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Rethink The Role Of The CMO

The Remit Of The CMO Has Changed —
Behold The CMO Collaborator

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88% of organizations agree that the CMO's remit has changed in the last two years. They also agree that it will likely change continuously over the next two years.



87% of organizations agree that traditional experiences are no longer enough to satisfy their customers.

Executive Summary

Business goals have shifted and now everyone is responsible for driving growth across the organization. Over the past decade, organizations have realized that providing great experiences drives business growth. Therefore, they have begun to respond with the introduction of more titles to the C-suite alphabet soup: “growth, digital, experience, and customer,” to name a few. However, many firms are not succeeding in delivering great experiences due to the one role that is missing: the chief collaborator. The chief marketing officer (CMO) is positioned perfectly to adopt these responsibilities by evolving their role to become the CMO collaborator. This will enable them to drive unparalleled levels of collaboration across the entire organization without adding another unnecessary C-suite title. The accelerating pace of change creates a wide range of potential new priorities for CMOs by reframing their mindsets to the new remit, enabling CMO collaborators to fill gaps left by others in the C-suite. This new remit enables more control in shaping the organization’s brand whilst actively pulling together different departments to embrace customer obsession as the driving force to develop closer connections and growth across the organization.

In February 2018, Accenture Interactive commissioned Forrester Consulting to evaluate the current and future role of the CMO in building and delivering experiences and the need for organizationwide collaboration. In July 2018, Forrester conducted 10 interviews and an online survey with 250 senior-level marketing decision makers from a range of industries to explore this topic.

KEY FINDINGS

- › **Senior marketing leadership must fill the gap as the CMO collaborator.** The CMO is the leader for both the desired perception of the organization (the brand) and the customer’s actual perception of the organization (the experience). Bringing together internal teams and outside partners to collaborate will allow the entire organization to align on the brand vision and curate experiences to achieve that vision while delighting customers.
- › **Alignment between the brand and experience is essential.** As the CMO of a US-based technology consulting firm succinctly put it, “Experience starts with the customer.” The marketing function must know their customers; understand what they value and why; and advocate for them in product, sales, service, and operational decisions. This means that the CMO cannot shift the responsibility of becoming insights-driven to other teams — instead they need to be championing the use of customer insight at a broad level.¹
- › **Investment in technology to effectively deliver experiences.** Marketing relies heavily on technology to deliver contextual, relevant, and personalized experiences. Firms must invest in the right technology to meet their customer needs and improve experiences. Today, 50% of marketing technology purchasing decisions are happening outside of the marketing department. CMOs must either be part of a group of decision makers or solely make decisions as they must anticipate the change management implications of adopting enterprisewide tools that affect multiple channels, business units, and in some cases, regions.

The Shift From Brand To Customer Experience Has Changed The CMO Remit

When it comes to curating the brand, the days of marketers believing their responsibility ends with marketing campaigns are over. Senior marketing leadership must now choose a new path. Do they want to be leaders in their field or stick to traditional marketing practices? The traditional marketing path might be the right fit for some organizations, but there is a tremendous opportunity for senior marketing leaders to step into the redefined role of marketing and collaboration. The CMO collaborator leads their organization(s) into a future of unparalleled collaboration to deliver world-class customer experiences.

In surveying 250 senior-level marketing decision makers and conducting 10 interviews with senior-level marketing decision makers, we identified organizations that have the following characteristics as collaboration leaders: encouraging their teams to work across the company, departments, and locations, having agile, cross-functional teams, and instilling a new culture that fosters collaboration across the lines of business.

The opportunity to create emotive and powerful experiences for customers is out there, but only if the CMO collaborator can inspire customer-centric thinking that resonates with a positive brand experience across all lines of business. The CMO collaborator can achieve this by creating organizational alignment, a customer-obsessed culture, and a technology suite that enables and encourages innovation and real-time change.

