FOR EBUSINESS & CHANNEL STRATEGY PROFESSIONALS

The Digital Maturity Model 4.0

Benchmarks: Digital Business Transformation Playbook

by Martin Gill and Shar VanBoskirk

January 22, 2016

Why Read This Report

You know your firm needs to transform to place digital at the heart of its business strategy. But as a digital business leader, where do you start? Where do you focus your efforts? And as your firm matures, how do you know you are on the right track? Forrester's digital business maturity model 4.0 allows you to plot your organizational maturity, offers comparative benchmarks, and helps guide your actions to elevate your digital capabilities. This report outlines the model.

Forrester reviews and updates our digital maturity models periodically for continued relevance and accuracy; we created this edition to factor in new ideas and data.

Key Takeaways

Digital Disruption Is Driving Transformation
Digital leaders must respond to the clear and present threat of digital disruption by transforming their firms. They must embed digital capabilities into the very heart of their business, making digital a core competency, not a bolt-on.

Digital Maturity Has Four Dimensions
Digital transformation is a complex challenge. Firms that have reached the highest levels of digital maturity have had to address cultural, organizational, technical, and insights challenges.

Digital Teams Must Focus On Three Key Functional Activities
As digital teams consolidate, they must focus on three equally important functions -- developing digital strategy, governing digital activities across their firms, and driving operational excellence into their digital execution.

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Benchmarks: Digital Business Transformation Playbook

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Forrester leveraged its Global Business Technographics® Marketing Survey, 2015 in creating this report.

Related Research Documents

The Digital Maturity Model

The Interactive Marketing Maturity Model

Is Your eBusiness Team Ready For Prime Time?

The New Interactive Marketing Maturity Model

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Introducing Forrester's Digital Maturity Model 4.0

For the past eight years, business leaders have used Forrester's eBusiness and digital marketing assessments to mature their firms toward excellence. In 2013, we introduced a comprehensive digital maturity model that consolidated our interactive marketing and eBusiness maturity models.[1] Two years applying the model with clients have helped hone and focus it even further. This report updates our 2014 digital maturity model into a single set of scoring criteria that today's cross-functional digital leaders can use to benchmark how well they use digital to drive competitive strategy, enable superior customer experiences, and create operational agility.[2]

The Assessment Has Multiple Applications

We built this digital maturity model to help companies assess their overall digital readiness. But we know that some organizations might want to gauge the advances of their specific digital marketing or eBusiness functions also or instead. The questions in our assessment evaluate the core capabilities, attitudes, and competencies that define a mature digital operation regardless of your team's specific focus on digital marketing or eCommerce. The model accommodates three scenarios:

- **Overall digital transformation.** The model assesses foundational aspects that matter to a company's overall digital transformation, such as executive support for digital strategy, digital staff resourcing, how success is measured, and business functions/IT relationship effectiveness.
- **Digital marketing focused.** The model also reviews capabilities specific to a firm's digital marketing function, like how well digital supports brand strategy.
- **Digital business focused.** The model further evaluates how digital supports sales and service interactions, including touchpoint integration and technology sophistication.

Measure Your Firm's Digital Maturity Across Four Dimensions

As with past models, our digital maturity model 4.0 evaluates digital sophistication across four dimensions (see Figure 1). To create the updated maturity model we:

- **Determined a comprehensive list of evaluation criteria.** Our process included considering criteria from past digital marketing and eBusiness assessments, like "We take measured risks to enable innovation," alongside new requirements like "Our vendor partners deliver value that enhances our digital competencies" to determine the characteristics of an advanced digital business. To account for all critical company- and business-function-level aptitudes, we expanded the model to include 28 questions total — seven questions in each of the four dimensions of the evaluation (see Figure 2).
- **Introduced insights, retired measurement.** Fans familiar with our past models will note that this revision addresses how well companies leverage customer data to direct their strategy, not just if they can measure results.[3]

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- **Applied our model to a broad global sample.** We embedded the digital maturity model 4.0 into Forrester's Global Business Technographics Marketing Survey, 2015 of 1,039 marketing-decision-makers from companies in 10 countries including the US, UK, China, and India. This provides enhanced reach and depth of data, which will also be refreshed on an annual basis.[4]
- **Reframed maturity levels into segments.** The previous model categorized firms into one of four maturity levels — Repair, Elevate, Optimize, and Differentiate — that firms passed through on their journey toward maturity. For this model, we used insight from Forrester's Global Business Technographics Marketing Survey, 2015 to recast these levels as segments characterized by behaviors and demographics of actual companies at each level of digital competency.
- **Built a self-assessment tool that you can apply to your own business.** The interactive version of this report includes a downloadable workbook that you can use to assess your own company's digital maturity.[5] To complete the review, score how well you agree with each statement using a four-point scale. Then, use your overall scores to benchmark your firm against our sample. Forrester's consulting team can provide benchmarks customized to your specific market or geographical needs.

