Content x Context = Customer Experience
Driving a More Personalized Experience through Web Content Management

High performance. Delivered.

Accenture Interactive – Joint Point of View with Adobe
Relevance is here to stay. According to Accenture's 2012 CMO Insights survey, consumers' expectations for relevant experiences are having a very important impact on long-term marketing strategy – more so than any other trend. Yet despite its importance, CMOs report they are lagging in execution. Sixty-eight percent of CMOs say it's important to create value from digital channels, but only 13 percent of CMOs say their organization's performance is leading edge. Additionally, digital orientation – which Accenture defines as working across the organization to infuse a digital focus in all business processes and functions – has the largest "performance gap", which is the spread between performance and importance, among the five major marketing capabilities queried (see Figure 1).

Figure 1: Performance Gaps by Marketing Capability

---

Pam, a 35 year-old mother of two and rising financial services executive, finds little time to shop. While she is perusing email on her tablet as she commutes home on the train, an email from her favorite clothing store catches her attention.

It’s a sale on sundresses – just the ones she had looked at online a few days ago. Intrigued, she clicks through to the store’s website to check out the deals. There she quickly finds a dress that appeals to her and she hunts for more information. Because she is a stickler on fabric quality and ease of care she is excited to find a banner in the right corner of the page with easy access to that information.

Once Pam adds the dress to her cart, she spends five more minutes exploring the sweater, shoe and accessory options the site recommended to match her dress. After she is fully outfitted, she is offered options for children’s clothes that coordinate with the items she has picked for herself. Five more minutes and her purchase is complete. As she arrives at her train stop she’s thrilled that both she and her children will have new outfits just in time for the party they are attending next week. Pam loves that retailer. Quick, easy and just what she needed when she needed it most.
The millisecond imperative

Giving customers or prospects the best experience possible is an age-old business goal. By facilitating more relevant, personalized direct marketing and customer interaction, advances in technology are allowing us to get closer to realizing that ambition than ever before. Through effective web content management, mining of the social channel and advanced analytics, companies have the opportunity to give every customer and prospect their own ideal experience based on their individual preferences.

There are four stages to producing the best possible customer experience:
1. Absorb available data
2. Predict what the best experience could be
3. Assemble that experience from possible options
4. Deliver it into the context where the customer is at that moment—be it mobile, tablet, in-store or other. And, there's also one clear imperative: All four stages have to be executed in milliseconds. As Pam entered the retail site from a promotional email, the context and content presented to her were determined instantaneously, before the site loaded on her tablet, and were paramount to converting her from browser to buyer.

In “real time”, companies must capture the right data and provide the best content in the right context in order to optimize the consumer experience. Then they must “remember” previous interactions with the same customer and learn from them to improve the experience of that individual, or others who display similar intentions, over time. So how do companies implement that capability efficiently and effectively?

Technology matters

Contemporary digital marketing platforms can facilitate a seamless and relevant end-to-end customer experience across digital channels. Yet for many companies, establishing and executing the platform to create personalized experiences is perceived to be a huge undertaking and a significant investment. It’s no wonder that this perception exists.

Not too long ago, content creation and management required teams of developers on-hand at each production hub to:
- Create new pages (from scratch or available templates)
- Add items to navigation elements
- Optimize images and transcode video
- Make style-related changes
- Then test and publish the updates. Further complicating this was the series of environments that had to be managed (from development to test to user acceptance, staging and live production). The process was cumbersome and lengthy, adversely affecting business agility, introducing risk and bottlenecks, and stifling innovation. As a result, business teams would have to be selective about what they chose to pursue, knowing that there was a significant cost and time overhead in anything they put through this process.

