

Commerce And Content: The Perfect Couple Or A Tumultuous Affair?

by Peter Sheldon and Stephen Powers, November 19, 2013

KEY TAKEAWAYS

Commerce And Content Systems Are Entering A Transitional Phase

WCM and eCommerce platforms have traditionally served different purposes, but an increasing number of areas of functionality are now overlapping. Successful integration of the two will help eBusinesses maintain cross-channel consistency and engender rich, contextual experiences throughout the digital customer life cycle.

The Siloed Experiences Of The Past Continue To Have Implications

Digital marketing and eCommerce teams have a limited history of collaboration. This results in inconsistent customer experiences, disconnected business processes and goals, and the inability to realize clear customer insights. Consumers bear the brunt of this divide, suffering as a result of messy integrations on the front and/or back ends.

There Are Several Approaches To Integrating Commerce And Content

Forrester has observed three integration frameworks that firms commonly adopt: 1) a side-by-side approach, with shared responsibility for delivery of the experience; 2) a WCM-led approach, with the eCommerce platform acting as a service layer; and 3) an eCommerce-led approach, with the WCM system playing a simplified role as a content repository.

Commerce And Content: The Perfect Couple Or A Tumultuous Affair?

Choosing Between eCommerce And Web Content Management Solutions

by [Peter Sheldon](#) and [Stephen Powers](#)

with [Zia Daniell Wigder](#), [David Aponovich](#), and Rebecca Katz

WHY READ THIS REPORT

Companies need cohesive digital customer experiences, but marketing and eCommerce groups often operate in silos with differing objectives, which leads them to buy and operate independent solutions for brand content and transactions. The end result? A fragmented and poorly integrated digital presence that confuses the customer, is difficult to manage, and, ultimately, leaves revenue on the table. Digital marketers are also getting savvier. It is no longer enough to enable an online catalog and transactional eCommerce: Today's marketers want to tell brand and product stories through the deep personalization and contextualization of content and interactive digital experiences. As a result, many eBusiness teams that today rely on their eCommerce platform to manage unstructured content are now assessing whether the addition of a web content management (WCM) platform will improve the delivery of their online digital experience. This report reveals what is driving the convergence between eCommerce and WCM solutions and provides a framework for eBusiness professionals to use when considering the pros and cons of using these historically independent platforms together.

Table Of Contents

- 2 **Commerce And Content Systems Are Entering A Transitional Period**
- 4 **The Siloed Experiences Of The Past Have Present-Day Implications**
- 5 **Several Options Tie Together The Commerce And Content Worlds**
- 11 **Where Will The Vendors Go?**

RECOMMENDATIONS

- 12 **Beware Of Chasing Elysium**
- 14 **Supplemental Material**

Notes & Resources

Forrester interviewed a number of vendor and user companies, including Adobe, Caterpillar, Luxottica Group, Office Depot, and Razorfish.

Related Research Documents

[The Forrester Wave™: B2B Commerce Suites, Q4 2013](#)
October 7, 2013

[The Forrester Wave™: Web Content Management For Digital Customer Experience, Q2 2013](#)
April 8, 2013

[The eCommerce Content Conundrum](#)
December 21, 2010



COMMERCE AND CONTENT SYSTEMS ARE ENTERING A TRANSITIONAL PERIOD

Many corporate websites today suffer from “two site” syndrome — segregated brand marketing (.com) and commerce sites (store. or /store) that are poorly stitched together (if at all). This segregation creates friction in the customer life cycle, forcing customers to jump between sections of the website during the exploration and buy phases.¹ This is a consequence of organizational walls put up between corporate marketing and eBusiness. These two roles have a limited history of collaboration and, in effect, are speaking to customers using two separate languages, even though their customers want a unified journey. The marketers have a glossy magazine, designed to romance the customer with the brand and product lines on their portion of the site; eBusiness has a functional catalog designed to drive conversions and revenue. Behind these two silos commonly lie two technology platforms: Marketing teams leverage web content management (WCM) platforms to power the exploration phase of the customer life cycle, while eBusiness teams rely on eCommerce platforms to serve the buy phase.

