Forbes

MOBILE MARKETING
ACCOUNTABILITY

How High-Performance Marketers Are Creating Enterprise Value With Location Intelligence

SITO INSTITUTE
for Consumer Behavior
and Location Sciences

Forbes
CMO PRACTICE

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I KEY FINDINGS FROM THE RESEARCH

Despite years of vetting and advances in media measurement, analytics, models and attribution, Forbes research—with over 800 CMOs and 50 subject matter experts—shows that most CMOs still struggle to quantify and communicate the value marketing creates to their leadership, peers and partners. The lack of common standards, systems and practices for measuring how marketing investments contribute to enterprise value limits the ability of business leaders to make the critical strategic trade-off, reallocation and risk investment decisions required to remain competitive in a dynamic and rapidly changing marketplace. CMOs reporting the highest levels of performance are achieving better business outcomes from their marketing investments because they have found ways to take advantage of data—including location-based data insights and understanding—to help unlock significant value by improving measurement competency, customer understanding and marketing effectiveness.

KEY FINDINGS

High-performing marketers (exceeding growth plans by over 25%) are achieving 5% better returns on marketing investments and over 7% higher levels of growth performance by deploying data-driven marketing performance systems to make better decisions about marketing resource allocations, creating better brand, engagement, demand generation and sales outcomes.

- Most of these high-performing marketers report they are using marketing mix models to create data-driven forecasts and marketing resource reallocation decisions using marketing mix models that are highly effective at determining the impact of online media, direct-to-customer channels and non-media factors on business outcomes.
- Almost half (49%) of these high-performing marketers have deployed multi-touch marketing attribution models that measure the contribution of a wider range of online media, offline media, direct-to-customer channels and non-media inputs to financial outcomes.

Location intelligence has emerged as the critical ingredient to building predictive real-time marketing measurement models that create value and growth at scale across the entire marketing mix. Mobile media and applications represent the world's largest living data universe, with an installed base of 2.8 billion users who spend 3.3 hours a day on smartphones.

Location-based data insights and understanding can help organizations unlock significant value by eliminating the obstacles to aggregating, integrating and development models that connect online and offline channels, and by demonstrating the downstream sales impact of upper funnel marketing investments and actions, improving measurement competency, customer understanding and marketing effectiveness.

Location-based attribution and targeting analysis has emerged as a key organizational competence, improving measurement capabilities, customer understanding and marketing effectiveness. Leading brands in the automotive, restaurant, retail, entertainment and media industries are using location-based customer behavioral data to create enterprise value by:

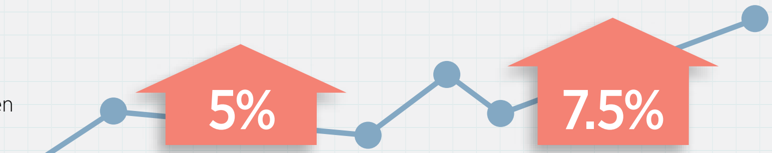
- Enriching multi-touch attribution models with sales outcomes at physical locations that tie online marketing investment strategies to offline sales outcomes.
- Enhancing the measurability of traditional media, sponsorship, events and promotion, and events with location-based activations, actions and traffic data.
- Improving sales, service and digital channel performance with better models of customer behavior that connect upstream marketing actions to sales outcomes deeper into the customer journey.
- Building organizational measurement competencies that share data across silos in real time and better understand the effectiveness of a wide range of investment options.

The research identified three ways that high-performing marketers are taking advantage of real-time location intelligence insights to improve marketing performance. Highly accountable marketers are partnering with top location insights providers to:

- Establish a process to continuously improve location accuracy and precision by aggregating location intelligence from multiple data sources and validating it by cross-referencing visitation, cartographic, pattern and device data.
- Systematically resolve location-based intelligence around a single customer identifier to connect online and offline media and customer touch points and attribute upstream marketing actions to downstream sales outcomes using multi-touch attribution.
- Incorporate location-based insights into multi-touch attribution and marketing mix models to understand the performance of more elements of the marketing mix and stages of the journey to better support marketing strategy, targeting, investment and resource allocation.

A Survey of 800 Marketing Executives by the FORBES MARKETING ACCOUNTABILITY INITIATIVE Found That High-Performing Marketers Are Generating Superior Growth Performance by Integrating Data From Many Touch Points, Channels and Devices to Build Better Marketing Attribution and Performance Models

Investing in Performance Measurement Yields More Growth



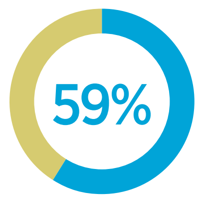
High-performing marketers that invest in marketing accountability and data-driven marketing approaches are achieving better returns on marketing investments and superior levels of growth performance

5% higher levels of performance from their marketing investments across 11 categories of investment

7.5% better growth outcomes across 27 measures of business performance at every stage of the journey

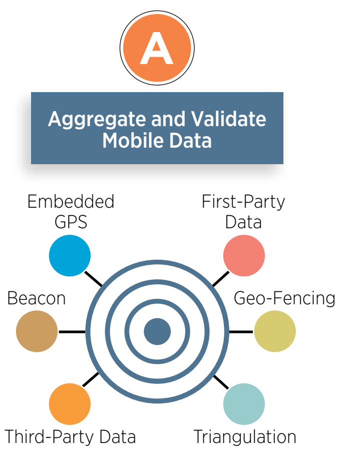
Location Intelligence Has Become a Key Ingredient in Marketing Performance Measurement and Attribution Models

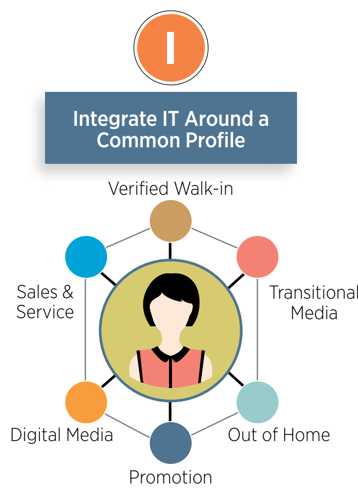
Mobile media and applications have emerged as a powerful intelligence tool, given an installed base of 2.8 billion users who spend 3.3 hours a day on smartphones



59% of high-performing marketers are incorporating mobile data into their marketing mix models to create a more complete, holistic picture of the impact of all aspects of their marketing mix on performance

Three Ways Real-Time Location Intelligence Improves Marketing Performance Measurement





Continuously improve location accuracy and precision by aggregating location intelligence from multiple data sources and validating it by cross-referencing visitation, cartographic, pattern and device data

Resolve location-based intelligence around a single customer ID to connect online and offline media and customer touch points and attribute upstream marketing actions to downstream sales outcomes using multi-touch attribution

Create multi-touch attribution and marketing mix and stages of the journey to better support marketing strategy, targeting, investment and resource allocation

II INTRODUCTION

BRUCE ROGERS
Founding Managing Director
SITO Institute for Consumer Behavior and Location Sciences

We live in a world of ubiquitous, mobile computing and ambient intelligence as we herald the Fourth Industrial Revolution, characterized by the blurring of the physical and virtual worlds. Call it Mobile Data Intelligence. Mobile Data Intelligence–native companies like Uber, Birchbox, Dollar Shave Club, Facebook, Apple and Netflix leverage these technologies to create a better and seamless consumer experience—where the experience is the most powerful marketing strategy.

In fact, according to Gartner, 30% of all consumer interactions will be influenced by real-time mobile location data, up from just 4% in 2017.

Where do you stand in this paradigm shift?

Many companies are fast at work to catch up. Some are Mobile experts. Others leverage data well. Still others understand how to derive insights from these technologies to develop the Intelligence required to better understand and meet the changing demands of today's consumer.

Precious few have adequately harnessed all three converging forces to survive and thrive in this real-time consumer economy.

That's why the Institute for Consumer Behavior and Location Science has partnered with Forbes to connect its Marketing Accountability framework to the power of real-time location data. Our mission is to illuminate this inexorable trend in order to better educate marketers on the mobile location intelligence imperative.

Location data is (or should be) the cornerstone of consumer insights, which drives go-to-market strategies, from brand to demand; from creative to awareness, activation, advocacy, loyalty and lifetime customer value. The ability to track consumer behavior over time and in-the-moment allows for real-time marketing and personalization, which leads to better customer engagement, improves marketing efficiency and drives better business outcomes that impact enterprise value.

If data is the new currency of the modern organization, location data intelligence is the gold standard.

We hope you will join us on this journey.

III THE PRESSURE TO QUANTIFY, COMMUNICATE AND IMPROVE THE CONTRIBUTION OF MARKETING TO GROWTH AND PROFITABILITY

Marketing accountability—defined as the measurement and optimization of the contribution of marketing investments to enterprise value—has emerged as a critical issue for senior leadership of Global 5000 organizations because it significantly limits their ability to create shareholder value and organic growth.

Marketing investments and actions are now a primary driver of firm value in a digitally driven economy where the majority of firm value is determined by intangible assets such as brand perception, customer insights, digital experiences, and perceptions of quality and innovation. The ability to measure, communicate and grow the contribution of marketing investments and strategies to shareholder value is a critical issue for investors, owners, CEOs and CFOs of Global 5000 brands.

Marketing executives are under increasing pressure to show that their rising ($1 trillion) investments in marketing assets, media and technology are generating results—in terms of growing sales, profits and enterprise value.[15] CMOs are struggling to keep up with an ever-changing customer journey and an increasingly complex marketing investment mix and technology ecosystem. Marketers are being asked to prove the value of their marketing investments in a rapidly changing marketplace where the economy is growing, customers are moving to digital channels, and marketing investment has grown to over 11% of total sales on average.[1] According to Forbes research, 92% of CMOs are investing in a complex mix of 20 marketing, media, channel and technology investments to support growth in their businesses.[5]

As a consequence, Marketing Accountability has emerged as a CEO-, board- and CFO-level issue in a rapidly changing marketplace where intangible value makes up over 80% of shareholder value—and brand equity, customer relationships, organic growth rates and innovation increasingly drive stock prices.[2] To better understand the problem, the Forbes Marketing Accountability Initiative and the Marketing Accountability Standards Board (MASB) surveyed more than 800 marketing executives, under the direction of an advisory council of 50 CMOs. The research found that high-performing marketers (exceeding growth plans by over 25%) are generating superior growth and marketing investment performance by enhancing their marketing performance measurement capabilities. CMOs reporting the highest levels of performance are achieving better business outcomes from their marketing investments because they have found ways to take advantage of data—including location-based data insights and understanding—to help unlock significant value by improving measurement competency, customer understanding and marketing effectiveness.

This challenge has spawned an entire industry of modeling, measurement and analytics businesses hoping to provide marketers with the facts they need to measure and optimize the performance of their marketing budgets.

The Forbes CMO Practice, working with an advisory council of 50 leading CMOs, has conducted a series of research studies to develop best practices research, benchmarks and standards to change this dynamic to better connect marketing investment to business outcomes. The research effort—entitled the Forbes Marketing Accountability Initiative—revealed that despite years of vetting and advances in media measurement, analytics, models and attribution, most chief marketing officers still struggle to quantify the value marketing creates and communicate it to their leadership, peers and partners. As a result, three-quarters of the Global 5000 CMOs surveyed in this analysis reported that their inability to quantify, communicate and optimize the value of marketing hurt them both professionally and personally.[4]

There is a universal consensus among the practitioners, academics, industry regulators and financial analysts interviewed about the need for better marketing accountability and common standards and practices for measuring marketing performance. The inability of marketers to understand, measure and grow the contribution marketing investments make to enterprise value has emerged as a CEO-level issue for four important reasons (see box below):

1. **Enterprise value is now composed of marketing-driven "intangibles."** Intangible assets such as brand momentum, customer experience, and perceptions of product and service quality now make up over 80% of shareholder value and increasingly drive stock prices.[2]

2. **Executive leaders are struggling to support critical growth and trade-off decisions with data and facts.** Without common marketing measurement standards and data-driven insights into how marketing investments contribute to enterprise value, boards, CEOs, CFOs and CMOs struggle to make the critical trade-off, reallocation and risk investment decisions required to remain competitive in a dynamic and rapidly changing marketplace.

3. **Organizations must understand and delight digital customers to grow.** The digital customer increasingly defines every market, and the majority of new growth will come from digital channels. As a consequence, 89% of organizations are prioritizing the customer experience as the focal point of the branding, design, delivery and differentiation of their products and services.[3]

4. **Marketing performance impacts company valuation.** Research by the Marketing Accountability Standards Board reveals that organizations that get more mileage from their marketing investment and higher returns on marketing investment (ROMI) generate value premiums and grow faster.[31]

To address this issue, the Forbes Marketing Accountability Initiative has initiated an ongoing series of research studies to develop best practices research, benchmarks and standards to change this dynamic to better connect marketing investment to business outcomes. This body of research found that organizations that focus on measuring performance create more value. The highest-performing marketing organizations (those exceeding their growth plan by over 25%) are using advances in media measurement, analytics, models and attribution to quantify, communicate and significantly increase the value marketing creates in terms of growth, profitability and enterprise value. These findings, and the marketing accountability best practices associated with them, are outlined in the report below.

