Market Guide for Digital Personalization Engines

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Here, we profile 36 vendors' personalization engines, which engage individuals online with personalized experiences. IT and digital commerce leaders can use this guide to gain an understanding of the personalization engine vendor landscape for commerce and to identify vendor-specific functionality.

Key Findings

- Confusion abounds in the marketplace as to what constitutes personalization, and many vendors claim to offer it; personalization means different things to different people.

- Although personalization engines offer a relatively standard process for gathering and analyzing visitor data, the functionality offered by each vendor after the data is analyzed is different.

- Personalization should be built on a foundation of solid design and a consistent customer experience across all the seller's touchpoints, starting from a one-to-many approach and migrating to deliver a one-to-one experience, based on what is known about an individual.

- Personalization is becoming just as relevant for the B2B and consumer buyer, which has led to our use of the term "individual."

Recommendations

Application leaders supporting personalization should:

- Work with constituents across the company to identify the holistic need for personalization (digital commerce, sales marketing, service, etc.); many vendors offer multiple products and can fill multiple needs using the same underlying technology.

- Document the desired personalization strategy based on business objectives and recognize that additional data may be required beyond the most common behavior-oriented data generated by personalization engines. Optimum personalization requires specific knowledge about customers, including their preferences, interests and intent.

- Identify the personalization technology being used in the organization that can be leveraged, and assess whether the technology meets the business' needs.

- Determine whether the optimum solution is to integrate personalization applications with existing applications, or whether an all-in-one solution is required.

Strategic Planning Assumptions

By 2017, due to Internet-enabled price visibility, the digital customer experience will be the key differentiator of your organization.

By 2018, organizations that have fully invested in all types of online personalization will outsell companies that have not by more than 30%.

Market Definition

Personalization knows few, if any boundaries. Personalization stretches across disciplines (sales, marketing and service) and touchpoints (digital and human). It can be planned or spontaneous. It also requires multiple technologies, including a personalization engine. (See "Personalize the Online Customer Experience to Drive Satisfaction and Digital Sales" for a discussion on the types of digital personalization for commerce: buyer preferences, product affiliations, channel and communications preferences, behavior, location and customer knowledge.)

Although face-to-face experiences have been personalized since the Stone Age, and items or products have been personalized since 3100 BC, the technology of the 21st century has brought about the knowledge and techniques required to personalize an individual's experience — either digitally (without human intervention) or by enabling those interacting directly with customers by providing timely and pertinent information (see Note 1 on the history of personalization).

Gartner defines personalization and digital personalization engines as follows:

- Personalization is a process that creates a relevant, individualized interaction between two parties designed to enhance the experience of the recipient. It uses insight based on the recipient's personal data, as well as behavioral data about the actions of similar individuals, to deliver an experience that meets specific needs and preferences.

- Digital personalization engines are technology solutions that identify the optimum experience for an individual and will alter the online presentation layer, trigger an automated response, or pass analysis to the seller or service personnel to act on as deemed fit.

This guide focuses on personalization engines that are being used for digital commerce.

Research shows that customers want and expect a personalized experience, and, in many cases, are willing to pay more for a personalized experience. This is creating demand for personalization and the rise of personalization engines (see "The Eight Building Blocks of CRM: Customer Experience"). When Gartner surveys vendors' reference customers, an overwhelming 99% of those

surveyed stated that they are receiving their expected ROI from their personalization offerings. Most (70%) agree that the personalization solution works as expected and has exceeded their expectations. This reinforces our belief that personalization efforts have a tangible, measurable benefits beyond just improving customer experiences (see Note 2).

However, anyone interested in personalization must consider privacy for their personalization strategy to be most effective (see "Ten Best Practices for Privacy and Personalization in Digital Business"). If customers do not feel comfortable sharing their data, sellers will have a difficult time personalizing their customers' experiences.

Market Direction

Although the first personalization engine was introduced in the late 1990s, only in the past few years have personalization sellers become highly interested. Of the vendor reference customers surveyed, 64% stated that they implemented their solutions in 2012 or later, with 27% of the implementations taking place in 2014. Seventy percent of those surveyed also reported using a SaaS solution (versus on-premises or hosted software; see Note 2).

Seller interest is fueled by social, mobile and Web technologies that have enabled customers to find similar products and services at similar prices in multiple locations. This forces companies that previously competed on product and price to compete on customer experience.

Based on this new, heightened awareness of the importance of customer experience and its competitive advantage, we expect more vendors to enter this market. In particular, Gartner anticipates that vendors with easy access to large quantities of data, such as financial institutions and payment processors, are likely to be entrants. These organizations possess large amounts of purchase, payment and historical transaction data across many sellers, which can provide a detailed profile of the buyers' interest and add to a more-personalized experience. We also anticipate vendor consolidation. Larger vendors and enterprises with access to large amounts of data are likely to acquire smaller vendors.

The market for personalization engines continues to evolve. It is starting to fill with small startups, which are competing against a few larger and more-traditional analytics and marketing vendors. This is being driven by the proliferation of data and the sophistication of analytic capabilities. Of the 36 vendors included in this research, 47% started their personalization engine operations in 2010 or later.

What typically started as a product recommendations engine (i.e., customers who viewed/ purchased product A also viewed/purchased product B) has morphed into personalization engines, as the technology began to enable increased tailoring of the customer experience. Today, personalization engines have begun to add the ability to customize landing pages for known or unknown shoppers, as well as continual presentation layer changes (or recommendations for presentation layer changes). Many vendors are also incorporating digital-marketing capabilities, including email reminders for abandoned shopping carts. Gartner expects these vendors to become

the nucleus for managing the customer's experience — regardless of the discipline or touchpoint, possibly converging with other technologies that affect the customer's experience.

Personalization Engine Functionality

Most vendors offering personalization engines started their endeavors specifically for digital commerce or email marketing, and the functionality has converged. A few vendors started as marketing analytics providers or analytics providers and have since developed personalization expertise that they are expanding to digital commerce. When used for digital commerce, personalization engines can alter the recipient's presentation view or provide data that can be used to alter a recipient's experience.

The two primary components of personalization engines are analytics and data, both of which are required to deliver a personalized experience to an individual. Both also require the incorporation of multiple types of analytics and data.

Analytics

The use of multiple types of analytics enable personalization engines to identify customer intent, some starting with the search process. Personalization engines also detect behavior patterns, identify customer locations and discover correlations in behavior among customers. As these similarities start to be recognized, recipients can be segmented. Although all personalization engines enable customer segmentation, they use various types of analytics and methodologies. Most engines are able to segment and serve both anonymous and known customers. Of the vendors included in this research, 92% can personalize the experience of an anonymous customer, and most (83%) can enable a 360-degree view of the customer, assuming the customer data is supplied to the personalization engine. An additional 11% have enabled a 360-degree view of the customer on their product roadmaps.

Just as machines are becoming smarter, so too are personalization engines. More-sophisticated vendors are moving to "smart" personalization, which incorporates predictive, adaptive learning analytics. Predictive, adaptive analytics is the application of logic and mathematics to data to anticipate future behavior or estimate unknown outcomes. As more data is gathered during the execution process, models are frequently retrained. Smart personalization uses analytics to continually assess what is known about a customer and compares it with what is being learned. These engines continually validate known customer interests and intent or gain new insight about the customer's interests and intent that may not be intuitively obvious. This, in turn, provides a better online experience for the customer. The data about the customer may also be used by people who interact with the customer to improve their interactions.

As smart machine capabilities become more common, the capabilities of personalization engines will increase at an accelerated rate. Machine-learning algorithms will progress to the point where they can predict user intent with a high degree of certainty. A possible future scenario for personalization engines will be to support goal-driven design, in which the personalization engines progress to be capable of automatically assembling a website or Web store and continuously improve it, based on learning algorithms and data collection. (See Note 3 for a more detailed definition of the analytics behind smart personalization.)

Data

Personalization requires multiple types of data, and most engines use a combination of implicit, explicit, profile and session data, which the personalization engines segment. In additional to online transactional data, many engines are starting to incorporate differing types of customer data to further define customer segmentation beyond the phase of one-to-many to that of one-to-some, expanding beyond general demographics and common segmentation. What starts as the seller delivering similar experiences to many recipients (based on common demographics and attributes) starts to shift to delivering similar experiences to fewer recipients. Ultimately, sellers will be able to deliver a unique experience to each recipient. Personalization is a journey.

Figure 1. The Progression to Ultimate Personalization
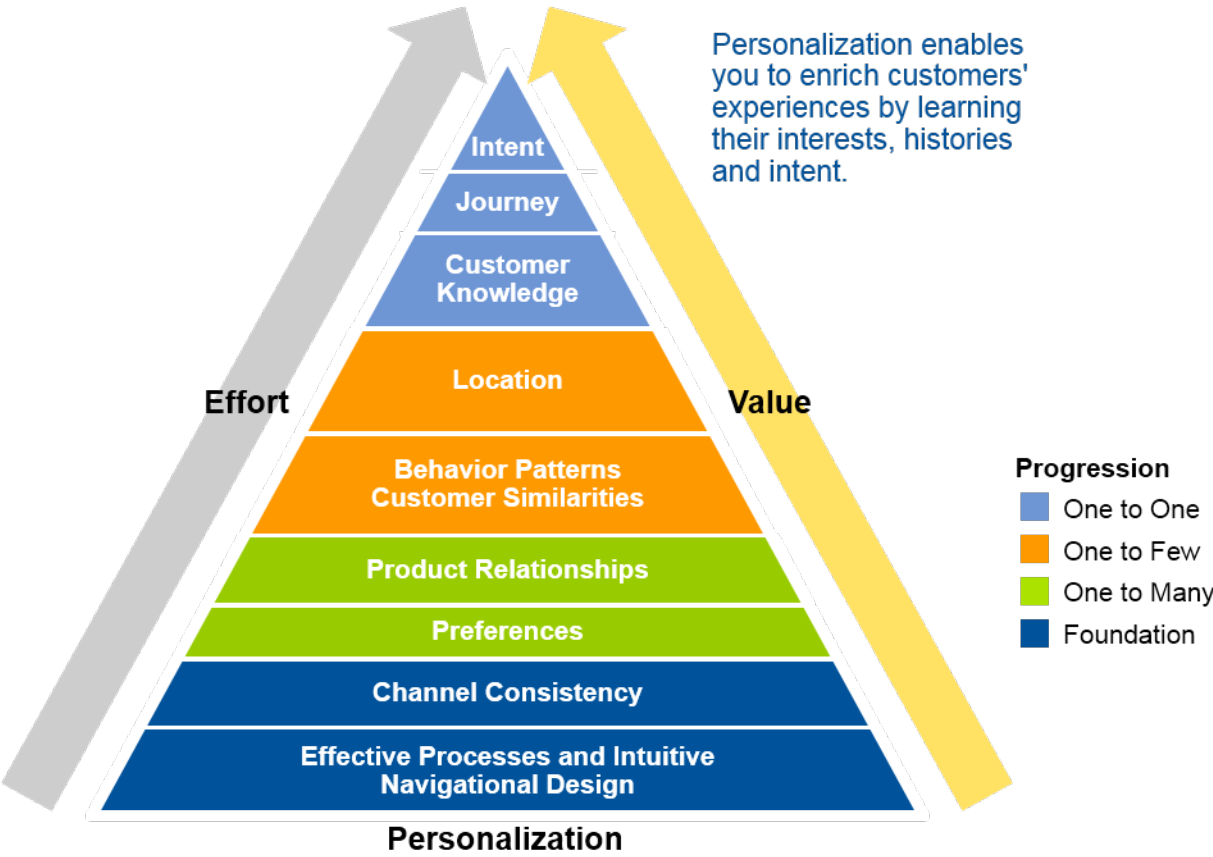
Source: Gartner (April 2015)

