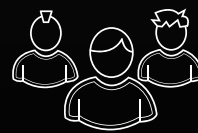




THE WINNING PLAYBOOK FOR EXPERIENCE PERSONALISATION



Aligning strategy, people, processes, and technology to deliver great experiences

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Executive Summary

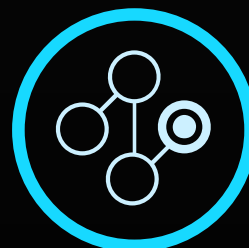
Personalised customer experiences can drive double-digit revenue growth for your business. However, poor personalisation can hurt your bottom line, as consumers switch from companies that fail to meet expectations to those that do.

In this playbook, we provide **clear guidance** to help you formulate a **winning personalisation strategy** for your organisation over **three phases of maturity**:



For each phase, we describe four key building blocks for achieving success: strategy, people, processes, and technology foundation. In particular, the technology foundation should provide a scalable platform to support data, content, and intelligence capabilities spanning all digital touchpoints. To complement marketer-defined business logic, organisations can now choose artificial intelligence (AI) techniques for deciding which experience to present to a consumer. AI has become a preferred method for scaling experiences to millions of customers for use cases that deliver one-to-one personalisation.

To become a center of excellence (COE) for personalisation, you need to establish a framework that empowers teams across the enterprise while maintaining governance over processes and your technology foundation. Adobe can help as your trusted partner for personalisation excellence.



Business Value of Personalisation

In the quest to improve customer experience, organisations are investing in personalisation strategies that span multiple touchpoints in the customer's journey. We know that every person wants to be treated as a unique individual by the brands they trust and with which they engage, but what is the business value of personalisation to your organisation?

Poor Personalisation Hurts Your Bottom Line

According to Accenture, poor personalisation and lack of trust cost U.S. organisations **\$756 billion** last year, as **41 percent of consumers** switched companies. Companies place their business at risk by providing irrelevant experiences, insensitive messages, or using personal data without consent.



Effective Personalisation Drives Revenue Growth

During 2017, Adobe helped to personalise **41.3 billion** visitor experiences for clients across industries including retail, travel, financial, and media & entertainment, which in turn helped **drive \$128 billion in revenue** (up 30% year over year). The use of personalisation technology to power **personalised marketing campaigns, website experiences, mobile engagement** and **internet-connected devices** and screens can lead to revenue growth for your organisation.



Personalisation Maturity Model: Engage, Expand and Excel

Personalisation of customer experiences across multiple touchpoints requires a clear strategy. But where should you start? We recommend that you engage your organisation and build a foundation for personalisation. The plan should establish the right strategy, people, processes, and technology foundation for the long term. As you mature, this foundation will help you to expand personalisation efforts across all channels and use cases. Over time, you will become a center of excellence for personalisation initiatives across the entire enterprise.



In this playbook, we will provide recommendations for each stage of your personalisation journey. We will also explain the key building blocks for your technology foundation and capabilities for data, content, and intelligence.

