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State of Customer Experience in High Tech B2B in an AI-Driven World

A strategic guide to building connected ecosystems and driving digital innovation

Foreword

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In High Tech B2B, the marketing landscape is undergoing a fundamental transformation driven by longer buying cycles, complex decision-making, and rising expectations for personalization and value-based engagement. As enterprise buyers seek trusted partnerships over transactional relationships, High Tech brands must deliver connected, insight-led experiences that resonate across every stage of the buyer journey.

This report highlights ten strategic insights that reveal how High Tech marketers are adapting to these new dynamics. While traditional acquisition channels like in-person events and partner marketing still dominate, marketing is taking on a direct revenue-driving role. Personalization remains limited and fragmented due to data silos, even as AI-powered tools begin to redefine solution discovery, content economics, and operational efficiency.

The High Tech leaders that will excel are those who unify their customer data, modernize their marketing organizations, and embrace AI with strong governance and strategic clarity. By aligning marketing with account-based strategies, scalable personalization, and intelligent automation, they can create seamless, value-driven experiences that accelerate pipeline growth, deepen customer relationships, and build long-term competitive advantage.

About the research

This report is based on global research conducted by Incisiv on behalf of Adobe in Q2 2025 to assess the state of digital transformation in the High Tech B2B Industry.

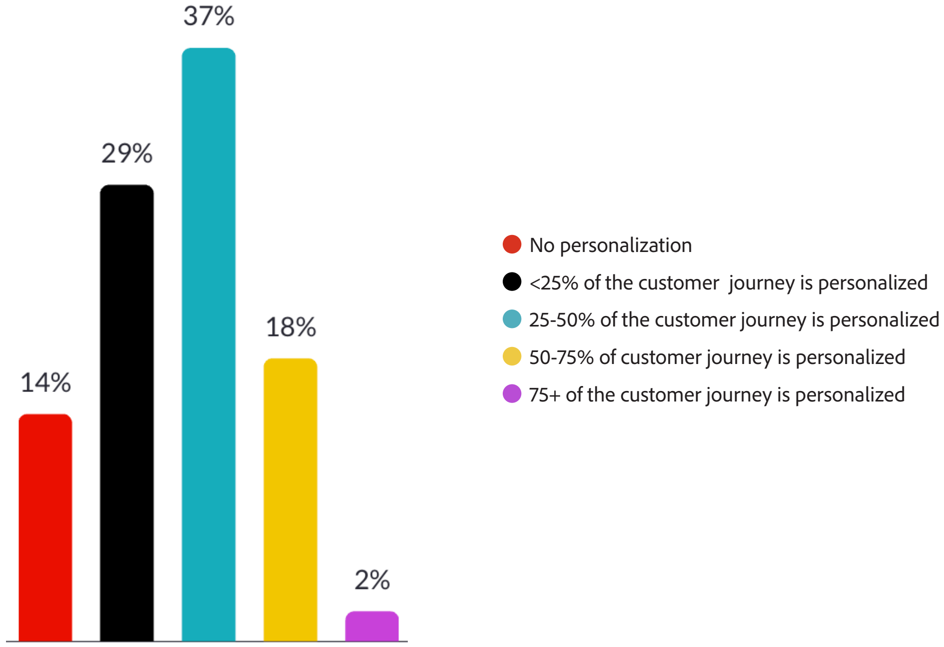
This report provides Top 10 industry specific insights that focus on strategic priorities and operational readiness across five critical dimensions: AI adoption, data integration, content scalability, organizational structure, and technology implementation.

- 314 High Tech B2B leaders participated in the study
- 9 Markets (North America, South America, Western Europe, Central Europe, Middle East, India, South East Asia, Australia and New Zealand, Japan)
- 67% of respondents were from companies with over $1 billion in annual revenue
- 57% respondents were VP level or above

Insight 01

Personalization in High-Tech B2B is still surface-level

Only **2%** of the High Tech B2B customer journey is personalized more than 75%



Note: This chart shows the % of current level of personalization across the entire customer journey

Most still struggle to deliver consistent personalization

High Tech B2B organizations face persistent challenges in embedding personalization across the full customer journey. While enterprise buyers increasingly expect tailored interactions, many firms rely on broad and undifferentiated tactics. The long cycles and involvement of multiple stakeholders only magnify this gap, creating interactions that feel fragmented rather than connected. Without a more integrated approach, companies risk losing buyer trust. This situation is especially challenging in fast-moving and highly competitive markets.

Personalization is treated as a priority but execution is fragmented

Although many leaders see personalization as critical, execution often remains limited to isolated tactics instead of full-funnel strategies. Early engagement phases such as discovery and research are especially weak, often missing the contextual depth that could influence buying decisions. As a result, the experience feels disconnected, with personalization failing to scale across different stages of the journey. This gap reduces the impact of marketing and sales activities. Companies that fail to address it risk being perceived as generic players with little differentiation.

