

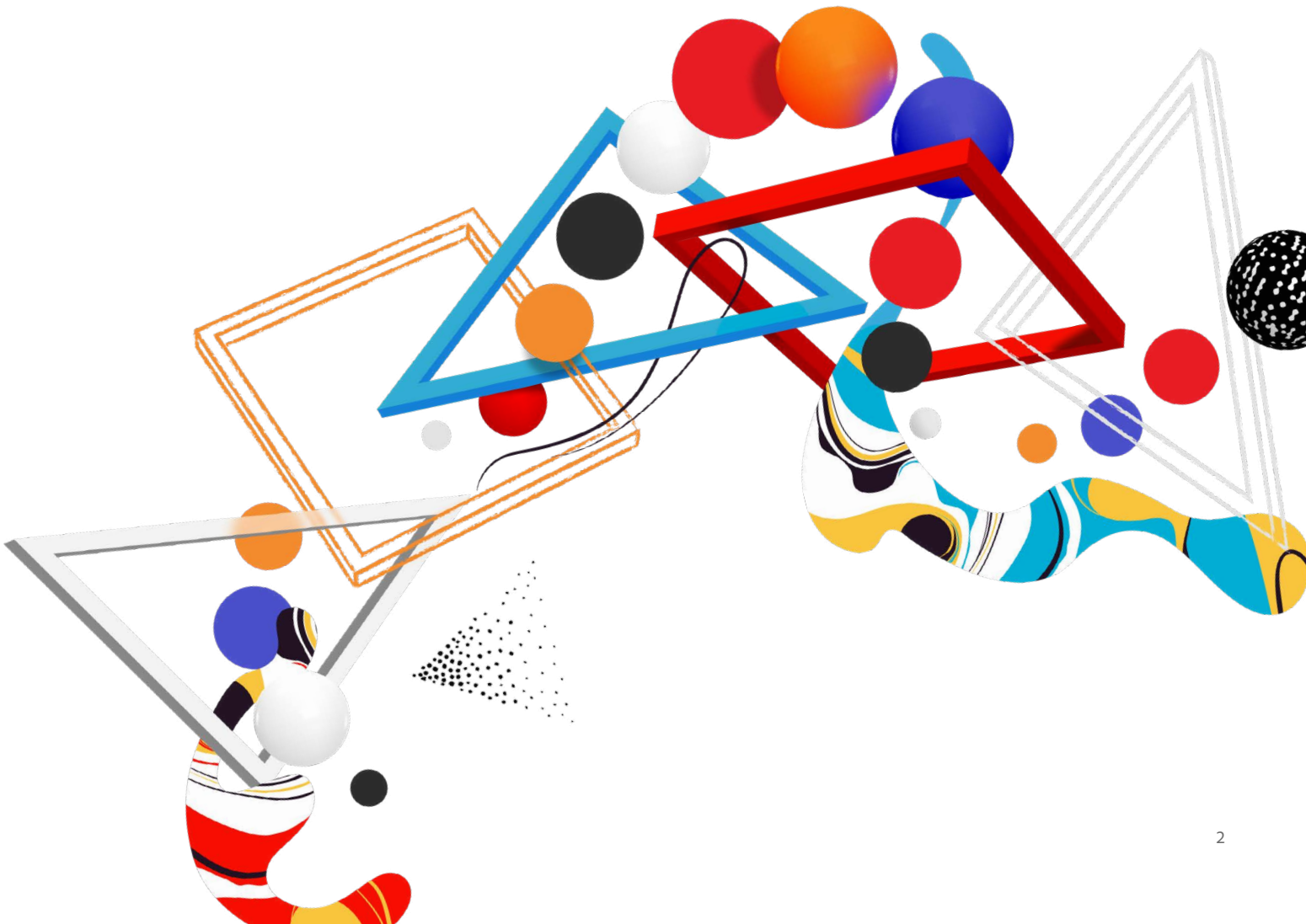
The path to experience driven commerce.

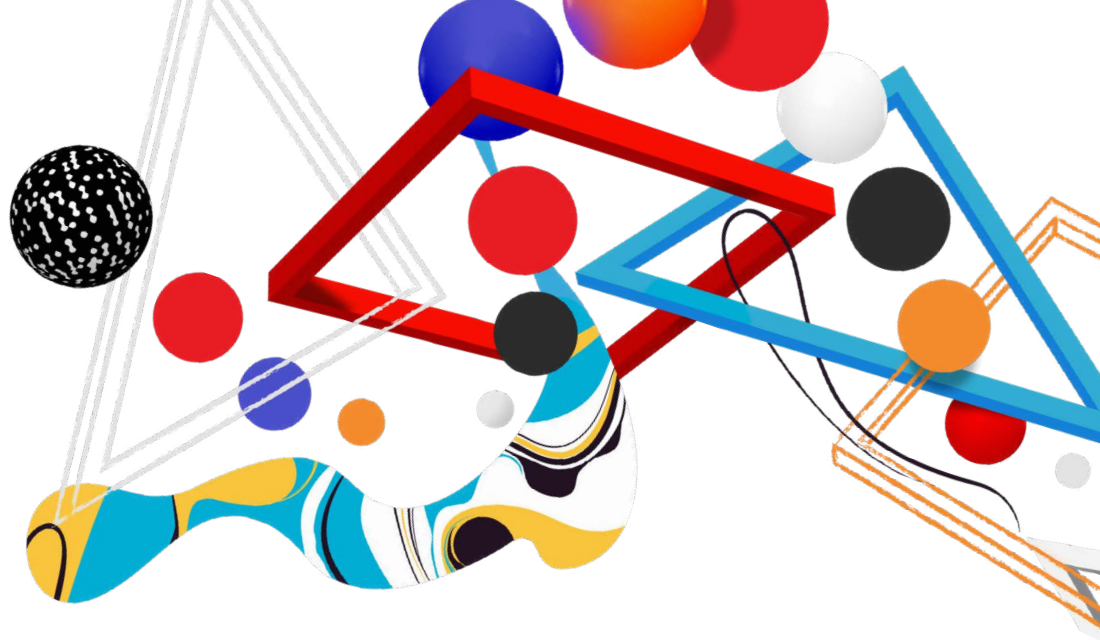
Three milestones to better experiences.



