

July 19, 2010

The Forrester Wave™: CRM Suites Customer Service Solutions, Q3 2010

by William Band and James Kobielus
for Business Process Professionals

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by **William Band and James Kobielus**

with Connie Moore, Craig Le Clair, and Andrew Magarie

EXECUTIVE SUMMARY

Forrester evaluated the customer service and support capabilities of 19 leading CRM suite solutions against 196 criteria. Customer service and business process professionals face a diverse range of products to sift through to support the quest to create differentiated customer experiences and build stronger bonds of buyer loyalty. Leader solutions CDC Software, Microsoft, Oracle CRM On Demand, RightNow, salesforce.com, and SAP Business All-in-One offer flexible and quick-to-implement solutions. Other Leaders, like Oracle Siebel CRM, Pegasystems, and SAP CRM, offer solutions with deep and broad customer service functionality and business process management (BPM) acumen. Strong Performers such as Oracle E-Business Suite CRM, Oracle's PeopleSoft Enterprise CRM, and SageCRM offer strong integration with ERP systems. Chordiant Software and Sword Ciboodle, also Strong Performers, offer BPM strengths as well. Strong Performers Maximizer Software, NetSuite, Sage SalesLogix, and SugarCRM provide core customer service capabilities at lower price points. FrontRange Solutions, a Contender vendor, offers a solution to meet basic customer service needs.

TABLE OF CONTENTS

- 2 **Customer Service Platforms Enable Integrated Multichannel Experiences**
- 6 **CRM Suites Customer Service Solutions Evaluation Overview**
- 9 **The Result: Many Customer Service Solutions To Sift Through**
- 13 **Vendor Profiles**
- 22 **Supplemental Material**

NOTES & RESOURCES

In Q2 2010, Forrester evaluated the customer service and support capabilities of 19 CRM suites software solutions: CDC Software, Chordiant Software, FrontRange Solutions, Maximizer Software, Microsoft, NetSuite, Oracle CRM On Demand, Oracle E-Business Suite CRM, Oracle PeopleSoft Enterprise CRM, Oracle Siebel CRM, Pegasystems, RightNow Technologies, Sage SalesLogix, SageCRM, salesforce.com, SAP CRM, SAP Business-All-in-One, SugarCRM, and Sword Ciboodle. Forrester also contacted 99 customer references through an online survey.

Related Research Documents

["The Forrester Wave™: CRM Suites For Large Organizations, Q2 2010"](#)

June 16, 2010

["The Forrester Wave™: CRM Suites For Midsized Organizations, Q2 2010"](#)

June 16, 2010

CUSTOMER SERVICE PLATFORMS ENABLE INTEGRATED MULTICHANNEL EXPERIENCES

Customers demand superior service and support as the price for their ongoing loyalty and patronage. In response to these demands in today's experience-based economy, organizations are ramping up their multichannel customer service initiatives.

Since the last iteration of the Forrester Wave™ evaluation of customer service software solutions, the global economy plunged into a severe recession from which it is now gradually recovering. However, the fundamental business needs that drive the requirement for effective and efficient customer service management have not changed. If anything, the need for a compelling and engaging customer experience, throughout the customer interaction life cycle, is more critical than ever. Customers are increasingly online, want self-service options, and demand responses in real time. In addition, social media, such as Twitter and Facebook, has grown to be an important new channel for interacting with customers and engaging in innovative ways.

Customers Demand Engaging, Real-Time Service

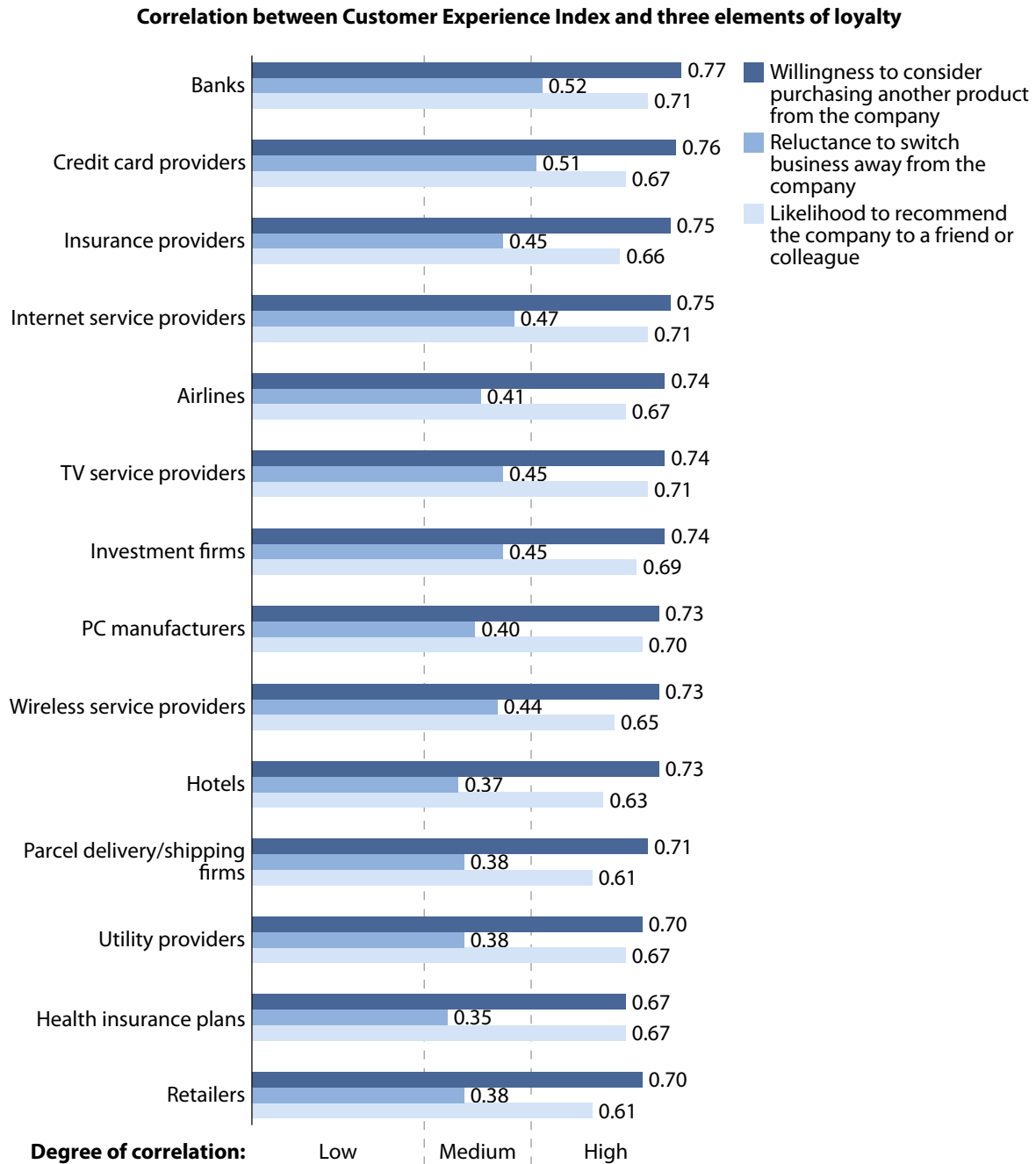
Forrester's research repeatedly confirms that good customer service experiences boost repurchase probability and long-term loyalty. In our recent surveys, Forrester asked customers to rate their interaction experiences based on whether they were:

- **Useful.** Could they get what they needed to do done?
- **Easy.** Was the interaction process simple, straightforward, and hassle-free?
- **Enjoyable.** Did they find the interaction pleasant and productive?

