



Research Insights

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# Unleash your platform's power

5 actions to create next-wave digital experiences

IBM Institute for Business Value





By Saul J. Berman,  
Matthew L. Francis,  
Carolyn Heller Baird,  
and Anthony Marshall

## Key takeaways

### **Only a handful of organizations are realizing the full potential of their digital experience platform (DXP)**

Despite the urgency organizations are experiencing to digitally transform customer experience, only 14% have significantly exploited the full capabilities of their current DXP investments.

### **Companies face DXP-related barriers in 4 key areas**

As businesses work to expand and enhance their DXP solutions, they encounter numerous barriers that limit progress: implementation challenges, problems with data such as unactionable formats, workflow inefficiencies, and organizational concerns such as brand differentiation.

### **Piecemeal solutions and competing requirements undermine DXP investments**

43% of organizations lack a holistic DXP enterprise strategy. Instead, they have deployed multiple DXP capabilities to address siloed point solutions, creating tension across business units' differing DXP requirements.

## Turbocharging digital experience

COVID-19 has turned economies and communities on their sides. Not only did organizations have to rapidly rethink their tactics and respond to dramatically shifting customer demands, they also needed to architect innovative ways of working, collaborating, maintaining connections, and delivering value. For some businesses, weaknesses or misalignments in digital strategy—or the absence of a digital strategy altogether—have produced devastating results. Others have been able to seize the moment to accelerate their digital transformation.

Now, 18 months into the pandemic, as organizations begin to recognize the strategic potential that interoperable and hybrid technologies provide, motivation to transform has transcended initial tactical necessities.

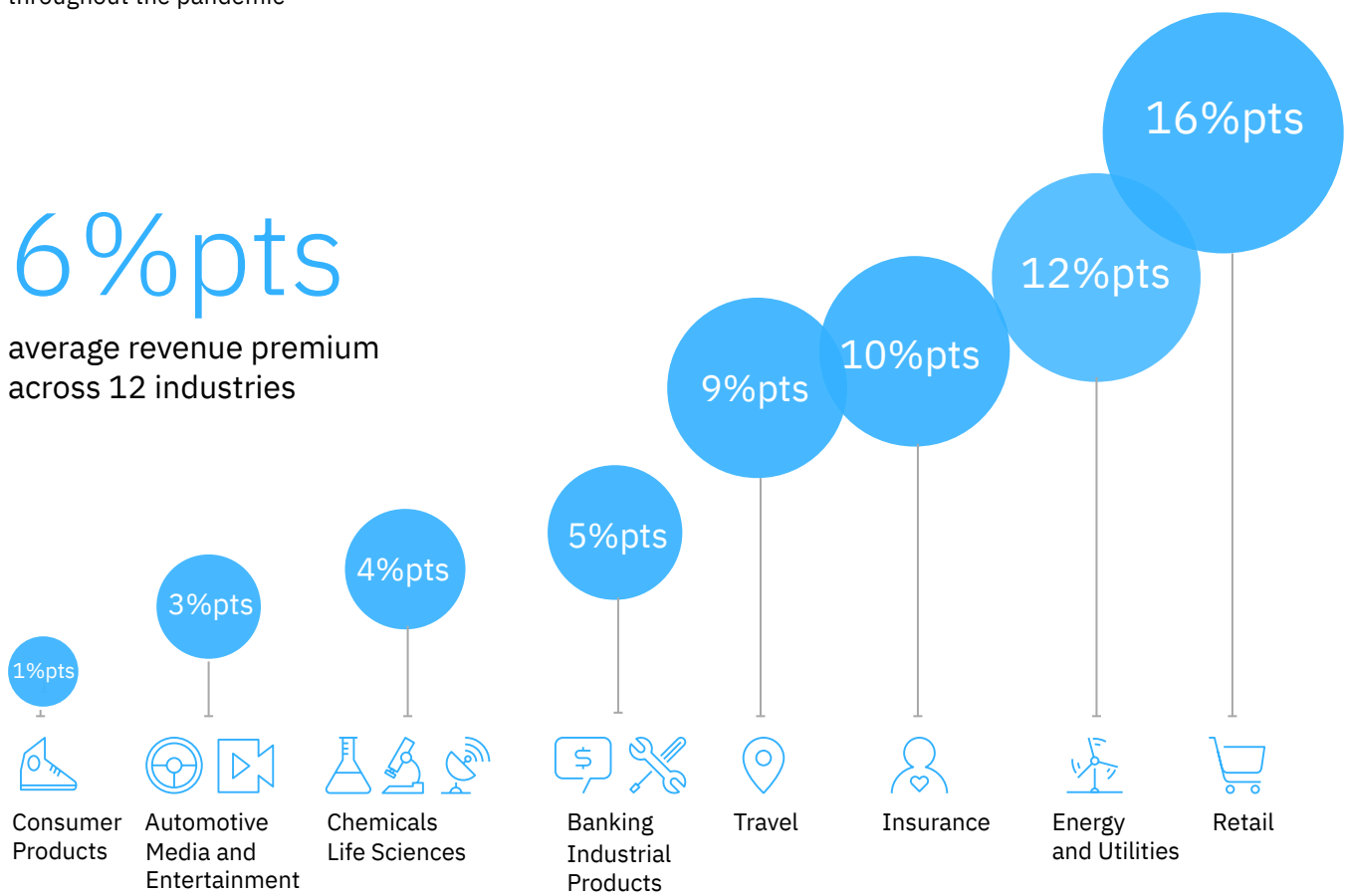
Having the right technologies, infrastructure, and agile practices architected in the right ways has enabled digitally mature organizations to tackle supply chain challenges that crippled others in their industries. These high performing organizations have been able to reframe and respond with different approaches to meet strategic, customer, and operational necessities.

