

# MARKETING

Marketing, sales and client experience:  
BDC ViewPoints study

April 2012



# What to remember from this survey

## Marketing professionals

**37%** have employees take on marketing duties along with other functions

**26%** do not have someone specifically assigned to marketing

Companies with **20 employees or more** are up to four times more likely to have a marketing professional

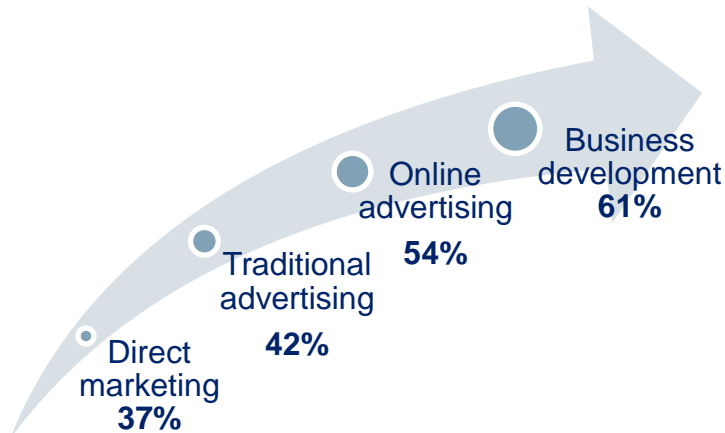
## Marketing budget

To create a marketing budget:

- > **30%** spend as needed, on a project-by-project basis
- > **29%** develop a task-oriented budget, where the number of activities determines it

**\$31,000** is the average marketing budget, which differs greatly by company size; for **60%** of firms, it is less than **\$15,000**

## Top marketing activities



## External help



# What to remember from this survey (cont'd)

## Sales

50%

Can tell their business story in a 60- to 90-second speech or a 140-character Twitter-like phrase

People skills + Technical skills = Great sales representative

### Compensation packages:

- > Often fixed salary plus commission
- > A combination of external and intrinsic rewards

## Customer referrals

- > Entrepreneurs should **encourage** satisfied clients to spread the **good word** as a way to **increase referrals**.
- > Several business owners **reward** the individual/company making the **referral** and/or the **referred** entity or person.
- > Some companies have created a **business model** based entirely on **referrals** but don't wait for the income stream to dry up before investing elsewhere.

## Tracking and measuring

74% track and maintain a **database** of clients and/or prospects

CRM users  
49%

Non-CRM users  
51%

54% **survey clients** formally or informally

To identify **operational issues**

To identify their **competitive advantage**

To fine-tune **client relationships**

## New marketing channels

- > New marketing channels are **relevant**, but many still find them **difficult** to utilize.
- > **83%** have a website, and one in five have a **transactional** one.
- > **41%** have benefited from **e-business**; for most, it has given them **access to new markets**.

# Context and methodology

## Background

- > The BDC Market Intelligence team continues its ongoing research among Canadian entrepreneurs. The topic of this study was **marketing, sales and client experience**. In this study, the team wanted to determine:
  - the proportion of entrepreneurs who have someone dedicated to marketing activities
  - the types of activities that are part of current marketing and sales strategies
  - the techniques used to determine a marketing and sales budget, as well as the amount of the budget itself
  - the ability of entrepreneurs to convey their business story in a clear and concise manner
  - the presence of sales representatives and how much they are paid
  - entrepreneurs' perception and use of new marketing channels
  - the types of company websites and online sales
  - the use of tracking mechanisms, such as customer databases and customer relationship management (CRM) software
  - the percentage of businesses that survey their clients and the overall use of survey results
  - the elements of the marketing mix with which entrepreneurs would welcome external help

## Survey methodology

- > Entrepreneurs who were members of the BDC ViewPoints panel as of April 3, 2012, were surveyed. Panellists received an e-mail invitation to participate in the online survey, which was conducted between **April 3 and April 16, 2012**.
- > BDC's Market Intelligence team analyzed the survey results.
- > A total of **469 entrepreneurs completed the survey**. Details on distribution are provided in the "Respondent Profile" section of this report.
- > Entrepreneurial results were **weighted** according to the **size of the firm** and the **region**.

# Detailed results

# Marketing duties

## ➔ Most businesses have someone who takes on marketing duties along with other functions.

- > Employees often wear multiple hats in an organization. That is often true for human resources duties (please refer to the [report on human resources](#) for more details), and marketing does not seem to be an exception. In fact, over one third of the entrepreneurs surveyed (37%) said that marketing duties are assigned to someone in the organization who also takes care of other functions. This is the most frequent type of structure in Canadian small and medium-sized enterprises (SMEs).
- > Just over one in ten businesses operate with a part-time marketing person on their payroll (10%) or hire someone on a contractual basis (3%).
- > Few businesses actually employ a full-time person dedicated to marketing (8%). An even smaller percentage of businesses have more than one person dedicated to marketing (6%).

**INTERESTING TO KNOW:** When companies reach the 20-employee mark, the probability of them having a full-time person dedicated to marketing duties triples or quadruples in comparison to businesses with fewer than 20 employees.



Base: Respondents who reported marketing and sales activities. Those who answered "I don't know/I prefer not to answer" were excluded from the calculation base. Sum may not equal 100% due to rounding.

# Marketing and sales activities

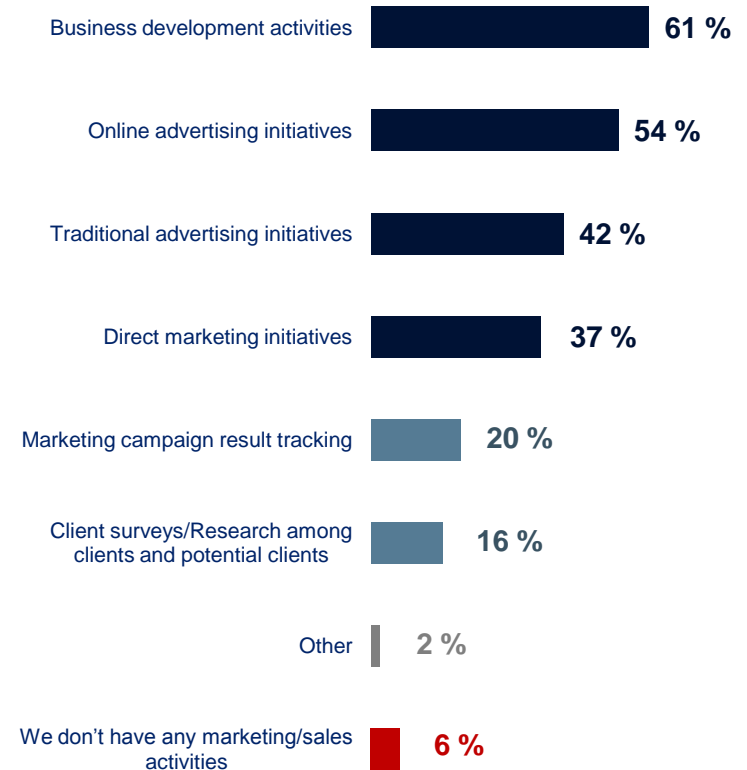
➔ **Various activities and initiatives ensure that sales come out of the marketing pipeline. Feedback loops provide an opportunity to evaluate these activities.**

- > It appears that the five activities and initiatives most commonly mentioned and presented in the graph help entrepreneurs **move potential clients along the marketing pipeline or funnel.**
- > The other two activities provide a **feedback loop** that enables businesses to adjust and improve their marketing and sales strategy.

## FOOD FOR THOUGHT

- > The marketing pipeline for a product or service tends to include the following elements: **awareness, interest, knowledge, liking, preference, conviction, purchase, post-purchase.** Although the process itself may seem linear, consumers may move up and down the funnel, depending on the information available and the risk associated with a purchase.
- > Ultimately, it is always a good idea to try to **visualize the pipeline**; to understand where potential clients, whether they are new clients or repeat business, get “stuck”; and to **craft strategies** to help convince them of the benefits of doing business with a given company.
- > This is where the feedback loop comes into play. Tracking marketing campaign results, surveying clients and doing research help companies **understand what is working for them and what isn’t.**
- > In sum, it is important to identify the **most relevant and effective activities and initiatives** for each of the aspects of the marketing funnel. To do so effectively, entrepreneurs should establish measures and evaluate their initiatives by creating a feedback loop.

**What activities are currently part of your marketing and sales strategy?** *Multiple answers allowed.*  
(n=467)



# Determining the marketing and sales budget

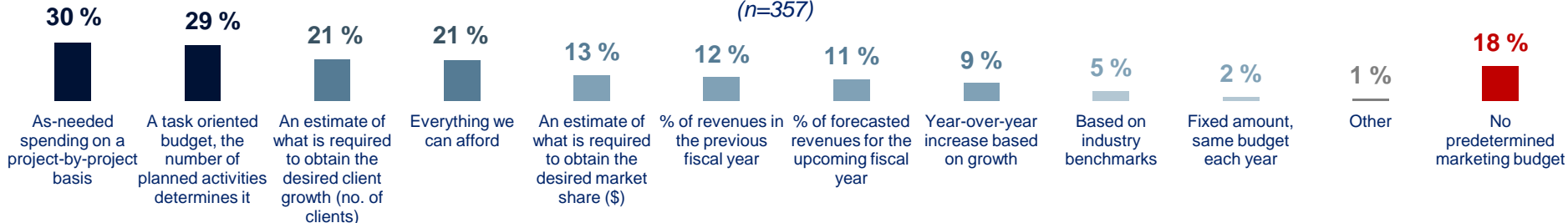
➔ **Several techniques are used to establish an annual marketing and sales budget. The most common budgets are created on a project-by-project basis and/or by determining the number of planned activities.**

- > Three out of ten entrepreneurs (30%) said that they determine their marketing budget on a project-by-project basis.
  - This tends to be the case for a statistically greater percentage of businesses with 5 to 19 employees (41%) and those with 20 to 49 employees (50%).
- > Alternatively, business leaders also commonly develop a task-oriented budget (29%), whereby the number of planned activities determines the budget.
- > Interestingly, one in five entrepreneurs (18%) do not have a predetermined marketing budget, which leads us to believe that their marketing efforts are more reactive in nature.

## FOOD FOR THOUGHT

- > There is no perfect way to determine a marketing budget; one size does not fit all. There are several aspects to consider, including the **financial capacity of the company**, the **business life stage**, the **industry sector**, the **capacity to handle additional business**, **brand/product awareness**, the **maturity of the market**, and the **desired growth or market share**.
- > Many businesses will successfully operate for several months or even years simply by word of mouth and referrals. However, chances are they will inevitably reach a plateau at some point. **Experts warn entrepreneurs not to wait for the income stream to dry up before building brand awareness and reputation.** In other words, if a company is doing well with word of mouth and referrals, it should still invest a small portion of its capital to start building brand awareness and position itself as a leader.

**What factors do you mainly use to determine your marketing budget?** *Multiple answers allowed.*  
(n=357)



*Base: Respondents who reported marketing and sales activities. Those who answered "I don't know/I prefer not to answer" were excluded from the calculation base. Furthermore, panellists who had to update their profile were not asked this question, to make the survey shorter for them.*



# Annual marketing and sales budget

## Over half of all businesses spend less than \$15,000 annually on their marketing and sales activities.

- > Overall, 30% of businesses invest less than \$5,000 annually in their marketing and sales activities.
  - This ratio climbs to 40% among business with fewer than five employees.
- > Another 30% of respondents indicated that their marketing and sales budget is between \$5,000 and \$14,999.
- > As the size of the company increases, so does the average sales and marketing budget:
  - fewer than five employees: \$20,000
  - between 5 and 19 employees: \$30,000
  - between 20 and 49 employees: \$64,000
  - 50 or more employees: \$103,000

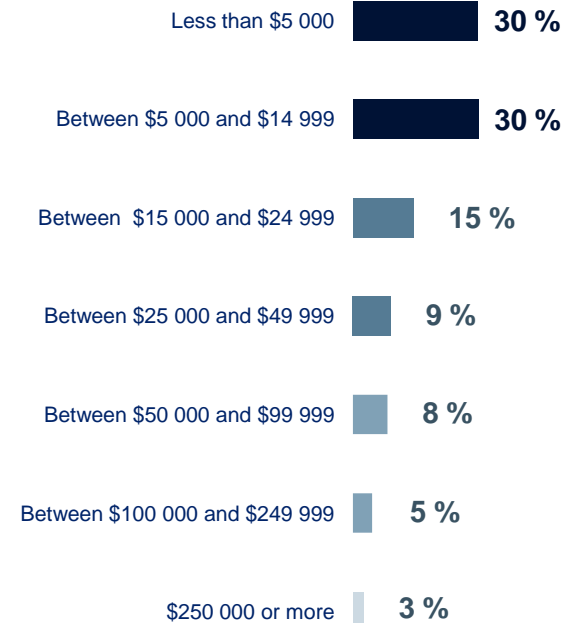
### FOOD FOR THOUGHT

- > The marketing budget tends to represent 2% to 10% of revenue. It will be 2% to 4% for firms with hundreds of millions in revenue, while it will be much closer to 10% for business with a few million dollars in sales. These figures are generally higher for business-to-consumer (B2C), retail and marketing-intensive industries.
- > Although there is such a thing as under-investing, in many cases entrepreneurs understand the importance of investing in marketing. Ultimately, it is not so much the amount invested as the quality of the investment that counts.
- > Numerous businesses have been quite successful with little or no marketing budget. However, these businesses put a lot of energy into maintaining **strong relationships with existing clients**. The budget is, therefore, primarily invested in initiatives that **strengthen ongoing relationships and to create new ones**.

