2017 Trends to Watch: CRM

CRM becomes the foundation for omnichannel
Summary

Catalyst

In an environment of accelerating change, the biggest and most pressing challenge facing every enterprise is how to remain relevant to its customers.

The technology landscape over the course of this century has impacted customer behaviors and expectations. The 20th century industrial age of predictability and demand outstripping supply is well and truly over. Smartphones and social networks have created a febrile environment where opinion and influence go global at the speed of light. Twenty-first century behemoths like Amazon, Alibaba, Facebook, Weibo, and Google have changed consumer expectations. New marketplaces, comparison websites, and disruptive business models built on algorithms and big data, such as Uber, have changed the competitive landscape and are emerging in every industry to threaten and even replace the old order.

One thing is abundantly clear: No matter how advanced an organization’s digital transformation may be, power has shifted to customers, and they are increasingly willing to exercise that power if the experience they receive from brands or companies fails to meet their expectations or if their objectives are frustrated by digital transformation strategies that do not place the customer at the center.

The economic backdrop, and in some industries greater regulatory intervention, can further complicate matters. Amid this volatile and confusing mix, the art of the technologically possible continues to evolve at speeds that are far faster than most enterprises’ abilities to consume them. The advent of the Internet of Things (IoT), artificial intelligence (AI), machine learning, robotics process automation (RPA), and augmented reality is changing the competitive landscape, and while these may seem a long way away from CRM, the leading vendors in the CRM market have already started to embrace many of these developments.

Ovum view

What we predict is a growing chasm between forward-looking enterprises that seek to hone their omnichannel customer experience and engagement capabilities and those that are stuck in a tactical mind-set and look only for basic CRM capabilities such as sales force automation (SFA), basic campaign management, or a limited service functionality.

This is also leading to a major chasm between CRM vendors that are evolving their CRM systems into customer engagement hubs as the foundation of omnichannel, and CRM vendors that offer only the traditional triad of SFA, basic marketing automation, and a limited service capability. The latter are more typically to be found focused on small businesses, whereas the more advanced are targeting midmarket and large enterprises.

The single view of the customer has often been touted as an outcome of using a CRM system. This has largely been a myth and at best has often been limited to a transactional view of the customer. Only the advanced CRM systems integrated with back-office applications and adjacent customer-facing systems, such as customer feedback management, contact center applications, social networks, commerce sites, and more recently IoT, can fulfill the need for both a transactional view and a contextual 360-degree view of the customer. To take advantage of that 360-degree view, intelligence...
must be embedded throughout every process and workflow, and the leading CRM platforms have largely accomplished this. The next phase is likely to see investment in technologies that significantly protect customer data from misuse or that enrich the customer experience. Finally, enterprises need to think differently about CRM and think more in terms of intelligent customer engagement hubs or platforms as they build out their omnichannel capabilities.

Key messages

- CRM becomes more strategic as enterprises invest in advanced platforms as a foundation for omnichannel-enabled customer experience.
- Intelligent orchestration of the customer experience becomes a must-have for those with omnichannel ambitions.
- Speed to market will fuel demand for preconfigured industry options and microservices.
- Expect to see more investment in IoT, AI-supported bots or virtual digital agents, machine learning, and RPA in 2017.
- Long-forgotten PRM will emerge from the dark as it morphs into collaborative ecosystem management.
- Omnichannel evolution will continue to drive developments of the leading CRM vendors.

Recommendations

Recommendations for enterprises

Enterprises must take a strategic approach in selecting a CRM platform. Tactical deployment seldom adds much value, and customers’ expectations are rising all the time, shaped by their experiences with companies that provide a positive customer experience and make it easy for customers to accomplish their tasks. A good place to start to create a view of the customer experience is to create customer journey maps. That will help break down organizational silos, which antagonize customers by creating unnecessary friction. If the enterprise has omnichannel ambitions, it should select CRM platforms that can provide a futureproof foundation for omnichannel customer engagement.

