How Predictive Marketing Analytics Boosts B2B Business Performance

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Executive Summary

Digital, social, and mobile — and more technology disruptors to come — have upended the business-to-business (B2B) purchase process. These evolutions have given buyers unprecedented power to investigate solutions, compare options, and complete purchases online. In the resulting age of the customer, B2B marketers face two major challenges: 1) creating increasingly personalized and relevant messages, content, and communication to attract these more discerning buyers and 2) tailoring marketing programs that engage a broader set of influencers and decision-makers inside target accounts earlier in the purchase process. What *hasn't* changed in B2B marketing is the need to connect sellers to individual decision-makers and influencers within the companies they represent. While individuals plan, substantiate, and approve business purchases, the resulting business relationship remains connected to the account.

In October 2015, EverString commissioned Forrester Consulting to evaluate the adoption of predictive marketing analytics at B2B companies. To further explore this trend, Forrester developed a hypothesis to test the assertion that predictive marketing analytics enables B2B marketers to be significantly more effective in identifying and engaging buyers in specific accounts and across the buyer's lifetime.

> **Predictive marketing analytics enables B2B marketers to be significantly more effective in identifying and engaging buyers at specific accounts and across the customer life cycle.**

In conducting an in-depth survey of 150 B2B marketers in the US, Forrester found that companies currently using predictive analytics ("Predictive Marketers") significantly outperform others across business metrics. Predictive Marketers are also more effective at balancing the full customer life cycle, while others ("Retrospective Marketers") focus more on early stage life-cycle activities. Overall, applying predictive marketing analytics across the life cycle delivers very high impact.

KEY FINDINGS

Forrester's study yielded three key findings:

› **Predictive marketing analytics use correlates with better business results and metrics.** Our survey revealed that top-performing companies are more likely to use predictive marketing analytics. Compared with companies that have not yet implemented predictive marketing analytics (Retrospective Marketers), Predictive Marketers are 2.9x more likely to report revenue growth at rates higher than the industry average; 2.1x more likely to occupy a commanding leadership position in the product/service markets they serve; and 1.8x more likely to consistently exceed goals when measuring the value their marketing organizations contribute to the business.

› **Predictive marketing analytics helps B2B marketers play a superior role in their firms.** As B2B buying journeys evolve, marketing must step up to the challenge of engaging digitally empowered buyers more effectively: 78% of our survey respondents believe marketing's role has expanded from demand generation to deal acceleration. Marketers need tools to guide decisions and actions in their more prominent role, and predictive marketing analytics tops their priority list: 49% of respondents said their firms currently use it, and an additional 40% plan to implement it in the next 12 months. Predictive insights help marketers nurture the right leads, convert sales faster, and engage customers with more relevant content and information. In fact, Predictive Marketers effectively manage a wider array of engagement activities across the customer life cycle, while Retrospective Marketers tend to focus mostly on increasing awareness and acquisition.

› **Predictive Marketers use advanced strategies to deliver greater impact across the customer life cycle.** Predictive Marketers take a more modern approach to marketing, using advanced technologies and tactics to achieve superior outcomes. Our survey results show that modeling and predicting specific outcomes helps Predictive Marketers execute account-based marketing (ABM) strategies, enabling them to drive more buyer engagement and, ultimately, increase revenue opportunities from target accounts. Predictive Marketers are also more likely to report the advantages of using predictive marketing analytics across the entire customer life cycle, with improved customer engagement as their top benefit.

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Marketing's Role Is Expanding As B2B Buyer Journeys Evolve

B2B buying has evolved in the age of the customer. Innovation in digital customer experience in the consumer context has raised the bar in B2B. Business buyers now expect the same immediate and personalized experiences that they receive as consumers. They also exercise more control over their purchase journey as they investigate and compare options long before interacting with a salesperson.

As B2B buying behaviors change, so must the responsibilities and purview of B2B marketers. Customer insights — and the ability to take action on these insights — become the building blocks required to design and execute more effective marketing interactions. Instead of attracting customers with awareness-building campaigns, marketers must expand their role to support and accelerate deal closure and help to create experiences that span the customer life cycle, all while building the relationships that today's buyers expect (see Figure 1).

When it comes to assessing the degree of change happening in the buyer's journey — and marketing's response to these changes — our survey of 150 B2B marketers revealed that:

› **Marketers see the buyer's journey becoming more complex.** With an abundance of information and content available on digital channels, it's not surprising that B2B buyers prefer to self-educate. In a recent Forrester survey of 224 US-based B2B buyers, the majority of respondents (53%) told us they prefer to gather information online on their own — a three-to-one preference over interacting with sales representatives.[1] Marketers have noticed this shift in B2B buyer behaviors. In our survey of 150 B2B marketers, 80% of respondents agreed that buyers are increasingly going online to educate themselves about products and services. In addition, 78% of survey respondents agreed that their prospects' buying journeys have become more complex and nonlinear. Given this shift, marketers can no longer rely on the same sequence of marketing activities to generate quality leads.