Recent IBM Institute for Business Value (IBV) research found that tech-savvy businesses that pushed their digital transformation agenda forward outperformed their peers in 2020 revenue growth. They also generated deeper, more human experiences for customers, employees, and partners alike (see Figure 1).<sup>1</sup>

**Figure 1**

## The digital advantage

Tech-savvy organizations have outperformed their peers throughout the pandemic



Percentage represents the revenue growth premium between organizations with high technology adoption (cloud, AI, mobile etc.) and others in each industry.

## Digital maturity and differentiation

Digitally mature businesses have differentiated themselves, in large part, by unleashing the power of digital experience platforms (DXPs)—both expanding deployment more broadly across their organizations and more deeply into core processes and workflows. (See Perspective: *The age of experience*.) Indeed, nearly 60% of organizations that automated end-to-end workflows using Salesforce solutions reported this investment made it easier to execute necessary business pivots during the COVID crisis.<sup>2</sup>

Many organizations have deployed multiple DXPs, often from one or more vendors, including Salesforce. Over time, it is not unusual to find businesses with multiple DXP strategies and solutions across different business units. Despite DXPs' widespread presence, the complexities associated with so many deployments have left many organizations uncertain how to best leverage DXPs to their fullest potential.

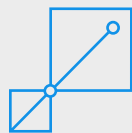
To better understand the challenges organizations face, and what they can do to achieve truly differentiating experiences that drive more value, the IBV surveyed 200 US-based executives across multiple industries who are very familiar with their DXP solutions. For the purposes of this study, all respondents have deployed Salesforce as a DXP. These executives—from C-suite officers to line-of-business DXP owners—told us the barriers they face are often rooted in problems with data and fears that expanding platform engagement could dilute their brand. Importantly, organizational silos that stymie progress on multiple fronts continue to prove difficult to break down (see “Study approach and methodology” for more about the research).

Allowing these challenges to impede needed transformation will likely widen the gap between those companies that thrive and those that wither. Successive IBV studies conducted throughout 2020 and into 2021 demonstrate that enterprise transformation has never been more important. COVID-19 is accelerating digital transformation for almost 60% of enterprises, and the momentum of change continues to grow.<sup>3</sup> So for organizations we surveyed and many like them, there is no time to lose. Businesses need to urgently mitigate weaknesses in their DXPs and accelerate initiatives and investments to expand and improve them.

To improve customer experience, many companies are investing in DXPs, but data integration can be a challenge



**Organizations' #1** overall business priority for the next 3 years is to improve customer experience



**49%**

of organizations have increased their investments in DXPs since the beginning of 2020



**#1**

DXP challenge cited by the most respondents is data integration with multiple systems of record

## Perspective: The age of experience

A DXP unites people, processes, and technology to enhance the digital experience for customers and employees. According to Gartner, a DXP achieves this through “an integrated set of technologies, based on a common platform, that provides a broad range of audiences with consistent, secure, and personalized access to information and applications across many digital touchpoints.”<sup>4</sup>

A DXP, or what some people call an “engagement platform,” serves as a vehicle for building personal customer relationships. For example, using Salesforce or another DXP platform, a company can integrate interactions—whether in-person or via website, email, chat, or customer portal—and use associated data to create customer profiles for personalized experiences.

By building an integrated view of the person interacting with a company, a DXP enables unified, seamless, consistent, and customized experiences across channels. It also equips employees with the strategies, tools, and processes to deliver these experiences. DXPs also help increase an organization’s resilience by enabling rapid response to changes in employee and customer demands.

## Time to sink or swim

Executives from visionary businesses have accelerated their digital investment during the pandemic.<sup>5</sup> They have made important and permanent changes in organizational strategies, with many totally overhauling go-to-market strategies. They are advancing process automation and shifting to more cloud-based activities.<sup>6</sup> With an increased trust in the centrality of technology to their organizations, they are forging ahead with investment planning in AI, IoT, blockchain, and cloud.<sup>7</sup>

For many organizations, though, digital transformation at scale across the enterprise—from infrastructure, tools, processes, and offerings to organizational structure, corporate culture, and even brand differentiation—remains a pipe dream.

A mere 14% of businesses surveyed report having significantly exploited the capabilities of their current DXP investments. Most others are in various stages of early DXP maturity, with as many as 47% still piloting or implementing point solutions or exploring their options to expand their initial applications. Some are delaying further investment amid uncertain markets. Still others fear provider lock-in, face budgetary constraints, or worry that joining an ecosystem means losing their “secret sauce.” But to truly differentiate, organizations need to shift their mindset from “implement and maintain” to “constantly evolve.”

Rather than waiting for the post-pandemic dust to settle, organizations need to strike now, or risk being eclipsed by their competition. By making better calculated DXP investments today, organizations can step ahead, capturing advantages accruing to first—and best—movers.

84% of executives say that customer experience management will be a high priority over the next two years.<sup>8</sup>

## It's all about the experience

Customers have grown to expect a consistent, effortless experience when interacting with organizations, whenever and through whatever channels they choose. For many during the pandemic, expectation has become necessity, as digital quickly became the primary channel—a new experience for some customers. And as the world continues to open up, demands spawned during the pandemic are becoming the new status quo, such as virtual queues and touchless, seamless experiences in commerce and the supply chain.

