

A Forrester Consulting  
Thought Leadership Paper  
Commissioned By Rocket Fuel  
August 2017

# The Next Wave Of Digital Marketing Is Predictive



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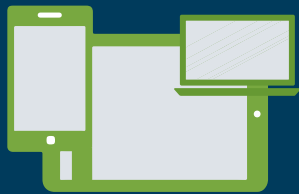
**Contributing Research:**

Forrester's B2B Marketing  
Professionals Research

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**84%** want to achieve marketing that learns and optimizes from each interaction with a customer.

## Executive Summary

It is imperative that today's companies create compelling, differentiating customer experiences through marketing. Predictive marketing changes the game for marketers: it gives firms the ability to anticipate consumers' needs and interests, and more importantly, their likely reactions to marketing messages. The proliferation of digital devices raises an opportunity and a threat for marketers: with more data than ever before, marketers can better understand their customers and attempt to serve them more relevant, tailored messages and suggestions. The flipside for many marketing organizations today, is that they are now faced with more than they can handle. Too much data emerging from too many data sources present difficult challenges to customer intelligence and marketing teams' ability to generate and act upon meaningful insights. Artificial intelligence becomes necessary to accelerate the loop from insights to execution. Without it, marketers will struggle to achieve their objectives of delivering truly personalized 1:1 marketing interactions in real-time. Artificial intelligence will drive innovation in marketing, by helping marketers move from post-campaign optimization to a more predictive execution and optimization of campaigns.

In February 2017, Rocket Fuel commissioned Forrester Consulting to explore predictive marketing and AI themes to better inform marketers and agencies about the benefits and challenges of its application. The survey covered France, Germany, Italy, UK, US and Australia. The survey found the following key findings:

### KEY FINDINGS

- › **Five fundamentals of success will drive the future of predictive marketing.** In this brave new world, marketers must take key steps to build marketing capabilities that anticipate and address individual customers' needs and wants. Forrester recognizes this and ultimately found that in order for marketers to succeed in the digital age and overcome barriers, they must follow five core fundamental principles for success. The five fundamentals are:
  1. Customer recognition
  2. Nonlinear customer journey
  3. Real-time decision making
  4. AI-based intelligent decision making
  5. Using first-party data over external data
- › **AI-driven marketing promises to simplify, optimize, and streamline processes.** Not only does AI-driven marketing enable automation of processes, it makes businesses smarter — finding new insights that were previously not humanly possible — and enables them to act on these insights in real-time.
- › **Find the right partners with the skills and expertise to help transform marketing.** Navigating the complexity of predictive marketing and AI solutions can be daunting for any organization in any industry. Few organizations will manage to navigate the next era of predictive marketing without any assistance; it's therefore paramount to work with partners that provide not only expertise but excellent customer services, too.

# Anticipating Customers' Wants In The Shifting Digital Marketing Paradigm

We are in the age of the customer, an age in which the empowered customer is compelling organizations to transform their marketing and advertising strategies. Satisfying today's demanding customers forces organizations to continuously reinvent themselves to thoroughly understand and serve these customers and remain competitive. Why? Customers want immediate responses and relevant messaging, served in their channel of choice, when they interact with the brand. If organizations don't deliver on their brand promise, the customer will go elsewhere.

But at the same time each of these interactions creates data on customer behavior and interplay between devices. This gives marketers the opportunity to collect, analyze, and, most importantly, predict how to best engage with their customer with the next interaction.

## PREDICTIVE MARKETING WILL POWER THE FUTURE OF DIGITAL ADVERTISING

In the marketing world, digital advertising continues to rapidly evolve to deliver cross-device experiences that are increasingly personalized. Our study revealed that in order to meet constantly changing customer demands, marketers must harness their data to predict what customers want.

Predictive marketing helps organizations recognize their customers as individuals, understand their needs, leverage their historical data, and predict their intentions, to deliver content and suggestions tailored to each customer — all in real-time. Our survey of marketers' top priorities for the next 12 months revealed three key initiatives (see Figure 1):

- › **Investing in technology and data is crucial to delivering superior customer experiences.** Marketers want to provide the right customer with the right experience during every step of their fragmented journey. How? By using data and analytics (83%) that reveal powerful customer insights. Marketers can then plan to grow customer loyalty and lifetime value (80%) with marketing that learns and optimizes from every interaction (84%).



## 85% of respondents agreed with the following:

Definition: predictive marketing is the use of data science, primarily driven by machine learning or artificial intelligence, to make smarter marketing decisions by predicting which marketing actions are more likely to succeed.

