

BUSINESS DRIVER	ROLES	NEEDS	CHALLENGES	IMPACT
Create new, richer Web site capabilities and experiences that excite customers	Marketing Executive, Marketing and Design Agencies, and Sales Executives	Enable customers to strengthen their relationships in the Web community	Customers have difficulty locating and communicating with people who have common interests	Opportunities to increase customer loyalty by linking to communities are lost
		Help customers experience rich search capabilities	Customers have trouble finding relevant information on the Web site	Customers are not informed about product and service offerings, potentially driving them to competitors
		Help customers experience rich media capabilities	Media content is poor compared to competitors	Customers perceive the company as being outdated and having poor customer service
		Enable customers to personalize features for data retrieval, ecommerce, search, and communication	Static, generic Web site information does not attract or retain customers	Customers migrate to competitors
		Provide consistent image and brand on the Web site to increase customer loyalty	Web site content is inconsistent with company's image and brand Actual or perceived lack of functionality (lack of e-commerce transaction security, for example) leads to customer dissatisfaction with brand	The company's image and brand are tarnished as a result of ineffectively using Web technology
Grow business from Web site activity with customers and partners	CEO, CMO, and CIO	Use sophisticated selling methods to enhance ecommerce presence	Selling additional products over the Web without extensive human interaction and drop-in customer service is difficult, expensive, and time consuming	Low Web sophistication leads to lower sales and poor advertising revenue
		Ensure customers experience better service, increasing repeat purchase and loyalty	Integrating the online buying process with an isolated customer service infrastructure is difficult	Poor customer service results in lower sales and drives customers to competitors
		Use the Web site to reach new customers	Web site does not automatically drive customer acquisition or lead generation	Web site and related investments are not used to acquire new customers and create campaigns to reach prospects
		Involve partners and affiliate marketing to help expand market reach	Partners who can enhance the customer experience by providing additional sales and services are not included in the Web experience	Excluding partners reduces the scope of sales, leads to poor fulfillment of customer needs, and minimizes sales
Maximize return on investments in campaigns and Web site user interfaces	CIO, CMO, Information Architect, and User Experience Evangelist	Measure campaigns and promotions for effectiveness	Return on investments (ROIs) for marketing campaigns are difficult to measure, so management questions the effectiveness and payback of investments	Marketing funds are used ineffectively, Web investments are subjectively determined, and strategic deployment to drive sales is curtailed
		Analyze lead generation activities from qualification to maturity	Lead generation process/feedback is not effectively measured	Poor lead conversion rates (abandoned baskets) and marketing ROIs
		Analyze Web site traffic to refine campaigns and interfaces	Business data that lacks agility and awareness prevents proactive response to business opportunities	Poor customer experience drives customers to competitors Inability to effectively measure Web campaigns leads to poor ROI
		Discover market segments and correlation with buying patterns to help drive Web site design and campaigns	Manual analysis of data is expensive and time consuming Web platform lacks ability to perform predictive analytics to leverage market segment knowledge	Irrelevant offers and poor design drive customers to competitors Poor advertising ROI and lost revenue opportunities
Optimize business processes to support the customer Web platform	CIO, Information Architect, Information Designer, Web Strategist, and User Experience Evangelist	Ensure that Web site content is effectively managed and integrated	Digital content and semi-structured business workflows are scattered and misaligned	Customers may be misinformed by inaccurate content and may purchase improper products or services, leading to poor customer satisfaction Web content lacks sophistication, timeliness, and depth IT becomes a bottleneck in timely updates to Web site content
		Ensure that business processes are streamlined and integrated with LOB applications to support Web transactions	Disconnected systems increase process cycle times, require manual intervention, and are error prone	Disconnected systems often decrease revenue, increase operations costs, reduce responsiveness to customers, and lead to errors that negatively affect customer service and revenue

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BUSINESS DRIVER	PHASE 1	PHASE 2	PHASE 3
Create new, richer Web site capabilities and experiences that excite customers	Empower customers to provide feedback with collaborative online spaces	Allow customers with common interests to interact Allow customers to communicate with people inside the company via live chat Enable interactions with groups of customers via Web conferencing	Provide a rich environment for social networking that is integrated with the productivity infrastructure
	Enable customers to search Web site content by keywords	Allow customers to search by keywords across Web site content and supporting LOB data and applications	Provide a rich, intuitive, and visually-appealing search environment that embeds relevant information from Web site content and supporting LOB data and applications
	Offer customers compelling and differentiating experiences through streaming video	Improve the customer experience by including enhanced graphics, 3-D, high-definition video streaming, and interactive content	Enhance the customer experience with interactive video and media content Improve customer productivity and decision making with advanced data visualization, mapping and geospatial capabilities
	Support extensive customer information and preference profiles	Deliver customized, targeted, and aggregated information to customers based on their profiles and history Support personalization of advanced preferences and Web site layout	Deliver dynamically-customized, rich, targeted, and meaningful information to customers based on their interests, history, and profiles
	Offer consistent, reliable transaction processing and inquiries to gain customer loyalty	Provide consistent, sophisticated brand personality throughout the Web site design	Implement best practices to support the entire customer lifecycle through the Web site, building recognition of the brand as an industry leader
Grow business from Web site activity with customers and partners	Enable selling based upon customer requests through access to catalog and services Provide advertising support related to new launches	Support targeted offers to customers based on their preferences Empower customers to personalize Web site content with their favorite stores/products Enhance customer service with call center support	Actively target customers with offers based on history, seasonality, and demographics Optimize messaging through behavioral learning
	Support Web experience with integrated live chat customer service Provide FAQs based on product/service context	Provide better customer service request routing with keywords, metadata, and content Resolve customer service issues faster with decision tree-based FAQs	Enable customers to resolve their own service requests by providing an automated knowledge base
	Support basic demand generation through Web site advertising	Support reactive demand generation by capturing customer requests for information	Support robust demand generation through enhanced handling and management of referrals and prospects
	Include partners in an ecommerce ecosystem with limited tracking of sales and credits	Incorporate partners into an ecommerce ecosystem through a formal, structured process with robust tracking of sales/credits	Incorporate extensive partner ecosystem with integrated offerings and support of online community into customer Web experience Implement sophisticated tracking of partner sales/credits
Maximize return on investments in campaigns and Web site user interfaces	Evaluate campaign performance based on actual sales impact	Measure performance of targeted advertising and event-based marketing	Analyze ROI and profitability of campaigns in near real-time Track and visualize multi-wave, multi-channel campaign effectiveness
	Provide basic month-end lead generation analysis, such as closure rates	Provide weekly analysis of lead generation effectiveness by channel	Compile real-time feedback on lead effectiveness, routing, and closure rates
	Generate manual reports on basic Web site analytics, such as visitor segmentation	Support an interactive Web site activity dashboard with analysis tools	Drive current interactions/offers and future Web site design/campaigns with statistical analysis of Web site activity
	Correlate response of customer segments to specific advertisements	Present specific advertisements and offers relevant to customers and current context in Web site	Determine differentiating attributes of customer segments Predict the profitability of retaining customers long-term
Optimize business processes to support the customer Web platform	Provide basic content management of key digital assets and intranet with workflow, collaboration, and search capabilities	Implement formal process and supporting technology platform for authoring, staging, delivering, and producing Web site content	Use a single authoring tool for all intranet, Web, and extranet sites
	Outsource processes for supporting Web site transactions and integration with business partners	Automate integration of Web site business processes with existing internal business processes	Implement a formal, business-centric, shared services architecture to efficiently redesign, measure, and manage process integration

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