The purpose of a DXP is to meet these demands. Unsurprisingly, respondents' top reasons for investing in their Salesforce DXP, outpacing the others, are to boost customer experience and drive loyalty (see Figure 2). Taken as a whole, this list of motives reflects the key benefits of a successful digital transformation: the enhancement and modernization of a business's front- and back-end simultaneously (see case study: *Modernizing the call center experience*). DXPs arm organizations to differentiate customer experience, which is the battleground for competitive advantage. Beyond price, or other individual factors, many customers stay loyal to a business because they trust the experience will meet or exceed their expectations.

Our data shows that growth plays in 2021—despite the pandemic, or perhaps because of it—overshadow cost cutting, which comes in last with only 13% of respondents selecting this as their primary driver for investment.

**Figure 2**

### Putting capital into customer capital

Executives cite the most important reason for DXP investments as improving customer experience



## Perspective: The bond between employee and customer experiences

Improving employee experience is not among the top drivers for DXP investment. Nor does it rank as a top priority for organizations in the next two to three years.

However, if companies want to improve customer experience, they have to address their employee experience, as the two are inextricably linked. Companies that excel at customer experience have 1.5 times more engaged employees than those with poor customer experience.<sup>9</sup> And companies with highly engaged workforces outperform their competitors by 147% in earnings per share.<sup>10</sup>

The beauty of a DXP is not only its ability to improve customers' front-end digital interactions, but also revolutionize the experience for the teams that create and manage customer experiences, as well as other staff that rely on easy access to the data and services provided by their DXP solutions. By giving employees the technologies and tools they need to stay engaged and do their best work, companies generate the spirit of innovation and the motivation to continually seek ways to enhance their customer experience.<sup>11</sup>

When asked about the advantages their Salesforce DXP offers, executives again circle back to the customer. The most valued DXP benefits, which significantly outpace the others, focus on gaining the ability to engage with customers with speed and relevancy to meet customer needs (see Figure 3).

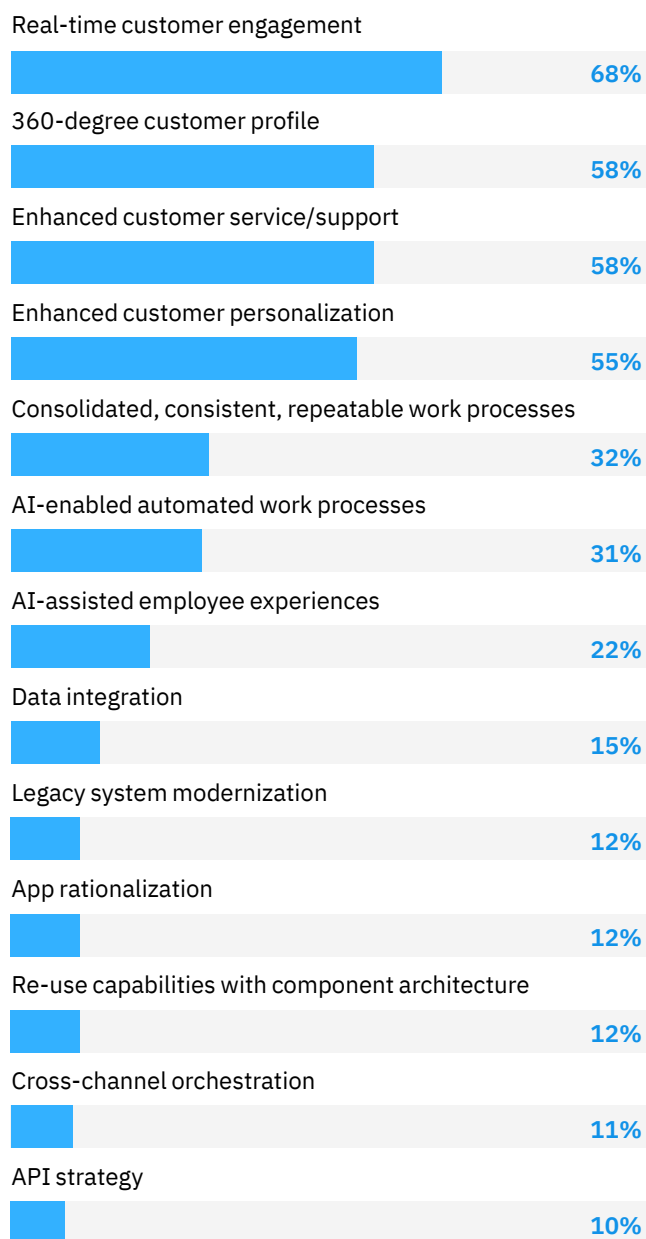
Using AI, cloud, and other technologies, organizations can leverage platform solutions to tap into customer data and create individualized experiences, driving improved engagement and service. According to Forrester, such personalization efforts reap benefits across the business, including a 6% average increase in sales revenue (which is consistent with findings from our own recent study on digital acceleration), an average 18-point improvement in NPS score, and a 3% average improvement in customer retention rates.<sup>12</sup>



**Figure 3**

### Getting personal

The most valued DXP advantages center on the customer



## Retail bank: Modernizing the call center experience

Banking is an industry built on customer trust. For one of Europe's leading financial groups in retail banking, creating reliable and accessible digital channels for customers is a critical part of delivering a high standard of trust and compliance. As its customer base grew, the bank saw a large increase in support requests and needed to build a system that could effectively scale and route inquiries.

The bank had over ten teams managing various parts of its contact center services and over 50 different customer support phone numbers. It knew that finding a way to unify its systems on a single platform would enhance both the customer and agent experience. The bank chose Salesforce as its new platform of choice due to Salesforce's high potential to scale and innovate and its multicloud approach that extends beyond the contact center.

