Digital Clarity Group's

Guide to Web Content and Customer Experience Management

2014 European Edition

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DIGITAL
CLARITY
GROUP

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Section 1
Overview

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Letter from the President

We live in the age of digital disruption – a time when organizations are challenged to transform – or die. That's not an overstatement in an era where household brands are both materializing and disappearing on a near-daily basis. Technology is advancing at a mind-boggling pace, and innovative businesses are launching all the time, each raising the bar on consumer expectations just a tad higher. The average business is massively challenged by the demand for near-constant transformation.

In my view, these challenges are compounded by a myopic focus on technologies by all parties – vendors, analysts, and end users in equal measure. No doubt, software is increasingly necessary for successful customer experience management, and selecting the wrong products can have a crippling effect. But, as we argue in the introduction to this report, more software only means that more emphasis must be placed on finding the right partners to implement and integrate the technologies and to assist with research, analytics, business strategy, and other services for a complete solution.

In the world of web content and customer experience management, those partners come in the form of systems integrators, digital agencies, marketing communications firms, or even ad agencies. We refer to them collectively as "service providers."

When we founded Digital Clarity Group in March 2012, one of our founding principles was that we will not assist with technology vendor selections unless we also participate in the selection of the service provider partners. We focus our service provider evaluations on their approach, their fluency with the technology, their empathy toward our clients' challenges, and their ability to lead clients through the numerous choices they'll have to make throughout the relationship. We believe this emphasis on service providers has been instrumental to our clients' successes. We have compiled this guide to 45 European service providers in order to help you select the right partners as you navigate digital disruption.

Best regards,

Scott Liewehr

President, Digital Clarity Group

Executive summary

This report highlights the web content management (WCM) partnerships and expertise of 45 European service providers within the context of their evolving support for customer experience management (CEM). It includes a definition of CEM, an analysis of its links to WCM, and an assessment framework to aid buyers as they evaluate and select service provider partners.

The report shares the highlights of four months of primary research, identifying, surveying, and interviewing the 45 service providers, their vendor partners, and where possible, their customers. It includes factual information, such as their size in employees and revenue, regional focus, and previous customer implementations, as well as their opinions on market developments and their competitors, their project approach and methodology, and their organizational structure and culture.

This report also includes analysis of how each profiled service provider's approach reflects the eight CEM core competencies that Digital Clarity Group has identified as being essential to an organization's holistic CEM strategy. The result is a unique blend of carefully vetted information and robust analysis about the European service provider landscape.

Key findings of this report include the following:

- Relationships between businesses and their partners are undergoing rapid transformation in several fundamental ways.

- The challenges CEM implementers and their partners face are more organizational than technical.

- Customer vision is becoming more holistic.

- Service provider consolidation is already happening, and will increase, over the rest of 2014.

These findings have implications for all participants in the European CEM market:

- Vendors need to ensure that their vision and vocabulary resonate with their prospective partners. They should be specific, not get too far into theoretical futures, and be supported by real-world use cases. It's fine and necessary to have a long-term vision, but based on DCG's interviews with service providers and their customers for this project, vendors need to do a better job of breaking down the steps that an organization needs to take with their customers to achieve these long-term visions.

- Service providers should be prepared to invest in client education in multiple areas, including on what CEM is; what Agile methodology is and how it works; and what technical tools, such as analytics software and dashboards, can help clients get to better-informed decisions. At the same time, service providers need to avoid getting into a race to the middle of the increasingly muddy pool of "full-service providers": They need to be much more transparent in identifying not just what makes them unique, but what they don't do. Service providers should also be prepared to explain what they mean if they claim to have global coverage or coverage of a continent or region. If you say you cover Latin America to a global customer prospect that has a supply chain organization spanning 150 countries and you have just one sales office in Brazil, you better be prepared to explain how that will work better than the client working with a local Brazilian agency.

- Buyers will increase the chance of seeing success for their CEM strategy if that strategy has publicly stated support from the very top of their organization, ideally the CEO or managing director. Getting the diverse parts of an organization to buy into a CEM strategy and all the organizational change it entails is not likely to succeed, in the words of one service provider we interviewed, if it is a grassroots effort.

This report does *not* aim to rate or rank service providers against each other or against any subjective criteria devised by Digital Clarity Group analysts. The goal is instead to provide DCG's view of what core competencies are necessary for a customer to implement a holistic CEM strategy, and how, based on DCG's multistage research methodology, the approach of each profiled service provider addresses those core competencies. DCG does not believe there is one ideal service provider that can execute perfectly against those core competencies, but that customers will have a greater chance of success with their CEM strategies if they are able to make informed decisions about which core competencies service providers stress in their descriptions of themselves.

How to use this guide

This guide is structured to be used as a reference tool, rather than to be read straight through (though of course if you want to read through cover to cover, feel free). We've set it up so that you can learn the key insights and findings from our research first, then you can search the service provider profiles by a few different criteria. Examples of the types of searches you can do are:

- If you are based in the Netherlands and are looking for an SP with a full-service office in that country, you can search the SPs by country list.

- If you have a particular vendor preference, you can search the SPs by vendor partnership list.

- If you are looking for an SP that specializes in marketing communications, you can search the SP by type list.

- If you are looking for an SP that we have found through our research has a strong emphasis on content strategy, you can search the core competency assessment by service provider.

Each profile has the same structure: the first page has demographic information, followed by information on vendor partnerships, key verticals, areas of particular technical expertise, and various aspects of how the SP runs projects.

The last section of report provides a service provider assessment framework, which is aimed at helping you select the most appropriate service provider for your specific needs. This section is a summary of what we have learned after years of on-the-ground experience that we have had in helping companies in Europe and North America to select the right partners to work with on their WCM/CEM implementations.

Definitions and methodology

What is a service provider?

This report highlights the WCM partnerships and expertise of European service providers within the context of their evolving support for CEM projects. For the purposes of this guide, a service provider (SP) is any entity that provides services and/or products in support of such initiatives, ranging from user research, design, and business strategy to technical implementations and custom coding. Service providers have identified their companies according to one or two of the established categories: advertising agency, digital agency, marketing communications agency, or systems integrator.

How were service providers selected?

We asked global WCM vendors to provide information on their leading service provider partnerships in Europe. This list was supplemented from other sources, including an agency advisory firm, analysts on the ground, and previous work with service providers for end-user clients.

All service providers on the resulting long list were invited to participate; only those that completed all stages of the research process and met the guide's criteria were eligible for inclusion. Inclusion criteria consisted of the following:

- Substantial client base in Europe
- Substantial WCM practice and expertise
- A minimum of one year in business
- Sufficient completion of all research stages

Research methodology

We collected data on each of the service providers from four main sources:

1. **Research survey.** Participants were required to fill out a comprehensive survey. This included information regarding their WCM partnerships, technical expertise, experience, and past engagements, as well as qualitative analysis regarding their approach to the market.

2. **In-depth interview.** Each service provider participated in a 60-minute interview, during which participants shared their views on the transition from WCM to customer experience management, their company philosophy and positioning, and the future of WCM and CEM, among other topics.

3. **Client references.** Each participant provided Digital Clarity Group with up to three recent customer references. Selected references for some service providers were then interviewed to gain client perspectives and validate a service provider's ability to execute.

4. **Other research.** Digital Clarity Group analysts and researchers conducted extensive supplemental research to augment and corroborate the information collected via the interview, survey, and client perspectives.

Prior to publication, each service provider was given the opportunity to review its profile (minus the CEM Core Competencies Assessment) in order to confirm factual accuracy. Information presented in this report was accurate and up-to-date at the time of publication, based on information provided by the service providers.

Please note: The information presented in the profiles is drawn largely from material provided by the service providers and the reference clients. While we have endeavored to confirm this information, we cannot guarantee its accuracy. Digital Clarity Group is an independent analyst firm. Participation in this research was completely voluntary and involved no compensation, monetary or otherwise.

Service provider definitions

A Advertising agency

Advertising agencies are the original brand managers for large organizations. These firms traditionally have focused on offering services related to the creation, planning, and management of advertising for their clients. Considered experts in audience targeting and brand identity, ad agencies provide clients with marketing and branding strategies to positively position their products, services, and overall brand in targeted markets. As their name implies, it is this type of agency that corporations, nonprofits, and public-sector groups typically hire to conceive, develop, and produce advertising campaigns that may use television, radio, print, and other multimedia channels.

Potential gaps: lack of technical competency and knowledge, and the ideation of complex creative concepts that are difficult to translate into a digital medium.

D Digital/interactive agency

Responding to the need to support digital – and therefore usually software-driven – interactions, these firms tend to have in-house talent that spans both technology and creative capabilities. They differentiate themselves based on specialties, such as user experience and user interface design, or by expertise in web design, internet advertising/marketing, e-business consulting, etc. Not all services are specifically associated with the web; other offerings can include marketing/communications strategy, branding, video, program deployment, and program/project management. Technical expertise is typically not as extensive as that of a systems integrator, and the vendor partnerships a digital agency has established may determine the breadth of its expertise to a large extent.

Potential gaps: Depth of capabilities may be less than those of agencies with a narrower focus.

MC Marketing communications agency

Marketing communications (MarComm) agencies fall somewhere between advertising agencies and interactive agencies. Traditionally focused on a client's external communications, these firms offer strategic communications plans that cross the print, web, and digital spaces. Core capabilities often include public relations planning, monitoring, and execution; promotional campaigns; executive communications; and website design. These agencies focus equally on the message, channel, and audience when building their solutions. The rising importance of social media marketing would seem to be a natural fit for MarComm agencies, but this must always be proven in practice, given the new requirements for these media.

Potential gaps: lack of business strategy and technical skills.

SI Systems integrator

Systems integrators specialize in building complete technological solutions, usually by pulling together hardware and software components from multiple vendors. They have evolved from pure technologists to now providing consulting, integration, and outsourcing services. Creation of these systems may include designing or building a customized architecture or application; integrating it with new or existing hardware and software; and optimizing communications infrastructure. Some systems integrators working in specialized areas, such as installing or upgrading enterprise resource planning systems, may offer more customization for specific applications.

Potential gaps: lack of creative capabilities.

Section 2
Directories

Service providers listed by type

DI Digital/interactive agency

Accso	Maginus
Amaze	Manifesto
Amplexor	Mirabeau
Aperto	MMT Digital
BiteDA	MRM Meteorite
BTC AG	Nionex
Building Blocks	Osudio
Cognifide	Positive Technology
Curve	POSSIBLE
Delaware Digital	Precedent
DigitasLBi	Priocept
Emakina	Razorfish
Espire	SapientNitro
everis	Satzmedia
hedgehog lab	Smile
HintTech	Tallence Consulting
Hugo & Cat	theFactor.e
Incentro	Tinext
Info.nl	Trifork
Interone	Valtech
Lowe Profero	

A Advertising agency

Interone
SapientNitro

MC Marketing communications agency

Aperto
BiteDA
Emakina

SI Systems integrator

Accso	Mirabeau
Amplexor	MMT Digital
BearingPoint	Nionex
BTC	Osudio
Building Blocks	Positive Technology
Datacon	POSSIBLE
Delaware Digital	Priocept
DigitasLBi	Satzmedia
Espire	Smile
everis	Tallence Consulting
HintTech	Tinext
Incentro	Trifork
Maginus	VILT
Manifesto	

Other (Titles provided by service providers)

Amaze
Digital Commerce Consultancy
Cognifide
Consultancy
VILT
Software Vendor

Alphabetical directory of service providers and headquarters contact information

A

Accso
Berliner Allee 58, 64295
Darmstadt, Germany
+49 6151 130290

Amaze
Royalty House, 72-74 Dean St.,
London, W1D 3SG, UK
+44 20 7440 0540

Amplexor
Gaston Geenslaan 10 B3, 3001
Heverlee, Belgium
+32 16 44 25 10

Aperto AG
in der Pianofabrik, Chausseestraße 5, D-10115
Berlin, Germany
+49 30 283921 0

B

BearingPoint
Gustav Mahlerplein 62, NL-1082 MA
Amsterdam, Netherlands
+31 20 504 9000

BiteDA
111 Bell St.,
Glasgow G4 0TQ UK
+44 0141 404 8585

BTC AG
Escherweg 5, 26121
Oldenburg, Germany
+49 441 36120

Building Blocks
1 Portland St.,
Manchester, M1 3BE, UK
+44 161 441 0600

C

Cognifide
Clerkenwell House
67 Clerkenwell Rd.,
London, EC1R 5BL, UK
+44 20 3475 7200

Curve
46 The Calls
Leeds, LS2 7EY, UK
+ 44 113 320 0192

D

Datacon
St. Josephstraat 93A, 5017 GD
Tilburg, Netherlands
+31 13 580 0983

Delaware Digital
Kapel ter Bede 86, 8500
Kortrijk, Belgium
+32 56 27 44 44

DigitasLBi
146 Brick Ln.,
London, E1 6RU, UK
+44 20 7063 6465

E

Emakina
Rue Middelbourg 64, 1170
Brussels, Belgium
+32 2 400 40 00

Espire
Portland House, Bressenden Pl.,
London, SW1E 5RS, UK
+44 20 8433 6777

everis
Avenida de Manoteras 52, 28050
Madrid, Spain
+34 917 49 00 00

H

hedgehog lab
Generator Studios, Trafalgar St.,
Newcastle upon Tyne, NE1 2LA, UK
+44 20 3468 1937

HintTech
Delftechpark 37-i, 2628 XJ
Delft, Netherlands
+31 88 268 2500

Hugo & Cat
50 Commercial St.,
London E1 6LT, UK
+44 20 7375 0909

I

Incentro
Rijnzathe 40 3454 PV De Meern
Utrecht, Netherlands
+31 30 66 65 315

Info.nl
Sint Antoniesbreestraat 16, 1011 HB
Amsterdam, Netherlands
+31 20 5309100

Interone GmbH
Theresienhöhe 12, 80339
Munich, Germany
+49 89 55 186 0

L

Lowe Profero
66 Prescot St.,
London, E1 8HG, UK
+44 20 7387 2000

M

Maginus
Floats Rd.,
Manchester, M23 9PL, UK
+44 161 946 0000

Manifesto
52 Dame St.,
London, N1 7FR, UK
+44 20 7226 2805

Mirabeau
H.J.E. Wenckebachweg 108, 1114 AD
Amsterdam, Netherlands
+31 20 595 0550

MMT Digital
1A Uppingham Gate, Ayston Rd.,
Uppingham Rutland, LE15 9NY, UK
+44 1572 822278

MRM Meteorite
Bankside Studios , 76-80 Southwark St.,
London, SE1 0PN, UK
+44 20 7153 8000

N

Nionex GmbH

Ringstraße 16-20
D-33378 Rheda-Wiedenbrück, Germany
+49 5242 91 4444

O

Osudio

De Ruyterkade 6 H, 1013 AA,
Amsterdam, Netherlands
+31 20 531 51 51

P

Positive Technology

Willoughby House, 439 Richmond Rd.,
Richmond-Upon-Thames, TW1 2AG, UK
+44 20 8090 0840

POSSIBLE

Johnson Building, 77 Hatton Gdn.,
London, EC1N 8JS, UK
+44 20 3349 5800

Precedent

The Courtyard Building, 11 Curtain Rd.,
London, EC2A 3LT, UK
+44 20 7426 8900

Priocept

14 Devonshire Sq.,
London, EC2M 4YT, UK
+44 20 7422 0060

R

Razorfish

Elsley Court, 20-22 Great Titchfield St.,
London, W1W 8BE UK
+44 20 7907 4545

S

SapientNitro

Eden House, 8 Spital Sq.,
London, E1 6DU, UK
+44 20 7786 4500

Satzmedia GmbH

Altonaer Posttraße 9
22767 Hamburg, Germany
+49 40 1888969 0

Smile

48 rue de Villiers
 92300 Levallois-Perret, France
+33 (0)1 41 40 11 00

T

Tallence Consulting

Am Sandtorkai 41
20457 Hamburg, Germany
+49 40 360935100

theFactor.e

Friesestraatweg 215a, 9743 AD
Groningen, Netherlands
+31 50 5757888

Tinext

Strada Regina 42
6934 Lugano-Bioggio, Switzerland
+41 91 612 22 66

Trifork

Rijnsburgstraat 9-11, 1059 AT
Amsterdam, Netherlands
+31 20 486 2036

V

Valtech

103 Rue de Grenelle
Paris, 75007, France
+33 1 76 21 15 00

VILT

Rua Ivone Silva 6, 1050
Lisbon, Portugal
+351 21 034 3300

VML

Greater London House, Hampstead Rd.,
London, NW1 7QP, UK
+44 20 7343 3700

Service provider headquarters listed by country

Belgium

Amplexor

Delaware Digital

Emakina

France

Smile

Valtech

Germany

Accso

Aperto AG

BTC AG

Interone

Nionex GmbH

Satzmedia GmbH

Tallence Consulting

Netherlands

BearingPoint

Datacon

HintTech

Incentro

Info.nl

Mirabeau

Osudio

theFactor.e

Portugal

VILT

Spain

everis

Switzerland

Tinext

Trifork

UK

Amaze

BiteDA

Building Blocks

Cognifide

Curve

DigitasLBi

Espire

hedgehog lab

Hugo & Cat

Lowe Profero

Maginus

Manifesto

MMT Digital

MRM Meteorite

Positive Technology

POSSIBLE

Precedent

Priocept

Razorfish

SapientNitro

VML

European locations of service providers

Austria

BearingPoint
POSSIBLE

Belgium

Amplexor (HQ)
BearingPoint
Delaware Digital (HQ)
DigitasLBi
everis
Emakina (HQ)
Osudio
Smile

Denmark

BearingPoint
Cognifide
DigitasLBi
Trifork
Valtech

Finland

BearingPoint

France

Amplexor
BearingPoint
Delaware Digital
DigitasLBi
Emakina
MRM Meteorite
Smile (HQ)
Valtech (HQ)

Germany

Accso (HQ)
Amplexor
Aperto AG (HQ)
BearingPoint
BTC AG (HQ)
DigitasLBi
Interone GmbH (HQ)
MRM Meteorite
Nionex GmbH (HQ)
Osudio
Razorfish
SapientNitro
Satzmedia GmbH (HQ)
Tallence Consulting (HQ)
Valtech

Hungary

POSSIBLE

Italy

BearingPoint
DigitasLBi
everis
MRM Meteorite
SapientNitro
Tinext
VML

Ireland

BearingPoint

Luxembourg

Amplexor
Delaware Digital

Netherlands

Amplexor
BearingPoint (HQ)
Datacon (HQ)
Delaware Digital
DigitasLBi
Emakina
HintTech (HQ)
Incentro (HQ)
Info.nl (HQ)
Mirabeau (HQ)
Osudio (HQ)
POSSIBLE
Smile
theFactor.e (HQ)

Norway

BearingPoint
DigitasLBi

Poland

BTC AG
Cognifide
MRM Meteorite
POSSIBLE
Trifork
VML

Portugal

Amplexor
everis
VILT (HQ)

Romania

BearingPoint
POSSIBLE

Russia

BearingPoint
POSSIBLE
SapientNitro

Spain

DigitasLBi
everis (HQ)
Incentro
MRM Meteorite
Osudio
Smile
VILT

Sweden

BearingPoint
DigitasLBi
HintTech
MRM Meteorite
SapientNitro
Trifork
Valtech

Serbia

HintTech

Switzerland

Amplexor

Aperto AG

BearingPoint

BTC AG

DigitasLBi

Emakina

SapientNitro

Smile

Tinext (HQ)

Trifork (HQ)

Turkey

BTC

Incentro

Ukraine

BearingPoint

UK

Amaze (HQ)

BiteDA (HQ)

BearingPoint

Building Blocks (HQ)

Cognifide (HQ)

Curve (HQ)

DigitasLBi (HQ)

Espire (HQ)

everis

Hedgehog lab (HQ)

HintTech

Hugo & Cat (HQ)

Lowe Profero (HQ)

Maginus (HQ)

Manifesto (HQ)

MMT Digital (HQ)

MRM Meteorite (HQ)

Positive Technology (HQ)

POSSIBLE (HQ)

Precedent (HQ)

Priocept (HQ)

Razorfish (HQ)

SapientNitro (HQ)

Trifork

Valtech

VML (HQ)

Service providers listed by vendor partnership

Acquia

Amplexor
DigitasLBi
Emakina
Manifesto
POSSIBLE
VML

Adobe

Amplexor
Cognifide
Delaware Digital
DigitasLBi
Emakina
HintTech
MRM Meteorite
POSSIBLE
Razorfish
SapientNitro
Tinext
Valtech
VML

Alfresco

HintTech

HP Autonomy

SapientNitro
VML

Cognifide

BiteDA
Cognifide

CoreMedia

Accso
Aperto AG
Interone GmbH
Nionex GmbH
Tallence Consulting

Drupal

Amplexor
Aperto AG
Curve
DigitasLBi
Emakina
Espire
Incentro
Info.nl
Manifesto
POSSIBLE
Precedent
Smile
VML

e-Spirit

Nionex GmbH

Ektron

BearingPoint
BiteDA
Positive Technology
VML

EpiServer

Amaze
Datacon
DigitasLBi
Maginus
Mirabeau
POSSIBLE
Priocept
Valtech

EzPublish

Cognifide
Lowe Profero
Smile

GX Software

Incentro
Info.nl
Mirabeau
VML

Hippo

HintTech
Incentro
Mirabeau
Osudio
Satzmedia GmbH
Smile
theFactor.e
Trifork

IBM

Amaze
everis

Infoglue

Smile

Jahia

Smile

Kentico

Datacon
MMT Digital
Positive Technology
Precedent

Liferay

everis
Interone
Razorfish
Smile

Magnolia

Aperto AG
Info.nl
Interone GmbH
Mirabeau
Priocept
Tinext
Trifork

OpenCms

Emakina
Nionex GmbH

OpenText

BTC AG
everis
VILT
VML

Oracle

BearingPoint
DigitasLBi
everis
Manifesto
POSSIBLE
VILT
VML

SilverStripe

BiteDA
Interone GmbH
Positive Technology

SPIP

Smile

Sitecore

Amaze

BiteDA

BTC AG

Building Blocks

Cognifide

Delaware Digital

DigitasLBi

Emakina

HintTech

Hugo & Cat

Lowe Profero

Mirabeau

MRM Meteorite

POSSIBLE

Precedent

Priocept

SapientNitro

theFactor.e

Valtech

VML

Microsoft SharePoint

Amaze

Amplexor

BearingPoint

Building Blocks

Datacon

DigitasLBi

Emakina

Espire

everis

MMT Digital

MRM Meteorite

Positive Technology

theFactor.e

Valtech

VML

SDL

Amaze

Amplexor

BiteDA

Building Blocks

Emakina

Espire

HintTech

Incentro

Mirabeau

MRM Meteorite

Osudio

Positive Technology

SapientNitro

subshell

Accso

Telerik Sitefinity

Delaware Digital

VML

TYPO3

Nionex GmbH

Smile

theFactor.e

Umbraco

Amaze

BiteDA

Building Blocks

Mirabeau

MRM Meteorite

Precedent

WordPress

BiteDA

Nionex GmbH

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Core competency assessment listed by service provider

Service provider	Analytics	Business/ organization strategy	Connecting digital and offline/ analog worlds	Content strategy	Organizational change	Technology fluency	User experience	User research
Accso	◑	○	◑	○	○	●	◑	○
Amaze	●	◑	◑	○	●	●	●	●
Amplexor	◑	○	○	○	○	●	◑	○
Aperto AG	●	◑	●	●	◑	●	●	●
BearingPoint	●	●	◑	○	●	●	●	◑
BiteDA	●	●	◑	●	●	●	●	●
BTC AG	●	◑	○	●	○	●	●	●
Building Blocks	●	◑	●	◑	◑	●	●	●
Cognifide	●	◑	◑	◑	◑	●	●	◑
Curve	●	○	◑	●	○	●	●	●
Datacon	◑	○	○	○	○	●	◑	○
Delaware Digital	●	●	●	○	◑	●	●	◑
DigitasLBi	●	◑	●	◑	●	●	●	●
Emakina	●	◑	◑	◑	◑	●	●	●
Espire	●	◑	○	◑	◑	●	●	◑
Everis	●	●	○	◑	●	●	●	○
hedgehog lab	●	○	○	○	○	●	●	●
HintTech	●	●	◑	◑	◑	●	●	◑
Hugo & Cat	◑	○	◑	●	○	◑	●	●

Service provider	Analytics	Business/organization strategy	Connecting digital and offline/analog worlds	Content strategy	Organizational change	Technology fluency	User experience	User research
Incentro	●	○	○	○	○	●	●	●
Info.nl	●	◐	◐	●	○	●	●	●
Interone GmbH	●	◐	●	◐	◐	●	●	●
Lowe Profero	●	◐	◐	◐	●	●	●	●
Maginus	●	◐	●	◐	◐	●	●	●
Manifesto	●	○	○	◐	○	●	●	●
Mirabeau	●	○	◐	◐	○	●	●	●
MMT Digital	●	○	◐	○	○	●	●	◐
MRM Meteorite	●	◐	○	○	○	●	●	●
Nionex GmbH	●	◐	◐	●	○	●	●	◐
Osudio	●	◐	○	◐	○	●	●	●
Positive Technology	●	◐	●	◐	◐	●	●	◐
POSSIBLE	●	◐	●	◐	◐	●	●	●
Precedent	●	◐	●	◐	○	●	●	◐
Priocept	●	○	○	○	○	●	●	○
Razorfish	●	◐	◐	●	◐	●	●	●
SapientNitro	●	◐	●	◐	●	●	●	●
Satzmedia GmbH	◐	◐	◐	◐	○	●	●	◐
Smile	●	◐	◐	●	○	●	●	●
Tallence Consulting	◐	◐	○	◐	○	●	●	◐
theFactor.e	◐	◐	◐	◐	◐	●	●	●

Service provider	Analytics	Business/organization strategy	Connecting digital and offline/analog worlds	Content strategy	Organizational change	Technology fluency	User experience	User research
Tinext	●	○	◐	●	○	●	●	◐
Trifork	◐	○	○	○	○	●	◐	◐
Valtech	●	◐	◐	◐	○	●	●	●
VILT	●	◐	○	○	○	●	●	◐
VML	●	◐	◐	●	◐	●	●	●

Section 3
The shifting service provider landscape

The shifting service provider landscape

The umbrella term *service provider* encompasses firms that vary widely according to their size, focus, skill sets, service offerings, and demonstrated expertise. In our survey of European service providers, we asked each firm to identify itself with up to two of the established company types: digital/interactive agency, systems integrator, advertising agency, and marketing communications firm. Figure 1 shows the percentage of companies who identified with each category. Definitions of these service provider types are in Section 1 (page 12) of this report.

The generalized characteristics of each of these four main types of service providers do not, of course, precisely apply to any given firm within that category. However, they are quite useful for understanding a company's legacy and core competencies. The continued use of the established designations allows them to leverage their established brand, reputation, and core strengths.

Figure 1. Percentage of self–identified service provider types.

Digital/interactive agency	**55%**
Systems integrator	**36%**
MarComms agency	**5%**
Advertising agency	**3%**
Other	**1%**
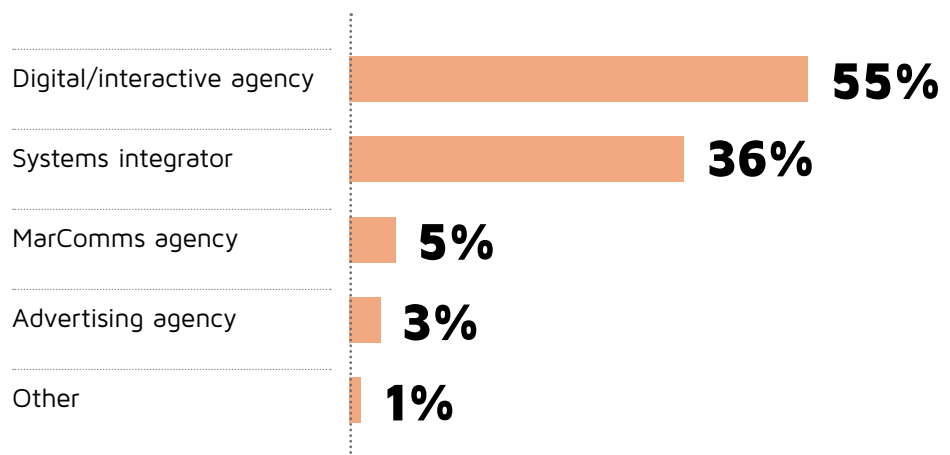
Note: Each company was allowed to self-identify up to two service provider types, so the total number of responses (76) exceeds the number of providers.

Service providers re-position for CEM

Most service providers we interviewed said they were adding staff to boost existing skill sets or create entirely new ones, acquiring other firms, forming new vendor partnerships, mastering new technologies, and otherwise transforming their business models and product offerings.

This widespread yearning for hybridity among service providers is not simply about becoming more horizontal, entering new markets, or expanding product

catalogs. It is, rather, a precise expression of the CEM imperative. Consumers demand cohesive, coherent, and unified omnichannel experiences. Companies struggle to meet this demand due to siloed processes, technologies, and business orientations. (Most companies are, in fact, structurally incoherent and "un-unified." Their inability to offer cohesive and transparent communications and interactions across multiple channels is built in.) When companies today turn to service providers for assistance with CEM, they should seek to reconcile, rather than exacerbate, their internal divisions.

Relationships between service providers, vendors, and customers in flux

As service providers re-position themselves for CEM, their relationships with their customers and partners are changing as a result. A majority of the service providers we interviewed said they are working much more collaboratively with their clients, using Agile project management methodologies where project teams are a mix of employees from the service provider and the client. Many service providers are aiming to work with clients less on a project-by-project basis and more on a continuous-relationship basis. And the level of leadership on the client side is shifting (slowly) from the head of a line-of-business or functional team to the C-suite.

Technology may be an inherent component of service providers' relationships with their clients and partners, but it is not their greatest challenge when compared with organizational obstacles. For one, both service providers and their customers report difficulty recruiting and retaining the technical and creative talent they need. Some service providers, in addition to providing more traditional agency or technology services support, are also starting to provide business strategy and process advice to aid their clients' efforts to change their organizational structure. Buyer organizations, primarily in the UK, are beginning to create C-level titles that include "customer experience."

Service providers commonly reported that their customers are coming to them with more holistic and strategic views of their own customers. Several service providers used the phrase "more savvy" to describe the mindset of their current customers, seeing them understand that they want a complete view of the customer, not just a new website or branding campaign. In addition, buyers are increasingly shifting their attitude toward viewing mobile as a channel—"mobile first" and "mobile is a given"—and away from the "oh, yes, we also want mobile" point of view that was more common just a few years ago. Furthermore, we heard from service providers that e-commerce is becoming integral to businesses in industry verticals, beyond the early B2C-facing adopters of travel and retail to more B2B-facing traditional sectors such as manufacturing and transport and logistics.

The whole CEM environment is further muddled due to service provider consolidation, which is already happening and will increase throughout the course of 2014. Currently, the CEM landscape is extremely fragmented. Small startup companies are competing successfully with much larger, mature ones for new engagements, and service providers competing as rivals for one deal may find themselves partnering to compete for another. In addition, there are few service providers that have a pan-European/pan-EMEA presence on the ground that is equivalent to that of their global customers and prospects. There are some providers with full-service offices in several different cities and countries, but even the more global providers we have interviewed cover the entire EMEA region based out of a few offices in the largest countries, such as the UK, France, and Germany. At the same time, global organizations, as they move to strategies based on CEM, rather than on separate products and brands, are more open to partnerships with relatively small and specialized service providers, if those providers demonstrate an approach that meets their needs. (see "Service Provider Consolidation: It's Happening, So Get Ready," Digital Clarity Group Blog, February 6, 2014). One of the most reported of these cases has been Microsoft, which announced in January 2014 that it was undergoing a global, cross-disciplinary review of its $1.3 billion marketing budget.

Service providers by the numbers

The following charts and graphs provide a summary of some key report findings.

Top 5 Most Popular Areas of Expertise

Number of SPs

Area	Number of SPs
Implementation services	42
Information architecture	39
Application development	39
Mobile strategy	38
Design	38
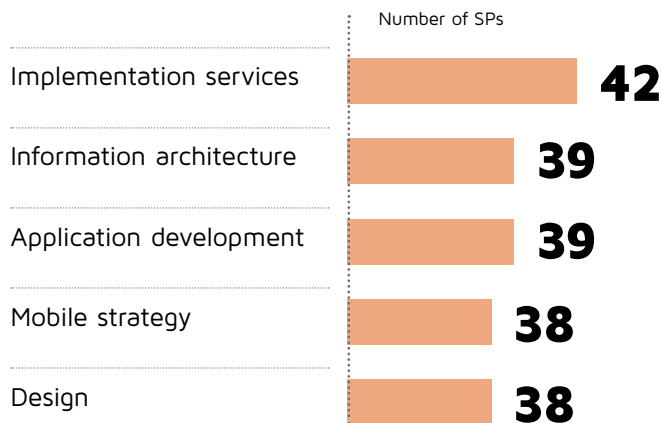
Top 5 Rarest Areas of Expertise

Number of SPs

Area	Number of SPs
Customer relationship management	17
Marketing automation	13
Data services	13
Corporate branding	11
Outsourcing	10
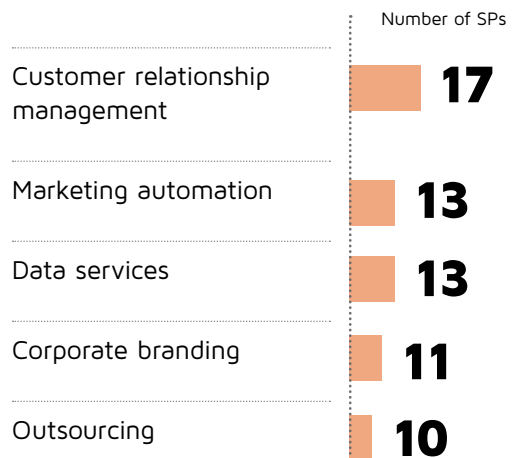
Top 5 Identified Industry Verticals

Number of SPs

Vertical	Number of SPs
Financial services and insurance	21
Retail and wholesale	15
Government	10
Automotive	10
Travel	9
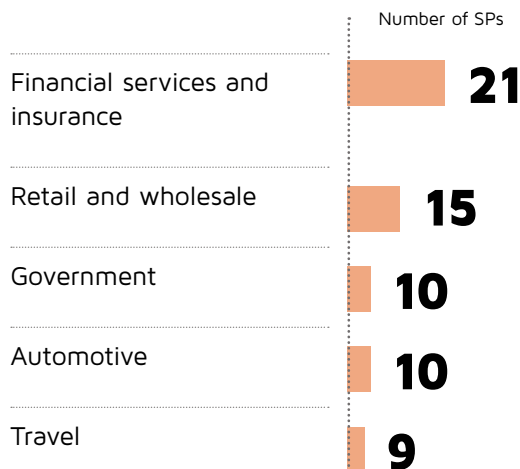
Top 5 Identified WCM Vendor Partnerships

Number of SPs

Vendor	Number of SPs
Sitecore	20
Microsoft SharePoint	17
SDL	13
Adobe	13
Drupal	9
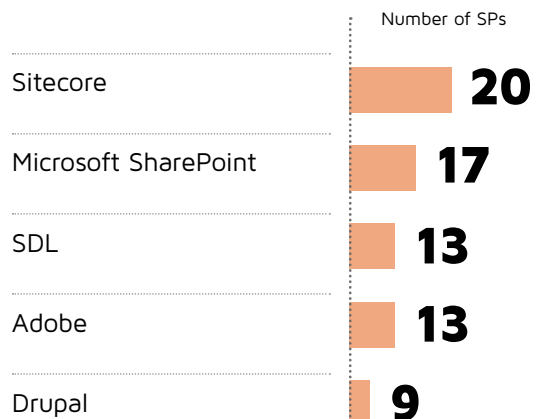
Comparison of Europe and North America service provider markets

In our research on the North American market, we found that service providers are increasingly hunting for people to fill the position of marketing technologist – a loosely defined role that combines marketing skills, such as campaign and brand management, with technical skills, especially the ability to understand and act on data and analytics outputs.

Service providers in Europe, however, are taking a somewhat different approach to staffing for the CEM imperative. In contrast to their counterparts in North America, European service providers very rarely expressed a desire for employees with hybrid skill sets. Instead, we heard more about the difficulty filling vacancies in specific roles with already-established skill sets in high demand, such as mobile development, UX design, and business analysis. Instead of looking to reinvent fundamentally new roles, European service providers are looking more at how they can organize themselves so that hybridity comes from teams made of employees with different skill sets, rather than from new employees who have this hybridity built in. They are revamping their organizations around what is in the market currently and expanding that market for the longer term. Service providers in Europe are doing this in several ways:

1. Taking advantage of geography by moving development and delivery to nearshore destinations (lower-wage East European countries such as Bulgaria, Romania, and Serbia) and offshore ones (Asia, primarily India).

2. Increasing the skilled employee population by widening the talent pool itself, participating in new graduate training schemes, or forming partnerships with local universities to tap the talent among students for projects, with the goal of creating a new channel for hiring once those students graduate.

3. Acquiring and merging with other companies to gain access to new geographies, customers, and skill sets.

Despite these differences in methodology, service providers in Europe, like their North American counterparts (and in some cases parent and partner business units in global companies), recognize that organizations that are unified and collaborative are inherently better equipped to create and deliver cohesive experiences. To that end, many service providers in both North America and Europe seem to be in a race to become broad, end-to-end solution providers. However, it doesn't follow that a firm that holds the cards for creative services, business strategy, user research, systems integration, custom coding, etc., necessarily has the winning hand. Broad may mean shallow. A client may still be better served by a team of several partners with deep and proven expertise in various areas. Of course, it is then necessary to make sure that each service provider is not only dedicated to the client's

success, but also committed to playing nicely with the others – and perhaps sacrificing its own interests for the customer's greater good.

There are few shortcuts when selecting service providers. Firms need to thoroughly understand their own needs and painstakingly ensure that they engage other firms with the knowledge, experience, and resources to address them.

In nearly 90 interviews with service providers in Europe and North America completed in the last year, we have identified several key trends that are common regardless of the service provider's home base and target market. In some ways, the two regions are not very different. Providing a great customer experience is a commonly shared goal among a vast array of companies in both regions and is coming more from the top ranks of an organization rather than from a single line of business. The technologies in play are largely the same, as vendors with growing businesses in both regions can attest. And the way that service providers, their customers, and their partners are working together to implement CEM strategies is creating an environment vastly different from even a few years ago.

However, for all these similarities, location still matters if a client is selecting a CEM service provider. Differences remain in areas such as talent management, regulation, project approach, and business practices, so the physical presence and roots of a service provider can be one of the most important decisions in a selection process. Furthermore, the fragmented service provider landscape, as well as the various ways service providers are transforming themselves and describing themselves and their business using terms such as *full-service* and *global*, make the service provider identification and selection process all the more complex.

See Table 1 below for additional similarities and differences between North American and European service providers.

Table 1. Comparison of Europe and North America service provider markets, based on focus areas.

