



PERSONALIZATION AT SCALE

Customers want to be members—do your customer journeys deliver?



Recommended
for you

Acoustic

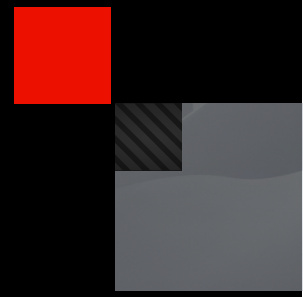
Classical Piano

Singer/Songwriter



Table of contents

Technology is already impacting customer interactions.	4
The future of customer experiences.	5
How to adapt and deliver the journeys customers want.	7
Adobe can help.	9



Subscription and membership business models have spread deeply into markets no one expected, increasing 300% in the seven years leading up to 2018, according to Business Wire. For years, many of us have enjoyed subscriptions to things like cable TV and gyms. But today, consumers have now learned to subscribe for everything—coffee, razors, dinner kits, video games, car and bike transport, car washes, and groceries, among others. More recently, hotels and restaurants have even boarded the bandwagon.

According to McKinsey & Company, the main reasons for joining or subscribing are good value, high quality, and variety of items or services. And subscription relationships have escalated for most of us—McKinsey & Company also found that the average US consumer has 4 of them, and the *Washington Post* reports that heavy users average 17 or more. Memberships and subscriptions aren't just revenue models—they're relationship models featuring ongoing, committed connections.



Technology is already impacting customer interactions.

Technology has made great strides in recent years, and it might be time to catch up with it. We're seeing it work its way into experiences all around us every day, in ways that make us wonder why someone didn't think of it sooner—things like mobile apps that serve as platforms that also deliver tickets, meals, merchandise, workouts, finance, and community in a seamless experience.

Let's look at how technology is impacting different companies' relationships with their subscribers and members. We'll also dive into how they're using technology and customer-focused design to improve customer journeys.

Modern fitness is on board and in app.

One fitness brand changed its businesses almost overnight to help members, creating new relationships with those who are staying home, traveling, or shuffling tight schedules but still need workouts. Online fitness classes, virtual trainers, and Facebook workouts meet that need, filling in when a trip to the gym is not possible.

Members can also use the mobile app to make reservations for the gym and find out how busy their gym is at a particular hour. This same app supports their needs for fitness, nutrition, and recovery by providing content, training partners, and a virtual community. Content is contributed by influencers and partners, and it's delivered across the app, the website, and social media.



Today's streaming services already know your favorites.

Once upon a time, it was up to viewers to research the media they were interested in, find it within the service, put it on a list, and then browse that list to choose what to watch or listen to next.

But no more. After a decade of perfecting their recommendation and prediction algorithms, streaming services now know what you will enjoy, even if you've never heard of it. That hour people used to spend on the sofa trying to find something to watch or listen to among the tens of thousands of options is happily a thing of the past.

When someone does ask their service for a particular show or album, it will tell them its prediction for how much they'll enjoy it—and it's usually right. Members get personalized emails to help them find and enjoy series, reminding them of new releases, recapping recent ones, connecting to reviews, or picking up where they left off.

And when the experience is truly great, members feel part of a community. For example, when they get a recap of their year—songs, bands, and shows that they listened to the most, which they can share with friends and family. And the service makes it easy to support favorite artists by offering exclusive merchandise or concert tickets through the membership app.



Financial advisors are banking on trust.

Today, a subscription with a financial services leader gives people tools to take charge of their money and careers, as well as establish their financial futures. It removes barriers to financial self-care, guiding members through steps that cater to their needs.

An inexpensive subscription connects members to on-demand learning, coaching, daily saving and spending tips, and investing. Members can learn how to do things like follow a budget, pay off debt, and negotiate for more money at work. And they can do it on their schedule and on any channel they prefer.

The rise of the financial “super app” is underway, with more than a billion people enjoying a single platform for banking, payments, shopping, transport, medical care, and government services. This is forcing the finance and banking industries to become more accessible and responsive.

Ensure value with cutting-edge creativity.

Members keep subscriptions to services that deliver value. To be successful, a business must track the value it delivers and intervene when the value isn't being achieved.

As a leader in subscription services, here at Adobe we track how our services are being used—how often, by how many people, for how many campaigns, and so on. We apply our advanced AI and machine learning capabilities to predict, based on activity, whether a customer is getting value or if they're likely to abandon any of our services. When a customer's churn likelihood reaches a certain threshold, our client services team is alerted to overcome difficulties that are preventing our customer from realizing value.

The future of customer experiences.

And those are just a few examples of the innovation happening today. Imagine what else you might be able to do as technology continues to power subscription services all around us. Let's dive into a few fictional situations that illustrate what subscribers hope to see soon.

Keeping customers energized throughout the journey.

