

December 4, 2007

The Forrester Wave™: Interactive Marketing Agencies, Q4 2007

by Brian Haven

for Interactive Marketing Professionals



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OgilvyInteractive, Avenue A | Razorfish, Sapient, And Digitas Lead

by **Brian Haven**

with Christine Spivey Overby and Sarah Glass

EXECUTIVE SUMMARY

Forrester's evaluation of leading interactive marketing agencies across 52 criteria revealed a market adept at handling today's digital campaigns but lacking the thought leadership to drive more comprehensive brand strategies. In the current environment, OgilvyInteractive, Avenue A | Razorfish, Sapient, and Digitas lead because of their breadth of experience with interactive marketing campaigns utilizing many different channels (email, search, display ads, and emerging channels), as well as strong measurement and analytics capabilities. Strong Performers include VML, based on its strategic guidance, and Critical Mass and imc², with their interactive skills rooted in Web site design. All of the agencies in this evaluation still have a lot of work ahead of them to prove that they have the acumen, vision, and road map to lead broader cross-channel marketing and brand strategies.

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Forrester conducted services evaluations in August and September 2007 and interviewed 33 user companies and agencies, including: Avenue A | Razorfish, Critical Mass, Digitas, imc², OgilvyInteractive, Sapient, and VML.

Related Research Documents

"US Interactive Marketing Forecast, 2007 to 2012"
October 10, 2007

"Marketing's New Key Metric: Engagement"
August 8, 2007

"The Forrester Wave™: Interactive Marketing Agencies — Web Design Capabilities, Q2 2007"
April 11, 2007

INTERACTIVE AGENCIES MUST LEAD, NOT JUST IMPLEMENT, MARKETING STRATEGY

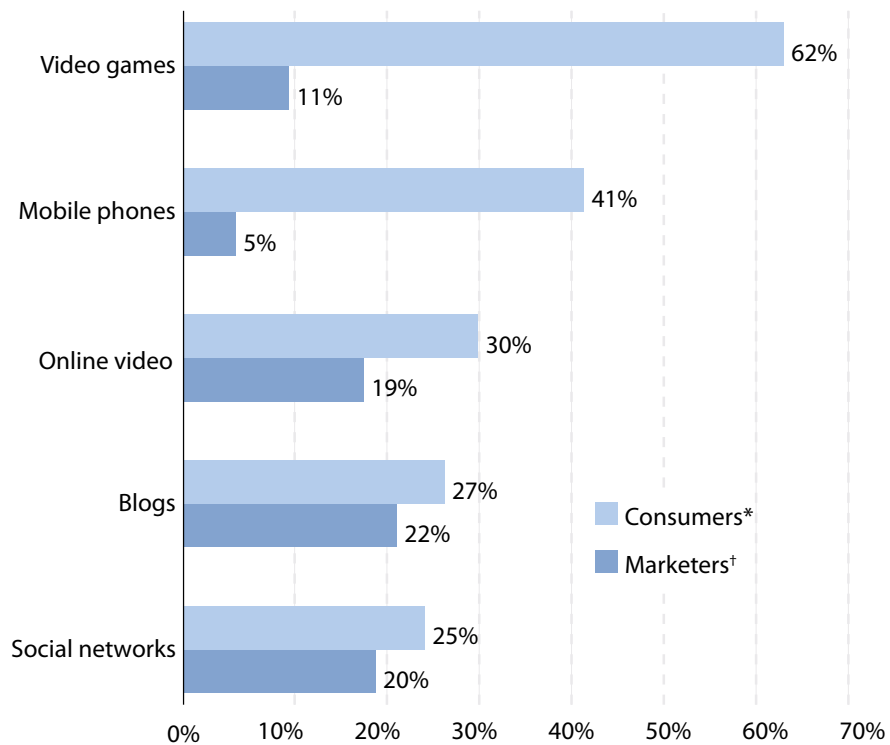
Companies now know that they need to address interactive channels as part of a holistic marketing approach, especially as consumer adoption of emerging channels continues to grow rapidly (see Figure 1).¹ Interactive channels provide richer data and insight than traditional print and broadcast channels, and they increasingly garner more of the marketing budget.² It's this increased information coupled with changing consumer behaviors that sets up interactive marketing as the foundation for *all* marketing efforts within the next five to 10 years. As a result, the biggest challenge — and necessity — facing interactive agencies is to cultivate the needed skills and gravitas to serve as the strategic marketing advisor to their clients.³

