

# Winning In The Connected World: How Aligning Finance And Marketing Will Drive Business Success

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## TODAY'S SPEAKERS



**Jennifer Borun**  
Sr. Director Product Marketing, Neustar



**Tina Moffett**  
Principal Analyst, Forrester



## Our Mission

As the leader in Connection Science,



helps clients grow and guard their businesses  
with the most complete understanding  
of how to connect people, places and things  
using our authoritative identity.



**Neustar commissioned Forrester Consulting to examine the relationship between marketing and finance to uncover the intersection between marketing effectiveness and business impact**



## Winning In The Connected World: How Aligning Finance And Marketing Will Drive Business Success

- › What is the current state of the relationship between marketing and finance?
- › What challenges prevent a more collaborative relationship?
- › To test this hypothesis, Forrester conducted an online survey of 86 marketing and 104 finance professionals from various companies in North America, along with four in-depth interviews with senior finance and marketing leaders.

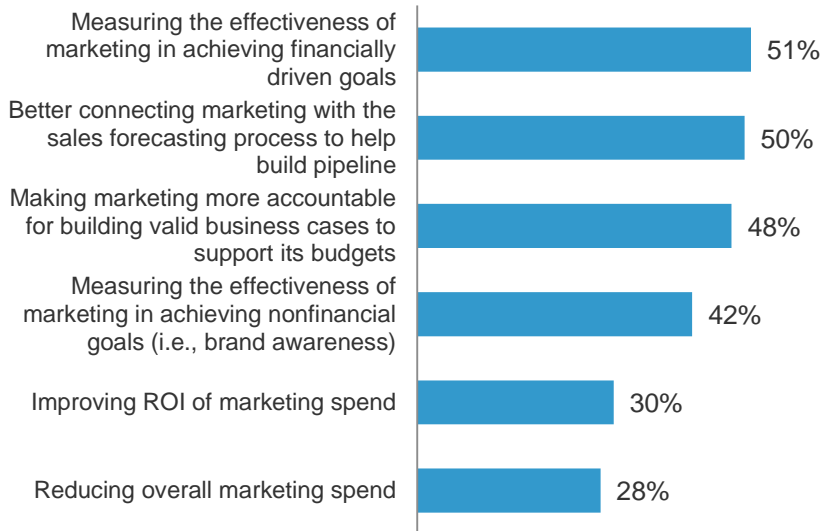
# Key Findings

- › Marketing performance metrics and business KPIs are not very well connected
- › Marketers believe that finance views them as a cost center
- › Current business processes do not foster collaboration between marketing and finance
- › Improved collaboration between marketing and finance will drive greater marketing efficiency, which in turn improves overall business results

# Marketing And Finance Have Similar Goals for Collaboration

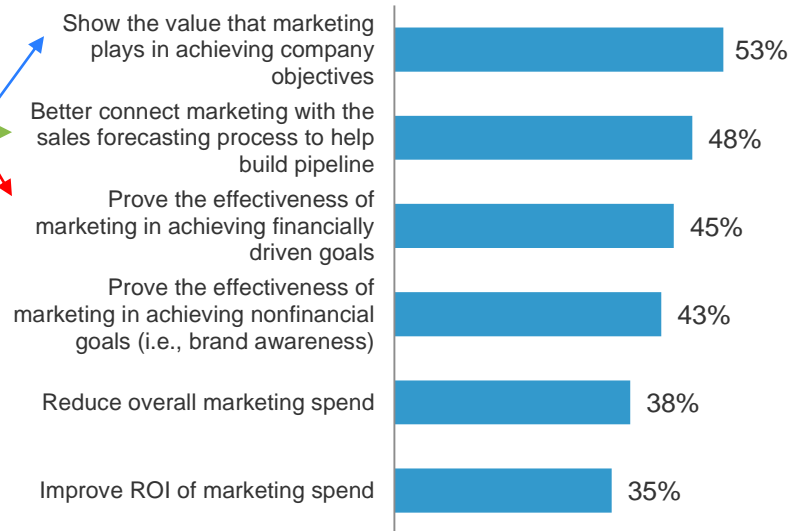
› “What are your top objectives when it comes to working with the *marketing team* regarding their goals and objectives?”

