

# The Forrester Wave™: Mobile Engagement Automation, Q3 2017

Automate Hyperpersonalized Engagement In Consumers' Moments

by Julie A. Ask, Joe Stanhope, and Laura Naparstek  
September 19, 2017

## Why Read This Report

In our 30-criteria evaluation of mobile engagement automation (MEA) solution providers, we identified the 11 most significant ones — Adobe, Braze, IBM, Iterable, Leanplum, Localytics, Oracle, SessionM, Swrve, Taplytics, and Urban Airship — and researched, analyzed, and scored them. This Forrester Wave™ report shows how each provider measures up and helps digital business and marketing professionals make the right choice.

## Key Takeaways

### **Braze, Urban Airship, IBM, And Localytics Lead The Pack**

Forrester's research uncovered a market in which Braze (formerly Appboy), Urban Airship, IBM, and Localytics lead the pack. Adobe, Oracle, Swrve, and Leanplum offer competitive options. Taplytics, Iterable, and SessionM lag behind.

### **Digital Business Pros Are Looking To Automate One-To-One Engagement**

The mobile engagement automation market is growing because consumers demand mobile-first, contextual experiences. MEA solutions offer digital business professionals the tools they need to serve customers in these micromoments — customer journey mapping, mobile engagement design, and analytics.

### **Simplified User Interfaces And Automation Through AI Are Key Differentiators**

MEA tools allow digital business professionals to digitize and automate customer engagement by orchestrating the choice of channel, content, and consumer based on real-time context. Vendors that can simplify user interface design tools, execute at scale, and automate engagement with artificial intelligence (AI) will win here.

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## Automate Hyperpersonalized Engagement In Consumers' Moments

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September 19, 2017

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### Related Research Documents

- [Mobile Messaging: Catalyst And Core Channel For Commerce](#)
- [Mobile Moments Transform Commerce And Service Experiences](#)
- [Vendor Landscape: Mobile Engagement Automation Solutions](#)



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## Moments Are The Next Battleground For Consumer Engagement

The next battleground to win, serve, and retain customers is in the moment. Enterprises must pivot toward delivering proactive, hyperpersonalized content and services when and where a consumer needs or wants them. But this is at odds with how most firms approach serving customers; they build apps or websites to do all things for all people and encourage consumers to self-serve. These experiences will gradually fail because they're overkill for the vast majority of interactions that consumers will have with brands, and they place all of the cognitive load on consumers.<sup>1</sup>

The challenge for enterprises is that the sheer volume of moments exceeds 30 billion each day in the US alone.<sup>2</sup> And the number of moments is poised to expand exponentially as moments shrink to micromoments and the number of connected devices grows. Manually assembling and delivering interactions in these moments is a nonstarter. However, most marketing and engagement platforms are currently designed for a one-to-many approach based on what the business — not the consumer — needs.

### Mobile Engagement Automation Solutions Serve Customers In Their Moments

Digital business and B2C marketing professionals need tools to digitize customer journeys, orchestrate interactions, and automate engagement based on real-time context in these moments. Mobile engagement automation solutions can support these cycles of real-time, two-way, insights-driven interactions with individual customers. Today, these solutions primarily fuel engagement in the form of mobile messaging and email. In the future, they'll play a role in the dynamic assembly of microservices based on real-time context. The core components of today's MEA solutions include:

- › **Data integration.** The Holy Grail for enterprises is a single view of the customer across all touchpoints and devices.<sup>3</sup> This includes customer profile, historical purchases or transactions, in-person visits, online behavior, and customer-care interactions. This view also contains real-time situational context such as location, current behavior (e.g., driving, walking, or shopping while using an app), and even emotions. MEA solutions look to play a role in granting access to this aggregated information for the purpose of driving engagement. The speed, scale, and breadth with which they do so is a core road map item for the best solutions.
- › **Audience creation and management.** Building an audience for marketing campaigns or personalized customer engagement isn't new, but the challenge today is that audience segments are incredibly dynamic. A simple purchase, app download, spoken word to Alexa, or click on a web page can change who belongs in a segment. MEA solutions give enterprises tools, in the form of Boolean logic, to create rules to assemble audiences dynamically — not static lists. The best even use AI to make audience suggestions.
- › **Campaign and moment orchestration tools.** MEA solutions offer tools to model customer journeys and trigger engagement in moments based on real-time context. The journey tools model the multistep sequence of events, while the moment templates allow users to design all aspects of

