FOUR ESSENTIAL ELEMENTS for digital maturity.

2016 Adobe Digital Marketing Survey results.
A constant state of change.
The forces at work.
Momentum is slowly growing.
The action is paying off.
There's energy around data.
Breaking down maturity into four essential elements.
Data-driven marketing: Understanding the many layers of customer behavior.

Customer experience: The key to igniting brand loyalty.
Mobile: As essential as the air we breathe.
Cross-channel: Ensuring your message flows freely across all devices and platforms.
Where digitally mature organizations are investing.
Putting it all together.
Adobe can help.
Methodology.
A constant state of **CHANGE.**

It wasn’t long ago that digital marketing was in its infancy. But in the blink of an eye, it grew up. Today, digital marketing is marketing—influencing all kinds of people, and delivering all kinds of customer and brand experiences. Digital has captured our attention. And our marketing dollars. According to a 2014 Adweek report, more than a third of CMOs say that digital marketing will account for 75 percent or more of their spending within the next 5 years.1

More and more companies are finding their audiences online. Those that reach their customers with consistent messages across all digital channels are seeing a greater return on their investments. The problem is, those organizations represent a small percentage. The majority of companies are still trying to figure out how best to prioritize their next moves.

For the past seven years, Adobe has conducted an annual survey to explore current trends and priorities in digital marketing and to understand where the market is headed. Last year, we learned that the most digitally mature companies—those that are consciously investing in holistic improvements to their digital marketing programs—are thinking ahead and creating strategic plans for advancing their maturity.

These companies are seeing bigger payoffs across a range of tactics and setting the standard for where the market needs to be to stay competitive. So this year, we wanted to dig a little deeper and learn exactly what they’re thinking about and explore how the tactics and strategies they’re deploying differ from those of other firms.

Between March and June 2016, we reached out to 735 digital marketers in the United States, Canada, United Kingdom, France, and Germany to get some answers. In this guide, we’ll take a look at some of the key findings from the research, including the top priorities for mature companies. Where they’re putting their money. And some of the specific strategies they’re implementing—highlighting ways you can move forward with your own efforts to achieve this kind of maturity.
The **FORCES** at work.

Over the past few years, we’ve learned that most organizations have invested in content and experiences that span the spectrum of channels, and now they’re looking for these investments to pay off. Some are finding that what they’ve done in the past hasn’t produced the results they expected. Almost all have realized it’s time to up their game.

Past surveys have shown us that optimization and personalization were important, but they’ve never topped the list of priorities. However, we’re starting to see these two topics move up in importance—especially in North America. Not only that, but year-over-year data shows that most companies are expanding their digital capabilities across a broad expanse of tactics and technologies.

This past year, we’ve seen a 27 percent increase in the number of companies using mobile applications and a 14 percent increase in those using adaptive websites. We’ve also seen a 22 percent increase in automation for web content based on a person’s profile or behavior and a 23 percent increase in the automation of personalized content for mobile. Not to mention budget increases in multiple areas as well.

While these heightened efforts are happening across all types of organizations, mature companies are taking an even more aggressive approach to investing in solutions and tools that advance their digital capabilities. They know that maturity is a moving target, and they can’t be complacent if they want to stay out front of an increasingly mature pack.

However, they also understand that maturity is dependent on a broad range of competencies that extend beyond digital capabilities. It includes training, skills, governance, compliance, privacy, and more. In this paper, we’ll focus on the capabilities and strategies needed to manage and implement a holistic approach.

Marketing is no longer a pick-and-choose game. If you’re playing to win, you have to do it all, and you have to do it well. The most advanced marketers are using a platform that integrates all of the processes, technologies, and tools necessary to move forward in a holistic way. They’re investing in solutions that advance their digital capabilities in several areas at once. And they’re creating a platform where all of their marketing efforts work together—making it easier, and more efficient, to create a better customer experience.

You can do it too. But the challenge is sifting through all of the information out there, understanding what to focus on, and knowing where to start.
Momentum is slowly GROWING.

