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Personalization At Scale: Bring Forth The Customer And Business Benefits Of Experience Excellence

The Best Practices Of Personalization At
Scale Are Within Your Reach

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Executive Summary

This research revealed that four out of five Experience Leaders overperform in customer acquisition, customer experiences, and lifetime value with a payoff of higher revenue and ROI. So what gives this advanced group advantage over the rest of the market, which includes both Evolving Intermediaries and Rising Laggards?

Experience Leaders practice not just personalization but also “personalization at scale,” a strategy to consistently deliver value to all of their customers and benefit to their business by leveraging data to create connected, contextually relevant experiences for every customer across all interactions and channels. To execute on this strategy, Experience Leaders organize across teams and departments to keep the customer at the center of the strategy, having mastered advanced capabilities in data and insights, content supply chain and modular assembly, and omnichannel journey orchestration to do so.

These capabilities and practices are within reach of every organization. Every role — marketing, digital, insights, technology, customer care, and product development — has a part to play in bringing the full benefits of personalization at scale to life.

In June 2022, Adobe commissioned Forrester Consulting to evaluate the state of personalization at scale and identify the best practices of Experience Leaders. Forrester conducted the following surveys and interviews to explore this topic: 1) an online survey with 1,770 global decision-makers responsible for personalization programs/initiatives; 2) an online survey with 1,248 global B2B customers who have recently engaged online with a company they’re authorized to make purchases from; 3) an online survey with 1,921 global B2C consumers who have recently engaged with a company via digital channels; and 4) interviews with 22 decision-makers responsible for enterprise-level personalization programs/initiatives.

Key Findings

- **Experience Leaders practice personalization at scale.** Compared to Evolving Intermediaries and Rising Laggards, Experience Leaders consistently deliver increased value to customers and benefit to their business by providing a personalized experience across every channel, touchpoint, and interaction. The payoff is overperformance in key customer success metrics for 4 in 5 Experience Leaders.
- **Companies must master new capabilities in data, content, and journey orchestration.** Success comes from investments in technology and capabilities that scale personalization to the entire customer journey. Experience Leaders expertly practice three core capabilities in data and insights; content creation and management; and omnichannel journey orchestration.
- **A coordinated, multi-owner operating model powers personalization at scale as a strategy for success.** Experience Leaders achieve success with personalization at scale by coordinating across team and departmental boundaries to fund and manage a personalization center of excellence.

Customers Deserve Delight At Every Step Of Their Journey

It can seem like an impossible mission to continuously delight your customers and always provide them with something unexpectedly personal, e.g., a helpful hand, a highly relevant offer, a seamless support experience, etc. And as always, customers' expectations are set by the best brands and experiences out there. This creates a market where the bar on delightful experiences is always rising.

But delight is precisely what consumers and business customers want from a personalized experience (see Figure 1). Both groups also rate a personalized experience as critical when engaging with a company.

Across both global surveys and interviews, the Forrester Consulting team sought to understand what companies can do to deliver experience delight to all their customers across every step of their journeys. The effort to do that is worthwhile, considering that the payoff of great personalization is higher conversion, deeper engagement, and fiercer loyalty.

In the study, respondents reported that their personalization initiatives have exceeded targets and expectations for revenue (68%), customer experience measures (67%), and conversion rates (67%). One travel and hospitality director in the context of a B2B customer campaign reported, "Personalization [over the course of 18 months] led to an additional \$46 million in top-line revenue per campaign, an increase credited to higher conversion from personalization." Another director from a financial services firm said, "Based on our personalization strategy, we have seen a 40% reduction in calls and a corresponding 1-point increase in our [\[Net Promoter ScoreSM\]](#)." These remarkable results are available to every company with the will to commit.

In the words of a
VP, senior partner
in financial services:
"We see what these
companies are
doing. We just can't
replicate it."

The goal of your personalization strategy should be to bring both value to your customers and benefit to your business.

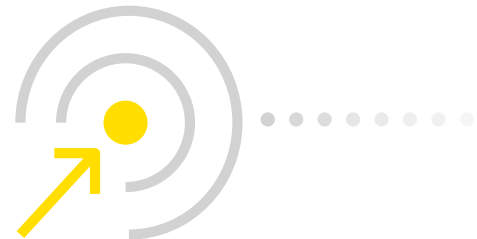
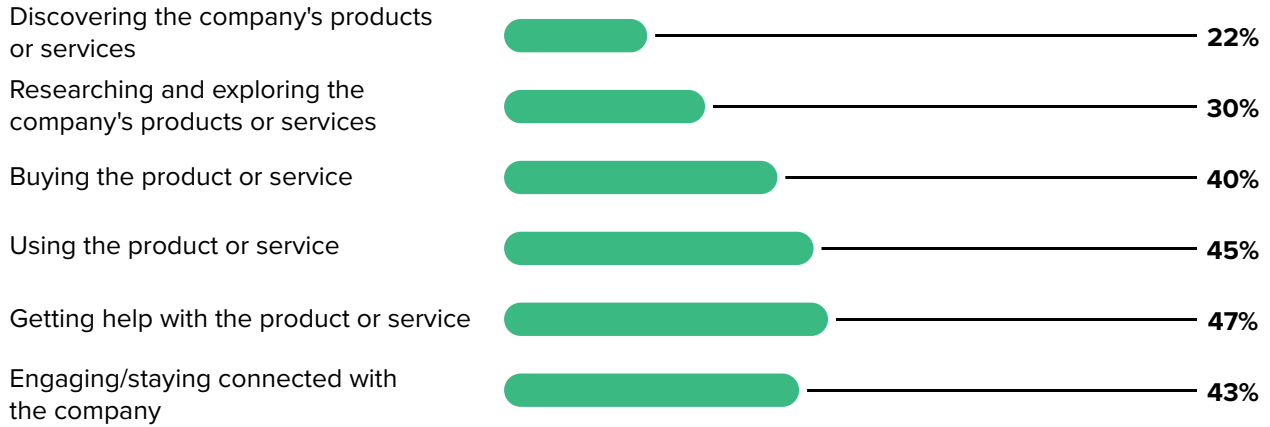


