

Sustainable Competitive Advantage

The purpose of this questionnaire is to explore factors that could contribute to the overall success and sustainable competitive advantage of any business within the global market place.

PLEASE BASE YOUR JUDGEMENTS ON THE **INDUSTRY** IN WHICH YOU **HAVE MOST EXPERIENCE**. Your sincere and honest opinion of what works in practice, rather than what is reflected in theory, is of great importance.

PLEASE COMPLETE ALL THE QUESTIONS ON EACH PAGE BEFORE TURNING TO THE NEXT PAGE. DO NOT RETURN TO PREVIOUS QUESTIONS UNLESS INSTRUCTED TO DO SO.

This questionnaire should take approximately 10 minutes to complete.

SECTION A: DEFINITION OF SUSTAINABLE COMPETITIVE ADVANTAGE

A sustainable competitive advantage (SCA) is the:

- *on-going superior financial and market performance a business will gain*
- *from conceiving and implementing a value-creating strategy;*
- *not simultaneously being implemented by any current or potential competitors*
- *Performance and success is therefore measured in terms of four items:*
 - *return of capital employed,*
 - *market share,*
 - *sales growth and*
 - *management's assessment of overall company performance.*

You are required to answer two questions in this section:

- A1** *List at least eight (8) factors which you would consider when doing future planning to create sustainable competitive advantages (SCA) for a firm in your industry sector or for your SBU.*
- A2** *Please use the column provided below, to prioritize the factors you have listed. Starting with 1 representing the most important factor and 8 representing the least important factor.*

Priority rating for question A2

1.....	
2.....	
3.....	
4.....	
5.....	
6.....	
7.....	
8.....	

SECTION B

In this section you will again be required to answer two questions, but this time you have to complete question B in whole before proceeding to the instructions given for question C, which will have to be completed on this page.

Please select the 8 most likely factors you or your business will take into consideration when formulating a strategic plan to create Sustainable Competitive Advantage(s) for a firm in your industry sector. Place a check (✓) in column B.

	B Most likely factors	Ratings Scale for question C* 0= Not important, 10 = Extremely Important										
Preferred Positioning in terms of Industry Category or Sector	✓	0	1	2	3	4	5	6	7	8	9	10
Preferred Positioning in terms of Corporate & Brand Reputation and Image	✓	0	1	2	3	4	5	6	7	8	9	10
Ethics & Values	✓	0	1	2	3	4	5	6	7	8	9	10
Internal Communication & Co-ordination	✓	0	1	2	3	4	5	6	7	8	9	10
Market & Competitive Orientation	✓	0	1	2	3	4	5	6	7	8	9	10
Innovation & Creativity	✓	0	1	2	3	4	5	6	7	8	9	10
Direction & Goals	✓	0	1	2	3	4	5	6	7	8	9	10
Motivation as promoted through Recognition		0	1	2	3	4	5	6	7	8	9	10
Personnel Attitude, Drive & Energy		0	1	2	3	4	5	6	7	8	9	10
Stakeholders & Constituents		0	1	2	3	4	5	6	7	8	9	10
Networks & Alliances		0	1	2	3	4	5	6	7	8	9	10
Productivity and Time management		0	1	2	3	4	5	6	7	8	9	10
Access to financial resources		0	1	2	3	4	5	6	7	8	9	10
Strategic Investments & Projections		0	1	2	3	4	5	6	7	8	9	10
Technology		0	1	2	3	4	5	6	7	8	9	10
Data & Information Management		0	1	2	3	4	5	6	7	8	9	10
Leadership Competencies Management's Ability to steer Change Direction & Strategic Leadership		0	1	2	3	4	5	6	7	8	9	10
People Embodied Skills and Competencies Experience, Skills, Knowledge Talents		0	1	2	3	4	5	6	7	8	9	10
Technology Embodied Competencies		0	1	2	3	4	5	6	7	8	9	10
Ability to Adapt and change/Flexibility		0	1	2	3	4	5	6	7	8	9	10

COMPLETE SECTION B BEFORE TURNING FOR INSTRUCTIONS TO SECTION C ON THE NEXT PAGE.
Complete question C on this grid. *

SECTION C:

Please rate the importance of the eight (8) factors you have selected above in terms of the priority you would place on each and the role they play in creating sustainable competitive advantages (SCA). Please use a rating scale between 0 and 10, where 0 = Not Important at all and 10 = Extremely Important. You may also use any number in between to indicate the importance you attach to a particular factor. **Please encircle the rating of your choice on the previous page, in the column marked C*.**

SECTION D:

The following 4 factors summarize the concepts listed under B and C:

- **Market Positioning** - Positioning the firm achieves or obtains in the mind of all constituents
- **Finite Resources**- Limited tangible resources such as machines, time, money, etc.
- **Infinite Resources** - Unlimited and infinitely available resources such as passion, energy, direction, motivation, innovation, flexibility, self-drive, goal-orientation, etc.
- **Competencies and Capabilities** - Human and technological embodied skills, experience and knowledge to which the business has access.

Please assess the following factors/constructs in terms of their ability/ in-ability to contribute to a firm's sustainable competitive advantage.

	<i>Do not agree at all</i>				<i>Totally Agree</i>
<i>Preferred Market Positioning can contribute to competitive advantage(s) in the marketplace.</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Access to Superior Finite Resources can contribute to competitive advantage(s) in the marketplace</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Exploiting Infinite Resources can contribute to competitive advantage(s) in the marketplace</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Access to Superior Competencies & Capabilities can contribute to competitive advantage(s) in the marketplace</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

DO NOT TURN THE PAGE BEFORE YOU HAVE COMPELETED THE QUESTIONS ON THIS PAGE.

Thank you for your valuable time.

SECTION E:

Please rank the same four (4) factors in terms of the priority you would place on each, in terms of the role they play in creating sustainable competitive advantage (SCA) for your business or industry. Please use a 0 to 10 scale, where 0 = Not important at all and 10 = Extremely important. You may also use any number in between that best describes the priority you attach to the factor.

	Not important at all										Extremely Important											
<i>Preferred Market Positioning</i> can contribute to competitive advantage(s) in the marketplace	0	1	2	3	4	5	6	7	8	9	10	0	1	2	3	4	5	6	7	8	9	10
<i>Access to Superior Finite Resources</i> can contribute to competitive advantage(s) in the marketplace	0	1	2	3	4	5	6	7	8	9	10	0	1	2	3	4	5	6	7	8	9	10
<i>Exploiting Infinite Resources</i> can contribute to competitive advantage(s) in the marketplace	0	1	2	3	4	5	6	7	8	9	10	0	1	2	3	4	5	6	7	8	9	10
<i>Access to Superior Competencies & Capabilities</i> can contribute to competitive advantage(s) in the marketplace	0	1	2	3	4	5	6	7	8	9	10	0	1	2	3	4	5	6	7	8	9	10

SECTION F – CLASSIFICATION DETAILS

Please complete this table by writing the correct answer in the box next to each statement or by checking (✓) the correct option	You unique answer
Your degree program (BBA, MPA, MBA, etc.)	
Your age	
Gender	Male Female
How many years work experience?	
In which industry of business do you have most experience?	
How many years management experience?	
How many years experience do you have in marketing or as a marketing practitioner?	

Thank you for your valuable time.

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table Question A1 and A2

CONCEPT MENTIONED BY RESPONDENT	# Mentions	Highest Rating 1= High, 8=Low	Median	Average Rating
a1 Preferred Positioning i.t.o. industry category	4.0	2.0	2.5	2.5
a2 Preferred Positioning i.t.o. brand image	13.0	1.0	2.0	3.3
a3 Ethics and values	0.0	0.0	0.0	0.0
a7 Strategic Direction & Goals	18.0	1.0	4.0	3.8
a28 Demand, Market Share & Growth Potential	24.0	1.0	3.0	3.4
a21 Benchmarking against other firms	2.0	3.0	5.0	5.0
a32 Niche marketing	3.0	4.0	4.0	5.0
a33 Patents, IP, Protection & Barriers to Entry	16.0	1.0	3.0	3.8
a38 Time to launch, Duration of advantage	13.0	1.0	5.0	3.5
a40 Macro environmental issues	11.0	2.0	4.0	4.7
a41 Risk	4.0	2.0	4.5	4.3
Averages for Category on Perceived Perception	9.8	1.6	3.4	3.6
Total for Category on Preferred Positioning	108.0			
a16 Data & Information Management	0.0	0.0	0.0	0.0
a10 Stakeholders & Constituents	0.0	0.0	0.0	0.0
a11 Networks & Alliances	8.0	1.0	5.0	4.5
a12 Productivity & Time Management	7.0	1.0	3.0	3.6
a13 Access to Financial Resources	21.0	1.0	5.0	4.3
a14 Strategic Investments & Projections	17.0	1.0	5.0	5.2
a22 Supplier proximity & Supplier Power	12.0	4.0	6.0	6.3
a23 Substitutes	4.0	4.0	4.5	5.3
a24 Cost Structures	23.0	1.0	4.0	4.1
a25 Market Trends	9.0	2.0	4.0	4.2
a26 Market Research	10.0	1.0	5.5	4.9
a27 Competitors & Competitive Reactions	20.0	1.0	4.0	4.2
a29 Product Diversification	14.0	2.0	5.0	4.9
a30 Quality Issues	13.0	1.0	6.0	5.2
a31 Service Level	5.0	3.0	6.0	5.2
a37 Economies of Scale and Scope	5.0	1.0	3.0	3.8
a39 Distribution Issues	7.0	2.0	6.0	5.4
a42 Location	2.0	1.0	3.5	3.5
a34 Market Share	9.0	1.0	4.0	4.3
a35 R&D	5.0	1.0	3.0	4.0
Averages for Category on Finite Resources	14.2	1.5	4.1	4.1
Total for Category on Finite Resources	299.0			
a4 Internal Communication & Co-ordination	3.0	2.0	5.0	4.7
a5 Market & Competitive Orientation	25.0	1.0	3.0	3.8
a6 Innovation & Creativity	9.0	2.0	4.0	4.2
a20 Flexibility & Responsiveness	4.0	3.0	7.0	6.3
a8 Motivation & Recognition	4.0	1.0	3.5	3.8
a9 Attitude, Drive & Energy	2.0	1.0	3.0	3.0
Averages for Category on Infinite Resources	7.8	1.7	4.3	4.3
Total for Category on Infinite Resources	47.0			
a15 Technology	6.0	2.0	3.0	3.2
a17 Leadership Competencies	12.0	1.0	3.0	3.3
a18 Core Competencies/Capabilities	31.0	1.0	4.0	4.0
a19 Technology Embodied Competencies	1.0	6.0	6.0	6.0
a36 Employee Competence & Buy-in	5.0	6.0	7.0	6.8
Averages for Category on Competencies	11.0	3.2	4.6	4.7
Total for Category on Competencies	55.0			
TOTAL for ALL RESPONDENTS AND ALL SCA SOURCES MENTIONED	509.0			
	# Mentions	Highest Rating 1= High, 8=Low	Median	AverageRating

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Question A by tot # Experience and PP/FR/IR/C

Responder	Age	# Years Ex	Industry	Man Exp	Mkt Expe	Inv of Scori pp	Inverse/Re: fr	Inverse/res ir	Inverse c
resp 3	52	30	US Military	25	0	5	3	4	8
resp15	47	25	Agriculture	25	20	8	6	0	0
resp 48	42	24	Airlines	8	0	1	8	4	5
resp 11	43	21	Medical De	16	2.5	7	5	0	8
resp 16	42	21	Technology	12	0	4	7	0	5
resp 17	42	20	Engineering	10	0	8	5	0	1
resp 54	42	20	Energy	5	0	0	8	0	6
resp 39	40	20	Software	15	2	8	7	1	5
resp 35	40	19	Oil & gas	0	0	6	8	0	0
resp 9	44	18	Hydrocarb	10	0	8	6	0	4
resp 52	43	18	Healthcare	14	0	5	8	0	0
resp 5	40	17	Oil & gas	10	0	8	8	1	4
resp 20	40	17	Energy	8	7	8	8	6	7
resp 56	40	16	High Tech	10	7	7	5	6	8
resp 36	38	14	Non-Profit	4	0	7	6	5	8
resp 28	36	14	manufactur	10	0	7	8	6	0
resp 53	35	14	Law	5	0	5	6	8	7
resp 10	38	13	Engineering	6	6	8	5	7	6
resp12	37	13	IT	8	5	7	5	8	0
resp 4	36	13	Petro Chen	6	5	1	3	0	0
resp 14	42	12	Electronics	3	0	8	4	0	8
resp 18	38	12	Law	12	0	6	7	8	0
resp 19	35	12	Nuclear Sc	2	0	6	7	8	4
resp 47	33	12	Semicondu	0	0	5	8	6	7
resp 30	34	11	Energy	5	2	8	7	6	0
resp13	33	11	Financing	5	0	7	8	2	0
resp 25	33	11	IT	8	10	4	5	7	8
resp 37	33	11	Energy	11	0	0	8	0	6
resp 32	32	11	Petro Chen	2	1	8	7	3	0
resp 51	32	11	Oil & gas	6	3	8	5	7	6
resp 31	31	11	Industrial	4	1	8	5	0	0
resp 49	40	10	Healthcare	5	0	7	6	0	8
resp 26	36	10	manufactur	10	0	6	8	0	0
resp 7	32	10	IT	5	2	8	7	0	2
resp 23	31	10	IT	6	1	0	8	7	0
Resp 1	31	9	High Tech	9	5	6	5	7	8
resp 40	35	8	PCs	4	0	7	4	6	2
resp 22	33	8	Law	8	0	5	8	0	3
resp 21	32	8	Semicondu	3	0	7	6	0	1
Resp2	31	8	Public Acc	3	0	8	7	0	0
resp 27	31	8	Chemical	3	3	8	7	0	6
resp 38	31	8	Industrial &	0	2	6	8	0	0
resp 44	30	8	Energy	5	2	0	7	0	8
resp 8	29	8	Software	2.5	6	1	8	0	5
resp 42	29	8	Chemical	4	0	5	7	8	4
resp 50	29	8	Energy	0	3	4	8	0	0
resp 46	30	7	Telecommi	4	7	8	5	4	6
resp 41	29	7	Technology	0	1	6	8	4	1
resp 55	28	7	Chemical	2	5	7	6	4	8
resp 45	28	6.5	Software	3	2	5	8	3	6
resp 33	32	6	High Tech	0	1.5	8	5	0	4
resp 6	31	6	Medical De	5	3	8	7	2	0
resp 57	28	6	Professional	3	0	6	4	8	0
resp 43	27	6	Chemical	2	0	7	8	5	8
resp 24	28	5	Industrial	2	0	8	7	5	0
resp 29	27	5	Financing	2	0	5	7	8	6
resp 34	26	5	Energy	1	0	4	2	5	8
34.85965		Average/Mi	6.254386	2.017544	5.894737	6.438596	3.140351	3.77193	
		Median	5	0.5	7	7	3	4	
		TOT # of Mentions			108	191	44	55	

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Question A: INDUSTRY: PP/FR/IR/C Total number of respondents with certain rating

AE1	0 not impo	1	2	3	4	5	6	7	8 very NB
Chemical	0	0	0	0	0	1	1	2	2
Energy	3	0	0	0	2	0	0	0	2
Industrial&	0	0	0	0	0	0	2	1	2
Oil, Gas &	0	1	0	0	0	0	1	0	3
IT	1	1	0	0	2	2	2	4	5
Services	0	1	0	0	0	4	2	3	4
Other	0	0	0	0	0	1	0	1	1
	4	3	0	0	4	8	8	11	19

AE1	0<X<4	4	4<X<8
Chemical	0	0	6
Energy	3	2	2
Industrial&	0	0	5
Oil, Gas &	1	0	4
IT	2	2	13
Services	1	0	13
Other	0	0	3
	7	4	46

AE2	0	1	2	3	4	5	6	7	8
Chemical	0	0	0	0	0	0	2	3	1
Energy	0	0	1	0	0	0	0	2	4
Industrial&	0	0	0	0	0	1	0	1	3
Oil, Gas &	0	0	0	1	0	1	0	1	2
IT	0	0	0	0	2	6	1	3	5
Services	0	0	0	0	1	3	2	4	4
Other	0	0	0	0	1	0	2	0	0
	0	0	1	1	4	11	7	14	19

AE2	0<X<4	4	4<X<8
Chemical	0	0	6
Energy	1	0	6
Industrial&	0	0	5
Oil, Gas &	1	0	4
IT	0	2	15
Services	0	1	13
Other	0	1	2
	2	4	51

AE3	0	1	2	3	4	5	6	7	8
Chemical	2	0	0	0	1	1	0	0	2
Energy	4	0	0	0	0	1	2	0	0
Industrial&	3	0	0	0	0	1	1	0	0
Oil, Gas &	2	1	0	1	0	0	0	1	0
IT	6	1	0	1	2	0	3	3	1
Services	6	0	2	0	1	0	0	1	4
Other	1	0	0	0	1	1	0	0	0
	24	2	2	2	5	4	6	5	7

AE3	0<X<4	4	4<X<8
Chemical	2	1	3
Energy	4	0	3
Industrial&	3	0	2
Oil, Gas &	4	0	1
IT	8	2	7
Services	8	1	5
Other	1	1	1
	30	5	22

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AE4	0	1	2	3	4	5	6	7	8
Chemical	0	0	0	0	3	0	1	0	2
Energy	2	0	0	0	0	0	2	1	2
Industrial&	5	0	0	0	0	0	0	0	0
Oil, Gas &	3	0	0	0	1	0	1	0	0
IT	2	2	2	0	1	3	2	1	4
Services	6	1	0	1	0	1	2	1	2
Other	1	0	0	0	0	0	0	0	2
	19	3	2	1	5	4	8	3	12

AE4	0<X<4	4	4<X<8
Chemical	0	3	3
Energy	2	0	5
Industrial&	5	0	0
Oil, Gas &	3	1	1
IT	6	1	10
Services	8	0	6
Other	1	0	2
	25	5	27

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Question A: MKT XPERIENCE Total number of respondents with certain rating

AE1/PP	0 not impor	1	2	3	4	5	6	7	8 very NB	tot
>=3YEAR:	0	2	0	0	2	0	1	3	7	15
<3 Years	4	1	0	0	2	9	6	8	12	42
TOTAL	4	3	0	0	4	9	7	11	19	57

AE1/SMAL	0<X<4	4 4<X<8		
>3,	2	2	11	15
<3	5	2	35	42
Total	7	4	46	57

AE2/FR	0 not impor	1	2	3	4	5	6	7	8 very NB	tot
>=3YEAR:	0	0	0	1	0	7	2	2	3	15
<3 Years	0	0	0	2	3	4	7	10	16	42
TOTAL	0	0	0	3	3	11	9	12	19	57

AE2/FR C	0<X<4	4 4<X<8		
>3,	1	0	14	15
<3	2	3	37	42
Total	3	3	51	57

AE3/IR	0 not impor	1	2	3	4	5	6	7	8 very NB	tot
>=3YEAR:	5	0	1	0	2	0	2	4	1	15
<3 Years	19	2	1	2	3	4	4	1	6	42
TOTAL	24	2	2	2	5	4	6	5	7	57

AE3/IR C	0<X<4	4 4<X<8		
>3,	6	2	7	15
<3	24	3	15	42
Total	30	5	22	57

AE4/C	0 not impor	1	2	3	4	5	6	7	8 very NB	tot
>=3YEAR:	5	0	0	0	0	1	4	1	4	15
<3 Years	14	3	2	3	3	3	4	2	8	42
TOTAL	19	3	2	3	3	4	8	3	12	57

