

The world of customer - engagement technology is bursting with new innovation...

...Yet skills are scarce for developing, sustaining, and supporting this technology.

14.8% (CRM 5-year CAGR)¹

300k - 600k

(Shortage of IT workers in the US)⁴

100 (Subcategories of CRM applications)²

\$964B (IT services spending in 2014)⁵

947 (Companies providing "marketing software")³

630K (US jobs potentially created through onshoring)⁶



Companies now have four options as they seek the talent needed to develop and sustain these "systems of engagement."

1. Recruit Employees



Pros :

- Dedicated talent
- Focused on core

Cons :

- Difficult to find
- Shrinking skills pool

2. Contract to Consultants

Pros :

- Flexibility in sourcing
- Available on-site

Cons :

- Relatively expensive
- Expertise is temporary



3. Go Offshore



Pros :

- Apparent lower cost
- Limited to well defined projects

Cons :

- Difficult to manage
- Challenged by Agile methodology

4. US Onshoring

Pros :

- Agile, collaborative, fast
- Advanced talent
- Superior TCO

Cons :

- Not Onsite
- Comparable costs to offshore in certain areas



^{1,2} Gartner, Use Gartner's CRM Application Functionality starfish to Evaluate Your CRM Requirements, Ed Thompson, August 5, 2014

³ CustomerThink.com

⁴ Tecna

⁵ Gartner, Forecast: IT Services, Worldwide, 2012-2018, 2Q14 Update, Kathryn Hale, June 13, 2014

⁶ ECS estimate