Through the Salesforce platform, the bank now provides employees with the right tools and information to make the best recommendations and build customer relationships. The bank incorporated AI, including IBM Watson agent-facing chatbots, to offset basic inquiries, escalate to live agents when appropriate, and surface answers during customer interactions to reduce case time to resolution.

To improve back-office productivity, automated workflow processes create consistent customer service journeys while reducing redundant workloads for agents. For more straightforward requests, IBM Watson and machine learning with natural language processing enable the bank's support channels to provide nearly one million answers each month. The bank also has condensed more than 50 service phone numbers down to 1 and reduced the number of clicks required for agents.

“Organizations with really good technology platforms have stood up, while those without have really struggled.”<sup>13</sup>

CEO, Banking Industry

## Don't be stuck in second gear

Despite having the foundational platform on which to build extended capabilities, many executives are hesitant to green light upscaling their current Salesforce DXPs. Some organizations haven't fully exploited their existing solutions because they aren't aware of, or don't know how to leverage, their DXPs' potential. Others have customized platform software to meet their unique business needs, often making it difficult to implement new releases with expanded capabilities. While there are advantages to bespoke solutions, they can suboptimize a key platform benefit: the ability to continually upgrade with speed and ease.

We find organizations face DXP-related barriers in four key areas:

1. Implementation
2. Data
3. Workflows
4. Organization

### 1. Implementation barriers

Implementing a DXP can be challenging for organizations, especially if they are integrating a vendor platform into their existing systems. However, if companies want to unlock the deeper insights and improved processes that can enhance engagement, they need to embrace platform integration across the enterprise, from the front-end to back-office systems.

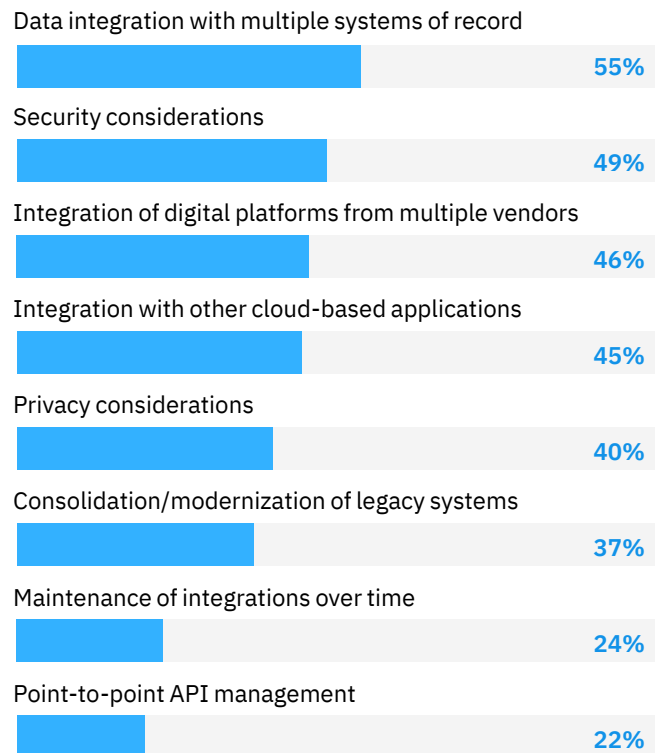
In fact, of all the challenges across the four areas included in our survey, the one that most respondents grapple with is “data integration with multiple systems of record” (see Figure 4).

Because transforming customer experience is an end-to-end endeavor, it requires integration across systems using solutions that leverage technologies such as open API architecture, cloud, AI, and automation. Together, these technologies can provide the dynamic, scalable, and intelligent technical architecture that is needed to keep pace with the business agility a DXP enables.

**Figure 4**

### Hurdles along the implementation track

Data integration is respondents' top implementation barrier



Security is also among the most challenging implementation concerns for close to half of respondents. With the pandemic, the internet and digital technologies became organizations' lifelines, but their use also amplified security vulnerabilities and potential threats. IT leaders are being asked to sync IT security requirements with business strategy and embed security into the fabric of the enterprise. They are increasingly turning to industry-tailored solutions featuring technologies like AI and hybrid multicloud to balance the implementation of security initiatives with the delivery of frictionless employee and customer experiences.

In fact, twice as many executives plan to apply AI to enhance cybersecurity in two years compared to today, and top performing companies are 74% more likely to rely on hybrid cloud solutions to improve the security and resiliency of critical business processes.<sup>14</sup> This requires analyzing key workloads and determining which ones work best in which environment while considering both the end-user experience and security. For example, organizations with DXPs hosted on industry-specific clouds have the potential to access insights that were previously unavailable when the DXPs were hosted outside of an authenticated layer due to data security concerns associated with public cloud.