Personalization must reside on a firm foundation of well-designed processes and navigation that is consistently implemented across customer touchpoints, delivering a consistent, high-quality experience to all recipients, regardless of channel. Incorporating personalization on poorly designed processes, without intuitive navigation and with inconsistent customer experiences will not be nearly as effective as personalization delivered on a solid foundation for the customer experience.

Market Analysis

Most personalization engines focus primarily on digital commerce and are used to enhance the digital experience. Ninety-six percent of the surveyed vendor reference customers use their purchased applications on the Web, and 54% also use it on mobile properties. In some cases, a personalization engine may be used to provide data to staff to enhance their personal interactions with customers or other constituents. Personalization engines also have value beyond digital commerce. They can be used to customize content for customers, constituents or employees.

Twelve percent of vendor reference customers reported that they are already using their personalization engines in their call centers, and 6% are already using their personalization engines in-store. In the case of written communications, personalization engines may enable customized content for such things as insurance policies, bank statements, invoices or tax bills.

Personalization can also be used to determine when online chat is a viable option for a customer or constituent. Personalization engines can also provide systematic guidance to sales agents or customer service representatives (CSRs), enabling them to better serve customers in face-to-face or over-the-phone interactions. In the case of employees, digital personalization engines can be used to identify the most pertinent content employees require to do their jobs. As previously stated, however, the focus of personalization engines in this research will be digital commerce.

What Constitutes a Digital Personalization Engine

To be classified as a digital personalization engine for digital commerce, personalization engine technology should incorporate multiple types of analytics and analyze multiple types of customer data. Personalization engines should suggest or serve unique content to an individual via:

- Search

- Landing pages

- Product offers and recommendations

Personalization engines should be continually running A/B and multivariant testing — incorporating two or more variants of a Web page to two different sets of users to determine, by using statistical models, which variant is most effective. This is aimed at improving their ability to resonate with an individual. Although many vendors serve multiple digital channels, not all vendors serve all channels. All of the vendors in this guide can personalize an individual's Web experience, and most (75%) offer personalization for mobile; however, a smaller number (31%) offer personalization for social.

In addition to supporting digital commerce, many vendors also support digital marketing. The same technologies support both — detailed segmentation and the ability to make product recommendations (done by marketing groups via email), as well as to make real-time content changes and provide offers via Web, mobile and social. Therefore, digital personalization engines may also include such functionality as email marketing, shopping cart abandonment and/or online add retargeting by having viewed products follow the shopper online (see Note 4 on product stalkers).

What Does Not Constitute a Personalization Engine

Vendors' personalization engines also include some additional functionality to enhance customer experiences such as online chat, assisted selling, virtual assistances and dynamic pricing. This additional functionality may contribute to a more personalized experience; however, these functions are not considered to be core functionality for a digital commerce engine, nor do they constitute a personalization engine if offered as stand-alone functionality. They are discussed further below:

- **Live Chat —** Vendors are adding a human component to personalization by using personalization engines to identify which communications method might be optimum for a customer at a given time, based on the customer's behavior. These vendors are integrating live chat and strategically discerning when to offer the option to the customer. Sample vendors include [24]7, BoldChat, eGain, LivePerson, Moxie, Oracle and TouchCommerce.

- **Assisted Selling —** A few emerging vendors attempt to emulate the in-store experience in the online world by walking customers through a series of questions that help customers identify precisely what they want. Sample vendors include WalkMe and OMNI Retail Group.

- **Virtual Assistances —** Personalization engines are also being used to identify opportunities for virtual assistants, which are computer-generated characters, photos, animation, etc., that take on human characteristics to deliver voice or-text based information to an individual via a Web, kiosk or mobile interface. Sample vendors include Nuance and [24]7.

- **Dynamic Pricing —** Gartner has also noticed that some personalization engines are starting to offer what is commonly called "dynamic pricing," which enables merchants to better manage their margins and sometimes avoid offering unnecessary discounts.

More information can be found on vendors offering live chat and virtual assistants in the CRM Vendor Guide (see "The Gartner CRM Vendor Guide, 2015").

Product Description

Digital personalization requires three steps:

1. **Data Gathering —** Gather data about a visitor or group of visitors. This data can come from a variety of sources, including on-site session data, explicit profile data, historical transaction or browsing data, geolocation data and external data, such as open APIs.

2. **Analysis —** Run data through proprietary algorithms to suggest personalization techniques or strategies. This can happen in real time or through batch processes.

3. **Presentation Layer Changes —** Act on the analysis and change the presentation layer content to the customer.

Although all personalization engines gather and analyze data, not all personalization engines make the presentation layer change for the customer, which makes this the largest distinguishing factor among digital personalization engines. If the personalization engine does not make changes to the

digital presentation layer for the customer, the suggestions of the personalization are fed to another application, such as Web content management (WCM) or another service, such as email service providers. These, in turn, make the presentation layer changes. Thirty-eight percent of the vendor reference customers surveyed are using at least one other product from a chosen personalization vendor.

Personalization Engine Product Modules

Primary Product Modules

To personalize the customer's digital experience, the following functionality is typically supported by personalization engine vendors:

- **Product Recommendations —** Include a script or some sort of addition to the presentation layer that automatically suggests relevant or suggested products, based on data about the visitor, or feeds data to another application for purposes of making changes to the presentation layer. Eighty-four percent of the surveyed vendor reference customers use the recommendations feature from their personalization technology.

- **Search Personalization —** Includes the ability to customize or modify search results as search terms, either as search terms are being typed or on the resulting search results page. Providing a script or widget for personalizing an addition to the presentation layer is considered a different product category than a personalization engine. In some cases, vendors support a full search engine, which will provide additional advantages for customizing and personalizing the on-site search experience. This distinction is not identified as a separate category in this guide, but should be considered when discussing functionality with vendors, because it brings additional value. Nineteen percent of the surveyed vendor reference customers use the corresponding search capabilities or the related features of their personalization technology.

- **On-Site Personalization** — Includes the ability to present personalized, on-screen content or messages to a visitor based on specific data gathered about the visitor. This also includes the functionality to adjust elements of the page based on visitor characteristics, and it applies to any page of the site, whether it's the landing page or subsequent pages. Providing a product recommendations widget, even though it could be placed on any page, is considered a product category separate from a personalization engine. Thirty-four percent of the surveyed vendor reference customers use the personalized landing page features of their personalization technology.

- **Social Personalization** — Includes the functionality to dynamically extend personalized messages and content to social networks based on visitor characteristics and data.

- **Mobile Personalization** — Includes the functionality to dynamically extend personalized messages and content to mobile devices (may include mobile Web or mobile app, smartphone or tablet), based on visitor characteristics and data. The functionality described above is identified by vendor in Table 1, which also distinguishes whether the personalization engine has the capability to change the presentation layer or requires integration with another application to change the presentation layer. The column subheadings "Data Engine" and "Data + Script

Provided" identify engines that perform Steps 1 and Step 2, whereas the column subheading "Presentation Layer" or "Automatic Send" identifies engines that perform Step 3.

Table 1. Digital Personalization Engine Key Functionality by Vendor

Vendor	Product Recommendations		Key Digital Personalization Features: On-Site		Key Digital Personalization Features: Search		Key Digital Personalization Features: Social	Key Digital Personalization Features: Mobile	
	Data Engine	Presentation Layer	Data Engine	Presentation Layer	Data Engine	Presentation Layer	Data Engine	Data Engine	Presentation Layer
4-Tell	Yes	Yes	Yes	Yes				Yes	Yes
Acquia	Yes	Yes	Yes	Yes				Yes	Yes
Adobe	Yes	Yes	Yes	Yes	Yes	Yes		Yes	Yes
Barilliance	Yes	Yes	Yes	Yes			Yes	Yes	Yes
Baynote	Yes	Yes	Yes	Yes	Yes	Yes		Yes	Yes
BloomReach	Yes	Yes	Yes	Yes	Yes	Yes		Yes	Yes
Blueknow	Yes	Yes			Yes	Yes		Yes	

Vendor	Product Recommendations	Product Recommendations	Key Digital Personalization Features: On-Site	Key Digital Personalization Features: On-Site	Key Digital Personalization Features: Search	Key Digital Personalization Features: Search	Key Digital Personalization Features: Social	Key Digital Personalization Features: Mobile	Key Digital Personalization Features: Mobile
Boxever	Yes		Yes					Yes	
BySide	Yes	Yes	Yes	Yes			Yes	Yes	Yes
Certona	Yes	Yes	Yes	Yes	Yes	Yes		Yes	Yes
Dynamic Yield	Yes	Yes	Yes	Yes				Yes	Yes
Flytxt	Yes	Yes	Yes	Yes				Yes	Yes
IBM	Yes	Yes	Yes	Yes			Yes	Yes	Yes
IgnitionOne	Yes		Yes	Yes	Yes		Yes	Yes	
EdgeVerve Systems*	Yes		Yes		Yes		Yes	Yes	

