

Next Generation Web Content Management

A Comprehensive Assessment of Current Challenges

&

The Future of WCM

October 2009

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Chapter One: More Technologies, More Problems

Research from 2008 and 2009 has consistently shown that email and the website are two of the most profitable, effective channels for all organizations (*Email Marketing: Get Personal with Your Customers*, *Maximize Business Results Online: How Web Content Management Technology is Transforming Digital Marketing*, *Data Driven Marketing*). But, customers and prospects are engaging in a growing number of digital channels before making purchases, and the buying process is rarely a set of simple linear steps. Supporting prospects throughout the buying cycle requires a dialogue between a company and the prospect, and this dialogue should be a highly relevant, timely and personalized to maximize marketing effectiveness and grow top-line revenue.

The New Rules of Customer Engagement

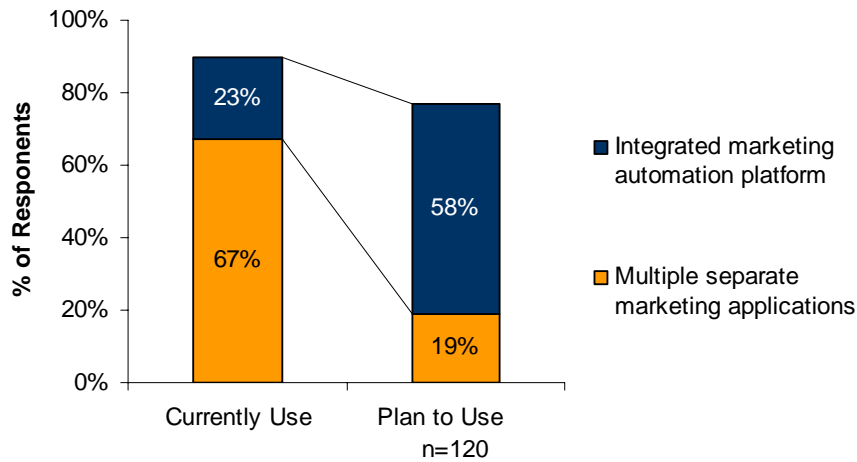
There is no denying the power of personalization. Research from the Aberdeen Group revealed Best-in-Class organizations are three times more likely to engage in personalized initiatives (*Email Marketing: Get Personal with Your Customers*). In fact, even the use of light personalization (in the salutation of an email) can generate a lift that is, on average, two times greater than non-personalized mass email campaigns. The new paradigm in customer engagement assumes consumers have control over the buying process, not marketers. Marketers now have to embrace the customer centric shift and deliver relevant, timely content when and where the buyer wants to receive it. This demands multi-channel engagement and automated personalized content delivery.

But, despite the added benefits of personalization few marketers are capable of engaging customers in a one-to-one personalized dialogue online or offline. Why? For one thing, disparate technologies. In the April 2009, *Marketing Automation: A Strategic Guide for Optimizing End-To-End Marketing Activities* benchmark, 67% of all respondents used separate technologies for Email Marketing, Web Analytics, Campaign Management, Lead Management, and Web Content Management (See Figure 1). This is partly a byproduct of a fast growing space with few barriers to entry; there are literally hundreds of vendors providing a fragmented set of marketing and sales technology solutions. Early on (in the late 90's), the digital landscape provided fertile opportunity for new entrants, and an eclectic mix of solution providers found their niche resulting in a handful of notable leaders and a bucket full of competitors poised for growth. These disparate solutions create data integration challenges that prevent marketers from building centralized profiles for use in personalized customer engagement.

Data Sources:

- √ Data Driven Marketing (September 2009; 272 Respondents)
- √ Web Analytics: Actionable Insights for Unlocking the Hidden Potential of Online Data (September 2009; 239 Respondents)
- √ Lead Lifecycle Management; Building a Pipeline that Never Leaks (July 2009, 223 Respondents)
- √ Marketing Automation: A Strategic Guide for Optimizing End-To-End Marketing Activities (April 2009; 110 Respondents)
- √ Maximize Business Results Online: How Web Content Management Technology is Transforming Digital Marketing (March 2009; 157 Respondents)
- √ Email Marketing: Get Personal with Your Customers (June 2008; 550 Respondents)
- √ Lead Scoring and Prioritization; The Path to Higher Conversion (May 2008; 189 Respondents)