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an individual engagement. Today, these interactions are primarily intellectual property (IP)-based mobile messaging (e.g., push notifications or in-app messages) but also include SMS and email. The true potential of MEA to support brands lies in the automation of testing, campaign creation, and execution, which is more an aspiration than a reality right now.

- › **Behavioral and campaign analytics.** Full-featured MEA solutions offer in-depth mobile app analytics and campaign analytics that provide insights for assembling, optimizing, and iterating campaigns. App analytics generate real-time context to support triggers that inform and drive further engagement. For example, if a consumer browses restaurants but doesn't make a reservation, she might get a nudge in the form of a push notification. These tools offer campaign analytics for performance measurement. They also support techniques such as A/B testing for optimizing campaigns.
- › **Artificial intelligence.** Customer journey nodes represent a nearly infinite range of moments whose dimensions continue to expand as firms leverage sensors, listening devices, and software development kits (SDKs) for consumer interactions. Triggering engagement or audience creation based on a single piece of context such as location won't meet customer expectations in the near future. AI techniques are the key to scaling up analytics, optimization, and interaction management capabilities that accommodate the volume, velocity, and complexity of customer integrations. The best MEA platforms are starting to use AI today and include it as a core component in their product road maps.

## Mobile Engagement Automation Evaluation Overview

To assess the state of the MEA market, Forrester evaluated the strengths and weaknesses of top MEA vendors. After examining past research, user need assessments, and vendor and expert interviews, we developed a comprehensive set of evaluation criteria. We evaluated vendors against 30 criteria, which we grouped into three high-level buckets:

- › **Current offering.** We evaluated capabilities like data connections, audience segments rules and automation, campaign tools (e.g., customer journey mapping, mobile moments templates, and campaign assets), optimization (e.g., testing and automation), analytics, integration services, strategic services, execution scale, and platform performance.
- › **Strategy.** We reviewed each vendor's strategy, evaluating its strategic vision and road map. Strategy includes planned enhancements, partner ecosystem, business technology (BT) and product vision, and performance of the platform. Partner ecosystem is critical because the MEA solution sits within a much larger digital and marketing technology stack. Planned enhancements and vision are critical differentiators, given how fast "engagement in moments" is growing in volume and across devices.

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- › **Market presence.** Market presence includes revenue, number of customers, and number of employees. Forrester examines market presence to ensure that evaluated vendors are financially stable and viable for enterprise customers.

**Evaluated Vendors And Inclusion Criteria**

Forrester included 11 vendors in the assessment: Adobe, Braze, IBM, Iterable, Leanplum, Localytics, Oracle, SessionM, Swrve, Taplytics and Urban Airship. Each of these vendors must (see Figure 1):

- › **Offer IP-based mobile messaging representing at least 25% of messaging volume.** Forrester included vendors that: 1) offer both push notifications and in-app messaging natively on their platforms; 2) support both SMS and email natively or through partnerships; and 3) have an IP-based mobile messaging volume that accounts for at least 25% of all mobile messaging volume. While all digital messaging mediums are important communication channels for enterprises, this evaluation focuses on IP-based mobile messaging because this allows for a more equitable, apples-to-apples comparison and evaluation of solution functionality.
- › **Provide a web-based, open-ended customer journey mapping tool.** Web-based tools encompass a broad range of elements, from customer profile and data management tools to audience segments, campaign editing and asset management, analytics, and more. The presence of a customer journey mapping tool that allows an enterprise to digitize customer journeys and automate engagement through messaging was a minimum requirement for inclusion in this research. Other web-based user features were also part of the solution evaluations.
- › **Support a base of 50-plus enterprise-class customers or at least 10% enterprises.** Forrester's clients primarily represent the Fortune 500 or Global 1000. Therefore, Forrester chose vendors with a successful track record of supporting enterprises. For inclusion in this Forrester Wave, vendors must have at least 50 enterprises customers (i.e., firms with at least 1,000 employees), or 10% or more of the vendors' active MEA customers must be enterprise-class.

