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Beyond Composition in

Customer Communications

How the market is re-architecting for 2027

An independent analyst view of how CCM architecture has changed, what the market is converging on, and what to verify when you evaluate a platform.

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About QKS Group

QKS Group, formerly Quadrant Knowledge Solutions, is a global advisory and research firm specializing in over 220 technology markets. The firm provides market intelligence, growth advisory, competitive benchmarking, and proprietary tools including the SPARK Matrix. QKS supports organisations with data-driven insight to navigate market shifts, refine strategy, and sustain growth.

Session structure

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Six sections across fifteen minutes

1 Market evolution

The two re-architectures the category has already been through

2 Convergence

Capability claims now common to nearly all platforms

3 Differentiation

The four directions vendors are investing in

4 Reference architecture

Which layers the category owns and which it does not

5 Regulatory constraints

What regulation requires of the architecture

6 Buyer implications

Scope allocation and review questions

Note **Composition capability has converged. The decisions now being made concern the layers around it.**

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Three generations of CCM architecture

Each generation kept the layer below it and added one above

REGULATED OUTPUT AT VOLUME

2000s	2010s	2020s
Document production	**Omnichannel composition**	**Communication platform**
Data feed	Data feed	**Open interface: API and agent access**
Composition bound to format	Channel-independent template	Channel-independent template
Print stream	Composition	Composition
	Output management	Output management
	Print Email Portal	**Context and preference services**
One template per output format	**One template, many channels**	**Called by other systems, not only its own users**

Observation **Composition was never removed. Each generation added a layer above it and left the one below in place.**

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Deployment and engine claims

Claims now common across the market, and what they no longer distinguish

Now claimed across the market

- Multi-tenant SaaS available
- Private cloud deployment
- On-premises deployment retained
- Hybrid configurations
- A single unified composition engine

Items requiring verification

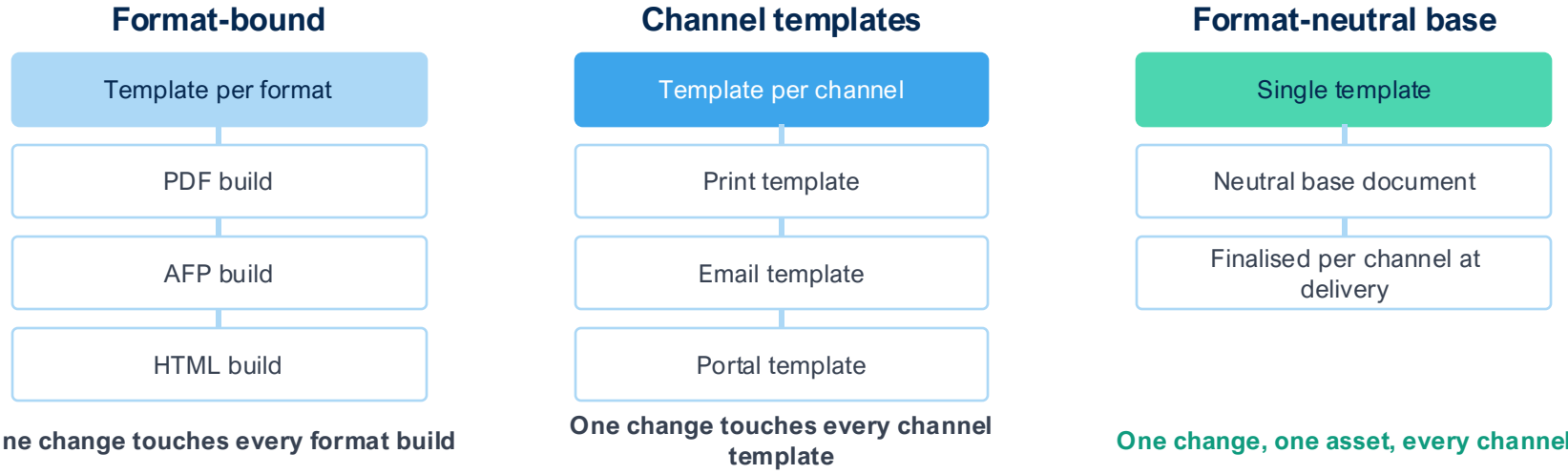
1. One codebase across deployment models, or one brand across several
2. The same template across batch, on demand and interactive, with no variant
3. Rebuilt for cloud, or a proven engine containerised. Both are valid, the ceilings differ