The good news is that more than half of North American organizations we surveyed say they’re on the path to digital maturity. But it’s becoming quite clear that it’s a slow, methodical process. While most feel they are making progress, very few are willing to claim that they are where they want to be. Only 19 percent of North American organizations surveyed rate their digital maturity as “Advanced.” This echoes what we saw in 2015, when just 19 percent said they’d made specific plans and investments with their digital maturity in mind.

Only 19% of North American organizations and 7% of European organizations rate their digital maturity as “Advanced.”

Digital maturity definitions.

**Advanced:** Data mostly integrated, best practices generally followed, automation common, strong technical skills

**Focused:** Data and processes somewhat integrated, automation common, solid and expanding technical skills

**Emergent:** Basic data integration, some automation, growing technical capacity

**Nonexistent:** Limited data in silos, no automation, low technical capacity
Similarly, we saw a small 3 percent gain over last year in the number of North American organizations that say they have some digital maturity, ranking their organization as "Focused," and a 3 percent decline in those that are just "Emergent."

In Europe, the progress is slower. Of the organizations we surveyed in France, Germany, and the United Kingdom, most are just starting their transition to digital maturity, with 52 percent classifying themselves as "Emergent" and only 7 percent as "Advanced."

This year's survey probed deeper into what the organizations out front are doing to continue to set themselves apart from their competition. And if they feel that their efforts are working.
Digitally advanced companies, by the numbers

4.3
Mean number of "very important" mobile app optimization items for 2016

8.8
Mean number of "very important" investments planned for the next 3 years

66%
Plan to invest in all: structure, people, processes, and tools

58%
Use real-time data to augment data-driven marketing efforts

58%
Use integration of analytics data across web, mobile web, and mobile app channels

81%
Say digital maturity efforts have definitely differentiated their company

61%
Anticipate increasing their mobile budget

60%
Anticipate increasing their analytics budget

73%
Efficiently manage site tags

48%
Use predictive analytics to augment data-driven marketing efforts

4.3
Automate personalization on website

62%
Automate personalization on mobile

84%
Rank whole customer view as very important investment in next 3 years

83%
Rank content marketing

80%
Rank audience reach

57%
Plan to use Plan multivariate testing

54%
Plan to use Plan to algorithmic attribution

73%
Use customer reviews

65%
Plan to use Plan predictive analytics

67%
Plan to use Plan to customer journey testing

62%
Use mobile app analytics

91%
Say automation has led to an improvement in KPIs on website
The **ACTION** is paying off.

Thirty percent of all organizations surveyed say yes, their digital efforts have definitely differentiated them from their competitors, and they are optimistic about where they’re headed. This is especially true for North American business-to-business high-tech and professional companies. Forty-one percent in each of these areas say digital marketing is helping them stand out.

That makes sense, as high-tech organizations already have technology in their DNA and are using it to differentiate themselves in innovative ways. But they’re setting the bar pretty high with the types of experiences and level of personalization required to compete in the digital arena. And because professional services companies are often selling content, information, and services rather than hard products, it’s more important than ever for them to provide relevant, personalized experiences.

The percentage of companies pushing their digital capacities forward is very similar to those who feel they’ve gained a competitive advantage from digital marketing. Twenty-eight percent plan to invest in all of the key areas this year: structure, people, processes, and tools. And two-thirds of all organizations surveyed plan to invest in some of them. That’s 94 percent overall that believe increasing digital maturity is worth the investment.

Yet it isn’t easy. The three top obstacles to advancing digital maturity are resource availability, budget, and staffing to manage the testing strategy or process. European companies report resource availability and staffing as particularly challenging.

Despite the challenges, most organizations are investing more in digital marketing areas. They plan to either increase or keep budgets consistent over the next year, with mobile and analytics topping the priority list.

**Has digital marketing helped differentiate your company?**

- **30%** Yes
- **41%** North American business to business high tech

**Top challenges to advancing digital maturity**

<table>
<thead>
<tr>
<th></th>
<th>Very challenging</th>
<th>Somewhat challenging</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource availability:</td>
<td>41%</td>
<td>43%</td>
</tr>
<tr>
<td>Budget:</td>
<td>40%</td>
<td>38%</td>
</tr>
<tr>
<td>Staffing to manage the</td>
<td>37%</td>
<td>43%</td>
</tr>
<tr>
<td>testing strategy or</td>
<td></td>
<td></td>
</tr>
<tr>
<td>process:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Numbers do not total 100% due to rounding.*
There's energy around DATA.