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**FIGURE 1** Evaluated Vendors: Product Information And Inclusion Criteria

Vendor	Product evaluated
Adobe	Adobe Experience Cloud
Braze	Braze
IBM	Watson Marketing 17.2
Iterable	Iterable
Leanplum	Leanplum
Localytics	Localytics Mobile Engagement Platform 4.3
Oracle	Oracle Marketing Cloud
SessionM	SessionM Platform
Swrve	Swrve Mobile Engagement Automation Platform
Taplytics	Taplytics
Urban Airship	Urban Airship Digital Growth Platform

**Vendor inclusion criteria**

1. The vendor supports push notifications and in-app messaging natively through its platform.
2. The vendor supports SMS messaging and email natively or through partnerships through its platform.
3. The vendor's combined monthly in-app messaging and push notification volume divided by its monthly SMS messaging volume equates to a ratio of 25% or more.
4. The vendor provides an open-ended, web-based customer journey mapping tool.
5. The vendor supports at least 50 enterprise-class customers (1,000 employees or more), or at least 10% of its customer base is enterprise-class.

## Vendor Profiles

This evaluation of the MEA market is intended to be a starting point only. We encourage clients to view detailed product evaluations and adapt criteria weightings to fit their individual needs through the Forrester Wave Excel-based vendor comparison tool (see Figure 2). Click the link at [Forrester.com](http://Forrester.com) at the beginning of this report to download this tool.

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**FIGURE 2** Forrester Wave™: Mobile Engagement Automation, Q3 '17



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Go to [Forrester.com](http://Forrester.com) to download the Forrester Wave tool for more detailed product evaluations, feature comparisons, and customizable rankings.

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**FIGURE 2** Forrester Wave™: Mobile Engagement Automation, Q3 '17 (Cont.)

	Forrester's weighting	Adobe	Braze	IBM	Iterable	Leanplum	Localytics	Oracle	SessionM	Swrve	Taplytics	Urban Airship
<b>Current Offering</b>	50%	3.77	4.35	4.09	2.10	3.30	3.47	3.77	2.77	3.20	2.95	4.22
Data connections	15%	5.00	4.10	5.00	3.00	1.90	3.40	5.00	3.00	3.10	4.20	4.20
Audience segment rules and automation	10%	4.80	4.00	5.00	3.20	3.20	4.00	2.70	3.20	4.80	2.00	4.80
Campaigns	25%	3.30	5.00	4.80	2.80	3.80	2.40	3.10	2.00	3.00	2.50	4.00
Optimization	15%	4.00	3.80	2.20	1.00	2.60	2.60	4.80	1.40	1.80	2.00	2.40
Analytics capabilities	10%	3.60	4.60	4.60	1.80	4.00	4.20	4.00	3.40	4.80	3.40	5.00
Integration services	5%	5.00	3.00	4.00	1.00	3.00	5.00	5.00	5.00	3.00	5.00	5.00
Strategic services	5%	5.00	5.00	4.00	2.00	5.00	5.00	5.00	3.00	3.00	5.00	5.00
Execution scale	10%	1.00	4.00	3.00	1.00	3.00	4.00	2.00	3.00	2.00	1.00	5.00
Platform performance	5%	3.00	5.00	3.00	1.00	5.00	5.00	3.00	5.00	5.00	5.00	5.00
<b>Strategy</b>	50%	3.10	4.80	3.70	2.30	2.50	4.00	3.10	1.20	2.90	2.20	4.60
Planned enhancements	50%	3.00	5.00	3.00	3.00	3.00	5.00	3.00	1.00	3.00	1.00	5.00
Partner ecosystem	10%	5.00	3.00	5.00	1.00	3.00	3.00	5.00	3.00	3.00	3.00	3.00
Business technology and product vision	30%	3.00	5.00	5.00	1.00	1.00	3.00	3.00	1.00	3.00	3.00	5.00
Performance	10%	2.00	5.00	2.00	4.00	4.00	3.00	2.00	1.00	2.00	5.00	3.00
<b>Market Presence</b>	0%	4.00	3.50	4.00	2.00	2.50	5.00	4.00	3.00	3.50	3.00	5.00
Revenue	25%	5.00	3.00	5.00	1.00	3.00	5.00	5.00	5.00	3.00	1.00	5.00
Number of customers	50%	5.00	3.00	5.00	1.00	1.00	5.00	5.00	1.00	3.00	3.00	5.00
Number of employees	25%	1.00	5.00	1.00	5.00	5.00	5.00	1.00	5.00	5.00	5.00	5.00

