

The State of Martech 2025 in Professional Services

Three Big Bets to Future-Proof Your Business

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Foreword

Some of the greatest inventions in history have profoundly advanced the way we share information and knowledge. The printing press democratized access to books, boosting literacy and standardizing language. The automobile and airplane made the world more accessible, allowing people to form broader worldviews through firsthand experiences and information once out of reach.

Today, the democratization of AI is driving a new kind of information revolution—one defined by the unprecedented speed and scale at which knowledge is accessed and applied.

It's no surprise, then, that in an industry where intellectual property is a core asset, AI is having a profound impact on Professional Services. As

this report explores, firms that embrace these technological shifts and evolve their business practices accordingly will be best positioned to lead.

The State of Martech 2025 in Professional Services is grounded in research and offers actionable, human-centric recommendations for go-to-market technology strategies. We hope you find these insights valuable.



Sara Faatz

Director Technology
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Introduction

AI is making clients smarter, perhaps faster than many Professional Services firms delivering their next insights. Clients no longer want to wait days for a deck, weeks for a report, or schedule meetings just to access expertise. They've grown used to instant, answer-driven insights from AI assistants like ChatGPT, Perplexity, and Claude. They don't want to buy hours or hire headcount. They want outcomes. And they want them today. Tomorrow is too late. Why pause operations if competitors already have access to the insight to improve now?

This new reality is reshaping the core of Professional Services. The value once tied to deep analysis and expert judgment is now measured by speed, scale, and integration into the client's workflow. With AI assistants offering guidance once reserved for top-tier consultants,

traditional advice is no longer rare. Knowledge is commoditized and more accessible than ever before.

That doesn't make expertise less valuable, but it does make delivery far more critical. Our data shows Martech tools in Professional Services stacks aren't yet accelerating delivery or translating into higher value. That's not failure, it's opportunity. The firms that turn their intellectual property into AI-enabled services, platforms, and client experiences will lead.

To stay trusted, firms must become productized. Trust is no longer built on expertise alone, but on packaged outcomes delivered with speed. This isn't a technology shift, it's a business model shift.

What are Professional Services Organizations?

Professional Services firms deliver specialized, knowledge-based services that help other businesses and institutions solve complex problems. These services are typically project-based and rely on the expertise, judgment, and intellectual capital of their consultants and analysts, rather than physical products.

From strategic transformation to compliance and creative campaigns, these firms play a vital role across all industries. Key segments include management consulting (e.g., McKinsey, BCG), legal services (e.g., Baker McKenzie, Clifford Chance), IT consulting (e.g., Accenture, Infosys), and creative agencies (e.g., WPP, Deloitte Digital). As client expectations evolve, these firms are rethinking how expertise is delivered, packaged, and monetized at scale.

A New Metric to Evaluate Martech

Based on five years of data science research, we introduced a new and meaningful metric for evaluating Martech: Stack Value. A “stack” refers to the combination of tools a company or a specific business unit uses to engage customers across service, marketing, content, and analytics.

The Stack Value methodology helps organizations quickly see in a single chart where to invest (Green Martech), where to evolve cautiously (Amber Martech), and where to rationalize tools that add cost without great customer value (Red Martech), all tailored to

their specific vertical. This empowers teams to make decisions that directly drive customer engagement and business performance.

Our research is grounded in over a decade of analysis: 1,500+ real-world Martech stacks, 15,000+ tools available on MartechMap.com, and 4,500+ curated requirements from our independent proprietary data warehouse, spanning 16+ industries and 30+ countries. These data points are mapped against capability maturity benchmarks based on the Capability Maturity Model (CMMI)¹ from the Carnegie Mellon University.

Understand What Drives Martech Value

One of our key insights is that higher maturity isn't always better. Especially in Red Martech, we found that chasing maturity for its own sake can add cost without improving outcomes. By contrast, industry outperformers show a distinct pattern, investing in the right capabilities at the right time, which correlates with higher revenue-per-employee ratios.

For this industry report, we combined our industry benchmarks with how leading analyst firms forecast the future of Professional Services. We identified the most compelling industry shift and the impact on their go-to-market models and Martech investments. This report summarizes that evolution in three big bets so you can start preparing for the future today.

¹[Wikipedia - CMMI Model](https://en.wikipedia.org/wiki/Capability_Maturity_Model)

The Shift From People-Powered Services to AI-Enabled Solutions

Professional Services firms are undergoing a generational shift that is redefining how value is created, delivered, and monetized. For decades, Professional Services firms have built their businesses by selling access to expert judgment, delivered through projects staffed with highly trained professionals.

But today, due to AI, that model is giving way to a new paradigm. Insights, expertise, and judgment are nowadays delivered instantly, commoditized by AI assistants like ChatGPT, Claude, and Perplexity. The customers have quickly become smarter and more educated. As a result, the industry has to move from selling people-powered services to selling AI-enabled solutions at scale.

