Tech 2022

Top Trends in Experience Management

Leveraging customer
data to power deeper
human experiences

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What's inside

SECTION 01

Digitizing the Human Experience

The world today has radically transformed—for high tech companies, for employees and especially for consumers. If 2020 was about questioning how we live and work, the future is about answering those questions. Disruption, changing expectations, and extreme competition are continued realities for today's high-tech companies. In person analog behaviors have also shifted to digital while consumer attitudes regarding brand and value continue to evolve. While every day seems to bring a list of "new normal", the constant is that customer experience is, and continues to be, the primary disruptive force.

Gartner* reports that nine out of ten Chief Marketing Officers now expect to compete mostly based on customer experience. Your competitors have figured this out and are making progress. Audience preferences

*Source: Gartner Surveys Confirm Customer Experience Is the New Battlefield

are changing, and they expect you to deliver on them. Competition is also heightened as the industry battles to launch disruptive technologies, transform business models and adjust to changing ecosystems.

You simply can't afford to be left behind, and must deliver a personalized, human experience that recognizes people as individuals, values their time, and uses what we know about them in a safe, secure way to bring utility and add value to their lives. Organizations that go beyond delivering on customer experience to elevating the human experience will be better positioned to create more meaningful connections, foster loyalty and, ultimately, drive growth.

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40%

of CEOs say their CIO or tech leader will be the key driver of business strategy – more than the CFO, COO, and CMO combined***

51%

of C-suite executives are planning to increase their CX-related technology spending.****

46%

of executives say that they have a fragmented approach to marketing and customer experience technology, with inconsistent integration between technologies.****

96%

of 3,000 C-suite executives have struggled to design and launch anything resembling human-centered experiences, yet said that they believe elevating the human experience should be a top organizational priority.*****

***Source: Khalid Kark et al., "Survey: CIOs are CEOs' top strategic partner," Deloitte CIO Journal on the Wall Street Journal, May 22, 2020.
****Source: Econsultancy, Adobe, 2020 Digital Tranformation Trends Report, 2020
*****Source: Deloitte Dbriefs Webcast, "Designing emotionally intelligent human experiences," Deloitte, January 9, 2020

Given that companies leading in customer experience are three times more likely than their peers to significantly exceed their business goals, the only way this happens is through smart use of technology and data to help automate, assemble and activate the right experience and messaging for the customer or prospect.**

High-tech companies understand the importance of leading the CX technology charge, though there is still much room for improvement.

The consequences of failure and continued inability to better leverage technology and data to deliver a more human digital experience are significant, especially for high-tech companies. To remain relevant against an onslaught of evolving customer attitudes and disruption coming from traditional and non-traditional competitors, high tech companies must change the way they build, organize and operate the customer experience and must address the technical, data and organizational challenges that stand in the way.

**Source: Econsultancy, Adobe, Experience Index: 2020 Digital Trends, 2019

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TREND 01: EXPERIENCE MANAGEMENT

The Crowded B2B Tech Market

High tech companies are facing stiff competition from below, above and from the sides in a crowded B2B market. Forrester predicts as many as 20% of the Fortune 500 won't make it through 2021 intact.* High tech disruptors are agile, focused and adept at B2B customer experience because they have to be. Other sectors look to high tech companies to both set the bar for innovation as well as provide products and services to accelerate their own industry's digital transformation. That's why the technology industry is one of the fastest-growing sectors in the market, expected to reach a $5 trillion market value by the end of 2021.** New competitors launch daily to meet this growing B2B demand. According to one study, when asked to rate the intensity of competition on a scale of 1 to 10, 60% of high tech marketers responded with an eight or higher.*** That level of competition leaves slim margins for error, so it's no surprise that B2B high tech companies allocate about 15% of overall budget to marketing each year.*** High tech companies cannot assume the industry will shake out any time soon. Expect a long, hard slog as competitors continue to one up each other through innovation, convenience and, of course, experience.

INSIGHT TO OPPORTUNITY

· To fend of competition, high tech companies need to enable digital transformation that streamlines processes and decision making through automation.

· Agility and speed to digitize are critical. They require the right digital transformation tools and infrastructure backed by agile enterprise engagement platforms, a command of operational and customer data and scalable organizational structures. This would allow high tech companies to pivot quickly to meet customers' rising expectations.

