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The Forrester Wave™: Cross-Channel Campaign Management, Q1 2012

by Robert Brosnan
for Customer Intelligence Professionals

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How Eleven Vendors Tackle A Mature, Yet Rapidly Evolving, Category

by Robert Brosnan
with Suresh Vittal and Michelle Dickson

EXECUTIVE SUMMARY

In Forrester's 81-criteria evaluation of cross-channel campaign management (CCCM) vendors, we identified, researched, and scored 12 products from 11 providers: Alterian, Aprimo, ExactTarget, IBM, Infor, Neolane, Oracle, Pitney Bowes, Responsys, SAP, and SAS. Learn how each product rates, performs against the others, and addresses a future in which campaigns are redefined to handle continuous, interactive, customer-led dialogue.

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NOTES & RESOURCES

Forrester conducted executive interviews and product demonstrations in October and November 2011 and interviewed or surveyed 158 user companies.

Related Research Documents

"CI Professionals: The Future Of Mobile Is Context"
August 31, 2011

"US Interactive Marketing Forecast, 2011 To 2016"
August 24, 2011

"Marketing Technology Adoption 2011"
February 28, 2011

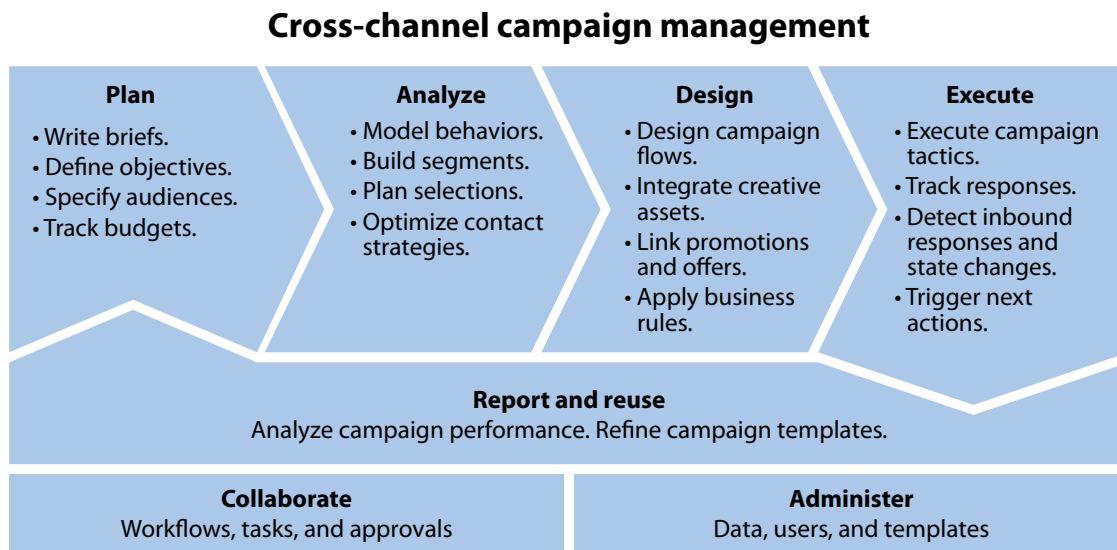"The Forrester Wave™: Online Testing, Q3 2010"
August 13, 2010

MARKETERS TRANSITION FROM LISTS TO DIALOGUE

Campaign management solutions have a long and storied history in marketing organizations, emerging from back-office direct-marketing shops in the 1980s to gain cross-channel and optimization capabilities in the following decades. Marketers are aggressively shifting budget to digital media and seeing interactive as more effective than traditional efforts.[1] They look now to CCCM applications that enable them to act on and react to empowered customers rather than just integrate more channels. In the future, marketers will select applications for their ability to orchestrate the always-on, bi-directional, and cross-channel dialogue between customers and businesses.

Marketers Use Campaign Management To Storyboard And Direct Customer Interactions

Forrester's marketing technology adoption survey shows that 40% of all marketers currently use campaign management tools, with an additional 16% planning to adopt the technology.[2] While leading tools shine brightest in planning, segmentation, and campaign design, CCCM increasingly focuses on execution, not on optimized lists. We see an improved integration between inbound and outbound execution, helping realign CCCM to meet today's need for customer dialogue (see Figure 1).

