



# The Digital Mindset of Business Leaders in Asia Pacific:

**Benchmark Your  
Digital Experience Maturity**

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AN ECOSYSTEM REPORT  
COMMISSIONED BY:



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# Executive summary

Digital experiences are more necessary than ever. Social distancing, remote working and local or national shutdowns have forced customers online and employees apart, requiring businesses and government agencies across Asia Pacific (APAC) to accelerate and refocus their digital transformations to satisfy changing customer needs.

Senior management teams and boards of directors are now motivating their businesses to create compelling digital experiences — and develop the capacity to evolve and enhance those experiences.

To understand the maturity of digital experiences (DX) across APAC, Ecosystem interviewed 600 organisations — using Sitecore’s Digital Experience Maturity Model (DXMM) assessment. Maturity varies among the six countries (Australia, Indonesia, Malaysia, New Zealand, Singapore, and Thailand) and five industries (Banking/Financial Services/Insurance, Retail, Manufacturing, Government and Others).

**Overall, DX maturity is low, but there are many bright spots as leaders are making investments in building experiences that are not only easy and effective but also memorable — ensuring customers return time and time again.**







To improve their overall digital experience maturity, businesses across Asia Pacific should focus on five capabilities:

- 1 **Executives should drive the vision.** Your senior managers need to be behind your digital transformation and the experiences you offer. They should build a business capable of designing, creating and improving these experiences.
- 2 **Motivate people and improve processes.** While digital experiences take humans out of processes, humans still design, build and manage them. Businesses need to create processes and teams to support the continuous improvement of digital experiences.
- 3 **Deploy a modern marketing technology stack.** Start with a Digital Experience Platform (DXP) — and then integrate that platform and data across all marketing and customer experience systems and platforms. The automation and personalisation of entire customer processes using machine learning should be a goal of all digital and customer experience teams.
- 4 **Drive better decisions from all available data.** Start by analysing the data that is readily accessible in your DXP. Then move on to unifying data across all touchpoints — digital and physical world. And finally complement internal data with external data sets that add value and insight.
- 5 **Optimise experiences — and make them personal.** A personal experience is exactly that — one which suits the individual. Optimised experiences are efficient, but personal experiences are ones that drive loyalty and trust. Build an ability to personalise experiences for your customers based on their needs and desires.

Businesses that master these capabilities are positioning themselves to be customer experience (CX) leaders — and to set the benchmarks that others strive to achieve.

# Digital maturity drives better customer experiences

**2020 has up-ended nearly every version of “business as usual” — it has been anything but usual!**

The challenge for organisations in APAC has been to survive — then thrive. But organisations and government agencies have embraced that challenge as they deal with the many disruptions to their business. The levels of agility, adaptation, and innovation shown by companies in Asia Pacific have been impressive.

**In 2021, the difference between surviving and thriving will be great and memorable digital experiences.**

Nearly every business in Asia Pacific has adjusted their digital strategy. Customers are changing their expectations and behaviours rapidly, and organisations need to respond to these changes. The main — and sometimes only — touchpoints for customers, partners, and employees are digital ones. Digital experiences are more necessary than ever. Suddenly senior managers and boards of directors are refocusing the business towards digital channels and touchpoints. To achieve this, businesses need the capability to continually improve current digital experiences and create new ones where they don't exist.

In September 2020, Ecosystem undertook a study of 600 businesses in ASEAN (Association of South East Asian Nations) and ANZ (Australia and New Zealand) to measure their present levels of digital experience maturity, and also understand the other challenges they face in providing great customer experiences. This report highlights the results of this study — providing benchmarks and recommendations to help organisations improve their maturity in offering digital experiences to customers.



# Digital experiences became the top priority for businesses in Asia Pacific

**“Digital experience” is defined as the totality of all interactions a customer has with your brand during the customer lifecycle across digital platforms and devices and also those driven by digital platforms (from awareness to consideration, purchase, use and loyalty/advocacy).**

Business leaders across every country that we surveyed discussed the changing customer environment. The lock downs — caused by the global pandemic — shifted customers from in-person towards digital experiences. In 2019, nearly 60% of organisations we interviewed had in-person interactions in stores or customer service centres. Today that number has halved to 30%. Digital channels including websites (85% of businesses), EDMs and SMS (63%), social media (59%) and mobile applications (45%) have all witnessed substantial growth.

But in solving the immediate challenge of delivering great digital experiences, many leaders also started looking ahead to a time when customers return to stores or service centres and when the contact centre returns to full capacity. Just providing a good digital experience isn't sufficient. Integrating that digital experience with in-person or human interactions will be core to providing a satisfying and memorable customer experience — one that drives return visits and advocacy.



## Digital channels and touchpoints have witnessed significant growth in 2020



Website

**85%** **74%**  
2020 2019



SMS/Email  
(EDMs)

**63%** **61%**  
2020 2019



Social media

**59%** **48%**  
2020 2019



Print or mail

**52%** **54%**  
2020 2019



Word of mouth

**46%** **39%**  
2020 2019



Mobile  
application(s)

**45%** **36%**  
2020 2019



Call centre

**36%** **43%**  
2020 2019



In-person —  
retail/customer  
service centre

**30%** **57%**  
2020 2019



On 3rd party  
online marketplaces  
or apps

**28%** **21%**  
2020 2019



In-person  
with mobile  
employees

**23%** **35%**  
2020 2019



Traditional  
advertising  
(TV, radio, etc)

**21%** **30%**  
2020 2019

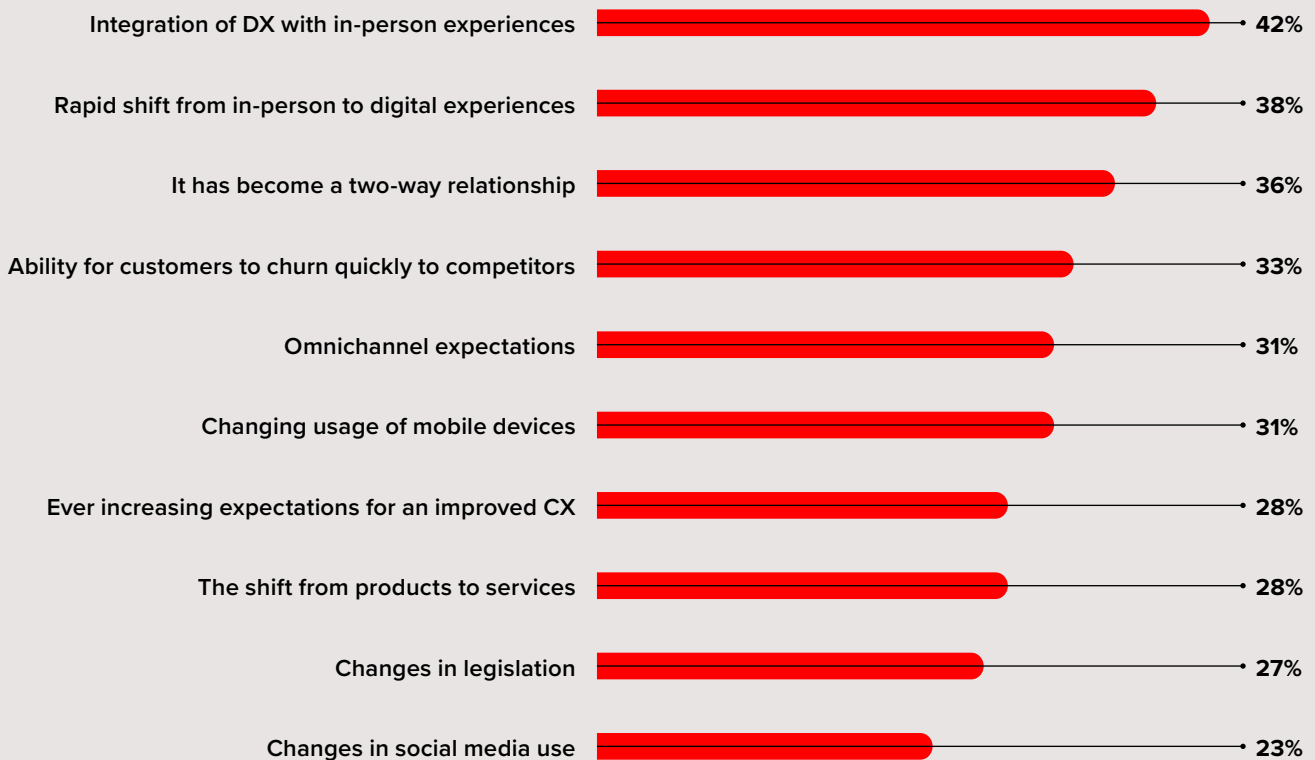
Q. Through which of the following channels, do you engage customers today? What about 12 months ago?

Source: Ecosystem, Sitecore & AKQA DXMM Study, 2020  
n=600



Delivering new and improved digital experiences requires organisations to rethink their digital transformation strategy. Ecosystem's [Digital Priorities in the New Normal Study](#) identified that 13% of businesses across ASEAN and ANZ were forced to start their digital transformation. These were often the companies who were convinced that they would never have to become digital businesses, and likely represent the 11% of firms that eventually launched a website in 2020! 25% of organisations are accelerating their digital transformation and 38% are refocusing their digital transformation as the needs of customers rapidly changed. Only 2% of businesses we interviewed have NOT changed their digital strategy in 2020!

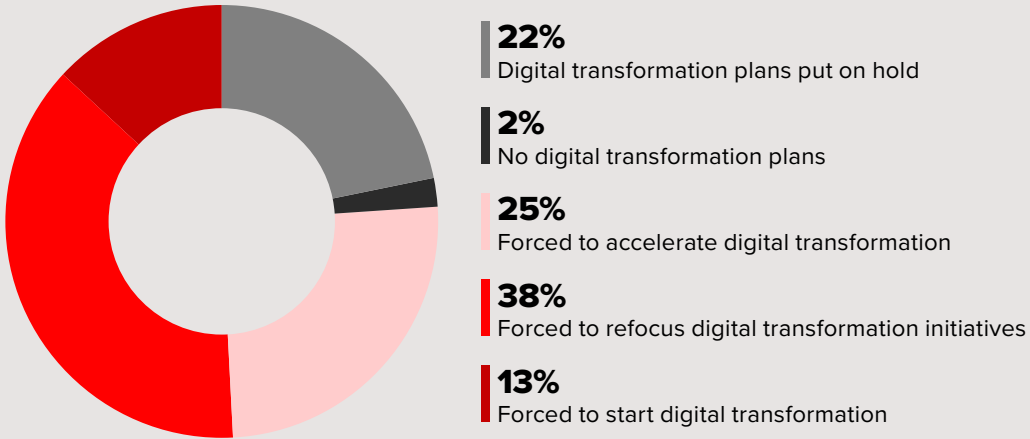
### The shift to digital experiences is demanding the focus of business leaders in Asia Pacific



**Q. What are the most important changes happening in the way you engage with customers today that you need to take action to address?**

Source: Ecosystem, Sitecore & AKQA DXMM Study, 2020  
n=600

## The shift to digital experiences is demanding the focus of business leaders in Asia Pacific



Q. Which of these statements is most applicable to your organisation's digital transformation after the pandemic?

Source: Ecosystem Digital Priorities in the New Normal Study, 2020  
n=556





# Introducing the Digital Experience Maturity Model

To get a clearer understanding of the maturity of digital capabilities and experiences offered by businesses in ASEAN and ANZ, Sitecore and AKQA commissioned Ecosystem to interview 600 medium and large enterprises, and government agencies in the region.