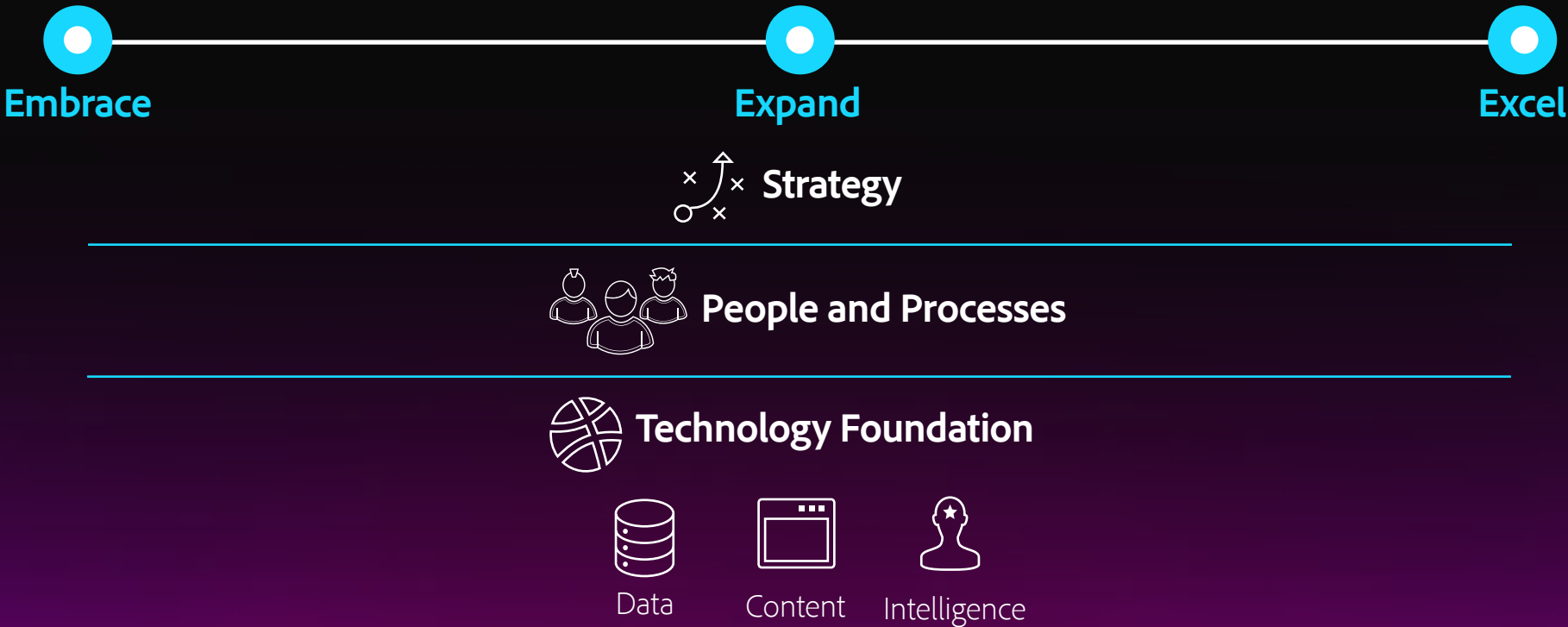


Table 1. Personalisation Maturity Model.

Embrace: Strategy

Your organisation seeks to develop a comprehensive, forward thinking personalisation strategy that moves away from tactical, ad-hoc campaigns. To go beyond website A/B testing, you need to establish a broader set of goals and objectives for personalisation across touchpoints.

Goals and Benchmarks

In addition to conversion rates, you should define goals and KPIs that measure other aspects of your business. For example, personalisation may reduce the bounce rate — the number of visitors who leave your website after viewing one page — and drive deeper engagement. Personalisation may also reduce the cost of serving your customers. For example, providing a personalised customer support experience through your mobile app can reduce the number of phone calls to your contact center.

Your analytics team is an essential stakeholder and collaborator that can provide key metric definitions as well as reporting to identify high value personalisation activities. After defining a comprehensive set of KPIs, you should establish benchmarks for quarterly reviews where you assess your current performance and how much you seek to improve.

Program Roadmap

Create a program roadmap that defines a timeline for achieving your goals. The roadmap would describe the **strategy, people, processes, and technology** platform for attaining your most important objectives. By placing a time period around your goals, you can begin to assess resource requirements and dependencies.

Phase 1 Jan to Mar Goals and Objectives	Phase 2 Apr to May Goals and Objectives
 Strategy	 Strategy
 People and Processes	 People and Processes
 Technology Foundation  Data  Content  Intelligence	 Technology Foundation  Data  Content  Intelligence

Table 2. Example of Program Roadmap.

Engage: People and Processes

To form your personalisation team, your organisation must invest in the right people. What are the key roles and responsibilities? What initial activities can the team focus on to drive quick wins for the business? It doesn't require many resources to begin a program. Many programs begin and remain at one to two primary or part-time resources. It's the roles and responsibilities that are key.

Team Framework and Roles

First, secure an executive sponsor who can help to evangelise the program benefits, benchmarks and successes with C-level and VP-level stakeholders. Next, identify a program owner or lead who can drive the overall personalisation strategy. The program owner needs to be supported by execution resources in marketing, data science, development, quality assurance, and project management. In addition, the owners of your technology platforms should be part of the extended team given dependencies on capabilities powered by technology systems.