Commerce And Content Systems Have Traditionally Had A Different Focus

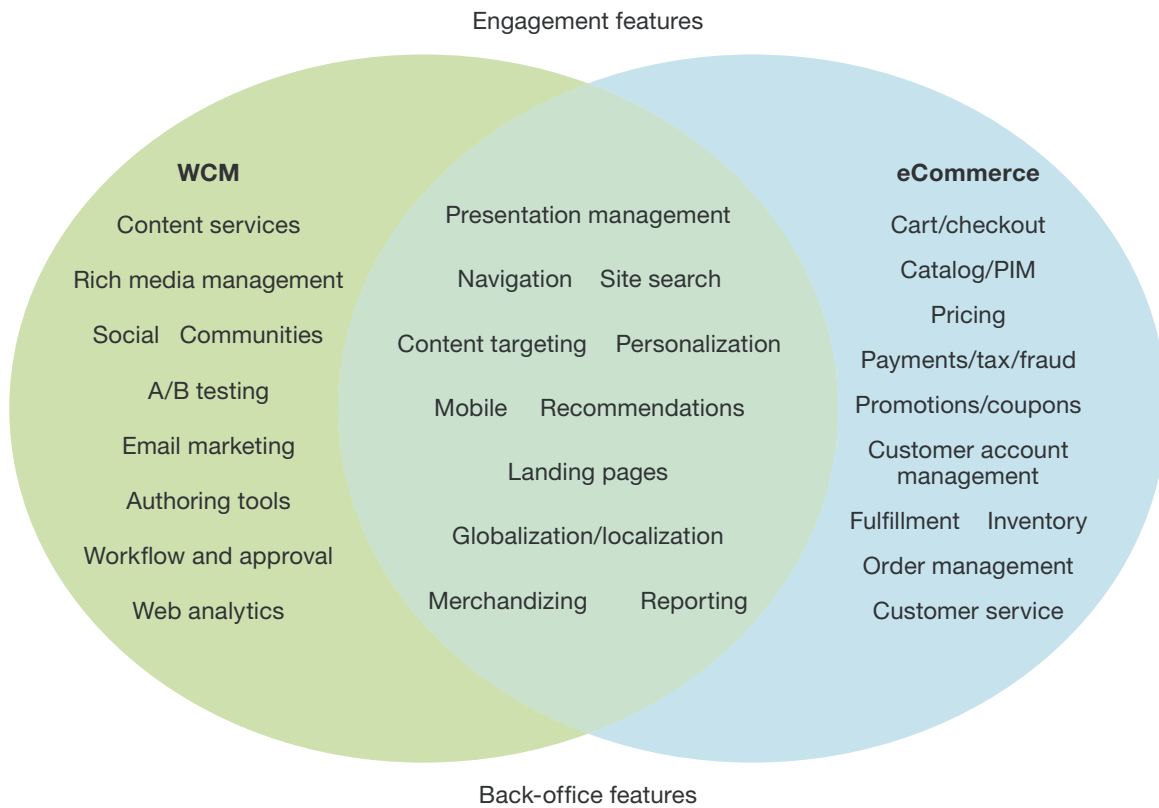
These commerce and content systems were originally designed to serve different functions:

- **eCommerce platforms support transactional interactions, merchandising, and products.** At the heart of an eCommerce platform lies the product catalog, a structured list of the products that can be sold through digital channels. Tied to the catalog are extensive merchandising tools that enable cross-sells, upsells, accessories, and bundles, supported by sophisticated pricing and promotion management tools. Furthermore, eCommerce platforms support taxes, shipping, payments, and the management of the order life cycle. All of this functionality is typically exposed to the consumer via a templated commerce experience that includes search/faceted navigation tools, product results in a grid format, a shopping cart, and a checkout process.
- **WCM platforms support nontransactional interactive experiences and content life cycles.** At the heart of a WCM platform lies unstructured marketing content (or pages). However, WCM tools are no longer just about managing web content. Instead, they have evolved to become the cornerstone of an ecosystem of tools that support digital experiences for customers. Core to most WCM platforms today are sophisticated tools that allow marketers to create, manage, and measure targeted, personalized, and interactive brand experiences.

Despite their different origins, the leading WCM and eCommerce platforms on the market today show the increasing overlap of significant areas of functionality (see Figure 1). This overlap is most pronounced around the features that control customer engagement, such as page templates, navigation tools, site search, personalization, content targeting, and recommendations. WCM and eCommerce platform vendors have for years been investing heavily in engagement tools that empower marketers and retail merchandisers to continuously edit and fine-tune the digital customer experience without depending on corporate IT.

“Today, we have two separate sites, which may be confusing for our customers. But from a delivery standpoint, we were able to get things out quickly. Ten years ago, we were exclusively a B2B company, but today we are going B2C as well as B2B. So it’s as much about direct [to] consumer rather than dealer. We need to know more about that individual user and interact with them so we can personalize content. We see a better ability to link [our commerce and content sites] more fluidly.” (Director of IT, large manufacturer)

Figure 1 eCommerce And WCM Platform Capabilities Are Rapidly Amalgamating



105521

Source: Forrester Research, Inc.

Consistency And Contextualization Drive The Need For Integration

In an era of consistent cross-channel digital experiences, customers need unified experiences while marketers and eBusiness professionals need the tools to manage these experiences. In particular, customers expect:

- **Consistency across digital channels.** Today’s consumers expect a familiar and recognizable experience on any channel. “The best brands are ruthlessly consistent,” one automobile manufacturer CEO told Forrester, and that consistency must cross channels.² But supporting

brands with multiple WCM and eCommerce platforms on the presentation tier involves extra effort: Teams must maintain the same presentation elements in multiple repositories, which risks creating more inconsistency and potentially alienating site visitors.

- **Contextual experiences, not disconnected ones.** Customers now demand experiences based on demographic, behavioral, and situational data.³ WCM and eCommerce platforms frequently — though not always — provide that contextualization functionality. When WCM and eCommerce platforms jointly deliver experiences in a side-by-side implementation, companies often need to duplicate their contextualization efforts in what can be very different tool sets.
- **Rich product content at all stages of the customer life cycle.** The companies we speak with no longer want to have siloed transactional and nontransactional experiences. Instead, they want a single destination for customers, one that incorporates rich product-based marketing content alongside the pricing, inventory, and recommendation data that drives conversions.

