

2005

CMO  **SUMMIT**
COUNCIL 

DELIVERING ON-DEMAND

MONTEREY PLAZA
HOTEL & SPA
October 27-28



WWW.CMOSUMMIT.ORG

Welcome to the CMO Summit 2005!

This has been a remarkable year for the CMO Council. We have experienced exponential growth in our membership and worldwide representation with nearly 2,000 senior marketing executives today controlling more than \$50 billion dollars in annual marketing spend. Our membership has not only strengthened our roots in technology sectors but has expanded into retail, consumer electronics, healthcare, food and hospitality.

Our year began with the launch of the CMO Council in Europe, which will convene its inaugural Summit November 17-18 in London. More than 800 of our members joined us for Marketing Performance Measurement (MPM) Forums in seven cities including London and Munich, and 450 members joined us online for our Staging and Gauging Webinar. We completed six fact-finding market surveys, including the Define & Align program designed to benchmark the role of the Chief Marketing Officer.

We gather this year with renewed passion and excitement. This year's Summit will host more than 300 of our members, including some of the most prominent thought leaders, management figures, and subject matter experts in the marketing and branding field. Our format features interactive discussions and group invention sessions among peers to provide an even greater opportunity for sharing insights, opinions and experiences. We sincerely thank our headline presenters and our group invention session leaders for dedicating additional time and effort in making the 2005 CMO Summit a landmark event.

This year we have invited twelve solution providers to participate as exhibitors in our Solutions Showcase center, highlighting some of the innovative applications that have become so critical to marketing success in a wired world. The Solutions Showcase Center is open from 7:30 a.m. - 7:00 p.m. Thursday, October 27th, and 7:30 a.m. - 1:00 p.m. Friday, October 28th. Be sure to take a moment to stop by for an executive briefing.

The CMO Council would like to recognize the important and valued contributions of our headline sponsors, media sponsors and publishing partners, as well as our Summit event hosts. All sponsors, collaborative technology partners, solutions showcase exhibitors, and corporate underwriters are featured in our program and have a wide array of exclusive discounts and benefits to pass on to CMO Council Members.

The general session meeting room has been provisioned with wireless access so you can stay connected. In addition, kiosks outside the Cypress Ballroom and the general session meeting room will help you connect with other members and share your feedback with us directly about your experiences at the Summit. We invite you to take a moment to fill out the evaluation form to review this year's program and let us know how we can continue to make the CMO Council a resounding success.

Welcome!

Donovan Neale-May
Executive Director
CMO Council

Dear Fellow Marketers,

Welcome to CMO Council Summit 2005. This year's theme, "Delivering On-Demand," couldn't be more relevant given today's ultra-competitive, 24/7 global business environment.

Embracing the technology-enabled On-Demand Marketing model is critical for companies seeking to effectively compete in today's highly charged markets. A stellar Summit line-up of keynote speakers, presenters and group invention leaders are ready to impart real-world On-Demand marketing experiences and best practices to you.

The agenda we've created for this year's Summit addresses a wide variety of issues that are imperative to marketing organizations, including improving channel and field effectiveness via online efforts; allocation and adjustment of marketing spend; the use of real-time marketing intelligence to improve campaign results; and much more. Our goal is to have you take the information you've collected at this Summit and apply it to your own organization to improve its performance and yield.

And speaking of marketing performance, there is one agenda item that is particularly near and dear to me—the Renovate to Innovate™ thought leadership initiative. This study was undertaken to explore what internal transformations, re-skilling and realignments are needed to achieve greater marketing yield and accountability. As leader of the Renovate to Innovate Task Force, I'll be presenting findings from the qualitative interviews we did with a dozen task force members—all top marketing executives—as well as preliminary data from the quantitative survey taken by nearly 400 marketers. I believe you'll find these results illuminating.

There's never been a more challenging time to be a technology marketer, and I hope the CMO Summit 2005 provides you with the ideas and best practices to meet those challenges in your marketplace.

Sincerely,

Jan Soderstrom
CMO Council Advisory Board Chairman

Agenda

Thursday, October 27

7:30 a.m. - 8:30 a.m. **BREAKFAST SOCIAL- sponsored by Tech Confidential**
 Informal meeting & greeting among members.

Morning Sessions

8:30 a.m. - 8:45 a.m. **Welcome**
 Donovan Neale-May, Executive Director – CMO Council

8:45 a.m. - 9:15 a.m. **S1. Call to Action: It's Time to Renovate & Restructure Marketing**
 Jan Soderstrom, Advisory Board Chair – CMO Council

9:15 a.m. - 10:00 a.m. **S2. Keynote Speech: Catering to Customer Choice in a Digital Age**
 Carl Pascarella, Former President & CEO – Visa USA

10:00 a.m. - 10:15 a.m. **SHORT BREAK**

Following the break, attendees will re-group at 10-person roundtables throughout the ballroom for group invention sessions with peers. These will be moderated and facilitated by brand name members of the CMO Council. Roundtable discussions will be stimulated by a series of 25-minute presentations by leading corporate marketers providing insights and perspectives on architecting, deploying and optimizing Web-based On-Demand Marketing models and solutions. The one-hour program segments will include a provocative 25-minute presentation, 20 minutes of interactive dialogue, and 15 minutes to synthesize and capture key conclusions from the group. This content will be posted in real-time on the CMO Summit Web site through wireless-connected notebooks used by each group invention leader.

10:15 a.m. - 11:15 a.m. **S3. Building Performance-Driven Marketing Organizations**
 Lauren Flaherty, VP of On Demand Marketing – IBM

11:15 a.m. - 12:15 p.m. **S4. IT Partnerships that Scale the Value of Marketing**
 Lisa Arthur, Chief Marketing Officer – Akamai
 Christine Heckart, General Manager, Marketing – Microsoft TV

12:15 p.m. - 1:45 p.m. **LUNCH**
S5. Global Marketing: Resonating Across and Within Borders
 Jocelyne Attal, Chief Marketing Officer – Avaya

Thursday, October 27

Afternoon Sessions

- 2:00 p.m. - 3:00 p.m. **S6. Powering Channel and Field Effectiveness Online**
Michael Mac Donald, President, Global Accounts & Marketing Operations – Xerox
- 3:00 p.m. - 4:00 p.m. **S7. Allocating and Adapting Spend to Address Market Dynamics**
Gary Elliott, VP of Brand Marketing – HP
- 4:00 p.m. - 4:45 p.m. **S8. The Challenge of Transforming a Brand**
Clent Richardson, Chief Marketing Officer – Nortel Networks
- 4:45 p.m. - 5:30 p.m. **S9. Market Break-In Strategies: New Brands Nudging the Old Guard**
Dean Harris, Chief Marketing Officer – Vonage
- 6:30 p.m. - 9:30 p.m.** **RECEPTION - sponsored by USATODAY**

Friday, October 28

- 7:30 a.m. - 8:00 a.m.** **BREAKFAST SOCIAL - sponsored by WebTrends**
Informal Meeting & Greeting Among Members

Morning Sessions

- 8:00 a.m. - 8:30 a.m. **S10. Marketing Calisthenics: Trends You Should Track**
Geoff Ramsey, CEO and Co-founder – eMarketer
- 8:30 a.m. - 9:15 a.m. **S11. Keynote Kick-Off – Optimizing the Global Brand:
The New Game Plan at Dell - Chalk Talk from the NFL's Former Marketing Head Coach**
Shawn Dennis, Vice President, Global Branding – Dell
- 9:15 a.m. - 10:15 a.m. **S12. Enabling Strategic Customer Engagement and Value Selling**
Janice Chaffin, Chief Marketing Officer – Symantec
- 10:15 a.m. - 11:15 a.m. **S13. Using Real-Time Marketing Intelligence to Improve Campaign Outcomes**
Cammie Dunaway, Chief Marketing Officer – Yahoo!
- 11:15 a.m. - 12:15 p.m. **S14. Pipeline Priming and Visibility from Contact to Closure**
Todd Forsythe, Vice President, Marketing – Oracle
- 12:30 p.m. - 2:00 p.m.** **BUFFET LUNCH - Review & Assessment (Table Discussions)**

Recreational afternoon or early departure.

