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Unleash **customer experience** at scale

Getting the digital experience platform right

Executive Summary

In today's hyper-competitive and customer-centric world, global organizations must deliver consistent and seamless customer experience throughout geographies. The rapid evolution of technology and abundance of information is redefining customer behavior. This is compelling businesses to reinvent themselves to remain relevant and drive results. Organizations are deploying solutions that provide them with the agility and scalability that allows them to meet customer expectations. Marketers need robust platforms to help them make these decisions to provide contextual and personalized customer experience.
To give the customer a central stage in the organization of tomorrow, it is imperative that organizations embark on a technology strategy today that helps drive consumer-centric digital platforms—critical for achieving customer relevance at scale.
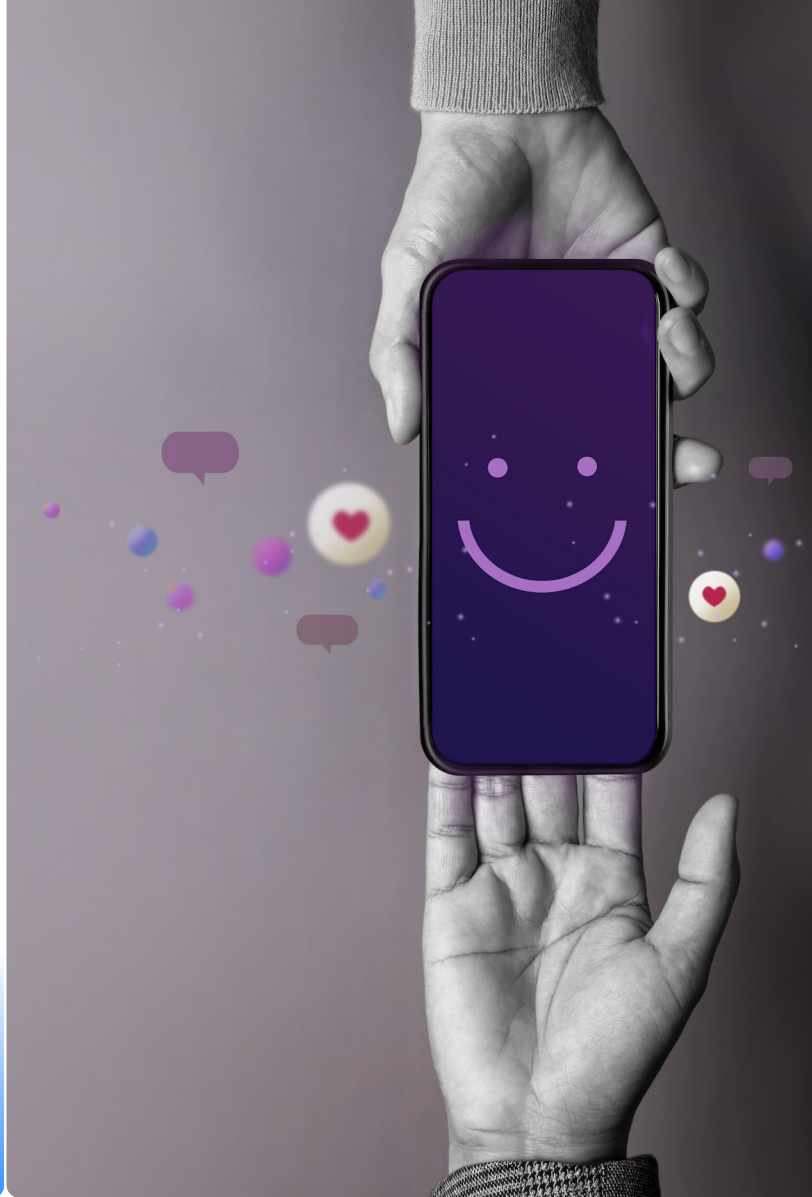
The unique needs of the global organizations

Organizations with footprints across the globe are faced with unique challenges. As the organizations grew, local digital marketing agencies were ramped up to quickly build the required digital marketing capabilities. For the short term, this strategy provided speed, but over a period, this led to disparate experiences across geographies with little to no centralized control of customer experience. To be able to deliver relevant experience across channels and geos, organizations are now moving away from this digital marketing silo-based solution service organization to an integrated solution to serve different marketing needs.

Today's corporations are continually looking to manage their brands centrally while still providing the ability to regions to tailor campaigns and marketing efforts to suit local requirements. Global organizations need a centralized platform that improves business efficiencies and agility. Time to market is also an essential factor. The global digital marketing platform rapidly needs to provision campaigns, websites, and experiences across the globe as and when required, in many cases faster than local agencies. The digital experience platform needs to focus on reducing redundancies across organizations and improving reusability. To gain better adoption across markets, ease of onboarding needs to be provided through well-defined processes and governance of business units within the organizations. The processes need to be adaptive to local needs and should incorporate governance and communication with local creative agencies.

Capabilities needed to support organizations

It has already been identified that needs are unique and specific capabilities are required to be built to achieve the customer experience objectives. The platform needs to enable marketers to drive and engage with customers and continually optimize their experience through various marketing platform-enabled tools and services such as content, publishing across channels, gaining customer insights, tracking customer behavior, and responding back with the right data.

To achieve scale, we should build beyond these technology areas and visualize the entire ecosystem as a holistic platform that will deliver relevant consumer experience across channels, markets, and brands. The four major areas that will dictate the scalability of the digital platform are:

Marketing-ready platform

A ready-integrated digital marketing platform that provides business-managed personalized rules, integrated analytics, and multichannel campaigns is essential for scaling digital experiences. Through a variety of marketing platform-enabled tools and services, such as content, publishing across channels, gaining customer insights, tracking customer behavior, and responding back with the appropriate data, the platform will enable marketers to drive and engage with customers and continuously optimize their experience.

