



Publications

[25 Truths about Customer Experience](#)

19 April, 2016 | Conference KeyNotes

Both consumer-facing and B2B companies can offer stellar customer service by being the best place to work, creating exceptional experiences, and having a customer-first culture.

[Staying Ahead of Change and Preparing for 2020: Insights from the 2015 Corporate Brand and Reputation Conference](#)

10 November, 2015 | Conference KeyNotes

One of the best ways to build your brand is by getting the marketing, customer service, and sales teams to work together to provide the best customer experience possible.

[Using Analytics and Culture to Deliver Journeys That Customers Crave: Insights from The 2015 Customer Experience Conference](#)

04 August, 2015 | Conference KeyNotes

Companies that are known for top-notch customer service have cultures that base everything the company does around pleasing the customer.

[Integrating Sustainability into Your Core Businesses—A Road Map](#)

04 May, 2015 | Research Report

This report identifies work processes, tools, and experiences that can help practitioners build or strengthen sustainability programs in their companies.

[Joining the Conversation](#)

01 May, 2015 | Executive Action Report

Companies are looking to social media not only to get insights on the future of the consumer, but to advance their brands online by building relationships with social media users.

[Creating the Right Voice and Content for Social Media](#)

18 December, 2014 | Executive Action Report

Companies must craft the right brand voice and content to get a bigger impact from their social branding efforts. Firms are expanding their view of their customers for more opportunities to engage with them.

[Streamlining Product Safety and Regulatory Information along the Value Chain](#)

21 October, 2014 | Council Perspectives

The lack of consistent approaches for sharing product stewardship information in today's complex global economy creates significant business risks that are often invisible to leadership.

[Proxy Voting Analytics \(2010-2014\): Executive Summary](#)

17 September, 2014 | Executive Summary

There's been a fundamental shift in the type of resolutions shareholders submit, and activists are increasingly using social media to agitate for change outside of the AGM, 2014 data show.

[On the Record with Charles Allen](#)

08 September, 2014 | Executive Action Report

"Retaining people in the profession is definitely our biggest issue," notes Charles Allen, CEO of accounting/consulting firm Crowe Horwath LLP. He tells us how his firm approaches this key human capital challenge.

[Creating Personal Emotional Connections with Employees and Customers: Insights from The 2014 Extending Your Brand to Employees Conference](#)

01 August, 2014 | Conference KeyNotes

Defining and living your company's larger purpose so that employees engage emotionally ensures that they, as ambassadors, best represent your company brand to customers.

[Proxy Voting Fact Sheet \(July 2014\)](#)

25 July, 2014 | Proxy Voting Fact Sheet

An analysis of annual shareholder meetings at Russell 3000 companies shows shareholder proposals on the disclosure of corporate political contributions doubled since 2009, signaling continued concern about a lack of transparency.

[The Growing Value of Brands and Their Contribution to Worldwide Economic Growth](#)

23 July, 2014 | Executive Action Report

The contribution of brands is comparable to that of R&D in most advanced economies. Moreover, the wealthier a country grows, the more its companies spend on getting out their brand message.

[Proxy Voting Fact Sheet \(May 2014\)](#)

29 May, 2014 | Proxy Voting Fact Sheet

Efforts to improve communication with investors following say-on-pay appear to have paid off. The volume of shareholder proposals declined significantly for meetings held during the first four months of 2014.

[How Industry Leaders Get Customers to Fall in Love with Their Experience: Insights from The 2014 Customer Experience Conference](#)

09 May, 2014 | Conference KeyNotes

The keys to wowing your customers include having happy employees, putting customers first, and providing a personalized, interactive experience.

[Surprise! Chinese Consumers Are Not Americans: Savio Chan takes a close look at buying behaviors in the Far East](#)

28 April, 2014 | The Conference Board Review

In a Q&A, Savio Chan of US China Partners shares his insights on how American businesses can better connect with Chinese consumers.

[Beyond Buzz: Mining the Future of PR](#)

28 April, 2014 | The Conference Board Review

Too much of public relations is based on gut feelings or past practice. The challenge is to use data—not on the back end of a program in counting clips or measuring outcomes but, rather, on the front end in the development of strategies.

[Proxy Voting Fact Sheet \(March 2014\)](#)

28 March, 2014 | Proxy Voting Fact Sheet

For meetings held in January and February 2014, shareholder proposal volume declined compared with same period last year, possibly a sign that investor engagement continues to be fruitful for companies.

[Strategies That Transform the Organization: Insights from The 2013 Senior Corporate Communication Management Conference](#)

14 March, 2014 | Conference KeyNotes

Today's corporate communications departments are the equivalent of an internal media company that helps roll out new strategies, enhance customer experience, and increase employee engagement.

[Sustainability Matters 2014: How Sustainability Can Enhance Corporate Reputation](#)

22 January, 2014 | Research Report

Brand recognition and reputation are among the most valuable intangible assets of any company. In turn, sustainability initiatives have the potential to significantly impact corporate brand and reputation.

[Board Accountability in the Current Governance Landscape](#)

09 December, 2013 | Director Notes

Institutional investors are looking more deeply into boardroom activities and are more willing to target individual directors deemed responsible for policy failures or poor performance.

[Brands as Productive Assets: Concepts, Measurement, and Global Trends](#)

15 November, 2013 | Economics Program Working Paper Series

by Carol A. Corrado and Janet X. Hao

This paper finds that conventional measures misrepresent brand spending trends in the United States because those metrics do not take into account increased spending on social media and strategic marketing.

[The Link Between Brand Value and Sustainability](#)

28 October, 2013 | Director Notes

Across a range of industries, regions, and enterprise values, there is a correlation between a company's sustainability performance and the strength of its brand for consumers.

[Why Your Customers Don't Want to Talk to You](#)

16 October, 2013 | The Conference Board Review

Many customers prefer doing business online, so why do companies insist on making them pick up the phone to complete their transaction or answer their question?

[Marketing Without Marketing: Consumers are harder than ever to reach, but don't make it obvious that you're trying harder than ever to reach them.](#)

16 October, 2013 | The Conference Board Review

Brand journalism is one way smart marketers rise above the clutter of internet advertising. As a marketer, the key is to figure out where people's interests and your competencies overlap.

[Proxy Voting Analytics \(2009–2013\)](#)

11 October, 2013 | Research Report

Proposals submitted by shareholders increased for the second year in a row, while management was less successful at excluding investor demands from the voting ballot.

