

Predictions 2018: Digital Disruption Is The New Normal For B2B Marketing

Refine B2B Marketing's Remit To Meet The Demands Of The New Business Consumer

by Lori Wizdo

October 5, 2017

Why Read This Report

Historically, marketers in B2B companies have had less strategic influence than their compatriots in sales and product (e.g., engineering and manufacturing) roles. But in 2018, forces that have been roiling for the past several years will coalesce to spark a B2B marketing renaissance. This report highlights the specific changes that B2B marketers will make — and experience — in 2018 when their new destiny as steward of the customer relationship unfolds.

Key Takeaways

B2B Marketing Redefines Its Charter To Adapt To Changing Market Forces

In 2018, B2B marketers will step into a new role and remit that has formed over the past several years due to various factors. They'll shift from supplying leads to the load-bearing sales force to architecting engagement across the customer life cycle.

Use Of Analytics And Artificial Intelligence (AI) Will Migrate Beyond The Vanguard

AI already improves outcomes by surfacing insights and driving efficiency through automating processes that previously required manual decisions. More solution providers will inculcate AI into marketing use cases to help put those capabilities into the marketing playbook faster.

Nothing Less Than Operational Excellence Will Be Good Enough In 2018

B2B marketers have been playing catch-up with the newly empowered digital buyer for a few years now. In 2018, B2B marketing leaders will get serious about hiring the technical, analytical, and operational talent and leadership they need to succeed in the modern marketing era.

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Get Ready To Embrace New Customer, Tech, And Digital Demands

Peter Drucker, the high priest of business philosophy, once said: “The business enterprise has two — and only two — basic functions: marketing and innovation. Marketing and innovation produce results; all the rest are costs. Marketing is the distinguishing, unique function of the business.”¹ Somewhere along the way, B2B marketers — focused on product collateral, events and campaigns, as well as sales support — lost the thread.

That’s about to change. Buyers’ new behaviors, digitally disruptive business models, and fast-paced technology evolution are changing the business landscape to such a great extent that an obsession with winning, serving, and retaining customers now puts B2B marketers in the position to address Drucker’s vision in 2018.

B2B Marketers Will Put The Customer At The Core Of Their Purpose

The customer has always been core to marketing’s purpose.² But it’s no longer sufficient to be customer-focused. Today’s successful businesses must be customer-obsessed.³ Our research indicates that many B2B companies have not made that pivot: 65% of the B2B companies we assessed fell into the two least mature categories in our customer-obsessed maturity framework.⁴ And the vanguard is proving that customer obsession pays off. Forty-two percent of respondents from B2B companies in the most mature category reported that their organizations grew revenue by 10% or more in the prior fiscal year, compared with only 18% of the least customer-obsessed respondents.⁵ B2B marketers will make significant moves in 2018 as they embrace their customer-obsessed purpose and:

- › **Become the architect of customer engagement across the life cycle.** The digitally empowered buyer has already changed the roles of sales and marketing.⁶ The best B2B marketers are adopting customer personas and buyer journey maps — tools they’ve borrowed from B2C marketers — to create engagement strategies that guide customers through their increasingly digital buying

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journey. But in a recent survey, only 54% of B2B marketers said they align their marketing strategy to the needs of their target personas.⁷ We expect that number to rise to 75% in 2018, mirroring the growth we saw in 2017 in the adoption of buyer journey maps.⁸

Action: Use buyer personas and journey maps for customer engagement strategies. When personas and buyer journey maps are combined, the result is a set of clear instructions to design a customer engagement strategy for each distinct phase of the customer journey.⁹ Use Forrester's Go-To-Customer (GTC) Strategy Matrix to augment your buyer journey efforts. This framework helps you align your solution offerings with one of four different buying archetypes that can help you create customer-centric engagement strategies even when detailed buyer journey mapping is not feasible.¹⁰ Promulgate the idea that sellers are simply another channel in a complicated and nuanced customer engagement process by detailing the reasons behind the transition from sales-led to customer-led purchase navigation.¹¹