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There is no more business as usual. The world's biggest taxi company owns exactly zero taxis. The largest hotelier owns zero rooms in zero hotels. The hottest name in designer fashion sells no clothing.

Some of today's fastest growing companies are taking on mature markets by simply changing the way people shop. Uber, Airbnb, Rent the Runway, Birchbox, and the Dollar Shave Club all have one thing in common.

They don't sell products—they sell experiences.

Experience is fuelling a new age. The strategy of depending solely on your products to gain a competitive advantage is rapidly becoming obsolete. Copycat manufacturing is now so fast and cheap that innovators capture less than 3 percent of the economic surplus they create.

Price and selection are not guaranteed advantages in light of "everything stores" like Amazon and Alibaba. Consumers today face a new and daunting prospect: infinite choice. When everything is available all the time, at any price, experience is the remaining true differentiator.

Infinity is a lot to wrap your brain around, but experience is different. It's the sum total of a customer's interactions with a brand, at every touchpoint, from awareness to interest, research, purchase, and consumption. But it's also more than that. Experience is how these interactions make the customer feel.

Experience is the pathway for marketers to cut through the endless noise and engage each customer individually on an emotional level.

Experience-driven commerce changes how we shop. In simple terms, this refers to a commerce model that is built around the consumer, rather than starting from products or processes. While it uses the same kinds of images, text, videos, screens, design, fonts, and words others use to tell the story of a product or a brand, this experience-led model is far more transformative. It can transcend boundaries and create new ways to connect. Experience can be its own product.

Because so much of the customer journey is now digital, we have the power to measure it. We can know rather than guess how it looks and feels and how audiences and individuals respond. Now, customisable dashboards help analyse disparate data sources under one unified view. Measuring tools help us step out of the dark to better understand the needs of our customers and adjust quickly.

With this knowledge, we can craft powerful experiences that get results, capturing the customer's time, attention, and loyalty. Our sense of purchase frequency, order size, and conversion is improved. And as we set our new course, we accelerate beyond the competition.

Think of an experience as a story. The customer is the protagonist. You are the author. With the right tools, you can craft a literal best seller for your products and brand.





Take the fast lane to engagement.



Over lunch, a customer opens the mobile site of a prominent recreational equipment brand and searches for a hiking pack by features, brand, and colour. He adds a few to his cart but closes the app without deciding. That night, an email nudges him. He opens the company website on his tablet. The site remembers him. Pulling up the product pages right from the cart, he zooms in on the details, which are easier to see on a larger screen. When he picks a pack, the site knows he is a VIP customer and preselects free overnight shipping.

A customer is home on a Saturday morning. The sun is out, but her garbage disposal is on the fritz. A Google search leads her to a national DIY chain, where a free video shows her how to install a new one. Clicking to the product page, she sees that the nearest store has three units in stock, just 2.4 miles away. Minutes later, as she walks in the door, she receives a geo-fencing notification that greets her on her smartphone with the store directory. She is quickly able to identify the right aisle for her needs. Within a few hours, her sink is working, and she is free to enjoy the weather.

On a trip to London, a couple drop by an international retailer looking for comfortable walking shoes. Since this is the couple's favourite shoe brand, they open up the app on their smartphone. Immediately, the app asks if they'd like to enter the AR experience. While perusing, they point the phone at the styles they're most interested in. The AR experience allows them to pull up a 3D model of the shoe, spin it around, and see detailed information, including price. The couple then toggles to Live Inventory Mode to determine which shoes are currently in stock for their size.

This allows them to seamlessly and quickly pick the right shoe for them. The couple is back to sightseeing in no time.

This is all uncharted territory, but it's important. The ideal experience may vary for each industry, or market, or even for each individual customer. But all effective experiences share these five core attributes:

1. Captivate the customer. Meaningful experiences speak to the customers' interests and draw them in with relevant

information. As when a retailer greets a woman who enjoys water sports with direct links to kayaks and swimwear and offers her the perfect deal. This requires segmentation.

2. Individualise the conversation. Personal experiences understand who the customer is, where they are, and what they like. For example, Coca-Cola connects directly with customers, enabling them to create their own specialised bottle label. Customers can even buy hundreds of personalised bottles for any occasion. This requires personalisation.

3. Meet customers everywhere. Seamless experiences display perfectly across devices and remember each customer so the conversation can continue whether they are working, reading, watching, or shopping in a store, on a mobile device, or in their car. These are omnichannel interactions.

4. Build a strong story. Engaging experiences are beautiful and dynamic. Media and content tell stories that connect with customers and put the product within reach. Helly Hansen created a dynamic brand history, complete with photographs, animations, and a scrollable timeline. This requires dynamic merchandising.

5. Make it effortless. Working experiences are useful, so people can get things done faster. They are smooth and never frustrating, because you put in the work, catching and correcting anomalies, and gaps or bumps in the road. This calls for advanced analytics.

Zero friction. Total engagement.

The goal is to use capabilities associated with each of these attributes to craft an experience so engaging that it leaves zero space between your audience, the consumer, and your brand. Zero distance to the ideal product at that place and moment in time. Zero effort to reach the information that matters. Zero distance between the product and the sensations and emotions that drive the customer to buy it. This is no small undertaking. You will have to invest in technology. You may need to make changes in your organisation and approach commerce with a new set of standards and methods.



Customise routes for anyone and everyone.



Personalise and segment for your audience.

The first milestone on the journey is to truly know your audience. In experience-based commerce, an audience is no longer who happens to be paying attention, but a specific subset of consumers—a group defined not by some arbitrary demographic, but by actual shared characteristics that describe each member and predict their affinities, preferences, and behaviours. Each member of an audience will identify with the same story.

Audiences exist naturally, but it's up to you to identify them. Uncover these audiences before your competitors do by using a data management platform that lets you explore different variables and parse groupings of customers who behave in similar ways. Once you define an audience, you can craft an experience that speaks to its members in effective and personal ways. You can also use that profile to find and reach new consumers with look-alike modelling strategies, which allow you to build larger audiences—who all look like your very best customers.

Define your audiences.