A unified and scalable approach can unlock stronger relationships

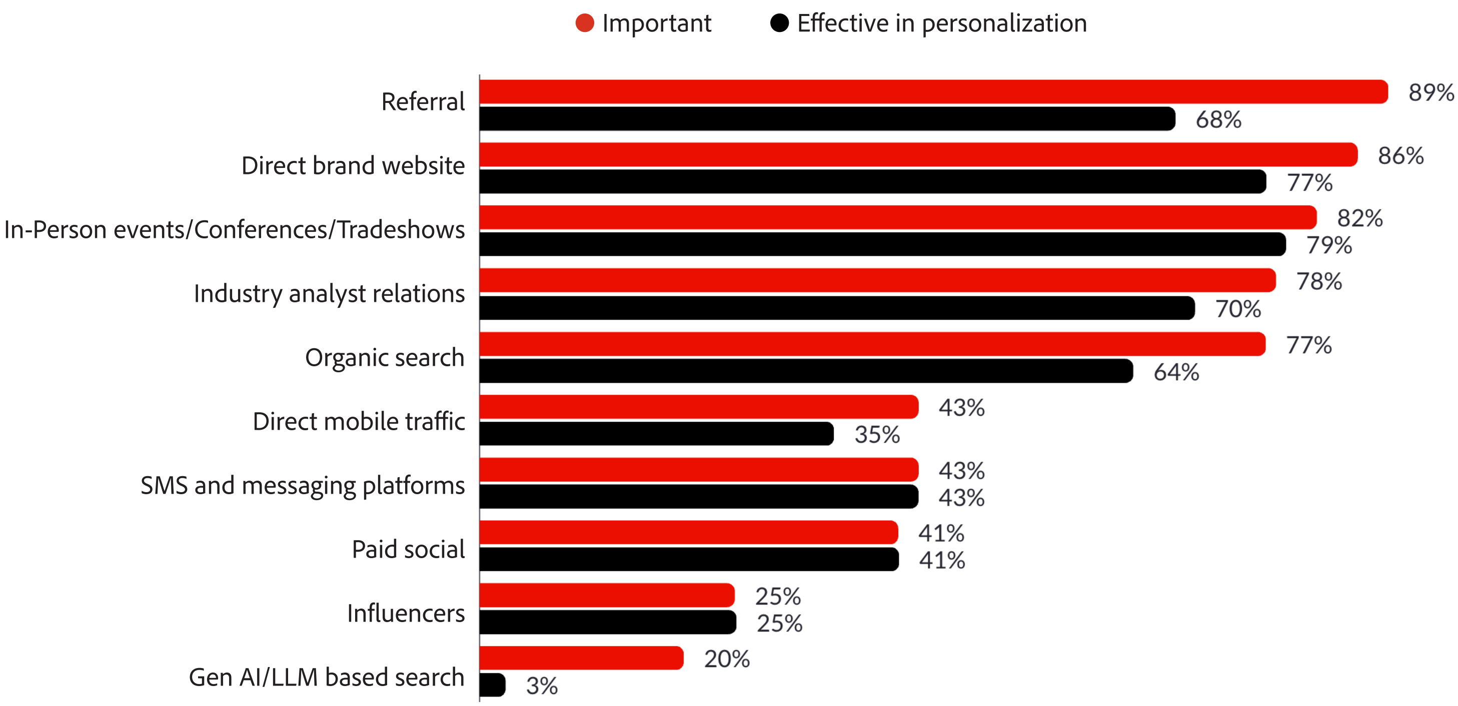
High Tech firms need to embed personalization into every stage of the customer journey to meet rising expectations. This requires connecting data across marketing, sales, and customer success functions to deliver a consistent buyer view. Advanced technologies such as AI and predictive analytics can reduce the effort and cost of scaling personalization, making one-to-one interactions more accessible. By doing so, firms can build trust, strengthen relationships, and accelerate deal cycles. The result is a clear shift from transactional interactions to long-term strategic partnerships.

Insight 02

Traditional acquisition channels dominate High-Tech B2B marketing

89%
of High Tech B2B orgs rank referrals as the most important acquisition channel

20%
see AI-based search as important today, signaling the next big shift



Note: This chart shows the % of respondents rating each channel by its level of importance and the effectiveness of their company in personalizing it

Traditional channels remain powerful, but digital influence is growing

In-person events, referrals, and direct websites still anchor B2B customer acquisition, offering credibility and trusted relationships. These channels remain valued for direct engagement and validation. Yet digital-first buyer behavior is reshaping the journey, decision-makers often research vendors long before formal introductions. This growing gap between reliance on traditional methods and the influence of digital touchpoints underscores the urgency for firms to adapt.

Digital channels increasingly shape buyer perceptions

As buyers increasingly use review platforms, search, social media, and analyst content, their impressions of a brand are often formed without direct engagement. This self-directed research reflects the reality of B2B buying networks, where decisions are shaped by peers, communities, and independent sources. While physical channels provide credibility, digital ecosystems determine discoverability and relevance. Many B2B firms underinvest in digital personalization, missing the chance to build trust with buyers already evaluating solutions in the background.

Winning B2B marketers will combine credibility with scalable digital trust

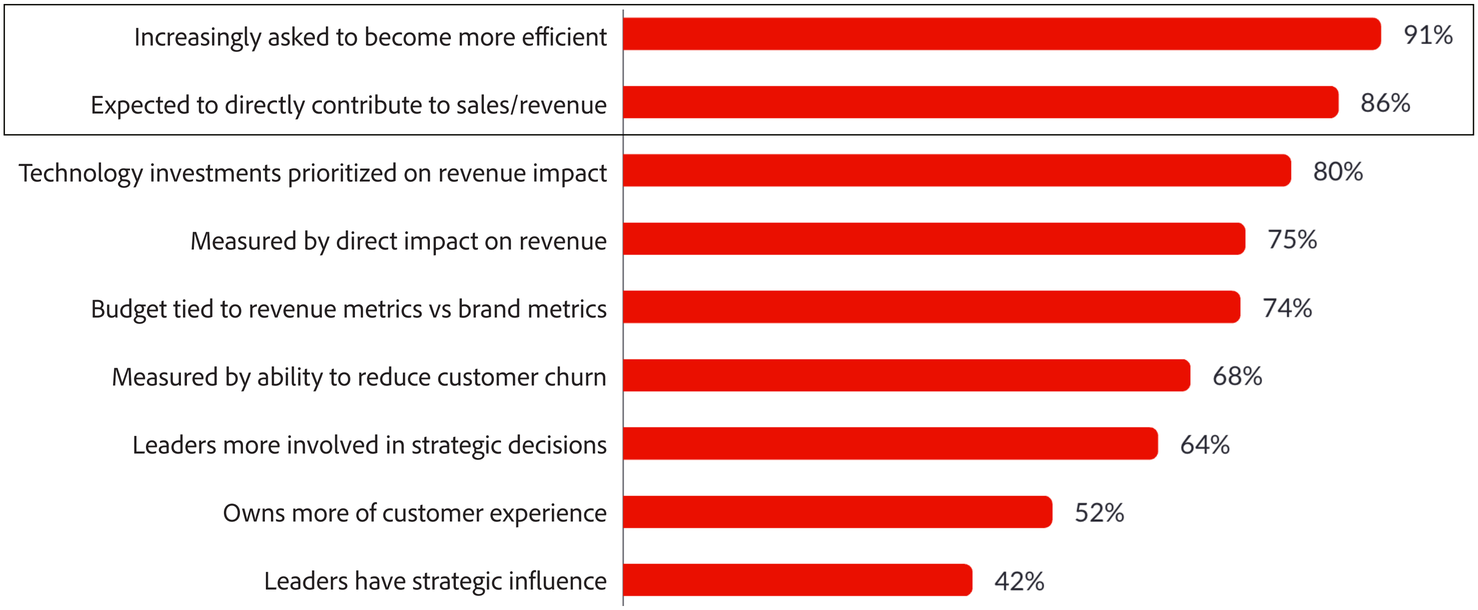
High Tech organizations must move beyond a binary view of traditional versus digital channels and adopt a hybrid acquisition model. Trust can be replicated digitally by amplifying customer advocacy, transparent thought leadership, and integrating personalized experiences across search, review sites, and professional communities. At the same time, scaling personalization through AI-powered tools ensures digital outreach feels relevant rather than generic. By merging credibility-driven channels with trust-building digital experiences, B2B brands can meet buyers where they are, long before a sales conversation begins.

