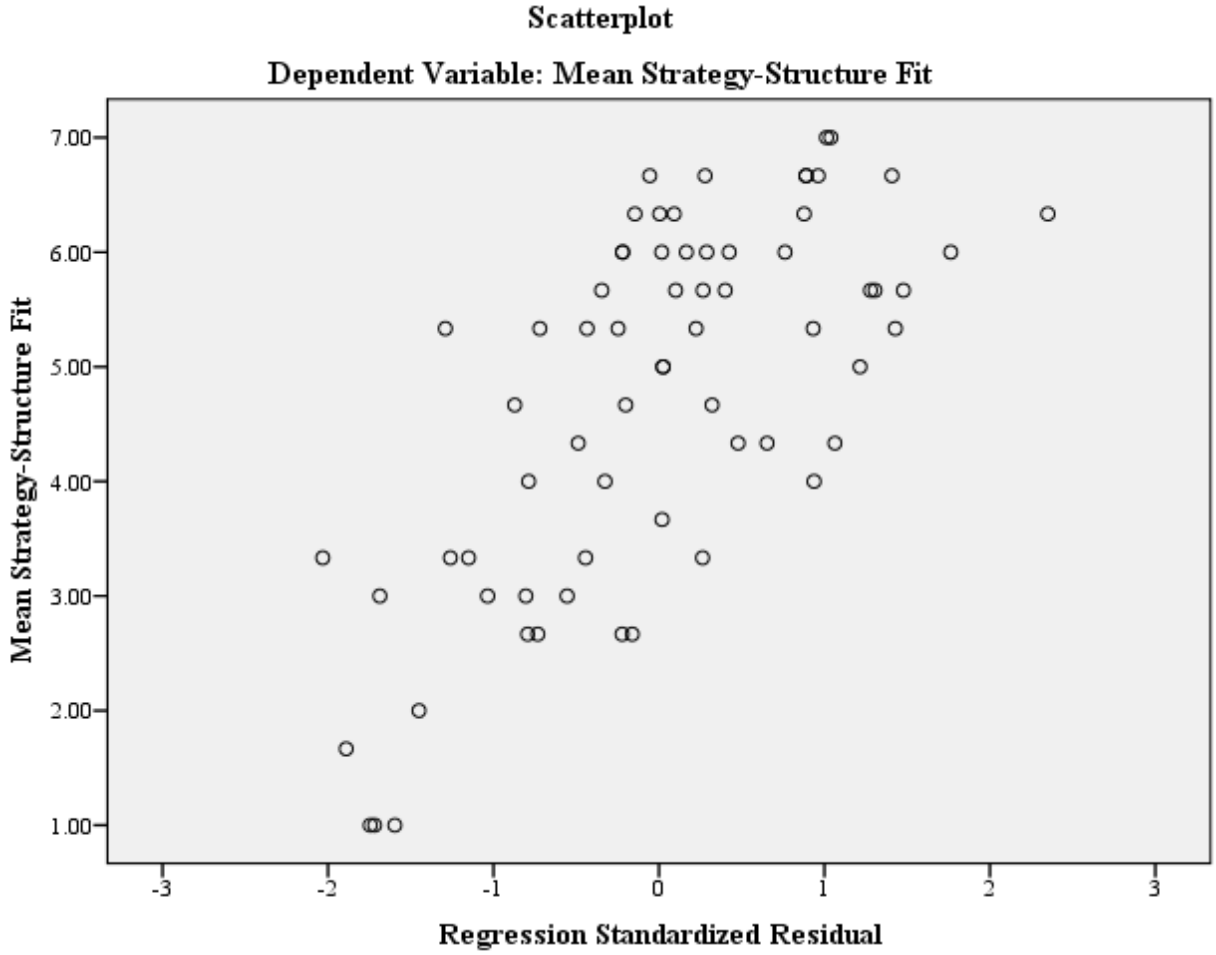


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Regression

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Notes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Strategy-Structure Fit

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.492[a]	.242	.219	1.41068

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Mean Strategy-Structure Fit

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ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.767	2	20.384	10.243	.000[a]
	Residual	127.362	64	1.990		
	Total	168.129	66			

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Mean Strategy-Structure Fit

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.096	.352		17.322	.000
	Q6: Marketing only seems important to our CEO when sales are weak.	-.107	.203	-.130	-.526	.601
	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	-.313	.207	-.373	-1.511	.136

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	Q6: Marketing only seems important to our CEO when sales are weak.
1	Correlations	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	1.000	-.898
		Q6: Marketing only seems important to our CEO when sales are weak.	-.898	1.000
	Covariances	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.043	-.038
		Q6: Marketing only seems important to our CEO when sales are weak.	-.038	.041

a. Dependent Variable: Mean Strategy-Structure Fit

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.1610	5.6767	4.7562	.78593	67
Residual	-4.67669	2.83896	.00000	1.38915	67
Std. Predicted Value	-2.030	1.171	.000	1.000	67
Std. Residual	-3.315	2.012	.000	.985	67

a. Dependent Variable: Mean Strategy-Structure Fit

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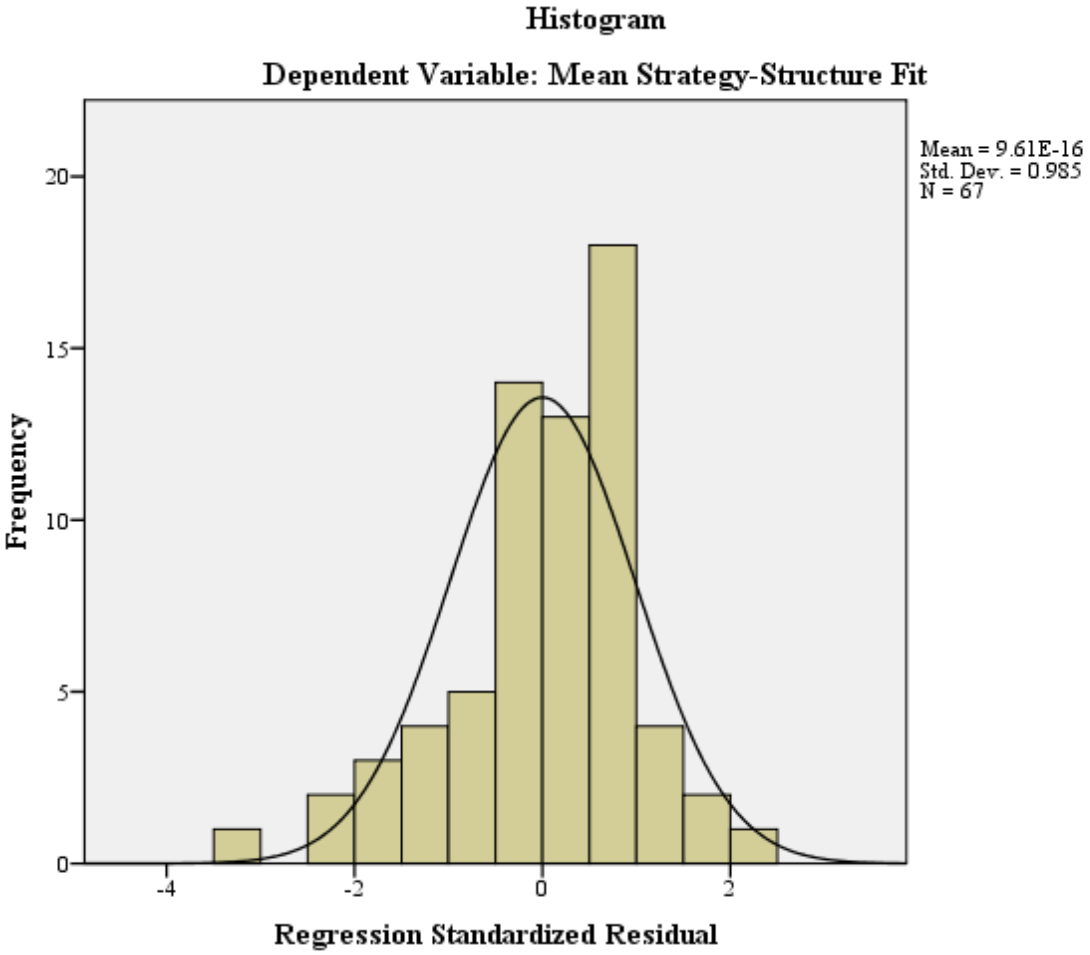
Charts



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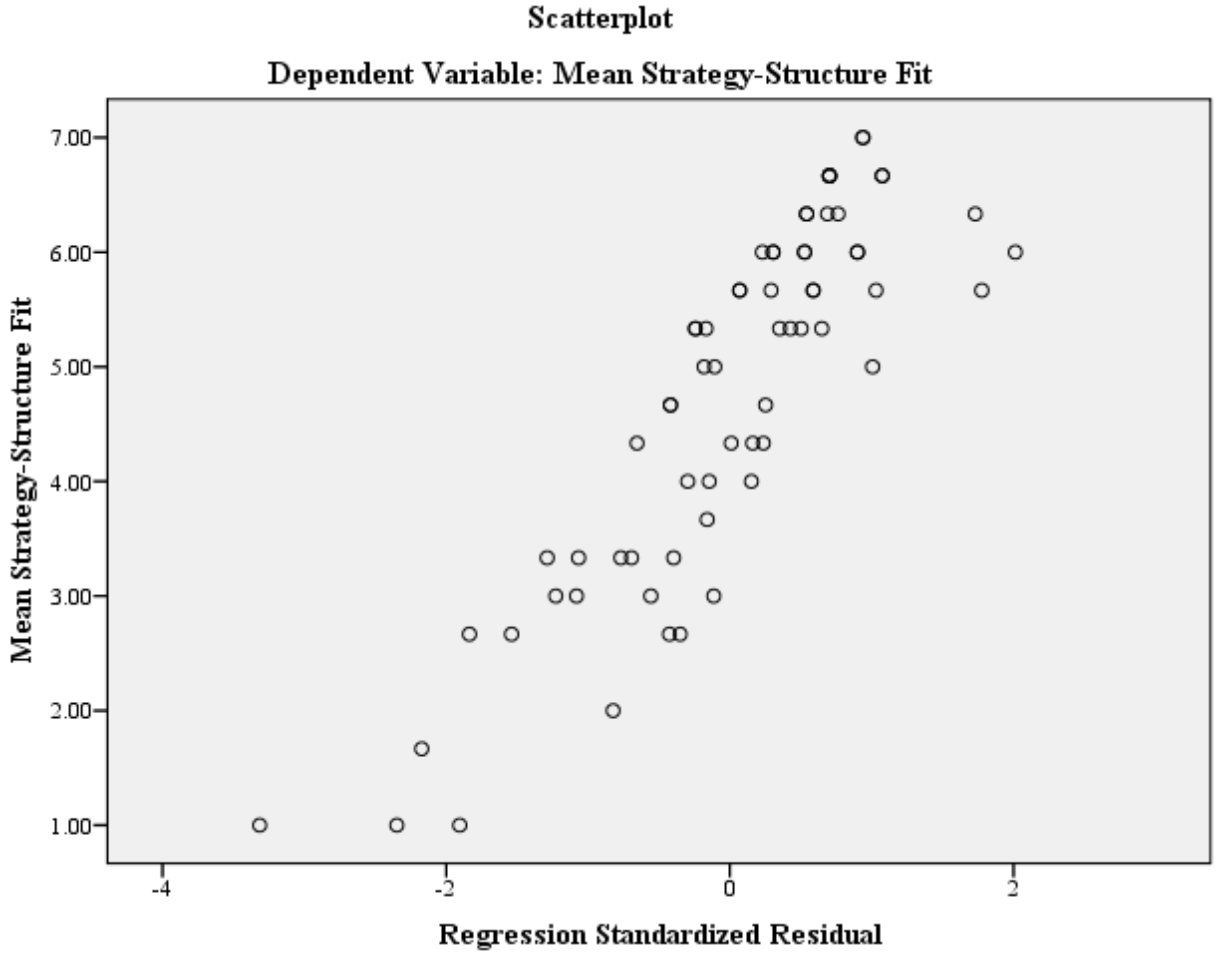


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Regression

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Notes

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	Cases Used	Statistics are based on cases with no missing values for any variable used.
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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q12: Our CEO considers people in marketing to just be "creative types"., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise., Q9: Marketing seems to just be an internal ad agency to our CEO.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Strategy-Structure Fit

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.575[a]	.330	.287	1.34766

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise., Q9: Marketing seems to just be an internal ad agency to our CEO.

b. Dependent Variable: Mean Strategy-Structure Fit

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55.526	4	13.881	7.643	.000[a]
	Residual	112.604	62	1.816		
	Total	168.129	66			

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise., Q9: Marketing seems to just be an internal ad agency to our CEO.

b. Dependent Variable: Mean Strategy-Structure Fit

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.109	.357		17.135	.000
	Q9: Marketing seems to just be an internal ad agency to our CEO.	.040	.150	.045	.265	.792
	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.354	.158	-.426	-2.242	.029
	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.315	.151	.351	2.090	.041
	Q12: Our CEO considers people in marketing to just be “creative types”.	-.442	.142	-.499	-3.116	.003

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q12: Our CEO considers people in marketing to just be "creative types".	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	1.000	-.041
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.041	1.000
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.422	-.480
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.345	-.547
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	.020	-.001
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.001	.025
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.009	-.011
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.007	-.013

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q12: Our CEO considers people in marketing to just be "creative types".	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	1.000	-.041
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.041	1.000
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.422	-.480
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.345	-.547
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	.020	-.001
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.001	.025
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.009	-.011
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.007	-.013

Coefficient Correlations[a]

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Model			Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	Q9: Marketing seems to just be an internal ad agency to our CEO.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	-.422	-.345
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.480	-.547
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	1.000	.095
		Q9: Marketing seems to just be an internal ad agency to our CEO.	.095	1.000
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	-.009	-.007
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.011	-.013
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.023	.002
		Q9: Marketing seems to just be an internal ad agency to our CEO.	.002	.023

a. Dependent Variable: Mean Strategy-Structure Fit

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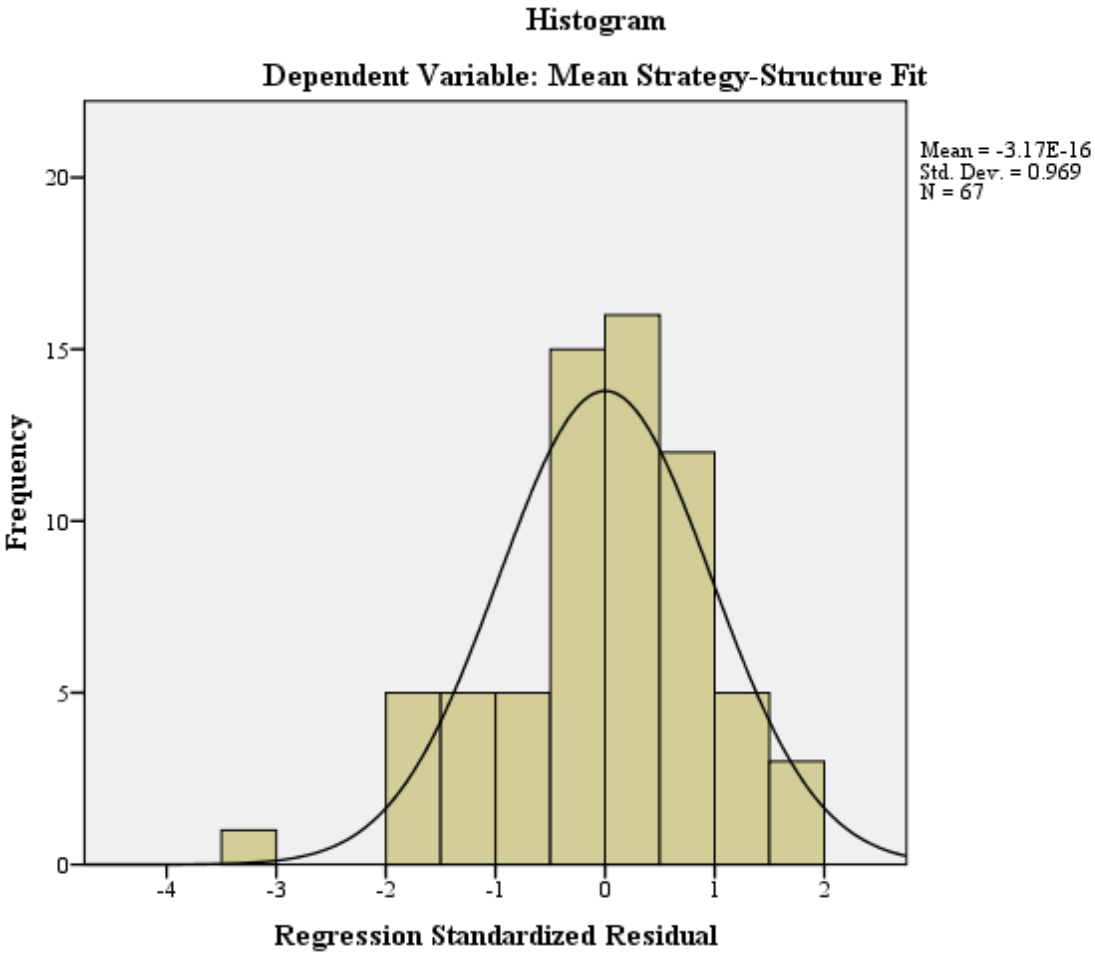
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.8314	6.2593	4.7562	.91722	67
Residual	-4.09945	2.66438	.00000	1.30618	67
Std. Predicted Value	-2.099	1.639	.000	1.000	67
Std. Residual	-3.042	1.977	.000	.969	67

a. Dependent Variable: Mean Strategy-Structure Fit

Charts



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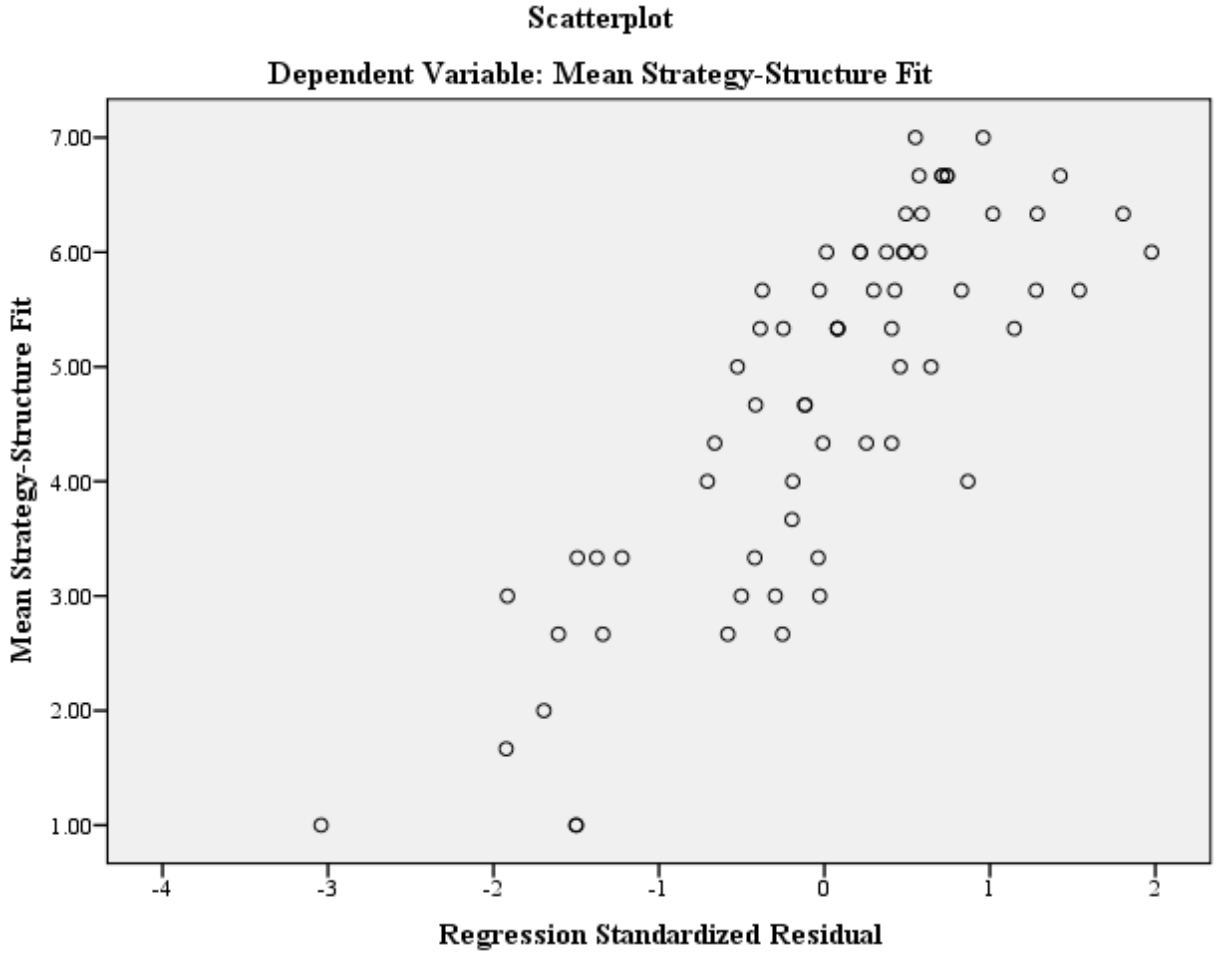


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Regression

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Notes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q4: Our CEO considers people in marketing to be master strategists., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Marketing Integration

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.631[a]	.399	.360	1.15528

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Recalculated Mean Marketing Integration

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.826	4	13.706	10.270	.000[a]
	Residual	82.749	62	1.335		
	Total	137.575	66			

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.134	.410		7.641	.000
	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.046	.155	.059	.295	.769
	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.140	.149	.198	.941	.351
	Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.047	.116	.062	.406	.686
	Q4: Our CEO considers people in marketing to be master strategists.	.292	.153	.360	1.903	.062

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q4: Our CEO considers people in marketing to be master strategists.	Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	1.000	-.354
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.354	1.000
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.121	-.312
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.464	.019
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	.023	-.006
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.006	.013
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.003	-.006
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.011	.000

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	-.121	-.464
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.312	.019
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	1.000	-.559
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.559	1.000
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	-.003	-.011
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.006	.000
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.024	-.013
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.013	.022

a. Dependent Variable: Recalculated Mean Marketing Integration

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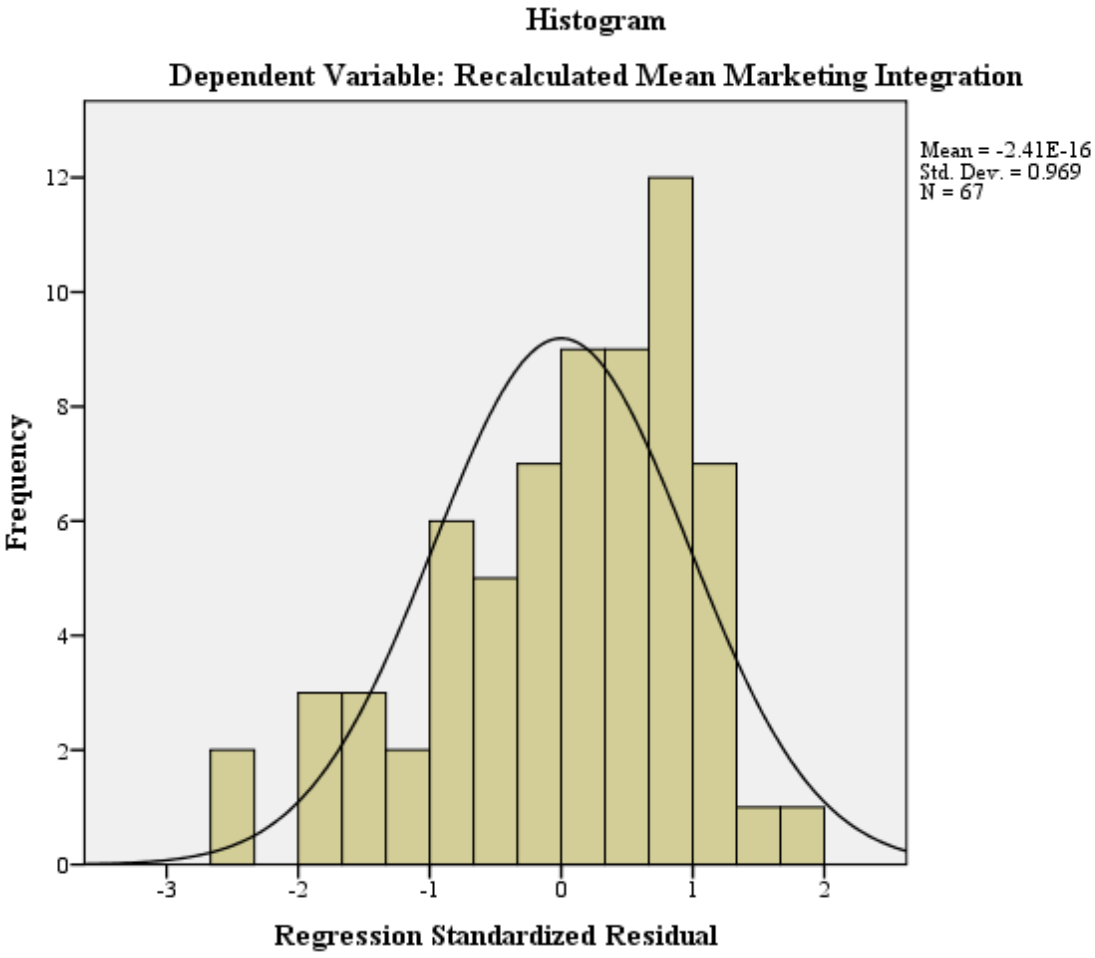
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.6591	6.8073	5.2090	.91142	67
Residual	-2.87557	2.15509	.00000	1.11972	67
Std. Predicted Value	-1.700	1.754	.000	1.000	67
Std. Residual	-2.489	1.865	.000	.969	67

a. Dependent Variable: Recalculated Mean Marketing Integration

Charts



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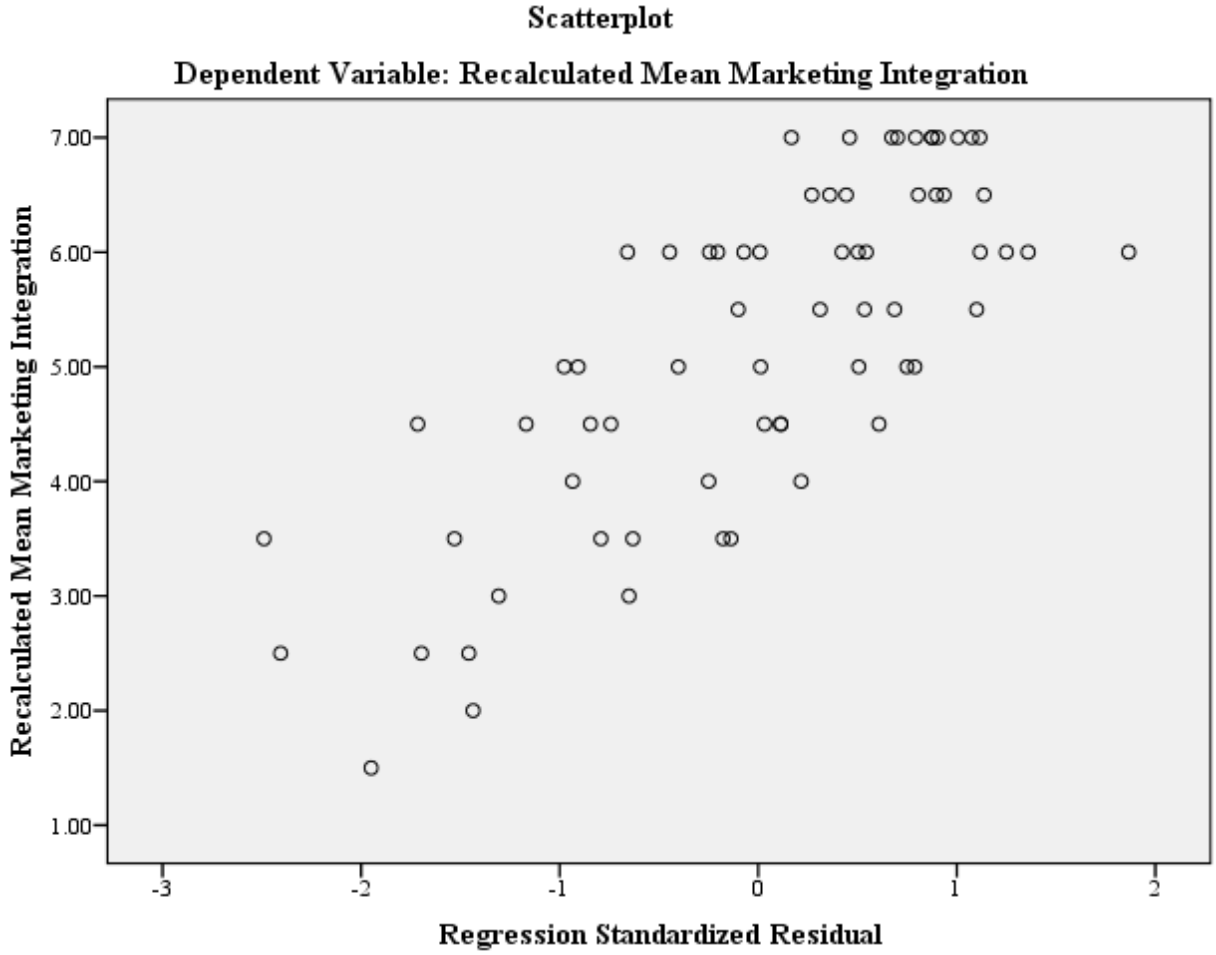


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Regression

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Notes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Marketing Integration

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.366[a]	.134	.107	1.36447

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Recalculated Mean Marketing Integration

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ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.421	2	9.211	4.947	.010[a]
	Residual	119.154	64	1.862		
	Total	137.575	66			

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Recalculated Mean Marketing Integration

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.116	.340		17.968	.000
	Q6: Marketing only seems important to our CEO when sales are weak.	-.089	.196	-.119	-.451	.653
	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	-.194	.200	-.255	-.968	.337

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	Q6: Marketing only seems important to our CEO when sales are weak.
1	Correlations	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	1.000	-.898
		Q6: Marketing only seems important to our CEO when sales are weak.	-.898	1.000
	Covariances	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.040	-.035
		Q6: Marketing only seems important to our CEO when sales are weak.	-.035	.039

a. Dependent Variable: Recalculated Mean Marketing Integration

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.1400	5.8337	5.2090	.52831	67
Residual	-3.83369	2.36002	.00000	1.34364	67
Std. Predicted Value	-2.023	1.183	.000	1.000	67
Std. Residual	-2.810	1.730	.000	.985	67

a. Dependent Variable: Recalculated Mean Marketing Integration

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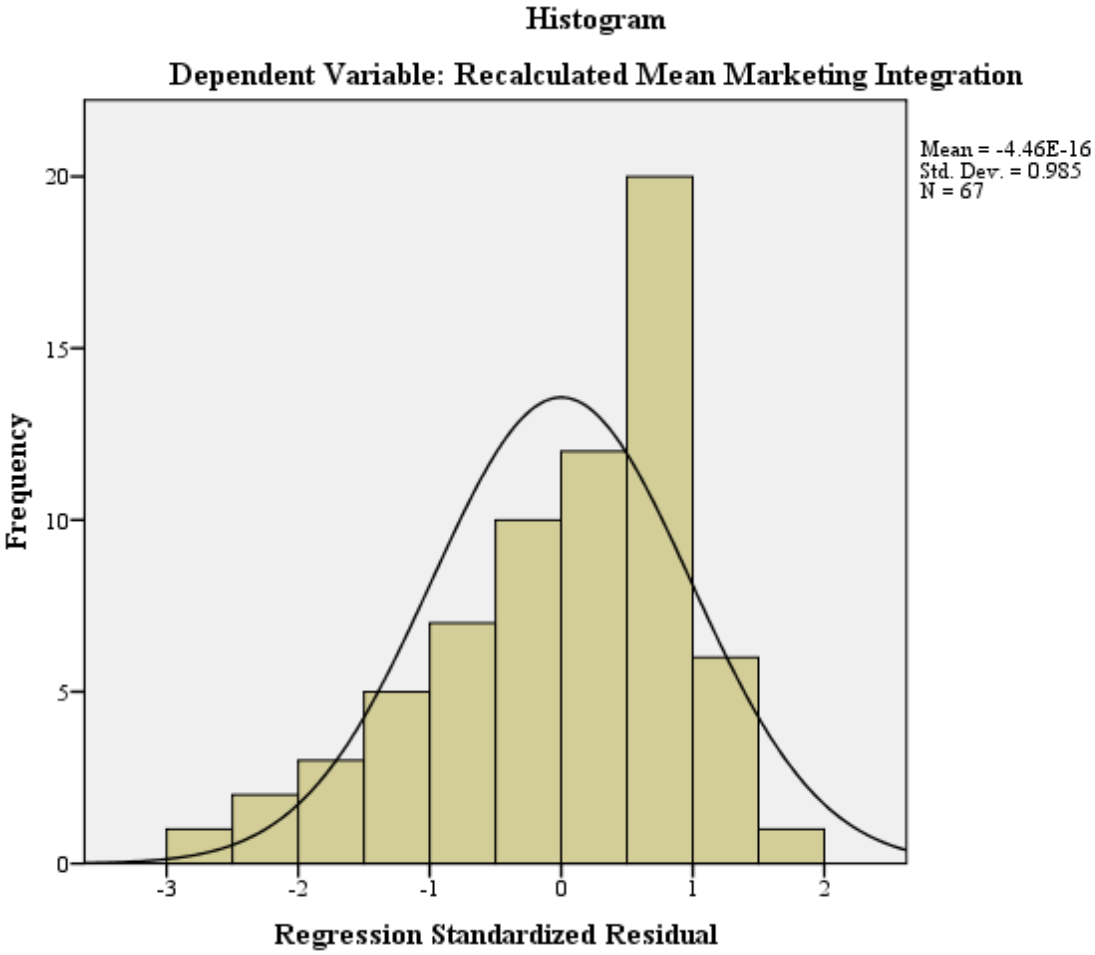
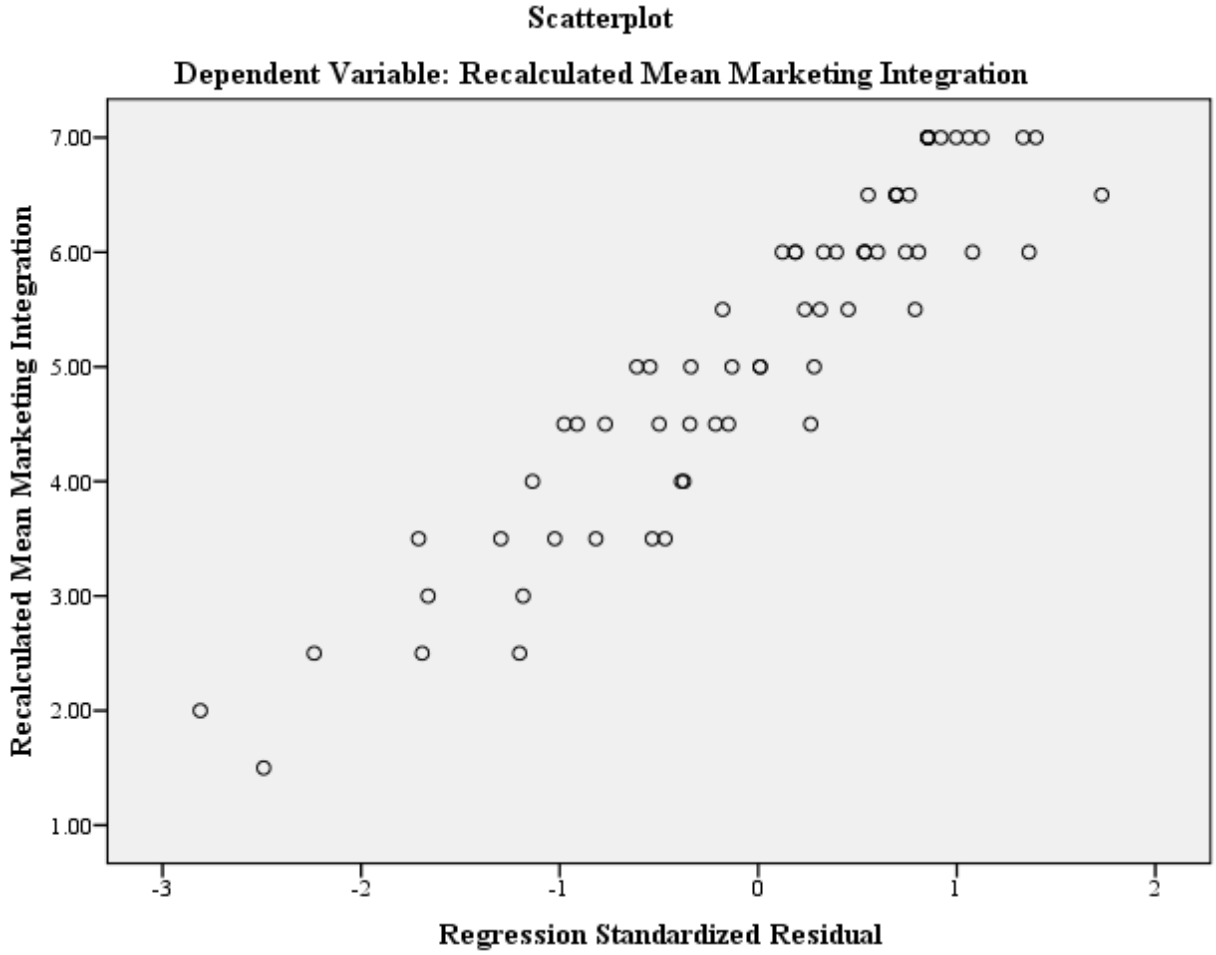
Charts



www.manaraa.com

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Regression

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Notes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q12: Our CEO considers people in marketing to just be "creative types"., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise., Q9: Marketing seems to just be an internal ad agency to our CEO.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Marketing Integration

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.603[a]	.363	.322	1.18849

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise., Q9: Marketing seems to just be an internal ad agency to our CEO.

b. Dependent Variable: Recalculated Mean Marketing Integration

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.999	4	12.500	8.849	.000[a]
	Residual	87.576	62	1.413		
	Total	137.575	66			

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise., Q9: Marketing seems to just be an internal ad agency to our CEO.

b. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.263	.314		19.920	.000
	Q9: Marketing seems to just be an internal ad agency to our CEO.	.314	.132	.392	2.376	.021
	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.488	.139	-.650	-3.507	.001
	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.219	.133	.270	1.645	.105
	Q12: Our CEO considers people in marketing to just be “creative types”.	-.406	.125	-.507	-3.250	.002

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q12: Our CEO considers people in marketing to just be "creative types".	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	1.000	-.041
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.041	1.000
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.422	-.480
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.345	-.547
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	.016	-.001
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.001	.019
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.007	-.009
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.006	-.010

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q12: Our CEO considers people in marketing to just be "creative types".	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	1.000	-.041
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.041	1.000
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.422	-.480
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.345	-.547
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	.016	-.001
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.001	.019
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.007	-.009
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.006	-.010

