

# The Forrester New Wave™: AI-Fueled Speech Analytics Solutions, Q2 2018

The 11 Providers That Matter Most And How They Stack Up

by Ian Jacobs and Kjell Carlsson, Ph.D.

June 22, 2018

## Why Read This Report

In Forrester's evaluation of the emerging market for AI-fueled speech analytics, we identified the 11 most significant providers in the category — Aspect, CallMiner, Clarabridge, Cogito, Genesys, Invoca, Mattersight, NICE, OpenText, Tethr, and Verint — and evaluated them. This report details our findings about how well each vendor scored against 10 criteria and where they stand in relation to each other. Application development and delivery (AD&D) professionals can use this review to select the right partner for their speech analytics needs.

## Key Takeaways

### CallMiner And NICE Lead The Pack

Forrester's research uncovered a market in which CallMiner and NICE are Leaders; Clarabridge, Verint, and Invoca are Strong Performers; Tethr, Cogito, Mattersight, and Genesys are Contenders; and Aspect and OpenText are Challengers.

### Value Beyond The Contact Center, Machine Learning, And Real Time Are Differentiators

Beyond transcription, vendors vary greatly in their actual use of machine learning and real-time capabilities. The best solutions not only make it easier to extract more accurate insights and drive instant action but also integrate with a broad suite of business systems, proactively surface insights, and drive value for stakeholders across the business.

### Watch This Space

This market is developing rapidly, with all vendors investing heavily in their AI and machine learning capabilities as well as new features to expand the number of use cases for their speech analytics solutions.

# The Forrester New Wave™: AI-Fueled Speech Analytics Solutions, Q2 2018

## The 11 Providers That Matter Most And How They Stack Up

by [Ian Jacobs](#) and [Kjell Carlsson, Ph.D.](#)  
with [Daniel Hong](#), Sarah Dawson, and Peter Harrison  
June 22, 2018

---

### Table Of Contents

- 2 [Speech Analytics Has Found Its Voice With AI](#)
- 2 [AI-Fueled Speech Analytics Evaluation Overview](#)
- 6 [Vendor QuickCards](#)

---

- 18 [Supplemental Material](#)

### Related Research Documents

- [Artificial Intelligence Supercharges Speech Analytics](#)
- [Brief: Three Key Practices To Succeed With Speech Analytics](#)
- [The Forrester Wave™: Workforce Optimization Suites, Q3 2016](#)
- [New Tech: AI-Fueled Speech Analytics Solutions, Q2 2018](#)



**Share reports with colleagues.**  
Enhance your membership with  
[Research Share.](#)

**The Forrester New Wave™: AI-Fueled Speech Analytics Solutions, Q2 2018**

The 11 Providers That Matter Most And How They Stack Up

## Speech Analytics Has Found Its Voice With AI

AI has stirred up the once-quiet backwater of speech analytics. Techniques ranging from traditional machine learning to deep learning have improved the accuracy of speech-to-text transcription; made it easier to extract intent, topics, entities, and relationships; and measure the tone, sentiment, and emotion of speakers. Once used mostly to ensure conformity in contact centers, AI-fueled speech analytics now drives engaging customer conversations, gauges customer sentiment, surfaces unexpected customer insights, increases marketing effectiveness, and improves sales conversations.

Every speech analytics vendor has started incorporating AI. However, most vendors are still figuring out how best to leverage AI beyond transcription, and the degree to which vendors leverage AI varies dramatically. Many vendors that have wholeheartedly embraced it focus on nontraditional uses of speech analytics, such as marketing optimization, emotion or effort detection, or real-time conversation guidance. As with every industry, “AI washing” abounds, but the investment in these technologies among speech analytics vendors is large, genuine, and just getting started.

## AI-Fueled Speech Analytics Evaluation Overview

The Forrester New Wave™ differs from our traditional Forrester Wave™. In the New Wave evaluation, we evaluate only emerging technologies, and we base our analysis on a 10-criteria survey and a 2-hour briefing with each evaluated vendor. As part of the briefing, we conducted a test of each solution’s ability to transcribe spoken audio accurately.<sup>1</sup> We group the 10 criteria into current offering and strategy (see Figure 1). We also review market presence.

We included 11 vendors in this assessment: Aspect, CallMiner, Clarabridge, Cogito, Genesys, Invoca, Mattersight, NICE, OpenText, Tethr, and Verint (see Figure 2 and see Figure 3). Each of these vendors has:

- › **Broad, integrated speech analytics functionality.** All vendors in this evaluation integrate the end-to-end capabilities necessary for speech analytics. Each solution can ingest spoken audio, transcribe it (i.e., convert it into text), extract insights from the text and/or audio, and display these insights to an end user without them needing programming skills.
- › **Artificial intelligence capabilities for extracting insights.** Each vendor has stated that it uses artificial intelligence or machine learning for extracting insights from spoken data, above and beyond using these technologies for transcribing audio.
- › **Interest from and/or relevance to Forrester clients.** We focused on vendors that are most relevant to Forrester clients, as indicated by frequency of client requests or because, in Forrester’s judgment, their market presence or technical capabilities warranted inclusion.

**The Forrester New Wave™: AI-Fueled Speech Analytics Solutions, Q2 2018**

The 11 Providers That Matter Most And How They Stack Up

**FIGURE 1** Assessment Criteria

Evaluation criteria	Platform evaluation details
Language models	How accurately does the solution transcribe speech? What languages/dialects/vertical-specific vocabularies does the system support? What is the method for creating new language models? What is the average word accuracy rate for US English among customers? How can users tune the models for continuous improvement?
Natural language processing	How well does the system extract a speaker's intent from a call recording or audio stream? How well does the system identify "named entities" (e.g., pronouns, company names, etc.) in a call recording or audio stream? How well does the system identify and present relationships between utterances, entities, and concepts? What other data sets, beyond just the conversational audio, are used to increase accuracy and relevance? Is the system capable of analyzing all customer calls?
Coaching and quality management	How well does the system automatically measure quality? How does it automatically score calls to feed data into quality scorecards or assessments? How does the system provide coaching to help staff improve their performance?
Conversational analytics	How well does the system determine whether a conversation had positive attributes (e.g., sentiment or tone)? How well does the system group similar concepts across many interactions and create a statistical profile of the frequency and proximity of the themes in those interactions? What other insights about the speakers (e.g., demographics and personality) does the system reveal based on speech?
Real-time speech analytics	How well does the system use the content of a call to influence that interaction while it is still happening, for compliance, quality improvements, sales effectiveness, or other organizational workflows? Are there scalability limitations to deployments? How well does the system leverage contextual data on what drove the call to influence the interaction while it is still happening?
Business insights	How well does the system provide insights for marketing optimization, product improvement, sales operations, and other noncustomer service use cases? What level of integration does the system have with other business applications? What data integration capabilities does the solution provide?

