Digital Innovation Reshapes The Future Of Business Applications

Vision: The Business Applications Playbook

by Paul D. Hamerman

July 17, 2015

Key Takeaways

Legacy System Baggage Weighs Down Growth And Innovation

Although supporting growth and innovation is a top priority driving software investment, AD&D professionals are compelled to allocate significant resources to updating, upgrading, and rationalizing existing systems, limiting their ability to invest in the BT agenda.

Business Applications Strategies Must Incorporate New Technology

Considering the relative wealth of new technologies that business applications may embrace now and in the future, there are several key pillars that drive forward-looking application strategy. These include: software-as-a-service (SaaS), embedded analytics, user experiences for customers and employees, integration, and flexibility for application change and extension.

Systems Of Record Are No Longer Sufficient For Business Success

Systems of record are the transactional backbone of business, but these applications must be extended to deliver employee and customer engagement, analytical insight, and connection to the physical world for automated operations monitoring. The future of business applications calls for a unified architecture across these four vectors.

Why Read This Report

The state of business applications in the enterprise today is characterized by high cost, vendor lock-in, and inflexibility, but the business environment and the application software industry are changing rapidly. Growth is the top priority for many companies, and the path to growth and business success revolves around the customer. Enterprises face increasingly difficult choices between renovating or upgrading existing solutions and investing in more agile, insightful, and cloud-based application software that enables the business technology (BT) agenda. This report outlines Forrester’s vision for the future of business applications based on trends we see playing out in business and technology. Application development and delivery (AD&D) professionals should consider these trends and directions as they plan future investments and projects related to their business applications portfolio.
Digital Innovation Reshapes The Future Of Business Applications

Vision: The Business Applications Playbook

by Paul D. Hamerman
with Christopher Andrews, Duncan Jones, Joseph Miller, and Ian McPherson
July 17, 2015

Table Of Contents

2 The Burden Of IT Renovation Limits BT Innovation Investment
4 Five Key Technology Pillars Shape The Future Of Business Apps
8 Renew Systems Of Record With Insight, Engagement, And Automation

Recommendations

11 Support Growth And Innovation With A Clear Business Apps Vision
13 Supplemental Material

Notes & Resources
Forrester leveraged numerous vendor events, advisories, briefings, client (buyer) inquiries, and prior research in creating this report.

Related Research Documents
Application Adoption Trends 2015: The SaaS Boom Continues As Businesses Demand Agility
Increase Flexibility By Embracing Future Business And Technology Trends
Predictions 2015: Business Applications Take Innovation Beyond The Cloud
The Burden Of IT Renovation Limits BT Innovation Investment

AD&D leaders face several conflicting demands when trying to define and implement an enterprisewide business applications strategy. Forrester’s Business Technographics® Global Software Survey, 2014 highlights an ongoing dilemma for AD&D professionals: Companies must continue to invest in continuous improvement of existing application portfolios while driving growth and innovation in the business by investing in BT (see Figure 1). The conflicting demands of IT renovation and BT innovation are evident as AD&D professionals look to:

› **Support growth and the BT agenda.** Corporate growth is a business imperative for many enterprises, which reflects an improvement in the global economy, as well as the growing importance of the BT agenda. The most critical application investment priority is supporting business requirements and corporate growth: 31% of North American and European software decision-makers (from companies with 1,000 or more employees) consider this as a critical priority. In addition, 42% rate this as a high priority. The BT agenda is driven by business requirements related to the customer life cycle (e.g., marketing, sales, customer service, and product development), which are high areas of investment for customer-obsessed enterprises.

› **Keep existing applications viable.** As much as enterprises want to invest in BT innovation, the on-premises footprint of mission-critical operational and ERP applications places a significant weight on the shoulders of technology management organizations. Twenty-six percent of North American and European software decision-makers at enterprises see it is a critical priority to update and modernize legacy applications and an additional 49% rate this as a high priority. Upgrading packaged applications to a newer release (22% critical, 46% high) and consolidating and rationalizing applications (20% critical, 45% high) also underscore the importance of keeping applications viable.