Figure 1

Consumers Value Personalized Experiences Along Their Journey

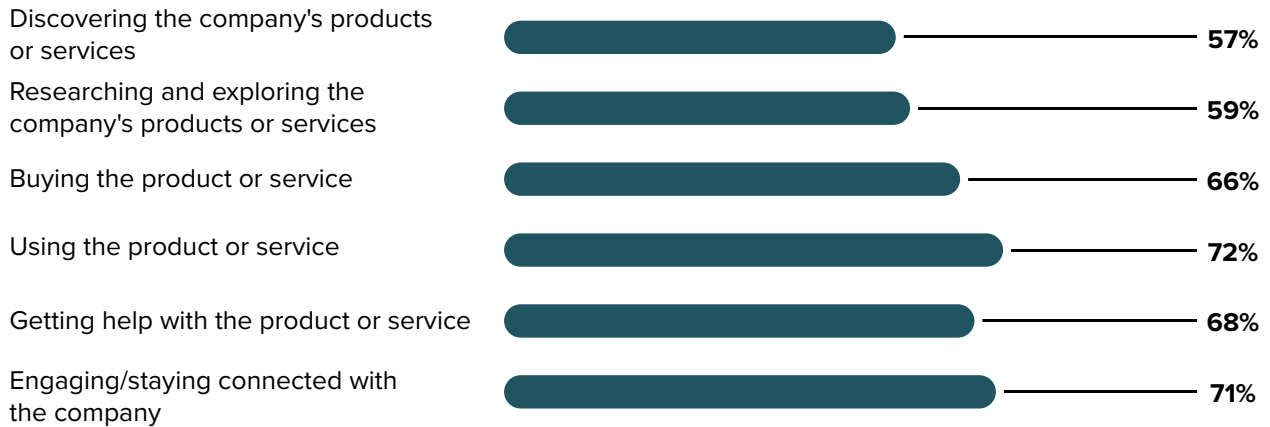
● B2C* — I expect fully/mostly personalized content when doing this.



73% of consumers and 87% of business customers expect to be delighted both before and after purchase.

B2B Customers Have Even Higher Expectations For Personalization

● B2B† — I expect fully/mostly personalized content when doing this.



66% of B2B customers expect the same or better personalization in their professional lives (vs. in their personal lives).

* Base: 1,921 B2C consumers who have recently engaged with a company via digital channels

† Base: 1,248 B2B customers who have recently engaged online with a company they're authorized to make purchases from

Source: A commissioned study conducted by Forrester Consulting on behalf of Adobe, June 2022

Experience Leaders Succeed By Practicing Personalization At Scale

This multifaceted study revealed the power and payoff of not just personalization but also what we, for the purposes of this study, define as “personalization at scale,” a strategy to consistently deliver value to their customers and benefit to their business by leveraging data to create connected, contextually relevant experiences for every customer across all interactions and channels.

To identify the best practices of this advanced strategy, we quantified the results of the global decision-maker study and found three kinds of companies based on their personalization capabilities: Experience Leaders, Evolving Intermediates, and Rising Laggards (see Figure 2).

Experience Leaders operate on a higher plane because they: 1) coordinate their commitment in a personalization center of excellence (CoE) and 2) master advanced capabilities in data and insights, content creation, and omnichannel journey orchestration.

In contrast, Evolving Intermediates have mastered some of these capabilities at lower levels than Experience Leaders and with less coordination among teams and channel owners. Rising Laggards are more “point solutioned” in their approach, lacking many personalization capabilities and practices.

As a VP at a telecom firm explained, “We need to tailor messages to each customer over multiple interactions because we need to prove to our customers that they’re not just a mailing list.”



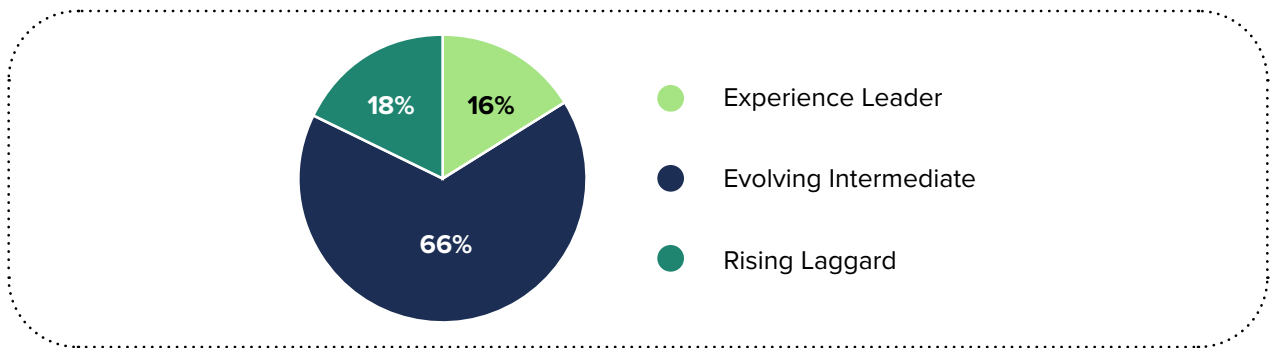
Four out of five
Experience Leaders
overperform in
customer acquisition,
experience, and
lifetime value with
a payoff of higher
revenue and ROI.