- › **Stake a claim for customer experience ownership.** In 2017, B2B marketers saw their accountability for customer experience (CX) soar: 43% claimed responsibility for this assignment, up from 27% in 2016. But only 23% lead the definition of their firm's CX strategy or vision.¹² We expect marketers to deepen their CX responsibilities further in 2018 as they push B2B brand experiences from customer-focused to customer-obsessed. As a result, we predict that the percent of B2B firms making our customer-obsessed grade will increase from 12% in 2017 to 24% by the end of 2018.¹³

Action: Invest in customer marketing programs to tether CX to brand values. Fed up with disjointed experiences, business buyers reward suppliers who deliver results quickly. In response, plan to set aside approximately 30% of resources in 2018 to focus on post-sale marketing. Use some of these resources to invest in advocate marketing. When properly wooed, incented, and thanked, your fans will willingly recommend you to the uninitiated and happily demonstrate the benefits you've delivered.¹⁴

- › **Assume ownership of customer success management.** Facing stiffer competition for net-new buyers, B2B firms must sell more to current customers to keep growth curves rising. This puts enrichment-focused strategies, such as account-based marketing (ABM) and customer marketing, on a collision course with the emerging discipline of customer success management (CSM).¹⁵ In 2018, we expect to hear the opening shots ring out in the fight for who determines post-sale customer strategy. We also expect to see many more CSM leaders report to the CMO as the head of marketing takes over the CX reins.¹⁶ The most evident sign: CSM goals will shift toward relationship building and advocacy, and CSMs will count references, testimonials, and customer-contributed content in their 2018 key performance indicators.

Action: Make the case that satisfied, loyal buyers are not enough. For B2B marketing to win this battle royale, marketing leadership must make the case that customers who actively advocate for you are essential.¹⁷ To ensure brand promises remain tethered to customers' experiences, up-

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level onboarding programs in 2018 to help customers become successful at their jobs, not just learn how to use your features. Marketing should also upgrade data management capabilities to include customer voice and purchase intent to help firms anticipate and act on customers' needs.

- › **Extend customer obsession through partner obsession.** Business buyers are leading most new technology projects, and 46% are involved in choosing which third parties will help them.¹⁸ To deliver a unified and consistent brand experience, B2B marketers will expand their customer experience scope to include their existing partners and a new channel cadre — third-party consultants, industry professional services firms, X-as-a-service (XaaS) ecosystem partners, and ISVs. Stronger marketing involvement will amplify the brand and make customer experiences more consistent when third parties deliver them. We expect that 2018 will be a breakout year for leading through-channel marketing automation firms (e.g., Aprimo, Brandmuscle, and Zift), which will realize double-digit increases in revenue and partner adoption.

Action: Empower your channels to amplify your message. In 2018, B2B marketers should expand existing channel enablement programs (e.g., incentives as well as co-selling and co-marketing programs) and allocate budget for the demands of new and existing partners and channels for marketing programs and content. Programs must balance vendor and partner brand visibility for their customers.

B2B Marketing Will Redefine Its Charter To Better Engage The New Business Consumer

In 2018, B2B marketers will revise their role and remit to better address digital disruption in their customer, competitive, and product domains. To make these changes, B2B marketers will expand their charter in 2018 and:

- › **Assume leadership responsibility for inside sales.** To better serve digitally self-reliant buyers, the inside sales role will evolve to include not only lead vetting and appointment setting but also transactional and strategic selling. Digital selling has more in common with micromarketing techniques than traditional sales tactics, so we expect to see more B2B marketers assume revenue and management responsibility for this redefined role. In a recent survey, 20% of B2B marketers indicated they had responsibility for inside sales, and 32% fund this group's enablement tools.¹⁹ We expect to see a 15% to 20% lift in B2B marketers having revenue and management responsibility in 2018 versus 2017.

Action: Modernize your engagement strategy. Investment in support for inside sales has been minimal.²⁰ In 2018, B2B marketers should sunset old-school sales training and layer in digital sales tools to maximize this group's impact. B2B marketing leaders should rebrand this team as "digital sales" and introduce increased specialization into the new digital seller role. Consider aligning sellers to key phases of the buyer journey and create specific roles for nurturing, outreach/ appointment setting, and unique product/service sales.

