

Digital Clarity Group's

Guide to Service Providers for Web Content and Customer Experience Management

2014 North American Edition

Update to research originally published in 2013

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DIGITAL
CLARITY
GROUP



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Guide Methodology

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 towards our clients’ challenges, and their ability to lead them 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 47 North American service providers in order to help you select the right partners as you navigate digital disruption.

Best Regards,

A handwritten signature in black ink, appearing to read "Scott Liewehr". The signature is stylized with large loops and a long horizontal stroke at the end.

Scott Liewehr
President, Digital Clarity Group

Why This Updated Guide?

Since the initial version of this guide was published in August 2013, we've had the chance to speak with customers about its content and structure and to get their views on what could be improved. At the same time, we have been closely tracking the changes in the world of web content management and customer experience management, including those changes that have occurred within the service providers profiled. The goal of this update is to reflect those changes so that organizations searching for information about agencies and systems integrators in North America can continue to use this guide as a trusted, up-to-date resource.

Specifically, this new version of the guide includes:

- Updated information in service provider profiles
 - Demographics: The latest employee numbers, revenues for the most recent financial year, and updated office locations
 - Partnerships: Changes in technology vendor partnerships, if applicable
 - Organizational changes: Mergers, acquisitions, divestitures, and rebranding/repositioning
- Profiles of five additional service providers, bringing the number of total profiles from 42 to 47: DigitasLBi, POSSIBLE, Razorfish, SapientNitro, Verndale
- Revisions to the guide's design and structure in order to make it easier for readers to find the content that is relevant to them more quickly

Key Findings

- **Sitecore and Adobe** remain the two vendors most frequently named as service provider partners, which was also the case in the 2013 version of the guide.
- **One of the service providers profiled acquired another:** ICF Interactive acquired CITYTECH in May 2014. This is the continuation of the agency consolidation trend we noted on the Digital Clarity Group blog earlier this year.
- **Healthcare continues to be the vertical that service providers cite most** as one of their top three. Financial services, technology, retail, and education also remain in the top five, though they have shifted places a bit. This likely reflects the addition of five more service providers to the report and any new business that service providers may have won in the last year.
- **More service providers are emphasizing their e-commerce capabilities** when



Why This Updated Guide?

they describe their positioning and value proposition.

- Employment and office location trends among the original 42 service providers profiled indicate that **the demand for outside assistance for WCM and CEM projects in North America continues to be healthy, and for many it is increasing:**
 - 52% (22 service providers) reported higher employee numbers compared to the previous year, while just 7% (three providers) reported lower figures; the remaining 41% (17 providers) reported no change in the number of employees.
 - 17% (seven service providers) reported that they had opened a new office or offices in new cities.

The North American Service Provider Landscape

The North American service provider landscape has evolved rapidly during the last few years. Most of the firms we interviewed are making efforts, through acquisition, organic transformation, or partnerships, to provide a “full spectrum” of services (for more information, see *The Shifting Service Provider Landscape* on page 23). However, substantial differences still exist. Companies looking to engage a service provider for a web content or broader customer experience management initiative must look beyond the marketing rhetoric and very carefully evaluate, vet, and confirm that the candidate providers have the necessary skills, experience, and partnership mentality.

For each of the 47 service providers included in this research report, we provide:

- A snapshot of company information
- A listing of the company’s WCM and WCM-related technology partnerships, areas of expertise, and primary industry area focus
- An overview of the service provider, its project approach, and value proposition
- Perspectives of what the company has to offer from both their clients’ point of view and ours


Guide methodology

What is a service provider?

This report highlights the web content management (WCM) partnerships and expertise of the North American service providers within the context of their evolving support for customer experience management (CEM) projects. For the purposes of this report, 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, custom coding, and, in isolated cases, sales of software solutions. Most of the service providers identify their companies according to one of the established categories – advertising agency, digital/interactive agency, marketing communications agency, or systems integrator.

How were service providers selected?

We asked fifteen WCM vendors to provide information on their leading service provider partnerships in North America. This list was supplemented with other sources, including an agency advisory firm 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 were eligible for inclusion in the report. Inclusion criteria consisted of the following:

- Substantial client base in North America
- Substantial WCM practice and expertise
- A minimum of one year in business
- Sufficiently complete all stages of the research process

Research methodology

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

■ 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 analyses regarding their approach to the market.

■ In-depth interview

Each service provider participated in a 90-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.

■ Client references

Each participant provided Digital Clarity Group with up to three recent customer references. Selected references were then interviewed to gain insight on the service provider from a customer's perspective and validate the service provider's ability to execute.

■ Other research

Digital Clarity Group analysts and researchers conducted extensive supplemental research to augment and corroborate the information collected via the interviews and surveys.

Prior to final layout, each service provider was given the opportunity to review its profile 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.

Section 2

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Service Provider WCM
Vendor Partnerships

Alphabetical Directory of Service Providers

A

A Hundred Answers

Systems Integrator; Customer Relationship Management Agency
Ottawa, ON
Since 2009, 50-100 employees

Acquity Group

Digital/Interactive Agency
Chicago, IL
Since 2001, employee size not provided

Appnovation

Digital/Interactive Agency; Systems Integrator
Vancouver, BC
Since 2007, 50-100 employees

Axis41

Digital/Interactive Agency; Marketing Communications Agency
Salt Lake City, UT
Since 2001, 50-100 employees

B

Bit-Wizards

Systems Integrator; Custom Software/Web Design
Fort Walton Beach, FL
Since 1998, less than 50 employees

Blast Radius

Digital/Interactive Agency
Vancouver, BC
Since 1997, 100-500 employees

Blend Interactive

Digital/Interactive Agency; Systems Integrator
Sioux Falls, SD
Since 2005, less than 50 employees

Boston Interactive

Digital/Interactive Agency
Boston, MA
Since 1999, less than 50 employees

Bridgeline Digital

Digital/Interactive Agency; Digital Engagement Solutions Developer
Burlington, MA
Since 2000, 100-500 employees

Burns Marketing

Digital/Interactive Agency; Advertising Agency
Johnstown, CO
Since 1972, less than 50 employees

C

CITYTECH

Systems Integrator
Chicago, IL
Since 2003, 100-500 employees

Clock Four

Digital/Interactive Agency; Marketing Communications Agency
San Francisco, CA
Since 2006, less than 50 employees

D

Digital Bungalow

Digital/Interactive Agency
Salem, MA
Since 1999, less than 50 employees

DigitasLBI

Digital/Interactive Agency; Systems Integrator
Boston, MA
Since 2013, 5,000-10,000 employees

DPCI

Systems Integrator; Web Application Development Shop
New York, NY
Since 1999, less than 50 employees

E

ecentricarts

Digital/Interactive Agency
Toronto, ON
Since 2000, less than 50 employees

F

Falcon-Software

Digital/Interactive Agency; Systems Integrator
Victoria, BC
Since 1993, less than 50 employees

H

Hedgehog Development

Systems Integrator; Technology Consultancy
Holbrook, NY
Since 2007, less than 50 employees

HintTech

Digital/Interactive Agency; Systems Integrator
Delft, Netherlands
Since 1997, 100-500 employees

I

ICF Interactive

Digital/Interactive Agency; Systems Integrator
Richmond, VA
Since 1969, 500-1,000 employees

ISITE Design

Digital/Interactive Agency; Systems Integrator
Portland, OR
Since 1997, 50-100 employees

M

MedTouch

Digital/Interactive Agency; Systems Integrator
Cambridge, MA
Since 2004, 50-100 employees

MRM//McCann

Digital/Interactive Agency
New York, NY
Since 1982, 2,500-5,000 employees

N

NavigationArts

Digital/Interactive Agency
McLean, VA
Since 2001, 50-100 employees

nonlinear creations

Digital/Interactive Agency; Systems Integrator
Ottawa, ON
Since 1995, 50-100 employees

NorthPoint Digital

Systems Integrator; Digital Platform Strategy Through
Implementation Organization
New York, NY
Since 2003, 100-500 employees

NTT DATA

Digital/Interactive Agency; IT Consultancy
Plano, TX
Since 1988, 10,000+ employees

O

OHO Interactive

Digital/Interactive Agency; Design and
Development Firm
Cambridge, MA
Since 1998, less than 50 employees

Oshyn

Digital/Interactive Agency; Systems Integrator
Long Beach, CA
Since 2001, less than 50 employees

P

POSSIBLE

Digital/Interactive Agency; Systems Integrator
New York, NY
Since 2011, 1,000-2,500 employees

R

R2integrated

Digital/Interactive Agency; Marketing Communications
Agency
Baltimore, MD
Since 2007, 50-100 employees

Razorfish

Digital/Interactive Agency
New York, NY
Since 1995, 2,500-5,000 employees

Rivet Logic

Systems Integrator
Reston, VA
Since 2005, 50-100 employees

ROI DNA

Digital/Interactive Agency; E-Commerce
Optimization Agency
San Francisco, CA
Since 2009, 50-100 employees

Rosetta

Digital/Interactive Agency; Customer Engagement
Agency
Princeton, NJ
Since 1998, 1,000-2,500 employees

Roundedcube

Digital/Interactive Agency; Systems Integrator
St. Louis, MO
Since 2002, less than 50 employees

S

SapientNitro

Digital/Interactive Agency; Advertising Agency
London, UK
Since 1990, 1,000-2,500 employees

Siteworx

Digital/Interactive Agency; Systems Integrator
Reston, VA
Since 2002, 100-500 employees

Streebo

Systems Integrator; Enterprise Mobility
Solutions Provider
Houston, TX
Since 2009, 100-500 employees

T

Tahzoo

Digital/Interactive Agency; Systems Integrator
Washington, DC
Since 2010, less than 50 employees

TandemSeven

Digital/Interactive Agency; Systems Integrator
Boston, MA
Since 2001, 50-100 employees

V

Valtech

Digital/Interactive Agency
Paris, France
Since 1993, 1,000-2,500 employees

Velir

Digital/Interactive Agency; Systems Integrator
Somerville, MA
Since 2007, 100-500 employees

Verndale

Experience Technology Company
Boston, MA
Since 1998, 100-500 employees

VML

Digital/Interactive Agency; Advertising Agency
Kansas City, MO
Since 1992, 1,000-2,500 employees

W

Wunderman

Digital/Interactive Agency; Consumer Agency
New York, NY
Since 1958, 5,000-10,000 employees

X

XTIVIA

Systems Integrator
Colorado Springs, CO
Since 1992, 100-500 employees

Service Provider by Type

D Digital/Interactive Agency

| | |
|--------------------|---------------------|
| Acquity | nonlinear creations |
| Appnovation | NTT DATA |
| Axis41 | OHO Interactive |
| Blast Radius | Oshyn |
| Blend Interactive | POSSIBLE |
| Boston Interactive | R2integrated |
| Bridgeline Digital | Razorfish |
| Burns Marketing | ROI DNA |
| Clock Four | Rosetta |
| Digital Bungalow | Roundedcube |
| DigitasLBI | SapientNitro |
| ecentricarts | Siteworx |
| Falcon-Software | Tahzoo |
| HintTech | TandemSeven |
| ICF Interactive | Valtech |
| ISITE Design | Velir |
| MedTouch | VML |
| MRM//McCann | Wunderman |
| NavigationArts | |

SI Systems Integrator

| | |
|----------------------|---------------------|
| A Hundred Answers | nonlinear creations |
| Appnovation | NorthPoint Digital |
| Bit-Wizards | Oshyn |
| Blend Interactive | POSSIBLE |
| CITYTECH | Rivet Logic |
| DigitasLBI | Roundedcube |
| DPCI | Siteworx |
| Falcon-Software | Streebo |
| Hedgehog Development | Tahzoo |
| HintTech | TandemSeven |
| ICF Interactive | Velir |
| ISITE Design | XTIVIA |
| MedTouch | |

A Advertising Agency

Burns Marketing
SapientNitro
VML

MC Marketing Communications Agency

Axis41
Clock Four
R2integrated

Other (Titles provided by service providers)

| | |
|---|--|
| A Hundred Answers Customer Relationship Management Agency | OHO Interactive Design and Development Firm |
| Bit-Wizards Custom Software/Web Design | ROI DNA E-Commerce Optimization Agency |
| Bridgeline Digital Digital Engagement Solutions Developer | Rosetta Customer Engagement Agency |
| DPCI Application Development Shop | Streebo Enterprise Mobility Solutions Provider |
| Hedgehog Development Technology Consultancy | Verndale Experience Technology Company |
| NorthPoint Digital Digital Platform Strategy Through Implementation Organization | Wunderman Consumer Agency |
| NTT DATA IT Consultancy | |

Service Provider Headquarters by State/Province

British Columbia

Vancouver

Appnovation
Blast Radius

Victoria

Falcon-Software

California

Long Beach

Oshyn

San Francisco

Clock Four
HintTech
ROI DNA

Colorado

Colorado Springs

XTIVIA

Johnstown

Burns Marketing

District of Columbia

Washington, D.C.

Tahzoo

Florida

Fort Walton Beach

Bit-Wizards

Illinois

Chicago

Acquity Group
CITYTECH

Maryland

Baltimore

R2integrated

Massachusetts

Boston

Boston Interactive
DigitasLBI
SapientNitro
TandemSeven
Verndale

Burlington

Bridgeline Digital

Cambridge

MedTouch
OHO Interactive

Salem

Digital Bungalow

Somerville

Velir

Missouri

Kansas City

VML

St. Louis

Roundedcube

New Jersey

Princeton

Rosetta

New York

Holbrook

Hedgehog Development

New York

DPCI
MRM//McCann
NorthPoint Digital
Razorfish
Valtech
Wunderman

Ontario

Ottawa

A Hundred Answers
nonlinear creations

Toronto

ecentricarts

Oregon

Portland

ISITE Design

South Dakota

Sioux Falls

Blend Interactive

Texas

Houston

Streebo

Plano

NTT DATA

Utah

Salt Lake City

Axis41

Virginia

McLean

NavigationArts

Reston

Rivet Logic
Siteworx

Richmond

ICF Interactive

Washington

Seattle

POSSIBLE

Service Provider Offices by State/Province

Alberta

Calgary

nonlinear creations
SapientNitro

Arizona

Scottsdale

Acquity Group

British Columbia

Vancouver

Appnovation
Blast Radius
ROI DNA
Wunderman

Victoria

Falcon-Software

California

Brea

NTT DATA

Irvine

Acquity Group
Rivet Logic
Wunderman

Long Beach

Oshyn

Los Angeles

Acquity Group
NTT DATA
POSSIBLE
Rosetta
SapientNitro
Siteworx

Monterey Park

NTT DATA

Palo Alto

NTT DATA

San Diego

Axis41
Bridgeline Digital

San Francisco

Acquity Group
CITYTECH
Clock Four
DigitasLBI
HintTech
MRM//McCann
Razorfish
ROI DNA
Rosetta
SapientNitro
Streebo
Wunderman

San Luis Obispo

Bridgeline Digital
Rosetta

Santa Monica

NTT DATA

Colorado

Colorado Springs

XTIVIA

Denver

Bridgeline Digital
Burns Marketing
Siteworx
XTIVIA

Greenwood Village

NTT DATA

Johnstown

Burns Marketing

Louisville

Wunderman

District of Columbia

Washington, D.C.

Axis41
SapientNitro
Tahzoo
Wunderman

Florida

Fort Walton Beach

Bit-Wizards

Miami

SapientNitro
Wunderman

Miami Beach

SapientNitro

Orlando

NTT DATA

Tampa

Bridgeline Digital
Verndale

Georgia

Atlanta

Acquity Group
Appnovation
DigitasLBI
Razorfish
SapientNitro
Siteworx
VML
Wunderman

Norcross

Bridgeline Digital

Idaho

Boise

Acquity Group

Illinois

Chicago

Acquity Group
Blast Radius
Bridgeline Digital
CITYTECH
DigitasLBI
NTT DATA
Razorfish
Rivet Logic
Rosetta
SapientNitro
Siteworx
TandemSeven
Verndale
VML
Wunderman

Iowa

Cedar Rapids

MedTouch

Kansas

Overland Park

Acquity Group

Kentucky

Louisville

MedTouch

Massachusetts

Boston

Boston Interactive
DigitasLBI
ISITE Design
NavigationArts
NorthPoint Digital
NTT DATA
Rivet Logic
SapientNitro
TandemSeven
Verndale
VML
Wunderman

Burlington

Bridgeline Digital

Cambridge

MedTouch
OHO Interactive

Norwood

NTT DATA

Rockland

NTT DATA

Salem

Digital Bungalow

Somerville

Velir

Maine

Portland

NTT DATA

Maryland

Baltimore

R2integrated

Michigan

Detroit

DigitasLBI
MRM//McCann
SapientNitro
Wunderman

Kalamazoo

VML

Minnesota

Minneapolis

ICF Interactive
SapientNitro
Wunderman

Missouri

Kansas City

VML
Wunderman

St. Louis

Roundedcube
Wunderman

New Jersey

Edison

XTIVIA

Princeton

MRM//McCann
NTT DATA
Rosetta

Red Bank

Clock Four

Woodbridge

NTT DATA

New York

Hauppauge

NTT DATA

Holbrook

Hedgehog Development

New York

Acquity Group
Blast Radius
Bridgeline Digital
DigitasLBI
DPCI
HintTech
MRM//McCann
Navigation Arts
nonlinear creations
NorthPoint Digital
NTT DATA
POSSIBLE
Razorfish
Rivet Logic
Rosetta
SapientNitro
Siteworx
Streebo
TandemSeven
Valtech
VML
Wunderman
XTIVIA

Rochester

Siteworx

North Carolina

Cary

ICF Interactive
Siteworx

Charlotte

ICF Interactive
NTT DATA

Raleigh

Rivet Logic
Verndale

Nova Scotia

Halifax

NTT DATA

Ohio

Cincinnati

POSSIBLE

Cleveland

Rosetta

Columbus

CITYTECH
Tahzoo

Ontario

Markham

NTT DATA

Ottawa

A Hundred Answers
Acquity Group
nonlinear creations

Toronto

Acquity Group
Blast Radius
ecentricarts
Falcon-Software
MRM//McCann
nonlinear creations
NTT DATA
SapientNitro
Wunderman

Oregon

Portland

Blast Radius
ISITE Design
POSSIBLE
Razorfish
Wunderman

Pennsylvania

Bala Cynwyd

NTT Data

Philadelphia

NavigationArts
NorthPoint Digital

Quebec

Montreal

Appnovation

South Carolina

Columbia

Bridgeline Digital

South Dakota

Sioux Falls

Blend Interactive

Tennessee

Memphis

Bit-Wizards
Wunderman

Texas

Austin

Bit-Wizards
Razorfish
Wunderman
XTIVIA

Dallas

Acquity Group
Axis41
Falcon-Software
Valtech
Wunderman

Houston

MedTouch
Roundedcube
SapientNitro
Streebo
Verndale
Wunderman

Plano

Bridgeline Digital
NTT DATA

Utah

Salt Lake City

Axis41
MRM//McCann
Rivet Logic

Virginia

McLean

NavigationArts
NTT DATA

Reston

Rivet Logic
Siteworx

Richmond

ICF Interactive
Tahzoo

Tysons Corner

ICF Interactive

Washington

Seattle

Acquity Group
Axis41
Blast Radius
Falcon-Software
MedTouch
POSSIBLE
R2integrated
Razorfish
Tahzoo
VML
Wunderman

White Salmon

VML

Wisconsin

West Allis

NTT DATA

Service Provider WCM Vendor Partnerships

Acquia

Appnovation
Digital Bungalow
DigitasLBI
NavigationArts
NorthPoint Digital
OHO Interactive
POSSIBLE
VML

Adobe

A Hundred Answers
Acquity
Axis41
Blast Radius
CITYTECH
DigitasLBI
HintTech
ICF Interactive
ISITE Design
MRM//McCann
NavigationArts
nonlinear creations
NorthPoint Digital
NTT DATA
Oshyn
POSSIBLE
R2integrated
Razorfish
ROI DNA
Rosetta
SapientNitro
Siteworx
TandemSeven
Valtech
Velir
VML
Wunderman

Alfresco

Appnovation
Blast Radius
HintTech
Rivet Logic
Rosetta

Clickability

Axis41

CoreMedia

Rosetta

Crafter Software

Rivet Logic

DNN

Falcon-Software
R2integrated

Drupal

A Hundred Answers
Appnovation
Boston Interactive
Digital Bungalow
DigitasLBI
DPCI
ISITE Design
NavigationArts
NorthPoint Digital
OHO Interactive
Oshyn
POSSIBLE
R2integrated
ROI DNA
Verndale
VML

Ektron

Clock Four
Falcon-Software
ISITE Design
NorthPoint Digital
R2integrated
Verndale
VML

Elcom

Falcon-Software

EPIserver

Blend Interactive
DigitasLBI
Falcon-Software
Oshyn
POSSIBLE
Valtech
Verndale

eZ Publish

Blast Radius
Blend Interactive

Hippo

HintTech
NorthPoint Digital
Oshyn
Razorfish

HP Autonomy

A Hundred Answers
Clock Four
ICF Interactive
NorthPoint Digital
Razorfish
SapientNitro

iAPPS

Bridgeline Digital

IBM

Streebo
TandemSeven

Jahia

NavigationArts
Oshyn

Joomla!

ROI DNA

Kentico

Bit-Wizards
Boston Interactive
Burns Marketing
ecentricarts
Falcon-Software
Roundedcube
Verndale

Liferay

Clock Four
Razorfish
Rivet Logic
Rosetta
TandemSeven
XTIVIA

Microsoft SharePoint

Bit-Wizards
Blast Radius
Clock Four
DigitasLBI
DPCI
Falcon-Software
ICF Interactive
nonlinear creations
Rosetta
TandemSeven
Valtech
VML
Wunderman

Open CMS

NorthPoint Digital

Oracle

A Hundred Answers
Blast Radius
DigitasLBI
ICF Interactive
POSSIBLE
Razorfish
VML
Wunderman

Percussion

Boston Interactive

SDL

Clock Four
HintTech
SapientNitro
Siteworx
Tahzoo

Sitecore

A Hundred Answers
Acquity
Axis41
Blast Radius
Boston Interactive
DigitasLBI
Falcon-Software
Hedgehog Development
HintTech
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ISITE Design
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R2integrated
Razorfish
Rosetta
Roundedcube
SapientNitro
Siteworx
Valtech
Velir
Verndale
VML
Wunderman

Telerik Sitefinity

Falcon-Software
R2integrated
VML

Umbraco

ISITE Design
Roundedcube
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WordPress

A Hundred Answers
Boston Interactive
ecentricarts
NorthPoint Digital
ROI DNA

Section 3

Service Provider Identification and Assessment

23

The Shifting Service
Provider Landscape

27

Service Provider
Assessment Framework

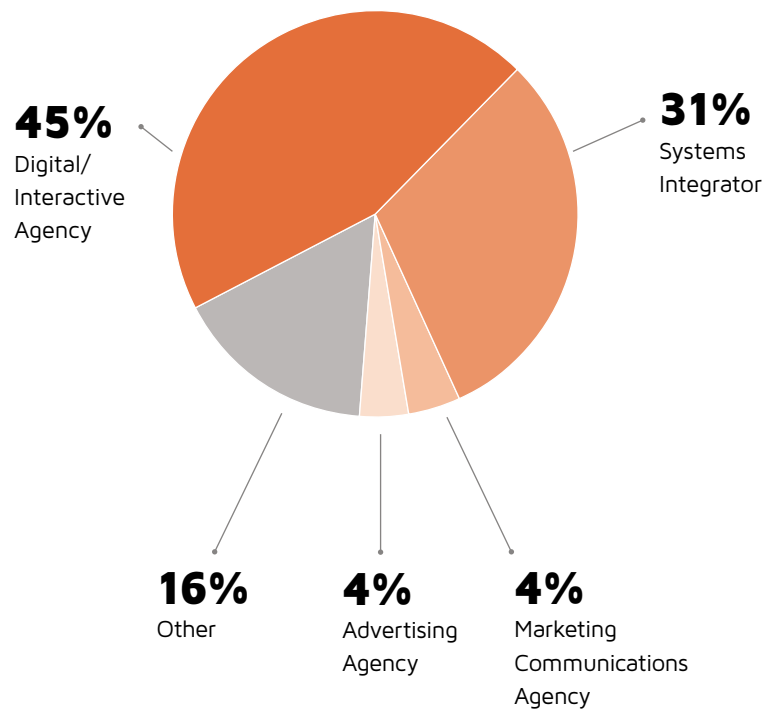
30

Service Providers by
the Numbers

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 North American service providers, we asked each firm to identify itself with up to two of the established company types: advertising agency, digital/interactive agency, marketing communications firm, and systems integrator (see Figure 1).

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. They are, however, quite useful for understanding a company's legacy and core competencies. As we discuss in more detail below, most service providers are currently undertaking significant transformations to better support customer experience initiatives. The continued use of the established designations allows them to leverage their established brand, reputation, and core strengths.



NOTE: Each company was allowed to self identify up to two service provider types, so total distribution exceeds 100%.

Figure 1.
Self-identified service provider types

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, or 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/interactive agency has established may determine the breadth of its expertise to a large extent. *Potential gaps:* Depth of capabilities may be less than those agencies with a narrower focus.

SI Systems Integrator

Systems integrators (SIs) 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, like installing or upgrading enterprise resource planning systems, may offer more customization for specific applications. *Potential gaps:* lack of creative capabilities.

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 infers, 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 multi-media channel commercials. *Potential gaps:* lack of technical competency and knowledge; ideation of complex creative concepts that are difficult to translate into digital medium.

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.

Service providers reposition for CEM

In their survey responses, service providers also had the option to select “Other” and provide their own description. Some responses included:

- Custom software/web design
- Digital engagement solutions developer
- IT consultancy, design, and development firm
- Digital-platform-strategy-through-implementation organization

“ Nearly every service provider we interviewed said it is adding staff (or entire new skill sets), acquiring other firms, forming new vendor partnerships, mastering new technologies, and otherwise transforming its business model and product offerings. ”

Although awkward, such mash-ups reflect the pervasive desire among firms to combine design, strategy, communications, technical expertise, and services. Nearly every service provider we interviewed said it is adding staff (or entire new skill sets), acquiring other firms, forming new vendor partnerships, mastering new technologies, and otherwise transforming its business model and product offerings. Several stated they are “fundamentally reinventing” the entire organization.

This widespread yearning for hybridity among service providers is not simply about becoming more horizontal, entering new markets, or expanding their 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 literally *built in*.) When companies today turn to service providers for assistance with customer experience management, they should seek to reconcile, rather than exacerbate, their internal divisions. Service providers understand this inescapable dynamic, which is why virtually all of them are undertaking these transformations. In other words, they are fundamentally reinventing their organizations *because CEM demands the fundamental reinvention of their clients’ organizations*.

“ Service providers are fundamentally reinventing their organizations because CEM demands the fundamental reinvention of their clients’ organizations. ”

Organizations that are unified and collaborative are inherently better equipped to create and deliver cohesive experiences. For the service providers, this is regularly reflected in their hiring and promotion practices. Most of the firms in this report told us they now actively seek to hire applicants with broad, hybrid skill sets: designers who understand the limits of the technology platforms and don't create unrealistic design concepts; developers who think about customers, not code; marketers and IT staff who can seamlessly collaborate on Agile-based projects with overlapping creative and development cycles. Both service providers and their clients are increasingly hunting for people to fill the position of "marketing technologist," which is not one job description, but potentially any number of combinations of marketing and technology skills.¹⁴

Service providers seem to be in a race to become end-to-end solution providers, but 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. You 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 your success, but also committed to playing nicely with the others – and perhaps sacrificing their own interests for your greater good. Look for Butch and Sundance, not Shaquille and Kobe.

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

White labeling

A white-label product or service is produced by one company but branded, marketed, and sold by another without the buyers' knowledge of the origin. For example, virtually all hotel online booking systems are white-label applications that carry the hotel's branding. Strictly speaking, the producer "white labels" the product or service, whereas the marketer "private labels" it. However, the practice as a whole is commonly referred to as white labeling.

In the case of service providers, white labeling could be something as simple as augmenting their development team with offshore programmers. Or it could mean that a service provider subcontracts with another service provider to deliver core project components for which it has no in-house talent. There is nothing inherently wrong with these practices – in fact, they can help ensure that a client receives the best services or deliverables at the lowest cost. However, white labeling specifically denotes a lack of transparency in the process. In other words, **white labeling is subcontracting or partnering without the client's knowledge.**

Client companies should expect and insist upon complete transparency from service providers about the source of the resources – whether personnel or software components – that contribute to any project. Subcontracting practices should be clearly discussed and understood during the evaluation process and confirmed by conversations with the service provider's previous customers.

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 (whether that partner was 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



capabilities required from the service provider. The capabilities may be technical (“Should have experience integrating XYZ with SharePoint”), skill-oriented (“Must be adept at 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 reference calls 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?

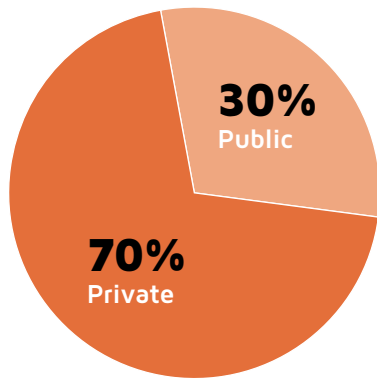
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- Does it have the ability to lead a project or program at our organization, given its process, communication, and change-control approaches?
 - Can it co-pilot the project through the organizational changes necessary to gain buy-in and meet stakeholder 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, identify comprehensible implications in advance, and provide 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 sub-contracted? If so, do we agree and understand why? Has the service provider explained how the sub-contractors 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.

Service Providers by the Numbers

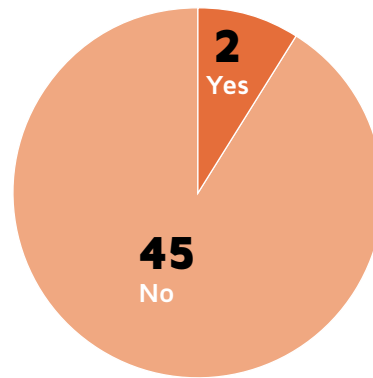
The following charts and graphs provide a summary of some of the key findings collected during the research conducted for this guide.

Private vs. Public Companies

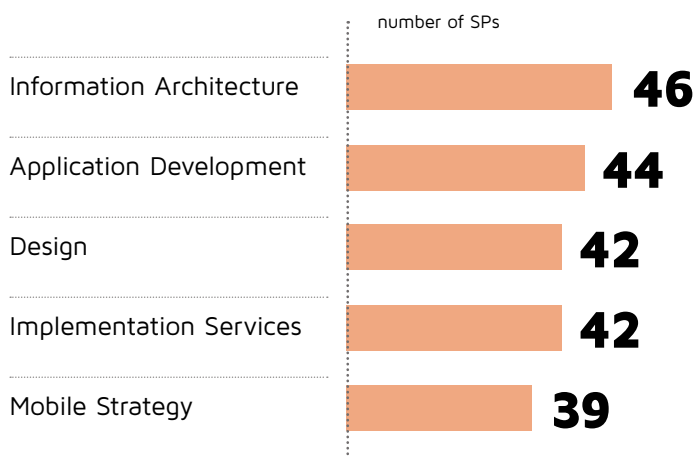


Disadvantaged Business Designation

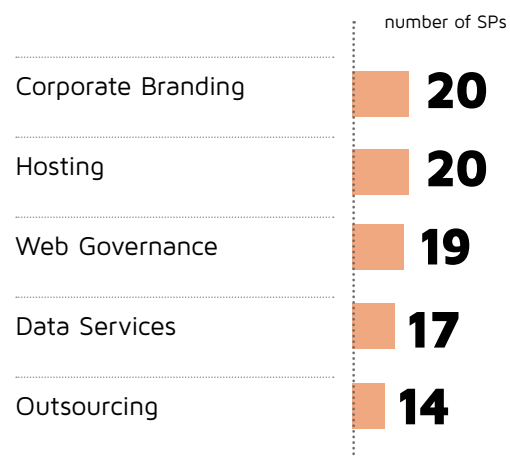
number of SPs



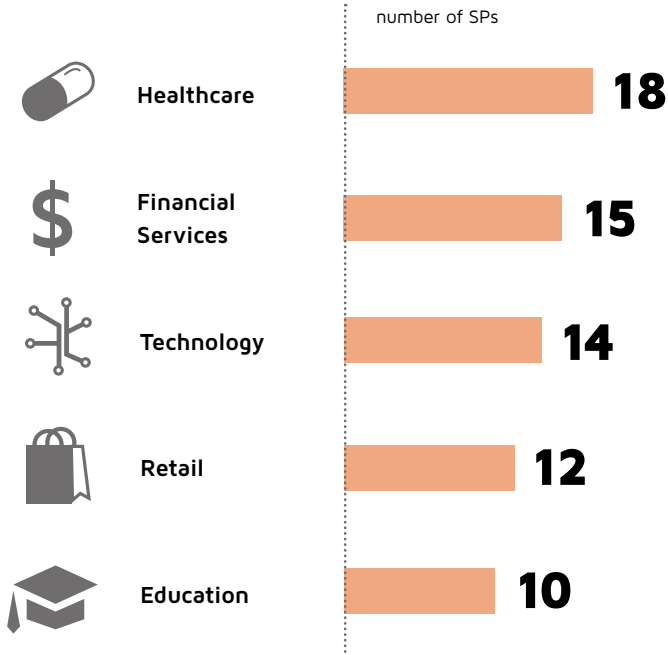
Top 5 Most Popular Areas of Expertise



Top 5 Rarest Areas of Expertise

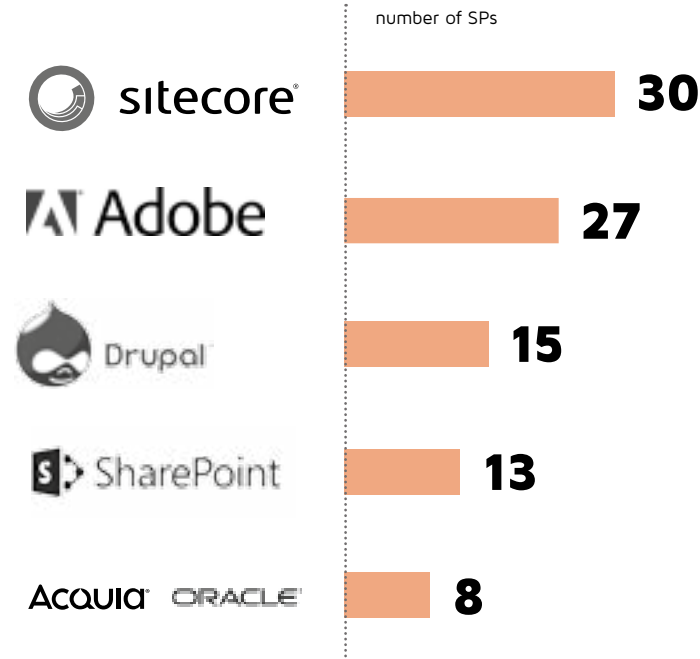


Top 5 Identified Industry Verticals

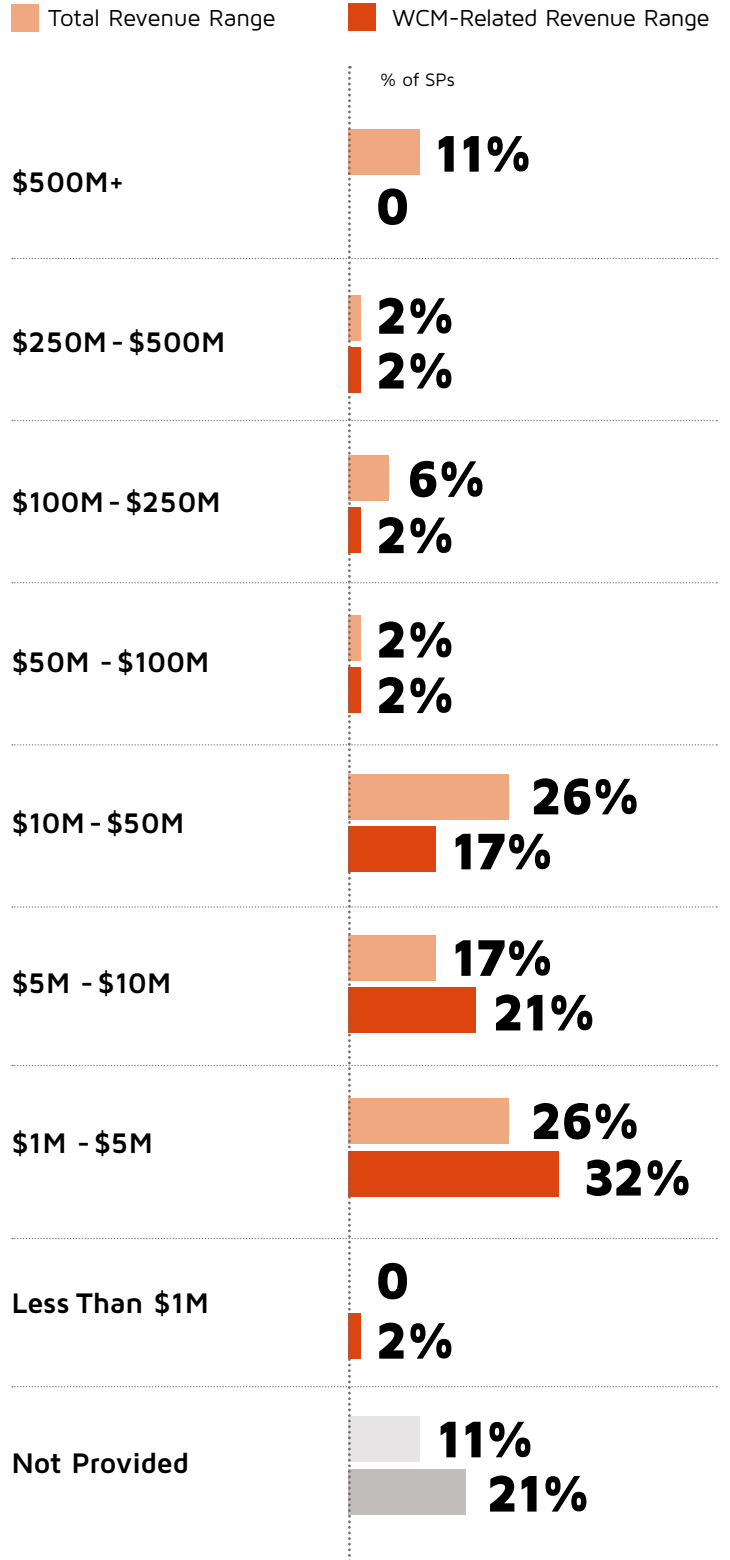


NOTE: Each service provider was allowed to select up to three primary industry verticals.

Top 5 Identified WCM Vendor Partnerships



Total Revenue Range



Section 4

Service Provider Profiles

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Service Provider Profiles

A Hundred Answers

SI Systems Integrator

Other:
Customer Relationship Management Agency

www.ahundredanswers.com

Company Status

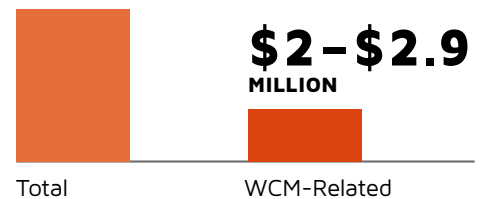
Private

Year Founded

2009

Revenue Range in USD 2013

\$7.5 – \$10
MILLION



Disadvantaged Business Designation

Yes

Full-Time Employees in 2013

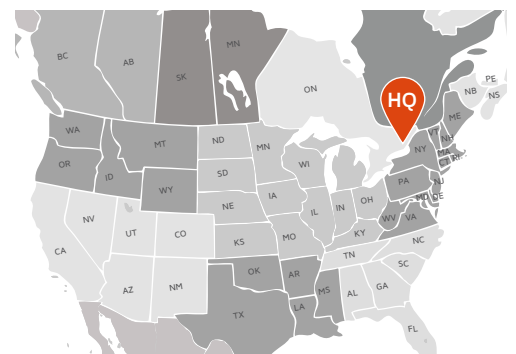
65

North American Offices

Ottawa, ON

Coverage Areas

North America



Headquarters

340 March Rd.
Ste. 200
Ottawa, ON, Canada
K2K 2E4
613.271.3700
[map](#)

A Hundred Answers

Top 3 Verticals



Government



Healthcare



Insurance

Areas of Expertise

Analytics

Application Development

Business Strategy
Consulting

Content Strategy

Data Services

Enterprise Search

Implementation Services

Information Architecture

Program Management

Quality Assurance

Social

Taxonomy

Web Governance

Vendor-Agnostic WCM

Consulting

Active WCM Partners



Other CEM Partnerships

DAM

HP Autonomy MediaBin

SEARCH

Autonomy IDOL

CRM

Dun & Bradstreet Customer360
Microsoft Dynamics

Value Proposition

A Hundred Answers provides WCM implementation services for large projects at a midmarket price point. The company's philosophy is "to make technology easy" and make the marketing vision happen. When necessary, A Hundred Answers partners with digital agencies to combine their offerings with creative and marketing services to deliver a comprehensive solution to its clients.

