



2020 Digital Trends

High Tech in Focus

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Foreword

Welcome to Adobe's *Digital Trends* report, our annual survey of marketing, advertising, e-commerce, creative, and technology professionals around the world. Now in its 10th year, *Digital Trends* continues to reveal the most significant shifts in the industry that are driving marketing strategies, company investment, and consumer behavior.

This 10th edition of the report gives us the opportunity to reflect on the last decade. Adobe, in partnership with Econsultancy, has gathered more than 75,000 senior leaders' experiences and insights across this period. Our commitment to measuring the industry viewpoint from business leaders and influencers delivers a fascinating window into how much change the technology sector has experienced.

When we produced the first report in 2011, marketers were obsessed with digital channels. How would social media impact e-commerce? Would people buy anything on a mobile device? How would television advertising be affected by digital channels?

Of course, the landscape we operate in today is very different from that of 2011. Today's consumer expectations are far greater, but so is the opportunity. Technology and data are empowering brands to build direct, emotional relationships with consumers that are changing the way businesses operate forever. This is a new era for marketers. We can understand and interact with our audience in more meaningful ways than ever before.



Jill Steinhour
Director, Hi-Tech Industry Strategy, Adobe

This also poses challenges for brands. Customer-centricity is magnifying organizations' structural, cultural, and technological barriers that shape data management and customer experience delivery, and ultimately define business success. The regulatory environment, artificial intelligence, and emerging tech are all providing challenges and opportunities whose impact is explored in detail in the report.

Fundamentally, the 2020 *Digital Trends* report shows that today the value of customer experience is unquestionable. Brands leading the way in customer experience are three times more likely to have significantly exceeded their 2019 business goals.

Digital Trends continues to be a valuable tool for our teams at Adobe and marketers across the globe to track industry developments. This year's report is a fantastic opportunity to reflect on how these changes have evolved over the last decade and drive success for our customers in 2020 and beyond.

Executive summary

Customer experience (CX) has become the key determinant of business success in the 21st century. As the *2020 Digital Trends* report shows, CX leaders are three times more likely than their peers to have exceeded their business goals.

Customer experience is best defined as the perception of a brand by its customers, across the entire duration of their relationship.¹ The key elements of good customer experience are that the customer is prioritized and given a personalized, friendly, empathetic experience. They are provided the best value at the right price, their feedback is addressed and improvements made as a result, and they are shown appreciation. And the whole process uses technology to enhance the experience. The end result is increased customer satisfaction, improved lifetime value, increased revenue, and reduced churn.

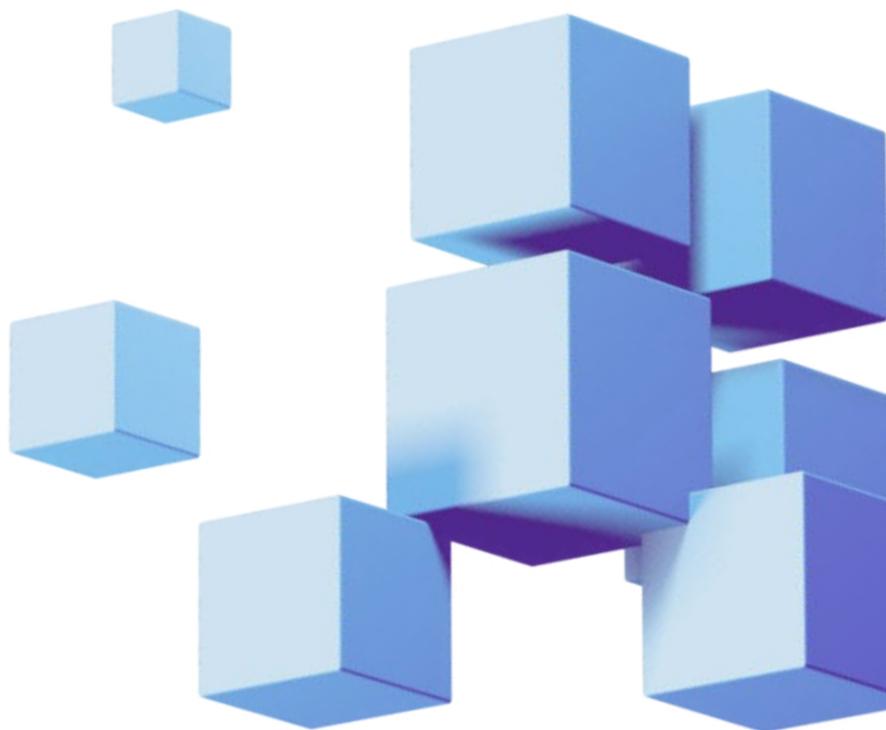
The high-tech sector has been a relatively late adopter of customer experience approaches. This is despite being home to many of the companies that provide the technologies that enable CX.

However, the mounting evidence that a CX focus drives business growth and customer retention is changing attitudes among the laggards in the industry. Even for those high-tech companies that sell to buying committees across long cycles, the trend is clear—everyone brings the same rising expectations of customer experience from their consumer lives to their work purchases.

Established suppliers of high-tech products and services are finding their traditional advantages being eroded. Small, digital-first companies are using superior experience to differentiate otherwise commoditized products, and procurement professionals are paying attention.

Succeeding in the experience economy means understanding the varied information needs of influencers and decision-makers alike, and personalizing communications to their stage in the path to purchase. It also means approaching the customer journey not as a fixed process culminating in the sale, but as a cycle of relationships grounded in retention.

CX is now at—or near—the top of the agenda for many high-tech companies. However, because the spread of CX maturity across the sector is relatively large, many businesses have a lot of ground to make up.



¹Lokesh Shivalingaiah, "Adobe Experience Cloud and How to Build a Great Customer Strategy," *TA Digital*, 2020.

The high-tech sector is confident in its ability to deliver customer experience

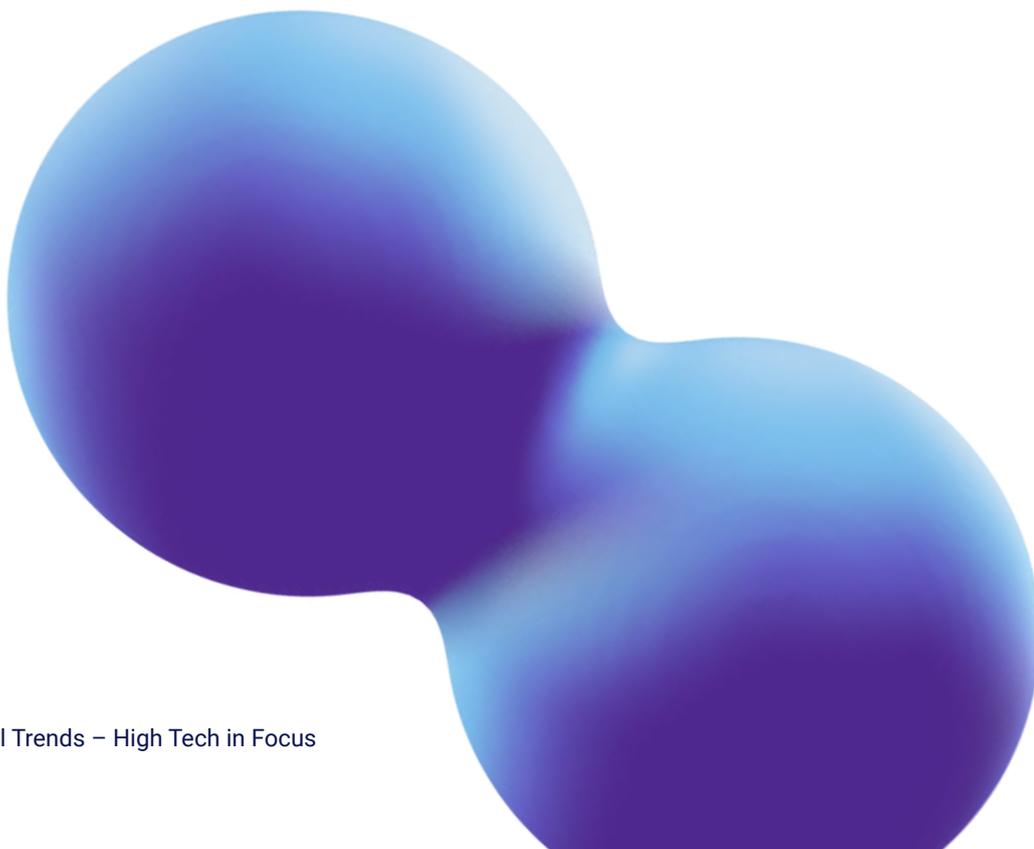
- High-tech companies are more likely than any other sector surveyed to view themselves as mature in terms of CX. However, the larger findings of the study indicate that, not surprisingly, this opinion is grounded in their investment in data and technology and may miss the structural and cultural demands of a CX-focused strategy.
- Optimizing the customer experience is the most exciting opportunity for high-tech businesses in 2020. It's also seen as their second most important point of competitive difference over the next five years.
- High-tech companies are also willing to invest to achieve CX maturity. Just over half said they were planning to increase their spending on CX this year.

Better management and focus are needed to sustain the sector's CX success

- The high-tech sector is significantly ahead of others in its integration of CX technology. Almost two-thirds of high-tech companies (63 percent) say their marketing and CX technology stack is either very or quite integrated, compared to just over one-third in other sectors. But its approach to CX management is no better than that of other sectors.
- The sector is also giving less attention than others to some of the key underpinnings of CX, notably customer data management.