Figure 1: Adoption of Integrated Marketing Technologies



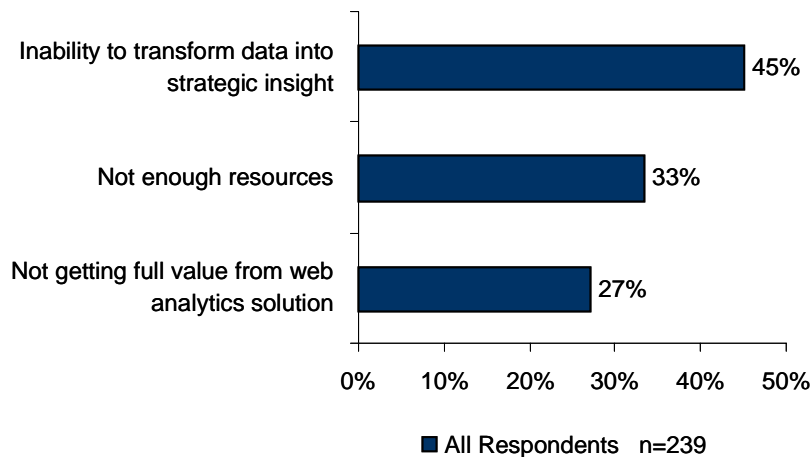
Source: Aberdeen Group, Marketing Automation, March 2009

Thus, despite expensive investments in technology, the process for automating online and offline engagement remains broken in many organizations.

Challenges with Disparate Technologies

For most organizations, the challenge with improving marketing effectiveness is not a lack of data, but a lack of data quality and an inability to translate data into automated engagement. In a September 2009 study from Aberdeen Group, *Web Analytics: Actionable Insights for Unlocking the Hidden Potential of Online Data* extracting insight from data was the number one challenge for 45% of the 239 respondents to the August 2009 survey. For many organizations, one of the top challenges with web analytics data is a lack of business resources to derive quantifiable business value from paid or free solutions (33%) (See Figure 2).

Figure 2: Top Three Challenges with Web Analytics



Source: Aberdeen Group, Web Analytics, September 2009

Web Analytics: Best-in-Class Defined

- ✓ On average, a current online conversion rate of 7%.
- ✓ 76% improved year-over-year conversion rates; the average performance increase was 3%.
- ✓ 51% improved year-over-year revenue per visit; the average performance increase was 3%.
- ✓ 46% improved year-over-year customer profitability; the average performance increase was 4%.

“My two biggest challenges with web analytics are getting buyin from management and monetization - I work in a government agency, with no ecommerce on our web sites, therefore it is more about savings than selling, though this sometimes requires lateral thinking to define a cost and saving. Buyin has been an issue - what to my mind is an obvious advantage (using web analytics) is misunderstood and the organization still requires education on what can be achieved. For example I STILL see marketing briefs where the evaluation of the website is number of hits - appalling really, though I’ve managed to turn this around in some areas.”

~ John Whitehead, Department of Premier and Cabinet (Australia)

Sadly, these challenges lead to a lack of confidence and in some cases an inability to recognize an ROI on web analytics investments. Twenty-seven percent (27%) of all respondents indicated an inability to extract the full value from web analytics solutions was a top two challenge. Web analytics is an analytical platform designed for operational users. For this reason, dedicated resources are often required to extract value from these solutions, which is echoed in the top two challenges for all respondents.

These trends underscore a common theme across all web analytics users. Web analytics make it possible to track and monitor overall trends, but as an independent solution, it doesn't necessarily make the data actionable at the individual customer level. While specific integration modules exist to integrate web analytics with web content management, email marketing, and other marketing tools, only 16% of all respondents indicated they actually used them (60% indicated plans to use them in the future).

Market Insights- Omniture Acquisition Echoes Integration Trends

On October 23, 2009, Adobe Systems completed its acquisition of Omniture, the leading provider of web analytics solutions. On the surface, many industry pundits have cited skepticism about the "synergy" that will be derived from the acquisition. For man, this seems like the worlds foremost provider of creative tools and content management (Adobe Systems) has stepped outside of its traditional core expertise, selling to creative roles, to now sell (Omniture) to analytical roles. One would expect creative and analytics to be as different as night and day, but perhaps this is a byproduct of antiquated thinking and a general lack of integration between the offline and online worlds.

This acquisition underscores the convergence of online and offline and an evolution in marketing management. At the heart of the acquisition is the notion of building a fully integrated closed-loop system between creative delivery and optimization. Marketers need to be able to create and deliver content to the target audience *and* tie analytical performance back into the process to ensure future creative and messaging is maximizing the return on marketing investments.

The acquisition marks a forward trend in integration and an attempt to address the marketing technology challenges that have been present for years. The disparate technologies are not marching to the same tune and therefore marketers have been left with a gaping void that prevents creative delivery from being linked to measurement and optimization. It's still early, but Adobe would be wise to market a complete solution that links online and offline creative to analytical performance optimization.

The One-to-One Personalized Engagement: Myth or Reality?