All scores are based on a scale of 0 (weak) to 5 (strong).

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**Leaders**

- › **Braze tops the MEA Leader category.** Braze, formerly Appboy, is based in New York and offers a “born mobile” platform with a well-designed, clean interface for audience creation, customer journey mapping, testing, and administration. Braze’s vision for sharing, flow, and interoperability of data, its speed, and its use of AI impresses customers today and will lead most customers’ use cases for engagement automation. Braze is smartly pursuing email in addition to its core business to generate near-term revenue while the market demand for mobile catches up to its potential.

Like many of its born-mobile competitors, Braze is on a journey to build out its full suite of services, and it just closed a \$50 million series D round of funding to do so. The platform’s current feature gaps are in its analytics and optimization tools, its ability to deliver email natively, and its direct integration with an SMS aggregator. Braze customers that Forrester interviewed had only minor complaints around seeking more-formalized integration and faster innovation. Braze won’t unseat many entrenched marketing clouds, but any firm seeking a best-of-breed, scalable solution with a robust technology road map should consider this vendor.

- › **Urban Airship, with scale and experience, is a pioneer in this category.** Urban Airship, based in Portland, Oregon, has significant depth and breadth of offerings, scale, and an extensive list of enterprise clients. In addition to its impressive current offering, it has a road map that matches its multichannel vision. Urban Airship goes well beyond mobile with this multichannel platform that reaches connected products and leverages AI to make recommendations and optimize engagement. In one customer scenario, Urban Airship unanimously won a “bake off” among 30 competitors.

Urban Airship is still filling in usability gaps that include enhancing its visual editing tool for campaign logic and improving how platform users set up and manage multichannel campaign execution, testing, and reporting. Firms looking beyond their existing marketing cloud providers for a full-featured and scalable mobile engagement solution with a proven track record and a product road map to more than satisfy future needs should put Urban Airship high on their consideration lists.

- › **IBM plugs MEA into its data- and AI-driven world of customer engagement.** IBM, based in Armonk, New York, packages MEA within an expansive product set spanning commerce, marketing, and supply chain solutions. IBM aligns its vision for mobile engagement with its corporate commitment to enabling data-driven, AI-powered business applications. IBM benefits from a strong data management layer in the Universal Behavior Exchange, which supports flexible and broad options for ingesting and distributing data. The vendor embeds its Watson AI into features like content tagging and surfacing insights. IBM customers that Forrester interviewed frequently cited data integration options and strong technical documentation as clear strengths.