The company takes a client-focused approach and customizes its solutions to meet the specific business needs and challenges of its clients.

Client POV

"The working relationship was excellent. In terms of day-to-day operations they were responsive. They were really good at prioritizing and jumping around to meet our needs."

Overview

A Hundred Answers is a business technology consultancy offering strategic consulting, web-enabled service improvement and service transformation, information management, and customer relationship management.

A Hundred Answers focuses and has knowledge of the government, healthcare, financial services, and insurance sectors. The company has clients in Canada and the U.S., including: the Department of National Defence of Canada, Human Resources and Social Development Canada, the Government of British Columbia, Empire Life, and Paychex. Based in Ottawa, the company was founded in 2009 and currently employs 48 people.

Web content management services

A Hundred Answers provides WCM implementation services for:

Adobe

Oracle

Drupal

Sitecore

HP Autonomy

WordPress

WCM vendor-agnostic services

A Hundred Answers provides consulting services around web strategy, WCM vendor selection, information architecture, content governance, and roadmap planning. The company also provides system integration services, including integration with organizational ERP, CRM, and ECM systems. Some of the factors taken into consideration during a WCM selection process are:

- Business requirements
- Costs
- Organization capability
- Technical/infrastructure requirements

A Hundred Answers

Project approach

A Hundred Answers uses its own methodology for the Agile development of WCM-related projects. The company includes ongoing quality assurance as part of each project iteration.

A Hundred Answers provides training to all staff on relevant WCM products and maintains a software library, local development environment, and collaboration tools (such as Bitbucket, JIRA, and Confluence) to capture project-related information. The company uses Microsoft SharePoint for its additional documentation. The team also shares knowledge through lunch-and-learns and a company-wide learning day.

All employees have a personal development plan that highlights training requirements (such as Java, .NET, or specific WCM technologies such as HP Autonomy, Sitecore, or Drupal). A blend of vendor, web-based, and on-the-job training opportunities are identified to proactively meet these training and certification goals.

Pricing model

A Hundred Answers uses a daily-rate pricing structure for most client engagements, with some projects priced on a fixed-fee basis.

Value proposition

A Hundred Answers provides WCM implementation services for large projects at a midmarket price point. The company's philosophy is "to make technology easy" and make the marketing vision happen. When necessary, A Hundred Answers partners with digital agencies to combine its offerings with creative and marketing services to deliver a comprehensive solution to its clients.

The company takes a client-focused approach and customizes its solutions to meet the specific business needs and challenges of its clients.

Our POV

A Hundred Answers is a Canadian firm with a wide breadth of technical capabilities. When teamed with one of its digital/interactive agency partners, it can provide a well-rounded solution for its midmarket clients.

Acquity Group

D Digital/Interactive Agency

www.acquitygroup.com

Company Status

Public

Acquired by Accenture Interactive in May 2013

Year Founded

2001

Revenue Range in USD 2013

No financial information provided

Disadvantaged Business Designation

No

Coverage Areas

North America

Other world regions via Accenture Interactive

Total WCM-Related



North American Offices

Chicago, IL

Atlanta, GA

Boise, ID

Dallas, TX

Irvine, CA

Los Angeles, CA

New York, NY

Ottawa, ON

Overland Park, KS

Philadelphia, PA

San Francisco, CA

Scottsdale, AZ

Seattle, WA

Toronto, ON



Headquarters

500 West Madison St.
Ste. 2200
Chicago, IL 60661
312.427.2470
[map](#)

Acquity Group

Top 3 Verticals



Financial Services



Retail



Technology

Areas of Expertise

Analytics

Business Strategy Consulting

Content Strategy

Corporate Branding

Design

Digital Marketing

E-Commerce

Hosting

Implementation Services

Information Architecture

Infrastructure Services

Mobile Strategy

Outsourcing

Program Management

Quality Assurance

Social

User Research

Vendor-Agnostic WCM Consulting

Active WCM Partners



Other CEM Partnerships

E-COMMERCE

Demandware

hybris

Client POV

“We brought on Acquity specifically because of their strategy and execution, with mobile and Adobe CQ. They’ve done a great job of getting in the middle and driving the mobile strategy discussion within our company.”

Value Proposition

Acquity Group combines expertise in strategy, technology, and creativity, and typically works with global, multinational, and multibrand organizations.

At the core of Acquity Group’s services are strategic insight and customer focus. It recognizes that the client’s needs should be met at both the technological and operational levels. The company starts every client engagement with an evaluation of the organizational readiness for the selected technology.

Acquity Group has expertise in the financial services industry, consumer-packaged goods, and business-to-business.

Overview

Founded in 2001, Acquity Group is a digital/interactive agency that provides strategic consulting, digital marketing, design, and technology services.

Web content management services

Acquity Group provides web content management (WCM) implementation services and is a Business Plus Partner with Adobe, as well as a recognized Sitecore Partner.

WCM vendor-agnostic services

Acquity Group provides vendor-agnostic WCM services such as digital strategy, roadmap planning, vendor-selection guidance, customer segmentation, and readiness assessment.

Project approach

Acquity Group's project delivery methodology is built upon industry best practices and standards set by the Project Management Institute. To complete a project, the team actively manages various aspects of the project, including time, cost, scope, quality, risks, and communications throughout each phase. In addition, Acquity Group employs the following standard project control mechanisms:

- Change request process
- Issue tracking and resolution
- Project planning and scheduling
- Risk mitigation planning
- Weekly status reporting and budget review

Acquity Group encourages the training and development of its staff through the following activities:

- Continued education funded by the company
- In-house knowledge sharing
- Lunch-and-learns
- Self-lead guidance
- User groups

Acquity Group

Post-delivery, the team conducts a meeting to review the success criteria of the project, as outlined below:

Does the project meet business objectives?

Acquity Group's metrics typically focus on traffic, conversion, sales, and margin.

Does the project meet quality objectives?

Is the system implemented available and reliable? Does it deliver quality experience? The team reviews objectives on system availability, reduction in support calls/tickets, and production defects.

Was the project delivery process transparent and well communicated?

Was the communication about challenges with scope and timeline effective?

Can this project be used as a reference or case study?

In the end, the client has the final say on whether the experience and the solution that was implemented were successful.

Is the client operationally ready to support the new solution?

Was the knowledge transfer for the client's staff, training, and new procedures rolled out well in advance of the project's completion?

Pricing model

Acquity Group prices most projects on a fixed-fee basis.

Acquity Group

Value proposition

Acquity Group combines expertise in strategy, technology, and creativity, and typically works with global, multinational, and multibrand organizations.

At the core of Acquity Group's services are strategic insight and customer focus. It recognizes that the client's needs should be met at both the technological and operational levels. The company starts every client engagement with an evaluation of the organizational readiness for the selected technology.

Acquity Group has expertise in the financial services industry, consumer-packaged goods, and business-to-business.

Our POV

Acquity Group understands the complexity of customer experience management. Its approach looks at the big picture and ensures that clients are prepared on all fronts – technology, processes, infrastructure, and team resources – before implementing the solution.

Appnovation

D Digital/Interactive Agency

SI Systems Integrator

www.appnovation.com

Company Status

Private

Year Founded

2007

Revenue Range in USD 2013

\$7.5 - \$10
MILLION

\$5 - \$7.49
MILLION

Total

WCM-Related

Disadvantaged Business Designation

No

Full-Time Employees in 2013

144

North American Offices

Vancouver, BC

Atlanta, GA

Montreal, QC

Coverage Areas

North America

South America

EMEA

APAC



Headquarters

#300 - 152 West Hastings
Vancouver, BC, Canada V6B 1G8
604.568.0313
[map](#)

Appnovation

Top 3 Verticals



Government



Life Sciences and
Healthcare



Publishing and Media

Areas of Expertise

Application Development

E-Commerce

Outsourcing

Business Strategy

Enterprise Search

Quality Assurance

Consulting

Implementation Services

Social

Data Services

Information Architecture

Taxonomy

Design

Mobile Strategy

User Research

Active WCM Partners

ACQUIA®



Other CEM Partnerships

DAM

Alfresco

SEARCH

Acquia Search

Apache Solr

OTHER

Mobile Application Framework:

Sencha, SproutCore

HTML5 Development: Google App

Engine, Google Chrome Store,

Google Maps

Enterprise Service Bus: MuleSoft

Value Proposition

Appnovation is an open source solution provider that provides enterprise-level solutions with the open source stack. Key areas of focus are content management, document management, big data, and mobile applications development.

Appnovation covers a range of open source solutions for various enterprise needs.

The company believes that customer focus has shifted and expectations toward simple, usable, and personalized interfaces are higher than before. Appnovation develops HTML5 mobile applications that run on Apple, BlackBerry, Android, and Windows Mobile devices, using findings from this work to feed other Appnovation development.

Appnovation has a presence in Canada, the U.S., and Europe.

Client POV

“Out engagement with Appnovation was a good balance between being rigid and proper, but also being flexible, agile, and able to change on the fly. They hit all their deadlines and communicated pretty well; overall it was a very good experience.”

Overview

Appnovation is an open source systems integrator based in Vancouver, BC, with additional offices in Atlanta and London. Founded in 2007, it provides Drupal and Alfresco web content management (WCM) implementation services, web and mobile applications development, and related consulting services. Appnovation uses SproutCore open source framework for mobile applications and Apache Hadoop framework for its projects dealing with big data.

Working with companies across verticals, the top three industries that the company works with are government, healthcare, and publishing. Appnovation's client base includes Intel, Sisters of Mercy Health System, Elle Décor/Hearst Corp, Pfizer, and the World Trade Organization.

Currently, Appnovation has 144 full-time employees.

WCM content management services

Appnovation is a Drupal Service Provider, and achieved Enterprise Select Level partnership in February 2012, and is an Alfresco Platinum Partner.

In 2011, Appnovation launched Canopy, its own software product used to integrate Drupal and Alfresco content management systems. Canopy has recently been extended to include MuleSoft and is fully endorsed by Acquia and Alfresco. Canopy is priced on a case-by-case basis.

Project approach

Depending on client needs, Appnovation uses either an Agile or Waterfall project delivery methodology. Post-delivery, Appnovation ensures that professional support services are in place either through a WCM partner or through the agency itself, acting as an intermediary between the client and the chosen WCM partner.

Once the project is complete, the team holds retrospective meetings for knowledge retention purposes. Appnovation encourages its developers to blog and participate in domain-specific conferences and developer meetups.

Pricing model

Pricing model reflects the chosen project delivery approach. Agile projects are typically priced on a time-and-materials basis, and Waterfall projects are priced as fixed-fee contracts.

Appnovation

Value proposition

Appnovation is an open source solution provider that provides enterprise-level solutions within the open source stack. Key areas of focus are content management, document management, big data, and mobile applications development. The company covers a range of open source solutions for various enterprise needs.

Appnovation doesn't work on projects that require proprietary systems or integrations.

The company believes that customer focus has shifted and expectations toward simple, usable, and personalized interfaces are higher than before. Appnovation develops HTML5 mobile applications that run on Apple, BlackBerry, Android, and Windows Mobile devices, using findings from this work to feed other Appnovation development.

Appnovation has a presence in Canada, the U.S., and Europe.

Our POV

A dedicated and highly skilled open source systems integrator, Appnovation has core content management and mobile application capabilities, and it understands the importance of delivering these via an exceptional user interface.

Axis41

D Digital/Interactive Agency

M Marketing Communications Agency

www.axis41.com

Company Status

Private

Disadvantaged Business Designation

No

North American Offices

Salt Lake City, UT

Dallas, TX*

San Diego, CA*

Washington, D.C.*

*satellite office

Year Founded

2001

Full-Time Employees in 2013

101

Coverage Areas

North America

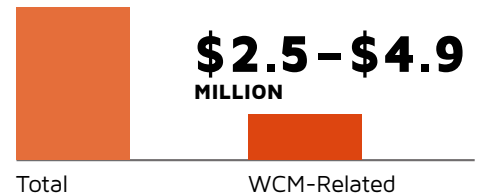
South America

EMEA

APAC

Revenue Range in USD 2013

\$10-\$49
MILLION



axis41®

Headquarters

175 West 200 South
Ste. 4001
Salt Lake City, UT 84101
801.303.6300
[map](#)



Top 3 Verticals



Healthcare



High-Tech Products



Technology

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Content Strategy

Corporate Branding

Design

Digital Marketing

E-Commerce

Enterprise Search

Hosting

Implementation Services

Information Architecture

Infrastructure Services

Mobile Strategy

Outsourcing

Program Management

Quality Assurance

Social

Taxonomy

User Research

Vendor-Agnostic WCM Consulting

Active WCM Partners



Other CEM Partnerships

ANALYTICS

Adobe Analytics

MARKETING AUTOMATION

Eloqua

ExactTarget

Silverpop

DAM

Adobe Experience Manager

SEARCH

Adobe Search&Promote

PERSONALIZATION

Adobe Target

Value Proposition

While some other WCM service providers only focus on specific challenges such as technical implementation or brand identity, Axis41 offers full end-to-end development and marketing services. The company believes that web projects no longer follow a linear process, with design being the first step and technical development the second; instead, an integrated process is needed, where design influences technical development throughout the project lifecycle. After the initial implementation is complete, Axis41 continues to work closely with its clients to help them use their WCM platforms.

Client POV

“They’re really an extension of our team. They are dedicated to our accounts. They know our site better than we do and helped us create a better experience overall.”

Overview

Axis41 is a digital marketing agency with expertise in brand design and web technology, providing web content management (WCM) implementation services for Adobe CQ, Clickability, Drupal, Sitecore, Ektron, and WordPress. Founded in 2001, Axis41 is based in Salt Lake City, UT, and employs over 100 staff members.

Axis41 works with clients across various industries, with the top three being healthcare, high-tech products, and technology. The company works with global clients such as Adobe, Ciena, Amdocs, Arrow S3, and H.B. Fuller.

Web content management services

Axis41 has been working with Day Software since before the software company's acquisition by Adobe in 2010. In 2012, Axis41 became an official Adobe CQ and SiteCatalyst implementation and training partner. The company was featured at the 2012 Adobe Summit as an Adobe CQ Web Development Agency and was an Official Gold Sponsor of the 2013 Adobe Summit. Axis41 has more than 20 completed Adobe CQ5 implementations.

Axis41 also has experience and expertise in WordPress, Drupal, Clickability Dynamic Site Platform, and Sitecore implementations.

WCM vendor-agnostic services

Axis41 provides WCM vendor-agnostic consulting services to help clients gather requirements and select the WCM platform. Some factors considered during WCM selection projects are:

- Budget
- Current systems and data migration
- E-commerce functionality requirements
- Hosting preferences
- Industry-specific needs
- Multilanguage and multicountry site requirements
- Number of users and user roles
- Ongoing support needs
- SaaS vs. standalone
- System security
- System upgrades
- Third-party integration needs

Project approach

Axis41 uses an Agile project delivery approach. Projects are divided into several sprint activities that focus on specific areas of the overall project. This allows the client to review and approve the WCM functionality throughout the process. Axis41 uses a test-driven development process to mitigate regression issues. Functional testing is performed on all elements of the WCM system. The WCM implementation team typically includes an account manager, a technical project manager, a senior architect, web developers, software developers, and a quality assurance manager.

Team leaders at Axis41 receive formal training and certification from WCM vendors. Axis41 ensures that there are between two to four development leads certified on each WCM partner platform that the company works with. WCM teams have continuous communications with vendors' engineering teams, participate in beta programs, and are aware of upcoming WCM platform updates and upgrades.

As part of their support and maintenance engagement, Axis41 offers ongoing WCM maintenance and support, software development, integration with third-party platforms, campaign management, content creation and strategy, and design services.

Pricing model

For most WCM implementation, development, and maintenance work, Axis41 uses an ongoing monthly-fee model based on hourly time-and-materials estimates. For some projects and services (such as the design for a specific project), the company uses a fixed-bid model.

Value proposition

While some other WCM service providers only focus on specific challenges such as technical implementation or brand identity, Axis41 offers full end-to-end development and marketing services.

The company believes that web projects no longer follow a linear process, with design being the first step and technical development the second; instead, an integrated process is needed, where design influences technical development throughout the project lifecycle.

After the initial implementation is complete, Axis41 continues to work closely with its clients to help them use their WCM platforms.



Axis41

Our POV

Axis41's evolution into a full-service agency that understands the complexity of a customer experience management solution has been purposeful and focused. It builds strategic partnerships with its clients to deliver long-term technical and creative expertise, leadership, and support.

Bit-Wizards

SI Systems Integrator

Other:
Custom Software/Web Design

www.bitwizards.com

Company Status

Private

Year Founded

1998

Revenue Range in USD 2013

\$4.2
MILLION



Total

\$2.2
MILLION



WCM-Related

Disadvantaged Business Designation

No

Full-Time Employees in 2013

46

North American Offices

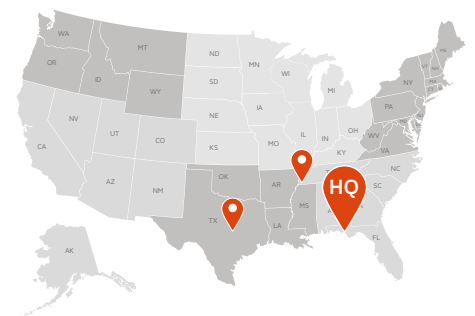
Fort Walton Beach, FL

Austin, TX

Memphis, TN

Coverage Areas

North America



BIT-WIZARDS

Headquarters

189 Eglin Pkwy. NE
Ste. 201
Fort Walton Beach, FL 32548
800.651.4948
[map](#)

Bit-Wizards

Top 3 Verticals



Pharmaceuticals



Professional Services



Retail

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Strategy Consulting

Corporate Branding

Data Services

Design

E-Commerce

Enterprise Search

Hosting

Implementation Services

Information Architecture

Infrastructure Services

Mobile Strategy

Program Management

Social

Taxonomy

Vendor-Agnostic WCM Consulting

Web Governance

Active WCM Partners



Other CEM Partnerships

ANALYTICS

ClickDimensions

MARKETING AUTOMATION

Kentico EMS

DAM

Microsoft Windows Azure CDN

PERSONALIZATION

Kentico EMS

CRM

Microsoft Dynamics

OTHER

Infrastructure: Microsoft Azure

Client POV

“We looked for a partner who had the necessary skill set to be able to understand complex integrations, as well as the ability to build trust – Bit-Wizards delivered.”

Value Proposition

Bit-Wizards recommends going against traditional “push” online-marketing methods and advises customers to adopt “pull” strategies centered on customer experience management (CEM) and customer engagement.

Bit-Wizards encourages its clients to take a proactive, anticipatory approach to their online strategy and create compelling reasons (such as highly relevant, personalized web content) for consumers to want to visit and engage with their websites. The company focuses on business outcomes and encourages conversations with marketing, sales, and operations departments, in addition to IT.

Overview

Founded in 1998, Bit-Wizards is a software development and systems integration company based in Fort Walton Beach, FL. The agency offers the Kentico content management system (CMS), Microsoft SharePoint implementation services, custom software development, and IT consulting.

The top three industries Bit-Wizards works with are pharmaceuticals, professional services, and retail.

Bit-Wizards' client base includes companies such as Studer Group, DiscoverRx, Florida's Great Northwest, Hunt Engineering, and Mapex MyDentistry.

The company employs 46 staff members. All developers are trained and certified to the level required for their role within their first year in the company.

Bit-Wizards won a total of six American Ad Federation Awards (Addys) in 2013, including a best-in-show.

Web content management services

Bit-Wizards formerly worked with Ektron, but in 2004 switched over to working exclusively with Kentico CMS for public-facing websites, as well as Microsoft SharePoint for intranet projects.

Bit-Wizards is a Kentico Gold Certified Partner, with 15 certified Kentico developers on staff and more than 36 completed Kentico implementations. It is also a Microsoft Gold Certified Partner and offers Microsoft SharePoint implementation services.

Bit-Wizards collaborated with Kentico to cloud-enable Kentico websites on Windows Azure. Bit-Wizards migrated the first six Kentico websites to Azure and established best practices for running Kentico websites on the Windows Azure platform. In 2011, Bit-Wizards released a Windows Phone app called the Kentico Mobile Manager, which allows Kentico site administrators to perform basic site functions via a Windows phone.

Bit-Wizards

Project approach

Bit-Wizards follows an Agile project methodology. A typical project consists of the following elements:

- Analysis of pre-engagement needs
- Iterative creative process
- Iterative development process
- Iterative testing and integration process
- Customer-acceptance testing
- Deployment
- Follow-up post-project review
- Maintenance and support

For consistency and quality purposes, the company uses the Microsoft Team Foundation Services source-control system, following strict naming conventions and coding standards. The team has a standard code base for code reuse. Bit-Wizards holds project reviews with the customer one, three, six, nine, and 12 months after the project is launched.

Bit-Wizards employees are required to obtain certifications relevant to their role within the first year of employment, as well as attend industry events and conferences, blog, and be active in Bit-Wizards' social media presence.

Bit-Wizards prefers end-to-end engagements; if full involvement in the creative process is not possible, the company introduces selected digital creative agencies that Bit-Wizards partners works with to clients.

The company also encourages clients to consider responsive design and cloud services.

Pricing model

Bit-Wizards charges its clients on an hourly basis. The company does not engage in fixed-priced contracts.



Bit-Wizards

Value proposition

Bit-Wizards recommends going against traditional “push” online-marketing methods and advises customers to adopt “pull” strategies centered on customer experience management (CEM) and customer engagement.

Bit-Wizards encourages its clients to take a proactive, anticipatory approach to their online strategy and create compelling reasons (such as highly relevant, personalized web content) for consumers to want to visit and engage with their websites. The company focuses on business outcomes and encourages conversations with marketing, sales, and operations departments, in addition to IT.

Our POV

Bit-Wizards could rest on its laurels as a strong regional player that combines technical expertise and creative services. But the company is attentive to emerging trends and pushes clients to keep up with consumer demands.

Blast Radius

D Digital/Interactive Agency

www.blastradius.com

Company Status

Public

Year Founded

1997

Revenue Range in USD 2013

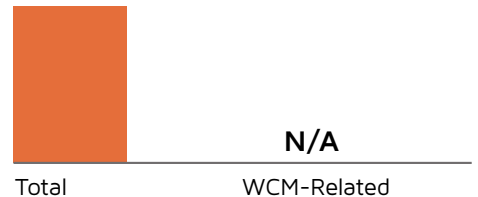
\$50 – \$99
MILLION

Disadvantaged Business Designation

No

Full-Time Employees in 2013

350



North American Offices

Vancouver, BC

Chicago, IL

New York, NY

Portland, OR

Seattle, WA

Toronto, ON

Coverage Areas

North America

EMEA APAC

BLAST RADIUS

Headquarters

1146 Homer St.
Vancouver, BC V6B 2X6
604.647.6500 [map](#)

Blast Radius

Top 3 Verticals



Automotive



Consumer-Packaged Goods



Food and Beverage

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Strategy Consulting

Content Strategy

Design

Digital Marketing

E-Commerce

Enterprise Search

Implementation Services

Information Architecture

Mobile Strategy

Program Management

Quality Assurance

Social

Vendor-Agnostic WCM Consulting

Active WCM Partners



Other CEM Partnerships

ANALYTICS

Adobe Analytics

Value Proposition

Blast Radius provides solutions to its clients that range from a WCM product selection to hosting, maintenance, and operational support.

Blast Radius delivers consulting through its own model, called Networked Brand. The concept is built on the notion that the brand is more than a product; it can be interactions with the community, product reviews, a comment on Facebook, a cultural reference, or something shared with friends. Blast Radius brings these touch points together through four service areas: brand planning, brand experience, brand management, and brand intelligence.

Client POV

“Blast Radius met our desire to have an agency that can provide strategic advice and that has international scope.”

Overview

Blast Radius is a full-service global digital/interactive agency that provides brand management, marketing campaigns, mobile development, web content management (WCM) implementation services, CRM, search, analytics, and content creation.

Founded in 1997, Blast Radius was acquired by WPP, a media conglomerate and advertising company, in 2007. As a result, Blast Radius became part of the Wunderman network, a division of WPP.

Blast Radius has offices in Amsterdam, Hamburg, London, New York, Paris, Portland, Seattle, Toronto, Vancouver, and Shanghai. It employs more than 350 staff members.

The top three industries Blast Radius works with are automotive, consumer-packaged goods, and food and beverage. Among the company's clients are brands such as NIVEA, Michelin, Microsoft, Standard Pacific Homes, and Ritchie Bros. Auctioneers.

Web content management services

Blast Radius is a Sitecore Certified Solution Partner.

The company also provides implementation services for Adobe CQ, Alfresco, Oracle ATG (an e-commerce solution), Microsoft SharePoint, eZ Publish, and Liferay.

WCM vendor-agnostic services

Blast Radius provides consulting services to assist with WCM selections. Some of the factors that influence the decision include:

- Business requirements
- Cost
- Existing infrastructure personnel skills
- Product feature set
- Team skill sets and existing client relationships with vendors
- WCM partner support

Blast Radius

Project approach

Every digital engagement at Blast Radius includes discovery, planning, design, build, and delivery phases. Project deliverables, as well as the roles and responsibilities of the team members, are assigned for each phase.

The company stores reusable code libraries, knowledge, and expertise in an internal wiki. Knowledge sharing is encouraged through biweekly team sessions, ad hoc workshops, lunch-and-learns, and project reviews.

Team members attend formal training on WCM platforms, participate in webinars and road-mapping presentations, and are encouraged to follow vendors' announcements, blogs, and other social media resources.

Blast Radius offers a contractual warranty period that includes monitoring and maintenance of the solution, as well as project-specific documentation and training at the final phases of the project.

Pricing model

Blast Radius works on a fixed-fee basis, with change requests charged separately.

Value proposition

Blast Radius provides solutions to its clients that range from a WCM product selection to hosting, maintenance, and operational support.

Blast Radius delivers consulting through its own model called Networked Brand. The concept is built on the notion that the brand is more than a product; it can be interactions with the community, product reviews, a comment on Facebook, a cultural reference, or something shared with friends. Blast Radius brings these touch points together through four service areas: brand planning, brand experience, brand management, and brand intelligence.

Our POV

Blast Radius has a keen awareness of the role that brand plays in customer engagement, and its "Networked Brand" approach offers a strong strategic fit with the evolving requirements for CEM.

Blend Interactive

D Digital/Interactive Agency

SI Systems Integrator

www.blendinteractive.com

Company Status

Private

Disadvantaged Business Designation

No

North American Offices

Sioux Falls, SD

Year Founded

2005

Full-Time Employees in 2013

19

Coverage Areas

North America

Revenue Range in USD 2013

\$2 – \$2.49
MILLION



Total



WCM-Related



blend interactive 

Headquarters

231 S. Phillips Ave.
Ste. 200
Sioux Falls, SD 57104
605.334.7077
[map](#)

Blend Interactive

Top 3 Verticals



Education



Nonprofit



Publishing and Media

Areas of Expertise

Application Development

Content Strategy

Design

Enterprise Search

Implementation Services

Information Architecture

Vendor-Agnostic WCM Consulting

Active WCM Partners

EPiSERVER



Client POV

“They’re our trusted partners. We have faith in the integrity of their work. We’ve pushed them to their capacity, but we’ve worked together to manage their workload.”

Value Proposition

Blend Interactive specializes in content management and undertakes large content management system (CMS) implementations that involve large amounts of data and complexity.

Blend Interactive doesn’t supplement its services with related offerings in the areas of e-commerce or digital marketing, instead focusing on content

management. Blend Interactive runs two blogs, Gadgetopia and Eating Elephant, and its leaders speak at industry conferences such as Gilbane and J.Boye. Blend Interactive also hosts the Now What? Conference in Sioux Falls, which attracts web and marketing professionals and covers subjects such as web project management, web governance, and content strategy.

Overview

Blend Interactive is a web design, web development, and online marketing company with a focus on content management and large-scale CMS implementations. Blend Interactive was founded in 2005 and is located in Sioux Falls, SD. It employs 19 full-time staff members.

The company works across various industries, the top two of which are education and publishing/media. Among its client base are companies such as The First Church of Christ, Scientist, The College of Nurses of Ontario, Project Management Institute, Imation, and Federated Media Publishing.

Blend Interactive runs two blogs, Gadgetopia and Eating Elephant, which cover subjects such as programming, web design, usability, industry conferences, public speaking, and other web-related subjects.

Web content management services

Blend Interactive provides CMS implementations using eZ Publish, EPiServer, and WordPress.

In the past, Blend Interactive also offered Ektron implementations.

WCM vendor-agnostic services

Blend Interactive provides vendor-agnostic consulting services for WCM selection projects.

Factors that influence the solution selected are:

- Type of project and functional needs
- Skill sets and capabilities of the client
- Technical restrictions (such as .NET or Linux)
- Licensing budget

Project approach

At the beginning of a project, Blend Interactive offers a content strategy exercise called Audiences and Outcomes. In this phase, the company identifies the audience members that will consume the website content, their needs, and the organization's goals. The following stages are information architecture and wireframing, design, and actual implementation, which is iterative.

Blend Interactive

Development work is divided into milestones. Once a particular milestone is reached, development work is moved to an integration server, where it is tested. The first milestone is usually a “bootstrapping” milestone, where the system is set up so that the client can get familiar with it and start content migration.

Blend Interactive believes strongly in knowledge sharing. To promote this philosophy it archives and shares code, as well as gives developers time to discuss and review projects. The company has shared libraries for EPiServer, eZ Publish, and WordPress, the three main platforms Blend Interactive works with. There is an internal blog of developers’ short articles and code samples. Additionally, the agency has implemented Atlassian Crucible for peer code reviews and will be integrating it into internal processes in 2013.

The company’s employees undergo annual CMS-related training and development. Blend Interactive also has a tuition reimbursement program, and all employees are encouraged to attend an off-site industry conference every year.

Pricing model

Blend Interactive works on either an hourly or fixed-fee basis.

Value proposition

Blend Interactive specializes in content management and undertakes large CMS implementations that involve large amounts of data and complexity.

Blend Interactive doesn’t supplement its services with related offerings in the areas of e-commerce or digital marketing, instead focusing on content management. The company runs two blogs, Gadgetopia and Eating Elephant, and its leaders speak at industry conferences such as Gilbane and J.Boye. Blend Interactive also hosts the Now What? Conference in Sioux Falls, which attracts web and marketing professionals and covers subjects such as web project management, web governance, and content strategy.

Our POV

Deane Barker is an extraordinary thought leader in all aspects of content management. The compact team at Blend Interactive seeks out and thrives on the hardest technical and integration challenges.

Boston Interactive

D Digital/Interactive Agency

www.bostoninteractive.com

Company Status

Private

Year Founded

1999

Revenue Range in USD 2013

\$5 – \$7.49
MILLION



Disadvantaged Business Designation

No

Full-Time Employees in 2013

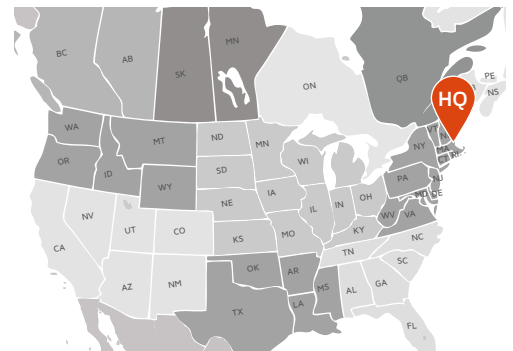
35

North American Offices

Boston, MA

Coverage Areas

North America



Headquarters

Schrafft's Center
529 Main St.
Ste. 210
Charlestown, MA 02129
617.214.7977
[map](#)

Boston Interactive

Top 3 Verticals



Higher Education



Professional Services



Technology

Areas of Expertise

Content Strategy

Corporate Branding

Digital Strategy

Mobile Strategy

Usability Testing

User Experience

User Research

Vendor-Agnostic WCM Consulting

Visual Design

Web Development

Active WCM Partners



Drupal



sitecore®



Kentica



WORDPRESS



Other CEM Partnerships

ANALYTICS

Google Analytics

CRM

Salesforce.com

OTHER

SMI Eye Tracking

Value Proposition

Boston Interactive owns an eye-tracking lab. The hard data from eye-tracking tests helps the company analyze and visualize user interaction at the early stages of the project and cuts time required for testing.

The agency encourages mobile and responsive design and purchases many new devices such as the iPad, Kindle, and Android, using them to show project work to clients.

Boston Interactive values web experience management and plans for personalization early on in the project.

Client POV

“I literally tell people, ‘If you don’t work with these guys, you are insane!’”

Boston Interactive



Overview

Boston Interactive is a digital/interactive marketing agency based in Boston. The company offers strategic consulting, brand identity, web design, email marketing, web and mobile application development, and content management services.

Boston Interactive's clients range from mid-sized organizations to Fortune 500 corporations, including Genzyme, Delta Dental, FirstMerit Bank, Charles River Laboratories, and Ceridian. Boston Interactive works across numerous industries, the top three being professional services, technology, and higher education.

Founded in 1999, Boston Interactive currently employs 35 staff members.

Web content management services

Boston Interactive works with a number of CMS platforms:

Drupal

Sitecore

Kentico

WordPress

Percussion

Boston Interactive is a Kentico Gold Partner, with more than 15 completed Kentico implementations and a Kentico-certified developer on the team. Some case studies are available on Boston Interactive's website.

The agency is a Percussion Software Partner, with more than five completed Percussion implementations. Case studies involve clients such as Axceler, Ceridian, and FirstMerit.

Boston Interactive is a Sitecore Certified Solution Partner, with more than 25 completed Sitecore implementations for clients such as Genzyme, Earth Fare, and Stratus Technologies.

Lastly, the company is an Acquia Partner. A case study is available on Acquia's website for the Drupal implementation of the Lux Research public and secure member websites.

Boston Interactive

WCM vendor-agnostic services

Boston Interactive offers consulting services that include web content management (WCM) selection, content governance, roadmap planning, and vendor negotiations. When advising on WCM selection, the agency considers such factors as scalability, integration with other systems, cost, ease of use, technology, and implementation timescales.

Project approach

A project starts with the discovery and requirements-gathering phases, based on which specification document is produced. Individual requirements are broken down into tasks, prioritized, and organized into delivery cycles. Each task is defined in terms of design, user requirements, technical requirements, and testing. Tasks may be added or modified to reflect any new requirements or information discovered later.

Boston Interactive involves all teams throughout the project's lifecycle to share their expertise and bring to the surface any information that is specific to their roles.

Training at Boston Interactive takes place in a number of ways:

- Regular formal training on specific WCM platforms
- Vendor- or platform-specific events and workshops
- Internal sharing of new techniques through lunch-and-learns, wikis, and shared code libraries
- Mentoring and partnering of junior developers with senior members of staff

After the project is delivered, Boston Interactive continually reassesses the project success against the business goals and against any forthcoming WCM system features. The company communicates potentially valuable new technologies to clients as they become available.

Pricing model

Most projects are priced on a fixed-fee basis. Projects that don't have a clearly defined scope are either priced on an hourly basis or broken into separate fixed-price discovery and execution phases.

Value proposition

Boston Interactive owns an eye-tracking lab. The hard data from eye-tracking tests helps the company analyze and visualize user interaction at the early stages of the project and cuts time required for testing.



Boston Interactive

The agency encourages mobile and responsive design and purchases many new devices such as the iPad, Kindle, and Android, using them to show project work to clients.

Boston Interactive values web experience management and plans for personalization early on in the project.

Our POV

Boston Interactive says it increasingly interacts with IT rather than marketers, which it (rightly) sees as a sign that clients are beginning to understand the strategic value of digital engagement and the need to deal with the aftermath of marketing's recent ad hoc technology buys. That's what we call the interface of a system of records and systems of engagement, and Boston Interactive is well positioned to support it.

Bridgeline Digital

D Digital/Interactive Agency

Other:
Digital Engagement Solutions Developer

www.bridgeline.com

Company Status

Public

Year Founded

2000

Revenue Range in USD 2013

\$10 – \$49
MILLION



Disadvantaged Business Designation

No

Full-Time Employees in 2013

200



North American Offices

Burlington, MA

Chicago, IL

Columbia, MD

Denver, CO

New York, NY

Norcross, GA

Plano, TX

San Diego and
San Luis Obispo,
CA

Tampa, FL

BRIDGELINE
digital

Headquarters

80 Blanchard Rd.
Burlington, MA 01803
781.376.5555
[map](#)

Coverage Areas

North America

EMEA

Bridgeline Digital

Top 3 Verticals



E-Commerce



Financial Services



Healthcare

Areas of Expertise

Analytics

Application Development

Content Strategy

Design

Digital Marketing

E-Commerce

Enterprise Search

Hosting

Implementation Services

Information Architecture

Infrastructure Services

Program Management

User Research

Active WCM Partners



Client POV

“Consultants should be giving you what you need as opposed to what you asked for. The most valuable question in web design is, ‘Wait, why are you doing that?’ That takes confidence and experience; Bridgeline has both.”

Value Proposition

At the start of every client engagement, Bridgeline Digital identifies which business problems it needs to solve, which internal processes could be improved, as well as what the success and the results will look like.

Bridgeline’s main product offering is the iAPPS platform, which consists of four fully integrated products and covers content management, e-commerce, email marketing, and analytics. Enterprise search is integrated across the platform. Bridgeline provides professional services for its products, as well as post-launch support and training.

Other CEM Partnerships

ANALYTICS

Google Analytics
iAPPS Analyzer

CRM

Microsoft Dynamics
Salesforce.com

E-COMMERCE

CyberSource
iAPPS Commerce
PCI Compliance

MARKETING AUTOMATION

HubSpot
iAPPS Digital Marketing Suite
Marketo

PERSONALIZATION

iAPPS Analyzer

SEARCH

Google Search
Perceptive Software

SOCIAL

BazaarVoice
iAPPS Social

OTHER

DNS: Dyn, Inc
Enterprise Resource Management:
BlueCherry, Epicor, Microsoft
Dynamics, SAP, UPS Global
Warehouse System
Translation: Clay Tablet
Video: Brightcove

Bridgeline Digital uses established internal processes and its proprietary delivery methodology, 6dm. All project stages are thoroughly documented, and the company pulls specialists in and out of projects as required.

Bridgeline’s services teams are experts at implementing iAPPS solutions, deploying hundreds of iAPPS sites per year.

And because they work side by side with Bridgeline’s marketers, it has developed a platform specifically geared toward real-world marketing requirements.

With 10 offices across the U.S. and one in India, Bridgeline Digital’s goal is to have a fully staffed professional-services office within a two-hour commute from any major city in the U.S.

Bridgeline has expertise in at least eight industry verticals and knowledge of various content management system (CMS) platforms.

Overview

Bridgeline Digital is a digital/interactive technology company providing web content management (WCM), web analytics, e-commerce, email marketing, social, and enterprise search capabilities through its own digital engagement management platform, iAPPS, and other related digital solutions.

The company was founded in 2000 and is headquartered in Burlington, MA. It employs 200 staff members across offices in Atlanta, Baltimore, Chicago, Dallas, Denver, New York, San Diego, San Luis Obispo, and Tampa, as well as in Bangalore, India.

Bridgeline Digital has customers that range from mid-sized organizations to divisions within Fortune 1000 companies, including: L’Oreal, Miami Children’s Health System, National Notary Association, Qualcomm, and The UPS Stores.

Bridgeline Digital provides services in selected verticals, including financial services, healthcare, associations, retail, and manufacturing.

Project approach

Bridgeline Digital follows its proprietary delivery methodology, 6dm, which provides guidance for defining and meeting necessary requirements and milestones – from the initial meeting with a customer to delivery and launch, as well as beyond.

The six stages of 6dm are:

1. Engage



Assess customer needs and ensure they match well with Bridgeline Digital’s abilities.