FIGURE 1 Four Dimensions Determine Digital Maturity

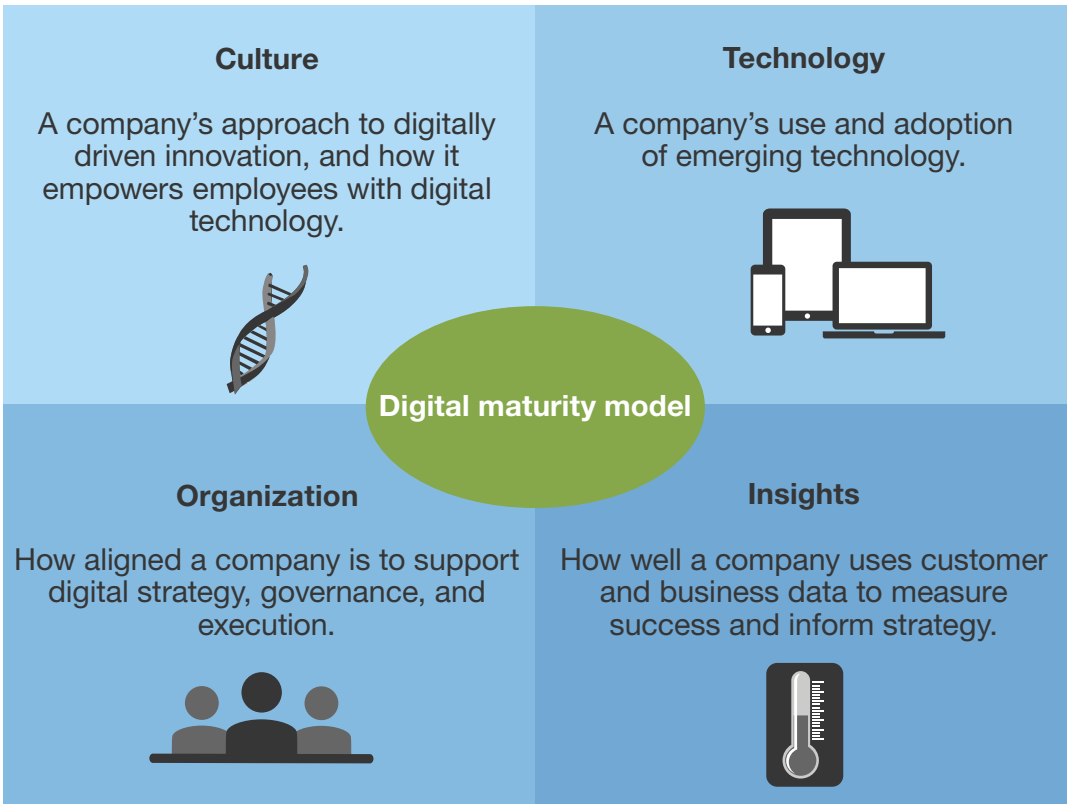

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FIGURE 2 Assess Your Digital Maturity Against Global Best Practices

"How much do you agree with each of the following statements?"

0 = Completely disagree 2 = Somewhat agree
1 = Somewhat disagree 3 = Completely agree

Culture

	We believe that our competitive strategy depends on digital
	Our board and our C-level executives back our digital strategy
	We have the right leaders to execute on our digital strategy day-to-day
	We invest in targeted digital education and training at all levels of our organization
	We clearly communicate our digital vision both internally and externally
	We take measured risks in order to enable innovation
	We prioritize overall customer experience over the performance of any individual channel

Organization

	Our organization structure prioritizes customer journeys over functional silos
	We dedicate appropriate resources to digital strategy, governance, and execution
	The staff supporting our critical digital functions are best in class
	We have digital skills embedded throughout our organization
	Our organization model encourages cross-functional collaboration
	We have defined and repeatable processes for managing digital programs
	Our vendor partners deliver value that enhances our digital competencies

