

Research Insights

Optimize your DXP capabilities

Experience Leaders
are prioritizing digital
transformation for CX

IBM Institute for
Business Value



How IBM can help

As an Adobe Platinum Solution Partner and an Adobe Exchange Experience Cloud Partner, IBM iX is uniquely able to guide clients through their digital transformation journeys. With an industry-first approach; deep consulting capabilities for Adobe clouds, solutions, and accelerators; and a reputation for delivering with quality on the most complex projects in the Adobe customer ecosystem, IBM iX helps clients connect and personalize customer experiences to build trust, earn loyalty, and drive growth.

To learn more, go to ibm.com/services/adobe-services and solutionpartners.adobe.com/s/directory/detail/ibm.

By Justin Ablett,
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Key takeaways

Formally prioritizing digital transformation of CX is a winning approach.

Organizations that have elevated the digital transformation of their CX to the status of a formal business priority—organizations we’ve dubbed the “Experience Leaders”—report 3x higher revenue growth over the past 2 years than businesses that place less emphasis on CX enhancements.

For Experience Leaders, a DXP is part of their growth strategy.

Experience Leaders are intentional about how their DXPs can advance their business by improving customer experience. For them, a DXP is more than a set of technologies to perform a process; it is an essential enabler to increase profits, scale rapidly, and achieve competitive differentiation.

Organizations' #1 DXP challenge? Reconciling business units' different requirements.

Organizations are eager to exploit the value DXPs can deliver, yet the path to optimizing capabilities is not always clear. They may encounter integration, data, or workflow challenges. But as many as 56% struggle with the organizational challenge of competing platform requirements that can hinder progress.

An urgent call to action

Digital transformation of customer experience is more important now than ever before

As COVID-19 forced lockdowns, quarantines, and social distancing, organizations found themselves scrambling to pivot on several fronts: reorganizing their workforces, strategizing to mitigate revenue losses, and deciphering how best to hang on to and grow their customer base. It is the nimble, savvy operators who prioritized the value of customer experience (CX)—and leveraged technologies to improve their CX capabilities—that are emerging from this unprecedented upheaval on an upward trajectory.

60% of CEOs leading the most financially successful organizations from the IBM Institute for Business Value (IBV) 2021 CEO study list “delivering better customer experiences” among their highest priorities in the next 2 to 3 years. These chief executives pay close attention to customer feedback. It propels the business decisions and technical strategies that enhance experiences and engagement.¹ Data-driven, actionable insights that enable organizations to make CX decisions with foresight, not hindsight, have the potential to improve customer relationships exponentially.

As businesses emerge from the shadow of the pandemic, gaining market share and customer trust is mission critical. This urgency has magnified the need for organizations to rethink their focus and investments to provide positive experiences and efficiencies for customers, largely through digital engagement. Forward-thinking organizations are transforming their digital solutions with the contextual personalization, productivity, scale, and speed needed to respond competitively to rising customer demands (see case study: Think global, act local on page 5).

To better understand which digital transformation approaches could offer the biggest impact, the IBV surveyed 400 US-based executives and line-of-business leaders across multiple industries who work with their organization’s digital experience platforms or DXPs (see Perspective: DXPs - The age of experience on page 3). For the purposes of this study, respondents were all using Adobe customer experience capabilities (see Study approach and methodology on page 19).

When asked about the return on their DXP investments, organizations say:



22%

of revenue growth for the last two fiscal years can be attributed to their DXP investments



23%

of the revenue growth attributed to their DXP is driven by their digital experience transformation



20%

of the revenue growth attributed to their DXP is driven by their customer personalization transformation

The power of prioritizing CX

Our data demonstrates a strong correlation between organizations in which digital transformation of CX is a *formal business priority* and financial outperformance. We call this group the “Experience Leaders.” These organizations report three times higher revenue growth for the last two fiscal years (3.6% compared to other organizations in our survey (1.2%). More Experience Leaders also outperform their peers in innovation and customer satisfaction.

When organizations elevate an initiative to a formal business priority, they typically assign owners, budgets, resources, KPIs, and targets. And they hold program leaders accountable for results.

This is an important distinction. Improving CX through digital means is not a hollow promise for Experience Leaders. They are investing their money, talent, and time to transform their organizations; and while our data indicates correlation, not causation, their performance outshines the other organizations in our sample—the Nonleaders—defined as those that have not raised this effort to priority status. Among Nonleaders, 70% say digital transformation of their CX is “important to their business,” but it doesn’t carry the weight of a formal business priority. And as many as 30% of Nonleaders say digital transformation to enhance CX is only “somewhat important,” and they “make improvements to it when they can.”

Organizations’ willingness to make the necessary ongoing investments in essential technologies and tools, such as DXPs, is one way they signal the extent of their commitment to improving customer centricity. DXPs, of course, are not new. Most organizations have deployed multiple DXPs from one or more vendors, including Adobe, for some time. But many organizations have been slow to leverage their DXPs to their fullest potential, which hinders their ability to make the CX enhancements they need.

