A Forrester Consulting
Thought Leadership Paper
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The State Of Brand Experience Management

How Leaders Unleash Their Brands To Drive Business Results

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Project Director:
Rachel Linthwaite,
Senior Market Impact Consultant

Contributing Research:
Forrester's CMO research group

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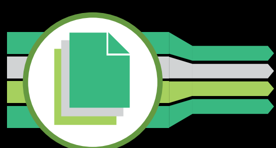
Brand experience management can help companies win and retain today's empowered consumers.



Mature BXM practitioners build brands that resonate with customers and prospects, driving exponential business returns.

Executive Summary

Today's consumer expects more than ever before. As global markets and buying options evolve, consumers no longer need to trade off price, convenience, and emotional experience when making a purchasing decision. This means that companies must now cater to all three simultaneously.[1] Traditional brand marketing efforts that focused on product or company above all else won't pass muster anymore. Instead, if they want to thrive, brands need to create, foster, and deepen the relationships they have with current *and* potential customers by integrating brand experience (BX) and customer experience (CX). To grow, brands must complement customer experiences with tailored brand experiences to win new customers. Of course, this is much easier said than done: Just 39% of business leaders say that their brand resonates as intended with prospects. This is a problem that CX can't address on its own. Happily, brand experience management (BXM) can help.

To explore this topic, Qualtrics commissioned Forrester Consulting to evaluate how companies are managing BX today and the characteristics of a mature BXM practice.

KEY FINDINGS

- **The concept of BX is widely valued, but it is not widely understood.** Marketers instinctually understand the importance and power of brand. However, the complexity of brand as a way that consumers perceive experiences — rather than as a static thing — and the confusion involved around the role of CX, cause firms to struggle with creating and managing their own BX strategies. Many organizations attempt to patch together various solutions, data sources, and strategies, but they fall short of creating a cohesive brand experience. As a result, brands lose some of their power and fail to fully resonate.
- **BXM helps firms overcome critical challenges.** Improving metrics like customer loyalty and acquisition, brand differentiation and awareness, and market share is no easy task. And unfortunately, it's only going to get more difficult as consumers grow more empowered, markets shift, and options become more numerous. But BXM can help: Respondents believe that all of these critical metrics can be improved with the help of a thoughtful BX management program.
- **Leaders distinguish themselves through advanced data, processes, and technology practices.** Organizations generally fall into three levels of BXM maturity. The most mature firms are those that prioritize customer and business outcomes, having already created a strong brand, while less mature firms are hyper-focused on growing their brand. These leaders successfully plan, structure, measure, and apply the insights of BXM, allowing them to more effectively use data, tools, and investments.
- **BXM leaders thrive.** Overall, BXM leads to marketing and business benefits. Mature brand practitioners see exponential gains, craft brands that resonate better with potential and existing customers, and drive millions in additional revenue, increased lead gen, shareholder growth, and customer satisfaction.

Brand Experience Is Critical, Yet Not Widely Understood

Brand can be a tricky subject to talk about. Marketing and other experience professionals often have their own specific ideas about what constitutes a brand and how customers — both existing and potential — understand and interact with it. The market itself even evolves on the topic. The Marketing Accountability Standards Board defines brand as, "a name, term, design, symbol or any other feature that identifies one seller's good or service as distinct from those of other sellers."[2] But the concept of brand as a concrete good or service is shifting. The International Organization for Standardization (ISO) notes that, "Brands ultimately exist in the minds of stakeholders as the impressions, benefits, and experiences that they associate with a good or service."[3] Forrester agrees with this more customer-centric view, noting that brand is not a monolithic thing but rather emotional, imagined, and a perception.[4]

Given this complexity, it comes as no surprise that there is some variety in how business leaders understand brand experience today. Prior to being shown any definitions, the global brand and marketing decision-makers in our study all recalled their offerings (e.g., product, service), their actions (e.g., market, advertise, relate, interact), and their customers' reactions (e.g., feel, think) when talking about brand experience (see Figure 1). In fact, when asked directly, the most used words when describing brand experience were "customer," "market," and "product." These words indicate that many respondents are beginning to think of brand experience in terms of the business and how customers interact with the brand, not simply as some static asset, identity, or symbol.

Figure 1

"In your own words, what does the term 'brand experience' mean to you?"

Brand experience to me means everything associated with the brand. **It is how customers perceive the brand, what they think of it, and the usefulness of it. It is the marketing, association, and portrayal of the brand.**

Brand experience **is creating an ecosystem** around the brand in such a way that the **customer or user can fit themselves into that ecosystem,** and when they interact with your brand then **they should feel the connection with you.**

It's like having an interaction or **experience with any human being to whom you can connect yourself mentally or emotionally**, same goes with the brand, customer buys those things to which they can feel close.

