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# Climbing The Digital Experience Maturity Ladder Through An Integrated Technology Approach

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FORRESTER

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## Table Of Contents

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Executive Summary.....	2
The Age Of Customer Obsession Has Arrived.....	2
Marketing IT Struggle To Support Rich Customer Experiences.....	3
Integrated WCM/CXM Technologies Will Best Support Rich Customer Experiences.....	4
Enterprises Plan To Take An Integrated — Rather Than Suite — CXM Approach.....	8
Benchmark Your WCM Maturity.....	11
Key Recommendations.....	15
Appendix A: Methodology.....	16

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## Executive Summary

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### **Fragmented Technology Complicates Customer Experience Support**

In this age of the customer, sustainable competitive advantage is tightly linked to knowledge of and successful engagement with customers. But marketing and IT struggle to deliver exceptional customer experiences. Why? Because companies struggle to embrace the proliferation of channels (e.g., web, print, mobile, smart TVs, etc.); implement tools that are IT-centric versus marketing-centric; sit on a mountain of data and content that isn't managed properly; and use siloed rather than integrated technology solutions to support customer experiences. With all of these challenges, organizations can no longer sustain these manually intensive processes. They need better solutions to properly create, deliver, and measure customer experiences in a timely and cost-effective manner.

### **True Customer Experience Management Solutions Will Manage, Engage, And Measure**

Clearly, "business as usual" will no longer suffice to support engaging digital experiences. Otherwise, organizations will risk missing out on important opportunities that integrated customer experience management (CXM) solutions — solutions that enable the management and delivery of dynamic, targeted, and consistent content, offers, products, and interactions across consumer touchpoints — can support. These CXM solutions allow businesses to create and manage digital content, engage with customers across digital customer touchpoints, and measure cross-channel engagement. They will do this through technologies such as: content management, commerce, targeting, analytics, and optimization.

### **Integrated WCM and CXM Technologies Will Best Support Rich Customer Experiences**

Legacy organizational silos have resulted in technology silos, where each system exists in a vacuum, not connected to the rest of the CXM ecosystem. If organizations ignore these silos, they are destined to fail as a result of inconsistent, noncontextual customer experiences. To combat this, some vendors in the market have begun to push the idea of a single-platform CXM system that includes components such as creative tool sets, web content management (WCM), content delivery, commerce, analytics, testing, optimization, and more. However, two major issues will prevent adoption of a single platform: 1) the current lack of an available, truly integrated CXM suite and 2) existing investments in CXM technologies that prevent organizations from doing a complete rip-and-replace. To support rich, contextual, multichannel experiences, organizations must consider how integrations between best-of-breed products — both on-premises and in the cloud — will factor in as part of their technology strategies.

## The Age Of Customer Obsession Has Arrived

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Across industries, technology-fueled, customer-led disruption has arrived. Technologies such as mobile devices, social media, personalization, and video have conditioned your customers to expect customer experiences to be faster and better, with a higher degree of service. But these raised expectations have complicated managing and delivering experiences.

The result of this is profound disruption. Corporations can't easily defend themselves from technology-driven shifts in consumer preferences. Organizations struggle because their traditional strengths — their valued business models,

distribution, and supplier relationships — aren't sufficient to keep them competitive in the face of rapidly shifting customer expectations and significant market changes. How do you prevent your own company from a similar fate?

A director of IT at a European food manufacturer states, "After we lost our way in the market, we had to undergo a complete shift. That shift meant we focus now solely on customers and put the customers at the heart of everything in order to reestablish the brand in the marketplace." As empowered customers disrupt nearly every industry, traditional competitive barriers like manufacturing strength, distribution power, and information mastery are no longer enough. In this age of the customer, sustainable competitive advantage is tightly linked to knowledge of and successful engagement with customers. The most successful strategy in the age of the customer is to become *customer-obsessed* — to focus your strategic decisions first and foremost on customer knowledge and retention. We define "customer-obsessed" as the following:

*A customer-obsessed company focuses its strategy, its energy, and its budget on processes that enhance knowledge of and engagement with customers and prioritizes these over maintaining traditional competitive barriers.*

"We now . . . put the customers at the heart of everything in order to re-establish the brand in the marketplace" (Director of IT at a European food manufacturer)

## Marketing IT Struggle To Support Rich Customer Experiences

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Dynamic, rich, and contextual digital customer experiences are a key part of this move toward customer-obsession. But many challenges stand in the way. As one IT director at a Fortune 500 insurance organization laments, "We're a little lost in the customer experience process, and most of the others [we've] spoken to are in a similar boat. Things are rapidly changing and it seems that everyone is learning at once and everyone seems to be learning together." Some of the challenges resulting from these rapid changes include the following:

- **Companies sit on a mountain of data, digital content, products, and offers.** Organizations struggle to manage mountains of content. More stakeholders inside the organization, as well as an increasing number of external stakeholders, have the ability to generate content, via social channels. The sheer amount of this content can inhibit effective customer interactions, as marketers often don't have the tools to get the right content in front of the right customer at the right time. Despite the technology evolution, well-managed content is still the foundation of good customer experiences. Content that is not properly written, structured, tagged, approved, and delivered results in poor experiences.
- **Consumer touchpoints proliferate.** Organizations increasingly interact with consumers across a growing number of touchpoints: print, web, mobile, and email. And new channels are emerging as well (e.g., self-service kiosks and smart TVs). In the face of growing channel complexity, IT faces challenges such as supporting consistent, contextual experiences across channels.
- **An ever-expanding number of technologies supporting customer experiences remains siloed.** Marketers face an array of siloed technologies that support digital experiences. For example, to create a campaign, they may have to go to one system for campaign tracking, another for content creation,

"Marketing hasn't traditionally had a lot of contact with IT, but now they're trying to interact more and more as they seek integration. But neither is prepared for this." (Manager of application development at a global consumer goods manufacturer)

another for commerce, another for testing and optimization, and another for analytics. These tools are rarely integrated, leading to increased time-to-market and loss of context when marketers jump from tool to tool. An associate director of marketing and product management at a multinational telecommunications organization said, “Siloed solutions make us look bad to the customer — the customer doesn’t see us as one, seamless organization.”

- **Not all tools are designed with marketers in mind.** Even as marketers demand more control over customer experiences, they often wait days (and even weeks, in some cases) to refresh content, because many tools have not been designed with these marketers in mind. These tools often feature outdated or IT-oriented user interfaces, lack integration with desktop applications or a singular user interface across solutions, and rely on understaffed IT departments for certain critical tasks (like staging or publishing).
- **The increasing need for contextual experiences.** Businesses must deliver experiences to touchpoints with ever-smaller real estate and to consumers inundated with multiple, competing distractions. But matching relevant offers, products, and content to consumers produces an increasingly large volume of potential results that has become too great to drive through standard business rules. Technologies delivering customer experiences must take into account contextual factors such as environment, demographic, past behavior, region, and device.

Organizations need better solutions in order to properly create, deliver, and measure customer experiences in a timely and cost-effective manner. And marketing and IT must work together to drive these customer experiences.

## Integrated WCM/CXM Technologies Will Best Support Rich Customer Experiences

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Organizations we speak to have begun to embrace a more holistic approach to technologies that support digital customer experiences. Those that don’t risk missing out on important opportunities that integrated customer experience management (CXM) solutions can support. Forrester defines CXM solutions as:

“A solution or set of solutions that enables the management and delivery of dynamic, targeted, consistent content, offers, products, and interactions across digitally enabled consumer touchpoints.”

These CXM solutions allow businesses to manage and optimize customer experiences across customer touchpoints using technologies such as: content management, commerce, targeting, analytics, and optimization. Many of these technologies started as on-premises solutions, but some, particularly in the areas of analytics and optimization, have moved into the cloud. Cloud has advantages in certain instances, such as quicker implementation times and more frequent and more seamless release cycles. We expect the move to the cloud to continue, and organizations will need to find ways to manage integrated CXM portfolios that contain both cloud and on-premises solutions.

CXM is composed of three types of solutions: process-based, delivery, and customer intelligence.

- **Management solutions.** These process-based solutions will help business users create and manage their structured and unstructured content that supports customer experiences. In other words, these solutions empower business users (versus traditional IT users) to create dynamic experiences. They include (but aren’t

limited to) web content management (WCM), eCommerce, customer relationship management (CRM), marketing campaign management, marketing resource management (MRM), and desktop authoring tools.

- **Delivery solutions.** Delivery solutions bring interactive, multichannel experiences directly to the customers. These solutions most often include WCM and eCommerce, but they also include other technologies to enable experience delivery such as portals, mobile web solutions, and search and recommendations engines. The latter represents rules and algorithm-based content targeting, which have grown in importance as the number of potential outcomes between matching relevant offers, products, and content to consumer segments has become too large to manage through explicit business rules.
- **Measurement solutions.** Customer intelligence solutions enable businesses to gauge the success of digital customer experiences by allowing business users to view how customers consume content, which they can modify accordingly. These tools include A/B and multivariate testing, web analytics, and social analytics.

WCM, which traditionally provides content management and delivery, must integrate with other solutions for companies to fully support CXM (see Figure 1). A director of IT at a North American food/beverage services organization said that they need integration between WCM and other key systems because “when systems talk to each other, customers and employees both have consistent experiences.” Currently, no single vendor or product offers all the components to support a cross-channel CXM ecosystem. But even if one vendor or solution did offer a single solution, most interviewed enterprises have made significant investments in existing CXM components and can’t make the business case to rip and replace their existing tools. As a director of application development at global logistics and supply chain organization explained, “Our software ecosystem has too many complexities to source from just one vendor.”

