

# Making Leaders Successful Every Day





# The Formula For Community Success

**Kim Celestre**, Senior Analyst

June 12, 2013

*Communities enable brands to reach, connect and engage with customers*



# Today's Agenda

- › *How Buyers Use Communities*
- › *Five Key Elements To Success*
- › *Measurement*
- › *Best Practices*
- › *Key Takeaways*

# Buyers value communities



Image source: <http://www.crmswitch.com/wp-content/uploads/2012/01/crm-vendor-customer-community.jpg>

# Buyers value communities

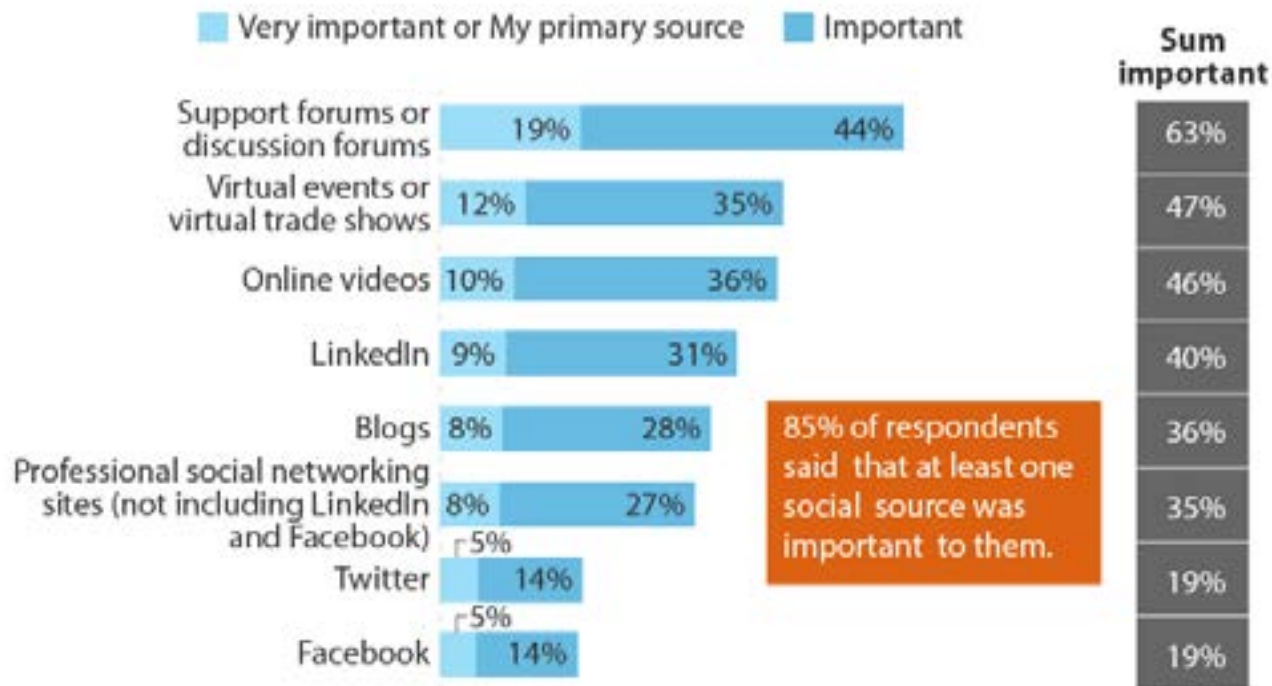


69% of B2B buyers  
visit vendor  
communities multiple  
times per month

Image source: <http://www.crmswitch.com/wp-content/uploads/2012/01/crm-vendor-customer-community.jpg>

# Communities are important to buyers

“How important are the following sources when researching and evaluating technologies and services to purchase?”

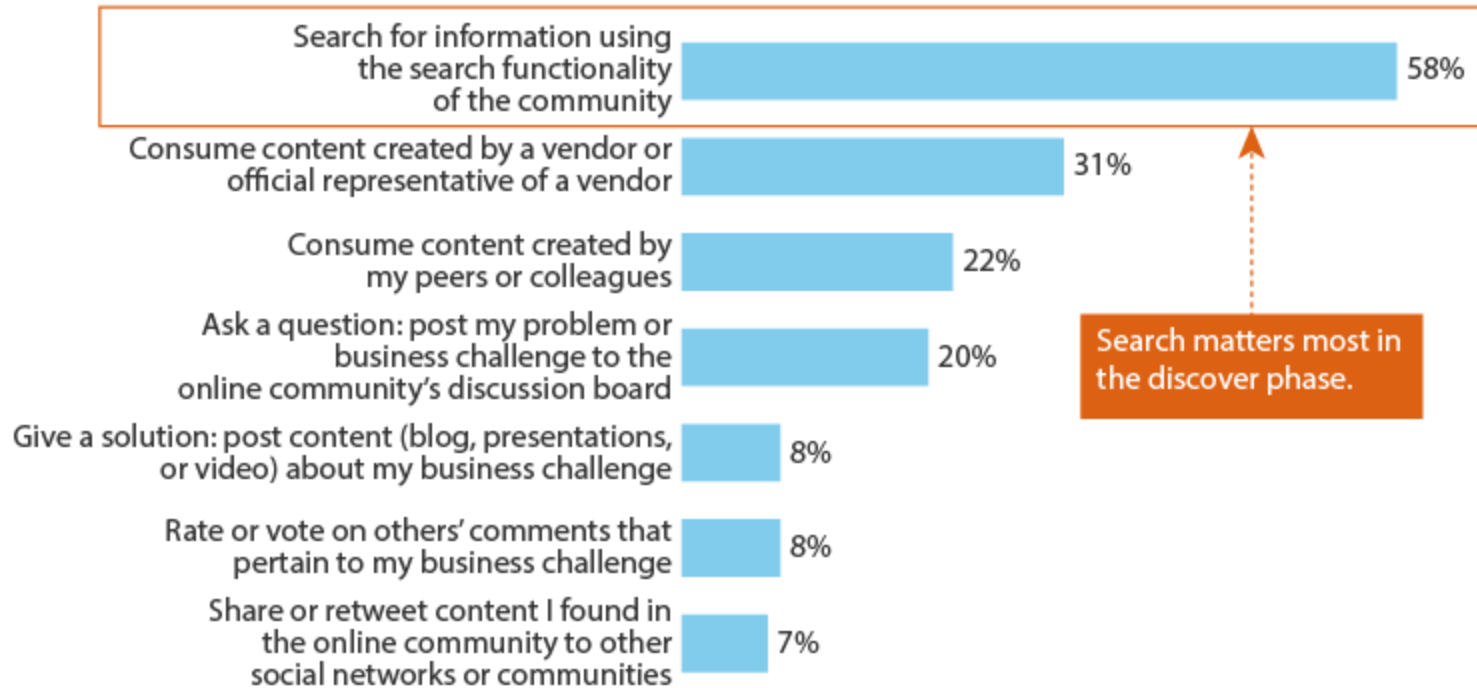


Base: 7,369 decision-makers at firms with 100 or more employees

Source: Forrsights Budgets And Priorities Tracker Survey, Q4 2012 and Forrsights Business Decision-Makers Survey, Q4 2012.

# Search matters most in the discover phase

“What are the top two things you do in an online community during the research a problem/ discover new approaches stages of your business problem-solving process?”



Search matters most in the discover phase.