You can use this data to benchmark yourself against your peers in your country and industry — and use the included checklist to create a roadmap to increase your own digital experience maturity in the near future.



You can take the  
**Digital Experience  
Maturity Model  
Assessment here:**  
<http://siteco.re/DXMM>

## TAKE A STEP-WISE APPROACH TOWARDS BUILDING YOUR DIGITAL EXPERIENCE MATURITY

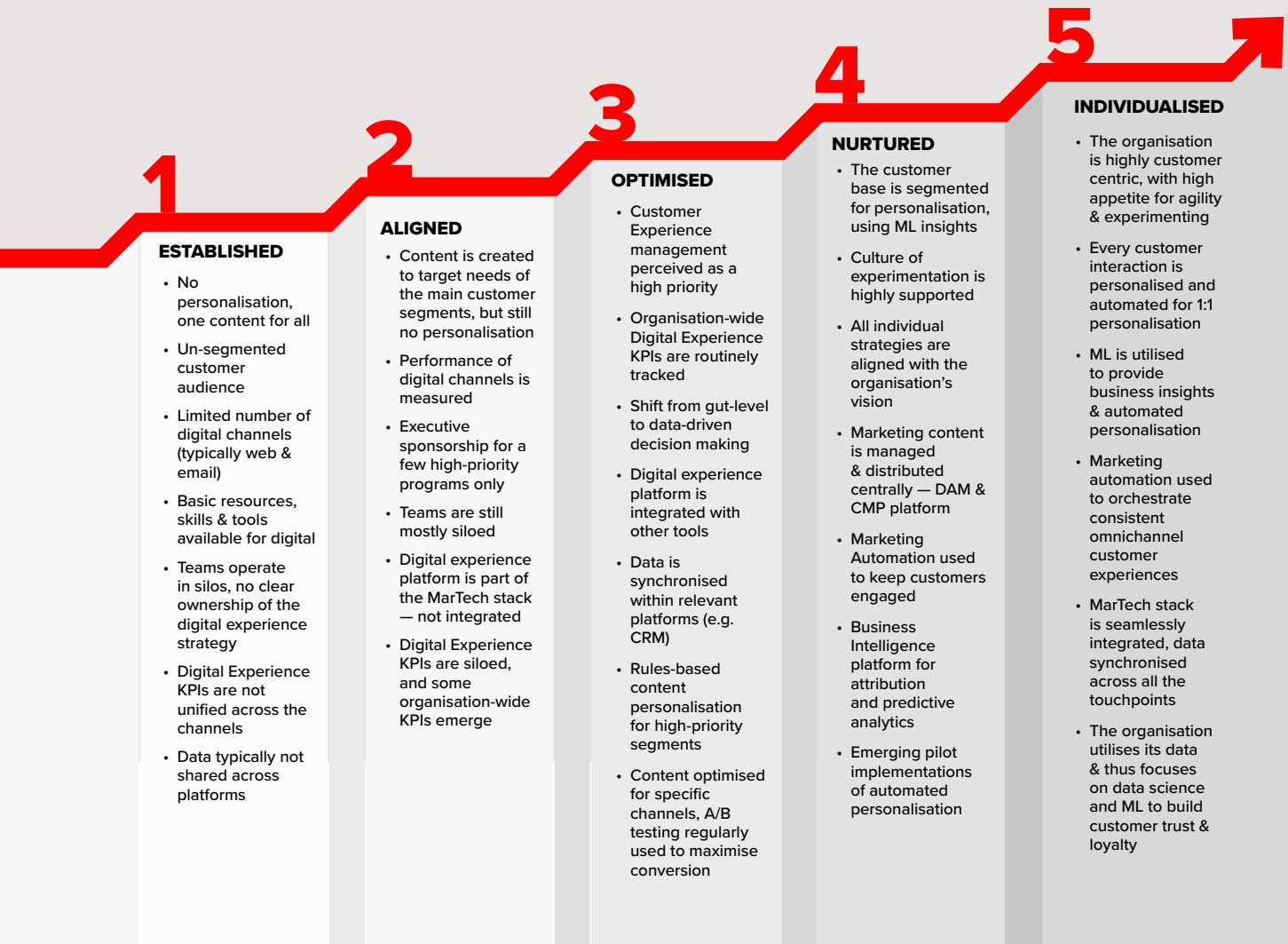
Digital experience maturity refers to your organisation's ability to engage the customer with the right experiences at the right place and at the right time, by using best practices to maximise the value to the customer — and to your organisation in return.

Today's marketers know they need to focus on providing excellent omnichannel customer experiences to drive brand affinity and engagement, increase sales (including cross-sells and up-sells), and build lifetime loyalty. However, for most companies, building best-in-class customer experiences is a strategic choice that requires the appropriate building blocks and a cultural focus across the organisation. Companies that offer world-class experiences don't just excel within their sector, market, or industry — they create the benchmark that companies from all industries try to emulate.

Most marketing organisations today are in a steep learning curve as they strive to adopt advanced marketing technologies, establish new data-informed processes, and build customer-focused, tech-savvy marketing teams.

The DXMM helps organisations understand their current state of digital experience maturity and how to reach the next levels of excellence. We group the five stages of digital experience maturity, which are — Established, Aligned, Optimised, Nurtured, and Individualised.

## The Digital Experience Maturity Model (DXMM)



As an organisation progresses through the stages of digital experience maturity, it strengthens its connection with customers through personally relevant content and calls to action tailored to the individual's intent and behaviour. Digital experience maturity is about understanding the context of customer interactions and using this understanding to create the best experience for the customer, resulting in loyalty, repeat business, advocacy and lifetime value.

## **BUSINESSES IN ASIA PACIFIC HAVE A STRONG DX BASE — NOW IS THE TIME TO TAKE THE NEXT STEP IN MATURITY**

The overall average DX maturity score for businesses was 2 — using the DXMM they are **ALIGNED**. The maturity category with the largest proportion of responses (44%) was 3 — **OPTIMISED**. But this doesn't speak to the tremendous variety of responses and levels of maturity that exist:

### **1 6% are level 1 — ESTABLISHED:**

Only a small proportion of organisations are at the beginning of their digital experience journeys. To their benefit, they can learn from the best practices — and mistakes — of the businesses that have gone before them. They also get access to DX and marketing technologies that are easier and faster to implement than ever.

### **2 26% are level 2 — ALIGNED:**

These businesses have set out on their journey and likely have some good wins under their belts in creating digital experiences for customers. The next step is to formalise many of these capabilities and take advantage of the many opportunities to create cross-channel experiences.

### **3 44% are level 3 — OPTIMISED:**

These organisations are well on their way towards establishing great digital and omnichannel experiences. They are seeing opportunities to automate processes and use data and analytics more effectively for customers.

### **4 21% are level 4 — NURTURED:**

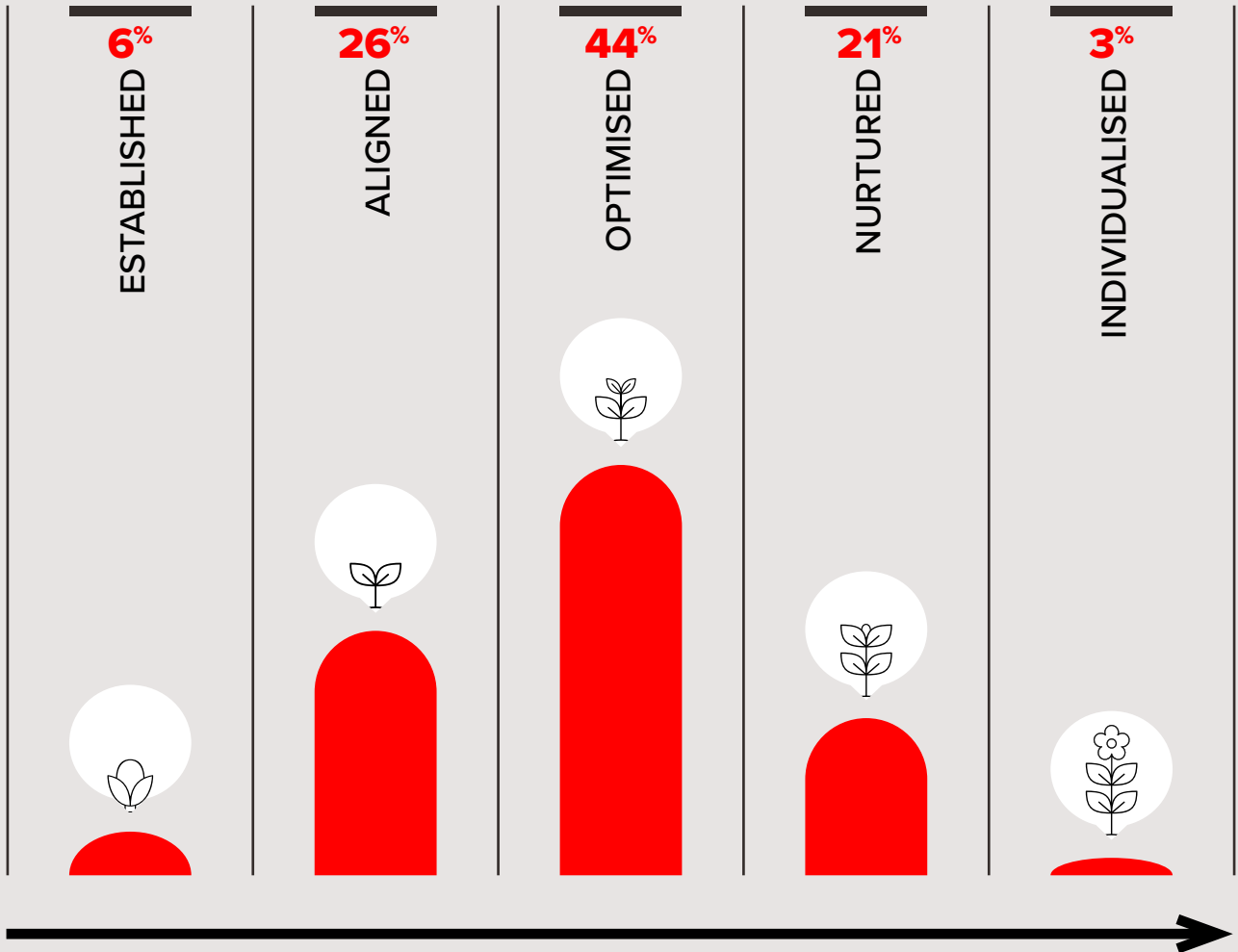
It is encouraging to see so many businesses move beyond the pack in creating digital and omnichannel experiences. These companies are likely experimenting with machine learning and are exploring the opportunity to create highly personal experiences for customers.