Marketers want to be able to:

- **Unify the experience between brand exploration and conversion.** Forrester has identified four stages in the customer life cycle: discover, explore, buy, and engage.⁴ In today's world where customers expect brands to offer a direct-to-consumer channel, unifying the experience between the explore and buy phases of the life cycle is paramount.
- **Run campaigns across the entire digital experience.** A side-by-side WCM/eCommerce setup can make managing a campaign especially challenging, as both products feature distinct campaign-based tools and have little or no integration.

THE SILOED EXPERIENCES OF THE PAST HAVE PRESENT-DAY IMPLICATIONS

The siloed experiences of the past have had a direct impact on the current eCommerce and WCM technology and vendor landscapes.

- **Disconnected experiences in the past have kept eCommerce and WCM initiatives separate.** In the past, many firms lacked a holistic view of their digital customer experiences. Separate teams organically popped up to handle WCM, eCommerce, web analytics, testing and optimization, and other digital experience technologies. The result of this organic growth? In addition to inconsistent experiences, organizations also had disconnected business processes and goals and lacked the ability to realize clear customer insights.⁵ “The eCommerce team is not always the same as the digital marketing team. So it makes sense [organizationally] for them to have two tools,” an executive at a digital agency told us. eCommerce teams tend to have very focused, role-driven employees who concentrate on selling. Teams using WCM often have less mature processes, governance, and understanding of how individual roles need to collaborate.

- **The vendor landscape has also remained disconnected, with a few exceptions.** Only two vendors in this space — IBM and Oracle — offer both WCM and eCommerce products that aim to serve the upper end of the market.⁶ Both are still in various stages of integrating the two products. The rest of the WCM and eCommerce market has remained separate because fragmented customer experiences were the norm and clients weren't demanding an integrated solution. Forrester expects IBM, Oracle, and others to step up and help fill this gap, but that will take time. And, realistically, a relatively small number of clients overall need both best-in-class eCommerce and WCM products, so these vendors have not felt a great deal of pressure to integrate or converge their solutions.
- **Clients have ended up with messy integrations on the front and/or back end as a result.** Front-end integrations could potentially involve additional technology on top of the WCM and eCommerce solution in order to perform light contextualization. This often involves placing additional JavaScript tags in presentation templates, a process that isn't user-friendly for marketers and nontechnical staff. Back-end integrations can involve messy data import, export, and transformations.

SEVERAL OPTIONS TIE TOGETHER THE COMMERCE AND CONTENT WORLDS

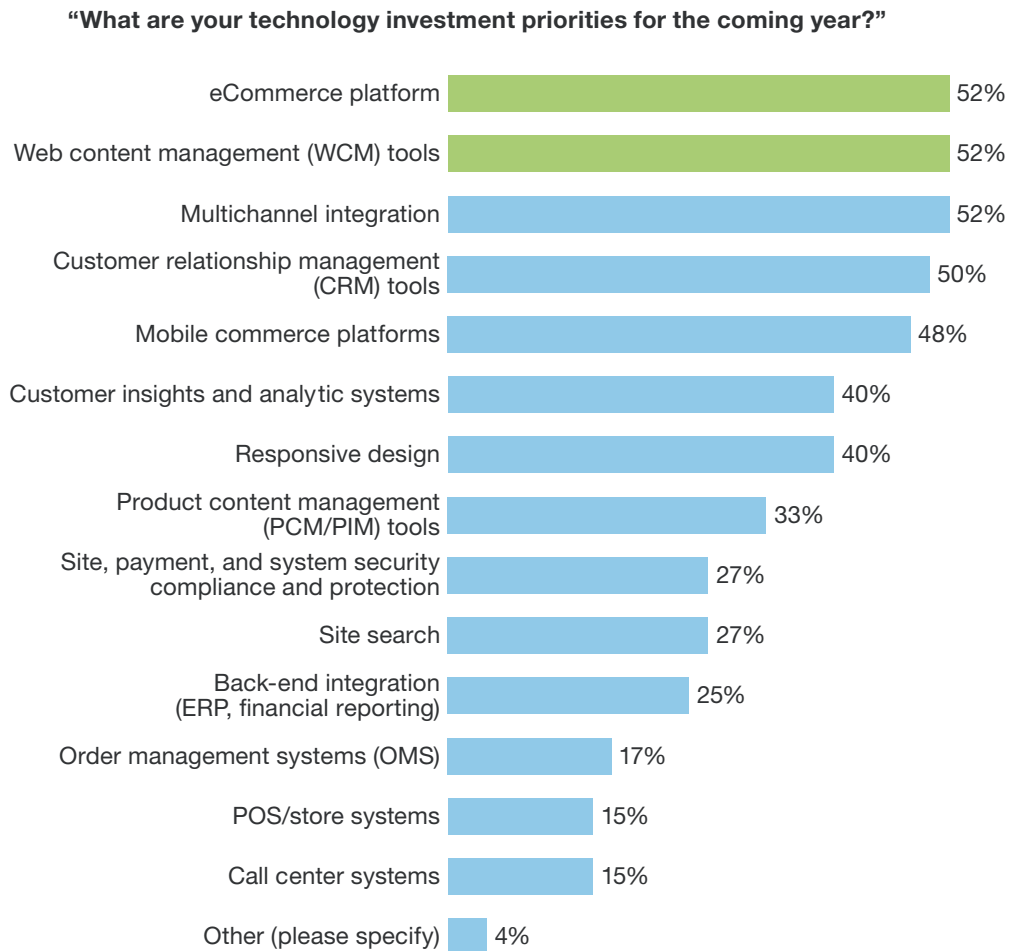
Investment in eCommerce and WCM platforms has grown aggressively over the past few years. In fact, a recent Forrester survey of eBusiness and channel strategy professionals revealed that investment in these two technology platforms trumps all other technology investment priorities (see Figure 2). Although investment in WCM and eCommerce solutions is rampant, the reality is that most companies already own either an eCommerce or WCM platform and thus have constraints that will influence their decision process. There are many requirements that may lead an organization to conclude that they need both WCM and eCommerce solutions; however, they must make this decision carefully, taking into account cost, complexity, and time-to-market factors. There also remain many scenarios in which either one or the other alone will suffice.