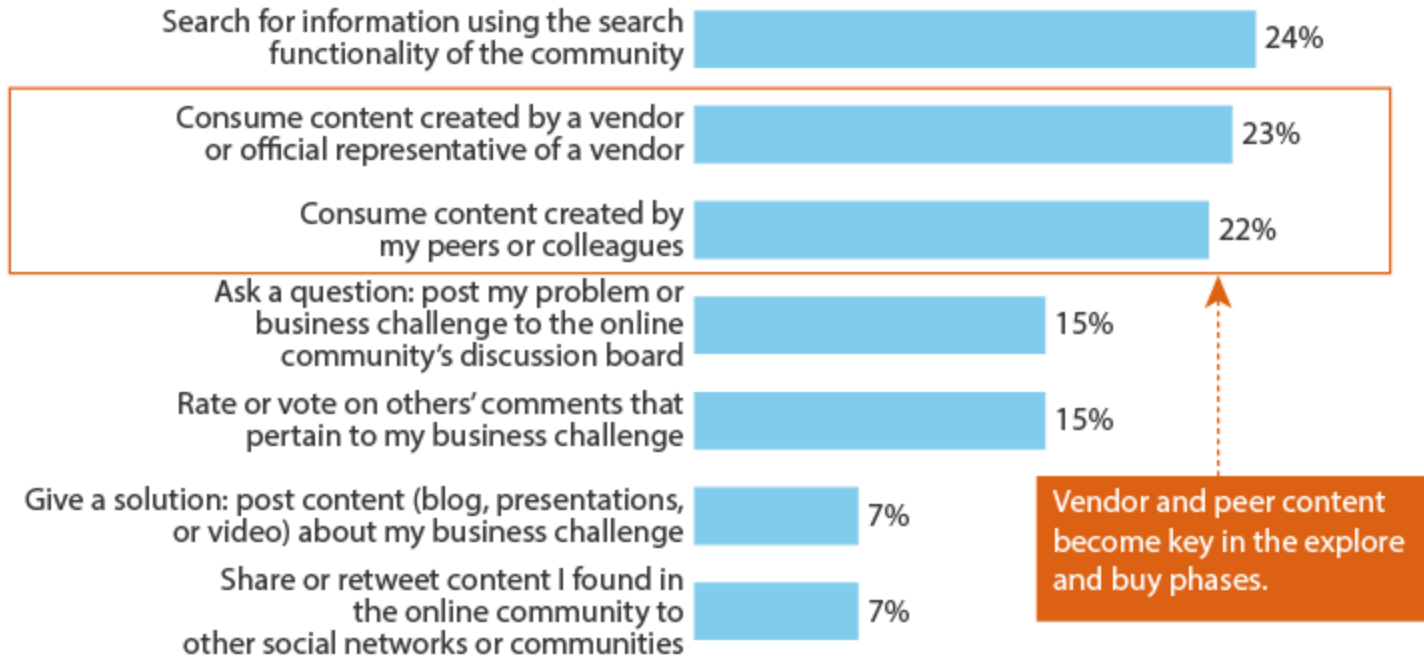
Base: 382 US and Western European B2B decision-makers

Source: Q1 2013 North America And Europe B2B Social And Community Marketing Online Survey



# Content is key in the Explore and Buy stages

**“What are the top two things you do in an online community during the select a vendor/purchase a product or service stages of your business problem-solving process?”**



Base: 382 US and Western European B2B decision-makers

Source: Q1 2013 North America And Europe B2B Social And Community Marketing Online Survey

April 2013 “Align Your B2B Community Marketing With Your Customers’ Life Cycle”

# Interactions increase in the Engage phase

**“What are the top two things you do in an online community during the implement a solution/get support stages of the business problem-solving process?”**



Base: 382 US and Western European B2B decision-makers

Source: Q1 2013 North America And Europe B2B Social And Community Marketing Online Survey

# The Essential Steps To Community Success

# Community strategy is a hot topic

Thousands of Forrester client inquiries since 2010

- “What are best practices?”
- “How do I socialize my website?”
- “How do I select the right context?”
- “How do I energize members?”
- “How do I select the right platform?”
- “What resources do I need?”
- “How do I measure results?”



# Forrester's Community Research

The screenshot shows the Forrester website interface. At the top left is the Forrester logo. To its right is a search bar with a magnifying glass icon and a blue button labeled "Advanced". Below the search bar, the text "FOR TECHNOLOGY MARKETING PROFESSIONALS" is displayed. The main heading is "The B2B Online Community Playbook". Underneath, it says "DESIGN YOUR B2B COMMUNITY FOR MAXIMUM ENGAGEMENT". A paragraph of text describes the playbook's purpose, followed by a "Read more" link. To the right of the text is a process flow diagram with four stages: DISCOVER, PLAN, ACT, and OPTIMIZE. Each stage has a corresponding box with a title and a right-pointing arrow. The DISCOVER stage includes "Vision" and "Landscape". The PLAN stage includes "Assessment" and "Strategic Plan". The ACT stage includes "Organization" and "Processes". The OPTIMIZE stage includes "Performance Management" and "Benchmarks". Below the main content, there are two promotional sections. The first is titled "Evolve your strategy." and features a graphic of a yellow and orange circle. The second is titled "Forrester Playbooks" and includes a small video player icon and a "Technology" label.

FORRESTER

SEARCH [Advanced](#)

Forrester | Home

FOR TECHNOLOGY MARKETING PROFESSIONALS

## The B2B Online Community Playbook

### DESIGN YOUR B2B COMMUNITY FOR MAXIMUM ENGAGEMENT

This playbook provides you with a strategy framework, road map, and the tools to establish a healthy and active online B2B community that delivers value to prospects, customers, and peers at each stage of their engagement with your company — from the first "hello" to long-time customer or partner. It will teach you how to incorporate buyer insight as you determine the right community approach, develop a comprehensive strategy, organize internal resources to meet objectives, learn from the ...

[Read more](#)

DISCOVER	PLAN	ACT	OPTIMIZE
Vision	Assessment	Organization	Performance Management
Landscape	Strategic Plan	Processes	Benchmarks
Business Case	Road Map	Tools And Technology	Continuous Improvement

**Evolve your strategy.**

With mobile, social, and other technologies shifting power directly to the consumer, setting a clear strategic course has never been more challenging for marketing leaders. Learn how Forrester Consulting can help.