While this state of agency leadership hasn't yet arrived, there are several key capabilities interactive agencies need to have to take on this new role. We've used these capabilities as the basis for our analysis of the agencies in this evaluation. They are:

- **Measurement and analytics.** After decades of imprecise measurements from traditional advertising, marketers now welcome the detailed data and metrics that interactive marketing provides. Consequently, interactive agencies need to provide robust analytics for the channels that they use for campaigns — table stakes for interactive marketing services. Looking forward, these agencies must offer clear measurement capabilities and take a leadership role in developing new metrics for tracking customer engagement in both existing and emerging channels.⁴
- **Audience research.** Most companies rely on demographic statistics and transactional data to define their customer. This is a shallow and ineffective understanding of who your customers are. To illuminate a more comprehensive view, agencies need to employ methodologies for researching the audience base — such as brand monitoring analysis, ethnographic studies, and persona development. Many agencies use these techniques today for Web site design; they will increasingly need to do so for broader integrated marketing campaigns.
- **Social media.** Today, agencies need to demonstrate that they can effectively use emerging channels to drive brand preference and loyalty — and not just create a checklist of “cool things we could do.” New technologies like blogs, social networks, and tagging change the way people engage with each other — and with brands. Add to that the interactivity powered by AJAX and other rich media enhancements, and you have a very different-looking Web experience than from just a short time ago. Agencies must be well equipped to navigate this new terrain, and they need to possess the discipline and acumen to know *if* and *when* each channel or technology is appropriate. This not only requires experience implementing solutions in the channels but also studying people's use of social media to understand how they engage and what makes an effective marketing message.

- Cross-channel integration.** Customers don't just exist in either a physical or digital world — their actions and presence transcend both. But the overall agency world has divided up into camps. Full-service agencies still take the lead, developing the overall brand identity and strategy. Interactive agencies then execute digital strategies based on that vision. Even with highly collaborative agency relationships, this is still a disjointed effort. If the current interactive agencies want to play the lead role, they must demonstrate that they can design an overall marketing and brand strategy that crosses channels — then execute the digital portion and outsource the traditional media.

Figure 1 Marketers' Social Media Adoption Is Not Keeping Pace With Their Customers



*Base: US online adults that do each activity at least monthly.

†Base: 91-93 interactive marketers that are currently using each channel

*Source: North American Social Technographics® Online Survey, Q2 2007

†Source: Q4 2006 Marketing Benchmark Online Survey

Source: Forrester Research, Inc.

INTERACTIVE MARKETING AGENCY EVALUATION OVERVIEW

To assess interactive agencies' acumen in leading and implementing digital campaigns, Forrester evaluated the strengths and weaknesses of top interactive marketing agencies. Because interactive marketing is more than just a Web site — and because we have a companion Forrester Wave evaluation on Web design agencies — this evaluation looks beyond site design to analyze overall interactive marketing capabilities.⁵

Our Focus: Offering, Strategy, And Market Presence

After examining past research, user need assessments, and agency and expert interviews, we developed a comprehensive set of evaluation criteria. We evaluated agencies against approximately 52 criteria, which we grouped into three high-level categories (see Figure 2):