FIGURE 1
Forrester's Customer Life-Cycle Framework

Source: Forrester Research, Inc.

› **Empowered buyers force marketing's responsibilities to overlap more with sales.** Historically, B2B marketers led awareness-building and demand generation efforts, only to step back and let sales take over lead qualification and nurturing. Those days are over: Empowered buyers want digital experiences to reflect and reinforce physical ones, prompting marketing to move into relationship building and account development earlier in the buyer's journey. Survey respondents agreed that their responsibilities are more intertwined with sales: 80% agreed that marketing's job now includes generating qualified leads for sales, and 75% said marketing must shift from demand generation to deal acceleration (i.e., nurturing leads to help sales close deals faster) (see Figure 2).

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FIGURE 2

Marketing's Role Must Evolve To Address The New B2B Buying Journey

"Please indicate the extent to which you agree with these statements about your marketing organization's role at your company."

	Strongly agree	Somewhat agree	Agree
To be successful, it is increasingly necessary for marketing to generate qualified leads for sales	55%	25%	80%
Marketing's responsibility has advanced from demand generation to deal acceleration	39%	39%	78%
Top marketers will shift their strategies and activities from generating demand to accelerating deals	38%	37%	75%

Base: 150 B2B marketing analytics decision-makers and influencers

Source: A commissioned study conducted by Forrester Consulting on behalf of EverString, October 2015

› **Poor data management keeps marketing from developing real-time insights that sophisticated targeting and sales interactions require.** Today, marketers collect data from a wide range of sources, including manual inputs into CRM systems, transaction and interaction data, and social media feeds. The ability to leverage this data effectively is essential: 82% of marketers agreed that successfully automating lead nurturing requires specific targeting capabilities. But many organizations lack the processes, technology, and know-how to turn massive amounts of disconnected data into actionable insights. Nearly half of survey respondents (47%) indicated that ensuring data quality and managing data from various sources inhibit their ability to create actionable insights. Furthermore, over a third (39%) said they struggle to provide real-time insights to the business (see Figure 3). These sentiments underscore a need for new approaches to help marketers draw real-time insights from various data sources and put them to work nurturing demand, enabling sales, and building lasting customer relationships.

FIGURE 3

Marketers Struggle To Draw Real-Time Insights From Their Many Data Sources

"What challenges do you face that inhibit your organization from creating actionable insights about customers and prospects?"

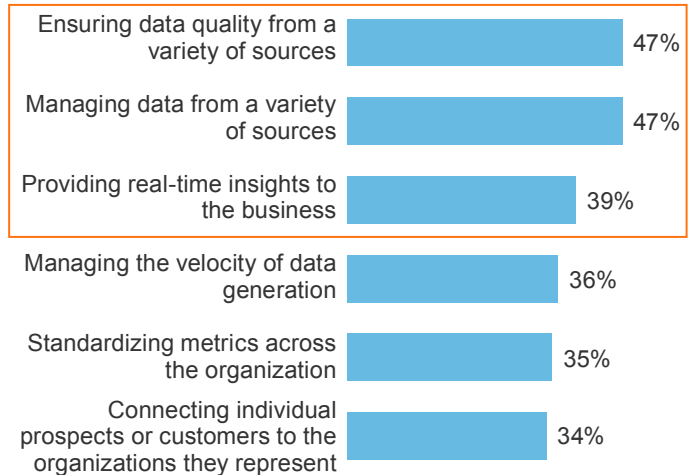|	
Ensuring data quality from a variety of sources	47%
Managing data from a variety of sources	47%
Providing real-time insights to the business	39%
Managing the velocity of data generation	36%
Standardizing metrics across the organization	35%
Connecting individual prospects or customers to the organizations they represent	34%

Base: 150 B2B marketing analytics decision-makers and influencers

Source: A commissioned study conducted by Forrester Consulting on behalf of EverString, October 2015

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PREDICTIVE MARKETING ANALYTICS CREATES THE DEEPER BUYER INSIGHTS MARKETERS NEED
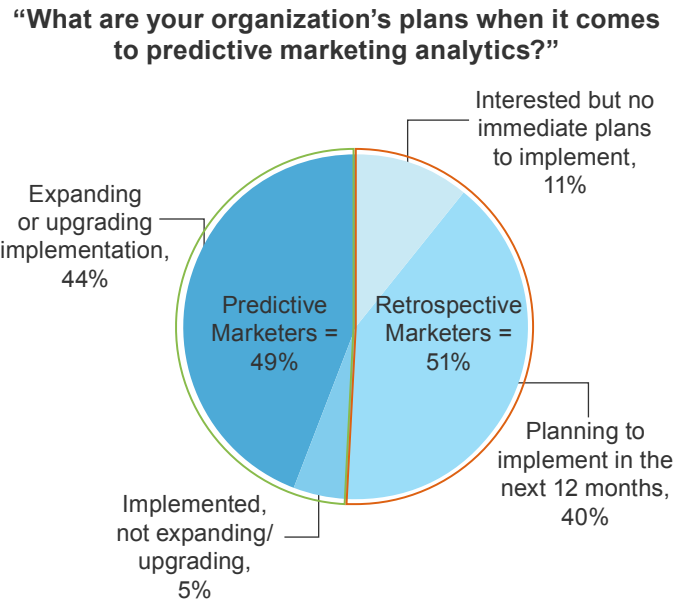
As marketers take on more responsibilities, they need analytic capabilities to turn the data at their disposal into insight. They also need the ability to make data-driven decisions. Predictive marketing analytics extracts information from existing customer and conversion data sets — whether aggregated from internal operational systems or external sources — to determine patterns and predict, with an acceptable level of reliability, which accounts are the best fit for your business.