Each customer is unique, but similar people share both attributes and behaviours. In practical terms, this allows you to reach many individuals with a collective message and expect a certain desirable result. You can collectively adjust customer journeys for an entire audience. An audience is a group that's large enough to matter, but small enough to be distinct. A detailed profile can be targeted more precisely and more effectively. Your goal is to build target audience segments that are focused enough that the messages you send are personal.

You have plenty of information to go on. They call it big data for a reason. There's a lot of it, if you can get all the data your company has already collected and purchased into one place in actionable form. This is where a data management platform comes in, pooling all this information so you can experiment with traits that help you find these natural groupings.

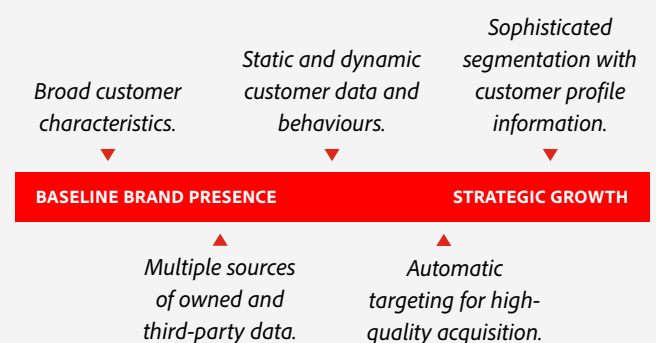
Map experiences to reach your audience.

Once you define an audience, you can create engaging content that appeals to the specific wants and needs of its members. You can reach out to them as a group with targeted campaigns through email, social media, direct mail, or any other channel. You can communicate both ways, learning from each interaction how to improve their experience over time.

This extends beyond simple strategies like presenting parents with products for children or issuing special offers based on age or geography. You can craft an entire customer journey for each audience based on combinations of traditional attributes, deeper demographics like size or income levels, preferred leisure activities, or even group and brand affinities, so you can reach audiences everywhere they go. That journey can then be tested, modified, optimised, and monitored for anomalies.

An audience must be large enough to make a difference, with sufficient numbers to test and get valid results. Advanced analysis can then show you how audiences use each channel on their collective paths, so you can see where a certain group is struggling and where they're finding success. Every round of testing is an opportunity to drive conversions and deepen relationships.

Where do you rank in customer segmentation?





Public and private data.

Consumers leave many clues about themselves in every public and private transaction. Much of this information is available for integration into the right system:

- First-party data is any information your company collects directly. CRM, ERP, and other marketing solutions contain information like recent purchases, locations, demographics, and product interests. This can be enhanced with data from your websites, mobile applications, and other company-owned channels. When managed properly, this data is the core building block for personalisation.
- Second-party data—exchanged between partners or through a formal information exchange—can fill in some gaps. Data sets may be limited in terms of diversity, but their strategic value can be enormous. For example, data from multiple sources can enhance your ability to identify individual users across devices without revealing consumer information.
- Third-party data might cover purchases from other vendors, content viewed on other websites, or groups and activities the consumers are interested in. Third-party providers like Experian, Datalogix, or Axiom offer a breadth of information about consumers to the open market, including behaviour- and intent-based data gathered from external websites and data aggregators.

The right analytics system can take this data further. It will help you discover the most statistically significant differences among an unlimited number of segments through automated analysis.

Predict and deliver.

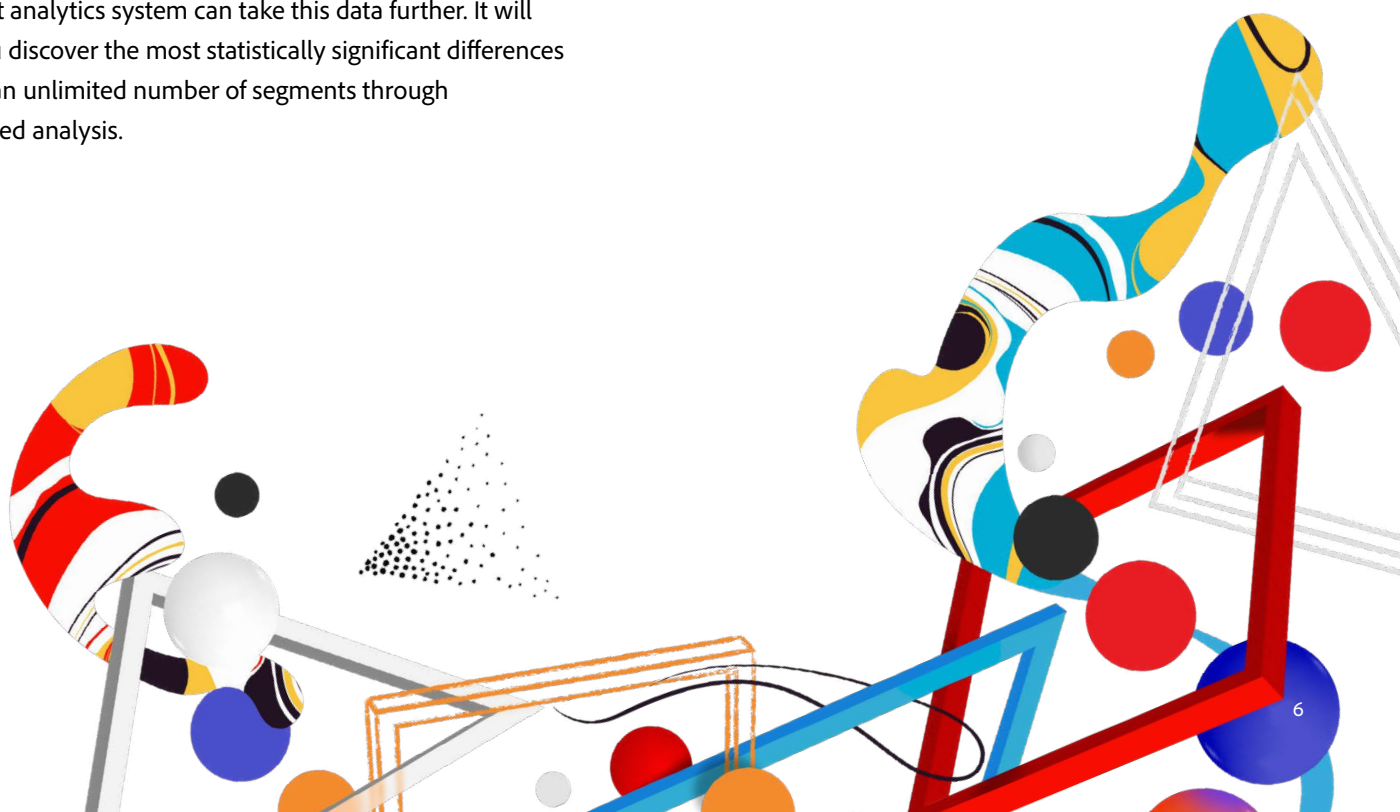
Real-time data can be used to customise an experience for an audience, driving conversions across the entire group. Consider this example:

The National Bank of Canada created a new partner credit card offering, but the card was not available in one jurisdiction. The bank used location-based audience segmentation to create a proof of concept that worked perfectly, rendering an additional \$150,000 in development costs unnecessary.