› **Deliver business insight and integrate on-premises and cloud applications.** Business leaders look to AD&D pros to help them gain insight into customers and customer experience, operations, business performance metrics, financial results, and the workforce, but this business information often resides in many systems and flows intermittently. It is clear that business intelligence (BI), including analytics, big data, and decision-support, is near the top of the investment agenda: 26% percent of North American and European software decision-makers at enterprise companies indicated increasing BI use is a critical priority, and 38% rated it a high priority. Since BI leverages data residing in multiple business applications across the enterprise and beyond the corporate walls to drive decisions, 20% rate integration as a critical priority. Integration in this context means connecting systems of record with systems of engagement and cloud applications.

› **Take advantage of the SaaS boom to lessen their apps maintenance burden.** SaaS adoption is seeing increasing traction in several application areas, enabling AD&D professionals to shift certain software updating tasks to the software vendor. Twenty-one percent of North American and European software decision-makers at enterprises rate increasing SaaS use as a critical priority,
and 36% rate it as a high priority. Our software adoption survey data shows customer-centric (BT) applications are being replaced with SaaS solutions at rates approaching 50%, while many other areas (e.g., procurement, HR, ERP, finance, and supply chain) are seeing rapidly increasing SaaS adoption as older on-premises applications are replaced. 

› **Improve collaboration and mobile engagement.** The preponderance of legacy applications in enterprises makes it difficult to provide mobile and collaboration capabilities in the context of business processes. Newer packaged applications from vendors like Oracle, SAP, Salesforce, and Workday are increasingly embedding mobile and collaboration capabilities in their products, making the user experience more approachable. More than half of North American and European software decision-makers at enterprises (53% and 51%, respectively) see increased investment in mobile applications for customers, employees, and partners, and increased deployment of collaboration software as a high or critical priority.

### FIGURE 1 Traditional IT Priorities Remain In Play As Enterprises Gear Up For BT Innovation

<table>
<thead>
<tr>
<th>“Which of the following software initiatives are likely to be your organization’s top priorities over the next 12 months?”</th>
<th>Critical priority</th>
<th>High priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Update/modernize key legacy applications</td>
<td>26%</td>
<td>49%</td>
</tr>
<tr>
<td>Support business requirements and corporate growth</td>
<td>31%</td>
<td>42%</td>
</tr>
<tr>
<td>Upgrade packaged applications to a newer release</td>
<td>22%</td>
<td>46%</td>
</tr>
<tr>
<td>Consolidate or rationalize applications</td>
<td>20%</td>
<td>45%</td>
</tr>
<tr>
<td>Increase our use of business intelligence, big data, analytics, and decision-support tools and services</td>
<td>26%</td>
<td>38%</td>
</tr>
<tr>
<td>Integrate back-end systems of record with customer-facing mobile and web systems of engagement Increase our use of SaaS (e.g., Salesforce)</td>
<td>20%</td>
<td>39%</td>
</tr>
<tr>
<td>Expand use of Agile software development and processes</td>
<td>21%</td>
<td>36%</td>
</tr>
<tr>
<td>Increase our use of public cloud platforms (e.g., Amazon Web Services, Microsoft Azure)</td>
<td>20%</td>
<td>36%</td>
</tr>
<tr>
<td>Increase the use of enterprise app stores (internal or external) to improve end user service and support</td>
<td>22%</td>
<td>33%</td>
</tr>
<tr>
<td>Increase our investment in mobile applications for employees, customers, or partners</td>
<td>18%</td>
<td>36%</td>
</tr>
<tr>
<td>Increase deployment and use of collaboration technologies</td>
<td>20%</td>
<td>32%</td>
</tr>
<tr>
<td></td>
<td>17%</td>
<td>34%</td>
</tr>
</tbody>
</table>