*Source: https://go.forrester.com/blogs/predictions-2021-winning-cios-get-future-fit/
**Source: https://goremotely.net/blog/technology-industry-stats/
***Source: https://business.adobe.com/resources/15-stats-about-b2b-high-tech.html

53%

Percent of large organizations who cite outdated workflows as the top internal barrier to successfully creating digital experiences.*

*Source: Econsultancy, Adobe, Experience Index: 2020 Digital Trends, 2019

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TREND 02: EXPERIENCE MANAGEMENT

Take Back Your CX Data

High tech companies are challenged by complex data systems and multitudes of data sources that hinder visibility and control. To address these challenges, many companies are consolidating tool sets, establishing formal data strategy and governance policies, and coming to appreciate data for what it is: an underleveraged asset. To compete today, high tech companies need to make data management a core competency—where data is owned and maintained in house. This gives high tech companies rapid and efficient access to real-time, relevant customer data that informs quick decision making by people and algorithms.

INSIGHT TO OPPORTUNITY

· A Customer Data (CDP) platform allows high tech companies to access, activate and orchestrate the customer journey using accurate customer data, in real time.

· The CDP needs to record and track customers' online behavior across devices in real time, gather insights on customers' data trails and be supplemented by other owned data sources. This provides a 360-degree view of customers, creating the foundation for an omni-channel customer experience.

*Source: Deloitte Center for Technology, Media, & Telecommunications; Digital media trends: How streaming video services can tackle subscriber churn, 2021

"In an increasingly digital world, being client-centric means being data-centric. Particularly in the post-COVID era, companies can't meet face-to-face with clients, so they rely more heavily on data and analytic insights. The analytics capabilities we have in place deliver these insights and unleash the value contained within our data."

— Santhosh Pillai, Chief Architect and Data Management, ABN AMRO

*Source: Deloitte Insights, Tech Trends 2021, 2020

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TREND 03: EXPERIENCE MANAGEMENT

How Data Can Unlock Opportunities for Meaningful Human Experiences

Today's customers crave a personalized, human experience tailored to their needs, wants and expectations. In fact, they expect it. Why? Because they're telling high tech companies everything. Regardless of whether clients are using a digital service, contacting a call center or reaching out via social media, they willingly hand over data each time they interact with an institution. Everything high tech companies need to know about their customers' buying habits, intentions, hopes and dreams is hidden in plain sight. It's up to high tech companies to unlock this data and see the possibilities and meaningful experiences they can deliver.

INSIGHT TO OPPORTUNITY

• High tech companies can harness the power of the information offered up by their customers with the right processes and technologies.

• The right CDP platform, combined with activation and automation tools, can cut through the noise and capture information that matters in a consolidated customer record. The record can continue to be updated as more touchpoints occur—giving high tech companies the insight they need to deliver personalized, human experiences.

ONLY
38%
of companies strongly agree that they even know where all of their customer data is stored.*

80%
of companies list improving data management and activation capabilities as a top business priority.*

41%
of companies are challenged to create a unified data management strategy across teams.*

*Source: Forrester/Deloitte, What's the secret to winning on customer experience?, 2019

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TREND 04: EXPERIENCE MANAGEMENT

Beyond Content Management to Digital Experience Orchestration

The content management systems of today are light years ahead of early efforts. But they're falling behind already as experience leaders look to next-gen "DX platforms" that manage, deliver, and optimize experiences consistently across all digital touchpoints. Among other things, they coordinate content, customer data and core services, and unify marketing, commerce and service processes.

INSIGHT TO OPPORTUNITY

- Participating in the special moments of a customer's life comes down to informed awareness. High tech companies need to sense immediate changes in behavior and mood, capture pertinent information and deliver an actionable and appropriate response, offer or solution.

- High tech companies should leverage artificial intelligence (AI) and machine learning (ML) in combination with sentiment platforms to collect and understand data signals that help them identify moments and deliver against them in a personalized, relevant and meaningful way. These insights, used intelligently and ethically, can help high tech companies turn their data into a competitive advantage.*

*Source: Deloitte Insights, Tech Trends 2021, 2020

"The ability to capture and display information for decision-making becomes hyper relevant when you need to move this fast. Quickly adjusting strategy and tactics requires real-time data and sophisticated tools to create scenarios and forecasts."