AE4/C C	0<X<4	4 4<X<8		
>3,	5	0	10	15
<3	22	3	17	42
Total	27	3	27	57

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c10 stakeh	c11 allianc	c12 produc	c13 Acces	c14 str inv	average	IF	Highest rat	C20 Ability	c4 int com	c5 market	c6 innovati	c8 motivati	c9 attitude	Average C	Highest rat
10.0	7.0				10.0	10.0	10.0			10.0	10.0			9.0	10.0
8.0					9.0	10.0	10.0			10.0	7.0			9.0	10.0
	10.0	9.0	8.0		9.0	9.0				10.0	9.0			8.4	9.0
				10.0	9.2	10.0	9.0			10.0	8.0		9.0	7.0	8.0
6.0		7.0			8.4	9.0	8.0	8.0		10.0	8.0		9.0	9.3	10.0
8.0	8.5	8.0	8.0		9.3	10.0	9.0			10.0	8.0			5.0	5.0
					9.5	9.1	9.7	8.7	8.0	10.0	8.3	0.0	9.0	8.0	8.7
					9.0	9.0	10.0		10.0	10.0	10.0	6.0		9.0	9.0
					9.0	7.8	8.0	8.0		7.0			8.0	9.0	9.0
					9.4	10.0			9.0	9.0	10.0		9.0	9.7	10.0
				10.0 ads	10.0	asd								9.3	10.0
				10.0	10.0	10.0	10.0	10.0		10.0	10.0			10.0	10.0
10.0		9.0	10.0		9.3	10.0	9.0						8.0	9.7	10.0
	6.0		7.0		9.0	9.0	9.0							8.2	9.0
10.0	6.0	9.0	8.5	9.5	9.1	9.5	9.0	9.5	8.7	10.0	6.0	8.3	9.3	9.6	9.6
					6.0	8.0	9.0		8.0	2.0			4.7	5.0	5.0
					9.0	9.0	9.0		9.0			9.0	9.0	9.0	9.0
					7.8	9.0	9.0				7.0		6.0	10.0	10.0
					10.0	10.0	10.0			10.0				9.3	10.0
					7.8	10.0	6.0				10.0	5.0	10.0	10.0	10.0
					8.1	9.2	7.5 ads		9.0	6.3	5.0	7.5	8.6	8.8	8.8
					7.0	10.0			9.0	10.0			10.0	10.0	10.0
2.0					10.0	6.0	6.0	6.0					10.0	9.0	9.0
9.0	8.0				9.0	6.0	6.0			6.0			7.6	9.0	9.0
					10.0	5.3	6.0	4.0			6.0		8.0	9.0	9.0
					9.3	10.0			8.0	9.0			9.0	10.0	10.0
5.5	8.0	10.0	9.0	9.7	7.3	7.6	5.0	8.5	8.3	6.0	0.0	10.0	8.7	9.4	9.4
10.0					10.0	10.0	10.0		10.0				10.0	10.0	10.0
					8.0	8.0	8.0		8.0	8.0			8.8	10.0	10.0
					8.7	9.0	9.0		9.0			8.0	8.5	9.0	9.0
					8.0	8.0	9.0	7.0	7.0	9.0			9.7	10.0	10.0
					8.3	9.0				9.0			8.4	9.0	9.0
					9.8	10.0	9.0		10.0	10.0			6.0	6.0	6.0
7.0					10.0	10.0	10.0		10.0				8.5	9.0	9.0
6.0					7.0	8.2	10.0	5.0	8.0	8.0		10.0	8.0	8.0	8.0
						9.7	10.0		10.0	9.0			9.8	10.0	10.0
						9.0	9.0		9.0				9.3	10.0	10.0
						8.0	9.0	6.0		9.0			8.4	9.0	9.0
						8.3	9.0		8.0	9.0			8.7	9.0	9.0
						9.0	9.0		9.0				9.0	10.0	10.0
						9.0	10.0		10.0	7.0			6.0	6.0	6.0
						9.3	10.0		8.0	10.0			9.7	10.0	10.0
						8.5	9.0	9.0	9.0	7.0			8.7	9.0	9.0
						7.0	7.0		7.0				6.3	8.0	8.0
						8.7	9.2	7.8	7.0	8.8	8.7	0.0	8.0	8.4	8.9
						8.3	10.0			5.0			10.0 ads	zxcc	
						8.6	10.0	7.0		7.0	9.0		10.0	5.0	5.0
						9.7	10.0			10.0	9.0			10.0	10.0
						7.3	9.0	9.0	5.0	6.0			9.3	10.0	10.0
						5.0	5.0				5.0		9.3	10.0	10.0
						5.8	8.0		4.0	3.0			9.3	10.0	10.0
						8.5	9.0						7.0	7.0	7.0
						8.7	9.0						10.0	10.0	10.0
						9.8	10.0	10.0		8.0			10.0	10.0	10.0
						9.0	9.0						8.5	9.0	9.0
						9.7	10.0	9.0		10.0			3.0	3.0	3.0
						8.7	9.0	8.0		9.0			8.7	9.0	9.0
						8.0	8.0			8.0			9.7	10.0	10.0
						8.2	8.9	8.5	4.5	7.7	7.8	9.0	8.0	8.0	8.0
7.2	7.3	8.0	7.6	8.5	8.2	10.0	7.0	8.0					10.0	9.0	9.0
10.0					8.8	10.0							10.0	9.0	9.0
					9.5	10.0							9.0	9.0	10.0
					6.0	6.0	6.0						10.0	6.0	7.0
10.0	0.0	0.0	9.0	0.0	8.1	8.7	6.5	8.0	0.0	9.0	9.0	10.0	8.0	8.7	8.7
7.3	6.2	7.1	8.1	7.7	8.4	9.1	7.7	6.1	0.0	8.4	0.0	9.2	8.2	8.6	8.6
13.0	11.0	8.0	16.0	12.0			126.0	14.0	5.0	24.0	16.0	4.0	11.0		121.0
7.0	7.0	8.0	8.0	8.3			9.0	8.0	5.0	8.9	9.0	9.0	9.2		9.0

c15 techn c17 Leade c18 People c19 Techn skills

8.0	10.0	7.0	
8.0	10.0	8.0	
8.0	9.0	8.0	8.0
			5.0
	8.0	10.0	
5.0			
7.3	9.3	8.3	6.5
9.0	9.0		
	9.0	9.0	
	9.0	10.0	
7.0		10.0	10.0
	10.0		
	10.0	9.0	
7.0	8.0	8.0	9.0
7.7	9.2	9.2	9.5
4.0			5.0
	9.0		
		10.0	
	8.0	10.0	
10.0			
7.0	8.5	10.0	5.0
	10.0	10.0	
		9.0	
9.0	8.0	6.0	6.0
9.0		6.0	
7.0		10.0	
8.3	9.0	8.2	6.0
10.0	10.0	10.0	
7.0	10.0	8.0	
	9.0	9.0	7.0
10.0	9.0		
9.0	8.0	7.0	9.0
6.0			
8.0	8.0	9.0	
8.0			
10.0	10.0	9.0	10.0
9.0	8.0	10.0	
9.0	8.0	9.0	7.0
8.0	9.0		
10.0		7.0	9.0
6.0			
	9.0		10.0
8.0			9.0
5.0	8.0	4.0	
8.2	8.8	8.2	8.7
5.0			
	10.0	10.0	
8.0		10.0	
7.0	10.0	10.0	
		10.0	8.0
	7.0	7.0	
	10.0		
	10.0		
7.0	9.0	9.0	
		3.0	
		9.0	8.0
	10.0	9.0	
8.0			
7.0	9.4	8.6	8.0
	9.0	9.0	
	10.0	7.0	
4.0	7.0		
4.0	8.7	8.0	0.0
7.3	8.9	8.3	0.0
19.0	19.0	19.0	9.0
8.0	9.0	9.0	8.7

Comparison of Analysts (n=10) ...
 Statistics: Mean = 8.2, Std. Dev. = 1.2, N = 10
 Frequency: 10

Comparison of Analysis methodologies discussed in Chapter 4, Section 3.1

Question	C1	c2	c3	c4	c5	c6	c7	c8	c9	c10	c11	c12	c13	c14	c15	c16	c17	c18	c19	c20
Average	3.55	4.12	3.56	5.11	2.72	3.45	3.62	6	3.21	4.33	5.05	3.85	3.52	3.09	4.09	4.29	2.33	3.16	3.53	4.17
Frequency	29	26	18	9	39	31	21	4	19	18	19	13	29	22	33	7	36	37	15	24
Sum/57	1.81	1.88	1.12	0.81	1.86	1.88	1.33	0.42	1.07	1.37	1.68	0.88	1.79	1.19	2.37	0.53	1.47	2.05	0.93	1.75
Frequency	29	26	18	9	39	31	21	4	19	18	19	13	29	22	33	7	36	37	15	24



Graph C1 : New Tables for Responses to Question C; Average Priority Rating over all respondents for prompted sources

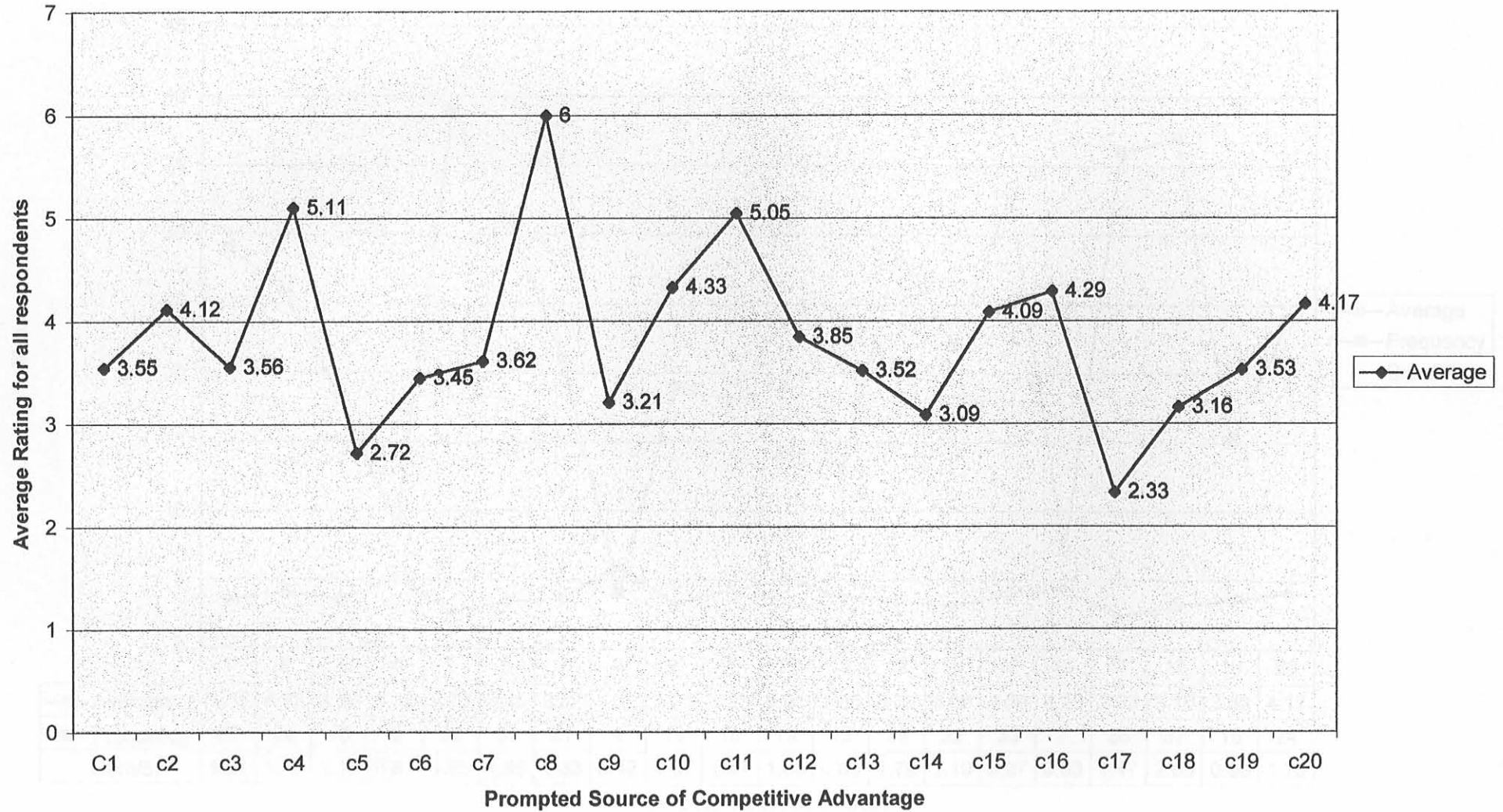
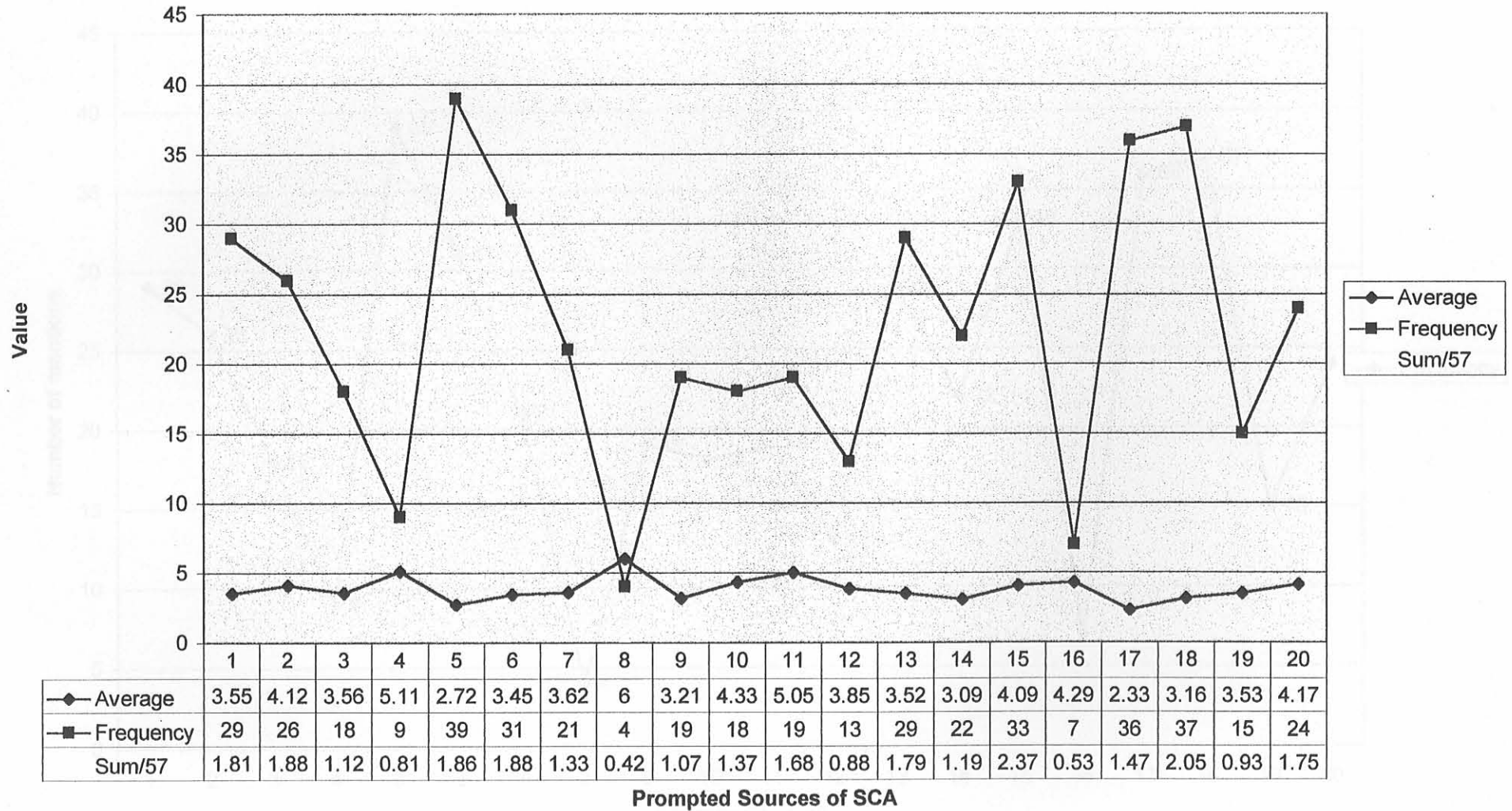


Chart C2: Average, Frequency and Overall average for Question C, Prompted Sources



