

Combine Systems Of Insight And Engagement For Contextual Marketing

Tools And Technology: The Enterprise Marketing Technology Playbook

by Rusty Warner
October 19, 2015

Why Read This Report

The marketing technology landscape has changed dramatically since Forrester first charted it in 2007. What's new in 2015? Marketers' sophistication, ever-changing customer expectations, and continued vendor consolidation are driving the need to assemble contextual marketing engines based on systems of insight and engagement. This report helps customer insights (CI) pros understand the various enterprise marketing technologies required to drive customer-obsessed marketing.

This is an update of a previously published report; Forrester reviews and updates it periodically for continued relevance and accuracy; we revised this edition to factor in new categories of enterprise marketing technology.

Key Takeaways

The Marketing Technology Landscape Is In A State Of Flux

CI pros' and marketers' dependence on technology is not new. But their use of myriad tools and technologies has reached new heights, as marketers look to unify touchpoints, reduce data complexity, and speed up marketing processes to reach and engage with empowered customers.

Contextual Marketing Demands New Technology Capabilities

Forrester sees progressive companies building their own contextual marketing engines (CMEs) to connect with customers not through campaigns, but through ongoing interactions. Contextual marketing relies on both systems of insight and systems of engagement.

Enterprise Marketing Software Suites Promise To Deliver Contextual Marketing

The marketing technology landscape is dynamic, characterized by innovation and acquisition. A super-group of vendors offers extensive portfolios to diversify, extend, and integrate contextual marketing technology capabilities within integrated suites.

Combine Systems Of Insight And Engagement For Contextual Marketing

Tools And Technology: The Enterprise Marketing Technology Playbook



by [Rusty Warner](#)
with [Srividya Sridharan](#), Olivia French, and Matthew Izzi
October 19, 2015

Table Of Contents

- 2 **CI Pros Rely On Technology To Deliver Customer Experiences**

Vendors Must Accelerate Efforts To Meet Marketers' Demands
- 3 **Enterprise Marketing Technology Comes In Two Flavors**

Systems Of Insight Embed Intelligence Into Contextual Marketing

Systems Of Engagement Orchestrate Customer Experiences
- 10 **Context Drives Enterprise Marketing Technology Forward**

Recommendations

- 11 **Take Stock Of Your Enterprise Marketing Technology Stack**

Notes & Resources

Forrester spoke with vendors and end users of enterprise marketing technology for this report.

Related Research Documents

- [The Forrester Wave™: Cross-Channel Campaign Management, Q3 2014](#)
- [The Forrester Wave™: Enterprise Marketing Software Suites, Q4 2014](#)
- [The Forrester Wave™: Real-Time Interaction Management, Q3 2015](#)

Combine Systems Of Insight And Engagement For Contextual Marketing

Tools And Technology: The Enterprise Marketing Technology Playbook

CI Pros Rely On Technology To Deliver Customer Experiences

A marketer's job is more difficult than ever in the age of the customer.¹ The increase in customer choice for researching and buying products puts pressure on marketing strategies. Customers also expect brands to engage with them in personal, relevant ways, further confounding how marketers respond.² To manage channel proliferation and personalization demands, CI pros and marketers depend on technology. In the eight years since Forrester first described the enterprise marketing software landscape and how capabilities evolve, some facts remain the same. Technology helps marketers:

- › **Unify the customer experience.** To improve customer experience, enterprise marketing technologies must support end-to-end marketing processes, from planning and budgeting to cross-channel campaign management (CCCM) and performance measurement. As the vice president (VP) of customer relationship management (CRM) for a global financial services firm explained: “We have to orchestrate a positive multichannel experience in order to protect and grow customer value. In this market, an unsatisfactory customer experience can result in customer churn.”
- › **Drive faster decision-making with customer insight.** Customers, empowered with new technology and inbound channels, now outpace many businesses' ability to respond. Marketers need systems that orchestrate and improve the effectiveness of customer dialogue across any channel. A managing director at a mobile agency told us: “Our aim is to find correlations that will add benefit to customer and company. We need technology that turns marketing into a dynamic game: a platform that moves from preset rules to one that observes, correlates, and pushes out messages on the fly.”
- › **Enable more coherent marketing execution.** A comprehensive marketing platform reduces complexity for the marketing department and helps seamlessly transmit data, content, and insights between systems. For example, a multibillion-dollar publisher leverages an enterprise marketing software suite (EMSS) for several capabilities including CCCM, but it is looking to add more because “synergy across the business units” is so important.
- › **Ease the data management burden.** Each new channel and marketing program generates new streams of customer data, ranging from demographic to transactional and behavioral data. Marketers now also look to integrate data from operational systems and contextual data sources, such as social listening and geolocation.³ A VP of direct marketing systems for a multinational bank said: “Our choice of systems had to resolve the fragmented, siloed management of customer data. Extracting and shipping into other data marts was killing us. New customer data took months for some sources.”