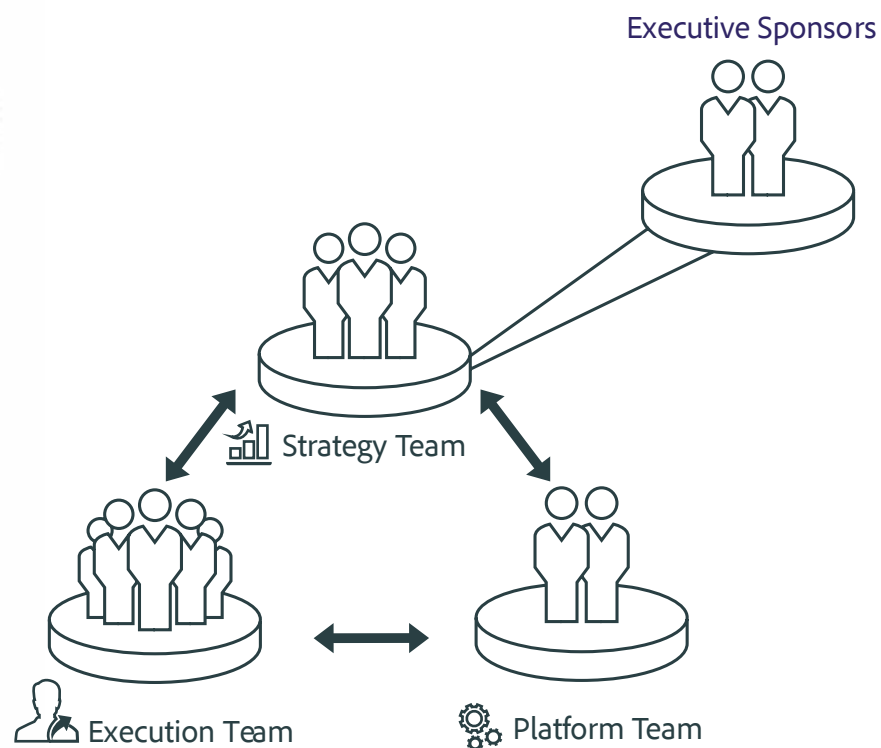


Figure 1. Example of a Team Framework

Ideation and Cost/Benefit Analysis

With your team in place, brainstorm ideas for achieving the initial goals of your program and evaluate the cost/benefit of each idea. Some initial quick win opportunities may include:

- Personalised landing pages for campaigns based on referrer and behavioral profile data
- Targeted offers based upon category affinity
- Recommendations for relevant promotions, content or product suggestions and continuity across multiple visits
- Remarketing and retargeting offers and recommendations via offsite channels, email, or return visit

As you select and deploy tools for your personalisation program, plan for product training. This training will ensure that team members can learn how to use features correctly and apply their knowledge. Your team needs to understand how product capabilities can support your top priority ideas and use cases.

Learn and Use Your Toolset

As you select and deploy tools for your personalisation program, plan for product training. This training will ensure that team members can learn how to use features correctly and apply their knowledge. Your team needs to understand how product capabilities can support your top priority ideas and use cases.

Execute Quick Wins

After reviewing and prioritising your ideas for personalisation, select and execute for 2 to 3 quick wins as you want to move quickly to demonstrate your program's value.

Evangelise Impact

Share and evangelise early wins with your executive sponsor and key stakeholders. Focus on telling a success story that is supported by metrics and insights. Find opportunities to share stories more broadly across the organisation and celebrate success with your team.

Quarterly Reviews

Conduct quarterly reviews where you evaluate your current performance in terms of activities, processes and results. Once you know where you stand, you can establish new benchmarks for maturing your program.

Engage: Technology Foundation

To support your goals and use cases, your technology systems need to provide foundational capabilities for data, content, and intelligence.

Data

Basic personalisation use cases can be supported by collecting anonymous, behavioral data from your digital channels, such as first-party data based on cookies or mobile ids. Using this data, you can define audience segments to receive personalised messages and experiences. For example, you can present returning website visitors who searched for a product with recommendations for similar products.