Focus area	Difference between regions	Comment
Technology	Small	Technology standards and vendors are largely the same. Open source tends to be more common in Europe, particularly among government and nonprofit organizations. Java, PHP, .NET, and Python remain the most popular technology choices across the globe.
Talent management	Medium	Both regions report skill shortages in technical and creative talent, especially outside large cities. However, European service providers are investing in filling those existing gaps through training and revamping their organizational structure; North American service providers are more focused on finding new employees that have hybrid skill sets.
Project management techniques	Medium	There are differences in certification standards: For example, PMP is more common in North America; PRINCE2 and IPMA are more common in Europe. However, service providers in both regions are increasingly using Agile/Scrum techniques on client projects.
Regulation	Medium	Regulation that affects how web content can be published, presented, archived, and removed is more extensive in Europe, where both national authorities and the European Commission oversee these rules as well as procurement.

Section 4
Service provider identification and assessment

Service provider assessment framework

Historically, organizations have invested a great deal of time and effort in selecting the right web content management platform – and paid little attention to the selection of the partner charged with implementing and integrating the product. This partner could be one of the service provider firms described in this report, the vendor's professional services team, or internal IT resources. In our experience, this is a huge mistake. It is no doubt one of the reasons that so many companies are dissatisfied with their WCM solution or deem it an outright failure.

With the transition from web content to customer experience management, the software products are more numerous, the integrations between them more complex, and the overall business challenges more daunting. In this context, the role of the service provider necessarily increases – and the likelihood of achieving success without the right service provider partners approaches zero.

The challenge of finding the right service provider to partner with should not be underestimated. Unlike software vendors, service providers do not offer the same standard "product" to each client. In principle, each customer receives a distinct project team, with its own unique assembly of backgrounds and collective expertise, varying capabilities, a tailored project structure and approach, and so forth. Such disparities are inevitable when dealing with a "product" composed of people, each with his or her own passions, personality, knowledge, and skill set.

"Unlike software vendors, service providers do not offer the same standard 'product' to each client."

People-centric, skills-based services are hard to "demo" in a selection process so extreme diligence is required on the part of the buyer in order to evaluate the service provider effectively. Given the potential for variability among project teams, the challenge for buyers is to find a partner that is consistent – and consistently good. Lines of questioning on such topics as internal knowledge sharing, mentorship practices, project methodologies and processes, account and project staffing, internal training and education, and communications principles are all revealing when it comes to evaluating the service provider's propensity for consistency.

Of course, there are some similarities between buying a technology and selecting a service provider to implement it. Above all, both processes should begin with thorough introspection on the part of the buyer in order to identify their organization's strategy, in-house capabilities (skills and technologies), future plans, and much more. The aim is to determine a comprehensive set of needs, which are then prioritized (at DCG we speak of "focal needs") and transformed into a set of requirements that are experience-related ("Should have experience integrating X, Y, and Z with SharePoint"), skill-oriented ("Must be adept with developing corporate taxonomies"), or fairly general in nature ("Must have a strong portfolio of creative site designs"), but nonetheless the list should be documented and agreed to by the stakeholders. This set of capabilities should become a prime thrust of the selection process.

In addition to finding a service provider that performs consistently and has the right capabilities for the project at hand, finding one with the right "fit" is critical. And when a partnership fits – or doesn't – it is obvious, often immediately. Therefore, a service provider that will work well with the culture of the company and that can establish the necessary trust with the project team should not be undervalued. Organizations should understand very clearly how the service provider will work with internal IT teams and evaluate accordingly.

Finally, one of the key elements of the assessment process is the reference interviews. At Digital Clarity Group, we believe that discussions with past or existing clients are imperative. Reference clients are the only reliable source of insight into how the service provider performs "in the wild." Be sure to request numerous references – references for individual team members, references from customers facing similar circumstances, and even references from "failed" projects or those who faced serious challenges. Needless to say, the service provider should not participate in or "sit in" on these conversations.

"At Digital Clarity Group, we believe that discussions with past or existing clients are imperative. Reference clients are the only reliable source of insight into how the service provider performs 'in the wild.'"

Lining up a reference call is the bane of every vendor or service provider's existence. There is little value for the person taking the call. But reference interviews are such a valuable source of information that, in our view, you should refuse to work with a service provider who cannot provide multiple references. And, for the same reason, you should be willing to provide a reference for your partner's future prospects.

Assessment considerations

As noted, buyers should determine the mix of skills and experience required of the service provider by identifying their own needs first. These required capabilities comprise the primary portion of the evaluation criteria. Additionally, the selection team should be led by the following questions throughout the assessment process:

- Has this service provider proven its capacity to empathize with the challenges faced by our organization, given its process, communication, and change-control approaches?

- Can it co-pilot the project through the organizational changes necessary to gain buy-in and meet stakeholder expectations?

- Are we comfortable that the service provider will help us to establish a clear path forward? If we are inclined to stray, will it help to steer back, as appropriate?

- Do we feel comfortable that the service provider will work collaboratively with our project team, valuing our input and keeping us informed?

- Do we have insight on how or whether it will proactively identify and resolve conflicts? Are we satisfied with its past performance in this regard?

- Will the service provider foster informed decision making, identifying comprehensible implications in advance and providing an appropriate level of guidance?

- Will it structure the project or program in a way that will both mitigate risk and maximize benefits for both parties?

- Can the service provider field a team that will be appropriate in both size and skill level?

- Will any roles on the project be subcontracted? If so, do we agree and understand why? Has the service provider explained how the subcontractors will be incorporated into the project team?

- Is it willing to train and educate our team to ensure our ability to be self-sufficient, as appropriate?

Keeping these questions top of mind during the assessment process of service providers, and then leveraging them throughout the project as a check point on how well the selected service provider is delivering against the project's objectives and requirements, will help to ensure a successful project and long-term working relationship.

The myth of "software solutions"

Creating, nurturing, and sustaining relationships with customers and other constituents via digital channels and devices grow harder and more complex every day. As the number of touch points proliferates, the expectations of consumers escalate; 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 WCM, recommendation engines, social media sentiment analysis tools, advanced analytics, digital asset management, and much more (see Figure 1).

Marketers and other teams responsible for digital experiences have had to assume a larger role in the evaluation and selection of such software solutions – to the extent that some suggest "the CMO is the new CIO."

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)
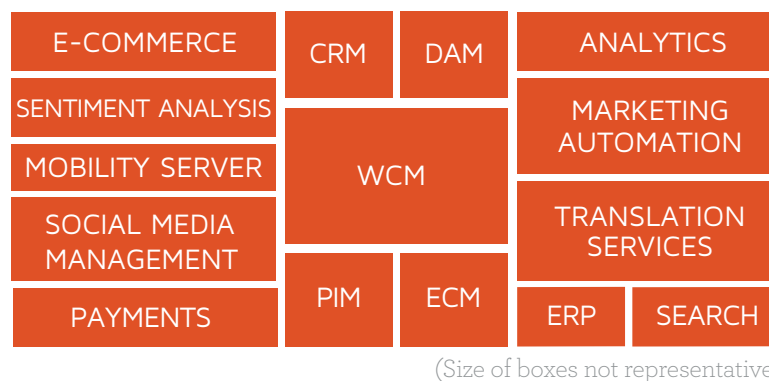
Figure 1.
Selected elements of the CEM

"In the context of CEM, there is no such thing as a software solution."

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 the "three I's":

- 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 WCM systems were often implemented and used as standalone applications, which reflected the fact that organizations often treated websites as incidental to the core business. Today, WCM 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 Winston 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 increase, 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*. The role of the software (and of the vendor-selection process) is diminished *in comparison with* the role of the 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."

CEM core competencies assessment

Based on our ongoing research on CEM and on the buyers, vendors, and service providers that are involved in CEM initiatives, we have identified eight key core competencies that are needed for an organization to pursue a holistic CEM strategy. We assessed the service providers in this report on how much their approach emphasizes each of these core competencies, basing our analysis on the answers they provided to questions about their view of the overall market landscape, their go-to-market strategy, their internal organizational structure, their client engagement model, their project methodology, and reference calls with their major clients. *We did not conduct any ranking or rating of service providers against each other, and did not construct waves, quadrants, or any other type of comparison tool; we made a subjective assessment of what core competencies their overall approach emphasized the most.*

Our judgment of the service providers on these eight core competencies is not based on how thoroughly each provider exhibits each trait. It is more about how the service providers are enlisting these competencies in their projects, and how important and emphasized these competencies are in their approach to service delivery. Our aim is to help buyers understand what they are likely to get when they partner with the service providers. We believe that no single "ideal" service provider exists, in the same way that we believe there is no single ideal technology to solve all problems. Every buyer has a unique combination of needs and will want to identify certain capabilities from prospective partners whose skills complement their own, as well as those skills of their existing partners. Therefore, "top" service providers do not necessarily enlist all eight capabilities in their project approach, *nor should they*. At the same time, those that do will be more appropriate for buyers that want to look to a single service provider for all aspects of CEM. Our goal with this analysis is to cut down the time and effort buyers must go through in order to identify potential partners, based on where they are in their CEM journey.

Each service provider profile has a table with the following eight core competencies:

1. **User research capabilities:** market research, ethnographic research capabilities, segmentation analysis, and persona development

2. **Technological capabilities** for WCM and other CEM technologies

3. **Capacity to advise on and facilitate** organizational change for the client

4. **User experience capabilities,** both externally (e.g., websites) and internally for processes that make CEM easier to manage (e.g., software tools overlaying vendor solutions)

5. **Capability in developing and implementing content strategy** and content writing and marketing in general

6. **Ability to drive overall project and business strategy**

7. **Ability to use and draw insight from analytics,** such as establishing project metrics and milestones; use of web analytics

8. **Ability to create a bridge between analog and digital worlds;** for example, incorporating traditional content, such as print publications, and digital content into a single content strategy, or seeing customer channels as including not just digital technologies but also in-person interactions, such as sales employees in stores and repair technicians doing on-premises visits to customer sites

Accompanying each core competency is a full, half, or empty circle (also known as Harvey balls), each representing to what extent the core competency was emphasized in the primary and secondary research we did for this guide. The definition of each circle type is also included in every profile:

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◓ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Accso

DI Digital/Interactive Agency

SI Systems Integrator

www.accso.de

Company Ownership

Private

Year Founded

2010

Full-Time Employees (2013)

TOTAL
68

WCM-RELATED
10
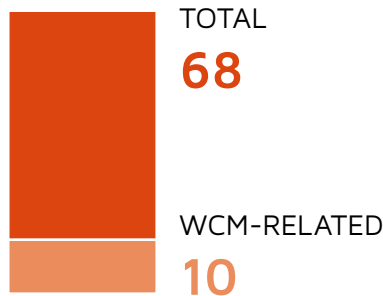
Geographic Coverage

Germany

Revenues in Euros (2013)

TOTAL
€5-9.9M

WCM-RELATED
€1-2.9M
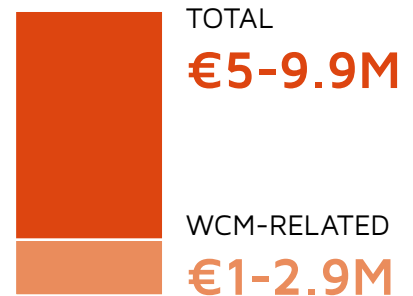
Full-Service Offices

Darmstadt, Germany

Cologne, Germany

Accso
Accelerated Solutions

HQ Address and Contact Information
Berliner Allee 58, 64295 Darmstadt, Germany
+49 6151 130290

Accso

Top Three Verticals

Media and Entertainment

Telecommunications Services

Transportation and Logistics

Areas of Expertise

Application Development

Implementation Services

Quality Assurance

Active WCM Partners

COREMEDIA

subshell

Value Proposition

Accso is a software and consulting company. Its goal is to combine proven and new software engineering techniques in a smart, highly tailored way that provides solutions faster and with less effort than its competitors.

Accso

Overview

Accso, short for Accelerated Solutions GmbH, was founded in 2010. It employs nearly 70 staff members and generates more than €5 million in annual revenue. The company is based in Darmstadt, Germany, with an additional office in Cologne, and serves the German market. Accso's services include custom software solutions as well as WCM, and the company is particularly focused on engineering and consulting.

Select European client list

WCM product	Client name	Project duration	Type of project
CoreMedia	ARD.de (German public broadcaster)	8 months	TV portal
CoreMedia	Deutsche Bahn (German railways)	12 months	Intranet portal
CoreMedia	Deutsche Bahn (German railways)	6 months	Version migration
CoreMedia	M. DuMont Schauberg (German publishing house)	12 months	Portal maintenance
CoreMedia	ZDF (German public broadcaster)	6 months	Custom CMS editor

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
CoreMedia	11	5

Accso

Planning and execution

Accso often proposes a tailored combination of Agile (e.g., iterations and continuous integration) and classic (e.g., extensive documentation and focus on software architecture) approaches to projects. The company has experts who help clients define user requirements or will partner with a local agency who has the ability to define requirements, depending in client needs.

Accso has developed its own software project methodology called BeST (*Beschleunigte Softwaretechnik*, German for "accelerated software engineering"), which is based on three guiding principles the company believes are essential for an effective and efficient (and thus accelerated) approach to software engineering:

1. **Comprehensiveness.** For an efficient approach, all domains of software engineering (such as analysis, architecture, and development) should be regarded during the complete lifecycle of the software.

2. **Appropriateness.** All measures should be appropriate for the purpose and pragmatic in nature.

3. **Team orientation.** Excellent team skills are the foundation for all projects.

Each release of an Accso project adheres to the following steps:

1. The software architecture and high-level software design are set up front in a base design phase.

2. Every major release of the project is split up in a number of iterations.

3. Every iteration encompasses several phases of the software development process, which is carried out in a predominantly parallel way: specification detailing, detailed design, implementation, and testing.

4. During implementation, a continuous integration and automated testing process is in place, providing nightly builds of the software.

5. After several iterations and toward the end of a release, a detailed system test and a full formal release acceptance test occur. Following these steps, the software is deployed into production.

Post-delivery

Accso offers services tailored to the different roles of the client's employees. For operations teams, Accso prepares training materials and sets up training sessions. As an engagement ends, Accso also ensures that the client's developers are familiar with the software and can carry on maintenance

Accso

independently. Accso does not normally provide managed services after an engagement; instead, the company works with partners to offer these if the client requests them.

Common practices

Knowledge sharing among practice area teams

Accso's knowledge sharing process is centered on training and knowledge management. Its approach includes the following practices:

- BeST basic training materials are continually updated from project experience.
- In-house hands-on technical trainings cover hot topics.
- It holds internal technical seminars and presentations on projects.
- Intranet-based collaboration tools are made available, such as wikis, blogs, and discussion boards.

Training and continuing education

Accso invests in training staff members in technical, project-related, and "softer" skills. The company has an overall training program that also covers WCM-specific skills. Aspects of this program include the following:

- WCM vendor trainings and certifications
- Visits to technical conferences covering base technologies
- In-house technical training

Pricing model

Accso prices projects using both fixed-fee and daily-rate models. In projects where Accso is the system integrator, it usually applies the fixed-price model. In projects where Accso works on a joint project team with the client, it typically charges a daily rate.

Accso

CEM core competencies assessment	Capability	Emphasis in service provider approach
	Analytics	◐
	Business/organization strategy	○
	Connecting digital and offline/analog worlds	◐
	Content strategy	○
	Organizational change	○
	Technology fluency	●
	User experience	◐
	User research	○

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◐ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Amaze

DI Digital/Interactive Agency

M Marketing Communications Agency

www.amaze.com

Company Ownership

Public

a division of St Ives Group Plc
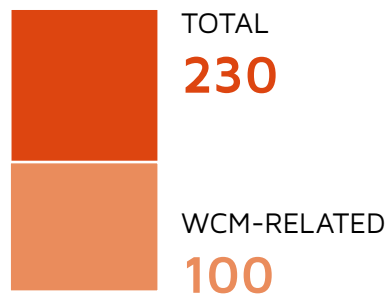
Year Founded

1995

Full-Time Employees (2013)

TOTAL
230

WCM-RELATED
100

Revenues in British Pounds (2013)

TOTAL
£10-24.9M

WCM-RELATED
£10-24.9M

Full-Service Offices Worldwide

amaze

HQ Address and Contact Information
Royalty House, 72-74 Dean St.,
London, UK W1D 3SG
+44 20 7440 0540
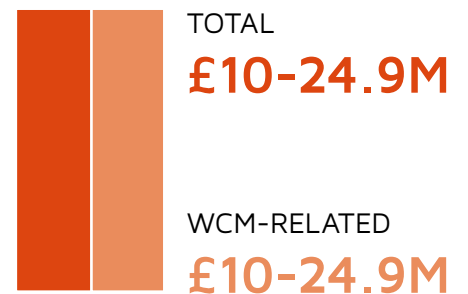
Full-Service Offices in Europe

London, UK

Brussels, Belgium

Liverpool and Manchester, UK

Geographic Coverage

APAC

EMEA

North America

South America

Amaze

Top Three Verticals

Automotive

Food and Beverage

Retail and Wholesale

Areas of Expertise

Analytics, Testing, and Optimization	Implementation Services
Application Development	Information Architecture
Business Strategy Consulting	Mobile Strategy
Content Strategy	Personalization
Customer Relationship Management	Program Management (Post-Launch)
Data Services	Quality Assurance
Design (Visual and Wireframe)	Social
Digital Marketing	User Research
E-Commerce	Vendor-Agnostic WCM Consulting
Globalization	Web Governance
Hosting	

Active WCM Partners

EPiSERVER

IBM

SharePoint

SDL

sitecore

umbraco

Other CEM Partnerships

ANALYTICS, TESTING, AND OPTIMIZATION
Google
HP Autonomy Optimost
IBM Analytics
Tableau

E-COMMERCE
hybris

GLOBALIZATION/LOCALIZATION
TransPerfect

SEARCH
Google

SOCIAL MEDIA MONITORING AND PUBLISHING
Brandwatch

Value Proposition

Amaze is a global digital marketing, commerce, and technology consultancy. The company's strategy is to integrate the creative mindset of an agency with consulting and technology implementation skills in order to support customers as long-term digital partners and help them through their digital education and digital journey.

Amaze

Overview

Amaze, a full-service digital marketing, commerce and technology agency headquartered in London, traces its roots to a division of Liverpool John Moores University, where it was founded in 1995. Since then, Amaze has gone through two ownership shifts, first acquired by Hasgrove Group in 2007, then by the St Ives Group, a marketing solutions and publishing services company, in 2013. Amaze now sits as the digital "pillar" in St Ives' marketing services division.

The company's other full-service offices in Europe are in Liverpool and Manchester, UK, and Brussels, Belgium. Amaze also has offices in the U.S. and is opening new ones in the Far East during 2014. In addition to its office presence, Amaze's current projects span 104 countries and cover more than 28 languages.

.

Select European client list

WCM product	Client name	Project duration	Type of project
EPiServer	Pizza Hut Restaurants	n/a	Re-platforming the design and build of new solution
hybris	ASICS	n/a	Global e-commerce design, build, and implementation
SDL	Coats	n/a	Global design, build, and implementation
SDL	Lexus	n/a	Pan-European design, build, and implementation
SDL	Unilever	n/a	Re-platforming and global implementation

Amaze

Vendor partnerships

Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
EPiServer	13	15
IBM	3	7
Microsoft SharePoint	7	6
SDL	7	15
Sitecore	3	5
Umbraco	9	12

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Brandwatch	Social media monitoring and publishing	4	3
Google	Analytics, testing, and optimization	2	7
Google	Search	2	7
HP Autonomy	Analytics, testing, and optimization	1	3
hybris	E-Commerce	4	12

Amaze

Vendor	Expertise area	Number of engagements	Number of experts assigned
IBM	Analytics, testing, and optimization	2	7
Tableau	Analytics, testing, and optimization	5	4
TransPerfect	Globalization/ localization	5	5

Project approach

Planning and execution

At the start of an engagement, Amaze works closely with the customer in designing and conducting competition research, including qualitative and quantitative research and stakeholder analysis. Types of research during this phase include focus groups and database research of secondary sources. Once the initial research phase is completed, Amaze conducts an exercise with the client to establish concrete goals. This involves tasks such as validating internally for user experience, design and testing, prototyping, and low-fi mockups. The result is a backlog of requirements that are included in a Waterfall or Agile project structure.

Amaze's projects are run by core teams that bring in specialists and consultants from across the business as needed. These teams are named in client contracts. Core team skills include technical management, project management, account management, client services, strategy, user experience, design and creative, and analytics, as well as more specialist digital marketing skills such as search engine optimization, search, and social.

The Amaze Delivery Process (ADP) follows PRINCE2 methodology, and the company has recently also delivered several projects using Agile Scrum. All Amaze project managers are PRINCE2-certified, and they deliver using ADP, reporting to the Amaze operations director. The ADP is split into key stages: research, strategy, design, build, test, implementation and rollout, and ongoing support. Each stage sees the relevant project deliverables through from start to completion. Stage boundaries are controlled by internal and client sign-off points.

Amaze

If the project involves vendor selection, Amaze involves the client in the evaluation process so that it is transparent how Amaze chose its partners. The process for onboarding new partners involves multiple stages, including assessing a partner's financial stability, number of other partners, number of projects deployed, number of developers, product roadmap, and sentiment analysis of what the public is saying about a particular product. Once a new vendor becomes a partner, Amaze slots them into a matrix that it maintains of all its partners so that when a new requirement comes in, Amaze can validate very quickly and give a requirements score against products it uses.

Post-delivery

During an engagement, Amaze begins communicating with different parts of the client's organization on how this new technology will change the way employees work and how they relate to their customers. This involves helping the client think about constant service and mobile delivery, governance requirements, and how governance requirements may vary between countries. Amaze advocates the idea of improvement, that projects never end, and that the client should budget for continuing optimization.

Common practices

Knowledge sharing among practice area teams

Amaze uses several project management tools to share information, such as a project initiation document, a requirements log, a project plan, work packages, and a project management log. Amaze has also adopted a range of products from software vendor Atlassian in order to support collaboration internally and with clients, and in order to deliver improved project efficiency.

Training and continuing education

Amaze works with consultancy iOpener for general skills training, such as coaching and management, and for performance evaluation tools. For more specialist training, such as technical training for developers, Amaze uses a mix of vendor training courses and product update sessions. In addition, staff across different teams will team up with others who have delivered similar projects in order to share best practices.

Pricing model

Amaze uses a variety of pricing models on a project-by-project basis.

Amaze

CEM core competencies assessment

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	◒
Connecting digital and offline/analog worlds	◒
Content strategy	○
Organizational change	●
Technology fluency	●
User experience	●
User research	●

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◒ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Amplexor

DI Digital/Interactive Agency

SI Systems Integrator

www.amplexor.com

Company Ownership

Private

Year Founded

2001

Full-Time Employees (2013)

TOTAL
68

WCM-RELATED
34

Revenues in Euros (2013)

TOTAL
€10-24.9M

WCM-RELATED
€5-9.9M

Full-Service Offices

Heverlee, Belgium

Lyon, France

Düsseldorf, Germany

Budapest, Hungary

Riga, Latvia

Bertrange, Luxembourg

Eindhoven, Netherlands

Paço de Arcos, Portugal

Krakow, Poland

Sibiu, Romania

Vitoria-Gasteiz, Spain

Zurich, Switzerland

Geographic Coverage

EMEA

North America

AMPLEXOR
Pure Content Management

HQ Address and Contact Information
Gaston Geenslaan 10 B3, 3001
Heverlee, Belgium +32 16 44 25 10

Amplexor

Top Three Verticals

$ Financial Services and Insurance

🏛 Government

🏭 Manufacturing

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Content Strategy

Design (Visual and Wireframe)

Digital Marketing (SEO, Content Marketing, PPC, Optimization)

Enterprise Search

Globalization

Hosting

Implementation Services (Development and System Integration)

Information Architecture

Infrastructure Services (Technical Infrastructure and Support)

Mobile Strategy

Outsourcing (Staff Augmentation)

Personalization

Program Management (Post-Launch)

Quality Assurance

Social

Taxonomy

Vendor-Agnostic WCM Consulting

Web Governance

Active WCM Partners

ACQUIA®

Adobe

Drupal

SharePoint

SDL

Value Proposition

Amplexor is a Belgian-based content management integration specialist and is part of the Euroscript network. The company provides services surrounding CMS integrations, including digital experience management, document centric solutions, and enterprise collaboration platforms.

Amplexor

Overview

Amplexor is a systems integration specialist and has been helping companies in the European market since 2001. It offers technical-based services and focuses specifically on design, build, and support in enterprise collaboration, document-centric solutions, and digital experience management. In late 2013, Amplexor was acquired by Euroscript, which has six European offices (including Amplexor), as well as an office in Asia and in North America. Each site runs independently and has its own specialty services. Amplexor acts as the content management specialist within the Euroscript family. The company has 68 employees in Belgium and a nearshore subsidiary office in Romania.

Select European client list

WCM product	Client name	Project duration	Type of project
Adobe CQ5.5	Euroclear	6 months + 4 years maintenance	Customer information portal
Adobe CQ5.5	Province of Antwerp	8 months	Government site
Drupal 6	capacity4dev	3 years	Extranet
SDL Tridion 2009	Rabobank	9 years	Marketing site and integration with banking application
SDL Tridion 2011	Daikin	6 months + maintenance	Company website

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Acquia	1	0
Adobe	4	0
Microsoft	2	4
SDL	16	2

Amplexor

Project approach

Planning and execution

Amplexor partners with its customers to understand the success factors and ROI for each project, focusing on building a business case, selecting the right technology, and properly defining functional requirements and architecture. During a project, Amplexor will embed employees into the client's communications team to help improve agility. The integration is then able to focus on speed of execution and joint development with the customer. Following the build phase, Amplexor is able to run and maintain sites according to previously defined service-level agreements and key performance indicators if asked to do so.

Amplexor often partners with marketing agencies to ensure creativity in projects because it lacks a marketing department in-house. Amplexor has an existing relationship with Internet Arctic, a Belgian-based marketing firm, and the two companies work together to ensure that both the technical and creative pieces are integrated for a positive user experience.

Consistency

To create consistency across projects, Amplexor ensures the creation process and change management process follow predefined guidelines. Standard frameworks for requirements analysis, wire framing, and information architecture are also employed to ensure consistency. Since Amplexor works with a limited number of technology platforms, it is able to outline best practices for each, and it can easily adhere to its internal guidelines.

Post-delivery

Amplexor offers ongoing maintenance or support contracts.

Common practices

Knowledge sharing among practice area teams

Amplexor sponsors team sessions to share knowledge and discuss possibilities of new versions of software. Documentation is captured in an internal wiki to create a memory of each project and continue to home in on best practices. It also follows the market, taking note of industry analysis and social media insight.

Amplexor

Training and continuing education

One of the four core values at Amplexor is mentoring and coaching. A continuous learning track, therefore, is embedded in the company culture. Amplexor offers its employees formal training from vendors to learn both basic skills and upgrade functionalities. The company also provides internal training and coaching for its staff members. This knowledge is solidified in practice when senior and junior employees are often placed together on the same project, transferring knowledge in real time.

Pricing model

Amplexor uses a model that is a mixture of both fixed price and fixed scope, but it is shifting toward a "controlled budget" pricing model, which is similar to a fixed price combined with a flexible scope. The latter is accomplished through the use of Agile methodology. Maintenance contracts post-delivery are predominantly charged a daily rate.

CEM core competencies assessment

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◐ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Capability	Emphasis in service provider approach
Analytics	◐
Business/organization strategy	○
Connecting digital and offline/ analog worlds	○
Content strategy	○
Organizational change	○
Technology fluency	●
User experience	◐
User research	○

Aperto AG

DI Digital/Interactive Agency

M Marketing Communications Agency

www.aperto.de

Company Ownership

Private

Year Founded

1995

Full-Time Employees (2013)

TOTAL
300

WCM-RELATED
150

Revenues in Euros (2013)

TOTAL
€28M

WCM-RELATED
€15M
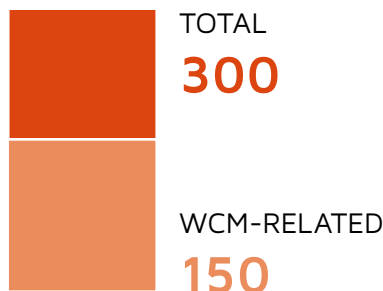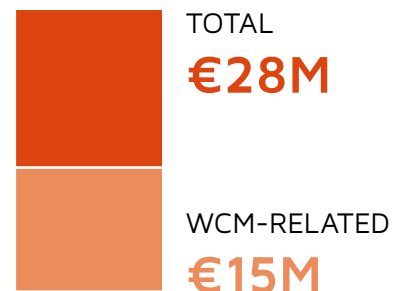
Full-Service Offices Worldwide

Full-Service Offices Europe

Berlin, Germany

Basel and Zurich, Switzerland

Geographic Coverage

APAC

EMEA

aperto

HQ Address and Contact Information
in der Pianofabrik, Chausseestraße 5, D-10115 Berlin, Germany
+49-30-283921-0

Aperto AG

Top Three Verticals

Industry and Services

Automotive

Government

Areas of Expertise

Analytics, Testing, and Optimization	Implementation Services
Business Strategy Consulting	Information Architecture
Content Strategy	Infrastructure Services
Corporate Branding	Mobile Strategy
Design	Social
Digital Marketing	User Research
Hosting	Web Governance

Active WCM Partners

Adobe

COREMEDIA

Drupal

magnolia

Other CEM Partnerships

ANALYTICS, TESTING, AND OPTIMIZATION
Divolution Optimizer
econda Site Monitor and Shop Monitor
etracker
Google
Webtrekk Q3

SOCIAL MEDIA MONITORING AND PUBLISHING
Brandwatch
uberMetrics Delta
Trendiction

Value Proposition

Aperto is a full-service agency with digital roots. The company's tagline is "the right service agency for the Digital Age."

Aperto AG

Overview

Aperto was founded in 1995 in Berlin as an internet agency focused on producing website portals. In 2005, the company shifted strategy to focus on extending digital campaigns and mobile business solutions and on providing services that build traffic quality and quantity. Aperto now identifies itself as a full-service communications agency: "the right service agency for the Digital Age."

Aperto employs nearly 300 people, about half of whom work on WCM, and its total revenue in 2013 exceeded €25 million. In addition to the Berlin office, Aperto has a full-service office in Basel and Zurich, Switzerland and it expanded into the Asian market in 2013 with new offices in Beijing and Shanghai. Aperto serves clients in the Middle East via a joint venture in Dubai with Emicom Media.

Select European client list

WCM product	Client name	Project duration	Type of project
Drupal	Siemens Home Appliances	18 years	Online communications and consulting
Magnolia	Bank of Scotland	3 years	Website relaunch
Magnolia	EADS/Airbus (formerly EADS)	4 years	International corporate website
Magnolia	Middle East Broadcasting Center	3 years	Website relaunch and migration
Magnolia	Migros	3 years	Website redesign

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
CoreMedia	11	9
Magnolia	20	18

Aperto AG

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Brandwatch	Social media monitoring and publishing	2	3
Divolution Optimizer	Analytics, testing, and optimization	0	3
econda Site Monitor and Shop Monitor	Analytics, testing, and optimization	0	3
etracker	Analytics, testing, and optimization	1	3
Google	Analytics, testing, and optimization	3	3
Trendiction	Social media monitoring and publishing	0	3
uberMetrics Delta	Social media monitoring and publishing	0	3
Webtrekk Q3	Analytics, testing, and optimization	8	3

Project approach

Planning and execution

After receiving the project goals from the client, Aperto holds workshops with the client to define business requirements and user journeys. These can last from one day to two weeks, depending on the context of the project, and are also help the company become acquainted with all project stakeholders on the client side. Aperto works with the client to define key performance indicators (KPIs) at the beginning of the project as well.

Aperto AG

Aperto uses an Agile approach to project management, issuing monthly releases and holding discussions with all project stakeholders. In each of these meetings, the company will recap the project requirements and check that it is meeting the client's expectations.

As part of its process for defining user requirements, Aperto conducts personal interviews with representatives of the target customer group with the belief that quality of these interactions matters more than quantity of them. The company also contends that the best way to get into the mindset of the target users is to conduct multiple interviews in a short period of time.

The typical Aperto project team includes a project manager, a technical manager, designers and information architects from the creative department, a lead developer team/system architect, and front and back-end developers. There are also specialists in such fields as SEO and mobile design, for example, who join project teams as needed.

Aperto has an editorial department of approximately 30 people who assign all types of content — such as movies, text, and images — to all kinds of digital channels. This team helps various departments at the client side — such as online marketing, editorial, and technical departments — publish content from one source to all different channels.

Additionally, Aperto has partnered with several technology vendors, selecting those partners with a decision process that starts with one question: What is the business goal? Possible answers to this question may include such goals as increased sales, decreased expenses, or integration of different technologies. Account managers and digital team members work with the technical department to make sure that the right vendor choice is made.

Post-delivery

Aperto can manage technical maintenance for the client once the project is completed, or it can hand over that maintenance to the client to manage itself.

Common practices

Knowledge sharing among practice area teams

Aperto holds periodic meetings with its entire staff to share their experiences from recent projects, in addition to training meetings led by experienced staff members. The company uses wikis and online discussion groups to further share knowledge on an ongoing basis.

Aperto AG

Training and continuing education

Each Aperto employee receives several days of training per year. These types of training include:

- Soft-skill training on such topics as delivering presentations and managing conflict

- Methodology training, such as a formal course on Aperto's software engineering method

- Technical training via one-day courses on technical topics, such as mobile web and Java frameworks

- Engineering and technology conferences

Employees also keep abreast of technology developments by participating in vendor-sponsored training seminars and conferences.

Pricing model

Aperto typically charges a daily fee, which varies based on the resources and the level and type of expertise required.

CEM core competencies assessment

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◒ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	◒
Connecting digital and offline/analog worlds	●
Content strategy	●
Organizational change	◒
Technology fluency	●
User experience	●
User research	●

BearingPoint

SI Systems Integrator

www.bearingpoint.com

Company Ownership

Private

Year Founded

2009

Full-Time Employees (2013)
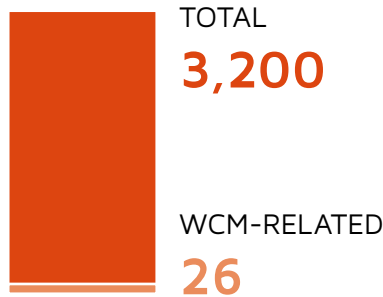
TOTAL
3,200

WCM-RELATED
26

Revenues in Euros (2013)

TOTAL
More than €500M

WCM-RELATED
€3-4.9M

Full-Service Offices Worldwide

Geographic Coverage

APAC   EMEA   North America   South America

Full-Service Offices in EMEA

Amsterdam, Netherlands

Vienna and Graz, Austria

Brussels, Belgium

Copenhagen, Denmark

Helsinki, Finland

Paris, France

Berlin, Frankfurt, Munich, and Hamburg, Germany

Dublin, Ireland

Oslo, Norway

Bucharest, Romania

Stockholm, Sweden

Zurich, Switzerland

Donetsk, Ukraine

Abu Dhabi and Dubai, United Arab Emirates

London, UK

BearingPoint.

HQ Address and Contact Information
Gustav Mahlerplein 62, NL-1082 MA
Amsterdam, Netherlands
+31 20 504 90 00 504 90 00

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BearingPoint

Top Three Verticals

Financial Services and Insurance

Government

Manufacturing

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Process Development/ Re-Engineering

Business Strategy Consulting

Content Strategy

Customer Relationship Management

Data Services

Digital Marketing

E-commerce

Enterprise Search

Globalization

Implementation Services

Information Architecture

Infrastructure Services

Marketing Automation

Mobile Strategy

Personalization

Program Management

Quality Assurance

Social

Taxonomy

Vendor-Agnostic WCM Consulting

Web Governance

Active WCM Partners

ektron

SharePoint

ORACLE

Other CEM Partnerships

ANALYTICS, TESTING, AND OPTIMIZATION
Adobe

CUSTOMER RELATIONSHIP MANAGEMENT
Microsoft
SAP

E-COMMERCE
Oracle

SEARCH
Microsoft

Value Proposition

BearingPoint combines industry, operational, and technology skills with relevant proprietary and other assets in order to tailor solutions for each client's individual challenges.

BearingPoint

Overview

BearingPoint is an independent, partner-owned management and technology consultancy based in the Netherlands, employing 3,200 staff members worldwide. Prior to 2009, the company was the European division of BearingPoint U.S., which filed for bankruptcy during the recent global financial crisis. BearingPoint's current structure is the result of a management buyout of the European businesses. In order to serve clients in Asia and the Americas, where BearingPoint does not have local offices, the company has established partnerships with numerous other consultancies in those regions.

Select European client list

WCM product	Client name	Project duration	Type of project
Ektron	United Drug Supply Chain Services	6 months	Corporate communications
Oracle WebCenter Sites	Barclays	12 months	Marketing and communications
Oracle WebCenter Sites	Birmingham City Council	14 months	Corporate communications
Oracle WebCenter Sites	Wärtsilä	8 months	Corporate communications
Oracle WebCenter Sites	Yorkshire Building Society	6 months	Corporate services

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Ektron	2	2
Microsoft SharePoint	3	3
Oracle	8	9

BearingPoint

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Adobe	Analytics, testing, and optimization	1	2
Microsoft	Customer relationship management	1	4
Microsoft	Search	3	3
Oracle	E-commerce	1	2
SAP	Customer relationship management	1	5

Project approach

Planning and execution

Prior to beginning a project, BearingPoint's digital customer engagement team often may work with the client to define a digital strategy that could span several years, with achievement milestones set for each year. BearingPoint has a Dublin-based e-center for WCM projects, and the company's WCM technical architects and developers employ a methodology designed to deliver complex WCM implementations on time and on budget. The team aims at delivering value early and building on incremental successes to deliver solutions with the goal of meeting or exceeding customer expectations. The methodology includes the following steps:

- **Discovery.** This step begins with a vision workshop where clients articulate their vision for the solution, which in turn helps to define requirements for the initial phase. The goal of this workshop is for BearingPoint to understand the client's customer journeys, both for internal managers on the back end and for end users.

- **Technical design.** The company defines the technical architecture and details design documents for the initial phase while future proofing subsequent phases.

BearingPoint

- **Build.** Builds for each phase are delivered in sprints. Each sprint is fully system tested and includes customer demonstrations. BearingPoint encourages customers to load production content at this stage to validate existing deliverables.

- **Deploy.** A detailed implementation plan is defined to deploy each phase deliverable to production.

Post-delivery

BearingPoint designs the process for knowledge transfer to clients at the start of project, determining if they will take on management of the project themselves or whether they will require BearingPoint to provide managed services for them.

Common practices

Knowledge sharing among practice area teams

Because all of its WCM experts work in the Dublin office, some knowledge sharing happens organically. In addition, BearingPoint maintains a central repository of document delivery templates, methodologies and code accelerators.

Training and continuing education

BearingPoint's architecture team tracks various industry analyst firms, monitoring their research and interacting with analysts, to keep abreast of trends and product advancements. In addition, the company's developers and architects are required to obtain the appropriate vendor certifications for the technologies with which they work. Furthermore, junior employees are often paired with more experienced senior employees so that they can learn as they work.

Pricing model

BearingPoint typically uses either a fixed-price model or a time-and-materials pricing model.