Research has proven the value of building a one-to-one interaction with a target audience. Unfortunately, the reality is, very few organizations can actually deliver robust personalization at that level. But, what about dynamic content capabilities? When we talk about personalization and building a one-to-one interaction with prospects and customers, dynamic content is the technology enabler that helps automate these interactions. It would be nearly impossible for marketers to manually deliver a unique customer experience to each prospect or customer, especially across an eclectic mix of marketing channels. Dynamic capabilities extract customer profile data from the customer database and use this data to stream more relevant content. Marketers can dynamically stream website banner advertisements, customize website or landing page layouts, deliver website content, personalize email marketing campaigns, and personalize direct mail to the target audience making customer engagement more relevant and personalized. Of course this also requires marketers to develop personalized messages and creative components, and 55% of all marketers indicate a lack of time and resources limits personalized campaigns.

Unfortunately, despite the fact that almost every email marketing tool has dynamic capabilities only 16% of email marketing campaigns are leveraging full dynamic content capabilities (June 2008, [Email Marketing: Get Personal with Your Customers](#)) to deliver heavily personalized interactions to prospects and customers (See Table 1).

“The challenge with email personalization lies in the data. It’s essential to make sure you use quality data in personalization. You certainly don’t want to send emails to people using the wrong name or messaging that won’t resonate with them.”

~ Mark Rechner,
Director, Marketing
Communications, Experient

Table 1: Personalization Trends- All Respondents

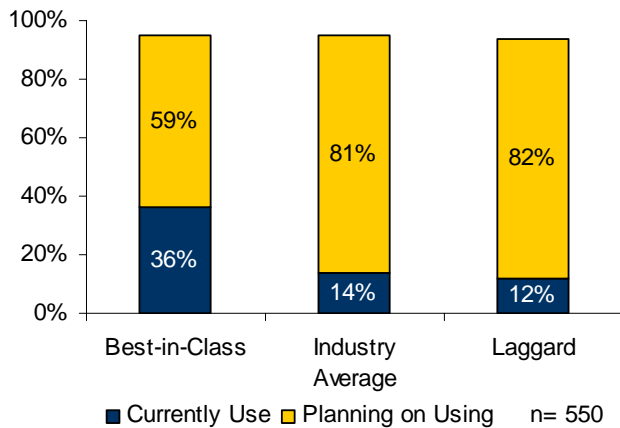
Level of Personalization	Definition	Percentage Currently Using*
Mass emailing	The same email goes to all prospects	43%
Light personalization	Same email goes to all prospects, prospect name is personalized	63%
Medium personalization	Email content is personalized by segment, prospect name is personalized	33%
Heavy personalization	Individual emails are personalized with name and/or other profile information, information on purchase history, product or service recommendations, etc.	16%

*Respondents were asked to select all that apply.
Source: Aberdeen Group, Email Marketing, June 2008

The big question is, why? The research suggests there are actually a convergence of challenges that prevent organizations from leveraging dynamic capabilities including; lack of trust in the customer data, lack of integration (linking marketing channel interactions), and lack of resources to develop personalized marketing content. It’s important to note however,

respondents to the June 2008 email marketing survey who received the highest performance (Best-in-Class) in conversion rates and revenue growth were 2.8 times more likely than All Others to leverage dynamic capabilities in email marketing tools (See Figure 3). The value of personalization is obvious, but all organizations are facing some fairly serious roadblocks stemming from a lack of integration between marketing technologies.

Figure 3: Use of Dynamic Capabilities across Maturity Classes



Source: Aberdeen Group, Email Marketing, June 2008

If we peel away the underlying issues that are impeding marketing effectiveness, it becomes clear that all organizations struggle with a number of common challenges:

1. Marketers are not extracting the full value from technology investments
2. Disparate technologies lead to challenges with usability, lack of integration, and a general inability to translate excessive amounts of data into actionable insight
3. Multiple licenses, multiple interfaces, multiple data sources
4. It's difficult to automate prospect engagement across online and offline channels

The answer to these challenges is a call-to-action for today's marketing technology providers. The new rules of customer engagement demand personalized interactions. Consumers and businesses are empowered with information at their fingertips, wherever, and whenever they need it. As a result, all organizations will have to engage target audiences in a dialogue and deliver the right information at the right time (resulting in the coveted opportunity to capture a share of wallet in these tough times.) Sixty-six percent (66%) of all respondents in the March 2009 benchmark, [Maximize Business Results Online: How Web Content Management Technology is Transforming Digital Marketing](#), indicated making the customers online experience "more intimate and personalized" was a high priority in 2009 and 2010.