IV THE 18 WAYS MARKETING STRATEGIES AND INVESTMENTS DRIVE ENTERPRISE VALUE AND FIRM FINANCIAL PERFORMANCE

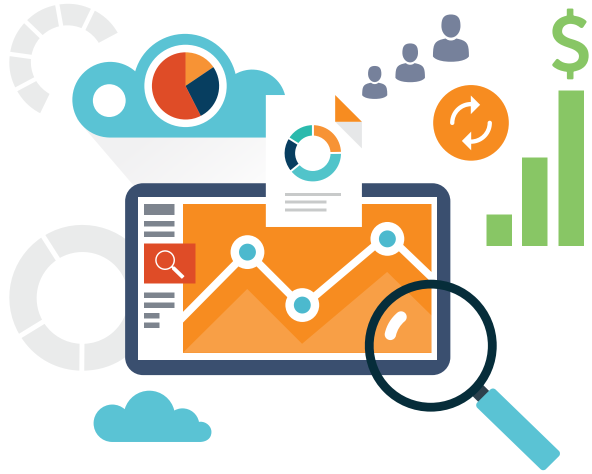
This research report outlines how intelligently managed and measured marketing strategies, investments and actions have the potential to make a large and quantifiable contribution to shareholder value in terms of brand value, customer equity, organizational competence, marketing effectiveness, digital growth platforms and the quality of people, products and innovation. The research effort—entitled the Forbes Marketing Accountability Initiative—found that marketing investment is undervalued by corporate leadership and that superior marketing performance directly contributes a significant portion of enterprise value at many companies.

Evidence from financial markets as well as academic and commercial research referenced in this study show that marketing strategies, investments and actions can contribute over 50% of enterprise value in many organizations.

The contribution of marketing to enterprise value in an intangible and digitally driven economy is large and growing when brand, customer and digital assets are properly valued and the impacts of marketing performance, collaboration and perceptions of innovation on financial outcomes are measured. For example:

- According to brand valuation standards validated by the Marketing Accountability Standards Board, brand value alone contributes 19% of enterprise value on average. For consumer brands like Kraft Heinz and Molson Coors, that number can easily exceed 50% of shareholder value.[28]
- Customer equity drives share price. According to academic research, the value elasticity of customer equity is 0.72.[29] This means a 10% increase in the value of customer assets will drive a 7.2% increase in stock price because higher levels of customer satisfaction, trust and online service innovations enhance long-term margins, sales growth and enterprise value. This is because the lifetime value is being redefined as an economic model in a digitally driven economy. This is evidenced by digital innovators like Waze ($1.3B), LinkedIn ($26.2B), Tumblr ($1B) and Airbnb ($30B), which have turned digitally enabled customer networks into valuable assets. According to David Rogers, author of *The Digital Transformation Playbook,* these customer networks create enterprise value by shifting from a "broadcast" distribution model to a networked model for engaging customers that addresses their unmet needs and desires for greater access, engagement, customization, collaboration and connections.[8]
- Marketing effectiveness, organizational information sharing, customer experience, and the quality of products, people and innovations have all been empirically proven to drive increases in firm value by academics.[30]

Our team found that academic and commercial research, industry standards and emerging measurement methodologies are creating a clear connection between marketing investment and activity and enterprise value. This analysis yielded a marketing accountability framework that makes it much easier for individual organizations to measure and quantify the ways marketing can create value. Some of the primary ways marketing strategies and investment drive enterprise value include:



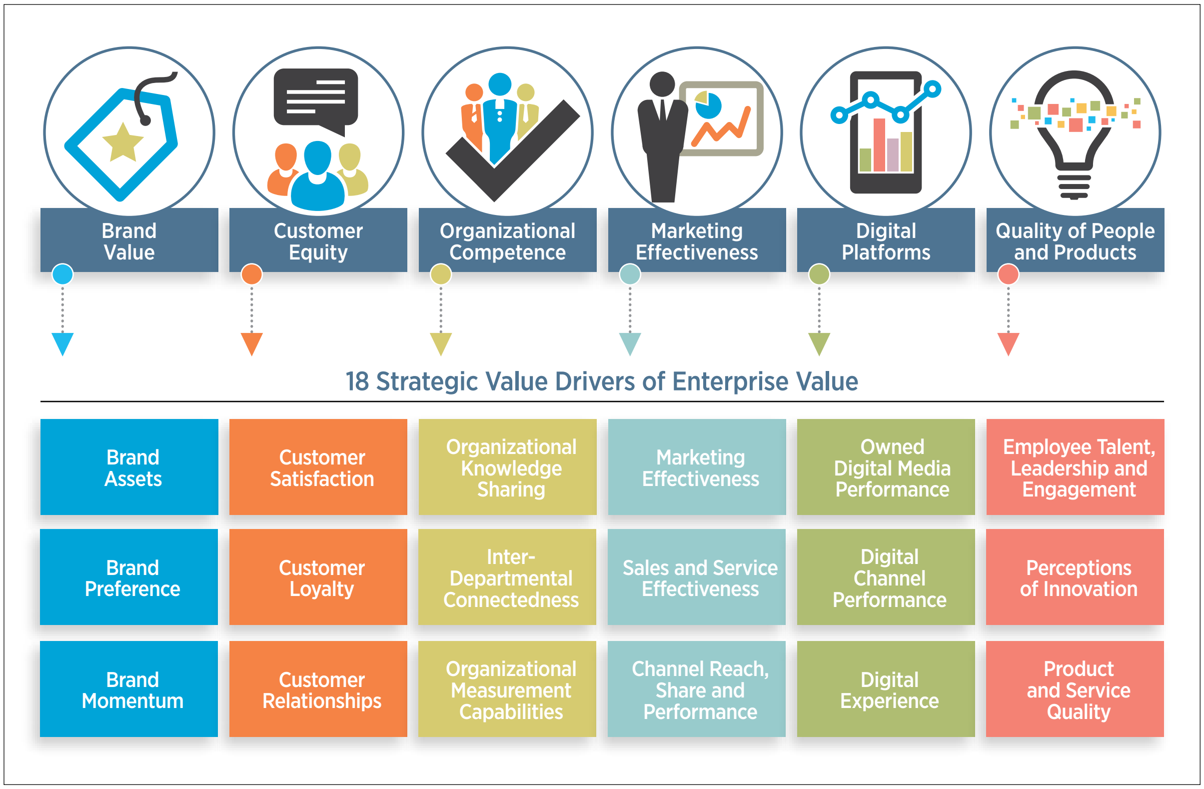
50%

Marketing strategies, investments and actions can contribute over 50% of enterprise value in many organizations.

- Intangible assets such as brand value and customer equity influence customer behavior in ways that create financial benefits and represent a significant portion of enterprise value.
- Technology—in the form of digital platforms and product, service and channel innovations—creates new growth potential for legacy organizations and plays a much larger role in the value of a company.
- Organizational competencies in information sharing, collaboration and marketing effectiveness are directly correlated to growth and increased company value.

To capture the full range of growth options, the research isolated 18 discrete strategic value drivers with the potential to maximize growth, profitability and shareholder value. These represent the major strategic trade-off and investment decisions leaders must make as they strive to accelerate growth in a digitally driven market.

The Financial Contribution of Marketing to the Enterprise



The role marketing plays in growth has expanded due to a range of economic, industry and functional dynamics.

- From an economic perspective, intangible assets such as brand value and customer equity play a much larger role in value creation because the majority of company assets are intangible. *"Marketing is more important than ever in a low-growth economy where digital disruption is a threat and 85% of the value of a company consists of intangible assets like brand value, customer equity and product innovation,"* according to Dean Harris, who ran marketing at Vonage and Kayak.
- From an industry perspective, marketing performance and investment have been hamstrung by a lack of transparency in the marketing services supply chain and significant changes to the value proposition agency partners need to provide. According to Michael Farmer, author of the book *Madison Avenue Manslaughter,* "Ad agencies need to acknowledge and accept that clients are governed by shareholder value concerns, and that the mission of the agency needs to be refocused on helping clients improve brand growth and profitability."[9]
- From a functional point of view, the growing complexity and composition of the modern marketing mix—and the job of CMO overall—has put marketing in control of more of the levers of value creation. These include digital platforms, content, marketing intelligence and the customer experience. Managing this complex investment portfolio requires higher degrees of marketing accountability and a deeper understanding of the economic contribution of marketing investment to growth and firm value.

"Going forward, boards are going to need to create a checklist of key competencies, capabilities and experiences they will need to protect and build shareholder value in an economy that is increasingly digitally driven and where the majority of corporate assets are intangible. The conversation about growth, risk and investment is going to increasingly revolve around issues like adapting to rapidly changing customer behavior, digital transformation, enhancing the customer experience, brand asset impairment and the corporate innovation agenda. Leaders with marketing experience—in consumer products, brand management, e-commerce and marketing analytics—are going to have a bigger voice in these conversations," says Carter Burgess of RSR Partners.

How Marketing Investments and Actions Contribute to Enterprise Value

Strategic Value Driver	Impact on Enterprise Value
Brand Value	According to research by the Marketing Accountability Standards Board (MASB), emerging global and financial standards for valuing the economic contribution of a brand demonstrate that brand equity contributes, on average, 19% of enterprise value in consumer businesses, and 10% of value in business to business organizations—in many cases higher.[28] The CMO of Cisco Systems estimates the contribution of brand value to enterprise value at 30%.[18] And the chief financial officers of consumer brands Kraft Heinz and Miller Coors both valued their brands at over 50% of their total market capitalization, and they have adjusted their financial reporting to reflect the growing importance of these intangible assets on the balance sheet.[7]
Customer Equity	The academic research profiled in this report has identified a causal relationship between investments in customer satisfaction, a superior customer experience and customer networks and enterprise value at legacy businesses. According to academic research, the value elasticity of customer equity is 0.72.[29] This means a 10% increase in the value of customer assets will drive a 7.2% increase in stock price because higher levels of customer satisfaction, trust and online service innovations enhance long-term margins, sales growth and enterprise value. As evidence, digital innovators like Waze ($1.3B), LinkedIn ($26.2B), Tumblr ($1B) and Airbnb ($30B) have created billions of dollars of value in a matter of months by developing digitally enabled customer networks that are valuable enterprise assets.
Organizational Competence	The interviews with CMOs in this analysis have made it overwhelmingly clear that growth is a "team sport" and that cross-functional collaboration, decision making and consensus on collective goals are essential to efficient growth. This assertion is supported by academic research compiled in this analysis that establishes a causal relationship between organizational competence in analytics, marketing, information sharing and agility, and enterprise value. This research shows that a 10% increase in organizational competence will drive, on average, a 5.5% increase in stock price.[29] The Forbes CMO survey found that organizations investing in data-driven measurement processes, competencies and systems were achieving significantly higher levels of marketing effectiveness and business outcomes.[4]
Marketing Effectiveness	Academic, commercial and stock market research demonstrates that superior marketing effectiveness creates enterprise value. Capital markets increasingly value organic growth and marketing performance, which is reflected in the stock valuations of high-growth businesses like Salesforce.com and HubSpot, which make little or no profit at all. Stock market research by the Boston Consulting Group correlated high levels of organic growth with share price premiums. Academic research studies by the Marketing Science Institute (MSI) found a linear relationship between marketing capability and firm performance. And the CMOs in this survey ranked reducing customer acquisition costs as the top way marketing can contribute to shareholder value.[30] Research from MASB shows that enterprise initiatives aimed at improving the return on marketing investment (ROMI) are generating improvements of up to 9%.[31]
Digital Growth Platforms	The capital markets are increasingly rewarding digital growth investments from legacy businesses like Walmart and Home Depot, as the majority of new growth in most industries will come from digital platforms and "direct to customer" channels. And disruptive digital business models are creating and reallocating billions of dollars of value across industries as diverse as razor blades (Dollar Shave Club), eyeglasses (Warby Parker), recycling, investment banking, mattresses (Casper) and mortgages (Rocket Mortgage). According to academic research across many categories, the value elasticity of digital channel effectiveness 0.22—meaning a 10% increase in the effectiveness of digital channels will drive a 2.2% increase in stock price.[29] IDC predicts that half of the Global 2000 will see the majority of their business depend on their ability to create digitally enhanced products, services and experiences by the end of the decade.[10]
Quality of People and Products	Academic research aggregated by the Marketing Science Institute (MSI) has demonstrated that customer perceptions of employee engagement, product and service quality, and firm innovativeness have a direct positive effect on financial position and firm value.[30] For example, according to academic research, the value elasticity of product quality, breadth and innovation is 0.3—meaning a 10% increase in perceptions of product quality will drive a 3% increase in stock price.[29] And MSI research shows the short- and long-term effects of innovation on stock market value is significantly positive and is even stronger for firms that invest more in advertising, firms in the high-tech industries and firms that pursue radical innovations. Ninety-seven percent of CEOs are pursuing digital transformation and innovation investments to boost share price and drive growth because most believe their industry will be disrupted within three years.[11]

These findings, as well as practical steps every organization can take to accelerate growth by enhancing its performance measurement systems and capabilities, are outlined in this report.