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- › **Get serious about social selling.** Social media is transitioning from a haphazard outlet for demand generation to an essential channel for engagement at all phases of the customer life cycle. However, setting up social profiles and inking deals with social engagement vendors is not enough to derive value. It requires a comprehensive strategy and well-executed plan. In early 2017, 26% of B2B marketers reported having a formal social selling program in place.²¹ In 2018, expect to see just fewer than 50% of B2B marketers establishing a formal social selling program — including policies, training, and metrics — with an emphasis on building relationships, not just connections.²²

Action: Take a programmatic and holistic approach to make social initiatives flourish. Marketing needs to guide sales' adoption of social selling by supporting salespeople with governance, content, tools, and ongoing training. B2B marketers must also tie in other social media marketing and advocacy programs. Work with sellers to fully optimize social across the entire buyer life cycle.

- › **Make account engagement strategies more predominant and permanent.** ABM pioneers identified key accounts, targeted spend more accurately, and personalized engagement — all of which cool new tech enabled.²³ But ABM in 2017 was more pilot than progress, extending the hype and allowing more vendors to attach the ABM moniker to their wares.²⁴ Now that the dust is settling, ABM implementations in 2018 will use more software that synchronizes coordinated plays — from firms like Engagio, Integrate, and Outreach — to align marketing and sales. The biggest ABM winners in 2018, however, will be the B2B data management players as most marketers shift from ad hoc procurement to data strategies that focus on maximizing customer lifetime value.²⁵

Action: Focus ABM on building long-term relationships with accounts. In 2018, marketers should double down on orchestration and relationship management capabilities coming from content marketing platforms, sales enablement tools, and customer intelligence applications. Marketers may already own these tools, and they offer solid collaboration, coordination, and data integration capabilities. Personalization features are still evolving, so plan to test multiple solutions that customize interactions with individual, or small sets of closely linked, accounts to find out what works best for your ABM strategy.²⁶

- › **Look to new partners as traditional channels atrophy.** While demanding less vendor sales engagement, business buyers will increase the use of what Forrester calls “shadow channels,” such as third-party consultants, industry professional services firms, XaaS ecosystem partners, ISVs, and born-in-the-cloud specialists, to drive business outcomes.²⁷ Traditional partners lack the sales and marketing prowess to reach the business buyer and are missing hyperspecialized skills in lines of business, industries, segments, and technology. Combined with the aging of the channel, these factors will cause a 10% attrition in the overall number of traditional partners, while new alliances will grow exponentially.

Action: Rethink your approach to engaging and enchanting partners. B2B marketers should develop specialized content, messaging, and programs to capture the hearts and minds of these new influencers. Unlike the traditional pyramid-shaped gold, silver, and bronze programs of the

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past, adopt an interconnected mesh structure to segment partners by their specialized skills and customer value-add instead of just revenue rankings. Recruit, enable, develop, and motivate this new breed of customer-obsessed partner to achieve indirect sales success in 2018.

B2B Marketing Will Optimize Engagement With AI

The use of AI technologies reached an inflection point in 2017. More than half of B2B marketing vendors that briefed Forrester have plans to weave AI into their offerings to surface insights and enable a wide range of use cases, including account selection, content personalization, and ad placement. AI drives efficiency by automating processes that previously required manual decisions. AI is now poised to enable contextual marketing across the entire customer life cycle by autonomously creating, delivering, and optimizing personalized customer engagement. In 2018, we predict that:

- › **Solutions for marketing-focused intelligent agents will hit critical mass.** Intelligent agents (IAs) — in the form of virtual assistants and chatbots — are most often used to help existing customers solve problems without engaging more expensive human agents. But they can also help buyers find the content they seek for education and evaluation without enduring an unwanted sales pitch.²⁸ In 2017, only a handful of vendors, like Conversica and Drift, were selling IAs for marketing use cases. In 2018, more vendors will enter the market — as underlying AI and voice recognition technologies improve, technology costs drop, and user familiarity overcomes the creepiness factor. By the end of 2018, we expect marketers will have 3x as many vendor options.