*"Predictive marketing consists of evaluating customer patterns and assessing historical behaviors. Our role is to understand how we can best assist customers to find what they're looking for and how to make the most of cross-sell opportunities. Since its implementation a year ago, we've increased our customer base significantly and reduced churn — we're stronger than ever."*

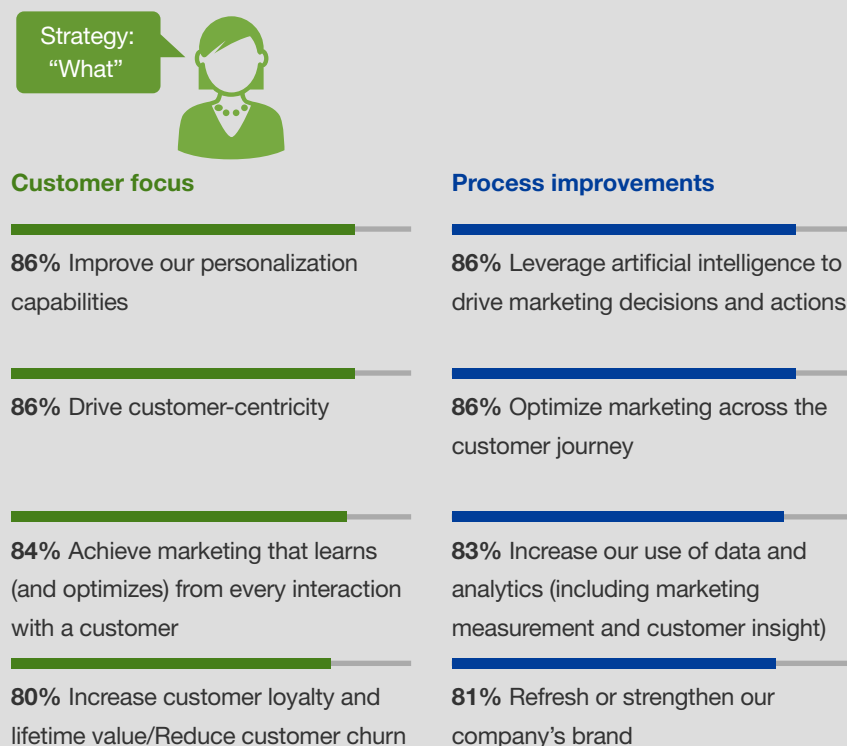
*Sales and marketing director for a European technology company*



- › **Improving collaboration between different departments within marketing.** Putting customers at the center of strategic marketing initiatives requires a different approach to collaboration. Marketers who are strong at communicating and coordinating across marketing functions and the rest of the firm (80%) also strengthen the brand's messaging (81%) due to clear, concise business objectives. Marketers must coordinate their efforts across marketing functions or risk delivering mixed messaging and brand experiences to customers as they progress through their purchase journey — a top priority for 86% of marketers.
- › **Investing and retaining digital marketing talent.** One of the most important instruments in the marketing toolbox is employees. As the face of the brand, employees control and play a large part in the customer's experience. Deploying and supporting new technologies while tackling the needs of the customer requires recruitment and development of better talent and even enhances existing employees' skills (85%) to become better predictive marketers. How? It frees up employees' time to use their own creativity, to ensure that the marketing function achieves the brand vision.

Figure 1

"Which of the following are likely to be your organization's top marketing initiatives over the next 12 months?"



Base: 579 marketing decision makers responsible for the programmatic at their organization with at least \$250,000 media spend per year  
 Source: A commissioned study conducted by Forrester Consulting on behalf of Rocket Fuel, April 2017

Marketing decision makers described predictive marketing as the ability to turn insights into action in the customer's moment of need (64%) and make assessments on the customer to predict and recommend the best marketing messages to show the customer (60%).

To respond to these strategic marketing priorities, businesses plan to deploy various tactics by investing in capabilities and services that will help them build a connected brand experience across all channels. In particular, they look to understand the needs of the customer, implement predictive marketing capabilities, leverage first-party data, and increase the use of AI to drive marketing insights, improve user recognition across channels, and deliver consistent cross-device content (see Figure 2). They are planning to:

- › **Automate their processes by implementing predictive marketing capabilities.** In marketing, AI's impact can be realized based on its ability to deliver remarkable customer experiences, drive business performance, and provide granular insights. As marketers seek to increasingly automate their processes, they will utilize AI to do so. Marketing automation with the power of AI will empower marketers to optimize operational efficiency, grow revenue through cross-selling (80%) and drive increased marketing insights (80%).
- › **Improve the cross-device recognition.** In the age of the customer, consumers have made advertising more challenging than ever. Customers don't care that organizations function through various channels. Marketers have to become channel-agnostic to ensure consistency in the story they want to tell. It's no surprise, then, that marketers want to deliver consistent and optimized cross-device content (80%).
- › **Leverage first-party data.** Organizations have tons of valuable information about their customers, such as a customer's habits, behaviors, products they purchase, and how often they purchase them. By filtering and sorting through first-party customer data, marketers can generate insights on how individual customers interact with their product category, brand, or services, thus finding the optimal retention strategies for the business and, in turn, reducing churn (83%).

