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# Forrester Proposal for City of Aurora, Illinois

May 2018

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CHALLENGE THINKING.  
LEAD CHANGE.



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## Work With Forrester To Win In The Age Of The Customer

At Forrester, we believe this simple truth: The combination of empowered customers and digital is remaking markets and threatening companies. Your customers determine the rules and raise the bar by placing their expectations against the latest and best experience they've had, switching spend based on a single poor experience.

Digital is destroying industry lines and business models. Even well-established market players find themselves struggling to compete with digitally native companies built for speed and able to exploit data for strategic advantage. Powerful, fast-moving forces require immediate action — incremental movement is a path to failure.

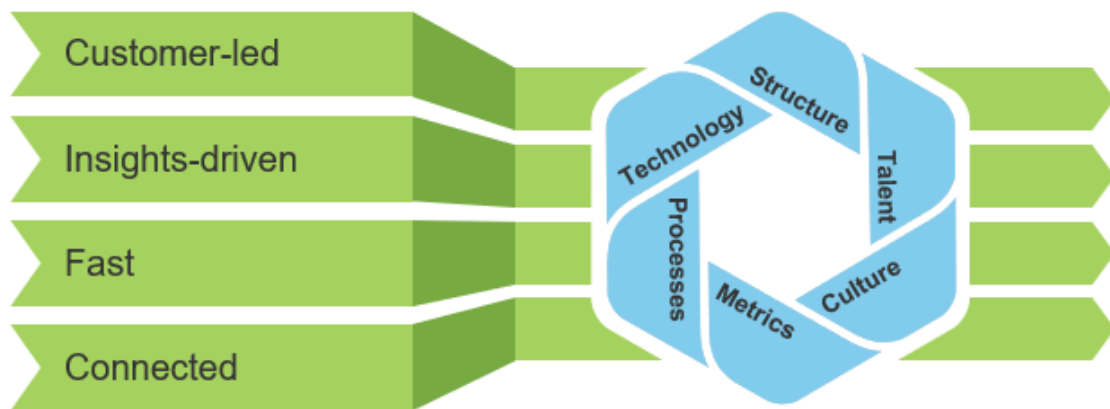
As a business or technology leader, you must make bold decisions fast that will change the very core of your company — shifting your operations (structure, talent, metrics, process, culture, and technology) to become truly customer-obsessed. Forrester defines four design principles of a customer-obsessed operating model that will ultimately separate winners from losers:

**Customer-led.** Make customer obsession an everyday competency, and establish an integrated view of the customer.

**Insights-driven.** Harness diverse, dispersed, and dynamic data to drive strategic advantage.

**Fast.** Anticipate and respond to changing customer expectations and disruptive threats rapidly.

**Connected.** Orchestrate internal operations and ecosystems as a single, differentiated organism.



## How Forrester Can Help City of Aurora, Illinois

Forrester was made for this moment — there is a fundamental and powerful connection between what matters most in today's market and what we are great at.

We work with business and technology leaders to develop customer-obsessed strategies that drive growth. And we do so through five business lines:






**Forrester Research** services give you the insights and advice to drive growth.

**Forrester Analytics** helps you understand current and future customers and how they perceive their experiences with you.

**Forrester Connect** introduces you to peers and dedicated CMO and CIO executive coaches who help you navigate complex cultural, organizational, and leadership challenges to grow your business.

**Forrester Events** offer immersive experiences that bring teams together and inspire change.

Across and through our business lines, we help you with the most important strategies in today's market:

-  **Drive revenue with great customer experience**
-  **Differentiate with digital**
-  **Build a customer insights-driven organization**
-  **Accelerate growth with marketing innovation**
-  **Transform IT to win, serve, and retain customers**
-  **Secure customers, protect the brand**

