

# Magic Quadrant for Multichannel Campaign Management

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The level of performance that multichannel campaigns must attain to engage customers continues to rise. We'll show you the strengths and weaknesses of providers and how they're adapting to these new demands.

## Market Definition/Description

Multichannel campaign management (MCCM) processes enable companies to define, orchestrate and communicate offers, both inbound and outbound, to customer segments across multichannel environments, such as websites, mobile, social, direct mail, call centers and email. This approach can include integrating marketing offers and leads with sales for execution.

- Basic campaign management functions include segmentation, campaign execution and campaign workflows.
- Advanced analytic functions include predictive analytics and campaign optimization.
- Advanced execution functions include loyalty management, content management, event triggering, and real-time decisioning and offer management in inbound and outbound environments.

Digital marketing continues to integrate with campaign management, and it includes addressable branding/advertising, contextual marketing and transactional marketing. Digital marketing extends the marketing process through channels such as the Web, email, video, mobile and social applications, point-of-sale terminals, interactive TV, digital signage, and kiosks.

# Magic Quadrant

Figure 1. Magic Quadrant for Multichannel Campaign Management



Source: Gartner (May 2014)

## Vendor Strengths and Cautions

### Adobe

Consider Adobe for focus in digital content marketing, digital advertising and Web analytics. Adobe targets the publishing, media, retail, financial services, travel and high-tech industries.

## Strengths

- Adobe Marketing Cloud provides analytics for real-time segmentation, customer scoring and optimization, particularly for digital channels, such as display, email, search, mobile and video.
- In 2013, Adobe acquired Neolane (now called Adobe Campaign) for multichannel, online/offline campaign orchestration and execution. Integration between Campaign and Adobe Experience Manager enables a single digital content manager for campaigns, a single interface for users, and a central repository of content from agencies and from Adobe Creative Suite.
- Adobe continues to integrate its six Marketing Cloud solutions and to improve the UI and user experience. Adobe Campaign will adopt the Marketing Cloud UI. Adobe just introduced new Adobe Marketing Cloud core services, including the Master Marketing Profile and Shared Assets, which span across solutions.

## Cautions

- Adobe must build more integration, particularly with the Marketing Cloud solutions that don't yet share a unified architecture, including Target, Social and Media Optimizer.
- A number of references wanted improvements in UI and overall usability. Some also wanted support escalation for faster issue resolutions.
- Adobe's digital marketing capabilities largely target advertisers, agencies and publishers.

## Experian

Experian offers MCCM for business-to-consumer (B2C) clients, mainly in the financial services, retail, and travel and entertainment industries. Consider Experian for SaaS deployments when you want to incorporate third-party data to generate deeper customer insights.

## Strengths

- Experian cites 80 U.S., Western European and Asia/Pacific customers on its Cross Channel Marketing Platform since the 2013 platform launch. Experian rolled out to Latin America in the first quarter of 2014.
- Experian has extended its globalization and localization capabilities. Enhanced mobile capabilities reflect rising expectations among mobile users and the need for improved SMS engagement.
- Experian will focus on UI improvements in 2014. Promised improvements in predictive analytics and response attribution will bring the product closer to advanced campaign management solutions.
- Customers like Experian's data integrations and ability to easily leverage other Experian data in marketing processes. They also gave positive reviews on customer support.

## Cautions

- The Cross Channel Marketing Platform's usability does not match that of others in the market. Until it does, the product better suits power users, and it will struggle against products with more easily adoptable interfaces.
- Experian's data-centricity will delight some users, but its rate of investment in less data-centric, yet critical, marketing capabilities will disappoint other buyers.
- Customers cite some limitations of Experian's APIs to other marketing technologies and echo the noted challenges with the UI.

## IBM

Consider IBM Cross-Channel Marketing Optimization when MCCM is a strategic requirement. IBM's offering supports a range of industries.

## Strengths

- IBM has global reach and generated \$99.75 billion in revenue in 2013.
- Cross-Channel Marketing Optimization focuses on real-time marketing, marketing performance management and usability on-premises. Marketing Center, a SaaS option, provides digital campaigns, email marketing, site personalization, tracking and management. IBM has started bundling in merchandising and other role-based offerings to simplify its growing portfolio. IBM Mobile (formerly Xtify) supports mobile push marketing.
- In 2014, IBM plans for additional partnerships with data management platforms (DMPs) to integrate known and anonymous data in areas like ad management. IBM has preintegrated API partnerships with DMP BlueKai and other ad tech players, such as DataXu, Turn, Google and Marin Software through IBM's Digital Marketing Network. IBM will also expand its real-time and event marketing for both on-premises and SaaS deployments.
- References said they like IBM's breadth of offerings and integration into a single platform.