Email Marketing: Best-in-Class Defined

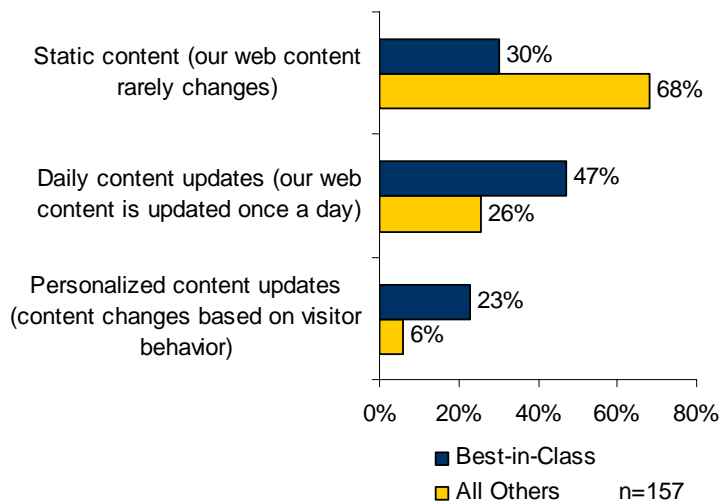
- ✓ 51% average annual increase in email open rate on email campaigns
- ✓ 42% average annual increase in email click-through rate on email campaigns
- ✓ 26% average annual increase in email conversion rate

Chapter Two: Next Generation WCM

As previously stated, respondents overwhelmingly indicated that the top two marketing channels used to reach customers include the website (60%) and email marketing (47%) (*Maximize Business Results Online: How Web Content Management Technology is Transforming Digital Marketing*). Therefore it's no surprise to that 56% of respondents indicated managing web content was a high priority in 2009. Marketers are looking for technology that will empower them to deliver impactful, engaging customer experiences online and within digital channels. Therefore, improving the customer experience is a top pressure driving the adoption and use of web content management.

Organizations need to shift from delivering a static experience targeted at a generic target audience, to delivering personalized engagement. Research from the March 2009 benchmark, *Maximize Business Results Online: How Web Content Management Technology is Transforming Digital Marketing*, revealed that Best-in-Class organizations were more likely to deliver personalized experiences online, while the vast majority of organizations (68%) still rely on static website content (See Figure 4).

Figure 4: Top Three Pressures for All Respondents



Source: Aberdeen Group, Maximize Business Results Online, March 2009

The difficulty in delivering more personalized engagement is automating the right action with a prospect at the right time in the buying cycle. But, the answer may actually lie in an emerging class of technology called Automated Demand Generation.

Online Engagement with Lead Scoring

In May 2008, Aberdeen published a study *Lead Scoring and Prioritization: The Path to Higher Conversion* which explored the use of lead scoring in

WCM 2009: Best-in-Class Defined

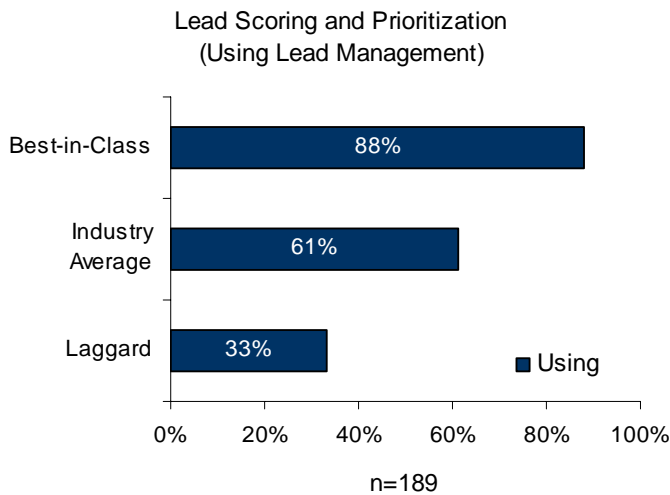
- ✓ 146% average return on marketing investments, 20% average annual return on marketing investments
- ✓ 11% growth in annual revenue
- ✓ 14% annual growth in customer satisfaction

What is Lead Scoring?

Lead scoring is a technique for quantifying the expected value of a lead or prospect based on the prospect's profile, behavior (online and / or offline), demographics, and likelihood to purchase. The score is used to prioritize and articulate the potential value of leads for marketing and sales; allowing each function to maximize effectiveness by routing high priority leads to sales and developing low priority leads in nurturing campaigns. Lead scoring attributes are both explicit (through the prospects own input- surveys, forms, etc.) and implicit (based on behavior) in nature, and typically require a combination of online and offline inputs.

automated demand generation tools. Lead scoring allows organizations to track and aggregate customer behavior by applying numeric scores to different activities customers engage in during the buying cycle. The study revealed the use of lead scoring was a differentiating factor in Best-in-Class top performing organizations. Best-in-Class were 1.8 times more likely than All Others to use a lead management technology and of these organizations 88% of Best-in-Class used lead scoring capabilities versus 47% of All Others (See Figure 5). Top performing organizations are extracting measurable value through automated customer engagement and lead scoring. However, like all technology investments, the technology is only as valuable as the processes and organizational capabilities it is automating.

