

A FROST & SULLIVAN EXECUTIVE SUMMARY

A Road Map to Continued Revenue Growth: Enhancing Online Customer Experiences Through CEM



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A great customer experience has become the key pillar of success when standing out against your competitors. Yet, providing a consistent and interactive online experience is an ongoing challenge for many global organizations. With unconsolidated corporate content across disparate systems and many new online channels to reach, how can corporations create engaging and relevant interactions with their customers and employees in a way that is meaningful?

During Sprint and Nextel's 2005 merger the companies wrestled with this question—as well as their individual corporate portals that needed to be streamlined—as they established a centralized platform to support a superior customer experience strategy.

In this eBroadcast, Frost & Sullivan, Sprint, and OpenText presented a case study on Sprint's goals for this initiative, as well as an overview of the digital content market from Frost & Sullivan.

Market Overview

The Revolution in Digital Content

There has been a tremendous revolution in digital content produced by broadcasters, media production companies, enterprise organizations, studios, gaming companies and advertisers, not to mention an explosion in the amount of user-generated content.

Today 4 billion people (67 percent of the world's population) subscribe to mobile services, while more than 2 billion people (26.6 percent of the world's population) are internet users.

According to the latest data from the U.S. Census Bureau E-Stats, B2B and B2C e-commerce revenues in 2008 accounted for \$3,704 billion. In APAC, online shopping revenues were U.S. \$168.7 billion in Asia in 2011 (Source: MasterCard's Insights Report).

In South Korea, 99 percent of all internet users shop online, followed by Japan, Germany, and the U.K. at 97 percent. The U.S. is No. 8 at 94 percent.

“One of the reasons we're seeing all of this is that the digital content explosion and convergence are driving industry growth,” said Mukul Krishna, Global Director, Digital Media, Frost & Sullivan.

Getting Your Message Across

Maximizing the reach of a message throughout the vastness of digital content is a persistent challenge, especially with all of the emerging business models around digital content.

These challenges can include:

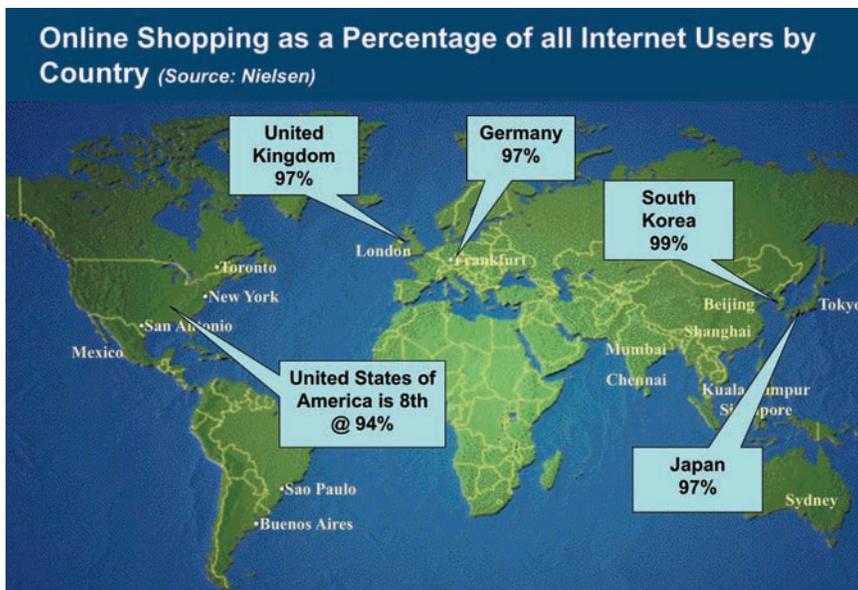
- Siloed and disparate systems
- Lack of collaboration
- Multiple media formats
- Lack of interoperability
- Long cycle times
- echnology ownership?
- Emerging business models
- Integration nightmares
- Manual intervention for mundane tasks

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End-User Needs Do Not Always Match Available Technology

The end-user's functional needs—multi-lingual web pages, cross-channel marketing, microsites, rich media management, user-generated content, and personalized experiences—do not always match up with the available technology.

Technology is available in the broader marketplace, however, which can provide centralized access to content, enable fast and intuitive search, offer easy-to-use UI, and provide seamless secure and collaborative workflows. These tools work together to maintain marketing messaging, as well as to manage, repurpose, and transform the maximum amount of possible content. Analytics and reporting software are also available.