Technology

	Our technology budget is fluid to allow for shifting priorities
	Our marketing and technology resources work together to co-create our digital technology road map
	We have a flexible, iterative, and collaborative approach to technology development
	We leverage modern architectures (APIs, cloud, etc.) to promote speed and flexibility
	We measure our technology teams by business outcomes not just system up-time
	We use customer experience assets, like personas and journey maps, to steer our technology design
	We use digital tools to promote employee innovation, collaboration, and mobility

Insights

	We have clear and quantifiable goals for measuring the success of our digital strategy
	Every employee understands how her performances ties to corporate digital goals
	We use customer-centric metrics like Net Promoter Score or lifetime value to measure success
	We measure how channels work together to accomplish a desired outcome
	Customer insight actively steers our digital strategy
	Customer insights inform digital design and development
	We feed lessons learned from digital programs back into our strategy

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Sort Yourself Into One Of Four Segments

Determining if you are a Skeptic, Adopter, Collaborator, or Differentiator can help determine a starting point for your digital strategy (see Figure 3). And emulating the characteristics common to more mature companies provides a foundation for your ongoing plan (see Figure 4). Retailers, for instance, provide reasonable role models; a higher percentage of retailers score as mature than do industries with less history in eCommerce, like healthcare or utilities (see Figure 5).

FIGURE 3 Firms Distribute Into Four Maturity Segments

Maturity segment	Characteristic behavior	Strategy	Score range
Differentiators	Leveraging data to drive customer obsession.	Blend the digital and physical worlds.	72-84
Collaborators	Breaking down traditional silos.	Use digital to create competitive advantage.	53-71
Adopters	Investing in skills and infrastructure.	Prioritize customer relationships over production.	34-52
Skeptics	Just beginning the digital journey.	Prompt a willing attitude.	0-33

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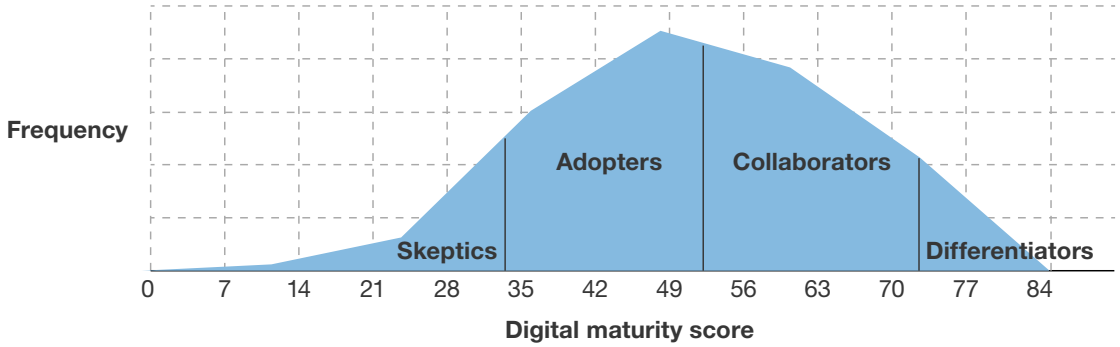
FIGURE 4 Understand The Characteristics Of The Different Segments To Enhance Your Firm's Digital Maturity



	Skeptics (N = 23)	**Adopters** (N = 94)	**Collaborators** (N = 84)	**Differentiators** (N = 26)
Industry bias	Public sector, B2B	Healthcare, Utilities	Manufacturing, multichannel retail	Online retail
Percentage of revenue that comes through online channels	17%	32%	54%	57%
Average number of employees	46,100	17,800	13,200	1,600
Average 2015 marketing technology and software budget	$8.9 million	$15.3 million	$51.1 million	$41.5 million
Top critical marketing priority over the next 12 months	Improve customer acquisition	Improve customer loyalty	Build brand awareness	Increase organ-ization's use of data and analytics for customer insight

Base: 227 global marketing decision-makers
(bases vary by segment)