Insight 03

Marketing's role expands beyond awareness in High Tech

86%
of High Tech marketers say they are expected to directly contribute to sales and revenue

While
91%
are under pressure to become more efficient



Note: This chart shows the % that said they agreed with this statement

Marketing is under pressure to deliver more with less

High-tech marketing teams are expected to achieve greater efficiency while navigating budget constraints and complex B2B ecosystems. With extended sales cycles for enterprise software, cloud platforms, or hardware solutions, marketers must prioritize automation and smarter resource allocation. For example, automated lead-nurture workflows, predictive analytics for buyer intent, and AI-driven content generation are helping teams scale without increasing costs. Efficiency is no longer optional; it is becoming the foundation for high-performing marketing functions in competitive, fast-evolving tech markets.

Revenue impact is becoming the primary measure of success

In the High Tech sector, marketing is no longer judged by awareness campaigns alone. It is increasingly evaluated based on its ability to accelerate deal velocity, generate marketing-qualified leads, and support pipeline growth for high-value accounts. Organizations are exploring platforms that help demonstrate measurable ROI, such as customer data platforms (CDPs), advanced analytics, and sales enablement tools. Marketing's alignment with revenue is evident in how teams collaborate with sales to drive conversions through account intelligence, targeted campaigns, and retention-focused initiatives.

Marketers are gaining a stronger voice in business strategy

High-tech marketers are becoming strategic contributors to business outcomes by connecting customer insights with product and sales strategies. For instance, marketing intelligence on cloud adoption trends or SaaS renewal behaviors now informs product roadmaps and pricing models. Leaders are embedding marketing perspectives into strategic planning sessions to better predict customer needs and competitive threats. By linking market insights to revenue, customer lifetime value, and innovation pipelines, marketing is positioning itself as a key driver of sustainable growth and long-term differentiation.