Base: 1,085 North American and European software decision-makers (1,000+ employees)

Note: Not all options shown
Source: Forrester's Business Technographics® Global Software Survey, 2014
Five Key Technology Pillars Shape The Future Of Business Apps

Several technology trends are shaping the future of business applications. In prior research, we identified 10 technology trends affecting the functional capabilities of business application and architectures (e.g., mobile, process flexibility, componentization, elastic cloud, etc.). One might debate the relative importance of each of these and other technology trends. We believe, however, that five key pillars are reshaping the future of business applications — SaaS, user experiences, flexibility for change, embedded analytics, and integration (see Figure 2).

**FIGURE 2 Five Key Technology Pillars Are Reshaping The Future Of Business Apps**

Business applications innovation

1. Cloud/SaaS  
2. User experience  
3. Flexibility for change  
4. Embedded analytics  
5. Integration

**Pillar 1: SaaS Is Disrupting The Business Applications Industry**

SaaS is becoming the preferred deployment model for a variety of applications across the business applications portfolio. Forrester’s application adoption trends research clearly shows that SaaS is the delivery model of choice for the customer-focused (BT) side of the business and human resources, procurement, supply chain, and other areas have adopted it as well. Demand for SaaS is increasing rapidly in core application areas (e.g., ERP, enterprise asset management, finance, and accounting) as well as in business intelligence as application vendors frantically endeavor to deliver these solutions at global scale.
SaaS is an important pillar for business applications innovation because it benefits the business with flexibility, ease of use, speed of deployment, and a regular and nondisruptive updating model. AD&D professionals recognize that SaaS substantially relieves them of the burden of maintaining, upgrading, and supporting commercial packaged applications, allowing them to focus their efforts on applications and projects that create unique differentiation in the business.

Looking forward, we expect the following trends in SaaS to play out during the next three years:

› **SaaS pure-play vendors will gain share at the expense of traditional vendors.** Pure-play SaaS vendors, including NetSuite, Salesforce, and Workday, will continue to experience strong growth (25% or higher) as traditional vendors continue to ramp up and improve their SaaS offerings. Traditionally on-premises vendors are reluctant to break code line coexistence between SaaS and on-premises versions, slowing product innovation and competitiveness in SaaS.

› **Acquisitions of SaaS vendors will occur, despite soaring valuations.** Acquisitions of SaaS vendors by traditional applications vendors, technology giants, and larger SaaS players will continue, but this trend is restricted by market valuations that often exceed 10 times annual revenue run rates. SAP, for example, paid $8.3 billion for SaaS travel and expense vendor Concur last year, which had a $700 million run rate.

› **Debates on SaaS architectures will continue to muddy the picture.** Besides the subscription payment model, SaaS is defined by the ability to provide a multitenant architecture where all customers are running the same software. In practice, pure SaaS is often muddied by architectural compromises that result in multiple versions and tenant isolation. Buyers need to remain diligent to discern significant architectural compromises amidst “cloudwashing” marketing hype.

**Pillar 2: User Experiences Incorporate Mobile Simplicity**

The second pillar, user experience (UX), reflects major investments by leading applications vendors to create both product differentiation and more compelling benefits to end users. UX is an important application strategy pillar because it creates higher levels of user engagement with customers and employees, as well as other user constituencies (e.g., suppliers and partners). UX innovation potentially drives higher levels of activity that ultimately result in a better customer experience and more engaged employees.

A next-generation UX incorporates a consumer-like visual experience with graphical navigation, rich analytic content, and dynamic features like hover, gamification, and activity streams. The modern UX owes much to mobile apps, where business applications vendors are using responsive design and mobile-friendly technology to create a simplified user experience that transcends multiple devices.

Looking to the future, we expect the following trends in user experience to play out during the next three years:
Your user experience will change more frequently. With the accelerated update cadence of SaaS, your apps vendors are going to refresh the UX more often, whether the application is delivered as SaaS or not. UX innovation is a battleground for competitive differentiation and a key area of investment for all leading vendors, including Microsoft, Oracle, SAP, Salesforce, and Workday.