The study results show:

- › **CMO collaborators recognize the changes to their roles and goals.** Phone interviews with a range of CMOs from different industries and company sizes revealed that CMOs are aware of the heavy burden they bear, but that many are energized and motivated by this new remit. One CMO at a US-based wealth management firm said: “I think that the role is completely different. The advent of digital and what that means for how you go to market, and more importantly, how things are measured. This means you have all the data at your fingertips and can really understand how to market to clients at a visceral level using social media, feedback tools, and survey methodologies in more real time.” The changing roles and responsibilities are likely going to expand over the next year (see Figure 1).

Collaboration leaders are identified as organizations that:

1. Ensure agile and cross-functional teams.
2. Instill a new culture that fosters collaboration across the lines of business.
3. Encourage their teams to work across the company, departments, and locations.

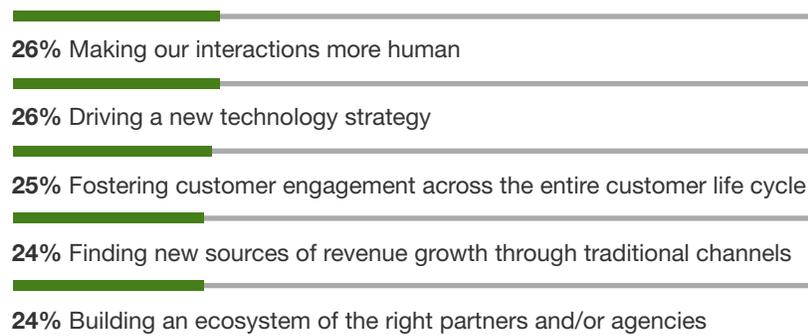
“It takes a strong leader in a CMO’s seat to get marketing a seat at the table. They need to have a good view into all the lines of business and be the brand advocate. The CMO has to educate the organization and continue to communicate that implementations that are structured to provide a customer experience are no longer technology implementations, they are experience implementations.”

Senior VP at a US-based credit union



Figure 1

“What are the key elements that you expect to be part of the CMO role within the next 12 months when it comes to driving new strategies and innovation?” (Top 5 responses reported)



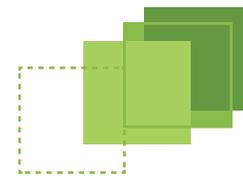
Base: 250 respondents at the director level or above who are responsible for their organization’s customer experience strategy
Source: A commissioned study conducted by Forrester Consulting on behalf of Accenture Interactive, August 2018

› **Experience is the new battleground — organizations are required to culturally change to reflect this new customer focus.** Eighty-seven percent of organizations agree that traditional experiences are no longer enough to satisfy customers. This is where the line is drawn in the sand between marketers who choose the traditional path versus the more flexible collaboration leaders. Experience decision makers also agree that to meet constantly shifting customer needs, it’s paramount to become more flexible in order to constantly evolve. Every decision a company makes today will have an impact on experience. Every department from marketing to finance touches experience in some way. Organizations that build the most exceptional experiences have built a culture that understands and operates with that notion in mind. Therefore, CMO collaborators can no longer rely on their tried and tested practices. The divide between collaboration leaders, with 95% agreeing their entire company is aligned around shared customer experiences, compared to only 68% of traditional marketers, shows how important organizationwide collaboration is to understand customers and meeting their needs. The CMO collaborator is in the driving seat as the new experience leader that works to pull in different departments and empower the entire organization to rally around the customer.



95% of collaboration leaders agree their entire company is aligned around shared customer experiences, compared to only 68% of traditional marketers.