Base: 421 global business leaders with decision-making authority over brand experience strategy and management
Source: A commissioned study conducted by Forrester Consulting on behalf of Qualtrics, May 2020

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This brings up the question of how CX and BX intersect. While Forrester defines CX as, "customers' perception of their interactions with a company," brand experience is defined as, "The sum of impressions, beliefs, and expectations that a consumer has of a brand, including direct interactions, messaging, and peer conversation."[5] What we have in our minds about a specific brand is the result of a series of learned experiences that we've subconsciously encoded into our memories over time. And this is continuously refined to account for new, relevant information. All of this happens in a continuous loop where one *brand memory* is inextricable from the next. In other words, customers simply don't distinguish between BX and CX, which is why Forrester has long maintained that brand and customer experience must work together in harmony if organizations are to drive value for the customer and emerge successful.

BXM seeks to optimize the entire range of direct and indirect experiences people have with a brand to determine which combinations of individual experiences will result in the best outcome overall.

Customer And Brand Experience Must Be Aligned, But Are Not Interchangeable

Brand experience, however, is more than simply the sum of its parts. According to Forrester: "Brand owns the essence of the company and its promise across all stakeholders: customers, prospects, employees, partners, and others. It establishes the protocol whereby this promise is manifest at every touchpoint."[6] Brand experience management is both:

1) The practice of understanding which experiences attract more consumers to a brand and cause the consumer to maintain that relationship (or push them away).
2) Identifying the actions needed across the entire organization to improve the overall brand experience and create better business results.

Ultimately, brand experience management seeks to optimize the entire range of direct and indirect experiences people have with the brand to determine which combinations of individual experiences will result in the best outcome for the overall brand.

Because customer experience programs are more common, and brand experience management programs are in their infancy, many organizations try to apply the processes of the former to craft the latter. And while the best firms ensure tight brand/CX alignment across operations, measurement, and organization, CX programs alone are not sufficient to manage brand.

HOW ARE FIRMS MANAGING BRAND EXPERIENCE TODAY?

Overall, business leaders understand the importance and power of brand, but they are still trying to piece together a cohesive brand experience and optimize the use of consumer and customer data. As a result, though brands are fairly effective at resonating with current customers, they fail to competitively differentiate, resonate with potential customers, and in turn, acquire new customers.

Our study found that:

- **Firms are investing in and prioritizing brand experience.** In the past year, respondents in this study invested an average of $105 million in brand experience management. This considerable investment is indicative of the fact that 83% of respondents say their organization considers brand experience to be a top or high priority overall. Brand also figures heavily in firms' marketing goals. Two of surveyed marketers' top five priorities for the next 12 months are related to brand, including improving brand awareness and strengthening the company's master brand. Topping the list of marketing priorities for the next year is improving customer experiences, which again underlines the importance of connecting CX and BX.
- **But technology use is scattershot, and data's potential remains unrealized.** Marketers and other brand professionals have no shortage of data at their disposal, leveraging an average of five different types of data to gauge how consumers experience their brand. This includes everything from media performance and effectiveness data, to geolocation and market research data. Unfortunately, the most used data — like CRM, past purchase behavior, and demographics — are not the best suited to a brand experience program because they are largely lagging indicators that provide no insight into competitive brands. They are, however, commonly used within CX programs. Because of this mismatch, the most often used data is not often the most *effective* data: While nearly half use demographics, direct response, and digital media performance data, less than one-third of respondents find these data sources very effective (see Figure 2). The story is similar when it comes to technology. Business leaders draw on a veritable smorgasbord of solutions, combining CX stalwarts — like customer experience management solutions (62%) and NPS software (35%) — with brand tracking (54%) and brand equity tracking (42%).[7] On average, most firms are using an average of six to seven solutions to manage brand experience. The issue is that more doesn't necessarily equal better. To be successful, firms must find a connected way to interpret all of this disparate data via various solutions; but that's no easy task.