**Forrester Playbooks**

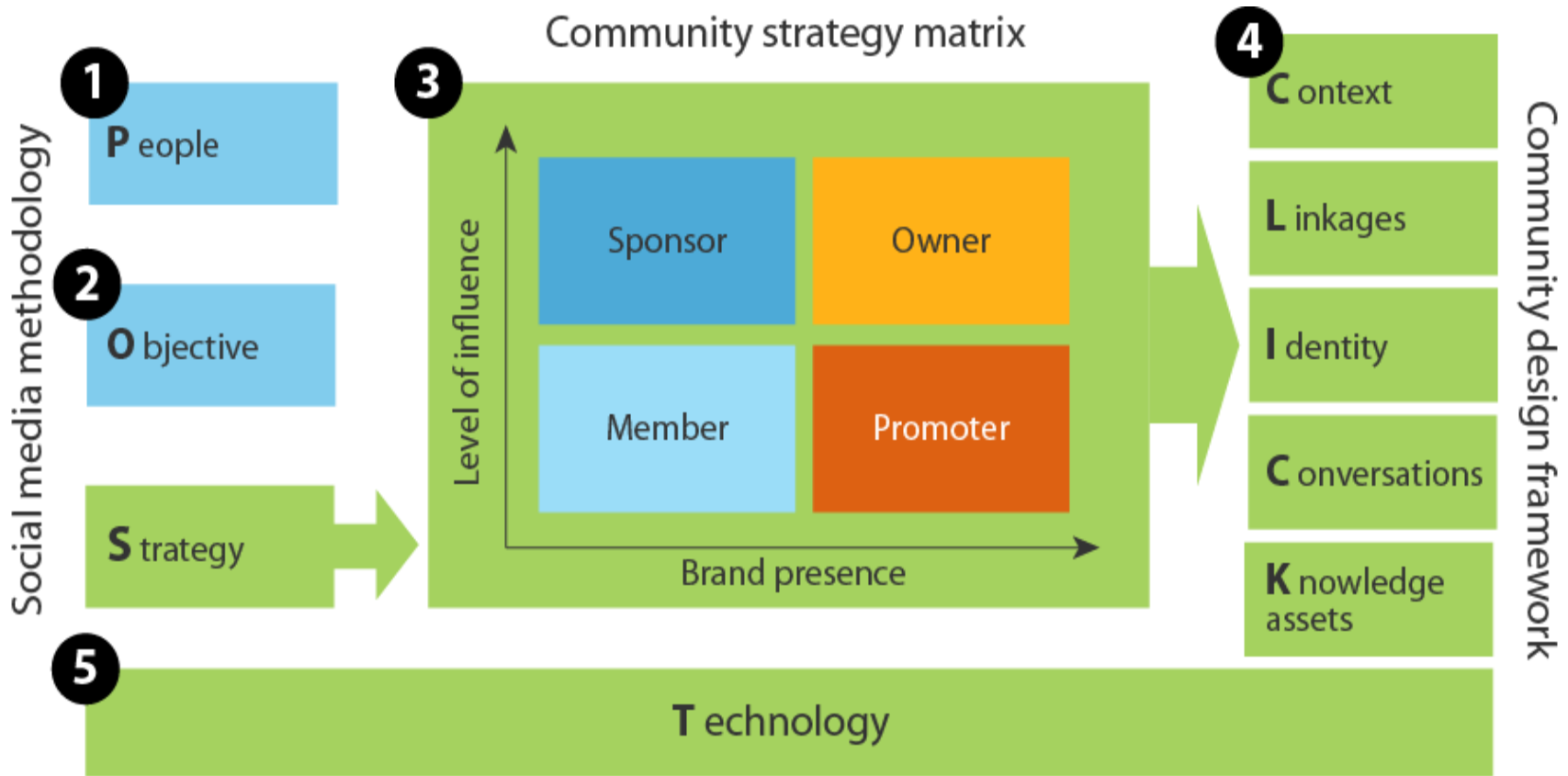
Playbook frameworks guide your critical decisions with integrated reports, tools, and objective insight. See how Playbooks align to your critical business initiatives, delivering integrated reports, tools, and guidance for your key decisions. Watch the video.

# Forrester's Community Research

The image displays two overlapping screenshots of the Forrester website. The top screenshot shows the 'The B2B Online Community Playbook' page, which is designed for technology marketing professionals. It features a search bar, a navigation menu with 'DISCOVER', 'PLAN', 'ACT', and 'OPTIMIZE' stages, and a sidebar with links to 'Vision', 'Landscape', 'Business Case', 'Assessment', 'Strategic Plan', and 'Road Map'. The main content area includes a sub-header 'DESIGN YOUR B2B COMMUNITY FOR MAXIMUM ENGAGEMENT' and a paragraph describing the playbook's purpose. A call-to-action 'Evolve your strategy.' is also visible.

The bottom screenshot shows the 'CLICK: A Design Framework For Online B2B Communities' report page. It includes a search bar, a navigation menu, and a sidebar with links to 'Vision', 'Landscape', 'Business Case', 'Assessment', 'Strategic Plan', and 'Road Map'. The main content area features a sub-header 'CLICK: A Design Framework For Online B2B Communities', a date 'August 06, 2012', and authors 'By Kim Colestre, Zachary Reiss-Devis with Bradford J. Holmes, Eric Hoen, Peter Durkin'. It also includes a 'quick scan' button, a 'full report' button, and a 'resources' button. The 'WHY READ THIS REPORT' section discusses the challenges of online communities and the benefits of the CLICK framework. The 'KEY TAKEAWAYS' section highlights the importance of a clear strategic approach and the resources available to implement and maintain a community.

# Community Roadmap



Source: October 30, 2012, "The Essential Steps To Community Success" Forrester report

# Step One: People



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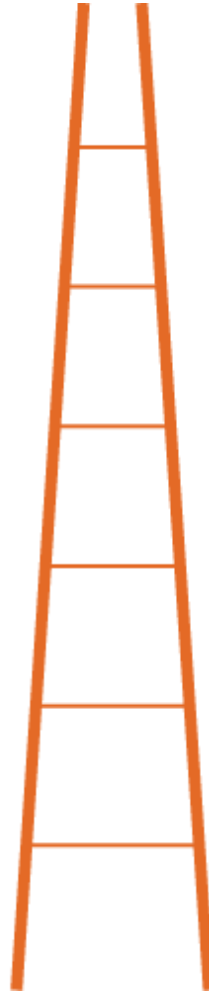
Source: Forrester Research, Inc.

Source: October 30, 2012, "The Essential Steps To Community Success" Forrester report



# The Social Technographics® ladder

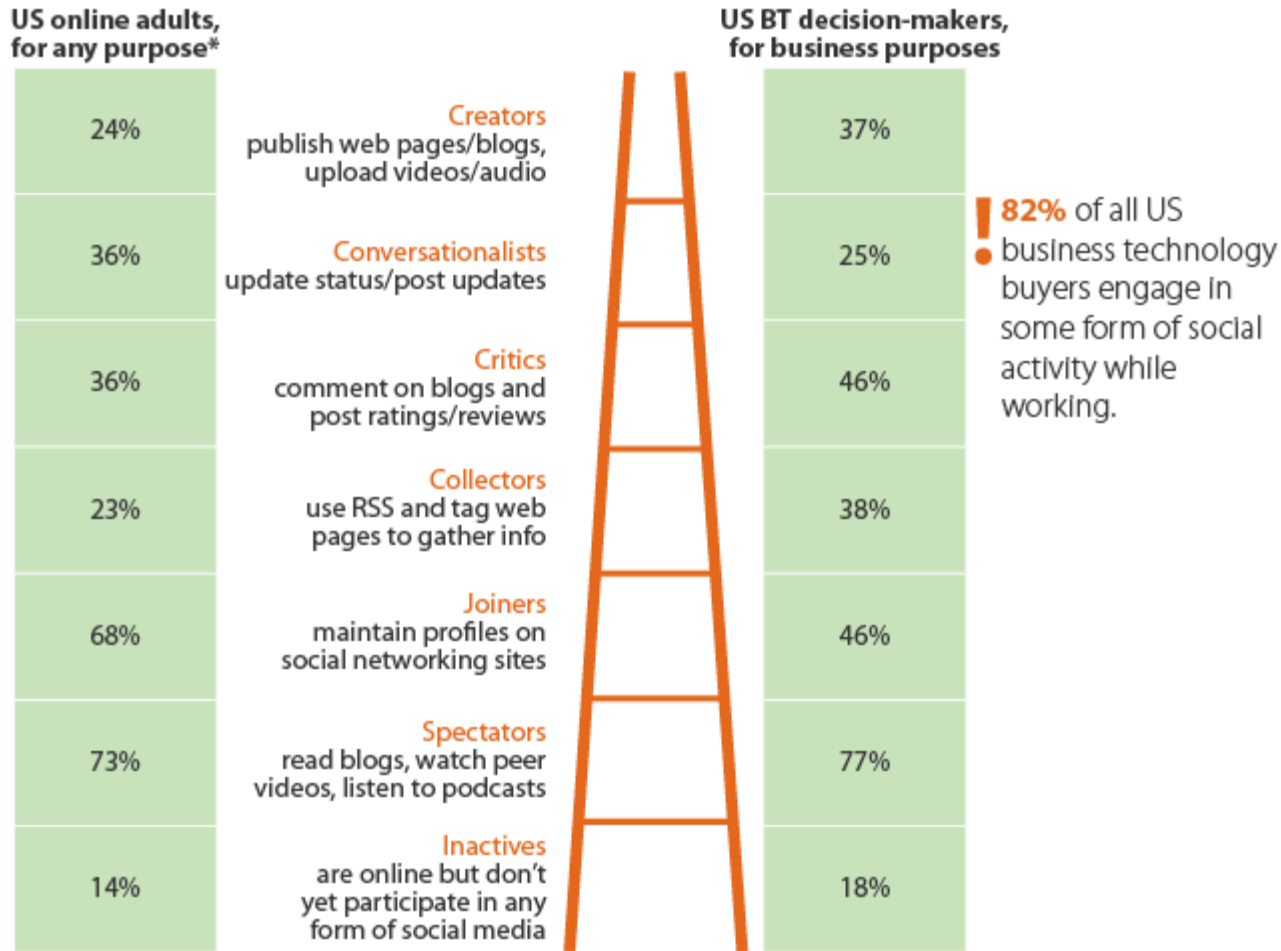
- Creators:**  
publish web pages/blogs,  
upload videos/audio
- Conversationalists:**  
update status/post updates
- Critics:**  
comment on blogs and post  
ratings/reviews
- Collectors:**  
use RSS and tag web pages to  
gather info
- Joiners:**  
maintain profile on social  
networking sites
- Spectators:**  
read blogs, watch peer videos,  
listen to podcasts
- Inactives:**  
are online but don't yet participate  
in any form of social media