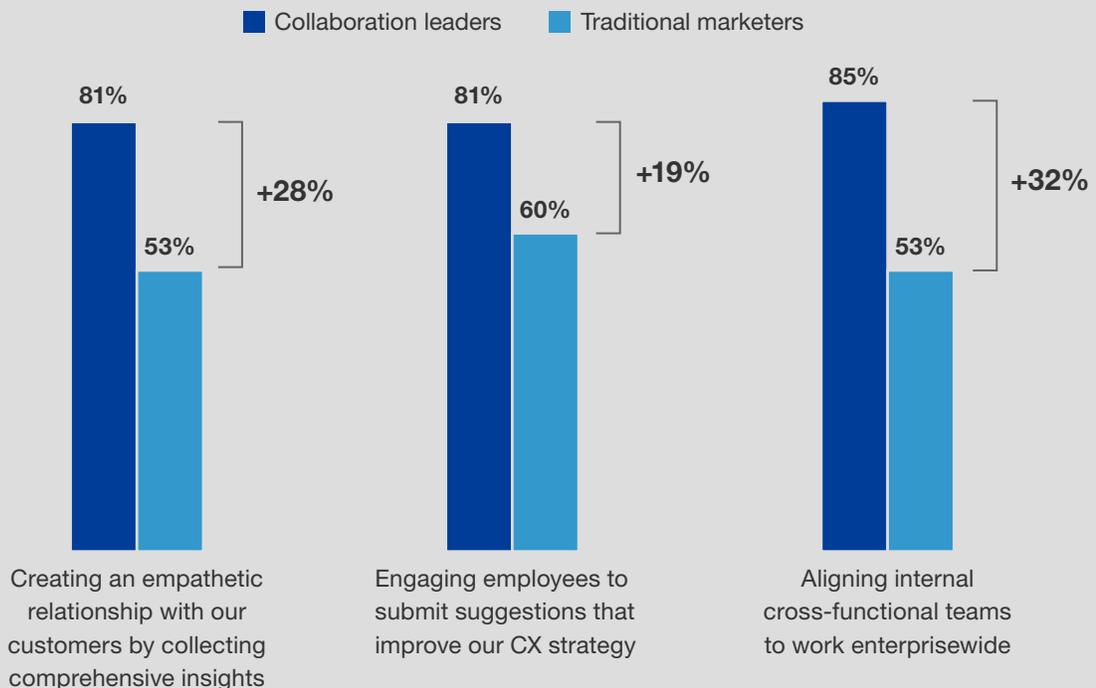
› **Customer obsession should drive experience.** An organization that is truly customer obsessed will have a culture that reflects that customer. However, our study shows that just over a third (34%) of organizations have established a customer-obsessed culture. Creating an empathetic relationship with customers by collecting comprehensive insights is another area where we see collaboration leaders (81%) excelling over traditional marketers (53%) because CMOs and their teams have the closest proximity to customer data and insights (see Figure 2). The Senior VP at a US-based credit union explained, “We have to improve our internal customer service. Within our internal organization we’re customers for each other as well. And so, we have to look at that and be customer-centric from that side of things.” With so many touchpoints, it’s critical to have a culture that fulfills its brand promise to its customers. Ninety percent of experience decision makers agree that the CMO should be the internal advocate for their customers. The connection between promise and delivery is precisely why brand strategy is inextricably linked to sales and experience performance. Instead of acting like a gatekeeper, they should be curators, sharing a comprehensive view of the customer across the entire organization that all teams and departments can get behind — in order to build the best experience for those customers.



76% of collaboration leaders are investing in emerging technology such as artificial intelligence (AI) compared to only 45% of traditional marketers.

Figure 2

“What is your organization’s timeline for the following steps to remain ahead of the competition?”
(Expanding/upgrading or deployed)



Base: 250 respondents at the director level or above who are responsible for their organization's customer experience strategy from 203 leading organizations and 47 traditional marketers
Source: A commissioned study conducted by Forrester Consulting on behalf of Accenture Interactive, August 2018

› **Technology is now seen as the key component of the CMO collaborator’s mandate to deliver customer experiences.**

Organizations are investing in digital technologies to create value for their customers. A CMO at a US-based wealth management firm said: “Digital is an important tool to manage interactions and to cultivate new business. There are new tools that can help you get a real-time sense of your clients’ experience and respond to them in a real-time basis. It goes beyond just social monitoring.” Unlimited access to digital tools and capital creates a no-rules environment where competition can come from anywhere, even outside of traditional industry confines.² Thirty-one percent of organizations have already invested in emerging technology like AI to help them stay ahead of the competition, while another 39% plan to expand their investment in emerging technology. Traditional marketers who are sticking to their tried and tested practices risk losing to that competition with under half investing or expanding their investment in emerging technology. Collaboration leaders, on the other hand, are prioritizing these types of investments with over two-thirds (76%) investing or expanding their investment. Collaboration leaders recognize the importance of technology investments and are not shying away from action.

