

# The Evolved CMO, 2012

A Joint Research Project by Forrester Research and Heidrick & Struggles

*Produced by Forrester Research and Heidrick & Struggles*



FORRESTER LEADERSHIP BOARDS

The CMO Group

**HEIDRICK & STRUGGLES**

## EXECUTIVE SUMMARY

The past few years have created a wealth of new challenges for chief marketing officers (CMOs) and their companies, because technology has empowered customers to speak with a strong and easily distributed voice. Forrester Research and Heidrick & Struggles conducted a survey of CMOs across the globe that shows that nearly 80% want to prove their capability as business and strategy leaders. But now technology ranks as the No. 1 area in which they see the greatest opportunity to improve. CMOs also recognize that they must bring customer insight and behavior to the rest of the executive team.

To prove the value of their role and justify investment, they must tie their marketing plans closer to business results, influence the adoption of their brand strategy across the other functional areas of the company, and engage technology and sales peers to create a consolidated vision of how to succeed with customers.

Based on results from our 2011 global survey of nearly 200 CMOs, Forrester and Heidrick & Struggles concluded that the greatest opportunities for the CMO are to:

- **Beef up digital and technical understanding.** When we surveyed marketers in 2008, business skills were important, but digital and technical skills were much lower on their agenda. In this year's survey, we find that the importance of these skills now ranks second to that of the business skills required to be a strategic leader of the company. Most important to nearly all CMOs is their ability to create a vision and lead their teams to successful execution.
- **Partner with and lead peers on the executive team.** For CMOs, the ability to speak on behalf of the customer is as important as building strong relationships with executive team peers with whom they need to engage. Despite recognition that they need to improve their technical acumen, CMOs do not focus on relationships with their technology peers (chief information officer [CIO] or chief technology officer [CTO]) as much as they should.
- **Increase focus on retention in addition to acquisition strategies.** Because economic uncertainty continually puts a strain on marketing budgets, CMOs still focus on brand awareness and customer acquisition over strategies to retain the customers they have amassed over the years. Forrester and others have identified the need to move from a marketing-funnel approach to a customer life-cycle approach to customers, but turning those who have purchased before into advocates is still not the main focus of CMOs.
- **Align with sales and service leaders to drive the brand experience throughout the organization.** Marketers view alignment with the sales leaders of the company to be their highest priority. Nearly two-thirds of CMOs view this alignment as a top priority. As partners in the growth of the company, these two executives must create the vision, targets, and execution plan to make their company thrive.

The full analysis of the global survey, which features insight from nearly 200 CMOs, and recommendations for CMOs on how to advance in their roles can be found in the full report, "The Evolved CMO, 2012."

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## Introduction

The role of the CMO is changing, as empowered consumers and customers use technology to drive their voice into the conversation with brands. In 2011, Forrester Research and Heidrick & Struggles partnered to survey nearly 200 CMOs globally about their role as the leader of the marketing organization and how they interact across the broader enterprise. Business strategy and the execution of digital initiatives top the list of priorities for CMOs, ahead of brand building efforts and pricing decisions. And despite the rise in importance of technology and digital media, CMOs remain focused on their relationships with the chief executive officer (CEO), chief financial officer (CFO), and sales leaders, ahead of the need to partner with other executives like the CIO. Most importantly, CMOs recognize that they need to act as company leaders, not just CMOs, to help their companies grow.

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## Shifting The Focus From The “M” To The “O”: The CMO As A Company Officer

Forrester Research and Heidrick & Struggles conducted a survey in 2008 in which we jointly concluded that CMOs must work harder to grow their business acumen, stating that, “If CMOs want to become true business leaders, it’s time for them to step up to the plate and proactively evolve their role.” In 2011, Forrester Research and Heidrick & Struggles joined forces again to survey nearly 200 global CMOs to assess how much progress they have made in gaining parity with their C-suite counterparts, which skills and competencies they now need to drive customer obsession in their organizations, and how the marketing organization’s objectives are changing to reflect the technology-empowered customer.

Since 2008, CMOs have made substantial progress in elevating their stature. Senior marketers report that obstacles remain in changing the mindset of their executive peers regarding the role of marketing. Also, they must get agreement from their own teams about marketing’s core mission. But there is a clear trend toward marketing owning responsibility for the voice of the customer within the organization. Further strengthening this trend are efforts to implement social and digital media and marketing strategies, develop sharper business acumen, and establish stronger ties with the CEO and other senior stakeholders. Marketing is moving from the outskirts to the core of the enterprise as the key owner of critical activities like nurturing the dialogue with customers, developing customer-centric strategies across the enterprise, and helping other executives implement these concepts across their respective departments.

“We have made the shift from marketing as a fulfillment function and established marketing’s role as leaders in attracting, satisfying, and retaining customers.”

Benjamin Karsh, CMO, Cigna

As Benjamin Karsch, the CMO of Cigna, told us: “Our ability to articulate exactly what the marketing function provides in terms of value creation for all of our key stakeholders is critical. We have proactively shared what we call the ‘marketing journey,’ to demonstrate and reinforce our position as partners to the CEO and the CEO’s direct reports, across all functions. Three years ago, marketing was a fulfillment function, meaning that when internal [clients] needed advertising communications, a brochure, a local market plan, etc., they came to us. Now, we have built a marketing function that focuses on proactively creating value for the company. We have made the shift from marketing as a fulfillment function and established marketing’s role as leaders in attracting, satisfying, and retaining customers.”