The user experience is mobile by default. Mobile-first design practices reduce the need of business application vendors to deliver mobile experiences for specific device platforms (e.g., iOS and Android). Professional users requiring a more detailed experience that doesn’t translate well to touchscreens will see UX improvements as well, including embedded collaboration and real-time analytic content.

Consumer constructs move from customers to internal users. Immediacy, simplicity, and context are three key principles of mobile experiences in the B2C world. Business applications vendors are adopting these principles as well for internally facing applications to engage workers and deliver more context-aware capabilities for better decisions and productivity. Employee engagement for the entire workforce will also benefit from UX innovation, including gamification techniques, as companies look to improve their capacity to reward, recognize, and retain talent.

Pillar 3: Applications Flexibility Speeds Deployment And Post-Implementation Agility

The third business applications innovation pillar is flexibility for change. There are two key aspects to this — first, you should expect to be able to change the configuration set-up in most cases without technical skills. The second aspect is extensibility. Beyond configuring the business application, you should be able to customize or extend the application natively without compromising future upgrades.

Application configuration flexibility is critical for business applications innovation because it helps to reduce implementation time and effort while also increasing post-implementation agility. In a BT application, the business owner can implement a new process, program, or organizational unit very quickly, often with minimal dependency on technology management resources. Beyond configuration flexibility, exposing native development tools for extension adds a higher level of flexibility by enabling customer-specific enhancements or industry-specific layers build by partners.

Within the next three years, we expect application flexibility to evolve in the following ways:

Business configurability drives application governance deeper into lines of business. As part of the shift from IT to BT, the business stakeholder naturally assumes more ownership and control of business applications, especially for SaaS application. As a business applications design point, nontechnical configurability is becoming a competitive differentiator for SaaS vendors such as Workday, as well as for traditionally on-premises vendors like Microsoft and SAP that are moving to cloud-first versions (AX7 and S/4Hana, respectively).
› Application ecosystems continue to grow and evolve in the cloud. Salesforce’s Force.com development platform and AppExchange marketplace enable Salesforce customers to create or access native extensions to the core product with the benefits of prebuilt integration and upgrade compatibility. SAP’s Hana Cloud Platform (HCP) and Microsoft’s Pinpoint also represent significant platform-as-a-service (PaaS) and ecosystem plays, which are increasingly aligned with SaaS solutions.

Pillar 4: Embedded Analytics Move Insight From The Past To The Present And Future

The fourth pillar for business applications innovation is embedded analytics. Advanced analytics technologies add speed, scale, visualization, and predictive capabilities to business applications. The enabling technologies include in-memory computing, big data, machine learning, predictive analytics, and data visualization. By embedding analytics capabilities to business applications in real-time and in the context of a business process, the system of record becomes a system of insight.

During the next few years, we expect business application vendors to embed powerful analytics in their applications at an increasing rate to evolve a competitive landscape in which:

› Real-time analytics are delivered in context. The capability to assemble analytics instantaneously for end users in the context of a business process is available today in some packaged applications, but the capabilities are improving rapidly. Salesforce’s Analytics Cloud, SAP S/4Hana, Oracle Cloud applications, and Workday currently offer analytics embedded in business applications using their own technology, but technology approaches vary vendor by vendor. Some apps vendors choose to leverage partners for analytic capabilities but need to embed these capabilities in the applications to add more context and self-service. Applications vendors will continue to evolve embedded analytics capabilities with platform improvements, better visualization, and predictive capabilities.

› Predictive and prescriptive analytics add greater insights. Analyzing historical data delivers substantial value to business users, but more insight will be gained by using the data to predict what will happen next and what can be done about it. Predictive analytics is in a growth phase as a standalone BI capability and in an emerging stage as a capability that is embedded in business applications.5 Prescriptive analytics, which examines the “why” of potential business outcomes and suggests courses of action, is still in a creation phase but represents a new endeavor for applications vendors.