1. **Current offering.** We reviewed agency tools, techniques, and capabilities for developing and managing interactive campaigns. To determine an agency's ability to deliver differentiating services like measurement and qualities like thought leadership, we evaluated its strategic capabilities, planning process, measurement and analytics services, campaign development and execution skills, emerging channels experience and expertise, campaign integration proficiency, and account management.
2. **Strategy.** We also looked at each agency's forward-looking strategy to assess potential capability to meet clients' demands in the next three to five years. We evaluated the strength of each agency's management teams, company vision, product and services road map, discovery and innovation initiatives, its focus (key industries or audience types), and reach (geographic presence).
3. **Market presence.** Finally, we evaluated revenues, revenue growth, employee base, and the commitment and sophistication of client reference accounts. Due to Sarbanes-Oxley regulations, most agencies are not able to publish revenue information. For consistency and confidentiality, each agency disclosed to Forrester its revenue within five predefined ranges. We assigned scores that correspond to those ranges but did not disclose the ranges to maintain confidentiality.

Figure 2 Evaluation Criteria

CURRENT OFFERING	
Background information	What is the agency's primary focus, market position, tenure, and industry focus? What are the agency's capabilities, primary services, and markets served (domestic/global)?
Strategy	How does the agency develop and drive clients' interactive marketing strategies?
Audience insight	How does the agency conduct research to define audiences and audience needs?
Planning	How does the agency determine which channels a client should include in its interactive mix?
Measurement and analytics	How does the agency measure and evaluate interactive marketing campaign performance?
Campaign development and execution	How does the agency create and manage client campaigns?
Emerging media capabilities	What experience does the agency have with various types of emerging channels? What types of emerging interactive programs has the agency successfully implemented?
Campaign integration	How does the agency coordinate campaigns across multiple channels? What technologies can it support that build, monitor, and maintain integrated campaigns? How well do practitioners collaborate within and without the agency to enable integrated campaigns?
Account management	What level of client support and account management does the agency provide?
Cost	What are the agency's costs and pricing structure for its services? What is the agency's average annual contract value? What are the details of the agency's service pricing structure (e.g., commissions, markups, and fees)?
STRATEGY	
Strength of management team	How strong and deep is the vendor's management team? What is the team's general stability?
Strength of management team (2)	How do clients rate the agency in this category?
Company vision	How strong is the company's vision for executing marketing campaigns, which integrate interactive, emerging, and traditional media?
Product/services road map	What major initiatives are planned, and how do these tactics position the agency for market leadership?

Source: Forrester Research, Inc.

Figure 2 Evaluation Criteria (Cont.)

STRATEGY	
Discovery and innovation	What staff, tools, and techniques does the agency use to monitor, uncover, and advocate emerging trends and technologies?
Innovation	How do clients rate the agency in innovation?
Focus and reach	What products or capabilities does the agency have to support particular verticals, markets, or audience types?
MARKET PRESENCE	
Client reference accounts	How committed are the agency's references, and how extensively are they working with the agency?
Financials	How strong is the agency's financial performance?
Internal resources	How are staff allocated to agency functions?
Partnerships	What is the extent of the vendor's partnerships both within and outside of its agency family?

Source: Forrester Research, Inc.

Interactive Marketing Agencies That Made The Cut

The interactive agency industry encompasses a large number of service providers with varying levels of expertise and specialization. Given our lengthy evaluation process, we limited the number of agencies that we included in the evaluation. Even so, we recognize that the agency landscape is vast and fragmented. We've supplemented this Wave evaluation with an agency Vendor Product Catalog that provides information about agencies not included in this evaluation.⁶

To begin our qualifying process, we fielded a survey and invited all agencies on the *AdvertisingAge* "Top 50 Interactive Agencies" list to participate.⁷ We further screened the agencies that submitted information for our Vendor Product Catalog of interactive agencies. We made our selections from agencies that are part of holding companies and independent agencies because each type has its own strengths. Forrester selected seven agencies in the assessment (five from the holding company group and two from the independent group): Avenue A | Razorfish, Critical Mass, Digitas, imc², OgilvyInteractive, Sapient, and VML. Each of these agencies scored highly across all of the following criteria (see Figure 3):