## Cautions

- Amid accelerating competition, IBM has been slow in social and mobile thought leadership.
- Several references mentioned reactive customer support, with slow turnaround times. Most are resolved through an escalation process.
- IBM faces increased pressure from on-demand, midmarket players in B2C and B2B campaign management. IBM needs to demonstrate such solutions as a whole, not just as stand-alone offerings.

## Infor

Consider Infor Digital Multi-channel Marketing Solutions if you seek MCCM with advanced analytics for a large enterprise in financial services, telecommunications, hospitality, retail or high tech.

### Strengths

- Infor offers basic and advanced campaign management execution, as well as basic and advanced analytics. Infor Marketing Management focuses on B2C service industries.
- Infor has added SaaS options and rebuilt the UI in multiple areas. Infor now offers SmartFocus for email marketing execution as an OEM partner and AwarenessHub as an OEM partner for social marketing. Rhythm, a new cloud based e-commerce offering, provides Web design services from Infor's internal agency Hook & Loop.
- Infor will rebuild the UI in remaining modules, package Epiphany Interaction Advisor into offers such as social data advisor and geo-based marketing advisor (for mobile), and continue to expand the integration of the acquired Orbis marketing resource management (MRM).
- Clients mentioned thorough, consistent support to resolve problems. They see Infor Interaction Advisor (with real-time, next-best-offer capabilities) as Infor's biggest strength.

### Cautions

- Infor offers B2C campaign management (digital multichannel marketing), although its visibility suffers because Infor is more known for selling software to B2B manufacturers.
- Infor needs to accelerate its investments in digital marketing to raise its visibility.
- References consistently mention implementation time and complexity as Infor's most significant weakness.

## Marketo

Marketo automates lead generation campaigns across Web, email, and social with real-time tracking and attribution. Marketo is dominant in B2B, and its B2C accounts continue to grow.

### Strengths

- Marketo reported \$95.9 million in 2013 revenue, up 64% from 2012. It has over 3,000 active customers.
- Through partner LaunchPoint, Marketo now offers video, display, mobile and retargeting. Marketo added a customer engagement engine with a drag-and-drop UI for email, SMS and direct mail, automated A/B testing, a library of mobile email templates, real-time content recommendations, and integration of Google AdWords.
- To become the marketing platform of choice, Marketo is inviting partners and third parties to help build out an open-source, plug-and-play model.

- Customers like the support for social selling and tracking from first click to sale. Marketo offers a scalable way to generate demand and track renewal and churn rates across regions and marketing teams.

### Cautions

- Integration with third-party platforms for lead syncing is not yet robust.
- Some customers said the UI for analytics was limited by the "real estate" on standard monitors, and some workflows weren't intuitive.
- References reported disorganized user training and difficulty finding resources to address specific issues.

### Oracle

Oracle's marketing cloud now extends MCCM capabilities into B2C and B2B digital marketing. Oracle's offering targets sophisticated marketers who require multiple deployment options along with advanced campaign functions, such as real-time decisioning.

### Strengths

- Recent and planned acquisitions such as Responsys, Eloqua, BlueKai, Compendium, ATG, and Collective Intellect signal Oracle's intention to dominate this market category. Oracle does not break out revenue for its MCCM products.
- Responsys Interact 6's open-data model allows clients to import customer data in its native schema. Responsys brings strategic consulting for campaigns, creative services, data modeling and process improvement. Message Designer Framework allows for point-and-click authoring and personalizing messages, and Responsys Personalization Language enables more advanced forms of dynamic content and personalization. BlueKai brings the world's largest third-party data marketplace.
- Oracle will improve reporting and targeting by device type and OS, and it will add mobile SMS capabilities and push applications.
- References are extremely satisfied with Responsys' technology and professional services.

### Cautions

- Most customers are still waiting for the full integration of recent acquisitions into the Oracle Marketing Cloud.
- Robust capabilities in search marketing remain nascent. Some customers cited a lack of industry focus, and a few complained of slow responses to RFPs and high costs.
- Contracts, pricing and business practices need to be sorted out across the various acquisitions. Business, process and implementation expertise is uneven.

## Pitney Bowes

Consider Pitney Bowes if you are a midsize B2C enterprise seeking support for offline and online engagement. Pitney Bowes offers on-premises and hosted models and focuses on industries such as financial services, insurance, telecom, retail and utilities.