Figure 5: Use of Lead Scoring Capabilities for All Respondents



Source: Aberdeen Group, May 2008

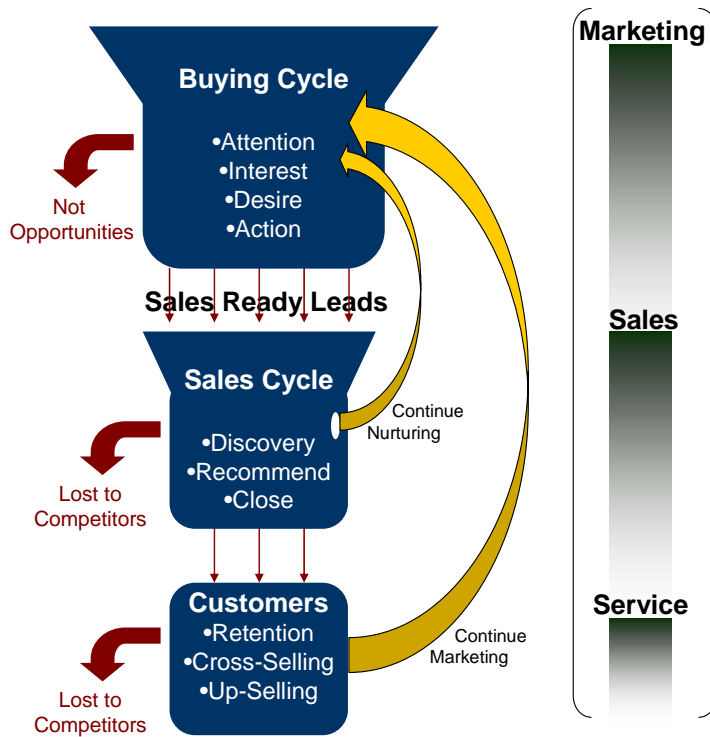
Lead Scoring: Best-in-Class Defined

- ✓ 49% average increase in year-over-year annual revenue
- ✓ 26% average increase in the year-over-year lead conversion rate
- ✓ 25% average decrease in year-over-year cost per lead

Most automated demand generation tools will use lead scoring to automated email marketing campaigns. However, given the high priority all organizations are placing on website optimization, marketers need to find a way to make online interactions more relevant and timely as well. This could become a reality if web content management solutions started applying some of the fundamental functionalities in automated demand generation solutions; like lead scoring.

Inevitably, more and more prospects are using digital channels to educate themselves on competitive offers and current market trends. The web becomes a central hub for engaging prospects within the lead lifecycle. In July 2009, Aberdeen published a report titled, [*Lead Lifecycle Management: Building a Pipeline that Never Leaks*](#). In this report, the concept of a lead lifecycle was presented as a series of interactions that happen across marketing, sales, and customer service (See Figure 6).

Figure 6: Lead Lifecycle Management



Key Concept

Lead Lifecycle Management (LLM) creates a seamless flow between marketing, sales, and service to maximize the number of sales-ready opportunities; whether these come from newly acquired leads or existing customers.

Source: Aberdeen Group, March 2009

The processes that support a lead lifecycle cannot be rigid and linear; it must be flexible enough to allow prospects to move in and out of the buying or sales cycle. Whether it's a general visit to the site to find out more about a company, an email marketing call-to-action driving prospects to the website, a whitepaper download or an opportunity to consumer thought leadership on a blog or podcast, website content must adhere to these same lead lifecycle principles. That means the next generation of web content management tools must be able to adapt the website experience to the unique needs of the buyer in real-time. This is the true nature of a one-to-one personalized, relevant, timely interaction.

Next Generation Web Content Management

The challenges and trends outlined in the subsequent sections are a call to action for web content management providers. The web has become a central hub for interacting with your target audience. Traditional Web Content Management (WCM) solutions have been constrained by their siloed nature and marketers are just starting to realize the benefits of WCM technologies (built specifically to empower marketers to take ownership and accountability for website engagement). The next generation of web content management will need to address the fragmented and broken processes that plague disparate solutions. That isn't to say there is no value in disparate technologies. There is tremendous value in web analytics, email marketing, and automated demand generation technologies. But the sum of the whole

has a 2+2=5 potential if effectively consolidated into a centralized solution (See Figure 7) and web content management providers must embrace these changing dynamics if they plan to add value in the future.

