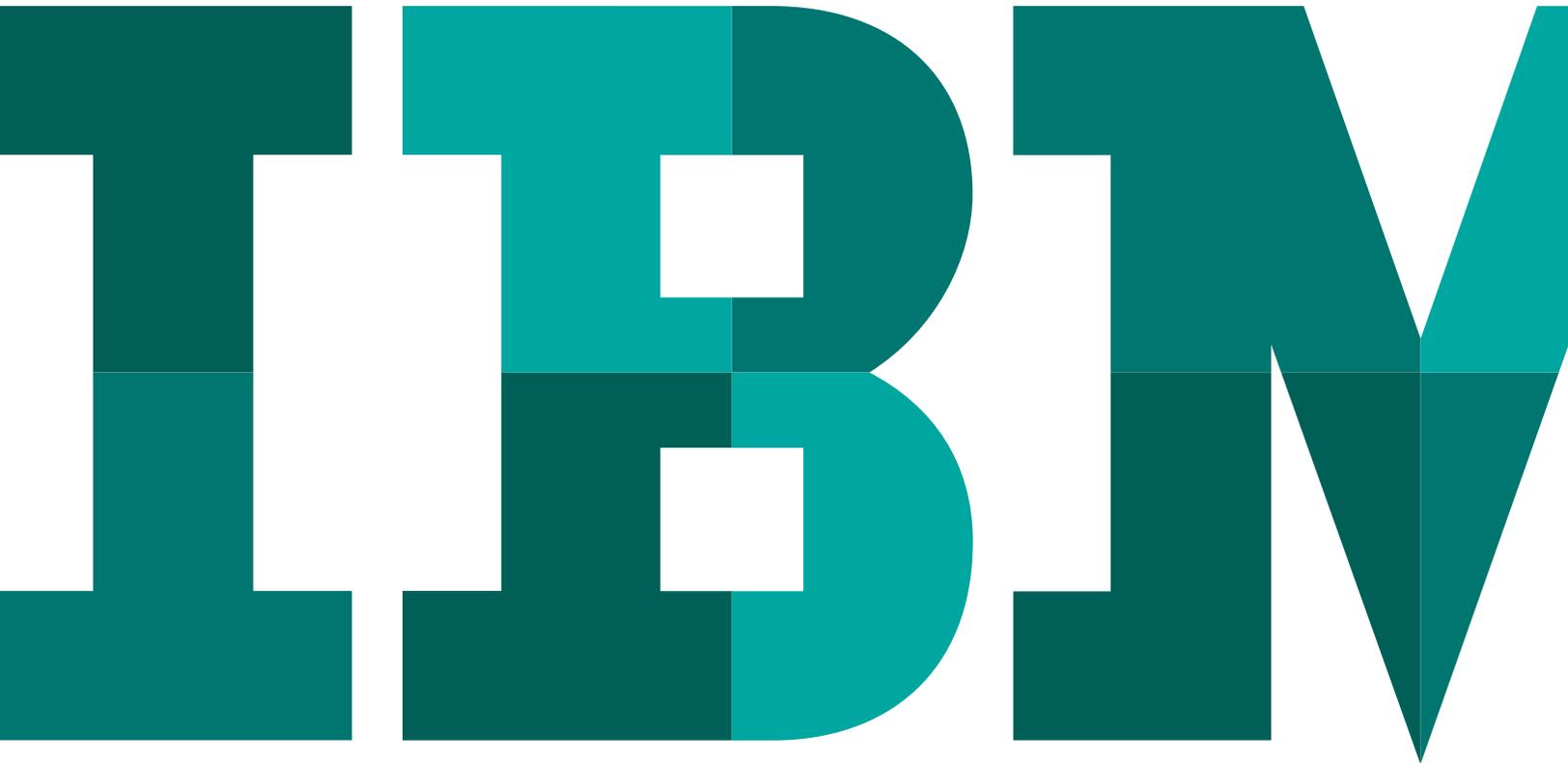


Planning for a smarter customer experience (CX)

*Delivering an integrated and unified customer
experience in an increasingly complex CX technology
environment*



Over the past several decades, smart companies have realized that listening to, understanding, and serving their customers is the enlightened and powerful path to revenue, loyalty, and profitability. By understanding all aspects of a customer's desires and behaviors, savvy companies can strive to deliver superior, customized customer experiences, delivering the right product and communications at the right time to develop loyal, referral-espousing advocates of their companies. This is customer relationship management (CRM). The most important enabler in this mission is comprehensive, rich and connected customer data: the very DNA of building true intelligence and insight about the customer's heart and mind.

New disruptive technologies are adding complexity to the customer experience

Over the last five years, disruptive technologies such as cloud, mobile and social have complicated the landscape for companies trying to achieve these goals. This article addresses the impact of three macro trends that are impacting how companies can accomplish their CRM goals. These three trends are:

- Consumer digitization, new consumer channels and the rapid consumer adoption of mobile and social technologies
- Proliferation of cloud or Software as a Service (SaaS) CRM applications such as Salesforce.com, RightNow and Oracle CRM On Demand
- Data overload, data disparity, data proliferation, and data quality issues caused by the new consumer trends as well as new SaaS systems entering the environment

Rapidly emerging consumer technology adoption

In just over half a decade, the consumer market has adopted smart phones, mobile apps, location awareness technology, and social networking.