### Strengths

- Pitney Bowes has a global footprint, with a growing reseller base (25 additional partners in 2013).
- Pitney Bowes' next-generation Portrait 6 release combines all of the campaign management products in a single solution, including Portrait, customer communications, output and delivery management capabilities. The organization also realigned to support the solution.
- 2014 enhancements include integrating and extending customer engagement features, enhancement of social profile capabilities, and addition of location-aware next-best-action.
- Pitney Bowes customers cite solid experiences with customer service, as well as with implementation and ongoing support. They deem out-of-the-box functions appropriate to meeting business objectives across channels.

### Cautions

- Despite 20% revenue growth in 2013, Pitney Bowes does not receive significant mind share in MCCM, and market penetration numbers remain comparatively small.
- Solution and organization unification is an ongoing process, and it will need to be backed by delivery against that vision in 2014. Prospects should be sure to clarify how components of overlapping solutions will be brought together to meet requirements.
- Customer references share concerns around Pitney Bowes' ability to support campaign throughput/concurrency during campaign deployment, a concern that can arise during larger or more complex deployments. In addition, inbound/outbound integration is not yet complete and therefore does not meet some customer requirements.

## RedPoint Global

RedPoint targets B2C marketers across multiple industries. Consider RedPoint, especially if you are a midmarket organization or are seeking a solution that includes data management capabilities.

### Strengths

RedPoint is a small, fast-growing company that added over 30 customers in 2013, primarily in the U.S. They also have increased traction with clients globally.

- RedPoint added real-time marketing capabilities to its Convergent Marketing Platform and integrated with third-party content management systems to draw on more content to support inbound marketing.
- In 2014, RedPoint will expand its global footprint and target B2B marketers. Convergent Marketing Platform will add more real-time marketing enhancements, analytics tools and data management capabilities. More prebuilt rules, predictive capabilities and next-best-action analytics will help direct campaign decisions and activities. Other enhancements will improve data load and data access, particularly for Hadoop.
- References cite RedPoint's comprehensive capabilities and good value for the money, with low total cost of ownership. Services are high-quality and responsive — clients describe RedPoint as "smart and nimble."

### Cautions

- RedPoint's strong emphasis in data quality and data management may not play as strongly to marketers focused more on campaign management execution and workflow.
- RedPoint's limited brand recognition may limit its trajectory in a market where the leaders generate considerable press and attention.
- References consistently cited a need for robust reporting and BI capabilities, and some offer mixed reviews on user experience, which can impact user adoption.

### salesforce.com

Salesforce.com acquired ExactTarget in 2013. Consider salesforce.com's ExactTarget Marketing Cloud when you require SaaS-only MCCM applications for email, mobile, social and Web.

### Strengths

- ExactTarget, acquired in July 2013, reported strong growth and had very strong marketing mind share (although it was not profitable). It brought highly visible multichannel execution and potentially native B2B lead management.
- ExactTarget Marketing Cloud's advanced functions include a new dialogue manager, which allows configurable, triggered events from multiple data sources to drive decisions about campaign interactions and specific treatments. Advanced analytics include predictive intelligence, such as a Web-based product and content recommendation engine. Journey Builder, the dialogue manager, also has real-time tracking of marketing activities against business goal performance, for example, trial conversions and cart abandon win-backs.
- In 2014, salesforce.com plans to add basic models and more prescriptive templates for building events, interactions and campaigns using real-time social data. It will pursue partnerships with display advertising companies.
- References said they like the self-service, highly customizable offerings, third-party integration and help when needed.

## Cautions

- Most clients still evaluate salesforce.com against other email marketing execution providers, not MCCM vendors.
- Salesforce.com needs to invest in comprehensive attribution metrics and real-time, next-best-offer capability across online and offline channels.
- Clients indicated a need for additional operational rigor and expertise from salesforce.com on some of the newer areas on its platform.

## SAP

Consider SAP if you are a company that needs large-scale data analysis and process integration. SAP focuses on industries like retail, consumer products, high tech, professional services, telecom and financial services.

## Strengths

- SAP reported revenue of €16.9 billion in 2013, with the MCCM business growing 37% annually since 2010.
- New offerings include SAP Customer Engagement Intelligence, SAP Precision Marketing and SAP Shopper Experience Mobile App. Marketing Performance Solution by Accenture and SAP consolidates media, marketing, sales, planning and competitive data and delivers insights and optimization. In 2013, SAP acquired commerce platform provider hybris for multichannel commerce and customer engagement.
- In 2014, SAP plans to offer real-time attribution to connect the consumer journey to marketing activities and understand influential events. Enhanced analytics and predictive models will link marketing campaigns with product recommendations.
- Customer references said they like the robust architecture with out-of-the-box functions and the cool user interface, seamless integration with back-end processes, and real-time data aggregation and messaging across channels.