Figure 7: Next Generation Web Content Management



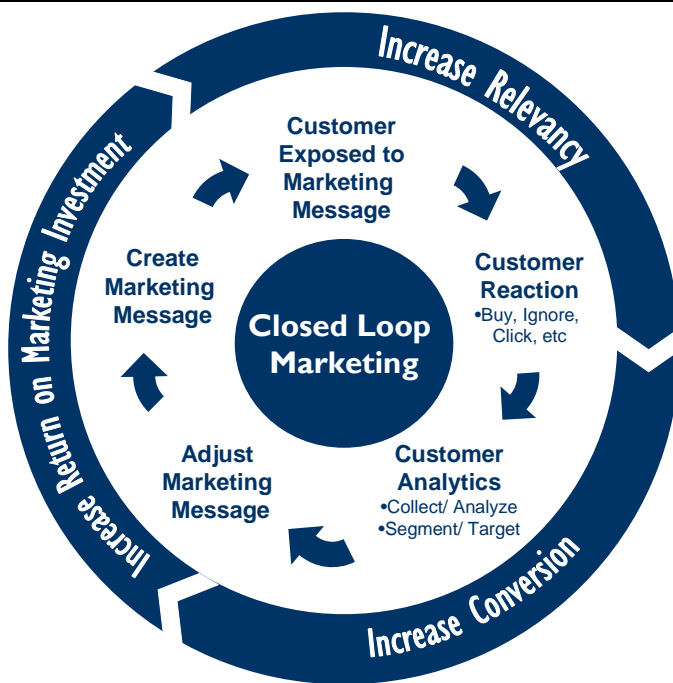
Source: Aberdeen Group, October 2009

Of the 157 organizations that participated in the March 2009, [*Maximize Business Results Online: How Web Content Management Technology is Transforming Digital Marketing*](#) survey, 55% used a WCM technology (27% planned to use WCM in the future). Of the respondents that currently did not leverage WCM, 45% indicated WCM was simply not a priority for the organization, and 35% indicated the existing tools were too complicated.

Ultimately, WCM needs to deliver more than an intuitive interface for marketers to manage the website. WCM needs to empower marketers with actionable analytics that drive more personalized online engagement. Unlike a Web Analytics tool, (used by 70% of all respondents), WCM needs to be able to deliver more than aggregate trend analysis. For Best-in-Class companies, WCM empowers marketers with the tools they need to transform performance and analysis into a better customer experience online. Best-in-Class organizations were far more likely than their peers to leverage more advanced capabilities like A/B split testing, recommendations, asset utilization charts, and other capabilities.

The next generation WCM tools will have to automate a closed-loop cycle whereby marketing messages can be created, delivered, and most importantly optimized to build more relevant and personalized user experiences online. Marketers can then deliver targeted messages to customer segments to develop highly relevant interactions. Closed-loop marketing refers to the feedback loop between the customer and the marketing message. Simply put, customer data and behavior is used to adjust marketing campaigns to direct and refine marketing strategy and tactics creating a constantly optimizing closed-loop system (Figure 8).

Figure 8: Closing the Loop for Actionable Engagement



“Overall, the [lead management technology] sector has a lot of value to provide its customers. The sales team’s main concern regarding lead scoring is missed deals stemming from a score that never hit the magic threshold. A lead development team is crucial for human review and intervention of prospects hovering near the threshold or showing a recent burst of activity.”

~ Carlos Vidal, Sales Manager

Source: Aberdeen Group, October 2009

Sales Enablement Through Democratized Access to Digital Customer Behavior

For B2B organizations, a closed deal often means marketing and sales collaborated as a team. Unfortunately, many organizations struggle to share the definition of a qualified lead between sales and marketing. Therefore, marketing delivers what they deem are leads to sales, but sales dismisses them as invaluable and unqualified. The next generation of WCM technologies need to enable marketers with closed-loop processes and a more comprehensive set of technology capabilities. But, don’t forget about sales! CRM integration will be critical for sharing prospect engagement profiles with the sales organization. Scoring capabilities can be used to automate and personalize content delivery, but these same scores are invaluable for sales. Reps need democratized access to any capabilities that

track and monitor engagement with prospects. As such, reps should be able to tell how often an account visited the website and which specific pages were viewed from within CRM. This can reduce sales cycle times and help reps focus attention on the most qualified, educated, opportunities.

Aberdeen Insights — The Battle for the Integrated Marketing Platform

There's a storm brewing on the horizon, but it's moving at a snails pace. That storm is the battle for the integrated platform. Niche technology providers are increasingly starting to realize consolidation and integration will be inevitable for marketing technologies. The question is: Which technology will emerge as foundation for integrated capabilities?