“As you look at building any customer experience, first understand who your client is, and make sure that you closely align with them from a business to business perspective. Then it becomes easy to start to build that consistent story at all those touchpoints with the consumer.”

CMO of a US-based vision health company



The CMO Collaborator Must Govern Experiences Across The Entire Organization

While the brand experience can be primarily controlled by marketing, the role of a CMO collaborator must step up and govern how customer experiences are shaped and delivered organizationwide. To deliver world-class experiences a requirement of unparalleled collaboration is needed across the organization and the CMO is seen as the connective tissue between different lines of business by 90% of organizations. As the gatekeepers of customer data and insights, the CMO collaborator and marketing team can lead their organization to new heights of customer obsession. But, that requires overcoming various challenges including people/skills, out-of-date processes, and core business systems. Some leaders, who have built a culture of collaboration, have already started to overcome these challenges.

The study shows:

› **Most organizations lack an experience-driven internal mindset.**

This is a problem as only 38% of organizations agree that a company's vision is reinforced by spotlighting and rewarding actions that exemplify and reflect that culture's values. Similarly, the CMO collaborator can gain momentum and buy-in across the organization by spotlighting employees and teams who practice customer obsession. The CMO collaborator — as a steward of the brand — must architect the hundreds of decisions that determine a complete customer experience. Product packaging, hold music, facilities, and even employee satisfaction can all reflect a brand's culture and values.³ Seventeen percent of traditional marketers struggle with a lack of top-down support from the CEO, compared to 7% of collaboration leaders. The CMO collaborator can provide top-down support from the C-level, creating a culture of enthusiasm for meeting customer needs. One CMO we spoke to who recently took over the position from a 20-year veteran at a US-based furniture manufacturer and distributor said: *"We are changing our viewpoint. We ask ourselves if I was the customer, how would I want this resolved? It has changed our employee's perspective. This led to a pilot program which has led to double digit increases in conversion."* Adjusting an entire organization's mindset is not an easy task. Collaboration leaders are taking this challenge in incremental steps to create momentum.

› **Organizations are still siloed, without the collaboration required across departments to deliver end-to-end customer experience excellence.**

Internal silos naturally impede cohesive collaboration, it must therefore be the goal of every CMO collaborator to break these silos down. When asked about the actions they have taken to improve customer experiences, only 14% of organizations have prioritized the breaking down of barriers and silos between sales, service, and marketing. By encouraging teams to work across the company, in different departments and locations whilst developing cross-functional teams and a culture that fosters collaboration across the lines of business, collaboration leaders are able to more successfully free themselves from silos (see Figure 3).

"The CMO needs to be a really great communicator, and collaborator, both internally and externally. The CMO needs to be able to take disparate ideas and data and build a compelling strategy that is connected across the organization."

CMO of a US-based vision health company



"We have to work across channels. I bring all the players to the table; finance, IT, and other teams."

Senior VP at a US-based credit union



Figure 3

“Select which of the following groups you work with to deliver and implement customer experiences.”

I or my team would like to work (but can't due to silos or other internal barriers) with . . .	Total	Collaboration leaders	Traditional marketers	Δ Collaboration leaders to traditional marketers
Head of product	7%	4%	19%	-15%
Sales	11%	8%	23%	-15%
Product development	7%	4%	17%	-13%
Commerce	10%	8%	21%	-13%
Agency	13%	11%	23%	-12%
Customer service	10%	8%	19%	-11%
Technology/information management	9%	7%	17%	-10%
Digital/online/.com	9%	7%	17%	-10%

Base: 250 respondents at the director level or above who are responsible for their organization's customer experience strategy from 203 leading organizations and 47 traditional marketers

Source: A commissioned study conducted by Forrester Consulting on behalf of Accenture Interactive, August 2018

› **The level of customer insight required to deliver world-class experiences is missing when it comes to technology development.**

Technology is an area where a lack of collaboration leads to poor integration resulting in an unintended creation of additional silos. Nearly 40% of organizations list a lack of customer insights as a challenge. Technology silos prevent the easy sharing of customer insights and lead to poor customer experiences. The CMO at a US-based financial lender described just such a silo: “Our biggest obstacle is that our platform is ten years old and it is pretty inflexible; all our fixes have been bolted-on since then. We have to authenticate our users, and the process is overly complicated and makes for a challenging experience for our customers. We think biometrics can be the solution here.” Traditional marketers see more technology challenges than collaboration leaders.