Coefficient Correlations[a]

www.manaraa.com

Model			Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	Q9: Marketing seems to just be an internal ad agency to our CEO.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	-.422	-.345
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.480	-.547
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	1.000	.095
		Q9: Marketing seems to just be an internal ad agency to our CEO.	.095	1.000
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	-.007	-.006
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.009	-.010
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.018	.002
		Q9: Marketing seems to just be an internal ad agency to our CEO.	.002	.018

a. Dependent Variable: Recalculated Mean Marketing Integration

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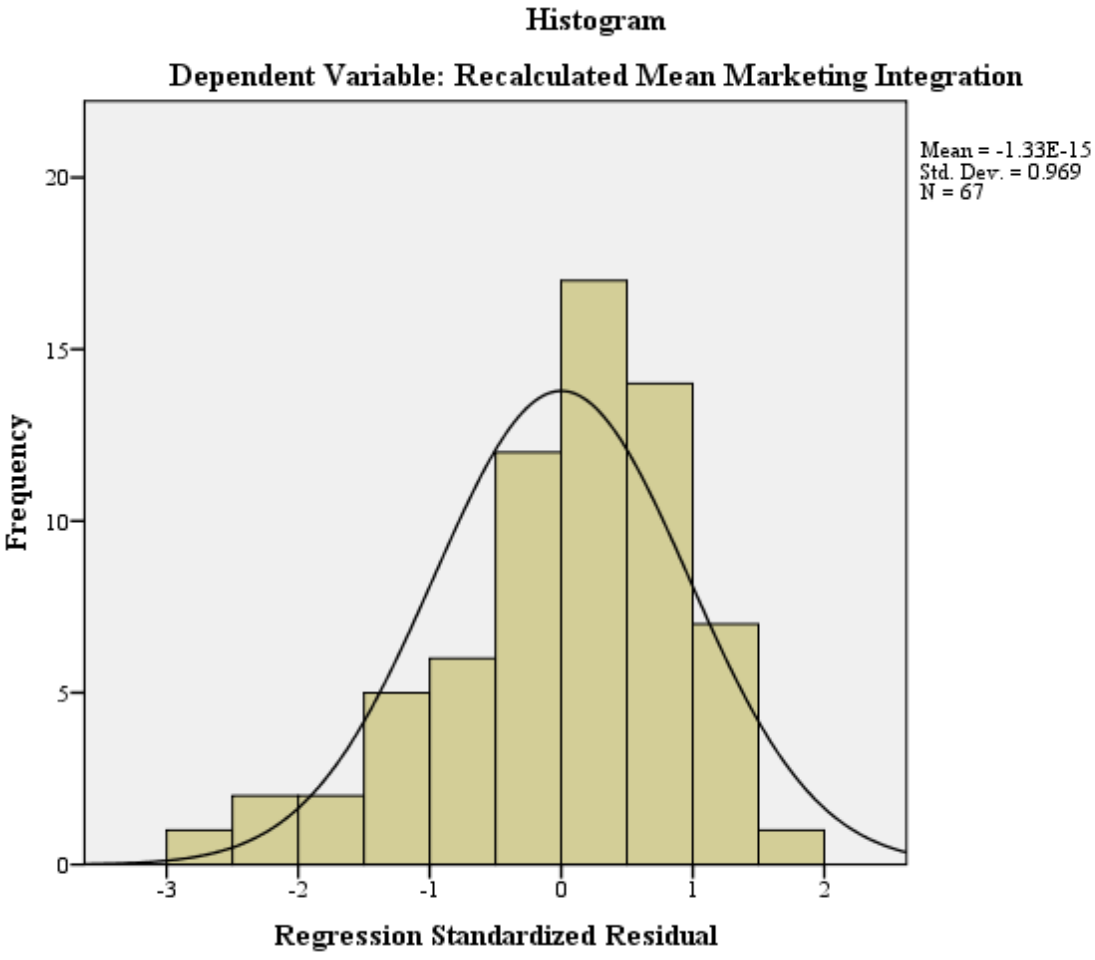
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.4471	6.4830	5.2090	.87038	67
Residual	-3.30721	2.13967	.00000	1.15191	67
Std. Predicted Value	-2.024	1.464	.000	1.000	67
Std. Residual	-2.783	1.800	.000	.969	67

a. Dependent Variable: Recalculated Mean Marketing Integration

Charts



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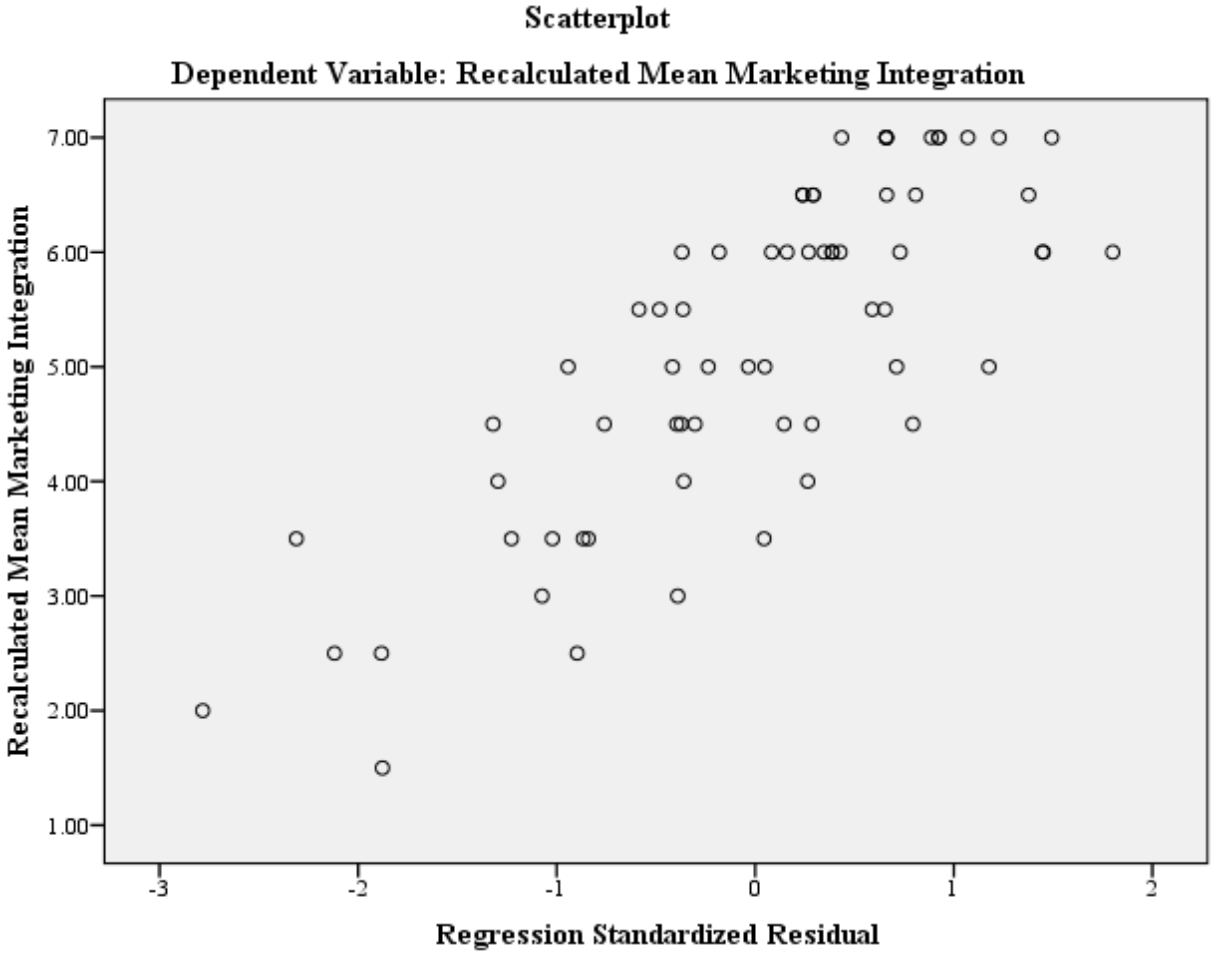

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Appendix J: Differentiation Strategy Reliability Analysis SPSS Output

```
GET
  FILE='C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Differentiation\All Data All
Industries-Differentiation.sav'.
DATASET NAME DataSet1 WINDOW=FRONT.
RELIABILITY
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  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA
  /STATISTICS=DESCRIPTIVE CORR
  /SUMMARY=TOTAL MEANS.
```

Reliability

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Notes

Output Created		05-Jun-2014 17:01:22
Comments		
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	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	321
	Matrix Input	C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Differentiation\All Data All Industries-Differentiation.sav
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Role_is_Strategic_Q1 Role_is_Strategic_Q2 Role_is_Strategic_Q3 Role_is_Strategic_Q4 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
Resources	Processor Time	00:00:00.000
	Elapsed Time	00:00:00.010

[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Differentiation\All Data All Industries-Differentiation.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	321	100.0
	Excluded[a]	0	.0
	Total	321	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.919	.920	4

Item Statistics

	Mean	Std. Deviation	N
Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	5.60	1.435	321
Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	4.79	1.763	321
Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	4.44	1.731	321
Q4: Our CEO considers people in marketing to be master strategists.	4.31	1.609	321

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Inter-Item Correlation Matrix

	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	Q4: Our CEO considers people in marketing to be master strategists.
Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	1.000	.757	.737	.692
Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.757	1.000	.763	.755
Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.737	.763	1.000	.754
Q4: Our CEO considers people in marketing to be master strategists.	.692	.755	.754	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.787	4.308	5.604	1.296	1.301	.339	4

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	13.54	21.843	.797
Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	14.36	18.705	.837
Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	14.70	19.065	.828
Q4: Our CEO considers people in marketing to be master strategists.	14.84	20.317	.805

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.641	.903
Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.703	.887
Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.687	.890
Q4: Our CEO considers people in marketing to be master strategists.	.653	.897

```
RELIABILITY
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  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA
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```
/STATISTICS=DESCRIPTIVE CORR
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Reliability

Notes

Output Created		05-Jun-2014 17:02:36
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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Role_is_Sales_Q5 Role_is_Sales_Q6 Role_is_Sales_Q7 Role_is_Sales_Q8 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
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	Elapsed Time	00:00:00.010

[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Differentiation\All Data All Industries-Differentiation.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	321	100.0
	Excluded[a]	0	.0
	Total	321	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.517	.520	4

Item Statistics

	Mean	Std. Deviation	N
Q5: Our CEO primarily views marketing as an engine to promote sales.	4.59	1.622	321
Q6: Marketing only seems important to our CEO when sales are weak.	2.81	1.614	321
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	2.50	1.481	321
Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.	2.74	1.525	321

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Inter-Item Correlation Matrix

	Q5: Our CEO primarily views marketing as an engine to promote sales.	Q6: Marketing only seems important to our CEO when sales are weak.	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.
Q5: Our CEO primarily views marketing as an engine to promote sales.	1.000	.126	-.082	.275
Q6: Marketing only seems important to our CEO when sales are weak.	.126	1.000	.676	.096
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	-.082	.676	1.000	.188
Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.	.275	.096	.188	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.159	2.505	4.589	2.084	1.832	.925	4

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q5: Our CEO primarily views marketing as an engine to promote sales.	8.05	11.682	.147
Q6: Marketing only seems important to our CEO when sales are weak.	9.83	8.967	.451
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	10.13	10.058	.392
Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.	9.90	10.928	.266

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q5: Our CEO primarily views marketing as an engine to promote sales.	.162	.585
Q6: Marketing only seems important to our CEO when sales are weak.	.498	.304
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.516	.372
Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.	.134	.480

```
RELIABILITY
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  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA
  /STATISTICS=DESCRIPTIVE CORR
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```

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Reliability

Notes

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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Role_is_Sales_Q6 Role_is_Sales_Q7 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
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	Elapsed Time	00:00:00.030

[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Differentiation\All Data All Industries-Differentiation.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	321	100.0
	Excluded[a]	0	.0
	Total	321	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.805	.807	2

Item Statistics

	Mean	Std. Deviation	N
Q6: Marketing only seems important to our CEO when sales are weak.	2.81	1.614	321
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	2.50	1.481	321

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Inter-Item Correlation Matrix

	Q6: Marketing only seems important to our CEO when sales are weak.	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.
Q6: Marketing only seems important to our CEO when sales are weak.	1.000	.676
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.676	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.656	2.505	2.807	.302	1.121	.046	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q6: Marketing only seems important to our CEO when sales are weak.	2.50	2.195	.676
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	2.81	2.606	.676

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Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q6: Marketing only seems important to our CEO when sales are weak.	.457	.[a]
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.457	.[a]