(Select up to three)



› What are your top objectives when it comes to working with the *finance team* regarding their goals and objectives?\*

(Select up to three)



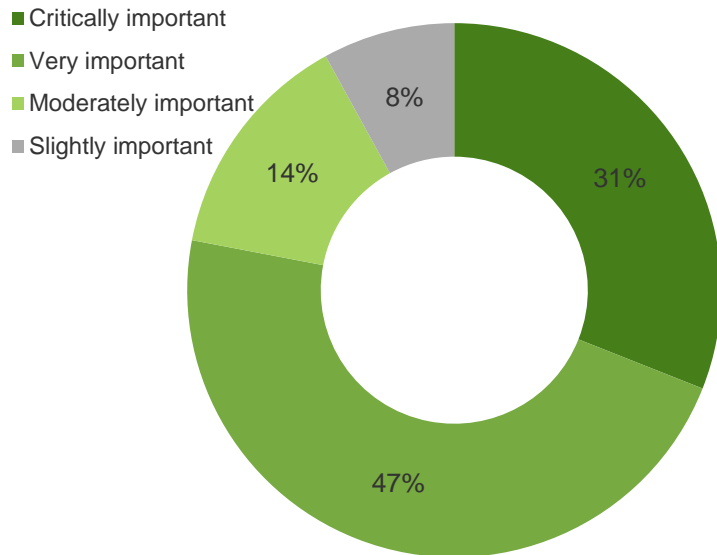
Base: 104 decision-makers at the director level and above in finance roles in North America

\*Base: 86 decision-makers at the director level and above in marketing roles in North America

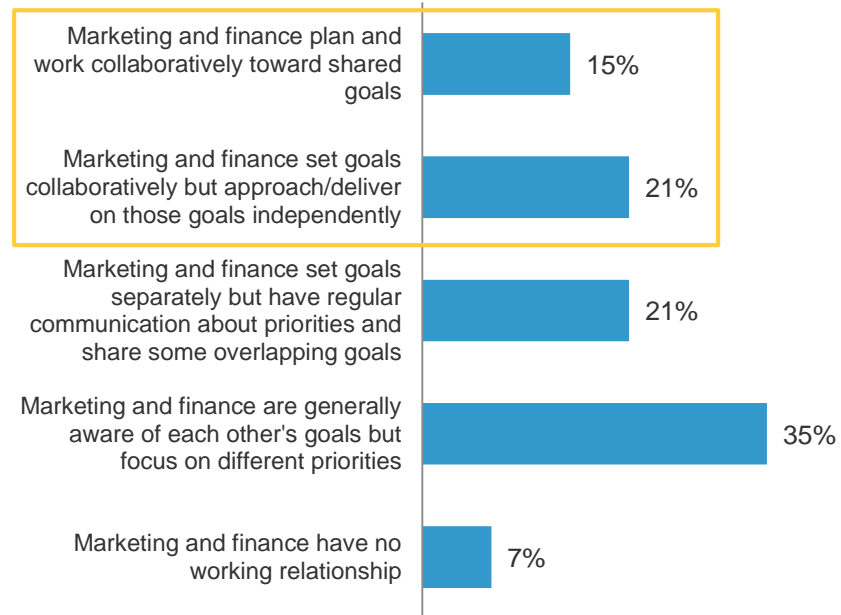
Source: A commissioned study conducted by Forrester Consulting on behalf of Neustar, September 2016

# Collaboration Between Marketing And Finance Is Considered Important But Isn't Commonly Happening

“How important do you think it is to your company that marketing and finance teams are aligned on business objectives?”



“Which best describes how your marketing and finance teams currently collaborate with setting goals and delivering on those goals?”