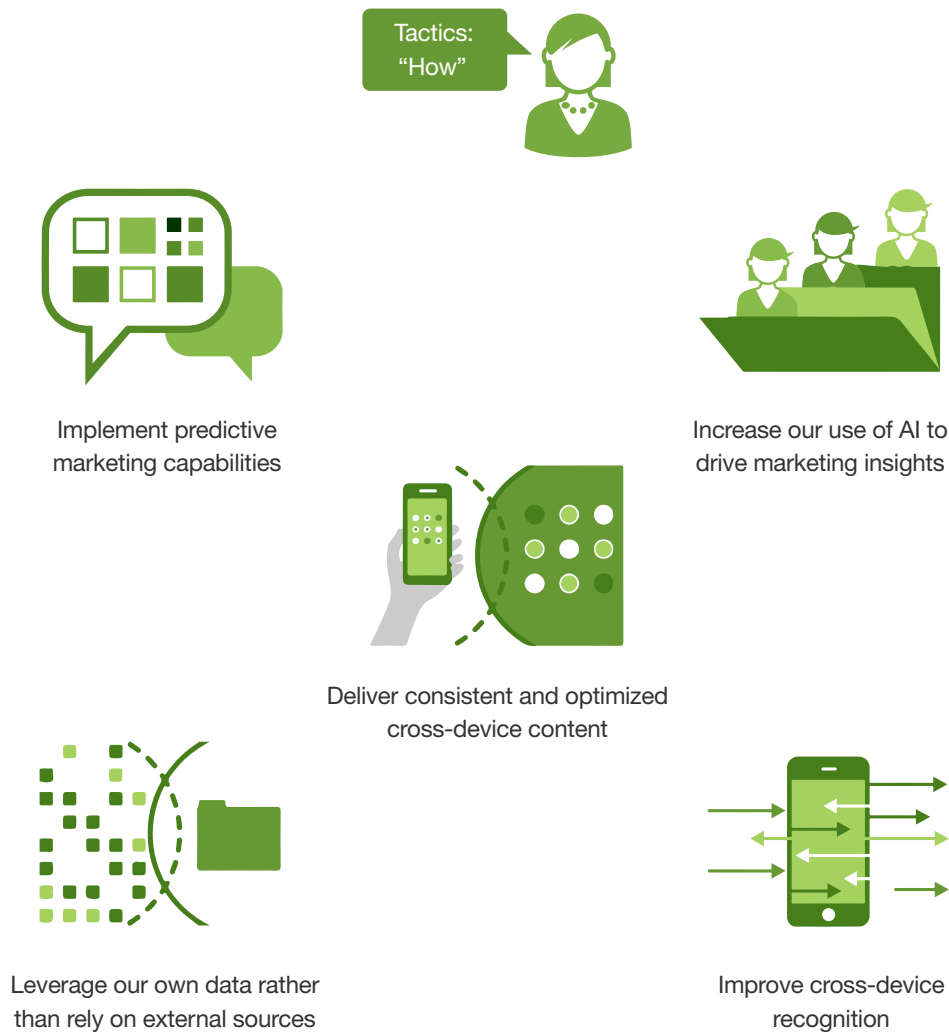
*"We use a lot of automation-based tools like AI; from a marketing standpoint it's freed up a lot of our workers' time. It enables us to serve dynamic content that our potential targets can interact with."*

*Marketing operations and analytics lead at a marketing organization based in the US*



**Figure 2**

**“Which of the following are likely to be your organization’s top marketing initiatives over the next 12 months?”**  
(Showing top five only.)



Base: 579 marketing decision makers responsible for the programmatic at their organization with at least \$250,000 media spend per year  
Source: A commissioned study conducted by Forrester Consulting on behalf of Rocket Fuel, May 2017

# Marketers Face Digital Data Roadblocks

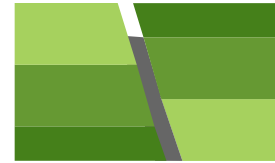
As marketers embrace new and innovative marketing technologies to differentiate from their competitors and meet rapidly evolving needs of the customer, they're also faced with a number of challenges.

Despite having more data and being more connected to the customer than ever, marketers said they still have a tough time meeting customer expectations and delivering contextually relevant experiences. Their top challenges include (see Figure 3):

- › **The inability to create a single view of the customer.** Creating a single view of the customer is crucial in driving personalized and contextually relevant information. 63% of survey respondents said they find it difficult to personalize ads to individual customers because they lack insights and customer understanding.
- › **The need to integrate data coming from various sources.** Marketers collect multitudes of data types from various sources; this could be various touchpoints or various marketing and advertising platforms. Merging and consolidating all this data is a massive challenge, which in itself helps explain why creating a single customer view remains so difficult. Indeed, two-thirds of marketers recognized that customer and marketing data comes from too many sources to make sense of it.
- › **The inability to turn data — and insights — into action.** As a consequence of the data explosion of the last few years, marketers have more data than they can process. Speed seems to be particularly challenging: 65% of survey respondents admitted that their customer insights team takes too long to deliver insights, and 62% said they are not able to use all their data when making customer decisions.