- › **The lack of internal skills prevents seamless experiences.** Today, organizations struggle to get the right talent in place to deliver exceptional experiences. Exactly half of firms are hiring talent with new skills to round out their teams and 46% are training or reskilling their existing employees. Filling talent gaps is a key reason that organizations turn to agencies and consultancies. Forty-six percent of organizations reinforce this by turning to partners who have the technical skills that their in-house teams lack. Forty-four percent are turning to partners to bring creative talents that their in-house team lacks. Collaboration leaders are less likely to need to turn to partners to bring in creative talents than of traditional marketers.

Technology solutions are not the magic bullet that will fix experience challenges, but it shouldn't be adding to the breakdown in collaboration either. Cultural and process problems are harder to tackle and take longer to fix, but all three should be addressed systematically. Focusing on a single area will not result in a successful experience strategy. Collaboration across the organization will allow each line of business to identify the key challenges they face and provide a multipronged opportunity to develop solutions. The CMO collaborator can facilitate the identification, ideation, and solutions to people, processes, and technology challenges.

CMO Collaborators Can Lead Change And Drive World Class Experiences

It is time for senior marketing leadership to decide: do you stick to traditional marketing practices or do you take the leap and fill the gap as CMO collaborator? While traditional marketing will get the job done for some organizations it will not make them stand out as an experience leader and they will miss out on the significant benefits of being the best in their industry. Brands that practice organizationwide customer obsession and constantly change to meet their evolving customer needs see increased customer loyalty, best-in-brand status, and improved revenue. By breaking down silos, simplifying processes, and investing in integrated technology, the CMO collaborator can own the majority of the customer journey and, in turn own the majority of the CX budget and bring their brand to new heights of experience success.

The results show:

- › **Forward thinking CMO collaborators recognize the need for collaboration to build an aligned experience strategy.** CMO collaborators must first take responsibility to help break down corporate silos. Different agencies that focus on channel-specific deliverables are the result of siloed marketing. Organizing internal teams to meet the integration isn't easy, but it allows collaborative teams to manage agencies across channels, business lines, and budgets. Firms can accomplish this by establishing a customer-centric vision for the marketing department; recruiting or re-training talent to fulfill the vision; and continually shaking things up to prevent the organization and employees from reverting back to their previous behavior.⁴ Training current staff on new responsibilities and delegating or automating non-strategic efforts is an effective way since it clears the space for CMO collaborators to unblock, provide for, and reward their team.⁵ The CMO for a global pharmaceutical provider is doing just that, "We kicked off a massive training program for all customer-centric personnel on the importance of timely proactive constructive customer communication. There's a customer excellence training coach at each facility who can do more in-depth training with all of the new employees. It's important to get them excited about their part in doing this better and connect it to the company mission."

Collaboration leaders are taking the steps to work across teams and partners to collaborate much more frequently than traditional marketers (see Figure 4). Organizations with collaboration leaders are much more prepared (90%) to execute on customer experience strategies and initiatives, compared to 77% of traditional marketers. Collaboration allows for the freedom of creativity and flow of ideas allowing 69% of collaboration leaders to deliver a "wow" factor as part of their customer experiences, compared to only 55% of traditional marketers.

"I use agencies to fill short-term gaps in key skillsets. They might have expertise in areas where either I've had a person leave an organization that I needed to quickly supplement that area, or they have a skillset that doesn't exist in my existing organization that I need to tap into, either for a short or long period of time."