Action: Use intelligent agents to create conversation-qualified leads. Marketers need to fill the gap created as B2B buyers disintermediate sellers from the early stages of their buying journey. IAs offer an appealing alternative engagement tool that can fill this gap. All B2B marketers should consider the role of IAs in their engagement strategy and invest in strategic pilots. In 2018, top marketers will go beyond IA pilots and capture engagement context to create a new class of highly conversation-qualified leads (CQLs) — through their actions or words — which are ready for sales engagement.

- › **Machine learning adoption will boost content personalization and reuse.** One-third of B2B marketers said improving their understanding of customers' needs and interests and developing new assets were top content priorities in the next 12 months.²⁹ New AI-based capabilities from companies like Demandbase, Idio, and Marketo will ease the burden because half of those experimenting will turn to machine learning to deliver better relevance and increase content volume production. We also believe new machine learning capabilities — from emerging vendors like Albert.ai, Charlie App, Folloze, and SnapApp — will shake up the content marketing scene in 2018 by helping marketers and sellers break long-form content into snackable bites for easy repurposing in social media, digital ads, or email introductions.

Action: Quiz content marketing and sales enablement vendors about their AI plans. B2B marketers must find new ways to meet the demand for relevant, personalized content at scale — with Demandbase and Marketo vying with B2B content marketing platforms and sales content

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enablers to become the source of solutions to this problem. In 2018, request an ETA for new functionality that can recommend next-best actions by automatically creating specific messages and calls to action based on the predicted needs of the account.

› B2B marketers will drive convergence of PMA and ABM to supercharge engagement.

Belying the omnipresent headlines, ABM is still an emerging practice. In a recent survey, only 13% of marketing respondents said they had established measurable ABM practices.³⁰ Adoption of predictive marketing analytics (PMA) has increased, with 23% of respondents reporting adoption in 2016 versus 54% in 2017.³¹ We expect adoption numbers for both to increase as B2B marketers leverage the intelligence of PMA and the targeted engagement capabilities of ABM to power contextual and relevant experiences. We predict that more than 25% of marketers in 2018 will establish measurable ABM processes, and adoption of PMA will increase to 65%.

Action: Prioritize investment in PMA. Take advantage of the AI-fueled insight from PMA to more broadly employ ABM-inspired, contextualized experiences that engage your customers and drive growth. With PMA, you'll have visibility into both the content consumption habits, spikes, and dips of your target accounts as well as the deep insight into account attributes that power hypersegmented messaging and sales conversations. In 2017, customer-obsessed marketers who engage PMA vendors will move beyond applying PMA's functionality exclusively to account identification and master complex engagement challenges with relevant messaging and delightful experiences.

› AI-based sales coaching will introduce a new model for guiding sellers' actions. In 2018, we expect to see 50% of leading sales enablement, learning, and CRM vendors introduce new seller use cases that leverage AI to better align sellers' and buyers' behaviors. These AI-enhanced solutions will glean insights into buyers' interest and intent and even barriers to action by analyzing content engagement. Then they will turn the same lens to sellers' engagement in terms of training, readiness, skills development, and next-best-action recommendations — based on successful seller behaviors — to guide other sellers. This will provide ongoing insight to both sellers and content creators to continuously improve content and determine when to best use it during the sales cycle.

Action: Get ready with a customer data audit and game plan. The challenge for practitioners and vendors will be to access all relevant data to build the most complete model possible of effective seller actions. This includes data that ranges from marketing automation, sales enablement automation, learning management, and CRM systems to configure-price-quote, compensation, territory management, and pipeline/forecasting systems. B2B marketers should take a thorough inventory of available data and query sales enablement vendors about their strategies to bring these multiple sources together to feed data-hungry AI-based solutions.