Sessions

Thursday, October 27

Morning Sessions

8:45 a.m. - 9:15 a.m.**S1. It's Time to Renovate & Restructure Marketing**

The priorities and ground rules have clearly changed for today's global marketing leaders. To meet increased business goals and shareholder demands, CEOs and boards are demanding greater accountability, performance analytics and hard evidence of marketing's value. These mandates have induced CMOs to develop a performance-driven, outcome-centered business mindset in their organizations, in addition to new disciplines, best practices and technology-enabled processes. Highly measurable digital channels for accessing and engaging the market are proliferating, requiring different skills, resources and technical acumen. Marketers need to be fully aligned with strategic and financial goals, as well as deeply immersed in the culture and brand persona of the organization. Marketing can no longer lag other functional areas in embracing automation, process innovation and real-time decision support systems. Nor can companies rely on traditional agency models, procurement techniques and outsourced services. To explore these critical issues, the CMO Council has undertaken a new thought leadership initiative, "Renovate to Innovate: Building Performance-Driven Marketing Organizations." Ahead of the full report to be released next month, Jan Soderstrom, CMO Council Advisory Board Chairman and leader of the Renovate to Innovate Task Force, will present provocative preliminary findings compiled from a dozen interviews with top marketing executives, as well as data from a revealing quantitative survey taken by close to 400 marketers.

9:15 a.m. - 10:00 a.m.**S2. Catering to Customer Choice in a Digital Age**

During Carl Pascarella's 12-year tenure as chief executive officer of Visa USA, the company has transformed from "merely" a purveyor of credit cards into a multi-dimensional payment services company targeting both business and consumer markets. By introducing a wide range of payment options and aggressively growing its debit card business, Pascarella made Visa USA the dominant and preferred brand for affluent, mainstream and small business markets. Under his leadership, Visa also invested heavily in infrastructure technology that could accommodate large transactional volumes and interface with all device and message types. By architecting an open platform, Visa has been able to rapidly deploy applications that drive new service offerings and better integrate and leverage merchant and bank data. In 2004, sales volume on Visa-branded cards in the U.S. grew to \$1.045 trillion, a 19 percent increase over the year before. In his CMO Summit keynote, Pascarella, who recently stepped down as CEO, will address the many ways Visa has identified and leveraged market opportunities and how the company has turned competitive threats, such as security and identity theft, into ways to distinguish and create more trust in the Visa brand. Pascarella will highlight the value of brand "elasticity" by pointing to the successes Visa has had in rolling out and gaining traction with new products and services that cater to the specific needs of different market segments in the U.S. and other regions of the world. He will also look at the challenges and opportunities presented by the digital economy and the emergence of large and increasingly affluent markets like China, India and Eastern Europe.

Thursday, October 27

10:15 a.m. - 11:15 a.m.

S3. Building Performance-Driven Marketing Organizations

As marketing operations scale for a global audience, marketers must develop rapid response capabilities to turn multiplying channels and dividing markets from a logistical nightmare into a competitive advantage. Managing worldwide marketing operations is a whole new game, from the tactical demands of sourcing and deployment to the strategic requirement of achieving global brand consistency. Marketers need the tools and processes to build leaner, meaner, more effective marketing machines to turn and deliver on a dime, anywhere, any time. The On-Demand marketing model holds many promises: helping CMOs integrate corporate strategy and global execution, align sales and marketing initiatives, improve yield and accountability, optimize allocation and spend, and magnify relevant metrics. What's real and what is fantasy? Lauren Flaherty, VP of On-Demand Marketing at IBM, will spotlight the real world capabilities of On-Demand Marketing at some of the top IT companies in the world.

11:15 a.m. - 12:15 p.m.

S4. IT Partnerships that Scale the Value of Marketing

Technology solutions and services have tremendous influence in shaping the critical path for effective marketing, both inside and outside the four walls of the company. Marketers need to gain better control and visibility over their internal infrastructure, enabling access to customer data that can sharpen decision-making and responsive performance. At the same time marketers need to dramatically improve their digital reach outside the company, migrating more information and services onto the web while aggregating external data from traffic, channel sources and transactions. In this session, Microsoft and Akamai team up to offer complementary views on the internal and external approaches to building a world-class IT infrastructure optimized for marketing. Christine Heckart, who was brought to Microsoft's IPTV group as GM of Marketing to develop unconventional marketing strategies for aggressive expansion, will address the unique challenges and requirements of gaining mindshare and support among an internal IT team. As CMO of Akamai, Lisa Arthur drives corporate, product and partner marketing from strategy to execution. She will share her experience building hosted marketing infrastructures with companies like Volvo, Logitech and Sony Ericsson.

12:15 p.m. - 1:45 p.m.

S5. Global Marketing: Resonating Across and Within Borders

While the broadband and digital media revolution continues to shrink and homogenize the world, accommodating distinct cultural and social nuances, preferences, predispositions and protocols remain a test for savvy and sensitive global marketers. With two thirds of the world's Internet users communicating in non-English, technology companies conducting business worldwide are challenged to interpret their products, programs and policies in a way that connects and resonates with local populations, stakeholders and market constituencies. Translating brand values and qualities across borders can often be tricky stuff, not to mention the hurdle of assuring consistent positioning and messaging across multiple languages, channels of distribution and diverse business environments. Embracing a global mindset has not been a hallmark of North American companies, nor has been their sensitivity to foreign marketing practices, creative approaches, promotional channels and customer handling processes. During lunch, Jocelyne Attal, Chief Marketing Officer of Avaya, will give perspectives on how American technology marketers can become more cross-culturally sensitive and in-sync with the forces and factors in international markets. Born in France, Jocelyne will draw on more than 20 years of marketing management experiences in the Americas, EMEA and Asia Pacific for leading U.S. companies like Avaya, IBM, Novell and Gateway. In her current position at Avaya, Attal runs global marketing in over 140 countries, serving more than one million customers, including 90 percent of the Fortune 500. To connect globally and showcase its solutions worldwide, Avaya – an international leader in converged communication systems, applications and services – has become one of the key sponsors of the 2006 FIFA World Cup Soccer, a sport whose appeals transcends geographic borders and cultural boundaries. With revenues of over \$4 billion, Avaya has some 20,000 employees worldwide.

Thursday, October 27

Afternoon Sessions

2:00 p.m. - 3:00 p.m.**S6. Powering Channel and Field Effectiveness Online**

The intersection of channel marketing and field sales is the crucible where performance marketing is kindled or killed. Everyone knows the importance of pipeline management; everyone talks about sales cycle reduction and conversion rate gains. But the stark reality is that most marketing teams remain distant and disconnected from sales, generating leads that die on the vine while channel teams squabble over territory. The challenges to effective channel and field integration are legion—from entrenched personality and organizational conflicts to poorly tailored technology solutions. How can CMOs cross the sales divide to maximize channel coverage and eliminate conflict? Which tools truly minimize complexity and streamline prospect harvesting? What process techniques improve adaptability, integration and measurement? Xerox has tackled these questions head-on, and in this session Michael Mac Donald, President of Global Accounts and Marketing Operations at Xerox will reveal his company's approach to serving the channel and field on-demand.

3:00 p.m. - 4:00 p.m.**S7. Allocating and Adapting Spend to Address Market Dynamics**

In the fast-growing game of global competition, many new companies are making high-stakes investments to boost brand loyalty and competitive advantage. But the pressure for optimal spend is intense, and every budget dollar counts. Today's spend allocation challenges include increased product complexity, fierce global competition, internal politics and preferences, new marketing vehicles and channels, and growing pressure from sales and channel partners for a bigger share of spend. Encompassing all of these challenges is the new imperative to enable real-time adjustments to both marketing mix and marketing spend. Decisions still must be quantified and justified, but now instead of an annual or quarterly event, analysis and allocation is becoming another continuous function of performance marketing and measurement. How are companies changing their budgeting practices to improve market response? How are they determining dynamically what to spend and where? How do customer metrics like lifetime value affect spend allocation? What types of financial modeling are used to determine optimal spend allocation? As VP of brand marketing at HP, Gary Elliott oversees many high-cost marketing programs, including brand development, global advertising, corporate sponsorships, direct and online marketing, and marketing communications. He will share his experience with measurement and spend allocation while managing countless programs to promote multiple products in a global market.