CMO of a US-based vision health company



96% of collaboration leaders agree that to sufficiently meet ever-shifting customer needs, they have to become more flexible — compared to only 77% of traditional marketers.

"Out of the box thinking is really important. But so is having a culture and structure in place that allows for openness of thought."

CMO of a US-based vision health company



86% of collaboration leaders have deployed or are expanding the hiring of new talent — compared to 55% of traditional marketers.

Figure 4

“How often do you collaborate with the following teams when creating or delivering customer experiences?”

Always collaborate with the following teams when creating or delivering customer experiences	Total	Collaboration leaders	Traditional marketers	Δ Collaboration leaders to traditional marketers
Customer service	81%	88%	53%	+35%
Technology/information management	54%	60%	30%	+30%
Sales	65%	70%	43%	+27%
Human resources	50%	55%	30%	+25%
Commerce (e.g., online business)	42%	56%	32%	+24%
Across the C-suite	42%	46%	23%	+23%
Product development	65%	69%	49%	+20%
Other lines of business	36%	39%	23%	+16%
Marketing	71%	73%	62%	+11%
Finance	39%	40%	36%	+4%

Base: 250 respondents at the director level or above who are responsible for their organization’s customer experience strategy from 203 leading organizations and 47 traditional marketers

Source: A commissioned study conducted by Forrester Consulting on behalf of Accenture Interactive, August 2018

› **The CMO collaborator must make new partnerships in the C-suite, e.g., with HR, to create a customer-first mindset across the organization.** Customer obsession must start from the top down — without senior executive buy-in, initiatives will fall flat. The CMO collaborator must not only bring the entire C-suite on board to drive customer obsession, but the individual also requires buy-in from employees. Partnering with the HR lead to create a culture that emulates the customer they serve is a critical first step. If you align the people, you align the teams across the organizations. This would address key strategic initiatives like aligning internal cross-functional teams to work enterprisewide, creating an empathetic relationship with customers by collecting comprehensive insights, and creating positive outcomes by speeding up time-to-resolution. Collaboration leaders have put in the work and are more likely to always collaborate across the C-suite at 46%, compared to traditional marketers at 23%.

“We primarily collaborate with the executive team. It is important to make sure they are onboard from the very beginning and consistently throughout.”

CMO at a US-based healthcare provider



› **CMO collaborators should continue to work with the CIO to test, develop, and scale existing tools and technologies that create value to both customers and employees.** The amount of money going into marketing technology and services and the fact that traditional tech vendors now also dominate martech piques the interest of CIOs. Innovative CMO collaborators also need more — not less — direct control in the years to come. Firms with tech-savvy CMO collaborators and business-wise CIOs will accomplish the ideal of ideals: joint ownership of martech decisions. More realistic for others is a non-partisan option which manages and funds marketing vendor strategy.⁶ The CMO collaborator often has the fastest-growing technology budget — collaboration with the CIO can drive faster and smarter investments in marketing technology, allowing for powerful real-time customer insights. This can lead to an adjustment of marketing strategies, which ultimately improves the customer's experience. Collaboration leaders are further along their technology journeys than traditional marketers. Only 26% of collaboration leaders are still struggling with systems that are not integrated compared to 34% of traditional marketers. Forty percent of traditional marketers lack a comprehensive data management strategy to create a single view of the customer, while only 29% of collaboration leaders face this challenge.

Collaboration leaders can also speed up an organization's ability to meet evolving customer needs through innovation. Today's customers are more information savvy than ever. Firms must meet the demands placed by customers to deliver excellent customer experiences. The connection between promise and delivery is precisely why innovation is inextricably linked to sales and experience performance (see Figure 5).

› **CMO collaborators should develop partnerships with service providers who drive collaboration across the organization.** Partners like agencies and consultancies can be incredibly helpful for filling skill gaps and adding industry-specific knowledge but they must also support CMO collaborator efforts. Fifty-two percent of organizations agree that their CMO demands collaboration between the agency partners and their teams. That collaboration can drive internal initiatives and support continuous innovation. Forward-thinking CMO collaborators know that partnerships can help them stay ahead of the competition. Eighty-three percent of collaboration leaders are expanding or have implemented this strategy, compared to 60% of traditional marketers. In fact, 91% of collaboration leaders see external/third-party partners as a critical part of their customer experience strategy, compared to 72% of traditional marketers.