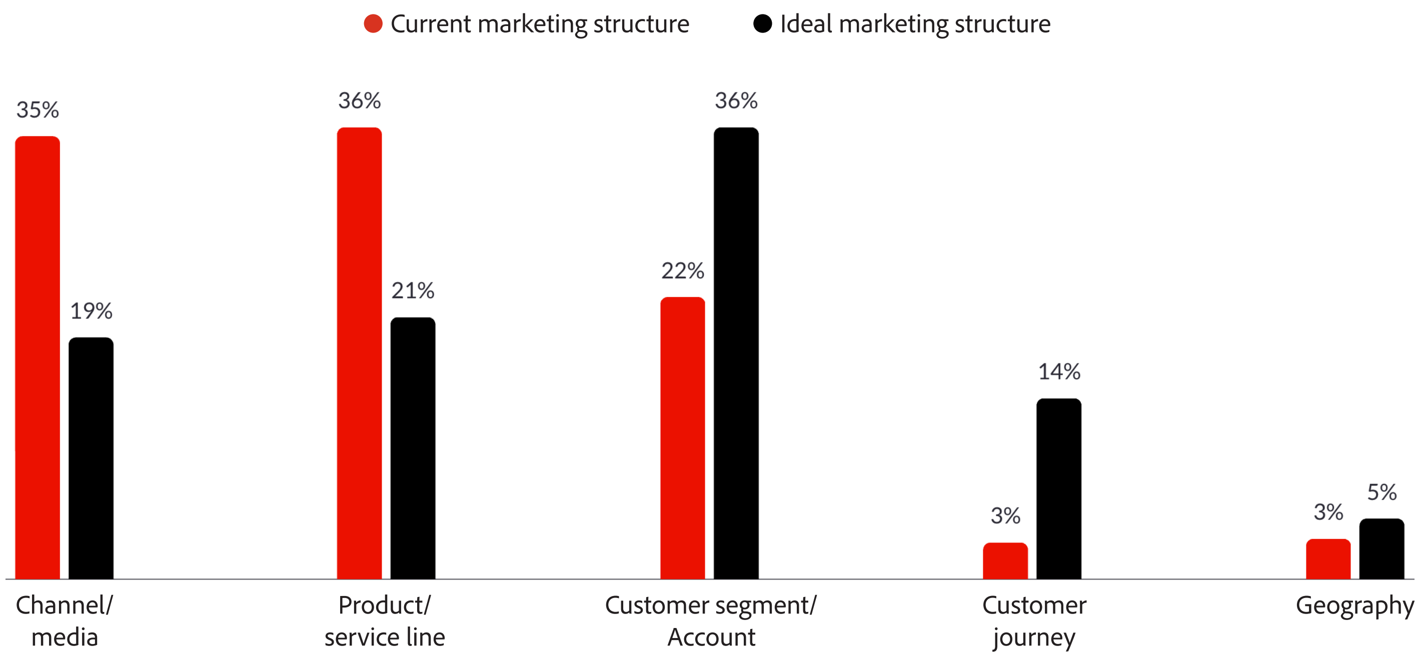
Insight 04

High-Tech marketers rebuild teams for complex buying journeys

35%
of High Tech B2B marketing teams are structured by channel/media

But only,
19%
say this should be the ideal

22%
are organized by customer segment, when 36% say it is ideal



Note: This chart shows current and ideal marketing organization structure

Legacy models slow enterprise engagement

In High Tech B2B, many marketing organizations are still structured around channels or product lines, which can fragment buyer experiences and create operational silos. This traditional setup often struggles to align with the complex, multi-touch buying journeys typical of technology decision-makers. As enterprise clients increasingly expect tailored, consultative interactions, a rigid product-first approach limits the ability to deliver relevant and cohesive messaging across each stage of the journey.

Customer-centric alignment drives strategic impact

High-tech leaders are rethinking how marketing teams are organized, moving towards structures that prioritize customer segments and strategic accounts. This shift reflects the rising prominence of account-based marketing (ABM), where marketers and sales teams collaborate to address the unique challenges of each enterprise customer. By aligning marketing efforts to account for needs and lifecycle stages, High Tech companies can strengthen trust, accelerate deal velocity, and increase customer lifetime value.

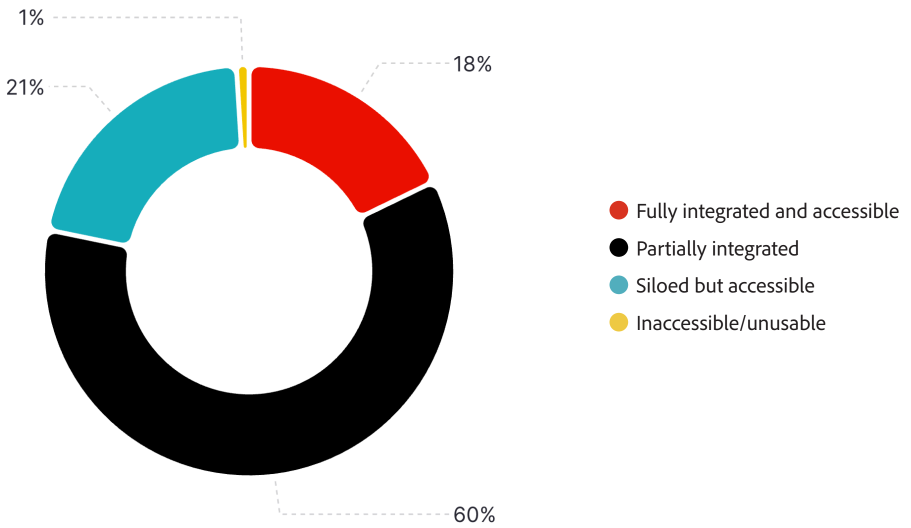
Future-ready organizations are journey-focused

The next wave of marketing innovation in High Tech involves organizing teams around the entire customer journey rather than individual channels. This approach allows for better orchestration of content, campaigns, and engagement strategies across pre-sales, implementation, and post-purchase phases. By breaking down silos and creating cross-functional teams, High Tech firms can deliver seamless experiences that resonate with buying committees and drive sustained growth.

Insight 05

Customer data integration gaps undermine personalization

Only **18%** have fully integrated and accessible customer data, while the majority operate with only partial data integration



Note: This chart shows the % data that is integrated and accessible

Fragmented data limits customer intelligence

High-tech B2B organizations continue to struggle with fragmented customer data, with only a small share achieving complete integration across touchpoints. Disconnected data ecosystems prevent companies from creating a unified view of buyers, which is critical in long and complex B2B purchase cycles. Without seamless access to behavioral and transactional data, marketing teams risk delivering generic experiences that fail to resonate with decision-makers or influence buying decisions effectively.

Partially connected systems hinder insights

While most firms have made progress by connecting some datasets, partially integrated systems are often siloed across marketing, sales, and service functions. This partial view prevents marketers from accurately mapping account journeys or anticipating buyer needs. For High Tech firms managing enterprise-level accounts with multiple stakeholders, this gap can weaken account-based engagement strategies and slow pipeline growth, as critical decision-making data remains scattered across different platforms.