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

```
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  /MODEL=ALPHA
  /STATISTICS=DESCRIPTIVE CORR
  /SUMMARY=TOTAL MEANS.
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Reliability

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Notes

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	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
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	Elapsed Time	00:00:00.000

[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Differentiation\All Data All Industries-Differentiation.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	321	100.0
	Excluded[a]	0	.0
	Total	321	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.845	.844	4

Item Statistics

	Mean	Std. Deviation	N
Q9: Marketing seems to just be an internal ad agency to our CEO.	2.47	1.547	321
Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	2.71	1.807	321
Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	2.57	1.707	321
Q12: Our CEO considers people in marketing to just be "creative types".	2.64	1.679	321

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Inter-Item Correlation Matrix

	Q9: Marketing seems to just be an internal ad agency to our CEO.	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	Q12: Our CEO considers people in marketing to just be "creative types".
Q9: Marketing seems to just be an internal ad agency to our CEO.	1.000	.553	.490	.526
Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	.553	1.000	.591	.621
Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.490	.591	1.000	.674
Q12: Our CEO considers people in marketing to just be "creative types".	.526	.621	.674	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.599	2.474	2.707	.234	1.094	.010	4

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q9: Marketing seems to just be an internal ad agency to our CEO.	7.92	20.266	.604
Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	7.69	17.309	.698
Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	7.82	18.065	.695
Q12: Our CEO considers people in marketing to just be “creative types”.	7.75	17.892	.730

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q9: Marketing seems to just be an internal ad agency to our CEO.	.371	.834
Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	.488	.796
Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.510	.796
Q12: Our CEO considers people in marketing to just be “creative types”.	.547	.781

RELIABILITY

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Reliability

Notes

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Resources	Processor Time	00:00:00.000
	Elapsed Time	00:00:00.012

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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Differentiation\All Data All Industries-Differentiation.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	321	100.0
	Excluded[a]	0	.0
	Total	321	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.797	.806	3

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Item Statistics

	Mean	Std. Deviation	N
Q13: The marketing department's goals are closely aligned with the company's mission.	5.86	1.226	321
Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	4.88	1.573	321
Q15: The marketing organization is structured in a way that supports our company's overall strategy.	4.98	1.637	321

Inter-Item Correlation Matrix

	Q13: The marketing department's goals are closely aligned with the company's mission.	Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	Q15: The marketing organization is structured in a way that supports our company's overall strategy.
Q13: The marketing department's goals are closely aligned with the company's mission.	1.000	.544	.629
Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	.544	1.000	.568
Q15: The marketing organization is structured in a way that supports our company's overall strategy.	.629	.568	1.000

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Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	5.239	4.882	5.860	.978	1.200	.291	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q13: The marketing department's goals are closely aligned with the company's mission.	9.86	8.079	.663
Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	10.83	6.707	.617
Q15: The marketing organization is structured in a way that supports our company's overall strategy.	10.74	6.074	.675

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q13: The marketing department's goals are closely aligned with the company's mission.	.447	.724
Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	.380	.753
Q15: The marketing organization is structured in a way that supports our company's overall strategy.	.468	.691

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```
RELIABILITY
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Reliability

Notes

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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
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Syntax		RELIABILITY /VARIABLES=Mktg_Integration_Q16 Mktg_Integration_Q17 Mktg_Integration_Q18 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
Resources	Processor Time	00:00:00.032
	Elapsed Time	00:00:00.054

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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Differentiation\All Data All Industries-Differentiation.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	321	100.0
	Excluded[a]	0	.0
	Total	321	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha[a]	Cronbach's Alpha Based on Standardized Items[a]	N of Items
-.442	-.346	3

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

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Item Statistics

	Mean	Std. Deviation	N
Q16: Marketing routinely works with other departments like they are internal customers.	5.51	1.410	321
Q17: A representative from marketing is often included on major company projects from beginning to end.	4.98	1.739	321
Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.	2.61	1.618	321

Inter-Item Correlation Matrix

	Q16: Marketing routinely works with other departments like they are internal customers.	Q17: A representative from marketing is often included on major company projects from beginning to end.	Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.
Q16: Marketing routinely works with other departments like they are internal customers.	1.000	.452	-.164
Q17: A representative from marketing is often included on major company projects from beginning to end.	.452	1.000	-.570
Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.	-.164	-.570	1.000

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Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.369	2.614	5.511	2.897	2.108	2.380	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q16: Marketing routinely works with other departments like they are internal customers.	7.60	2.435	.334
Q17: A representative from marketing is often included on major company projects from beginning to end.	8.12	3.859	-.145
Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.	10.49	7.232	-.454

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q16: Marketing routinely works with other departments like they are internal customers.	.218	-2.635[a]
Q17: A representative from marketing is often included on major company projects from beginning to end.	.457	-.388[a]
Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.	.336	.614

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

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RELIABILITY
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Reliability

Notes

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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Mktg_Integration_Q16 Mktg_Integration_Q17 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
Resources	Processor Time	00:00:00.000
	Elapsed Time	00:00:00.010

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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Differentiation\All Data All Industries-Differentiation.sav

www.manaraa.com

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	321	100.0
	Excluded[a]	0	.0
	Total	321	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.614	.623	2

Item Statistics

	Mean	Std. Deviation	N
Q16: Marketing routinely works with other departments like they are internal customers.	5.51	1.410	321
Q17: A representative from marketing is often included on major company projects from beginning to end.	4.98	1.739	321

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Inter-Item Correlation Matrix

	Q16: Marketing routinely works with other departments like they are internal customers.	Q17: A representative from marketing is often included on major company projects from beginning to end.
Q16: Marketing routinely works with other departments like they are internal customers.	1.000	.452
Q17: A representative from marketing is often included on major company projects from beginning to end.	.452	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	5.246	4.981	5.511	.530	1.106	.140	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q16: Marketing routinely works with other departments like they are internal customers.	4.98	3.025	.452
Q17: A representative from marketing is often included on major company projects from beginning to end.	5.51	1.988	.452

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Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q16: Marketing routinely works with other departments like they are internal customers.	.205	.[a]
Q17: A representative from marketing is often included on major company projects from beginning to end.	.205	.[a]

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

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RELIABILITY
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  /SCALE('ALL VARIABLES') ALL
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Reliability

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Notes

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	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Sr_Mgmt_Attributes_Q19 Sr_Mgmt_Attributes_Q20 Sr_Mgmt_Attributes_Q21 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Differentiation\All Data All Industries-Differentiation.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	278	86.6
	Excluded[a]	43	13.4
	Total	321	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha[a]	Cronbach's Alpha Based on Standardized Items[a]	N of Items
-.106	-.166	3

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Item Statistics

	Mean	Std. Deviation	N
Q19: What is your CEO's highest level of education?	4.65	.844	278
Q20: What is or has been your CEO's dominant area of functional expertise?	.28	.452	278
Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	4.32	.847	278

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Inter-Item Correlation Matrix

	Q19: What is your CEO's highest level of education?	Q20: What is or has been your CEO's dominant area of functional expertise?	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?
Q19: What is your CEO's highest level of education?	1.000	-.153	.009
Q20: What is or has been your CEO's dominant area of functional expertise?	-.153	1.000	-.005
Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	.009	-.005	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.085	.284	4.647	4.363	16.354	5.910	3

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q19: What is your CEO's highest level of education?	4.61	.918	-.064
Q20: What is or has been your CEO's dominant area of functional expertise?	8.97	1.443	-.111
Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	4.93	.800	.005

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q19: What is your CEO's highest level of education?	.023	-.009[a]
Q20: What is or has been your CEO's dominant area of functional expertise?	.023	.017
Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	9.310E-5	-.291[a]

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

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  /MODEL=ALPHA
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Reliability

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Notes

Output Created		05-Jun-2014 17:09:56
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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Firm_Indus_Attributes_Q22 Firm_Indus_Attributes_Q25 Firm_Indus_Attributes_Q26 Firm_Indus_Attributes_Q27 Firm_Indus_Attributes_Q28 Firm_Indus_Attributes_Q29 Firm_Indus_Attributes_Q30 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Differentiation\All Data All Industries-Differentiation.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	321	100.0
	Excluded[a]	0	.0
	Total	321	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.729	.735	7

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Item Statistics

	Mean	Std. Deviation	N
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	4.44	1.910	321
Q25: Our company is highly innovative.	4.91	1.489	321
Q26: Our company is often first to market with new products or services.	4.38	1.684	321
Q27: The market for our products or services is intensely competitive.	5.96	1.188	321
Q28: Total revenue growth trend is positive for our company.	5.54	1.462	321
Q29: Our company's profit performance is strong.	5.34	1.502	321
Q30: We seem to be gaining market share over our competitors.	4.98	1.509	321

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Inter-Item Correlation Matrix

	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	Q25: Our company is highly innovative.	Q26: Our company is often first to market with new products or services.	Q27: The market for our products or services is intensely competitive.
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	1.000	.152	.141	.120
Q25: Our company is highly innovative.	.152	1.000	.714	.097
Q26: Our company is often first to market with new products or services.	.141	.714	1.000	.038
Q27: The market for our products or services is intensely competitive.	.120	.097	.038	1.000
Q28: Total revenue growth trend is positive for our company.	.110	.340	.318	.121
Q29: Our company's profit performance is strong.	.213	.388	.337	.133
Q30: We seem to be gaining market share over our competitors.	.016	.394	.365	.085

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Inter-Item Correlation Matrix

	Q28: Total revenue growth trend is positive for our company.	Q29: Our company's profit performance is strong.	Q30: We seem to be gaining market share over our competitors.
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.110	.213	.016
Q25: Our company is highly innovative.	.340	.388	.394
Q26: Our company is often first to market with new products or services.	.318	.337	.365
Q27: The market for our products or services is intensely competitive.	.121	.133	.085
Q28: Total revenue growth trend is positive for our company.	1.000	.638	.660
Q29: Our company's profit performance is strong.	.638	1.000	.571
Q30: We seem to be gaining market share over our competitors.	.660	.571	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	5.077	4.380	5.956	1.576	1.360	.330	7

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	31.10	36.824	.183
Q25: Our company is highly innovative.	30.63	32.728	.574
Q26: Our company is often first to market with new products or services.	31.16	32.117	.512
Q27: The market for our products or services is intensely competitive.	29.59	41.068	.147
Q28: Total revenue growth trend is positive for our company.	30.01	32.781	.585
Q29: Our company's profit performance is strong.	30.20	31.937	.620
Q30: We seem to be gaining market share over our competitors.	30.56	32.915	.550

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Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.084	.772
Q25: Our company is highly innovative.	.543	.666
Q26: Our company is often first to market with new products or services.	.521	.679
Q27: The market for our products or services is intensely competitive.	.034	.751
Q28: Total revenue growth trend is positive for our company.	.539	.664
Q29: Our company's profit performance is strong.	.487	.654
Q30: We seem to be gaining market share over our competitors.	.507	.671

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Reliability

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Notes

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	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.

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Syntax		RELIABILITY /VARIABLES=Market_Orientation_Q31 Market_Orientation_Q32 Market_Orientation_Q33 Market_Orientation_Q34 Market_Orientation_Q35 Market_Orientation_Q36 Market_Orientation_Q37 Market_Orientation_Q38 Market_Orientation_Q39 Market_Orientation_Q40 Market_Orientation_Q41 Market_Orientation_Q42 Market_Orientation_Q43 Market_Orientation_Q44 Market_Orientation_Q45 Market_Orientation_Q46 Market_Orientation_Q47 Market_Orientation_Q48 Market_Orientation_Q49 Market_Orientation_Q50 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	321	100.0
	Excluded[a]	0	.0
	Total	321	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.571	.507	20

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Item Statistics

	Mean	Std. Deviation	N
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	5.43	1.809	321
Q32: In this organization, we do a lot of in-house market research.	4.57	1.770	321
Q33: We are slow to detect changes in our customers' product preferences.	3.08	1.479	321
Q34: We survey end-users at least once a year to assess the quality of our products and services.	5.00	2.022	321
Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	2.73	1.514	321
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	5.04	1.546	321
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	4.78	2.003	321
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	4.75	1.777	321
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	4.57	1.777	321

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Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	4.34	2.081	321
Q41: When one department finds out something important about competitors, it is slow to alert other departments.	3.31	1.630	321
Q42: It takes us forever to decide how to respond to competitors' price changes.	2.95	1.562	321
Q43: For one reason or another we tend to ignore changes in our customers' product or service needs.	2.83	1.495	321
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	4.89	1.521	321
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	4.55	1.719	321
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	4.56	1.746	321
Q47: The activities of the different departments in this company are well coordinated.	3.90	1.565	321
Q48: Customer complaints fall on deaf ears in this company.	2.30	1.493	321
Q49: Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.	3.01	1.654	321

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Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	4.85	1.370	321

Inter-Item Correlation Matrix

	Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	Q32: In this organization, we do a lot of in-house market research.	Q33: We are slow to detect changes in our customers' product preferences.	Q34: We survey end-users at least once a year to assess the quality of our products and services.	Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	1.000	.360	-.302	.396	-.212	.334	.373	.354	.344	.262
Q32: In this organization, we do a lot of in-house market research.	.360	1.000	-.296	.346	-.245	.394	.353	.466	.353	.280
Q33: We are	-.302	-.296	1.000	-.280	.596	-.325	-.317	-.324	-.256	-.329

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slow to detect changes in our customers' product preferences.										
Q34: We survey end-users at least once a year to assess the quality of our products and services.	.396	.346	-.280	1.000	-.274	.326	.330	.342	.276	.555
Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	-.212	-.245	.596	-.274	1.000	-.361	-.262	-.360	-.291	-.286
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	.334	.394	-.325	.326	-.361	1.000	.407	.450	.364	.364
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	.373	.353	-.317	.330	-.262	.407	1.000	.607	.495	.433
Q38: Marketing personnel in our company spend time discussing customers' future needs with other	.354	.466	-.324	.342	-.360	.450	.607	1.000	.521	.403

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functional departments.										
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	.344	.353	-.256	.276	-.291	.364	.495	.521	1.000	.500
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	.262	.280	-.329	.555	-.286	.364	.433	.403	.500	1.000
Q41: When one department finds out something important about competitors, it is slow to alert other departments.	-.262	-.237	.400	-.302	.428	-.304	-.389	-.388	-.487	-.384
Q42: It takes us forever to decide how to respond to competitors' price changes.	-.115	-.225	.391	-.172	.453	-.318	-.256	-.341	-.296	-.279
Q43: For one reason or another we tend to ignore changes in our customers' product or service needs.	-.246	-.316	.476	-.273	.495	-.403	-.356	-.432	-.405	-.329
Q44: We periodically	.295	.345	-.424	.295	-.410	.397	.437	.522	.421	.458

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review our product development efforts to ensure that they are in line with what customers want.										
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	.339	.347	-.362	.328	-.344	.402	.702	.570	.543	.472
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	.145	.248	-.238	.283	-.339	.273	.286	.302	.309	.329
Q47: The activities of the different departments in this company are well coordinated.	.289	.336	-.400	.268	-.349	.402	.520	.506	.523	.489
Q48: Customer complaints fall on deaf ears in this company.	-.210	-.198	.344	-.270	.324	-.260	-.325	-.283	-.279	-.334
Q49: Even if we came up with a great marketing plan, we	-.218	-.258	.360	-.194	.278	-.246	-.302	-.330	-.370	-.302

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probably would not be able to implement it in a timely fashion.										
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	.263	.270	-.396	.292	-.297	.277	.320	.361	.432	.317

Inter-Item Correlation Matrix

	Q41: When one department finds out something important about competitors, it is slow to alert other departments.	Q42: It takes us forever to decide how to respond to competitors' price changes.	Q43: For one reason or another we tend to ignore changes in our customers' product or service needs.	Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	Q47: The activities of the different departments in this company are well coordinated.	Q48: Customer complaints fall on deaf ears in this company.	Q49: Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.	Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the	-.262	-.115	-.246	.295	.339	.145	.289	-.210	-.218	.263

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future.										
Q32: In this organization, we do a lot of in-house market research.	-.237	-.225	-.316	.345	.347	.248	.336	-.198	-.258	.270
Q33: We are slow to detect changes in our customers' product preferences.	.400	.391	.476	-.424	-.362	-.238	-.400	.344	.360	-.396
Q34: We survey end-users at least once a year to assess the quality of our products and services.	-.302	-.172	-.273	.295	.328	.283	.268	-.270	-.194	.292
Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	.428	.453	.495	-.410	-.344	-.339	-.349	.324	.278	-.297
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	-.304	-.318	-.403	.397	.402	.273	.402	-.260	-.246	.277
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and	-.389	-.256	-.356	.437	.702	.286	.520	-.325	-.302	.320

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developments.										
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	-.388	-.341	-.432	.522	.570	.302	.506	-.283	-.330	.361
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	-.487	-.296	-.405	.421	.543	.309	.523	-.279	-.370	.432
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	-.384	-.279	-.329	.458	.472	.329	.489	-.334	-.302	.317
Q41: When one department finds out something important about competitors, it is slow to alert other departments.	1.000	.428	.532	-.346	-.402	-.302	-.460	.333	.364	-.349
Q42: It takes us forever to decide how to respond to competitors' price changes.	.428	1.000	.576	-.370	-.361	-.361	-.457	.287	.392	-.376
Q43: For one reason or another	.532	.576	1.000	-.417	-.436	-.378	-.504	.415	.458	-.427

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we tend to ignore changes in our customers' product or service needs.										
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	-.346	-.370	-.417	1.000	.572	.301	.521	-.301	-.356	.408
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	-.402	-.361	-.436	.572	1.000	.326	.609	-.353	-.295	.434
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	-.302	-.361	-.378	.301	.326	1.000	.395	-.291	-.328	.315
Q47: The activities of the different departments in this company are well coordinated.	-.460	-.457	-.504	.521	.609	.395	1.000	-.438	-.411	.461
Q48: Customer	.333	.287	.415	-.301	-.353	-.291	-.438	1.000	.329	-.391

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complaints fall on deaf ears in this company.										
Q49: Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.	.364	.392	.458	-.356	-.295	-.328	-.411	.329	1.000	-.337
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	-.349	-.376	-.427	.408	.434	.315	.461	-.391	-.337	1.000

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Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.073	2.299	5.433	3.134	2.363	.916	20

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	76.02	106.137	.404	.308	.522
Q32: In this organization, we do a lot of in-house market research.	76.88	105.723	.429	.323	.518
Q33: We are slow to detect changes in our customers' product preferences.	78.37	132.209	-.292	.487	.618
Q34: We survey end-users at least once a year to assess the quality of our products and services.	76.45	102.811	.429	.439	.513
Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	78.73	131.262	-.262	.488	.616
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	76.41	108.674	.416	.347	.526
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	76.68	97.795	.572	.590	.484
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	76.70	101.367	.558	.539	.495

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Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	76.88	103.057	.506	.520	.505
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	77.11	99.591	.495	.521	.498
Q41: When one department finds out something important about competitors, it is slow to alert other departments.	78.14	135.667	-.365	.433	.633
Q42: It takes us forever to decide how to respond to competitors' price changes.	78.50	130.820	-.246	.440	.616
Q43: For one reason or another we tend to ignore changes in our customers' product or service needs.	78.62	133.861	-.336	.543	.624
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	76.56	107.904	.451	.478	.521
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	76.90	101.153	.589	.639	.492
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	76.89	112.201	.250	.279	.548
Q47: The activities of the different departments in this company are well coordinated.	77.55	107.455	.449	.561	.520
Q48: Customer complaints fall on deaf ears in this company.	79.15	133.186	-.317	.307	.622

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Q49: Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.	78.44	133.297	-.303	.331	.626
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	76.60	113.422	.315	.382	.543

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RELIABILITY
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Market_Orientation_Q36 Market_Orientation_Q37 Market_Orientation_Q38 Market_Orientation_Q39
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Reliability

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Notes

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	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
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All Industries-Differentiation.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	321	100.0
	Excluded[a]	0	.0
	Total	321	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.890	.892	13

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Item Statistics

	Mean	Std. Deviation	N
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	5.43	1.809	321
Q32: In this organization, we do a lot of in-house market research.	4.57	1.770	321
Q34: We survey end-users at least once a year to assess the quality of our products and services.	5.00	2.022	321
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	5.04	1.546	321
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	4.78	2.003	321
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	4.75	1.777	321
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	4.57	1.777	321
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	4.34	2.081	321
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	4.89	1.521	321

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Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	4.55	1.719	321
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	4.56	1.746	321
Q47: The activities of the different departments in this company are well coordinated.	3.90	1.565	321
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	4.85	1.370	321

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Inter-Item Correlation Matrix

	Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	Q32: In this organization, we do a lot of in-house market research.	Q34: We survey end-users at least once a year to assess the quality of our products and services.	Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	1.000	.360	.396	.334	.373	.354	.344
Q32: In this organization, we do a lot of in-house market research.	.360	1.000	.346	.394	.353	.466	.353
Q34: We survey end-users at least once a year to assess the quality of our products and services.	.396	.346	1.000	.326	.330	.342	.276
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	.334	.394	.326	1.000	.407	.450	.364
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	.373	.353	.330	.407	1.000	.607	.495

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Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	.354	.466	.342	.450	.607	1.000	.521
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	.344	.353	.276	.364	.495	.521	1.000
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	.262	.280	.555	.364	.433	.403	.500
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	.295	.345	.295	.397	.437	.522	.421
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	.339	.347	.328	.402	.702	.570	.543
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	.145	.248	.283	.273	.286	.302	.309

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Q47: The activities of the different departments in this company are well coordinated.	.289	.336	.268	.402	.520	.506	.523
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	.263	.270	.292	.277	.320	.361	.432

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Inter-Item Correlation Matrix

	Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	Q47: The activities of the different departments in this company are well coordinated.	Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	.262	.295	.339	.145	.289	.263
Q32: In this organization, we do a lot of in-house market research.	.280	.345	.347	.248	.336	.270
Q34: We survey end-users at least once a year to assess the quality of our products and services.	.555	.295	.328	.283	.268	.292
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	.364	.397	.402	.273	.402	.277
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	.433	.437	.702	.286	.520	.320
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	.403	.522	.570	.302	.506	.361

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Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	.500	.421	.543	.309	.523	.432
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	1.000	.458	.472	.329	.489	.317
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	.458	1.000	.572	.301	.521	.408
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	.472	.572	1.000	.326	.609	.434
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	.329	.301	.326	1.000	.395	.315
Q47: The activities of the different departments in this company are well coordinated.	.489	.521	.609	.395	1.000	.461
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	.317	.408	.434	.315	.461	1.000

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Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.711	3.903	5.433	1.530	1.392	.137	13

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	55.81	197.648	.468	.289	.887
Q32: In this organization, we do a lot of in-house market research.	56.67	196.265	.511	.313	.885
Q34: We survey end-users at least once a year to assess the quality of our products and services.	56.24	192.041	.510	.428	.886
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	56.20	198.356	.551	.319	.883
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	56.47	184.343	.669	.578	.877
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	56.49	188.094	.687	.531	.876
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	56.67	190.122	.642	.471	.878
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	56.90	185.384	.618	.512	.880

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Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	56.35	195.815	.625	.452	.880
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	56.69	187.845	.720	.632	.875
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	56.69	200.354	.431	.222	.889
Q47: The activities of the different departments in this company are well coordinated.	57.34	193.075	.671	.519	.878
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	56.39	202.783	.514	.320	.885

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Appendix K: Differentiation Strategy Regression Analysis SPSS Output

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Regression

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Notes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Market Orientation

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.560[a]	.313	.304	.96171

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Recalculated Mean Market Orientation

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	133.245	4	33.311	36.017	.000[a]
	Residual	292.264	316	.925		
	Total	425.509	320			

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Recalculated Mean Market Orientation

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.697	.219		12.318	.000
	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.067	.063	.084	1.078	.282
	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.124	.056	.190	2.222	.027
	Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.025	.055	.038	.453	.651
	Q4: Our CEO considers people in marketing to be master strategists.	.216	.057	.301	3.798	.000

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q4: Our CEO considers people in marketing to be master strategists.	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	1.000	-.146
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.146	1.000
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.352	-.299
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.337	-.364
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	.003	-.001
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.001	.004
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.001	-.001
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.001	-.001

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	-.352	-.337
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.299	-.364
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	1.000	-.291
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.291	1.000
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	-.001	-.001
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.001	-.001
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.003	-.001
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.001	.003

a. Dependent Variable: Recalculated Mean Market Orientation

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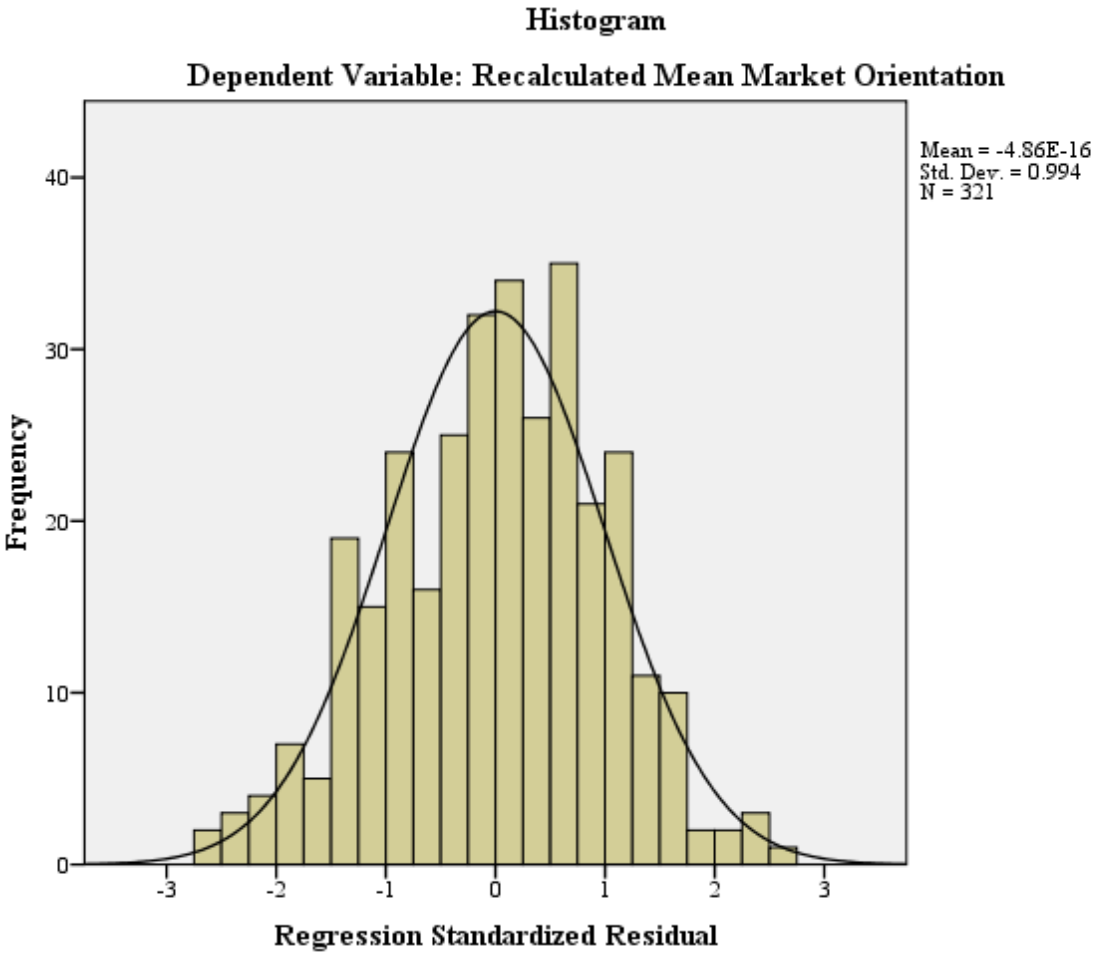
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.1972	5.7241	4.7110	.64528	321
Residual	-2.58542	2.56910	.00000	.95568	321
Std. Predicted Value	-2.346	1.570	.000	1.000	321
Std. Residual	-2.688	2.671	.000	.994	321

a. Dependent Variable: Recalculated Mean Market Orientation

Charts



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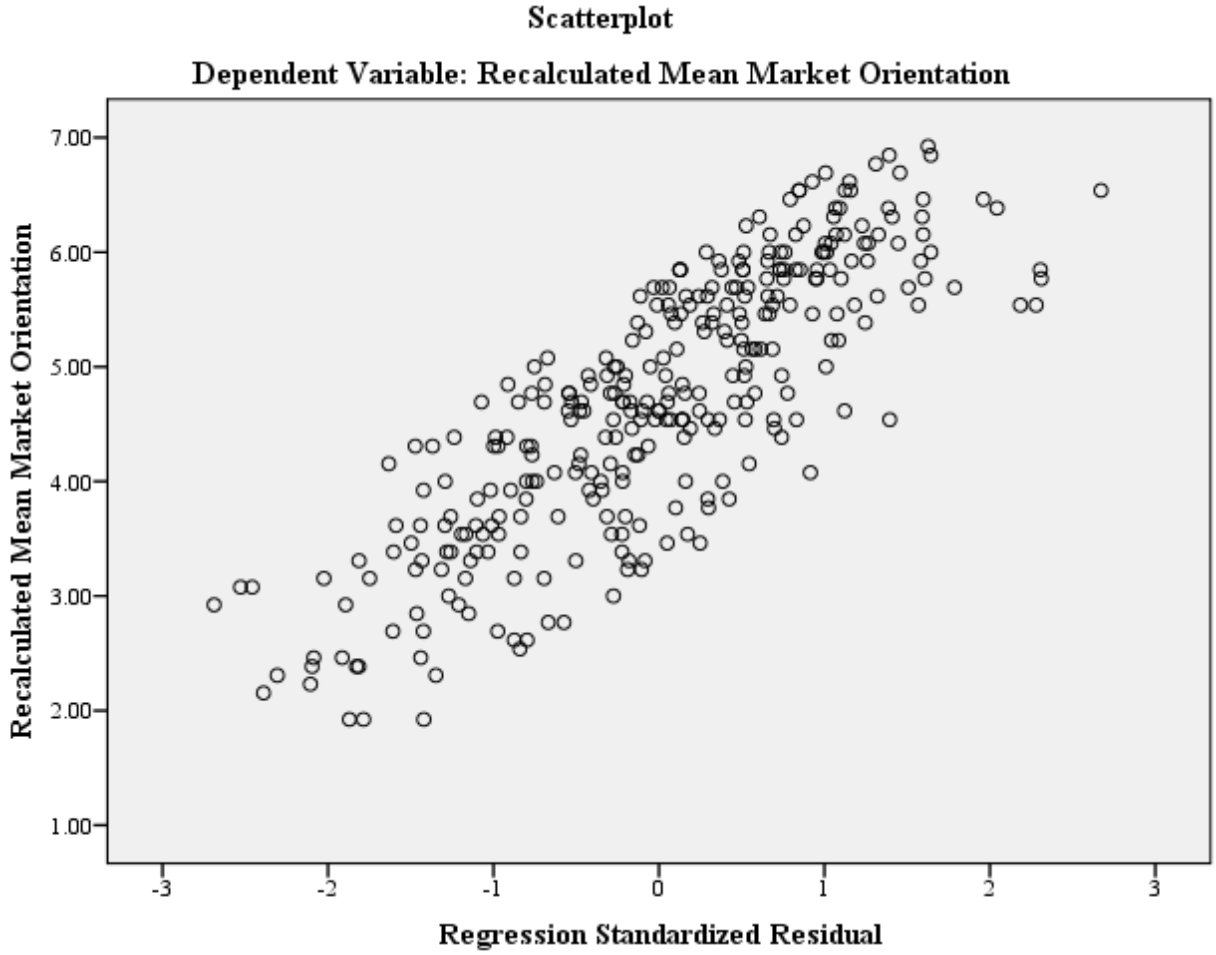


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Regression

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Market Orientation

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.418[a]	.175	.170	1.05072

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Recalculated Mean Market Orientation

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ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	74.434	2	37.217	33.711	.000[a]
	Residual	351.075	318	1.104		
	Total	425.509	320			

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Recalculated Mean Market Orientation

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.599	.125		44.891	.000
	Q6: Marketing only seems important to our CEO when sales are weak.	-.104	.049	-.145	-2.099	.037
	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	-.238	.054	-.306	-4.431	.000

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	Q6: Marketing only seems important to our CEO when sales are weak.
1	Correlations	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	1.000	-.676
		Q6: Marketing only seems important to our CEO when sales are weak.	-.676	1.000
	Covariances	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.003	-.002
		Q6: Marketing only seems important to our CEO when sales are weak.	-.002	.002

a. Dependent Variable: Recalculated Mean Market Orientation

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.2047	5.2570	4.7110	.48229	321
Residual	-2.65745	2.46470	.00000	1.04743	321
Std. Predicted Value	-3.123	1.132	.000	1.000	321
Std. Residual	-2.529	2.346	.000	.997	321

a. Dependent Variable: Recalculated Mean Market Orientation

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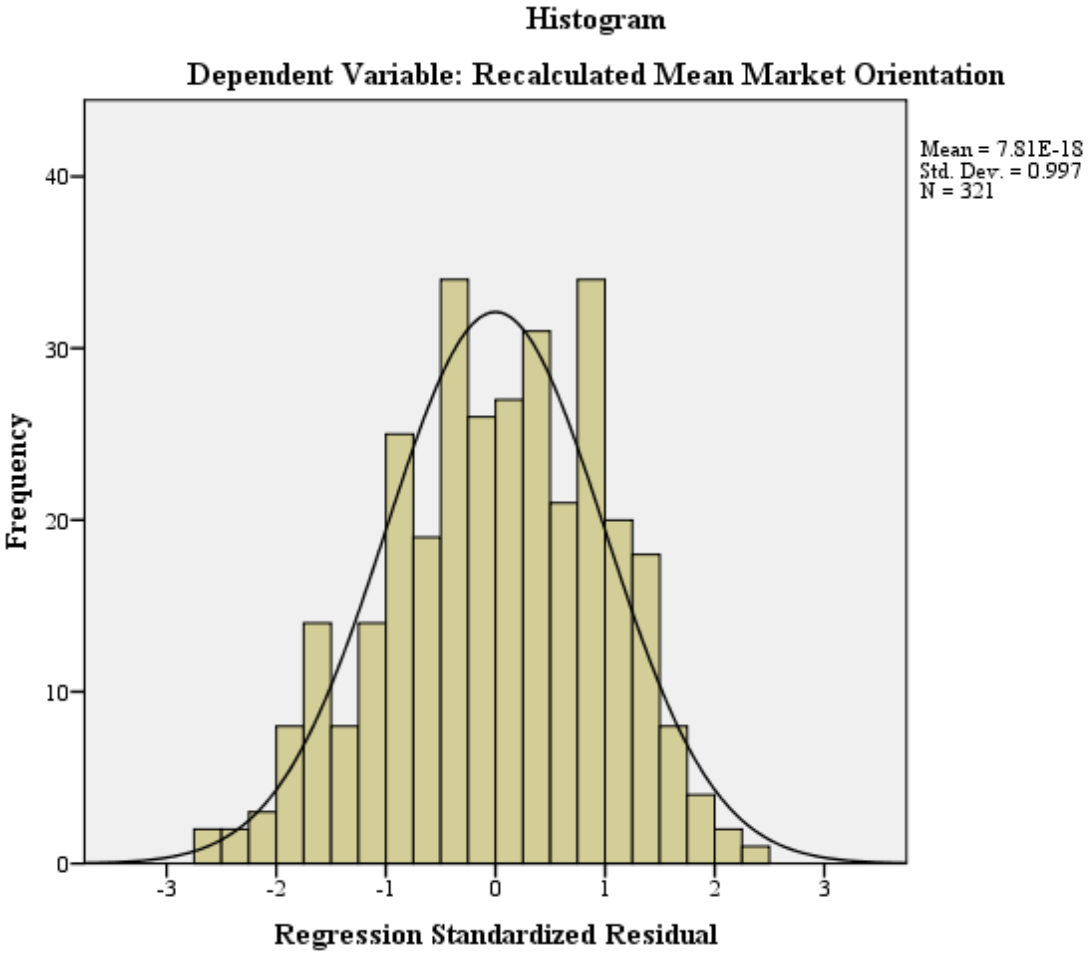
Charts



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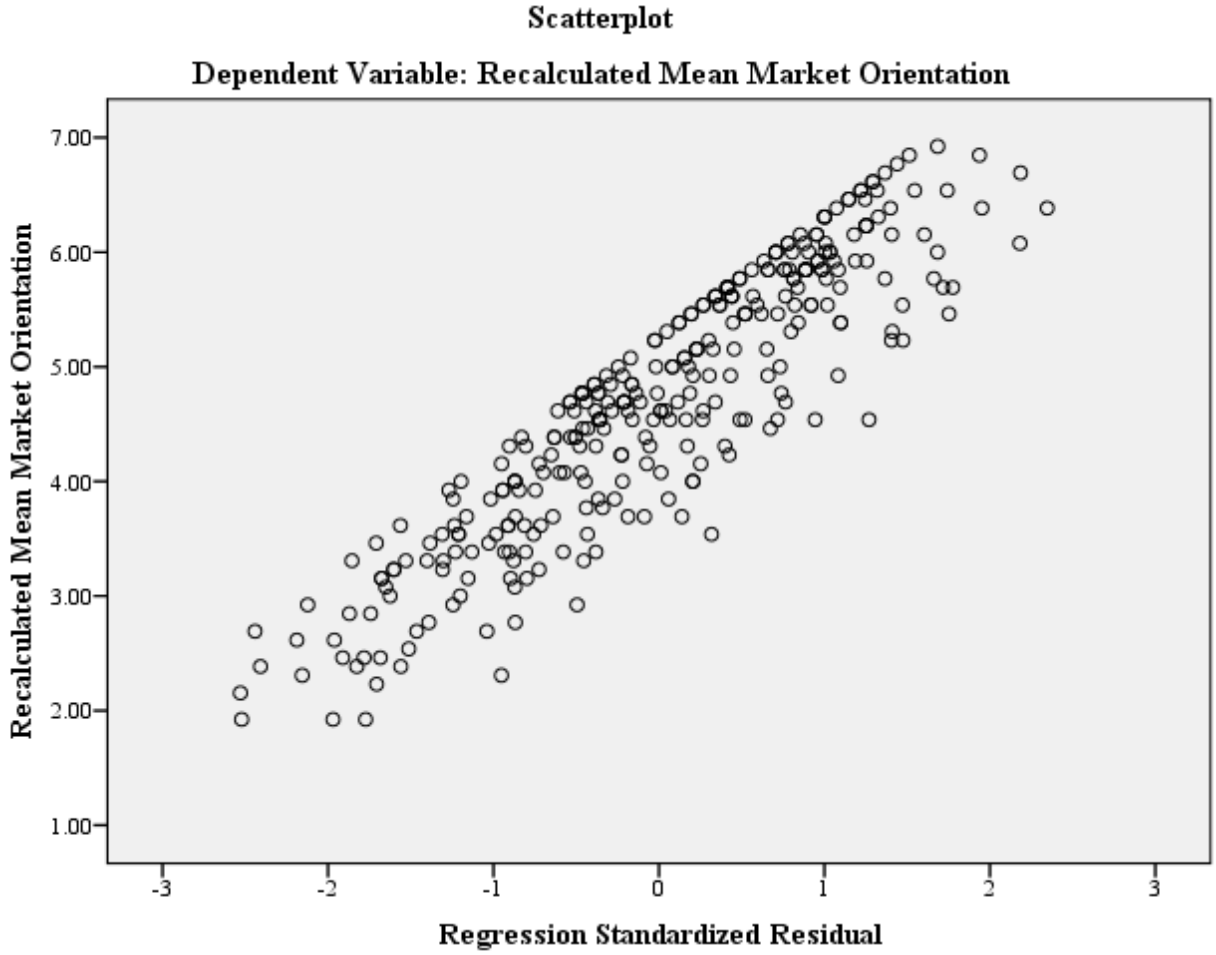


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Regression

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	Cases Used	Statistics are based on cases with no missing values for any variable used.
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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Market Orientation

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.497[a]	.247	.238	1.00679

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.

b. Dependent Variable: Recalculated Mean Market Orientation

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	105.203	4	26.301	25.947	.000[a]
	Residual	320.306	316	1.014		
	Total	425.509	320			

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.

b. Dependent Variable: Recalculated Mean Market Orientation

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.776	.120		48.100	.000
	Q9: Marketing seems to just be an internal ad agency to our CEO.	-.105	.046	-.141	-2.290	.023
	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.116	.044	-.182	-2.670	.008
	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.118	.047	-.175	-2.513	.012
	Q12: Our CEO considers people in marketing to just be “creative types”.	-.070	.050	-.103	-1.414	.158

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q12: Our CEO considers people in marketing to just be "creative types".	Q9: Marketing seems to just be an internal ad agency to our CEO.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	1.000	-.192
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.192	1.000
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.294	-.295
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.448	-.127
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	.002	.000
		Q9: Marketing seems to just be an internal ad agency to our CEO.	.000	.002
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.001	-.001
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.001	.000

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	-.294	-.448
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.295	-.127
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	1.000	-.245
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.245	1.000
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	-.001	-.001
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.001	.000
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	.002	-.001
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.001	.002

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a. Dependent Variable: Recalculated Mean Market Orientation

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.0102	5.3662	4.7110	.57337	321
Residual	-3.10740	2.82648	.00000	1.00048	321
Std. Predicted Value	-2.966	1.143	.000	1.000	321
Std. Residual	-3.086	2.807	.000	.994	321

a. Dependent Variable: Recalculated Mean Market Orientation

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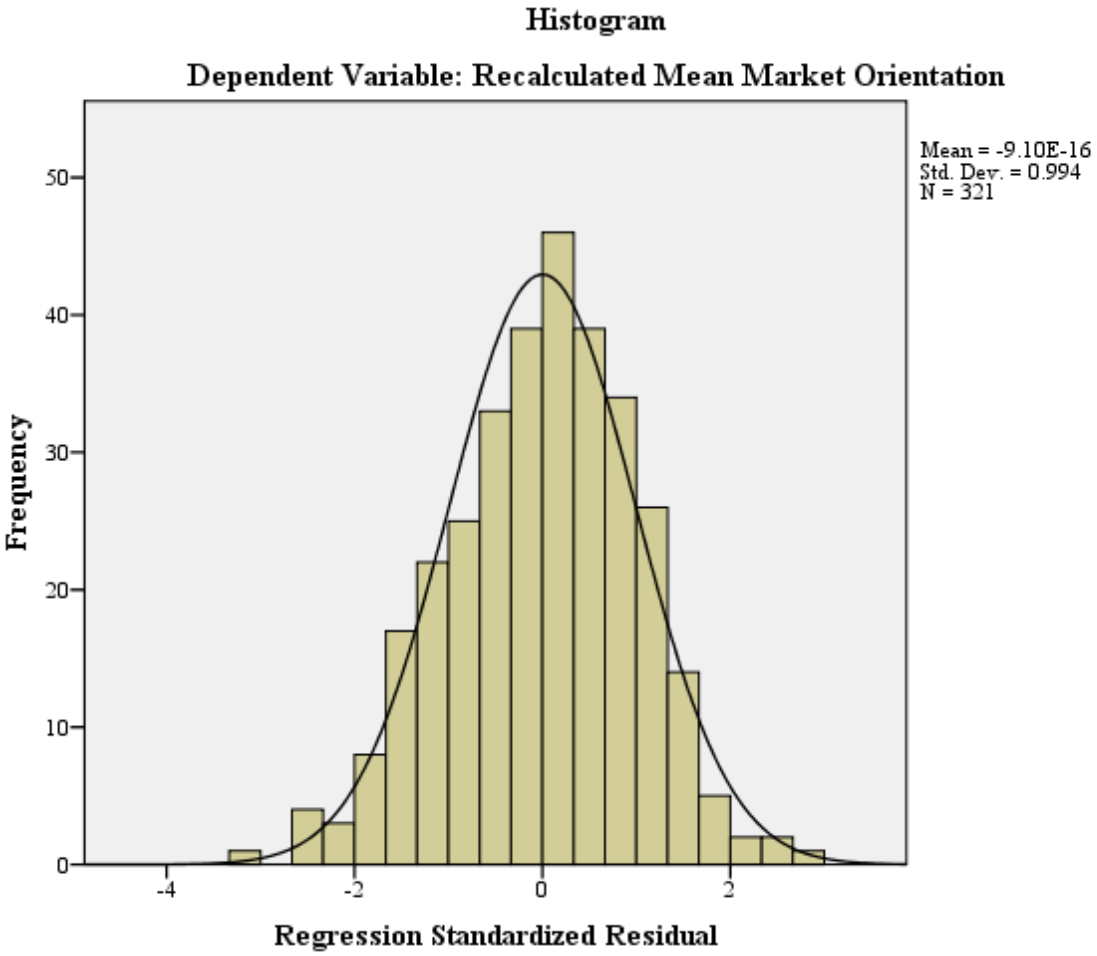
Charts



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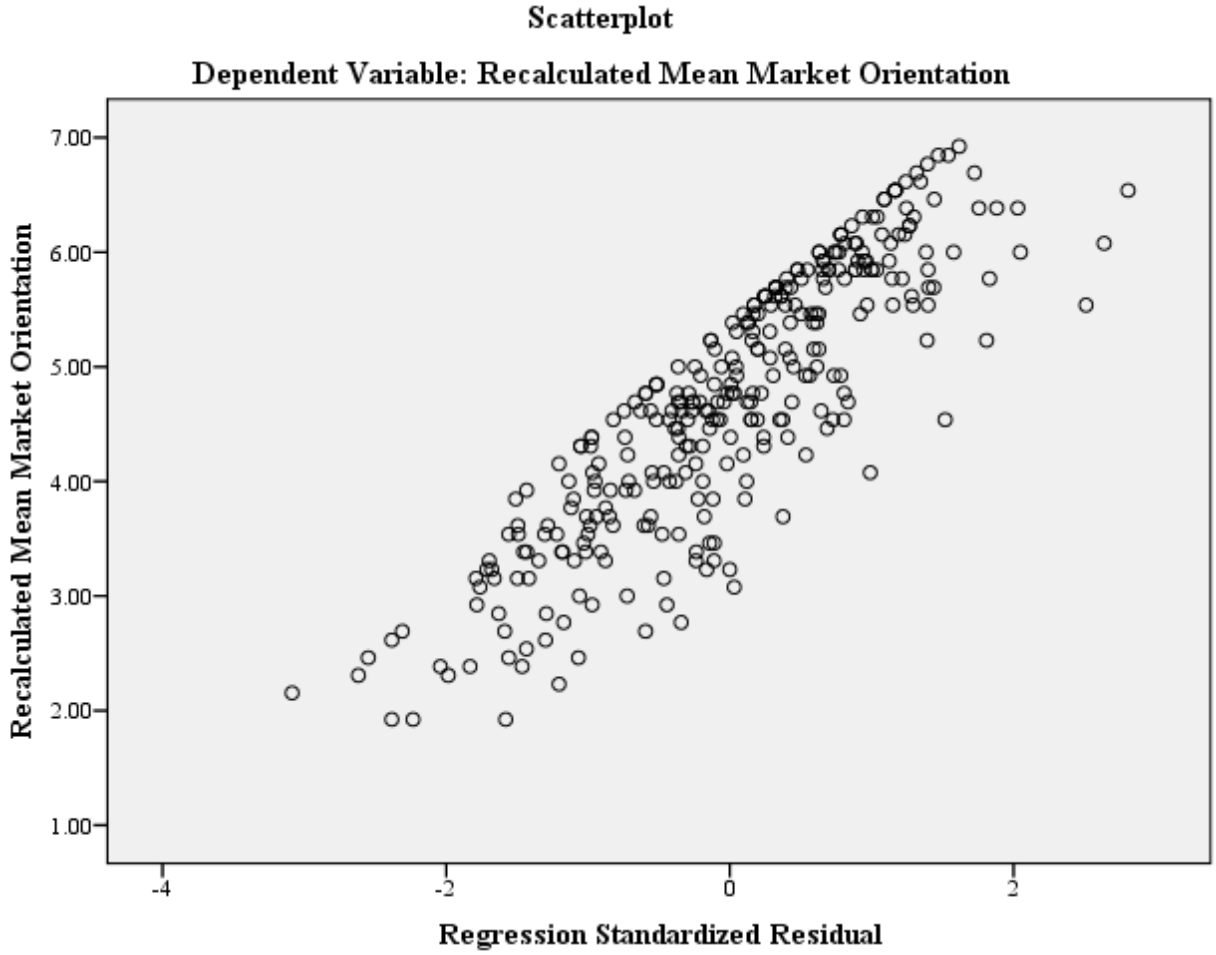


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Regression

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Notes

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All Industries-Differentiation.sav

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q20: What is or has been your CEO's dominant area of functional expertise?, Q19: What is your CEO's highest level of education?[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Role is Strategic