Social

Social has matured to become main stream and the format for formal and informal communication

- Look at a company like Pinterest, in just over a year they now have more users than Yahoo
- And a majority of all Internet users now have a social profile

Mobile

Mobile is now the channel of choice among most users (especially the Millennial generation)

- Enterprise Tablet adoption has increased over 100 percent in just one year
- Approximately 35 million apps are downloaded per day

These trends suggest that customers are:

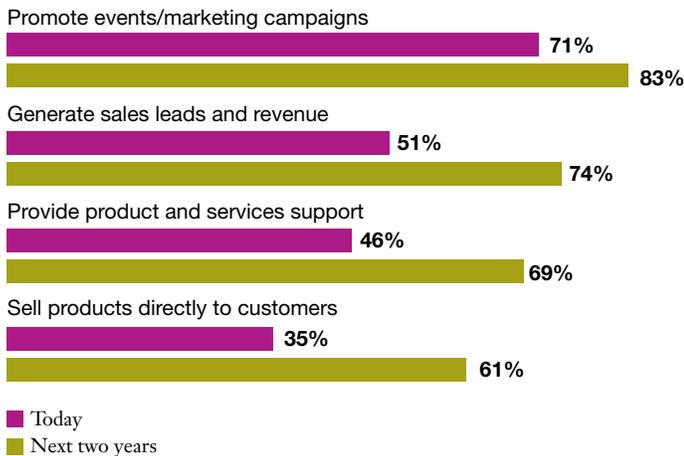
- Always on and expect you to be 24x7 also
- Always sharing photos, information and locations that you should know about
- Always aware of offers, content and advice from people both within and outside of your control

Companies are investing in these technologies

According to a new IBM study on social business,¹ companies are investing quickly and heavily into social media technologies. The study found:

- 67% of companies IBM surveyed are using social media for marketing
- 62% of companies were going to increase their investment in social technologies over the next three years
- 60% of client of clients using social to answer customer inquiries

As social media will be an essential part of CX, integrated social applications need to be included in the broader CX strategy.



Source: IBM Institute for Business Value; Business of Social Business Study, Based on responses from individuals having personal experience with customer-related social business activities, Global (n=599).

Figure 1: Uses of social business are shifting toward sales and services.

Looking ahead

Companies are planning to expand their use of social technologies to interact with clients. Social interactions will impact the marketing, sales and service functions within 2 years at most companies. The areas expected to grow most rapidly in social business adoption include customer service and sales, traditional CRM functions.

68% of CMOs are unprepared for social media according to the 2011 IBM CMO Study.

Many feel unprepared for the future and feel they need to move quickly

According to a recent IBM Institute for Value study based on thousands of interviews of CIOs and CMOs,² CMOs generally feel underprepared for many of the quickly emerging channels and technology, with the top challengers being the data explosion, social media, and growth of channel and device choices. This sense of under preparedness on these capabilities will likely spark the thought to “do something and do something quickly.” With this sense of urgency for quickly getting social and mobile up and performing, the adoption of SaaS solutions becomes that much more tempting, if not an outright imperative.

The emergence of SaaS together with the emergence of social and mobile are not two isolated events, instead they are two forces that help propel each other with greater velocity and power. They are two fires that fan each other’s flames.

Proliferation of cloud or SaaS CRM

Stand alone SaaS CRM came on to the scene promising CRM functionality, delivered cheaply and quickly over the cloud, easily customizable, often sold at a departmental level, without the nuisance of entangling with slow-moving and cautious IT departments. Was it too much to resist?

Most of the SaaS CRM deployments were stand-alone solutions used by a single department or single function (for example, marketing, sales or service). With SaaS, individual departments or channel organizations can quickly enable new functionality without altering their fundamental IT strategies. They don’t need to wait for IT to upgrade their enterprise resource planning (ERP) or CRM systems. With pay-as-you-consume or per-person pricing models, no significant capital investments are needed. With this much short-term value, stand-alone SaaS CRM deployments have proliferated, encompassing CRM basics such as contact management and opportunity management, and often replicating more robust functionality from their existing CRM systems.

In many cases, implementing stand-alone SaaS CRM involves setting up an isolated system with its own separated, incomplete, disparate customer data to be used within an isolated department or channel. This is totally anathema to the decades-aspired CRM and customer experience vision! For years the goal has been integrated customer data, coordinated interactions across touch-points and business units, aligned channel experiences, while learning from the entire interaction lifecycle, and planning and acting in concert across the enterprise to meet customer objectives. Stand-alone SaaS applications are by their nature a violation of these principles and a potential cause of disintegration, silo creation, information isolation, and an incomplete view of the customer.

This said, SaaS solutions have the potential for tremendous value, and it is critical to understand their value to the aspiration of CRM.

How does a smarter company manage the transition to a better customer experience?

With the velocity of change in the consumer space and the associated impact that it has had on business, the vision of CRM has evolved into a renewed focus on customer experience; enter customer experience management. Customer experience is the sum of all interactions a customer has with a supplier of goods or services, over the duration of their relationship with that supplier. And customer experience management is the sum of the business processes, practices, and systems an organization employs to effectively manage this complex, evolving interaction.