BearingPoint

CEM core competencies assessment	Capability	Emphasis in service provider approach
	Analytics	●
	Business/organization strategy	●
	Connecting digital and offline/ analog worlds	◒
	Content strategy	○
	Organizational change	●
	Technology fluency	●
	User experience	●
	User research	◒

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◒ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

BiteDA

DI Digital/Interactive Agency

M Marketing Communications Agency

www.biteda.com

Company Ownership
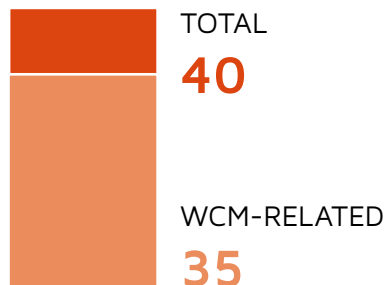
Private

Year Founded

1995

Full-Time Employees (2013)

TOTAL
40

WCM-RELATED
35

Revenues in British pounds (2013)

TOTAL
Less than £5M

WCM-RELATED
£1-2.9M

Full-Service Offices Worldwide

HQ

bDA®

HQ Address and Contact Information
111 Bell St., Glasgow G4 0TQ UK
+44 0141 404 8585
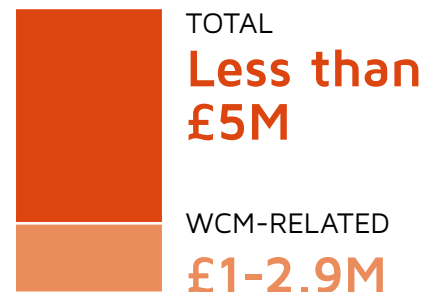
Full-Service Offices in Europe

Glasgow, UK

Paris, France

Munich, Germany

Stockholm, Sweeden

London, UK

Geographic Coverage

APAC

EMEA

North America

BiteDA

Top Three Verticals

Consumer Electronics

Management Consulting Services

Manufacturing

Areas of Expertise

Analytics, Testing, and Optimization	Implementation Services
Application Development	Information Architecture
Content Strategy	Marketing Automation
Corporate Branding	Personalization
Design (Visual and Wireframe)	Social
Digital Marketing	User Research
Globalization	Vendor-Agnostic WCM Consulting

Active WCM Partners

cognifide

ektron

SDL

sitecore

umbraco

WordPress
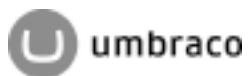
Other CEM Partnerships

GLOBALIZATION/LOCALIZATION
Lingo24

MARKETING AUTOMATION
Oracle Eloqua

Value Proposition

BiteDA believes modern marketing is defined by insight-led strategies, deep digital expertise, content-rich customer experience, and highly visual creative and design. The company's strategy is geared toward helping clients work more effectively, produce better results, and ultimately win in the marketplace.

BiteDA

Overview

BiteDA is part of Bite Group, a network of digital agencies that is in turn owned by Next 15 Communications Group, a publicly held company headquartered in London and traded on the London Stock Exchange Alternative Investment Market. The Bite Group is a network of 15 offices with 300 employees across the Asia-Pacific region (Bangalore, Beijing, Hong Kong, Mumbai, New Delhi, Shanghai, Singapore, and Sydney), Europe (Glasgow, London, Munich, Paris, and Stockholm), and North America (New York and San Francisco).

Select European client list

WCM product	Client name	Project duration	Type of project
SDL	Ricoh	18 months	Multinational website
Umbraco	Brother International Corp.	6 months	Sales enablement app
Umbraco	Lumesse	3 months	Rebranded multinational website
WordPress	Sage	3 months	Campaign microsite
WordPress	ShareThis	3 months	Rebranded website

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Cognifide	0	1
Ektron	0	2
SDL	3	1
Sitecore	1	1
Umbraco	1	1
WordPress	9	5

BiteDA

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Lingo24	Globalization/ localization	Multiple projects across 3 clients	3
Oracle (Eloqua)	Marketing automation	2	1

Project approach

Planning and execution

When undertaking a big implementation, BiteDA advises clients on how to build an organizational structure capable of supporting the new system. The company looks at which of the client's operational processes the implementation will affect, and it works to restructure its clients' marketing teams and revise job roles and reporting lines to accommodate a large development project. BiteDA then helps determine what processes and people are necessary to complete the project. These include content councils, editorial teams, editorial planning cycles, internal brand ambassadors, and employees who play a role in driving customer engagement after launch.

BiteDA's project management strategy combines a linear planning process with Agile implementation methodologies. BiteDA describes this process as having six steps: define, discover, design, develop, deploy, and evolve. At each step, BiteDA produces set deliverables that drive the project's subsequent stages and ensure there is agreement between the client and the BiteDA project team.

BiteDA believes that personas are a valuable tool, but it also thinks that the drawback of personas is that they are typically built on presumptions rather than actual data. Since it is now possible to track customer behavior over time to show how a given audience has behaved in its overall digital lifetime, BiteDA aims to bring data to personas to increase their accuracy. However, the company does realize that data does not tell the whole story, so it supplements data analysis with additional customer research to understand the customer's decision-making process. One research tool BiteDA uses, called influencerX,

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allows the company to identify audience members and measure audience perceptions over time—tracking the shifts in where, how, and by whom people are being influenced.

BiteDA projects are staffed by a combination of employees with capabilities in planning and strategy, client services, and project management. If it appears that the project needs to start at the strategic level, strategic planners begin the project. These planners handle data positioning, analysis, and persona definition until they have agreed with the client on the project strategy and requirements. If the project seems to be more focused on implementation, strategists will still be included but will focus more on the post-launch phase and how to operationalize marketing at that point.

BiteDA sees content as a key requirement for a company to include in its marketing strategy, and it has invested in content strategy and creation. In addition to agency copywriters, BiteDA employs people whose backgrounds are in journalism and research, believing that these bring a necessary depth to any project. The company also believes it is important to work quickly and localize content effectively. This means not just about translating text from English to German, for example, but also understanding the culture of the local German audience.

Post-delivery

BiteDA produces and maintains internal documentation and references for all client projects. Rather than train clients to use analytics, the company builds reporting templates and defines a cycle on which those reports should be run. In some cases, BiteDA provides data reporting as a managed service; for example, the company created a management dashboard framework for a client that uses it to collate data monthly and then send it to BiteDA to analyze and provide recommendations based on that analysis.

Common practices

Knowledge sharing among practice area teams

BiteDA employee training focuses on general WCM best practices and abstract concepts between teams. Employees train to become dedicated specialists able to implement those practices and concepts on individual systems.

Training and continuing education

BiteDA has not provided any information about training and continuing education.

Pricing model

BiteDA

Bite typically works on an activity-and-materials basis when establishing project budgets, but will also use a fixed-fee model if that is the client's preference.

CEM core competencies assessment

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◐ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	●
Connecting digital and offline/ analog worlds	◐
Content strategy	●
Organizational change	●
Technology fluency	●
User experience	●
User research	●

BTC AG

DI Digital/Interactive Agency

SI Systems Integrator

www.btc-ag.com

Company Ownership

Private

Year Founded

2000

Full-Time Employees (2013)

TOTAL
2,000

WCM-RELATED
20

Revenues in Euros (2013)

TOTAL
€100-249M

WCM-RELATED
€1-2.9M
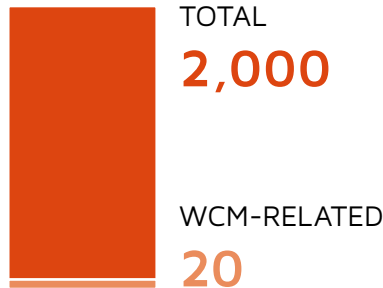
Full-Service Offices Worldwide

Full-Service Offices in Europe

Oldenburg, Germany

Berlin, Bremen, Gütersloh, Hamburg, Leipzig, Mainz, Münster, and Neckarsulm, Germany

Poznań, Poland

Zürich, Switzerland

Istanbul, Turkey

Geographic Coverage

APAC   EMEA

North America   South America

HQ Address and Contact Information
Escherweg 5, 26121 Oldenburg, Germany +49 (0)441/3612-0

BTC AG

Top Three Verticals

Energy

Financial Services and Insurance

Manufacturing

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Process Development/ Re-Engineering

Customer Relationship Management

Design (Visual and Wireframe)

Digital Marketing

E-Commerce

Enterprise Search

Globalization

Hosting

Implementation Services

Information Architecture

Infrastructure Services

Marketing Automation

Mobile Strategy

Outsourcing

Personalization

Social

Taxonomy

Vendor-Agnostic WCM Consulting

Active WCM Partners

OPENTEXT
THE CONTENT EXPERTS

sitecore®

TYPO3

Other CEM Partnerships

CUSTOMER RELATIONSHIP MANAGEMENT
Microsoft
SAP

E-COMMERCE
Demandware
hybris
Magento

Value Proposition

BTC is a German IT consulting firm offering consulting, system integration, system management, and Microsoft BizTalk services to enterprise and midsized organizations.

BTC AG

BTC AG, which stands for Business Technology Consulting, was created out of merger of three smaller IT consultancies: NETPlus, UMC, and CCC. BTC AG now has 2,000 employees, and in addition to its headquarters in Oldenburg and presence in 10 other German cities, the company has offices in Japan, Poland, Switzerland, and Turkey.

Select European client list

WCM product	Client name	Project duration	Type of project
OpenText WSM 11	ARD.de Bertelsmann Stiftung	7 years	Website and intranet design
OpenText WSM 11	CeWe Color	3 years	Website design
OpenText WSM 11	EWE	7 years	Website and intranet design
OpenText WSM 11	Die Mobiliar	9 months	Intranet design

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
OpenText	46	7
Sitecore	2	8
TYPO3	30	1

BTC AG

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Demandware	E-commerce	0	15+
hybris	E-commerce	20+	40+
Magento	E-commerce	10+	10+
Microsoft	Customer relationship management	100+	200+
SAP	Customer relationship management	300+	500+

Project approach

Planning and execution

At the start of a project, BTC AG runs customer workshops to identify user requirements. Based on these requirements, the company composes a concept and assigns employees to the project team. These assignments are based on a skills matrix that tracks all employees by their skill sets and shows their availability.

In managing projects, BTC AG uses a proprietary project management model called BTC Prof. All of the company's projects start with a preliminary phase and/or distribution phase. Based on the results of the preliminary phase, the project then follows three main phases:

1. Start phase

2. Implementation phase, which includes:

   ■ Architecture and planning

   ■ Prototyping and development

   ■ Integration and implementation

   ■ Operation and project management

3. Conclusion phase

To ensure consistency across projects, BTC AG uses OpenText's Web Site Management for Microsoft as project sharing software.

BTC AG

Post-delivery

BTC AG trains the client's employees, both its developers and authors, on how to manage the new solution.

Common practices	**Knowledge sharing among practice area teams**

BTC AG uses wikis and JIRA to store and share knowledge across the company.

Training and continuing education

As an official OpenText training partner, BTC AG conducts training sessions for OpenText customers as well as for its own employees.

Pricing model

BTC prices projects using either fixed-price or time-and-materials models.

CEM core competencies assessment

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	◓
Connecting digital and offline/ analog worlds	○
Content strategy	○
Organizational change	○
Technology fluency	●
User experience	●
User research	●

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◓ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Building Blocks

DI Digital/Interactive Agency

SI Systems Integrator

www.building-blocks.com

Company Ownership
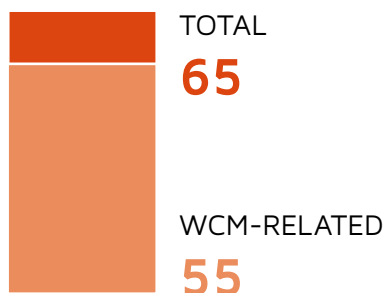
Private

Year Founded

2007

Full-Time Employees (2013)

TOTAL
65

WCM-RELATED
55

Revenues in British Pounds (2013)

TOTAL
Less than £5M

WCM-RELATED
£3-4.9M

Full-Service Offices Worldwide

HQ
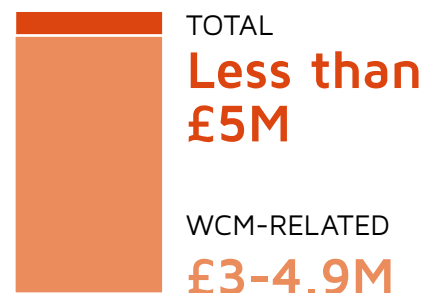
Full-Service Offices in Europe

Manchester, UK

Geographic Coverage

EMEA

North America

HQ Address and Contact Information
1 Portland St., Manchester M1 3BE UK
+44 (0)161 441 0600

Building Blocks

Top Three Verticals

Biotechnology

Manufacturing

Travel

Areas of Expertise

Application Development

Business Process Development/
Re-Engineering

Content Strategy

Design (Visual and Wireframe)

E-Commerce

Enterprise Search

Globalization

Hosting

Implementation Services

Information Architecture

Infrastructure Services

Mobile Strategy

Outsourcing

Personalization

Program Management

Quality Assurance

Social

Taxonomy

User Research

Vendor-Agnostic WCM Consulting

Web Governance

Active WCM Partners

e-Spirit

SharePoint

SDL

sitecore

umbraco
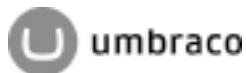
Other CEM Partnerships

CUSTOMER RELATIONSHIP MANAGEMENT
Salesforce.com

DIGITAL ASSET MANAGEMENT
SDL

GLOBALIZATION/LOCALIZATION
SDL

PERSONALIZATION
SDL

SEARCH
Apache Lucene
Microsoft

SOCIAL MEDIA MONITORING AND PUBLISHING
Zimbra

Value Proposition

Building Blocks is a technology-focused digital agency that addresses the needs of both the IT and marketing departments. The company works with complex global organizations whose digital platforms are no longer fit for purpose or that want to leverage digital tools and techniques to move their business forward.

Building Blocks

Overview

Building Blocks was founded in 2007 with a focus on CMS platforms and technical web development, and then soon extended into design and digital strategy development. The company is based in Manchester, UK, and has a U.S. office in San Francisco.

Select European client list

WCM product	Client name	Project duration	Type of project
SDL	GE Lighting	12 months plus ongoing support	Global digital platform implementation and roll-out
SDL	Lloyd's Register	5 years	Global digital platform implementation and roll-out
SDL	Macmillan Cancer Support	2 years	WCM implementation and migration of multiple websites
SDL	Royal Caribbean Cruises	3 years plus ongoing support	Multi-brand, multi-country solution integrated with existing reservation and booking system
SDL	Yara International	9 months plus ongoing support	Global digital platform implementation and rollout

Vendor partnerships

Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Microsoft SharePoint	4	4
SDL	40	11
Sitecore	0	3
Umbraco	3	2

Building Blocks

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Apache Lucene	Search	12	5
Microsoft	Search	2	2
Salesforce.com	Customer relationship management	2	2
SDL	Digital asset management	2	1
SDL	Globalization/ localization	5	2
SDL	Personalization	2	2
Zimbra	Social media monitoring and publishing	15	2

Project approach

Planning and execution

Building Blocks doesn't prescribe a single project management approach and instead is flexible inline with a client's internal requirements and resources. The company uses PRINCE2, Waterfall, and Agile management techniques. The company's management process requires that clear controls and communications plans are set up to manage risks, co-ordinate resources, and ensure that all stakeholders are clear on the expectations of the project goals and deliverables. Project progress and potential risks are reviewed with the client in a weekly "highlight report." Building Blocks' processes are accredited by Lloyd's Register Quality Assurance through the ISO 9001:2008 quality management system.

Building Blocks agrees with the client on success criteria before laying down any code or designs, and makes sure that client has the software and analytics tools needed to support the measurements they want.

Building Blocks

Each project is assigned four to six specialists (developers, interaction designers), and sometimes team members from the client side join the project team as well. Four different managers guide each project:

- A project manager is responsible for project delivery, staffing, and progress monitoring and reporting.

- A technical manager is responsible for the design, delivery, and quality of the technical solution.

- An account manager is responsible for the client relationship and business issues.

- A creative lead is responsible for user experience and creative execution.

As part of the user research for a project, Building Blocks likes to speak with internal employees who work closely with the end customer (e.g., call center staff), believing that these employees possess valuable knowledge and insight into the current experience of the customers. Building Blocks augments that research with global stakeholder interviews at the start of a project. The company's projects also typically include a kickoff meeting, workshops, and technical investigations.

The Building Blocks design team work collaboratively with client teams during the initial stages using activities such as paper prototyping and proof of concepts to involve client stakeholders.

In addition, the Building Blocks quality assurance team is involved at every stage of the project, ensuring that all requirements and specifications are detailed and able to be tested during future phases of the project.

Post-delivery

Building Blocks' client strategy is to build long-term relationships, so the company operates dedicated BAU (business as usual) teams to support clients' post implementations with training client staff members, performing bug fixes, and general troubleshooting. In addition, the BAU team acts as an overflow for the client team to quickly implement enhancements and improvements based on user feedback and analysis of analytics.

Building Blocks

Knowledge sharing among practice area teams

Building Blocks holds a weekly town hall staff meeting, which includes a "show and tell" of recent projects. Regular lunchtime demonstrations to share product knowledge and details of successful implementation approaches of current projects are held.

The company also operates a monthly "innovation day," where all agency staff investigate new technologies and ideas, and present findings at the end of the day. This practice has contributed to releasing a number of Building Blocks open source projects.

Training and continuing education

New technical team members receive a document called "How We Work" and take a week-long technical training course for each WCM solution they will use. This training includes a product overview session, content entry session, and technical implementation sessions.
Non-technical new hires also take part in a two-day training session that provides product overviews and content-entry training. Building Blocks's human resources manager collaborates with employees on individual training plans tied back to the strategy and objectives of the business.

Pricing model

Building Blocks has a rate card with daily rates for the different project roles, and the company typically agrees to a consistent daily rate with the client. Most projects are estimated in two parts: the design phase and the build phase. This enables clients to set budgets while recognizing that project scope can change once the final solution has been defined.

Building Blocks

CEM core competencies assessment

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	⊖
Connecting digital and offline/ analog worlds	●
Content strategy	⊖
Organizational change	⊖
Technology fluency	●
User experience	●
User research	●

● Frequently cited during our research; likely a core aspect of its approach with most clients.

⊖ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Cognifide

DI Digital/Interactive Agency

◩ Digital Consultancy

www.cognifide.com

Company Ownership

Public

Year Founded

2005

Full-Time Employees (2013)

TOTAL
200

WCM-RELATED
170

Geographic Coverage

EMEA

Revenues in British pounds (2013)

TOTAL
£10-24.9M

WCM-RELATED
£10-24.9M
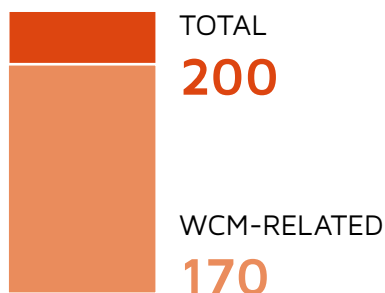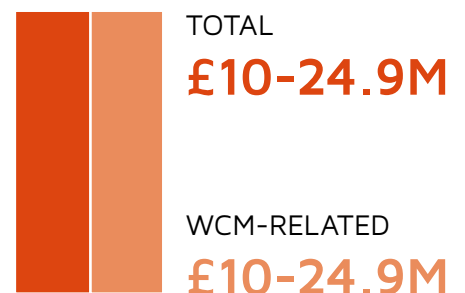
Full-Service Offices

London, UK

Copenhagen, Denmark

Poznań, Poland

HQ Address and Contact Information
Clerkenwell House, 67 Clerkenwell Rd., EC1R 5BL, London, UK
+44 (0)20 3475 7200

Cognifide

Top Three Verticals

Financial Services and Insurance

Media and Entertainment

Pharmaceuticals

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Strategy Consulting

Content Strategy

Globalization

Hosting

Implementation Services

Mobile Strategy

Personalization

Program Management (Post-Launch)

Quality Assurance

Active WCM Partners

Adobe

sitecore

Other CEM Partnerships

CUSTOMER RELATIONSHIP MANAGEMENT
Salesforce.com
Gigya

E-COMMERCE
MPP Global Solutions

Value Proposition

Cognifide believes that what brands need most is the ability to respond quickly and effectively. The company provides brands with the tools and knowledge to activate their own marketing campaigns—without having to involve a developer. Cognifide also helps businesses to adapt their processes so they can make the most of the power at their fingertips.

Cognifide

Overview

Founded in 2005, Cognifide serves national and global brands from its offices in London, UK; Poznań, Poland; and Copenhagen, Denmark. Identifying as a digital consultancy, Cognifide focuses on helping companies build the capabilities for digital experiences. In March 2014, WPP acquired a majority stake in Cognifide.

Select European client list

WCM product	Client name	Project duration	Type of project
Adobe CQ	Direct Line Group	Ongoing	Digital marketing and OLTP
Adobe CQ	Investec	Ongoing	OLTP
Adobe CQ	John Lewis	Ongoing	Intranet
Adobe CQ	Virgin Media	Ongoing	E-commerce
Sitecore	Chivas Regal	Ongoing	Digital marketing

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Adobe	29	60
Sitecore	9	10

Project approach

Planning and execution

Cognifide finds Agile techniques to be most effective for its projects, but it will also use Waterfall approaches if the client prefers. Where possible, Cognifide works within the Managing Successful Programmes framework, the project management methodology developed by the UK government. In this framework, projects are broken down into project work streams, each with a specific owner responsible for delivery within that area. The next step in the framework is the creation of a project structure that allows for coordinated

Cognifide

management of the work streams, and formal reporting lines are established with the wider stakeholder group to ensure that communication outside the project is clear.

Cognifide applies its progressive assurance methodology to ensure it maintains high quality and meets business objectives. The company focuses on delivering demonstrable outputs after each sprint release and making sure all stakeholders are aligned on the trajectory of the project.

The Cognifide delivery approach uses a mix of preventive and reactive testing to ensure it maintains a high level of code quality. This approach incorporates a continuous integration capability at unit, integration, and system levels. The company's Cognifide Workbench consists of more than 20 tools—commercial, open source, and Cognifide-developed—that when combined can deliver a highly optimized and efficient model for Adobe CQ development. The Workbench is configured to work seamlessly as a single development stack, covering build, test, documentation, deployment, and release management. Along with the company's engineering expertise, it represents the "secret sauce" of Cognifide's engagement methodology. In addition to the Workbench, Cognifide has created its own software products called Zen Garden and Zengage. These products aim to simplify WCM vendor development tools so that digital marketers on the client side can deploy multiple sites with little or no assistance from a developer.

Post-delivery

Cognifide offers structured enablement consulting to train clients' development teams, creative agencies, and preferred systems integrators, along with support for governance and strategy consulting for optimal management of component reuse, project pipeline management, and platform management.

Common Practices

Knowledge sharing among practice area teams

Cognifide uses Confluence and Basecamp to share knowledge and information.

Training and continuing education

Cognifide employs several Adobe-certified trainers, who in turn train new hires and existing employees. The company also holds regular lunch-and-learn sessions with project leaders and other employees to share best practices.

Cognifide

Pricing model

Cognifide offers both fixed-fee and time-and-materials pricing models.

CEM core competencies assessment

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◒ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	◒
Connecting digital and offline/analog worlds	◒
Content strategy	◒
Organizational change	◒
Technology fluency	●
User experience	●
User research	◒

Curve

DI Digital/Interactive Agency

www.curveagency.com

Company Ownership

Private

Year Founded

2008

HQ

Full-Time Employees (2013)

TOTAL
8

WCM-RELATED
8

Geographic Coverage

EMEA

Revenues in British pounds (2013)

TOTAL
Less than £5M

WCM-RELATED
Less than £1M
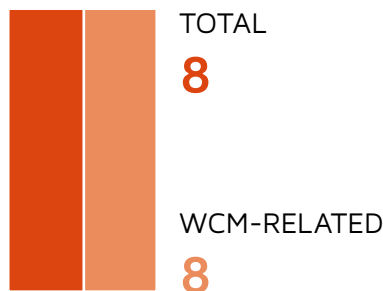
Full-Service Offices

Leeds, UK

CURVE

HQ Address and Contact Information
46 The Calls, Leeds, LS2 7EY, UK
+ 44 (0)113 320 0192

Curve

Top Three Verticals

Education

Non-profit

Publishing

Areas of Expertise

Analytics, Testing, and Optimization	Information Architecture
Application Development	Mobile Strategy
Content Strategy	Quality Assurance
Design (Visual and Wireframe)	Social
Digital Marketing	Taxonomy
E-Commerce	User Research
Hosting	Web Governance

Active WCM Partners

Drupal

Value Proposition

Curve's strategy is to provide great digital experiences by designing, testing, and building websites and apps that display the same content across all Internet-enabled devices.

Curve

Overview

Curve Agency, founded in 2008 and based in Leeds, UK, specializes in Drupal services, including web hosting, migrations, and long-term service-level support. The company also has several years of experience in mobile and responsive design. Many of Curve's clients are public institutions and charities that are looking for open-source solutions to avoid the cost of vendor licenses.

Select European client list

WCM product	Client name	Project duration	Type of project
Cambridge University	Drupal	2 years	Websites
Central YMCA	Drupal	4 months	Usability testing, mobile-first website
QMJ Publishing	Drupal	3 years	Drupal migration, responsive website, service-level agreement
Relate (national charity)	Drupal	3 months	Usability testing, responsive website
Resource Efficient Scotland	Drupal	6 months	Responsive web app

Vendor partnerships

Curve projects are implemented in Drupal.

Project approach

Planning and execution

Curve provides an estimate based on a project brief, which includes an estimated breakdown of services based on project requirements and budgets. Curve clients tend to prefer Waterfall project techniques. A typical Curve project includes the following steps:

1. Kickoff meeting to understand the overall goals of the project from both business and end-user perspectives

2. If possible, at least one user story workshop with key stakeholders and end users

Curve

3. Planning a collaborative content strategy, defining information architecture, determining the functional specification for minimum viable product, and defining scenarios for usability testing

4. Writing the service-level agreement and phase-two budget for tasks that were deferred at the beginning of the project as being out of the initial scope

5. If the client is willing, conducting usability and A/B testing

Project or account managers at Curve serve as the primary point of contact for clients. Other project team members include a lead user experience designer or other designers with specific skills, such as visual design and wireframes. The project team holds weekly planning and daily standup meetings, and it uses collaborative online tools.

Post-delivery

After an implementation, Curve provides clients with handbooks showing them how to use the new system, and the company provides 30 days of additional support as part of a project. Curve also provides one-on-one training in addition to custom videos, which have back-end screen grabs, for content author training.

Common practices

Knowledge sharing among practice area teams

Curve tracks its processes for different areas of design and development via documents that are shared internally using a folder structure in Google Docs.

Training and continuing education

Curve employees are split into sub-teams responsible for conceiving an annual strategy for each area of the business, such as design, front-end development, and server maintenance. Each sub-team leader is required to provide the company's managing director with a proposal for yearly team goals. This proposal includes learning resources, conference attendance, and educating the sub-team through internal and external workshops. Based on the proposal, each sub team receives a yearly budget allocation to be used for achieving those goals. In addition, Curve invites external specialist consultants to visit the office and deliver workshops on topics, such as optimizing or improving workflow.

Curve

Pricing model

Curve uses an hourly pricing model for service-level agreements and for very small jobs that take less than a day. For projects that last longer than a day, the company charges a daily rate for the use of each team member. The rates for its team members are based on their level of expertise and market demand for their professional services.

CEM core competencies assessment

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◒ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	○
Connecting digital and offline/analog worlds	◒
Content strategy	●
Organizational change	○
Technology fluency	●
User experience	●
User research	●

Datacon

SI Systems Integrator

www.datacon.nl

Company Ownership

Private

Year Founded

1996

Full-Time Employees (2013)

TOTAL
35

WCM-RELATED
15

Geographic Coverage

EMEA

Revenues in Euros (2013)

TOTAL
Less than €5M

WCM-RELATED
€3-4.9M
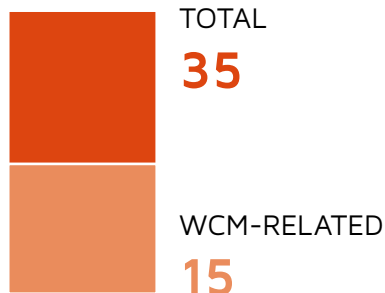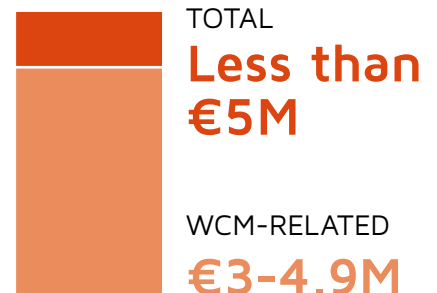
Full-Service Offices

Tilburg, Netherlands

Waalwijk, Netherlands

DATACON
share more . do more

HQ Address and Contact Information
St. Josephstraat 93, 5017 GD Tilburg, Netherlands
+31 13 580 0983

Datacon

Top Three Verticals

Manufacturing

Professional Services

Retail and Wholesale

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Process Development/
Re-Engineering

Data Services

E-Commerce

Hosting

Implementation Services

Information Architecture

Infrastructure Services

Personalization

Quality Assurance

Active WCM Partners

EPiSERVER

Kentico

SharePoint

Value Proposition

Datacon is a Dutch company specializing in portal integrations. The company is a Microsoft Gold Certified Partner and works strictly with the .NET technology stack.

Datacon

Overview

Datacon is a technically focused company that specializes in both internal and external web portals. With more than 35 employees, Datacon focuses on European midsize enterprise clients. The company focuses on technical implementations and specializes in integrating web portals with internal and external third party applications. Datacon partners with local agencies for marketing consultancy and visual designs. From time to time, the company is contracted by larger firms to aid in highly technical integrations. The company has been operating out of its offices in the Netherlands since 1996.

Select European client list

WCM product	Client name	Project duration	Type of project
EPiServer	BKR	4 months	B2C portal
EPiServer	Interxion	6 months	B2B portal
Kentico	100% Travel	3 months	Travel community portal
Kentico	Cosun	2 months	Various corporate sites
Kentico	Zeeman	2 months	Consumer portal

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
EPiServer	9	3
Kentico	40	4
Microsoft SharePoint	9	2

Project approach

Planning and execution

Before a project begins, Datacon works with clients to define high-level outlines. This is usually done in tandem with the pricing phase. Subsequently, Datacon takes a half-day to a full day outlining the functional specifications of the technical details required for a project. The rest of the specifications are

Datacon

discovered by way of Agile sprints. This conforms to a best-of-breed approach, combining features from both the Agile methodology and more traditional software project management techniques.

Datacon maintains consistency across projects by adhering to internal project methodology and following standardized QA principles, such as the following:

- Coding conventions and reviews
- Standardized WCM solution setups
- SEO guidelines
- Developmental security guidelines
- Standardized UAT processes with supporting software
- Penetration and load tests

Datacon will generally take the lead concerning Scrum methods, and it admits it cannot follow the Agile methodology completely; it understands that it often needs to adapt to client expectations of fixed price and requirements. This is the primary reason for subscribing to an Agile-traditional hybrid methodology.

Datacon takes pride in helping to educate clients on the technical components of web content management system capabilities and seeks to help clients understand the practical applications associated with their technology choices. When given the option, Datacon prefers to work with other IT-oriented clients because this melds well with its approach to projects and produces effective working relationships.

Post-delivery

Datacon offers a support phase, which is usually included in the scope of the initial contract and begins when the project phase is complete.

Common practices

Knowledge sharing among practice area teams

Datacon uses a series of interdepartmental and standardized document recordings to share knowledge across teams. Topics such as technology choices, supporting processes, performance reports, and document knowledge are created and shared at regular intervals.

The company uses regular conference calls with clients to follow up on strategy execution and performance satisfaction. Constructive criticism is encouraged, and any lessons learned from such interactions are noted and applied to future engagements.

Datacon

Training and continuing education

Datacon aims to have a high percentage of its developer staff certified with .NET technology partners (EPiServer, Kentico, Microsoft). Personal study plans are created for each developer, in which certification requirements are defined and followed through to meet internal certification goals. The company also ensures that junior and senior staff members frequently work together for consistency in developmental processes.

With large projects, usually more senior members are placed on project teams to help coach junior members while still maintaining an uncompromised approach to the work.

Datacon employees are encouraged to receive Scrum certification.

Pricing model

Datacon predominantly operates under a fixed price, which is sometimes combined with a fixed-date delivery. It will always agree with its clients, however, on the scope being covered while understanding the requirements may change.

CEM core competencies assessment

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◐ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Capability	Emphasis in service provider approach
Analytics	◐
Business/organization strategy	○
Connecting digital and offline/analog worlds	○
Content strategy	○
Organizational change	○
Technology fluency	●
User experience	◐
User research	○

Delaware Digital

DI Digital/Interactive Agency

SI Systems Integrator

www.digital.delawareconsulting.com

Company Ownership

Private

Year Founded

2003

Full-Time Employees (2013)

TOTAL
850

WCM-RELATED
47

Revenues in Euros (2013)

TOTAL
€50-99.9M

WCM-RELATED
€5-9.9M

Full-Service Offices Worldwide

HQ Address and Contact Information
Kapel ter Bede 86, 8500 Kortrijk,
Belgium +32 56 27 44 44
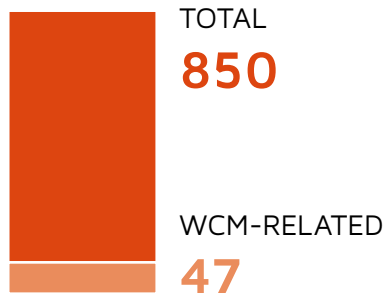
Full-Service Offices in Europe

Kortrijk, Belgium

Antwerp and Wavre, Belgium

Lille, Lyon, and Nantes, France

Howald, Luxembourg

Den Bosch, Netherlands

Geographic Coverage

APAC   EMEA

North America

Delaware Digital

Top Three Verticals

Consumer-Packaged Goods

Retail and Wholesale

Travel

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Strategy Consulting

Content Strategy

Customer Relationship Management

Design (Visual and Wireframe)

Digital Marketing

E-Commerce

Implementation Services

Information Architecture

Marketing Automation

Mobile Strategy

Program Management

Social

Web Governance

Active WCM Partners

Adobe

sitecore

Telerik Sitefinity
GOLD PARTNER

Other CEM Partnerships

ANALYTICS, TESTING, AND OPTIMIZATION

Adobe

CUSTOMER RELATIONSHIP MANAGEMENT

Microsoft

SAP

DIGITAL ASSET MANAGEMENT

ADAM Software

OpenText

E-COMMERCE

Sitecore

Sitefinity

SAP

hybris

SEARCH

Sitecore

Adobe

Value Proposition

Delaware Digital provides IT solutions and services based on the Microsoft, SAP, and OpenText technology platforms. The company follows its motto, "combining strengths, delivering solutions," by aiming at developing, implementing, and managing IT solutions as a team, in cooperation with customers, colleagues, and business partners.

Delaware Digital

Overview

Delaware Digital was founded in 2003. The company now has 850 employees spread across offices in seven countries around the world, both in Europe (Belgium, France, Luxembourg, and the Netherlands); and outside Europe, in the U.S. (Atlanta, New York), China (Shanghai, Suzhou, Harbin), and Singapore. Though Delaware has creative employees, it does not consider itself an agency because it does not think campaign based. Rather, Delaware describes itself as a full-service organization with a focus on the chief marketing officer.

Select European client list

WCM product	Client name	Project duration	Type of project
Sitecore	Lenovo	5 months	Self-service portal
Sitecore	NMBS/SNCB (Belgian railways)	12 months	Omnichannel commerce
Sitecore	Test-Aankoop	12 months	Portal, web experience
Sitecore	Thomas Cook Group	12 months	E-commerce
Sitecore	UNILIN (Quick-Step)	9 months	E-commerce, web experience

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Adobe	n/a	3
Sitecore	18	26
Telerik Sitefinity	6	5

Delaware Digital

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
ADAM Software	Digital asset management	5	6
Adobe AEM	Analytics, testing, and optimization	2	5
hybris	E-commerce	n/a	n/a
Microsoft	Customer relationship management	4	5
OpenText	Customer relationship management	n/a	n/a
SAP	Customer relationship management	n/a	n/a
Sitecore	E-commerce	10	15
Sitecore	Search	3	3
Sitefinity	E-commerce	3	5

Project approach

Planning and execution

Delaware kicks off projects with client strategy workshops, with the aim of understanding the maturity of the client's organization and its business needs. In these workshops, Delaware works with the client to identify and define customer personas and segments. Delaware assigns employees to projects based on the technologies involved, as well as any relevant sector, functional, or geographical knowledge each employee may have. For example, for a project with a Belgian bank that has a large marketing component, the appropriate employees would have experience working in marketing for financial sector projects, as well as knowledge of the appropriate language (French or Dutch), depending on where in Belgium the bank is based.

Delaware Digital

The client strategy workshops result in the creation of a big blueprint, which documents the project plan. For the project realization phase, Delaware uses both PMI- and PRINCE2-based project governance, and Agile and Scrum project methodology. For Agile projects, sprints last two to three weeks, and after each sprint Delaware shows the client demonstrations of what was built and what will happen next.

To ensure that clients have the right knowledge by the time the project is delivered, Delaware typically runs training tracks during the project's build phase. For example, if a project is Sitecore-specific, Delaware will have client-side employees who will be taking over the project do Sitecore training.

Post-delivery

Delaware hands over the project to the client in the project's operationalization phase, when it goes live. After launch, clients either choose to drive the project themselves, bringing in Delaware when there is a problem, or they choose to sign a maintenance agreement with Delaware. Maintenance agreement options include having a consultant visit the client for half a day or a full day every week to provide coaching and ensure the programs are working as they should.

Common practices

Knowledge sharing among practice area teams

Delaware employees belong to different Communities of Interest, and those CoIs are responsible for implementing a continuous learning process for its members and facilitating knowledge capture and distribution.

Training and continuing education

In addition, the employee-run CoIs host workshops for different groups that are moderated and presented by a domain expert. Examples of CoIs include product information management, customer experience design, configurable front end, customer relationship management, and search.

Employees also attend trainings and conferences held by vendor partners such as Sitecore, Telerik Sitefinity, Adobe, Microsoft, SAP, and OpenText.

Pricing model

Delaware prices projects by either a time-and-materials or a fixed-price basis.