### **5 3% are level 5 — INDIVIDUALISED:**

Only a tiny proportion of businesses we interviewed have the highest level of maturity in their ability to create digital experiences. But in all likelihood, they create experiences that customers yearn to revisit repeatedly. They set the benchmark that other businesses aim to achieve.



## Businesses in Asia Pacific need to grow their digital experience maturity



## COUNTRY MATURITY LEVELS VARY CONSIDERABLY

Top level analysis is useful — but the value in benchmarking your own maturity comes at an industry and country level.



**Singapore has the highest proportion of businesses who score a 4 and 5 (32%).**

It is a country where many businesses and even government agencies embraced creating great customer and digital experiences earlier than most and are reaping the rewards today.



**New Zealand also has a healthy proportion of businesses with higher levels of DX maturity (28%).**

Not surprising considering the concentration of the market and the healthy competition in most sectors.



**Malaysia lags the other countries in digital maturity.**

No businesses scored a 5 overall, and only 17% scored a 4. There is significant upside for organisations in Malaysia which invest in building personalised digital experiences today.



**Smaller companies dragged Australia's score down.**

Those with less than US\$500mn in revenue, tend to rank their DX maturity lower than their larger peers. The maturity of large organisations is higher — but there is room to improve.



**Thailand has a lot of businesses and government agencies who scored a 3 (52%).**

These companies are on their way to having the ability to offer intelligent and personalised digital experiences and can track a course towards delivering best-in-class experiences.



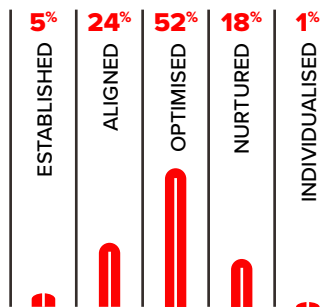
**Indonesian companies represent the median of the six countries.**

There is a good mix of DX maturity — some leading organisations and others who have just set out on their DX journey. Many of the smaller businesses reported higher than average maturity levels, which significantly lifted the Indonesian average.

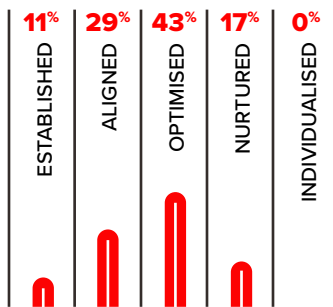
## Countries



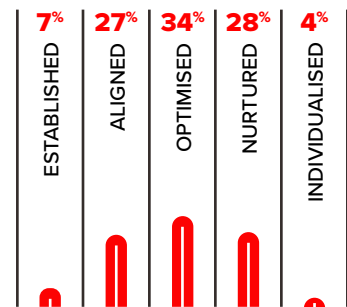
Thailand



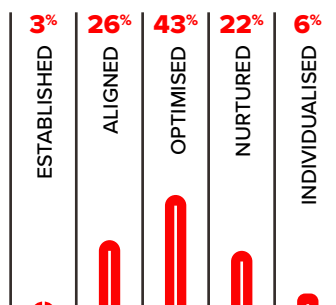
Malaysia



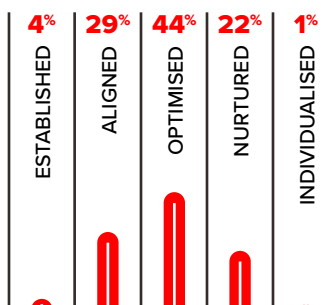
Singapore



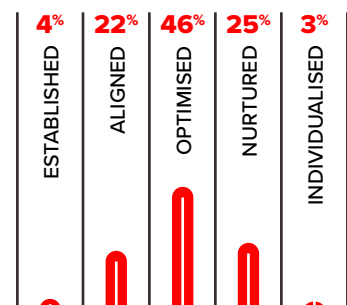
Indonesia



Australia



New Zealand





## INDUSTRY PRIORITIES SHAPE THEIR MATURITY



**Banking, financial services and insurance (BFSI) providers have the highest level of maturity. Nearly 40% scored a 4 or 5.**

This sector is setting the pace in providing great digital experiences — look to it for best practices in the region — particularly those BFSI businesses in Singapore, where 60% of the companies we interviewed in this sector reported a maturity of 4 or 5!



**Retailers are also leading the way.**

Retailers continue to be impacted by the many shifts in economies, competition, the pandemic and changing use of real estate. These companies have needed to reinvent their customer experience in the digital world just to keep up with empowered customers. Retailers in Thailand and Australia performed particularly well.



**Manufacturers have realised they need to be digital too.**

The B2B world was slower to adopt digital technologies and experiences. But that is changing as these businesses look to modernise their supply chain — sometimes even going direct to the end-customer. Their DX maturity is a little below average — with 42% of respondents reporting a maturity of 1 or 2, compared to 28% of the rest of the sample — but expect them to catch up quickly.



**Governments have a lot of work ahead of them in creating leading digital experiences.**

There are government agencies who have created memorable digital experiences such as select agencies in New Zealand and Singapore. Unfortunately, many others have not treated it as a priority until recently, so are lagging the market.



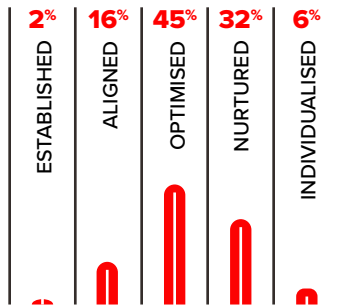
**Other industries showed the lowest DX maturity.**

Sectors such as utilities, media, mining, and professional services all scored lower than the average for their ability to create personalised, intelligent, rich and rewarding digital experiences — 43% scores a maturity level of 1 or 2. These industries should learn from the retail and banking, financial services, and insurance sectors to build a roadmap towards DX maturity.

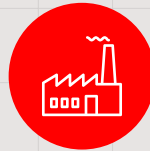
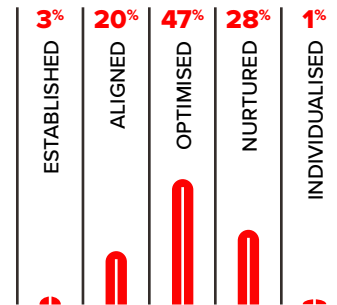
## Industries



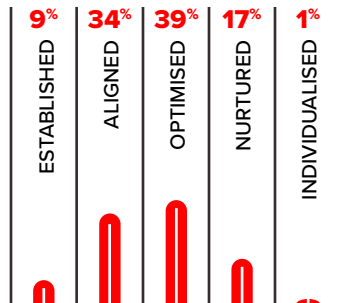
### Banking, Financial Services and Insurance