4:00 p.m. - 4:45 p.m.**S8. The Challenge of Transforming a Brand**

Beleagued and buffeted brands are not uncommon today. Economic downturns, accounting irregularities, highly competitive landscapes, financial pressures, and many other factors have impacted brands around the world as big as General Motors, as respected as AIG, and as diversified as Tyco. Re-engineering a corporate brand is no easy task at the best of times, but it is an even greater challenge in the aftermath of the technology bust - and other ensuing corporate situations. This is the landscape Clent Richardson faced when he was appointed CMO of Nortel in the third quarter of 2004. Richardson quickly defined a strategy for transforming Nortel's brand and image by drawing on his 25-year track record as a transformation leader helping iconic brands including T-Mobile and Apple. Richardson built a global team which brought to market the award-winning "This is the way...this is Nortel" campaign that was launched in November 2004. This powerful rebranding and image campaign was crafted with the goal of polishing the brand and perception of Nortel in the eyes of shareholders, customers, employees, partners and local communities around the world. Richardson has since been credited with putting Nortel's confident future back in the spotlight. In this dynamic presentation, Richardson will candidly share his experiences with re-engineering the Nortel brand, including the obstacles faced, the goals set, some of the investments made, the progress achieved and the success metrics used. His keen insights on rebuilding a legendary brand within the context of the entire marketing mix are important for any executive who faces a highly competitive and challenging market.

Thursday, October 27

4:45 p.m. - 5:30 p.m.

S9. Market Break-In Strategies: New Brands Nudging the Old Guard

Telecommunications, among many other technology categories, is experiencing significant disruption and disorder. Rapidly evolving broadband, wireless and IP-based technologies, widespread industry consolidation, a changing regulatory climate, as well as new spending priorities and economic realities are challenging incumbent cable and telco providers. The upheaval is opening up opportunities for aggressive category upstarts to grab market share and gain access to valued consumer and small business customers at unprecedented rates. Vonage is one company that is aggressively shaping and defining its leadership position in the evolving Voice over Internet Protocol (VoIP) sector. Since entering the market three years ago, Vonage has distanced itself from other VoIP service providers by delivering a commercial-grade broadband VoIP with new levels of service quality, choice and value. While initially having to overcome the tarnished image and peculiarities of early VoIP offerings, Vonage embarked on an interlinked direct response/branding campaign to gain trust and recognition, while also driving subscriptions among home and small business users. The company now has more than one million customers and a formidable share of the nascent VoIP market. With broadband telephony projected to be in 12.1 million households by 2009 (Jupiter) from just one percent today, Vonage is investing heavily in growing its brand and market presence. Dean Harris, CMO of Vonage, will provide an engaging view of what it takes to break into a tightly controlled and regulated market, leverage market disenchantment with edgy integrated marketing, and overcome issues associated with past VoIP user experiences. With the need to both co-exist and compete with incumbents, Vonage has multiple branding, demand generation and lobbying requirements. Find out how Vonage is exploiting the power and efficiency of digital media channels to target and reach early converts, communicate a powerful value proposition, and cost-effectively acquire and close customers. You'll also see arresting and catchy advertising creative that clearly illustrates a feisty attitude and resonance with the anti-establishment market.

Friday, October 28

Morning Sessions

8:00 a.m. - 8:30 a.m.**S10. Digital Marketing Calisthenics: Online Trends You Should Track**

As prospects and customers spend an increasing amount of time online – reading about industry trends and developments, monitoring the competition, searching for information about products and services, and making purchases – how can companies efficiently and effectively incorporate digital marketing to achieve their multiple business objectives? eMarketer CEO Geoffrey Ramsey will provide unique perspective, insight and plenty of hard numbers to answer your questions about selling online and, just as importantly, how to use the Web as a decision-influencer within a multi-channel environment. B2B marketers will gain deeper understanding about numerous digital marketing techniques, including search, local search, e-mail marketing, contextual advertising, behavioral targeting, blogging, podcasts, Webcasts, and much more.

8:30 a.m. - 9:15 a.m.**S11. Optimizing the Global Brand: The New Game Plan at Dell - Chalk Talk From NFL's Former Marketing Head Coach**

In building a complete global business, companies not only need to carefully scale their marketing organizations' products, programs, resources and technologies to a worldwide audience, they also need to deliver consistent, effective brand messaging across a multitude of geographies and customer segments. Embracing a global mindset can be a daunting task, but few would dispute that Dell, one of the top companies in technology, is up to the challenge. The world's largest maker of computers saw its earnings jump more than 25 percent last year. But as the computer hardware sector matures, Dell is doing what all great companies do—exploring new avenues and taking advantage of new areas for growth. Dell's focus now includes the offering of electronics products like TVs and music players; building out its already burgeoning B2B offerings, and taking these offerings and its brand messaging to markets around the world. In charge of this latter effort is Shawn Dennis, Dell's vice president, Global Branding. Since starting at Dell in January, Dennis—the former CMO at another formidable brand, the National Football League—has focused on documenting global brand perceptions across all Dell business units and customer segments. In her keynote, Dennis will highlight these endeavors, including the growing of Dell's B2C and B2B brands, and at a more tactical level, the scaling of Dell's global marketing communication efforts.

9:15 a.m. - 10:15 a.m.**S12. Enabling Strategic Customer Engagement and Value Selling**

While much of the attention of marketing performance is focused today on new systems and analytics, the enduring challenge of integrating sales and marketing efforts to enable strategic value selling still holds critical relevance for most businesses. Crushing competition requires companies to reach higher into their customer organizations, building advisory relationships with senior managers based on the ability to demonstrate business value. Marketers must influence and shape the selling process, using competitive intelligence, monitoring and market analytics to encourage and empower their sales and channel organizations to engage more strategically with prospects and customers. What are the essential best practices for driving strategic customer engagement and shaping the value selling process? How can marketers develop a trusted relationship with sales and channel organizations in order to gain more visibility and control over real-world positioning and messaging tactics? Session presenter Janice Chaffin is CMO of Symantec and held numerous senior executive and marketing roles at Hewlett Packard. She will share her unique insights from having addressed the challenge of customer engagement from both the B2C and B2B perspectives at two of the world's largest technology companies.

Friday, October 28

10:15 a.m. - 11:15 a.m.

S13. Using Real-Time Marketing Intelligence to Improve Campaign Outcome

Empowered by the vast number of channels and choices at their disposal, consumers have more power to shape the buying process than ever before. With immediate online access to product reviews, comparisons, peer opinions, competitive pricing and purchasing options, the entire buying cycle can play itself out in a matter of minutes. Marketers are also gaining new capabilities, with unprecedented access to data on shopping behavior, product preferences, buying patterns, campaign effectiveness and channel flow. These dramatic changes in the marketing environment are difficult for most marketers to track, much less leverage for a competitive advantage, since every opportunity is matched by a hundred distractions. To find the critical path, marketers must keep a firm grounding in the fundamentals, optimizing the marketing mix for each customer segment. What channels are tuned for reaching which set of consumers? What is the right mix between online and offline marketing? What are the most effective new methods for retaining and maintaining customers? With an estimated 400 million visitors, Internet giant Yahoo! pilots a marketing platform of astounding power and complexity, engaging consumers with a vast array of shopping utilities that deliver as much buyer satisfaction as they do behavioral data. As CMO at Yahoo!, Cammie Dunaway drives all worldwide branding efforts as well as the company's substantial product marketing initiatives. She will discuss her consumer marketing strategies for the next era of Internet growth.

11:15 a.m. - 12:15 p.m.

S14. Pipeline Priming and Visibility from Contact to Closure

No area of marketing has received more attention over the past few years than the lead generation pipeline. As the economy tightened, most companies shelved their lofty strategies and placed their bets on tactical marketing programs designed to fill the sales funnel. Such a universal focus on pipeline performance has led to a flood of new products and services designed to optimize the demand generation process. From lead staging applications to scorecards and pipeline metrics, marketers are faced with an escalating collection of point solutions and pipeline models designed to capture their attention and budget. What are the Critical Success Factors for pipeline optimization? Which Key Performance Indicators really matter? Why do so many CRM and SFA initiatives wind up gathering dust? Todd Forsythe is Vice President of Marketing at Oracle, responsible for developing and planning global marketing initiatives for Oracle Database, Oracle Fusion Middleware and Oracle Applications. He also oversees worldwide brand management, advertising, campaign planning, partner marketing, demand generation, Oracle.com, publishing, customer analytics and creative services.