“Data is the lifeblood of an organization. The quality of data the organization uses is absolutely critical in exceeding customer expectations. Predictive marketing has enabled us to do just that — it's leading us to more targeted sales.”

*Head of analytics and product marketing at a software company based in the US*



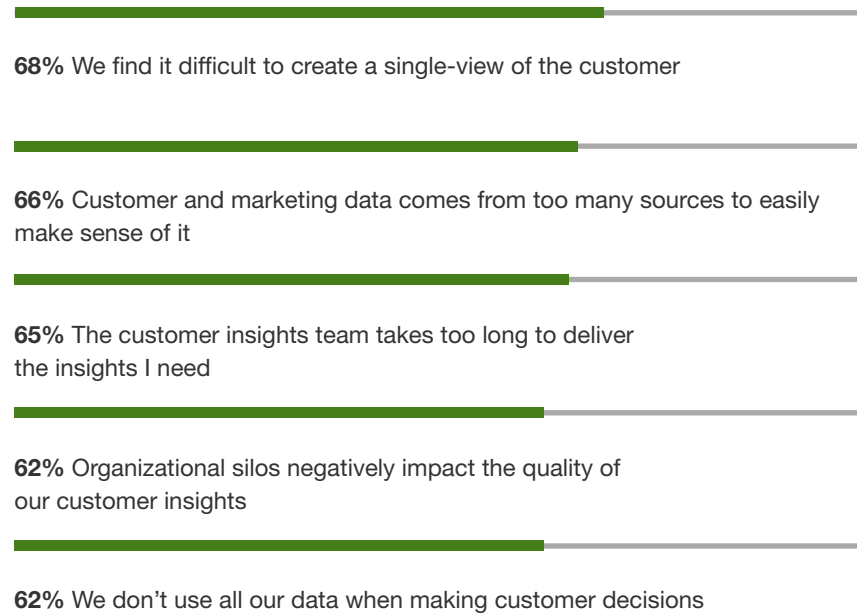
**Only 30% of C-level executives** said they use their own data to understand the needs of the customer.





**Figure 3**

**“Please indicate your level of agreement with the following statement about your organization’s ability to extract and use customer insights for marketing” (Strongly agree and agree only)**



**83% of VPs  
said they find it  
difficult to create a  
single view of the  
customer.**

Base: 579 marketing decision makers responsible for the programmatic at their organization with at least \$250,000 media spend per year  
Source: A commissioned study conducted by Forrester Consulting on behalf of Rocket Fuel, April 2017

# Five Fundamentals To Achieve Tailored 1-To-1 Interactions

In this brave new world, marketers must take key steps to build marketing capabilities that anticipate and address individual customers' needs and wants. Forrester recognizes this and ultimately found that in order for marketers to succeed in the digital age and overcome barriers, they must adhere to the following five core principles for success. These include (see Figure 4):

- › **Customer recognition.** Today's customers use multiple devices: US online adults use an average of 4.5 connected devices.<sup>1</sup> European adults use an average of 3.6.<sup>2</sup> It's important for organizations to recognize individuals across these devices to understand their entire customer journey and plan marketing activities accordingly. In fact, Forrester's research suggests that identifying customers is the most basic prerequisite to implement effective marketing analytics and orchestrate marketing across channels. Doing so helps optimize campaigns by adjusting the frequency of exposure, building coherent messaging strategy, and ensuring personalized interactions. Cross-channel customer recognition is also key to measure what channels and tactics generate value for the organization.<sup>3</sup>

**Why is it hard?** Marketers know they need to initiate customer-centricity across the organization, but execution on this prerogative is extremely challenging: Marketers fall at the first hurdle, where they struggle to piece together who a customer is across various devices. Some 68% of marketers said they find it very challenging to understand where the customer is across a mix of different channels.

- › **A nonlinear customer journey.** The proliferation of digital devices means customers are never on a predetermined journey; instead, their journey could be made up of infinite combinations of channels and touchpoints. Ultimately, marketers must gain a holistic view of a customer's interactions with their organization.

**Why is it hard?** Marketers not only need the ability to recognize consumers across channels, they need to understand how these interactions are tied together and what that tells us about a customer's intent or immediate context. But the proliferation of digital touchpoints generates unprecedented amounts of data, which complicates the integration of different data types, the detection of patterns in the data, and, ultimately, the holistic understanding of the customer through time.<sup>4</sup> We see nonlinear customer journeys challenging marketers: 69% of marketers said the main challenge within this was reaching consumers at multiple points along the purchase path.