Forrester found that the higher a business' Customer Experience Index was, regardless of industry, the more likely customers will buy its product, and the more loyal those customers will be (see Figure 1).¹

What are businesses' most critical customer management priorities for 2010 and beyond?² Our research shows that both B2B and B2C enterprises spotlight improved customer loyalty as a top goal. B2B companies also intend to capture new customers, while B2C companies focus on improving the customer experience. To support achievement of these important priorities, customer management technology solutions are widely used by organizations of all sizes. Fifty-six percent of the 455 large organizations we recently surveyed in North America and Europe have already implemented a customer relationship management (CRM) solution — and many of these plan to invest more to upgrade their tool set. An additional 20% have plans to adopt a CRM solution within the next 12 to 24 months.³

Figure 1 Customer Experience Correlates To Loyalty



Base: US online consumers who have interacted with firms in these industries

Source: North American Technographics® Customer Experience Online Survey, Q4 2009 (US)

The Service Solution Landscape Has Grown More Complex

Within this broader CRM applications context, customer service solutions are evolving to meet a more complex set of business requirements, resulting in new features, application delivery models, and integration choices. To make technology bets wisely, you must understand and navigate key trends in the customer service landscape:⁴

- **Customer service embraces real-time methods.** In 2010, contact center customer support needs to evolve to better serve customers who no longer rely on one venue for receiving information, but instead engage multiple sources. In addition to checking a company's Web site and its brochures, many customers research information on products and services from social networking sources, such as blogs and online user ratings. With customers now requiring more real-time support, it's essential to keep pace with their expectations and to respond to them in new ways.⁵
- **Self-service knowledge management (KM) tools grow in importance.** Once pigeonholed as a tool for consumers to access static customer Web site support documents, advanced knowledge management and search tools are a critical necessity for satisfying self-service and agent/customer experiences. Whether via an IVR or Web site, search technology can provide consumers with better self-service experiences and answers. As for agents, robust KM is the only avenue to effectively and efficiently answer the exponentially increasing range of customer inquiries about products, services, entitlements, transactions, and policies. Look for vendors offering natural-language processing and automatic query intent combined with FAQ-guided, structured resolution and decision tree/inquiry resolution processes.
- **Integrated computer telephony integration (CTI) becomes more important.** About half of the cost of running a customer service contact center is tied up in labor. CTI bridges the telephone to the computer, shortening the average length and duration of calls. This maximizes the number of talk minutes per hour, which reduces the required number of staff and offers a faster, more personalized service and voice processing input by minimizing time spent on the "discovery" phase of the call. From a customer's point of view, this eliminates having to answer the long list of annoying and trivial questions, i.e., repeating information that he or she has just keyed into the keypad. Not all CTI is the same — look for vendors that provide and implement CTI with screen-pop to the agent's desktop.
- **Next-generation customer intelligence and customer feedback solutions emerge.** Because many products and services are highly commoditized, more and more businesses compete on analytics. Getting better insights from information based on richer data sets, more complex models, or even making the same decisions as everyone else — but before everyone else makes them — this is how most advanced enterprises compete in today's world.⁶ For customer service applications, it's critical for a company to receive customer feedback, comments, and complaints. Yet many companies don't have a mechanism to gather that feedback and analyze it, much less to integrate that information back into their products and services. Many vendors offer customer service analytics packages but don't offer an easy-to-use format. Look for companies

that provide the next generation of collaborative Web 2.0 communication tools, which enable a free flow of feedback and ideas — company-to-customer, customer-to-company, and customer-to-customer — making requests transparent.

- **Mobile capabilities serve as a linchpin for responsive customer service.** Organizations have invested for more than a decade in CRM solutions. However, mobile workers (for example, field service technicians) often still do not have needed information at hand to serve and sell customers effectively when they are away from the office. Interest in mobile customer services solutions is high. And consumers increasingly expect to complete customer service interactions through their mobile devices. Virtually all CRM vendors now offer mobile solutions as extensions of their applications to fill this gap. Despite the growing maturity of mobile CRM solutions, business and IT leaders will still be perplexed by the complexities of the different mobile options and architectures.
- **Customer service software-as-a-service (SaaS) solutions gain acceptance.** Our surveys show that nearly half of apps professionals are actively engaged with SaaS assessments or deployment. And almost one-third of those use SaaS applications for CRM, including customer service and support. Many vendors offer a variety of “on demand” customer-service solution deployment models, including multitenancy, private hosting, and hosting of traditional on-premises solutions. Some also offer hybrid deployment, a SaaS solution integrated with an on-premises version, and others offer SaaS-only deployments. There’s a shift in vendor platforms from client/server to the SaaS platform. But organizations must balance considerations of these options against time-to-market, time-to-value, upfront and ongoing costs, and integration and optimization with internal legacy systems criteria.⁷
- **Agile customer service demands strong business process management software (BPM).** Traditional enterprise applications tend to be monolithic in nature. Purchasers of these applications have become increasingly frustrated with the cost and complexity involved in customizing them to the needs of the organization. Moreover, they experience problems when upgrading, effectively setting the IT infrastructure in concrete as the business continues to evolve. Enter pure-play BPM vendors such as Chordiant, Pegasystems, and Sword Ciboodle into the customer management space.⁸ These types of solutions have for some time provided the integration capabilities to access enterprise apps at the component level, allowing the organization to model its processes and call relevant application elements at runtime. Just as important, we see a growing range of products that support more integration of customer service and eService workflows. Best-in-class vendors have integrated customer service and eService interaction channels and now provide common underlying workflows and business rule, as well as a seamless transition between contact interaction channels.
- **Interest in social computing for multichannel customer service builds.** Social technology adoption has increased tremendously during the past 12 months. Four in five US online adults now use social tools to connect with each other, compared with just 56% in 2007.⁹ However,

the proof-point use cases for leveraging social media are still emerging. Nevertheless, Social Computing functionality is now beginning to permeate most multifunctional customer service platforms, supporting richer experiences and fuller community-oriented collaboration among customers, agents, and support personnel. We've begun to look at the vendor capabilities in this light. For example, we include Web 2.0 tools and applications (discussion threads, wikis, blogs, RSS, social bookmarking, social networking, widgets, mashups, and podcasting) as well as Web 2.0 technology capabilities (XML, AJAX, Flash/Flex and mashup markers, and Web services standards) in our product evaluations.

CRM SUITES CUSTOMER SERVICE SOLUTIONS EVALUATION OVERVIEW

To assess the market of CRM suites customer service solutions software and see how vendors compare with one another, Forrester evaluated the customer service strengths and weaknesses of the top CRM suites vendor products against 196 criteria.¹⁰ The following assessment will help you see how the 19 CRM suite vendor customer service products that we evaluated stack up against each other.

Buyers Focus On Current Offerings, Future Vision, And Strength Of Installed Base

As a buyer considering customer service offerings, you have diverse range of solution providers to choose from. The distinctions between premises-based and SaaS customer service offerings continue to blur as vendors offer access to substantially the same functionality through multiple deployment approaches. For this report, Forrester used a comprehensive set of customer-service-specific evaluation criteria to compare the customer service offerings of CRM suite solutions vendors. Forrester also examined past research, user need assessments, and vendor and expert interviews. We organized the criteria for this Forrester Wave evaluation into three high-level categories:

- **Current offering.** We looked at the strength of the vendors' products across a wide spectrum of CRM capabilities. In addition, we evaluated their support for customer-service-specific functionalities such as phone agent, call center infrastructure, agent collaboration, knowledge base, chat, customer forums, and the social Web. We evaluated how the products supported common underlying workflows. We assessed the suitability of the tools for different business models, such as B2B, B2C, and B2B2C. And we evaluated the products' support for global enterprises, the product architecture, usability, and cost.
- **Strategy.** We looked at the strength of each vendor's product strategy and vision and how it intends to support increasingly complex customer service requirements. Time-to-value, product strategy, and corporate strategy are also important criteria, specifically with regard to customer service needs.
- **Market presence.** We gauged the size of the vendors' customer bases and evaluated the depth of human and financial resources available to enhance their products and serve customers. Market presence in this report reflects the relative importance of each CRM suite solution vendor within the overall CRM suite solutions market.