This shift is clearly not about efficiency, although it is a beneficial side-effect. AI brings a fundamental change in how firms operate, how clients engage, and how business is won. In short, Professional Services firms are becoming hybrid businesses, part service, part software, all intelligence.

This shift is real and inevitable across the industry. Outperformers in the industry are rapidly evolving their service models to reflect client demand for speed, flexibility, and outcome-based deliverables.

This transformation is visible in three key areas of their business.

- Revenue models
- Pricing dynamics
- Service delivery formats.

Revenue is moving from human time to hybrid human-machine value delivery. The traditional model of billing for time, hourly or deliverable-based fees, is giving way. The new game is value-based pricing or subscriptions for AI-powered insights. Firms will not just monetize human expertise, but also proprietary data, automation layers, and digital delivery platforms.

BCG², for example, expected to generate 20% of its revenue in 2024 from AI consulting, and projects this will increase to 40% by 2026. This shift marks a deliberate move away from purely human consulting work toward scalable, technology-driven offerings.

Pricing becomes volatile. Clients increasingly expect automation to reduce the cost of services, even as they value AI-enabled consulting more. According to Source Global Research, 58%³ of clients expect consulting prices to fall, up from just 27% in Q3 2024. Yet paradoxically, 87%⁴ of clients still reported paying more for consulting services in 2024

² Financial Times - "BCG says AI consulting will supply 20% of revenues this year.", April 2024

^{3,4} Source Global Research - "Our most-viewed charts of 2024: How have things changed?", December 2024

than the year before. This reflects the rising demand for advanced capabilities, particularly those powered by AI. The message is clear: clients want more value, and they'll pay for it, but not for manual effort. They're paying for *intelligence at scale*.

Service delivery formats are changing. What used to be delivered as bespoke projects is now being offered as modular toolkits, co-pilots, playbooks, dashboards, and self-service platforms. Instead of one-off advice, firms are bundling AI tools, proprietary IP, and ongoing insights into recurring, scalable offerings. In legal services, for example, 79%⁵ of respondents believe Generative AI will have a moderate to significant long-term effect on how legal work is performed. Nearly half, 49%⁶, believe some legal tasks will become entirely obsolete, replaced by AI. Even in technology consulting, where digital maturity is seen, the model is evolving. 95%⁷ of tech buyers say they will increase investment in digital technology in the next 18 months. 79%⁸ expect to use more consulting services to support that. But they're no longer just buying advice, they're buying AI-supported outcomes.

The changed customer expectations are redefining the Professional Services business model. Clients are no longer engaging with firms in discrete, project-based interactions. The new standard is continuous, AI-augmented engagement, faster, more proactive, and more personalized. Clients now expect services embedded into their day-to-day operations: real-time insights, always-on access, and the

ability to co-create solutions often through digital interfaces, not just meetings and memos.

This is more than digital transformation. It's an identity transformation. Professional Services firms will have a new identity, a hybrid identity of both services and software. Professional Services firms are no longer offering elite expertise, they are becoming hybrid businesses, where human insight is multiplied by machine capability. The outcome is packaged value, priced, and delivered in radically different ways.

The Big Shift is clear. Firms that embrace AI not just as a tool, but as a business model, will lead the industry into its next era, smarter, faster, and more scalable than ever before.

Real-Life Example

A mid-sized company once paid \$50K for a two-week legal review. Now, using an AI-enabled firm with Harvey AI, they get results in 24 hours for \$15K via a self-service portal. AI handles the bulk, lawyers review edge cases. Faster, cheaper, outcome-based, and clients expect it.

^{5,6} Deloitte - "How Generative AI is changing legal department functions", September 2024

^{7,8} MSP Channel Insights - "Technology consulting spend to pass US\$400bn in 2025 as companies up investment". January 2025

How AI-Enabled Solutions Impact Go-to-Market Strategies

The shift from selling people-powered services to delivering AI-enabled solutions at scale isn't just a back-office evolution. It redefines how firms engage clients and go to market. This transformation demands a new GTM strategy that reflects three strategic bets reshaping value delivery in the industry.

Big Bet #1: FROM reactive service TO proactive insight delivery

Clients no longer want to wait for reports. They expect real-time alerts, predictive insights, and ongoing performance nudges, delivered automatically.

Big Bet #2: FROM human expertise TO AI-productized advisory services

Firms are moving from one-off expert engagements to scalable, AI-augmented tools. Clients now expect faster answers, smarter recommendations, and hybrid human-machine service models.

Big Bet #3: FROM static advice TO embedded, always-on platforms

One-off advice projects are no longer enough. Clients want solutions embedded into daily workflows, dashboards, portals, and co-pilots that deliver continuous value.

These aren't futuristic ideas. They're proven moves already underway among top performers. Each big bet reflects a practical shift in how firms win, serve, and scale in a digital-first, AI-powered world.

Why Act Now on Technology and AI?