**Figure 4**

## CHALLENGES WITH THE FIVE FUNDAMENTALS

### No. 1 challenge with customer recognition:

Recognizing users across multiple channels and devices (68%)



**Figure 4 (cont.)**

## CHALLENGES WITH THE FIVE FUNDAMENTALS

### No. 1 challenge with a nonlinear customer journey:

Reaching consumers at multiple points along the purchase path (69%)



- › **Real-time decision making.** To provide timely, relevant, and personalized experiences, marketers must be able to act on insights drawn in real-time. Especially as we know customers' attention spans are getting shorter, marketers must be able to seize the opportunity when it presents itself.<sup>5</sup> This means that deriving insights from the data and executing the resulting marketing tactic recommendation has to happen near simultaneously. The first step is transitioning from a 1-to-many marketing strategy to a strategy that is 1 to 1 and, ultimately, 1-to-moment. In a 1-to-moment strategy, marketers adapt their choice of tactics and messaging to a specific moment in a customer's purchase journey, whether that customer is just discovering the product, starting her research process, or deciding in what store to complete that purchase.

**Why is it hard?** Today, insight generation and marketing execution exist largely separately from one another, with the process of applying insights to execution still a predominantly manual one. Sixty-two percent of marketers said they struggle to activate insights from their analytics because it takes too long to extract insights to make decisions. Marketers need more speed and automation to be able to execute in real-time on the insights they generate.

- › **AI-based intelligent decision making.** Artificial Intelligence (AI) and machine learning emerge as the solutions to tackle the growing amounts of data to process and the speed required to connect insights to actions in real-time. Forrester's research suggests that AI-powered marketing solutions promise to drive efficiency by automating processes and surfacing insights to marketers. In the longer term, we anticipate that AI-powered marketing solutions will enable contextual marketing and drive up performance by autonomously creating and delivering tailored customer interactions and orchestrating interactions with customers across all the touchpoints they use in their customer journey with a brand.<sup>6</sup>

**Why is it hard?** From a marketing perspective, AI has historically been opaque, technically intimidating, and misunderstood. Implementing AI requires specific expertise, and 67% of marketers said they don't currently have the right skills or expertise to implement new technologies like AI.

- › **Using first-party data over external data.** Marketers rely heavily on vendor partners to provide them with data — data that is often onerous, difficult to validate, and unspecific to their brand. Only first-party data provides marketers with differentiated insights on how customers interact with their brand, products, and services. By leveraging their own data, marketers are also able to build a comprehensive profile around their customers to build deeper engagements and pave the way to learn more about them. In the digital age, leveraging first-party data is deemed a competitive differentiator.<sup>7</sup>

**Why is it hard?** Combining various first-party data sources (like web data, online and offline CRM data), and then applying that data outside of its original marketing context remains a challenge for many organizations, often because it presupposes user recognition. It is also a challenge finding the right marketing technology partner that is willing and thrives off of first-party data. The survey revealed that 65% of marketers said they find it difficult to leverage their own CRM data to its full potential.<sup>8</sup>

Figure 4 (cont.)

## CHALLENGES WITH THE FIVE FUNDAMENTALS

### No. 1 challenge with real-time decision making:

62% of firms struggle to activate insights from analytics, as it takes too long.



Figure 4 (cont.)

## CHALLENGES WITH THE FIVE FUNDAMENTALS

### No. 1 challenge with using AI-based intelligent decision making:

67% do not have the right skills or expertise to implement new technologies like AI.



Figure 4 (cont.)

## CHALLENGES WITH THE FIVE FUNDAMENTALS

### No. 1 challenge with using first-party data over external data:

65% find it difficult to leverage their own CRM data to its full potential.



Base: 579 marketing decision makers responsible for the programmatic at their organization with at least \$250,000 media spend per year  
Source: A commissioned study conducted by Forrester Consulting on behalf of Rocket Fuel, May 2017

## ARTIFICIAL INTELLIGENCE (AI) IS GAINING MOMENTUM

Forrester's research highlights that AI will liberate insights from data and analytics. In 2017, it's predicted that marketers will have more unencumbered access to insights than ever before. This will increase businesses' access to data, broaden the types of data that can be analyzed, and raise the level of sophistication of the resulting insights.<sup>9</sup>

AI systems already enable marketers to develop predictive models, though for these models to be powerful they need to be underpinned by customer recognition, real-time insights, and first-party data. This changes the type of insights marketers can get from their data and helps them optimize marketing campaigns based on predicted outcomes, rather than observed behaviors. Tasks that used to take days, weeks, or months to complete will be actionable in minutes or milliseconds.

AI, an umbrella term for a variety of techniques for collecting and applying self-learning statistical techniques to act on the data, has quickly emerged as a key technology in driving insights that empower businesses and enhance marketing strategies.

This year, we see organizations are getting ready to deploy AI capabilities across their business, including in marketing. Our survey assessed the strategy, organization and skills, and technology of global marketers to understand how ready organization are for AI (see Figure 5):

- › **Strategy readiness.** The survey revealed that marketers understand the potential of AI (65%) and how their organization can benefit from it (63%).
- › **Organization and skills readiness.** 63% of organizations said they have the structure needed to deliver AI. In fact, 61% are already using machine learning, a subset of AI that gives technology the ability to continuously learn, in certain areas of marketing.
- › **Technology readiness.** Technology powers digital businesses. Organizations believe they have the tools necessary to execute on their AI strategy (62%).