Delaware Digital

CEM core competencies assessment

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◒ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	●
Connecting digital and offline/analog worlds	●
Content strategy	○
Organizational change	◒
Technology fluency	●
User experience	●
User research	◒

DigitasLBi

DI Digital/Interactive Agency

SI Systems Integrator

www.digitaslbi.com

Company Ownership

Public

Year Founded

2013

Full-Time Employees (2013)
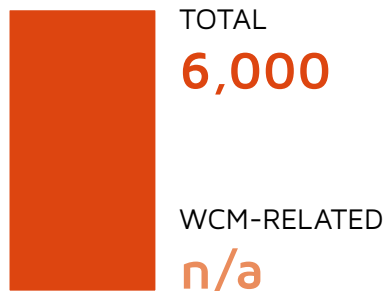
TOTAL
6,000

WCM-RELATED
n/a

Revenues in Euros (2013)

TOTAL
More than €600M

WCM-RELATED
n/a

Full-Service Offices Worldwide

Geographic Coverage

APAC   EMEA   North America

Full-Service Offices in Europe

London, UK

Brussels and Ghent, Belgium

Copenhagen, Denmark

Paris, France

Berlin, Cologne, Frankfurt, Hamburg, and Munich, Germany

Milan, Italy

Amsterdam, Netherlands

Trondheim, Norway

Madrid, Spain

Gothenburg, Malmö, and Stockholm, Sweden

Zürich, Switzerland

Edinburgh, UK

DigitasLBi

HQ Address and Contact Information
146 Brick Lane, London, E1 6RU, UK
+44 20 7063 6465

DigitasLBi

Top 3 Verticals

Automotive

Financial Services and Insurance

Travel

Areas of Expertise

Application Development

Analytics, Testing, and Optimization

Business Process Development/ Re-Engineering

Business Strategy Consulting

Content Strategy

Design (Visual and Wireframe)

E-Commerce

Globalization

Implementation Services

Information Architecture

Infrastructure Services

Marketing Automation

Mobile Strategy

Outsourcing

Personalization

Quality Assurance

Social

Taxonomy

Vendor-Agnostic WCM Consulting

Web Governance

Active WCM Partners

ACQUIA

Adobe

Drupal

EPiSERVER

SharePoint

ORACLE

sitecore

Other CEM Partnerships

DATA SERVICES
BlueKai
Tableau

DIGITAL MARKETING
Acxiom
Crowdtap
Maxymiser
Movable Ink

E-COMMERCE
Demandware
hybris

PERSONALIZATION
Epsilon

MARKETING AUTOMATION
ExactTarget
Experian
Expion
Responsys

Value Proposition

DigitasLBi is a global marketing and technology agency that aims at transforming businesses for the digital age. DigitasLBi believes it is unique in its ability to connect data with storytelling to help make brands special, shareable, and more ultimately valuable – wherever, whenever, and however people choose to engage with it.

DigitasLBi

Overview

Digitas LBi was formed in February 2013, through the merger of Digitas and LBi, two agencies founded in the 1990s and more recently acquired by Publicis. The merged company's global headquarters are in Boston and London, with additional offices across APAC, EMEA, and North America.

Select European client list

DigitasLBi has engaged with a wide range of clients in Europe on WCM projects, including Barclays, Kraft/Mondelez, Michelin, Nissan and Virgin Atlantic.

Vendor partnerships

Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Acquia	n/a	n/a
Adobe	n/a	n/a
EPiServer	n/a	n/a
Microsoft SharePoint	n/a	n/a
Oracle	n/a	n/a
Sitecore	n/a	n/a

Other Services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Acxiom	Digital marketing	n/a	n/a
BlueKai	Data services	n/a	n/a
Crowdtap	Digital marketing	n/a	n/a
Demandware	E-commerce	n/a	n/a
ExactTarget	Marketing automation	n/a	n/a

DigitasLBi

Vendor	Expertise area	Number of engagements	Number of experts assigned
Epsilon	Personalization	n/a	n/a
Experian	Marketing automation	n/a	n/a
Expion	Marketing automation	n/a	n/a
hybris	E-commerce	n/a	n/a
Maxymiser	Digital marketing	n/a	n/a
Movable Ink	Digital marketing	n/a	n/a
Responsys	Marketing automation	n/a	n/a
Tableau	Data services	n/a	n/a

Project approach

Planning and execution

DigitasLBi believes that digital is changing from being a silo within a company to being at the center of company activities. As a result, the company is seeing organizational transformation and change management becoming key elements in its engagements, with projects including organizational design components. For these projects, DigitasLBi has developed an approach that it considers to be a blend of creative and management consulting.

For project implementation, DigitasLBi uses either Waterfall or Agile project methodologies, depending on the client's preference. The company builds project teams with the aim of having an optimal mix of specialized skills. While for many projects teams are assigned based on their office's proximity to that of the client, DigitasLBi is increasingly pulling in specialized resources into specific offices regardless of geography.

DigitasLBi

The discovery phase at the beginning of a DigitasLBi project includes consultants and user experience researchers, and sometimes also creative or analytics specialists. In this phase, the project team completes a comprehensive needs evaluation and builds prototypes while conducting customer workshops, research, and stakeholder interviews. The project team has access to an in-house research lab for the user research parts of the project; this lab provides tools such as eye-tracking software and is capable of conducting user research, as well as doing research for other brands.

DigitasLBi builds detailed personas and considers how personas change over time or under certain conditions, using scenario modeling and experience mapping. Project meetings may include photos of these personas so they are considered throughout the project.

The company's technical risk board oversees all projects, conducting periodic reviews in order to identify if any changes to a particular project plan are needed.

Post-delivery

In cases where DigitasLBi works for a client on a retained basis for multiple projects, the company has a client satisfactions survey and a sunset review for any outgoing engagement where the client is involved. The company also provides formal training for the implementations it delivers and may bring the client's technology teams together with its own for collaborative code development.

Common practices

Knowledge sharing among practice area teams

DigitasLBi's regional leaders are in regular contact with one another, especially when they are working on global engagements. The company's international leadership team, made up of discipline leads across the globe, meets monthly, and all regional CEO's meet quarterly. In addition, DigitasLBi uses various collaboration tools to share, distribute, and organize its information assets. Examples of these tools include Box, Docurated, Yammer, Confluence, and most of the Atlassian development stack.

Training and continuing education

Technology training at DigitasLBi includes both certification training and conference and seminar attendance, and is part of the company's career development process. Every technical employee, from junior developers to the regional leaders, is able to participate in this training. In addition, the company provides management and leadership training through its internal learning and development teams.

DigitasLBi

Pricing model

The DigitasLBi pricing model varies depending on the client. The company has employed fixed-price, time-and-materials, and retainer-based contracts.

CEM core competencies assessment

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	⊖
Connecting digital and offline/ analog worlds	●
Content strategy	⊖
Organizational change	●
Technology fluency	●
User experience	●
User research	●

● Frequently cited during our research; likely a core aspect of its approach with most clients.

⊖ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Emakina

DI Digital/Interactive Agency

M Marketing Communications Agency

www.emakina.com

Company Ownership

Public

Year Founded

2001

Full-Time Employees (2013)

TOTAL
510

WCM-RELATED
100

Revenues in Euros (2013)

TOTAL
€50-99.9M

WCM-RELATED
€10-24.9M

Geographic Coverage

EMEA

North America

Full-Service Offices

Brussels, Belgium

Ghent, Waterloo, and Antwerp, Belgium

Paris and Limoges, France

Rotterdam, Netherlands

Geneva and Lausanne, Switzerland

EMAKINA
building brand experiences

HQ Address and Contact Information
Rue Middelbourg 64, 1170 Brussels, Belgium +32 2 400 40 00

Emakina

Top Three Verticals

Automotive

Consumer-Packaged Goods

Energy

Areas of Expertise

Corporate Branding	Information Architecture
Customer Relationship Management	Mobile Strategy
Design (Visual and Wireframe)	Personalization
Digital Marketing	Social
E-Commerce	

Active WCM Partners

ACQUIA®

Adobe

Drupal

OpenCms

SharePoint

SDL

sitecore®

Other CEM Partnerships

CUSTOMER RELATIONSHIP MANAGEMENT
Selligent

E-COMMERCE
Magento

Value Proposition

Emakina describes itself as a full-service digital native agency. The company's mission is to create value for brands and brands' customers by building enjoyable, useful, and coherent experiences through platforms, systems, and campaigns across the relevant touchpoints of the digital age.

Emakina

Overview

Emakina, headquartered in Brussels, Belgium, was formed in 2001 out of a merger of three smaller agencies. In 2006, Emakina was listed on the Euronext via the Alternext, a segment of the Euronext reserved for growing small and medium businesses. The company's 510 employees work in offices across Belgium, France, the Netherlands, and Switzerland, as well as in a nearshoring facility in Sofia, Bulgaria. In Emakina's most recent financial report, the company reported revenues of €48.8 million for 2012, an 18% increase over the previous year. Emakina's goal is to become one of the top five interactive agencies in Europe.

Select European client list

WCM product	Client name	Project duration	Type of project
Drupal	Samsung	3 years	Customer self-service
Drupal	Sarkozy political campaign	9 months	Election support
Drupal	Yunomi	4 years	Social platform
SDL	Brussels Airlines	8 years	Commercial and e-commerce
Sitecore	MakroShop	3 years	E-commerce

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Acquia	n/a	n/a
Adobe	n/a	n/a
OpenCMS	n/a	n/a
SDL	n/a	n/a
Sitecore	n/a	n/a

Emakina

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Selligent	Customer relationship management	n/a	n/a
Magento	E-commerce	n/a	n/a

Project approach

Planning and execution

Emakina uses PRINCE2 project management techniques and adapts to either the client's existing process or helps the client decide on the most suitable methodology. Though Emakina finds that many clients want to use Waterfall techniques, others are bringing in Agile and Scrum teams to work with the Emakina project team. To define project requirements, Emakina's user research specialists conduct studies on competitors or interviews with the client's stakeholders; develop new ideas; then quickly test and validate through A/B multivariate testing.

Emakina ensures consistency across projects by employing experts in specialized areas and by implementing standard functionality sets in libraries that are shared across different projects. In some cases, Emakina also incorporates vendors' resources in the project for specific tasks and training while the project is under way.

Emakina strives to use staff members for projects that are located in the same local area as the client wherever possible. Emakina has created centers of technology expertise across its country offices. For example, the Brussels office specializes in SDL, while the Amsterdam office specializes in EPiServer. However, if the local country office does not have sufficient resources, Emakina will bring in employees with the necessary skills from other offices for the project.

Emakina

Post-delivery

In most cases, Emakina tries to keep client stakeholders as involved as possible during a project, so that when the implementation is complete, they have a clear idea of what they will need to do going forward. Depending on the project, Emakina will place its project team employees at the client site, either at the start of the project or once a platform is in place and running. Emakina also offers managed services after the project is completed; for projects that will be run by the client's own IT team, Emakina can train the client's other business units to use and run the implemented project.

Common practices

Knowledge sharing among practice area teams

Emakina designates employees as vendor technology experts. Those experts are responsible for managing knowledge for that technology across the company.

Training and continuing education

Emakina has not provided information on training and continuing education.

Pricing model

Emakina prices projects mostly using a fixed-price model.

Emakina

CEM core competencies assessment

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◒ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	◒
Connecting digital and offline/analog worlds	◒
Content strategy	◒
Organizational change	◒
Technology fluency	●
User experience	●
User research	●

Espire

DI Digital/Interactive Agency

SI Systems Integrator

www.espire.com

Company Ownership
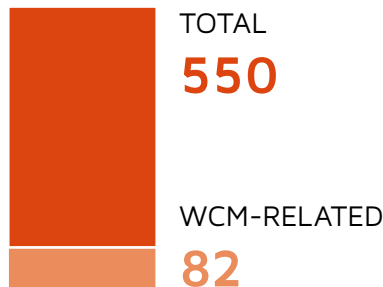
Private

Year Founded

2011

Full-Service Offices Worldwide

Full-Time Employees (2013)

TOTAL

550

WCM-RELATED

82

Revenues in British Pounds (2013)

TOTAL

£10-24.9M

WCM-RELATED

£3-4.9M
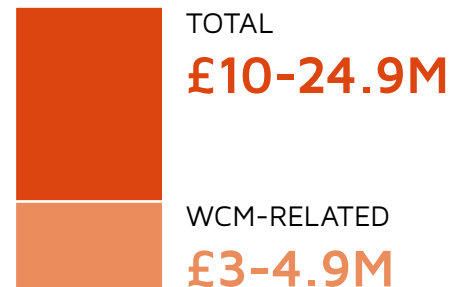
Full-Service Offices in Europe

London, UK

Geographic Coverage

APAC

EMEA

North America

HQ Address and Contact Information

Portland House, Bressenden Place, London, SW1E 5RS, UK
+44 (20) 8433-6777W1D 3SG

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Espire

Top Three Verticals

Government

Sports and Leisure

Travel

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Process Development/
Re-Engineering

Business Strategy Consulting

Content Strategy

Corporate Branding

Customer Relationship Management

Design (Visual and Wireframe)

Digital Marketing

E-Commerce

Enterprise Search

Globalization

Hosting

Implementation Services

Information Architecture

Infrastructure Services

Marketing Automation

Mobile Strategy

Outsourcing

Personalization

Program Management

Quality Assurance

Social

Taxonomy

User Research

Vendor-Agnostic WCM Consulting

Web Governance

Active WCM Partners

Drupal

SharePoint

SDL

Value Proposition

Espire is a global information technology services company that aims at providing end-to-end solutions for clients that will grow their businesses.

Espire

Overview

Espire, founded in 2011, is an IT services company based in India that serves the EMEA market through its London office. The company also has offices across APAC and North America. In addition to WCM services, Espire offers application management, enterprise resource planning, business intelligence, customer communications management, and infrastructure management services.

Select European client list

WCM product	Client name	Project duration	Type of project
Microsoft SharePoint	Impellam Group	less than 1 year	Portal, B2B and B2C website
SDL	St Albans	2 years	Portal, intranet, and support and maintenance
SDL	VisitBritain	7 years	Portal, B2B website, intranet, and support and maintenance
SDL	OKI	2 months (ongoing)	Portal, B2B and B2C websites, support and maintenance, migration to new technology stack

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Drupal	6	6
Microsoft SharePoint	7	5
SDL	5	5

Espire

Project approach

Planning and execution

Espire uses Agile project management techniques, dividing activities into sprints. At the start of a project, Espire establishes quantitative measurements, which will provide key performance indicators for the project, and captures client requirements. During the project, the project team builds a prototype and wireframes, which are published to get feedback for functional understanding. Espire produces wireframes as early as possible in the project to ensure that the design works in each sprint. At the same time, the company works on other specific client requirements, such as integrating other solutions or providing dashboards as part of larger enterprise solutions.

An Espire project team typically includes a business analyst, technology lead, and usability architect lead. There is also a project manager who acts as the primary contact for the client and orchestrates what needs to be done with the interface. The Espire project team regularly shares information with the client throughout the project through daily or weekly catch-up calls and monthly meetings and reviews. The team distributes the information on project progress on a daily or weekly basis.

Post-delivery

Espire project teams help their client-side counterparts by providing training, documentation, and user guides and manuals. The company also identifies key personnel within the client organization whom they call "champions." These are development managers or super users who learn what they need and then share that information with their colleagues.

Espire also aims at providing ongoing support services for a client once an implementation approaches completion. These services include helping the client's employees make any changes or updates to the system and then providing a training update.

Common practices

Knowledge sharing among practice area teams

Project developers use products like Microsoft's Team Foundation Server to capture and view internal quality assurance measures that can be provided to the rest of the project team and to clients.

Espire

Training and continuing education

Espire provides training opportunities and continuing education to its employees, but it has not provided any details on what they include.

Pricing model

Espire's pricing is flexible and dependent on client requirements. The company's pricing options include a combination of hourly, daily, fixed, project-based, and captive-center pricing models.

CEM core competencies assessment

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◐ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	◐
Connecting digital and offline/analog worlds	○
Content strategy	◐
Organizational change	◐
Technology fluency	●
User experience	●
User research	◐

everis

DI Digital/Interactive Agency

M Marketing Communications Agency

www.everis.com

Company Ownership

Private

Year Founded

1996

Full-Time Employees (2013)

TOTAL
1,200

WCM-RELATED
200

Revenues in Euros (2013)

TOTAL
More than €500M

WCM-RELATED
€5-9M

Full-Service Offices Worldwide

everis

an **NTT DATA** Company

HQ Address and Contact Information
Avenida de Manoteras 52, 28050, Madrid, Spain +34 917 49 00 00
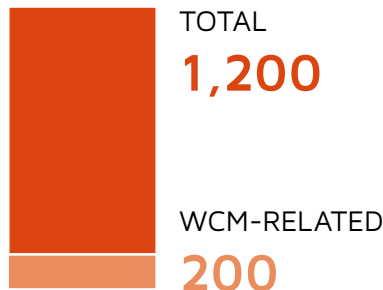
Full-Service Offices in Europe

Madrid, Spain

Brussels, Belgium

Milan, Italy

Lisbon, Portugal

Bilbao, Las Palmas de Gran Canaria, Madrid, Seville, Valencia, and Zaragoza, Spain

London, UK

Geographic Coverage

APAC   EMEA

North America   South America

everis

Top Three Verticals

Financial Services and Insurance

Government

Telecommunications

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Process Development/ Re-Engineering

Business Strategy Consulting

Content Strategy

Customer Relationship Management

Data Services

Design (Visual and Wireframe)

E-Commerce

Enterprise Search

Hosting

Implementation Services

Information Architecture

Infrastructure Services

Mobile Strategy

Outsourcing

Personalization

Quality Assurance

Social

Taxonomy

User Research

Vendor-Agnostic WCM Consulting

Web Governance

Active WCM Partners

IBM

LIFERAY

SharePoint

OpenText

ORACLE

Other CEM Partnerships

ANALYTICS, TESTING, AND OPTIMIZATION
Lucierna

CUSTOMER RELATIONSHIP MANAGEMENT
Microsoft
SAP
Oracle
Salesforce.com

Value Proposition

everis is a multinational consulting company offering business and strategy advisory services, transformation programs, solutions integration, technological applications maintenance, and outsourcing services.

everis

Overview

Since its founding as an employee-owned company in 1996, Spain-based everis has grown to 12,000 employees spread across Europe, South America, and the United States. In October 2013, everis was purchased by NTT Data of Japan.

everis has a 200-person WCM practice, in addition to offering a range of consulting and IT services, such as outsourcing, business strategy consulting, cloud computing, big data, and document management.

Select European client list

WCM product	Client name	Project duration	Type of project
Liferay, Drupal, Adobe CQ, and others	European Commission	1 year	Architecture definition, consultancy, and product benchmarking
Liferay Portal 6.1	Grifols	6 months	Public portal
Liferay Portal 6.1	Santander Bank	1 year	Public portal, intranet, and marketplace
Microsoft SharePoint	Vodafone	1 year	Intranet
OpenText (Vignette)	Telefónica	3 years	E-commerce, public portal

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
IBM	5	5
Liferay	30	20
Microsoft SharePoint	29	15
OpenText	10	10
Oracle	18	10

everis

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Lucierna	Analytics, testing, and optimization	2	3
Microsoft	Customer relationship management	11	10
Oracle	Customer relationship management	6	10
Salesforce.com	Customer relationship management	3	5
SAP	Customer relationship management	50	300

Project approach

Planning and execution

everis manages projects using Agile methodologies. The company has a 200-person WCM practice, and all WCM consultants work with the same methodology and tools. All project documentation is stored on a knowledge management system. The practice management group—which defines strategy, chooses technologies, and assign consultants to each project—is made up of practice directors from all everis offices.

Typically, the team that sells the project is the same team that implements the project. For systems integration work, project members are selected based on their technical expertise (e.g., Java, Liferay). everis staff has a high degree of specialization. Most of the WCM team members, with the exception of designers, have technical backgrounds.

Every everis project that involves an intranet-based system has a change management component, which includes meetings with the end users to foster the idea that it is their own system to learn and maintain. Such projects typically involve users from several departments.

everis

Post-delivery

everis's goal with clients is to be a long-term partner, rather than to work on a project-by-project basis. The company uses client satisfaction surveys to measure how well it meets client needs, which helps the agency understand how it can work further with the client.

Common practices

Knowledge sharing among practice area teams

everis's Knowledge Management System is the main tool for employees to share all knowledge and expertise. In addition, directors take part in regular meetings in which they share project results and best practices learned during recent projects. At these meetings, a senior consultant often makes a presentation on a particular topic for the benefit of other consultants.

Training and continuing education

everis offers both technical and non-technical career training. Technical training covers the different technologies used in projects, and consultants typically get official certifications for those technologies. All senior consultants in the WCM practice are certified in at least one technology. Career training develops business skills, such as planning, effort estimation, public speaking, and technical design.

Pricing model

everis typically charges a fixed price for a project.

everis

CEM core competencies assessment

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	●
Connecting digital and offline/ analog worlds	○
Content strategy	◑
Organizational change	●
Technology fluency	●
User experience	●
User research	○

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◑ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

hedgehog lab

DI Digital/Interactive Agency

www.hedgehoglab.com

Company Ownership
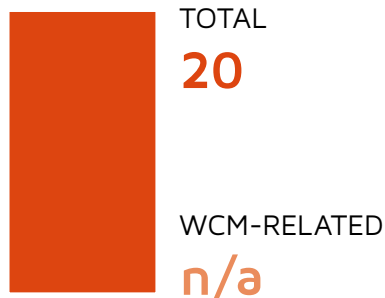
Private

Year Founded

2007

Full-Time Employees (2013)

TOTAL
20

WCM-RELATED
n/a

Geographic Coverage

APAC

EMEA

North America

Revenues in British Pounds (2013)

TOTAL
Less than £5M

WCM-RELATED
n/a

Full-Service Offices

Newcastle upon Tyne, UK

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hedgehog lab

HQ Address and Contact Information
Generator Studios, Trafalgar Street, Newcastle upon Tyne NE1 2LA, UK
+44 20 3468 1937

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hedgehog lab

Top Three Verticals

Education

Information Technology Equipment and Services

Retail and Wholesale

Areas of Expertise

Application Development	Information Architecture
Business Strategy Consulting	Mobile Strategy
Design (Visual and Wireframe)	User Research
E-Commerce	

Value Proposition

hedgehog lab identifies as a post-PC digital agency. The company builds, designs, develops, and markets apps and digital solutions for phones, tablets, TV, kiosks, and other devices.

hedgehog lab

Overview

hedgehog lab, a digital agency focused on mobile apps and solutions, is based in Newcastle Upon Tyne, UK, with satellite offices in London and Hyderabad, India. Originally founded in 2007 as a software company, hedgehog lab shifted its strategy in 2009 to focus specifically on mobile software in response to the increased demand for smartphone software following the iPhone's launch in the UK.

Select European client list

hedgehog lab has delivered projects for a range of companies and organizations in the UK and Europe, including television broadcaster Channel 4, Financial Times, News International, the London College of Communication, and supermarket chain Booths.

Project approach

Planning and execution

hedgehog lab uses a customized version of the Scrum process that has been modified to work for consulting firms and accommodate client-based projects that usually run as fixed-cost projects. This process includes the use of Agile best practices, such as daily stand-ups, backlog grooming, Scrum of Scrums, and sprint retrospectives. Experienced Scrum masters act as project managers and conduct regular reviews with the client. The company encourages clients to be involved in daily stand-ups (if possible) or to provide status updates to the project manager.

hedgehog lab has a documented process on its internal Confluence-based wiki that covers all key operational stages of the project. The project manager is responsible for ensuring this process is followed, and all team members are held accountable for adhering to this process. hedgehog lab regularly evaluates the process and refines it to incorporate any lessons learned in new projects.

hedgehog lab views projects as having two stages: strategy and implementation. At the beginning of a project is the strategy stage, during which the company holds workshops with the client and defines requirements and personas through market research, such as stakeholder interviews and in-person interviews with the client's customers. hedgehog lab has found that clients are increasingly coming to them with more strategic questions, such as how they can use mobile technology to train employees. The company is equally concerned with optimizing the user experience for its own employees as well as its clients.

hedgehog lab

The second part of the project covers implementation. hedgehog lab believes that the right technology partner must have not just a good solution, but also be proactive and responsive to questions, have good customer service, and is willing to pay for quality rather than going for the lowest-priced option.

In choosing technology vendors, hedgehog lab is changing its strategy from making the decision on a case-by-case basis to looking for long-term partners in order to build domain expertise.

Post-delivery

In addition to the documentation that hedgehog lab produces for every project, the company also provides guidance to the client's IT department for the parts of the project that department's employees will take over. It also provides tutorials for end-users. Where possible, hedgehog lab prefers to automate tools rather than rely on documentation, as this tends to reduce training needs.

Common practices

Knowledge sharing among practice area teams

hedgehog lab's knowledge capture and transfer is twofold. The Confluence-based wiki enables employees to aggregate information, training materials, processes, and standards for use by the full organization. In addition, in-person weekly meetings provide a forum for employees to discuss project issues and trends.

Training and continuing education

hedgehog lab encourages employees to regularly update their mobile skills to keep pace with technology changes. All staff members are allocated two hours per week for self-directed training to update their skills. hedgehog lab's learning sessions held every other month also provide training on non-technical skills.

Pricing model

hedgehog lab primarily uses a fixed-fee pricing model estimated on a daily charge-out rate. Depending on the nature of some projects, the company will also use time-and-materials billing based on an hourly rate.

hedgehog lab

CEM core competencies assessment

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◐ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	○
Connecting digital and offline/ analog worlds	○
Content strategy	○
Organizational change	○
Technology fluency	●
User experience	●
User research	●

HintTech

DI Digital/Interactive Agency

SI Systems Integrator

www.hinttech.com

Company Ownership

Private

Year Founded

1997

Full-Service Offices Worldwide

hinttech

HQ Address and Contact Information
Delftechpark 37-i, 2628 XJ, Delft,
Netherlands +31 88 268 2500

Full-Time Employees (2013)

TOTAL
220

WCM-RELATED
220

Revenues in Euros (2013)

TOTAL
€10-24.9M

WCM-RELATED
€10-24.9M
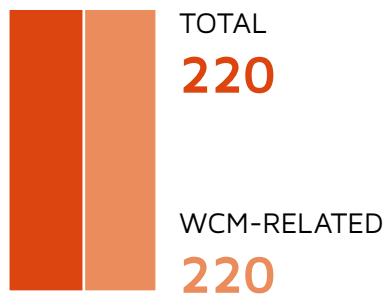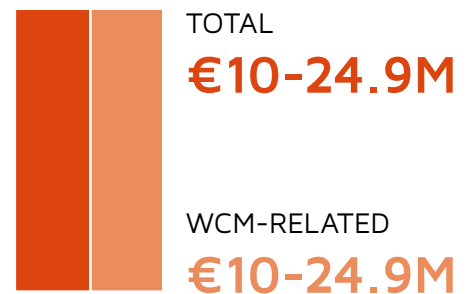
Full-Service Offices in Europe

Delft, Netherlands

Stockholm and Borlange, Sweden

Milton Keynes, UK

Novi Sad, Serbia

Geographic Coverage

EMEA

North America

HintTech

Top Three Verticals

Financial Services and Insurance

Pharmaceuticals

Transportation and Logistics

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Process Development/ Re-Engineering

Business Strategy Consulting

Content Strategy

Design (Visual and Wireframe)

eCommerce

Globalization

Implementation Services

Information Architecture

Infrastructure Services

Marketing Automation

Mobile Strategy

Outsourcing

Personalization

Quality Assurance

Social

Taxonomy

Vendor-Agnostic WCM Consulting

Web Governance

Active WCM Partners

Adobe

Alfresco

HIPPO

SDL

sitecore

Other CEM Partnerships

ANALYTICS, TESTING, AND OPTIMIZATION
Adobe Target
Hippo 7
SDL SM2
Webtrends

DIGITAL ASSET MANAGEMENT
ADAM 5
celum Synergy
North Plains Telescope

E-COMMERCE
Intershop 7
Elastic Path

GLOBALIZATION/LOCALIZATION
SDL Translation Management System

MARKETING AUTOMATION
Exact Target Marketing Cloud

PERSONALIZATION
Adobe Experience Manager
SDL Qualtron
Campaign Manager
Fredhopper
Sitecore DMS

SEARCH
Lucene Solr
MarkLogic 7

SOCIAL MEDIA MONITORING AND PUBLISHING
Exact Target Marketing Cloud
SDL Customer Commitment
  Framework
SM2
Quatron

Value Proposition

HintTech is a CEM marketing technology and consulting agency, approaching CEM specifically from a content strategy, a marketing operations process and a best-of-breed package-based solutions vision. The company's guiding principles include cooperation, clarity, and enjoying work.

HintTech

Overview

HintTech was founded in 1997 and is headquartered in Delft, Netherlands. In addition to the Netherlands, HintTech's other full-service EMEA offices are located in Stockhom, Sweden and Milton Keynes, UK, as well as a nearshoring facility in Novi Sad, Serbia. HintTech also serves the North American market via offices in New York and San Francisco.

HintTech was originally founded as a technically focused company, but in recent years has found more success by restructuring to be more of a strategic partner that can address strategic business and marketing questions, not just IT issues. HintTech operates by the internal slogan "global sales, global staffing, global delivery"; project staff are selected according to whether they have the appropriate skills for the project, rather than where they are located geographically.

Select European client list

WCM product	Client name	Project duration	Type of project
Hippo 7	Avans	4 months + support	Multichannel students' portal
SDL Tridion 2011	Bristol-Myers Squibb	6 months + support	Open multilingual websites
SDL Tridion 2013	Kone	4 months + support	Open multilingual websites
Sitecore	ING	4 months + support	Open multilingual websites

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Adobe	6	6
Alfresco	8	12
Hippo	15	19
SDL	60+	55
Sitecore	14	15

HintTech

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Adam Software	Digital asset management	10+	30
Adobe	Analytics, testing, and optimization	1	3
Adobe	Personalization	1	5
celum	Digital asset management	0	3
Elastic Path	E-commerce	1	2
ExactTarget	Marketing automation	1	5
ExactTarget	Social media monitoring and publishing	1	3
Hippo	Analytics, testing, and optimization	3	5
Intershop	E-commerce	2	3
Lucene	Search	4	8
MarkLogic	Search	4	10
North Plains	Digital asset management	0	5
SDL	Analytics, testing, and optimization	3	5
SDL	Globalization, localization	2	5
SDL	Personalization	5	10
SDL	Social media monitoring and publishing	3	8
Sitecore	Personalization	n/a	n/a

HintTech

Planning and execution

To ensure that a customer's project goals are realistic and achievable, HintTech uses a formal handoff process from sales to delivery. This process answers questions such as what needs to be delivered, who the project manager is, and what is the timescale involved.

In addition, project planning and delivery at HintTech involves three layers:

1. **The customer layer.** always in the region where the customer resides

2. **The project-lead layer.** close to the customer and also interfaces with internal project members such as the development team

3. **The delivery layer.** off-shore in Serbia

In addition, HintTech employs a range of project methodologies, including Agile (Scrum/DSDM), IBM Rational Unified Process (RUP), PRINCE2, International Project Management Association (IPMA), and Test Management Approach (TMap). In order to improve the manageability of software applications, the company breaks down complex systems into logical components, which are suitable for reuse in new projects and can be replaced if required. This is captured in an ISO-certified set of procedures, tools, and infrastructure called HintTech Development Center (HDC). HDC is a physical infrastructure with joint development servers for all the teams to work on together, with tools for team development, ticketing, and knowledge management, combined with the company's Quality System – the ISO-level operating handbook. A global internal support team helps set up tooling and projects quickly for global staffing and global delivery, and prepares for the application lifecycle management support phase of the project. To guarantee efficiency and quality, the company also uses collaboration tools and Agile methods tailored to the technology, which are collectively called Virtual Project Office.

All HintTech software development and management activities are structurally tested based on a number of core principles, such as TMap, the most frequently used international standard for testing.

Post-delivery

HintTech projects typically have a support contract that begins after the project is delivered, the length of which depends on the scope of the project and the processes and organization the client already has in place. To measure project results, HintTech looks at the project's contribution margin, as well as uses the "on time above customer expectation form" (OTACE), which is filled in with the customer. The OTACE is completed at the beginning, the middle, and the end of a project, and the result is a rating for customer satisfaction.

HintTech

Common practices

Knowledge sharing among practice area teams

HintTech's internal structure includes competence groups, which are horizontal interest groups per solution or skill set: for example, the SDL Tridion Competence Group and the Project Management Competence Group. These competence groups are cross-role and cross-country, including project managers, business analysts, and developers. The groups organize regular live or online sessions to sync with the software partner, exchange experiences and best practices within HintTech, or work on what the company calls baseline implementation: a wrap-up of standard implementation such as Tridion or Adam that is used as a starting point for customization. Tools that HintTech uses for collaboration include an intranet, JIRA, and Confluence.

Training and continuing education

In addition to participating in the competence groups, each billable consultant has an individual yearly personal development plan, with long-term and yearly goals, activities, and KPIs. Group training and education are held as needed, such as when a partner has a large upgrade or new product.

Pricing model

HintTech's base agreement is an hourly rate, and depending on the project and client, the company also offers daily rates, team rates, or "per sprint" rates. On the project level, the Scrum time/budget box is the most frequently used, and HintTech will also undertake projects based on a fixed price or fixed date, an SLA, and occasionally a revenue-sharing model.

HintTech

CEM core competencies assessment

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◐ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	●
Connecting digital and offline/analog worlds	◐
Content strategy	◐
Organizational change	◐
Technology fluency	●
User experience	●
User research	◐

Hugo & Cat

DI Digital/Interactive Agency

www.hugoandcat.com

Company Ownership
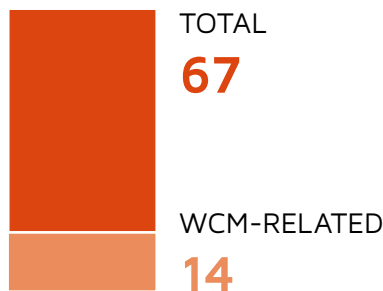
Private

Year Founded

2004

Full-Time Employees (2013)

TOTAL
67

WCM-RELATED
14

Geographic Coverage

EMEA

North America

Revenues in British Pounds (2013)

TOTAL
£5-9.9M

WCM-RELATED
£1-2.9M
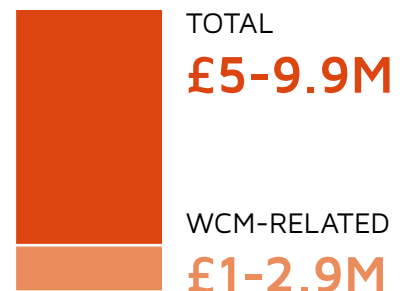
Full-Service Offices

London, UK

HUGO&CAT

HQ Address and Contact Information
50 Commercial St., London E1 6LT, UK
+44 (0)20 7375 0909

Hugo & Cat

Top Three Verticals

Business Services

Consumer Durables

Travel

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Process Development/
Re-Engineering

Business Strategy Consulting

Content Strategy

Customer Relationship Management

Data Services

Design (Visual and Wireframe)

E-Commerce

Globalization

Implementation Services

Information Architecture

Infrastructure Services

Marketing Automation

Mobile Strategy

Personalization

Program Management

Quality Assurance

Social

Taxonomy

User Research

Web Governance

Active WCM Partners

sitecore®

umbraco

Other CEM Partnerships

CMS INTEGRATION
Microsoft SharePoint
Amazon CDN

**CUSTOMER RELATIONSHIP
MANAGEMENT**
Gigya
Microsoft Dynamics

GLOBALIZATION/LOCALIZATION
ClayTablet

MARKETING AUTOMATION
Salesforce.com

Value Proposition

Hugo & Cat is a digital creative agency specializing in content marketing, experience design, and technology, all of which are underpinned by strategic planning.

Hugo & Cat

Overview

Hugo & Cat is a London-based agency that was founded in 2004 and employs 67 people. The company's client engagement strategy is to build long-term relationships rather than work on a project-by-project basis with volume as the goal.

Select European client list

WCM product	Client name	Project duration	Type of project
Sitecore 6.6	M&G Investments	12 months	Pan-European web platform
Sitecore 7.0	Tourism Ireland	18 months	Global web platform
Umbraco 6.1	Design and Artists Copyright Society (DACS)	9 months	Commercial image library
Umbraco 6.1	Infracapital	3 months	Corporate website

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Sitecore	5	6
Umbraco	2	n/a

Hugo & Cat

Other Services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Amazon CDN	CMS integration	3	6
ClayTablet	Globalization/ localization	2	5
Gigya	Customer relationship management	1	3
Microsoft Dynamics	Customer relationship management	1	3
Microsoft SharePoint	CMS integration	2	4
Salesforce.com	Marketing automation	2	4

Project approach

Planning and execution

Hugo & Cat uses a combination of Waterfall and Agile delivery methodologies, always aiming to launch a product early and follow with continuous development. The company aims at identifying and manage a project's scope and stakeholders, and involves key stakeholders during the initiation and design phases. It uses Agile techniques for the software development cycle, which is prioritized into releases. Client collaboration includes weekly project status updates, biweekly sprint demos, and regular release workshops.

Four to six developers typically work on a single project, with additional staff added if required. Hugo & Cat also uses freelance employees if it needs additional resources for a particular solution, and it sometimes outsources security testing and quality assurance.

Hugo & Cat

In defining project requirements, Hugo & Cat aims to define the high-level scope of the requirements quickly—working with user stories and use cases, arriving at a shared understanding with the client without going into too much depth. The company then focuses on a few key areas of functionality and begins proofs of concept.

To provide consistency, project management practices include a base technical template with appropriate functionality and proven testable components, the use of common technical practices across the development team, and ongoing team evaluation and peer review of feature development. The development team uses automation tools and techniques, such as continuous integration and automated tests.

Hugo & Cat also has a team that focuses on content strategy and creation, with staff experienced in areas such as rich media, video, and copywriting. The company has found that considering and developing messaging and content as an integral part of the user experience work leads to a better end product.

Post-delivery

After implementation, Hugo & Cat provides documentation, training manuals, and training to client staff members, in addition to and providing support with ongoing bug fixes and tweaks. Continuous development of additional features is also common.

Common practices

Knowledge sharing among practice area teams

Hugo & Cat uses Yammer, SharePoint, and other project management software, and teams hold face-to-face group sessions, informal Q&A sessions, and regular stand-up meetings.

Training and continuing education

Hugo & Cat regularly sends developers to Sitecore training courses, and it requires developers to obtain relevant Microsoft certifications.

Pricing model

Hugo & Cat typically charges according to a daily-rate card, and it controls costs by providing a fixed-development bandwidth for a fixed duration. Features can then be prioritized with the client according to the bandwidth available.

Hugo & Cat

CEM core competencies assessment

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◐ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Capability	Emphasis in service provider approach
Analytics	◐
Business/organization strategy	○
Connecting digital and offline/analog worlds	◐
Content strategy	●
Organizational change	○
Technology fluency	◐
User experience	●
User research	●

Incentro

DI Digital/Interactive Agency

SI Systems Integrator

www.incentro.com

Company Ownership

Private

Year Founded

1996

Full-Time Employees (2013)

TOTAL
158

WCM-RELATED
100

Revenues in Euros (2013)

TOTAL
€10-24.9M

WCM-RELATED
€10-24.9M
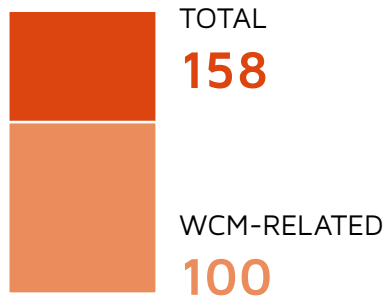
Geographic Coverage

EMEA
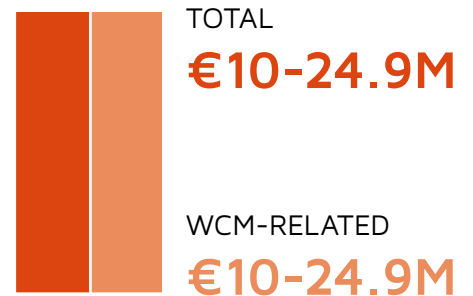
Full-Service Offices

Utrecht, Netherlands

Amsterdam, Rotterdam, and The Hague, Netherlands

Santander, Spain

Istanbul, Turkey

incentro

HQ Address and Contact Information
Rijnzathe 403454 PV, Den Meern, Utrecht, Netherlands
+31 30 66 65 315

Incentro

Top Three Verticals

Financial Services and Insurance

Retail and Wholesale

Telecommunications Services

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Data Services

Digital Marketing

E-Commerce

Enterprise Search

Globalization

Implementation Services

Information Architecture

Mobile Strategy

Outsourcing

Personalization

Program Management

Taxonomy

User Research

Vendor-Agnostic WCM Consulting

Active WCM Partners

GX SOFTWARE

HIPPO

SDL

Other CEM Partnerships

ANALYTICS, TESTING AND OPTIMIZATION
GXSoftware

E-COMMERCE
Intershop

PERSONALIZATION
GXSoftware
BlueConic

SEARCH
Google

Value Proposition

Incentro's goal is to inspire people to get the most out of information. The company aims to help its clients make information personal, relevant, and understandable.