B2B Marketers Will Prioritize Operational Excellence

B2B marketers have been playing catch-up with the newly empowered digital buyer for a few years now and still have some distance to close. Just more than half (54%) of B2B marketers told us they organize around customer segments.³² Fewer than half (47%) of B2B marketing leaders also believe

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that they give employees the training they need to consistently exceed customers' expectations.³³ And 64% tell us that they successfully use marketing technology to manage customers' engagement and capture customers' behavior across their entire life cycle.³⁴ In 2018, we expect B2B marketers to make great strides forward to organize and execute for success:

› **B2B marketing leaders will recruit talent to power up a customer-obsessed approach.**

Business marketers need to skill-up for the job of modern marketing. In a recent survey, 40% of marketing leaders rated recruiting and developing better talent as a high or critical priority.³⁵ In 2018, legacy skills such as product marketing and marketing communications will become less attractive to CMOs. CMOs will face increased pressure to demonstrate their teams' influence on commercial outcomes across the entire buyer life cycle. So more than 60% of CMOs will aggressively seek new talent to address skill gaps in statistical and predictive analytics, visual-based storytelling, and the operational management of inside or digital sales teams.

Action: Partner with HR to identify new ways to attract and develop top-tier talent. CMOs must partner with HR to assess their existing team's competencies regarding modern B2B marketing skills. Create new roles and job descriptions, and identify new talent pools. Consider developing a rotation of high-potential employees from sales, technology, customer success, and marketing to round out skills and provide a good internal source of top-tier talent.

› **B2B marketers will outsource the data management challenge.** Insightful data — and the targeted and contextual action it drives — has never been more critical to B2B marketing success. But most B2B marketers admit that data management and analytics skills are their worst weakness.³⁶ To bridge this gap, growing numbers of B2B marketers are opting to buy solutions that include customer data rather than acquiring the data separately. Data-intensive solutions in this category include PMA (e.g., 6Sense and Lattice), ABM/programmatic ad platforms (e.g., Azalead and Demandbase), and owned social or publishing networks (e.g., Madison Logic and Tech Target). We predict that the number of B2B marketers going this route will start to accelerate, reaching 10% in 2018.

Action: Be a data connoisseur rather than a data collector. The requirement for data expertise will never disappear entirely, even for those who choose to outsource. B2B marketers need to become data connoisseurs, discriminate between the numerous varieties of data types and sources on offer, and pair them with the complementary engagement strategies that will create the best results. This will often require using a combination of third-party data providers and data management platforms — in a space where distinctions between the two are blurring — to achieve full coverage of your target audience.

› **Operations professionals will become the CMO's major-domos.** CMOs face three difficult make-or-break challenges in 2018. These include 1) performance management that requires data and analytics mastery; 2) customer experience objectives that require cost-effective channel orchestration; and 3) decision support that demands data interpretation and insights rather than canned reports that capture channel performance. These requirements will drive the demand for operations expertise and the need for that talent to have closer proximity to marketing leaders. In 2018, we forecast that 75% of B2B CMOs will have a marketing operations professional as a direct report.

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Action: Escalate the role of operations in your organization. Ensure your operations function has the talent and leadership to understand marketing performance and recommend ways to improve it, optimize processes for increased efficiencies, and manage a technology stack that perfectly aligns to your marketing imperatives. Keep operations top of mind when considering not only new roles but also new skills that your organization needs. If you commonly have decision-heavy dialogue with no senior representative from operations present or if your operations staff is junior, under-resourced, or simply tangential to strategy, create a spot for a senior operations role.

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Supplemental Material

Forrester's Q3 2016 Customer-Obsessed Operating Model Online Survey was fielded in July and August 2016. This online survey included 1,024 respondents in a leadership role from companies with 500 or more employees in the US, the UK, and Germany. Research Now fielded this survey on behalf of Forrester. Survey respondent incentives include points redeemable for gift certificates.

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Exact sample sizes are provided in this report on a question-by-question basis. Survey responses are not guaranteed to be representative of the population at large. Unless otherwise noted, statistical data is intended to be used for descriptive and not inferential purposes.

The Forrester Data Global Business Technographics® Marketing Survey, 2017, was fielded in June and July 2017. This online survey included 1,138 respondents in Brazil, Canada, China, France, Germany, India, the UK, and the US from companies with either 500 or more employees (the US, Canada, Germany, France, the UK, India, and China) or 100 or more employees (Brazil).

Forrester Data Business Technographics ensures that the final survey population contains only those with significant involvement in the planning, funding, and purchasing of business and technology products and services. Research Now fielded this survey on behalf of Forrester. Survey respondent incentives included points redeemable for gift certificates.