Content

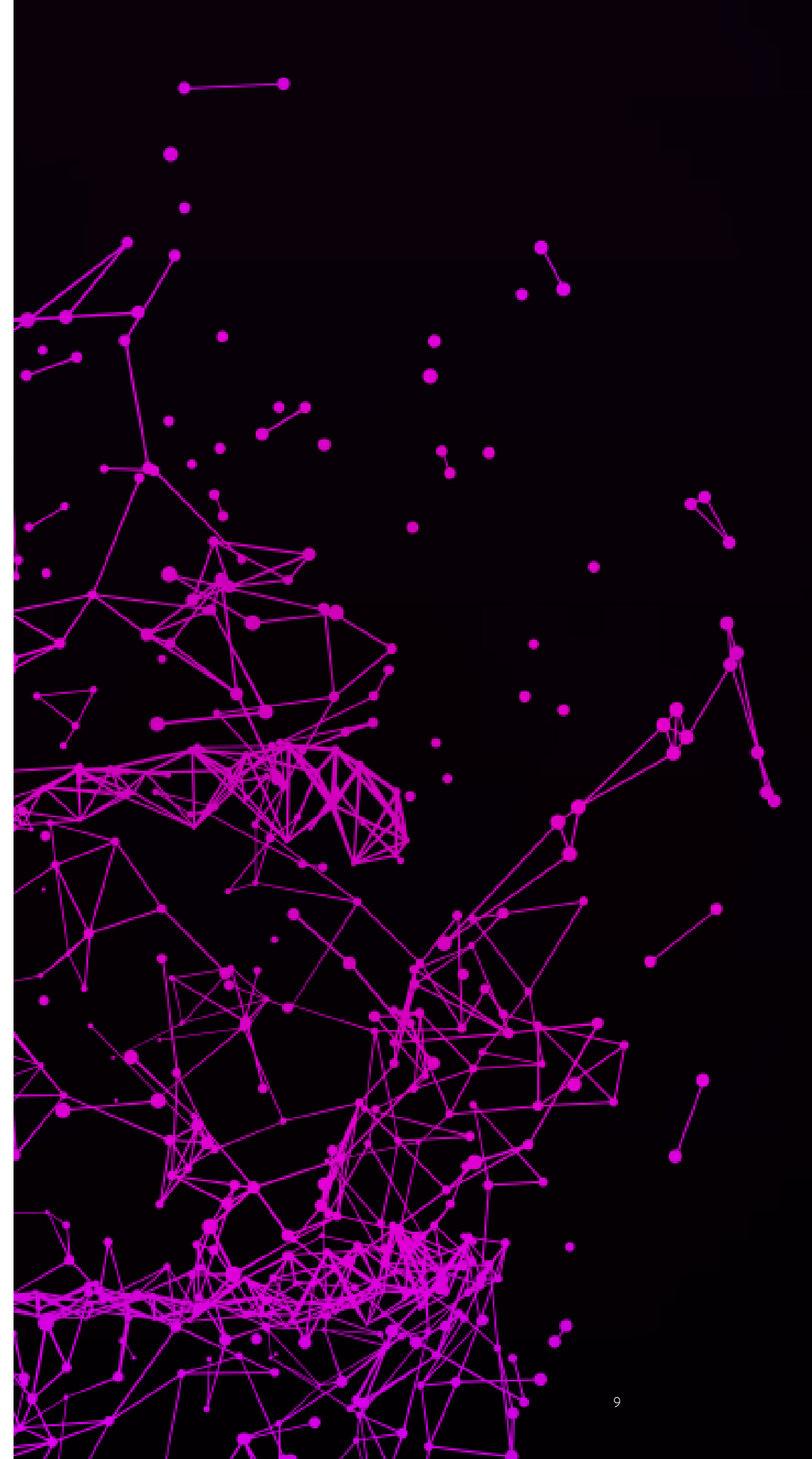
To deliver personalised offers or landing pages, you need a content management system that supports variations of digital assets, such as images, videos, and dynamic media. In addition, these assets should be optimised for viewing on multiple screen sizes and device types.