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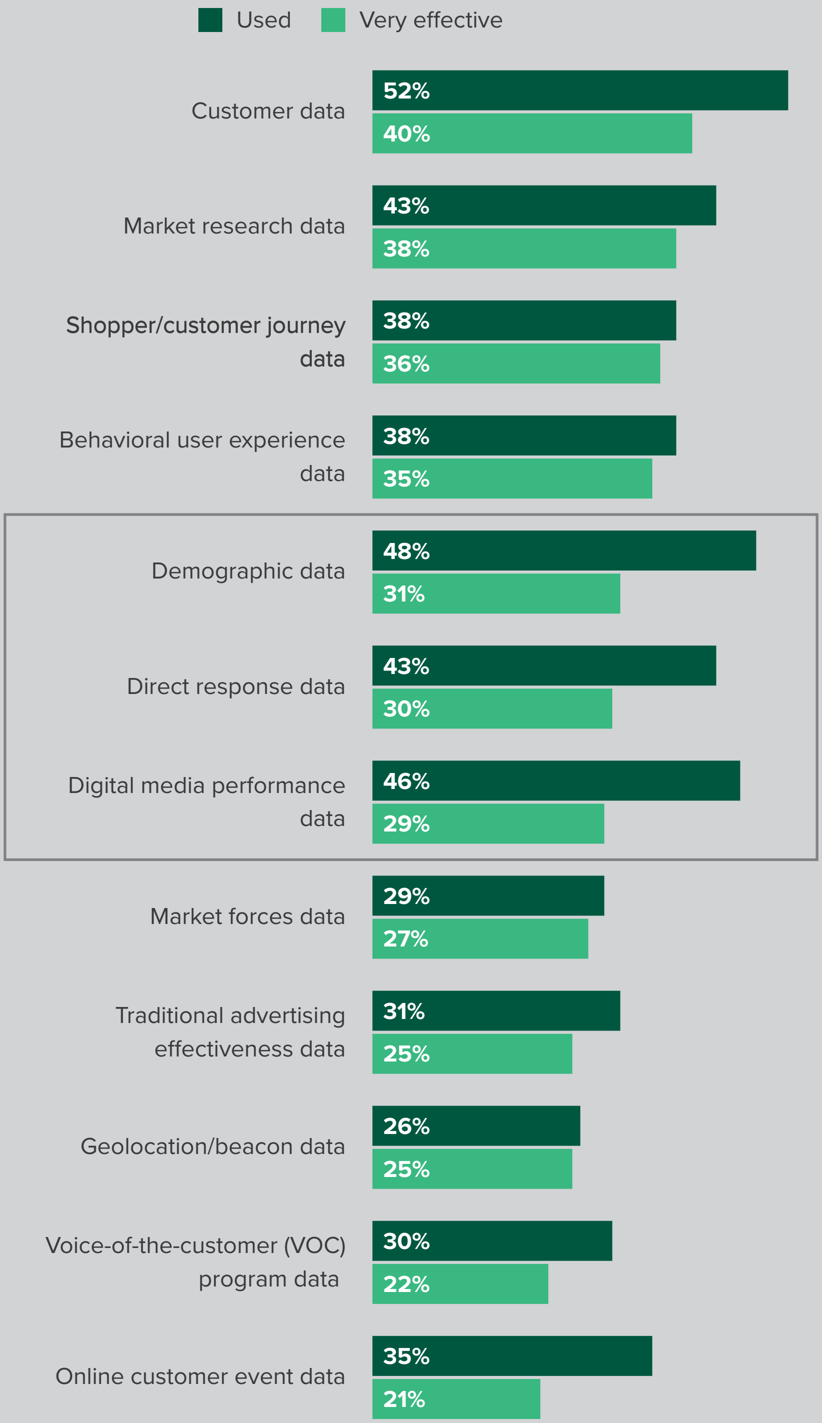
Figure 2

The Most Used Data Is *Not* The Most Effective Data



Base: 421 global business leaders with decision-making authority over brand experience strategy and management
Source: A commissioned study conducted by Forrester Consulting on behalf of Qualtrics, May 2020

There is a large gap between how often data is used to gauge brand experience and how effective that data is.

- **Brand experience is a team sport.** Ensuring consistency across all touchpoints requires every part of the organization to be accountable for delivering on the brand promise. As a result, there is a surprising breadth of teams contributing to brand experience management. Of course, teams within marketing strategy and brand marketing tend to carry the most responsibility, but everyone from IT to operations to agencies have a role to play. Brand affects and is affected by the workings of nearly every organizational function within an enterprise. The tricky part is creating an organizational structure which supports all employees as they help shape outstanding customer experiences, foster brand relevance, and deliver on the ultimate brand vision.
- **Current efforts produce strong brands, but they do so only with already loyal customers.** When looking at the data, one thing is clear: Respondents' BX work is perceived as most successful when it comes to current customers only. Three-quarters of marketers think their master brands resonate with current customers. But the numbers fall when things start to expand outside of a company's core audience. Only 60% think their master brands differentiate them from their competition, and just 39% say their brand resonates as intended with prospects (see Figure 3). Having a brand that works for your current customer is important, but if it is neither differentiating nor appealing to potential customers, you can't be successful in the long term.

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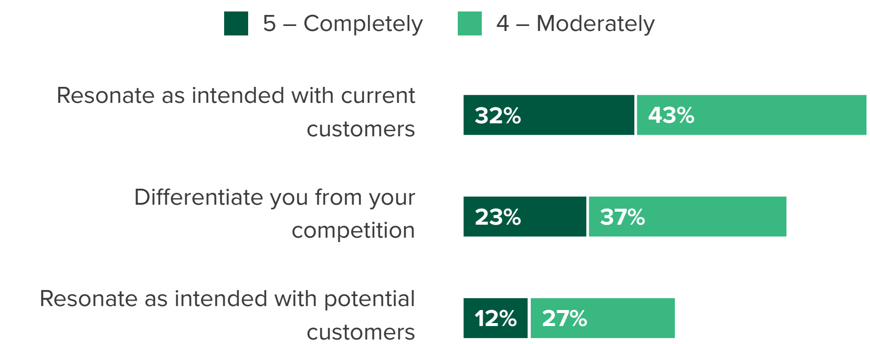
Figure 3

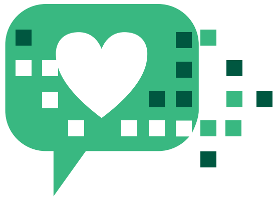
"To what extent does your master brand do each of the following?"