Vendor	Product Recommendations	Product Recommendations	Key Digital Personalization Features: On-Site	Key Digital Personalization Features: On-Site	Key Digital Personalization Features: Search	Key Digital Personalization Features: Search	Key Digital Personalization Features: Social	Key Digital Personalization Features: Mobile	Key Digital Personalization Features: Mobile
Kitewheel (formerly Provenir)	Yes		Yes				Yes	Yes	
Marketo (formerly Insightera)	Yes		Yes					Yes	
Maxymiser	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Monetate	Yes	Yes	Yes	Yes	Yes	Yes		Yes	Yes
MyBuys	Yes	Yes	Yes	Yes				Yes	Yes
nectarOM	Yes	Yes	Yes	Yes			Yes	Yes	
NGData	Yes		Yes					Yes	
Nosto	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Optimizely			Yes	Yes				Yes	Yes

Vendor	Product Recommendations	Product Recommendations	Key Digital Personalization Features: On-Site	Key Digital Personalization Features: On-Site	Key Digital Personalization Features: Search	Key Digital Personalization Features: Search	Key Digital Personalization Features: Social	Key Digital Personalization Features: Mobile	Key Digital Personalization Features: Mobile
Oracle	Yes		Yes				Yes	Yes	
Peerius	Yes	Yes	Yes	Yes				Yes	
prudsys	Yes		Yes	Yes	Yes	Yes	Yes	Yes	Yes
Qubit	Yes	Yes	Yes	Yes	Yes		Yes	Yes	Yes
RichRelevance	Yes	Yes	Yes	Yes	Yes	Yes		Yes	Yes
Sailthru	Yes	Yes	Yes	Yes			Yes	Yes	Yes
Salesforce	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
SAP	Yes		Yes	Yes			Yes	Yes	
SAS	Yes	Yes	Yes	Yes			Yes	Yes	
Strands	Yes	Yes			Yes				

Vendor	Product Recommendations	Product Recommendations	Key Digital Personalization Features: On-Site	Key Digital Personalization Features: On-Site	Key Digital Personalization Features: Search	Key Digital Personalization Features: Search	Key Digital Personalization Features: Social	Key Digital Personalization Features: Mobile	Key Digital Personalization Features: Mobile
Syntasa	Yes		Yes		Yes		Yes	Yes	
WibiData	Yes		Yes		Yes		Yes	yes	
* EdgeVerve Systems is a wholly owned subsidiary of Infosys.									

Source: Gartner (April 2015)

Marketing Modules

Because personalization engine technologies support online segmentation for personalization, many also support marketing segmentation for email, which also typically includes support for shopping cart abandonment and, occasionally, ad retargeting.

- **Email Marketing:** The functionality to personalize outgoing emails could be provided through two different delivery methods:

  - Provide a code snippet or script that could be pasted into an outgoing email template that is regularly scheduled. This script could generate personalized content based on data gathered about the email recipient.

  - Provide a direct integration with an email service provider or automatically send an email based on data gathered about the recipient, such as automatically emailing a customer who abandoned a product page.

This functionality could apply to any type of email, including marketing emails, newsletters or transactional emails (e.g., order received and order shipped):

- **Shopping Cart Abandonment Email:** This functionality is a category separate from email marketing, because it requires a specific trigger (an abandoned cart) to trigger the email. Similar to other categories, there are two levels of functionality for this category. The first is the engine — the gathering of data and the algorithms to suggest what to put in the abandoned cart email. The second is the sending of the email, which some vendors provide automatically.

- **Ad Retargeting Personalization:** Vendors who fit this product category will gather data and use algorithms for recommendations and decisions, just like vendors that provide on-site personalization. However, these vendors will take the functionality a step further to personalize retargeting ads on third-party sites. These vendors may or may not provide the functionality to automatically bid on ad space in real time, based on visitor data.

The functionality described above is identified by vendor in Table 2.

Table 2. Marketing Functionality Offered by Vendor

Vendor	Email Marketing: Data + Script Generation	Email Marketing: ESP Integration or Automatic Send	Shopping Cart Abandonment Emails: Data + Script Generation	Shopping Cart Abandonment Emails: ESP Integration or Automatic Send	Online Ad Retargeting Personalization
4-Tell	Yes	Yes	Yes	Yes	
Acquia					
Adobe	Yes	Yes	Yes	Yes	
Barilliance	Yes	yes	Yes	Yes	
Baynote	Yes	Yes	Yes		
BloomReach					
Blueknow	Yes	Yes	Yes	Yes	
Boxever	Yes	Yes	Yes	Yes	Yes
BySide	Yes	Yes	Yes	Yes	
Certona	Yes	Yes	Yes	Yes	
Dynamic Yield					Yes
Flytxt	Yes	Yes			Yes
IBM	Yes	Yes	Yes	Yes	Yes
IgnitionOne	Yes	Yes	Yes	Yes	Yes
EdgeVerve Systems*	Yes	Yes	Yes	Yes	
Kitewheel (formerly Provenir)	Yes	Yes	Yes	Yes	
Marketo (formerly Insightera)	Yes		Yes		
Maxymiser	Yes		Yes		
Monetate	Yes	Yes	Yes		
MyBuys	Yes	Yes	Yes	Yes	Yes

Vendor	Email Marketing: Data + Script Generation	Email Marketing: ESP Integration or Automatic Send	Shopping Cart Abandonment Emails: Data + Script Generation	Shopping Cart Abandonment Emails: ESP Integration or Automatic Send	Online Ad Retargeting Personalization
nectarOM	No		No	Yes	
NGData	Yes		Yes		
Nosto	Yes	Yes	Yes	Yes	Yes
Optimizely					
Oracle	Yes		Yes		
Peerius	Yes	Yes	Yes	Yes	
prudsys	Yes	Yes	Yes	Yes	
Qubit	Yes	Yes	Yes	Yes	
RichRelevance	Yes	Yes	Yes	Yes	
Sailthru	Yes	Yes	Yes	Yes	Yes
Salesforce	Yes	Yes	Yes	Yes	No
SAP	Yes	Yes	Yes	Yes	Yes
SAS	Yes	Yes	Yes	Yes	Yes
Strands	Yes		Yes		
Syntasa	Yes	Yes	Yes	Yes	Yes
WibiData	Yes		Yes		
* EdgeVerve Systems is a wholly owned subsidiary of Infosys Limited.					

Source: Gartner (April 2015)

Representative Vendors

The vendors listed in this Market Guide do not imply an exhaustive list. This section is intended to provide more understanding of the market and its offerings.

A set of quick facts (i.e., key dates [company founding and entry into personalization], size of company [based on number of employees], most common customer types [based on size of customers], type of IT delivery [SaaS or software] and the number of countries in which the vendor has clients) can be found in Table 3. (See Note 5 for more detail on company size, customer profiles, IT delivery and customer geographies.) Table 3 is followed by a short profile of each vendor. The content for each vendor is specific to the digital personalization engine products and the modules offered by the vendor, which may not be representative of more-mature products offered by the vendor.

Table 3. Vendor Quick Facts

Vendor	Founded	Initiated Personalization	Company Size	Most-Common Customer Profile(s)	IT Delivery	Customer Geographies
4-Tell	2011	2011	Small or Midsize Business (SMB)	SMB	SaaS	8
Acquia	2007	2013	Midsize	Midsize to Large	SaaS	9
Adobe	1982	2004	Large	Midsize to Large	SaaS and Software	33
Barilliance	2009	2009	SMB	SMB	SaaS	26
Baynote	2005	2005	SMB	Midsize	SaaS or Hosted Software	17
BloomReach	2009	2013	Midsize	Midsize to Large	SaaS	3
Blueknow	2010	2010	SMB	SMB	SaaS	8
Boxever	2011	2012	SMB	Midsize to Large	SaaS	7
BySide	2008	2008	SMB	Large	SaaS	18
Certona	2005	2005	Midsize	Midsize to Large	SaaS	77
Dynamic Yield	2011	2012	Midsize	Not Disclosed	SaaS	6
Flytxt	2008	2010	Midsize	Large	Software	30
IBM	1911	2001	Large	Midsize to Large	SaaS and Software, Hybrid	Not Disclosed
IgnitionOne	2004	2008	Midsize	Enterprise	SaaS	67
EdgeVerve Systems*	2013	2012	Enterprise	Large	SaaS and Software	3
Marketo	2007	2010	Midsize	Midsize to Enterprise	SaaS	12

Vendor	Founded	Initiated Personalization	Company Size	Most-Common Customer Profile(s)	IT Delivery	Customer Geographies
Maxymiser	2006	2009	Midsize	Midsize to Large	SaaS	21
Monetate	2008	2008	Midsize	Enterprise	SaaS	9
MyBuys	2006	2006	Midsize	SMB to Large	SaaS	3
nectarOM	2011	2012	SMB	Large to Enterprise	SaaS and Software	2
NGData	2012	2012	SMB	Enterprise	Software	6
Nosto	2012	2012	SMB	SMB	SaaS	105
Optimizely	2014	2014	Midsize	Midsize	SaaS	97
Oracle	1977	1999	Enterprise	Midsize to Large	Software	Not Disclosed
Peerius	2007	2007	SMB	Midsize to Large	SaaS	23
Kitewheel (formerly Provenir)	2013	2013	SMB	Midsize to Large	SaaS	6
prudsys	1998	1998	SMB	Midsize	SaaS and Software	34
Qubit	2010	2012	Midsize	Large to Enterprise	SaaS and Hosted Software	15
RichRelevance	2006	2008	Midsize	Midsize to Large	SaaS	42
Sailthru	2008	2008	Midsize	Midsize	SaaS	22
Salesforce	1999	2013	Enterprise	Not Disclosed	SaaS	9
SAP	2003	2009	Enterprise	Not Disclosed	SaaS and Software	Not Disclosed
SAS	1976	2000	Enterprise	Large	SaaS and Software	Not Disclosed

Vendor	Founded	Initiated Personalization	Company Size	Most-Common Customer Profile(s)	IT Delivery	Customer Geographies
Strands	2005	2005	SMB	Midsize	SaaS	18
Syntasa	2012	2014	SMB	Large	SaaS and Software	2
WibiData	2010	2011	SMB	Large	Software	2

* EdgeVerve Systems is a wholly owned subsidiary of Infosys. It was founded in 2014, but the personalization offering has been in the market since 2013.