Combine Systems Of Insight And Engagement For Contextual Marketing

Tools And Technology: The Enterprise Marketing Technology Playbook

Vendors Must Accelerate Efforts To Meet Marketers' Demands

Multiple enterprise marketing players — including Adobe, IBM, Oracle, and Salesforce — brand their offerings as marketing clouds: a comprehensive EMSS, primarily based on software-as-a-service (SaaS), which incorporates capabilities acquired from separate vendors. EMSS vendors aspire to provide an end-to-end solution that unifies data, channels, and content to deliver an orchestrated customer experience. However, marketers are left wanting when it comes to:

- › **Integrated capabilities.** After spending more than \$7 billion in acquisitions since 2013, EMSS vendors face the challenge of integrating acquired technologies to claim quality over quantity of capabilities.⁴ Marketers need integrated tools to seamlessly share data and content between technology solutions.⁵ As the VP of integrated marketing for a big-box retailer observed, the problem with the vendors' expansion strategy is that they “struggle to assimilate the new pieces — a challenge that is as much cultural as it is technological.”
- › **Speed and flexibility.** Executing real-time interaction management (RTIM) at scale remains a challenge.⁶ Vendors and users alike are embracing more flexible deployment options to address RTIM requirements.⁷ Marketers benefit from rapid innovation enabled by SaaS deployment but remain hindered by legacy applications. A global content production firm complained that its campaign deployment took too much time: “It’s not as easy or fast as [the firm’s vendor] hopes. We cannot create a campaign that runs tomorrow.”
- › **Ease of use.** EMSS user experiences have improved thanks in large part to new entrants to the market focusing on user design as well as functionality. However, for legacy enterprise marketing vendors, users complain about the complexity of the software and the need for extensive training to use tools effectively.⁸ As more marketers (and users outside of marketing) rely on software tools to do their jobs, the learning curve for average users must be lower.

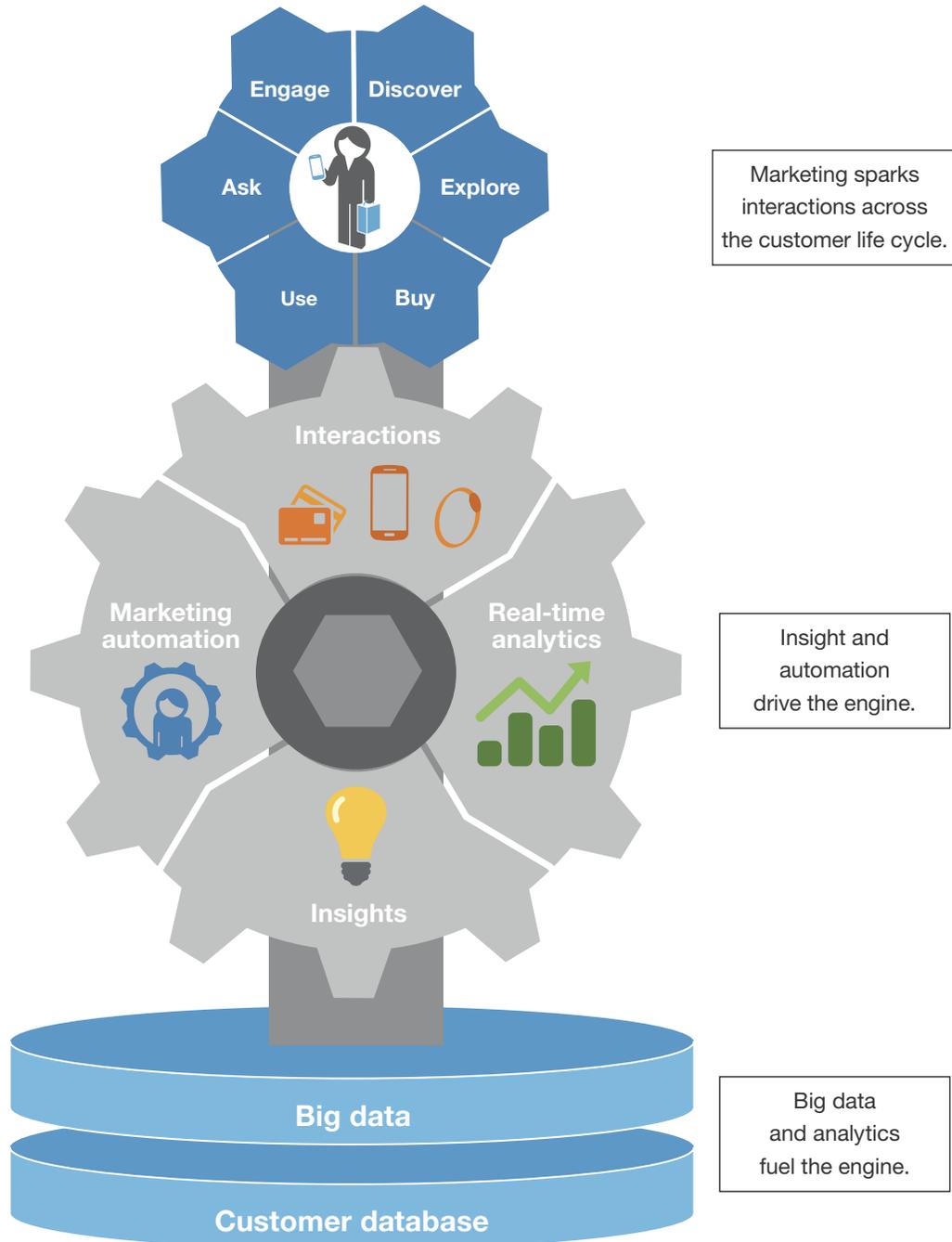
Enterprise Marketing Technology Comes In Two Flavors