Source: Forrester's Global Business Technographics® Marketing Survey, 2015

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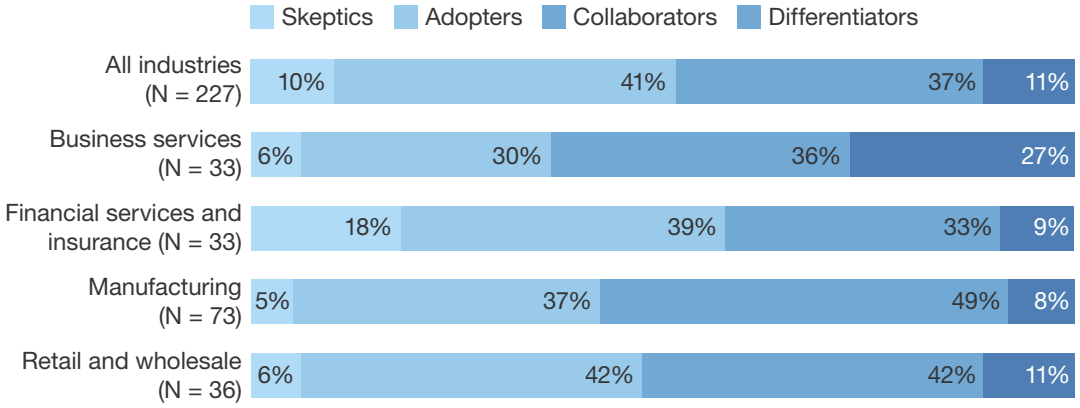
FIGURE 5 Digital Differentiators Are A Rare Breed



Base: 227 global marketing decision-makers
(percentages may not total 100 because of rounding)
(bases vary by industry)

Source: Forrester's Global Business Technographics® Marketing Survey, 2015

Level One: Skeptics

Skeptics are technology-sluggish firms — skewed toward extremely large financial services, telecom, and public sector firms — that have limited experience innovating or applying an outside-in approach to strategic planning.[6] Skeptics have limited use for online sales channels and execute few digital marketing programs.[7] To help their firms adopt a more willing attitude and also acknowledge the stakes associated with digital disruption, change agents at Skeptic firms should:[8]

- **Initiate a few pathfinding projects to warm execs to its potential.** Skeptics don't prioritize digital today, so they fall short on the fundamentals needed to satisfy empowered customers — like marketing technology, social media, customer experience management, and digital training.[9] Overhauling all of these shortcomings in mass isn't realistic at a company lukewarm to digital. But trialing and proving the value of one small step at a time can gradually nudge firms and executives toward new habits.[10] As executives gain familiarity with digital, case-builders should show them the financial opportunity digital can yield (and the risks associated with ignoring digital disruption).[11] For instance, Audi's initial experimentation with its "Audi City" digital showroom in London paved the way for further investment in broader digital transformation.
- **Centralize digital resources.** Part of why 43% of Skeptics cite having an unclear strategy as a key challenge is because they skew toward having a decentralized organizational structure.[12] That is, strategy decisions are more likely to be made by distributed local teams independent of one another. Supporting digital with a centralized team doesn't guarantee digital maturity.[13] But for firms at the Skeptic level, it limits redundancy, unites digital mavericks from around the organization, and

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gives digital more corporate visibility than individual efforts can achieve on their own. The Hartford relies on a center of excellence to govern digital practices even while it flexes its organizational model to adjust to market conditions.[14]

- **De-emphasize industry experience to recruit digital talent.** Only 26% of Skeptics have employees with "strong" digital marketing skills, compared to 66% of the overall sample and 100% of the most mature companies in our study.[15] This is due not to scale, or even overall staff budget limitations. Skeptics waste money hiring the wrong talent: people with market knowledge rather than expertise critical to digital maturity like media, content, customer insights or technology experience.[16] Customer experience leader Southwest Airlines does the opposite: It recruits candidates who demonstrate brand values — empathy, service, and fun — over airline experience.[17]

Level Two: Adopters

Adopters have more digital practice than Skeptics. In response to initial return from digital marketing and sales channels, they are willing to invest in the base architecture they need to scale their digital ambition — like a CRM system or eCommerce platform. Even so, most Adopters are manufacturers, utilities, or healthcare companies that prioritize production over customer relationships. For Adopters to elevate digital from an operational shortcut to a loyalty enabler at their firms they should:

- **Promote marketing beyond execution.** Adopters have stronger marketing technology skills than Skeptics. But they still have the second smallest marketing teams and the second smallest marketing technology and software budgets in the study.[18] This implies that they use marketing to execute programs rather than to develop strategy to create customers — the core value marketing should contribute.[19] More mature digital businesses use marketing more strategically. For example, Collaborators have the largest marketing teams in the study and prioritize recruiting for digital fluency.[20]
- **Get dirty with digital.** Perhaps because of their limited internal resources, more Adopters outsource digital marketing than businesses in any other maturity segment.[21] This fast tracks some digital program execution, but it doesn't provide the first-hand learning Adopters need to advance. In contrast, Argos and Capital One in the UK have found that hiring designers, digital marketers, and developers into an internal digital center of excellence improves the maturity of their digital capabilities and showcases their brands as desirable employers for digitally savvy talent.
- **Button up data operations.** No company can safely leverage customer insights without an iron-clad process for managing data security and consumer privacy — two areas where Adopters skew problematically high.[22] Dell, for example has a cross-team privacy committee, which includes legal, marketing, and IT to set comprehensive data policy and process.[23] In addition to mitigating legislative risks, better data management also makes it easier to use customer insights to measure results, another effort that few Adopters apply.[24]