Source: Gartner (April 2015)

4-Tell (www.4-tell.com)

Product Categories: Product recommendations, on-site personalization, mobile offers, email marketing, shopping cart abandonment emails

Product Names: 4-Tell Boost Recs4 Web, 4-Tell Boost Recs4 Mobile and 4-Tell Boost Recs4 Email

Delivery: SaaS

Channels: Web, mobile, in-store, contact center

Key Facts:

- **Headquarters:** Stevenson, WA

- **Customer Geographies:** U.S., Canada, Brazil, Mexico, Australia, Singapore, U.K., Germany, Japan, France, Spain, Italy, Denmark, Sweden, Slovakia, Morocco, Finland, Portugal, Switzerland, Belgium, Netherlands, Slovakia, India, Israel, Vietnam, U.A.E.

- **Industries Represented:** Apparel, home furnishings, sporting goods, health and beauty, pet supplies, jewelry, tools, and food and beverage

- **Integrations:** Bronto Software, ExactTarget, MailUp, MailChimp, MarketOnce, Magento, Shopify, Bigcommerce, Volusion (and Mozu), 3dcart, AspDotNetStorefront, NetSuite, Miva Merchant and osCommerce

- **Notable Customers:** ExOfficio, Sigma Beauty, Lukie Games, burton + Burton, The Clymb, BodyCandy, Scrip Companies (e.g., Massage Warehouse)

- **Pricing:** $169/month to $2,500/month, based on number of clicks/impressions

Acquia (www.acquia.com)

Product Categories: Product recommendations, on-site, mobile

Product name(s): Acquia Lift Target, Acquia Lift Recommend, Acquia Lift ContextDB

Delivery: SaaS

Channels: Web, mobile, email, call center

Key Facts:

- **Headquarters:** Boston, MA

- **Customer Geographies**: U.S., Canada, U.K., France, Germany, Netherlands, Belgium, Australia, Singapore

- **Industries Represented**: Retail, consumer packages goods (CPG), media entertainment and publishing, life sciences, financial services, high-tech, higher education, public sector, nongovernment organizations (NGOs)

- **Integrations**: Adobe, Sitecore, Drupal, Janrain, Gigya, Marketo, Eloqua, Hubspot, Pardot, IBM (Silverpop), Demandware, Magento, hybris, Oracle Commerce, Tableau, Jaspersoft, Pentaho, Actuate, Panorama

- **Notable Customers**: Intuit, St. Joseph Media, Squaw Valley

- **Pricing**: Tiered, based on number of unique visitors per month.

Adobe (www.adobe.com)

Product Category: Product recommendations, on-site personalization, search personalization, mobile offers, email marketing, shopping cart abandonment emails

Product Names: Adobe Campaign and Adobe Target

Delivery: Adobe Target is delivered via SaaS; Adobe Campaign is delivered on-premises.

Channels: Web, mobile, social, email, call centers

Key Facts:

- **Headquarters:** San Jose, CA

- **Customer Geographies:** U.S., Canada, China, Japan, Hong Kong, Korea, Singapore, India, Australia, New Zealand, Belgium, Ireland, South Africa, Czech Republic, Israel, Spain, Denmark, Netherlands, Sweden, Norway, Dubai, Turkey, France, Poland, U.K., Germany, Austria, Switzerland, Moldova, Romania, Russia, Italy, Brazil

- **Industries Represented:** All

- **Integrations:** Adobe offers integration capabilities and lists its integrations at "Adobe Marketing Cloud Exchange"

- **Notable Customers:** Lenovo, SAP, Condé Nast, Swisscom, CSC, Marriott, AOL, Comcast, Dollar, Thrifty, Symantec

- **Pricing:** Not disclosed

The personalization engine is largely based on products from Omniture, which was acquired in 2009, and Neolane, which was acquired in 2013.

Barilliance (www.barilliance.com)

Product Category: Product recommendations, on-site personalization, social offers, mobile offers, email marketing, shopping cart abandonment emails

Product Name: Barilliance eCommerce Personalization Suite

Delivery: SaaS

Channels: Web, mobile, social

Key Facts:

- **Headquarters:** Israel

- **Customer Geographies:** U.S., Canada, Brazil, Mexico, Australia, Singapore, U.K., Germany, Japan, France, Spain, Italy, Denmark, Sweden, Slovakia, Morocco, Finland, Portugal, Switzerland, Belgium, Netherlands, Slovakia, India, Israel, Vietnam, U.A.E.

- **Industries Represented:** Retail and travel

- **Integrations:** Magento, NetSuite, Silverpop, ExactTarget, Bronto, LivePerson, EmailDirect

- **Notable Customers:** LG, Autodesk, Orange, Gant, Fnac, Boden, SurfStitch, El Corte Inglés, JD Sports

- **Pricing:** Not disclosed

Baynote (www.baynote.com)

Product Category: Product recommendations, on-site personalization, search personalization, mobile offers, email marketing, shopping cart abandonment emails

Product Names: BaynoteONE Engine, including ONE Promotions, ONE Search, ONE Sort, ONE Content, ONE Product

Delivery: SaaS, Amazon Web Services (AWS)

Channels: Web, mobile, mobile apps via software development kit (SDK), in-store (if digitally enabled), call centers via configuration and any other digitally enabled touchpoint via an open REST API. Supports cross-channel coordination.

Key Facts:

- **Headquarters:** San Jose, CA

- **Customer Geographies:** U.S., Canada, U.K., Mexico, Brazil, Argentina, Italy, France, Germany, Switzerland, Belgium, Turkey, India, Singapore, Japan, Australia and New Zealand

- **Industries Represented:** Retail (home, apparel, specialty), travel, B2B, telco and high-tech

- **Proven Integrations:** Bronto, Demandware, SAP hybris, TouchCommerce and Bazaarvoice.

- **Notable Customers:** J. Crew, Crate and Barrel, IHG, Hayneedle, General Electric (GE), 3M, Netshoes (Brazil), Oakley, Debenhams and Aramark

- **Pricing:** Fixed prices and annual contracts based on traffic volume and industry vertical.

BloomReach (www.bloomreach.com)

Product Categories: Product recommendations, on-site personalization, search personalization, mobile offers

Product Names: BloomReach Organic Search, BloomReach Compass, BloomReach Search, Navigation, and Personalization (SNAP), which may be purchased separately or bundled

Delivery: SaaS

Channels: Web, mobile, in-store

Key Facts:

- **Headquarters:** MountainView, CA

- **Customer Geographies**: U.S., Canada, U.K.

- **Industries Represented**: Retail, travel, listings

- **Integrations**: IBM WebSphere Commerce is standard; on a custom basis: Demandware, Oracle ATG, SAP hybris, Moovweb, Branding Brand, Skava.

- **Notable Customers**: Nordstrom, Neiman Marcus, Kohl's, Staples, Wayfair, ModCloth, HubSpot

- **Pricing**: May be bundled or sold separately. Pricing is based on a subscription model that is determined by adoption, which is determined by the number of calls made to the BloomReach service.

Blueknow (www.blueknow.com)

Product Categories: Product recommendations, search personalization, email marketing, shopping cart abandonment emails

Product Names: blueRec, (blueAff for content recommendations), blueSearch, blueMail and blueCart

Delivery: SaaS

Channels: Web, mobile, email

Key Facts:

- **Headquarters:** Barcelona, Spain

- **Customer Geographies**: Spain, Italy, France, Poland, U.S., Mexico, Brazil, Colombia

- **Industries Represented**: Retail, Electronics, Fashion

- **Integrations**: PrestaShop, Magento, ZenCart, osCommerce

- **Notable Customers**: Media Markt, Worten, Dafiti MX, Venca, Famsa, Privalia, Phone House, Tiendanimal

- **Pricing**: Offers the ability to try its products for free for 30 days.

Boxever (www.boxever.com)

Category: Product recommendations, on-site personalization, mobile offers, email marketing, shopping cart abandonment emails, online ad retargeting personalization

Product Names: Boxever Customer Intelligence & Predictive Marketing Platform, Boxever Intelligent Cart Recovery

Delivery: SaaS

Channels: Email, Web, mobile, social, call centers, in-store (i.e., airport and in-cabin)

Key Facts:

- **Headquarters:** Dublin, Ireland

- **Customer Geographies:** Spain, Ireland, New Zealand, Singapore, Norway, Greece, Faroe Islands

- **Industries Represented:** Travel

- **Integrations:** GuestLogix (in-cabin personalization), Yielder, Mandrill, SendGrid, Mailgun, ExactTarget, Responsys, Urban Airship

- **Notable Customers:** Ryanair, Odigeo, Air New Zealand, Tigerair

- **Pricing:** Based on number of bookings

BySide (www.byside.com)

Product Categories: Product recommendations, on-site personalization, social offers, mobile offers, email marketing

Product Names: BySide, with four service levels: Know Now (information only), Act Now (product recommendations and content personalization), Reach Now (muiltichannel contacts, One2One) (personalized campaigns and offers)

Delivery: SaaS

Channels: Web, mobile, in-store, call center

Key Facts:

- **Headquarters:** Portugal

- **Customer Geographies:** Portugal, Spain, U.S., Belgium, Switzerland, Sweden, Germany, Russia, Ireland, Italy, Colombia, Brazil, Angola, Cape Verde, Mozambique, Sao Tome and Principe, Kenya, primarily EMEA, with some U.S. presence

- **Industries Represented:** Primarily telco and financial, with some retail and travel

- **Integrations:** Multicert, SAS, Siebel, several telcos

- **Notable Customers:** Santander, Barclays, Citibank; Telefónica/Movistar, Vodafone, Orange, Portugal Telecom, NOS, Fnac, HP, Staples, La Redoute/Redcats, Continente Online, Worten

- **Pricing:** Based on volume, with no initial fees during the setup process.