Find new customers who fit the audience profile.

Knowing your audience, how they relate to the brand, and what makes them likely to complete a purchase gives you powerful information that can help you reach untapped markets. Over time, you'll build a data-driven understanding of the messaging and media that will reach your most profitable new customers.

Not only will this make your marketing more effective, but you'll also be able to simply use third-party resources to purchase pre-existing audiences that fit your successful profiles. Applying what you've learned through analytics to external marketing will maximise the impact of every pound you spend.



Personalise the journey.

Now that you've optimised segmentation, the next step to experience-driven commerce is taking that valuable audience and customer information and acting on it. If a consumer is going to give you their personal information, they expect you to do something special with it.

Marketers have been using personalisation tactics since the early days of the internet, from customisable Yahoo pages in the 1990s to Amazon's recommendation engine in the 2000s. Now, as customer expectations evolve alongside digital capabilities and channels, personalisation is less about special offers and more about creating the right experience. Brands adopting the technology and strategies to deliver personalised experiences will be able to gain an advantage over brands that don't.

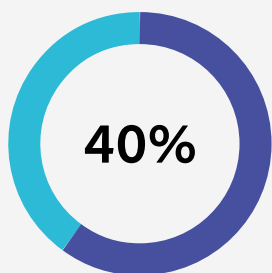
Since personalisation increases loyalty, the long-term impact is even greater. According to Bain & Company, increasing customer retention by just 5 percent can raise revenue by 40 percent or more. Consumers expect better personalised experiences too. According to data cited in one of our Adobe Blog articles, polling shows that 63 percent of consumers want personalised recommendations and are willing to share personal information to get them. At the same time, Accenture reports that only 22 percent of consumers believe brands tailor their experiences based on a deep understanding

of their needs, preferences, and past interactions. This isn't particularly surprising, considering the degree of automation that's required to create individual experiences across multiple channels for each customer. The volume is simply too vast to be done manually, but attempts that fall short can do more harm than good. This is a problem akin to the old stereotype of an aggressive salesperson who pretends to be your friend.

Bring personalisation to scale with automation.

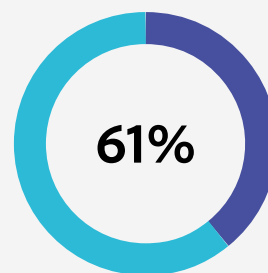
In order to speak to the consumer not as a group but as an individual customer, you must automate the process of getting acquainted. Progressive personal profiles let you slowly move that individual from an unknown to a known user. Customers leave digital fingerprints on every interaction. Adding them up, these hints can give you a more complete picture of where they are, what they're doing, and even how they're feeling. Used effectively, the insight from this data can help you to predict customer needs, so you can offer the right product or service at the right time. Data can also help you understand what your customers want rather than guessing what you think they want.

While it's important to acknowledge the potential for creepiness, profiling is necessary, and it can be done with sensitivity to privacy concerns.



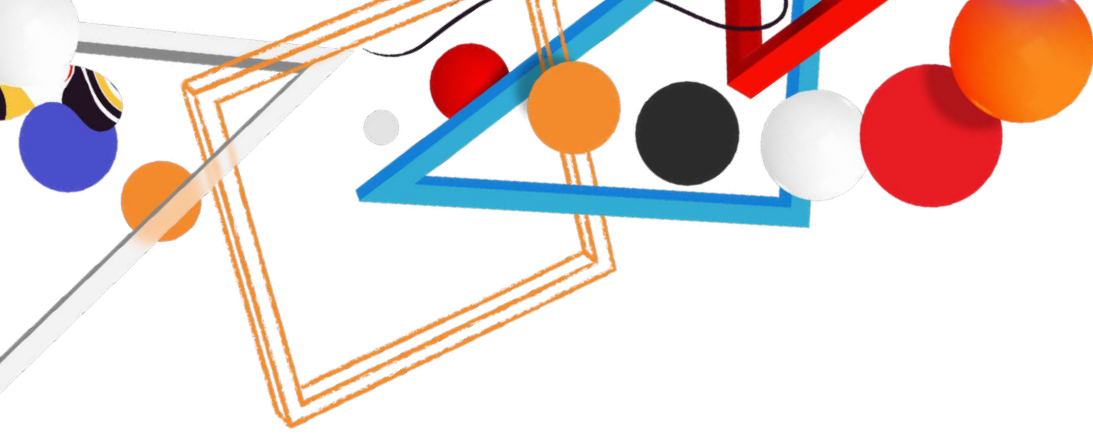
40% of consumers want to receive real-time offers and deals from chatbots.

Source: Adobe



61% of global shoppers say they want to use VR and AR technology in visualising how clothes might fit them.

Source: Accenture



Some information is public, like household income or home cost. Some is private but publicly available, if not directly connected to the individual through personally identifying information (PII). Once it is purchased, third-party data can be pooled and appended to existing profiles to flesh out more complete pictures of each customer.

This is easier said than done. Even rich data is often internally fragmented within companies across client databases, CRM systems, and marketing departments or siloed in a call centre or the IT department. Each system has its own audience management capabilities and, in some cases, its own segmentation tools.

Even worse, each platform may be sending different messages to the customer, each through its own channel. The result is a scattered mess that is likely to annoy and frustrate the customer.