In addition to identifying which approaches distinguish Experience Leaders, this report addresses the challenges that organizations face as they attempt to expand their DXPs and steps they can take to create truly differentiating capabilities and customer experiences that can drive more value.

What are Experience Leaders doing differently?

DXP maturity—More Experience Leaders have expanded capabilities

To gauge where organizations are on their DXP journey, we asked respondents to characterize the current maturity of their DXP solutions. It would stand to reason that those organizations fully committed to improving CX through digital transformation would be further along in the development and utility of their DXPs. But this is not always the case.

Experience Leaders are roughly split between those that say they have reached the more mature phase of expanding their DXP applications and the earlier phase where they report piloting, focusing on point solutions, or exploring options to expand. The fact that some Experience Leaders are still tackling levels in the early phase is a testament to the complexity and scope of many organizations' DXPs.

For Experience Leaders in the mature group, a little over a quarter report having already significantly expanded their DXP capabilities and integrated enterprise-wide solutions. Only 10% of Nonleaders say they have made it as far. Another 26% of Experience Leaders in the mature phase report being well on their way with their DXP expansion, while nearly two-thirds of Nonleaders are still working through the earlier levels of DXP maturity (see Figure 1 on page 4).

Perspective: DXPs in the age of experience

Digital experience platforms (DXPs) unite people, processes, and technologies to enhance the digital experience for customers, employees, and partners. 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.”²

A DXP serves as a vehicle for building personal customer relationships. For example, Adobe Experience Cloud, Adobe's family of digital business products, delivers real-time data, scalable personalization, and “every-channel” delivery—all from a single 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.

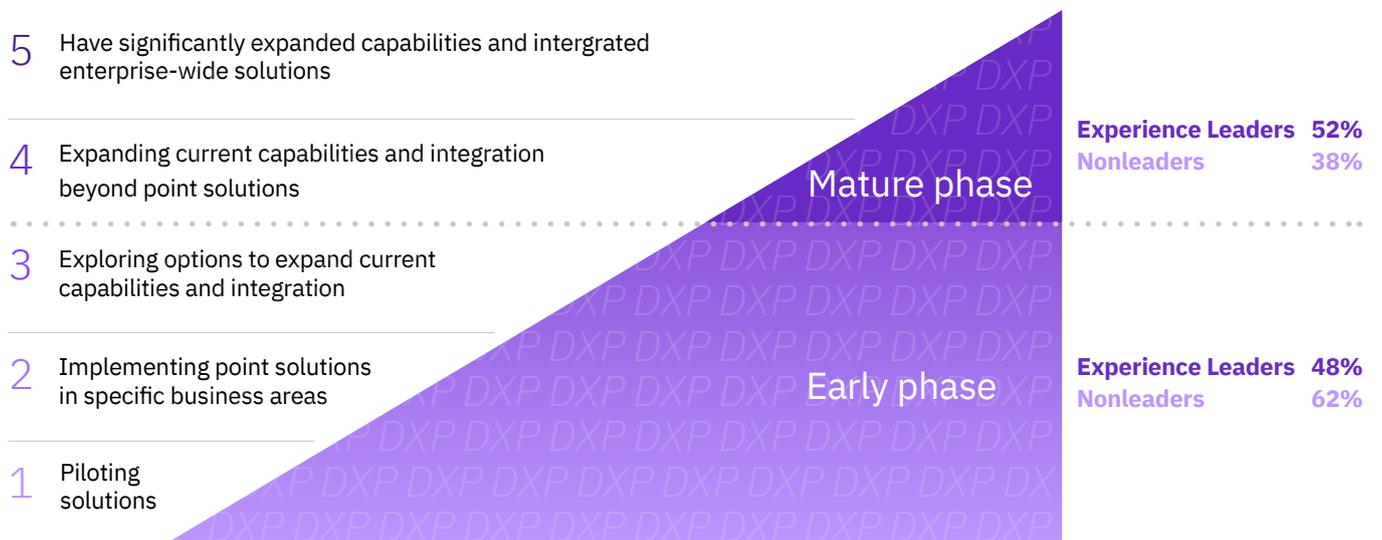
By building an integrated view of the person interacting with a company, a DXP enables unified, seamless, consistent, and customized experiences across channels. It also equips employees with the strategies, tools, and processes to deliver these experiences. Additionally, DXPs help increase an organization's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

DXPs unite people, processes, and technologies.

Figure 1

5 levels of DXP maturity

More Experience Leaders have already reached the Mature phase



DXP functions—For Experience Leaders, it's all in the “how”

Although Experience Leaders tend to be larger (in terms of revenue) than Nonleaders, they tell us they are deploying DXPs for the same functions, and to the same extent, as Nonleaders. What we would consider “table stakes”:

- Content management for building websites, mobile apps, and forms
- Digital asset management
- Marketing campaign management
- Marketing automation
- Marketing workflow management
- Marketing analytics
- Marketing targeting
- Data management to create audiences and export segments
- Creating customer data platforms

DXP functionality, in and of itself, is not what sets Experience Leaders apart. The difference lies in how organizations integrate, elevate, and activate a combination of these functionalities to create unique, world-class experiences for customers.

