

FORRESTER RESEARCH 2009 ANNUAL REPORT

FORRESTER®



TO THE FORRESTER COMMUNITY:

As Forrester managed its way through the economic turmoil of 2009, we learned much about ourselves and our company. Here are my takeaways:

- **Role-based is powerful.** Forrester goes to market by the roles of our clients — this kept us sharply focused on what they needed during the recession. While renewal rates dropped early in the year, they ticked back to our historical averages by the fourth quarter. We stayed relevant to our clients, and that kept relationships intact.
- **Crises yield opportunities.** We used the year to refine the packaging of our research, sharpen our organization, and change the structure of our sales force. We laid groundwork that will drive our growth post-recession.
- **I've got a great management team.** They astutely managed expenses, they led their teams to be positive in a gloomy economic time, and they kept everyone focused on our clients' success. These guys have the goods!

THE POWER OF BEING ROLE-BASED

Forrester's transition to becoming fully role-based will take years. We started this voyage in 2007 and are still in the early part of this effort — if we were playing soccer we would be at about the midpoint of the first half.

What does being role-based really mean? For us, it's simple: Role-based equals relevancy. It helps us see the world through our clients' eyes and connect to their problems, challenges, and aspirations. It keeps us on task for solving client problems and helping them achieve their highest aspirations.

To refine our strategy in 2009, we conducted “role deep dives” — extensive research on each of the 19 roles that Forrester serves — eight in IT, seven in marketing and strategy, and four in technology industry. The deep dives exponentially increased Forrester's understanding of who our clients are and what they need.

In 2009, a working team within Forrester created a “Role Manifesto” — a set of precepts for how we can work effectively with our clients in their roles:

1. **Roles first.** We start every client interaction with a clear understanding of his or her role.
2. **Identify the client's needs.** Find out what he or she needs to be successful.
3. **Get personal.** Connect to our clients as people.

The Role Manifesto is another step in our efforts to transpose every strand of Forrester's DNA to be role-based. As our genetics change, we often ask ourselves the question: “How did we ever run this business any other way?” Our comfort, reliance, and trust in roles continue to build.



GEORGE F. COLONY
CHAIRMAN AND CEO



Executive Team, left to right: **George F. Colony**, Chairman of the Board and Chief Executive Officer; **Charles Rutstein**, Chief Operating Officer; **Michael A. Doyle**, Chief Financial Officer and Treasurer; **Gail S. Mann**, Chief Legal Officer and Secretary; **George M. Orlov**, Chief Information Officer and Chief Technology Officer; **Elizabeth A. Lemons**, Chief People Officer; **Mark R. Nemeč, Ph.D.**, Managing Director, Technology Industry Client Group; **Julie Meringer**, Managing Director, Information Technology Client Group; **Dwight Griesman**, Chief Marketing Officer; **Greg Nelson**, Chief Sales Officer; **Dennis van Lingen**, Managing Director, Marketing & Strategy Client Group; Chief Europe, Middle East, & Africa Officer



RELEVANCE IS PERSONAL

If you're curious about the people depicted here, allow us to explain.

Some are personas representing Forrester's clients in their professional roles. The others are Forrester employees who serve those professionals. They're paired because, at Forrester, we don't make a move without focusing on our clients first.

Personas help us align our research and resources with each client's agenda. Not ours.

Through this personalized, clients-first approach, Forrester delivers role-focused research, consulting, data, executive programs, and events — to help our clients make smarter decisions faster and succeed every day.

Left to right: **Dan Klein**, Forrester Vice President, Role Manager, serving Technology Product Management & Marketing Professionals; **Travis Martin**, Client Persona representing Technology Product Management & Marketing Professionals; **Sangita Patel**, Forrester Vice President, Worldwide Marketing & Strategy Sales; **Melissa Laken**, Client Persona representing Marketing Leadership Professionals; **Julie Meringer**, Forrester Managing Director, Information Technology Client Group; **Carol Ito**, Client Persona representing CIOs