Figure 1 Activities Marketers Perform Within A CCCM Application

Cross-channel campaign management

Plan	**Analyze**	**Design**	**Execute**
• Write briefs. • Define objectives. • Specify audiences. • Track budgets.	• Model behaviors. • Build segments. • Plan selections. • Optimize contact strategies.	• Design campaign flows. • Integrate creative assets. • Link promotions and offers. • Apply business rules.	• Execute campaign tactics. • Track responses. • Detect inbound responses and state changes. • Trigger next actions.

Report and reuse
Analyze campaign performance. Refine campaign templates.

Collaborate Workflows, tasks, and approvals	**Administer** Data, users, and templates

60426   Source: Forrester Research, Inc.

Four Distinct Takes On Campaign Management

The CCCM market accommodates a variety of approaches, with vendors largely emphasizing comprehensive campaign planning and design, interactive execution, analytics and optimization, or integration with enterprise systems. We find that providers group into:

- **Marketing generalists.** Alterian, Aprimo Marketing Studio (AMS), and IBM's Unica provide comprehensive campaign management capabilities, especially with respect to online and offline integration, segmentation, and general marketing management. Marketers looking to continue traditional channel management programs can depend on these tools to deliver sound, well-rounded capabilities. Yet clients clearly told us that these vendors must innovate faster, delivering new interactive capabilities for the age of the customer.

- **Interactive marketing specialists.** ExactTarget, Neolane, and Responsys are poised to disrupt the campaign management market by delivering integrated campaign execution focused on interactive customer dialogues. We expect the number of vendors in this category to grow as a number of mid-market and digital-only marketing departments adopt CCCM applications.

- **Data and analytics specialists.** Aprimo Relationship Manager (ARM), Pitney Bowes, and SAS bring deep strengths in analysis and scalability. Despite their edge in analysis capabilities, this group must work to excite marketers looking for interactive prowess.

- **Enterprise application providers.** Infor, Oracle's Siebel, and SAP each provide strong options for marketers who must operate within the broader enterprise, aligning with sales, service, and support. These providers give marketers a wide array of cross-channel and marketing management capabilities within the vendors' larger application stacks. Yet these providers will appeal to few marketers who do not need to operate strictly within the CIO's strategic plan to adopt a campaign management solution.

CROSS-CHANNEL CAMPAIGN MANAGEMENT EVALUATION OVERVIEW

To assess the state of the campaign management market and see how the vendors stack up against each other, Forrester evaluated the strengths and weaknesses of top campaign management vendors.

Evaluation Criteria Focus On Dialogue And Interaction Context

After examining past research, user need assessments, and vendor and expert interviews, we developed a comprehensive set of evaluation criteria. We evaluated vendors against 81 criteria, which we grouped into three high-level buckets:

- **Current offering.** To assess product strength, we evaluated each offering against 10 dimensions: planning and budgeting; optimization; campaign design; interaction management; analytics and reporting; cross-channel integration; campaign execution; data management; application usability; and architecture.

- **Strategy.** We compared the product and corporate strategies of each vendor in the context of Forrester's forward-looking vision for the campaign management market to assess how well each vendor is positioned for future success. We also incorporated quantitative client feedback as indicated by customer satisfaction and Net Promoter Score.[3]

- **Market presence.** To benchmark the relative size of the vendors' cross-channel campaign management businesses, we evaluated each company's financial strength, installed base of clients, and employee base. We paid particular attention to the revenue, clients, and staffs that are specifically related to the vendors' campaign management businesses.

Evaluated Vendors Possess The Resources And Growth To Evolve The CCCM Category

In the assessment, Forrester included 11 vendors offering 12 products: Alterian, Aprimo, ExactTarget, IBM, Infor, Neolane, Oracle, Pitney Bowes, Responsys, SAP, and SAS. Each of these vendors has (see Figure 2):

- **A significant base of enterprise-class clients.** This Forrester Wave™ campaign management evaluation is designed to identify vendors that meet the demanding requirements of enterprise-class businesses. As such, all vendors evaluated have capabilities appropriate for large enterprises and demonstrate this capacity in the caliber of clients they serve.

- **Net new campaign management account growth.** Forrester selected vendors that could demonstrate annual growth in clients that have implemented the vendor's product to fulfill cross-channel campaign management needs.

- **Corporate revenues in excess of $30 million.** Although campaign management is not the sole revenue source for many vendors evaluated, Forrester reviewed firms that exhibit corporate sustainability, with more than $30 million in annual revenues.