Utilizing these tools allows organizations to target customers in a very personalized way.

Cost Reduction

- Cost savings on maintenance of physical repositories
- Elimination of the cost of lost or misplaced work
- Cost savings on delivery

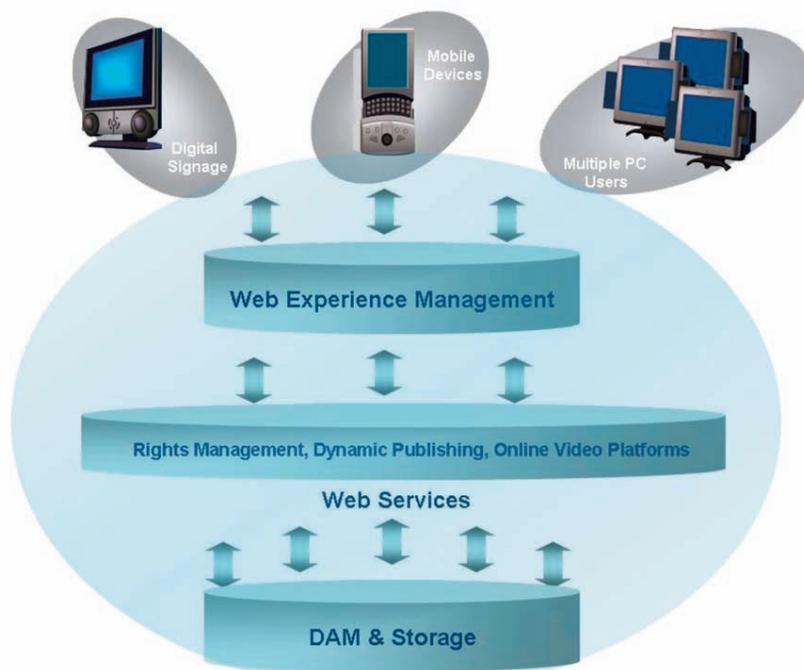
Workflow Optimization

- More relevant content discovery
- Cycle-time acceleration
- Streamlined collaboration and workflow integration between DAM and WEM systems

New Revenue Generation

- Repurposing of content for multiple channels
- Repurposing of resources

Bridging the Gap: An Integrated Workflow



“Getting that technology to business user is challenging,” said Krishna. “Usually there are piecemeal solutions with not a lot of integration and changes that move at a snail’s pace. So the question a lot of people are asking now is, ‘Where is my flying car? The internet has been here for years. Where do I go from here?’ ”

Using a web experience management platform can reach out to the right users. This requires an integrated workflow.

“The value proposition once we marry all those things properly and provide that to stakeholders is extremely, extremely valuable,” said Krishna.

This value proposition can see benefits in the following sectors:

Targeted, Consistent, and Engaging Customer Experiences

- Optimize customer experiences through targeted used of rich media across multiple- channels
- Reinforce brand identity through consistent and engaging online marketing campaigns

“You have to understand the value proposition, intellectualize it, and move ahead to have a mandate to deploy it across your organization,” said Krishna.

An Enterprise Wish List

- Dashboard and widget-based UIs
- Drag and drop, user friendly interfaces
- Enhanced organic searchability and SEO
- Cloud portability
- Web services for better integration
- Robust multi format content handling
- Modular architectures
- Scalability
- Ubiquitous networks
- Analytics and reporting for over the top (OTT) content
- Targeting and Segmentation
- Globalization and localization Security
- Integrated archiving and records management, portal and Digital Asset Management capabilities
- Device convergence
- Marketing automation, CRM integrations

Case Study: Sprint

Merging Enterprise Content

Serving over 40,000 wireless and wireline customers, the communications company Sprint merged with Nextel in 2005. Both companies had their own portal solutions, including a custom solution that Sprint had developed over time and a portal solution from OpenText that Nextel had recently deployed to its internal and customer care workers.

Based on the strength and versatility of the OpenText solution, the companies chose to move forward using OpenText's portal (more information about Sprint Nextel's work with OpenText can be learned in this video).

Managing enterprise content both at the front end dealing with web experience and at the back end dealing with corporate digital assets has always been a challenge—one that becomes apparent when two large companies merge.