Marketers who use predictive marketing analytics find they can improve the effectiveness of customer interactions from early-stage attraction to late-stage advocacy. For example, marketers can use predictive marketing analytics to evaluate new market opportunities (e.g., the size of the opportunity in a new geography), predict which deals in their current pipelines are most likely to close, or identify cross-sell/upsell opportunities within existing accounts. These insights help marketers build strong sales pipelines and optimize marketing spend by knowing who to target and how to prioritize their current database. The power of prediction is catching on rapidly, and from our survey we learned:

› **An overwhelming majority of businesses plan to employ predictive marketing analytics in 2016.** Forty-nine percent of companies are currently using predictive marketing analytics.[2] The vast majority of current users (nine in 10) are expanding or upgrading their implementations, indicating early success and the desire to maximize the technology's potential. An additional 40% plan to adopt predictive marketing analytics within the next 12 months, which means that within the year, 89% of companies are likely to be Predictive Marketers (see Figure 4). For the purposes of this study's analysis, we categorized those respondents currently using predictive marketing analytics as Predictive Marketers and the remaining respondents who have not yet implemented predictive capabilities (51%) as Retrospective Marketers.

FIGURE 4

Predictive Marketing Analytics Is On 89% Of B2B Marketers' Road Maps

"What are your organization's plans when it comes to predictive marketing analytics?"

Interested but no immediate plans to implement, 11%

Expanding or upgrading implementation, 44%

Predictive Marketers = 49%

Retrospective Marketers = 51%

Planning to implement in the next 12 months, 40%

Implemented, not expanding/upgrading, 5%

Base: 150 B2B marketing analytics decision-makers and influencers

Source: A commissioned study conducted by Forrester Consulting on behalf of EverString, October 2015

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› **Predictive Marketers effectively address the full customer life cycle.** We asked respondents to rate the top three activities where their marketing organizations are most effective, purposefully representing activities across the full spectrum of the customer life cycle. The results showed that Retrospective Marketers say they are most effective during the discover phase of the customer life cycle: 70% ranked two or more discover-stage activities — such as building brand equity and defining target audiences — among the top three activities they do best. In contrast, Predictive Marketers demonstrated a greater distribution of competency across activities that involve the entire customer life cycle: 49% selected two or more discover-stage activities among their top three best practices, and 51% selected two or more activities further along the customer life cycle, such as qualifying leads and managing the end-to-end customer experience (see Figure 5). These results show a strong correlation between marketers who are effective across a broader range of activities and the use of predictive marketing analytics.

FIGURE 5

Predictive Marketers Are Effective Across The Life Cycle, While Retrospective Marketers Focus Only On Early-Stage Discovery And Exploration

"In which of the following areas is your marketing organization most effective?"
(Rank top three)

Percentage of respondents with two or more of their top three in each bucket:

■ Discover activities
■ Full life-cycle activities

• Building brand equity
• Bringing the right products/services to market
• Defining and understanding target audiences for our products/services
• Identifying the right types of accounts or account characteristics best suited for our offerings

• Acquiring, developing, and qualifying leads or purchase decision-makers
• Targeting the right prospects at the right time with the right content
• Enabling sales to close business more effectively
• Managing the end-to-end customer experience (from prospect to loyal customer)
• Improving ROI of marketing program spend
• Improving campaign planning and execution efficiency
• Monitoring and improving brand sentiment

	Predictive Marketers	Retrospective Marketers
Discover activities	49%	70%
Full life-cycle activities	51%	30%

Base: B2B marketing analytics decision-makers and influencers; Predictive Marketers (n = 74), Retrospective Marketers (n = 76)

Source: A commissioned study conducted by Forrester Consulting on behalf of EverString, October 2015

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Using Predictive Marketing Analytics Correlates With Better Business Performance

Predictive marketers are more proficient at marketing activities that span the full customer life cycle, but do their modern approaches and use of predictive marketing analytics make an impact on the broader business? Our survey results found that they do. By comparing survey responses from Predictive Marketers with those from Retrospective Marketers, we found a distinct correlation between predictive marketing analytics use and positive business performance measures (see Figure 6). When compared with Retrospective Marketers, Predictive Marketers are more likely to:

› **Grow their revenues much faster than the industry average.** While only 14% of Retrospective Marketers reported revenue growth much higher than the industry average, a whopping 2.9x the number of Predictive Marketers (41%) reported achieving this positive business result.
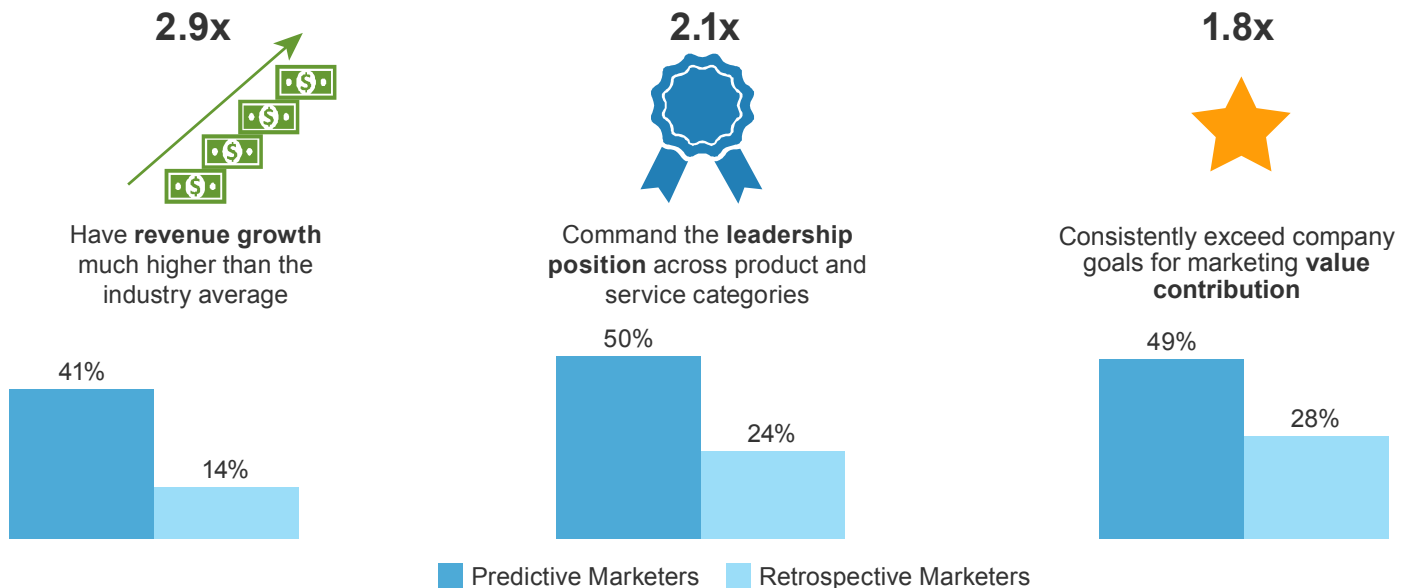
› **Command market leadership across product and service categories where they compete.** Half of the Predictive Marketers we surveyed (50%) claim a commanding leadership position across their product and service categories, compared with only 24% of retrospective marketers. In other words, Predictive Marketers are twice as likely as Retrospective Marketers to lead in their market category.

› **Deliver measurable value to the business from marketing efforts.** When asked about marketing value contribution — i.e., how respondents would rate their performance on quantifiable metrics such as attributed revenue, leads generated, and conversion rates — 49% of Predictive Marketers said their organizations consistently exceed company benchmarks. Only 28% of Retrospective Marketers are as effective at delivering similar value to their business.

FIGURE 6

Predictive Marketers Outperform Retrospective Marketers Across Business Metrics

Compared with "Retrospective Marketers" who have not yet implemented predictive marketing analytics, Predictive Marketers are more likely to:

2.9x

Have **revenue growth** much higher than the industry average

41%

14%

2.1x

Command the **leadership position** across product and service categories

50%

24%

1.8x

Consistently exceed company goals for marketing **value contribution**

49%

28%

■ Predictive Marketers ■ Retrospective Marketers

Base: B2B marketing analytics decision-makers and influencers; Predictive Marketers (n = 74), Retrospective Marketers (n = 76)
Source: A commissioned study conducted by Forrester Consulting on behalf of EverString, October 2015

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Predictive Marketers' Advanced Tactics Deliver Impact Across The Customer Life Cycle