## What is your annual budget for marketing and sales activities?

This budget excludes internal human resources dedicated to such activities.

(n=435)



**Average budget: \$31,000\***

*Base: Respondents who reported marketing and sales activities. Those who answered "I don't know/I prefer not to answer" were excluded from the calculation base. \*The average budget amount was calculated using the midpoint for each of the brackets with the exception of the "\$250,000 or more" bracket, where \$250,000 was used.*

# Storytelling

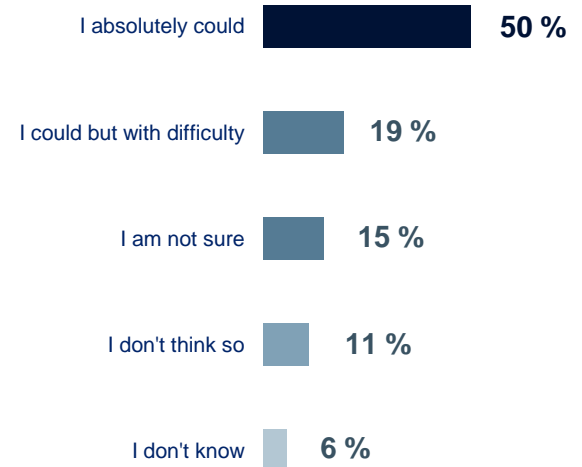
## Being able to tell your company story in a clear and concise manner can be a *tour de force!*

- > Half of the entrepreneurs surveyed (50%) believe they could tell their company story in a 60- to 90-second speech or a 140-character phrase.
- > One third of them said they probably could do so but with a bit of difficulty (19%) or said they are not sure (15%).

### FOOD FOR THOUGHT

- > In most cases, a product or service provider only has a couple of minutes before prospects make up their mind and determine whether or not they are interested. It is, therefore, key to be able to **clearly establish in a relatively short time the benefits of working with your organization**. Tony Chapman summarized it quite eloquently when he said: “You must be able to captivate their head and their heart to get their hands to act.”
- > According to communications coach Carmine Gallo, a firm’s business story should address the four following questions:
  1. What do you do?
  2. What problem do you solve?
  3. How are you different?
  4. Why should I care?
- > To maximize their contribution, all the members of the team must be able to **engage potential clients** in a few words to convey the benefits of dealing with their organization and why prospects should care.

## Do you think you could tell your company story with a 60- to 90-second speech, or a 140-character, Twitter-like phrase? (n=460)



Base: All respondents. Those who answered “I prefer not to answer” were excluded from the calculation base. Sum may not equal 100% due to rounding.

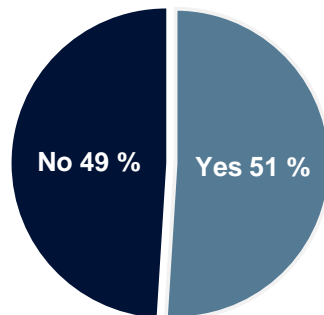
# Sales representatives

## ➔ People skills tend to outweigh technical skills when it comes to finding the optimal sales representative.

- > Half of the entrepreneurs surveyed (51%) said that they **have sales representatives** in their company. In most cases, when there are no sales representatives per se, other employees, such as owners or business partners, are primarily responsible for sales-related activities.
- > From results gathered, it appears that **as the size of the company increases, so does the likelihood of finding dedicated sales representatives within the organization**. For instance, in businesses with fewer than five employees, 42% have at least one sales representative. In those with 5 to 19 employees, 57% claim to have at least one salesperson; in organizations with 20 to 49 employees, 74% have at least one sales representative; and in those with 50 or more employees, 81% have at least one salesperson.
- > When asked to identify the **optimal sales representative**, a great majority of respondents (82%) look for an individual with a **mix of interpersonal and technical skills**. Given that sales are mostly about people, it is not surprising that the second most common answer is a sales representative who is more people oriented than product oriented.

### Are there sales representatives in your company?

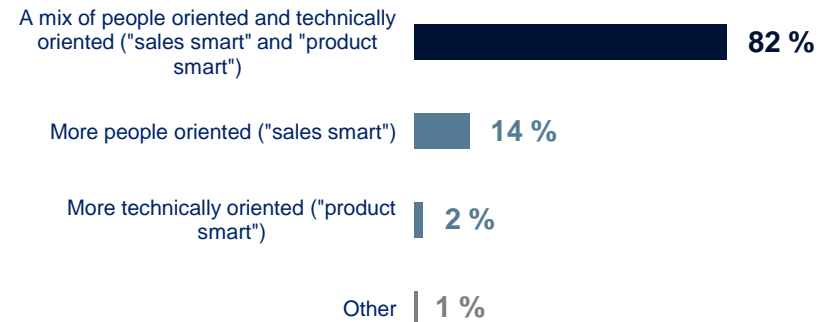
(n=468)



Yes

### If you were to select the optimal sales representative for your company, what would his or her profile be?

(n=273)



Base: All respondents. Those who answered "I prefer not to answer" were excluded from the calculation base.

Base: Respondents who indicated having sales representatives in their company. Those who answered "I prefer not to answer" were excluded from the calculation base. Sum may not equal 100% due to rounding.

# Helping sales representatives

## → People buy from people: Focus on the right elements!

- > Ultimately, it is not about the company; it's about the customer! It is, therefore, of utmost importance to focus on the right elements. Author Jeff Haden provides a [few pieces of advice](#) for entrepreneurs that can lead to better outcomes:
  1. **Focus on benefits, not specifications:** For example, demonstrate how the firm's products and services will make life easier for customers.
  2. **Focus on value, not price:** Clearly present what customers gain from dealing with the company.
  3. **Focus on showing, not learning:** If something worries customers, show them how to resolve the issue; don't just tell them it's easy once they learn to use the product.
  4. **Focus on emotions, not reasons:** This is especially true for B2C, but it can also apply to business-to-business (B2B) sales.
  5. **Focus on customers' worries:** Entrepreneurs may be feeling pressured, but they should not transfer that pressure onto potential clients.
- > If entrepreneurs lose an important customer, they should **ask why**. They may think the reason is that the customer found a cheaper price elsewhere, but the true reason might be something else, such as bad customer service or poor quality. **Don't assume; verify!**
- > *Inc. magazine* ran an [article](#) by Ron Burley, a recognized consumer advocate and serial entrepreneur, about the **top five offending phrases** a company representative should never say to a client:
  1. *"That's our policy."*
  2. *"There's nothing I can do."*
  3. *"Would you mind holding for a moment?"*
  4. *"You'll have to go to our website."*
  5. *"That's the manufacturer's responsibility."*
- > To optimize the customer experience, interactions with an organization should be **useful**. The **company should provide value, meet customer needs and, at times, even surpass customer expectations**. It must be easy to reach the firm via multiple platforms (telephone, e-mail, social media, etc.) and dealing with the company must be fun or enjoyable to a certain extent. Do not undermine the emotional component, even if the product or service offering does not seem to have any emotional appeal per se.

Avoid giving these answers  
to your clients!

# Sales representatives' monetary compensation

## ➔ Compensation for sales representatives tends to combine a fixed amount and a commission.

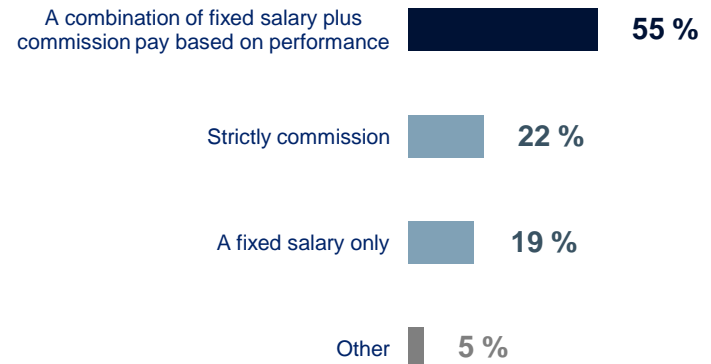
- > Over half of the entrepreneurs (55%) who have sales representatives within their company indicated that their reps earn both a fixed salary and a commission based on performance.
  - The proportion of businesses that offer both fixed salary and commission tends to increase as the number of employees grows.
- > One in five respondents (22%) said that their sales representatives earn commission only.
  - Although not statistically significant, it would seem that paying commission only is a more common practice among businesses with fewer than five employees (31%) than among larger companies.

## FOOD FOR THOUGHT

- > As a rule of thumb, when setting a sales rep's compensation, it is good to start with the monetary value of the **total compensation (salary plus commission) and work backward from there**. For example, see what kind of total compensation reps could be earning elsewhere. If that number is \$70,000, for instance, the representative might be motivated to excel if he or she might earn a little more than \$70,000 (for instance, \$80,000).
- > It is quite typical to see a ratio of **30% base salary to 70% commission**. This tends to be a good ratio to begin with but will probably need to be adjusted. An experienced sales representative may want a greater proportion in fixed salary, while a new recruit may be willing to work strictly on commission. A competitive market may make require the employer to lean more toward commissions rather than fixed salaries. The base salary should be high enough to ensure reps can cover their own basic expenses. Certain companies, such as start-ups, can also consider compensating reps with stock options.

## Is the monetary compensation for your sales representatives a fixed salary, strictly commission, or a combination of a fixed salary and commission pay?

(n=267)



*Base: Respondents who indicated having sales representatives in their company. Those who answered "I don't know" or "I prefer not to answer" were excluded from the calculation base. Sum may not equal 100% due to rounding.*

# Motivating sales representatives

➔ **To motivate their sales force, most entrepreneurs use a combination of external and intrinsic rewards.**

- > Sales representatives are a particular breed of people. It's important to strike the **right balance** to motivate them to perform at their best.
- > The most common motivator is **monetary compensation** (e.g., a percentage of sales, bonuses and, in some cases, no ceiling on commissions).
- > Some business leaders give their sales representatives **rewards**, such as trips, club memberships, access to a company vehicle or a discretionary expense account.
- > Many respondents indicated that once one has figured out the right monetary compensation, **most motivators don't necessarily cost anything**. Entrepreneurs spoke about the importance of **respect, autonomy, verbal recognition, open communication** and spending **quality time** with their team members to enhance the bond that exists. Furthermore, providing **active coaching** and **mentoring** creates an opportunity for employees to develop their skills.
- > **Involving employees in the decision-making process** can also be a remarkable motivator that speaks volumes about the level of trust employers place in their team.
- > Several employers **introduce members of their team to high-ranking executives** in the industry.
- > Several small business owners said they are often unable to give exceptional employees salary increases. What they have realized, though, is that **getting these employees to participate in more strategic initiatives** increases the employees' self-worth and can compensate them to a certain extent. However, they note that one shouldn't get these employees to devote time to bogus projects that will not lead anywhere. By doing so, entrepreneurs run the risk of losing the employees altogether.



