

TABLE OF CONTENTS

LIST OF FIGURES	3
I. INTRODUCTION & KEY FINDINGS	4
1.1 Key Findings	4
1.2 Report Scope & Structure	6
II. OPERATOR PLANS FOR CEM	7
2.1 CEM Adoption Moves Up a Gear	7
Operator Understanding of CEM Increases	7
Drivers & Barriers for CEM	8
Assessing Starting Points & Next Steps for CEM Is Getting Easier	9
2.2 Factoring in the Customer Voice	13
2.3 The Power of the Single Indicator – but Which One?	14
One Metric to Bind Them All	14
Contenders in the Single Indicator Race	15
Which Approach Will Prevail?	16
2.4 Making Sense of CEM System Candidates	17
What Is a CEM System?	17
The Problem With Point CE Tools	17
Telco CEM System Trends	18
The Role of CEM Professional Services	18
2.5 Telco CEM Maturity	19
III. CEM SYSTEM VENDORS TARGET BIG OPPORTUNITY	20
3.1 CEM System Vendors Expand Their Footprint	20
3.2 CEM Systems Vendors at Different Stages of Development	22
Big Data Strategies	22
CE Analytics	23
CE-Driven Process Automation	23
Summary of Vendor CEM Positioning	24
IV. CEM SYSTEM VENDOR PROFILES	26
4.1 Accenture	26
4.2 Aito Technologies	28
4.3 Alcatel-Lucent	30
4.4 Amdocs	32
4.5 Ericsson	33
4.6 Huawei	35
4.7 IBM	36
4.8 NSN	38
4.9 Oracle	41
V. CONCLUSION	44
APPENDIX A: ABOUT THE AUTHOR	45
APPENDIX B: LEGAL DISCLAIMER	46