We see that using predictive marketing analytics correlates with positive business performance, but what else sets Predictive Marketers apart from their retrospective counterparts? It all comes down to modern marketing. Predictive Marketers leverage data and insight to better target prospects with the greatest probability and to anticipate the outcome of their programs better. Their modern approaches extend across everything they do to attract, qualify, nurture, and engage customers and prospects. Our survey shows:
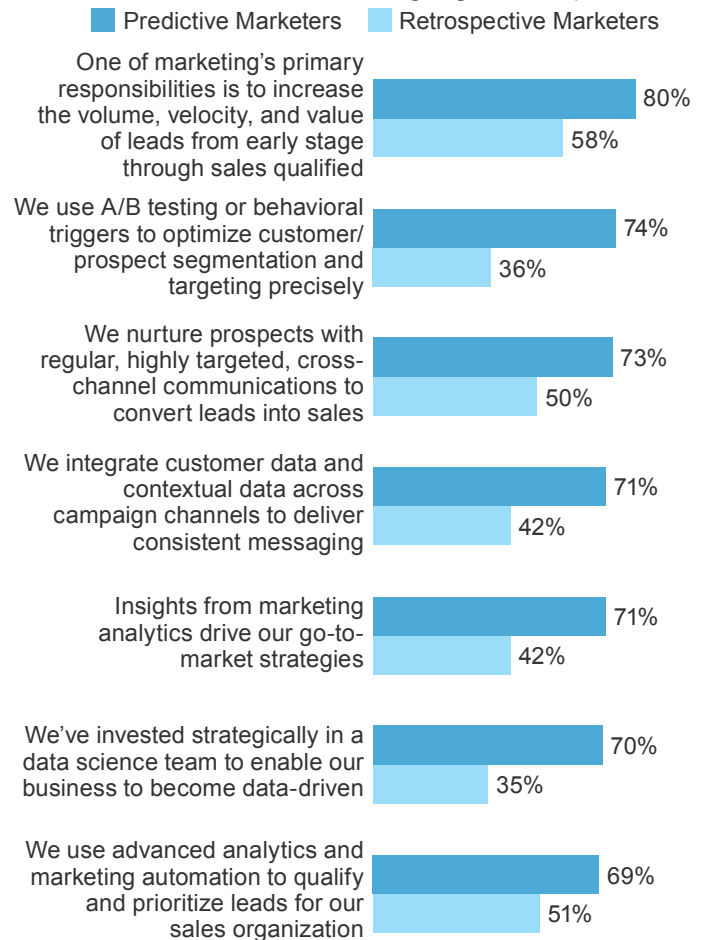
› **Predictive Marketers take a more modern and advanced approach to B2B marketing than others.** We asked survey respondents to describe their current marketing processes and found that more than two-thirds of Predictive Marketers (69% to 80%) strongly identified with a series of "modern marketing" statements (see Figure 7). For example, 80% said their primary responsibility is to increase the volume, velocity, and value of leads from early-stage activities through forecasted sales. Another 71% integrate customer and contextual data to deliver consistent messaging across campaign channels. Meanwhile, only 35% to 58% of Retrospective Marketers feel these modern marketing approaches accurately describe their organizations.

› **Predictive Marketers understand the value of predictive marketing analytics in account-based marketing and put it work.** ABM — tailoring messages and content based on needs/preferences of specific accounts rather than individual contacts — is one approach in the modern marketing arsenal that still confuses many practitioners. In our survey, for example, 59% agreed that "account-based marketing is just another term for sales enablement." This view is shortsighted, since B2B marketers who market to specific accounts align better with their sales counterparts, help close bigger deals within target accounts, and increase pipeline velocity.[3] However, marketers do understand that predictive modeling plays a big role in making ABM work: 85% of respondents agreed that the ability to model and predict specific outcomes is essential to ABM. Marketers need a clear understanding of target accounts to deliver tailored messaging and content, and predictive marketing analytics can provide that clarity.

FIGURE 7

Modern Marketing Is Prevalent At Organizations Using Predictive Marketing Analytics

"Please indicate the extent to which the following statements describe your marketing organization's current processes."
(Percentage who indicated it mostly or completely describes their marketing organization)

■ Predictive Marketers ■ Retrospective Marketers

One of marketing's primary responsibilities is to increase the volume, velocity, and value of leads from early stage through sales qualified — 80% / 58%

We use A/B testing or behavioral triggers to optimize customer/prospect segmentation and targeting precisely — 74% / 36%

We nurture prospects with regular, highly targeted, cross-channel communications to convert leads into sales — 73% / 50%

We integrate customer data and contextual data across campaign channels to deliver consistent messaging — 71% / 42%

Insights from marketing analytics drive our go-to-market strategies — 71% / 42%

We've invested strategically in a data science team to enable our business to become data-driven — 70% / 35%

We use advanced analytics and marketing automation to qualify and prioritize leads for our sales organization — 69% / 51%

Base: B2B marketing analytics decision-makers and influencers; Predictive Marketers (n = 74), Retrospective Marketers (n = 76)
Source: A commissioned study conducted by Forrester Consulting on behalf of EverString, October 2015

In fact, Predictive Marketers are more than twice as likely to use account-based marketing technologies (81% versus 39%) (see Figure 8). Because of this experience, Predictive Marketers are twice as likely to strongly agree that modeling and predicting outcomes is essential to ABM when compared with their retrospective counterparts (61% versus 29%).

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FIGURE 8

In Theory And In Practice, Predictive Marketing Analytics Enables Account-Based Marketing

"Please indicate the extent to which you agree with the following statements about account-based marketing."

The ability to _model and predict_ specific account outcomes _is essential_ to ABM.

Strongly agree   Somewhat agree   **Agree**

Total respondents	45%	41%	86%
Predictive Marketers	61%	34%	95%
Retrospective Marketers	29%	47%	76%

2.1x

"Which statement best describes your firm's use of the following technologies, specifically for B2B marketing purposes?"