Certona (www.certona.com)

Product Categories: Product recommendations, on-site personalization, search personalization, mobile offers, email marketing, shopping cart abandonment emails

Product Names: Smart Experiences (product recommendations, content and offers, landing pages, search and listings, remarketing [email]), Smart Segments (contextual segment, consumer segment, predictive segment), Smart Shopping (personal shopper, product finder, wishlist)

Delivery: SaaS or cloud

Channels: Web, email, mobile, in-store, contact center

Key Facts:

- **Headquarters:** San Diego, CA

- **Customer Geographies:** Albania, Argentina, Armenia, Australia, Austria, Bahamas, Belarus, Belgium, Belize, Bosnia and Herzegovina, Brazil, Bulgaria, Canada, Chile, China, Colombia, Costa Rica, Croatia, Cuba, Cyprus, Czech Republic, Denmark, Dominican Republic, Ecuador, El Salvador, Estonia, Finland, France, Germany, Greece, Greenland, Guatemala, Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Ireland, Israel, Italy, Japan, Korea, Latvia, Liechtenstein, Lithuania, Luxembourg, Mexico, Monaco, Netherlands, New Zealand, Nicaragua, Norway, Panama, Paraguay, Peru, Philippines, Poland, Portugal, Puerto Rico, Romania, Russia, Saudi Arabia, Singapore, Slovakia, Slovenia, South Africa, Spain, Sweden, Switzerland, Taiwan, Turkey, U.A.E., U.K., U.S., Venezuela, Vietnam

- **Industries Represented:** Retail: apparel, sporting goods, office supplies, home improvement

- **Integrations:** Demandware, eBay Enterprise, SAP hybris, Responsys, Experian, Usablenet, Skava, Mad Mobile

- **Notable Customers:** Staples, Home Depot, Petco, Steve Madden, GameStop, Adidas

- **Pricing:** Offered for individual models, based on online revenue or consumption levels (either Web service calls or the number of emails opened).

Dynamic Yield (www.dynamicyield.com)

Product Categories: Product recommendations, on-site personalization, mobile offers, online ad retargeting personalization

Product Names: Dynamic Yield Personalization and Engagement Optimization Platform

Delivery: SaaS

Channels: Web, mobile

Key Facts:

- **Headquarters:** New York and Tel Aviv

- **Customer Geographies:** U.S., U.K., Germany, Switzerland; Israel, Russia

- **Industries Represented:** Retail, publishing, gaming, B2C marketers

- **Integrations:** Playtech

- **Notable Customers:** The New York Times, NBC Group, Kenneth Cole, Sabon NYC, Playtech, Rocket Internet (Lamoda), Johnston Press

- **Pricing** is based on monthly visitors or personalized impressions being served.

Flytxt (www.flytxt.com)

Product Categories: Product recommendations, on-site personalization, mobile offers, email marketing, online ad retargeting personalization

Product Names: NEON Intent Management, QREDA Mobile Advertising

Delivery: Software (on-premises or hosted)

Channels: Web, mobile, in-store, contact center

Key Facts:

▪ **Headquarters:** The Netherlands

▪ **Customer Geographies:** Afghanistan, Bangladesh. Benin, Burkina Faso, Cameroon, Chad, Congo, Ghana, Cyprus, Gabon, Guinea Bissau, Guinea-Conakry, India, Iran, Ivory Coast, Kenya, Liberia, Madagascar, Malawi Mozambique, Nepal, Niger, Nigeria, North Sudan, Rwanda, Seychelles, Sierra Leone, South Africa, Swaziland, South Sudan, Sri Lanka, Syria, Tanzania, Uganda, Yemen, Zambia

▪ **Industries Represented:** Primarily telecommunications, but also consumer goods, healthcare, entertainment, e-commerce

▪ **Integrations:** Ericsson, Nokia Networks, ZTE, Huawei, SMSC, MMSC WAP Portal, On-Board Diagnostics (OBD), interactive voice response (IVR), Flash SMS, Comviva, Tango, ZTE, Comverse, Teradata, Oracle, Obopay

▪ **Notable Customers:** MTN, Vodafone, Hutch, Etisalat, Airtel, Vodacom, Idea, Robi Axiata, banglalink digital communications

▪ **Pricing:** Offers a few different pricing models, including impact, based on revenue share, per-subscriber license model and a combination of the two, with consulting services.

IBM (www-03.ibm.com/software/products/en/category/real-time-personalization)

Product Categories: Product recommendations, on-site personalization, social offers, mobile offers, email marketing, shopping cart abandonment emails, online ad retargeting personalization

Product Names: IBM Product Recommendations, IBM Interact, IBM Silverpop Engage/IBM Interact, IBM Mobile Customer Engagement

Delivery: Software (on-premises or hosted), SaaS

Channels: Web, mobile, in-store, contact center, social, email

Key Facts:

▪ **Headquarters:** New York

▪ **Customer Geographies:** Not disclosed

▪ **Industries Represented:** Retail, insurance, financial services, telecommunications and healthcare, travel and leisure, media and content, energy

- **Integrations:** IBM Interact has prebuilt templates to Silverpop, Xtify, Tealeaf

- **Notable Customers:** ING, Lucky Brand, Orvis, Matrimony.com, Moosejaw Mountaineering, Mobily

- **Pricing:** IBM Product Recommendation pricing is based on Web impressions and/or site revenue. IBM Interact is priced based on usage in each channel. IBM Silverpop Engage is priced based on customer database size or emails sent. IBM Mobile Engagement is priced based on addressable users and devices.

IgnitionOne (www.ignitionone.com)

Product Categories: Product recommendations, on-site personalization, search personalization, social offers, mobile offers, email marketing, shopping cart abandonment emails, online ad retargeting personalization

Product Names: IgnitionOne Data management Platform (DMP), IgnitionOne Website Personalization, IgnitionOne Search, IgnitionOne Display, IgnitionOne Email

Delivery: SaaS

Channels: Web, mobile, in-store (coming soon), contact center

Key Facts:

- **Headquarters:** New York

- **Customer Geographies:** Argentina, Austria, Australia, Bangladesh, Belgium, Belize, Brazil, Bulgaria, Canada, Caribbean Islands, Chile, China, Colombia, Costa Rica, Croatia, Cyprus, Czech Republic, Denmark, Ecuador, Egypt, El Salvador, Estonia, Finland, France, Georgia, Germany, Greece, Guatemala, Honduras, Hungary, India, Indonesia, Ireland, Israel, Italy, Jamaica, Japan, Jordan, Latvia, Lithuania, Luxembourg, Malta, Mexico, Netherlands, Nicaragua, Panama, Peru, Philippines, Poland, Portugal, Romania, Russia, Singapore, Slovakia, Slovenia, South Africa, South Korea, Spain, Sweden, Taiwan, Thailand, Turkey, Ukraine, U.A.E., U.K., U.S., Venezuela

- **Industries Represented:** Retail, automotive, hotel/hospitality, CPG, healthcare, financial services, cable and telco, agencies, education

- **Integrations:** LivePerson, Valero, SAP, Salesforce, Siebel

- **Notable Customers:** General Motors (GM), La Quinta Inn & Suites, Volvo, Danone, Mead Johnson, InterContinental Hotel Group

- **Pricing:** Depend on the needs of each client, but is generally based on the amount of data, the number of users, the types of channels deployed and the amount of activity.

EdgeVerve Systems (www.infosys.com/interactedge)

Product Categories: Product recommendations, on-site personalization, search personalization, social offers, mobile offers, email marketing, shopping cart abandonment emails, online ad retargeting personalization

Product Names: InteractEdge

Delivery: On-premises software, hosted software or SaaS

Channels: Web, mobile, in-store, contact center

Key Facts:

- **Headquarters:** Bangalore, India
- **Customer Geographies:** U.S., Japan, India
- **Industries Represented:** Retail, sports and accessories
- **Integrations:** Infosys
- **Notable Customers:** Ryohin Keikaku, Muji
- **Pricing:** Not disclosed

Kitewheel (formerly Provenir) (www.kitewheel.com)

Product Categories: Product recommendations, on-site personalization, social offers, mobile offers, email marketing, shopping cart abandonment emails

Product Name: The Kitewheel Platform

Delivery: SaaS, software (on-premises or hosted)

Channels: Web, mobile, in-store, contact center, social

Key Facts:

- **Headquarters:** Boston
- **Customer Geographies:** U.S., U.K., Spain, Netherlands, Germany, South Africa
- **Industries Represented:** Automotive, travel and hospitality, airline, retail, CPG
- **Integrations:** Adaptors for connecting to databases and systems include Twitter, Facebook, Instagram, Google Plus, YouTube, Tumblr; content management systems (CMSs): Sitefinity, WordPress, Drupal, concrete5, Ghost, Micros iCare, Salesforce; marketing automation: Kana Software, Infor, Adobe, ExactTarget, Responsys, Pardot, Mandrill, Gmail, Amazon AMS, Urban Airship; databases, such as Oracle, Teradata, SQL Server, MongoDB, Cassandra, Apache HBase, Coudera; analytic tools such as SAS, R, Predictive Model Markup Language (PMML),

Jaspersoft, Cognos, Tableau Software; data providers include Klout, DataSift, TowerData, FullContact, Pipl, Fliptop, FICO, Epsilon; context services, such as iBeacons, GoogleWeather

- **Notable Customers:** Agency Partner Distributors: Rapp (Omnicom), KBM/Wunderman (WPP), MRM//McCann (IPG), Havas, Tribal DDB, Ansira, QuickPivot, CACI, dbg, 2Dialog, Communisis and Effective Intelligence (EI).

- **Pricing:** Pay-as-you-go subscription, starting at $3,500 a month. No annual contract and no termination fee.

Marketo (www.marketo.com)

Product Categories: Product recommendations, on-site personalization, mobile offers, email marketing, shopping cart abandonment emails

Product Name: Real-time personalization

Delivery: SaaS

Channels: Web, mobile, in-store

Key Facts:

- **Headquarters:** San Mateo, CA

- **Customer Geographies:** Australia, Canada, Denmark, Finland, France, Ireland, Israel, Japan, Netherlands, Sweden, U.K., U.S.