CXM: A solution or set of solutions that enables the management and delivery of dynamic, targeted, consistent content, offers, products, and interactions across digitally enabled consumer touchpoints.

Therefore, organizations can’t afford to view WCM as a siloed solution but instead must view it as a solution that must seamlessly integrate with other enterprise applications. WCM decision-makers want to integrate with many other enterprise solutions, with the top three being web analytics, customer relationship management (CRM), and digital asset management (DAM); only 8% of surveyed WCM decision-makers had no integration plans (see Figure 2). These integrations span the range of management, delivery, and measurement solutions. In the management and measurement areas, marketers must be enabled to manage as many functions from a single tool set as possible, rather than jumping from tool to tool, increasing time-to-market and resulting in problems with consistency and context. At the same time, integrated delivery solutions enable and enforce brand and experience consistency. Some of the most important WCM integrations include:

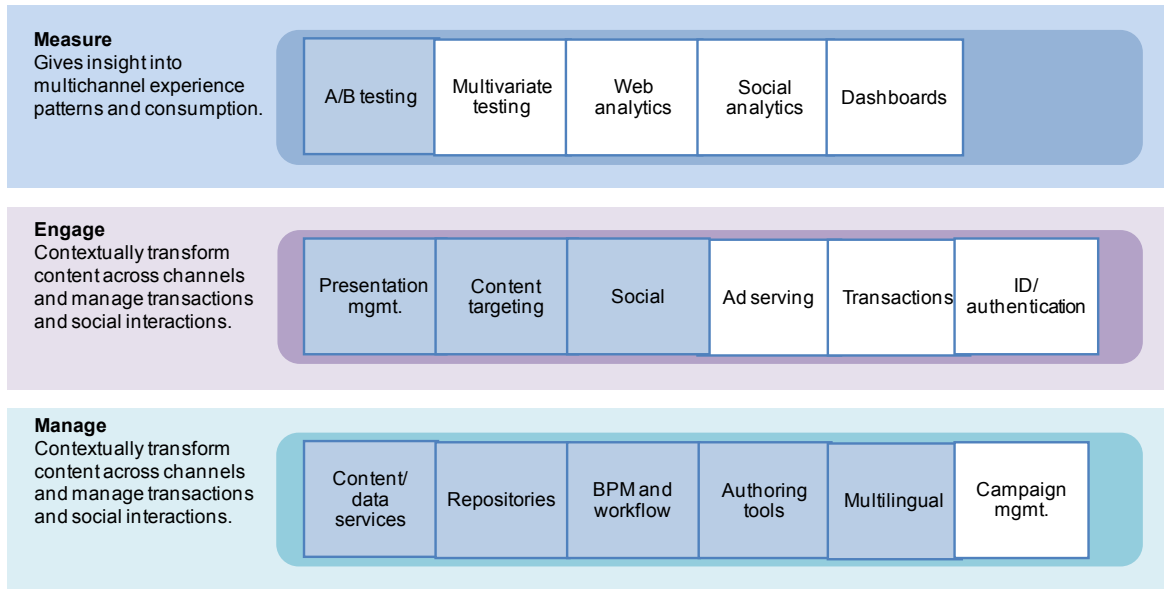
- **eCommerce.** Many forms of content come together to drive the eCommerce experience, including, but not limited to marketing, product, service, informational, merchandising, and user-generated content. As these types of content continue to expand and multiply, eCommerce solutions, traditionally best at supporting structured content and transactional requirements, often can’t support unstructured, non-product-related content particularly well. Instead, many organizations need WCM solutions equipped to handle persuasive, unstructured content to integrate with eCommerce solutions that support transactional structured content.