Cathy Coughlin, AT&T's global marketing officer, pointed out that, "Having a seat at the CEO's table ensures that early discussions about developing new offerings take into account customer insights, which means that integrating brand and business strategy can happen from the start."

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### **Business Strategy And Digital Execution Drive CMOs' Top Priorities**

Almost 80% of senior marketers told us that they wanted their influence to grow as business strategy and development leaders, nearly double the next priority (see Figure 1). In our survey four years ago, technology skills ranked low on the list of items that CMOs viewed as important to their personal success. Now, digital marketing has surpassed brand strategy and positioning, product or brand profitability, and pricing as the area in which senior marketers see the most need to increase their influence.

When CMOs want to increase their influence across the enterprise, they attribute their personal success in this area to their capacity to think strategically about how to support the business goals of the enterprise — and not just in marketing terms and metrics. Fully 89% told us that visioning and strategic thinking are most critical to their personal success, while people management and team development is a distant second at 59% (see Figure 2). Clustered around 40% of the marketers we surveyed are items like representing the voice of the customer within the organization, listening to and interacting with customers, relationship building with the senior executive team, and strong business acumen. This represents a mix of marketing-specific and broader business competencies that reflect the CMO's need to lead a customer-centric marketing organization and to play a role in the overall organization's direction that directly contributes to achievement of the corporate business goals.

Denny Marie Post, CMO of Red Robin, told us, "Marketing owns the totality of the customer experience — we need to clearly define the touchpoints and customer values we want to deliver with the help of partners like operations, sales, technology, etc. To be successful, marketers have to set aside ego and, at the same time, have a strong personality to be able to orchestrate all the pieces of the brand experience. If you're a really great orchestrator, you can walk away, and the team will still play well together. Today's CMO gains credibility and influence from flexibility and a willingness to learn."

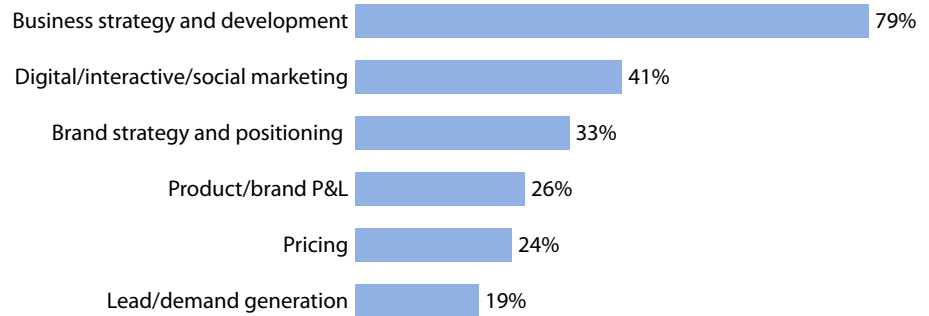
Technology-savviness has risen to the top of the list of skills that CMOs believe they have the greatest opportunity to improve for themselves. And while they have made progress, survey respondents still list relationship building with the senior executive team as a leading skill to improve (see Figure 3). This underscores the fact that marketing as a function has yet to fully establish itself as a C-level role, particularly from the perspective of the CFO, after years of tactical consideration and short tenures.

"Marketing owns the totality of the customer experience — we need to clearly define the touchpoints and customer values we want to deliver with the help of partners like operations, sales, technology, etc."

Denny Post, CMO, Red Robin

**Figure 1**  
CMOs Emphasize The “O” Along  
With The “M”

**“In which of the following areas of business leadership do you want your influence to grow?”**



Base: 191 CMOs  
(multiple responses accepted)

Source: Q3 2011 Forrester/Heidrick & Struggles Global Evolved CMO Online Survey  
Source: Forrester Research, Inc.

**Figure 2**  
Top Skills And Competencies For  
Chief Marketing Officers

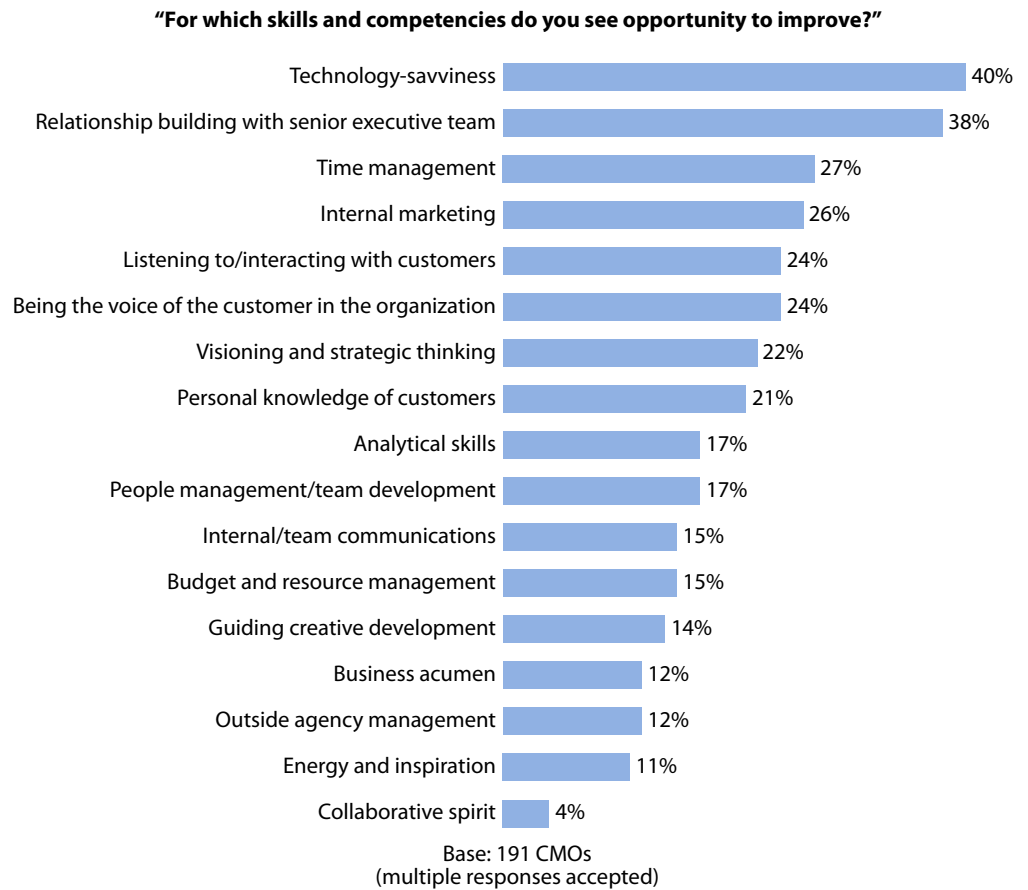
**“Of the following skills and competencies, which five do you feel are the most important for your personal success?”**