While IBM offers a broadly competent MEA solution, its testing and optimization functionality trails that of peers, particularly among enterprise market software suite providers. Customer references cited complexity problems throughout the solution, including struggles during initial deployment, challenges navigating across functions and products, and the need for a more guided user

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interface. Most significantly, their concerns focused on IBM's reporting and analytics, stating that it provides the basics but remains email-centric and difficult to extend to MEA use cases. IBM's MEA offering will appeal to established IBM clients and marketers who require consistent messaging coverage across both email and mobile channels.

- › **Localytics shows strengths in analytics and attribution but falls short in other areas.** The scores and customer references for Boston-based Localytics reflect its commitment to analytics and attribution. Its analytics dashboard has one of the better visual displays in the market, and it's flexible enough to serve the needs of product managers and marketers. Localytics' geofencing tools, behavioral analytics, and attribution capabilities are all strong. This vendor's machine learning and predictive capabilities for audience or segment suggestions align with those from other mobile-first solutions.

Not surprisingly for a solution with roots in "systems of insight" that later migrated to an engagement platform, Localytics falls short in its engagement tools and lack of integration between its analytics and engagement solutions (e.g., users can't build audiences from the reporting tool). The platform lacks a visual journey mapping tool and the ability to construct and execute multichannel journeys. Localytics' sweet spot lies first with product managers and second with marketers or those who want to complement an existing engagement tool with the sophistication of Localytics' analytics capabilities.

### Strong Performers

- › **Adobe offers a deep — but costly — option for MEA.** Adobe, based in San Jose, California, offers a broad suite of products for enterprises to manage all phases of customer engagement across touchpoints and devices. It has a strong vision and road map for incorporating mobile into omnichannel marketing and analytics. Adobe stands out in content ingestion and management and for its ability to directly integrate with content creation tools like the Adobe Creative Cloud. Customers we interviewed spoke positively of Adobe's analytics, reporting, personalization capabilities, and the ease of use of the platform.

References also tell us that Adobe's MEA offering is expensive; customers need to purchase and deploy multiple Adobe products to access full MEA functionality. Current customers cited concerns about Adobe technical support's lack of responsiveness to support requests, complex structure, and inconsistent depth of knowledge. Despite investing the resources for organic development to build MEA capabilities, Adobe's mobile messaging volumes are negligible compared with those of its competitors. Adobe is, however, an attractive option for firms that are heavily invested in Adobe's ecosystem and that place mobile within a cross-channel customer engagement context.

- › **Oracle makes mobile accessible for large-scale email marketers.** Oracle, based in Redwood City, California, offers Oracle Marketing Cloud, which includes MEA as an extension of its email service and cross-channel campaign management capabilities. Mobile engagement fits into Oracle's vision for personalized marketing across all channels, and its road map includes prudent

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investments in AI and data integrations. The platform's ability to manage enterprise-scale email and mobile messaging programs from a single orchestration application that leverages the same customer data, campaign information, and content assets is compelling, as is Oracle's ability to tie MEA into its broader digital advertising, data, and optimization offerings. Oracle's customers consistently indicated that the solution delivers positive value relative to their investment due to the breadth of features and solid support.

Oracle Marketing Cloud is an email-first solution; reference clients universally cited the strength of Oracle's email capabilities and the fact that the vendor considers mobile messaging a secondary priority, with mobile application use cases as a distant third. Customer references also expressed concerns about visibility to the product road map and the slow pace of releases and product updates that throttle the MEA solution's maturity. Oracle's MEA solution is a fit for current marketing clients with high-volume, sophisticated email programs that want to add mobile messaging to their marketing mix.

- › **Swrve lacks an end-to-end solution in comparison with its born-mobile competitors.** San Francisco-based Swrve has a strong vision as well as a strong user interface that's consistent for both audience and campaign creation across messaging types. Swrve ranks high for analytics and segment creation, including the use of AI for life-cycle-based audience suggestions.