The sector fears that economic and talent challenges lie ahead

- High-tech companies' biggest worries for 2020 are recession and attracting/retaining digital talent.
- The sector has good reason to be concerned about skills shortages—recent studies predict a shortage of high-tech workers as businesses across all sectors increase their digital components. But the high-tech sector is providing more training than other sectors in a bid to address this emerging shortage.



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CX confidence within the high-tech sector is strong—with justification

The high-tech sector is in the middle of a revolution in its attitude to customer experience.

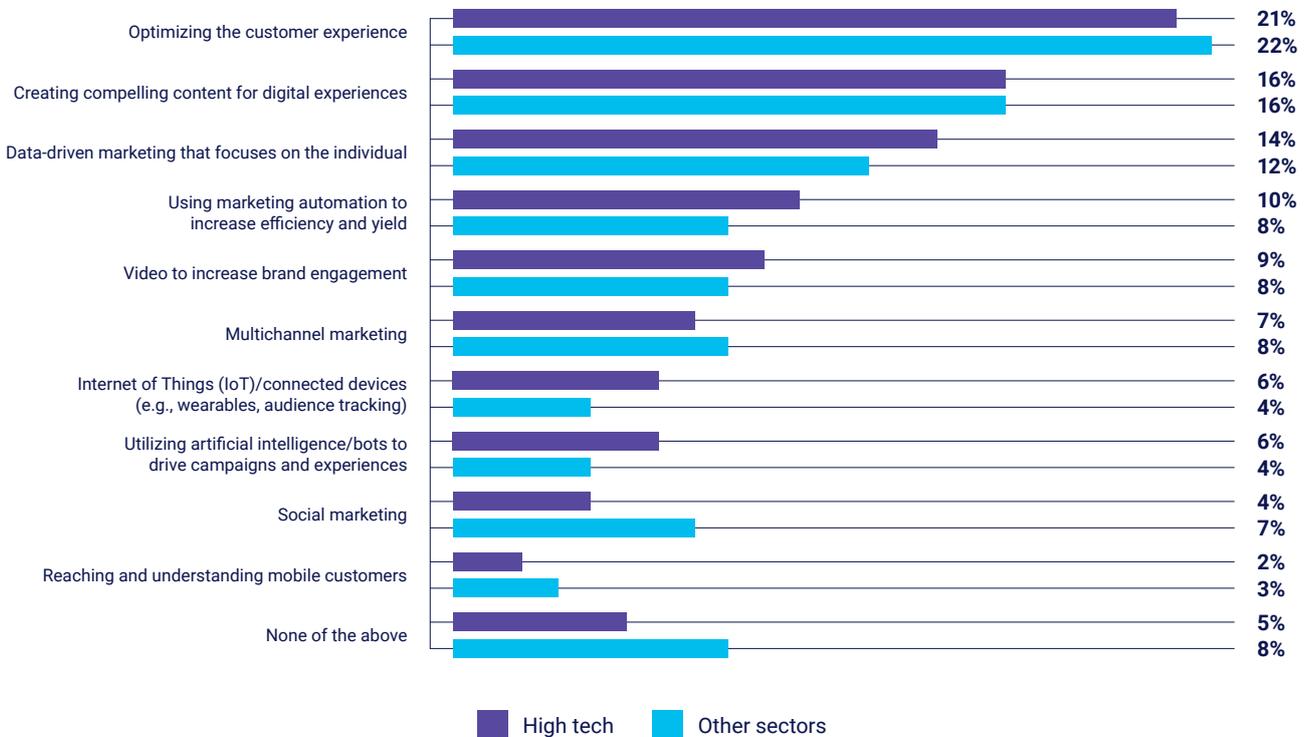
While high-tech companies are traditionally early adopters of technology, historically they have also been very siloed, resulting in disjointed customer journeys. This has been particularly noticeable between sales and marketing teams,² but it's also significant after the sale has been completed, where lack of connection between sales and customer support can lead to customer dissatisfaction and, ultimately, churn.

It has also meant companies in the sector have been poor at sharing data internally to create a single view of the customer. In 2017, Adobe's *Digital Marketing Study* quoted Nick Christy, senior vice president of enterprise technology at U.S. digital agency R2i, saying, "B2B is very traditional, relying on their sales force to gather customer insights."³

Fast-forward to the present, and the *2020 Adobe Digital Trends* report shows that customer experience is now high on the agenda for many high-tech businesses.

- Optimizing the customer experience is seen as this year's most exciting opportunity by high-tech businesses (21 percent). The second and third most exciting opportunities also relate to CX: creating compelling content for digital experiences (16 percent), and data-driven marketing that focuses on the individual (14 percent) (*Figure 1*).
- The top three digital priorities for high-tech companies this year are also all key to a CX-based approach: content marketing was the top choice (32 percent), followed by targeting and personalization, and customer journey management (both 29 percent) (*Figure 7*).
- CX is the second most important way these companies think they will differentiate themselves from the competition over the next five years, chosen by 23 percent of businesses. The top choice is product/service innovation (28 percent) (*Figure 10*).

Figure 1: Which one area is the single most exciting opportunity for your organization in 2020?



High tech: 526 – Other sectors: 4,474 – Respondents: 5,000

²"Strategic Guide to Lead Conversion: How Marketing and Sales Functions Must Evolve," Demand Exchange, January 28, 2020.

³"Running on Experience: The Exhilaration of Digital Transformation," Adobe Experience Cloud.

Why the change of heart?

There are several reasons for this shift:

1. High-tech companies have recognized that a focus on customer experience drives business success. The *2020 Digital Trends* report shows that CX leaders are three times more likely than their peers to have exceeded their business goals.
2. On the B2B side, the sector has also recognized that purchasers are consumers too. The trends that have led them to expect (and demand) more personalized communications from the companies they buy from are just as relevant when they're buying for their business as when they're buying for themselves.

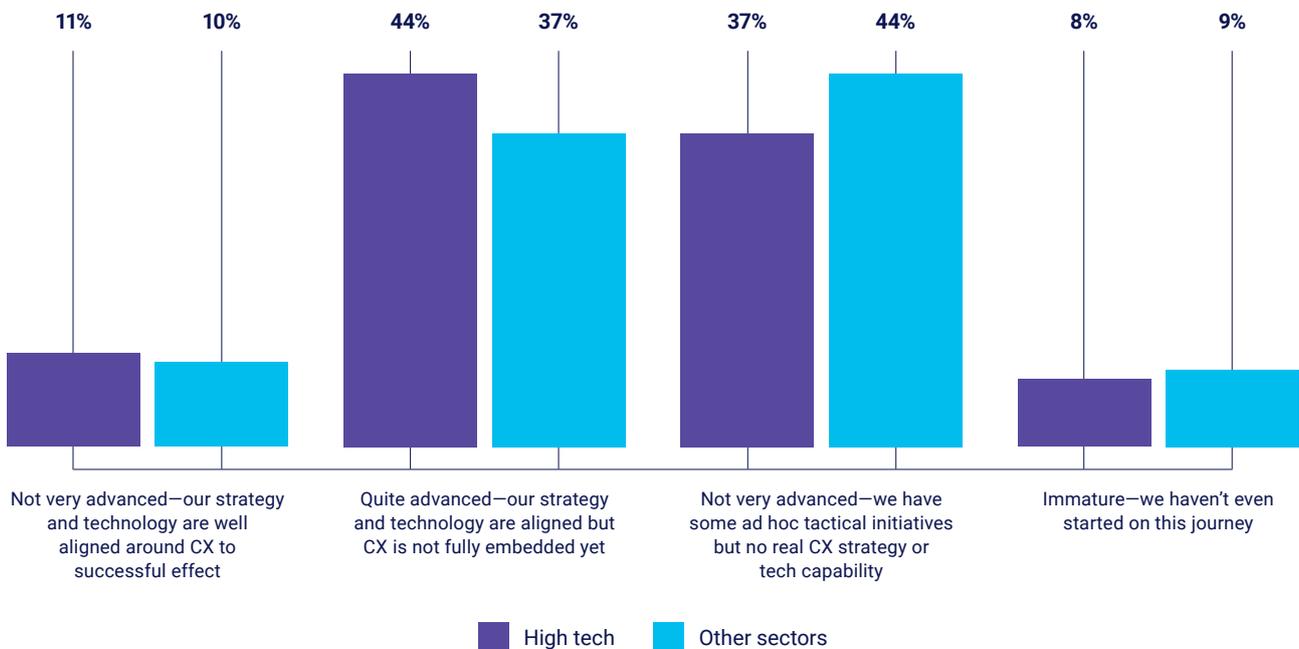
However, this personalization is more complicated in B2B than in B2C, because as the ticket price goes up, so does the number of people involved in the purchase decision. Senior management will want to understand the strategic benefits of the product or service; IT will want to know how it can be integrated with existing systems; department heads will want to know how it solves their particular problem; and so on. Each of these people needs communications personalized to their specific needs.

3. Competition in the space has reached extreme levels. As martech expert Scott Brinker's Marketing Technology Landscape supergraphic shows, that sector alone has grown from around 150 companies in 2011 to 7,040 last year.⁴ At the same time, the loyalty of client companies has been shown to be limited. According to Gallup research, 71 percent of B2B high-tech customers are at risk of leaving for a competitor.⁵ This means that, while delivering a high-quality customer experience throughout the journey to purchase is vital, it's equally important to continue it beyond the point of sale in order to retain the customer, increase their lifetime value, and maintain market share.