Picture this—a woman named Rachel concentrates best with the right background music. But she suffers from decision fatigue, where every choice she makes diminishes her mental energy. Because of this, she's absolutely obsessed with her music streaming service. It manages her music all day, with only light guidance from her now and then—*quieter, livelier, no lyrics, hard rock*, and so on. Sometimes she might indicate to the streaming service that she loves an album or doesn't want to hear a certain artist again, and the service always remembers. And her songs follow her from room to room.

And then the icing on the cake—she gets alerted to a presale for an upcoming concert by her favorite artist. It's more than just a date notification, it's a complete package with flights, a hotel, and tickets. Now all she has to do is click to book the experience—and then click one more time to share it with friends who she wants to invite. Without this membership, she might spend hours trying to find travel accommodations just to discover that the tickets were sold out. And beyond all that, she also gets great discounts for concert merch.

Later that day, Rachel gets an alert on her phone that she hasn't watched the newest episode of her favorite show. The app asks if she wants to read a recap of previous episodes so that the events are fresh in her mind. When she settles in for the evening, the show pops right up and queues up three more great



suggestions for later. Some of those picks are oriented to the shows she loves, while others are genres she doesn't care for. In the morning, she gets an email with reviews and trailers for the shows it recommended. She takes a few minutes to browse the content. When she turns on the TV later, it asks her to pick which one she wants to watch. No surprise, she now has a new show to binge watch.

Beyond this, she also loves that it's so easy to pause her subscription, take it with her when she travels, or choose a different level of service when she knows she won't be using it much. There's so much value here with the variety, the price, and the quality of the personalized recommendations. Ultimately, she can't live without it.

Building a friendly finance experience.

Diego dreads working on money tasks—budgeting, saving, and investing all feel like chores. He often feels so inadequate. Fortunately, there's a service that organizes it all for him and guides him through any uncertainty. After the painful task of onboarding his financial relationships, he's guided through a simple process step by step. Now, he has a retirement account that is automatically fed and invested, as well as a suggested budget based on his goals and commitments. Plus, he now has someone who checks in with him periodically to keep him on track and adjust his finances as needed.

Now, here's what happens when this modern finance experience goes into action. Diego finds out that famed mountaineer Sophia Danenberg is leading an expedition in the New Zealand Southern Alps. It's a once-in-a-lifetime opportunity, and he'll regret it every day of his life if he misses it. But the hike will take months, and he'll have to take substantial, unpaid time off work. He wonders how he'll afford it. So he turns to his financial service. In just a few clicks, he determines how it will affect his savings and decides to take out a loan to cover his three months' salary he'll be giving up.

Then, after a few more short moments, his flights and hotels are booked, and he's all signed up for the hike. He's ready for the experience of a lifetime, all thanks to a simple, streamlined financial transaction.

Promoting and prioritizing a self-care interaction.

Sarah is hitting the road again this week for work, and she's struggling to make time for fitness. While traveling, she gets an alert from her self-care app asking if she wants to alter her routine. She selects an abbreviated, hotel-based workout, and it guides her through each set so that she stays on track. It knows what equipment is in the hotel fitness center, as well as her fitness goals. The playlist the app chooses the right tempo and energy to match the exercises.

After Sarah's workout, the app offers to order a healthy lunch for her from a nearby restaurant that delivers. Since she's not familiar with the area, she decides to trust the app's recommendation and accepts the offer, especially since the app already knows her nutritional goals and always chooses great lunches. It signals when the food is arriving, so that she can duck out and grab it. The app pays for the lunch and tips the delivery person. And when she checks the app later in the day, it suggests a local yoga class to wrap up her evening.



How to adapt and deliver the journeys customers want.

Marketing innovation and evolution is already happening.

Adobe surveyed marketing professionals and leaders across industries to learn how marketers are adapting to deliver ideal customer journeys—and we found that big changes are already underway. One hospitality company described their efforts to evolve the customer journey like this: “Our ideal customer journey is to feel the unique warmth of our hospitality experience. It must be painless and streamlined. This industry is about enjoyment, and we need to have the easiest process for that to happen.”

To streamline the customer journey, organizations aren't just adding new technology, they're adapting their structure and skillsets as well. Here are some things they're doing to adapt:

1. Investing in unifying customer profiles with real-time data and insights.

For marketers to provide seamless, personalized customer journeys, they must first seek to know customers as individuals. Only then can they engage customers in their timeframe. To make that kind of journey building possible, marketers need a unified profile. It's not enough to account for interests or preferences anymore—the profile must unify data from all possible sources, including mobile app, transactions, and responses to marketing campaigns. On top of that, customer profiles must actively listen for any behavioral data in real time, so the journey can always stay contextually relevant for each individual.