Base: 191 CMOs  
(top five responses accepted)

Source: Q3 2011 Forrester/Heidrick & Struggles Global Evolved CMO Online Survey  
Source: Forrester Research, Inc.

**Figure 3**  
CMOs Seek To Bolster Digital Know-How



Source: Q3 2011 Forrester/Heidrick & Struggles Global Evolved CMO Online Survey  
Source: Forrester Research, Inc.

### Building Bridges Between The CIO And The CMO

CMOs carry the legacy of traditional sales/marketing alignment with them — 80% say that the head of sales is the most important peer-level relationship to nurture (see Figure 4). The CFO is a distant second. Notably, the perceived importance of the relationship they hold with the CIO or CTO is much further down on the list.

Only 30% of senior marketers said that this relationship was important to develop, indicating a wide gap between the two departments. But as technology-enabled channels like mobile and social become essential in the everyday lives of customers and strategic use of customer data defines competitive advantage, marketing and technology executives need to work closely to develop strategies that drive the company’s growth and make all customer interactions seamless. Forrester recently called on CMOs and CIOs to collaborate more. More progressive CMOs have told us that this pairing of marketing and technology is crucial for them to build and sustain competitive advantage for the whole enterprise.

In the future, we believe that a modern CIO-CMO partnership will shape the success of the enterprise as these roles increase their focus on mastering the flow of customer data to consistently deliver a compelling customer experience. The technology and marketing functions need to extend beyond alignment and start to function like a single team focused on the customer.

At Red Robin, the CIO has been renamed the chief of business transformation and has project management and accountability beyond technology. “This has been a smart move to extend the role beyond IT. Technology is going to be such a key part of how we relate to our consumer,” says CMO Denny Marie Post.

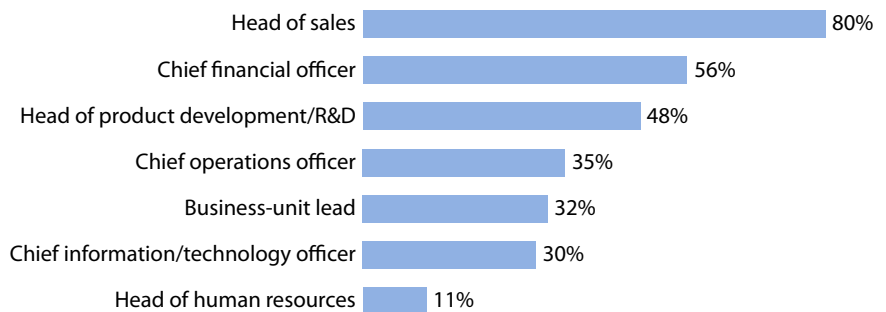
“All of the operations of marketing are now digital.”  
Dave Friedman, CMO, Sears Holding

At Cigna, the CIO-CMO partnership is also a big priority. “The ability of marketing to influence the prioritization of key technology investments is one of the top three things we need to do to be successful. In our industry at least, the product/service offering is almost synonymous with IT. Even our capability to deliver outstanding human customer service is enabled by IT. Being able to articulate a common unified destination for the CIO and CMO is definitely a critical success factor for us,” the CMO told us.

And at Sears Holding, Dave Friedman tells us that his expectation is that IT will come to marketing with ideas about what’s possible and that marketing will bring IT problems it needs to solve. According to Dave, “All of the operations of marketing are now digital,” which requires a strong link between the two departments.

**Figure 4**  
Historic Partnership With Sales Remains Essential

**“Which peer-level relationships do you feel are most important for a CMO to develop?”**



Base: 191 CMOs  
(multiple responses accepted)

Source: Q3 2011 Forrester/Heidrick & Struggles Global Evolved CMO Online Survey

Source: Forrester Research, Inc.