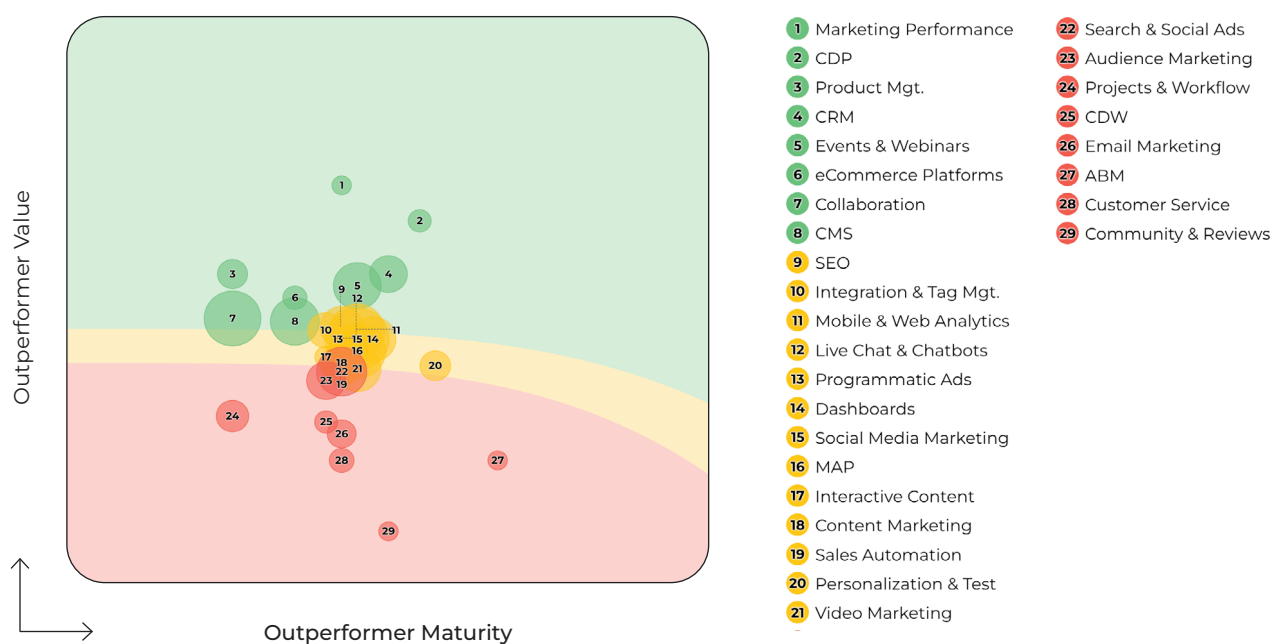
Professional Services firms face mounting pressure to upgrade their Martech. Not just for efficiency, that's a collateral benefit, but to deliver the new standard: scalable, proactive, and always-on client experiences.

Our data reveals a clear distinction between Martech that drives value and Martech that doesn't. Professional Services firms that double down on high-value-driving **Green Martech**, like CMS, CRM, eCommerce Platforms, and Product Management, consistently outperform. These technologies power productized services, real-time insight delivery, and embedded platforms. They form the digital foundation of modern Professional Services delivery.

Many firms should continue to rely on medium-value-driving **Amber Martech**, such as MAP, SEO, Sales Automation, Programmatic Ads, Personalization & Test, and Dashboards, but with care. Don't overrely on Amber Martech. While these tools can support specific use cases, they lack the maturity or standalone impact to drive transformation at scale.

More concerning is the continued use of low-value-driving **Red Martech** like Search & Social Ads, which often correlates with lower performance when scaled. Also, Search & Social Ads (65%) are overestimated compared to the Green Adtech Programmatic Ads (29%). These tools are either underutilized or misaligned

Stack Value Quadrant - Professional Services Organizations



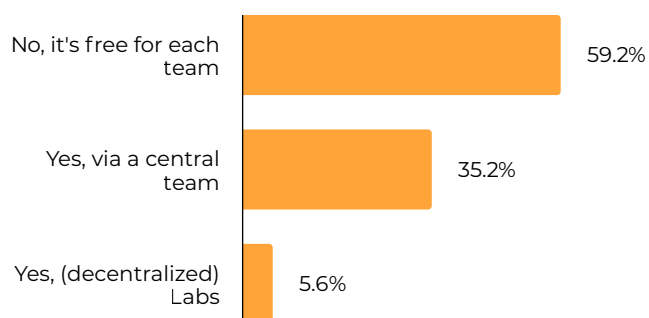
Note:

Bubble size = prevalence in Outperformer Stacks

with high-value delivery models. There is one exception: Customer Service. The life cycle management tools for portals, platforms, and apps will require some level of customer support. According to our data, this is still an area where most Professional Services firms have to start building maturity.