Speakers



Donovan Neale-May
Executive Director, CMO Council
Managing Partner, GlobalFluency

Donovan Neale-May, 53, heads one of the most prominent independent marketing and communications firms in the U.S. with offices in Silicon Valley and New York. He is also the founder and managing partner of GlobalFluency, the Independent Network of Influence, which consists of more than 100 offices in over 70 countries. Collectively, GlobalFluency members have billings of more than \$60 million and employ 650 professionals servicing scores of clients across the Americas, Europe, Asia-Pacific, Africa and the Middle East.

Neale-May is also the founder and executive director of the Chief Marketing Officer (CMO) Council (www.cmocouncil.org), a global peer network of nearly 2,000 senior marketing and branding executives from international companies with aggregated revenues of more than \$500 billion. Formerly an executive vice president at Ogilvy & Mather, Neale-May currently serves as the executive director of the Business Performance (BPM) Management Forum (www.bpmforum.org), which has more than 2,000 C-level executive members and stakeholders dedicated to advancing financial accountability, operational visibility, corporate governance and regulatory compliance in multi-national companies.

During his 25 years as an international marketing and brand strategist, Neale-May has acted as a consultant for more than 250 leading multi-nationals, new venture startups and emerging growth companies. An expert on integrated multi-level marketing for both consumer and business-to-business markets, Neale-May has designed innovative, award-winning programs for many prominent international brands and companies.



Jan Soderstrom
Chairman of the Advisory Board
CMO Council

Jan Soderstrom most recently was senior vice president of global marketing and brand management for 3Com Corporation. Soderstrom was responsible for overseeing all advertising, promotion, customer relationship marketing, public relations, analyst relations, research and all brand identity programs for 3Com during her tenure there.

Prior to her appointment with 3Com, Soderstrom was the executive vice president of marketing for Visa International, where she was responsible for global brand management including branding strategies, market intelligence, advertising, promotion, web site and partnership marketing. In this position she built a global brand management team with a new partnership group that generated significant ROI for their members. She also created the Visa.com website that has been awarded several honors for design and usability.

Soderstrom also directed a long running, award-winning advertising campaign that produced major image and business gains for Visa USA, brought the Olympic Games sponsorship to Visa, and built a fully integrated marketing program during her tenure.

She previously served in senior marketing and communications positions at The Gap (1983 to 1984), Atari, Hughes Airwest, Levi Strauss, and Sunkist Growers. Soderstrom is currently a member of the board of directors for the Women's Tennis Association and Illuminations.



Carl Pascarella
Former President and CEO
Visa USA

As the president and chief executive officer of Visa USA for 12 years, Carl Pascarella deftly navigated the company through the turbulence of the recession and 9/11, and into much smoother waters. In 2004, sales volume on U.S. Visa-branded cards grew to \$1.045 trillion, a 19.1 percent increase over 2003. More than 458 million Visa cards were issued in the U.S. in 2004, an increase of seven percent from the year before. Pascarella, who recently stepped down from his post, drove this enormous growth by focusing on emerging markets, debit and prepaid card categories, the Visa Signature high-reward/high-value card, and the small business segment.

Before assuming the CEO position in 1993, Pascarella was president of Visa International's Asia-Pacific Region and director of the Asia-Pacific Regional Board for 11 years. Before joining Visa International, Pascarella was vice president, International Division, Crocker National Bank, and vice president, Metropolitan Banking, Bankers Trust Company. He was also head of the California International Banking and Trade Finance organization for Crocker National Bank.

Pascarella received a master's degree in management from the Stanford Sloan Program at the Graduate School of Business at Stanford University, and his undergraduate degree from the University of Buffalo.



Shawn Dennis
Vice President, Global Branding
Dell, Inc.

Shawn Dennis serves as vice president, global branding at Dell. She is responsible for programs that build preference for the Dell brand on a global basis, across all customer and business segments. With global revenues of more than \$49 billion for the past four quarters, Dell employs approximately 55,000 employees on six continents and is the premier diversified information-technology supplier and partner, selling a comprehensive portfolio of products and services.

Prior to joining Dell in January 2005, Dennis served as vice president and group head of marketing for the National Football League (NFL), driving marketing, advertising, CRM, and sponsor promotions for the NFL on a worldwide basis. Dennis spent several years with MasterCard International in a variety of roles, most recently as vice president Global Co-branding. She also spent over seven years in various marketing positions with Universal Studios, with an emphasis on corporate alliance building and partner promotions. Dennis has more than 12 years of additional marketing and brand experience in a number of fields, including consulting, toys and consumer packaged goods.

Dennis received a bachelor's degree in communications from the University of California at Los Angeles.



Lauren Flaherty
Vice President of On Demand Marketing
IBM

Lauren Flaherty has company-wide responsibility for driving On Demand marketing strategy and execution across IBM. Her role involves establishing a broadly accepted market definition of on demand, as well as building awareness of IBM's unique ability to provide businesses with the solutions needed to achieve an On Demand business model.

In her 25 years at IBM, Flaherty has held marketing leadership roles in virtually all of IBM's business units, including Software/Data Management, Global Small and Medium Business, Servers, Global Brand Advertising and IBM Latin America. She has led worldwide teams driving market management and strategy, business development, advertising, direct marketing, event and promotion management, interactive marketing, analyst and press relations, industrial design and branding.

Flaherty is a frequent speaker at events focused on global brand marketing, management and brand building, including those sponsored by the American Marketing Association, Association of National Advertisers and Columbia University.

Lauren holds a B.A. from Syracuse University.



Lisa Arthur
Chief Marketing Officer
Akamai

As Akamai's chief marketing officer, Lisa Arthur is responsible for marketing strategy and operations, including product marketing, partner marketing, corporate and marketing communications programs, and sales training. Arthur brings more than 20 years of marketing experience to Akamai.

Before joining Akamai, Arthur served as vice president, On Demand & Services Marketing at Oracle Corporation. Arthur was responsible for global marketing of Oracle's fastest growing business, Oracle On Demand, as well as support, consulting, and education services, representing more than \$6 billion in revenue. She also served as vice president, Global CRM Product Marketing at Oracle, and was responsible for developing and orchestrating product marketing strategies for Oracle's CRM business.

Prior to her role at Oracle, Arthur was vice president of marketing at Exact Software (formerly Macola Software), a provider of e-business software for small to midsize companies. Arthur has also held diverse marketing roles for companies in various industries, in addition to serving on the board of directors for Aqua Tech Environmental Labs.

Arthur holds a bachelor's degree from Ohio State University.



Christine Heckart
General Manager, Marketing
Microsoft TV

Christine Heckart, who assumed her current position with Microsoft TV in July 2005, is responsible for worldwide marketing and partner business development activities for the Microsoft TV division. In her role, she manages the teams responsible for market and competitive research and analysis, strategic and business planning, product management and planning, marketing communications, and customer and partner co-marketing activities. Heckart also significantly contributes to the overall vision, strategy and execution of the business, overseeing the success of the Microsoft TV products with network operators, content owners, application developers, hardware manufacturers and other partners.

Prior to joining Microsoft, Heckart was vice president of marketing for Juniper Networks. In her three years in this role, Heckart worked closely with the executive team to expand and diversify Juniper's market focus and global customer base.

Heckart also served as president of the strategic consulting firm, TeleChoice, Inc., where she worked with leading vendors and service providers worldwide on business and marketing strategy, differentiation and positioning, and new service creation.

Heckart is the author of "The Guide to Frame Relay Networking" and co-author of "ATM for Dummies." An acknowledged industry thought leader, Heckart was named one of Network World's "Top 10 Power Thinkers" and "50 Most Powerful People in the Industry."

She graduated from the University of Colorado at Boulder in 1988 with a degree in economics.



Jocelyne Attal
Chief Marketing Officer
Avaya

Jocelyne Attal is chief marketing officer for Avaya, a leading global provider of business communications software, systems and services. Attal leads the company's corporate marketing and communications, including strategy, product and services, and channel enablement. She is responsible for building a leading global brand and helping customers understand how the strength of Internet Protocol telephony can improve their competitive advantage.

With more than 20 years of marketing leadership in the technology industry, Attal has a proven track record of growing revenues by delivering customer value. Her career includes leadership positions at IBM, Novell and Gateway. At IBM, she was vice president of marketing for WebSphere® and was the driving force in establishing WebSphere® as a leading brand in the industry. As general manager for Novell across Europe, Middle East and Africa, she had full line responsibility for the region. Most recently, Attal was executive vice president at Gateway, where she led the company's marketing, sales and strategy for business and public sector customers.