Figure 2

Personalization At Scale Maturity

Respondents were divided into three groups based on their current abilities along six personalization dimensions:

- 1** An enterprisewide program approach
- 2** The personalization tactics used
- 3** The types of data used
- 4** Adoption of customer data management/analytics practices
- 5** Adoption of content creation practices
- 6** Adoption of omnichannel journey orchestration practices



EXPERIENCE LEADERS

Report improving customer experience as the **number one driver** of their personalization strategy

Are **3x more likely** than Rising Laggards to fully personalize customer journey phases, including those where customers most often expect it (e.g., using or getting help with the product or service)

Seventy-five percent have a personalization COE that's responsible for defining strategy, prioritizing use cases, and implementing solutions across the enterprise

Base: 1,770 global decision-makers responsible for personalization programs/initiatives
Source: A commissioned study conducted by Forrester Consulting on behalf of Adobe, June 2022

The Best Practices Of Personalization At Scale Are Within Your Reach

Experience Leaders are accomplished personalization planners and operators. By keeping customers at the center, tailoring communication cadence along a customer’s entire journey, and operating with a common purpose across their companies, Experience Leaders have elevated personalization to the level of a corporate strategy. Every company, regardless of your current personalization readiness, can learn from Experience Leaders and achieve the same payoffs. Start by understanding the three capabilities needed to achieve personalization at scale.

CAPABILITY 1: CREATE A DATA FOUNDATION THAT ALL TEAMS CAN USE TO POWER PERSONALIZATION

You won’t delight your customers if you fail to understand and anticipate their needs and context. But that’s difficult to deliver without a unified and shared customer data platform that ties together data from web, commerce, mobile, customer support, social channels, etc. Experience Leaders put knowledge and insights about their customers and each customer’s journey into a shared customer data platform, a resource that every channel and touchpoint owner in the organization can use. As part of the strategy to achieve personalization at scale, Experience Leaders (see Figure 3):

- **Make privacy and preferences clear and transparent.** Customers’ trust in your brand and offerings is your permission to operate; more than 80% of consumers and B2B customers say it’s very important for companies to securely protect their information. With regulations like General Data Protection Regulation (GDPR) in Europe, California Consumer Privacy Act (CCPA) in California, etc., any customer data and insights strategy must start with protecting the privacy and honoring the preferences of customers and employees.

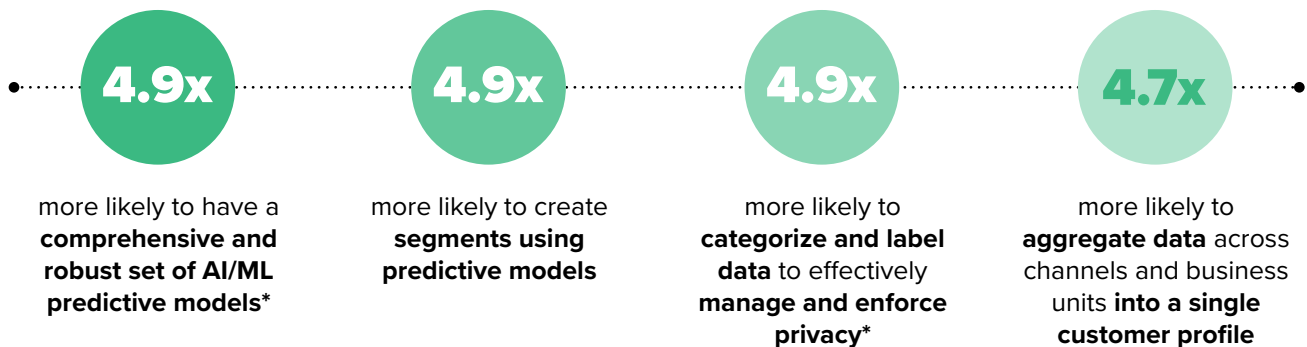


“Having [customer data] in a central place helps us better meet privacy laws. It was my [personalization] program that made it faster and easier for us to be compliant.”