Forrester’s original taxonomy for enterprise marketing software had four categories: marketing management, brand management, relationship marketing, and online marketing.⁹ We refined these categories in 2014 to reflect contextual marketing engine requirements (see Figure 1).¹⁰ CI pros and marketers must collaborate with their business technology (BT) counterparts to implement technologies that align with systems of insight and engagement to deliver contextual marketing (see Figure 2). Systems of insight and systems of engagement are broad classes of business technology software, and enterprise marketing technologies are a subset of these capabilities.¹¹ EMSS vendors, with their legacy and newfound capabilities, address both insight and engagement in their versions of the CME. Point solutions abound for individual capabilities (see Figure 3).¹²

Combine Systems Of Insight And Engagement For Contextual Marketing

Tools And Technology: The Enterprise Marketing Technology Playbook

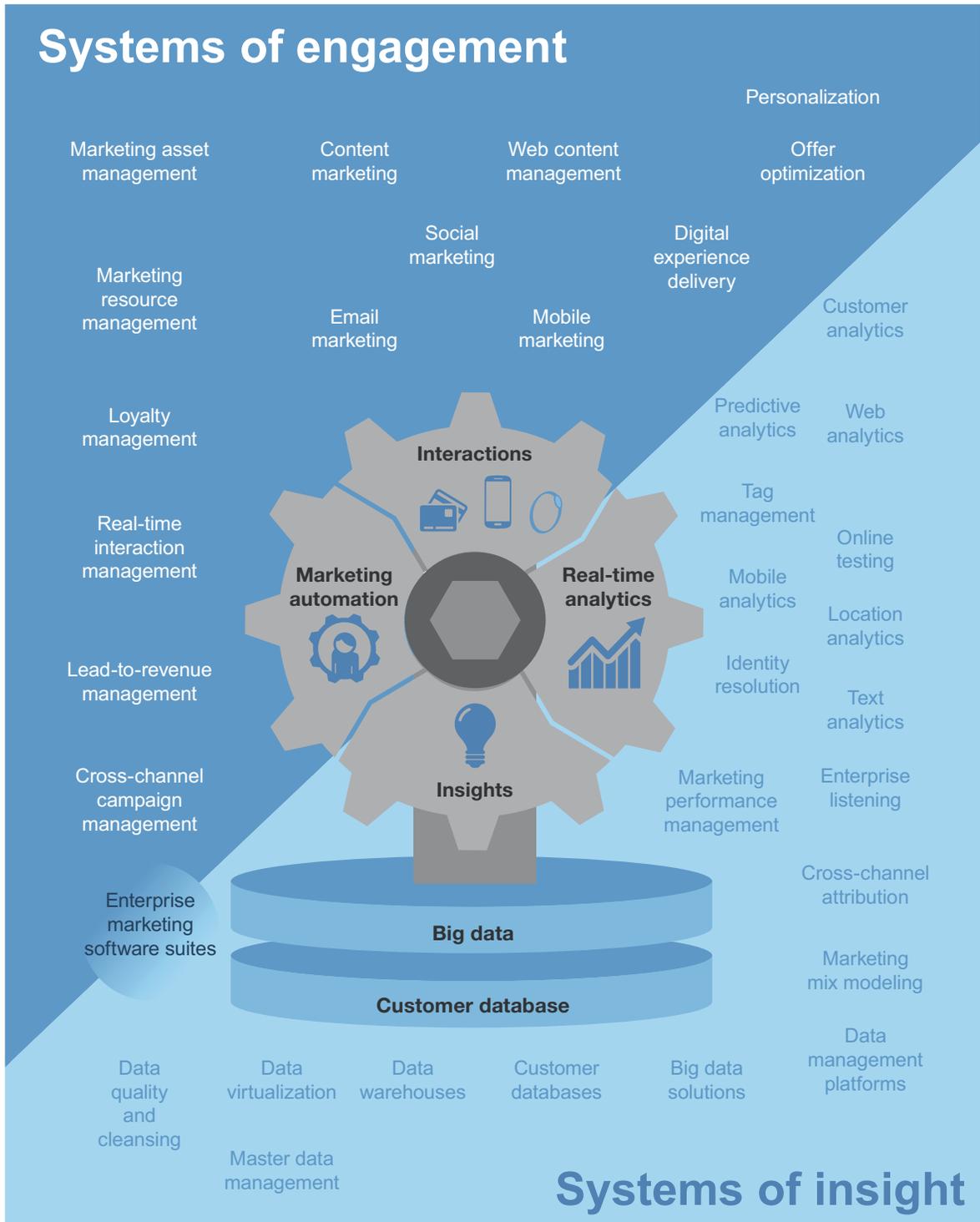
FIGURE 1 The Contextual Marketing Engine