There needs to be a balance between the art (the process) and the science (the platform). It is critical for organizations to embrace curiosity and support a continuous test-and-learn approach that can keep actions fresh and relevant and help determine what will move the needle toward their business case.

Financial services organization: Think global, act local

For global enterprises, addressing the growing demand for highly personalized content across global practices can be an ongoing challenge. However, a global financial services organization, headquartered in the US, seized this as an opportunity to reimagine its digital experience, unify its global presence, and, at the same time, deliver localized content more efficiently.

Working with IBM iX, the company replaced its custom legacy solution with a multisite system on Adobe Experience Manager to enable self-service with a world-class, frictionless experience for customers. IBM iX also created a digital asset library for the company and designed a governance model to reinforce brand consistency and efficiency across the company's digital ecosystem.

The company's DXP redesign using the Adobe Experience Cloud suite of applications provides measurable insights, as well as a return on investment. The enhanced DXP enables the company to make informed decisions based on data that reveals how customers interact with its content and which content they find most valuable. Nearly 150 websites have been launched since the transformation, delivering a more consistent global experience in more than 22 countries and in more than 10 languages.

For Experience Leaders, a DXP is a vital enabler to be used strategically.

DXP investment drivers—Experience Leaders see DXPs as a growth strategy

Experience Leaders and Nonleaders agree: “Improving customer experience,” is the most important reason to invest in their DXP today. Beyond that, however, their motivations diverge, revealing a fundamental distinction between the two cohorts.

Those that have made digital transformation a priority see the expansion of their DXP solutions as a route to realizing deeper benefits of their technology investment that can further their competitive advantage. For them, it is less about growing revenue or getting to market quickly; many are already achieving that. Now they are pushing to increase profits and scale rapidly to build on their success. Nonleaders are looking for a financial bump too, but they also are counting heavily on their DXP investment to improve employee operations and generate customer loyalty, which motivates far fewer Experience Leaders (see Figure 2).

Experience Leaders are combining digital transformation and their DXP approach as part of their growth strategy. They are intentional about how a DXP can propel their business. Rather than simply viewing a DXP as a tool to perform a process, Experience Leaders see it as a vital enabler to be used strategically.

Audi UK’s expansion of its DXP to reinvent the customer experience is a great example of this approach. The company’s DXP enhancement efforts went beyond the creation of an improved website. Audi UK was keenly focused on how its DXP could be used strategically to help increase lead generation. Rather than implementing a series of one-off projects, Audi UK created a roadmap for its digital transformation that defined the scope, scale, and cadence of its many improvements (see case study: Bringing smarter experiences to customers).³

Figure 2

Reasons to invest in DXPs

CX is the principal driver—the only one that Experience Leaders and Nonleaders prioritize the same way



Audi UK: Bringing smarter experiences to customers⁴

England-based Audi UK, a premium automotive manufacturer operating under parent company Volkswagen Group, sought to reimagine its digital experiences over the entire customer journey. As part of its transformation strategy, the company created a strategic roadmap for investing more deeply in its Adobe DXP platform for both front- and back-end improvements.

To improve digital front-end development and analytics, the team moved to the latest version of Adobe's content management system. One goal was to cut development cycles. Often, by the time customer-requested functionality was delivered, it was no longer relevant. After adopting agile practices, development teams are delivering tools up to 75% faster.

Audi's back-end architecture was fragmented and challenging to maintain, having been built over years. The company moved to a cloud environment for enhanced flexibility, scalability, and security. Responsive webpages now integrate with Audi's Adobe content management system. Now, Audi content editors can complete everyday content changes, allowing developers to focus on more complex tasks.

Seeking custom website analytics, Audi leveraged Adobe analytics tools to build an analytics platform from scratch on its existing DXP. The company went from no standardized data reporting to reports spanning the basics like page views to advanced customized events and variables. In addition to gaining new marketing analytics insights, the company can better pinpoint and mitigate technical issues.

Audi now makes business and customer-experience decisions based on data rather than assumptions. Teams can see how consumers interact with the site and continuously optimize what is working and scratch what isn't. DXP enhancements have yielded end-to-end benefits, exemplified by Audi seeing a 59% increase in leads while UK car sales plunged 29% during the same period.

**Executing a digital transformation:
Experience Leaders plan ahead**

When we unpack what it takes to digitally transform CX, Experience Leaders are not only further along in expanding their DXP capabilities enterprise-wide, but they have progressed in other important aspects as well.

For fundamentals such as obtaining budget approvals for their transformation and gaining cross-enterprise stakeholder buy-in, the majority of survey respondents report being nearly complete or already operational. But for the more complex pursuits, such as acquiring necessary talent and skills, Experience Leaders have a leg up, with more Nonleaders saying they are still working to get the people they need (see Figure 3).