Attal has a master's degree in business and administration from the Institut Supérieur de Gestion in Paris. She is a member of the Global Leaders of Tomorrow for the World Economic Forum.



Michael C. Mac Donald
President, Global Accounts & Marketing
Operations
Xerox Corporation

Michael C. Mac Donald is president of the global accounts and marketing operations for Xerox Corporation, Stamford, Conn. He was named to the position in October 2004. He was appointed a corporate senior vice president in July 2000.

Mac Donald is responsible for directing the company's largest global accounts, improving the customer experience, marketing, e-marketing, xerox.com, advertising, marketing public relations, and marketing communications.

Mac Donald joined Xerox in 1977 as a district sales manager and has been promoted to increasingly responsible positions in sales and marketing management. He was senior vice president, marketing, and chief of staff for North American Solutions Group. Most recently he was president of the North American Solutions Group, where he was responsible for all products, services and solutions sold by the Xerox direct sales force in the United States and Canada.

After receiving a bachelor of arts degree in political science from Rutgers University in 1975, Mac Donald attended Iona College's John C. Hagen Graduate School of Business in 1976-77. He completed executive business and management programs at Columbia University and Harvard in 1992 and 1998, respectively.

Mac Donald is on the board of directors of the Rochester Institute of Technology, Medifast, US LEC, the U. S. Chamber of Commerce, the Jimmy V Foundation and the board of overseers of Rutgers University. He is also a board member of the CMO Council North American Advisory Board.



Gary Elliott
Vice President, Brand Marketing
HP

Gary Elliott is responsible for establishing HP as a leading world-wide brand. In this role, he oversees brand development, global advertising, corporate sponsorships, direct and online marketing, messaging architecture and other marketing communications activities for HP. Elliott leads HP's Global Brand Alliances initiative creating long-term strategic partnerships with companies such as Starbucks, Time Warner, DreamWorks, eBay, Disney and Yahoo! among others.

Elliott was instrumental in merging the HP and Compaq brands when the companies joined in May 2002. In the year that followed the merger, the HP brand jumped 18 percent in BusinessWeek/Interbrand's annual ranking of the world's most valuable brands, marking one of the largest year-over-year gains by any company.

He also oversees Operation One Voice, a cross-company initiative to establish a world-class integrated brand for HP. Prior to the merger Elliott was vice president, worldwide integrated marketing communications at Compaq. Before joining Compaq in May 2000, he was president, IBM Services Asia Pacific for Ogilvy Mather, headquartered in Tokyo. Elliott has extensive brand, retail marketing and communications experience in the packaged goods, financial services, tourism and motion picture industries.

Elliott holds a B.A. in psychology from Allegheny College.



Clent Richardson
Chief Marketing Officer
Nortel Networks

As chief marketing officer of Nortel Networks, Clent Richardson oversees global brand and marketing strategy including brand management, corporate messaging, advertising, public relations, sponsorships, promotions, agency management, events and online marketing.

Richardson joined Nortel Networks in April, 2004 as vice president, global marketing with the goal of transforming the company's enterprise business to become a marketing-focused organization through solutions marketing and integrated communications strategies. Prior to joining Nortel Networks, he was chief sales and marketing officer for T Mobile UK.

Earlier, Richardson had been vice president, worldwide developer relations and worldwide solutions marketing at Apple Computer and previously there had held the title of Senior Manager of Evangelism managing Apple's global partnerships with Microsoft, Sun, AOL, IBM, among others. Richardson has also served as a consultant to some of the world's top technology and communications companies.

Richardson holds a degree in counseling psychology from Antioch University in Yellow Springs, Ohio. He was also a member of Deutsch Telecom Global Advancement Management Program, he received additional executive education directed by the Harvard Business School and the Stanford Graduate School of Business.



Dean Harris
Chief Marketing Officer
Vonage

As CMO of Vonage, Dean Harris heads all marketing efforts, including customer acquisition, branding and all offline and online communications.

Previously, Harris served as CMO at CarDay.com, a bricks-and-clicks used car exchange, and as senior VP of marketing at HotJobs.com, managing a \$50 million budget. After training on traditional packaged goods (Procter & Gamble and Johnson & Johnson) at two large New York ad agencies, Harris founded and ran a full-service ad agency with clients that included Coca Cola, Citibank, Nestle, Sotheby's and M&M Mars.

He has served as an Adjunct Professor of Marketing at Fairfield University and the University of Bridgeport, and has lectured extensively at both universities and industry groups.

Harris holds a bachelor's degree in sociology and anthropology from Carleton College, a master's in international affairs from the Columbia School of International Affairs and a master's in business administration from Columbia Business School.



Geoff Ramsey
CEO and Co-founder
eMarketer

Geoff Ramsey is CEO and co-founder of New York-based eMarketer, a firm that aggregates and analyzes research statistics and related information covering every aspect of the global Internet, e-business and online marketing. Since 1996, Ramsey has been leading eMarketer in the development of a wide range of information products – including e-business reports and the world’s largest database of Internet statistics – that help business executives from global Fortune 1000 companies make better, more informed decisions about their e-business ventures.

Ramsey is a well-known expert on e-business trends. He is frequently quoted by the business and trade press and has appeared as a commentator on radio and television programs across the country. He is also a dynamic public speaker who keynotes at major industry conferences and presents at corporate events sponsored by IBM, American Express, the U.S. State Department and *The Economist*.

Ramsey spent the first 17 years of his career in advertising, working at agencies that included TBWA, NW Ayer & Partners and Ogilvy & Mather. His strategic marketing and research skills helped drive marketing and advertising successes for multinational firms such as Procter & Gamble, Kraft General Foods, M&M Mars and AT&T.



Janice Chaffin
Chief Marketing Officer
Symantec Corporation

Janice Chaffin, chief marketing officer at Symantec, is responsible for all Symantec worldwide marketing activities. Chaffin brings extensive enterprise solutions and partnering experience to her position.

Prior to joining Symantec, she held a variety of marketing and business management positions during her 21-year career at Hewlett Packard. Most recently, Chaffin served as vice president of HP’s Enterprise Solutions and Marketing Group. Her accomplishments included driving marketing efforts to establish the company as the top-of-mind brand for enterprise customers. Prior to this position, Chaffin acted as vice president and general manager of the HP Solutions Organization, dedicated to providing IT infrastructure and business solutions to service providers and enterprise customers.

Chaffin also served as vice president and general manager of HP’s Business Critical Computing Business Unit, general manager of the company’s High Performance Systems and Enterprise Systems divisions, and executive director of the channels and partners organization within the General Systems Division. Chaffin earned a bachelor’s degree from the University of California, San Diego and a master’s degree in business administration from the University of California, Los Angeles. She also serves on the board of Informatica Corporation.



Cammie Dunaway
Chief Marketing Officer
Yahoo!

Cammie Dunaway joined Yahoo! in June 2003 as chief marketing officer, responsible for leading Yahoo!'s worldwide branding efforts and driving the company's product marketing initiatives. A seasoned executive with nearly 20 years of marketing experience, Dunaway oversees all of Yahoo!'s consumer, enterprise and partnership marketing initiatives, from product planning and positioning to execution of customer acquisition and retention strategies for Yahoo!'s premium and subscription services.

Prior to joining the company, Dunaway spent 13 years at Frito-Lay Company, holding such positions as regional vice president of the Pacific Northwest Division and vice president of national accounts. In her last position at Frito-Lay as vice president of kids and teen brands, she managed volume and profit growth on a \$3.5 billion portfolio, including such prominent brands as Doritos and Cheetos. In this position, Dunaway leveraged the Internet to reach this enigmatic demographic.

Dunaway holds a B.S. in business administration from the University of Richmond and an M.B.A. from Harvard Business School.



Todd Forsythe
Vice President, Marketing
Oracle Corporation

As vice president of marketing at Oracle Corporation, Todd Forsythe is responsible for developing and planning global marketing initiatives for Oracle Database, Oracle Fusion Middleware and Oracle Applications. Forsythe oversees worldwide brand management, advertising, campaign planning, partner marketing, demand generation, Oracle.com, publishing, customer analytics and creative services.

Forsythe has extensive strategic planning and customer relationship management (CRM) experience in high-tech, telecommunications and retail industries. His experience includes customer-centric marketing, advanced analytics, process re engineering and IT development.