- **Industries Represented:** Manufacturing, life sciences and healthcare, financial services, energy, retail, media

- **Integrations:** Content Management: Real-Time Personalization (RTP) integrates and works on all CMS platforms, including WordPress, Drupal, Sitecore, Joomla, Adobe Communique (CQ) 5, Microsoft SharePoint. Tag Managers: Google Tag Manager, Adobe Dynamic Tag Manager. Web Analytics: Google Analytics, Google Universal Analytics, Adobe SiteCatalyst. Marketing Automation Platforms: Marketo, Eloqua, HubSpot, Pardot

- **Notable Customers:** CA Technologies, Microsoft, GE, Samsung, Toyota, Kaiser Permanente, Harvard Business School

- **Pricing:** Price is based on traffic volume and the set of features selected.

Maxymiser (www.maxymiser.com)

Category: Product recommendations, on-site personalization, search personalization, social offers, mobile offers

Product Names: MaxRecommend, MaxTest, MaxSegment, MaxPredict, MaxSocial, MaxMobile

Delivery: SaaS

Channels: Web, mobile, email and social

Key Facts:

- **Headquarters:** New York, NY

- **Customer Geographies:** U.S., England, Canada, Germany, France, Italy, Australia, Brazil, Northern Ireland, Scotland, Wales, China, Japan, Singapore, Hong Kong, Poland, Sweden, Denmark, Belgium, Spain, Ukraine

- **Industries Represented:** Retail, travel and hospitality, financial and insurance services, media, gaming, telecom, manufacturing, high-tech, CPG

- **Integrations:** IBM, Demandware, Ensighten, Tealium, Adobe, Oracle, ClickTale, UserTesting

- **Notable Customers:** HSBC, Epson, Avis Budget EMEA, Virgin Media, Alaska Airlines, Harry & David, Progressive

- **Pricing:** Not disclosed

Monetate (www.monetate.com)

Product Categories: Product recommendations, on-site personalization, search personalization, mobile personalization, email marketing, shopping cart abandonment emails

Product Names: The Monetate Platform, Monetate for Personalization (Web and mobile), Merchandiser (recommendations and search personalization), Monetate for Email

Delivery: SaaS

Channels: Web, mobile, email

Key Facts:

- **Headquarters:** Conshohocken, PA

- **Customer Geographies:** U.S., U.K., Canada, Germany, Greece, The Netherlands, Norway, Sweden, Switzerland

- **Industries Represented:** Retail, hospitality/travel, telecom, media and publishing, B2B

- **Integrations:** Demandware, IBM (WebSphere Commerce Server and ExperienceOne), Oracle Marketing Cloud (BlueKai, Responsys), Oracle ATG, Magento, SAP hybris, Ensighten, TagMan, x+1, Venda, WebLinc, eBay Enterprise, Tealium, ExactTarget, MediaMath, Responsys, Experian

- **Notable Customers:** QVC, Macy's, National Geographic, General Nutrition Corporation (GNC), Brooks Brothers, ModCloth, Radley, Jack Wills, The North Face, Patagonia, Godiva, Sur La Table, Dick's Sporting Goods, True Value, iRobot, RevZilla

- ■ **Pricing:** Not disclosed

MyBuys (www.mybuys.com)

Product Categories: Product recommendations, on-site personalization, search personalization, mobile offers, email marketing, shopping cart abandonment emails, online ad retargeting personalization

Product Names: MySite Recommendations, MyMail Recommendations, MyMail Shopper Alerts, MyMail Abandoned Cart & Site Alerts, MyAds Retargeting, MyAds Acquisition, MyAds Reactivation, MyAds GeoTargeting

Delivery: SaaS

Channels: Web, mobile, in-store

Key Facts:

- ■ **Headquarters:** San Mateo, CA

- ■ **Customer Geographies:** U.S., U.K., Canada

- ■ **Industries Represented:** Retail, CPG, financial services, automotive, telecom

- ■ **Integrations:** Demandware, eBay Enterprise, Guidance Software, Kalio, Magento, Marketlive, OrderMotion, PFSweb, UniteU, Virid, WebLinc

- ■ **Notable Customers:** Armani Exchange, Jelly Belly, Skechers, The Container Store, Ugg Australia, Helzberg Diamonds

- ■ **Pricing:** The recommendations offering is a SaaS-based annual subscription model. The personalized emails offering is a pay-for-performance model. The ad recommendations offering is typically pay-for-performance; however, MyBuys also supports corporate performance management (CPM) pricing.

nectarOM (www.nectarom.com)

Product Categories: Product recommendations, on-site personalization, social offers, mobile offers, shopping cart abandonment emails

Product Names: nectarConnect, nectarEssence, nectarEngage, nectarLive

Delivery: SaaS or software (on-premises or hosted)

Channels: Web, email, mobile, in-store, contact center, social

Key Facts:

- ■ **Headquarters:** Dallas, TX

- **Customer Geographies:** U.S. and India

- **Industries Represented:** Retail, product marketing, hospitality, financial services, CPG

- **Integrations**: Demandware, Magento, SAP hybris, ExactTarget, Silverpop, Amazon Simple Email Service (SES), BlueHornet, WhatCounts, MessageBroadcast, SAP, Facebook, Twitter, Instagram, YouTube

- **Notable Customers:** Shopko, Easton-Bell Sports, Getaroom, UnitedHealth Group, 1000Bulbs.com, Riddell, Avocados from Mexico

- **Pricing:** Options include license fee based on the number of customer profiles or on a per-campaign basis or on-demand use of nectarOM recommendation system and customer profile processing APIs.

NGData (www.ngdata.com)

Product Categories: Product recommendations, on-site personalization, mobile offers, email marketing, shopping cart abandonment emails

Product Names: Lily 3.0.

Delivery: Software (on-premises or hosted)

Channels: Web, mobile, in-store, contact center

Key Facts:

- **Headquarters:** Belgium and New York

- **Customer Geographies:** U.S., U.K., Belgium, Netherlands, Luxembourg, France

- **Industries Represented:** Banking, telecom, media, utilities

- **Integrations:** Oracle, IBM, Cloudera, Atos, Persistent Systems, PrimeWare

- **Notable Customers:** Wells Fargo, Time, De Persgroep, Mediahuis, Telenet

- **Pricing:** Offering is modular and subscription-based.

Nosto (www.nosto.com)

Product Categories: Product recommendations, on-site personalization, search personalization, mobile offers, social offers, email marketing, shopping cart abandonment emails, online ad retargeting personalization

Product Name: Nosto

Delivery: SaaS

Channels: Web, mobile, in-store, social

Key Facts:

- **Headquarters:** Helsinki, Finland

- **Customer Geographies:** Afghanistan, Åland Islands, Albania, Algeria, Andorra, Antarctica, Argentina, Australia, Austria, Azerbaijan, Bangladesh, Belarus, Belgium, Benin, Bosnia and Herzegovina, Brazil, Bulgaria, Burkina Faso, Cameroon, Canada, Chile, China, Colombia, Costa Rica, Croatia, Cyprus, Czech Republic, Denmark, Dominican Republic, Ecuador, Egypt, Estonia, Falkland Islands (Malvinas), Finland, France, French Guyana, Germany, Greece, Guadeloupe, Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Iran, Islamic Republic of, Ireland, Israel, Italy, Ivory Coast, Jersey, Jordan, Kazakhstan, Kenya, Kuwait, Latvia, Lebanon, Liechtenstein, Lithuania, Luxembourg, Madagascar, Malaysia, Malta, Martinique, Mexico, Moldova, Republic of, Monaco, Morocco, Netherlands, New Zealand, Nigeria, Norway, Pakistan, Peru, Philippines, Poland, Portugal, Qatar, Réunion, Romania, Russian Federation, Saint Pierre and Miquelon, Saudi Arabia, Singapore, Slovakia, Slovenia, South Africa, South Korea, Spain, Sri Lanka, Sweden, Switzerland, Taiwan, Province of China, Tanzania, Thailand, Tunisia, Turkey, Uganda, Ukraine, U.A.E., U.K., U.S., Uruguay, Venezuela, Vietnam

- **Industries Represented:** Fashion, sports, baby, home, interior, garden, jewelry, electronics, health and beauty

- **Integrations:** Not disclosed

- **Notable Customers:** TheIconic, Glamloop, Lush, Bauhaus, Björn Borg, Webhallen, Philips

- **Pricing:** Nosto offers a "click and buy" revenue-share model (1% to 4%) based on the revenue generated by Nosto recommended products that are clicked and bought in the same (30-minute) session. There are no setup fees, no minimum monthly spend and no minimum contract terms. Fixed price plans are also available.

Optimizely (www.optimizely.com)

Product Categories: On-site personalization, mobile offers

Product Names: Audiences, Optimizely for iOS and Optimizely for Android

Delivery: SaaS

Channels: Web, mobile and social. Call centers are supported through integrations with Ifbyphone, Mongoose Metrics and Avanser.

Description: Optimizely started as an A/B testing platform and migrated to personalization in 2014.

Key Facts:

- **Headquarters:** San Francisco with offices in Amsterdam

- **Customer Geographies:** Albania, Antigua and Barbuda, Argentina, Aruba, Australia, Austria, Bahrain, Bangladesh, Barbados, Belarus, Belgium, Belize, Bermuda, Brazil, Bulgaria. Canada,

Cayman Islands, Chile, China, Colombia, Costa Rica, Croatia, Cyprus, Czech Republic, Denmark, Dominican Republic, Egypt, Estonia, Fiji, Finland, France, Germany, Gibraltar, Greece, Guatemala, Hungary, Iceland, India, Indonesia, Ireland, Isle of Man, Israel, Italy, Jamaica, Japan, Jersey, Jordan, Kazakhstan, Kuwait, Latvia, Lebanon, Lithuania. Luxembourg, Macedonia, Malaysia, Malta, Mauritius, Mexico, Monaco, Morocco, Netherlands. New Caledonia, New Zealand, Nigeria, Norway, Pakistan, Palau, Panama, Peru, Philippines, Poland, Portugal, Puerto Rico, Qatar, Romania, Russia, Saudi Arabia, Serbia, Singapore, Slovakia, Slovenia, South Africa, South Korea, Spain, Sri, Lanka, Sweden, Switzerland, Taiwan, Thailand, Turkey, Ukraine, U.A.E., U.K., U.S., Uruguay, Venezuela, Vietnam

- **Industries Represented:** E-commerce, travel, media, B2B

- **Integrations:** WordPess, Qualaroo, Marketo, Magento, BlueKai, Lotame, LiveRamp, Google Analytics, Adobe Analytics, AT Internet, Mixpanel, KISSmetrics, Ifbyphone, Mongoose Metrics, Avanser, Delacon, Crazy Egg, Bizible

- **Notable Customers:** Crate and Barrel, American Apparel, Starbucks, Disney, CBS, Forbes

- **Pricing:** Starter plan (free) and enterprise plan (annual fee based on experiment volume, support and features)

Oracle (www.oracle.com/index.html)

Product Categories: Product recommendations, on-site personalization, social offers, mobile offers, email marketing, shopping cart abandonment emails

Product Names: Oracle Experience Manager, Oracle Social Cloud, Oracle Marketing Cloud

Delivery: Software (on-premises or hosted)

Channels: Web, mobile, in-store, contact center

Key Facts:

- **Headquarters:** Redwood Shores, CA

- **Customer Geographies:** Not disclosed

- **Industries Represented**: Retail, manufacturing, distribution, telecommunications

- **Integrations:** Oracle Service Cloud, Oracle Marketing Cloud, Oracle Commerce, Oracle Social Cloud, Oracle Commerce Experience Manager

- **Notable Customers:** Not disclosed

- **Pricing:** Not disclosed

Peerius (www.peerius.com)

Product Categories: Product recommendations, on-site personalization, mobile offers, email marketing, shopping cart abandonment emails

Product Names: SMART-recs, Smart-content, Smart-mail, Smart-trigger

Delivery: SaaS

Channels: Web, mobile, in-store, contact center

Key Facts:

- **Headquarters:** London, U.K.