## Cautions

- SAP does not support search marketing.
- SAP's breath of offerings in commerce, MCCM, Web analytics and industry data models might be too complex if you just need stand-alone MCCM.
- SAP needs to and plans to continue to extend and offer marketing thought leadership to drive marketing departments to choose SAP marketing offerings.

## SAS

Consider SAS if you seek advanced analytics within MCCM. SAS offers solutions for B2B and B2C clients across a range of industries.

### Strengths

- SAS reported over \$3 billion in global revenue in 2013, with a reported \$390 million from the MCCM business, which saw double-digit growth in EMEA and Asia/Pacific.
- SAS Customer Intelligence 6 was launched in 2013. It offers best-in-class marketing analytics to support core orchestration and interaction.
- In 2014, SAS will continue investing in digital marketing capabilities within Customer Intelligence. SAS will also continue to develop industry- or discipline-specific analytics and additional tools for targeting and personalization. Added capabilities for social and mobile integration and execution will enhance digital marketers' ability to act on available data.
- References cite the company's depth of knowledge and capability as strengths, as well as a commitment to help customers during service or support engagements.

### Cautions

- Although investments continue to ramp up, SAS's digital marketing functions are still emerging; thus, SAS is not top of mind for those who require leadership in this category.
- Due to the breadth of the solution, implementations typically take a number of weeks to fully deploy.
- Reports on ease of use are mixed — due to the plethora of functions and capabilities available in the solution.

## SDL

Consider SDL if you are a midsize or large enterprise looking for multichannel, multiphase, event-triggered MCCM with embedded analytics and social media intelligence core components and integration with email marketing.

### Strengths

- We estimate that SDL generated £265 million in revenue in 2013. It added over 30 new customers to its 300 accounts.
- SDL Campaigns excels in local, social and mobile campaigns, tailoring customer experience based on device, language, preferences and buying behaviors. SDL enhanced its campaign and email user experience and customer analytics.
- In 2014, SDL will add a role-based user experience for digital marketers, interaction tactics and data connectors for real-time customer events and Web campaigns, and customer journey analytics based on social intelligence integration and cloud deployment.

- References said they like SDL's multistep, multiwave campaign creation, email and event-triggered marketing, and predictive analytics.

### Cautions

- Customers cited the complexity of the user experience but say it's improving. SDL Campaigns was released in April 2014 with an enhanced user interface.
- Customers want enhanced reporting (planned for 2014).
- Some very large customers with complex datasets said SDL lacks the features of high-end tools for data mining, but it may suffice for those with less complex needs and limited budgets.

### Selligent

Selligent offers campaign management solutions for midmarket and enterprise financial services, retail, travel and tourism, and publishing and media clients, primarily in EMEA. Consider Selligent for B2C SaaS-based MCCM deployments where you want single, simple pricing and like to work with marketing service providers or agencies.

### Strengths

- Selligent now focuses on MCCM software delivered through partners and in a SaaS model. Although revenue was flat, MCCM bookings increased 27% from 2012, with 57 new clients and increased traction with B2B and enterprise clients.
- Selligent focuses on digital channel executions, particularly using customer intelligence for smarter identification and targeting. Selligent tracks visitor data, connects it with known customer data, and then enhances it with transactional or third-party data to create better inbound experiences.
- In 2014, Selligent plans to build out its existing behavioral targeting offering, adding new site optimization capabilities. Selligent also plans to revamp the user interface, and enhance collaboration for large or distributed teams seeking document and process control.
- Customers appreciate the competitive price and the value for the money. They describe the solution as easy-to-use, dynamic and up-to-date; services and support are flexible and reactive to customer needs.

### Cautions

- Selligent's narrow geography risks limiting market share, although the company is ramping up in the U.K. and U.S.
- Selligent's leverage of a partner model may limit Selligent's overall mind share and the base of clients that are potential customers (limited to those that seek or prefer partner relationships).

- References indicate that while Selligent is focused on serving enterprise clients, services and functionality can reflect newness of working with larger, more complex deployments.

## Sitecore

Consider Sitecore for MCCM with digital channels. Sitecore targets industries such as financial services, energy, government, insurance and retail.

### Strengths

- Sitecore reported a profit in 2013 and a 30% to 40% increase in MCCM revenue, most from the U.S. and Northern Europe.
- Sitecore Experience serves content, can execute digital campaigns for websites, email, mobile sites and social media, and can tie into customer data from Microsoft Dynamics and salesforce.com. The company offers consulting for digital marketers, with partners such as Y&R and DigitasLBI.
- Sitecore has expanded services focusing on best practices, models and frameworks to map digital marketing strategy to the Sitecore platform. Sitecore now offers e-commerce capability. Sitecore is integrating Experience with Microsoft Dynamics for Retail.
- In 2014, Sitecore plans to upgrade its user interface, relaunch its analytic dashboard with optimization scoring, support for third-party analytics and integration with Commerce Server, and add cloud delivery options.