Figure 2 Evaluated Vendors: Product Information And Selection Criteria

Vendor	Product evaluated	Product version evaluated	Version release date
Alterian	Alterian Marketing Suite	3.0	Q4 2011
Aprimo	Aprimo Marketing Studio	8.7	Q4 2011
Aprimo	Aprimo Relationship Manager	6.4	Q4 2011
ExactTarget	Interactive Marketing Hub	IMH Q4 2011	Q4 2011
IBM	Unica Suite	8.5	Q4 2011
Infor	Epiphany Marketing	10	Q4 2011
Neolane	Neolane Campaign	6	Q4 2011
Oracle	Siebel Enterprise Marketing Suite	8.2.2	Q4 2011
Pitney Bowes	Portrait Suite	5.1	Q4 2011
Responsys	Responsys Interact Suite	6.13	Q4 2011
SAP	SAP CRM	7.0 EhP1	Q4 2011
SAS	Customer Intelligence Suite	5.4	Q4 2011

Vendor selection criteria

A significant base of enterprise-class clients. All vendors evaluated have capabilities that meet the demanding requirements of enterprise-class businesses and demonstrate this capacity in the caliber of clients they serve.

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Corporate revenues in excess of $30 million. While campaign management is not the sole revenue source for many vendors evaluated, Forrester reviewed firms that exhibit corporate sustainability, with more than $30 million in annual revenues.

Source: Forrester Research, Inc.

A Focus On Dialogue Exposes A Dynamic CCCM Market

Several vendors — Appature, ClickSquared, Conversen, Emailvision (smartFOCUS), Entiera, and Silverpop — missed the cut, primarily due to lack of significant market presence.[4] Their emergence shows that the relatively mature CCCM market is far more dynamic than a casual glance at this Wave evaluation reveals. Each of these vendors offers compelling cross-channel capabilities tuned to the needs of specific market segments. For example, Appature positions its product exclusively for healthcare and life sciences; Conversen provides broad capabilities for cross-channel dialogue but sells exclusively through agency and marketing service provider channels; and Entiera offers an open architecture with integrated CDI/ETL capabilities. Expect to see more providers — from email service to web content management to data management platform providers — adding cross-channel campaign management capabilities in the years ahead.

A MATURE MARKET GRAPPLES WITH SEISMIC CHANGE

In this Wave, Forrester's second evaluation of CCCM, we looked at how vendors support traditional campaign management capabilities — program planning, cross-channel decision management, optimization, and analytics — as well as meet the emerging needs of marketers in cross-channel execution, social campaigns, and real-time, contextual triggers.

Our evaluation reveals a market that shows significant fracturing (see Figure 3). While CCCM remains a well-defined concept, marketers will select from a subset of vendors we reviewed, based on their needs in interactive marketing, end-to-end enterprise resource planning (ERP) and customer relationship management (CRM) integration, or analytical prowess. As online advertising management, mobile integration, and real-time, contextual optimization needs grow, no one company is likely to offer a comprehensive application suite for years to come.

Within this market:

- **IBM, Neolane, and SAS are Leaders.** IBM's Unica and SAS both claimed leadership positions in Forrester's first CCCM Wave evaluation and have maintained those positions today, demonstrating deep capabilities in optimization, interaction management, analytics, and cross-channel integration.[5] SAS's acquisition of Assetlink brought rapid improvements to the application's program-planning capabilities. Neolane's impressive capabilities for customer dialogue, both online and off, show that the smaller company is redefining the job to be done by CCCM applications.

- **Aprimo, Oracle, and SAP head a pack of Strong Performers.** Aprimo Marketing Studio continues to deliver value to clients that need comprehensive marketing operations and campaign management. Oracle delivers an impressive suite of campaign management and analytics capabilities. SAP's High Performance Analytical Appliance (HANA) segmentation engine provides clients with much-needed performance improvements. Other Strong Performers include Alterian, Aprimo Relationship Manager, ExactTarget, Infor, Pitney Bowes (Portrait Software), and Responsys.