Incentro

Overview

Incentro was founded in 1996 with the name VLC, focusing on business intelligence based on SAS software. The company then added a practice in WCM and eventually renamed itself Incentro. WCM has become one of the primary driver of Incentro's business. In addition to offices in the Netherlands, Incentro has a nearshore office in Santander, Spain, that handles application management, and an office in Istanbul, Turkey, that houses an enterprise content management practice.

Select European client list

WCM product	Client name	Project duration	Type of project
GX WebManager	KPN	7 years	Online, e-commerce, search, and targeting
SDL	ABN AMRO	3 years	Online and search
SDL	TNT Post	10 years	Online, search, e-commerce, and targeting
SDL	G-Star RAW	1 year	Online and e-commerce
SDL	TomTom	4 years	Online, e-commerce, and search

Vendor partnerships

Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
GX WebManager	61	32
Hippo	2	6
SDL	34	20

Incentro

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
GX Software BlueConic	Analytics, testing, and optimization; personalization	5	4
Google	Search	40	2
Intershop	E-commerce	8	3

Project approach

Planning and execution

Incentro tailors its project management techniques according to customer preferences, believing that every customer is different and requires a customized approach. In the last year, Incentro used Agile Scrum methodology for most projects, but it is still encountering clients that prefer Waterfall methodology.

At the start of each project, Incentro asks the client for three goals Incentro must accomplish for the project to be deemed a success, such as timeliness and customer satisfaction. At the end of a project, Incentro returns to those three goals to measure how well it delivered on them and to determine if the project was successful. With the client, Incentro looks to pinpoint what it calls the champagne moment, or the moment when the champagne bottle should be opened, signaling the project was a success. This method results in the optimal focus the projects needs and keeps the client far away from political discussions. Results and customer satisfaction is the most important thing.

To determine user requirements, Incentro typically works with the client to define customer journeys, then moves on to decide on functionality and technical specifications. The employees who implement these functionalities are organized into core teams that are defined by specific vendor technologies. For example, there is an SDL team. Those core teams then bring in specialized capabilities into the project as needed. For example, if a team requires creative skills, Incentro will hire external contractors for that purpose, because the company does not have employees with those skills in-house.

Incentro

Post-delivery

Incentro has a nearshore office in Spain that handles post-project maintenance. If a client has its own IT staff who can run the project, Incentro can manage the transfer of the product to the main organization, transferring the documentation, processes, and knowledge to the customer.

Common practices

Knowledge sharing among practice area teams

Incentro uses Confluence as a knowledge base. In addition, the company holds meetings for specialized groups, and there are also email groups for knowledge sharing.

Training and continuing education

Incentro offers education and training programs for different skill sets.

Pricing model

Incentro uses hourly rates for Agile Scrum projects and fixed-price rates for Waterfall projects.

CEM core competencies assessment

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	○
Connecting digital and offline/analog worlds	○
Content strategy	○
Organizational change	○
Technology fluency	●
User experience	●
User research	●

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◑ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Info.nl

DI Digital/Interactive Agency

www.info.nl

Company Ownership

Private

Year Founded

1994

Full-Time Employees (2013)
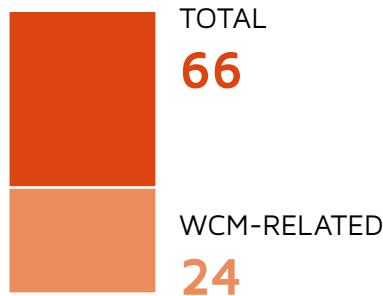
TOTAL
66

WCM-RELATED
24

Geographic Coverage

EMEA

Revenues in Euros (2013)

TOTAL
€5-9.9M

WCM-RELATED
€1-2.9M
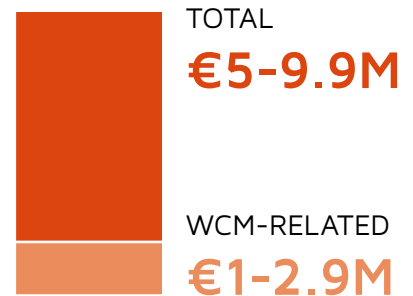
Full-Service Offices

Amsterdam, Netherlands

Sofia, Bulgaria

Riga, Latvia

HQ Address and Contact Information
St. Antoniesbreestraat 16, 1011 HB Amsterdam, Netherlands
+31 20 53 09 100

Info.nl

Top Three Verticals

Automotive

Financial Services
and Insurance

Telecommunications

Areas of Expertise

Analytics, Testing, and Optimization	Implementation Services
Application Development	Information Architecture
Design	Infrastructure Services
Digital Marketing	Mobile Strategy
E-Commerce	Quality Assurance
Hosting	Social

Active WCM Partners

Drupal

GX SOFTWARE

magnolia

Other CEM Partnerships

ANALYTICS, TESTING AND OPTIMIZATION
Google
Qualaroo

MARKETING AUTOMATION
77Agency

OTHER: SOCIAL AD TOOLS
77Agency

SEARCH
Google

Value Proposition

Info.nl delivers WCM and e-commerce services, applying three basic principles: Create a single overarching online platform, always put the customer first, and understand that data fuels business.

Info.nl

Overview

Info.nl is full-service agency headquartered in Amsterdam, Netherlands. It has 66 employees, with nearshore offices in Bulgaria and Latvia. The company connects marketing and IT departments to build holistic customer experiences for clients.

Info.nl sees WCM and mobile as key frameworks to engage end users, "connecting brands with people." The company devotes a lot of its time to researching emerging trends, using this information to help give its clients a competitive advantage.

In 2013, the company built one of the first applications in the Netherlands for Google Glass. Info.nl believes wearable devices will change the customer experience dramatically.

Info.nl educates its clients to think of an engagement not as a project but rather as a continuous evolution in the digital system.

Select European client list

WCM product	Client name	Project duration	Type of project
Custom CMS	BVA Auctions	5 years +	Design, development, mobile, social, analytics, and e-commerce
GX WebManager	WestlandUtrecht Bank	3 years +	Strategy, development, and social
Magnolia	Belgacom	1 year	Design and development
Magnolia	Greenwheels	5 years +	Design, development, and mobile
Magnolia	Van Lanschot Bankiers	3 years +	Design and development

Info.nl

Vendor partnerships

Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Drupal	21	7
GX WebManager	11	7
Magnolia	16	12

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
77Agency	Other: Social ad tools	n/a	5
77Agency	Marketing automation	n/a	4
Google	Analytics, testing, and optimization	5	5
Google	Marketing automation	n/a	3
Google	Search	n/a	4
Qualaroo	Analytics, testing, and optimization	n/a	2

Project approach

Planning and execution

Info.nl endeavors to learn clients' business models, experience their digital offerings as a customer, and then discuss the customer journey and where the client can improve. The company puts a big emphasis on creating targets and goals for its clients early on, and stresses the importance of analytics in optimizing the digital ecosystem.

Info.nl

Info.nl uses Scrum methods as a way to speed up time-to-market, to respond to changes in business requirements, and to deliver an online service that has a distinctive added value for clients and their end users. Clients determine within each sprint which functionality will be implemented.

In cases where Scrum is not the best choice, Info.nl applies an incremental methodology. The basis of this approach is rooted in Rational Unified Process (RUP), which enables developers and clients to tailor the frameworks as required. In particular, Info.nl approaches projects with a focus on identifying use cases, mitigating risks, formatting architectures, and following the iterative and incremental aspects of RUP. The company also tests principles using V-Models, which employ testing throughout the development cycle.

Info.nl operates a service design center, which focuses on user experience. Here, it develops marketing materials and concepts, such as personas. Typically, the company will create three to four personas for a client and map out a customer journey for each. Info.nl also looks at influencing not only customers, but also other stakeholders who add value to the client, such as reviewers or journalists.

The company sees a shift happening toward mobile development, and it encourages clients to embrace different devices and different channels.

Understanding that it cannot support all technologies, Info.nl chooses carefully which technology stacks it works with. The company deploys projects with Drupal, GX WebManager, and Magnolia. When helping clients determine which WCM system to use, Info.nl considers factors such as the company's size, budget, and future roadmap for business strategy and growth.

Info.nl will train clients on new content management systems and any new technologies associated with the implementation phase. It considers a delivered project a success only when the client is 100% satisfied.

Post-delivery

The company offers managed services contracts that cover everything from simple maintenance to extensive upgrades, hosting, emergency repairs, and proactive monitoring.

Info.nl

Knowledge sharing among practice area teams

When assigning staff to projects, Info.nl tries to complement the skills a client brings to the table. Ideally, any borders between client and agency dissolve as the two work together.

Ninety percent of the projects have an Info.nl program manager in addition to a client program manager. If the client can work in a true Agile method, the company often finds a program manager is superfluous.

Training and continuing education

Info.nl developers are trained in WCM systems, and front-end specialists are trained on the latest standards.

Pricing model

Info.nl typically charges a daily fee that depends on the resources provided and the disciplines offered.

CEM core competencies assessment

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◐ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	◐
Connecting digital and offline/analog worlds	◐
Content strategy	●
Organizational change	○
Technology fluency	●
User experience	●
User research	●

Interone GmbH

DI Digital/Interactive Agency

A Advertising Agency

www.interone.de

Company Ownership

Private

Year Founded

1986

Full-Time Employees (2013)

TOTAL

n/a

WCM-RELATED

n/a

Revenues in Euros (2013)

TOTAL

n/a

WCM-RELATED

n/a

Full-Service Offices Worldwide

interone

HQ Address and Contact Information

Theresienhöhe 12, 80339 Munich, Germany +49 89 55 186 0

Full-Service Offices in Europe

Munich, Germany

Dusseldorf and Hamburg, Germany

Geographic Coverage

APAC

EMEA

North America

South America

Interone GmbH

Top Three Verticals

Automotive

Financial Services and Insurance

Telecommunications

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Process Development/Re-Engineering

Business Strategy Consulting

Content Strategy

Corporate Branding

Customer Relationship Management

Data Services

Design (Visual and Wireframe)

Digital Marketing

E-Commerce

Enterprise Search

Globalization

Hosting

Implementation Services

Information Architecture

Infrastructure Services

Marketing Automation

Mobile Strategy

Personalization

Program Management

Quality Assurance

Social

Taxonomy

User Research

Vendor-Agnostic WCM Consulting

Web Governance

Active WCM Partners

COREMEDIA

magnolia®

LIFERAY.

silverstripe

Value Proposition

Interone is a multichannel communication agency that creates digital solutions that aim at driving relationships between brands and consumers. The company views itself as a systems integrator inside a creative agency.

Interone GmbH

Overview

Founded in 1986, Interone is part of BBDO's network of agencies in Germany. Interone's mission statement and positioning strategy is "engineering ideas—creating involvement." Interone believes that it has a unique position in the German market by having both technical and creative capabilities.

Select European client list

WCM product	Client name	Project duration	Type of project
Adobe CQ5	BMW	2 years	Website relaunch
CoreMedia	N24 (German news TV)	8 months	Website relaunch
CoreMedia	Telefónica Germany (O2)	12 months	Branded entertainment platform (O2 More)
Magnolia	Dove	6 months	Website relaunch
Magnolia	Migros Bank	8 months	Website relaunch

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
CoreMedia	6	5
Liferay	3	6
Magnolia	6	5
SilverStripe	4	7

Interone GmbH

Project approach

Planning and execution

Each of Interone's three German offices—Hamburg, Dusseldorf, and Munich—has teams with different skills, and those teams share knowledge between them. Interone works on a wide range of projects. In some projects, the biggest tasks may be creative and not involve technology, while in others, the project might be focused on a platform's technical concept and development. Meanwhile, other projects fall somewhere in between creative and technology. Whatever form the project may take, Interone sees itself as part of a client's business process, and part of its role as an agency partner is to consult clients on how to transform their business and add new capabilities. Interone uses Agile or Waterfall project methodologies, depending on the customer's preference.

The first phase of an Interone project includes discovery, during which the company's strategy team works closely with the client's customers, holding collaborative workshops with the client to determine the status quo and to define the details of the project's goals and the project plan. One of the tools Interone uses in user research is a product testing platform with 40,000 to 50,000 registered end users, which the company can tap into to run quick surveys for different targeted customer groups. The discovery phase is also where Interone defines the KPIs and works with the client to determine which KPIs will be used to measure the success of the project.

Most project rollouts take place in Germany and bring in other offices in the BBDO network as needed, such as sister companies Interone China and Organic in the U.S.

Post-delivery

Interone always provides clients with a user handbook and will often hold "train the trainer" sessions with the client's end users. Interone believes that once a CMS is built, it is never finished. The company continues to provide support and maintenance to customers after project delivery. In some cases, there might be a second phase of development involving new features. In cases where the customer does not have the necessary IT expertise in house, Interone will continue to operate the system after implementation.

Common practices

Knowledge sharing among practice area teams

Technical project teams rotate after sprints or completed projects. Interone also holds "self-reflections" after project milestones or sprints to get feedback at early project stages.

Interone GmbH

Training and continuing education

Interone has not provided information about training and continuing education.

Pricing model

Interone's pricing models vary between fixed price, retainer, or time and materials, depending on the customer's preference.

CEM core competencies assessment

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◒ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	◒
Connecting digital and offline/ analog worlds	●
Content strategy	◒
Organizational change	◒
Technology fluency	●
User experience	●
User research	●

Lowe Profero

DI Digital/Interactive Agency

www.loweprofero.com

Company Ownership

Public

Year Founded

1998

Full-Time Employees (2013)
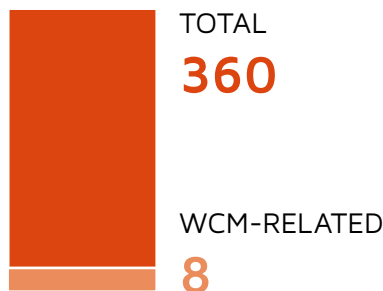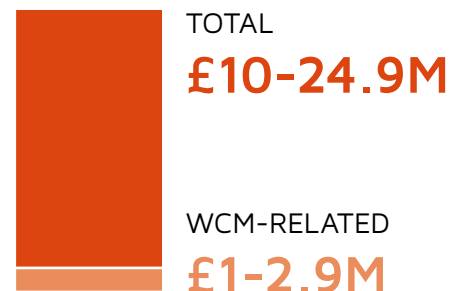
TOTAL
360

WCM-RELATED
8

Revenues in British Pounds (2013)

TOTAL
£10-24.9M

WCM-RELATED
£1-2.9M

Full-Service Offices Worldwide

Full-Service Offices in Europe

London, UK

Geographic Coverage

APAC

EMEA

North America

HQ Address and Contact Information
66 Prescot St., London, E1 8HG UK
+44 20 7387 2000

Lowe Profero

Top Three Verticals

Finance

Food and Beverage

Retail and Wholesale

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Process Development/
Re-Engineering

Design (Visual and Wireframe)

Digital Marketing

Hosting

Implementation Services

Information Architecture

Infrastructure Services

Mobile Strategy

Quality Assurance

Social

Taxonomy

User Research

Active WCM Partners

eZ

sitecore

Other CEM Partnerships

ANALYTICS, TESTING, AND OPTIMIZATION
Adobe
GoodData

MARKETING AUTOMATION
DoubleClick
IgnitionOne
Marin
Conversant

SOCIAL MEDIA MONITORING AND PUBLISHING
Brandwatch

Value Proposition

Lowe Profero's goal is to create ideas people can belong to globally. The company's strategy aims at transforming the experience of its clients' brands across all digital platforms to ensure people spend more money, time, and social currency on its clients' business.

Lowe Profero

Overview

Lowe Profero was founded in 1998 as Profero in London, with the goal of combining media, creative, and technology experiences for clients. Since then, the company has expanded to 360 people located in offices across APAC, Europe, and North America. In January 2014, Profero was acquired by Lowe and Partners, a network of digital agencies owned by Interpublic Group, and was renamed Lowe Profero. The founder and CEO of Profero became the CEO of Lowe Profero, and the acquired company serves as Lowe and Partners' global digital offering. Lowe Profero is focusing initially on building an integrated offering across Australia, China, Singapore, the U.S., and the UK.

Select European client list

WCM product	Client name	Project duration	Type of project
Custom	ASOS Marketplace	6 months	E-commerce
Drupal	Talk to Frank	4 months	Design and build
Sitecore	ASOS	6 months	E-commerce
Sitecore	DFS	6 months	Design and build
Sitecore	Primark	8 months	Design and build

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
eZ Systems	3	3
Sitecore	7	8

Lowe Profero

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Adobe	Analytics, testing, and optimization	4	4
Brandwatch	Social media monitoring and publishing	3	3
Conversant MediaPlex	Marketing automation	5	10
DoubleClick	Marketing automation	6	20
GoodData	Analytics, testing, and optimization	3	3
IgnitionOne	Marketing automation	3	5
Marin	Marketing automation	2	4

Project approach

Planning and execution

Lowe Profero often uses Agile Scrum methodology to deliver digital platforms. The company believes that the traditional project approach, having a dedicated work stream and collecting requirements from the client, takes too long because it involves mediating among different stakeholders. Instead, Lowe Profero prefers to take a more product management-oriented approach. The company typically starts with a solution phase, in which the company helps the client to define its digital ambition and priorities and to align the client's objectives with its customers' needs. During the six-week stage, the team will create an interactive prototype to visualize the solution concept and gain early user input.

Lowe Profero

Lowe Profero employs personas from the start of the project, helping the clients look through the customers' eyes as the experience is being created. After a customer-segmentation exercise aimed at understanding what the client's customer groups look like, Lowe Profero then creates design personas. This process is worked through in client workshops and researched with customers. Lowe Profero will also use the personas to prioritize the product backlog.

Lowe Profero projects have two managers: a project leader who owns project execution and delivery, and an account manager who manages the client relationship. Additional staff members are then assigned to the project; for example, a strategy project will include planners, design, and, user experience leads, and a technical strategist. As part of the project management process, Lowe Profero looks to identify who on the client side owns the product and to make sure that the product owner is collaborating and communicating smoothly with the Lowe Profero project team.

Post-delivery

Lowe Profero finds that clients are increasingly looking to forge partnerships with service providers rather than engage on a project-by-project basis. The company thinks that clients are increasingly seeing the first release as the test of their relationship with a service provider, and if that phase goes well, the relationship can expand to include platform maintenance, growing product teams internationally, or extending the product experience.

Lowe Profero trains clients to use the newly implemented technologies, and once a project has gone live, to make sure those people at the client side can engage with the users using the platform delivered. In several cases, successful delivery of the initial projects to clients has led Lowe Profero to multiyear relationships with those clients, which involve ongoing delivery and/or support and maintenance services. Lowe Profero estimates that these partnerships last more than four years on average.

Common practices

Knowledge sharing among practice area teams

Lowe Profero uses a range of web-based collaboration platforms for knowledge, document, and project management.

Lowe Profero

Training and continuing education

Lowe Profero runs a number of regular and ad hoc employee training initiatives throughout the year, including training on the company's vendor partners' technologies. In addition to technical training, Lowe Profero is also investing more heavily in business consultant training in order to meet the needs of more complex, multichannel customer experience projects.

Pricing model

A typical Lowe Profero engagement carries a fixed-fee price. Lowe Profero agrees with the client on the first step of the engagement, including defined outcomes and deliverables, in order to quickly define the scope of the first release. As Lowe Profero's relationship with the client progresses, the company may alter its pricing approach at the client's request, such as changing to retention- and performance-based pricing.

CEM core competencies assessment

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◑ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	◑
Connecting digital and offline/ analog worlds	◑
Content strategy	◑
Organizational change	●
Technology fluency	●
User experience	●
User research	●

Maginus

DI Digital/Interactive Agency

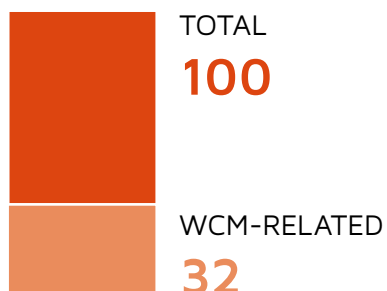**SI** Systems Integrator

www.maginus.com

Company Ownership

Private

Year Founded

1992

Full-Time Employees (2013)

TOTAL
100

WCM-RELATED
32

Geographic Coverage

EMEA

Revenues in British Pounds (2013)

TOTAL
£5-9.9M

WCM-RELATED
£1-2.9M
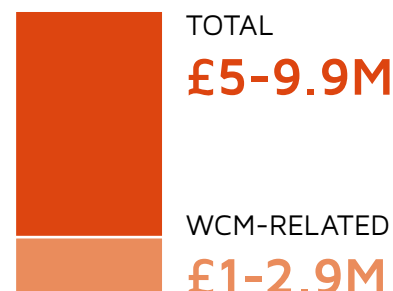
Full-Service Offices

Manchester, UK

HQ Address and Contact Information
Floats Rd., Manchester, M23 9PL, UK
+44 161 946 0000

Maginus

Top Three Verticals

Consumer Electronics

Food and Beverage

Retail and Wholesale

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Strategy Consulting

Content Strategy

Design (Visual and Wireframe)

Digital Marketing

E-Commerce

Hosting

Implementation Services

Information Architecture

Infrastructure Services

Mobile Strategy

Personalization

Program Management

Quality Assurance

Social

Taxonomy

Active WCM Partners

EPiSERVER

Other CEM Partnerships

ANALYTICS, TESTING AND OPTIMIZATION

SiteSpect

E-COMMERCE

EPiServer
Storefront

OTHER

iCore Integration Suite

Value Proposition

Maginus serves multichannel retail, distribution, and e-commerce businesses. The company aims at delivering innovative e-commerce solutions and providing high-quality support, advice, and customer service.

Maginus

Overview

Maginus was founded in 1992, and its 100 employees are based in the company's headquarters in Manchester, UK. The company specializes in e-commerce implementations, and its target clients are businesses with high-traffic websites and have large order volumes and product ranges.

Select European client list

WCM product	Client name	Project duration	Type of project
EPiServer	Warehouse Express	8 months	E-commerce
EPiServer Commerce Server	Aldridge Security	5 months	E-commerce
EPiServer Commerce Server	The Co-operative eStore	6 months	E-commerce
EPiServer Commerce Server	The Co-operative Pharmacy	5 months	E-commerce
EPiServer Commerce Server	Mole Valley Farmers	9 months	E-commerce

Vendor partnerships

Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
EPiServer	6	10

Maginus

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
EPiServer	E-commerce	4	12
iCore Integration Suite	Other	4	2
SiteSpect	Analytics, testing, and optimization	4	3
Storefront	E-commerce	20	12

Project approach

Planning and execution

Maginus' project methodology is based on PRINCE2 and Agile techniques. A project board is put together, which is responsible for making key business decisions relating to the project and for ensuring that deadlines, budget, and quality metrics are met. The project board consists of a Maginus project manager, product analyst, trainer, technical architect, and developers. The team uses a communication and tracking tool, a detailed schedule, and bug tracking to manage each project.

The following are some of the key components the project board consider:

- The customer journey
- Personalization
- Integration of data between different systems
- Data ownership

Maginus divides project implementations into phases with different targets and training components, with the goal of measuring the return on investment for each phase. The goal of this phasing is to enable customers to see ROI at the earliest possible stage. For example, one phase might be segmentation and personalization, and the next data analysis.

Maginus

In order for Maginus to ensure that it is delivering a solution that meets the client's business objectives, the company holds a series of workshops to capture knowledge from relevant client stakeholders:

- The kickoff meeting focuses on positioning and finding out about the project aspirations, understanding the history behind the business and what a successful project will look like.

- The creative workshop focuses on the front-end vision in addition to how the brand is represented to the user and positioned in the market. This workshop includes a competitive analysis exercise, as well as interviews with the client to pinpoint its current brand values and aspirations.

- The technology workshop includes a technology-scoping exercise that determines which functionality should be included in the project and what best practices are to be included in front-end development.

- The integration workshop determines where the master repository data for products will be managed and maintained. The workshop's outcome is a detailed document on integration architecture strategy.

Maginus sees customer data as becoming increasingly important to businesses' ability to better understand their end-users and optimize digital content to increase revenues. Clients usually give Maginus access to Google Analytics during pre-implementation to help the team understand behavior on the website, and Maginus also analyzes data from back-office systems to gain insight into patterns, such as order trends and multichannel usage. Maginus has also found success in using multivariate testing.

After a successful launch, it is standard practice to have a formal post-project review to discuss the completed project in addition to what went well and what could be done to improve future projects.

One of the more complex issues Maginus is encountering with implementations is determining ownership of website content. The company aims to get customers to take ownership of their own data and of securing information deployment on their website through a change control process. Maginus implements checks and balances within the software via specifying workflows and sign-off procedures.

Post-delivery

In addition to providing the document on integration architecture strategy, Maginus uses a "train the trainer" strategy for training employees on the client side that will be taking over pieces of the project from Maginus to run themselves.

Maginus

Knowledge sharing among practice area teams

Maginus uses Microsoft SharePoint as a project management portal that provides access to clients as well as internal employees. Employees also attend industry accreditation courses from Maginus' vendor partners and attend informal "lunch and learn" training sessions led by colleagues with different areas of expertise.

Training and continuing education

Employee training at Maginus includes a range of standardized and custom options. Standardized options include in-person and online training sessions led by Maginus staff in addition to EPiServer-led courses, such as Training Boot Camp and Developer Master Class.

Pricing model

Maginus typically charges a fixed fee, which covers project-specific consultancy, design, and delivery services to implement the desired solution. It also charges a percentage fee for annual maintenance to cover support and software upgrades.

CEM core competencies assessment

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	◐
Connecting digital and offline/analog worlds	●
Content strategy	◐
Organizational change	◐
Technology fluency	●
User experience	●
User research	●

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◐ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Manifesto

DI Digital/Interactive Agency

SI Systems Integrator

www.manifesto.co.uk

Company Ownership

Private

Year Founded

2011

Full-Time Employees (2013)

TOTAL
15

WCM-RELATED
8

Geographic Coverage

EMEA

Revenues in British Pounds (2013)

TOTAL
Less than £5M

WCM-RELATED
Less than £1M
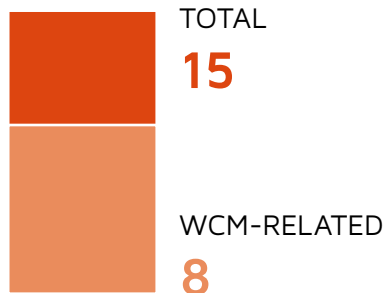
Full-Service Offices

London, UK

MANIFESTO

HQ Address and Contact Information
1st Flr., 52-54 Rosebery Ave., London, EC1R 4RP, UK
+44 20 7226 2805

Manifesto

Top Three Verticals

Food and Beverage

Nonprofit

Publishing

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Process Development/Re-Engineering

Content Strategy

Design (Visual and Wireframe)

Digital Marketing

Implementation Services

Information Architecture

Mobile Strategy

Outsourcing

Personalization

Social

Vendor-Agnostic WCM Consulting

Active WCM Partners

ACQUIA

Drupal

ORACLE

Value Proposition

Manifesto is a digital agency that combines a strategic approach with engaging campaigns and technology, specialized content/experience management services, custom software development, and Agile project delivery.

Manifesto

Overview

A relative newcomer to the service provider landscape, Manifesto was founded in London in 2011 by a group of experienced industry professionals who met on a major WCM rollout in the finance sector. The founders' backgrounds range from digital agencies to vendors to buyers. The company has particular expertise in the loyalty, charity, and nonprofit sectors.

Select European client list

WCM product	Client name	Project duration	Type of project
Drupal	Cancer Research UK	Ongoing	WCM
Drupal	Diabetes UK	Ongoing	WCM with forms and CRM integration
Oracle FatWire/ WebCenter Sites	Avios	Ongoing	WCM
Oracle FatWire/ WebCenter Sites	Barclays	Ongoing	Consultancy, front end, and maintenance
Oracle FatWire/ WebCenter Sites	The National Trust	Ongoing	WCM

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Acquia	n/a	2
Oracle	n/a	3

Project approach

Planning and execution

Manifesto uses Agile methodology, primarily Scrum, to manage projects. For each project, the company creates a Scrum team made up of either Manifesto employees or a blended team that includes staff members from the client and Manifesto. Manifesto then captures requirements as user stories, which

Manifesto

are built into a product backlog and usually worked through in a series of two-week sprints. Contractually they often conduct a standalone discovery phase before committing to the full project. This whole process is designed to define a minimum viable product and a basic contract with a guarantee of a minimum deliverable.

Manifesto's strategy is twofold: to be truly iterative based on what is most valuable to clients and to be a close, long-term partner with them. Since the company is small, its staff often works with a blended or embedded team at the client site. Manifesto has extensive experience of development practices that help foster collaboration between the agency and in-house teams but can also work standalone, delivering to a client as a supplier. In order to ensure it has enough staff for its projects, Manifesto limits itself to a few major projects at a time until it can bring on more people.

Manifesto's directors have deep expertise in content management, and these individuals work across all projects to ensure consistent quality.

Post-delivery

Manifesto believes it is in its own interest to maintain an ongoing relationship with the client, so the company takes more of a services-oriented than project-centric approach. In addition to building a project, Manifesto also acts as a coach if the client requires it. Manifesto offers support contracts for services like proactive maintenance, in which Manifesto consultants visit the client, review logs, and make sure things are running smoothly.

Common practices

Knowledge sharing among practice area teams

Manifesto employees often shadow each other and rotate team members to give other members of the company's staff exposure to a wide variety of projects.

Training and continuing education

Manifesto consultants participate in vendor events, and some of their time is dedicated to learning and sharing what they learn with other members of Manifesto's staff.

Manifesto

Pricing model

The company uses a rate card with day rates for the roles of producer, consultant, senior consultant, and senior specialist consultant. Fixed price consultancy, discovery, and development engagements are also undertaken. At present, Manifesto has four levels of application support for content management customers.

CEM core competencies assessment

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	○
Connecting digital and offline/analog worlds	○
Content strategy	◐
Organizational change	○
Technology fluency	●
User experience	●
User research	●

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◐ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Mirabeau

DI Digital/Interactive Agency

SI Systems Integrator

www.mirabeau.nl

Company Ownership
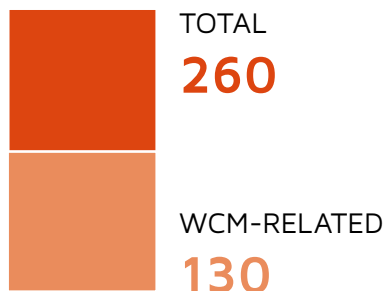
Private

Year Founded

2001
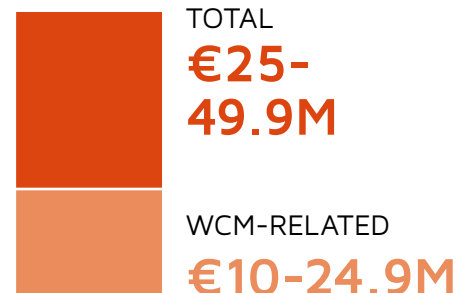
Full-Time Employees (2013)

TOTAL
260

WCM-RELATED
130

Revenues in Euros (2013)

TOTAL
€25-49.9M

WCM-RELATED
€10-24.9M

Geographic Coverage

EMEA

Full-Service Offices

Amsterdam, Netherlands

Rotterdam, Eindhoven, Utrecht, Hoorn, and Leeuwarden, Netherlands

MIRABEAU | ✳

HQ Address and Contact Information

H.J.E. Wenckebachweg 108, 1114 AD, Amsterdam, Netherlands
+31 20 595 0550

Mirabeau

Top Three Verticals

$ **Financial Services and Insurance**

🛍 **Retail and Wholesale**

✈ **Travel**

Areas of Expertise

Analytics, Testing, and Optimization	Hosting
Application Development	Implementation Services
Business Strategy Consulting	Information Architecture
Content Strategy	Mobile Strategy
Corporate Branding	Personalization
Customer Relationship Management	Program Management
Design (Visual and Wireframe)	Social
Digital Marketing	User Research
E-Commerce	Vendor-Agnostic WCM Consulting
Globalization	

Active WCM Partners

EPiSERVER

‹GX› SOFTWARE

HIPPO

magnolia®

SDL

sitecore®

umbraco

Other CEM Partnerships

ANALYTICS, TESTING, AND OPTIMIZATION
Adobe

CUSTOMER RELATIONSHIP MANAGEMENT
Salesforce.com

E-COMMERCE
hybris
Demandware

SEARCH
Apache
SDL

SOCIAL MEDIA MONITORING AND PUBLISHING
ShortStack
Buddy Media

Value Proposition

Mirabeau is dedicated to the online success of its customers by bringing marketing and technology together.

Mirabeau

Overview

Mirabeau was founded in 2001 and operates primarily in the Netherlands, where it has five offices in addition to the company's headquarters in Amsterdam. Mirabeau's strategy is focused on the customer, commerce, and capabilities – what it calls the three C's (3C's). With different areas of expertise, the company unites business objectives with customer needs and technical and organizational capabilities.

Select European client list

WCM product	Client name	Project duration	Type of project
EPiServer	Jumbo Supermarkten	Ongoing	E-commerce
hybris	Vroom & Dreesmann	Ongoing	Retail
Sitecore 6	MoneyYou	9 months	Banking
Sitecore 6	DAF Trucks	6 months	Corporate website
Sitecore 6	Transavia	9 months	E-commerce

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
EPiServer	6	5
GX Software	7	5
Hippo	3	0
Magnolia	1	0
SDL	3	3
Sitecore	8	20
Umbraco	13	15

Mirabeau

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Adobe	Analytics, testing, and optimization	5	3
Apache	Search	3	3
Buddy Media	Social media monitoring and publishing	2	4
Demandware	E-commerce	1	5
hybris	E-commerce	3	10
Salesforce.com	Customer relationship management	4	5
SDL	Search	3	3
ShortStack	Social media monitoring and publishing	2	2

Project approach

Planning and execution

Mirabeau's project approach emphasizes continuous development and reengineering (also referred to as DevOps), because the company believes in going live early, evaluating the results, and adjusting the targets accordingly. To speed up this process, Mirabeau encourages customers to automate as much of their project deployment as possible.

Mirabeau prefers Agile Scrum project methodologies and uses them for most projects. However, Mirabeau will also use Waterfall techniques if that is the client's preference. For example, Mirabeau finds that Waterfall techniques are still needed if the client has outsourced activities to off-shore partners, as the specifications need to be ready before the off-shore team begins to build.

Mirabeau

Project teams include a project manager and the employees who did the initial project pitch. Project and client managers select the rest of the team members with the help of internal planners that Mirabeau employs to help with this process and get the right people on the right project with the right skills.

Mirabeau finds that many of its clients come to a project having completed some persona development; however, if the client is new to persona development, Mirabeau will work with the client on persona creation at the beginning of the project by using client-supplied data, such as social metrics and CRM records. In some cases, Mirabeau will conduct additional user research, such as interviews with the client's employees and customers.

To ensure consistency across WCM-related projects, Mirabeau aims to stay as close as possible to the vendor guidelines of the applied WCM-platform.

Post-delivery

Mirabeau trains a client's employees how to use the content management system. The company provides someone to be available for a few days a week at the client site, helping the client's employees with tasks such as data analysis and making system modifications as needed.

Mirabeau offers managed services contracts for lengths of two, three, or four years, and estimates that approximately 45% of the company's clients have at least two-year contracts.

Common practices

Knowledge sharing among practice area teams

Knowledge sharing across Mirabeau occurs in a few different settings. In regular sessions, teams present their work to their peers, and there are also monthly question-and-answer sessions that cover company-wide guidelines. Mirabeau employees also share success stories and pose questions on Yammer.

Training and continuing education

Mirabeau has an internal education program where software architects and content strategists offer regular courses on platform-specific knowledge, as well as generic courses on topics such as test-driven development and taking a content-first approach to a project.

Pricing model

Mirabeau uses two pricing models: a fixed price with a pre-defined scope, and a fixed team price at hourly rates with a variable scope.

Mirabeau

CEM core competencies assessment

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◒ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	○
Connecting digital and offline/analog worlds	◒
Content strategy	◒
Organizational change	○
Technology fluency	●
User experience	●
User research	●

MMT Digital

DI Digital/Interactive Agency

SI Systems Integrator

www.mmtdigital.co.uk

Company Ownership
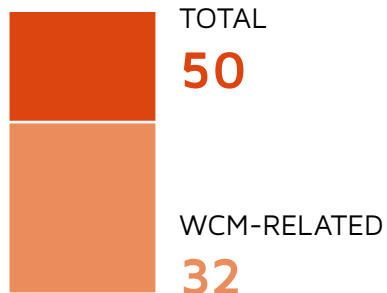
Private

Year Founded

1999

Full-Time Employees (2013)

TOTAL
50

WCM-RELATED
32

Revenues in British Pounds (2013)

TOTAL
Less than £5M

WCM-RELATED
£1-2.9M

Geographic Coverage

EMEA

North America

Full-Service Offices

Rutland, UK

London, UK

MMT DIGITAL
Make Me Think

HQ Address and Contact Information
1A Uppingham Gate, Ayston Rd., Uppingham, Rutland, LE15 9NY UK
+44 1572 822278

MMT Digital

Top Three Verticals

Food and Beverage

Legal Services

Publishing

Areas of Expertise

Application Development	Hosting
Analytics, Testing, and Optimization	Implementation Services
Business Strategy Consulting	Information Architecture
Data Services	Infrastructure Services
Design (Visual and Wireframe)	Marketing Automation
E-Commerce	Mobile Strategy
Globalization	Personalization

Active WCM Partners

Kentico

SharePoint

Other CEM Partnerships

OTHER
Drupal
Orchard
WordPress

Value Proposition

MMT Digital creates web platforms and digital products that are based on each client's unique needs. The company employs a collaborative Agile approach, delivering its projects according to the requirements of marketing and product teams within medium-sized and large organizations in the UK and globally.

MMT Digital

Overview

MMT Digital, with offices based in London and Rutland, UK, was founded in 1999 and serves clients in a range of sectors. In addition to the UK market, the company serves both national and global clients in other parts of Europe and in North America.