Key goals of CX initiatives

- Increase customer satisfaction, loyalty and retention
- Improve the customer experience
- Create a single view of the customer
- Enable cross-sell and up-sell capabilities
- Reduce the cost to service customers
- Increase the effectiveness of sales and marketing

So how do we get back on the right path to high quality, long-term CRM and CX focused strategies? SaaS is here to stay and will be part of our permanent landscape. We can't deny its benefits nor deny the need for customer-facing operations to evolve at the same or faster rates as consumers. What we can do is figure out how to get back on track to the long-term vision with SaaS as a strategic part of our portfolio.

A case study on missing the CRM objectives

Consider the following company with a fragmented portfolio of traditional on-premise enterprise applications, some vertically-integrated, with stand-alone applications, both locally installed and delivered through SaaS models.

At a corporate level, the organization was split on application usage between their main functional customer-facing operations, especially in regards to the web, marketing and customer services. The company maintained two different major ERP systems and used SaaS applications in all three divisions.

The company was struggling to meet its overarching CX objectives. With their data in various locations, achieving a single view of prospects and clients; integrated sales, service, and marketing; and increasing customer advocacy, loyalty and retention were largely impossible. Only some of their objectives could be achieved, such as better targeting and better cross-sell/upsell. These goals, though, were largely transactional in the sense that they drove client acquisition but perhaps didn't capitalize on the relationships after the acquisition was made. The company could easily quantify how many new customers they were getting with the stand-alone systems, but had no idea how profitable or valuable they were going forward. For all they knew, they were recruiting a mix of customers that didn't support long-term CX sustainability (and profitability), and even if they were, they couldn't analyze or act on these customers in different ways given the state of their data.

<i>Divisions (Product lines)</i>					CX objectives
Functional areas	Corporate	Division 1	Division 2	Division 3	
Web	WEBAPP				✗ Increase customer advocacy loyalty and retention
Marketing	Marketing SaaS				✗ Improving the customer experience
Campaigns		Campaign SaaS	Enterprise CX		✗ Single view of the customer
Sales		ERP	Enterprise SaaS	SalesW.com	✓ Enabling cross-sell and up-sell capabilities
Service	ServiceSaaS	ERP	Enterprise		✗ Reduce the cost to service customers
Back office	ERP	ERP	Enterprise ERP	Enterprise ERP	✓ Increase the effectiveness of sales and marketing

Figure 2: Enterprise with both on-premise enterprise and SaaS applications (illustrative).

Imagine putting customer data together for these companies

The problems of fragmented SaaS environments are common. Consider the complexity these real-life companies are dealing with given their current customer-facing application portfolios.

A mid-sized manufacturing company, beguiled with stand-alone SaaS solution, grew this application portfolio:

- 14 Salesforce.com discreet implementations:
 - 11 at company owned distributors and 3 other implementations for different departments
 - 700-800 total Salesforce.com users
 - Salesforce.com used for account, contact, opportunity management, and pipeline management
- ACT used by some individuals and some departments.
- Priceforce (custom quoting)
- Constant contact for marketing
- MailChimp email marketing
- Siebel (customer service and order management)
- Oracle Enterprise Business Suite (ERP)

A large manufacturing company also embraced SaaS software and then struggled to put together customer insights. They are now attempting to consolidate CRM applications by division:

- 22+ Salesforce.com implementations
 - Crossing multiple divisions (and departments within divisions)
 - Different implementations across divisions including healthcare, security, power, and aerospace
 - 25,000 total SFA users
 - Salesforce.com for contact management and opportunity management
- Siebel for contact center and service
- Oracle Enterprise Business Suite ERP

The company is now attempting to consolidate by division.

What are the consequences of fragmented customer data across the enterprise?

The attractiveness of stand-alone SaaS CX solutions presents a dilemma. As many businesses have tackled the “easy stuff” like opportunity management, activity management, and service request management, CX has become more complex and more important to get right. So while companies deal with more customer information, more channels, and more complex customer interaction models, the SaaS solutions they deploy to handle this complexity further fragment the customer information environment.

The justification for many of these implementations was made largely on cost. It’s easy, after all, to build a compelling quantitative business case to show how the faster implementation, the lack of capital investment, the per-seat-licensing prices, and so on, can make a case for lower costs. These calculations ignore hidden costs that occur in not using customer data in the broader environment. What is difficult to quantify is the upside of a properly executed CRM environment, and these upside benefits likely dwarf the costs of software.

“SaaS is not suited to all aspects of CRM functionality. Almost all large organizations will use a mix of SaaS and non-SaaS CRM applications for the next decade.”

- Gartner, Inc.³

45% of companies have not integrated SaaS with internal applications

According to a recent InformationWeek poll, only 55 percent stated that they have integrated SaaS applications with their internal applications.⁴ How complete of a picture of their customers are they getting?