- **eCommerce alone works for those firms focusing purely on selling.** For online pure plays, department stores, and retail brands, the entire role of the website is to sell. These firms live by the tried-and-tested “search/browse/view/cart/checkout” paradigm that has become key for most eCommerce sites today. These firms need the sophisticated product catalog, merchandising, and promotions capabilities that they can only get from an eCommerce platform. To date, few of these firms have found the need for a WCM platform, as they are not manufacturers and it is not their job to tell stories; they drive significant revenues from their online channel and simply need great tools for driving conversions.
- **WCM alone works for those firms with simple or highly customized commerce needs.** Nontransactional product catalogs, sites that have very simple commerce requirements — such as those with few products or simple pricing models — and verticals like hotels and airlines

that have unconventional and highly customized checkout processes may see little benefit from leveraging the capabilities of an enterprise eCommerce platform. In these scenarios, where corporate marketing owns the website, a WCM-only approach is the norm.

Under what circumstances should organizations decide to use commerce and content platforms together? Forrester has identified 10 key evaluation criteria that firms commonly use in this decision-making process (see Figure 3). If clients find that they tick multiple boxes on both the WCM and eCommerce sides of the criteria framework, it is a good indicator that a joint commerce/content strategy may have merit.

Figure 2 New Platforms For eCommerce And WCM Trump Other Technology Investments



Base: 49 eBusiness and channel strategy professionals

Source: May 2013 Global eBusiness & Channel Strategy Professional Online Survey

105521

Source: Forrester Research, Inc.

Figure 3 A Framework To Guide Your eCommerce And WCM Platform Strategy

For each decision criteria, place a tick in the box that best describes your firm's scenario. If you check multiple boxes on both the WCM and eCommerce sides of the criteria framework, it is a good indicator that a joint commerce/content strategy may have merit.

% of total revenues from online channels	<input type="checkbox"/> None	↔	Significant <input type="checkbox"/>
Size of product catalog	<input type="checkbox"/> Small	↔	Vast <input type="checkbox"/>
Complexity of product taxonomy	<input type="checkbox"/> Simplistic	↔	Significant <input type="checkbox"/>
Purchase process	<input type="checkbox"/> Industry-specific	↔	Generic shopping cart <input type="checkbox"/>
Site owner	<input type="checkbox"/> Digital experience and marketing	↔	eBusiness <input type="checkbox"/>
Product discovery	<input type="checkbox"/> Story-telling	↔	Spearfishing <input type="checkbox"/>
Campaigns	<input type="checkbox"/> Frequent	↔	Infrequent <input type="checkbox"/>
Content	<input type="checkbox"/> Rich, immersive media	↔	Product-centric media <input type="checkbox"/>
Touchpoints	<input type="checkbox"/> Desktop, mobile, apps, print	↔	Desktop/mobile <input type="checkbox"/>
Communications	<input type="checkbox"/> Social, personalized, targeted	↔	Transactional <input type="checkbox"/>
	WCM only	Both (WCM and eCommerce)	eCommerce only

105521

Source: Forrester Research, Inc.

Multiple Integration Approaches Exist

For those firms that can put together the business case and have the budget to invest in both WCM and eCommerce platforms, the real challenge lies ahead: How should you integrate these solutions? There is no right or wrong answer, and the approach you take will depend on multiple factors, especially your budget. Forrester has seen firms commonly adopt one of three integration approaches:

- Side-by-side (hybrid).** In this approach, the WCM and eCommerce platforms share responsibility for the delivery of the experience (see Figure 4-1). The WCM platform is typically responsible for driving the discover and explore phases of the customer life cycle, while the eCommerce platform serves the buy phase (cart and checkout). The integration tasks primarily focus on the front end, such as using single sign-on to ensure that customers need only

authenticate once or sharing CSS and HTML templates to drive a consistent experience across all areas of the site. Users of this approach also commonly require basic back-end integration, such as synchronizing customer data and user profiles between the two platforms.