Graph C3: Number of Mentions for Prompted Sources of SCA
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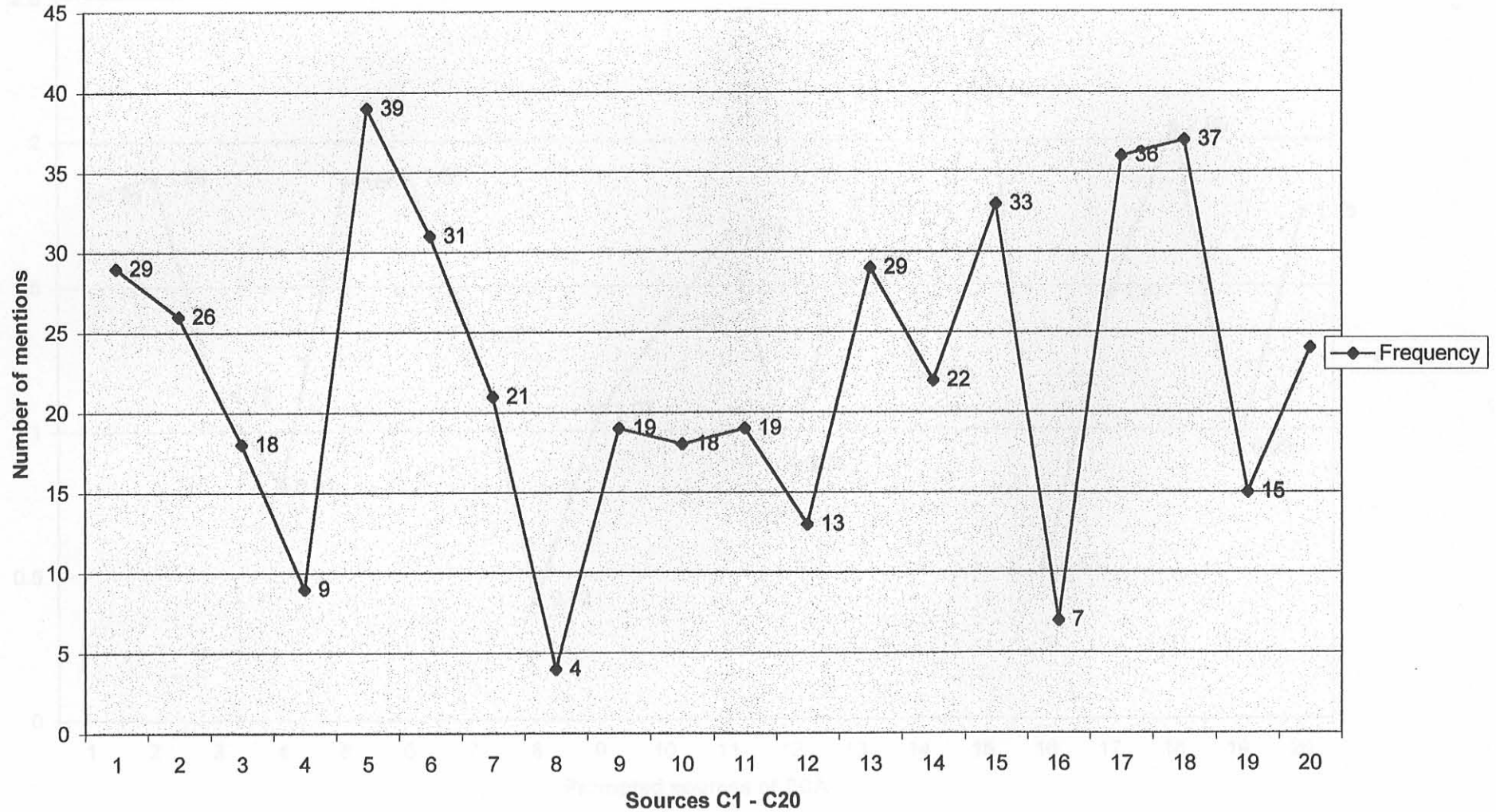
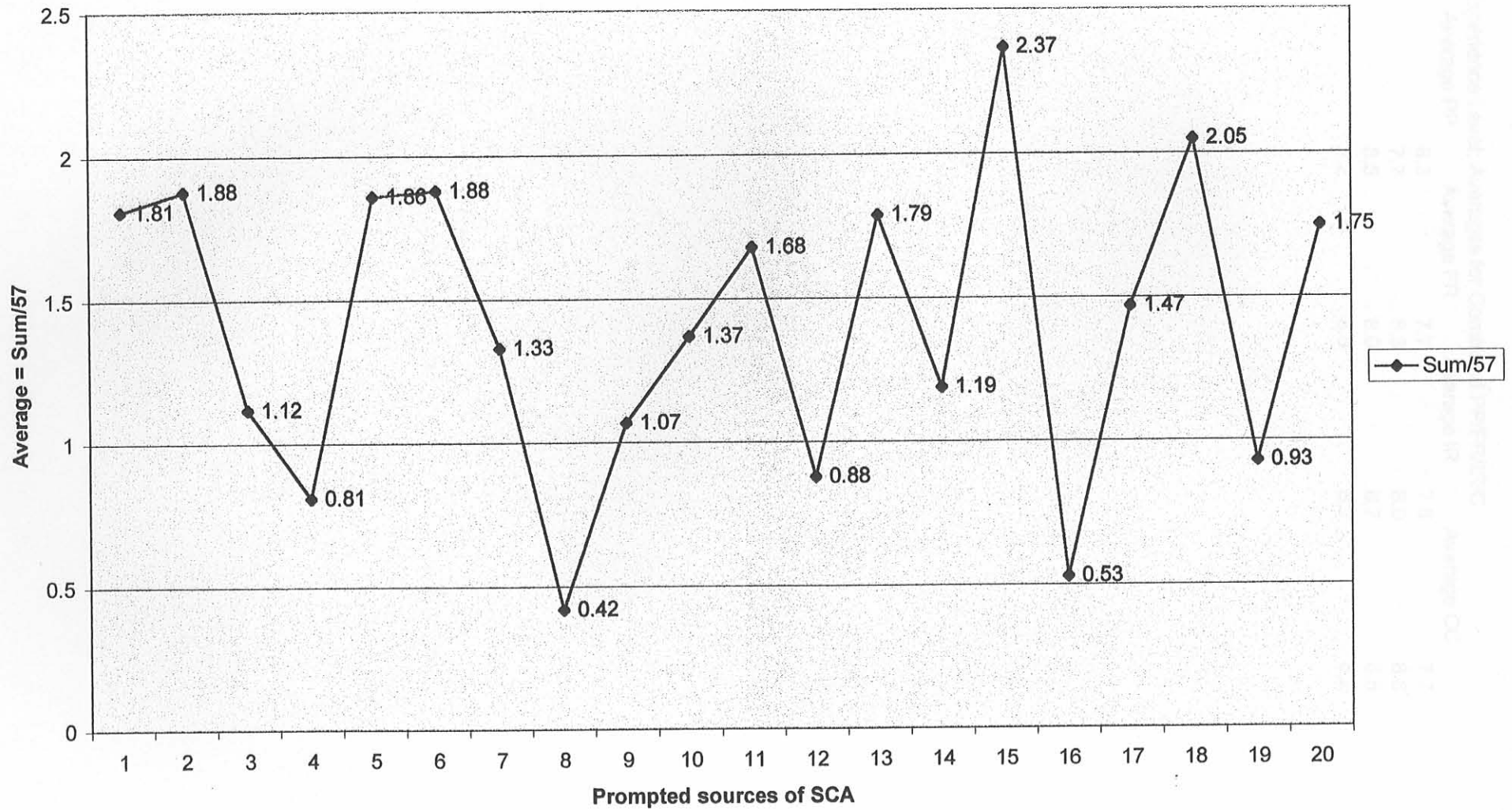


Chart C4: Average Rating over all 57 respondents



Question C; by Experience Level; Averages for Combined PP/FR/IR/C

Respondent	Average PP	Average FR	Average IR	Average CC
X≤15, N=14	8.3	7.7	7.8	7.7
10<Y<15, N=21	7.7	8.3	8.0	8.5
Z<10, N=22	8.5	8.0	8.7	8.5
Total, N=57	8.2	8.0	8.2	8.2

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Question C; by Mkt Experience; Averages for Combined PP/FR/IR/C

Respondent Number	Average PP	Average FR	Average IR	Average CC	Average CQ
More/Equal 3 Years	8.5	8.2	7.9	8.6	8.2
Less 3 Years	8.0	8.1	8.1	8.1	8.3
Overall Group	8.3	8.2	8.0	8.4	8.3
Manufacturing, N=10	7.6	7.6	7.6	7.6	7.7
Technology, N=17	8.4	8.4	8.4	8.4	8.4
Services, N=14	8.6	8.6	8.6	8.6	8.6
Other, N=9	8.7	8.7	8.7	8.7	8.7
Total, N=50	8.3	8.3	8.3	8.3	8.3

Question C; by Industry category; Averages for Combined PP/FR/IR/C

Respondent Number	Average PP	Average FR	Average IR	Average CC
Science, N=6	9.2	8.7	9.1	8
Energy, N=7	8.1	8.90	9.1	9.3
Industrial, N=5	7.2	8.8	8.1	8.6
PetroChemical, N=5	7.9	8.6	7.3	8.7
Technology, N=17	8.4	7.7	8.7	8.4
Services, N=14	8.5	7.9	8.2	8.3
Other, N=3	8.7	9.0	8.1	8.0
Total, N=57	8.3	8.5	8.4	8.5

APPENDIX D

Table D.1: Summary of the data used in the study. The table lists various variables and their corresponding values. The columns are: Variable, Mean, Std. Dev., Min., Q1, Q2, Q3, Max.

Variable	Mean	Std. Dev.	Min.	Q1	Q2	Q3	Max.
Age	22	0	2	2	2	2	2
Age2	22	0	2	2	2	2	2
Age3	22	0	2	2	2	2	2
Age4	22	0	2	2	2	2	2
Age5	22	0	2	2	2	2	2
Age6	22	0	2	2	2	2	2
Age7	22	0	2	2	2	2	2
Age8	22	0	2	2	2	2	2
Age9	22	0	2	2	2	2	2
Age10	22	0	2	2	2	2	2
Age11	22	0	2	2	2	2	2
Age12	22	0	2	2	2	2	2
Age13	22	0	2	2	2	2	2
Age14	22	0	2	2	2	2	2
Age15	22	0	2	2	2	2	2
Age16	22	0	2	2	2	2	2
Age17	22	0	2	2	2	2	2
Age18	22	0	2	2	2	2	2
Age19	22	0	2	2	2	2	2
Age20	22	0	2	2	2	2	2
Age21	22	0	2	2	2	2	2
Age22	22	0	2	2	2	2	2
Age23	22	0	2	2	2	2	2
Age24	22	0	2	2	2	2	2
Age25	22	0	2	2	2	2	2
Age26	22	0	2	2	2	2	2
Age27	22	0	2	2	2	2	2
Age28	22	0	2	2	2	2	2
Age29	22	0	2	2	2	2	2
Age30	22	0	2	2	2	2	2
Age31	22	0	2	2	2	2	2
Age32	22	0	2	2	2	2	2
Age33	22	0	2	2	2	2	2
Age34	22	0	2	2	2	2	2
Age35	22	0	2	2	2	2	2
Age36	22	0	2	2	2	2	2
Age37	22	0	2	2	2	2	2
Age38	22	0	2	2	2	2	2
Age39	22	0	2	2	2	2	2
Age40	22	0	2	2	2	2	2
Age41	22	0	2	2	2	2	2
Age42	22	0	2	2	2	2	2
Age43	22	0	2	2	2	2	2
Age44	22	0	2	2	2	2	2
Age45	22	0	2	2	2	2	2
Age46	22	0	2	2	2	2	2
Age47	22	0	2	2	2	2	2
Age48	22	0	2	2	2	2	2
Age49	22	0	2	2	2	2	2
Age50	22	0	2	2	2	2	2
Age51	22	0	2	2	2	2	2
Age52	22	0	2	2	2	2	2
Age53	22	0	2	2	2	2	2
Age54	22	0	2	2	2	2	2
Age55	22	0	2	2	2	2	2
Age56	22	0	2	2	2	2	2
Age57	22	0	2	2	2	2	2
Age58	22	0	2	2	2	2	2
Age59	22	0	2	2	2	2	2
Age60	22	0	2	2	2	2	2
Age61	22	0	2	2	2	2	2
Age62	22	0	2	2	2	2	2
Age63	22	0	2	2	2	2	2
Age64	22	0	2	2	2	2	2
Age65	22	0	2	2	2	2	2
Age66	22	0	2	2	2	2	2
Age67	22	0	2	2	2	2	2
Age68	22	0	2	2	2	2	2
Age69	22	0	2	2	2	2	2
Age70	22	0	2	2	2	2	2
Age71	22	0	2	2	2	2	2
Age72	22	0	2	2	2	2	2
Age73	22	0	2	2	2	2	2
Age74	22	0	2	2	2	2	2
Age75	22	0	2	2	2	2	2
Age76	22	0	2	2	2	2	2
Age77	22	0	2	2	2	2	2
Age78	22	0	2	2	2	2	2
Age79	22	0	2	2	2	2	2
Age80	22	0	2	2	2	2	2
Age81	22	0	2	2	2	2	2
Age82	22	0	2	2	2	2	2
Age83	22	0	2	2	2	2	2
Age84	22	0	2	2	2	2	2
Age85	22	0	2	2	2	2	2
Age86	22	0	2	2	2	2	2
Age87	22	0	2	2	2	2	2
Age88	22	0	2	2	2	2	2
Age89	22	0	2	2	2	2	2
Age90	22	0	2	2	2	2	2
Age91	22	0	2	2	2	2	2
Age92	22	0	2	2	2	2	2
Age93	22	0	2	2	2	2	2
Age94	22	0	2	2	2	2	2
Age95	22	0	2	2	2	2	2
Age96	22	0	2	2	2	2	2
Age97	22	0	2	2	2	2	2
Age98	22	0	2	2	2	2	2
Age99	22	0	2	2	2	2	2
Age100	22	0	2	2	2	2	2

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Question D by # Years Business Experience

Respondent #	Years	Industry	Man	Ex	Mkt	Exp	D1	Pr	D2	Su	D3	Su	D4	Sup	Cometencies
resp 3	30	US Milit	25	0	5	4	5	4	5	5	5	5	5	5	
resp15	25	Agricult	25	20	5	5	5	3	4	5	5	5	5	5	
resp 48	24	Airlines	8	0	5	5	5	5	5	5	5	5	5	5	
resp 16	21	Technol	12	0	5	4	5	4	5	4	5	4	5	4	
resp 11	21	Medical	16	2.5	3	2	2	2	4	5	5	5	5	5	
resp 54	20	Energy	5	0	1	5	3	5	5	5	5	5	5	5	
resp 39	20	Softwar	15	2	5	3	5	5	5	5	5	5	5	5	
resp 17	20	Enginee	10	0	4	4	4	4	5	5	5	5	5	5	
resp 35	19	Oil & ga	0	0	3	5	2	5	5	5	5	5	5	5	
resp 9	18	Hydroca	10	0	4	2	4	4	5	5	5	5	5	5	
resp 52	18	Healthc	14	0	4	5	3	5	5	5	5	5	5	5	
resp 20	17	Energy	8	7	5	4	4	3	5	5	5	5	5	5	
resp 5	17	Oil & ga	10	0	4	5	4	5	5	5	5	5	5	5	
resp 56	16	High Te	10	7	5	5	4	4	5	5	5	5	5	5	
N=14	20.4	AVERA	12.0	2.8	4.1	4.1	3.8	4.5	5.0	5.0	5.0	5.0	5.0	5.0	
	20.0	MEDIAI	10.0	0.0	4.5	4.5	4.0	4.0	5.0	5.0	5.0	5.0	5.0	5.0	
resp 28	14	manufac	10	0	5	5	3	5	5	5	5	5	5	5	
resp 53	14	Law	5	0	4	5	4	5	5	5	5	5	5	5	
resp 36	14	Non-Prc	4	0	4	4	5	5	5	5	5	5	5	5	
resp 4	13	Petro Cl	6	5	5	4	5	5	5	5	5	5	5	5	
resp12	13	IT	8	5	5	4	5	5	5	5	5	5	5	5	
resp 10	13	Enginee	6	6	5	4	4	5	5	5	5	5	5	5	
resp 19	12	Nuclear	2	0	5	4	5	4	5	5	5	5	5	5	
resp 47	12	Semicoi	0	0	4	2	4	5	5	5	5	5	5	5	
resp 14	12	Electror	3	0	5	5	4	4	5	5	5	5	5	5	
resp 18	12	Law	12	0	3	4	2	5	5	5	5	5	5	5	
resp 30	11	Energy	5	2	5	3	3	5	5	5	5	5	5	5	
resp 37	11	Energy	11	0	5	3	1	4	5	5	5	5	5	5	
resp 31	11	Industri	4	1	4	5	3	4	5	5	5	5	5	5	
resp 51	11	Oil & ga	6	3	3	5	2	4	5	5	5	5	5	5	
resp 32	11	Petro Cl	2	1	4	5	3	5	5	5	5	5	5	5	
resp 25	11	IT	8	10	5	5	4	4	5	5	5	5	5	5	
resp13	11	Financir	5	0	4	2	4	5	5	5	5	5	5	5	
resp 26	10	manufac	10	0	3	4	4	3	5	5	5	5	5	5	
resp 23	10	IT	6	1	4	4	2	5	5	5	5	5	5	5	
resp 7	10	IT	5	2	4	4	3	4	5	5	5	5	5	5	
resp 49	10	Healthc	5	0	4	2	2	5	5	5	5	5	5	5	
N=21	11.7	AVERA	5.9	1.7	4.3	4.0	3.4	4.6	5.0	5.0	5.0	5.0	5.0	5.0	
	11.0	MEDIAI	5.0	0.0	4.0	4.0	4.0	4.0	5.0	5.0	5.0	5.0	5.0	5.0	
Resp 1	9	High Te	9	5	5	3	3	5	5	5	5	5	5	5	
resp 27	8	Chemic	3	3	5	2	2	5	5	5	5	5	5	5	
resp 42	8	Chemic	4	0	5	5	4	4	5	5	5	5	5	5	
resp 44	8	Energy	5	2	5	5	5	5	5	5	5	5	5	5	
resp 50	8	Energy	0	3	4	4	5	5	5	5	5	5	5	5	
resp 38	8	Industri	0	2	4	4	5	4	5	5	5	5	5	5	
resp 21	8	Semicoi	3	0	3	4	2	4	5	5	5	5	5	5	
resp 8	8	Softwar	2.5	6	5	5	3	4	5	5	5	5	5	5	
resp 40	8	PCs	4	0	5	3	3	5	5	5	5	5	5	5	
resp 22	8	Law	8	0	4	5	4	4	5	5	5	5	5	5	
Resp2	8	Public A	3	0	5	2	3	5	5	5	5	5	5	5	
resp 55	7	Chemic	2	5	2	3	5	5	5	5	5	5	5	5	
resp 41	7	Technol	0	1	4	5	2	5	5	5	5	5	5	5	
resp 46	7	Telecon	4	7	4	3	3	5	5	5	5	5	5	5	
resp 45	6.5	Softwar	3	2	5	3	4	5	5	5	5	5	5	5	
resp 43	6	Chemic	2	0	5	4	3	4	5	5	5	5	5	5	
resp 33	6	High Te	0	1.5	4	4	3	5	5	5	5	5	5	5	
resp 57	6	Professi	3	0	4	4	4	5	5	5	5	5	5	5	
resp 6	6	Medical	5	3	5	5	5	5	5	5	5	5	5	5	
resp 34	5	Energy	1	0	4	4	5	5	5	5	5	5	5	5	
resp 24	5	Industri	2	0	4	3	2	5	5	5	5	5	5	5	
resp 29	5	Financir	2	0	5	5	5	5	5	5	5	5	5	5	
N=22	7.1	AVERA	3.0	1.8	4.4	3.9	3.6	4.7	5.0	5.0	5.0	5.0	5.0	5.0	
	7.5	MEDIAI	3	1.25	4.5	4	3.5	4.5	5.0	5.0	5.0	5.0	5.0	5.0	

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Question D by Industry Sector