Recommendations for vendors

To the leading CRM vendors that are already developing advanced capabilities to support a true omnichannel environment, develop management tools that will make it easier for businesspeople to monitor the impact and effectiveness of their omnichannel capabilities. Information must be aggregated at different levels depending on the role of the user. In context, support is helpful for customer-facing users such as sales, service, field service, and marketing campaign managers, but the chief customer officer or other C-suite officers need a real-time dashboard that helps them see the health of their customer portfolio as well as identify causes of friction among the enterprise, its brands and its customers, so they can invest in fixing them. Partner relationship management (PRM) capabilities should evolve into ecosystem management systems enabling companies and their partners to collaborate and co-innovate. Current PRM capabilities do not support that need.
Business trends and technology enablers

Develop a customer orientation and build an adaptive customer engagement platform

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<thead>
<tr>
<th>Table 1: Business trends and technology enablers</th>
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</thead>
<tbody>
<tr>
<td>Monitor the business environment</td>
</tr>
<tr>
<td>Create the technology portfolio</td>
</tr>
<tr>
<td>Select solutions and services</td>
</tr>
<tr>
<td>Manage deployment outcomes</td>
</tr>
</tbody>
</table>

Source: Ovum

CRM becomes more strategic as companies invest in advanced platforms to support omnichannel-enabled customer experience

Growth through retention and acquisition is the key driver behind a strategic approach to CRM

Ovum's Global ICT Enterprise Insights study in October 2016 reveals that growth is the top priority for most commercial enterprises (see Figure 1).
As the survey shows, growth is the top challenge for more than 30% of companies. There is some variation by industry. In the hypercompetitive retail industry, that rises to 40%, whereas increasing operating efficiency is the No. 1 priority in both government (25%) and education (28%).

While just under 11% chose improving customer/citizen experience as the No. 1 priority – which can partly be explained by its being a potential means to growth rather than an outcome – 44% have it in their top three list of priorities.

As businesses come under increased threat from disruptive newcomers able to exploit big data and offer an easier path to purchase for customers, a growing number of enterprises are seeking to protect their businesses through digital transformation initiatives. One of the key initiatives is to develop omnichannel strategies and capabilities. In Figure 2, the vertical bar highlights progress in terms of completed and well advanced. From this, retail banking appears to be making the most progress, with around 30% claiming plans are well advanced and 10% saying they are complete. The retail market, which is most closely associated with the term "omnichannel," appears to be well behind several industries, including, surprisingly, education, insurance, government, and telecommunications.

It must be remembered that progress in this instance is a subjective self-assessment, and therefore caution should be applied in coming to conclusions about which industry is actually the most advanced. It may be that the retail industry, which is under intense competitive pressure, has a more realistic view of the magnitude of omnichannel. What we can say with a high degree of certainty is that creating and delivering a true omnichannel customer engagement capability is a complex challenge that impacts not just the customer-facing parts of the enterprise, but also the entire supply chain and fulfilment capabilities.
No shortage of vision, but light on strategy and definition

Ovum’s research, including detailed interviews with companies, into the state of customer experience lends weight to the self-assessment bias in determining the state of omnichannel progress. Our research found a major gap between vision, plans, and each company’s definition of customer experience. We asked about customer experience vision, strategy, and the company’s definition of customer experience. The responses are outlined in Figure 3. Even though 91% of customer experience programs are sponsored at the board level, what is remarkable is that while the majority (67%) claim to have a clear vision for customer experience, only a third (34%) have developed a coherent strategy backed up by a plan and roadmap, and barely more than a quarter (27%) have a commonly agreed-on definition of what customer experience means across the company. This suggests that while delivering a positive customer experience clearly is viewed as a good thing, there has been little guidance on what that implies in terms of transformational change. The danger is that any front-office initiative, however isolated, can be lumped together under the customer experience banner. That might be comforting to the board, but there are also very real dangers that customer experience is seen as simply a departmental concern for the marketing team or service department while other departments carry on as normal.
More forward-thinking enterprises understand the role of CRM within the broader omnichannel customer experience and engagement context

The more advanced companies see CRM as an essential component and recognize that to deliver a positive experience across all channels, digital and physical, customer data must somehow be collected and unified from all interaction channels and data sources, including the supply side of the enterprise.

Ovum defines omnichannel as this: the means by which an enterprise enables two-way engagement with its customers across any channel or combination of channels, digital and physical, to deliver a contextually relevant and trust-building experience – consistently and always respecting customers’ preferences and privacy.

That covers a much broader spectrum of technologies than can be delivered solely with CRM systems and platforms, although the most advanced are expanding rapidly and have a critical role to play in capturing customer information as well as in advanced sensing, to trigger next best action and to deliver personalized communications and service.

