

For: Application  
Development  
& Delivery  
Professionals

# Say Goodbye To UC; It's Time For Customer-Activated Communication And Collaboration

by Art Schoeller, June 22, 2015

## KEY TAKEAWAYS

### **Getting To Great Customer Service Requires Innovation**

Enterprises often have limited time to engage in activities that drive innovation and differentiation. They need better tools to fully engage across the customer experience ecosystem, design future journey maps, understand and leverage the ecosystem better, and optimize customer experience investments.

### **Limitations Of Unified Communications Open Up A Window For Innovation**

UC has moved past the peak of the maturity curve. Innovative vendors are simplifying and consolidating messaging, adding machine learning to analyze interaction patterns, and supporting more effective organization of team content.

### **Customer Activation Will Deliver New Value Across The Enterprise**

Traditional customer-facing functions like sales, marketing, and support benefit directly from the ability to connect with customers and the rest of the customer experience ecosystem. However, all functions -- including those that don't primarily interact with customers -- benefit from customer information turned into actionable insights.

### **Enterprises Will Go Through Four Stages Of CACC Investment**

Enterprises will go through four stages in developing a technology and investment agenda that turns customer information into insights all employees can readily act on in their day-to-day activity. AD&D professionals will need to determine their risk tolerance level for newer, emerging CACC technologies.



## Say Goodbye To UC; It's Time For Customer-Activated Communication And Collaboration

CACC Will Drive Deeper And More Effective Customer Ecosystem Interactions

by [Art Schoeller](#)

with [Stephen Powers](#), [Laura Ramos](#), and Danielle Geoffroy

### WHY READ THIS REPORT

Application development and delivery (AD&D) professionals responsible for communications and collaboration applications constantly struggle with driving consistent adoption and business value. While many organizations have deployed tools like Microsoft Lync for instant messaging, Cisco's WebEx for Web collaboration, and Jive for social networking, they struggle with how these tools directly impact a business technology (BT) agenda. Winning, serving, and retaining customers is the rallying cry defining customer-activated communication and collaboration (CACC). Unified communications is mature and the time is ripe for a new wave of innovative technology. This report details how CACC will become the connective tissue that holds together the customer experience ecosystem.

### Table Of Contents

- 2 **The Current State Of UC Drives Reaction, Not Innovation**
- 6 **Limitations Of Unified Communications Open A Window For Innovation**
- 8 **Customer Activation Will Deliver New Value Across The Enterprise**
- 10 **Enterprises Will Go Through Four Stages Of CACC Investment**

#### RECOMMENDATIONS

- 11 **CACC Will Help Drive CX Innovation, So Start The Journey Now**
- 12 **Supplemental Material**

### Notes & Resources

Forrester interviewed 13 vendors: Avaya, Cisco, Esna Technologies, Harmon.ie, HipChat, IBM, Microsoft, Mindlink Software, Mvine, Slack, Twilio, and Unify.

### Related Research Documents

[Customer-Activated Communication And Collaboration Will Support The BT Agenda](#)

[The Customer-Activated Enterprise](#)

[How Collaboration Improves Customer Experience](#)

[How To Map Your Customer Experience Ecosystem](#)

## THE CURRENT STATE OF UC DRIVES REACTION, NOT INNOVATION

Instead of fighting fires and chasing incremental customer service problems, forward-thinking companies use communications, collaboration and analytics tools to drive deeper customer insight and seamless interactions across the entire customer experience ecosystem. This has become a critical part of their business technology (BT) agenda, which aims to use technology to win, serve, and retain customers.<sup>1</sup> Forrester defines the customer experience ecosystem as:

*The web of relations among all aspects of a company — including its customers, employees, partners, and operating environment — that determine the quality of customer experience.<sup>2</sup>*