[Global Trends in Board-Shareholder Engagement](#)

07 October, 2013 | Director Notes

Notwithstanding the potential benefits of engaging shareholders, board directors hesitate to do it—sometimes, rightly so. Real-world examples serve as guidance for those trying to develop an effective engagement program.

[Social Issues in the 2013 Proxy Season](#)

23 September, 2013 | Director Notes

More than half of the shareholder proposals on social issues submitted at Russell 3000 companies that held meetings during the first half of 2013 went to a vote.

[China Center Chart of the Week: Falling home production is an opportunity for services sector development \(part 1 of 2\)](#)

11 September, 2013 | China Center Publications

Chinese households are spending fewer hours per week on childcare and other kinds of housework including grocery shopping, cooking, and doing laundry, which is releasing demand for services.

[China Center Chart of the Week: Home production trends highlight opportunity to boost household consumption of services \(part 2 of 2\)](#)

11 September, 2013 | China Center Publications

Except for house cleaning, Chinese households spend more time than their American counterparts on household production, and the viability of service sector market substitutions for this work has increased.

[Disclosure Lessons from the 2013 Proxy Season](#)

27 August, 2013 | Director Notes

Based on a sampling of proxy statements from the first half of 2013, it appears that an increasing number of companies are providing shareholders with additional or enhanced disclosures.

[The 2013 Extending Your Brand to Employees Conference KeyNotes Report](#)

13 August, 2013 | Conference KeyNotes

Your brand is only as strong as your employees, so build an emotional connection to the brand that allows them to live your purpose and exhibit brand-specific behavior.

[The Social Business Benchmark Study: 2013 Preliminary Findings](#)

31 July, 2013 | Research Report

The Social Business Benchmark examines what companies are doing with their social business activities to benchmark organizations' readiness for social business and to provide future guideposts.

[Proxy Voting Fact Sheet \(July 2013\)](#)

26 July, 2013 | Proxy Voting Fact Sheet

Both the volume of shareholder proposals submitted and the rate of withdrawals increased among Russell 3000 and S&P 500 companies that held meetings during the first half of 2013.

[Beyond Buzz: Thinking About Feelings](#)

15 July, 2013 | The Conference Board Review

Columnist Dick Martin argues that corporate scandals have less to do with the stuff of logical argument than with the mysteries of intuition and emotion.

[China CEO Council Insights: Reality Check -- MNC Prospects for the Next Wave of Reform](#)

13 June, 2013 | China Center Publications

A summary of discussion points, learnings, business issues, and member insights from the June 13, 2013, China CEO Council, convened by the Conference Board's China Center

[Managing Contractors and Ensuring Safety in Emerging Markets](#)

30 May, 2013 | Council Perspectives

Although emerging markets beckon with new business opportunities, they also present major health and safety challenges that foreign investors need to clearly understand.

[Proxy Voting Fact Sheet \(May 2013\)](#)

29 May, 2013 | Proxy Voting Fact Sheet

Management was successful in omitting nearly one-quarter of shareholder proposals submitted at companies that held meetings during the January—April period. Nearly two-thirds of filed proposals went to a vote.

[Corporate Image and Branding Conference KeyNotes Report](#)

13 May, 2013 | Conference KeyNotes

Companies that can distill the complexity of their business into a simple and compelling message can win the enthusiasm of employees and the market.

[The 2013 Customer Experience Leadership Conference KeyNotes Report](#)

30 April, 2013 | Conference KeyNotes

Social media may have changed the retail experience, but digital technology has given companies tools for coping with and capitalizing on that change.

[On the Record with Dr. Loren Skeist](#)

02 April, 2013 | Executive Action Report

The president of Spellman Electronics shares his views on *The Conference Board CEO Challenge*® of 2013 including the challenges CEOs ranked highest: innovation, operational excellence, and government regulation.

[Proxy Voting Fact Sheet \(March 2013\)](#)

26 March, 2013 | Proxy Voting Fact Sheet

At the start of the 2013 proxy season, proposals to declassify the board were the most frequently voted proposal topic and had the highest level of shareholder support.

[The 2012 Senior Corporate Communication Management Conference KeyNotes Report](#)

11 February, 2013 | Conference KeyNotes

Since the communication department is integral to driving business, communications professionals need to understand the business side of the organization.

[Design-Centered Innovation: Observe, Learn, Innovate](#)

16 January, 2013 | Council Perspectives

Customers value the experience of using a product or service, not just the product or service itself. Companies can use a design-centered approach to innovation to facilitate the process of selling the total “experience” to their customers.

[Proxy Voting Analytics \(2008-2012\)](#)

08 January, 2013 | Research Report

The effects of say on pay on shareholder engagement, introduction of proxy access proposals, and resurgence of board declassification resolutions were the principal themes of the 2012 proxy season.

[China Center Chart of the Week: Consumption is the most important driver of labor demand](#)

14 December, 2012 | China Center Publications

This chart explores overall labor demand (i.e. both direct and indirect) generated by household consumption, government consumption, investment, and exports in China.

[On the Record with Nick Konidaris](#)

15 November, 2012 | Executive Action Report

This is a follow-up interview with one of the CEOs of a mid-market firm who participated in The Conference Board CEO Challenge 2012: Nick Konidaris, President and CEO of Electro Scientific Industries (ESI).

[What Do Corporate Directors and Senior Managers Know about Social Media?](#)

24 October, 2012 | Director Notes

This report provides insights into how senior-level decision makers in North American companies view social media, and offers recommendations for implementing a social media strategy that ties in with corporate strategy and risk management practices.

[Extending Your Brand to Employees Conference KeyNotes Report](#)

21 August, 2012 | Conference KeyNotes

Over the last two years, companies have become more focused on employer branding, but determining the one meaningful brand message to communicate remains a challenge.

[Proxy Voting Fact Sheet \(July 2012\)](#)

26 July, 2012 | Proxy Voting Fact Sheet

This edition contains a snapshot of the most relevant proxy season data for Russell 3000 companies that held annual general meetings (AGMs) between January 1 and June 30, 2012.

[Do Your Customers Trust You?](#)

09 July, 2012 | The Conference Board Review

Q&A with Don Peppers and Martha Rogers, authors of "Extreme Trust: Honesty as a Competitive Advantage."