Platform Glocalization

The platform must have the capability to cater to both global and local needs. A standardized and seamless experience driven by a global blueprinting business model, flexible information architecture, and rapid and easy rollouts is the core needs to achieve platform glocalization. Enabling global transformations across regions is a significant challenge. We need to make sure that new regions stay in sync with already rolled-out countries and regions. This needs a clear view of the roll-out sequence, availability of process champions, and dependencies on other transformations, among others. It also needs the creation of a Process Governance mechanism that creates the platform to drive this initiative and continues to maintain it.

Data Driven

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Experience Centric

The platform should also offer a consistent and omnichannel experience. This could be achieved through a persona-based, design-thinking-led, human-centric approach to customer engagement to drive higher efficacy, improved business outcomes, resilience to change, and breakthrough customer experiences. The platform should enable customer experience regardless of which channel a product is being sold. Brands should have the correct and most up-to-date information across online websites, print media, mobile, kiosks, and in-store merchandise.

Framework-driven approach to digital experience at scale

In our experience, to have a seamless digital experience across geos and brands, it is essential that we have a framework-driven approach. This is a three-pronged approach that focuses on .

technology, processes, and data. These three areas together become the enablers of digital experience platforms.
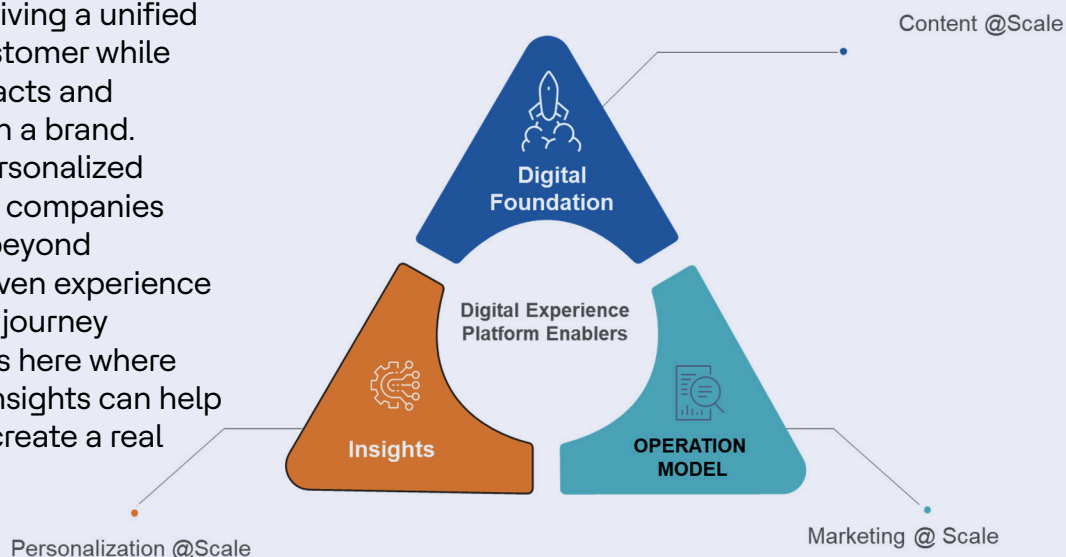
Personalization at scale through Insights

With diverse experiences occurring at every touch point, marketers should focus on deriving a unified view of a customer while he/she interacts and engages with a brand. To create personalized experiences, companies need to go beyond behavior-driven experience to customer journey mapping. It is here where actionable insights can help companies create a real

Content at scale through the digital foundation

Customer experience Platforms are at the center of this solution to manage and deliver all brand or market-specific experiences with respect to content, compliance, processes, brand styles, workflows, etc. These platforms are responsible for delivering experience across different channels, primarily web and mobile using their global templates and reusable components that eventually will help business users to create websites, brand sites, microsites, mobile web, and campaign sites in real-time. The digital foundation platform should maintain content blocks at a global and regional level to improve reusability across regions and global governance.

difference. A data-driven platform can enable the transformation by helping businesses capture intelligent and contextual customer interactions across all active channels with both historic and real-time customer data and predictive models. By harnessing these insights, marketers can significantly enhance decision-making and predict customer behaviors.

Marketing at scale through operating model

To achieve marketing at scale and well-defined operating model is a must. A set of defined processes for market rollout, brand activation, and feature activation are service industrialization to ensure the quick and seamless onboarding of brands and markets onto the identified platforms. In our experience, industrialization is not a single step but an iterative process. To start with, we need to create a base and then slowly build on it based on our successes. A consistent approach to standard industry catalogs and checklists should be followed. These will provide customers with a ready base to build on as we move ahead in the engagement. The success of the operating model is dependent upon achieving buy-in to the new solution by the regional business divisions, marketing managers, other internal users, and external partners. In delivering transformation projects, it is vitally important that excellent business engagement, at all levels, throughout the project lifecycle is maintained.

In Conclusion

The realization of benefits is critical to any transformation program. The success of digital experience programs globally is dependent upon achieving buy-in to the new solution by the regional business divisions, marketing managers, other internal users, and external partners. It is vitally important that we maintain excellent business engagement at all levels throughout the project lifecycle to ensure the required level of buy-in and commitment. This can be done by keeping the business stakeholders actively involved with key aspects of the program, progressively building their understanding and buy-in of the new operating model, processes, systems, and benefits.

Once the stakeholders are aligned, following the approach listed above would reduce the Total Cost of Ownership (TCO) of the project by capitalizing on shared product information and assets across the globe. Reduce support and maintenance costs of the project by having one global support team servicing the requirements. Reduction of risk and improvement in governance by virtue of deploying a 'single version of the truth' of brand information across the globe.

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