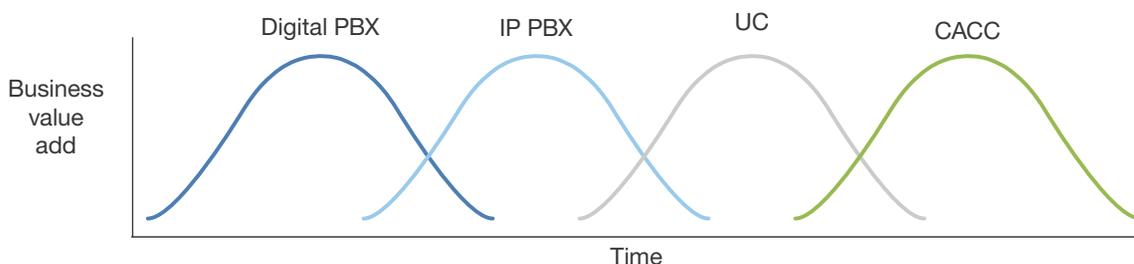
Within this web is an array of relationships, workflows, data, and interactions that have a direct impact on customer experience. Poor communications, collaboration, and analytics tools and process reduce efficiency and steal time away from more strategic efforts to drive innovation and differentiation.

## The Mature UC Market Suffers From Limited Utilization And Adoption

Eighty-three percent of telecommunications decision-makers feel unified communications (UC) has helped provide faster problem resolution.<sup>3</sup> Eighty-two percent of telecommunications decision-makers felt that UC improved relationships with partners and suppliers.<sup>4</sup> UC vendors have begun to articulate extensions or replacements, while standardizing their UC suites. For example, Cisco's Unified Communications Manager, now at release 11, has been in the market for well over a decade. But Cisco recently introduced Spark, a cloud-based social networking solution that provides seamless integration to UC and content. So based on historical trends, UC is following a voice communications systems life cycle (see Figure 1).

But a further sign of maturity and the need for new innovation is the fact that AD&D professionals who manage unified communications recognize it has delivered value but face the conundrum of adoption and utilization issues. Thirty-eight percent of telecommunications decision-makers state their employees are unaware of features that will help them, and 28% say many employees are not on the system.<sup>5</sup>

**Figure 1** The Voice Communications Life Cycle Indicates UC Is Past Its Prime

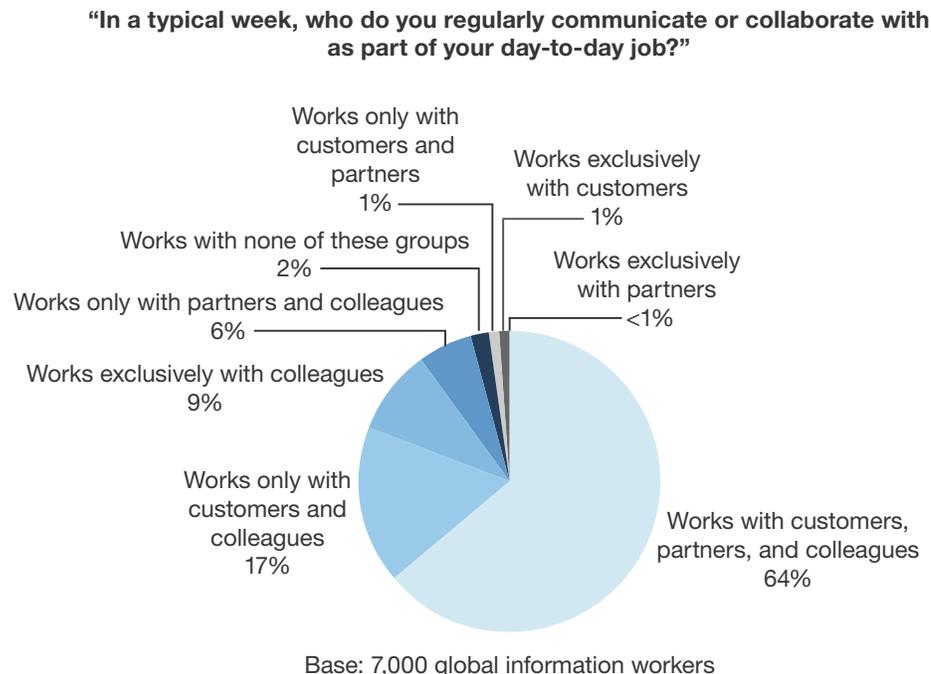


### Three Collaboration Patterns Span The CX Ecosystem

Sixty-four percent of today's information workers — those who use a computer at least 1 hour a day — regularly communicate with colleagues inside their organization, business partners, and customers (see Figure 2). Each of these three types of collaboration creates value and differentiates customer experience. They do this because:

- **Internal collaboration impacts customer value.** For example, a plant manager working through a product quality problem has to coordinate manufacturing engineers; quality assurance, testing, and plant operations; and factory floor workers to troubleshoot the problem and get production back online. Effective use of video and webconferencing to review test results stored in a common internal portal helps assist the team to move quickly to resolution.
- **External collaboration widens the enterprise value chain.** For instance, research and development teams in a large pharmaceutical firm interact with a number of universities to review results of clinical trials for a new medication. This same research team pulls in an external legal team to help negotiate cross licensing agreements with the universities that created the new formulation. A common portal with appropriate access rights helps these diverse groups exchange information, while real-time voice and videoconferencing helps drive the effectiveness of analysis and negotiation sessions.
- **Insights from customer-facing teams drive improved customer experience.** Contact center agents have an interesting perspective on customer experience because of their day-to-day exposure to service and product concerns. While the systems of engagement are a good source of data, capturing rich qualitative information by hosting internal focus groups with agents using videoconferencing will help CX professionals find additional elements hidden in quantitative data. A team of experienced agents can review specific calls and target a number of improvements such as interactive voice response (IVR) or website enhancements and better desktop tools.

**Figure 2** A Wide Range Of Interaction Patterns Exists Across The CX Ecosystem



Source: Forrester's Business Technographics® Global Applications And Collaboration Workforce Survey, 2014

121298

Source: Forrester Research, Inc. Unauthorized reproduction or distribution prohibited.

### A Customer-Activated Enterprise Requires Forward-Looking CX Activities

Many enterprises today capture and respond to customer feedback (81%) and define their current customer journey map (64%).<sup>6</sup> The key to moving from good to great though is to carve out time and resources to develop a future state of differentiation via new, innovative customer experiences.<sup>7</sup> A significant percentage of CX professionals unfortunately cannot get to those activities (see Figure 3). Best practice organizations:

- Develop future-state journey maps.** Only 26% of CX professionals state they have the resources, time, and tools to map a future state of customer experience. Customer activation means being able to capture, filter, and analyze missing elements in a customer product or service set and integrating it in with projections of market trends. A wide range of resources and experts who can forecast future customer needs all need to collaborate to define a future customer journey map.

The mobile application development team at a large global bank developed an enhancement that allowed for users to see queue times in the contact center and schedule a callback at alternative times. The contact center team was not involved and initially rejected it since they felt it would

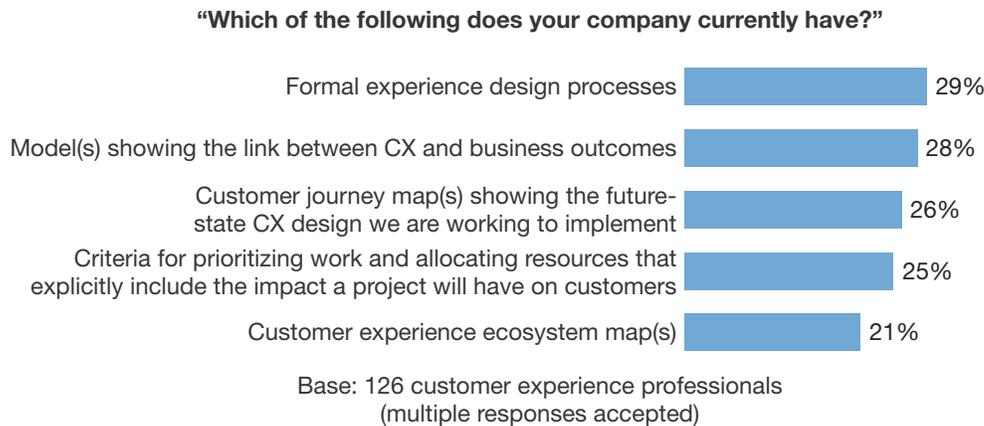
simply increase call volumes. The teams worked together to combine different analytical sources (web, mobile, speech, and post-call survey) and presented them to contact center agent focus groups over web and videoconferencing. This confirmed the call volume increase feared by the contact center but also identified positive Net Promoter Score (NPS) results and a reduction in handle times.<sup>8</sup>