- **Email Marketing:** Many of the largest email marketing providers are starting to morph away from a 100% email marketing model to providers of a "marketing platform". These so called "platforms" claim to provide automated capabilities for multiple channels including landing pages, email marketing, direct mail, affiliate advertising, and other channels. Email marketing technology providers have long offered purpose built integration modules for web analytics and CRM (at incremental cost to the user).
- **Web Analytics:** The web analytics space went through considerable consolidation over the past 5 years. Web Analytics providers have transformed into "digital marketing suites" through acquisitions and R&D delivering web analytics, landing page optimization, offer optimization, recommendation services, pay-per-click analysis, user profiling, and segmentation.
- **Web Content Management:** Traditional WCM delivers core functionality for creating and publishing web content, social media, and managing the website. However, since the website is a top 2 channel for all marketers, adoption of WCM continues to grow as marketers are more willing to take ownership and accountability for web content. As such, WCM could easily become a nucleus for customer engagement across digital channels.
- **Customer Relationship Management:** CRM has been a central hub for marketing technology providers for years. The top tier CRM providers have traditionally opted to partner for industry leading marketing automation capabilities. These are usually at an incremental cost to end users, and pre-built integration modules are rarely as robust as the vendors suggest.

Chapter Three: Required Actions

As we look ahead at the future of WCM, most of the promise lies in the hands of the vendors R&D and acquisition strategies. But marketers need to continue educating vendors on what is and is not working for them, and demanding purpose built integration be included as a core functionality in WCM, not an added module. In the meantime, organizations can realize considerable benefits from the following actions:

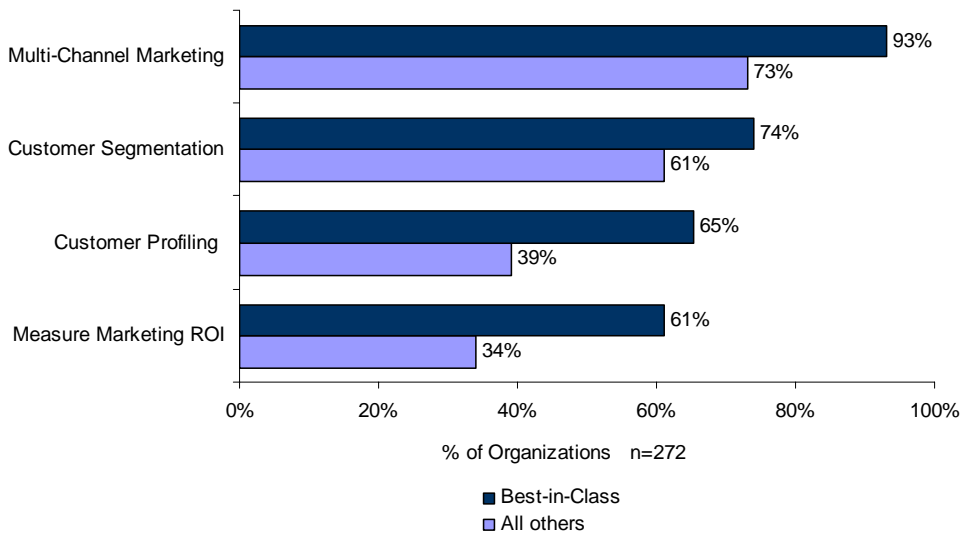
- Start with segmentation, move to 1-to-1 personalization.**
 Many organizations are overwhelmed by the idea of delivering one-to-one personalized interaction with prospects. Do we have the data? Do we have the tools? Can we trust the automation? Do we have the resources? Creating personalized content was the single biggest challenge for 47% of marketers in the June 2008, [Email Marketing: Get Personal with Your Customers](#) benchmark. Research has consistently validated the benefit of more personalized relevant engagement. But, organizations don't have to dive into personalized initiatives head first without knowing how deep the waters are. Find out for yourself. Start with some light segmentation and measure performance afterwards.

In September 2009, [Data Driven Marketing](#) found that Best-in-Class organizations were three times more likely than All Others to "heavily rely on data to improve marketing effectiveness." The research revealed Best-in-Class were primarily using data to segment and target customers (See Figure 9).

Data Driven Marketing: Best-in-Class Defined

- ✓ 148% current mean-class return on marketing investment
- ✓ 63% current mean-class growth in revenue
- ✓ 13% average year-over-year increase in customer profitability
- ✓ 12% average year-over-year increase in customer acquisition

Figure 9: Use of Lead Scoring Capabilities for All Respondents



Source: Aberdeen Group, Data Driven Marketing, September 2009

By segmenting and targeting, organizations can spread finite resources and effectively develop fewer personalized marketing messages while still realizing lift in conversion from personalization.