Base: 421 global business leaders with decision-making authority over brand experience strategy and management
Source: A commissioned study conducted by Forrester Consulting on behalf of Qualtrics, May 2020

Respondents are not confident in the ability of their brand to help them win new customers.

Brand Experience Management Can Help Brands Overcome Critical Challenges



The road to successful brand experience management is not an easy one. But it is critical if brands want to stay relevant and competitive in an increasingly crowded landscape. Our study found:

- **Improving key customer and brand metrics is difficult.** The modern customer eschews traditional advertising, is technology and information savvy, and demands personal attention. In short, today's consumer is empowered and demanding.[8] As a result, moving the lever on mission-critical KPIs such as customer loyalty, brand differentiation, and brand awareness is no easy task. Respondents agree: About three-quarters find improving all three either challenging or very challenging (see Figure 4). Even metrics which are more straightforward to quantify — like market share and customer acquisition — are difficult to improve for about half of all respondents.

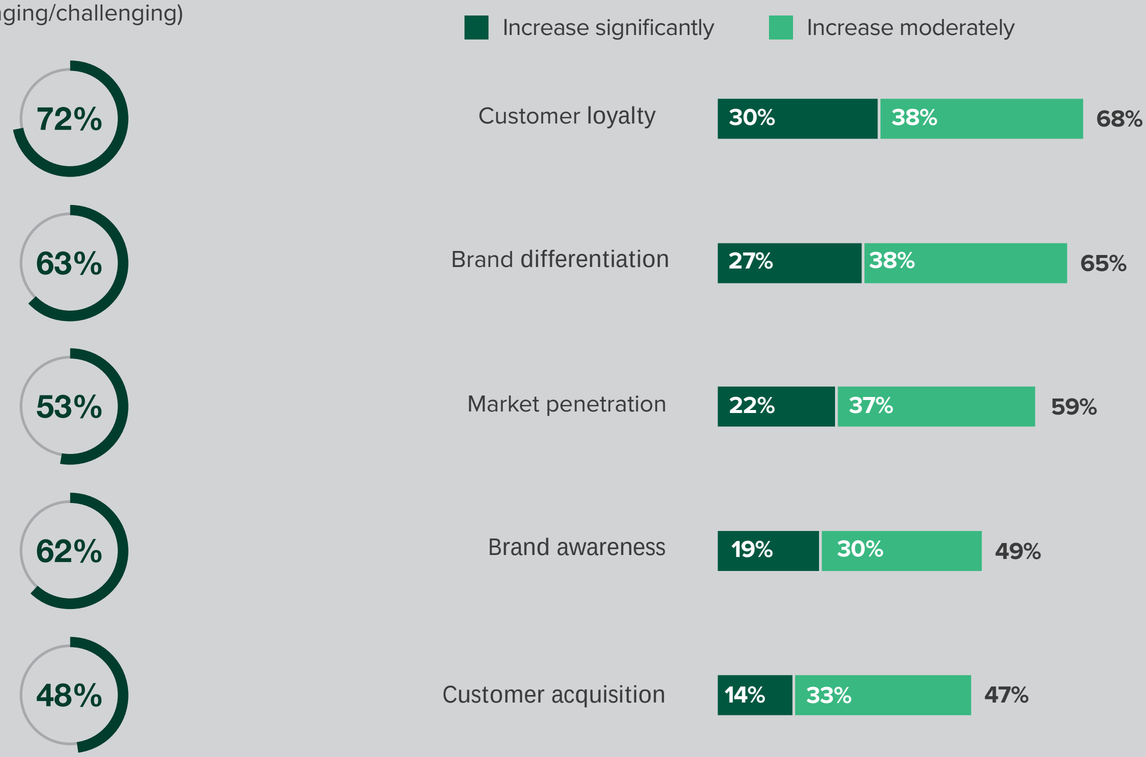
"Every new brand comes up with new offers or new approaches. In that case it will be more difficult to keep customers with the same loyalty."

Customer relations manager, US technology brand

Figure 4

"How challenging is it to improve each of the following for your organization?"
(Very challenging/challenging)

"In the next two years, do you expect the difficulty in improving each of the following to increase, decrease, or stay the same?"



Base: 421 global business leaders with decision-making authority over brand experience strategy and management
Source: A commissioned study conducted by Forrester Consulting on behalf of Qualtrics, May 2020

- **And it's not getting any easier.** As customer needs become more complicated and options proliferate, maintaining and improving customer loyalty is only going to get more difficult: 68% of business leaders agree (see Figure 4). Similarly, brand differentiation and awareness, market share, and customer acquisition will become more difficult to improve over the next two years. Why? Though many external market factors play a role, organizationally, brands simply face an array of challenges when trying to manage their brand experience.
- **There are many challenges to conquer.** On the surface, the issues that plague brand experience practitioners are similar to the challenges any business leader faces, namely the lack of both the right tools and accurate performance metrics (see Figure 5). Additionally, because customer data is so critical to this endeavor, concerns around privacy and sharing data rounds out firms' top three challenges.