2. Discover



- Identify and define requirements with key corporate stakeholders.
- Complete a mood board exercise to understand the brand and visual objectives.
- Complete qualitative and quantitative research, including user interviews, surveys, focus groups, and competitive analysis.
- Define a comprehensive search engine optimization (SEO) strategy.
- Create wireframes.
- Develop a creative strategy.
- Document and review functional and technical requirements.

Bridgeline Digital

3. Design



- Create multiple initial design directions with independent designers.
- Iterate through design concepts until the new site vision is realized.
- Develop a content strategy.
- Parallel to visual design, the technical team creates architectural documents and detailed technical specifications.

4. Develop



- Develop industry-standard responsive XHTML templates.
- Integrate core CMS functionality.
- Develop custom functionality.
- Perform developer-level testing.
- Conduct recurring functional reviews.
- Administer customer training.

5. Deploy



- Conduct quality assurance.
- Perform load and performance testing.
- Migrate or enter content.
- Conduct acceptance testing.
- Finalize deployment.

6. Optimize



- Fine-tune SEO.
- Track success metrics.
- Review site analytics.
- Recommend enhancements.

Bridgeline Digital

Bridgeline team members are trained and certified in core processes and deliverables. Technical leads and project managers are required to pass a certification exam within the first six months of employment.

To support ongoing training and development of its staff, Bridgeline Digital provides communication and knowledge-sharing opportunities such as:

- **Lessons learned**

Key lessons are captured at the completion of a project and communicated through the company.

- **Formal knowledge sharing**

Key projects are presented internally to the whole company so that employees can share experiences and communicate the evolution of internal practices.

- **Discussion boards**

Bridgeline hosts an internal, client-facing online discussion board to share technical and support information. The board includes an opportunity to share code segments among developers, partners, and customers.

- **Training**

Bridgeline reserves at least one week a year for every individual to attend training, which ranges from the formal classroom style to an industry conference. Bridgeline also offers tuition reimbursement for individuals pursuing a degree in a related field.

Bridgeline has a dedicated iAPPS success group, which works exclusively with customers post-launch. This team offers the following services:

- A/B Testing
- Campaign optimization
- Content development
- Content editing
- Content strategy
- Display advertising
- E-commerce optimization
- Email marketing

Bridgeline Digital

- Landing-page optimization
- Link building
- Multivariate testing
- Pay-per-click (PPC) advertising
- SEO
- Social media strategy
- User analysis
- Web funnel analysis and optimization

Pricing model

Bridgeline offers three pricing models on professional services: fixed fee, time and materials, or retainer.

Bridgeline's iAPPS suite is available on either a software-as-a-service (SaaS) or perpetual-license basis.

Value proposition

At the start of every client engagement, Bridgeline Digital identifies which business problems it needs to solve, which internal processes could be improved, and what the success and the results will look like.

Bridgeline's main product offering is the iAPPS platform, which consists of five fully integrated products and covers CMS, e-commerce, email marketing, analytics, and social. Enterprise search is integrated across the platform.

Bridgeline provides professional services for its products, as well as post-launch support and training.

Bridgeline Digital uses established internal processes and its proprietary delivery methodology, 6dm. All project stages are thoroughly documented, and the company pulls specialists in and out of projects as required.

Bridgeline's services teams are experts implementing iAPPS solutions, deploying hundreds of iAPPS sites per year. And because they work side by side with Bridgeline's marketers, they have developed a platform specifically geared toward real-world marketing problems.



Bridgeline Digital

With 10 offices across the U.S. and one in India, Bridgeline Digital's goal is to have a fully staffed professional-services office within a two-hour commute from any major city in the U.S.

Bridgeline has expertise in at least eight industry verticals and knowledge of various CMS platforms.

Our POV

Bridgeline Digital not only understands CEM, but is also positioned to implement a CEM strategy and roadmap for its clients. Whether it is via the agency's own iAPPS solution or another technology, it understands that CEM involves first understanding where a client is — from a customer experience maturity standpoint — and then building a roadmap that will move them toward full CEM.

Burns Marketing

A Advertising Agency

D Digital/Interactive Agency

www.burnsmarketing.com

Company Status

Private

Year Founded

1972

Revenue Range in USD 2013

\$4.9
MILLION



Total

\$750,000



WCM-Related

Disadvantaged Business Designation

No

Full-Time Employees in 2013

42

North American Offices

Johnstown, CO

Denver, CO

Coverage Areas

North America

EMEA



Headquarters

4848 Thompson Pkwy
Fl. 4
Johnstown, CO 80534
970.203.9656
[map](#)

Burns Marketing

Top 3 Verticals



Nonprofit



Technology



Transportation and Logistics

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Strategy Consulting

Content Strategy

Corporate Branding

Design

Digital Marketing

Hosting

Implementation Services

Information Architecture

Mobile Strategy

Program Management

Social

User Research

Active WCM Partners



Other CEM Partnerships

MARKETING AUTOMATION

Eloqua

HubSpot

Marketo

Salesforce.com

Unbounce

Value Proposition

Burns Marketing offers its services horizontally across a variety of industries. It has completed recent projects in the high-tech, life science, transportation, and nonprofit verticals.

If it isn't possible for Burns Marketing to work on a project from start to finish, the company's services can be commissioned within a more narrow and specific area of expertise.

The philosophy of the company is to allocate sufficient time and resources to the planning and discovery stages of the project. Burns acknowledges that this

makes the process somewhat lengthy in comparison with competitors' approach, but feels that its methodology is well defined and increases the overall quality of the delivered service.

Burns Marketing mainly uses a Waterfall project management model but also supports Scrum (an Agile methodology). The project lifecycle starts with establishing alignment with the customer; then goes on to research into the industry space, detailed project planning and team collaboration; and finishes with a post-development review of web analytics and other measurables.

Client POV

"I recommend them all the time. You can ask complex questions and they almost always know the answer. If not, they aren't afraid to say, 'I'll check on that.' And that is also a great quality."

Overview

Burns Marketing is a full-service marketing agency with offices in Denver and Johnstown, CO. In 2014, the company opened its first international office in London. The company was founded in 1972. In 2011, Burns Marketing established a digital marketing division and started to offer search engine optimization, digital display design and management, and pay-per-click and ad-retargeting services. In 2012, the firm acquired Ripcord, another Denver-based marketing agency, bringing the number of its full-time staff to 42.

Burns Marketing's client base includes Daimler Trucks North America, SolidFire, Scrum Alliance, Communications, and LifeSize.

Web content management services

The company became a Kentico Gold Partner in 2011 and has two Kentico-certified developers on staff. As of 2013, Burns Marketing team has completed more than 20 Kentico implementations.

Types of Kentico development:

- Traditional content management
- Community
- Intranet portal development
- Integrations with back-end applications and systems
- Kentico Enterprise Marketing Solution (EMS) implementations, including marketing automation, landing pages, lead generation, and personalization

Other supported products

Burns Marketing implements and works with digital marketing tools such as Marketo, Eloqua, HubSpot, Salesforce.com, and Unbounce.

Project approach

Burns Marketing mainly uses a Waterfall project management model but also supports Scrum (an Agile methodology). The project lifecycle starts with establishing alignment with the customer; then goes on to research into the industry space, detailed project planning and team collaboration; and finishes with a post-development review of web analytics and other measurables.

The technical team responsible for implementations holds weekly meetings to discuss industry trends and department or specific project happenings in a safe space, without clients or account executives.

Burns Marketing

Each implementation includes project-specific, visual step-by-step documentation explaining the functions and features integrated into the system. These training materials focus on the features that the client will use on a day-to-day basis.

This material, as well as assistance with the initial content entry, is delivered with a one- to two-day training program. Two months post-launch, Burns Marketing conducts a follow-up meeting to review the client's original objective and scope, as well as to evaluate what further enhancements need to be made and what new initiatives could be considered.

Pricing model

A typical project uses a fixed-fee bid based on a defined scope of work and a specific number of revision cycles. This fixed fee is based upon an hourly-rate schedule, with gradation by discipline.

Value proposition

Burns Marketing offers its services horizontally across a variety of industries. It has completed recent projects in the high-tech, life science, transportation, and nonprofit verticals.

If it isn't possible for Burns Marketing to work on a project from start to finish, the company's services can be commissioned within a more narrow and specific area of expertise.

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Our POV

Burns Marketing is a well-established marketing communications agency that has recently expanded into broader digital services. Its thoroughness in the discovery phase can be particularly useful for companies looking to modernize their web strategy.

CITYTECH

SI Systems Integrator

www.citytechinc.com

Company Status

Public

Year Founded

2003

Revenue Range in USD 2013

No financial information provided

Disadvantaged Business Designation

No

Full-Time Employees in 2013

130

Total

WCM-Related



North American Offices

Chicago, IL

Columbus, OH

San Francisco, CA

Coverage Areas

North America

APAC



Headquarters

211 W Upper Wacker Dr. #1300

Chicago, IL 60606

312.673.6433

[map](#)

CITYTECH

Top 3 Verticals



Manufacturing



Media



Retail

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Content Strategy

E-Commerce

Hosting

Implementation Services

Information Architecture

Infrastructure Services

Mobile Strategy

Program Management

Quality Assurance

Web Governance

Active WCM Partners



Other CEM Partnerships

CLOUD COMPUTING

Amazon Web Services

E-COMMERCE

hybris

IBM WebSphere Commerce

Value Proposition

CITYTECH believes that the growing complexity of web CMS implementations creates a demand for expertise in enterprise architecture and technical execution. In particular, the merging of previous distinct content and transactional systems requires specialized knowledge and back-end integration skills. CITYTECH possesses these skills given its strong enterprise application implementation experience.

With the complexity of web CMS implementations and the lack of understanding of the technical challenges by many firms, CITYTECH was prompted to pair its deep technical skills with new digital strategy and web CMS subject matter expertise. The aim is to help customers leverage their web CMS to the maximum benefit today and into the future by accurately scoping and planning for technical issues and maintenance overheads in a complex web CMS implementation.

Client POV

“CITYTECH is one of the best systems integrators I’ve worked with. They know every detail of the Adobe platform, their knowledge transfer during the project was outstanding, and I really enjoyed the fact that our project manager was also the technical lead, which meant they were extremely responsive.”

Overview

CITYTECH, Inc. was founded in 2003 and offers enterprise application development; web content management and web experience management implementations; mobile applications; digital strategy and consulting; cloud enablement; and managed services. CITYTECH's core services are centered on Adobe Experience Manager (AEM) implementations.

The top three industries CITYTECH works with are manufacturing, retail, and media.

The company, with a current staff of 130, is based in Chicago, with additional offices in Columbus, OH; San Francisco; Sydney, Australia; and Bangalore, India.

Web content management services

CITYTECH has been an Adobe/Day Partner since 2006 and has completed more than 130 implementations for more than 50 unique organizations with the Adobe Experience Manager solution. The company takes on implementation projects with requirements such as personalization, regionalization, multilingual support, mobile, e-commerce integration, and public cloud-based managed hosting.

In March 2014 CITYTECH was acquired by ICF International and is being merged into their ICF Interactive commercial division.

CITYTECH is an Adobe Business Plus Partner and works with other Adobe Marketing Cloud products including Analytics, Target, and Campaign. The company also works with Adobe Publishing Suite, and PhoneGap for mobile app development.

Other supported products

CITYTECH also supports Amazon Web Services cloud computing, as well as e-commerce solutions from Hybris and IBM WebSphere.

Project approach

CITYTECH is a technology service provider with expertise in Adobe implementations and enterprise architecture. The company often works on an implementation project alongside a digital/interactive agency that is responsible for creative input. If a customer doesn't have a digital/interactive agency in mind for their project, CITYTECH will recommend four to five creative agencies which it partners with on a regular basis.

CITYTECH adopts an Agile project management methodology.

The company provides an internal training program for new hires to help them learn the WCM platform technologies and also an annual stipend for each employee, used to keep their skills up to date. The company uses an enterprise wiki for knowledge sharing.

CITYTECH

Pricing model

Eighty-five percent of projects are priced on time-and-materials basis, with strict control over scope. Fifteen percent of projects are fixed-fee contracts.

Value proposition

CITYTECH believes that the growing complexity of web CMS implementations creates a demand for expertise in enterprise architecture and technical execution. In particular, the merging of previous distinct content and transactional systems requires specialized knowledge and back-end integration skills. CITYTECH possesses these skills given its strong enterprise application implementation experience.

With the complexity of web CMS implementations and the lack of understanding of the technical challenges by many firms, CITYTECH was prompted to pair its deep technical skills with new digital strategy and web CMS subject matter expertise. The aim is to help customers leverage their web CMS to the maximum benefit today and into the future by accurately scoping and planning for technical issues and maintenance overheads in a complex web CMS implementation.

Our POV

CITYTECH has built a well-deserved reputation for technical mastery of the Adobe AEM products. The growing popularity of Adobe's offerings, together with the increasing complexity and importance of a core content platform for CEM, ensure demand for these skills – and challenge CITYTECH to keep up with Adobe's expanding marketing-oriented solutions.

Clock Four

D Digital/Interactive Agency

M Marketing Communications Agency

www.clockfour.com

Current as of August 2013

Company Status

Private

Year Founded

2006

Revenue Range in USD 2013

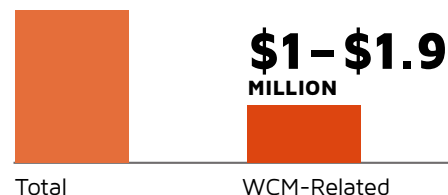
\$2.5 – \$4.9
MILLION

Disadvantaged Business Designation

No

Full-Time Employees in 2013

41



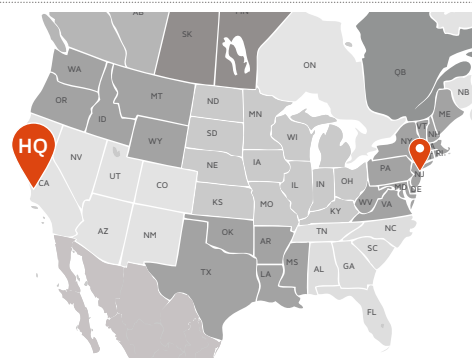
North American Offices

San Francisco, CA

Shrewsbury, NJ

Coverage Areas

North America



||| Clock Four

Headquarters

1160 Battery St.
Ste. 325
San Francisco, CA 94111
415.409.2400
[map](#)

Clock Four

Top 3 Verticals



Consumer-Packaged Goods



Financial Services



Technology

Active WCM Partners



ektron



Value Proposition

Clock Four provides highly innovative and effective user experiences leveraging user insights that align with business goals and content management system (CMS) platform capabilities. The company offers:

- Enterprise digital strategy (web, mobile applications, portals)
- User-centered design and user interface design
- Technology architecture and development (CMS, mobile, portal platforms, custom development)
- User insight and research (B2B technology, B2C financial services, B2B2C for the enterprise)

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Strategy Consulting

Content Strategy

Design

E-Commerce

Enterprise Search

Information Architecture

Mobile Strategy

Program Management

Quality Assurance

Social

Taxonomy

User Research

Vendor-Agnostic WCM Consulting

Web Governance

Other CEM Partnerships

OTHER

Mobile Mapping: SpatialPoint WebGIS

Client POV

“I thoroughly trust their opinion and the work that they’re doing for us.”

Overview

Clock Four is a boutique digital and marketing technology agency structured for large enterprise clients, which include Visa, U.S. Bank, ADP, Juniper Networks, SunGard, Atmel, and Bio-Rad.

Focused on creating enterprise websites, portals, mobile applications, and digital marketing campaigns, the agency specializes in user insights, business strategies, and technical and design execution.

Clock Four was founded in 2006 and currently employs 41 staff members.

Web content management services

Clock Four offers WCM implementation services using a number of platforms. The company:

Is a Certified Ektron Partner. Clock Four has three certified Ektron developers on staff and the experience of six completed implementations, including strategy, user interface design, and development.

Is an HP Autonomy TeamSite Partner, has three certified developers on staff, and the experience of nine completed implementations.

Has multiple Joomla! implementations and three trained developers on staff.

Is a Liferay Silver Service Partner and works with Liferay for portal implementations. Clock Four has three certified developers on staff and has completed two implementations.

Works with SDL and has the experience of one completed SDL project.

Is a Microsoft Certified Partner and works with Microsoft SharePoint for intranet projects. The agency has three certified SharePoint developers on staff and has completed two implementations.

Is building up its Sitecore practice.

Works with Wordpress (nine completed engagements).

Clock Four

WCM vendor-agnostic services

Clock Four offers vendor-agnostic consulting services to assist with the WCM selection process. The agency uses a five-step tool kit to help clients identify and prioritize their business and brand objectives.

Factors that Clock Four takes in to account during a WCM selection are:

- **Feature offerings**
How do the out-of-the-box features align with the requirements?
- **Customization**
Which features need to be customized?
- **Operational overhead**
What number and types of content contributors are required to run the system on a daily basis?
- **Support staffing**
What are the in-house skill sets? What additional skills are required to meet the requirements?
- **Cost**
What is the total cost of ownership?

Project approach

Clock Four follows a hybrid Waterfall and Agile project delivery methodology based on the client's needs and requirements:

Plan



- Approve statement of work
- Finalize client stakeholders
- Approve project plan
- Finalize Clock Four team

Discover



- Stakeholder meetings
- User research
- Quality assurance plan
- Business requirements
- Refined project plan and cost
- Initial high-level design concepts

Clock Four

Design



Wireframe production and approval
Page template visual design
Feature template visual design
Copy (if needed)

Develop



Finalize CMS platform selection
Approve technical requirements
Finalize technical architecture

Launch



Final quality assurance
Knowledge transfer
Go-live in production environment

Enhance



Feature enhancements
Metrics and measurement
Promotion and "Day 1" activities
Finalize roadmap

As part of the Discovery phase, Clock Four produces high-level design concepts, which give stakeholders insight into the project vision before the project starts.

Clock Four uses its own Five-Step Innovation Tool Kit methodology for project deployment, which consists of:

- Facilitated ideation
- Visualization
- Prototyping
- Validation
- Testing

Clock Four

In projects with strict time and budget limitations, Clock Four often proposes a phased approach, where Phase 1 meets the highest-priority requirements, and other deliverables and nice-to-haves are moved out to be future enhancements. Clock Four retains the vast majority of its clients beyond the initial Phase 1 WCM implementation and is committed to delivering ongoing added value.

Clock Four WCM developers stay trained and up to date with the WCM product of their choice, in accordance with the WCM vendor recommendations. Developers are encouraged to participate on the relevant message boards. Clock Four maintains a wiki for internal knowledge capture and transfer.

Pricing model

Clock Four uses a capped time-and-materials contract.

Value proposition

Clock Four provides highly innovative and effective user experiences, leveraging user insights that align with business goals and CMS platform capabilities. The company offers:

- Enterprise digital strategy (web, mobile applications, portals)
- User-centered design and user interface design
- Technology architecture and development (CMS, mobile, portal platforms, custom development)
- User insight and research (B2B technology, B2C financial services, and B2B2C for the enterprise)

Clock Four focuses on its clients' business requirements and their customers' needs rather than on any particular technology. The company pays particular attention to requirements gathering, project management, user experience, and broad cross-platform content management principles. Clock Four's experience with a wide range of WCM platforms - including Ektron, HP Autonomy TeamSite and WordPress - means that the company is able to cater to a broad spectrum of clients with various technology preferences and scalability needs.



Clock Four

Our POV

Clock Four isn't a new agency, but it has fashioned a profile, skill set, and track record that fits well with today's emerging requirements for customer experience management.

Digital Bungalow

D Digital/Interactive Agency

www.digitalbungalow.com

Company Status

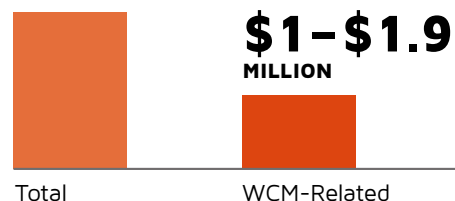
Private

Year Founded

1999

Revenue Range in USD 2013

\$2.5 – \$4.9
MILLION



Disadvantaged Business Designation

No

Full-Time Employees in 2013

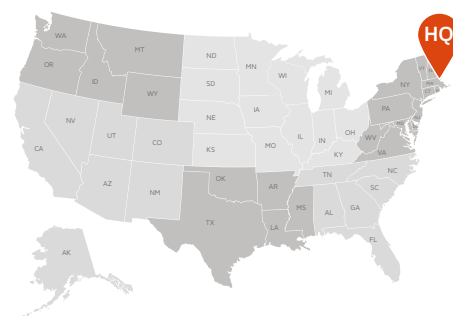
35

North American Offices

Salem, MA

Coverage Areas

North America



Headquarters

209 Essex St.
Ste. 201
Salem, MA 01970
978.565.0111
[map](#)

Digital Bungalow

Top 3 Verticals



Education



Financial Services



Healthcare

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Strategy Consulting

Corporate Branding

Design

Digital Marketing

E-Commerce

Enterprise Search

Information Architecture

Infrastructure Services

Program Management

Quality Assurance

Social

User Research

Active WCM Partners

ACQUID[®]



Drupal

Other CEM Partnerships

ANALYTICS

Adobe Analytics

Google Universal Analytics

E-COMMERCE

Commerce Guys

Drupal Commerce

MARKETING AUTOMATION

Silverpop

PERSONALIZATION

Adobe Target

Drupal Web Experience Management

CRM

Salesforce.com

Client POV

“We’ve been a customer for 13 years. Digital Bungalow understands our business and keeps delivering what we want. I definitely would recommend them.”

Value Proposition

Digital Bungalow offers five practice areas to its clients: marketing, strategy, creative, development, and analytics. With this approach, the company aims to achieve the business, marketing, and technology goals of a project for its clients.

Every project Digital Bungalow completes uses open source software, delivers user-specific website experiences to drive higher user engagement and conversion rates, and promotes web experience management concepts to its clients. It also targets building responsive websites that can be accessed through many devices.

Overview

Digital Bungalow is a full-service digital/interactive agency that was founded in 1999 and is headquartered in Salem, MA. The company offers responsive web and user experience design, Drupal development and customization, website support and maintenance, and a wide variety of digital marketing programs.

The top three industries that Digital Bungalow works with are education, healthcare, and financial services. Its client base includes regional and national organizations such as 1(800)GOT-JUNK, Dow Jones, Hologic, Humana, National Amusements, the NCAA, Penn State, and Rockport Shoes.

Digital Bungalow employs 35 staff members.

Web content management services

In 2010, Digital Bungalow switched from a custom .NET web content management system (CMS) platform to a primary focus on Drupal. The company became an Enterprise Select Partner of Acquia in 2012.

In 2013, Digital Bungalow won 18 creative and technology awards, including Acquia's Drupal Site of the Year Awards for both Best Web Experience & Overall Best In Show. Its Drupal Case Studies include clients such as Hologic, Humana, National Amusements, the NCAA, and Savannah College of Art & Design.

Other supported products

Digital Bungalow has experience and expertise with the following solutions:

- **Analytics**
 - Adobe Analytics
 - Google Universal Analytics
- **Marketing automation**
 - Silverpop
- **Personalization**
 - Adobe Target
- **CRM**
 - Salesforce.com
- **E-commerce**
 - Drupal Commerce

Digital Bungalow

Project approach

Digital Bungalow follows a structured project delivery process that is delivered in stages, which are defined below:



Digital Bungalow provides internal training to its staff through formal education programs and informal meetings. The company is an Acquia Training Partner and uses Acquia's training curriculum to deliver Drupal training to its staff and clients.

Pricing model

Digital Bungalow works on a fixed-fee and ongoing retainer basis.

Value proposition

Digital Bungalow offers four skill sets to its clients: marketing strategy, creative, development, and analytics. With this approach, the company aims to engage both creative and technical development sides of a project for its clients.

Every project Digital Bungalow completes uses open source software, delivers user-specific website experiences to drive higher user engagement and conversion rates, and promotes web experience management concepts to its clients. It also targets building responsive websites that can be accessed through many devices.



Digital Bungalow

Our POV

Digital Bungalow is a smaller firm, but it has a wide breadth of capabilities for CEM and lives up to its self-description as a “digital marketing and technology company.” It is well positioned as the midmarket wakes up to the need for mobile, personalization, and multichannel engagement.

DigitasLBi

D Digital/Interactive Agency

SI Systems Integrator

www.digitaslbi.com

Company Status

Public

Year Founded

2013

Revenue Range in USD 2013

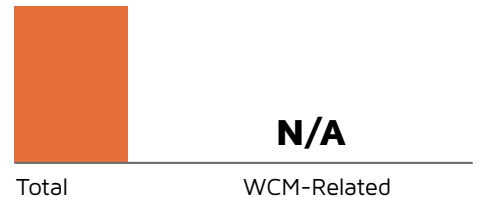
\$500+
MILLION

Disadvantaged Business Designation

N/A

Full-Time Employees in 2014

6,000



North American Offices

- Boston, MA
- Atlanta, GA
- Chicago, IL
- Detroit, MI
- New York, NY
- San Francisco, CA



North American Headquarters

33 Arch St.
Boston, MA 02110
617.867.1000 [map](#)

Coverage Areas

- North America
- EMEA
- APAC

Top 3 Verticals



Automotive



**Financial Services
and Insurance**



Travel

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

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

SharePoint

Adobe

ORACLE

Drupal

sitecore

EPISERVER

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
Oracle 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.

Overview

DigitasLBi 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.

Web content management services

The company works with the following WCM platforms:

Acquia

Microsoft SharePoint

Adobe

Oracle

Drupal

Sitecore

EPIserver

Other supported products

DigitasLBi has experience and expertise with the following solutions:

■ Data services

BlueKai
Tableau

■ Marketing automation

ExactTarget
Experian
Expion
Oracle Responsys

■ Digital Marketing

Acxiom
Crowdtap
Maxymiser
Movable Ink

■ Personalization

Epsilon

■ E-commerce

Demandware
hybris

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.

DigitasLBi

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.

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 CEOs 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.



DigitasLBi

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.

Pricing model

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

Our POV

DigitasLBi is a formidable combination of technical, creative, and analytical/strategic talent within the Publicis Groupe's stable. The company emphasizes flexibility in its project approach and pricing model, which is an attractive trait for clients. DigitasLBi's challenge for the near future will be maintaining that flexibility while at the same time figuring out how to both compete and cooperate with its sibling agencies in the Publicis network, such as Razorfish.

DPCI

SI Systems Integrator

Other:
Web Application Developer

www.databasepublish.com

Company Status

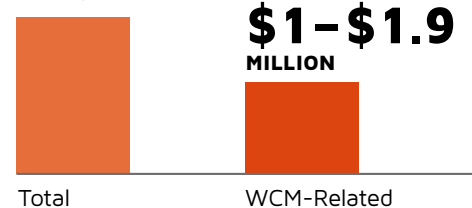
Private

Year Founded

1999

Revenue Range in USD 2013

\$2 – \$2.49
MILLION



Disadvantaged Business Designation

No

Full-Time Employees in 2013

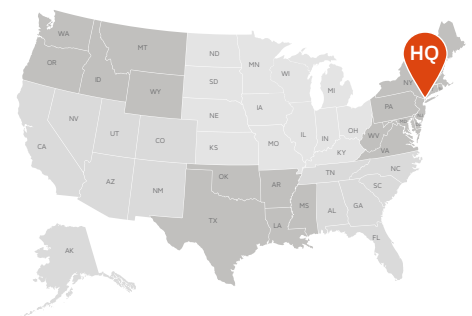
15

North American Offices

New York, NY

Coverage Areas

North America



Headquarters

1560 Broadway
Ste. 810
New York, NY 10036
800.818.2905
[map](#)

Top 3 Verticals



Education



Nonprofit



Publishing and Media

Areas of Expertise

Application Development

Content Strategy

Design

Implementation Services

Information Architecture

Infrastructure Services

Program Management

Quality Assurance

Taxonomy

Active WCM Partners



Other CEM Partnerships

MARKETING AUTOMATION

Adobe Digital Publishing Suite

DAM

EnterMedia

MediaBeacon

Montala ResourceSpace

North Plains

Value Proposition

DPCI has deep expertise in Drupal implementations, but what sets the company apart is the ability to deliver multichannel experience through Drupal integrations with other technologies such as an open source DAM, Microsoft Word, OpenOffice, Adobe InDesign, EnterMedia, K4 Publishing System (vjoon), and Adobe Digital Publishing Suite.

Client POV

“They are very reliable, they communicate well, and they understand the space in terms of publishing and content management better than anyone else I’ve ever worked with.”

Overview

DPCI is an interactive technology agency offering integrated content management solutions for organizations that need to publish content to the web, print, and mobile channels. DPCI provides implementation services for web content management (WCM), digital asset management (DAM), online collaboration software, multichannel systems, and workflow management solutions.

DPCI has worked for clients such as DNAinfo, Magazine Media, The Latin Kitchen, Daily Racing Form, and Primedia. The top three verticals served are education, nonprofit, and publishing and media.

The agency was founded in 1999 and employs 15 staff members.

Web content management services

DPCI has been implementing Drupal since 2006 and is a Drupal Enterprise Select Partner. Drupal Case studies are available on DPCI's website.

For portal projects, DPCI offers implementation services using Microsoft SharePoint.

Other supported products

■ Digital asset management

EnterMedia
Montala ResourceSpace
(open source)

■ Marketing automation

Adobe InDesign

Project approach

DPCI project managers are PMI-certified and use a documented methodology. A typical project progresses through the following stages:

1. The **business requirements analysis stage** helps clients understand the business drivers and also with ROI considerations.
2. **Solution requirements** include functional, nonfunctional, and transition requirements.
3. **Technical specifications** include system architecture requirements scaled to the customers' projected traffic.
4. **Implementation**
5. **Alpha presentation and testing** (with the client's internal core team), with associated fixes.

DPCI

6. User **acceptance testing** with the client's broader internal team, and associated fixes.

7. **Launch**

Internal documentation and a shared JIRA environment are used for knowledge capture and knowledge sharing.

Each member of the staff is allocated \$1,000 per year for training and education purposes. This is supplemented with internal training, as well as a variety of sanctioned R&D projects.

Post-delivery, the client can post tickets for feature requests or bug fixes to their JIRA account, which the company keeps open after the project is complete. Ongoing maintenance services, such as site-tuning and Drupal security patch applications, are available on a retainer basis. DPCI also offers strategic consulting services to help its clients with future technology planning and innovations.

Pricing model

Subject to clients' needs and preferences.

Value proposition

DPCI has deep expertise in Drupal implementations, but what sets the company apart is the ability to deliver multichannel experience through Drupal integrations with other technologies such as an open source DAM, Microsoft Word, OpenOffice, Adobe InDesign, Entermedia, K4 Publishing System (vjoon), and Adobe Digital Publishing Suite.

Our POV

DPCI is one of the smallest service providers in this report, but its more than 15 years of serving publishers (starting with the Publishers Clearinghouse website in 2000) means the company has a wealth of knowledge about multichannel content storage and delivery. Such expertise will be needed in virtually every vertical in order to serve consistent experiences across the consumer's preferred touch point or device.

ecentricarts inc.

D Digital/Interactive Agency

www.ecentricarts.com

Company Status

Private

Year Founded

2000

Revenue Range in USD 2013

\$2.5 - \$4.9
MILLION

Disadvantaged Business Designation

No

Full-Time Employees in 2013

40



North American Offices

Toronto, ON

Coverage Areas

North America

EMEA



Headquarters

317 Adelaide Street W.
Ste. 300
Toronto, ON, Canada
M5V 1P9
416.644.5000 x221
[map](#)

ecentricarts inc.

Top 3 Verticals



B2B



Nonprofit



Professional Associations

Areas of Expertise

Application Development

Business Strategy Consulting

Content Strategy

Corporate Branding

Design

E-Commerce

Hosting

Implementation Services

Information Architecture

Mobile Strategy

Quality Assurance

Social

Taxonomy

Active WCM Partners



Value Proposition

ecentricarts is a digital/interactive agency with a skill set that includes technical and creative expertise. The company assigns a project manager, a technical lead, a user experience (UX) lead, a creative lead, and a project manager to every project who are collectively responsible for the project's delivery. Over the last three years, as the projects became more complex, the mix in the company's skill set has shifted to include more technical staff and greater emphasis on metrics and performance.

ecentricarts has a reputation as a .NET technology service provider with experience in Kentico CMS.

The agency also offers WordPress development services.

ecentricarts has intimate knowledge of the media industry and has worked with a number of media outlets throughout the country. It also has specialist knowledge of the art and culture vertical, the corporate business-to-business market, and large nonprofit organizations.

ecentricarts is often involved with content management system (CMS) replacement projects that aim to reduce the number of existing platforms in use, reduce complexity, and streamline editorial processes.

Client POV

“By far the best experience I’ve had with any agency. They understand client needs, have a great communication flow, and they stay focused on deliverables.”

Overview

Founded in 2000, ecentricarts is a 40-person, Toronto-based digital/interactive agency offering strategic, design, and development services. This includes application development, content strategy, corporate branding, web content management (WCM) implementation services, mobile strategy, social media, and hosting.

The top three industries for which ecentricarts provides services are B2B, nonprofit, and professional services. Clients include Entertainment One, Bell Media, and Red Cross Canada.

Web content management services

ecentricarts works with two primary platforms:

Kentico content management system

WordPress for projects running on LAMP stack

A Kentico Gold Partner (currently ranked No. 1 in the world, out of more than 1,200 partners), ecentricarts has completed more than 70 Kentico implementations. For more information and case studies, visit the ecentricarts Solution Partner page on Kentico's website and the Kentico section on ecentricarts' website.

ecentricarts started providing WordPress implementations and development in 2013.

Project approach

ecentricarts applies different project delivery approaches depending on project scale and specific client requirements, but all engagements have a few key elements in common:

- A project manager is assigned to every project and becomes the primary point of contact for the client. The client has access to other key team members (strategists, designers, and technical leads), but the project manager leads the project and has a complete grasp of requirements, the status of work, and all client requests.
- ecentricarts project managers provide regular status reports (verbal or written, depending on need) to clients for both project-based and ongoing maintenance work to track progress and budgets.

ecentricarts inc.

- ecentricarts uses Basecamp as an online project collaboration tool through which clients can review project milestones, deliverables, and maintain a threaded email-based dialogue. The company also uses online development and quality assurance tools to manage the development and quality assurance (QA) efforts of a project – providing clients with real-time visibility on project status and enabling them to participate actively in the QA process.

A typical project goes through the following stages:

Requirements gathering



There is an initial diligence stage and collaborative brainstorming effort between ecentricarts and the client around:

- Project objectives
- Target audience(s)
- Expected audience experience(s)
- Content, features, and functionality that will be integrated into the site
- Content management and any related workflow requirements
- Resource and time-allocation considerations
- Project management considerations
- Organizational requirements
- Measures of success
- Plans for any anticipated future enhancements

Concept, design, and technical specification



Based on the outcome of the initial consultation and research stage, concept, design, and technical specifications, documents are developed. These documents will outline overall design concept of the website (including site architecture, graphical user interface, page-layout guidelines, accessibility guidelines, browser specifications), exact

technical specifications for implementation (including technology platform choice, data and functionality specs for each application, and integration requirements), and any implications for change requirements related to existing business processes.

Functional specification



The functional specification will include:

- An inventory of content requirements and (if required) an initial content migration/development plan
- A final outline of the site's information architecture, including a site map and nomenclature for all site pages
- Sections and navigational items
- Functional requirements for the content management solution
- An inventory of all required pages and application interfaces (that will need to be created as either page templates or code snippets)
- An itemized list of any existing business processes that may be impacted by the new website
- An itemized list of the external systems that will need to integrate with the website

entricarts inc.

User experience design and prototyping



As part of the specification process, ecentricarts develops a series of page wireframes and initial graphical user interfaces of the website to visualize how the specifications will manifest themselves as an actual website and to fully explore how

the information architecture and navigational methodology of the site will be implemented.

Technical specification



This stage includes:

- Overall technical implementation requirements
- The final suite of technologies that will be used to deliver the end product
- Software and hardware requirements
- Browser and markup standards
- Detailing of the overall application architecture (folder structure, file-naming conventions)
- Technical implementation standards that must be adhered to
- Accessibility requirements

Project planning and budgeting



entricarts and the client will collectively review and sign off on the specifications documentation. If the scope of work effort changes from the original project outline, the

budget will be revised and a final project plan and schedule will be agreed upon.

Development



The development stage involves:

- A graphical user interface and other graphical components for the site
- Sample content aggregation (to be used during template development)
- HTML templates and style sheets
- Setup and customization of the CMS
- Integration of the required third-party components
- Content entry
- Initial content markup and input
- Training of staff
- Iterative review and testing

Formal review and final testing



A formal test plan follows. Comprehensive internal testing by ecentricarts is followed by client testing. Bug fixes and content corrections are made.

Upon approval and sign-off by the client, the site is ready for rollout.

Training, support, and documentation



Prior to the site launch, ecentricarts will provide content administrator training that is tailored both to the specific implementation of the site and to the skills of the people who will

be responsible for website maintenance. A content-updating guide is also provided.

Project completion



The final stage of the project includes:

- Transfer of the site to the live server environment
- Hand-over of all project assets

To continue the education of its staff, ecentricarts encourages employees to take vendor training courses, purchase relevant training books, and attend industry conferences.

Pricing model

ecentricarts primarily charges on a fixed-fee basis. Some projects are priced on a time-and-materials basis.

Value proposition

ecentricarts is a digital/interactive agency with a skill set that includes technical and creative expertise. The company assigns a project manager, a technical lead, a UX lead, a creative lead and a project manager to every project, and they are collectively responsible for the project's delivery. Over the last three years, as the projects became more complex, the mix in the company's skill set has shifted to include more technical staff and greater emphasis on metrics and performance.

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eccentricarts inc.

eccentricarts is often involved with CMS replacement projects that aim to reduce the number of existing platforms in use, reduce complexity, and streamline editorial processes.

Our POV

eccentricarts combines rock-solid CMS and technical skills with, as its name says, a passion for art and design of the eccentric kind. This mix will serve its clients well as the distinctive, or even oddball, digital experience increasingly becomes a leverage for customer engagement.

Falcon-Software

D Digital/Interactive Agency

SI Systems Integrator

www.falcon-software.com

Company Status

Private

Year Founded

1993

Revenue Range in USD 2013

\$2.5 – \$4.9
MILLION

\$2 – \$2.49
MILLION



Disadvantaged Business Designation

No

Full-Time Employees in 2013

40

North American Offices

Victoria, BC

Dallas, TX

Seattle, WA

Toronto, ON

Coverage Areas

North America

EMEA



Headquarters

2826 Bryn Maur Rd.
Victoria, BC, Canada
V9B 3T4
800.707.1311
[map](#)

Falcon-Software

Top 3 Verticals



Education



Healthcare



Technology

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Strategy Consulting

Content Strategy

Corporate Branding

Data Services

Design

Digital Marketing

E-Commerce

Enterprise Search

Hosting

Implementation Services

Information Architecture

Mobile Strategy

Program Management

Quality Assurance

Social

Taxonomy

User Research

Web Governance

Vendor-Agnostic WCM Consulting (.NET)

Active WCM Partners



Other CEM Partnerships

ANALYTICS

Adobe Analytics
Google Analytics
WAPT
WebTrends

MARKETING AUTOMATION

Marketo
Silverpop

SEARCH

Apache Solr

CRM

Salesforce.com

Value Proposition

The philosophy of the company is to deliver every project on-time, on-budget, and to complete satisfaction. By planning and delivering projects on scope, Falcon-Software provides the most cost-effective solution possible. Falcon-Software partners with the following .NET CMS platforms: DNN, Ektron, Elcom, EPiServer, Kentico, Microsoft SharePoint, Sitecore, and Telerik Sitefinity software. Falcon-Software also provides CMS server hosting and CMS software training services.

Falcon-Software is made up of specialists with backgrounds in web development,

information architecture, and content management solutions. Additionally, the company has experience in a number of different markets, such as medical and healthcare, tourism and entertainment, manufacturing and distribution, government and education, security and communications, and the nonprofit sector.

The company takes a pragmatic approach to adopting new, cutting-edge technology trends and follows new trends on the basis of proven ROI and market validation.

Client POV

“I’m really happy with their level of service. I can send them a question at 12:00 and get a response at 12:07. It’s great when the owner is directly involved – exactly how I run it in my company.”

Overview

Falcon-Software Company is a web design and development firm, founded in 1993, that specializes in e-commerce, social and mobile applications, and web content management (WCM) solutions. The company is based in Victoria, BC, with additional offices in Toronto, Seattle, and Dallas.