High-tech companies' CX proficiency outstrips other sectors'

High-tech companies are confident of delivering against this emerging customer experience agenda. Over half say they are either very advanced or quite advanced in their development of a customer experience-based approach (55 percent), compared to 47 percent among other sectors surveyed (*Figure 2*).

Figure 2: How do you rate your company in terms of customer experience (CX) maturity?



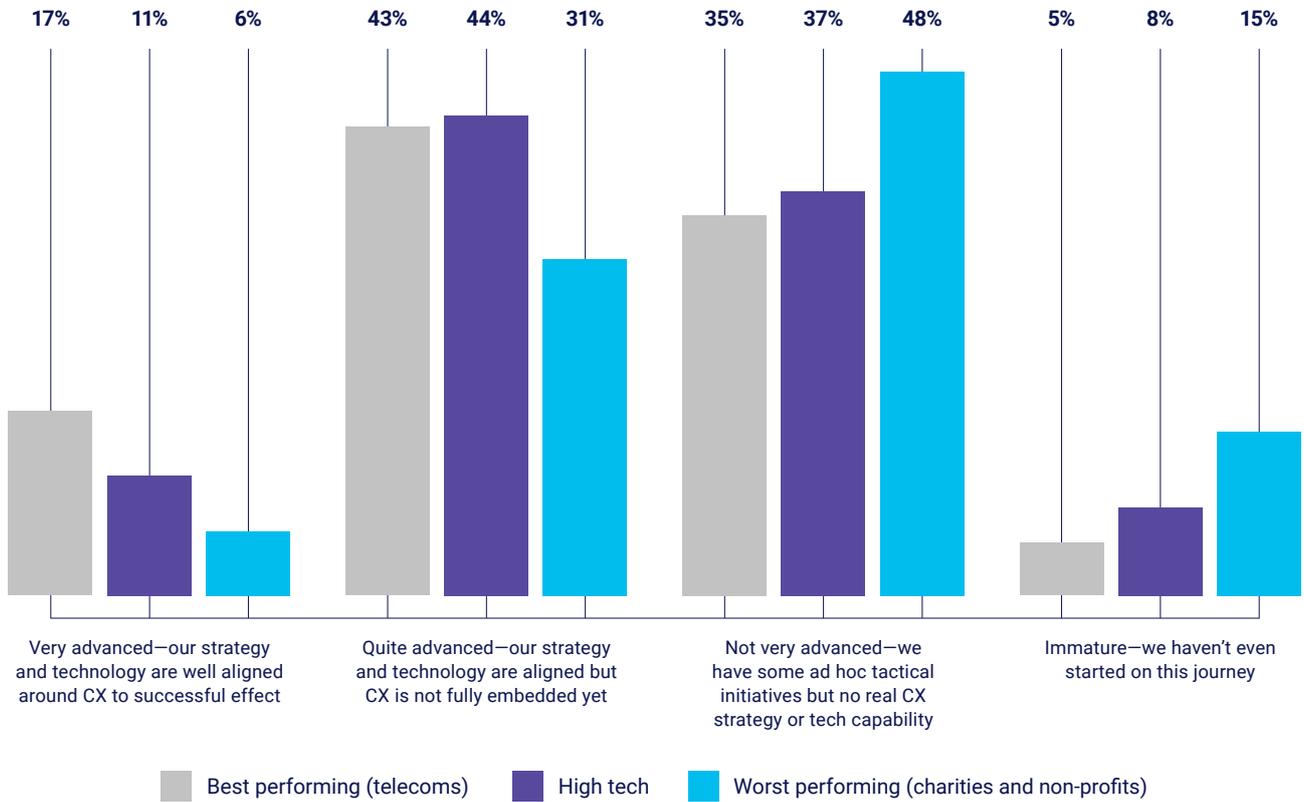
High tech: 586 – Other sectors: 4,846 – Respondents: 5,432

⁴ Scott Brinker, "Marketing Technology Landscape Supergraphic," *Chief Martec*, April 4, 2019.

⁵ Stephanie Barrymore, "Make Customer Engagement Your Competitive Edge," *Gallup*, September 5, 2019.

Figure 3 breaks this down by the best and worst performing sectors across the 2020 Digital Trends report. Telecoms is the most bullish about the maturity of its CX capabilities, with almost two-thirds of companies (60 percent) saying they are either very advanced or quite advanced, compared to just over half of those in the high-tech sector. Charities and non-profit organizations, meanwhile, are the least mature, with only just over one-third rating themselves as very advanced or quite advanced.

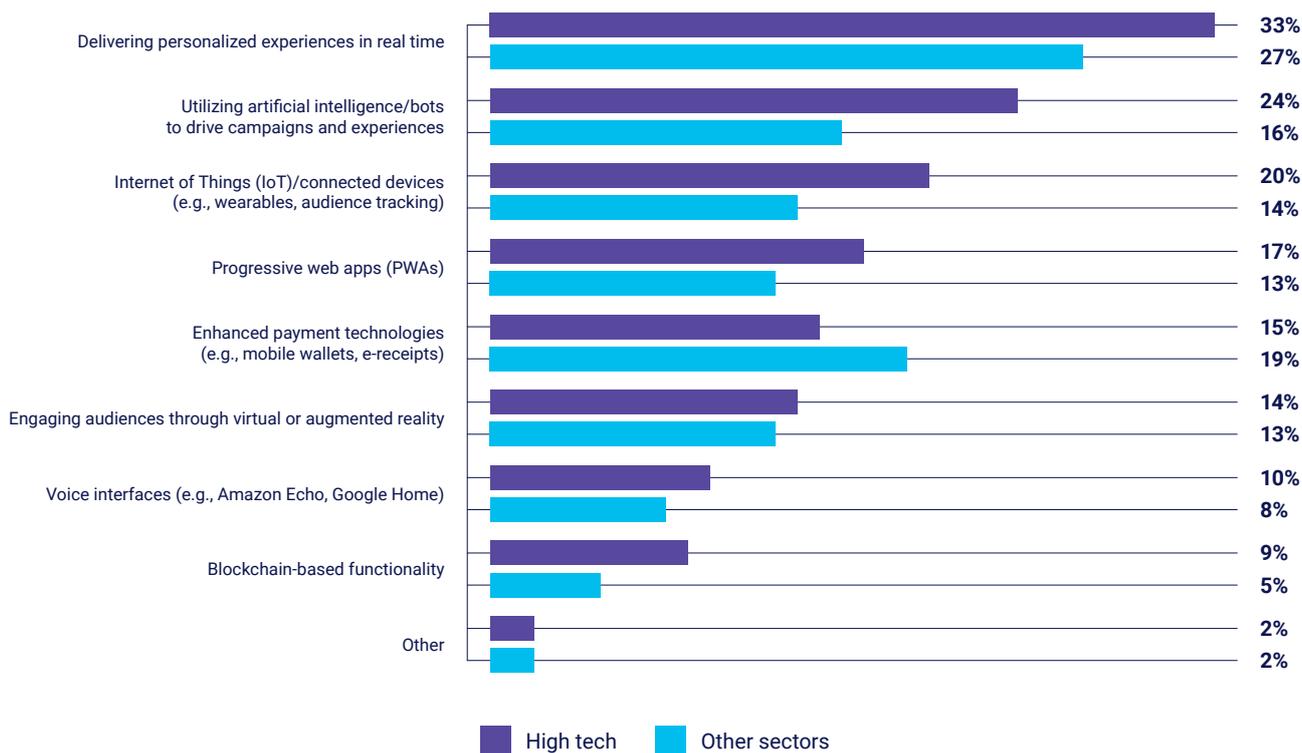
Figure 3: How do you rate your company in terms of customer experience (CX) maturity (best and worst)?



High tech: 378 – Telecoms: 94 – Charities and Non-Profit: 160 – Respondents: 632

High-tech companies' CX confidence is backed up by the progress many have already made. A common definition of customer experience is the perception of a brand by its customers, across the entire duration of their relationship,⁶ and a key way to make customers feel valued is by treating them as individuals. This means using information about their past and current behavior to tailor communications and offers to them. Research by marketing agency Epsilon found that 90 percent of consumers surveyed found the idea of personalization appealing, and 80 percent said they were more likely to do business with a company if it offered personalized experiences.⁷ As *Figure 4* shows, one-third of high-tech companies (33 percent) are already delivering personalized experiences to their customers in real time.

Figure 4: Which of the following have you started to incorporate into your business?



High tech: 497 – Other sectors: 4,276 – Respondents: 4,773

Looking forward, the promise of artificial intelligence (AI) is that it will allow businesses to move from descriptive to prescriptive analytics. In other words, rather than restricting marketers to saying what impact a particular marketing activity had, AI will enable them to suggest the next best action to be taken at any point in an individual customer's journey to deliver value to both the customer and the business, and do so at scale and in real-time.⁸ A quarter of high-tech companies are already using AI or bots to drive their campaigns and experiences.

