



EXPERIENCE ESSENTIALS

Orchestrate, measure, and achieve cross- channel success.



EXPERIENCE
ESSENTIALS
● Marketing

Just the basics

When you take your car in for repair, you typically don't want the mechanic to give you all the gritty details. You need to briefly know the problem, its cost, and when you can be back on the road.

There is a similar “basics only” approach to becoming an experience business. In our multi-part Experience Essential series, we examine the basics of customer experience (CX)—the building blocks you'll want to have in place to sustain customer experience management (CXM) success.

In this installment of the Experience Essential series, we help you understand how to craft the kinds of marketing journeys that meet your customer across all channels and are relevant to each individual. We want to ensure that you break down the silos that prevent you from reaching the right people in the best ways and keep them coming back to you over the long term.

The customer experience

Customer experience management (CXM) is the leading edge of marketing, sales, and branding today. It goes beyond CRM which shows customers in the past. CXM shows what customers need right now, and in the future, and delivers it in real time, at scale, across every channel.

The customer journey roadblock

Whether it's finding the perfect pair of running shoes, buying a new smart TV, or enabling a simple banking transaction, customers want—and expect—the brands they buy from to help solve the immediate challenges they face. They expect brands to make this easy on mobile, email, in the store, on the phone, or at their desktop PC. Yet most brands are still falling short—and not by a little, but by a lot.

Only 7 percent of B2C companies say they can consistently create custom marketing journeys based on customer interactions across all channels, brands, and lines of business, according to Forrester. The rest are still struggling with a myriad of challenges, not the least of which is trying to bring together siloed teams and technologies. To address some of these struggles, many brands create more campaigns on more channels in hopes that reaching out more often will result in more conversions.

The problem with this is that the quantity of campaigns delivered doesn't necessarily translate into a quality experience. In fact, when siloed, too many campaigns on too many channels may fatigue certain segments of your target audience and may not reach others. The result could be lower conversion rates and declining contribution to revenue.

“Running a maximum number of campaigns means you’ve got a bunch of people running around and lot of activity, but it’s not productive activity. Focus your people on segmenting your audience and provisioning the campaigns that make the most sense.”

Group Product Marketing Manager, Adobe

If, for instance, you hit the same person with 30 different offers across different channels and devices, they will likely disengage by unsubscribing from your email list or uninstalling your app. And these silos also mean that you are unable to measure cross-channel effectiveness.

So getting proficient with customer journeys isn't only about becoming an expert at each channel your customer may be on. It means communicating in the right way, having empathy for your customers, understanding “digital body language,” all while providing a differentiated and valuable offering or service. Let's face it—that's hard to do.

In our experience, there are five essential elements you need in place to succeed. Here's a look at what those are and how brands are winning when they have them in place.

Getting started

1. Know your audiences and know their best channels

A critical part of making an experience consistent across channels is knowing who and where your audience is. Amplifon, one of the pioneers of the emerging electronic hearing aid industry, targets a complex audience—making the need to identify key audiences extremely important.

While the company's primary customers are seniors, the company also needs to reach influencers, like family members who might be looking into hearing aids for relatives. Plus, today's seniors are increasingly connected, and they conduct research online, chat with friends and brands on social media, read emails, and browse several options before making a purchase. They often also want to talk with experts by phone.

Amplifon realized that to create close relationships, they needed personalized marketing that speaks directly to the interests and needs of each audience. The company also needed a way to carry this personalization across all customer interaction points all so that customers see relevant and sequential offers in emails, direct mail, and interactions with call centers.

With a centralized system that allowed them to know what's happening across all interaction points, Amplifon marketers recently created 3,000 campaigns in one quarter. Fortunately, people still weren't overwhelmed with communications because the campaigns were far more personalized and only delivered to certain audiences across the channels they used. As a

result, the campaigns yielded much better results, with more than 30 percent growth in the customer base.

By knowing who your audiences are and their interests, you can better determine what channels and information they prefer—and then craft content that fits.