We hear the term “big data” all the time these days. And for good reason. Data is big. In fact, it’s integral to understanding your customers and being able to deliver relevant content. Half of all organizations are now using data to drive their digital marketing decisions and help them deliver relevant content.

Our study shows that digitally mature organizations are quite a bit further ahead in their use of data. In North America, almost half say they have a companywide, holistic approach to testing, while globally, the number is closer to one-third. Business-to-business high-tech organizations top the list, with 44 percent reporting that multiple departments have input in the testing process, followed by retail and commerce with 35 percent.

These Advanced organizations are seeing the advantages of making testing and optimization accessible to everyone in an organization, so they can validate content and design decisions before pushing content to larger audiences. This can result in a data-driven culture where everyone has a stake in the results. And because they’re gathering good, insightful data to differentiate themselves, they’re able to sell more targeted products and services.

Part of their strategy is to distribute the ownership of both content and testing throughout the organization. By expanding their content optimization beyond one department, they’re able to determine the most relevant content more efficiently and deploy it more rapidly.

Percent of organizations, by industry, using a holistic approach to testing

- B2B high tech: 44%
- Financial services: 28%
- Media and entertainment: 26%
- Professional services: 27%
- Retail and commerce: 35%
- Travel and hospitality: 26%
- Other: 29%
In contrast, many Focused or Emergent companies often rely on one team, usually in their marketing department, to gather the data. Or worse, they have no formal approach to testing at all. That’s especially true in Europe, where 36 percent of organizations with emergent or nonexistent digital maturity haven’t even begun to conduct testing. In these organizations, inefficient processes and bottlenecks keep them from understanding and optimizing their content in an efficient manner. The sweet spots for improvement are beginning to become clear.

We also see that mature organizations’ marketing groups are much better at driving traffic to their site, attributing where it’s coming from, and analyzing the overall effectiveness of their campaigns. That’s partly due to their efficient use of site tags—the tiny, yet critical pieces of data that tie together almost all internal and external marketing technology.

The ability to implement and modify site tags quickly and accurately is essential in digital marketing. Without them, it’s impossible to know which campaigns are working or what paths the customer is following. Seventy-three percent of Advanced marketers report being able to efficiently manage the implementation and deployment of site tags, as opposed to 62 percent of Focused organizations and 42 percent of Emergent organizations.

### Organization's current approach to testing

**Advanced**

- Companywide: 35%
- My team: 17%
- Marketing dept.: 8%
- Myself: 8%
- Optimization team: 27%
- No testing: 6%

**Focused**

- Companywide: 17%
- My team: 20%
- Marketing dept.: 20%
- Myself: 14%
- Optimization team: 12%
- No testing: 18%

**Emergent**

- Companywide: 7%
- My team: 20%
- Marketing dept.: 18%
- Myself: 11%
- Optimization team: 8%
- No testing: 36%
Breaking down maturity into

FOUR ESSENTIAL ELEMENTS.

We’ve painted a big picture from the report, so now let’s look at how the findings can help you.

This year’s survey identified four key areas that are essential to the strategies of the most digitally mature companies—the earth, fire, water, and air of the digital marketing world. And like the essential elements of the ancient Greek philosophers, no one of these four elements is more or less important than another. They all need to be in balance with each other to sustain our online existence.
Digitally mature companies are focusing their attention and their dollars in these key areas. They’re tapping into the potential of big data to not only personalize their messages, but to understand and predict their customers’ next moves so they can reach them at the right time, with the right message. And they understand the importance of creating a consistent customer experience that follows their customers wherever they go, on whatever device they use.

But it’s important to remember that achieving digital maturity is an ongoing process. The digital world is constantly changing, and no company is ever completely there. However, the most successful ones are continually working to do it all well—strengthening their capabilities across all four areas.