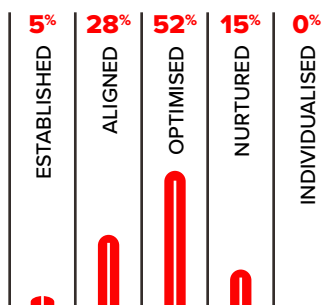
### Retail



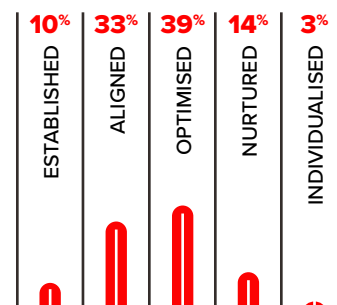
### Manufacturing



### Government

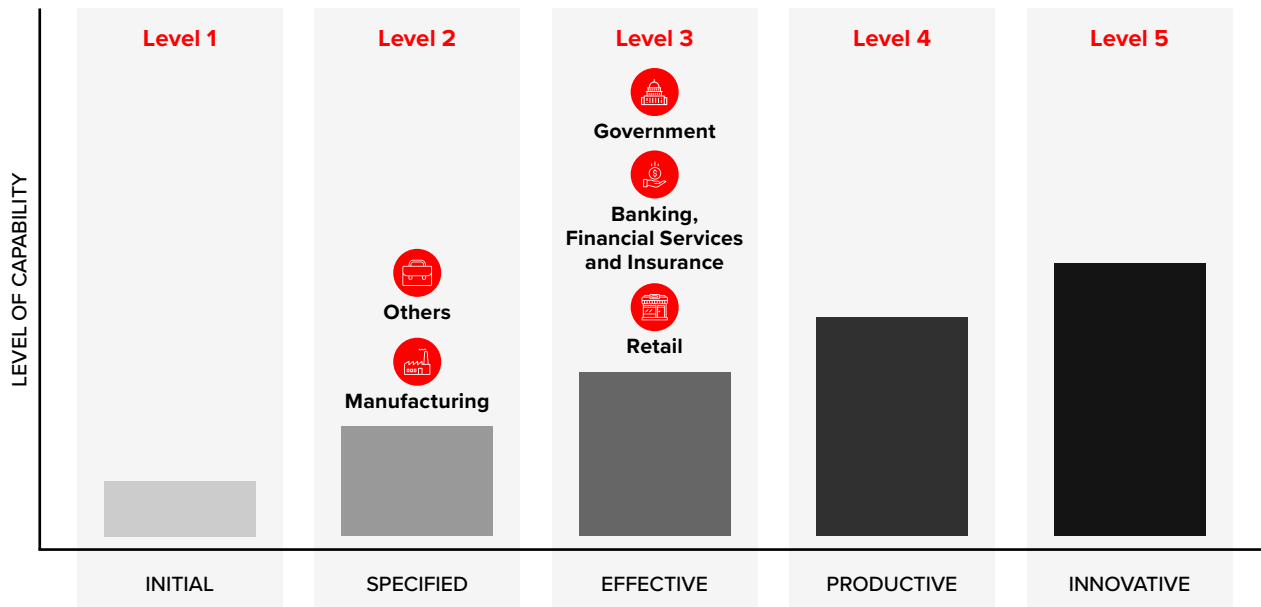
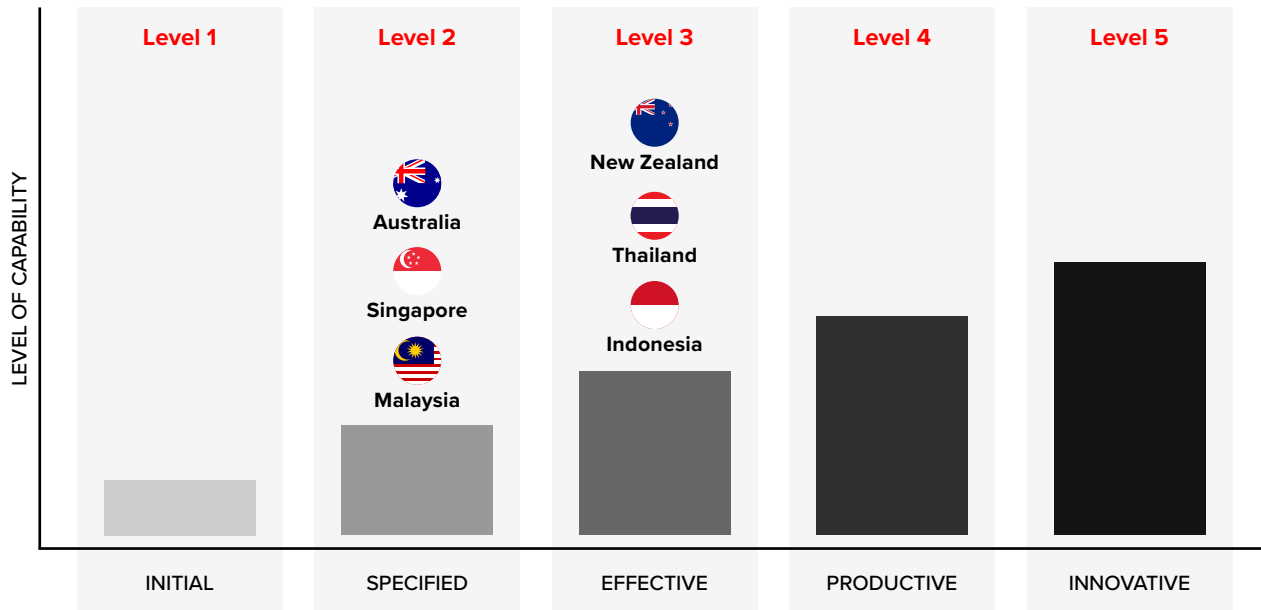


### Others



# Executives should drive the digital vision

## Maturity of countries and industries for Executive Vision and Organisational Alignment





## Executive engagement will get your digital experiences off the ground — collaboration will drive them forward

Everything that is worth doing in a business starts with strong leadership. And without strong leadership, many worthy, and important initiatives cannot deliver on their full promise. Digital experience initiatives are about more than the technology. They involve behavioural changes, new and improved processes, new metrics, and a new culture — one that focuses on the customer and employee experience above everything else. Strong leadership and senior executive engagement are key to delivering these significant changes.

**Our research shows that organisations that restructure around the customer experience or better service delivery, remove many internal inhibitors to improving the digital customer experience.**

The digital experience vision should be the beacon for your team and your organisation to follow. It doesn't describe an actual experience — instead it should describe the type of experience that customers should experience — how easy it is, how they feel and what benefits they receive. It needs to be technology agnostic — what we know is that technology capabilities will improve and change, and we cannot predict the future as to what the next big social or tech platform or interface might be, or the one after that. But a vision can guide strategy, tactics, and investments regardless of what the future holds.

The vision should guide your investment. Anything that helps the business move towards the vision should be considered core technologies — they should be fully integrated and aligned to your future architecture or state. This doesn't mean you won't invest in capabilities that don't help your business evolve towards the digital experience vision. It just means that those investments can be disposable — made for the short term, with little or no integration with core systems.

Your business will need to work together to deliver upon this vision — any internal friction or breakdown in communication will slow you down — and agility is a key requirement in creating digital experiences. Our research has shown organisations that restructure around the customer experience or around better service delivery remove many of the internal inhibitors to improving the digital customer experience. They bring all the people together who are responsible for designing, delivering and continually improving the digital experience to remove organisational barriers. It requires deep and constant collaboration to bring the best minds and skills together who will drive your digital experience today and tomorrow.

## Improve your executive vision and organisational alignment maturity

### Develop your basic capabilities

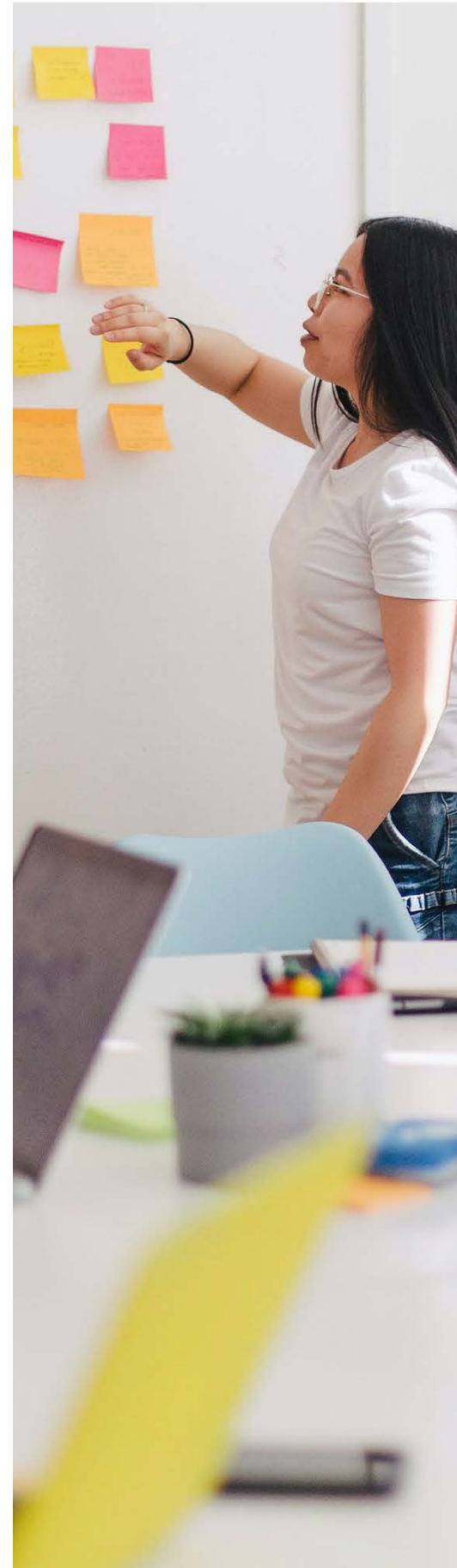
- ☐ Appoint an executive sponsor who is focused and passionate about the customer experience opportunity
- ☐ Set a clear vision, strategy, and business case.
- ☐ Don't underestimate investment requirements when building out the business case
- ☐ Instil a customer centric mindset across teams and functions

### Accelerate your impact

- ☐ Your vision for CX and digital excellence incorporates industry and customer trends which are dynamic
- ☐ Formalise coordinating mechanisms across teams and feedback loops to align on results
- ☐ Start establishing digital centres of excellence
- ☐ Track digital experience KPIs across the organisation

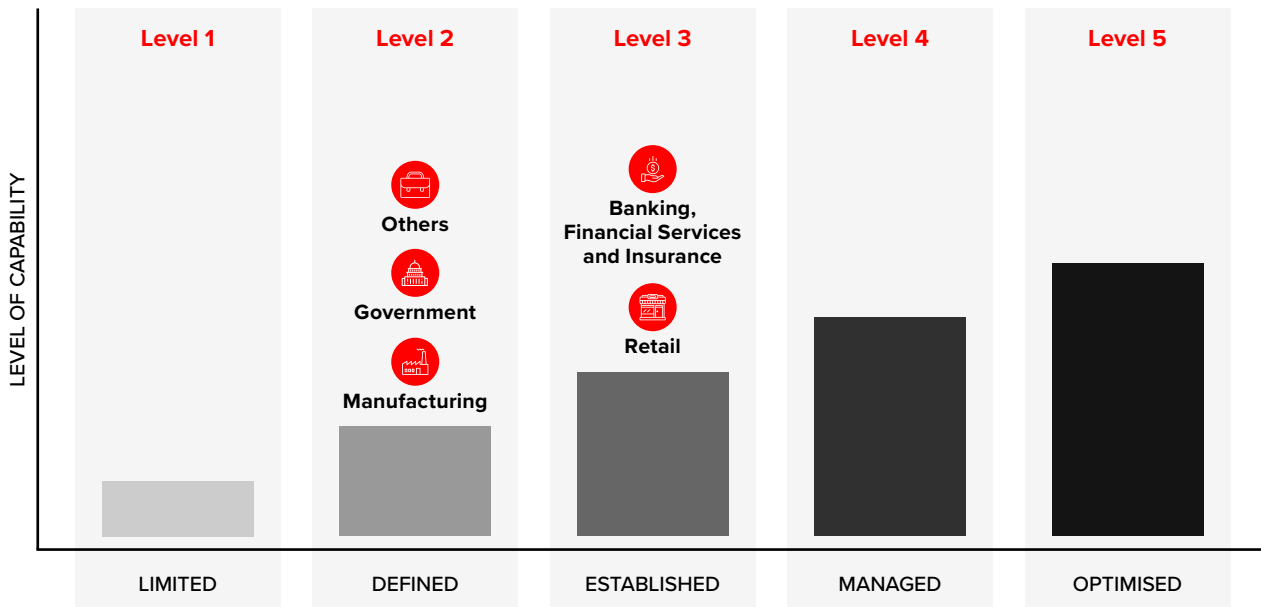
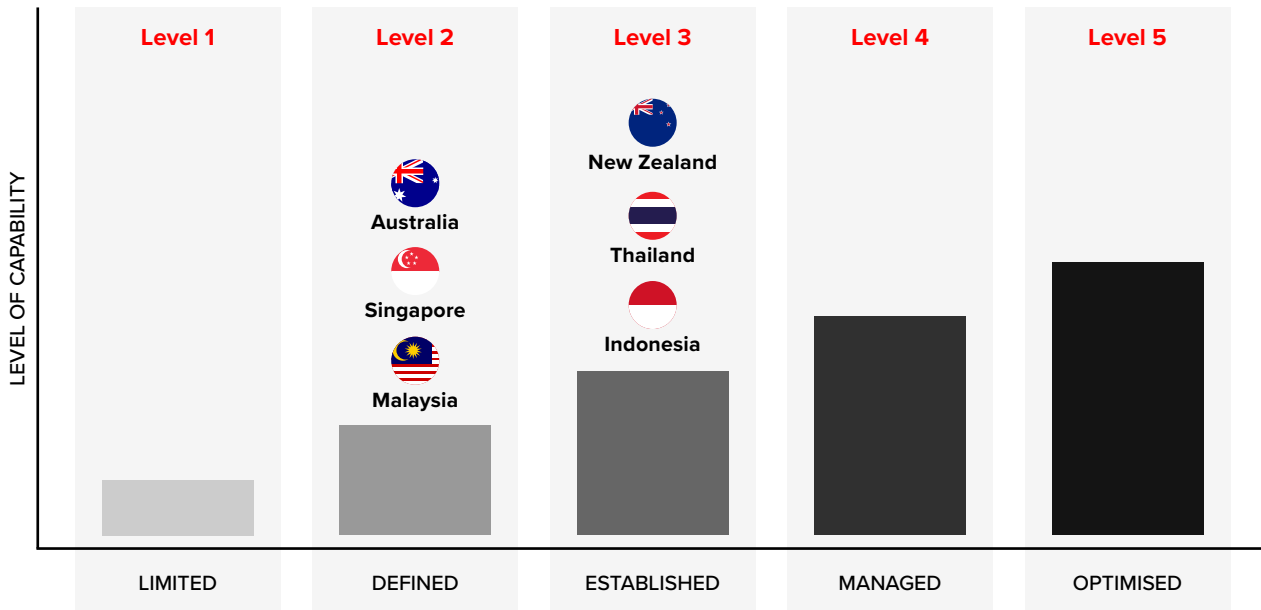
### Strive for best-in-class