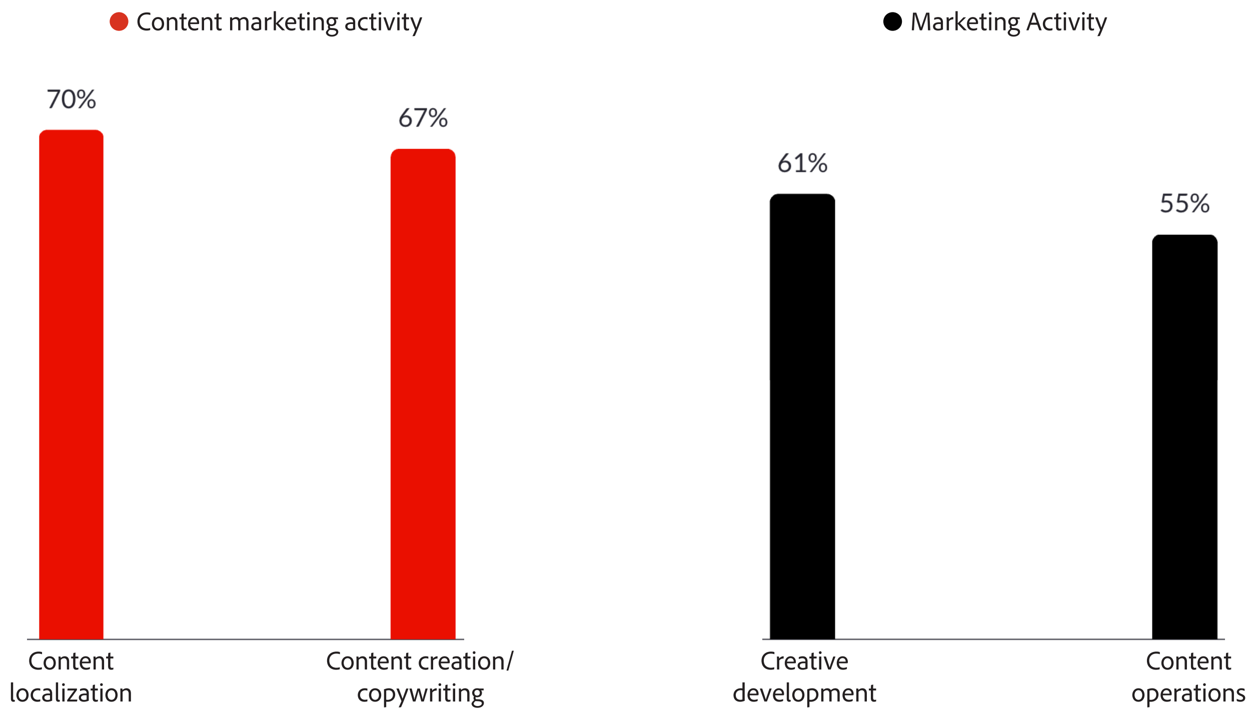
Data unification is becoming a strategic priority

Leading companies are prioritizing the consolidation of customer data into unified platforms that enable actionable insights and real-time personalization. Cloud-based data lakes, customer data platforms (CDPs), and advanced analytics solutions are increasingly being adopted to create a single source of truth for activation. This focus on data unification is essential for scaling personalization, improving lead and buying group qualification and aligning marketing with sales to deliver seamless, insight-driven engagement across the entire customer lifecycle.

Insight 06

Outsourcing expands marketing agility but comes at a cost

70% of High-Tech B2B firms outsource content localization, but rising cost and efficiency pressures are making this model unsustainable



Note: This chart shows the % of marketing and content activities that rely on external partners

Creative and content-heavy tasks are most frequently outsourced

High-tech B2B firms rely heavily on agencies and external partners for activities like content localization, copywriting, creative development, and operations. These functions often demand specialized expertise and rapid turnaround, but internal headcount shortages make it difficult for teams to manage them in-house. Outsourcing has become a practical response to these gaps, ensuring campaigns progress without delays. However, this reliance is more about necessity than strategic advantage.

Rising outsourcing costs are straining marketing budgets

While outsourcing enables enables increased and burst capacity, it introduces linear costs that rise with each additional campaign or market expansion. What starts as a quick fix becomes an unsustainable cycle as budgets struggle to keep pace with the demands of year-over-year growth. Firms are realizing that continuous dependency on external partners locks them into high-cost models without creating long-term efficiency. This budget pressure underscores the need for a different, more sustainable approach to execution.

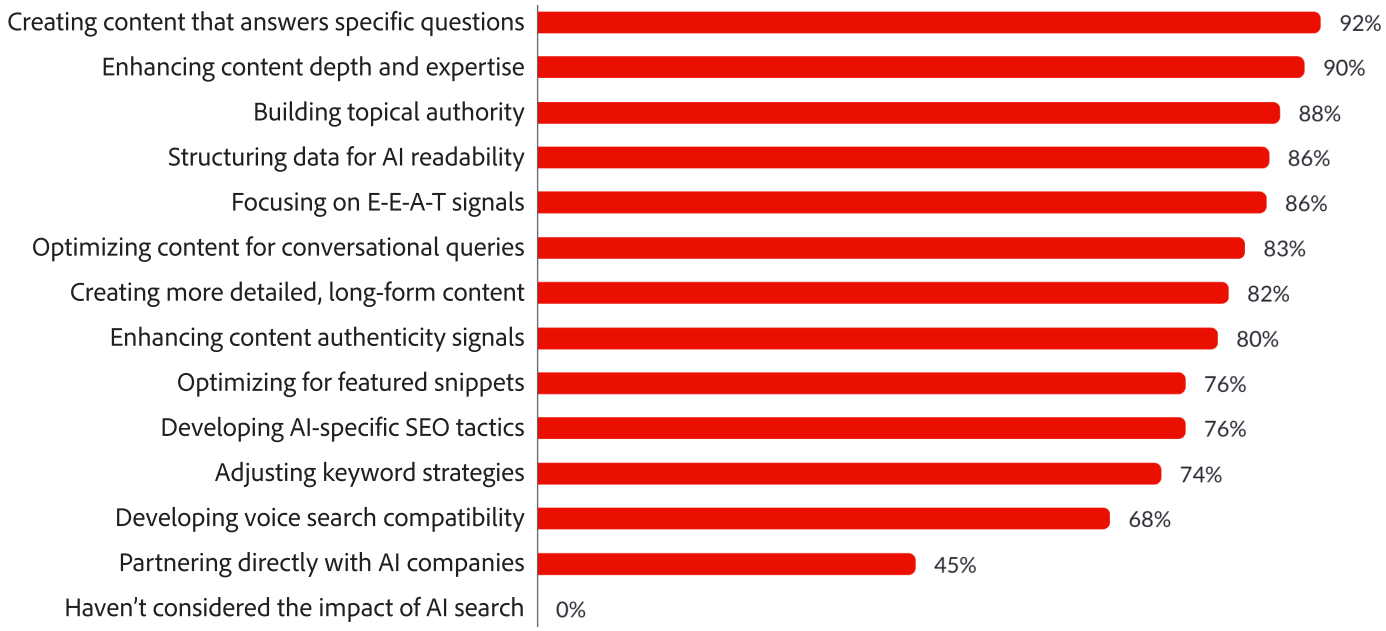
AI opens a path to bring capabilities back in-house

Advances in AI and automation are enabling companies to reclaim functions that were once outsourced—at lower cost, with faster turnaround, and greater brand control. By embedding AI-driven tools, firms can handle content creation, localization, and campaign execution internally while driving down costs. Adobe's solutions exemplify this opportunity, giving marketing teams the ability to scale with precision and efficiency. The result is reduced dependency on agencies and a more resilient, cost-efficient operating model.