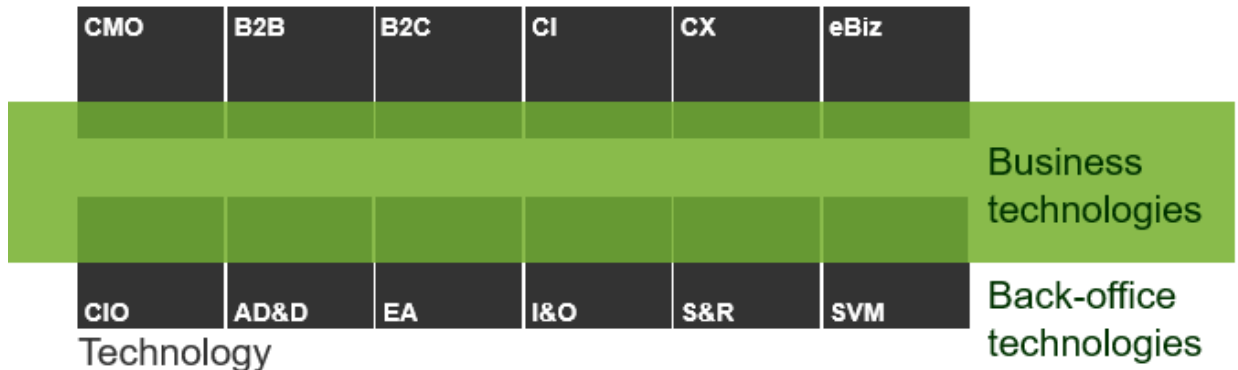
## Forrester Research

Highly objective and rigorous, Forrester's research is the foundation of all our offerings and provides you with insights and frameworks that help you drive growth. We are the only firm that works with companies to develop customer-obsessed strategy across your organization, connecting business and technology by starting with a shared understanding of your customer: Forrester's deep-rooted insights are derived from over 600K consumers and 75K business decision makers and give you insight into changing consumer attitudes, behaviors, and motivations.






Our Age of the Customer research and frameworks help leaders get smart about their changing customer and anticipate business needs, optimize strategies with proven practices and new techniques, and take the risk out of important technology decisions. As a result, you will be able to develop and execute on strategies that drive business growth through differentiation, improved customer experiences, and more productive employees.



### Marketing & Strategy



**CIOs and their teams:** Chief Information Officer, Application Development & Delivery, Enterprise Architecture, Infrastructure & Operations, Security & Risk, and Sourcing & Vendor Management. Forrester’s research can help you:

 <p>Get smart about your changing customer.</p>	 <p>Save time identifying and anticipating business needs.</p>	 <p>Adopt proven customer experience practices and techniques.</p>	 <p>Scale Agile and DevOps to deliver solutions faster.</p>	 <p>Take the risk out of important technology decisions.</p>
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Forrester’s Age of the Customer research, insights, tools, and frameworks position you to fully understand and effectively implement operational changes and programs necessary to drive growth in a highly competitive landscape that requires firms to become customer-obsessed.

	RESEARCH ALIGNED TO YOUR INITIATIVES	EXPERTS TO HELP YOU APPLY INSIGHTS	CLIENT EXPERIENCE
<b>What’s included</b> <ul style="list-style-type: none"> <li>• All research</li> <li>• All webinars</li> <li>• All analysts for inquiries</li> <li>• All analysts for document reviews</li> <li>• Event ticket</li> </ul>	<p><b>Get smart about your customer and anticipate business needs</b> Predictions. Trends. Forecasts. Quick Takes</p> <p><b>Optimize your strategies with proven practices and new techniques</b> Playbooks Digital Assessments. Business cases. Industry Waves.</p> <p><b>Take the risk out of important technology decisions</b> Forrester TechTide™. New Tech. Forrester New Wave™. Now Tech. Forrester Wave™.</p>	<p>Over 150 experts extending your team through:</p> <p><b>Research inquiries:</b> A dedicated research specialist answers a client question regarding a report.</p> <p><b>Analyst inquiries:</b> 30-minute 1:1 session with an expert to address your questions on our research</p> <p><b>Document review:</b> Analysts provide reviews of documents of up to 20 pages.</p> <p><b>Webinars:</b> Regular 60-minute interactive online sessions with 15-minute Q&amp;A</p> <p><b>Events:</b> Forum ticket to attend one two-day Forrester Forum</p>	<p><b>Digital experience.</b></p> <p><b>Podcasts:</b> <b>Insights App:</b> Get insights for your initiatives, when and where you need them.</p> <p><b>Mobile-friendly website:</b> Navigate all the content, regardless of device.</p> <p><b>Slackbot:</b> quickly uncover insights relevant to your projects</p> <p><b>Search Extensions:</b> Find insights on Google search results.</p> <p><b>Your account team</b> helps you apply insights and frameworks to your initiatives, answers research-related questions and connects you to the right analysts.</p> <p><b>Additional research-sharing options available.</b></p>

