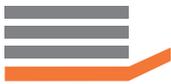




# Driving the **BOTTOM LINE** from the **FRONT LINE**

Achieving Go-to-Market Advantage Through Enhanced Capabilities

## EXECUTIVE SUMMARY

DRIVING THE **BOTTOM LINE**   
FROM THE **FRONT LINE**

A CMO Council Authority Leadership™ Marketing Initiative with  
The Boston Consulting Group



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This CMO Council report was produced by GlobalFluency, Inc. in partnership with The Boston Consulting Group.

## INTRODUCTION

Global corporations today are challenged to realize greater competitive advantage and commercial impact from the go-to-market process. While many have invested heavily in automating and optimizing back-end operations, infrastructures and supply chains, companies have lagged in sharpening the customer focus, knowledge, integration and alignment of sales, marketing and channel organizations.

Revenue growth from effective demand generation strategies has become a key marketing imperative, as management continues to scrutinize the yield and accountability of marketing and sales spend. The need to audit, analyze and optimize every facet of the go-to-market process and customer experience continuum has become essential to furthering business performance.

With some enterprises spending as much as 40 percent of revenues on go-to-market activities – such as branding, communications, product delivery, channel management and sales force effectiveness – there is a critical need to improve process, policy, transparency, and measurement. Empowering the front line with better customer analytics, insights, market segmentation, messaging and engagement programs increases the efficiency and effectiveness of spend, while having significant bottom-line impact.

Just how well are companies capitalizing on the potential for creating a “go-to-market advantage?” Are they structured and motivated to drive the bottom line from the front line? How well do they score in critical capabilities such as:

- Product portfolio management and price realization
- Brand marketing, customer acquisition and retention
- Sales force performance and channel value creation
- Customer engagement and relationship management
- Operational processes, distribution, support and logistics

These critical areas of business performance are explored in great detail by the Chief Marketing Officer (CMO) Council and The Boston Consulting Group in this comprehensive, milestone assessment of go-to-market capabilities in major multinational companies.

We believe this research can help companies forge a new multidimensional framework for planning, implementing and assessing go-to-market activities. Importantly, our findings and conclusions will help senior executives assess and improve key strategic, operational and organizational variables that collectively enhance companies’ go-to-market initiatives.

### **Donovan Neale-May**

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## EXECUTIVE SUMMARY

When asked to assess their go-to-market processes and capabilities, multinational companies acknowledge significant deficiencies in their overall marketing and sales effectiveness. In fact, most respondents give themselves distinctly low marks. It is clear that empowering front-line marketing and sales professionals with better customer analytics, insights, market segmentation and messaging can both improve return on investment and drive significant revenue growth. Yet, these self-critical responses point to the pressing need for companies to rethink and recalibrate existing capabilities in order to achieve a true go-to-market advantage over competitors.

Just how diligently are companies working toward attaining go-to-market excellence across the value chain? **Driving the Bottom Line From the Front Line** offers a current and in-depth view of what's changing, what's not, and what needs to change, as companies strive to attain marketing and selling excellence. Unfortunately, in the critical area of enterprise-wide go-to-market capabilities, a lot of what should be changing is not.

The study revealed these notable insights:

- **Low Marks:** Senior marketing and sales executives don't rate their go-to-market effectiveness very highly. Only 6 percent of marketers rated their go-to-market capabilities as "extremely good," with another 27 percent rating themselves as "quite effective." Sales executives also provided notably low self-assessments, with only 6 percent giving their go-to-market capabilities the highest marks, and 29 percent calling themselves "quite effective."
- **Slow Transition from Vision to Action:** While the vast majority of executives view marketing and selling capabilities as the most critical contributor to commercial success, many have not made the effort to take action by engaging in major or sustainable capability-building initiatives in the last five years. Two-thirds (66 percent) have undertaken fewer than four high-profile initiatives to improve their marketing and sales capabilities over the last five years.
- **Short-Term over Long-Term:** When it comes to strengthening their business, many high-ranking executives seem more focused on near-term operational challenges than on building advantage over a longer time horizon. Most of the executives surveyed said they were focused on selling effectiveness and account management (43 percent), while placing less importance on longer-term capabilities such as customer data capture, integration, mining and warehousing (15 percent). Improvements in channel management (14 percent) or multi-functional selling teams (11 percent) also ranked relatively lower.
- **Insufficient Training Relative to Other Talent Investments:** A majority of respondents (56 percent) said that investments in people (talent and performance management) will be key to enhancing go-to-market performance over the next three years. Yet relatively few (24 percent) are planning to improve their existing teams' skills and capabilities via increased training and development.

- **Attention Focused Inward vs. Outward:** While most marketing and sales professionals (60 percent) strive to be considered best-in-class, few are prioritizing analysis of competitors' strengths and best practices. Less than 8 percent ranked looking at best practices externally or internally as a top priority.
- **Resting on the "Tried and True":** Companies appear to be relying on traditional metrics such as revenue growth (85 percent), customer acquisition and/or retention (53 percent), market share (49 percent), and margin improvement (47 percent) for evaluating go-to-market performance. Input and insight from consumers, as well as the channel, are lower on the list of priorities. As technology advances and evolving markets demand fresh and innovative thinking, marketing and sales have to keep pace.