Figure 3 Forrester Wave™: Cross-Channel Campaign Management, Q1 2012
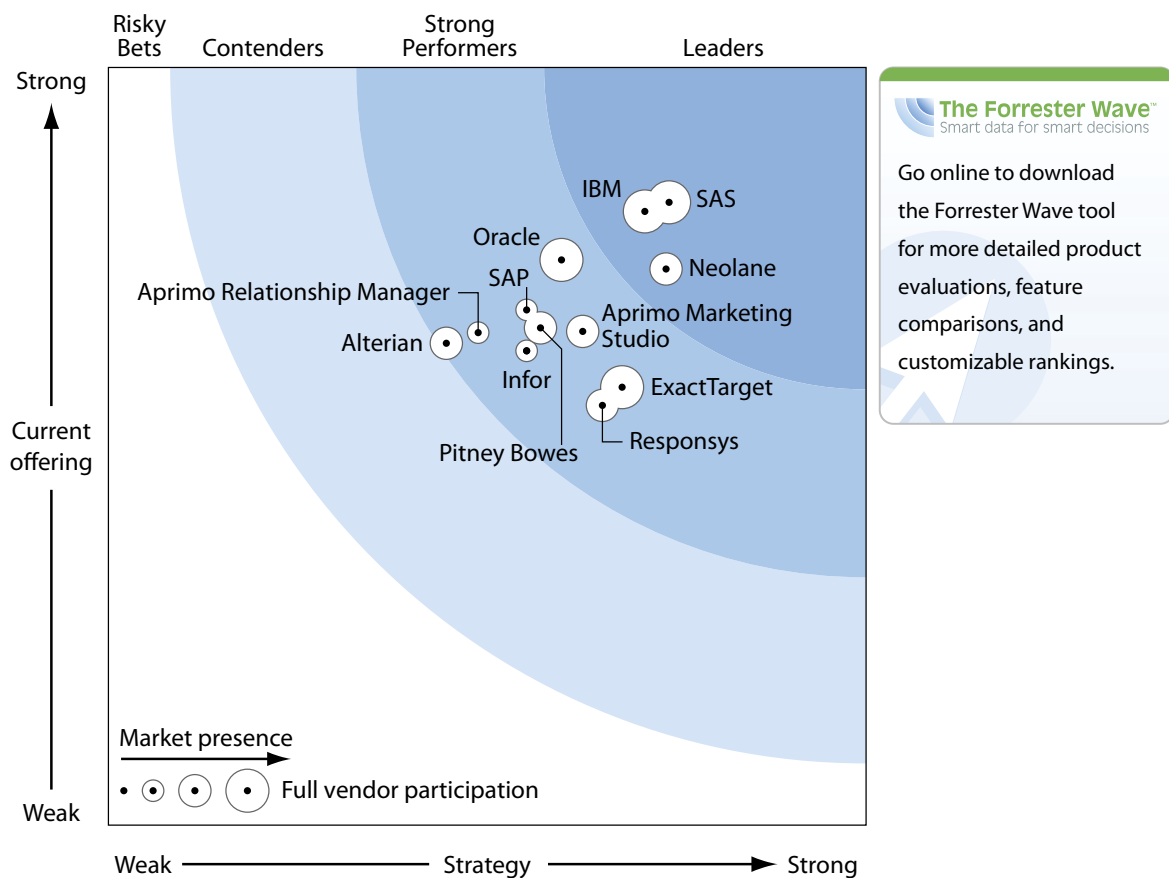
Source: Forrester Research, Inc.

Figure 3 Forrester Wave™: Cross-Channel Campaign Management, Q1 2012 (Cont.)