⁶ [Stephanie Barrymore, "Make Customer Engagement Your Competitive Edge," Gallup, September 5, 2019.](#)

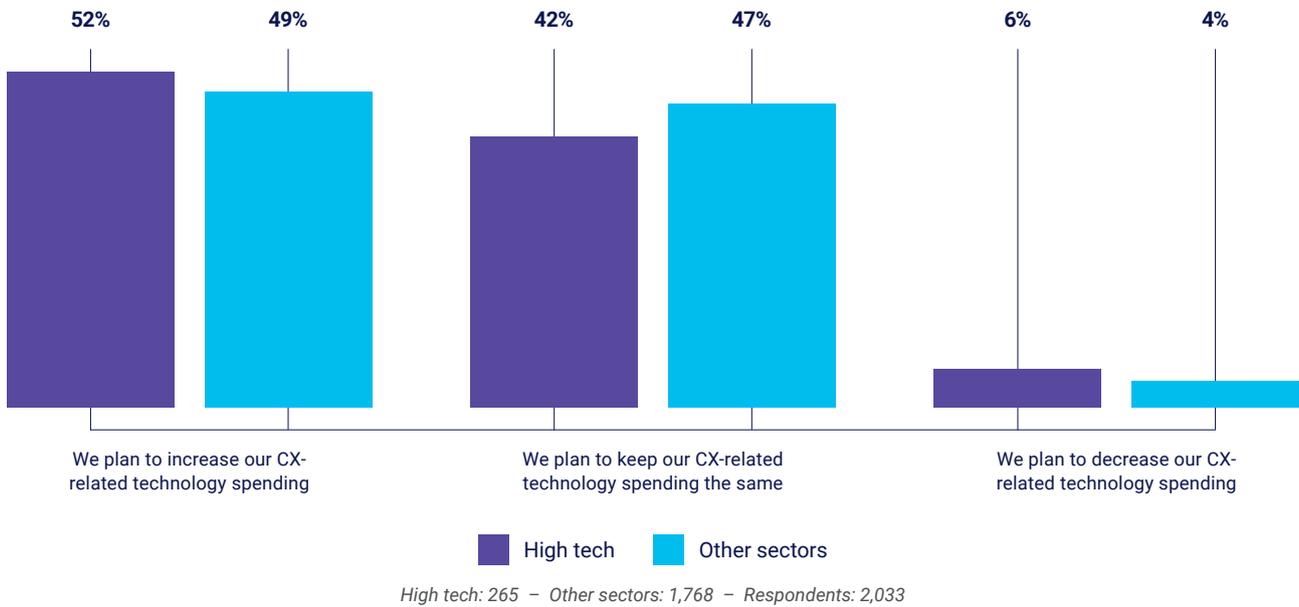
⁷ [Epsilon Marketing, "The Power of Me: The Impact of Personalization of Marketing Performance," Epsilon, January 4, 2018.](#)

⁸ [Adobe Communications Team, "Adobe Experience Cloud Helps Personalize the Customer Experience with AI & Machine Learning," Adobe, June 20, 2019.](#)

Backing CX ambitions with investment

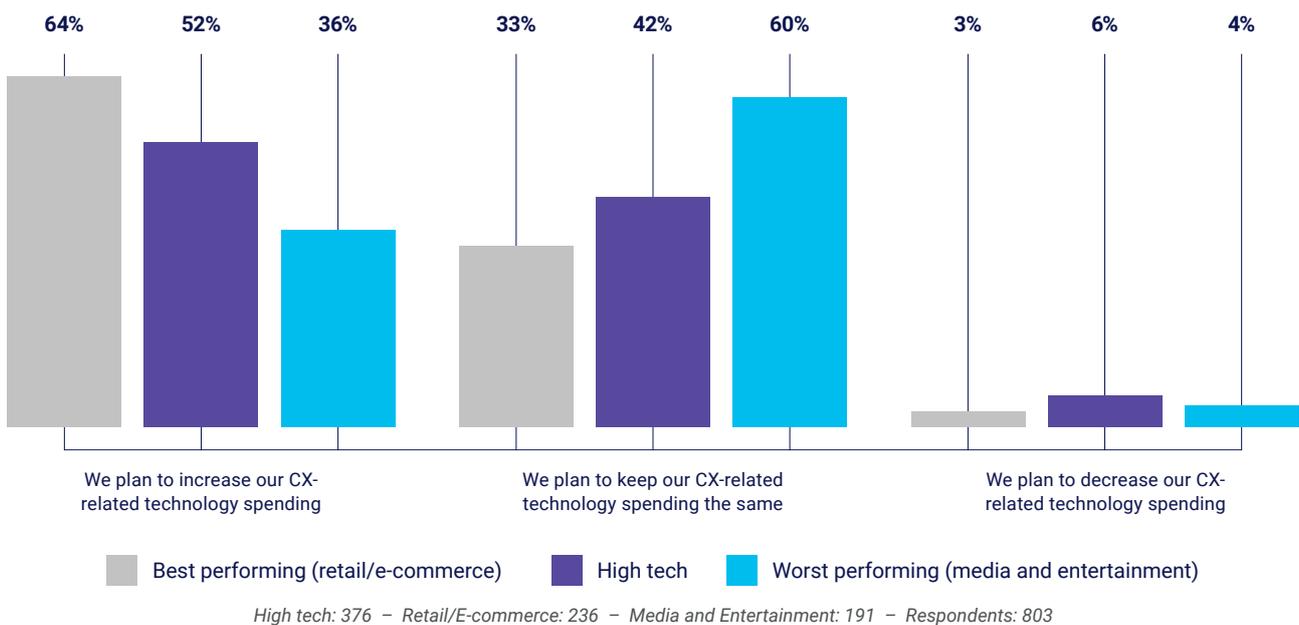
High-tech companies are also investing in their CX capability. Over half (52 percent) said they were planning to increase their spending on CX this year, compared to 49 percent of other businesses (Figure 5).

Figure 5: What best describes your plans for CX-related technology spending in 2020?



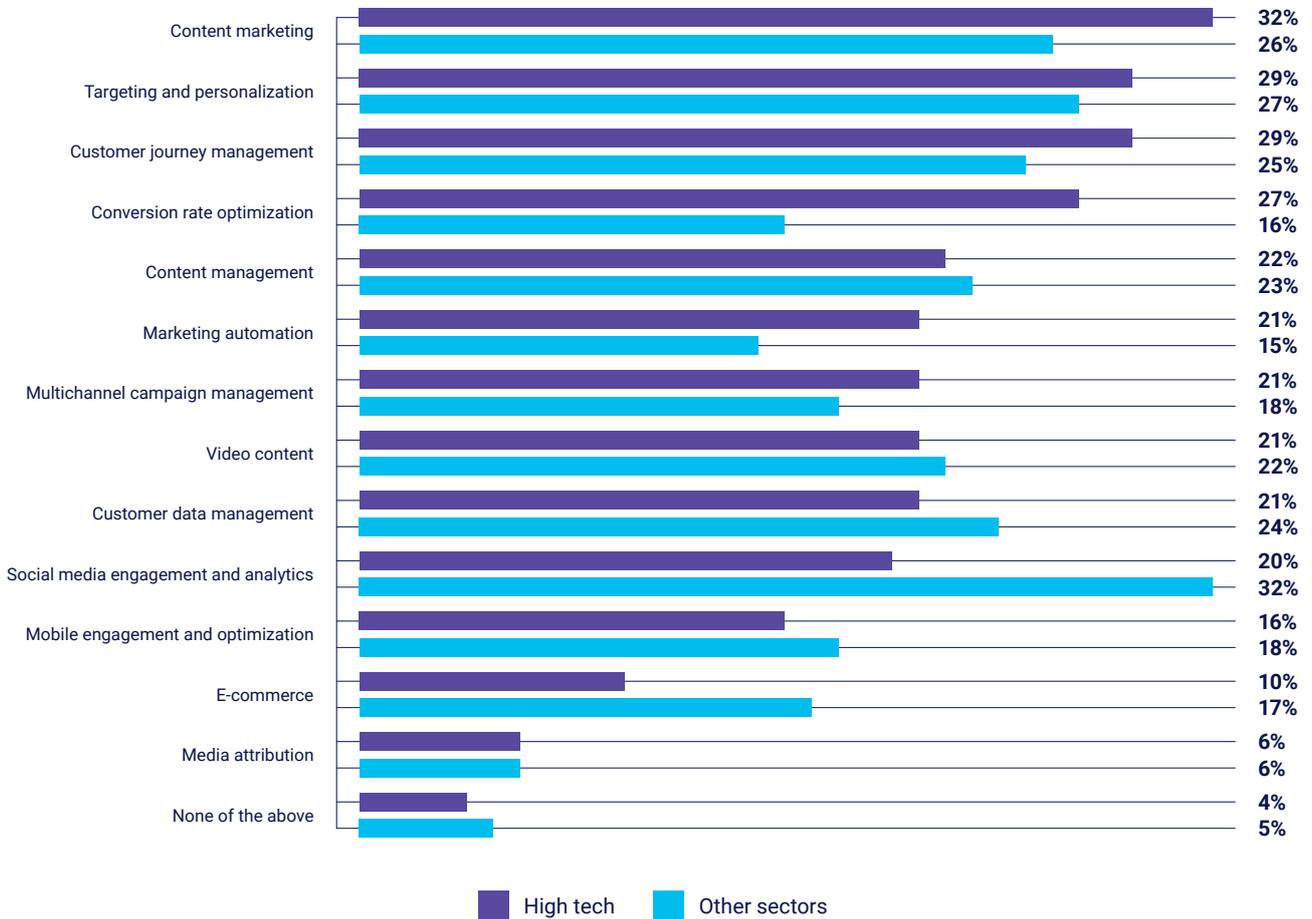
Looking at this in the context of the sectors most and least likely to invest in CX this year, the high-tech sector falls in the middle of the spread (Figure 6). Retail is the most likely of the sectors surveyed to increase spending on CX in 2020 (64 percent compared to 52 percent of their high-tech counterparts). By contrast, media and entertainment companies are the least likely to spend more on CX (36 percent).