Arming front-line marketing and sales teams with improved customer analytics and market segmentation and engagement strategies can significantly enhance revenue generation. Companies are seemingly focused on these vital areas. But their failure to implement substantive changes to create go-to-market capabilities will put many of them at a competitive disadvantage.

This study offers a true and honest snapshot of today's business world as seen through the prism of marketing and sales. This reality check should be seen as a guide to help companies identify the common pitfalls of current go-to-market strategies. However, these recorded impressions also serve as a template for productive change, with specific ideas and recommendations for best practices.

**Driving the Bottom Line From the Front Line** illustrates what's changing, what's not, and what needs to change. The CMO Council's role will be to not let the trend of inactivity and ineffectiveness continue.

## **THE IMPERATIVE FOR ACTION:** **COMMENTARY FROM THE BOSTON CONSULTING GROUP**

In recent years, virtually every executive we've spoken to has identified "go-to-market" (GTM) activities – functions such as branding, marketing communications, product portfolio management, sales, key account management and pricing – as a corporate priority. They view these customer-focused processes as even more critical to creating competitive advantage than upstream processes, like supply chain management, manufacturing, operations, M&A and overhead cost reduction. Yet, despite the high importance executives place on GTM activities, few are happy with their companies' effectiveness.

To understand the depth and sources of dissatisfaction as well as what works and what doesn't when it comes to building GTM capabilities, we partnered with the CMO Council to undertake a global study of chief marketing officers and chief sales officers. The results confirmed our hypotheses to a surprising degree:

- Only 40 to 50 percent of the executives surveyed believe that their current marketing and sales functions are effective
- As many as 60 percent believe that they are advantaged relative to competitors because of their marketing and selling strategies. Yet an equal number – 60 percent – fear that their current lack of GTM capabilities will cause them to fail in implementing future marketing and selling strategies.
- Remarkably, these findings hold true across all industries and geographies.

Business leaders should be deeply concerned about their GTM capabilities. Over the past decade, dramatic changes in the business environment have complicated marketing and sales efforts greatly: customers have consolidated, media effectiveness has declined, new distribution channels have emerged, and data on customers and markets have proliferated. At the same time, low-cost manufacturing, shorter product cycles and deconstructed value chains have reduced the size and durability of upstream advantages. As fears of a recession emanating from the United States loom large, the imperative to address GTM capability gaps has never been stronger.

Why is this issue so important? Because improving go-to-market effectiveness can drive the bottom line from both higher revenues (for example, through improved pricing) and reduced spending (through greater marketing and sales force effectiveness). In the longer term, those companies with distinctive GTM strategies and stellar execution will weather the downturn and emerge with improved market share. Those with poor GTM strategies and capabilities will forfeit market share and add cost to their bottom line through wasted expenditures and poor focus.

### **WHY COMPANIES FAIL TO DEVELOP WINNING GO-TO-MARKET CAPABILITIES**

Senior decision makers generally understand that new, more effective GTM capabilities are needed now more than ever. Still, this research indicates, most have been dissatisfied with their companies' achievements in this regard. Building strong GTM

capabilities is difficult, and it's relatively easy to get it wrong. In our experience, the three most common traps have to do with failing to look at capability building through a strategic lens, misjudging the amount of resources needed and under-estimating the breadth of efforts it takes to succeed.

#### **Failing to pick the right strategic focus**

Many companies set out to improve every capability equally: pricing, marketing communications, branding and key account management. Of course, all of these efforts are important. But companies that work on too many fronts at once usually fail to gain traction in the most critical areas.

Success requires that a company focuses its limited resources on the areas that count most. To do that, a company must "deaverage" its commercial activities to discover which areas will generate the most value. Sustainable advantage comes primarily from building and leveraging unique strengths, but it takes courage to de-prioritize initiatives that will not drive long-term success. Go-to-market investments must be tightly linked to the business strategy.

#### **Underinvesting in the problem**

Acquiring or strengthening capabilities can be daunting. It takes money, time, effort and a willingness to drive significant change in one's organization. According to the research, companies with the most confidence in their current marketing and sales functions have undertaken an average of five major initiatives in the past five years, whereas companies with little confidence in today's GTM processes have undertaken only two major initiatives. What's more, almost half of the confident companies said they had made marketing and sales a top priority and had committed specific resources. By contrast, only 10 percent of the less-than-confident companies had done so.

For a company to succeed, it must also invest significant time against each go-to-market initiative. The research indicates that successful capability-building efforts took 12 to 36 months – more time than most executives had expected at the start of their efforts. Consequently, even among those who reported successful initiatives, nearly half felt they had underestimated the extent of the problem and underinvested in the effort.

We always recommend a short-term plan and long-term roadmap to account for the fact that everything can't be done at once. Moreover, the effort should be given the status of an official "program," rather than that of just another project. Senior management must be involved. Many respondents described their programs as "hard work." But they also acknowledged that rethinking their GTM activities drove immense value to their bottom lines.