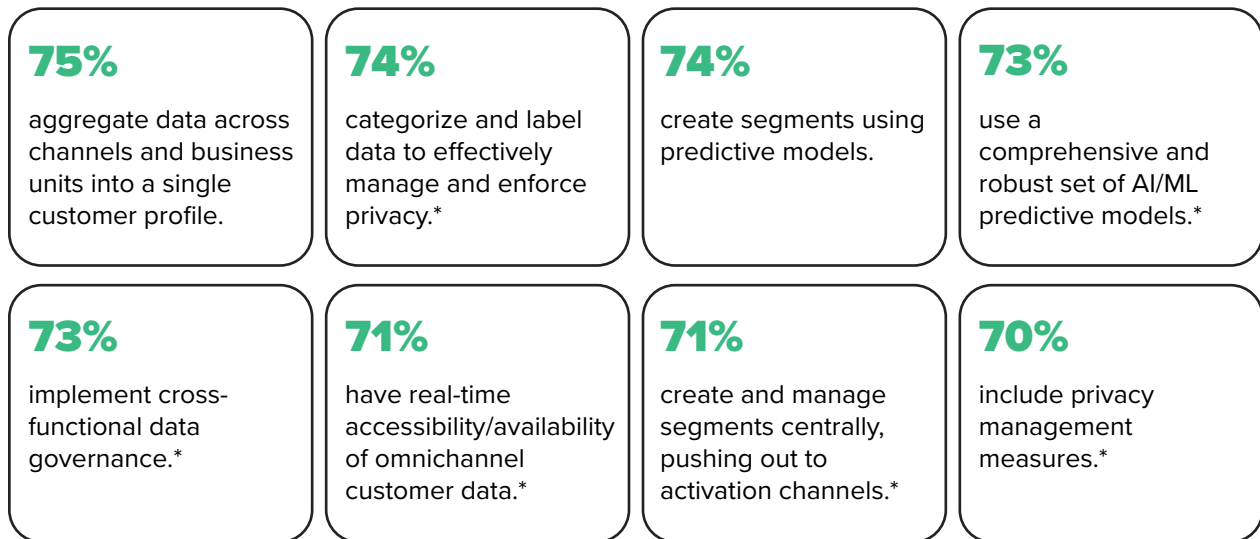
Director, financial services

Figure 3

Relative To Rising Laggards, Experience Leaders Do The Following With Data:



Experience Leaders Frequently Use The Following Data Practices:



Base: 1,770 global decision-makers responsible for personalization programs/initiatives

* Note: Denotes advanced practices

Source: A commissioned study conducted by Forrester Consulting on behalf of Adobe, June 2022

- **Integrate all data assets with an emphasis on quality rather than quantity.** It is a common trap to think you need all the data before you can start personalizing experiences. You don't. Yes, it is important to collect and incorporate demographic, behavioral, zero-party, purchase, and transactional data into a single operating environment.¹ However, ensuring that your data is of high quality should never be underemphasized. Using poor-quality data will do more harm than good.

Experience leaders prioritize quality over quantity and get the most from the data they have, proving out the results and pulling in other data over time.

- **Scale a customer data platform so cross-functional teams can operate from the same foundation.** Experience Leaders take full advantage of their customer data platform to personalize experiences across multiple touchpoints that are relevant to their customers. They aggregate data from every channel and touchpoint into a single operational customer profile. This positions them to take advantage of advanced identity resolution, scaled access, and full integration into the digital systems of engagement. The payoff comes in omnichannel journey orchestration, which we describe below.
- **Develop segments based on customer insights and predictive models developed through AI.** To achieve personalization at scale, segmentation is a great way to translate your customer understanding into a set of personalized, next-best actions. Experience Leaders turn segmentation into an art form by applying AI to identify segments and microsegments and do continuous impact testing and learning to further refine the models. One Experience Leader in hospitality explained, “On any given day, they’re running 4,800 A/B [tests], which is taking them down from a macro level to know what speaks to who and drive higher conversion.”

CAPABILITY 2: BUILD A CONTENT SUPPLY CHAIN AND ASSEMBLE PERSONALIZED EXPERIENCES ON THE FLY

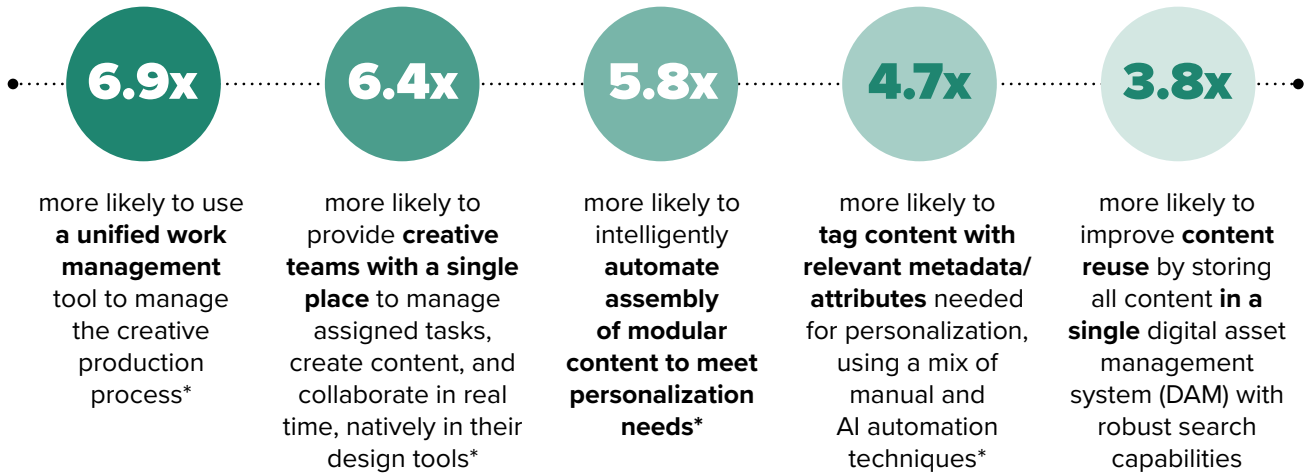
What good is having 30 microsegments if you only have three distinct messages or assets to serve them? Content at scale is something that only Experience Leaders practice, and even then, their investments are ongoing. Some Evolving Intermediates are aware of the needs of content at scale and may have implemented a single enterprise content repository; however, they have not yet implemented a scaled, modular workflow or automated their manual content creation tasks. To achieve personalization at scale, Experience Leaders (see Figure 4):