[Nothing in Common: How to do business in a world of difference](#)

09 July, 2012 | The Conference Board Review

Understanding the ways and whys of people unlike yourself is key to winning and keeping customers, managing today's workforce, and relating to the activists who have an increasingly influential voice in where and how a company does business.

[Our Brands, Ourselves: The power of attachment](#)

09 July, 2012 | The Conference Board Review

As both marketers and consumers attach more meaning to brands, it's important to understand their context in society and business.

[Proxy Voting Fact Sheet \(May 2012\)](#)

29 May, 2012 | Proxy Voting Fact Sheet

This edition of the *Proxy Voting Fact Sheet* contains a snapshot of the most relevant proxy season data for Russell 3000 companies that held annual general meetings (AGMs) between January 1 and April 30, 2012.

[The 2012 Customer Experience Leadership Conference KeyNotes Report](#)

21 May, 2012 | Conference KeyNotes

In an increasingly connected world, companies are in danger of overlooking the secret ingredient that makes for a good customer experience—the personal touch.

[Proxy Season 2012: The Year of Pay for Performance](#)

16 April, 2012 | Director Notes

This report discusses the analytics and issues around pay for performance and suggests ways to analyze P4P alignment, counter negative proxy adviser recommendations, and draft proxies to obtain support for pay programs.

[The Communication Patterns of Corporate Social Responsibility within and across Industries](#)

02 April, 2012 | Director Notes

This report examines how American corporations collectively describe their corporate social responsibility (CSR) activities based on an analysis of data collected from 103 Fortune 500 websites.

[Proxy Voting Fact Sheet \(March 2012\)](#)

29 March, 2012 | Proxy Voting Fact Sheet

This edition of The Proxy Voting Fact Sheet contains a snapshot of the most relevant proxy season data for Russell 3000 companies that held annual general meetings (AGMs) between January 1 and February 29, 2012.

[The 2011 Senior Corporate Communications Management Conference KeyNotes Report](#)

29 March, 2012 | Conference KeyNotes

Communicators have become closer strategic partners with senior management as they work together to enable the organization to respond and adapt to rapid change.

[The Influence of Proxy Advisory Firm Voting Recommendations on Say-on-Pay Votes and Executive Compensation Decisions](#)

12 March, 2012 | Director Notes

This report examines evidence of the influence of proxy advisory firm voting recommendations on shareholder voting outcomes, particularly say-on-pay votes, and presents findings showing the impact of those firms on the design of executive pay programs.

[The 2011 Customer Loyalty Conference KeyNotes Report](#)

09 March, 2012 | Conference KeyNotes

The keys to having loyal customers include knowing your customers personally, knowing what they want, and delivering it to them, sometimes before they even realize they want it.

[The 2011 Senior Sales Executive Conference KeyNotes Report](#)

10 January, 2012 | Conference KeyNotes

The role of the sales department has evolved into increasing value for the client through sales enablement. To ensure that your sales team does this as effectively as possible, start by changing how your sales team operates.

[Journal of New Communications Research Anthology 2011](#)

01 December, 2011 | Periodical

In this 2011 anthology edition of the *JNCR*, SNCR fellows examine, among other things, how to engage customers through Twitter and online behavioral targeting practices.

[Get Social: A Guide to Creating Your Company's Social Media Strategy](#)

03 October, 2011 | Executive Action Report

Most organizations realize the importance of participating in social media but do not have a formal plan on how to make the most of it. This report discusses specifics and best practices for planning a social media strategy.

[CEO Challenge Reflections: Social Media Goes to Work](#)

03 October, 2011 | Executive Action Report

The implications of social media in the workplace—for product development, go-to-market strategies, customer relations, corporate branding, and recruiting—are enormous. Why then are so many senior executives reluctant to take the plunge?

[A Closer Look at Negative Say-on-Pay Votes During the 2011 Proxy Season](#)

25 July, 2011 | Director Notes

More than 2,200 Russell 3000® Index companies have held say-on-pay votes this annual meeting season. This report analyzes the results of votes held through June 17, 2011, across several metrics.

[Say on Pay in the 2011 Proxy Season: Lessons Learned and Coming Attractions for U.S. Public Companies](#)

12 July, 2011 | Director Notes

This Director Notes reviews the results of the inaugural season of shareholder advisory votes under the Dodd-Frank Act through June 23, 2011 and offers recommendations for companies to consider in making their compensation and governance decisions.

[Change of Heart](#)

05 July, 2011 | The Conference Board Review

Why is Wal-Mart going green? To save money—and because it's afraid of teenage girls.

[The First Customers](#)

01 July, 2011 | The Conference Board Review

In a new market, you need to secure a foothold. World domination can come later.

[It's Not Just Your Children's Facebook Anymore](#)

20 May, 2011 | Executive Action Report

Companies that use social media to improve knowledge transfer will see employees benefit from more informed thinking, better ideas, and big steps forward in innovation.

[Supplier Diversity: Helping to Enhance the Corporate Brand](#)

28 April, 2011 | Council Perspectives

This Council Perspectives points out how supplier diversity can create a competitive advantage for an organization and encourages leaders to think beyond the function's traditional role.

[Competitive Intelligence: A Critical Tool for Innovation](#)

28 April, 2011 | Council Perspectives

The "next big thing" could hit at any time and revolutionize your industry, leaving you with outdated products, processes, partners, and business models. Competitive intelligence (CI) can provide critical insights into what your competitors are doing.

[What's the Story?](#)

01 April, 2011 | The Conference Board Review

Narrative, character, drama—Peter Guber knows how to get your attention.

[What Board Members Should Know About Communicating CSR](#)

23 March, 2011 | Director Notes

This report discusses what to communicate (i.e., message content) and where (i.e., message channel), as well as the major factors (internal and external to the organization) that affect the effectiveness of corporate social responsibility communication.

[Managing Brands in a Topsy-Turvy Marketing Environment](#)

17 February, 2011 | Executive Action Report

To create excitement for a new brand, or refresh a tired brand, bring together networks of satisfied customers and user groups to share their experiences and generate word-of-mouth.

[Investing in CSR to Enhance Customer Value](#)

15 February, 2011 | Director Notes

This report, which is based on the analysis of 163 articles from the most relevant empirical literature on the subject, offers a number of practical recommendations to business leaders embarking in CSR programs for their companies.

[The Great Recession and Household Savings](#)

07 February, 2011 | Executive Action Report

During recessions or other periods of economic weakness, when any engine of growth is needed, an increase in the household saving rate could slow the pace of recovery. So what will happen to the saving rate in this critical recovery period?