V THE CHALLENGE OF MANAGING THE RAPIDLY CHANGING COMPOSITION AND COMPLEXITY OF THE MARKETING INVESTMENT PORTFOLIO

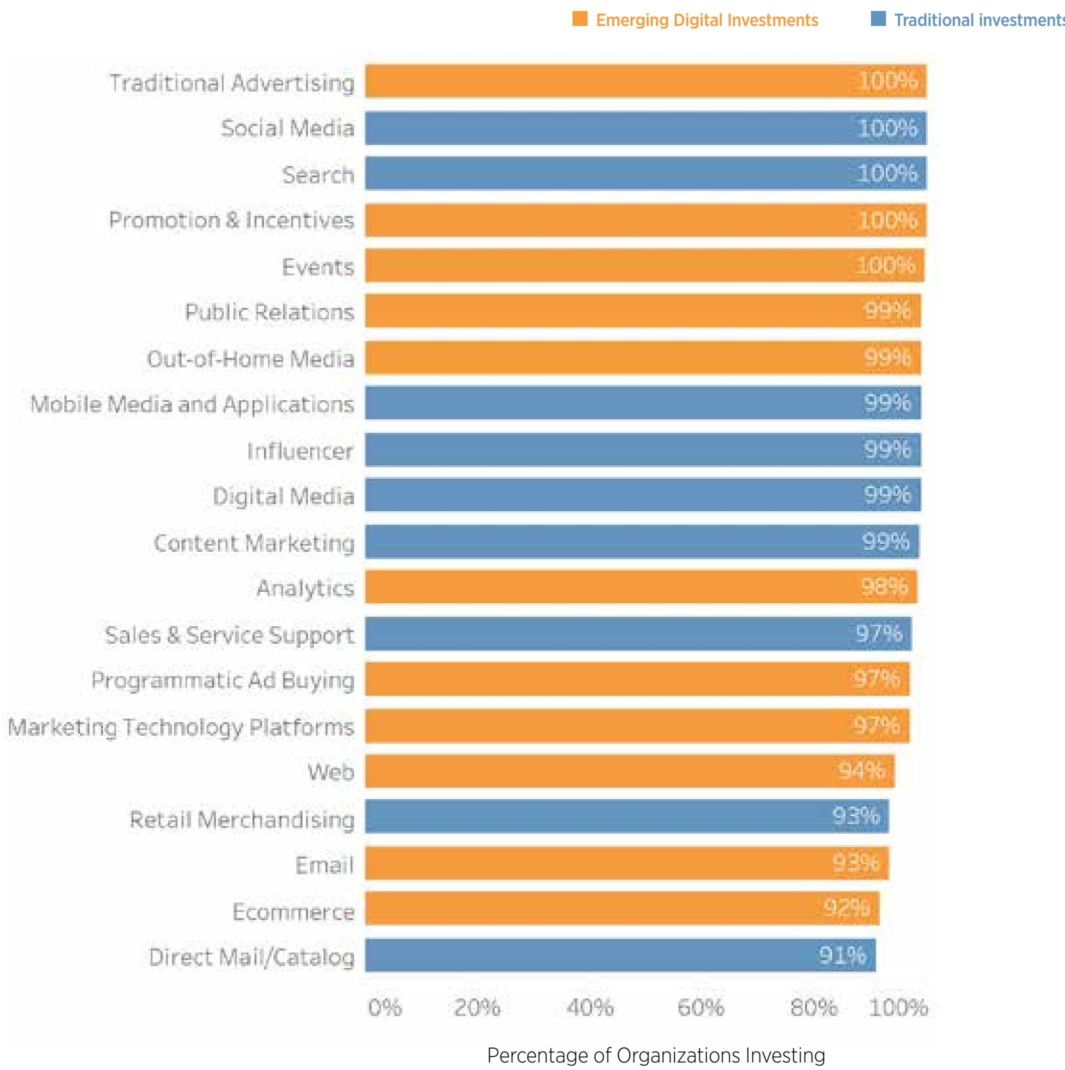
A big reason marketers struggle to demonstrate the value of their strategies, investments and actions is that the composition, complexity and goals of their job have expanded dramatically. CMOs are being mandated to manage and measure a broader investment portfolio, deeper in the sales funnel, with more touch points and higher degrees of business unit integration. This has added many more investments to the marketing mix and fundamentally changed the economics of marketing.

This makes managing marketing investment much harder than balancing television ads and sales promotions. For example, the CMO is under growing pressure to show returns on rising investments in marketing assets, new media, data, analytics and technology needed to compete for digitally enabled customers. *"Marketers are dealing with an exploding possibility curve in terms of channels, investments, choices and change—it's difficult to set priorities when there are so many smart things to pursue,"* according to David Edelman, the CMO of Aetna.

An analysis of 300 CMOs by Forbes found that over 90% of organizations are actively investing in a portfolio of 20 primary marketing, channel and technology investments in support of the enterprise growth agenda.[4] This modern marketing investment portfolio includes a mix of traditional investments—such as offline advertising and events—as well as emerging digital, mobile and social investments that reflect the new customer behavior and preferences. CMOs report they are using all 20 of these investments to support every stage of the customer journey from brand awareness to customer engagement to demand generation and sales. These 20 investments

The Modern Marketing Investment Portfolio

What media, assets and channels are you investing in today?



powered by tableau

Source: Forbes benchmarks from 300 Global CMOs, 2017

96% of the CMOs in this study are investing at least a portion of their budgets on analytics solutions, marketing technology, e-commerce and long-term digital channel roadmaps.[4]

represent only the primary categories of investment spend available to marketers today—which are defined as those that can represent over 10% of an overall marketing budget at any given company for purposes of this analysis. These investment categories do not reflect the full range of hundreds of individual media, tools and tactics and options available to marketers.

Compounding this challenge is the rate of change in investment, driven by rapidly shifting customer behavior. For example, in the last 18 months, digital advertising spending exceeded television advertising,[15] and customers now spend more time viewing mobile devices than desktops.[16]

In light of this expanded set of investment options, understanding where to reallocate investment resources and how aggressively to shift to emerging digital investments have emerged as the top short-term CMO priorities. As evidence, 42% of CMOs surveyed rank "knowing where to reallocate resources to maximize growth rate" as their biggest decision in the next three months. Thirty-five percent of CMOs rank "deciding how aggressively to shift dollars to digital media and channels" as their biggest short-term decision.[4]

This marketing investment mix reflects the expanding role of the CMO, which now can include e-commerce, marketing technology, the customer experience and greater accountability for sales outcomes. This survey found that most senior marketing leaders (81%) are individually accountable for supporting sales channels and driving more measurable sales outcomes deeper into the sales funnel.[4]

Digital technology has become an even larger part of the modern marketing investment portfolio. Pressure to adapt to changing customer behavior, enhance the customer experience and engage customers more directly means 96% of the CMOs in this study are investing at least a portion of their budgets on analytics solutions, marketing technology, e-commerce and long-term digital channel roadmaps.[4] How technology drives enterprise value is a tricky question, according to Chris Hummel, the CMO of United Rentals. *"Many business leaders see the shift of dollars to digital media and channels as 'moving money around' in order to chase customers who move to those channels. The reality is that technology is going to drive the evolution and growth of our brand, because how you communicate—the channel mix you use—says as much about your brand as what you communicate."*

Gartner reports that most CMOs (62%) have ownership of e-commerce and will buy more technology than the chief technology officer.[12] This growing role of digital technology in the marketing investment mix has raised another fundamental issue. Because it represents the voice of the customer, marketing now has direct or indirect input into all customer-facing technology investments. According to Connie Weaver, the former CMO of TIAA and a member of the project steering committee: *"The CMO is being asked to raise funds for a multiyear technology roadmap to support the customer experience and multichannel execution, while at the same time balancing short-term demand generation tactics with long-term brand investment. Each objective has a unique set of economics, investments and time frames. Without a long-term commitment to strategic brand and technology platform development, CMOs will not build the critical business advocacy and are being set up to fail."*

CMOs feel all of these primary marketing investments—when evaluated individually—are performing close to or above their expectations. However, performance levels for individual media investment categories varied according to a number of factors—including the role, station and sophistication of the marketing organization that deployed it.

The modern marketing investment portfolio includes a mix of traditional investments—such as offline advertising and events—as well as emerging digital, mobile and social investments that reflect the new customer behavior and preferences.

- Digital, mobile and social media investments were rated as the highest-performing media by CMOs in the total sample—generating, on average, 8% higher levels of performance than the average media investment.[4] Part of this perception is the apparent versatility social media delivers in terms of brand building, engagement, lead generation and commerce. Some of this perception may be attributed to the relative "newness" of social media and the early performance of tests and experiments.
- Fast-growing search and influencer media suffered from CMO perceptions of underperformance, probably due to a lack of experience forecasting and managing the performance of these new media, and the inability to attribute offline actions and revenue to these online investments.
- The traditional marketing investments of public relations, promotions and incentives were regarded as strong performers because of past experience, precision in execution, performance history and the ability to accurately forecast performance in the future.
- Other traditional media investments—such as out-of-home and experiential marketing—are perceived as underperforming relative to newer and more measurable digital marketing investments in particular. Much of this perception may be explained by the lack of online attribution data and multimedia mix models to prove the direct and indirect impact these media have on downstream online and offline business outcomes. Without empirical evidence that out-of-home ads are driving search traffic and e-commerce shopping baskets, it is difficult for these traditional media to maintain standing and share.
- Content marketing represents a significant and growing investment that 96% of CMOs agree is essential to the effectiveness of virtually every growth program, according to a survey of CMOs by Forbes.[20] However, establishing a return on content is challenging because it is difficult to attribute leads to content quality, sources and format in marketing attribution and media measurement models and ROI time scales. Monetizing content investments within 12 months is difficult.

CMO Perceptions of Media Performance vs. Investment Growth Rate

Source: Forbes benchmarks from 300 Global CMOs, 2017, MAGNA, Jack Myers, Gartner, IAB/PWC, Duke CMO Survey

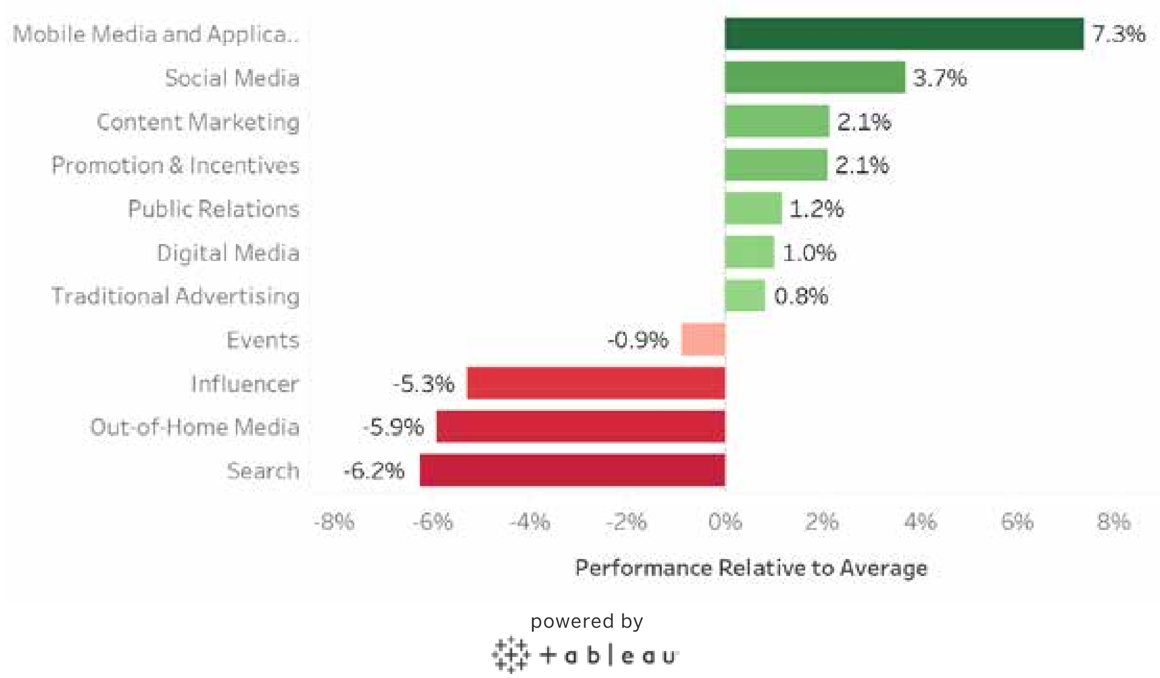
Measuring individual media performance is a starting point for assessing marketing performance and allocating investment. Just as growth has evolved into a team sport, no single medium is going to drive profitable growth on its own. To a large degree, this has put a premium on the CMO's role as a portfolio manager trying to find the right mix of investments to balance short-term growth imperatives with long-term value creation.

The analysis underscores the emergence of digital, social media and mobile marketing investments in the mix—which CMOs rated as their highest-performing investments—at every stage of the customer journey: awareness, engagement, demand generation and sales. Digital, mobile and social media investments were generating, on average, 8% higher levels of performance than the average media investment. Specifically:

- Mobile media and applications are increasingly viewed as an effective brand awareness tool, given an installed base of 2.8 billion, as smartphone mobile ad viewing has surpassed desktop ad viewing.[14]
- Mobile media and applications have emerged as the number one way to engage customers in terms of ongoing customer interactions, contacts and re-contacting, according to the CMO survey, as customers spent more time on smartphones than computers (3.3 hours vs 2.2 hours a day).[14]
- Marketers now view mobile media and applications as a primary demand generation investment, as more commerce is conducted on mobile devices and more customers use their phone while shopping at retail stores and embrace online coupons and location-based promotions.

In light of this expanded set of investment options, understanding where to reallocate investment resources and how aggressively to shift to emerging digital investments have become top short-term CMO priorities. According to Frank Findley, director of the Marketing Accountability Standards Board, "*The marketing investment mix has evolved from a simple balance of long-term brand investment and short-term promotion to a complex portfolio of tactical media, brand asset development and technology infrastructure. All are essential to growth in an intangible and digitally driven economy. Each has a unique goal, timeframe, investment and payoff formula. So, what high-performing marketers are really focused on is using the right tools for the right task in the right combination.*"

The Relative Effectiveness of Marketing Investments at Engaging Customers



Source: Forbes benchmarks from 300 Global CMOs, 2017

Echoing this sentiment, 42% of CMOs surveyed ranked knowing where to reallocate resources to maximize growth rates as their biggest decision in the next three months.[4] Thirty-five percent ranked deciding how aggressively to shift dollars to digital media and channels as their biggest short-term decision. Seventy-six percent of marketers report the complexity of measuring return on marketing investments and sales attribution across 20 primary marketing investment types, as well as the lack of externally validated standards for marketing performance, are severely impeding their ability to affect their growth agenda, make informed decisions and take appropriate risks.[4]

Marketers are focused on optimizing their marketing investments because the size of the prize justifies the effort. There is tremendous leverage in making marketing dollars work harder. The average organization spends 11.1% of revenue on marketing investment. That means, on average, every dollar of marketing investment should yield or influence $9 of revenue, according to the Duke Fuqua School of Business survey of 2,818 marketers.[1]

However, these efforts have proven difficult and unproductive because of a number of obstacles to building better models of marketing performance:

1. Connecting many media, channel and third-party data points to create a complete model of the customer journey.
2. Integrating online investments to offline sales outcomes.
3. Demonstrating the sales impact of upstream media investments.
4. Resolving behavioral data around a single customer identifier.
5. Improving the quality, accuracy, precision and transparency of location data.

