The CEM Imperative: Customer Experience in the Age of the Empowered Consumer

By Tim Walters, Ph.D.

Highlights

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Executive Summary

The forces of digital disruption have empowered consumers and created growing demand for rich, engaging, and consistent experiences across multiple channels and touchpoints. Customer experience management (CEM) designates an evolving set of practices, technologies, partnerships, and business values that, taken together, enable organizations to orchestrate, offer, and optimize consistently superior customer experiences. Mastering CEM is an imperative because the quality of the experiences you offer and support will increasingly determine the fate of your company.

As a business discipline, CEM requires a deep, company-wide commitment to understanding and serving the needs and expectations of customers. It is certainly not a software solution that can be purchased, plugged in, and turned on. Nevertheless, because most interactions are either conducted in digital channels or at least draw upon digital assets, resources, and data, companies deploy a broad, growing, and rapidly shifting ecosystem of technologies to support CEM.

CEM is hard, complicated, and new.[1] Very few organizations have all of the in-house resources necessary to deploy the technologies, formulate the strategies, and optimize the outcomes. Most companies should – and will – turn to external service providers (digital agencies, system integrators, consultants, etc.) for assistance, at least in the initial phases.

The CEM Imperative

The forces of digital disruption are radically altering how we all access and consume information, communicate and socialize, and shop and purchase. Ubiquitous connected devices, social networks, cloud services – these and other innovations have already essentially inverted the relationship between sellers and buyers, between brands and customers.

Consumers are empowered by information and shared opinions, and they are emboldened by choice. They have developed an appetite for rich and rewarding interactions, and they rarely hesitate to seek alternatives when disappointed. Increasingly, companies will succeed and fail according to the quality of the digital experiences that they offer.

Consumers have acquired voice and choice

Information is power, and consumers have seized the advantage granted to them by digital disruption in ways that many companies may not yet fully appreciate. Above all, they have become incredibly demanding and fickle. According to a recent Harris Interactive survey, only 1% of US consumers feel that their expectations for good customer service are always met (see Figure 1).[2] And when companies fail to live up to expectations, consumers don't hesitate to take action: 89% report that they have switched their business to a competitor after a poor experience.[3] Indeed, consumers are so hungry for positive experiences that 86% say that they will pay extra to ensure them – and up to 25% more.[4] In other words, the social and mobile web has made consumers so demanding and exacting that in some cases *they will pay you* to improve the quality of the experiences you provide.

The shocking cost of getting customer experience wrong

CEM is not a "nice to have" that can wait until the economy improves, budgets increase, or a new factory is funded. It must be a top priority today – and we can in fact quantify that priority. In a recent worldwide survey, more than 1,300 senior business executives estimated that failing to provide "positive, consistent, and brand-relevant" customer experiences could ultimately cost them 20% of total revenue.[5] That's a depressing $50 million for a company with $250 million in revenue – and it's very likely an *underestimation,*

The Unyielding Demands of Empowered Consumers

1%
Say their expectations for customer experience are always met

89%
Say they have switched business to a competitor due to poor customer experience

86%
Say they will pay extra for great customer experience

Source: Harris Interactive survey of U.S. consumers, 2011. Sponsored by RightNow.

since the same executives estimated that 49% of their customers would abandon them due to poor experiences, whereas consumers say the true number is almost twice that much.[6]

A working definition of CEM

At Digital Clarity Group, we believe that the definition of customer experience management necessarily begins with the notion of customer experience, as follows:

Customer experience (CX) is the totality of a customer's interactions with a company or brand. Note that in this definition, customer refers as well to prospects – those who have not yet conducted a transaction with the company – and that the totality of interactions includes all channels and touch points over the entire life of the relationship.

As a business discipline, customer experience management refers to the strategies, processes, skills, technologies, and commitments that aim to ensure positive and competitively outstanding customer experiences.

With specific reference to technology, CEM names the array of software tools that organizations use to create, store, deploy, analyze, and optimize the aggregations of digital content that make up or contribute to the user experiences on both digital and nondigital channels.