Modern web content management systems transcend these constraints. By distributing content authoring across regions and business units, companies are able to reduce their dependence on IT involvement in content creation and publication. This means that organizations can effectively create a shared service environment for web content development management that spans geographies and languages. Best of breed web content management systems, once architected, configured and released, allow business users to become more independent in the authoring and updating processes. This provides greater flexibility and agility when crafting personalized experiences and individually tailored messages.

ii For more information on the benefits and components of an integrated marketing platform see “Making it Relevant: Optimizing the Digital Marketing Experience”. 
The personalization challenge

Certainly the technology now exists to support an organization’s quest for personalization. As CMOs consider their journey, it is critical that the technology they choose is able to support the company’s personalization vision. High performing web content management systems should address three important considerations: Connection to business goals, scale, and speed of execution.

Connection to business goals

Where personalization often breaks down is between the intent of the business person responsible for the user experience, and the result being delivered to the customer (in other words, the gap between the business intent and the technology execution).

For example, there is an optimal experience one expects a customer or prospect to have in response to a campaign, such as the experience the clothing retailer wants Pam to have as she hits its website. If you ask the business person what the response to this specific scenario would be, and then ask the person assigning the rules to the technology what the response would be, you often get different answers. A simulation will often produce yet a third response. If there is no transparency as to how the rules have been set, and the business person has little or no means to test or simulate it, the likelihood that the correct response is being executed for each interaction is greatly diminished.

To ensure a direct connection to business goals, the solution should include a rich set of capabilities to simulate and impact experiences in a flexible, user-friendly way. Characteristics of the simulation environment include:

- One that gives the business user an integrated ability to simulate a scenario and modify the customer experience. In other words, the business user is constructing the experience and can simulate it while in construction mode, rather than conducting a passive simulation.
- One that provides an intuitive graphical interface for constructing and managing the experience, making it easy and fun for the business person to use.

If the web content management system is designed at the component level rather than at a page or template level, and its interface is intuitive and responsive, the technology is flexible enough to support evolving business goals. The shift toward personalization provides an optimal experience for authors and administrators without a lot of training required. This translates into an optimal experience for consumers or users of the published experience as well.

Scale

If making the investment, CMOs want to gain full access to the benefits of personalization, meaning comprehensive, multichannel relevance. The ability to scale is critical and can be viewed from a number of dimensions. Many requirements, such as managing high volumes of traffic and data, are a function of the system architecture and hosting. But the key for large multi-national companies is – can the web content management system support the complexity challenges of the business? Typically this includes multiple business units, geographies, languages, market segments, and campaigns, not to mention different regulatory environments – all managed by a complex web of workflows and processes.

The ability to coordinate the authoring, publishing and interaction with individual components at the most atomic level is what defines a web content management system’s real scalability and flexibility. In fact, it is fundamental to companies’ ability to control yet distribute content management out to business users. It is also central to creating the distributed business processes to manage content so that it supports high levels of personalization at scale.

Speed of execution

At any one touchpoint, 30 to 300 milliseconds may be all the time there is to make a connection and secure customers’ intent to purchase before they click away. The platform must be able to determine a personalized experience based on known content and context in nearly real time and deliver it equally quickly to the mobile channel or to a web-enabled device or PC.

Characteristics important to assure response time include high availability of the web content management system, a low latency “audience data cloud” that can be drawn-upon for profile information for known customers and added to for segmentation of anonymous users, optimized security schemas and, as discussed previously, an optimized authoring process.
Getting started

The implementation and rollout of an entirely new platform in a large organization often starts slowly and takes considerable time and effort. There are some fundamental steps that will help demonstrate success early on and build momentum.

Test and learn with a pilot program

Teams typically pick a pilot in an area of the business where the ramifications are less critical or impacted by implementation issues. However, a good pilot needs to be complex enough to demonstrate its success and applicability for other areas of the business. If the enterprise is organized by geography or business unit, it is best to pilot with an area of the business that can be isolated easily (such as a country or product line) but has sufficient complexity (such as executing in multiple languages). For example, when Adobe implemented its own platform for Adobe.com the team started with an individual product and then, one business unit at a time, rolled it out on a global basis.