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.069[a]	.005	-.006	1.45741

a. Predictors: (Constant), Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q20: What is or has been your CEO's dominant area of functional expertise?, Q19: What is your CEO's highest level of education?

b. Dependent Variable: Mean Role is Strategic

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.795	3	.932	.439	.726[a]
	Residual	581.991	274	2.124		
	Total	584.786	277			

a. Predictors: (Constant), Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q20: What is or has been your CEO's dominant area of functional expertise?, Q19: What is your CEO's highest level of education?

b. Dependent Variable: Mean Role is Strategic

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.796	.673		7.122	.000
	Q19: What is your CEO's highest level of education?	.037	.105	.021	.352	.725
	Q20: What is or has been your CEO's dominant area of functional expertise?	.209	.196	.065	1.067	.287
	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	-.038	.103	-.022	-.372	.710

a. Dependent Variable: Mean Role is Strategic

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Coefficient Correlations[a]

Model			Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	Q20: What is or has been your CEO's dominant area of functional expertise?	Q19: What is your CEO's highest level of education?
1	Correlations	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	1.000	.004	-.008
		Q20: What is or has been your CEO's dominant area of functional expertise?	.004	1.000	.153
		Q19: What is your CEO's highest level of education?	-.008	.153	1.000
	Covariances	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	.011	8.400E-5	-8.654E-5
		Q20: What is or has been your CEO's dominant area of functional expertise?	8.400E-5	.038	.003
		Q19: What is your CEO's highest level of education?	-8.654E-5	.003	.011

a. Dependent Variable: Mean Role is Strategic

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.6021	5.0743	4.8606	.10045	278
Residual	-3.57815	2.28567	.00000	1.44950	278
Std. Predicted Value	-2.574	2.128	.000	1.000	278
Std. Residual	-2.455	1.568	.000	.995	278

a. Dependent Variable: Mean Role is Strategic

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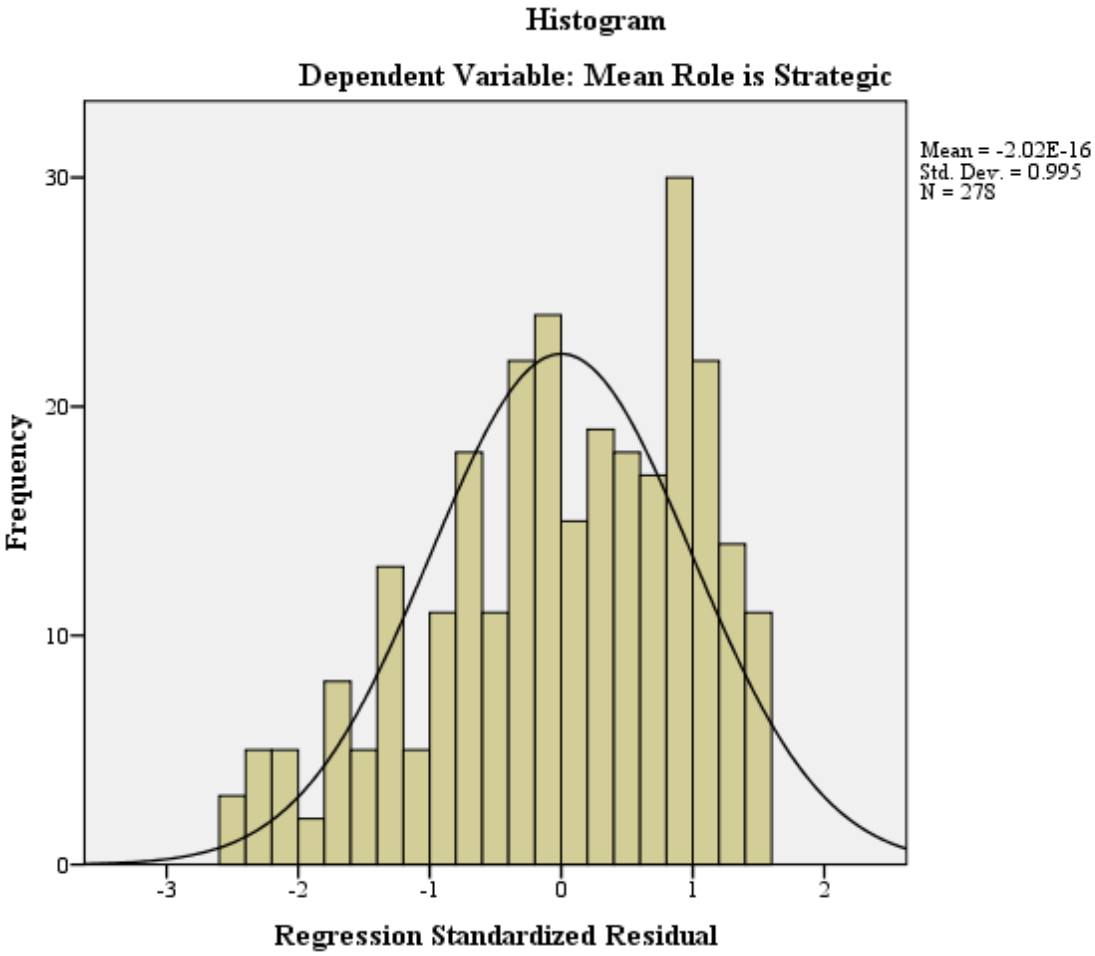
Charts



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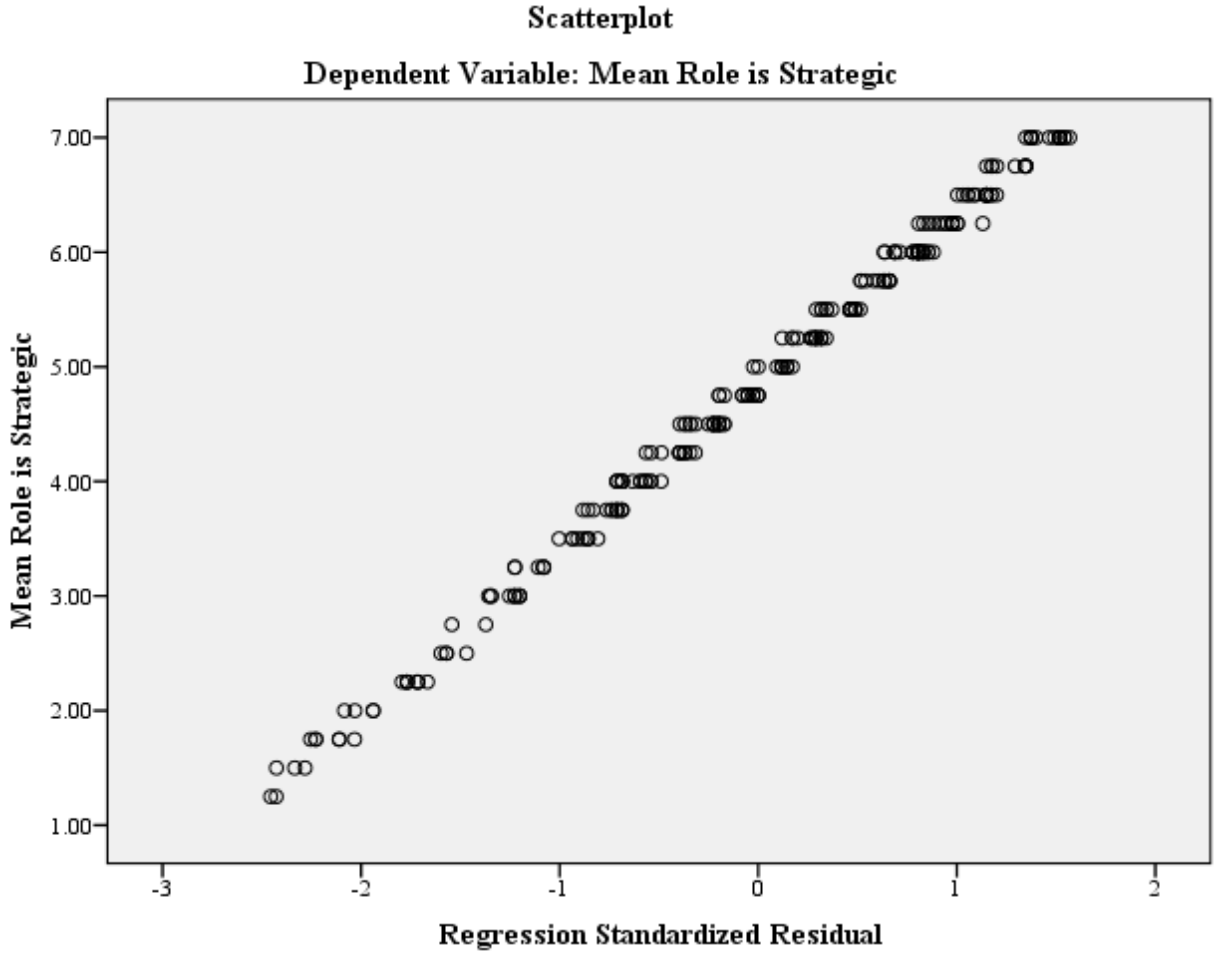


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Regression

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Notes

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All Industries-Differentiation.sav

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q20: What is or has been your CEO's dominant area of functional expertise?, Q19: What is your CEO's highest level of education?[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Role is Creative

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.150[a]	.022	.012	1.37520

a. Predictors: (Constant), Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q20: What is or has been your CEO's dominant area of functional expertise?, Q19: What is your CEO's highest level of education?

b. Dependent Variable: Mean Role is Creative

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.914	3	3.971	2.100	.101[a]
	Residual	518.185	274	1.891		
	Total	530.099	277			

a. Predictors: (Constant), Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q20: What is or has been your CEO's dominant area of functional expertise?, Q19: What is your CEO's highest level of education?

b. Dependent Variable: Mean Role is Creative

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.377	.635		5.315	.000
	Q19: What is your CEO's highest level of education?	-.073	.099	-.044	-.734	.464
	Q20: What is or has been your CEO's dominant area of functional expertise?	-.438	.185	-.143	-2.365	.019
	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	-.074	.098	-.045	-.758	.449

a. Dependent Variable: Mean Role is Creative

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Coefficient Correlations[a]

Model			Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	Q20: What is or has been your CEO's dominant area of functional expertise?	Q19: What is your CEO's highest level of education?
1	Correlations	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	1.000	.004	-.008
		Q20: What is or has been your CEO's dominant area of functional expertise?	.004	1.000	.153
		Q19: What is your CEO's highest level of education?	-.008	.153	1.000
	Covariances	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	.010	7.479E-5	-7.705E-5
		Q20: What is or has been your CEO's dominant area of functional expertise?	7.479E-5	.034	.003
		Q19: What is your CEO's highest level of education?	-7.705E-5	.003	.010

a. Dependent Variable: Mean Role is Creative

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.1325	3.0125	2.5953	.20739	278
Residual	-1.86462	4.54355	.00000	1.36774	278
Std. Predicted Value	-2.232	2.012	.000	1.000	278
Std. Residual	-1.356	3.304	.000	.995	278

a. Dependent Variable: Mean Role is Creative

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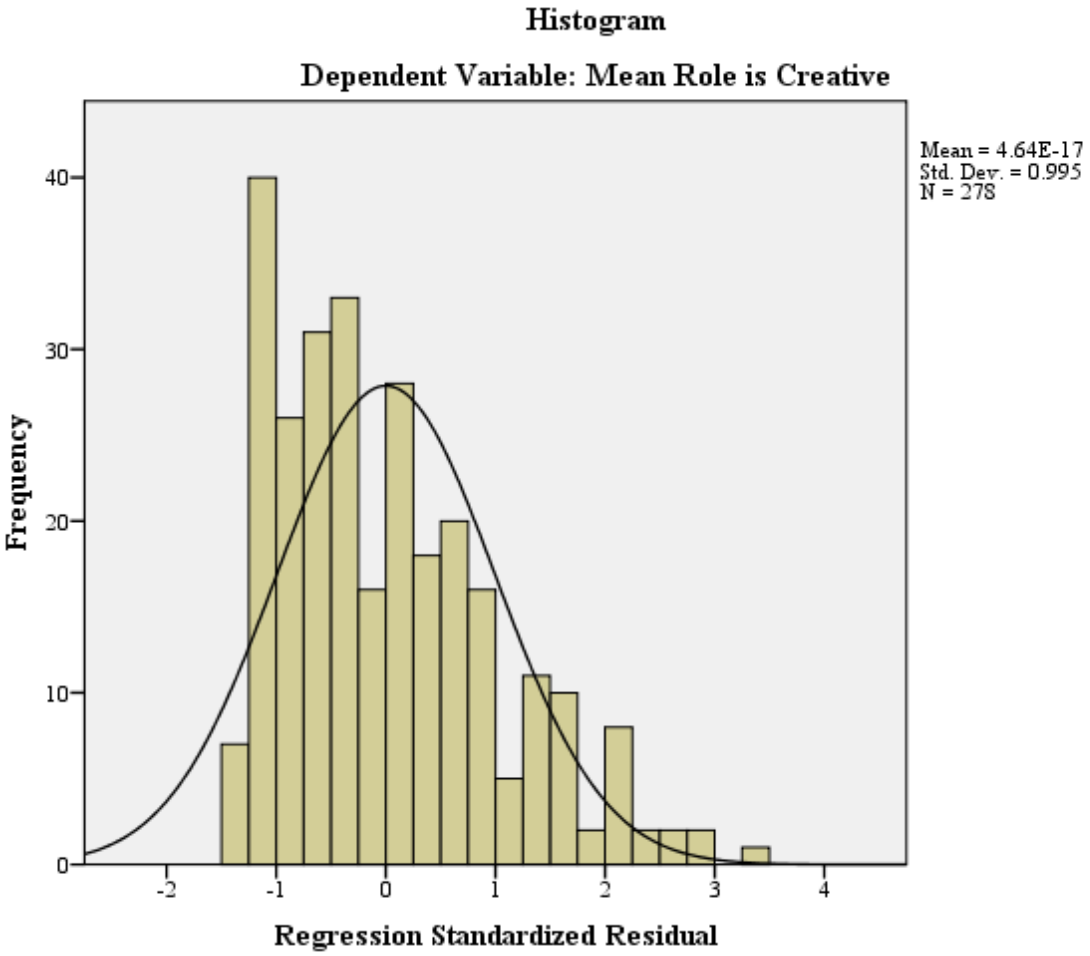
Charts



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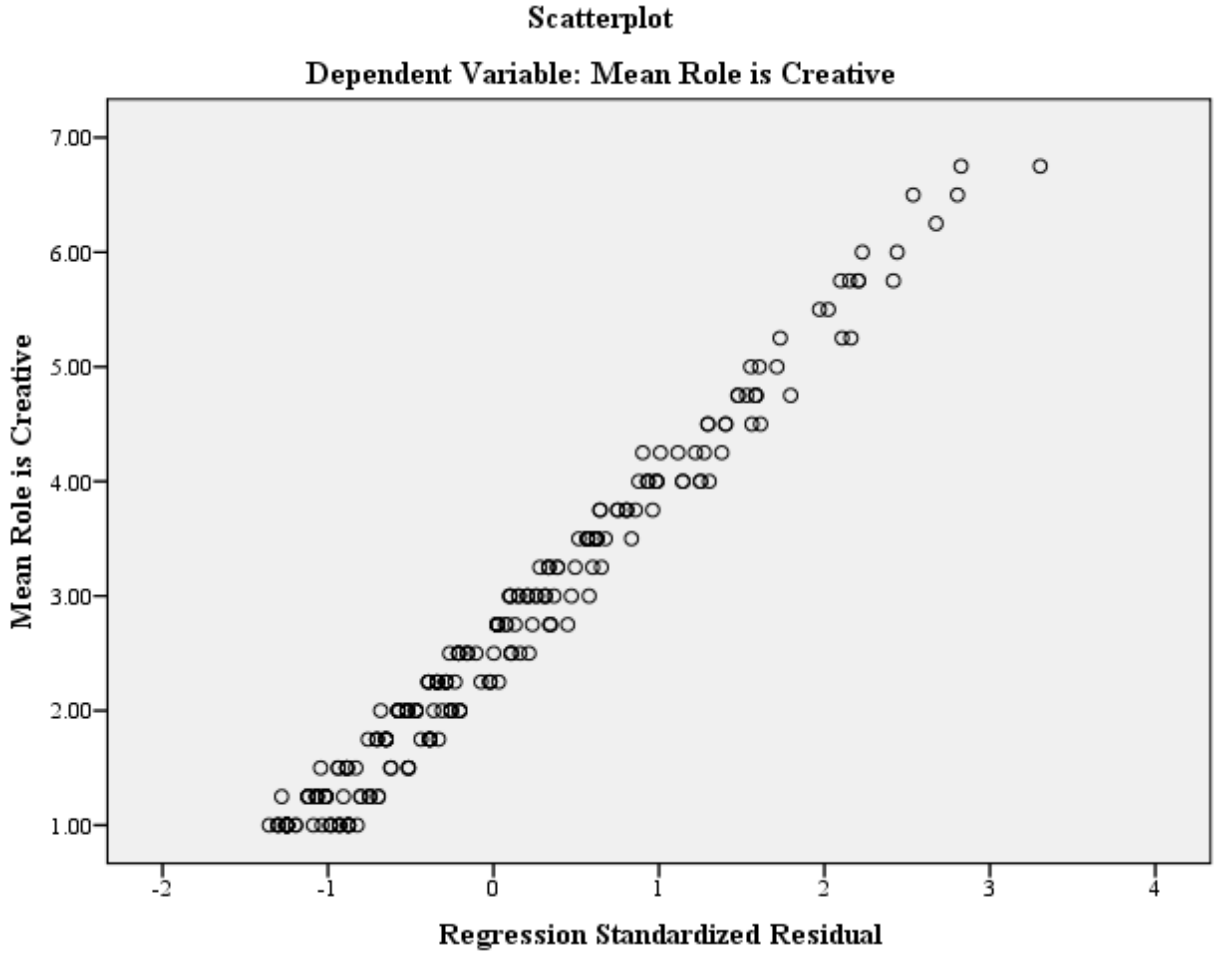


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Regression

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q30: We seem to be gaining market share over our competitors., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q27: The market for our products or services is intensely competitive., Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q28: Total revenue growth trend is positive for our company., Q25: Our company is highly innovative.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Role is Strategic

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.481[a]	.231	.214	1.30362

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q27: The market for our products or services is intensely competitive., Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q28: Total revenue growth trend is positive for our company., Q25: Our company is highly innovative.

b. Dependent Variable: Mean Role is Strategic

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	159.836	7	22.834	13.436	.000[a]
	Residual	531.922	313	1.699		
	Total	691.757	320			

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q27: The market for our products or services is intensely competitive., Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q28: Total revenue growth trend is positive for our company., Q25: Our company is highly innovative.

b. Dependent Variable: Mean Role is Strategic

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.718	.473		3.634	.000
	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.043	.040	-.056	-1.072	.284
	Q25: Our company is highly innovative.	.190	.072	.192	2.623	.009
	Q26: Our company is often first to market with new products or services.	.149	.063	.171	2.380	.018
	Q27: The market for our products or services is intensely competitive.	.062	.062	.050	.992	.322
	Q28: Total revenue growth trend is positive for our company.	.069	.073	.069	.943	.346
	Q29: Our company's profit performance is strong.	.056	.068	.058	.832	.406
	Q30: We seem to be gaining market share over our competitors.	.125	.069	.128	1.812	.071

a. Dependent Variable: Mean Role is Strategic

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Coefficient Correlations[a]

Model			Q30: We seem to be gaining market share over our competitors.	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	Q27: The market for our products or services is intensely competitive.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	1.000	.151	.003
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.151	1.000	-.094
		Q27: The market for our products or services is intensely competitive.	.003	-.094	1.000
		Q26: Our company is often first to market with new products or services.	-.077	-.053	.061
		Q29: Our company's profit performance is strong.	-.236	-.186	-.045
		Q28: Total revenue growth trend is positive for our company.	-.447	-.022	-.047
		Q25: Our company is highly innovative.	-.104	-.046	-.068
	Covariances	Q30: We seem to be gaining market share over our competitors.	.005	.000	1.288E-5
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.000	.002	.000
		Q27: The market for our products or services is intensely competitive.	1.288E-5	.000	.004

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	Q26: Our company is often first to market with new products or services.	.000	.000	.000
	Q29: Our company's profit performance is strong.	-.001	-.001	.000
	Q28: Total revenue growth trend is positive for our company.	-.002	-6.443E-5	.000
	Q25: Our company is highly innovative.	-.001	.000	.000

a. Dependent Variable: Mean Role is Strategic

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Coefficient Correlations[a]

Model			Q26: Our company is often first to market with new products or services.	Q29: Our company's profit performance is strong.	Q28: Total revenue growth trend is positive for our company.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.077	-.236	-.447
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.053	-.186	-.022
		Q27: The market for our products or services is intensely competitive.	.061	-.045	-.047
		Q26: Our company is often first to market with new products or services.	1.000	-.010	-.036
		Q29: Our company's profit performance is strong.	-.010	1.000	-.395
		Q28: Total revenue growth trend is positive for our company.	-.036	-.395	1.000
		Q25: Our company is highly innovative.	-.651	-.113	.006
	Covariances	Q30: We seem to be gaining market share over our competitors.	.000	-.001	-.002
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.000	-.001	-6.443E-5
		Q27: The market for our products or services is intensely competitive.	.000	.000	.000

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Q26: Our company is often first to market with new products or services.	.004	-4.198E-5	.000
Q29: Our company's profit performance is strong.	-4.198E-5	.005	-.002
Q28: Total revenue growth trend is positive for our company.	.000	-.002	.005
Q25: Our company is highly innovative.	-.003	-.001	3.090E-5

a. Dependent Variable: Mean Role is Strategic

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Coefficient Correlations[a]

Model			Q25: Our company is highly innovative.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.104
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.046
		Q27: The market for our products or services is intensely competitive.	-.068
		Q26: Our company is often first to market with new products or services.	-.651
		Q29: Our company's profit performance is strong.	-.113
		Q28: Total revenue growth trend is positive for our company.	.006
		Q25: Our company is highly innovative.	1.000
	Covariances	Q30: We seem to be gaining market share over our competitors.	-.001
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.000
		Q27: The market for our products or services is intensely competitive.	.000
		Q26: Our company is often first to market with new products or services.	-.003

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	Q29: Our company's profit performance is strong.	-.001
	Q28: Total revenue growth trend is positive for our company.	3.090E-5
	Q25: Our company is highly innovative.	.005

a. Dependent Variable: Mean Role is Strategic

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.8244	6.1887	4.7866	.70674	321
Residual	-3.81312	2.87594	.00000	1.28928	321
Std. Predicted Value	-2.776	1.984	.000	1.000	321
Std. Residual	-2.925	2.206	.000	.989	321

a. Dependent Variable: Mean Role is Strategic

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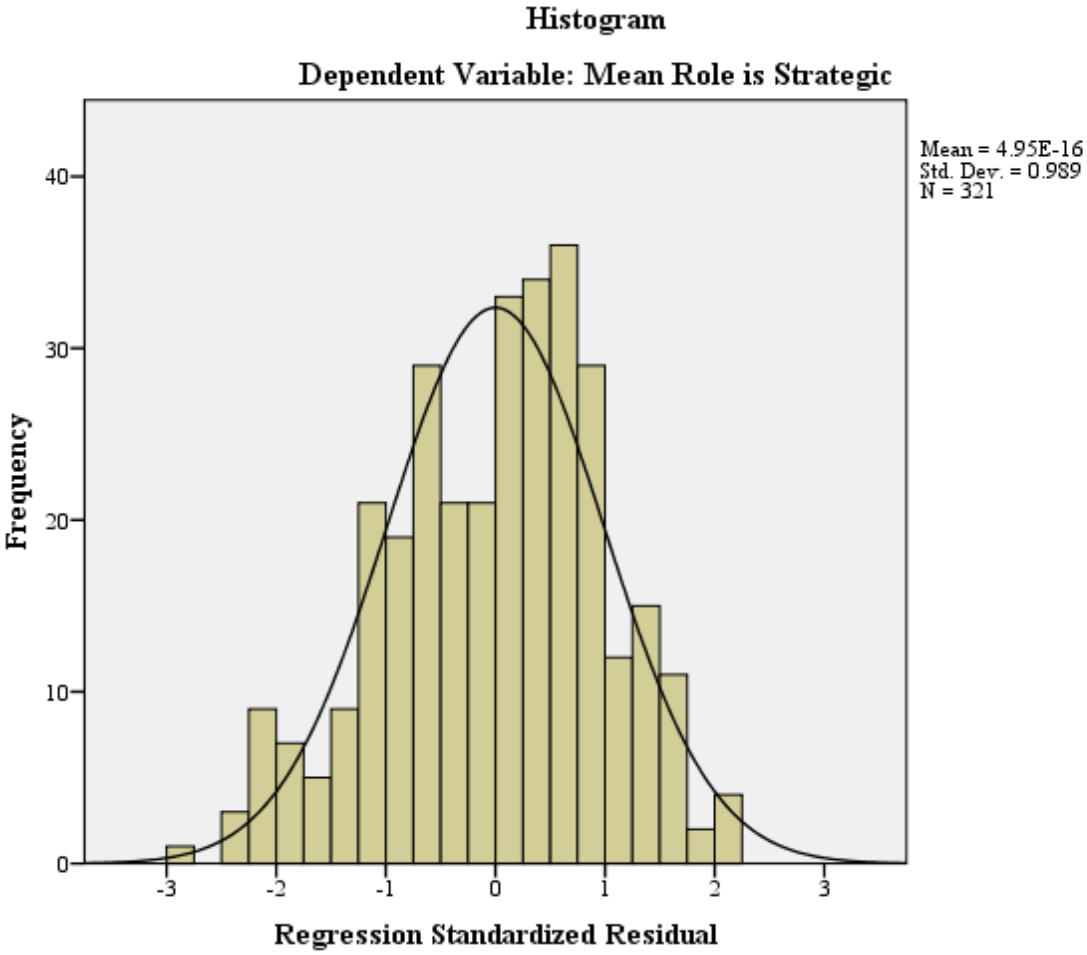
Charts



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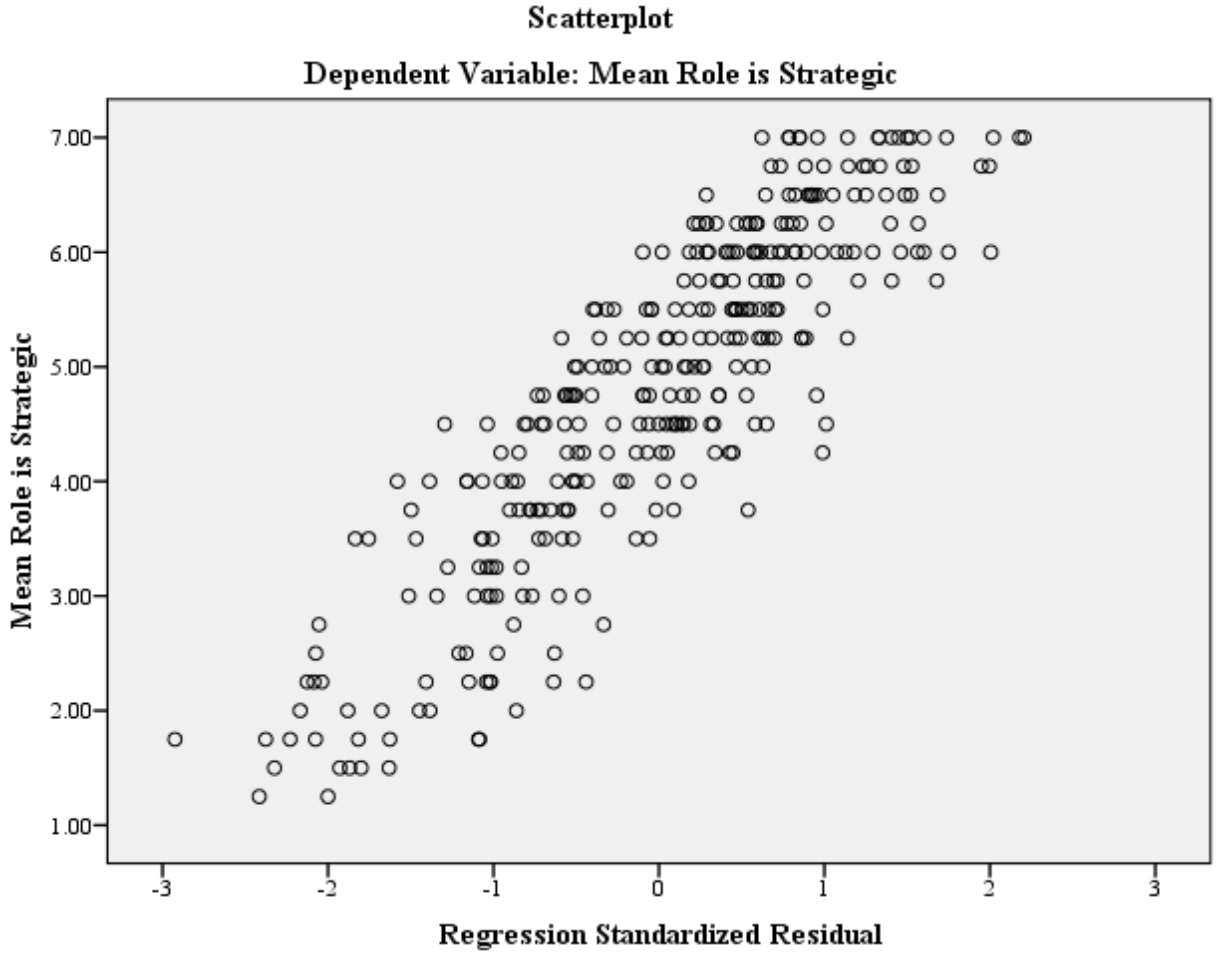


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Regression

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Notes

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Additional Memory Required for Residual Plots	256 bytes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q30: We seem to be gaining market share over our competitors., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q27: The market for our products or services is intensely competitive., Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q28: Total revenue growth trend is positive for our company., Q25: Our company is highly innovative.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Role is Sales

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.404[a]	.163	.144	1.31099

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q27: The market for our products or services is intensely competitive., Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q28: Total revenue growth trend is positive for our company., Q25: Our company is highly innovative.

b. Dependent Variable: Recalculated Mean Role is Sales

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	104.764	7	14.966	8.708	.000[a]
	Residual	537.948	313	1.719		
	Total	642.712	320			

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q27: The market for our products or services is intensely competitive., Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q28: Total revenue growth trend is positive for our company., Q25: Our company is highly innovative.

b. Dependent Variable: Recalculated Mean Role is Sales

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.458	.476		11.478	.000
	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.035	.040	-.047	-.869	.385
	Q25: Our company is highly innovative.	-.177	.073	-.186	-2.434	.015
	Q26: Our company is often first to market with new products or services.	.065	.063	.077	1.034	.302
	Q27: The market for our products or services is intensely competitive.	-.052	.063	-.043	-.826	.410
	Q28: Total revenue growth trend is positive for our company.	-.051	.074	-.053	-.691	.490
	Q29: Our company's profit performance is strong.	-.124	.068	-.132	-1.824	.069
	Q30: We seem to be gaining market share over our competitors.	-.162	.069	-.173	-2.345	.020

a. Dependent Variable: Recalculated Mean Role is Sales

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Coefficient Correlations[a]

Model			Q30: We seem to be gaining market share over our competitors.	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	Q27: The market for our products or services is intensely competitive.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	1.000	.151	.003
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.151	1.000	-.094
		Q27: The market for our products or services is intensely competitive.	.003	-.094	1.000
		Q26: Our company is often first to market with new products or services.	-.077	-.053	.061
		Q29: Our company's profit performance is strong.	-.236	-.186	-.045
		Q28: Total revenue growth trend is positive for our company.	-.447	-.022	-.047
		Q25: Our company is highly innovative.	-.104	-.046	-.068
	Covariances	Q30: We seem to be gaining market share over our competitors.	.005	.000	1.303E-5
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.000	.002	.000
		Q27: The market for our products or services is intensely competitive.	1.303E-5	.000	.004

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	Q26: Our company is often first to market with new products or services.	.000	.000	.000
	Q29: Our company's profit performance is strong.	-.001	-.001	.000
	Q28: Total revenue growth trend is positive for our company.	-.002	-6.516E-5	.000
	Q25: Our company is highly innovative.	-.001	.000	.000

a. Dependent Variable: Recalculated Mean Role is Sales

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Coefficient Correlations[a]

Model			Q26: Our company is often first to market with new products or services.	Q29: Our company's profit performance is strong.	Q28: Total revenue growth trend is positive for our company.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.077	-.236	-.447
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.053	-.186	-.022
		Q27: The market for our products or services is intensely competitive.	.061	-.045	-.047
		Q26: Our company is often first to market with new products or services.	1.000	-.010	-.036
		Q29: Our company's profit performance is strong.	-.010	1.000	-.395
		Q28: Total revenue growth trend is positive for our company.	-.036	-.395	1.000
		Q25: Our company is highly innovative.	-.651	-.113	.006
	Covariances	Q30: We seem to be gaining market share over our competitors.	.000	-.001	-.002
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.000	-.001	-6.516E-5
		Q27: The market for our products or services is intensely competitive.	.000	.000	.000

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Q26: Our company is often first to market with new products or services.	.004	-4.245E-5	.000
Q29: Our company's profit performance is strong.	-4.245E-5	.005	-.002
Q28: Total revenue growth trend is positive for our company.	.000	-.002	.005
Q25: Our company is highly innovative.	-.003	-.001	3.125E-5

a. Dependent Variable: Recalculated Mean Role is Sales

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Coefficient Correlations[a]

Model			Q25: Our company is highly innovative.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.104
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.046
		Q27: The market for our products or services is intensely competitive.	-.068
		Q26: Our company is often first to market with new products or services.	-.651
		Q29: Our company's profit performance is strong.	-.113
		Q28: Total revenue growth trend is positive for our company.	.006
		Q25: Our company is highly innovative.	1.000
	Covariances	Q30: We seem to be gaining market share over our competitors.	-.001
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.000
		Q27: The market for our products or services is intensely competitive.	.000
		Q26: Our company is often first to market with new products or services.	-.003

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	Q29: Our company's profit performance is strong.	-.001
	Q28: Total revenue growth trend is positive for our company.	3.125E-5
	Q25: Our company is highly innovative.	.005

a. Dependent Variable: Recalculated Mean Role is Sales

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.5090	4.3120	2.6558	.57218	321
Residual	-2.50839	3.62725	.00000	1.29657	321
Std. Predicted Value	-2.004	2.895	.000	1.000	321
Std. Residual	-1.913	2.767	.000	.989	321

a. Dependent Variable: Recalculated Mean Role is Sales

Charts

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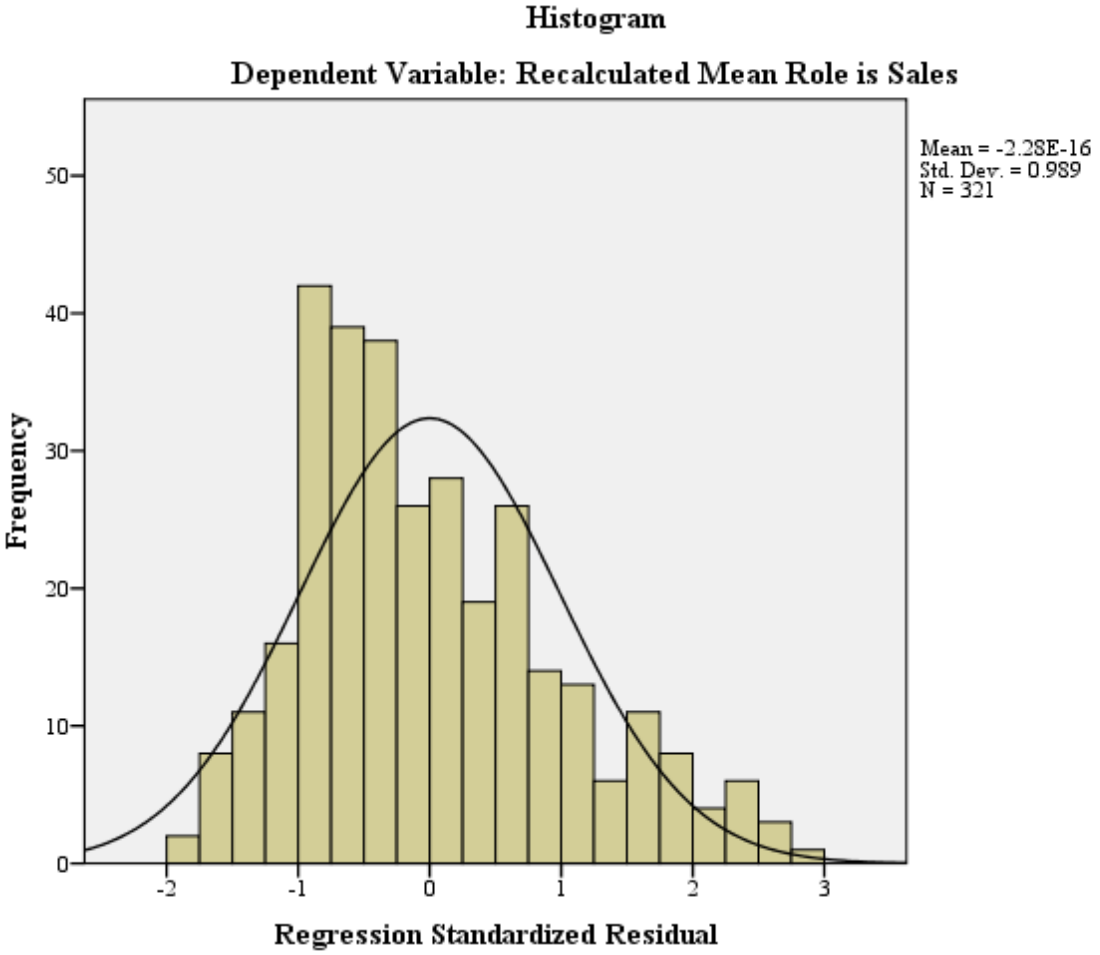

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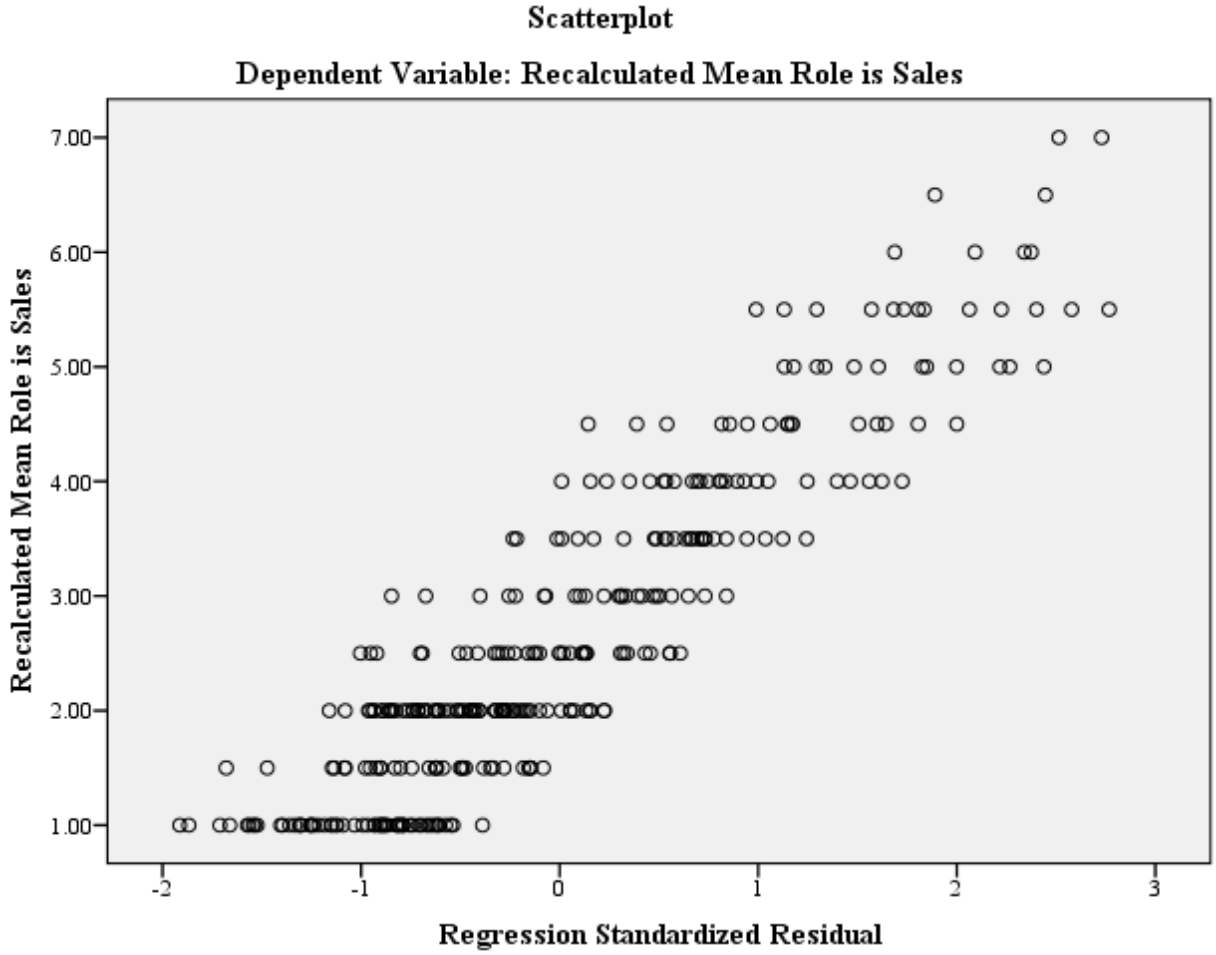


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Regression

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	Cases Used	Statistics are based on cases with no missing values for any variable used.
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Additional Memory Required for Residual Plots	256 bytes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q30: We seem to be gaining market share over our competitors., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q27: The market for our products or services is intensely competitive., Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q28: Total revenue growth trend is positive for our company., Q25: Our company is highly innovative.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Role is Creative

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.356[a]	.127	.107	1.31669

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q27: The market for our products or services is intensely competitive., Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q28: Total revenue growth trend is positive for our company., Q25: Our company is highly innovative.

b. Dependent Variable: Mean Role is Creative

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	78.780	7	11.254	6.492	.000[a]
	Residual	542.642	313	1.734		
	Total	621.422	320			

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q27: The market for our products or services is intensely competitive., Q26: Our company is often first to market with new products or services., Q29: Our company's profit performance is strong., Q28: Total revenue growth trend is positive for our company., Q25: Our company is highly innovative.

b. Dependent Variable: Mean Role is Creative

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.759	.478		9.964	.000
	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.109	.040	-.149	-2.700	.007
	Q25: Our company is highly innovative.	-.089	.073	-.096	-1.224	.222
	Q26: Our company is often first to market with new products or services.	-.077	.063	-.093	-1.223	.222
	Q27: The market for our products or services is intensely competitive.	.017	.063	.015	.271	.787
	Q28: Total revenue growth trend is positive for our company.	-.054	.074	-.057	-.728	.467
	Q29: Our company's profit performance is strong.	-.024	.068	-.026	-.346	.730
	Q30: We seem to be gaining market share over our competitors.	-.116	.069	-.125	-1.665	.097

a. Dependent Variable: Mean Role is Creative

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Coefficient Correlations[a]

Model			Q30: We seem to be gaining market share over our competitors.	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	Q27: The market for our products or services is intensely competitive.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	1.000	.151	.003
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.151	1.000	-.094
		Q27: The market for our products or services is intensely competitive.	.003	-.094	1.000
		Q26: Our company is often first to market with new products or services.	-.077	-.053	.061
		Q29: Our company's profit performance is strong.	-.236	-.186	-.045
		Q28: Total revenue growth trend is positive for our company.	-.447	-.022	-.047
		Q25: Our company is highly innovative.	-.104	-.046	-.068
	Covariances	Q30: We seem to be gaining market share over our competitors.	.005	.000	1.314E-5
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.000	.002	.000
		Q27: The market for our products or services is intensely competitive.	1.314E-5	.000	.004

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	Q26: Our company is often first to market with new products or services.	.000	.000	.000
	Q29: Our company's profit performance is strong.	-.001	-.001	.000
	Q28: Total revenue growth trend is positive for our company.	-.002	-6.573E-5	.000
	Q25: Our company is highly innovative.	-.001	.000	.000

a. Dependent Variable: Mean Role is Creative

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Coefficient Correlations[a]

Model			Q26: Our company is often first to market with new products or services.	Q29: Our company's profit performance is strong.	Q28: Total revenue growth trend is positive for our company.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.077	-.236	-.447
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.053	-.186	-.022
		Q27: The market for our products or services is intensely competitive.	.061	-.045	-.047
		Q26: Our company is often first to market with new products or services.	1.000	-.010	-.036
		Q29: Our company's profit performance is strong.	-.010	1.000	-.395
		Q28: Total revenue growth trend is positive for our company.	-.036	-.395	1.000
		Q25: Our company is highly innovative.	-.651	-.113	.006
	Covariances	Q30: We seem to be gaining market share over our competitors.	.000	-.001	-.002
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.000	-.001	-6.573E-5
		Q27: The market for our products or services is intensely competitive.	.000	.000	.000

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Q26: Our company is often first to market with new products or services.	.004	-4.282E-5	.000
Q29: Our company's profit performance is strong.	-4.282E-5	.005	-.002
Q28: Total revenue growth trend is positive for our company.	.000	-.002	.005
Q25: Our company is highly innovative.	-.003	-.001	3.153E-5

a. Dependent Variable: Mean Role is Creative

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Coefficient Correlations[a]

Model			Q25: Our company is highly innovative.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.104
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.046
		Q27: The market for our products or services is intensely competitive.	-.068
		Q26: Our company is often first to market with new products or services.	-.651
		Q29: Our company's profit performance is strong.	-.113
		Q28: Total revenue growth trend is positive for our company.	.006
		Q25: Our company is highly innovative.	1.000
	Covariances	Q30: We seem to be gaining market share over our competitors.	-.001
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.000
		Q27: The market for our products or services is intensely competitive.	.000
		Q26: Our company is often first to market with new products or services.	-.003

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	Q29: Our company's profit performance is strong.	-.001
	Q28: Total revenue growth trend is positive for our company.	3.153E-5
	Q25: Our company is highly innovative.	.005

a. Dependent Variable: Mean Role is Creative

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.5970	4.2298	2.5989	.49617	321
Residual	-2.45446	4.64714	.00000	1.30221	321
Std. Predicted Value	-2.019	3.287	.000	1.000	321
Std. Residual	-1.864	3.529	.000	.989	321

a. Dependent Variable: Mean Role is Creative

Charts

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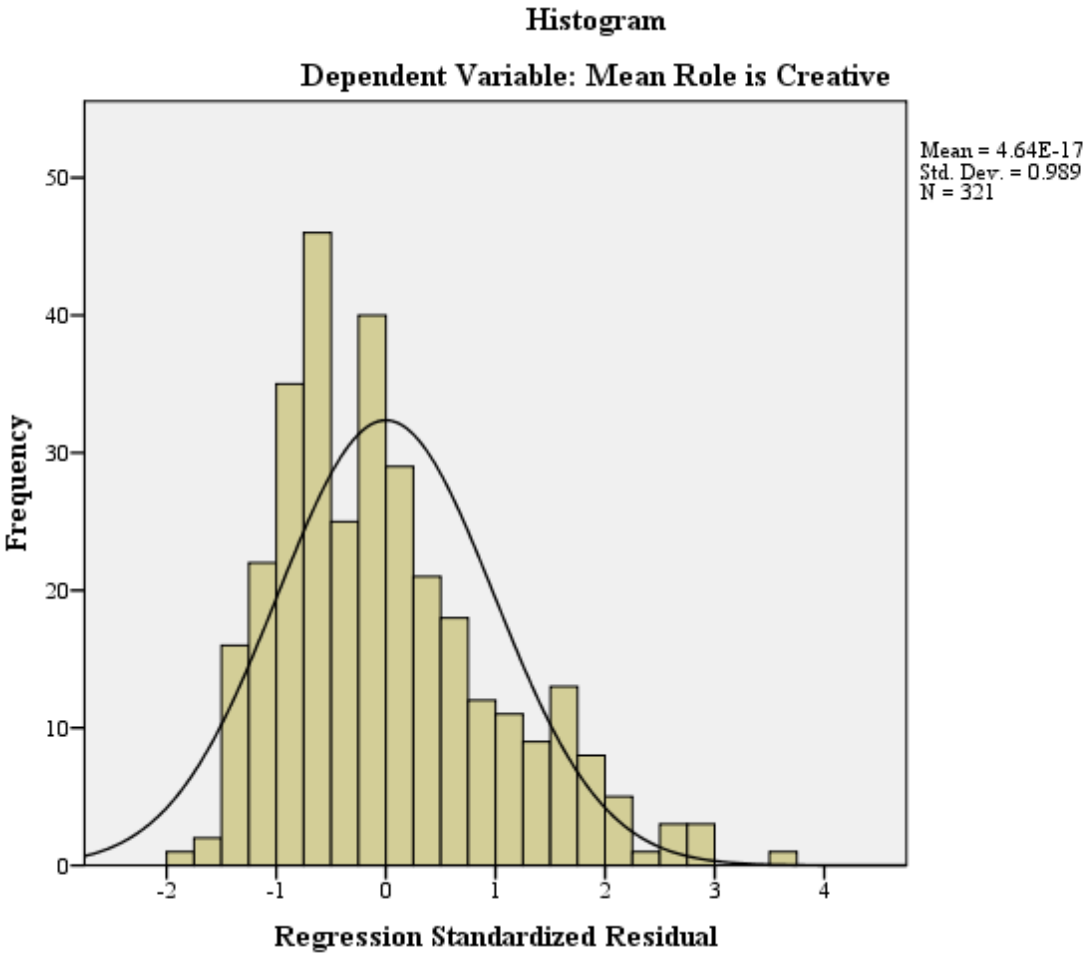

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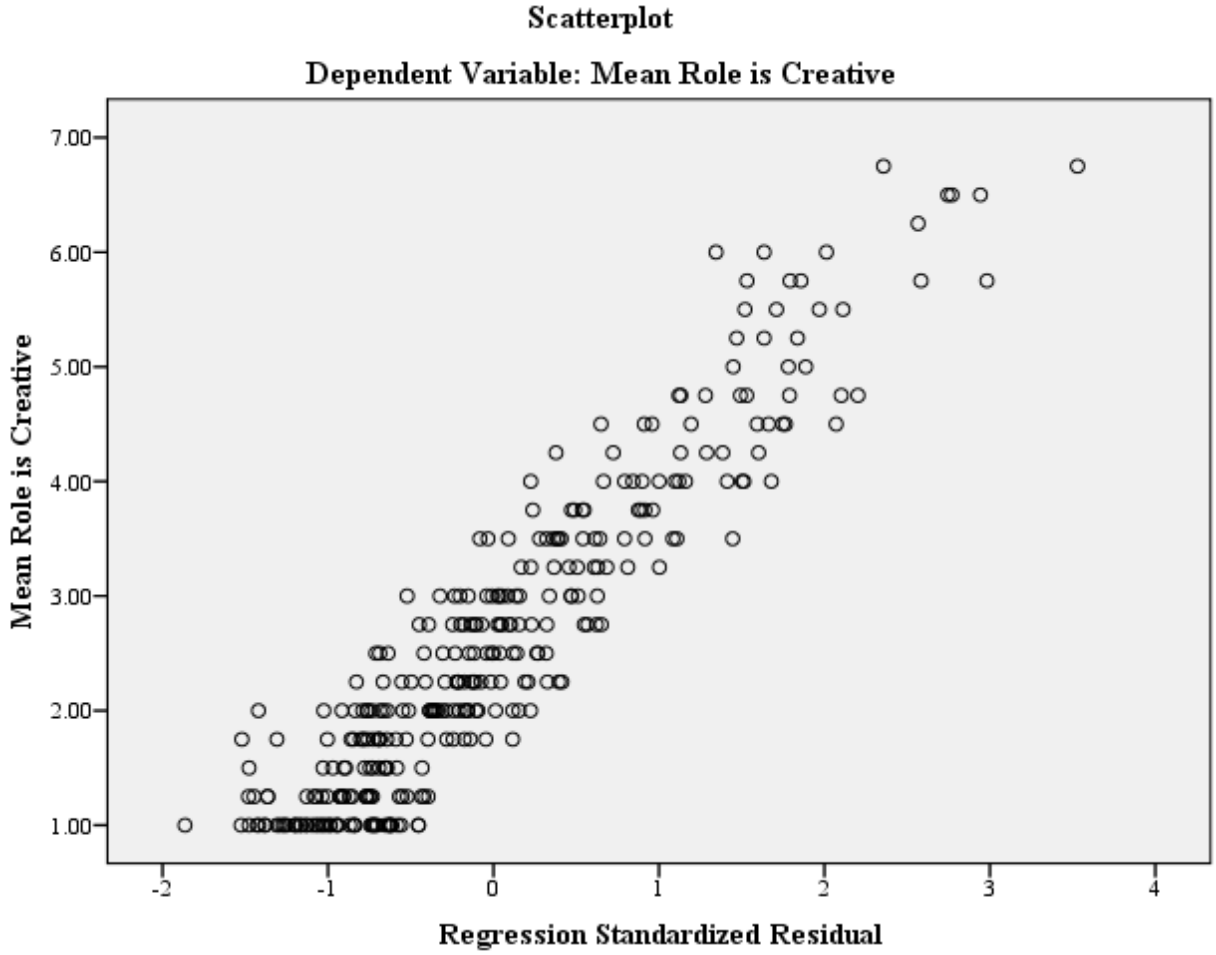


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Regression

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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Strategy-Structure Fit

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.562[a]	.316	.308	1.04526

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Mean Strategy-Structure Fit

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	159.771	4	39.943	36.559	.000[a]
	Residual	345.252	316	1.093		
	Total	505.022	320			

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Mean Strategy-Structure Fit

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.825	.238		11.871	.000
	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.183	.068	.208	2.684	.008
	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.060	.061	.085	.991	.323
	Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.092	.060	.127	1.532	.127
	Q4: Our CEO considers people in marketing to be master strategists.	.161	.062	.206	2.602	.010

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q4: Our CEO considers people in marketing to be master strategists.	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	1.000	-.146
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.146	1.000
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.352	-.299
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.337	-.364
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	.004	-.001
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.001	.005
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.001	-.001
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.001	-.002

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	-.352	-.337
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.299	-.364
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	1.000	-.291
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.291	1.000
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	-.001	-.001
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.001	-.002
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.004	-.001
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.001	.004

a. Dependent Variable: Mean Strategy-Structure Fit

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Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.5035	6.2950	5.2388	.70660	321
Residual	-4.95191	2.44672	.00000	1.03871	321
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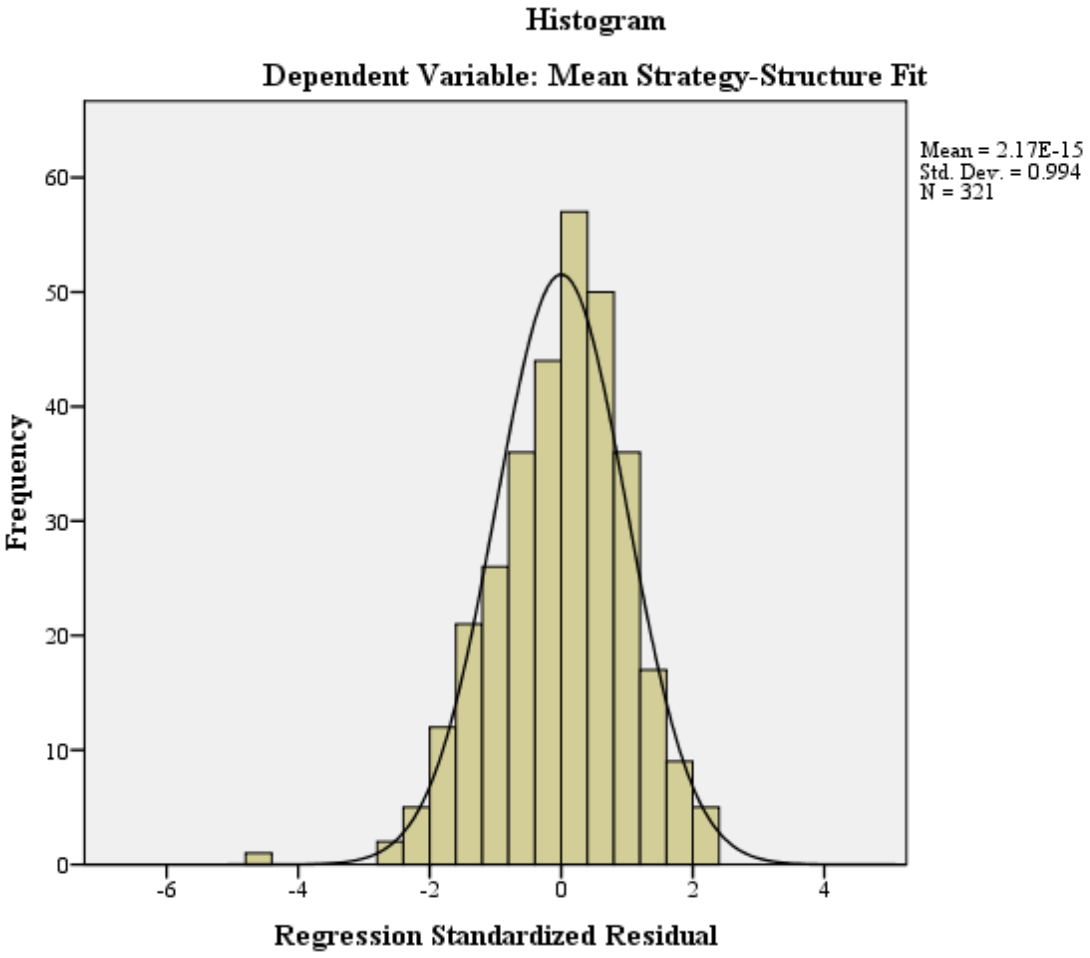
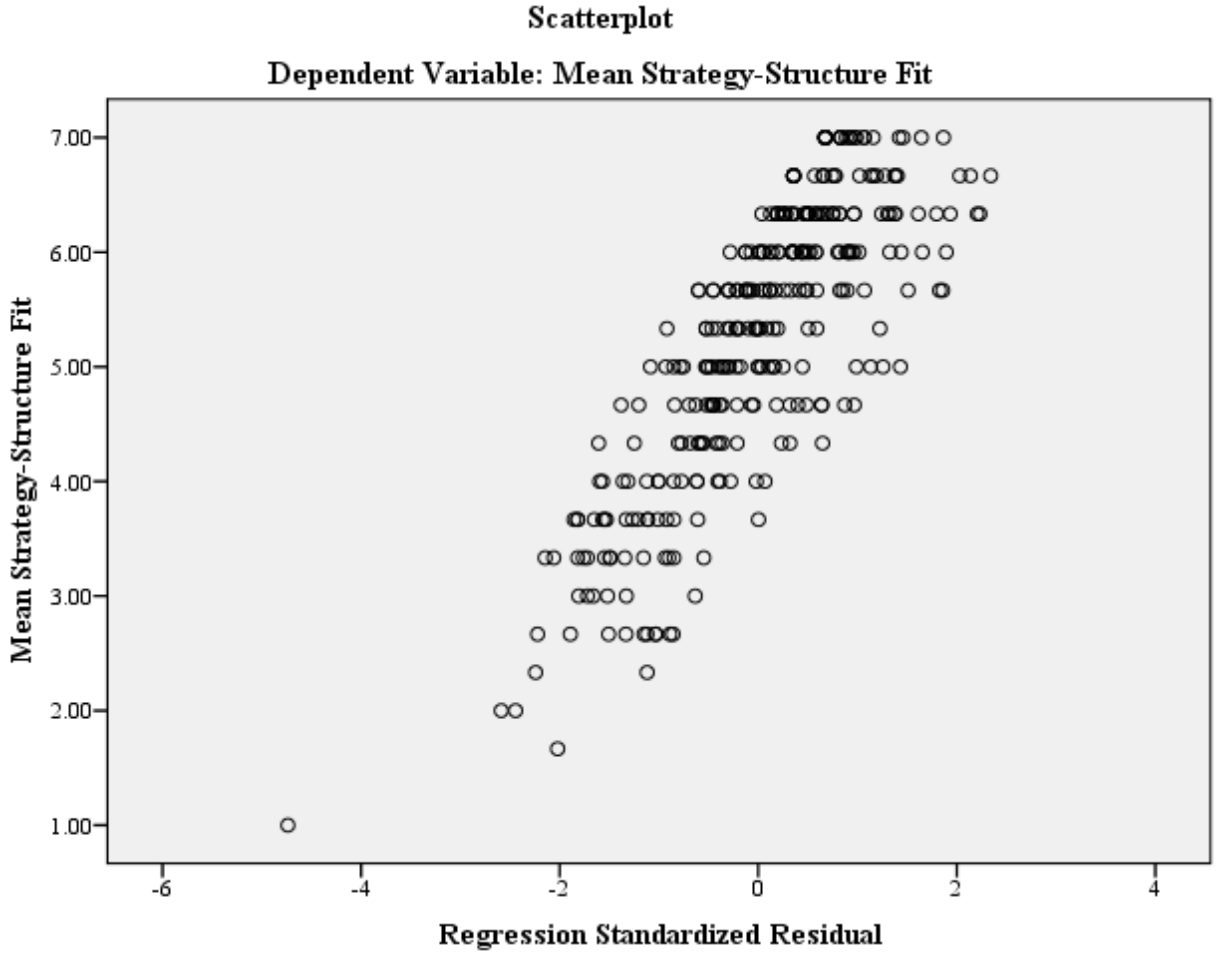
a. Dependent Variable: Mean Strategy-Structure Fit

Charts



www.manaraa.com

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Regression

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Notes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Strategy-Structure Fit

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.434[a]	.189	.183	1.13521

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Mean Strategy-Structure Fit

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ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	95.213	2	47.606	36.941	.000[a]
	Residual	409.810	318	1.289		
	Total	505.022	320			

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Mean Strategy-Structure Fit

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.232	.135		46.248	.000
	Q6: Marketing only seems important to our CEO when sales are weak.	-.095	.053	-.121	-1.772	.077
	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	-.291	.058	-.343	-5.001	.000

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	Q6: Marketing only seems important to our CEO when sales are weak.
1	Correlations	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	1.000	-.676
		Q6: Marketing only seems important to our CEO when sales are weak.	-.676	1.000
	Covariances	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.003	-.002
		Q6: Marketing only seems important to our CEO when sales are weak.	-.002	.003

a. Dependent Variable: Mean Strategy-Structure Fit

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.5358	5.8470	5.2388	.54547	321
Residual	-3.46179	2.89719	.00000	1.13166	321
Std. Predicted Value	-3.122	1.115	.000	1.000	321
Std. Residual	-3.049	2.552	.000	.997	321

a. Dependent Variable: Mean Strategy-Structure Fit

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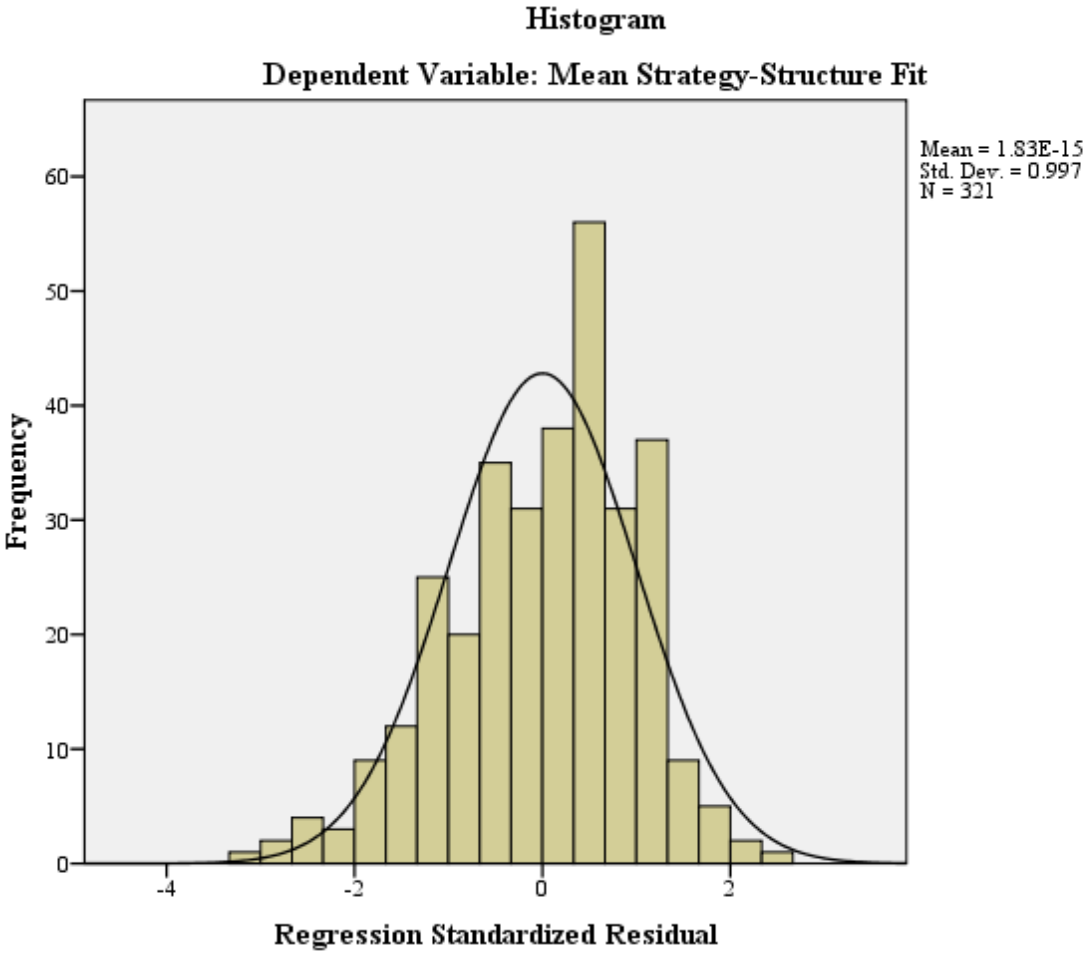
Charts



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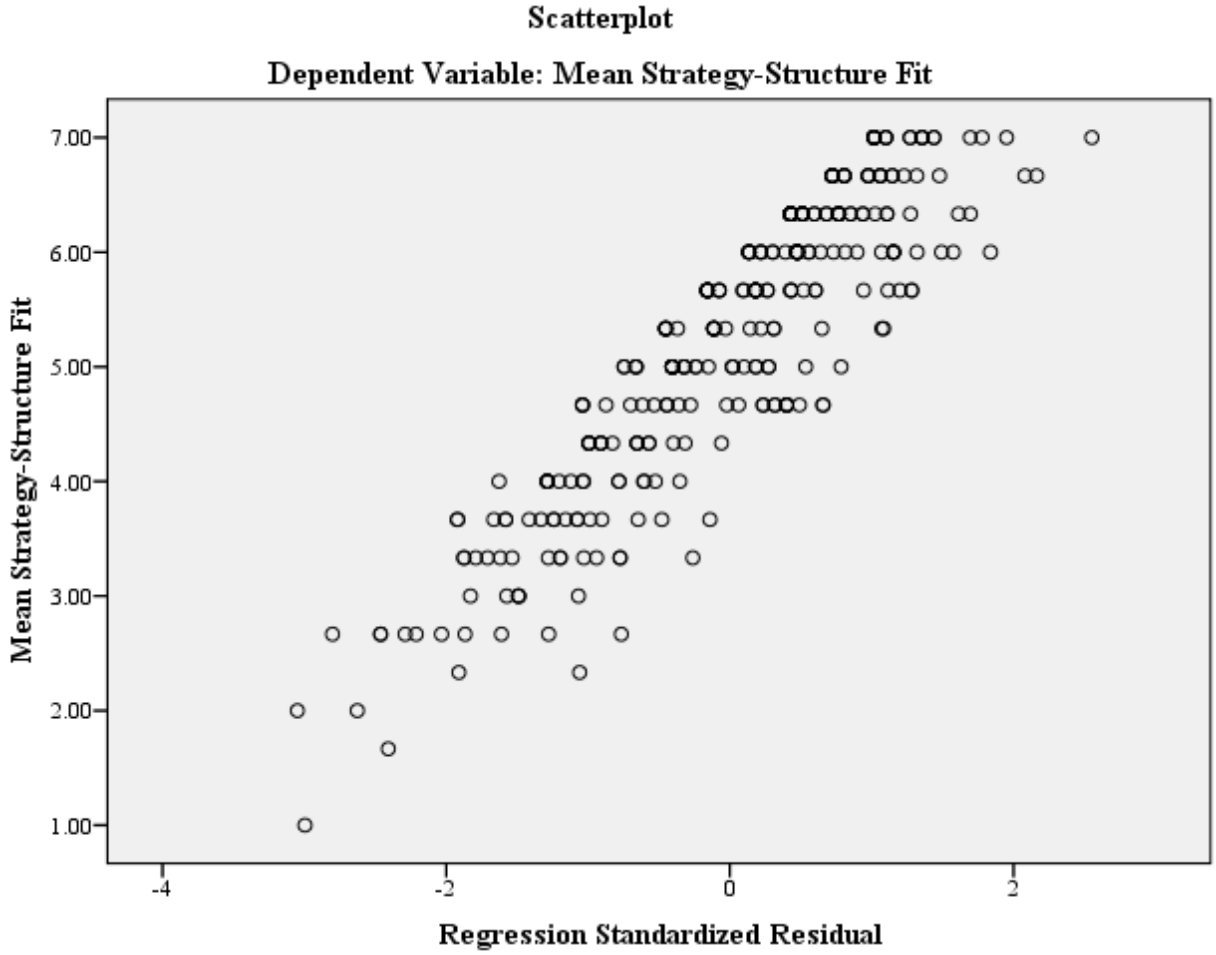


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Regression

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Strategy-Structure Fit

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.560[a]	.314	.305	1.04732

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.

b. Dependent Variable: Mean Strategy-Structure Fit

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	158.406	4	39.601	36.103	.000[a]
	Residual	346.617	316	1.097		
	Total	505.022	320			

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.

b. Dependent Variable: Mean Strategy-Structure Fit

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.561	.125		52.523	.000
	Q9: Marketing seems to just be an internal ad agency to our CEO.	-.236	.048	-.291	-4.956	.000
	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.058	.045	-.083	-1.277	.203
	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.080	.049	-.109	-1.631	.104
	Q12: Our CEO considers people in marketing to just be “creative types”.	-.142	.052	-.190	-2.743	.006

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q12: Our CEO considers people in marketing to just be "creative types".	Q9: Marketing seems to just be an internal ad agency to our CEO.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	1.000	-.192
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.192	1.000
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.294	-.295
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.448	-.127
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	.003	.000
		Q9: Marketing seems to just be an internal ad agency to our CEO.	.000	.002
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.001	-.001
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.001	.000

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	-.294	-.448
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.295	-.127
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	1.000	-.245
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.245	1.000
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	-.001	-.001
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.001	.000
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	.002	-.001
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.001	.002

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a. Dependent Variable: Mean Strategy-Structure Fit

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.1784	6.0451	5.2388	.70358	321
Residual	-3.37843	2.96694	.00000	1.04076	321
Std. Predicted Value	-2.929	1.146	.000	1.000	321
Std. Residual	-3.226	2.833	.000	.994	321

a. Dependent Variable: Mean Strategy-Structure Fit

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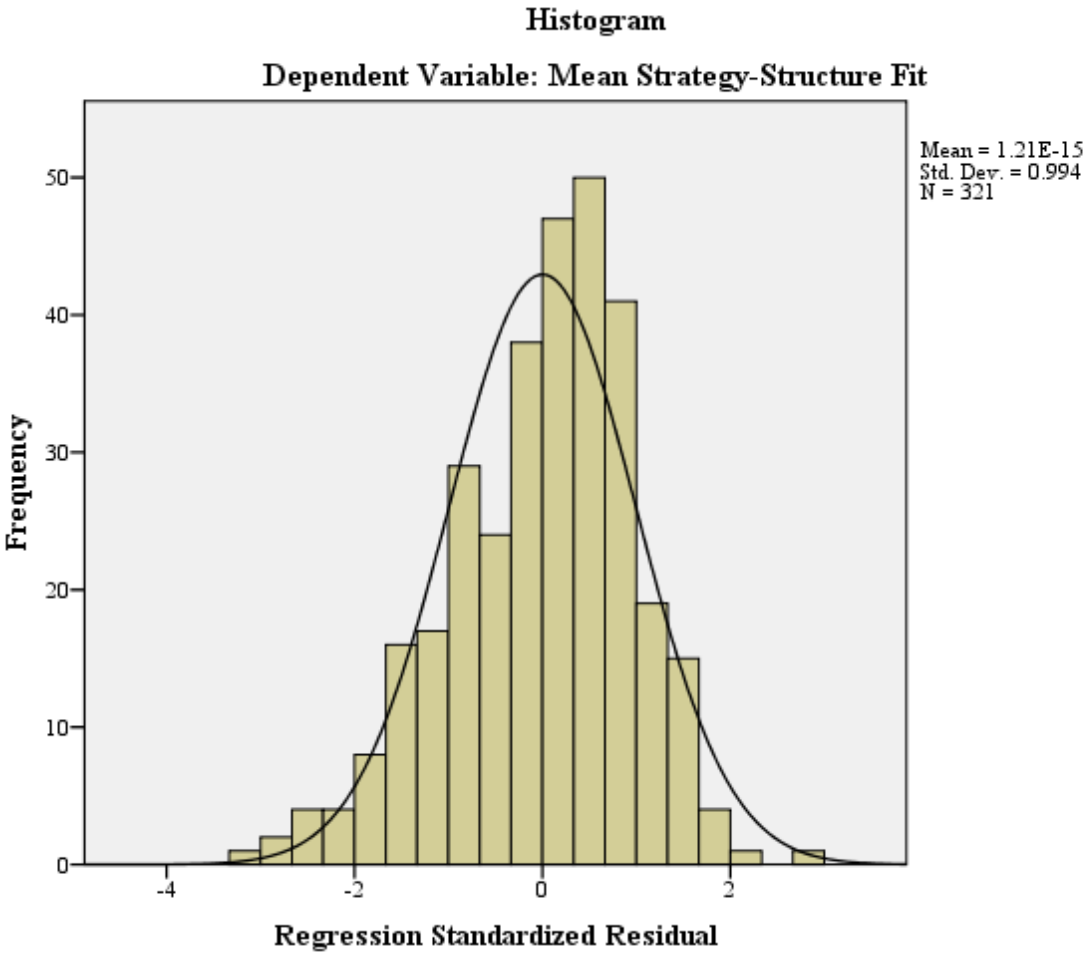
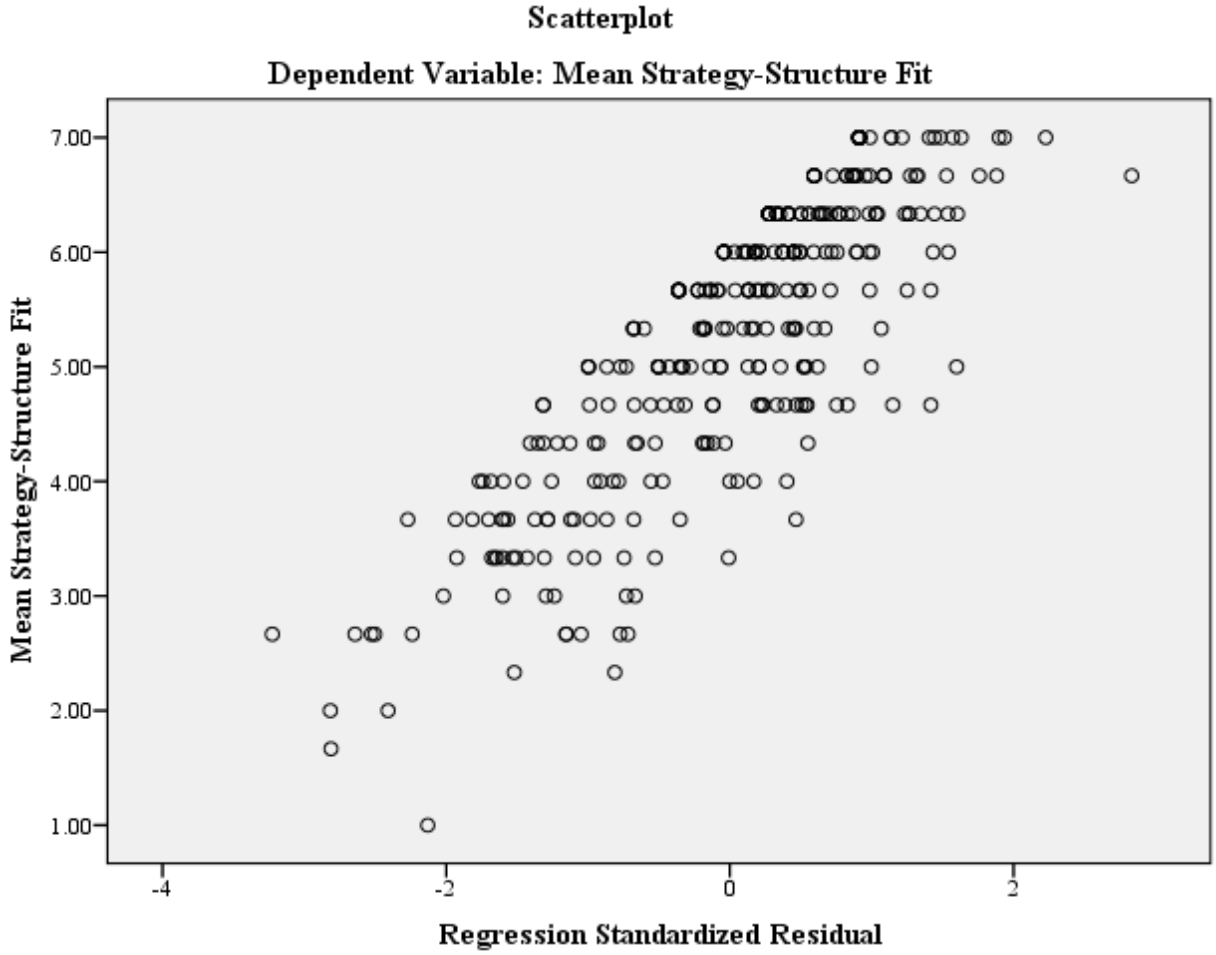
Charts



www.manaraa.com

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Regression

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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Differentiation\All Data All Industries-Differentiation.sav

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Marketing Integration

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.516[a]	.266	.257	1.15936

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Recalculated Mean Marketing Integration

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	153.816	4	38.454	28.609	.000[a]
	Residual	424.741	316	1.344		
	Total	578.558	320			

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.715	.264		10.286	.000
	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.280	.075	.298	3.708	.000
	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.057	.067	.075	.845	.399
	Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.003	.067	.004	.052	.959
	Q4: Our CEO considers people in marketing to be master strategists.	.157	.068	.187	2.289	.023

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q4: Our CEO considers people in marketing to be master strategists.	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	1.000	-.146
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.146	1.000
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.352	-.299
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.337	-.364
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	.005	-.001
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.001	.006
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.002	-.002
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.002	-.002

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	-.352	-.337
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.299	-.364
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	1.000	-.291
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.291	1.000
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	-.002	-.002
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.002	-.002
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.004	-.001
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.001	.005

a. Dependent Variable: Recalculated Mean Marketing Integration

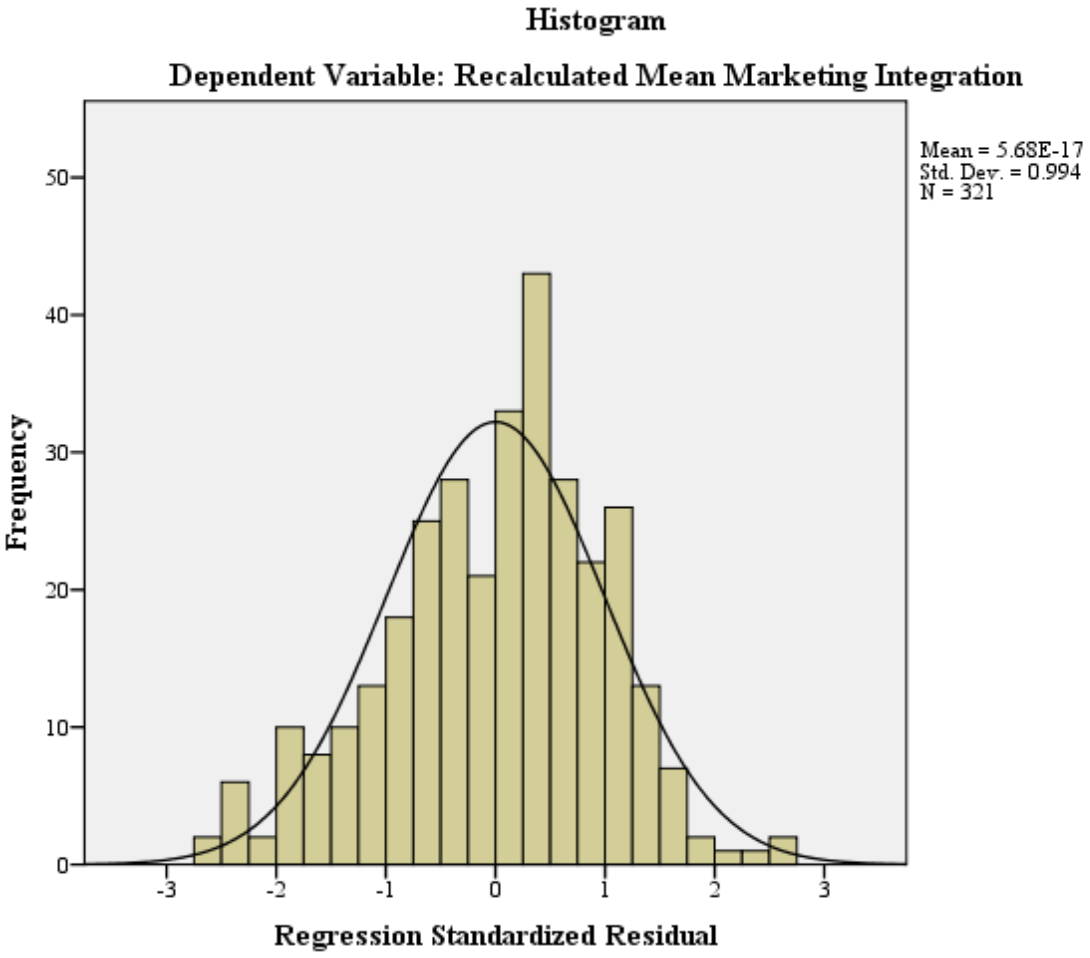
www.manaraa.com

Residuals Statistics[a]

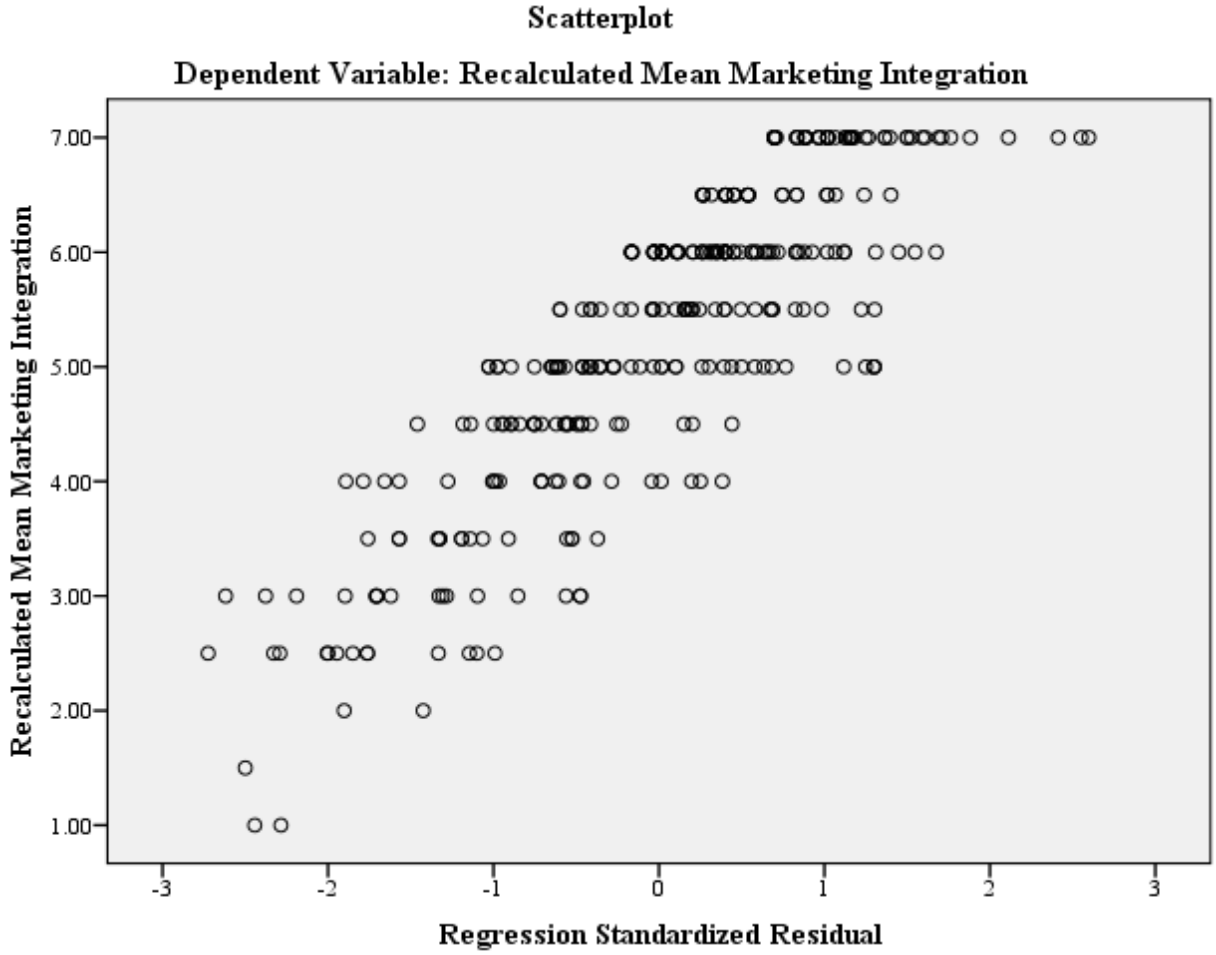
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.4918	6.1928	5.2461	.69331	321
Residual	-3.15899	3.01143	.00000	1.15209	321
Std. Predicted Value	-2.530	1.365	.000	1.000	321
Std. Residual	-2.725	2.597	.000	.994	321

a. Dependent Variable: Recalculated Mean Marketing Integration

Charts



www.manaraa.com

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Regression

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Notes

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	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS BCOV R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT Mean_Mktg_Integration_2 /METHOD=ENTER Role_is_Sales_Q6 Role_is_Sales_Q7 /SCATTERPLOT=(Mean_Mktg_Integration_2 ,*ZRESID) /RESIDUALS HISTOGRAM(ZRESID).
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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Differentiation\All Data All Industries-Differentiation.sav

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Marketing Integration

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.376[a]	.141	.136	1.24995

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Recalculated Mean Marketing Integration

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ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	81.723	2	40.861	26.153	.000[a]
	Residual	496.835	318	1.562		
	Total	578.558	320			

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Recalculated Mean Marketing Integration

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.152	.148		41.462	.000
	Q6: Marketing only seems important to our CEO when sales are weak.	-.063	.059	-.076	-1.081	.281
	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	-.291	.064	-.320	-4.539	.000

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	Q6: Marketing only seems important to our CEO when sales are weak.
1	Correlations	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	1.000	-.676
		Q6: Marketing only seems important to our CEO when sales are weak.	-.676	1.000
	Covariances	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.004	-.003
		Q6: Marketing only seems important to our CEO when sales are weak.	-.003	.003

a. Dependent Variable: Recalculated Mean Marketing Integration

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.6738	5.7980	5.2461	.50535	321
Residual	-3.92637	2.68160	.00000	1.24604	321
Std. Predicted Value	-3.111	1.092	.000	1.000	321
Std. Residual	-3.141	2.145	.000	.997	321

a. Dependent Variable: Recalculated Mean Marketing Integration

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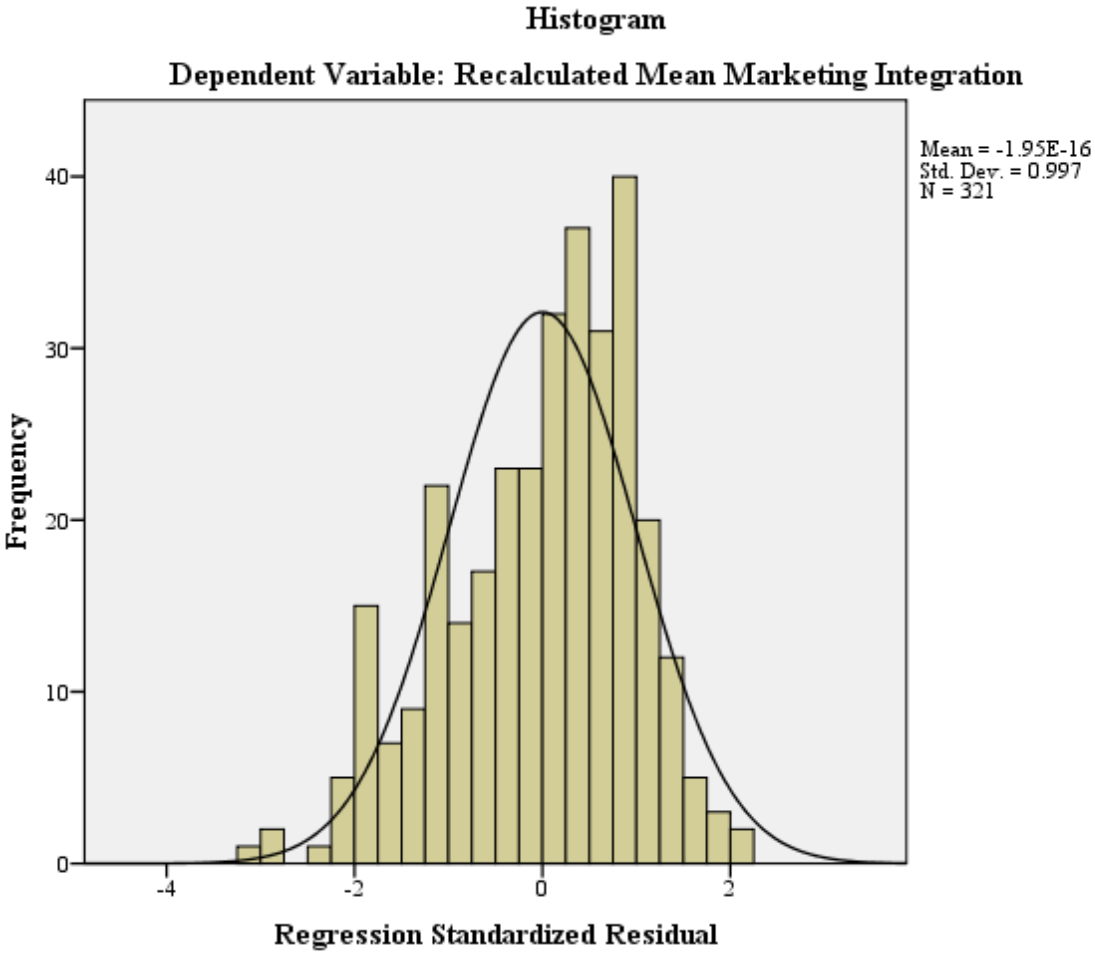
Charts



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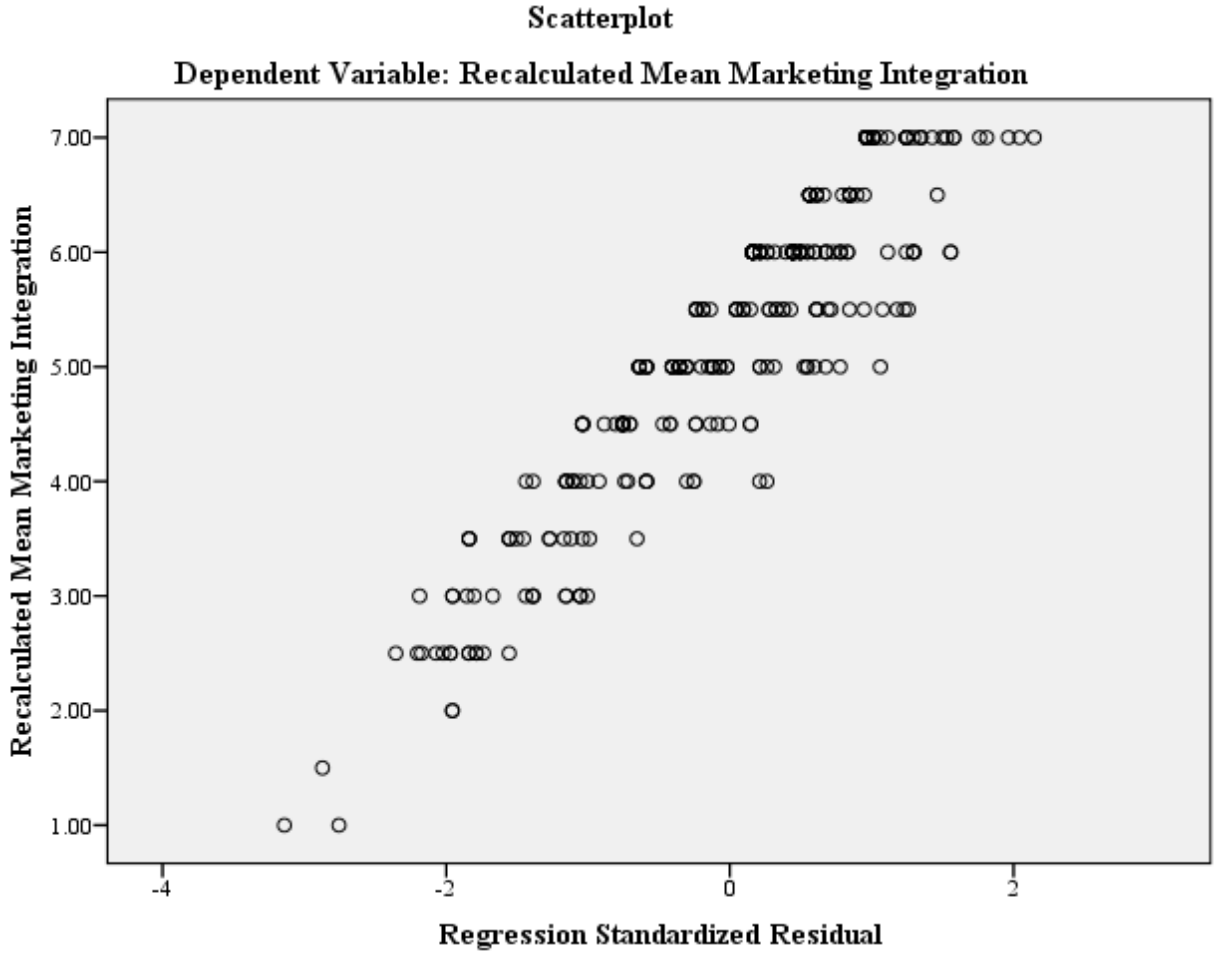


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  /NOORIGIN
  /DEPENDENT Mean_Mktg_Integration_2
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Regression

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Notes

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	N of Rows in Working Data File	321
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	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS BCOV R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT Mean_Mktg_Integration_2 /METHOD=ENTER Role_is_Creative_Q9 Role_is_Creative_Q10 Role_is_Creative_Q11 Role_is_Creative_Q12 /SCATTERPLOT=(Mean_Mktg_Integration_2 ,*ZRESID) /RESIDUALS HISTOGRAM(ZRESID).
Resources	Processor Time	00:00:00.328
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	Memory Required	7552 bytes
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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Differentiation\All Data

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All Industries-Differentiation.sav

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Marketing Integration

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.452[a]	.204	.194	1.20715

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.

b. Dependent Variable: Recalculated Mean Marketing Integration

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	118.075	4	29.519	20.257	.000[a]
	Residual	460.482	316	1.457		
	Total	578.558	320			

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.

b. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.359	.144		44.166	.000
	Q9: Marketing seems to just be an internal ad agency to our CEO.	-.069	.055	-.080	-1.257	.210
	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.091	.052	-.122	-1.742	.082
	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.148	.056	-.187	-2.614	.009
	Q12: Our CEO considers people in marketing to just be “creative types”.	-.120	.060	-.149	-2.003	.046

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q12: Our CEO considers people in marketing to just be "creative types".	Q9: Marketing seems to just be an internal ad agency to our CEO.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	1.000	-.192
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.192	1.000
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.294	-.295
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.448	-.127
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	.004	-.001
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.001	.003
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.001	-.001
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.002	.000

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	-.294	-.448
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.295	-.127
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	1.000	-.245
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.245	1.000
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	-.001	-.002
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.001	.000
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	.003	-.001
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.001	.003

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a. Dependent Variable: Recalculated Mean Marketing Integration

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.4366	5.9321	5.2461	.60744	321
Residual	-3.16817	3.13601	.00000	1.19959	321
Std. Predicted Value	-2.979	1.129	.000	1.000	321
Std. Residual	-2.624	2.598	.000	.994	321

a. Dependent Variable: Recalculated Mean Marketing Integration

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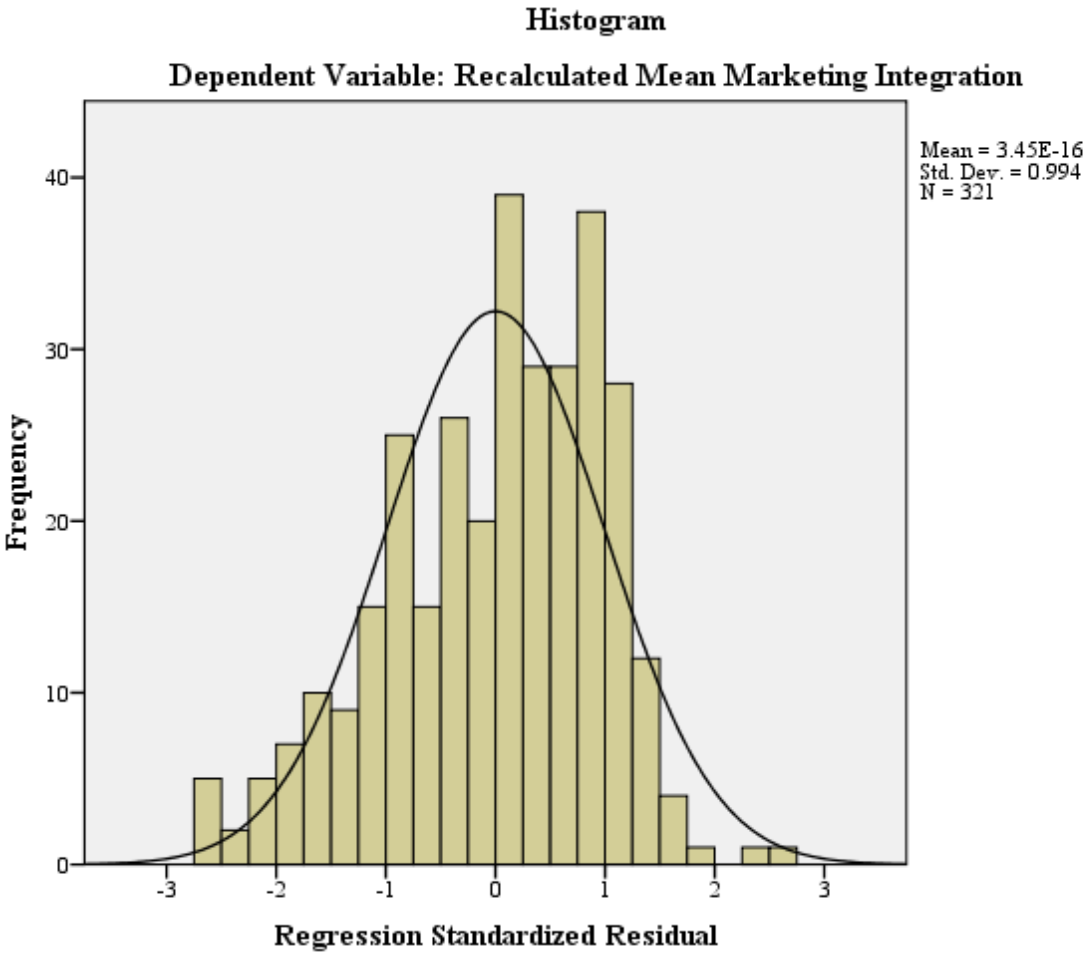
Charts



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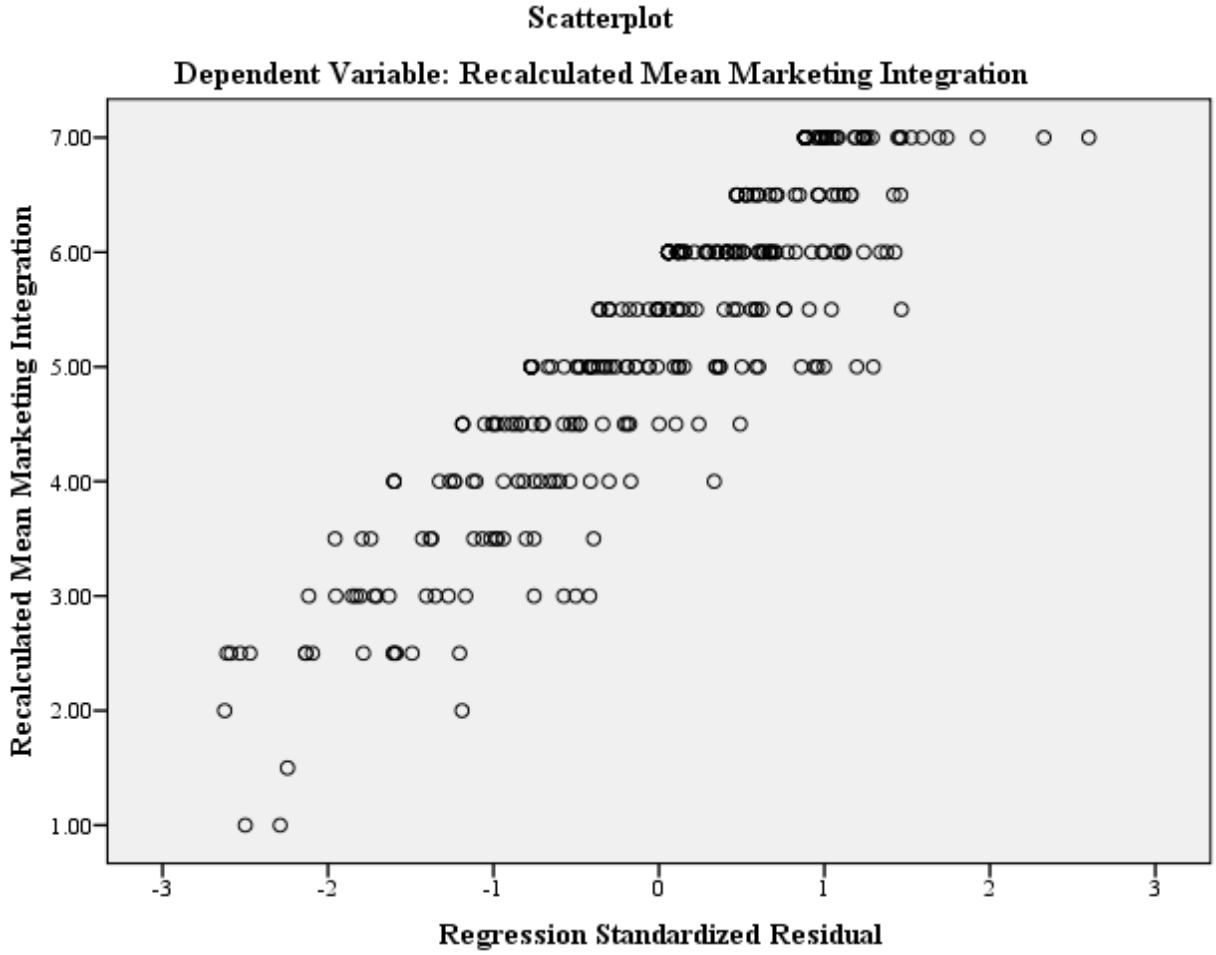

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Appendix L: Focus Strategy Reliability Analysis SPSS Output

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GET
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Industries-Focus.sav'.
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  /STATISTICS=DESCRIPTIVE CORR
  /SUMMARY=TOTAL MEANS.
```