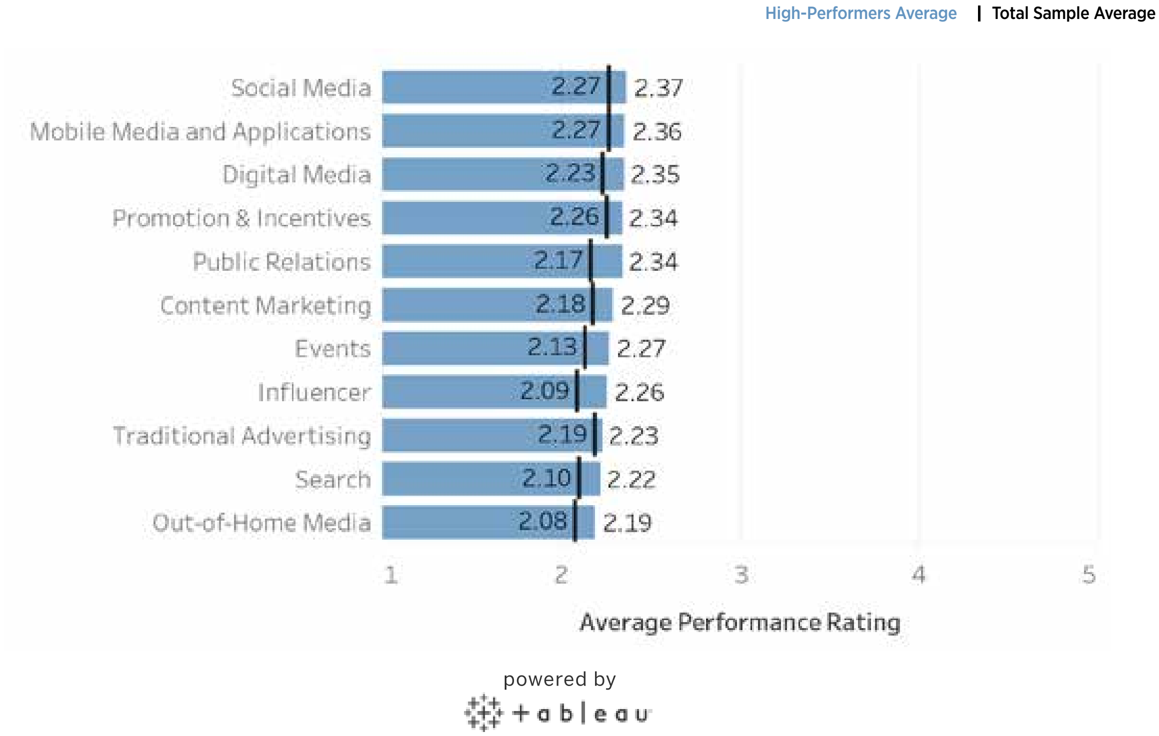
The CMOs participating in the Forbes survey agree that improving marketing effectiveness can create value. CMOs ranked reducing customer acquisition costs as the number one way marketing investments and activities contribute to shareholder value. According to Mark McKenna, the CMO of the Putnam Funds, "*The marketing world is going to break down to the haves and the have-nots. The haves will have good data, owned channel, and marketing talent. The have-nots will have bad websites, data and content. The haves will start to significantly outperform the have-nots.*"

VI MARKETERS THAT INVEST IN MEASURING AND MANAGING MARKETING PERFORMANCE ARE GENERATING SUPERIOR RETURNS ON MARKETING INVESTMENTS, CREATING MORE VALUE

The initial findings from that research demonstrate that marketers who pursue higher levels of marketing accountability are achieving superior returns on marketing investments and higher levels of growth performance. Specifically, a Forbes analysis of more than 800 marketing leaders revealed that the highest-performing marketers (those that exceeded their growth plans by over 25%) are achieving 5% better marketing investment performance and over 7% better business outcomes from those investments.

Marketing Investment Performance by Media Type of High-Performing Marketers vs. Total Sample

High Performance: 3   Average Performance: 2   Low Performance: 1



Source: Forbes benchmarks from 300 Global CMOs, 2017

Specifically:

- High-performing marketers are achieving 7.5% better growth outcomes than the total sample from their marketing strategies, investments and actions across 27 measures of business performance across the entire customer journey.
- High-performing marketers are generating, on average, 5% higher levels of performance from their marketing investments across 11 marketing investment categories spanning digital and offline marketing investments.

Specifically, the high-performing marketers in the study sample were using data-driven marketing approaches to generate significantly higher returns on their marketing investments and achieving superior business outcomes at every stage of the customer journey.

High-performing marketers generated over 5% better media performance than the overall sample across the entire marketing and media mix. In particular, they were:

- Generating significantly (7%) better results from their investments in social, mobile and digital media.
- Mastering the nuances of search and influencer marketing better than their peers.
- Generating significantly (7%) better results from investments in public relations and in promotions and incentives.

Forbes

Relative Marketing Investment Performance by Stage of the Customer Journey of High-Performing Marketers vs. Total Sample

High Performance: 3   Average Performance: 2   Low Performance: 1

Source: Forbes benchmarks from 300 Global CMOs, 2017

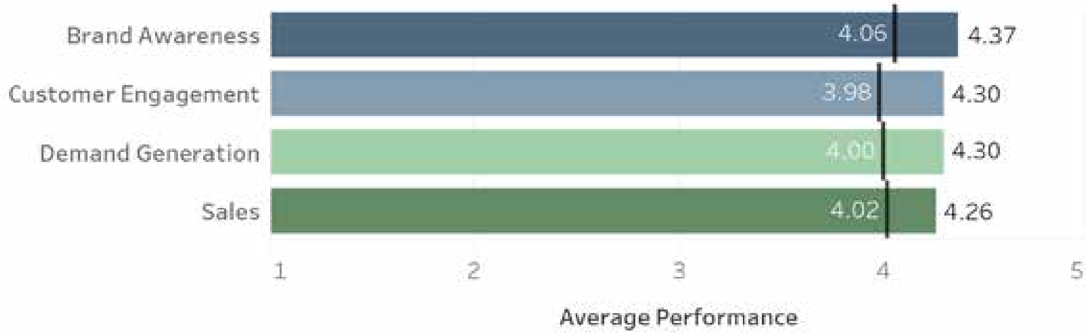
The research shows that high-performing marketers are achieving much better growth outcomes than the total sample from their marketing strategies, investments, and actions across 27 measures of business performance across the entire customer journey. By optimizing their marketing investment mix and performance, the high performers were able to get superior business results from their investments, including:

- Superior brand awareness outcomes in terms of social and traditional media performance indicators as well as generating brand preference. For example, high-performing marketers are over 10% more effective at leveraging social media channels to improve brand awareness.
- Better customer engagement in terms of campaign response, registration, opt-in, calls and time on-site. For example, high-performing marketers are over 9% more effective at generating inquiries, responses and registrations from their customer engagement programs.
- Significantly better demand generation with higher offer response rates and lead volumes. For example, high-performing marketers are over 9% more effective at generating inquiries, responses and registrations from their customer engagement programs.
- Better sales outcomes in terms of ticket size, customer satisfaction (Net Promoter Score) and adoption rates. For example, high-performing marketers are over 10% more effective at turning customers into users and advocates (Net Promoters).

In aggregate, these marketers were getting 7.5% better results, on average, across these 27 key performance indicators when compared with the performance of the total sample.

Relative Business Outcomes by Stage of the Customer Journey of High-Performing Marketers vs. Total Sample

High Performance: 3 Average Performance: 2 Low Performance: 1



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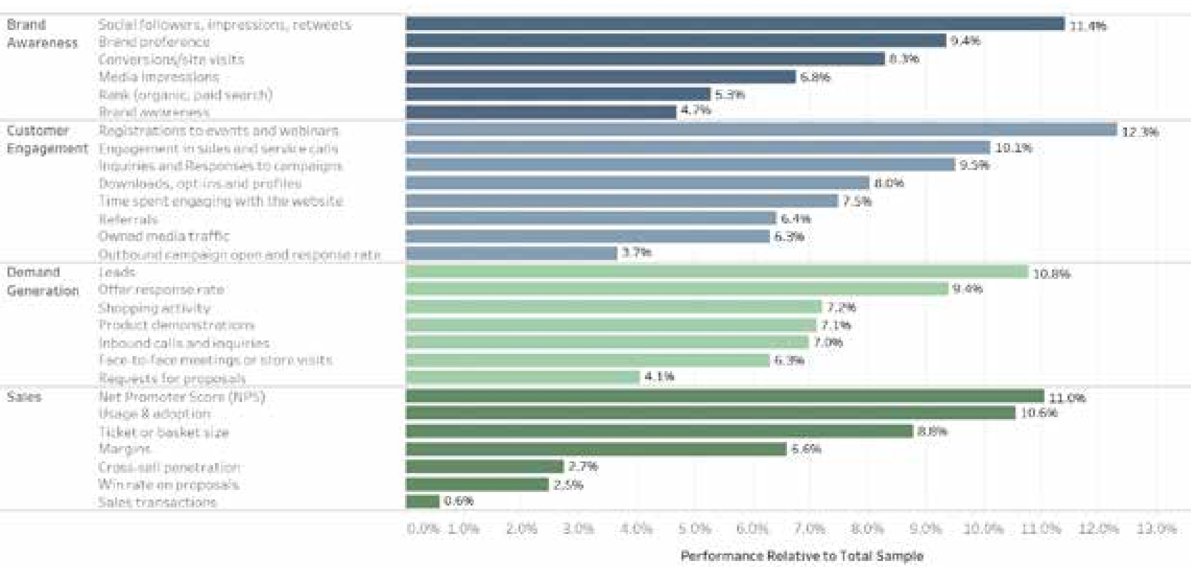
Source: Forbes benchmarks from 300 Global CMOs, 2017

Relative Business Outcomes by Stage of the Customer Journey of High-Performing Marketers vs. Total Sample



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Source: Forbes benchmarks from 300 Global CMOs, 2017

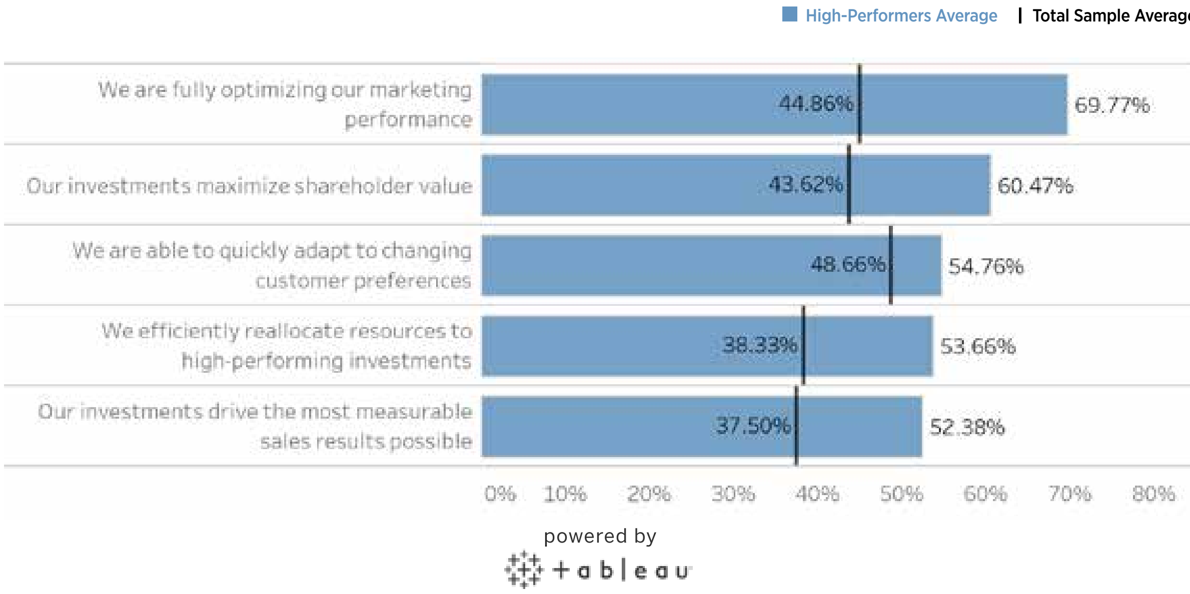
VII WHY INVESTING IN MARKETING PERFORMANCE MEASUREMENT CAPABILITIES LEADS TO HIGHER LEVELS OF GROWTH PERFORMANCE

These high-performing marketers are generating superior growth and marketing investment performance because they are significantly more sophisticated in their approach to measuring, optimizing and reallocating their offline and online marketing investments than the rest of the sample.

The survey found that high-performing marketers (who exceeded growth plans by 25%) are using advances in media measurement, analytics, models and attribution to significantly increase the value marketing creates in terms of growth, profitability and enterprise value. They are aggressively evolving the way they measure marketing performance by building more sophisticated market mix models, which incorporate more data about media and touch points and deliver higher levels of transparency, attribution and connection to financial/sales outcomes. And they are making significantly greater investments—in terms of staff, budgets and technology—to bolster their marketing performance measurement and analytics capabilities.

CMO Assessments of Their Ability to Allocate and Optimize Their Marketing Investment Resources

To what extent do you agree with the following statements about allocating marketing investment resources?