Combine Systems Of Insight And Engagement For Contextual Marketing

Tools And Technology: The Enterprise Marketing Technology Playbook

FIGURE 2 Enterprise Marketing Technology Components Support Systems Of Insight And Engagement



Combine Systems Of Insight And Engagement For Contextual Marketing

Tools And Technology: The Enterprise Marketing Technology Playbook

FIGURE 3 Enterprise Marketing Technology Example Vendors

Enterprise marketing technology example vendors	
Enterprise marketing software suites* (systems of insight and engagement)	Adobe, IBM, Marketo, Oracle, Salesforce, SAP, SAS, Teradata
Marketing automation and interactions (systems of engagement)	
Content marketing*	Contently, DivvyHQ, Kapost, NewsCred, Oracle, Percolate, PublishThis, RebelMouse, Skyword
Cross-channel campaign management*	Adobe, IBM, Infor, Pitney Bowes, RedPoint Global, SAP, SAS, SDL, Teradata
Digital experience delivery*	Acquia, Adobe, Demandware, Digital River, HP, IBM, Intershop, OpenText, Salesforce, SAP, SDL, Sitecore
Email marketing*	Acxiom, Epsilon, Experian, IBM, Oracle, Salesforce, StrongView Systems, Yesmail Interactive, Zeta Interactive
Lead-to-revenue management*	Act-On Software, Adobe, CallidusCloud, IBM, Marketo, Microsoft, Oracle, Salesforce, Salesfusion
Loyalty management*	Aimia, Bond Brand Loyalty, Brierley+Partners, Connexions Loyalty, Epsilon, Kobie Marketing, Olson 1to1, TIBCO Software
Marketing asset management	Brandmaker, Brandsystems, Capital ID, Direxxis, Elateral, North Plains, Ricoh, WorkFront
Marketing resource management	IBM, Infor, Microsoft, SAP, SAS, Teradata
Mobile marketing	Accengage, FollowAnalytics, Kahuna, Localytics, SmartFocus, Swrve, Urban Airship
Offer optimization	Apptus, Barilliance, Baynote, Certona, IBM, MyBuys, RichRelevance, SAP, SDL, SmarterHQ, Windsor Circle
Real-time interaction management*	Adobe, Experian, IBM, Infor, Oracle, Pegasystems, Pitney Bowes, Salesforce, SAS, SmartFocus, Teradata
Social marketing	EngageSciences, Kenshoo, Spreadfast, Sprinklr, Wayin
Web content management*	Acquia, Adobe, Ektron, EPiServer, HP, IBM, OpenText, Oracle, SDL, Sitecore
Personalization	Adobe, GX Software, IBM, idio, MagiQ, Monetate, Oracle, Personyze, Predicta, Sailthru

*Note: A Forrester Wave™ evaluation is available at Forrester.com.

Combine Systems Of Insight And Engagement For Contextual Marketing

Tools And Technology: The Enterprise Marketing Technology Playbook

FIGURE 3 Enterprise Marketing Technology Example Vendors (Cont.)

Enterprise marketing technology example vendors	
Real-time analytics and insights (systems of insight)	
Cross-channel attribution*	Abakus, AOL/Convertro, eBay Enterprise, Google, Marketing Evolution, MarketShare, Rakuten DC Storm, Visual IQ
Customer analytics*	Angoss Software, FICO, IBM, Pitney Bowes, SAP, SAS
Enterprise listening*	Attensity, Brandwatch, Converseon, Crimson Hexagon, NetBase, Salesforce, Sprinklr, Synthesio, Sysomos, Tracx, Visible Technologies
Identity resolution	Experian, Gigya, iJento, Janrain, Neustar
Location analytics	Esri, Euclid Analytics, Factual, Locately, Nomi, Path Intelligence, Placed, Point Inside, RetailNext, Shopperception, Yellowfin
Marketing mix modeling*	Analytic Partners, Hudson River Group, IRI, Marketing Evolution, Marketing Management Analytics, MarketShare, Nielsen, Ninah, ThinkVine
Marketing performance management	Adobe, IBM, Marketo, Oracle, Pitney Bowes, Salesforce, SAS, Teradata
Mobile analytics	Apsalar, Artisan Mobile, Bango, ClickTale, comScore, Crittercism, Distimo, Flurry, ForeSee, Localytics, Medio, Upsight
Online testing*	Adobe, HP, Maxymiser (Oracle), Monetate, Optimizely, Qubit, SiteSpect, Webtrends
Predictive analytics*	Alpine Data Labs, Alteryx, Angoss Software, Dell, FICO, IBM, KNIME.com, Microsoft, Oracle, Predixion Software, RapidMiner, SAP, SAS
Tag management	Celebrus, Datalicious, Ensignten, Signal, Tealium, WebTrek, Yieldbot
Text analytics	Clarabridge, ContentAnalyst, Coveo Solutions, HayStack, Linguamatics, Luminoso, Megaputer Intelligence, Nuix, Provalis Research, Recommind, Synapsify, TEMIS
Web analytics*	Adobe, AT Internet, Google, IBM, SAS, Webtrends

*Note: A Forrester Wave™ evaluation is available at Forrester.com.