Source: January 4, 2012, "Global Social Media Adoption In 2011" Forrester report

Source: <http://blog.templebar.ie/?p=687>

# US Business Technology Buyers Adopt Social Media For Business Purposes



Base: 4,348 US BT decision-makers at companies with 100 or more employees  
 \*Base: 57,924 US online adults

Source: Forrester Tech Marketing Navigator, Q1 2012  
 \*Source: January 4, 2012, "Global Social Media Adoption In 2011" Forrester report

# Step Two: Objective

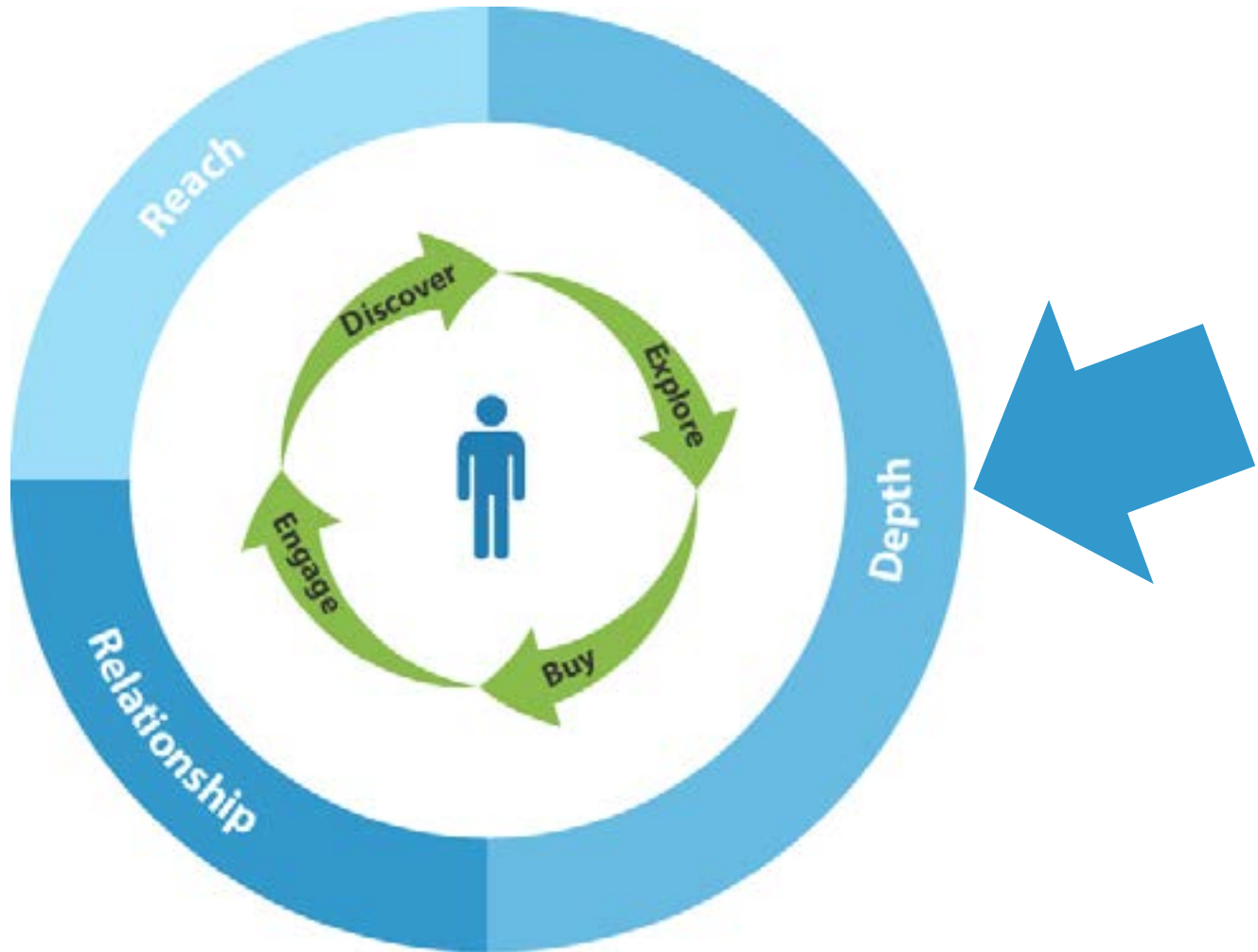


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Source: Forrester Research, Inc.

Source: October 30, 2012, "The Essential Steps To Community Success" Forrester report