BXM CAN HELP BRANDS OVERCOME OBSTACLES

Firms know they need to improve key brand metrics in order to survive, but they find this incredibly difficult. Happily, brand experience management can help by providing a strategic and organizational framework for improving BX. More than 70% of respondents think BXM will be helpful in alleviating the difficulty they have improving brand awareness and differentiation. BXM is also helpful when it comes to the other key metrics including brands' Achilles heel, customer loyalty: 58% of survey respondents say BXM will make improving customer loyalty less difficult.

But to do brand experience management well, brands need:

- **The right tools.** Recall that currently, brands are throwing a great deal of disparate solutions at their brand experience problem. But they also cite a lack of proper tooling as their number one challenge. This is because their current BXM solutions lack key capabilities. More than 40% of respondents report missing real-time brand experience data and insights (45%), predictive analytics (42%), and automated dashboards to better comprehend insights from brand trackers and business data (40%) from current tools. Aside from the automated dashboard and alerts, decision-makers need seamless integration between tracking data and always-on data feeds (such as social media, third-party data sources, and advertising spend) as well as organizationwide change management when new trends emerge from the data. Ultimately, respondents can easily feel overwhelmed by the vast expanse of data at their disposal and the enormity of the job at hand; solutions that can connect some of these disparate dots and automate decisioning will be a life saver.

- **The right mechanism to connect brand changes to business outcomes.** For many, current brand experience approaches fall short because they fail to connect the work that is being done on brand experience with tangible business outcomes. Half of all respondents agreed that connecting brand experience measurement to business outcomes is something they desperately need, but currently can't do. The same is true for predicting how brand changes will impact business outcomes (46% agree) and connecting brand equity measurement to business outcomes (36%). Forrester has long discussed how customer experience drives business outcomes, but it can often be difficult for CX pros to demonstrate that impact. The same is true for BXM: If brands can't connect what they are doing to business objectives and outcomes, programs will stall out and fail before they have the opportunity to realize their potential.

Figure 5

"What are the key challenges you encounter as you manage your organization's brand experience?"

We do not have the right tools or technology.

We lack accurate performance measurement to drive improvements.

We have privacy concerns around using and sharing data.

We have insufficient budget.

Internal teams are not working together successfully.

Base: 421 global business leaders with decision-making authority over brand experience strategy and management
Source: A commissioned study conducted by Forrester Consulting on behalf of Qualtrics, May 2020

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Creating A Mature BXM Practice

In this study, we broke our respondents' organizations into three maturity groups based on an evaluation of 16 measures of brand experience management maturity. Forrester prompted survey respondents to place themselves on a 5-point scale for each maturity measure across four categories: 1) strategy; 2) structure; 3) measurement; and 4) application of insights. The overall maturity score was based on an aggregate score across those measures. We then placed respondents within one of three maturity groups — low, medium, or high — depending on where their score fell along the distribution curve. For this paper, we will focus on the differentiation between high- and low-maturity groups to examine the extremes of BXM excellence. Those with medium maturity generally fell somewhere in between their high- and low-maturity peers.

Mature firms — referred to here as leaders — have distinguished themselves on these four basic competencies:

- **Strategy.** Leaders first and foremost can clearly articulate the purpose and promise of their brand, and they are able to share that vision with internal teams and agencies to provide a cohesive experience to their customers. To them, customer experience and brand experience are not merely related, they are inseparable, and they understand the importance of evolving to continually meet the customers' needs while still staying true to their original brand promise.
- **Structure.** A strong strategy is toothless without the organizational support needed for implementation. Leaders understand this and can establish a structure that allows for decision-making alignment and accountability. Employees are equipped with the proper tools, training, and motivation to achieve stated BX goals, while always being updated on the progress and value of various BX workstreams and objectives. These leaders also leverage automation while developing the processes and systems that enable the organization to leverage BXM in a consistent manner.
- **Measurement.** Accountability and progress are critically important to brand experience management. High-maturity firms can identify the key metrics they need — based on real-time data — to be able to drive priorities across the enterprise and track the value of in-flight initiatives. Leaders are also able to uncover emerging trends and use those trends to create insights that help prioritize subsequent actions. These insights are always delivered to the right people at the right time and in the right format to ensure appropriate action is taken.
- **Application of insights.** At the end of the day, insights are only as valuable as the actions they determine. Leaders understand how important the application of these insights are, and they are able to infuse them into key operating processes and systems, using them to make strategic decisions. Mature firms are also equipped to capture brand experience data from the right audience at the right time and to use that information to uncover opportunities for new and differentiated brand experiences.

As a result of their more mature BXM postures, leaders have different priorities than their less mature counterparts. They are focused on producing business outcomes (like revenue growth and customer engagement) while low-maturity firms, by virtue of still being early on their journey, are still trying to grow their brand and improve their use of data and analytics (see Figure 6).