Falcon-Software offers implementation services for a range of .NET CMS platforms: DNN, Ektron, Elcom, EPiServer, Kentico, Microsoft SharePoint, Sitecore, and Telerik Sitefinity.

The top three industries that Falcon-Software serves are education, healthcare, and technology. The Falcon-Software client base includes such companies as Remington Arms, ASPCA, Brandt Tractor, Microsoft TAP, and Union Gas. Falcon-Software employs 40 staff members.

Falcon-Software is a fully certified partner for:

Ektron: Certified Partner for content management system (CMS) platform, client hosting, and training services

Elcom: Certified Partner for CMS platform, client hosting, and training services

Kentico: Gold Certified Partner for CMS and EMS platforms, client hosting, and training services

Sitecore: Certified Partner for CMS and DMS platforms, client hosting, and training services

Sitefinity: Certified Partner for CMS platform, client hosting, and training services

Web content management services

Falcon-Software provides vendor-agnostic services and helps its clients select the best .NET CMS platform for their budget and technical requirements. The major factors taken into consideration during a CMS selection process are:

- Budget and timeline
- Project scope of deliverables
- Technology infrastructure
- Internal resources and internal expertise
- Future needs

Falcon-Software hosts the CMS-Connected webcast show, which features news, trends, and commentary related to the content management industry.

Falcon-Software

Other supported products

Falcon-Software has experience and expertise with the following solutions:

- **Analytics**
 - Adobe Analytics
 - Google Analytics
 - WAPT
 - WebTrends
- **Search**
 - Apache Solr
- **CRM**
 - Salesforce.com
- **Marketing automation**
 - Marketo
 - Silverpop

Project approach

Falcon-Software employs a hybrid project delivery methodology with aspects from both the Waterfall and Agile approaches to address changes in project deliverables that can occur throughout the project lifecycle. This hybrid methodology promotes a disciplined project management process and encourages:

- Frequent inspection and adaptation
- A leadership philosophy that encourages teamwork
- A set of engineering best practices that allow for rapid delivery

A typical Falcon-Software project goes through the following stages:

Assessment



Collaborate with the client's internal web team to define the scope and key objectives for the project; agree on and document project requirements.

Planning



Coordinate and schedule project resources and tasks; identify key milestones, responsibilities, the critical path, dependencies, issues, and risks; a project plan that includes an implementation timeline is provided.

Design



This phase encompasses technical architecture, information architecture, user-centric design, creative design, style guidelines, and taxonomy design. Typically, the company uses wireframe diagrams to present the design structure to the client.

Falcon-Software

Development



At certain stages of development, project deliverables are uploaded to a staging environment for client review and approval; Falcon-Software seeks feedback and integrates this into the development process, along with risk and quality management.

Content migration



Content is migrated to the new system using an automated and/or manual process.

Testing



Unit testing (particular functions or code modules); integration testing (testing of combined parts of an application to determine if they function together correctly); functionality testing to ensure proper operation and outcomes; regression testing (after fixes or modifications are made, the application is subjected to a retesting).

Delivery



Clients have 90 days post-launch to report any bugs to Falcon-Software, resolved at no additional charge.

Training and ongoing support



Falcon-Software provides support and maintenance services.

Falcon-Software provides weekly progress reports, tracking the project progress in relation to the objectives, schedules, and resources. In addition, the company provides weekly billing reports.

The agency ensures that its website development follows industry best practices and uses quality control checklists for quality assurance purposes throughout the project development lifecycle. All HTML and CSS produced is compliant with W3C web standards.

The company utilizes a responsive design concept and builds websites that accommodate different devices and screen sizes.

Due to the complexity of a typical implementation project, Falcon-Software communicates with the client throughout in the following ways:

- **Kickoff meeting.** The agency and the client discuss the project's initial requirements and stages.

Falcon-Software

- **Ongoing communication and project status meetings.** The assigned project manager handles all communications with the client. The project manager provides weekly status reports and phone meetings. Falcon-Software utilizes for collaboration.
- **Post-project communications.** Follow-up meetings to ensure that all clients' expectations were achieved.

The following systems are used for internal knowledge-base sharing:

- Client collaboration tool: Basecamp
- Intranet system: Kentico
- CRM: Salesforce.com
- Project management tool: Logic Software

Falcon-Software has established internal processes, including:

- Thirty-minute morning production meetings between the vice president of production and project managers to review capacity scheduling and project tasks set for the day
- Thirty-minute Friday production meetings among the vice president of production, the IT director, and project managers to review project tasks completed for the week and scheduled tasks for the following week
- Project teams' task assignments logged into the company intranet by the project manager, with budget allocation, a timeline, task notes, and document references
- A post-project review meeting after each project is completed, with the vice president of production and project managers to assess projects' success

All software developers and project managers are certified on the relevant CMS systems and attend CMS version-upgrade seminars held internally or conducted by our vendor partners.

Post-delivery, Falcon-Software provides website maintenance contracts, which allows clients to pre-book an agreed number of support and maintenance hours per month. Any remaining support hours can be used at a later date with no time limit.

Pricing model

Falcon-Software charges \$160 per hour.

Falcon-Software

Value proposition

The philosophy of the company is to deliver every project on-time, on-budget, and to clients' complete satisfaction. By planning and delivering projects on scope, Falcon-Software provides the most cost-effective solution possible. Falcon-Software partners with the following .NET CMS platforms: DNN, Ektron, Elcom, EPiServer, Kentico, Microsoft SharePoint, Sitecore, and Telerik Sitefinity software. Falcon-Software also provides CMS server hosting and CMS software training services.

Falcon-Software is made up of specialists with backgrounds in web development, information architecture, and content management solutions. Additionally, the company has experience in a number of different verticals, such as medical and healthcare, tourism and entertainment, manufacturing and distribution, government and education, security and communications, and the nonprofit sector.

The company takes a pragmatic approach to adopting new, cutting-edge technology trends and follows new trends on the basis of proven ROI and market validation.

Our POV

Falcon Software states emphatically that it is not an early adopter and typically doesn't work with companies that are. For firms that desire to cling to "business as usual" in the face of digital disruption, Falcon Software is an excellent fit.

Hedgehog Development

SI Systems Integrator

Other:
Technology Consultancy

www.hhogdev.com

Company Status

Private

Year Founded

2007

Revenue Range in USD 2013

\$5 – \$10
MILLION

\$2.5 – \$4.9
MILLION



Total

WCM-Related

Disadvantaged Business Designation

No

Full-Time Employees in 2013

35

North American Offices

Holbrook, NY

Charlotte, NC

Coverage Areas

North America

EMEA



Headquarters

4250 Veterans Memorial Hwy.
Ste. 3100W
Holbrook, NY 11741
631.676.2186
[map](#)

Hedgehog Development

Top 3 Verticals



Nonprofit



Retail



Travel

Areas of Expertise

Application Development

Infrastructure Services

Data Services

Mobile Strategy

Enterprise Search

Outsourcing

Implementation Services

Social

Information Architecture

Active WCM Partners



sitecore®

Other CEM Partnerships

SEARCH

Coveo

Value Proposition

Hedgehog Development encourages its employees to explore new technologies. The company regularly equips its team with such devices as Apple iPads, MacBooks, and more recently, Microsoft Surface tablets. This gives developers firsthand exposure to how this new technology affects the user experience. In addition to this, Hedgehog's developers hold monthly, internal tech meetings to share their knowledge and experience with each other.

The company takes a pragmatic approach to current trends in the context of digital engagements, and it will consider the

need for content experience features such as social media integration and personalization on a case-by-case basis. It acknowledges that clients' business goals sometimes conflict with their limited budgets and the need to prioritize aggressively in favor of safer initiatives with higher success rates.

Hedgehog realizes that large enterprises change gradually and have little tolerance for cutting-edge initiatives that carry big risks or long lead times. It addresses this by offering a phased approach for larger and more complex projects.

Client POV

"Hedgehog was incredibly flexible and knowledgeable. ... They are the only ones I recommend."

Hedgehog Development



Overview

Hedgehog Development is a software development company that provides Sitecore web content management (WCM) implementations, custom application development, and technology consulting services. The company is headquartered in Holbrook, NY, with a European office in Sofia, Bulgaria.

Hedgehog was founded in 2007. Rather than focusing on a vertical market, the company was formed with a focus on technology and how to best use technology to help companies grow. Hedgehog also partners with larger, full-service agencies as a subcontractor.

Hedgehog is a Sitecore Certified Solution Partner. The company's clients include The Knot, Legrand, Oticon, The John F. Kennedy Center for the Performing Arts, and Grand Circle Corp.

Web content management services

Hedgehog Development had once performed both Sitecore and Microsoft SharePoint implementations. The company struggled to sustain developers' interest in Microsoft SharePoint projects and subsequently dropped SharePoint services, and now specializes exclusively in Sitecore implementations.

The company tends to take on more complex Sitecore implementation work such as product customizations, plug-in and application development, and performance impact projects.

Hedgehog launched its flagship product, Team Development for Sitecore (TDS), in 2009. It is a Microsoft Visual Studio plug-in that automates the otherwise manual process of adding Sitecore templates and content items to a source control system. TDS supports all Visual Studio compliant source control systems. TDS is now at version 5 and was released in 2014. Its newest features and enhancements include automated code generation, full support for Visual Studio 2013, advanced syncing, and merging capabilities.

In May 2013 the company released a Sitecore database compare tool called RAZL.

Other supported products

Hedgehog Development also supports several other products and vendors, including Google Analytics, Adobe Analytics, Microsoft Dynamics, Salesforce.com, Google Maps, and Telligent Community Server.

Hedgehog Development

Project approach

Hedgehog Development approaches software projects incrementally, using the momentum of several smaller tasks to move toward a bigger goal.

In terms of methodology, the company uses elements of the Waterfall and Agile models. Hedgehog's team first ensures it has a holistic understanding of the project before determining its scope. Once the scope and requirements are defined, the project is broken into manageable stages. Drawing on the Agile model, the work is then completed in sprints. The development environment remains open to the customer throughout the project.

In its content management system replacement projects, the company emphasizes the need to carefully plan the transition from an older system to a newer one. This plan typically includes a redirects strategy, search engine optimization (SEO) ranking, and the archival of old assets.

The team adheres to internal coding guidelines for consistency and efficiency and uses Microsoft Team Foundation Server to store all the project documentation and reports.

Pricing model

Hedgehog Development's pricing model varies according to clients' needs, offering hourly, fixed-fee, and retainer models.

Value proposition

Hedgehog Development encourages its employees to explore new technologies. The company regularly equips its team with such devices as Apple iPads and MacBooks, and more recently, Microsoft Surface tablets. This gives developers firsthand exposure to how this new technology affects the user experience. In addition to this, Hedgehog's developers attended iOS developer training in 2012, and they hold monthly, internal tech meetings to share their knowledge and experience with each other.

The company takes a pragmatic approach to current trends in the context of digital engagements, and it will consider the need for content experience features such as social media integration and personalization on a case-by-case basis. It acknowledges that clients' business goals sometimes conflict with their limited budgets and the need to prioritize aggressively in favor of safer initiatives with higher success rates.

Hedgehog realizes that large enterprises change gradually and have little tolerance for cutting-edge initiatives that carry big risks or long lead times. It addresses this by offering a phased approach for larger and more complex projects.



Hedgehog Development

Project managers at Hedgehog Development are certified with the Project Management Institute, and they are Certified ScrumMasters with the Scrum Alliance. Infrastructure team developers are Microsoft-certified engineers. Sitecore developers hold Sitecore developer certification.

Our POV

Hedgehog Development combines exceptional Sitecore expertise with a focus on web-centric projects. The company's "pragmatic" approach to CEM respects the clients' "comfort zone" – but it may not reflect the growing consumer expectation for rich, multichannel engagement. Consider Hedgehog Development for the technical aspects of CEM in conjunction with a strategic and/or design agency.

HintTech

D Digital/Interactive Agency

SI Systems Integrator

www.hinttech.com

Company Status

Private

Year Founded

1997

Revenue Range in USD 2013

\$26
MILLION



Disadvantaged Business Designation

No

Full-Time Employees in 2013

200

North American Offices

Delft, The Netherlands

San Francisco, CA

New York, NY

Coverage Areas

North America

EMEA APAC



North American Headquarters

505 Montgomery St.
San Francisco, CA 94111
415.874.3200 [map](#)

HintTech

Top 3 Verticals



Financial Services



Pharmaceuticals



Publishing and Media

Areas of Expertise

Application Development

Content Strategy

E-Commerce

Enterprise Search

Implementation Services

Information Architecture

Infrastructure Services

Mobile Strategy

Outsourcing

Program Management

Quality Assurance

Social

Taxonomy

Vendor-Agnostic WCM

Consulting

Active WCM Partners



Value Proposition

HintTech is a digital/interactive marketing technology company that leverages cross-channel digital platforms to enhance clients' brand experience and ecommerce performance.

HintTech's business strategy is based on a combination of marketing and multi-platform, multi-device customer experiences. The company helps clients transform from a project driven

organization towards a business process management organization.

HintTech has a specialized global customer experience unit for conceptualization, design, user experience, and creative brand strategy.

To supplement these internal skills, HintTech partners with external digital and creative agencies specializing in these areas when required.

Other CEM Partnerships

ANALYTICS

ADAM MEP
SDL Fredhopper
Sitecore DMS

DAM

ADAM DAM
Celum
North Plains
SDL Media Manager

E-COMMERCE

Elastic Path
Intershop

MARKETING AUTOMATION

ADAM Software
Hippo 7
MarkLogic 6
SDL Smart Target and TMS
Sitecore DMS

PERSONALIZATION

SDL Fredhopper
Sitecore DMS

SEARCH

Apache Solr
Google Search Appliance

OTHER

Mobile Development: Netbiscuits,
Service2Media
Big Data: MarkLogic

Client POV

"HintTech has strong technical expertise. They have a vast network, so if they cannot find a solution to a problem, they will reach out to other people and come back to us."

Overview

HintTech is a full-service digital/interactive agency and systems integrator based in the Netherlands, with offices in Delft and Utrecht, and two full-service U.S. offices in San Francisco and New York. It also has a presence in the UK and Sweden, and an offshore unit in Serbia. HintTech has been in business since 1997 and began working with enterprise-level clients in 2011.

The company offers web content management (WCM) implementation services for SDL, Hippo, Sitecore, Alfresco, OpenText, and Drupal.

The top three vertical industries HintTech works with are financial services, pharmaceuticals, as well as publishing and media. The agency works with such clients as ING Direct, Kaiser Permanente, Wolters Kluwer, Tyco Industries, and Philips Global.

As of 2012, HintTech employed 220 full-time staff members. The company aims to grow its U.S. operations over the next three years. The company's slogan, "we create experiences that transform brands, grow businesses and make people's lives better," showcases HintTech's philosophy. The company has defined a strategy moving forward to restructure and integrate processes of earlier acquired companies — Dayon and Triptich — to bring HintTech into the top tier of enterprise digital agencies.

Web content management services

HintTech has expertise in a variety of different WCM platforms and underlying technologies.

The agency is an SDL Global Partner, a Hippo Gold Partner, and an Adobe Business Partner. The Dayon business unit is an Alfresco Gold Partner. HintTech acquired Tripitch, a creative marketing agency for digital experiences, in-store media and mobile.

Additionally, HintTech is a Sitecore Certified Solutions Partner, with experience in Sitecore's web content management, customer engagement platform, and digital marketing system.

Project approach

HintTech uses Scrum and time-boxing techniques to guide the client through the project. The company uses PMA and PRINCE2 project management methodologies, and it follows best practices for each of the technologies it covers.

HintTech's internal slogan is "global sales, global staffing, global delivery," which reflects the company's commitment to a standardized way of working.

The agency focuses its attention on best-of-breed WCM solutions, and it has developed best practices, code frameworks, and wikis for each platform. All of this helps HintTech streamline the implementation process.

The implementation team uses collaboration tools such as JIRA and Confluence. Clients have direct access to the HintTech wiki and can manage their own tickets.

HintTech's recruitment and people management strategy is centered on attracting and developing its staff members to be the best in their field. The company claims to have the largest group of certified SDL consultants in the world -- some with more than 10 years of experience on the platform. HintTech also has one of the biggest teams on ADAM Software, Service2Media, and MarkLogic in the market.

For SDL, ADAM, and MarkLogic, HintTech is also a training partner.

Each engineer and project manager has a personal development plan, which may include technical certifications (such as Microsoft .NET or Oracle Java certifications), certification on the chosen content management system (CMS) platform, and other training aimed at consultancy, proposal writing, and presentation skills.

Upon the completion of a project, HintTech offers a support contract tailored for the specifics of the CMS implementation (including any customization, integration, the asset model, and so on). This support contract is called application lifecycle management and comes in four types of service-level agreement packages - bronze, silver, gold, and platinum - with a selection of local and offshore resources, as well as response windows.

Pricing model

HintTech's pricing structure depends on the type of engagement. Projects and support contract quotes are generally based on a fixed fee. On-site visits are charged at a daily rate.

Value proposition

HintTech is a digital marketing technology company that leverages cross-channel digital platforms to enhance clients' brand experience and e-commerce performance.

HintTech's business strategy is based on a combination of marketing and multi-platform, multi-device customer experiences. The company helps clients transform from a project driven organization towards a business process management organization.

HintTech has a specialized global customer experience unit for conceptualization, design, user experience, and creative brand strategy.

To supplement these internal skills, HintTech partners with external digital and creative agencies specializing in these areas when required.



HintTech

Our POV

A versatile firm with technical expertise in several WCM technologies, HintTech has an extensive network of support resources it can call upon to round out its more technical-focused core offerings. Its approach of solving business problems with technology, combined with its understanding of the importance of mastering the value of content, puts it in a good position as the company begins to grow its U.S. practice.

ICF Interactive

D Digital/Interactive Agency

SI Systems Integrator

www.icfinteractive.com

Company Status

Public

Year Founded

1969

Revenue Range in USD 2013

\$49-\$55
MILLION



Total

\$19-\$25
MILLION



WCM-Related

Disadvantaged Business Designation

No

Full-Time Employees in 2013

550

North American Offices

Richmond, VA

Carys, NC

Charlotte, NC

Minneapolis, MN

Tysons Corner, VA

Coverage Areas

North America

EMEA



Headquarters

9300 Lee Hwy.
Fairfax, VA 22031
703.934.3000
[map](#)

ICF Interactive

Top 3 Verticals



Financial Services



Government



Retail

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

Mobile Strategy

Program Management

Quality Assurance

Social

Taxonomy

User Research

Vendor-Agnostic WCM Consulting

Web Governance

Active WCM Partners



Other CEM Partnerships

ANALYTICS

Adobe Target
HP Autonomy LiveSite
Sitecore DMS

DAM

Adobe Analytics
HP Autonomy Virage MediaBin
Oracle UCM

PERSONALIZATION

ADAM DAM
Ektron CMS400.NET
HP Autonomy LiveSite
Microsoft SharePoint
Sitecore DMS

E-COMMERCE

Ektron
hybris
IBM WebSphere
Microsoft Commerce Server
Oracle ATG
Sitecore

SEARCH

Apache Solr
Coveo
Google Search Appliance
Microsoft SharePoint, FAST
Oracle Endeca

CRM

Microsoft Dynamics

Value Proposition

ICF Interactive's mission is to never fail a client. The firm claims it secures approximately 80% of repeat revenue with its existing client base.

ICF Interactive has a proven record with large-scale WCM implementations. It has conducted more than a hundred WCM engagements, and it has a deep technical expertise in content management systems (CMS), as well as portal, search, e-commerce, and social platforms.

The company's structure reflects the mix of technical and business resources WCM projects require. Staff members are cross-trained in multiple platforms to give them a broader understanding of the key factors that help WCM implementations succeed.

Client POV

"They have a great bench. As we move through the project they have supplied not only the development resources we need but also provided expertise with content architecture, information management, and overall strategy."

Overview

ICF Interactive is an interactive web development firm that combines strategy, technology, and design services to assist clients in the development of large-scale, complex technology projects.

The firm offers three core services:

- **Business and IT alignment.** These practical strategies help clients improve business performance.
- **Portal and content management.** These services allow clients to share content, knowledge, and data.
- **Interactive.** Creative ideas and engagement are encouraged through web, mobile, and social media platforms.

ICF Interactive is the interactive services division of ICF International, a large consulting firm prominent in the public sector that has more than 4,500 staff members in 60-plus offices worldwide. The division grew out of an acquisition ICF International made in January 2012, when it bought Ironworks Consulting. ICF Interactive serves government and commercial clients from a variety of industries, with a particular focus and knowledge in healthcare, nonprofit, manufacturing, financial services, and retail sector. Its clients include National Science Foundation and Scripps Networks Interactive.

ICF Interactive is headquartered in Richmond, VA, with additional offices in the Washington, D.C., metropolitan area; Charlotte and Raleigh, NC; and Minneapolis. The company employs 550 staff members.

In August 2013, ICF International acquired ECA, an e-commerce integrator and hybris e-commerce gold partner. In March 2014, ICF International acquired CITYTECH, a global IT and digital interactive consultancy specializing in enterprise applications development, web experience management, mobile application development, cloud enablement, managed services, and customer experience management solutions. Both ECA and CITYTECH are being merged into ICF Interactive division.

ICF Interactive

Web content management services

ICF Interactive has completed more than 100 successful content management implementations. The company provides web content management (WCM) implementation services for several content management platform vendors:

Adobe

Oracle

Ektron

Sitecore

HP Autonomy

Microsoft SharePoint

ICF Interactive is a Microsoft Gold Certified Partner, with senior-level engineers certified in Microsoft SharePoint Server 2013 and Microsoft Cloud Solutions for SharePoint.

The firm is also an Oracle partner and offers implementation services with Oracle WebCenter Content.

ICF Interactive is an Adobe Business Partner and provides implementation services for Adobe CQ, Adobe Analytics (previously Omniture SiteCatalyst), and other Adobe products.

It is an HP Autonomy Partner and offers Interwoven implementation and consulting services.

ICF Interactive is an Ektron Elite Partner.

In addition, the firm is a Sitecore Certified Solution Partner.

Project approach

ICF Interactive has developed a well-defined, repeatable methodology for implementations that consists of four phases:

1. Define



2. Design



3. Construct



4. Deploy



ICF Interactive

Although each project is unique in its requirements and constraints, ICF Interactive generally takes a standard approach to ensure strong project control, communication, and the highest-quality outcome. This allows ICF Interactive to adapt to project-specific requirements and constraints without compromising the firm's underlying implementation strategy.

ICF Interactive develops a custom training plan for each client to ensure that users adopt and know how to use the new system. In this plan, the firm also includes recommendations about training from third-party sources. In addition, ICF Interactive continues to offer support immediately after the project's launch to help resolve early issues and to smooth the transition. The firm also offers longer-term support.

Following each launch, ICF Interactive reviews a project using formal evaluation processes, such as surveys and postmortem analyses, as well as the informal feedback it receives from interviews with the client and account manager. Potential areas of improvement are then integrated into the firm's internal processes and procedures.

ICF Interactive encourages its staff members to attend classes and conferences and sets time aside for self-learning.

Pricing model

The firm's pricing model varies by client, but it can be based on one of the following:

- Time and materials
- Fixed price
- Time and materials, capped at an estimate based on an hourly rate

Value proposition

ICF Interactive's mission is to never fail a client. The firm claims it secures approximately 80% of repeat revenue with its existing client base.

ICF Interactive has a proven record with large-scale WCM implementations. It has conducted more than a hundred WCM engagements and it has a deep technical expertise in content management systems, as well as portal, search, e-commerce, and social platforms.

The company's structure reflects the mix of technical and business resources WCM projects require. Staff members are cross-trained in multiple platforms to give them a broader understanding of the key factors that help WCM implementations succeed.



ICF Interactive

Our POV

ICF's acquisition of Ironworks in 2011 neatly combined its technical skills with Ironwork's strengths as an interactive agency. Add the e-commerce player ECA and digital interactive consultancy CITYTECH, and the resulting organization is strongly positioned to address customer experience requirements.

ISITE Design

D Digital/Interactive Agency

SI Systems Integrator

www.isitedesign.com

Company Status

Private

Year Founded

1997

Revenue Range in USD 2013

\$9.3
MILLION

\$5 - \$7.49
MILLION

Total

WCM-Related

Disadvantaged Business Designation

No

Full-Time Employees in 2013

75

North American Offices

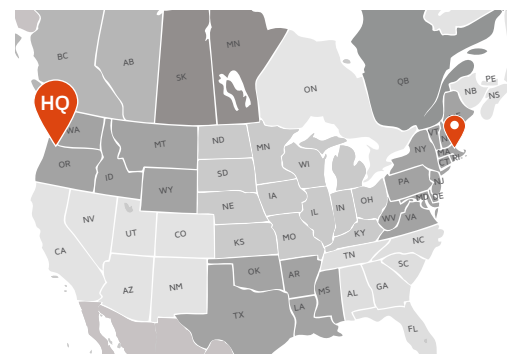
Portland, OR

Boston, MA

Coverage Areas

North America

EMEA



ISITE Design

Headquarters

2030 NW Pettygrove St.

Portland, OR 97209

888.269.9103

[map](#)

ISITE Design

Top 3 Verticals



Education



Healthcare



Technology

Areas of Expertise

Analytics

Application Development

Business Strategy
Consulting

Content Strategy

Design

Digital Marketing

E-Commerce

Implementation Services

Information Architecture

Mobile

Program Management

Quality Assurance

Taxonomy

User Research

Web Governance

Vendor-Agnostic WCM
Consulting

Active WCM Partners



Other CEM Partnerships

ANALYTICS

Adobe Target
Bime Analytics
Demandbase
Google Analytics
Optimizely
WebTrends

CRM

Salesforce.com

MARKETING AUTOMATION

ExactTarget

OTHER

Video: Brightcove, Kaltura
Content: ClayTablet

Client POV

“ISITE is our strategic partner. They not only have our long-term goals in mind – they often formulate and help us exceed goals we had not anticipated.”

Value Proposition

ISITE Design is a digital experience agency with deep expertise in web content management system integration. ISITE’s team starts most new client relationships with its digital experience strategy engagement. The company’s technical ability complements its competence in user research, content strategy, information architecture, mobility, management consulting, and marketing. This balanced skill set is particularly beneficial for projects where customer experience and personalization elements are important.

Unlike most digital agencies, ISITE maintains a vendor-agnostic WCM practice that provides CMS evaluations, roadmap planning, and content management systems consulting. Although ISITE will only take on

implementation projects for a select number of strategically chosen platforms, it offers CMS consulting services as a separate, vendor-agnostic practice that covers a wider spectrum of more than 30 commercial and open source CMS solutions.

The company’s structure allows the entire agency to remain involved in its WCM practice. ISITE’s leadership believes that an isolated team or skill set – technical or creative – is no longer sufficient for a successful WCM implementation. Project managers, user experience specialists, and designers at ISITE are all formally trained on CMS platforms alongside the developers. It’s these integrated skill sets and midsize agency profile that ISITE’s leadership believes is a sweet spot and strategic

advantage against both larger and smaller competitors.

In addition to the creative and technical services it supplies, ISITE has formalized a digital strategy practice, helping clients through the business change required to successfully complete a WCM implementation project. The agency utilizes and teaches its AIM Digital Experience Framework™, a set of tools and processes to help organizations plan and manage digital experiences. This often includes designing new business processes, governance plans, and job roles. Because of this expertise, the company often undertakes CMS “rescue” projects that help clients get back on track after failed implementations.

Overview

Founded in 1997, ISITE Design is a digital/interactive agency offering digital strategy, experience design, and technology and analytics services. ISITE Design serves such global clients as Autodesk, Air Products, Wharton Executive Education, and Esri from its offices in Boston and Portland, OR. The company works across all industries, but its top three vertical markets are education, healthcare, and technology.

ISITE Design employs 75 full-time employees. The agency completes most of its projects in-house, with about 10% of the workload done by subcontractors.

Web content management services

ISITE offers content management system implementation services for the Sitecore, Adobe, Drupal, Ektron, WordPress, and Umbraco platforms.

The company is a Sitecore Certified Solution Partner. It has completed more than 20 large-scale Sitecore projects and won the title of Sitecore Site of the Year several times, most recently for Best BioTech Site for New England Biolabs in 2013.

The agency has been actively consulting on Adobe's Digital Marketing Suite and has a growing partnership with Adobe Experience Manager. ISITE also has open source development expertise on Drupal, WordPress, and Umbraco platforms with a focus on multi-site and enterprise-level projects.

WCM vendor-agnostic services

ISITE Design offers a full range of content management consulting services, including vendor-agnostic product selection, governance, CMS readiness assessments, and roadmap planning. The company's blog – CMS Myth – supports its CMS consulting practice.

ISITE's methodology for WCM selection encourages organizations to look beyond the product features and focus on finding a platform and vendor that will provide the best long-term fit. ISITE also offers proof-of-concept and pilot engagements to help clients get some hands-on experience with the system before making a final decision. The company's staff members actively monitor the market's leading open source and commercial platforms, along with ancillary marketing technology platforms.

ISITE Design

Project approach

ISITE's development process comprises five phases:



The first phases of Assess and Plan typically start by helping clients create a digital experience strategy to align internal stakeholders, imagine a new customer-centric future, and develop a multi-year roadmap. WCM-focused relationships will also include a CMS-readiness engagement that prepares organizations for success with web publishing and helps select a new platform. While these can be standalone consulting engagements, they are most typically followed by a series of Design and Build phases to execute on the roadmap. The final phase, Grow, includes a Day2 optimization offering for ongoing data-driven testing and digital marketing consulting.

ISITE's established, standardized internal processes help the company consistently deliver good results. Team members share their knowledge at informal meetings and on the company's intranet, as well as by thoroughly documenting all processes and results. Senior management is actively involved in project reviews. Project management controls are reported and reviewed weekly and projects flagged as being at risk get additional executive oversight.

The company hosts user groups and community gatherings, including Sitecore user groups in Portland, Boston, and Philadelphia, as well as hosting community events in the company's offices. ISITE staff members actively participate in the support communities of ISITE's solution partners.

The company trains and develops its staff members in the following ways:

- Every member of staff gets a professional development stipend and has a professional development plan.
- The company participates in partners' conferences, such as the Sitecore Symposium.
- ISITE establishes thought leadership through its CMS Myth blog, and its staff members regularly speak at industry conferences, as well as internal and external events.

ISITE Design

- The entire project delivery team – not just the developers – receive ongoing certification training with key partners.
- Senior employees mentor junior employees.

Upon a project's completion, ISITE's involvement ranges from allocating dedicated staff to providing strategic advisory services. The ultimate goal of this work is to gradually enable clients to become self-sufficient. This process often includes strategic, operational, and recruitment-related advice.

Some of the post-implementation challenges that ISITE helps clients overcome are described in the following articles:

- "The Biggest Reason Organizations Struggle with CMS"
- "Are You Thinking About Day2?"
- "The Proverbial Phase 2"

Pricing model

ISITE uses a fixed-fee approach for phases or projects with a well-defined scope; it uses a time-and-materials pricing model for projects with a less-defined scope.

Value proposition

ISITE Design is a digital experience agency with deep expertise in WCM system integration. ISITE's team starts most new client relationships with its digital experience strategy engagement. The company's technical ability complements its competence in user research, content strategy, information architecture, mobility, management consulting, and marketing. This balanced skill set is particularly beneficial for projects where customer experience and personalization elements are important.

ISITE maintains a vendor-agnostic WCM practice that provides CMS evaluations, roadmap planning, and CMS consulting. Although ISITE will only take on implementation projects for a select number of strategically chosen platforms, it offers CMS consulting services as a separate, vendor-agnostic practice that covers a wider spectrum of more than 30 commercial and open source CMS solutions.

ISITE's blog – CMS Myth – was created in 2006 and has become part of its brand. The company's bloggers remain key voices in the content management industry. ISITE's employees, who speak at dozens of conferences each year, strive to push the industry forward and engage the community. The company also organizes Delight, an annual experience conference that takes place in Portland, OR.



ISITE Design

The company's structure allows the entire agency to remain involved in its WCM practice. ISITE's leadership believes an isolated team or skill set – technical or creative – is no longer sufficient for a successful WCM implementation. Project managers, user experience specialists, and designers at ISITE are all formally trained on CMS platforms alongside the developers. These integrated skill sets and midsized agency profile are what ISITE's leadership believe is a sweet spot and strategic advantage against both larger and smaller competitors.

In addition to the creative and technical services it supplies, ISITE has formalized a digital strategy practice offering clients strategic advice to guide them through the business changes required to successfully complete a WCM implementation project. This often includes designing new business processes, governance plans, and job roles. Because of this expertise, the company often undertakes CMS “rescue” projects that help clients get back on track after failed implementations.

In 2012, the company purchased a building and moved into an expanded 18,000 square-foot headquarters in Portland, OR. In 2013, it opened a startup incubator within the building, in partnership with TiE Oregon, to help early-stage companies bring innovative products to the market.

Our POV

ISITE Design isn't a large agency – and it likes it that way – but it has worked hard to provide the breadth of services demanded by CEM, from strategy to design to technical expertise. Crucially, the agency also emphasizes business process and cultural transformation, which are increasingly the keys to successful customer experience initiatives.

MedTouch

D Digital/Interactive Agency

SI Systems Integrator

www.medtouch.com

Company Status

Private

Disadvantaged Business Designation

No

North American Offices

Cambridge, MA

Cedar Rapids, IA

Houston, TX

Louisville, KY

Seattle, WA

Year Founded

2004

Full-Time Employees in 2013

65

Coverage Areas

North America

Revenue Range in USD 2013

\$8.2
MILLION



Total

\$6
MILLION



WCM-Related



Headquarters

84 Sherman St.
Third Floor
Cambridge, MA 02140
617.621.8670
[map](#)

MedTouch

Top Vertical



Healthcare

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Strategy Consulting

Content Strategy

Design

Digital Marketing

Enterprise Search

Hosting

Implementation Services

Information Architecture

Mobile Strategy

Program Management

Quality Assurance

Social

Taxonomy

User Research

Vendor-Agnostic WCM Consulting

Web Governance

Active WCM Partner



Other CEM Partnerships

ANALYTICS

Google Analytics

MARKETING AUTOMATION

Sitecore DMS

PERSONALIZATION

Sitecore DMS

SEARCH

Apache Solr

Google Mini

Microsoft FAST

CRM

CPM HealthGrades ICRM

Krames StayWell

Microsoft Dynamics

Salesforce.com

True North IRM

OTHER

Video: Brightcove

Client POV

“MedTouch was very flexible. As a smaller shop, they didn’t burden us with processes, rigid change requests — that sort of thing.”

Value Proposition

MedTouch has served the healthcare sector since 2004 and is up to date with industry-specific government regulations, privacy concerns, and payment models. The company is also familiar with the linguistic needs of a healthcare organization.

MedTouch’s focus on the healthcare vertical allows the company to accelerate development processes by reusing pre-built, healthcare-specific modules.

MedTouch is a Sitecore Certified Solution Partner. The company won Sitecore’s Best Overall Healthcare Solution of the Year award in 2010, 2012, and 2013. MedTouch’s knowledge of Sitecore CMS extends beyond basic content management capabilities — most notably, MedTouch has proven experience with Sitecore’s Digital Marketing System.

MedTouch’s philosophy of personalization is centered on the notion that no single

user transaction in the healthcare industry is ever complete. MedTouch tracks users beyond their initial visit and uses this information to enhance and personalize the user experience.

MedTouch retains around 95% of its client base and offers content strategy, segmentation, analytics, search marketing, and content management system support services after the initial implementation.

Overview

MedTouch is a digital/interactive agency and systems integrator that focuses solely on the healthcare vertical: hospitals, physician groups, and healthcare plans. The company has worked in this market since 2004 and is well informed of its specific challenges, including government regulations, privacy concerns, and payment models. MedTouch offers healthcare content management solutions using Sitecore, user experience design, content strategy, and search marketing services for both public-facing websites and intranets.

MedTouch employs 65 full-time staff members. The company is headquartered in Cambridge, MA. Additional offices are located in Cedar Rapids, IA; Houston; Louisville; and Seattle.

Web content management services

Since 2009, MedTouch has been a Sitecore Certified Solution Partner, with recognized specializations in:

- Customer engagement platforms
- Customer relationship management (CRM)
- Mobile

MedTouch has delivered more healthcare projects than any other Sitecore partner in the United States. MedTouch was honored with the Sitecore Site of the Year North America Award for Healthcare in 2010, 2012, and 2013. Mike Reynolds, a lead developer at MedTouch, was named Sitecore MVP for 2013.

The company has developed many Healthcare Modules and the MedTouch Healthcare Accelerator Framework product for Sitecore.

MedTouch shares its expertise through a number of ways:

1. Free marketing strategy webinars every quarter, including:

- Planning for a New CMS: What Health Plans Need to Know
- Personalization for Hospitals: Connect One-to-One with Patients
- Personalization for Health Plans: Acquire and Retain Members through One-to-One Communication

MedTouch

2. Speaking at industry events and conferences, including:

- Are Wired Hospitals Losing the Patient Connection? (SXSW Interactive in Austin, March 2012)
- How to Reach Patients, Consumers, and Doctors in the Future (NESHCo in Boston, May 16-18, 2012)
- SEO Myths, Tips, and Tricks Every Marketer Should Know (SHSMD in Philadelphia, Sept. 19-22, 2012)

In rare cases, MedTouch works with other web content management (WCM) platforms, such as Ektron, or a select number of hosted solutions. Otherwise, the company focuses exclusively on Sitecore technology. MedTouch also offers content management system (CMS) consulting services such as road mapping.

Project approach

MedTouch uses an Agile approach combined with the delivery of pre-existing modules for most components so that the company can deliver functionality ahead of the final presentation layer.

Post-delivery, MedTouch provides custom training manuals with screenshots specific to the implementation. After the go-live date, MedTouch provides success reporting and engagement metrics reviews, and evaluates the new technology's adoption. The company sets quarterly goals and offers an ongoing support contract.

All MedTouch engineers are certified Sitecore developers and are encouraged to obtain Microsoft certifications. Engineers attend one or two training sessions a year, which are either product-related sessions, such as those covering software release updates, or annual conferences, such as the Sitecore Symposium.

New hires are trained on internal MedTouch modules and methodologies within the first 30 days of employment. All employees, regardless of role or length of time with the company, receive a \$500 stipend on an annual basis to pursue continuing education opportunities.

Pricing model

MedTouch responds to requests with a mixture of fixed-fee and variable estimates, based on scope. MedTouch charges a fixed fee for preexisting modules and ongoing maintenance.

MedTouch

Value proposition

MedTouch has served the healthcare sector since 2004 and is up to date with industry-specific government regulations, privacy concerns, and payment models. The company is also familiar with the linguistic needs of a healthcare organization.

MedTouch's focus on the healthcare vertical allows the company to accelerate development processes by reusing pre-built, healthcare-specific modules.

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MedTouch retains around 95% of its client base and offers content strategy, segmentation, analytics, search marketing, and CMS support services after the initial implementation.

Our POV

Solely focused on the healthcare industry, MedTouch excels at meeting the unique needs of its targeted client base. Implementing pre-existing, industry-specific solutions that are tailored to meet the specific requirements of healthcare-related web interactions, MedTouch is successfully executing customer experience management strategies for this vertical.

MRM//McCann

D Digital/Interactive Agency

www.mrm-mccann.com

Company Status

Public

Year Founded

1982

Revenue Range in USD 2013

No financial information provided

Disadvantaged Business Designation

No

Full-Time Employees in 2013

2,600

Total

WCM-Related

North American Offices

New York, NY

Detroit, MI

Princeton, NJ

Salt Lake City, UT

San Francisco, CA

Toronto, ON

Coverage Areas

North America

South America

EMEA

APAC



MRM // McCANN

Headquarters

622 Third Ave.
New York, NY 10017
646.865.6230 [map](#)

MRM//McCann

Top 3 Verticals



Automotive



Financial Services



Technology

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Strategy Consulting

Content Strategy

Data Services

Design

Digital Marketing

E-Commerce

Hosting

Implementation Services

Information Architecture

Infrastructure Services

Mobile Strategy

Outsourcing

Program Management

Quality Assurance

Social

Taxonomy

Vendor-Agnostic WCM Consulting

Web Governance

Other: Organizational Change Management

Other: Offline Execution (direct mail, call center)

Active WCM Partners



Other CEM Partnerships

E-COMMERCE

hybris

Elastic Path

OTHER

Microsoft certified business partner

Value Proposition

MRM//McCann is a global digital/interactive agency made up of people with a diverse set of skills who are focused on creativity, performance, and technology. MRM//McCann offers a suite of capabilities including branding, strategy, relationship marketing, design, measurement and analytics, mobile, search, social, loyalty programs, and

platform and application development. The company also offers systems integration, engagement planning, asset production, and asset distribution. MRM//McCann, part of the Interpublic Group of companies, has 33 offices across North America, Latin America, Europe, the Middle East, and Asia-Pacific.