*Base: Respondents who indicated having sales representatives in their company. This was an open-ended question; therefore, responses are not presented in terms of proportions. Rather, they are indicative of trends.*

# Customer referrals

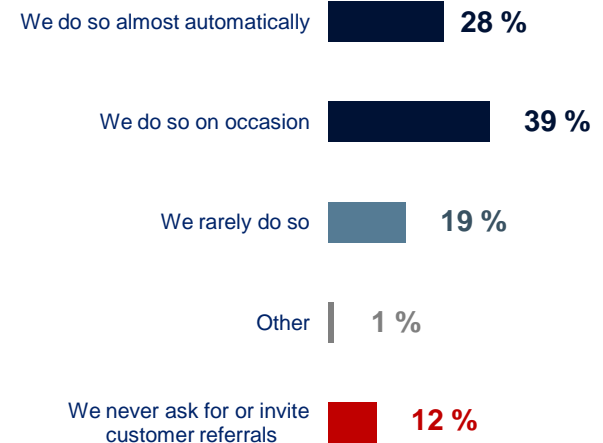
➔ **The vast majority of the entrepreneurs surveyed said they ask for or invite customer referrals.**

- > Most of the entrepreneurs surveyed (67%) said that they ask their customers to **provide referrals** or invite their customers to **refer potential clients** to them.
  - Over one quarter of entrepreneurs (28%) almost automatically ask for or invite customer referrals, while 39% of them do so on occasion.
  - That said, one in five respondents said they rarely do so (19%).

## FOOD FOR THOUGHT

- > The fact that one in ten entrepreneurs (12%) do not ask for or invite customer referrals seems a bit peculiar. However, there are certain cases in which one can imagine this being the case.
  - For example, entrepreneurs who are **content with their current client base** may not feel the need to increase their clientele.
  - Businesses that are **unable to serve additional clients** may not encourage referrals.
  - Some companies may simply **not want to grow their operation** any further.
  - Note that a statistically greater proportion of respondents in businesses with **fewer than five employees** (16%) do not ask for or invite customer referrals.
- > However, **existing clients are probably a firm's best ambassadors**. Therefore, businesses should be seeking referrals from their clients on an ongoing basis.

**Do you ask for or invite customer referrals?**  
(n=461)



*Base: All respondents. Those who answered "I don't know" or "I prefer not to answer" were excluded from the calculation base. Sum may not equal 100% due to rounding.*

# Rewarding customer referrals

## A “thank you” can go a long way!



*Base: Respondents who indicated inviting customer referrals. Furthermore, panellists who had to update their profile were not asked this question, to make the survey shorter for them. This was an open-ended question; therefore, responses are not presented in terms of proportions. Rather, they are indicative of trends.*

- > Quite a few entrepreneurs who ask for or invite customer referrals also **reward those helping them**. There seem to be five types of reward systems in place. Here are some examples of rewards mentioned by the panellists who reward their customers.

### **Monetary compensation**

- > A one-time monetary reward or percentage of sale
- > Compensation on a per-case basis
- > A referral commission, if referrals are regular

### **Discounts**

- > A discount for the new client who has been referred
- > A discount for a future purchase for the organization or individual who provided the referral

### **Gifts**

- > Gift certificates, sports tickets, passes for cultural events, flowers sent to the person of their choice, etc.
- > A celebration of a relationship milestone, such as a number of years of doing business together
- > Dinner at their favourite restaurant

### **Recognition**

- > Mutual referrals
- > VIP service for new customers
- > A “thank you” note or card
- > A personal “thank you” call

### **No specific plan**

- > Various types of rewards, depending on the context and client



# New marketing channels

➔ Although many business leaders realize the opportunities that new marketing channels offer, many of them are still having some difficulty capitalizing on those opportunities.

- > Nearly all respondents (88%) agree that **new media** could help them further capitalize on word of mouth and referrals, which are often the most effective marketing channels. Furthermore, three quarters of those surveyed (73%) said that **new marketing channels** offer a wide range of opportunities. However, for one third of entrepreneurs (35%), new marketing channels have yet to prove their return on investment.

## FOOD FOR THOUGHT

- > Inviting clients to **post comments or reviews** on leading websites or industry blogs can be an excellent way to leverage their experience and satisfaction.
- > A company can easily **target new client segments** to determine their level of interest in a product and service at a relatively low cost **before** proceeding with a full-fledged marketing campaign.
- > Various **metrics** can be used to **evaluate the success of a marketing campaign**. Although new marketing channels may not contribute immediately to the bottom line, they may be having a positive influence on other aspects of the business, such as **brand awareness** and **reputation**. Furthermore, online media along with social media, may be a source of rich **customer feedback**. That will ultimately help the business improve its products and services, which may eventually contribute to the bottom line.

### To what extent do you agree with the following statements?

	Agree	Neither agree nor disagree	Disagree	Don't know
Word of mouth and referrals are the most effective marketing channels; new media can help firms further capitalize on them (n=380)	88%	7%	5%	1%
New marketing channels offer a wide range of opportunities (n=380)	73%	15%	6%	5%
New marketing channels have yet to prove their return on investment (n=379)	35%	23%	34%	8%

Base: All respondents. Those who answered "I prefer not to answer" were excluded from the calculation base. Furthermore, panellists who had to update their profile were not asked this question, to make the survey shorter for them. Sum may not equal 100% due to rounding.

# New marketing channels (cont'd)

## ➔ **Much of the success of new marketing channels comes from trial and error.**

- > For slightly less than one third of respondents (29%), new marketing channels only **add to the confusion** about where to invest marketing dollars. However, 44% of the entrepreneurs surveyed **disagree** with that statement.
  - Therefore, it appears that either businesses have managed to utilize new marketing channels effectively or may be they have completely bypassed them, thus no confusion seems to exist.
- > Nearly half of those surveyed (47%) disagree with the following statement: “New marketing channels are not as reliable as traditional marketing channels.” On the other hand, 14% of them agree with the statement.
  - A statistically greater proportion of respondents in companies with **more than 50 employees** (34%) don’t think new marketing channels are as reliable as traditional marketing channels.

### **FOOD FOR THOUGHT**

- > New marketing channels are now part of an expanded series of tools available to marketers.
- > Ultimately, it is critical to determine where potential clients are and which tool would most likely generate the best outcome.
- > In sum, it might be worthwhile to test these new tools and see how they compare with other tools available.

### To what extent do you agree with the following statements?

	Agree	Neither agree nor disagree	Disagree	I don't know
New marketing channels only add to the confusion about where to invest marketing dollars (n=377)	29%	19%	44%	8%
New marketing channels are not as reliable as traditional marketing channels (n=380)	14%	30%	47%	9%

*Base: All respondents. Those who answered “I prefer not to answer” were excluded from the calculation base. Furthermore, panellists who had to update their profile were not asked this question, to make the survey shorter for them.*

# Having a website

## ➤ The vast majority of Canadian businesses currently have a website, which tends to be hosted externally.

- > Nearly two thirds of respondents (63%) said that they **currently have a website** that is **non-transactional**.
  - These types of websites are the most common. They are conventional websites that present the organization, its products and its services, as well as means to contact the firm.
- > One in five business leaders (20%) indicated that their website is a **transactional** one, where online purchases are possible.
  - A statistically greater proportion of respondents in Ontario (29%) have a transactional website. Interestingly, both product-oriented and service-oriented businesses have transactional websites.
- > One in ten entrepreneurs (9%) said that their website is under construction, and a similar percentage do not have a website (8%).
  - The proportion of respondents in Atlantic Canada who do not have a website (34%) is higher than anywhere else in Canada.
- > Overall, a great majority (85%) of websites are **hosted externally**.
- > A [CEFRIO report](#) published in October 2011 indicates that 70% of firms have a website and 18% of businesses sell online.

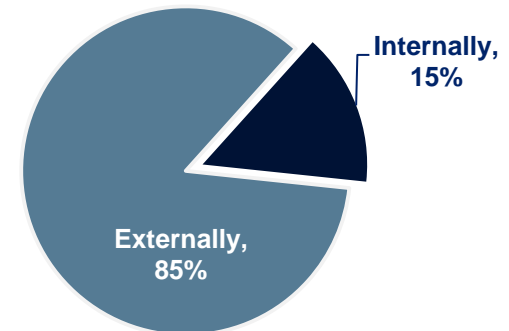
### Does your company have its own website? (n=468)



Base: All respondents. Those who answered "I prefer not to answer" were excluded from the calculation base.



### Is your website hosted externally or internally? (n=398)



Base: Respondents who indicated having either a transactional or a non-transactional website. Those who answered "I don't know/I prefer not to answer" were excluded from the calculation base.

# Revenue from online sales

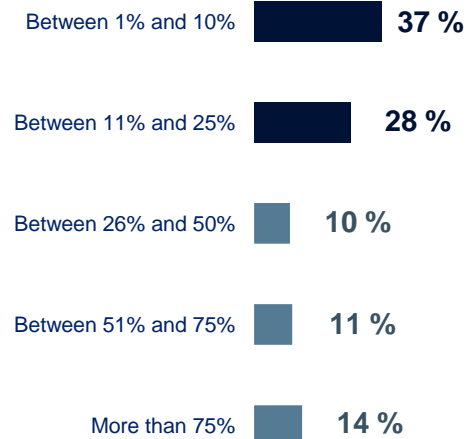
➔ **Few businesses sell online. Among those who do, online sales tend to make marginal contributions to total revenue.**

- > On average, online sales represent 29% of revenue (mean). However, in 50% of the cases (median), these sales account for only 15% of total revenue.
- > When looking more closely at the overall distribution, one sees that over one third of respondents (37%) claim that their businesses generate less than one tenth of their revenue online.
- > One quarter of the entrepreneurs surveyed (28%) mentioned that online sales bring in between 11% and 25% of their total revenue.

## FOOD FOR THOUGHT

- > E-commerce has been steadily increasing and will continue to grow in the years to come.
- > If recent American statistics are any indication of what will happen in Canada, the potential is quite promising.
- > In a February 2012 study, Forrester Research predicted that U.S. e-commerce sales will grow by 62% by 2016, to US\$327 billion.

**What proportion of your revenue is generated from online sales?**  
(n=90)



**Mean: 29%**  
**Median: 15%**

*Base: Respondents who indicated having a transactional website.*

# Online marketing strategy

## ➔ Online presence has moved far beyond a simple website presence to more strategic initiatives.

- > Two thirds of the respondents who advertise online (64%) participate in social media, and three out of five respondents (59%) mentioned that they regularly update the look and feel of their website.
- > One third of those surveyed said that they purchase positioning on search engines (35%). A similar proportion (33%) use online-specific promotions, 20% buy online advertising on websites they know their customers visit and 13% purchase online advertising on general websites.

### FOOD FOR THOUGHT

- > With all the talk surrounding social media, companies must be careful not to focus solely on social media channels and neglect their company's website. For the time being, most companies will generate more business through their website than through social media, thus it is important to maintain an updated company website to ensure a pertinent presence online.
- > Search engine optimization can be one of the best ways to enhance a company's online presence. It is also quite useful to link various elements of a marketing campaign. For example, linking a firm's social media presence to the company's website facilitates interaction with clients and prospective clients.
- > Using online-specific promotions is a great way to test and measure the level of pull generated by online real estate.
- > Lastly, by identifying key influencers in one's industry (bloggers, for example), an entrepreneur can turn these individuals into great ambassadors of their brand and company.



Base: Respondents who indicated having online advertising initiatives as part of their marketing activities. Those who answered "I prefer not to answer" were excluded from the calculation base.

Marketing, sales and client experience survey – April 2012



# The impact of E-business on companies

## Very few respondents said e-business had negatively affected their company.

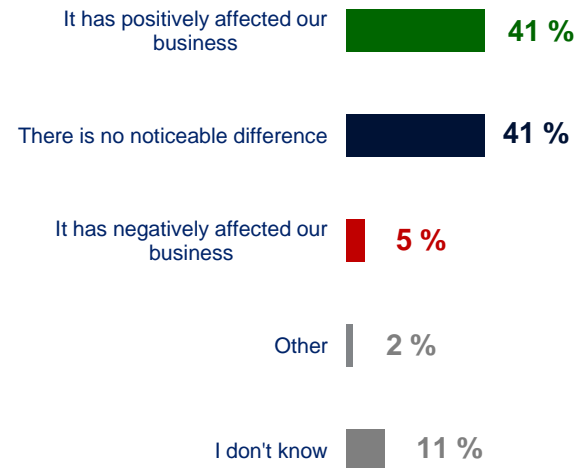
- > Overall, only 5% of the entrepreneurs surveyed believe e-business has negatively affected their company.
  - Most businesses that have been negatively affected by e-business mention direct competition from low-cost providers or larger competitors with which they have a hard time competing.
- > E-business has positively affected two out of five respondents (41%).