- **Digital asset management (DAM).** DAM enables the production, management, distribution, and retention of rich media assets such as graphics, images, audio, and video. It is a process-based solution that enables business users to create rich and engaging experiences by helping them create and manage unstructured rich media content. As rich media content like videos and images become increasingly prevalent and necessary for dynamic and rich customer experiences (consider the amount of videos and images on websites today versus the amount just five years ago), DAM will become an increasingly important integration point with WCM, which needs to support multiple renditions of rich media assets based on factors like channel and region.
- **Analytics.** Analytics enable marketers to dynamically tailor content based on customer behaviors. While WCM solutions offer some degree of measurement — mostly through some basic A/B testing — analytics solutions offer more complete measurement through both web and social analytics. In addition, marketers have already invested significant resources in existing best-of-breed analytics solutions and resist replacing them in favor of native analytics from a WCM vendor. As a result, integrated WCM and analytics solutions will be an important component in order to get aggregate data and get a full, 360-degree view of the customer. An IT director at a global retailer explains that “successful multiway integrations of solutions have made it easier to gather customer intelligence.”
- **Customer relationship management.** Integration with CRM solutions will better help enrich sales cycles and is an important CXM component to help engage customers. Bidirectional integration between WCM and CRM will be a key component as it will enable both solutions to share valuable customer data. From the CRM side, integration with WCM increases sales enablement, while giving WCM access to customer data stored in a CRM better enables contextualized customer experiences.
- **Portal.** Portal servers — most frequently used for intranets and extranets these days — continue to remain an important part of certain web experiences. Portal platforms can aggregate collaboration workspaces and web applications into a more cohesive experience with single sign-on that employees find easier to use than logging into multiple separate tools. Many employee portals also continue to serve as a central hub for communicating a company’s brand and values to employees. Extranets enable partners to have a controlled, universal experience where they can interact with an organization. When supporting both intranets and extranets, organizations need seamless integration between portals and WCM solutions in order to support important website workloads like content management, presentation management, and analytics.

**Figure 1**

WCM Supports Functionality To Manage, Engage, And Measure

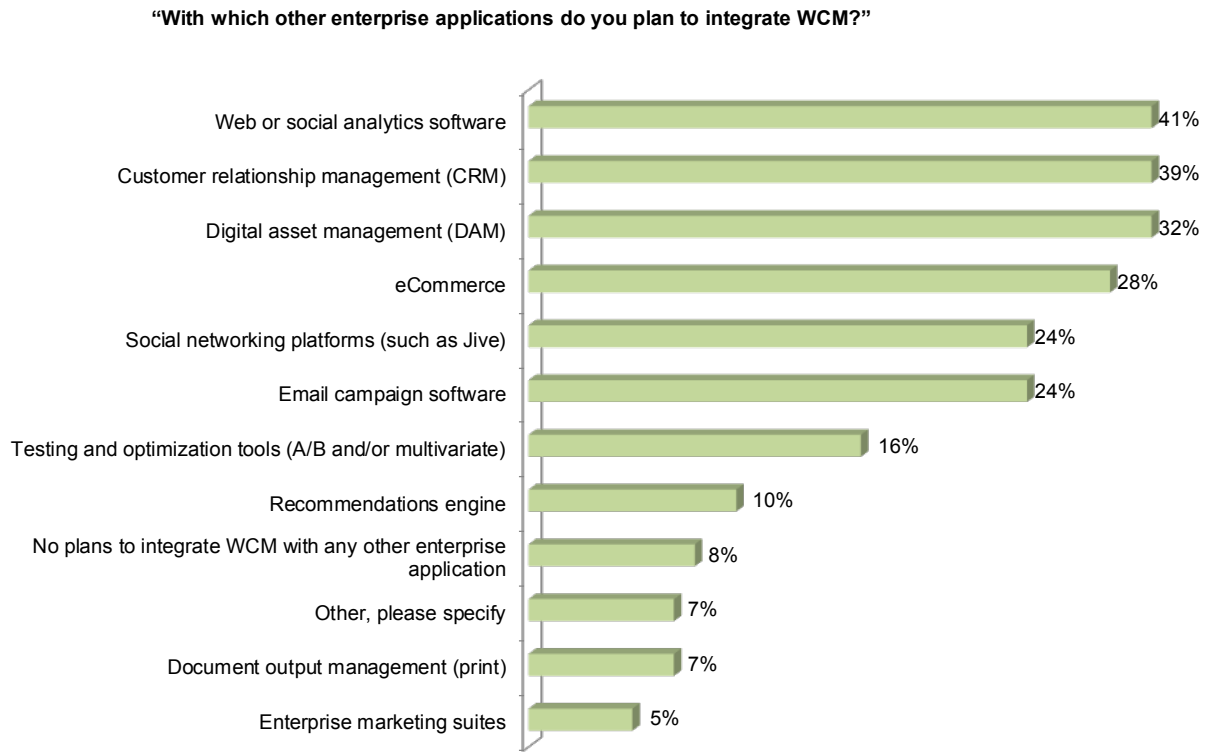
## WCM



Source: Forrester Research, Inc.



**Figure 2**  
WCM Decision Makers Have Significant Integration Plans



Base: 170 web content management decision-makers  
(multiple responses accepted)

Source: February 2012 Global Web Content Management Online Survey, Forrester Research, Inc.