— Peter Schwartz, Senior Vice President of Strategic Planning, Salesforce

*Source: Deloitte Insights, Tech Trends 2021, 2020

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Experience Management in Four Steps

1

Establish a customer experience operating model.

An operating model built on collaboration and connection can help focus experiences on the individual customer so you can deliver relevant, personal experiences.

2

Own your data.

Data should be a core competency, owned and maintained behind a high tech company's own firewall or cloud.

3

Automate your decisioning.

AI and ML should be used to identify the best way and time to engage with each customer, optimizing the experience and outcome.

4

Integrate internal business processes.

Connect processes and technologies across the ecosystem to create seamless omnichannel experiences trusted by customers.

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TREND 05: EXPERIENCE MANAGEMENT

From Real-Time to Autonomous Marketing: One Step at a Time

Autonomous marketing allows high tech companies to be right in the moments that matter—and at scale. AI and ML can help identify the best way and time to engage with each customer—even before the customer herself knows what she wants. Autonomous marketing allows high tech companies to deliver customer segmentation and targeting at scale, automate decision making and curate the right experience for each segment.

INSIGHT TO OPPORTUNITY

· Emerging technology requires a test and learn approach. High tech companies should begin their AI/ML journey in an incremental and iterative manner. Conduct small pilots that provide a quick win and deliver value through measurable KPIs such as customer engagement, retention and loyalty. Small-scale successes can be used to get buy-in from stakeholders and secure budget for larger scale deployments.

· The customer profile needs to be updated in real time by the marketing, commerce, services and sales teams during and after every touchpoint.

· Data should include both explicitly collected data as well as tacit and derived information.

8%
of business decision makers consider their companies' ML programs to be sophisticated.*

41%
of senior executives have deployed AI for online personalization.**

66%
of organizations are either already using AI and machine learning technology or are planning to invest in them.**

*Source: Algorithmia, 2020 state of enterprise machine learning, 2019.
**Source: Econsultancy, Adobe, 2020 Digital Tranformation Trends Report, 2020

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Five Attributes of Autonomous Marketing

Customer journeys
Non-linear and unique to each customer.

Advanced segmentation
Segmentation is not real-time personalization, but micro segmentation is.

Channel campaigns
The right content at each touchpoint regardless of channel delivery.

Advertising vs. marketing
Advertising and marketing are complimentary but serve different needs and should be measured accordingly.

Regulation and privacy
Regulation and privacy are not limiting. It's a chance to differentiate your brand by proactively leaning in (e.g., 3rd party cookie elimination).

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TREND 06: EXPERIENCE MANAGEMENT

Unique Customer Journeys Elevate the Human Experience

Delivering seamless, frictionless experiences across touchpoints requires the ability to **identify** customers across channels, email addresses, devices and timelines and create and maintain a single source of truth for each customer. This helps create meaningful connections as customers progress through the purchasing lifecycle from general awareness and research to sale to service and support. The goal, of course, is to improve retention while fostering life-long brand loyalty.

INSIGHT TO OPPORTUNITY

- Identifying a known customer opens so many doors for different types of engagement based on previous interactions. Anyone in the organization who has contact with a customer should be able to see all other interactions and the result. This empowers customer-facing employees across web, mobile, email and call centers to deliver relevant and personal experiences that matter.

- To power the Human Experience, you need a 360-degree view of each customer journey to help build trust and ensure privacy and security across touchpoints.

Source: https://www2.deloitte.com/us/en/insights/industry/technology/consumer-enterprise-digital-identity-management-strategies.html

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A Proper Digital Identity Management System

✅ **Safe**
To ensure security, privacy, and compliance.

✅ **Flexible**
To work across multiple platforms (on-premise and cloud); work with people, systems, and devices.

✅ **Agile**
To quickly adapt to changing end-user needs, IT requirements, and new applications.

✅ **Scalable**
To address the shuffling requirements of the business—such as adding new users from an acquisition or managing an influx of customers.

✅ **Open**
To accommodate many types of users, including employees, consumers, partners, and contractors.

✅ **Private**
To give users control over their information and an understanding of how it is used and how they can access it.

✅ **Frictionless**
To provide a seamless and convenient experience for both users and cybersecurity administrators.