# Align objectives to the customer lifecycle



# Step Three: Strategy

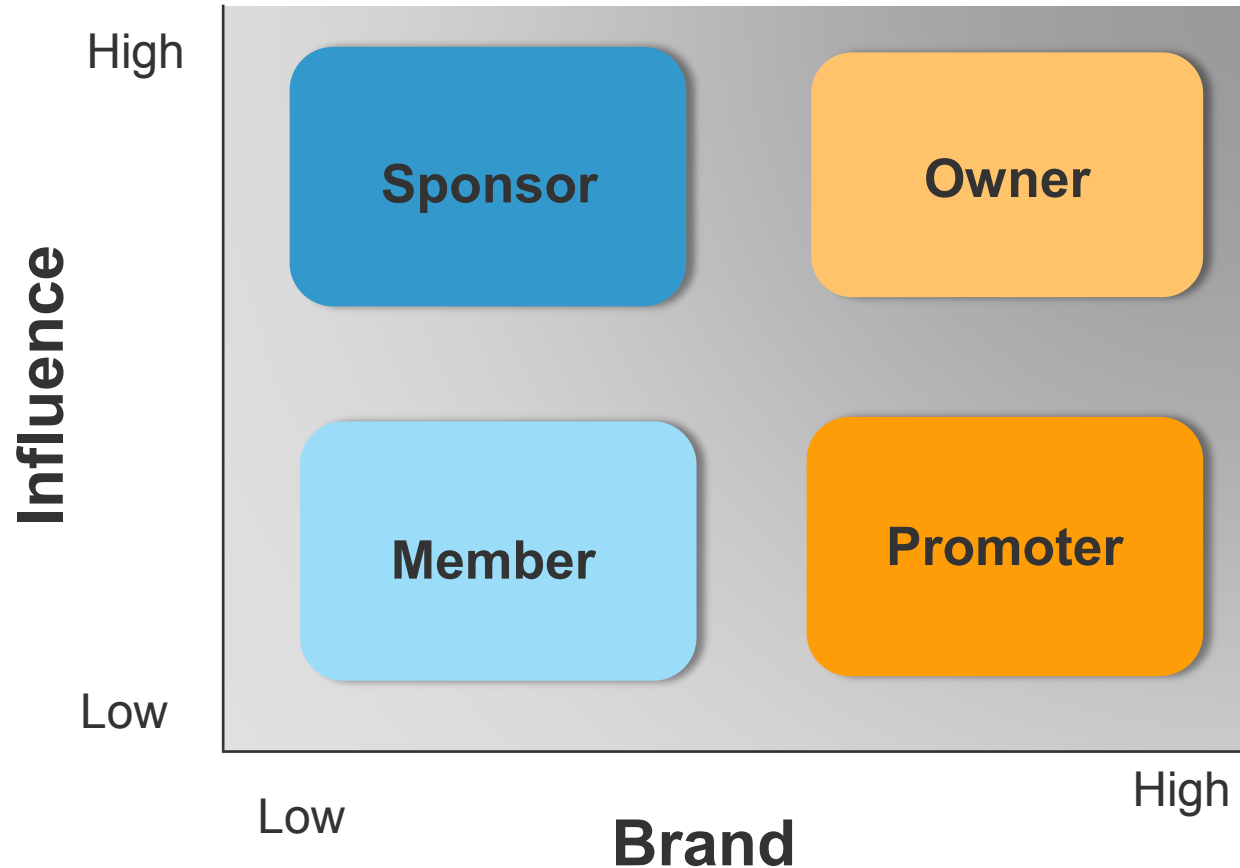


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Source: Forrester Research, Inc.

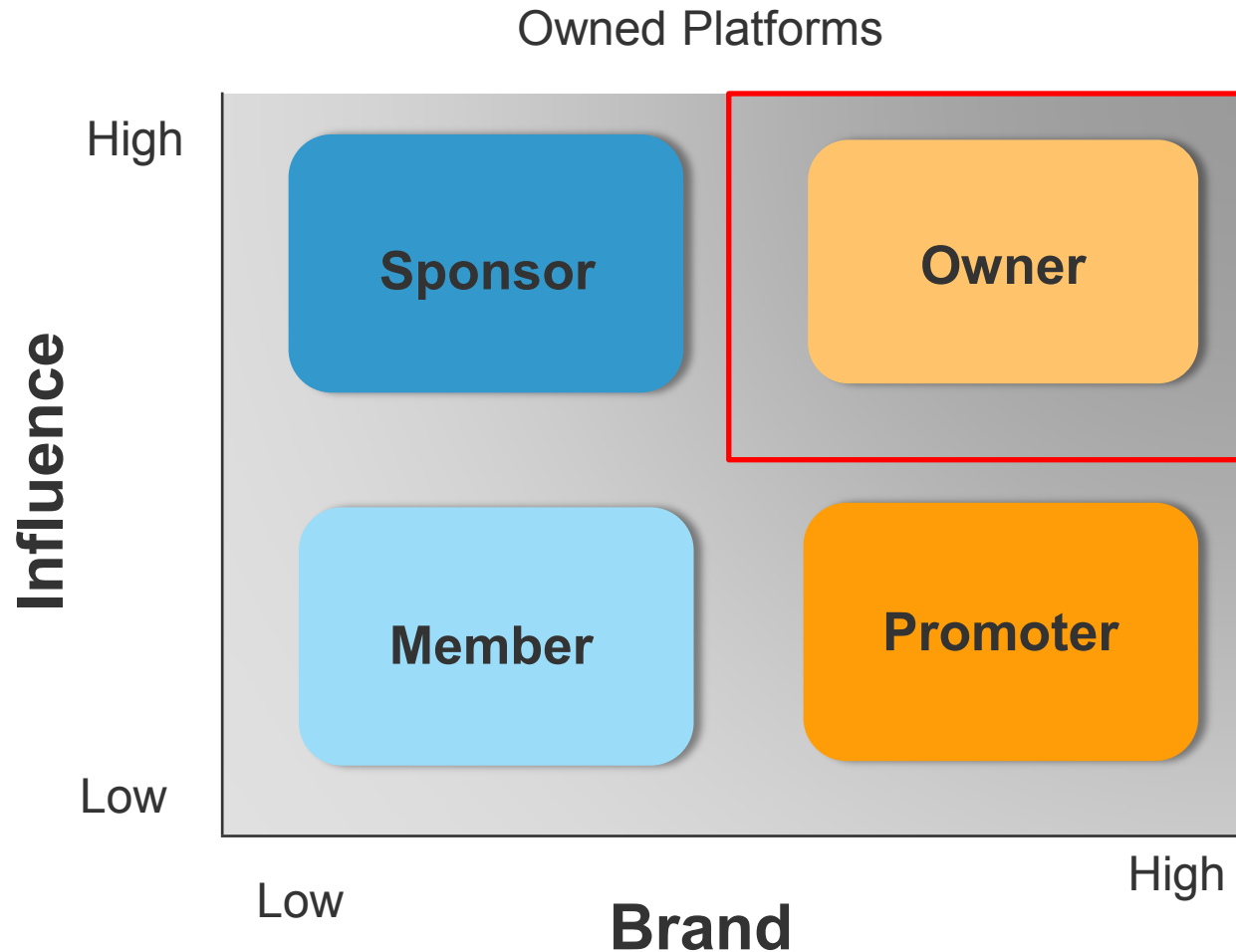
Source: October 30, 2012, "The Essential Steps To Community Success" Forrester report

# Forrester's Community Strategy Matrix



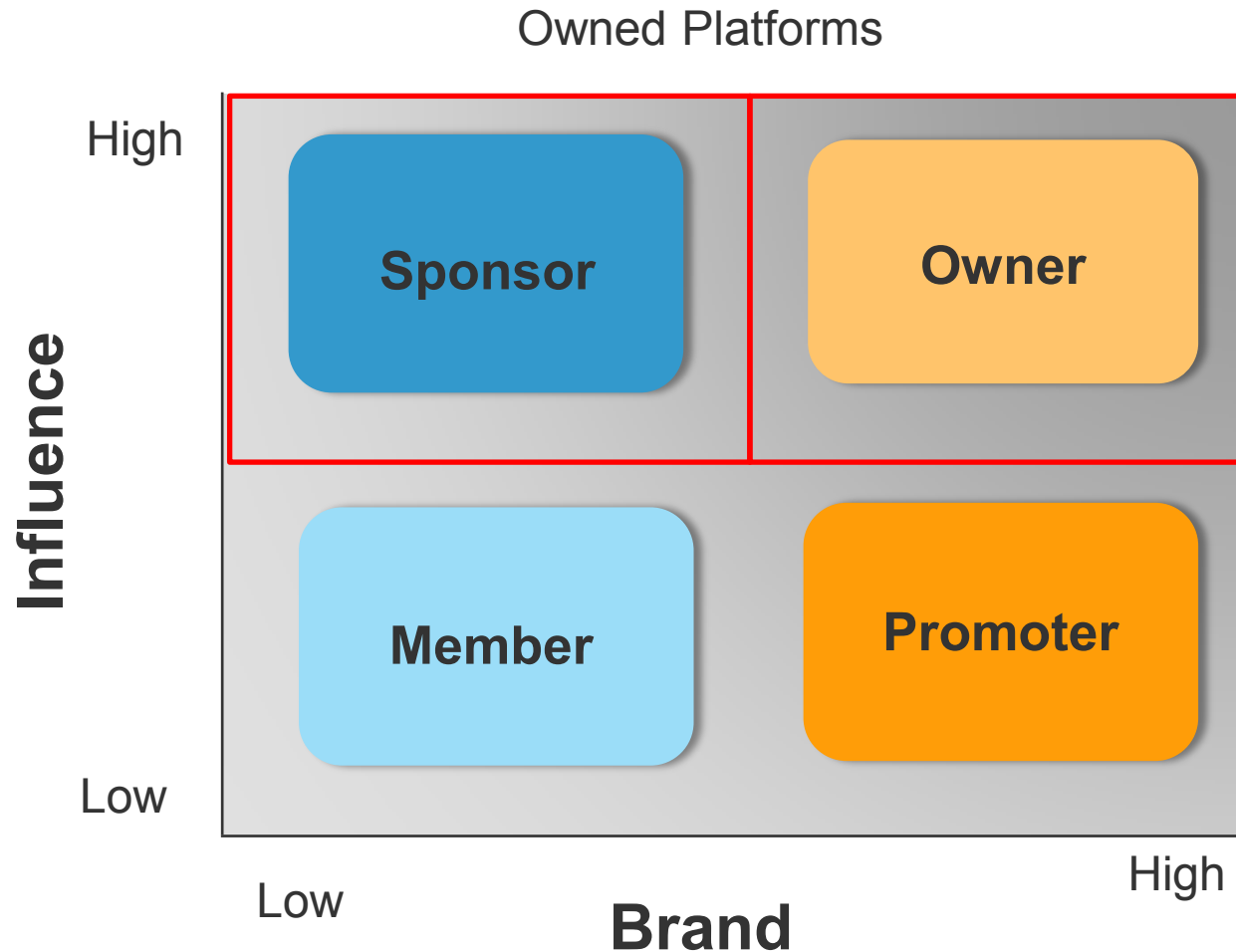
Source: October 30, 2012, "The Essential Steps To Community Success" Forrester report