At the same time, customers are constantly moving among screens, channels, and devices. One customer might use four different devices, which may be tracked as four distinct users. Multiple users might use the same device, further disrupting your ability to get a single view of each customer. Understanding how they experience the brand takes a deeper level of customer intelligence. What you need is a way to merge audience profiles, combining all this dispersed information into a single, 360-degree view.

Where do you rank in personalised shopping experiences?





Reach consumers at every intersection.



Own the omnichannel experience.

The second milestone on the experience-driven roadmap is putting those relevant, personalised experiences where they count. From the customer's perspective, any distinction between the paths they might take is irrelevant and obsolete. Where the company sees multiple channels, the customer sees a single journey and expects consistency across all devices and through every interaction. Different customers use channels in different ways—without differentiating between touchpoints and channels, inbound and outbound. The consumer is everywhere. Retailers need to be there as well.

Certain silos are built into our vocabulary. Take the word channel, which refers to types of technology that connect us with our customers, but inherently separate us from the reality they live in. For them, every touchpoint is a conversation with the same brand, no matter the venue or the screen size. Their experience is impacted by every channel and interaction and therefore almost every department within a company, digital or not. From a recent Econsultancy survey on customer experience, "13 different touchpoints are regarded by at least half of client-side survey respondents as being central to the customer experience, and only 3 are cited as central by a minority." In other words, every interaction matters.

Building a good customer experience requires linking technology, data, and teams to make experiences consistent and seamless. For example, as the digital economy grows, consumers will make more purchasing decisions outside of a store—even if the actual purchase takes place in a traditional retail setting. It is critical to create interactive, immersive, and personal online experiences that are consistent with the brand story, from desktop to mobile phone and tablets to in-store.

Link them all with mobile.

No device is more personal than a mobile phone. A phone is always on and typically at hand. According to the Adobe "Digital Dollar Report", the mobile share of site visits nearly equals that of desktop with mobile engagement surpassing desktop on the weekends. Value is increasing too. Today, it's estimated that a

mobile visit is worth double what it was worth in the beginning of 2014. It is no longer a question of if or when but rather how sites become mobile-first, if not mobile-only.

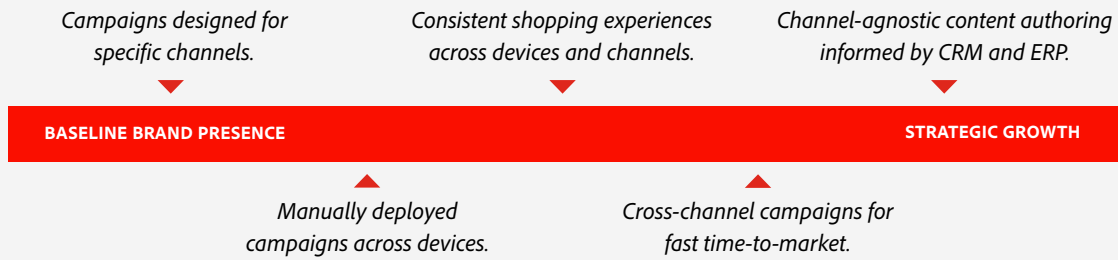
When mobile is not the primary channel, it often serves as a second-screen or cross-channel resource, even—or especially—in a brick-and-mortar setting. Globally, more than half of consumers use their mobile phone to compare prices or look up product information while shopping a store, reports Econsultancy. This opens the door for intelligent contextual marketing, where mobile is viewed as a behaviour rather than a separate channel or technology. Because the behaviour is constant, brick-and-mortar retailers can use mobile to augment the store experience, using various technologies.

German footwear brand Gabor plans to create a progressive web app (PWA) called Gabor Sales Generator. This digital extension of the storefront will allow customers in-store to access the entire Gabor collection on a smartphone—creating the "endless aisle."

At the forefront of commerce technology is IoT, a network of physical objects that collect and exchange data via the internet. This vast exchange of information puts mobile centre stage, making it an interconnected conduit. No wonder marketers are considering the rich value of smart products containing embedded sensors that report back on how a product is actually used by the consumer. In fact, it's estimated there are nearly 25 billion IoT connected devices world-wide. But by 2025, that number could increase to 75 billion, according to Econsultancy.

Here's another way to look at it: technology is no longer optional, but a crucial part of retail shopping. It is changing retail spaces, which can still offer an experience consumers cannot find elsewhere, blurring the lines between mobile and physical experiences. Simply put, the experience can be so captivating that it keeps bringing customers back. Robotics, voice assistants, and cognitive computing will soon be commonplace, part of the way retailers operate. In reality, brands that don't adopt digital technology may soon be left behind.

Where do you rank in omnichannel?



Let products contribute to the experience.

The proliferation of objects designed to communicate over the web—like the refrigerator that knows when you’re running out of milk—will continue to expand the number of channels and touchpoints. Each will present its own technical hurdles, but companies that practice experience-driven commerce will see them as opportunities to engage—to communicate with the user or, more importantly, to eliminate the need for the user to communicate.

For example, Nestle BabyNes offers a connected machine with pods that deliver hygienic, lump-free formula and a happy bottle-feeding experience for babies and parents. The company provides a seamless service. With an app that helps parents track serving size and frequency and updates them when pods are running low, Nestle is creating an intuitive experience parents need. This is how the product itself becomes an additional touchpoint, where companies can develop specific experiences to make customers’ lives better, engage with them, and know them better.

The Internet of Things offers the potential for even more data and insights about customers and the real problems they face in their daily lives. The key will be to think about consumers

first, using technology to address those problems, not to show off a shiny new toy. There is value in the novelty. But in the long run, practicality will prevail. The key will be to think about consumers first, using technology to address those problems, not to show off a shiny new toy. There is value in the novelty. But in the long run, practicality will prevail.

Put content everywhere.