### Access To Written Research, Tools, And Frameworks

Forrester’s unique insights and extensive body of research are grounded in annual surveys of more than 675,000 consumers and business leaders worldwide, rigorous and objective methodologies, and the shared wisdom of our most innovative clients.

#### GET SMART ABOUT YOUR CUSTOMER AND ANTICIPATE BUSINESS NEEDS

**Prediction reports** help you examine the forces that will impact your business in the next one to five years so that you may optimize your strategies and lead change in the Age of the Customer.

**Trends reports** allow you to understand market shifts and anticipate short- and long-term implications on you and your customers.

**Benchmark and Consumer Tech Stack reports** give you a vision of how your consumers embrace technologies and what it means for the experiences and conversations that you engage them in.

**OPTIMIZE YOUR STRATEGIES WITH PROVEN PRACTICES AND NEW TECHNIQUES**

**Playbooks.** Forrester's frameworks, based on best practices, help you execute complex marketing and technology programs and deliver on your initiatives faster, minimizing risk and accelerating success using a proven, step-by-step approach.

**Imperative Playbooks:** These research-based frameworks help you and your team tackle the big initiatives that drive customer obsession - transforming your CX, IT, digital, innovation, insights, and security and privacy practices. Use **Forrester's Digital Assessments** to identify your organization's current state and get insights and decision tools tailored to your maturity that help you minimize risk, and drive growth.

**Business Cases.** Justify spend and investment for your initiatives.

**Industry Waves.** Benchmark the functionality and usability of your digital customer-facing touchpoints, such as websites and apps, against those of peers and competitors in your industry to identify shortcomings and prioritize investments.

**TAKE THE RISK OUT OF IMPORTANT TECHNOLOGY DECISIONS**

**The Forrester Tech Tide™** reports assess over 480 technology categories to help you understand what emerging and established technologies to invest in for maximum business impact, providing you an easy-to-understand overview of what to watch, purchase, or divest from to inform your short- and long-term technology road map.

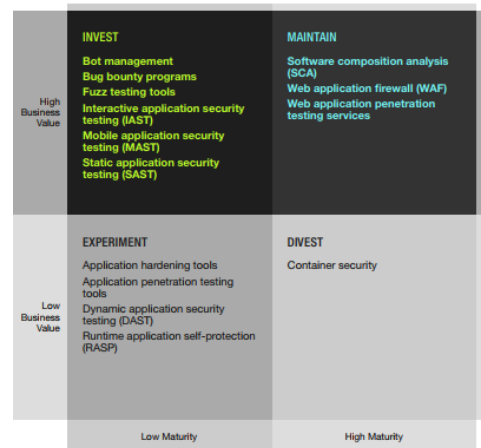
**New Tech** reports provide insight into emerging technologies and the vendors behind them, including business benefits and key capabilities of their offerings or services, as well as a quick overview of their projected viability.

**The New Forrester Wave™** is our latest evaluation methodology for emerging technology that can help you drive innovation, scoring offerings based on the providers' current strategies and offerings. An easy-to-understand graphic, transparent criteria, and detailed analysis of strengths and risks help you minimize the risk of your investments, create a shortlist of most-suitable new technology offerings and services, and justify budgets and resources.