Select European client list

WCM product	Client name	Project duration	Type of project
Kentico CMS 7	Bacardi Ltd.	3 months	Global corporate website
Kentico CMS 7	Hodder Education	10 months	E-commerce platform and systems integration
Kentico CMS 7	Actavis	4 months	Global corporate website
Kentico CMS 7	Scope	6 months	Corporate website and donations platform

Vendor partnerships

Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Kentico	45	15
Microsoft SharePoint	40	5

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Orchard	Other	2	2
Drupal	Other	1	1
WordPress	Other	5	2

MMT Digital

Project approach

Planning and execution

MMT Digital runs projects using Agile/Scrum techniques. Its projects begin with a discovery phase during which time it works with clients to understand their business and what they want to achieve. After this phase is complete, the teams from MMT Digital and the client come together and conduct an exercise to develop the epics (top-level parts of the projects). Following this, the agency then conducts market research, collects user stories, and assesses the product backlog..

If branding hasn't been established, MMT Digital comes up with user personas at the start of a project and uses those to shape the user stories that it creates. However, the company does not conduct a lot of user research in-house.

For technology selection, MMT Digital's philosophy is to work with a few products that it understands really well rather than support a large number of products it has less experience with. The agency finds out what its clients want to achieve overall and if they have a preferred technology stack.

If the project will use an Agile methodology, MMT Digital assigns a Scrum master, a solutions architect, and one or several development resources to work on the project. If the client has no experience with Agile, MMT Digital will bring experts on board to help. The company employs nine qualified Scrum masters.

Through the discovery and delivery phases, MMT Digital uses software called Pivotal Tracker, which stores the high-level and more granular requirements for the project until the work is broken down into specific functions. All parties involved in the project can access this software at any time to see what work has been completed, what is expected to be achieved in each phase, what needs to be achieved in the next sprint, and what the progress is in real time. Project managers are Scrum masters and in some cases PRINCE2-certified, while solutions architects work across multiple projects ensuring standards are met.

Post-delivery

Once the project is completed, MMT Digital might continue to support the client with maintenance contracts if required. There is no official handoff phase if the project is run as Agile, since the client's staff members have been part of the project team since the beginning of the project.

MMT Digital

Knowledge sharing among practice area teams

In addition to using Agile as a project methodology on client projects, MMT Digital also uses these techniques to run its business. There are internal Scrum teams assigned to the areas of new business, marketing, quality standards, and code standards. These teams are fairly lean, comprising staff members from across the business with a variety of skills and views. MMT Digital's leadership does not believe in top-down management; instead, it aims at empowering employees to take responsibility and drive the company forward toward a shared vision.

These principles also apply to the agency's teams, for example the "K-Team" (Kentico experts) and its "OnPoint Team" (Microsoft SharePoint experts) which are two internal teams responsible for educating themselves and the appropriate team members about the best ways to deliver projects and how to best develop on the platforms. They also help instruct clients on how to get the most from the software.

Training and continuing education

MMT Digital has a training system for its staff that goes through three key channels to enable continuous improvement. Those channels are as follows:

- The internal teams provide specific training to explain new features or functions that have been recently delivered, to the client as well as any news about upcoming software releases and what benefits they may bring. These teams then train relevant new versions of the software.

- A senior developer or solutions architect provides training to other team members. These training sessions may address such topics as using Selenium scripts to automatically test the front end of websites and products, or how continuous integration and continuous deployment help to standardize deployments and reduce the risks associated with introducing new code.

- MMT Digital also provides external training opportunities with specific WCM vendors or for learning certain techniques or skills its in-house experts may not be ready to provide, such as training for Kentico version 8 or Zend Framework 2.

Pricing model

The company will provide an estimate for the RFP stage, which can include a range of costs due to unknown aspects. Following the discovery phase, MMT Digital works with the client to narrow the range down and fix a budget. The company then works with the client team to define the prioritized features and functions that can be delivered with the set budget.

MMT Digital

In other cases where MMT is brought in to simply replace an existing WCM system, the company can estimate a narrower range of costs as the process is more straightforward. With this, a large focus is put on developing wireframes and delivering user stories and known specifications upfront. The drawback, however, is that a project will be less flexible and will have a slower time to market, as the ability to produce the "simplest things first" is reduced.

CEM core competencies assessment

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◑ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	○
Connecting digital and offline/analog worlds	◑
Content strategy	○
Organizational change	○
Technology fluency	●
User experience	●
User research	◑

MRM Meteorite

DI Digital/Interactive Agency

www.mrm-meteorite.com

Company Ownership

Public

Year Founded

1999

Full-Time Employees (2013)
Including MRM/McCann

TOTAL

2,350

WCM-RELATED

n/a

Revenues in British Pounds (2013)

TOTAL

n/a

WCM-RELATED

n/a

Full-Service Offices Worldwide

Geographic Coverage

APAC   EMEA   North America   South America

Full-Service Offices in Europe

London, UK

Paris, France

Frankfurt, Germany

Milan, Italy

Warsaw, Poland

Bucharest, Romania

Barcelona and Madrid, Spain

Stockholm, Sweden

MRM METEORITE

HQ Address and Contact Information
Bankside Studios, 76-80 Southwark
St., London SE1 0PN UK
+44 207 153 8000

MRM Meteorite

Top Three Verticals

Automotive

Financial Services
and Insurance

Information Technology
and Services

Areas of Expertise

Analytics, Testing, and Optimization	Implementation Services
Application Development	Information Architecture
Business Strategy Consulting	Mobile Strategy
Customer Relationship Management	Quality Assurance
Data Services	Social
Design (Visual and Wireframe)	User Research
Digital Marketing	Web Governance
Globalization	

Active WCM Partners

Adobe

SDL

SharePoint

sitecore

umbraco

Other CEM Partnerships

ANALYTICS, TESTING, AND OPTIMIZATION
Adobe

DIGITAL ASSET MANAGEMENT
Xinet

Value Proposition

MRM Meteorite is a direct and digital communications agency that aims at providing customer management and CRM skills with planning, creative, and technical expertise.

MRM Meteorite

Overview

MRM Meteorite is a division of global digital agency MRM/McCann, which in turn is part of Interpublic Group. The company is a result of a 2011 merger between MRM London and Meteorite, an independent creative marketing agency. At the time of the merger, the combined entity had approximately 160 employees. MRM Meteorite now serves as the hub of MRM's UK operations and its flagship agency in Europe, the Middle East, and Africa.

Select European client list

WCM product	Client name	Project duration	Type of project
Adobe CQ	Intel	2 years	Strategy, content, and components
Adobe CQ	Vauxhall Motors	8 months	Full service
Microsoft SharePoint	Nationwide Building Society	3 years	Full service
SDL	SABIC	8 months	Consultancy
Umbraco	Costa Coffee	3 years	Full service

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Adobe	3	n/a
Microsoft SharePoint	3	2
SDL	1	n/a
Sitecore	1	n/a
Umbraco	1	2

MRM Meteorite

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Adobe	Analytics, testing, and optimization	1	2
Xinet	Digital asset management	1	5

Project approach

Planning and execution

When MRM Meteorite begins a project, it constructs a project plan and creates time estimates for that plan using Agile methodologies. A typical project team includes project managers, who manage the platform and product capabilities to meet client needs and use cases, and user experience and information architects, who design use cases and interfaces, and assist with positioning the site experience.

To define requirements, the project team identifies the key project stakeholders and business objectives, researches the user base and digital landscape for those users, and conducts a comprehensive analysis of competitors. The team then evaluates user-centric strategies and creates, prioritizes, and uses wireframes to visualize key functionality as well as functional and nonfunctional requirements. The business, creative, operational, and technical stakeholders then evaluate the wireframed options. MRM Meteorite recommends a round of testing wireframes or other prototypes to decide on a final round of wireframe design, believing that wireframes are the best way to ensure that the solution matches the initial project objectives.

Post-delivery

MRM Meteorite conducts training programs for the client's employees who will eventually take over managing the implementation. These training programs are designed during the project planning process.

MRM Meteorite

Knowledge sharing among practice area teams

MRM uses document management solutions and Yammer to share information among teams.

Training and continuing education

MRM Meteorite has not provided information about training and continuing education.

Pricing model

MRM Meteorite has not provided information about its pricing model.

CEM core competencies assessment

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	◓
Connecting digital and offline/ analog worlds	○
Content strategy	○
Organizational change	○
Technology fluency	●
User experience	●
User research	●

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◓ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Nionex GmbH

DI Digital/Interactive Agency

SI Systems Integrator

www.nionex.de

Company Ownership

Private

Owned by Bertelsmann
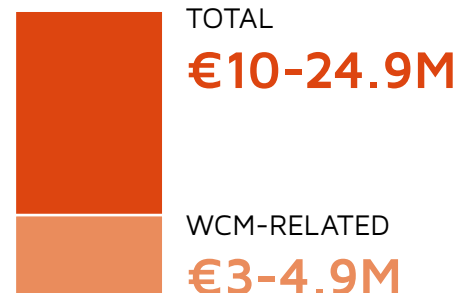
Year Founded

2000

Full-Time Employees (2013)

TOTAL
110

WCM-RELATED
30

Geographic Coverage

EMEA

Revenues in Euros (2013)

TOTAL
€10-24.9M

WCM-RELATED
€3-4.9M
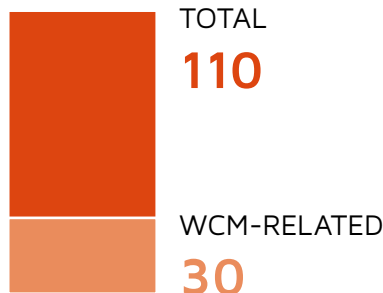
Full-Service Offices

Rheda-Wiedenbrück, Germany

HQ Address and Contact Information

Ringstraße 16-20, D-33378 Rheda-Wiedenbrück, Germany
+49 5241-80-2338

Nionex GmbH

Top Three Verticals

Manufacturing

Media and Entertainment

Retail and Wholesale

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Process Development/
Re-Engineering

Business Strategy Consulting

Content Strategy

Customer Relationship Management

Data Services

Design (Visual and Wireframe)

Digital Marketing

E-Commerce

Globalization

Hosting

Enterprise Search

Implementation Services

Information Architecture

Infrastructure Services

Mobile Strategy

Personalization

Program Management

Quality Assurance

Taxonomy

User Research

Vendor-Agnostic WCM Consulting

Web Governance

Active WCM Partners

COREMEDIA

e-Spirit

OpenCms

TYPO3

WORDPRESS

Other CEM Partnerships

ANALYTICS, TESTING, AND OPTIMIZATION
Webtrends
Wired Minds Lead Scout

CUSTOMER RELATIONSHIP MANAGEMENT
SAP CRM

DIGITAL ASSET MANAGEMENT
celum IMAGINE
Pixelboxx

E-COMMERCE
Apache OFBiz
OXID eSales
Intershop
SAP WCEM

GLOBALIZATION/LOCALIZATION
SDL Trados
Andrä Ontram

PERSONALIZATION
CoreMedia Adaptive Personalization

SEARCH
Apache Solr
Omikron FACT-Finder

Value Proposition

With a tagline that translates to "simply digital," Nionex offers services in systems integration, marketing, and creative to connect clients with the digital world.

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Nionex GmbH

Overview

Nionex is full-service agency headquartered in Rheda-Wiedenbrück, Germany, and works exclusively with German clients. It is part of the Bertelsmann network. The company has approximately 100 employees and was founded in 2000. Nionex prides itself on bridging the gap between marketing and IT, with in-house resources of both departments that work closely together on a daily basis.

The company focuses on implementing content management systems such as CoreMedia and FirstSpirit, and provides services in mobile, websites, and e-commerce. Nionex understands that content management is no longer only about managing content in the era of multichannel digital communication, but also about delivering experiences to customers across various channels, in different formats and languages, at the appropriate time.

Select European client list

WCM product	Client name	Project duration	Type of project
FirstSpirit 4.2	Bertelsmann	6 months	Intranet relaunch
FirstSpirit 5	Bertelsmann	6 months	Website redesign
CoreMedia 7	Class	6 months	Website redesign
CoreMedia 7	Schüco	9 months	Website relaunch
FirstSpirit 5	Weldmüller	6 months	Online strategy consulting

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
CoreMedia	21	14
e-Spirit	9	12
OpenCms	6	2
TYPO3	15	2
WordPress	9	2

Nionex GmbH

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Andrä Ontram	Globalization/localization	1	2
Apache OFBiz	E-commerce	5	5
Apache Solr	Search	5	5
celum IMAGINE	Digital asset management	2	2
CoreMedia Adaptive Personalization	Personalization	1	4
Intershop	E-commerce	1	5
Omikron FACT-Finder	Search	5	4
OXID eSales	E-commerce	5	5
Pixelboxx	Digital asset management	1	1
SAP CRM	Customer relationship management	5	20
SAP WCEM	E-commerce	1	3
SDL Trados	Globalization/localization	2	2
Webtrends	Analytics, testing, and optimization	3	4
WiredMinds Lead Scout	Analytics, testing, and optimization	1	2

Nionex GmbH

Project approach

Planning and execution

Nionex uses its own methodology, which is a mixture of classical Agile methods and Kanban, a way of managing knowledge work with an emphasis on just-in-time delivery. The company understands that clients are not always educated in these methods; therefore, Nionex will ensure that an agreement takes place in which development processes are followed (taking into account the client's product management method). Nionex will often work at a slower pace to accommodate the client.

Each project has a project manager who acts as the client liaison and is responsible for the overall success of the project.

The company holds workshops to define requirements and technical needs, and set KPIs. Nionex will always make an effort to match the goals and objectives of the project with short-term and long-term business needs, user requirements, and technical requirements. The first iteration of projects usually defines requirements, while the second iteration focuses on developing wireframes. Additionally, the company works with click dummies.

Nionex operates a center for design process, where marketing materials, interactive wireframes, and personas are developed. Nionex will conduct in-depth interviews with target groups, and the information gathered in this process, such as social needs and demographics, will combine to inform customer interactions with these channels. These are then tested in the user design center with prototype designs. Nionex believes that the more a client can understand about its target audience, the better the technology will work in its favor.

Nionex employs technology in the Java and open source stacks, such as CoreMedia, e-Spirit, Google Analytics, and Google Conversion. The company also deploys e-commerce systems, such as OXID. Technical implementation is based on standard WCM products and current web standards. Nionex gives its customers early feedback on the solutions delivered using techniques such as continuous integration and test automation.

Post-delivery

Nionex offers a post-delivery service management package. After a project is complete, Nionex will assign a service manager who acts as the central contact person for issues ranging from server problems to creating new CMS templates. Depending on customer needs, Nionex offers different service levels, in addition to providing clients with access to a qualified hotline for WCM users and content editors.

Nionex GmbH

Knowledge sharing among practice area teams

Nionex has its own company-wide project management process to ensure quality standards. Furthermore, team communication and physical presence is important to the company, with designers, planners, and programmers working together.

For issue management and documentation, Nionex uses a Jira and Confluence wiki, and customers can collaborate on projects.

Project kickoffs, workshops, and project reviews are a key element for Nionex teams to learn more about customer requirements and to utilize experiences from former projects.

Training and continuing education

Nionex developers are certified on the company's partner WCM products. Regular training, at least once a year, are common.

To be always up to date on current technologies and trends, employees can spend fixed time slots on research projects, such as the evaluation of new frameworks.

Pricing model

Nionex offers both fixed-price and time-and-materials pricing, depending on client preference.

Nionex GmbH

CEM core competencies assessment

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	⊖
Connecting digital and offline/ analog worlds	⊖
Content strategy	●
Organizational change	○
Technology fluency	●
User experience	●
User research	⊖

● Frequently cited during our research; likely a core aspect of its approach with most clients.

⊖ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Osudio

DI Digital/Interactive Agency

SI Systems Integrator

www.osudio.com

Company Ownership

Private

Year Founded
October
2013

Full-Time Employees (2013)
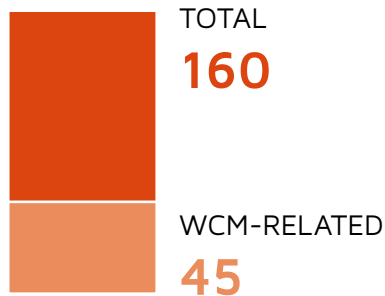
TOTAL
160

WCM-RELATED
45

Revenues in Euros (2013)

TOTAL
€10-24.9M

WCM-RELATED
€1-2.9M
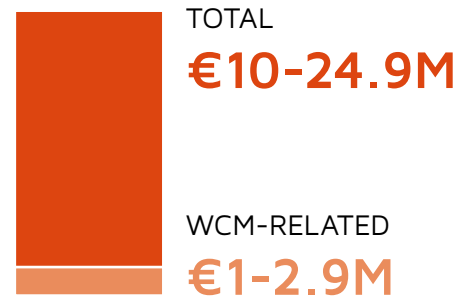
Geographic Coverage

EMEA

North America

Full-Service Offices

Amsterdam, Netherlands

Hasselt, Belgium

Lünen and Stuttgart, Germany

Eindhoven, Netherlands

Valencia, Spain

Osudio

HQ Address and Contact Information
De Ruyterkade 6 H, 1013 AA, Amsterdam, Netherlands
+31 20 531 51 51

Osudio

Top Three Verticals

Automotive

Consumer-Packaged Goods

Retail and Wholesale

Areas of Expertise

Design (Visual and Wireframe)

E-Commerce

Implementation Services

Mobile Strategy

HIPPO

SDL

Other CEM Partnerships

ANALYTICS, TESTING, AND OPTIMIZATION

Adobe Experience Manager

E-COMMERCE

hybris
Intershop

DATA ASSET MANAGEMENT

Informatica Heiler

Value Proposition

Osudio specializes in e-business projects with a high degree of technical and communicative complexity.

Osudio

Overview

Osudio was formed in October 2013 as a result of a merger between two service providers, Softlution and Strawberries, each of which had been operating in Europe for 15 years. The combined entity has 150 employees in offices in the Netherlands, Belgium, and Germany, with a near-shore office in Valencia, Spain. The company's focus is on top brands in Germany and the Benelux countries.

Select European client list

WCM product	Client name	Project duration	Type of project
Hippo	Aedes	3 years	Multichannel housing coorporation
hybris	Goodyear	2 years	B2B and B2C websites
hybris	Intergamma	2 years	E-commerce
hybris	V&D	5 years	E-commerce
SDL	AudioNova	2 years	E-commerce

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Hippo	6	3
SDL	5	3

Osudio

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
hybris	E-commerce	26	30
Intershop	E-commerce	13	8
Informatica Heiler	Data asset management	10	9
Adobe Experience Manager	Analytics, testing, and optimization	n/a	6

Project approach

Planning and execution

Osudio manages projects using a combination of Agile/Scrum and Waterfall techniques. Project teams at Osudio are led by a project manager and involve members with strategy and user experience backgrounds. Application and business consultants focus on solution requirements and configurations, as well as changes at the company level, to make the end solution work.

If clients lack experience in conducting market research or developing customer personas, Osudio provides guidance and assistance on conducting interviews and running surveys. At the same time, Osudio stresses to clients the need for their team to drive the definition of personas; Osudio's research experience provides validation.

At the start of a project, Osudio creates a strategy wheel that includes scoping to help work toward the end goal of the project, scheduling the quick wins and best bets at the early stage of the process. The company sets up success factors and indicators at the start of a project, and measures them throughout the project to check performance of the success factors on the client-defined targets. Osudio holds regular optimization meetings with clients to make sure the project is on track.

For technology selection, Osudio focuses exclusively on Java.

Post-delivery

Osudio provides several managed services after the main project is completed, including housing and hosting.

Osudio

Knowledge sharing among practice area teams

Osudio uses an in-house intranet-reporting system.

Training and continuing education

Osudio runs a regular program in line with certification requirements for software vendors.

Pricing model

Short-term projects (three to six months) and longer-term concept-and-design e-commerce projects (six to 48 months) are priced by hourly or daily rates, depending on the project scope. Osudio does not use a fixed-price model.

CEM core competencies assessment

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	◐
Connecting digital and offline/ analog worlds	○
Content strategy	◐
Organizational change	○
Technology fluency	●
User experience	●
User research	●

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◐ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Positive Technology

DI Digital/Interactive Agency

SI Systems Integrator

www.positive-technology.co.uk

Company Ownership

Private

a division of St Ives Group Plc

Year Founded

1996

Full-Time Employees (2013)

TOTAL

n/a

WCM-RELATED

n/a

Geographic Coverage

APAC

EMEA

North America

Revenues in British Pounds (2013)

TOTAL

n/a

WCM-RELATED

n/a

Full-Service Offices

London, UK

HQ Address and Contact Information

Willoughby House, 439 Richmond Rd., Richmond-Upon-Thames, TW1 2AG, London, UK +44 20 8090 0840

Positive Technology

Top Three Verticals

Nonprofit

Retail and Wholesale

Sports

Areas of Expertise

Analytics, Testing, and Optimization	Information Architecture
Business Strategy Consulting	Infrastructure Services
Content Strategy	Mobile Strategy
Data Services	Personalization
Design (Visual and Wireframe)	Quality Assurance
Digital Marketing	Social
E-Commerce	Taxonomy
Hosting; Implementation Services	Vendor-Agnostic WCM Consulting

Active WCM Partners

ektron

Kentico

SDL

SharePoint

silverstripe

Value Proposition

Positive Technology specializes in web development, online strategy, digital marketing, creative services, and search.

Positive Technology

Overview

Positive Technology, a web development agency founded in 1996, is based in London. The company was acquired in 2008 by Positive Thinking Group, which owns several specialized integrated marketing agencies focusing on direct marketing, digital, and design.

Select European client list

WCM product	Client name	Project duration	Type of project
Ektron	City Index	6 months	Web design, web build, CMS implementation
Kentico	Western Power Distribution	9 months	Online strategy, digital design and UX, web and CMS build
SDL	Autobar	6 months	Online strategy, digital design and UX, web and CMS build
SDL	British Heart Foundation	6 months	Web design, web and CMS build
SilverStripe	Marylebone Cricket Club	3 months	Web design, UX and web build, CMS implementation

Vendor partnerships

Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Ektron	2	3
Kentico	1	2
Microsoft SharePoint	1	2
SDL	2	5
SilverStripe	7	2

Positive Technology

Project approach

Planning and execution

Positive Technology manages projects in the following phases: discovery and requirements capture, design, development and quality assurance, user acceptance testing, and final project approval and launch. The company follows PRINCE2 project management techniques, and the client approves each phase before a new one begins. Positive also uses elements of Agile software delivery techniques, in particular weekly sprint planning, product backlog list management, and daily Scrum stand-ups.

On Positive Technology projects, which are led by a project manager and a technical lead, the development team works off wireframes, digital designs, and functional specifications. Project work is often split between back- and front-end developers, with a technical lead's oversight. During the implementation phase of a project, the technical teams interact with the business teams to eliminate ambiguity in documentation and ensure the product still meets the original requirements.

Post-delivery

For clients that want to manage part of a project in-house, Positive Technology's developers train the client's in-house developers by working alongside them throughout the project. Positive Technology also provides support warranties and technical and user support packages.

Common practices

Knowledge sharing among practice area teams

All knowledge sits in an internal wiki system accessible to all Positive Technology employees. Employees have regular performance reviews and lessons-learned sessions relating to both project management and coding best practices.

Training and continuing education

Employees receive external training and on-the-job coaching, and developers complete certified vendor training courses.

Pricing model

Positive Technology agrees on a project price with the client before the project begins. Any additions or changes that occur during project delivery are handled as change requests at an extra cost. Positive Technology also works with time-and-materials pricing models.

Positive Technology

CEM core competencies assessment

● Frequently cited during our research; likely a core aspect of its approach with most clients.

⊖ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	⊖
Connecting digital and offline/ analog worlds	●
Content strategy	⊖
Organizational change	⊖
Technology fluency	●
User experience	●
User research	⊖

POSSIBLE

DI Digital/Interactive Agency

SI Systems Integrator

www.possible.com

Company Ownership

Private

Year Founded

2011

Full-Time Employees (2013)

TOTAL
1160

WCM-RELATED
n/a

Revenues in British Pounds (2013)

TOTAL
n/a

WCM-RELATED
n/a

Full-Service Offices Worldwide

Geographic Coverage

APAC   EMEA   North America

Full-Service Offices in Europe

London, UK

Vienna, Austria

Budapest, Hungary

Amsterdam, Netherlands

Katowice, Poland

Bucharest, Romania

Moscow, Russia

Brighton, UK

POSSIBLE

HQ Address and Contact Information
Johnson Building, 77 Hatton Garden,
London EC1N 8JS, UK
+44 20 3349 5800

POSSIBLE

Top Three Verticals

Financial Services and Insurance

Healthcare

Travel

Areas of Expertise

Analytics, Testing and Optimization	Implementation Services
Application Development	Information Architecture
Content Strategy	Mobile Strategy
Customer Relationship Management	Quality Assurance
Design (Visual and Wireframe)	Social
Digital Marketing	User Research
E-Commerce	Vendor-Agnostic WCM Consulting

Active WCM Partners

ACQUIA

Adobe

Drupal

EPiSERVER

ORACLE

sitecore

Other CEM Partnerships

ANALYTICS, TESTING, AND OPTIMIZATION
Adobe
Google
Optimizely

SEARCH
Kenshoo
MediaMind
Moz
Visible Technologies

SOCIAL MEDIA MONITORING AND PUBLISHING
LinkedIn
Percolate

Value Proposition

POSSIBLE is a creative agency whose mission is to create world-class work that works. POSSIBLE believes in backing up its ideas with hardcore data for its solutions.

POSSIBLE

Overview

POSSIBLE is WPP Digital's largest global agency, with more than 20 offices across five continents.

WPP's acquisition strategy with POSSIBLE has been to acquire agencies in regions where it previously did not have a presence, particularly in emerging markets. In the EMEA region, in addition to the full-service offices in the UK, Hungary, the Netherlands, and Poland, POSSIBLE has offices in Russia, the United Arab Emirates, and Romania. Outside EMEA, POSSIBLE has nine offices in the Americas (eight in the U.S. and one in Sao Paolo, Brazil) and six offices in the APAC region (two in China plus Hong Kong, two in Australia, and one in Singapore).

Select European client list

POSSIBLE does not provide timing and staffing details about specific client projects. POSSIBLE's European accounts include AEGON, The Co-Operative Group , Telenor of Hungary, Visa Europe, and Canon Europe.

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Acquia	1	n/a
Adobe	7	4
EPiServer	37	6
Oracle	1	2
Sitecore	49	25

POSSIBLE

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Adobe	Analytics, testing, and optimization	4	4
Adobe	Analytics, testing, and optimization	1	2
Google	Analytics, testing, and optimization	10	7
Google	Analytics, testing, and optimization	3	2
Kenshoo	Search	15	10
LinkedIn	Social media monitoring and publishing	3	5
MediaMind	Search	5	5
Optimizely	Analytics, testing, and optimization	4	2
Percolate	Social media monitoring and publishing	3	3
Moz	Search	20	25
Visible Technologies	Search	5	5

POSSIBLE

Project approach

Planning and execution

POSSIBLE typically follows a "discover, define, design, build" process for Waterfall WCM-related projects. The company also uses Agile (typically Scrum) delivery methods, but these will typically be Agile for the project's build phase only. Waterfall projects use PRINCE2 methodology, and project management tools used include highlight reports, RAG reports, change management, and quarterly reviews. POSSIBLE projects typically involve the following steps and tasks:

- **Strategy.** research, planning, the creative brief

- **User experience.** user research, personas, information architecture, wireframes, interactive prototypes, user testing

- **Creative design.** mood boards, digital style guide, page designs

- **User interface design.** interface specification, interface development

- **Technical development.** interface integration with CMS, systems integration, back-end development, CMS implementation

- **Quality assurance.** manual and automated testing

- **Delivery.** scripted installation to user acceptance testing and production environments by a development operations engineer

To ensure consistency across projects, POSSIBLE has created internal centers of excellence (CoEs). Each WCM technology the company works with is assigned to an office that serves as an expert in this technology. Each CoE location has sales, consulting, and technical leads who are certified sellers, architects, and developers in that technology. Technical delivery will include technical architects, lead developers, and developers. In most cases, POSSIBLE also has an MVP in each technology who leads each CoE. MVPs from each CoE lead the global program of projects in that technology, including advising on technology selection, training, and overseeing quality and adherence to POSSIBLE standards for each project.

Post-delivery

POSSIBLE believes that a project is done when it yields results, not when the original statement of work is completed, and that clients are becoming more and more mature in engaging agencies to achieve results, rather than to complete projects. The company therefore provides post-implementation support in a variety of ways, including minor system tweaks as needed, to help with running campaigns. .

POSSIBLE

Knowledge sharing among practice area teams

POSSIBLE uses software tools to aid internal collaboration, including Confluence wikis for each project and technology, and JIRA for communication, collaboration, and tracking. Each project begins with a formal kickoff for the project team, in which the team that handled pre-sales activity shares knowledge with the delivery team. Project team members present on delivered projects at monthly company meetings.

Training and continuing education

POSSIBLE holds regular breakfast and lunch events to introduce employees to new technologies or to provide employee training sessions. The technical leads in each CoE and the project management leads are responsible for ensuring that knowledge transfer occurs and that WCM solutions and processes are followed.

Pricing model

POSSIBLE does not provide information about its pricing model.

CEM core competencies assessment

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	◒
Connecting digital and offline/ analog worlds	●
Content strategy	◒
Organizational change	◒
Technology fluency	●
User experience	●
User research	●

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◒ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Precedent

DI Digital/Interactive Agency

www.precedent.com

Company Ownership

Private

Year Founded

1989

Full-Time Employees (2013)
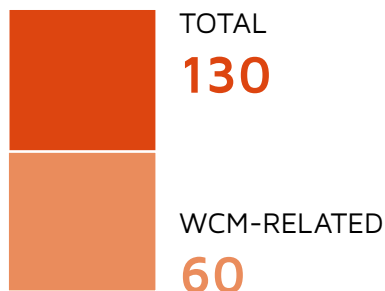
TOTAL
130

WCM-RELATED
60

Revenues in British Pounds (2013)

TOTAL
£10-24.9M

WCM-RELATED
£5-9.9M
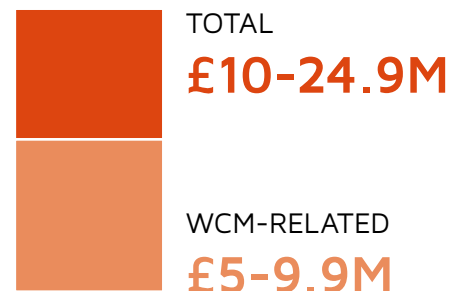
Full-Service Offices Worldwide

Full-Service Offices in Europe

London, UK

Edinburgh and Cardiff, UK

Geographic Coverage

APAC

EMEA

precedent.

HQ Address and Contact Information
The Courtyard Building, 11 Curtain Rd., London EC2A 3LT UK
+44 20 7426 8900

Precedent

Top Three Verticals

Education

Financial Services and Insurance

Membership

Areas of Expertise

Analytics, Testing, and Optimization	Information Architecture
Application Development	Infrastructure Services
Business Strategy Consulting	Mobile Strategy
Content Strategy	Personalization
Corporate Branding	Program Management
Customer Relationship Management	Quality Assurance
Design (Visual and Wireframe)	Taxonomy
Digital Marketing	User Research
E-Commerce	Vendor-Agnostic WCM Consulting
Hosting	Web Governance
Implementation Services	

Active WCM Partners

Drupal

Kentico

sitecore

umbraco

Other CEM Partnerships

ANALYTICS, TESTING, AND OPTIMIZATION

Microsoft

Zimbra

Value Proposition

Precedent aims at creating meaningful ideas that drive real business impacts and enhance customer experiences.

Precedent

Overview

Precedent, founded in 1989, is a full-service agency with 130 employees in six offices across the UK, Asia, and Australia. Precedent follows a strategy-led approach: When the company starts a new project, it gathers enough information to have an in-depth understanding of its clients' organizational personality, business objectives, and customer expectations, as well as their competitive positioning.

Select European client list

WCM product	Client name	Project duration	Type of project
Drupal	British Council	3 years	Global information site
Kentico	St. Andrews Links	1 year	Web, mobile, e-commerce
Sitecore	British Heart Foundation	3 years	Web, mobile, system integration
Sitecore	British Medical Association	3 years	Web, mobile, customer management
Sitecore	David Lloyd Leisure Group	Ongoing	Web, mobile consumer transactions, information

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Drupal	6	8
Kentico	3	5
Sitecore	12	20
Umbraco	2	5

Precedent

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Microsoft	Analytics, testing, and optimization	20	10
Zimbra	Analytics, testing, and optimization	1	2

Project approach

Planning and execution

Precedent uses a combination of PRINCE2 and Agile project methodologies, and the project team members usually include a project manager, creative lead, solution architect, and a technical services manager. Precedent also has an internal digital transformation team that provides business consulting services, such as developing a new hiring strategy for a client that needs new types of specialized experience, improving a client's internal collaboration processes, or devising a client's content strategy.

At the beginning of a project, Precedent builds a project roadmap, which focuses on developing prototypes and encouraging clients to envision where their organization will be in three to five years, rather than solely thinking in project terms. Precedent uses this phase is to understand the client's overall business goals before moving onto the next phase: defining user requirements through interactive workshops with the client.

Precedent's choice of technology partners aims at having a best-in-class suite of partners that can address different sizes and types of organizations. For example, Precedent may promote one vendor for enterprise clients and another for midsize clients.

Post-delivery

Precedent speaks with the client about the end goal at the start of project and ensures all team members involved know their responsibilities and what documentation to provide. Precedent can either hand over a project to a client to manage independently in-house, or it can set up an outsourcing agreement through which Precedent employees work at the client's site.

Precedent

Knowledge sharing among practice area teams

Precedent employees use a range of online knowledge sharing tools, including Yammer, JIRA, Confluence, and Microsoft Lync. Precedent also holds an annual two-day company meeting, during which a key goal is to share knowledge. Additionally, the company runs internal master classes across all offices and encourages employees to move between offices.

Training and continuing education

All Precedent employees follow individual training plans, which consist of a combination of internal peer training and reviews, software certifications, and fostering business skill like management development.

Pricing model

Precedent typically prices on a time-and-materials basis using a blended studio /day rate. The company will also provide fixed rates for work that is detailed in scope.

CEM core competencies assessment

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◐ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	◐
Connecting digital and offline/analog worlds	●
Content strategy	◐
Organizational change	○
Technology fluency	●
User experience	●
User research	◐

Priocept

DI Digital/Interactive Agency

SI Systems Integrator

www.priocept.com

Company Ownership

Private

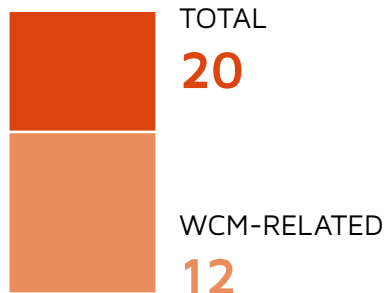**Year Founded**

2004

Full-Time Employees (2013)

TOTAL
20

WCM-RELATED
12

Geographic Coverage

EMEA

North America

Revenues in British Pounds (2013)

TOTAL
Less than £5M

WCM-RELATED
£1-2.9M
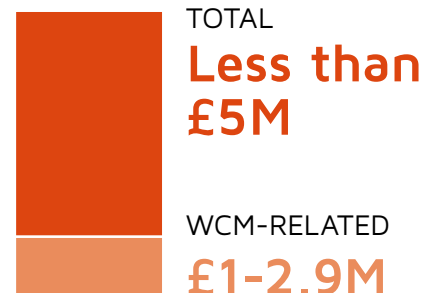
Full-Service Offices

London, UK

PRIOCEPT

HQ Address and Contact Information
14 Devonshire Sq., London, EC2M 4YT, UK
+44 207 422 0060

Priocept

Top Verticals

Financial Services and Insurance

Telecommunications services

Travel

Areas of Expertise

Application Development	Implementation Services
Design (Visual and Wireframe)	Information Architecture
E-Commerce	Program Management
Enterprise Search	Quality Assurance
Globalization	Vendor-Agnostic WCM Consulting
Hosting	

Active WCM Partners

EPiSERVER

magnolia®

sitecore®

Other CEM Partnerships

OTHER: APPLICATION DEVELOPMENT
Microsoft

OTHER: HOSTING
Rackspace
Attenda

Value Proposition

Priocept is an internet technology consultancy. The company designs, implements, operates, and supports web platforms for some of Europe's major enterprises.

Priocept

Overview

Priocept is a London-based technical consulting and software development firm of 20 employees. The company was founded in 2004 by two former AKQA senior technology executives, one of whom was also a co-founder of AKQA. The founders saw a need in the market for a company that, understood issues around brand engagement, digital marketing, and customer experience, and that could also design and implement the often complex technology solutions around those issues.

Priocept positions itself between a creative agency and a systems integrator, getting involved in the analysis and functional design phases of a project. The company sometimes works alongside a specialist user experience design or digital marketing agencies that focus on the brand strategy and creative design process for a client. Priocept's experience is mainly in large-scale WCM and e-commerce implementation projects focused on delivering localized global solutions.

Select European client list

WCM product	Client name	Project duration	Type of project
Sitecore	Association of British Insurers	18 months (ongoing)	Web platform re-development (WCM, e-commerce, CRM)
EPiServer	GlaxoSmithKline (NiQuitin)	36 months (ongoing)	WCM implementation and custom application development
Magnolia	Aspect Capital	4 months	Website re-development
Magnolia	Avis Budget Group	6 months	WCM platform selection and implementation
Magnolia	Generali UK	6 months	WCM platform selection and implementation

Priocept

Vendor partnerships

Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
EPiServer	3	2
Magnolia	9	3
Sitecore	8	5

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Microsoft Silver	Other: Application development	16	10
Rackspace	Other: Hosting	3	1
Attenda	Other: Hosting	1	1

Project approach

Planning and execution

Priocept is flexible in how it will work with a client and what methodologies it uses. Sometimes the company will act as an extension to the client's internal software development team to implement a feature or component where a specific skill set or expertise is required. In other cases, a client does not have internal technical capabilities, so it looks to Priocept to provide the project management and delivery methodologies. Regardless of the methodology used, however, Priocept believes that it makes little sense for clients to pick technology products before they have a thorough understanding of what their business problem is. To this end, Priocept guides clients through the process of defining their web platforms to understand the separation of concerns between each platform component to ensure that a suitable software product is chosen.

WCM projects often start with Priocept assisting the client with a software selection process, followed by a mode of continuous delivery, with the highest-priority functional requirements implemented and ready for launch as soon as possible. Priocept does not focus exclusively on a particular technology,

Priocept

preferring instead to be agnostic and to be able to recommend products to clients. Priocept is interested in technologies that provide a platform for development and customization, rather than out-of-the-box products with features that cannot be extended or integrated with other applications.

Priocept believes that the key to consistency and repeatable high-quality delivery of software development projects such as WCM implementations lies in the knowledge and experience of focused and motivated employees. Priocept retains an in-house team of trained and certified consulting and development employees, rather than outsourcing implementation work to third parties, believing that outsourcing implementation leads to an inevitable loss of quality and focus on meeting a client's long-term goals.