Client POV

“MRM has huge network of experts to leverage, which gave us confidence that team members had worked on other big sites like ours. They were eager to make the process more efficient and cost-effective, and added value from day one.”

Overview

MRM//McCann is a global customer experience-marketing agency, part of the Interpublic Group (IPG). The company offers multiple services around branding, strategy, design, and technology. MRM//McCann helps clients to navigate, transform, and gain competitive advantage across multiple channels. The company has over 30 offices spanning North America, Latin America, Europe, the Middle East, and Asia-Pacific.

The company puts a strong emphasis on monitoring and measuring results. MRM//McCann has the resources in both creative and technical to create authentic user experiences for the customer's brand.

The company employs more than 2,600 full-time staff members across 22 countries, serving such clients as General Motors, Pitney Bowes, the US Army, Intel, MasterCard, and DineEquity Inc.

Web content management services

MRM//McCann is an Adobe Business Partner and a Sitecore Certified Solutions Partner.

WCM vendor-agnostic services

MRM//McCann provides vendor-agnostic consulting services for WCM system selection, in-market author support, roadmap planning, and proof-of-concept development.

During the WCM vendor-selection process, MRM//McCann considers the following attributes:

- Ability to meet functional requirements of customer experience
- Ability to meet functional requirements of user experience
- Current IT environment and preferences
- Interoperability with web services and external applications

MRM//McCann believes that good requirements lead to good products. While determining each client's requirements, the company identifies the key stakeholders and business objectives, researches the user base and digital landscape for those users, and conducts a comprehensive analysis of competitors. It also evaluates user-centric strategies and key functionalities for the client.

Additionally, MRM//McCann determines the project's functional and nonfunctional requirements, which are prioritized through the use of wireframes. Business, creative, operational, and technical stakeholders evaluate various wireframes before agreeing on the approach. The company recommends usability

MRM//McCann

testing of wireframes or other prototypes to provide guidance for the final round of wireframe design.

Several teams typically perform the following duties for each project:

- Product managers manage the platform and product capabilities.
- User-experience and information architects design use cases and interfaces, and work in conjunction with the appointed creative agency on the site to improve its usability.
- Back-end developers implement server-side components and capabilities to create the experience defined by the product managers and user-experience architects.
- Front-end developers work with the creative agency to brand, or “skin,” the designs.
- The quality assurance team tests the output against the relevant specification documents.
- User-experience and information architects work with the clients and creative agencies to learn more about the users and needs of the system. This process typically generates a sitemap, a style guide, and wireframes representing all templates and components the solution requires.
- The creative agency is responsible for providing accurate compositions depicting the final style and design.

Value proposition

MRM//McCann is a global digital/interactive agency made up of people with a diverse set of skills who are focused on creativity, performance, and technology. MRM//McCann offers a suite of capabilities including branding, strategy, relationship marketing, design, measurement and analytics, mobile, search, social, loyalty programs, and platform and application development. The company also offers systems integration, engagement planning, asset production, and asset distribution. MRM//McCann, part of the Interpublic Group of companies, has 33 offices across North America, Latin America, Europe, the Middle East, and Asia-Pacific.

Our POV

MRM//McCann gets customer experience management. The executives we spoke with understand that it is about building relationships with consumers who have ubiquitous access to, and an appetite for, information and content – and that the response requires a “one team” approach across teams and silos.

NavigationArts

D Digital/Interactive Agency

www.navigationarts.com

Company Status

Private

Year Founded

2001

Revenue Range in USD 2013

\$14.5
MILLION



Total

\$9-\$11
MILLION



WCM-Related

Disadvantaged Business Designation

No

Full-Time Employees in 2013

90

North American Offices

McLean, Virginia

Boston, MA

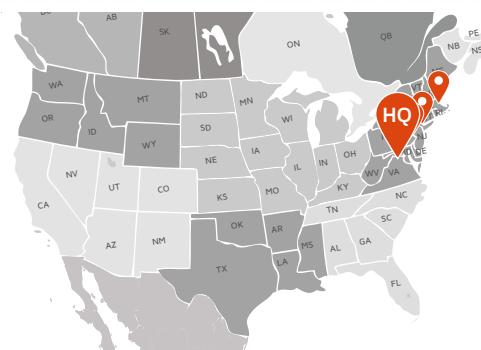
New York, NY

Philadelphica, PA

Coverage Areas

North America

South America



Headquarters

7901 Jones Branch Drive, Ste. 400

McLean, VA 22102

703.584.8920

[map](#)

NavigationArts

Top 3 Verticals



Financial Services



Healthcare



Hospitality

Areas of Expertise

Application Development

Business Strategy

Consulting

Content Strategy

Corporate Branding

Design

Digital Marketing

Enterprise Search

Implementation Services

Information Architecture

Mobile Strategy

Quality Assurance

Social

Taxonomy

User Research

Vendor-Agnostic WCM

Consulting

Web Governance

Active WCM Partners

ACQUIA®

jahia

Adobe

sitecore®

Drupal

Other CEM Partnerships

ANALYTICS

Google Analytics

WebTrends

MARKETING AUTOMATION

Eloqua

ExactTarget

Marketo

PERSONALIZATION

Sitecore DMS

SEARCH

Apache Solr

Coveo

Google

CRM

Microsoft Dynamics

Oracle

Salesforce.com

Value Proposition

NavigationArts' founding principle and driving passion is that the user experience is the only sustainable competitive advantage online. Throughout the project cycle, the company's focus remains on the creation of a multichannel web presence that facilitates a dialogue between the user and the business, and on creating benefits for end-users that are tailored to their everyday life.

NavigationArts' user experience team (responsible for strategy, information architecture, and visual design) and the technology team (responsible for requirements, quality assurance, HTML, content management systems, and training) work closely together to achieve these goals.

Client POV

"They were very objective and professional. They weren't always saying, 'Yes, we can do that, no problem.' They stick within their areas of expertise and don't oversell – which is very refreshing."

Overview

NavigationArts is a web design and web development company providing digital strategy, user experience design, web content management (WCM) implementations, and mobile and emerging technologies development services. The company is headquartered in McLean, VA, with additional offices in Boston, New York, and Philadelphia.

NavigationArts was founded in September 2001 and has grown since then to employ 90 staff members within its four practice groups: project management, information architecture, visual design, and technology.

The company works across a variety of industries, with its largest footprint in the education, healthcare, and nonprofit sectors. NavigationArts clients include Marriott International, Lockheed Martin, St Jude Children's Research Hospital, and Clark Construction.

Web content management services

NavigationArts provides web content management (WCM) implementation services using Adobe DAM, Drupal, and Sitecore.

NavigationArts has been a Sitecore Certified Solution Partner since 2007 and is certified in four Sitecore specializations:

- Customer engagement platform
- Customer relationship management
- Email campaign management
- E-commerce

The agency has completed more than 280 Sitecore implementations for more than 30 clients. Alan Gallaresi and Dustin Collis were named Sitecore Most Valuable Professionals in 2010 and 2011, and they were re-nominated in 2013. David Mead was named a Sitecore MVP in 2014. NavigationArts shares its knowledge and expertise about Sitecore on its Sitecore blog.

NavigationArts is a Drupal Partner and a member of the Drupal Association. Case studies of NavigationArts Drupal implementations include projects for the Phillips Collection and the National Museum of Women in the Arts.

NavigationArts also offers WCM implementations for Adobe DAM.

NavigationArts

WCM vendor-agnostic services

NavigationArts provides vendor-agnostic services. During the content management system selection process, the agency focuses on the business needs and user goals, rather than the constraints and capabilities of a particular technology platform.

Important factors that influence a CMS evaluation are:

- Niche factors and specific needs, unique in their importance to this particular project
- Cultural fit and alignment with business goals
- Ease of use
- Feature set (evaluated by asking “how?” questions to uncover the degree of customizations required)
- Technology stack
- Cost of ownership

Although NavigationArts uses its knowledge and expertise in platforms that it strategically partners with, the ultimate recommendation and advice is based on customers’ requirements — not NavigationArts’ vendor partnerships.

Project approach

NavigationArts employs a user-centric design process that utilizes multi-discipline teams. NavigationArts uses a Waterfall approach for most enterprise-level projects, with some projects using an Agile methodology. The company chooses the project delivery methodology that best aligns with the client’s internal processes and culture.

The following process steps and typical deliverables illustrate the company’s project delivery methodology for WCM-related projects:

Digital strategy/ discovery and analysis



NavigationArts consultants begin discovery by reviewing the client’s current website and conducting an analysis of competitors’ sites as well. NavigationArts reviews all relevant artifacts provided by the client, such as existing web analytics, marketing materials, and strategic planning documents. NavigationArts facilitates interviews and discussions with key organizational leaders and representatives of various stakeholder groups to clarify business goals and objectives.

Key deliverables of this phase are:

- Project management plan
- Project schedule
- Requirements document
- Master test plan
- Solution design document
- Conceptual organizational model

NavigationArts

User experience design



NavigationArts collaborates with the client to refine the site's structure, navigation, page layouts, and interactions, and it develops visual design and brand signal, which will extend across all major web properties. This phase includes the following:

Information architecture

Information architecture (IA) defines the proposed structure of the site, the organization of its content, the flow of its interaction, and the behaviors of its functionality.

Key deliverables of this phase are:

- Site map
- Clickable prototype or wireframes
- Site governance document
- Updated requirements

Usability testing

NavigationArts' approach to usability testing consists of conducting virtual one-on-one sessions with real end-users, where participants are asked to interact with the clickable prototype. Participants of the usability testing include representatives of all key user types (e.g., current partners and customers, prospective partners and customers, investors, and reporters.)

Key deliverables of this phase are:

- Usability test plan
- Usability test findings and recommendations report

Visual design

The visual design has two primary objectives. The first is to create a visual signal that is exciting, relevant, and memorable, and it should reinforce the client's brand and corporate culture across the website. The second is to provide visual cues that direct users in a useful way.

Key deliverables of this phase are:

- Two alternative design directions
- Design extensions
- Style guide
- Updated requirements

CMS implementation and integration



This phase involves the setup of the environment(s), creation of the CMS specification, and the implementation of the CMS that will drive the new website (including template development, environment configuration, and third-party system integrations.)

Key deliverables of this phase are:

- CMS specification document, which addresses the specific details of the engineering work that is required to implement the selected CMS
- Development execution plan, which identifies key tasks, deliverables, and milestones for the development process
- HTML templates
- Developer documentation for HTML templates
- Functioning CMS/website in a development and Quality Assurance environment

NavigationArts

Quality assurance testing and user acceptance testing



NavigationArts employs a process-driven test process framework for QA. QA reviews are performed against all documented functional requirements, wireframes, and technical/functional specifications. Results of the testing are captured and documented in the NavigationArts Test Tracker, and all defects are recorded in the NavigationArts Issue Reporting Tool.

Key deliverables of this phase are:

- Quality assurance test report (Test Tracker)
- Functioning website in QA environment

Content migration



This component of the engagement occurs in parallel with the other work streams. Prior to content entry, existing content is inventoried, curated, and revised. New content is created when necessary.

Key deliverables of this phase are:

- Content inventory
- Content mapping
- Functioning website in QA environment

Training, deployment, and site launch



NavigationArts produces project-specific training documentation and conducts hands-on training for the content contributors and website administrators so that they can confidently manage content; add, edit, and publish new content; update the site structure; and maintain the website after launch.

Deployment and support of the site is a coordinated activity between NavigationArts and the client. Typically, the NavigationArts team will be available for up to three weeks after the launch of the new web presence for ongoing support issues under an allocated set of hours.

Key deliverables of this phase are:

- Functioning web presence in a production/staging environment
- CMS author and system administration training guides
- Two training sessions – one for content authors and one for CMS administrators/developers
- Site launch assistance as needed

In addition to the established project delivery methodology described above, NavigationArts has strictly defined internal processes that allow the company to consistently deliver quality results across different initiatives and on different platforms. The agency uses internal pattern libraries and code baselines to ensure that teams are not recreating the same work or functionality. The process reviews

NavigationArts

are done with multidiscipline oversight from each of the specific service areas: business analyst, user experience, quality assurance, technology solutions, and project management. NavigationArts holds regular internal meetings to manage knowledge capture and knowledge transfer among the project teams, such as:

- Weekly team meetings
- Weekly management meetings
- Development lead meetings
- Postmortems at the close of a project

NavigationArts encourages training and continuous education of its staff in the following ways:

- Consultants are scheduled to attend industry conferences, such as Adobe MAX, DrupalCon, the IA Summit, and Sitecore Symposium.
- Consultants and developers attend yearly CMS training, partner demos, updates, webinars, and workshops.
- “Innovation cycles” time is given to the multidiscipline teams to work together and use emerging technologies and new concepts.
- Staff members are encouraged to participate in user groups or local meetups that are applicable to NavigationArts’ key service offerings.
- Monthly brown-bag meetings are held to share successes, failures, and interesting information gleaned from past projects or experiences.
- Code reviews, while ultimately done for quality purposes, are also useful for continuing education and training. This is often the time that the most crucial tuning and updates are made in a peer-to-peer or mentor environment.

Toward the end of a WCM implementation project, NavigationArts holds training sessions to ensure that the client has full understanding of the system from both the content author’s and administrative points of view. These sessions can be individual, classroom-style, or train-the-trainer, depending on the size and sophistication of the engagement and the client. NavigationArts also offers ongoing client services to provide a full suite of managed services. This can be as small as a monthly “emergency” retainer or as large as a fully managed hosting, creative services, or an external IT department.

NavigationArts

Pricing model

NavigationArts uses both time-and-materials and fixed-price models. The selection of the pricing model depends on the nature of the engagement, how well the scope of the engagement is defined, and the type of funding vehicle available for a given opportunity.

Value proposition

NavigationArts' founding principle and driving passion is that the user experience is the only sustainable competitive advantage online. Throughout the project cycle, the company's focus remains on the creation of a multichannel web presence that facilitates a dialogue between the user and the business, and on creating benefits for end-users that are tailored to their everyday life.

NavigationArts' user experience team (responsible for strategy, information architecture, and visual design) and the technology team (responsible for requirements, QA, HTML, CMS, and training) work closely together to achieve these goals.

Our POV

Navigation Arts' proven excellence in user experience design provides the essential foundation for meeting the demands of today's multichannel customer experience management.

nonlinear creations

D Digital/Interactive Agency

SI Systems Integrator

www.nonlinearcreations.com

Company Status

Private

Year Founded

1995

Revenue Range in USD 2013

\$10 – \$49
MILLION



Total

\$5 – \$7.49
MILLION



WCM-Related

Disadvantaged Business Designation

No

Full-Time Employees in 2013

63

North American Offices

Ottawa, ON

Calgary, AB

New York, NY

Toronto, ON

Coverage Areas

North America

South America

EMEA



Headquarters

987A Wellington St.
Ste. 201
Ottawa, ON K1Y 2Y1, Canada
613.241.2067
[map](#)

nonlinear creations

Top 3 Verticals



Education



Nonprofit



Technology

Areas of Expertise

Analytics

E-Commerce

Social

Business Strategy

Enterprise Search

Taxonomy

Consulting

Implementation Services

User Research

Content Strategy

Information Architecture

Vendor-Agnostic WCM

Design

Mobile Strategy

Consulting

Digital Marketing

Quality Assurance

Web Governance

Active WCM Partners



Other CEM Partnerships

ANALYTICS

Google Analytics

E-COMMERCE

Able Commerce

Blackbaud Luminare

Microsoft Commerce Server

TMA Resources' Personify

SEARCH

Coveo

Google Search Appliance

Microsoft FAST

CRM

Blackbaud Luminare

Microsoft Dynamics

Oracle CRM

Salesforce.com

Value Proposition

nonlinear creations has successfully completed 200 content management system (CMS) projects and more than 1,000 web engagements since the company was founded in 1995. nonlinear tries to strike a balance between technical and creative skills and has expertise in Sitecore implementations. nonlinear's strategic team has worked with C-level executives at Fortune 1000 companies and large global nonprofits, with the awareness of the technical and organizational challenges of web content management (WCM) implementations. The company has a growing analytics practice.

Across the two divisions, nonlinear offers three main areas of practice:

- Digital strategy and business consulting
- Design and user experience services
- Technology implementation and integration services

nonlinear believes that a broader CEM

approach to implementing WCM is critical to its clients' future success. Although many organizations are familiar with web content management, analytics, consumer relations management, and online marketing, these initiatives are often managed by different platforms and teams. nonlinear helps clients execute content publishing and management of marketing activities within a unified platform (Sitecore) and helps to align the skills in the organization toward a common, customer-centric goal.

nonlinear offers a Sitecore DMS readiness assessment, which consists of a 26-point evaluation of the client's infrastructure, skills, and capabilities. nonlinear also provides a three-day workshop — Sitecore DMS Bootcamp — that covers marketing automation, online campaigns, personalization, and content testing concepts. The boot camp also includes advice on how to build and measure the success of these efforts.

Client POV

"They are very dedicated to the client relationship. We always felt that nonlinear was on our side and looking out for our best interests."

Overview

nonlinear creations is a digital/interactive agency and systems integrator firm based in Ottawa, Canada, with additional offices in Toronto and Calgary, Canada; New York; and Brazil. Founded in 1995, nonlinear specializes in Sitecore implementations. The company employes over 60 full-time employees.

nonlinear's clients include Canadian post-secondary education institutions such as the University of Toronto's Rotman School of Management and Dalhousie University. The company has also completed projects for the Aircraft Owners and Pilots Association, Bayer CropScience and the Insurance Institute of Canada.

In 2013, the company restructured its operations into two divisions: nonlinear digital, which is a full-service digital marketing agency, and nonlinear enterprise, which serves as a consulting and communications partner for enterprise-level projects.

Web content management services

Between 1995 and 2000, nonlinear offered web content management (WCM) implementation services for RedDot (now part of OpenText), OpenCms, and Ektron.

Beginning in 2000, nonlinear shifted to working primarily with Sitecore and became an official Sitecore Partner in 2007 in an effort to move to a more advanced WCM ecosystem and make use of Sitecore's partner network program.

nonlinear is a Sitecore Certified Solution Partner with specializations in six areas:

- Customer engagement platform
- Customer relationship management (CRM)
- E-commerce
- Email campaign management
- Mobile
- Social

nonlinear creations

nonlinear authors many whitepapers on the CMS space and Sitecore solutions, including:

- Sitecore 7: What You Need to Know About Upgrading
- A Marketer's Guide to the Sitecore DMS
- The Sitecore DMS Rules Engine: 3 Cool Ways to Use It
- Failing CMS? 7 Ways to Know Whether It's the Product or the Partner
- Our 12 Laws of Sitecore Development

nonlinear is a Gold Certified Microsoft Partner and offers Microsoft SharePoint integration services.

Although nonlinear does provide some vendor-agnostic services, it primarily offers consulting services to help its clients assess organizational maturity and technical fit with the infrastructure and skill set in the context of the two platforms nonlinear works with.

Other supported products

nonlinear also supports Google Analytics, Microsoft Commerce Server, TMA Resources' Personify, AbleCommerce, Blackbaud Luminare, Microsoft FAST Search, Coveo, Google Search Appliance, Microsoft Dynamics, Oracle CRM, and Salesforce.com.

Project approach

nonlinear's service delivery framework (SDF) is inspired by Agile development methodology for software development. The process includes multiple iterations, and each includes a combination of envisioning, designing, building, and stabilizing code. "Iteration zero" sets the goalposts for further iterative development and involves strategy and user experience (UX) teams from the start. Clients can provide feedback after each iteration.

nonlinear employs the following primary tactics in its project delivery methodology:

1. Each nonlinear strategy team member is involved with multiple projects and brings these broader learnings to individual WCM projects.
2. The SDF library contains 12 years of knowledge and experience nonlinear acquired in CMS implementation and integration projects.
3. nonlinear has created a framework called the Sitecore Accelerator that allows the team to quickly implement the most common UX components using proven code, created by nonlinear and field-tested in previous projects.

nonlinear creations

Where required, nonlinear provides ongoing support services, including search engine optimization and paid search, the management of customer experience rules, and web analytics.

nonlinear holds weekly corporate-wide knowledge-sharing sessions. The company provides new employees with training, both on subject-matter expertise (such as code development and multivariate testing) and on how to be a consultant. This may involve external training by CMS vendors. Upon graduation from the internal training program, which is called nonlinear creations university, new employees apprentice on a real-world project.

Most of the agency's training is done internally by senior professionals. Training budgets are assigned at two levels: corporate-wide training (where the entire company needs to acquire a new skill or knowledge) and individual training that is tied to the next step in the career path of the team member. The size of an individual training budget varies based on the employees' needs and their career prospects at nonlinear.

Pricing model

Most nonlinear projects are priced on a time-and-materials basis; some projects are fixed-fee contracts.

Value proposition

nonlinear creations has successfully completed 200 CMS projects and more than 1,000 web engagements since the company was founded in 1995. nonlinear strikes a good balance between technical and creative skills, which when combined with its Sitecore expertise translate into end-to-end WCM project capabilities. nonlinear's strategic team has worked with C-level executives at Fortune 1000 companies and large global nonprofits, with the awareness of the technical and organizational challenges of WCM implementations. The company also has a growing analytics practice.

Across the two divisions, nonlinear offers three main areas of practice:

- Digital strategy and business consulting
- Design and user experience services
- Technology implementation and integration services



nonlinear creations

nonlinear believes that a broader CEM approach to implementing WCM is critical to its clients' future success. Although many organizations are familiar with web content management, analytics, consumer relations management, and online marketing, these initiatives are often managed by different platforms and teams. nonlinear helps clients to execute content publishing and management of marketing activities within a unified platform (Sitecore) and helps to align the skills in the organization toward a common, customer-centric goal.

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Our POV

nonlinear creations impresses with its commitment to customer experience management and its programs to help clients make the transition from WCM, such as the readiness assessment and the Sitecore DMS boot camp.

NorthPoint Digital

SI Systems Integrator

Other:
Digital-Platform-Strategy-Though-Implementation Organization

www.northpointdigital.com

Company Status

Private

Year Founded

2003

Revenue Range in USD 2013

\$29
MILLION

\$17
MILLION

Total

WCM-Related

Disadvantaged Business Designation

No

Full-Time Employees in 2013

165

North American Offices

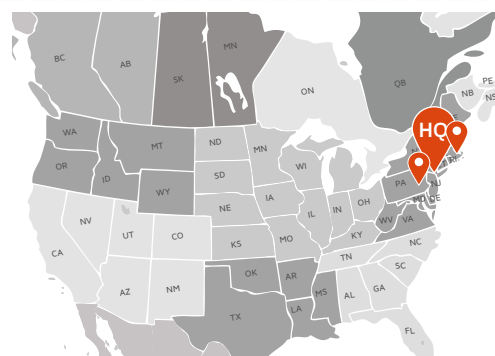
New York, NY

Boston, MA

Philadelphia, PA

Coverage Areas

North America



NORTHPOINT Digital

Headquarters

130 West 42nd St.
New York, NY 10036
212.819.1700
[map](#)

NorthPoint Digital

Top 3 Verticals



Healthcare



Media and Entertainment



Publishing and Media

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Strategy Consulting

Content Strategy

Design

E-Commerce

Enterprise Search

Implementation Services

Information Architecture

Infrastructure Services

Mobile Strategy

Program Management

Quality Assurance

Social

Taxonomy

Vendor-Agnostic WCM Consulting

Active WCM Partners

ACQUIA®

Adobe



ektron

eZ®



OpenCMS

percussion®

sitecore®

WORDPRESS

Other CEM Partnerships

ANALYTICS

Adobe Analytics
Google Analytics

CRM

Microsoft Dynamics

DAM

Adobe DAM

E-COMMERCE

Drupal Commerce
Ektron
Elastic Path
hybris
Sitecore

SEARCH

Apache Solr
Endeca
Elastic Search
Google Search Appliance

OTHER

Brand and User Experience: Siegel + Gale
Hosting: Amazon Web Services
Database Services: 10Gen
Managed Services: CenturyLink, WP Engine

Value Proposition

NorthPoint Digital takes a technology- and vendor-agnostic approach to web content management (WCM) projects. The company works with more than 10 different WCM platforms, both open source and proprietary, and covers all popular technology stacks, such as .NET, LAMP, and Java. This breadth of experience allows the company to offer strategic unbiased advice that is centered on business goals and isn't limited by a single technology platform.

The NorthPoint Digital team is experienced, yet small enough to allow access to senior management in all client engagements. The leadership team is

business-focused and technically astute in the WCM domain. Over the years, NorthPoint Digital has progressed from a technology shop to a digital strategy provider. The company focuses on business results, as opposed to technology for the sake of technology.

NorthPoint Digital maintains strong relationships with its partners. In addition to WCM vendor partnerships, the company also partners with the award-winning branding and user-experience agency Siegel + Gale, which allows NorthPoint Digital to couple its technology offerings with top-end, hard-to-match branding and user-experience services.

Client POV

“You can find technical expertise in a lot of places. But people like NorthPoint Digital who truly understand the problem and are committed to solving it are pretty rare.”

Overview

NorthPoint Digital is a business and technology consulting firm and a systems integrator. The company was founded in 2003 and is based in New York, with additional offices in Boston and Philadelphia. NorthPoint is split into two separate divisions: NorthPoint Financial and NorthPoint Digital. This report focuses solely on NorthPoint’s digital practice, which delivers scalable, enterprise-level content management solutions.

NorthPoint Digital provides strategic consulting, WCM implementation services, mobile development, social media, search, online community development, and e-commerce solutions. The company uses open-source web content management (WCM) platforms—Alfresco, Drupal, eZ publish, and OpenCms—and proprietary systems such as HP Autonomy Interwoven, Ektron, Microsoft SharePoint, Percussion, and Sitecore.

NorthPoint Digital employs 165 staff members, who are predominantly developers. It provides services in North America and serves clients such as Sony Music Entertainment, Einstein Healthcare Network, Shaw Media, Rotary International, and Hearst Magazines.

Web content management services

NorthPoint Digital works with a number of WCM platforms, both open source and proprietary.

NorthPoint Digital is an Adobe Business Partner.

NorthPoint Digital is an Acquia Services Partner. Case studies are available on Acquia’s website.

NorthPoint Digital is a member of the Drupal developer community. It developed the Mobex module, which integrates Drupal content into a mobile app.

The company runs webinars about Drupal, such as “How to power a rich video experience with Drupal” (2013).

The NorthPoint-contributed Media module in Drupal provides an extensible framework for managing files and multimedia assets, regardless of whether they are hosted on an organization’s site or a third-party site – earning its reputation as a “file browser to the internet.” Media sources can now be built once, contributed back to the community, and used by anyone.

NorthPoint Digital is an Ektron Premier Implementation Partner. The company has developed a reusable framework based on Ektron CMS400 that allows for the easy configuration and development of high-performing, complex web applications. Case studies are available on the Ektron website.

NorthPoint Digital

NorthPoint Digital provides eZ Publish implementation services.

NorthPoint Digital is a Hippo Gold Partner and provides Hippo consulting services. View its webinar recording, “Drive your CMS to take charge of mobile apps,” to find out more about using Hippo CMS.

NorthPoint Digital provides HP Autonomy Interwoven implementation services.

NorthPoint Digital is an OpenCms Solutions Provider. Rich Cooley, a managing partner at NorthPoint, spoke at the OpenCms Days 2012 in Cologne, Germany, on “How to manage an OpenCms project using Agile and continuous build.”

NorthPoint Digital is an official Percussion Partner.

NorthPoint Digital is a Sitecore Certified Solution Partner. It has experience with Sitecore content management system (CMS) and Sitecore Intranet Portal. The company hosts regular Sitecore developer training series in New York.

NorthPoint Digital works with WordPress and WordPress.com VIP. It is a WordPress.com VIP Featured Service Partner and has completed WordPress implementations for clients such as Hearst Magazines, Rodale Publishing, Shaw Media, Christies, and Siegel+Gale. NorthPoint Digital provides WordPress implementations primarily for the media, entertainment, and publishing industries.

WCM vendor-agnostic services

NorthPoint Digital is a technology- and vendor-agnostic company. It maintains partnerships with CMS vendors across .NET, LAMP, and enterprise Java technology stacks. The company provides strategic advice, planning, architecture, and implementation services across these technologies.

During a CMS selection process, NorthPoint Digital considers a number of factors before making a final recommendation:

- Overall business objectives and functional requirements
- Underlying technologies the client is comfortable supporting (such as a .NET, Java, or LAMP stack)
- Budget constraints
- Time-to-market requirements
- Total cost of ownership
- Vendor stability, market share, vision, and roadmap of the vendor

NorthPoint Digital

Other supported products

NorthPoint Digital has experience and expertise with the following solutions:

■ Analytics

Adobe Analytics
Google Analytics

■ CRM

Microsoft Dynamics

■ DAM

Adobe DAM

■ E-commerce

Drupal Commerce
Elastic Path
Ektron
hybris
Sitecore

■ Search

Apache Solr
Elastic Search
Endeca
Google Search Appliance

■ Other

Brand and User Experience: Siegel + Gale
Hosting: Amazon Web Services
Database Services: 10Gen
Managed Services: CenturyLink, WP Engine

Project approach

NorthPoint Digital's delivery approach focuses on proactive communication across teams and project management oversight. Each project is conducted using industry best practices, test-driven development for unit testing, continuous integration, and code reviews.

NorthPoint Digital uses Agile project development methodology and adheres to Agile practices such as daily scrums, sprint burn-downs, and test automation tools.

The project manager and key client stakeholders work together to ensure that the risks, misunderstood requirements, and divergent business expectations are minimized through this approach.

To ensure consistency across WCM-related projects, project teams follow NorthPoint Digital's proprietary project-delivery methodology and use the same project management tools and templates across all projects and WCM platforms.

NorthPoint Digital holds project reviews, and all project information is documented and shared with the team through an internal wiki and JIRA, for future reference.

Post-delivery, it also provides customized training for business users on the new platform. Training is conducted in groups and is based on the roles that people perform. Typically, NorthPoint Digital also provides several half-day training

NorthPoint Digital

sessions for developers. The training sessions are centered on tasks and project-specific scenarios. For clients that do not have the internal resources to support a WCM implementation, NorthPoint offers full support and a maintenance contract.

Through the agency's partnerships with WCM vendors, NorthPoint Digital employees have access to the vendors' training, support, and documentation, and are up to date with WCM product development and roadmaps. In addition, the company allocates a percentage of time and cost for each employee to use per year toward WCM-related training and continuing education programs. NorthPoint Digital holds biweekly "lunch-and-learns" on specific topics and best practices, and a formal mentoring program is in place for each employee.

Pricing model

Both fixed-fee and time-and-materials pricing models are used, depending on the client's preference.

Value proposition

NorthPoint Digital takes a technology- and vendor-agnostic approach to WCM projects. The company works with more than 10 different WCM platforms, both open source and proprietary, and covers all popular technology stacks, such as .NET, LAMP, and Java. This breadth of experience allows the company to offer strategic unbiased advice that is centered on business goals and isn't limited by a single technology platform.

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NorthPoint Digital maintains strong relationships with its partners. In addition to WCM vendor partnerships, NorthPoint also partners with the award-winning branding and user-experience agency Siegel + Gale, which allows NorthPoint to couple its technology offerings with top-end, hard-to-match branding and user-experience services.

Our POV

NorthPoint Digital offers WCM services for the most diverse range of vendors of all service providers in this report. The agency has adapted its skills and knowledge in pace with the changing demands for customer engagement, and it is able to deliver CEM solutions to its clients regardless of the technology in play.

NTT DATA

D Digital/Interactive Agency

Other:
IT Consultancy

www.nttdata.com

www.nttdata.com/americas

Company Status

Public

Full-Time Employees in 2013

75,000

Revenue Range in USD 2013

\$500+
MILLION



Total

N/A

WCM-Related

Disadvantaged Business Designation

No

Coverage Areas

North America

APAC EMEA

North American Offices

Plano, TX

Bala Cynwyd, PA

Brea, CA

Boston, MA

Charlotte, NC

Chicago, IL

Halifax, NS

Hauppauge, NY

Greenwood Village, CO

Los Angeles, CA

Markham, ON

McLean, VA

Monterey Park, CA

New York, NY

Norwood, MA

Orlando, FL

Palo Alto, CA

Portland, ME

Princeton, NJ

Rockland, MA

Toronto, ON

Santa Monica, CA

West Allis, WI

Woodbridge, NJ



NTT DATA

Headquarters (North America)

5601 Granite Pkwy, Ste. 1000, Plano, TX 75024 800.745.3263 [map](#)

NTT DATA - Interactive Services Practice

Note

The content on the following pages is specific to NTT's DATA's Interactive Services Practice in North America.

Top 3 Verticals



Biotech



Healthcare



Retail

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Data Services

Design

Digital Marketing

E-Commerce

Enterprise Search

Hosting

Implementation Services

Information Architecture

Infrastructure Services

Mobile Strategy

Outsourcing

Program Management

Quality Assurance

User Research

Vendor-Agnostic WCM Consulting

Active WCM Partners



Other CEM Partnerships

E-COMMERCE

Insite Software

SEARCH

Apache Solr

Coveo

Oracle Endeca

CRM

Microsoft CRM

Salesforce.com

Client POV

"I was quite impressed by the meticulous documentation, meeting minutes, follow-up action items, etc. They are definitely among the best I have worked with."

Value Proposition

NTT DATA has received several awards from Sitecore, including Site of the Year and the Technical Innovation Award. The company has a practice that offers organizational change management.

The largest company in this report, NTT DATA has the resources to have dedicated teams who specialize in the integration of back-office platforms such as Salesforce.com, Microsoft CRM, and SAP.

NTT DATA has a dedicated offering around analytics and optimization, a service that helps answer business questions around conversion rates, traffic generation, and customer value.

The company invests in research and development aimed at improving mobile and personalization, online and offline customer experiences, and the logistics facing multinational retailers entering new markets.

NTT DATA is moving toward a model in which its services can be provided offshore and in localized regions, such as Italy and Japan, for clients who require local time and language support. For its large global clients, NTT DATA is able to offer a blended rate using its offshore teams.

NTT DATA - Interactive Services Practice

Overview

NTT DATA is a global IT services provider that provides consulting, system development, and IT outsourcing services. The company is headquartered in Tokyo and employs around 75,000 professionals in 40 countries.

NTT DATA's Interactive Services Practice works across many industries and services clients such as Heinz, Praxair, Wacom, Honeywell, ATCC, and Uniqlo.

Web content management services

NTT DATA Interactive Services Practice is a Sitecore Certified Solutions Partner that specializes in e-commerce.

It also provides web content management (WCM) implementations for Ektron and Microsoft SharePoint.

Project approach

NTT DATA's Interactive Services Practice primarily uses an Agile methodology. The up-front requirements gathering during the discovery phase is complemented by ongoing requirements gathering throughout the development phase.

The Interactive Services Team has a methodology across different WCM platforms in which the company's CMS delivery teams report to the same project delivery management group and follow the same general practices, even though the architectural details of the products are different.

The company has at least one annual training session for each WCM platform team, supplemented by an internal three-level training and certification process.

Post-delivery, NTT DATA's Interactive Services Team offers the following services to clients:

1. **Service desk** and 24/7 monitoring. This package includes system monitoring, backup and restore, managed hosting, service-ticket escalation, break/fix, and other typical IT support services.
2. **Business hours help desk** support for clients' end-users include services such as "How do I ...?" queries, support, data entry, and user administration support.
3. **Analytics and optimization.** This includes monitoring conversion rates, creating marketing campaigns, A/B testing, marketing automation, and personalization strategies.
4. **Ongoing development.** This consists of ongoing enhancements to the site and related systems.

NTT DATA - Interactive Services Practice

Pricing model

NTT DATA's Interactive Services Group works primarily on an hourly, time-and-materials basis, and offers fixed-fee discovery engagements as well as fixed-fee delivery engagements in some cases.

Value proposition

NTT DATA has received several awards from Sitecore, including Site of the Year and the Technical Innovation Award.

The largest company in this report, NTT DATA has the resources to have dedicated teams who specialize in the integration of back-office platforms such as Salesforce.com, Microsoft CRM, and SAP.

NTT DATA has a dedicated offering around analytics and optimization, a service that helps answer business questions around conversion rates, traffic generation, and customer value.

The company invests in research and development aimed at improving mobile and personalization, online and offline customer experiences, and the logistics facing multinational retailers entering new markets.

NTT DATA is moving toward a model where its services can be provided offshore and in localized regions, such as Italy and Japan, for clients who require local time and language support. For its large global clients, NTT DATA is able to offer a blended rate using its offshore teams.

Our POV

NTT DATA is a global IT powerhouse with immense technical resources and expertise - an excellent profile to take on the daunting challenge of integrating and exposing back-end systems of record in order to power consumer systems of engagement, especially for large enterprise clients.

OHO Interactive

D Digital/Interactive Agency

DF Design and Development Firm

www.oho.com

Current as of August 2012

Company Status

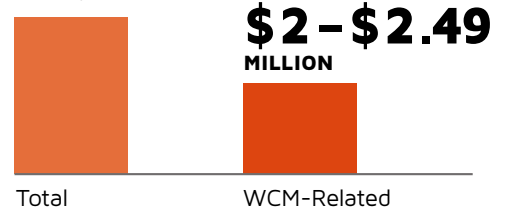
Private

Year Founded

1998

Revenue Range in USD 2013

\$5 – \$7.49
MILLION



Disadvantaged Business Designation

No

Full-Time Employees in 2013

30

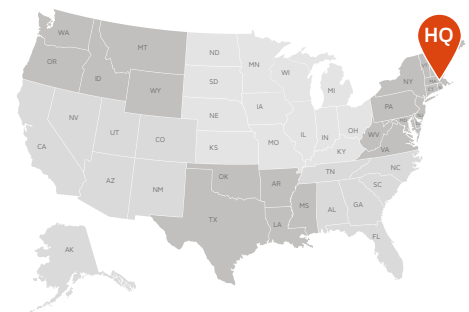
North American Offices

Cambridge, MA

Coverage Areas

North America

EMEA



Headquarters

1100 Massachusetts Ave.
2nd Fl.
Cambridge, MA 02138
617.499.4900
[map](#)

OHO Interactive

Top 3 Verticals



Education



Healthcare



Publishing and Media

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Strategy Consulting

Content Strategy

Corporate Branding

Design

Digital Marketing

E-Commerce

Information Architecture

Mobile Strategy

Social

Taxonomy

User Research

Vendor-Agnostic WCM Consulting

Active WCM Partners

ACQUIA[®]



Drupal

Value Proposition

OHO's strength comes from its combination of creative and technical skills, along with its ability to deliver both design and technical expertise in its projects.

OHO has a track record in Drupal implementations, with a particular specialty in building and growing successful online communities. OHO's

Drupal developers become involved at the start of the engagement, providing feedback to the design team and key stakeholders throughout the project lifecycle.

The company has developed a focus on the higher education and healthcare industries.

Client POV

"They took into account all the things that were important to us and tried to address them. OHO is better than other agencies in my view because they are smaller and more responsive; they get it done quickly."

Overview

OHO Interactive is a digital/interactive agency that provides web design, web development, content strategy, consulting, and Drupal implementation services.

The company is based in Cambridge, MA. It serves clients from a variety of industries, including healthcare, higher education, and publishing. OHO clients include Norwich University, Mitt Romney for President, Seventh Generation, The Vineyard Gazette, and Roger Williams University.

OHO Interactive was founded in 1998 and currently employs 30 staff members.

Web content management services

OHO Interactive is an Enterprise Select Partner and a member of the Drupal Association. It has completed more than 50 Drupal implementations.

The company implements solutions exclusively with the open source Drupal solution, but does provide research and design services for companies regardless of the web content management (WCM) platform.

Project approach

OHO Interactive's WCM methodology is based on more than 10 years experience in the industry. The company uses the acronym IDEAS (identify, design, engineer, assure, and support) to reflect its project delivery methodology.