[Connecting to Customers](#)

02 February, 2011 | The Conference Board Review

Corporate leaders too often keep their distance from the people that are the most important.

[E-Proxy Reform, Activism, and the Decline in Retail Shareholder Voting](#)

23 December, 2010 | Director Notes

This report explores issues that have arisen since the introduction of the new electronic forms of delivering voting materials: the observed shareholder response-rate decline and the impact on activism.

[Private Ordering and Proxy Access Rules: The Case for Prompt Attention](#)

09 December, 2010 | Director Notes

This report focuses on advance-notice bylaws, director qualification bylaws (such as those setting age standards, term limits, or stock ownership requirements), conduct-of-meeting bylaws, and nominating committee charters.

[Preparing for the 2011 Proxy Season](#)

08 November, 2010 | Director Notes

This report discusses the major likely characteristics of the 2011 proxy season as well as a number of practical recommendations to help boards take charge of corporate governance, improve communications, and manage relations with shareholders.

[Harnessing the Power Within: Using Your Employees to Help Deliver the Brand Promise](#)

27 May, 2010 | Executive Action Report

This report discusses how creating an internal branding model will help employees understand and connect to your core brand, then communicate that brand message to your customers.

[Corporate Brands: Strategies for the New Normal](#)

01 March, 2010 | Council Perspectives

This report is an issue-specific excerpt from Council Perspectives (CP-015) *Corporate Brands: Meeting the Challenges of Changing Times*.

[Social Media and Word-of-Mouth Marketing](#)

01 March, 2010 | Council Perspectives

What will the operating landscape - the new normal - look like post-recession? It will be a tougher place to manage a corporate brand. Companies simply won't be able to do things the way they always have. But that may not be such a bad thing.

[Solving the Customer's Price Issues.](#)

24 February, 2010 | Executive Action Report

This Mid-Market Conversation Starter gives you a couple of new perspectives from which to think about solving customer price issues.

[Reengaging Lost Customers](#)

24 February, 2010 | Executive Action Report

What can be done to win back customers that have proven loyal in the past and who may account for a significant portion of profits? A Mid-market Conversation Starter.

[The New Symbiosis of Professional Networks: Social Media's Impact on Business and Decision-Making](#)

01 February, 2010 | Research Report

In an effort to begin to better understand the impact of social media on business, this research examines the role that social media has on decision making among business professionals.

[Corporate Brands: Meeting the Challenges of Changing Times](#)

01 February, 2010 | Council Perspectives

This report, based on a September 2009 meeting of The Conference Board Council on Corporate Brand Management, discusses the challenges facing the corporate brand and what the new operating landscape—the new normal—will look like once the recession ends.

[The Identity Recession](#)

14 January, 2010 | The Conference Board Review

Why are companies so cautious about rebranding themselves?

[Clicking With Customers](#)

01 May, 2009 | The Conference Board Review

There's a difference between online presence and online marketing.

[Wherefore Art Thou, Brand?](#)

01 January, 2009 | The Conference Board Review

Adjusting to marketing's new realities.

[Exploring the Link Between Customer Care and Brand Reputation in the Age of Social Media Executive Summary](#)

01 December, 2008 | Executive Summary

Technical advancements have created significant changes in the customer care experience. Social media has helped elevate customers' opinions and affected brand loyalty.

Webcasts

[Connected Spenders: The Digital Consumer of the Future](#)

14 February, 2017 | Special Webcast

Learn more about a new group of consumers called Connected Spenders, who will account for nearly half of global consumption over the next decade and serve as a signpost for where global consumption is headed in the future. CPE credit available

[Accelerating Results Through Customer-Centric M&A](#)

13 October, 2016 | Special Webcast

Explore a customer-centric approach to enable organizations going through M&A to create customer relevance, energizing employees to deliver exceptional results and transforming uncertainty into accelerated commitment. CPE, HRCI, and SHRM credit available

[The Four Essential Rules of Engineering a Service Revolution](#)

05 October, 2016 | Special Webcast

In this webcast, you will learn how to establish a strong service culture and improve service quality quickly based on proven principles. CPE, HRCI & SHRM credit available

[CEO Challenge 2016: Sustainability, Customer Relationships & Corporate Brand](#)

17 May, 2016 | KnowlEdge Series

How do this year's CEO hot-button issues resonate with them and their view of the business? How do their organizations handle these CEO concerns? Learn how leaders from different areas of the business are addressing CEOs' top concerns for this year. CPE credit available

[What Can Leaders Learn from the 2015 Most Powerful Brands?](#)

16 November, 2015 | Special Webcast

As a result of measuring the health and vitality of nearly 1,000 corporate brands, our guest speaker, Steve Makadok, partner, CoreBrand Analytics, will discuss how the top-ranked companies continue to outpace their peers. CPE credit available

[Business as a Process & Optimizing Global Value Chains from Strategy to Action](#)

15 October, 2015 | Special Webcast

This webcast will address how business leaders can enable their organizations to achieve outstanding orchestration of highly specialized functions, even beyond the boundaries of their own company.

[Deliver Superior Customer Experience in Shared Services](#)

14 September, 2015 | Special Webcast

Uncover the pillars of superior customer service and experience and capitalize on the most effective ways to tap into the "voice of the customer" to elevate the value proposition of the shared services organization. CPE credit available.

[Customer Experience: Innovations for Greater Impact](#)

13 May, 2015 | Special Webcast

Unbridled imagination and emerging technology are creating customer experiences that surprise, delight, and drive new business.

[Top Five CEO Strategies for Sustaining Customer Relationships](#)

09 April, 2015 | KnowlEdge Series

The results of **The Conference Board CEO Challenge**[®] 2015 survey are in, and sustaining customer relationships ranks high on the agendas of CEOs. Join us for an interactive discussion on the top five strategies CEOs believe will create lasting customer relationships and assess your readiness to meet this challenge in the year ahead.

[Culture: Engaging the Innovative Spirit](#)

08 April, 2015 | Special Webcast

How do you create an environment where innovation can flourish? Learn how leaders shape a culture that nourishes and challenges innovators.

[Building Communities and Relationships with Talent at Lockheed Martin](#)

23 March, 2015 | KnowlEdge Series[®]

New research, plus Marvin Smith of Lockheed Martin, who provides a close look at talent communities, which are part of the company's long-term strategy to find and attract scarce talent.