Prior to joining Oracle, Forsythe was senior director of global customer relationship management for 3Com, responsible for the company's global customer relationship management. Forsythe was also senior director of customer relationship management and corporate strategy for AltaVista Company, and director of enterprise CRM for Vodafone AirTouch. He has held various senior product development and demand generation positions at The Signature Group and Dell Computer Corporation.

Forsythe has a bachelor's degree in journalism from the University of Missouri and received a scholarship to the Direct Marketing Collegiate Institute of New York. He has received various rewards, such as CRM Best Practices, and has spoken at conferences such as the Direct Marketing Association.

CMO Council Programs

BPM Forum



The Business Performance Management (BPM) Forum™ is dedicated to advancing performance accountability, process improvement, operational visibility and compliance in global organizations. It provides support to thousands of senior executives and practitioners representing enterprises with more than \$500 billion in combined annual revenues.

The BPM Forum's C-level members engage in research, thought leadership and knowledge exchange programs around a variety of strategic issues and challenges. Forum programs have been underwritten by: IBM Business Consulting, Santeon, A.T. Kearney, Avaya, Aztec, Borland, Cognizant, Hyperion, webMethods, among others. Media partners include: BusinessWeek, The Economist, Fortune, Tech Confidential, Chief Executive, TechTarget, Executive Decision, Red Herring, The Deal, eChannelLine, among others. More information is available at www.BPMForum.org.

FAME



The Forum to Advance the Mobile Experience™ (FAME) is a member advocacy group and strategic authority leadership initiative to accelerate marketing programs and research around advancing the wireless user experience. FAME promotes the adoption of wireless applications in the best interests of industry players, bringing together influential senior marketing leaders from top mobile technology companies in the pursuit of innovations and best practices tailored towards the advancement of end user wireless applications.

Current advisory board members of FAME include active mobile companies in the CMO Council such as ARM, Alcatel, Autodesk Location Services, BT, Digicel, GSMA, Good Technologies, Google, Intel, Lucent, Nokia, Nortel, Openwave, palmOne, QUALCOMM, Sybase Corporation, Symbian, T-Mobile, Virgin Mobile, Visto Corporation, Vonage, Yahoo! and many others. www.fameforusers.org

SECO



The Software Economics Council™ (SECO) is an independent organization that serves as a forum for constituents to learn from and contribute to better enterprise software economics, development and performance. SECO's charter is guided by a leadership committee of executives from companies such as Adobe Systems, Aztec Software, Azul Systems, BEA Systems, Borland Software, BroadVision, Cognizant, Deloitte, Dendrite International, EDS, IBM, Informatica, Leverage Software, Mercury, Novell, Oracle, Salesforce.com, Santeon, SAP, Siebel Systems and Sybase. www.bpmforum.org/seco

Introduction

The Chief Marketing Officer (CMO) Council™ is dedicated to high-level knowledge exchange, thought leadership and personal relationship building among senior marketing and brand decision-makers.

To cultivate a broad exchange of marketing knowledge, the CMO Council hosts an ongoing series of thought leadership programs covering critical topics for today's marketing executives. We foster these programs to educate and facilitate dialogue among not only our members but the entire marketing community.

We invite your participation in these compelling programs as an underwriter or sponsor, as a valued member of a program task force, or as a participant in one of our surveys. For more information on CMO Council programs, visit the Programs section of our Web site at www.cmocouncil.org.

Renovate to Innovate: Building Performance-Driven Marketing Organizations

Conducted in partnership with underwriter MarketBridge and media partners BtoB, Sales & Marketing Management and The Economist, "Renovate to Innovate™" examines current levels of satisfaction with marketing resources and assets, and explores operational structures, processes, solutions and channels needed to better influence and impact business outcomes.

"Renovate to Innovate" is well underway with a quantitative survey currently in the field. A comprehensive survey report is due in late fall, but results will be previewed here at the CMO Council Summit.

Define & Align the CMO

The CMO Council and researchers at Northwestern University's Kellogg School of Management have undertaken a major effort to define the emerging role of the Chief Marketing Officer in North American corporations.

"Define & Align the Chief Marketing Officer" is a 360-degree fact-finding effort designed to empower CMOs by better defining the role, responsibilities and authority of the top marketing officer in today's technology and telecommunications corporations. The study, already nearing completion, is gathering qualitative and quantitative insights from name brand CMOs and CEOs.

Grow Who You Know

Building on the insights generated from the "Staging and Gauging" report on event marketing released earlier this year, the CMO Council, along with underwriter Leverage Software, launched "Grow Who You Know™" to explore the growing business investment in relationship marketing, and to discover which technologies and methods are delivering value in the form of market access, insight and influence. The program's first research study, which focuses on the role of technology in improving relationship ROI at events, surveyed top industry event managers and producers. A full survey report and Webinar will be released in early November.

For more information on CMO Council programs and available reports, please visit www.cmocouncil.org.

Syndicate to Educate

According to eMarketer, 70 percent of U.S. B2B buyers turn to the Web first when researching technology solutions. As a result, thousands of technology vendors, integrators and consultants have become valued producers of thought leadership content aimed at helping millions of technology buyers better understand, compare, evaluate, specify and consider complex technology purchases.

The CMO Council, along with underwriter KnowledgeStorm, launched “Syndicate to Educate™” to explore how this downloadable free content influences and shapes buyer opinions and behavior. “Define What’s Valued Online,” a survey of IT researchers, has just been fielded and a comprehensive survey report is available on the CMO Council website. An accompanying webcast is due later this fall.

Remote Revolution

Dependence on remote connectivity and reliable, secure access to enterprise data is essential for business continuity and competitive advantage. Today’s digital workforce is increasingly distributed, broadband-driven, Internet-centric and critically reliant on the integrity and availability of software applications, computer systems, Web services, and round-the-clock technical support and troubleshooting.

“Remote Revolution,” underwritten by Avaya and fielded by the BPM Forum in association with the Forum to Advance the Mobile Experience (FAME), studies current trends and challenges in mobile workforce support. A survey report and Webinar are scheduled for release in early December.

Market Vigilance, Product Diligence

Gaining greater visibility into the variables that impact product pricing, availability, profitability, and time-to-market has become a strategic imperative for product marketing and management executives. How well companies plan, predict, project, track and react on a product level can greatly impact business performance outcomes.

These and other issues will be explored in a new initiative, “Market Vigilance, Product Diligence,” underwritten by Vistaar with partners CMP and the New York chapter of the American Marketing Association. The program will deliver valuable views and perspectives, as well as detailed best practice methodologies for optimizing product marketing performance.

For more information on CMO Council programs and available reports, please visit www.cmocouncil.org.

Crunch Time: The Global Competitiveness Audit

The CMO Council and the BPM Forum, in association with A.T. Kearney, sought greater insights about the growing demand for competitiveness in the high-tech and telecommunications industry in the era of greater global business rivalry. This report defines the new rules for successful competition in today's fast-changing marketplace, including insights into how companies anticipate, meet, pre-empt and adapt to market challenges.

Message Maps and Gaps (MMG)

In 2004, a world-class CMO Advisory Committee of 20 CMOs studied the impact of marketing messaging on sales effectiveness. The goal of the MMG program was to define and establish best practices for creating, delivering and managing "sales-ready and customer-relevant" marketing messaging that conforms to the way sales people sell, and reflects the conversations they are having with customers.

Improve the Return on Resource Burn

Improve the Return on Resource Burn studied business performance in one of the most critical areas of endeavor for the modern commercial enterprise, business demand acquisition. As this study shows, business demand acquisition is a mission-critical process in which companies invest heavily, but generally are dissatisfied with the results. Put positively, it is a business process ripe for performance improvement.

Staging & Gauging: Do Events Pay Off?

This 2004 survey measured the challenges to optimize and measure the value of "experiential marketing" programs and investments. The CMO Council, in cooperation with the Computer Event Marketing Association, explored how events are perceived, managed and valued in the marketing mix. This study uncovers many of the challenges, trends and opportunities for companies making a substantial investment in meetings and events.

Digital Directions: How Technology is Touching and Transforming Promotions

The CMO Council, in cooperation with the Promotion Marketing Association (PMA) and PROMO magazine, sought views from promotional marketing professionals on where and how technology is impacting and influencing promotional strategies, activities, processes, functions and outcomes.

Compete or Be Beat: Offshoring to Advantage

"Compete or Be Beat" was a BPM Forum survey of leading systems integrators, ISVs, VARs, and consultants on issues relating to the critical issue of offshore outsourcing of software and services. The goal was to better understand cross-border activities and how they are shaping the global software industry.