Intelligence

The business logic for choosing which experience to present to a consumer can be defined using two primary methods:

- **Marketer Intelligence.** Business rules are created by marketers to deliver the appropriate experience to specific audience segments (e.g., people who visit a travel website from Chicago will only see discounted airfares from the two local airports - O'Hare and Midway).
- **Artificial Intelligence.** Automation using artificial intelligence (AI) and machine learning algorithms decides the best experience for the user. For example, AI can automatically personalise banners for each website visitor or even personalise the layout of the entire page and multiple content areas based upon each individual's unique profile and interests.

In many organisations, teams will strike a balance between the two methods and choose the right approach for a specific use case.



Expand: Strategy

After you have successfully executed some quick wins and evangelised program success, you should expand your personalisation efforts across channels and use cases. First, identify key stakeholders responsible for channels or business teams, including websites, mobile apps, email, and paid media advertising. By partnering with channel stakeholders, you can explore and enrich your customer's journey with personalised experiences across touchpoints. Similar to the "engage" phase, brainstorm additional use cases that generate positive impact and ROI for your business while creating happiness for your customers.

Expand: People and Processes

Your program roadmap can be enhanced with predictive analytics to determine the propensity of visitors to convert based upon key attributes. For example, visitors from email campaigns who view more than three pages are more likely to buy items from category A. Once you understand the key attributes of high value customer segments, you can use personalisation techniques to promote the right content to them. In addition, you should fine-tune your processes with advanced reporting and insights. For example, seek personalisation insights to understand how AI activities are generating lift by exposing key attributes used in modeling or valuable segments the model discovered.

Expand: Technology Foundation

To support more sophisticated use cases across channels, you will need to ensure that your foundation can support additional capabilities.

Adobe Sensei

Adobe Sensei is the technology that powers intelligent features across all Adobe products to dramatically improve the design and delivery of digital experiences, using artificial intelligence and machine learning in a common framework.

Adobe Sensei supports capabilities in three key areas:

- **Creative intelligence.** Adobe Sensei understands the language of images, illustration, and animation, and helps you handle the time consuming and repetitive tasks, so you can spend more time executing your creative vision.
- **Content intelligence.** Adobe Sensei searches and understands large amounts of content at a deep level, like the sentiment of documents or the aesthetic qualities of images. This helps you refine and identify what you need in seconds rather than hours or days.
- **Experience intelligence.** Adobe Sensei helps you deliver relevant, personalised experiences in real time, learning what customers want, identifying significant events, and making recommendations to reach the right customer at the right time.

Data.

For relevant experiences across multiple channels, you need to establish a unified visitor profile that provides a 360-degree view of the customer. The profile will augment data that you own with third-party consumer data (e.g., demographic, lifestyle, and behavioral propensities). More advanced use cases will incorporate second-party data from partners who share common audience segments (e.g., customer data shared between airline and rental car companies). In addition, to help manage these data sets and audiences, you may invest in a data management platform (DMP), like Adobe Audience Manager, to support digital advertising and marketing use cases.

Content.

To support content across channels, your content management system will need to provide flexible interfaces to support channels beyond websites such as mobile apps, email and display ads.

Intelligence.

Both marketer-defined and AI-powered rules will need to support the orchestration of messages and experiences across channels. Your goal is to deliver relevant, timely messages that align with the customer's channel preferences.



Excel: Strategy

To become a center of excellence (COE) for personalisation, you need to establish a framework that empowers teams from across the enterprise. What does this look like? Ideally, you establish a federated program that provides enterprise governance and administration for your processes and technologies. For example, new teams embarking on personalisation projects can check-in with the COE for best practices. In addition, the COE can act as the central administrator for your personalisation technology and grant access to authorised individuals. Furthermore, the COE can focus on broader, strategic initiatives that span multiple business teams and channels. For example, use cases can move “beyond the browser” and focus on personalisation everywhere initiatives that reach new devices including kiosks, gaming consoles and voice assistants.

Excel: People and Processes

On a quarterly basis, you should audit the performance of your program and evaluate the current state of maturity. You should evaluate your organisation's strengths within six dimensions: culture, strategy, organisation, leadership, execution and reach.