Enterprises seeking to adopt such technologies would typically work with a variety of specialist vendors to support all their needs; however, the most advanced CRM vendors – such as Oracle, Salesforce, and SAP – have expanded their CRM platforms to include e-commerce, IoT, advanced analytics, and machine learning. Other advanced CRM vendors, such as Microsoft, NetSuite (Oracle announced a definitive agreement to acquire NetSuite on July 28, 2016), Pegasystems, and SugarCRM, are also positioning themselves as the central customer engagement hub or platform to orchestrate the customer experience. All of them have developed APIs to connect with third-party commerce and back-office systems, as well as adjacent contact center systems where customers have already invested in those areas.
Intelligent orchestration of the customer experience becomes a must-have for those with omnichannel ambitions

It is impossible to deliver a positive experience at every customer interaction without a good understanding of customer behaviors and preferences. Customer journey mapping is a good place to start.

Journey mapping provides a useful starting point for omnichannel strategy and design

There is considerable interest in customer journey mapping, and many enterprises have started to map out customer journeys with particular customer segments and personas in mind. One of the less recognized advantages of this approach to omnichannel design is that it also helps break down departmental silos, as people start to see things from the customer viewpoint and realize that customer journeys often straddle both front-office and back-office departments.

Figure 4 provides an example of a customer experience lifecycle that involves multiple customer journeys depending on what the customer is trying to achieve.
Customer experience consists of all interactions across multiple journeys as a customer searches for products to buy, makes the purchase, gets support when that is needed, tells peers and friends what the experience was like, and, if the experience has been positive, makes new or repeat purchases from the company.

By understanding how customers interact across their journeys, relevant content and information can be provided in a timely fashion. Customers, however, are less predictable than companies might like, so the ability to understand the implied intent from their online behaviors requires predictive analytics and machine learning allied to historical data, based on their previous purchases. Underpinning these predictive and prescriptive analytical capabilities, organizations must also capture and synthesize customer data from multiple sources, which could include IoT data from products or digital services provided as well as third-party data sources. Machine learning is important to improve the chances that content, information, and actions deliver the desired effect: to help customers meet their objectives.
Intelligent orchestration is essential for omnichannel success

Customers need to trigger the right data, content, and response as they progress along their journeys. That requires a high degree of intelligent orchestration of all content and activities. Intelligence needs to be embedded throughout every process and interaction to trigger the right response or next best action. Where people interact with customers, prescriptive analytics can help provide guidance as well as ensure compliance with any regulatory policy. If customers are serving themselves, NLP and predictive analytics can help them find the content they seek.

In addition to embedded intelligence to support each interaction, managers and supervisors will need real-time feeds on the current activities and particularly sources of friction or bottlenecks that stand in the way of a positive customer experience. Chief customer officers and the leadership team should also have a good view of performance and understand the quality of the customer experience delivered. Behavioral patterns and deviations from actual versus anticipated customer journey behaviors should be monitored to help recalibrate the customer experience. That requires insight at a higher level of abstraction, so we can expect the development of management dashboards that monitor the flow of customer traffic and resultant outcomes, measured in a variety of ways, from simple Net Promoter Scores to movements in share of wallet compared with competitors.

That all adds up to intelligent omnichannel orchestration, and we expect more evidence of this in 2017 as major vendors create closed-loop feedback mechanisms to monitor the health of customer relationships. Several major CRM vendors are working on this.

Speed to market will fuel demand for preconfigured industry options and microservices

Many of the leading CRM vendors already provide some level of industry-specific options, but it will accelerate and go deeper, enabling enterprises to apply options that are most relevant to their industry profile and that can be configured to fit without needing to be customized.

Industry options will include several key components

At the heart of each industry option are several key components that will provide the overall industry-specific set of capabilities. These include

- an industry data model
- industry-specific processes and workflows
- a user interface that uses the language and provides relevant role-based information
- prescriptive analytics to guide users in the task they are performing
- dashboards and data visualizations that match user needs
- integration APIs to common industry back-office systems.

CRM vendors that offer and are expanding their industry offerings include Bpm'online, Infor, Microsoft, NetSuite, Oracle, Pegasystems, Salesforce, SAP, and SugarCRM. We expect industry focus to ramp up significantly in 2017. For more information on CRM vendors, see Ovum Decision Matrix: Selecting a Customer Relationship Management Solution, 2016–17.
Microservices provide more options to extend the capabilities of CRM platforms

All of the top CRM vendors continue to develop their ecosystems of ISVs and developers and have opened up their platforms to allow these partners to add microservices to support new self-contained processes or add-ons for commerce, marketing, sales, and service. This ability to adapt rapidly by adopting preconfigured microservices will become even more important to enterprises that are changing or experimenting with new business models that span B2B and B2C capabilities. For some time now, manufacturers have been developing direct-to-consumer offerings alongside their more traditional routes to market via wholesalers, distributors, and retailers. Microservices offer a promising means to reconfigure business models through readymade building blocks. For more information on microservices, see Ovum’s report *Strategy Guide to the Microservices Architecture IT Wave*.