Stand alone customer applications that are not integrated have several implications:

- The overall customer experience is often worse as customer analysis suffers and integrated, coordinated communications across channels and business units worsens. For example:
 - 26% of consumers now post negative comments to social sites after a bad experience.⁵
 - 89% of customers will stop doing business after one bad experience.⁶
 - And so often overlooked: 69% of employees today are not actively engaged in their jobs because of lack of knowledge, tools and processes to deliver a great experience.⁷
- CX applications are often not integrated, making customer analysis and coordinated actions and communications difficult to impossible to achieve
- Process optimization and efficiencies that integrated CX strategies tout have not been fully realized
- Data quality suffers for even simple customer data functions such as address validation and deduping
- Hidden costs are not always accounted for, such as system administration, system duplication, manual processes, and others

Perhaps the biggest implication is that the corporate goals for CX are more difficult to achieve, and the lower costs and ease of use that SaaS promised were not achieved. In fact, corporate CX goals such as integrating customer information for analysis or coordinating interactions across channels are often pushed further away with the adoption of stand-alone SaaS CRM.

This departure from the CX vision and the adoption of systems that fragment information in particular, are directly opposed to both CIOs' and CMOs' stated desire for integrated customer information. According to recent IBM Institute for Value surveys of thousands of CIOs and CMOs,⁸ both groups identified analytics themes as their most important plans to increase competitiveness through technology, with both groups ranking it over 80 percent. Similarly, insight and intelligence was rated as their top focus over the next five years. Further fragmenting of customer information across systems directly opposes and impedes this desire.

77% of companies will increase spending on SaaS

According to a recent Gartner survey of 556 companies, 77 percent stated they will increase spending on SaaS applications.⁹ This could lead to an increasingly fragmented CRM environment.

Companies will continue to deploy SaaS CRM at an increasing rate

"...only 40% of sales use cloud today. We project that, by 2016, more than 50% of all CRM projects will use SaaS as their deployment model."

- Gartner Inc.¹⁰

Looking ahead

Departmental or stand-alone SaaS CRM solutions will continue to be deployed, so this issue of fragmented customer data will intensify, and companies will continue to deploy SaaS CRM at an increasing rate.

How does a smart company get the vision back on track?

SaaS is here to stay and will continue to be deployed in future because it brings value to certain organizations. The value they bring is too great and the consumer market is moving too quickly. Knowing this, organizations will have to take action to counter this scattershot approach to application and CX capability deployment. This is more than just "damage control": smart organizations will have to review their long-term CX strategies in light of this new operational reality.

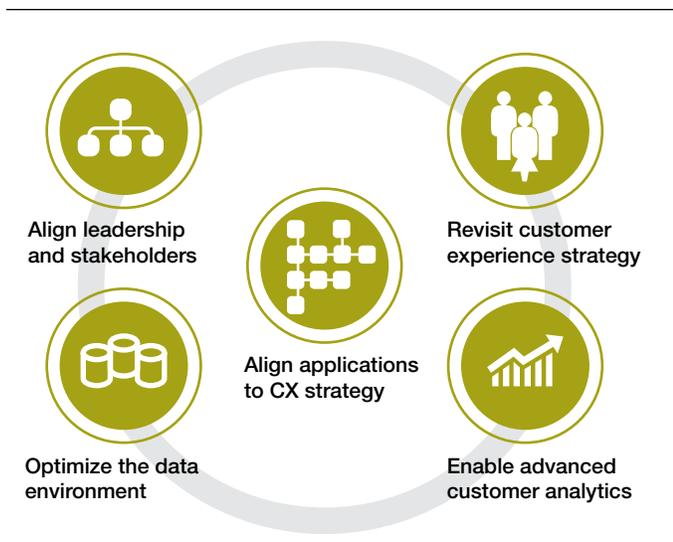


Figure 3: Five CX strategy components.

Listed below are five strategies for getting the organization closer to the CX vision given the introduction of stand-alone SaaS systems.

Align leadership and stakeholders

Interestingly, much of the allure of stand-alone SaaS CRM solutions is the autonomy and flexibility it gives to specific departments (for example, marketing, sales, care, product groups) and to channel organizations (for example, website, contact center, field sales) to act independently. These groups and their leaders found departing from the central, long-term CRM strategy (or lack thereof) to be more useful for some of their particular tasks.

It is fashionable to advocate for a “Chief Customer Officer” who acts to coordinate the various product groups, departments, and channels around central customer data for the sake of an integrated, coordinated customer experience. This role may also be played by a department leader with the right vision and power within the organization (often the CMO) or even be on the agenda of the CEO herself.

It may have been these department heads that first advocated for the on-premise enterprise solution that they now eschew for the SaaS platform. The “ownership” of the on-premise enterprise solution perhaps shifted from the business community to the IT community. If the department and channel-level leaders stop finding value in the on-premise enterprise solution, the Chief Customer Officer could only enforce its usage through a likely unsuccessful and potentially nasty combination of mandates and compliance measures. The IT maintenance organization for the on-premise enterprise solution will also likely be ineffective in either promoting or enforcing the use of the on-premise enterprise solution. After all, disintermediation of IT is partly why the SaaS solutions were pursued in the first place. IT can only work to serve the business community’s needs.

To get back on track to the integrated view of CX, there may be a difficult task of convincing, or even re-convincing, the organization about its original CRM missions and objectives. These leaders need to understand the value in order to participate in the program. If the on-premise enterprise solution is not fulfilling the departmental needs, then the organization needs to find agreement to improve the on-premise enterprise solution and integrate the SaaS solutions into a broader enterprise framework, or find other ways to give the department heads autonomy while also banding them together. The complexity of this task should not be understated.

Should marketing ‘own’ the CX strategy and vision?