#### **Underestimating what needs to be done**

Finally, companies too often assume that upgrading just one aspect of a function is all that's necessary to bring it up to par. It can be tempting to believe that marketing will improve when the new talent is hired, or that pricing will work better with a new incentive program. But the truth is, successful capability building requires change across many parts of the organization. A step-change in effectiveness may require changes in the workforce, skills and training development, business processes, systems and tools, metrics and even corporate values. Such a broad-based approach can seem overwhelming at first, but failure to address all the relevant parts of a problem usually produces sub-optimal results.

The research bore this out: Companies that went about improving GTM activities holistically proved most successful. By contrast, executives who reported the most dissatisfaction with their efforts had focused on fewer areas. They also felt they had underinvested in the “harder” aspects of change: strategy, processes, and systems and tools, as well as role definition and training.

Consider how the changes in marketing communications and branding are causing practitioners to change: New technology for assessing the effectiveness of marketing is forcing marketers to rethink how they develop and execute campaigns. The Internet and other emerging channels are demanding that they come up with new ways of communicating with customers. And access to huge amounts of data is challenging them to analyze it for different market segments and messages. Marketing activities are shifting from predominantly right-brain thinking to encompass left-brain notions – merging explicit ROI metrics with creative visions. New staff with analytic skills must be hired, new information captured and analyzed, new tools developed and new processes created.

The same is true for key account management – another area that most of our respondents are seeking to improve. It will require focusing sales activities on profitability more than on volume, on simple rather than complex terms of trade, on collaborative instead of adversarial buying and selling models, and on a tighter connection with marketing. These moves call for a holistic approach to securing the right information systems and tools, as well as cross-functional organizational processes for more effective go-to-market activities.

### **WHAT IS REQUIRED FOR GTM ADVANTAGE**

Building an advantaged GTM organization is not easy – but it is possible. Companies must invest in peer-beating capabilities, make choices about how and where to invest their resources for maximum impact and holistically enhance the functions they have targeted. The four-step approach outlined on page 16 can help build successful GTM capabilities. If you are curious about how your organization’s GTM capabilities stack up, we invite you to ask yourself the following questions:

- Given all the changes in the external environment, have you invested enough in enhancing your marketing and selling capabilities in the past five years?
- Are your current GTM capabilities advantaged? How do you know?
- Which GTM capabilities are critical for your business to win?
- When you seek to build capabilities, do you allocate enough time and invest sufficiently? Do you take an integrated approach?

## **4** STEPS | **TO BUILDING GO-TO-MARKET CAPABILITIES SUCCESSFULLY**

### **1 | Decide which go-to-market processes will drive strategic advantage for your company**

- Align leadership on critical go-to-market activities in the new environment
- Recognize that you can't be world-class at everything
- Size the prize: if we do this right, how much incremental value will we create? If we don't do this, how much value do we stand to lose to competitors?
- Mobilize the troops: create a burning platform – why now, why change?

### **2 | Develop a roadmap for building the new capability**

- Define critical improvements that need to be made
- Determine the size of current gaps – be honest!
- Estimate the returns from potential improvements
- Make a step-by-step plan for acquiring the new capability

### **3 | Build, pilot and refine**

- Redesign key elements required to make a capability step-change (e.g., new processes, tools, systems, metrics, organization structure and talent requirements)
- Build and leverage a network (outsourcers, boutiques, other functions)
- Pilot prototypes early and often across markets
- Be honest about what works and what doesn't
- Create metrics with teeth so that results have budget consequences

### **4 | Execute the rollout methodically (across BUs, geographies, etc.)**

- Rapidly deploy modular solutions: consistent approach, multiple outcomes
- Ensure sufficient senior attention: don't make it "just another project"
- Plan for a multi-year program

We would like to thank our partners at the CMO Council for spearheading this research. The responses offer valuable insights into the opportunities to drive the bottom line from the front line.

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*The partners above would like to acknowledge and thank Belinda Brown, a principal in the firm's Washington, D.C. office, for her significant contribution to the planning and creation of this report.*

## RESEARCH METHODOLOGY

**Driving the Bottom Line from the Front Line** offers fresh insight into the go-to-market processes and capabilities of corporate marketing and sales organizations spanning a multitude of industry segments. The timeliness and criticality of the survey topic generated in-depth insights from leading professionals and companies worldwide.

The first phase of the project involved forming a high-level advisory board comprised of marketing and sales chiefs at major multinational companies.