Nineteen Vendors Offer A Diverse Range Of Capabilities

Forrester included 19 CRM suite customer service solutions in our assessment: CDC Software, Chordiant Software, FrontRange Solutions, Maximizer Software, Microsoft, NetSuite, Oracle CRM On Demand, Oracle E-Business Suite (EBS) CRM, Oracle PeopleSoft Enterprise CRM, Oracle Siebel CRM, Pegasystems, RightNow Technologies, Sage SalesLogix, SageCRM, salesforce.com, SAP CRM, the CRM functionality of SAP Business All-in-One, SugarCRM, and Sword Ciboodle.

We did not include the assessment solutions that specialize in a narrow set of customer service functionalities. These include, for example, the customer service “interaction-centric” (sometimes labeled “eService” and knowledge management) vendors reviewed in our 2008 Forrester Wave evaluation of customer service solutions: Consona CRM, eGain Communications, Genesys Telecommunications Laboratories, InQuira, KANA Software, LivePerson, nGenera, and Numara Software.¹¹

We also did not include key point solutions that specialize in only one particular aspect of customer service operations. For instance, some of the specialty vendors not in the assessment, but still important to customer service professionals, include: Jelsoft Enterprises and Jive Software for forums; chat software vendors; Varolii and other outbound customer communications vendors; and Parature, Kaidara Software, and some other knowledge management and help desk vendors.

The 19 CRM suites customer service solutions included in our assessment met the following criteria for inclusion (see Figure 2):

- **Offers customer service solutions as part of a multifunctional CRM suite.** Each CRM solution included in this Forrester Wave has functionality in a minimum of three of the following CRM subdisciplines and tools: marketing, sales force automation, customer service, field service, partner channel management, eCommerce, customer analytics, and customer data management. Products promoted primarily as best-of-breed solutions for a single functional area were not included.
- **Provides functionality that spans multiple functional areas for customer service.** The vendors and products in the evaluation can support a breadth of customer service and support requirements.
- **Has a strong presence in the customer service market.** Each of the evaluated vendors has hundreds, if not thousands, of customers and significant revenue from customer service licenses and users.
- **Has at least one product that our clients are thinking about.** Each of the vendors and products evaluated was the subject of an inquiry, discussion, client evaluation, or other contact between Forrester clients and analysts during the past 12 months.

Figure 2 Evaluated Vendors: Product And Selection Criteria

Vendor	Product evaluated	Product version evaluated	Version release date
CDC Software	Pivotal	6.0.5	November 2009
Chordiant Software	Cx Suite	6.3	October 2009
FrontRange Solutions	GoldMine Enterprise Edition	6.3	October 2009
Maximizer Software	Maximizer CRM	10.5	October 2008
Microsoft	Microsoft Dynamics CRM	4	December 2007
NetSuite	NetSuite	2009.2	September 2009
Oracle	Oracle CRM On Demand	R16	February 2009
Oracle	Oracle E-Business Suite CRM	R12.1.2	December 2009
Oracle	PeopleSoft Enterprise CRM	9.1	October 2009
Oracle	Oracle Siebel CRM	8.1.1	November 2008
Pegasystems	Customer Process Manager	6.1	June 2009
RightNow Technologies	RightNow CX	RightNow CX November	November 2009
Sage	SageCRM	v7	December 2009
Sage	Sage SalesLogix	7.5.2	November 2009
salesforce.com	Sales Cloud, Service Cloud, Custom Cloud	Winter '10	February 2010
SAP	CRM functionality in SAP Business All-in-One	Based on SAP CRM 7.0	August 2009
SAP	SAP CRM	7.0	May 2009
SugarCRM	Sugar Professional	5.5	December 2009
Sword Ciboodle	Sword Ciboodle	3.1	October 2009

Vendor selection criteria

- Offers customer service solutions as part of a multifunctional CRM suite.
- Provides functionality that spans multiple functional areas for customer service.
- Has a strong presence in the customer service market.
- Has at least one product that our clients are thinking about.

Source: Forrester Research, Inc.

THE RESULT: MANY CUSTOMER SERVICE SOLUTIONS CHOICES TO SIFT THROUGH

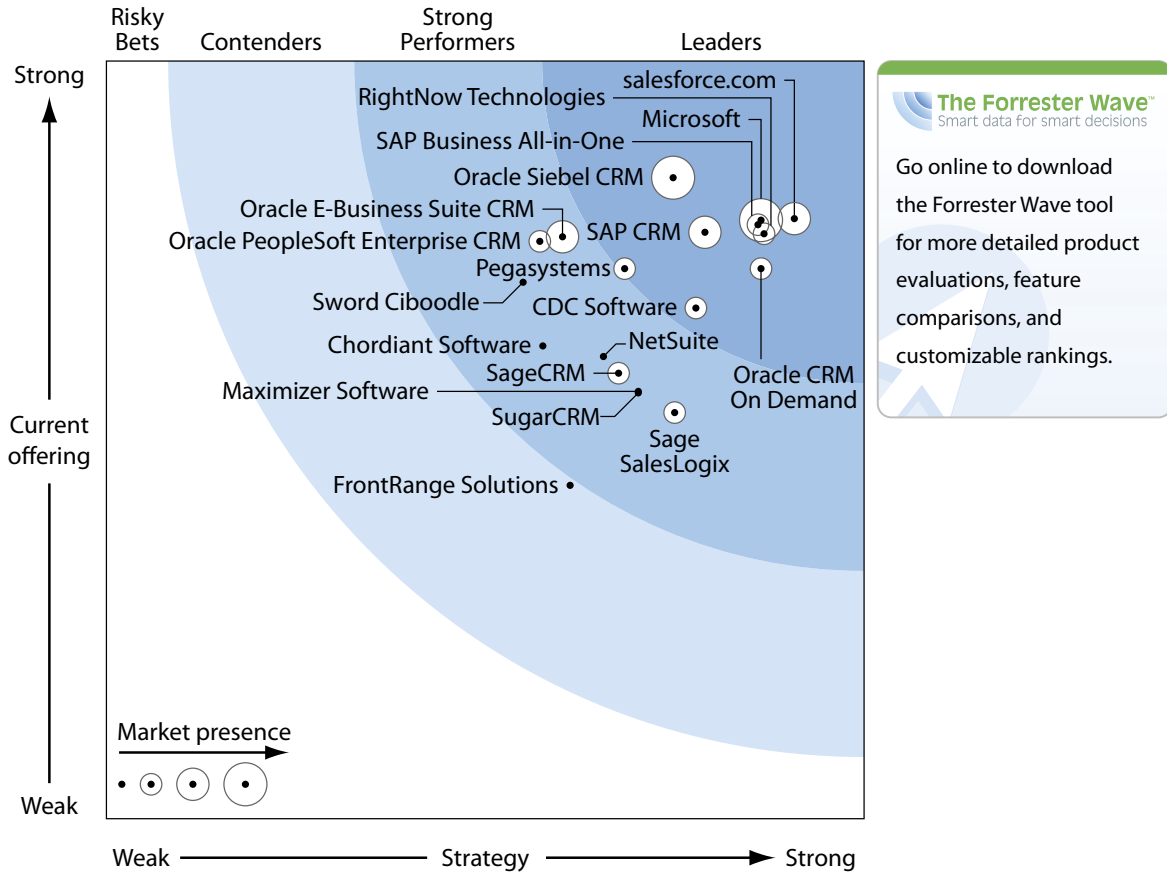
The evaluation uncovered a market in which (see Figure 3):