**The Forrester New Wave™: AI-Fueled Speech Analytics Solutions, Q2 2018**

The 11 Providers That Matter Most And How They Stack Up

**FIGURE 1** Assessment Criteria (Cont.)

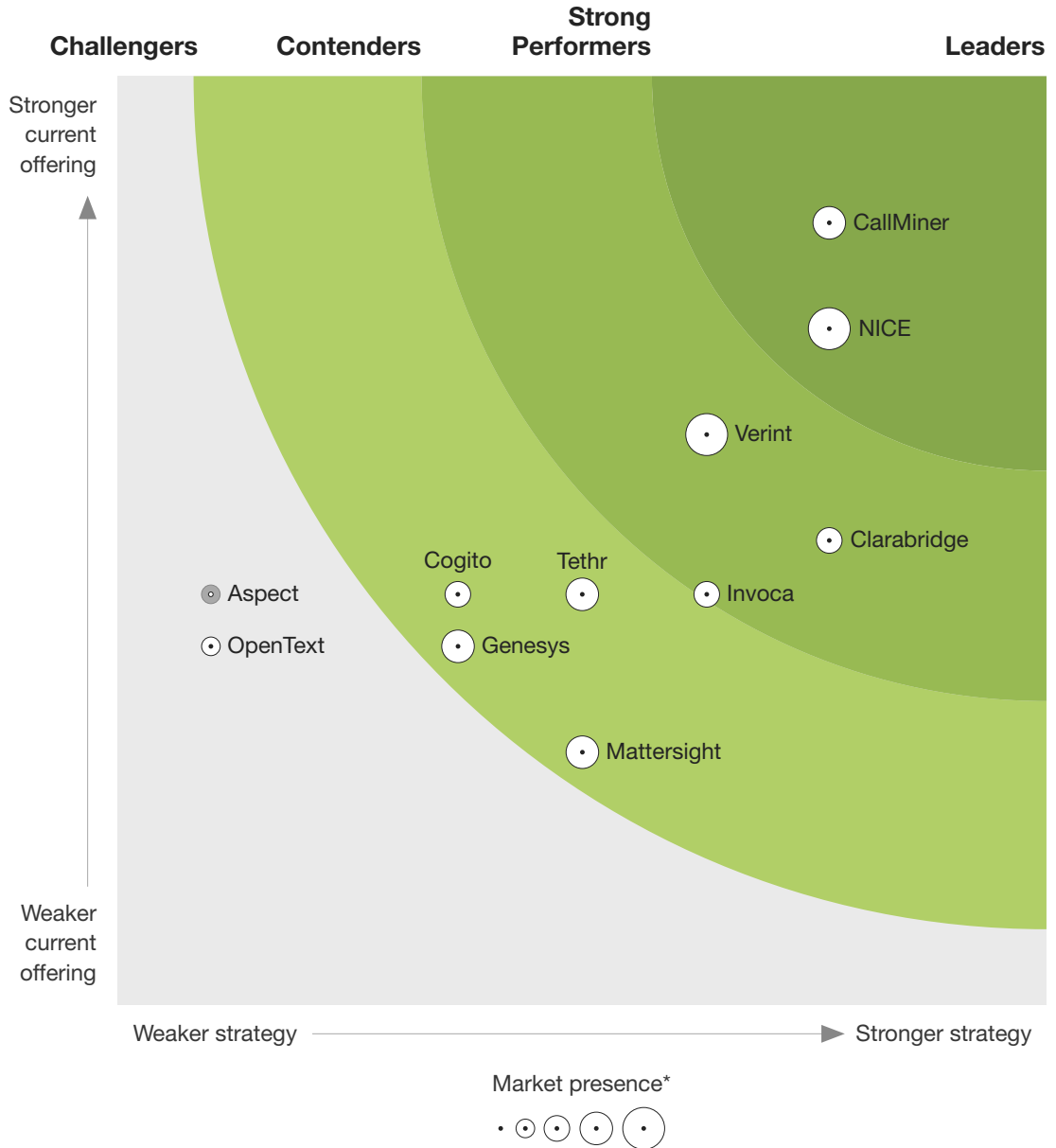
Evaluation criteria	Platform evaluation details
Tooling and ease of use	How easy to use is the system's interface for user exploration of insights derived from the audio sources? How easy is it for users to create new categories or models? How easy is it for business users to train/improve the machine learning models? How intuitive is system navigation? To what degree does the vendor have the processes and organization to support customers?
Product vision	To what degree does the company have a compelling, differentiated vision for its product, relative to competitors? To what degree can the company execute on this vision in the next three to five years? Does the solution support on-premises, cloud, and/or hybrid environments? What is the company's approach to ensuring the security of customer and end user information?
Product road map	To what degree will the company deliver superior business outcomes to its customers, relative to competitors, based on the product enhancements, commercial model, or partner ecosystem expansion in its near-term (approximately one year) road map?
Market approach	What tangible evidence of success has there been with customers today (e.g., current revenues, number of customers, growth, geographic and/or vertical presence)?

**The Forrester New Wave™: AI-Fueled Speech Analytics Solutions, Q2 2018**

The 11 Providers That Matter Most And How They Stack Up

**FIGURE 2** Forrester New Wave™: AI-Fueled Speech Analytics Solutions, Q2 2018

**THE FORRESTER NEW WAVE™**  
**AI-Fueled Speech Analytics Solutions**  
 Q2 2018



\*A gray marker indicates incomplete vendor participation.

**The Forrester New Wave™: AI-Fueled Speech Analytics Solutions, Q2 2018**

The 11 Providers That Matter Most And How They Stack Up

**FIGURE 3** Vendor QuickCard Overview

Company	Language models	Natural language processing	Coaching and quality management	Conversational analytics	Real-time speech analytics	Business insights	Tooling and ease of use	Product vision	Market approach
CallMiner	⬆	⬆	⬆	⬆	⬆	⬆	⬆	⬆	⬆
NICE	⬆	⬆	⬆	⬆	⬆	⬆	⬆	⬆	⬆
Clarabridge	⬆	⬆	⬆	⬆	⬆	⬆	⬆	⬆	⬆
Verint	⬆	⬆	⬆	⬆	⬆	⬆	⬆	⬆	⬆
Invoca	⬆	⬆	⬆	⬆	⬆	⬆	⬆	⬆	⬆
Tethr	⬆	⬆	⬆	⬆	⬆	⬆	⬆	⬆	⬆
Cogito	⬆	⬆	⬆	⬆	⬆	⬆	⬆	⬆	⬆
Mattersight	⬆	⬆	⬆	⬆	⬆	⬆	⬆	⬆	⬆
Genesys	⬆	⬆	⬆	⬆	⬆	⬆	⬆	⬆	⬆
Aspect	⬆	⬆	⬆	⬆	⬆	⬆	⬆	⬆	⬆
OpenText	⬆	⬆	⬆	⬆	⬆	⬆	⬆	⬆	⬆

⬆ Differentiated   
 ⬆ On par   
 ⬆ Needs improvement

## Vendor QuickCards

Forrester evaluated 11 vendors and ranked them against 10 criteria. Here’s our take on each.