96% of collaboration leaders agree their organization meets their customers' expectations, compared to 77% of traditional marketers.



95% of collaboration leaders agree their customer experiences surpass their competitors, compared to only 68% of traditional marketers.

Figure 5

“What are the most important reasons you would choose a partner for the delivery of customer experiences?”



Base: 250 respondents at the director level or above who are responsible for their organization’s customer experience strategy from 203 leading organizations and 47 traditional marketers

Source: A commissioned study conducted by Forrester Consulting on behalf of Accenture Interactive, August 2018

Key Recommendations

A new marketing charter requires brands to acquire and retain customers with an experience continuum that bonds the total customer life cycle. This means collaboration across the entire business. The CMO collaborator is charged with aligning all facets of the brand with the experiences and products it creates. The CMO collaborator is well suited by proximity to the customer, the ability to instill empathy, and established expertise in creating culturally defining connections.

Forrester's 10 interviews and online survey of 250 senior level marketing decision makers yielded several important recommendations:



Embrace the empowered CMO collaborator mindset. CMO collaborators who emphasize customer obsession over campaign creation will command the voice of the customer in the C-suite. Embracing this role of CMO collaborator allows you to be the transformational cohort that transcends the individual in the name of the customers you serve and the brand you want to create. Marketing should be the model of collaboration, hosting cross-departmental stand-ups for customer-focused initiatives to teach everyone the principles of great experiences. As the CMO collaborator, you must also demonstrate how every function plays their part in the life cycle of customer satisfaction.



Accept the challenges of collaboration that come with more reward. In order to drive growth, the arbiter of brand must be the conductor of experience. The CMO collaborator can't do this alone. A customer-obsessed charter which hinges upon an organizationwide commitment to brand, the customers it serves, and the prospects it hopes to entice, requires the orchestration of every department, every data point, and every technology that touches both prospects and customers. That process is an opportunity to share what a CMO collaborator knows best. Customer expectations and access to choices, technology, and information leave every company vulnerable to disruption. To avoid that fate, everyone needs to collaborate.



Align your technology strategy with your customer outcomes. CMO collaborators should align their technology decisions with the customers' needs. Impart what agility means to marketing with your CIO counterpart to design a technology strategy that's right for your customers and the company. Start by carefully selecting a marketing technology stack that not only delivers campaigns with targeted and contextual communications, but orchestrates, facilitates, and measures meaningful collaborations and connected insights throughout the business.



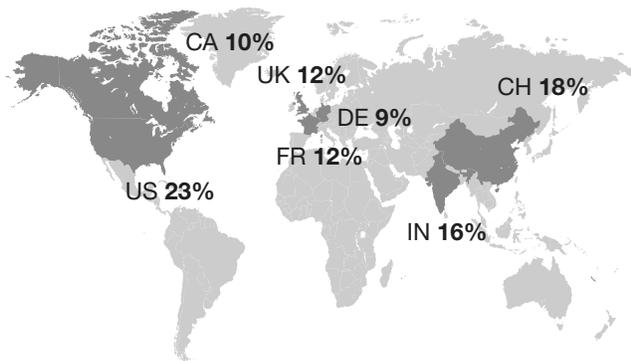
Make marketing the beacon for your culture of innovation. If innovation is limited by talent internally, use the power of outside partners. They're not purely available for efficiency and scale. Blending partners with internal operations can enhance current capabilities, expose your company to new kinds of talent, and introduce a fresh set of ideas. Partners can help you find a path toward establishing a cultural movement while also finding unexpected value creation for your customers that will drive growth now or in the future.