## 2. Data barriers

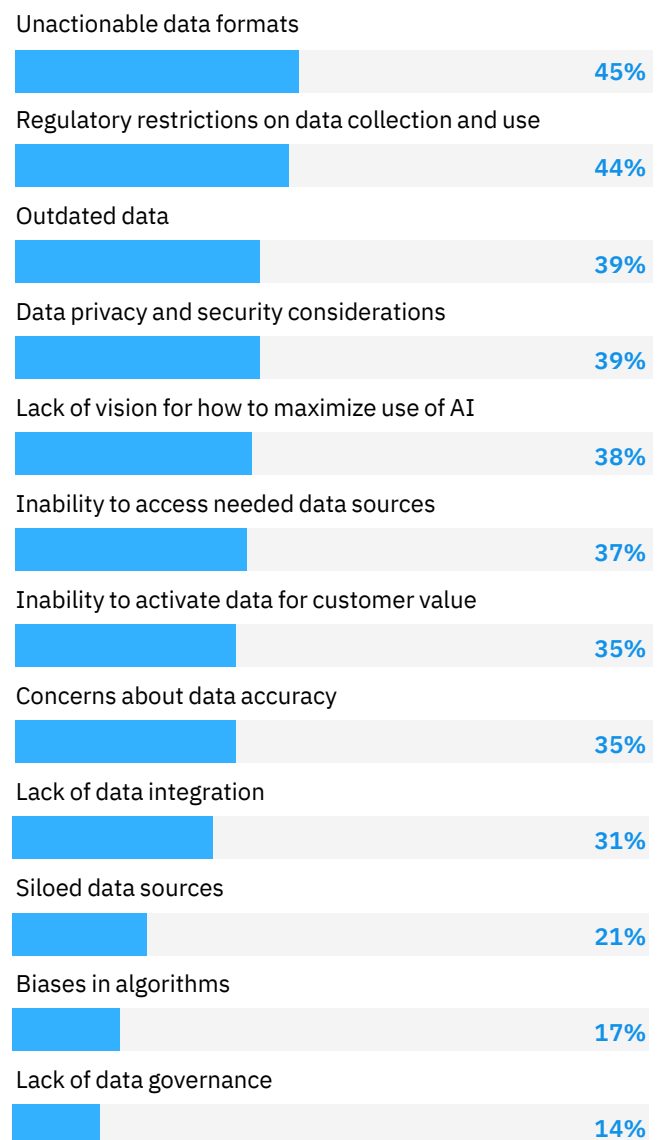
Data is the heartbeat for customer experience, and a DXP's success depends on the data that fuels it. Data accuracy, cleanliness, standards, openness, and permissions are all pre-conditions for organizations to gain value from their data. For example, according to *Harvard Business Review*, 80% of the work to deploy AI is focused on getting data ready for use.<sup>15</sup>

In their effort to expand their DXP capabilities, organizations report being hampered by the predominance of unactionable data formats. However, regulatory restrictions on data collection and use also ranks high among respondents' top data pain points (see Figure 5).

**Figure 5**

## Deciphering data difficulties

Organizations point to data readiness as a key DXP challenge



Data in and of itself is not necessarily useful. Data in different formats from different systems housed in silos across an organization does not translate into improved experiences. One study revealed that most organizations don't fully utilize the ocean of data they collect, with 4 out of their top 5 technology challenges related to data.<sup>16</sup> In fact, data silos are often the root cause of many customer experience breakdowns.

Organizations need solutions that can improve data accessibility and make sense of unstructured siloed data. Removing these data barriers can help businesses derive the meaningful, actionable insights that can be used to create real-time AI-enabled interactions. A hybrid multicloud environment utilizes multiple interconnected clouds that work together, thus avoiding data silos. Its flexibility also enables companies to run apps across clouds, allaying integration problems and enabling technologies like AI and automation to deliver simplified, customized digital experiences for the end-user.

### 3. Workflow barriers

Technology is an enabler; its effectiveness is heavily impacted by an organization's internal processes. Workflow challenges resulting from suboptimal operating models can significantly undercut a DXP's value.

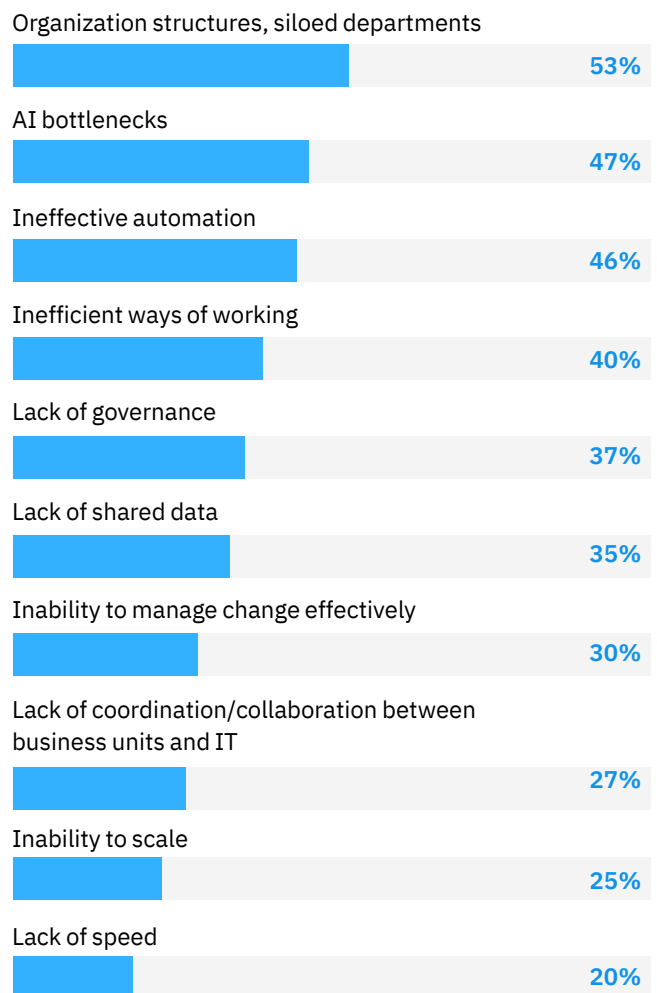
Most respondents tell us their key workflow troubles spring from organizational structures and siloed departments, which can reduce productivity, inhibit useful collaboration across functions, and generate data accessibility issues, including AI bottlenecks (see Figure 6).