Combine Systems Of Insight And Engagement For Contextual Marketing

Tools And Technology: The Enterprise Marketing Technology Playbook

FIGURE 3 Enterprise Marketing Technology Example Vendors (Cont.)

Enterprise marketing technology example vendors	
Customer database and big data (systems of insight)	
Big data solutions*	Amazon Web Services, Cloudera, Hortonworks, IBM, Intel, MapR Technologies, Microsoft, Pivotal Software, Teradata
Customer databases	Adobe, Experian, IBM, Oracle, Salesforce, SAP, SAS, Teradata
Data management platforms*	Adobe, CoreAudience, IgnitionOne, Neustar, nPario, Oracle, Rocket Fuel
Data quality and cleansing	Acxiom, Ansira, Epsilon, Experian, Harte Hanks, Merkle, SAS
Data virtualization*	Cisco Systems, Denodo Technologies, IBM, Informatica, Microsoft, Oracle, Red Hat, SAP, SAS
Enterprise data warehouses*	Action, Amazon Web Services, HP, IBM, Kognitio, Microsoft, Oracle, ParAccel, Pivotal, SAP, Teradata
Master data management*	IBM, Informatica, Oracle, SAP, Talend

*Note: A Forrester Wave™ evaluation is available at Forrester.com.

Systems Of Insight Embed Intelligence Into Contextual Marketing

Data and analytics form the foundation of contextual marketing — essential for understanding customer behavior and driving interactions that create the most business value.¹³ To fuel the CME, marketers need to:

- › **Collect and leverage more first-party data.** As marketers rely more and more on data, they increasingly look to use first-party data for insights. By definition, this data offers marketers a more robust view of customers — both existing and prospective — who have shown an interest in the brand. This makes the data more actionable and relevant. McCormick & Company uses its FlavorPrint tool to build a proprietary database of knowledge about its customers, while a major online retailer is building a data management platform (DMP) to augment its customer database with additional first-party data.¹⁴
- › **Focus on predictive insights.** Rearview analytics — understanding how campaigns performed, how customer segments responded — is not sufficient to drive decisions that affect in-the-moment customer interactions. Advanced analytics methods predict and optimize customer behavior and enable marketers to proactively engage with customers.¹⁵ This includes decision-making capabilities such as next-best-offer and offer optimization to activate real-time analytics during a customer interaction. EMSS vendors such as IBM and SAS offer predictive analytics tools, while others like Adobe and Salesforce embed analytics within their marketing clouds.¹⁶

Combine Systems Of Insight And Engagement For Contextual Marketing

Tools And Technology: The Enterprise Marketing Technology Playbook

- › **Progress toward digital intelligence.** As customers' digital experiences grow further beyond the website, CI pros must adopt a new approach to analytics that Forrester calls digital intelligence.¹⁷ Web and mobile analytics, tag management, and enterprise listening are digital intelligence tools that capture online behavioral insights. Marketers benefit from this kind of analysis because it captures the customer's behavior with a data-agnostic, action-driven method to better link activities throughout the customer life cycle. In addition to EMSS vendors — particularly Adobe and IBM — that offer web analytics, vendors such as Celebris, Qubit, and Webtrends specialize in digital intelligence.
- › **Add sophistication to marketing performance measurement.** Customer-obsessed marketing emphasizes the impact on the customer — lifetime value, wallet share, or advocacy — as opposed to performance metrics such as response rates, campaign lift, or return on marketing investment. Identify analytics technologies that help you make the leap from measuring campaign performance to understanding end-to-end customer experiences. At the same time, you need more accountability for your investments, particularly for media, which will only come with better performance management.¹⁸

Systems Of Engagement Orchestrate Customer Experiences

Marketing automation sits on the data and analytics foundation of the CME to spark continuous cycles of customer interactions across appropriate touchpoints. Marketers responsible for managing customer interactions must:

- › **Leverage automation as a key enabling technology.** Relationship and brand marketers are most familiar with marketing automation tools. As digital marketing becomes more embedded in the marketing effort, rather than exist as a separate entity, it's no wonder that investments in marketing automation are so high. Blockbuster deals in the vendor community reinforce the importance of business-critical automation tools for both business-to-business (B2B) and business-to-consumer (B2C) marketers.¹⁹ Even vendors in adjacent spaces — such as ad tech firms (IgnitionOne and SpotX) and web content management vendors (EPiServer and Sitecore) — are adding basic automation functionality to appeal to marketers.
- › **Personalize content to deliver relevant customer experiences.** Due to the proliferation of devices and channels that customers use along their purchase journeys, marketers increasingly rely on centralized content repositories. And approaches to content creation and curation are evolving to meet real-time dynamic content assembly requirements. Content and asset management, personalization, offer optimization, and digital experience delivery represent massive investment opportunities for marketers building a CME, as well as for vendors expanding their EMSS portfolios. We expect more partnerships and merger and acquisition (M&A) activity in this area, such as Oracle's recent acquisition of Maxymiser.²⁰