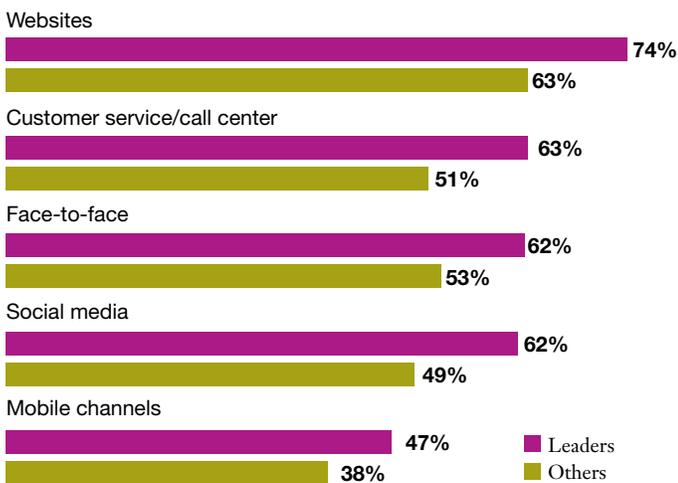
According to a recent IBM IBV Marketing study,¹¹ businesses armed with forward-thinking marketing organizations have a three-year revenue CAGR more than 40% higher than that of other companies. The marketing organization is likely a prime candidate to ‘own’ the CX vision and strategy.

Revisit customer experience strategy

CX focuses on optimizing customer interactions across the interaction lifecycle, a company’s various departments or product lines, and channels. It has been evolving and changing at an unprecedented pace over the past five to seven years.

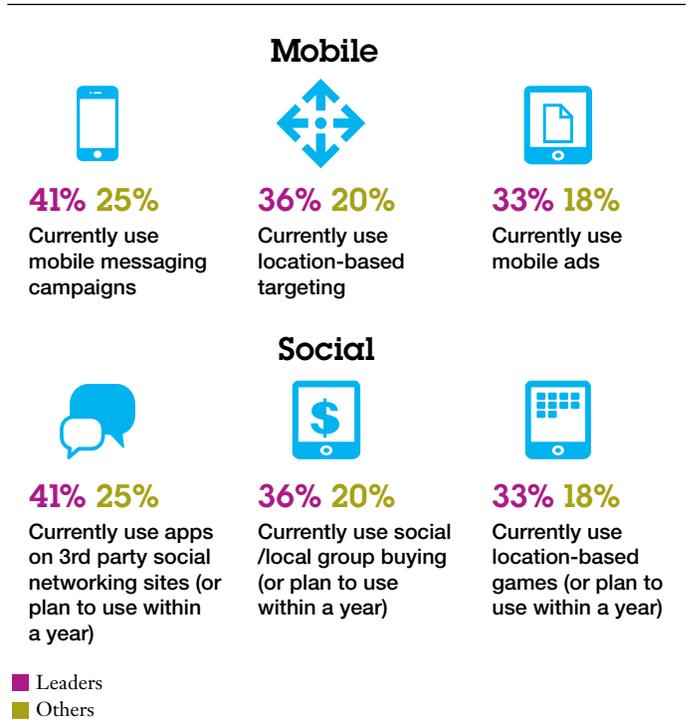
In most organizations, this starts with understanding how the customer wishes to interact with the company, considering the details of the customer experience, and defining the business value good CX delivers to the company.

According to a recent IBM Institute for Value survey of 362 marketing professionals,¹² the modern and successful CX strategy uses many of the newer channels and technology. Many of these, especially the newer and more rapidly advancing channels, are likely targets for SaaS solutions given marketing’s need to adopt capabilities quickly and with little appetite for capital investment in areas that still remain unproven, untested, or where their permanence is still undecided.



Source: IBM Institute for Business Value, “Why leading marketers outperform: Effective engagement and intelligent investment”, IBM, September 2012.

Figure 4: Channels used to deliver targeted/personalized messages in real-time.



Source: IBM Institute for Business Value, “Why leading marketers outperform: Effective engagement and intelligent investment”, IBM, September 2012.

Figure 5: Marketers who are deploying mobile strategies.

Likewise, the same study found that leaders are deploying mobile strategies and technology. Mobile and social media are arguably the fastest and most dynamic capabilities emerging in the marketers’ portfolio and one of the most difficult to plan for in the long-term strategy. Marketers are forced to simultaneously create careful plans for these capabilities while rapidly innovating and getting them whisked off into market as soon as they can. Again, this makes the utility of SaaS solutions appealing but makes the necessity of coordinating the CX vision that much more important as the speed of innovation and technology accelerates.

The first step in developing a CX vision is to assess your current state

Cross-channel assessment: By way of example, using segment and task specific journeys, evaluate the cross-channel user experiences using proven cross-industry practices and innovations. Evaluate your digital presence including web, mobile and social leveraging a proven assessment tool that features an extensive database of online capabilities and leading practices.

Customer journey maps: Customer journey mapping is a tool for visualizing how customers interact with business channels in order to make a purchase or experience a service. It provides a map of the interactions and emotions that take place, and illustrates the future state experience and lifecycle.

The future vision should define the cross-channel strategy and set of enabling capabilities. This vision defines the future goals as well as the principles for realizing those goals.