- **Understand their own CX ecosystem.** Developing a full understanding of the CX ecosystem will help enterprises navigate and properly place customer service issues and feedback and determine where to effectively house future initiatives. In a customer-activated enterprise, tools help enterprises mine and map interactions with customer feedback to identify all the appropriate relationships and workflows. Today only 21% of CX professionals say they have a handle on this, which shows a huge gap in the market.

A major healthcare provider told us it discussed the possibility of correlating interaction patterns of their case managers to patient outcomes at a deeper level, working with insurance companies, clinical specialists, and doctors. The goal? To optimize communications and coordination of care in complex cases to not only lower costs, but more importantly, identify new best practices driving improved outcomes.

- **Prioritize projects based on a solid understanding of CX impact.** Only 25% of CX professionals feel that have the people, process, and technology to stack rank and prioritize projects based on how they will drive CX impact. The end result is a suboptimal mix of projects, all vying for critical enterprise resources.

A large global travel services firm established a common portal for performance metrics of its website, mobile application, contact center, and retail offices. These customer touchpoints had lived in their own silos in the past, and no mechanism existed to prioritize CX improvements across the entire customer journey. This data became the core of regular CX cross-functional team reviews that resulted in deeper coordination of investments for maximal impact.

**Figure 3** CX Professionals Are Constrained From Performing More Innovative Tasks

Source: Forrester's Q4 2014 Global Customer Experience Peer Research Panel Online Survey

121298

Source: Forrester Research, Inc. Unauthorized reproduction or distribution prohibited.

## LIMITATIONS OF UNIFIED COMMUNICATIONS OPEN A WINDOW FOR INNOVATION

Customer-activated communications and collaboration is a future vision of communications and collaboration technologies that will help optimize the operation of the customer experience ecosystem. Technologies that don't support this goal won't demonstrate business value, resulting in limited adoption. As technologies such as UC mature, they undergo a level of standardization, a shift to commodity pricing, and newer replacement or extension technologies emerge.