› Data visualization improves and becomes increasingly mobile. Embedded visualizations will improve from basic pie and bar charts to more stylized analytics donuts and scatter plots that are common in consumer-drive apps (e.g., Fitbit) and will enable more flexibility for business users to choose their preferred delivery formats. Business applications users will increasingly consume analytics via mobile devices, which also enables them to easily collaborate in real-time based on the information.
Pillar 5: Integration Glues Together Disparate Applications And Data Sources

The fifth pillar for business applications strategy, integration, is the glue that ties applications together. In the BT context, integration enables automation of the entire revenue stream, from the time a customer submits an order to buy, to fulfilling that order, to collecting the money and recognizing the revenue in your accounting systems.

Integration is critically important today, as more and more systems move to the cloud, increasing the complexity of the applications portfolio. The business opportunity to recalibrate the frequency or cadence of integration to move from batch processes to continuous and real-time processes is a strategic imperative for most companies innovating in the digital age.

We expect the following trends to play out in business application integration during the next three years:

› **Applications vendors will make integration easier and more open.** Integration is, by nature, a highly technical discipline, especially in complex scenarios requiring connections of cloud, premise-based, and third-party solutions. Application vendors (and their integration technology partners) can make integration easier by: 1) providing visual design tools that abstract technical elements from the business context; 2) making APIs more accessible to integration developers; and 3) supporting a modern, modular, and loosely coupled environment to allow business flexibility.

› **Applications vendors will enlist integration partners to create more leverage.** While some applications vendors offer their own integration tools within their platforms, clients indicate these tools are generally difficult to work with. Partner-based integration technology is an alternative approach that can enable a better design environment and more prebuilt integration connections. Look for applications vendors to increase their rosters of best-of-breed integration partners and potentially acquire this technology.

› **Prebuilt integrations will expand.** Standardized integrations among applications vendors will continue to evolve, allowing faster deployment. Cloud-to-cloud application integration will grow more quickly, and will enable virtual plug-and-play connectivity where applications share a common development environment or ecosystem (e.g., Force.com).

Renew Systems Of Record With Insight, Engagement, And Automation

Business applications will continue to evolve to a unified architecture that builds on the core business value proposition that supports business processes as a transactional system of record. In today’s world of increasingly agile business technology, the system of record is no longer sufficient to operate and grow the business. The new business applications architecture combines the system of record with systems of engagement, systems of insight, and systems of automation (see Figure 3). Each of these four systems layers is described below:
Systems of record will continue to provide the backbone for business execution. Regulatory compliance mandates that businesses maintain systems to accurately reflect the transaction history of every sale, expenditure, asset, and liability. These systems also enable businesses to keep track of employees, contracts, suppliers, and customers, and produce reports for business stakeholders, shareholders, and regulatory authorities. Within the next decade, however, most systems of record will migrate from legacy platforms in corporate data centers to the cloud, enabling more frequent software updates and more business flexibility to embrace new business models.

Systems of engagement add color and context to employee and customer interactions. The user experience pillar of business application strategy, described earlier, is the key to creating robust systems of engagement. Customer engagement is an essential element of the BT strategy, as companies navigate the customer life cycle. To connect to the systems of record, however, the systems of engagement must touch other people as well. Employees are key to the system of engagement layer of the business application strategy, which must provide a user experience that enables employees to progress in their careers and interact with the business processes that drive the company success. This engagement layer extends to suppliers, partners, job candidates, and constituent groups that the business interacts with.

Systems of insight ignite information to deliver value to business stakeholders. The analytics strategy pillar described previously highlights the impact of various technology that deliver advanced visualization, performance breakthroughs to analyze massive data sets, and predictive capabilities to anticipate the future. The future of business applications depends heavily on systems of insight that leverage these powerful capabilities in a cost-effective and integrated way. Companies should expect leading vendors to deliver natively embedded systems of insight in business application suites, while also leveraging open platforms to combine insights across multiple systems, from on-premises to the cloud.