Predictive Marketers   Retrospective Marketers

81%   2.1x   39%

Account-based marketing (ABM) solutions
(Percentage implemented or expanding/upgrading)

Base: B2B marketing analytics decision-makers and influencers; Predictive Marketers (n = 74), Retrospective Marketers (n = 76)
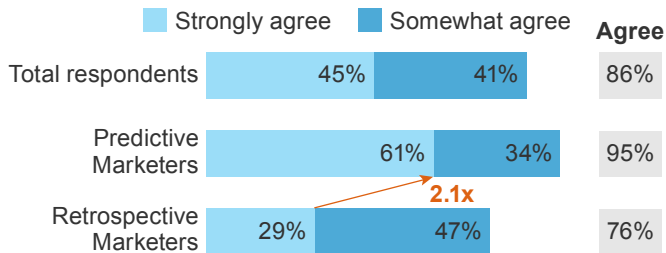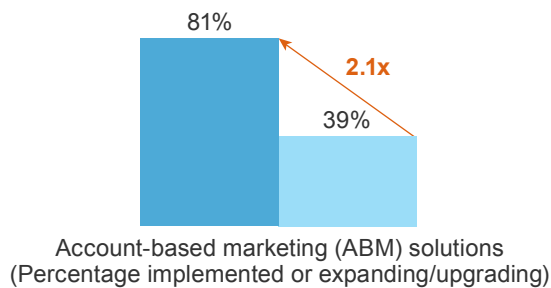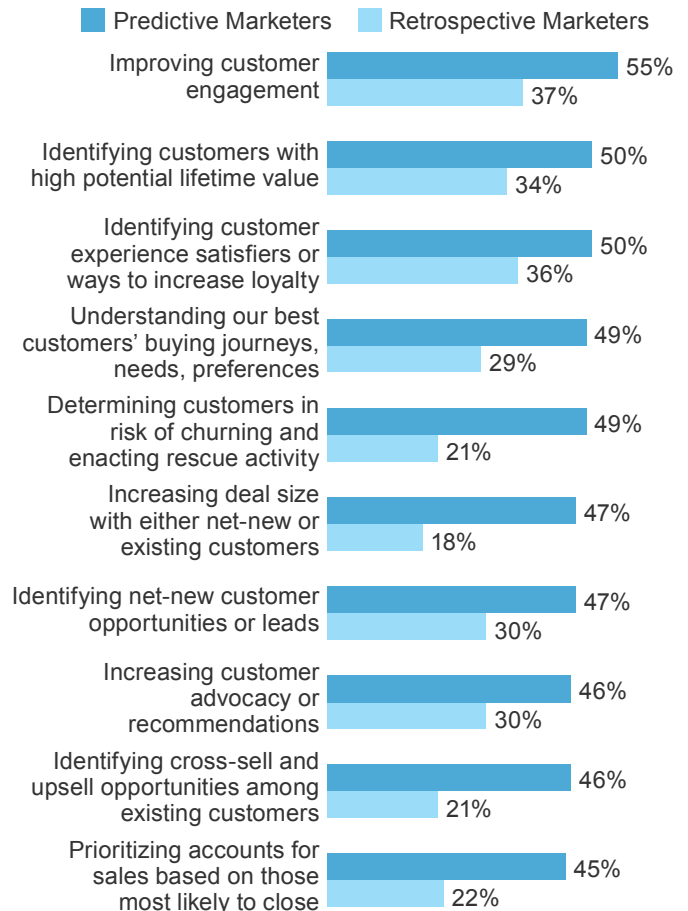
Source: A commissioned study conducted by Forrester Consulting on behalf of EverString, October 2015

› **Across the customer life cycle, predictive marketing analytics delivers higher-than-expected results.** We asked respondents to rate the realized or potential impact of using predictive marketing analytics across the customer life cycle.[4] Universally, Predictive Marketers rated the impact of predictive marketing analytics much higher than Retrospective Marketers for capabilities ranging from understanding preferences and needs to identifying net-new leads to increasing customer advocacy (see Figure 9). For example, Predictive Marketers rated the impact of predictive marketing analytics anywhere from 25 to 29 percentage points higher than Retrospective Marketers when it comes to identifying cross-sell/upsell opportunities,

FIGURE 9

The Impact Of Predictive Marketing Analytics Exceeds Expectations Across The Life Cycle

"How would you rate the impact/potential impact of using predictive marketing analytics across the customer life cycle for the following?"
(Percentage who selected "very high impact")

Predictive Marketers   Retrospective Marketers

	Pred	Retro
Improving customer engagement	55%	37%
Identifying customers with high potential lifetime value	50%	34%
Identifying customer experience satisfiers or ways to increase loyalty	50%	36%
Understanding our best customers' buying journeys, needs, preferences	49%	29%
Determining customers in risk of churning and enacting rescue activity	49%	21%
Increasing deal size with either net-new or existing customers	47%	18%
Identifying net-new customer opportunities or leads	47%	30%
Increasing customer advocacy or recommendations	46%	30%
Identifying cross-sell and upsell opportunities among existing customers	46%	21%
Prioritizing accounts for sales based on those most likely to close	45%	22%

Base: B2B marketing analytics decision-makers and influencers; Predictive Marketers (n = 74), Retrospective Marketers (n = 76)

Source: A commissioned study conducted by Forrester Consulting on behalf of EverString, October 2015

increasing deal size, and enacting rescue activity for customers at risk of defecting. The differences in these ratings show just how much better marketers who use predictive marketing analytics are at putting new insights to work across the entire customer life cycle to improve their business and long-term customer relationships.