Figure 6: What best describes your plans for CX-related technology spending in 2020 (highest and lowest)?



In addition, the research showed that high-tech companies are taking a strategic approach to developing their customer experience capability in 2020, rather than focusing on individual channels. Their top digital priorities for 2020 are content marketing (chosen by 32 percent), targeting and personalization (29 percent), and customer journey management (also 29 percent) (Figure 7). All of these are key underpinnings of CX.

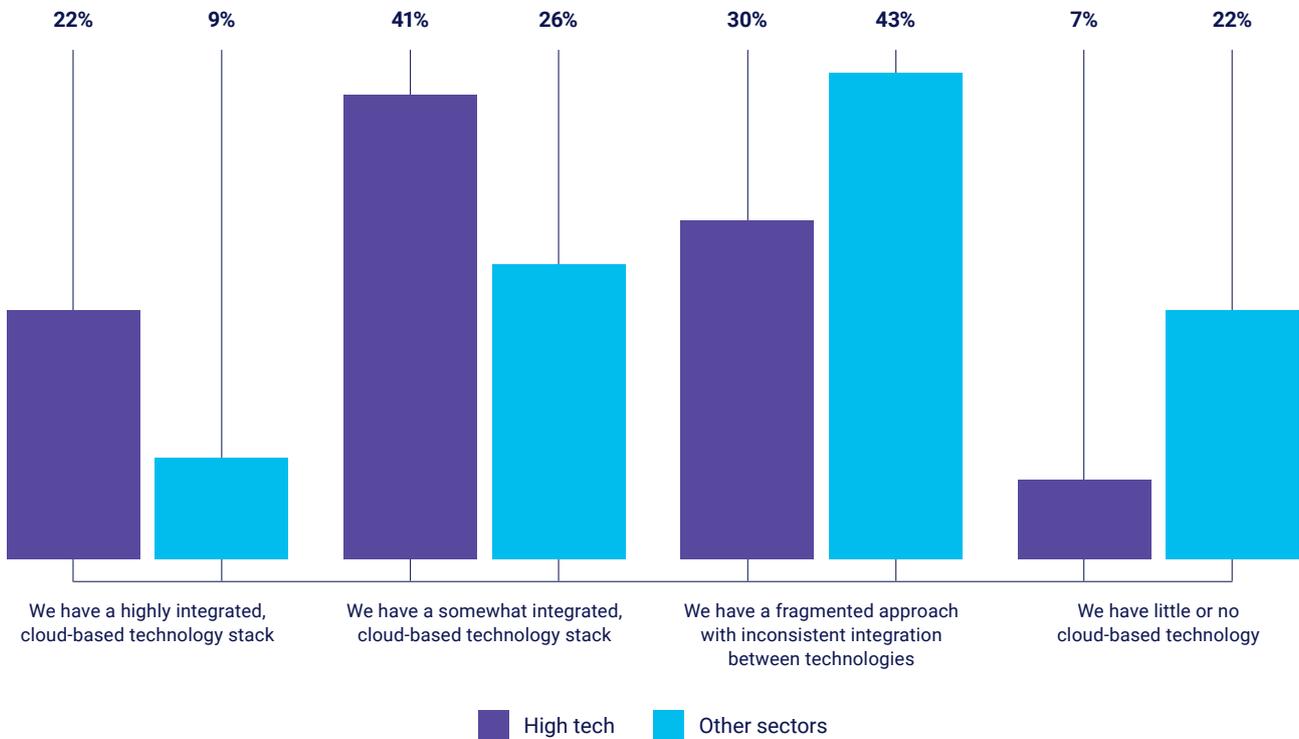
Figure 7: Which three digital-related areas are the top priorities for your organization in 2020?



High tech: 537 – Other sectors: 4,603 – Respondents: 5,140

High-tech businesses are also significantly ahead of those in other sectors in their integration of the technological components of CX (Figure 8). Almost two-thirds of high-tech companies (63 percent) say their marketing and CX technology stack is either very or quite integrated, compared to just over one-third in other sectors (35 percent).

Figure 8: What best describes your organization's approach to marketing and customer experience technology?



High tech: 346 – Other sectors: 2,595 – Respondents: 2,941

High-tech companies have been slower than those in other sectors to adopt a customer experience approach. However, CX is now at or near the top of the agenda for many, backed by strategic thinking, technological innovation, and financial investment.

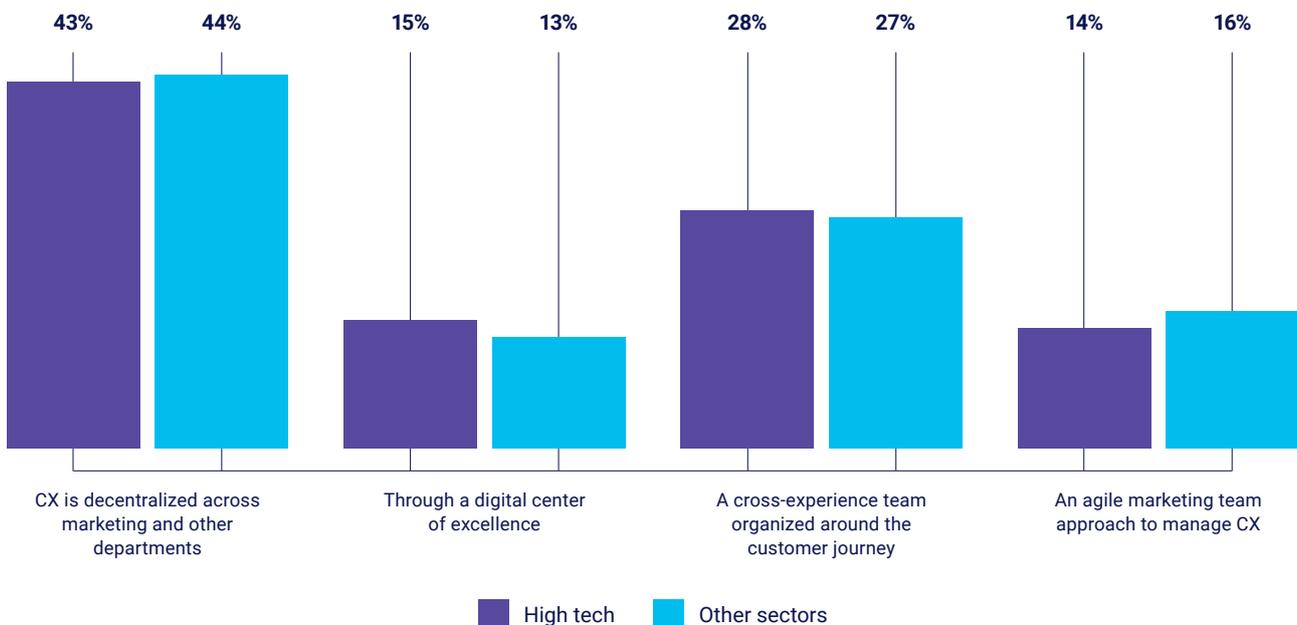
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Better management and focus are needed to sustain the sector's CX success

The high-tech sector's confidence in its ability to deliver against a customer experience agenda hides some significant gaps. In particular, the *2020 Digital Trends* report found that the sector is no more advanced in how it manages customer experience than any other.

- High tech is just as likely as other sectors to still be taking a decentralized approach to CX, distributing responsibility across different departments (*Figure 9*).
- Equally, high-tech companies are no more likely than those in other sectors to have adopted an agile approach to CX, or to have built a cross-functional team in order to deliver it. Cross-functional teams may be the most effective approach because they're not slowed down by silos, and they use the customer's interests as the incentive to align everyone, instead of letting individual channel budgets and KPIs encourage teams to think solely about their own stage of the customer journey.

Figure 9: How does your organization currently manage customer experience (CX)?



High tech: 361 – Other sectors: 2,753 – Respondents: 3,114

There is certainly a recognition in the sector that breaking down silos is key to business success. Silicon Valley was, after all, the birthplace of the chief revenue officer, a role intended to bring together marketing and sales departments, replacing historic antipathy with a sense of a single team working toward the same goals.⁹ However, the *2020 Digital Trends* report suggests this idea has gained no greater traction in the high-tech sector than any other.

Overall, the impression is of a sector that has the technology and the financial muscle to implement CX, but has yet to translate that into the organizational change required to fully make it a reality.

⁹ Edwin Abl, "Chief Revenue Officers: Why They are Replacing CMO's," *Medium*, November 19, 2018.