[Customer-Driven Innovation](#)

18 March, 2015 | Special Webcast

This webcast will illuminate new pathways to innovation in large companies and the transformational consequences for the processes of innovation, marketing, strategic planning, and C-suite executive leadership.

[Lean & Commercialization Tools for Innovation Success](#)

10 March, 2015 | Special Webcast

Explore tools and approaches used at Boeing, 3M, and Raytheon to unleash ongoing business growth from innovation investments. Ask questions of the experts and learn how you can apply these practices to your organization.

[CEO Challenge® 2015: Creating Opportunity out of Adversity](#)

17 February, 2015 | KnowlEdge Series®

We surveyed more than 900 CEOs about their most pressing challenges in 2015 and their strategies for addressing them. Join us to explore the global and regional results and be prepared for what lies ahead.

[Barrier-Breaking Practices for Employee Brand Engagement](#)

20 November, 2014 | Conference KeyNotes

How do you inspire thousands of employees around the world to live your brand when no one has time, there's no budget, and brand information is perceived as irrelevant, time consuming, and deathly dull? Learn how SAP did it with "easy" in mind.

[B-Cause: Accelerating Organizational Transformation](#)

17 November, 2014 | Conference KeyNotes

Discover why you need to move from change management to cause management. Learn how to present challenges as an opportunity to make a difference from a successful case study featuring ProCure.

[Proxy Voting Issues for the Next AGM season in the UK and Continental Europe](#)

13 November, 2014 | Special Webcast

This webcast explores the key issues of concern to investors and strategies for companies to engage with them.

[Supplier Relationship Management - 6 Pillars for Success](#)

29 October, 2014 | Special Webcast

This webcast will cover the key findings on Supplier Relationship Management from an annual survey of more than 500 companies conducted by State of Flux.

[Transforming Product Development at Intel](#)

24 October, 2014 | Conference KeyNotes

Hear how Intel's Rani Borkar, VP and general manager, Platform Development Group, embarked on a comprehensive transformation of her organization at a scale that was unprecedented. You'll be inspired by her "run fast and don't wait" approach.

[A Case Study from New Balance: Designing Opportunity with Our Values](#)

23 October, 2014 | Conference KeyNotes

Are your employees proud to work for you? At New Balance 97 percent of the organization's associates say they are proud to be part of the company and wish to remain with it. Learn from their leaders how you can achieve similar results.

[Strategy Engagement from the Heart](#)

06 October, 2014 | Special Webcast

Learn from the best with a case study from Nationwide Children's Hospital on their commitment to extending their brand of 'Everything Matters'. Hear how they conducted a comprehensive communication audit, built a holistic channel strategy, personalized executive communication and designed a winning multi-media engagement.

[What Do We Know about Global Demand Shifts and Their Implications for Business](#)

08 July, 2014 | KnowlEdge Series®

An exploration of how the drivers of consumer demand shift, how to measure and analyze the outcome of a migration in consumer spending, and how to connect the macro and the micro perspectives.

[Reinventing You](#)

02 June, 2014 | Hot Off The Press

In her new book, *Reinventing You*, author and branding expert Dorie Clark provides a step-by-step guide to help you develop a compelling personal brand and ensure that others recognize the contributions you can make.

[The New Disruptors in Marketing](#)

16 May, 2014 | Special Webcast

The pace of innovation and convergence in the social and digital media landscape is dramatic and stands to not only disrupt marketing channels but also traditional marketing and advertising methodologies.

[Mad Men, the Internet, and Big Data](#)

29 April, 2014 | Special Webcast

How do you make good business decisions about Internet advertising? This webcast will go into some of the salient features of new research and examine implications for substitution to other marketing channels.

[Recommendations from The Conference Board Task Force on Corporate/Investor Engagement](#)

15 April, 2014 | KnowlEdge Series®

The Conference Board Task Force on Corporate/Investor Engagement will release its recommendations on creating a more optimal governance system. Join us for an exclusive discussion.

[A Game Plan for Social Media Transformation at Your Firm](#)

10 March, 2014 | Conference KeyNotes

Attendees will learn how social media can address critical business problems, identify stakeholders to engage, consider hidden assets to leverage, and explore how to get started quickly.

[Book Discussion: The Enthusiastic Employee](#)

04 March, 2014 | Special Webcast

David Sirota and Douglas Klein will discuss their book, *The Enthusiastic Employee*, which helps business leaders maintain an enthusiastic, performance-driven workforce.

[Book Discussion: The Social Employee](#)

21 January, 2014 | Special Webcast

Mark and Cheryl Burgess will discuss their book, *The Social Employee*, which demonstrates how to leverage one's employee base in order to engage customers and prospects through social media.

[Human Capital Watch™: 2014 CEO Challenge](#)

15 January, 2014 | Human Capital Watch™

Join us for this interactive discussion about the most pressing challenges on the minds of CEOs as reflected in The Conference Board CEO Challenge® 2014.

[How to Build Trust—Before Your Next PR Crisis](#)

09 January, 2014 | Special Webcast

Dick Martin discusses what PR officers and CEOs must do to meet the challenges of an environment where communication strategies are shifting and corporate reputation are always under threat.

[Social Services in a Multi-Channel World](#)

28 November, 2013 | Special Webcast

How has the rise of the mobile customer and the "always on, always social" behavior associated with this new consumer changed the way companies think about the customer experience?

[Transforming Your Brand Through Your People](#)

07 November, 2013 | Conference KeyNotes

Transforming a brand, changing strategic direction, or changing culture and behaviors is tough for any organization. Hear how Swarovski decided to do all of these things when it decided to aggressively enhance their customer experience.

[Corporate Governance, ESG and Sustainability](#)

31 October, 2013 | Special Webcast

Institutional investors have traditionally made investment decisions guided by a "prudent person" fiduciary standard, but recent events have challenged the assumptions underlying this model.

[Customer-Management and Business-Development : A Fresh Approach](#)

23 October, 2013 | Special Webcast

Since 2008, there has been a wholesale revolution in how services and goods are purchased. In every marketplace, buyers are more hesitant: as consumers, as purchasers, even as potential employers.

[Branding Inside-Out: Revolutionizing the Service Experience](#)

10 October, 2013 | Conference KeyNotes

Find relevant lessons from this "inside-out" branding approach where employees at Inova, a \$2.4B Healthcare System in Northern Virginia, are passionately engaged via focus on culture, communications infrastructure and HR processes.