Source: Forbes benchmarks from 300 Global CMOs, 2017

Specifically, the research shows that most effective marketers are:

1. Far more focused on modeling the entire marketing investment portfolio at a more granular level, including digital marketing, social media and the efficacy of the specific campaign tactics deployed using them than average marketers.
2. Twice as likely to use sophisticated marketing mix models and multi-touch campaign attribution metrics to plan growth strategy, demonstrate sales outcomes, support marketing measurement and justify budgets.
3. Dedicating more staff and resources to the development of the data, analytics, external benchmarks and models needed to support world-class marketing performance measurement as a personal and professional imperative.
4. Faster and more effective at shifting marketing resources and investments across media, channels and stages of the customer journey to optimize performance and adapt to the market.
5. Building 12 organizational measurement capabilities that allow them to maximize growth, profits and value creation though greater marketing accountability.

As a direct outcome, these high-performing marketers feel they make better decisions about resource allocation and strategic growth: They are over twice (2.3 times) as confident as the overall sample that they are well positioned to be world class in marketing performance within the next three years.

The research also shows that high-performing marketers were 50% more confident in their ability to understand:

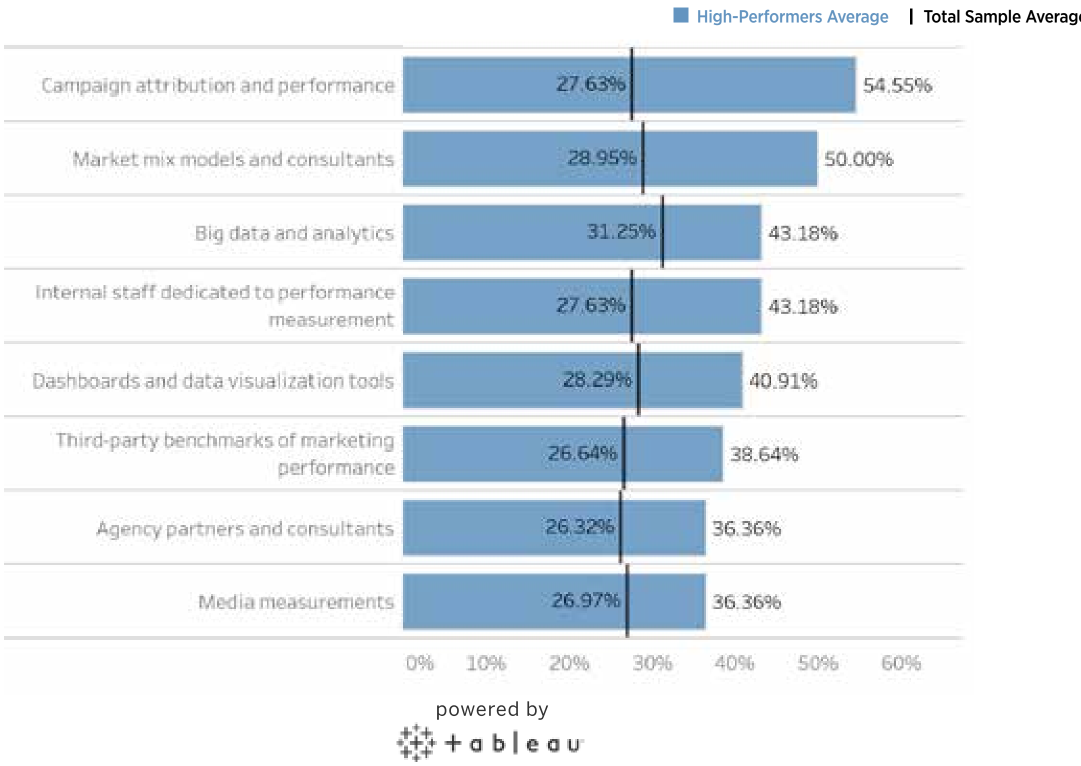
- The performance of the entire marketing investment portfolio including online, traditional media and physical channels.
- How digital-marketing investments drive business results.
- The sales impact of all marketing investments.

Marketers in the high-performing sample were almost twice as likely to use sophisticated marketing mix models and multi-touch campaign attribution metrics to plan growth strategy, demonstrate sales outcomes, support marketing measurement and justify budgets:

- 50% of high-performing marketers rely heavily on marketing mix models to support their marketing measurements—almost twice the level of the general sample.
- 55% of high-performing marketers rely heavily on campaign attribution and performance models to support their marketing measurements—twice the level of the rest of the sample.
- 54% report their forecasting decisions are data-driven.

The Resources High-Performing Marketers Rely Upon to Support Marketing Performance Measurement vs. Total Sample

What resources and partners do you rely upon to support your marketing measurement?



Source: Forbes benchmarks from 300 Global CMOs, 2017

High-performing marketers are significantly more data-driven in their approach to measuring, optimizing and reallocating their offline and online marketing investments. Most report they rely heavily on marketing mix models and performance-based campaign attribution models to support their marketing measurements. These marketers are significantly (one and a half to two times) more effective at using these models to determine the impact of online media, offline media, retail channels, device type and non-media factors (e.g., weather, location, traffic, time of day) on marketing performance and growth.

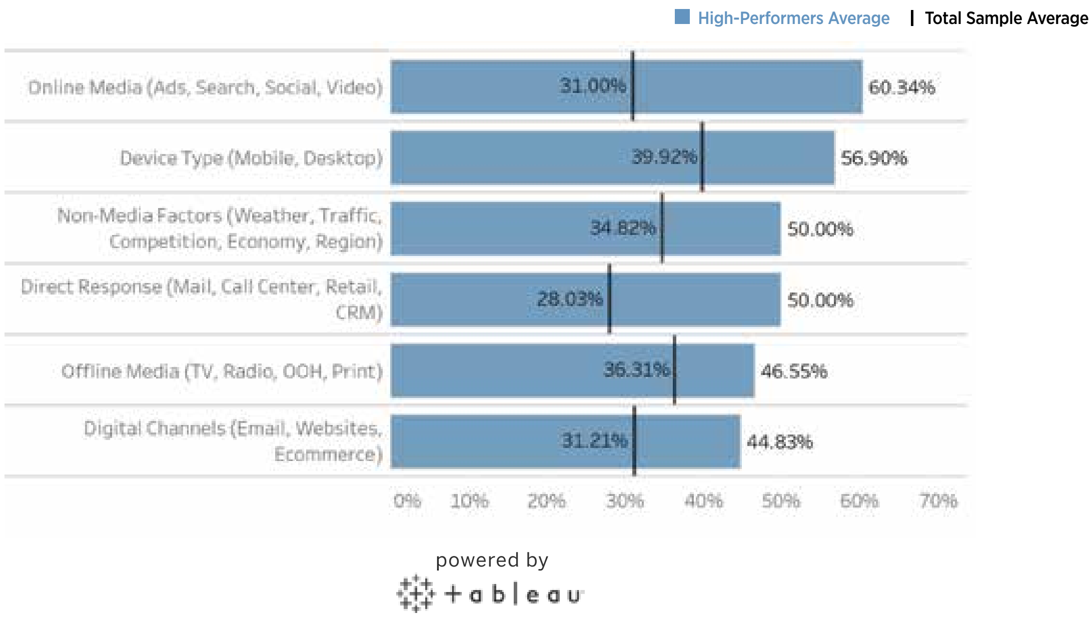
Fifty-two percent of high-performing marketers are targeting individual users at a granular level by resolving customer interaction data around a unified customer identifier, which allows marketing analysts to incorporate more data about media and touch points and to deliver higher levels of transparency, attribution and connection to financial/sales outcomes.[4] "*These sophisticated marketing mix and attribution models are increasingly important because they connect the dots across data sources and go deeper into the granular data to find insights about how and where to improve business outcomes,*" according to Alan Gelman, CMO of eSurance. "*These tools are becoming essential because the right answer to the growth investment question now involves aggregating information from many parts of the organization, many channels and systems. They allow CMOs to draw insights from detail, multiple touch points, complex routes to market.*"

The best marketers are using these models to help address some of the biggest challenges articulated by CMOs in this survey, including:

- Allocating resources to balance short-term revenue growth and long-term brand and value creation objectives. For example, knowing where to reallocate resources to maximize growth rate and trading off short-term growth against long-term strategic investments are rated the top two concerns of high-performing marketers.
- Optimizing working media and non-working "below the line" investments in content, measurement, targeting and owned marketing channel management on an apples-to-apples basis, based on their contribution to enterprise value.

Marketers Who Rate Their Marketing Mix Solution as Highly Effective in Determining the Impact of Marketing Activities by Investment Class

How effective is your marketing mix solution in determining the impact of your marketing activities in the following areas?



Source: Forbes benchmarks from 300 Global CMOs, 2017

- Demonstrating the contribution of top-of-the-funnel marketing investments to sales growth and profits.
- Developing data-driven forecasts to support management decision making.
- Understanding how aggressively to shift marketing investments from traditional to online media and assets to keep up with customer preferences and maximize financial outcomes.
- Determining the impact of retail and direct response channels, device type and non-media factors (e.g., weather, location, time of day, economy) on marketing performance and growth.

High-performing marketers are developing the agility to apply marketing performance and forecasting data to improve marketing faster and more frequently. For example, high-performing marketers are much (50%) faster and more effective at shifting marketing resources and investments across media, channels and stages of the customer journey to optimize performance and adapt to the market. Over a third of high-performing CMOs (34%) report they are agile enough to make data-driven optimization and budget reallocations on a daily basis—three times the level of the rest of the sample. Identifying tools to reduce the time, cost and complexity of managing and measuring marketing performance is a high priority, according to Mark McKenna, CMO of the Putnam Funds: "*A big gap for us is the time it takes to model performance in terms of clicks, views and sales in a two-tiered distribution model. We need to get on-platform and off-platform data to calculate attribution to sales and asset movement.*"

Forward-thinking CMOs understand that without data-driven models, measures and analytic tools for measuring the contribution of marketing investments to the enterprise, it will be very difficult for boards, CEOs and CMOs to make the critical trade-off, reallocation and risk investment decisions required to remain competitive in a dynamic and rapidly changing marketplace. Forty percent of CMOs view data and analytic tools as the top way they will address the challenge of measuring marketing return on investment in the long term.[4] According to Denise Karkos, CMO of Ameritrade, "*Analytics need to be at the heart of every marketing organization. I established this in my first 100 days to set the expectation for the relationship for the leadership team and the tone of every conversation going forward. To make this happen, my first priority was to build a world-class analytics function. We brought in a marketing mix model from MarketShare as one of the first investments we made. We worked with a range of partners—from Adobe in web analytics to Acxiom, IBM and Salesforce.com—to build an analytics foundation to demonstrate where marketing was contributing incremental growth.*"

VIII LOCATION-BASED INTELLIGENCE CAN ELIMINATE MANY OF THE BARRIERS TO BETTER ACCOUNTABILITY AND MEASUREMENT

Progressive marketers face a number of common challenges as they try to evolve their measures of performance to better inform the critical decisions the CMO must make to stay ahead of customer preferences, accelerate growth, and avoid disruption or commoditization in a rapidly changing marketplace.

Corporate efforts to improve marketing accountability have proven difficult and unproductive because of a number of obstacles to building better models of marketing performance:

- Connecting many media, channel and third-party data points to create a complete model of the customer journey.
- Integrating online investments to offline sales outcomes.
- Demonstrating the sales impact of upstream media investments.
- Resolving behavioral data around a single customer identifier.
- Improving the quality, accuracy, precision and transparency of location data.

Location intelligence creates better returns on the large investments in data and analysis by overcoming many of these obstacles that executives face in order to fully capitalize on advances in data, analytics and marketing mix modeling. Location-based data represents a significant opportunity to drive enterprise value by tapping into the largest data and dialogue universe and the most granular level of personalization. By filling the gaps in attribution models and customer profiles, best-of-breed location intelligence platforms provide a practical way to improve the breadth, precision and speed of decision making, which can extract more value from existing marketing spend.

- **Integrating more touch points into their marketing performance models**. Connecting data points across the many platforms and touch points is the top investment CMOs plan to make to improve marketing performance in the next 12 months. Since the vast majority of consumers carry and use a smartphone for more than three hours a day, marketers are using the power of location-based data to bridge the gap between online and offline channels for a more complete "omnichannel" profile of customer behavior and outcomes.

- **Demonstrating the downstream sales impact of both online and offline (physical) marketing investments**. Most high-performing marketers can fully attribute sales results to their marketing investments as a best practice. However, on average, this is not the case: Over two-thirds of CMOs report they cannot demonstrate the contribution of both online and offline marketing investments to sales. In particular, CMOs need better data to understand the effectiveness of out-of-home, sponsorships, search, traditional advertising and content investments at generating downstream demand generation and sales.