### **CMOs Need To Establish The Brand Platform And Then Orchestrate What They Don't Own**

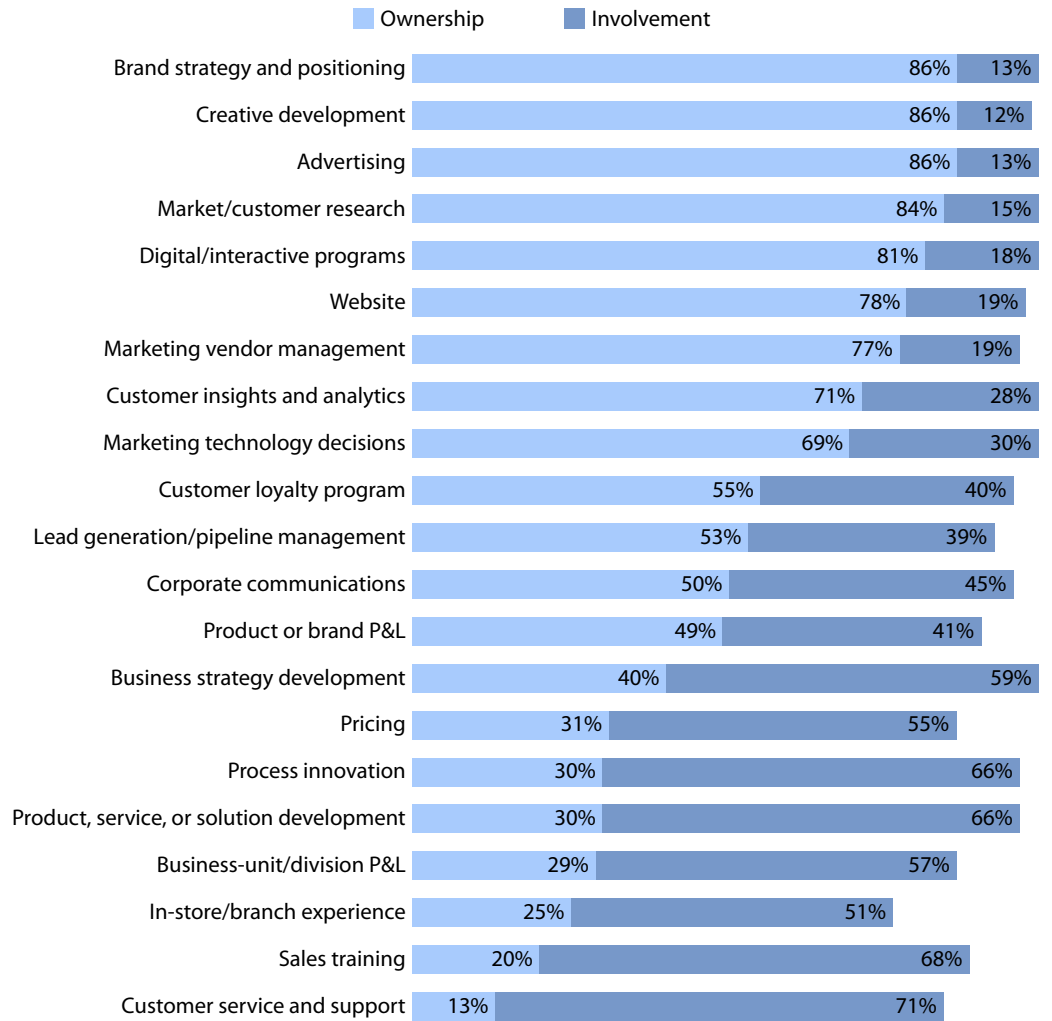
The CMOs we surveyed have ownership over parts of the organization that are within the traditional marketing remit: brand strategy, creative, advertising, market research, as well as digital and interactive marketing programs (see Figure 5). Several senior marketers are also involved in or fully own marketing technology decisions, the customer loyalty program, and corporate communications. But the survey results also highlight other parts of the enterprise where CMOs' influence is not particularly strong: 51% are involved in the in-store/branch experience but do not have much ownership, and a quarter have no involvement at all. In the case of customer service and support, marketers have little direct ownership, but they are heavily involved in decision-making.

Every customer touchpoint must be considered a brand encounter and thus be consistent across all touchpoints, based on a brand platform that the CMO establishes. The CMO should be the voice of the customer within the organization and provide the guidance for all employees to deliver a consistent brand impression. That does not mean that marketing needs to have direct responsibility for things like in-store experience or customer support. Rather, the CMO should be the key stakeholder and main influencer of these elements. When asked how they would describe customer-facing employees' view of the customer, 65% of respondents said that there was some overlap but it is not fully synchronized (see Figure 6). Only 14% said that everyone has the same synchronized view when they request information about a customer.

CMOs are increasing their internal credibility across the enterprise by becoming the source of information and strategy about the end customer or consumer, but there is an increasing risk of disconnected efforts. Senior marketers still need to influence and share responsibility with the leaders of customer-facing teams to make sure that the enterprise consistently delivers the customer value proposition established in the brand platform.

**Figure 5**  
CMOs Own Or Touch All Elements  
Of The Brand Experience

**“Which of the following areas are within the scope of responsibility of your marketing organization?  
Please select whether you have ownership, involvement, or no involvement for each area.”**

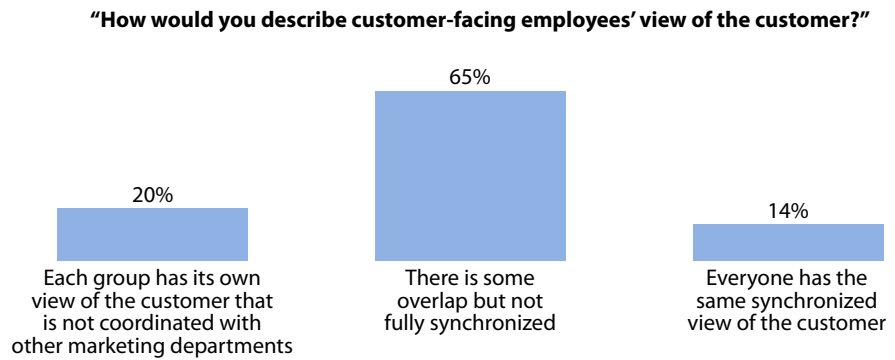


Base: 191 CMOs  
(multiple responses accepted)

Source: Q3 2011 Forrester/Heidrick & Struggles Global Evolved CMO Online Survey

Source: Forrester Research, Inc.