Reliability

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Notes

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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Focus\All Data All Industries-Focus.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	299	100.0
	Excluded[a]	0	.0
	Total	299	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.936	.936	4

Item Statistics

	Mean	Std. Deviation	N
Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	5.41	1.639	299
Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	4.49	1.899	299
Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	4.41	1.772	299
Q4: Our CEO considers people in marketing to be master strategists.	4.05	1.816	299

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Inter-Item Correlation Matrix

	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	Q4: Our CEO considers people in marketing to be master strategists.
Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	1.000	.787	.806	.734
Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.787	1.000	.783	.820
Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.806	.783	1.000	.787
Q4: Our CEO considers people in marketing to be master strategists.	.734	.820	.787	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.591	4.050	5.411	1.361	1.336	.336	4

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	12.95	26.038	.834
Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	13.87	23.241	.864
Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	13.96	24.512	.856
Q4: Our CEO considers people in marketing to be master strategists.	14.31	24.290	.843

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.714	.921
Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.755	.911
Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.741	.913
Q4: Our CEO considers people in marketing to be master strategists.	.728	.917

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/STATISTICS=DESCRIPTIVE CORR
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Reliability

Notes

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	N of Rows in Working Data File	299
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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Role_is_Sales_Q5 Role_is_Sales_Q6 Role_is_Sales_Q7 Role_is_Sales_Q8 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
Resources	Processor Time	00:00:00.000
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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Focus\All Data All Industries-Focus.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	299	100.0
	Excluded[a]	0	.0
	Total	299	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.588	.578	4

Item Statistics

	Mean	Std. Deviation	N
Q5: Our CEO primarily views marketing as an engine to promote sales.	4.76	1.657	299
Q6: Marketing only seems important to our CEO when sales are weak.	3.13	1.811	299
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	2.82	1.663	299
Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.	2.82	1.530	299

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Inter-Item Correlation Matrix

	Q5: Our CEO primarily views marketing as an engine to promote sales.	Q6: Marketing only seems important to our CEO when sales are weak.	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.
Q5: Our CEO primarily views marketing as an engine to promote sales.	1.000	.185	.117	.280
Q6: Marketing only seems important to our CEO when sales are weak.	.185	1.000	.805	.072
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.117	.805	1.000	.070
Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.	.280	.072	.070	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.383	2.819	4.763	1.943	1.689	.867	4

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q5: Our CEO primarily views marketing as an engine to promote sales.	8.77	13.997	.256
Q6: Marketing only seems important to our CEO when sales are weak.	10.40	10.275	.548
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	10.71	11.293	.524
Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.	10.71	15.395	.181

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q5: Our CEO primarily views marketing as an engine to promote sales.	.109	.601
Q6: Marketing only seems important to our CEO when sales are weak.	.657	.354
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.650	.389
Q8: Marketing is encouraged by our CEO to hire people with sales backgrounds.	.080	.644

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Reliability

Notes

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	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Focus\All Data All Industries-Focus.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	299	100.0
	Excluded[a]	0	.0
	Total	299	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.890	.892	2

Item Statistics

	Mean	Std. Deviation	N
Q6: Marketing only seems important to our CEO when sales are weak.	3.13	1.811	299
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	2.82	1.663	299

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Inter-Item Correlation Matrix

	Q6: Marketing only seems important to our CEO when sales are weak.	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.
Q6: Marketing only seems important to our CEO when sales are weak.	1.000	.805
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.805	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.973	2.819	3.127	.308	1.109	.047	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q6: Marketing only seems important to our CEO when sales are weak.	2.82	2.766	.805
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	3.13	3.279	.805

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Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q6: Marketing only seems important to our CEO when sales are weak.	.649	.[a]
Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.649	.[a]

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

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```

Reliability

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Notes

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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Role_is_Creative_Q9 Role_is_Creative_Q10 Role_is_Creative_Q11 Role_is_Creative_Q12 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
Resources	Processor Time	00:00:00.000
	Elapsed Time	00:00:00.004

[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Focus\All Data All Industries-Focus.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	299	100.0
	Excluded[a]	0	.0
	Total	299	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.875	.876	4

Item Statistics

	Mean	Std. Deviation	N
Q9: Marketing seems to just be an internal ad agency to our CEO.	2.60	1.667	299
Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	2.80	1.795	299
Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	2.82	1.868	299
Q12: Our CEO considers people in marketing to just be "creative types".	2.87	1.813	299

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Inter-Item Correlation Matrix

	Q9: Marketing seems to just be an internal ad agency to our CEO.	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	Q12: Our CEO considers people in marketing to just be "creative types".
Q9: Marketing seems to just be an internal ad agency to our CEO.	1.000	.626	.587	.647
Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	.626	1.000	.585	.650
Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.587	.585	1.000	.732
Q12: Our CEO considers people in marketing to just be "creative types".	.647	.650	.732	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.773	2.602	2.873	.271	1.104	.014	4

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q9: Marketing seems to just be an internal ad agency to our CEO.	8.49	23.116	.706
Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	8.29	22.081	.705
Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	8.27	21.171	.729
Q12: Our CEO considers people in marketing to just be “creative types”.	8.22	20.815	.792

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q9: Marketing seems to just be an internal ad agency to our CEO.	.504	.851
Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	.505	.851
Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.568	.842
Q12: Our CEO considers people in marketing to just be “creative types”.	.639	.816

RELIABILITY

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Reliability

Notes

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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Focus\All Data All Industries-Focus.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	299	100.0
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a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.844	.848	3

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Item Statistics

	Mean	Std. Deviation	N
Q13: The marketing department's goals are closely aligned with the company's mission.	5.74	1.421	299
Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	4.68	1.775	299
Q15: The marketing organization is structured in a way that supports our company's overall strategy.	4.97	1.746	299

Inter-Item Correlation Matrix

	Q13: The marketing department's goals are closely aligned with the company's mission.	Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	Q15: The marketing organization is structured in a way that supports our company's overall strategy.
Q13: The marketing department's goals are closely aligned with the company's mission.	1.000	.608	.651
Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	.608	1.000	.690
Q15: The marketing organization is structured in a way that supports our company's overall strategy.	.651	.690	1.000

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Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	5.130	4.682	5.739	1.057	1.226	.299	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q13: The marketing department's goals are closely aligned with the company's mission.	9.65	10.476	.685
Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	10.71	8.301	.718
Q15: The marketing organization is structured in a way that supports our company's overall strategy.	10.42	8.238	.749

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q13: The marketing department's goals are closely aligned with the company's mission.	.473	.816
Q14: Marketing leadership is given autonomy when making decisions to support the company's goals.	.520	.779
Q15: The marketing organization is structured in a way that supports our company's overall strategy.	.561	.745

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Reliability

Notes

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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Focus\All Data All Industries-Focus.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	299	100.0
	Excluded[a]	0	.0
	Total	299	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha[a]	Cronbach's Alpha Based on Standardized Items[a]	N of Items
-.473	-.387	3

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

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Item Statistics

	Mean	Std. Deviation	N
Q16: Marketing routinely works with other departments like they are internal customers.	5.43	1.590	299
Q17: A representative from marketing is often included on major company projects from beginning to end.	5.07	1.714	299
Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.	2.82	1.754	299

Inter-Item Correlation Matrix

	Q16: Marketing routinely works with other departments like they are internal customers.	Q17: A representative from marketing is often included on major company projects from beginning to end.	Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.
Q16: Marketing routinely works with other departments like they are internal customers.	1.000	.478	-.159
Q17: A representative from marketing is often included on major company projects from beginning to end.	.478	1.000	-.626
Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.	-.159	-.626	1.000

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Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.440	2.816	5.435	2.619	1.930	2.012	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q16: Marketing routinely works with other departments like they are internal customers.	7.89	2.249	.360
Q17: A representative from marketing is often included on major company projects from beginning to end.	8.25	4.719	-.156
Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.	10.51	8.070	-.467

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q16: Marketing routinely works with other departments like they are internal customers.	.260	-3.349[a]
Q17: A representative from marketing is often included on major company projects from beginning to end.	.539	-.376[a]
Q18: Marketing doesn't seem to have much say except in how to make something look or sound good.	.418	.645

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

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Reliability

Notes

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Industries-Focus.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	299	100.0
	Excluded[a]	0	.0
	Total	299	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.645	.646	2

Item Statistics

	Mean	Std. Deviation	N
Q16: Marketing routinely works with other departments like they are internal customers.	5.43	1.590	299
Q17: A representative from marketing is often included on major company projects from beginning to end.	5.07	1.714	299

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Inter-Item Correlation Matrix

	Q16: Marketing routinely works with other departments like they are internal customers.	Q17: A representative from marketing is often included on major company projects from beginning to end.
Q16: Marketing routinely works with other departments like they are internal customers.	1.000	.478
Q17: A representative from marketing is often included on major company projects from beginning to end.	.478	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	5.253	5.070	5.435	.365	1.072	.066	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q16: Marketing routinely works with other departments like they are internal customers.	5.07	2.938	.478
Q17: A representative from marketing is often included on major company projects from beginning to end.	5.43	2.528	.478

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Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q16: Marketing routinely works with other departments like they are internal customers.	.228	.[a]
Q17: A representative from marketing is often included on major company projects from beginning to end.	.228	.[a]

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

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Reliability

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Notes

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	268	89.6
	Excluded[a]	31	10.4
	Total	299	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha[a]	Cronbach's Alpha Based on Standardized Items[a]	N of Items
-.354	-.484	3

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Item Statistics

	Mean	Std. Deviation	N
Q19: What is your CEO's highest level of education?	4.64	.912	268
Q20: What is or has been your CEO's dominant area of functional expertise?	.25	.434	268
Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	4.35	.871	268

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Inter-Item Correlation Matrix

	Q19: What is your CEO's highest level of education?	Q20: What is or has been your CEO's dominant area of functional expertise?	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?
Q19: What is your CEO's highest level of education?	1.000	-.197	-.068
Q20: What is or has been your CEO's dominant area of functional expertise?	-.197	1.000	-.102
Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	-.068	-.102	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.078	.250	4.638	4.388	18.552	6.021	3

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q19: What is your CEO's highest level of education?	4.60	.871	-.154
Q20: What is or has been your CEO's dominant area of functional expertise?	8.99	1.483	-.220
Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	4.89	.864	-.114

Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q19: What is your CEO's highest level of education?	.046	-.176[a]
Q20: What is or has been your CEO's dominant area of functional expertise?	.052	-.145[a]
Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	.018	-.360[a]

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

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Reliability

Notes

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[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Focus\All Data All Industries-Focus.sav

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	299	100.0
	Excluded[a]	0	.0
	Total	299	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.725	.719	7

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Item Statistics

	Mean	Std. Deviation	N
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	3.74	1.879	299
Q25: Our company is highly innovative.	4.37	1.685	299
Q26: Our company is often first to market with new products or services.	3.92	1.696	299
Q27: The market for our products or services is intensely competitive.	5.82	1.296	299
Q28: Total revenue growth trend is positive for our company.	5.40	1.567	299
Q29: Our company's profit performance is strong.	5.29	1.634	299
Q30: We seem to be gaining market share over our competitors.	4.64	1.690	299

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Inter-Item Correlation Matrix

	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	Q25: Our company is highly innovative.	Q26: Our company is often first to market with new products or services.	Q27: The market for our products or services is intensely competitive.
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	1.000	.065	.148	-.019
Q25: Our company is highly innovative.	.065	1.000	.772	.065
Q26: Our company is often first to market with new products or services.	.148	.772	1.000	.036
Q27: The market for our products or services is intensely competitive.	-.019	.065	.036	1.000
Q28: Total revenue growth trend is positive for our company.	.118	.360	.259	.041
Q29: Our company's profit performance is strong.	.143	.373	.278	-.032
Q30: We seem to be gaining market share over our competitors.	.116	.476	.430	-.030

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Inter-Item Correlation Matrix

	Q28: Total revenue growth trend is positive for our company.	Q29: Our company's profit performance is strong.	Q30: We seem to be gaining market share over our competitors.
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.118	.143	.116
Q25: Our company is highly innovative.	.360	.373	.476
Q26: Our company is often first to market with new products or services.	.259	.278	.430
Q27: The market for our products or services is intensely competitive.	.041	-.032	-.030
Q28: Total revenue growth trend is positive for our company.	1.000	.746	.631
Q29: Our company's profit performance is strong.	.746	1.000	.637
Q30: We seem to be gaining market share over our competitors.	.631	.637	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.738	3.736	5.816	2.080	1.557	.621	7

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	29.43	42.843	.145
Q25: Our company is highly innovative.	28.79	35.333	.588
Q26: Our company is often first to market with new products or services.	29.25	36.180	.534
Q27: The market for our products or services is intensely competitive.	27.35	48.013	.014
Q28: Total revenue growth trend is positive for our company.	27.77	36.193	.599
Q29: Our company's profit performance is strong.	27.88	35.605	.599
Q30: We seem to be gaining market share over our competitors.	28.53	34.452	.637

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Item-Total Statistics

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.045	.769
Q25: Our company is highly innovative.	.638	.654
Q26: Our company is often first to market with new products or services.	.616	.668
Q27: The market for our products or services is intensely competitive.	.021	.770
Q28: Total revenue growth trend is positive for our company.	.604	.655
Q29: Our company's profit performance is strong.	.609	.653
Q30: We seem to be gaining market share over our competitors.	.528	.641

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Reliability

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Notes

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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.