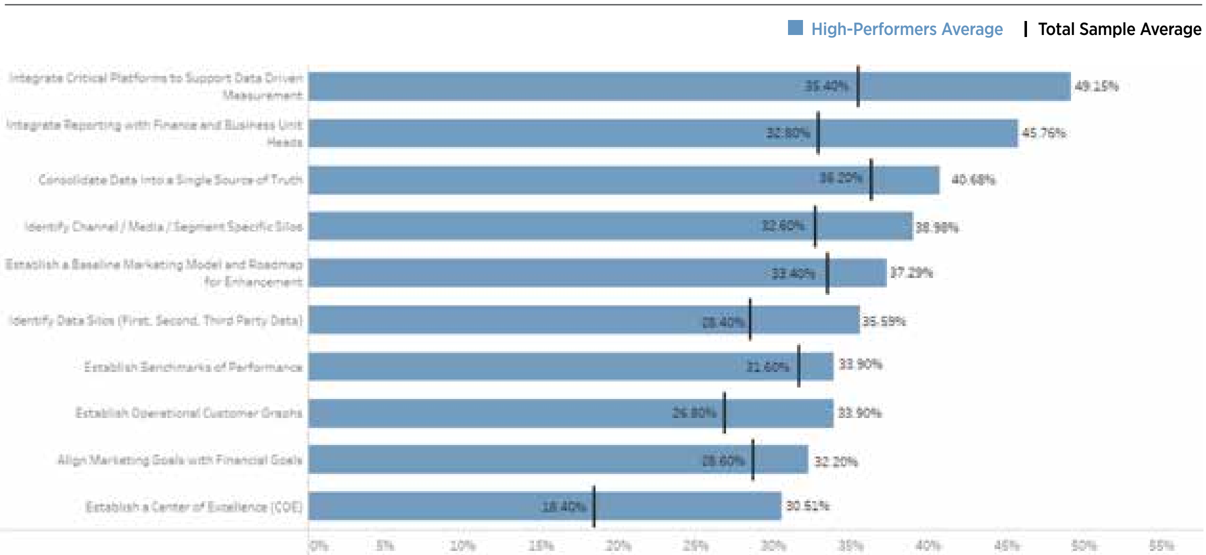
- **Putting marketing insights and feedback to work in real time.** CMOs struggle to use insights and intelligence they generate from first- and third-party data sources to target and tune their marketing programs. The best location intelligence partners can provide real-time data and attribution feedback to inform digital media, email, service and sales programs by connecting directly to programmatic advertising, marketing automation, marketing mix models and CRM systems. Over a third of high-performing marketers are agile enough to make daily data-driven optimization and budget reallocation decisions.

- **Resolving behavioral data around a single customer identifier.** Combining and validating mobile event and location signal data from applications, publishers, beacons, local area networks and embedded GPS signals can be complex. The best location intelligence partners should provide cross collection analysis and visitation correlation analysis as well as be able to identify resolution services to make it easy to enrich marketing customer profiles with location data and insights.

- **Improving the quality, accuracy, precision and transparency of location data.** Senior executives identified ensuring data quality and accuracy as the top challenge in collecting and leveraging location data in support of marketing efforts.[32] The best location intelligence partners should provide cross collection analysis, visitation correlation analysis and cartographic cross-referencing to vet and verify the accuracy of location data and ensure data quality.

Common Steps Marketers Are Taking to Improve Marketing Performance

What steps do you need to take over the next 12 months to become a leading marketing organization?



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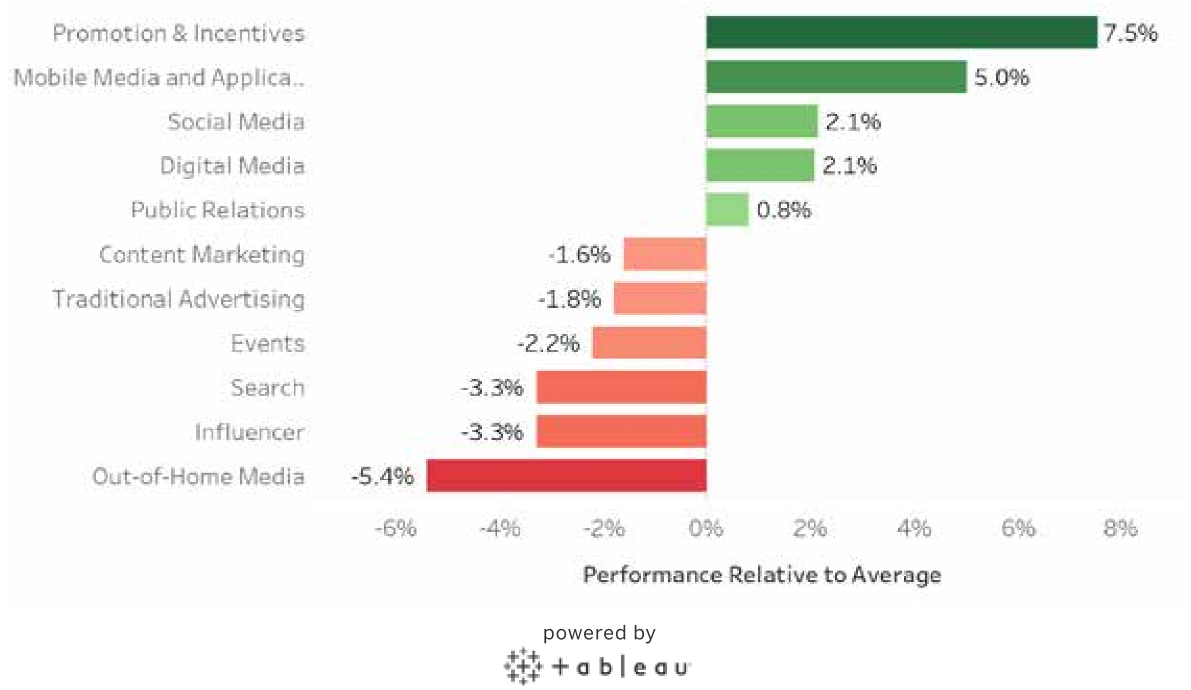
Source: Forbes benchmarks from 500 Global CMOs, 2017

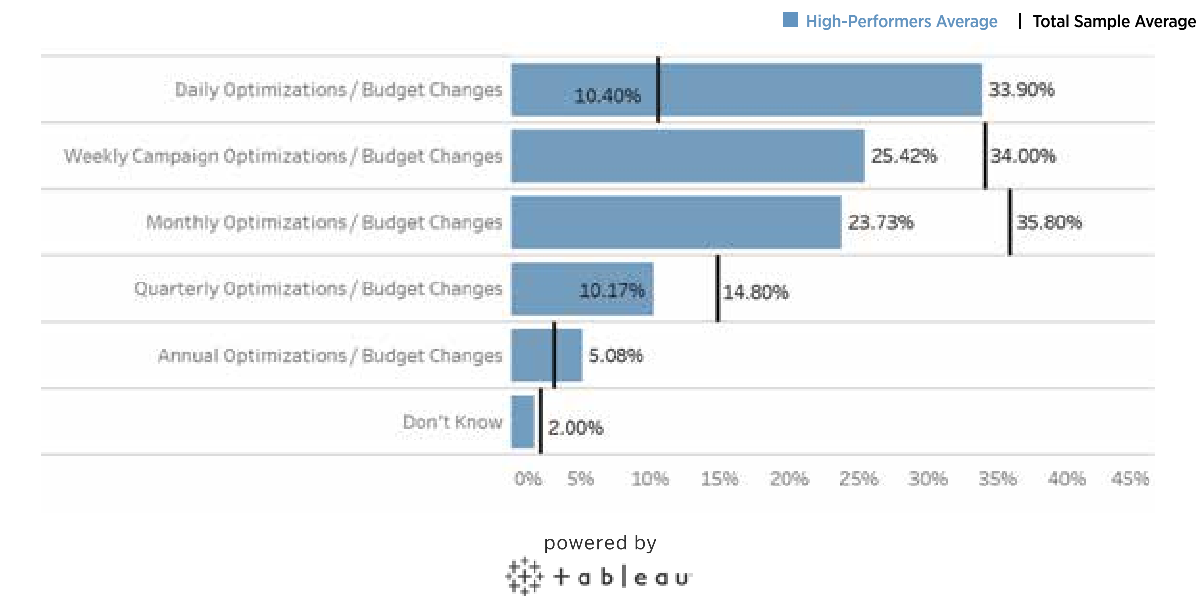
The Relative Effectiveness of Marketing Investments at Demand Generation



Source: Forbes benchmarks from 300 Global CMOs, 2017

The Relative Frequency High-Performing Marketers Are Able to Apply Marketing Performance Data to Optimize Their Marketing Programs and Plans

How frequently are you applying data to improve your marketing?



Source: Forbes benchmarks from 300 Global CMOs, 2017

IX

HOW MARKET LEADERS ARE USING LOCATION-BASED INTELLIGENCE TO GENERATE MORE VALUE FROM MARKETING

Location-based intelligence provides many of the critical missing inputs that connect marketing investments to enterprise value.

By providing resolution across a broader set of offline and online touch points, location-based intelligence helps marketers address the key issue of online to offline attribution scoring by providing real-time activation, engagement and sales outcomes at retail, events and shopping venues. According to Tony Pace, the CEO of the Marketing Accountability Standards Board, "*Location intelligence is becoming fundamental to marketing accountability because it provides a universal joint that connects top-of-the-funnel strategies—in both online and offline media—to end-of-the-journey sales outcomes, particularly in two-tiered distribution models like CPG, automotive, entertainment, alcohol, fashion and consumer durables.*"

Location-based data provides the critical missing inputs to marketing mix models by providing real-time behavior data that fuels greater understanding of purchase decision-making, usage and buying cycles; consumption frequency; loyalty and response. The best location-based intelligence providers should be able to offer a scalable platform that simultaneously increases the breadth of attribution models in terms of channels and touch points and the precision of insights on a user level. A quality location intelligence partner would provide:

1. Data accuracy through triangulating and cross-referencing data from many sources, including visitation correlation, special and pattern analysis.
2. Data quality by investing in beacons, applications, points of interest that increase location accuracy and precision-enhancing technologies.
3. Transparency of sources by maintaining privacy policies with publishers and end-users using permission GPS.
4. Persistence in terms of reliable longitudinal behavioral data on prior visits over time—with look-back periods that can track consumer behavior over months or years.
5. Real-time or daily updates and feeds that allow marketers to act upon signals, patterns and events throughout the day.
6. Coverage of the markets you serve in terms of the number of engaged consumers, deep contextual insights and points of interest.
7. Support for cross-device identification with advanced identity resolution and omnichannel device graphing analysis.
8. Targeting of retail and out-of-home locations by tracking millions of verified points of interest on a hyper-local level.

"For marketing attribution, location intelligence can improve our ability to model the impact of brands' marketing investments at a more granular level at scale, when that data provides persistent and consistent presence and user identification with significant and reliable market coverage. This can be really valuable for brands that lack access to identifiable user-level transaction data, for instance, in the QSR, automotive and entertainment verticals, or businesses using multi-tiered distribution or middlemen with location-based brand engagement. For any brand evaluating location data for attribution modeling, it's critical to interrogate the data set to make sure you can model on it with confidence and accuracy," says Marc Vermut, Vice President of Advisory Services at Neustar MarketShare.

Leading marketers in the packaged goods, restaurant, retail, automotive and entertainment industry are using location-based insights to solve some of the most difficult measurement and attribution gaps they face, including:

Measurement and Attribution Gaps

1. Measuring out-of-home media investment performance at a user level
2. Tracking retail points-of-sale outcomes
3. Understanding and responding to competitive shopping behavior
4. Creating more empirical measures of event, sponsorship and audience outcomes
5. Targeting and tracking content consumption, context and conversion
6. Measuring online to offline conversion of social, digital, influencer and earned media
7. Optimizing promotion delivery and response

HOW LEADING BRANDS ARE USING LOCATION INTELLIGENCE TO IMPROVE MARKETING PERFORMANCE

AUTOMOTIVE INDUSTRY APPLICATIONS

Location intelligence represents a significant opportunity to improve accountability and performance in the automotive industry, specifically by helping brands understand the impact of online and offline marketing investments at generating visits and test drives at dealerships within their distribution network.

Market leaders like Toyota, Subaru and others create closed-loop connections at the dealer level with test drive sign-ins, local area network logins and geo-fencing to track verified walk-ins. Lexus reports it is using location intelligence to reduce acquisition costs by a quarter. Mercedes-Benz used real-time verified walk-in technology to understand offline customer behavior at the bottom of the sales cycle–showing that customers visit at least two dealerships during the shopping stage of the customer journey before making a decision.[33]

By incorporating location intelligence into their targeting and measurement systems, brands in the automotive industry can improve marketing return on investment and business results. However, only a third (33%) of industry CMOs feel they are using data and analytics to effectively demonstrate the contribution of marketing to sales outcomes. The Forbes CMO survey reveals:

- Only 27% of auto brands report they are able to attribute retail outcomes and activations in their marketing mix models.
- Only a quarter can resolve customer identities from mobile sources into a single master profile for attribution and measurement.
- And only 40% can attribute downstream foot traffic and sales outcomes to online media investments.[5]

QUICK SERVICE RESTAURANTS

"From a marketing perspective, Quick Service Restaurants are a lunch-driven business that operates on tight two-hour windows before mealtime, when most people make purchase decisions. The holy grail is the ability to deliver a one-two punch of brand messaging and product reinforcement within a tight window from 10:30 to noon." —*Tony Pace, CEO, the Marketing Accountability Standards Board, and former CMO, Subway*

Market leaders like Tombras, Buffalo Wild Wings, McDonald's and others create closed-loop connections at the restaurant level using real-time verified walk-ins to measure and optimize verified walk-ins.

For example, Buffalo Wild Wings was able to reduce the cost of a walk-in customer to its restaurants fivefold by targeting past visitors to its restaurants as well as competitive restaurants with targeted ads. McDonald's was able to increase foot traffic three times the industry average by using location intelligence to target consumers who visited Dunkin' Donuts and local convenience stores with promotions for all-day breakfast.[33]

Only *33%* of industry CMOs feel they are using data and analytics to effectively demonstrate the contribution of marketing to sales outcomes.