## Enterprises Plan To Take An Integrated — Rather Than Suite — CXM Approach

IT professionals continue to play a key role in supporting customer experience initiatives, but face many barriers to success as they continue to execute on their digital customer experience strategies. Legacy organizational silos lead to technology silos, where each system exists in a vacuum, not connecting to the rest of the CXM ecosystem. These siloed approaches will leave organizations destined to fail with inconsistent, noncontextual customer experiences (see Figure 3). To combat this, some vendors in the market have begun to push the idea of a single platform CXM system

“We are using a best-of-breed approach so that we can tackle initiatives one by one.”  
(Director of application development at a global logistics and supply chain organization)

that includes components such as creative tool sets, content management, content delivery, commerce, analytics, testing, optimization, and more. However, two major issues will prevent adoption of a single platform in the short to medium term:

- **Lack of an available, truly integrated CXM suite.** Though some larger vendors have begun to assemble the components of a CXM suite, none truly has all of the components to support rich, contextual, cross-channel experiences. And of those vendors that have partial CXM portfolios, only a portion of those vendors have components that are truly integrated. This is understandable due to the fact that many of the CXM components were acquired rather than built to integrate with existing products. The level of integration that these vendors will be able to achieve remains to be seen. As the associate director of marketing and product management at a multinational telecommunications organization said: “We’ve gone with a best-of-breed approach so we’re not putting all our eggs in one basket. This gives us better quality products and lets us take advantage of the best that is available.”
- **Existing investments in CXM technologies.** Most organizations we spoke with wouldn’t go with a single CXM platform even if one were available due to legacy technologies. There is little appetite for complete rip-and-replace, so IT professionals know that CXM success will partially be the result of knitting together existing technologies via prepackaged connectors and flexible and well-documented application programming interfaces (APIs), particularly when tying together separate solutions that live on-premises and in the cloud, respectively.

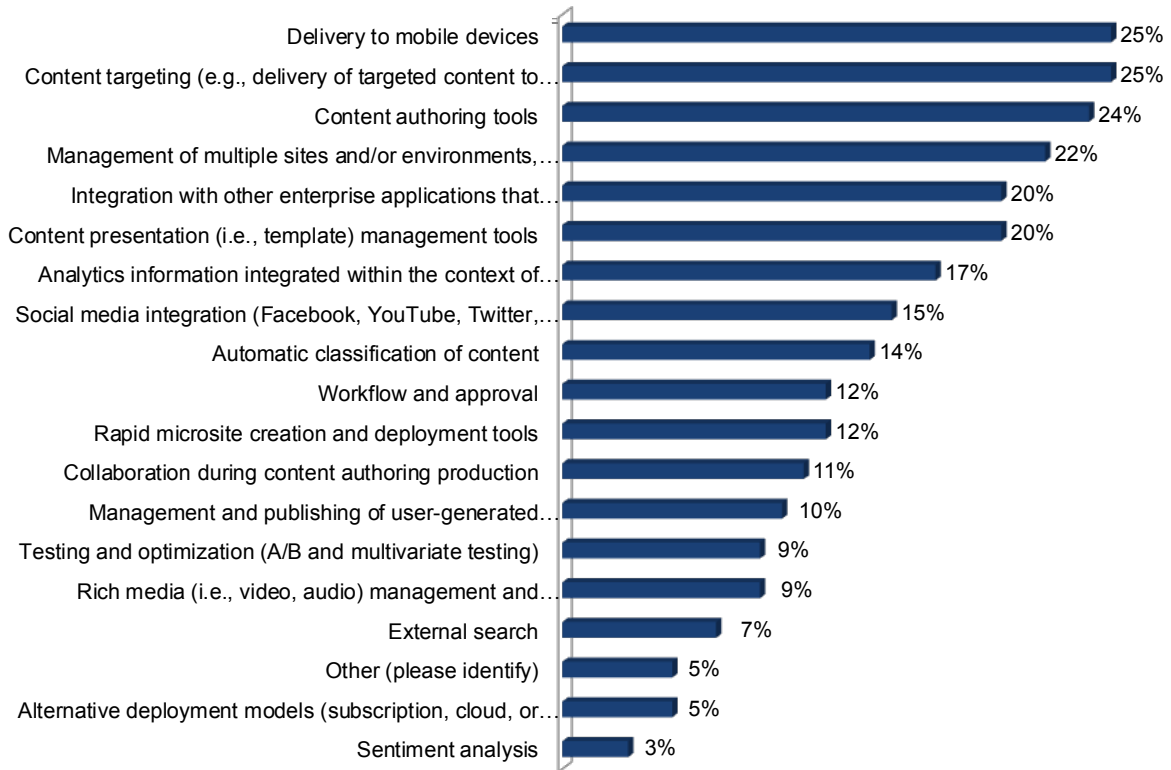
“There were very few benefits to going with one vendor.” (IT director at a global retailer)

To support rich, contextual, multichannel experiences, organizations must consider how integrations will factor in as part of their technology strategies.

**Figure 3**

Decision-Makers Look For Better Contextualization Support

“What are the most crucial areas where your current WCM solution needs to be improved?”