- **WCM-led.** With this integration approach, the eCommerce platform acts a service layer, exposing abstract commerce services that the WCM platform consumes (see Figure 4-2). The presentation management capabilities of the eCommerce platform are redundant, although capabilities like search, faceted navigation, recommendations, and personalization likely augment parallel capabilities in the WCM platform. This is by far the most complex of the three integration approaches, as one leading digital agency explained: “You’ll see that both camps [WCM and eCommerce vendors] have made tremendous investments in personalization. That creates a great amount of complexity.” In a bid to reduce the complexities associated with this approach, some vendors and systems integrators have already developed out-of-the-box integration modules and reference integration architectures.
- **eCommerce-led.** In this integration approach, the WCM platform plays a simplified role as a content repository (see Figure 4-3). Retail clients that have deep ties to their eCommerce platform may prefer this approach: A WCM platform helps enforce governance around their content creation and rich media management processes, but they don’t have to completely refactor their architecture in relation to the experience delivery layer. Other organizations, such as branded manufacturers, may find it difficult to justify this approach given the cost of ownership. One systems integrator told us, “If they are just feeding content to the eCommerce platform, it’s harder to justify the investment in a high-end proprietary WCM because so much of the delivery functionality is left on the shelf.”

Figure 4 Three Common Integration Approaches Have Emerged

4-1 | Option A: side-by-side (hybrid) delivery

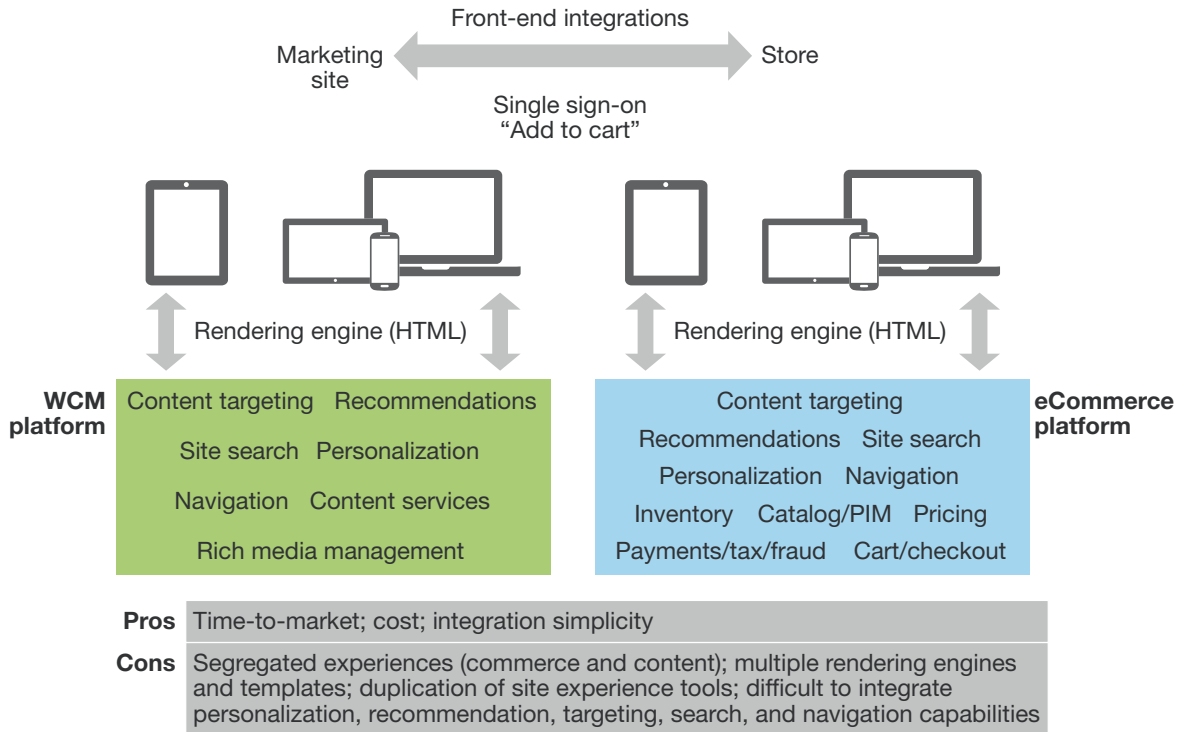
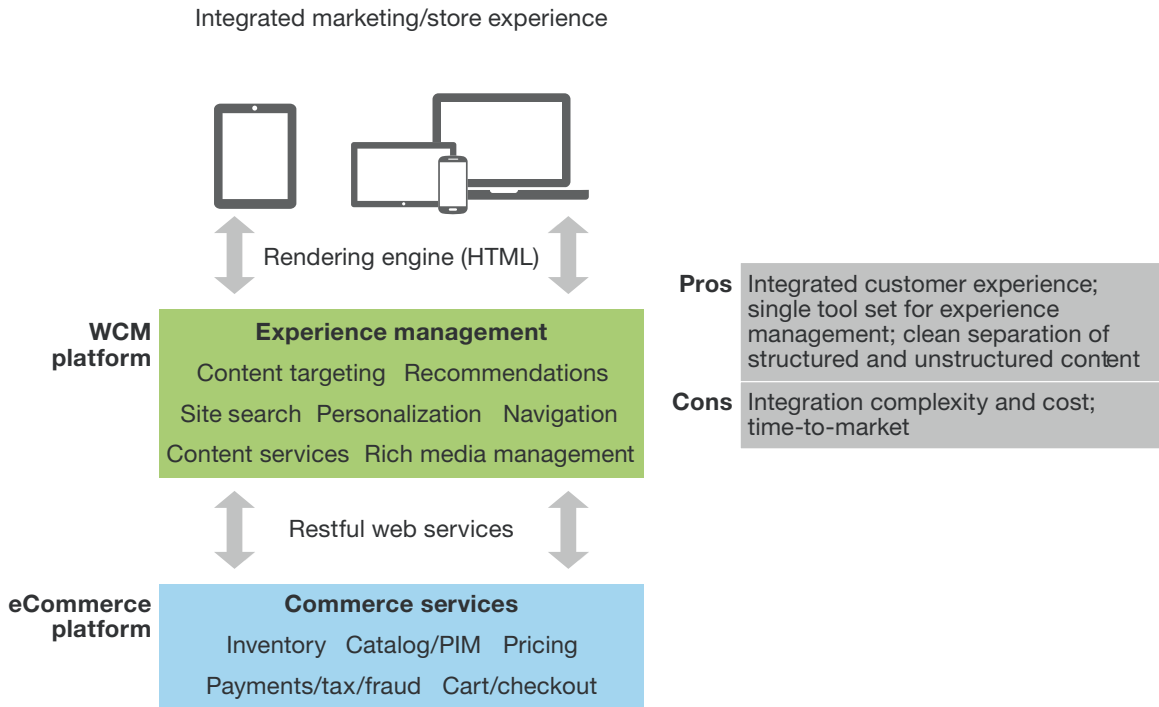