**The Forrester New Wave™: AI-Fueled Speech Analytics Solutions, Q2 2018**

The 11 Providers That Matter Most And How They Stack Up

**CallMiner: Forrester’s Take**

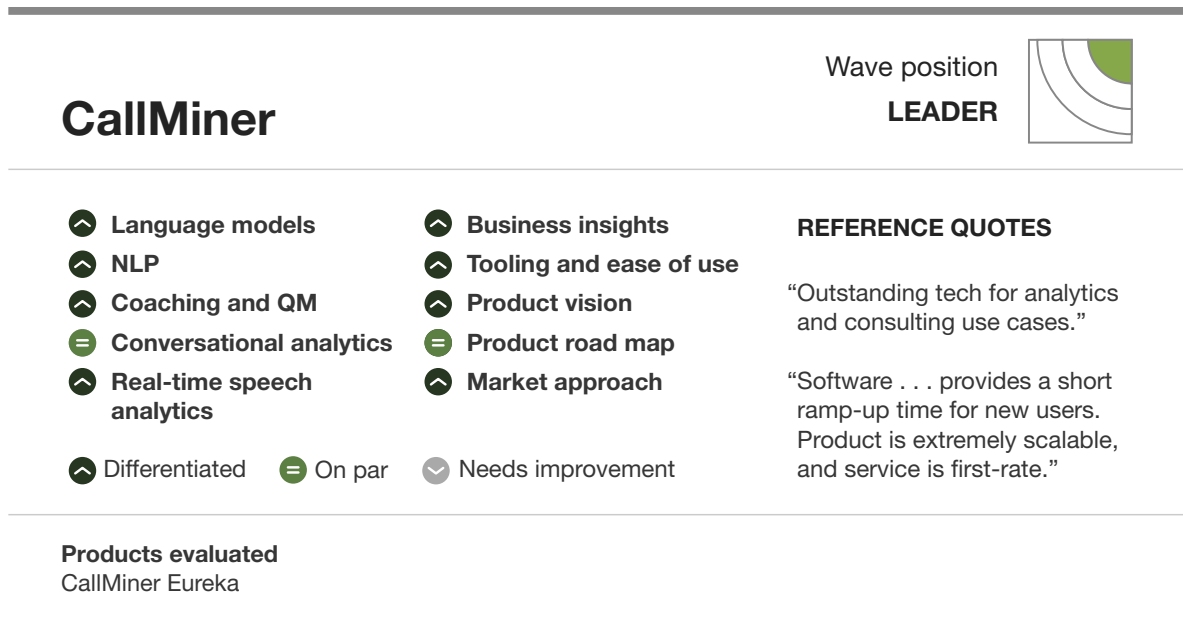
Our evaluation found that (see Figure 4):

- › **CallMiner’s real-time and business insights capabilities stand out among WFO suites.** From providing guidance to the agent to triggering follow-up actions, CallMiner is enabling customers to take action in real time. It is also driving value outside the contact center for marketing effectiveness, product design, and sales operations use cases.<sup>2</sup>
- › **CallMiner has yet to take the plunge with deep learning.** CallMiner deploys machine learning in ways that customers can easily absorb today but, like most vendors, has not deployed deep-learning-based features except through its transcription engine.
- › **CallMiner has the most advanced, enterprise-ready speech analytics functionality.** CallMiner has combined traditional speech analytics with machine learning to improve ease of use and accuracy while still providing control and transparency.

**CallMiner Customer Reference Summary**

Customers were delighted by the quality of the insights using CallMiner as well as the ease of use and rapid time-to-value.

**FIGURE 4** CallMiner QuickCard





**The Forrester New Wave™: AI-Fueled Speech Analytics Solutions, Q2 2018**

The 11 Providers That Matter Most And How They Stack Up

**NICE: Forrester's Take**

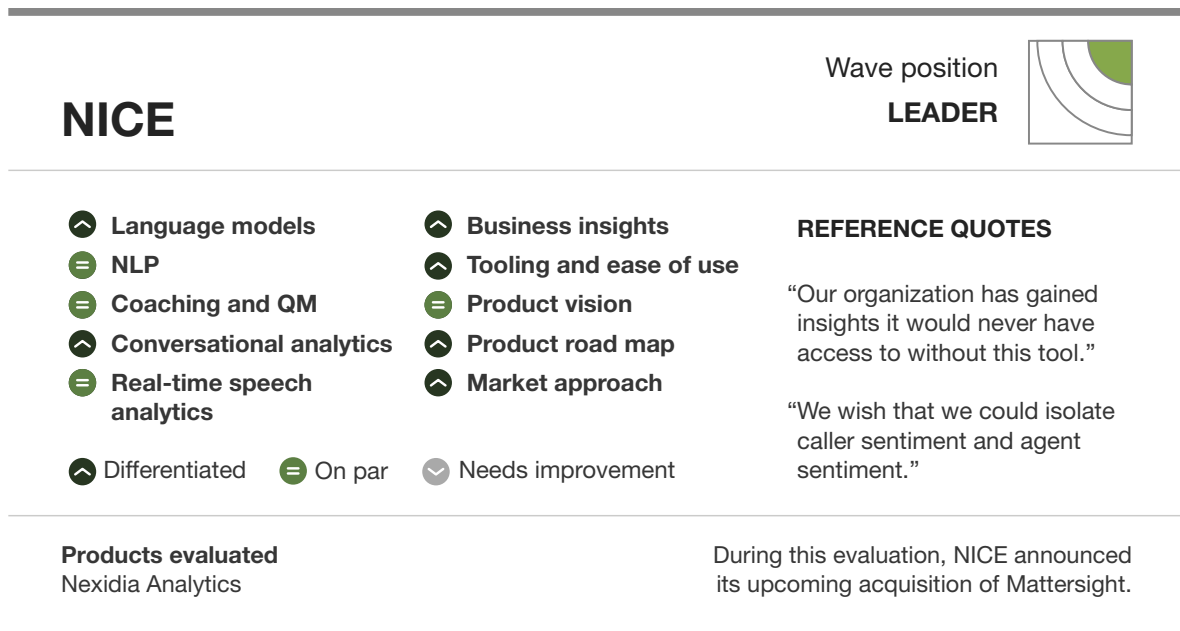
Our evaluation found that (see Figure 5):

- › **NICE differentiates with its own accurate language models.** Unlike many vendors that rely on third parties for transcription, NICE is building its own language models that support a wide range of languages, and it performed well in our test.
- › **Most of NICE's machine learning is in the model and the road map.** NICE is leveraging deep learning for its language models, and sentiment is based on a model trained to predict Net Promoter Score (NPS).<sup>3</sup> However, for many features, machine learning capabilities — such as predictive analytics on the customer journey — are on the road map.
- › **NICE's comprehensive WFO suite delivers comprehensive value.** NICE offers the full range of speech analytics functionality, with particularly powerful search and conversational analytics features and the ability to drive business value in the contact center and beyond (e.g., to increase upsell, reduce churn, and quickly address product quality issues).

**NICE Customer Reference Summary**

NICE's customer reference praised the value and accuracy of its speech analytics but noted delays in getting technical support and the inability to separate caller and agent sentiment.