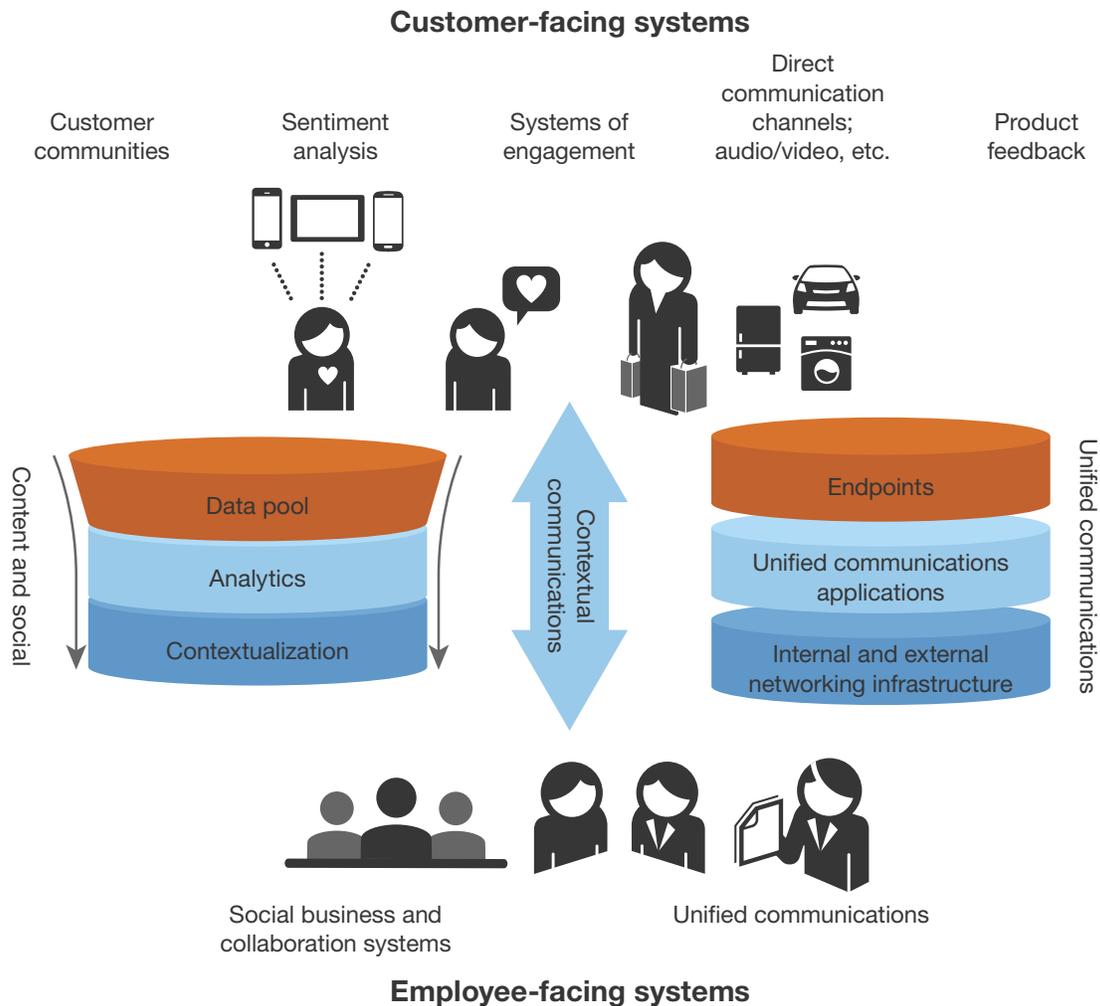
### Both Established Vendors And Startups Will Upset The Status Quo

Today users face the challenge of moving between content, messages, business applications, and real-time communications. It's easy to get lost and frustrated, and it's even harder to collaborate across the diverse customer experience ecosystem. Vendors that supply these capabilities have recognized this issue as a potential opportunity to extend beyond their traditional competitive boundaries. New startups also enter the mix during a time of market transition. Many of these startups offer easy to deploy, cloud-based solutions that are conducive to rapid team formation and collaboration. Customer-activated communications and collaboration will incorporate a number of innovations (see Figure 4). Specifically, they will:

- Apply machine learning to navigating the CX ecosystem.** Locating the right person for the right task is a struggle in any large enterprise. Today, a number of vendors apply machine learning to inspect patterns and topics of interaction to organize and populate directories with better information on skills and expertise. Microsoft's Office Graphalong with smaller firms ProFinda and WhoKnows target this problem.

- **Get control of messaging.** The growth of multiple messaging sources along with increased volume can impair productivity. IBM's Verse applies machine learning to interaction patterns and social relationships to help prioritize emails. Startup vendors like Slack will incorporate multiple messaging sources and content within the context of a team and topic. Harmon.ie and Mvine span both content and collaboration sites such as SharePoint as well as messaging to sift through and identify content and messages that are relevant to users.
- **Provide a seamless transition between messaging and real-time communications.** With the advent of the standard WebRTC, it is fairly seamless to integrate voice and video into any web application. Startup messaging vendors like Slack and HipChat are integrating voice and video into their applications. At the same time, UC vendors like Cisco and Unify have launched social networking messaging applications. All these applications have the attributes of persistent chat among teams, links to relevant content, and single-click escalation to voice and video communications.
- **Embed UC into business applications.** UC capabilities operating inside key information systems result in more productive experiences. UC vendors provide software development kits and APIs to enable this, while at the same time applications vendors such as Salesforce are developing embedded applications like Chatter. Avaya's Engagement Development Platform provides both UC and contact center back-end services to applications. Twilio provides a programmable-communications-platform-as-a-service for rapid integration into business applications.

**Figure 4** Customer-Activated Communication And Collaboration Diagram



121298

Source: Forrester Research, Inc. Unauthorized reproduction or distribution prohibited.