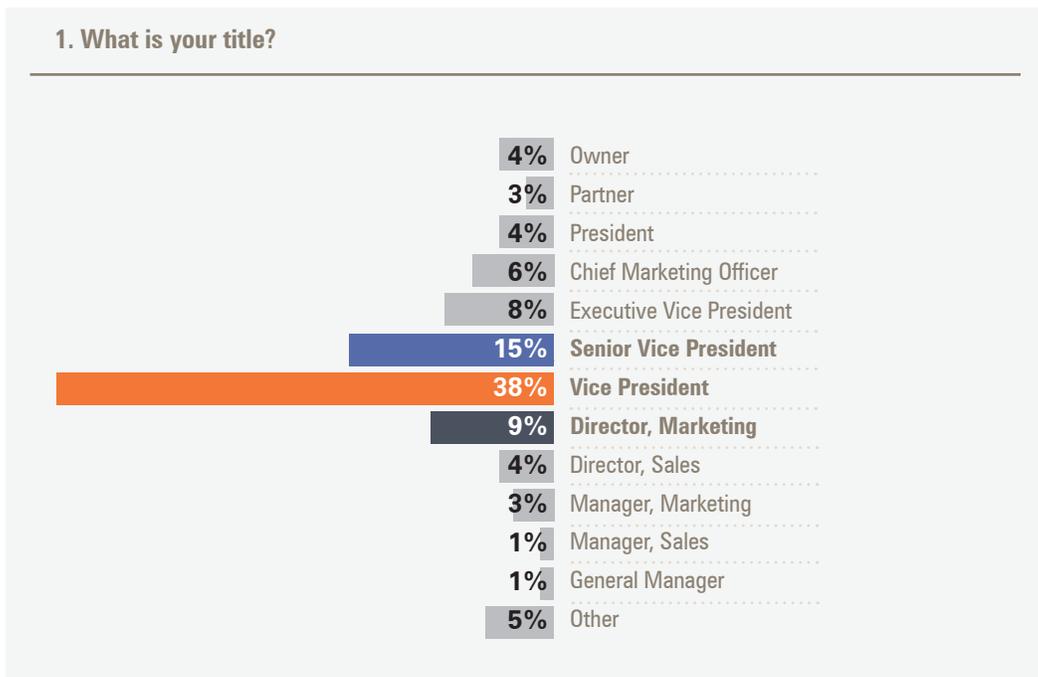
The **Driving the Bottom Line from the Front Line** initiative was guided by leading professionals across a wide range of industries. Listed below are just a few of the industry leaders who offered their insights in a series of qualitative interviews:

- **Ian Beavis**, EVP, Executive Client Director – Carat
- **Mark Bilfield**, Senior VP, CMO – Public Storage
- **Eduardo Conrado**, Corporate VP, Global Marketing & Communications – Motorola, Inc.
- **Lauren Flaherty**, CMO – Nortel
- **Peter Horst**, SVP, Brand Marketing – Capital One
- **Chris X. Moloney**, CMO – Scottrade
- **Bill Ogle**, CMO – Samsung Telecommunications America
- **Chris Payne**, Director of Market Strategy & Research for the Graphic Communications Group – Eastman Kodak
- **William Priest**, SVP – Strategy, Marketing & Communication – Orange Business Services
- **Suzie Reider**, YouTube Director of Advertising – Google
- **Brent Remail**, VP, Consumer & SMB Marketing – McAfee, Inc.
- **Kim Sharan**, EVP and CMO – Ameriprise Financial

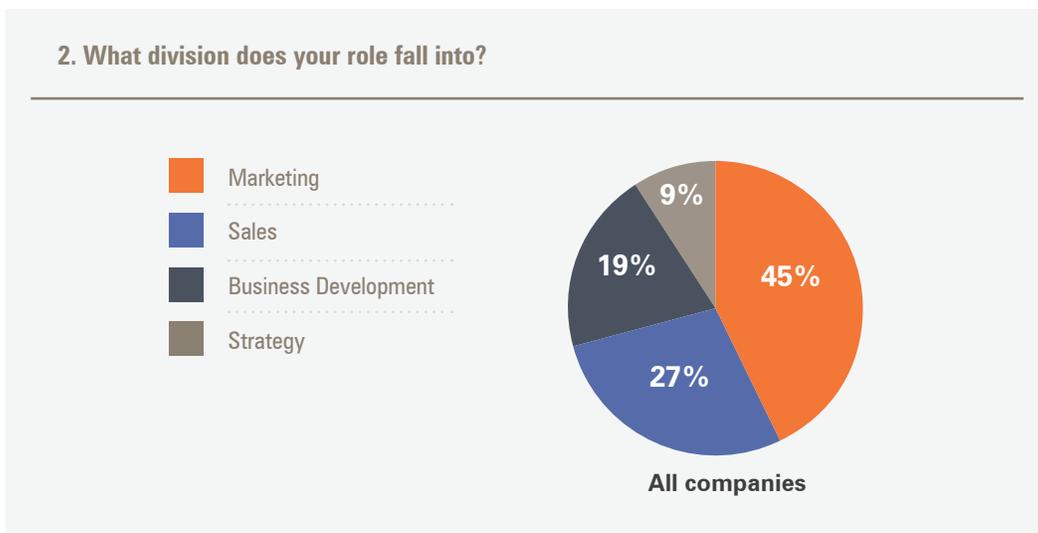
The survey findings are based on the following quantitative research generated via responses from nearly 200 marketing and sales chiefs at enterprises with annual revenues in excess of \$1 billion, and more than 800 additional responses from executives with the same titles at companies with up to \$1 billion in sales.

## DEMOGRAPHICS

For the quantitative aspect of this report, we invited senior marketing and sales experts from across the globe. A total of 767 responses were captured and analyzed in order to establish the most up-to-date issues in the go-to-market field. The bulk (78 percent) of respondents were at the Vice President level or above.