77%

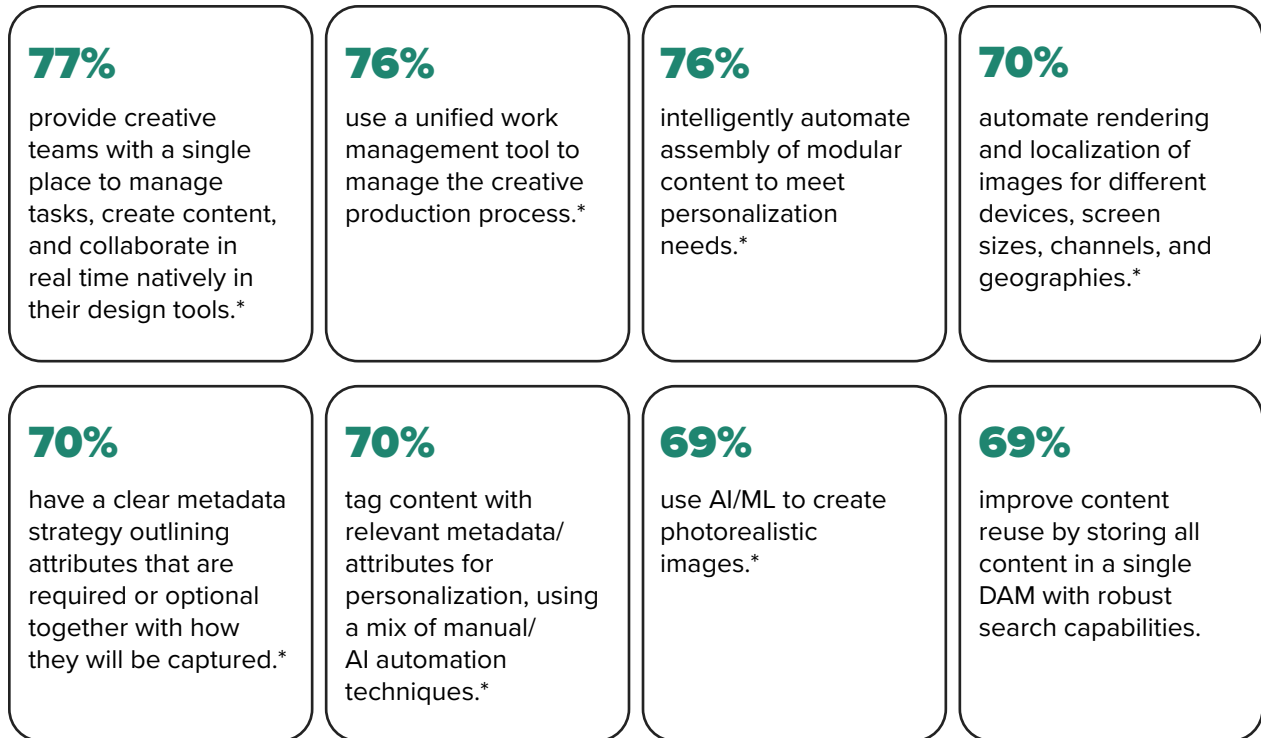
of Experience Leaders provide their creative teams with a single place to manage assigned tasks, create content, and collaborate in real time and natively in their design tools.

Figure 4

Relative To Rising Laggards, Experience Leaders Do The Following With Content Creation:



Experience Leaders Frequently Use The Following Content Creation Practices:



Base: 1,770 global decision-makers responsible for personalization programs/initiatives

* Note: Denotes advanced practices

Source: A commissioned study conducted by Forrester Consulting on behalf of Adobe, June 2022

- **Create a common content repository to facilitate content reuse by all teams and touchpoint owners.** While a central customer data platform enables you to know what experience to deliver when, your digital asset management platform is the heart of successfully engineering content at scale. A content database is only valuable if every touchpoint owner can easily search and find relevant assets. That means the assets, sometimes the tens of thousands of them, must be tagged with the right metadata. Seventy percent of Experience Leaders tag content with relevant metadata by using a mix of manual and AI automation techniques. By automating tagging, content authors are able to focus on designing great experiences.
- **Scale the content supply chain with workflow and automation to create modular content and permutations.** Experience Leaders build content factories with three capabilities. First, they use work management tools to help creators and experience owners plan and execute project content. This includes partitioning content creation into tasks, allocating work, and implementing approval workflows. Second, they use content authoring tools to create assets for web, mobile, metaverse, and more. Third, they use automation and content operations teams to create new assets — e.g., when generating 6-second, 15-second, 30-second, and 60-second videos from the same source material or translating a gorgeous picture into myriad sizes, formats, and resolutions for any paid, earned, or owned channel and device.
- **Intelligently assemble modular content on the fly to personalize the experience for the moment.** Seventy percent of Experience Leaders expect to use AI and machine learning (ML) to intelligently assemble or adapt modular content in the next few years. With the content modularized and tagged, it's ready to be assembled and delivered out to all touchpoints, channels, and web pages. This is where the customer database and the content repository intersect: e.g., using intelligence and automation based on real-time knowledge of a customer's next-best action to personalize content in the moment. This might mean selecting the right video or assembling a full page of content to instill a vision of how your product slots into your customer's life and/or business.