Observation **A capability claimed across the market does not differentiate. Verification requires demonstration.**

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Three composition architectures in the market

How one communication becomes many outputs, and what a change costs



Buyer question **Cost of change follows the composition pattern. The diagnostic is how many assets one wording change touches.**

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Four directions of category expansion

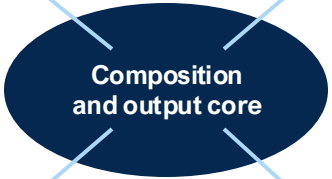
Where vendors are placing architecture investment, measured from the shared core

Modernisation

Migration tooling, template rationalisation, legacy retirement

Experience

Journey orchestration, engagement analytics, interactive documents



Industry depth

Pre-built content, core-system integration, vertical compliance

Communication infrastructure

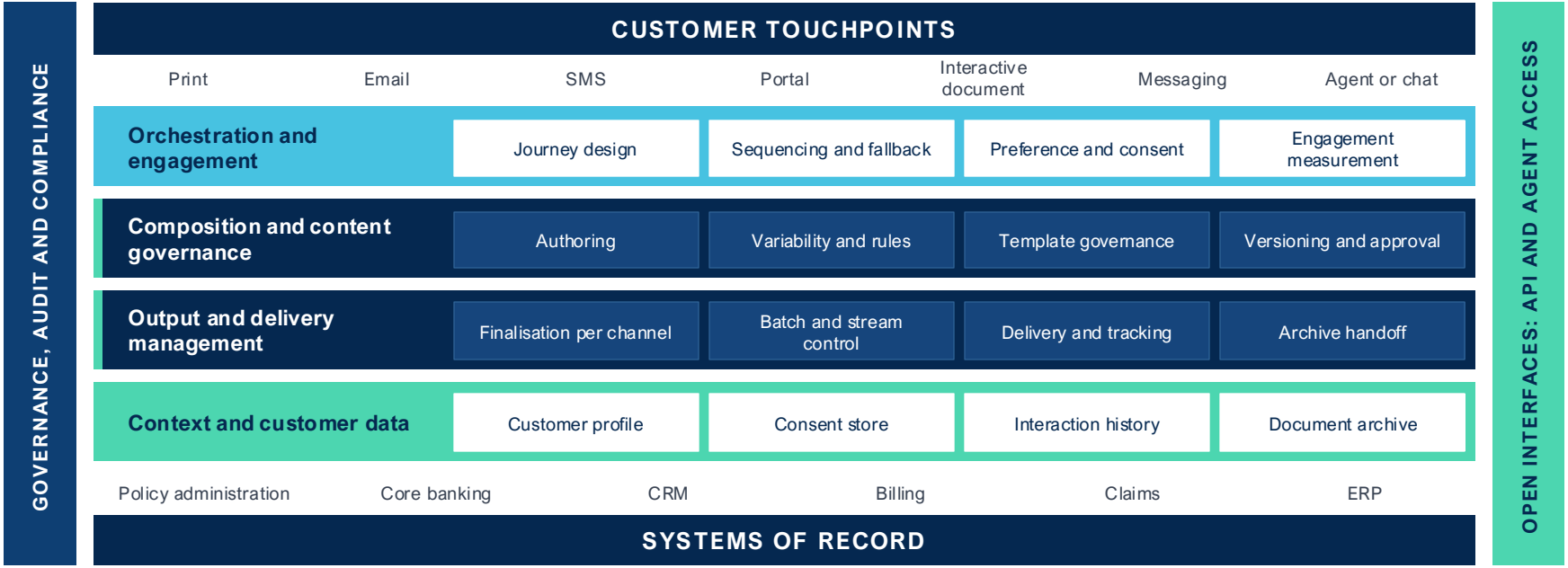
APIs, agent interfaces, event streams, delivery and archive services

QKS position **Category leadership does not require all four directions. It requires each vendor to state its direction so buyers can plan the rest of the estate.**