Expect to see more investment in IoT, AI-supported bots or virtual digital agents, machine learning, RPA, and DaaS in 2017

The battle for AI and machine learning supremacy among the top CRM vendors came to the fore in 2016 and spawned something of a land grab for data scientists as well as for innovative ISVs. This is likely to continue in 2017, with those lacking predictive capabilities making acquisitions or developing stronger partnerships to fill the predictive gap.

Predictive analytics is essential if enterprises are going to be able to respond in the moment of interaction, either through guided next best action or by providing relevant self-service assistance. Rather than the science fiction view of AI as a mechanism for machines to enslave or even eradicate humans once they pass the point of singularity, in the context of CRM, omnichannel, and customer experience over the next few years, it is better to think of it as a catch-all title under which you will find predictive and prescriptive analytics, machine learning, and AI-supported bots or, more descriptively, intelligent virtual digital assistants or agents. Less glamorous will be an upsurge in the use of robotics process automation (RPA) to handle large volumes of repetitive and low-value tasks, such as the processing of documents, which it can typically do with complete accuracy and at scale 24 hours a day.

The appetite for these emerging areas is increasing rapidly over the coming 12–18 months, as outlined in Figure 5.
IoT leads the investment priorities driven by the need to improve the customer experience and customer engagement

IoT is a long way away from the traditional view of CRM, but all the top CRM vendors offer IoT connection and analysis in some form. Figure 6 shows that while there are some regional differences, the leading driver for IoT investments is to improve the customer experience, followed closely by the aim of improving operational efficiency. In the Asia-Pacific region the inverse was true, but in any event customer engagement and improving the customer experience are common goals across industries.
More than 27% of enterprises have plans to invest in IoT capabilities, with the biggest driver being improvement in the customer experience, according to Ovum’s Global ICT Enterprise Investment study 2016. Sensors can be placed in products and digital services. Firms like Denon + Marantz, the consumer audio equipment manufacturer, use IoT analysis to monitor usage patterns at the individual user level so it can continuously improve the customer experience by altering the software in its HEOS range of audio equipment to make it more useful for the customer. IoT analysis also feeds into its product development cycles, which have accelerated as a result.

Predictive analytics and next best action are also top of mind

Nearly 26% of enterprises are planning to invest in predictive analytics to drive next best actions. This is an essential feature of most omnichannel scenarios. Data pushed to the service agent based on what is known or implied by the customer's history and interaction behavior improves the relevance of the interaction. Natural language processing (NLP) allied to predictive analytics increases the chances that customers will find what they are seeking through self-service or purchasing on a commerce site, especially when that is integrated into the customer engagement platform. Prescriptive and predictive analytics are also proliferating in the sales arena, guiding salespeople to the most promising deals or ensuring compliance in the course of their dealings with customers or clients. Field sales and field service personnel are also benefitting from predictive analytics combined with location data to guide them to their customers or to optimize their scheduling and routing. Predictive analytics and IoT also help firms take pre-emptive action to replace parts in machinery at the customer's site.

AI-assisted bots and RPA will proliferate in 2017, performing useful tasks for users and customers

Smart bots supported by AI and machine learning are already surfacing as add-ons to some of the leading CRM platforms. They are being developed to support specific tasks – for example, acting as a virtual digital assistant to schedule diaries in support of team collaboration. Conversica's smart bot helps marketing and sales optimize lead management by monitoring leads and generating automatic emails on behalf of salespeople to help qualify and nurture leads and then prompt salespeople to
intervene at the most appropriate time, perhaps following a response from the prospect indicating readiness to buy or move to the next stage of the evaluation.

Smart bots are also being developed to help customers find information more easily in a more conversational mode, whether through SMS or IM capabilities in social networks such as Facebook. Several travel and hospitality firms have already started offering smart bots to help customers make reservations, and we can expect many more use cases to emerge in every industry or sector in 2017.