Systems of automation connect to the physical world. Of the four systems types in the future of business applications, systems of automation are the most cutting edge. Business applications need to increasingly leverage constant streams of data coming from the Internet of Things — deployed assets and sensors such as vehicle fleets, power generation equipment, roads, rails, smartphones, and human beings. Connections to the physical world will enable business applications to harness machine learning to not only predict situational outcomes but to also control them in ways that will benefit customers and their environs.
Embrace A Hybrid Deployment Model For Increased Flexibility

Over the past two decades, the prevailing wisdom for business applications deployment focused on a comprehensive suite of pre-integrated applications, either in an on-premises data center or in a dedicated hosting environment. This deployment model minimizes integration points and standardizes business processes and user experiences but ultimately limits business flexibility. This ERP-centric approach has proven challenging in enabling the business to keep the applications up-to-date as the applications acquire layers of customization. The BT imperative makes this IT-centric deployment model impractical as companies grow and innovate.

In the future, we expect companies to fully embrace a hybrid deployment model which promotes greater business flexibility. By hybrid, we are referring to a combination of multitenant SaaS applications and single-tenant applications that operate either in on-premises environments or cloud-hosting environments. This hybrid model also supports the use of enabling technologies for insight, engagement, collaboration, and automation. By the end of this decade, business applications will favor a deployment model that is:
› **Optimized for persistent integration.** Cloud-based and premises-based systems will become increasing interoperable, or loosely coupled, in real-time using advanced integration technologies and integration ecosystems. Integration, master data management, and business intelligence skill sets will be in greater demand to support hybrid application architectures, and software customization skills will less in demand. Vendor lock-in will be reduced in favor of an ecosystem approach that promotes integration.

› **Built for continuous improvement.** SaaS applications and dedicated tenant cloud-based applications with managed services will gradually replace older premise-based systems. Flexible business systems for BT customer life cycle and revenue execution will gravitate to a deployment model (e.g., SaaS) that enables more frequent software updates and extensibility that won’t compromise upgradeability. Digital businesses will be in a position to move most of their applications to SaaS, while larger enterprises and regulated industries will be more selective in SaaS and cloud deployments.

› **Evolutionary by design.** The hybrid model allows for an evolutionary approach as the business evolves. For example, a two-tier hybrid strategy will allow an enterprise to move smaller subsidiaries to SaaS more quickly for BT functions and subsidiary systems of record (e.g., finance and HR), while retaining its enterprise systems at scale. An evolutionary approach also enables a company to adopt analytics and engagement technologies (e.g., collaboration and mobile) to supplement core system that are highly specialized and more difficult to migrate.

### Recommendations

**Support Growth And Innovation With A Clear Business Apps Vision**

Your vision for business applications should be clearly articulated so that an executable strategy and road map can emerge with clear business outcomes. The following recommendations support this objective:

› **Determine the suitability of your incumbent apps vendors to embrace BT in the cloud.** Take inventory of your portfolio of applications to see if your vendors can move forward with you by delivering business flexibility in the cloud and providing continuous and nondisruptive updates to improve your systems and enabling your systems to be integrated with other using modern, loosely coupled standards.

› **Optimize your revenue stream with a cohesive business applications strategy.** Focus application strategy on a cohesive set of applications to accelerate the revenue stream — from sales to order management, fulfillment, contracts, billing and renewals, collections, accounting, and revenue forecasting. This strategy should be designed to generate measurable business outcomes, including improved customer experience, revenue growth, and profit improvement.
› **Build agility into your deployment strategy.** The traditional notion of a single instance, global ERP system minimizes integration points, but often leads to rigidity and high support costs. Agile deployment strategies can include either two-tier strategies for corporate and subsidiary systems, as well as cloud-centric, loosely coupled environments, or some combination of both.