Several important insights follow from this definition:

- **CEM is not just sales enablement.** Increasing the percentage of interactions that convert into sales can be a highly desirable outcome of CEM for many companies. CEM, however, extends far beyond demand generation and "contact to conversion" to include brand awareness, social presence, customer support, advertising, packaging, and *the totality of a customer's interactions* with a company. For the same reason, CEM should not be reduced (as it frequently is by some vendors) to call center optimization, CRM, or any marketing- or sales-centric systems.

- **CEM extends beyond digital.** A consumer's perception of a company or brand is obviously influenced by many nondigital interactions, whether they be face-to-face exchanges, call center conflict resolution, the color of the envelope in which the bill is delivered, or the public utterances of the CEO. This means that delivering great customer experiences requires a company-wide cultural commitment to customer-centricity. Moreover, "analog" interactions are increasingly replaced by, supplemented with, or informed by digital assets and information. At some Home Depot stores, for example, shoppers can scan QR codes to instantly view product details, instructional videos, and user reviews on their mobile device.[7] Because so many interactions are either conducted in digital channels or at least draw upon digital resources, companies increasingly turn to a broad ecosystem of technologies to support many aspects of CEM.

- **There is no single CEM software category.** Despite the suggestions of some vendors, CEM is not the name of a software solution that can be purchased, plugged in, and turned on. The ecosystem of applications that can be deployed for CEM is diverse, growing, and rapidly shifting. The appropriate combination software is also dependent upon the particular needs, contexts, skills, and goals of a given organization. A few vendors now offer suites that combine many of the key functionalities for CEM, including WCM, analytics, personalization, marketing campaign management, and mobile enablement.[8] As CEM efforts expand beyond browser and mobile interactions, broader enterprise systems such as CRM, ERP, internal collaboration, and information governance will integrate with such marketing-centric tools to support the complete customer journey.

- **A CEM solution requires far more than software.** Understanding your requirements and selecting the appropriate technologies is only the beginning. The software becomes a "solution" only when it has been *implemented, integrated* with other systems, and *incorporated* into ongoing business processes. Organizations increasingly turn to outside service providers, such as digital agencies, systems integrators, and consultants, to assist with the breadth of CEM planning and execution, which can include very early-stage user research and design activities, and extend into constantly optimized engagement scenarios.

Dispelling the fear of CEM hype

Customer experience management remains a controversial topic. Although the concept of the customer experience can be clearly defined, as above, the psychology of experiences and of an individual's perception of given interactions is still under investigation.[9] At the practical level, some observers question whether customer experiences can be "managed."[10] In addition, since the appeals to embrace CEM come frequently (but not exclusively) from vendors – representing a confusingly diverse spectrum of software applications – some observers are justifiably suspicious that the jargon of customer experience is merely hype designed to sell more software and services.[11]

The accusation that CEM – or any other technology or service – is "just hype" is easy to deal with. First, dig into history a bit and you'll notice how hilariously wrong such dismissals have been in the past: From mainframe computers and PCs to smartphones, from e-commerce

"The demand for cohesive, omnichannel digital experiences arises from customers, not from vendor hype."

to e-books, from social networks to 140-character microblogging – breakthrough innovations are inevitably accompanied by Cassandras who deny their value and denounce their proponents.

Moreover, the fact is that vendor marketing (at least for relatively complex technologies and services) *always* has an element of hype. The vendors state what the product can do. It's up to the buyers to determine what it will be able to do for them, given their existing environment, skill levels, and other constraints. (And that, after all, is the point of a well-run vendor evaluation and selection process.[12])

While it is necessary to question vendors' marketing claims, and while it is of course true that no software platform can address and "solve" CEM, ignoring the challenges of CEM puts companies in extreme peril. *The demand for cohesive, omnichannel digital experiences arises from customers, not from vendor hype.* If your business does not feel the pressure of that demand, no marketing rhetoric should compel you to take action – although you might want to confirm that you still have customers.