- **Customer Geographies:** U.K., Germany, Australia, France, Austria, Spain, Sweden, USA, Switzerland, Belgium, Finland, Netherlands, Norway, Singapore, Thailand, Ireland, Luxembourg, India, Indonesia, Canada, Denmark, Italy and Malaysia

- **Industries Represented:** Retail, health and beauty, gifting, home and garden

- **Integrations: Teradata**, Silverpop, Email Center, more2, Kenscio, Experian Integrated Marketing Services, Demandware, Shopware, Zendesk

- **Notable Customers:** Tommy Hilfiger, SuperGroup, Jaeger, Notonthehighstreet.com, Arcadia (Topshop, Topman, Burton, Wallis, BHS, Dorothy Perkins and Miss Selfridge), Ted Baker, Lovehoney, The White Company, Charles Tyrwhitt, Cath Kidston, Topps Tiles, Homebase, Globetrotter, Butlers

- **Pricing:** Price is based on server load (driven by the number of recommendations) and professional services packages.

prudsys (www.prudsys.com)

Product Categories: Product recommendations, on-site personalization, search personalization, social offers, mobile offers, email marketing, shopping cart abandonment emails

Product Names: prudsys RDE Recommendations, prudsys RDE Search, prudsys RDE Newsletter, prudsys RDE Scoring, prudsys RDE Pricing, prudsys RDE Assortment Planning

Delivery: Software (on-premises or hosted), SaaS

Channels: Web, mobile, in-store, email

Key Facts:

- **Headquarters:** Chemnitz, Germany

- **Customer Geographies:** Argentina, Australia, Austria, Belgium, Brazil, Chile, China, Columbia, Denmark, France, Germany, India, Indonesia, Italy, Malaysia, Mexico, Netherlands, Philippines, Poland, Russia, Swiss, Singapore, Slovenia, South Africa, Thailand, Czech Republic, Turkey, U.A.E., U.K., U.S.

- **Industries Represented:** Electronics, fashion, books, fast-moving consumer goods (FMCG), home and Living, tools (or home improvement)

- **Integrations:** IBM WebSphere, Intershop, Demandware, GK Software

- **Notable Customers:** HP, Freemans, Media Markt, Saturn, Otto Group, Conrad Electronic, Esprit, Douglas, Bertelsmann, Coop, Moleskine, bon prix, Clemens and August (C&A), Obi.

- **Pricing:** Annual license based on client revenue; each module has a different price; performance-based pricing is also available.

Qubit (www.qubitproducts.com)

Product Categories: Product recommendations, on-site personalization, search personalization, social offers, mobile offers, email marketing, shopping cart abandonment emails

Product Names: Visitor Cloud, Deliver, Discover, Decipher, Opentag

Delivery: SaaS or hosted software

Channels: Web, mobile, in-store, contact center

Key Facts:

- **Headquarters:** New York and London

- **Customer Geographies:** U.S., Canada, U.K., France, Germany, Denmark, Norway, Sweden Finland, Netherlands, Spain, Italy, India, Australia, Poland

- **Industries Represented:** Retail, travel, financial services, entertainment and media, local services, telecommunications

- **Integrations:** Demandware, SAP hybris, Magento, Shopify, ExactTarget, Listrak, Bronto

- **Notable Customers:** Staples, Uniqlo, bebe, Arcadia, Shop Direct, Jimmy Choo, John Lewis, Thomas Cook, Hilton Hotels, DrJays, Legal & General, Eurostar, Moneycorp, CafePress

- **Pricing:** Prices are based on site traffic, with separate fees for professional services and add-on modules

RichRelevance (www.richrelevance.com)

Product Categories: Product recommendations, on-site personalization, search personalization, mobile offers, email marketing, shopping cart abandonment emails

Product Names: The Relevance Cloud (Recommend, Engage, Discover, Build)

Delivery: SaaS

Channels: Web, mobile, in-store, email, contact center

Key Facts:

- **Headquarters:** San Francisco, CA

- **Customer Geographies:** Argentina, Australia, Austria, Belgium, Brazil, Canada Chile, Columbia, Czech Republic, Denmark, Finland, France, Germany, Greece, India, Indonesia, Ireland, Italy, Japan, Luxembourg, Malaysia Mexico, Netherlands, New Zealand, Nigeria, Norway, Peru, Philippines, Poland, Russia, Singapore, Slovak Republic, South Africa, Spain, Sweden, Switzerland, Thailand, Turkey, U.S., U.K., Venezuela and Vietnam

- **Industries Represented:** Retail, consumer electronics, office supplies, apparel, sporting goods, general merchandise, groceries, travel

- **Integrations:** Oracle, Responsys, Demandware, IBM WebSphere, SAP hybris, CNET, DataSource, CheetahMail

- **Notable Customers:** Target, Williams-Sonoma, Nordstrom, Costco, Office Depot, Marks & Spencer, John Lewis, Tesco, PriceMinister, Galeries Lafayette, B2W (LATAM)

- **Pricing:** License model, based on the revenue of the purchasing site or organization, or the use of the platform.

Sailthru (www.sailthru.com)

Product Categories: Product recommendations, social offers, mobile offers, email marketing, shopping cart abandonment emails, online ad retargeting personalization

Product Names: Sailthru, Sailthru Advanced Analytics, Sailthru Sightlines

Delivery: SaaS

Channels: Web, mobile, in-store, contact center, social media

Key Facts:

- **Headquarters:** New York

- **Customer Geographies:** Argentina, Australia, Brazil, Canada, China, Germany, India, Ireland, Italy, Japan, Jordan, Lebanon, Malaysia, New Zealand, Slovenia, South Africa, Spain, Sweden, Switzerland, Turkey, U.K., U.S.

- **Industries Represented:** E-commerce, retail, media and publishing

- **Integrations:** Gigya, Twitter, Beepsend, Twilio, Taboola, WordPress (Automattic), Drupal, Magento, Bounce Exchange, mParticle, Twitter Lead Generation Cards, Facebook Custom Audiences, Google (Gmail inbox actions), Opt-Intelligence, Fluent, Kickdynamic, Agari,

- **Notable Customers:** Alex and Ani, Everlane, Matchesfashion.com, Frank & Oak, Method, Country Outfitter, Fila, Birchbox, Rent the Runway, ShoeDazzle, The Economist, Business Insider, AOL, The Huffington Post, Thrillist, The Christian Science Monitor, Sports Illustrated

- **Pricing:** Based on an annual subscription model.

Salesforce (www.salesforce.com)

Product Categories: Product recommendations, on-site recommendations, search personalization, social offers, mobile offers, email marketing, shopping cart abandonment

Product Names: Predictive Intelligence, Social Studio, Social.com, MobileConnect, Email Marketing, Journey Builder and Active Audiences

Delivery: SaaS

Channels: Web, mobile, in-store, call center, email and social

Key Facts:

- **Headquarters:** San Francisco, CA

- **Customer Geographies:** Not disclosed

- **Industries Represented:** Not disclosed

- **Integrations:** Predictive Intelligence integrates with Salesforce Sales Cloud, Service Cloud, Marketing Cloud, and Community Cloud, as well as with Oracle Commerce, IBM WebSphere and Coremetrics, Demandware, SAP hybris, Magento, and Adobe Analytics

- **Notable Customers:** Diesel, MagnetStreet, Fred Meyer, Sears Canada, OnlineShoes

- **Pricing:** Not disclosed

Salesforce entered personalization through its 2013 acquisition of ExactTarget. Its roots in personalization go back to 2004 with iGoDigital, which ExactTarget acquired in 2012.

SAP (www.sap.com)

Product Categories: Product recommendations, on-site personalization, social offers, mobile offers, email marketing, shopping cart abandonment emails, online ad retargeting personalization

Product Names: SAP hybris Marketing Solution (Data Management, Segmentation, Recommendation, Conversion, Acquisition, Retention, Planning, Orchestration and Insights)

Delivery: Software or SaaS

Channels: Web, mobile, in-store, contact centers, social

Key Facts:

- **Headquarters:** Walldorf, Germany

- **Customer Geographies:** Not disclosed

- **Industries Represented:** Not disclosed

- **Integrations**: Adobe, OpenText, SAP hybris Web Content Management Software (WCMS), SAP Cloud for Service, SAP CRM for Service & Call Center, Salesforce, SAP Cloud for Marketing, real time integrations with 16 different email service providers, SAP hybris Commerce Suite, Demandware, Amazon, NetSuite, Magento

- **Notable Customers**: Staples, Belk, L'Oreal, Loblaws, Société de Transport de Montréal (STM)

- **Pricing:** Not disclosed

SAP entered personalization with its 2014 acquisition of SeeWhy (which started personalization in 2009).