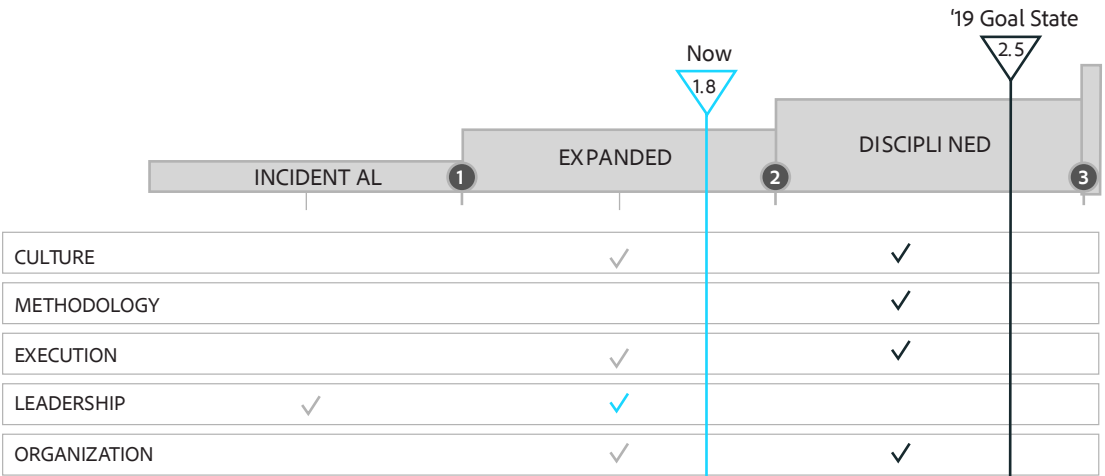


Figure 2. Example of Maturity Assessment from AdobeTargetPro.com

Experiential Privacy is Critical for Personalisation

Experiential privacy means that when done right, privacy is a positive part of the experience and further delights the customer. When defining a customer journey map, marketers guided by experiential privacy would be thoughtful about what data they collect, provide easy-to-understand notice about how that data is used at meaningful points along the journey, and offer consumers choices about how their data is used. For example, a travel company explaining through a just-in-time notice within its app why access to GPS data is needed to help users find their cars upon returning from a trip.

Adobe’s four guiding principles on privacy and responsibly unlocking the power of data are to:

- Design our products and services with privacy in mind
- Protect and respect the data entrusted to us
- Build and sustain trust with our customers — and help our customers build and sustain trust with their consumers
- Grow Adobe’s strong privacy partnership with our customers

Excel: Technology Foundation

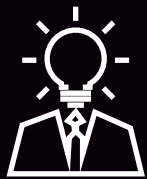
To achieve one-to-one personalisation at scale, your systems need to support the following capabilities.



Data. Your unified visitor profile will continue to expand as you add new data sources for channels beyond the website. In addition, data governance becomes more critical as you focus on maintaining high quality of data for existing sources and tackle requirements for managing sensitive personal information such as GPS location. Follow best practices for “experiential privacy,” and partner with your legal and privacy team to ensure that consumer trust is not broken.



Content. For personalised one-to-one experiences, your content management system needs to support thousands or millions of asset variations. However, manually tagging images with descriptive and contextual metadata is tedious, inconsistent, and often incomplete. You need AI-powered smart tags that can provide consistent content-based metadata in seconds.



Intelligence. Your personalisation technology will provide algorithms that are designed to support one-to-one experiences. If you have the right data and content platforms in place, your AI technology will provide the brainpower to intelligently orchestrate experiences that are tailored to individual preferences and behaviors.



Connections. To enable personalisation everywhere initiatives, your systems will provide APIs that can establish connectivity to new touchpoints, including IoT (Internet of Things) and OTT (Over the top) platforms, smart cars, VR/AR (virtual reality, augmented reality) applications, soft drink machines, digital assistants, kiosks, gaming consoles, and point-of-sale (POS) devices.

Customer Success with personalisation: Finding that spark.

Spark creates a seamless experience for customers that increases engagement and conversion rates through data using Adobe Experience Cloud.



"With Adobe we now have a great framework for tracking and measuring, but also testing, which has been an important tool for us to educate the business on how crucial data-driven decision-making is."