"AI is a growing trend in the digital advertising space. Predictive marketing is mainly used to analyze your customer base and assist you in their customer journey — wherever they are in that journey. AI links data and paves the way for predictive marketing to flourish. It's a really special and exciting new space for marketers right now."

*Sales and marketing director for a European technology company*

Figure 5

### ASSESSING AN ORGANIZATION'S AI READINESS, THE SURVEY FOUND:

#### STRATEGY

1. We understand the potential of AI to change how we create and deliver value to our customers (65%).
2. We know marketing activities benefit from AI (63%).
3. We have a clear vision for how our marketing department could implement AI technology (62%).



#### ORGANIZATION AND SKILLS

1. We have the right structure needed to deliver AI initiatives (63%).
2. We already use machine learning in certain areas of marketing (61%).



#### TECHNOLOGY

1. We use data to achieve a complete view of the customer (69%).
2. We have the necessary technology to execute our AI strategy (62%).



# Marketers See The Promise Of Predictive Marketing

One of the applications of AI that we expect to yield high benefits for organizations is the advent of predictive marketing. In fact, marketers tell us that the three capabilities of a marketing platform they find the most valuable are: 1) the ability to predict the outcome of consumers' exposure to messages (42%); 2) the ability to predict the next best interaction (39%); and 3) the ability to increase the effectiveness of marketing initiatives (39%). There's no doubt then, that predictive marketing has a bright future ahead (see Figure 6).

Predictive capabilities transform marketing by looking at past behavior to anticipate outcomes with a significant probability of accuracy. Predictive analytics today helps build the models that identify these probable outcomes. But going forward, predictive marketing will automate the execution of campaigns based on these models by orchestrating self-perpetuating cycles of real-time, two-way, insight-driven interactions with customers.

This means marketers will be able to optimize campaigns toward anticipated outcomes rather than consumer segments or profiles alone — for instance, by serving a message through the channel that is expected to yield the best results for a given customer, abstaining from serving an ad to a customer who has a low probability of engaging with your product, and determining the best time of day to serve your video ad to a prospect who is not very familiar with your brand.

Predictive technology is currently not used as universally as it should be, given the benefits it creates. But early adopters are already seeing the benefits of using predictive capabilities in marketing: 69% of marketers who have deployed predictive capabilities for at least two years said they were able to serve more relevant messages to consumers and improve personalization. Some 57% said they were able to drive higher conversion rates as well as greater ROI for marketing activities. And 53% saw improved performance across the entire customer journey, ranging from brand awareness to conversions.

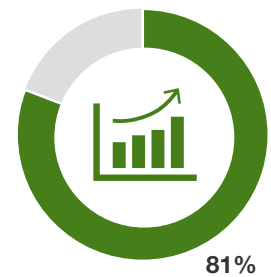
Our survey found predictive marketing also boosts team performance, and organizations bold enough to embrace predictive marketing are making much more efficient use of their marketing teams (see Figure 7).

“Predictive marketing and AI helps our data and insights teams to better understand trends and behaviors of our audience. Instead of data crunching, our insights teams are spending more time analyzing the data. This has broadened our horizons in what an audience is interested in and makes us aware of things we wouldn't have expected. Our marketing team has become extremely efficient and high performing since AI and predictive marketing's implementation.”

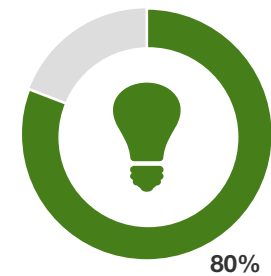
*Ad technical director for a European marketing firm*

Figure 6

PREDICTIVE MARKETING WILL . . .



**Make marketing teams more effective.**



**Make marketing teams more efficient.**

Base: 579 marketing decision makers responsible for the programmatic at their organization with at least \$250,000 media spend per year  
Source: A commissioned study conducted by Forrester Consulting on behalf of Rocket Fuel, May 2017



“We use predictive marketing to track performance across various accounts and understand the type of customer they are and then target them based on their needs.”

*Head of digital marketing at a US firm*



# Work With Technology Vendors As Partners

Navigating the complexity of predictive marketing and AI solutions can be a daunting task for any organization in any industry. Few organizations will manage to navigate the next era of predictive marketing without any assistance. Successful implementation requires a wide range of capabilities, components, and expertise necessary for true predictive marketing. That means, finding the right partner who has a sophisticated understanding of AI and that is able to provide great Software-as-a-Service (SaaS) experience that guides marketers through the journey to become a predictive marketing organization. Our survey revealed that marketers are working with or looking to work with enterprise marketing software vendors and technology platforms specializing in AI (see Figure 7).