The challenge to Sprint and Nextel was to integrate their corporate and customer databases, thus streamlining the entire content workflow. Through this implementation some best practices emerged. "As with a lot of projects, 90 percent is planning and 10 percent is execution. I would say in this space when talking about content that is even more paramount," said Scott Granger, Manager, Corporate Intranet, Portals & Content Management Systems, Sprint.

Sprint and Nextel developed an "Adopt-And-Go" strategy to handle content and to merge existing solutions. After an archiving process necessary for records management, much of the less-essential content was purged.

Knowledge Worker Collaboration

One key factor that is part of the value proposition of web content management is knowledge worker collaboration. This is seen most sharply in workflow consistency and cycle time management.

"From our experience, one of the biggest value propositions from web content management would be in the support of message consistency," said Granger. "To be able to publish one piece of content and have it consumed multiple times by multiple lines of business or multiple organizations for us was a huge factor."

To illustrate this point, Granger discussed how Sprint's customer service representatives utilize this system to ensure they have the right information at the right time—and that they are sharing the message.

"At the time of the Sprint Nextel merger this was critical as we had two different systems

trying to deliver the same message but it was getting mixed up because two systems weren't talking to each other so once we were able to consolidate on one system, and one platform, those issues were almost completely removed and it made our customer care workforce more effective," said Granger.

Thus, by enabling that collaboration and making sure the customer service reps had all the information they needed, Sprint's cycle times did improve.

"In in many instances, content collaboration begins within a customer experience environment well before content gets published to the web," said Frank Del Pinto, Director, Product Marketing, OpenText, adding, "We've seen reduced cycle times with our clients, those using both internal and extra-net portals and with customer facing websites as well."

“There’s a delicate balance between providing complex functionality and keeping that interface simple. We really ask our web content management systems to do a lot for us. In the end the user is king and if they don’t like it, they will find another way to do it and will find that way quickly.”

— Scott Granger, Manager, Corporate Intranet, Portals & Content Management Systems, SPRINT

Del Pinto explained that as content moves from one stakeholder to another, audit trails occur. "Key performance indicators allow you to take a look at these individual metrics and see where these bottlenecks are and identify workers that can take on additional tasks," said Del Pinto.

Building a Better Mousetrap

One key complaint, especially when it comes to customers wishing for something better with their web content management system, has been the user friendliness and the interface. "The industry is always trying to build a better mousetrap," observed Frost & Sullivan's Krishna.

Sprint's Granger agreed with the validity of this concern:

"The same people asking for a simple user interface are also the same ones asking for 20 new pieces of functionality," he said. "There's a delicate

balance between providing complex functionality and keeping that interface simple. We really ask our web content management systems to do a lot for us. In the end the user is king and if they don't like it, they will find another way to do it and will find that way quickly."

These user interfaces have evolved over the last ten years from being very engineering-like applications to more interactive interfaces.

"Business users and everyday knowledge users really expect these professional applications—whether it's a content management system or an enterprise social community—to behave how their personal applications or websites do," said OpenText's Del Pinto.

Users request applications that do not require a lot of training or excessive heavy lifting. With that in mind, Del Pinto noted some areas that OpenText has been focused on to improve the user-interface experience, such as:

- Reducing the number of clicks it takes to complete a transaction
- Providing end-user functionality at the enterprise-level but ensuring ease-of-use
- Reducing the amount of training or "heavy lifting" required to run applications

"There are a number of different user design/graphical design people that focus on the iconography; they also focus on the overall usability of the applications. For every new digital content or content management release, all of us here at OpenText begin implementing and using the application prior to releasing it to a larger audience," said Del Pinto.

Web Experience Management

The larger the organization, the more complex the workflow: "You have more touch points and you've got multiple different stakeholders for content: content development, product marketing, finance, PR, the list goes on," explained Krishna. As different departments collaborate on the same marketing or corporate collateral, strong version control can prevent a "total versioning nightmare," said Krishna.

At Sprint Nextel, the emergence of multiple collaboration platforms means that content management tools tend to be used for the final versions of the company's publishing and management needs. "All of the actual collaboration is happening prior to getting to that point," said Granger. "That has really reduced any issues around versioning nightmares for us or unexpected items being published."

Granger recommends having tight content ownership governance rules and role-based security. "We actually have fewer folks with the access to make changes to content once it's in that

content management system, so for us we really promote content accountability so we know who to go to if there are any issues that come up," he said.