- **CDC, Microsoft, Oracle CRM On Demand, RightNow, and salesforce.com gain ground.** These products all get high marks for ease of use and relatively fast deployment times. RightNow and salesforce.com, which are SaaS solutions, are much faster to deploy and easier to change than traditional on-premises offerings. Oracle CRM On Demand is also gaining traction in the market as a SaaS companion to Oracle Siebel CRM. Microsoft offers a SaaS solution — Microsoft Dynamics CRM Online — and buyers value the solution's native integration with Outlook and working within the familiar Microsoft technology stack. CDC's Pivotal also leverages Microsoft technology to offer a solution that is highly flexible and adaptable to complex use cases. Although these players are not fully featured across the board for customer service, they are gaining acceptance from organizations looking for fast time-to-value and flexible solutions.
- **Oracle Siebel CRM and SAP offer the most complete customer service solutions.** During the past four years, SAP has worked steadily to fill out its CRM offering, including customer service, resulting in end-to-end process integration support that no longer comes at the expense of missing CRM functionality. The vendor also recently introduced SAP Business All-in-One CRM to offer a fully featured solution targeted and priced for midmarket organizations. Meanwhile, Oracle promotes the Siebel product and brand as its most full-featured CRM solution, with strong customer service functionality and a breadth and depth of functionality for many industry verticals. In their most current releases, both vendors moved to address key complaints: poor usability, high cost, and long implementation times. Siebel 8.1 features the Siebel User Interface, which can be highly personalized, uses embedded analytics, and is task-driven. The SAP CRM 7.0 UI is flexible to support varying roles. It offers drag-and-drop personalization embedded across the entire solution. Both vendors are working to lower the total cost of ownership (TCO) for their customers by introducing more pre-integrations with other solutions from within their respective corporate families and offering rapid implementation methodologies and tools to reduce upgrade costs.
- **Oracle's EBS CRM and PeopleSoft Enterprise CRM are good options for ERP customers.** Oracle continues to support two other important CRM customer franchises. Oracle E-Business Suite CRM attracts customers by providing ease of integration into the rest of the Oracle E-Business Suite and offering strengths in field service and sales compensation management. Similarly, Oracle's PeopleSoft Enterprise CRM attracts companies already using PeopleSoft by providing strong integration benefits. PeopleSoft is also making headway in developing unique functionality to meet the relationship management needs of the higher-education sector and offering new solutions to support human resources professionals. Both products offer strong capabilities across the broad footprint of core CRM functionalities, including marketing, sales, and service.

- **Chordiant Software, Pegasystems, and Sword Ciboodle fill business process gaps.** As enterprises begin to understand the importance of truly integrating end-to-end customer-facing processes from front office to back office, they turn to solutions with native business process management (BPM) capabilities that can support highly unique — and flexible — process flows. This is particularly important in supporting and integrating multichannel customer service processes that cut across functional silos. Sword Ciboodle has pushed into the CRM market with its focus on the intersection of business process modeling, customer service, and customer interaction management. Pegasystems offers robust BPM capabilities and is building out a pre-templated set of solutions to support customer-facing processes — with a focus on customer service. Chordiant also offers a process-centric platform combined with advanced decisioning tools to orchestrate multichannel interactions to support real-time customer interaction management. In April 2010, Pegasystems acquired Chordiant in a move that will result in an even more robust process-centric solution approach for the CRM market than the two separate product lines alone.
- **FrontRange, Maximizer, NetSuite, SageCRM, SalesLogix, and SugarCRM offer core features.** This group of vendors offer a breadth (although not depth) of broad CRM capability across the board, at a lower price point than many of the market Leaders that focus primarily on the needs of large enterprises. Where many of these products come up short, however, is in their lack of comprehensive customer service and Web 2.0 functionality. Sage SalesLogix offers a well-proven general CRM solution with multiple deployment options, while SageCRM offers CRM functionality integration with Sage back-office products. SugarCRM brings the development flexibility and lower cost of the open source model to CRM. NetSuite offers a sound core set of customer service solutions, delivering a 360-degree view of customer data and providing a SaaS solution that emphasizes front- and back-office integration best suited for midsized organizations. Maximizer Software also offers core customer service capabilities best suited for smaller organizations. FrontRange Solutions remains an option for small and midmarket organizations with a low-cost set of basic customer service functionalities and a modern architecture.

We intend for this evaluation of customer service software solutions to serve as a starting point only. We encourage readers to view detailed product evaluations and adapt the criteria weightings to fit their individual needs through the Forrester Wave Excel-based vendor comparison tool.

Figure 3 Forrester Wave™: CRM Suites Customer Service Solutions, Q3 '10



Source: Forrester Research, Inc.

Figure 3 Forrester Wave™: CRM Suites Customer Service Solutions, Q3 '10 (Cont.)

	Forrester's Weighting	CDC Software	Chordiant Software	FrontRange Solutions	Maximizer Software	Microsoft	Netsuite	Oracle CRM On Demand	Oracle E-Business Suite CRM	Oracle PeopleSoft Enterprise CRM	Oracle Siebel CRM
CURRENT OFFERING	50%	3.37	3.12	2.20	2.82	3.95	3.05	3.63	3.84	3.81	4.23
Customer service	35%	2.76	3.51	1.78	2.27	3.47	2.45	3.10	3.90	3.77	4.28
Field service	10%	1.43	0.10	0.60	1.47	2.90	2.07	1.53	4.52	2.89	4.54
Internationalization	10%	4.34	2.69	2.03	3.00	5.00	4.01	4.01	4.67	4.67	4.67
Industry business process support	5%	3.50	4.00	2.00	2.50	3.00	3.25	3.50	4.00	4.25	5.00
Architecture and platform	15%	3.86	3.89	2.95	2.93	4.14	3.38	4.48	3.85	4.16	4.78
Usability	15%	4.13	3.57	2.87	4.20	4.93	3.97	4.54	3.60	4.37	4.33
Cost	10%	4.50	2.95	3.40	3.80	4.35	3.15	4.60	2.40	2.40	2.00
STRATEGY	50%	3.89	2.88	3.06	3.51	4.32	3.28	4.32	3.01	2.86	3.74
Time-to-value	30%	5.00	2.00	5.00	5.00	5.00	4.00	5.00	2.00	2.00	2.00
Product strategy	30%	3.50	3.25	2.00	3.50	4.25	3.00	4.25	3.50	3.00	4.25
Corporate strategy	40%	3.35	3.25	2.40	2.40	3.85	2.95	3.85	3.40	3.40	4.65
MARKET PRESENCE	0%	2.70	1.30	1.90	1.30	4.05	1.60	2.80	3.20	3.00	4.70
Customer base	60%	2.00	1.50	1.00	1.00	3.50	1.00	1.50	2.50	2.50	5.00
Employees	20%	3.00	1.50	3.00	2.00	4.75	3.00	5.00	5.00	5.00	5.00
Financial performance	20%	4.50	0.50	3.50	1.50	5.00	2.00	4.50	3.50	2.50	3.50

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

Source: Forrester Research, Inc.

Figure 3 Forrester Wave™: CRM Suites Customer Service Solutions, Q3 '10 (Cont.)