Responder #	Years Ex	Industry	Man Exp	Mkt Expe	D1 Pref	Po D2	Sup Fir	D3 Sup	Inf D4	Sup	Cometencies
resp 27	8	Chemical	3	3	5	2	2	2	5		
resp 42	8	Chemical	4	0	5	5	4	4			
resp 43	6	Chemical	2	0	5	4	3	4			
resp 55	7	Chemical	2	5	2	3	5	5			
resp 19	12	Nuclear Sc	2	0	5	4	5	4			
resp 9	18	Hydrocarb	10	0	4	2	4	4			
N=6	9.8	AVERAGE	3.8	1.3	4.3	3.3	3.8	4.3			
	8.0	MEDIAN	2.5	0.0	5.0	3.5	4.0	4.0			
resp 20	17	Energy	8	7	5	4	4	3			
resp 30	11	Energy	5	2	5	3	3	5			
resp 34	5	Energy	1	0	4	4	5	5			
resp 37	11	Energy	11	0	5	3	1	4			
resp 44	8	Energy	5	2	5	5	5	5			
resp 50	8	Energy	0	3	4	4	5	5			
resp 54	20	Energy	5	0	1	5	3	5			
N=7	11.4	AVERAGE	5.0	2.0	4.1	4.0	3.7	4.6			
	11.0	MEDIAN	5.0	2.0	5.0	4.0	4.0	5.0			
resp 24	5	Industrial	2	0	4	3	2	5			
resp 31	11	Industrial	4	1	4	5	3	4			
resp 38	8	Industrial &	0	2	4	4	5	4			
resp 26	10	manufactu	10	0	3	4	4	3			
resp 28	14	manufactu	10	0	5	5	3	5			
N=5	9.6	MEAN	5.2	0.6	4	4.2	3.4	4.2			
	10	MEDIAN	4	0	4	4	3	4			
resp 35	19	Oil & gas	0	0	3	5	2	5			
resp 5	17	Oil & gas	10	0	4	5	4	5			
resp 51	11	Oil & gas	6	3	3	5	2	4			
resp 32	11	Petro Cher	2	1	4	5	3	5			
resp 4	13	Petro Cher	6	5	5	4	5	5			
N=5	14.2	AVERAGE	4.8	1.8	3.8	4.8	3.2	4.8			
	11	MEDIAN	5	2	5	4	4	5			
Resp 1	9	High Tech	9	5	5	3	3	5			
resp 33	6	High Tech	0	1.5	4	4	3	5			
resp 56	16	High Tech	10	7	5	5	4	4			
resp 23	10	IT	6	1	4	4	2	5			
resp 25	11	IT	8	10	5	5	4	4			
resp 7	10	IT	5	2	4	4	3	4			
resp12	13	IT	8	5	5	4	5	5			
resp 21	8	Semicondu	3	0	3	4	2	4			
resp 47	12	Semicondu	0	0	4	2	4	5			
resp 39	20	Software	15	2	5	3	5	5			
resp 45	6.5	Software	3	2	5	3	4	5			
resp 8	8	Software	2.5	6	5	5	3	4			
resp 16	21	Technolog	12	0	5	4	5	4			
resp 41	7	Technolog	0	1	4	5	2	5			
resp 46	7	Telecommi	4	7	4	3	3	5			
resp 14	12	Electronics	3	0	5	5	4	4			
resp 40	8	PCs	4	0	5	3	3	5			
N=17	10.9	AVERAGE	5.4	2.9	4.5	3.9	3.5	4.6			
	10.0	MEDIAN	4.0	2.0	5.0	4.0	3.0	5.0			
resp 10	13	Engineerin	6	6	5	4	4	5			
resp 17	20	Engineerin	10	0	4	4	4	5			
resp 29	5	Financing	2	0	5	5	5	5			
resp13	11	Financing	5	0	4	2	4	5			
resp 49	10	Healthcare	5	0	4	2	2	5			
resp 52	18	Healthcare	14	0	4	5	3	5			
resp 18	12	Law	12	0	3	4	2	5			
resp 22	8	Law	8	0	4	5	4	4			
resp 53	14	Law	5	0	4	5	4	5			
resp 57	6	Profession	3	0	4	4	4	5			
Resp2	8	Public Acc	3	0	5	2	3	5			
resp 48	24	Airlines	8	0	5	5	5	5			
resp 11	21	Medical De	16	2.5	3	2	2	4			
resp 6	6	Medical De	5	3	5	5	5	5			
N=14	12.6	AVERAGE	7.3	0.8	4.2	3.9	3.6	4.9			
	11.5	MEDIAN	5.5	0.0	4.0	4.0	4.0	5.0			
resp 36	14	Non-Profit	4	0	4	4	5	5			
resp 3	30	US Military	25	0	5	4	5	5			
resp15	25	Agriculture	25	20	5	5	3	4			
N=3	23	AVERAGE	18.0	6.7	4.7	4.3	4.3	4.7			
	24	MEDIAN	21.5	3.3	4.8	4.2	4.7	4.8			

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Question D by Industry Sector

Responder #	Years Ex	Industry	Man Exp	Mkt Expe	D1 Pref	Po D2	Sup Fir	D3 Sup	Inf D4	Sup	Cometencies
resp 27	8	Chemical	3	3	5	2	2	2	5		
resp 42	8	Chemical	4	0	5	5	4	4	4		
resp 43	6	Chemical	2	0	5	4	3	4	4		
resp 55	7	Chemical	2	5	2	3	5	5	5		
resp 19	12	Nuclear Sc	2	0	5	4	5	4	4		
resp 9	18	Hydrocarb	10	0	4	2	4	4	4		
N=6	9.8	AVERAGE	3.8	1.3	4.3	3.3	3.8	4.3			
	8.0	MEDIAN	2.5	0.0	5.0	3.5	4.0	4.0			
resp 20	17	Energy	8	7	5	4	4	3	3		
resp 30	11	Energy	5	2	5	3	3	5	5		
resp 34	5	Energy	1	0	4	4	5	5	5		
resp 37	11	Energy	11	0	5	3	1	4	4		
resp 44	8	Energy	5	2	5	5	5	5	5		
resp 50	8	Energy	0	3	4	4	5	5	5		
resp 54	20	Energy	5	0	1	5	3	5	5		
N=7	11.4	AVERAGE	5.0	2.0	4.1	4.0	3.7	4.6			
	11.0	MEDIAN	5.0	2.0	5.0	4.0	4.0	5.0			
resp 24	5	Industrial	2	0	4	3	2	5	5		
resp 31	11	Industrial	4	1	4	5	3	4	4		
resp 38	8	Industrial &	0	2	4	4	5	4	4		
resp 26	10	manufactu	10	0	3	4	4	3	3		
resp 28	14	manufactu	10	0	5	5	3	5	5		
N=5	9.6	MEAN	5.2	0.6	4	4.2	3.4	4.2			
	10	MEDIAN	4	0	4	4	3	4	4		
resp 35	19	Oil & gas	0	0	3	5	2	5	5		
resp 5	17	Oil & gas	10	0	4	5	4	5	5		
resp 51	11	Oil & gas	6	3	3	5	2	4	4		
resp 32	11	Petro Cher	2	1	4	5	3	5	5		
resp 4	13	Petro Cher	6	5	5	4	5	5	5		
N=5	14.2	AVERAGE	4.8	1.8	3.8	4.8	3.2	4.8			
	11	MEDIAN	5	2	5	4	4	5	5		
Resp 1	9	High Tech	9	5	5	3	3	5	5		
resp 33	6	High Tech	0	1.5	4	4	3	5	5		
resp 56	16	High Tech	10	7	5	5	4	4	4		
resp 23	10	IT	6	1	4	4	2	5	5		
resp 25	11	IT	8	10	5	5	4	4	4		
resp 7	10	IT	5	2	4	4	3	4	4		
resp12	13	IT	8	5	5	4	5	5	5		
resp 21	8	Semicondt	3	0	3	4	2	4	4		
resp 47	12	Semicondt	0	0	4	2	4	5	5		
resp 39	20	Software	15	2	5	3	5	5	5		
resp 45	6.5	Software	3	2	5	3	4	5	5		
resp 8	8	Software	2.5	6	5	5	3	4	4		
resp 16	21	Technolog	12	0	5	4	5	4	4		
resp 41	7	Technolog	0	1	4	5	2	5	5		
resp 46	7	Telecomm	4	7	4	3	3	5	5		
resp 14	12	Electronics	3	0	5	5	4	4	4		
resp 40	8	PCs	4	0	5	3	3	5	5		
N=17	10.9	AVERAGE	5.4	2.9	4.5	3.9	3.5	4.6			
	10.0	MEDIAN	4.0	2.0	5.0	4.0	3.0	5.0			
resp 10	13	Engineerin	6	6	5	4	4	5	5		
resp 17	20	Engineerin	10	0	4	4	4	5	5		
resp 29	5	Financing	2	0	5	5	5	5	5		
resp13	11	Financing	5	0	4	2	4	5	5		
resp 49	10	Healthcare	5	0	4	2	2	5	5		
resp 52	18	Healthcare	14	0	4	5	3	5	5		
resp 18	12	Law	12	0	3	4	2	5	5		
resp 22	8	Law	8	0	4	5	4	4	4		
resp 53	14	Law	5	0	4	5	4	5	5		
resp 57	6	Profession	3	0	4	4	4	5	5		
Resp2	8	Public Acc	3	0	5	2	3	5	5		
resp 48	24	Airlines	8	0	5	5	5	5	5		
resp 11	21	Medical De	16	2.5	3	2	2	4	4		
resp 6	6	Medical De	5	3	5	5	5	5	5		
N=14	12.6	AVERAGE	7.3	0.8	4.2	3.9	3.6	4.9			
	11.5	MEDIAN	5.5	0.0	4.0	4.0	4.0	5.0			
resp 36	14	Non-Profit	4	0	4	4	5	5	5		
resp 3	30	US Military	25	0	5	4	5	5	5		
resp15	25	Agriculture	25	20	5	5	3	4	4		
N=3	23	AVERAGE	18.0	6.7	4.7	4.3	4.3	4.7			
	24	MEDIAN	21.5	3.3	4.8	4.2	4.7	4.8			

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Question D: By Marketing Experience

Responder #	Years Exp	Industry	Man Exp	Mkt Expe	D1	Pref Po	D2	Sup Fir	D3	Sup Inf	D4	Sup	Cometencies
resp15		25 Agriculture	25	20	5		5		3		4		
resp 25		11 IT	8	10	5		5		4		4		
resp 20		17 Energy	8	7	5		4		4		3		
resp 56		16 High Tech	10	7	5		5		4		4		
resp 46		7 Telecomm	4	7	4		3		3		5		
resp 10		13 Engineerin	6	6	5		4		4		5		
resp 8		8 Software	2.5	6	5		5		3		4		
resp 4		13 Petro Cher	6	5	5		4		5		5		
resp12		13 IT	8	5	5		4		5		5		
Resp 1		9 High Tech	9	5	5		3		3		5		
resp 55		7 Chemical	2	5	2		3		5		5		
resp 51		11 Oil & gas	6	3	3		5		2		4		
resp 27		8 Chemical	3	3	5		2		2		5		
resp 50		8 Energy	0	3	4		4		5		5		
resp 6		6 Medical De	5	3	5		5		5		5		
N=15		11.5 AVERAGE	6.8	6.3	4.5		4.1		3.8		4.5		
		11.0 MEDIAN	6.0	5.0	5.0		4.0		4.0		5.0		
resp 11		21 Medical De	16	2.5	3		2		2		4		
resp 39		20 Software	15	2	5		3		5		5		
resp 30		11 Energy	5	2	5		3		3		5		
resp 7		10 IT	5	2	4		4		3		4		
resp 44		8 Energy	5	2	5		5		5		5		
resp 38		8 Industrial &	0	2	4		4		5		4		
resp 45		6.5 Software	3	2	5		3		4		5		
resp 33		6 High Tech	0	1.5	4		4		3		5		
resp 31		11 Industrial	4	1	4		5		3		4		
resp 32		11 Petro Cher	2	1	4		5		3		5		
resp 23		10 IT	6	1	4		4		2		5		
resp 41		7 Technolog	0	1	4		5		2		5		
resp 3		30 US Military	25	0	5		4		5		5		
resp 48		24 Airlines	8	0	5		5		5		5		
resp 16		21 Technolog	12	0	5		4		5		4		
resp 54		20 Energy	5	0	1		5		3		5		
resp 17		20 Engineerin	10	0	4		4		4		5		
resp 35		19 Oil & gas	0	0	3		5		2		5		
resp 9		18 Hydrocarb	10	0	4		2		4		4		
resp 52		18 Healthcare	14	0	4		5		3		5		
resp 5		17 Oil & gas	10	0	4		5		4		5		
resp 28		14 manufactu	10	0	5		5		3		5		
resp 53		14 Law	5	0	4		5		4		5		
resp 36		14 Non-Profit	4	0	4		4		5		5		
resp 19		12 Nuclear Sc	2	0	5		4		5		4		
resp 47		12 Semicondt	0	0	4		2		4		5		
resp 14		12 Electronics	3	0	5		5		4		4		
resp 18		12 Law	12	0	3		4		2		5		
resp 37		11 Energy	11	0	5		3		1		4		
resp13		11 Financing	5	0	4		2		4		5		
resp 26		10 manufactu	10	0	3		4		4		3		
resp 49		10 Healthcare	5	0	4		2		2		5		
resp 42		8 Chemical	4	0	5		5		4		4		
resp 21		8 Semicondt	3	0	3		4		2		4		
resp 40		8 PCs	4	0	5		3		3		5		
resp 22		8 Law	8	0	4		5		4		4		
Resp2		8 Public Acc	3	0	5		2		3		5		
resp 43		6 Chemical	2	0	5		4		3		4		
resp 57		6 Profession	3	0	4		4		4		5		
resp 34		5 Energy	1	0	4		4		5		5		
resp 24		5 Industrial	2	0	4		3		2		5		
resp 29		5 Financing	2	0	5		5		5		5		
N=42		12.3 AVERAGE	6.0	0.5	4.2		3.9		3.5		4.6		
		11 MEDIAN	5	0	4		4		4		5		

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Question D: INDUSTRY: PP/FR/IR/C Total number of respondents with certain rating

	1	2	3	4	5 TOT	AVERAGE	STD DEV
DE1	1	2	3	4	5	6	1.2 1.643168
Chemical	0	1	0	1	4	7	1.4 1.67332
Energy	1	0	0	2	4	5	1 1.224745
Industrial&I	0	0	1	3	1	5	1 1
Oil, Gas &	0	0	2	2	1	5	3.4 4.449719
IT	0	0	1	6	10	17	2.8 3.114482
Services	0	0	2	7	5	14	0.6 0.894427
Other	0	0	0	1	2	3	
	1	1	6	22	27	57	

	1	2	3	4	5 TOT	AVERAGE	STD DEV
DE2	1	2	3	4	5	6	1.2 0.83666
Chemical	0	2	1	2	1	7	1.4 2.8
Energy	0	0	2	3	2	5	1 2
Industrial&I	0	0	1	2	2	5	1 2
Oil, Gas &	0	0	0	1	4	5	1 2
IT	0	1	5	6	5	17	3.4 6.8
Services	0	2	2	4	6	14	2.8 5.6
Other	0	0	0	2	1	3	0.6 1.2
	0	5	11	20	21	57	

	1	2	3	4	5 tot	AVERAGE	STD DEV
DE3	1	2	3	4	5	6	1.2 0.83666
Chemical	0	1	1	2	2	7	1.4 2.6
Energy	1	0	2	1	3	5	1 2
Industrial&I	0	1	2	1	1	5	1 2
Oil, Gas &	0	2	1	1	1	5	1 2
IT	0	3	6	5	3	17	3.4 6.8
Services	0	3	2	6	3	14	2.8 5.6
Other	0	0	1	0	2	3	0.6 1.2
	1	10	15	16	15	57	

	1	2	3	4	5 tot	AVERAGE	STD DEV
DE4	1	2	3	4	5	6	1.2 1.788854
Chemical	0	0	0	4	2	7	1.4 2.8
Energy	0	0	1	1	5	5	1 2
Industrial&I	0	0	1	2	2	5	1 2
Oil, Gas &	0	0	0	1	4	5	1 2
IT	0	0	0	7	10	17	3.4 6.8
Services	0	0	0	2	12	14	2.8 5.6
Other	0	0	0	1	2	3	0.6 1.2
	0	0	2	18	37	57	

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Question D: # YEARS XPERIENCE/PP Total number of respondents with certain rating

D1	1	2	3	4	5 total	AVERAGE STD DEV	
>=15 Year:	1	0	2	4	7	14	2.8 2.774887
10-14 Year:	0	0	3	9	9	21	4.2 4.549725
<10 Years	0	1	1	9	11	22	4.4 5.176872
TOTAL	1	1	6	22	27	57	11.4 12.25969

D2	1	2	3	4	5 total	AVERAGE STD DEV	
>=15 Year:	0	2	1	4	7	14	2.8 2.774887
10-14 Year:	0	3	2	9	7	21	4.2 3.701351
<10 Years	0	2	6	7	7	22	4.4 3.209361
TOTAL	0	7	9	20	21	57	11.4 8.961027

D3	1	2	3	4	5 total	AVERAGE STD DEV	
>=15 Year:	0	2	3	5	4	14	2.8 1.923538
10-14 Year:	1	4	5	7	4	21	4.2 2.167948
<10 Years	0	4	7	4	7	22	4.4 2.880972
TOTAL	1	10	15	16	15	57	11.4 6.268971

D4	1	2	3	4	5 total	AVERAGE STD DEV	
>=15 Year:	0	0	1	5	8	14	2.8 3.563706
10-14 Year:	0	0	1	7	13	21	4.2 5.718391
<10 Years	0	0	0	6	16	22	4.4 6.9857
TOTAL	0	0	2	18	37	57	11.4 16.18023

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Question D: MKT XPERIENCEC Total number of respondents with certain rating

DE1/PP	1	2	3	4	5 tot	AVERAGE STD DEV	
>=3YEAR!	0	1	1	2	11	15	3 4.527693
< 3 Years	1	0	5	20	16	42	8.4 9.071935
TOTAL	0	1	6	22	27	57	11.2 12.47798

DE2/FR	1	2	3	4	5 tot	AVERAGE STD DEV	
>=3YEAR!	0	1	3	5	6	15	3 2.54951
< 3 Years	0	6	6	15	15	42	8.4 6.503845
TOTAL	0	7	9	20	21	57	11.4 8.961027

DE3/IR	1	2	3	4	5 tot	AVERAGE STD DEV	
>=3YEAR!	0	2	4	4	5	15	3 2
< 3 Years	1	8	11	12	10	42	8.4 4.393177
TOTAL	1	10	15	16	15	57	11.4 6.268971

DE4/C	1	2	3	4	5 tot	AVERAGE STD DEV	
>=3YEAR!	0	0	1	5	9	15	3 3.937004
< 3 Years	0	0	1	15	26	42	8.4 11.71751
TOTAL	0	0	2	20	35	57	11.4 15.64609

Question D: compared into 4 domains, empty average

Industry	Profemed	Positioning	Superior	Finite	Finis	Finis	Superior	Infinita	Plus	Superior	Compendium
Science	4.3	4.1	4	4.1	4.1	4.1	4.1	3.8	3.8	4.8	4.8
Energy	4.4	4.1	4	4.1	4.1	4.1	4.1	3.8	3.8	4.8	4.8
Manufacturing	4	4	4.1	4.1	4.1	4.1	4.1	3.8	3.8	4.8	4.8
Pharma/Chemical	3.9	4.1	4.1	4.1	4.1	4.1	4.1	3.8	3.8	4.8	4.8
Technology	4.5	4.1	4.1	4.1	4.1	4.1	4.1	3.8	3.8	4.8	4.8
Services	4.2	4.1	4.1	4.1	4.1	4.1	4.1	3.8	3.8	4.8	4.8
Other	4.7	4.1	4.1	4.1	4.1	4.1	4.1	3.8	3.8	4.8	4.8

# Years Experience	Profemed	Positioning	Superior	Finite	Finis	Finis	Superior	Infinita	Plus	Superior	Compendium
X<15	4.1	4.1	4.1	4.1	4.1	4.1	4.1	3.8	3.8	4.8	4.8
10<Y<15	4.3	4.1	4.1	4.1	4.1	4.1	4.1	3.8	3.8	4.8	4.8
Z<10	4.4	4.1	4.1	4.1	4.1	4.1	4.1	3.8	3.8	4.8	4.8