A recent IBV COVID-related survey found 60% of organizations accelerated their process automation initiatives in response to operational pressures triggered by the pandemic.<sup>17</sup> They turned to a combination of exponential technologies to change how work gets done by streamlining and automating business processes.

**Figure 6**

## Silos and inefficiency clog DXP workflows

Organizational structures create workflow problems for more than half of respondents



Integrated with an organization's other systems, DXP solutions can create intelligent human-centered workflows that impact customer, employee, and business partner satisfaction, as well as business productivity. A recent report found that more than three-quarters of companies leveraging intelligent workflows in their platform solutions saw improvements in customer service satisfaction, employee satisfaction, and business productivity.<sup>18</sup>

Configuring and customizing intelligent workflows based on an organization's business and technical needs can help ensure the right data is available at the right time to deliver a real-time personalized experience. Customer experiences are directly impacted by an organization's ability to supply relevant content to the end user, and this is powered by insight-driven workflows. For example, Frito-Lay North America's enhancement of its DXP capabilities shows how improved intelligent employee workflows can be a win-win for employees and customers (see *Frito-Lay: Modernizing e-commerce and frontline-workflow tools*).<sup>19</sup>

If organizations find it difficult to realize the full benefits of automation, it is often because they have automated existing processes that may be suboptimal, instead of first reimagining the processes and then applying automation. With process mining, companies can gain valuable data-based insights about process performance, which can then inform their transformation strategy.<sup>20</sup>

In addition, when attempting to instill more efficient ways of working, businesses are often challenged to adopt a truly agile approach. While they may make use of some agile practices, such as sprints or standups, they still work with long development phases rather than iterating, measuring each release's value, and understanding how user stories are impacting their business at every juncture.

## Frito-Lay: Modernizing e-commerce and frontline-workflow tools<sup>21</sup>

Snack-industry leader Frito-Lay North America centralized and modernized its tools by enhancing its DXP capabilities, expanding its e-commerce strategy, and creating a new solution for employee workflows. Seeking a mobile-responsive tool for employees and customers, Frito-Lay led with a human-focused approach, assessing how employees were using tools and identifying their pain points. This led to two solutions built on its Salesforce DXP: *Snacks to You* for advanced e-commerce and *Sales Hub* to streamline frontline-employee delivery routes and improved performance and visibility.

*Snacks to You* allows smaller businesses to order Frito-Lay snacks online with simplified ordering and delivery and expanded product offerings. Fully integrated with the company's AI engine, *Snacks to You* can suggest orders using use data-driven insights based on seasonal preferences, regional trends, and current events. It can also predict low inventory and recommend curated assortments. A dashboard shows historical data, predictive analytics, and even an indicator of how likely customers are to respond positively to a product.

*Sales Hub* unites the back office with the frontline through a seamless mobile experience. It helps ensure routes are appropriately serviced and enables communication with dispatch, allowing drivers and merchandisers to redirect resources when necessary. Geotagging can check drivers in and out of stores and enables mileage calculation and route recommendations. In addition, employees can receive delay alerts, access timesheets, request vacation, and adjust schedules.

With 30,000 active customers and growing, *Snacks to You* allows small retailers to choose new products and helps them avoid out-of-stock scenarios and rush shipments. *Sales Hub* enables real-time operational and stocking metrics to help drive field productivity and scheduling efficiencies.

#### 4. Organizational barriers

Our research has revealed that organizational barriers—those related to organizational structures, strategy, brand considerations, transparency, and change management—impact a company’s ability to mature its DXP solutions and, in many cases, underlie the challenges associated with integration, data, and workflows. These organizational issues are every bit as challenging as the more technical ones, and depending on the extent they characterize an organization’s corporate culture, removing these barriers may require a cross-enterprise commitment to change.

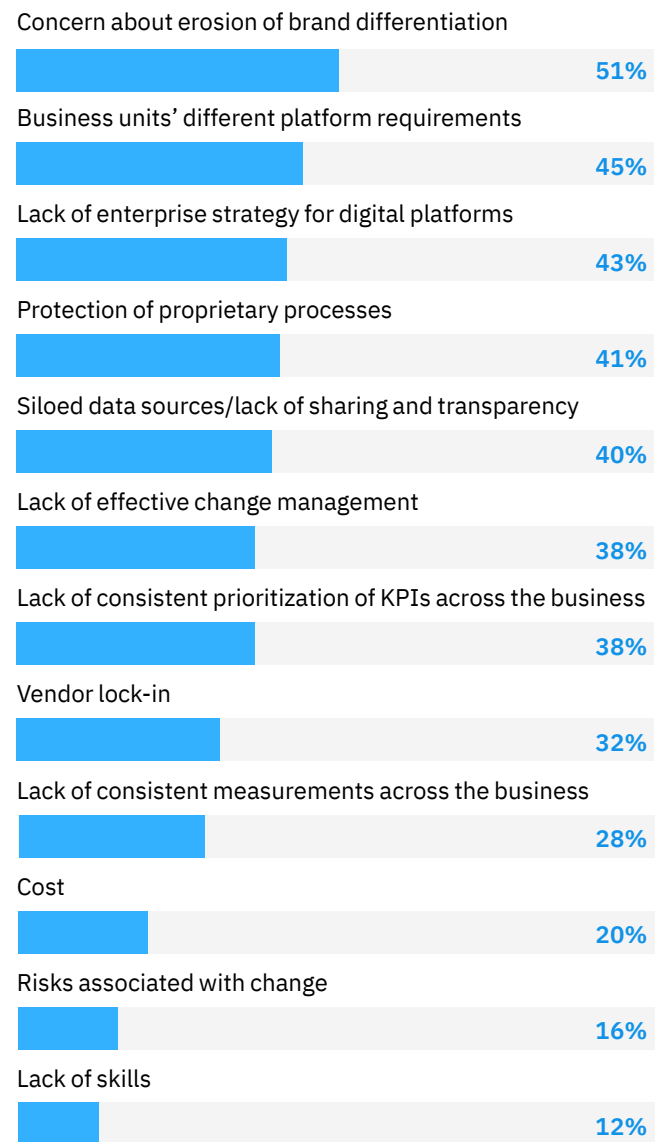
Respondents tell us a key stumbling block for DXP expansion is the fear of eroding brand distinction (see Figure 7). Some worry that expanded platform capabilities and increased ecosystem participation with partners risk exposing the processes they believe are unique to their brand.