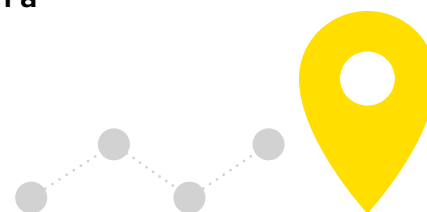
“We could have content permutations allowing 25,000 different versions of an offer.”

VP, retail

CAPABILITY 3: ORCHESTRATE EXPERIENCES ALONG A CUSTOMER'S ENTIRE JOURNEY

The more you know about a customer's goals and context, the better able you are to give them just the right nudge or assistance in the best moment and channel to also achieve your goals. This alignment — helping your customer while improving your outcomes — is a win-win. Experience Leaders achieve this by orchestrating personalized journeys across every channel and touchpoint in an omnichannel experience. They give customers a relevant message, such as a personalized offer for their favorite product, consistently across email, mobile interaction, or site visit channels. Experience Leaders (see Figure 5):

- **Orchestrate personalized experiences across channels in a connected way.** Based on our own experiences, we know that customer journeys are not linear and cross multiple channels. But customers expect you to communicate with them in their current context and preferred channel. The only way to do that is with a single orchestration tool that lets you chart a series of connected, interdependent experiences across multiple channels and interactions. Experience Leaders identify their highest-value cross-channel journeys and automate them so they are always running.
- **Use an AI/ML-based decisioning engine and predictive models to determine and deliver next-best actions.** How does the Experience Leader automate the above process? They do so by implementing a cross-channel decisioning engine that uses AI and propensity models to prioritize messages and timing. This capability is even more critical for business models that have a high number of products or offers — i.e., where a customer takes many paths to accomplish



“The journey isn’t linear. If a customer listens to a podcast and clicks on the ‘Yes, I want to hear more’ link, we’ll send them different collateral and information. Then, based on their response, we’ve got some automated features that allow us to push the next piece of content as they move along their journey.”

**Chief revenue officer,
telecommunications**

their goal. A decisioning engine that targets next-best actions acts like air traffic control to prioritize the best message to serve a customer at a given time based on their propensity model score(s). This capability is critical to scaling personalization by automating the decision and message, rather than asking people to create rules to manually create these tailored experiences.

- **Capitalize on customers' major moments or milestones to personalize experiences when it matters most.** More and more, companies are augmenting their targeted batch communications (focused on brand-initiated events or promotions) with real-time contextual signals or triggers from the customer to deliver a relevant, valuable experience in the moment.

“We want a decision system on top of the customer database to look at the data and come to a very quick decision as to what actions to take next.”

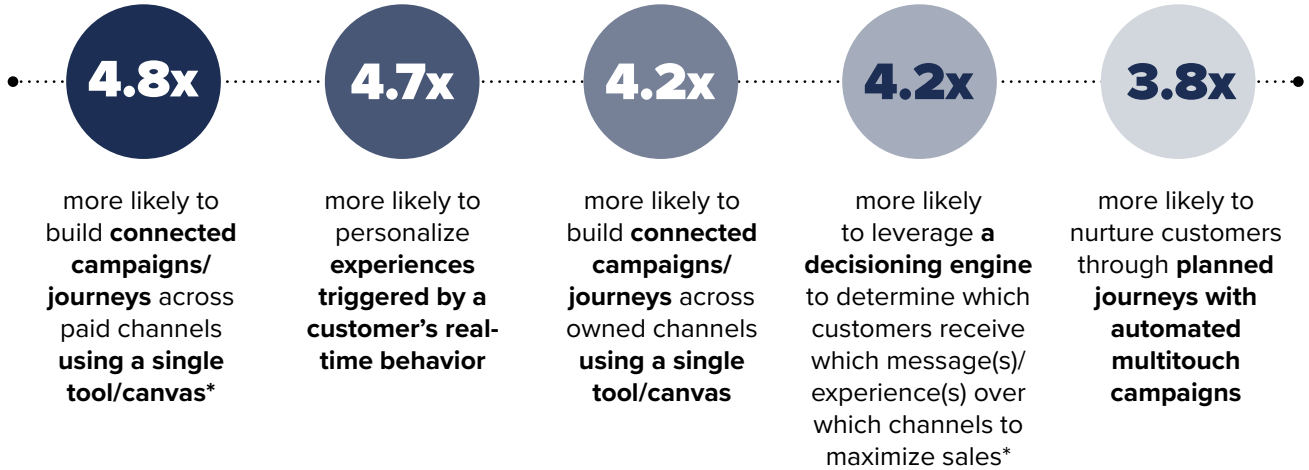
VP, financial services

“We need to identify the real triggers for a customer interaction. For example, if a customer is [considering] moving to a new home, they might be interested in a mortgage. So we want to make personalization trigger-driven rather than having a continuous conversation.”

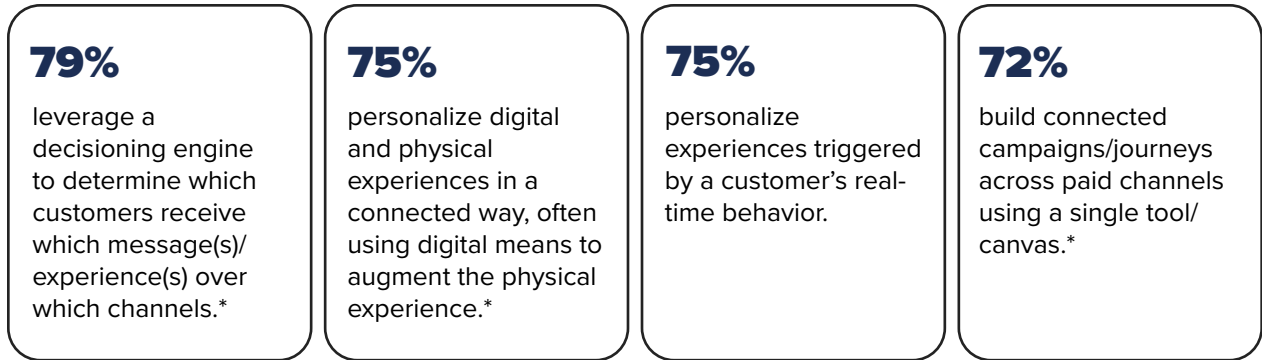
VP, financial services

Figure 5

Relative To Rising Laggards, Experience Leaders Do The Following With Omnichannel Orchestration:



Experience Leaders Frequently Use The Following Omnichannel Orchestration Practices:



Base: 1,770 global decision-makers responsible for personalization programs/initiatives

* Note: Denotes advanced practices

Source: A commissioned study conducted by Forrester Consulting on behalf of Adobe, June 2022

Coordinated Commitment Is The Difference Maker

No department or group by itself can fulfill the potential of personalization at scale.

Personalization at scale is an initiative that demands the involvement of your marketing, content, digital, privacy, technology, and insights teams working in concert (see Figure 6).

Experience Leaders have adopted a cross-disciplinary operating model that coordinates the contributions of all participants, including internal teams and external agencies. They:

- **Operate as a personalization leadership team.**

To make personalization at scale successful, executives from each department must be committed and coordinated on a common roadmap. This leadership team should spend several days per quarter reviewing recent performance, formally assessing needs, overcoming barriers, and funding initiatives. It's better still if these executives have skin in the game through a shared compensation metric to motivate their commitment.

- **Charter a personalization CoE.** Experience Leaders guide their efforts by having a clear strategy; a long-term, adaptable roadmap; and an operating model: 75% have a dedicated personalization CoE that's responsible for personalization-at-scale initiatives. This CoE establishes shared goals across teams, manages the roadmap, implements transformative change, operates personalization programs, and continually measures success.

“You should look at personalization as a roadmap to what you want to be when you grow up, knowing that you're never going to grow up and that your products change, and your clients are going to change based on where you're located.”

VP, travel and hospitality

“If we have a clearly defined owner of personalization at scale, that's the first indication [that we will be successful].”

VP, financial services

- **Fund initiatives through a pooled budget.** A strategy for personalization at scale incorporates funds from departmental budgets that are invested in a coordinated fashion. It's a best practice to let individual departments operate freely for things they control, but once an initiative requires the involvement of another department, it hits the leadership team for pooled funding and prioritization. For example, if a campaign involves retail store operations, the marketing and store operations teams work out the details of the program and share expenses.

“[Our] structure allowed for people to align around investments — where the budget sat, it was a mix — there was a simple three-question rule of thumb that determined which side of the fence it sat on. And once everybody agreed to that, there were never any debates over who would pay for what.”

VP, retail

Figure 6

Establishing The Right Support, Ownership, Structure, And Plan Accelerates Efforts



87%

of Experience Leaders have C-level or the board as the most senior sponsor or their personalization program.



75%

of Experience Leaders have a dedicated personalization CoE.



“[C-suite involvement] drove up the rapid need of a transformation that we had to go through.”

Director, retail

Figure 6 (Continued)

Every Department Plays A Role In Personalization Success



Base: 1,770 global decision-makers responsible for personalization programs/initiatives
Source: A commissioned study conducted by Forrester Consulting on behalf of Adobe, June 2022

Future-Proof Strategies For Personalization Require Digital Excellence Today

As customers evolve their ways of engaging with brands, innovations will enable new forms of commerce, marketing, and digital interactions. At the core of these experiences, regardless of how they manifest, will be the requirement to deliver relevant, value-added experiences. However, companies must act now to advance along the personalization maturity curve as three things are guaranteed to take place:

- 1** The bar for what constitutes great personalization will continue to rise. Established brands and disruptive market entrants will look to use differentiated experiences as the catalyst for winning and maintaining customer loyalty.
- 2** New buying methods and purchasing channels will lead to new expectations and challenges that organizations must exceed and overcome, respectively.
- 3** The complexity of commerce will increase. From smart devices, to smart cars and from mobile-enabled engagement, to immersive digital worlds, customers' lives are becoming more digitized. As such, competitive challenges and the ability to serve will both grow.

In the world of personalization, digital transformation requires purpose-led investments in time, energy, and capital resources that enable a company to bring their vision to fruition. In addition, Experience Leaders must challenge thinking and lead change within the organization by helping align disconnected departmental agendas and incentives with a single roadmap for success. From building the foundation on solid ground, to enabling flexibility within operational execution, companies must:

- **Execute personalization as an enterprise strategy, not a departmental tactic.** Excellence in personalization requires a ubiquitous presence of value and relevancy for the customer across all digital and physical

touchpoints. This is difficult for siloed organizations with disconnected departmental objectives and individual team priorities. In fact, it often leads to enterprise initiatives that fall short of expectations or fail entirely. Centralizing the personalization strategy to a dedicated team that's beholden to no other stakeholder than the customer is the only realistic way to remove bias and break down barriers to the successful delivery of a one-brand, one-customer experience.