Customer experience? We tried that

The other, better reason to be suspicious of CEM is that customer experience has existed as a discipline and corporate program for decades.[13] During most of that time, the experiences of customers were generally unremarkable and often dreadful. Information and insights were controlled by monopolies and doled out on their terms. For example, you could read about a beach resort in its brochure. You could ask a travel agent – who was probably getting commissions from the hotel – for more information. You could read a few sentences about the resort in a travel guide. And what if the reality didn't match the marketing? You could lick a stamp and mail a letter to the complaint center, where your side of the story would die in a pile with its equally impotent peers.

If that's what CX produced in all those years of trying, who needs CEM? Or, rather, if companies have already done it – and done it poorly – how can CEM be an imperative today?

How digital disruption called forth CEM

The answer is (once again) the forces of digital disruption. Social, mobile, video, cloud – these are the established Four Horsemen of the digital apocalypse, but there are many others.[14] The Internet itself is the critical foundation of digitalization, of course. But as long as the web remained a brochure-like, one-way communications medium, it did little to change the relationship between brands and buyers.

"In the past, disgruntled consumers could lick a stamp and mail a letter to the complaint department, where it would die in a pile with its equally impotent peers."

With the social revolution of Web 2.0, consumers became publishers – your opinions reached not tens but tens of millions, and the ineffectual complaint letter became a viral video. The power dynamics shifted so completely and quickly that you can still bring a smile to the faces of consumers and cold sweat to the brow of brand owners just by whispering the curious phrase, "United breaks guitars."[15]

The social web forced businesses to end the drip-feed monologue and begin a conversation with consumers – and then handed control of the conversation to the crowd. It eroded "customer loyalty" by exposing it, in many cases, as enslavement enforced by the ignorance of alternatives. It created a very tall soapbox for anyone who wished to condemn (or compliment) a product or service, and it enabled a boundless, constantly updated trove of information where previously there were corporate ministries of propaganda. It granted voice and choice to the disenfranchised.

Mobility creates ubiquitous content consumption

The social disruption transformed the web from a solitary activity into a force of solidarity, and it fundamentally changed the use and meaning of the web as a medium. However, it is the rapid adoption of smart mobile devices that has provided the explosive force behind the CEM imperative.

The unexpected popularity of smartphones and tablet computers has established new empires and destroyed others. But this "mobile shift" does not mean that we abandon "fixed" PCs for handheld devices. Rather, it means that we escape from the chains that made access to computing and connectivity an occasional and temporary activity dictated by the location of a machine. The mobile shift designates the transition from scarce and restricted access to computing services to *ubiquitous access*. It is not about a type of computer, but a mode of consumption. Not a different kind of thing, but a different mode of being (see Figure 2).[16]

Figure 2

The Evolutionary Leap to Ubiquitous Access

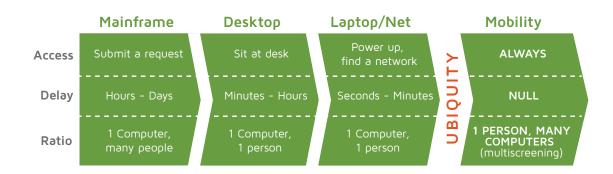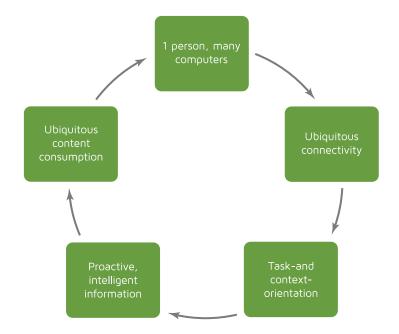|	Mainframe	Desktop	Laptop/Net		Mobility
Access	Submit a request	Sit at desk	Power up, find a network	UBIQUITY	ALWAYS
Delay	Hours – Days	Minutes – Hours	Seconds – Minutes		NULL
Ratio	1 Computer, many people	1 Computer, 1 person	1 Computer, 1 person		1 PERSON, MANY COMPUTERS (multiscreening)