Address the culture change

In and of itself, great technology will not move the organization to real business transformation through digital initiatives. Getting the business to operate in this new world of personalized experiences is a significant cultural change: a change of both how the business operates and remunerates, and how quickly it must respond to change. Without a clear vision that is adopted and communicated from the top down, it is hard for businesses to define the metrics and measures of success required to justify this level of change within an organization. It is also hard for the program benefits to be realized without key performance indicators being aligned directly to individual goals and targets. Getting the strategy right before beginning implementation is critical – everything from ensuring leadership is aligned behind the change, to organizational change management, to architecting the technology solution.

Restructure business operations and governance

The web content management platform changes the speed with which businesses operate. But managing at speed requires the redesign of processes and work streams, and realignment of roles, resources, assets, and teams to produce value from this new capability. Organizations should act in a more entrepreneurial way, empowering teams to test new approaches and quickly assess their results to meet the changing demands of consumers. Governance is a critical but often neglected component of implementing combined authoring and experience optimization.
CMOs know that delivering relevant and personalized experiences to individual customers or groups of similar customers will build their enterprise’s brand, extend their market reach and stimulate demand. Two areas of improvement are quickly measurable: customer acquisition and customer satisfaction. Personalization has a tremendous impact on customer acquisition by improving customer conversion ratios. It also improves customer satisfaction across the entire customer relationship lifecycle.

Driving a more personalized experience through web content management requires a good source of customer data, relevant content and the ability to adapt to the context being presented. It also requires automating the processes as much as possible to be able to respond in milliseconds and cost efficiently execute at scale. When accompanied by a thoughtful strategy and robust business transformation management, modern web content management technologies can support this vision—enabling enterprises to bring together the content and context that optimizes the customer experience.

Soon Pam will move beyond using her mobile tablet to interact in a personalized way with her favorite retailer. As she walks by a competitor’s store window she will use her Google Glass to send a picture to her favorite retailer of a dress that caught her eye.

With a continued investment in personalization, her favorite retailer will have the context to present her with its offering that best matches the dress and meets her historical preferences. Again, Pam will be delighted.
To learn more about personalizing customer experience through web content management, contact:

<table>
<thead>
<tr>
<th>Name</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patricio De Matteis</td>
<td><a href="mailto:patricio.de.matteis@accenture.com">patricio.de.matteis@accenture.com</a></td>
</tr>
<tr>
<td>Marcus Verrall</td>
<td><a href="mailto:marcus.verrall@accenture.com">marcus.verrall@accenture.com</a></td>
</tr>
<tr>
<td>David Nuescheler</td>
<td><a href="mailto:david.nuescheler@accenture.com">david.nuescheler@accenture.com</a></td>
</tr>
<tr>
<td>Todd J. Haser</td>
<td><a href="mailto:todd.j.haser@accenture.com">todd.j.haser@accenture.com</a></td>
</tr>
</tbody>
</table>

About Accenture Interactive

Accenture Interactive helps the world’s leading brands drive superior marketing performance across the full multichannel customer experience. Working with over 5,000 Accenture professionals dedicated to serving the marketing function, Accenture Interactive offers integrated, industrialized and industry-driven marketing solutions and services across consulting, technology and outsourcing powered by analytics. Follow @AccentureSocial or visit accenture.com/interactive.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 266,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world’s most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US$27.9 billion for the fiscal year ended Aug. 31, 2012. Its home page is www.accenture.com.

About Adobe Systems Incorporated

Adobe is changing the world through digital experiences. For more information, visit www.adobe.com.

About Adobe Marketing Cloud

Today’s marketers are challenged by the complexities of going digital and need a partner to help them make the move. Now, every marketer can accelerate their shift to digital with a service from Adobe that delivers a fully integrated solution that will give you a deeper understanding of your customers, deliver consistent personalized experiences and prove your marketing dollars are working. It’s called the Adobe Marketing Cloud. And it’s from a company that truly gets marketers.