The goal of this guide is to help you understand what sets the digitally elite apart and see where your organization is in relationship to them. It will help you gauge where you are on the digital maturity spectrum and look at what you should be doing now to make immediate gains, as well as what will help you develop or advance your overall strategy.

The findings from this year’s survey will help you get a better idea of what needs your attention most and how you can work to put the infrastructure, tools, people, and technology in place to move your organization to digital maturity.

Let’s take a closer look at the four essential elements of the most advanced digital marketing strategies.
DATA-DRIVEN MARKETING:
Understanding the many layers of customer behavior.

We all need grounding—a foundation for the things we do. That’s why the first essential element for digital maturity is data-driven marketing.

Analytics is a core discipline for any company seeking digital maturity. It takes the guesswork out of the equation and lays the groundwork for smart and effective marketing.
Digitally advanced companies are making bigger investments in learning how customers are consuming their content and what gets them to interact. They’re using advanced analytics to continually measure customer engagement and assess their content’s value so they can make it more relevant and engaging. And they’re using the data gleaned to understand the specifics of the experiences that are most important—measuring it more often and more deeply.

In other words, they’re using data as the foundation for their strategy. Both Advanced and Focused organizations are taking advantage of the ability to do and understand so much more about their customers by investing in several measurement and optimization tactics. They’ve found that more in-depth analytics and multivariate testing—not just A/B testing—gives them the kind of information they need to do more automation and personalization and truly understand their customers and their purchase paths. Both of which are becoming more and more complex.

The research supports this, showing that both Advanced and Focused groups intend to employ even more measurement and optimization tactics in the coming years. European organizations are using more tactics than their North American counterparts by a slight margin, but overall, digitally mature companies plan to increase their measurement tactics by 41 percent over the next 3 years—to an average of about 13.

Focused and Emerging organizations also plan to increase their efforts but have more ground to cover if they want to catch up.

The top analytics tactics currently in use differ between North American and European organizations. In North America, they include website analytics, social media analytics, email optimization, and measurement of ROI.

In Europe, website analytics and A/B testing are being used by over half of the organizations surveyed, followed by audience segmentation, email optimization, and onsite surveys.

While website analytics tops the list for “planning to use” for both North American and European companies, the biggest disparity between current use and planned use is predictive analytics.

**Website analytics:**

- **Europe:**
  - Using: 79%
  - Plan to use: 89%

- **North America:**
  - Using: 63%
  - Plan to use: 70%

**Predictive analytics:**

- **Europe:**
  - Using: 10%
  - Plan to use: 39%

- **North America:**
  - Using: 27%
  - Plan to use: 56%

**Digitally mature companies plan to increase the number of measurement and optimization tactics by 41% over the next 3 years.**
Moving forward, organizations—especially those in North America—will continue to invest in the same top priorities. Understanding who their customers are and what they’ll do next. They want insight into what journeys customers are taking, as well as which journeys work best. Because all of these investments add up to one thing: a better customer experience.