Identify



This phase identifies project goals, defines requirements, and determines the scope of the solution. Key tasks in this phase include:

- Interactive strategy development. Through interviews with key stakeholders, as well as other input mechanisms, OHO reviews the current website and confirms the features to be developed.
- Use cases. OHO identifies users of the site, outlines their personas and interests and defines a "successful" visit.
- Competitive analysis. OHO reviews competitors' websites, and explores and documents desired attributes and features.

Design



This phase focuses on website visual design, navigation, and layout. Some of the steps of this phase are:

- Sitemap and information architecture are developed.
- Wireframes and/or clickable prototypes are created
- Graphic design

OHO Interactive

Engineer



During this phase of the project, OHO performs the following services:

- Creates a default theme, template, or wrapper to provide consistency across the site.
- Develops components and features and integrates them with third-party systems.
- Ensures code reviews are conducted by peers and management for quality and efficiency.
- Produces standards-based, cross-browser HTML code.
- Provides search engine-optimized URLs.

Assure



During this phase, OHO takes the solution through a variety of quality tests to ensure compliance with the requirements and project goals. Some of the steps include:

- Testing unit, system, performance, and load
- Training the client on the use and basic maintenance of the website
- Deployment, from the development environment to the staging environment
- Transitioning the project to the services and support teams for ongoing maintenance, if appropriate

Support



This phase includes feature and enhancement requests, search engine optimization, analytics, performance improvements, ongoing training, and service requests.

Internally, OHO Interactive maintains a library of standard modules that form the foundation for all WCM projects. These modules have baseline settings but can be configured for each specific engagement, as required. The company also maintains a features server that allows developers to easily incorporate commonly used features into a WCM implementation. Combined with developer training and the sharing of best practices, these methods help to ensure consistency across all WCM-related projects.

The company holds weekly developer team meetings to share any new findings and code. Upon completion of its projects, OHO reviews each one to identify challenges and map out new practices. Developers receive time to explore technical areas of interest and present their findings to the broader group on a biweekly basis. The company retains a budget to allow developers to attend industry conferences.

OHO Interactive

Pricing model

OHO Interactive typically works on a fixed-fee basis, which is worked out using rates for the required resources. The rates vary from \$80 to \$250 per hour.

Value proposition

OHO's strength comes from its combination of creative and technical skills, along with its ability to deliver both design and technical expertise in its projects.

OHO has a track record in Drupal implementations, with a particular specialty in building and growing successful online communities. OHO's Drupal developers become involved at the start of the engagement, providing feedback to the design team and key stakeholders throughout the project lifecycle.

The company has developed a focus on the higher education and healthcare industries.

Our POV

OHO Interactive is a smaller agency with broad skills, including research, design, strategic consulting, and technical implementation. The company's exclusive use of the open source Drupal platform is a good match for the large online communities typical of its many clients in higher education and healthcare.

Oshyn

D Digital/Interactive Agency

SI Systems Integrator

www.oshyn.com

Company Status

Private

Year Founded

2001

Revenue Range in USD 2013

\$2.5 - \$4.9
MILLION

Disadvantaged Business Designation

Yes

Full-Time Employees in 2013

45



North American Offices

Long Beach, CA

Coverage Areas

North America

EMEA



oshyn

Headquarters

200 Pine Ave.
Long Beach, CA 90802 USA
888.483.1770

[map](#)

Top 3 Verticals



Automotive



Education



Food and Beverage

Areas of Expertise

Application Development

Corporate Branding

Design

Digital Marketing

E-Commerce

Enterprise Search

Implementation Services

Information Architecture

Mobile Strategy

Outsourcing

Quality Assurance

Social

Taxonomy

User Research

Web Governance

Vendor-Agnostic WCM Consulting

Active WCM Partners

Adobe



HIPPO



jahia

EPISERVER



sitecore

Other CEM Partnerships

ANALYTICS

Adobe Analytics

Atlassian JIRA

MARKETING AUTOMATION

Adobe Business Catalyst

Sitecore Email Marketing

PERSONALIZATION

OpenText LiveServer

Sitecore DMS

E-COMMERCE

Drupal Ubercart

InsiteCommerce

SEARCH

Apache Solr

Coveo

OTHER

JIRA

Neustar BrowserMob

Value Proposition

Oshyn specializes in web development, content management system implementations, custom applications, social media, and mobile platforms. The company sets itself apart from the competition by focusing on what it does best: web technology. While some other digital agencies offer technology, design, marketing, and more, Oshyn's strategy is to specialize in the leading CMS platforms. The company's structure, training regimen, and hiring practices reflect this vision.

Client POV

“Oshyn has done a great job with development and engineering. We were attracted to their MRO offering [maintenance, repairs, and operations], which gives us a set number of hours per month ‘on retainer’ with Oshyn.”

Overview

Oshyn is a technology agency that provides web development services, custom applications, content management system (CMS) implementations, portals, and mobile application development. Oshyn began providing social media services in 2012, with the aim of helping companies analyze their social media efforts and improve their social engagement. As part of its focus on the shift to mobile web, the company offers content-managed, integrated mobile application development services, and it takes a mobile-friendly, responsive approach to design.

Oshyn serves various industries, with the top three being automotive, education, and food and beverage. Among Oshyn's clients are such companies as the California Teachers Association, Dole Food Company, National Education Association Member Benefits, Intrust Resorts, and World Wrestling Entertainment.

The company was founded in 2001. It is based in Long Beach, CA, and employs 45 staff members.

Web content management services

Oshyn works with a range of web content management (WCM) solutions.

Oshyn formed a new partnership with Adobe in 2013, and provides a range of services concerning the Adobe Experience Manager platform.

Oshyn provides Drupal development services as well. The Drupal development section of its website is home to case studies, white papers, and blog posts about Drupal.

The company is also an EPiServer Certified Partner. The EPiServer section of its website contains case studies, such as its EPiServer implementation for the Saskatchewan Watershed Authority, and blog posts about EPiServer.

Additionally, Oshyn is a Jahia Certified Partner. The company shares its Jahia-related knowledge in blog posts as well.

Oshyn also provides OpenText/RedDot expertise for clients running on the RedDot CMS.

The company is a Certified Sitecore Partner and is recognized for specializing in Sitecore's Customer Engagement Platform (CEP). Oshyn maintains a blog on its website where the Sitecore development team shares its expertise and best practices about Sitecore's products. Oshyn's featured Sitecore case study is its CTAMB Mobile site project.

The company launched its own product in 2012: Siteport, an automated content migration solution that helps clients migrate quickly from one CMS platform to another. Siteport allows full migration of website content – including templates, users, groups, workflows, and more – by plugging directly into the current CMS’s application programming interface (API) and the new CMS’s API.

Vendor-agnostic WCM services

The company provides vendor-neutral CMS selection consultancy services. Some of the factors considered during the selection process are:

- High-level application requirements of WCM (corporate brochureware, online marketing, application-centric)
- Client’s existing technology experience
- Existing components to be reused
- Integration points or other systems that need to interact with the software
- Need to support multiple languages, channels, or sites

Oshyn publishes whitepapers on how to best select a WCM system and key issues that typically occur in WCM projects.

Project approach

Oshyn follows the Scrum/Agile project-delivery methodology. A typical project comprises the following phases:

Discovery



During this phase, Oshyn determines the business strategy, develops project requirements, conducts CMS selection, and creates a project plan.

Design



In this phase, the company considers information architecture, business analysis, content planning, visual design, functional specifications, and technical specifications.

Develop



Steps in this phase include multiple iterations of template development, custom component development, CMS configurations (including taxonomy, workflow, permissions, users, groups, and publishing), environment implementation (such as development, testing, and staging production), content migration and loading (automated and manual), and testing (for function, browser compatibility, design fidelity, accessibility, and performance).

Oshyn

Deploy



Oshyn facilitates and supports the launch process prior to, during, and after a deployment to ensure a successful launch.

Maintenance



Hourly or fixed-fee contracts provide 24/7 support for system issues, bugs, enhancements, and software upgrades.

Highly trained and experienced staff members lead every project. Oshyn adheres to its project-delivery methodology consistently and rigorously to ensure project control, but it remains flexible to support customers whose needs fall outside the scope of the methodology.

Oshyn's teams share their progress with each other through ongoing project reviews, management meetings, and daily interaction.

Each completed project transitions to a team (either the client's or Oshyn's) that receives documentation and training to support ongoing maintenance. Every project includes post-launch warranty hours so that clients continue to have access to Oshyn's time and expertise even after the project is completed. The company internally reviews each completed project to determine improvement areas, and its team members later write blog posts detailing something new they did on a given project.

Oshyn's team members attend formal training with relevant vendors or solution providers. In addition, the company pays for team members to learn new technologies or improve their skills.

Pricing model

Oshyn works with its clients on an hourly, monthly, or fixed-fee basis.

Value proposition

Oshyn specializes in web development, content management system implementations, custom applications, social media, and mobile platforms. The company sets itself apart from the competition by focusing on what it does best: web technology. While some other digital agencies offer technology, design, marketing, and more, Oshyn's strategy is to specialize in the leading CMS platforms. The company's structure, training regimen, and hiring practices reflect this vision.



Oshyn

Our POV

Oshyn proudly disclaims any aspirations to be an end-to-end customer experience management provider, instead focusing on the content technologies that must form the core of any engagement initiative. Look to Oshyn for development of a content platform around its content technology partners.

POSSIBLE

D Digital/Interactive Agency

SI Systems Integrator

www.possible.com

Company Status

Public
(part of WPP Digital)

Year Founded

2011

Revenue Range in USD 2013

No financial information provided

Disadvantaged Business Designation

No

Full-Time Employees in 2013

1,100+

Total

WCM-Related

North American Offices

Seattle, WA
Cincinnati, OH
Los Angeles, CA
New York, NY
Portland, OR

Coverage Areas

North America
South America
EMEA APAC



POSSIBLE

Headquarters
414 Olive Way, Suite 500
Seattle, WA, 98101 USA
206.341.9885 [map](#)

POSSIBLE

Top 3 Verticals



Automotive



Consumer-Packaged Goods



Technology

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Content Strategy

Customer Relationship Management

Design

Digital Marketing

E-Commerce

Implementation Services

Information Architecture

Mobile Strategy

Quality Assurance

Social

User Research

Vendor-Agnostic WCM Consulting

Active WCM Partners

ACQUIA®

Adobe

Drupal

EPISERVER

ORACLE®

sitecore®

Other CEM Partnerships

ANALYTICS

Adobe Analytics
Google Analytics
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 data for its solutions through its methodology 'Does it Work?'

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. The company has five offices across the US, and one in Sao Paolo, Brazil, as well as in San Jose, Costa Rica. Outside of North America, POSSIBLE has full-service offices in Europe, including in the UK, Hungary, Luxembourg, Belgium, Austria, the Netherlands, and Poland. The company also has global offices in Russia, Romania, Serbia, the United Arab Emirates, Singapore, Australia, China, and Hong Kong.

POSSIBLE's North American accounts include Microsoft, P & G, Starwood Hotels and Resorts Worldwide, The Bill & Melinda Gates Foundation, AT&T, and Coca-Cola.

Web content management services

The company works with the following WCM platforms:

Acquia

EPiServer

Adobe

Oracle

Drupal

Sitecore

Other supported products

POSSIBLE has experience and expertise with the following solutions:

■ Analytics

Adobe Analytics
Google Analytics
Optimizely

■ Social media monitoring and publishing

LinkedIn
Percolate

■ Search

Kenshoo
MediaMind
Moz
Visible Technologies

Project approach

Planning and execution

POSSIBLE typically follows a "discover, define, design, build" process for Waterfall

POSSIBLE

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

Common practices

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.

Our POV

POSSIBLE balances a broad geographic reach, achieved through its many recent acquisitions, with a common project approach that is supported by its Centers of Excellence structure. Its presence in emerging markets is more extensive than most other global agencies, which will appeal to global companies with large customer prospects in those regions. POSSIBLE's challenge for the near future will be to ensure that it can incorporate its newer acquisitions into its existing methodologies and structure.

R2integrated

D Digital/Interactive Agency

MC Marketing Communications Agency

www.r2integrated.com

Company Status

Private

Year Founded

2007

Revenue Range in USD 2013

\$10 - \$49
MILLION

Disadvantaged Business Designation

No

Full-Time Employees in 2013

91



North American Offices

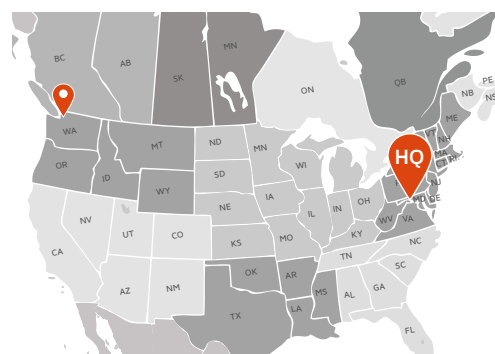
Baltimore, MD

Seattle, WA

Coverage Areas

North America

EMEA



DIGITAL MARKETING
& TECHNOLOGY

Headquarters

400 East Pratt St.
11th Fl.
Baltimore, MD 21202
410.327.0007
[map](#)

R2integrated

Top 3 Verticals



B2B Technology



Education



Nonprofit

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Strategy Consulting

Corporate Branding

Customer Experience Management

Design

Digital Marketing

E-Commerce

Implementation Services

Information Architecture

Marketing Automation

Mobile Strategy

Program Management

Quality Assurance

Search Marketing

Social

Strategy

Taxonomy

User Research

Vendor-Agnostic WCM Consulting

Active WCM Partners

Acquia



Adobe

ektron



Other CEM Partnerships

ANALYTICS

Google Analytics
WebTrends

MARKETING AUTOMATION

Adobe Campaign
Eloqua
HubSpot
Marketo
Optify

E-COMMERCE

Commerce Guys
PayPal
Ubercart

SEARCH

Apache Solr
BrightEdge
Conductor Searchlight
Google Search Appliance

Value Proposition

R2i approaches marketing “from the inside out,” says Matt Goddard, r2i’s CEO. It begins every project from an analytics and ROI point of view, building creative ideas on top of the collected data. R2i intersects its clients’ message and value proposition with research about consumer-buying behaviors, with the ultimate goal of revenue growth.

Although r2i worked with WCM platforms for the last decade and has a deep technical understanding of the industry, it considers a content management system (CMS) as just one asset of an

organization’s integrated marketing technology stack. It believes the core pillars of a true integrated marketing experience are the WCM, analytics, and marketing automation platforms that deliver overall digital strategy and success. This focus on business and customer needs (rather than specific technology), coupled with a broad range of WCM platforms that the company works with, makes r2i a good fit for a surprisingly wide variety of projects. R2i resources projects fully by its own in-house, cross-discipline staff.

Client POV

“After the initial relaunch, we kept them on to evolve and improve the site. We expect r2i will be a part of our organization for a very long time. Really excellent.”

Overview

Headquartered in Baltimore, R2integrated (r2i) is a digital/interactive agency specializing in creating customer engagement in online environments. The agency offers marketing technology including WCM, analytics, digital marketing, and customer experience management expertise to clients such as Microsoft, Valeant Pharmaceuticals, Hershey's, ARAMARK, Under Armour, University of Michigan, MasterCard, the NFL and Sephora. The company designated its top three industries as B2B technology, education, and nonprofit.

R2i has offices in Baltimore and Seattle. Founded in 2007, the company currently employs over 90 staff members.

Web content management services

The company works with the following WCM platforms:

Acquia

Drupal

Adobe

Ektron

DNN

Sitecore

R2i is a DNN Certified Gold Partner with more than 300 completed implementations, and more than 20 DNN certified engineers. Case studies of DNN implementations are available on r2i's website.

R2i is an Ektron Certified Elite Partner, with more than 20 Ektron-certified engineers. Case studies of Ektron implementations are available on r2i's website.

R2i is an Acquia Drupal Enterprise Partner and was selected as an Acquia Partner Site of the Year finalist (April 2013 and 2014). The company employs Drupal certified engineers who are an active part of the Drupal community and attend DrupalCon annual events. Case studies of the company's Drupal implementations are available on the r2i website.

R2i is an Adobe Business Solutions Partner with certified Adobe engineers, architects, and analysts on the team.

R2i is also a certified Sitecore Solution Partner, an Eloqua Business Partner, and a Marketo Agency Partner.

R2integrated

WCM vendor-agnostic services

The company offers consulting services to help clients select a WCM system depending on their needs. These services are based on the company's knowledge of each WCM with which it partners. Some of the factors that influence selection are cost, technology, ease of use, content-publishing capability, workflow, infrastructure, integration requirements, and mobile features. R2i provides a free CMS comparison report published annually and available for download.

Project approach

R2i utilizes a hybrid methodology that uses elements of both the Agile and Waterfall approaches. The company follows a systems development lifecycle process, which is broken down into phases such as requirements gathering, design, technical analysis, and testing. Weekly progress updates and daily internal standup meetings are held throughout the project. Testing and requirements analyses are carried out throughout the project lifecycle.

A typical project involves the following four milestones:



Milestone one: Strategic research and pre-build phase discovery

■ Goals and persona analysis

This phase includes a series of exercises that define the target audience, information architecture, and site visitor experience, as well as set the foundation for website design and web development efforts.

■ Web strategy and information architecture

R2i creates a site map and taxonomy that define the overall structure, hierarchy, and navigation for the website per audience segment and use case. Opportunities for personalized versus generic content are identified. A content audit is carried out and a report is produced outlining the content types, available assets, and data points. The client confirms what content will be migrated from existing sites, as well as on the volumes and types of new content that need to be created.

■ Wireframes (blueprints)

A set of wireframes is created for the main page types, including the homepage, a detailed content page, a sample engagement page, and a landing page. These wireframes define the page layout, navigation system, content types, and functional components.

R2integrated

■ Creative design

R2i develops a set of designs based on the wireframes and sitemaps in accordance with the client's style guide. Typically, the homepage and several unique site pages are produced per corporate and franchise site areas. Mobile considerations are also made for responsive design and mobile-optimized sites.



■ Milestone two: WCM development, page generation, and core site features

- During this phase, r2i develops WCM core themes for all master and unique page views, creates user roles with the correct rights and permissions, configures the WYSIWYG editor, and builds navigation and search.



■ Milestone three: Site experience and relevant interactive features (varies per project)

R2i develops web experience features required for the project, such as personalization, social media integration, and marketing automation, as well as such interactive features as blogs, calendars, videos, and photo galleries.



■ Milestone four: Testing and QA, migration, launch, and training

Testing and quality assurance include:

- Browser testing
- Load testing
- Testing and validation against W3C best practices
- Mobile device testing

Training and knowledge transfer includes:

- On-site meetings at client locations as needed
- Three to four additional support webinars
- Best practices documentation and data on any configured/customized features

R2integrated

Post-launch service-level agreement (SLA) and support include:

- Sixty-day warranty on defects
- Email, webinar, and phone application-level support via retainer SLA
- Minor change request development

R2i engineers hold WCM certifications, and the company encourages staff learning and development through tuition reimbursement. Engineers and designers also attend training sessions and webinars provided by r2i WCM partner vendors.

Post-delivery, r2i provides a 60-day warranty from defects. In most cases, the company also provides ongoing support on a retainer basis. In such cases, r2i assigns an account owner who is responsible for maintaining a relationship with the client and understanding roadblocks and potential ongoing needs.

Pricing model

R2i provides three pricing options: hourly, based on resources needed; on a retainer basis, or by block of blended hours used for consulting, tactical work, and ongoing support; as well as fixed price for larger, well-defined projects.

Value proposition

R2i approaches marketing “from the inside out,” says Matt Goddard, r2i’s CEO. It begins every project from an analytics and ROI point of view, building creative ideas on top of the collected data. R2i intersects its clients’ message and value proposition with research about consumer-buying behaviors, with the ultimate goal of revenue growth.

Although r2i worked with WCM platforms for the last decade and has a deep technical understanding of the industry, it considers a content management system as just one asset of an organization’s integrated marketing technology stack. It believes the core pillars of a true integrated marketing experience are the WCM, analytics and marketing automation platforms that deliver overall digital strategy and success. This focus on business and customer needs (rather than specific technology), coupled with a broad range of WCM platforms that the company works with, makes r2i a good fit for a surprisingly wide variety of projects. R2i resources projects fully by its own in-house, cross-discipline staff.



R2integrated

Our POV

R2i sensed the transition from WCM to CEM earlier than most, and has realigned accordingly, with the addition of digital and social marketing teams for example. R2i's expertise with a large number and variety of content management products validates their proclaimed technology neutrality, and their many regional offices ensure that projects are staffed without outsourcing.

Razorfish

D Digital/Interactive Agency

www.razorfish.com

Company Status

Public

Year Founded

1995

Revenue Range in USD 2013

\$250-499
MILLION



WCM-RELATED
Cannot disclose due to Razorfish being part of Publicis Groupe, a publicly traded company

Total

WCM-Related

Disadvantaged Business Designation

N/A

Full-Time Employees in 2013

3,200+

North American Offices

New York, NY

Atlanta, GA

Austin, TX

Chicago, IL

Portland, OR

San Francisco, CA

Seattle, WA

Coverage Areas

North America

EMEA

APAC



21
locations worldwide

razorfish.

Headquarters

1440 Broadway, 19th floor
New York, New York 10018
212.798.6600

[map](#)

Top 3 Verticals



Automotive



Retail and Wholesale



**Telecommunications/
Mobile Services**

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Strategy Consulting

Content Strategy

Corporate Branding

Customer Relationship Management

Design

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; and Cloud Technology Services

Active WCM Partners



Other CEM Partnerships

ANALYTICS

Adobe Analytics
Google Premium Analytics
IBM
WebTrends

CRM

Adobe
ExactTarget
IBM
Microsoft Dynamics
Oracle Seibel
Salesforce.com
Responsys
YesMail

E-COMMERCE

Adobe
Demandware
hybris

HOSTING

Amazon Web Services
Gigaspace
Google
Microsoft Azure
Rackspace
Savvis

SOCIAL

Adobe
Facebook

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.

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 over 3,000 employees worldwide. In North America, the company currently has seven offices, with 21 offices worldwide, including offices in Australia, China, Japan, India, and Europe. The company works with clients such as Bridgestone, Microsoft, and EMC.

Web content management services

The company works with the following WCM platforms:

Adobe

Liferay

Hippo

Oracle

HP Autonomy

Sitecore

Other supported products

Razorfish has experience and expertise with the following solutions:

■ Analytics

Adobe Analytics
Google Premium Analytics
IBM
WebTrends

■ E-commerce

Adobe
Demandware
hybris

■ CRM

Adobe
ExactTarget
IBM
Microsoft Dynamics
Oracle Siebel
Responsys
Salesforce.com
YesMail

■ Hosting

Amazon Web Services
Gigaspaces
Google
Microsoft Azure
Rackspace
Savvis

■ Social

Adobe
Facebook

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 drive the key value from better management of content. They enable 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 on hosting and deployment best practices and developers learn analytical tagging. There are also analytics teams and service operations teams that 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 or on a time and materials basis.



Razorfish

Our POV

Razorfish was one of the first agencies that realized technology would become equally as important as strategy and design have been traditionally. The company emphasizes how technology should be an enabler of great user experiences, and its success in serving some of the world's largest companies shows that it is able to scale those experiences. Razorfish's challenge for the near future will be to show how strength in digital can be leveraged with the non-digital, "analog" components of customer experience.

Rivet Logic

SI Systems Integrator

www.rivetlogic.com

Company Status

Private

Disadvantaged Business Designation

No

Year Founded

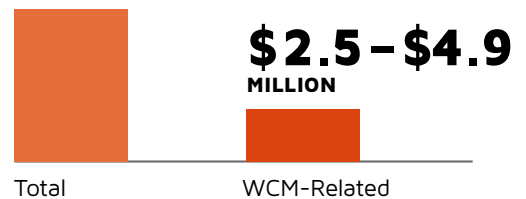
2005

Full-Time Employees in 2013

70

Revenue Range in USD 2013

\$7.5 - \$10
MILLION



North American Offices

Reston, VA

Boston, MA

Chicago, IL

Irvine, CA

New York, NY

Raleigh, NC

Salt Lake City, UT

Coverage Areas

North America



rivetlogic

Headquarters

11410 Isaac Newton Square N.
Ste. 210
Reston, VA 20190
703.955.3480
[map](#)

Rivet Logic

Top 3 Verticals



Education



Media and Entertainment



Publishing and Media

Areas of Expertise

Application Development

Implementation Services

Outsourcing

Vendor-Agnostic WCM Consulting

Active WCM Partners



Other CEM Partnerships

DOCUMENT DATABASE

MongoDB

SEARCH

Apache Solr

Value Proposition

Rivet Logic is a systems integrator with technical expertise in Java-based open-source software platforms. Since 2005, the company has completed successful implementations using Alfresco and Liferay, and it has platinum-level partnerships with these solution providers. Recent WCM implementations also include a mobile component and social media integration. Where required, Rivet Logic partners with digital agencies for creative input.

Rivet Logic is an advocate for open source software and an active member of the open source community. One of the company's open source contributions, Crafter Rivet, has grown into the independent product Crafter CMS, a web experience management application on top of Alfresco.

Client POV

“They really know their stuff and are also very accessible and solutions-oriented. They have a rigor in their process that a lot of other agencies that I’ve worked with don’t have. They exemplify all the things I look for in an agency.”

Overview

Rivet Logic is a consulting, design, and systems integration firm that provides digital experience solutions that enable better customer engagement, improved collaboration, and streamlined business operations. Rivet Logic works with such open source platforms as Alfresco, Crafter CMS, Liferay, and MongoDB.

The company delivers solutions to industries such as education, entertainment, and publishing. Among Rivet Logic's clients are Kaplan, Inc., MasterCard Worldwide, Marriott International, Harvard Business Publishing, and TELX, Inc.

Rivet Logic was founded in 2005 and currently employs 70 staff members. The company is headquartered in Reston, VA, with additional offices in Boston; Chicago; Irvine, CA; Raleigh, NC; and Salt Lake City, UT; plus a development team in San Jose, Costa Rica.

Web content management services

Rivet Logic works with the following Java-based open source web content management (WCM) systems: Alfresco, Crafter CMS, and Liferay.

Since 2006, Rivet Logic has been an Alfresco Platinum Systems Integrator Partner and a Liferay Platinum Partner. The company has completed more than 50 projects for each of these platforms.

Rivet Logic is also a Crafter CMS integrator partner. Crafter CMS is open source and built on top of Alfresco. It was developed by Rivet Logic; as of May 2013, the content management system has been offered by a separate, semiautonomous company and is represented by other integrators, in addition to Rivet Logic.

Rivet Logic advises on the specifics of various open-source Java-based WCM/WEM platforms during the WCM selection process. Some of the factors taken into consideration are overall business goals; content strategy; business user interface (authoring, publishing, workflow); integration requirements (for both content authoring and content delivery); performance, operational, and technology constraints; personalization; mobile; social; cloud; internationalization plans; and cost or budget limitations.

Project approach

Rivet Logic incorporates an established project delivery methodology into all of its projects. The company's management personnel each has more than 18 years of experience in completing software development projects using development processes that include Waterfall, Spiral, and Agile methods. The leadership team has also passed a Six Sigma quality audit conducted by General Electric.

Rivet Logic

Based on the company's core belief in Agile development methods, Rivet Logic's development process incorporates the following principles:

1. Well-defined project phases with management and customer reviews at the end of each phase. The stages are:
 - **Planning and design:** includes requirements analysis, system design, project planning, and risk identification/mitigation planning
 - **Implementation:** includes detailed design, software implementation, and integration
 - **Deployment:** includes independent quality assurance testing, user acceptance testing, system and software deployment, final content migration, knowledge transfer and training, and final documentation
 - **Production support:** includes supporting clients' ongoing operational and maintenance activities as needed
2. Project phases may overlap across phases, as long as criteria for starting a new phase is documented and approved by the client.
3. Processes and tools for clear communication are mutually agreed upon.
4. Project documentation is developed and maintained, and it has clear approval and change management procedures. This stage typically includes:
 - **Requirements specification:** incorporates functional, performance, and operational requirements
 - **Solution design document:** includes sections such as information architecture, metadata, and content modeling; user interface design; customizations; and deployment architecture
 - **Test plan:** includes functional and performance test requirements, test cases, specifications for test tools or scripts, and test results or data collection methods
 - **Operations manual:** incorporates installation, configuration, administration, and maintenance procedures
 - **Training manual:** for users and administrators
 - **Project management plan and schedule**
 - **Issues log**

Rivet Logic

5. A standardized set of software development and project management tools is used throughout the project.
6. Rivet Logic adjusts the project approach to accommodate clients' project management/software development methods.

Rivet Logic ensures delivery across different projects in the following manner:

- The project management office and technical team work closely together. Rivet Logic's PMO director and chief technology officer are both involved in the approval of all project estimates, plans, processes, and execution.
- The company uses consistent tool sets, including:
 - Software source code control/build: Subversion and Maven
 - Code review: FishEye and Crucible
 - Continuous integration: Bamboo
 - Software development environment: Eclipse
 - Testing frameworks: JUnit, JMeter, Selenium
 - Collaboration and knowledge transfer: Confluence Wiki
 - Document management: Alfresco
 - Issue tracking and task management: JIRA
 - Project management: OmniPlan
- Established project delivery process
- Training of all new personnel and annual updated training for all staff
- Work environment is open and collaborative; there are no barriers between project teams. Subject to certain client non-disclosure agreements, all project documentation for all projects is available in the corporate wiki.

Training and continuing education at Rivet Logic is encouraged in the following ways:

- **Technical** personnel take updated software product training at least once a year to refresh material knowledge and learn about release updates.
- **New** personnel proceed through a new employee training program that covers both the technical software products (Alfresco, Apache Solr, Crafter CMS, and Liferay) and Rivet Logic's project management process and project delivery methodology.

Rivet Logic

- **Project managers** and **technical architects** take training on the project management process and project delivery methodology.

Post-delivery, Rivet Logic provides several support options, a mix of which can be used depending on a particular organization's needs:

1. **Software support**

The company provides help desk solution support out of its Costa Rica office, either on a business-hours basis (with a four-hour guaranteed response time) or 24/7 (with two-hour guaranteed response time).

2. **Post-production development support**

Depending on the complexity of the solution and internal resources available, clients may choose to include 10 to 20 days of post-implementation support.

3. **Retainer support**

A specific number of developer hours are expected to be used over the course of a year. This option provides reasonably fast, but not immediate, access to resources in an environment that might expect numerous ongoing changes.

4. **Managed services**

For clients that want a higher level of dedicated support, Rivet Logic offers managed services through its Costa Rica office, which provides customers one or more full-time resources to help meet software development needs, manage product-version upgrades, conduct follow-on training, and perform ongoing maintenance and support.

Pricing model

Rivet Logic projects are priced either on an hourly, time-and-materials, or a fixed-fee basis.

Value proposition

Rivet Logic is a systems integrator with technical expertise in Java-based open-source software platforms. Since 2005, the company has completed successful implementations using Alfresco and Liferay, and it has platinum-level partnerships with these solution providers. Recent WCM implementations also include a mobile component and social media integration. Where required, Rivet Logic partners with digital agencies for creative input.

Rivet Logic is an advocate for open source software and is an active member of the open source community. One of the company's open source contributions, Crafter Rivet, has grown into the independent product Crafter CMS, a web experience management application on top of Alfresco.



Rivet Logic

Our POV

Rivet Logic has an impressive track record of delivering rich web and mobile solutions with open source technologies. The recent spin off of its own Crafter CMS product for web experience management underscores its dedication to the emerging requirements for customer engagement.

ROI DNA

D Digital/Interactive Agency

Other:
E-Commerce Optimization Agency

www.roidna.com

Company Status

Private

Year Founded

2009

Revenue Range in USD 2013

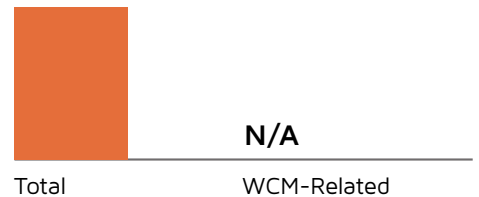
\$4-\$6
MILLION

Disadvantaged Business Designation

No

Full-Time Employees in 2013

51



North American Offices

San Francisco, CA

Vancouver, BC

Coverage Areas

North America

South America

EMEA

APAC



ROI·DNA

Headquarters

333 Bryant St., LL120
San Francisco, CA 94107
855.476.4362

[map](#)

ROI DNA

Top 3 Verticals



Media and Entertainment



Professional Services



Technology

Areas of Expertise

Analytics

Application Development

Business Strategy
Consulting

Content Strategy

Corporate Branding

Data Services

Design

Digital Marketing

E-Commerce

Hosting

Implementation Services

Information Architecture

Infrastructure Services

Mobile Strategy

Program Management

Social

Taxonomy

Vendor-Agnostic WCM
Consulting

Active WCM Partners



Other CEM Partnerships

ANALYTICS

Adobe Analytics
Google Analytics
Optimizely

MARKETING AUTOMATION

Eloqua
Marketo

DAM

Adobe DAM

PERSONALIZATION

Adobe Target

E-COMMERCE

Cleverbridge
Shopify

SEARCH

Kenshoo
Marin Software
SearchForce

Value Proposition

ROI DNA is a young and enthusiastic digital/interactive agency that provides design, strategy, development, channel marketing services, and WCM implementation services using open-source solutions. The agency's client base is varied and ranges from small companies to large organizations. ROI DNA can work under tight timescales, with some projects being completed within a space of between two weeks to three months. ROI DNA is

flexible and responsive to client needs. The company typically offers two proposal options: a cost-effective solution focused on the short-term goals, or a more extensive option that provides the best longer-term value. ROI DNA recognizes the importance of customer data and aims to optimize user experience for customer needs, which in turn improves conversion rates.

Client POV

"We typically worked with individual contractors for design, implementation, AdWords, etc. With ROI DNA, we get everything in one place. They get it right the first time – we don't have to do 100 iterations."

Overview

ROI DNA is a digital/interactive marketing agency founded in 2009. It offers design, strategy, development, channel marketing services, and WCM implementation services using open-source and enterprise solutions.

The agency is based in San Francisco, with satellite offices in Vancouver, Canada; Paris, France; and a development team in Ljubljana, Slovenia. In total, ROI DNA employs over 50 staff members globally.

ROI DNA serves clients from North America, South America, Europe, the Middle East, Africa, and the Asia-Pacific region. ROI DNA's client base includes cleverbridge, Malwarebytes, Symantec, SourceNext, Needle, and Directly.

Web content management services

ROI DNA specializes in open-source implementations, with its primary focus on WordPress. It has some experience of Django, Joomla!, and Drupal. In 2013, the company added Adobe to its offerings as well.

When ROI DNA helps its clients determine which open-source platform to use, it considers the following factors:

- Number of pages to be hosted
- Flexibility of client needs
- Permissions-based content access
- Ease of use
- Scalability
- Cost and ongoing maintenance effort
- APIs and extended plugins
- Workflow
- Resources available to manage the system post-delivery

Project approach

ROI DNA follows a DACI decision-making model with all client engagements. Based on client needs, ROI DNA chooses the WCM platform, delivers the technology, trains the staff, and provides ongoing maintenance if required.

ROI DNA designers and developers have a mutual understanding of each other's responsibilities and work together from the start of the project. Every project is planned and executed to work across different devices – desktop, tablet, and mobile.

ROI DNA

ROI DNA employees work with multiple open-source technology platforms and have a broad understanding of content management principles. ROI DNA encourages its employees to consider various WCM platforms, types of devices (desktop, tablet, and mobile), and company functions (i.e., design versus development). ROI DNA trains all of its staff members on several open-source WCM platforms, offering formal training and encouraging employees to experiment and learn on their own.

Pricing model

ROI DNA's pricing model is based on an hourly rate.

Value proposition

ROI DNA is a young and enthusiastic digital/interactive agency that provides web design, web development, and WCM implementation services using open-source solutions. The agency's client base is varied and ranges from small companies to large organizations. ROI DNA can work under tight timescales, with some projects being completed within a space of between two weeks to three months.

ROI DNA is flexible and responsive to client needs. The company typically offers two proposal options: a cost-effective solution focused on the short-term goals, or a more extensive option that provides the best longer-term value.

ROI DNA recognizes the importance of customer data and aims to optimize user experience for customer needs, which in turn improves conversion rates.

Our POV

A young, agile, and enthusiastic open source agency, ROI DNA understands the importance of customer engagement and the role it plays in a web technology implementation. With a high-touch approach, ROI DNA delivers end-to-end open source solutions to clients around the world.

Rosetta

D Digital/Interactive Agency

Other:
Customer Engagement Agency

www.rosetta.com

Company Status

Public
(part of Publicis Groupe)

Year Founded

1998

Revenue Range in USD 2013

\$100 – \$249
MILLION



Total

Full-Time Employees in 2013

1,200

\$10 – \$49
MILLION

WCM-Related

Disadvantaged Business Designation

No



9
locations worldwide

North American Offices

- Princeton, NJ
- Chicago, IL
- Cleveland, OH
- Los Angeles, CA
- New York, NY (two offices)
- San Francisco, CA
- San Luis Obispo, CA

Coverage Areas

- North America
- South America
- EMEA
- APAC

ROSETTA

Headquarters
100 American Metro Blvd.
Hamilton, NJ
08619 USA
609.689.6100
[map](#)

Rosetta

Top 3 Verticals



Consumer Products and Retail

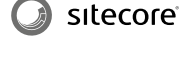


Healthcare



Technology

Active WCM Partners



Client POV

“Rosetta consistently delivers high quality projects. We’re heavily dependent on their skills and team support.”

Value Proposition

The philosophy of the company is to start with the underlying business problem. At the core of Rosetta’s offering is its focus on the customer and on business results, regardless of whether the project is primarily a design, a user experience, or a technical engagement. This is reflected in the size of the Rosetta Consulting team, which has more than 100 full-time employees. The extent and depth of the strategic insight are one of the biggest differentiators that set Rosetta apart from its competition.

Rosetta has a segmentation process, an advanced analytics practice, expertise

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Strategy Consulting

Content Strategy

Corporate Branding

Data Services

Design

Digital Marketing

E-Commerce

Hosting

Enterprise Search

Implementation Services

Information Architecture

Infrastructure Services

Mobile Strategy

Offshoring & Nearshoring

Program Management

Quality Assurance

Social

Taxonomy

User Research

Vendor-Agnostic WCM Consulting

Video & Motion Graphics

Other CEM Partnerships

ANALYTICS

Adobe Analytics, Adobe Target, Google Analytics, IBM Coremetrics, WebTrends

CRM

IBM Unica, Microsoft Dynamics, Salesforce.com

E-COMMERCE

Demandware, hybris, IBM Sterling Commerce, IBM WebSphere Commerce

MARKETING AUTOMATION

IBM Unica, Marketo, Rosetta Proprietary Marketing Automation Platform, Salesforce.com

PERSONALIZATION

IBM ILOG, IBM Unica, Liveperson Amadesa

OTHER

Cloud and Managed Services: Amazon Web Services, Compuware, Microsoft Azure, Rackspace, Social: Adobe Social, Shoutlet, Salesforce.com, Bazaarvoice

in managing big data, and in mapping customer journeys.

Rosetta’s 400-person technology team is closely linked to a 300-person creative and customer experience practice.

The company invests in relationships with technology players like Adobe and IBM, and gets involved with helping such vendors innovate their products.

Rosetta combines technology skills with its agency services, such as marketing strategy, brand planning, and social and analytics,

making the company a potential fit for large technology projects that are integrated with broader commerce, personalized marketing, and loyalty campaigns.

Rosetta has structured the company around industry verticals. Rosetta teams are led by managers with knowledge and background in industries such as healthcare, consumer products and retail, entertainment and travel, technology, and telecommunications. This allows Rosetta to better understand its clients’ business needs and bring its own relevant experience to the table.

Overview

Rosetta is a customer engagement agency founded in 1998. Since being founded as a marketing consultancy, Rosetta has added technology and multi-channel marketing to its skill sets by acquiring:

- SimStar, an interactive marketing agency (2005)
- Brulant, an interactive agency (2008)
- Wishbone, a healthcare marketing agency (2009)
- LEVEL Studios, a digital agency (2010)

Rosetta employs more than 1,200 employees in nine global offices across North America.

In 2011, Publicis Groupe acquired Rosetta for \$575 million. Publicis Groupe employs approximately 62,000 professionals, with operations in 104 countries across five continents. This acquisition expanded Rosetta's global commerce practice to Western Europe, Latin America, and China, and it increased the agency's North American presence. The company also opened its San Francisco office and opened a location in London. Today, Rosetta operates as a standalone digital and media brand under Publicis Groupe.