Please note that the brand questions included in this survey should not be used to measure market share. The purpose of Forrester Data Business Technographics brand questions is to show usage of a brand by a specific target audience at one point in time.

The Forrester Data Global Business Technographics Marketing Survey, 2016, was fielded in May and June 2016. This online survey included 1,072 respondents in Brazil, Canada, China, France, Germany, India, the UK, and the US from companies with either 500 or more employees (the US, Canada, Germany, France, the UK, India, and China) or 100 or more employees (Brazil).

Forrester Data Business Technographics ensures that the final survey population contains only those with significant involvement in the planning, funding, and purchasing of business and technology products and services. Research Now fielded this survey on behalf of Forrester. Survey respondent incentives include points redeemable for gift certificates.

Please note that the brand questions included in this survey should not be used to measure market share. The purpose of Forrester Data Business Technographics brand questions is to show usage of a brand by a specific target audience at one point in time.

Forrester's Q2 2017 B2B Customer-Obsessed Operating Model Online Survey was fielded to 191 B2B marketing professionals. For quality assurance, we screened respondents to ensure they met minimum standards in terms of content knowledge, job responsibilities, and budget insight.

Forrester fielded the survey from June 7 to June 28, 2017. Respondent incentives included a summary of the survey results and a copy of a previously published report using Forrester's Q3 2016 Customer-Obsessed Operating Model Online Survey results. Exact sample sizes are provided in this report on a question-by-question basis.

This survey used a self-selected group of Forrester contacts who have knowledge of B2B marketing and is therefore not random. This data is not guaranteed to be representative of the population, and, unless otherwise noted, statistical data is intended to be used for descriptive and not inferential purposes. While nonrandom, the survey is still a valuable tool for understanding where users are today and where the industry is headed.

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Endnotes

- ¹ Most people attribute the quote to Peter Drucker, and he did write that in 1979. But he was channeling Milan Kundera, author of *The Unbearable Lightness of Being*, who first said, "Business has two functions: marketing and innovation." Source: Milan Kundera, *The Unbearable Lightness of Being*, Harper & Row, 1984.
- ² For a nice collection of definitions of marketing's purpose, look at the various quotations on the online reference website, Learn Marketing.net. Source: "What is Marketing?" Learn Marketing.net (<http://www.learnmarketing.net/marketing.htm>).
- ³ Power continues to shift from organizations to customers, driving more digital disruption and compelling more organizations to embrace customer obsession. See the Forrester report "[Leadership In The Age Of The Customer](#)."
- ⁴ Forrester has identified four levels of customer obsession maturity: Customer-Naive, Customer-Aware, Customer-Committed, and Customer-Obsessed. See the Forrester report "[The Customer Obsession Assessment](#)."
- ⁵ In Forrester's Q3 2016 Customer-Obsessed Operating Model Online Survey, we surveyed 468 global executives in companies that sell primarily or exclusively to businesses to determine what distinguishes customer-obsessed organizations from their less customer-centered peers. See the Forrester report "[The B2B Marketer's Guide To Benchmarking Customer Obsession Maturity](#)."
- ⁶ B2B buyers no longer need to speak to your sales reps early in the life cycle. They have their own ways of finding information and engage with your products and services on their own terms and via different channels. B2B firms that fully understand this buyer-driven edict will put specific organizational, marketing, and enablement strategies in place to succeed and meet buyers on their own terms. See the Forrester report "[B2B Buyers Mandate A New Charter For Marketing And Sales](#)."
- ⁷ Source: Forrester's Q2 2017 B2B Customer-Obsessed Operating Model Online Survey.
- ⁸ The adoption of buyer journey maps for marketing has risen dramatically in 2017 — from 35% of marketing decision makers whom we surveyed in 2016 to 64% in 2017. Source: Forrester Data Global Business Technographics Marketing Survey, 2017 and Forrester Data Global Business Technographics Marketing Survey, 2016.
- ⁹ B2B buyer personas consolidate customer insight into an intellectually accessible format to increase customer understanding across the organization. Buyer journey maps use the customer life cycle as a guide to understand buyers' motivations as well as the barriers and stepping stones on their path to a specific purchase. See the Forrester report "[Key Tools For The Customer-Obsessed B2B Marketer](#)."
- ¹⁰ Forrester's GTC Strategy Matrix helps B2B marketers engineer a GTC strategy that aligns marketing, sales, and service on the path to customer obsession at scale. It offers B2B leaders a new planning construct to develop customer-obsessed engagement strategies. See the Forrester report "[Scale Your B2B Customer Obsession With A Go-To-Customer Strategy](#)."
- ¹¹ Business consumers are increasingly self-directed: 68% of B2B buyers prefer to research online on their own, 60% of B2B buyers prefer not to interact with a sales rep as the primary source of information, and 62% of B2B buyers say they can now develop selection criteria or finalize a vendor list — based solely on digital content. Source: Forrester/Internet Retailer Q1 2015 US B2B Buyer Channel Preferences Online Survey.
- ¹² Source: Forrester Data Global Business Technographics Marketing Survey, 2017.
- ¹³ See the Forrester report "[The B2B Marketer's Guide To Benchmarking Customer Obsession Maturity](#)."
- ¹⁴ See the Forrester report "[Turn B2B Customer Goodwill Into Gold](#)."
- ¹⁵ See the Forrester report "[Customer Success Management Is The Key To Outstanding B2B Customer Experiences](#)."
- ¹⁶ See the Forrester report "[The Model For Modern Marketing](#)."