**CUSTOMER ACTIVATION WILL DELIVER NEW VALUE ACROSS THE ENTERPRISE**

Traditional customer-facing functions like sales, marketing, and support benefit directly from the ability to connect with customers and the rest of the customer experience ecosystem. However, all functions — including those that don't primarily interact with customers — benefit from customer information turned into actionable insights they can act on in their day-to-day activity. Product and service owners, for example, need the voice of the customer to design or enhance offerings with features that customers value and the ability to communicate to drive innovation. Benefits to the entire organization include:

- **An increase in business agility.** Business agility allows an enterprise to embrace market, organizational, and operational changes as a matter of routine.<sup>9</sup> Customer-obsessed enterprises must embrace a CACC strategy to transform the enterprise from one of slow-moving silos into an agile, evolving organism that adapts quickly to the needs of the ever-evolving customer. An organization that is aligned to deliver what customers need — with transparent, open communications and customer insights disseminated to all employees — more quickly anticipates the necessity of major changes and implements them faster.
- **Empowering employees to respond to customer issues.** Allowing the employees that are closest to the customer to make fast, accurate decisions is the hallmark of agility. However, in large enterprises, the right person to address a client issue may not be located at the customer touchpoint. Simplified data access and collaboration capabilities help employees identify people relevant to key moments in the customer experience or solve problems independently. A global food and beverage company annually benchmarks four interdependent metrics of employee behavior: frequency of collaboration, access to data, knowledge sharing, and readiness to respond to events.
- **Surfacing and removing roadblocks in customer journeys.** Organizations stumble when they don't consider how their actions affect customer interactions. These moves can quickly tarnish customer perceptions unless firms take quick action. Fluid information exchanges can identify these issues early. Insights pouring in from employees, partners, and customers also deliver a more complete picture of what is happening across customer journeys and the ecosystem supporting them. Winning companies will fully understand everyone's impact on the customer experience and create multidimensional views of the customer to predict their actions.
- **Driving employee advocacy and engagement.** Our data shows that employee satisfaction is related to having satisfactory collaboration tools and access to business data. Arming employees with customer insights and the right tools to act on them helps employees tie their activities to customers and therefore the company's success. This creates a virtuous cycle by aligning what's best for the employees with what's best for the company, boosting employee engagement and creating employee advocates who now have an outlet to amplify your brand and attract new prospects.
- **A customer-obsessed culture.** When the primary source of competitive advantage is customer experience, your business success depends on building a customer-obsessed culture.<sup>10</sup> Culture is defined by the way people communicate and interact, how information is shared, and how decisions are made. Therefore it only makes sense that the systems your people use to communicate and share information should be integrated with — not siloed off from — your systems for engaging with and gleaning insight from customers.

## ENTERPRISES WILL GO THROUGH FOUR STAGES OF CACC INVESTMENT

Unified communications. Social networking for business. Applications that embed UC. Machine learning-based email prioritization. Automated skills and topic analysis and prioritization. All these concepts describe aspects of the future of enterprise collaboration but don't capture what happens when you put them together. Enterprises will go through four stages in developing a technology and investment agenda that turns customer information into insights all employees can readily act on in their day-to-day activity:

- **Laggard: Provision systems tactically.** At this stage there is no enterprisewide strategy for collaboration technology besides email and phone. Individual employees self-provision tools or managers acquire them for their departments as needed, creating islands of collaboration and information sharing. This lack of a strategy is less problematic in small businesses, but stunting for large organizations. Few enterprises are at this stage anymore.
- **Mainstream: UC with collaboration or each separately.** This is the most common stage of maturity. At this stage technology management focuses on integrating the real-time technologies (UC) and/or separately on integrating the asynchronous tools: enterprise social, document collaboration, and the portal. Forrester calls these next-gen portals engagement workplaces. The value of UC in boosting collaboration is making it easier for employees to access the right meeting technology. The value of an engagement workplace is creating a contextual user experience that empowers employees to take the next most likely action in their moment of need.
- **State-of-the-art: UC and collaboration together.** This stage entails a fully integrated portfolio, letting employees easily move between tools for real-time and asynchronous collaboration with context provided by relevant business content and data. Enterprises jump to this stage by using one or two vendors to handle the bulk of their content and collaboration needs. An integrated, standardized toolkit maximizes the power of machine learning to automatically recommend content to employees and what people they should be connecting with. This helps them cut through the noise to optimize their decision-making and productivity.
- **Forward-thinking: Customer-activated communication and collaboration.** The next evolution removes the middleman between employee and customer insights and employee and customer communications. This will require marketing and technology management working together to determine the standards for data import and export to deliver insights from customer communities and customer listening platforms where knowledge workers can take action. It will take applying this data and insight to the systems employees use to communicate in real time with customers over voice, video, and webconferencing.