	Forrester's Weighting	Alterian	Aprimo Marketing Studio	Aprimo Relationship Manager	ExactTarget	IBM	Infor	Neolane	Oracle	Pitney Bowes	Responsys	SAP	SAS
CURRENT OFFERING	50%	3.18	3.26	3.25	2.89	4.05	3.13	3.67	3.73	3.28	2.77	3.40	4.11
Background information	0%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Planning and budgeting	5%	3.00	4.75	4.75	2.25	4.25	2.00	4.00	4.50	2.13	2.50	3.75	4.00
Optimization	10%	3.70	2.40	2.60	1.85	3.90	2.65	3.35	3.30	3.75	1.50	3.70	4.90
Campaign design	10%	3.69	3.95	4.12	3.39	4.60	3.41	4.32	4.30	3.16	3.51	3.34	4.55
Interaction management	10%	2.10	3.33	4.80	2.10	3.90	4.80	3.38	3.90	4.30	2.10	3.55	3.65
Analytics and reporting	15%	3.70	2.90	2.80	2.60	4.05	3.45	3.05	3.45	3.80	2.53	3.70	4.88
Cross channel integration	10%	3.30	3.20	2.60	3.00	4.00	2.20	4.00	3.20	3.30	2.80	3.30	3.30
Campaign execution	15%	3.50	2.90	2.50	3.25	3.96	2.84	3.80	3.15	2.94	3.13	2.82	3.40
Data management	5%	3.00	3.50	3.50	3.25	4.75	3.75	3.75	4.50	4.00	3.00	3.25	4.00
Application usability	10%	2.65	3.55	3.33	3.55	3.55	2.45	4.00	3.80	2.48	3.80	3.55	4.00
Architecture	10%	2.60	3.38	3.03	3.45	4.05	3.50	3.50	4.35	2.65	2.75	3.30	4.33
STRATEGY	50%	2.23	3.13	2.44	3.39	3.54	2.76	3.68	2.99	2.85	3.26	2.76	3.70
Product strategy	30%	1.90	3.35	2.10	3.00	3.90	3.00	3.90	3.00	3.00	2.90	3.00	3.90
Corporate strategy	30%	2.10	3.35	2.10	3.45	3.00	3.00	2.90	3.10	3.00	2.90	3.00	3.90
Cost	5%	3.00	4.00	2.50	4.50	4.00	2.50	4.00	4.00	3.50	5.00	2.50	3.50
Customer references	35%	2.50	2.63	3.00	3.50	3.63	2.38	4.13	2.75	2.50	3.63	2.38	3.38
MARKET PRESENCE	0%	3.02	3.24	2.52	4.28	4.03	2.48	3.31	4.41	3.32	3.76	2.85	4.02
Installed base	40%	3.00	3.10	2.40	4.60	4.00	2.40	3.50	4.80	2.50	4.40	2.70	4.00
Financials	40%	2.40	3.50	3.40	4.60	4.40	2.30	3.10	4.40	4.30	3.50	3.10	4.70
Partnerships	20%	4.32	3.00	1.00	3.00	3.33	3.00	3.33	3.67	3.00	3.00	2.67	2.68

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

Source: Forrester Research, Inc.

Marketing's Conversational Future Requires Vendors To Further Revamp CCCM Tools

Our research and client reference calls brought to light the struggles of marketers to extend CCCM applications to support interactive dialogues with customers. Marketers do not see interactive dialogue as a digital-only effort. Instead, they seek tools that enable temporally extended, contextually relevant conversations through any relevant channel, inbound or out, online or off. They told us that campaign management applications must become:

- **More customer-centric.** The applications we reviewed continue to structure marketing programs on the traditional combination of offer and channel. Vendors do offer integrations that allow marketers to build programs based on customer behaviors and complex state changes. But integrations, customizations, and expensive per-user licenses limit the ability to incorporate more marketers into campaign management at a time when the shift to dialogue should bring greater involvement with interactive marketers, web analysts, and marketing technologists.

- **More supportive of social, mobile, and local.** None of the vendors evaluated provide native support for social listening, mobile push notifications, or location-based campaigns. As sensor-packed smartphones and tablets come to dominate customer interactions, CCCM vendors must do more to improve marketers' ability to detect, decision, and deliver based on real-time input from these devices.[6] As one client told us: "We really need to know the road map and plan for social and mobile. The business wants to push faster in this arena and the vendor doesn't have answers. We are stuck in the middle."

- **Faster at delivering innovation.** Clients told us that all vendors need to deliver application enhancements at a much faster pace. Many marketers we spoke with felt that their CCCM applications were not keeping up with consumer change, leading others within the marketing organization to work around campaign management. SaaS vendors are well positioned to provide rapid iterations, but by no means is their position immune from on-premises vendors offering new maintenance options. A SaaS-based CCCM client told us: "The vendor has the right vision and an interesting perspective. Their biggest challenge is simply a matter of moving fast enough."

This evaluation of the CCCM market is intended to be a starting point only. We encourage readers to view detailed product evaluations and adapt the criteria weightings to fit their individual needs through the Forrester Wave Excel-based vendor comparison tool.

VENDOR PROFILES

Leaders Excel At Cross-Channel Dialogue

- **IBM.** IBM's acquisition of both Unica and Coremetrics was a clear signal to many marketers that the technology giant intended to dominate the enterprise marketing technology landscape. Unica continues to offer a compelling option for marketers, and, since the publication of

Forrester's 2009 campaign management Wave evaluation, the company has improved the application's overall usability, program planning, and campaign design features. For clients, however, the eMessage module stands out as a clear shortcoming. Yet IBM's test does not lie in Unica's individual features. Forrester believes that the biggest questions are about IBM's strategy for marketers (not CIOs); how it will address the growth in mid-market campaign management; and how it will unite its acquisitions to appeal to digital and interactive marketers, many of whom feel that Unica is too conceptually steeped in traditional channels.

