



ROLE PROFILE

# What I *Actually* Did

My time at CMO University, more formally known as...

SiriusDecisions   
FORRESTER



## HAD I ARRIVED?

Rich Eldh, co-founder of SiriusDecisions, was the first face I saw when I walked in the SiriusDecisions office in Wilton, Connecticut... my first time in town for new employee orientation. No surprise, I was a solid 30 minutes early, before anyone was stationed at the front desk, and so I stood by aimlessly wondering where to stand, where to sit, what to do to get started at my dream job.

Rich bounded around the corner and asked if he could help me.

"Yeah... hi, I'm Aaron," I said with my hand out. "I... um... work here."

"I'm Rich," he responded with a handshake. "I work here, too."

Tension cut, ice broken.

It was an unintentional and harmless initiation into the next several years of my career... one I had done everything but vision-board to into reality.

SiriusDecisions was my north star. My dream role, at my dream company. I'm pretty sure I

stared at the logo on the orientation deck until the image imprinted on my eyes like the sun.

When I hopped back on my flight back to Texas after SiriusDecisions orientation, I felt like I'd just spent a handful of days inside a non-religious B2B Vatican. There were frameworks basically etched in every wall (not literally), intellectual horsepower in every meeting, and a client roster that looked like a Fortune 500 blender. For my career, which I had theretofore built on experimentation and the efficacy of client-side campaigns and agency diplomacy, this was the chance to apply my sharpened thinking in a crucible of best practice.

And here's the thing about SiriusDecisions: it wasn't about *marketing theater*. It was about rigor. No MQL vanity counts. No "let's throw content at the wall and pray." This was the birthplace of buying groups, revenue waterfall 2.0, and the end of meaningless lead scoring.

That was the backdrop. My role? To be both **practitioner** and **evangelist... consultant** and **Operator... coach** and **mechanic**.

## THE ROLES

### Consulting Director (2018–2019)

My job was to mobilize global B2B transformations. Walk into a boardroom with a CMO and a skeptical CRO and show them, in their numbers, how they could squeeze more pipeline, speed, and predictability out of their demand engine.

#### What I did:

- Built and delivered multi-region consulting programs in GTM design, demand acceleration, and ABM.
- Took frameworks off the page and turned them into operational reality while building processes, playbooks, and measurement models that survived afterwards.
- Partnered directly with sales (half my remit was sales overlay) to operationalize marketing strategy inside pipeline creation.
- Ran executive workshops where we aligned CMOs, CFOs, and sales leaders on a single view of demand creation and ROI.
- And within six months, I was awarded the Consulting **Impact Award** for my sales overlay work... proof that I wasn't just "playing consultant." I was making measurable change for clients.

This was where I cut my teeth on ROMI (Return on Marketing Investment) and on how to flip the org-wide narrative from "marketing is a cost center" to "marketing is pipeline."

### Principal Consultant (2019–2020)

When SiriusDecisions was acquired by Forrester, the stage only got bigger. I was suddenly operating under a global brand known for big thinking, but clients still needed hands-on execution.

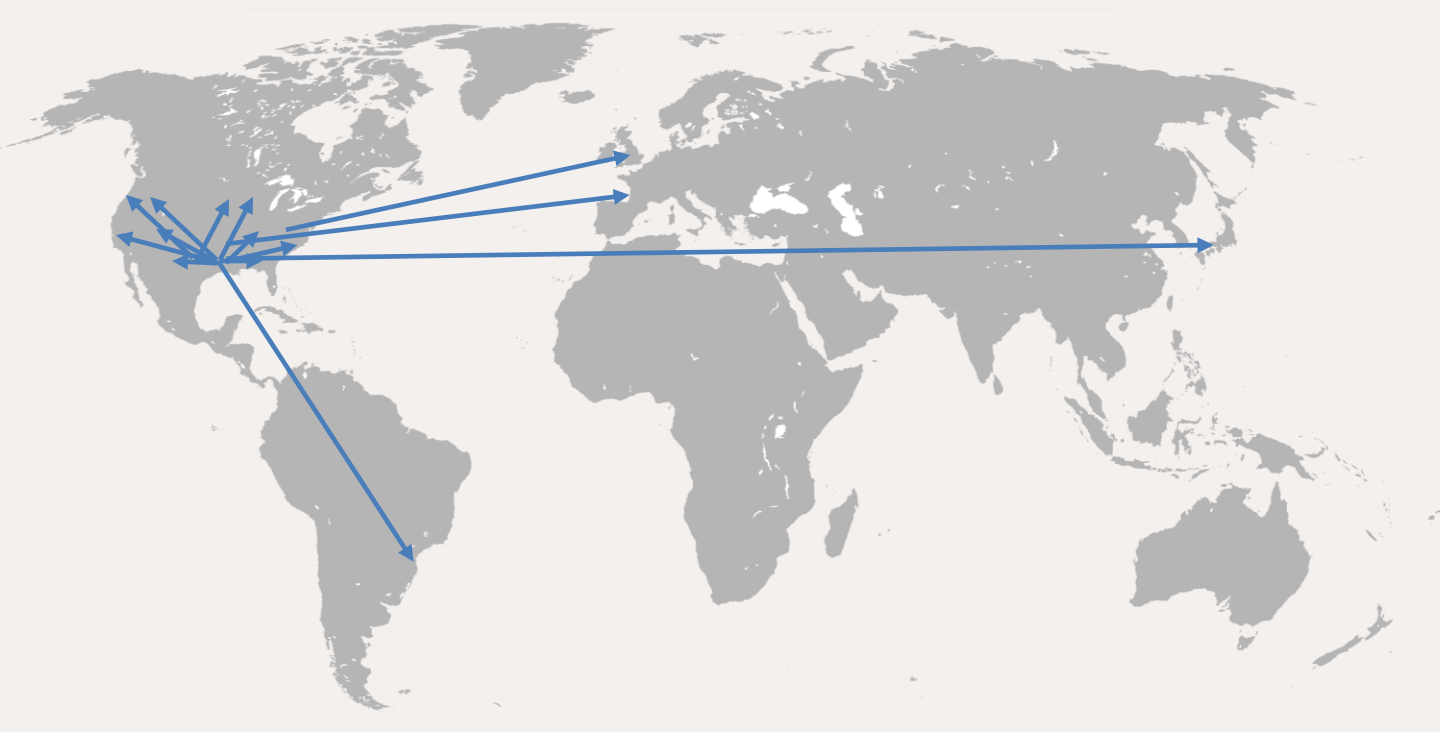
I was no longer just "delivering consulting." I was partnering with C-level leaders across the enterprise. CMOs, COOs, even CEOs. I carried a \$1M+ annual consulting value portfolio, which meant my impact had to be more than quantifiable. It needed to be visible and defensible, day after day.