Figure 3 Evaluated Interactive Agencies: Selected Market Presence Criteria

Agency	Total interactive marketing employees	Date evaluated
Avenue A Razorfish	1,150	September 2007
Critical Mass	175	September 2007
Digitas	1,300	September 2007
imc ²	550	September 2007
OgilvyInteractive	2,200	September 2007
Sapient	1,500	September 2007
VML	700	September 2007

Vendor qualification criteria

Interactive agencies included in this evaluation had a minimum of \$50 million in interactive revenue and approximately 20% revenue growth from 2005 to 2006 (based on the *AdvertisingAge* "Top 50 Interactive Agencies" revenue estimates).

The agencies had more than 150 employees.

The agencies had more than a 15% growth in the number of clients.

The agencies specified that their top areas of expertise included social media, word-of-mouth (WOM), rich media, creative, and customer analytics.

Source: Forrester Research, Inc.

- **Revenue and revenue growth.** We assigned each agency's interactive revenue and growth to one of 10 ranges, and we assigned each range a score (a lower score for less revenue/lower growth and a higher score for more revenue/greater growth). We obtained revenue numbers from the *AdvertisingAge* "Top 50 Interactive Agencies" report and checked against its revenue estimates for consistency. The agencies included in this evaluation had more than \$50 million in interactive revenue in 2006 with at least 20% revenue growth from 2005 to 2006 (based on the *AdvertisingAge* estimates of interactive revenue for 2006).
- **Employee base.** We assigned each agency's number of employees to one of 10 employee size ranges, and we assigned each range a score (a lower score for fewer employees and a higher score for more employees). All of the agencies included in this evaluation have an employee base greater than 150, because a strong employee base supports scale and specialization.
- **Client growth.** Based on the agencies' responses to our survey, we used the existing and net new clients to calculate the growth in the number of clients (over the past 12 months). We assigned growth rates to one of 10 client growth ranges, and we assigned each range a score (a lower score for less client growth and a higher score for more client growth). Agencies in this evaluation saw more than 15% growth in their client base from 2005 to 2006.
- **Services focus.** Each agency ranked its top five areas of expertise (ordered from one to five, with one being highest) chosen from 15 channel and expertise areas. We assigned each area of expertise a weight, and each agency received a score based on the rank that it provided and our weighting. The services we used for qualification, in order of most important, were social media, word-of-mouth (WOM), rich media, creative, and customer analytics. We weighted highest the agencies that self-identified areas of focus for the five services listed previously.

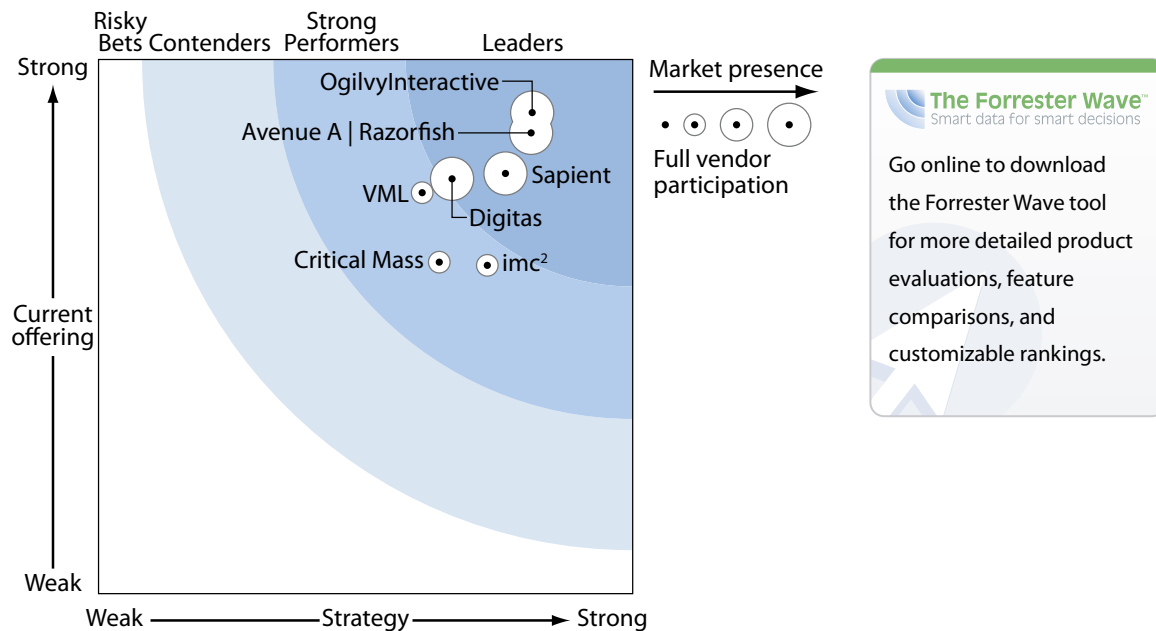
We used different weightings for each of these criteria based on the groupings (holding company versus independent) and then calculated total scores. These weightings differed to accommodate the independent agencies that cannot compete with the larger holding company agencies in interactive revenue but that often excel in innovation or specialized services. We selected the top-scoring agencies in each group to participate in our Wave evaluation.