RETAIL

Market leaders like Bergdorf Goodman, GAP, North Park Malls and Tag Heuer are improving marketing engagement by retargeting consumers who have visited their stores, as well as those of their competitors. They are also using location intelligence to target and optimize omnichannel marketing campaigns. For example, Bergdorf Goodman used hyper-local targeting of customers in its own stores as well as those of competitors to focus its digital marketing programs to drive incremental walk-ins every day. At Home, the home décor store, used a similar strategy to generate net new store visitors every day, which it tracked at the store level using real-time verified walk-ins to measure and optimize marketing performance.[33]

By incorporating location intelligence into their targeting and measurement systems, brands in the retail industry can improve marketing return on investment and business results. However, only a third (32%) of CMOs feel they are using data and analytics to effectively demonstrate the contribution of marketing to sales outcomes. The CMO survey by Forbes found that:

- Only 21% of retail brands report they are able to attribute retail outcomes and activations in their marketing mix and attribution models.
- 35% can resolve customer identities from mobile sources into a single master profile for attribution and measurement.
- Less than 31% of retailers report they can attribute downstream foot traffic and sales outcomes to owned, digital and traditional media investments—compared with half of high-performing marketers.[5]

ENTERTAINMENT AND MEDIA

Several brands in the entertainment, media, amusement park and out-of-home industries are exploring ways to use mobile location and attribution intelligence to build better models of marketing performance. Movie studios create and market movies, but they generate revenue through movie tickets sold by third-party theater partners. Location-based verification is an important tool for proving return on investment and connecting our marketing efforts with actual movie viewers. Several studios are actively working to get the data capture in place, so the studio can develop more closed-loop data to connect upstream marketing activities to customers watching films.

Market leaders like IMAX and Disney theme parks are using location intelligence to better understand how consumers engage with their content, films and attractions at physical venues, and create closed-loop connections at the venue level using real-time verified walk-ins to measure and optimize performance. For example, IMAX Theatres was able to double consumer engagement rates with digital ads targeting consumers that visited IMAX theatres and competitors using real-time verified walk-in data.[33]

By incorporating location intelligence into their targeting and measurement systems, marketers in the entertainment and media industry can improve marketing return on investment and business results. However, only 29% of entertainment and media CMOs feel they are using data and analytics to effectively demonstrate the contribution of marketing to sales outcomes. According to the Forbes CMO survey:

- Only 25% of entertainment and media brands report they are able to attribute sales outcomes and activations at physical venues in their marketing mix models.
- 35% can resolve customer identities from mobile sources into a single master profile for attribution and measurement.
- And only 16% can attribute downstream foot traffic, activation and sales outcomes to online media investments—compared with 60% of high-performing marketers.[5]

OUT-OF-HOME MARKETING

According to Enza Chiodi, who runs analytics and insights for the out-of-home media agency MacDonald Media, *"Location intelligence is providing out-of-home marketers better accuracy, precision and value in two ways: more granular baseline media measurement and better sales attribution measurement. The out-of-home industry is working on a common currency through Geopath to improve baseline media measurement and circulation counts as well as support the creation of user profiles. This level of granularity will allow advertisers to ultimately measure downstream outcomes and combinatory effects with other marketing touch points along the journey. Sophisticated brands are combining this out-of-home attribution data with downstream foot traffic, sales and activation outcomes at retail locations and venues."*

Nabisco was able to target past store visitors through its out-of-home advertising for Belvita crackers at health clubs and commuter stations to reinforce digital ads, leading to over 10,000 verified retail walk-ins attributed to the campaign, at a cost of less than 30 cents per walk-in. American Express used similar tactics to target customers with a combination of out-of-home media at cinemas and reinforcing digital ads to double engagement rates for ads promoting its Blue Cash Every Day card.[33]

Less than 23%
of consumer packaged goods CMOs report they are able to attribute retail outcomes and activations in their marketing mix models.

CONSUMER PACKAGED GOODS

Market leaders like PepsiCo, Coca-Cola, Nabisco, Ulta Beauty and others create closed-loop connections at the grocery store level using real-time verified walk-ins to measure and optimize verified walk-ins. For example, Unwash Shampoo was able to increase consumer engagement rates tenfold while reducing the cost per walk-in at JCPenney stores by targeting consumers within and around JCPenney stores with digital ads. Pepsi and Coke both have worked with grocery store partners to use geo-fencing to target and track consumers. Using this approach, Pepsi was able to drive increased foot traffic to ShopRite retailers that was optimized and measured using closed-loop attribution and reporting models employing real-time verified walk-in technology, yielding an 8% to 10% sales lift on the campaign.

By incorporating location intelligence into their targeting and measurement systems, brands in the consumer packaged goods industry can improve marketing return on investment and business results because only a third (32%) of CMOs feel they are using data and analytics to effectively demonstrate the contribution of marketing to sales outcomes. According to the Forbes CMO survey:

- Less than a quarter (23%) of consumer packaged goods CMOs report they are able to attribute retail outcomes and activations in their marketing mix models.
- Only a quarter can resolve customer identities from mobile sources into a single master profile for attribution and measurement.
- And only 25% can attribute downstream foot traffic and sales outcomes to online paid media and owned digital marketing (website, email, commerce and blogs) investments.[33]

X THREE WAYS HIGHLY ACCOUNTABLE MARKETING ORGANIZATIONS ARE USING LOCATION INTELLIGENCE TO IMPROVE MARKETING PERFORMANCE

The findings of this research demonstrate that increased investment in marketing accountability pays off in terms of growth and value creation. Executives that invest in a "measure twice and cut once" approach to marketing investment are generating better growth and financial outcomes based on their competency in marketing accountability. The high-performing marketers in this study were focusing substantially more investment, staff and time on marketing accountability.

THE FORBES MARKETING ACCOUNTABILITY MATURITY MODEL

COMPETENCY	BUSINESS IMPERATIVE	LEVEL 1: BASIC	LEVEL 2: ADVANCED	LEVEL 3: BEST-IN-CLASS
Cross-Functional Organizational Structures	Growth is a “team sport” that requires high degrees of collaboration across business units and functions	Marketing functions and partners are mostly isolated from other functions	Higher degrees of integration between marketing and finance and sales exist	High degrees of integration between marketing, executive leadership and business units
Measurement Skills and Competencies	Marketing accountability requires superior “below the line” skills in analytics, modeling and financial integration	Independent silos of experimentation and expertise across marketing and other functions	Establish centers of excellence in marketing data integration and interpretation	Establish centers of excellence in financial integration and advance marketing models
Functional and Role Alignment	Marketing must be functionally aligned with the growth strategy and enabled, partnered and resourced to achieve company growth goals	Marketing’s role, resources and job responsibilities are well aligned with its expected contribution to the company growth strategy	Marketing is partnering effectively with the finance and analytics functions to fulfill its expected contribution to the company growth strategy	Marketing is partnering effectively with all stakeholders and business units essential to the growth strategy to fulfill its expected contribution to company growth
Common Funding Processes	Centralized funding of short-term, long-term and strategic marketing investment maximizes ROMI and facilitates trade-offs	Fragmented funding sources with the majority of funding decisions made in a decentralized fashion	A significant portion of major marketing investments are made in a centralized planning and funding process	The majority of marketing investments and programs are made in a centralized planning and funding process
Common Planning Processes	Common planning processes that are data-driven, frequently updated and forecastable improve financial outcomes	Planning is not connected to financial outcomes and mostly based on historical data and updated on an infrequent (annual or quarterly) basis	Planning is partially connected to financial outcomes and based on data-driven inputs and updated on a regular (monthly) basis	Planning is largely connected to financial outcomes and mostly based on data-driven inputs and updated on a frequent (weekly/daily) basis
Information Sharing Processes	Documenting, sharing and leveraging information and learnings across the organization directly impacts enterprise value	Marketing insights and learnings are not documented, shared or readily available across the organization	Marketing insights and learnings are documented but not broadly shared or applied across the organization	Marketing learnings are well documented, broadly shared and systematically applied across the organization
A Common Economic Purpose for Marketing	Leadership must agree upon the economic purpose and contribution of marketing investments and actions to grow enterprise value	Marketing measures return on marketing investments based on marketing contribution and front of the funnel metrics	Finance and the organization agrees on common financial measures of return on marketing investments (ROMI)	The organization agrees on common financial measures of the contribution of marketing to corporate financial goals
Collective Growth Rewards and Incentives	Executive stakeholders must share growth incentives to foster collaboration and achieve collective growth outcomes	Marketing functions, resources and partners mostly operating on a common set of growth performance goals and metrics	Marketing, finance and sales operate on a common set of growth performance goals and financial impact measures	Marketing, the C-suite and business units operate on a common set of growth performance and financial KPIs
Common Enterprise Measures and KPIs	Company growth performance requires connecting the dots across many data sources to fuel reliable and externally validated measures of the financial impact of marketing investments	Data on marketing performance resides in many tactical and campaign silos, and company marketing performance measures are not well defined, valid or reliable	Company growth performance reporting connects marketing data from some sources to support measures (KPIs) that are valid and reliable	Company growth performance reporting connects marketing data from many sources to support measures (KPIs) that are measurable and comparable
Common Customer ID and Profiles	Customer profiles are the foundation of marketing mix and attribution models that span investments, channels and stages of the customer journey	Cookie-based identifiers aggregate some online sources of marketing performance and attribution data	Unified customer identifiers aggregate some online and some offline sources of marketing performance data	Unified customer identifiers aggregate most online, offline and non-media sources of marketing performance data
Planning, Attribution and Forecasting Models	Measurement models must incorporate a wide range of detailed performance data to support strategic CMO decision making and investment trade-offs	Marketing resource allocation and planning are supported by historical data, single-touch attribution and measures of individual media performance	Marketing resource allocation and planning are supported by multi-touch attribution and market mix models that include many media elements	Marketing resource allocation and planning are supported by robust forecasting and market mix models that include most online, offline as well as non-media elements
Broad Data Sources and Degrees of Integration	The more internal and external data sources integrated into marketing planning models, the more robust performance measurement models become	Little or no first-party data from digital marketing, CRM and web analytics is incorporated into measurement models	First-party data from digital marketing, CRM and web analytics systems is incorporated into measurement models	First-party as well as third-party and second-party data from data and platform partners is incorporated into measurement models

ORGANIZATIONS THAT SEEK TO BUILD A COMPETENCY IN DATA-DRIVEN MARKETING AND MEASUREMENT SHOULD FOCUS ON THESE AREAS

Process improvements

Best-in-class marketers are putting in place common planning processes that are data-driven and provide CMOs with fast, frequent and forecastable guidance to reallocate resources across a wide range of investments, maximizing both short- and long-term goals. Improving speed to insights and the ability to adjust and refine marketing investment allocations frequently has become fundamental to growth, according to David Edelman, CMO of Aetna: "*We need to move faster and be more dynamic. We cannot take three years to plan, deploy and run a customer acquisition model. That's too long. We need to move towards creating early warning systems rather than building models based on the past (rearview mirror). The biggest risk is the failure to estimate the speed and size of change early enough*." Reinforcing this call to action, only 34% of high-performing marketers report they are agile enough to make daily data-driven adjustments to their marketing programs and budgets to optimize marketing performance in real time.[4] Forty percent of automotive brands are adjusting their marketing programs using real-time data.[5] Putting in place common, enterprise-wide processes for establishing and sharing performance data makes it easier to:

- Update marketing planning assumptions based on market feedback, performance and trends more frequently.
- Systematically apply marketing insights to the planning and funding process.
- Evaluate a higher percentage of marketing programs and budgets using common measures and thresholds.

Incentives

High-performing marketers are establishing a common economic purpose, as well as common measures and goals, for marketing investment across the leadership team. Since growth is now a "team sport," the CEO, CFO and the entire leadership team must agree upon the economic outcomes the CMO can generate and the contribution of marketing, strategies, investments and actions to grow enterprise value. Establishing a common economic purpose includes agreeing on the return of marketing investments (ROMI) and establishing common financial measures of the contribution of marketing to corporate financial goals. "*Developing a collective understanding of the contribution of every organization to growth is important, because growth has become a team sport," according to Denise Karkos, CMO of Ameritrade. "As an individual contributor, marketing has the potential to drive a significant volume of leads at the front of the funnel. But thinking like a shareholder means bringing in the right quality leads—folks who have the money and interest to do business with you—and developing sustainable relationships with them. That requires teamwork. You need to partner with IT, sales, compliance, service and product to drive sustainable growth—quality relationships. In our industry, we partner with advisors to deepen relationships, legal and compliance to accelerate speed to market, and product is our partner on digital transformation."* Establishing a common economic purpose for marketing will give all marketing staff as well as agency and data partners a more comprehensive view of their individual contribution to sales, growth and firm performance, and it will help them work as a team towards common corporate financial and growth goals.

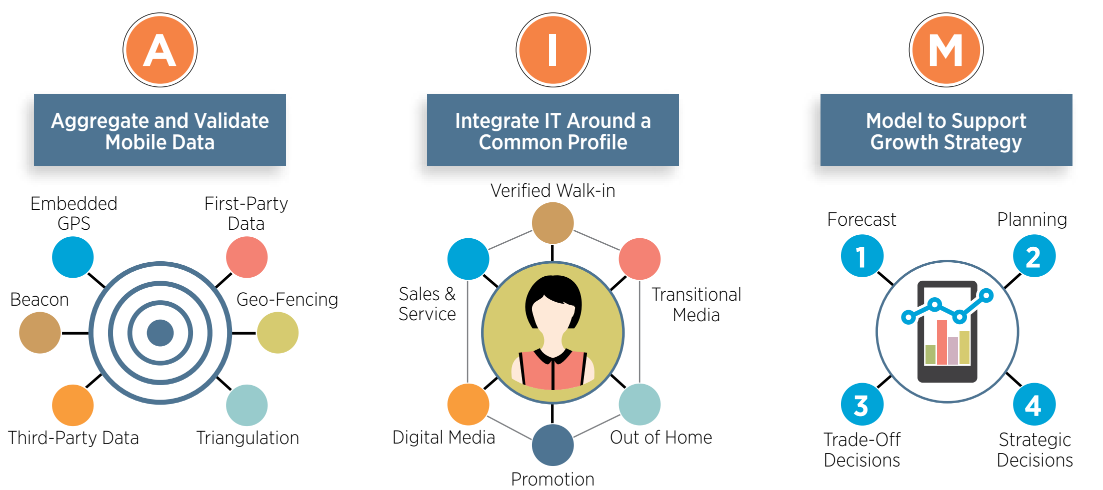
Investing in people

The fastest-growing organizations are building staff and skills in the core "below the line" measurement and analytics capabilities essential to improving marketing performance measurement and driving better marketing results. For example, the research identified financial integration, interpreting marketing performance data and executing sophisticated attribution models as the top skill gaps organizations need to fill to become more effective and accountable. For example, over a quarter of the highest-performing marketers are investing more than 10% of their working media budget on performance measurement and analytics. And almost a third (31%) of high-performing marketers report they are establishing centers of excellence in performance measurement over the next 12 months to help them become leading marketing organizations.[4] This allows organizations to pool modeling, financial and data integration talent essential to marketing accountability and to create a platform to spread and share best practices and insights to the broader organization.