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Syntax		RELIABILITY /VARIABLES=Market_Orientation_Q31 Market_Orientation_Q32 Market_Orientation_Q33 Market_Orientation_Q34 Market_Orientation_Q35 Market_Orientation_Q36 Market_Orientation_Q37 Market_Orientation_Q38 Market_Orientation_Q39 Market_Orientation_Q40 Market_Orientation_Q41 Market_Orientation_Q42 Market_Orientation_Q43 Market_Orientation_Q44 Market_Orientation_Q45 Market_Orientation_Q46 Market_Orientation_Q47 Market_Orientation_Q48 Market_Orientation_Q49 Market_Orientation_Q50 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	299	100.0
	Excluded[a]	0	.0
	Total	299	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.582	.533	20

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Item Statistics

	Mean	Std. Deviation	N
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	5.35	1.863	299
Q32: In this organization, we do a lot of in-house market research.	4.35	1.826	299
Q33: We are slow to detect changes in our customers' product preferences.	3.25	1.545	299
Q34: We survey end-users at least once a year to assess the quality of our products and services.	4.79	2.167	299
Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	2.87	1.565	299
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	4.98	1.593	299
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	4.66	2.027	299
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	4.64	1.828	299
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	4.58	1.721	299

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Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	4.24	1.999	299
Q41: When one department finds out something important about competitors, it is slow to alert other departments.	3.34	1.698	299
Q42: It takes us forever to decide how to respond to competitors' price changes.	3.17	1.689	299
Q43: For one reason or another we tend to ignore changes in our customers' product or service needs.	3.01	1.567	299
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	4.60	1.640	299
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	4.62	1.754	299
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	4.33	1.803	299
Q47: The activities of the different departments in this company are well coordinated.	3.86	1.637	299
Q48: Customer complaints fall on deaf ears in this company.	2.23	1.376	299
Q49: Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.	3.18	1.755	299

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Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	4.70	1.444	299

Inter-Item Correlation Matrix

	Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	Q32: In this organization, we do a lot of in-house market research.	Q33: We are slow to detect changes in our customers' product preferences.	Q34: We survey end-users at least once a year to assess the quality of our products and services.	Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	1.000	.438	-.308	.307	-.288	.367	.325	.381	.322	.297
Q32: In this organization, we do a lot of in-house market research.	.438	1.000	-.220	.361	-.243	.367	.380	.412	.348	.296
Q33: We are	-.308	-.220	1.000	-.116	.628	-.400	-.305	-.337	-.303	-.276

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slow to detect changes in our customers' product preferences.										
Q34: We survey end-users at least once a year to assess the quality of our products and services.	.307	.361	-.116	1.000	-.139	.267	.281	.272	.261	.476
Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	-.288	-.243	.628	-.139	1.000	-.460	-.321	-.359	-.338	-.335
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	.367	.367	-.400	.267	-.460	1.000	.539	.471	.381	.402
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	.325	.380	-.305	.281	-.321	.539	1.000	.612	.462	.492
Q38: Marketing personnel in our company spend time discussing customers' future needs with other	.381	.412	-.337	.272	-.359	.471	.612	1.000	.526	.448

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functional departments.										
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	.322	.348	-.303	.261	-.338	.381	.462	.526	1.000	.462
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	.297	.296	-.276	.476	-.335	.402	.492	.448	.462	1.000
Q41: When one department finds out something important about competitors, it is slow to alert other departments.	-.212	-.203	.392	-.175	.363	-.246	-.339	-.373	-.360	-.384
Q42: It takes us forever to decide how to respond to competitors' price changes.	-.220	-.184	.408	-.117	.427	-.257	-.310	-.335	-.267	-.338
Q43: For one reason or another we tend to ignore changes in our customers' product or service needs.	-.334	-.227	.554	-.151	.571	-.384	-.363	-.426	-.323	-.360
Q44: We periodically	.472	.310	-.406	.224	-.449	.456	.346	.444	.346	.360

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review our product development efforts to ensure that they are in line with what customers want.										
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	.370	.294	-.370	.207	-.422	.509	.545	.533	.441	.380
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	.246	.199	-.329	.250	-.425	.444	.337	.323	.296	.370
Q47: The activities of the different departments in this company are well coordinated.	.271	.295	-.330	.217	-.391	.326	.469	.531	.434	.432
Q48: Customer complaints fall on deaf ears in this company.	-.175	-.204	.268	-.139	.274	-.186	-.235	-.215	-.191	-.274
Q49: Even if we came up with a great marketing plan, we	-.157	-.211	.370	-.091	.375	-.286	-.305	-.414	-.268	-.317

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probably would not be able to implement it in a timely fashion.										
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	.247	.184	-.273	.105	-.276	.311	.269	.381	.326	.270

Inter-Item Correlation Matrix

	Q41: When one department finds out something important about competitors, it is slow to alert other departments.	Q42: It takes us forever to decide how to respond to competitors' price changes.	Q43: For one reason or another we tend to ignore changes in our customers' product or service needs.	Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	Q47: The activities of the different departments in this company are well coordinated.	Q48: Customer complaints fall on deaf ears in this company.	Q49: Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.	Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the	-.212	-.220	-.334	.472	.370	.246	.271	-.175	-.157	.247

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future.										
Q32: In this organization, we do a lot of in-house market research.	-.203	-.184	-.227	.310	.294	.199	.295	-.204	-.211	.184
Q33: We are slow to detect changes in our customers' product preferences.	.392	.408	.554	-.406	-.370	-.329	-.330	.268	.370	-.273
Q34: We survey end-users at least once a year to assess the quality of our products and services.	-.175	-.117	-.151	.224	.207	.250	.217	-.139	-.091	.105
Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	.363	.427	.571	-.449	-.422	-.425	-.391	.274	.375	-.276
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	-.246	-.257	-.384	.456	.509	.444	.326	-.186	-.286	.311
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and	-.339	-.310	-.363	.346	.545	.337	.469	-.235	-.305	.269

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developments.										
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	-.373	-.335	-.426	.444	.533	.323	.531	-.215	-.414	.381
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	-.360	-.267	-.323	.346	.441	.296	.434	-.191	-.268	.326
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	-.384	-.338	-.360	.360	.380	.370	.432	-.274	-.317	.270
Q41: When one department finds out something important about competitors, it is slow to alert other departments.	1.000	.425	.474	-.345	-.414	-.185	-.444	.235	.331	-.222
Q42: It takes us forever to decide how to respond to competitors' price changes.	.425	1.000	.622	-.388	-.377	-.342	-.376	.360	.458	-.328
Q43: For one reason or another	.474	.622	1.000	-.532	-.441	-.371	-.452	.417	.480	-.362

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we tend to ignore changes in our customers' product or service needs.										
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	-.345	-.388	-.532	1.000	.631	.388	.500	-.281	-.312	.405
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	-.414	-.377	-.441	.631	1.000	.334	.547	-.225	-.229	.330
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	-.185	-.342	-.371	.388	.334	1.000	.426	-.200	-.331	.306
Q47: The activities of the different departments in this company are well coordinated.	-.444	-.376	-.452	.500	.547	.426	1.000	-.376	-.451	.357
Q48: Customer	.235	.360	.417	-.281	-.225	-.200	-.376	1.000	.415	-.286

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complaints fall on deaf ears in this company.										
Q49: Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.	.331	.458	.480	-.312	-.229	-.331	-.451	.415	1.000	-.303
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	-.222	-.328	-.362	.405	.330	.306	.357	-.286	-.303	1.000

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Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.037	2.227	5.351	3.124	2.402	.729	20

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	75.39	114.367	.423	.360	.532
Q32: In this organization, we do a lot of in-house market research.	76.39	114.367	.435	.337	.530
Q33: We are slow to detect changes in our customers' product preferences.	77.50	140.915	-.235	.479	.622
Q34: We survey end-users at least once a year to assess the quality of our products and services.	75.95	111.199	.411	.315	.528
Q35: We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	77.88	143.545	-.302	.525	.631
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	75.77	115.515	.486	.497	.528
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	76.08	108.459	.524	.540	.509
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	76.11	111.105	.525	.562	.515

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Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	76.17	114.565	.465	.399	.528
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	76.50	111.788	.447	.473	.525
Q41: When one department finds out something important about competitors, it is slow to alert other departments.	77.40	143.430	-.286	.378	.634
Q42: It takes us forever to decide how to respond to competitors' price changes.	77.58	140.245	-.210	.467	.624
Q43: For one reason or another we tend to ignore changes in our customers' product or service needs.	77.73	142.633	-.278	.605	.628
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	76.14	117.707	.401	.565	.540
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	76.13	113.648	.480	.594	.525
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	76.41	118.975	.317	.371	.550
Q47: The activities of the different departments in this company are well coordinated.	76.89	118.578	.377	.536	.543
Q48: Customer complaints fall on deaf ears in this company.	78.52	138.438	-.175	.294	.611

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Q49: Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.	77.57	140.958	-.225	.423	.628
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	76.05	124.034	.266	.278	.561

```
RELIABILITY
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Market_Orientation_Q36 Market_Orientation_Q37 Market_Orientation_Q38 Market_Orientation_Q39
Market_Orientation_Q40 Market_Orientation_Q44 Market_Orientation_Q45
Market_Orientation_Q46 Market_Orientation_Q47 Market_Orientation_Q50
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  /MODEL=ALPHA
  /STATISTICS=DESCRIPTIVE CORR
  /SUMMARY=TOTAL MEANS.
```

Reliability

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Notes

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Comments		
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	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	299
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=Market_Orientation_Q31 Market_Orientation_Q32 Market_Orientation_Q34 Market_Orientation_Q36 Market_Orientation_Q37 Market_Orientation_Q38 Market_Orientation_Q39 Market_Orientation_Q40 Market_Orientation_Q44 Market_Orientation_Q45 Market_Orientation_Q46 Market_Orientation_Q47 Market_Orientation_Q50 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE CORR /SUMMARY=TOTAL MEANS.
Resources	Processor Time	00:00:00.000
	Elapsed Time	00:00:00.009

[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Focus\All Data All

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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	299	100.0
	Excluded[a]	0	.0
	Total	299	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.882	.885	13

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Item Statistics

	Mean	Std. Deviation	N
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	5.35	1.863	299
Q32: In this organization, we do a lot of in-house market research.	4.35	1.826	299
Q34: We survey end-users at least once a year to assess the quality of our products and services.	4.79	2.167	299
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	4.98	1.593	299
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	4.66	2.027	299
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	4.64	1.828	299
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	4.58	1.721	299
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	4.24	1.999	299
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	4.60	1.640	299

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Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	4.62	1.754	299
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	4.33	1.803	299
Q47: The activities of the different departments in this company are well coordinated.	3.86	1.637	299
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	4.70	1.444	299

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Inter-Item Correlation Matrix

	Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	Q32: In this organization, we do a lot of in-house market research.	Q34: We survey end-users at least once a year to assess the quality of our products and services.	Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	1.000	.438	.307	.367	.325	.381	.322
Q32: In this organization, we do a lot of in-house market research.	.438	1.000	.361	.367	.380	.412	.348
Q34: We survey end-users at least once a year to assess the quality of our products and services.	.307	.361	1.000	.267	.281	.272	.261
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	.367	.367	.267	1.000	.539	.471	.381
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	.325	.380	.281	.539	1.000	.612	.462

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Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	.381	.412	.272	.471	.612	1.000	.526
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	.322	.348	.261	.381	.462	.526	1.000
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	.297	.296	.476	.402	.492	.448	.462
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	.472	.310	.224	.456	.346	.444	.346
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	.370	.294	.207	.509	.545	.533	.441
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	.246	.199	.250	.444	.337	.323	.296

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Q47: The activities of the different departments in this company are well coordinated.	.271	.295	.217	.326	.469	.531	.434
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	.247	.184	.105	.311	.269	.381	.326

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Inter-Item Correlation Matrix

	Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	Q47: The activities of the different departments in this company are well coordinated.	Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	.297	.472	.370	.246	.271	.247
Q32: In this organization, we do a lot of in-house market research.	.296	.310	.294	.199	.295	.184
Q34: We survey end-users at least once a year to assess the quality of our products and services.	.476	.224	.207	.250	.217	.105
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	.402	.456	.509	.444	.326	.311
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	.492	.346	.545	.337	.469	.269
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	.448	.444	.533	.323	.531	.381

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Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	.462	.346	.441	.296	.434	.326
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	1.000	.360	.380	.370	.432	.270
Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	.360	1.000	.631	.388	.500	.405
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	.380	.631	1.000	.334	.547	.330
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	.370	.388	.334	1.000	.426	.306
Q47: The activities of the different departments in this company are well coordinated.	.432	.500	.547	.426	1.000	.357
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	.270	.405	.330	.306	.357	1.000

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Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.592	3.860	5.351	1.492	1.386	.131	13

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Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q31: In this company, we meet with customers at least once a year to find out what products or services they will need in the future.	54.35	197.174	.514	.348	.876
Q32: In this organization, we do a lot of in-house market research.	55.35	198.516	.499	.330	.877
Q34: We survey end-users at least once a year to assess the quality of our products and services.	54.91	197.642	.414	.299	.884
Q36: We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	54.72	197.062	.625	.464	.871
Q37: We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	55.04	187.123	.654	.536	.869
Q38: Marketing personnel in our company spend time discussing customers' future needs with other functional departments.	55.06	189.436	.691	.538	.867
Q39: When something important happens to a major customer or market, the whole company knows about it in a short period.	55.12	196.055	.592	.389	.872
Q40: Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	55.45	189.953	.609	.448	.871

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Q44: We periodically review our product development efforts to ensure that they are in line with what customers want.	55.10	196.323	.621	.538	.871
Q45: Several departments get together periodically to plan a response to changes taking place in our business environment.	55.08	192.564	.655	.567	.869
Q46: If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	55.37	199.206	.493	.322	.877
Q47: The activities of the different departments in this company are well coordinated.	55.84	196.612	.615	.480	.871
Q50: When we find that customers would like us to modify a service, the departments involved make concerted efforts to do so.	55.00	207.426	.433	.250	.880