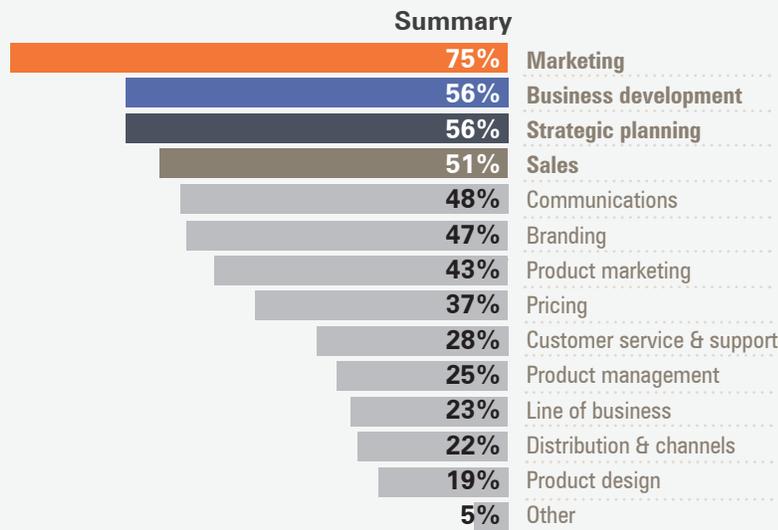
Respondents' roles are broken down into four divisions: marketing (45 percent), sales (27 percent), business development (19 percent) and strategy (9 percent).



The responsibilities of these executives are divided accordingly: marketing (75 percent), sales (51 percent) and business development and strategic planning (both tied for 56 percent).

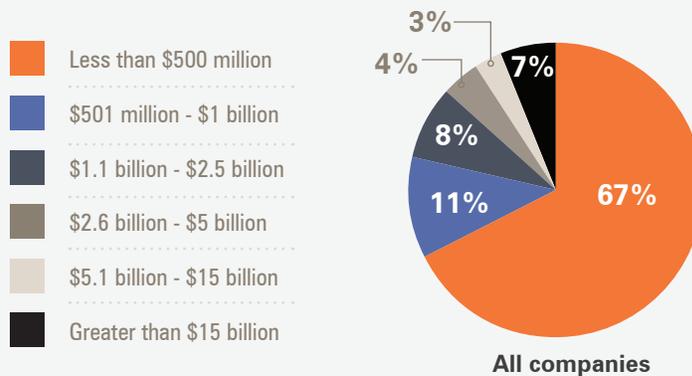
The rest of respondents are responsible for communications and branding, product marketing, pricing, customer service and support or product management. Only about one in five executives are responsible for a line of business or distribution and channels.

**3. What are your areas of responsibility? (Please select all that apply)**



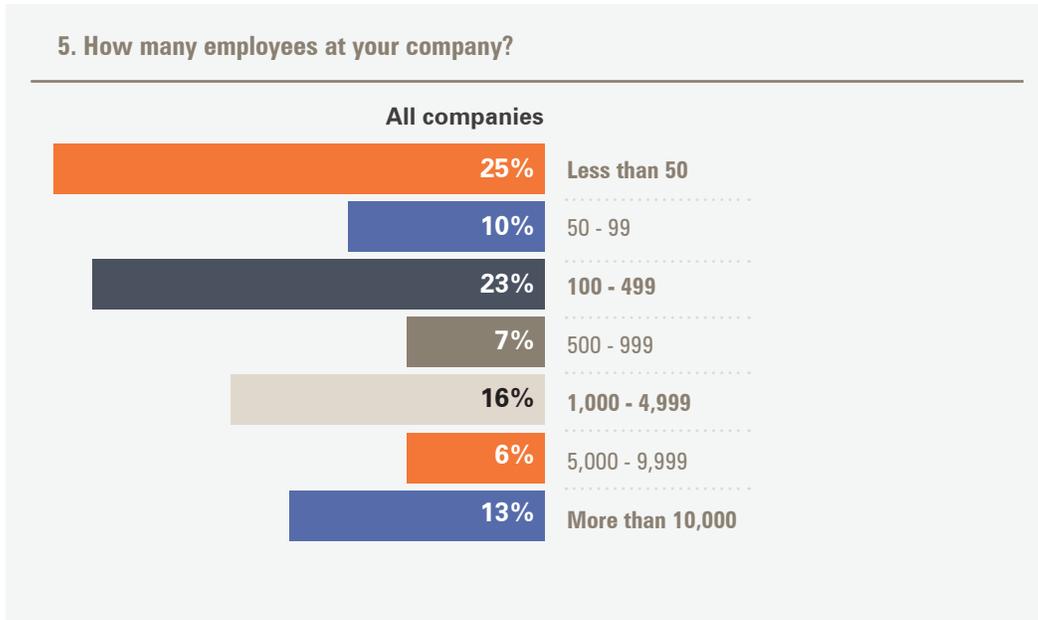
A large percentage of respondents (67 percent) are employed by companies whose annual income is less than \$500 million. Executives in companies with revenues in the range of \$500 million to \$1 billion comprise 11 percent of participants. Almost one in four respondents (21 percent) are from very large companies with annual revenue of \$1.1 billion and above.