But the most telling difference between the two groups is their emphasis on development and implementation plans for their transformation. Experience Leaders are not just interested in the nuts and bolts of a platform selection to enable their transformation. They are also purposefully looking ahead tactically—and strategically—to determine how best to realize value from their investment.

Twice as many Experience Leaders than Nonleaders say they have already completed and launched their DXP development and implementation plans, and many more Experience Leaders report being nearly done. Meanwhile, almost one out of four Nonleaders are still exploring how to do this (see Figure 4).

Figure 3
Filling the talent and skills gap

More Experience Leaders are close to reaching their talent and skills goals to confidently execute their digital transformation

Experience Leaders | Nonleaders

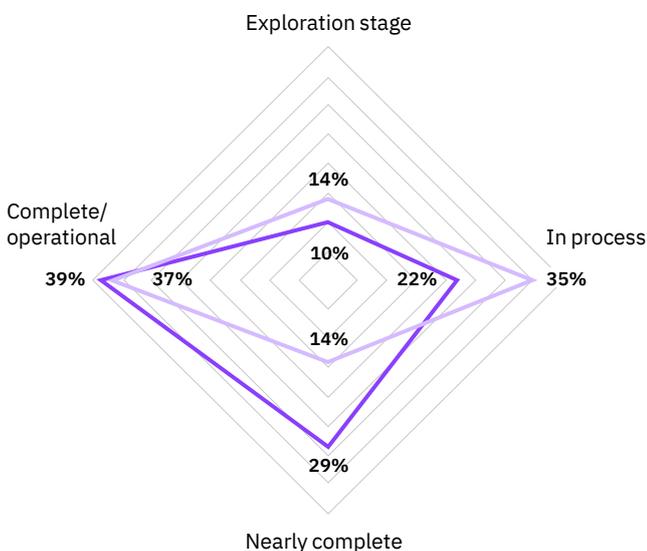
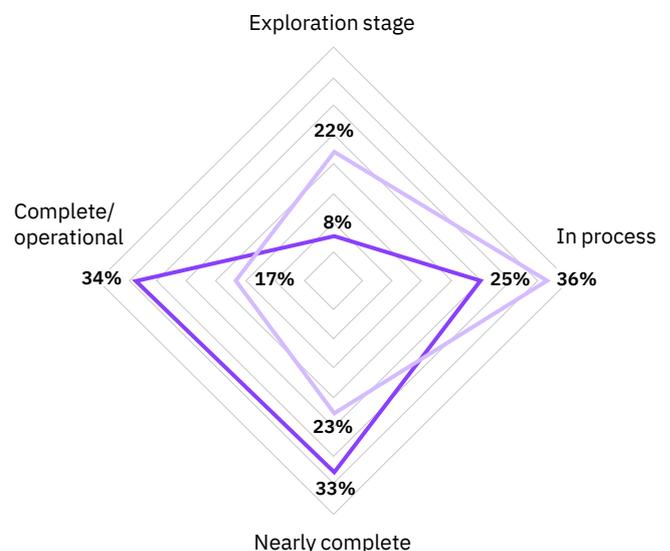


Figure 4
Creating a blueprint for success

More Experience Leaders have a development and implementation plan in place for the transformation of their digital experience

Experience Leaders | Nonleaders



Experience Leaders are exploiting DXP functionality to achieve real-time personalization at scale

The right path to enhance CX? It depends on DXP maturity

Which activities do organizations say are most important to advance the digital transformation of their CX? The answer is largely dependent on where organizations are in their DXP journey.

For Experience Leaders with more mature DXP capabilities, audience segmentation and targeting ranks as their top activity. With their DXP foundation in place, these leaders are now working to exploit its functionality to achieve the

marketing nirvana of real-time personalization at scale—the evolution needed to enable focused targeting with segments of one. For all others—Experience Leaders and Nonleaders in the early phase of DXP usage—this is far lower on their to-do list. They are focused on creating compelling content and mediums. And while content also is very important for the DXP-mature Experience Leaders, beyond that there is little agreement on prioritized activities (see Figure 5).

Figure 5

The DXP to-do list

Experience Leaders with mature DXP solutions prioritize different activities to further their digital transformation



Barriers that limit the power of DXPs

While a DXP is likely to be only one part of an organization’s digital transformation, it is clearly an essential technology that performs many of the activities that are vital to improving CX.