However, customer experience differentiation isn’t achieved through processes. Rather, the main ingredients of an organization’s “secret sauce” lie in its unique customer data. Competitive advantage can be achieved by leveraging that data using AI-derived insights to improve customer engagement and deliver a more personalized, seamless experience.

**Figure 7**

### The whole is greater than its parts

An enterprise DXP strategy can mitigate many organizational barriers cited by respondents



“If you really want to leverage the power of being in the global cloud-driven platform world, then you’ve got to trust partners...”<sup>22</sup>

CEO, Media and Entertainment Industry

The second organizational barrier, “business units with different platform requirements,” is echoed in other studies. A recent Forrester report noted that almost 60% of organizations find themselves handcuffed by siloed, disconnected approaches.<sup>23</sup>

Piecemeal platform solutions built to support discrete business unit-level requirements—even from a blend of “best-in-breed” vendors—can provoke integration issues, particularly when customer and employee experience implications are not considered in connection with technical requirements. A lack of data transparency and data sharing is often symptomatic of stand-alone implementations that are created when business units operate according to their own independent priorities. Differing or competing business units’ KPIs can undermine the singular goal to holistically support customer needs. This can lead to there being so many distinct platform solutions that they inhibit, rather than improve, productivity and experience design.

The next most cited organizational barrier is a crucial one that impacts many of the challenges in all four areas: the lack of an overarching, enterprise-wide digital experience strategy that supports a universal approach to DXP solutions and the necessary architecture. Trying to protect and knit together various myopic requirements, KPIs, and measurements can significantly compromise a company’s ability to enhance and scale its DXP effectively across the business.

Taking an enterprise-level approach toward a DXP strategy helps deliver the vision and guidance necessary to break through barriers in each major area, eliminating data siloes and shifting the organization toward a human-centered, data-driven culture. However, assigning responsibility for an enterprise-wide strategy and getting buy-in can be a hurdle for business units that are used to their autonomy.

Interestingly, very few respondents counted, “risks associated with change,” among their top organizational concerns (16%). This suggests that the vast majority of organizations surveyed are open to adopting alternative approaches. However, executing that change is difficult for a fair number of organizations; more than a third (38%) cite “lack of effective change management” as a considerable barrier.

When organizations are under pressure to meet the technical and tactical requirements of their digital transformation, it can be tempting to gloss over how challenging change management can be and underestimate the time and effort it entails. Effective change management that includes a drumbeat of clear, consistent communications is crucial for employee adoption. Executives need to foster a performance culture that values the importance of data and the power of intelligent workflows. This means employees need to understand and embrace how these shifts not only benefit customers and the business overall, but their jobs as well.

## Action guide

### *Unleash the power of the platform*

DXPs are the foundation on which organizations can build the personalized experiences fundamental to their ability not only to survive, but thrive. Transformation is unending, and the pace at which changes unfold continues gathering speed.

IBV research indicates leading companies are making moves to emerge from the pandemic stronger and more resilient than ever. The most dynamic and successful organizations actually increased their digital platform investments amid the pandemic.<sup>24</sup> Indeed, leading organizations are increasing technology investments from 2018 to 2022 by more than a third.<sup>25</sup>

Now is the time to act—to expedite your digital transformation or risk getting left behind. Rather than waiting for the waves of the pandemic to subside, invest in your DXPs now for an edge in the experience game.

Here are five recommendations for moving forward.

#### **1. Create a DXP strategy roadmap for the enterprise**

To achieve this transformation, employ enterprise design thinking strategies to implement an agile approach to platform creation.

- Bring cross-functional teams together, along with strategic partners, to co-create, co-execute, and co-operate in developing a full contextual understanding of what needs to happen.
- Envision how legacy environments can be replaced over time with innovative microservices and APIs hosted in a modern hybrid multicloud environment.
- Create a backlog of innovation ideas with hypotheses of expected KPI benefits that can be tested through iterative experiments and scaled once proven.

#### **2. Don't forget the human side of transformation**

Best-of-breed platforms can drive significant business value. However, to fully exploit their benefits, you have to look beyond simply deploying DXP solutions. You have to incorporate a human-centered and process-oriented transformation to change the way work gets done, with a focus on customer outcomes and accelerating time to value.

- Cherish the customer as your north star in everything you do. Create personas and empathy maps to build a strong sense of intimacy between your teams and target customers.
- Empower employees to generate and develop “big ideas” to deliver exponential rather than incremental outcomes.
- Build a culture of inclusion—demonstrate the importance and commitment to diversity. Teams that offer a variety of perspectives and ideas can enrich your DXP solutions. Showcase the positive impact on business results.

#### **3. Power personalization with AI-driven insights**

Today, the competitive edge is gained by providing a superior customer experience and, especially now, digital experience. Personalization is the differentiator. However, this doesn't necessarily mean you have to modify your DXP. Instead, drive personalization through customer data and the insights AI-powered solutions can glean from that data.