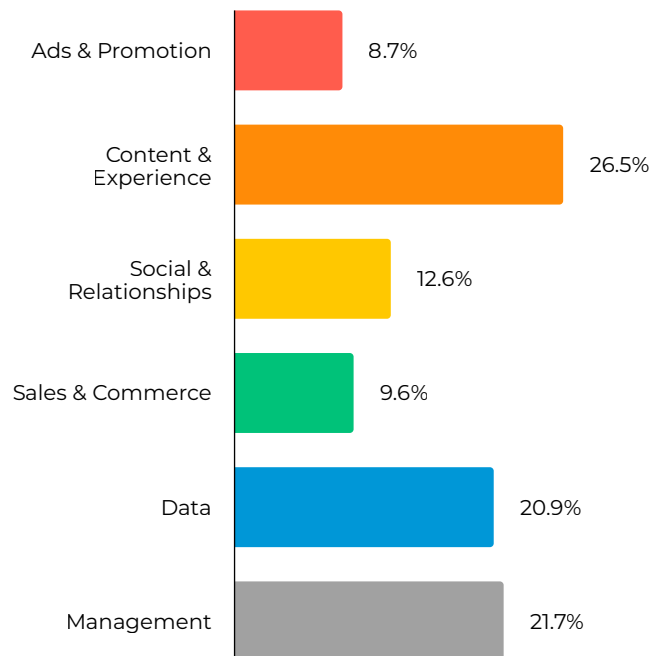
The shift toward advisory-as-a-platform is already underway. Waiting means falling behind. Professional Services firms that act now. Modernizing their tech stacks around high-impact Martech will be best positioned to meet rising client expectations and outpace competitors still clinging to static delivery models.

Do you have a GenAI policy?⁹



Despite being a knowledge-based industry, Professional Services has been slow to adopt coordinated governance around Generative AI. **Only 40.8% of firms have a GenAI policy**, either centralized or decentralized, making it one of the lowest-policy-maturity sectors in our research. In an industry that often advises clients on risk, the internal inconsistency is striking.

GenAI Adoption by (AIDARI) Category¹⁰



And yet, when teams do adopt GenAI, their usage is deep and focused. Compared to other industries, Professional Services firms show a strong emphasis on **data, content, and collaboration use cases**. Teams rely on GenAI for **deep research, summarization, ideation, and AI-driven analysis**, reflecting how central fact-based insight is to their value proposition. This makes GenAI a natural fit—not just for speed, but for intellectual leverage.

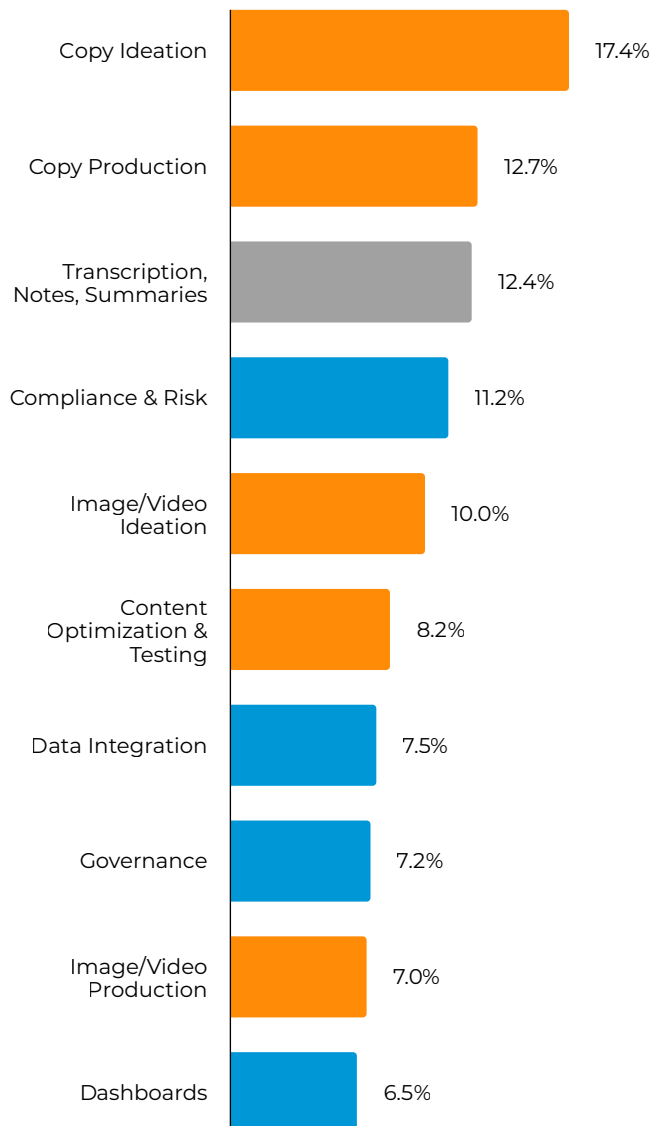
Interestingly, firms that lack formal AI governance still tend to use GenAI in **compliance, risk, and governance use cases**. This suggests that when AI is applied, it's done in high-trust or high-scrutiny environments, further highlighting the contradiction between usage intensity and policy maturity.

^{9,10} Source: 2024 GenAI Survey, chiefmartec & MartechTribe

¹⁰ 49 recorded use cases (18 organizations responded)
Additional resources about [AIDARI categories](#)

Content-related use cases, such as **copy ideation and production**, remain strong as expected, but are no longer the full story.