- ☐ Incorporate DX into the organisation wide digital transformation program.
- ☐ Increase focus on digital skills across the board
- ☐ Tie organisation wide KPIs to long-term customer and transformation program outcomes



# People and processes will bring your digital vision to life

## Maturity of countries and industries for People and Process





## Digital experiences are delivered by technology, but built by people

The way you manage people and processes — particularly those impacting the end-to-end customer journey — will directly impact your ability to offer an excellent customer experience. The greater the level of digitisation of the customer experience, the more reliant you will be on the systems and processes that support customer journeys.

Digital CX benchmark businesses — Amazon, Ministry of Manpower in Singapore, L'Oréal, Rabobank, and Microsoft — all build their digital experiences on strong and formalised processes designed and managed by humans who are measured on delivering great customer experiences. Even in trying to drive humans out of processes, don't underestimate the importance of the people in creating, delivering and managing the journey. A major retailer in Australia acknowledged the failure of the CX strategy was because they didn't include employees and partner in the strategy — incentivising all relevant parties to deliver a delightful customer experience.

Customer journey mapping has been the starting point for businesses in ASEAN and ANZ to better understand the path to discover and purchase over the past three to four years. Some organisations have gone further and built a Centre of Excellence (CoE) to orchestrate and continually improve individual customer journeys and the entire customer experience.



## Improve the maturity of your processes and the people who create, build and manage them

### Develop your basic capabilities

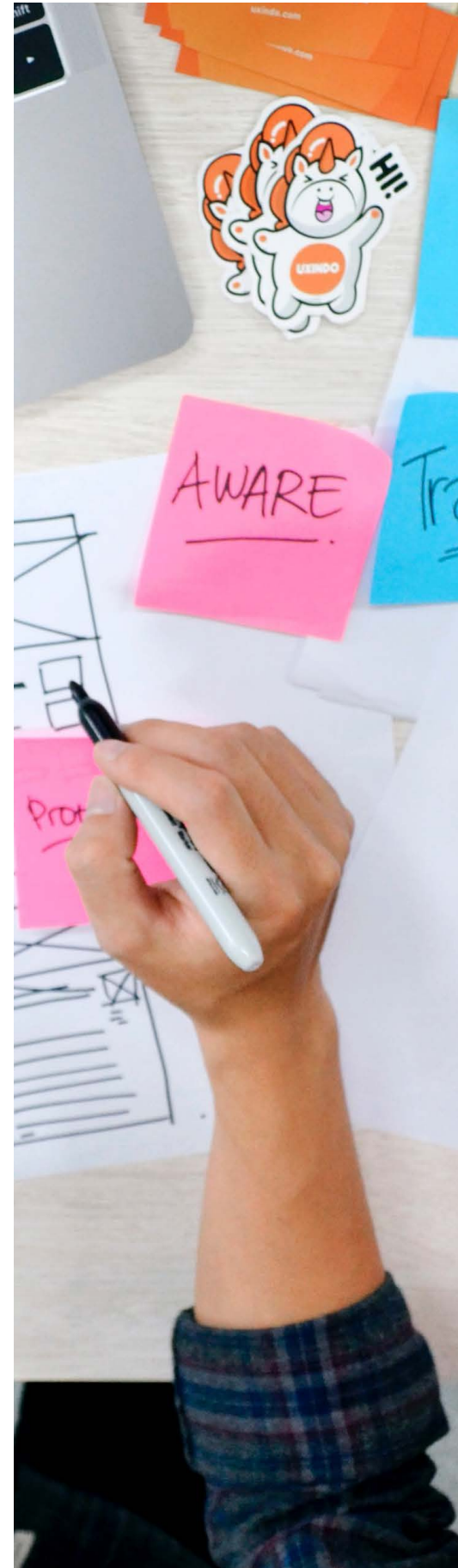
- ☐ Introduce the role of an executive sponsor, Digital Strategist, and Marketing Technologist
- ☐ Create a DX team skilled in using marketing technology for collecting customer intelligence, measuring digital goals and managing inbound campaign activities

### Accelerate your impact

- ☐ Shift your team culture and capabilities from gut-level analysis to data-driven marketing
- ☐ Appoint a data architect to define how data is captured, stored and governed
- ☐ Content marketers create content leveraging user data, customer experience and personalisation tactics
- ☐ Marketing technologists focus on executing personalisation tactics, content tests and marketing automation plans

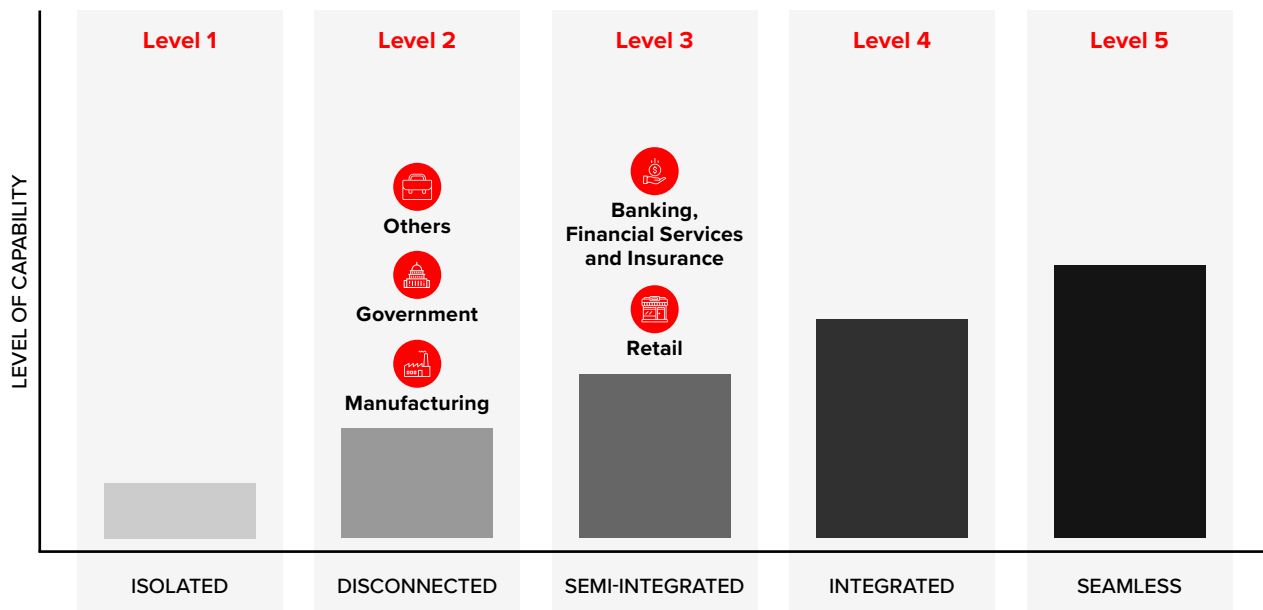
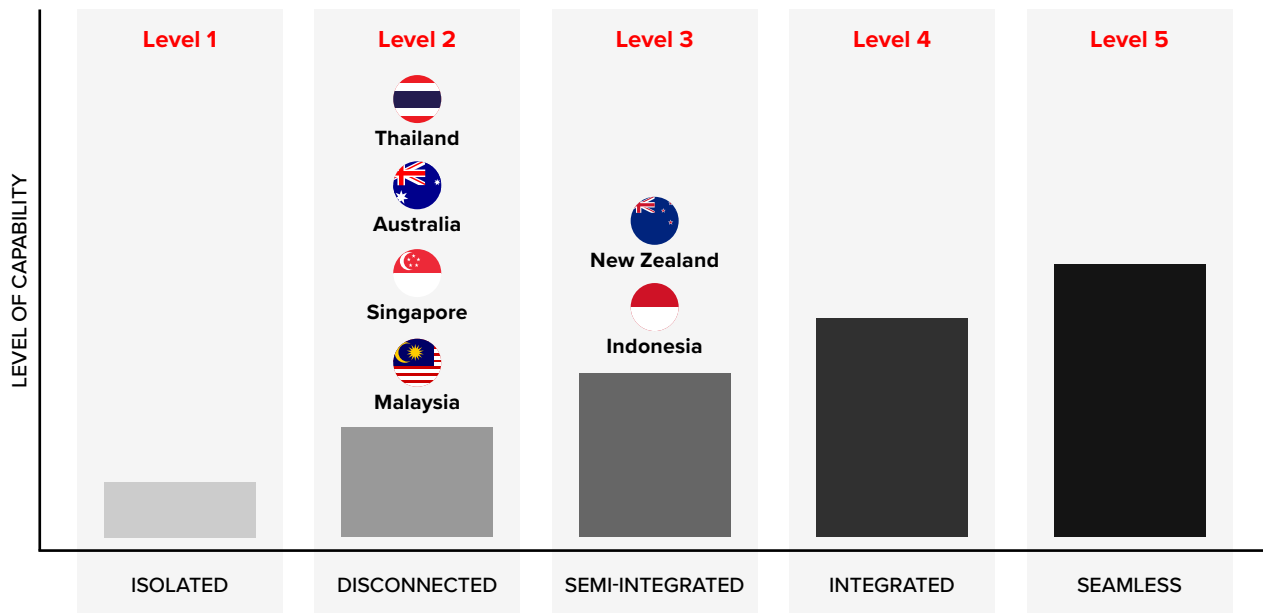
### Strive for best-in-class

- ☐ Develop a culture where agile methodologies are widely adopted to optimise product development cycles
- ☐ Pursue a strategy of value exchange of customer data for benefits
- ☐ Areas of data science and machine learning are strongly supported by roles like Senior Data Scientist and Machine Learning Engineer
- ☐ Automate tasks wherever feasible — take humans out of processes where they add no value



# Marketing Technology should enable the digital processes and drive better customer outcomes

## Maturity of countries and industries for MarTech



## Great digital customer experiences cannot be delivered without great technology

Digital experiences are ultimately powered by the technologies that businesses deploy. A digital experience is effectively a software-driven experience, delivered via a website or a mobile app. Therefore, an organisation's ability to create, manage and improve that software-based experiences is directly aligned to their ability to deliver an exceptional customer experience.