### Cautions

- References indicated that complex environments require much customization and back-end development.
- Sitecore's .NET strength makes it less attractive to users looking for tools for Java or Linux, Apache, MySQL and PHP (LAMP) stacks.
- Sitecore lacks offline campaign management, such as call centers and direct mail.

## Teradata

Consider Teradata if you are a large B2C organization seeking MRM in MCCM. Teradata focuses on the financial services, media, transportation and telecom industries.

### Strengths

- Teradata generated revenue of \$2.7 billion in 2013. Teradata offers customer interaction management with integrated dialogue real-time and digital messaging capabilities, all delivered in the Teradata Integrated Marketing Cloud.
- Since 2013, Teradata has added a real-time interaction manager with enhanced UI and a "data anywhere" open database (notably outside of the Teradata Warehouse) strategy for

segmentation and marketing intelligence, visualization capabilities, and master data management integration. Cloud + (based on Hadoop) can use content from any Web source in campaigns.

- In 2014, Teradata plans to invest in anonymous-to-known tracking and retargeting and in simulations to determine the impact of new offers in digital channels. Teradata plans to add social publishing, analysis and listening, and to expand predictive analytics with score selection, lift charts and performance enhancements.
- References note the strengths in the flexibility of the tool to do very complex segmentation and the throughput allowed by the Teradata architecture and infrastructure.

### Cautions

- References mentioned that Teradata is still improving its managed services and support to be able to fully meet the needs of its SaaS clients.
- Some references said that features from prior versions were not carried over and defects and feature requests need more attention. Teradata is working with customers to address these requests.
- Teradata needs to expand its digital marketing capabilities. The company has chosen a strategy to partner first with companies such as LiveRamp for data onboarding and Urban Airship for mobile, to better understand the market needs and aid in its "build or buy" decision.

### Zeta Interactive

Zeta acquired ClickSquared in the first quarter of 2014. Consider Zeta if you are a B2C marketer with tens of thousands of customers focused on growing lifetime value and you need multidimensional database management.

### Strengths

- Zeta reported 2013 revenue of \$109 million, with fast growth and strong operating margins. The acquisition of ClickSquared shows that Zeta aims to build a multichannel life cycle marketing platform.
- Zeta has added capabilities for engaging via social media (Facebook and Twitter), integrating with its proprietary enterprise-grade email publishing platform, as well as third-party email service providers, and adding distributed file and data access, as well as multifactor authentication, to secure client data.
- In the first half of 2014, Zeta plans to release an integrated, "end to end" platform with hooks for third-party Web services, B2B integrations, A/B testing, multivariant testing, real-time email and Web interaction management, and an enhanced dashboard. The new dashboard incorporates features from Zeta's Pulse product and includes more-granular reporting and analytics with modules for acquisition, nurturing, retention and optimization.

- References say Zeta's marketing automation platform is powerful and the design flexible with domain expertise in email and mobile marketing. The legacy ClickSquared staff focuses on fast response and right-fit solutions without high prices. References said they like the capabilities around triggering campaigns, personalizing dynamic content and targeting.

### Cautions

- The legacy platform is tuned for travel and hospitality, and the integrated platform remains U.S.-centric.
- After the ClickSquared acquisition, Zeta still needs to integrate its collection of products through the first half of 2015.
- Rich real-time and predictive analytics visualization capabilities are still on the road map.

### Vendors Added and Dropped

We review and adjust our inclusion criteria for Magic Quadrants and MarketScopes as markets change. As a result of these adjustments, the mix of vendors in any Magic Quadrant or MarketScope may change over time. A vendor's appearance in a Magic Quadrant or MarketScope one year and not the next does not necessarily indicate that we have changed our opinion of that vendor. It may be a reflection of a change in the market and, therefore, changed evaluation criteria, or of a change of focus by that vendor.

#### Added

- Experian
- RedPoint Global
- salesforce.com
- Zeta Interactive (formerly XL Marketing) acquired ClickSquared in the first quarter of 2014.

#### Dropped

- ClickSquared
- ExactTarget was acquired by salesforce.com in 2013.
- Neolane was acquired by Adobe in 2013.
- Oracle (Eloqua), Oracle (Siebel) and Responsys (acquired by Oracle in 2013) have been replaced by a single Oracle entry that includes BlueKai.