	Forrester's Weighting	Pegasystems	RightNow Technologies	Sage SalesLogix	SageCRM	salesforce.com	SAP Business All-In-One	SAP CRM	SugarCRM	Sword Ciboodle
CURRENT OFFERING	50%	3.63	3.86	2.68	2.94	3.96	3.92	3.87	2.81	3.54
Customer service	35%	4.16	4.47	2.11	2.22	3.91	3.44	3.44	1.74	3.86
Field service	10%	0.15	0.27	0.72	1.85	2.72	4.01	4.07	0.67	1.76
Internationalization	10%	4.67	4.67	3.35	3.34	4.01	4.34	5.00	4.34	3.35
Industry business process support	5%	3.00	4.50	2.25	2.00	3.75	4.25	4.25	1.50	3.75
Architecture and platform	15%	4.77	4.18	3.07	3.37	4.17	4.62	4.60	3.65	4.56
Usability	15%	3.66	3.94	3.75	4.33	4.87	4.23	4.37	3.90	3.73
Cost	10%	2.75	3.55	4.00	3.90	3.80	3.40	2.00	4.90	2.45
STRATEGY	50%	3.42	4.34	3.75	3.38	4.54	4.30	3.95	3.51	2.75
Time-to-value	30%	3.00	5.00	5.00	3.00	5.00	5.00	2.00	5.00	3.00
Product strategy	30%	3.00	4.25	3.50	4.25	5.00	4.25	4.50	3.50	2.50
Corporate strategy	40%	4.05	3.90	3.00	3.00	3.85	3.80	5.00	2.40	2.75
MARKET PRESENCE	0%	2.40	2.10	2.35	2.25	3.60	2.30	3.80	1.65	1.30
Customer base	60%	1.50	1.50	1.50	1.50	3.50	1.00	3.50	1.50	1.00
Employees	20%	3.00	3.00	3.25	3.25	3.50	5.00	5.00	1.25	1.50
Financial performance	20%	4.50	3.00	4.00	3.50	4.00	3.50	3.50	2.50	2.00

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

Source: Forrester Research, Inc.

VENDOR PROFILES

Leaders: A Variety Of Solutions To Fit Different Needs

- CDC Software delivers a user-friendly, flexible, and cost-effective solution.** CDC's Pivotal CRM leverages Microsoft technology to offer a solution that is highly flexible and adaptable to complex use cases. Pivotal leverages industry best practices as a starting point, has the flexibility to tailor those best practices, and enables quick response to changes in the business environment. It provides sound support for phone agents, knowledge base, and openness. CDC Pivotal's other strengths include low license costs, strong customer data management, and internationalization capabilities. The product offers native support for rich Internet application frameworks such as Ajax and Microsoft Silverlight to provide a better UI than can traditionally be accomplished through Internet applications and make them more similar to desktop applications. CDC Pivotal has very strong reliability, availability, offline support, and time-to-value. It provides strong support for: business process and workflow; integration; development and customization; scalability; security; Web 2.0 tools; Web 2.0-enabling technologies; UI; and help.

However, CDC Pivotal provides only weak support for other customer service capabilities such as call center infrastructure, self-service tools, self-service to live-service transition, and customer forums. It also provides very weak support for core field service capabilities, scheduling, spare parts management, and depot repair. CDC Pivotal best suits organizations that need a well-priced customer service solution that can be highly tailored to an organization's unique best practices and that need a tailored user experience that promotes high adoption of the solution.

- **Microsoft gets high marks for flexible customer service solutions.** Microsoft Dynamics CRM shines by offering customer service flexibility for large and mid-sized organizations. It supports flexible options in deployment (on-premises, on-demand, and partner-hosted deployments); how to pay (license, subscribe, finance); and how to use (Outlook client, browser, SharePoint site, other interfaces). Microsoft Dynamics CRM provides strong support for: phone agents; call center infrastructure; agent collaboration tools; knowledge base; customer data management; analytics; email response management; architecture and platform; business process and workflow tools; integration; security; and Web 2.0 tools. It provides very strong support for: internationalization; deployment options; development and customization capabilities; scalability; reliability and availability; usability; UI; help; support for mobile devices; and offline support; Web 2.0-enabling technologies; and customization.

However, Microsoft Dynamics CRM provides weak support for: self-service tools; self-service to live-service transition; customer forums; core field service capabilities; spare parts management; and depot repair. It does not provide industry-specific solution sets. Microsoft Dynamics CRM is best suited for organizations that are looking to buy a relatively full-featured customer service solution and that have made a commitment to a Microsoft infrastructure to lower their TCO in buying and managing business technologies.

- **Oracle CRM On Demand offers sound customer service functionality.** Oracle CRM On Demand, in combination with its sister product, Oracle Siebel CRM, lets customers choose among enterprise-grade SaaS, hosted, packaged, and SOA-based component applications. It offers a solution with quick time-to-value, strong usability, and low upfront costs. Oracle CRM On Demand offers strong support for: phone agents; call center infrastructure; email response management; internationalization; business process and workflow tools; and integration capabilities. It also provides sound workflow capabilities and support for mobile devices. The Oracle CRM On Demand solution, overall, is characterized by very strong social Web capabilities, strong architecture and platform, strong development and customization capabilities, openness, and scalability.

However, Oracle CRM On Demand provides weak support for: knowledge base; self-service tools; self-service to live-service transition; core field service capabilities; mobile capabilities for field service; and industry-specific processes. It offers very weak support for: customer forums;

scheduling capabilities; spare parts management; and depot repair. Oracle CRM On Demand is attractive to midsized organizations, and it is finding increasing acceptance in units of large companies. It best suits businesses that want a SaaS deployment method and have a medium or large number of agents. It is particularly suitable for companies that are committed to the Oracle platform and Oracle technologies due to its pre-built integrations with other Oracle solutions.

- **Oracle Siebel CRM delivers deep and broad customer service functionality.** Oracle Siebel CRM 8.1 maintains its lead for across-the-board deep CRM functionality. Oracle has promoted the Siebel product and brand as its most full-featured CRM solution, with a breadth and depth of functionality for many industry verticals. With respect to customer service, Oracle Siebel CRM offers very strong support for: phone agents; call center infrastructure; customer service analytics; social Web capabilities; field service capabilities; mobile capabilities for field service; internationalization; architecture and platform; business process and workflow tools; deployment options; integration capabilities; openness; scalability; reliability and availability; security; Web 2.0-enabling technologies; help; and offline support. Additionally, it delivers strong support for: knowledge base; self-service tools; self-service to live-service transition; email response management; scheduling capabilities; spare parts management; depot repair; selected industry-specific processes; development and customization; Web 2.0 tools and capabilities; UI; and mobile devices.

Oracle Siebel CRM is a good fit for B2C call centers that have high volumes and need high availability, scalability, and reliability. However, Oracle Siebel CRM provides very weak support for customer forums and is viewed by the market as expensive and requiring lengthy deployment times. Oracle Siebel CRM best suits customer services buyers who value advanced functionality tailored for specific industries, customer insights gleaned through strong analytics and customer data management, and the ability to support global organizations.

- **Pegasystems provides a robust business process platform for customer service.** Pegasystems Customer Process Manager offers strong BPM capabilities and is building out a pre-templated set of solutions to support customer-facing process — with a focus on customer service. In the past, Pegasystems has been viewed by most buyers as a pure-play leader in the human-centric business process management suites (BPMS) market. More recently, however, the company has adopted a mission to help customer service organizations radically enhance and transform the service experience they deliver across all customer touchpoints while reducing the cost of service. The Pegasystems Customer Process Manager's greatest strengths are its comprehensive architecture and its BPM platform, which orchestrate highly dynamic business procedures. It offers very strong support for: phone agents; call center infrastructure; workflow; customer service analytics; internationalization; architecture and platform; business process and workflow tools; openness; scalability; reliability and availability; security; Web 2.0-enabling technologies; and UI. It offers strong support for: knowledge base; email response management; integration; Web 2.0 tools; and help.