**Figure 6**  
A Synchronized View Of The  
Customer Is A Work In Progress



Base: 191 CMOs  
(percentages do not total 100 because of rounding)

Source: Q3 2011 Forrester/Heidrick & Struggles Global Evolved CMO Online Survey  
Source: Forrester Research, Inc.

### Q&A With John Abele, Global Managing Partner Of Heidrick & Struggles’ Marketing, Sales & Strategy Officers Practice

#### What are the key themes that emerge from the survey?

The key finding in this 2011 survey of CMOs is that the overall maturity of the CMO within large organizations has clearly improved. Credibility still needs to be built, but senior management needs CMOs to focus on the “O” more than the “M” of their job and put more emphasis on strategy and management while overseeing functional marketing efforts. Progress has come, with the appreciation of the role as the ambassador for the customer within the organization. This is true for business-to-consumer (B2C) and increasingly for business-to-business (B2B) firms. We also see a lot of CMOs focus their attention on the digital revolution and the rewards they can reap from data in terms of better accountability, better use of customer insights to drive collaboration, and more informed decision-making.

#### How difficult will the shift to a customer-centric approach be for large marketing-centric companies, and what role will the CMO play in this move?

Companies realize that it is very difficult to defend a competitive advantage mainly based on cost-efficiency. They are now moving to customer intimacy to drive differentiation. This shift in focus has to become part of the DNA of leading organizations. It will be a journey, and we see CEOs leaning on the CMOs to lead the expedition. This will require visionary leadership and an understanding of functional implications that will need to change to fully embrace this approach.

#### Beyond customer-centricity, where else do you see the need for the CMO’s contributions to be stronger?

In the current economic environment, CMOs play a strong role on a number of levels. First of all, they are instrumental in the conversation about where and how to grow the company, since they provide the customer insights that define those opportunities. Second, CEOs look to their CMOs to lead the shift to digital platforms and social media as those media shift the conversation from advertising to engagement. Finally, CMOs will have to understand how they can use technology platforms to better engage with customers and will need to work more closely with CIOs to adopt the technology that will help power these channels and manage and act on the data that it creates.

#### How do you expect the role of the CMO to evolve in the coming years?

Gone are the days when CMOs get promoted to the role because of their functional marketing expertise in advertising or media strategies. The CMO role has become more diverse. We see hybrid titles that represent that shift, such as chief growth officer or chief commercial officer. We also see marketing and strategy being combined. This evolution underscores the broader scope of responsibilities beyond the remit of the senior-most marketing executive. We now see general managers or people from different functional parts of the organization moving into the CMO role. This is what we call the “evolved CMO,” and it has become a new launch pad for future CEOs and general managers at large enterprises.

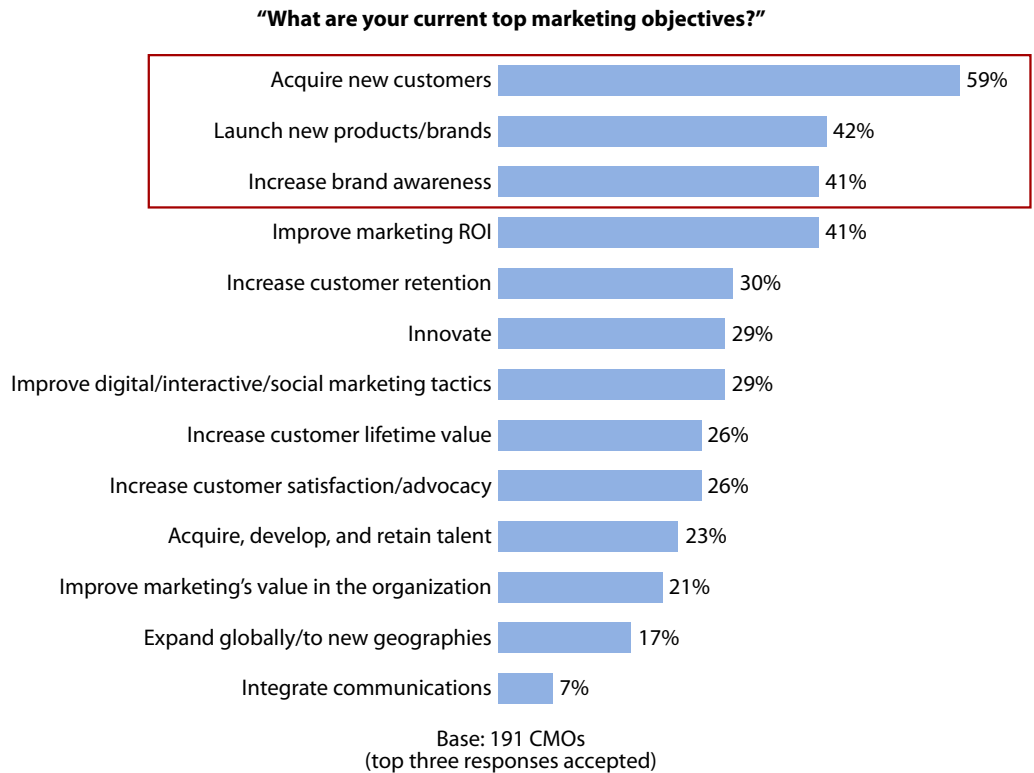
### Blinded By Acquisition While Shortchanging Customer Retention And Loyalty