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¹⁷ See the Forrester report "[Advocate Marketing Creates B2B Customer Relationships That Last A Lifetime.](#)"

¹⁸ Source: Forrester Data Global Business Technographics Business And Technology Services Survey, 2016.

¹⁹ Source: Forrester's Q3 2017 Global B2B Marketing Routes-To-Market Panel Online Survey.

²⁰ Fewer than a third of B2B marketing organizations invest in sales enablement or content management platforms.
Source: Forrester's Q3 2017 Global B2B Marketing Routes-To-Market Panel Online Survey.

²¹ Source: Forrester's Q1 2017 International B2B Marketing Panel Online Survey.

²² See the Forrester report "[Add Social Selling To Your B2B Marketing Repertoire.](#)"

²³ See the Forrester report "[Vendor Landscape: Account-Based Marketing, Q4 2016.](#)"

²⁴ See the Forrester report "[Predictions 2017: ABM Boosts B2B Marketing's Customer Obsession IQ.](#)"

²⁵ See the Forrester report "[Vendor Landscape: B2B Marketing Data Providers, Q3 2017.](#)"

²⁶ See the Forrester report "[Retro Yet Revolutionary: Demystifying Account-Based Marketing.](#)"

²⁷ See the Forrester report "[Death Of The Traditional IT Channel.](#)"

²⁸ See the Forrester report "[How Self-Service Research Changes B2B Marketing.](#)"

²⁹ The top two responses to the question, "Which of the following are your organization's top content priorities for the next 12 months?" were "improve the understanding of our customers' needs and interests" and "develop new content to fill known gaps in our content portfolio." Source: Forrester Data Global Business Technographics Marketing Survey, 2017.

³⁰ Source: Forrester's Q1 2017 International B2B Marketing Panel Online Survey.

³¹ Source: Forrester Data Global Business Technographics Marketing Survey, 2017 and Forrester Data Global Business Technographics Marketing Survey, 2016.

³² Source: Forrester's Q2 2017 B2B Customer-Obsessed Operating Model Online Survey.

³³ Source: Forrester's Q2 2017 B2B Customer-Obsessed Operating Model Online Survey.

³⁴ Source: Forrester's Q2 2017 B2B Customer-Obsessed Operating Model Online Survey.

³⁵ Source: Forrester Data Global Business Technographics Marketing Survey, 2017.

³⁶ See the Forrester report "[Vendor Landscape: B2B Marketing Data Providers, Q3 2017.](#)"

We work with business and technology leaders to develop customer-obsessed strategies that drive growth.

PRODUCTS AND SERVICES

- › Core research and tools
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- › Peer collaboration
- › Analyst engagement
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