[The Conference Board Task Force on Corporate/Investor Engagement](#)

27 September, 2013 | KnowlEdge Series®

A discussion and advance preview of recommendations from The Conference Board Task Force on Corporate/Investor Engagement designed to influence decisions regarding investor engagement in the governance of public corporations.

[Leading Transformative Change](#)

26 September, 2013 | Special Webcast

Andrea Ayers, CEO of Convergys, shares how to lead transformational change to become a profitable industry leader. Join this webcast to learn how you can apply these principles to your organization's efforts to drive transformational change.

[Proxy Voting Analytics](#)

26 September, 2013 | KnowlEdge Series®

Join us in an exploration of implications and results from proxy voting data of business corporations in the Russell 3000 index.

[Visual Content Marketing For Social Media Success](#)

18 September, 2013 | Special Webcast

Over the last number of years, we have seen the increased relevance and importance of social media as part of an integrated digital communications plan.

[Operational Excellence: Using Research to Optimize Goals](#)

12 September, 2013 | Special Webcast

Learn how market research helps organizations guide and assess their operational excellence initiatives.

[Defining & Living the Vision to Drive a One-Company Culture](#)

12 August, 2013 | Conference KeyNotes

This session will explain how Harris RF Communications, with its global reach, clearly defined its vision, aligned its leaders and processes, and are engaging employees to live the vision and create a common culture for marketplace success.

[Neuro-Linguistic Programming for Beginners: what are the myths around NLP?](#)

09 July, 2013 | Special Webcast

Join us for this webcast as our guest, Alessandra Zocca talks to us about what NLP is? What are the myths around NLP? Is it still valuable nowadays? How and in which context can we apply the NLP principles and techniques?

[The Yum Learning Zone: Yum Brands' Learning Transformation Journey](#)

28 June, 2013 | Special Webcast

Learn how Yum Brands has improved its customer service scores, its level of customer recommendations, reduced training time and turnover and has a more consistent understanding of its desired culture through the application of learning technologies.

[Getting Impact from Internal Social Collaboration](#)

27 June, 2013 | Special Webcast

In this hour, we will describe and share what good internal social collaboration looks like, business benefits and measurement, emerging strategies and practices, and social collaboration as a "Trojan horse" for culture change.

[Megatrends: Driving Brand Growth in the Social Media Era](#)

20 June, 2013 | Conference KeyNotes

A panel of experts will discuss how you can deliver on your brand promise including: Organizing, implementing, and controlling your corporate image, Generating and managing your social media effort and Working with employees to increase brand value.

[Extreme Negotiations](#)

17 June, 2013 | Special Webcast

This webcast will give sales executives insights on how they can successfully “change the game” when dealing with aggressive buyers.

[Brand Perception: Reshaping the Way our Customers See Us](#)

03 June, 2013 | Conference KeyNotes

Hear how Corning, the world leader in specialty glass and ceramics has carefully managed brand perceptions for long term results.

[Internal Branding: A Winning Relationship with Your Employees](#)

29 May, 2013 | Conference KeyNotes

Executives from Dell and Ford Motor Company will discuss how to create internal brand ambassadors, live the brand promise and activate the core beliefs and values of the organization.

[Branding at GE: 8 Years, 8 Lessons](#)

21 May, 2013 | Special Webcast

Suzie Ivelich, Managing Director of Landor San Francisco, and Camille Kubie (formerly with GE and now founder of Estuary Branding) will describe their 3 years of work to develop and roll out exciting new Brand Strategies at GE.

[The Naked Company: Engaging Employees in a Transparent World](#)

12 April, 2013 | Conference KeyNotes

Employees can shape a company's reputation in an instant. Today, companies must proactively and authentically engage their employees. Cisco Systems and ROI Communications will share their best practices for doing that.

[Cross-Silo Collaboration: Mayo's Patient-Centric Culture](#)

11 April, 2013 | Special Webcast

Learn how the Mayo Clinic's boundary-crossing culture leads to a highly satisfying experience for both its patients and employees.

[Work, Income, and Consumption \(Part 3\)](#)

28 March, 2013 | KnowlEdge Series

Gad Levanon and Kathy Bostjancic will discuss how the different trends discussed in parts 1 and 2 will impact consumer spending.

[Work, Income, and Consumption \(Part 2\)](#)

26 March, 2013 | KnowlEdge Series®

Bart van Ark and David Autor will discuss new trends in income inequality, their causes and impact on consumer spending.

[Cross-Silo Collaboration: Mergers & Acquisitions](#)

19 March, 2013 | Special Webcast

Learn how Hewlett-Packard leaders align their work to ensure that new acquisitions achieve their financial targets while minimizing disruption for both employees and customers.

[Work, Income, and Consumption \(Part 1\)](#)

14 March, 2013 | KnowlEdge Series

Gad Levanon and Bert Colijn will discuss the main trends in global labor markets and their impact on the ability of household to consume.

[Energise The Enterprise](#)

11 March, 2013 | Special Webcast

The widespread adoption use of social media tools has fundamentally changed the way that consumers engage with organisations, no matter what sector your organisation is in.

[Internet-Based Innovation in the Global Ecosystem](#)

05 March, 2013 | Special Webcast

Discover how 3M is applying internet-centric innovation to forge powerful new connections with customers worldwide.

[Seven Ways to Make Your Customer Experience Less Boring](#)

15 February, 2013 | Special Webcast

Explore how most successful brands in B2C and B2B across industry sectors have found the secret to balancing quality, consistency, and experience that truly wow customers.

[Your 2013 Must-Do List: Social Media Practitioners](#)

24 January, 2013 | Special Webcast

Which Social Media challenges and opportunities are so compelling that they've landed on leaders' 2013 "must-do" lists? Tune in to this webcast to hear from social media leaders, ask your burning questions, and create your own list for 2013.

[Your 2013 Must-Do List: Connecting with Millennials](#)

19 December, 2012 | Special Webcast

Discover what measures corporate leaders are taking to ensure strong and positive connections with the next generation from a generational strategy expert. Build your own 2013 "must-do" list for engaging millennials in the workforce.

[Your 2013 "Must-Do" List: Burning Platforms for Brand and Marketing Practitioners](#)

04 December, 2012 | Special Webcast

Hear from Brand and Marketing Leaders on how they plan to expand their contribution in 2013 and gain insights and ideas for your own "must-do" list.