Forward looking businesses understand that a Digital Experience Platform is the starting point for managing and improving digital experiences. Having that platform integrated with all other elements of the marketing technology and enterprise technology stacks helps to drive more automated processes and improved personalisation. It can also help you create more accurate and usable analytics, actionable machine learning and Artificial Intelligence (AI) capabilities, and an overall optimised digital customer experience.

Ideally, the technology platforms should support the business requirements for data and analytics, and the personalisation and optimisation of customer experiences.

### CASE STUDY

#### Purina reinvents their MarTech stack to improve the customer experience



Nestle Purina PetCare is one of the world's leading pet care brands. But a few years ago, their digital experience for Australian and New Zealand customers and partners was highly fragmented, hindering the customer's experience as they interacted with Purina's brands, and creating barriers to change.

To resolve this, Purina partnered with AKQA to relaunch Purina.com.au, consolidating 13 brand websites into one master brand website on Sitecore's digital experience platform on AWS cloud for an enhanced customer experience. With new flexible DXP foundations, Purina was able to launch a new P4P AU (B2B portal) site, followed by replicating the same commerce site for Purina New Zealand.

## Improve the maturity of your marketing technology stack

### Develop your basic capabilities

- ☐ Establish a Digital Experience Platform as the foundation of your digital experience related technology stack — integrate this platform with other key systems in your tech stack
- ☐ Track conversion level metrics (conversion count/rate), and put in place digital tracking for each digital channel in your portfolio — systemise the tracking of goal conversions on all your web properties, and aggregate analytics across channels for reporting
- ☐ Experiment with tracking metrics that are proxies to conversions and explore adding non-digital channel data into reporting where it is available
- ☐ Expand your optimisation capabilities beyond just A/B and multivariate testing to areas such as triggered email marketing or rules-based personalisation

### Accelerate your impact

- ☐ Create a bi-direction integration between your Digital Experience Platform and your CRM and Commerce platforms to fuel cross-channel experiences with relevant personalisation and customer treatment across channels
- ☐ Track interactions across all apps and sites, bringing together product data, interactions, and offline activity into a single source of truth to glean more impactful insights
- ☐ Use predictive analytics capabilities and instigate the tracking of revenue and profitability metrics where possible
- ☐ Expand your optimisation capabilities to include predictive and/or automated personalisation

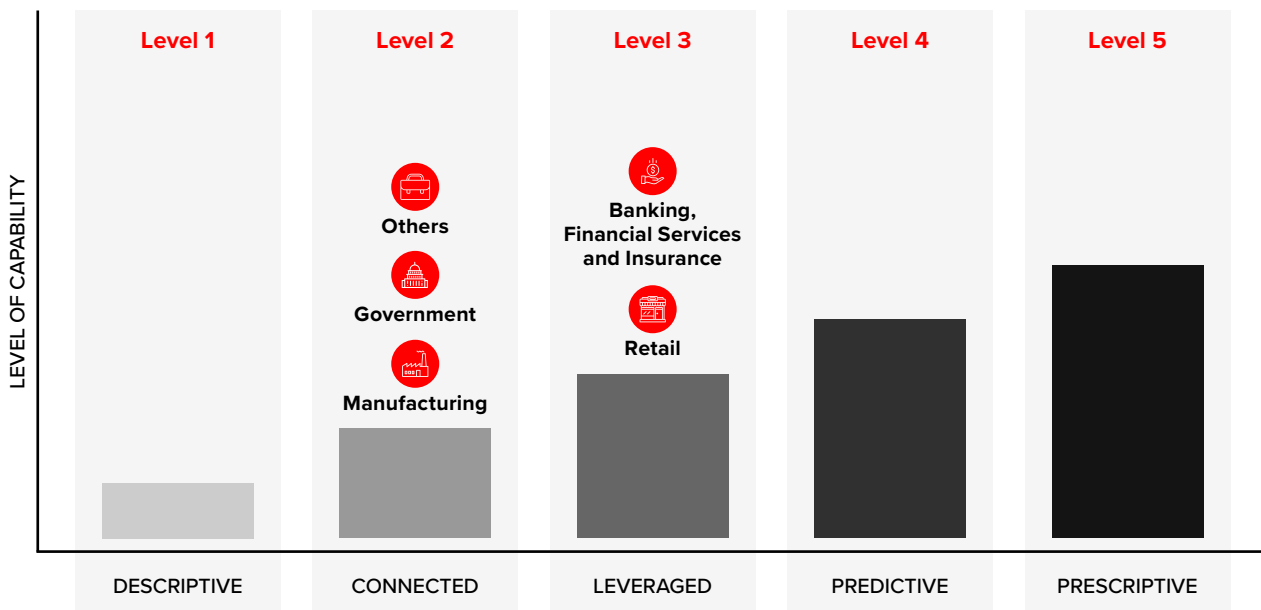
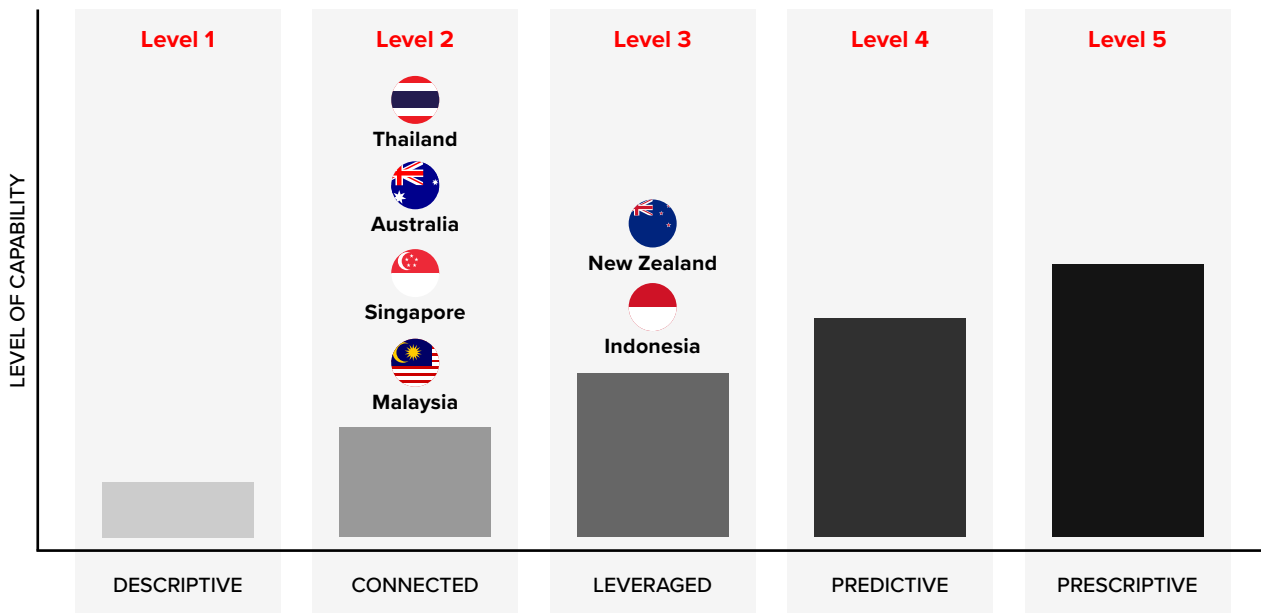
### Strive for best-in-class

- ☐ Automate the delivery of the digital customer experience across all components of the MarTech stack
- ☐ Track more sophisticated metrics such as incremental revenue and customer lifetime value to help better optimise your customer journey and experience
- ☐ Experiment with machine learning algorithms and AI capabilities to identify relevant segments and content for targeting and personalisation



# Drive better customer experiences with Customer Data Management and analytics

## Maturity of countries and industries for Customer Data Management and Analytics



## Data and analytics are at the core of every great customer experience

The best businesses use data to make experiences more human, more personal and more relevant. When we have interviewed business and consumer buyers about which brands “understand them”—that understand their needs, and build a sense of trust and belonging—the respondents often refer to online brands like Uber, Amazon, and Netflix. The very “trusted” interaction they have with these brands is seemingly contradicted by the fact they have never met or spoken to a human from these companies! They all use data and analytics to provide a meaningful experience for customers.

**Use a single source of truth to drive the right decisions — consistently and repeatedly.**

Traditional companies are also starting to use their data more effectively to improve their customer experiences — Puma, Foodstuffs, RAC, and Cricket Australia are all improving their use of data and analytics to improve outcomes for their customers and stakeholders.

Centralising data across all touchpoints is the goal. And using that data to drive all key decisions — moving away from “gut feel” towards a measurable and proven approach will drive a better brand experience for your customers.

### CASE STUDY

#### Bank Central Asia provides personalised customer experiences



Bank Central Asia (BCA) is one of the leading commercial banks in Indonesia. BCA has long maintained an online presence through its public website and exclusive BCA Prioritas members-only portal. Despite the popularity of its websites, BCA realised it was not providing customers with a world-class online experience. The bank’s legacy content management system did not provide a modern experience for its visitors. They wanted to upgrade to a platform that offered flexibility, analytics, contextual intelligence, personalisation, cross-channel delivery, and mobile optimisation.

BCA chose to implement Sitecore Experience Platform for managing and delivering content, Sitecore Experience Database as its data repository, and Sitecore Email Experience Manager for omnichannel automation. The personalisation engine enables BCA to customise each experience by persona, such as individual or business persona, and whether they are enrolled or interested in savings accounts, loans, credit cards, insurance, remittance, e-banking, corporate information, or business solutions.