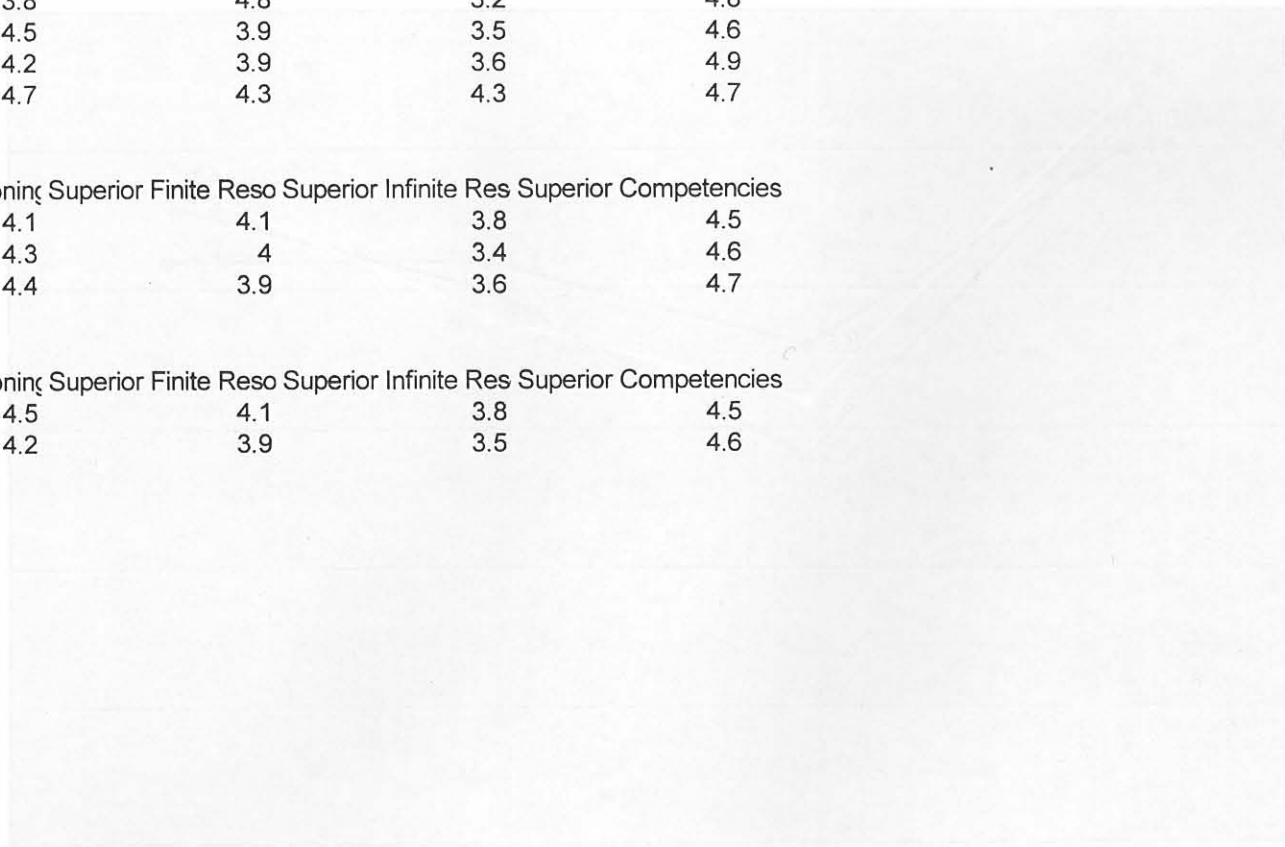
# Years Marketing Exp	Profemed	Positioning	Superior	Finite	Finis	Finis	Superior	Infinita	Plus	Superior	Compendium
Mkt Exp more than/equal to	4.5	4.1	4.1	4.1	4.1	4.1	4.1	3.8	3.8	4.8	4.8
Mkt Experience below 3 Yrs	4.7	4.1	4.1	4.1	4.1	4.1	4.1	3.8	3.8	4.8	4.8

Question D: combined into 4 domains, sample average

Industry	Preferred Positioning	Superior Finite Reso	Superior Infinite Res	Superior Competencies
Science	4.3	3.3	3.8	4.3
Energy	4.1	4	3.7	4.6
Manufacturing	4	4.2	3.4	4.2
PetroChemical	3.8	4.8	3.2	4.8
Technology	4.5	3.9	3.5	4.6
Services	4.2	3.9	3.6	4.9
Other	4.7	4.3	4.3	4.7

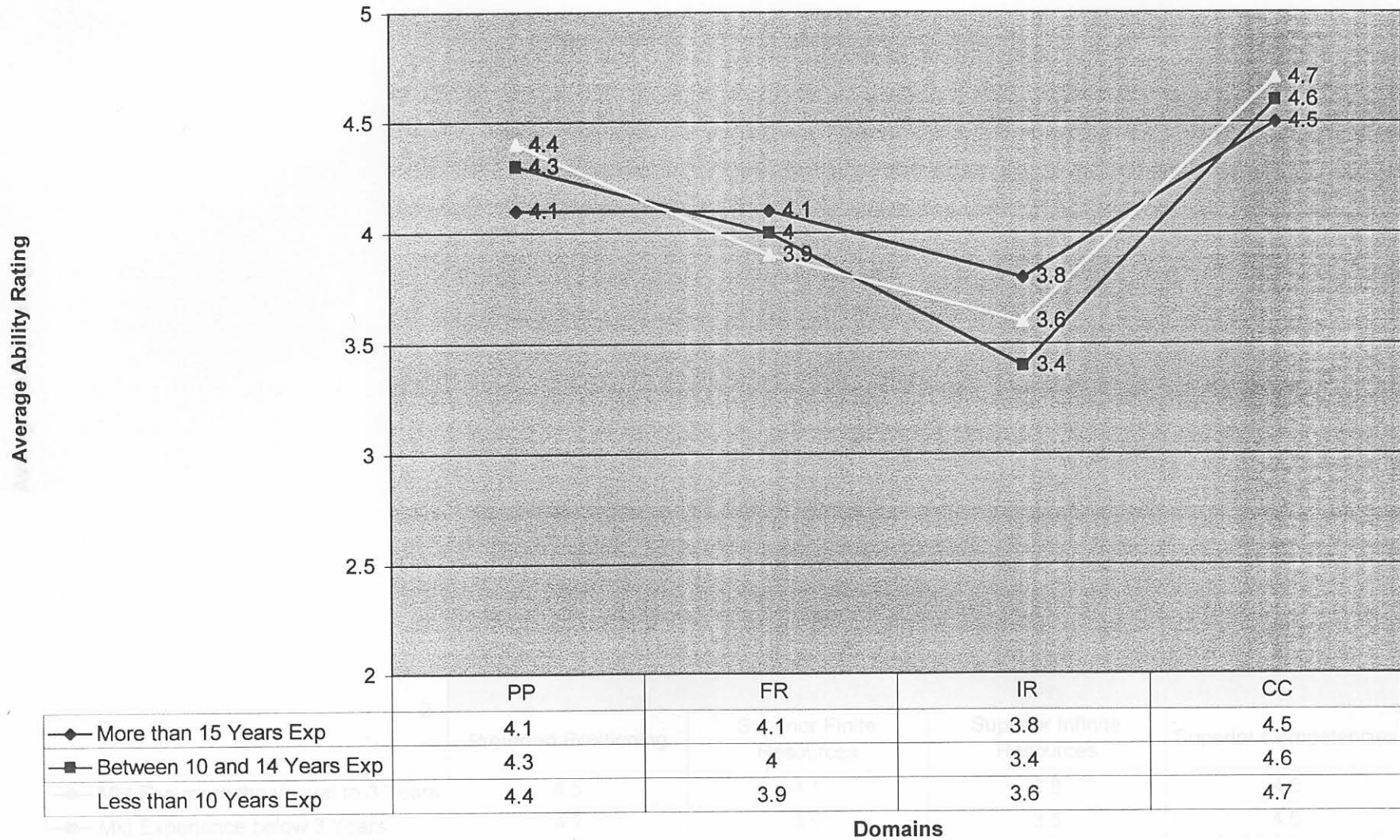
# Years Experience	Preferred Positioning	Superior Finite Reso	Superior Infinite Res	Superior Competencies
X>15	4.1	4.1	3.8	4.5
10<Y<15	4.3	4	3.4	4.6
Z<10	4.4	3.9	3.6	4.7

# Years Marketing Exp	Preferred Positioning	Superior Finite Reso	Superior Infinite Res	Superior Competencies
Mkt Exp more than/equal to	4.5	4.1	3.8	4.5
Mkt Experience below 3 Year	4.2	3.9	3.5	4.6



	PP	FR	IR	CC
More than 15 Years Exp	4.1	4.1	3.8	4.5
Between 10 and 14 Years Exp	4.3	4	3.4	4.6
Less than 10 Years Exp	4.4	3.9	3.6	4.7

Graph D1: Average Ability Rating by Respondents in Experience Level Groups



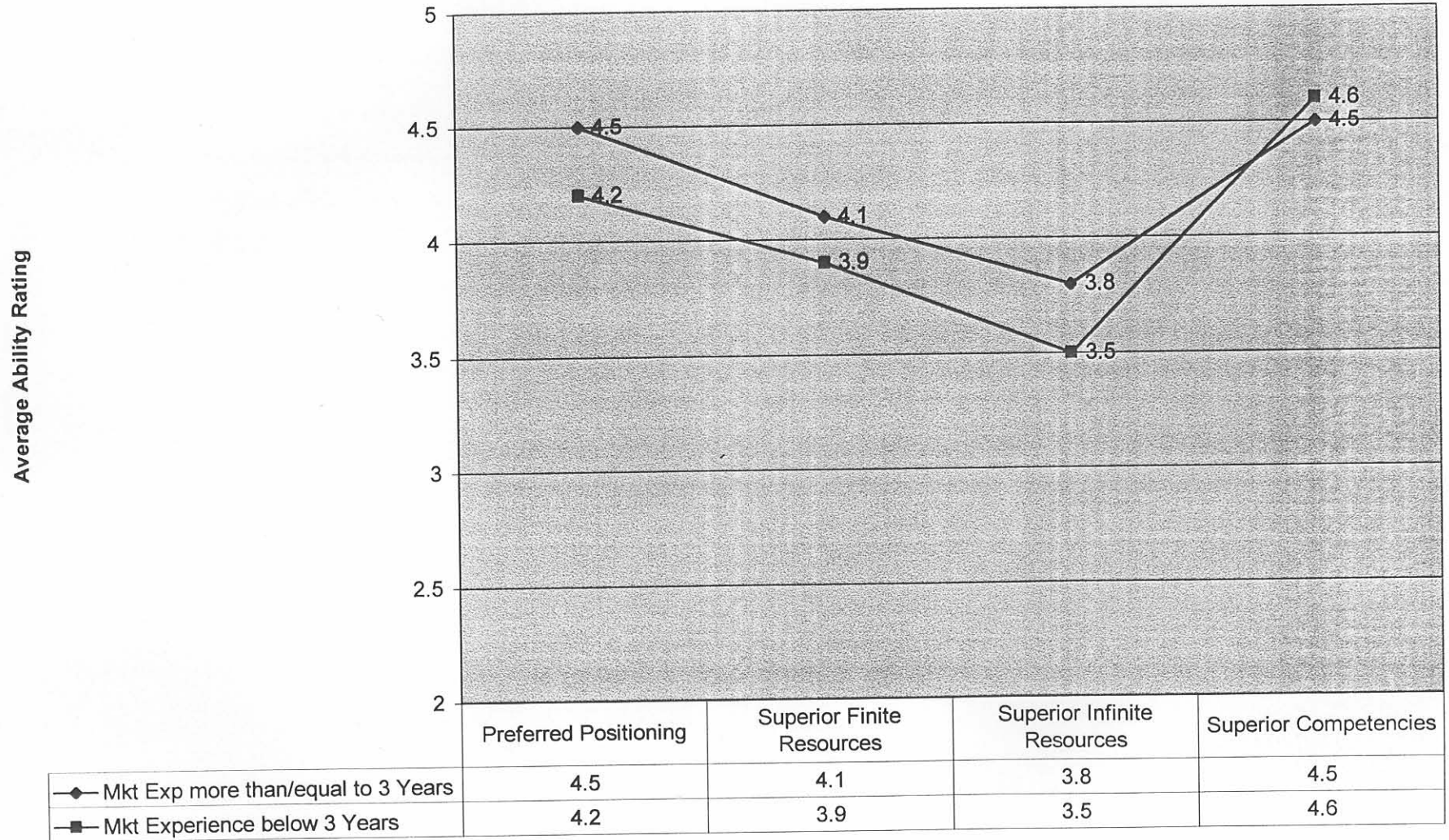
◆ More than 15 Years Exp

■ Between 10 and 14 Years Exp

▲ Less than 10 Years Exp

Domains

Graph D2: Average Ability Rating of Domains by Different Clusters of Marketing Experience Levels



APPENDIX E

1	Chemist	2	5	4	6	10	10
2	Chemist	2	3	10	7	4	7
3	Chemist	4	0	0	7	4	6
4	Chemist	2	0	0	7	4	7
10	Physicist	10	0	0	0	7	7
11	Physicist	2	0	0	0	7	7
12		20	12	17	53	77	52
13		25	100	85	50	100	100
14	Energy	0	7	10	7	7	8
15	Energy	0	3	0	10	0	4
16	Energy	0	0	7	0	0	0
17	Energy	0	0	10	10	10	10
18	Energy	0	0	7	10	0	0
19	Energy	11	0	0	10	0	7
20	Energy	1	0	0	7	0	10
21		50	20	51	50	60	60
22		20	20	60	100	60	60
23	Psychology	10	0	0	7	0	0
24	Psychology	10	0	0	0	7	4
25	Psychology	4	1	0	0	0	10
26	Psychology	2	0	0	0	7	7
27	Psychology	0	0	0	0	0	0
28		37	06	14	12	74	68
29		40	60	60	70	10	10
30	Statistics	0	3	7	0	0	0
31	Statistics	0	0	0	10	0	0
32	Statistics	0	0	0	0	0	0
33	Statistics	0	0	0	0	0	0
34	Statistics	0	0	0	0	0	0
35	Statistics	0	0	0	0	0	0
36	Statistics	0	0	0	0	0	0
37	Statistics	0	0	0	0	0	0
38	Statistics	0	0	0	0	0	0
39	Statistics	0	0	0	0	0	0
40	Statistics	0	0	0	0	0	0
41	Statistics	0	0	0	0	0	0
42	Statistics	0	0	0	0	0	0
43	Statistics	0	0	0	0	0	0
44	Statistics	0	0	0	0	0	0
45	Statistics	0	0	0	0	0	0
46	Statistics	0	0	0	0	0	0
47	Statistics	0	0	0	0	0	0
48	Statistics	0	0	0	0	0	0
49	Statistics	0	0	0	0	0	0
50	Statistics	0	0	0	0	0	0
51	Statistics	0	0	0	0	0	0
52	Statistics	0	0	0	0	0	0
53	Statistics	0	0	0	0	0	0
54	Statistics	0	0	0	0	0	0
55	Statistics	0	0	0	0	0	0
56	Statistics	0	0	0	0	0	0
57	Statistics	0	0	0	0	0	0
58	Statistics	0	0	0	0	0	0
59	Statistics	0	0	0	0	0	0
60	Statistics	0	0	0	0	0	0
61	Statistics	0	0	0	0	0	0
62	Statistics	0	0	0	0	0	0
63	Statistics	0	0	0	0	0	0
64	Statistics	0	0	0	0	0	0
65	Statistics	0	0	0	0	0	0
66	Statistics	0	0	0	0	0	0
67	Statistics	0	0	0	0	0	0
68	Statistics	0	0	0	0	0	0
69	Statistics	0	0	0	0	0	0
70	Statistics	0	0	0	0	0	0
71	Statistics	0	0	0	0	0	0
72	Statistics	0	0	0	0	0	0
73	Statistics	0	0	0	0	0	0
74	Statistics	0	0	0	0	0	0
75	Statistics	0	0	0	0	0	0
76	Statistics	0	0	0	0	0	0
77	Statistics	0	0	0	0	0	0
78	Statistics	0	0	0	0	0	0
79	Statistics	0	0	0	0	0	0
80	Statistics	0	0	0	0	0	0
81	Statistics	0	0	0	0	0	0
82	Statistics	0	0	0	0	0	0
83	Statistics	0	0	0	0	0	0
84	Statistics	0	0	0	0	0	0
85	Statistics	0	0	0	0	0	0
86	Statistics	0	0	0	0	0	0
87	Statistics	0	0	0	0	0	0
88	Statistics	0	0	0	0	0	0
89	Statistics	0	0	0	0	0	0
90	Statistics	0	0	0	0	0	0
91	Statistics	0	0	0	0	0	0
92	Statistics	0	0	0	0	0	0
93	Statistics	0	0	0	0	0	0
94	Statistics	0	0	0	0	0	0
95	Statistics	0	0	0	0	0	0
96	Statistics	0	0	0	0	0	0
97	Statistics	0	0	0	0	0	0
98	Statistics	0	0	0	0	0	0
99	Statistics	0	0	0	0	0	0
100	Statistics	0	0	0	0	0	0

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Question E: Industry

Years Industry Man Ex Mkt Exp E1 PR E2 sUI E3 SU E4 COMPETENCIES

	7 Chemic	2	5	4	6	10	10
	8 Chemic	3	3	10	2	6	7
	8 Chemic	4	0	9	7	8	8
	6 Chemic	2	0	9	7	8	7
	18 Hydroc:	10	0	6	4	7	8
	12 Nuclear	2	0	8	6	7	10
Average	9.8	3.8	1.3	7.7	5.3	7.7	8.3
Median	8.0	2.5	0.0	8.5	6.0	7.5	8.0
	17 Energy	8	7	10	7	7	8
	8 Energy	0	3	5	10	5	4
	11 Energy	5	2	9	6	6	9
	8 Energy	5	2	10	10	10	10
	20 Energy	5	0	3	10	5	8
	11 Energy	11	0	0	10	0	7
	5 Energy	1	0	6	7	9	10
Average	11.4	5.0	2.0	6.1	8.6	6.0	8.0
Median	11.0	5.0	2.0	6.0	10.0	6.0	8.0
	14 manufa	10	0	9	7	6	5
	10 manufa	10	0	3	5	7	4
	11 Industri	4	1	8	6	9	10
	5 Industri	2	0	9	9	7	7
	8 Industri	0	2	8	9	8	8
Average	9.6	5.2	0.6	7.4	7.2	7.4	6.8
Median	10.0	4.0	0.0	8.0	7.0	7.0	7.0
	11 Oil & ga	6	3	7	9	4	8
	19 Oil & ga	0	0	9	10	6	9
	17 Oil & ga	10	0	8	8	8	9
	13 Petro C	6	5	10	7	9	10
	11 Petro C	2	1	6	9	4	8
Average	14.2	4.8	1.8	8.0	8.6	6.2	8.8
Median	13.0	6.0	1.0	8.0	9.0	6.0	9.0
	8 PCs	4	0	8	5	5	8
	12 Semico	0	0	5	3	6	10
	8 Semico	3	0	7	8	3	7
	8 Softwar	2.5	6	9	9	6	10
	20 Softwar	15	2	7	5	9	10
	6.5 Softwar	3	2	9	7	9	8
	7 Techno	0	1	7	9	3	10
	21 Techno	12	0	9	9	8	9
	7 Telecon	4	7	8	7	6	9
	11 IT	8	10	9	8	6	8
	13 IT	8	5	8	7	9	10
	10 IT	5	2	9	8	7	10
	10 IT	6	1	7	9	3	10
	12 Electror	3	0	10	7	8	9
	16 High Te	10	7	10	8	7	7
	9 High Te	9	5	10	5	5	10
	6 High Te	0	1.5	8	9	7	10
Average	10.9	5.4	2.9	8.2	7.2	6.3	9.1
Median	10.0	4.0	2.0	8.0	8.0	6.0	10.0
	24 Airlines	8	0	8	9	8	7
	6 Profess	3	0	6	5	7	10
	8 Public A	3	0	9	3	7	10
	11 Financii	5	0	5	9	8	9
	5 Financii	2	0	10	6	6	8
	18 Healthc	14	0	8	7	6	9
	10 Healthc	5	0	6	5	4	10
	14 Law	5	0	8	9	8	10
	12 Law	12	0	4	10	10	8
	8 Law	8	0	5	9	8	7
	6 Medical	5	3	8	9	7	10
	21 Medical	16	2.5	9	6	6	10
	13 Enginee	6	6	8	7	8	9
	20 Enginee	10	0	10	8	8	10
Average	12.6	7.3	0.8	7.4	7.3	7.2	9.1
Median	11.5	5.5	0.0	8.0	7.5	7.5	9.5
	14 Non-Prc	4	0	8	9	10	10
	30 US Milit	25	0	9	9	10	10
	25 Agricult	25	20	10	9	7	8
Average	23.0	18.0	6.7	9.0	9.0	9.0	9.3
Median	25.0	25.0	0.0	9.0	9.0	10.0	10.0