Swrve ranks behind its competition primarily because it doesn't offer a complete end-to-end mobile engagement automation solution. The platform lacks a journey-building tool and falls short on optimization tools. Also, its volumes and revenue are smaller than those of the Leaders in this evaluation. At this stage, the platform serves primarily as a complement to third-party marketing suites such as Oracle, Salesforce's Exact Target, and others. Swrve's sweet spot today lies in audience tools and analytics and complementing customers' existing marketing and mobile solutions.

- › **Leanplum has a solid offering and professional services, with few enterprise clients.** San Francisco-based Leanplum knows its marketer audience well and has dedicated technology investment toward what pleases them. Customers we spoke with commented on Leanplum's strong professional support and account management. They liked the time Leanplum spent upfront with them to set up templates, design campaigns, and teach users how to use the platform. Its founders' roots in A/B testing expertise are evident, as the platform scored well with campaign self-optimization.

Leanplum falls short of the Leaders in this evaluation because it has fewer large enterprise clients and is working to make up feature gaps like campaign tools, audience templates, analytics, testing, and testing automation. Leanplum also falls short on its user interface and ability to give marketers as complete an overview of the entire campaign logic and previews as some of its competitors. Leanplum's sweet spot lies with mobile-first companies that seek a sophisticated engagement automation platform that prioritizes mobile over traditional channels and that also want coaching or support setting up and orchestrating campaigns.

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**Contenders**

- › **Taplytics has mastered testing but hasn't achieved parity in other areas.** San Francisco-based Taplytics takes an optimization-led approach that wraps MEA features — primarily mobile messaging — around its testing product. Taplytics envisions mobile engagement as an optimization exercise, and its road map prioritizes the continued development of analytics capabilities through AI techniques and advanced access to data. A/B testing for mobile is Taplytics' greatest strength, and its ability to run experiments within applications like testing content or swapping out design elements using a visual, "no code" solution is a boon for marketers looking to maximize customer engagement. Reference customers reported universally positive outcomes from Taplytics' testing programs and also mentioned its strong technical support and customer service staff, who they said are very helpful, provide dedicated contacts, and are accessible via numerous channels, including Slack.

Taplytics has invested heavily in testing for applications but is still working to achieve equivalent capabilities across the other categories of MEA functionality. Its campaign orchestration is clearly optimized for handling the rules, design, and content for in-app testing, but it lacks standard customer journey features. Taplytics offers analytics functionality as a separate and minimally productized reporting offering, although reference clients reported that they prefer to perform analytics using third-party tools. Taplytics' MEA sweet spot is mobile marketing or product teams that prioritize an application testing program with a secondary push-messaging requirement.

- › **Iterable, at its core, is an email service provider that can meet some MEA needs.** The well-built portions of the platform from San Francisco-based Iterable are consistent with those of an email service provider (ESP). Iterable has strong platform features that include account taxonomy, its user interface for audience segment and campaign design, and journey mapping with embedded testing in workflows. Customers we interviewed commended Iterable for its chat-based tech support and its ability to meet today's core marketing needs: email and push notifications.

As an email-first, mobile messaging-second platform, Iterable hasn't achieved feature parity compared with other providers in this space. Its interface is relatively technical for a marketing audience, while its platform is less developed for heavy data work (Iterable relies on third parties), campaign creation, A/B testing, and multichannel analysis. It also lacks a professional services offering. Iterable is growing fast and will continue to do well with young or small companies seeking their first CRM solution within a multichannel engagement platform, led by email and followed closely by mobile messaging, at an affordable price.

- › **SessionM has a loyalty marketing perspective but doesn't support broader use.** Boston-based SessionM's heritage as a loyalty platform reflects its vision and the way its clients — primarily representing consumer packaged goods firms and quick-service restaurants — use it. SessionM contains fit-for-purpose features such as the ability to construct offers around points programs, triggers for program achievements, coupon management, and deep integrations with point-of-sale systems. Customers we spoke with particularly lauded the strength of SessionM's account management.