New customer acquisition (59%) and increased brand awareness (41%) are two of the most important objectives of CMOs today (see Figure 7). Better customer retention is a top-three objective for only 30% of the respondents. Better customer lifetime value and higher customer satisfaction/advocacy were top-three priorities for a mere 26% of those surveyed. These smaller numbers are a surprise when reviewed against the 60% who said that customer satisfaction and advocacy were an important marketing objective and business driver.

CMOs cannot afford to be caught off-guard with retention and loyalty initiatives that are designed for short-term cross-sell or upsell schemes. Smart CMOs have to design brand loyalty strategies that focus on the wealth of customer data available to them to deliver highly relevant brand experiences that will boost brand advocacy, customer retention, and ultimately profits.

Loyalty is a top priority for Sears Holding CMO Dave Friedman and his team. Sears is dedicating a disproportionate amount of its efforts to its loyalty card members, adding value beyond a discount card to the most loyal of customers.

**Figure 7**  
 "New" Leads Objectives: New Customers, New Products, And New Awareness



Source: Q3 2011 Forrester/Heidrick & Struggles Global Evolved CMO Online Survey  
 Source: Forrester Research, Inc.

### How B2B Marketers Differ From Their B2C Counterparts

The 191 CMOs surveyed represent organizations that are B2C, B2B, or both. When we compared this year's survey results with surveys Forrester Research has done regarding alignment between marketing and sales and regarding B2B marketing organizations and investments, we discovered a couple of key differences. In general, B2B CMOs:

- **Are more likely to focus on retention and enrichment.** Overall, twice as many CMOs make customer acquisition one of their top-three priorities, compared with customer retention. When we asked B2B CMOs how marketing investment is split between customer acquisition and enrichment, we found that more than 60% is directed toward retaining and doing more business with existing customers. Due to the high cost-of-sale within most B2B industries, B2B CMOs need to focus on customer satisfaction and cross-selling, with savvy CMOs also investing in turning their loyal customers into brand advocates who sing the company's praises.
- **Need to work harder for alignment with their sales counterpart.** While 90% of all CMOs say that sales alignment is a high or very high priority, only 82% of B2B CMOs make the same claim. But there's a bigger gap in how they perceive the sales leader's alignment to be. Only 64% of CMOs feel that their top sales officers in B2B organizations make alignment with marketing a high priority. A majority of B2B CMOs say that they work for a sales-led organization and they have to fight harder to have an impact on the business.
- **Are more aligned with sales on tactics than strategy.** Of all CMOs surveyed, 68% are highly aligned with sales on setting marketing strategy and planning, but among B2B CMOs, it is only 42%. Likewise, 58% of all CMOs are aligned with sales in defining target markets, while only 50% of B2B CMOs are aligned with sales on this. Clearly, B2B CMOs tend to be better aligned on tactical areas such as creating sales tools, following up on leads, and defining lead qualification criteria. Unless this changes, B2B marketing teams will continue to be considered a sales support function in many companies.

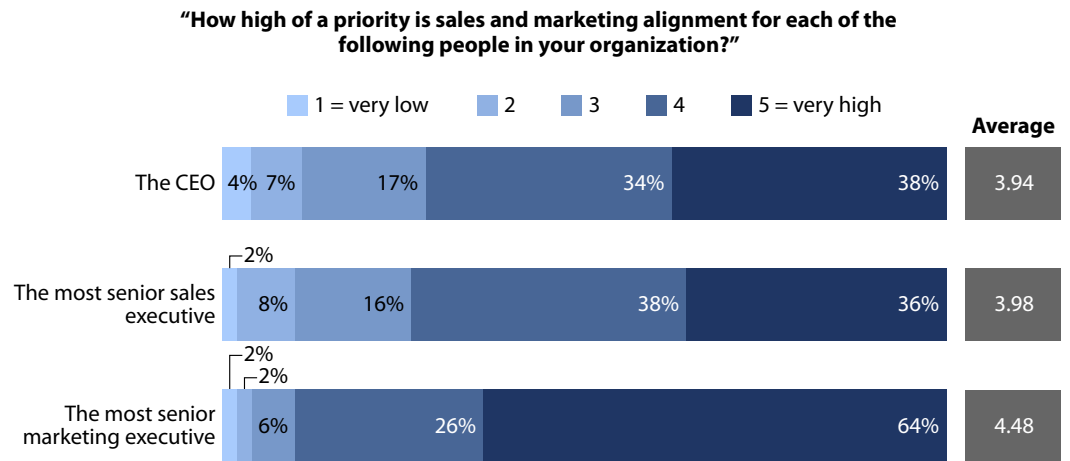
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### Marketing And Sales Alignment Remains A High Priority

In our survey, we also asked about how the CEO, the senior-most sales executive, and the senior-most marketing executive prioritize sales and marketing alignment. The gap is significant but reflects the clear understanding that sales and marketing executives need to build an effective partnership. While 90% of senior marketers say that the alignment is a high or very high priority for them, 72% credited their CEOs and 74% credited the senior-most sales executives with the same prioritization (see Figure 8). For specific areas that require collaboration, such as setting revenue goals and mapping out the customer buying process, most respondents agree that there is reasonably high collaboration in place (see Figure 9).