**FIGURE 5** NICE QuickCard



**The Forrester New Wave™: AI-Fueled Speech Analytics Solutions, Q2 2018**

The 11 Providers That Matter Most And How They Stack Up

**Clarabridge: Forrester’s Take**

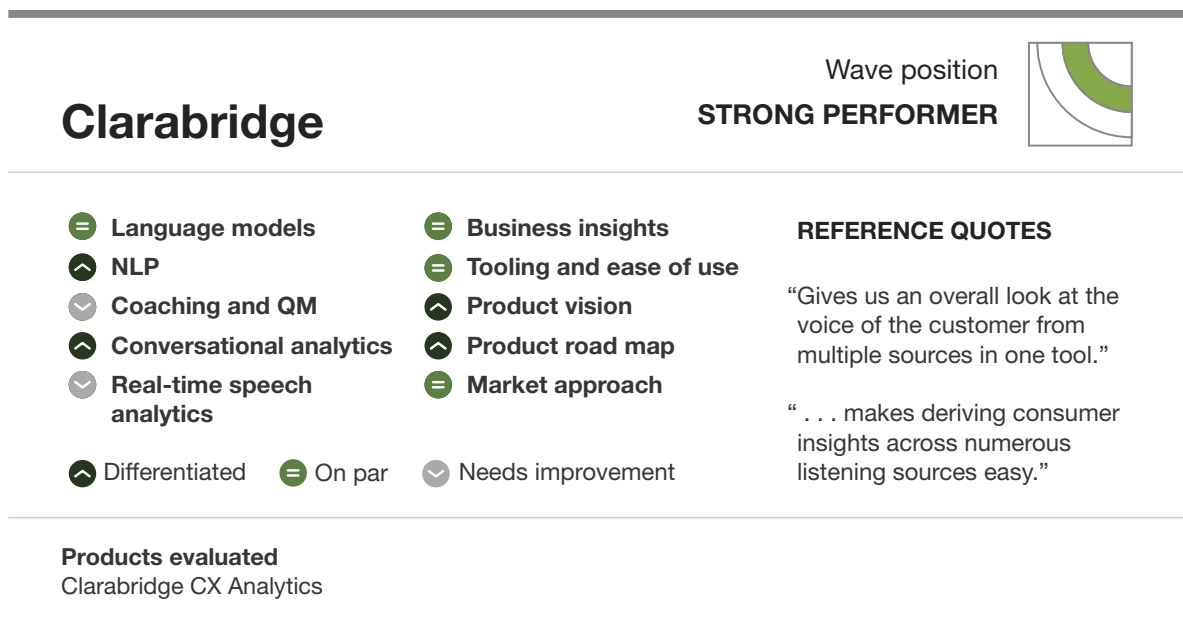
Our evaluation found that (see Figure 6):

- › **Clarabridge is on a tear.** A relative newcomer to speech analytics, Clarabridge has grown its speech analytics features and customer base rapidly and has an impressive road map of machine learning capabilities, including deep learning for emotion detection.
- › **There are better coaching and real-time options than Clarabridge.** While you can extract coaching insights from speech using Clarabridge, there is little tooling to support quality management or coaching. Also, real-time capabilities are not present yet.
- › **Clarabridge helps you easily extract holistic voice-of-the-customer insights.** Clarabridge leverages the vast array of linguistic and machine learning capabilities that it used for text analytics for speech analytics, delivering strong capabilities for insights discovery and the ability to analyze voice-of-the-customer data across channels.

**Clarabridge Customer Reference Summary**

Clarabridge’s customers rave about working with the firm and the solution’s ability to pull customer insights across text and speech sources.

**FIGURE 6** Clarabridge QuickCard



**The Forrester New Wave™: AI-Fueled Speech Analytics Solutions, Q2 2018**

The 11 Providers That Matter Most And How They Stack Up

**Verint: Forrester’s Take**

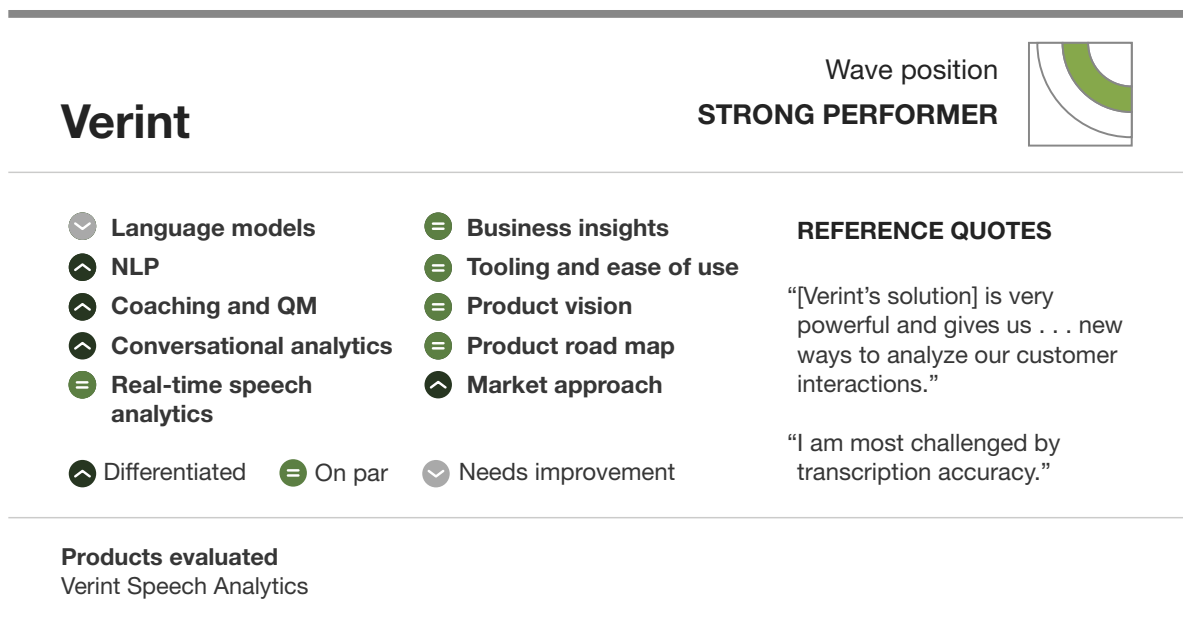
Our evaluation found that (see Figure 7):

- › **Verint combines the best of both worlds in natural language processing.** By building a comprehensive ontology on a semantic index and augmenting it with machine learning, Verint makes it easier to surface meaningful topics and the relationships between them.
- › **Verint’s language models require customization.** Verint develops its own language models and is deployed in more languages than any other vendor in this evaluation. However, its poor performance on our transcription test and comments by customers suggest that the solution needs customization to achieve high word accuracy.
- › **You should use Verint for its strong coaching suite.** Verint offers a full-featured, business-rules-based solution for quality management and coaching and is developing real-time features that leverage its knowledge management solution to deliver guidance to agents.

**Verint Customer Reference Summary**

Customers appreciate the solution’s power to extract insights and the quality of support but noted issues with transcription accuracy.