### Measurement and optimization tactics used globally

- **Website analytics**: 74% currently use, 47% plan to use within the next 3 years
- **A/B testing**: 53% currently use, 63% plan to use within the next 3 years
- **Email optimization**: 47% currently use, 68% plan to use within the next 3 years
- **Social media analytics**: 47% currently use, 60% plan to use within the next 3 years
- **Audience segmentation**: 44% currently use, 63% plan to use within the next 3 years
- **Onsite survey**: 42% currently use, 54% plan to use within the next 3 years
- **Customer reviews**: 41% currently use, 57% plan to use within the next 3 years
- **Mobile web analytics**: 41% currently use, 57% plan to use within the next 3 years
- **Onsite search**: 39% currently use, 49% plan to use within the next 3 years
- **Social sharing**: 37% currently use, 48% plan to use within the next 3 years
- **Retargeting or remarketing**: 34% currently use, 53% plan to use within the next 3 years
- **Measurement of ROI**: 33% currently use, 57% plan to use within the next 3 years
- **Customer journey analytics**: 33% currently use, 57% plan to use within the next 3 years
- **Mobile app analytics**: 33% currently use, 50% plan to use within the next 3 years
- **Profile targeting**: 29% currently use, 48% plan to use within the next 3 years
- **Real-time analytics**: 28% currently use, 51% plan to use within the next 3 years
- **Customer journey testing**: 25% currently use, 47% plan to use within the next 3 years
- **Attribution modeling**: 18% currently use, 39% plan to use within the next 3 years
- **Video analytics**: 17% currently use, 33% plan to use within the next 3 years
- **Multivariate testing**: 17% currently use, 34% plan to use within the next 3 years
- **Predictive analytics**: 15% currently use, 44% plan to use within the next 3 years
- **Omnichannel analytics**: 14% currently use, 44% plan to use within the next 3 years
- **Automated recommendations**: 13% currently use, 34% plan to use within the next 3 years
- **Automated behavioral targeting**: 12% currently use, 36% plan to use within the next 3 years
- **Algorithmic attribution**: 10% currently use, 28% plan to use within the next 3 years
- **None of these**: 1% currently use, 28% plan to use within the next 3 years
Whole customer view: In order to deliver the personalized experiences your customers demand, you need a clear picture of who they are. Mature organizations are focusing their attention and their budgets on getting complete customer information in the next three years. Furthermore, when that data is stored in a centralized location, not in separate silos, it’s easier and more efficient to get a holistic view of each customer. This also aids in predictive analytics, as a more complete view of your customers makes it easier to predict what they’ll do next.

Predictive marketing: Data no longer just informs—it predicts. Customers expect digital marketers to know who they are and what they’re interested in, so predictive analytics is becoming a bigger part of the top digital marketers’ strategies. Combining analytics and machine learning will help them understand individual journeys in their entirety, so they can act on insights and deliver experiences that are relevant and fit perfectly with individual needs and preferences.

Attribution modeling: Data by itself isn’t all that powerful. The key is to combine data from multiple sources so you can determine the complete sequence of events that leads a customer to buy products—not just the first or last click. Leading companies are realizing the importance of using algorithmic attribution based on advanced statistics and machine learning to measure the precise impact of each marketing touch along a customer’s path to conversion—from display ads, to social media, to blog posts, to videos.

Learn more about whole customer view, predictive marketing, and attribution modeling ›

Areas ranked as important or very important in the next three years

**WHOLE CUSTOMER VIEW**
- Advanced: 98%
- Focused: 94%
- Emergent: 93%

**PREDICTIVE MARKETING**
- Advanced: 96%
- Focused: 89%
- Emergent: 83%

**ATTRIBUTION MODELING**
- Advanced: 96%
- Focused: 79%
- Emergent: 89%
Looking **BEYOND** websites and mobile apps.

Digitally elite companies are also gathering data outside of their websites and mobile apps to enhance the customer experience, using an average of 5.2 different tactics to augment their data-driven marketing efforts.

Sixty-nine percent of all organizations surveyed said they’re using CRM data to enhance their customer profiles. Using CRM data, they can often see what was purchased and where customers previously expressed an interest. Companies can use this data to target customers at the right time and place with more relevant content.

69% of all organizations surveyed said they’re using CRM data to enhance their customer profiles.

In North America, real-time data from analytics is second to CRM, while in Europe, audience definition (advanced segmentation) is more widely used. Those on the lowest end of the digital maturity spectrum use a third fewer approaches than digitally mature companies.

Real-time data from analytics provides up-to-the-second information, enabling organizations to react more quickly and deliver experiences that adapt to current conditions. They can also automate changes that respond to what’s happening right then and there—not what happened last week or last month. Real-time data from analytics is used most in the retail and commerce sector for its ability to help them deliver relevant, in-the-moment product information.

### How global organizations are augmenting data-driven marketing

<table>
<thead>
<tr>
<th>Approach</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>CRM data</td>
<td>66%</td>
</tr>
<tr>
<td>Audience definition</td>
<td>48%</td>
</tr>
<tr>
<td>Integration of analytics across channels</td>
<td>40%</td>
</tr>
<tr>
<td>Real-time data from analytics</td>
<td>38%</td>
</tr>
<tr>
<td>Other methods</td>
<td>25-32%</td>
</tr>
<tr>
<td>Doing nothing</td>
<td>5%</td>
</tr>
</tbody>
</table>

**Best practices for grounding your digital marketing in customer intelligence.**

The right data does much more than just inform—it predicts. These best practices can help your organization gain the insight you need to use data as the catalyst for turning knowledge into action.