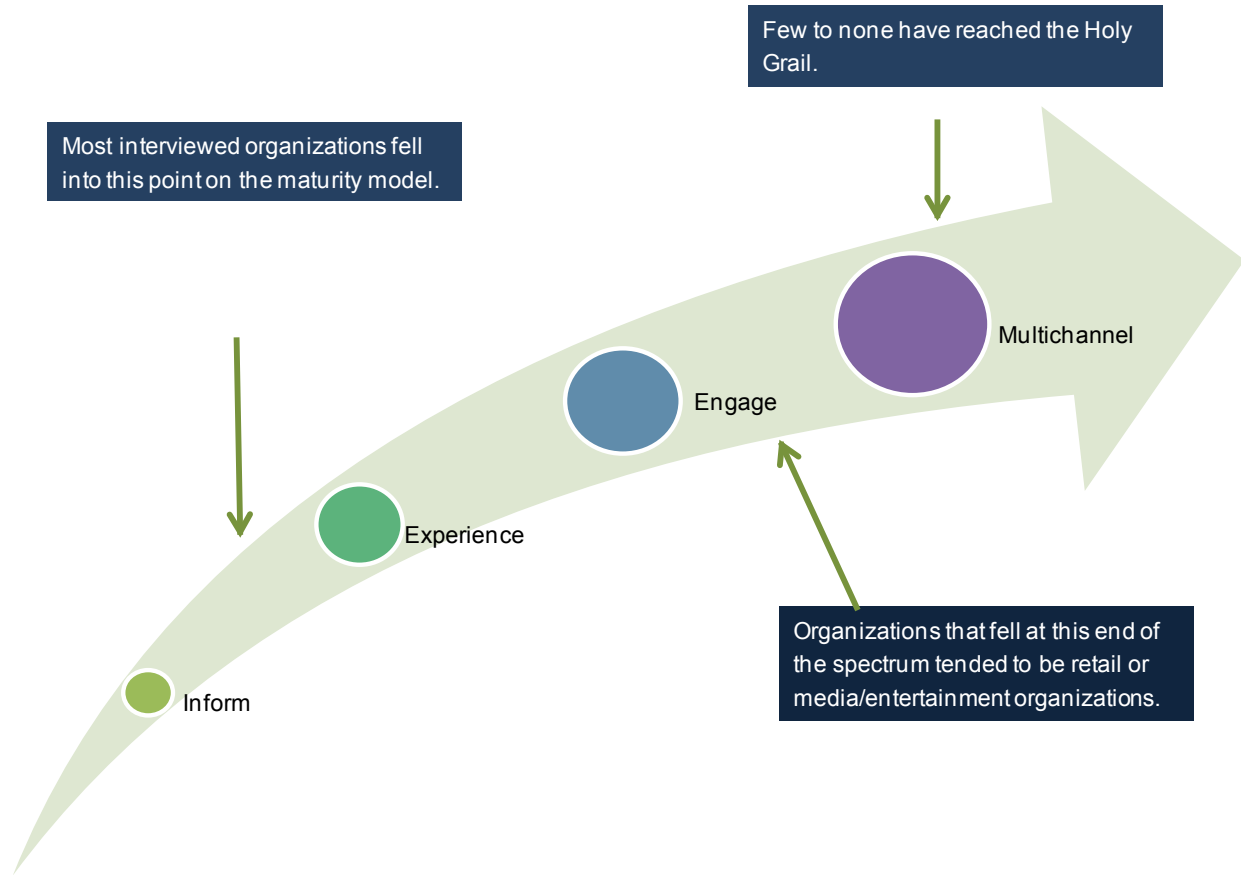
Base: 170 web content management decision-makers  
(multiple responses accepted)

Source: February 2012 Global Web Content Management Online Survey, Forrester Research, Inc.

## Benchmark Your WCM Maturity

**Figure 4**

Web Content Management Maturity



Source: Forrester Research, Inc.