[Social Media for Business Performance](#)

01 November, 2012 | Special Webcast

How can organizations leverage their existing internal social collaboration tools to directly increase productivity, reduce costs, accelerate innovation, and grow profits?

[Employer Branding in Asia](#)

30 October, 2012 | Special Webcast

This webcast will focus on how organizations can develop strategies for employer branding, with a focus on Asia.

[Trends in U.S. Consumer Spending](#)

30 October, 2012 | Special Webcast

Consumption in the U.S has experienced major changes since the great recession. We will describe these changes and their causes, with a particular focus on the impact of the housing market, and discuss the outlook for consumption in the coming year.

[HR and the Social Media Revolution](#)

25 October, 2012 | Conference KeyNotes

Social media and social networks have the power to revolutionize how HR performs its function. In this session, a senior HR executive will share his perspective on social networks and how he uses them in his organization.

[The Triple Bottom Line: Not a Zero Sum Game](#)

19 October, 2012 | Conference KeyNotes

Drawing on empirical research insights, Prof. Bhattacharya points out how companies can maximize the value of their CR initiatives by fostering strong stakeholder relationships to develop, implement, and evaluate compelling CSR programs.

[Extending Your Brand to Employees](#)

02 October, 2012 | Special Webcast

Dorel Recreational Leisure developed a new vision and business strategy to proactively meet the needs of the changing marketplace. This case study outlines the process they followed to engage their employees in an inspiring and actionable way.

[Mayo Clinic and the Power of Internal Branding and Storytelling](#)

25 September, 2012 | Conference KeyNotes

Learn how to challenge the assumption that advertising builds brands, reinforce the role of internal branding and recognize how storytelling reinforces the brand promise for employees.

[The Core Elements of a Successful Change Communications Plan](#)

11 September, 2012 | Conference KeyNotes

Communicating change takes more than sending a memo—it takes the ongoing engagement of all stakeholders. We'll look at winning strategies to accomplish this and examples for communicating with all the people you need to engage.

[Customer Relationships that Challenge CEOs](#)

22 June, 2012 | Special Webcast

Having the right people in customer-facing roles is critical to success in any sector. How are CEOs ensuring strong and durable customer relationships and what remains to be done?

[Customer Loyalty Measurement is Broken—Let's Fix it!](#)

23 May, 2012 | Conference KeyNotes

There is growing evidence that classic measures of customer loyalty are weak predictors of business outcomes. Hear about this award winning Harvard Business Review published thought leadership, in this practical “tools you can use” session.

[The Social Media Evolution](#)

17 May, 2012 | Special Webcast

Many nonprofit organizations have dipped their toes into the set-me-free world of social media, but too many still have trepidations about taking full advantage of the toolset.

[Managing Stakeholders In The Age Of New Media](#)

10 May, 2012 | Special Webcast

An interactive presentation with Mark Hunter from INSEAD, who's research has identified a powerful sector of media that is controlled by stakeholders with the purpose of influencing other stakeholders and organizations (like governments or firms).

[The Changing MO of the CMO: How the Convergence of Brand and Reputation is Affecting Marketers](#)

10 May, 2012 | Special Webcast

In this webcast, hear from Bill Becker of Deere & Co. on how the traditional split between brand and corporate marketing has become irrelevant. Explore how the increasing merge of brand and reputation is disrupting the marketing function as never before.

[The Changing MO of the CMO: How the Convergence of Brand and Reputation is Affecting Marketers](#)

08 May, 2012 | Special Webcast

The traditional split between brand and corporate marketing has become irrelevant. Explore how the increasing merge of brand and reputation is disrupting the marketing function as never before, and how marketers are coping with the new reality.

[Connecting Employees and Customers Through Hugs](#)

07 March, 2012 | Conference KeyNotes

Cited as a top 10 Retail Visionary of All Time, practitioner, leader and best-selling author, Jack Mitchell will share how his stores have built world famous customer and employee loyalty through the concept he has dubbed as ‘Hugs’. This is a practical—and inspiring—tool that you can immediately implement throughout your organization.

[Social Media and Business \(Part 3\)](#)

09 February, 2012 | KnowlEdge Series

We'll show you what progressive organizations are doing to capitalize on their own body of knowledge, as represented by the informal networks of their own people, and how they're becoming more responsive and competitive in the process.

[Social Media and Business \(Part 2\)](#)

03 February, 2012 | KnowlEdge Series

So, how do you get on the side of the angels when it comes to the "tsunami" we call social media? We'll give you a litany of companies that have made the transition, explaining what they've done and how they've done it.

[Social Media and Business \(Part 1\)](#)

01 February, 2012 | KnowlEdge Series

We'll show you why the social media "tsunami" is happening and what you can do to predict--and prepare for--how this business changer will forever reshape your company and your life.

[Corporate Ambassadors – Redefining the Way we Engage Customers](#)

30 November, 2011 | Special Webcast

For the past decade, marketers have been adjusting to a new era of deep customer engagement. To engage customers whenever and wherever they interact with an organization must be the task of the entire enterprise, not just the Marketing department.

[LGBT in the Work Place: What's New. What's Changed? \(Part 2\)](#)

17 November, 2011 | KnowlEdge Series

As we have seen with other underrepresented groups in the workplace, the involvement of the members of the majority populations is an important component in making change happen.

[LGBT in the Work Place: What's New, What's Changed? \(Part 1\)](#)

10 November, 2011 | KnowlEdge Series

What's changed with LGBT initiatives and what are organizations are doing to attract, retain and engage LGBT leaders, staff and customers.

[Towards Social Business: Insights to Retain Customers and Engage Employees](#)

07 November, 2011 | Special Webcast

A discussion of key insights driving marketing and people-based businesses to be more broadly engaged - both internally and externally.

[Extending Your Brand to Employees](#)

07 September, 2011 | Conference KeyNotes

This Conference KeyNotes Webcast from the Extending Your Brand to Employees Conference will feature Dr. James Merlino, Chief Experience Officer, The Cleveland Clinic. Dr. Merlino shares highlights of how The Clinic has engaged employees to increase patient satisfaction.

[Engaging Your Employees in the Business Strategy](#)

28 July, 2011 | Conference KeyNotes

This Conference KeyNotes Webcast from the Extending Your Brand to Employees pre conference workshop will feature executives from Kaiser Permanente, Motorola and Bridge Consulting discussing how to engage employees in the business strategy and deliver on the brand promise.