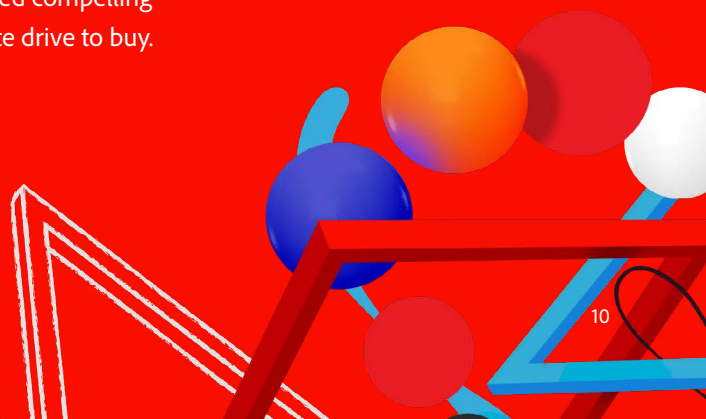
Developing content for every possible channel is a daunting undertaking, but the reality is less challenging than it would appear. The goal is to tell a single story, woven together, using the strengths of each channel. Multiple channels do not require multiple strategies, but rather a single overarching story. Be sure to create documentation so that everyone has something to refer to.

The effort will pay for itself. Forrester conducted a “Total Economic Impact” survey of 9 customers across 7 industries that had invested in technology to execute a cross-channel strategy. According to their in-depth analysis, the retailers paid back their initial investment in 7 months, boasting an ROI increase of 242 percent and risk-adjusted benefits of \$35.1 million over three years.

Dr. Carmen Simon, Memzy cognitive neuroscientist, notes consumers need compelling experiences and touchpoints to trigger positive connections and an innate drive to buy.

“Link your content to something that’s already familiar to your customers and that doesn’t require a lot of cognitive energy to process.”

Dr. Carmen Simon, Memzy Cognitive Neuroscientist





Accelerate the experience with every interaction.

Using dynamic content helps you draw the customer in with engaging experiences and reasons to believe that shopping on your branded site is different or better. Brands must instil a perception of increased value, a content-driven experience rather than a commerce-driven experience.

Dynamic content and shoppable media can bridge that gap using the latest tools to tell compelling stories that take buyers straight to the checkout line. This is where experience is elevated, becoming a product in its own right.

Experience-driven commerce requires that we reimagine what shopping looks like. By escaping the restraints of grids and other traditional designs, you can create an engaging experience—one that's consistent with the brand and responds to customer demands, propensities, and buying cadences. Compelling storytelling and editorial content can build emotional connections with consumers. Immersive, interactive, and sensory devices can reinforce brand perceptions. A tailored shopping experience that resonates with your customers' lifestyle, needs, and aspirations with relevant product recommendations and offers that your customer values, informed by a clear understanding of the customer, will keep them coming back—and clicking “buy now”. This may require some organisational learning.

Consider Paul Smith, the British retailer, who launched customisable products and content. Consumers can shop for a wallet, scarf, or purse, and customise it by adding their initials or one of Sir Paul's famous “doodles.” A monogram preview feature allows users to visualise how the design will look in real life. Meanwhile, in the “Stories” section, Paul Smith content comes to life with widescreen video, vivid imagery, and copy that's as eye-catching as their fashion.

With Canon Australia, the post-purchase experience was enhanced with content that speaks to photography enthusiasts. The Canon Store enables event ticketing for photography experiences with the Canon Collective, the brand's in-house team of photography ambassadors, who provide free and paid experiences across Australia.

Content for retailers must follow products. You're not just chasing viewership. That traffic has to convert.

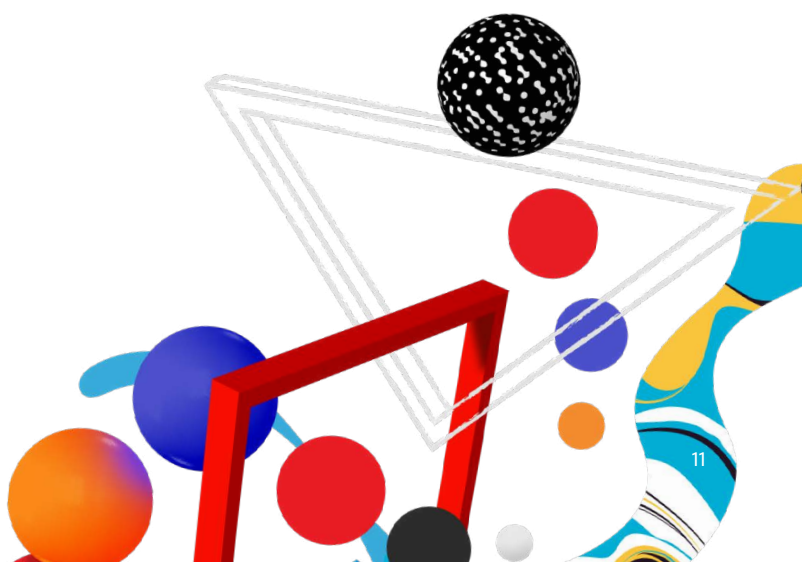
Make shopping easier.

Every step the customer has to take to get from product to purchase is an obstacle that will cost you sales. Shoppable media breaks down these barriers, allowing consumers to view product details on specific products featured in lifestyle imagery and video in non-traditional shopping channels such as blogs, lookbooks, and other editorial or lifestyle content. Rather than having to search for or navigate deep into category and product detail pages to find more information on a featured product, the consumer can roll over or click directly on the featured product to view details. This makes the purchase process easier and more compelling.

Consider The Daily Edited (TDE). The accessories brand created a 3D bag builder that allows customers to visualise their initials on their iPhone case or purse. Customers can choose the size, style, and colour of the font, and scroll through a slider to see their finished product from four different angles before adding it directly to their cart.

Dynamic experiences like virtual in-store window displays, shoppable editorial content, zoom-and-pan product images, or lookbooks, collections, videos, or articles linked to product information and purchase buttons let online consumers replicate an in-store experience on their mobile or desktop device. This not only increases engagement but makes your brand really stand out.

Shoppable media, like any new technology, must be used with purpose and intention, as part of an overall plan and understanding of the consumer's needs. Like any asset, it should be used to tell compelling product stories that simultaneously inform the customer about everything they need to know to make a purchase decision. Doing so produces spectacular results.





Emotional connections. One-click sales.

Shoppable media engages online customers and eliminates obstacles to closing the sale:

- A virtual in-store digital display showcasing lifestyle imagery and video that allows customers to click on featured products to shop and order directly from the display, or to send special offers from it to their mobile device or the store's loyalty application.
- Zoom-and-pan product images, 360-degree spin, videos, and other dynamic digital assets that automatically resize for optimal display on any device to mimic physical examination.
- Lookbooks, collections, videos, and articles linked to dynamic product information and pricing so customers can learn about products through various media and add them to a shopping cart.