SAS (http://www.sas.com/en_us/home.html)

Product Categories: Product recommendations, on-site personalization, social offers, mobile offers, email marketing, shopping cart abandonment emails, online ad retargeting personalization

Product Names: Adaptive Customer Experience (Customer Experience Analytics, Customer Experience Targeting, Customer Experience Personalization), Digital Marketing, Intelligent Advertising, Digital Customer Experience Targeting, SAS Digital Marketing, SAS Intelligent Advertising

Delivery: Software (on-premises, hosted, hybrid), SaaS

Channels: Web, mobile, in-store, contact center, social

Key Facts:

- **Headquarters:** Cary, NC

- **Customer Geographies:** Not disclosed

- **Industries Represented:** Financial services, telecommunications, retail, gaming and hospitality, insurance

- **Integrations:** Not disclosed

- **Notable Customers:** Telefonica, Westpac, Ziggo, Lotte, Raiffeisen Bank Serbia, Northern Tool, Globe Telecom, ZapFi

- **Pricing:** Based on activity within the various applications. On-premises solutions typically have an upfront cost, plus an annual renewal fee. SaaS delivery typically has a flat rate.

Strands (http://strands.com)

Product Categories: Product recommendations, email marketing, shopping cart abandonment emails

Product Names: Strands Retail Recs, Strands Email Recs, Strands Search Recs

Delivery: SaaS

Channels: Web, mobile, in-store, contact center

Key Facts:

- **Headquarters:** San Mateo, CA

- **Customer Geographies:** U.S., Canada, U.K., Spain, France, Germany, Italy, Denmark, Sweden, Russia, Turkey, Japan, Singapore, Brazil, Columbia, Australia, New Zealand, India

- **Industries Represented:** Retail for Apparel, Consumer Electronics, Home & Garden, Grocery, Kids & Family

- **Integrations:** Commerce Platforms: Demandware, Magento, Shopify, PrestaShop. Email: Bronto Software, ExactTarget, Responsys, MailChimp

- **Notable Customers:** Carrefour, Panasonic, SkyMall, D&R Books, Chewy.com, Ashley Stewart

- **Pricing:** Simple pricing based on the number of recommendation impressions, and some advanced functionality is also a differentiator for Strands. Strands shows the pricing tiers on its site and offers the ability to sign up for a free 30-day trial.

Syntasa (www.syntasa.com)

Product Categories: Product recommendations, on-site personalization, search personalization, social offers, mobile offers, email marketing, shopping cart abandonment emails, online ad retargeting personalization

Product Name: Behavioral Analytics

Delivery: Software or SaaS

Channels: Web, mobile, in-store, contact center

Key Facts:

- **Headquarters:** Herndon, VA

- **Customer Geographies**: U.S., Canada

- **Industries Represented**: Retail, government, financial services

- **Integrations**: Cloudera, Adobe, Hortonworks

- **Notable Customers**: Lowes, Microsoft, T. Rowe Price, U.S. government

- **Pricing**: Offers subscription-based pricing and data science consulting services.

WibiData (www.wibidata.com)

Product Categories: Product recommendations, on-site personalization, search personalization, social offers, mobile offers, email marketing, shopping cart abandonment emails

Product Names: WibiRetail, WibiEnterprise

Delivery: Software

Channels: Web, mobile, in-store, contact center, social

Key Facts:

- **Headquarters:** San Francisco, CA

- **Customer Geographies**: U.S.

- **Industries Represented**: Retail, Financial Services, Telecommunications & Utilities

- **Integrations:** Tableau Software, DataStax, Cloudera, Hortonworks

- **Notable Customers**: Macy's, Neiman Marcus

- **Pricing:** Term software license

Market Recommendations

For application leaders supporting personalization:

- Work with constituents across the company to identify the holistic need for personalization (digital commerce, sales marketing, service, etc.); many vendors offer multiple products and can fill multiple needs using the same underlying technology.

- Document the desired personalization strategy based on business objectives, and recognize that additional data may be required beyond the most common behavior-oriented data generated by personalization engines. Optimum personalization requires specific knowledge about customers, knowing their preferences, recognizing their interests and understanding their intent.

- Identify personalization technology being used within the organization that could be leveraged, and assess whether the technology meets the required needs of the business.

- Determine whether the optimum solution is to integrate personalization applications with existing applications, or whether an all-in-one solution is required.

Gartner Recommended Reading

Some documents may not be available as part of your current Gartner subscription.

"Ten Best Practices for Privacy and Personalization in Digital Business"

"Predicts 2014: E-Commerce Becomes Digital for Those That Can Adapt Fast"

"Use Personalization to Drive Digital Customer Engagement"

"Effective Use of Online Personalization Can Increase Digital Profits"

"Incorporate MDM Into Your Digital Personalization Strategy to Increase Your Profitability"

"Personalize the Online Customer Experience to Drive Satisfaction and Digital Sales"

"Drive Digital Business Using Insights From Symposium's Analyst Keynote"

Note 1 The History of Personalization

Commerce and personalized selling has existed since the Stone Age, when cavemen bartered with each other for the exchange of goods. In approximately 3100 BC, personal seals were introduced, which were followed by personalized royal coins in the sixth century BC. Custom clothing (12th century) came next followed by personalized clothing through the use of monograms (18th century) and, eventually, personalized products configured by the buyer. It is the technology of the 21st century; however, that has brought about personalization of an individual's experience without human intervention.

Note 2 Source

Gartner surveyed 77 customers of the digital personalization engine vendors included in this guide during October and November 2014 as part of the research for this Market Guide. Customers were located predominantly in North America and Europe, with limited representation in the Asia/Pacific region, Middle East/Africa and Latin America. Vendor's personalization solutions were deployed in all regions. The largest usage was by retailers, followed by media (advertising and publishing) and services (IT services and software).

Note 3 Smart Personalization

Just as technology can create "smart machines," it can also create smart personalization, which incorporates a combination of predictive analytics and modeling coupled with adaptive analytics.

Predictive analytics describes any approach to data mining with four attributes:

- An emphasis on prediction, rather than description, classification or clustering

- Rapid analysis measured in hours or days, rather than the stereotypical months of traditional data mining

- An emphasis on the business relevance of the resulting insights (no ivory tower analyses)

- An increasing emphasis on ease of use, thus making the tools accessible to business users

Predictive modeling is a commonly used statistical technique to predict future behavior. Predictive modeling solutions are a form of data mining technology that analyzes historical and current data and generates a model to predict future outcomes. In predictive modeling, data is collected, a statistical model is formulated, predictions are made and the model is validated (or revised) as additional data becomes available. Predictive models analyze past performance to assess how likely a customer is to exhibit a specific behavior in the future.

In its fundamental form, adaptive learning is a methodology that changes the pedagogical approach toward a student based on the student's input and a predefined response. Adaptive learning is becoming associated with large-scale collection of learning data and statistically based pedagogical responses. It can be seen as a subset of personalized learning, which includes such approaches as affective and somatic computing.

Note 4 Product Stalkers

Product stalking occurs when reminding shoppers about previously viewed items or abandoned items in shopping carts, and the personalization is out of context. For example, a male shopper is looking at men's suits. The shopper makes no purchase decision. In fact, the shopper does not even place a suit in a shopping cart for future consideration. The shopper leaves the computer for a few hours (or even days). The next activity the shopper does on the computer is to check the stock market or perform work-related research. While checking the stock market or performing other non-shopping-related online activities, the previously viewed suit pops up on the shopper's computer.

Because this is totally out of context (i.e., the shopper is not shopping, but rather performing other online activities), the shopper is likely to find the pop-up annoying. Worse yet, the shopper is likely to feel uncomfortable, because the seller is able to trace the shopper's online activity and remind the shopper of the suit, which is likely to make the shopper feel that his privacy is being invaded and that he is being stalked by a suit. Personalization must be kept in context for it to be successful. (See "Ten Best Practices for Privacy and Personalization in Digital Business" for more insight on optimum personalization.)

Note 5 Detailed Key to Table 4

The values used in Table 4 apply to the personalization products described in the vendor's profile and are included in this market guide. Values do not represent the entire enterprise or other mature products offered by the enterprise. Table values were derived as follows:

- Founded represents the date the vendor's company or original business was started.

- Initiated personalization represents the date the vendor began personalization.

- Company size represents the size of the vendor, based on the number of employees working for the vendor, as designated below:

  - An SMB has fewer than 100 employees.

- A midsize company has 100 to 999 employees.

- A large-size company has 1,000 to 4,999 employees.

- An enterprise-size company has 5,000 or more employees.

- The most common customer profile represents the vendor's most common size customer served by the vendor, based on the customer's revenue. Customers were segmented as follows:

  - SMB customers have sales of less than $10 million.

  - Midsize customers have sales of $10 million to $1 billion.

  - Large customers have sales of $1 billion to $50 billion.

  - Enterprise customers have sales of more than $50 billion.

For a customer segment to be listed on Table 4, it had to represent the largest percentage of customers served by the vendor. In the case where multiple segments are mentioned, the combined segments represented a significance percentage of the customer base.

- IT delivery represents whether the vendor is selling the digital personalization engine as software or SaaS, which is indicated below. In addition, 71% of the vendor references we surveyed use personalization via a SaaS delivery model, with only 30% using an on-premises solution:

  - Software represents that the vendor offers software that can be installed on-premises or hosted off-site.

  - SaaS represents that the vendor offers a SaaS solution.

  - SaaS and software represent that the vendor offers a SaaS solution and a limited software solution that may not represent the entire product set.

  - SaaS or hosted software represents that the vendor offers a SaaS solution and a hosted software solution, but not a traditional on-premises software solution.

- Customer geographies indicate the number of countries in which customers are served or the specific countries in which customers are reserved for the personalization engine. In some cases, vendors did not provide a specific list of countries, which is represented as "Not Disclosed." In other cases, vendors provided a count of countries, but did not specify which countries; in this case, the table reflects the count of countries and the vendor's profile may indicate "Not Disclosed."

- Channels are the customer touchpoints in which personalization can take place:

  - Web represents e-commerce sites.

  - Mobile represents either mobile websites or mobile apps, including tablet websites and tablet apps.

- In-store represents kiosks, point-of-sale systems, clienteling apps or anything else that takes place in a physical store.

- Contact center represents phone calls, chats or any other personalized communications.

- Social represents personalized communications that take place on a social network.

- Email represents personalized emails that are generated and sent to customers.

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