[The 2011 Proxy Season \(Part 3\)](#)

29 June, 2011 | KnowlEdge Series

Looking back, how well did companies communicate with their shareholders? Did direct communications help investors better understand companies' views and practices? What do shareholders advise corporations to do in the communication arena over the next year?

[The 2011 Proxy Season \(Part 2\)](#)

15 June, 2011 | KnowlEdge Series

What were the overall results of proxy voting this year? Sustainability and political spending led the list of shareholder initiated proposals. How did they fare? What are institutional shareholder views on these two topical matters? What do they expect from companies? How can companies best respond?

[Customer Experience: Insights from Southwest Airlines and The Mitchell Family of Companies](#)

19 May, 2011 | Conference KeyNotes

This Conference KeyNotes Webcast will include video clips from The Conference Board 2011 Customer Experience Leadership Conference. Highlights from selected sessions will be featured, including: • "Providing the Best Customer Experience"

[Arts and Culture – Integral to Success in Global Markets](#)

21 April, 2011 | Special Webcast

Join guests Allen Blevins, Arts & Heritage Program Director, Bank of America and Angel Ysaguirre, Director of Global Community Investing, Boeing, as they discuss ways to incorporate arts programs into global marketing and branding, local community involvement and employee engagement efforts.

[Corporate Image & Branding: New Ways to Engage Stakeholders](#)

07 April, 2011 | Conference KeyNotes

This Conference KeyNotes Webcast will include video clips and live discussion of a session delivered at The 2011 Corporate Image and Branding Conference. IBM and Brand Logic discuss new ways to engage stakeholders in the brand.

[Revitalizing Your Customer Loyalty Program](#)

10 November, 2010 | Special Webcast

As companies emerge from the recession and assess the value of satisfaction/loyalty programs, they are looking for ways to reduce costs and increase value. Learn how companies are reassessing and rethinking their strategies in this new environment.

[Can the Global Consumer Continue to Drive Sustainable Economic Growth? \(Part 2\)](#)

04 November, 2010 | KnowlEdge Series

This three-part KnowlEdge Series will look at the consumer in a range of emerging markets where global companies are focusing their expectations for growth. Hosted by Lynn Franco, Director of The Conference Board's Consumer Research Center, these programs will feature up-to-date economic forecasts for emerging economies, with high level research on consumer behavior and trends from TNS.

[Can the Global Consumer Continue to Drive Sustainable Economic Growth? \(Part 1\)](#)

02 November, 2010 | KnowlEdge Series

This three-part KnowlEdge Series will look at the consumer in a range of emerging markets where global companies are focusing their expectations for growth. Hosted by Lynn Franco, Director of The Conference Board's Consumer Research Center, these programs will feature up-to-date economic forecasts for emerging economies, with high level research on consumer behavior and trends from TNS.

[The Emergent Organization: Enabling Change and Growth Through Digital Media \(Part 3\)](#)

29 July, 2010 | KnowlEdge Series

This final session will examine a company that used social media and other digital applications to create teams and integrate cultures after a major transition.

[The Emergent Organization: Enabling Change and Growth Through Digital Media \(Part 2\)](#)

22 July, 2010 | KnowlEdge Series

This session will discuss internal uses of digital media for large companies to remain agile enough to recognize and embrace new opportunities

[The Emergent Organization: Enabling Change and Growth Through Digital Media \(Part 1\)](#)

15 July, 2010 | KnowlEdge Series

This session will present a case study from a company that has transformed its core business model by empowering consumers through the innovative use of digital media.

[Customer Experience Management](#)

12 May, 2010 | Conference KeyNotes

This Conference KeyNotes Webcast will provide highlights of The 2010 Customer Experience Management Conference (March, 2010). Video footage of two headline presentations will set context for live questions and answers with the presenters.

[Corporate Image and Branding](#)

27 April, 2010 | Conference KeyNotes

This Conference KeyNotes Webcast will provide highlights of The 2010 Corporate Image and Branding Conference (January, 2010). Video footage from the live conference will set context for live questions and answers with the presenters.

[Social Media](#)

03 March, 2010 | Conference KeyNotes

This Conference KeyNotes webcast will provide highlights of The 2009 Social Media Conference (October, 2009). Video footage of two headline presentations will set context for live questions and answers with the presenters.

[Extending Your Brand to Employees](#)

24 February, 2010 | Conference KeyNotes

This Conference KeyNotes Webcast will provide highlights of The 2009 Extending Your Brand to Employees Conference (November, 2009).

[Social Media's Silver Lining](#)

06 October, 2009 | Special Webcast

This webcast will discuss the approaches, tactics, and business cases for mining the silver lining of social media, thereby creating productivity-enhancing practices that can advance their own businesses.

[Driving Competitive Advantage Through Service Innovation \(Part 4\)](#)

17 June, 2009 | KnowlEdge Series

In the fourth and final session we will follow a successful company that had a legacy service product come under pressure from disruptive innovation on the outside.

[Driving Competitive Advantage Through Service Innovation \(Part 3\)](#)

10 June, 2009 | KnowlEdge Series

One service innovation approach is bringing together multi-disciplinary teams to solve significant business challenges. PwC will share its story of how it solved a well-understood business challenge faced by many finance departments with a team of specialists possessing unique skills for a professional services firm.

[Driving Competitive Advantage Through Service Innovation \(Part 2\)](#)

03 June, 2009 | KnowlEdge Series

In this session, we will review the case of a traditional (B2B) service provider, Blue Cross Blue Shield of Florida, which has a new (B2C) offering for those who cannot get health insurance through their employers, delivered through shops in malls.

[Driving Competitive Advantage Through Service Innovation \(Part 1\)](#)

27 May, 2009 | KnowlEdge Series

During the first session we will sketch the broad perspective on the evolving world of service innovation through IBM's effort to develop a new business school curriculum centered on "service science, management and information".

[Embracing Social Media to Corporate Advantage \(Part 3\)](#)

29 April, 2009 | KnowlEdge Series

Efforts to harness social media to enhance productivity and innovation often stall on issues of control over the self-organizing nature, potential detrimental use, lack of trust and legal and security issues. What are best practices that can help mitigate these very real concerns?

[Rising Revenues: Diversity in Marketing and Customer Relationship Management](#)

28 April, 2009 | Special Webcast

This webcast will explore how Diversity & Inclusion can propel companies' marketing and CRM, thus increasing their sales and customer intimacy.