Figure 3

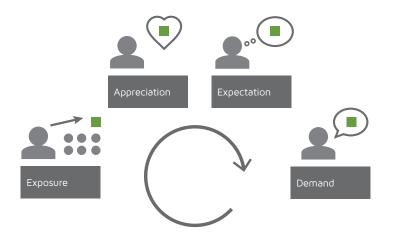## The Cycle of Connectivity and Content Consumption

The mobile shift creates a cycle of accessibility, connectivity, and content consumption (see Figure 3). In this cycle, the ownership of multiple connected devices ensures that the Internet and computing services are always at hand – literally. This *ubiquitous connectivity* encourages consumers – as well as businesses and employees – to use the Internet for real-time, *task-oriented activities*. Cloud resources, predictive analytics, and embedded sensors can make information *more intelligent and relevant*.

The product of this ever-accelerating cycle is *ubiquitous content consumption*. This means, first, that digital content, information, and experiences are available (in principle) anytime and anywhere. Consumers quickly take advantage of this access; witness the rapid and unforeseen rise in practices

such as multiscreening during television broadcasts, "showrooming" in retail stores, and real-time journalism on Twitter. Ubiquity means that digital content and data increasingly informs and mediate virtually every aspect of existence. (Google Glass and similar wearable devices represent the obvious next stage in this development, but it is in fact an evolution that extends back to at least the advent of the mainframe computer, and it is arguably present in every process of technological optimization.)

A new understanding of "consumers" and the advent of CEM

Ubiquity calls for a new understanding and definition of the term *consumers*. Rather than remain as actual or potential *buyers of goods and services*, consumers

Figure 4

The Consumer's Insatiable Appetite for Exceptional Experiences

become insatiable, voracious, and uninhibited *consumers of exceptional experiences*. The purity of their appetite means that exposure to a marginally more engaging or desirable experience quickly morphs into an expectation – and then a demand – for similar or superior experiences (see Figure 4).

A great customer experience is not something you can choose to provide or withhold. It is something consumers crave, need, and can always find. It is not something you can put off until the economy improves or the budget grows because consumers don't care about your budget, and a sour economy only makes them more desperate for desirable digital distractions. Consumers already have great digital experiences and respond to them positively. The only question is whether you are going to be one of their providers of choice. CEM is an imperative because you're either competing with superior customer experiences — or you're not even part of the game.

"Consumers already have great digital experiences and respond to them positively. CEM is an imperative because you're either competing with superior customer experiences — or you're not even part of the game."

The Myth of Software Solutions

Creating, nurturing, and sustaining relationships with customers and other constituents via digital channels and devices grows harder and more complex every day. As the number of touch points proliferates, the expectations of consumers escalate, and the battle for a sliver of their attention intensifies.

Whether web-centric or omnichannel, creating and managing digital experiences therefore involves an increasingly large ecosystem of software categories and specific applications, including web content management, recommendation engines, social media sentiment analysis tools, advanced analytics, digital asset management, and much more (see Figure 5). Marketers and other teams responsible for digital experiences have had to assume a larger role in the evaluation and selection of such software solutions.[17]
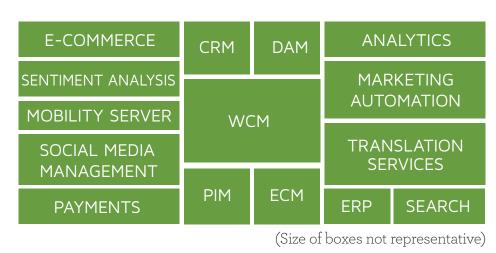
Vendors offer these software solutions. Analysts evaluate them. Consultants will help you pick the software solution that addresses your needs. But there is one problem: At least in the context of customer experience management, *software is not a solution.*

No matter how thoroughly you identify your core business requirements and how accurately you select a product that will support and enable them, software cannot even begin to contribute to the solution without three service-centric activities.

The indispensable "three I's"

Software contributes to a genuine CEM solution only when it has been implemented, integrated, and incorporated into well-conceived processes that support customer experience goals:

* **Implementation.** It is a truism that software is not a solution but a tool, and that its impact depends on how it is put to use. But in fact, software isn't even a tool until it is installed and implemented into its operating environment.