But organizations that have deployed numerous DXPs over time—in some cases from multiple vendors—can reach a point where they are uncertain how to unleash their DXPs’ full potential. Some may have customized solutions, which offer many advantages but can undercut a central platform benefit: the ability to continually upgrade easily and quickly. In other instances, organizations are under-utilizing their DXP functionality simply because they are unaware of the capabilities they already possess. Often there are a variety of issues that need to be addressed, and the path forward is unclear. Our findings point to four key DXP-related barriers:

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

1. Implementation barriers

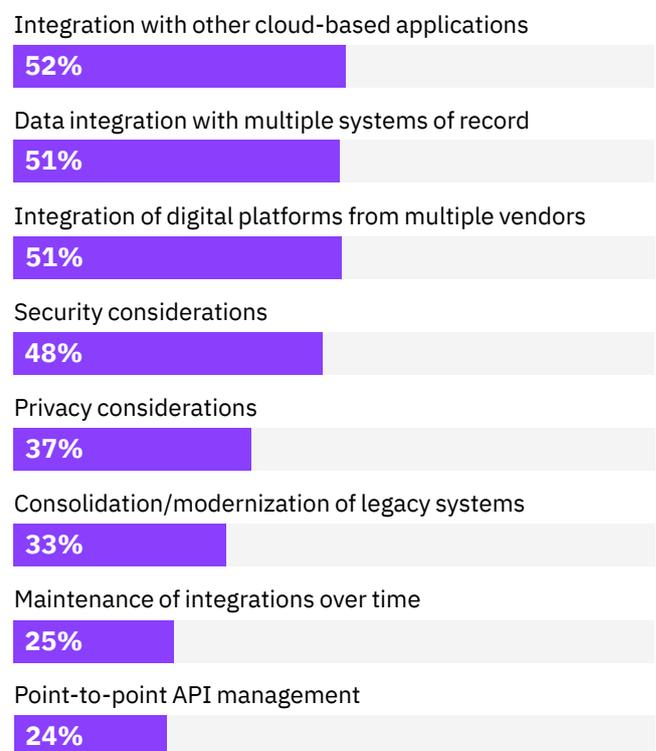
Implementing a DXP can be challenging, particularly integrating a vendor platform into a company’s existing systems. But it is platform integration across the enterprise—from the front end, “the glass,” to back-office systems—and unlocking data from legacy infrastructure that enable the deeper insights and improved processes that enhance customer engagement.

Most executives we surveyed cite some type of integration issue among their greatest implementation challenges, with more than half calling out integration with other cloud-based applications as a difficulty (see Figure 6). However, integration across systems using solutions that leverage technologies such as cloud, open API architecture, AI, and automation can lead to a more dynamic, scalable, and intelligent technical architecture that can keep pace with the business agility a DXP provides.

Figure 6

DXP implementation issues

More than half of surveyed organizations struggle with integration



Data readiness is a pre-condition for realizing potential DXP value.

2. Data barriers

Data is the soul of customer experience. DXPs are powered by data. Data readiness—accuracy, cleanliness, standards, openness, and permission—is a pre-condition for realizing potential value. For example, 80% of the effort to deploy AI is getting data ready for use.⁵

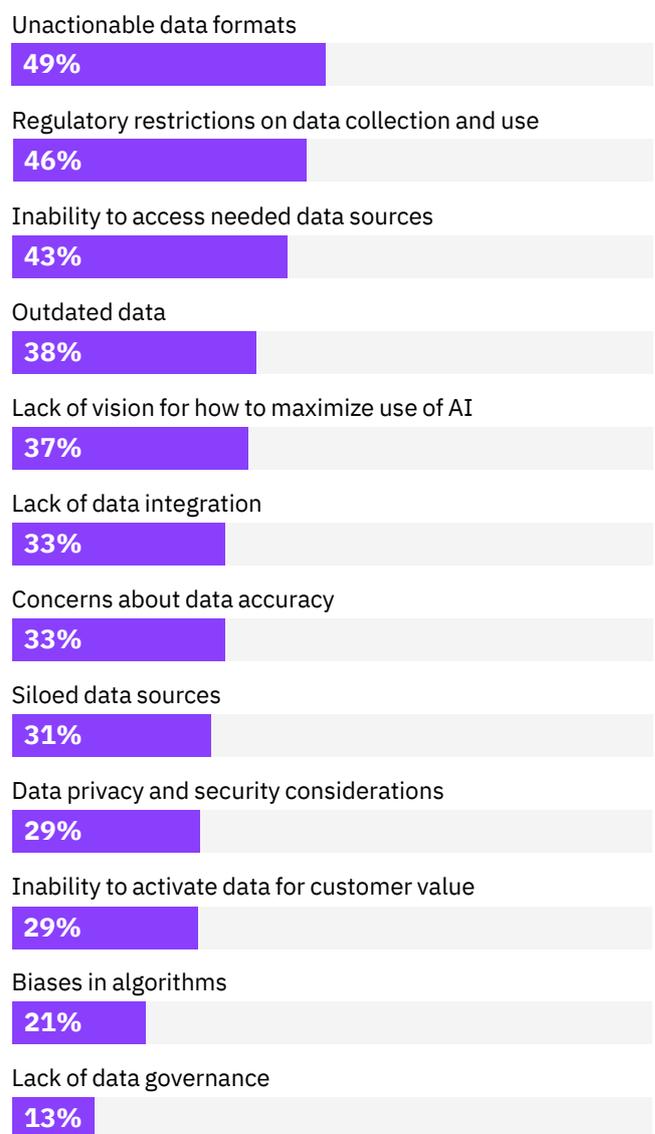
When trying to enhance their DXPs, organizations tell us their biggest data-related problem is the prevalence of unactionable data formats. Concerns about regulatory restrictions on data collection and use also rank high (see Figure 7).