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Level Three: Collaborators

The greatest identifier of Collaborators is not industry or company size, but rather that firms in this segment are significantly more apt to collaborate internally and externally to enable practice and innovation with digital. In fact, 95% of Collaborators emphasize the overall customer experience of their brand over the performance of any individual channel.[25] More Collaborators than any other segment report strong coordination and ongoing communication between marketing and IT.[26] And comparatively, the fewest Collaborators report that their IT teams manage marketing projects as transactional, one-off requests.[27] To build digital into a competitive differentiator, Collaborators should:

- **Blend left-brain and right-brain competence.** Collaborators are better at data quality and operations than they are at creative, building brand awareness, and applying analytics. Differentiators, however, emphasize competency in and integration of creative strategy and analytics. Dutch online retailer Wehkamp.nl shows the value of doing this. Its use of predictive analytics to inform customer experience and operational processes like merchandising management has generated an almost 300% lift in sales per email sent.[28]
- **Align skills and technology with the customer experience.** The most mature digital businesses use technology to blend marketing, content, and transactional touchpoints into cohesive digital experiences.[29] Collaborators can make sure their digital experiences lead peers' through seamless integration of technology and creative. For example, Burberry relies on marketing and IT to co-create internally- and externally-focused solutions. Specifically it assigns a business and a technology lead to work as a pair to manage each of Burberry's functional areas, like stores or supply chains.
- **Master digital influence to drive sales.** A higher portion of Collaborator revenue comes through digital touchpoints than for less mature firms (42% of retailers and wholesalers fall into this segment).[30] And Collaborators report that their customers generate three times more content — like ratings and reviews — than less mature competitors.[31] The next push for these firms is to mine user content for insights into the emotional cues that trigger purchase. Already vendors like People Pattern offer tools to match individuals' moods with online interactions based on social media cues.[32]

Level Four: Differentiators

Representing the smallest enterprises in our study, Differentiators report strong revenue growth and tend toward pure-play or heavily online-focused retailers who are consistently more skilled than average at all the marketing and eBusiness functions we considered in this study, including project management, customer insights, and direct marketing.[33] The next growth opportunity for these digital experts is to perfectly eliminate the separation between the digital and physical worlds by:

- **Bringing real-time insights into the physical world.** Differentiators' top critical marketing priority over the next 12 months is to increase real-time data processing and analytics for customer insight. This is a key requirement for delivering the individualized experiences on- and offline that

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empowered consumers will increasingly demand. Neiman Marcus shows an early example of the value of real-time insights at work. Its app uses beaconing technology to notify associates when a preferred shopper enters the store. Through the app, associates can view a customer's past purchases and favorite products in order to service them appropriately. This dedicated service breeds loyalty; Neiman Marcus finds that customers who shop with the same associate three times or more spend almost 10 times more than average.[34]

- **Extending digital outside of marketing and eBusiness.** Differentiators should apply their digital marketing and eBusiness prowess to other internally or externally facing functions to improve collaboration, innovation, and customer experience. TUI Travel, for example, works with design agency Brilliant Noise to help define and manage internal digital education across its employee base, like for holiday resort reps who use mobile apps and social media to build deeper relationships with tourists.[35]
- **Channeling business and technology energy into the same place.** Collaborators foster cooperation between business and IT.[36] Differentiators unify business and IT into single teams with shared goals that co-create strategy and tactics.[37] For example, The Daily Beast includes digital marketing, content creation, customer experience, and digital technology on a single digital team. Its design lead and chief technology officer are both executive positions that report to the chief digital officer.