**RPA reduces manual non-value-adding tasks for knowledge workers**

As we wrote in "Pegasystems' acquisition of OpenSpan brings robotic process automation into omnichannel," the most obvious use case for RPA is where large numbers of knowledge workers have to perform mundane, highly repetitive, and non-value-adding tasks, which are typically unseen by customers but can slow response times and negatively impact the customer experience. Many of the OpenSpan customer examples are in the large-enterprise customer service and support area, where agents can number in the thousands. A combination of OpenSpan's workforce analytics (OpenSpan Intelligence) and its RPA has already proved its value: first, in identifying suboptimized activities requiring too much manual intervention by contact center agents, and second, in unifying disparate applications on the agent desktop and streamlining activities. This has resulted in significant savings and has boosted productivity. We can expect similar acquisitions and developments from other leading CRM vendors in 2017 in support of the 20% of enterprises that, according to Ovum research (see Figure 5), are planning to invest in RPA.

**DaaS broadens the ability of enterprises to engage intelligently with their customers or prospects**

Companies are using data-as-a-service extensively to enrich customer data and provide additional insight into customer behaviors, wants, and needs. This is of particular interest to marketing teams as they seek to attract new customers as well as increase the relevance of their communications to existing customers through more personalized and timely campaigns. All the major CRM vendors have simplified the task of importing third-party data, and Oracle in particular, through Oracle Data Cloud, has brokered the most extensive set of partnerships with more than 1,400 advertisers and major social networks such as Facebook, Google, Pinterest, Twitter, and credit card companies such as Visa. The Oracle Data Cloud aggregates, analyzes, and synthesizes consumer data into one unified solution. The Oracle ID Graph creates cross-channel consumer understanding, so marketers can know more about their customers, including what they do, where they go, and what they buy.

**Long-forgotten PRM will emerge from the dark as it morphs into collaborative ecosystem management**

It is more than a decade since partner relationship management made any headlines in the world of CRM. At its most basic, it became a mechanism to help organizations sell through partner channels by supporting them with marketing collateral and managing any entitlements, as well as streamlining administration between companies.
Ecosystem-based competition drives the need for closer collaboration

Enterprises will increasingly compete on the basis of their ecosystems. Major manufacturers with extensive supply chains are relying on co-innovation with many of their supply partners. This broadens the innovation bandwidth of the manufacturer and shares the cost and benefits of innovation more equitably across the participating ecosystem. Leading manufacturers such as Philips HealthTech are already using collaborative commerce platforms like SAP’s Ariba Network. Oracle Data Cloud aggregates, analyzes, and activates consumer data into one unified solution. Powered by Oracle ID Graph, this DaaS offering creates cross-channel consumer understanding, so you can know more about who your customers are, what they do, where they go, and what they buy. Standard PRM capabilities will not be sufficient to support the innovation management process, so we can expect either third-party innovation management platform providers to fill this gap, or the leading CRM vendors will evolve their partner collaboration capabilities to support ecosystem collaboration and management, including security for intellectual capital management, to protect the innovation ecosystem participants from industrial espionage.

Regulators will drive the need for secure ecosystem management

The European Union’s second Payment Services Directive (PSD2) is one such move to force greater competition in banking. PSD2 specifies that trusted third parties must have access to accounts, known as XS2A, in order to provide new services such as account aggregation and payment initiation. (For more details, see Ovum’s report “Banks must collaborate to reap benefits of open banking APIs.”)

It is unclear how fast the major CRM vendors will be to adapt their PRM capabilities to support innovation ecosystems or to meet the emerging needs driven by directives or regulators, but we may see signs of a movement in this direction in 2017, and if CRM vendors do not rise to the challenge, it is likely that specialist third-party vendors will.

Omnichannel evolution will continue to drive developments of the leading CRM vendors

Figure 7 highlights four core capabilities supported by 12 attributes that are required if enterprises are to deliver a true omnichannel customer experience.
Recognize the customer or persona

Recognizing the customer as a customer is vital to delivering a personalized experience. That may be achieved through authentication using a unique identifier such as a mobile phone number, login details, or other biometric means, depending on the nature of the business and the level of security required, such as is necessary for online banking. Personas, however, are typically recognized by their patterns of behavior. Where behavioral patterns match those of an archetypical persona, the relevant response can be triggered and the resulting outcome monitored through real-time analytics and machine learning.

Customer recognition goes deeper than simply identity; it must include insight into customers’ implied intent, based on the nature of their interaction allied to historic data. The attribute "Identify the customer" supports this basic requirement.