**The Innovation Playbook**  
CIO

Executive Overview: Thrive With Sustained Innovation In The Age of the Customer			
DISCOVER	PLAN	ACT	OPTIMIZE
<b>Vision:</b> Innovators Will Be The Winners In The Age Of The Customer	<b>Assessment:</b> Assess Your Innovation Capability Maturity	<b>Organization:</b> Organizing For Sustained Innovation	<b>Performance Management:</b> Measure And Manage The Innovation Process
<b>Business Impact:</b> Leverage Your Business Ecosystem To Build Your Innovation Network	<b>Strategic Plan:</b> Succeeding At Innovation Requires A Clear Strategic Plan	<b>Processes:</b> Innovation Requires The Right Processes To Flourish	<b>Benchmarks:</b> CIOs Are Not Ready To Support Business Innovation
<b>Assessment:</b> Innovation Creates Options For Future Business Value	<b>Road Map:</b> From Ideas To Value: Lubricate The Innovation Pipeline With Processes And Incentives	<b>Tools And Technology:</b> Understanding The Diverse Innovation Tools And Services Ecosystem	<b>Change Management:</b> To Stay Competitive, Nurture A Culture Of Innovation

**TECH TIDE** Application Security Q2 2018



**Now Tech** reports explain and segment established technology market players and offer insight into business benefits and capabilities of the offerings or services, helping you get a quick understanding of what key capabilities define and shape a category of technologies or services, identify the relevant vendors and their functionality, and segment vendors and offerings for deeper evaluation.

**The Forrester Wave™** is our transparent and objective evaluation of providers in a software, hardware, or services market. It evaluates their market positions across three categories: current offering, strategy, and market presence. Forrester Wave reports and spreadsheets expose the criteria we use to grade the providers' offerings and how we score and weight those criteria.

### Analyst Advice

Your account team will partner closely with you to identify the key challenges and desired outcomes that you would like to address throughout your Forrester membership.

**Personal engagement calendar.** Your dedicated account manager and program manager will work with you to tailor your Forrester experience to your initiatives with a custom engagement calendar, defined by you, to drive actionable results.

**Virtual Advice strategy sessions.** Expert-led sessions, of up to two hours and conducted quarterly, for you and your team to help you drive measurable outcomes to your top challenges throughout your membership.

### Access To Analysts

Get objective insights from more than 150 analysts across marketing, business, and technology.

**Analyst inquiry.** Schedule 30-minute, one-on-one sessions with an analyst to address research questions, or opt to receive written email replies from the analyst.

**Document reviews.** Upon request, analysts provide reviews of documents of up to 20 pages and share their findings in an analyst inquiry call.

**Webinars.** Join regular interactive online sessions, including 15-minute Q&A sessions with the analyst.

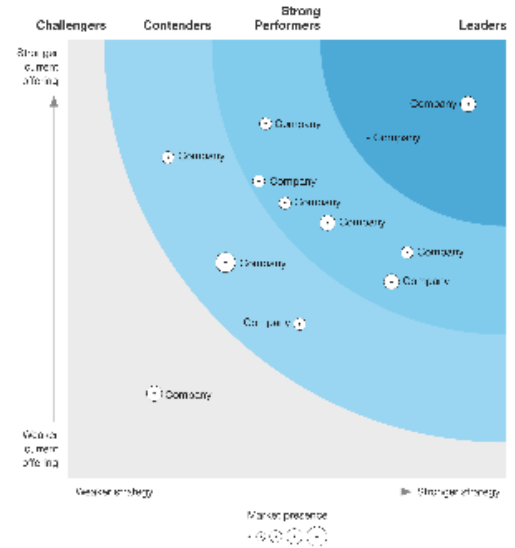
**Events.** Attend a one- or two-day Forrester Forum to learn about the latest thinking from analysts and industry speakers.

### Client Experience

All research clients, regardless of access level, benefit from Forrester's renowned client services, ensuring you get the most from your Forrester relationship.

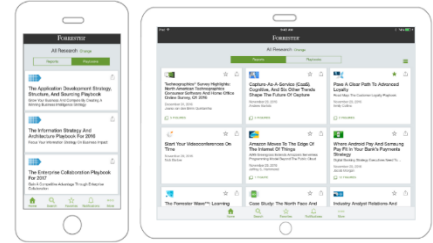
**Digital Experience.** Forrester continuously invests in and optimizes its digital client experience, ensuring you get the insight you need, when and where you need it.

**Forrester's mobile-friendly website ([www.forrester.com](http://www.forrester.com)).** This is the central place for you to stay informed. Using your personal login, you can access your services; find and read research based on your role, industry, or interests; register for upcoming webinars and access on-demand webinars; submit research inquiries; schedule analyst inquiries; and manage your account and personal preferences.