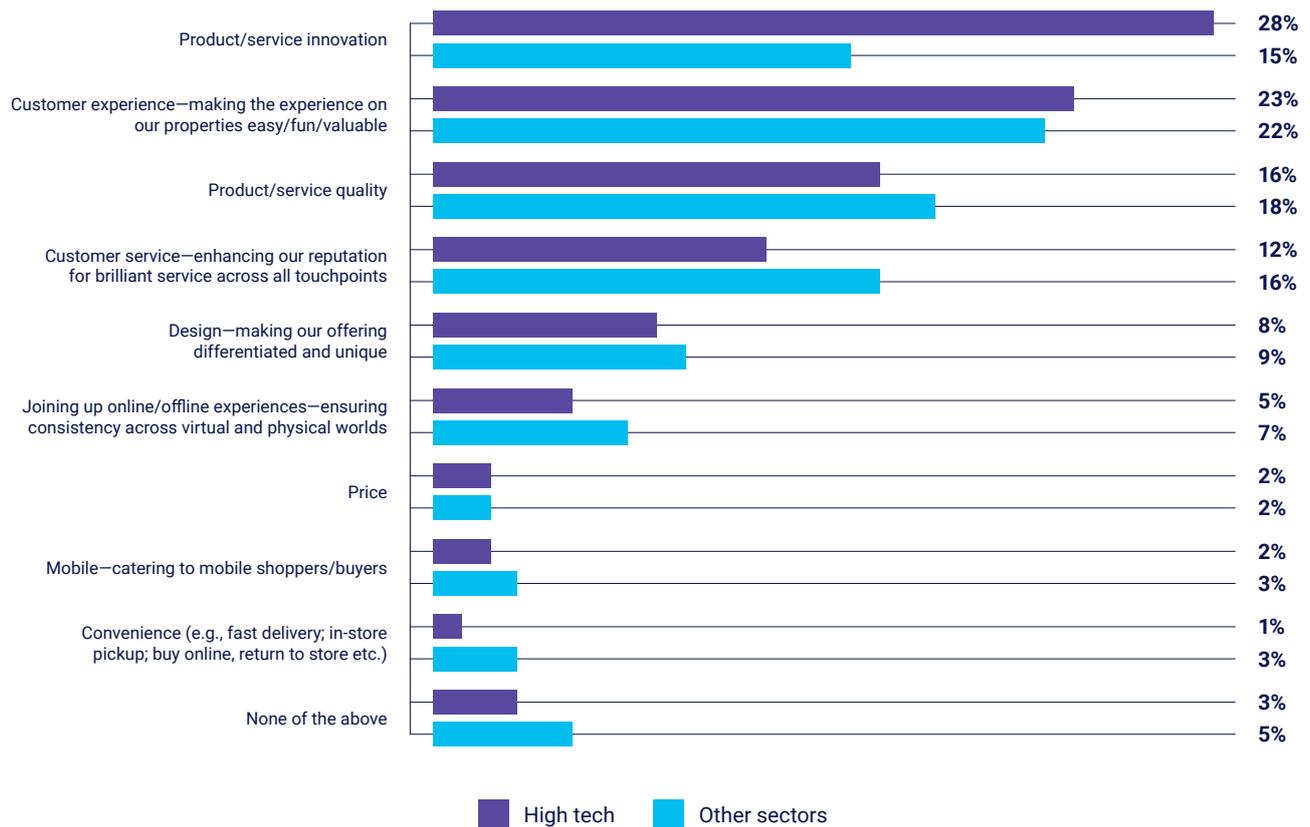
There are still gaps in the sector's adoption of CX

It's also clear from the report that many companies in the sector have yet to fully embrace CX.

- Some strategic areas of CX aren't getting the attention they need. For example, customer data management, which forms the crucial underpinning of customer experience by enabling the creation of a single view of the customer,¹⁰ is only rated as a top-three priority by one-fifth of companies (21 percent), slightly fewer than in other sectors (24 percent) (Figure 7).
- The main way high-tech businesses feel they will differentiate themselves from their competitors over the next five years is through product innovation (28 percent), with customer experience second (23 percent). This is the reverse of other sectors (22 percent CX, 15 percent product/service innovation) (Figure 10).
- The sector is split in its attitudes toward AI. Two-thirds of companies are already using, or planning to use, AI (Figure 11), but among those companies not using it, half see no need (Figure 12).

A clue as to why high-tech companies are giving a relative lack of priority to customer data management might be also seen from this statistic from Figure 12. One of the prime functions of AI for marketers is to power real-time personalization at scale. The fact that half the people not using or planning to use AI say they see no need for it suggests the existence of a substantial group of laggards in the sector who have yet to be persuaded of the value of personalization and, therefore, CX.

Figure 10: Over the next five years, what is the primary way your organization will seek to differentiate itself from competitors?



High tech: 476 – Other sectors: 4,204 – Respondents: 4,680

¹⁰Chitra Iyer, "What is Customer Data Management (CDM)? Definition, Best Practices and Technology Platforms," *Toolbox Marketing*, May 26, 2020.

Innovation trumps CX for competitive differentiation

The emphasis on product innovation over customer experience as a differentiating factor may be a legacy of the sector's historic focus on features over benefits. According to Adobe's 2017 *Digital Marketing Study*, high-tech companies still believe that "if you build it, they will come." As Jill Steinhour, Adobe's director of high tech and B2B strategy Jill Steinhour has pointed out, this is no longer the case.¹¹

As the assembly and integration of martech stacks becomes increasingly complex, and as the lines between hardware, software, and professional services continue to blur, high-tech marketing and sales are becoming much more about a shared understanding of the needs of individual customers and meeting them, rather than hoping to match a shopping list of features.

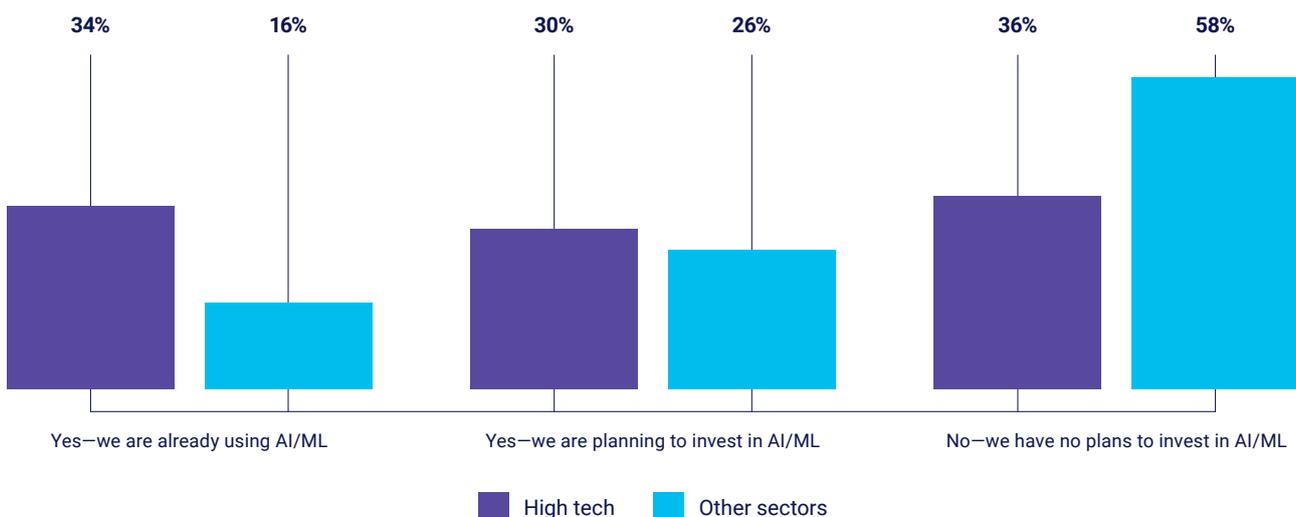
Another possible explanation of why product/service innovation is seen by high-tech firms as their key differentiator can also be seen in *Figure 10*. The industry's customers across all sectors see the experience they deliver to their own customers as their key point of competitive difference over the next five years. So high-tech firms must innovate to help their customers achieve better personalization and targeting at scale, across the entire purchase journey, for consumers whose expectations of CX continue to rise.

Early adoption of AI creates a substantial competitive edge

Research by Deloitte in 2018 found that early adopters of artificial intelligence believe the technology is either very or critically important to their company's success¹² contributing to profitability by enhancing products and services, and optimizing internal business operations. The high-tech sector is generally one of those early adopters—it's certainly significantly ahead of others in its AI take-up (*Figure 11*):

- A third of companies are already using AI, compared to just 16 percent in other sectors.
- Another third are planning to invest in the technology, again more than in other sectors (26 percent).
- A quarter of high-tech companies are already using AI or bots to drive personalization of marketing campaigns and experiences, compared to 16 percent in other sectors (*Figure 4*).

Figure 11: Is your organization using or planning to invest in artificial intelligence/machine learning in 2020?