For more information on CMO Council programs and available reports, please visit www.cmocouncil.org.

Sponsors & Exhibitors

Program Producers

GlobalFluency



GlobalFluency is a tightly integrated alliance of “like-minded” independent technology marketing and public relations firms delivering strategic cross-border communications services in the Americas, Europe, Asia-Pacific, Africa and the Middle East. Spearheaded by Silicon Valley-based Neale-May & Partners, GlobalFluency consists of 41 agencies employing over 650 professionals in 72 countries. Together, these firms represent more than \$60 million in billings from scores of clients across all information technology, communications, systems integration and Internet service sectors. www.globalfluency.com

Neale-May & Partners



Neale-May & Partners is a leading strategic marketing and communications firm focused on shaping perceptions in the global technology market. The firm helps technology-driven clients create brand equity and market value through inventive go-to-market programs and public relations campaigns. Neale-May & Partners represents clients ranging from startups to Fortune 500 companies from its Silicon Valley and New York City offices. Neale-May & Partners has been ranked as one of Silicon Valley’s top three independent technology PR firms and ranked in the top 20 percent of all PR firms nationwide. www.nealemay.com

Headline Sponsors

Akamai



Akamai® is the leading global service provider for accelerating content and business processes online. More than 1,300 organizations have formed trusted relationships with Akamai, improving their revenue and reducing costs by maximizing the performance of their online businesses. Leveraging the Akamai EdgePlatform, these organizations gain business advantage today, and have the foundation for the emerging Web solutions of tomorrow. Akamai is “The Trusted Choice for Online Business.” www.akamai.com

Biz360



Biz360’s market intelligence solutions provide real-time insight to Global 2000 and government decision makers, so they can take action to shape the market and improve their competitive position. Their flagship offering, Market360, continuously analyzes global news and information aggregated across print, broadcast and online sources, including blogs and stock message boards, to deliver real-time intelligence. Industry leaders use Market360 to evaluate market sentiment, respond to competitive threats, monitor trends and issues, and measure marketing performance. Biz360 is a privately held company located in San Mateo, Calif. www.biz360.com

Symantec



Symantec is the world leader in providing solutions to help individuals and enterprises assure the security, availability, and integrity of their information. Headquartered in Cupertino, Calif., Symantec has operations in more than 40 countries. www.symantec.com

Corporate Underwriters

CMP Media



A subsidiary of U.K.-based United Business Media (formerly United News & Media), CMP Media is one of the world's top technology publishers. Its stable of offerings includes controlled-circulation magazines distributed free ("CRN") and subscription-based ("InformationWeek"). The company is active online through its CMP Web sites, which offer Web versions of its print publications, and portals such as ChannelWeb (for computer resellers and VARs) and TechWeb (technology news). CMP also offers hardware and software testing services, events and forums hosting, custom research and consulting, mailing list services and custom publishing. www.cmp.com

The Economist



The Economist is a weekly independent global news and business publication offering concise reporting, analysis and opinion on world politics, business, finance, technology and the arts. Founded in 1843, *The Economist* is one of the world's most influential publications, with a global circulation of over one million copies in more than 180 countries, concentrated in North America, Europe and Asia/Pacific. www.economist.com

Hospitality Sponsors

RedEnvelope



At RedEnvelope, gift giving is our passion. We believe finding and giving a spectacular gift is one of life's pleasures. With this in mind, we've developed a collection of unique gifts and services designed to make gift giving a rewarding experience. Whether it's a gesture of everyday appreciation, a business gift for a discerning client or the recognition of a special celebration, our goal is to make it easy to be a great gift giver. www.redenvelope.com

SicolaMartin



SicolaMartin is one of the top technology advertising and marketing firms in the United States. Based in Austin, Texas, the agency forges technology literacy, marketing depth and creative finesse to elevate client brands and increase go-to-market effectiveness. SicolaMartin works closely with its client partners to combine marketing, design, advertising, media, direct marketing, e-marketing and interactive disciplines into fully integrated campaigns. As a wholly owned subsidiary of Young & Rubicam Brands, SicolaMartin has over 20 years of technology-focused experience serving clients from start-ups to global brands such as AMD, BMC Software, JBoss, Quark, Seagate, Sybase and Trilogy. www.sicolamartin.com

Tech Confidential



Innovation, Strategy, Capital

A bimonthly supplement to *The Deal*, plus a daily news Web site, blog and e-newsletter, *Tech Confidential* serves senior corporate executives and the venture capital and entrepreneurial community that fuels emerging technologies. *Tech Confidential* brings unique perspective to these business leaders by exploring the complexities of technology's impact on business and financial strategies. www.techconfidential.com

USA TODAY



USA TODAY is the nation's top-selling newspaper. It is published via satellite at 36 locations in the U.S. and at four sites abroad, with a total average daily circulation of 2.3 million. USA TODAY is available worldwide. USA TODAY is published by Gannett Co. Inc. (NYSE: GCI). www.usatoday.com

WebTrends



Thousands of web-smart organizations worldwide, including more than half of the Fortune and Global 500, rely on WebTrends to improve their web site conversions and optimize their marketing performance for maximum return on investment. As the worldwide market leader for web analytics, WebTrends has become the trusted standard not only for award-winning technology, but also for a full range of consulting services and unmatched industry expertise. By delivering accurate and actionable metrics through both on-demand and software options, WebTrends ensures that its customers are positioned for both immediate and long-term success with a solution that can adapt to ever-changing business and technical requirements. www.webtrends.com

Collaborative Technology Sponsors

Alliance Tech



Alliance Tech is a leading provider of hosted Event Data Management (EDM) solutions that deliver process automation, data capture, data aggregation and reporting to the meetings, conference and events industry. Alliance Tech's software solutions provide organizations marketing performance measurements (MPM) to electronically measure overall event effectiveness, understand attendee behavior and deliver more qualified electronic leads before, during and after an event. Customers include IBM, SAS Institute, Dell, Cisco, Friedman, Billings & Ramsey (FBR) and Redken. Alliance Tech is a privately held company located in Austin, Texas. www.alliancetech.com

Alliant Event Services



Alliant Event Services is a full-service nationwide audio-visual provider for a wide array of events and industries. Alliant provides quality, professionalism and experience in the field of audio-visual rental and production. Since 1984, Alliant has provided small- and large-scale event planning, management and design. For more information visit www.alliantevents.com

Cornerstone



Cornerstone is a state-of-the-art, full-service audio visual company that is an industry leader in event technology and production. Cornerstone consistently offers superior service, accompanied by highly trained technicians and cutting-edge audio visual equipment. Cornerstone also employs a full-time staff of audio, video, lighting, graphics and engineering professionals. The company owns and operates a complete transportation department to ensure that event technologies are delivered on time and in pristine condition. www.cornerstoneav.com

Leverage Software



Leverage Software is the innovator and architect of Active Relationship Networks (ARN), hosted applications that empower performance-driven marketers to cultivate and catalyze their customer constituencies to accelerate sales cycles, maximize loyalty and grow key accounts. Companies from start-ups to the Global 2000 use Leverage applications powered by Relationship Intelligence™ to dramatically improve marketing and sales effectiveness by combining strategic analysis with tactical information to gain new levels of intimacy, visibility and control within their customer, prospect and referral networks. www.leveragesoftware.com

Miner Productions



Miner Productions has 30 years of combined expertise in creating and executing unforgettable events and communication tools for their clients -- whether next door or around the globe. Miner Productions offers creative solutions using staging, media, entertainment and graphic arts to solve corporate communication challenges. Their expertise extends out onto the stage, including sales and marketing meetings to product launches, down the highway with user conferences and road shows, and across the tradeshow floor to anywhere and everywhere clients want to reach their audience. When it comes to communications - Miner Productions delivers Major Results. www.minerpro.com

Royal Impressions



Royal Impressions provides personalized and customized marketing services to industry leading companies that rely on its knowledge and expertise to create and deliver high-ROI marketing campaigns across print, email and the Web. Royal Impressions supports clients from initial concept and strategic development through program execution and measurement, with services including data-driven marketing programs; one-to-one Customer Relationship Marketing; Web-to-Customized print solutions; advanced digital printing; and creative development. www.royalimpressions.com