LEADERS EXCEL WHERE MANY HAVE FAILED

In our study, we found that BXM leaders more effectively use:

- **Technology.** Low-maturity firms are the epitome of throwing everything against the wall and seeing what sticks. Overall, they utilize more tools than their high-maturity peers, yet they claim — as their top challenge — that they lack the right tools. Again, these low-maturity firms really struggle with real-time data and insights: 47% of low-maturity organizations lack this capability (compared to just 35% of high-maturity respondents). Leaders on the other hand, have cultivated a smaller set of solutions that work better for them. Their solutions already have real-time brand experience data and insights, and they are far more likely to incorporate real-time data into their metrics to drive businesswide priorities (82% vs. 31%).
- **Data.** Laggards claim to make extensive use of data, even more so than high-maturity firms in some cases (53% vs. 43% demographic data). However, leaders tend to leverage data that is more useful to brand experience management such as market research data (49% vs. 43%) and behavioral user experience data (45% vs. 35%). But the biggest difference between these two groups is that high-maturity firms can use their data much more effectively. Even data which low-maturity firms claim to use more often is more effective in the hands of leaders: 79% of high-maturity firms effectively use voice-of-the-customer program data compared to only 49% of low-maturity firms.
- **Budget.** Organizational size in terms of total annual revenue is not a predictor of BXM maturity. Furthermore, organizations, regardless of maturity level, invest similarly in brand experience management. But despite this budgetary parity, high-maturity firms make better use of the budget they have: Only one-quarter of leaders note insufficient budget as a key challenge, while nearly double that, or 40%, of laggards note this as a challenge. This is very likely the result of leaders' more advanced BXM strategies and organizational structures. Similarly, laggards' investment in solutions that don't net them any benefits are just sunk costs, whereas leaders are thoughtfully using budget on the right tools.

As a result, leaders suffer from fewer challenges overall. Laggards however, along with their technology, data, and budgetary issues, also struggle with: 1) internal teams which can't work together successfully; 2) incomplete or siloed data; and 3) difficulties creating a cohesive brand experience across channels and devices.

Figure 6

"Which of the following are your organization's top marketing priorities over the next 12 months?"

Base: 119 high maturity global business leaders; 144 low maturity global business leaders
Source: A commissioned study conducted by Forrester Consulting on behalf of Qualtrics, May 2020

Master BXM To Drive Business Success

Given the business benefits at stake here, opting out of brand experience management is not an option for a successful brand. Even those that operate at the lower end of the maturity spectrum see gains from their efforts, which is why firms must not let the perfect become the enemy of the good. Overall, BXM leads to benefits for:

- **Marketing.** Over half of all respondents in this study experienced more effective customer engagement and improved marketing planning as a result of their investments in BXM. More robust customer targeting, optimized targeting of marketing campaigns, deeper customer insights, and improved forecasting were also widely experienced. BXM can also help those that struggle with cross-channel marketing, which is a problem particularly for less-mature firms.
- **Business.** BXM investment leads to stronger brands, and ultimately, a stronger brand is going to pay financial dividends. Organizations saw improved customer satisfaction and increased sales revenue from their BXM work. Many also experienced better retention and conversion rates and improved marketing investment allocations.

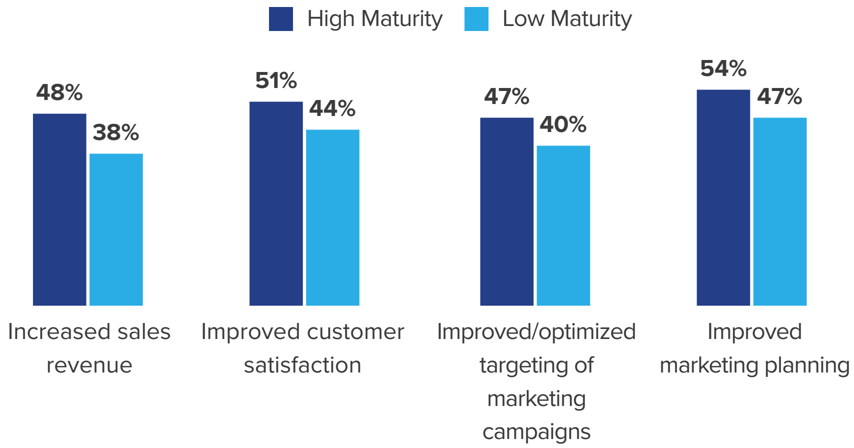
MATURE BRAND EXPERIENCE MANAGEMENT LEADS TO SUBSTANTIAL BUSINESS RETURNS

From their efforts, leaders enjoy (see Figure 7):