## SIRIUS SNAPSHOTS

From Summit to workshops, SiriusDecisions was an avenue for sharing best practices and proven frameworks that could transform teams and their alignment.



## GLOBAL PROOF OF IMPACT



**Below:** Lots of passport stamps and SkyMiles, as I visited clients in every major city in the United States, and often abroad .

Here's what impact looked like in my time at SiriusDecisions/Forrester:

- **\$1M+ annual consulting value delivered** through strategy projects and executive workshops.
- **Consulting Impact Award** within first 6 months at Forrester.
- **Summit Speaker** — trusted to represent best practice on the biggest stage in B2B.
- **Global programs deployed** across Fortune 500 clients, impacting GTM strategy in North America, EMEA, and APAC.
- **Cultural shift for clients:** from marketing theater → to revenue accountability.

And the best validation? Clients kept calling. Projects expanded. Executives who started skeptical became advocates.

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**Terry Flaherty**, VP and Principal Analyst at Forrester, and a man who proudly accepts his given nickname of “Doctor Waterfall,” put it this way:

“You’ve not only embraced how B2B organizations sell today, but driven transformations in teams and companies to adapt to how those same orgs grow tomorrow,” said Terry. “You’re like a marketing personal trainer... urging teams to try *one more* innovation, *one more* optimization, *one more* meaningful pass at a campaign.”

That was the gig. Driving innovation, managing up and down, and making change stick inside complex, politically charged organizations

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## FROM VANITY METRICS TO REVENUE REALITY

If I had to distill it, the work came down to three shifts:

### Death of the MQL

Fire up the bugle for “Taps,” because at SiriusDecisions we pushed clients to let go of meaningless “leads” and embrace buying groups and opportunity-centric measurement. I helped clients redesign waterfalls, redefine qualification, and realign marketing and sales to buying behavior. (Often through a raucous round of ‘Two Truths and a Lie,’ no less.)

### Pipeline Acceleration as a Discipline

It wasn't enough to fill the funnel. I coached CMOs and demand leaders to measure velocity, conversion, and influence and then build programs that moved deals forward, not just “generated interest.”

### ROMI as a Language

Return on Marketing Investment wasn't a slide. It was a discipline. I built attribution models and ROI frameworks that let CFOs and CMOs speak the same language. That was transformative.



**Above:** My consulting counterpart, Kristin Farwell, and I only left each other hanging on high fives, never in workshops or on projects. Also, we don't need to talk about the long hair.

## WHAT SIRIUSDECISIONS TAUGHT ME

This stop wasn't just a job. It was a **dream**. It taught me how to:

- Navigate **executive-level transformation** in the biggest enterprises, with a menagerie of personalities, business needs, and cultural environments..
- Balance **frameworks and flexibility**... showing that when theory meets reality, it can be messy. It also needed to be more than just academia for the sake of it.
- Build **confidence in teams** that had lost faith in marketing's value. Most of the time? Sirius clients needed to know they were doing their best and that no one in the B2B space was a shining beacon on the hill. Everyone was trying to get better. (Note: Not a licensed therapist.)

- Speak both **analyst and operator**, translating big ideas into field-ready execution.



**Above:** Brasitas was the walkable restaurant that I kept getting pulled back to with every visit to SiriusDecisions HQ. It wasn't pretty, but it was mine.



## WHY IT STILL MATTERS

SiriusDecisions wasn't just a stop on my resume. It was a proving ground. The frameworks I built and delivered there are the backbone of what I use today in OPERATOR, Tomorrow CMO, and in client transformations.

It's why I don't just preach about the death of the MQL. I've lived through it. I've guided organizations through the shift. And I know the discipline, patience, and grit it takes to move from theory to impact.

At SiriusDecisions/Forrester, I found the place where my passion for revenue impact, my love for teaching, and my belief in marketing as a growth engine all came together. I didn't just consult. I didn't just deliver frameworks.

*I drove transformation.*

And it's still my favorite chapter of the journey so far.

## KEY CLIENTS MY WORK INFLUENCED AND IMPACTED

**NOTE:** Not a complete list, by far.



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