To remove data barriers, organizations need solutions that improve data accessibility, make sense of unstructured siloed data, and transform data into actionable insights that can be leveraged for real-time AI-enabled interactions. Systems and processes need to be harmonized. Hybrid cloud can help organizations achieve their data goals by bringing multiple related clouds together. By driving through interoperability and breaking down data silos, hybrid cloud’s flexibility enables organizations to run apps across clouds, easing integration issues and facilitating the use of technologies like AI and automation to deliver simplified, customized digital experiences for customers.

Figure 7

DXP data difficulties

Problems with data readiness impede DXP progress



3. Workflow barriers

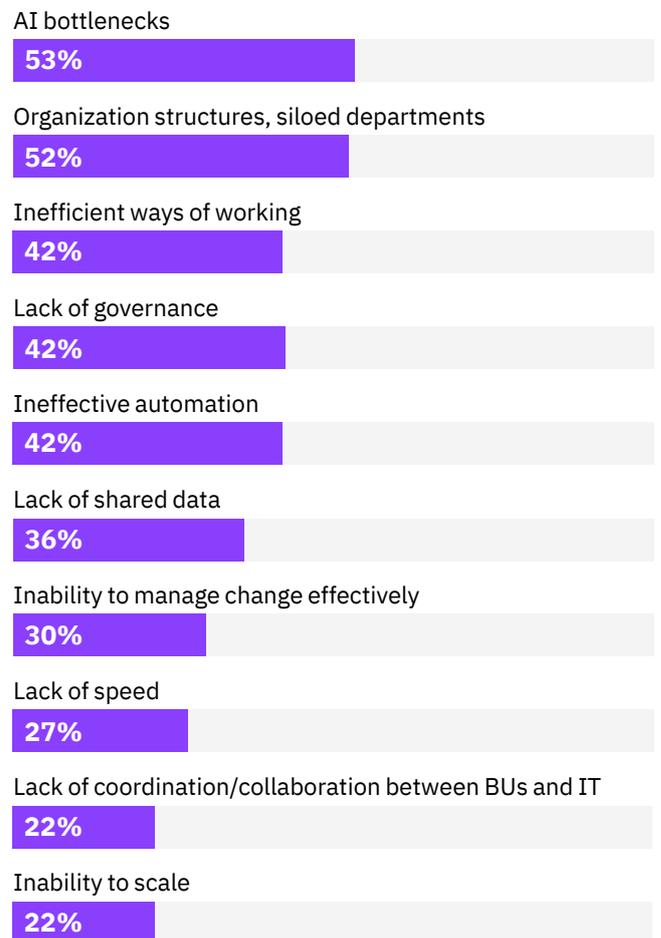
Executives' biggest workflow headaches come from AI bottlenecks and siloed departments, which can drain productivity and create data accessibility issues (see Figure 8). AI bottlenecks occur for a variety of reasons. The issue could be a lack of clear use cases, or it could be an inability to access the right data, in the right format, at the right time. This is why forward-looking executives invest in the creation of a customer-led AI roadmap and work to dissolve internal silos and processes that can stymie data readiness.

Inefficient ways of working also vex organizations. Many struggle to adopt a truly agile approach. They may use some agile practices—such as sprints and standups—but they continue to work with a waterfall mindset, which diminishes the agile methodology's value proposition. Adoption is more than just instituting a new process. It also requires that teams change how they think about outputs and embrace the benefits of iteration and measuring the value of every release.

Figure 8

DXP workflow worries

AI bottlenecks, silos, and inefficiency clog workflows



Organizational challenges can be more difficult to resolve than technical ones

4. Organizational barriers

Conflicting priorities, brand concerns, and a lack of transparency and sharing among business units often underlie integration, data, and workflow challenges. These organizational barriers can be even more difficult to resolve than technical challenges, depending on how deeply ingrained they are in an organization’s corporate culture.