# Forrester's Community Strategy Matrix



Source: October 30, 2012, "The Essential Steps To Community Success" Forrester report

# Forrester's Community Strategy Matrix



Source: October 30, 2012, "The Essential Steps To Community Success" Forrester report



# Example: Owner Community

The screenshot displays the Psion community website interface. At the top, a navigation bar includes links for HOME, BLOGS, DISCUSSIONS, KNOWLEDGE, DOWNLOADS, FIND, and SUPPORT. A red box highlights a 3D architectural rendering of a modern building. Below the navigation, there are promotional banners for 'Ingenuity Live!' and 'Partner Directory', both with 'CLICK HERE to Learn More' buttons. A central banner announces 'PSION IS NOW PART OF MOTOROLA SOLUTIONS' with the Motorola Solutions and Psion logos. Below this, a quote states: 'COMBINED, OUR PEOPLE AND TECHNOLOGY WILL MOBILIZE AND CONNECT ENTERPRISE CUSTOMERS BETTER THAN EVER.' To the right, a '#PSION ON TWITTER' section features three tweets from users like sevelozano, BreezyBerg, and psion\_markb. Below the tweets is a 'LOOKING FOR SUPPORT?' section with the 'teknet' logo. A 'JOIN US' section contains a 'NOT A MEMBER YET? SIGN UP HERE' button. At the bottom right, social media icons for Twitter, Facebook, YouTube, and LinkedIn are visible. On the left side, a 'LATEST DISCUSSIONS' section lists four topics: 'Key codes keyboard omni RT15', 'Read EPC lock block', 'Can anyone recommend a good rfid card manufacturer to me?', and 'Remote Sockets API in .NET?'. Below this is a 'LATEST PSION BLOGS' section with five entries: 'The Beauty of Cold Storage - Inside a Historic Chicago Cold Storage Facility', 'Erplan & Caen RFID at Cool Chain Logistics Europe 2013', 'France : Rois de la Supply Chain 2013', 'UPCOMING WEBINAR - BYOD, The Consumerization of Mobile Computing in the Enterprise', and 'Varlink's trade show MTM13 taking place on February 27th'. At the bottom left, there is an advertisement for 'OMNII™ RT15 BEAUTIFULLY RUGGED' featuring an image of the device.

Source: community.pSION.com

# Step Four: Design



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Source: Forrester Research, Inc.

Source: October 30, 2012, "The Essential Steps To Community Success" Forrester report

# Context

**INGENUITYWORKING**  
Modularity • Customisation • Open Innovation

HOME BLOGS DISCUSSIONS KNOWLEDGE DOWNLOADS FIND SUPPORT

**PSION IS NOW PART OF MOTOROLA SOLUTIONS**

**MOTOROLA SOLUTIONS | PSION**

**COMBINED, OUR PEOPLE AND TECHNOLOGY WILL MOBILIZE AND CONNECT ENTERPRISE CUSTOMERS BETTER THAN EVER.**

**LATEST PSION BLOGS**

- The Beauty of Cold Storage - Inside a Historic Chicago Cold Storage Facility**  
30 minutes ago by Sunny Li
- Erplan & Caen RFID at Cool Chain Logistics Europe 2013**  
1 day ago by Eleonora Scilanga
- France : Rois de la Supply Chain 2013**  
3 days ago by Jose Perez
- UPCOMING WEBINAR - BYOD, The Consumerization of Mobile Computing in the Enterprise**  
7 days ago by psion\_mbutler
- Varlink's trade show MTM13 taking place on February 27th**  
8 days ago by Mike Pullon

**LATEST DISCUSSIONS**

- Key codes keyboard omni RT15**  
by andregr
- Read EPC lock block**  
by cipamssoft
- Can anyone recommend a good rfid card manufacturer to me?**  
by huanqiu
- Remote Sockets API in .NET?**  
by fwahagen
- Short Cut to Terminate IE in WEH**  
by ew

**OMNII™ RT15 BEAUTIFULLY RUGGED**

**#PSION ON TWITTER**

- sevelozano #Psion** Blog Post: Erplan & Caen RFID at Cool Chain Logistics Europe 2013  
[bit.ly/10fLV3i](http://bit.ly/10fLV3i)  
yesterday · reply · retweet · favorite
- BreezyBerg** Ending a great day @NRF2013! Make sure to stop by & see us tomorrow! #Psion  
[pic.twitter.com/HajXRslJ](http://pic.twitter.com/HajXRslJ)  
3 days ago · reply · retweet · favorite
- psion\_markb** WEBINAR - Need to go rugged or can u just use ur

**LOOKING FOR SUPPORT?**

**teknet**

**JOIN US**

**NOT A MEMBER YET? SIGN UP HERE**

**t f YouTube LinkedIn**

Source: [community.pSION.com](http://community.pSION.com)

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# Linkages

The screenshot shows the Psion community blog website. At the top, there is a banner for 'INGENUITYWORKING' with the tagline 'Modularity • Customisation • Open Innovation'. Below the banner is a navigation menu with links for HOME, BLOGS, DISCUSSIONS, KNOWLEDGE, DOWNLOADS, FIND, and SUPPORT. The main content area is divided into several sections:

- Recent Blog Posts:** A list of four recent posts, each with a small icon and a title. The first post is 'A new version of ICS is now available...' posted on November 16, 2012. The second is 'Security solutions with Workabool Pro...' posted on September 03, 2012. The third is 'Psion erweitert Präsenz auf dem...' posted on August 24, 2012. The fourth is 'Mobile Payment and NFC battle' posted on August 24, 2012.
- Agile Supply Chains:** A featured article with a photo of a trade show booth. The text reads: 'More than ever, companies are faced with market uncertainties, volatility in the global economy, lack of clarity in order books, variation in supply ...'
- BLOG - LINKS:** A section with a 'Subscribe via RSS' button.
- TAG CLOUD:** A cloud of tags including .NET, 15nm, 20 años, 2010, 2011, 2011 Partners Meeting, 3D scanning, 3G, 3RD PARTY, 5.3, 5.4, 64 bit, 7535, 802.11, 802.11b, 802.11g, 802.11n, 8815, 8525, 9 by 10, 9/10, 9-10, and A Strong Recommendation - A.T.U. Aberdeen.
- LATEST BLOGS:** A section with three tabs: 'Most Recent', 'Most Views', and 'Most Comments'. The 'Most Recent' tab is selected, showing two articles:
  - The Beauty of Cold Storage - Inside a Historic Chicago Cold Storage Facility:** Posted 1 hour ago by Sunny Li. URL: <http://www.thisiscolossal.com/2013/01/defrosting-a-building-otherworldly-icescapes-inside-a-historic-chicago-ice-storage-facility/>
  - Erplan & Caen RFID at Cool Chain Logistics Europe 2013:**

Source: community.pSION.com

# Identity

**INGENUITYWORKING**  
Modularity • Customisation • Open Innovation

HOME | BLOGS | DISCUSSIONS | KNOWLEDGE | DOWNLOADS | FIND | SUPPORT

**PSION IS NOW PART OF MOTOROLA SOLUTIONS**

**MOTOROLA SOLUTIONS** | **PSION**

**COMBINED, OUR PEOPLE AND TECHNOLOGY WILL MOBILIZE AND CONNECT ENTERPRISE CUSTOMERS BETTER THAN EVER.**

**LATEST PSION BLOGS**

- The Beauty of Cold Storage - Inside a Historic Chicago Cold Storage Facility**  
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1 day ago by Eleonora Scilanga
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7 days ago by psion\_mbutler
- Varlink's trade show MTM13 taking place on February 27th**  
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by huanqiu
- Remote Sockets API in .NET?**  
by fwahgen
- Short Cut to Terminate IE in WEH**  
by ew

**#PSION ON TWITTER**

- sevelozano #Psion** Blog Post: Erplan & Caen RFID at Cool Chain Logistics Europe 2013  
[bit.ly/10fLV3i](http://bit.ly/10fLV3i)  
yesterday · reply · retweet · favorite
- BreezyBerg** Ending a great day @NRF2013! Make sure to stop by & see us tomorrow! #Psion  
[pic.twitter.com/HajXRslJ](http://pic.twitter.com/HajXRslJ)  
3 days ago · reply · retweet · favorite
- psion\_markb** WEBINAR - Need to go rugged or can u just use ur

**LOOKING FOR SUPPORT?**

**teknet**

**JOIN US**

**NOT A MEMBER YET? SIGN UP HERE**

**t f YouTube LinkedIn**

**OMNII™ RT15 BEAUTIFULLY RUGGED**

Source: community.pSION.com

# Conversations

INGENUITYWORKING  
Modularity • Customisation • Open Innovation

HOME BLOGS DISCUSSIONS KNOWLEDGE DOWNLOADS FIND SUPPORT

Home » Discussions » Developer - Windows CE/WM/Embedded

DEVELOPER - WINDOWS CE/WM/EMBEDDED

All Recent Unanswered

TOPIC	DATE	REPLIES	VIEWS
RemoteSockets API in .NET?	Latest post by fwagner 14 Jan 2013 1:49 PM	3	141
Programmatically shift keyboard state	Latest post by Jacques Gourmelet 7 Dec 2012 3:41 PM	5	475
Registry Key for deactivate or disable the hardware keyboard for Psion...	Latest post by Steven Cox 17 Jan 2013 11:08 AM	1	51
Java-Application getting started on EP10	Latest post by Dominik Weber 16 Jan 2013 10:41 AM	2	79
datagrid control	Latest post by Sean M. Kennedy 11 Jan 2013 4:16 PM	1	115
Ayuda con comunicación RAS con EP10 Windows Embedded	Latest post by omricardo 5 Dec 2012 12:01 PM	4	587

OPTIONS  
Subscribe via RSS

POPULAR DISCUSSIONS  
Programmatically shift keyboard state

TAGS  
.net .net 3.5 .net 3.5 debug EP10 .NET CE Uninstall .NET Compact Framework .NET Compact Framework Connection Manager .NET Mobile6 .NET Workabout Pro3 .NET Workabout Pro3 scanner 115200 default 2.0 2D 3 3.5 32-bit 64 bit 64-bit 7545 serial port 802.11 8025 active Activesync ACTIVE SYNC FAIL OR WWP AD-HOC Replication Advice

Source: community.pSION.com

# Knowledge Assets

The screenshot displays the Psion Knowledge Assets website. At the top, there is a banner for 'INGENUITYWORKING' with the tagline 'Modularity • Customisation • Open Innovation'. Below the banner is a navigation menu with links for HOME, BLOGS, DISCUSSIONS, KNOWLEDGE (highlighted), DOWNLOADS, FIND, and SUPPORT. A search bar is located in the top right corner. The main content area is titled 'Content Library' and is part of the 'MARKETING MATERIALS' section. A sidebar on the left, enclosed in a red box, contains a 'TABLE OF CONTENTS' with links to 'Content Library', 'Case Studies', 'General Presentations', 'Historical Event Synopsis', 'In The News', 'Product Presentations', 'Spec Sheets', 'Videos', 'Webinar', and 'White Papers'. Below this is an 'OPTIONS' section with a 'Share this' link. The main content area includes a 'RATE THIS' section with five stars, a description of the Psion Content Library, and a list of tags such as '7535', 'simulation', 'handheld RFID', 'News', 'Press', 'Psion', 'Psion Teklogix', 'rfid', 'RFID Asia', 'RFID Europe', 'RFID North America', 'Rome Partner Conference', 'rugged', 'software', 'Spec Sheets', 'Specification Sheet', 'specifications', 'video', and 'WORKABOUT PRO'.