We expect this critical relationship between sales and marketing to increase in sophistication, moving beyond tools and tactics and into collaborative goal setting and capture of customer insights. In particular, we expect the CMO to play a leadership role in educating and ensuring effective execution of marketing strategies and tactics focused on customer retention, customer loyalty, and maximization of customer lifetime value.

**Figure 8**  
Marketing And Sales Alignment Is Most Important For The CMO

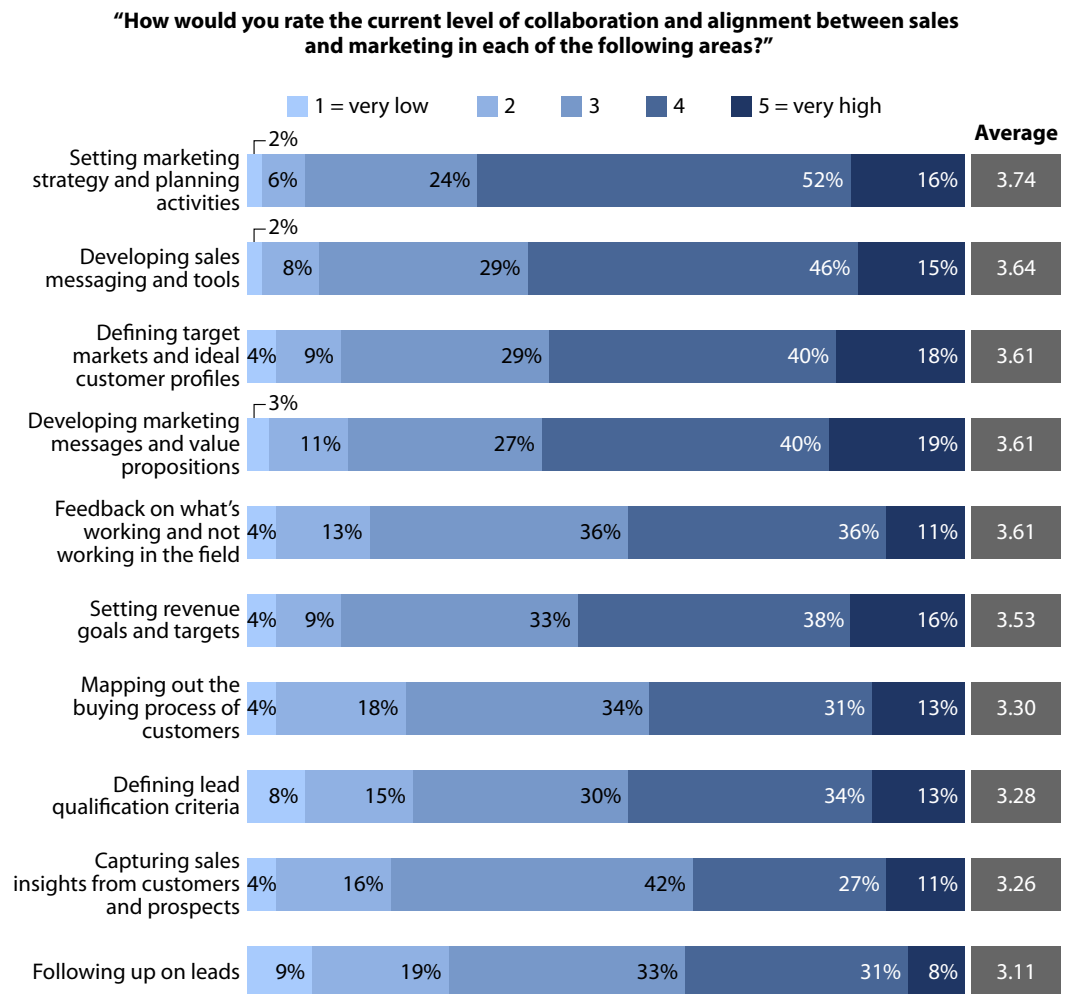


Base: 191 CMOs

Source: Q3 2011 Forrester/Heidrick & Struggles Global Evolved CMO Online Survey

Source: Forrester Research, Inc.

**Figure 9**  
Collaboration Is Moderate Between Sales And Marketing



Base: 191 CMOs

Source: Q3 2011 Forrester/Heidrick & Struggles Global Evolved CMO Online Survey

Source: Forrester Research, Inc.

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## Looking Forward: The Rise Of The Evolved CMO

CMOs of tomorrow have their work cut out for them. They need to master a new marketing universe, build business leadership skills, drive revenue, and become advocates for the technologies they need to make their connection with the customer seamless. But these are the right challenges for leading marketing and strategy professionals in the coming years. CMOs who are up to the challenge can consider themselves candidates for general management, all the way up to CEO.