* **Integration.** First-generation content systems were often implemented and used as standalone applications, which reflected the fact that organizations often treated websites as

Figure 5

Selected Elements of the CEM Software Ecosystem

E-COMMERCE	CRM	DAM	ANALYTICS
SENTIMENT ANALYSIS		MARKETING AUTOMATION
MOBILITY SERVER	WCM	
SOCIAL MEDIA MANAGEMENT		TRANSLATION SERVICES
PAYMENTS	PIM	ECM	ERP	SEARCH

(Size of boxes not representative)

incidental to the core business. Today, WCM, analytics, campaign tools, and other CEM applications must be extensively integrated with each other, as well as with infrastructure and enterprise applications (so-called systems of record) that may be located in the cloud and on-premises.

- **Incorporation into ongoing and optimized processes.** The "go live" date of a CEM initiative is not the end, nor the beginning of the end, nor (with apologies to Churchill) even the end of the beginning. The pace of change and the power of consumers render a CEM initiative so dynamic that it approaches volatility. It must be constantly monitored, carefully analyzed, and incessantly optimized.

As the number and variety of software applications supporting a business process increases, so does the role of the "three I's" – and not just proportionally, but at a multiple that reflects the growing complexity of the overall solution.

In other words, the more software you need, the less important it becomes to your overall success.

The role of the software (and of the vendor selection process) is diminished in comparison with the role of implementation, integration, and incorporation of the software into a complete solution.

"The more software you need, the less important it is to your overall success."

The Growing Role of Service Providers

In the web-centric era, every aspect of the three I's was relatively simpler. Implementation entailed installing and configuring the web content management system. Integrations were limited in number and did not change frequently. And the launch date of a new or revised website was often considered the end of a project. To be sure, the properties might be revised as a result of insights from web analytics, but with the exception of some e-commerce sites, the incorporation of the site into dynamic and complex business operations was minimal.

In the era of customer experience management, the ability to design, deliver, and (crucially) continue to operate, nurture, and optimize a comprehensive solution for customer engagement is orders of magnitude more complex. CEM is not merely a somewhat harder version of WCM. Every aspect of an initiative, from user research and initial design to system integrations and optimization, must be richer, faster, and more sophisticated. Interactions must be planned for multiple, segmented customer journeys, not just "site visitors." Analytics are now so rich – and the available data so big – that they can and

should drive virtual real-time responses. Previously siloed channels, such as direct mail, broadcast advertising, the web, and face-to-face encounters – even if they are "islands of excellence" – must now transform into cohesive, coherent, and consistent experiences. And all of the technologies, processes, and workflows that enable CEM must be designed and built in such a way that they are flexible and adaptable in the face of rapidly changing conditions.

In the web-centric era, projects were regularly completed by a combination of internal IT resources and the software vendor's professional services team (or its designated partner). With very rare exceptions, this is no longer sufficient. CEM is so new, hard, and complex that nearly all organizations must draw on third-party service providers to deliver or supplement skills in research, strategy, design, technology, organizational change, and much more. In short, service provider partners increasingly supply an indispensable ingredient in any CEM endeavor.

"CEM is not merely a somewhat harder version of WCM."

Conclusion: What It Means

Here are three inconvenient truths.

First, mastering customer experience management is an imperative, because the quality of the experiences you offer and support will increasingly determine the fate of your company.

Second, the CEM Imperative is not a prediction. Consumers expect rich experiences today, and they are growing ever less tolerant of deficient engagement – and of disengaged brands.

Third, you can't go it alone. CEM is hard, complicated, and new. While the discipline of customer experience management has existed in various forms for decades, it is the recent empowerment of consumers by social and mobile connectivity that now makes CEM an essential element of business success. Very few organizations have all of the resources necessary to devise and execute CEM strategies. Most companies should, and will, turn to external service providers (digital agencies, system integrators, consultants, etc.), at least in the initial phases.