Combine Systems Of Insight And Engagement For Contextual Marketing

Tools And Technology: The Enterprise Marketing Technology Playbook

- › **Invest in capabilities for real-time customer interactions.** Interest in RTIM technologies exploded over the past year. But marketer adoption is still catching up, with widespread channel-specific implementations for personalization or offer recommendations.²¹ We expect this area to heat up even further, as marketers demand integration of complex event processing and decision management with digital optimization — available in RTIM solutions from vendors like Pegasystems and Teradata.²² RTIM will also pressure data providers to rethink their product offerings so they can meet users' scale, speed, and agility expectations.
- › **Integrate marketing technology with other customer-facing platforms.** Meeting customers' expectations across the entire life cycle requires collaboration between marketing, commerce, and service. Too often, marketing communications are disconnected from the interactions other departments may have had with the customer. This lack of holistic customer experience awareness makes marketing less effective. For instance, offer optimization is both a marketing and a commerce consideration. If a promotion isn't relevant or if the product offered isn't available, it is both a waste of marketing dollars in the short term and a breakdown in the brand experience that may hurt the company in the long term.²³

Context Drives Enterprise Marketing Technology Forward

Marketers have a strong appetite for technologies that improve their relevance to customers across channels. Personalization tools for web, mobile, and social interactions top their shopping lists.²⁴ Vendors must move quickly to provide and/or integrate these in-demand technologies to meet buyer requirements. Three key factors are reshaping the marketing technology landscape:

- › **Context is the next frontier for marketers to explore.** Interaction management tools have long used context (e.g., call reason) to optimize inbound offers. As customers adopt digital applications, enterprise marketing technology must deliver utility based on customer context: in-store or out, inbound or outbound.²⁵ Mobile and social campaigns were the first areas beyond interaction management to use context, such as geolocation and influence (e.g., Klout score). Progressive companies such as Mini USA, NASCAR, and Nike are combining RTIM technologies to build their own CMEs.²⁶ In response, marketing technology vendors are introducing or repositioning offers in this — no pun intended — context.²⁷
- › **M&A activity fuels enterprise marketing technology evolution.** No category of marketing technology is untouched by acquisitions. CCCM, DMP, and email tools headlined the most recent acquisition wave.²⁸ We expect more convergence within the marketing technology space, as well as between marketing and ad technologies. Buyers must navigate changes in account services, road maps, and uncertain partnerships as acquisitions reconfigure the landscape.²⁹ A database manager of a media firm whose CCCM vendor was acquired told us: "Support was really good for the implementation and then dropped off. In the five months after the acquisition, there was lots of turnover and we didn't know what was going on."

Combine Systems Of Insight And Engagement For Contextual Marketing

Tools And Technology: The Enterprise Marketing Technology Playbook

- › **Software-as-a-service continues to gain ground with marketers.** While the lower cost of SaaS solutions attracts marketers, the associated business agility and speed of implementation are the top buying priorities.³⁰ As customers demand more personalized and contextually relevant engagement, marketers need tools they can deploy quickly and adjust frequently. Today, marketers leverage a mix of SaaS-only and hybrid capabilities for their marketing automation implementations, and they still use on-premises tools because of long-standing investments and concerns about data security.³¹

Recommendations

Take Stock Of Your Enterprise Marketing Technology Stack

Despite the rise of enterprise marketing suites, marketers aren't going to buy everything they need from one vendor.³² To get the most out of their technology — both the capabilities and the investment — CI pros should:

- › **Ensure coverage across systems of insight and engagement.** Marketers often have overlapping or redundant capabilities provided by different vendors due to siloed purchases. This makes it difficult to streamline and coordinate customer interactions — which means inconsistent or disruptive experiences for customers. Align your marketing technology tools with Forrester's systems of insight and engagement categories, then identify where you can either eliminate or integrate functionality. From there, you can begin to manage your contextual marketing capabilities much more effectively.
- › **Create a shortlist of vendors for strategic partnerships.** Though the vast majority of vendors profess to offer strategic consulting, only a select few are the right match for your organization as it makes contextual marketing a priority. Make a list of the top traits you want in partners — from cultural fit to technical capabilities — and evaluate your current roster against that list. Narrow the options down to those that fit the bill, then bring your team and each firm together to plan the approach and align roles.
- › **Collaborate with BT now, or regret it later.** If marketing is not already working with the CIO's organization, everyone is at a disadvantage. Tension between these two groups historically runs high in many companies, but the requirements to deliver contextual marketing will quickly go beyond what marketers can manage alone. Your CMO must convince your CIO to jointly develop a BT agenda. Leverage it to involve technologists in the process of choosing, implementing, and integrating enterprise marketing technology components to outpace ever-increasing customer expectations.

Align your marketing technology tools with Forrester's systems of insight and engagement categories.

Combine Systems Of Insight And Engagement For Contextual Marketing

Tools And Technology: The Enterprise Marketing Technology Playbook

Engage With An Analyst

Gain greater confidence in your decisions by working with Forrester thought leaders to apply our research to your specific business and technology initiatives.