**Forrester Insights for Android and iOS.** For an even more personalized experience, download our Insights app. Through the app, you can quickly find reports, playbooks, figures, and charts relevant to your current initiative, read reports or playbooks online and offline, or easily share excerpts and report links.

**Forrester's bot for Slack.** Add the Forrester bot for Slack by signing into your Slack environment. Quickly uncover reports, playbooks, or vendor evaluation tools relevant to the initiative you're working on.



**Forrester search extensions.** Add the Forrester extension to find research insights and frameworks for your business and technology initiatives faster by integrating relevant content next to your Google search results.

**Personalized research alerts.** Set up email alerts for upcoming research and webinars based on your role, industry, or interests.

**Click & Share.** We understand that sharing research insights with your colleagues and team members can be crucial to your projects and initiatives. Click & Share allows you to share up to four reports with four colleagues who do not have a current research subscription. Additional sharing options are available as membership add-ons (see Research Share section below for more information).

**Courtesy views.** Should you find that you need research insights beyond your research access, you can use up to 10 courtesy views per contractual year to read and download up to 10 research reports outside your subscription access.

**Courtesy inquiries.** Like courtesy views, you can schedule up to four analyst inquiries per contractual year with analysts whose coverage areas fall outside your subscription.

**Your account team.** Your dedicated account team will help you apply Forrester's insights and frameworks to your key initiatives, answer any research-related questions, and connect you to the right analyst.

## Forrester Connect

### Executive Programs

Receive executive-level coaching for CIOs and CMOs to help drive your customer-obsessed strategies and accelerate your team's ability to deliver results on your most strategic initiatives. Forrester Executive Programs help you navigate and win in the age of the customer, delivering everything Forrester has to offer — customized to your strategic initiatives and goals.

#### CIO EXECUTIVE PROGRAMS PROVIDE YOU WITH:

**Dedicated Executive Partner** to provide one-on-one coaching and help you establish and tackle your most important initiatives, delivered through recurring one-on-one meetings and ongoing "on-call" conversations and support.

**Onsite strategy sessions** and workshops with Forrester analysts to align your team on crucial growth initiatives.

**Unlimited analyst inquiry** to gain insight and confidence in your most critical decisions.

**Access to all our marketing & technology research, webinars, and playbooks** to stay ahead of the competition.

**Team support** to accelerate your team's ability to deliver results on your most strategic initiatives.



**Forrester Forums and exclusive executive council meetings** to network, challenge, and share best practices.

#### YOUR EXECUTIVE PARTNER:



##### **Karen Rubenstrunk**

VP, Executive Partner, CIO Executive Program  
Eastern US

Karen joined Forrester in 2013 as an executive partner in the CIO Executive Program. Prior to joining Forrester, she built the CIO research and advisory service for Meta Group (now Gartner), was an IT executive coach, and most recently was a member of Korn/Ferry International's CIO executive search team. Over the years, Karen has led critical research in areas such as executive relationship management, leadership development, value management, and organization development. Karen co-authored *The CIO Edge: 7 Leadership Skills You Need to Drive Results* and has been a repeat panelist for the CIO 100 and CIO Innovation Awards.

She has spent more than 25 years in the technology industry, managed IT organizations in Fortune 500 companies, has an MBA from Old Dominion University, and graduated from Arizona State University with a B.S. in computer information systems.



##### **Brian Baker**

Executive Partner, CIO Executive Program  
Western US and Canada

In his role as an executive partner, Brian works with many of the top CIOs across the Western US and Canada. Brian provides his clients with unprecedented access to research, peer interactions, facilitated analyst interactions, and experienced guidance in order to address both strategic business and tactical technology issues.

Before joining Forrester, Brian spent more than 30 years in information technology leadership roles, with experience in practically every IT discipline. His career has often focused on developing new teams, products, or services and looking for ways to improve value through business transformation. Over a period of 10 years, he ran a successful management consulting company in the areas of strategic planning, IT assessments, organizational design, and executive coaching.