However, Pegasystems Customer Process Manager provides very weak support for customer forums, field service capabilities, scheduling capabilities, spare parts management, depot repair, industry-specific processes, and offline support. And it offers weak support for self-service to live-service transitions, mobile capabilities for field service, and mobile devices. In a significant move in April 2010, Pegasystems acquired Chordiant Software. Pegasystems Customer Process Manager best suits buyers who want to strengthen their ability to support rules-based customer service processes.

- **RightNow stands out with social CRM capabilities for B2C enterprises.** RightNow CX provides a flexible, quick-to-implement CRM solution with a particular strength in helping its customers deliver exceptional customer experiences across the Web, social media, and contact centers. Because it is a SaaS solution, the product is much faster to deploy and easier to change than traditional on-premises offerings. The product's very strong social Web capabilities are also worth noting. RightNow CX provides very strong support for: call center infrastructure; knowledge base; self-service tools; email response management; customer service analytics capabilities; social Web capabilities; internationalization; development and customization; reliability and availability; openness; UI; and help. It provides strong support for: phone agents; agent collaboration tools; self-service to live-service transition; customer forums; workflow capabilities; architecture and platform; business process and workflow tools; integration capabilities; scalability; security; Web 2.0-enabling technologies; and usability.

However, RightNow CX provides only weak support for industry-specific processes and mobile devices, and very weak support for core field service capabilities, scheduling, mobile capabilities for field service, spare parts management, and depot repair. It has improved its analytics capabilities, but a key weakness is a lack of strong support customer data management. RightNow CX is best suited for B2C organizations in need of a customer-service-centric CRM suite solution with a rapid time-to-value.

- **salesforce.com beefs up its customer service capabilities.** Salesforce is growing quickly by making CRM solutions available through the SaaS deployment model. The application is built on top of a modern architecture, allowing for robust scalability, reliability and availability, and openness to connect to other applications via Web services. salesforce.com provides very strong support for: phone agents; social Web; customization; security; Web 2.0-enabling technologies; usability; and mobile devices. It offers strong capabilities for call center infrastructure; agent collaboration; knowledgebase; self-service to live-service transition; email response management; customer service analytics; internationalization; workflow; and offline support. And it provides sound support for self-service tools, customer forums, core field service capabilities, and mobile capabilities for field service.

However, salesforce.com provides limited deployment options, as it only deploys as a SaaS solution. And it provides weak support for selected field service capabilities such as scheduling capabilities, spare parts management, and depot repair. It lacks industry-specific vertical

solutions; the vendor relies on its partner ecosystem (AppExchange) to complement its shortcomings in the areas where the application is not robust. The Salesforce application best suits businesses that are looking for an easy to use, rapidly deployable customer service CRM application, and that are committed to the SaaS as deployment approach.

- **CRM functionality in SAP Business All-in-One promises quick deployment.** CRM functionality in SAP Business All-in-One is a new solution on the market. Its value proposition involves offering combined comprehensive, preconfigured business scenarios from SAP CRM and SAP ERP so that midsized companies can more effectively manage their customers, brands, and sales effectiveness together with core business operations in an easy-to-use solution. Common master data and built-in business analytics ensure a “single source of truth” and 360-degree visibility to key data. SAP offers the product with two deployment options: on-premises and hosted. The hosting option has two payment choices for licenses: perpetual and subscription. The product’s strengths include deep across-the-board CRM functionality from SAP CRM, including all customer service functionality, combined with attractive pricing and prepackaged “fast start” implementation packages for midsized organizations.

The key drawback? At present, SAP has few customers currently using CRM functionality in SAP Business All-in-One, so the success of this solution tailored to the needs of midsized organizations remains an open question. CRM functionality in SAP Business All-in-One best suits midmarket organizations that are committed to SAP and its ERP platform that need support for end-to-end industry processes.

- **SAP CRM improves usability and offers strong functionality for customer service.** SAP CRM 7.0 provides very strong support for: core field service capabilities; depot repair; internationalization; industry-specific processes; architecture and platform; deployment options; integration; openness; scalability; reliability and availability; security; Web 2.0 tools and capabilities; Web 2.0-enabling technologies; and UI. It offers strong support for: phone agents; call center infrastructure; agent collaboration tools; knowledge base; self-service tools; email response management; customer service analytics; field service; scheduling; mobile capabilities for field service; spare parts management; social Web capabilities; business process and workflow tools; development and customization; usability; help; and mobile devices.

However, SAP CRM provides very weak support for customer forums and self-service to live-service transitions. Prospective customers perceive it to be an expensive solution with lengthy implementation times. The vendor is addressing this issue through a new combined package of software and services (called “Rapid Deployment of SAP CRM”) that provides core sales, service, and marketing capabilities in six to eight weeks for a fixed price. SAP has also introduced solutions tailored and priced more appropriately to meet the needs of midmarket organizations (CRM functionality in SAP Business All-in-One). SAP CRM best suits global buyers committed to SAP and its ERP platform who need support for customer service within the context of end-to-end industry processes.

Strong Performers: Solutions That Have Unique Strengths Or Are Well-Priced

- **Chordiant Software evangelizes maximizing customer lifetime value.** Chordiant's Cx Suite offers a process-centric CRM platform with advanced decisioning tools for orchestration of real-time multichannel customer interactions. Chordiant has been an early evangelist for customer experience management, helping brands seeking to elevate and manage the ways in which they drive thousands of intelligent multichannel customer conversations that ultimately improve the customer lifetime value to an organization. Chordiant's decision management tools let companies analyze data from many customer touchpoints so that they can understand outcomes and apply rules to improve each interaction. With respect to customer service, it provides strong support for: phone agents; call center infrastructure; agent collaboration; self-service tools; architecture and platform; business process and workflow tools; integration capabilities; development and customization; reliability and availability; security; Web 2.0-enabling technologies; usability; UI; and help. It offers sound support for knowledge base, self-service to live-service transition, and email response management capabilities.

However, Chordiant's Cx Suite provides only very weak support for customer forums and industry-specific processes (outside of the telecom, insurance/healthcare, and financial services industries). It lacks strong support for field service and customer data management and provides weak support for internationalization, Web 2.0 tools and capabilities, and mobile devices. Chordiant does not offer a SaaS deployment option. Its Cx Suite is a good fit for very large B2C-centric organizations with complex customer interaction channels that are looking for the means to coordinate an intentional and consistent customer experience at every point of contact. The company was acquired by Pegasystems in April 2010.

- **Maximizer Software offers a sound CRM platform for midsized and small organizations.** Maximizer CRM offers a breadth (although not depth) of CRM capabilities across the board, at a lower price point than many of the other CRM vendors that primarily focus on the needs of large enterprises. Maximizer offers on-premises deployment, and its partners offer on-premises and hosting options. Partners typically bundle together other solutions and host the whole package for customers. With respect to customer service capabilities, Maximizer CRM provides strong email response management and customer service analytics. It provides sound phone agent support and strong support for call center infrastructure, workflow, social Web interactions, internationalization, architecture and platform, integration capabilities, and reliability and availability. It has a very strong UI, help capabilities, and quick time-to-value.