Analyst Inquiry

Ask a question related to our research; a Forrester analyst will help you put it into practice and take the next step. Schedule a 30-minute phone session with the analyst or opt for a response via email.

Learn more about inquiry, including tips for getting the most out of your discussion.

Analyst Advisory

Put research into practice with in-depth analysis of your specific business and technology challenges. Engagements include custom advisory calls, strategy days, workshops, speeches, and webinars.

Learn about interactive advisory sessions and how we can support your initiatives.

Endnotes

- ¹ Customers are now more mobile, consume more reviews, and buy more online than ever before. Companies must respond by becoming customer-obsessed. See the [“Winning In The Age Of The Customer”](#) Forrester report.
- ² When we asked survey respondents, “Which of the following trends have impacted your marketing strategy?” these two responses ranked No. 1 and No. 2, respectively, out of a list of seven options. Source: Forrester’s July 2013 North American Customer Life Cycle Marketing Online Survey.
- ³ Companies underuse social data and often leave it sitting in its own silo. To overcome this problem, CI pros must start looking at social media as a new source of customer information that integrates with their existing data. See the [“The Road Map To Integrated Social Intelligence”](#) Forrester report.
- ⁴ This is a very conservative figure based on acquisitions since January 1, 2013, by Adobe (Neolane at \$600 million and Satellite at \$20 million), IBM (Xtify at \$15 million and Silverpop at \$270 million), Oracle (Responsys at \$1.5 billion, BlueKai at \$400 million, Datalogix at \$600 million, and Maxymiser at \$300 million), and Salesforce (ExactTarget at \$2.5 billion, EdgeSpring at \$10 million, and RelateIQ at \$392 million), plus other smaller acquisitions made in this space.
- ⁵ When asked hypothetically about their priorities given “your organization is throwing out all of its current marketing technology and is going to rebuild an enterprise marketing software suite from scratch,” 78% of respondents said the ability to integrate was the most important feature, and 71% said integration with nonmarketing technology was a priority. Source: Forrester’s Q2 2014 Global Enterprise Marketing Software Suite Customer Reference Online Survey.
- ⁶ Approximately 30% of surveyed firms say they execute fewer than 10 million real-time interactions annually, with 43% claiming fewer than 100 million interactions, and only 15% claiming 1 billion or more interactions. More than two-thirds say they manage only real-time interactions where 90% or more of the customers are known individuals. Source: Forrester’s Q2 2015 Global Real-Time Interaction Management Customer Reference Online Survey.

Combine Systems Of Insight And Engagement For Contextual Marketing

Tools And Technology: The Enterprise Marketing Technology Playbook

- ⁷ Approximately 27% of surveyed firms described their RTIM environments as hybrid, while 33% were on-premises with no plans for SaaS, 22% were on-premises but would consider SaaS, and 19% were already using SaaS solutions. Source: Forrester's Q2 2015 Global Real-Time Interaction Management Customer Reference Online Survey.
- ⁸ For the question "Which of the following are the three most important areas that your vendor could improve upon?" the top answers (tied at 36% of respondents each) were user interface and performance measurement of complex campaigns. Source: Forrester's Q1 2014 Global Cross-Channel Campaign Management Forrester Wave™ Customer Online Survey.
- ⁹ To learn more about Forrester's former enterprise marketing software categories, see the "[The Enterprise Marketing Software Landscape](#)" Forrester report.
- ¹⁰ Marketing needs a new way to engage as customers outrun campaigns. To learn more about contextual marketing and the tools marketers need to succeed at it, see the "[The Power Of Customer Context](#)" Forrester report.
- ¹¹ Systems of insight power digital business, and systems of engagement touch people. For more information on how "systems of X" are driving business transformation in the age of the customer, see the "[Digital Insights Are The New Currency Of Business](#)" Forrester report.
- ¹² Forrester has identified at least 35 enterprise marketing technology components that are critical for a contextual marketing engine. Forrester Wave evaluations are available for 21 of these categories at Forrester.com.
- ¹³ Systems of insight inform and drive customer interactions. See the "[Transform Customer Experiences With Systems Of Insight](#)" Forrester report.
- ¹⁴ Check out your own unique FlavorPrint at McCormick's website. Source: "FlavorPrint," McCormick (<http://www.mccormick.com/FlavorPrint>).
- ¹⁵ For more information on the advanced analytics methods that can predict and optimize customer behavior, see the "[Seven Advanced Analytics Must-Knows](#)" Forrester report.
- ¹⁶ For Forrester's detailed evaluation of eight EMSS vendors, see the "[The Forrester Wave™: Enterprise Marketing Software Suites, Q4 2014](#)" report.
- ¹⁷ For more information on digital intelligence analytics, see the "[Supercharge Analytics With Digital Intelligence](#)" Forrester report.
- ¹⁸ Brands are embracing advanced measurement methodologies, such as cross-channel attribution, to determine the true impact of all interactions across all devices, channels, and campaign tactics. See the "[Embrace The New Marketing Performance Measurement Standard](#)" Forrester report.
- ¹⁹ After IBM acquired Unica (\$480 million) and Teradata acquired Aprimo (\$525 million) in 2010, Oracle acquired Eloqua (\$870 million) in 2012 and Responsys (\$1.5 billion) in 2013. Also in 2013, Adobe acquired Neolane (\$600 million) and Salesforce acquired ExactTarget (\$2.5 billion). Then IBM acquired Silverpop (\$270 million) in 2014.
- ²⁰ Source: "Oracle Buys Maxymiser," Oracle press release, August 20, 2015 (<https://www.oracle.com/corporate/pressrelease/oracle-buys-maxymiser-082015.html>).
- ²¹ For details on the rise of real-time interaction management, see the "[Brief: Demystifying Real-Time Interaction Management](#)" Forrester report.
- ²² For Forrester's detailed evaluation of 11 RTIM vendors, see the "[The Forrester Wave™: Real-Time Interaction Management, Q3 2015](#)" report.
- ²³ Delivering consistent customer experiences requires a business transformation of the underlying ecosystems. To better understand the scope of customer experience challenges, see the "[The Customer Experience Ecosystem Redefined](#)" Forrester report.