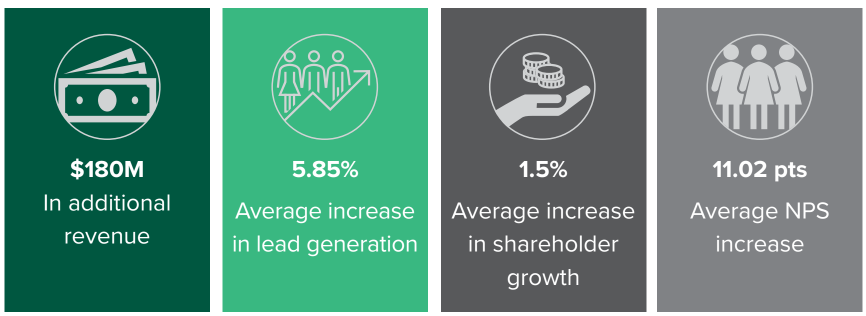
- **Stronger brands.** High-maturity brands resonate more with both current (79% vs. 73%) and potential customers (45% vs. 34%), and they differentiate themselves from the competition (69% vs. 54%) more than low-maturity brands. Considering how difficult reaching prospects and competitive differentiation are for most, this data is encouraging.
- **Financial gains.** Leaders are 10% more likely to see increased sales revenue from their efforts than low-maturity brands. On average, these leaders see $180 million in additional revenue. They also see more benefits when it comes to shareholder growth, experiencing an average increase of 1.5%.
- **Increased lead generation.** Leaders' BXM efforts lead to better targeted campaigns and improved conversion rates, which lead to improved lead generation overall. In fact, mature BXM organizations enjoy an average increase of 5.85% in lead generation from their efforts.
- **Happier customers.** Considering that leaders are better equipped to listen to, understand, and speak to their customers, they enjoy higher rates of customer satisfaction and engagement. Leaders see an average increase of 11 points to their NPS scores because of brand experience management.

Figure 7

Marketing And Business Benefits



BXM Leaders Experience:



Base: 119 high maturity global business leaders; 144 low maturity global business leaders
Source: A commissioned study conducted by Forrester Consulting on behalf of Qualtrics, May 2020

Key Recommendations

Forrester's in-depth survey of global business leaders yielded several important recommendations for an organization that is looking to level up their brand experience management:

Expand your brand aperture to experience. For a brand to generate financial value for an organization, its managers must adopt a mindset that transcends symbols, identity, communications, and other such palpable elements. Branding works as a mental model — it describes the consumers' perceptions which influence choice. This perception, in turn, is formed by experiences. The art and science of managing these experiences has a direct relationship to shaping perception and inducing trial, purchase, and loyalty. Simply said, brand experience management creates value.

Look beyond customer experience. CX has gained traction as a functional area, and with it has come a perceived synonymity between experience management and CX activities. But CX is only one aspect of BXM — a significant point of departure is in building a brand to entice prospects. The share of the market a firm does not have (i.e., prospects) is typically multiples more than the share it does. Hence, growth is reliant upon converting prospects to customers. Yet, our data shows that there is a 39-point perceived difference between a brand's ability to resonate with prospects versus customers. Growth requires a brand experience mindset, which attracts prospects while providing the best CX for existing customers.

Utilize BXM to create all-around value. Effectively using brand experience management, as the surveyed leaders have done in our study, can help managers design and deploy experiences that drive not only customer satisfaction and value but also overall long-term brand equity and financial value. Leaders in the practice of BXM are able to sharpen their marketing planning and targeting, generate revenue growth, create satisfaction and build advocacy, and generate shareholder value growth. The value of BXM is continuously distributed along the maturity curve, so no matter where you are positioned on the curve, improving the strategy, structure, measurement, and insights related to experience management will provide incremental benefit.

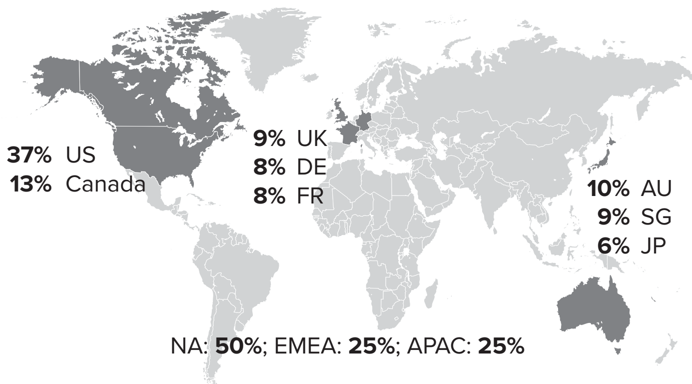
Choose your weapons wisely. With the recognition that brand is both perceptual and expansive in its reach comes the realization that measuring and managing it is more complex than managing most operational or financial constructs. Those that struggle with managing brand experience tend to focus on the short-term, as they rely on a smorgasbord of tools and a jumble of data where the most used is often the least effective. Leaders, in stark contrast, eschew the shotgun approach for a smaller set of solutions that employ the most powerful information like behavioral user experience and real-time brand experience data. Using the right management tools and inputs is a hallmark of leaders in the area. Choosing wisely pays rich dividends in creating the right brand experiences and converting them into value for both the customer and the firm.