**Figure 5**  
Web Content Management Maturity Model

	Inform	Experience	Engage	Multichannel
Authoring	Form-based authoring	Desktop tool integration	In-context authoring (e.g., editing within the context of a web page with a seamless interface).	Channel-agnostic authoring (e.g., use of XML and page-agnostic, granular management approaches)
Workflow	No/limited workflow	Basic workflow	Complex workflow (e.g., serial and nested workflows)	Complex workflow, graphical workflow modeling, and contextual approval.
Contextualization	Universal experience	Simple rules-based targeting (generally 10 or fewer segments) for authenticated visitors	Algorithmic-based targeting for authenticated and unauthenticated visitors.	Dynamic, algorithmic-based targeting for authenticated and unauthenticated visitors, with additional automated contextualization support for device, environment, and behavior.
Content types	Text with few images	Text; some images managed using point solutions.	Text, images, and video. Images and video are managed through a siloed rich media management tool.	Text, images and video. Integrations with digital asset management, video platform, or creative desktop tools
Channel types	Web channel only	Mostly web channel with some print or email	Mostly web channel with some mobile, email, and/or print	Consistent across all channels: web, mobile, email, print, future emerging channels
Global/local content	No formal globalization/localization policies or processes.	Some ad hoc global/local content policies or processes and support for connecting global/local versions via metadata.	Formal global/local policies, governance, and processes as well as support for and parent-child relationships for content and/or presentation elements.	Formal global/local policies, governance, and processes as well as support for local user interfaces, translation, and parent-child relationships for both content and presentation elements.
Social	No/little social functionality (e.g., ad hoc polls, ratings).	On-site social content on the website (e.g., blogs, ratings, polls) and the ability for business users to moderate content.	Support for on-site social content on the website (e.g., blogs, ratings, polls), moderation and syndication of content to third-party social networks.	Cross-site, cross-channel social functionality including on-site social content, moderation, syndication to third-party social networks, use of third-party social profiles, and social analytics.

Source: Forrester Research, Inc.

As part of our research, we interviewed 10 companies to discuss how their CXM technologies have enabled them to progress in their path to CXM maturity. We identified the following six categories as especially important to consider in order to support better customer experiences:

- **Authoring.** More marketers are taking responsibility for content entry and publishing in order to reduce reliance on expensive IT resources and reduce time-to-market. To mature in this area and empower nontechnical users, organizations progress from basic form-based authoring and consider functionality such as in-line editing (i.e., editing within the context of a web page) and integration with familiar desktop tools (e.g., Microsoft Word). Other important authoring functionality may include in-line annotations within a seamless user interface — to better support collaboration between multiple content contributors — and support for authoring on mobile devices. Ultimately, as organizations move toward a multichannel publishing environment, they must embrace channel-agnostic authoring approaches, such as the use of XML and page-agnostic, more granular management approach, in order to more easily repurpose content across existing channels such as traditional web, growing channels such as mobile, and emerging channels like smart TVs.
- **Workflow.** As more businesses move to online channels, basic email approval functionality is not enough to ensure that businesses only use fully approved content in their publicly facing digital channels, particularly in regulated industries where legal, medical, and compliance officers must be involved. One senior web developer at a global enterprise training firm stated, “Our workflow needs are very complex because that’s what the business requires. Some sites need several approvals, including from marketing, copy editors, legal teams, and the line of business. This helps ensure the quality of our content.” In order to move up in workflow maturity, organizations must first examine workflow needs and all of the stakeholders that need to be involved, as well as at which points of the process (for example, compliance teams may only need to review new content, rather than minor revisions). They also must decide which processes must be serial and which ones can work in parallel. (e.g., serial and nested workflows). Workflows may need to be adjusted as they refine processes, and the availability of graphical workflow modeling tools empowers business users to make these changes. Advanced approval tools enable stakeholders who aren’t fluent in using the WCM to advance workflows via email or mobile applications.
- **Contextualization.** As the Web continues to become more consumer-centric (as opposed to product-centric), websites visitors will expect more than one-size-fits-all experiences. Instead, companies must tailor those experiences to be contextual based on factors such as demographics, behavior, past purchases, environment, language, and device. In early maturity stages, companies may use just a few simple rules to create broad segments (generally 10 or fewer) to target, generally for authenticated visitors. As they move up the maturity model, these companies begin targeting unauthenticated visitors using algorithmic-based technologies as opposed to just rules (which can be difficult to maintain with a limited number of staff). At the upper stages of maturity, they begin factoring in language and device information to further contextualize the experience, again with automated technologies like translation services and responsive design, to avoid manually configuring experience for each contextualization factor.
- **Content types.** Rich media content such as images and video are an increasingly important component of multichannel customer experiences. The impact of putting rich media at the heart of multichannel content has been great for many organizations. A senior web developer at a global enterprise training firm has increased their video content to keep users more engaged, and the results were dramatic: They estimated a return on investment (ROI) of \$3.5 million just by increasing their video content. An IT director at a global retailer has put video at the heart of his strategy because of “consistently positive customer feedback that has led to more engaged customers.” As organizations increase in rich media maturity, they begin adding greater amounts of images and graphics, and eventually time-based assets such as audio and video. To support this, organizations prioritize integrations

between WCM and other solutions like DAM (for rendition management), video platforms (for basic management and high-bandwidth delivery), and desktop tools that support creative workflows.