Smooth out the friction of logistics.

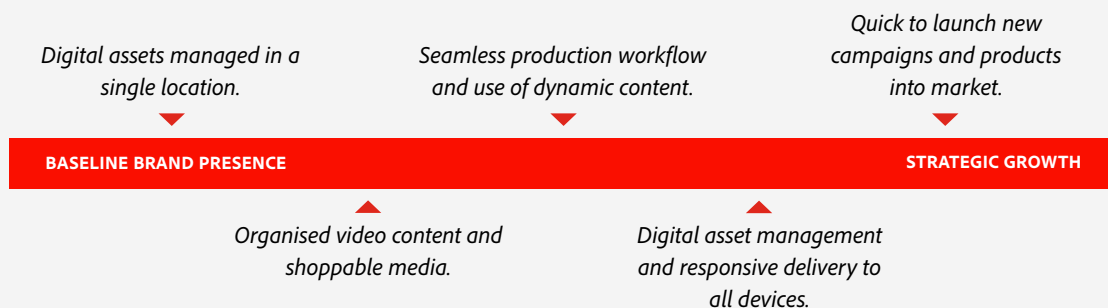
Developing dynamic content across channels is no small undertaking. Large brands deal with overwhelming volumes, photographing as many as 20,000 products a day. Dynamic content will require even smaller brands to deal

with increasing volume. This is only possible with workflow efficiency and automation.

You'll need a commerce platform that makes viewing and locating inventory easy, and fulfilment flexible. This will allow you to better focus on creating compelling content. An asset and content management system can also ease the burden. Asset management systems let you centralise elements of content—video, audio, images, text—where they can be easily managed and deployed as needed across all brand communications, adapted to each use or device. Marketers should decide which content and stories are going to be your flagship assets. From there, you can repurpose that content to unlock the power of each additional channel.

Shoppable media, specifically, isn't easy to create, but one problem is organisational. The production people aren't merchandisers. The merchandisers aren't producers. The right platform would make it easy for the merchandiser who understands the project to take video that's already been shot, drag and drop the product detail, and link it to their SKU information, right in their digital asset management system. Eliminate overly tedious tasks with asset automation. It's a marketer-friendly way to link lifestyle content with product that's not dependent on an agency or a video producer or a specialised technology.

Where do you rank in dynamic content?





Let data be your copilot.



Enable business and customer insights.

The final milestone on your road to experience-driven commerce is to always know where your customers are at with your experiences.

Real-time data lets you watch over your customer's shoulder to see how they're engaging with your brand right now. Every digital interaction leaves a clue. With the right tools, you can now trace those clues, independent of IT departments or consultants, to understand the journey and smooth out any rough spots. You can lead customers where you want them to go: from awareness to conversion.

Real-time analytics, combined with statistical modelling capabilities, let you quickly mine mountains of data for something more valuable: the understanding you need to craft an experience. Get to know your customers, individually and in the aggregate. Learn about their wants, needs, and frustrations. Implement data-driven solutions and measure the results. Make each interaction better than the last.

Use analytics to advance the customer journey.

To be everywhere your customers are, you need a detailed, end-to-end view of the customer journey. This is no longer a mystery, but a set of interactions and touchpoints that can be mapped, measured, and improved upon. What you are measuring is consumer behaviour, as it compares to a hypothesis. Your goal is simple: Drive conversions.

Rich data lets you accomplish this by interacting with the customer, in an automated fashion, through websites, mobile apps, retail digital technology, and any other device that puts you in touch. Use this capability not only to enhance the experience but to drive conversion and loyalty at key moments in the journey.

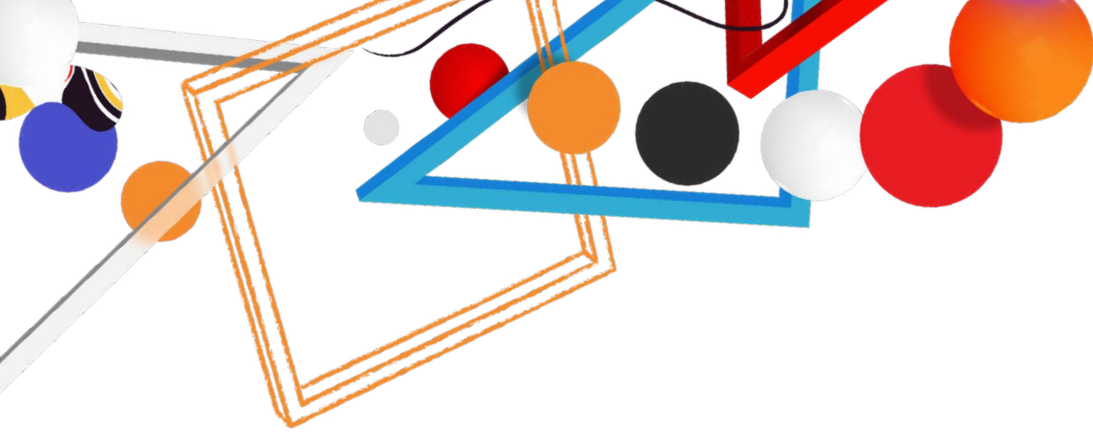
Tumi, the luggage retailer, uses analytics to understand how interactive elements affect customer experiences and sales. Since adding dynamic content such as multiple product views

and zoom features, Tumi has seen their customer session times increase by 40 percent. This data has also helped Tumi to fine-tune the personalisation services it offers, such as monogramming bags and tags.

Analytics is the backbone of The Home Depot's experience commerce platform, collecting real-time insights on customer behaviours into dashboards that share those insights across teams. The resulting data sets support marketing activities across channels, enabling not only personalised content for websites, but even personalised ad strategies.

Customers receive ads that speak to them directly, whether they're a do-it-yourself type or a home improvement professional. Marketers get more mileage from every pound spent. Learning from your consumers at every touchpoint through paid, owned, and earned channels will help you make the right investments. Once you gain control over your data sources, you can transform it into audience segments. And a shared customer profile allows you to deliver a consistent and personalised experience along the whole customer journey, even as it moves from channel to channel.





Measure. Adjust. Repeat.