Lena Jenkins, Data Powered Customer Engagement Lead, Spark



Solution Adobe Experience Cloud, including Adobe Analytics and Adobe Audience Manager in Adobe Analytics Cloud and Adobe Experience Manager and Adobe Target in Adobe Marketing Cloud



Results Met aggressive implementation schedule
84% lift in customer engagement from testing different purchase options on website
Delivers contextually RELEVANT experiences across channels, devices, and websites
Enables marketing team to be more self-sufficient by reducing reliance on developers



Customer Success: AT&T Uses Automated Personalisation to Drive Lift

AT&T is a world leader in communications, media and entertainment, and technology. In 2017, they generated revenues of more than **\$160.5 billion**. The company serves millions of consumers and businesses by providing video, broadband and voice services. To help formulate a personalisation strategy, their marketing team developed a “personalisation playbook” that addresses three questions: **a) What data attributes are available for personalisation? b) Which visitor states (e.g., authenticated, anonymous, new, returning) should be personalised? c) What can be personalised on the webpage?** By defining these elements, the growth marketing team was able to develop a set of plays for improving the user experience and increasing conversions.



Challenge: Move away from “**one size fits all**” messages and speak to the customer the way they want to be spoken too.



Solution: Adobe Target and **automated personalisation capabilities** to match different offer variations to each visitor based on their individual customer profile.



Results: A search engine landing page with automated personalisation of campaign offers resulted in a **13.4%** lift in conversions over a rules-based approach defined by marketers. Similarly, a BOGO (buy one, get one free) campaign with automated personalisation drove a **220% lift** vs. rules-based logic.

Recommendations

Personalised experiences drive tangible business value for your organisation while delivering customer delight across touchpoints. The personalisation strategy for your organisation requires comprehensive planning of resources and technology over three phases of maturity: 1. Engage, 2. Expand and 3. Excel. We recommend that you take the following steps to achieve success:

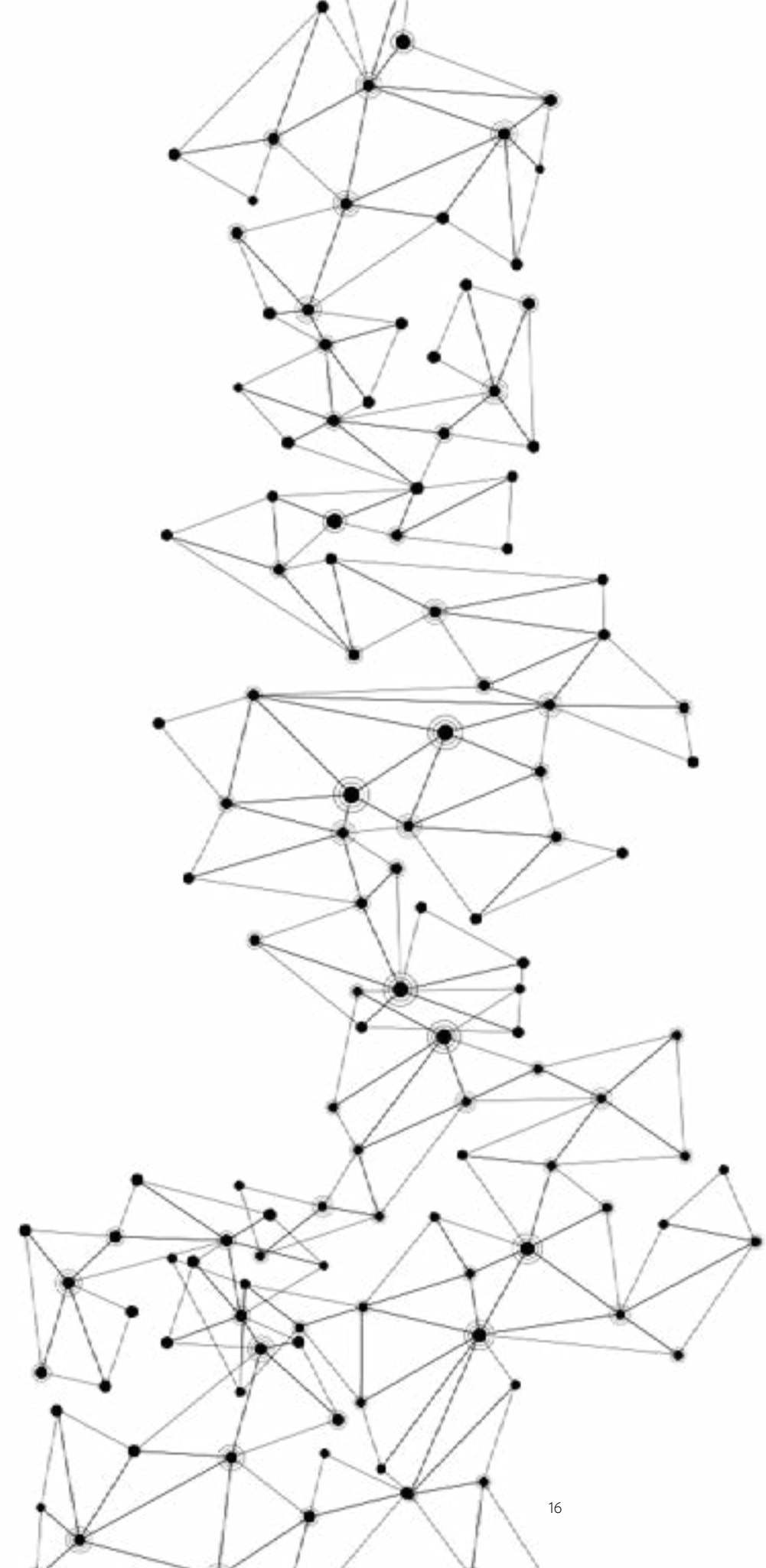
Start by laying a foundation. Your personalisation program needs to establish four key elements: strategy, people, processes and technology foundation. Since you are planning for the long term, the technology foundation should provide a scalable platform to support data, content and intelligence capabilities.