- **Neolane.** With growing name recognition in North America, Neolane delivers a full-featured and flexible campaign management solution built on a solid foundation of interactive marketing. The company offers powerful features in social and mobile marketing but also provides good integrations with call centers, direct mail, and point-of-sale (POS) systems, delivering on the company's promise of full cross-channel dialogue. Neolane has few peers in customer satisfaction, and recent work with Universal Music Group shows that the company can answer questions about scalability. To appeal to traditional campaign management shops, the company will need to deliver much stronger analytics and interaction management capabilities. Finally, we believe that Neolane will need to prove that it can simultaneously move upmarket while retaining its appeal to interactive marketers.

- **SAS.** SAS's quick integration of Assetlink's program-planning features into its customer intelligence suite rounds out the company's advanced capabilities in optimization, analytics, and campaign design. Marketers tell us that SAS has made significant improvements to the application's overall usability, but some users continue to struggle with stability and user interface responsiveness. Forrester believes that SAS will continue to lead the market, provided it delivers on improved social media analysis, multi-channel testing, and integrated web analytics. However, as more interactive marketers adopt cross-channel campaign management tools, the suite's complexity and lack of digital advertising management will be a challenge for SAS.

Strong Performers Deliver Competitive Solutions

- **Alterian.** Alterian's strengths in traditional campaign management and recent user interface improvements have given the struggling company continued relevance in today's campaign management market. UK-based SDL's recent acquisition of Alterian provides much-needed stability for Alterian's clients and the potential to implement a new strategy to support the convergence of content and marketing. Many clients we spoke with were happy with the value delivered by the application. Many, however, expressed concern over the company's ability to deliver needed improvements, given Alterian's inability to bring products to market on a consistent basis. We caution marketers to examine the newly combined company but look forward to hearing more from SDL.

- **Aprimo.** Following its acquisition by Teradata, Aprimo added the rechristened Aprimo Relationship Manager to its CCCM portfolio. Aprimo now offers both AMS, a broad suite aimed at the overall marketing organization, and ARM, an application targeted at clients with

extensive Teradata databases. Aprimo made significant usability improvements to both and quickly incorporated Aprimo Marketing Resource Management (MRM) into ARM. Yet the company needs to do more to improve its ability to service AMS customers who have expressed concerns about the company's responsiveness and quality of strategic services. The company must also clarify its road map, its product strategy, and how it will sustain and grow two comprehensive CCCM products without losing focus. Finally, Aprimo must prove to the market that it can support standalone applications that aren't beholden to the Teradata warehouse.

- **ExactTarget.** Indiana-based ExactTarget continues to grow at a blistering pace, charting significant client and revenue growth in 2011. As growth has fueled research and development (R&D) and acquisitions, it has extended its email messaging capabilities into interactive campaign management: email, social, mobile, and digital advertising. Clients praise the usability, performance, and scalability of Ad Studio, Audience Builder, and Automation Studio. ExactTarget's infrastructure presents the company with the potential to redefine interactive campaign management in the years ahead. In the short term, it must answer enterprise customers' need for optimization, program planning, and offline cross-channel integration. To appeal to today's campaign managers, ExactTarget must manage a wider range of CCCM tasks without relying so heavily on partners for capabilities.

- **Infor.** Infor's Interaction Advisor remains a leading solution for inbound interaction management despite long-standing attempts by competitors to best it. Infor's management neglected Epiphany Marketing, allowing the suite to languish in comprehensiveness, ease of use, cross-channel integration, and campaign execution. New leadership and renewed capital investment, however, give the suite an opportunity to capitalize on Interaction Advisor's strengths in the years ahead. We advise marketers to watch this player closely: Its new investments in technology improvements and partnerships are likely to yield a reborn product.

- **Oracle (Siebel).** Oracle offers comprehensive campaign management capabilities and integration with its Oracle Data Mining (ODM), Real-Time Decisions (RTD), Siebel Loyalty Management solution, and other complementary analysis tools. Oracle's strengths continue to lie in its campaign design, segmentation, planning, interaction management, analytics, and data management capabilities. Clients we spoke with held positive views on the product's value; however, they also cited concerns with ease of use and performance of the suite. Companies looking for a complete CRM suite or customer experience management solution as well as those with existing investment in Siebel CRM continue to choose Siebel Marketing.