**FIGURE 7** Verint QuickCard



**The Forrester New Wave™: AI-Fueled Speech Analytics Solutions, Q2 2018**

The 11 Providers That Matter Most And How They Stack Up

**Invoca: Forrester’s Take**

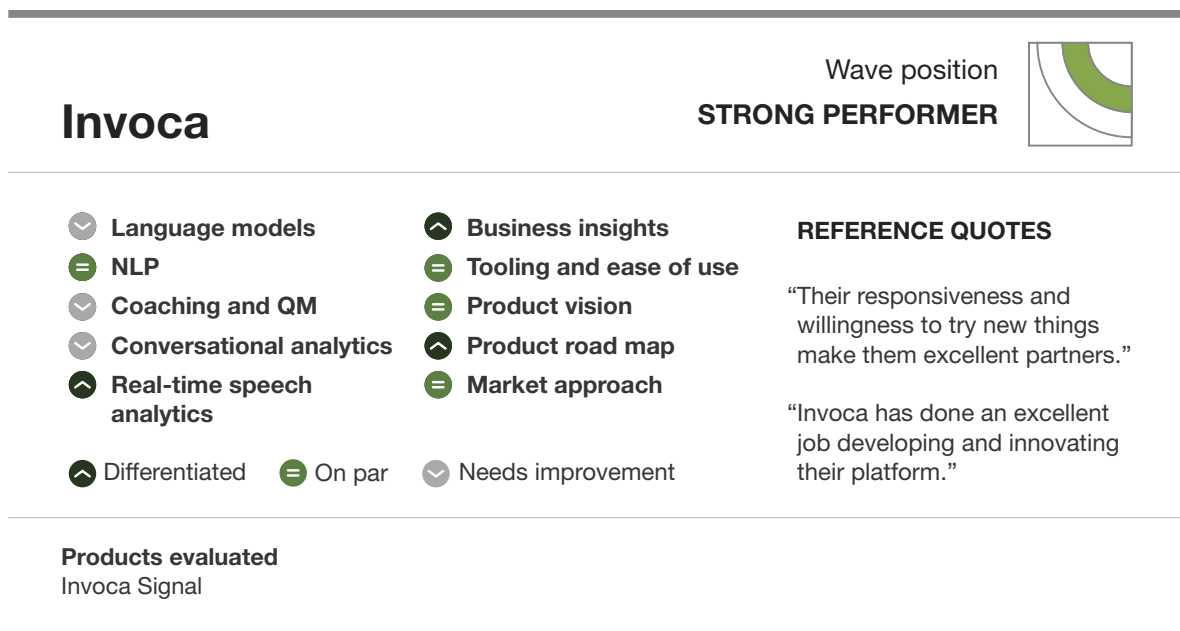
Our evaluation found that (see Figure 8):

- › **Invoca is advancing state-of-the-art call classification.** Invoca uses an automated machine learning approach to automatically train and select the model with the best prediction accuracy from a range of different algorithms, including, in the near term, deep learning models.
- › **Invoca is not intended for workforce optimization or engagement analytics.** Invoca does not have the traditional conversational analytics, coaching, and quality management functionality of most vendors in this report.
- › **Marketers benefit from Invoca’s AI-fueled speech analytics.** Invoca leverages machine-learning-based speech analytics to classify calls and measure their quality and outcomes to improve marketing performance as well as handle related use cases in sales.

**Invoca Customer Reference Summary**

Customers appreciate the close working relationship they have with Invoca as well as the cost optimization and lead generation they’ve been able to achieve with the platform. They also mention how Invoca’s unexpected insights can challenge assumptions and reveal uncomfortable truths.

**FIGURE 8** Invoca QuickCard



**The Forrester New Wave™: AI-Fueled Speech Analytics Solutions, Q2 2018**

The 11 Providers That Matter Most And How They Stack Up

**Tethr: Forrester's Take**

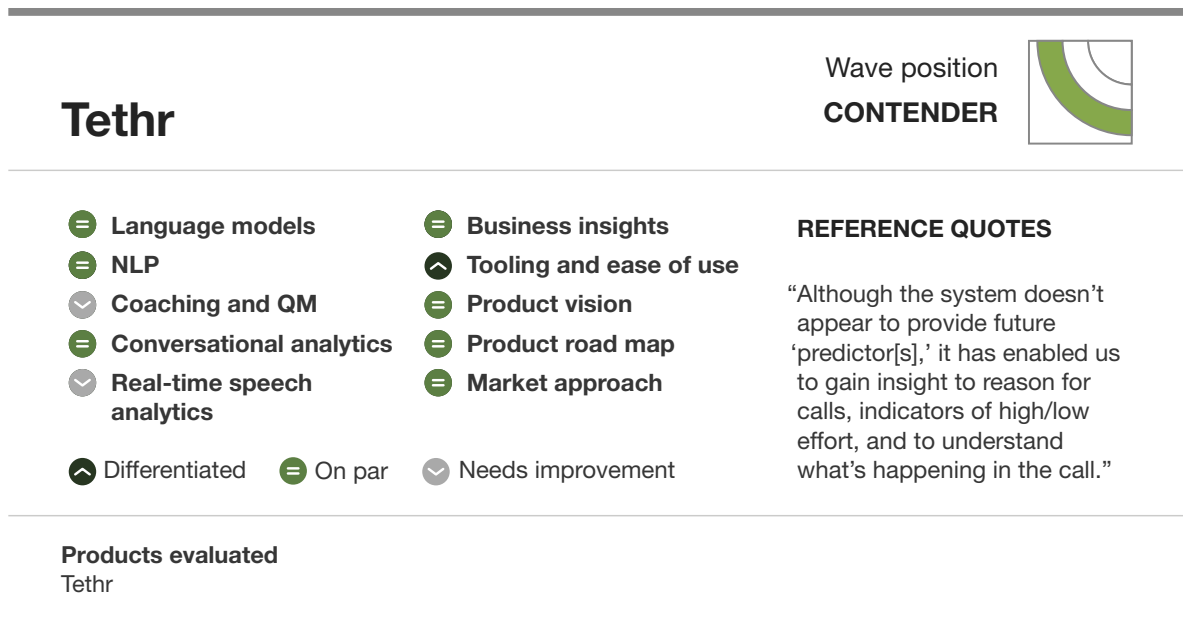
Our evaluation found that (see Figure 9):

- › **Tethr is easy to use — perhaps a bit too easy.** Tethr has a streamlined, easy-to-use interface for tasks ranging from creating categories to building dashboards. However, many users will want more granular control and a wider array of features to fully exploit speech analytics.
- › **Tethr's coaching capabilities are limited, and it has no real-time capabilities.** While you can extract coaching insights from speech using Tethr, there is little tooling to support quality management or coaching, and Tethr is not planning real-time capabilities.
- › **Tethr's AI-fueled speech analytics tracks drivers of effort.** Tethr licenses models from CEB for speech patterns that indicate high customer effort and have a negative impact on customer loyalty. Tethr's machine learning identifies and measures these “effort drivers” on calls.

**Tethr Customer Reference Summary**

Customers like working with Tethr as well as the ease of using its metrics that track effort; however, they also ask for more reporting and analytics features.