## USEFUL E-BUSINESS TIPS FROM PANELLISTS

- > For many respondents, an online presence has been quite beneficial to their business. Here are some examples they mentioned:
  - Many entrepreneurs have said that their website is almost like a sales representative available 24/7. When they included complete descriptions of products and services as well as pricing, they noticed a **decrease in calls to the business** from people seeking general information, which improved overall productivity.
  - An online presence is an excellent way to **build awareness** and can give a company **access to markets** that were previously difficult to serve, because of either geographical location or language barriers.
  - An online presence can also **make companies visible** to customers they may not have initially thought of. Developing new markets and expanding the client base is a good strategy for growth.
  - On a more intangible level, some entrepreneurs indicated that their online presence has positively affected the brand, which has benefited from **favourable positioning in the market**.

*“We knew we were better than the competition; now more people know we are better than the competition.”*

## How has e-business affected your business overall? (n=456)



*Base: All respondents. Those who answered “I prefer not to answer” were excluded from the calculation base.*

# Monitoring online content about the company

## ➔ The vast majority of entrepreneurs do not monitor comments or discussions online about their company or service offering.

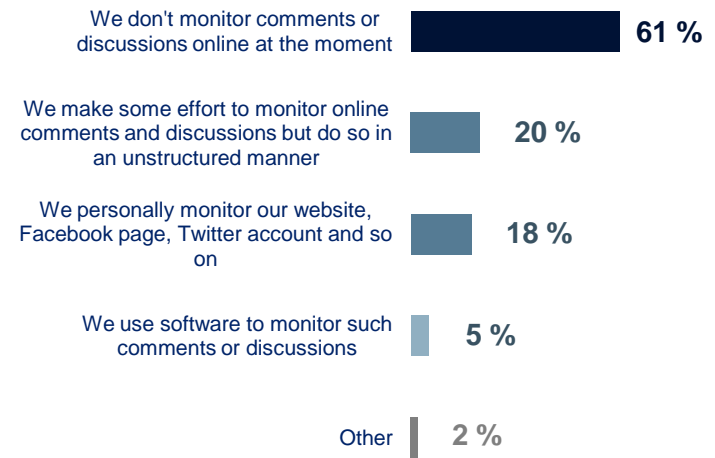
- > Most of the entrepreneurs surveyed (61%) said they **do not monitor** comments or discussions online about their company, its products or its services.
- > Although social media are gaining in popularity, from both a consumer and business perspective, only one in five respondents (20%) mentioned making some effort to monitor online comments and discussions in an unstructured manner.
- > A nearly equal percentage of entrepreneurs (18%) said that they themselves or someone on their team monitors their website, Facebook, Twitter account and similar platforms regularly.

### FOOD FOR THOUGHT

- > Monitoring online discussions and comments can be another method of collecting valuable feedback.
- > It can also be an additional way to engage with clients, potential clients and non-clients. The idea is to maximize overall engagement by developing a frank dialogue with the market at large.

## Do you currently have a structured approach to monitor what is being said about your company, products or services online?

*Multiple answers allowed. (n=375)*



*Base: All respondents. Those who answered "I prefer not to answer" were excluded from the calculation base. Furthermore, panellists who had to update their profile were not asked this question, to make the survey shorter for them.*

# Customer database

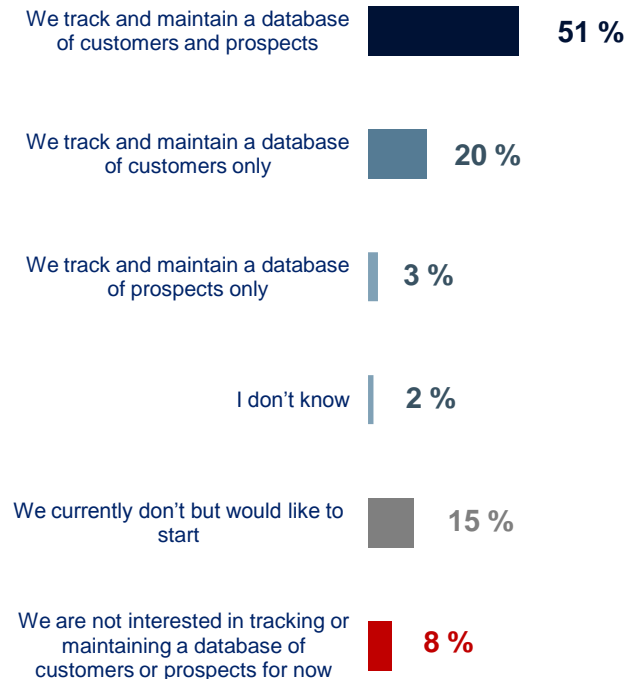
## ➤ Three quarters of entrepreneurs surveyed track and maintain a database of clients and/or prospects.

- > Half of the respondents surveyed (51%) **track and maintain** a database of customers and prospects.
  - This ratio is statistically higher among businesses with more than five employees (58% to 63%).
- > Another one in five entrepreneurs (20%) mentioned that their tracking is limited to clients only and a relatively small number of business leaders track prospects only (3%).
- > Quite a few respondents mentioned that they do not currently track customers and/or prospects but would like to start (15%).

### FOOD FOR THOUGHT

- > There are **several benefits** to creating and maintaining an accurate database of customers and prospects:
  - From a target marketing perspective, good databases **increase the overall effectiveness of a campaign**.
  - Understanding clients also enables marketers to **identify other potential clients**. Segmentation is one of the techniques available.
  - It is often more expensive to acquire new clients than to generate a sale from an existing client. Good databases may **foster repeat sales** and increase the likelihood of **upselling**.

## Do you track and maintain a database of customers and prospects? (n=464)



Base: All respondents. Those who answered "I prefer not to answer" were excluded from the calculation base. Sum may not equal 100% due to rounding.



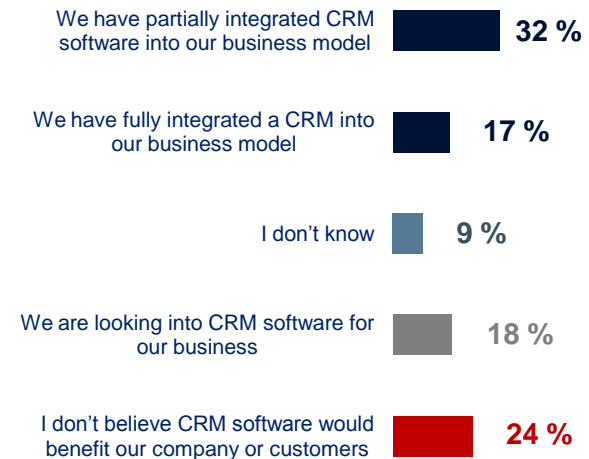
# Customer relationship management (CRM) software

## ➤ Companies are gradually integrating CRM software into their business model.

- > Among businesses with five or more employees that track and maintain a database of clients and/or prospects, half (49%) have integrated CRM software into their business model.
  - More precisely, 32% have partially integrated CRM software into their business model, while 17% of respondents have fully integrated CRM.
- > Results show that an important percentage of entrepreneurs who maintain records of clients and/or prospects (18%) are looking into CRM software for their business.
- > As more businesses integrate CRM, we will probably see more case studies and best practices associated with this strategy. Ultimately, the proportion of entrepreneurs who don't believe CRM could benefit their organization will probably decrease and more businesses will be looking to implement CRM in their business practice.
- > There are many CRM systems available. Businesses looking to invest in CRM should clearly establish their objectives, ask other entrepreneurs about their experiences and then compare various CRM providers.

*Definition: Customer relationship management (CRM) is a widely implemented strategy for managing a company's interactions with customers, clients and sales prospects. It involves using technology to organize, automate and synchronize business processes—principally sales activities, but also marketing, customer service and technical support activities. The overall goals are to find, attract and win new clients; nurture and retain those the company already has; entice former clients back into the fold; and reduce the costs of marketing and client service. Source: wikipedia.org.*

## Do you currently use customer relationship management (CRM) software? (n=212)



*Base: Entrepreneurs who have five or more employees, and those who indicated tracking and maintaining a database of prospects and/or clients. Those who answered "I prefer not to answer" were excluded from the calculation base. Furthermore, panellists who had to update their profile were not asked this question, to make the survey shorter for them.*

# Segmenting customers and prospects

## Well-executed segmentation can provide valuable insights about customers and prospects.

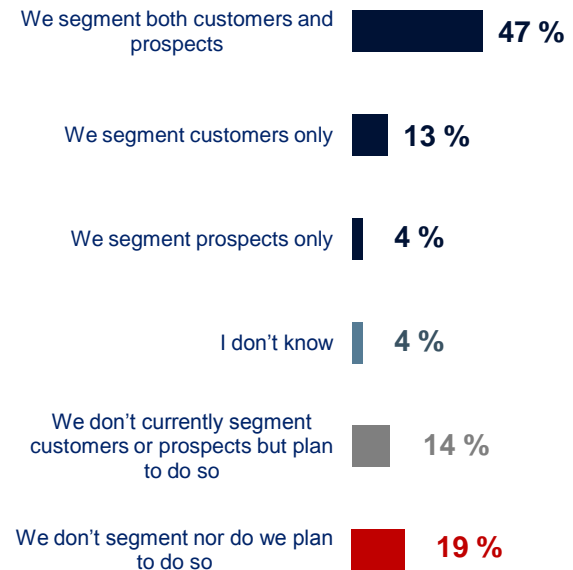
- > Most respondents who track and maintain a database **segment both customers and prospects** (47%) while 13% of them focus on segmenting clients only. Interestingly, 4% of those surveyed segment their prospects only.
- > Several entrepreneurs don't currently segment clients or prospects, but plan to do so (14%), while one in five respondents (19%) do not segment and do not plan to do so.

### FOOD FOR THOUGHT

- > Data collection in itself has no value. It is only when the data are **synthesized into meaningful information** that they become relevant.
- > Segmentation provides an opportunity to add meaning to data by **grouping entities into logical sub-groups** based on different criteria, such as the following:
  - descriptive factors (B2C and B2B): gender, age, level of education, interests, home ownership, etc.
  - firmographic factors (B2B only): company size, revenue, industry, number of employees, etc.
  - psychographic factors (B2C and B2C): purchasing behaviours, type of personality, business needs, etc.
- > The idea is to find and **develop relevant groups** to help the organization increase repeat purchases, increase the size of purchases by existing clients or convert non-clients into customers.

Definition: Segmentation can be used to define groups with similar needs or behaviours. Segmentation can also help establish high-potential clients or markets.

## Do you currently segment customers or prospects based on available information? (n=219)



Base: Entrepreneurs who have five or more employees, and those who indicated tracking and maintaining a database of prospects and/or clients. Those who answered "I prefer not to answer" were excluded from the calculation base. Sum may not equal 100% due to rounding. Furthermore, panellists who had to update their profile were not asked this question, to make the survey shorter for them.

# Surveying clients

➔ **Over half of the respondents survey their clients. Those who do usually survey their clients informally.**

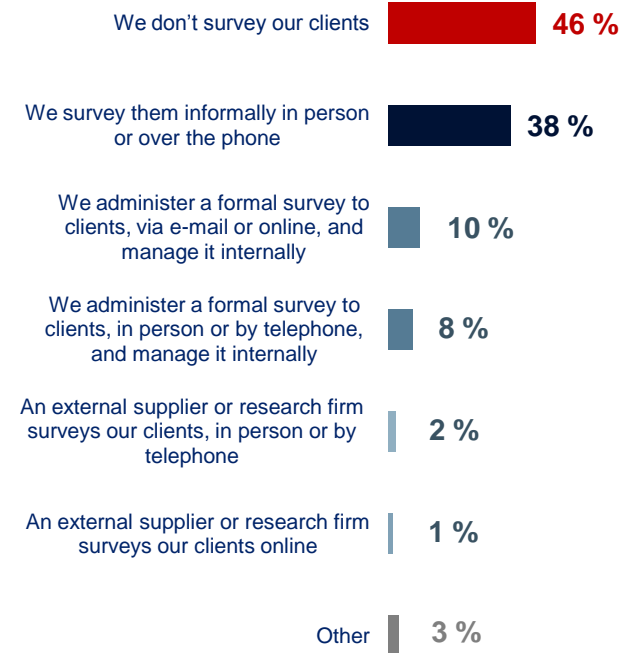
- > Over half of the respondents **do survey their own clients**, either formally or informally. Conversely, 46% of businesses do not survey their clients.
  - The percentage of businesses that **do not** survey their clients climbs to 53% among companies with **fewer than five employees**.
- > For the most part, respondents tend to survey their clients **in person** or **over the phone** (38%) in an **informal manner**.
- > The proportion of respondents who have implemented a formal surveying structure is relatively limited.
  - Once companies have **surpassed the 20-employee mark**, they are more likely to start surveying their clients in a formal manner.
  - In sum, the proportion of businesses that survey clients increases as the number of employees rises.