Execute quick wins. After reviewing and prioritising your ideas for personalisation, select and execute quick wins where you can easily demonstrate the value of your program.

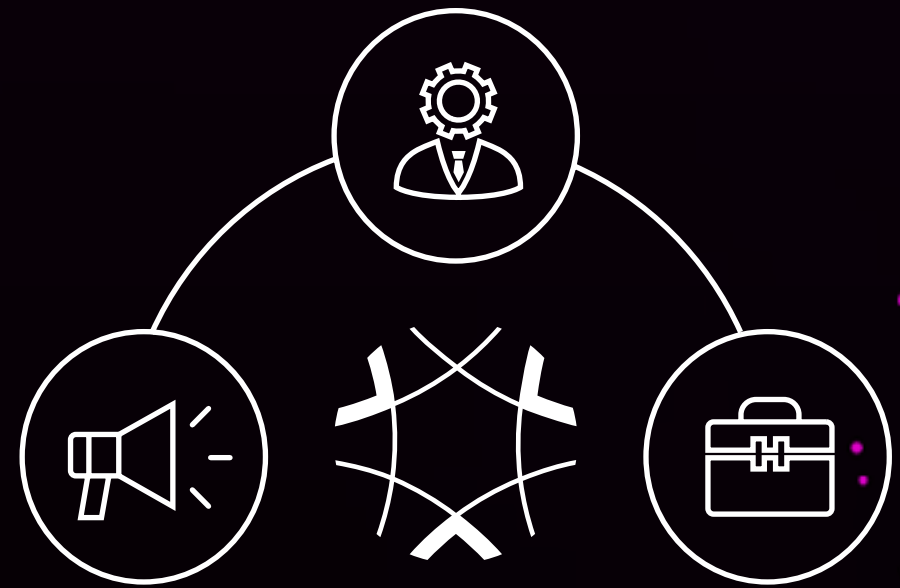
Evangelise impact and success. Share and evangelise early wins with your executive sponsor and key stakeholders. Find opportunities to share stories more broadly across the organisation and celebrate success with your team.

Expand across channels and use cases. After some quick wins, expand your personalisation efforts across channels including websites, mobile apps, email and paid media advertising. Explore and enrich your customer's journey with personalised experiences across touchpoints.

Focus on scale and excellence for the long term. To become a center of excellence (COE) for personalisation, you need to establish a framework that empowers teams from across the enterprise. The COE can focus on broader, strategic initiatives that span multiple business teams and channels.



Adobe can help



To learn more about how you can succeed with personalisation, visit
<https://www.adobe.com/au/experience-cloud/topics/personalization.html>





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