- **Pitney Bowes (Portrait Software).** Pitney Bowes' acquisition of Portrait Software gives the application much better visibility in the North American market and much deeper pockets for R&D. Portrait Suite offers strong performance in analytics, interaction management, and inbound and outbound dialogue across a variety of channels. Through a partnership with Centryc Solutions, the company has proved that the product is capable of real-time analysis and presentation in

highly novel, cross-channel, location-based campaigns via Centryc's radio-frequency identification (RFID) technology. However, usability remains a question mark, and the company must show that it can innovate faster and stay focused on a digital, mobile, and social future.

- **Responsys.** Responsys' continued growth proves that it can sustain the on-demand, interactive CCCM category it created. Its clients were highly pleased with the product's flexibility, personalized messaging, and ease of use, but they cited a need for improvement in application programming interface (API) performance. The company remains a strong choice for interactive marketers, but it faces the same challenge as its closest competitor in email — ExactTarget. Responsys must accelerate planned improvements to analytics, optimization, and mobile execution.

- **SAP.** The German software provider offers CCCM capabilities that range from program planning to interaction management to analytics. Clients we spoke with were generally satisfied with the product's capabilities, but they expressed concerns over usability, flexibility, and overall speed. SAP's new HANA segmentation engine promises to make significant performance improvements for large-scale implementations, but we need to see this proven in marketing scenarios. We continue to see SAP as a good fit for companies with an end-to-end SAP strategy, particularly enterprises operating with multiple lines of business in multiple geographic regions.

SUPPLEMENTAL MATERIAL

Online Resource

The online version of Figure 3 is an Excel-based vendor comparison tool that provides detailed product evaluations and customizable rankings.

Data Sources Used In This Forrester Wave

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

- **Vendor surveys.** Forrester surveyed vendors on their capabilities as they relate to the evaluation criteria. Once we analyzed the completed vendor surveys, we conducted vendor calls where necessary to gather details of vendor qualifications.

- **Product demos.** We asked vendors to conduct demonstrations of their products' functionality. We used findings from these product demos to validate details of each vendor's product capabilities.

- **Customer reference calls.** To validate product and vendor qualifications, Forrester conducted reference calls with three of each vendor's current customers.

- **Customer reference online survey.** To establish a level of customer satisfaction across a number of categories, including product functionality, flexibility, usability, services, responsiveness and support, and application reliability, Forrester conducted an online survey of a minimum of 10 of each vendor's current customers.

The Forrester Wave Methodology

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

After examining past research, user need assessments, and vendor and expert interviews, we develop the initial evaluation criteria. To evaluate the vendors and their products against our set of criteria, we gather details of product qualifications through a combination of lab evaluations, questionnaires, demos, and/or discussions with client references. We send evaluations to the vendors for their review, and we adjust the evaluations to provide the most accurate view of vendor offerings and strategies.

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

ENDNOTES

[1] By 2016, US advertisers will spend an estimated $77 billion on interactive marketing, with mobile and social media marketing growing, respectively, at 38% and 26% annually. See the August 24, 2011, "US Interactive Marketing Forecast, 2011 To 2016" report.

[2] Forrester recently surveyed 137 customer intelligence professionals to understand their marketing technology priorities, plans, and budgets. See the February 28, 2011, "Marketing Technology Adoption 2011" report.

[3] Net Promoter, Net Promoter Score, and NPS are registered trademarks of Bain, Satmetrix Systems, and Fred Reichheld. Source: Bain (http://www.bain.com/search.aspx?q=Net+Promoter); Satmetrix Systems (http://www.satmetrix.com/).

[4] Many of these solutions — Appature, ClickSquared, Conversen, and Silverpop — are delivered exclusively as SAAS solutions. See the October 16, 2009, "The Marketing And Customer Analytics Software Landscape" report.

[5] Forrester's first CCCM Wave evaluation was published just over two years ago. See the December 14, 2009, "The Forrester Wave™: Cross-Channel Campaign Management, Q4 2009" report.

[6] Consumers will adopt and use convenient services and products. On mobile phones, this means services that offer immediacy and simplicity through a highly contextual experience. See the August 31, 2011, "CI Professionals: The Future Of Mobile Is Context" report.

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