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Question E: # Years Experience

Years Ex E1 PREF F E2 sUP FII E3 SUP IN E4 COMPETENCIES

	30	9	9	10	10
	25	10	9	7	8
	24	8	9	8	7
	21	9	9	8	9
	21	9	6	6	10
	20	3	10	5	8
	20	7	5	9	10
	20	10	8	8	10
	19	9	10	6	9
	18	6	4	7	8
	18	8	7	6	9
	17	10	7	7	8
	17	8	8	8	9
	16	10	8	7	7
Average	20.4	8.3	7.8	7.3	8.7
Median	20	9	8	7	9
	14	9	7	6	5
	14	8	9	8	10
	14	8	9	10	10
	13	10	7	9	10
	13	8	7	9	10
	13	8	7	8	9
	12	8	6	7	10
	12	5	3	6	10
	12	10	7	8	9
	12	4	10	10	8
	11	9	6	6	9
	11	0	10	0	7
	11	8	6	9	10
	11	7	9	4	8
	11	6	9	4	8
	11	9	8	6	8
	11	5	9	8	9
	10	3	5	7	4
	10	9	8	7	10
	10	7	9	3	10
	10	6	5	4	10
Average	11.7	7.0	7.4	6.6	8.8
Median	11	8	7	7	9
	9	10	5	5	10
	8	10	2	6	7
	8	9	7	8	8
	8	5	10	5	4
	8	10	10	10	10
	8	8	9	8	8
	8	8	5	5	8
	8	7	8	3	7
	8	9	9	6	10
	8	9	3	7	10
	8	5	9	8	7
	7	4	6	10	10
	7	7	9	3	10
	7	8	7	6	9
	6.5	9	7	9	8
	6	9	7	8	7
	6	8	9	7	10
	6	6	5	7	10
	6	8	9	7	10
	5	6	7	9	10
	5	9	9	7	7
	5	10	6	6	8
Average	7.1	7.9	7.2	6.8	8.5
Median	7.5	8	7	7	8.5

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Question E: Mkt Experience

Years Ex Mkt Expe E1 PREF F E2 sUP FII E3 SUP IN E4 COMPETENCIES

	# Years Ex Mkt Expe	E1 PREF	F E2 sUP	FII E3 SUP	IN E4 COMPETENCIES	
	25	20	10	9	7	8
	11	10	9	8	6	8
	17	7	10	7	7	8
	7	7	8	7	6	9
	16	7	10	8	7	7
	8	6	9	9	6	10
	13	6	8	7	8	9
	7	5	4	6	10	10
	13	5	10	7	9	10
	13	5	8	7	9	10
	9	5	10	5	5	10
	8	3	10	2	6	7
	8	3	5	10	5	4
	11	3	7	9	4	8
	6	3	8	9	7	10
Average	11.5	6.3	8.4	7.3	6.8	8.5
Median	11.0	5.0	9.0	7.0	7.0	9.0
	21	2.5	9	6	6	10
	11	2	9	6	6	9
	8	2	10	10	10	10
	8	2	8	9	8	8
	20	2	7	5	9	10
	6.5	2	9	7	9	8
	10	2	9	8	7	10
	6	1.5	8	9	7	10
	11	1	8	6	9	10
	11	1	6	9	4	8
	7	1	7	9	3	10
	10	1	7	9	3	10
	8	0	9	7	8	8
	6	0	9	7	8	7
	18	0	6	4	7	8
	12	0	8	6	7	10
	20	0	3	10	5	8
	11	0	0	10	0	7
	5	0	6	7	9	10
	14	0	9	7	6	5
	10	0	3	5	7	4
	5	0	9	9	7	7
	19	0	9	10	6	9
	17	0	8	8	8	9
	8	0	8	5	5	8
	12	0	5	3	6	10
	8	0	7	8	3	7
	21	0	9	9	8	9
	12	0	10	7	8	9
	24	0	8	9	8	7
	6	0	6	5	7	10
	8	0	9	3	7	10
	11	0	5	9	8	9
	5	0	10	6	6	8
	18	0	8	7	6	9
	10	0	6	5	4	10
	14	0	8	9	8	10
	12	0	4	10	10	8
	8	0	5	9	8	7
	20	0	10	8	8	10
	14	0	8	9	10	10
	30	0	9	9	10	10
Average	12.3	0.5	7.4	7.5	6.9	8.7
Median	11.0	0.0	8.0	8.0	7.0	9.0

Question E: INDUSTRY: PP/FR/IR/C Total number of respondents with certain rating

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E1	0 not impor	1	2	3	4	5	6	7	8	9	10	tot	average	std dev
Chemical	0	0	0	0	1	0	1	0	1	2	1	6	0.687552	
Energy	1	0	0	1	0	1	1	0	0	1	2	7	0.6742	
Industrial&I	0	0	0	1	0	0	0	0	2	2	0	5	0.8202	
Oil, Gas &	0	0	0	0	0	0	1	1	1	1	1	5	0.522233	
IT	0	0	0	0	0	1	0	4	4	5	3	17	2.0181	
Services	0	0	0	0	1	2	2	0	5	2	2	14	1.55505	
Other	0	0	0	0	0	0	0	0	1	1	1	3	0.467099	
	1	0	0	2	2	4	5	5	0	14	10	57		

E1	0<X<5	5<X<8	TOT
Chemical	1	5	6
Energy	2	4	7
Industrial&I	1	4	5
Oil, Gas &	0	5	5
IT	0	16	17
Services	1	11	14
Other	0	3	3
	5	48	57

E2	0	1	2	3	4	5	6	7	8	9	10 tot	average	std dev
Chemical	0	0	1	0	1	0	2	2	0	0	0	6	0.8202
Energy	0	0	0	0	0	0	1	2	0	0	4	7	1.286291
Industrial&I	0	0	0	0	0	1	1	1	0	2	0	5	0.687552
Oil, Gas &	0	0	0	0	0	0	0	1	1	2	1	5	0.687552
IT	0	0	0	1	0	3	0	4	4	5	0	17	2.0181
Services	0	0	0	1	0	1	3	2	1	5	1	14	1.55505
Other	0	0	0	0	0	0	0	0	0	3	0	3	0.904534
	0	0	1	2	1	5	7	12	6	17	6	57	

E2	0<X<5	5<X<8	TOT
Chemical	2	4	6
Energy	0	7	7
Industrial&I	0	4	5
Oil, Gas &	0	5	5
IT	1	13	17
Services	1	12	14
Other	0	3	3
	4	48	57

E3	0	1	2	3	4	5	6	7	8	9	10 tot	average	std dev
Chemical	0	0	0	0	0	0	1	2	2	0	1	6	0.8202
Energy	1	0	0	0	0	2	1	1	0	1	1	7	0.6742
Industrial&I	0	0	0	0	0	0	1	2	1	1	0	5	0.687552
Oil, Gas &	0	0	0	0	2	0	1	0	1	1	0	5	0.687552

IT	0	0	0	3	0	2	4	4	1	3	0	17	1.694912
Services	0	0	0	0	0	0	3	3	0	0	1	14	1.954017
Other	0	0	0	0	0	0	0	1	0	0	2	3	0.64667
TOTAL	1	0	0	3	3	4	11	13	11	6	5	57	

E3	0<X<5				5<X<8				TOT	
Chemical	0			0				6		6
Energy	1			2				4		7
Industrial&I	0			0				5		5
Oil, Gas &	2			0				3		5
IT	3			2				12		17
Services	1			0				13		14
Other	0			0				3		3
TOTAL	7			4				46		57

E4	0	1	2	3	4	5	6	7	8	9	10 tot	average	std dev
Chemical	0	0	0	0	0	0	0	2	2	0	2	6	0.934199
Energy	0	0	0	0	1	0	0	1	2	1	2	7	0.80904
Industrial&I	0	0	0	0	1	1	0	1	1	0	1	5	0.522233
Oil, Gas &	0	0	0	0	0	0	0	0	2	2	1	5	0.8202
IT	0	0	0	0	0	0	0	2	3	3	9	17	2.769969
Services	0	0	0	0	0	0	0	2	2	3	7	14	2.195036
Other	0	0	0	0	0	0	0	0	1	0	2	3	0.64667
TOTAL	0	0	0	0	2	1	0	8	13	9	24	57	

E4	0<X<5				5<X<8				TOT	
Chemical	0			0				6		6
Energy	1			0				6		7
Industrial&I	1			1				3		5
Oil, Gas &	0			0				5		5
IT	0			0				17		17
Services	0			0				14		14
Other	0			0				3		3
TOTAL	2			1				54		57

Question E: # YEARS XPERIENCE/PP Total number of respondents with certain rating

E1/PP	0 not impor	1	2	3	4	5	6	7	8 very NB	9	10 tot	average	std dev	
15+ Years	0	0	0	1	0	0	1	2	6	4	2	14	1.272727	1.61808
10<x<15	1	0	0	1	1	2	2	2	5	6	4	21	1.909091	1.758098
<=10 Years	0	0	0	0	1	2	2	2	5	6	4	22	2	2.144761
TOTAL	1	0	0	2	2	4	5	5	14	14	10	57		

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E1/PP COM	0<X<5	5<X<8	
15+ Years	1	13	14
10<x<15	3	16	21
<=10 Years	1	19	22
Total	5	48	57

E2/FR	0 not impor	1	2	3	4	5	6	7	8 very NB	9	10 tot	average	std dev	
15+ Years	0	0	0	0	1	1	1	2	3	4	2	14	1.272727	1.3484
10<x<15	0	0	0	1	0	2	3	5	2	6	2	21	1.909091	2.071451
<=10 Years	0	0	1	1	0	2	3	5	1	7	2	22	2	2.236068
TOTAL	0	0	1	2	1	5	7	12	6	17	6	57		

E2/FR COM	0<X<5	5<X<8	
15+ Years	1	12	14
10<x<15	1	18	21
<=10 Years	2	18	22
Total	4	48	57

E3/IR	0 not impor	1	2	3	4	5	6	7	8 very NB	9	10 tot	average	std dev	
15+ Years	0	0	0	0	0	1	3	4	4	1	1	14	1.272727	1.61808
10<x<15	1	0	0	1	1	2	4	3	4	3	2	21	1.909091	1.445998
<=10 Years	0	0	0	2	0	3	4	5	4	2	2	22	2	1.843909
TOTAL	1	0	0	3	1	6	11	12	12	6	5	57		

E3/IR COM	0<X<5	5<X<8	
15+ Years	0	13	14
10<x<15	3	16	21
<=10 Years	2	17	22
Total	5	46	57

E4/C	0 not impor	1	2	3	4	5	6	7	8 very NB	9	10 tot	average	std dev	
15+ Years	0	0	0	0	0	0	0	2	4	4	4	14	1.272727	1.848833
10<x<15	0	0	0	0	0	1	1	1	4	4	10	21	1.909091	3.080732
<=10 Years	0	0	0	0	0	1	0	5	5	1	10	22	2	3.286335
TOTAL	0	0	0	0	0	2	1	8	13	9	24	57		

E4/C COM	0<X<5	5<X<8	
15+ Years	0	14	14
10<x<15	0	20	21

<=10 Years	0	1	21	22
Total	0	2	55	57

Question E: MM Experience

E1 Prefem E2 Prefem E3 Prefem E4 Prefem E5 Prefem

More than	84	73	74	81	81
Less than	74	73	74	74	81
Overall Av	79	74	74	77	81

Question E: MM Experience

E1 Prefem E2 Prefem E3 Prefem E4 Prefem E5 Prefem

More than	73	73	74	81	81
Less than	74	73	74	74	81
Overall Av	73	73	74	77	81

Question E: MM Experience

E1 Prefem E2 Prefem E3 Prefem E4 Prefem E5 Prefem

More than	73	73	74	81	81
Less than	74	73	74	74	81
Overall Av	73	73	74	77	81

Question E: Mkt Experience

E1 Preferred E2 Superior E3 Superior E4 Superior Competencies & Capabilities

More than/	8.4	7.3	6.8	8.5
Less than :	7.4	7.5	6.9	8.7
Overall Av	7.9	7.4	6.85	8.6

Question E: # Years Overall Business Experience

E1 Preferred E2 Superior E3 Superior E4 Superior Competencies & Capabilities

X>15	8.3	7.8	7.3	8.7
10<Y<15	7	7.4	6.6	8.8
Z<10	7.9	7.2	6.8	8.5
Overall Av	7.7	7.5	6.9	8.7

Question E: Industry Sector

E1 Preferred E2 Superior E3 Superior E4 Superior Competencies & Capabilities

Science &	7.7	5.3	7.7	8.3
Energy	6.1	8.6	6	8
Industrial a	7.4	7.2	7.4	6.8
Oil, Gas &	8	8.6	6.2	8.8
Technology	8.2	7.2	6.3	9.1
Services	7.4	7.3	7.2	9.1
Overall Av	7.5	7.4	6.8	8.4

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Question E: MKT XPERIENCE Total number of respondents with certain rating

E1/PP	0 not impor	1	2	3	4	5	6	7	8 very NB	9	10 tot
>=3YEAR:	0	0	0	0	1	1	0	1	4	2	15
< 3 Years	1	0	0	2	1	3	5	4	10	12	42
TOTAL	1	0	0	2	2	4	5	5	14	14	57

E1/SMALL	0<X<5	5<X<8	TOT	
>3,	1	1	13	15
<3	4	3	35	42
Total	5	4	48	57

AE2/FR	0 not impor	1	2	3	4	5	6	7	8 very NB	9	10 tot
>=3YEAR:	0	0	1	0	0	1	1	5	2	4	15
< 3 Years	0	0	0	2	1	5	5	7	4	13	42
TOTAL	0	0	1	2	1	6	6	12	6	17	57

E2/FR COM	0<X<5	5<X<8	TOT	
>3,	1	1	13	15
<3	3	5	34	42
Total	4	6	47	57

E3/IR	0 not impor	1	2	3	4	5	6	7	8 very NB	9	10 tot
>=3YEAR:	0	0	0	0	1	2	4	4	1	2	15
< 3 Years	1	0	0	3	3	1	7	8	11	4	42
TOTAL	1	0	0	3	4	3	11	12	12	6	57

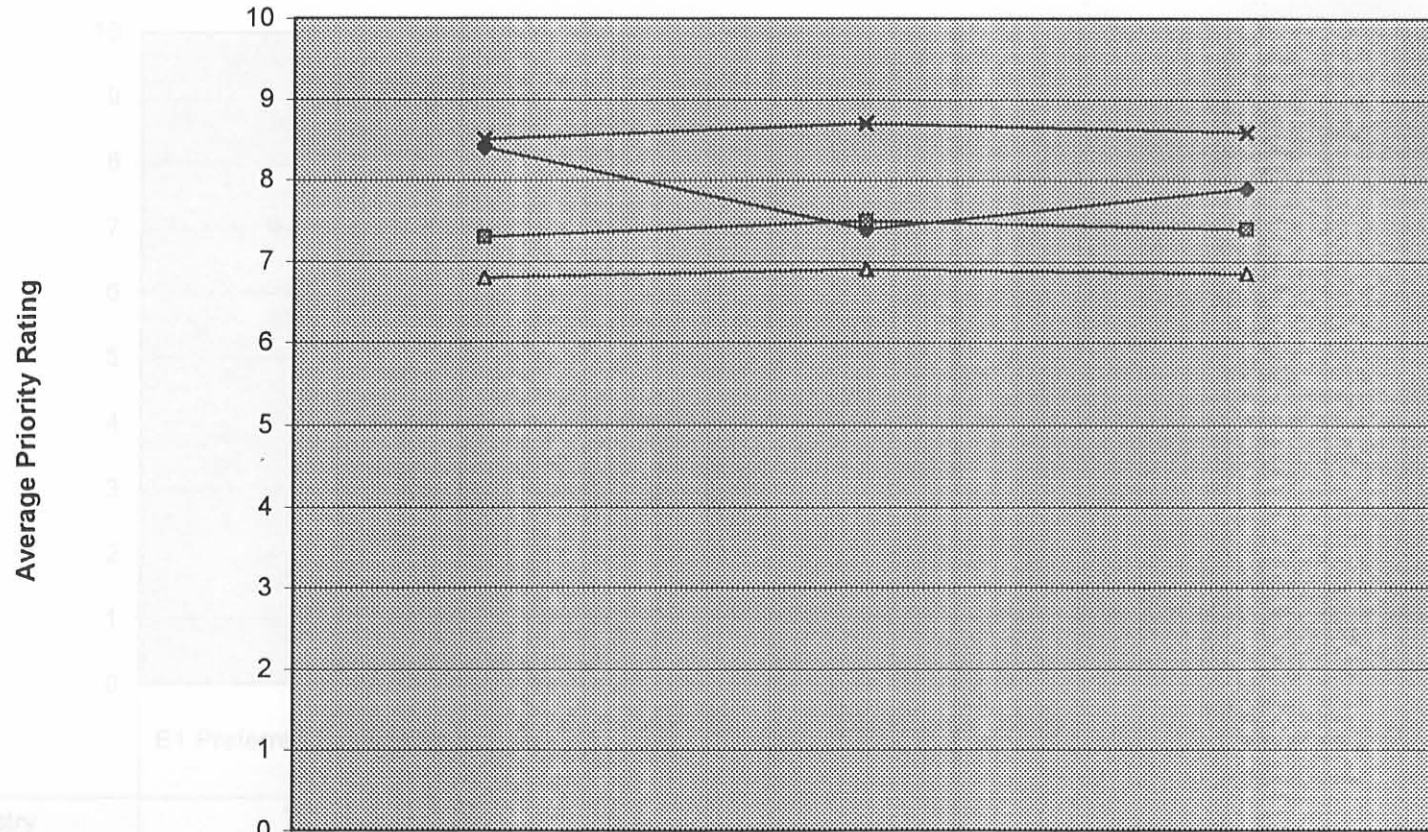
E3/IR COM	0<X<5	5<X<8	TOT	
>3,	1	2	12	15
<3	7	1	34	42
Total	8	3	46	57

AE4/C	0 not impor	1	2	3	4	5	6	7	8 very NB	9	10 tot
>=3YEAR:	0	0	0	0	1	0	0	2	4	2	6
< 3 Years	0	0	0	0	1	1	0	6	9	7	18
TOTAL	0	0	0	0	2	1	0	8	13	9	24