### Inclusion and Exclusion Criteria

**Functions:** Vendors must support all the following:

- The ability to create, execute and manage multichannel campaigns
- Proven campaign planning, tracking and reporting with role and approval capability
- A UI suitable for marketing users who create, execute and report on campaigns
- Basic campaign management functions, such as segmentation, campaign execution and campaign workflow

Vendors must also support one of these four components:

- *Predictive analytics*: Ability to analyze customer behavior to predict customer churn, next-most-likely purchase and propensity to buy. These functions enable more-effective targeting of customers or staging of offers to make during interactions. This capability may be offered through partnerships; we will look for proven integration and references of actual use.
- *Campaign optimization*: Ability to balance and coordinate multiple constraints to maximize expected value from single or multiple campaigns. Functions enable trade-offs among different campaign execution options, such as which campaign to use, which channel to use, the number of interactions per individual and the expected value of each campaign.
- *Event triggering*: Functions involve the detection, prioritization and execution response for a significant event affecting a customer relationship.
- *Real-time recommendations*: Suited for offer management and deals with offer arbitration. It enables the combination of the most-up-to-date information from data collected prior to the interaction and new data collected during a real-time interaction with a customer.

Finally, we will consider specific digital marketing functions, such as Web analytics, social analytics, social marketing, mobile marketing and ad management.

### **Market Presence and Momentum**

We will focus on vendors with:

- At least 30 customers using MCCM
- At least 30 new customer wins for MCCM during the past 12 months

### **Vendor Viability**

Vendors need to have at least \$20 million in annual revenue and enough cash to fund a year of operations at the current rate of cash depletion.

In addition, we strongly emphasize innovative, visionary offerings. Vendors must provide a strong vision for the campaign management market, or excel in advanced or emerging areas, such as inbound marketing, social marketing, mobile marketing and overall digital marketing. Vendors can set strategic direction or demonstrate specific innovative capabilities in one or more functional areas (such as the integration of digital marketing channels) that the market will eventually adopt.

Visionaries may have campaign management implementations from different buying centers, such as the customer service or e-commerce department.

## Evaluation Criteria

### Ability to Execute

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**Product or Service:** This criterion is a key differentiator in vendor selection (see Table 1). Subcriteria include basic campaign and advanced campaign management functionality, basic and advanced analytics, campaign workflow, and functionality for digital marketing.

*Weighting: High*

**Overall Viability (Business Unit, Financial, Strategy and Organization):** This addresses the overall health of the vendor, including line-of-business campaign management solutions. Viability includes the vendor's history of and commitment to the continued success and development of world-class MCCM.

*Weighting: High*

**Sales Execution and Pricing:** This assesses the overall effectiveness of the sales channel and how it deals with presales responsiveness, contract negotiations and pricing for campaign management.

*Weighting: Medium*

**Market Responsiveness and Track Record:** This assesses the campaign management vendor's success in creating and meeting a consistent demand for its product, measured in continuing client wins and use in its installed base.

*Weighting: Low*

**Marketing Execution:** This assesses the vendor's overall momentum and perceived campaign management focus and presence in the market. Vendors must show established and continued broad or specific (such as industry-focused) credibility for campaign management in a multichannel environment.

*Weighting: High*

**Customer Experience:** This evaluates client relationships with campaign management vendors, including product support and responsiveness and access to best practices, such as user groups. Ease of use is important, according to Gartner's campaign management clients.

*Weighting: Medium*

**Operations:** This is the ability of a vendor to meet its goals and commitments. Factors include organizational structure (skills, experience, systems and other vehicles) that enable the vendor to operate efficiently and effectively.

*Weighting: Low*

Table 1. Ability to Execute Evaluation Criteria

Evaluation Criteria	Weighting
Product or Service	High
Overall Viability	High
Sales Execution and Pricing	Medium
Market Responsiveness and Track Record	Low
Marketing Execution	High
Customer Experience	Medium
Operations	Low

Source: Gartner (May 2014)

## Completeness of Vision

**Market Understanding:** This criterion is the vendor's ability to understand the campaign management space, as well as its value proposition in the market, and how effective the vendor is at reaching the marketing buying center (see Table 2). Vendors must demonstrate campaign management solutions that fit the needs of the overall market.

*Weighting: High*

**Marketing Strategy:** This assesses how well a vendor can differentiate itself from its competitors, how good its functions are, and how it articulates its campaign management vision.

*Weighting: Medium*

**Sales Strategy:** This assesses a vendor's strategy in using direct and indirect sales channels to sell campaign management solutions.

*Weighting: Medium*

**Offering (Product) Strategy:** This assesses the campaign management feature set as it maps to functional requirements in campaign management, particularly functions that enable advanced capability in inbound and outbound environments.