Figure 4 Three Common Integration Approaches Have Emerged (Cont.)

4-2 | Option B: WCM-led delivery

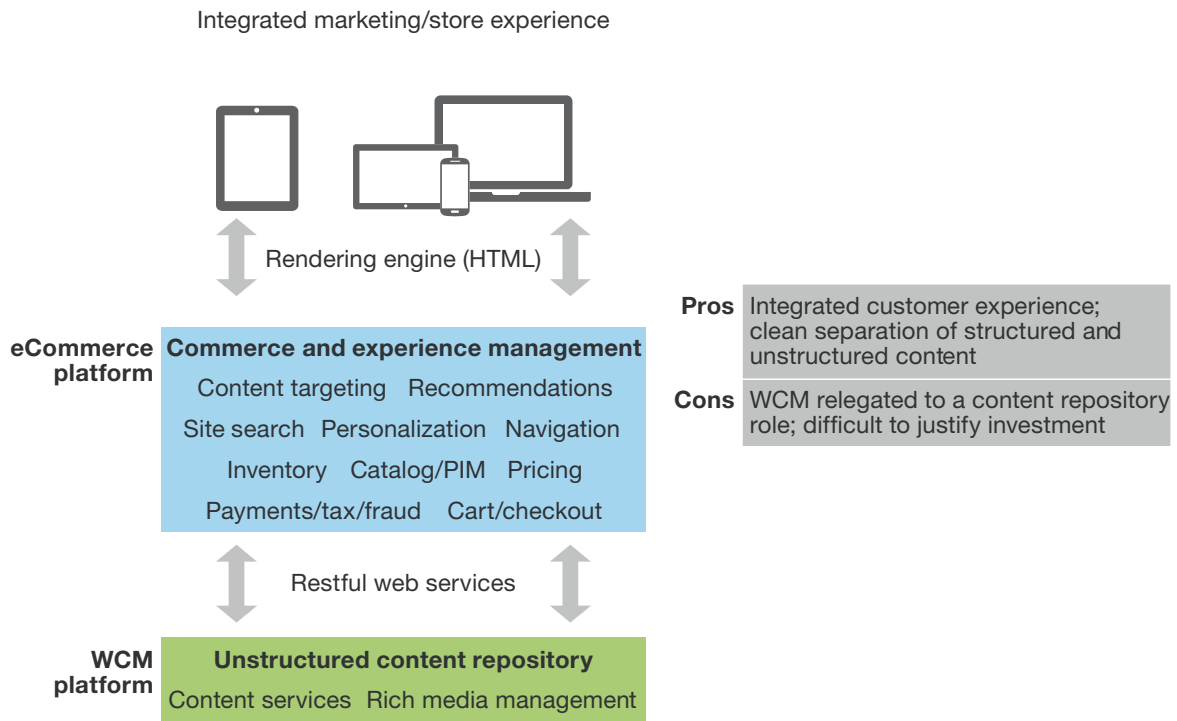


105521

Source: Forrester Research, Inc.

Figure 4 Three Common Integration Approaches Have Emerged (Cont.)

4-3 | Option C: eCommerce-led delivery



105521

Source: Forrester Research, Inc.

WHERE WILL THE VENDORS GO?

The convergence of content and commerce platforms is already well underway. Forrester expects these two solution categories to be foundational elements in digital customer experience management, and while not every vendor will feature robust content and commerce capabilities, vendors on both sides of the fence will either: a) develop strategic partnerships, b) extend their existing capabilities, or c) make acquisitions.⁷ In support of this hypothesis, Forrester has observed considerable partnership and M&A activity among systems integrators, WCM vendors, and eCommerce vendors, including:

- **Oracle and FatWire Software.** In 2011, Oracle acquired FatWire Software, which it subsequently rebranded as WebCenter Sites. This acquisition came after Oracle’s acquisitions of ATG and Endeca, which today form the backbone of Oracle’s eCommerce offering — Oracle Commerce. Oracle has now embarked on a product road map that calls for deep integration of these separate WCM and eCommerce platforms, although the challenge of amalgamating three large acquisitions into a unified digital experience platform remains formidable.