## FOOD FOR THOUGHT

- > Surveying clients can serve **several objectives**.
- > It can help a business understand how clients perceive its products or services and help **uncover certain irritants**, as well as potential **areas for improvement**. It can also help them **coach** their employees and provide feedback on what employees are **doing well** and should keep doing.
- > Once understood, internalized and implemented, survey results can help the organization **better itself**, especially if the company elaborates a formal surveying structure that enables comparison between waves.
- > Several reliable **online survey tools** are now available on the Web. Many of them can be used for free or at minimal cost.

## Do you survey your clients, formally or informally?

*Multiple answers allowed. (n=465)*



*Base: All respondents. Those who answered "I don't know" or "I prefer not to answer" were excluded from the calculation base.*

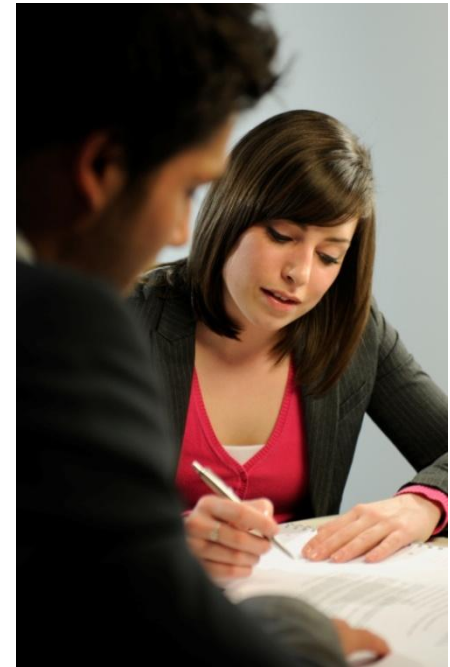
# Using survey results

➔ **Survey results can help the organization better itself and identify marketing opportunities. They can also serve as an additional motivator for employees.**

- > Most entrepreneurs indicated that they use survey results to **identify operational issues** or certain **weaknesses** pertaining to their products and/or services. That can help the firm improve its overall performance and productivity.
- > Several respondents said they have used surveys to **clearly identify their competitive advantage** and capitalize on it by developing various marketing initiatives.
- > Some entrepreneurs **fine-tune their client relationship** and **development** based on comments provided during interviews.
- > Survey results can be a great way to **monitor company and employee success**. Sharing both positive and negative feedback with employees can truly help everyone in the organization take their contribution and involvement to another level.

***It is important to have enough respondents to make the results valid from a statistical perspective.***

- > Several businesses use client feedback to craft, with client permission, various types of **testimonials**.
- > According to Forrester Research, **voice of client surveys** should determine **three important things**:
  - willingness to do business again with company X
  - willingness to recommend company X
  - likelihood of switching companies (from X to Y)
- > The above questions are quite similar to those developed by Fred Reichheld, the originator of the Net Promoter Score (NPS), in his article "The One Number You Need to Grow," published in the Harvard Business Review in 2003.
- > In most cases, **feedback is positive**. Clients tend to provide both positive and negative comments. The latter should be perceived as an opportunity for improvement. The idea is to **capitalize on the strengths** and **address weaknesses** identified by clients.



*Base: Respondents who indicated surveying their clients. Furthermore, panellists who had to update their profile were not asked this question, to make the survey shorter for them. This was an open-ended question; therefore, responses are not presented in terms of proportions. Rather, they are indicative of trends.*

# Obtaining external marketing help

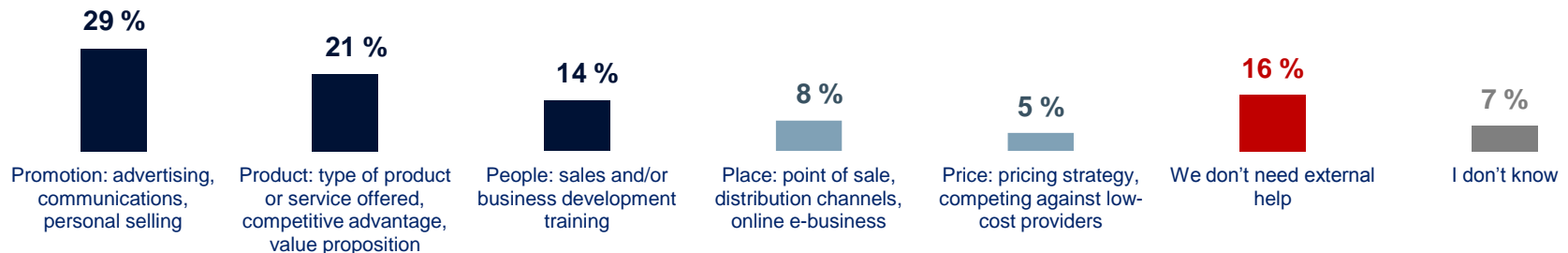
## Entrepreneurs would welcome external help to improve their promotion, as well as their product or service offering.

- > If respondents were to obtain external help regarding one particular aspect of marketing, most of them would like the external help to focus on the company's overall **promotion** (29%). This category includes advertising, communications, personal selling and so forth. Regardless of the size of the company, promotion is the main area respondents would like help with.
- > One in five entrepreneurs (21%) mentioned various aspects pertaining to their **product and/or service offering**. Most businesses cannot survive if they try to build a competitive advantage based on price. Eventually, someone else will be able to provide the same product or service at a cheaper price. So businesses must develop **other key differentiators** that will enable them to stand out from the mass.
- > An important proportion of respondents said they would welcome external help to further develop and train their sales and/or business development people (14%).
- > Place (8%) and price (5%) were mentioned by fewer than one in ten respondents, which leads us to believe that most entrepreneurs believe they have a good handle on these two aspects.

### FOOD FOR THOUGHT

- > Entrepreneurs should perform a SWOT (strengths, weaknesses, opportunities and threats) analysis or similar analysis regularly to better understand their overall positioning and to adjust their marketing plan accordingly.
- > A marketing plan is not a one-time deal and should be revisited in order to keep it current and pertinent.

### If you were to obtain external help regarding your marketing, what would you focus on first? (n=459)



Base: All respondents. Those who answered "I prefer not to answer" were excluded from the calculation base.

# Additional comments

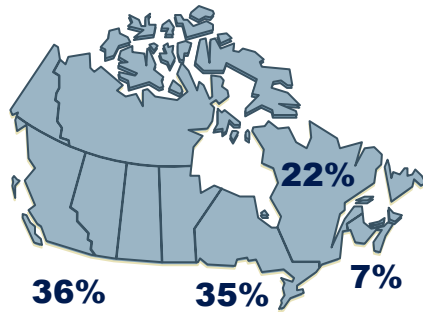
## 🎯 People are at the heart of any good business.

- > Although we have entered a new age, most entrepreneurs claim that **good workers make all the difference**. Good employees are hard to come by, so cherish them and treat them well. Skilled or experienced workers cannot be viewed as commodities that can easily be replaced.
- > The proliferation of technology has increased the number of tools and outlets available for business leaders and marketers, but in the vast majority of cases, the same business fundamentals hold true:
  - *“Nothing is as effective as word of mouth.”*
  - *“Good news travels fast, bad news travels even faster!”*
  - *“You have one mouth and two ears. You should, therefore, be listening twice as much as you are speaking.”*



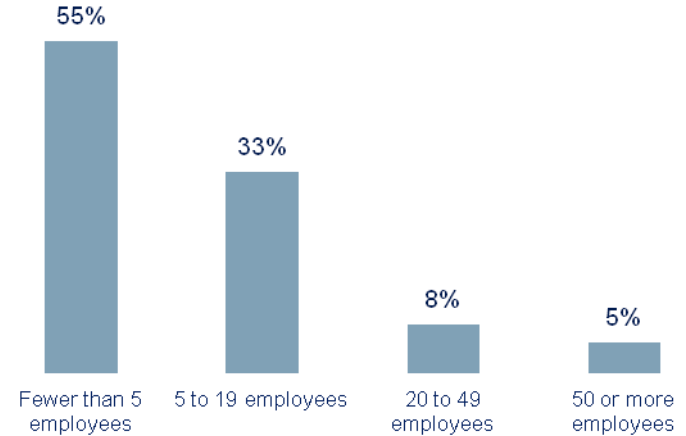
# **Respondent profile**

# Respondent profile

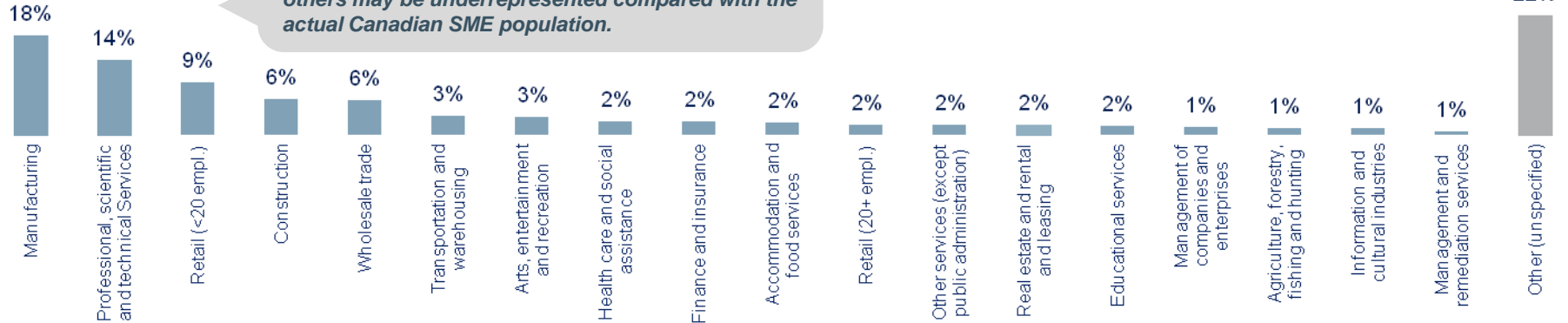


## Region

n=469



## Number of employees



*Note that results were not weighted by sector of activity. For this reason, some sectors (namely, manufacturing) may be overrepresented, while others may be underrepresented compared with the actual Canadian SME population.*

## Sector/industry

Base: All respondents. Note that results have been weighted by region and business size to be representative of the Canadian SME population.



# Appendix

# Marketing duties

> Do you currently have someone dedicated to marketing activities in your organization?

	Total (n=442)	Atlantic Canada (n=32)	Quebec (n=106)	Ontario (n=152)	Western Canada (n=152)
We have someone who takes on marketing duties along with other functions	<b>37%</b>	27%	40%	36%	38%
We have one person on our payroll dedicated to marketing part time	<b>10%</b>	18%	11%	7%	10%
We have one person on our payroll dedicated to marketing full time	<b>8%</b>	8%	9%	11%	4%
We have more than one person on our payroll dedicated to marketing full time	<b>6%</b>	0%	6%	6%	7%
We work with an external supplier (e.g., marketing firm, agency)	<b>6%</b>	3%	9%	5%	6%
We hire someone on a contractual basis	<b>3%</b>	1%	2%	2%	5%
Other	<b>5%</b>	0%	5%	6%	4%
We don't have anyone specifically dedicated to marketing in our business	<b>26%</b>	43%	19%	27%	27%

Base: Respondents who reported marketing and sales activities. Those who answered "I don't know/I prefer not to answer" were excluded from the calculation base. Sum may not equal 100% due to rounding.

# Marketing duties (cont'd)

> Do you currently have someone dedicated to marketing activities in your organization?