AI-powered search is reshaping solution discovery

22%
of organic search volume is expected to shift to AI-powered platforms within the next 24 months

92%
of High Tech marketers are adapting by creating content that answers specific questions



Note: This chart shows the % brands adjusting their search strategy for AI-powered discovery

AI-driven search is becoming a strategic priority

Large Language Model (LLM)-based search is emerging as a key disruptor in solution discovery, fundamentally altering how B2B buyers access and evaluate information. Unlike traditional search engines, AI-powered search delivers conversational, context-aware responses tailored to complex queries. High-tech businesses are now prioritizing AI optimized data and intelligent metadata to ensure their offerings surface effectively in these AI-driven environments. This shift signals a need for marketing strategies that align with evolving search behaviors and emphasize content designed for AI interpretability.

Brands are rethinking search optimization strategies

With AI-driven search becoming more prominent, companies are moving beyond keyword-based optimization to focus on Experience, Expertise, Authoritativeness, and Trustworthiness (E-E-A-T) principles. Teams are restructuring content to directly answer buyer-specific queries, developing topical authority, and optimizing for voice and conversational search. For example, product and solution briefs are being adapted to AI-read formats, enabling discovery during the early stages of vendor evaluation. These shifts require close collaboration between marketing, product, and technical teams to stay competitive.

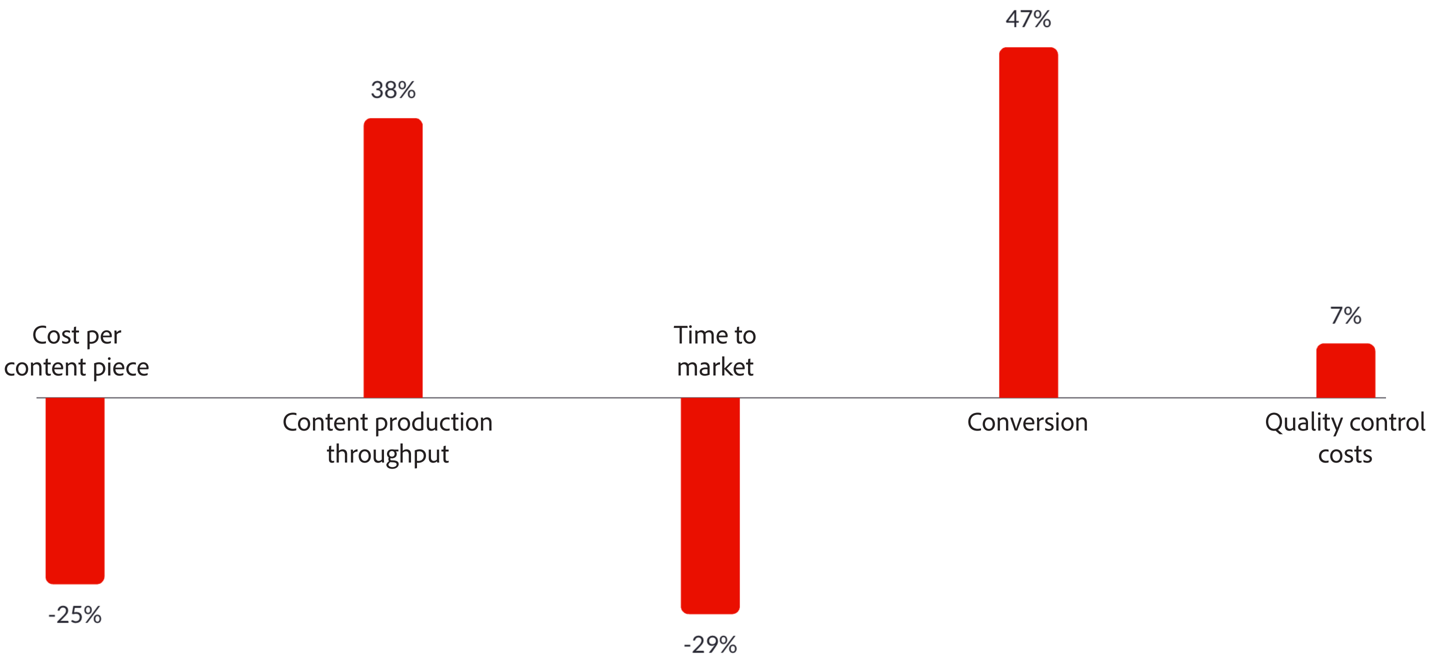
Content strategies must evolve for AI discoverability

High-tech marketers are placing greater emphasis on creating in-depth, high-quality content that AI platforms can parse and recommend. This involves producing long-form assets, enhancing authenticity signals, and building AI-specific search engine optimization (GEO) tactics. Companies are also exploring partnerships with AI-driven platforms to strengthen visibility in emerging discovery channels. Those that fail to adapt risk losing share of voice in critical buyer research stages, as AI-powered recommendation engines increasingly shape vendor shortlists and influence purchasing decisions.