Recommendations

Develop Your Digital Transformation Plan Today

Differentiators are almost three times more likely to demonstrate double-digit year-over-year revenue growth than Skeptics.[38] This is a good reason to want to follow their lead. Plus pushing to be a Differentiator can help you stay ahead of your digital and traditional competition in 2016.[39] To use the Digital Maturity Model 4.0 to inform your strategic plan:

- **Identify your current digital maturity.** Identifying specific strengths to enhance or weaknesses to tune up can create the foundation for your digital road map while also providing a comparative benchmark. Nestlé has used our maturity model for several years to steer the increasing maturity of its brands like Purina in North America. Fielding the survey to multiple stakeholders helps Nestlé steer investment. Do the same by downloading the interactive workbook that accompanies this report.[40]
- **Assign accountability for critical developments.** Many businesses still struggle to take action — even after they know what to improve — because they haven't identified clear owners of trouble spots. Manage for this by distributing key challenges to relevant business owners — based on how disruptive the digital effort is to them.[41] For instance, boosting digital training and communications might go to HR, while developing customer-centric metrics should be a customer insights responsibility. We worked with one Canadian retailer to prioritize potential email marketing priorities

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through a RACI model — a framework that identifies for any given business effort who should be responsible, accountable, consulted, and informed — that diagramed workload and process steps by key stakeholders inside and outside of marketing.[42]

› **Use the value of digital advances to justify continual effort.** Digital maturity should be an ongoing effort rather than a fixed state as the pace of market change requires constant evolution and gradual improvements yield incremental value. Differentiators articulate the return on efforts based on financial and non-financial measurement frameworks. For example, marketers like Atkins and Choice Hotels blend statistical methods to determine the business value of individual digital media investments through an approach we call unified marketing impact analysis.[43]

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Supplemental Material

Online Resource

To access the corresponding assessment tool, refer to “The Digital Maturity Model,” which is linked in this endnote.[44]

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Survey Methodology

Forrester's Global Business Technographics Marketing Survey, 2015, was fielded to 1,039 marketing decision-makers located in Brazil, Canada, China, France, Germany, India, the UK, and the US from SMB and enterprise companies with 100 or more employees (in Brazil, China, India) or 500 or more employees (in Canada, France, Germany, the UK, and the US). This survey is part of Forrester's Business Technographics product and was fielded from May 2015 to August 2015. ResearchNow fielded this survey on behalf of Forrester. Survey respondent incentives include points redeemable for gift certificates. We have provided exact sample sizes in this report on a question-by-question basis.

Forrester's Business Technographics provides demand-side insight into the priorities, investments, and customer journeys of business and technology decision-makers and the workforce across the globe. Forrester collects data insights from qualified respondents in 10 countries spanning the Americas, Europe, and Asia. Business Technographics uses only superior data sources and advanced data-cleaning techniques to ensure the highest data quality.

Endnotes

[1] Previous versions of Forrester's interactive marketing and eBusiness maturity models can be found here. See the "The Interactive Marketing Maturity Model" Forrester report, see the "The New Interactive Marketing Maturity Model" Forrester report, see the "Is Your eBusiness Team Ready For Prime Time?" Forrester report, and see the "Enhance Your Digital Capabilities With The Digital Maturity Model" Forrester report.

[2] Successful businesses will harness digital technologies to deliver a superior customer experience and to drive the agility and operational efficiency needed to stay competitive. See the "The Digital Business Imperative" Forrester report.

[3] By building a continuous connection to customers and the analytical systems to act on the resulting data, enterprises can boost their knowledge of and responsiveness to customers. This is a key imperative for success in the age of the customer. See the "Winning In The Age Of The Customer" Forrester report.

[4] Source: "Data Services," Forrester Research (https://www.forrester.com/Data-Services/-/E-MPL31).

[5] To access the corresponding assessment tool, please see the "The Digital Maturity Model" Forrester report.

[6] Forrester recommends "outside-in" planning — an approach to putting customers at the center of your business strategy. Source: Harley Manning and Kerry Bodine, Outside In, New Harvest Press, 2012.

[7] When we asked global marketing decision-makers what percentage of revenue comes from online channels, the average for Skeptics was 17%. For Differentiators this number was 57%. Source: Forrester's Global Business Technographics Marketing Survey, 2015.

[8] Business leaders don't think of digital as central to their business because in the past, it hasn't been. But now, your customers, your products, your business operations, and your competitors are fundamentally digital. To win in this new world, eBusiness leaders must their businesses as fundamentally digital. Do this, and you can become a digital predator; fail, and your business will become digital prey. This report sets out the vision of digital as a catalyst for your business transformation to win, serve, and retain customers in the age of the customer. The future of business is digital. See the "The Digital Business Imperative" Forrester report.

[9] Source: Forrester's Global Business Technographics Marketing Survey, 2015.