High tech: 330 – Other sectors: 2,694 – Respondents: 3,024

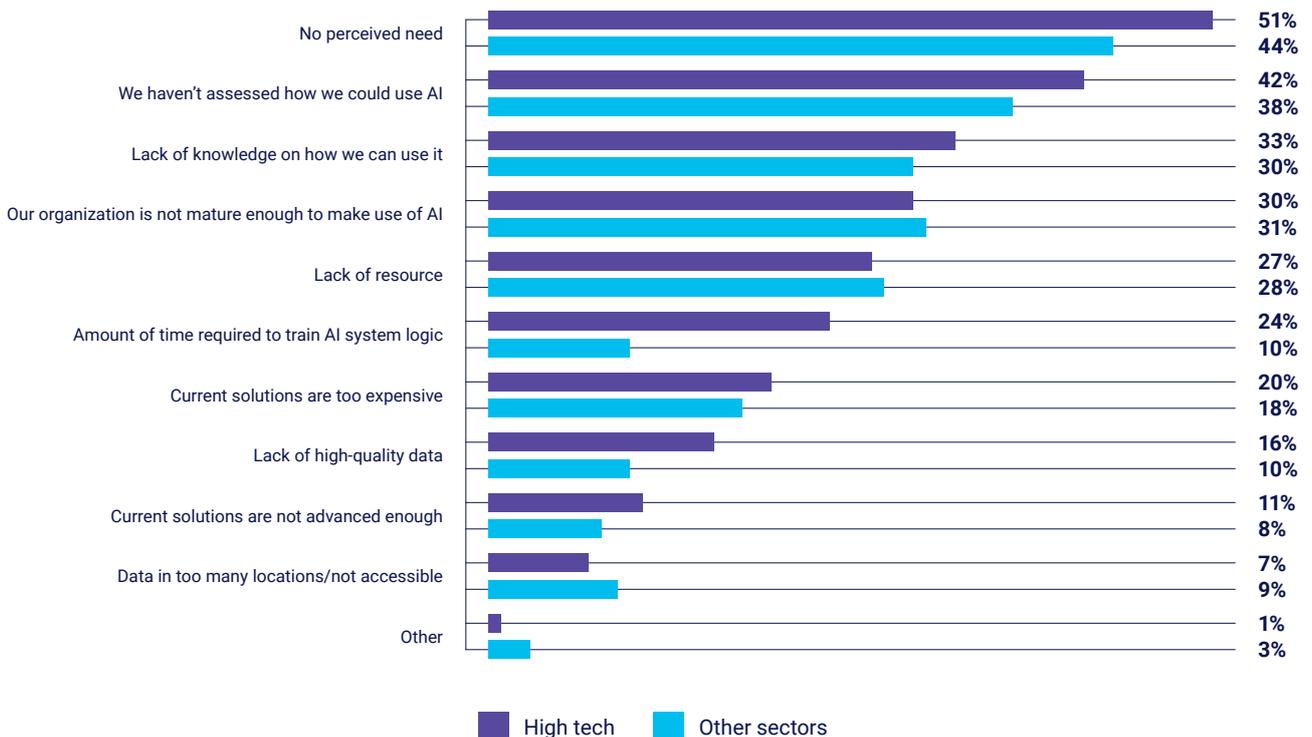
¹¹Jill Steinhour, "Digital Marketing Trends for Tech: Putting Customers at the Forefront," Adobe, February 1, 2018.

¹²Deloitte Insights: *State of AI in the Enterprise*, Second Edition, 2018.

AI also has a crucial role to play in the sector's drive to contain costs, reducing inefficiencies in workflows, and enabling agility and accuracy in customer insights and experience delivery. Its use in marketing automation not only allows real-time analysis of customer data on a massive scale, it also simplifies tools and reduces manual labor, freeing staff for more valuable tasks that can't yet be performed by machines.

However, there is surprising indifference to AI among the third of high-tech companies not already using it or planning to do so (Figure 12). Half (51 percent) of these businesses say they see no need for AI, while two-fifths (41 percent) haven't assessed how they could use it and a third say they lack of knowledge on how they could use it (33 percent).

Figure 12: Why is your organization not using or planning to use AI?



High tech: 115 – Other sectors: 1,529 – Respondents: 1,644

Lack of digital maturity is a recognized barrier to AI adoption. If an organization doesn't have the basics of data management in place—such as a single view of the customer across the business—it won't be able to extract value from investing in AI. And there are other possible explanations for the lack of interest in AI. One is the hype surrounding the technology and the lack of concrete business results. *The Gartner Hype Cycle for Artificial Intelligence 2019*¹³ suggests that of the aspects of AI that are important to marketers, only speech recognition has reached the “plateau of productivity.”¹³ Insight engines and virtual assistants languish in the “trough of disillusionment,” while chatbots sit at the “peak of inflated expectations.” A significant minority of high-tech companies clearly need more evidence that AI can deliver on the promises of its more enthusiastic proponents.

However, as one of the characteristics of AI is that its performance improves as it learns, companies that delay adopting the technology risk being left behind by competitors that have already begun experimenting.

High-tech companies have the technological capability in place to support a customer experience agenda, but management approaches are lagging behind. There is also a sense that traditional attitudes to sales and marketing continue to prevail. This will need to be addressed in order for the sector to take full advantage of the opportunities presented by CX.

¹³Laurence Goasduff, “Top Trends on the Gartner Hype Cycle for Artificial Intelligence, 2019,” Gartner, September 12, 2019.

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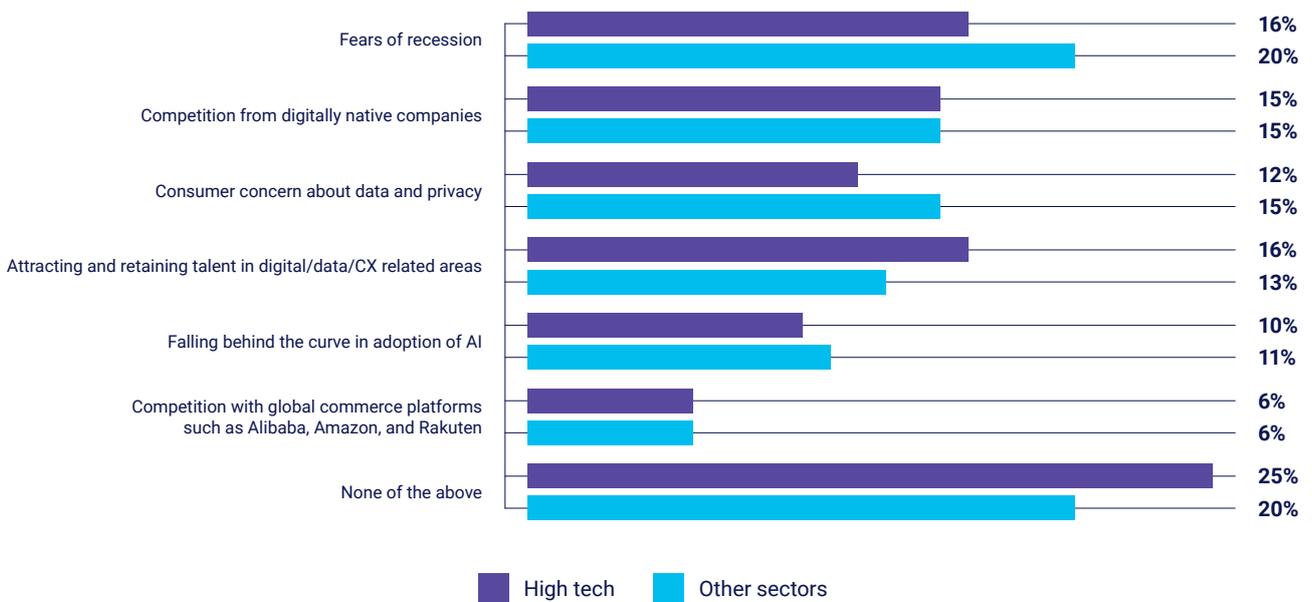
Fears that economic and talent challenges lie ahead

Against this backdrop of continuing flux, *Figure 13* shows high-tech companies' fears for the year ahead. Three areas topped the chart with almost identical scores:

- One is recession, cited by 16 percent of companies, although this is less than in other sectors, where it's the main concern for 20 percent.
- Another is attracting and retaining digital talent, which is more of a concern than for other sectors (16 percent compared with 13 percent).
- The third major worry (15 percent) is competition from digitally native companies, a fear shared by the same percentage of companies in other sectors.

Strikingly though, a quarter of high-tech firms declare themselves unconcerned by any of the above, or by customer privacy worries, falling behind in adopting AI, or competition from global ecommerce platforms.

Figure 13: Thinking about your business more broadly, which of the following pose the most significant concern for 2020?



High tech: 511 – Other sectors: 7,841 – Respondents: 8,352

A growing recruitment problem

If anything, those 16 percent of high-tech companies concerned about attracting and retaining talent underplays the size of the sector's recruitment problem.

U.S.-based organizational consultancy Korn Ferry's multi-year *Future of Work* study reported in 2018 that that world could be facing a shortage of 85 million high-tech workers by 2030.¹⁴ Korn Ferry attributes much of this shortage to demographics, in particular sustained low birth-rates in the world's biggest economies. However, it's also true that as almost all business now has a digital component, the demand for digital skills is much wider than just the traditional high-tech sectors. According to Alan Guarino, a vice chairman at Korn Ferry, "It's pure supply and demand. Companies are paying more, they're hiring more, but there is still a shortage of high-skilled tech workers. Technology is the thread that runs across every aspect of business."¹⁵