Individual teams are led by managers with specific industry knowledge related to the client accounts on which they work. The top three industries Rosetta works with are technology, healthcare, and consumer products and retail.

Rosetta's clients include Autodesk, Microsoft, Novartis, and Vans.

Web content management services

Rosetta works with the following web content management (WCM) products:

Adobe Experience Manager

Liferay

Alfresco

Microsoft SharePoint

CoreMedia

Sitecore

Vendor-agnostic WCM consulting

Rosetta offers vendor-agnostic consulting services for WCM vendor-selection projects depending on the client's technical ecosystem, requirements, and skill set. Rosetta calls its proprietary approach and best practices in this area "ECM:Insight (SM)."

The factors that influence the selection include, but aren't limited to, the following items:

- Business goals and objectives
- Project requirements (functional and technical)
- Technology ecosystem and integrations/syndication needed
- Cross-channel (e.g., mobile, offline, etc.)
- Support requirements
- Budget
- In-house skill set
- Governance and processes

As part of the ECM:Insight approach, Rosetta uses its so-called 6P Review methodology, which allows the company to evaluate platform capabilities against established benchmarks and industry best practices. Analyses range from a current-state diagnostic to a dive into core enterprise and web content management capabilities using the following critical-success factors:

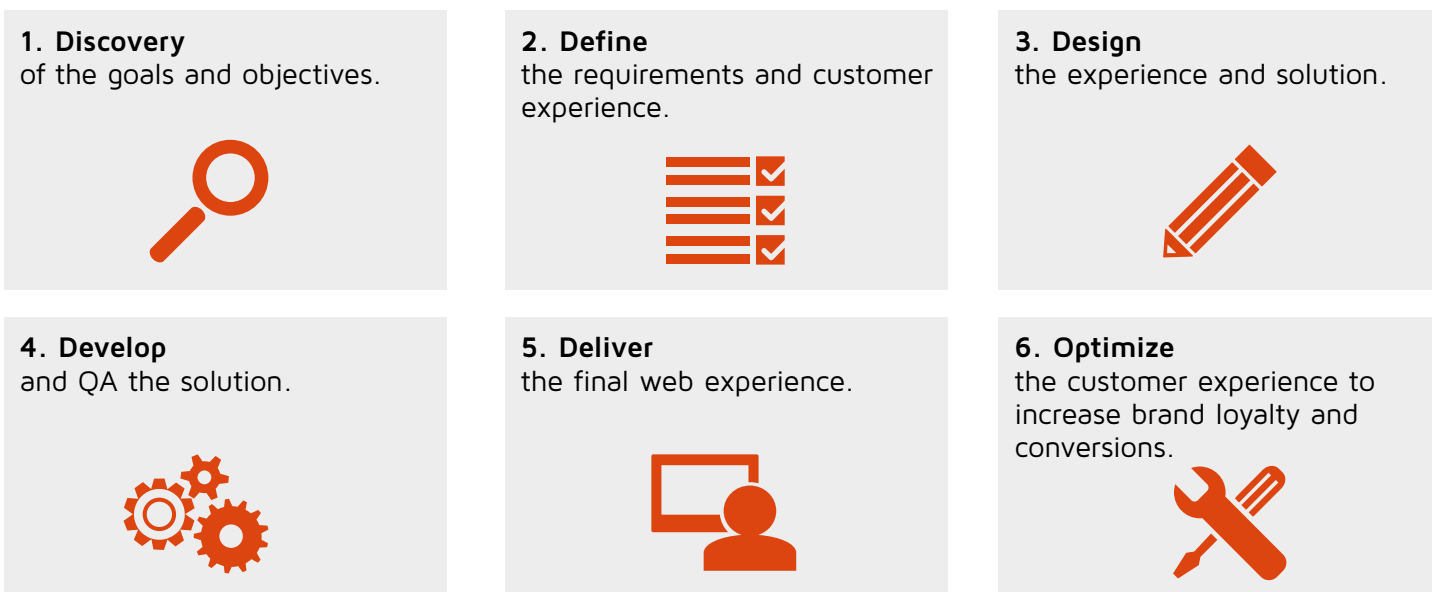
- Programs (e.g., cross-channel customer engagement touch points)
- Personalization
- Processes
- Policies
- Personnel
- Performance

The service concludes with a benchmarked scorecard, a detailed gap analysis, a recommended platform selection, and an implementation plan to define the roadmap for the WCM adoption or replacement.

Rosetta

Project approach

Rosetta's project delivery methodology consists of the following six phases:



Delivery is led by a technical project manager who provides weekly resource, budget, and status reports to the client. The account director is responsible for the execution and integration of multiple projects and meeting overall client business objectives.

Solutions are documented during the discovery, design, and define phases of each project. The documents are then placed on the company intranet, to which the entire technology practice has access. When a project comes along that is similar to previous ones, the technical leads meet to discuss past experiences and learnings, referencing the related projects' documentation on the wiki.

Rosetta keeps skills up to date by using learning materials from its partners and their intranet learning portal, as well as by enabling learning with scheduled, instructor-led classroom training. Solution architects and technical leads attend vendor conferences to keep on top of new and upcoming features and functionality. Rosetta uses an internally developed Training Tracker system to manage support and training requirements for all WCM platforms and roles (such as Sitecore developer, Sitecore administrator, and Sitecore author) and for WCM in general (e.g., Introduction to Web Content Management).

Rosetta

In a Rosetta project, WCM implementation is just a part of a comprehensive, personalized marketing engagement. To ensure a long-term success of the project beyond the WCM delivery, the company takes on the following responsibilities:

- Trains clients' internal technical and/or marketing teams, produces robust training materials for clients, and leads on-site training workshops
- Reviews website data and makes recommendations for future enhancements (and strategies) on how to optimize the customer experience
- Helps clients define and refine roadmaps and maintenance schedules based on site usage data; shapes evolving business goals; and works on WCM platform upgrades.

Pricing model

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

Value proposition

The philosophy of the company is to start with the underlying business problem. At the core of Rosetta's offering is its focus on the customer and on business results, regardless of whether the project is primarily a design, a user experience, or a technical engagement. The extent and depth of the strategic insight are one of the biggest differentiators that set Rosetta apart from its competition.

Rosetta has a segmentation process, an advanced analytics practice, expertise in managing big data, and in mapping customer journeys.

Rosetta combines technology skills with its agency services, such as marketing strategy, brand planning, and social and analytics, making the company a potential fit for large technology projects that are integrated with broader commerce, personalized marketing, and loyalty campaigns.

Rosetta has structured the company around industry verticals. Rosetta teams are led by managers with knowledge and background in industries such as healthcare, consumer products and retail, entertainment and travel, technology, and telecommunications. This allows Rosetta to better understand its clients' business needs and bring its own relevant experience to the table.



Rosetta

Our POV

One of the larger agencies in this report, Rosetta offers its global client base the full breadth of customer experience management (CEM) services via extensive technical knowledge, proven creative excellence, and established methodologies. Rosetta is invested in working with their clients over the long term to meet its CEM goals.

Roundedcube

SI Systems Integrator

D Digital/Interactive Agency

www.roundedcube.com

Company Status

Private

Year Founded

2002

Revenue Range in USD 2013

\$1-\$1.9
MILLION



Disadvantaged Business Designation

No

Full-Time Employees in 2013

27

North American Offices

St. Louis, MO

Houston, TX

Coverage Areas

North America

EMEA



roundedcube[®]
Shaping the Web.

Headquarters

2029 Woodland Pkwy.
St. Louis, MO
63146 USA
314.692.2823
[map](#)

Roundedcube

Top 3 Verticals



Consumer Packaged Goods



Manufacturing



Travel

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Strategy Consulting

Content Strategy

Design

Digital Marketing

E-Commerce

Implementation Services

Information Architecture

Quality Assurance

Social

Taxonomy

Vendor-Agnostic WCM Consulting

Active WCM Partners



Kentica



sitecore



umbraco

Other CEM Partnerships

ANALYTICS

Google Analytics

Sitecore DMS

MARKETING AUTOMATION

Sitecore DMS

SEARCH

Google Mini Search Appliance

Client POV

“They do everything on our sites short of highly creative work. I would definitely recommend them.”

Value proposition

Roundedcube’s core strength lies in web content management (WCM) implementation. One of the first five Sitecore partners in North America, Roundedcube has years of Sitecore experience and knowledge.

The company has seen Sitecore evolve from a basic content management system to a complex platform that includes digital marketing features and experience management. Roundedcube is well versed with Sitecore Digital Marketing System (DMS) and conducts client workshops for the suite. The team places emphasis on thorough analytics as a tool for decision

making, planning, and ROI calculations. Roundedcube is often involved with fixing failed Sitecore implementations and helping recoup mismanaged WCM projects. It also recognizes the need for companies to have a mobile-friendly online presence and help clients create mobile websites and applications. Roundedcube has established internal processes and produces project-specific training materials and documentation.

The company aims to build long-term relationships with its clients, as opposed to one-off engagements.

Overview

Roundedcube is a digital/interactive agency providing strategic, web design, and web development services. The company of 75 staff members was founded in 2002 and is based in St. Louis. The company's core services are centered on web content management (WCM) implementations. Roundedcube has been a Certified Sitecore Partner since 2005, an Umbraco Certified Solutions Provider since 2010, and a Kentico Certified Partner since 2012. The top three industries Roundedcube works with are travel, manufacturing, and consumer packaged goods. Clients include such companies as SeaWorld Parks and Entertainment, Hillshire Brands (formerly Sara Lee, Corp.), Newspaper Association of America, Dierbergs Markets, St. Louis Cardinals, and Mom365.

Web content management services

Web content management is the core of Roundedcube's services. The proportion of CMS-based projects with which Roundedcube is involved has steadily increased over the last five years, standing at 87% as of 2012. The rest of Roundedcube's engagements are custom-built .NET application development projects.

Roundedcube became a Sitecore Certified Partner in 2005 and was one of the first five Sitecore partners in North America. Since then, the company has completed more than 125 Sitecore projects.

Roundedcube has been awarded the following specializations by Sitecore:

- Customer engagement platform
- E-commerce
- Mobile

Roundedcube specializes in Sitecore Digital Marketing System (DMS) implementations. Roundedcube conducts DMS consulting workshops to help clients create roadmaps and implement the system.

With each Sitecore WCM implementation, Roundedcube provides customized WCM administrator and end-user training, and it creates WCM user manuals. The company also provides its Sitecore module product, called Help Center for Sitecore, which integrates user manual content into the WCM user interface.

In 2010, Roundedcube became an Umbraco Certified Solutions Partner.

Since 2012, Roundedcube has also been a Kentico Certified Partner and has completed two Kentico implementations.

Roundedcube

WCM vendor-agnostic services

Roundedcube provides WCM vendor-agnostic services during content management system (CMS) selection. The company helps its clients articulate and prioritize project objectives, gather requirements, identify potential solutions, write an RFP, and plan a budget and timeline for a CMS implementation. In this process, the following factors are considered:

- Technology
- Single-site or multisite requirements and how this can be reflected in licensing model
- System integration requirements
- Customizations required
- IT infrastructure
- Digital-marketing needs
- Client's roadmap and online strategy
- Budget
- Support model
- Implementation cost and timeline

Project approach

Roundedcube has delivered WCM solutions for more than 11 years and has established internal methodologies that focus on thorough documentation and process adherence.

A typical project consists of:

- Discovery
- UX design
- Technical architecture
- Iterative development
- Testing and QA
- WCM training and content migration
- User acceptance testing
- Deployment

Roundedcube

Post-delivery, Roundedcube offers support and maintenance services, either on a retainer basis or on as-needed contractual terms.

The company holds project review meetings both internally and with the client. It also conducts surveys, which help the team share knowledge internally and gauge customer satisfaction.

Roundedcube developers stay on top of industry trends by going through vendor-specific certification processes and by holding internal monthly training and knowledge-sharing sessions. The team also uses Yammer's Enterprise Social Network to instantly share ideas, news, and experiences among its team members.

Pricing model

Roundedcube typically works on a fixed-price basis, where the total price is broken down into estimated hours and has assigned hourly rates.

Value proposition

Roundedcube's core strength lies in WCM implementation. One of the first five Sitecore partners in North America, Roundedcube has years of Sitecore experience and knowledge.

The company has seen Sitecore evolve from a basic content management system to a complex platform that includes digital marketing features and experience management. Roundedcube is well versed with Sitecore Digital Marketing System (DMS) and conducts client workshops for the suite. The team places emphasis on thorough analytics as a tool for decision making, planning, and ROI calculations.

Roundedcube is often involved with fixing failed Sitecore implementations and helping recoup mismanaged WCM projects. It also recognizes the need for companies to have a mobile-friendly online presence and help clients create mobile websites and applications.

Roundedcube has established internal processes and produces project-specific training materials and documentation.

The company aims to build long-term relationships with its clients, as opposed to one-off engagements.

Our POV

Roundedcube is a well-rounded, web-centric digital/interactive agency that is poised to make the shift to customer experience management given its expertise with Sitecore's DMS. The DMS workshops that it offers are precisely what the market needs as marketers struggle to master new responsibilities and new tools.

SapientNitro

D Digital/Interactive Agency

A Advertising Agency

www.sapientnitro.com

Company Status

Public

Year Founded

1990

Revenue Range in USD 2013

\$500+
MILLION

\$250-499
MILLION



Total

WCM-Related

Disadvantaged Business Designation

N/A

Full-Time Employees in 2013

11,868

North American Offices

Boston, MA

Atlanta, GA

Calgary, AB

Chicago, IL

Detroit, MI

Houston, TX

Los Angeles, CA

Miami Beach, FL

Miami, FL

Minneapolis, MN

New York, NY

San Francisco, CA

Toronto, ON

Washington, D.C.



34
locations worldwide

Coverage Areas

North America

South America

EMEA

APAC



Headquarters

131 Dartmouth Street, 3rd Floor
Boston, MA 02116
617.621.0200 [map](#)

SapientNitro

Top 3 Verticals



Automotive



Consumer Packaged Goods



Retail and Wholesale

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Process Development/
Reengineering

Business Strategy Consulting

Content Strategy

Corporate Branding

Customer Relationship Management

Data Services

Design

Digital Marketing

E-Commerce

Enterprise Search

Globalization

Hosting

Implementation Services

Information Architecture

Infrastructure Services

Marketing Automation

Mobile Strategy

Personalization

Program Management

Quality Assurance

Social

User Research

Vendor Agnostic WCM Consulting

Web Governance

Active WCM Partners



Other CEM Partnerships

ANALYTICS

Adobe Analytics

DAM

Adobe DAM
HP Autonomy

E-COMMERCE

Demandware
hybris
IBM
Oracle

GLOBALIZATION/LOCALIZATION

SDL
Translations.com

MARKETING AUTOMATION

Adobe
Sapient

PERSONALIZATION

Adobe Target

SOCIAL MEDIA MONITORING AND PUBLISHING

Adobe

Value Proposition

SapientNitro aims at telling stories across brand communications, digital experience, and omni-channel commerce. Through storytelling, SapientNitro helps clients create experiences by combining creative and technical capabilities.

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.

Web content management services

The company works with the following WCM platforms:

Adobe

SDL

HP Autonomy

Sitecore

Other supported products

SapientNitro has experience and expertise with the following solutions:

■ Analytics

Adobe Analytics

■ Digital asset management

Adobe DAM

HP Autonomy

■ E-commerce

Demandware

hybris

IBM

Oracle

■ Globalization/localization

SDL

Trasnlations.com

■ Marketing automation

Adobe

Sapient

Personalization

Adobe Target

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

SapientNitro

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.
3. **Training and knowledge management** (See "Common practices" section of this profile.)

SapientNitro

Post-delivery

SapientNitro typically has long-term relationships with customers.

Common practices

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.

Our POV

SapientNitro stands out as one of the few multinational agencies that not only boasts a combination of technical, creative, and analytical/strategic talent but also has not been bought by a larger media conglomerate. The company combines a flexible approach to meeting client needs with a well-defined and tested methodology to project ideation and delivery. SapientNitro's challenge for the near future will be to ensure that its acquisition strategy includes effective transfer of its project management and quality standards to the newly acquired companies.

Siteworx, LLC

D Digital/Interactive Agency

SI Systems Integrator

www.siteworx.com

Company Status

Private

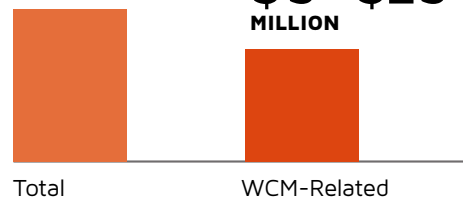
Year Founded

2002

Revenue Range in USD 2013

\$10 - \$49
MILLION

\$5 - \$25
MILLION



Disadvantaged Business Designation

No

Full-Time Employees in 2013

200

North American Offices

Reston, VA

Atlanta, GA

Cary, NC

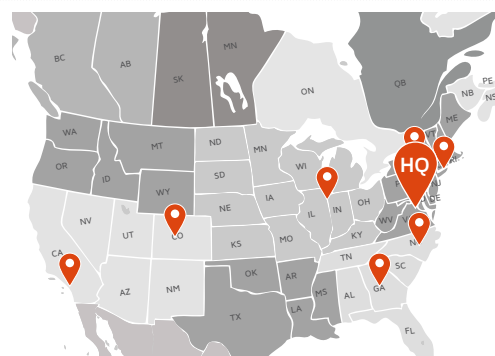
Chicago, IL

Denver, CO

Los Angeles, CA

New York, NY

Rochester, NY



SITWORX

Headquarters

11480 Commerce Park Drive
Fl. 3
Reston, VA 20191
703.964.1700
[map](#)

Coverage Areas

North America

Siteworx, LLC

Top 3 Verticals



B2B Manufacturing



Financial Services



Retail

Areas of Expertise

| | | |
|------------------------------|--------------------------|--------------------------------|
| Analytics | Enterprise Search | Program Management |
| Application Development | Hosting | Quality Assurance |
| Business Strategy Consulting | Infrastructure Services | Social |
| Content Strategy | Implementation Services | Taxonomy |
| Design | Information Architecture | User Research |
| Digital Marketing | Mobile Strategy | Vendor-Agnostic WCM Consulting |
| E-Commerce | Outsourcing | |

Active WCM Partners



Other CEM Partnerships

ANALYTICS

Adobe Analytics, IBM Tealeaf CX

MARKETING AUTOMATION

Adobe Campaign, Marketo

DAM

ADAM DAM, Adobe Experience Manager

PERSONALIZATION

Demandbase

E-COMMERCE

hybris, Intershop

SEARCH

Microsoft FAST, Oracle Endeca

CRM

Microsoft Dynamics, Salesforce.com

OTHER

Social: Lithium
 Content Migration: Kapow
 Video Hosting: Brightcove
 Social: Adobe Social
 Video Hosting: Ooyala
 Targeting: Adobe Target
 Optimization: Adobe Media Optimization

Client POV

“We really value our long-term relationship with Siteworx. They understand how we work, what our key objectives are, and our key points of reference and measurement.”

Value Proposition

Siteworx, LLC is a digital/interactive agency and a systems integrator with solid expertise and experience in both user-centered design and technology aspects. Siteworx has 200 employees across nine offices and typically allocates no more than 15 employees on any given project. This helps Siteworx maintain a focused and personal approach.

Many web content management projects come to Siteworx with a history of previously failed implementations.

The company subcontracts some of its development and coding to a systems integrator in Mexico that Siteworx has a close working relationship with. This helps keep costs down and adds to Siteworx’s ability to get projects completed on budget and on time.

Siteworx prefers to work with clients that are aligned internally for the digital implementation and have a sense of urgency in their project planning. Siteworx seeks clients that are prepared to invest

in their digital customer experience longer term, over at least several years.

Siteworx is a proponent of customer experience management and provides analytical insight into its clients in this area. Siteworx recognizes and embraces a trend toward consolidation of marketing suite applications, cloud integration, and analytics.

Overview

Siteworx, LLC is a digital/interactive agency and systems integrator that was founded in 2002. Siteworx provides design, user experience, and web content management (WCM) implementation services using Sitecore, SDL, and Adobe.

Headquartered in Reston, VA, Siteworx has offices in eight major cities across the U.S. and offshore resources in Mexico. The company employs approximately 200 staff members.

Siteworx works with such clients as Mandarin Oriental Hotel Group, GE Energy, and Sears. The top three industries they serve are B2B manufacturing, financial services, and retail.

Web content management services

Siteworx provides WCM implementation services for Adobe, SDL, and Sitecore.

Siteworx is a certified Sitecore Solutions Partner with recognized specializations in:

- Customer relationship management (CRM)
- Email campaign management

Siteworx is also an SDL Business Partner and an Adobe Business Plus Partner.

Project approach

Siteworx adheres to Project Management Institute best practices to ensure that the three pillars of project control – scope, schedule, and cost – remain in sync throughout the project lifecycle. All high-level project tasks are identified by the project manager at the onset of the engagement, logged into an internal ticketing system (JIRA), and assigned to a discipline lead with the anticipated task duration. Each discipline lead is then responsible for defining the granular breakdown of each high-level task. The discipline lead manages the assignment of these tasks and monitors progress against both elapsed time and actual time logged.

The project manager generates a weekly report that illustrates the anticipated project trajectory versus the actual progress. By evaluating actual performance, Siteworx is able to identify likely budget deviations early in the project and address them. The company employs earned value management practices to compare planned versus actual status, using the cost performance index and schedule performance index for assessing the health of a project at a given point in time.

Siteworx, LLC

Through its client services team, Siteworx assigns an engagement director (ED) who leads project managers, business analysts, quality assurance specialists and support managers. PMs handle day-to-day activities, including tracking budget, scope, and timeline; delivering regular status reports; and identifying issues and risks. EDs are responsible for overall engagement success and customer service. They participate in strategic-level conversations with the client and map business goals. Additionally, the ED is an escalation point for serious project issues and can involve the Siteworx leadership team if needed.

Siteworx uses a number of customized project management tools to ensure consistency and transparency, including Confluence and JIRA. Confluence serves as a project portal; it is accessible 24/7 by client teams and retains a record of all drafts and final deliverables. Comments on these deliverables may be made directly in the system. JIRA is an issue-tracking system used to track development and design projects.

During the final phase of a project, Siteworx places emphasis on training for end-users. For the technical staff, Siteworx offers a one-day developer training session. Post-delivery, Siteworx provides email and help desk support, if required.

Siteworx has established practice leads and principals in every key discipline. Principals in design, user experience, project management and every major technology supported by Siteworx are responsible for developing best practices and ensuring that lessons learned and methodology refinements are consistently applied across projects.

Siteworx recognizes the importance of staff training and professional development. New employees within Siteworx's technical services group go through an intensive, month-long training program that covers various technologies and standards of practice. All Siteworx employees receive an annual training benefit of up to \$3,000, which they can use to pursue training related to their role. In addition, Siteworx provides up to \$5,000 per year for employees pursuing a degree from an accredited college or university in a field related to their position.

Pricing model

Siteworx typically uses a time-and-materials pricing model, with costs based on an hourly rate of service.

Siteworx, LLC

Value proposition

Siteworx is a digital/interactive agency and systems integrator with solid expertise and experience in both user-centered design and technology aspects. Siteworx has 200 employees across eight offices and typically allocates no more than 15 employees on any given project. This helps Siteworx maintain a focused and personal approach.

Many web and mobile projects come to Siteworx with a history of previously failed implementations.

The company subcontracts some of its development and coding to a systems integrator in Mexico that Siteworx has a close working relationship with. This helps keep costs down and adds to Siteworx's ability to get projects completed on budget and on time.

Siteworx prefers to work with clients that are aligned internally for the WCM implementation and have a sense of urgency in their project planning. Siteworx seeks clients that are prepared to invest in their digital customer experience longer term, over at least several years.

Siteworx is a proponent of customer experience management (CEM) and provides analytical insight into its clients in this area. Siteworx recognizes and embraces a trend toward consolidation of marketing suite applications, cloud integration, and analytics.

Our POV

Siteworx understands the demands, complexity, and ever-changing nature of developing and implementing a customer experience management (CEM) strategy, and it has the skill sets to help clients throughout the process. Its transition to delivering CEM solutions has been one of growth rather than a shift in approach, adding talent to its team to support new and emerging technologies, trends, and channels.

Streebo

SI Systems Integrator

Other:
Mobility Solutions Provider

www.streebo.com

Company Status

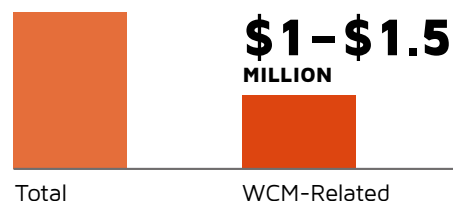
Private

Year Founded

2009

Revenue Range in USD 2013

\$4-\$5
MILLION



Disadvantaged Business Designation

No

Full-Time Employees in 2013

103

North American Offices

Houston, TX

New York, NY

San Francisco, CA

Coverage Areas

North America

South America

EMEA

APAC



Headquarters

10998 S. Wilcrest Dr. Suite 162
Houston, TX 77099
info@streebo.com
832.426.2700
[map](#)

Streebo

Top 3 Verticals



Energy



Financial Services



Manufacturing & Utilities

Areas of Expertise

Application Development

Analytics

Content Strategy

Data Services

Design

Implementation Services

Information Architecture

Mobile Strategy

Active WCM Partners



Client POV

“I would suggest Streebo to anyone who needs anything from basic to advanced IBM WebSphere Portal workshop.”

Value Proposition

Streebo sees its strength in using off-the-shelf, pre-fabricated components to rapidly deliver customized and personalized mobile solutions rather than code web applications manually. The company leverages automation tools and IBM Libraries to assemble business solutions.

The company embraces the shift to a mobile user experience and focuses on building multichannel web experiences.

Overview

Streebo, headquartered in Houston, is an IBM Business Partner and a global provider of enterprise mobility, web content management (WCM), big data and business intelligence solutions with additional offices in San Francisco; New York; Ahmedabad, India; and Karachi, Pakistan.

The company was founded in 2009 and currently employs over 100 staff members.

Web content management services

Streebo is an IBM Business Partner.

Project approach

Streebo has devised a custom methodology called WCM Now that derives from the Agile approach. Using this methodology, the company engages with clients on iterative cycles in all phases of the project, from sales to delivery and post-production support.

Streebo employs a team of business analysts who perform knowledge gathering and market research. The company has documentation on training and mentoring processes, and its teams collaborate using such tools as IBM LotusLive and GoToMeeting.

Streebo maintains the skill sets of its staff through the following activities:

- Continual market research and evaluation of new WCM solutions
- Internal training programs and mentoring
- Training courses delivered by business partners
- Certifications in WCM technologies (sponsored by the company)

Pricing model

Streebo works on an hourly, time-and-materials, or fixed-cost basis, based on client requirements.

Value proposition

Streebo sees its strength as using off-the-shelf, pre-fabricated components to rapidly deliver customized and personalized mobile solutions, rather than web applications manually. The company leverages automation tools and IBM Libraries to assemble business solutions.

The company embraces the shift to a mobile user experience and focuses on building multichannel web experiences.



Streebo

Our POV

Streebo is laser-focused on IBM technologies and brings impressive development expertise to the task of delivering custom multichannel digital experiences.

Tahzoo

D Digital/Interactive Agency

SI Systems Integrator

www.tahzoo.com

Company Status

Private

Year Founded

2010

Revenue Range in USD 2013

\$10 – \$15
MILLION



Disadvantaged Business Designation

No

Full-Time Employees in 2013

60



North American Offices

Washington, DC

Cleveland, OH

Richmond, VA

Seattle, WA

Coverage Areas

North America

EMEA

TAHZOO
driven by big ideas

Headquarters

3128 M St. NW
Washington, DC 20007
202.621.7160
[map](#)

Top 3 Verticals



Consumer-Packaged Goods



Financial Services



Insurance

Areas of Expertise

Analytics

Application Development

Business Strategy

Consulting

Content Strategy

Design

Hosting

Enterprise Search

Implementation Services

Information Architecture

Infrastructure Services

Mobile Strategy

Outsourcing

Program Management

Quality Assurance

Social

Taxonomy

Web Governance

Active WCM Partners



Other CEM Partnerships

ANALYTICS

SDL Fredhopper

SDL Customer Analytics

SDL SM2

PERSONALIZATION

Backbase Bank 2.0

SDL Ambient Data Framework

SDL Audience Manager

SDL Fredhopper

SEARCH

HP Autonomy IDOL

Microsoft FAST

SDL Fredhopper

OTHER

Cloud Hosting: Amazon Web Services

Cloud Hosting: Microsoft Azure

Value Proposition

Founded in 2010, Tahzoo is a relatively young company in comparison to many of its competitors. The team behind the Tahzoo brand, however, has decades of talent and experience in the web content management (WCM) and customer experience management (CEM) industries. With more than 50 completed SDL implementations, Tahzoo is arguably one of the most experienced SDL Tridion partners.

All Tahzoo staff members are trained on the SDL Experience Cloud including SDL Tridion WCM platform. This includes developers but also extends to user experience designers, marketing and analytics specialists, as well as account

managers, project managers, and support personnel. Tahzoo often partners with and guides internal client creative groups or agencies involved in the project. Although Tahzoo is comfortable delivering basic WCM implementations, the company's focus lies in providing strategies and solutions that improve customer engagement. Tahzoo researches, architects, develops, builds, deploys, and supports customer experience solutions that operationalize a client's business processes. It accomplishes this by applying a combination of insight, strategy, and technology to deliver contextually relevant and persuasive omni-channel customer experiences.

Client POV

"We clearly would have gone down the wrong path without Tahzoo's advice and expertise. I've already recommended them."

Overview

Tahzoo is a customer experience agency that helps large organizations create and deliver personalized experiences across channels and devices. The agency provides web content management (WCM) implementation and consulting services covering insight and innovation, content strategy, personalization, user experience design, organizational change, social marketing and mobile development.

Tahzoo works across various industries, but has specialized knowledge in verticals such as financial services, insurance, B2B, retail, and consumer packaged goods.

Its clients include American Express, Boston Consulting Group, Direct TV, HH Gregg, Jaguar Land Rover, KeyBank, Nationwide, Sodexo, Nationwide, and Wells Fargo.

The agency was found in 2010. It employees 60 staff members across four offices in the U.S. and one office in London. In addition to its headquarters in Washington, DC, Tahzoo's U.S. footprint extends to Columbus, OH; Richmond, VA; and Seattle.

Web content management services

Tahzoo is a global strategic partner specializing in the complete SDL Customer Experience Cloud encompassing analytics, campaigns, e-commerce, social, and web. In August, 2012, Tahzoo was the first to successfully deploy SDL Tridion in the cloud for an enterprise client. In 2013, Tahzoo was named the first SDL Partner of the Year.

Tahzoo launched a global partnership with Microsoft Azure and SDL in 2014 to deliver a turn-key enterprise solution to support SDL's Customer Experience Cloud platform in the cloud hosted on the Microsoft Azure platform.

Tahzoo's executives – including Brad Heidemann, CEO; John Kottcamp, CMO/CSO; Misia Tramp, EVP Insights and Innovation; and Ian Truscott, SVP Content Strategy – regularly present at industry conferences including J Boye and SDL Innovate, and publish for outlets such as CMSNewswire.

Project approach

Tahzoo's project methodology is part Waterfall and part Agile, helping clients navigate the customer experience maturity curve and producing measureable return to the business.

Plan



During the first phase of the project, Tahzoo works with internal marketing and technology stakeholders to develop a strategy that will govern all aspects of the project. At this stage, Tahzoo clients can expect to understand the types of resources required from all parties, the strategy to implement the solution, and the plan to deliver the project on time and within its budget.

Define



In this phase of the project, Tahzoo transforms the high-level business requirements into detailed specifications for how the website will look and feel. The agency conducts full-day workshops to ensure the project requirements are documented and understood. The goals of these workshops are to capture information and begin crafting a detailed outline of the solution. From there, Tahzoo uses a blend of written documentation and the development of interactive prototypes to further refine the project's scope. To ensure proper alignment as well as client participation throughout the design process, Tahzoo uses such tools as Adobe InDesign, Microsoft Visio, Axure RP, Adobe Edge Reflow, or HTML prototyping. This allows stakeholders to not only confirm the nitty-gritty details of the project, but to also interact with the interface prior to any code being written.

Build



Tahzoo organizes the full scope of development work into discrete iterations that enable its team to focus on the development process and ensure that clients see continual progress throughout the project. Each iteration is complemented by a round of unit and regression testing – with all defects captured in a web-based tool, JIRA, which the client may access as well. The tool becomes a direct communications channel between the development team and the client, providing transparency into this phase of the project.

Optimization



Tahzoo performs a variety of tasks to ensure that the system is running effectively and the client has met its business goals. This represents an additional opportunity for the client to further customize the implemented solution.

The optimization tasks usually fall within three primary categories:

Measurement and analytics

- Preparation and delivery of monthly analytics reports
- Recommendations for content and information architecture improvement that will affect user behavior
- Recommendations for user experience and design enhancements

Governance modifications

- Process improvements for workflow and approval processes
- User access management

Experience enhancements

- Basic content updates using existing templates and content types
- Design and layout enhancements to improve user experience
- Build-out of new website sections
- Development of new templates or modifications to existing templates

Tahzoo uses such leading project management tools as Microsoft Project 2010, which manages timelines, resources, and cost. For collaboration and document-sharing, Tahzoo uses Basecamp to provide a centralized location for team members and clients to interact and access information.

Tahzoo believes that a WCM deployment or site launch is not the end of the project; rather, it is simply a milestone on the path toward customer experience. Tahzoo is committed to partnering with its clients over the long term, and it offers a complete set of support services, including hosting and first- through third-tier support, as well as a package of fully managed services that includes technology, marketing operations, and analytics. The agency also takes on customer-experience implementation projects that another service provider has already completed and launched, helping the client to fully operationalize and support the platform.

Tahzoo recognizes that effective and continuous education of its staff is fundamental to the company's ongoing success. Employees receive customized training plans crafted by the senior development team. In addition, all staff members are kept up to date on new trends, improvements, and relevant advancements in the WCM industry. Employees are encouraged to share insights with other members of the team through monthly lunch-and-learn programs, as well as externally through blogs and online communities.

Pricing model

Tahzoo employs multiple pricing models depending on the needs of its clients and the nature of the engagement. Assessment, planning, and consulting engagements – including enterprise architecture, insights and innovation, content strategy, experience design, and personalization strategy – are typically priced fixed fee, whereas technology implementation is typically done on a time-and-materials basis. Hosting support and operations engagements are usually priced on a longer-term services agreement with appropriate payment scheduled negotiated with each client.

Value proposition

Founded in 2010, Tahzoo is a relatively young company in comparison to many of its competitors. The team behind the Tahzoo brand, however, has decades of talent and experience in the web content management (WCM) and customer experience management (CEM) industries. With more than 50 completed SDL implementations, Tahzoo is arguably one of the most experienced SDL Tridion partners.

All Tahzoo staff members are trained on the SDL Experience Cloud including SDL Tridion WCM platform. This includes developers but also extends to user experience designers, marketing and analytics specialists, as well as account managers, project managers, and support personnel. Tahzoo often partners with and guides internal client creative groups or agencies involved in the project. Although Tahzoo is comfortable delivering basic WCM implementations, the company's focus lies in providing strategies and solutions that improve customer engagement. Tahzoo researches, architects, develops, builds, deploys, and supports customer experience solutions that operationalize a client's business processes. It accomplishes this by applying a combination of insight, strategy, and technology to deliver contextually relevant and persuasive omni-channel customer experiences.



Tahzoo

Our POV

Tahzoo has quickly established an extraordinary relationship with SDL, embracing product development work for the SDL platform as well as strategic advisories. Tahzoo's overt emphasis on multichannel customer experience management provides the experience and product expertise necessary for the new era of customer engagement.

TandemSeven

D Digital/Interactive Agency

SI Systems Integrator

www.tandemseven.com

Current as of August 2013

Company Status

Private

Year Founded

2001

Revenue Range in USD 2013

No financial information provided

Disadvantaged Business Designation

No

Full-Time Employees in 2013

60+

Total WCM-Related

North American Offices

Boston, MA

Chicago, IL

New York, NY

Coverage Areas

North America

EMEA



Headquarters

4 Court St.
Plymouth, MA 02360
508.746.6116
[map](#)

TandemSeven

Top 3 Verticals



Consumer Packaged Goods



Financial Services



High-Tech Products

Areas of Expertise

Application Development

Content Strategy

Design

E-Commerce

Implementation Services

Information Architecture

Mobile Strategy

User Research

Vendor-Agnostic WCM Consulting

Active WCM Partners



Client POV

“There was a good fit and a strong sense of engagement between our team and TandemSeven. I would absolutely call them again for this kind of technical assistance.”

Value Proposition

TandemSeven believes every great user experience comes from truly understanding users. By successfully adding agility to user experience (UX) and UX value to Agile development, the company creates and implements multichannel solutions, from complex business applications and portals to responsive websites and mobile apps.

The company recognizes the importance of multichannel marketing and offers services in native mobile application development and responsive design.

TandemSeven has more than 10 years of experience in the industry.

Overview

TandemSeven is a design and technology firm that creates business portals, e-business applications, mobile applications, and corporate websites. The company also specializes in creating user interfaces for web applications.

The company was founded in 2001 and currently employs over 60 staff members across the U.S. with offices in Boston, Chicago, New York, and London.

TandemSeven works across many industries, the top three being financial services, retail and consumer-packaged goods, and high tech. Its client base includes companies such as Bank of America Merrill Lynch, Bloomberg L.P., Experian, Orbitz Worldwide, and Staples.

Web content management services

TandemSeven provides Adobe, HP Autonomy, Liferay, and SharePoint implementation services.

In 2012, TandemSeven launched Persona Modeler, a Liferay-based product for persona creation and collaboration. This tool has been expanded into an enterprise UX tool set, UX360, and is available as a software-as-a-service product. The agency provides vendor-agnostic consulting services to help clients evaluate and select a web content management (WCM) solution.

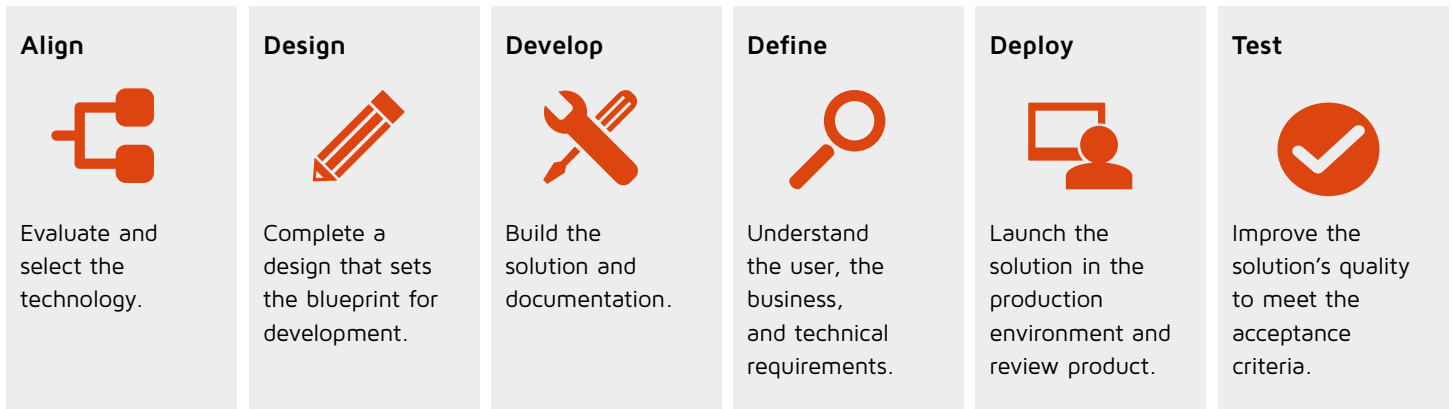
The primary factors considered in TandemSeven's process are:

- Alignment with user needs
- Alignment with business and technical objectives
- Complexity of the solution
- Flexibility and extensibility of the product
- Long-term needs

TandemSeven

Project approach

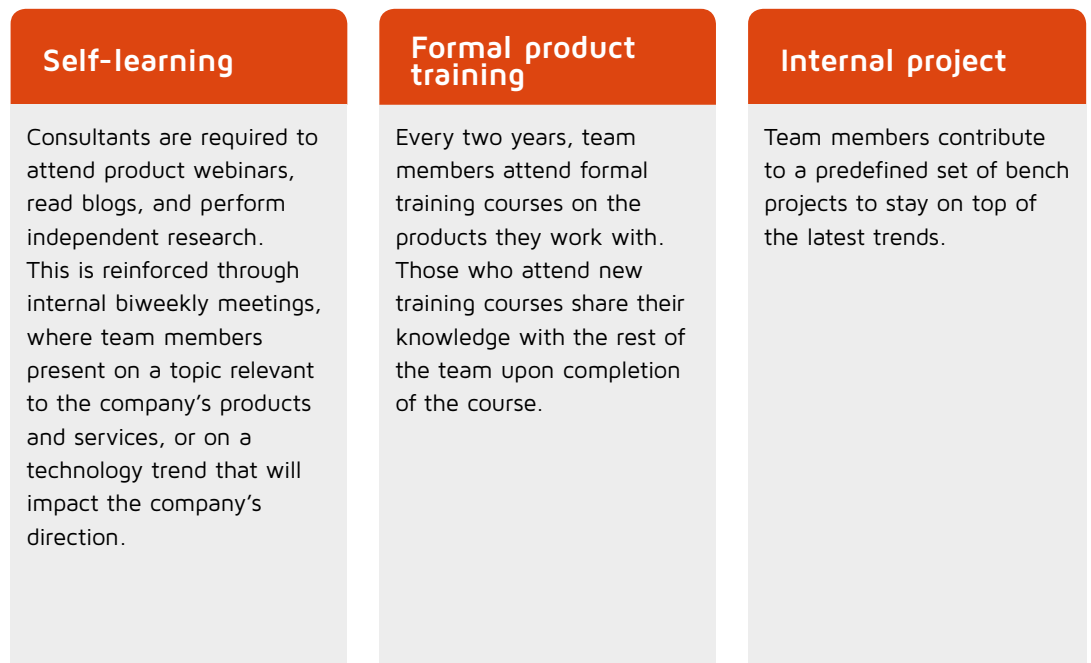
TandemSeven adopts both traditional user-centered design and Agile project methodologies. A typical project consists of the following phases:



Most of TandemSeven's projects involve user experience architects, visual designers, and front-end developers. The user experience team works with the implementation team throughout the project lifecycle.