E4/C COM	0<X<5	5<X<8	TOT	
>3,	1	0	14	15
<3	1	1	40	42
Total	2	1	54	57

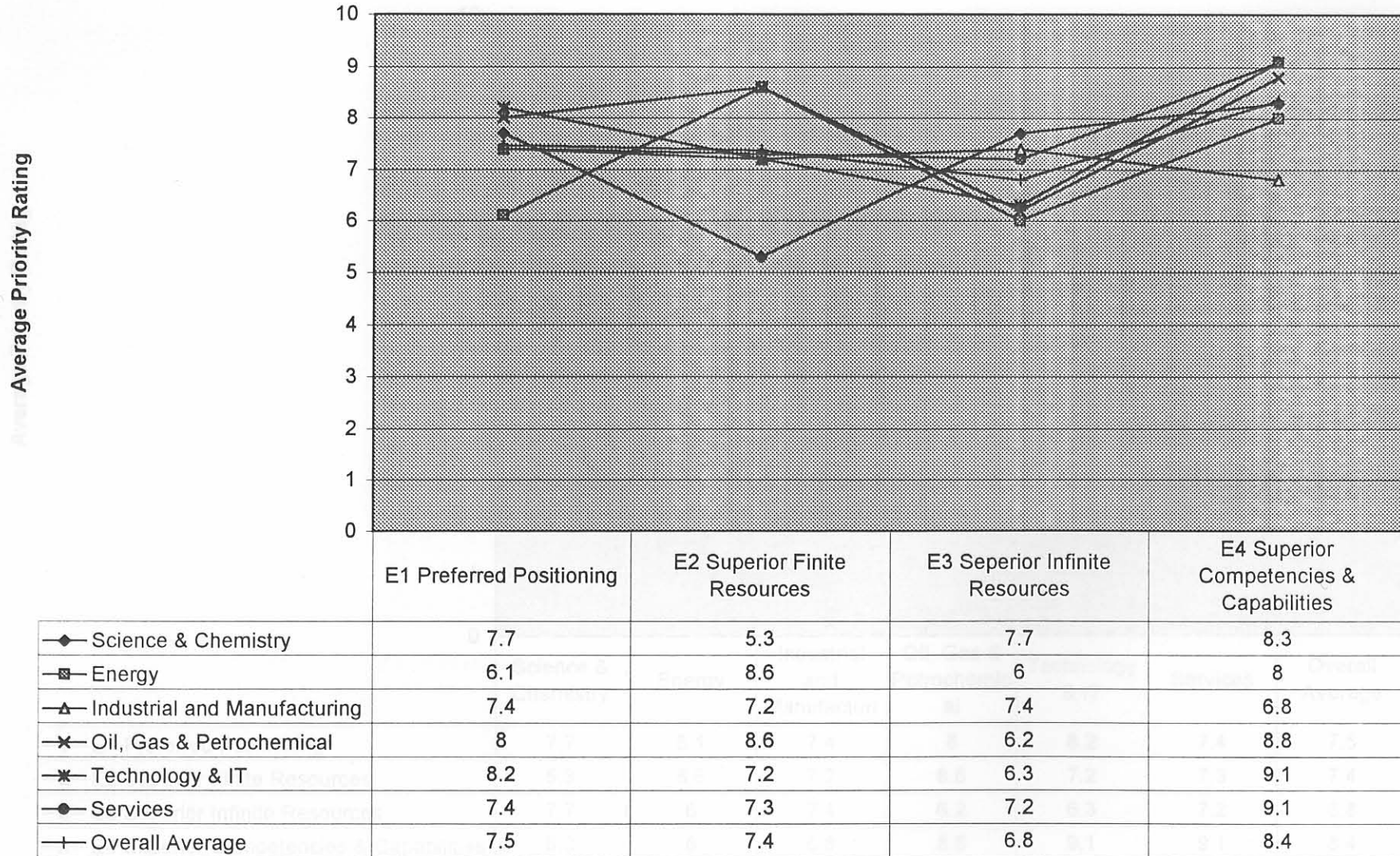
	Less than 3 Years Exp	3 to 5 Years Exp	6 to 10 Years Exp	More than 10 Years Exp	Overall Average
E1/PP	7.4	7.3	7.5	7.9	7.5
AE2/FR	6.9	6.9	6.9	6.9	6.9
E3/IR	6.4	6.4	6.4	6.4	6.4
AE4/C	6.4	6.4	6.4	6.4	6.4

Graph 4.8A: Average Priority Rating of 4 Domains by Clusters of Marketing Experience Levels

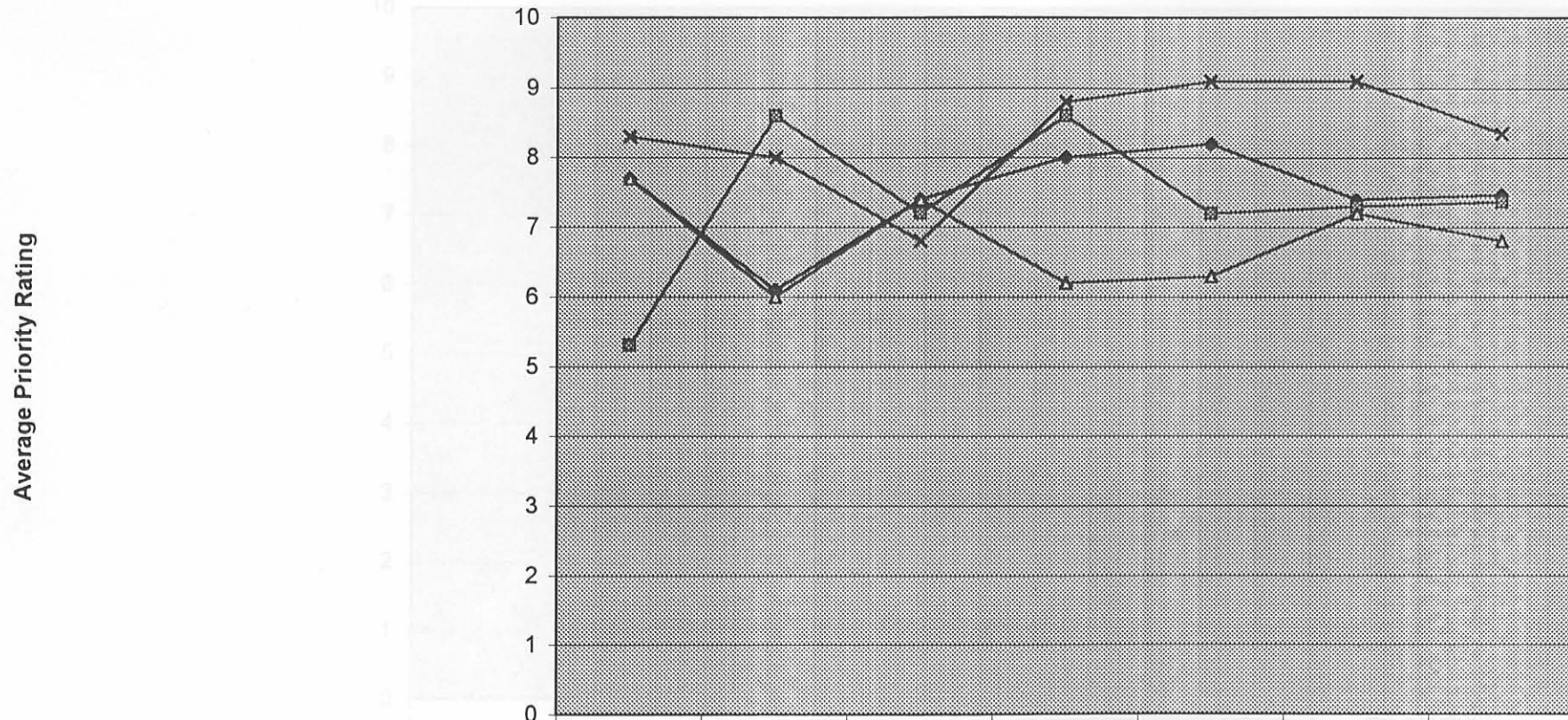


	More than/equal to 3 Years Exp	Less than 3 Years Exp	Overall Average
◆ E1 Preferred Positioning	8.4	7.4	7.9
■ E2 Superior Finite Resources	7.3	7.5	7.4
▲ E3 Superior Infinite Resources	6.8	6.9	6.85
✕ E4 Superior Competencies & Capabilities	8.5	8.7	8.6

Graph 4.8B: Priority Rating of Domains by Clusters of Industry Sectors

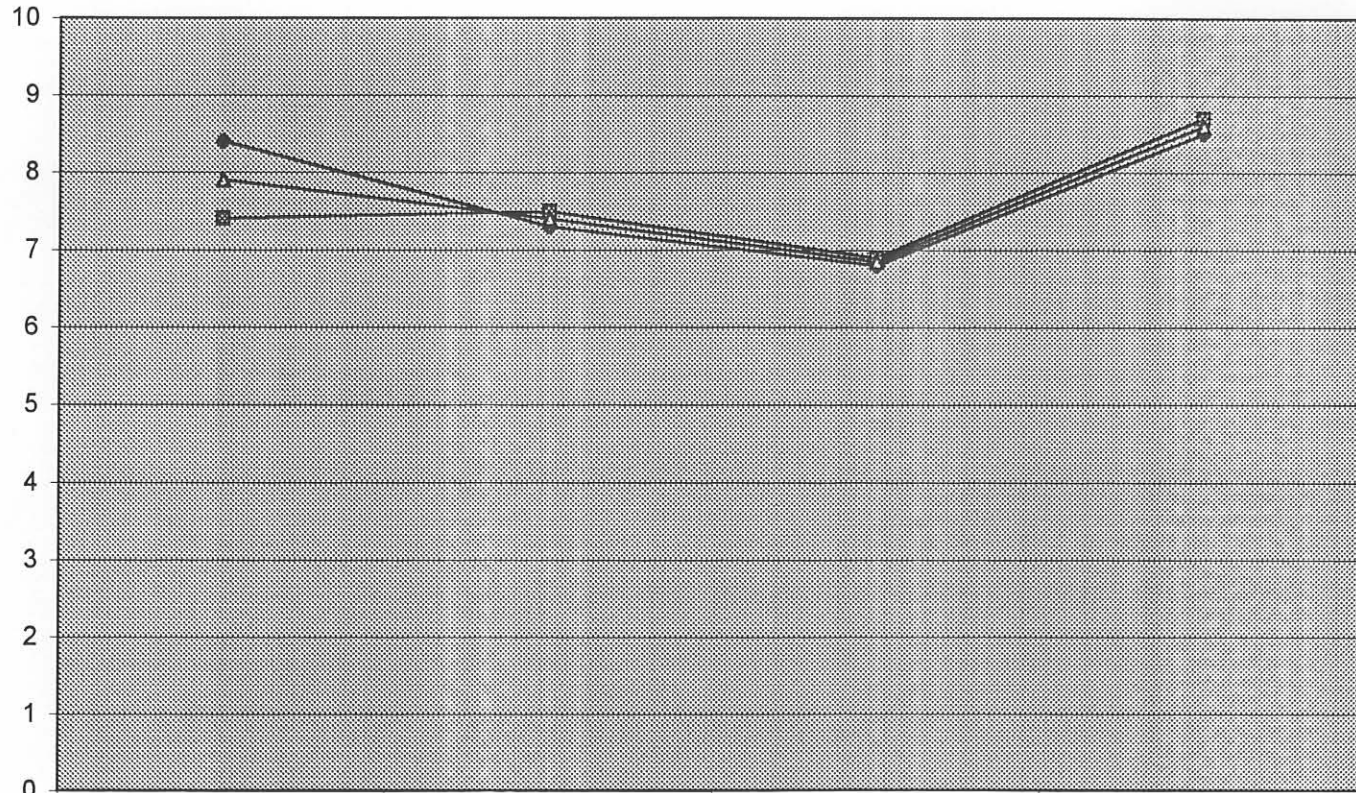


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 Graph 4.9A: Priority Rating of Domains by Clusters of Industry Sectors



	Science & Chemistry	Energy	Industrial and Manufacturi	Oil, Gas & Petrochemic al	Technology & IT	Services	Overall Average
◆ E1 Preferred Positioning	7.7	6.1	7.4	8	8.2	7.4	7.5
■ E2 Superior Finite Resources	5.3	8.6	7.2	8.6	7.2	7.3	7.4
▲ E3 Seperior Infinite Resources	7.7	6	7.4	6.2	6.3	7.2	6.8
✕ E4 Superior Competencies & Capabilities	8.3	8	6.8	8.8	9.1	9.1	8.4

Graph 4.10A: Average Priority Rating by Mkt Experience Clusters

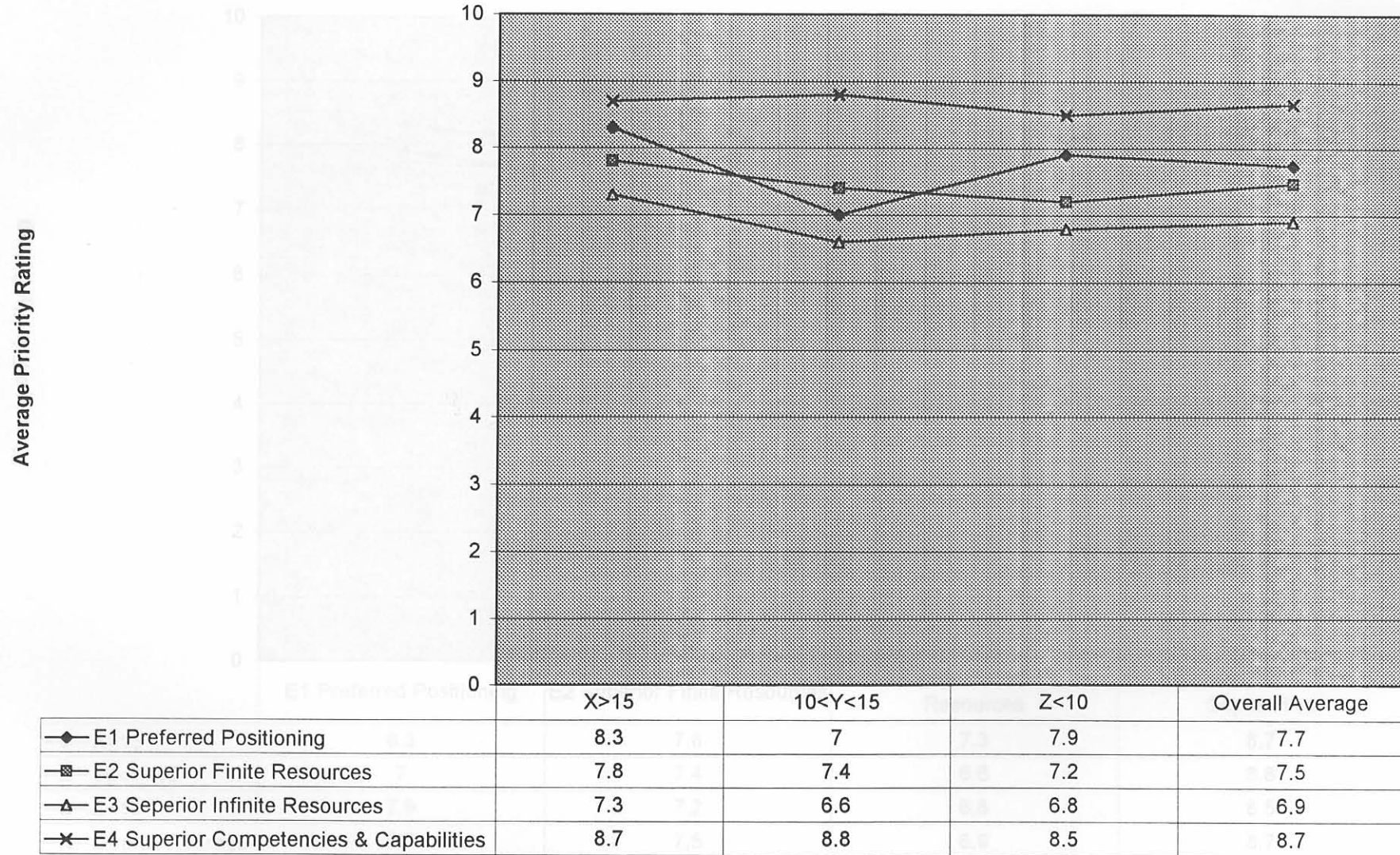


	E1 Preferred Positioning	E2 Superior Finite Resources	E3 Superior Infinite Resources	E4 Superior Competencies & Capabilities
◆ More than/equal to 3 Years Exp	8.4	7.3	6.8	8.5
■ Less than 3 Years Exp	7.4	7.5	6.9	8.7
▲ Overall Average	7.9	7.4	6.85	8.6

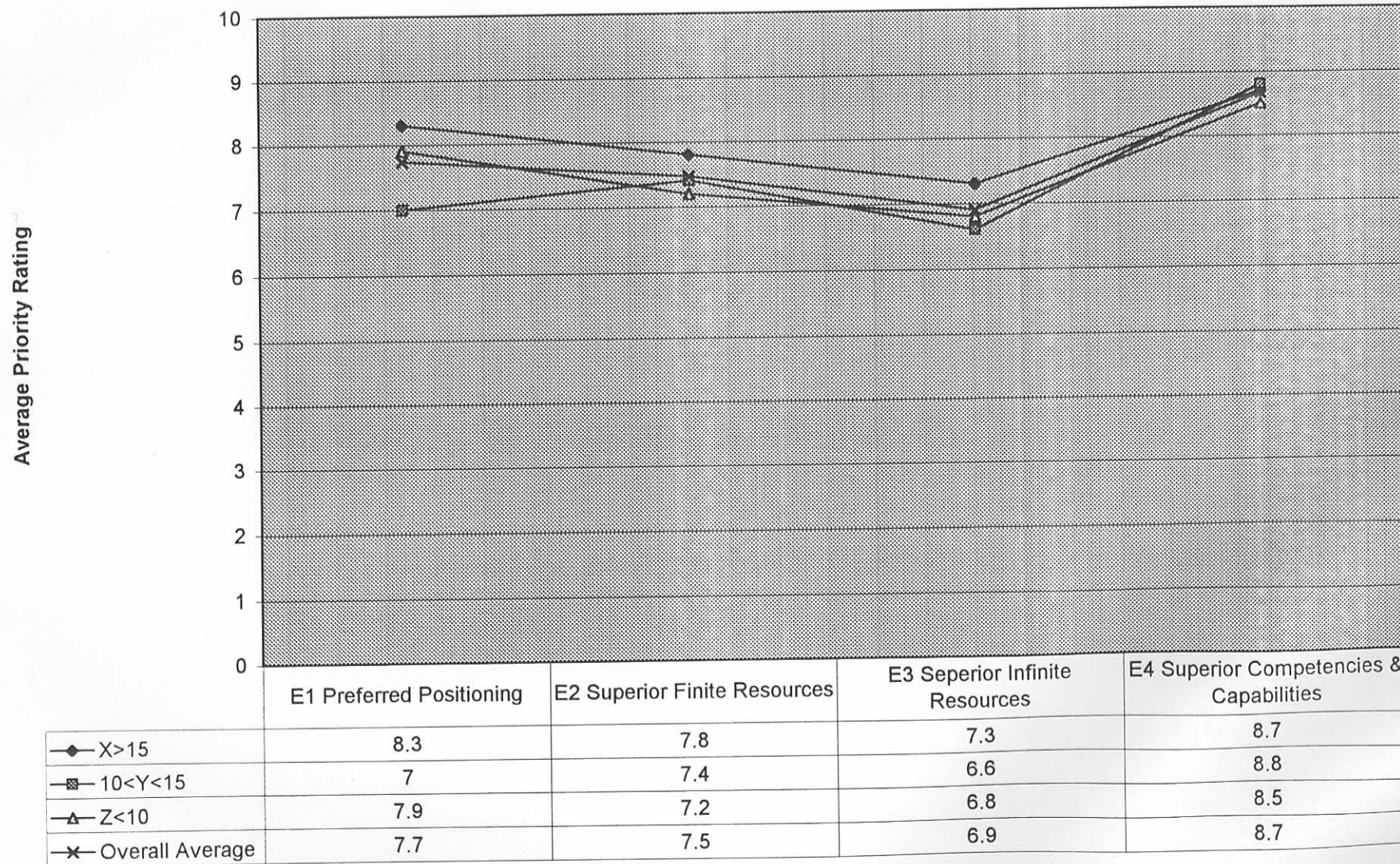
Average Priority Rating

E4 Superior Competencies & Capabilities

Chart 4.10B: Priority Rating of Domains by Clusters of Experience Levels



Graph 4.10C: Priority Rating of Demians by Clusters of Overall Business Experience