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CCM reference architecture

The layers of a communication estate, and which of them the category owns



Category core, owned by every platform

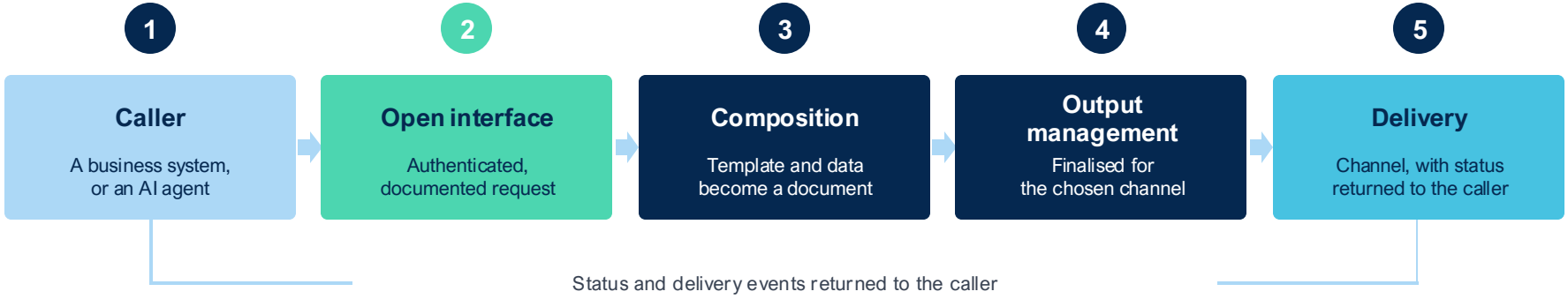
Expanding scope, varies by platform

Usually shared with the wider estate

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The interface layer and its callers

One request path, and what it costs when the layer is absent



With the interface layer

Any new caller is configuration. The platform is a service the estate consumes.

Without it

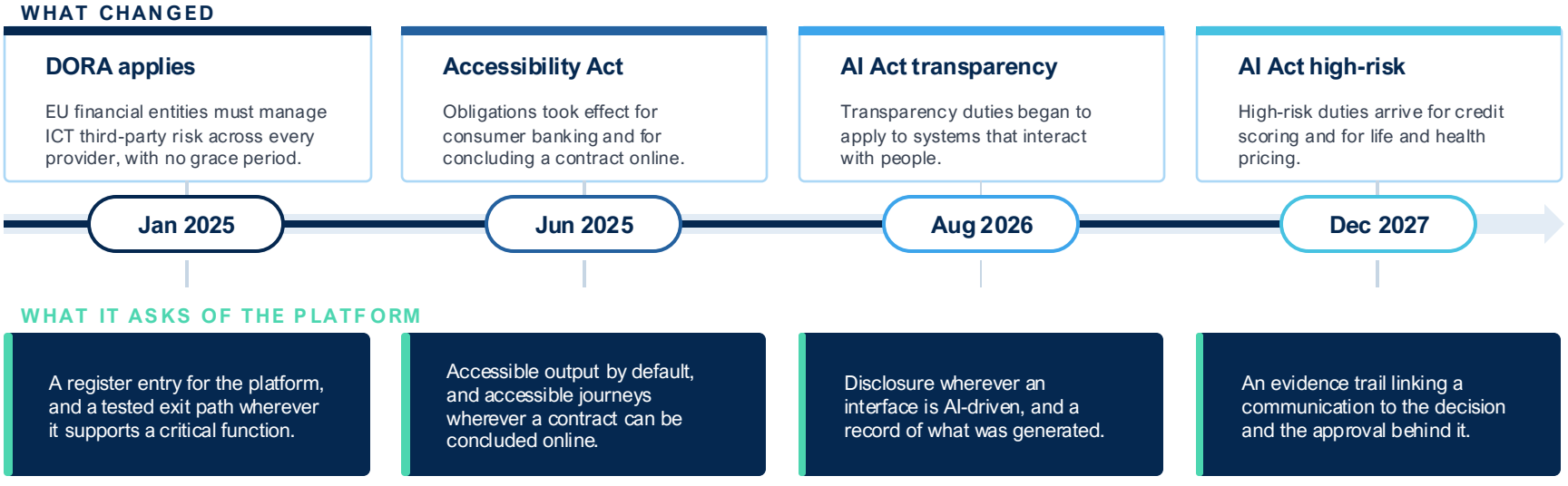
Every new caller is a project, priced and scheduled as integration work.