Top 10 GenAI Use Cases¹¹



The takeaway? There's clear momentum in GenAI experimentation, but formal alignment is missing. To scale safely and strategically, Professional Services firms must close the gap between what's being used and what's being governed, or risk undermining the trust they're built on.

¹¹ Source: 2024 GenAI Survey, chiefmartec & MartechTribe
49 recorded use cases (18 organizations responded)
Additional resources about [AIDARI categories](#)

The Three Big Bets Table

	Big Bet 1	Big Bet 2	Big Bet 3
Strategy Big Bet Name	FROM reactive service TO proactive insight delivery	FROM human expertise TO AI-productized advisory services	FROM static advice TO embedded, always-on platforms
Tactics New GTM + Actions	Drive traffic with proactive engagement	Productized advisory services	Shift from projects to platforms
Technology Industry Value-Based Martech	• Social Media Marketing • Events & Webinars (Green) • CMS (Green) • MAP (Amber) • CRM (Green) • Mobile & Web Analytics (Amber) • SEO (Amber) • Sales Automation (Amber) • Programmatic Ads (Amber)	• CRM (Green) • MAP (Amber) • CMS (Green) • Personalization & Test (Amber) • Dashboards (Amber)	• eCommerce Platforms (Green) • CMS (Green) • Product Mgt. (Green) • Collaboration (Green) • Content Marketing (Amber) • Video Marketing (Amber) • Email Marketing (Amber) • Customer Service (Amber)
Technology Selection Reason	Serve proactive expertise & insight before purchasing productized services through MAP, CMS, and CRM, and power automated journeys triggered by user behavior. Events spark attention; analytics refines engagement.	Productize advisory services. Scale human expertise through structured content and delivery workflows. MAP and CMS modularize advisory content; Dashboards and Personalization & Test refine and track output impact.	Monetize expertise via platforms. Platforms require more than content—they need shared access, life-cycle orchestration, and rich media. Collaboration and Product Mgt. Drive lifecycle; CMS and Video keep it valuable.

#1: Proactive insight delivery

The Shift

Professional Services firms have long operated reactively: clients request help, firms respond. But that model no longer fits the pace or expectations of modern clients. Today's buyers want value before the contract, in ungated reports, upfront insights via social posts, and self-education playbooks that help them understand the firm's thinking and expertise, not just its offer.

This demand is pushing firms to become more visible and valuable before the first meeting. That means not just being found, but being useful through content, events, alerts, and nudges. From SEO to CRM-triggered journeys, firms need to meet prospects in the moment, not weeks later.

The Big Bet

To meet this shift, Professional Services firms must build AI-driven client portals that deliver value before, during, and after the engagement. These are not just dashboards, they're intelligent

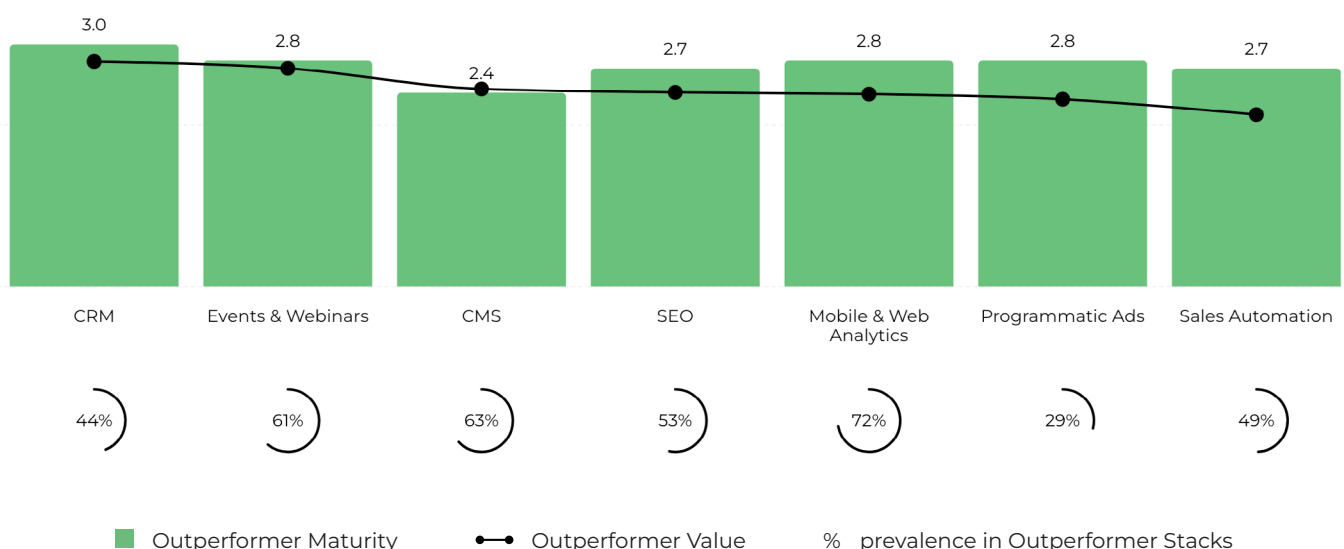
interfaces that surface real-time insights, relevant content, and personalized recommendations that help prospects move from passive interest to active engagement.