---

## RECOMMENDATIONS

### CACC WILL HELP DRIVE CX INNOVATION, SO START THE JOURNEY NOW

Periods of market transition and maturation provide opportunities to leverage new technologies and drive innovation, but it is not without risk. It is important for AD&D professionals to determine the risk tolerance of their organization to see what stage of UC&C they fit into and how they will evolve to full CACC.

- **Establish a vision for CACC by jointly engaging with CX leadership.** Position CACC as supporting the BT agenda instead of simply being another IT utility. The “build it and they will come” mentality will doom CACC to a lower position on the value chain of technology in the enterprise. Challenge vendors to articulate in joint leadership workshops where their capabilities link to specific roles, workflows, and business value in your CX ecosystem.
  - **Inventory your current UC&C capabilities and measure adoption.** For many AD&D professionals, it is a stretch to reach out and engage users to see what trends are occurring with the adoption of existing UC&C capabilities. Get a more granular view of what user communities are key adopters, why, and what gaps they see. And see what groups are not adopting or that are using other tools.
  - **Work with CX professionals to help them map the CX ecosystem.** To drive innovation and a higher level of business, team up with CX professionals and find out where they see opportunities for UC&C tools and the link to business value. For many companies the role of brand or product manager is central to developing new products and services. Prioritize with CX professionals a few key roles to investigate and see their challenges and limitations, as well as what business value CACC would deliver.
  - **Carve out an innovation budget and experiment.** During market transitions existing vendors try to move into shoulder markets to grow revenue, while new startups disrupt with new capabilities. Many emerging CACC tools are readily accessible as a cloud service so are easy to deploy as a trial or proof of concept (PoC). Engage users before and after a PoC to capture feedback on user experience, ease of individual adoption, and level of utilization across their team. The trial team should articulate the customer experience ecosystem impact (revenue, time-to-market, and time to resolution). Did the tools help carve out time and resources to allow them to move from reaction to innovation?
  - **Partner with enterprise architects on road map and integration points.** While many vendors claim to offer a full suite, today gaps to achieving a full CACC remain. The enterprise may want to continue to leverage legacy investments, especially if adoption rates are high. Firms like Esna Technologies specialize in integrating across leading UC&C platforms (e.g., Cisco to Google, Office 365, and Jive).
-

## SUPPLEMENTAL MATERIAL

### Survey Methodology

Forrester's Business Technographics® Global Applications And Collaboration Workforce Survey, 2014, was conducted as an online survey fielded in September through November 2014 of 7,000 information workers located in Australia/New Zealand, Brazil, Canada, China, France, Germany, India, the UK, and the US from 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.

Forrester's Business Technographics Global Networks And Telecommunications Survey, 2014, was conducted as a mixed methodology phone and online survey fielded in April 2014 of 3,140 business and technology decision-makers located in from 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