	Total (n=442)	Fewer than 5 employees (n=111)	5 to 19 employees (n=195)	20 to 49 employees (n=79)	50 or more employees (n=57)
We have someone who takes on marketing duties along with other functions	<b>37%</b>	38%	39%	26%	27%
We have one person on our payroll dedicated to marketing part time	<b>10%</b>	8%	13%	6%	12%
We have one person on our payroll dedicated to marketing full time	<b>8%</b>	5%	10%	12%	12%
We have more than one person on our payroll dedicated to marketing full time	<b>6%</b>	<b>4%</b>	<b>5%</b>	<b>16%</b>	<b>18%</b>
We work with an external supplier (e.g., marketing firm, agency)	<b>6%</b>	6%	5%	5%	9%
We hire someone on a contractual basis	<b>3%</b>	3%	3%	4%	5%
Other	<b>5%</b>	5%	5%	7%	0%
We don't have anyone specifically dedicated to marketing in our business	<b>26%</b>	31%	21%	24%	17%

Base: Respondents who reported marketing and sales activities. Those who answered "I don't know/I prefer not to answer" were excluded from the calculation base. Sum may not equal 100% due to rounding. Numbers in **red** and **green** highlight statistically significant differences between sub-groups.

# Marketing and sales activities

> What activities are currently part of your marketing and sales strategy? Multiple answers allowed.

	Total (n=467)	Atlantic Canada (n=38)	Quebec (n=115)	Ontario (n=158)	Western Canada (n=156)
Business development activities	61%	41%	65%	64%	60%
Online advertising initiatives	54%	44%	41%	56%	63%
Traditional advertising initiatives	42%	39%	33%	44%	47%
Direct marketing initiatives	37%	31%	35%	41%	36%
Marketing campaign result tracking	20%	15%	20%	16%	23%
Client surveys/research among clients and potential clients	16%	10%	16%	15%	18%
Other	2%	0%	2%	3%	1%
We don't have any marketing/sales activities	6%	19%	13%	4%	2%

Base: All respondents. Those who answered "I don't know/I prefer not to answer" were excluded from the calculation base. Numbers in red and green highlight statistically significant differences between sub-groups.

# Marketing and sales activities (cont'd)

> What activities are currently part of your marketing and sales strategy? Multiple answers allowed.

	Total (n=467)	Fewer than 5 employees (n=123)	5 to 19 employees (n=204)	20 to 49 employees (n=83)	50 or more employees (n=57)
Business development activities	61%	57%	64%	77%	67%
Online advertising initiatives	54%	54%	54%	58%	53%
Traditional advertising initiatives	42%	39%	43%	54%	52%
Direct marketing initiatives	37%	34%	41%	41%	43%
Marketing campaign result tracking	20%	18%	20%	25%	29%
Client surveys/research among clients and potential clients	16%	11%	18%	29%	34%
Other	2%	3%	1%	0%	2%
We don't have any marketing/sales activities	6%	9%	4%	4%	0%

Base: All respondents. Those who answered "I don't know/I prefer not to answer" were excluded from the calculation base. Numbers in red and green highlight statistically significant differences between sub-groups.

# Determining the marketing and sales budget

> What factors do you mainly use to determine your marketing budget? Multiple answers allowed.

	Total (n=357)	Atlantic Canada (n=27*)	Quebec (n=86)	Ontario (n=121)	Western Canada (n=123)
As-needed spending on a project-by-project basis	<b>30%</b>	23%	32%	33%	27%
A task-oriented budget; the number of planned activities determines it	<b>29%</b>	15%	25%	37%	26%
An estimate of what is required to obtain the desired client growth (no. of clients)	<b>21%</b>	23%	26%	21%	19%
Everything we can afford	<b>21%</b>	27%	14%	23%	22%
An estimate of what is required to obtain the desired market share (\$)	<b>13%</b>	30%	17%	5%	15%
Percentage of revenues in the previous fiscal year	<b>12%</b>	11%	17%	8%	13%
Percentage of forecasted revenues for the upcoming fiscal year	<b>11%</b>	14%	11%	13%	9%
Year-over-year increase based on growth	<b>9%</b>	9%	16%	10%	5%
Based on industry benchmarks	<b>5%</b>	9%	2%	5%	5%
Fixed amount; same budget each year	<b>2%</b>	3%	2%	1%	2%
Other	<b>1%</b>	0%	0%	0%	3%
No pre-determined marketing budget	<b>18%</b>	7%	<b>9%</b>	14%	<b>28%</b>

Base: Respondents who reported marketing and sales activities. Those who answered "I don't know/I prefer not to answer" were excluded from the calculation base. Furthermore, panellists who had to update their profile were not asked this question, to make the survey shorter for them. \*Due to the small sample size, results should be interpreted with caution. Numbers in **red** and **green** highlight statistically significant differences between sub-groups.

# Determining the marketing and sales budget (cont'd)

> What factors do you mainly use to determine your marketing budget? Multiple answers allowed.

	Total (n=357)	Fewer than 5 employees (n=86)	5 to 19 employees (n=158)	20 to 49 employees (n=66)	50 or more employees (n=47)
As-needed spending on a project-by-project basis	<b>30%</b>	<b>19%</b>	<b>41%</b>	<b>50%</b>	34%
A task-oriented budget; the number of planned activities determines it	<b>29%</b>	26%	30%	33%	40%
An estimate of what is required to obtain the desired client growth (no. of clients)	<b>21%</b>	19%	22%	26%	22%
Everything we can afford	<b>21%</b>	28%	14%	17%	11%
An estimate of what is required to obtain the desired market share (\$)	<b>13%</b>	12%	12%	23%	13%
Percentage of revenues in the previous fiscal year	<b>12%</b>	11%	12%	12%	24%
Percentage of forecasted revenues for the upcoming fiscal year	<b>11%</b>	10%	12%	12%	15%
Year-over-year increase based on growth	<b>9%</b>	7%	12%	9%	13%
Based on industry benchmarks	<b>5%</b>	5%	4%	5%	8%
Fixed amount; same budget each year	<b>2%</b>	1%	2%	3%	2%
Other	<b>1%</b>	0%	3%	0%	0%
No pre-determined marketing budget	<b>18%</b>	20%	17%	16%	10%

Base: Respondents who reported marketing and sales activities. Those who answered "I don't know/I prefer not to answer" were excluded from the calculation base. Furthermore, panellists who had to update their profile were not asked this question, to make the survey shorter for them. \*Due to the small sample size, results should be interpreted with caution. Numbers in **red** and **green** highlight statistically significant differences between sub-groups.

# Annual marketing and sales budget

> *What is your annual budget for marketing and sales activities? This budget excludes internal human resources dedicated to such activities.*

	Total (n=435)	Atlantic Canada (n=31)	Quebec (n=103)	Ontario (n=150)	Western Canada (n=151)
Less than \$5,000	<b>30%</b>	39%	24%	34%	28%
Between \$5,000 and \$14,999	<b>30%</b>	35%	24%	29%	34%
Between \$15,000 and \$24,999	<b>15%</b>	13%	20%	12%	15%
Between \$25,000 and \$49,999	<b>9%</b>	2%	14%	8%	9%
Between \$50,000 and \$99,999	<b>8%</b>	7%	13%	8%	7%
Between \$100,000 and \$249,999	<b>5%</b>	2%	3%	6%	5%
\$250,000 or more	<b>3%</b>	1%	2%	4%	2%
Average amount*	<b>\$31,266</b>	\$20,653	\$32,104	\$34,431	\$29,567

*Base: Respondents who reported marketing and sales activities. Those who answered "I don't know/I prefer not to answer" were excluded from the calculation base. \*The average budget amount was calculated using the midpoint for each of the brackets with the exception of the "\$250,000 or more" bracket, where \$250,000 was used.*



# Annual marketing and sales budget (cont'd)

> What is your annual budget for marketing and sales activities? This budget excludes internal human resources dedicated to such activities.

	Total (n=435)	Fewer than 5 employees (n=108)	5 to 19 employees (n=190)	20 to 49 employees (n=80)	50 or more employees (n=57)
Less than \$5,000	30%	40%	24%	11%	5%
Between \$5,000 and \$14,999	30%	34%	28%	20%	21%
Between \$15,000 and \$24,999	15%	11%	21%	16%	9%
Between \$25,000 and \$49,999	9%	6%	13%	14%	11%
Between \$50,000 and \$99,999	8%	6%	8%	18%	16%
Between \$100,000 and \$249,999	5%	1%	5%	18%	20%
\$250,000 or more	3%	2%	1%	4%	20%
Average amount*	\$31,266	\$19,710	\$30,378	\$63,724	\$103,146

Base: Respondents who reported marketing and sales activities. Those who answered "I don't know/I prefer not to answer" were excluded from the calculation base. \*The average budget amount was calculated using the midpoint for each of the brackets with the exception of the "\$250,000 or more" bracket, where \$250,000 was used. Numbers in red and green highlight statistically significant differences between sub-groups.

# Storytelling

> Do you think you could tell your company story with a 60- to 90-second speech, or a 140-character, Twitter-like phrase?

	Total (n=460)	Atlantic Canada (n=38)	Quebec (n=111)	Ontario (n=159)	Western Canada (n=152)
I absolutely could	<b>50%</b>	39%	45%	56%	49%
I could but with a bit of difficulty	<b>19%</b>	29%	23%	12%	22%
I am not sure	<b>15%</b>	18%	14%	15%	14%
I don't think so	<b>11%</b>	10%	12%	13%	8%
I don't know	<b>6%</b>	5%	6%	5%	6%

	Total (n=460)	Fewer than 5 employees (n=123)	5 to 19 employees (n=200)	20 to 49 employees (n=82)	50 or more employees (n=55)
I absolutely could	<b>50%</b>	52%	48%	45%	48%
I could but with a bit of difficulty	<b>19%</b>	15%	27%	22%	11%
I am not sure	<b>15%</b>	16%	11%	12%	21%
I don't think so	<b>11%</b>	11%	9%	17%	16%
I don't know	<b>6%</b>	7%	5%	4%	4%

Base: All respondents. Those who answered "I prefer not to answer" were excluded from the calculation base. Sum may not equal 100% due to rounding.

# Sales representatives

> Are there sales representatives in your company?

	Total (n=468)	Atlantic Canada (n=38)	Quebec (n=115)	Ontario (n=159)	Western Canada (n=156)
Yes	51%	44%	53%	47%	55%
No	49%	57%	47%	53%	45%

	Total (n=468)	Fewer than 5 employees (n=124)	5 to 19 employees (n=204)	20 to 49 employees (n=83)	50 or more employees (n=57)
Yes	51%	42%	57%	74%	81%
No	49%	59%	43%	27%	19%

Base: All respondents. Those who answered "I prefer not to answer" were excluded from the calculation base. Numbers in red and green highlight statistically significant differences between sub-groups.

# Profile of optimal sales representative

> If you were to select the optimal sales representative for your company, what would his or her profile be?

	Total (n=273)	Atlantic Canada (n=18*)	Quebec (n=70)	Ontario (n=90)	Western Canada (n=95)
A mix of people oriented and technically oriented (sales smart and product smart)	<b>82%</b>	63%	89%	87%	77%
More people oriented (“sales smart”)	<b>14%</b>	23%	9%	11%	20%
More technically oriented (“product smart”)	<b>2%</b>	15%	2%	2%	0%
Other	<b>1%</b>	0%	0%	0%	2%

	Total (n=273)	Fewer than 5 employees (n=51)	5 to 19 employees (n=115)	20 to 49 employees (n=61)	50 or more employees (n=46)
A mix of people oriented and technically oriented (sales smart and product smart)	<b>82%</b>	85%	79%	85%	80%
More people oriented (“sales smart”)	<b>14%</b>	12%	17%	14%	18%
More technically oriented (“product smart”)	<b>2%</b>	2%	3%	2%	2%
Other	<b>1%</b>	2%	0%	0%	0%

Base: Respondents who indicated having sales representatives in their company. Those who answered “I don’t know” or “I prefer not to answer” were excluded from the calculation base. \*Due to the small sample size, results should be interpreted with caution.