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Key Recommendations

As the interest in and use of predictive marketing analytics continue to grow, B2B marketers are increasingly positive about the potential that these tools and technologies have in driving business growth, aligning marketing and sales practices, and engaging with more discerning buyers. Yet the biggest benefits will come when marketers move beyond early-stage experimentation and start to use predictive analytics to find new market opportunities, streamline deal conversion, grow lifetime account value, and turn loyal customers into advocates. The following steps will help B2B marketers develop the practices and technology portfolio required to make predictive marketing analytics pay off by modeling and anticipating desired business outcomes with a greater degree of accuracy:
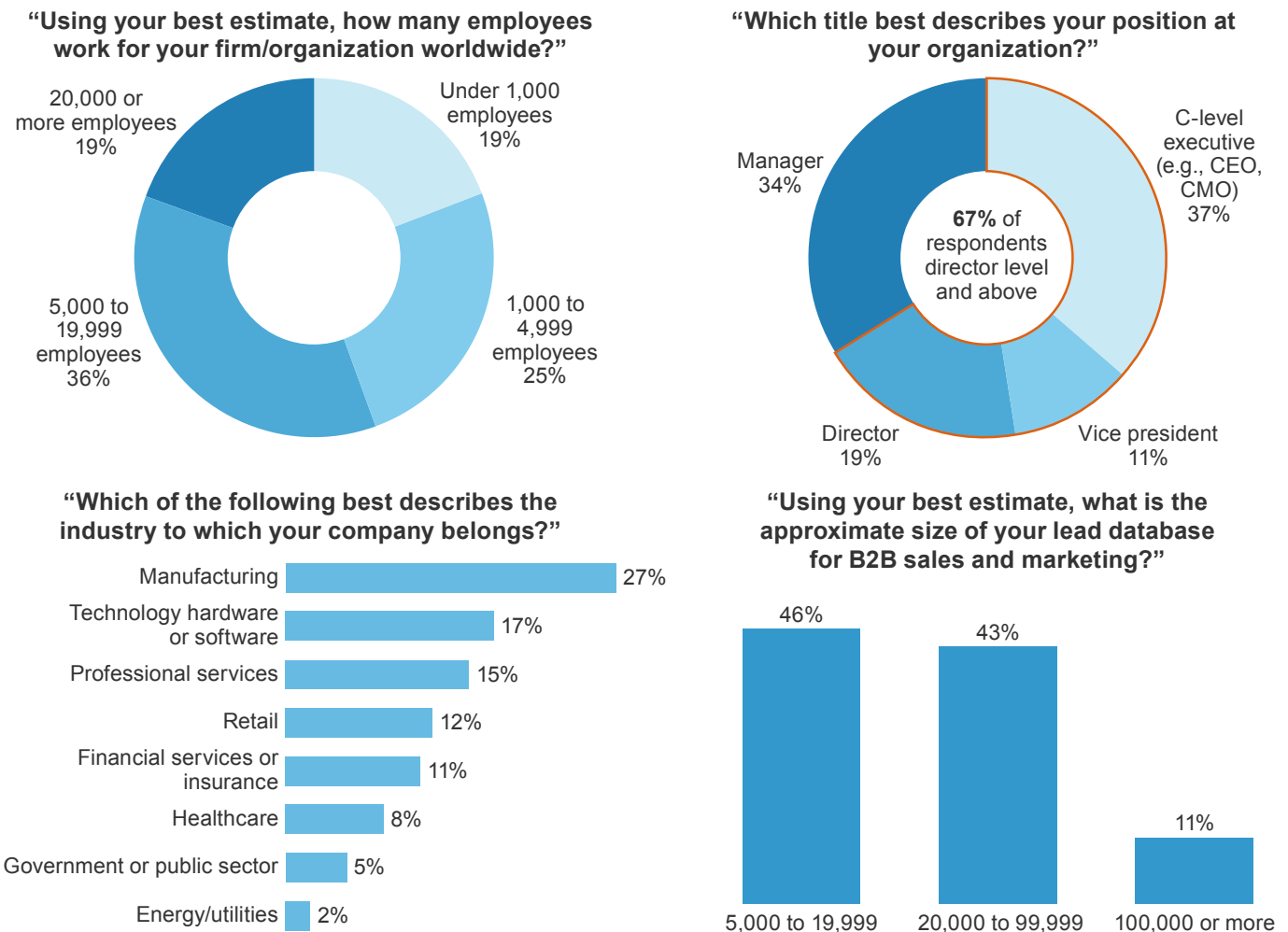
› **Put the power to predict on your marketing technology agenda.** What's the right marketing mix for my offerings? Which leads show the greatest potential of converting? What does this customer want right now? These and many other questions have one thing in common: B2B marketers won't know the answer to any of them for certain. But marketing teams will have an advantage against competitors in those situations when their models and analysis can probabilistically predict the outcomes of specific marketing investments, programs, and activities. Now is the time to test the analytics waters and figure out your company's appetite for applying customer data to marketing strategy and execution. Start by initiating a project to dig into existing customer data repositories and transactional systems to find out if something there reveals hidden insight into what makes your better customers different from the rest.