Amplifon delivers personalized campaigns only to specific audiences on specific channels:

<p>3000 CAMPAIGNS IN ONE QUARTER</p>	<p>30% INCREASE IN TOTAL CUSTOMER ACQUISITION</p>
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2. Bridge your online and offline channels

Collecting, cleaning, integrating, and analyzing siloed marketing data and managing content from multiple systems are the biggest hurdles for marketers when it comes to creating a consistent experience across channels—especially when trying to link online and offline.

Virgin Holidays used to struggle with this challenge. With teams from 10 departments often reaching out to the same people simultaneously, their fragmented customer communications led to inconsistent messages. Virgin Holidays realized that to continue satisfying customers and thereby grow revenue, they needed to provide a seamless, end-to-end customer journey. To achieve this goal, the company decided to centralize communications for

all departments and channels through a single scalable solution. This allowed Virgin Holidays to better coordinate campaigns and communications across channels.

In the company's "Save Your Spot" campaign, customers received a personalized email inviting them to book an appointment with a retail agent. Using location data, the email displayed a map showing their nearest retail office with a call to action to book an appointment. The campaign, which mapped the customer experience across online and offline channels and adds personalization, increased click-through rates by 50 percent and increased retail appointments by 100 percent.

The reality is that your customers will weave in and out of online and offline interactions with your brand. So the more you can connect those experiences, the more you can make the experience feel consistent at every point of interaction.

Virgin Holidays extends customer experience across online and offline channels:



50%

IMPROVEMENT IN
CAMPAIGN VELOCITY

100%

HIGHER OVERALL CUSTOMER
ENGAGEMENT RATES

3. Make your content available to all teams on all channels

A centralized system, where content can be accessed and shared across interaction points, is vital to ensuring your brand is getting the most out of every asset it creates. Using common templates and workflows can also make creating and sharing content faster and easier.

For Mohegan Sun, a vast casino, hotel, and entertainment complex, having a centralized place to create, access, and share content has made it much easier for them to get the most from their content. Plus, by having common templates that are easy to duplicate, the Connecticut-based company has reduced the time between concept and campaign execution and been able to synchronize offers across multiple customer channels. This has led to a 50 percent improvement in campaign velocity and higher customer engagement rates.

Creating content can be a time-consuming task. The more you can repurpose content for different audiences and channels, the faster you can get new experiences to market.

Mohegan Sun
synchronizes offers across
multiple channels:



50%

IMPROVEMENT IN
CAMPAIGN VELOCITY



HIGHER OVERALL CUSTOMER
ENGAGEMENT RATES

4. Deliver relevant and timely content on your customers' preferred channels

Successful cross-channel experiences need to be personalized through relevancy and value. BT, a telecommunications provider, focuses on useful communications that is responsive to customer needs.

BT uses targeted email and SMS campaigns to provide customers with quick insights into minor service updates. It also uses email and direct-mail campaigns for more involved communications. These can include links to online content providing specific details about service updates. By providing customers with more timely and relevant information through more proactive communications, BT reduced their call center volume by half. At the same time, the company has seen open and click rates on its digital communications increase by 17 percent.

Personalization can have a powerful impact on engagement and conversions. When customers get a perfectly timed message on just the right screen, they're more likely to pay attention and to act.

BT provides customers with more timely and relevant information:



50%

DECREASE IN
CALL VOLUME

17%

INCREASE IN OPEN
AND CLICK RATES

5. Add measurement to your marketing toolkit

Measuring the customer journey is the only way you can understand how and if channel-specific tactics are working together to achieve better results and better experiences for your customers. From our experience and that of our customers, we've found that it's important to track engagement metrics that measure the effectiveness of your campaigns across the customer journey and to test experiences and find out how they're performing on each channel.

To get your KPIs right, you need to take the time to understand the role of each channel and how it's useful specifically to your brand. For example, at Redtag.ca, a Canadian retail travel agency, knowing what customers were engaging on which channel didn't tell the whole story. By tracking what their customers were doing on each channel, they learned that customers search on mobile more than desktop but place higher-value orders on desktop. With this broader, cross-channel view, Redtag.ca could then remove friction from the overall process, develop true-cross-channel experiences, measure engagement, and see where mobile experiences drive more customers to higher-converting channels with higher average order values.