✅ **Resilient**
To overcome potential service disruptions, technology failures, or Cyber threats—whether on-premise or in the cloud.

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TREND 07: EXPERIENCE MANAGEMENT

From Singular Service Transactions to Lifelong Engagement

Customers spend more time with services and support over time than sales or marketing. High tech companies must think of the customer service function (don't say call center) as an integral part of the customer experience. Properly armed and enabled, service reps can enhance the value of the customer's use of the product and can make recommendations for upgrades and complimentary solutions in real time. Superior customer service requires data at the core and an ability to engage the customer in the channel of their choice.

INSIGHT TO OPPORTUNITY

Moving from customer service to lifelong customer engagement

- High tech companies need to empower service reps with customer context as they begin an engagement, requiring up-to-date customer information and details about previous touchpoints. A powerful service engagement can enhance retention and customer loyalty, increase the size of each sale and lead to upsell and cross-sell opportunities. The right rep can even provide field research into competing products and services the customer uses that the sales and marketing teams can leverage for competitive analysis and win-backs.

- From using AI to power chatbots and provide round-the-clock, agile customer services to utilizing edge computing to locally store, process, analyze, and react to data, high tech companies are realizing the double benefits of optimizing costs while improving operations. Additionally, cloud migration and low code/no-code platforms are helping high tech companies replace labor-intensive, manual workflows with highly reliable, cost-efficient and fast robotic operations.

*Source: Deloitte Insights, Tech Trends 2021, 2020

79%

of C-suite executives are currently using AI to automate marketing-related data analysis.*

Source: Econsultancy, Adobe, 2020 Digital Tranformation Trends Report, 2020

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Next Steps for Success

In today's changing business world, creating compelling human experiences is imperative to success. How can you hope to create those experiences without understanding the underlying needs and behaviors that drive your customers' preferences and demands? Today's consumers provide brands with valuable information every time they engage with them digitally. In exchange, they expect high tech companies to effectively manage that data to design unique experiences tailored to their wants and expectations. By leveraging technologies like machine learning, artificial intelligence, content management systems, and CDP platforms, you can deliver these experiences at scale, fostering lifelong brand loyalty and growth.

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Driving connection, loyalty, and growth for Tech — together

At Deloitte Digital, we help clients see what's possible, identify what's valuable, and deliver it in a way no other professional services or creative agency can. Deloitte's Experience Management solution combines Deloitte proprietary assets, experience and know-how with commercial platforms from key alliances with companies like Adobe to build and manage a winning customer engagement system that helps high tech companies drive connection, loyalty and growth with each interaction.

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- Deloitte Digital named a worldwide leader in Digital Customer Strategy & Experience Consulting based on breadth and depth of capabilities by ALM Intelligence.[1]

- Deloitte named a leader by Gartner in CRM and Customer Experience Implementation Services, worldwide.[2]

- Deloitte named a global leader in Digital Experience Agencies based on current offering and market presence by Forrester.[3]

- Deloitte named a leader, ranked #1 by IDC in Digital Strategy Consulting, worldwide and in all regions.[4]

- Adobe Global Digital Experience Partner of the Year 2019

- Adobe Americas Digital Experience Partner of the Year 2020

Adobe

- Industry analysts have named Adobe a leader in over 23 categories, such as Web Content Management, Digital Marketing Analytics, Digital Commerce, Marketing Cloud Platforms, and more.[5]

- Adobe Experience Platform, the industry's first open and extensible platform that stitches together data across the enterprise, enables brands to deliver impactful digital experiences in real-time.[6]

- Adobe Experience Cloud provides an end-to-end Customer Experience Management (CXM) solution for experience creation, marketing, advertising, analytics and commerce. It helps companies deliver consistent and compelling experiences across customer touch points and channels–all while accelerating business growth.[7]

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More Information about how Deloitte Digital and Adobe Elevate the Human Experience

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CONTACT INFORMATION

Dennis Startsev
dstartsev@deloitte.com
Principal and High Tech
Marketing Services Leader
Deloitte Consulting LLP

Michael Delahousaye
mdelahousaye@deloitte.com
Business Development and
Sales Executive
Deloitte Consulting LLP

Kenneth Marzin
kmarzin@deloitte.com
Senior Manager and Customer and
Marketing Transformation Leader
Deloitte Consulting LLP