› **Use data to model customer segments or target opportunities.** Analyzing data using powerful new technology won't guarantee that some new opportunity worth a truckload of money gets revealed. Learning to apply analytic insight starts by understanding the business problems customers want to solve. One simple way to improve this understanding is to conduct 10 structured interviews with 10 current customers in 10 days and discuss the findings that these conversations uncover. Or ask your "shortlisted" technology candidates to run your target accounts list for a specific geography through their modeling, and project which accounts are likely to become opportunities. Split the group, market to one half, and see if that specialized marketing attention accelerates the deals. Activities like these can introduce sales and marketing teams to the power of insight for getting closer to customers.

› **Invest in a comprehensive data strategy.** If customer understanding is the key to competitive advantage in the age of the customer, then data becomes the currency by which marketers acquire this knowledge. Modern marketers put data to work by combining customer data from internal systems and databases with a myriad of third-party sources to build models that anticipate buyer behavior and upgrade their customer intelligence. More comprehensive data modeling and systematic data management help marketers determine which leads to nurture more aggressively, which offers to make to which buyers, which business opportunities to expand in certain accounts, and which customers to invite to become select advisors. But these benefits start by making sure your data house is in order, so get it there in 2016.

› **Use predictive marketing analytics to pave the way for ABM.** By combining ABM with predictive marketing, B2B marketers can more reliably target and market to accounts with the greatest lifetime value potential. This is the first step to getting marketing and sales working more collaboratively with the same processes and objectives. While marketing automation has increased marketing's ability to demonstrate its impact on the business, it did little to ease the rivalries that arise when trying to align marketing's mass-communication proclivities with the traditional account-centric approaches favored by sales. Predictive marketing analytics can start you on the road to becoming an account-based marketing organization by analyzing data about your best accounts and using that insight to find other accounts that share those collective, often-hidden characteristics discernable only through mathematical modeling.

Appendix A: Methodology

In this study, Forrester conducted an online survey of 150 respondents across industries in the US to evaluate their B2B marketing analytics practices. In order to qualify, companies needed to have at least 5,000 active leads in their B2B databases. Survey participants included decision-makers in marketing roles whose responsibilities included B2B marketing strategy and analytics. Questions provided to the participants asked about business performance, use of various marketing technologies, challenges and inhibitors to insight, and benefits of current approaches. Respondents were offered a small incentive as a thank you for time spent on the survey. The study was completed in October 2015.

Appendix B: Demographics/Data

FIGURE 10

Respondent Demographics And Company Details

"Using your best estimate, how many employees work for your firm/organization worldwide?"

- 20,000 or more employees 19%
- Under 1,000 employees 19%
- 5,000 to 19,999 employees 36%
- 1,000 to 4,999 employees 25%

"Which title best describes your position at your organization?"

67% of respondents director level and above

- Manager 34%
- C-level executive (e.g., CEO, CMO) 37%
- Director 19%
- Vice president 11%

"Which of the following best describes the industry to which your company belongs?"

- Manufacturing 27%
- Technology hardware or software 17%
- Professional services 15%
- Retail 12%
- Financial services or insurance 11%
- Healthcare 8%
- Government or public sector 5%
- Energy/utilities 2%

"Using your best estimate, what is the approximate size of your lead database for B2B sales and marketing?"

- 5,000 to 19,999 — 46%
- 20,000 to 99,999 — 43%
- 100,000 or more — 11%

Base: 150 B2B marketing analytics decision-makers and influencers

(percentages may not total 100 because of rounding)

(not all responses shown)

Source: A commissioned study conducted by Forrester Consulting on behalf of EverString, October 2015

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Appendix C: Endnotes

[1] Source: "Threats To Their Traditional Sales Force Will Change The Focus For B2B Marketers," Forrester Research, Inc., May 8, 2015.

[2] In the survey, we defined predictive marketing analytics as follows: "By predictive marketing analytics, we mean techniques, tools, and technologies that use data to derive and use models (e.g., statistical analysis of current and historical data to predict future behaviors). These predictive models can anticipate outcomes with a significant probability of accuracy."

[3] Source: "Make Your B2B Marketing Thrive In The Age Of The Customer," Forrester Research, Inc., August 31, 2015.

[4] Survey respondents who currently use predictive marketing analytics ("Predictive Marketers") were asked to rate the impact they have seen from the technology, and other respondents ("Retrospective Marketers") were asked to rate the potential impact.