Brian has worked in a variety of industry verticals in both the private and public sectors, including manufacturing, energy, resources, retail, insurance, government, airlines, events, and entertainment. He is regularly asked to be a speaker, facilitator, or panel member at industry events and private CIO associations.



##### **Andy Bynum**

VP, Executive Partner, CIO Executive Program  
Eastern US

Andy serves as one of Forrester's CIO executive partners, working with CIOs, chief digital officers, chief technology officers, and other technology executives and their teams to advance their major initiatives, with a special focus on creating customer-obsessed strategies that drive business growth. As a strategic advisor, he plays the role of "on-call expert," providing clients with an objective, external viewpoint to help them tackle their toughest challenges and capitalize on market opportunities as quickly as possible.

Andy works across all of Forrester, bringing research, advisory, consulting, events, and data services together with his technology management expertise to provide the insights CIOs need to successfully navigate and win in the age of the customer. Key challenges he helps CIOs confront include developing and implementing a customer-obsessed

operating model; driving digital transformation and innovation; incorporating data and analytics into the technology planning process; and constructing digital engagement strategies.

Before joining Forrester, Andy spent more than 25 years in technology leadership roles, many of them managing global IT organizations in Fortune 500 companies. He has firsthand experience in practically every technology management discipline across several industries, including financial services, energy, manufacturing, and high tech. Andy has worked closely with business leaders to build a shared vision and alignment across the technology and business disciplines. During his career, he has advised companies on product development strategies, organizational design, transforming DevOps to work in an Agile way, relocation of support to offshore facilities, virtualization, maximizing application of cloud services, and ensuring technology contracts are optimized. Formerly, Andy spent 10 years of active duty as a US Marine.

## Forrester Events

### Forums

Forrester Forums are one- or two-day global events that showcase our best and newest research, with analysts and industry-leading speakers who inspire and challenge you to embrace change. The events feature thought-provoking keynotes, engaging breakout sessions, one-on-one meetings with analysts and consultants, and networking opportunities for connecting with your peers and other industry leaders.

#### 2018 Forums

Event	Location	Date
Consumer Marketing 2018	New York	April 5 - 6
Digital Transformation 2018	Chicago	May 8 - 9
CX Sydney 2018	Sydney	May 10
Digital Transformation India 2018	Mumbai	May 29
CXNYC 2018	New York	May 31
Digital Transformation Europe 2018	London	June 14 - 15
CXNYC 2018	New York	June 19 - 20
New Tech & Innovation 2018	Boston	July 18 - 19
CX Singapore 2018	Singapore	August 29
Privacy & Security 2018	Washington, D.C.	September 25 - 26
CXSF 2018	San Francisco	October 2 - 3
Privacy & Security Europe 2018	London	October 9 - 10
B2B Marketing 2018	Austin	October 25 - 26
CX Europe 2018	London	November 13 - 14
Data Strategy & Insights 2018	Orlando	December 4 - 5

For a complete list of events, visit <https://go.forrester.com/events/>.

## Forrester's Recommended Solution For City of Aurora, Illinois

Based on our discussions, Forrester recommends the following product and solution configuration for City of Aurora, Illinois' 2018 Forrester relationship:

Unlimited access to:	Executive Program	Executive Essentials
Dedicated Account Relationship Manager		
Step-by-step Playbooks, Key Reports (Big Ideas, Predictions, Case Studies, Briefs & Quick Takes), and Maturity Assessments		
Vendor Evaluation Tools & Templates (Forrester Wave, TechRadar, Vendor Landscape, Breakout Vendors)		
Citations rights for content		
Analyst inquiry calls (unlimited 30-minute discussions with experts)		
Interactive Webinars, Teleconferences & Podcasts		
Contract & Strategic Document Review (Up to 20 pages each)		
Complimentary Event Ticket		
A dedicated Executive Partner provides coaching and helps you tackle your most important initiatives		
Data insights to help you understand and anticipate customer behavior and market trends.		
Team support to accelerate your team's ability to deliver results on your strategic priorities.		
On-site strategy sessions with Forrester experts		
<b>Annual Investment</b>	<b>\$100,000</b>	<b>\$75,000</b>

## Your Forrester Account Team

### Account Leader

Victoria Kintish

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