Project delivery is enhanced and supported by an internal collaboration platform.

TandemSeven uses the following three methods to train their staff:



TandemSeven

Post-delivery, TandemSeven conducts training for the business users, as well as for the technical and operations teams. The hand-over process starts during the test phase, and the team actively involves client resources at this stage.

Pricing model

TandemSeven works on a project model on a time-and-materials basis.

Value proposition

TandemSeven believes every great user experience comes from truly understanding users. By successfully adding agility to UX and UX value to Agile development, the company creates and implements multichannel solutions, from complex business applications and portals to responsive websites and mobile apps.

The company recognizes the importance of multichannel marketing and offers services in native mobile application development and responsive design. TandemSeven has more than 10 years of experience in the industry.

Our POV

The consumerization of IT has made great user experiences increasingly critical for both end-user consumers and the internal users of software applications. TandemSeven has a deserved reputation as the UX superstars - witness the agency's Persona Modeler iPad app.

Valtech

D Digital/Interactive Agency

www.valtech.com

Company Status

Public

Year Founded

1993

Revenue Range in USD 2013

\$182
MILLION

\$90
MILLION

Total

WCM-Related

Disadvantaged Business Designation

No

Full-Time Employees in 2013

1,650

North American Offices

New York, NY

Dallas, TX

Coverage Areas

North America

EMEA

APAC



16
offices worldwide

valtech.

NA Headquarters
416 West 13th St., Ste. 309
New York, NY 10014
212.366.1057
[map](#)

Top 3 Verticals



Luxury Goods



Pharmaceuticals



Retail

Areas of Expertise

Analytics

Application Development

Business Strategy Consulting

Content Strategy

Corporate Branding

Design

Digital Marketing

E-Commerce

Implementation Services

Information Architecture

Vendor-Agnostic WCM Consulting

Active WCM Partners



Other CEM Partnerships

ANALYTICS

Adobe Target
Google Analytics

DAM

Adobe DAM

E-COMMERCE

hybris
IBM WebSphere
Oracle ATG

OTHER

Social: Lithium

Client POV

“They are highly professional and very strong on Agile methodology – which is important to us since the scope can change frequently. We’re very satisfied with them.”

Value Proposition

With 16 offices all over the world, Valtech is a large international agency able to mix resources from different countries and align its teams through its established, consistent project delivery methodology.

In response to the dynamics of digital interactions, proliferation of digital channels, and arrival of numerous marketing technology tools, Valtech has developed a new marketing vision and approach called Agile Marketing™. This approach empowers marketers to be flexible and responsive to change and to prove their ROI.

The three pillars of Agile Marketing™ are multichannel platforms, data, and governance:

- Agile marketers should build Customer-Responsive Platforms that enable multichannel, real-time testing.
- Agile marketers should nurture a data-driven culture.
- Agile marketers should implement faster, flexible, and more collaborative internal governance.

A dedicated Agile Marketing™ team at Valtech brings together experts on Customer-Responsive Platforms™

(consulting, implementation, and maintenance), digital performance (optimization), and Agile organizations (transformation).

As part of the Agile Marketing™ approach, Valtech believes that personalization and relevance are the cornerstones of successful marketing. The company delivers personalized customer experience using Adobe Experience Manager and has completed Adobe implementations for a number of clients, including global luxury brands, retailers, automotive manufacturers, banks, and insurance companies.

Overview

Valtech is a global full-service digital marketing and technology agency, providing strategic consulting, design, development, and web content management (WCM) implementation and integration services.

The company was founded in 1993 and currently employs 1,650 staff members in eight countries: Denmark, France, Germany, India, South Korea, Sweden, the U.K., and the U.S.

Valtech works across various industry verticals, the top three being luxury goods, pharmaceuticals, and retail. Its client base includes such brands as Louis Vuitton, Audi, BMW, Novartis, Novo Nordisk, and Guerlain.

Web content management services

Valtech is an Adobe Business Partner with more than 10 years of experience and more than 100 completed implementations with Adobe CQ (formerly Day Software). With Adobe Web Experience Manager, Valtech also offers digital asset management (DAM) and the Social Collaboration suite.

Valtech is a Sitecore Certified Solution Partner, with specializations in:

- Customer engagement platform
- Email campaign management
- E-commerce
- Mobile

Valtech is also an EPiServer Premium Solution Partner. Customer case studies are available on the EPiServer website.

Additionally, Valtech provides implementation services for the Microsoft SharePoint and HP Autonomy Interwoven platforms.

WCM vendor-agnostic services

Valtech offers vendor-agnostic consulting services for WCM selection projects. The company's process takes into account a grid of 160 factors influencing the decision. This includes business goals, a rollout plan, technology, functional requirements, user-interface requirements, integration requirements, and more.

Project approach

Valtech's preferred project-delivery methodology is Scrum and test-driven development.

The company defines an iterative and incremental roadmap to deliver executable code as early as possible and focuses on end-user benefits. Valtech applies best-practice project management principles based on the PMI standard (Project Management Institute). A project's governance model is used to make sure the projects are following guidelines on vision, goals, and scope.

The company established a dedicated Skills Center for each WCM platform Valtech works with, which is responsible for platform-specific knowledge, best practices, and internal training.

Valtech establishes long-term relationships with its clients and has a separate maintenance and evolution team responsible for the launch of the project, rollout of support, and any future enhancements required.

Pricing model

Valtech works on either a fixed-price or time-and-materials basis.

Value proposition

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Valtech

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Our POV

Valtech is a full-service firm with global resources and skills ranging from design to deep technical integrations. Its award-winning work for engaged brands like Audi and Gore-Tex is testimony to its customer experience expertise.

Velir

D Digital/Interactive Agency

SI Systems Integrator

www.velir.com

Company Status

Private

Year Founded

2000

Revenue Range in USD 2013

\$10 - \$49
MILLION



Disadvantaged Business Designation

No

Full-Time Employees in 2013

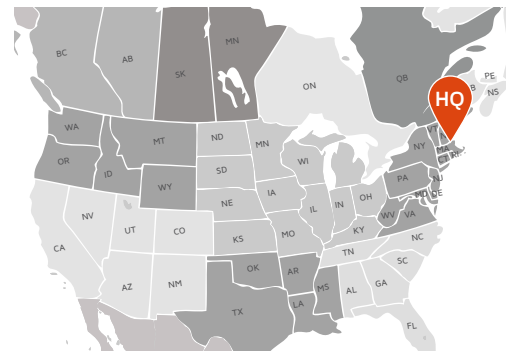
115

North American Offices

Somerville, MA

Coverage Areas

North America



Headquarters

212 Elm St.
2nd Floor
Somerville, MA 02144
617.491.6900
[map](#)

Top 3 Verticals



Healthcare



Nonprofit



Publishing and Media

Areas of Expertise

Analytics

Application Development

Business Strategy
Consulting

Content Strategy

Data Services

Design

E-Commerce

Enterprise Search

Implementation Services

Information Architecture

Infrastructure Services

Mobile Strategy

Quality Assurance

Taxonomy

User Research

Vendor-Agnostic WCM
Consulting

Web Governance

Active WCM Partners



Client POV

“We have a pretty complex site. Velir knows the technical backend of implementations really well, and they have proactively made recommendations that enhanced the site and made it more manageable.”

Other CEM Partnerships

ANALYTICS

Adobe Analytics, Furry Analytics, Google Analytics, Google Tag Manager, Pluck, Sitecore DMS, Tealium, Telligent, WebTrends, Zimbra

CRM

Abila, Aptify, iMIS, Personify 360, Salesforce.com, Sitecore CRM

DAM

Adobe DAM, Sitecore Media Library

E-COMMERCE

ActiveCommerce, Microsoft Dynamics, PayPal Billing, Personify eBiz, Sitecore E-Commerce, Zuora Subscription Billing Service

MARKETING AUTOMATION

Adobe Target, Eloqua, ExactTarget, Hubspot, Marketo, Optimizely, Sitecore DMS

SEARCH

Apache Solr, Coveo, Google Search Appliance, Sitecore

OTHER

Blogging: WordPress, WeBlog
Email Marketing: Constant Contact, Lyris
Multimedia: Brightcove, Kaltura, Ooyala, Sublime Video, Vimeo, YouTube

Value Proposition

Velir’s core competencies are in digital strategy, content management systems, user interface design, data visualization, and software development. Additionally, since 2011, the company has been actively developing its design, marketing, and analytics practices to complement its technical skill set and provide end-to-end services to its clients.

The company has previous experience working with content management platforms but made the decision to narrow down its focus to Sitecore and Adobe DAM.

On average, a project team consists of five to 10 employees. A senior lead is always allocated to projects that span more than one month.

Velir’s typical client is an organization with an informational (as opposed to product-oriented) online presence and large volumes of content items (in the hundreds of thousands). Velir has particular knowledge of the nonprofit sector, serving large foundations and associations. Most of the projects Velir is involved in are public-facing websites, as opposed to intranets.

Overview

Velir is a mid-sized digital/interactive agency and systems integrator based in Somerville, MA, just outside of Boston. The company provides enterprise-level services for web content management (WCM), digital strategy, data visualization, and user experience design.

Velir specializes in designing and developing website and digital marketing solutions for leading associations, nonprofit foundations, and global businesses. They are the primary digital/interactive agency for many organizations including the Bill & Melinda Gates Foundation, The Robert Wood Johnson Foundation, Bayer, and the Brookings Institution.

The company was founded in 2000 and employs 115 full-time staff members.

WCM vendor-agnostic services

Velir provides WCM implementation services using Adobe AEM and Sitecore.

Velir is a Sitecore Certified Solutions Partner, employing more than 40 Sitecore-certified employees. With a staff that includes Sitecore MVPs, Velir has earned multiple Sitecore Site of the Year Awards and is recognized as a Certified Solutions Partner in all six Sitecore Partner specializations: customer engagement platform, email campaign management, customer relationship management (CRM), e-commerce, mobile, and social.

Velir became an Adobe Community Partner in 2012. The company completed an Adobe AEM project for the Robert Wood Johnson Foundation, the largest philanthropy initiative in the U.S. devoted exclusively to health care.

Project approach

Velir utilizes both Waterfall and Agile project management methodologies, depending on the project. For straightforward, initial WCM builds, Velir typically applies a Waterfall approach. For projects that require extensive interactive features, significant customizations, and new application development, or for projects that are not entirely scoped or defined, Velir uses an Agile approach.

Velir believes in a continuous-improvement framework. The company has established processes, but the project management methodology is flexible and caters to the needs of each individual project.

Velir offers ongoing, on-demand content management system (CMS) support services once the implementation is complete. A dedicated team of specialists provides support services, with 24/7 availability for urgent issues. Velir doesn't charge a flat monthly fee for being on this CMS support program – only for hours used.

Velir participates and speaks at industry conferences, and it holds internal weekly presentations to disseminate ideas and knowledge internally. All CMS developers go through a formal certification program.

Velir encourages close collaboration across its departments and disciplines. The agency organizes project teams and processes with the aim to reduce silos and encourage knowledge sharing.

Pricing model

Project pricing is offered on a fixed-fee basis, a time-and-materials basis, or a retainer model. Support services are available on-demand at an hourly rate or by a retainer model.

Value proposition

Velir's core competencies are in digital strategy, content management systems, user interface design, data visualization, and software development. Additionally, since 2011, the company has been actively developing its design, marketing, and analytics practices to complement its technical skill set and provide end-to-end services to its clients.

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Velir

Our POV

Velir has extraordinary Sitecore expertise and certifications as well as a focus on content-centric rather than transactional sites, including some very high-profile foundations and institutes. Such organizations typically crave deeply engaged audiences; Velir can leverage its success in this niche for broader commercial CEM projects.

Verndale

Other:
Experience Technology Company

www.verndale.com

Company Status

Private

Year Founded

1998

Revenue Range in USD 2013

\$10 – \$49
MILLION



Disadvantaged Business Designation

No

Full-Time Employees in 2013

150

North American Offices

Boston MA

Chicago, IL

Houston, TX

Tampa, FL

Raleigh, NC

Coverage Areas

North America

EMEA



VERNDALE

Headquarters
28 Damrell St.
Suite 300
Boston, MA 02127
617.399.8777 [map](#)

Verndale

Top 3 Verticals



Education

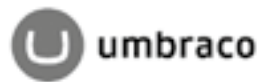


Financial Services



Healthcare

Active WCM Partners



Value Proposition

Originally a technology-focused company, Verndale has recently rebranded itself as an experience technology company. Verndale recognizes the importance of servicing multiple channels and helps clients organize from the inside out to match the increasing demands that customer experience puts on organizations. Verndale services clients in both North America and Europe, and is growing, and is growing to meet the demands of an evolving market.

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

Digital Marketing

E-Commerce

Globalization

Hosting

Enterprise Search

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

Other CEM Partnerships

ANALYTICS

Adobe Target
Google Analytics
Sitecore Analytics

CRM

Microsoft Dynamics
Oracle CRM
Salesforce.com
SAP CRM

DAM

DigiZuite

E-COMMERCE

Active Commerce
EPI Server
hybris
Insite Software
Sitecore SES

MARKETING AUTOMATION

Adobe Marketing Cloud
Eloqua
ExactTarget
Hubspot
Marketo
Net-Result
Pardot
WebTrends

PERSONALIZATION

Adobe Marketing Cloud
EPI Server
Sitecore DMS

SEARCH

Apache Solr
Coveo
EPI Server Find

OTHER

Brightcove
Clay Table
Kapow Software
Microsoft Azure
RAMP

Client POV

"[Verndale is] very good; I've recommended them before."

Overview

Founded in 1998, Verndale is an experience technology company based in Boston, with full-service offices in Chicago, Houston, Raleigh, and Tampa, in addition to an office in Bangalore, India. With approximately 150 employees, the company services clients in both North America and Europe.

Verndale believes it generates powerful, interactive experiences through three core capabilities: strategy, experience design, and technology.

Originally a technology-focused company, Verndale has since rebranded itself as an experience technology company. As the web content management market has matured, so too have Verndale's offerings, including services in analytics, marketing automation, e-commerce, enterprise search, customer relationship management, and hosting services. Verndale has expertise working in a variety of verticals, including education, financial services, and healthcare.

To address the complexities of customer experience, Verndale helps clients form networks that allow consumption of content across multiple channels. It believes that large organizations are in need of "centralization of technology," and it helps align brands and divisions to standardize execution. This all comes together under the "center of excellence" concept, helping clients to standardize and centralize technology to allow for a consistent customer experience.

Web content management services

Verndale has a range of technical capabilities, most notably its expertise with Sitecore and its experience in building projects for organizations such as SeaWorld, University of Massachusetts (UMASS) Medical School, Mitsubishi Electric Automation, LogMeIn, and Erie Insurance. The company also has partnerships with Ektron, EPiServer, Kentico, and Sitecore; and it has certified developers on staff who work with both Drupal and Umbraco.

Verndale is a Microsoft-certified partner, an elite-level EPiServer partner, and a gold-level Kentico partner. One of the oldest Sitecore partners in North America, Verndale has won four Sitecore Site of the Year awards since 2007 and employs five Sitecore Most Valuable Professionals (MVPs).

Vendor-agnostic WCM consulting

Verndale offers vendor-agnostic consulting services for WCM vendor selection projects depending on the client's existing technical systems, requirements, and skills. The company looks at such factors as:

- Budgets
- Roadmaps
- Customer demand
- Developer knowledge
- Features and functionality
- Business requirements
- Support and maintenance considerations
- A customer's digital maturity

After considering a combination of these elements, Verndale helps clients and organizations choose the best-fit technology for present and future needs.

Project approach

Verndale follows a four-phase execution methodology, which is modular by design. Each phase has a set of deliverables that vary based on the needs of individual customers. The four phases are as follows:

- **Discover:** This phase produces a digital marketing vision for the project, and often builds the client's roadmap for the next three to five years. It includes a holistic customer review including research interviews, technical discovery, and a baseline evaluation of the overall metrics used to define success of individual projects. This is also the phase where user research influences the development of personas, which are used for personalization and to understand the engagement lifecycle between an end user and the brand.
- **Design:** This phase includes the production of visual design, style tiles, mood boards, personas, prototypes, templates, usability testing, and technical design specifications.

- **Build:** This phase constitutes the actual development of a particular engagement including front end production of HTML, CSS, Javascript, CXM development & systems integration, co-development or mentorship, training, and quality assurance services.
- **Evaluate:** This phase centers on reviewing individual projects based on KPIs set at the onset of each effort as well as continuing to evolve the customer roadmap.

These four phases are executed in an Agile style. The integration of Verndale design and technical teams throughout the execution process makes the overlapping lifecycles more efficient and connected. On occasion, Verndale will partner with creative agencies in a specific services program it calls “Verndale Agency Services.” When this happens, members of Verndale’s technical staff work in collaboration with the creative agency to ensure functional designs. The technology team will in turn work closely with the strategy and experience groups to ensure practical and useful working designs come to life.

To ensure consistency across WCM projects, Verndale puts a strong emphasis on program management. A team, made up of three distinct groups, focuses on project scope, cost, and risk management. The team members also conduct status meetings and oversee resource allocation and documentation.

To maintain its developers’ skills, Verndale provides formal training when there are new software releases or advances. The company also encourages employees to take courses both on- and off-site to advance individual knowledge and to obtain certifications in various programs.

Verndale has a rigid internal process for reporting and knowledge transfer. The company has invested in a proprietary business system (dubbed “TITAN”) for project tracking and collaboration. Weekly department knowledge-share sessions are common across the organization. During a project, Verndale uses a number of off-the-shelf systems, including Basecamp, JIRA, and Telligent Community to assist in tracking and communication. Additionally, Verndale follows an Agile development methodology that crosses the disciplines of strategy, creative, and development, and it includes customers throughout the process. This also includes a co-development model for customer development team members to work alongside the Verndale team during an implementation.

After a project is complete, Verndale provides clients with ongoing support and optional Managed Services. The vision and roadmap are then revisited to determine the start of the next project. These services are governed by a Verndale Account Manager, a non-billable customer advocate for the life of the partnership.



Verndale

Pricing model

Verndale has a flexible pricing model , offering engagements on a time and materials basis (not to exceed), as well as offering fixed-fee engagements.

Value proposition

Originally a technology-focused company, Verndale has recently rebranded itself as an experience technology company. Verndale recognizes the importance of servicing multiple channels and helps clients organize from the inside out to match the increasing demands that customer experience puts on organizations. Verndale services clients in both North America and Europe, and is growing to meet the demands of an evolving market.

Our POV

Verndale is an experience technology company with a strong technical background and understands the need to create engaging customer experiences across multiple channels. With a focus on centralization of technology and a brand center of excellence, Verndale understands the root of CEM success. Its three core capabilities of strategy, experience design, and technology work nicely together to constitute a strong foundation for customer experience management.

VML

A Advertising Agency

D Digital/Interactive Agency

www.vml.com

Company Status

Public

Year Founded

1992

Revenue Range in USD 2013

\$ 200 – \$ 300
MILLION

Disadvantaged Business Designation

No

Full-Time Employees in 2013

1,900



North American Offices

Kansas City, MO

Atlanta, GA

Boston, MA

Chicago, IL

Kalamazoo, MI

New York, NY

Seattle, WA

White Salmon, WA

Coverage Areas

North America

South America

EMEA

APAC



Headquarters

250 Richards Rd., Kansas City, MO
64116 USA 816.283.0700 [map](#)

Top 3 Verticals



Consumer Packaged Goods



High-Tech Products



Retail

Active WCM Partners

ACQUIA™

ORACLE™

Adobe

SharePoint

Drupal

sitecore™

ektron

sitemfinity

Client POV

“VML has enormous expertise and resources but manages to provide a small-shop intimacy. Very collaborative and really excellent at avoiding conflicts with internal IT.”

Value Proposition

VML is a large global agency that creates digital experiences for respected and recognized brands using a combination of experience, an operational model, a global footprint, and in-house technology practices.

VML has been involved in the digital space since the early 1990s, giving the

Areas of Expertise

Analytics

Application Development

Business Strategy
Consulting

Content Strategy

Corporate Branding

Data Services

Design

Digital Marketing

E-Commerce

Enterprise Search

Hosting

Implementation Services

Information Architecture

Infrastructure Services

Mobile Strategy

Outsourcing

Program Management

Quality Assurance

Social

Taxonomy

User Research

Vendor-Agnostic WCM
Consulting

Web Governance

Other CEM Partnerships

ANALYTICS

Adobe Analytics,
Google Analytics,
IBM Coremetrics, Site
Analytics, WebTrends

CRM

Microsoft Dynamics,
Salesforce.com

DAM

HP MediaBin, Sitecore
Media Library,

E-COMMERCE

Demandware Shopify,
Drupal Commerce,
hybris, Magento, Oracle
ATG

MARKETING

AUTOMATION

ExactTarget, Eloqua,
Marketo, Responsys,
Silverpop, Unica

PERSONALIZATION

Adobe Target, Acquia
Lift, Demandbase,
Ektron Digital,
Experience Hub,
Sitecore DMS

SEARCH

Apache Solr, Google
Enterprise Search, HP
IDOL

SOCIAL

Adobe Social, Spredfast,
Cloud: Social Marketing

TRANSLATION SERVICES

Lionbridge,
Translations.com

OTHER

Video Platform:
Brightcove
Content Platform:
Bazaarvoice, Percolate
Hosting: Amazon
Web Services, Level
3, Microsoft Azure,
Rackspace, Savvis

company a historical perspective on trends, tools, and successful techniques. VML's approach and philosophy is not about the "hot new thing" — it's about the right thing applied in the most effective way.

VML embraces the fast pace of change in the industry and maintains close strategic

relationships with many of the leaders in software, hardware, and other technology providers. Operationally, the company has grown in size but keeps a fairly flat structure by honing internal processes without getting bogged down in them and, most importantly, by hiring entrepreneurial and self-motivated people.

Overview

VML is a global, full-service digital marketing agency that provides marketing and technology solutions. Headquartered in Kansas City, MO, VML employs more than 1,900 staff members across its principal offices in Kansas City, Seattle, Chicago, New York, Sao Paulo, London, Milan, Sydney, Krakow, Warsaw, Johannesburg, Cape Town, Singapore, Mumbai, and Jakarta.

The agency offers web content management (WCM) and customer experience management (CEM) implementations for such worldwide brands as Colgate, Gatorade, Kellogg's, Dell, and Microsoft. VML was founded in 1992 and has been a member of WPP since 2001.

Web content management services

VML works with the following WCM solutions (listed alphabetically):

Acquia

Microsoft SharePoint

Adobe

Oracle

Drupal

Sitecore

Ektron

Telerik Sitefinity

VML is an Acquia Enterprise Select Partner.

As part of WPP, VML is an Adobe Premier Partner.

VML is a Drupal Association Member.

VML is an Ektron Implementation Partner.

VML holds Microsoft Gold Certified Software Vendor accreditation.

VML is an Oracle WebCenter Gold partner.

VML is a Sitecore Certified Solutions Partner with a recognized specialization in Sitecore's Customer Engagement Platform.

VML is a Telerik Sitefinity Gold Partner.

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 range from providing background information to helping clients plan their own selection process.

The two most common types of vendor-selection engagements are:

Inform and advise

VML provides the industry context, 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 the client with background on the possible options and a working framework to help 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 key criteria for recommending technology vendors:

Value for price



Vendor viability



Client-requirements fit



The following factors are taken into consideration:

- Rankings and reviews given by industry analyst firms
- Direct VML experience with the vendor through work with other clients
- Direct VML knowledge of the vendor through research and hands-on experimentation
- VML's experience and understanding of the client requirements and industry-vertical specifics

VML

The findings are summarized in a third-party technology solutions recommendation document, which is split into the following sections:

- Background
- Criteria for selecting third-party technology solutions
- Overview of the vendors evaluated (this typically includes only those vendors that are currently covered by VML; additional vendors can be added at an extra cost)
- Shortlist
- Recommendations
- Resources

Project approach

At VML, a typical project consists of 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



Design phase starts with UX planning and website wireframes. The look and feel are established and a style guide is created. A technical platform is selected, the system architecture is planned, and analytics and reporting plans are created. A balanced approach is agreed upon, which will meet the needs of both developers and content contributors.

Development



In this phase, the design is applied to the full site, creative and multimedia assets are produced, and the site's presentation layer is built. Additionally, the technical infrastructure begins to take shape, applications are developed, and hosting agreement is put in place. VML configures the WCM and builds any required customizations. Content and functionality are introduced to stakeholders as they are completed.

Deployment



This phase includes testing and the site launch.

Dialogue



This is the final stage of the project. VML summarizes the completed activities and discusses support needs, site improvement opportunities, and next steps. This phase also includes knowledge transfer and training on the chosen WCM. The company provides recommendations about how to ensure the WCM is fully adopted by the organization.

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 update workflows, template changes, analytics and SEO reviews, the leveraging of additional system features, enhancements to mobile or social, 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 has a partner program with strategic WCM vendors, which is managed by a dedicated VML team. This team works directly with the vendors to allow the company to stay up to date with the new releases. Each WCM platform has a center of excellence (CoE) that is responsible for collecting and retaining knowledge, learnings, 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.

To preserve this knowledge across VML teams and global offices, the company uses a technology wiki and a partner portal.

VML CoEs and the VML Partner team work with technology vendors to ensure that VML staff participates in formal training sessions and become certified. When possible, VML arranges on-site training, complemented by the company's internal training efforts.

Pricing model

VML works on either a time-and-materials or retainer basis:

- **Time and materials**

The monthly invoice 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.

- **Retainer**

VML employees and contractors are retained on the project and billed at hourly rates (per published rate card) at full-time equivalent percentages.

This arrangement is typical of an agency of record where multiple projects are taking place.

All out-of-pocket costs are billed at VML's net cost (i.e., no markup). Payment terms are net 30 days from the date of invoice.

VML

Value proposition

VML is a large global agency that creates digital experiences for respected and recognized brands using a combination of experience, an operational model, a global footprint, and in-house technology practices. VML has been involved in the digital space since the early 1990s, giving the company a historical perspective on trends, tools, and successful techniques. VML's approach and philosophy is not about the "hot new thing" — it's about the right thing applied in the most effective way. VML embraces the fast pace of change in the industry and maintains close strategic relationships with many of the leaders in software, hardware, and other technology providers. Operationally, the company has grown in size but keeps a fairly flat structure by honing internal processes without getting bogged down in them and, most importantly, by hiring entrepreneurial and self-motivated people.

VML is the largest digital/interactive agency globally within WPP Group and has continually ranked in Advertising Age's top listing of digital agencies based on size. VML has expanded from being U.S.-based to include locations in South America, Europe, and Asia due to the global role in many client engagements.

The agency keeps a broad technology team, which allows it to provide a range of offerings, from strategic consulting to infrastructure and hosting support to full in-house development. Developers are skilled in server-side technologies such as Java, .NET, PHP, and C++, as well as client-side development, such as JavaScript and HTML5. The company is well equipped to build campaign sites, enterprise-level content management systems implementations, iPhone/iPad applications, Facebook applications, and custom software.

Our POV

VML is a major global agency with a personal touch rooted in the heartland. (The direct phone numbers for the CEO and the rest of top management are listed on the website.) The company impresses with its breadth of services for CEM, deep technical expertise, and thorough methodologies to discover business needs and create the appropriate solution.

Wunderman

D Digital/Interactive Agency

Other:
Consumer Agency

www.wunderman.com

Company Status

Public

A member of WPP

Disadvantaged Business Designation

No

Year Founded

1958

Full-Time Employees in 2013

7,000+

Revenue Range in USD 2013

\$500+
MILLION

\$100-\$249
MILLION

Total

WCM-Related



North American Offices

New York, NY

Atlanta, GA

Austin, TX

Boston, MA

Chicago, IL

Dallas, TX

Detroit, MI

Houston, TX

Irvine, CA

Kansas City, MO

Louisville, CO

Memphis, TN

Miami, FL

Minneapolis, MN

Portland, OR

San Francisco, CA

Seattle, WA

St. Louis, MO

Toronto, ON

Vancouver, BC

Washington, D.C.

WUNDERMAN

Headquarters 3 Columbus Cir.
New York, NY 10019
212.941.3000 [map](#)

Coverage Areas

North America

South America

EMEA APAC

Wunderman

Top 3 Verticals



Automotive



Consumer Technology



Pharmaceuticals

Areas of Expertise

Analytics, Testing, and Optimization

Business Strategy Consulting

Content Strategy

Corporate Branding

Data Services

Design

Digital Marketing

E-Commerce

Information Architecture

Infrastructure Service

Mobile Strategy

Quality Assurance

Social

Taxonomy

User Research

Vendor-Agnostic WCM Consulting

Web Governance

Active WCM Partners



Other CEM Partnerships

ANALYTICS

Google Analytics
Visible Technologies

SEARCH

Google Search Appliance

CRM

Salesforce.com

OTHER

Social: Certified Facebook Developer

Client POV

“Wunderman went above and beyond to show their creative strategy and delivered an astounding presentation during the selection process. We really love their energy and appreciate their value-add.”

Value Proposition

Wunderman creates connected brand experiences, consumer engagements, data and insights, and health care marketing solutions that build brands and businesses. The company blends creative, data, and technology to make connections with consumers.

Wunderman operates around four distinct pillars, described as follows:

■ Brand Experience

Connecting brands to the right consumers in places and ways that matter.

The result: inspired, action-focused consumers.

■ Consumer Engagement

Understanding customers beyond attitudes and psychographics to make every encounter more personal and valuable.

The result: enduring relationships between customers and brands.

■ Data and Insights

Turning information into a strategic asset that guides and strengthens the brand and consumer experience.

The result: better informed business, brand, and creative decisions.

■ World Health

Bringing all of Wunderman’s expertise to bear within the dynamic of the healthcare industry.

The result: high-impact healthcare solutions.

Overview

Founded by Lester Wunderman in 1958, Wunderman is a global marketing services network of advertising, marketing, and consulting companies, employing more than 7,000 staff members. The company, which specializes in digital and customer relationship management, has over 90 offices across the globe.

The four major divisions of Wunderman are:

| Brand experience | Consumer engagement | Data and insights | World health |
|---|--|---|---|
| With a focus on customer acquisition through digital, mobile, and other channels. | With a focus on online and offline CRM, mobile and social, and new and innovative loyalty propositions that engage the whole consumer. | With a focus on obtaining data, managing data, and deriving insights from data through such methods as analytics. | Working for clients in such fields as pharmaceuticals, over-the-counter remedies, healthcare, and health insurance. |

Wunderman's client base includes brands such as Microsoft, Ford, United, Coca-Cola, and Novartis. Wunderman's network is part of the Young & Rubicam Group. The company is also a member of WPP Group, a media conglomerate and the world's largest advertising company by revenue.

Web content management services

Wunderman network supports a range of web content management (WCM) solutions – including Adobe, Microsoft SharePoint, Oracle, and Sitecore.

Project approach

Wunderman utilizes a hybrid project delivery methodology that combines up-front research, planning, and concept creation with an interactive design and development process. The assigned project manager manages scope, delivery, and budget for the lifetime of the project – based on the strategic needs of the client.

The agency's client services team works with the discipline leads to identify and standardize deliverables and client communications using a standardized process. Wunderman's process is built around cross-discipline collaboration, where teams work across disciplines to pull ideas for the work, learn from issues the company has worked through, and adopt new processes. This team facilitates all cross-discipline project meetings.

Wunderman

Wunderman invests in training and education by sponsoring training initiatives across its teams. Wunderman also has an online training portal called Wunderman University that contains numerous training modules.

Wunderman begins every WCM implementation project by setting clients' expectations regarding time scales and resources required. Although some projects can last up to a year or two, Wunderman advises clients that the web is a channel that needs continued investment after launch.

Pricing model

Wunderman's engagements are typically fixed-fee/fixed-scope projects, but on rare occasions the company works on a time-and-materials basis.

Value proposition

Wunderman creates connected brand experiences, consumer engagements, data and insights, and healthcare marketing solutions that build brands and businesses. The company blends creative, data, and technology to make connections with consumers.

Wunderman operates around four distinct pillars, described as follows:

■ **Brand experience**

Connecting brands to the right consumers in places and ways that matter.

The result: inspired, action-focused consumers.

■ **Consumer engagement**

Understanding customers beyond attitudes and psychographics to make every encounter more personal and valuable.

The result: enduring relationships between customers and brands.

■ **Data and insights**

Turning information into a strategic asset that guides and strengthens the brand and consumer experience.

The result: better informed business, brand, and creative decisions.

■ **World health**

Bringing all of Wunderman's expertise to bear within the dynamic of the healthcare industry.

The result: high impact healthcare solutions..



Wunderman

Our POV

Wunderman has long been a world-renowned advertising and digital/interactive agency, and it is the undisputed master of creative campaigns and customer engagement. Prospects for Wunderman's customer experience management services should look for a good fit with the size of their project and validate the desired technical expertise.

XTIVIA

SI Systems Integrator

www.xtivia.com

Current as of August 2013

Company Status

Private

Year Founded

1992

Revenue Range in USD 2013

\$10 – \$49
MILLION



Total

WCM-Related

Disadvantaged Business Designation

No

Full-Time Employees in 2013

150

North American Offices

Colorado Springs, CO

Austin, TX

Denver, CO

Edison, NJ

New York, NY

Coverage Areas

North America

EMEA

APAC



XTIVIA

Quality Enterprise Technology Solutions & Services

Headquarters

304 South 8th St.

Ste. 201

Colorado Springs, CO 80905

888.685.3101 [map](#)

XTIVIA

Top 3 Verticals



Healthcare



Insurance



Technology

Areas of Expertise

Analytics, Testing, and Optimization

Application Development

Business Strategy Consulting

Content Strategy

Data Services

Design

E-Commerce

Enterprise Search

Implementation Services

Information Architecture

Infrastructure Services

Mobile Strategy

Outsourcing

Program Management

Quality Assurance

Social

Taxonomy

Vendor-Agnostic WCM Consulting

Web Governance

Active WCM Partners



Value Proposition

XTIVIA has extensive experience delivering enterprise portal, content management, and collaboration solutions, which is reflected in its established business practices and attitude of “do it right the first time.” In addition, the company specializes in database management, business intelligence, and data warehousing.

Since 2006, the XTIVIA Liferay Portal team has grown to 60 professional consultants, all of them U.S.-based. The company strives to acquire extensive

knowledge of Liferay Portal and maintains high staff retention by providing a quality workplace environment.

XTIVIA emphasizes delivering key performance indicators early on in the project and recommends a phased approach.

The company takes pride in long-term, multiyear relationships with its clients, employees, and partners.

Client POV

“I’ve worked with a lot of different [service providers]. XTIVIA is very professional in the entire approach, from beginning to end. I’ve already recommended them many times.”

Overview

XTIVIA, founded in 1992, provides content management, collaboration, and web portal implementation services. XTIVIA has offices in New York, New Jersey, Texas, and Colorado. The company employs 150 staff members, who are all U.S.-based.

XTIVIA provides Liferay, Inc., implementations and has been a Certified Platinum Level Liferay Partner since 2006.

The top three industries XTIVIA serves are healthcare, insurance, and technology. Its list of clients includes Principal Financial Group, Blue Cross Blue Shield of Alabama, LifeWay Christian Resources, Avaya, and Cambia Health Solutions.

XTIVIA is a subsidiary of Matrix Digital, an information technology company based in Israel that employs 6,100 IT professionals.

In addition, the company specializes in database management, business intelligence, and data warehousing.

Web content management services

In the past, XTIVIA provided implementation services for Vignette web content management (WCM) and Epicentric Portal (in the late 1990s), and for IBM WebSphere Portal (from 2003-2004).

In 2006, XTIVIA became a Certified Platinum Level Liferay Partner, and it has focused on Liferay as its platform of choice for WCM and portal implementation projects since 2009. The company hosts Liferay user groups and sponsors Liferay symposiums. Sixty of XTIVIA's employees are Liferay consultants.

In 2012, the company developed and released the Liferay Carousel Portlet product, which is available through Liferay Marketplace.

WCM vendor-agnostic services

Given its emphasis on Liferay, XTIVIA does not provide vendor-agnostic WCM selection services. However, it offers strategic advice, technology assessments, and proof-of-concept exercises for Liferay.

Project approach

XTIVIA approaches projects using a phased approach, with the objective of gaining enough information early in the project so that the scope, budget, time, and high-level release schedule are accurately defined.

A typical project consists of the following phases:

- Understand the project
- Determine a solution/approach

XTIVIA

- Solicit/incorporate client feedback
- Solidify a roadmap
- Start phased iterative development
- Deliver releases and phases
- Begin transition and knowledge transfer

Knowledge transfer and custom, project-specific documentation are provided during the project hand-over. Post-delivery, XTIVIA offers Liferay implementation support and mentoring, as well as advanced support packages, which include system administration, bug fixes, code enhancements, and ongoing training.

There are Custom Portal, Java, and Liferay training programs in place for all new employees at XTIVIA, which are complemented by annual training sessions from Liferay. XTIVIA staff has access to new Liferay documentation, books, and reading materials.

Pricing model

XTIVIA works on either an hourly or a time-and-materials basis.

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XTIVIA

Our POV

XTIVIA's extensive expertise with the Liferay portal, as well as data management and business intelligence, position it well to deliver the technical interface between systems of record and systems of engagement. Plan to supplement its services for customer experience design and strategy.

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 North American edition of the *Guide to Service Providers for Web Content and Customer Experience Management*, including detailed profiles on 47 service providers, is available for download via <http://www.digitalclaritygroup.com>

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Current as of August 2013

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Total

WCM-Related

Disadvantaged Business Designation

No

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150

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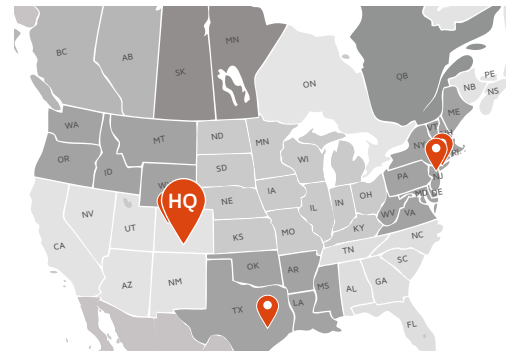
New York, NY

Coverage Areas

North America

EMEA

APAC



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[map](#)

XTIVIA

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XTIVIA

Our POV

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