Insight 08

GenAI reshapes content economics for High-Tech B2B

Only, **5%** of High Tech B2B brands are scaling GenAI	Despite **38%** jump in content production throughput	and a **25%** drop in cost per piece



Note: This chart reflects how Generative AI has influenced content production efficiency and costs

AI-driven efficiency is redefining content production

High-tech B2B companies are leveraging generative AI to accelerate content creation and reduce production costs. By automating repetitive tasks like resizing images, creating ad variations for testing, and repurposing a blog into a newsletter, teams can scale content output with fewer resources. This efficiency allows marketers to meet the rising demand for real-time, personalized communication across multiple channels, enabling faster campaign launches and improved responsiveness to customer needs. AI-driven workflows are becoming critical for maintaining agility in competitive, innovation-driven markets.

The speed-to-market advantage is transforming go-to-market strategies

Generative AI is enabling organizations to cut time-to-market by automating content variations for different personas, geographies, or buyer stages. High-tech firms are now able to deploy marketing materials in days rather than weeks, supporting faster product rollouts and customer onboarding initiatives. This shift is especially relevant for businesses navigating complex buying cycles, where timely, high-quality content is essential to influencing decision-making and driving conversions.

Balancing AI-driven scale with rising quality control demands

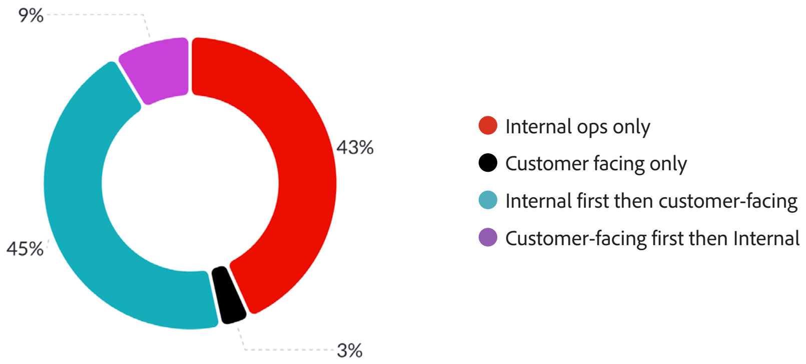
While AI accelerates content throughput, review and quality control costs are climbing as firms safeguard accuracy and brand trust. To ease this burden, leading B2B companies are training AI on brand and legal guidelines, enabling it to serve as an initial reviewer before content reaches human oversight. Many are also adopting tiered approaches—lighter checks for low-risk assets like social posts, and deeper review cycles for technical or regulated documents. Firms that master this layered governance will capture efficiency while maintaining compliance and credibility.

Insight 09

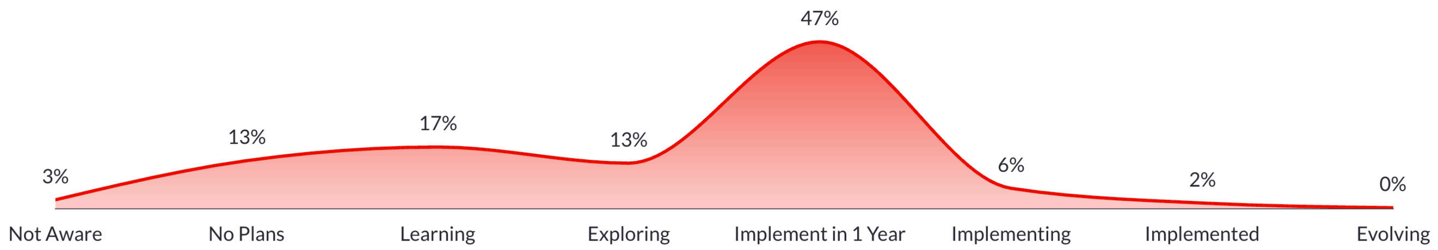
Agentic AI adoption remains in early stages in High Tech

47%
of High Tech B2B firms are planning Agentic AI adoption within a year

43%
prioritize internal operations for Agentic AI implementation



Note: This chart highlights key areas where organizations are prioritizing the implementation of Agentic AI



Note: This chart shows the % of an organization's awareness and plans for Agentic AI and adoption

Exploration over Execution

High-tech B2B organizations are actively exploring Agentic AI but are far from widespread implementation. While many recognize the transformative potential of autonomous AI systems in streamlining workflows and enhancing decision-making, most are still evaluating pilot programs or planning limited rollouts. Current efforts are heavily focused on internal process optimization, such as automating complex operations and improving product lifecycle management, rather than deploying customer-facing applications that directly influence buying decisions.

Adoption with Clear Intent

Most high-tech firms are first applying Agentic AI to internal marketing workflows. Early use cases include automated asset tagging, content handoffs and audience segmentation across global markets. Some teams are experimenting with AI-recommended journeys based on persona and AI-driven budget allocation to streamline planning. While phased adoption can build internal confidence, applying Agentic AI in customer-facing scenarios is an opportunity that shouldn't be delayed by overcaution.

Bridging the Implementation Gap

Despite strong interest, only a few High Tech firms have moved beyond exploration into concrete deployment. Factors such as legacy systems, data silos, and integration challenges are slowing progress. Companies are investing in workforce training and cross-functional AI strategies to build readiness, but the industry remains in the early stages of scaling. The organizations that can effectively operationalize Agentic AI across both internal and customer-facing processes will gain a competitive edge in responsiveness, personalization, and innovation.