**FIGURE 9** Tethr QuickCard



**The Forrester New Wave™: AI-Fueled Speech Analytics Solutions, Q2 2018**

The 11 Providers That Matter Most And How They Stack Up

**Cogito: Forrester’s Take**

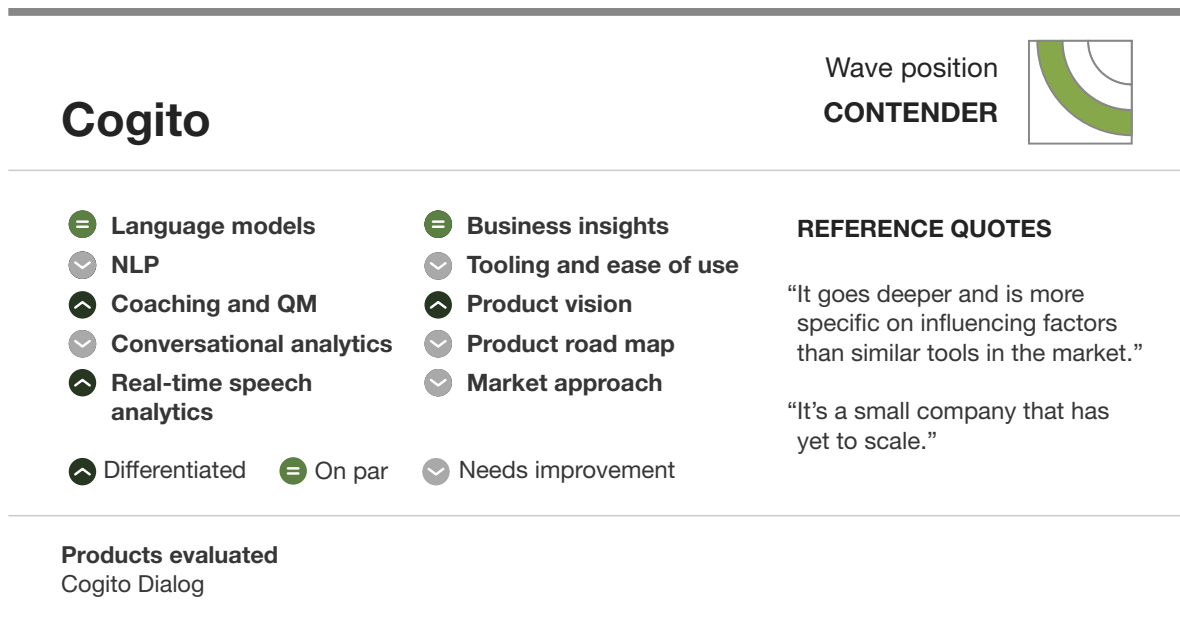
Our evaluation found that (see Figure 10):

- › **Cogito leads in deep learning for speech analytics.** While some vendors have experimented with deep learning or have it on their road map, Cogito is the only vendor in this report that has deployed deep learning models for extracting insights from speech, and not just as part of its transcription engine.
- › **Cogito is a powerful addition to your existing speech analytics suite.** Cogito does not have traditional search, topic mining, and conversational analytics capabilities. Therefore, it is best used in tandem with another speech analytics vendor.
- › **Cogito creates better conversations in real time.** Cogito excels in measuring agent and customer tone and emotion — and providing guidance to the agent to improve the quality of the conversation. With the addition of transcription and the ability to spot keywords and topics, the solution provides real-time guidance based on the content of the conversation.

**Cogito Customer Reference Summary**

Cogito’s customer reference (still in implementation) praised Cogito’s technology and customer service but had concerns about its ability to scale platform performance as the company grows.

**FIGURE 10** Cogito QuickCard



**The Forrester New Wave™: AI-Fueled Speech Analytics Solutions, Q2 2018**

The 11 Providers That Matter Most And How They Stack Up

**Mattersight: Forrester’s Take**

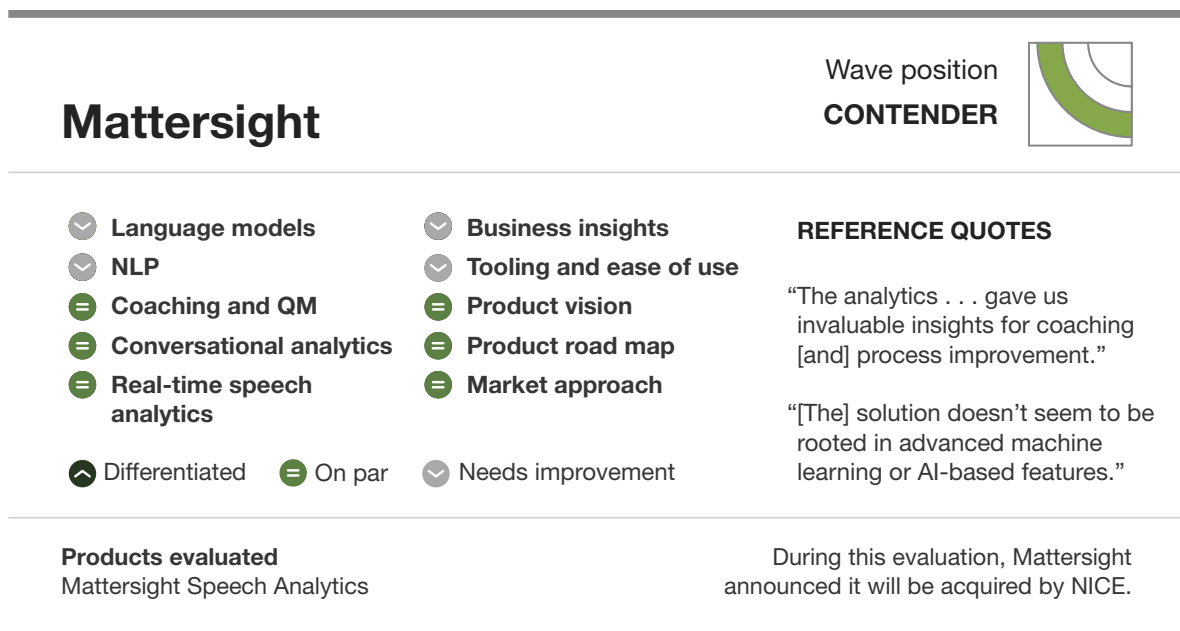
Our evaluation found that (see Figure 11):

- › **Mattersight offers strong coaching and quality management opportunities.** Mattersight can identify calls that quality teams should review, freeing them up from ineffectual random sampling, and it can alert supervisors when an agent flubs some element of a call.
- › **Mattersight still needs to expand both its language and vertical industry models.** With essentially only a single practical language (English) and a single vertical model (healthcare), Mattersight has quite a way to go to catch up to the competition.
- › **Mattersight is a good fit for companies looking to incorporate personality into routing.** While Mattersight does sell standalone speech analytics, the company’s real value is in analyzing customer and agent personality and communication styles and using that analysis to drive interaction routing.

**Mattersight Customer Reference Summary**

Mattersight’s customers provided conflicting feedback, especially when it came to ease of use and the ability to derive business insights from the technology.