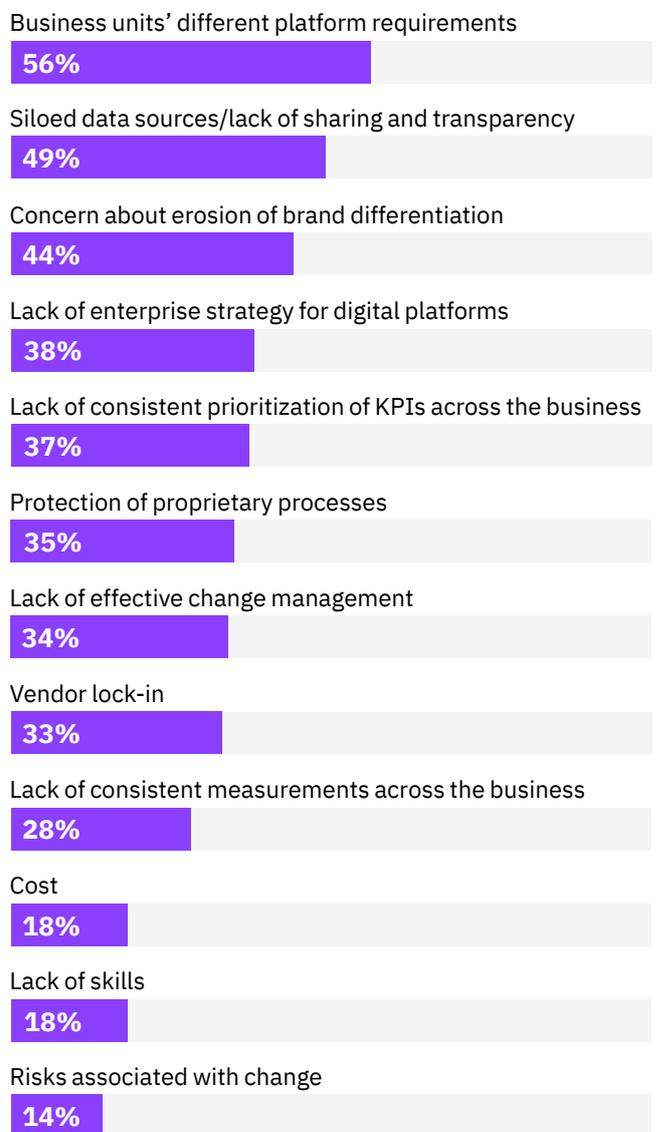
The number one organizational challenge—and of all four challenge areas, it is the one that confounds the most executives—is business units with different platform requirements (see Figure 9). This problem is a common refrain found in other studies. According to Forrester, almost 60% of organizations find themselves handcuffed by siloed, disconnected approaches.⁶

Platform solutions built to support individual business unit priorities and requirements can trigger complex integration issues, as well as inhibit data sharing. This approach could ultimately result in a situation where there are so many disparate solutions that they hinder, rather than improve, productivity.

Figure 9

DXP organizational obstacles

A corporate culture that favors siloed thinking and behaviors can be one of the most difficult things to shift



Action guide

Optimize your DXP capabilities

It is clear that DXPs provide a foundation upon which organizations can build the personalized experiences fundamental to their ability to outcompete, outperform, and thrive. But lots of organizations have adopted DXPs. To be a leading organization, you need more.

IBV research tells us that the most dynamic and successful organizations have increased their digital platform engagement during the pandemic. They report using platforms 33% more than other organizations at this critical time, when being able to meet customers' shifting demands with speed and efficiency can make or break a business.⁷

With the top organizations moving so fast, it is crucial that others seize the initiative and accelerate their digital transformations as well (see Perspective: Enhancing customer experience). The adage, "act now or be left behind" has never been truer—a fitting motto as businesses prepare to compete in a post-pandemic marketplace in hyperdrive.

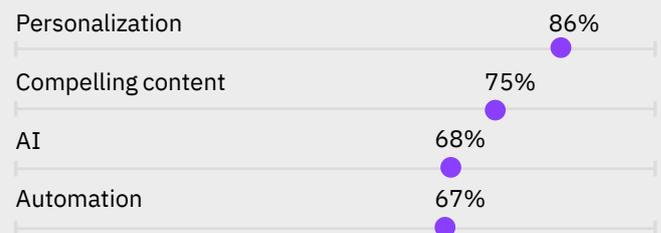
Perspective:

Enhancing customer experience

With all the attention on CX improvement, where are organizations placing their bets?

Personalization is the hot ticket. Executing personalization at scale relies on AI and automation to deliver compelling content.

CX enhancements that organizations say play a large, if not essential, role



Here are five steps to get the most out of your DXP applications to fuel your digital transformation for CX.

1. Get serious about prioritizing CX.

CX improvements can be easily compromised by individual business unit or operational considerations if your transformation effort lacks the vision and clout of an enterprise-wide, mission-critical business priority.

- Bring cross-functional teams together, along with strategic partners, to map customer journeys across your organization for a full, contextual understanding of the change that is needed, noting the processes, technologies, and skills required to support customer demands.
- Envision how legacy systems, technologies, and processes could be improved with innovative DXP solutions hosted in a modern hybrid multicloud environment.
- Base your business case on an enterprise-wide approach for digital CX transformation. Calculate the potential financial benefits and establish KPIs for measurable efficiencies gained, cost takeout, and brand impact to help secure the executive sponsorship, funding, resources, and accountability indicative of a formal business priority.

2. Up your personalization game.

Personalization only makes an impact if it is relevant, timely, and meaningful. This requires an intelligent, data-driven approach that considers the context of customers' end-to-end interactions with the business, regardless of channel.

- Expand beyond marketing to build an enterprise-wide data platform. The emergence of robust platform solutions has enabled organizations to integrate multiple systems of record and systems of engagement.