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[10] Source: Richard H. Thaler and Cass R. Sunstein, Nudge: Improving Decisions About Health, Wealth and Happiness, Yale University Press, 2008.

[11] Customer experience leaders outperformed laggards by 80 percentage points and the S&P 500 Index by 35 percentage points between 2007 and 2014. Source: Jon Picoult, "The 2015 Customer Experience ROI Study," Watermark Consulting, June 2, 2015 (http://www.watermarkconsult.net/docs/Watermark-Customer-Experience-ROI-Study.pdf).

[12] Source: Forrester's Global Business Technographics Marketing Survey, 2015.

[13] As firms expand their digital footprint around the globe, eBusiness executives in central teams face a challenge. Different local market teams have wildly varying levels of digital maturity, requiring different levels of support. Some are hungry for help. Others resist intervention, insisting that they know best. In order to navigate a potentially volatile political landscape, some eBusiness leaders with global scope are building "digital acceleration teams." These shared service teams have a mission to guide, inspire, and educate local market teams to increase their digital maturity by encouraging collaboration, implementing common platforms, and providing specialist resources from a central pool. They don't own the digital P&L — they help local teams maximize their use of digital to drive local revenue. This document examines best practices and tips from leading global practitioners who've established digital acceleration teams. See the "Establish A Digital Acceleration Team" Forrester report.

[14] There are three critical parts of The Hartford's approach to digital. These are: 1) a center of excellence to standardize processes, ensure consistency, and prevent redundancy; 2) eBusiness practitioners to support channel programs from within business groups; and 3) an enterprisewide governance model to integrate strategies. See the "How To Organize For The Digital Future" Forrester report.

[15] Source: Forrester's Global Business Technographics Marketing Survey, 2015.

[16] Source: Forrester's Global Business Technographics Marketing Survey, 2015.

[17] Southwest Airline's hiring practices are famous for driving its customer-centric differentiation in an industry known for bad customer experiences. Source: Stan Phelps, "Southwest Airlines Understands The Heart Of Marketing Is Experience," Forbes, September 14, 2014 (http://www.forbes.com/sites/stanphelps/2014/09/14/southwest-airlines-understands-the-heart-of-marketing-is-experience/).

[18] Source: Forrester's Global Business Technographics Marketing Survey, 2015.

[19] Professor Philip Kotler activates Peter Drucker's definition of the purpose of business: "to create a customer" with marketing. At its core, the marketing function is to create a strategy that creates customers. Source: Alice M. Tybout, Bobby J. Calder, and Philip Kotler, Kellogg On Marketing, Wiley, 2010.

[20] Source: Forrester's Global Business Technographics Marketing Survey, 2015.

[21] Source: Forrester's Global Business Technographics Marketing Survey, 2015.

[22] When we asked global marketing decision-makers to select their top three challenges preventing their organization from making use of measurement and analytics, 29% of Skeptics responded with "Dealing with data protection and customer privacy." Source: Forrester's Global Business Technographics Marketing Survey, 2015.

[23] Privacy committees typically bring together people from different business units with a variety of skills and expertise. For example, when the EU started crafting the upcoming General Data Protection Regulation (GDPR), Dell tasked its cross-team privacy committee with discussing the implications of the law for the company. See the "Build A Privacy Organization For Consumer Data Management" Forrester report.

[24] Only 11% of Adopters completely agree with the statement "we use customer-centric metrics like Net Promoter Score or lifetime value to measure success," compared to 39% of respondents in the next more mature segment. Source: Forrester's Global Business Technographics Marketing Survey, 2015.

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[25] Source: Forrester's Global Business Technographics Marketing Survey, 2015.

[26] Thirty-eight percent of Collaborators characterized the relationship between their IT and marketing departments as having "Strong processes and ongoing communication and coordination." Source: Forrester's Global Business Technographics Marketing Survey, 2015.

[27] Source: Forrester's Global Business Technographics Marketing Survey, 2015.

[28] Source: "wehkamp.nl, Netherlands' largest online retailer, Uses IBM Big Data Analytics Cloud Suite to Deliver Improved Marketing and Merchandising," IBM press release, June 27, 2013 (https://www-03.ibm.com/press/us/en/pressrelease/41336.wss).