INTERACTIVE AGENCIES GET DIGITAL BUT FALL SHORT IN DRIVING MARKETING STRATEGY

The interactive agencies included in this evaluation are all perfectly capable of helping clients achieve their interactive marketing goals today. But they have yet to demonstrate an ability to lead broader marketing and brand strategy. As a result, clients will continue to relegate them to implementing the brand strategies of larger agencies — at least until interactive takes a much higher percentage of overall marketing spending. Our evaluation uncovered a current climate in which (see Figure 4):

- **OgilvyInteractive and Avenue A | Razorfish lead the pack, with Sapient close behind.** What sets OgilvyInteractive and Avenue A | Razorfish apart is their deep experience with emerging media and their skills in audience research. The comprehensiveness of their interactive marketing services also contributes to their strong showing. Sapient’s ability to link technology systems to interactive marketing measurement and analytics stands out among the interactive agencies.
- **Digitas follows closely just inside the Leader circle, with VML as a Strong Performer.** Digitas’ depth with measurement and analytics helped edge it into the Leader category. Coupled with its cross-channel capabilities, Digitas brings to the table the increasingly important understanding of interactive marketing performance. VML’s experience with social media and emerging channels is limited compared with other agencies in this evaluation, but its grasp of business objectives and the needs of stakeholders help it stand out.
- **Critical Mass and imc² also offer competitive services.** Critical Mass and imc² round out the Strong Performers group, with strong capabilities for basic interactive marketing services. Their core strengths lie in implementing interactive marketing programs rooted in Web site design and development. Both of these agencies have limited experience with emerging channels, particularly social media, but their capabilities with email, search, display advertising, creative, and site design are solid and proven.

Figure 4 Forrester Wave™: Interactive Marketing Agencies, Q4 2007



Source: Forrester Research, Inc.

Figure 4 Forrester Wave™: Interactive Marketing Agencies, Q4 2007 (Cont.)