- Build a coalition of cross-functional executive stakeholders. Traditionally, the CMO may have led personalization initiatives for customers. But, to deliver the sophisticated personalization that customers find useful and differentiating, today's AI solutions rely on multiple data sources. This means the CTO, CIO, Chief Data Officer, and line-of-business executives need to be involved.
- Consider a shift to headless architecture. By decoupling content management from content delivery and presentation, marketers have the flexibility to rapidly personalize experiences for customers at every touchpoint.

3. Modernize experience design processes and practices.

Reinvent how experiences are created and managed to improve quality and speed, and free up designers to devote their time to higher-value activities.

- Implement a design system that creates consistent experiences in your DXP and accelerates time to market for new features. A design system, as we define it, is more than a style guide or a component library. It is a single source of truth for the design and development of user interfaces, with the necessary tools, resources, and governance.⁸
- Design and deploy content within a valuable, journey-based framework—what we term, an intelligent content transformation. Powered by AI and advanced analytics, applications for marketing, advertising, intelligent workflows, commerce, and more are integrated on a security-rich cloud platform that enables businesses to develop engaging, end-to-end, personalized experiences driven by customer insights.
- Engage ecosystem partners who can supplement your design talent with needed technical skills, and at the same time, train your teams to exploit DXP solutions with a “garage” approach that can also stimulate the adoption of modern ways of working.⁹

4. Pay attention to the human aspects of transformation.

Platform enhancements are just one part of a digital CX transformation. As our data shows, a siloed organizational culture with competing priorities can torpedo DXP advantages. Your transformation may also need to incorporate a mindset shift to a more human-centered approach.

- Make *experience* the north star for your business, using personas, empathy maps, and user stories to engender a sense of intimacy between your teams and the customers you are targeting.
- Inspire employees across your business—not just designers and developers—to “think big” and share ideas that could deliver exponential outcomes.
- Cross-pollinate teams with a diverse set of skills and perspectives and empower them with tools to easily collaborate and manage projects. Just as you need to build a coalition of executive stakeholders, the teams executing your CX initiatives should represent a vibrant cross-section of your business. Many organizations are investing in cloud-based work management applications that create a system of record for marketing and creative professionals to connect people, processes, data, and technology across the business so teams can engage with context and tie their work to company strategy.¹⁰

5. Think of digital transformation as a journey, not a destination.

The organizations that thrive in today’s environment of constant change have embraced the notion of continual reinvention. They take a “test-and-learn” approach to measure transformation initiatives and use proof points to optimize impactful actions and redesign what isn’t working.

- Monitor and assess your DXP capabilities to determine if you are exploiting all the features you currently possess. Identify underutilized functionalities and devise a development plan that can help you derive more value out of your investment.
- Stay up to date with your platform vendors’ enhancements. They continually reinvest in their solutions and extend capabilities, and you want to be sure you are taking full advantage of these improvements.
- Run hackathons to enable teams to rapidly collaborate in a “safe” environment to explore potential use cases of new platform capabilities.
- Create a backlog of ideas for innovation that can be tested through iterative experiments and scaled once proven.

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Study approach and methodology

The IBM Institute for Business Value (IBV), in cooperation with Oxford Economics, surveyed 400 US-based executives and line-of-business leaders from organizations across multiple industries that are using Adobe DXP applications. Fielded in late 2020 through 1Q 2021, the survey was designed to capture a snapshot of organizations' use of DXPs to better understand the role they are playing in organizations' digital transformation journeys. We wanted to explore how DXPs are delivering value as enablers of the improved CX that organizations are striving to achieve. We also wanted to identify the approaches that distinguish organizations when they are fully committed to digitally transforming their customer experience and address the challenges companies face as they work to expand their DXP capabilities.

Survey participants know their Adobe DXP applications well. Their roles include C-suite officers (Chief Marketing Officers, Chief Information Officers, Chief Technology Officers, and Chief Digital Officers) as well as leaders responsible for the implementation of their company's DXP. The six industries represented are banking, consumer products, healthcare, retail, telecommunications, and utilities, each comprising approximately 17% of our total sample. The size of organizations surveyed, in terms of revenue, ranges from \$10 billion to \$269 billion.

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

The IBM Institute for Business Value, part of IBM Services, develops fact-based, strategic insights for senior business executives on critical public and private sector issues.

For more information

To learn more about this study or the IBM Institute for Business Value, please contact us at iibv@us.ibm.com. Follow @IBMIHV on Twitter, and, for a full catalog of our research or to subscribe to our monthly newsletter, visit: ibm.com/ibv.

Notes and sources

- 1 “2021 CEO study: Find your essential - How to thrive in a post-pandemic reality. IBM Institute for Business Value. February 2021.” <https://www.ibm.com/thought-leadership/institute-business-value/report/ceo>.
Outperformers definition: “Outperformers reported high revenue growth compared to their peers over the three years prior to 2020 and performance on par with or exceeding peers during 2020 itself.”
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- 9 For more information about IBM Garage, go to <https://www.ibm.com/garage>
- 10 For more information about Adobe’s work management application for marketing, go to <https://www.workfront.com>, and <https://www.ibm.com/services/adobe-services>

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