## SET THE STAGE FOR PREDICTIVE MARKETING ADOPTION TODAY

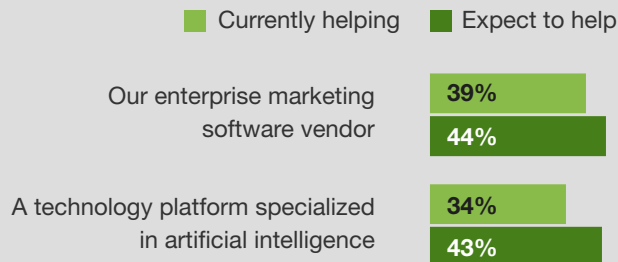
In order to better understand the potential impact of predictive marketing, our survey asked marketers the role they expected it to play in the next two years. It becomes obvious just how critical predictive capabilities are in solving marketers' challenges when looking at their vision for how predictive marketing will evolve in the future (see Figure 8).

Our survey also revealed that as much as 78% of marketers believe that all marketing will involve predictive capabilities in the next two years. Respondents also saw predictive capabilities as a key differentiator going forward: 82% believe it will be necessary to keep up with competitors.

Marketers are also clear on the fact that predictive marketing will be one of the key applications of AI: 79% of survey respondents anticipate they will increase their use of AI in marketing in their efforts as a result of becoming more predictive. This comes as no surprise since AI is becoming the technology that underpins data analysis and marketing execution, at scale, and in real-time.

**Figure 7**

**“What types of business partners are currently helping you implement predictive capabilities? / What types of business partners do you expect to turn to for implementing predictive marketing capabilities in your organization?” (Select all that apply.)**



Base: 579 marketing decision makers responsible for the programmatic at their organization with at least \$250,000 media spend per year  
 Source: A commissioned study conducted by Forrester Consulting on behalf of Rocket Fuel, May 2017



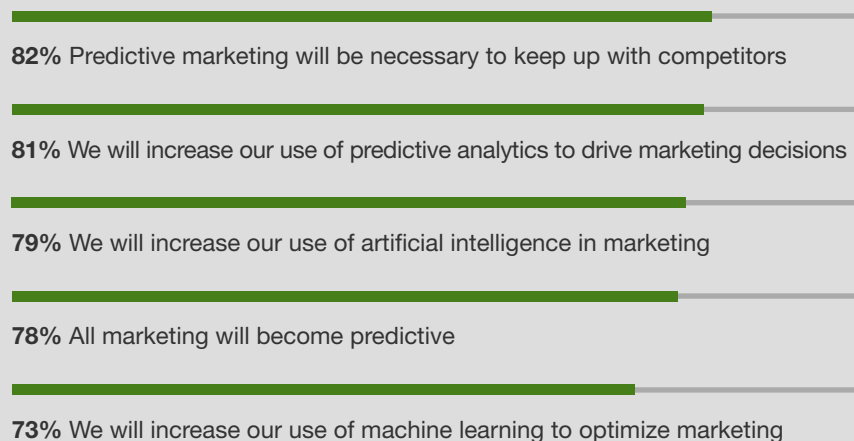
*“We use various business partners to help us, from consultancies to actual integrators. Business partners are essential to ensure we can meet the ever-changing market conditions.”*

*Head of marketing at a retailer in the EU*



**Figure 8**

**“Which of the following statements regarding predictive marketing at your company in the next two years do you agree with?”**



Base: 579 marketing decision makers responsible for the programmatic at their organization with at least \$250,000 media spend per year  
 Source: A commissioned study conducted by Forrester Consulting on behalf of Rocket Fuel, May 2017



# Key Recommendations

Predictive marketing is a complex undertaking that requires customer-centricity, better use of first-party data, and implementation of new technologies like AI. It's critical for marketers to fight through the uncertainty to implement the culture, processes, and technology that will enable their business to compete in the digital age of marketing. Marketers should therefore:



**Use the five fundamentals as a guideline and to power their digital marketing to new heights.** The five fundamentals are essential for any organization to become truly successful in the digital age, keep up with customer demand and tailor their interactions.



**Leverage and embrace new innovative technologies like AI.**

Marketers know that AI will be a truly transformative technology. Firms should look to integrate AI into their digital marketing or risk becoming less competitive. AI not only automates processes and significantly improves back-end operations, it improves customer experiences and enables organizations to make much more intelligent business decisions.



**Become customer-obsessed.** As customers increasingly prefer to engage with brands online, the new cultural imperative is to become customer obsessed, propelling the organization to the next level.



**Find partners whose capabilities complement the business, as marketing is a technical discipline.** Organizations will be able to transform their marketing with the help of business partners. The preferred partners bring advanced technology skills, expertise, and a track record in large project management, including a deep understanding of marketing capabilities.