Insight 10

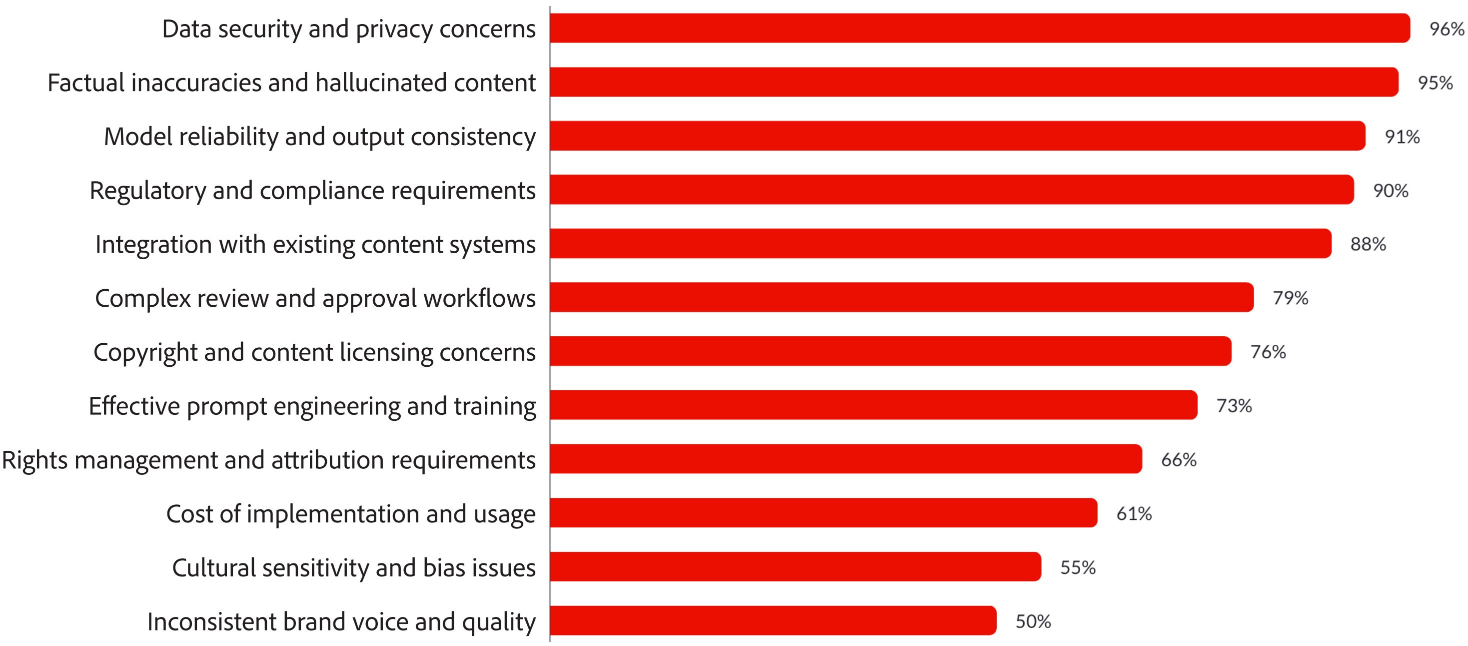
GenAI adoption is outpacing governance and quality control

96%

cite data security and privacy concerns as the top challenge in using GenAI for content creation.

95%

struggle with factual inaccuracies & hallucinated content, raising the need for stricter AI governance & human oversight.



This chart shows the % of executives citing governance or quality challenges when using GenAI for content creation

AI-driven content is redefining operational priorities

High-tech B2B marketers are increasingly adopting GenAI to enhance content velocity and efficiency, but this rapid shift is also exposing governance gaps. With GenAI integrated into core content workflows, organizations are prioritizing speed-to-market over structured quality frameworks. The technology is unlocking scale but also introducing challenges and compliance risks. This evolving landscape demands a balanced approach that pairs AI innovation with strong governance to ensure both efficiency and brand integrity.

Governance frameworks are lagging behind adoption

While AI-powered solutions are becoming mainstream, robust governance mechanisms have yet to catch up. A majority of organizations are facing issues like issues like data security and model reliability when using AI for content creation. These challenges highlight the need for clear quality controls and risk management strategies. High-tech brands must focus on embedding AI governance protocols, ethical standards, to ensure the technology aligns with brand voice and regulatory requirements while avoiding reputational damage.

AI success depends on human-AI collaboration

The ideal path forward for B2B tech firms lies in hybrid content models, where human expertise and AI outputs complement each other. This approach balances scalability with precision, enabling brands to harness AI's speed while maintaining trust, compliance, and audience relevance.

Conclusion

The future of high-tech B2B marketing will not be defined by traditional lead generation or product-centric outreach alone. It will be shaped by how effectively organizations deliver personalized, data-driven, and connected experiences across digital and physical touchpoints, while leveraging AI to anticipate evolving buyer needs and complex purchase cycles.

This research highlights a pivotal shift:

- Customer expectations are redefining B2B journeys. Buyers expect relevant, value-driven interactions and seamless engagement across channels, from research to post-purchase support.
- Data silos limit intelligence. Fragmented customer data and partial integrations hinder the ability to deliver precise personalization and predictive insights.
- AI is transforming content and operations. Generative and agentic AI are boosting content speed, scalability, and cost efficiency, but governance and quality control remain underdeveloped.
- Traditional channels still anchor acquisition, but digital now defines buyer expectations. To reach today's B2B buyers, firms must meet them where they research, across digital-first ecosystems.
- Martech maturity is now a growth driver. Advanced platforms like journey orchestration, AI-powered search optimization, and connected CDPs are enabling B2B brands to meet rising buyer expectations.

Strategic priorities for High Tech B2B leaders

1. **Unify and activate customer data.** Break down silos with integrated platforms that deliver real-time, actionable insights.
2. **Invest in modern martech stacks.** Focus on tools for journey orchestration, next-best-action decisioning, and AI-powered analytics.
3. **Scale AI with governance.** Use AI to accelerate content creation and buyer engagement while ensuring accuracy, compliance, and brand integrity.
4. **Expand personalization across buying stages.** Deliver targeted experiences from research and evaluation to implementation and renewal.
5. **Reimagine digital acquisition.** Optimize strategies for AI-driven search and conversational queries to stay ahead of evolving buyer discovery paths.
6. **Strengthen partner ecosystems.** Leverage channel partners and strategic alliances to build trust and scale high-value engagement.

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