Performance measurement systems

Marketers who are investing in technologies to help capture, integrate and analyze data from many sources are achieving higher degrees of marketing accountability. The high-performing marketers in this study are investing in technologies to help capture, integrate and analyze data from many online, offline and third-party sources to manage the detailed analysis required to develop marketing insights as well as structured recommendations to support executive-level trade-off conversations and decisions. For example, most high-performing marketers (61%) are establishing single-customer profiles to incorporate more data about media, channels and touch points into their marketing mix models and deliver higher levels of transparency, attribution and connection to financial outcomes.[5] As consumers engage universally with smartphones and intelligent devices, place-based location data is becoming a much bigger part of marketing performance measurement systems. The ability to aggregate location insights, integrate them with customer profiles and predictively model customer behavior and marketing performance will become fundamental to marketing measurement in the next 12 to 24 months. This research identified three ways that high-performing marketers are taking advantage of real-time location intelligence insights to improve marketing performance. Specifically, highly accountable marketers are partnering with top location insights providers to:

Three Ways Real-Time Intelligence Improves Marketing Performance Measurement



Continuously improve location accuracy and precision by aggregating location intelligence from multiple data sources and validating it by cross-referencing visitation, cartographic, pattern and device data

Resolve location-based intelligence around a single customer ID to connect online and offline media and customer touch points and attribute upstream marketing actions to downstream sales outcomes using multi-touch attribution

Create multi-touch attribution and marketing mix and stages of the journey to better support marketing strategy, targeting, investment and resource allocation

1 Aggregate and validate location data from a broad set of touch points, channels and information sources.

The number one action marketers plan to take in order to improve measurement in the future is to invest in technologies that help eliminate data integration obstacles. For example, CMOs rate consolidating data into a single source of truth and integrating critical platforms to support data-driven measurements as the top two steps they need to take over the next 12 months to become a leading marketing organization. As a first priority, marketers are integrating first-party data from internal sources, including marketing cloud solutions, CRM and web analytics to support performance measurement. Over time they are prioritizing third-party and second-party platforms as data sources to augment and deepen their models and create a more complete 360-degree picture of the customer. For example, 41% of high-performing CMOs report they are looking to partner with analytics from digital platforms as their most critical technology to support performance measurement.[5] Location intelligence is emerging as the critical ingredient to building multi-touch attribution models that connect many different offline and online touch points to sales outcomes and activation events in the physical world. Leading marketers are creating partnerships with best-in-class location insights providers to establish sustainable processes to continuously improve location accuracy and precision by aggregating location intelligence from multiple data sources and validating it by cross-referencing visitation, cartographic, pattern and device data.

2 Resolve customer intelligence from many touch points around a common customer profile.

Most (61%) of high-performing marketers are establishing single customer profiles to incorporate more data about media, channels and touch points into their marketing mix models and deliver higher levels of transparency, attribution and connection to financial outcomes.[5] Developing common customer profiles as the foundation of marketing mix and attribution models allows them to span many channels, touch points and stages in the marketing journey. Location intelligence supports this effort by providing a near universal customer identifier that makes it easy to aggregate and connect online and offline sources of marketing performance data. Leading marketers are creating partnerships with best-in-class location insights providers to systematically resolve location-based intelligence around a single customer identifier to connect online and offline media and customer touch points and attribute upstream marketing actions to downstream sales outcomes using multi-touch attribution.

3 Create marketing mix and attribution models that incorporate more elements of the marketing mix.

Marketers are creating increasingly robust measurement models that incorporate a wide range of detailed performance data to support strategic decision making and investment trade-offs. Adding third-party real-time location data to models from social, mobile and digital channels can add significant insights in terms of location, lifestyle and behavioral patterns over a long (six-month) look-back window. With daily updates to internal models by location intelligence providers, marketers can get a more complete picture of the customer journey that would allow them to dramatically improve performance by targeting marketing towards narrow time, location and event windows. High-performing modelers are incorporating location-based insights into multi-touch attribution and marketing mix models to understand the performance of more elements of the marketing mix and stages of the journey to better support marketing strategy, targeting, investment and resource allocation. According to Tony Pace, CEO of the Marketing Accountability Standards Board, *"Most bottom-of-the-funnel attribution measures used in marketing performance models are lazy and dysfunctional because they measure what is easy—sales qualified leads and coupon redemption—rather than what is important, like the role of brand preference and customer loyalty on lift and margin. Location intelligence is becoming fundamental to marketing accountability because it provides a universal joint that connects top-of-the-funnel strategies—in both online and offline media—to end-of-the-journey sales outcomes, particularly in two-tiered distribution models like CPG, automotive, entertainment and media, alcohol, fashion and hard goods."*

XI ESTABLISHING A REAL-TIME PROCESS TO INCORPORATE LOCATION-BASED INSIGHTS INTO YOUR GO-TO-MARKET APPROACH AT SCALE

Despite the significant potential of location intelligence to improve marketing accountability and firm performance, most organizations are not taking advantage of it to improve business performance. Less than two-thirds of C-level executives are using location intelligence, according to a survey of 220 marketing executives by the Hanover Group this year.[32] Less than a third of organizations are using location-based data to understand key business value drivers such as share of wallet (10%), brand loyalty (26%) and market penetration (32%).

47% of C-level executives view the process of extracting, cleaning and transforming data into a workable format to improve marketing performance and create business value as a top barrier to analyzing location data.

The same applies to targeting and personalization. Less than a third of organizations are targeting consumers and prospects on a hyper-local level despite the ability of a standard smartphone GPS to locate an individual within 10 meters. Only 31% of organizations are targeting consumers by physical store, plant office or features within those location. Even fewer (27%) target by longitude and latitude coordinates, or US Census Bureau block codes (17%).[32]

The reason most brands are not fully capitalizing on the potential to improve marketing performance and create business value is because it is perceived as difficult. Almost half of C-level executives (47%) view the process of extracting, cleaning and transforming data into a workable format to improve marketing performance and create business value as a top barrier to analyzing location data. Forty-seven percent of marketers cite data accuracy and quality as a top roadblock to collecting location data.[32]

All of these obstacles can be overcome today by a best-in-class location intelligence platform provider using proven capabilities and existing technology to create value.

Today, every brand can leverage current-generation embedded GPS technologies in smartphones, proven data validation and enrichment techniques, and location intelligence platform partners to address these data collection and analysis issues.

The ability of the best location intelligence platforms to provide transparent, accurate and actionable intelligence to brands has evolved to the degree that a range of industries—including consumer packaged goods, retail, media, automotive—are achieving results. Fundamental data extraction and enrichment capabilities available today include cross-collection analysis, contextual enrichment, identity resolution, visitation correlation analysis and cartographic cross-referencing.

Beyond this minimally viable process for leveraging location insights, marketing organizations will evolve their location intelligence capabilities over time to improve the breadth of touch points measured, the accuracy of predictive models, and the range of marketing strategies and actions that are informed by location intelligence.

Forward-thinking organizations are developing a roadmap for how their organization can take even greater advantage of the value potential of location intelligence by improving data accuracy and precision as well as expanding their ability to aggregate customer behavior and response data from physical locations into their marketing mix and attribution models.

As their location intelligence programs evolve, leading marketers will integrate more touch points to evolve towards a more complete end-to-end approach to capturing, aggregating, analyzing and using insights fueled by location-based data. In the next 18 to 24 months, organizations will improve the accuracy and breadth of their models by:

- Integrating owned media channels and first-party data from CRM, marketing automation and owned media platforms.
- Integrating response data from out-of-home, events, online and offline media touch points to better understand how these work in combination to accelerate consumers through the customer journey.
- Working with partners to integrate paid media, offline retail, sales and venue channels to further enrich models with sales outcome and activation data from physical locations and third-party publishers.
- Building more robust marketing attribution models that can empirically demonstrate the impact of strategic and top-of-the-funnel marketing investments and strategies on business outcomes.

Over time, best-in-class platforms will incorporate advances in location science to offer improved accuracy, precision and speed to enterprises through:

1. Triangulation and data overlays
2. Second-generation location technology
3. Location data hygiene and quality software improvements
4. Analytics enhancements that leverage artificial intelligence and proprietary models
5. Improved governance processes and systems

Ultimately, marketers will move towards moving information from customers' mobile devices to management decision-making models in "real time" or at least the "right time." With daily updates to marketing mix models from location intelligence providers, brands can get a complete picture of the customer journey that allows them to dramatically improve performance by targeting marketing towards narrow time, location and event windows.

XII APPENDIX

ABOUT SITO MOBILE

SITO INSTITUTE for Consumer Behavior and Location Sciences

About the SITO Institute of Consumer Behavior and Location Sciences

The SITO Institute for Consumer Behavior and Location Sciences is the education and research arm of SITO Mobile, a leading consumer behavior intelligence and marketing optimization platform and services firm. Founded by Bruce H. Rogers, former Chief Insights Officer of Forbes and founder of Forbes Insights and the Forbes CMO Practice, the Institute is devoted to helping its members understand, manage and develop best practices to leverage the power of real-time location data to better engage and influence consumer behavior in an age of the real-time consumer economy. For more information, please visit http://institute.sitomobile.com.

About SITO Mobile, Ltd.

SITO is a leading mobile data technology company that provides brands customized, data-driven solutions spanning strategic insights and media campaign delivery services. Through Consumer Behavior and Location Sciences™, SITO explores the consumer journey and presents powerful strategic knowledge assets and actionable insights for executives and strategic decision makers looking to understand and influence consumer behaviors.

Brands and agencies rely on SITO as a strategic partner for real-time understandings of customer movements, interests, actions, associations and experiences, ultimately providing increased clarity for better business decisions. The Company is headquartered in Jersey City, New Jersey, and its common stock is publicly traded on the NASDAQ Stock Market under the ticker symbol "SITO." For more information regarding SITO's science, technology and solutions spanning media and research, please visit www.sitomobile.com.

ABOUT THE FORBES MARKETING ACCOUNTABILITY INITIATIVE

The Forbes Marketing Accountability Initiative is an exclusive member organization where Marketing, Finance and Analytics leaders work together with academics, experts and peer practitioners to measure and continuously improve the value that marketing contributes to the business.

Our members are dedicated to proving the value of marketing and helping business leaders achieve a consensus on common-sense business practices for evaluating, measuring and growing the contribution of marketing to shareholder value, and informing critical growth investment decisions. Working in partnership with the Marketing Accountability Standards Board (MASB) and a Marketing Executive Advisory Council, we seek to establish benchmarks, methods and standards to better connect marketing strategies, investment and actions to business outcomes, growth and value creation. Our goal is to work with leading marketers, academics, standard-setting bodies and experts to come up with practical solutions to the top measurement challenges facing CMOs, including:

- **Measuring and maximizing the return on marketing investments and assets**
- **Supporting strategic trade-off decisions with facts and data**
- **Optimizing the performance of an expanding marketing investment portfolio**
- **Closing the marketing performance credibility gap**

We invite you to join our membership of performance-oriented CMOs and collaborate with your peers in Finance and Analytics to establish a consensus and externally validated framework for measuring, communicating and maximizing the contribution of marketing investment to shareholder value and growth.

METHODOLOGY

The Research Methodology Used

To develop a complete picture of the most recent marketing accountability trends, performance levels, management practices and technology solutions, the Forbes CMO Practice undertook four parallel sets of original primary research in the first half of 2017. These included:

1. Quantitative research from a series of surveys with senior-level marketing executives to identify critical issues, trends, benchmarks and best practices for measuring and managing marketing performance at the executive and board level. The quantitative research includes a survey of 300 global marketing executives in May 2017, and an in-depth follow-on survey of 500 global marketing executives in July of 2017 by Forbes Insights.

2. Qualitative interviews with 50 members of the Forbes Marketing Executive Council as well as interviews with over 50 subject matter experts from academic, marketing measurement, go-to-market strategy and corporate governance fields.

3. Secondary research from academic and commercial sources supports these findings, validating the marketing best practices, success stories, benchmarks and recommendations in this report as well as the technology solution analysis. The appendix documents all research sources.

INTERVIEWS

- **Dana Anderson**, CMO, MediaLink
- **Susan Avarde**, Board, Brand Foundry Ventures
- **Edgar Baum**, Chief Brand Economist, Strata Insights
- **Peter Bingaman**, CMO North America, Mercer
- **Michelle Bottomley**, CMO, Staples
- **Carter Burgess**, Managing Director Board Practice, RSR Partners
- **Enza Chiodi**, Analytics and Insights, MacDonald Media
- **James Daniels**, CEO, High Ridge Brands
- **David Edelman**, CMO, Aetna
- **Frank Findley**, Executive Director, MASB
- **Elissa Fink**, CMO, Tableau
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- **Evan Greene**, CMO, The Recording Academy
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- **Connie Weaver**, CMO and EVP, TIAA-CREF

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The Forbes CMO Practice offers marketing executives networking and advisory services and skill development programs grounded in the time-tested success and insights from 100 years of publishing evolution and success at Forbes.

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