	Forrester's Weighting	Avenue A Razorfish	Critical Mass	Digitas	imc ²	Ogilvy/Interactive	Sapient	VML
CURRENT OFFERING	50%	4.29	3.08	3.86	3.05	4.48	3.91	3.73
Background information	0%	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Strategy	10%	3.00	4.00	4.00	3.00	4.00	3.00	4.00
Audience insight	20%	4.80	3.06	3.14	3.04	4.86	3.16	3.20
Planning	5%	4.03	4.09	4.20	3.63	4.42	4.58	4.22
Measurement and analytics	33%	4.10	2.54	4.16	2.66	4.26	4.16	3.60
Campaign development and execution	5%	4.25	3.67	4.64	3.68	4.31	4.78	4.28
Emerging media capabilities	20%	4.85	2.67	3.49	3.16	4.81	4.11	3.86
Campaign integration	5%	4.10	4.30	4.50	3.80	4.50	4.50	4.30
Account management	2%	4.40	4.70	4.70	3.70	4.00	4.60	4.60
Cost	0%	0.00	0.00	0.00	0.00	0.00	0.00	0.00
STRATEGY	50%	4.05	3.19	3.31	3.64	4.06	3.81	3.05
Strength of management team	2%	5.00	4.00	5.00	3.00	4.00	3.00	4.00
Strength of management team (2)	2%	4.00	4.00	4.50	3.80	4.00	4.60	4.50
Company vision	25%	4.00	3.00	3.00	4.00	4.00	3.00	3.00
Product/services road map	27%	4.00	3.00	3.00	3.00	4.00	4.00	2.00
Discovery and innovation	26%	4.00	3.00	3.00	4.00	4.00	4.00	3.00
Innovation	15%	4.20	3.80	4.20	3.55	4.40	4.65	4.80
Focus and reach	3%	4.00	4.00	5.00	4.00	4.00	3.00	3.00
MARKET PRESENCE	0%	4.28	2.26	4.02	2.46	4.42	4.42	2.40
Client reference accounts	40%	4.00	3.00	3.00	3.00	4.00	4.00	3.00
Financials	40%	4.70	2.15	4.55	2.15	4.55	4.55	2.00
Internal resources	20%	4.00	1.00	5.00	2.00	5.00	5.00	2.00
Partnerships	0%	0.00	0.00	0.00	0.00	0.00	0.00	0.00

All scores are based on a scale of 0 (weak) to 5 (strong).

42367

Source: Forrester Research, Inc.

Our evaluation of the interactive marketing agency market is intended to be a starting point only. Readers are encouraged to view detailed services evaluations and adapt the criteria weightings to fit their individual needs through the Forrester Wave Excel-based agency comparison tool.

AGENCY PROFILES

Leaders Deliver The Gamut Of Interactive Marketing Services

- **OgilvyInteractive.** OgilvyInteractive, the agency with the largest interactive staff in this evaluation, demonstrates its leadership with strong analytics capabilities, robust audience research techniques, and broad experience with emerging channels and social media. OgilvyInteractive is best suited for large companies looking for cross-channel integration and solid measurement. To stay ahead, clients working with OgilvyInteractive should continue to push the agency for a strategic road map that clearly defines the optimal mix of emerging media and describes which new tools will — and won't — work for a given brand.⁸
- **Avenue A | Razorfish.** Among the largest agencies in this evaluation, Avenue A | Razorfish provides a strong offering for interactive marketing services. The agency's strengths lie in its quantitative and qualitative audience research capabilities, measurement and analytics of standard campaign metrics, and broad experience with social media campaigns. However, given the impending need for clients to connect digital and traditional marketing efforts to sales and transactions, Avenue A | Razorfish's overwhelming focus on the digital space means that it's not yet equipped to lead overall brand strategy. We recommend Avenue A | Razorfish to larger companies that need digital marketing strategies that span online channels and are grounded in audience research.⁹
- **Sapient.** Sapient's interactive staff is one of the largest in this evaluation, and its strengths with technology integration, measurement, and analytics set it apart from the other agencies. Companies that want to connect their sophisticated transaction-based systems to interactive marketing platforms and firms that need to access multiple data sources for measurement and analytics will find Sapient a good choice. Client reference interviews didn't expose audience research capabilities as robust as other agencies, so companies working with Sapient that seek deep audience research skills may need to have these insights already on hand or specifically request agency examples related to their industry.¹⁰
- **Digitas.** As one of the largest agencies in this evaluation, Digitas delivers robust measurement and analytics capabilities — with a practice spanning online and offline data sources. Brands looking for strong measurement and insight from that data are a good fit for Digitas, particularly if there is a need for cross-channel measurement. While the agency has experience with social media efforts, our client references exhibited limited depth in this area. Additionally, the agency's own services road map focuses more on tactical capabilities (such as tools and techniques for specific channel implementations like online video) rather than strategic initiatives (such as ongoing behavioral studies or methodologies for online and offline data integration).¹¹