Del Pinto echoed the importance of role-based security: "As your users are either collaborating in the ideation phase or are right at the start of an official project, you may want to consider keeping each individual version of that content," said Del Pinto.

Intuitive Analytics

Having the tools to analyze what is working, what is not, and then be proactive rather than reactive empowers all of an organization's internal resources to push extremely targeted content out to customers.

Intuitive analytics have become an important component of all content management systems. These analytics are identifying key performance indicators (KPIs) on the backend to determine what content is becoming successful and what is not.

"I can actually use my web content management tools to figure out how many positive or negative comments are being made about my product on this website or on any other social networking site," said Del Pinto

These analytics reports can determine metrics such as what ads are performing better based on their specific location on a page. A/B variable testing, then, can be used to determine how a message sent out in the morning is received differently by specific users than the same message sent out in the evening to a different set of specific users.

"All of these metrics keep a knowledge worker, as they're creating content, in line in terms of what the next iteration of the page is going to look like," said Del Pinto, adding, "As I'm creating programs, new pages, or launching new products and services, I can look at the metrics and determine exactly what does my spend look like and where did my leads come from. I can determine how to follow up with those leads and how those leads arrived to my web page. This information allows me to determine my marketing spend based on performance indicators that I used to measure my previous project."

Managing Structured Content

Using a content management system, such as one designed by OpenText, to manage structured content from one centralized place allows an organization to see all of its workflow rules and then automate them to allow knowledge workers to become more nimble and agile.

"Our implementation of the OpenText platform has been through a lot of different phases based on its age. We had a portal in place

since the Nextel days in the early 2000s," explained Granger.

This robust platform was used after the Sprint/Nextel merger and continues to be in use today. The portal provides the capability to control content as well as who sees what from the page level to the module level even down to link level.

"Overall our implementation with OpenText has been amazing and provided a reliable platform that a company of our size requires," said Sprint's Granger.

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Final Thought

As departments and knowledge workers across enterprise verticals are expected to do more with less each budgetary cycle, it has become that much more important to plan and invest in technology more prudently. Analytics driven and context aware Customer Experience Management solutions are now becoming business critical to achieve and cultivate customer relationships at an unprecedented level.

Whether it's a B2B or B2C customer, being able to reach out to stakeholders and interact—any time, any place, any device, and on-demand—is increasingly becoming the norm rather than an exception. Companies that empower their service, marketing and sales organizations to target and engage with customers and personalize that experience using the tools available in the market today will stand to benefit the most.

ABOUT SPRINT NEXTEL

Sprint Nextel offers a comprehensive range of wireless and wireline communications services bringing the freedom of mobility to consumers, businesses and government users. Sprint Nextel served more than 55 million customers at the end of 2011 and is widely recognized for developing, engineering and deploying innovative technologies, including the first wireless 4G service from a national carrier in the United States; offering industry-leading mobile data services, leading prepaid brands including Virgin Mobile USA, Boost Mobile, and Assurance Wireless; instant national and international push-to-talk capabilities; and a global Tier 1 Internet backbone. Newsweek ranked Sprint No. 3 in its 2011 Green Rankings, listing it as one of the nation's greenest companies, the highest of any telecommunications company. You can learn more and visit Sprint at www.sprint.com or www.facebook.com/sprint and www.twitter.com/sprint.

ABOUT OPENTEXT

OpenText provides Enterprise Information Management (EIM) software that enables companies of all sizes and industries to manage and secure their unstructured business information, in their data center or in the cloud. OpenText EIM helps companies maximize the value of their information while minimizing its risks to gain better business insight, to create positive business impact, to increase process velocity, to address information governance and provide security. Our offerings include Content Management, Business Process Management, Customer Experience Management, Information Exchange, and Discovery. Over 50,000 companies already use OpenText solutions to unleash the power of their information. To learn more about OpenText, please visit www.opentext.com.

More information on the collaboration between Sprint and OpenText can be learned in this video testimonial located at www.opentext.com/longstoryshort/how/sprint/.

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This Executive Summary discusses key insights and excerpts from a live presentation and panel discussion by Frost & Sullivan, Sprint Nextel and OpenText on Wednesday January 23, 2013. This summary presents industry insights, best practices, and case studies discussed by the presenters, in the context of the live presentation and panel discussion. For more details, visit <http://www.frost.com/online>. Frost & Sullivan is not responsible for the loss of original context or the accuracy of the information presented by the participating companies.