Orchestrate the customer experience throughout the customer journey – based on real-time predictive intelligence

This is at the core of omnichannel management. The ability to orchestrate content, knowledge, and appropriate responses to customer interactions throughout their journeys and deliver a consistently positive experience at scale requires intelligent automation. This implies a high level of customer data integration, both historic information from CRM and back-office systems and contextual data gleaned through the customer interaction in real time. This drives real-time insight to trigger the right information and content allied to the next best action. To trigger the right response and deliver
continuity and consistency of experience, the customer interaction data must persist across the channels customers use in the course of their journeys.

Delivering the brand promise also means that the entire value chain, particularly fulfilment and logistics, is integrated and connected to facilitate demand-driven supply and transparency. The underlying interaction processes must also make it as easy as possible for the customer.

Supporting attributes

- **Customer's choice**: Customers expect to be able to interact how they like and across the most convenient channels.
- **Contextually relevant interactions**: This is based on inferring customers’ or prospects’ implied intent from their behaviors and any history or customer records and involves triggering the most relevant content to help customers or prospects fulfill the goals of their particular journey.
- **Any combination of channels**: That means all channels selected by the customer to execute their journey.
- **Digital and physical**: Omnichannel management must also include offline channels such as the store, a home visit, or, in B2B, the place of work.
- **Two way and peer to peer**: Two way means customers can initiate the interaction, not just receive marketing communications. Customer communities or peer reviews should be included as customers typically trust peers more than a firm's outbound communications or advertising messages.
- **Continuity of experience**: The customer journey must not break down when the customer moves from one channel to another. Customer journey data should persist across all channels, so that customers do not have to repeat themselves or sign in again on a different online channel.
- **Minimize customer effort**: The omnichannel experience must be easy for customers so they can achieve their aims with minimal friction or effort.
- **Integrated value chain**: If customers buy online, for example, delivery of their product must be predictable, reliable, and traceable. If they wish to change the delivery date, the back-office and logistics systems need to be updated in real time.

Adapt continuously to remain relevant

Finally, the omnichannel management customer experience must be continuously recalibrated to ensure that it continues to meet customer expectations and provides a real source of competitive differentiation. A robust voice-of-the-customer (VoC) program includes feedback from all interaction channels and potentially machine learning, sentiment analysis, and increasingly IoT, which provides another feedback mechanism to assess the underlying experience.

Performance must also be monitored and a broad array of customer metrics should be in place to drive continuous optimization.

Supporting attributes

- **Customer-adaptive VoC**: That is the provision of continuous feedback loops from a variety of sources, highlighting any issues to be resolved or changes in behaviors that impact the quality of the customer experience.
Protect the customer

A core responsibility for every enterprise is to protect the customer's data from misuse. Cyber-attack is a growing threat, and as growth in online buying continues to accelerate, the potential threat is magnified. Recent very public cases of companies that have had customer records stolen or hacked illustrate the damage that cybercrime has caused to their reputations and customer trust.

Supporting attributes

- **Privacy protection**: Ensure compliance with any legal requirement regarding customer information and respect the customer's own wishes for privacy.
- **Cybersecurity**: It must be enforced throughout every interaction, to prevent fraudulent activities and ensure that customer details are protected from cyber-attack.

As we can see, to deliver a true omnichannel environment, a high degree of cross-enterprise support and collaboration are required. While some of the leading CRM vendors have expanded their capabilities to provide a sound basis for developing a true omnichannel capability, more must be done to provide management with information that will enable enterprises to know where the experience is not working as anticipated and to provide tools to help businesspeople continuously improve the customer experience. In 2017, we can expect more of this analytical support from the leading CRM vendors, including the provision of master dashboards to monitor the entire customer experience.

Appendix

Methodology

The conclusions in this report were based on both primary research resources and secondary research sources. Primary sources include Ovum's Global ICT Enterprise Insights study 2016; *The State of Customer Experience* research study, which involved detailed interviews with customer experience practitioners and leaders; vendor assessments; and the *Ovum Decision Matrix: Selecting a Customer Relationship Management Solution, 2016–17*.

Further reading


*ICT Enterprise Insights 2016/17 – Global: ICT Drivers and Technology Priorities*, PT0078-000002 (October 2016)


*The State of Customer Experience*, IT0020-000225 (September 2016)

"Banks must collaborate to reap benefits of open banking APIs," IT0003-000697 (July 2016)

"Pegasystems' acquisition of OpenSpan brings robotic process automation into omnichannel," IT0020-000202 (April 2016)

*Strategy Guide to the Microservices Architecture IT Wave*, IT0022-000702 (July 2016)
Author
Jeremy Cox, Principal Analyst, Customer Engagement Practice
jeremy.cox@ovum.com

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