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Appendix M: Focus Strategy Regression Analysis SPSS Output

```
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  /DEPENDENT Mean_Market_Orientation_2
  /METHOD=ENTER Role_is_Strategic_Q1 Role_is_Strategic_Q2 Role_is_Strategic_Q3 Role_is_Strategic_Q4
  /SCATTERPLOT=(Mean_Market_Orientation_2 ,*ZRESID)
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Regression

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Notes

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	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	299
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS BCOV R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT Mean_Market_Orientation_2 /METHOD=ENTER Role_is_Strategic_Q1 Role_is_Strategic_Q2 Role_is_Strategic_Q3 Role_is_Strategic_Q4 /SCATTERPLOT=(Mean_Market_Orientation_2 ,*ZRESID) /RESIDUALS HISTOGRAM(ZRESID).
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	Additional Memory Required for Residual Plots	304 bytes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Market Orientation

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.539[a]	.290	.280	.98429

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Recalculated Mean Market Orientation

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	116.379	4	29.095	30.031	.000[a]
	Residual	284.834	294	.969		
	Total	401.212	298			

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Recalculated Mean Market Orientation

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.212	.198		16.216	.000
	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.050	.065	-.071	-.769	.443
	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.137	.061	.224	2.255	.025
	Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.012	.063	.019	.197	.844
	Q4: Our CEO considers people in marketing to be master strategists.	.242	.060	.379	4.026	.000

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q4: Our CEO considers people in marketing to be master strategists.	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	1.000	-.062
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.062	1.000
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.337	-.444
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.477	-.342
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	.004	.000
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.000	.004
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.001	-.002
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.002	-.001

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	-.337	-.477
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.444	-.342
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	1.000	-.177
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.177	1.000
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	-.001	-.002
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.002	-.001
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.004	-.001
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.001	.004

a. Dependent Variable: Recalculated Mean Market Orientation

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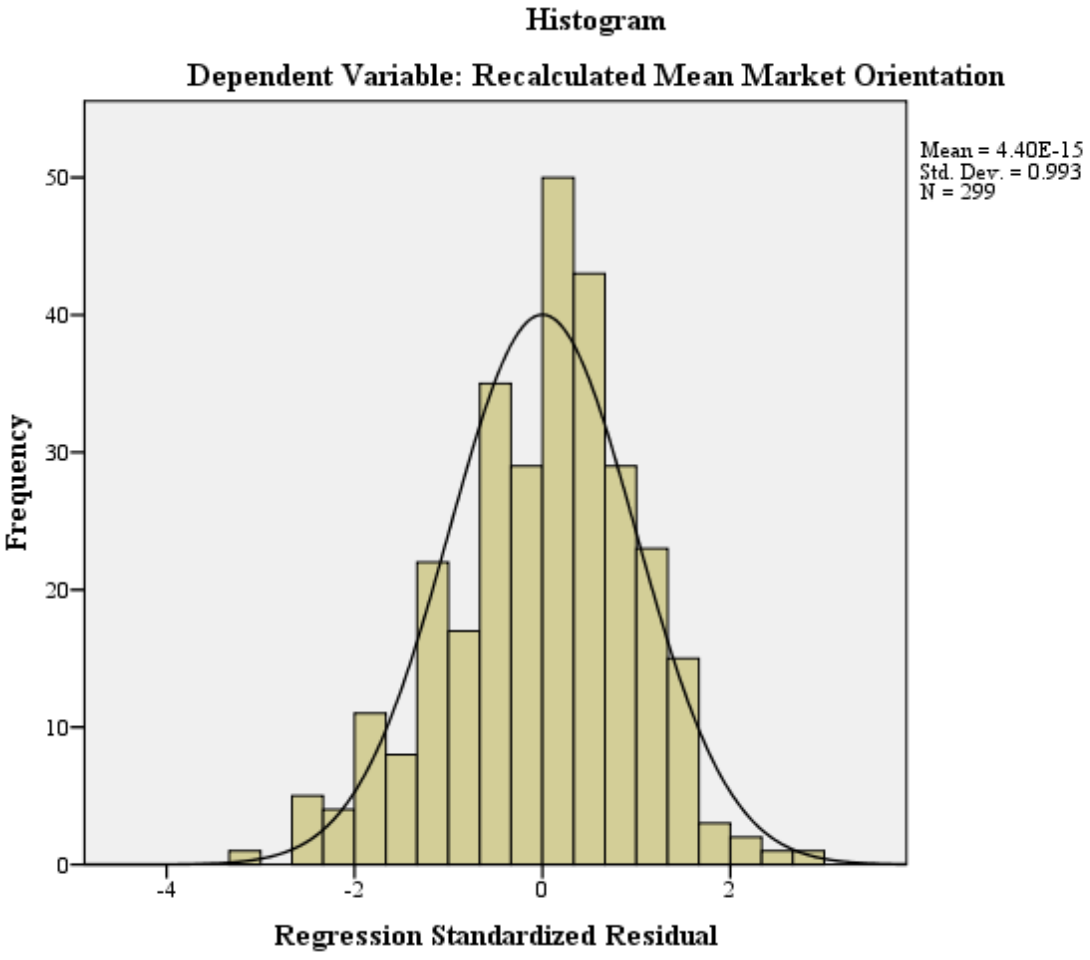
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.2782	5.6025	4.5922	.62493	299
Residual	-2.98710	2.83137	.00000	.97766	299
Std. Predicted Value	-2.103	1.617	.000	1.000	299
Std. Residual	-3.035	2.877	.000	.993	299

a. Dependent Variable: Recalculated Mean Market Orientation

Charts



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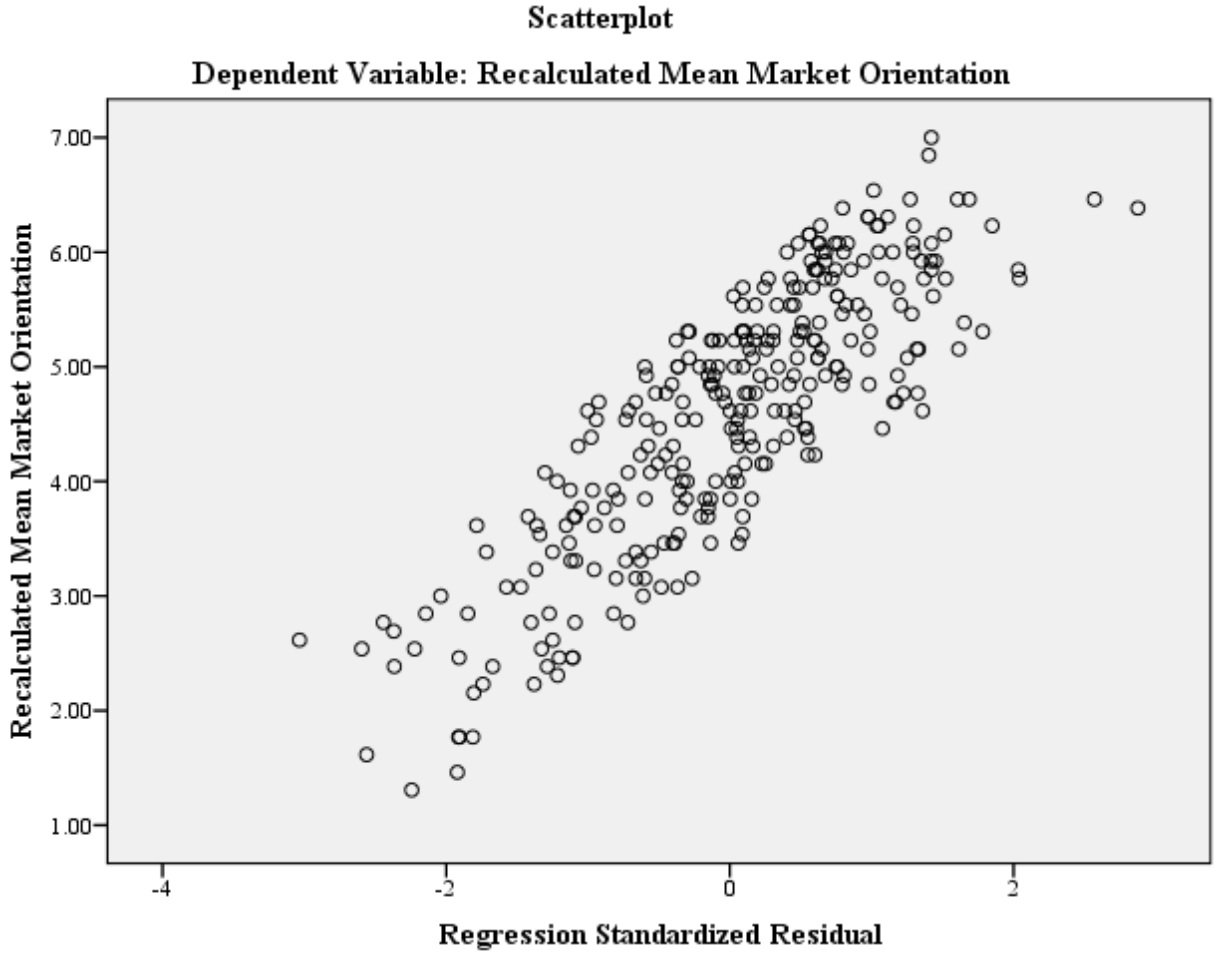


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Regression

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Notes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Market Orientation

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.428[a]	.183	.178	1.05230

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Recalculated Mean Market Orientation

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ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.441	2	36.721	33.161	.000[a]
	Residual	327.771	296	1.107		
	Total	401.212	298			

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Recalculated Mean Market Orientation

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.465	.126		43.527	.000
	Q6: Marketing only seems important to our CEO when sales are weak.	-.058	.057	-.090	-1.020	.308
	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	-.245	.062	-.352	-3.967	.000

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	Q6: Marketing only seems important to our CEO when sales are weak.
1	Correlations	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	1.000	-.805
		Q6: Marketing only seems important to our CEO when sales are weak.	-.805	1.000
	Covariances	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.004	-.003
		Q6: Marketing only seems important to our CEO when sales are weak.	-.003	.003

a. Dependent Variable: Recalculated Mean Market Orientation

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.3422	5.1618	4.5922	.49643	299
Residual	-3.37699	2.92649	.00000	1.04876	299
Std. Predicted Value	-2.518	1.147	.000	1.000	299
Std. Residual	-3.209	2.781	.000	.997	299

a. Dependent Variable: Recalculated Mean Market Orientation

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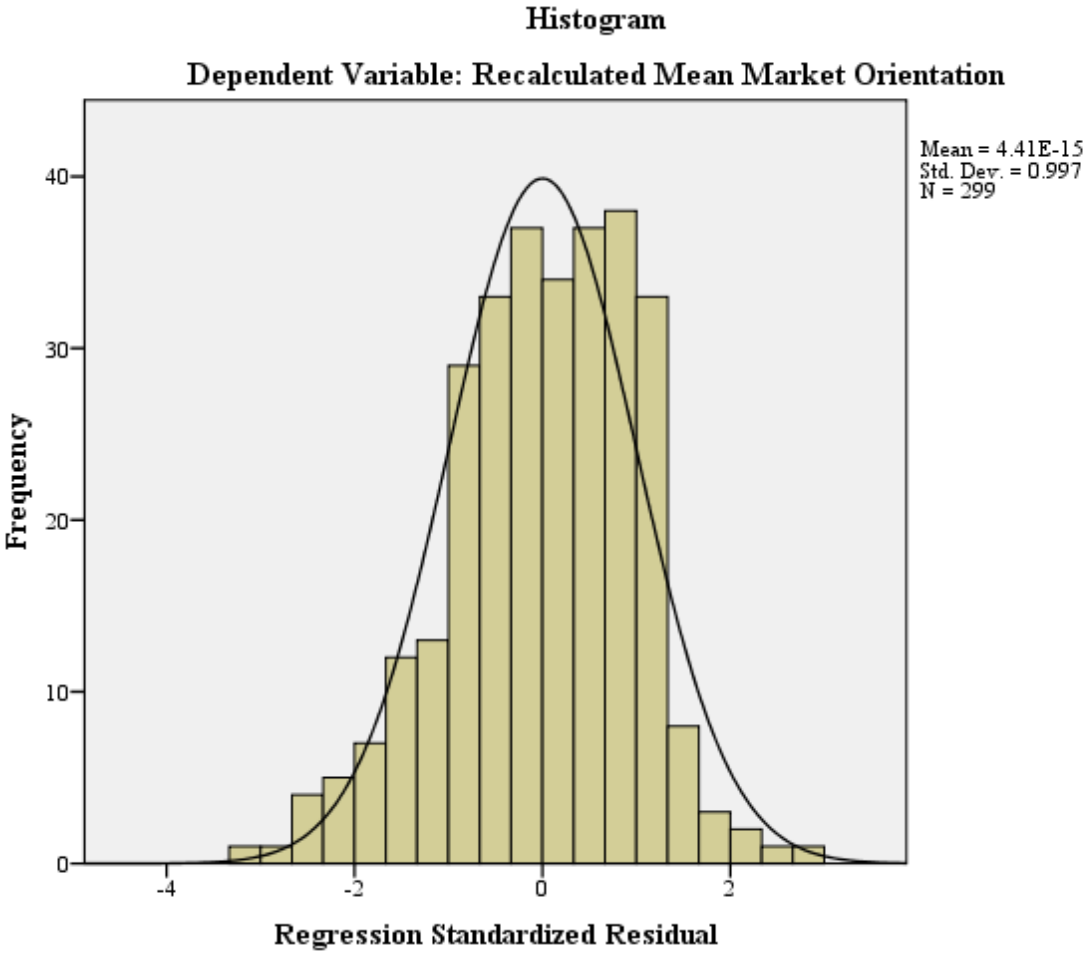
Charts



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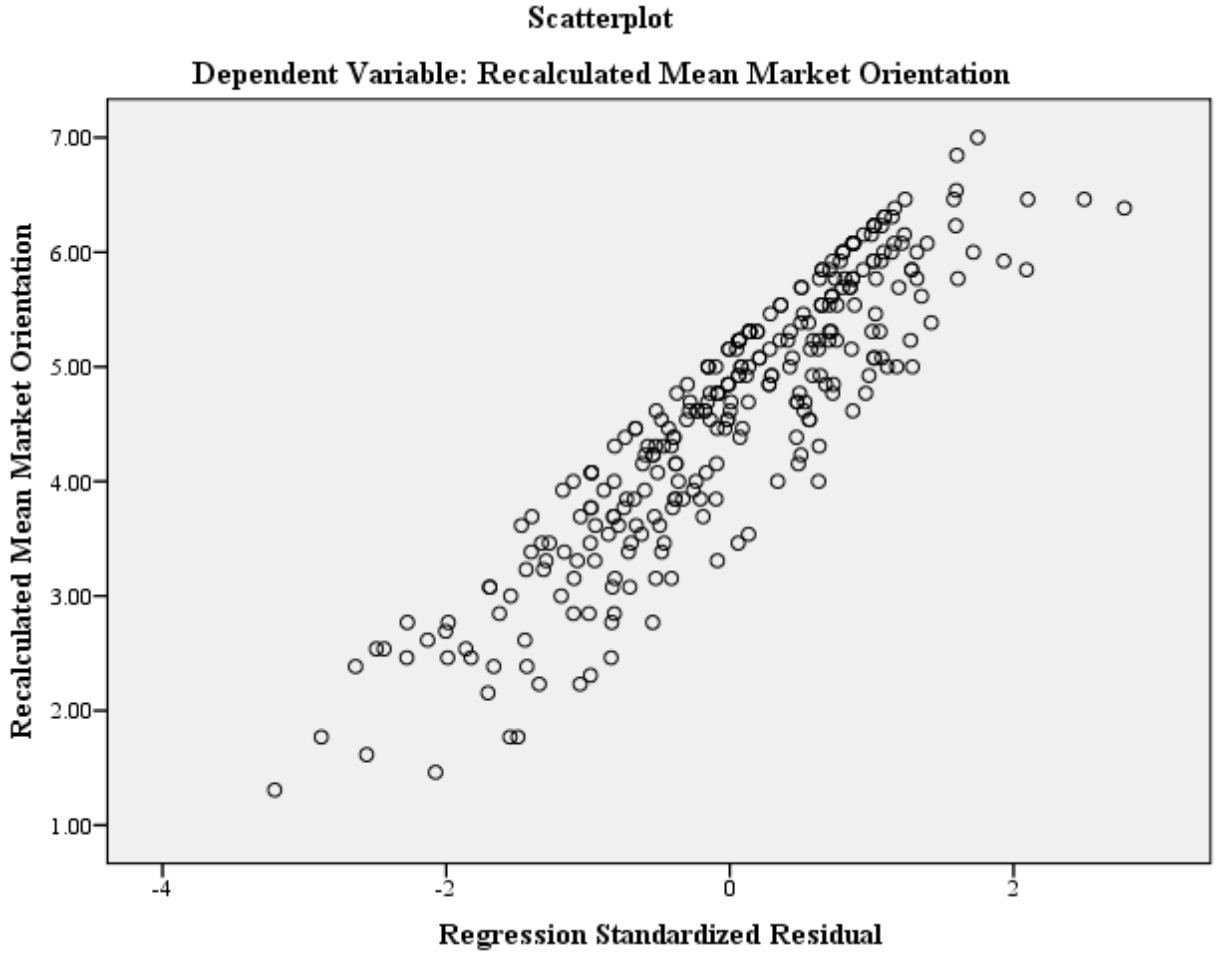


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Regression

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Notes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Market Orientation

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.469[a]	.220	.210	1.03155

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.

b. Dependent Variable: Recalculated Mean Market Orientation

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	88.371	4	22.093	20.762	.000[a]
	Residual	312.841	294	1.064		
	Total	401.212	298			

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.

b. Dependent Variable: Recalculated Mean Market Orientation

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.541	.124		44.619	.000
	Q9: Marketing seems to just be an internal ad agency to our CEO.	-.037	.051	-.053	-.721	.472
	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.087	.047	-.135	-1.847	.066
	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.190	.049	-.307	-3.916	.000
	Q12: Our CEO considers people in marketing to just be “creative types”.	-.025	.055	-.039	-.456	.648

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q12: Our CEO considers people in marketing to just be "creative types".	Q9: Marketing seems to just be an internal ad agency to our CEO.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	1.000	-.269
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.269	1.000
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.279	-.322
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.502	-.156
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	.003	-.001
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.001	.003
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.001	-.001
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.001	.000

a. Dependent Variable: Recalculated Mean Market Orientation

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Coefficient Correlations[a]

Model			Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	-.279	-.502
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.322	-.156
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	1.000	-.147
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.147	1.000
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	-.001	-.001
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.001	.000
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	.002	.000
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.000	.002

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a. Dependent Variable: Recalculated Mean Market Orientation

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.1636	5.2015	4.5922	.54456	299
Residual	-2.95984	3.22099	.00000	1.02460	299
Std. Predicted Value	-2.623	1.119	.000	1.000	299
Std. Residual	-2.869	3.122	.000	.993	299

a. Dependent Variable: Recalculated Mean Market Orientation

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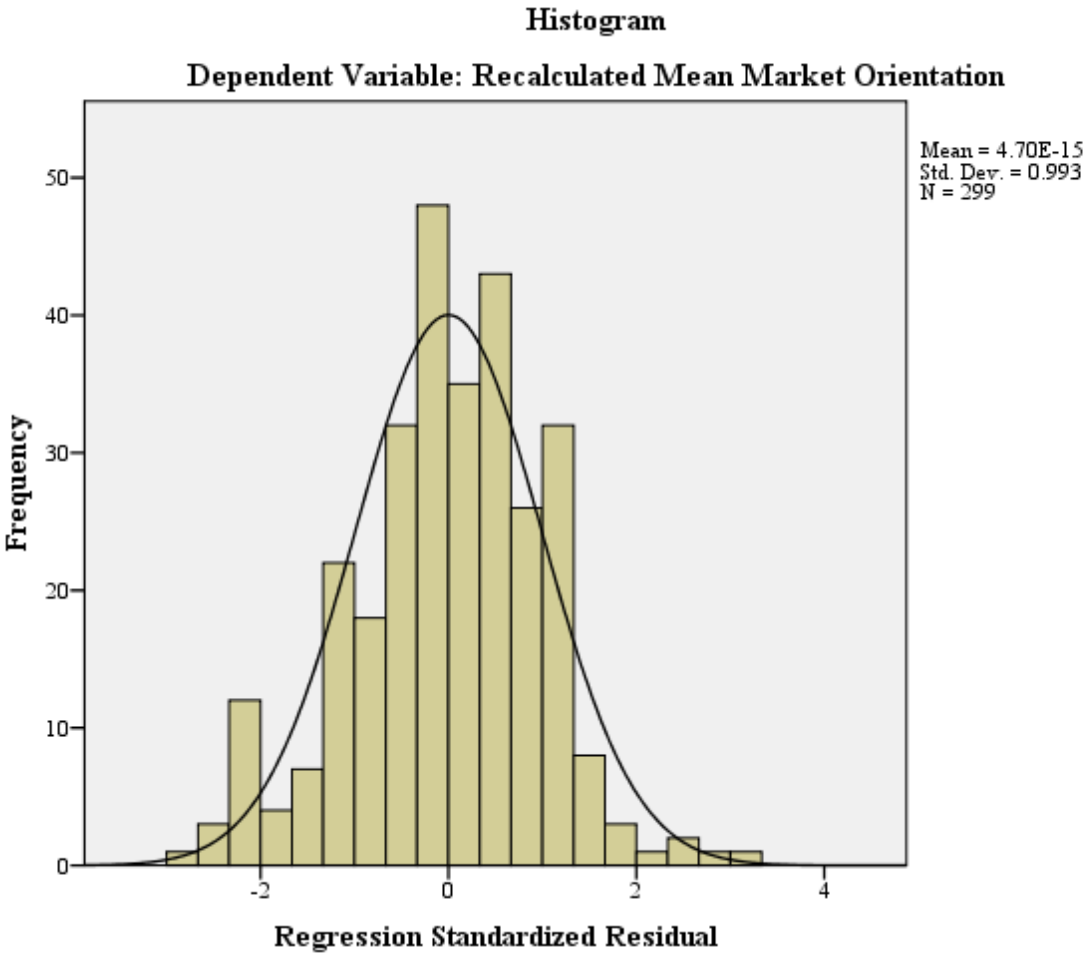
Charts



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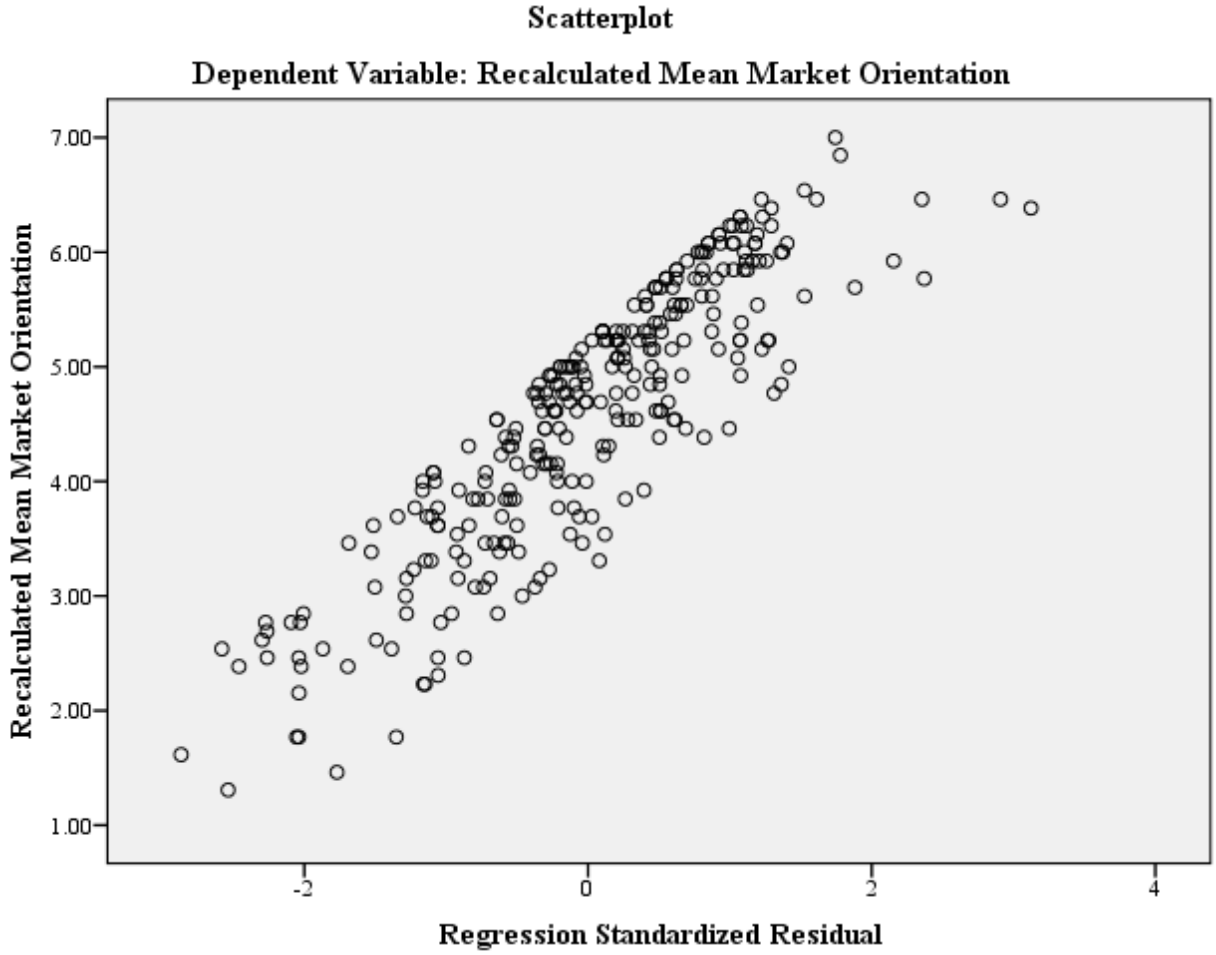


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Regression

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Notes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q19: What is your CEO's highest level of education?, Q20: What is or has been your CEO's dominant area of functional expertise?[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Role is Strategic

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.135[a]	.018	.007	1.61237

a. Predictors: (Constant), Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q19: What is your CEO's highest level of education?, Q20: What is or has been your CEO's dominant area of functional expertise?

b. Dependent Variable: Mean Role is Strategic

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.779	3	4.260	1.638	.181[a]
	Residual	686.331	264	2.600		
	Total	699.110	267			

a. Predictors: (Constant), Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?, Q19: What is your CEO's highest level of education?, Q20: What is or has been your CEO's dominant area of functional expertise?

b. Dependent Variable: Mean Role is Strategic

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.440	.768		7.087	.000
	Q19: What is your CEO's highest level of education?	-.045	.111	-.025	-.404	.686
	Q20: What is or has been your CEO's dominant area of functional expertise?	.287	.234	.077	1.230	.220
	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	-.183	.114	-.099	-1.603	.110

a. Dependent Variable: Mean Role is Strategic

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Coefficient Correlations[a]

Model			Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	Q19: What is your CEO's highest level of education?	Q20: What is or has been your CEO's dominant area of functional expertise?
1	Correlations	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	1.000	.090	.117
		Q19: What is your CEO's highest level of education?	.090	1.000	.205
		Q20: What is or has been your CEO's dominant area of functional expertise?	.117	.205	1.000
	Covariances	Q21: What is your CEO's approximate total number of years of professional experience in all positions/industries?	.013	.001	.003
		Q19: What is your CEO's highest level of education?	.001	.012	.005
		Q20: What is or has been your CEO's dominant area of functional expertise?	.003	.005	.055

a. Dependent Variable: Mean Role is Strategic

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.0718	5.1816	4.5075	.21877	268
Residual	-3.90880	2.65544	.00000	1.60329	268
Std. Predicted Value	-1.992	3.081	.000	1.000	268
Std. Residual	-2.424	1.647	.000	.994	268

a. Dependent Variable: Mean Role is Strategic

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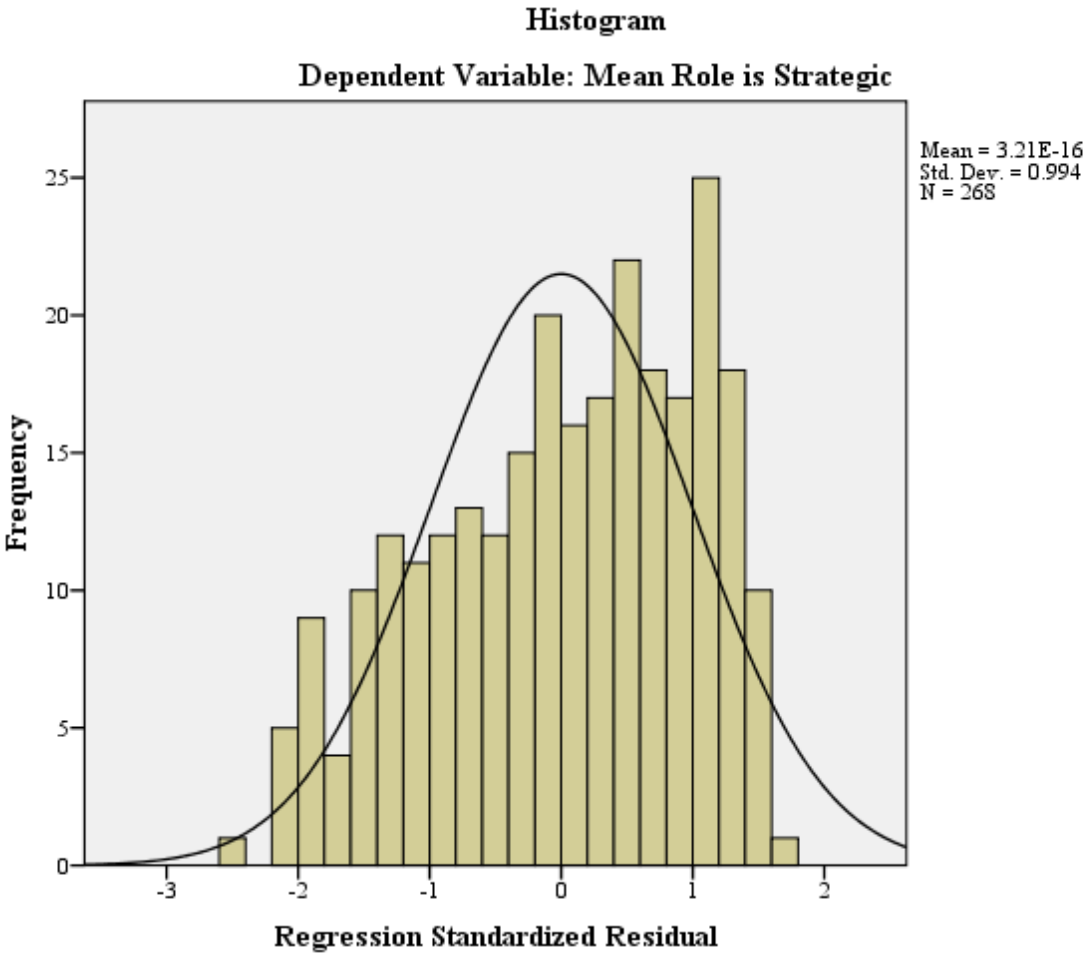
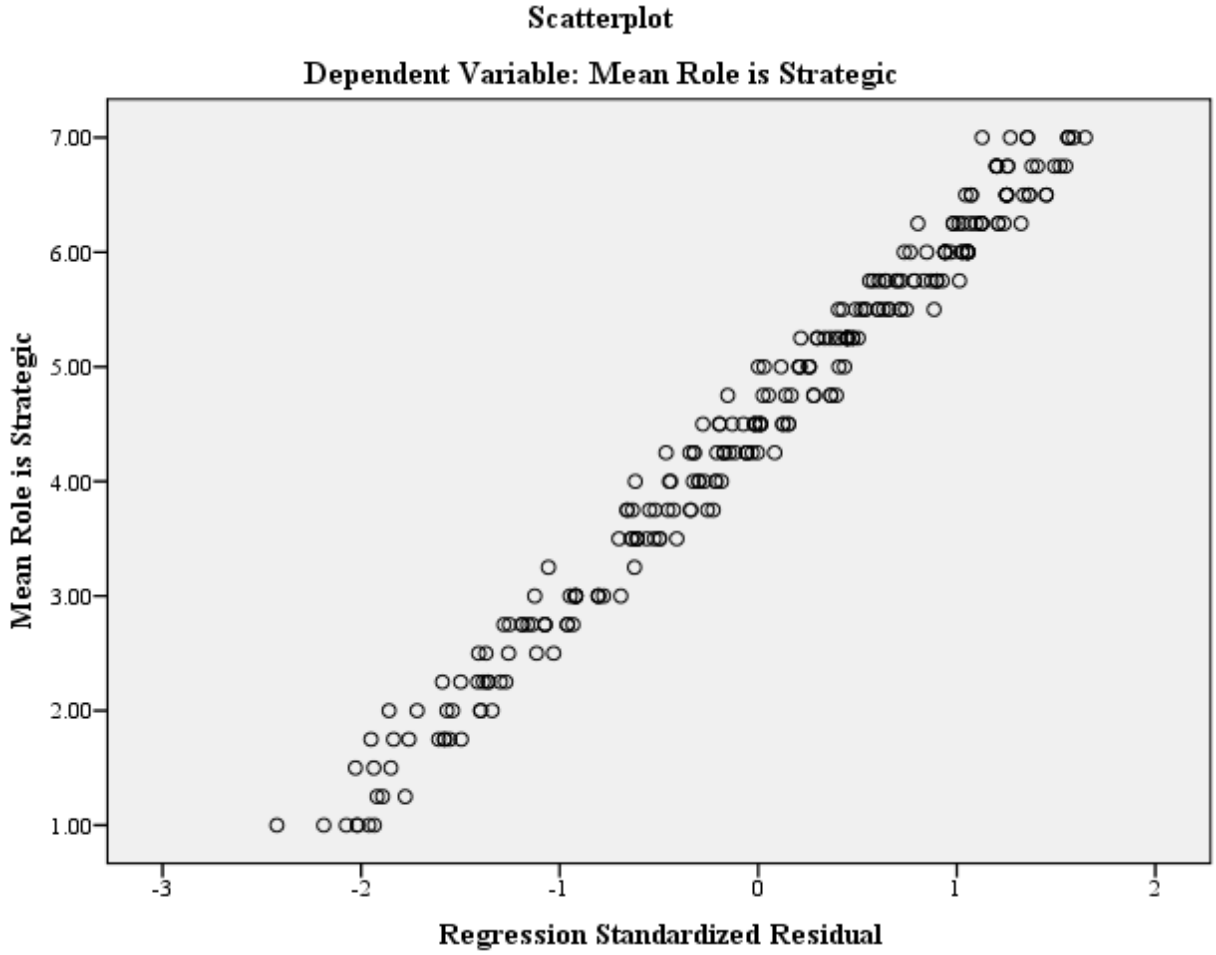
Charts



www.manaraa.com

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Regression

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Notes

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	Cases Used	Statistics are based on cases with no missing values for any variable used.
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Additional Memory Required for Residual Plots	256 bytes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q28: Total revenue growth trend is positive for our company., Q29: Our company's profit performance is strong., Q25: Our company is highly innovative.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Role is Sales

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.271[a]	.073	.051	1.60778

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q28: Total revenue growth trend is positive for our company., Q29: Our company's profit performance is strong., Q25: Our company is highly innovative.

b. Dependent Variable: Recalculated Mean Role is Sales

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.565	7	8.509	3.292	.002[a]
	Residual	752.221	291	2.585		
	Total	811.786	298			

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q28: Total revenue growth trend is positive for our company., Q29: Our company's profit performance is strong., Q25: Our company is highly innovative.

b. Dependent Variable: Recalculated Mean Role is Sales

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.193	.570		7.355	.000
	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.011	.051	.013	.218	.828
	Q25: Our company is highly innovative.	-.005	.092	-.005	-.054	.957
	Q26: Our company is often first to market with new products or services.	-.108	.089	-.111	-1.217	.224
	Q27: The market for our products or services is intensely competitive.	.033	.073	.026	.452	.651
	Q28: Total revenue growth trend is positive for our company.	.040	.094	.038	.421	.674
	Q29: Our company's profit performance is strong.	-.102	.091	-.101	-1.121	.263
	Q30: We seem to be gaining market share over our competitors.	-.147	.080	-.150	-1.832	.068

a. Dependent Variable: Recalculated Mean Role is Sales

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Coefficient Correlations[a]

Model			Q30: We seem to be gaining market share over our competitors.	Q27: The market for our products or services is intensely competitive.	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?
1	Correlations	Q30: We seem to be gaining market share over our competitors.	1.000	.068	.000
		Q27: The market for our products or services is intensely competitive.	.068	1.000	.013
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.000	.013	1.000
		Q26: Our company is often first to market with new products or services.	-.157	.008	-.156
		Q28: Total revenue growth trend is positive for our company.	-.290	-.103	-.020
		Q29: Our company's profit performance is strong.	-.280	.080	-.075
		Q25: Our company is highly innovative.	-.102	-.068	.110
	Covariances	Q30: We seem to be gaining market share over our competitors.	.006	.000	-9.506E-7
		Q27: The market for our products or services is intensely competitive.	.000	.005	4.951E-5
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-9.506E-7	4.951E-5	.003

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	Q26: Our company is often first to market with new products or services.	-.001	5.448E-5	-.001
	Q28: Total revenue growth trend is positive for our company.	-.002	-.001	-9.713E-5
	Q29: Our company's profit performance is strong.	-.002	.001	.000
	Q25: Our company is highly innovative.	-.001	.000	.001

a. Dependent Variable: Recalculated Mean Role is Sales

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Coefficient Correlations[a]

Model			Q26: Our company is often first to market with new products or services.	Q28: Total revenue growth trend is positive for our company.	Q29: Our company's profit performance is strong.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.157	-.290	-.280
		Q27: The market for our products or services is intensely competitive.	.008	-.103	.080
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.156	-.020	-.075
		Q26: Our company is often first to market with new products or services.	1.000	.072	.052
		Q28: Total revenue growth trend is positive for our company.	.072	1.000	-.566
		Q29: Our company's profit performance is strong.	.052	-.566	1.000
		Q25: Our company is highly innovative.	-.722	-.068	-.087
	Covariances	Q30: We seem to be gaining market share over our competitors.	-.001	-.002	-.002
		Q27: The market for our products or services is intensely competitive.	5.448E-5	-.001	.001
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.001	-9.713E-5	.000

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	Q26: Our company is often first to market with new products or services.	.008	.001	.000
	Q28: Total revenue growth trend is positive for our company.	.001	.009	-.005
	Q29: Our company's profit performance is strong.	.000	-.005	.008
	Q25: Our company is highly innovative.	-.006	-.001	-.001

a. Dependent Variable: Recalculated Mean Role is Sales

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Coefficient Correlations[a]

Model			Q25: Our company is highly innovative.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.102
		Q27: The market for our products or services is intensely competitive.	-.068
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.110
		Q26: Our company is often first to market with new products or services.	-.722
		Q28: Total revenue growth trend is positive for our company.	-.068
		Q29: Our company's profit performance is strong.	-.087
		Q25: Our company is highly innovative.	1.000
	Covariances	Q30: We seem to be gaining market share over our competitors.	-.001
		Q27: The market for our products or services is intensely competitive.	.000
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.001
		Q26: Our company is often first to market with new products or services.	-.006

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	Q28: Total revenue growth trend is positive for our company.	-.001
	Q29: Our company's profit performance is strong.	-.001
	Q25: Our company is highly innovative.	.008

a. Dependent Variable: Recalculated Mean Role is Sales

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.1229	4.1736	2.9732	.44708	299
Residual	-3.04924	3.98644	.00000	1.58878	299
Std. Predicted Value	-1.902	2.685	.000	1.000	299
Std. Residual	-1.897	2.479	.000	.988	299

a. Dependent Variable: Recalculated Mean Role is Sales

Charts

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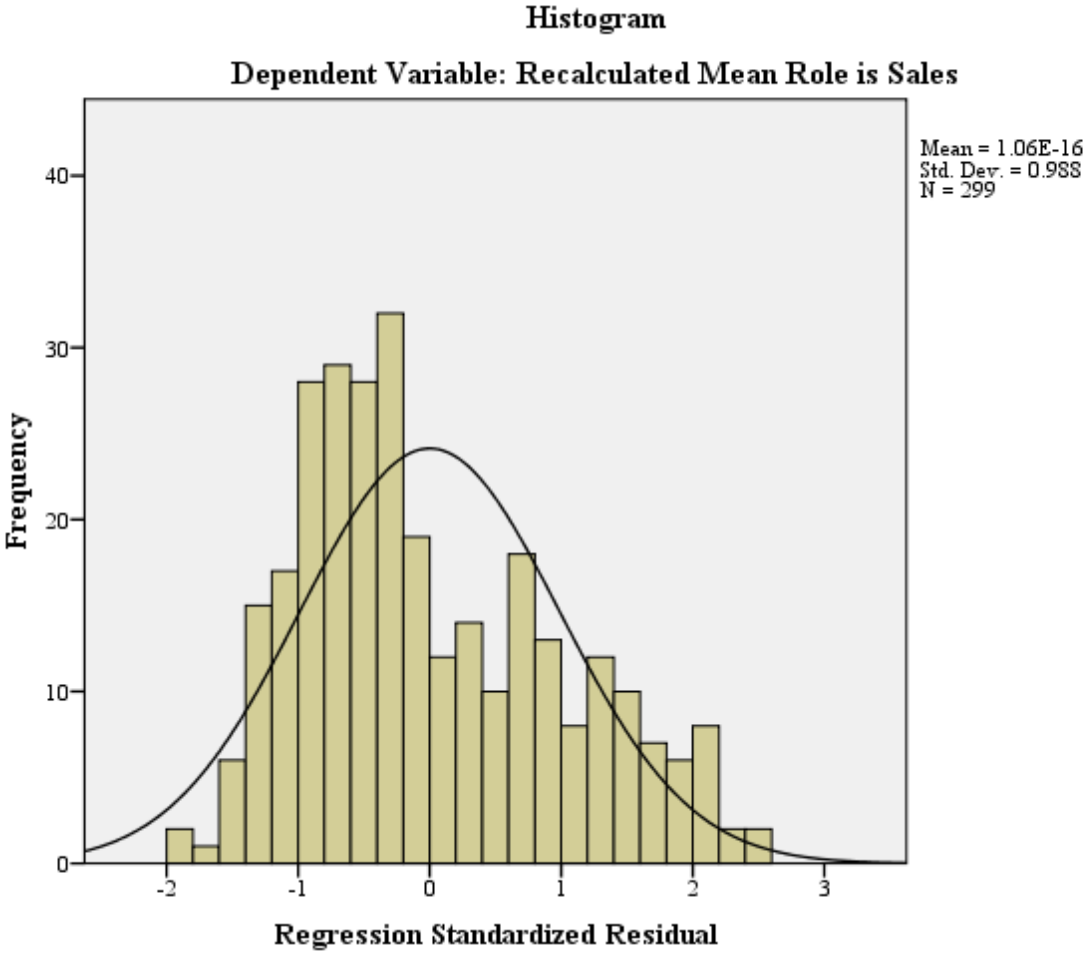

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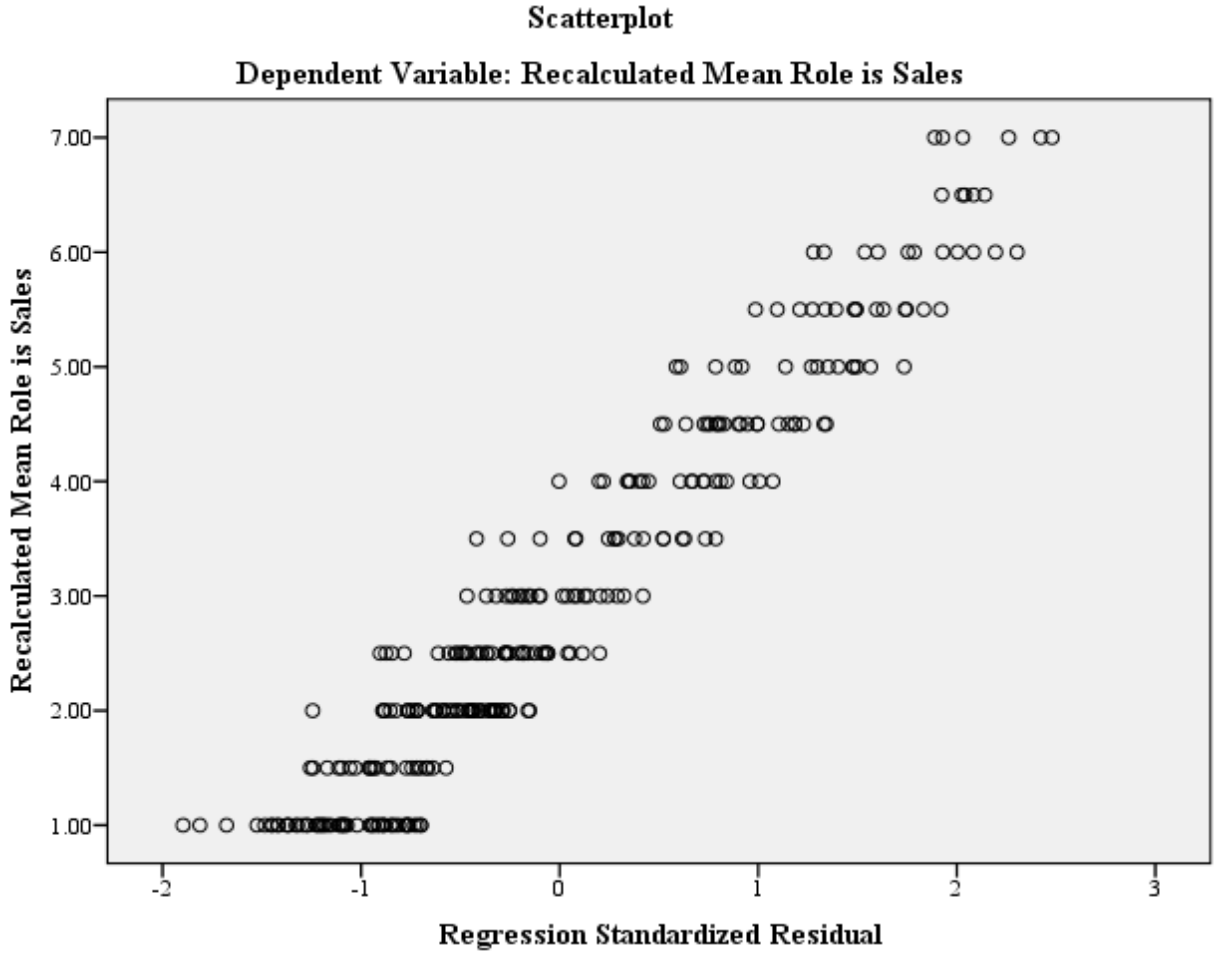


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Regression

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Notes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q28: Total revenue growth trend is positive for our company., Q29: Our company's profit performance is strong., Q25: Our company is highly innovative.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Role is Creative

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.213[a]	.045	.022	1.50763

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q28: Total revenue growth trend is positive for our company., Q29: Our company's profit performance is strong., Q25: Our company is highly innovative.

b. Dependent Variable: Mean Role is Creative

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.485	7	4.498	1.979	.058[a]
	Residual	661.425	291	2.273		
	Total	692.910	298			

a. Predictors: (Constant), Q30: We seem to be gaining market share over our competitors., Q27: The market for our products or services is intensely competitive., Q22: In which employee size range does your company fall, including all subsidiaries and divisions?, Q26: Our company is often first to market with new products or services., Q28: Total revenue growth trend is positive for our company., Q29: Our company's profit performance is strong., Q25: Our company is highly innovative.

b. Dependent Variable: Mean Role is Creative

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.929	.535		7.350	.000
	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.019	.048	-.024	-.403	.687
	Q25: Our company is highly innovative.	-.016	.086	-.018	-.187	.851
	Q26: Our company is often first to market with new products or services.	-.076	.083	-.085	-.917	.360
	Q27: The market for our products or services is intensely competitive.	-.038	.068	-.032	-.554	.580
	Q28: Total revenue growth trend is positive for our company.	.098	.089	.100	1.102	.271
	Q29: Our company's profit performance is strong.	-.093	.086	-.100	-1.088	.278
	Q30: We seem to be gaining market share over our competitors.	-.115	.075	-.127	-1.525	.128

a. Dependent Variable: Mean Role is Creative

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Coefficient Correlations[a]

Model			Q30: We seem to be gaining market share over our competitors.	Q27: The market for our products or services is intensely competitive.	Q22: In which employee size range does your company fall, including all subsidiaries and divisions?
1	Correlations	Q30: We seem to be gaining market share over our competitors.	1.000	.068	.000
		Q27: The market for our products or services is intensely competitive.	.068	1.000	.013
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.000	.013	1.000
		Q26: Our company is often first to market with new products or services.	-.157	.008	-.156
		Q28: Total revenue growth trend is positive for our company.	-.290	-.103	-.020
		Q29: Our company's profit performance is strong.	-.280	.080	-.075
		Q25: Our company is highly innovative.	-.102	-.068	.110
	Covariances	Q30: We seem to be gaining market share over our competitors.	.006	.000	-8.359E-7
		Q27: The market for our products or services is intensely competitive.	.000	.005	4.353E-5
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-8.359E-7	4.353E-5	.002

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	Q26: Our company is often first to market with new products or services.	-.001	4.790E-5	-.001
	Q28: Total revenue growth trend is positive for our company.	-.002	-.001	-8.541E-5
	Q29: Our company's profit performance is strong.	-.002	.000	.000
	Q25: Our company is highly innovative.	-.001	.000	.000

a. Dependent Variable: Mean Role is Creative

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Coefficient Correlations[a]

Model			Q26: Our company is often first to market with new products or services.	Q28: Total revenue growth trend is positive for our company.	Q29: Our company's profit performance is strong.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.157	-.290	-.280
		Q27: The market for our products or services is intensely competitive.	.008	-.103	.080
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.156	-.020	-.075
		Q26: Our company is often first to market with new products or services.	1.000	.072	.052
		Q28: Total revenue growth trend is positive for our company.	.072	1.000	-.566
		Q29: Our company's profit performance is strong.	.052	-.566	1.000
		Q25: Our company is highly innovative.	-.722	-.068	-.087
	Covariances	Q30: We seem to be gaining market share over our competitors.	-.001	-.002	-.002
		Q27: The market for our products or services is intensely competitive.	4.790E-5	-.001	.000
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	-.001	-8.541E-5	.000

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	Q26: Our company is often first to market with new products or services.	.007	.001	.000
	Q28: Total revenue growth trend is positive for our company.	.001	.008	-.004
	Q29: Our company's profit performance is strong.	.000	-.004	.007
	Q25: Our company is highly innovative.	-.005	-.001	-.001

a. Dependent Variable: Mean Role is Creative

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Coefficient Correlations[a]

Model			Q25: Our company is highly innovative.
1	Correlations	Q30: We seem to be gaining market share over our competitors.	-.102
		Q27: The market for our products or services is intensely competitive.	-.068
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.110
		Q26: Our company is often first to market with new products or services.	-.722
		Q28: Total revenue growth trend is positive for our company.	-.068
		Q29: Our company's profit performance is strong.	-.087
		Q25: Our company is highly innovative.	1.000
	Covariances	Q30: We seem to be gaining market share over our competitors.	-.001
		Q27: The market for our products or services is intensely competitive.	.000
		Q22: In which employee size range does your company fall, including all subsidiaries and divisions?	.000
		Q26: Our company is often first to market with new products or services.	-.005

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	Q28: Total revenue growth trend is positive for our company.	-.001
	Q29: Our company's profit performance is strong.	-.001
	Q25: Our company is highly innovative.	.007

a. Dependent Variable: Mean Role is Creative

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.1141	3.7889	2.7726	.32504	299
Residual	-2.19901	4.71376	.00000	1.48981	299
Std. Predicted Value	-2.026	3.127	.000	1.000	299
Std. Residual	-1.459	3.127	.000	.988	299

a. Dependent Variable: Mean Role is Creative

Charts

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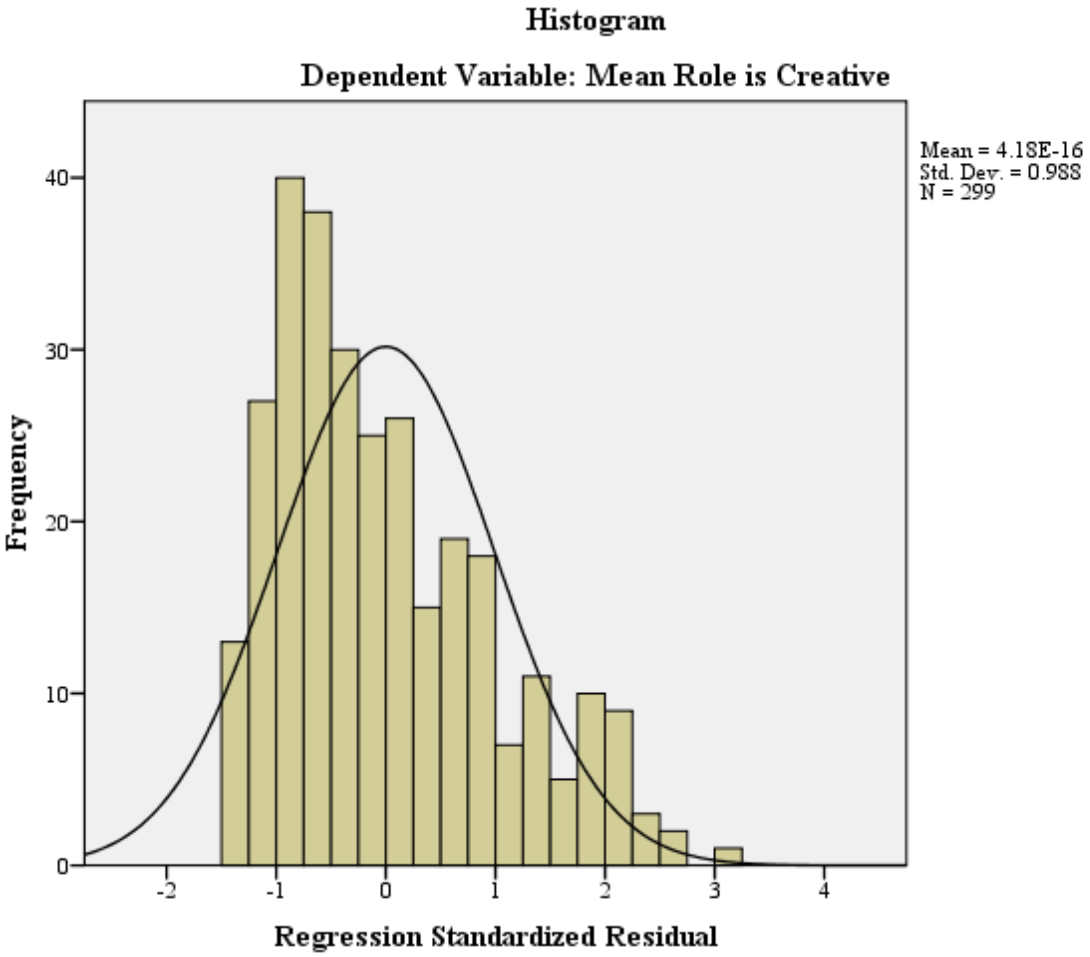

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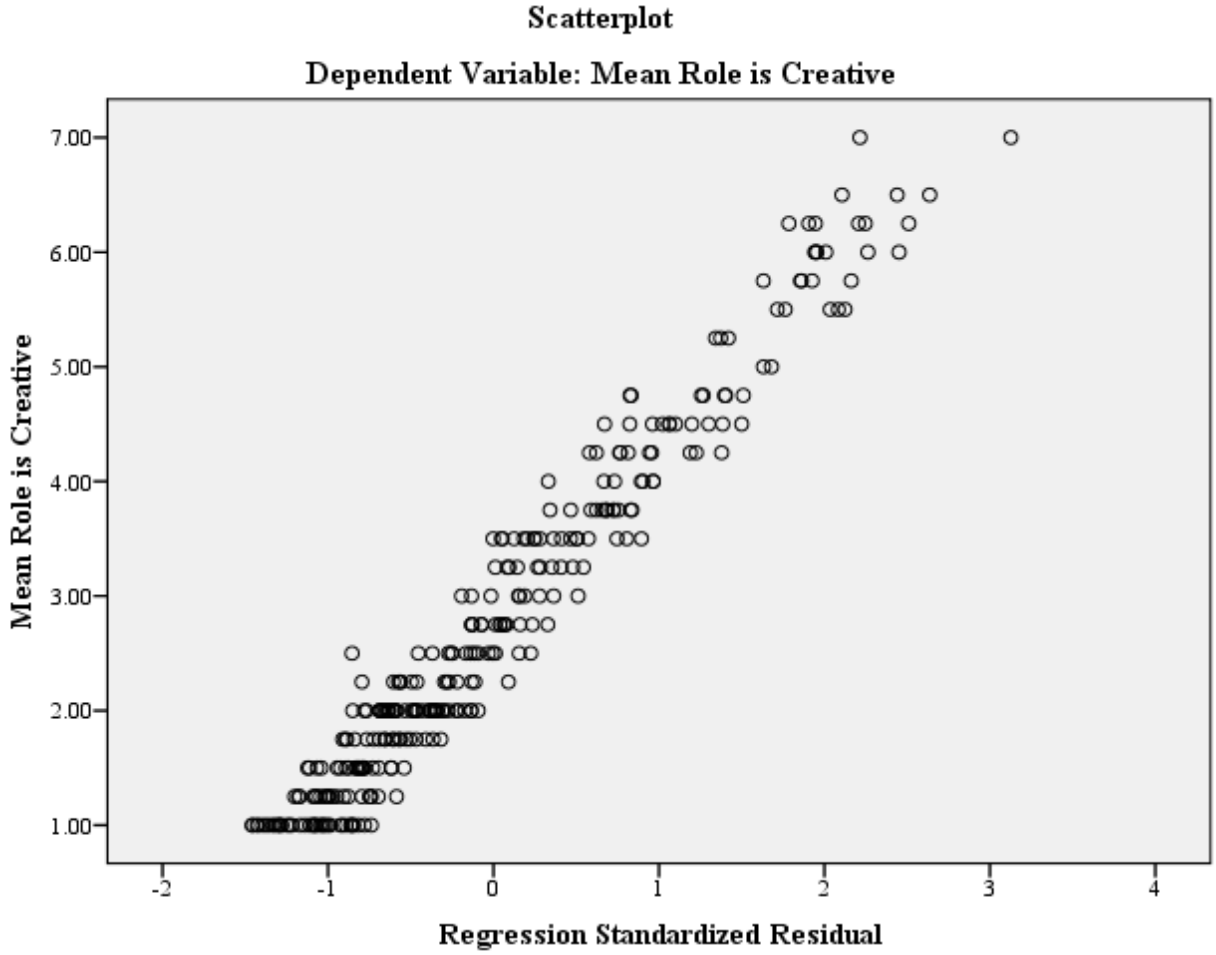


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Regression

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Notes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Strategy-Structure Fit

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.680[a]	.463	.455	1.06654

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Mean Strategy-Structure Fit

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	287.929	4	71.982	63.280	.000[a]
	Residual	334.429	294	1.138		
	Total	622.357	298			

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Mean Strategy-Structure Fit

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.554	.215		11.901	.000
	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.074	.070	.084	1.055	.292
	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.118	.066	.155	1.799	.073
	Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.109	.068	.134	1.594	.112
	Q4: Our CEO considers people in marketing to be master strategists.	.287	.065	.360	4.395	.000

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q4: Our CEO considers people in marketing to be master strategists.	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	1.000	-.062
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.062	1.000
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.337	-.444
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.477	-.342
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	.004	.000
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.000	.005
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.002	-.002
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.002	-.002

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	-.337	-.477
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.444	-.342
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	1.000	-.177
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.177	1.000
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	-.002	-.002
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.002	-.002
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.005	-.001
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.001	.004

a. Dependent Variable: Mean Strategy-Structure Fit

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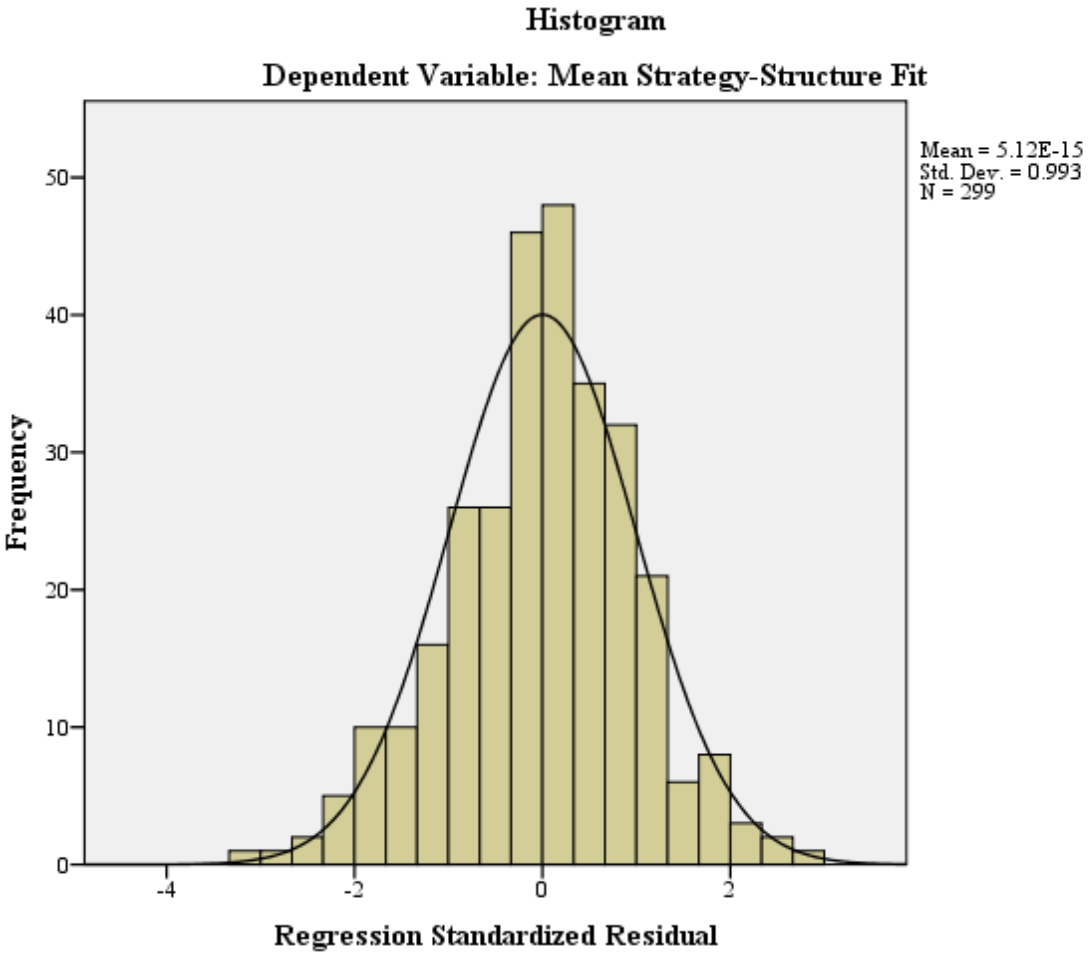
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.1426	6.6735	5.1304	.98296	299
Residual	-3.24136	2.93280	.00000	1.05936	299
Std. Predicted Value	-2.022	1.570	.000	1.000	299
Std. Residual	-3.039	2.750	.000	.993	299

a. Dependent Variable: Mean Strategy-Structure Fit

Charts



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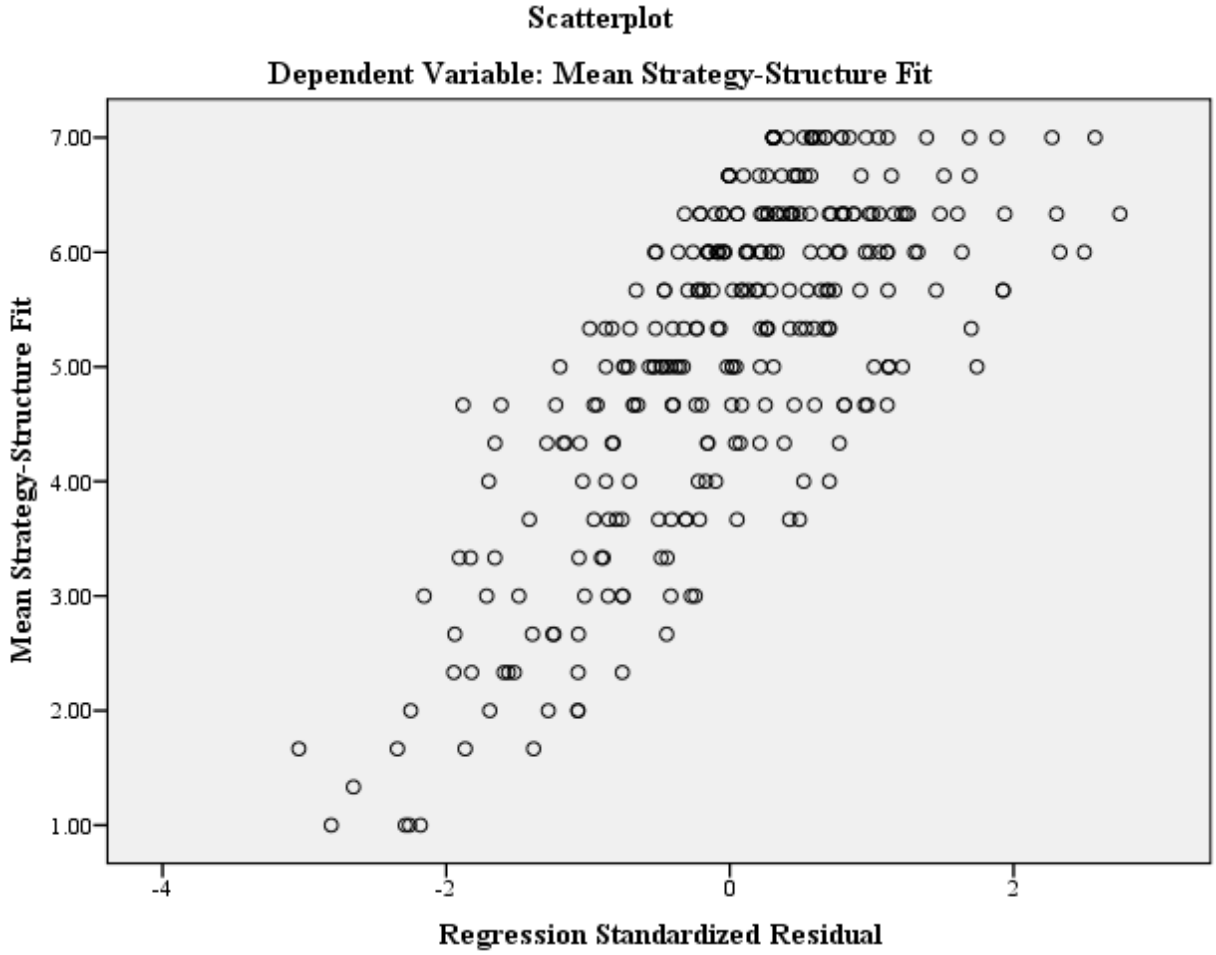


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Regression

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Notes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Strategy-Structure Fit

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.553[a]	.306	.301	1.20800

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Mean Strategy-Structure Fit

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ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	190.416	2	95.208	65.244	.000[a]
	Residual	431.942	296	1.459		
	Total	622.357	298			

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Mean Strategy-Structure Fit

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.501	.144		45.102	.000
	Q6: Marketing only seems important to our CEO when sales are weak.	-.024	.065	-.031	-.374	.709
	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	-.459	.071	-.528	-6.465	.000

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	Q6: Marketing only seems important to our CEO when sales are weak.
1	Correlations	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	1.000	-.805
		Q6: Marketing only seems important to our CEO when sales are weak.	-.805	1.000
	Covariances	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.005	-.004
		Q6: Marketing only seems important to our CEO when sales are weak.	-.004	.004

a. Dependent Variable: Mean Strategy-Structure Fit

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.1171	6.0174	5.1304	.79936	299
Residual	-4.46086	3.88290	.00000	1.20394	299
Std. Predicted Value	-2.519	1.110	.000	1.000	299
Std. Residual	-3.693	3.214	.000	.997	299

a. Dependent Variable: Mean Strategy-Structure Fit

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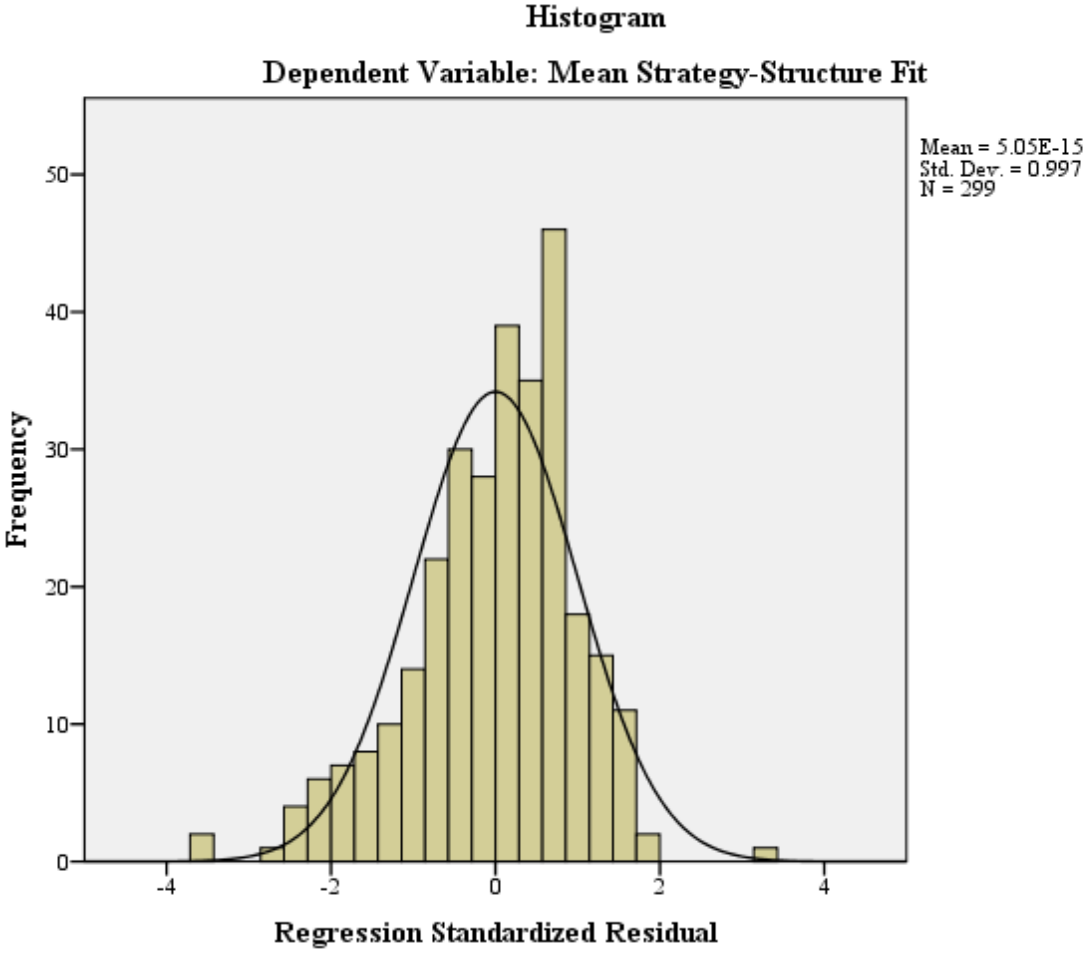
Charts



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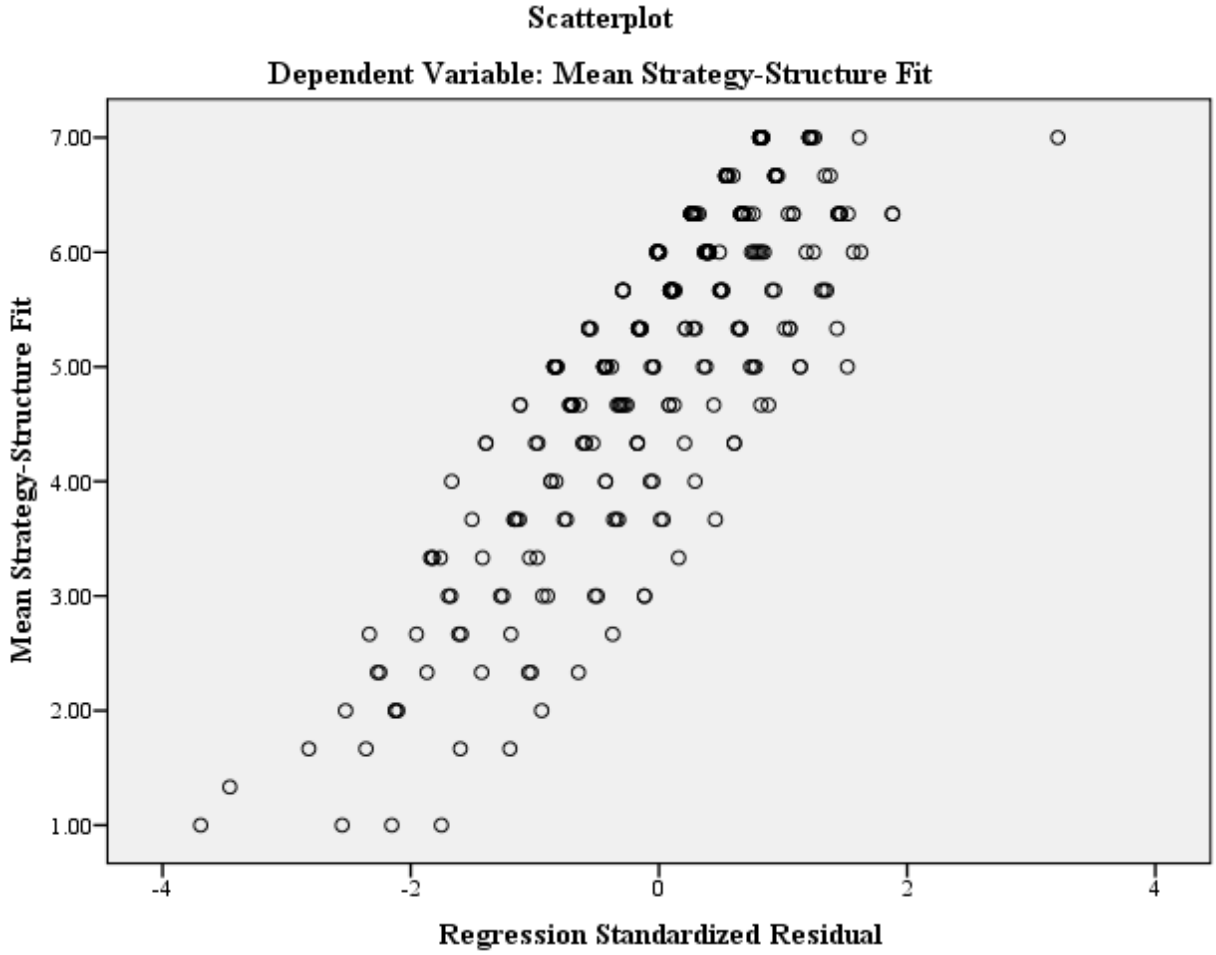


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Regression

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Notes

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Mean Strategy-Structure Fit

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.553[a]	.306	.296	1.21226

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.

b. Dependent Variable: Mean Strategy-Structure Fit

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	190.306	4	47.576	32.375	.000[a]
	Residual	432.052	294	1.470		
	Total	622.357	298			

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.

b. Dependent Variable: Mean Strategy-Structure Fit

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.555	.146		44.915	.000
	Q9: Marketing seems to just be an internal ad agency to our CEO.	-.184	.060	-.212	-3.078	.002
	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.055	.056	-.068	-.991	.323
	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.215	.057	-.278	-3.768	.000
	Q12: Our CEO considers people in marketing to just be “creative types”.	-.064	.064	-.080	-.994	.321

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q12: Our CEO considers people in marketing to just be "creative types".	Q9: Marketing seems to just be an internal ad agency to our CEO.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	1.000	-.269
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.269	1.000
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.279	-.322
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.502	-.156
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	.004	-.001
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.001	.004
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.001	-.001
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.002	-.001

a. Dependent Variable: Mean Strategy-Structure Fit

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Coefficient Correlations[a]

Model			Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	-.279	-.502
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.322	-.156
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	1.000	-.147
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.147	1.000
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	-.001	-.002
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.001	-.001
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	.003	.000
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	.000	.003

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a. Dependent Variable: Mean Strategy-Structure Fit

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.9238	6.0364	5.1304	.79913	299
Residual	-3.84846	3.16129	.00000	1.20409	299
Std. Predicted Value	-2.761	1.134	.000	1.000	299
Std. Residual	-3.175	2.608	.000	.993	299

a. Dependent Variable: Mean Strategy-Structure Fit

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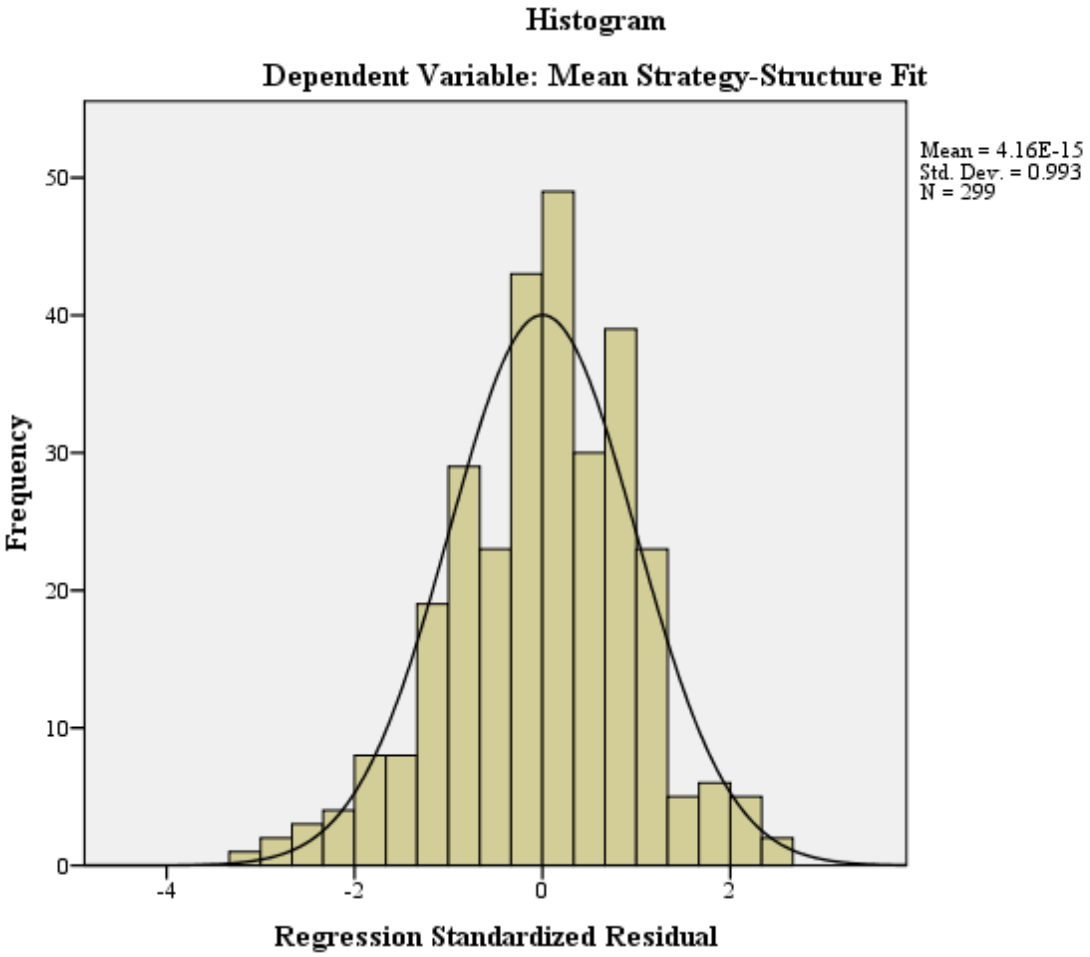
Charts



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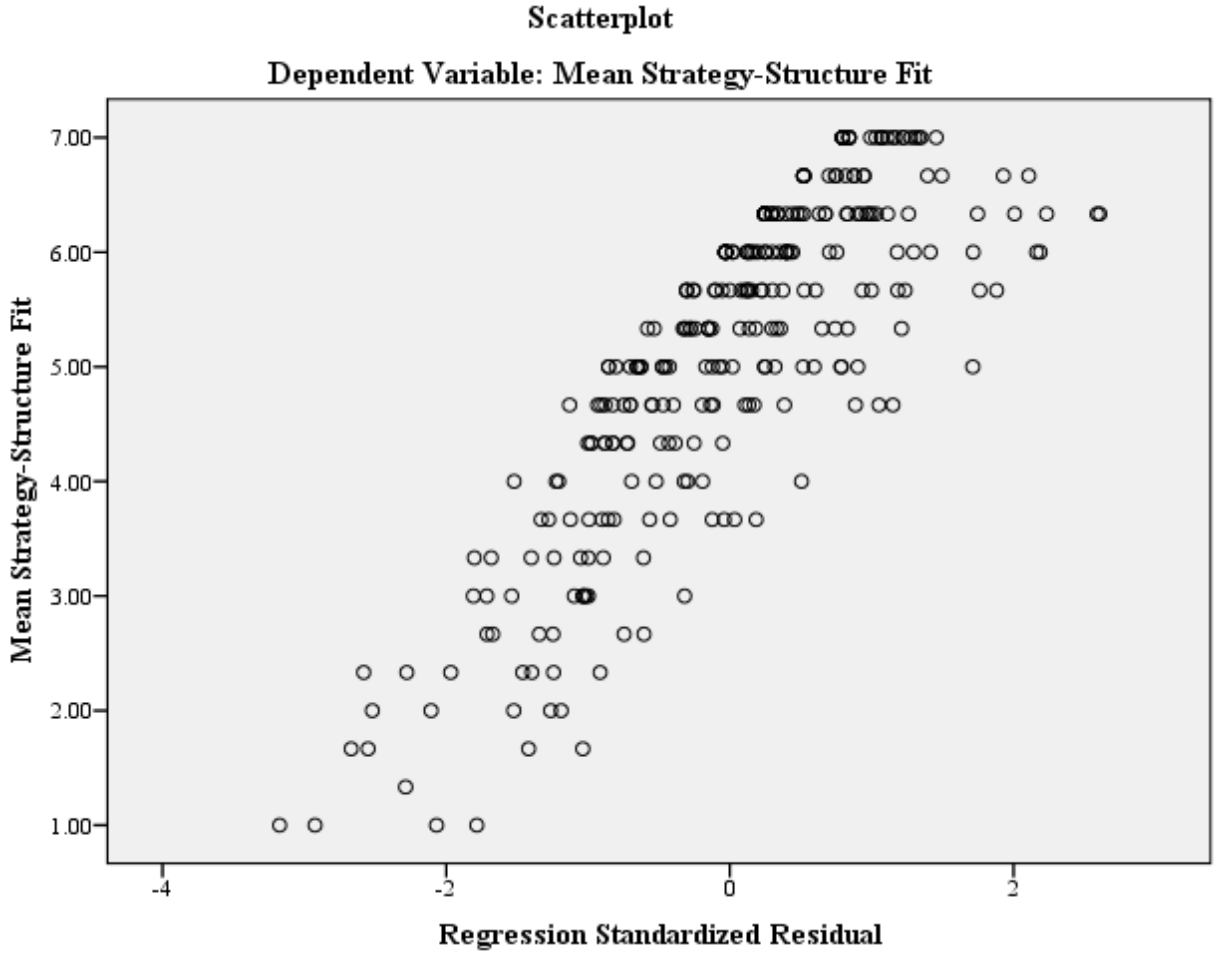


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Regression

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Marketing Integration

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.552[a]	.305	.295	1.19251

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Recalculated Mean Marketing Integration

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	183.092	4	45.773	32.187	.000[a]
	Residual	418.093	294	1.422		
	Total	601.186	298			

a. Predictors: (Constant), Q4: Our CEO considers people in marketing to be master strategists., Q1: Our CEO considers marketing to be critical to our overall strategy and mission., Q3: Marketing is given top priority by our CEO when budgeting and allocating resources., Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.

b. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.020	.240		12.587	.000
	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.165	.079	.190	2.093	.037
	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	.118	.073	.158	1.606	.109
	Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.027	.077	.033	.347	.729
	Q4: Our CEO considers people in marketing to be master strategists.	.171	.073	.218	2.343	.020

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q4: Our CEO considers people in marketing to be master strategists.	Q1: Our CEO considers marketing to be critical to our overall strategy and mission.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	1.000	-.062
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.062	1.000
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.337	-.444
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.477	-.342
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	.005	.000
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	.000	.006
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	-.002	-.003
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.003	-.002

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.
1	Correlations	Q4: Our CEO considers people in marketing to be master strategists.	-.337	-.477
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.444	-.342
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	1.000	-.177
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.177	1.000
	Covariances	Q4: Our CEO considers people in marketing to be master strategists.	-.002	-.003
		Q1: Our CEO considers marketing to be critical to our overall strategy and mission.	-.003	-.002
		Q3: Marketing is given top priority by our CEO when budgeting and allocating resources.	.006	-.001
		Q2: Our CEO frequently asks marketing for feedback related to the overall direction of the company.	-.001	.005

a. Dependent Variable: Recalculated Mean Marketing Integration

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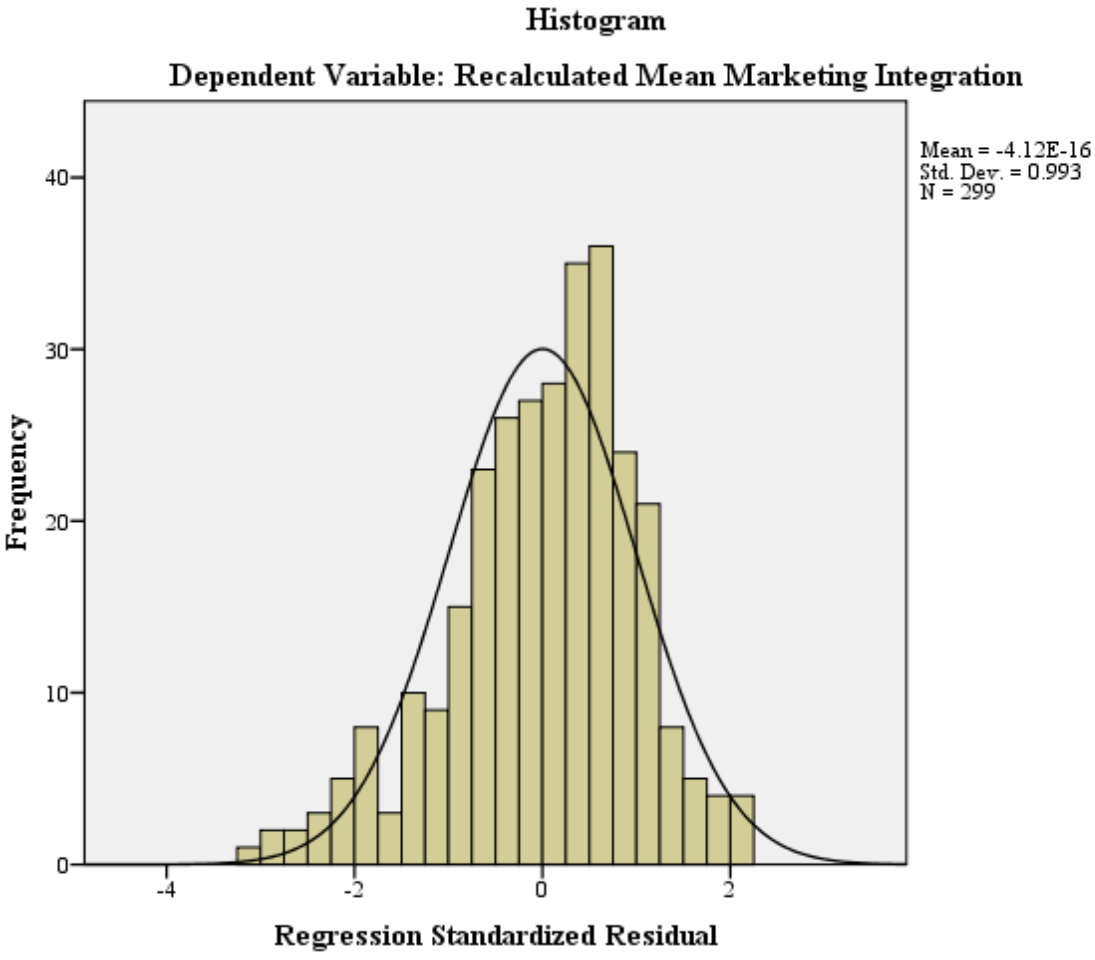
Residuals Statistics[a]

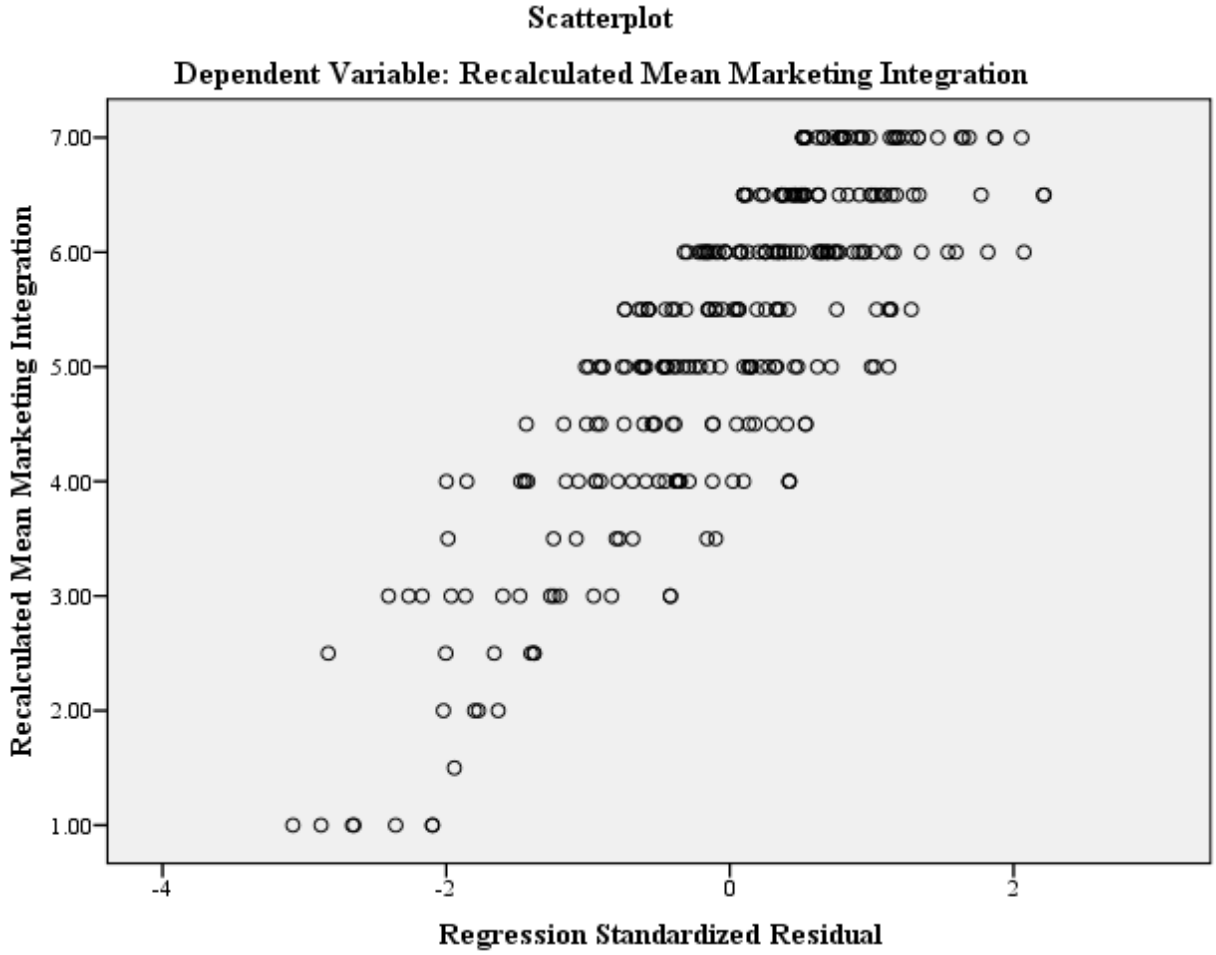
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.5007	6.3832	5.2525	.78384	299
Residual	-3.67355	2.64294	.00000	1.18448	299
Std. Predicted Value	-2.235	1.442	.000	1.000	299
Std. Residual	-3.081	2.216	.000	.993	299

a. Dependent Variable: Recalculated Mean Marketing Integration

Charts



www.manaraa.com

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Regression

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Notes

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www.manaraa.com

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Marketing Integration

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.435[a]	.189	.183	1.28358

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Recalculated Mean Marketing Integration

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ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	113.502	2	56.751	34.445	.000[a]
	Residual	487.684	296	1.648		
	Total	601.186	298			

a. Predictors: (Constant), Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals., Q6: Marketing only seems important to our CEO when sales are weak.

b. Dependent Variable: Recalculated Mean Marketing Integration

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.299	.153		41.132	.000
	Q6: Marketing only seems important to our CEO when sales are weak.	-.001	.069	-.001	-.015	.988
	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	-.370	.075	-.433	-4.907	.000

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	Q6: Marketing only seems important to our CEO when sales are weak.
1	Correlations	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	1.000	-.805
		Q6: Marketing only seems important to our CEO when sales are weak.	-.805	1.000
	Covariances	Q7: Marketing doesn't seem to have much credibility with our CEO unless we are struggling to reach sales goals.	.006	-.004
		Q6: Marketing only seems important to our CEO when sales are weak.	-.004	.005

a. Dependent Variable: Recalculated Mean Marketing Integration

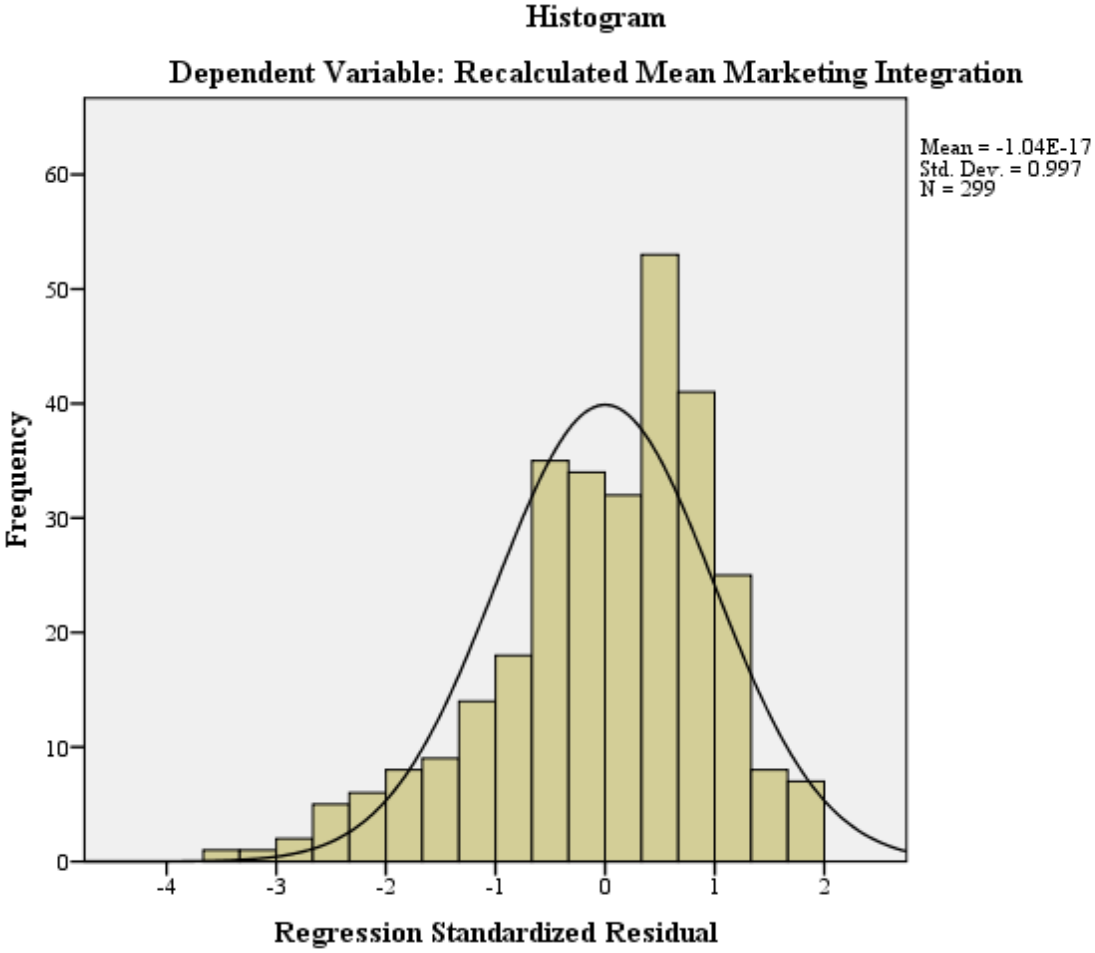
Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.7009	5.9282	5.2525	.61715	299
Residual	-4.55596	2.55766	.00000	1.27927	299
Std. Predicted Value	-2.514	1.095	.000	1.000	299
Std. Residual	-3.549	1.993	.000	.997	299

a. Dependent Variable: Recalculated Mean Marketing Integration

www.manaraa.com

Charts



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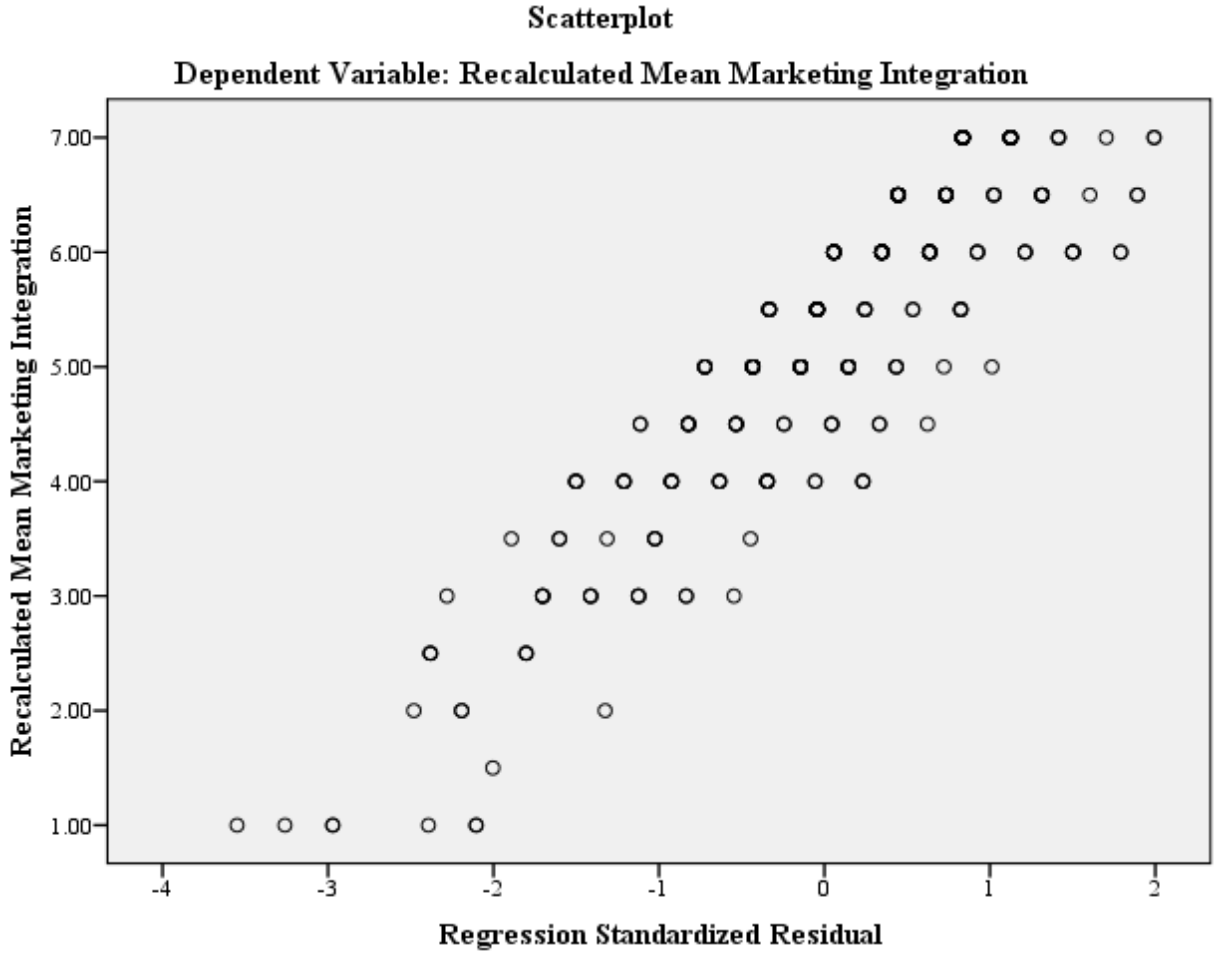


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REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS BCOV R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT Mean_Mktg_Integration_2
  /METHOD=ENTER Role_is_Creative_Q9 Role_is_Creative_Q10 Role_is_Creative_Q11 Role_is_Creative_Q12
  /SCATTERPLOT=(Mean_Mktg_Integration_2 ,*ZRESID)
  /RESIDUALS HISTOGRAM(ZRESID).
```