Priocept employs consultants that have a wide range of different skill sets, including business analysis, software development, and project management. These consultants follow a three-stage project process:

1. During the first phase of a project, business users and the Priocept technical team meet to establish a shared understanding of the current landscape and to decide what to keep, change, or adapt. This phase also includes establishing a technology roadmap with functional specifications.

2. The second phase of a project involves creating an implementation team to work on front- and back-end user interfaces, testing, and quality assurance, then running the project until the implementation is complete.

3. The project focus then switches back to system operation: How should Priocept deploy that service, and what level of support does the client want? For example, Priocept can provide ongoing system support if the client so desires.

Post-delivery

At the end of a project development phase, Priocept introduces client training and hand-over activities to technical and nontechnical users as needed.

Priocept offers clients the option of an ongoing maintenance support contract after implementation is complete. One option that Priocept has found to be popular with customers is application support, where the client commits to a certain number of mandates and resources in three to six months or a year, and then employs those resources as needed. As well as the diagnosis and resolution of issues in live service, the Priocept support team will undertake minor enhancements, provide assistance to web content managers, and provide training as part of an application support agreement.

Priocept

Knowledge sharing among practice area teams

Priocept employees have access to several information repositories in order to share knowledge internally:

- The Developer Wiki holds information on development processes and techniques for Priocept-supported systems, technologies with which the company works, and previous implementations.

- JIRA holds information relating to known defects, potential enhancements, and requirements.

- The Source Code Control System (SCCS) holds versioned source code and configuration details for Priocept-developed or -supported systems.

- Project/team documentation is stored either in the SCCS, Priocept's central file system, or on a shared project collaboration system (Basecamp).

Priocept also holds regular lunch meetings and evening events for employees to talk through the latest project work and industry trends.

Training and continuing education

Priocept development staff members have a career progression development plan in place. For software engineering staff members who work on WCM implementation projects, part of their objectives revolve around formal certification in WCM technologies. Employee objectives are also set around participation in the wider WCM development community and attendance at WCM vendor conferences.

Pricing model

Priocept projects use either fixed-price or time-and-materials pricing models. The model used depends on the nature of the project, the degree to which client requirements and project risks are understood, and where the Priocept team is based.

Priocept

CEM core competencies assessment

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	○
Connecting digital and offline/ analog worlds	○
Content strategy	○
Organizational change	○
Technology fluency	●
User experience	●
User research	○

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◒ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Razorfish

DI Digital/Interactive Agency

www.razorfish.com

Company Ownership
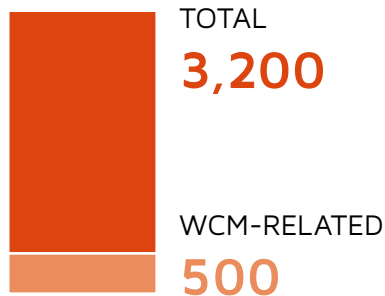
Public

Year Founded

1995

Full-Time Employees (2013)

TOTAL
3,200

WCM-RELATED
500

Revenues in Euros (2013)

TOTAL
€250-500M

WCM-RELATED
Cannot disclose due to Razorfish being part of Publicis Groupe, a publically traded company

Full-Service Offices Worldwide

Full-Service Offices in Europe

London, UK

Berlin and Frankfurt, Germany

Geographic Coverage

APAC

EMEA

North America

razorfish.

HQ Address and Contact Information
Elsley Ct., 20-22 Great Titchfield St.,
London, W1W 8BE, UK
+44 20 7907 4545

Razorfish

Top Three Verticals

Automotive

Retail & Wholesale

Telecommunications/ Mobile Services

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Strategy Consulting

Content Strategy

Corporate Branding

Design (Visual and Wireframe)

Digital Marketing

E-Commerce

Enterprise Search

Globalization

Hosting

Implementation Services

Information Architecture

Infrastructure Services

Marketing Automation

Mobile Strategy

Personalization

Program Management

Quality Assurance

Social

Taxonomy

User Research

Vendor-Agnostic WCM Consulting

Other: Media, Product, and Service Innovation, Cloud Technology Services

Active WCM Partners

Adobe

LIFERAY.

Other CEM Partnerships

ECOMMERCE
hybris

OTHER (CLOUD)
GigaSpaces
Amazon Web Services

Value Proposition

Razorfish helps clients transform its brands and businesses through constant innovation at the intersection of media, creativity, and technology. Its services encompass the full breadth and diversity of the digital universe to help clients prepare for tomorrow.

Razorfish

Overview

Razorfish is a full-service agency that was founded in 1995. After more than a decade of acquisitions, as well as name and ownership changes – previous owners include the SBI Group, aQuantive, and Microsoft – the company was purchased by Publicis Groupe in 2009 and now has 3,200 employees worldwide. In EMEA, the company has approximately 400 employees in the UK and Germany. Other countries outside EMEA where Razorfish has offices include Australia, Brazil, China, India, Japan, and the U.S.

Select European client list

WCM product	Client name	Project duration	Type of project
Adobe	C&A	12 months+	Retail/e-commerce
Adobe	AstraZeneca	18 months	Global healthcare portal
Adobe	Audi (UK)	36 months	Main UK website and on-site functionality
Liferay	McDonalds (Europe)	36 months+	European employee portal
Liferay	O2 (Telefónica)	7 years	Telecom e-commerce

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Adobe	15	40
Liferay	5	5

Razorfish

Other services
(Listed for Razorfish European offices only)

Vendor	Expertise area	Number of engagements	Number of experts assigned
hybris	E-commerce	0	2
GigaSpaces	Other (cloud)	5	20
Amazon Web Services	Other (cloud)	20+	20

Project approach

Planning and execution

Razorfish employs a user-centric design approach involving multiple steps:

1. Hold workshops and stakeholder interviews with the client, and begin to map current systems in place.

2. Prepare stories, use cases, and decisions about which CMS to use and which areas have been identified by the client; for example, the client might want fast page rendition and speed of publish.

3. Prioritize collected client requirements, taking into account the amount of time and investment required.

4. Choose the technology and vendor partner, depending on the performance requirements that have been identified and prioritized and what products exist that fulfill those requirements.

5. Identify customer personas, including a review of the client's competitors, proprietary research, hypothesis and rapid prototypes development, and information gathering from the company's global office network.

Specifically for WCM projects, Razorfish's project approach incorporates the company's philosophy around content management:

1. Success of a CMS depends on good user experience, so editorial tools and workflow processes must be user-friendly.

2. A CMS is not a standalone tool; it must be seamlessly integrated with existing tools and processes and support the organization's broader enterprise content strategy.

3. CMS architecture is key: Solutions need to be designed for scalability, content reusability, and maintainability.

4. Content migration is inevitable, so there needs to be effective processes and tools to manage it.

5. Change will happen, so solutions need to be flexible in order to accommodate changes in user requirements and business processes over time.

6. Data-driven experiences drives the key value from better management of content. It enables higher return on investment across industries, whether driving greater attribution or direct transactions.

Post-delivery

A mature services operations team manages the handover of any new processes and systems introduced during the project. This team manages content training and the training of in-house development staff and IT support staff. Razorfish maintains these relationships through the services management team until the client decides to use someone else or takes the management in-house.

Razorfish uses a "train the trainer" with the client's content staff. On the client side, content management teams for each country each have lounge masters. Razorfish trains the lounge masters once, and the lounge masters, in turn, train their respective content management staff.

Project results are measured based on those that are set as early as possible at the start of the project, as well as how the project performed against the time scale and budget.

Common practices

Knowledge sharing among practice area teams

Technical leads conduct code reviews to ensure consistency in projects across work streams and projects. Technical architects ensure that best practices and good design patterns are being followed during development. Razorfish also ensures that senior and junior team members rotate across projects in order to expose them to different businesses and to transfer knowledge. The Atlassian suite of software collaboration tools underlies these processes.

Training and continuing education

All developers, technical leads, and technical architects are required to take developer and advanced courses on the various vendor platforms as they enter the business. They then take the courses appropriate to their role. For example, a technical architect may attend training on digital asset management and/ or document management training, while technical leads attend courses

Razorfish

on hosting and deployment best practices and developers learn analytical tagging. There are also analytics teams and service operations teams who attend courses in data analytics strategy and system operations.

Razorfish has an internal model WCM project for training purposes, which all new developers begin to work on after they have attended advanced developer training modules. This project exhibits the best practices and product level patterns to which developers need to adhere. The project also allows teams to work on the newer product features in order to develop a common language of reference when talking about technical design or implementation examples. Additionally, this project includes the review and discussion of implementation choices made to date, as well as of the pitfalls and constraints at a platform level that led to those choices.

Pricing model

Razorfish typically works on a fixed-fee basis.

CEM core competencies assessment

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	◒
Connecting digital and offline/ analog worlds	◒
Content strategy	●
Organizational change	◒
Technology fluency	●
User experience	●
User research	●

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◒ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

SapientNitro

DI Digital/Interactive Agency

A Advertising Agency

www.sapientnitro.com

Company Ownership

Public

Year Founded

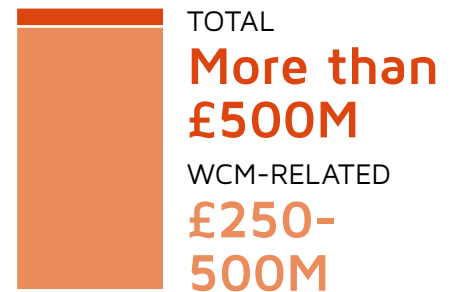# 1990

Full-Time Employees (2013)
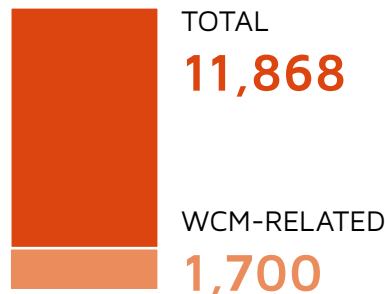
TOTAL
11,868

WCM-RELATED
1,700

Revenues in British Pounds (2013)

TOTAL
More than £500M

WCM-RELATED
£250-500M

Full-Service Offices Worldwide

Full-Service Offices in Europe

London, UK

Cologne, Frankfurt, and Munich, Germany

Milan, Italy

Stockholm, Sweden

Geneva, Zürich, and Schaffhausen, Switzerland

Geographic Coverage

APAC

EMEA

North America

South America

SapientNitro™

HQ Address and Contact Information
Eden House, 8 Spital Sq., London E1 6DU, UK +44 20 7786 4500

SapientNitro

Top Three Verticals

Consumer-Packaged Goods

Financial Services and Insurance

Retail and Wholesale

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Strategy Consulting

Customer Relationship Management

Corporate Branding

Customer Relationship Management

Data Services

Design (Visual and Wireframe)

Digital Marketing

E-Commerce

Globalization

Hosting

Implementation Services

Information Architecture

Infrastructure Services

Marketing Automation

Mobile Strategy

Personalization

Program Management

Quality Assurance

Social

User Research

Vendor Agnostic WCM Consulting

Active WCM Partners

Adobe

HP Autonomy

SDL

sitecore

Other CEM Partnerships

ANALYTICS, TESTING, AND OPTIMIZATION
Adobe

DIGITAL ASSET MANAGEMENT
Adobe
HP Autonomy

E-COMMERCE
Demandware
hybris
IBM
Oracle

GLOBALIZATION/LOCALIZATION
SDL
Translations

MARKETING AUTOMATION
Adobe
Sapient

PERSONALIZATION
Adobe

SOCIAL MEDIA MONITORING AND PUBLISHING
Adobe

Value Proposition

SapientNitro aims at redefining how stories can be told across brand, digital, and commerce at the speed of the consumer's life.

SapientNitro

Overview

SapientNitro is the digital division of U.S.-based global services company Sapient, which is publicly traded on the NASDAQ stock exchange. Prior to 2009, SapientNitro was known as Sapient Interactive until it was merged with advertising agency Nitro. The company now has nearly 12,000 employees spread across its worldwide offices, including its delivery facilities in India.

Select European client list

WCM product	Client name	Project duration	Type of project
Adobe Experience Manager	Efes Beverage Group	11 months	Digital marketing platform
Adobe Experience Manager	Marks & Spencer	2.5 years	End-to-end multichannel retail system
Adobe Experience Manager	E.ON	18 months	Digital marketing platform
Adobe Experience Manager	SAP	Multiple projects since August 2011	Digital marketing platform
SDL	Football League Interactive	15 months deployment; 5 years application management and support	WCM

Vendor partnerships

Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Adobe	56	600
HP Autonomy	21	250
SDL	12	150
Sitecore	12	100

SapientNitro

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Adobe	Analytics, testing, and optimization	15	100
Adobe	Digital asset management	2	25
Adobe	Marketing automation	2	10
Adobe	Personalization	30	600
Adobe	Social media monitoring and publishing	30	600
Demandware	E-commerce	10	100
HP Autonomy	Digital asset management	2	25
hybris	E-commerce	5	100
IBM	E-commerce	10	200
Oracle	E-commerce	10	200
Sapient	Marketing automation	5	50
SDL	Globalization/ localization	2	10
Translations	Globalization/ localization	3	10

SapientNitro

Project approach

Planning and execution

At SapientNitro, client projects begin in idea-engineering teams, which review a client's brief and then scope a higher-level vision for the client of what its next one to three years will look like. The project team then creates requirements in its proprietary "Storyscaping" briefs. Storyscaping is SapientNitro's process for creating continuous narratives in which consumers can engage with, through communications, interactions, and using the product. The company sees consumers as being in different modes during their lives: For example, a person who is a globetrotter for work changes modes when she plans her leisure travel.

To create user requirements, SapientNitro uses ethnographic and modal techniques, as well as more traditional marketing segmentation. Another tool SapientNitro uses is called IOTA, a proprietary technology that provides real-time information via sensors about consumers while they interact with brands.

SapientNitro has its own proprietary project methodology, Sapient|Approach (S|A), which is Agile-based and incrementally delivers solutions in short iterations and frequent releases. Depending on the solution developed, the delivery team is made up of specialists from a range of domains, including creative, technology, mobile, social, analytics, and quality assurance.

To staff the project, idea teams perform triage to identify the challenges, by breaking down the components of each task and allocating them to the teams with the most appropriate experience. The project is generally led from where the headquarters and the focus of the client's business are, and is aimed at operating in a way that is easiest for the client.

SapientNitro aims at ensuring consistency across projects through the following approaches:

1. **Review and governance.** The S|A project methodology has a quality gate review process in which the external reviewers facilitate the reviews and provide necessary checklists for the core team. In addition, the company has progress reviews tracked by project managers, peer reviews for the code snippets, and demonstrations to the clients. Delivery Focus Areas is a survey tool the company uses to check the project health.

2. **Delivery methodology.** This has been re-engineered for customer experience solutions based on WCM products to ensure high levels of rigor and consistency across SapientNitro's engagements.

SapientNitro

3. **Training and knowledge management** (See "Common practices" section of this profile.)

Post-delivery

SapientNitro typically has long-term relationships with customers.

Knowledge sharing among practice area teams

SapientNitro provides employees with use of VOX, a collaborative software tool based on Jive Community. The WCM community within the company has created the "reference library group" on VOX for knowledge sharing about past WCM projects. This group includes the solutions and the reusable components that were created for past projects, which can then be used for any future projects.

Training and continuing education

SapientNitro provides training in generic technologies, as well as capability-building trainings to develop the catalog core professionals for WCM projects. Employees must complete online training sessions in WCM technologies, followed by instructor-led trainings (ILT), which are five-day classroom training sessions in WCM technologies. After employees complete ILT, they undergo a three-week training course led by a specialized WCM technologist, who provides a deep dive into building components and an integration framework. Employees must then complete a two-week reverse-shadow program in which they work on live programs and pre-defined milestones.

There are also trainings for CMS project managers and quality assurance specialists.

Pricing model

SapientNitro started with a single promise to deliver projects on fixed-time, fixed-price (FTFP) model. Although FTFP still is the most common pricing model the company uses, it also offers other commercial models in order to provide flexibility to its clients. Its main pricing models include:

- **FTFP.** This option allows for exact budgeting for a defined and agreed-on piece of work, usually a complete project.

- **Time and materials.** This model is offered if the client wants to maintain control and flexibility over the program. These projects are based on actual hours worked each month.

SapientNitro

■ **Capacity-based.** This is usually for large-scale engagements, where there is a need to provide a standing base capacity, as well as utilization peaks. In this model, SapientNitro agrees to a fixed set of resources—a base capacity—and offers the option to augment this capacity with a predetermined notice period. The base capacity could be at a fixed price and the additional capacity can be obtained at an agreed rate.

■ **Risk/reward-sharing model.** SapientNitro shares the risks and rewards with clients, tying a portion of its revenue to the success of its clients.

CEM core competencies assessment

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◑ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	◑
Connecting digital and offline/ analog worlds	●
Content strategy	◑
Organizational change	●
Technology fluency	●
User experience	●
User research	●

Satzmedia GmbH

DI Digital/Interactive Agency

SI Systems Integrator

www.satzmedia.de

Company Ownership

Private

Year Founded

1999

Full-Time Employees (2013)

TOTAL
31

WCM-RELATED
6

Geographic Coverage

EMEA

Revenues in Euros (2013)

TOTAL
Less than €5M

WCM-RELATED
Less than €1M
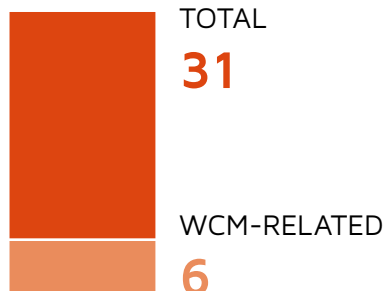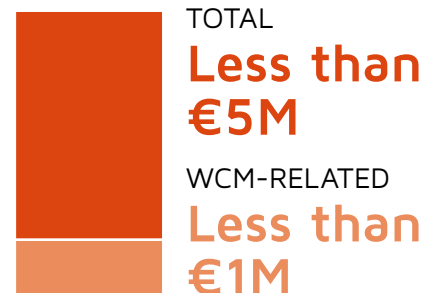
Full-Service Offices

Hamburg, Germany

HQ Address and Contact Information

Altonaer Poststraße 9, 22767 Hamburg, Germany
+49 40 18889690

Satzmedia GmbH

Top Vertical

Retail and Wholesale

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Process Development/
Re-Engineering

Business Strategy Consulting

Design (Visual & Wireframe)

E-Commerce

Enterprise Search

Globalization

Hosting

Implementation Services

Information Architecture

Active WCM Partners

HIPPO

Other CEM Partnerships

E-COMMERCE
Shopware

Value Proposition

Satzmedia fulfills digital strategies. The company consults, conceives, designs, develops, and maintains online applications in e-commerce and content management solutions.

Satzmedia GmbH

Overview

Satzmedia is a web agency located in Hamburg, Germany. The company works mainly with midsize and enterprise clients in Germany. Satzmedia's goal is to build clear structures with high functionality, automation, and usability for e-commerce and web content management integrations.

In 2009, the company changed its business model (in terms of both structure and business processes) in the wake of the recent global economic crisis to help clients cope with changing consumer demands. The company is now divided into teams that are centered on customer needs and are unified under practice team leaders.

Satzmedia believes mobile and social commerce capabilities are no longer "nice-to-haves" but rather strategic factors for success. The company has recently implemented an online retail store for one of Germany's largest Apple Premium Resellers. It also helps clients with e-commerce and supply chain management, specifically by using doTrackr, a web-based tool that provides real-time information on the global flow of goods in supply chains.

Select European client list

WCM product	Client name	Project duration	Type of project
Hippo 7.6	Max Bahr	7 months	Website
Hippo 7.7	Hellermann Tyton	14 months	Worldwide corporate intranet
Hippo 7.8	Hellermann Tyton	12 months	Worldwide websites

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Hippo	3	4

Satzmedia GmbH

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Shopware	E-commerce	12	8

Project approach

Planning and execution

Satzmedia uses Agile methodology with the client. The company gathers primary requirements in one of two ways, depending on the company contacts it works with:

- When working with a technical liaison, Satzmedia works with the client to build business models and functional definitions for use cases and to design functionality iteratively.

- If the client presents a marketing liaison, Satzmedia discusses application development, wireframes, and click dummies so visual components are defined up front, and the company determines the appropriate technical necessities to match those components.

With around 30 employees, Satzmedia relies on small project teams to complete tasks. Each team consists of a technical project manager and three developers. The company has two teams that are focused on e-commerce implementations, another team dedicated to WCM implementations (with all four team members being Hippo-certified developers), and a fourth team that can implement either e-commerce projects or web content management implementations. Each new project Satzmedia brings in is assigned a specific project team, and if the project grows, Satzmedia will hire new employees or freelancers to aid in development.

Post-delivery

Satzmedia uses a "train the trainer" model, providing courses lasting anywhere from half a day to two-days for clients to learn new systems. The main goal of these courses is to teach the client teams best practices during the sprint phases to ensure a successful hand-off in the end.

The company will also set up business intelligence systems for internal purposes; training for this starts during the conceptual phase of a project and continues post delivery. A majority of Satzmedia customers hold maintenance contracts with the firm at an additional cost beyond the initial implementation.

Satzmedia GmbH

Knowledge sharing among practice area teams

Satzmedia believes a motivated and well-educated team is the key to knowledge management. The company uses a central project extranet, individualized Redmine processes, to make comments and describe anything belonging to a project. With this information-sharing process, a conceptual draft leads to a well-documented project for which documentation is never outdated; rather, it is always continued (in tickets) and updated. To transfer knowledge or educate new team members, these colleagues are trained in a kind of pair-programming, a development technique in which two programmers work together at one workstation. New employees get their own responsibility area within the customers' projects, while their mentor oversees. Weekly code reviews are also required.

As a small company, Satzmedia focuses on specific technology partners, creating niche expertise. To decide which technology partners to engage, Satzmedia evaluates potential partners from a business perspective, from a user-handling perspective, and from a technical perspective.

Training and continuing education

No information on this section was provided.

Pricing model

The pricing model depends on the project type. Many projects in the consulting and conceiving area are calculated on an hourly rate; the implementation projects are often fixed-price projects.

Satzmedia GmbH

CEM core competencies assessment

Capability	Emphasis in service provider approach
Analytics	◐
Business/organization strategy	◐
Connecting digital and offline/ analog worlds	◐
Content strategy	◐
Organizational change	○
Technology fluency	●
User experience	●
User research	◐

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◐ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Smile

DI Digital/Interactive Agency

SI Systems Integrator

www.smile-oss.com

Company Ownership

Private

Keensight Capital is majority shareholder

Year Founded

1995

Full-Time Employees (2013)

TOTAL
700

WCM-RELATED
250

Revenues in Euros (2013)

TOTAL
€50-99.9M

WCM-RELATED
€10-24.9M

Full-Service Offices

Levallois-Perret, France

Brussels, Belgium

Bordeaux, Grenoble, Lille, Lyon, Marseille, Montpellier, and Nantes, France

Amsterdam and Utrecht, Netherlands

Barcelona and Madrid, Spain

Geneva, Switzerland

Liverpool and Manchester, UK

HQ Address and Contact Information

48 Rue de Villiers 92300
Levallois-Perret, France
+33 (0)1 41 40 11 00

Geographic Coverage

EMEA

Smile
OPEN SOURCE SOLUTIONS
Group

Smile

Top Three Verticals

Government

Retail and Wholesale

Telecommunications Services

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Content Strategy

Customer Relationship Management

Data Services

Design (Visual and Wireframe)

Digital Marketing

E-Commerce

Enterprise Search

Hosting

Implementation Services

Information Architecture

Infrastructure Services

Mobile Strategy

Personalization

Social

Vendor-Agnostic WCM Consulting

Active WCM Partners

Drupal

eZ

HIPPO

INFOGLUE

jahia

LIFERAY

S PHP

TYPO3

Other CEM Partnerships

CUSTOMER RELATIONSHIP MANAGEMENT
OroCRM

E-COMMERCE
Commerce Guys
Ebay
RBS Change

SEARCH
Apache Solr
SDL Fredhopper

OTHER
A/B Tasty
Akeneo

Value Proposition

Smile is an open source integrator, employing experts in a wide range of open source products, components, and frameworks.

Smile

Overview

Smile is France-based web consultancy that offers expert knowledge on open source programs. Its mandate is to create simple, useful, and efficient customer interactions. With offices across Spain, France, Belgium, and the Netherlands, and other offices in Casablanca, Morocco; the Ivory Coast; and Kiev, Ukraine, the company serves a diverse geographic area. Each office has its own specialty offering, such as a particular technology stack or a particular component, such as maintenance. Collaboration, however, is a top priority, and employees from several locations often work together on the same projects.

In 2013, Smile reorganized its practice to reflect the changing landscape of CEM. The company now features divisions set up around solution management on the technical side and on the marketing side. It covers projects both big and small, and can act as a full-service agency or deliver very specific services for clients. The key driver it focuses on, however, is not just the technical requirements; Smile also seeks to understand the client's reasoning behind new projects and deliver more than just a website. In this way, the company will connect UX teams with the technical teams to foster a critical link between the front-end and systems-integration components.

Select European client list

WCM product	Client name	Project duration	Type of project
eZ Publish	Bayard Presse	n/a	CMS
eZ Publish	Retail (confidential)	n/a	CMS
Drupal, eZ Publish, GLPI, Symfony	Bouygues Telecom	n/a	CMS, various
Magento	Retail (confidential)	n/a	E-commerce
Magento	VF International	n/a	E-commerce

Smile

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Drupal	685	n/a
eZ Publish	1,783	n/a
Hippo	19	n/a
Infoglue	41	n/a
Jahia	556	20
Liferay	323	6
SPIP	8	n/a
TYPO3	513	n/a

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
A/B Tasty	Other: A/B Testing	3	2
Akeneo	Other: Program information management	3	n/a
Apache Solr	Search	50	n/a
Commerce Guys	E-commerce	4	n/a
Ebay	E-commerce	100	25
OroCRM	Customer Relationship Management	0	n/a
RBS Change	E-commerce	5	3
SDL Fredhopper	Search	4	n/a

Project approach

Planning and execution

Smile

Smile will usually start a project by delivering functional workshops if the client hasn't already specified requirements. This process will identify the main strategy and key features on the front and back ends. The company then compiles wireframes in UI workshops; this stage shows clients the look and feel of the site, both on the web and on mobile devices. Smile believes wireframing and user interactions are a critical component to any project – proper placement and user experience are seen as key to registering conversions. The company has a specific team, the economic team, that works on the economics of the screen.

Smile will then typically mark up a functional design as a first path, which leads to technical classifications. Typical projects will use a classical recycle methodology in Agile Scrum sprints. Once the project scope is determined, the path for the rest of the project is set, and the company works with the client from there. Smile will deem a project successful when the client requests more project work with the company.

Post-delivery

To help clients make the best use of their new technology, Smile offers client training (and re-training) sessions in France. The company has three training rooms that can hold up to 50 people each.

Client training usually falls under two categories: general solution training and specific training for project teams. The latter is precise training, where teams receive assistance at the end of each phase. The company finds it helpful to train clients when projects utilize unique features, such as native applications; when the discussion phase arises, the client can participate in an informed way.

Common practices

Knowledge sharing among practice area teams

The strategy at Smile is to master several different tools in open source so the company can choose the best tool for each project. It looks to select technologies that will support present and future changes. Each case is scored per solution, and each aspect is then given a numeric grade. Occasionally, Smile will work with clients who use tools it is not familiar with; in such cases, Smile has large-enough practice teams that it can learn to master these tools during the project phase.

To maintain consistency across different projects, Smile operates on its "quality pillars." The company has a Technical Direction team, which audits

projects and sets up global best practices. The company also has Solution Technical leads, who follow projects, identify potential hazards, and suggest solution integration methods. A Business Units structure, featuring dedicated projects and solutions, facilitates knowledge sharing across WCM projects. Other corporate tools, such as the Smile wiki and ECM systems, are used on a project-by-project basis.

Team members are chosen for projects based on their expertise in the technology stacks being used, and there is always a program manager chosen who is in close proximity to the client. The remaining project team members are then chosen based on these two components; the company is able to choose from a wide variety of people because it has enterprise tools set up for company-wide collaboration.

Training and continuing education

In 2012, there was a total of 12,274 hours of training completed by Smile employees across all areas of expertise (including WCM). Furthermore, Smile offers employees the opportunity to undertake certified training.

Each project manager at the company is trained in V-Model, Agile, and Scrum.

Pricing model

Two-thirds of projects are fixed-price, and the remaining one-third are on a time-and-materials basis. Fixed pricing depends on the project scope: Smile always provides a detailed cost estimate, which lists man days for each task and profile required, with each profile having a daily rate.

Smile

CEM core competencies assessment

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	◐
Connecting digital and offline/analog worlds	◐
Content strategy	●
Organizational change	○
Technology fluency	●
User experience	●
User research	●

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◐ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Tallence Consulting

DI Digital/Interactive Agency

SI Systems Integrator

www.tallence.com

Company Ownership

Private

Year Founded

1999

Full-Time Employees (2013)

TOTAL
30

WCM-RELATED
20

Revenues in Euros (2013)

TOTAL
Less than €5M

WCM-RELATED
€1-2.9M
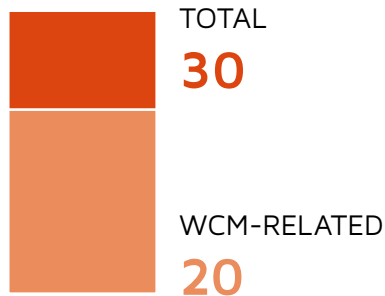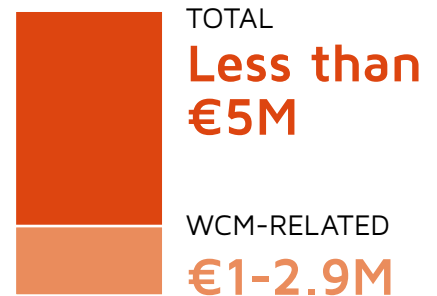
Geographic Coverage

EMEA

Full-Service Offices

Hamburg, Germany

Frankfurt, Germany

TALLENCE CONSULTING

HQ Address and Contact Information
Am Sandtorkai 41, 20457 Hamburg, Germany
+49 40 360935100

Tallence Consulting

Top Three Verticals

Government

Media and Entertainment

Nonprofit

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Process Development/ Re-Engineering

Business Strategy Consulting

Design

Hosting

Implementation Services

Personalization

Social

Active WCM Partners

COREMEDIA

Value Proposition

Tallence Consulting specializes in CoreMedia implementations and works closely with clients to ensure a smooth transition from strategic development through to launch.

Tallence Consulting

Overview

Tallence Consulting is a German firm that serves the EMEA region. The firm has been operating out of its headquarters in Hamburg since 1999. Tallence specializes in CoreMedia implementations and to date, it is the only technology stack it works with.

Select European client list

WCM product	Client name	Project duration	Type of project
CoreMedia CMS 6	Bild.de	6 months	Web portal
CoreMedia CMS 6	Hamburg.de GmbH und Co. KG	6 months	Web portal
CoreMedia CMS 6	Industriegewerkschaft Bergbau, Chemie, Energie (IG BCE)	18 months	Web portal
CoreMedia CMS 6	Sozialdemokratische Partei Deutschlands	12 months	Web portal

Vendor partnerships

Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
CoreMedia	5	2

Project approach

Planning and execution

Tallence Consulting relies on a "general contractor" principle to execute regularly on projects. The company's project delivery methodology consists of three distinct phases:

- **Phase one.** General concepts and designs are created. This is where Tallence will assist the customer by utilizing creative professionals on staff to design the customer's overall vision. Upon the customer's request, Tallence will outsource this work to a creative agency; however, it also has creative staff in-house.

- **Phase two.** Software architects create an overall technical concept. This phase involves the creation of user stories and maps how customers will interact with the online concept. These are processed in an Agile fashion by

the WCM technicians and shown to the client as they become available. Tallence will occasionally hire vendor engineers to help with complicated projects. The company also has a partner network in place, where it can call upon experts in specialized fields to aid in implementations, such as media streaming or payment integrations.

- **Phase three.** After the launch of a project, Tallence is set up to take over maintenance and help customers with changing or creating new features and functionalities on an as-needed basis.

Tallence Consulting always works within the Agile Scrum methodology, working in sprints that generally last up to two weeks each. The company finds this an adequate amount of time, and it is able to allow clients to preview each sprint's work in progress. Any requested changes can be made during review of the sprint's output.

Each project Tallence executes follows its project handbook, a template that contains general guidelines on how to run projects. The handbook covers subjects of project management, risk management, change management, communication processes, etc. These guidelines can be altered slightly, depending on the customer, but always remain within the spirit of a Tallence project.

When developing user stories, Tallence Consulting assigns two to three software developers from a Scrum team to execute. During development, the team members implement features either by pair-programming or by approaching each other from different endpoints in the same user story. Once a user story is complete, it is technically reviewed by another developer that did not work on the story, in addition to the product owner. In this manner, technical and functional expertise is distributed over the whole Scrum team.

To remain competitive within the industry, Tallence looks to other successful implementations to see what technologies are working well in the market. If certain software vendors are consistently achieving positive results, then Tallence will look to bring that stack into its development.

Post-delivery

Tallence Consulting is set up to continue ongoing maintenance on projects, but this is usually not included in the original contract. Customers can engage Tallence to run and host their platform, or a complete handoff can be made. In the case of the latter, Tallence Consulting will help train its clients on any software, but the goal throughout the implementation is to ensure a hands-on learning process, so there is not a large learning gap once the project is complete.

Tallence Consulting

Tallence will also provide coaching for its customers, sending employees to the clients' offices in order to improve knowledge and practical training.

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Common practices

Knowledge sharing among practice area teams

Knowledge capture and transfer is important to Tallence, which sees them as a key way to maintain consistency across projects:

- Each project is documented in the company's corporate wiki, and project execution is analyzed at the end of each engagement.

- Each project contains a mixture of senior and junior developers.

- Highly skilled technicians are placed with other specialists who are not as experienced.

Outside of projects, Tallence developer sections conduct small workshops to spread knowledge across all developers in the company. As Tallence Consulting maintains its own code repository, interesting features and important code snippets are checked into the repository for future reference.

To maintain consistency across different projects, Tallence always has a product manager and Scrum master on the project team in addition to the developers. The company feels it is important to have these two positions embedded with the customer to make sure Tallence successfully executes and delivers a project to the expectations of the customer. Furthermore, each Tallence project manager has a technical background to bridge the gap between client relations and technical specifications.

Training and continuing education

Tallence Consulting has a rigorous new-employee hiring program. New employees are put through a mentoring process to integrate them into existing WCM projects. This training is always administered by experienced WCM developers. In addition, some new employees receive professional training from vendors such as CoreMedia.

The company also regularly executes internal development and project management workshops. Here, existing knowledge is distributed and shared among employees, and new ideas and emerging trends are discussed. Employees are also encouraged to take courses for further learning, such as WCM developer certification or Scrum Product Owner certification.

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Tallence Consulting

Pricing model

When a whole project is contracted, Tallence Consulting usually institutes a fixed fee. This is estimated based on the expectations of the overall effort required on its part and the amount of time estimated for completion. The company will also take into consideration any resources being provided by the client.

For simpler consulting projects, or when individual Tallence professionals are hired by clients to complete smaller tasks in a relatively quick timeframe, a daily fee is charged.

CEM core competencies assessment

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◐ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Capability	Emphasis in service provider approach
Analytics	◐
Business/organization strategy	◐
Connecting digital and offline/analog worlds	○
Content strategy	◐
Organizational change	○
Technology fluency	●
User experience	●
User research	◐

theFactor.e

DI Digital/Interactive Agency

www.tfe.nl

Company Ownership

Private

Year Founded

1995

Full-Time Employees (2013)

TOTAL
70

WCM-RELATED
30

Geographic Coverage

EMEA

Revenues in Euros (2013)

TOTAL
Less than €5M

WCM-RELATED
€1-2.9M
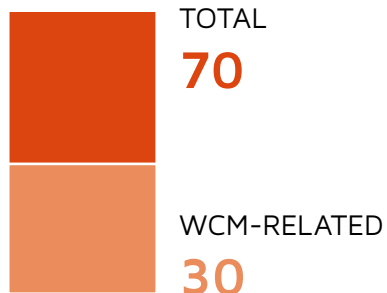
Full-Service Offices

Groningen, Netherlands

Amsterdam, Netherlands

THE FACTOR E

HQ Address and Contact Information

Friesestraatweg 215a, 9743 AD Groningen Postbus 2010, 9704 CA Groningen, Netherlands +31 50-5757888

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theFactor.e

Top Three Verticals

Financial Services and Insurance

Government

Healthcare

Areas of Expertise

Analytics, Testing, and Optimization	Implementation Services
Application Development	Information Architecture
Business Strategy Consulting	Infrastructure Services
Content Strategy	Mobile Strategy
Corporate Branding	Personalization
Design (Visual and Wireframe)	Program Management (Post-Launch)
Digital Marketing	Social
E-Commerce	User Research
Enterprise Search	Web Governance

Active WCM Partners

HIPPO

SharePoint

sitecore

TYPO3

Other CEM Partnerships

ANALYTICS,TESTING, AND OPTIMIZATION
Microsoft
Sitecore

OTHER: CLOUD HOSTING
Rackspace

OTHER: EMAIL MARKETING
Tripolis

Value Proposition

theFactor.e is a full-service design and implementation firm. The company works with clients to leverage cross-channel customer touchpoints and works in multidisciplinary teams, bringing both design and technical knowledge to each engagement.

theFactor.e

Overview

theFactor.e was founded in 1995 and is headquartered in Groningen, Netherlands. They have a second full-service office in Amsterdam. The company originally started from both a technical and design approach and has grown into a full-service agency offering services in design and marketing, as well as in systems integration.

theFactor.e's primary goal is to create a digital dialogue between organizations and people and provide continuous insight and optimization for its clients on a long-term basis. The company has been ranked by Emerce, a Dutch online business, media, and marketing site, as among the top 10 agencies in the Netherlands for several years.

Select European client list

WCM product	Client name	Project duration	Type of project
Hippo	Dermicis	2 months	Website and online campaign
Hippo	PC Hooft	12 months	E-commerce, self-service, and communication
Microsoft SharePoint	University Medical Center Groningen	11 months	Website and extranet
Sitecore	DAS	4 months	E-commerce, e-business
TYPO3	ABN AMRO Bank	6 months	Multichannel and device

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Hippo	14	5
Microsoft SharePoint	17	3
Sitecore	1	5
TYPO3	51	6

theFactor.e

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Microsoft	Analytics, testing, and optimization	8	3
Sitecore	Analytics, testing, and optimization	1	5
Rackspace	Other: Cloud hosting	10	3
Tripolis	Other: Email marketing	3	4

Project approach

Planning and execution

theFactor.e focuses on services in strategy, design, development, and implementation.

Strategy:

- Define a business strategy and set goals and KPIs.

- Build a roadmap together with clients to understand their present and future technology requirements.

- Look at the resources a client has access to and take into account changing targets and goals for the organization over time.

Design and development:

- Define customer personas, either at a basic level with theFactor.e or in depth with a more specialized partner. The latter is recommended when a client's business model deals heavily with online interactions, such as retail.

- Use Agile Scrum methods for this phase.