Technology's Role

Modern Martech enables this shift in three stages. Events & Webinars (Green) spark attention and educate. SEO (Amber) ensures that expertise surfaces in AI-driven searches. Programmatic Ads (Amber) can support targeted reach, but must be carefully deployed to avoid wasting budget on low-converting channels.

Meanwhile, MAP (Amber) and Sales Automation (Amber) orchestrate proactive touchpoints across journeys once there is engagement, serving relevant content or tools based on behavior. CRM (Green) anchors the customer's core data, storing transactional and purchase data. Finally, CMS (Green) and Mobile & Web Analytics (Amber) power and measure the delivery of insight-driven, AI-curated content.

Drive traffic with proactive engagement with Martech



To support proactive engagement, firms must meet prospects with compelling insights before they submit a form. **Events & Webinars** (Green) provide timely education on emerging issues, drawing in decision-makers early. They serve as launchpads for long-term engagement and showcase the firm's thinking.

CMS (Green) delivers modular content, case studies, diagnostics, and frameworks through intelligent portals. These systems make it easy to tailor content by industry, role, or maturity, so every visitor feels understood. Plus, with embedded AI, they can serve up related insights dynamically.

MAP (Amber) powers multistep nurture flows. As users download content or register for events, MAP sequences can trigger follow-up emails, tools, or personalized outreach, turning passive visitors into qualified opportunities.

CRM (Green) logs interactions and fuels personalization across platforms. It supports behavioral segmentation and enables sales teams to pick up conversations with full context.

Mobile & Web Analytics (Amber) helps teams understand the essentials of what content works, what gets ignored, and where users drop off. These insights refine campaign effectiveness and guide what to promote next.

Perhaps more than any other industry, Professional Services must excel in **SEO** (Amber), now redefined as **AI Search Optimization (AISO)**. With AI-driven search on the rise (e.g., ChatGPT, Perplexity, and Claude), firms must fully optimize for relevance in machine-curated summaries, not just for ranking. If reports don't surface in AI search, they may as well not exist for the customer. Structured answers, expert content, and clear deep links become the new SERP real estate.

Sales Automation (Amber) completes the loop, aligning and triggering direct outreach based on behavior. Whether a visitor returns to a tool or watches a webinar replay, these journeys ensure timely, personalized follow-up.

This Martech mix delivers on the promise of always-on advisory value before the invoice starts.

#2: AI-productized advisory services

The Shift

For years, Professional Services firms relied on bespoke consulting and billable hours as the cornerstone of value delivery. But in a digital-first world, that model no longer suffices, let alone satisfies clients. Clients expect speed, transparency, and results, not just smart people. Clients want advisory outcomes delivered faster, in smaller packages, and often without a single meeting.

At the same time, technology enables a new format: productized services. Instead of creating one-off deliverables, firms can now embed their expertise into structured tools, templates, diagnostics, and content that are repeatable, testable, and personalized. This not only meets demand for instant value, but it also opens up new ways to scale.

The Big Bet

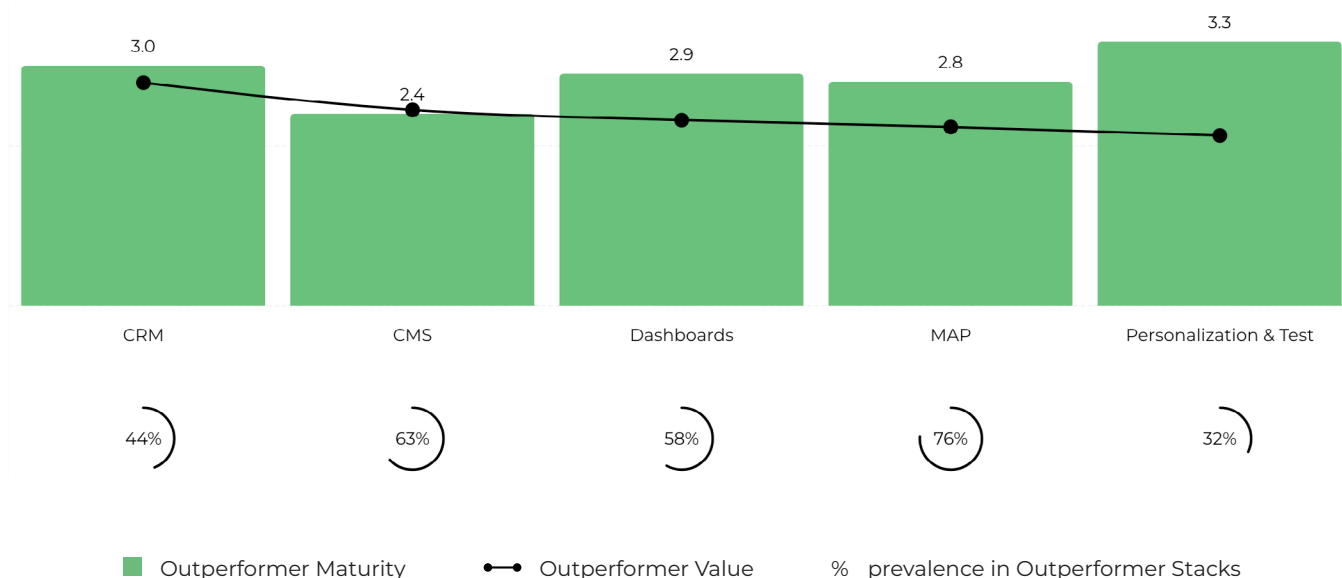
To meet this shift, Professional Services firms