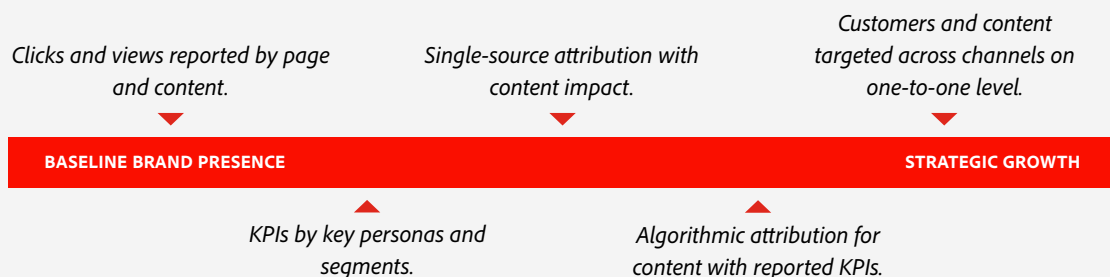
Combining real-time data with anomaly detection, you can see where the journey is failing your customers. As a marketer, you have greater insight than anyone into your customer touchpoints and your investment in various channels. When something is out of line, when a high number of customers are leaving your site or your app, analytics let you ask why and get the answer, so you can do something about it.

Say your website bounce rate is going up. This is an anomaly that can be flagged. Then you can use contribution analysis to look into all the factors that may be part of the problem. Are people bouncing because they don't see the item they searched for on your home page? Are they not going deeper in your site because the email list you rented to get them to the site was composed of people outside your target segment? Are they leaving your home page without looking any further because they're visiting your desktop home page from a mobile phone, and the content isn't responsive to their

specific device? The right slice of data can help you answer all these questions and make adjustments on the fly, and then turn around and measure the outcomes. Repeat as often as it takes not only to fix what's wrong, but also optimise the entire process. With the right strategies and tools for algorithmic attribution, you can understand the complete sequence of events that are most likely to lead to conversion and those that turn your customers away. Then you can react in real time. The longer any channel is in service, the more data you collect, and the more testing you perform. A constant cycle of testing and optimisation.

You have to develop a culture of experimentation. Not trial and error but testing and adjustment. When every interaction can be measured, there's no more guesswork. You can know for a fact how consumers experience their relationship with the business. Surface your data from the shadows, inform future decisions, personalise with intent, and excel beyond the competition.

Where do you rank in experience enabled analytics?





Next steps



The road ahead.

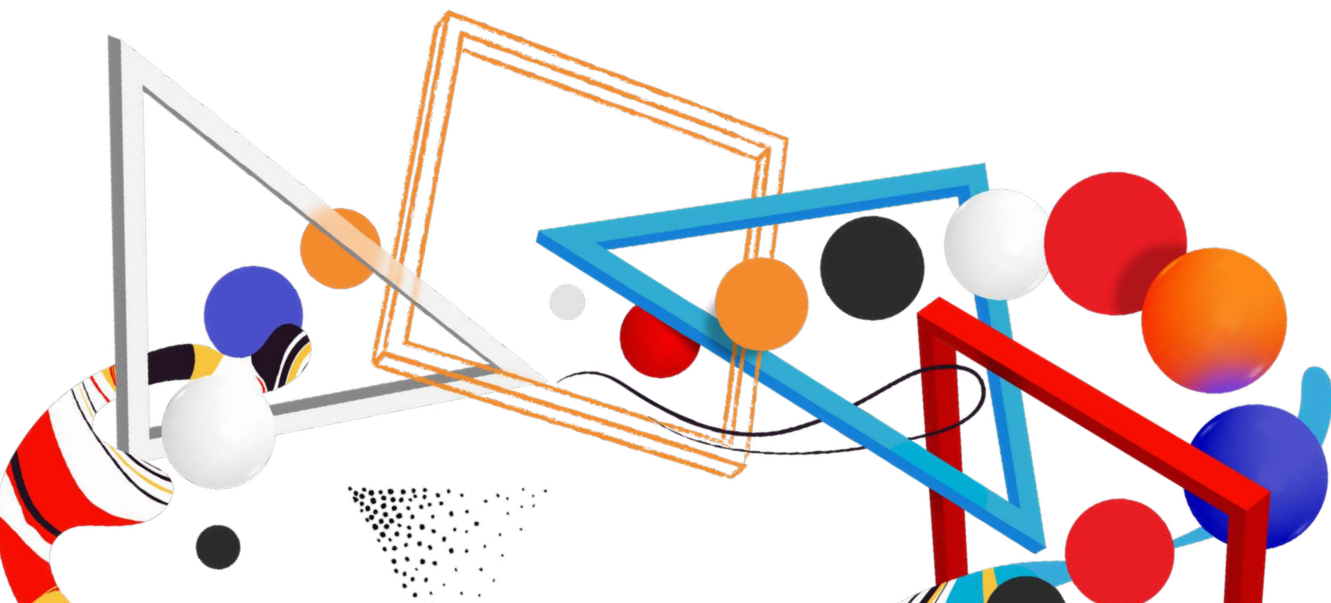
Today, companies must learn to differentiate themselves through experience. This requires a high degree of digital maturity, and to achieve this, some companies will need to make fundamental and potentially taxing changes. All must acquire and integrate numerous tools and technologies in order to manage and scale the process.

The key is to start where you are and move forward from there. By carefully evaluating your ability to act on the three milestones we've discussed in this paper, you'll know where you need to go. As you do this, the experiences you deliver to your customers will get better and better, and you'll take them places they never thought they could go.

Adobe can help.

With Adobe Experience Cloud, marketers have the power to implement experience-driven commerce in any organisation. You'll be empowered to develop audience segments, streamline content creation, eliminate technology and data silos, perform ongoing analytics and anomaly detection, fine-tune every aspect of the shopping experience, and continuously deliver personalised and relevant content to audiences and individual users. You'll be able to use big data to effectively understand and respond to your customers' behaviours and continuously optimise all digital channels for conversion, sales, and loyalty—engaging them with a cohesive commerce experience on whichever screen or location they find you.

Adobe Experience Cloud is the only end-to-end customer experience management (CXM) solution for marketing, advertising, analytics, and commerce across industries.





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