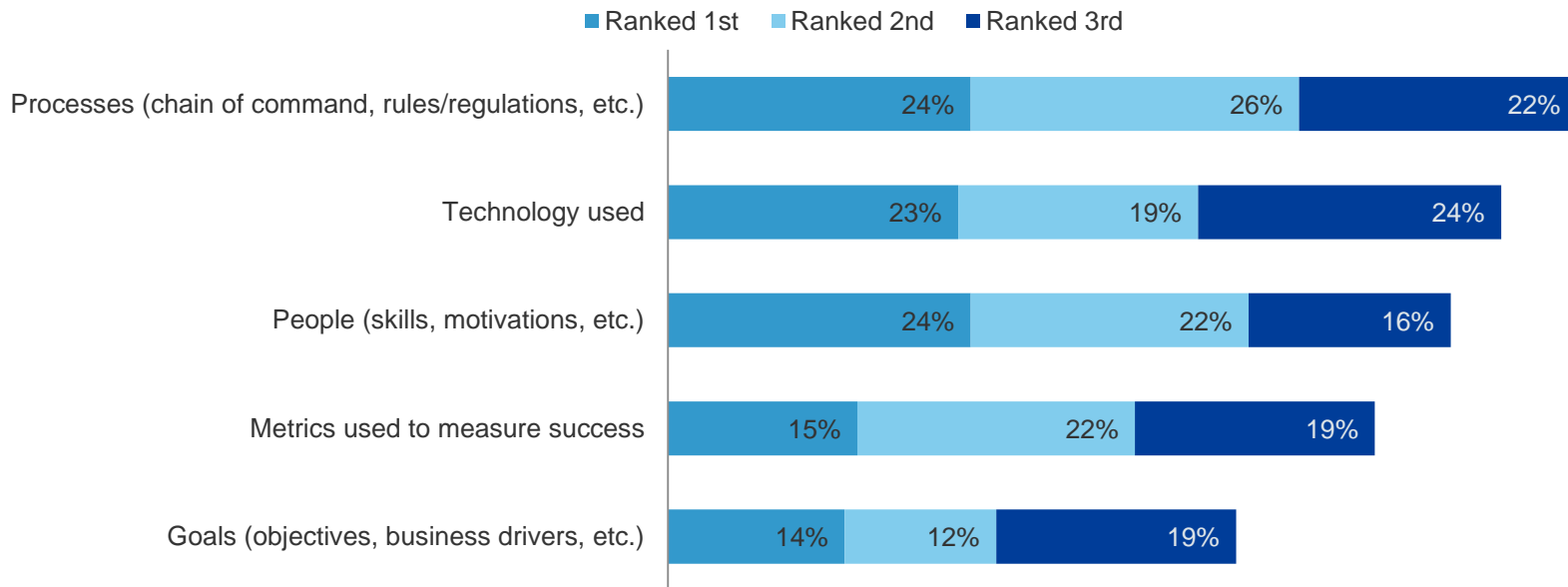


Base: 190 decision-makers at the director level and above in marketing and finance roles in North America (percentages may not total 100 because of rounding)  
Source: A commissioned study conducted by Forrester Consulting on behalf of Neustar, September 2016

A high-angle, top-down photograph of a large, diverse group of business professionals. They are all smiling and looking directly up at the camera. The individuals are dressed in professional attire, including suits, blouses, and ties. The background is dark, making the people stand out. The overall mood is positive and collaborative.

# Collaboration Is Hindered By Top-Down Processes And A Lack of Mutual Understanding

**“What do you see as the biggest factor that is preventing marketing and finance from making more collaborative decisions within your company?”**  
(Rank top three)

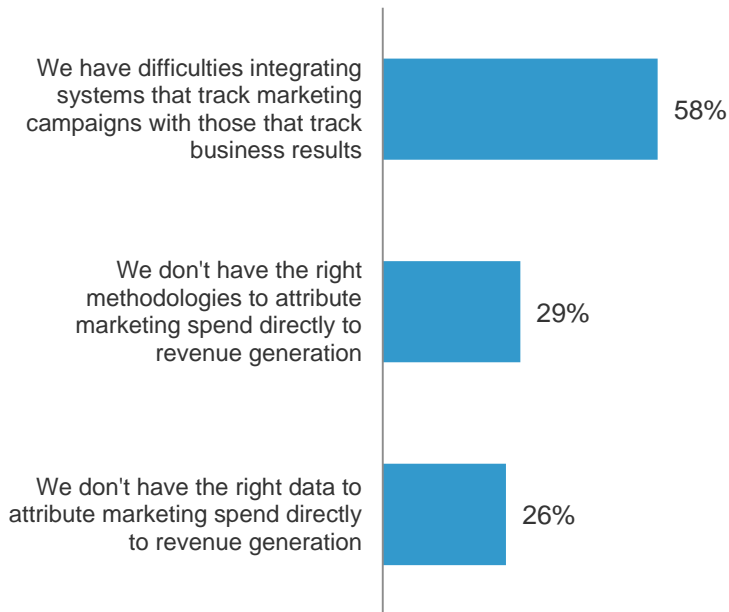


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Source: A commissioned study conducted by Forrester Consulting on behalf of Neustar, September 2016

***We've had to  
"rethink the  
profile of the  
people hired", as  
the company  
moves toward  
more big data  
dashboards to  
inform decisions  
— CFO at a global  
fashion company***

## Lack Of Data Integration Stymies Collaboration

**"What are the challenges your company faces with measuring marketing's contribution to achieving overall business objectives?"**