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Many of SessionM's features are highly specialized and don't translate to a broader range of MEA applications. SessionM's lack of a customer journey tool, limited campaign reporting, and minimal optimization features preclude broader MEA usage. Reference customers noted that they've experienced operational issues around software updates and scalability. SessionM is a match for managing mobile application interactions from high-frequency transactional or offer-oriented loyalty programs.

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## Supplemental Material

### Online Resource

The online version of Figure 2 is an Excel-based vendor comparison tool that provides detailed product evaluations and customizable rankings. Click the link at Forrester.com at the beginning of this report to download this tool.

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**Data Sources Used In This Forrester Wave**

Forrester used a combination of three data sources to assess the strengths and weaknesses of each solution. We evaluated the vendors participating in this Forrester Wave, in part, using materials that they provided to us by April 26, 2017.

- › **Vendor surveys.** Forrester surveyed vendors on their capabilities as they relate to the evaluation criteria. Once we analyzed the completed vendor surveys, we conducted vendor calls where necessary to gather details of vendor qualifications.
- › **Product demos.** We asked vendors to conduct demonstrations of their products' functionality. We used findings from these product demos to validate details of each vendor's product capabilities.
- › **Customer reference calls.** To validate product and vendor qualifications, Forrester also conducted reference calls with three of each vendor's current customers.

**The Forrester Wave Methodology**

We conduct primary research to develop a list of vendors that meet our criteria for evaluation in this market. From that initial pool of vendors, we narrow our final list. We choose these vendors based on: 1) product fit; 2) customer success; and 3) Forrester client demand. We eliminate vendors that have limited customer references and products that don't fit the scope of our evaluation.

After examining past research, user need assessments, and vendor and expert interviews, we develop the initial evaluation criteria. To evaluate the vendors and their products against our set of criteria, we gather details of product qualifications through a combination of lab evaluations, questionnaires, demos, and/or discussions with client references. We send evaluations to the vendors for their review, and we adjust the evaluations to provide the most accurate view of vendor offerings and strategies.

We set default weightings to reflect our analysis of the needs of large user companies — and/or other scenarios as outlined in the Forrester Wave evaluation — and then score the vendors based on a clearly defined scale. We intend these default weightings to serve only as a starting point and encourage readers to adapt the weightings to fit their individual needs through the Excel-based tool. The final scores generate the graphical depiction of the market based on current offering, strategy, and market presence. Forrester intends to update vendor evaluations regularly as product capabilities and vendor strategies evolve. For more information on the methodology that every Forrester Wave follows, please visit [The Forrester Wave™ Methodology Guide](#) on our website.

**Integrity Policy**

We conduct all our research, including Forrester Wave evaluations, in accordance with the [Integrity Policy](#) posted on our website.

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## Endnotes

- <sup>1</sup> Today's digital experiences place a heavy cognitive load on consumers. Whether a consumer wants to book a trip, file a claim, plan for retirement, or purchase groceries, she must think through the apps or websites she needs and then navigate through complex assemblies of services and content that she doesn't. Once she finds the tools she's looking for, she has to sequence a set of steps and inputs to get the task done. New technologies are quickly changing what's possible. Innovative experiences with a single brand built with these technologies changes what consumers expect from all brands.
- <sup>2</sup> For more information, see the Forrester report "[The Future Of Digital Experiences](#)" and see the Forrester report "[Micro Moments Are The Next Frontier For Mobile](#)."
- <sup>3</sup> Identity resolution is the connective tissue for contextual marketing. On a tactical level, it provides basic access to accurate information for day-to-day analysis and marketing activities, but strategically, it's a proxy for the customer, forming the DNA for customer obsession that binds data, systems, content, and experiences together. See the Forrester report "[The Strategic Role Of Identity Resolution](#)."

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Application Development & Delivery

Enterprise Architecture

Infrastructure & Operations

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##### **Technology Industry Professionals**

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