“We will have a bigger emphasis and investment in data. No such thing as someone who will just cover email in the future. Customer marketers need to look at all channels to engage customers.”

Marketing Director at an
Australian Cable TV Provider

“Continued investment in driving data integration, personalization, and reporting (performance analytics).”

Head of Enterprise Marketing at
an American insurance company

“We have many paths and across many brands. But the idea is to understand the fan to expand discoverability outside of one artist and also push to music consumption.”

Global Music Associate Director
at a large music label

2. Evolving marketing organizations and eliminating technology silos.

In addition to investing in the right technology, companies are investing in organizational shifts to make this possible. Our survey found that legacy marketing technology and the siloes that have sprung up around them over the years are one of the biggest roadblocks to providing a seamless customer journey. In a related manner, organizational siloes also prevent customer journeys from being as smooth as possible. A customer-focused organizational design makes it possible to keep content, messages, and offers consistent and contextually relevant throughout the journey.

"We will be centralizing more of these functions, and they will be handled by specialists. They will need to understand how their part of the journey fits with the overall journey to maintain consistency from the customers perspective."

Chief Marketing Officer at a financial services company

"Email marketer will need to become fluent in journey development as well as copy and design of emails. Email marketers need to understand relationships to other channels and further depth into personalization."

Director of Marketing & Engagement at a health insurance provider

"We are planning rapid hiring of new roles, especially people cross trained in multiple marketing channels and disciplines."

Digital Manager at a global athletic apparel company

3. Focus on building relationships across the buyer lifecycle.

Another major challenge for marketers is knowing which channel is going to be most effective. Instead, let the customer dictate how, where, and when they engage with your brand. With new tools at marketers' disposal, such as location-aware mobile engagement, the customer carries the key to our relationship in their pocket. Now no matter if we're engaging in person, on a mobile device, or on some other channel, our focus is always on building a relationship with the customer by providing finely-targeted personalized interactions.

"We have many paths and across many brands. But the idea is to understand the fan to expand discoverability outside of one artist."

Global Music Associate Director at a large music label

"Teams will be consolidated to a single org and leader. Email marketing will be more integrated in omnichannel marketing touchpoints."

Global Head of User Experience at a tech company

"Some companies are changing those roles making them much more data driven so they can create new cross channel strategies. But most companies don't know how important it is to get a 360-degree experience in the marketing department."

Digital Marketing Manager at South American retailer

Adobe can help.

Get the technology you need to create personal experiences.

Most companies haven't brought their customer journeys up to customer expectations. In fact, according a report from Adobe and the Winterberry Group, only 17% of companies describe themselves as journey-focused. Most marketers are focused on campaigns rather than enabling individual personalized journeys. But be warned—65–70% of Gen X and millennials will walk away from brands if their experience is not contextually relevant or personalized, according to Econsultancy.

And that's where we come in. With Adobe Journey Orchestration, brands get the data, content, intelligence, and journey management that makes personalized real-time journeys possible.

Real-time profile and insight—Create the foundation for a more complete customer journey with a complete customer view that listens for real-time events and customer actions.

Email and mobile engagement—Design and deliver personalized messages for email, push, in-app, or SMS messages with a drag-and-drop interface and easy-to-edit templates.

Omnichannel orchestration—Create and orchestrate real-time journeys for individuals, as well as planned campaigns for larger audiences. All from a single application.

Personalized content and offers—Keep content and offers consistent across the customer lifecycle, regardless of channel, with a centralized location for offers and for marketing assets.

Intelligent decisioning—Apply artificial intelligence and gain predictive insights throughout the customer journey to automate decisions, optimize the journey, and personalize each customer's next-best offer.

Learn more about Adobe Journey Orchestration and explore how we can help you ensure that your shoppers, buyers, or guests have a seamless experience throughout the customer journey—whether they're buying online, in person, or anywhere in-between.

[Get details](#)



Sources

Heather Long and Andrew Van Dam, "[Everything's Becoming a Subscription, and the Pandemic Is Partly to Blame](#)," Washington Post, June 1, 2021.

"[Internet Statistics Compendium: Customer Experience](#)," Econsultancy, February 2022.

Jayne Gonzalez, "[The Subscription Economy Grows More than 300% in the Last Seven Years](#)," Business Wire.

Michael Harrison, Charles Ping, and Dave Frankland, "[The Evolution of Customer Journey Management, for Marketing and Beyond](#)," the Winterberry Group, sponsored by Adobe, Merkle, Microsoft, and Sinch, September 2021.

"[Sign Up Now: Creating Consumer—and Business—Value with Subscriptions](#)," McKinsey & Company.



Adobe and the Adobe logo are either registered trademarks or trademarks of Adobe in the United States and/or other countries.

© 2022 Adobe. All rights reserved.