must move from human-powered consulting to hybrid AI-productized advisory services. This bet isn't about leveraging expertise with LLMs, it's about packaging it. Services must be modular, structured, and delivered through digital experiences that track and optimize results. These packages are easier to buy, easier to evaluate, and easier to scale.

Technology's Role

MAP (Green) systems orchestrate structured delivery workflows; CMS (Green) platforms house modular content and frameworks. Dashboards (Green) surface outcome metrics across engagements, while Personalization & Test (Amber) tools tailor recommendations, timing, and messaging based on client behavior, ensuring productized services still feel personal and high-value. Together, these tools scale expertise without compromising quality.

Productize advisory services with Martech



The shift to productized advisory services requires a modular backbone, one that packages expert input into scalable digital offerings. **MAP** (Amber) supports this by enabling structured workflows for recurring deliverables, such as onboarding sequences, strategic frameworks, and basic reports. Firms can execute these with consistency across clients while still allowing for nuanced inputs and updates. **Dashboards** (Amber) help Professional Service teams move beyond MAP reports by surfacing performance metrics and strategic indicators.

Personalization & Test (Amber) ensures that productized content doesn't feel generic. These tools allow real-time testing of formats, messages, and visuals to optimize resonance per audience segment. They also enable firms to embed dynamic personalization into reports or frameworks, making the output feel tailored without redoing the input.

CMS (Green) underpins delivery. It hosts the modularized knowledge base, from templates to tools, and allows seamless version control, tagging, and team collaboration. CMS platforms ensure productized assets are easily updated, published, and reused across touchpoints, drastically improving operational efficiency and speed to value.

Together, these Martech solutions make productized services possible. They don't just optimize delivery, they redefine what delivery means, transforming knowledge into a persistent, interactive client experience.

#3: Embedded, always-on platforms

The Shift

Professional Services firms are known for delivering high-value advice, but so far, it has been in a project fashion. Projects have a clear beginning and an end. Just professional services deliverables.

But in today's fast-moving environment, clients don't just want advice. They want ongoing, answer-driven updates and access. They expect their advisors to function more like platforms, available, responsive, and always up to date.

This shift mirrors how SaaS companies deliver value. Not just in one-time transactions, but through continuous, personalized, and often self-directed engagement. Professional Services must now do the same, turning their intellectual property into digital interfaces that deliver value on demand.

The Big Bet

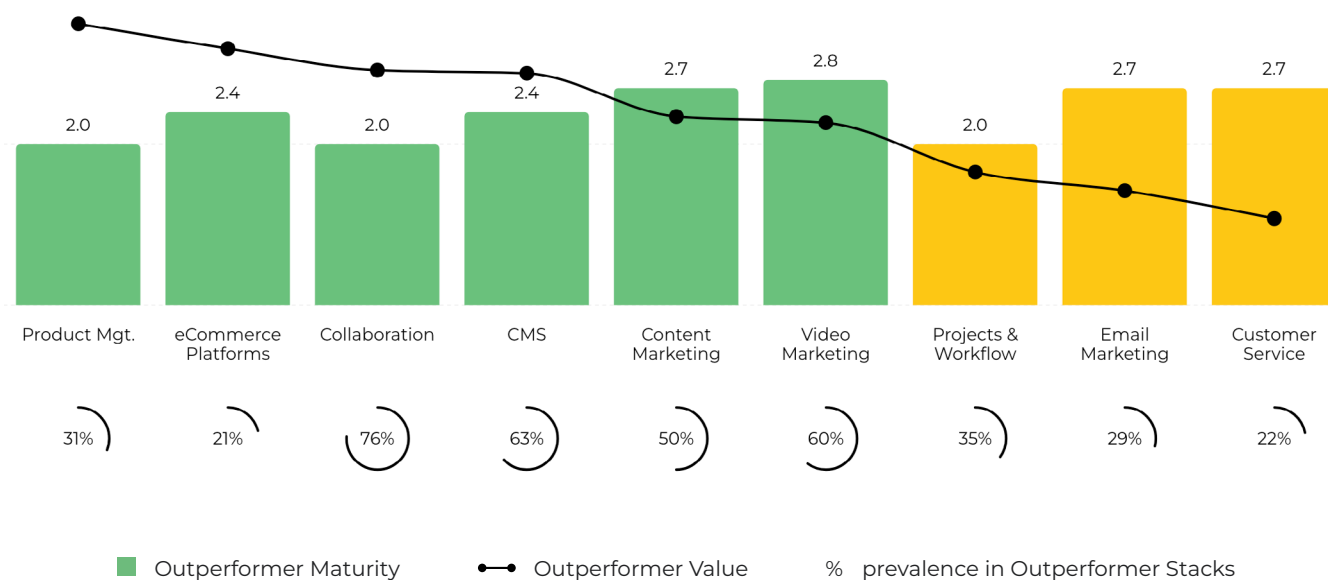
To adapt, firms must **shift from projects to platforms**. That means building client-facing experiences where advice, tools, and services are always accessible. Whether it's a dashboard, decision tool, learning portal, or personalized content stream. This requires more than a service mindset. It demands a tech infrastructure, a product mindset.