[29] Companies need cohesive digital customer experiences, but marketing and eCommerce groups often operate in silos with differing objectives, which leads them to buy and operate independent solutions for brand content and transactions. The end result? A fragmented and poorly integrated digital presence that confuses the customer, is difficult to manage, and, ultimately, leaves revenue on the table. Digital marketers are also getting savvier. It is no longer enough to enable an online catalog and transactional eCommerce: Today's marketers want to tell brand and product stories through the deep personalization and contextualization of content and interactive digital experiences. As a result, many eBusiness teams that today rely on their eCommerce platform to manage unstructured content are now assessing whether the addition of a web content management (WCM) platform will improve the delivery of their online digital experience. This report reveals what is driving the convergence between eCommerce and WCM solutions and provides a framework for eBusiness professionals to use when considering the pros and cons of using these historically independent platforms together. See the "Commerce And Content: The Perfect Couple Or A Tumultuous Affair?" Forrester report.

[30] Source: Forrester's Global Business Technographics Marketing Survey, 2015.

[31] Source: Forrester's Global Business Technographics Marketing Survey, 2015.

[32] New vendors apply data science to uncovering the irrational influences behind user decisions. See the "How People Choose" Forrester report.

[33] Source: Forrester's Global Business Technographics Marketing Survey, 2015.

[34] As retail stores transform into digital stores, customers will expect personalized content and experiences in-aisle. Personalization technologies such as automated product recommendations are poised to enter the digital store, adding value and creating engagement. These technologies are not limited to addressing customers' needs — eBusiness and store operations leaders are beginning to deploy new personalization capabilities for associates, as well. These associate-facing capabilities drive customer engagement by helping associates create personalized experiences for their customers and improve operational excellence through personalized associate tasks and training. This report will help eBusiness professionals who are involved in digital store transformation understand the unfolding associate-facing personalization capabilities and provide guidance on how to leverage these emerging technologies. See the "Just For You: Use Personalization Technology To Help Associates In The Retail Store" Forrester report.

[35] A combination of factors is challenging the make-up of your digital team. Digital is no longer tactical; it's a core part of business strategy. And as such, it's a boardroom topic. Digital skills now exist in many line-of-business teams. Your customer and competitive landscape are changing more rapidly than ever before. To position themselves for future success, eBusiness teams must be faster, more customer-focused, and more attuned to the language of business strategy. eBusiness leaders must power up their teams' strategy, governance, and communication skills by developing five critical new competencies: product ownership, customer-centric design, communication, digital governance, and data science. These competencies will provide eBusiness teams with the outside-in perspective and the strategic influence they need to succeed. This report outlines each of these five competencies. See the "Brief: Five Killer Competencies Every Digital Team Needs To Build" Forrester report.

[36] Source: Forrester's Global Business Technographics Marketing Survey, 2015.

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[37] Source: Forrester's Global Business Technographics Marketing Survey, 2015.

[38] Only 26% of global marketing decision-makers whose firms are in the Skeptic stage estimate their year-over-year revenue growth rate for 2014 (or the closest fiscal year for their firm) to be double digit, whereas 77% of Differentiators estimate their firm's revenue growth rate to be double digit. Source: Forrester's Global Business Technographics Marketing Survey, 2015.

[39] Forrester expects that in 2016, many traditional businesses will dethrone smaller digital disruptors as their investments in customer experience, mobile technology, customer insights, and bright digital talent begin to pay off. Source: "The Top 10 Critical Success Factors In 2016," Forrester Research (https://solutions.forrester.com/aoc-predictions?utm_source=forrester_blog&utm_medium=social&utm_campaign=2015_Q4_AOC&utm_content=aoc_success_factors).

[40] To access the corresponding assessment tool, please see the "The Digital Maturity Model" Forrester toolkit.

[41] The authority over digital strategy and organization should vary from company to company, according to your business model. Digital should live in the business function that it currently disrupts the most. See the "How To Organize For The Digital Future" Forrester report.

[42] RACI is a common project management framework to help successfully manage the priorities and stakeholders in any business initiative.

[43] Today's consumers traverse myriad interactions before they buy, and this increasingly complex media environment has made once-reliable marketing performance measurement techniques obsolete. As a result, customer insights (CI) pros and B2C marketing leaders often don't know how to credit marketing tactics with a customer action. They've relied on marketing mix and attribution models, but both approaches fall short. CI pros and marketers must embrace a new measurement standard — unified marketing impact analytics (UMIA) — that will measure marketing's entire value and identify the best ways to optimize customer interactions. See the "Embrace Unified Marketing Impact Analytics To Deliver Value Across Interactions" Forrester report.

[44] For access to the corresponding assessment tool, see the "The Digital Maturity Model" Forrester toolkit.

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