FIGURE 11 Mattersight QuickCard



**The Forrester New Wave™: AI-Fueled Speech Analytics Solutions, Q2 2018**

The 11 Providers That Matter Most And How They Stack Up

**Genesys: Forrester’s Take**

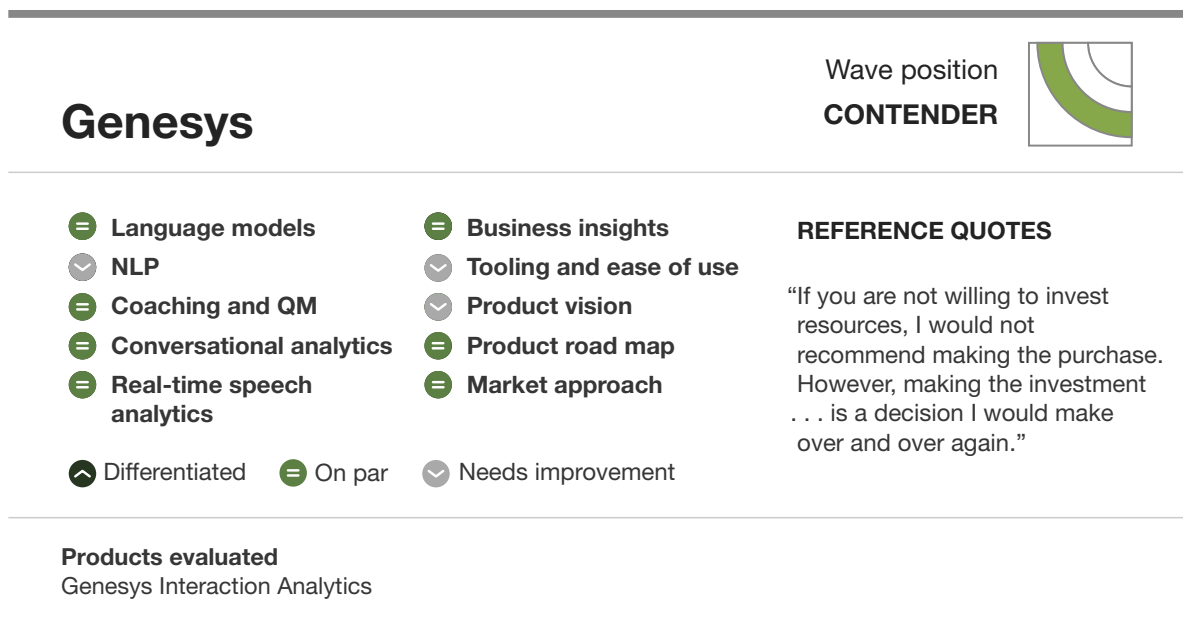
Our evaluation found that (see Figure 12):

- › **Genesys is connecting speech analytics to predictive routing.** Known for its powerful interaction routing capabilities, Genesys is ratcheting up its prowess by incorporating insights pulled from speech analytics to help create predictive routing models.
- › **Genesys still needs to simplify administration and ad hoc analysis.** Genesys’ speech analytics tools require heavy-duty resources to perform some basic tasks such as category and topic creation. For many of Genesys’ very large enterprise customers, that is not a problem, but it does limit the product’s appeal outside of that world.
- › **Genesys is best suited for companies that have bought into the full Genesys stack.** Genesys’ combination of workforce optimization and routing promises brands the ability to create cross-application workflows driven by speech analytics.

**Genesys Customer Reference Summary**

Customers appreciated the hands-on support and customization services that Genesys provides, although they also felt that such support is required due to the product’s complexity.

**FIGURE 12** Genesys QuickCard





**The Forrester New Wave™: AI-Fueled Speech Analytics Solutions, Q2 2018**

The 11 Providers That Matter Most And How They Stack Up

**Aspect: Forrester’s Take**

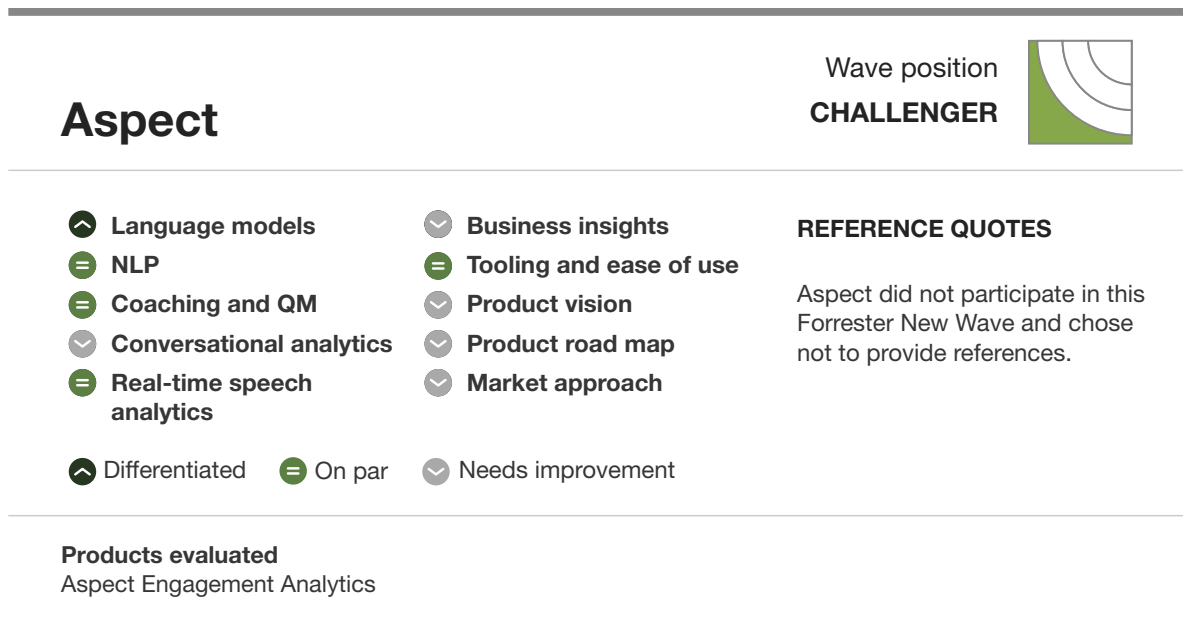
Our evaluation found that (see Figure 13):

- › **Aspect provides high transcription accuracy and robust language models.** With a healthy 20 certified language models and very strong transcription accuracy using an untuned model, Aspect has a strong base to build out its speech analytics offering.
- › **Aspect must delve much deeper into AI as part of speech analytics.** Beyond the basics of using machine learning to fine-tune its language models, Aspect’s AI efforts in this area are nascent at best.
- › **Aspect fits companies looking to add speech analytics to a cloud contact center.** Aspect has been heavily investing in an AWS-powered cloud platform.<sup>4</sup> Speech analytics will be a core application on that platform, providing a clear option for Aspect customers that want to move everything to the cloud.

**Aspect Customer Reference Summary**

Aspect did not participate in this Forrester New Wave and chose not to provide references.