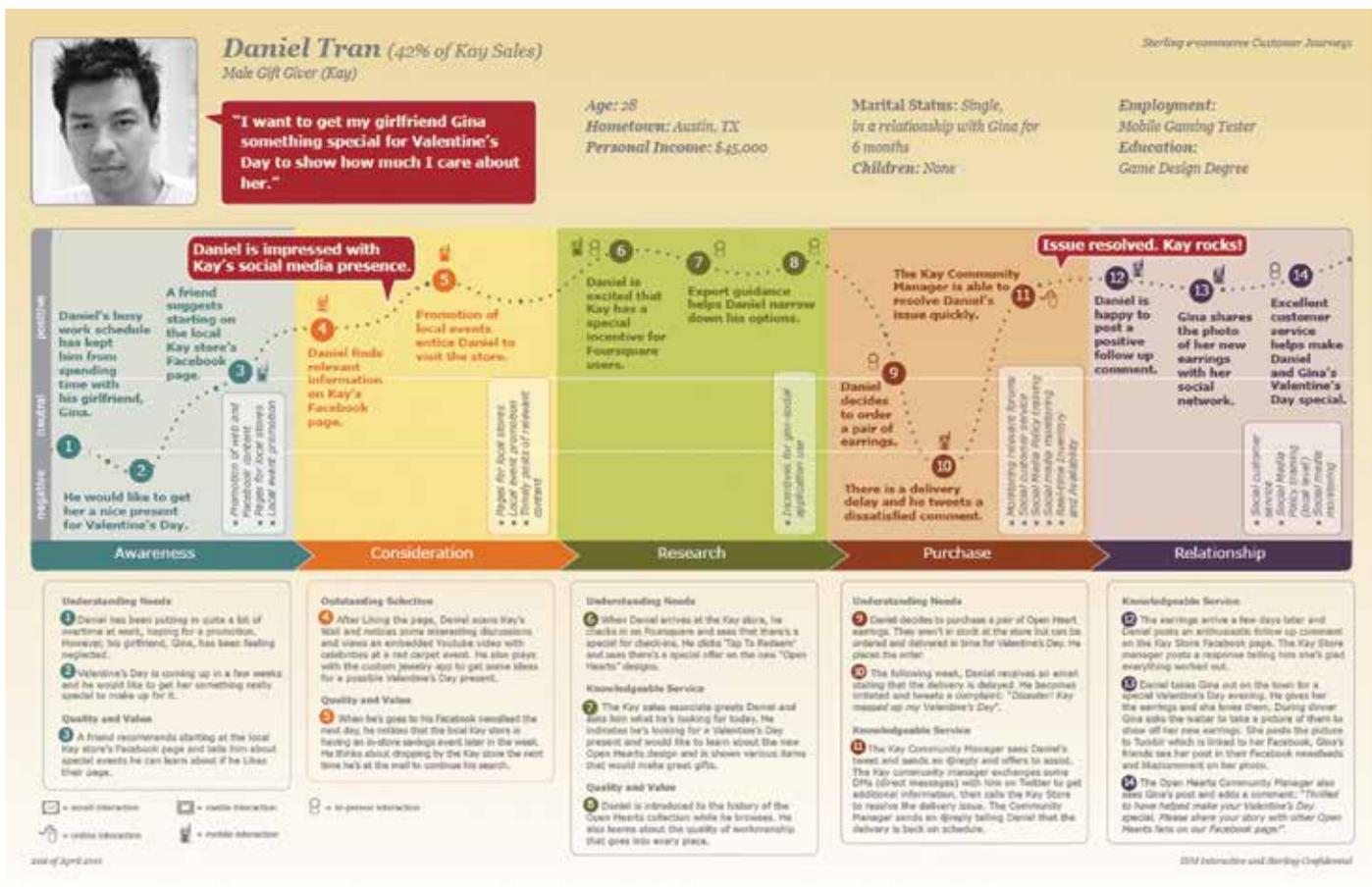


Figure 6: Customer journey map.

Align applications to the CX strategy

Understanding the business customer experience strategy and getting the applications and data in line to support it is a critical next step.

It is important to identify all of the applications that contain customer information and where these applications are integrated. The CX reference architecture is an excellent tool to inventory and understand which applications are providing functionality to support CX and where there are gaps.

Choosing applications to match the desired capabilities should include careful analysis of on-premise enterprise solutions, both on-premise and in the cloud, with keen attention to which solution delivers newly-desired functionality and supports the long-term CX vision and strategy. Attention must also be paid to the unintended consequences of SaaS deployments. For example, when choosing SaaS over on-premise, an analysis should involve how data will be integrated for 360 degree views of the customer, whether data quality will suffer, and how interaction coordination will occur. These capabilities all represent additional investments, resources, and challenges.