- If the scope and budget happens to be fixed, theFactor.e will use a method based on Waterfall.

theFactor.e

Implementation:

- Deliver projects in .NET, Java, and PHP. Within each technology stack, theFactor.e has established vendor partnerships with whom they work regularly.

- Work with both open source and enterprise technology vendors.

- Have ongoing partnerships with Sitecore, Hippo, TYPO3, Microsoft, and SDL.

Post-delivery

When an engagement comes to a close, theFactor.e will begin managing expectations and ensuring that the project is fully optimized. The results are then measured against the original KPIs and business goals to ensure effectiveness. It will also work with clients to improve business processes on the ground level to ensure the client is using the new tools properly.

Common practices

Knowledge sharing among practice area teams

theFactor.e works with permanent, technology-based realization and exploration teams, which consist of a technical consultant, project and maintenance developers, and a tester. The team is responsible for the quality of the projects and sets its own standards and guidelines. For each WCM solution, the agency develops a framework with a standard set of libraries, which are used in every project. The company also uses tools for version control, continuous integration, and issue tracking.

To ensure consistency across projects, theFactor.e uses Confluence as a wiki. Each project and team has its own space to log documentation, lessons learned, and other key information.

Training and continuing education

theFactor.e's developers are trained and certified in the product and software they work with. The agency regularly holds workshops and receives training sessions from technology partners.

Pricing model

theFactor.e works on a fixed-price and a time-and-materials basis. The project approach (for example, Waterfall or Agile Scrum) and the model of collaboration with the client determines which pricing method will be utilized.

theFactor.e

CEM core competencies assessment	Capability	Emphasis in service provider approach
	Analytics	◖
	Business/organization strategy	◖
	Connecting digital and offline/analog worlds	◖
	Content strategy	◖
	Organizational change	◖
	Technology fluency	●
	User experience	●
	User research	●

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◖ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Tinext

DI Digital/Interactive Agency

SI Systems Integrator

www.tinext.com

Company Ownership

Private

Year Founded

2001

Full-Time Employees (2013)

TOTAL
43

WCM-RELATED
27

Geographic Coverage
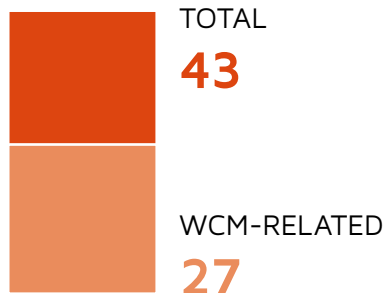
EMEA

Revenues in Swiss Francs (2013)

TOTAL
CHF5-9M

WCM-RELATED
CHF3-4.9M
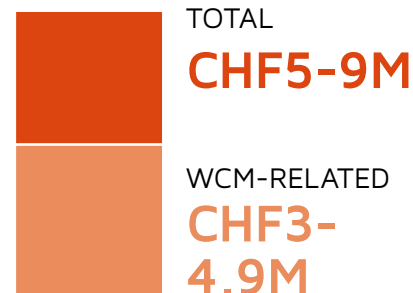
Full-Service Offices

Lugano-Bioggio, Switzerland

Milan, Italy

TINEXT

HQ Address and Contact Information
Strada Regina 42, 6934 Lugano-Bioggio, Switzerland
+41 91 612 22 66

Tinext

Top Three Verticals

Financial Services and Insurance

Media and Entertainment

Travel

Areas of Expertise

Analytics, Testing, and Optimization

Business Process Development/ Re-Engineering

Design (Visual and Wireframe)

E- Commerce

Enterprise Search

Hosting

Implementation Services

Information Architecture

Infrastructure Services

Mobile Strategy

Program Management (Post-Launch)

Social

Taxonomy

Web Governance

Active WCM Partners

magnolia®

Other CEM Partnerships

ANALYTICS, TESTING, AND OPTIMIZATION
Adobe

DIGITAL ASSET MANAGEMENT
OpenText

E-COMMERCE
KonaKart

SEARCH
Apache Solr

Value Proposition

Tinext is a digital project factory committed to excellence in the digital field. Specializing on a shortlist of products and technology stacks, Tinext conducts master product customizations and integrations.

Tinext

Overview

Tinext was founded in 2001 and employs 43 people in its offices in Switzerland and Italy. The company's strategy is to have deep expertise in a few technologies, including Magnolia CMS, and to apply that expertise to customers across different vertical industries. Tinext's clients include global brands, such as Whirlpool and Chicco, as well as local and European-based organizations, such as universities, local and regional governments, and tourism boards.

Select European client list

WCM product	Client name	Project duration	Type of project
HP Autonomy Interwoven TeamSite 7.1	Whirlpool Europe	10 months + ongoing	Consultancy, front end and maintenance
Magnolia CMS Enterprise Edition 4.3	BSI Bank	10 months	WCM
Magnolia CMS Enterprise Edition 4.3	Royal Caribbean International	8 months (main project only)	WCM and mobile
Magnolia CMS Enterprise Edition 4.4	Al Arabiya News Channel	15 months	WCM
Magnolia CMS Enterprise Edition 4.4	City of Lausanne	6 months (main project only)	WCM

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Magnolia	60	n/a

Tinext

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Adobe	Analytics, testing, and optimization	2	2
Apache Solr	Search	2	2
KonaKart	E-commerce	2	1
OpenText	Digital asset management	2	4

Project approach

Planning and execution

Tinext holds workshops with the client at the start of a project to collect technical and business requirements and uses the project management methodology developed by the Project Management Institute, combined with Agile techniques. Each project is associated with a set of key performance indicators benchmarked before, after, and across projects. Tasks are listed, prioritized, and delivered according to a roadmap agreed to with the client. Each project is assigned a mixed team of project managers, developers, and web designers to make sure all the aspects of the project are taken into account.

Tinext project managers (PMs) usually have a business, marketing, or communications background. Each project has both a technical lead and a marketing lead. In addition, PMs have diverse skills, such as analytics, information architecture (IA), and social media, so different PMs are assigned according to the needs of the project. Analyst PMs do quality assurance in the project phase, as well as collect requirements and ensure those requirements are met before project delivery.

The development team on a project is divided into front-end and back-end developers. Each project usually has a technical lead responsible for determining the IA for the project and making decisions on the project's technical aspects. Completed projects are deployed in Tinext's data center in Switzerland, where a team of systems engineers takes care of all operations.

Tinext uses only one CMS product, Magnolia, for its WCM-related projects in order to maintain consistency across projects. The company also undertakes custom projects if they are Java-based, because all Tinext developers have

competency in Java. Developments are done with a modular approach that makes it easy to replicate features across projects without having to recode them from scratch. Each technical lead has full responsibility over implementations in each project, and Tinext's chief technology officer ensures that software architecture, security, and quality standards are maintained across all projects.

Post-delivery

The PM is in charge of post-delivery, such as setting up training and documentation for the client. The systems engineering team manages website operations for clients who do not want to handle this in-house, providing 24/7 support.

Common practices

Knowledge sharing among practice area teams

During each project, PMs make sure that the team produces proper documentation and stores it in a shared project repository. For project-related topics, this documentation includes corporate templates, wikis, and/or task tracking tools such as JIRA. Teams also share best practices in their areas regardless of the project they are working on through LiveLink Pulse, an enterprise social collaboration tool. Links to lists of best practices, codes, and troubleshooting are shared in the corporate intranet and communicated through the social collaboration tool or via email.

Training and continuing education

Tinext employees participate in selected workshops and conferences in their respective fields. The development team has formal training on the CMS product through the Magnolia Academy and is in continuous contact with the Magnolia development team for any input that might be needed during a project. Senior employees mentor new staff.

Pricing model

Tinext usually delivers projects under fixed-price contracts, but occasionally will use a time-and-materials pricing model.

Tinext

CEM core competencies assessment

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	○
Connecting digital and offline/ analog worlds	◑
Content strategy	●
Organizational change	○
Technology fluency	●
User experience	●
User research	◑

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◑ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Trifork

DI Digital/Interactive Agency

SI Systems Integrator

www.trifork.nl

Company Ownership

Private

Trifork Group

Year Founded

2002

Full-Time Employees (2013)

TOTAL
400

WCM-RELATED
40

Revenues in Euros (2013)

TOTAL
€25-49.9M

WCM-RELATED
€3-4.9M

Geographic Coverage

EMEA

Full-Service Offices

Amsterdam, Netherlands

Aarhus and Copenhagen, Denmark

Eindhoven, Netherlands

Krakow, Poland

Stockholm, Sweden

London, UK

TRIFORK.

HQ Address and Contact Information

Rijnsburgstraat 9-11, 1059 AT
Amsterdam, Netherlands,
+31 20 486 2036

Trifork

Top Three Verticals

Conferences

Education

Government

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Enterprise Search

Implementation Services

Information Architecture

Active WCM Partners

HIPPO

magnolia®

Other CEM Partnerships

SEARCH
Elasticsearch

OTHER
Basho Technologies
Erlang Solutiosn
Pivotal Software

Value Proposition

Trifork offers custom-built solutions for clients throughout Europe. The company focuses primarily on education and government verticals and is an active member in the open source community.

Trifork

Overview

Trifork has two offices that specialize in WCM implementations, in Amsterdam and Eindhoven, Netherlands. These two offices are part of the Trifork Group, which employs more than 180 people in seven other specialized offices based in Aarhus and Coppenhagen, Denmark; Zurich, Germany; Krakow, Poland; Stockholm, Sweden; London; and San Francisco.

The company focuses on open source, Java-based web content management solutions. The company is also actively involved in open source communities and starting and managing original projects. While Trifork primarily focuses on Dutch companies, the Amsterdam and Eindhoven offices in the Netherlands are the CMS experts for the rest of the Trifork group, and therefore cater to many clients based across Europe.

Trifork chooses to focus on projects that are centered on publishing and information security rather than on more marketing-oriented approaches. The company is seeing a rise in enterprise search-related work and is therefore specializing in this area as well.

Select European client list

WCM product	Client name	Project duration	Type of project
Hippo 7.x	Politie NL	14 months	Intranet
Hippo 7.x	Rijksoverheid.nl	36 months	Web renewal
Hippo 7.x	Uva.nl	24 months	Web renewal
Magnolia 4.5	EAIE	6 months	E-commerce
Magnolia 4.5	Killzone.com	2 months	Marketing portal

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Hippo	8	15
Magnolia	7	5

Trifork

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Elasticsearch	Search	10	5
Pivotal Software	Other	20	40
Basho Technologies	Other	10	10
Erlang Solutions	Other	50	50

Project approach

Planning and execution

Trifork uses a tailored Agile methodology to complete all projects. It is based on two pillars: the use of Scrum and proven engineering practices. This helps the company stay close to the actual end users of the systems in an interactive way. At the beginning, the company will work with clients to discover business values and start building from there in two-week sprints. When clients are unfamiliar with the Agile method of working, Trifork will hold training sessions and teach the client. The company believes this to be a superior strategy to Waterfall or another less successful hybrid method.

Each Trifork project has a Scrum master who is led by either an experienced developer or an interaction designer. Teams never contain more than six or seven employees, and the company makes every effort to keep these teams as consistent as possible throughout each project. The company offers services from initial function, technical, and graphic designs through to development, application management, and support in a production environment.

Trifork operates 50% of the time on-premises with the client and 50% of the time with the client at the client's location. The company will often complete the technical components while the client will fulfill the user design and marketing aspects. However, if requested, Trifork can provide these components as well. Trifork can also help clients define user journeys and apply that information to user interactions.

Trifork only works with open source, Java-based web content management systems. It is a Hippo silver partner and uses the Hippo system for larger

Trifork

implementations that require a focus on integration, such as the public police and university clients. Trifork is also a Magnolia partner, whose system the company recommends for fleshier midsize implementations.

Each project is considered a success when it is delivered on time and within budget, and when the customer is satisfied.

Post-delivery

For two or three nights each month, Trifork will organize technology live sessions, where the company presents technologies to customers from all over – showing tips and tricks and giving refresher courses. It also provides Scrum training sessions and workshops with clients at least two or three times each month. Trifork offers ongoing maintenance and support contracts.

Common practices

Knowledge sharing among practice area teams

Trifork operates a technology radar, which is updated quarterly. This process identifies new products the company could potentially start using. The company also looks at its current technology partnerships and evaluates them based on market trends and customer feedback.

The company also organizes conferences in each city in which there are Trifork offices, based on that branch's speciality. In Amsterdam, the company will hold three-day conferences each year to discuss new technologies and industry hot topics such as mobile, big data, and search. It is also a way to interact with end users and gain firsthand feedback on how products are working in real scenarios.

To ensure consistency across projects, Triforks uses a standard set of tools, code re-use, and knowledge transfer for employees. It encourages its employees to share knowledge both inside and outside of the company by means of the Trifork blogs and GOTO Nights, which are free evening community events driven by involvement from both speakers and participants. These are events where employees and community members can network, learn, and track industry trends in WCM, Java, mobile, cloud, open source, Agile methods, and programming languages and processes. Developers also contribute to the open source community with plug-ins and additions, such as Spring Framework integration for Magnolia and favorite folders for Hippo.

Trifork

Training and continuing education

Trifork offers its employees and community members a set of training courses and workshops focused on developers, which are delivered both on location and off-site. These courses cover both theory and practical components. Lectures are provided by Trifork senior developers who are involved in implementations and understand the practical applications from experience. Trifork also provides its employees with WCM-specific skills through annual company training and vendor partner technology training.

Pricing model

Trifork offers fixed fees and daily rates, but is primarily hour-based. It prefers delivering its services on a project basis using Scrum. When the project responsibility is in Trifork's hands, a fixed-fee agreement is possible.

CEM core competencies assessment

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◐ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Capability	Emphasis in service provider approach
Analytics	◐
Business/organization strategy	○
Connecting digital and offline/ analog worlds	○
Content strategy	○
Organizational change	○
Technology fluency	●
User experience	◐
User research	◐

Valtech

DI Digital/Interactive Agency

www.valtech.com

Company Ownership

Public

Year Founded

1993

Full-Time Employees (2013)

TOTAL
1,600

WCM-RELATED
780

Revenues in Euros (2013)

TOTAL
€100–249M

WCM-RELATED
€50–99.9M
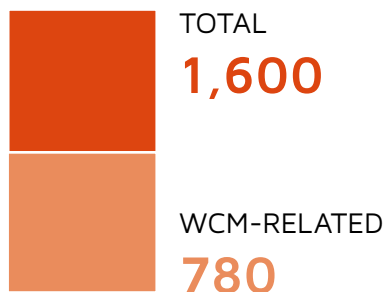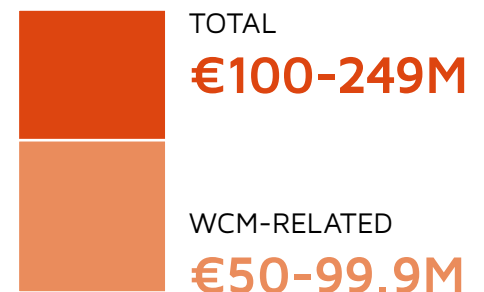
Full-Service Offices Worldwide

Full-Service Offices in Europe

Paris, France

Copenhagen and Aarhus, Denmark

Toulouse, France

Dusseldorf, Frankfurt, and Munich, Germany

Stockholm and Malmo, Sweden

London and Manchester, UK

Geographic Coverage

APAC   EMEA

North America

valtech_

HQ Address and Contact Information
103 Rue de Grenelle, Paris 75007, France +33 1 76 21 15 00

Valtech

Top Three Verticals

Automotive

Consumer-Packaged Goods

Pharmaceuticals

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Strategy Consulting

Content Strategy

Corporate Branding

Customer Relationship Management

Design (Visual and Wireframe)

Digital Marketing

Implementation Services

Information Architecture

Mobile Strategy

Quality Assurance

Social

Vendor-Agnostic WCM Consulting

Web Governance

Active WCM Partners

Adobe

EPiSERVER

SharePoint

sitecore

Other CEM Partnerships

ANALYTICS, TESTING, AND OPTIMIZATION
Adobe

DIGITAL ASSET MANAGEMENT
Adobe

E-COMMERCE
hybris
IBM
Oracle

Value Proposition

Valtech considers itself a new breed of digital marketing and technology agency. Providing digital platforms for brands, Valtech delivers strategy, customer experience design, technology, and Agile methodology.

Valtech

Overview

Valtech, whose name stands for "value through technology," is a publicly traded company on Euronext that was founded in 1993 and is headquartered in Paris. An acquisition-based strategy that added agencies in France and the Nordic countries contributed to Valtech's growth, and the company now employs 1,600 people across seven countries: Denmark, France, Germany, India, Sweden, and the U.S. According to Valtech's most recent annual report, the company earned €137 million in 2013, the majority (68%) of which was earned in Europe.

Select European client list

WCM product	Client name	Project duration	Type of project
Adobe CQ	A luxury brand	9 months	Global digital platform
Adobe CQ	Rolex	9 months	Global digital platform
Sitecore	Jabra	9 months	Global digital platform
N/A	Audi	12 months	Virtual showroom platform
EPiServer	Novartis	9 months	Global digital platform

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Adobe	46	35+
EPiServer	111	40+
Microsoft SharePoint	13	20+
Sitecore	55	30+

Valtech

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Adobe	Analytics, testing, and optimization	5	9
Adobe	Digital asset management	12	30
hybris	E-commerce	20+	40
IBM	E-commerce	20+	50
Oracle	E-commerce	1	10

Project approach

Planning and execution

Valtech applies best practice project management principles based on the Project Management Institute standard. The company's preferred project methodology is Agile with Scrum and Test-Driven Development.

Valtech project teams include a combination of employees with technical and design backgrounds. Business analysts and marketing consultants create backlog requirements and handle discovery, design, and project development. A technical architect designs the solution. During the design, building, and setting up of phases, the team works closely with the client team in a lab-like environment, where they collectively build customer personas and journeys. Most Valtech country offices have market intelligence teams with analytics capabilities that can assist with the user research process. The project team also constructs risk mitigation plans to ensure the delivered project adheres to what was initially defined. Depending on the size of the project, there is also a role that handles data migration.

Project sprints tend to last two to three weeks, and each sprint includes demonstrations so that stakeholders can provide feedback.

Valtech ensures consistency across projects in a few ways. For code consistency, the company uses open source tools that favor global international project with multiple teams. For process and method consistency, employees in all countries follow Agile techniques.

Valtech

Post-delivery

Valtech provides training sessions in order to transfer any new knowledge or skills the client will need to take over the project.

Common practices

Knowledge sharing among practice area teams

For each WCM platform, Valtech has created skill centers in different countries that are responsible for spreading knowledge and best practices internally across the company. These skill centers are also responsible for testing beta versions, considering potential enhancements Valtech could provide to implementations, and deciding the best way to address clients' critical business needs regarding platform evolutions. On Adobe, Sitecore, and EPiServer, Valtech has a set of enhancements, from digital asset management aspects to print image management to performance enhancement.

Training and continuing education

In addition to skill centers for each WCM platform, Valtech has two internal training centers, one in Europe and one in the U. S.

Pricing model

Valtech's pricing varies depending on the geographies and clients involved. Clients in France and Germany tend to require fixed-price models, while clients in other European countries tend to be more accepting of Agile projects based on a time-and-materials basis, with a clear goal fixed to the initial backlog.

Valtech

CEM core competencies assessment

● Frequently cited during our research; likely a core aspect of its approach with most clients.

◓ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Capability	Emphasis in service provider approach
Analytics	●
Business/organization strategy	◓
Connecting digital and offline/ analog worlds	◓
Content strategy	◓
Organizational change	○
Technology fluency	●
User experience	●
User research	●

VILT

SI Systems Integrator

www.vilt-group.com

Company Ownership

Private

Year Founded

2002

Full-Service Offices Worldwide

HQ Address and Contact Information
Rua Ivone Silva 6, 1050 Lisbon,
Portugal +351 21 034 3300

Full-Time Employees (2013)

TOTAL
100

WCM-RELATED
85

Revenues in Euros (2013)

TOTAL
€5-9.9M

WCM-RELATED
€3-4.9M
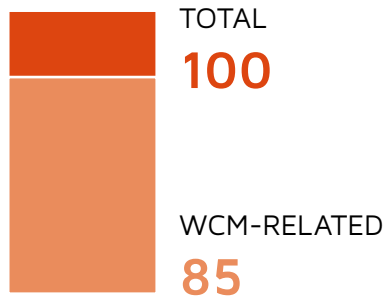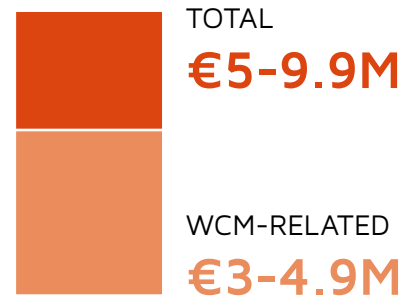
Full-Service Offices in Europe

Braga, Portugal

Madrid and Barcelona, Spain

Geographic Coverage

APAC

EMEA

South America

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VILT

Top Three Verticals

Financial Services and Insurance

Government

Telecommunications

Areas of Expertise

Application Development

Analytics, Testing and Optimization

Content Strategy

E-Commerce

Enterprise Search

Implementation Services

Mobile Strategy

Social

Web Governance

Active WCM Partners

OPENTEXT

ORACLE

Other CEM Partnerships

SEARCH
Sinequa

Value Proposition

VILT specializes in Enterprise Information Management (EIM). Its goal is to help customers maximize their efficiency through VILT's innovative and powerful EIM strategies, solutions, and services—enabling clients to transform and manage the complete lifecycle of enterprise information.

VILT

Overview

VILT, a systems integrator and software provider, was founded in 2002 and is based in Lisbon, Portugal. The company's 100 employees are spread across its offices in Portugal, Spain, and Brazil. VILT is an OpenText Platinum Partner, and this relationship has helped the company serve customers in other regions and countries, including Latin America, North America, and the United Arab Emirates.

Select European client list

WCM product	Client name	Project duration	Type of project
OpenText WEM 7.6	Abu Dhabi Media Company	8 months	Media sites
OpenText WEM 7.6	La Caixa (Spanish bank)	9 months	Public and e-commerce sites
OpenText WEM 7.6	Telecom Italia Mobile (Brazil)	1 year	Public and e-commerce sites
OpenText WEM 8.1	Ajuntament de Barcelona (Barcelona City Council)	10 months	Public websites
OpenText WEM 8.1	Loterías y Apuestas del Estado (Spanish State Lottery)	1 year	E-commerce

Vendor partnerships

Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
OpenText	32	70
Oracle	2	4

Other services

Vendor	Expertise area	Number of engagements	Number of experts assigned
Sinequa	Search	2	4

VILT

Project approach

Planning and execution

VILT uses both Waterfall and Agile project methodologies, depending on the customer's preference. For Agile projects, requirements are split into sprints—each typically two weeks long, with specific deliverables for each sprint. Most projects are based on OpenText.

Most clients have already defined customer personas with digital agencies prior to engaging with VILT, so those personas are built into the project requirements at the beginning. VILT notes, however, that it an increasing number of customers wanting end-to-end solutions, including use cases, personas, and other types of customer analysis.

For project staffing, VILT assigns a combination of junior and senior staff to project teams, with teams usually made up of two staff members from each level or two senior staff members with three junior ones. Junior staff members must have been at the company for at least six months before being assigned to projects. VILT is also partnering with a Portuguese IT university to create a software factory in Portugal, where students work on development projects.

Post-delivery

Unlike many other service providers, VILT wants its customers to be completely independent from it after an engagement ends. VILT involves the client's project team from the very start to facilitate this independence.

Common practices

Knowledge sharing among practice area teams

VILT staff members internally share their experiences with recent projects as well as what they have learned from various training courses. At the end of each project, the project manager is required to lead a session for all VILT staff on what that team learned during the course of its latest project. The sessions are recorded and stored in a knowledge repository, with some of the sessions including exercises for VILT employees to complete in order to augment their skills. This knowledge-sharing process also applies to routine training opportunities apart from specific projects, such as training on new technologies, methodologies, or software.

Training and continuing education

VILT has a training calendar with events scheduled six months in advance. Each employee has a skill matrix that is updated based on assistance provided, exercises done, and projects completed.

VILT

Pricing model

WCM projects are mainly priced as fixed fee. Projects based on time and materials are less frequent and mainly for assistance and support engagements.

CEM core competencies assessment

⬤ Frequently cited during our research; likely a core aspect of its approach with most clients.

◑ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

◯ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Capability	Emphasis in service provider approach
Analytics	⬤
Business/organization strategy	◑
Connecting digital and offline/ analog worlds	◯
Content strategy	◯
Organizational change	◯
Technology fluency	⬤
User experience	⬤
User research	◑

VML

DI Digital/Interactive Agency

www.vml.com

Company Ownership

Public

Year Founded

1992

Full-Service Offices Worldwide

Full-Time Employees (2013)

TOTAL
1,900

WCM-RELATED
n/a
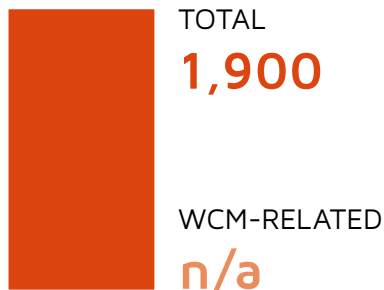
Revenues in US Dollars (2013)

TOTAL
$100-249M

WCM-RELATED
n/a
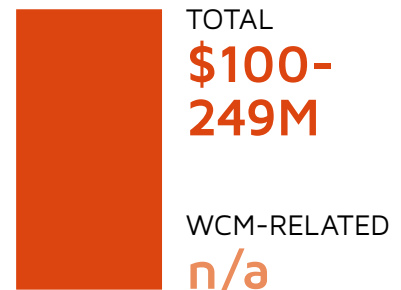
Full-Service Offices in Europe

London, UK

Milan, Italy

Kraków and Warsaw, Poland

Geographic Coverage

APAC

EMEA

North America

South America

HQ Address and Contact Information
3rd Flr., Greater London House,
Hampstead Rd., London, NW1 7QP,
UK +44 020 7343 3700

VML

Top Three Verticals

Consumer Packaged Goods

Information Technology

Retail and Wholesale

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Strategy Consulting

Content Strategy

Corporate Branding

Data Services

Design (Visual and Wireframe)

Digital Marketing

E-Commerce

Enterprise Search

Hosting

Implementation Services

Information Architecture

Infrastructure Services

Mobile Strategy

Program Management

Quality Assurance

Social

Taxonomy

User Research

Vendor-Agnostic WCM Consulting

Web Governance

Active WCM Partners

Acquia

Adobe

Drupal

ektron

hp Autonomy

OpenText

Oracle

SharePoint

sitecore

Telerik Sitefinity
GOLD PARTNER

Other CEM Partnerships

ANALYTICS, TESTING, AND OPTIMIZATION
Adobe
WebTrends

MARKETING AUTOMATION
Adobe
HP Autonomy

PERSONALIZATION
Adobe
Ektron
Sitecore

E-COMMERCE
DemandWare

SEARCH
HP Autonomy
Lucene

CRM
Microsoft
Salesforce.com

OTHER
ExactTarget (email)

Value Proposition

VML is a global agency that creates digital experiences for brands. The company aims at providing clients with "follow the sun" development combined with the intimacy of working with a boutique agency.

VML

Overview

VML is based in Kansas City, MO, and has 1,900 employees working in 24 full-service offices across APAC, the Americas, and EMEA. The company was bought by WPP in 2001 and is now the largest digital agency within WPP, where it is a partner agency with Y&R within WPP's Young & Rubicam Group.

Select European client list

WCM product	Client name	Project duration	Type of project
n/a	Premier League	n/a	Website, social, and customer engagement
n/a	BBC	6 weeks	Website build
n/a	Premier Inn	Ongoing	Website rebuild and enhancement
n/a	Copia	n/a	Website, social

Vendor partnerships
Web content management services

Vendor	Number of installations since 2011	Number of certified developers on staff
Acquia	n/a	n/a
Adobe	n/a	n/a
Drupal	n/a	n/a
Ektron	n/a	n/a
HP Autonomy	n/a	n/a
OpenText	n/a	n/a
Oracle	n/a	n/a
Microsoft SharePoint	n/a	n/a
Sitecore	n/a	n/a
Telerik Sitefinity	n/a	n/a

VML

Vendor	Expertise area	Number of engagements	Number of experts assigned
Adobe	Analytics, testing, and optimization	n/a	n/a
Adobe	Marketing automation	n/a	n/a
Adobe	Personalization	n/a	n/a
Demandware	E-commerce	n/a	n/a
Ektron	Personalization	n/a	n/a
ExactTarget	Other (email)	n/a	n/a
HP Autonomy	Marketing automation	n/a	n/a
HP Autonomy	Search	n/a	n/a
Lucene	Search	n/a	n/a
Microsoft	Customer relationship management	n/a	n/a
Salesforce.com	Customer relationship management	n/a	n/a
Sitecore	Personalization	n/a	n/a
Webtrends	Analytics, testing, and optimization	n/a	n/a

VML

Project approach

Planning and execution

Every VML office is full service, and for each project, developers work on site with the client as much as possible. A core project team at VML always includes technology and creative experts. VML then adds staff members who specializes in other areas, such as mobile, to the project as needed once the project is underway. The typical VML project follows the following five phases:

- **Discovery.** VML discovers project goals and establishes contact with stakeholders, then makes recommendations for a path forward in terms of user experience, design, and technology. In WCM projects, VML identifies internal teams responsible for content creation and governance, and maps out future WCM support and maintenance needs.

- **Design.** The design phase starts with user experience planning and website wireframes, establishing the "look and feel" and creating a style guide. Once the project team has agreed with the client on a technology platform, it plans the system architecture and reporting plans.

- **Development.** The project team applies the design to the full site, produces creative and multimedia assets, and builds the site's presentation layer. Additionally, the technical infrastructure begins to take shape as the project team develops applications and draws up a hosting agreement. The team then configures the WCM and builds any required customizations, introducing content and functionality to stakeholders as they are completed.

- **Deployment.:** This phase includes testing and the site launch.

- **Dialogue.** In this final project phase, the project team reviews the completed activities with the client and discusses support needs, site improvement opportunities, and next steps. This phase also includes knowledge transfer and training on the chosen WCM.

During the project, the agency maintains communication by setting up weekly status meetings with the client to ensure that the project is on track. These meetings often continue after launch. Beyond a general follow-up, VML offers formal implementation reviews and tune-ups at six-month intervals that address system upgrades, changes to content creation and updates to workflows, template changes, analytics and SEO reviews, the use of additional system features, enhancements to mobile or social strategies, and updates to key performance indicators. These tune-ups are often tied to other VML services around campaign reviews and typically include work from the creative, channel, and media teams.

VML

In order to identify user requirements and develop a comprehensive view of the client and its customers, VML employs a variety of research techniques—such as interviews, focus groups, and pilot programs—drawing on the expertise of the company's strategy team, which focuses on user research and experience. In addition, the staff in the company's office in White Salmon, U.S., analyzes trends in emerging verticals.

VML also has a content strategy group that works primarily with the company's large enterprise customers on initiatives such as creating a content calendar and building a taxonomy that will help drive conversion. Over the last year, VML has observed that editorial content has been increasingly used to drive sales among some of its customers, particularly those in retail and e-commerce.

VML provides vendor-selection consulting services, either as part of an end-to-end digital strategy engagement or as a standalone project. The company's offerings in this area range from providing background information about vendors to helping clients plan their own selection process. The following are the two most common vendor-selection projects in which VML engages:

- **Inform and advise.** VML provides the industry insight, answers questions, and provides feedback to the client throughout the process. Where appropriate, VML participates directly in the process; for example, VML may attend vendor demos. The client leads the selection process and makes the final decision.

- **Vendor recommendation.** VML provides an overview of the options, roles and responsibilities, and deliverables in a vendor evaluation. The recommendation document provides clients with background on the possible options and a working framework to help them arrive at the final decision. VML may set up and help manage an RFP, create scoring evaluation forms, and create scripts for vendor presentations.

VML uses three criteria to recommend technology vendors: value for price, vendor viability, and client requirements fit. VML also considers other factors:

- Rankings and reviews given by industry analyst firms

- VML's direct experience with the vendor through work with other clients

- Direct knowledge of the vendor through research and hands-on experimentation

- VML's experience with and understanding of the client requirements and specific issues for a given industry vertical

VML

VML then summarizes the project findings in a technology solutions recommendation document, which includes the criteria used, vendors evaluated, a shortlist, and recommendations.

Post-delivery

In order to transfer knowledge to the client once the project is completed—the "dialogue" project phase—VML creates short video and audio clips through screencastings and recordings, which are available to clients' employees through intranets and other internal software tools. During the handover of the site, VML works with the platform vendor to provide hands-on training to the key employees on the client side.

Common practices

Knowledge sharing among practice area teams

To ensure that VML teams have the most up–to-date and accurate information about WCM vendor technologies, the company has a team dedicated to a partner program with strategic WCM vendors. Each WCM platform has a CoE that is responsible for collecting and retaining knowledge, lessons learned, and best practices. The CoEs regularly invite vendors to participate in meetings to discuss new features and best practices. The CoEs work together to evaluate new and existing platforms, provide feature comparisons, and identify strengths and weaknesses of various solutions. This information is shared among VML employees via a technology wiki and a partner portal.

Training and continuing education

The CoEs and the partner team ensure that VML employees become trained and certified in vendor technologies. When possible, VML arranges on-site training complemented by the company's internal training efforts.

Pricing model

VML works on time-and-materials or retainer basis. The time-and-materials model is based on hourly rates (per published rate card) in 15-minute increments for actual time spent on activities involved in the approved scope of work. In the retainer model, VML employees and contractors are billed at hourly rates (per published rate card) at full-time equivalent percentages.

VML

CEM core competencies assessment	Capability	Emphasis in service provider approach
	Analytics	●
	Business/organization strategy	⊖
	Connecting digital and offline/ analog worlds	⊖
	Content strategy	●
	Organizational change	⊖
	Technology fluency	●
	User experience	●
	User research	●

● Frequently cited during our research; likely a core aspect of its approach with most clients.

⊖ Intermittently surfaced during our research; likely a future emphasis but irregularly employed today.

○ Never surfaced during the research; if capabilities exist, they are likely isolated and only employed as needed.

Additional service providers in Europe

The following is a list of service providers with known offices in Europe. Many of these firms were nominated by WCM vendor partners. They were not included in the Guide, either because they did not meet our criteria or they elected not to participate.

Service Provider	Website
Acando	www.acando.de
Accenture	www.accenture.com
Access Advertising	www.accessadvertising.co.uk
AKQA	www.akqa.com
Appius	www.appius.com
atBusiness	www.atbusiness.com
Avanade	www.avanade.com
babiel GmbH	www.babiel.com
Bilbomática	www.bilbomatica.es
The BIO Agency	www.thebioagency.com
Blue Sheep	www.bluesheep.bluegroupinc.com
BLUETRADE	www.bluetrade.de
Bright Blue Day	www.brightblueday.com
Capgemini	www.capgemini.com
Carpe Diem	www.carpe-diem.co.uk
CDS	www.cds.co.uk
CGI	www.cgi.com
ClerksWell	www.clerkswell.com
Code Computerlove	www.codecomputerlove.com
Cognizant	www.cognizant.com
CSS Computer-Systems-Support GmbH	www.cssteam.at

Service Provider	Website
CTI Digital	www.ctidigital.com
Dayon	www.dayon.nl
Deeson Group	www.deeson.co.uk
Deloitte	www.deloitte.com
Design UK Ltd	www.designuk.com
Devo Team	www.devoteam.com
DST Global Insight Group	www.thegigatdst.com
e3	www.e3.co.uk
ecx.io	www.ecx.io
edoras	www.edoras.de
eduserv	www.eduserv.org.uk
EMC Corp.	www.uk.emc.com
etv productions	www.etvproductions.com
Evident Interactive	www.evident.nl
Fantastic Thinking	www.fantasticthinking.com
Finalist	www.finalist.nl
First Clarity	www.firstclarity.com
Four Communications	www.fourcommunications.com
Fusionworkshop	www.fusionworkshop.co.uk
GFT Technologies AG	www.gft.com
Goldbach Interactive	www.goldbachinteractive.com
Havas EHS	www.havasehs.com
Haymarket	www.haymarket.com
Head	www.headlondon.com
Headscape	www.headscape.co.uk
Healthy Websites	www.healthywebsites.co.uk

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Service Provider	Website
HeathWallace	www.heathwallace.com
Huge	www.hugeinc.com
Indicia	www.indicia.com
Indivirtual	www.indivirtual.nl
Indra	www.indracompany.com/en
Informaat	www.informaat.com
INIT AG	www.init.de
Isotoma	www.isotoma.com
Lightmaker	www.lightmaker.com
Mediaman GmbH	www.mediaman.com/de/agency
Metia	www.metia.com
MOC Systems	www.moc.net
Monday IT Consulting	www.monday-consulting.com
Namics	www.namics.com
Nansen	www.nansen.com
Netcetera	www.netcetera.com
NetConstruct	www.netconstruct.co.uk
netmedia	www.netmedia.de
Netpioneer GmbH	www.netpioneer.de
nexum AG	www.nexum.de
Nomensa	www.nomensa.com
nubizz GmbH	www.nubizz.de
Objet Direct	www.objetdirect.com
Ogilvy & Mather	www.ogilvy.com
Ordina	www.ordina.nl
Our Technical Guys	www.otg.co
Pictime	www.pictime.com

Service Provider	Website
Radley Yeldar	www.ry.com
Rancon	www.rancon.co.uk
RAPP UK	www.uk.rapp.com
Reactive	www.reactive.com
Reading Room	www.readingroom.com
Realise	www.realise.com
RedWeb	www.redweb.com
Rippleffect	www.rippleffect.com
Rufus Leonard	www.rufusleonard.com
Sceneric	www.sceneric.com
Sequence	www.sequence.co.uk
Sonaa	www.sonaa.co.uk
Sopra	www.sopra.com
Sprinx Systems	www.sprinx.cz
SQLI	www.sqli.com
Stage Two	www.stage-two.com
t8y.com	www.t8y.com
Tapptic	www.tapptic.com
Tata Consultancy Services	www.tcs.com
Technophobia	www.technophobia.com
TH_NK	www.think.eu
the diamond:dogs group	www.diamonddogs.cc
The Reference	www.reference.be
These Days Y&R	www.thesedays.com
Tieto	www.tieto.com
True Clarity	www.trueclarity.co.uk

Service Provider	Website
Unic AG	www.unic.com
Web Technology Group	www.webtechnologygroup.co.uk
WickedWeb	www.wickedweb.co.uk
Wipro	www.wipro.com
WundermanPXP	www.wundermanpxp.at

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About Digital Clarity Group

Digital Clarity Group

With a global research-driven advisory team, Digital Clarity Group (DCG) helps business leaders navigate digital transformation in their organization. DCG works with its clients across four distinct themes – consumer engagement, the social enterprise, innovative change and adaptive technology. DCG provides independent research, customized consulting, events, and one-on-one executive advisory programs. DCG also provides guidance to technology companies and the service providers that implement their products to help deliver insight that can guide them to better strategic decisions and more useful products and services. For more information about DCG, visit www.digitalclaritygroup.com or email info@digitalclaritygroup.com.

The complete Guide to Service Providers in North America (2013), including detailed profiles on 42 service providers, is available for download via http://www.digitalclaritygroup.com.