However, Maximizer CRM provides weak support for other customer service capabilities, such as: knowledge base; self-service tools; self-service to live-service transitions; mobile capabilities for field service; Social Web capabilities; business process and workflow tools; Web 2.0 tools and capabilities; and Web 2.0-enabling technologies. Maximizer CRM is appropriate for smaller firms and divisions of large organizations seeking an on-premises CRM suite application that includes core customer service functionality with a low price tag.

- **NetSuite offers an integrated SaaS platform and open architecture.** NetSuite's SaaS solution emphasizes front- and back-office integration, providing a focus on personalization and customization without constraints, and it delivers a 360-degree view of customer data. It provides very strong openness and help capabilities. It offers strong support for: phone agents; email response management; internationalization; architecture and platform; development and customization capabilities; scalability; reliability and availability; security; Web 2.0-enabling technologies; usability; UI; and fast time-to-value. It also offers sound call center infrastructure; knowledge base; customer service analytics; integration; Web 2.0 tools; and offline support.

However, NetSuite provides weak support for other customer service capabilities such as agent collaboration, self-service tools, self-service to live-service transition, workflow management, core field service, scheduling, mobile capabilities for field service, spare parts management, business process and workflow tools, and support for mobile devices. It lacks industry-specific solutions but, targets several vertical markets, including: wholesale/distribution, software, professional services, eCommerce, IT VARs, media/publishing, and more recently, manufacturers. NetSuite best suits organizations needing an all-in-one business application that spans the front- and back-office functions of CRM, ERP, eCommerce, and financials, delivered as a SaaS solution.

- **Oracle E-Business Suite CRM shines for field service and ERP integration.** The Oracle E-Business Suite CRM solution provides strong support for all major CRM functionalities. Oracle E-Business Suite customers are attracted to the benefits of E-Business Suite CRM's ease of integration into the rest of the Oracle E-Business Suite. From a customer service perspective, Oracle E-Business Suite CRM offers very strong support for: call center infrastructure; core field service capabilities; mobile capabilities for field service; depot repair; internationalization; scalability; reliability and availability; and security. It provides strong support for: agent collaboration tools; knowledge base; self-service tools; self-service to live-service transitions; email response management; workflow capabilities; customer service analytics; scheduling; spare parts management; architecture and platform; business process and workflow tools; integration capabilities; development and customization capabilities; usability; UI; help capabilities; and offline support. And it provides sound support for: phone agents; customer forums; selected industry-specific processes; openness; Web 2.0-enabling technologies; and mobile devices. It has the ability to scale for global deployments.

However, cost and lengthy implementation cycles can be drawbacks. The solution does not offer a SaaS deployment alternative. The Oracle EBS CRM customer service solutions best suits buyers who are committed to using Oracle for platform and applications in order to achieve economies from working with one vendor, who require deep functionality to support field service operations, and who need comprehensive multinational capabilities.

- **Oracle's PeopleSoft Enterprise CRM offers strong service capabilities and ERP integration.**

Oracle's PeopleSoft Enterprise CRM product line has a significant base of loyal customers who value the integration benefits and usability of PeopleSoft's HR and ERP suite. It features SOA for standards-based messaging to ease integration and lower costs. It offers very strong support for: call center infrastructure; internationalization; business process and workflow tools; openness; scalability; reliability and availability; security; UI; and help. It provides strong support for: phone agents; agent collaboration tools; knowledge base; self-service tools; self-service to live-service transitions; email response management; customer forums; customer service analytics; architecture and platform; integration; development and customization; usability; and offline support. And it offers sound support for: workflow; field service capabilities; scheduling; spare parts management; selected industry-specific processes; Web 2.0-enabling technologies; and mobile devices.

However, Oracle's PeopleSoft Enterprise CRM provides weak support for specialty field service requirements like depot repair. Its support for Web 2.0 tools is also weak. Customers see it as relatively expensive, with somewhat lengthy deployment cycles. The solution does not offer a SaaS deployment option. Oracle PeopleSoft CRM customer solutions are well suited for existing PeopleSoft customers who need a broad-based CRM platform to build upon, need strengths in customer service functionality, and seek economies through working with a single vendor's platform.

- **SageCRM offers integration with Sage back-office products.** SageCRM targets mid-sized and small organizations. The solution offers an intuitive admin UI, strong performance capabilities, and good product help functionality. In addition, the product integrates well with other Sage back-office software products like Peachtree and Sage ERP. SageCRM is available as an on-premises solution and as a SaaS solution at SageCRM.com. Some customers also elect to have their business partners host the product for them. With respect to customer service capabilities, it provides sound support for call center infrastructure and phone agents.

However, SageCRM provides weak support for customer forums and business process and workflow tools. And it provides very weak support for: knowledge base; self-service tools; self-service to live-service transition; field service capabilities; scheduling capabilities; mobile capabilities for field service; spare parts management; depot repair; and industry-specific processes. In addition, the product lacks robust customer service analytics capabilities. SageCRM remains a good fit for midmarket organizations that already use other Sage back-office products and have limited technology budgets yet require a solution that offers multiple deployment options and lightweight customer service functionality.

- **Sage SalesLogix has a proven CRM solution with basic customer service functionality.** Sage SalesLogix is considered Sage's premium CRM product offering targeted to midmarket organizations with 1,000 users or fewer. The product provides users with a consistent experience whether they are connected, disconnected, or mobile, with multiple deployment options including

on-premises, cloud, hosted, and mobile CRM interfaces. It boasts a relatively large customer base, meaning that it's mature and tested. Its key strengths include sales force automation capabilities, usability, and the ability to support international organizations. In addition, the software and ongoing fees are relatively low, making it attractive from a financial standpoint.

However, Sage SalesLogix provides relatively weak support for most customer service functionalities, such as phone agents, call center infrastructure, agent collaboration tools, self-service tools, and knowledge base. It does not support field service requirements. The product best suits businesses that value solution usability, have several hundred users primarily needing rich sales force automation functionality, and that want a choice of deployment options at a reasonable price point.

- **SugarCRM brings open source development to CRM.** SugarCRM's open source CRM solution gives buyers the ability to leverage free code to manage basic sales, service, and marketing activities. SugarCRM's Professional CRM and Enterprise CRM editions are available for a fee. The open source model allows organizations to take a basic CRM platform application and build on it using their own IT resources or add-on modules that are available through SugarCRM's partner and developer communities. The application is offered in SaaS and on-premises deployments. SugarCRM provides very strong support for: development and customization; scalability; security; Web 2.0-enabling technologies; and UI characteristics. It can be relatively quick to deploy. It offers strong support for: internationalization; architecture and platform; deployment options; integration; openness; Web 2.0 tools and capabilities; and reliability and availability. With respect to customer service functionalities, it offers sound email response management, workflow, customer service analytics, and usability.

However, SugarCRM provides weak support for most other customer service capabilities such as: phone agents; call center infrastructure; agent collaboration; knowledge base; self-service tools; self-service to live-service transition; customer forums; field service capabilities; and business process and workflow tools. Sugar Professional best suits organizations seeking a low-cost choice with deep customization flexibility in a packaged CRM application.

- **Sword Ciboodle offers strong orchestration of customer service interactions through BPM.** Sword Ciboodle, formerly Graham Technology, has pushed into the CRM market with a focus on the intersection of business process modeling, customer service, and customer interaction management. Its ambition? To innovate in the converging market of multichannel customer sales and service and eService. The solution provides very strong support for: call center infrastructure; agent collaboration; workflow and business process management; architecture and platform; business process and workflow tools; development and customization; openness; scalability; security; Web 2.0 tools; and Web 2.0-enabling technologies. It offers strong support for: phone agents; self-service to live-service transitions; email response management; and customer service analytics. It offers sound support for knowledge base and internationalization capabilities.