- <sup>1</sup> Read this report to understand how the age of the customer requires tech management to transform into a customer-facing function in specific ways. Business technology (BT) brings together technology and traditionally customer-facing roles like marketing, sales, service, brand/product management, and fulfillment for the purpose of deploying systems of engagement that provide differential customer experience. Firms must build these systems of engagement from the outside in, according to how customers move in market spaces. The rules for planning, building, and running systems of engagement are not the same as for previous generations of tech management because customers are not employees. The increasingly crucial role that digital technologies play in customer engagement elevates the CIO role in business — if CIOs can move beyond the traditional IT focus on technology assets and adopt an expanded view that centers on customer experience and choice. See the [“The CIO Mandate: Engaging Customers With Business Technology”](#) Forrester report.
- <sup>2</sup> CX competition is intensifying, and fundamental flaws in ambitious companies’ ecosystems are thwarting their efforts to differentiate. See the [“The Customer Experience Ecosystem Redefined”](#) Forrester report.
- <sup>3</sup> Of global telecommunications decision-makers who have implemented UC, 83% indicated that UC met or exceeded their expectations for significantly faster problem resolution. Source: Forrester’s Business Technographics® Global Networks And Telecommunications Survey, 2014.
- <sup>4</sup> Of global telecommunications decision-makers who have implemented UC, 82% indicated that UC met or exceeded their expectations for improved business relationships with partners and suppliers. Source: Forrester’s Business Technographics® Global Networks And Telecommunications Survey, 2014.
- <sup>5</sup> Source: Forrester’s Business Technographics® Global Networks And Telecommunications Survey, 2014.
- <sup>6</sup> Source: Forrester’s Q4 2014 Global Customer Experience Peer Research Panel Online Survey.
- <sup>7</sup> Rising customer experience (CX) scores have been a boon for customers who are now less likely to struggle through poor experiences, but for companies, it means that they must take more aggressive measures to transition their experiences from good to great. In this report, we examine how CX pros are using future-state journey mapping to create new offerings, unlock new areas of value, and envision the future. In addition, we detail the process, tips, and tricks that CX pros use to lead future-state journey mapping efforts. See the [“Start Innovating With Future-State Journey Mapping”](#) Forrester report.
- <sup>8</sup> Net Promoter and NPS are registered service marks, and Net Promoter Score is a service mark, of Bain & Company, Satmetrix Systems, and Fred Reichheld.
- <sup>9</sup> Adaption to change is crucial. At today’s rate of change, acute awareness and reaction are mandatory. We surveyed 300 global businesses to dig deep into how prepared, i.e., agile, they are for types of events and business changes that the digital age will bring. Organizational agility, characterized by high awareness and execution in knowledge dissemination, change management, and digital psychology agility dimensions, drive significant performance for enterprises. We highlight organizations that have made market, organizational, and process changes based on digital strategies to become more agile, more productive, and grow revenues. See the [“Business Agility Starts With Your People”](#) Forrester report.

<sup>10</sup> This report is an update to “Customer Experience Maturity Defined” originally published on September 12, 2011. To excel at customer experience, organizations must routinely perform the practices required to design, implement, and manage customer experience in a disciplined way. Forrester scanned its 15 years of customer experience research and created a framework that outlines 40 essential practices across six disciplines: strategy, customer understanding, design, measurement, governance, and culture. Customer experience (CX) professionals in organizations looking to move up the CX maturity curve should take stock of how they perform these practices today — if at all — and define a vision for turning an ad hoc set of activities into a self-improving customer experience management machine. See the “[Customer Experience Maturity Defined](#)” Forrester report.

## About Forrester

A global research and advisory firm, Forrester inspires leaders, informs better decisions, and helps the world's top companies turn the complexity of change into business advantage. Our research-based insight and objective advice enable IT professionals to lead more successfully within IT and extend their impact beyond the traditional IT organization. Tailored to your individual role, our resources allow you to focus on important business issues — margin, speed, growth — first, technology second.

### FOR MORE INFORMATION

To find out how Forrester Research can help you be successful every day, please contact the office nearest you, or visit us at [www.forrester.com](http://www.forrester.com). For a complete list of worldwide locations, visit [www.forrester.com/about](http://www.forrester.com/about).

### 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](mailto:clientsupport@forrester.com). We offer quantity discounts and special pricing for academic and nonprofit institutions.

---

## Forrester Focuses On Application Development & Delivery Professionals

Responsible for leading the development and delivery of applications that support your company's business strategies, you also choose technology and architecture while managing people, skills, practices, and organization to maximize value. Forrester's subject-matter expertise and deep understanding of your role will help you create forward-thinking strategies; weigh opportunity against risk; justify decisions; and optimize your individual, team, and corporate performance.