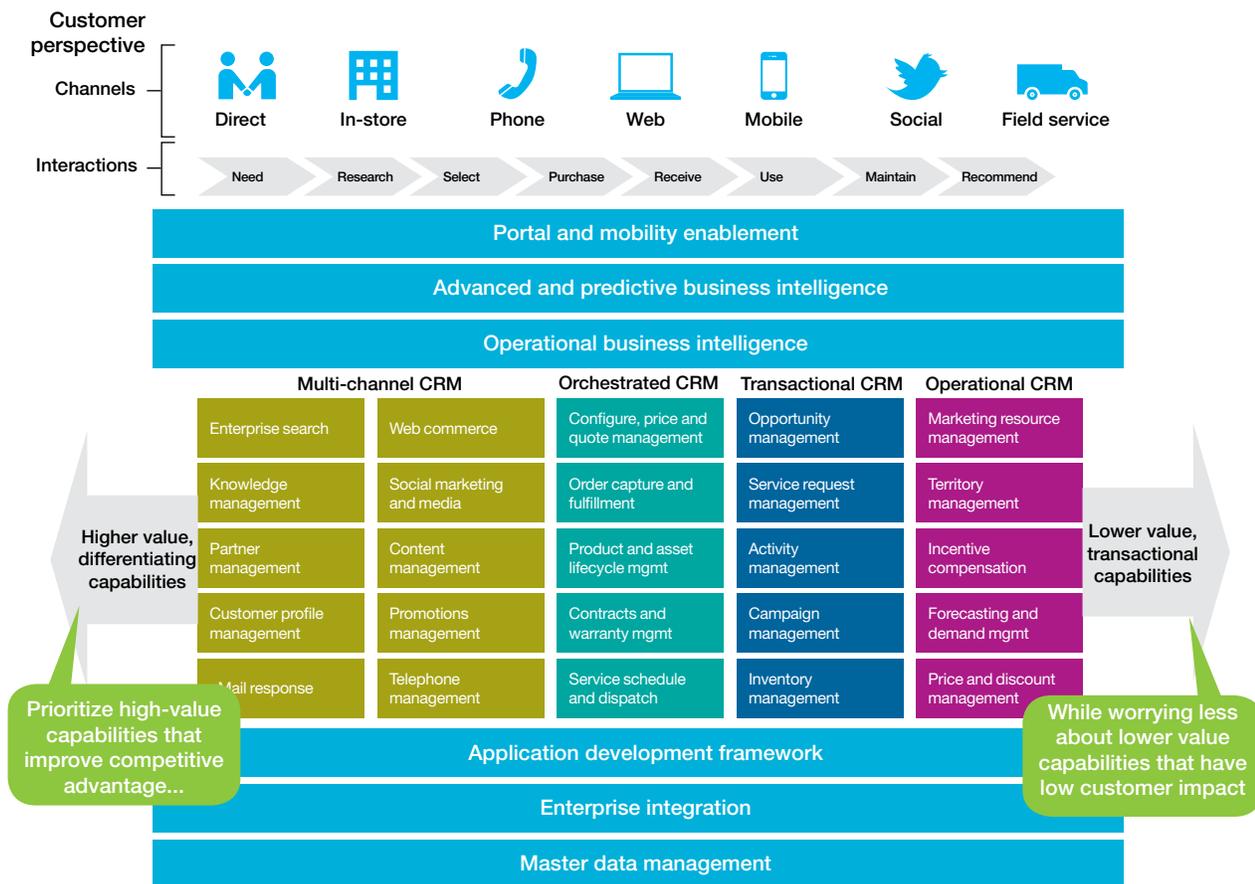


Figure 7: Customer experience (CX) reference architecture.

With the acceptance of SaaS applications in the portfolio, CX planners on both the business and the technical side have to determine the over-and-above actions they need to connect SaaS data and capabilities into the ideal CX operating environment.

Useful to achieving a high quality CX IT vision and plan, especially for enterprises that use Oracle, is the customer experience management reference architecture.

The CX reference architecture – or a similar framework – is helpful for showing the entirety of CX technology and architecture that is categorically complete in its scope. When determining a SaaS standard, understanding its relationship to the CX environment as a whole is critical. Similarly, to understand the impact of SaaS to the greater CX strategy, organizations can ask themselves such questions as “Is this application inline with our overall objectives?” or “Does this SaaS solution bring functionality that closes a gap in our overall environment?”

It is important to prioritize the strategy and applications toward differentiating, high-value activities and to devote less energy to lower-value transactional activities. Today, the high value activities are those vital experiences that enable customers to interact in new ways across multiple channels as well as those that focus on the newly emerging capabilities that focus on things like mobile, social and customer analytics. If your CX systems just processes transactions, then you may be missing the bigger CX play.

As all good frameworks do, the CX reference architecture stands as an ideal in many ways. This is what makes it useful as a reference. The reality of most companies’ situations is likely dynamic, imperfect, and rapidly changing. Because of this, smart managers need to pick the battles they can win, compromise when they must, and sometimes settle for the lesser of two evils (or perhaps embrace the greater of two

‘goods’). If you measure the relative ability to meet CX objectives like the case company mentioned earlier, you can see that while aligning to the CX reference architecture is best, you may still have success using a master data management (MDM) solution to stitch your customer data together to meet many of the objectives.

Smart organizations should vet similar SaaS solutions to see if multiple departments can agree to a standard. If the number of different systems can be pared down, this will improve the ability for all of the integration and coordination activities needed such as data quality initiatives, data definitions, data warehousing, master data management, and so on. It will also be easier to integrate fewer SaaS solutions into the overall portfolio as well as integrate with the on-premise enterprise CX systems. For better or worse this may diminish some of the attractiveness of particular SaaS solutions to department heads, especially where autonomy and specific functionality were the star selling points.