**4. What is your annual company revenue?**

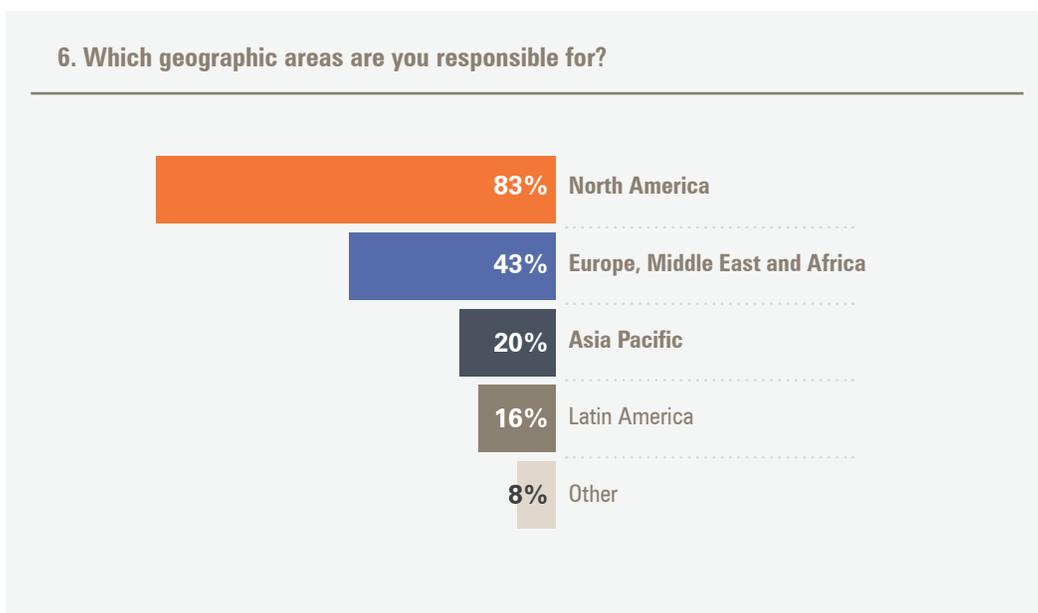


DEMOGRAPHICS

The number of employees at each executive's company ranges from fewer than 500 (58 percent), between 500 and 5,000 employees (23 percent) to more than 5,000 (19 percent).



Respondents are responsible for go-to-market strategies on a global scale. While 83 percent of those surveyed are responsible for the North American market, executives also manage EMEA (43 percent), Asia Pacific (20 percent) and Latin America (16 percent).

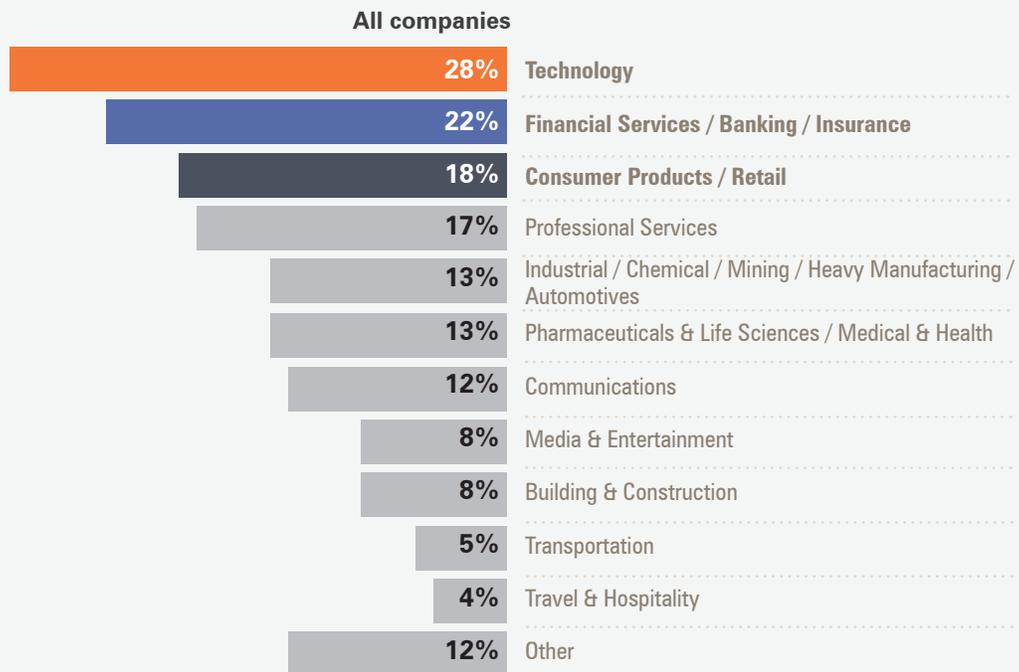


## DEMOGRAPHICS

More than a quarter of respondents come from the technology sector and, accordingly, based their responses on their experiences in the field.

Financial services executives comprise 22 percent with retail and consumer products accounting for another 18 percent. Professional services accounts for 17 percent. Healthcare and industrial/chemical/mining/heavy manufacturing/automotives both account for 13 percent of respondents. Communications represents 12 percent while 8 percent of respondents are involved in media and entertainment.