Strong Performers Rely On Their Strengths In Interactive Marketing Basics

- **VML.** As a midsize agency with a strong ability to grasp business objectives, VML is a good choice for companies with complex business objectives that require established interactive marketing solutions. The agency also has solid capabilities to implement established interactive marketing efforts, and it delivers all of the standard interactive marketing metrics a company looks for. Plus, its SEER tool for measuring buzz gets high marks from clients. VML does have some experience with social media, but client references didn't exhibit a breadth of expertise. Companies working with VML in this area may need an experienced internal contact to manage work in emerging areas.¹²
- **Critical Mass.** As the agency with the smallest employee base in this evaluation, Critical Mass focuses its solid interactive marketing services on Web site initiatives. Thus, Critical Mass is a strong fit for firms looking to leverage well-designed Web sites as part of their interactive marketing efforts. However, the agency has limited experience with a broad array of social media, and the robustness of its measurement and analytics capabilities are lacking beyond the basics of Web site and display ad metrics.¹³
- **imc².** As one of the smaller agencies in this evaluation, imc² has a well-rounded offering of established interactive marketing services. The agency's strongest capabilities are in implementing Web sites, display ad campaigns, email programs, and search marketing. The agency is a good fit for firms looking for a cross-channel campaign using established interactive channels. However, the bulk of its analytics and audience research capabilities are grounded in the Web site. Companies looking for sophisticated social media activities or experimental analytics will find that the agency possesses limited experience in these areas.¹⁴

SUPPLEMENTAL MATERIAL

Online Resource

The online version of Figure 4 is an Excel-based agency comparison tool that provides detailed agency evaluations and customizable rankings.

Data Sources Used In This Forrester Wave

Forrester used a combination of data sources to assess the strengths and weaknesses of each agency:

- **Agency surveys.** Forrester surveyed agencies on their capabilities as they relate to the evaluation criteria. We used these surveys for both initial qualification for the Wave evaluation as well as data for our analysis to rank the agencies.
- **Agency strategy briefing calls.** We conducted in-depth calls with each agency to explore its capabilities in more detail. Each agency was responsible for presenting its strategy as well as responding to three scenarios. The scenarios spanned three fictional companies with varying interactive marketing needs and problems. They included a pet food manufacturer looking to break into the organic pet food market, a quick service restaurant looking to engage its youthful audience in more creative ways, and an online bank looking to expand its customer base and implement social media tools.
- **Customer reference calls.** To validate agency capabilities, Forrester also conducted reference calls with four of each agency's current customers. We discussed how well the agency performs interactive marketing services for their business and how well it delivers services, including audience research, measurement and analytics, social media implementations, and cross-channel integration.

The Forrester Wave Methodology

We conduct primary research to develop a list of agencies that meet our criteria to be evaluated in this market. From that initial pool of agencies, we then narrow our final list. We choose these agencies based on: 1) services fit; 2) customer success; and 3) Forrester client demand. We eliminate agencies that have limited customer references and services that don't fit the scope of our evaluation.

After examining past research, user need assessments, and agency and expert interviews, we develop the initial evaluation criteria. To evaluate the agencies and their services against our set of criteria, we gather details of service capabilities through a combination of strategy briefings, hypothetical client scenarios, questionnaires, and discussions with client references. We send evaluations to the agencies for their review, and we adjust the evaluations to provide the most accurate view of agency offerings and strategies.

We set default weightings to reflect our analysis of the needs of large user companies — and/or other scenarios as outlined in the Forrester Wave document — and then score the agencies based on a clearly defined scale. These default weightings are intended only as a starting point, and readers are encouraged to adapt the weightings to fit their individual needs through the Excel-based tool. The final scores generate the graphical depiction of the market based on current offering, strategy, and market presence. Forrester intends to update agency evaluations regularly as product capabilities and agency strategies evolve.