**FIGURE 13** Aspect QuickCard



**The Forrester New Wave™: AI-Fueled Speech Analytics Solutions, Q2 2018**

The 11 Providers That Matter Most And How They Stack Up

**OpenText: Forrester’s Take**

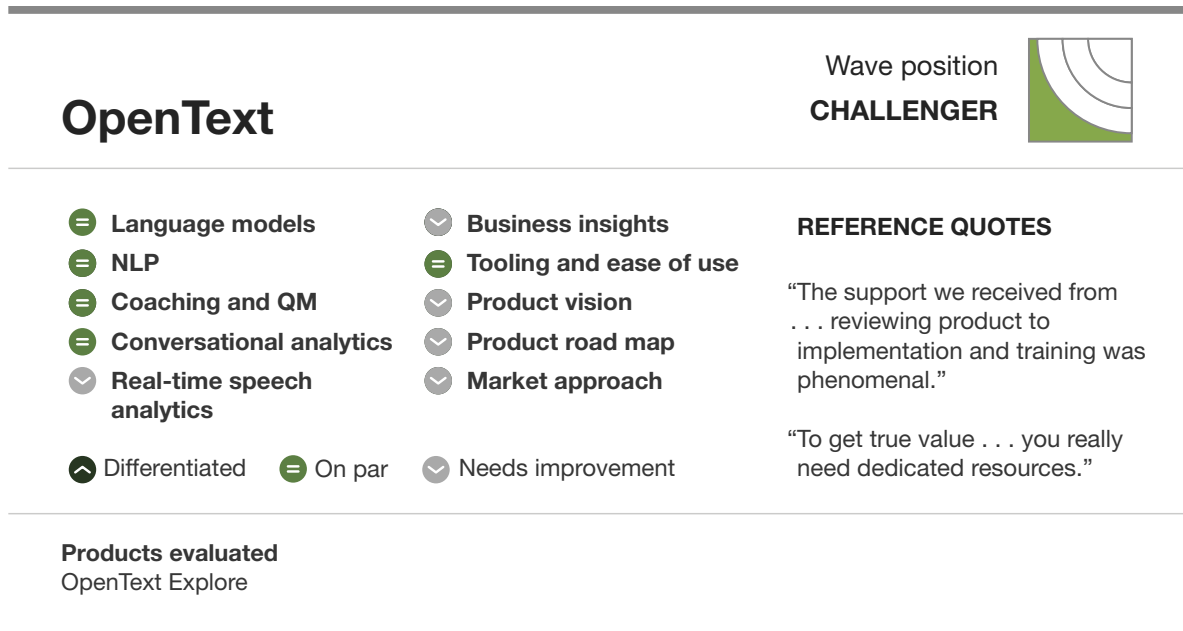
Our evaluation found that (see Figure 14):

- › **OpenText is rapidly revamping its speech analytics.** OpenText has switched its language models over to an industry-leading third-party vendor used by many of the best-performing vendors in this evaluation, and it has an ambitious road map to modernize its core features.
- › **OpenText’s machine learning will depend on Magellan.** OpenText plans to leverage Magellan, its cross-product AI initiative, to bring machine learning capabilities to its product. But beyond Magellan, it has few machine learning capabilities today.
- › **You should use OpenText if you already use its product ecosystem and support.** Currently, OpenText is a consideration if you are using or planning to use OpenText’s extensive enterprise content management product suite outside of speech analytics and thorough support offerings.

**OpenText Customer Reference Summary**

Customers praise OpenText’s support — from initial implementation and training and on an ongoing basis — and give the company decent marks across all capabilities.

**FIGURE 14** OpenText QuickCard



**The Forrester New Wave™: AI-Fueled Speech Analytics Solutions, Q2 2018**

The 11 Providers That Matter Most And How They Stack Up

## Engage With An Analyst

Gain greater confidence in your decisions by working with Forrester thought leaders to apply our research to your specific business and technology initiatives.

### Analyst Inquiry

To help you put research into practice, connect with an analyst to discuss your questions in a 30-minute phone session — or opt for a response via email.

[Learn more.](#)

### Analyst Advisory

Translate research into action by working with an analyst on a specific engagement in the form of custom strategy sessions, workshops, or speeches.

[Learn more.](#)

### Webinar

Join our online sessions on the latest research affecting your business. Each call includes analyst Q&A and slides and is available on-demand.

[Learn more.](#)



**Forrester's research apps for iOS and Android.**

Stay ahead of your competition no matter where you are.

## Supplemental Material

### The Forrester New Wave Methodology

We conducted primary research to develop a list of vendors that met our criteria for the evaluation and definition of this emerging market. We evaluated vendors against 10 criteria, seven of which we based on product functionality and three of which we based on strategy. We also reviewed market presence. We invited the top emerging vendors in this space to participate in an RFP-style demonstration and interviewed customer references. We then ranked the vendors along each of the criteria. We used a summation of the strategy scores to determine placement on the x-axis, a summation of the current offering scores to determine placement on the y-axis, and the market presence score to determine marker size. We designated the top-scoring vendors as Leaders.

**The Forrester New Wave™: AI-Fueled Speech Analytics Solutions, Q2 2018**

The 11 Providers That Matter Most And How They Stack Up

## Integrity Policy

We conduct all our research, including Forrester New Wave evaluations, in accordance with the [Integrity Policy](#) posted on our website.

## Endnotes

<sup>1</sup> Each vendor was provided with an audio file combining four snippets of spoken audio: a sales conversation in unaccented US English, a customer service conversation featuring heavily accented English and noticeable background noise, unaccented spoken audio about mechanical engineering research, as well as an excerpt from a heavily accented presentation on the use of AI for natural language processing. Each vendor provided a transcription of this audio within two hours of receipt. We calculated the accuracy of the transcription for each of the four snippets, normalized these scores to account for variation, and created an overall score. This score was a key input into the language models criterion.

Accuracy varied dramatically from vendor to vendor. Errors in transcription ranged from the mundane (“let me get” mistakenly transcribed as “let me guess”) to the baffling and surreal (“the cat’s soccer pants”).

<sup>2</sup> WFO: workforce optimization.

<sup>3</sup> Net Promoter and NPS are registered service marks, and Net Promoter Score is a service mark, of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld.

<sup>4</sup> AWS: Amazon Web Services.

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

#### PRODUCTS AND SERVICES

- › Core research and tools
- › Data and analytics
- › Peer collaboration
- › Analyst engagement
- › Consulting
- › Events

---

Forrester's research and insights are tailored to your role and critical business initiatives.

#### ROLES WE SERVE

##### **Marketing & Strategy Professionals**

CMO  
B2B Marketing  
B2C Marketing  
Customer Experience  
Customer Insights  
eBusiness & Channel Strategy

##### **Technology Management Professionals**

CIO  
› Application Development & Delivery  
Enterprise Architecture  
Infrastructure & Operations  
Security & Risk  
Sourcing & Vendor Management

##### **Technology Industry Professionals**

Analyst Relations

---

#### CLIENT SUPPORT

For information on hard-copy or electronic reprints, please contact Client Support at +1 866-367-7378, +1 617-613-5730, or [clientsupport@forrester.com](mailto:clientsupport@forrester.com). We offer quantity discounts and special pricing for academic and nonprofit institutions.