Category	1	2	3	4
5-10 Years	1	1	1	1
10-15 Years	1	1	1	1
15-20 Years	1	1	1	1
Total	3	3	3	3

Category	1	2	3	4
5-10 Years	1	1	1	1
10-15 Years	1	1	1	1
15-20 Years	1	1	1	1
Total	3	3	3	3

APPENDIX F

Category	1	2	3	4
5-10 Years	1	1	1	1
10-15 Years	1	1	1	1
15-20 Years	1	1	1	1
Total	3	3	3	3

Category	1	2	3	4
5-10 Years	1	1	1	1
10-15 Years	1	1	1	1
15-20 Years	1	1	1	1
Total	3	3	3	3

Category	1	2	3	4
5-10 Years	1	1	1	1
10-15 Years	1	1	1	1
15-20 Years	1	1	1	1
Total	3	3	3	3

Category	1	2	3	4
5-10 Years	1	1	1	1
10-15 Years	1	1	1	1
15-20 Years	1	1	1	1
Total	3	3	3	3

Category	1	2	3	4
5-10 Years	1	1	1	1
10-15 Years	1	1	1	1
15-20 Years	1	1	1	1
Total	3	3	3	3

Category	1	2	3	4
5-10 Years	1	1	1	1
10-15 Years	1	1	1	1
15-20 Years	1	1	1	1
Total	3	3	3	3

Category	1	2	3	4
5-10 Years	1	1	1	1
10-15 Years	1	1	1	1
15-20 Years	1	1	1	1
Total	3	3	3	3

Category	1	2	3	4
5-10 Years	1	1	1	1
10-15 Years	1	1	1	1
15-20 Years	1	1	1	1
Total	3	3	3	3

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Comparison of combo # yEARS EXPERIENCE for Question E1 and A1 - E4 and A4

E1/PP COMBO	0<X<5	5 5<X<8		
15+ Years	1	0	13	14
10<x<15	3	2	16	21
<=10 Years	1	2	19	22
Total	5	4	48	57

AE1/PP COM	0<X<4	4 4<X<8		
15+ Years	2	1	11	14
10<x<15	3	1	17	21
<=10 Years	2	2	18	22
Total	7	4	46	57

E2/FR COMBO	0<X<5	5 5<X<8		
15+ Years	1	1	12	14
10<x<15	1	2	18	21
<=10 Years	2	2	18	22
Total	4	5	48	57

AE2/FR COM	0<X<4	4 4<X<8		
15+ Years	1	1	12	14
10<x<15	1	1	19	21
<=10 Years	1	2	19	22
Total	3	4	50	57

E3/IR COMP	Unimportant	Neutral	Important		
More than 15 Years Experience A	10	2	2	14	
More than 15 Years Experience E	0	1	13	14	
Between 10 & 15 Years A	9	0	12	21	
Between 10 & 15 Years E	3	2	16	21	
Business Experience <10 Years A	11	3	8	22	
Business Experience <10 Years E	2	3	17	22	

AE3/IR COM	0<X<4	4 4<X<8		
10<x<15	9	0	12	21
<=10 Years	11	3	8	22

E3/IR COMP	Unimportant	Neutral	Important		
Total E	5	6	46	57	
Total A	30	5	22	57	

Total	20	3	20	43

E4/C COMBO	0<X<5	5 5<X<8		
15+ Years	0	0	14	14
10<x<15	0	1	20	21
<=10 Years	0	1	21	22
Total	0	2	55	57

AE4/C COM	0<X<4	4 4<X<8		
15+ Years	4	2	8	14
10<x<15	11	1	9	21
<=10 Years	10	2	10	22
Total	25	5	27	57

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Comparison of combo MKT EXPERIENCE for Question E1 and A1 - E4 and A4

E1/SMALL 0<X<5	5 5<X<10	TOT	
>3,	1	13	15
<3	4	35	42
Total	5	48	57

AE1/SMAL 0<X<4	4 4<X<8		
>3,	2	2	11
<3	5	2	35
Total	7	4	46

E2/FR COI 0<X<5	5 5<X<10	TOT	
>3,	1	13	15
<3	3	5	34
Total	4	6	47

AE2/FR COI 0<X<4	4 4<X<8		
>3,	1	0	14
<3	2	3	37
Total	3	3	51

E3/IR COM Unimportant Neutral	Important	TOT	
>=3 for A	6	2	7
>=3 for E	1	2	12
<3 for A	24	3	15
<3 for E	7	1	34
IR	Unimportant	Neutral	Important
Total	8	3	46
Total	30	5	22

AE3/IR COI 0<X<4	4 4<X<8		
>3,	6	2	7
<3	24	3	15
Total	30	5	22

E4/C COM 0<X<5	5 5<X<10	TOT	
>3,	1	0	14
<3	1	1	40
Total	2	1	54

AE4/C COI 0<X<4	4 4<X<8		
>3,	5	0	10
<3	22	3	17
Total	27	3	27

E3	0<X<5	5 5<X<10	TOT	
Chemical	0	0	0	0
Energy	1	2	4	7
Industrial	0	0	5	5
Oil, Gas &	2	3	3	8
IT	2	2	12	17
Services	1	0	13	14
Other	0	0	3	3
Total	7	5	48	57

AE3	0<X<4	4 4<X<8		
Chemical	0	0	0	0
Energy	1	0	0	3
Industrial	2	0	2	5
Oil, Gas &	4	0	1	9
IT	1	2	2	17
Services	1	1	3	14
Other	1	1	1	3
Total	13	6	22	57

E4	0<X<5	5 5<X<10	TOT	
Chemical	0	0	0	0
Energy	1	0	0	7
Industrial	1	0	3	5
Oil, Gas &	0	0	3	8
IT	0	0	17	17
Services	0	0	14	14
Other	0	0	3	3
Total	2	1	54	57

AE4	0<X<4	4 4<X<8		
Chemical	0	0	0	0
Energy	2	0	0	7
Industrial	2	0	0	5
Oil, Gas &	3	1	1	9
IT	0	2	2	17
Services	0	0	3	14
Other	1	0	2	3
Total	8	3	27	57

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Comparison of combo INDUSTRY for Question E1 and A1 - E4 and A4

E1	0<X<5	5 5<X<10	TOT	
Chemical	1	0	5	6
Energy	2	1	4	7
Industrial&	1	0	4	5
Oil, Gas &	0	0	5	5
IT	0	1	16	17
Services	1	2	11	14
Other	0	0	3	3
Total Num	5	4	48	57

AE1	0<X<4	4 4<X<8	tot	
Chemical	0	0	6	6
Energy	3	2	2	7
Industrial&	0	0	5	5
Oil, Gas &	1	0	4	5
IT	2	2	13	17
Services	1	0	13	14
Other	0	0	3	3
	7	4	46	57

E2	0<X<5	5 5<X<10	TOT	
Chemical	2	0	4	6
Energy	0	0	7	7
Industrial&	0	1	4	5
Oil, Gas &	0	0	5	5
IT	1	3	13	17
Services	1	1	12	14
Other	0	0	3	3
	4	5	48	57

AE2	0<X<4	4 4<X<8	tot	
Chemical	0	0	6	6
Energy	1	0	6	7
Industrial&	0	0	5	5
Oil, Gas &	1	0	4	5
IT	0	2	15	17
Services	0	1	13	14
Other	0	1	2	3
	2	4	51	57

E3	0<X<5	5 5<X<10	TOT	
Chemical	0	0	6	6
Energy	1	2	4	7
Industrial&	0	0	5	5
Oil, Gas &	2	0	3	5
IT	3	2	12	17
Services	1	0	13	14
Other	0	0	3	3
	7	4	46	57

AE3	0<X<4	4 4<X<8	tot	
Chemical	2	1	3	6
Energy	4	0	3	7
Industrial&	3	0	2	5
Oil, Gas &	4	0	1	5
IT	8	2	7	17
Services	8	1	5	14
Other	1	1	1	3
	30	5	22	57

E4	0<X<5	5 5<X<10	TOT	
Chemical	0	0	6	6
Energy	1	0	6	7
Industrial&	1	1	3	5
Oil, Gas &	0	0	5	5
IT	0	0	17	17
Services	0	0	14	14
Other	0	0	3	3
	2	1	54	57

Ae4	0<X<4	4 4<X<8	tot	
Chemical	0	3	3	6
Energy	2	0	5	7
Industrial&	5	0	0	5
Oil, Gas &	3	1	1	5
IT	6	1	10	17
Services	8	0	6	14
Other	1	0	2	3
	25	5	27	57

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Comparison of combo INDUSTRY for Question E1 and A1 - E4 and A4

PP	Unimportant	Neutral	Important
Chemical A	0	0	6
Chemical E	1	0	5
Energy A	3	2	2
Energy E	2	1	4
Industrial A	0	0	5
Industrial E	1	0	4
PetroChem	1	0	4
PetroChem	0	0	5
Technology	2	2	13
Technology	0	1	16
Services A	1	0	13
Services E	1	2	11
Other A	0	0	3
Other E	0	0	3
PP	Unimportant	Neutral	Important
Total Numt	5	4	48
Total Numt	7	4	46

E2	Unimportant	Neutral	Important
Chemical A	0	0	6
Chemical E	2	0	4
Energy A	1	0	6
Energy E	0	0	7
Industrial A	0	0	5
Industrial E	0	1	4
Petrochem	1	0	4
PetroChem	0	0	5
Technology	0	2	15
Technology	1	3	13
Services A	0	1	13
Services E	1	1	12
Other A	0	1	2
Other E	0	0	3
FR	Unimportant	Neutral	Important
Prompted E	4	5	48
Unprompted	2	4	51

E3	Unimportant	Neutral	Important
Chemical A	2	1	3
Chemical E	0	0	6
Energy A	4	0	3
Energy E	1	2	4
Industrial A	3	0	2
Industrial E	0	0	5
Petrochem	4	0	1
Petrochemi	2	0	3
Technology	8	2	7
Technology	3	2	12
Services A	8	1	5
Services E	1	0	13
Other A	1	1	1
Other E	0	0	3
IR	Unimportant	Neutral	Important
Unprompted	30	5	22
Prompted E	7	4	46

E3	Important
Chemical E	6
Chemical A	3
Energy E	4
Energy A	3
Industrial E	5
Industrial A	2
PetroChem	3
Petrochem	1
Technology	12
Technology	7
Services E	13
Services A	5
Other E	3
Other A	1

E4	Unimportant	Neutral	Important
Chemical A	0	3	3
Chemical E	0	0	6
Energy A	2	0	5
Energy E	1	0	6
Industrial A	5	0	0
Industrial E	1	1	3
Petrochem	3	1	1
PetroChem	0	0	5
Technology	6	1	10
Technology	0	0	17
Services A	8	0	6
Services E	0	0	14
Other A	1	0	2
Other E	0	0	3
CC	Unimportant	Neutral	Important
Prompted E	2	1	54
Unprompted	25	5	27

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Question E: # YEARS XPERIENCE/PP Total number of respondents with certain rating

E1/PP	0 not impo	1	2	3	4	5	6	7	8 very NB	9	10 tot	average	std dev	
15+ Years	0	0	0	1	0	0	1	1	3	4	4	14	1.272727	1.61808
10<x<15	1	0	0	1	1	2	2	2	6	4	2	21	1.909091	1.758098
<=10 Year:	0	0	0	0	1	2	2	2	5	6	4	22	2	2.144761
TOTAL	1	0	0	2	2	4	5	5	14	14	10	57		

E1/PP COM 0≤X<5	5	5<X≤10	14	21	22	57
15+ Years	1	0	13	14		
10<x<15	3	2	16	21		
<=10 Year:	1	2	19	22		
Total	5	4	48	57		

E2/FR	0 not impo	1	2	3	4	5	6	7	8 very NB	9	10 tot	average	std dev	
15+ Years	0	0	0	0	1	1	1	2	3	4	2	14	1.272727	1.3484
10<x<15	0	0	0	1	0	2	3	5	2	6	2	21	1.909091	2.071451
<=10 Year:	0	0	1	1	0	2	3	5	1	7	2	22	2	2.236068
TOTAL	0	0	1	2	1	5	7	12	6	17	6	57		

E2/FR COM 0≤X<5	5	5<X≤10	14	21	22	57
15+ Years	1	1	12	14		
10<x<15	1	2	18	21		
<=10 Year:	2	2	18	22		
Total	4	5	48	57		

E3/IR	0 not impo	1	2	3	4	5	6	7	8 very NB	9	10 tot	average	std dev	
15+ Years	0	0	0	0	0	1	3	4	4	1	1	14	1.272727	1.61808
10<x<15	1	0	0	1	1	2	4	3	4	3	2	21	1.909091	1.445998
<=10 Year:	0	0	0	2	0	3	4	5	4	2	2	22	2	1.843909
TOTAL	1	0	0	3	1	6	11	12	12	6	5	57		

E3/IR COM 0≤X<5	5	5<X≤10	14	21	22	57
15+ Years	0	1	13	14		
10<x<15	3	2	16	21		
<=10 Year:	2	3	17	22		
Total	5	6	46	57		

E4/C	0 not impo	1	2	3	4	5	6	7	8 very NB	9	10 tot	average	std dev	
15+ Years	0	0	0	0	0	0	0	2	4	4	4	14	1.272727	1.848833
10<x<15	0	0	0	0	0	1	1	1	4	4	10	21	1.909091	3.080732
<=10 Year:	0	0	0	0	0	1	0	5	5	1	10	22	2	3.286335
TOTAL	0	0	0	0	0	2	1	8	13	9	24	57		

E4/C COM 0≤X<5	5	5<X≤10	14	21	22	57
15+ Years	0	0	14	14		
10<x<15	0	1	20	21		
<=10 Year:	0	1	21	22		
Total	0	2	55	57		

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Question E	INDUSTRY	PP	FR	IR	IC	Total number of respondents with certain rating										average	std dev
		0	1	2	3	4	5	6	7	8	9	10	tot				
E1	0 not impo	1	2	3	4	5	6	7	8	9	10	tot	average	std dev			
Chemical	0	0	0	0	1	0	1	0	1	2	1	6	0.687552				
Energy	1	0	0	1	0	1	1	0	0	1	2	7	0.6742				
Industrial&	0	0	0	1	0	0	0	0	2	2	0	5	0.8202				
Oil, Gas &	0	0	0	0	0	0	1	1	1	1	1	5	0.522233				
IT	0	0	0	0	0	1	0	4	4	5	3	17	2.0181				
Services	0	0	0	0	1	2	2	0	5	2	2	14	1.55505				
Other	0	0	0	0	0	0	0	0	1	1	1	3	0.467099				
	1	0	0	2	2	4	5	5	0	14	10	57					
E1	0<X<5					5		5<X<10				TOT	6				
Chemical	1					0		5				6					
Energy	2					1		4				7					
Industrial&	1					0		4				5					
Oil, Gas &	0					0		5				5					
IT	0					16		17				17					
Services	1					2		11				14					
Other	5					0		3				3					
	5					4		48				57					
E2		1	2	3	4	5	6	7	8	9	10	tot	average	std dev			
Chemical	0	0	1	0	1	0	2	2	0	0	0	6	0.8202				
Energy	0	0	0	0	0	0	1	2	0	0	4	7	1.285291				
Industrial&	0	0	0	0	0	1	1	1	0	2	0	5	0.687552				
Oil, Gas &	0	0	0	0	0	0	0	1	1	2	1	5	0.687552				
IT	0	0	0	1	0	3	0	4	4	5	0	17	2.0181				
Services	0	0	0	1	0	1	3	2	1	5	1	14	1.55505				
Other	0	0	0	0	0	0	0	0	0	3	0	3	0.904534				
	0	1	2	2	1	5	7	12	6	17	6	57					
E2	0<X<5					5		5<X<10				TOT	6				
Chemical	2					0		4				6					
Energy	0					0		7				7					
Industrial&	0					1		4				5					
Oil, Gas &	0					0		5				5					
IT	1					3		13				17					
Services	1					1		12				14					
Other	0					0		3				3					
	4					5		48				57					
E3		1	2	3	4	5	6	7	8	9	10	tot	average	std dev			
Chemical	0	0	0	0	0	0	1	2	2	0	1	6	0.8202				
Energy	1	0	0	0	0	2	1	1	1	0	1	7	0.6742				
Industrial&	0	0	0	0	0	0	1	2	1	1	0	5	0.687552				
Oil, Gas &	0	0	0	0	2	0	1	0	1	1	0	5	0.687552				
IT	0	0	0	3	0	2	4	4	1	3	0	17	1.694912				
Services	0	0	0	0	1	0	3	6	0	0	1	14	1.954017				
Other	0	0	0	0	0	0	0	1	0	0	2	3	0.64667				
	1	0	0	3	3	4	11	13	11	6	5	57					
E3	0<X<5					5		5<X<10				TOT	8				
Chemical	0					0		6				6					
Energy	1					2		4				7					
Industrial&	0					0		5				5					
Oil, Gas &	2					0		3				5					
IT	3					2		12				17					
Services	1					0		13				14					
Other	0					0		3				3					
	7					4		46				57					
E4		1	2	3	4	5	6	7	8	9	10	tot	average	std dev			
Chemical	0	0	0	0	1	0	0	2	2	0	2	6	0.934199				
Energy	0	0	0	0	1	0	0	1	2	1	2	7	0.80904				
Industrial&	0	0	0	0	1	1	0	1	1	0	1	5	0.522233				
Oil, Gas &	0	0	0	0	0	0	0	0	2	2	1	5	0.8202				
IT	0	0	0	0	0	0	0	2	3	3	9	17	2.769969				
Services	0	0	0	0	0	0	0	2	2	3	7	14	2.195036				
Other	0	0	0	0	2	0	0	0	1	0	2	3	0.64667				
	0	1	2	3	2	1	0	8	13	9	24	57					
E4	0<X<5					5		5<X<10				TOT	6				
Chemical	0					0		6				6					
Energy	1					0		6				7					
Industrial&	1					1		3				5					
Oil, Gas &	0					0		5				5					
IT	0					0		17				17					
Services	0					0		14				14					
Other	0					0		3				3					
	2					1		54				57					