Status **Production adoption in CCM is unverified. This is a verification item, not an observed market condition.**

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Regulatory dates affecting the platform

What changed, and what each change asks of the architecture



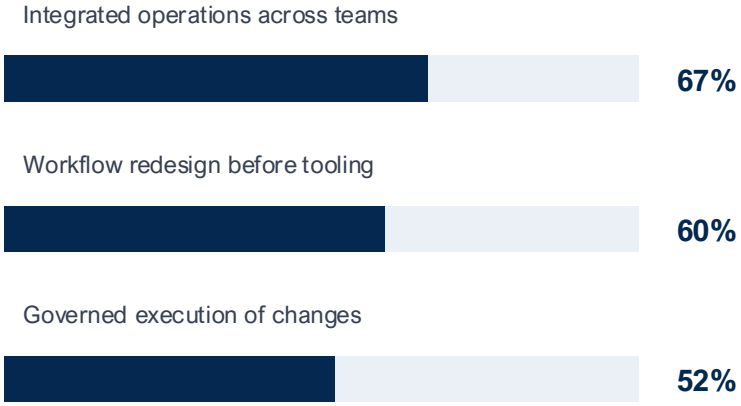
Assessment **These are constraints on the architecture rather than a substitute for it. Compliance alone does not establish platform fit.**

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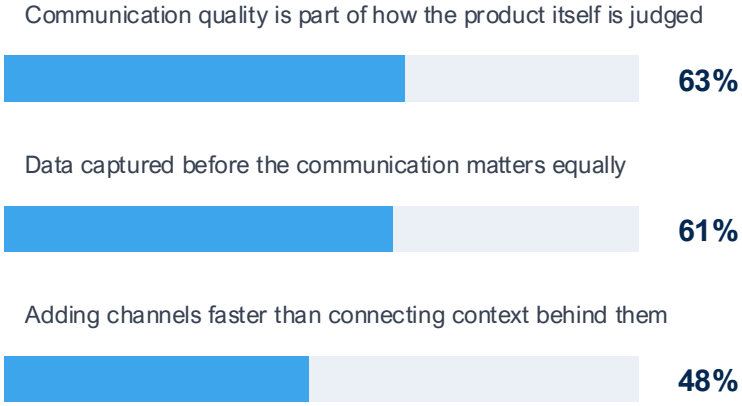
What communication owners report

From the QKS end-user survey run alongside the 2026 evaluation

OPERATING MODEL PRIORITIES



HOW COMMUNICATION IS JUDGED



Base: n = 140 enterprise communication owners · Fielded 2026

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Where agentic AI sits in CCM today

Capability by capability, against the expectations on the previous slide

IN PRODUCTION	IN PILOT	ANNOUNCED
Running at named enterprise customers	Demonstrated, limited deployment	Roadmap, not yet deployable
Authoring assistance: tone and readability	Corpus-wide content intelligence	Agents calling the platform directly
Guided authoring dialogues	Migration and rationalisation agents	Next-action recommendation
Automated translation of content	Content quality and compliance checks	Autonomous journey adjustment

CONVERSION GAP

Most agentic capability in this category sits to the right of this line, while buyers are asked to evaluate it as though it sits to the left.

Buyer test **Ask which side of the line a capability sits on, and for the named customer running it. Roadmap is not shipped capability.**

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Six architectural questions for platform review

For an incumbent platform and for platforms under evaluation

1. How many assets does one wording change touch?
2. Does one template run batch, on demand and interactive, unmodified?
3. Is the cloud runtime rebuilt or containerised, and which ceilings come with it?
4. Can another system call the platform without a custom build?
5. Where do context, consent and preference live, and who owns them?
6. Which of the four directions is this vendor actually investing in?

Scope **Applies equally to the platform already in production and to any platform under evaluation.**



Get in touch with us!

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