Technology's Role

To make this work, firms need a new Martech backbone. For 20% of the professional Services outperformers, eCommerce Platforms (Green) drive the highest value. It enables gated access to proprietary content and subscription services. CMS (Green) provides the environment for e-commerce platforms to flourish. CMS provides content modules and keeps advice fresh and navigable.

If these martech serve as the front door of the product mindset, then the following Martech serve as the back door. Before launching consultancy services via eCommerce and CMS, the products need to be developed. Product Mgt. (Green) coordinates the roadmap and lifecycle of service platforms. Tools like Content Marketing and Video Marketing (Amber) make consultancy products more accessible and engaging. Collaboration (Green) platforms ensure multi-party alignment across firm and client teams. And while Customer Service (Amber) is underutilized, it becomes crucial as firms evolve toward SaaS-like accountability, ready to support not just deliverables, but digital experiences.

Shifting from projects to platforms with Martech



Shift from projects to platforms

This transition starts by turning episodic consulting into a structured, persistent experience. **eCommerce Platforms** (Green) enable clients to subscribe to tools, content, or advisory access, moving firms toward recurring revenue. These systems support entitlements, permissions, and user tiers, ensuring every client accesses only what's relevant.

CMS (Green) is no longer just for blogs. It's the delivery engine for modular advice—frameworks, benchmarks, explainers—served on-demand through portals. It ensures the right content reaches the right client, always fresh and contextualized.

Product Mgt. (Green) Introduces roadmaps, feature releases, and platform governance into the Professional Services workflow. This mindset shift ensures the platform evolves, not just in content, but in function, based on client feedback and usage data.

Collaboration (Green) tools connect internal experts with client teams, enabling shared

workspaces, comment threads, or co-authoring. These platforms reduce friction in delivering value over time and support layered access across departments.

Content Marketing, Email Marketing, and Video Marketing (Amber) humanize the digital experiences. Instead of a static PDF, firms share content-rich newsletters with interactive walkthroughs, expert commentary, or tutorials embedded in the platform. Video keeps complex ideas digestible and scalable.

Customer Service (Amber), while currently driving low value, becomes essential. With clients logging in and engaging daily, the firm must now offer real-time support, just like a software company would. This is a new muscle for many firms, but a critical one for long-term client retention.

Together, these technologies enable Professional Services firms to operate not just as advisors, but as always-on, insight-driven ecosystems.

FROM HERE TO INFINITY

The screenshot displays the Progress Sitefinity CMS interface. At the top, a header bar includes the title "Repurposing Content: How to Do ..." and buttons for "Save as Draft" and "Publish". Below this is a rich text editor toolbar with various formatting options. The main content area features a large image of a smiling woman. A "CONTENT BLOCK" is highlighted with a green border, containing the headline "Bring Your Brand to Life - One Digital Moment at a Time" and the subtext "Progress® Sitefinity® isn't just a CMS—it's a customer-first digital experience platform trusted by brands with global impact." To the right of the editor, an AI menu is open, showing options like "Compose new text", "Improve writing", "Summarize text", "Make text shorter", "Make text longer", and "Change tone". At the bottom left, a "People in motion..." search bar is shown with a grid of four related images. At the bottom right, a workflow diagram illustrates the process: Review (circular arrow icon) → Approve (checkmark icon) → Publish (green arrow icon) → Sync (circular arrow icon).

#ScaleWithSitefinity

About the Author

Frans Riemersma founded [MartechTribe](#), a company specializing in Martech research and benchmarking.

With 30+ years in consultancy, he combines qualitative expertise with quantitative Martech data on stacks, vendors, and requirements in a proprietary Martech Data Warehouse.

He is the author of *[A Small Book on Customer Technology](#)* and co-author of *Marketing Tech Monitor*, *Customer Technology Sector Trends*, and *Hello Firstname*.

In collaboration with Scott Brinker, he also co-produces the [MartechMap](#), an overview of the marketing technology landscape.



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