Regression

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Notes

Output Created		09-Jun-2014 21:56:15
Comments		
Input	Data	C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Focus\All Data All Industries-Focus.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	299
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS BCOV R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT Mean_Mktg_Integration_2 /METHOD=ENTER Role_is_Creative_Q9 Role_is_Creative_Q10 Role_is_Creative_Q11 Role_is_Creative_Q12 /SCATTERPLOT=(Mean_Mktg_Integration_2 ,*ZRESID) /RESIDUALS HISTOGRAM(ZRESID).
Resources	Processor Time	00:00:00.374
	Elapsed Time	00:00:00.312
	Memory Required	7552 bytes
	Additional Memory Required for Residual Plots	304 bytes

[DataSet1] C:\Users\Rod\SkyDrive\Documents\Dissertation\Data Analysis\All Industries-Focus\All Data All Industries-Focus.sav

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Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Recalculated Mean Marketing Integration

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Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.415[a]	.172	.161	1.30095

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.

b. Dependent Variable: Recalculated Mean Marketing Integration

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	103.597	4	25.899	15.303	.000[a]
	Residual	497.588	294	1.692		
	Total	601.186	298			

a. Predictors: (Constant), Q12: Our CEO considers people in marketing to just be "creative types"., Q9: Marketing seems to just be an internal ad agency to our CEO., Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions., Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.

b. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.254	.157		39.933	.000
	Q9: Marketing seems to just be an internal ad agency to our CEO.	-.072	.064	-.085	-1.126	.261
	Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.017	.060	-.022	-.288	.773
	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.230	.061	-.303	-3.750	.000
	Q12: Our CEO considers people in marketing to just be “creative types”.	-.041	.069	-.052	-.588	.557

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q12: Our CEO considers people in marketing to just be "creative types".	Q9: Marketing seems to just be an internal ad agency to our CEO.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	1.000	-.269
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.269	1.000
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.279	-.322
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.502	-.156
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	.005	-.001
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.001	.004
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	-.001	-.001
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.002	-.001

a. Dependent Variable: Recalculated Mean Marketing Integration

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Coefficient Correlations[a]

Model			Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.
1	Correlations	Q12: Our CEO considers people in marketing to just be "creative types".	-.279	-.502
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.322	-.156
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	1.000	-.147
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.147	1.000
	Covariances	Q12: Our CEO considers people in marketing to just be "creative types".	-.001	-.002
		Q9: Marketing seems to just be an internal ad agency to our CEO.	-.001	-.001
		Q10: Other than when it comes to ad copy or design, our CEO rarely involves marketing in any decisions.	.004	-.001
		Q11: Our CEO believes marketing should not be involved in new product development until it is time to advertise.	-.001	.004

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a. Dependent Variable: Recalculated Mean Marketing Integration

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.7323	5.8941	5.2525	.58961	299
Residual	-4.13816	2.83508	.00000	1.29219	299
Std. Predicted Value	-2.578	1.088	.000	1.000	299
Std. Residual	-3.181	2.179	.000	.993	299

a. Dependent Variable: Recalculated Mean Marketing Integration

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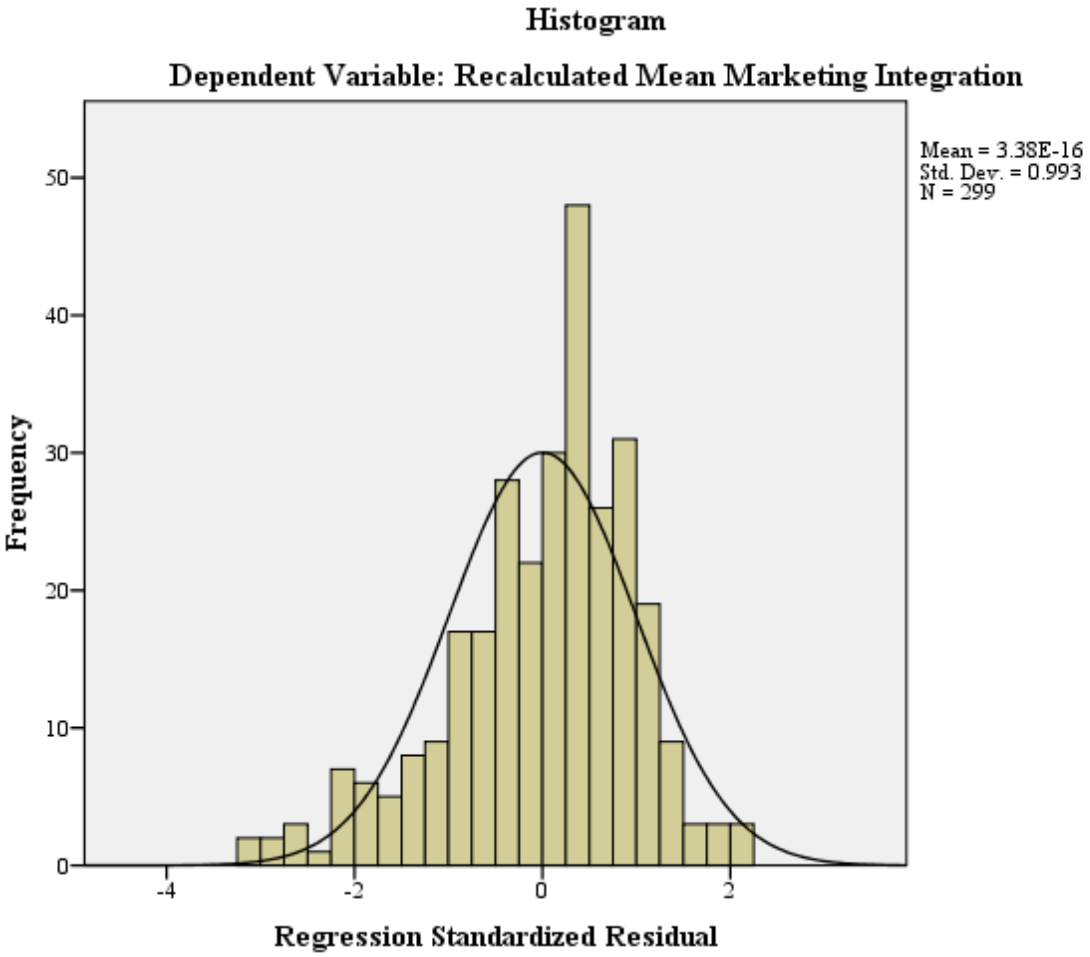
Charts



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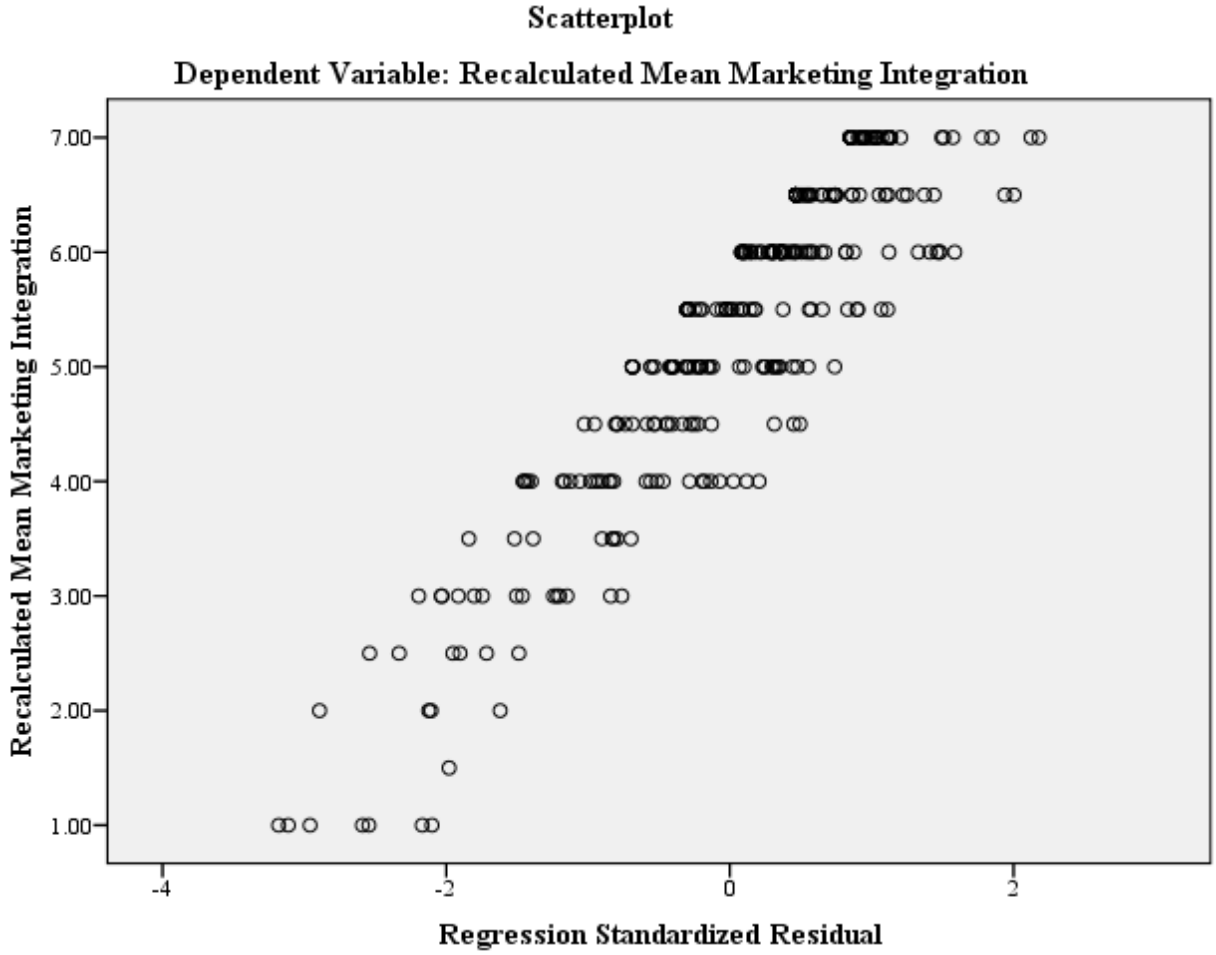

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