Combine Systems Of Insight And Engagement For Contextual Marketing

Tools And Technology: The Enterprise Marketing Technology Playbook

²⁴ When asked to indicate which channels their CCCM solution coordinated and supported, respondents listed social media, mobile app, mobile messaging, and the Web as their top priorities for the next two years. Source: Forrester's Q1 2014 Global Cross-Channel Campaign Management Forrester Wave™ Customer Online Survey.

²⁵ Customer-obsessed enterprises leverage contextual marketing to connect with empowered customers, engage customers once those connections are made, and nurture customer obsession throughout the organization. For best practices from five leading firms, see the "[Brief: Connect The Brand And Customer Experience To Drive Engagement](#)" Forrester report.

²⁶ For more details how Mini USA and Nike deliver contextual marketing, see the "[The Power Of Customer Context](#)" Forrester report.

For the full NASCAR story, see the "[Case Study: NASCAR Starts Up Its Contextual Marketing Engine](#)" Forrester report.

²⁷ The RTIM market is dizzyingly fragmented. For details on solution categories and vendor offerings, see the "[Market Overview: Real-Time Interaction Management](#)" Forrester report.

²⁸ Following multiple CCCM acquisitions — IBM bought Unica for \$480 million in 2010, Teradata bought Aprimo for \$525 million in 2010, and Adobe bought Neolane for \$600 million in 2013 — several large email deals rocked the industry in 2013 and 2014: Oracle bought Responsys for \$1.5 billion, Salesforce bought ExactTarget for \$2.5 billion, and IBM bought Silverpop for \$270 million. In the DMP space, IgnitionOne bought Knotice in 2013 for a nondisclosed sum; then in 2014, Acxiom bought LiveRamp (\$310 million), Neustar bought Aggregate Knowledge (\$119 million), Rocket Fuel bought X Plus One (\$230 million), and Oracle bought BlueKai (\$400 million) and Datalogix (\$600 million).

²⁹ Competing messages and frequent product acquisitions create a dilemma for marketing technology buyers. To understand these complexities, see the "[Brief: The Marketing Technology Buyer's Dilemma](#)" Forrester report.

³⁰ The shift to SaaS is the leading agent of change in applications adoption as companies seek better flexibility and speed. See the "[Application Adoption Trends: The Rise Of SaaS](#)" Forrester report.

³¹ In Forrester's 2014 evaluation of the CCCM market, 74% of survey respondents claimed on-premises implementations, but 43% of those on-premises users would consider SaaS alternatives. Source: Forrester's Q1 2014 Global Cross-Channel Campaign Management Forrester Wave™ Customer Online Survey.

³² During Forrester's 2014 evaluation of the EMSS market, 70% of survey respondents told us, "The majority of the functionality should come from one vendor," but only 55% supported the statement, "A single vendor can provide all of the capabilities we need." Source: Forrester's Q2 2014 Global Enterprise Marketing Software Suite Customer Reference Online Survey.

We work with business and technology leaders to develop customer-obsessed strategies that drive growth.

PRODUCTS AND SERVICES

- › Core research and tools
- › Data and analytics
- › Peer collaboration
- › Analyst engagement
- › Consulting
- › Events

Forrester's research and insights are tailored to your role and critical business initiatives.

ROLES WE SERVE

Marketing & Strategy Professionals

CMO

B2B Marketing

B2C Marketing

Customer Experience

› **Customer Insights**

eBusiness & Channel Strategy

Technology Management Professionals

CIO

Application Development & Delivery

Enterprise Architecture

Infrastructure & Operations

Security & Risk

Sourcing & Vendor

Management

Technology Industry Professionals

Analyst Relations

CLIENT SUPPORT

For information on hard-copy or electronic reprints, please contact Client Support at +1 866-367-7378, +1 617-613-5730, or clientsupport@forrester.com. We offer quantity discounts and special pricing for academic and nonprofit institutions.