# Sales representatives' monetary compensation

> *Is the monetary compensation for your sales representatives a fixed salary, strictly commission or a combination of a fixed salary and commission pay?*

	Total (n=267)	Atlantic Canada (n=17*)	Quebec (n=69)	Ontario (n=89)	Western Canada (n=92)
A combination of a fixed salary plus commission pay based on performance	<b>55%</b>	52%	52%	56%	57%
Strictly commission	<b>22%</b>	14%	31%	17%	21%
A fixed salary only	<b>19%</b>	35%	16%	22%	15%
Other	<b>5%</b>	0%	1%	5%	7%

	Total (n=267)	Fewer than 5 employees (n=49)	5 to 19 employees (n=111)	20 to 49 employees (n=61)	50 or more employees (n=46)
A combination of a fixed salary plus commission pay based on performance	<b>55%</b>	47%	58%	62%	72%
Strictly commission	<b>22%</b>	31%	13%	20%	13%
A fixed salary only	<b>19%</b>	16%	25%	16%	13%
Other	<b>5%</b>	6%	4%	2%	2%

*Base: Respondents who indicated having sales representatives in their company. Those who answered "I don't know" or "I prefer not to answer" were excluded from the calculation base. \*Due to the small sample size, results should be interpreted with caution.*

# Customer referrals

> Do you ask for or invite customer referrals?

	Total (n=461)	Atlantic Canada (n=36)	Quebec (n=115)	Ontario (n=156)	Western Canada (n=154)
We do so almost automatically	<b>28%</b>	33%	17%	32%	31%
We do so on occasion	<b>39%</b>	42%	43%	42%	34%
We rarely do so	<b>19%</b>	19%	23%	12%	24%
Other	<b>1%</b>	0%	4%	0%	2%
We never ask for or invite customer referrals	<b>12%</b>	6%	15%	14%	9%

	Total (n=461)	Fewer than 5 employees (n=121)	5 to 19 employees (n=202)	20 to 49 employees (n=82)	50 or more employees (n=56)
We do so almost automatically	<b>28%</b>	25%	32%	31%	34%
We do so on occasion	<b>39%</b>	38%	41%	47%	34%
We rarely do so	<b>19%</b>	19%	18%	20%	23%
Other	<b>1%</b>	2%	2%	0%	0%
We never ask for or invite customer referrals	<b>12%</b>	<b>16%</b>	8%	<b>3%</b>	9%

Base: All respondents. Those who answered "I don't know" or "I prefer not to answer" were excluded from the calculation base. Numbers in **red** and **green** highlight statistically significant differences between sub-groups.

# New marketing channels

> To what extent do you agree with the following statement: **"Word of mouth and referrals are the most effective marketing channels; new media can help further capitalize on them"**?

	Total (n=380)	Atlantic Canada (n=32)	Quebec (n=96)	Ontario (n=126)	Western Canada (n=126)
Agree	<b>88%</b>	90%	87%	87%	88%
Neither agree nor disagree	<b>7%</b>	1%	9%	8%	6%
Disagree	<b>5%</b>	3%	3%	4%	6%
I don't know	<b>1%</b>	6%	1%	2%	0%

	Total (n=380)	Fewer than 5 employees (n=97)	5 to 19 employees (n=167)	20 to 49 employees (n=68)	50 or more employees (n=48)
Agree	<b>88%</b>	87%	92%	80%	84%
Neither agree nor disagree	<b>7%</b>	6%	6%	13%	12%
Disagree	<b>5%</b>	5%	3%	6%	4%
I don't know	<b>1%</b>	2%	0%	2%	0%

Base: All respondents. Those who answered "I prefer not to answer" were excluded from the calculation base. Furthermore, panellists who had to update their profile were not asked this question, to make the survey shorter for them.

# New marketing channels

> To what extent do you agree with the following statement: **"New marketing channels offer a wide range of opportunities"**?

	Total (n=380)	Atlantic Canada (n=32)	Quebec (n=96)	Ontario (n=126)	Western Canada (n=126)
Agree	<b>73%</b>	77%	83%	73%	66%
Neither agree nor disagree	<b>15%</b>	12%	8%	18%	19%
Disagree	<b>6%</b>	5%	4%	6%	8%
I don't know	<b>5%</b>	6%	6%	3%	7%

	Total (n=380)	Fewer than 5 employees (n=97)	5 to 19 employees (n=167)	20 to 49 employees (n=68)	50 or more employees (n=48)
Agree	<b>73%</b>	74%	71%	73%	84%
Neither agree nor disagree	<b>15%</b>	13%	19%	22%	8%
Disagree	<b>6%</b>	7%	7%	3%	4%
I don't know	<b>5%</b>	7%	3%	1%	4%

Base: All respondents. Those who answered "I prefer not to answer" were excluded from the calculation base. Furthermore, panellists who had to update their profile were not asked this question, to make the survey shorter for them.



# New marketing channels

> To what extent do you agree with the following statement: **"New marketing channels have yet to prove their return on investment"**?

	Total (n=379)	Atlantic Canada (n=32)	Quebec (n=96)	Ontario (n=126)	Western Canada (n=125)
Agree	<b>35%</b>	33%	30%	34%	39%
Neither agree nor disagree	<b>23%</b>	31%	22%	25%	20%
Disagree	<b>34%</b>	30%	39%	36%	30%
I don't know	<b>8%</b>	6%	9%	5%	11%

	Total (n=379)	Fewer than 5 employees (n=97)	5 to 19 employees (n=166)	20 to 49 employees (n=68)	50 or more employees (n=48)
Agree	<b>35%</b>	33%	36%	38%	44%
Neither agree nor disagree	<b>23%</b>	19%	27%	25%	27%
Disagree	<b>34%</b>	37%	31%	32%	19%
I don't know	<b>8%</b>	11%	6%	5%	10%

Base: All respondents. Those who answered "I prefer not to answer" were excluded from the calculation base. Furthermore, panellists who had to update their profile were not asked this question, to make the survey shorter for them.

# New marketing channels

> To what extent do you agree with the following statement: **"New marketing channels only add to the confusion about where to invest marketing dollars"**?

	Total (n=377)	Atlantic Canada (n=32)	Quebec (n=96)	Ontario (n=124)	Western Canada (n=125)
Agree	29%	37%	23%	25%	35%
Neither agree nor disagree	19%	22%	18%	22%	16%
Disagree	44%	33%	48%	48%	41%
I don't know	8%	8%	11%	5%	9%

	Total (n=377)	Fewer than 5 employees (n=96)	5 to 19 employees (n=166)	20 to 49 employees (n=68)	50 or more employees (n=47)
Agree	29%	28%	31%	28%	34%
Neither agree nor disagree	19%	16%	23%	22%	23%
Disagree	44%	46%	42%	47%	36%
I don't know	8%	11%	5%	3%	7%

Base: All respondents. Those who answered "I prefer not to answer" were excluded from the calculation base. Furthermore, panellists who had to update their profile were not asked this question, to make the survey shorter for them.

# New marketing channels

> To what extent do you agree with the following statement: "New marketing channels are not as reliable as traditional marketing channels (e.g., print, radio, television)"?

	Total (n=380)	Atlantic Canada (n=32)	Quebec (n=96)	Ontario (n=126)	Western Canada (n=126)
Agree	14%	27%	15%	9%	15%
Neither agree nor disagree	30%	24%	29%	36%	27%
Disagree	47%	44%	47%	49%	46%
I don't know	9%	6%	10%	6%	12%

	Total (n=380)	Fewer than 5 employees (n=97)	5 to 19 employees (n=167)	20 to 49 employees (n=68)	50 or more employees (n=48)
Agree	14%	10%	17%	13%	34%
Neither agree nor disagree	30%	28%	34%	31%	27%
Disagree	47%	52%	41%	51%	29%
I don't know	9%	11%	8%	5%	10%

Base: All respondents. Those who answered "I prefer not to answer" were excluded from the calculation base. Furthermore, panellists who had to update their profile were not asked this question, to make the survey shorter for them. Numbers in red and green highlight statistically significant differences between sub-groups.

# Website

> Does your company have its own website?

	Total (n=468)	Atlantic Canada (n=38)	Quebec (n=114)	Ontario (n=160)	Western Canada (n=156)
We have a non-transactional website (no online purchases offered)	<b>63%</b>	39%	67%	58%	70%
We have a transactional website (online purchases offered)	<b>20%</b>	12%	<b>10%</b>	<b>29%</b>	20%
Our website is under construction	<b>9%</b>	15%	14%	9%	6%
We don't have a website	<b>8%</b>	34%	10%	5%	5%

	Total (n=468)	Fewer than 5 employees (n=123)	5 to 19 employees (n=205)	20 to 49 employees (n=83)	50 or more employees (n=57)
We have a non-transactional website (no online purchases offered)	<b>63%</b>	57%	70%	65%	76%
We have a transactional website (online purchases offered)	<b>20%</b>	21%	17%	28%	18%
Our website is under construction	<b>9%</b>	12%	7%	4%	5%
We don't have a website	<b>8%</b>	10%	7%	4%	2%

Base: All respondents. Those who answered "I prefer not to answer" were excluded from the calculation base. Numbers in **red** and **green** highlight statistically significant differences between sub-groups.

# Website hosting

> *Is your website hosted externally or internally?*

	Total (n=398)	Atlantic Canada (n=20*)	Quebec (n=94)	Ontario (n=143)	Western Canada (n=141)
Externally	<b>85%</b>	87%	89%	82%	85%
Internally	<b>15%</b>	13%	11%	18%	15%

	Total (n=398)	Fewer than 5 employees (n=94)	5 to 19 employees (n=174)	20 to 49 employees (n=77)	50 or more employees (n=53)
Externally	<b>85%</b>	87%	85%	78%	79%
Internally	<b>15%</b>	13%	15%	22%	21%

*Base: Respondents who indicated having either a transactional or a non-transactional website. Those who answered "I don't know/I prefer not to answer" were excluded from the calculation base.*

# Online marketing strategy

> *What activities are currently included in your online marketing strategy? Multiple answers allowed.*

	Total (n=244)	Atlantic Canada (n=16*)	Quebec (n=52)	Ontario (n=86)	Western Canada (n=90)
We are present in social media and use them to promote our business	<b>64%</b>	75%	60%	61%	67%
We update the look and feel of our website regularly	<b>59%</b>	58%	53%	63%	57%
We purchase positioning on search engines	<b>35%</b>	19%	34%	30%	42%
We use online-specific promotions	<b>33%</b>	29%	35%	27%	38%
We purchase online advertising on websites we know our customers visit	<b>20%</b>	17%	21%	21%	20%
We offer products or services to bloggers for review	<b>14%</b>	11%	11%	14%	15%
We purchase online advertising on general websites	<b>13%</b>	6%	18%	11%	14%
We sell products or services through group buying (collective buying) websites	<b>8%</b>	21%	6%	7%	8%
Other	<b>4%</b>	8%	6%	6%	2%
I don't know	<b>3%</b>	0%	1%	4%	4%

*Base: Respondents who indicated having online advertising initiatives as part of their marketing activities. Those who answered "I prefer not to answer" were excluded from the calculation base.*

# Online marketing strategy (cont'd)

> *What activities are currently included in your online marketing strategy? Multiple answers allowed.*

	Total (n=244)	Fewer than 5 employees (n=61)	5 to 19 employees (n=106)	20 to 49 employees (n=48)	50 or more employees (n=29*)
We are present in social media and use them to promote our business	<b>64%</b>	67%	63%	58%	46%
We update the look and feel of our website regularly	<b>59%</b>	57%	56%	67%	83%
We purchase positioning on search engines	<b>35%</b>	32%	39%	33%	42%
We use online-specific promotions	<b>33%</b>	33%	30%	34%	52%
We purchase online advertising on websites we know our customers visit	<b>20%</b>	17%	24%	33%	17%
We offer products or services to bloggers for review	<b>14%</b>	15%	11%	17%	17%
We purchase online advertising on general websites	<b>13%</b>	10%	17%	14%	18%
We sell products or services through group buying (collective buying) websites	<b>8%</b>	10%	7%	6%	3%
Other	<b>4%</b>	2%	9%	2%	0%
I don't know	<b>3%</b>	3%	3%	6%	0%

*Base: Respondents who indicated having online advertising initiatives as part of their marketing activities. Those who answered "I prefer not to answer" were excluded from the calculation base.*

*\*Due to the small sample size, results should be interpreted with caution.*

# The impact of E-Business impact on companies

> How has e-business affected your business overall (e.g., online sales on your own website, your competitors' online presence, online sales by providers located outside Canada)?