- **Emulate leaders by building a personalization strategy upon the four data pillars of excellence.** Properly scaled personalization can exponentially increase the speed at which transformational improvements happen. However, it is critical that the application of innovative capabilities, best practices, and operational guardrails foundationally support the journey towards this goal. As such, digital professionals must assure that these four foundational data pillars are in place — both from the start and for ongoing support of any personalization initiatives:
 - Validate that robust data privacy measures are in place across the ecosystem.
 - Confirm that customer data is reliable, directional, actionable, and impactful.
 - Democratize data from one source so singular efforts translate into enterprise benefits.
 - Use AI to uncover differentiated insights that provide a competitive advantage.
- **Elevate your content strategy to the same priority as your customer strategy.** The relationship between customer data and content — in all its forms and formats — is an uncompromisable and equal marriage of elements needed to achieve true personalization. As such, your organization must master content intelligence as well as customer intelligence to deliver relevancy and value among the complexities

found in each customer's path-to-purchase. This means having a purpose-designed content strategy and the necessary technical infrastructure — i.e., a centralized repository, workflow management, automation, and real-time content assembly — for delivering specific moments of value to the customer. Your personalization initiatives will only be as successful as the weaker of these two components.

- **Expand the impact of personalization by merging strategic initiatives with other top-line objectives.** With personalization defined as providing individualized moments of relevance and added value, it makes strategic sense to incorporate these elements into any initiative that's meant to improve customer-facing experiences. Therefore, company leaders must organize, incentivize, and motivate teams working on transformation across the enterprise to symbiotically collaborate with the stakeholders in charge of personalization initiatives.

Appendix A: Methodology

In this study, Forrester conducted custom research with two audiences to evaluate customers' expectations for relevant, personalized experiences and organizations' ongoing ability to deliver those experiences at scale.

The first audience included senior enterprise decision-makers who are responsible for personalization programs and/or initiatives at their organizations. Online survey respondents included 1,770 decision-makers representing one of five target industries (retail, financial services, B2B technology, media, and travel/hospitality) based in North America, Europe, or Asia Pacific. The survey was supplemented with 22 qualitative interviews with decision-makers meeting the same profile. Questions provided to study participants asked about the personalization use cases their organizations are trying to pursue, the challenges they've faced along the way, and the capabilities that have been most impactful at helping them reach their personalization goals.

The second audience comprised two customer types: B2C consumers and B2B business customers. The B2C survey included 1,921 global consumers who have recently engaged online with companies from at least one of the five target industries. The B2B survey included 1,248 global professionals who are authorized to make purchases from one or more target industries and who have recently engaged with those companies online. Both B2C and B2B surveys asked customers to rate the level of personalization they expect at different phases of their journey, the types of personalization they find most valuable, and the impact of a personalized experience on their behavior, including their likelihood to buy from, engage with, or recommend a company.

Survey and interview participants were offered a small incentive as a thank-you for time spent on the study. The survey fielding and interview execution began in May 2022 and was completed in June 2022.

Appendix B: Survey Demographics

DECISION-MAKER SURVEY

REGION	
APAC	40%
EMEA	32%
North America	28%

INDUSTRY	
Media	23%
Technology	22%
Financial services	21%
Retail	20%
Travel/hospitality	13%

COMPANY REVENUE	
Under \$2.5B	10%
\$2.5B to under \$5B	13%
\$5B to under \$10B	33%
\$10B to under \$20B	34%
\$20B or more	10%

TOP DEPARTMENTS	
IT	29%
Data, insights, and/or analytics	20%
Marketing/advertising	17%
Business P&L owner	14%
Customer experience	6%

B2C CONSUMER SURVEY

REGION	
APAC	37%
North America	32%
EMEA	31%

EDUCATION	
High school graduate	21%
Some college, no degree	12%
Two-, three-, or four-year college degree	43%
Postgraduate degree	20%
Other or prefer not to answer	4%

GENERATION	
Generation Z (18+ only)	20%
Millennials	31%
Generation X	26%
Baby Boomers or older	23%

HOUSEHOLD INCOME (IN USD)	
Less than \$40,000	29%
\$40,000 to \$79,999	28%
\$80,000 to \$149,999	19%
\$150,000 or more	19%
Prefer not to answer	5%

B2B BUSINESS CUSTOMER SURVEY

REGION	
EMEA	36%
North America	32%
APAC	32%

TOP RESPONDENT INDUSTRIES	
Financial services	21%
Technology/technology services	17%
Manufacturing	13%
Retail	10%
Business or professional services	5%

COMPANY REVENUE	
\$500M to under \$750M	13%
\$750M to under \$1B	17%
\$1B to under \$2B	31%
\$2B to under \$3B	17%
>\$3B	21%

TOP DEPARTMENTS	
IT	34%
Operations	17%
Finance/accounting	16%
Marketing/advertising	11%
Sales	9%

Note: Percentages may not total 100% due to rounding.

Appendix C: Endnotes

¹ Source: “An Illustrated Guide To Collecting Zero-Party Data,” Forrester Research, Inc., August 11, 2021.

² Source: “Creativity Catalyzes A Growth Mindset,” Forrester Research, Inc., April 20, 2021.

The image features a dark teal background with several 3D geometric shapes. A large, central cube is the primary focus, with the word 'FORRESTER' written in white, serif, all-caps font across its front face. To the left of the cube is a smaller, tilted cube. Above the main cube is a light teal circle. To the right of the main cube is a dark teal cylinder. Below the main cube is another dark teal cylinder and a large, dark teal rectangular prism. The lighting creates soft shadows, giving the shapes a three-dimensional appearance.

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