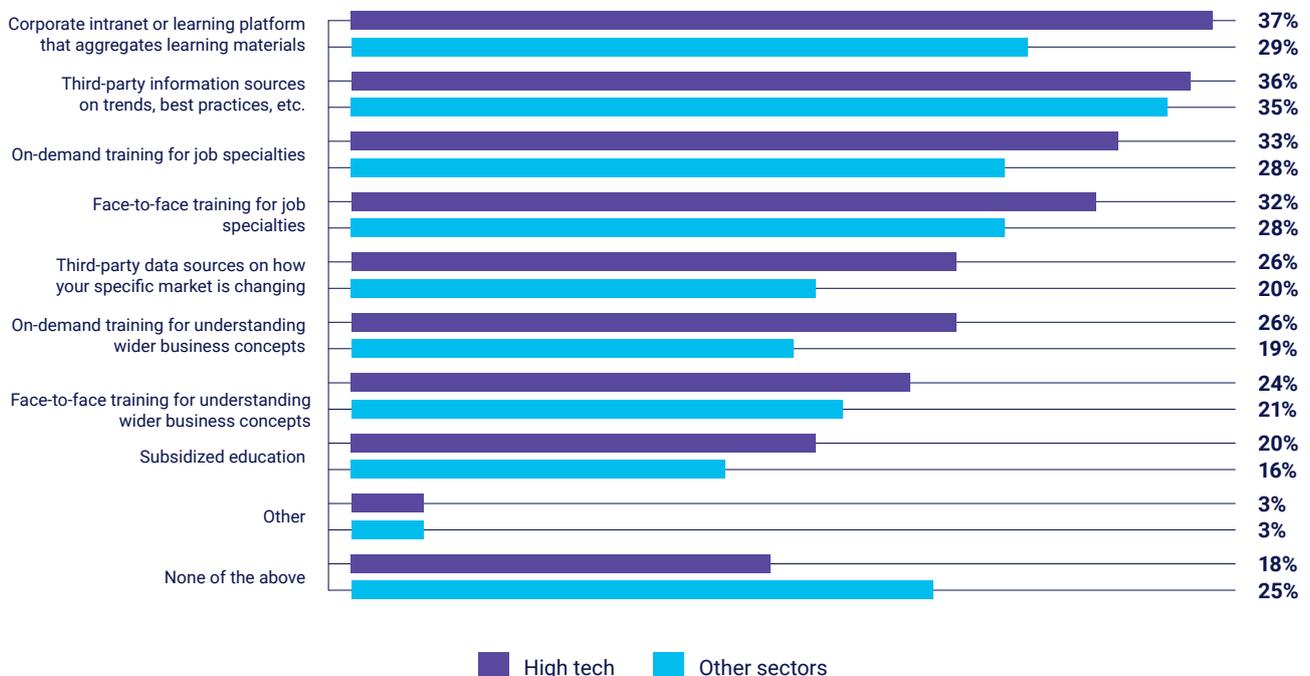
Training helps fill the skills gap

The only way companies can address this shortage is through new approaches to recruitment and training. Some businesses are increasingly looking for recruits with a flexible approach and a desire to learn, who can be trained in new technologies as they emerge rather than hiring for specific skills. This is then augmented by the development of a culture of life long learning within the organization.

These approaches are still restricted to the most sophisticated companies. However, the *2020 Digital Trends* report found that the high-tech sector is better than others at training its staff (*Figure 14*).

- Over a third (37 percent) of high-tech companies have a corporate intranet or learning platform that aggregates learning materials, compared to 29 percent of companies in other sectors.
- A similar percentage (36 percent) also offer third-party information sources on trends, best practices, etc. (35% in other sectors).
- A third offer on-demand training for job specialties, and a third also offer job-specific face-to-face training (both 28 percent in other sectors).

Figure 14: What learning resources does your organization provide?



High tech: 438 – Other sectors: 6,940 – Respondents: 7,378

¹⁴Michael Franzino, Alan Guarino, Jean-Marc Laouchez, and Yannick Binvel, "The \$8.5 Trillion Talent Shortage," Korn Ferry, 2018.

¹⁵Pedro Nicolaci da Costa, "Tech Talent Scramble," *International Monetary Fund, Finance and Development*, Vol. 56, No.1, March 2019.

Competition from digital natives both inside and outside the sector

Concern about competition from digitally native companies is common across all the sectors surveyed for the *2020 Digital Trends* report. Even in a sector like high tech, where companies are more likely to describe themselves as “digital-first” than any other, 15 percent of businesses see digitally native companies as a threat.

This competition takes two forms:

1. The first is within the sector, where the explosion of competition suggests barriers to entry are low. Customers’ access to solutions has been simplified by the rise of SaaS, and they are increasingly willing to choose for themselves which best meet their needs. This is part of the reason for the sector’s increased focus on partnership ecosystems, and also for the growing interest in mergers and acquisitions.

According to Deloitte’s global technology, media, and telecommunications industry leader, Paul Sallomi: “Mergers, acquisitions, and divestitures will remain a viable growth strategy for tech companies in the coming year, with revenue growth, tech assets, and IP expected to be the top drivers. However, companies are looking to do more than simply enhance technology through M&A&D. Increasingly, they’re employing this strategy to expand into new markets and build their consumer bases.”¹⁶

2. Digitally native companies from outside the sector also influence competition indirectly by continually raising consumer expectations of customer experience. This is particularly significant for the high-tech sector, which is late to the CX party and has more catching up to do.

High-tech companies’ greatest concerns for 2020 are the possibility of recession, the difficulty of attracting and retaining digital talent, and competition from digitally native companies. There is little they can do about the first of these, but a greater emphasis on customer experience, particularly at a management level, will help both address competition issues and make them more attractive to the staff they need to recruit.

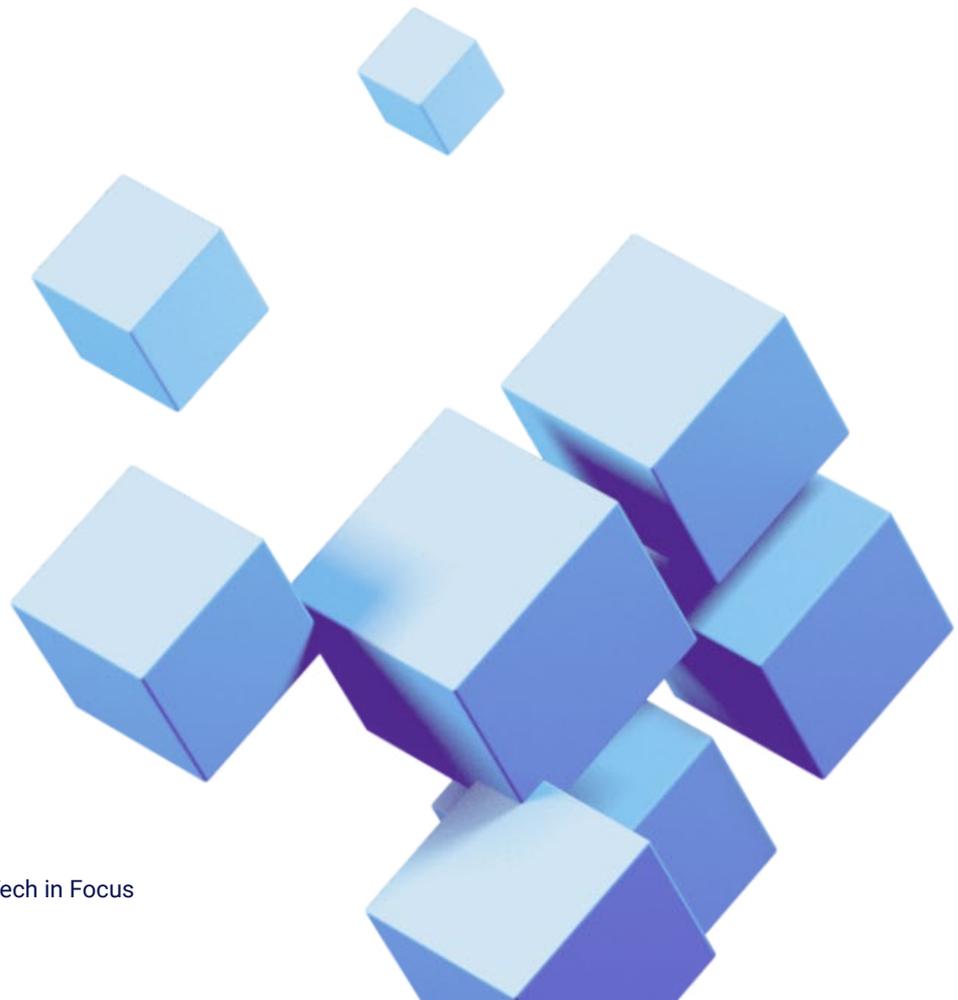
¹⁶[*Deloitte Center for Technology, Media & Telecommunications, “2020 Technology Industry Outlook,” Deloitte, 2019.*](#)

Conclusion

Three key takeaways for high-tech sector marketers

1. The high-tech sector has historically seen inconsistent adoption of customer experience approaches. Although the sector is now broadly confident in its ability to deliver CX, there are still gaps, particularly in management. Companies in the sector need to consider whether the priority being given to CX is translating into the necessary structural and organizational changes.
2. Artificial intelligence is a key element of predictive analytics—delivering the marketing communication most likely to move the customer on to the next stage of their journey to purchase, in real time and at scale. AIs also learn from the results of their decisions, so it's essential that those not already using the technology start to do so as soon as possible, to avoid being left behind.
3. The widespread adoption of CX is leading to skills shortages. Finding and upskilling the digital talent to remain competitive is a burning issue for the sector. Large, established companies are steadily losing employees after two to three years to upstarts with higher upside, or to the consulting market.

The sector is better than others at training staff to address these shortages, but more needs to be done. Changes to how CX is managed should also help make companies more attractive to potential recruits with the skills they need.



Methodology

Digital Trends 10th Edition is based on an online survey fielded to select Adobe and Econsultancy lists in the fourth quarter of 2019. The survey closed having collected 733 qualified client-side responses from the technology sector.

Demographic profiles

- Seventy-nine percent of respondents were at manager level or above.
- In terms of business function, marketing held the largest share of respondents (35 percent), followed by creative/design (21 percent), and IT (11 percent).
- As defined by target market, those in B2B accounted for 58 percent, B2C (12 percent) and those addressing both markets equally (29 percent).
- The sample is global, with Europe providing the largest share of respondents (38 percent), followed by the United States (36 percent) and the Asia-Pacific region at 16 percent. The survey was translated into French, German, Chinese, and Japanese.





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