- **Adobe and hybris software.** Despite SAP's recent acquisition of hybris, Adobe and hybris are continuing to evolve their partnership; this includes a reference integration architecture in which Adobe Experience Manager handles experience delivery and hybris exposes all the required commerce services via a service-oriented architecture (SOA) interface. This partnership has seen relative success and has many joint customers in various phases of implementation.
- **EPiServer and Mediachase.** In 2012, Sweden-based WCM vendor EPiServer acquired Mediachase, a small eCommerce platform vendor. Today, the EPiServer product is effectively a single shop-keeping unit (SKU) that provides content and commerce features in a single tool set.
- **Systems integrators and digital agencies.** Systems integrators and digital agencies — including Acquity Group, Arvato Systems, Crown Partners, EPAM Systems, Razorfish, Rosetta, Sapien, and Siteworx — have been supporting (and productizing) the integration of many different eCommerce/WCM combinations, such as hybris/Adobe, IBM/Adobe, and Oracle/Adobe.
- **Numerous other partnerships.** Fully aware that this convergence is underway, vendors in both the WCM and eCommerce camps have been hastily exploring go-to-market partnerships and reference integrations. Examples include Elastic Path and OpenText, Insite Software and Sitecore, and SAP and OpenText.⁸

RECOMMENDATIONS

BEWARE OF CHASING ELYSIUM

In an ideal world, commerce and content platforms would have fully converged into customer experience management platforms, with commerce services seamlessly exposed through best-in-class digital engagement tools and supported by social, testing, and content management services. But beware! This “Elysium” doesn't exist today — and nor is it likely to exist in the near future. eBusiness professionals should recognize that if they wish to have an integrated, best-in-class customer experience platform today, they will need to assemble best-in-class capabilities from across various solution categories — including, but not limited to, WCM and eCommerce.⁹ Many organizations are blinded by their aspirations; they overestimate their maturity level and acquire platforms that are simply overkill for the size of their organization and online revenues. They fail to fully realize their investment and, ultimately, backtrack on these ambitious goals. Forrester recommends that eBusiness professionals follow a pragmatic approach when developing a digital experience strategy that calls for using eCommerce and WCM platforms together. They must:

- **Assess their organizational maturity first.** There is little point in architecting a complex, best-of-breed WCM/eCommerce platform integration unless the organization has the marketing and merchandising resources and expertise in place to leverage such an

investment. Those firms that have created blogs, forums, communities, and landing pages to support customer engagement and that are already employing sophisticated personalization, testing, and content targeting are the ones that will benefit from the evolution of their technology platforms. Although most marketing organizations feel that technology limitations are hurting brand presentation at the top of the funnel or affecting conversions, simply replacing the technology will do little to improve these metrics unless you've first put the skills in place to leverage the technology.

- **Avoid biting off more than they can chew.** Only the largest enterprises with deep pockets and large application development teams truly have the resources to integrate and leverage best-of-breed eCommerce and WCM platforms. During our research for this report, Forrester repeatedly heard from organizations that had overestimated their maturity level and let their aspirations blind them to reality. If they choose to take the path of convergence, eBusiness teams must establish a maturity model and track it during the implementation phase to avoid scope creep and unnecessary project risks. They must model upfront where the data originates, how it will be rendered, which platforms will act as the system of record, and anticipate integration complexities. Picking heavyweight solutions may prove overkill, which in turn will introduce risk to the program and, ultimately, make it difficult to get a full return on the investment.
- **Evolve their integration maturity over multiple phases.** If you're planning to use both a WCM and an eCommerce platform, consider starting with the basics — a side-by-side deployment; over time, you can evolve to a more mature form of integration. Many of the companies we spoke with told us that they plan to have the WCM platform eventually lead the entire end-to-end digital experience, with the commerce platform acting as a service layer; however, they simply couldn't afford the time and/or budget required to build this integration from the ground up.
- **Beware of vendor promises.** The convergence of commerce and content is already well underway; however, making strategic bets on future mergers, partnerships, or "promised" product road maps is fraught with risk. Base your decisions on the solutions available in the market today, and don't be afraid to mix and match best-of-breed solutions from different camps. Waiting for the vendors to get this right is simply not an option; eBusiness leaders must work with their marketing counterparts to determine how the platforms that are available today can meet their digital marketing and commerce needs.
- **Consider adding PIM and DAM solutions to the mix.** For many eBusiness professionals, eCommerce and WCM platforms alone won't be enough to manage structured product content and associated digital assets. Many organizations with large SKU/part counts or large numbers of digital assets, such as videos, images, or marketing banners, find that they must also invest in third-party product information management (PIM) and/or digital asset

management (DAM) solutions to manage the creation, governance, and syndication of product content.¹⁰

- **Involve an integration partner early on.** You are not alone — Forrester has spoken to dozens of enterprises in the past six months that are in the same boat. Nor are you a pioneer: Hundreds of enterprises have already integrated their eCommerce and WCM platforms, but few of them have undertaken this task alone. A growing ecosystem of systems integrators has developed not only deep implementation expertise on the leading WCM and eCommerce platforms but also mature integration frameworks and, in some cases, prebuilt connectors between the leading platforms. Engaging a systems integrator to help you through the architecture and requirements process will pay dividends down the road.