ENDNOTES

¹ The video games category includes consumers who play online games (alone or with others) or own a videogame console; marketers in this category are those who are currently using advergames, in-game ads, or virtual worlds.

Our mobile phones category includes consumers who own a cell phone or smartphone and use mobile data services texting or picture messaging, email, or the mobile Internet at least monthly or more; marketers in this category are those who are currently using mobile text messages or mobile WAP sites.

Our online video category includes consumers who upload video that they've created to a public Web site or watch video from other users; marketers in this category are those who are currently using ads within online video or video created by marketing about the brand.

Our blogs category includes consumers who read blogs or comment on someone else's blog or publish, maintain, or update a blog.

Our social networks category includes consumers who visit or update/maintain a profile on a social networking site.

² Marketers are increasingly leveraging multiple channels to engage customers in new ways. See the October 10, 2007, "[US Interactive Marketing Forecast, 2007 To 2012](#)" report.

³ The rapidly shifting behavior of people online exposes major weaknesses in traditional agency skill sets. See the February 23, 2007, "[Help Wanted: 21st Century Agency](#)" report.

⁴ Engagement extends beyond the measurement of reach and frequency to get at people's true feelings about brands and products. Agencies must take the lead in understanding how to track people's involvement and interactions with brands and what level of intimacy they have and their likelihood to influence others. See the August 8, 2007, "[Marketing's New Key Metric: Engagement](#)" report.

⁵ In April 2007, Forrester published a Wave evaluation on interactive marketing agencies Web design capabilities. This is not intended to be an update to that Wave evaluation. See the April 11, 2007, "[The Forrester Wave™: Interactive Marketing Agencies — Web Design Capabilities, Q2 2007](#)" report.

⁶ All of the agencies considered for inclusion in this evaluation can be found in our catalog of interactive agencies. See the Vendor Product Catalog: Interactive Marketing Agencies (<http://www.forrester.com/rb/vpc/catalog.jsp?catalogID=30>).

- ⁷ *AdvertisingAge* publishes an annual list of the top 50 interactive agencies based on total interactive revenue. Source: “Top 50 Interactive Agencies,” *AdvertisingAge*, April 26, 2007 (http://adage.com/datacenter/article?article_id=116390).
- ⁸ View the vendor summary for more detailed analysis on how OgilvyInteractive fared in this evaluation. See the December 4, 2007, “[OgilvyInteractive Leads With A Comprehensive Interactive Marketing Offering](#)” report.
- ⁹ View the vendor summary for more detailed analysis on how Avenue A | Razorfish fared in this evaluation. See the December 4, 2007, “[Avenue A | Razorfish Leads In All Things Digital](#)” report.
- ¹⁰ View the vendor summary for more detailed analysis on how Sapient fared in this evaluation. See the December 4, 2007, “[Sapient Delivers Unparalleled Technology And Analytics Skills For Interactive Marketing](#)” report.
- ¹¹ View the vendor summary for more detailed analysis on how Digitas fared in this evaluation. See the December 4, 2007, “[Digitas Brings Strong Analytics Expertise To Interactive Marketing](#)” report.
- ¹² View the vendor summary for more detailed analysis on how VML fared in this evaluation. See the December 4, 2007, “[VML Offers Strong Strategic Services But Lacks Social Computing Depth](#)” report.
- ¹³ View the vendor summary for more detailed analysis on how Critical Mass fared in this evaluation. See the December 4, 2007, “[Critical Mass Masters Web Sites But Lacks Broader Interactive Marketing Expertise](#)” report.
- ¹⁴ View the vendor summary for more detailed analysis on how imc² fared in this evaluation. See the December 4, 2007, “[imc2 Works Best For Established, Rather Than Emerging, Interactive Campaigns](#)” report.

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