US Exhibits



US Exhibits has continued to lead the tradeshow industry in the Silicon Valley and San Francisco for over a decade. Today, US Exhibits offers its own lines of award winning products for trade shows, retail and graphics. www.usexhibits.com

Media Partners

BtoB



BtoB magazine is the only publication dedicated to all disciplines of business-to-business marketing. Incorporating traditional channels with new techniques, *BtoB* covers online and offline advertising, campaign management, CRM, search, direct marketing, and more. This approach helps more than 100,000 senior-level marketers design a winning integrated marketing strategy for their companies. With 86% of subscribers responsible for developing a sound strategy, this is information and analysis they need to do their jobs better. www.btobonline.com

eChannelLine



eChannelLine Daily News is North America's most well read IT channel eNewsletter. Published by Integrated mar.com, eChannelLine delivers current news, in a user-friendly format, that allows readers to get all the channel news they need in less than 2 minutes. The most dominant player in the industry, the eChannelLine eNewsletter reaches approximately 166,000 IT channel members every day with over 2,000,000 page views per month. eChannelLine is the most effective and timely way for vendors to reach the channel. Associated vehicles from Integrated mar.com include: Channel Advisor – an International channel advocacy eNewsletter targeting marketing and channel sales people within IT vendors; eFocused Reports; Interactive ePostCards and HTML vendor promotions and updates. www.integratedmar.com

eMarketer



eMarketer is the leading provider of objective e-business data and analysis to hundreds of clients around the world. The company's products cover research and analysis from more than 1,700 firms, government agencies and academic institutions, making it "The First Place to Look" for e-business data. The eStat database allows subscribers to download content in a variety of formats. eMarketer analysts provide insightful looks at that data along with their own projections in regular reports covering e-commerce, online advertising, IT, wireless and broadband. www.emarketer.com.

Aprimo



Aprimo, Incorporated is the leading provider of software and services that enable marketers to manage the business of marketing—achieving excellence in execution, gaining managerial visibility and control across the extended marketing organization and creating more demand for products and services. Aprimo delivers value to many industry-leading companies, including Bank of America, Honda, Dell, National Australia Bank, Merrill Lynch and Pfizer. Aprimo has its worldwide headquarters in Indianapolis, and has offices throughout North America and in London. www.aprimo.com

Cymfony



Cymfony provides award-winning market research, media measurement and business intelligence solutions that are used to measure, analyze and manage global brands. Cymfony offers customizable dashboards that analyze traditional media as well as blogs and online discussions, providing automated market intelligence, message analysis, visibility metrics and competitive comparisons across thousands of media sources. Cymfony's solution provides marketing professionals with insights regarding consumer behavior, competitors and market trends enabling companies to adjust corporate strategy and marketing campaigns, accelerate response to product problems and identify strategic market opportunities. www.cymfony.com

Eloqua



Founded in 1999, Eloqua provides the leading integrated demand-generation platform for marketers who must produce a continuous flow of quality leads for a professional sales force. Eloqua accelerates the enterprise sales cycle, turning customer acquisition into a measurable and repeatable process. With market-leading technology backed with expert professional services, Eloqua automates best practices in demand generation for its customers internationally. Eloqua Corporation is headquartered in Toronto with offices in Marlborough, Mass., San Francisco and Austin, Texas. www.eloqua.com

Factiva



Factiva, a Dow Jones & Reuters Company, provides essential business news and information together with the content delivery tools and services that enable professionals to make better decisions faster. Factiva's unrivalled collection of more than 9,000 authoritative sources includes the exclusive combination of The Wall Street Journal, the Financial Times, Dow Jones and Reuters newswires and the Associated Press, as well as Reuters Fundamentals, D&B, and Bureau van Dijk company profiles. Factiva's innovative, XML-based and Web services-enabled technology platform provides access to this rich content collection via Factiva's role-specific products or through customized enterprise, group or personal solutions. Executives, information professionals, marketers, salespeople, and other professionals can easily monitor and understand the latest news, market trends and business challenges relevant to them—directly from the Microsoft Office and job-specific applications they use every day. www.factiva.com

Global Strategies / SEMDirector



Global Strategies International (GSI) and SEMDirector have joined forces to offer a complete portfolio of enterprise search marketing solutions and services. Global Strategies is a leading provider of search marketing consultancy services specializing in search engine optimization, brand preservation and training for global enterprise companies. SEMDirector provides global B2B enterprises with full service Search Engine Marketing (SEM) solutions specializing in paid search for campaign management and channel marketing. Together, Global Strategies and SEMDirector provide the visibility, control and analytics required to manage organic search optimization and paid search advertising across multiple product lines, Web properties, business units, geographies, channels and languages. www.semdirector.com/semdirector/globalstrategies.asp

KnowledgeStorm



Founded in 1998, KnowledgeStorm is the Internet's top-ranked technology content and search site. With the largest online index of IT solutions, KnowledgeStorm offers technology buyers a free, easy and comprehensive means to match business requirements to a "short list" of technology providers and to stay current on technology topics and trends. This information is available through the KnowledgeStorm Network, which includes www.knowledgestorm.com, specialty search sites and syndication partners. Technology vendors use KnowledgeStorm's efficient, effective lead generation services to fill sales pipelines with motivated and educated buyers. www.knowledgestorm.com

MediaHound



MediaHound Development, Inc. analyzes and syndicates competitive marketing and communications intelligence for business-to-business marketers. MediaHound's Web-based service helps marketing executives plan campaigns, set quantifiable objectives, measure agency and department performance, and communicate results to C-level executives. The company provides information on an annual subscription basis, with specific modules available for detailed review and planning, including PublicityMetrics™, AdvertiserMetrics™ and TradeShowMetrics™. www.mediahound.biz

NetLine



NetLine Corporation is a premier provider of lead-generation and online marketing services for advertisers, marketers, and publishers, specializing in delivering high-quality leads and maximizing the results of customer interactions. NetLine goes beyond conventional online advertising and e-mail. Through NetLine's Lead Source, Sub Source, Email Marketing Services, and Enterprise Marketing Management Solutions, NetLine enables highly effective marketing programs throughout the customer acquisition and relationship lifecycle. www.netline.com

OnRequest Images



With its Custom Stock™ photography services, OnRequest Images creates original photography using its global network of 1,600 world-class photographers, enabling corporations and creative agencies to have fresh images shot to their specifications at rights-managed stock prices, in just two to three days. OnRequest Images' Custom Stock™ Libraries give corporations the ability to build their brand(s) with an original collection of fresh, brand-aligned imagery to support all of their marketing needs, for one flat fee for two years' unlimited use. OnRequest Images makes its complete production capability available to customers through its Custom Assignment™ Services, providing a more efficient, end-to-end commissioned photography solution. OnRequest Images is headquartered in Seattle with offices in New York, Chicago, Los Angeles, San Francisco and Denver. www.onrequestimages.com

Plantronics



Plantronics offers mobile headsets to address the cordless and mobile phone market, next-generation computer audio headset products for computer applications and corded and cordless headsets and systems for the office, small office/home office and contact centers. Plantronics is a publicly held company (NYSE: PLT) headquartered in Santa Cruz, California with offices in 19 countries, including major facilities in Mexico, Tennessee, England and The Netherlands. Plantronics products are sold and supported through a worldwide network of authorized Plantronics partners, and are available through retail and consumer electronics stores. www.plantronics.com

Unica



Unica Corporation is a leading global provider of enterprise marketing management (EMM) software designed to help businesses increase their revenues and improve the efficiency and measurability of their marketing operations. Unica focuses exclusively on the needs of marketing organizations, and Unica's Affinium software addresses the principal functions of EMM—including marketing and customer analytics, demand generation and marketing resource management. Approximately 300 companies in a wide range of industries use Affinium to manage the complexities and processes of marketing and facilitate the operations of a customer-centric business. Unica is headquartered in Waltham, Mass., with offices across the United States, as well as in the United Kingdom, France and Singapore. www.unica.com

Vistaar



Vistaar provides next-generation software solutions for product marketing, product management and sales organizations. Only Vistaar combines sophisticated analytics with collaborative planning technology to optimize pricing, promotions and product portfolios. The integrated sales and marketing planning solution also improves consistency and coordination across sales and marketing teams. Vistaar clients gain competitive advantage with faster, more effective response to competitor actions, market dynamics and customer needs. The Vistaar team has proven success in applying leading-edge technology to complex business problems. www.vistaar.com