*Weighting: High*

**Business Model:** This assesses the vendor's alignment of its go-to-market and sales strategies for particular industries, geographies or delivery models.

*Weighting: Medium*

**Vertical/Industry Strategy:** This assesses how well the vendor's solutions target its current market, as well as its ability to use best practices or capabilities for targeting new industries.

*Weighting: Medium*

**Innovation:** This assesses the vendor's expertise or capital for investment to pre-empt competitors in developing new areas of campaign management.

*Weighting: Medium*

**Geographic Strategy:** This assesses the vendor's geographic presence (see the Business Model criterion).

*Weighting: Medium*

Table 2. Completeness of Vision Evaluation Criteria

Evaluation Criteria	Weighting
Market Understanding	High
Marketing Strategy	Medium
Sales Strategy	Medium
Offering (Product) Strategy	High
Business Model	Medium
Vertical/Industry Strategy	Medium
Innovation	Medium
Geographic Strategy	Medium

Source: Gartner (May 2014)

## Quadrant Descriptions

### Leaders

Leaders consistently do considerably better in overall campaign management performance for basic and advanced campaigns, and for integration with digital marketing. They have high market visibility, high market penetration, strong market momentum and a strategic vision for growing the campaign management business.

### Challengers

Challengers see continued investments in campaign management solutions as complementary offerings to the business applications that are their core competencies. Challengers' understanding

of the campaign management market is developing, and they have basic campaign management functions. They see campaign management as an opportunity to increase revenue and retention in their installed bases, and they concentrate on established clients' needs for campaign management functions and strategic direction, rather than on setting a visionary pace with potential requirements.

### Visionaries

Visionaries provide a strong vision for the campaign management market, or excel in advanced or emerging areas, such as inbound marketing and digital marketing. They can set a strategic direction or demonstrate specific innovative capabilities in one or more functional areas (such as advanced campaign functionality or digital marketing integration) that the market will eventually adopt. Visionaries may have campaign management implementations in multiple buying centers, such as the contact center, e-commerce or social marketing departments. Although Visionaries show promise in campaign management, they may lack execution capabilities, such as growth potential, resources or scalability, in the near term.

### Niche Players

Niche Players fulfill specific needs in the campaign management space. They may focus on a specific function, process (for example, lead management), geography or industry. Campaign management vendors in this section tend to lack a broader set of campaign management capabilities (such as advanced analytics) or execution potential (such as sufficient resources or a fully developed market strategy).

## Context

Budgets for digital marketing are growing about twice as fast as the overall marketing budget and now represent about a quarter of total marketing spending. Gartner expects spending on MCCM software to reach almost \$914 million in 2014, at a growth rate of 24%. Digital marketing has sparked this growth because it enables new techniques that can grow revenue faster — for example, inbound marketing, real-time marketing and data-driven marketing. In addition, new technologies, such as social and mobile, open not just new channels, but also new ways of engaging customers. Thus, marketers have to coordinate more channels and more kinds of campaigns. The pace of change challenges established MCCM vendors to keep up by adding new functions. Meanwhile, vendors with new technologies will continue to enter the market, and these innovations can often differentiate enterprises from the competition.

## Market Overview

Seven factors continue to shape and evolve this market:

- **Multidimensional multichannel campaign segmentation:** These techniques enable the grouping of audiences based on different attributes along multiple dimensions. Traditional attributes have focused on products and who would be likely buyers. Newer groupings focus on potential profitability and the customer life cycle. New and old data play an important role in defining the target audience and understanding the channel where you should focus the campaign. Traditional transactional data, third-party data, anonymous customer/consumer data all contribute to targeting the right audience with the right offer at the right time in the right channel. Many marketers still do not use value-based segmentation (profitability analysis) or needs-based segmentation (lifestyle or life stage, in-market and affinity indicators, such as search data, and social dimensions of influence or interest, such as open graph data). These additional data connections for segmentation techniques are needed to make decisions for the right campaigns with the right customer in the right combination of channels. Finally, there is an added dimension of and complexity of growing channels. Understanding your audience is one thing; knowing where customers will engage at multiple steps in the buying journey is another critical part of multidimensional segmentation.
- **Customer/prospect engagement:** Customers have little time or interest in a large volume of uncoordinated messages. To break through this noise, you need to understand where to orchestrate engagement across channels, including the fusion of inbound and outbound marketing. Many marketers believe they need to engage in all channels, and that's just not the case. It's not "all social channels" or "all mobile channels." It's only the ones that apply. For B2B, it could be a social community. For B2C, it could be a specific channel like Houzz or Pinterest (depending on who you are and what your target market is).
- **Campaign and brand experience consistency across channels:** You have to provide a consistent brand experience in your campaigns as they cross channels. If not, you risk confusion or even stopping customers and prospects in their buying journey.
- **The shift of control to the buyer:** Highly addressable, real-time-aware channels like social and mobile have opportunities to touch every phase of the buying journey, and the buyer has increasing access to these channels. It's becoming easier for the buyer to find you *and* your competitors. Your MCCM applications need to support two-way engagement to help inform their decisions better than every other competitor.
- **Automation of execution and optimization:** You need access to multiple data sources and analytics to drive real-time and event-driven marketing. These techniques obviously require fast execution and therefore demand automation. Automation is critical to your campaign's success. Automation includes execution of the campaign. It also includes analysis — real-time, event-driven analysis. This analysis will help you optimize the campaign to get maximum reach and impact in the buying journey.
- **Speed:** Digital marketers often don't have months to set up automation tools. In Gartner's surveys, MCCM application references consistently choose speed and ease of use as top considerations for vendor choice. Some applications and their deployment can get you up and running in weeks; a few have visualization and ease of use as a core competency, so they are becoming more popular with digital marketers hurrying to keep up with their audiences.