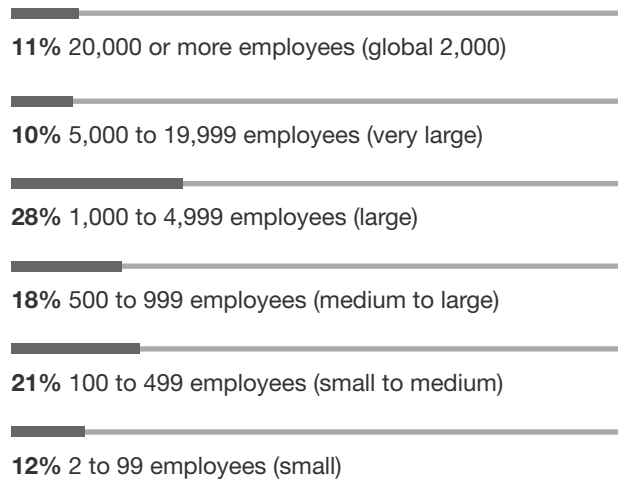


## Appendix A: Methodology

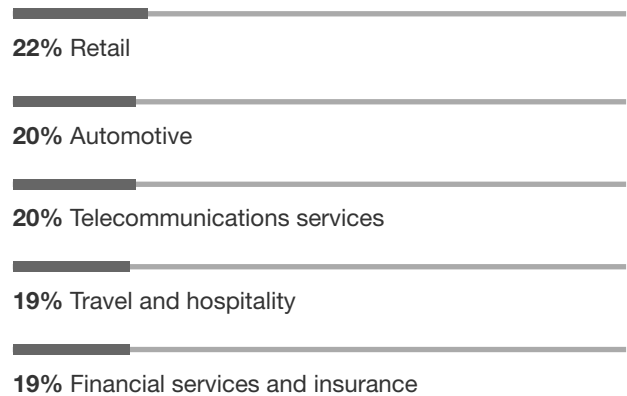
In this study, Forrester conducted an online survey with 579 marketing decision makers responsible for programmatic marketing at their organization with at least \$250,000 media spend per year. We also interviewed six organizations in Australia, France, Germany, Italy, the UK, and the US to evaluate AI and predictive marketing capabilities. Survey participants included decision makers in a marketing role. Questions provided to the participants asked if they are using predictive marketing capabilities and some form of AI. The study began in February 2017 and was completed in May 2017.

## Appendix B: Demographics/Data

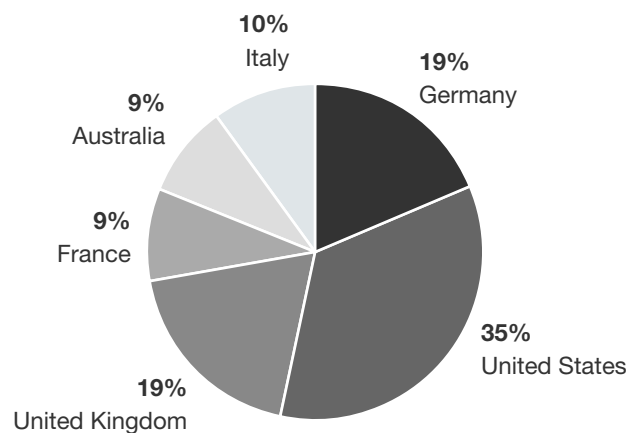
**“Using your best estimate, how many employees work for your firm/organization worldwide?”**



**“Which of the following best describes the industry to which your company belongs?”**



**“In which country are you located?”**



# Appendix C: Supplemental Material

## RELATED FORRESTER RESEARCH

“Design Your EA Organization For Influence And Impact,” Forrester Research, Inc., November 17, 2016.

## ADDITIONAL RESOURCES

# Appendix D

## ENDNOTES

<sup>1</sup> Source: “The Top Emerging Technologies For B2C Marketers,” Forrester Research, Inc., April 6, 2017.

<sup>2</sup> Source: “The State Of Consumers And Technology: Benchmark 2015, Europe,” Forrester Research, Inc., February 29, 2016.

<sup>3</sup> Source: “The Strategic Role Of Identity Resolution,” Forrester Research, Inc., October 17, 2016.

<sup>4</sup> Source: “Use Cross-Channel Attribution To Understand Marketing Effectiveness,” Forrester Research, Inc., December 18, 2014.

<sup>5</sup> Source: “Best Practices For Omnichannel Digital Media Buying,” Forrester Research, Inc., April 15, 2016.

<sup>6</sup> Source: “The Top Emerging Technologies For B2C Marketers,” Forrester Research, Inc., April 6, 2017.

<sup>7</sup> Source: “Boosting First-Party Data Effectiveness With DMPs,” Forrester Research, Inc., January 10, 2014.

<sup>8</sup> Source: “The Future Of Digital Media Buying,” Forrester Research, Inc., December 2, 2014.

<sup>9</sup> Source: “Predictions 2017: Artificial Intelligence Will Drive The Insights Revolution,” Forrester Research, Inc., November 2, 2016.