The indispensable role of "experimence"

The impact of previous waves of technology disruption, such as desktop computing and the World Wide Web, played out over ten or fifteen years, if not more. Most organizations could wisely sit back, allow early adopters to explore the new territory, and wait for the emergence of proven best practices.

That luxury has since been swamped by the accelerating pace of change and the insatiable demands of empowered consumers. Today, waiting for "best practices" to show the way forward is only a sure route to business irrelevance. (If and when best practices do emerge, moreover, they will no longer be applicable to the rapidly changing conditions.)

CEM is not a tool, a software suite, or a job category that you can "hire in." It is an aptitude, a company-wide disposition, and in the strict sense of the word, a practice. Like any valuable endeavor, it must *be practiced*, constantly and intensely, in order to develop and refine the skill and build the corporate "muscles" for CEM. In the absence of guidebooks and proven ROI – and in the context of more frequent and more powerful disruptions – organizations have no choice but to embrace a culture of experimentation.

Some of these experiments, perhaps many of them, will fail. The key is to extract the maximum business value out of every experiment, regardless of its outcome. Proponents of the "lean" approach, one of the foremost methodologies for rapid, iterative experimentation, speak of a process of "validated learning."[18] In short, an experiment that fails but produces knowledge is actually a success; one that ends in success without insight is a true failure, if not just a waste of time. "*Experimence*" is not an elegant term, but it nicely captures this indispensable combination of ongoing *experiments* that are grounded in, and constantly inform and optimize, the actual customer *experience* with your company or brand.[19]

The important thing is to get started, before it is too late. Many companies today remind us of Wyle E. Coyote. In his passionate and persistent pursuit of the Roadrunner (i.e., business success), the Coyote often finds that he has run right off of the edge of a cliff. Contrary to the laws of physics, he can momentarily avoid falling by frantically flapping his arms or churning his legs. But inevitably, he plunges to the

desert floor. Similarly, too many organizations have continued to follow the straight path of business as usual, without noticing that digital disruption has removed the ground from beneath their feet. As Clayton Christensen has said, "You may hate gravity, but gravity does not care."[20] Think of the CEM Imperative as gravity.

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Endnotes

1   As explained in what follows, the current notion of CEM both responds to and leverages the disruptive forces, such as mobile and social computing, that have wholly transformed business relationships in the last few years. It is therefore related to, but fundamentally different from, established business disciplines of managing customer experience (usually abbreviated CX) that pre-date these digital disruptions.

2   This survey was conducted by Harris Interactive in 2011 and commissioned by RightNow, which was later acquired by Oracle. Selected findings are available at http://www.slideshare.net/RightNow/2011-customer-experience-impact-report.

3   Ibid.

4   Ibid.

5   O'Keeffe & Company surveyed 1,342 senior executives in August and September 2012. The study was commissioned by Oracle. For a review of the findings on Forbes.com, see http://www.forbes.com/sites/oracle/2013/02/06/10-reasons-why-ceos-dont-understand-their-customers/.

6   Ibid. Recall that according to the Harris Interactive survey, 89% of consumers said they will abandon a brand on the basis of a poor experience (see note 1).

7   The New York Times, "The Bar Code That Tells You How Much Water, Light and Fertilizer," May 5, 2011. See http://www.nytimes.com/2011/05/06/business/media/06adco.html?_r=0.

8   Digital Clarity Group's Customer Engagement Maturity Model outlines the technologies and processes that enable effective engagement. See Cathy McKnight's DCG Insight Paper, "Assessing and Improving Your Customer Engagement Maturity," available at www.digitalclaritygroup.com.

9   For a thorough analysis of the phenomenon of experience, see Anna Snel's "For the Love of Experience: Changing the Experience Economy Discourse" (2011). It is available for download at http://dare.uva.nl/record/390030. Bruce Temkin discusses customer experience and CEM in this blog post: http://experiencematters.wordpress.com/2008/08/06/what-the-heck-is-customer-experience/.