› **Blend systems of record with systems of engagement, analytics, and automation.** Supplement your systems of record by adopting a modern application architecture that integrates capabilities for employee engagement and collaboration, customer engagement, insight via advanced analytics, and systems of automation and monitoring via the Internet of Things.

![Engage With An Analyst](image)

Gain greater confidence in your decisions by working with Forrester thought leaders to apply our research to your specific business and technology initiatives.

**Analyst Inquiry**

Ask a question related to our research; a Forrester analyst will help you put it into practice and take the next step. Schedule a 30-minute phone session with the analyst or opt for a response via email.

Learn more about inquiry, including tips for getting the most out of your discussion.

**Analyst Advisory**

Put research into practice with in-depth analysis of your specific business and technology challenges. Engagements include custom advisory calls, strategy days, workshops, speeches, and webinars.

Learn about interactive advisory sessions and how we can support your initiatives.
Supplemental Material

Survey Methodology

Forrester’s Business Technographics Global Software Survey, 2014 is a mixed methodology phone and online survey fielded in July through September 2014 to 3,308 business and technology decision-makers at companies with two or more employees.

Each calendar year, Forrester’s Business Technographics fields business-to-business technology studies in 10 countries spanning North America, Latin America, Europe, and Asia Pacific. For quality control, we carefully screen respondents according to job title and function. Forrester’s Business Technographics ensures that the final survey population contains only those with significant involvement in the planning, funding, and purchasing of business and technology products and services. Additionally, we set quotas for company size (number of employees) and industry as a means of controlling the data distribution and establishing alignment with IT spend calculated by Forrester analysts. Business Technographics uses only superior data sources and advanced data-cleaning techniques to ensure the highest data quality.

Endnotes

1 SaaS adoption is strong in customer-related (BT) applications, and growing rapidly in areas like ERP, finance, and supply chain. See the “Application Adoption Trends 2015: The SaaS Boom Continues As Businesses Demand Agility” Forrester report.

2 Forrester has identified ten key technology trends. See the “Increase Flexibility By Embracing Future Business And Technology Trends” Forrester report.

3 Based on Forrester’s Business Technographics Global Software Survey, 2014, we analyzed SaaS adoption trends across 17 software categories. See the “Application Adoption Trends 2015: The SaaS Boom Continues As Businesses Demand Agility” Forrester report.

4 Mobile market strategies for consumer-facing customer interactions thrive on immediacy, simplicity, and context. See the “Understand Immediacy, Simplicity, And Context” Forrester report.

5 Predictive analytics is one of 15 categories of business intelligence solutions evaluated in the February 15, 2015. See the “TechRadar™: Business Intelligence, Q1 2015” Forrester report.

6 The benefits of loose coupling of systems as an architectural approach to integration is described in the following report. See the “Brief: Software Innovation Requires A Loosely-Coupled Application Architecture” Forrester report.

7 For a competitive analysis of integration platforms, see the “The Forrester Wave™: Hybrid² Integration, Q1 2014” Forrester report.
We work with business and technology leaders to develop customer-obsessed strategies that drive growth.

PRODUCTS AND SERVICES
› Core research and tools
› Data and analytics
› Peer collaboration
› Analyst engagement
› Consulting
› Events

Forrester’s research and insights are tailored to your role and critical business initiatives.

ROLES WE SERVE
Marketing & Strategy Professionals
CMO
B2B Marketing
B2C Marketing
Customer Experience
Customer Insights
eBusiness & Channel Strategy

Technology Management Professionals
CIO
› Application Development & Delivery
Enterprise Architecture
Infrastructure & Operations
Security & Risk
Sourcing & Vendor Management

Technology Industry Professionals
Analyst Relations

CLIENT SUPPORT
For information on hard-copy or electronic reprints, please contact Client Support at +1 866-367-7378, +1 617-613-5730, or clientsupport@forrester.com. We offer quantity discounts and special pricing for academic and nonprofit institutions.