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### Recommendations

The rapid pace of change demands that CMOs adapt to new market trends and consumer behavior. This is the new environment in which senior marketers must learn to live and thrive. By thinking strategically about how to use social and digital assets, working closely with peers in IT, and continuing to drive growth initiatives and a renewed focus on the customer across the organization, CMOs will become key members of the C-suite and key enablers of success for the enterprise. To get moving, CMOs should:

- **Be the link between business and marketing strategy.** Elevating marketing to be more than a fulfillment function for the organization has become table stakes for organizations that are placing the customer at the center of everything they do. As the voice of the customer in the C-suite and an officer of the company, the CMO has the responsibility and, increasingly, the credibility to lead a customer-obsessed transformation of the business strategy. To do this, the CMO must gain buy-in from executive peers to shift budget and resources toward building an organizationwide strategy that makes superior commitment to the customer a competitive advantage.
- **Add technologist to the CMO skill set.** Because so many marketing activities are inherently or enabled by digital, CMOs need to brush up on their own expertise. Evolved CMOs are marketers with some degree of tech know-how and are able to recognize which devices and platforms their customers use personally and professionally and how to leverage those technologies for marketing purposes. A partnership with the CIO or CTO has never been more important, but the evolved CMO shouldn't foist off anything with a plug onto IT; enough familiarity with mainstream or rapidly emerging technologies is a must for the CMO of 2012.
- **Prioritize retention and loyalty before acquisition.** Your customers are your company's most valuable assets, and it's time to treat them as such. Reward loyalty with targeted offers, access to unique content, and avenues to offer feedback. Learning about your customers and how they perceive their relationship with your company to be is a well of insight that will add value and improve on your company's products or services. Enriching an existing pool of customers is a better long-term strategy than seeking new ones all the time.

## **Methodology**

In this study, Forrester and Heidrick & Struggles conducted an online survey of 191 organizations globally to evaluate the role of the CMO. Survey participants included decision-makers in CMO or senior-most marketer roles in the organization. Questions provided to the participants asked about required skill sets, strategic objectives, and personal development. The study began in August 2011 and was completed in September 2011.

In addition, we interviewed four CMOs from the healthcare, wireless, retail, and restaurant industries to supplement the survey findings.

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## **About The Authors**

### **Luca S. Paderni**

Luca is a vice president, principal analyst serving CMOs and Marketing Leadership Professionals at Forrester Research. He is an expert on how senior marketers can take advantage of new advertising and communication technologies to bolster their brands' health, deepen customer relationships, and, ultimately, increase sales. He lends a strategic yet pragmatic perspective on the key trends affecting CMOs — the cross-functional impact of new technologies, media fragmentation, evolving consumer behavior, and the evolving role of the CMO. His current research touches on marketing strategy, adaptive marketing, agency relationships, and the latest trends in advertising and media. Before joining Forrester, Luca was head of industry marketing for Google in Europe, the Middle East, and Africa, looking after sales and marketing strategy for advertising products across verticals. In addition, Luca has more than 10 years of marketing and strategy experience at some of the world's largest and most important branded goods manufacturers.

### **Corinne J. Madigan**

Corinne is a researcher serving CMOs and Marketing Leadership leadership professionals at Forrester Research. She works with the research team on topics ranging from emerging media and technology to digital strategy and new forms of brand building. Corinne's most recent research focuses on technology enablers to improve shopper marketing and digital out-of-home advertising technologies and strategies. Before coming to Forrester, Corinne worked as a research assistant studying social movements and public policy. She has a bachelor's degree in political science and Hispanic studies from Boston College.

### **John M. Abele**

John is the global managing partner of Heidrick & Struggles' marketing, sales, and strategy officers practice, conducting senior-level search assignments in the industrial, consumer, technology, healthcare, and professional services sectors. He has authored numerous articles and publicly presented on topics such as B2B go-to-market strategy, sales force transformation, value-based selling, key account management, industrial and B2B pricing, and sales channel design and development. John joined Heidrick from McKinsey, where he helped clients develop corporate growth and sales strategies, navigate mergers and acquisitions, transform sales forces and distribution channels, improve marketing and pricing organizations, and successfully utilize technology as a means for growth.

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### **About Heidrick & Struggles Global Marketing Officers Practice**

By focusing on the intersection of marketing and growth, Heidrick & Struggles' Global Marketing Officers practice helps build world-class leadership teams for organizations of all sizes across numerous industries. As the largest Marketing Officers Practice of all the major retained search firms, we have a dedicated team of over 70 professionals, who have conducted nearly 3,000 searches for marketing officers across all four continents over the past six years. Moreover, Heidrick & Struggles' Marketing Officers practice members possess deep functional marketing expertise that extends into unique specialty areas such as digital marketing, marketing technology, corporate communications, analytics and loyalty.

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### **About Forrester Research**

Forrester Research, Inc. (Nasdaq: FORR) is an independent research company that provides pragmatic and forward-thinking advice to global leaders in business and technology. Forrester works with professionals in 19 key roles at major companies providing proprietary research, customer insight, consulting, events, and peer-to-peer executive programs. For more than 28 years, Forrester has been making IT, marketing, and technology industry leaders successful every day.

As members of Forrester's CMO Group — an executive peer network — marketing leaders of billion-dollar-plus companies gain unparalleled insight into changing consumer behavior and evolving trends. They examine key issues, evaluate new marketing tools and techniques, and marry these dynamic elements to improve decision making and accelerate marketing results.

This community of peers works collaboratively with guidance from Forrester's CMO Group relationship team to stimulate new thinking, compare approaches, and develop best practices. Members help fellow members and their organizations drive change with more effective marketing, as well as with marketing processes that encourage business growth.

The collective wisdom and experience of the CMO Group membership is enhanced by Forrester's proprietary objective analysis, research and archives, and more than 22 years of experience researching how technology is considered, bought, and used by consumers and businesses.