Additionally, with cross-channel testing, you can see how customers move from one channel to the next, what their experience is on each channel, and how that leads them to take the next action. This is important if you want to understand the entire conversion path.



One-third of companies (37% of B2C and 32% of B2B) struggle to track and measure the entire customer journey

Source: Forrester

This type of testing will be easiest to do when you're working from a single system, where metrics and insights can be viewed by all teams across all channels. At Redtag.ca, before having a single system, their profile data wasn't consolidated across channels. As a result, the company struggled to reach fine-grained personalization based on data, such as a customer's location, context, preferences, or use of a channel.

Redtag.ca gains additional insights with testing and measurement:



Measuring engagement helps drive customers to higher-converting channels with higher average order value.



Testing helps to better identify what offers resonate with customer segments, increasing email open rates, click-throughs, and subsequent time spent on site.

Bring all the pieces of the journey together

While the five elements we've just discussed are essential, having a single centralized system that allows you to bring together data, channels, content, and delivery is paramount. This is especially true when it comes to achieving cross-channel success.

"A key part of being able to tell a brand story consistently is knowing where in the journey someone is."

Group Product Marketing Manager, Adobe

But this can't be done if every team from every channel doesn't have insight into what those interaction points are and how other teams are interacting with customers on those interaction points. At Marriott, the value of a consolidated system is clear. "We're consolidating our 30 brands onto a common platform that enables us to deliver unique brand experiences that resonate in a way that promotes customer intimacy," says

Andy Kauffman, vice president of digital marketing for Marriott International. This has allowed them to stop looking at the experience by channel, such as mobile versus website, and instead to look at everything from the viewpoint of one customer.

A single centralized system where all teams can create, manage, and deliver experiences isn't just the best way—it's the only way to give all teams, across all channels, this insight.

Map your path forward

Whether you're just beginning to build cross-channel journeys or well along the way, the first step is to assess where you are today and then progress from there. Eventually, you'll be able to achieve consistent cross-channel experiences for your customers as well as go even further and personalize those at an individual level rather than just at an audience level.

Today, we're already seeing some brands not only plan and map content against their audience segments but take customers on a one-to-one journey across all points of interaction, where the best next action happens instantaneously based on all the data collected about each customer. This way, every customer journey is a unique path based on their individual conditions and criteria. It's the north star of cross-channel customer journeys. Not many brands are there yet, but it's worth reaching for.

Learn how we can help you succeed with customer journeys.

[Get details](#)

Sources

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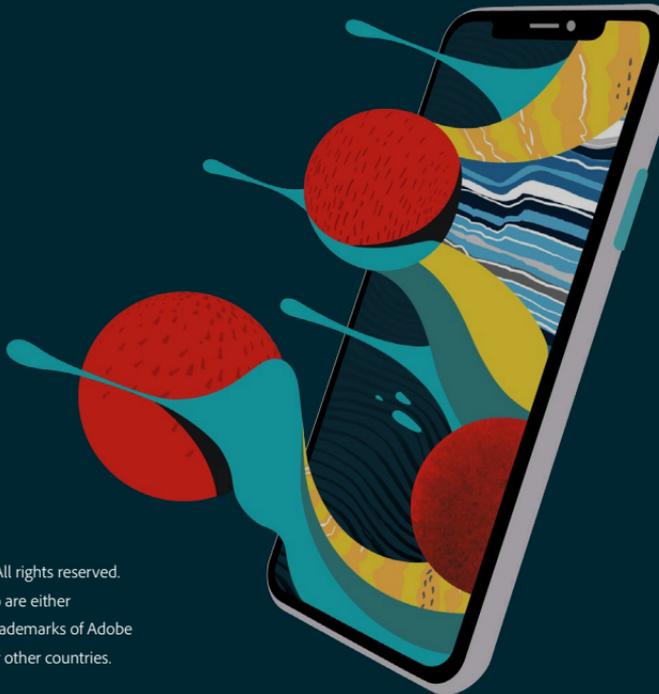
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