SUPPLEMENTAL MATERIAL

Companies Interviewed For This Report

Acquity Group	Office Depot
Adobe	Razorfish
Caterpillar	Rosetta
Crown Partners	Sapient
EPAM Systems	Shell
Luxottica Group	

ENDNOTES

- ¹ Today's marketers use the customer life cycle to create and evangelize a customer-obsessed strategy. By placing the customer at the center of marketing actions, companies can create value that explicitly links to the customer's expectations at any given interaction. For more information on the customer life cycle, see the August 26, 2013, "[Adopt The Customer Life Cycle To Win In The Age Of The Customer](#)" report.
- ² Web content management platforms can help enable consistent digital experiences across websites, but they also enable marketers to tailor them at the local or brand level. See the February 2, 2011, "[The Seven C's Of Web Content Management](#)" report.
- ³ Forrester has defined the elements of contextualization, what its benefits are, and what tools, processes, and technologies can help deliver it. See the November 19, 2012, "[It Ain't Personal; Get Up Close And Contextual](#)" report.

⁴ For more information on Forrester's customer life-cycle journey, see the October 16, 2013, "[The State Of Customer Life-Cycle Marketing, 2013](#)" report.

⁵ Firms face an expanding ecosystem of technology supporting digital customer experiences, and they are falling behind on making innovative use of the technologies that will provide continuously evolving experiences in the age of the customer. See the September 3, 2013, "[TechRadar™ For AD&D Pros: Digital Customer Experience Technologies, Q3 2013](#)" report.

⁶ Web content management (WCM) software has evolved from a set of primarily technical tools for website management into broad products and suites that support the imaginations (and needs) of digital marketers creating multichannel digital experiences. In Forrester's 100-criteria evaluation of WCM vendors, we identified the 10 most significant providers in the category — Adobe, Acquia, Ektron, HP Autonomy, IBM, Microsoft, OpenText, Oracle, SDL, and Sitecore — and evaluated them in three areas: current offering, strategy, and market presence. Application development and delivery (AD&D) professionals and their marketing and business peers can use these findings to understand the new generation of WCM solutions and select the right one to support their digital customer experience requirements. See the April 8, 2013, "[The Forrester Wave™: Web Content Management For Digital Customer Experience, Q2 2013](#)" report.

In Forrester's 66-criteria evaluation of B2B commerce suite vendors, we identified the seven most significant providers in the category — [commerceserver.net](#), [hybris](#) (an SAP company), IBM, Insite Software, Intershop, NetSuite, and Oracle Commerce — and researched, analyzed, and scored them in three areas: current offering, strategy, and market presence. This report details our findings about how well each vendor fulfills our criteria and where they stand in relation to each other to help eBusiness and channel strategy professionals select the right partner for their B2B multichannel commerce solution. See the October 7, 2013, "[The Forrester Wave™: B2B Commerce Suites, Q4 2013](#)" report.

⁷ For more information on the vendors that will play a strategic role in supporting digital customer experience management, see the September 3, 2013, "[TechRadar™ For AD&D Pros: Digital Customer Experience Technologies, Q3 2013](#)" report.

⁸ Source: "OpenText Extends Partner Ecosystem for Web Experience Management," OpenText press release, June 12, 2013 (<https://www.opentext.com/2/global/press-release-details.html?id=AA4A370D190E49D7BFE878341221D0DB>).

⁹ Firms face an expanding ecosystem of technology supporting digital customer experiences. See the September 3, 2013, "[TechRadar™ For AD&D Pros: Digital Customer Experience Technologies, Q3 2013](#)" report.

¹⁰ In Forrester's 15-criteria evaluation of the DAM market, we identified 12 significant vendors in the space. See the May 9, 2012, "[The Forrester Wave™: Digital Asset Management For Customer Experience, Q2 2012](#)" report.

About Forrester

Global marketing and strategy leaders turn to Forrester to help them make the tough decisions necessary to capitalize on shifts in marketing, technology, and consumer behavior. We ensure your success by providing:

- Data-driven insight to understand the impact of changing consumer behavior.
- Forward-looking research and analysis to guide your decisions.
- Objective advice on tools and technologies to connect you with customers.
- Best practices for marketing and cross-channel strategy.

FOR MORE INFORMATION

To find out how Forrester Research can help you be successful every day, please contact the office nearest you, or visit us at www.forrester.com. For a complete list of worldwide locations, visit www.forrester.com/about.

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.



Forrester Focuses On eBusiness & Channel Strategy Professionals

Responsible for building a multichannel sales and service strategy, you must optimize how people, processes, and technology adapt across a rapidly evolving set of customer touchpoints. Forrester helps you create forward-thinking strategies to justify decisions and optimize your individual, team, and corporate performance.

« ERIC CHANG, client persona representing eBusiness & Channel Strategy Professionals