## Improve the maturity of your data and analytics

### Develop your basic capabilities

- ☐ Bring together data across channels to glean cross-channel insights and introduce a consolidated database of integrated customer data to drive greater insights
- ☐ Measure and report general traffic and user engagement (e.g. content performance and goal conversions)
- ☐ Align digital goals with the marketing and strategic objectives of your organisation, and ensure that both technical and business KPIs are properly measured and evaluated

### Accelerate your impact

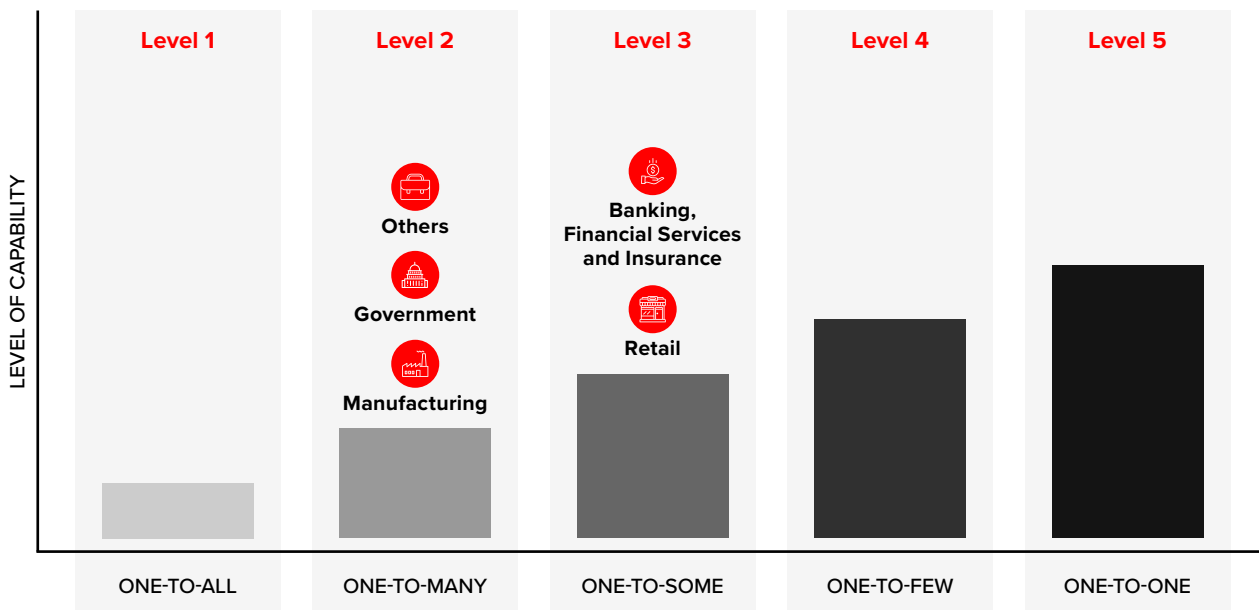
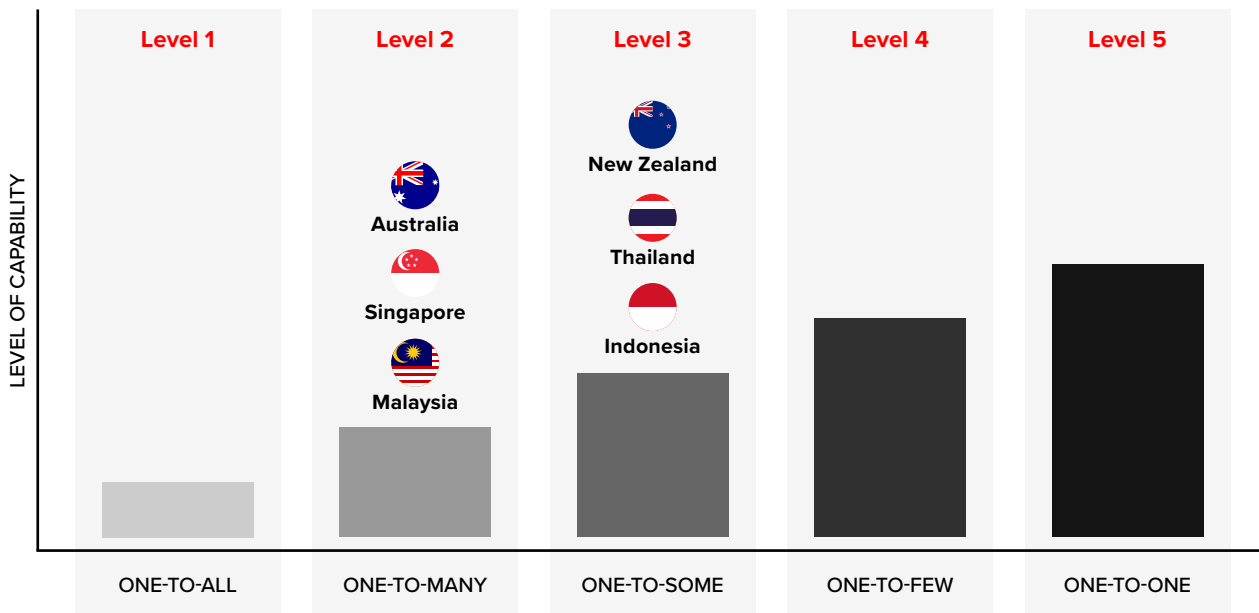
- ☐ Put in place a core central customer database, integrating data from all major digital channels, to enable a single view of the digital customer; driving cross-channel and experience level insights for decision making
- ☐ Drive your capabilities beyond just reporting to give deeper insights into business optimisation tactics for both marketers and business owners
- ☐ Consistently measure and report performance and other KPIs aligned with the customer lifecycle across multiple channels, both online and offline in as close to real time as possible
- ☐ In limited scenarios, integrate data with machine learning solutions for predictions

### Strive for best-in-class

- ☐ Data governance is proactive and progressive. Data lifecycle and privacy governance processes are in place
- ☐ Expand your central customer database to incorporate all online and offline touchpoints; enabling a single connected view of the customer across all channels
- ☐ Measure and report performance, engagement, and other KPIs aligned with your business objectives
- ☐ Use predictive analytics to predict customer behaviour, with a focus on identifying actionable tactics to improve the impact and relevance of your customer experience
- ☐ Fully integrate the creation and use of powerful data-driven actionable insights into the organisation's everyday processes and planning activities

# Personal and optimised experiences will bring your customers back time and time again

## Maturity of countries and industries for Personalisation and Optimisation



## **CUSTOMERS RESPOND POSITIVELY TO PERSONALISED EXPERIENCES**

Providing a personalised or optimised experience for your customers isn't about driving them to buy the product or service you think they want. It is about providing an experience that meets the needs of the customer. Some customers want easy, fast transactions, others want to have a meaningful experience with your brand and others might need significant hand holding or help. Too often, businesses design personalised experiences with the shortest line between the customer and what they want to buy — but that is not always the experience that customers desire.

Working out when to personalise a process and when to optimise it is also important. For example, an interaction with a potential customer at a certain moment might be optimised for engagement (e.g. choosing all the custom components on a handbag), but another touchpoint optimised for sale conversion. That is altogether different from personalisation as a whole. Touchpoints can be optimised for a certain outcome without personalisation (and vice versa).





With the changing market conditions, now is the perfect time to rethink your personalisation and optimisation strategies — looking beyond the transaction to the broader journey, considering not just the ease and effectiveness of the interactions, but also the emotional impact. During 2020, many customers are experiencing your brand for the first time in digital channels. It is important that the optimised and personalised experiences happen not just in the sales process but as soon as a potential customer interacts with your brand.

**The first few interactions are the chance to build long-term loyalty — create memorable first experiences.**

Customers expect easy and effective transactions — but they will come back to your brand because of the way you made them feel — and not everyone gets the same response from interactions. So this is where a personalised and optimised experience can often drive the biggest impact. Don't just make it easy for the customer to buy the right thing — make them feel good about the process — help them relate to your brand. Make them want to experience interactions with your company repeatedly and provide this experience consistently across touchpoints and channels — online and offline.

## CASE STUDY

### **The Singapore Ministry of Manpower optimises customer experiences**



Singapore's Ministry of Manpower (MOM) is the government agency dedicated to supporting a productive workforce and progressive workplaces for Singaporeans to have better jobs and secure retirement. In the past, MOM website visitors found it laborious to navigate through long pages for a specific piece of information, and then found it challenging to understand that information. Their key goal was for customers to be able to self-help on the site — and reduce calls and visits to other channels.

They implemented Sitecore platform components — including the Experience Platforms, Experience Database and Email Experience Manager — and integrated these tools with other digital and marketing platforms.

The results speak for themselves: the number of MOM website page views has increased by 83%. Customers laud the site for being responsive, intuitive, and customer-centric; survey results indicate over 20% improvement in customer ratings. Site traffic is up, with 65% more new users. The content redesign helped users spend on average 21% less time on site, meaning they are getting to their answers faster.

## IMPROVE THE MATURITY OF THE PERSONALISATION AND OPTIMISATION OF CUSTOMER EXPERIENCES

### Develop your basic capabilities

- ☐ Map customer journeys for high value customer segments
- ☐ Deliver relevant content to pre-defined customer segments and context-matching segment-specific customer journeys
- ☐ Use basic rules-based personalisation and shared data to improve business performance across your main digital channels
- ☐ Design content variants specifically for each channel

### Accelerate your impact

- ☐ Refine your rule-based personalisation and move towards a persona-based personalisation strategy
- ☐ Integrate your Digital Experience Platform with a suitable machine learning solution and experiment with using this for pilot projects and basic scenarios
- ☐ Deploy A/B and multivariate testing across each channel

### Strive for best-in-class

- ☐ Dynamically and automatically tailor your digital experience for each individual customer using machine learning where appropriate
- ☐ Establish full omnichannel personalisation using shared data, including across both online and offline channels
- ☐ Develop your machine learning models, to generate more sophisticated actionable insights using a large spectrum of data sets — including data from outside your business