- **Consider web content management technologies.** Best-in-Class organizations overwhelmingly demonstrate the value of empowering marketing with the tools they need to update and own website content. The Best-in-Class are two-times more likely to leverage web content management tools. Web Analytics help organizations report and understand website performance, but they typically do not deliver the tools to make analysis actionable. WCM tools have rich capabilities to allow markets to take control of the online experience and deliver a more engaging web experience to customers and prospects. Best-in-Class and Industry Average companies are raising the bar on the online customer experience.
- **Conduct A/B tests on online content.** Fifty-seven percent (57%) of Industry Average companies are using WCM, yet, only 16% indicated they used A/B testing capabilities. A/B or split tests help to optimize online content to maximize the impact on conversion. Most WCM solutions have this capability, so Industry Average companies need to start looking to leverage the technologies they already have access to more effectively.

Web analytics was used by 92% of Best-in-Class organizations, which is 1.4-times more than their peers. However, measurement is only half the battle. Organizations need to develop actionable steps towards improving the customer experience based on performance. This is a process of continuous improvement. Lessons learned from measuring web content utilization online can be applied to offline channels as well.

- **Integrate web content management for improved execution.** The Best-in-Class are 1.4-times more likely to currently integrate WCM with ERP, customer databases, email marketing, and other back office systems. This integration helps maximize the relevancy of web content for visitors. WCM is about making website performance actionable for marketers. Marketing should be able to take ownership and accountability for website analysis, testing, and optimization.

"You need to focus on being relevant; getting the right message to the right person is essential."

~ Brent Laderoute, Director of Advertising, West49

Aberdeen Insights — Summary

The proliferation of marketing channels adds complexity to the challenge of optimizing outbound marketing to deliver relevant messages to customers and prospects. The website and email are the two most profitable and effective channels for all organizations, so it makes sense to start understanding how customer behavior can be applied to the online experience for a more relevant, timely, personalized engagement with your target audience.

There is a gaping void in today's marketing technology landscape. Marketers are not extracting the full value from costly technology investments and a lack of data centralization leaves many organizations unable to transform data collection into actionable engagement. However, by incorporating some of the most valuable components of today's marketing technologies (like lead scoring, dynamic content, analytics, profiling, and integration), the next generation of WCM tools have the potential to deliver highly personalized online experiences with little or no effort from marketers.

Appendix A: Research Methodology

This benchmark leveraged data from a wide variety of reports from 2008 to 2009 including:

- Data Driven Marketing (September 2009; 272 Respondents)
- Web Analytics: Actionable Insights for Unlocking the Hidden Potential of Online Data (September 2009; 239 Respondents)
- Lead Lifecycle Management; Building a Pipeline that Never Leaks (July 2009, 223 Respondents)
- Marketing Automation: A Strategic Guide for Optimizing End-To-End Marketing Activities (April 2009; 110 Respondents)
- Maximize Business Results Online: How Web Content Management Technology is Transforming Digital Marketing (March 2009; 157 Respondents)
- Email Marketing: Get Personal with Your Customers (June 2008; 550 Respondents)
- Lead Scoring and Prioritization; The Path to Higher Conversion (May 2008; 189 Respondents)

Aberdeen supplemented online surveys with interviews with select survey respondents, gathering additional information on next generation WCM strategies, experiences, and results.

Solution providers recognized as sponsors were solicited after the fact and had no substantive influence on the direction of this report. Their sponsorship has made it possible for Aberdeen Group to make these findings available to readers at no charge.

Appendix B: Related Aberdeen Research

Related Aberdeen research that forms a companion or reference to this report including:

- [Data Driven Marketing](#); September 2009
- [Web Analytics: Actionable Insights for Unlocking the Hidden Potential of Online Data](#); September 2009
- [Lead Lifecycle Management: Building a Pipeline that Never Leaks](#); July 2008
- [Marketing Automation: A Strategic Guide for Optimizing End-To-End Marketing Activities](#); April 2009
- [Maximize Business Results Online: How Web Content Management Technology is Transforming Digital Marketing](#); March 2009
- [Lead Nurturing: The Secret to Successful Lead Generation](#); November 2008
- [Trigger Marketing: Timing is Everything](#); November 2008
- [Cross-Channel Campaign Management: Next Generation Multichannel Marketing](#); October 2008
- [Customer Feedback Management](#); June 2008
- [Email Marketing: Get Personal with Your Customers](#); June 2008
- [Lead Scoring and Prioritization: The Path to Higher Conversion](#); May 2008
- [Recessionary Marketing: How Best-in-Class Companies are Weathering the Storm](#); January 2009

Information on these and any other Aberdeen publications can be found at www.aberdeen.com.

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