A great case can be also be made that smart organizations will save money by sharing common costs such as business administration and will have the ability to negotiate better pricing with the SaaS vendors. Simple practicality and the CFO’s office will applaud this as a good idea.

Optimize the data environment

Ensuring a high standard of data quality for SaaS solution(s) is likely the most important remedial action that organizations will have to take. The very nature of isolating a data set with its own interface, processes, validations, and data definitions creates discrepancies within customer data. It’s easy to imagine data diverging when the same customer is represented in two systems and overwhelming to think about this occurrence for millions of customers in multiple systems. A data quality plan and program are key to addressing this before the organizations steps too far into poor CX data quality practices.

MDM is the set of practices, definitions, business process changes, and technologies that focus on coordinating and aligning data to the same definitions, improving quality, ensuring accuracy and completeness, and otherwise ensuring data is useable, factual, and complete across the enterprise. An MDM strategy is essential to bringing the CX environment back together if multiple systems are embraced.

Fortunately, your organization isn't the first to need to re-wrangle their master data in a heterogeneous system environment. Commercial-off-the-shelf solutions exist to help organizations control and optimize data in the cloud, and many of the core MDM practices are mature in these applications. Organizations should evaluate these types of practices and products to meet their long-term CX goals.

Good off-the-shelf MDM solutions for customer data unify customer data across multiple business units and functionally disparate systems within the enterprise to be the source of truth for customer information. Firms should seek on-premise enterprise master data management solutions (some now available in the cloud), supporting both on-premise and SaaS deployment. This can take the complexity out of maintaining clean, accurate customer data to provide a trusted, authoritative source of customer information across the enterprise.

The business intelligence application is the only place to get a complete picture of the customer when clients have multiple CRM and CX platforms.

Enable advanced customer analytics

Central to the vision of understanding customer needs and behavior is performing advanced analytics on a high-quality, accurate, timely, and complete set of customer data. With stand-alone SaaS solutions isolating particular aspects of customer interactions and facts, it may become necessary to consolidate customer information into an enterprise data warehouse dedicated to facilitating advanced analytics.

Most modern organizations have some level of maturity with a customer data warehouse. The emergence of SaaS applications may provide the organization with the catalyst to update their data warehouse configurations, or provide impetus for new data warehousing strategies, especially with the rapidly emerging need to handle big data, social data, unstructured data, and the massive volatility, velocity, and variety of today's customer data environment.

The first step: Admitting you might have a problem

Like any remedial change, the first step is identifying that something is wrong and admitting you have a problem. Savvy CX leaders – especially those that still keep the faith in the long-term, high-quality CX vision – need to assess their organization's use of stand-alone SaaS CRM solutions, understand the individual department's motivation for doing so, and understand what effects these one-off, single-function applications are having on the CX journey. If there is a problem, the time is now to begin addressing them. Doing so helps ensure:

- CX applications are integrated
- Process optimization and efficiencies are realized
- Hidden costs are identified and reconciled
- Data quality improves
- Corporate goals for CX are easier to achieve
- Most importantly, the overall customer experience is better

Organizations will inevitably find themselves still embracing aspects of SaaS CX, and there is good reason for doing so. Frankly, new approaches to delivering capabilities will constantly emerge. Learning how to deal with this generation's crop of new technology approaches will make you all the more prepared for when tomorrow's emerging technologies hit your companies. Getting lost on the journey is only OK if those lost are quick to realize their missteps and are tenacious at getting back on track.

Diagnostic – self testing for optimal CX

- How many systems have customer data?
 - Are high-value customers treated differently across every channel?
 - Can you easily access all of the data you have on customers?
 - Are customers recognized across different divisions and geographies?
 - Are social channels being leveraged across functions sales, service and marketing?
 - Have you developed customer journey maps?
 - Do you have a CX roadmap for the next three years?
 - How is your customer experience different from your competitors?
-

The second step: Taking action

IBM and Oracle can work with your company's CX stakeholders to assess your current situation and define your CX vision. The first step is a one day workshop where IBM and Oracle bring industry experts to work with your key stakeholders.

We have a flexible approach that is tailored to your industry and focus areas. The day is divided into two workshops: A CX Maturity Assessment and an Innovation Workshop.

High-level CX Maturity Assessment

- A structured model that covers all of the capabilities required for customer experience
- Each capability is assessed on a scale from 1 (aware) to 5 (leading)
- For each capability level, the characteristics of an organization at this level are defined, to provide an objective framework for assessment.
- Establishes a common ground of communication in order to articulate:
 - Businesses desired capabilities
 - Best-practice maturity
 - An organization's relative maturity (qualitatively and quantitatively)
 - Business opportunities resulting from represented gaps in the current-state.

The benefits of performing a CX Maturity Assessment:

- Creates a structured framework for an organization to assess its capabilities against its CX objectives
- Identifies the desired target state without being constrained by the existing current state
- Conveys the current and desired states and the types of initiatives required to move to the target state
- Provides a complete and holistic view of Smarter Commerce capabilities and helps avoid a siloed approach

Based on the CX assessment, IBM and Oracle specialists perform customer-centric analysis and facilitate an intensive innovation workshop designed to develop a cross-channel strategy and set of enabling capabilities. This vision defines the future goals as well as the principles for realizing those goals.

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