- Remember that personalization is not a series of fancy tech tricks to prove that things can be done differently. Rather, it is only meaningful if it helps customers. Relevant personalization requires an approach that is data driven, customer centric, and grounded in everyday customer experiences and expectations.
- Meet customers where they are in customer-led journeys. Use data and AI to determine the best treatment for a customer rather than focusing on which customers are best for a treatment.
- Context is king. To determine the best treatment for a customer, it is necessary to incorporate data from the context of the interaction into the real-time personalized decision. AI at scale is critical for real-time personalization.



#### 4. Consistently assess talent against needs and fill in any gaps.

As with any transformation initiative, unleashing the full power of DXPs requires the right mix of skills and knowledge—from deep industry expertise and customer insight to technical and design skills and mastery of work methods and tools that enable teams to execute effectively and quickly. While respondents listed “lack of skills” among the least of their challenges, few organizations have the necessary talent across all domains to expand and enhance their DXPs to their fullest potential.

- Assess whether you have the breadth of expertise and mix of talent that goes beyond the obvious technical skills needed to envision and enhance your DXP, such as ethnography, experience design, natural language processing (NLP), or robotic processing automation (RPA).
- Look outside your industry for great examples of DXP performance and engage experts who can help your organization’s DXP transformation benefit from others’ leading practices.
- Enable your teams by investing in both soft skills and technical skills specific to DXPs.

#### 5. Embrace perpetual transformation

Transformation is continual. And continuous reinvention requires regular shifts in mindset and ways of working. Incorporate a “test-and-learn” tactic to measure transformation initiatives, using proof points to enhance actions that offer the most value and curtail those that are less optimal.

- Reassess your platform features to determine if you are tapping into all the capabilities. Identify overlooked features that can help you gain more value from your investment.
- Design processes and tools for continual measurement and assessment so you can capture your DXP ROI and maintain a clear picture of what’s working well and where improvements are needed.
- Platform vendors continually reinvest in their solutions and extend capabilities. Make sure to budget for ongoing maintenance and data housekeeping so you can take advantage of the value delivered by subsequent enhancements, instead of trying to manage out-of-date versions.

## About the authors



**Saul J. Berman**

[linkedin.com/in/saulberman/](https://www.linkedin.com/in/saulberman/)  
Saul.Berman@us.ibm.com

Saul J. Berman, Ph.D., is VP, Senior Partner and Salesforce Global Strategy and Alliance Leader at IBM. He was previously the Global Leader for Digital Strategy and for Strategy and Design and the Global Lead Partner for Strategy and Transformation. Dr. Berman has more than 25 years of consulting experience advising senior management of large corporate and start-up organizations. He has worked extensively on issues of digital strategy, competitive positioning, differentiation, new business plans and strategies, new business models, growth, operational and cost improvement, operations/manufacturing strategy, organizational design, and enterprise transformation.



**Matthew L. Francis**

[linkedin.com/in/mlfrancis/](https://www.linkedin.com/in/mlfrancis/)  
Matthew.Francis@ibm.com

Matt Francis is the CTO for IBM's Salesforce Global Practice. He establishes relationships with clients and facilitates the delivery of complex services, while identifying new business opportunities, and participating in the development and sales of IBM solutions. Over his career, Matt has accrued more than of 20 years of experience directing information technology practices, teams, and business management plans.



**Carolyn Heller Baird**

[linkedin.com/in/carolyn-baird-0478083](https://www.linkedin.com/in/carolyn-baird-0478083)  
cbaird@us.ibm.com

Carolyn Heller Baird is the Global Research Leader for Customer Experience and Design with the IBM Institute for Business Value. In addition to her research on topics impacting customer experience, marketing, and digital transformation, Carolyn also covers workplace issues such as enterprise experience and gender equity. Her work spans nearly 20 years as an experience strategy consultant.



**Anthony Marshall**

[linkedin.com/in/anthonyejmarshall](https://www.linkedin.com/in/anthonyejmarshall)  
anthony2@us.ibm.com

Anthony Marshall is Senior Research Director at the IBM Institute for Business Value, leading the company's top-rated thought leadership and analysis program. Anthony leads a global team of 50 technology and industry experts, statisticians, economists, and analysts.

## Study approach and methodology

IBM Institute for Business Value (IBV), in cooperation with our research partner, Oxford Economics, surveyed 200 US-based executives and DXP leaders about their Salesforce DXP solutions. They come from organizations across industries, including banking, consumer products, healthcare, retail, telecommunications, and utilities (each representing approximately 17% of the total sample). Respondents surveyed include Chief Marketing Officers, Chief Information Officers, Chief Technology Officers, Chief Digital Officers, and line-of-business leaders responsible for implementing and/or managing digital platforms. The annual revenue mean for companies surveyed was \$33 billion. All organizations represented have experience with Salesforce as their DXP:

- 14% have significantly expanded capabilities and integrated enterprise-wide solutions.
- 40% are expanding current capabilities and integration beyond point solutions into other parts of their business.
- 40% are exploring their options to expand.
- 8% are in the early stages of implementation, either still piloting solutions or they have implemented point solutions in specific areas of their business.

Data findings are based on classification analysis, maximum difference scaling (MaxDiff) analysis—a form of choice modeling—as well as financial analyses based on average revenue growth for the last two fiscal years. All data is self-reported.

## IBM Institute for Business Value

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## For more information

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New Orchard Road  
Armonk, NY 10504  
Produced in the United States of America  
August 2021

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