	Total (n=456)	Atlantic Canada (n=36)	Quebec (n=108)	Ontario (n=157)	Western Canada (n=155)
It has positively affected our business	41%	35%	36%	44%	42%
There is no noticeable difference	41%	41%	46%	44%	34%
It has negatively affected our business	5%	0%	4%	7%	6%
Other	2%	0%	2%	1%	3%
I don't know	11%	24%	12%	5%	15%

	Total (n=456)	Fewer than 5 employees (n=121)	5 to 19 employees (n=199)	20 to 49 employees (n=80)	50 or more employees (n=56)
It has positively affected our business	41%	39%	42%	46%	41%
There is no noticeable difference	41%	42%	41%	33%	42%
It has negatively affected our business	5%	5%	6%	4%	7%
Other	2%	1%	3%	4%	4%
I don't know	11%	13%	9%	14%	7%

Base: All respondents. Those who answered "I prefer not to answer" were excluded from the calculation base.



# Monitoring online content about the company

> Do you currently have a structured approach to monitor what is being said about your company, products or services online? Multiple answers allowed.

	Total (n=375)	Atlantic Canada (n=30)	Quebec (n=96)	Ontario (n=125)	Western Canada (n=124)
We don't monitor comments or discussions online at the moment	<b>61%</b>	62%	67%	63%	54%
We make some effort to monitor online comments and discussions but do so in an unstructured manner	<b>20%</b>	9%	14%	24%	22%
We personally monitor our website, Facebook page, Twitter account and so on	<b>18%</b>	17%	18%	11%	23%
We use software to monitor such comments or discussions	<b>5%</b>	14%	4%	3%	6%
Other	<b>2%</b>	8%	3%	2%	0%

Base: All respondents. Those who answered "I prefer not to answer" were excluded from the calculation base. Furthermore, panellists who had to update their profile were not asked this question, to make the survey shorter for them.

# Monitoring online content about the company (cont'd)

> Do you currently have a structured approach to monitor what is being said about your company, products or services online? Multiple answers allowed.

	Total (n=375)	Fewer than 5 employees (n=96)	5 to 19 employees (n=164)	20 to 49 employees (n=68)	50 or more employees (n=47)
We don't monitor comments or discussions online at the moment	<b>61%</b>	60%	61%	62%	54%
We make some effort to monitor online comments and discussions but do so in an unstructured manner	<b>20%</b>	20%	19%	24%	21%
We personally monitor our website, Facebook page, Twitter account and so on	<b>18%</b>	17%	19%	13%	22%
We use software to monitor such comments or discussions	<b>5%</b>	5%	4%	6%	13%
Other	<b>2%</b>	2%	2%	1%	0%

Base: All respondents. Those who answered "I prefer not to answer" were excluded from the calculation base. Furthermore, panellists who had to update their profile were not asked this question, to make the survey shorter for them.

# Customer database

> Do you track and maintain a database of customers and prospects?

	Total (n=464)	Atlantic Canada (n=36)	Quebec (n=113)	Ontario (n=159)	Western Canada (n=156)
We track and maintain a database of customers and prospects	<b>51%</b>	29%	55%	53%	52%
We track and maintain a database of customers only	<b>20%</b>	30%	17%	17%	23%
We track and maintain a database of prospects only	<b>3%</b>	7%	3%	3%	3%
I don't know	<b>2%</b>	0%	3%	2%	2%
We currently don't but would like to start	<b>15%</b>	32%	16%	16%	12%
We are not interested in tracking or maintaining a database of customers or prospects for now	<b>8%</b>	2%	5%	10%	9%

Base: All respondents. Those who answered "I prefer not to answer" were excluded from the calculation base.

# Customer database (cont'd)

> Do you track and maintain a database of customers and prospects?

	Total (n=464)	Fewer than 5 employees (n=121)	5 to 19 employees (n=204)	20 to 49 employees (n=82)	50 or more employees (n=57)
We track and maintain a database of customers and prospects	51%	43%	60%	63%	58%
We track and maintain a database of customers only	20%	22%	17%	18%	19%
We track and maintain a database of prospects only	3%	5%	2%	1%	0%
I don't know	2%	3%	1%	2%	2%
We currently don't but would like to start	15%	16%	15%	12%	18%
We are not interested in tracking or maintaining a database of customers or prospects for now	8%	11%	5%	3%	2%

Base: All respondents. Those who answered "I prefer not to answer" were excluded from the calculation base. Numbers in red and green highlight statistically significant differences between sub-groups.

# Customer relationship management (CRM) software

> Do you currently use customer relationship management (CRM) software?

	Total (n=212)	Atlantic Canada (n=12*)	Quebec (n=55)	Ontario (n=75)	Western Canada (n=70)
We have partially integrated CRM software into our business model	<b>32%</b>	29%	28%	39%	29%
We have fully integrated CRM into our business model	<b>17%</b>	15%	20%	13%	19%
I don't know	<b>9%</b>	9%	9%	8%	10%
We are looking into CRM software for our business	<b>18%</b>	28%	21%	15%	17%
I don't believe CRM software would benefit our company or customers	<b>24%</b>	19%	23%	25%	25%

*Base: Entrepreneurs who have five or more employees, and those who indicated tracking and maintaining a database of prospects and/or clients. Those who answered "I prefer not to answer" were excluded from the calculation base. Furthermore, panellists who had to update their profile were not asked this question, to make the survey shorter for them. \*Due to the small sample size, results should be interpreted with caution.*

# Customer relationship management (CRM) software (cont'd)

> Do you currently use customer relationship management (CRM) software?

	Total (n=212)	Fewer than 5 employees	5 to 19 employees (n=123)	20 to 49 employees (n=56)	50 or more employees (n=33)
We have partially integrated CRM software into our business model	<b>32%</b>	n/a	33%	25%	39%
We have fully integrated CRM into our business model	<b>17%</b>	n/a	13%	25%	31%
I don't know	<b>9%</b>	n/a	10%	9%	3%
We are looking into CRM software for our business	<b>18%</b>	n/a	19%	14%	18%
I don't believe CRM software would benefit our company or customers	<b>24%</b>	n/a	25%	27%	9%

*Base: Entrepreneurs who have five or more employees, and those who indicated tracking and maintaining a database of prospects and/or clients. Those who answered "I prefer not to answer" were excluded from the calculation base. Furthermore, panellists who had to update their profile were not asked this question, to make the survey shorter for them. \*Due to the small sample size, results should be interpreted with caution.*

# Segmenting customers and prospects

> Do you currently segment customers or prospects based on available information?

	Total (n=219)	Atlantic Canada (n=12*)	Quebec (n=56)	Ontario (n=77)	Western Canada (n=74)
We segment both customers and prospects	<b>47%</b>	56%	53%	47%	42%
We segment customers only	<b>13%</b>	10%	9%	14%	14%
We segment prospects only	<b>4%</b>	0%	2%	6%	3%
I don't know	<b>4%</b>	0%	5%	3%	4%
We don't currently segment customers or prospects but plan to do so	<b>14%</b>	20%	14%	10%	16%
We don't segment nor do we plan to do so	<b>19%</b>	15%	18%	20%	20%

*Base: Entrepreneurs who have five or more employees, and those who indicated tracking and maintaining a database of prospects and/or clients. Those who answered "I prefer not to answer" were excluded from the calculation base. Furthermore, panellists who had to update their profile were not asked this question, to make the survey shorter for them. \*Due to the small sample size, results should be interpreted with caution.*

# Segmenting customers and prospects (cont'd)

> Do you currently segment customers or prospects based on available information?

	Total (n=219)	Fewer than 5 employees	5 to 19 employees (n=127)	20 to 49 employees (n=56)	50 or more employees (n=36)
We segment both customers and prospects	<b>47%</b>	n/a	47%	42%	55%
We segment customers only	<b>13%</b>	n/a	11%	18%	14%
We segment prospects only	<b>4%</b>	n/a	4%	4%	3%
I don't know	<b>4%</b>	n/a	4%	4%	3%
We don't currently segment customers or prospects but plan to do so	<b>14%</b>	n/a	13%	15%	14%
We don't segment nor do we plan to do so	<b>19%</b>	n/a	21%	18%	10%

*Base: Entrepreneurs who have five or more employees, and those who indicated tracking and maintaining a database of prospects and/or clients. Those who answered "I prefer not to answer" were excluded from the calculation base. Furthermore, panellists who had to update their profile were not asked this question, to make the survey shorter for them.*



# Surveying clients

> Do you survey your clients, formally or informally? Multiple answers allowed.

	Total (n=465)	Atlantic Canada (n=37)	Quebec (n=115)	Ontario (n=157)	Western Canada (n=156)
We don't survey our clients	<b>46%</b>	47%	52%	45%	42%
We survey them informally in person or over the phone	<b>38%</b>	26%	33%	36%	45%
We administer a formal survey to clients, via e-mail or online, and manage it internally	<b>10%</b>	7%	10%	10%	9%
We administer a formal survey to clients, in person or by telephone, and manage it internally	<b>8%</b>	4%	7%	8%	8%
An external supplier or research firm surveys our clients, in person or by telephone	<b>2%</b>	10%	3%	1%	2%
An external supplier or research firm surveys our clients online	<b>1%</b>	7%	0%	2%	1%
Other	<b>3%</b>	5%	3%	4%	3%

Base: All respondents. Those who answered "I don't know" or "I prefer not to answer" were excluded from the calculation base.

# Surveying clients (cont'd)

> Do you survey your clients, formally or informally? Multiple answers allowed.

	Total (n=465)	Fewer than 5 employees (n=124)	5 to 19 employees (n=203)	20 to 49 employees (n=82)	50 or more employees (n=56)
We don't survey our clients	46%	53%	40%	29%	32%
We survey them informally in person or over the phone	38%	34%	45%	41%	26%
We administer a formal survey to clients, via e-mail or online, and manage it internally	10%	6%	13%	9%	24%
We administer a formal survey to clients, in person or by telephone, and manage it internally	8%	5%	7%	16%	28%
An external supplier or research firm surveys our clients, in person or by telephone	2%	1%	2%	9%	12%
An external supplier or research firm surveys our clients online	1%	1%	0%	5%	1%
Other	3%	3%	4%	4%	0%

Base: All respondents. Those who answered "I don't know" or "I prefer not to answer" were excluded from the calculation base. Numbers in red and green highlight statistically significant differences between sub-groups.

# External marketing help

> *If you were to obtain external help regarding your marketing, what would you focus on first?*

	Total (n=459)	Atlantic Canada (n=38)	Quebec (n=114)	Ontario (n=156)	Western Canada (n=151)
<b>Promotion:</b> advertising, communications, personal selling	<b>29%</b>	27%	24%	31%	29%
<b>Product:</b> type of product or service offered, competitive advantage, value proposition	<b>21%</b>	25%	21%	23%	20%
<b>People:</b> sales and/or business development training	<b>14%</b>	7%	15%	15%	14%
<b>Place:</b> point of sale, distribution channels, online e-business	<b>8%</b>	9%	13%	10%	5%
<b>Price:</b> pricing strategy, competing against low-cost providers	<b>5%</b>	4%	7%	4%	5%
We don't need external help	<b>16%</b>	23%	17%	12%	17%
I don't know	<b>7%</b>	5%	5%	6%	10%

*Base: All respondents. Those who answered "I prefer not to answer" were excluded from the calculation base.*

# External marketing help (cont'd)

> *If you were to obtain external help regarding your marketing, what would you focus on first?*

	Total (n=459)	Fewer than 5 employees (n=123)	5 to 19 employees (n=200)	20 to 49 employees (n=81)	50 or more employees (n=55)
<b>Promotion:</b> advertising, communications, personal selling	<b>29%</b>	32%	25%	24%	24%
<b>Product:</b> type of product or service offered, competitive advantage, value proposition	<b>21%</b>	20%	23%	24%	22%
<b>People:</b> sales and/or business development training	<b>14%</b>	12%	16%	20%	19%
<b>Place:</b> point of sale, distribution channels, online e-business	<b>8%</b>	10%	7%	3%	9%
<b>Price:</b> pricing strategy, competing against low-cost providers	<b>5%</b>	3%	7%	9%	5%
We don't need external help	<b>16%</b>	15%	16%	16%	15%
I don't know	<b>7%</b>	8%	6%	5%	7%

*Base: All respondents. Those who answered "I prefer not to answer" were excluded from the calculation base.*

## Market Intelligence at BDC

Business Development Bank of Canada

[marketingresearch@bdc.ca](mailto:marketingresearch@bdc.ca)

Head Office 5 Place Ville Marie, Suite 600, Montreal QC H3B 5E7