- **Channels.** Engaging online experiences are splintering across multiple channels. Beyond traditional websites, this also includes social, mobile, email, and emerging channels such as connected TVs. Organizations in early stages of maturity use WCM to manage content for and deliver content to just the traditional web channel, but as they mature, they add in channels such as email, mobile, print (although organizational issues tend to keep print siloed at many companies), and emerging channels such as smart TVs. Key areas for companies to consider include: mobile template management, re-usable templates for the email channel, in-context (to the channel) authoring and preview, and management of content at the appropriate level of granularity, so it can be repurposed across a variety of devices with varying form factors.
- **Globalization/localization.** Organizations must rethink globalization/localization content strategies to create consistency across brands and regions, but also enable marketers to tailor content at the local level. One IT director at a global retailer cites that the “overwhelming business need and potential money saved makes globalization/localization [their] number one WCM/CXM issue to tackle in the coming year.” Organizations at earlier stages of maturity have no formalized globalization/localization policies or processes, and they often perform localization on an ad hoc basis, connecting global and local versions of content via metadata. As they move up in maturity, they add formal policy and governance, parent-child relationships for both content and presentation elements, translation capabilities, and local user interfaces.
- **Social.** The importance of interactive, social websites continues to grow; although many organizations have not fully considered their social strategy, especially those in regulated industries. Social serves a different purpose than the informational website content. Improving social maturity includes supporting interactive social content on the website (e.g., blogs, polls ratings) and giving marketers the ability to place these elements on web pages and moderate them. As social maturity increases, organizations syndicate content to third-party social networks and begin tapping into social profiles from these networks, to better personalize on-site web experiences. Later stages of maturity include the availability of social analytics to provide insights into how site visitors are interacting with the company.

## KEY RECOMMENDATIONS

Advancing in digital maturity has been a goal for years, but organizations we speak with regularly have difficulty in this area due to the wide array of technologies, stakeholders, and processes that companies must factor in when creating digital experience strategies. Forrester's in-depth interviews with IT and marketing executives yielded several important observations when formulating digital strategies. Consider following these steps:

- **Perform a technology inventory and benchmark your maturity.** Some organizations are tempted to jump right into technology selection without doing due diligence beforehand. Interviewees we spoke with stressed the importance of understanding what technologies they have already implemented, as well as those they have purchased but not yet rolled out, before rushing to look at new vendors. Use the above maturity model as a basis for your inventory, but tailor it to your own needs by creating more detail and sublevels in areas that are particularly critical for your business.
- **Beware of the WCM buffet; instead, tie everything back to business goals.** Top WCM vendors have been engaged in a feature war over the past several years. Since the digital area is so broad, they compete to showcase the latest feature that can provide extra support in areas such as contextualization, rich media, and social computing. Many of these features have a significant "wow" factor, and it's easy to get sucked into giving higher weight to features that your organization doesn't necessarily need. Instead, when creating RFPs, understand how each feature relates to immediate and long-term business goals. Give more weight to the features you need right away. Interviewees told us that they often never get around to implementing features chosen to support long-term business goals since those goals tend to change over time.
- **Source from vendors that understand they need to play nicely with others.** Organizations should investigate further whenever vendors promise easy integrations, particularly if the vendor offers packaged or field integrations. When integrations aren't productized, organizations may face a higher implementation cost. Organizations also must keep in mind that they may have to do some of the plumbing themselves. No one vendor can possibly have integrations with every single complementary technology from all the CXM vendors. But give preference to vendors that enable you to do integrations yourself, using open architectures, well-documented APIs, and strong technical support.
- **Create a close, ongoing relationship with your content managers.** Your content managers exist in a wide variety of roles, such as interactive marketers, designers, general content entry personnel, and more. Understand who the representative stakeholders are who will be using the WCM system on a regular basis and involve them throughout the implementation life cycle. They will be able to tell you specifics on how they use the tools on a day-to-day basis and what integrations are most important to them. You may be surprised at how small configurations to the tools can save them significant amounts of time. And by staying in touch regularly with them even after initial implementation, you will be more likely to keep them happy and productive by capturing ongoing business process changes and tailoring the tools accordingly.
- **Create a customization strategy.** The world of WCM and surrounding technologies creates many opportunities to provide customization. However, you also need to impose limits. You'll need to balance the need for customizations — often related to integration — while avoiding the rabbit hole of chronic, costly development. At the outset of your implementation, keep customizations simple and give your implementation team time to figure out the best way to customize the products. Consider — as one of our interviewees did — using a customization matrix that utilizes inputs such as development cost, maintenance cost, risk (such as the potential to interfere with upgrade paths), and business value to determine whether or not a particularly customization or integration will be worth the effort.



## Appendix A: Methodology

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In this study, Forrester interviewed 10 organizations to evaluate their WCM and digital experience maturity. Survey participants included IT and marketing decision-makers for customer experience management technologies. Questions provided to the participants asked about their WCM and customer experience management maturity, as well as the way in which they formulate these digital experience strategies. Respondents were offered US\$100 gift vouchers as a thank you for time spent on the survey. The study was conducted in 2012.