Appendix A: Methodology

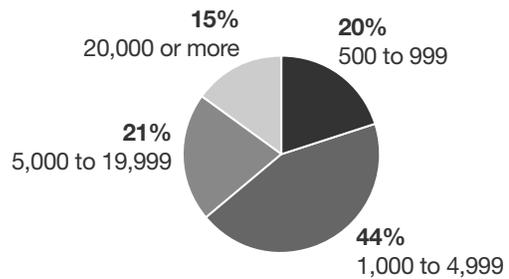
In this study, Forrester interviewed 10 senior-level marketing decision makers and conducted an online survey of 250 senior level marketing decision makers from a range of industries in the United States, Canada, United Kingdom, Germany, and Australia to evaluate the current and future role of the CMO in building and delivering customer experiences and the need for organizationwide collaboration to meet customer needs. The study began in July 2018 and was completed in August 2018.

Appendix B: Demographics/Data

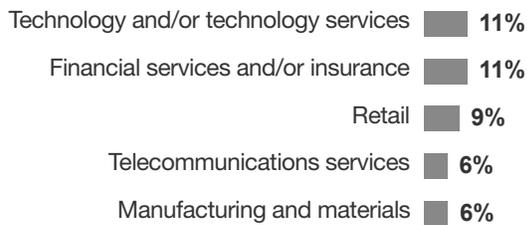
“In which country are you located?”



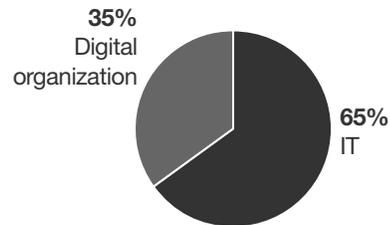
Company size (# of employees)



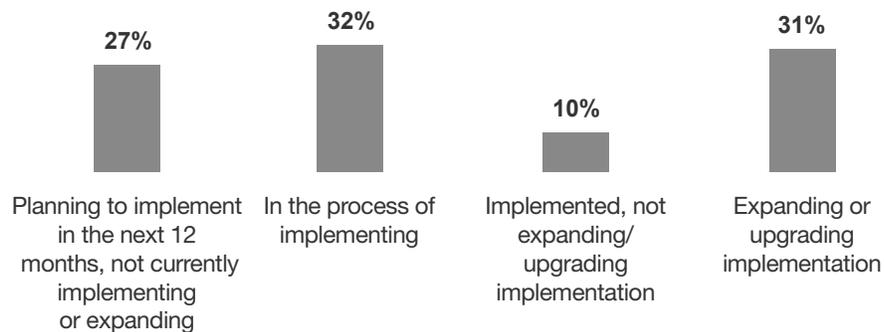
Industry (top 5)



Position/department



Plans when it comes to investing in your integration strategy



Base: 250 respondents at the director level or above who are responsible for their organization’s customer experience strategy
 Source: A commissioned study conducted by Forrester Consulting on behalf of Accenture, August 2018

Appendix C: Supplemental Material

RELATED FORRESTER RESEARCH

“The Customer-Obsessed Enterprise,” Forrester Research, Inc., June 25, 2018.

“The Model For Modern Marketing,” Forrester Research, Inc., July 10, 2017.

“Four Steps To Establish An Innovative Marketing Function,” Forrester Research, Inc., May 7, 2018.

“The US Marketing Technology And Services Outlook, 2017 to 2022,” Forrester Research, Inc., April 23, 2018.

“Root Your CX Vision In Your Brand,” Forrester Research, Inc., April 26, 2018.

“Agency Holding Companies Need A Brave New Business Model,” Forrester Research, Inc., August 14, 2018.

Appendix D: Endnotes

¹ Source: “The Model For Modern Marketing,” Forrester Research, Inc., July 10, 2018.

² Source: “The Customer-Obsessed Enterprise,” Forrester Research, Inc., June 25, 2018.

³ Source: “Agency Holding Companies Need A Brave New Business Model,” Forrester Research, Inc., August 14, 2018.

⁴ Ibid.

⁵ Source: “The Model For Modern Marketing,” Forrester Research, Inc., July 10, 2017.

⁶ Source: “The US Marketing Technology And Services Outlook, 2017 to 2022,” Forrester Research, Inc., April 23, 2018.