### 7. In what industry does your company operate? (Please select all that apply)



## ABOUT THE BOSTON CONSULTING GROUP

**BCG**

THE BOSTON CONSULTING GROUP

The Boston Consulting Group (BCG) is a global management consulting firm and the world's leading advisor on business strategy.

The firm partners with clients in all sectors and regions to identify their highest-value opportunities, address their most critical challenges, and transform their businesses. A customized approach combines deep insight into the dynamics of companies and markets with close collaboration at all levels of the client organization. This ensures that their clients achieve sustainable competitive advantage, build more capable organizations, and secure lasting results. Founded in 1963, BCG is a private company with 66 offices in 38 countries.

The **Driving the Bottom Line from the Front Line** program was initiated and sponsored by BCG's Marketing & Sales practice, which works with companies across all industries to develop customized, and comprehensive strategies that deliver lasting results. The practice combines a rich understanding of organizational processes with rigorous analysis to unlock the full potential of a company's marketing and sales resources.

The BCG Marketing & Sales practice's mission is to secure long-term, profitable growth for its clients through projects that range from existing business improvements to full-scale transformational change. Indeed, the firm has a demonstrated track record of changing the trajectories of Global 1000 companies. BCG's work extends beyond the strategic dimension through its commitment to helping clients build organizational capabilities that ensure long-term economic advantage.

Through its work on the following inter-related topic areas, BCG experts help companies develop go-to-market strategies to achieve competitive advantage:

- **Marketing** – Developing, delivering, and managing compelling brand and customer experiences while ensuring a significantly improved return on marketing investment (ROMI)
- **Sales** – Optimizing sales channels, sales forces, and key account management. BCG applies its broad sales experience to its clients' individual needs, resulting in measurable growth and profitability
- **Pricing** – Working with clients to define and execute pricing strategies that realize maximum profits and drive a step change in their ability to manage the pricing function
- **Consumer and Customer Insight** – Combining BCG's expertise in business strategy with tools such as market research, the firm develops deep consumer and customer insight and defines actionable market segmentation to translate needs into strategic opportunities

For more information, please visit [www.bcg.com](http://www.bcg.com).

## ABOUT THE CMO COUNCIL



The **Chief Marketing Officer (CMO) Council** is dedicated to high-level knowledge exchange, thought leadership and personal relationship building among senior corporate marketing leaders and brand decision-makers across a wide-range of global industries. The CMO Council's 3,500 members control more than \$90 billion in aggregated annual marketing expenditures and run complex, distributed marketing and sales operations worldwide. In total, the CMO Council and its strategic interest communities include over 6,000 global executives across 57 countries in multiple industries, segments and markets. Regional chapters and advisory boards are active in the Americas, Europe, Asia Pacific, Middle East and Africa. The Council's strategic interest groups include the Coalition to Leverage and Optimize Sales Effectiveness (CLOSE), the Individualized Relationship Marketing (IRM) Center, Brand Management Institute, and the Forum to Advance the Mobile Experience (FAME). More information on the CMO Council is available at [www.cmocouncil.org](http://www.cmocouncil.org).

### **CMO COUNCIL – POWERED BY GLOBALFLUENCY, INC.**

Operations of the Chief Marketing Officer (CMO) Council are managed by GlobalFluency, Inc., an affinity network marketing firm specializing in developing, managing and growing trusted business communities and channels of insight, access and influence. Headquartered in Silicon Valley, GlobalFluency also has a major presence in the SOHO section of Manhattan in New York City. Regional operations are based in London, Singapore and Sao Paulo.

GlobalFluency's affinity groups include the CMO Council, Business Performance Management (BPM) Forum, Forum to Advance the Mobile Experience (FAME), Coalition to Leverage & Optimize Sales Effectiveness (CLOSE), Channel Performance Board, Competitive Strategy Roundtable, Decision ROI Institute, and the Software Economics Council.

Through its network of 70 offices in 40 countries, GlobalFluency delivers multi-channel, multilevel member engagement programs that drive peer interaction, intellectual capital building, market advocacy, media prominence, and knowledge transfer among key decision makers in enterprises and public sector organizations.

GlobalFluency employs a unique methodology of Intelligent Market Engagement™, which combines authority leadership marketing, strategic agenda setting, and integrated, multichannel communications to create a more predisposed and receptive selling environment. IME campaigns enable underwriters to accent market issues and imperatives, enable customer and prospect conversations, condition and predispose the market, and empower the channel and sales organizations with leads and opportunities.

## ABOUT THE CMO COUNCIL

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Key competencies essential to IME success include authority leadership platform building, advocacy agenda setting, shared interest group formation, “surround sound” coalition creation, online research fielding, email campaign management, database marketing, website development and analytics, rich media production, report writing, content publication and syndication, search optimization, blogging, podcasting, online and offline event production, community network optimization, as well as media and analyst relations worldwide.

Companies that have funded IME campaigns run by GlobalFluency include IBM, Oracle, Symantec, Borland, Cognos, Nokia, Hyperion, Cognizant, Palm, Boston Consulting Group, Deloitte Consulting LLP, CSC, A.T. Kearney, BearingPoint, Xerox, Pitney Bowes, Sybase, WebMethods, Unica, Marketo, Vistaar, Google, Yahoo!, Avaya, AXS-One, BlueArc, Dow Jones Media Solutions, CMP Technology, The Wall Street Journal, The Economist, and TechTarget.