Source: community.pSION.com

# Step Five: Technology



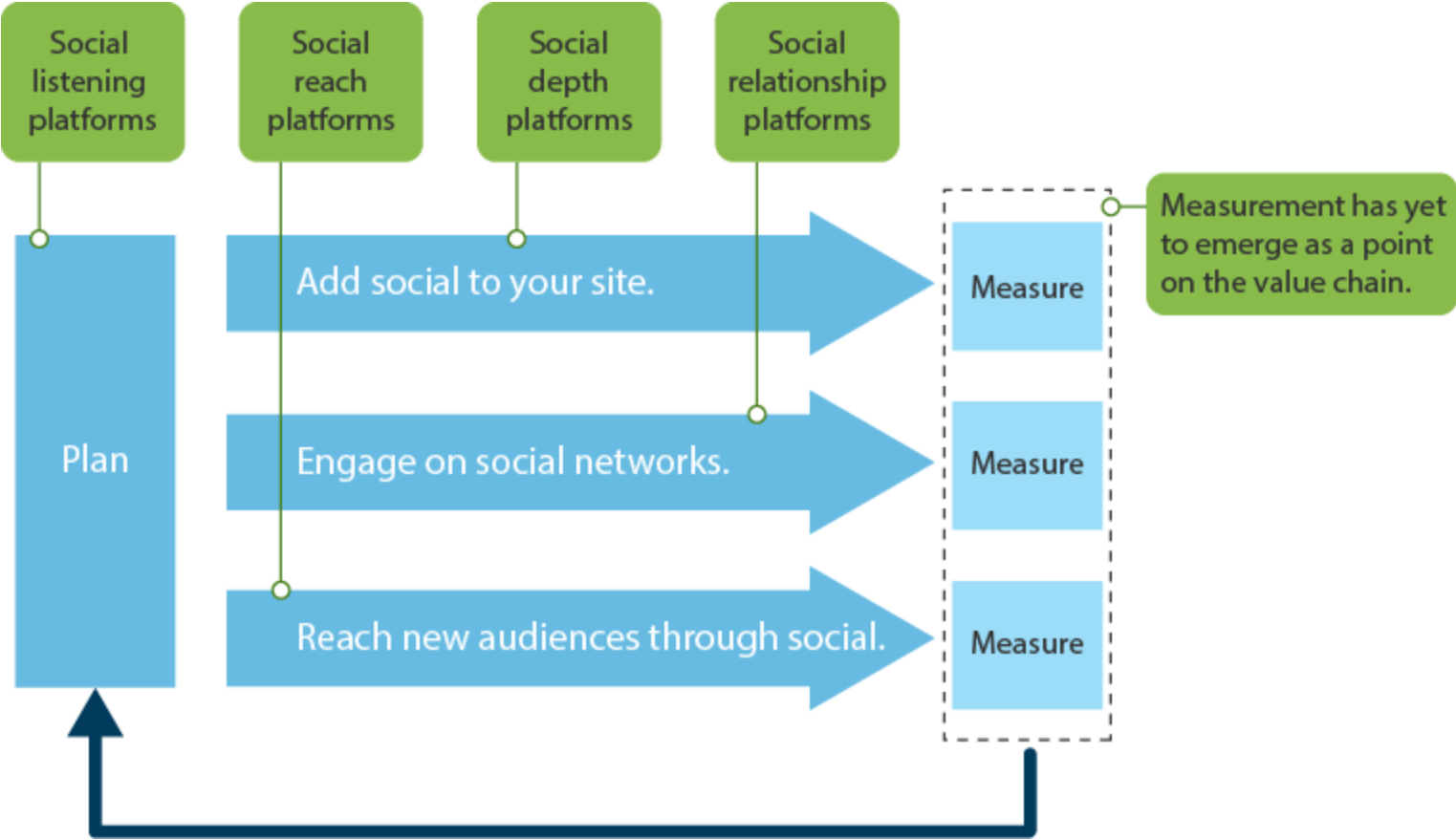
83481

Source: Forrester Research, Inc.

Source: October 30, 2012, "The Essential Steps To Community Success" Forrester report



# The social marketing value chain



# Measurement

# Measurement

It's about quality, not quantity

- Community health metrics first, ROI second
  - Use the 90-9-1 “rule” of community behavior
- Use community context to determine KPIs
  - KPIs are not “one size fits all”
- Measure according to CLICK
  - Member engagement for Context
  - Member referrals for Linkages
  - Sentiment for Identity
  - Responses for Conversations
  - Downloads/shares/UGC for Knowledge Assets

# Best Practices

*Forrester 2012 Groundswell Awards Winners*

# Premier Farnell Element14 Community

The screenshot shows the Element14 Community website interface. At the top, there is a navigation bar with links for Technologies, Resources, My Workspace, Workbooks, Store, and About Us. Below this is a search bar and a secondary navigation bar with links for Discussions, Blogs, Events, Design Elements, Documents, Members, element14 TV, and RoadTest. The main content area features several promotional banners and sections. A large banner for 'Assembled Gerboard™ for your Raspberry Pi' is prominent, with a callout bubble pointing to it. Other sections include 'Featured Groups' with a list of categories like Alternative Energy and Robotics, 'Featured Manufacturer' for Analog Devices, and 'RoadTest' for Farnell. The bottom of the page has a 'Start a discussion or Ask a Question' form.

My Lists: You have to be logged in to view the content of My Lists. Please [Login](#) or [Register](#).

element14 COMMUNITY

Search for people, places, or things

Technologies Resources My Workspace Workbooks Store About Us

Discussions Blogs Events Design Elements Documents Members element14 TV RoadTest

Home

You should follow us on [f](#) [t](#) [in](#) Mobile Apps [i](#) [a](#)

**Featured Groups**

Products & Technologies

- Alternative Energy
- Autome
- Defense and Aerospace
- Embedded
- Open Source Hardware
- Power Management
- Robotics
- Sensing Technology
- Test and Measurement
- Wireless

Applications & Others

- Academia
- Communications
- Consumer Electronics
- Lighting

**Featured Manufacturer**

**ANALOG DEVICES** Learn More

**RoadTest**

**RoadTest** is your choice to test and keep the latest products and technology for FREE!

**Assembled Gerboard™ for your Raspberry Pi**

You asked for an Assembled Gerboard. We Listened.

[Buy Now](#)

**Assembled Gerboard**  
Purchase an Assembled Gerboard for your Pi

**FreeRTOS Platform**  
Standard platform to quick start development

**Next-Gen. Designators**  
More Performance at Lower Cost

**element14 TV**

**Pi Qi: A wireless powered Raspberry Pi**

Raspberry Pi Qi Wireless Powered  
**NEW** Powered the Pi by Qi Technology

**The Ben Heck Show**  
Watch Ben's Autodesk 123D Tutorial Trader

**Next-Gen. Designators**  
What would you do with the LPC4357-EVB?

**Get Van Lee Interview**  
Exclusive Interview with the Gerboard™ Creator

**PiFace™ Digital for Raspberry Pi**

PiFace™ Digital plugs onto the top of your Raspberry Pi, and allows you to sense and control the real world.

[Buy Now](#)

**Start a discussion or Ask a Question**

Engineers Week **2013**

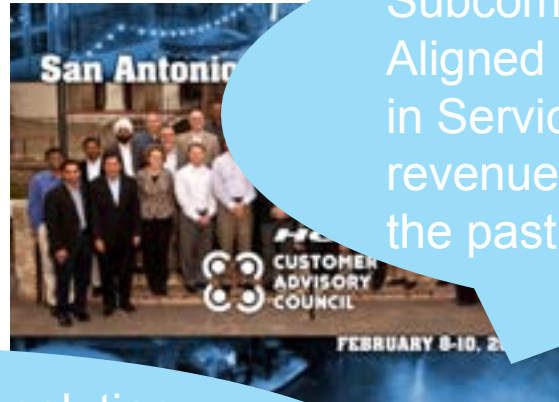
Great example of a “Sponsor” community – little brand presence

Source: element 14 website

# HCL Customer Advisory Council

Subcommittee on Business-Aligned IT and Gold Standard in Service Delivery delivered revenues of \$100+ million in the past two years.

Helped design four solution frameworks with \$500+ million in opportunities in the next five years.



# HP Consumer Support Forum

## Engaging and Energizing Experts for Superior Support

Bryna\_Corcoran | September 6, 2012 - last edited November 18, 2012

The award-winning HP Consumer Support Forum provides solutions and answers to questions. Volunteer "Experts" provide solutions. With the growth of the Forum, HP has implemented multiple activities, outlined in this article, to increase their reach.

Self-identified HP "Experts" provide 50% of the solutions. HP estimates that the forum saves the company \$50M per year in support costs



jenny.fernandez@porternovelli.com  
512.241.2242  
512.650.5334 (Alternate)  
Business to Consumer  
Energizing

Login

- + Quick Links
- + Other Communities

Search



Guest\_Author



Michael\_Thacker  
Corporate Media Relations

About Channel HP

Connect with technologists and business

# Key Takeaways



# Key Takeaways

**You have a community. Now grow and nurture it!**

- Assess the social profiles of your buyers to determine the best community approach
- Think carefully about context. It influences every element of your community.
- Content is critical for community visitors who are in the Explore stage. Invest wisely.
- Technology selection should reflect your strategy, not vice versa!
- Analytics and measurement are key to determine community health. Use the 90-9-1 rule.



# Thank you

**Kim Celestre**

+1 650.581.3810

kcelestre@forrester.com

Twitter: @KCelestre

**Engage beyond this event:**

**Community:**

<http://forr.com/Community>

**Blog:**

<http://forr.com/Blog>

*[www.forrester.com](http://www.forrester.com)*