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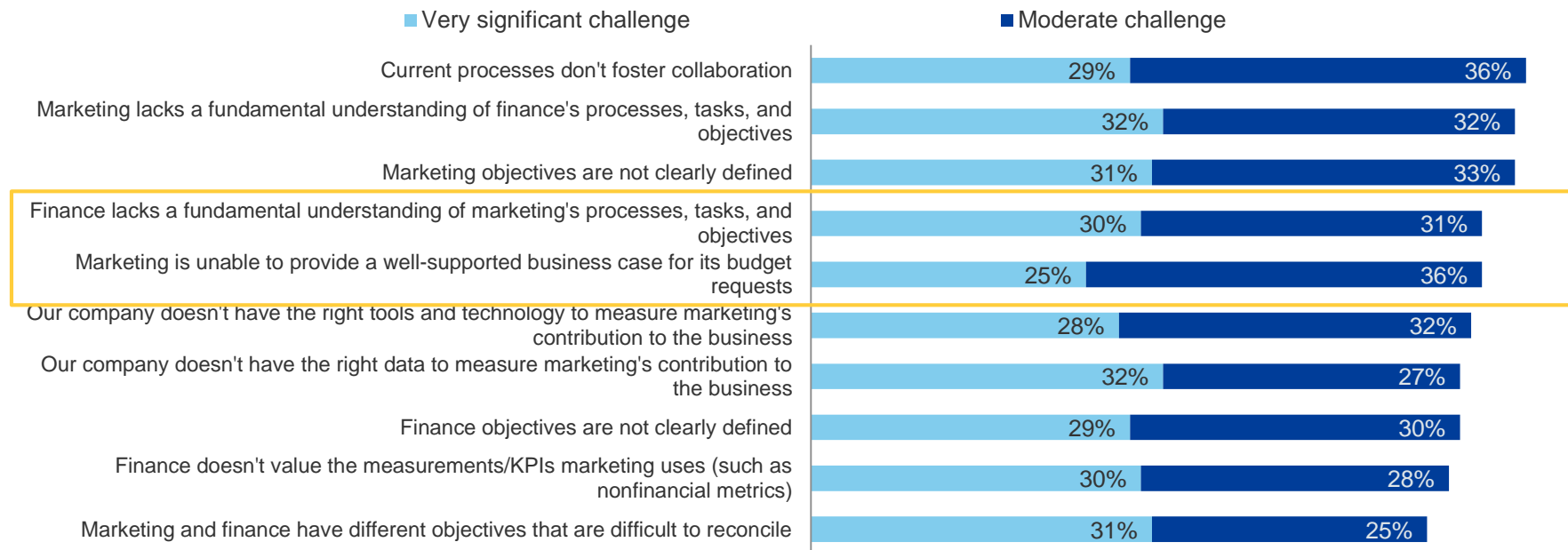


**“Sometimes finance is too black and white.  
Numbers can be governors, but there are also  
risks that you can take.”**

**Senior VP of marketing, US retail bank**

# Marketing And Finance Lack Knowledge Of Each Other's Function

“How significant are the following challenges in regards to your company's finance and marketing teams' ability to make collaborative decisions?”

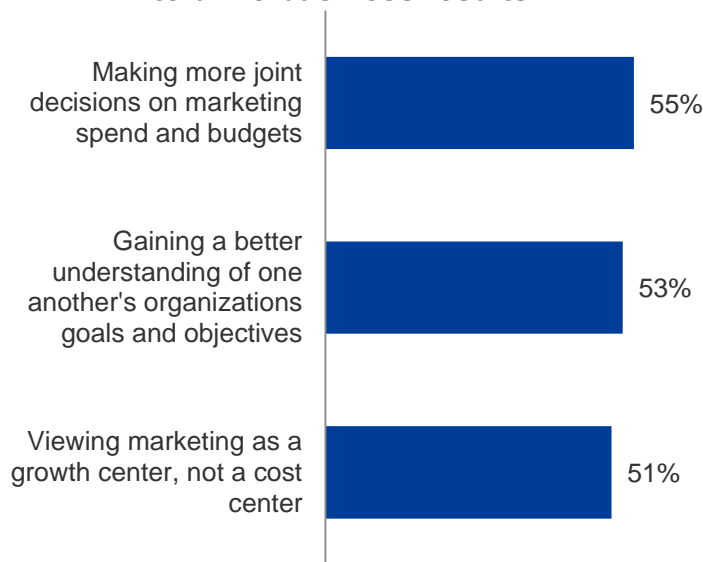


Base: 190 decision-makers at the director level and above in marketing and finance roles in North America

Source: A commissioned study conducted by Forrester Consulting on behalf of Neustar, September 2016

# Finance and Marketing Need Mutual Understanding and Joint Planning

**“What activities would be most effective in getting finance and marketing to work together to drive business results?”**



*“Boosting the relationship between marketing and finance is as much about education and collaboration as it is anything else.”*

Senior director of eCommerce marketing, US-based retailer

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# Recommendations

- › Get marketing and finance on the same page
- › Set up a frequent cadence of collaboration
- › Focus on improving data and analytics capabilities with the help of new technology
- › Kick off a data audit and clean-up initiative

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Tina Moffett  
tmoffett@forrester.com

Thank you

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