More information on GlobalFluency’s IME expertise and affinity network building practice can be obtained from [info@globalfluency.com](mailto:info@globalfluency.com).

## PARTNERS AND AFFILIATES



### **CEMA - Corporate Event Marketing Association**

CEMA, the Corporate Event Marketing Association, is a non-profit organization dedicated to serving event and marketing professionals in all sectors of the technology industry. Founded in 1990, CEMA offers educational and networking opportunities regionally and nationally. [www.cemaonline.com](http://www.cemaonline.com)

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### **The Chartered Institute of Marketing (CIM)**

The UK-based Chartered Institute of Marketing is committed to delivering world-class support to equip marketers with the knowledge and tools they need to stay ahead and excel in this most challenging of professions through market leading industry awards and practical courses, and professional services which members can call upon whenever they are needed. [www.cim.co.uk](http://www.cim.co.uk)

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### **DMA – Direct Marketing Association**

The Direct Marketing Association is the leading global trade association of business and nonprofit organizations using and supporting direct marketing tools and techniques. DMA advocates industry standards for responsible marketing, promotes relevance as the key to reaching consumers with desirable offers, and provides cutting-edge research, education, and networking opportunities to improve results throughout the entire direct marketing process. Founded in 1917, DMA today has more than 3,600 members from the US and 46 other nations, including the majority of companies listed on the Fortune 100. [www.the-dma.org](http://www.the-dma.org)

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### **EMF – Experiential Marketing Forum**

The Experiential Marketing Forum is an international community of professionals, students and people who share ideas and keep abreast of the newest trends and developments occurring in the world of media. [www.experientialforum.com](http://www.experientialforum.com)

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### **The Healthcare Communication & Marketing Association, Inc. (HCMA)**

The Healthcare Communication & Marketing Association, Inc. (HCMA) is a non-profit, national association of healthcare marketing, communications and education professionals dedicated to enhancing and optimizing the careers of its members. The HCMA recognizes excellence in marketing, communications and education that impacts and improves health. [www.thehcma.org](http://www.thehcma.org)

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### **HKIM - Hong Kong Institute of Marketing**

Since its establishment in 1982, the Institute has been active in the development of Hong Kong's marketing skills; as a representative for marketing professionals at all levels of business; as a monitor of standards and ethics and as a training and education resource. Also, it has an essential role because of the vital part marketing will play in sustaining Hong Kong's economy and external trade into the Twenty First century. [www.hkim.org.hk](http://www.hkim.org.hk)

PARTNERS & AFFILIATES



**ITSMA – IT Services Marketing Association**

ITSMA (IT Services Marketing Association) is a membership community for marketing executives who market and sell technology-related services and solutions. With nearly 100 Corporate Members around the globe, including Accenture, Cisco, Hewlett-Packard, IBM, Microsoft, Oracle, SAP, Verizon, and Wipro, ITSMA provides best practice insight, an active leadership community, and hands-on advisory guidance around the unique requirements for marketing technology services and solutions. [www.itsma.com](http://www.itsma.com)



**MAANZ**

MAANZ is a leading international professional marketing institute focusing on marketing education and training; marketing information; and practical marketing tools and resources for marketing and business development. [www.marketing.org.au](http://www.marketing.org.au)



**MMA – Mobile Marketing Association**

The Mobile Marketing Association (MMA) is the premier global association that strives to stimulate the growth of mobile marketing and its associated technologies. The MMA is a global organization with 400 members representing over twenty countries. MMA members include agencies, advertisers, hand held device manufacturers, carriers and operators, retailers, software providers and service providers, as well as any company focused on the potential of marketing via mobile devices. [www.mmaglobal.com](http://www.mmaglobal.com)



**Pulse-Group**

Geared towards becoming the preferred solutions provider to the top 50 global market research organizations by 2007, Pulse Group is a total solutions provider to the market research industry, with services in software localization, professional translation services, data collection, technical support and training as well as MR software development. Headquartered in Sydney, Australia, a European office in Amsterdam and an RPO hub operating from Kuala Lumpur Malaysia, the Pulse-Group is dedicated to delivering high quality data and support across their core areas of business.

[www.pulse-group.com](http://www.pulse-group.com)



**Silicon Valley American Marketing Association**

Silicon Valley American Marketing Association: SVAMA is the premier chapter of the American Marketing Association. The Association comprises Silicon Valley's marketing thought leaders and keeps members informed about the latest marketing issues and techniques for the IT industry. [www.svama.org](http://www.svama.org)



**SMPS – Society for Marketing Professional Services**

The Society for Marketing Professional Services (SMPS) was created in 1973 by small group of professional services firm leaders who recognized the need to sharpen skills, pool resources, and work together to create business opportunities. Today, the association has a membership of more than 6,100+ marketing and business development professionals from architectural, engineering, planning, interior design, construction, and specialty consulting firms located throughout the United States and Canada. [www.smps.org](http://www.smps.org)