## Gartner Recommended Reading

*Some documents may not be available as part of your current Gartner subscription.*

"How Gartner Evaluates Vendors and Markets in Magic Quadrants and MarketScopes"

"Gartner's Multichannel Orchestration Model Makes Campaign Management a Science"

"Toolkit: Orchestration Model for Mapping Multichannel Marketing Campaigns"

### Evidence

We based this document on surveys of vendors, interviews with reference customers, and primary and secondary research into the dynamics of this market.

#### Evaluation Criteria Definitions

##### Ability to Execute

**Product/Service:** Core goods and services offered by the vendor for the defined market. This includes current product/service capabilities, quality, feature sets, skills and so on, whether offered natively or through OEM agreements/partnerships as defined in the market definition and detailed in the subcriteria.

**Overall Viability:** Viability includes an assessment of the overall organization's financial health, the financial and practical success of the business unit, and the likelihood that the individual business unit will continue investing in the product, will continue offering the product and will advance the state of the art within the organization's portfolio of products.

**Sales Execution/Pricing:** The vendor's capabilities in all presales activities and the structure that supports them. This includes deal management, pricing and negotiation, presales support, and the overall effectiveness of the sales channel.

**Market Responsiveness/Record:** Ability to respond, change direction, be flexible and achieve competitive success as opportunities develop, competitors act, customer needs evolve and market dynamics change. This criterion also considers the vendor's history of responsiveness.

**Marketing Execution:** The clarity, quality, creativity and efficacy of programs designed to deliver the organization's message to influence the market, promote the brand and business, increase awareness of the products, and establish a positive identification with the product/brand and organization in the minds of buyers. This "mind share" can be driven by a combination of publicity, promotional initiatives, thought leadership, word of mouth and sales activities.

**Customer Experience:** Relationships, products and services/programs that enable clients to be successful with the products evaluated. Specifically, this includes the ways customers receive technical support or account support. This can also include ancillary tools, customer support programs (and the quality thereof), availability of user groups, service-level agreements and so on.

**Operations:** The ability of the organization to meet its goals and commitments. Factors include the quality of the organizational structure, including skills, experiences, programs, systems and other vehicles that enable the organization to operate effectively and efficiently on an ongoing basis.

#### Completeness of Vision

**Market Understanding:** Ability of the vendor to understand buyers' wants and needs and to translate those into products and services. Vendors that show the highest degree of vision listen to and understand buyers' wants and needs, and can shape or enhance those with their added vision.

**Marketing Strategy:** A clear, differentiated set of messages consistently communicated throughout the organization and externalized through the website, advertising, customer programs and positioning statements.

**Sales Strategy:** The strategy for selling products that uses the appropriate network of direct and indirect sales, marketing, service, and communication affiliates that extend the scope and depth of market reach, skills, expertise, technologies, services and the customer base.

**Offering (Product) Strategy:** The vendor's approach to product development and delivery that emphasizes differentiation, functionality, methodology and feature sets as they map to current and future requirements.

**Business Model:** The soundness and logic of the vendor's underlying business proposition.

**Vertical/Industry Strategy:** The vendor's strategy to direct resources, skills and offerings to meet the specific needs of individual market segments, including vertical markets.

**Innovation:** Direct, related, complementary and synergistic layouts of resources, expertise or capital for investment, consolidation, defensive or pre-emptive purposes.

**Geographic Strategy:** The vendor's strategy to direct resources, skills and offerings to meet the specific needs of geographies outside the "home" or native geography, either directly or through partners, channels and subsidiaries as appropriate for that geography and market.

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