Appendix A: Methodology

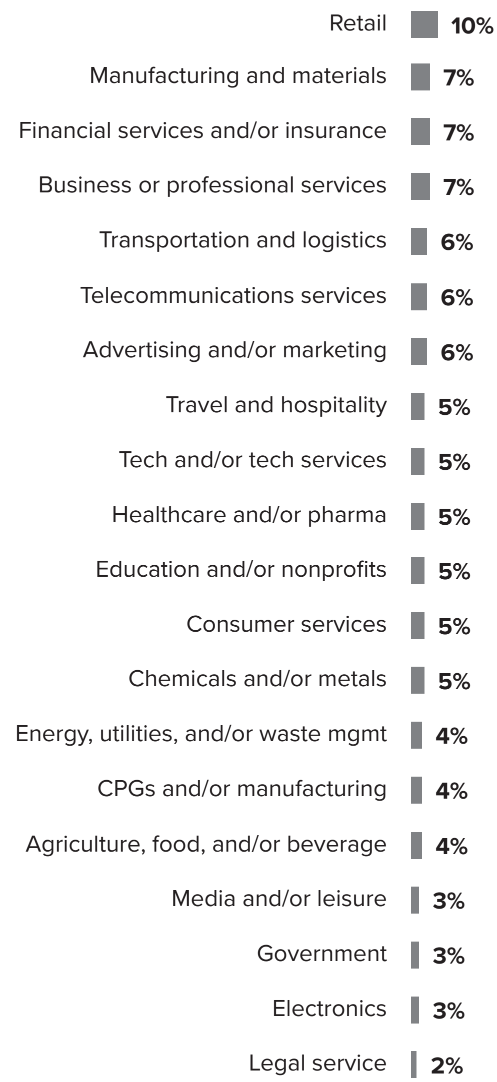
In this study, Forrester conducted an online survey of 421 B2C brand and marketing strategy decision-makers in the US, Canada, the UK, Germany, France, Australia, Singapore, and Japan. Survey participants included managers and above in marketing, operations, CX, data and analytics, and customer insights roles. Respondents were offered an incentive as a thank you for time spent on the survey. The study began in April and was completed in May 2020.

Appendix B: Demographics

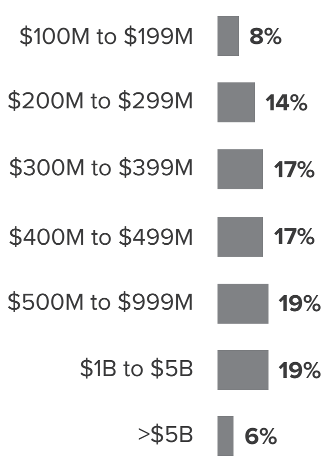
COUNTRY



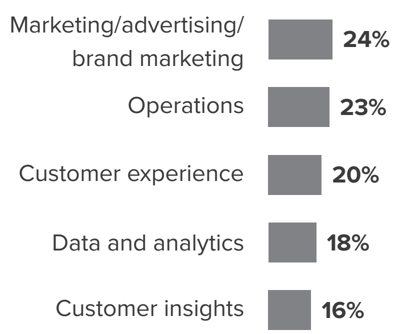
INDUSTRY



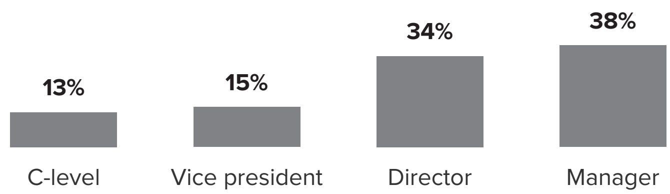
ANNUAL REVENUE



DEPARTMENT



TITLE



Base: 421 global business leaders with decision-making authority over brand experience strategy and management
Source: A commissioned study conducted by Forrester Consulting on behalf of Qualtrics, May 2020

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Appendix C: Supplemental Material

RELATED FORRESTER RESEARCH

“Harmonize Brand And Customer Experience To Acquire And Retain Customers,” Forrester Research, Inc., September 21, 2020.

“Create A Customer-Obsessed Brand Experience,” Forrester Research, Inc., January 10, 2020.

“The Brand Experience Assessment Report,” Forrester Research, Inc., June 15, 2020.

Appendix D: Endnotes

[1] Source: “Vast, Fast, And Relentless: Consumer Buying Enters A New Era,” Forrester Research, Inc., August 11, 2020.

[2] Source: “Brand,” Common Language Marketing Dictionary (https://marketing-dictionary.org/b/brand/).

[3] Source: “ISO/DIS 20671(en), Brand evaluation — Principles and fundamentals,” International Organization for Standardization (https://www.iso.org/obp/ui/#iso:std:iso:20671:dis:ed-1:v1:en).

[4] For more on this, see “The Rise of Intelligent Branding,” Forrester Research, Inc. July 1, 2019.

[5] Source: “Create A Customer-Obsessed Brand Experience,” Forrester Research, Inc. January 10, 2020.

[6] Source: “Harmonize Brand And Customer Experience To Acquire And Retain Customers,” Forrester Research, Inc., October 23, 2018.

[7] 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.

[8] Source: “Create A Customer-Obsessed Brand Experience,” Forrester Research, Inc., January 10, 2020.