10 Christine Crandell argues that customer experience "is not managed but aligned to and part of the strategy process." See this blog post: http://www.forbes.com/sites/christinecrandell/2013/01/21/customer-experience-is-it-the-chicken-or-egg/.

11 Michael Assad has argued (wrongly) that "there's no such thing as CXM," which he equates with CEM. More information: http://www.cmswire.com/cms/customer-experience/theres-no-such-thing-as-cxm-019921.php.

12 The fact that companies so often buy products and services that they don't really need, can't use, or that don't fit is testimony to the poor quality of most selection processes. For detailed insights into how to do the selection process properly, watch the video "How to Select a CMS" at http://digitalclaritygroup.com/.

13 Lou Carbone developed "total experience management" in the 1980s and claims that Experience Engineering, the company he founded in 1992, was "the first company dedicated solely to the science of customer experience." See http://www.expeng.com/our-history.html. The study and practice of user experience (UX) has existed even longer. For more on the analysis of the relationship between UX and CEM, read this blog post: http://informaat.com/blog/customer-experience-the-natural-ally-for-ux-in-business.php.

14 See *Empowered*, by Josh Bernoff and Ted Schadler, Harvard Business Review Press, 2010.

15   If you don't recognize the reference for that, you need more help than can be provided by an endnote. Call us.

16   For a detailed analysis of how the "mobile shift" initiates ubiquitous connectivity, see Tim Walters' DCG Insight Paper, "Understanding the 'Mobile Shift': Obsession with the Mobile Channel Obscures the Shift to Ubiquitous Computing." For the impact of ubiquity on content strategies and omnichannel engagement, see the companion DCG Insight Paper, "Web Ubiquity Calls for an 'Experience Tier'." Both papers are available at www. digitalclaritygroup.com.

17   See Robert Rose's blog post, "If the CMO is the New CIO, We Should All Say Uh-Oh!" at http://www.digitalclaritygroup.com/blog/cmos-cio-uh-oh/.

18   For a brief overview of the "lean startup" methodology – and the case for why it is now equally applicable to established companies – see the blog post by Tim Walters, "We're All Lean Startups Now," at http://blogs.forrester.com/tim_walters/12-05-01-were_all_lean_startups_now. For a discussion of the role of experimentation and validated learning by one of the "founders" of the lean methodology, see the video "The Lean Startup: Innovation Through Experimentation," at http://www.youtube.com/watch?v=i65PaoTlVKg.

19   Robert Rose explains how to embrace chaos and uncertainty in his DCG Insight Paper, "Content, Context, and Chaos: How Marketing Must Change to Deliver Customer-centric Systems of Engagement." See also his paper "Built to Change: New Models for Managing Consumer Engagement" and Allen Bonde's DCG Insight Paper, "The Market Within: Creating a More Responsive Social Business by Treating Employees Like Customers." All are available at www.digitalclaritygroup.com.

20   One version of Christensen's oft-quoted remark is available in an interview at http://stevebuttry.wordpress.com/2014/01/23/christensen-disruption-like-gravity-doesnt-care-if-you-dont-think-it-will-pull-you-down/.

About DCG

Digital Clarity Group

Digital Clarity Group is a research-based advisory firm focused on the content, technologies, and practices that drive world-class customer experience. Global organizations depend on our insight, reports, and consulting services to help them turn digital disruption into digital advantage. As analysts, we cover the customer experience management (CEM) footprint – those organizational capabilities and competencies that impact the experience delivered to customers and prospects. In our view, the CEM footprint overlays content management, marketing automation, e-commerce, social media management, collaboration, customer relationship management, localization, and search. As consultants, we believe that education and advice leading to successful CEM is only possible by actively engaging with all participants in the CEM solutions ecosystem. In keeping with this philosophy, we work with enterprise adopters of CEM solutions, technology vendors that develop and market CEM systems and tools, and service providers who implement solutions, including systems integrators and digital agencies. For more information about DCG, visit www.digitalclaritygroup.com or email info@digitalclaritygroup.com.

Contact Us

Email: info@digitalclaritygroup.com
Twitter: @just_clarity
www.digitalclaritygroup.com

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