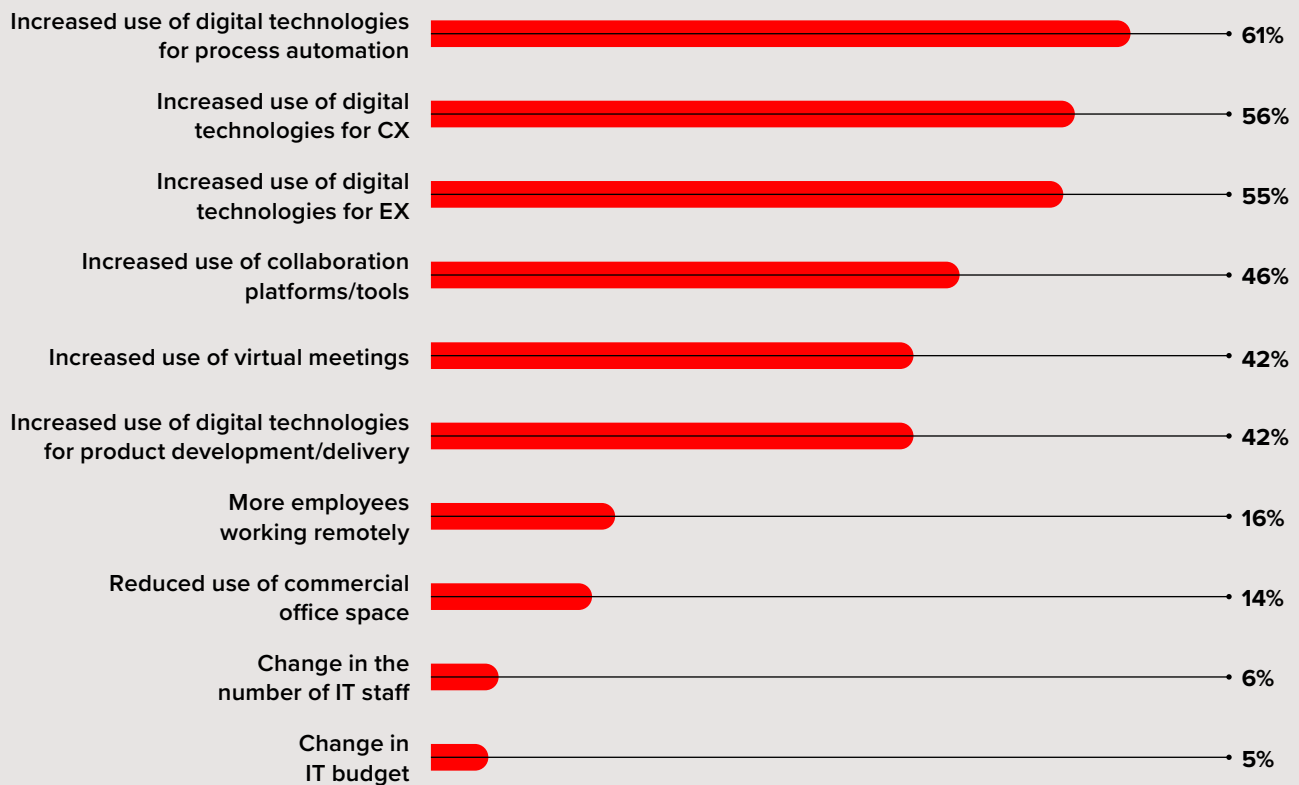


# Start your new digital journey today

**One certainty coming out of 2020 is that the success of nearly every business is linked directly to the digital experience that they offer their customers.**

In fact, of all the changes the global pandemic has brought to businesses across the region, the changes that business have made that will continue to see strong investments are nearly all related to digital priorities and investments. Most businesses believe that employees will return to the office, and budgets and staffing levels will return to pre-pandemic levels. But the increased focus on digital experiences and transformation will remain.

## Digital experiences will remain a priority after the pandemic



**Q. Which of these measures implemented, are expected to remain even after the COVID-19 restrictions are lifted?**

Source: Ecosystem Digital Priorities in the New Normal Study, 2020  
n=265

Now is the time to re-prioritise your digital customer experience strategy. Discover your maturity by taking the DXMM assessment and use your individualised recommendations to guide your investments and capabilities in the future. Customer experience remains a top business priority — with or without a pandemic. You need to build the business agility and ability to delight customers to ensure your business is best positioned to thrive in 2021.

You can take the **Digital Experience Maturity Model Assessment** here: <http://siteco.re/DXMM>





**CASE STUDY:**

# Sitecore and AKQA partner with Bunnings to drive their 'Best Experience Program'



## Experience led transformation enables the retailer to be #1 in Australia

Bunnings is Australia's leading retailer of home improvement and outdoor living. AKQA and Bunnings have partnered together for over 13 years, and in 2018, with a focus on their Service core value, AKQA and Bunnings embarked on an experience led transformation program to deliver 'The Best Experience Program'. The initiative brought cross-functional team members together from across the business into the program to leverage new digital transactional capabilities to change the way Bunnings engage with and best serve their customers. A regular governance forum with the CDO, CMO, and CIO ensured cross business alignment and prioritisation was maintained.

The customer experience focus led to an omni channel content strategy which utilised Sitecore Experience Platform to engage customers in the moment to optimise online conversion while also supporting and driving instore sales. Similarly, new digital transactional capabilities were leveraged to drive online conversion, while also supporting B2C and contactless B2B checkout experiences in stores.

This commitment to create a leading customer experience for its customers has resulted in Bunnings being positioned as the most visited Australian online retail website (according to research by [Cuponation](#)).

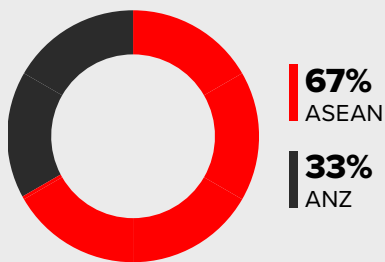




# Appendix

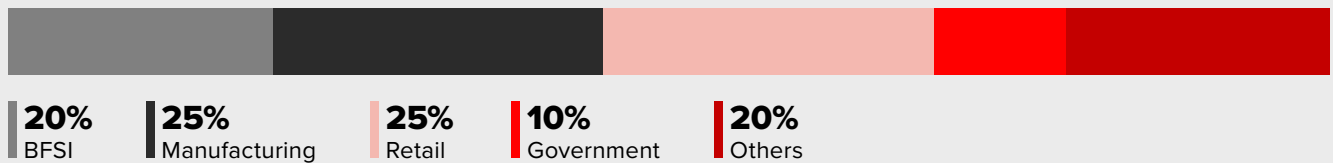
This report represents responses of 600 digital and customer experience decision-makers and influencers from ASEAN and ANZ in 2020.

## Regions

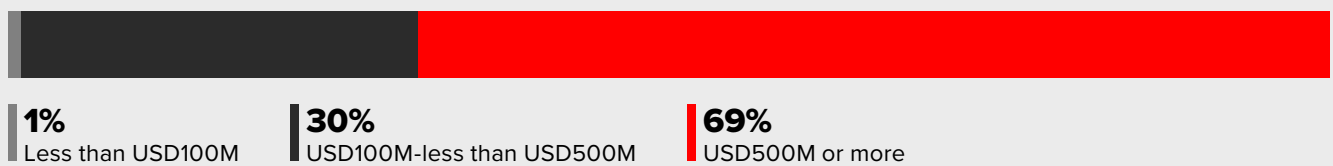


100 respondents each from Singapore, Malaysia, Thailand, Indonesia, Australia and New Zealand

## Industries



## Organisation Annual Revenue



## Role in Digital & Customer Experience



## About the Author



**AUTHORED BY**

**Tim Sheedy**

Principal Advisor  
Ecosystem

Tim brings more than 20 years of experience in designing and implementing Cloud, AI, CX and Automation strategies to the Ecosystem network, to support businesses in their IT decisions.

In his previous role, Tim spent 12 years at Forrester Research, most recently as a Principal Analyst, helping IT leaders improve their digital capabilities. Prior to this, he was Research Director for IT Solutions at IDC in Australia, where he assisted IT vendors in designing solutions to better fit market requirements and IT buyers in improving the effectiveness of their IT functions.

Beyond the office, Tim boasts an international reputation as an entertaining and informative public speaker on the key trends in the IT market.

Tim graduated from the University of Technology Sydney with a BA majoring in Marketing and Research. In his free time, Tim enjoys playing football (badly!) and tennis and watching rugby. But while he may enjoy that, he spends most of his time driving his two children to various sporting and social activities.

## About Ecosystem

Ecosystem is a private equity backed Digital Research and Advisory Platform with global headquarters in Singapore. As a global first, Ecosystem brings together tech buyers, tech vendors and analysts into one integrated platform to enable the best decision making in the evolving digital economy. The firm moves away from the highly inefficient business models of traditional research firms and instead focuses on research democratisation, with an emphasis on accessibility, transparency and autonomy.

Ecosystem's research originates from its custom designed "Peer-2-Peer" platform which allows Tech Buyers to benchmark their organisation in "real-time" against their industry or market. This bold new research paradigm enables Ecosystem to provide Tech Vendors access to ongoing and real time Market Insights in an affordable "as-a-Service" subscription model.

## About Sitecore

Creating connections between brands and their customers via digital experiences delivers increased business efficiency, reduced costs and superior customer experience. Underpinning DX success is an understanding of organisations' digital experience capability. Sitecore's Digital Experience Maturity Model empowers organisations to understand critical focus areas for digital transformation success. Sitecore commissioned this report to enable organisations in APAC to understand the capabilities needed to achieve DX maturity, benchmark themselves against peers and position themselves as CX leaders.

Sitecore delivers a digital experience platform that empowers the world's smartest brands to build lifelong relationships with their customers. A highly decorated industry leader, Sitecore is the only company bringing together content, commerce, and data into one connected platform that delivers millions of digital experiences every day. Learn more at [Sitecore.com](https://www.sitecore.com).

For more information on Sitecore's Digital Experience Maturity, email [marketing-asia@sitecore.com](mailto:marketing-asia@sitecore.com).

## About AKQA

AKQA is a design and communications company that employs 2,500 professionals in 29 studios across five continents. Awarded two Cannes Lion Grand Prix's in 2019, and recently named by Gartner as the world's leading marketing agency in 2020. We are a workplace of choice, reflected in our position in Fast Company's 2020 Best Workplaces for Innovators.

AKQA brings multidisciplinary experience to evolve the relationships between interfaces, spaces we inhabit, objects we use, and our increasingly connected lives. We create work that captures the imagination, transforms brands and delivers value to our clients.

AKQA have partnered with Sitecore to bring some of the most innovative customer experiences to life for brands such as Bunnings, Foodstuffs New Zealand, Tourism Fiji, Nestle Purina, Inland Revenue New Zealand, Caltex, Australian Super and Nissan.

Our purpose is to create unique customer experiences, reshaping our client's organisations and technology around their customer's needs. AKQA partnered with Ecosytm and Sitecore to develop this report to help empower leaders to start their organisational journey to creating innovative customer experiences.

For more information visit [AKQA.com](https://www.akqa.com) and contact Stephen Forth, Executive Director - Partnerships & Alliances AKQA APAC — [Stephen.Forth@akqa.com](mailto:Stephen.Forth@akqa.com)