However, Sword Ciboodle provides very weak support for customer forums, most core field service capabilities, scheduling capabilities, and spare parts management. It also offers weak support for self-service tools and offline capabilities. The solution does not offer a SaaS deployment option or industry vertical solutions — although the vendor targets the insurance industry. Sword Ciboodle is a good fit for buyers who are looking for a vendor that can bring business process acumen to solve customer service-centric CRM challenges.

Contender: Meets Basic Requirements

- **FrontRange supports the core customer service needs of smaller organizations.** FrontRange Goldmine Enterprise Edition's (GMEE) chief strengths are its relatively low cost and sound architecture and platform. It supports the newer Web 2.0-enabling technologies and runs in both hosted on-premises and traditional on-premises deployment modes. It has strong reliability and availability, security, and offline support. With respect to customer service, it provides sound support for: phone agents; call center infrastructure; agent collaboration tools; workflow; development and customization; openness; scalability; usability; and UI.

However, FrontRange GMEE provides weak support for email response management, internationalization, business process and workflow tools, and integration. It provides very weak support for: mobile devices; built-in analytics; knowledge base; self-service tools; self-service to live-service transition; and customer forums. It does not support business capabilities for field service. FrontRange GMEE best suits midmarket organizations that seek a well-proven CRM solution at a low cost, with basic customer service functionality.

SUPPLEMENTAL MATERIAL

Online Resource

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

Data Sources Used In This Forrester Wave

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

- **Vendor surveys.** Forrester surveyed vendors on their capabilities as they relate to the evaluation criteria. Once we analyzed the completed vendor surveys, we conducted vendor calls where necessary to gather details of vendor qualifications.
- **Vendor strategy briefings.** Forrester conducted briefings with each vendor to learn about the vendor's strategy for participating in the market, its espoused key differentiators, and its product development road map for the future. During some briefings, Forrester also received demonstrations of the vendor's product functionality to validate details of product capabilities.

- **Customer reference survey.** To validate product and vendor qualifications, Forrester also conducted a survey of three to eight of each vendor's current customers. The total number of customers surveyed was 99.

The Forrester Wave Methodology

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

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

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

ENDNOTES

- ¹ Forrester's Customer Experience Index identifies customer experience leaders and laggards. We used this information to look at how customer experience correlates to loyalty. Across all industries, there's a high correlation between customer experience and customers' willingness to buy another product and their likelihood to recommend a company. See the March 26, 2010, "[Customer Experience Leaders Garner More Loyalty](#)" report.
- ² Navigating the multifaceted customer relationship management (CRM) technology landscape is challenging. To help CRM professionals make smart decisions, Forrester surveyed 286 companies to understand the adoption patterns for 19 types of customer management technologies. Adoption patterns vary depending on whether a company primarily serves consumers or other businesses — and whether it aggressively invests in technology or is an IT follower. To win in today's difficult economic climate, you must choose the best opportunities for quick wins, spend wisely on the right CRM solutions, and implement them correctly. See the August 12, 2009, "[Craft Your CRM Investment Plans In Light Of Technology Adoption Patterns](#)" report.

- ³ Source: Enterprise And SMB Software Survey, North America And Europe, Q4 2009.
- ⁴ Business and IT professionals who support customer-facing business processes must take into account 11 key trends: 1) companies return to investing in their most important asset — customers; 2) CRM evolves to become the extended CRM application ecosystem; 3) SaaS CRM solutions become the default choice; 4) social CRM hype reaches a crescendo, but projects remain in pilot mode; 5) customer service embraces real-time methods; 6) next-generation customer intelligence solutions emerge; 7) the struggle to integrate customer data continues; 8) mobile CRM becomes a must-have capability; 9) price/value trumps functionality in purchase decisions; 10) scrutiny of business cases remains intense; 11) best practices continue to separate the winners from losers. See the February 9, 2010, “[Trends 2010: Customer Relationship Management](#)” report.
- ⁵ Contact center customer support needs to evolve to better serve customers who no longer rely on one venue for receiving information but instead engage multiple sources. In addition to checking a company’s Web site and its brochures, many customers research information on products and services from social networking sources, such as blogs, and online user ratings. With customers now requiring more real-time support, it’s essential to keep pace with their expectations and to respond to them in new ways. See the November 11, 2009, “[Next-Generation Contact Centers](#)” report.
- ⁶ The holy grail for CRM professionals has long been to achieve a 360-degree view of customers. As a consequence, 62% of those surveyed report that they have implemented and/or are expanding a CBI solution. See the August 12, 2009, “[Craft Your CRM Investment Plans In Light Of Technology Adoption Patterns](#)” report.
- ⁷ Source: Enterprise And SMB Software Survey, North America And Europe, Q4 2008.
- ⁸ For quite some time, Pegasystems (Pega) has pursued customer experience and customer service business through its strong rules-based business process management (BPM) offering and customer process management framework application. Now Pega has thrown down the gauntlet to other CRM vendors by acquiring Chordiant, a CRM vendor that could provide key pieces that Pega lacks. Pega isn’t abandoning the mainstream BPM market in favor of CRM — it’s just strengthening its hand by more forcefully connecting business process and the delivery of great customer experiences. The most important takeaway? Packaged suites are slowly giving ground to BPM-enabled processes. See the April 7, 2010, “[Pegasystems Acquires Building Blocks For Next-Generation CRM](#)” report.
- ⁹ Forrester has defined six overlapping classifications of online social behaviors, from the Creators (those who create content) to the Spectators (those who consume it). While adoption has spread rapidly — Spectators have grown from 48% of online consumers to 70% now — the types of social activities people are doing remain remarkably consistent. See the January 15, 2010, “[Introducing The New Social Technographics](#)” report.
- ¹⁰ Forrester evaluated leading CRM suite solutions, including their customer service offerings. See the June 16, 2010, “[The Forrester Wave™: CRM Suites For Large Organizations, Q2 2010](#)” and see the June 16, 2010, “[The Forrester Wave™: CRM Suites For Midsized Organizations, Q2 2010](#)” reports.

¹¹ In 2008, Forrester evaluated the leading customer service solution vendors across an average of approximately 180 criteria and found that the vendors still need to be grouped into three groups: interaction-, process-, and record-centric. Forrester found the Leaders in the customer-interaction-centric products to be eGain Communications, KANA Software, RightNow Technologies, Talisma, LivePerson, and KNOVA; the Leader in business-process-centric products is Sword Ciboodle; and the Leaders in the customer-record-centric products are Microsoft, salesforce.com, Oracle Siebel, SAP, Oracle CRM On Demand, and Entellium. Among interaction-centric products, Genesys Telecommunications Labs, InQuira, and Numara Software are Strong Performers. Pegasystems, Chordiant Software, and Consona CRM are Strong Performers within the process-centric category. And within the record-centric category, NetSuite, Oracle PeopleSoft CRM, Maximizer Software, Oracle E-Business Suite CRM, SageCRM, SugarCRM, Infor, and Sage SalesLogix are all Strong Performers. A careful review of a company's customer experience requirements must be weighed against the capabilities and individual strengths of each of the vendor's solution. To provide great customer experiences, the deployment and integration of more than one vendor's solution may be necessary. See the October 21, 2008, "[The Forrester Wave™: Customer Service Software Solutions, Q4 2008](#)" report.

FORRESTER®

Making Leaders Successful Every Day

Headquarters

Forrester Research, Inc.
400 Technology Square
Cambridge, MA 02139 USA
Tel: +1 617.613.6000
Fax: +1 617.613.5000
Email: forrester@forrester.com
Nasdaq symbol: FORR
www.forrester.com

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