- Use customer-driven data to understand each individual’s journey and to deliver relevant experiences.
- Invest in analytics that predict your customers’ next moves.
- Centralize your data so insights are easily accessible throughout your organization and across your channels.
- Integrate outside data to augment your segmentation, personalization, and audience management efforts.
CUSTOMER EXPERIENCE:
The key to igniting brand loyalty.

Like the element of fire, the customer experience can create energy and ignite a passion for your brand. But if the experience is a negative one, it can just as easily extinguish any further engagement.
Advanced organizations realized a while ago that customer experience is the very core of marketing. They’re focusing on delivering content that is reaching the right customer, at the right moment, on the right device. The organizations having the most success are those that tie their efforts to a specific KPI or business goal.

But the rest of the world is beginning to tune in, too. For example, an overwhelming percentage (92 percent) of all organizations rank the importance of investing in or improving capabilities in content marketing—a pillar of good customer experience—over the next three years to be very or somewhat important. And even more, 94 percent, say the view of the customer is very or somewhat important.

In this new world of customer experience, top marketers are working to deliver an experience related to what customers’ needs are at any given point—instead of promoting what is top-of-mind for the business. They’re putting their resources toward developing more customer-focused content and finding ways to reach their customers with relevant material. This requires them to invest in multiple capabilities across the marketing spectrum—including testing and analytics to understand their customers from multiple perspectives and the ability to adapt their content to what they learn. In other words, making it relevant and personal.

Top digital marketers are working to deliver an experience related to what customers’ needs are, instead of promoting what’s top-of-mind for the business.
Yet, considering the number of different customer groups or segments you could have, their many different perspectives and needs, and all of the different channels on which they could potentially find you, personalizing content is impossible to do manually. Realistically, when you run the numbers and multiply all of the different factors required, you could have several hundred different experiences that need personalization. Not surprisingly, then, automating personalization is such a high priority.

**Why automating personalized content is so important**

Yet less than half of all organizations (41 percent) are automatically creating personal content for visitors who come to their websites. And mobile experiences are still lagging behind that—especially in Europe. Only 20 percent of European companies are personalizing content on mobile sites or apps. Perhaps that’s why they have a 2.3 percent conversion rate for mobile websites in comparison to 3.7 percent for North American companies.

However, those that are automating their personalized content feel that it’s working. Seventy percent of all organizations surveyed report that automating the delivery of personalized content for web has improved KPIs, and 71 percent say it has improved KPIs for mobile sites and apps.

Advanced marketers report the biggest benefits. Ninety-one percent say automation of personalized content has improved KPIs for their websites, and 74 percent say it has for mobile.

**Percentage reporting improvement in KPIs due to automation**

<table>
<thead>
<tr>
<th></th>
<th>Web</th>
<th>Mobile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced</td>
<td>91%</td>
<td>74%</td>
</tr>
<tr>
<td>Focused</td>
<td>67%</td>
<td>64%</td>
</tr>
<tr>
<td>Emergent</td>
<td>63%</td>
<td>77%</td>
</tr>
</tbody>
</table>

The ultimate goal here is to deliver in-the-moment experiences that are meaningful. It’s about getting up close and personal and really understanding who your customers are.

It isn’t just an important goal—your company’s survival depends on it.

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**Best practices for igniting brand loyalty.**

The best marketers are creating more meaningful customer experiences in everything they do. Consider implementing some of these best practices to move your organization forward on the digital maturity spectrum:

- Think of every touchpoint as a chance for customers to make a connection with your brand.
- Develop content with the customers’ needs in mind.
- Work to develop a rich customer profile—using your data as well as outside data—and then use that to make your content highly personalized and relevant, wherever your customer finds you.
- Automate the delivery of your personalized content.
MOBILE: As essential as the air we breathe.

Mobile has become a must for marketing. And "mobile first" is the new mantra.
It used to be that companies would design their websites without a lot of concern for how they appeared on mobile devices. Then they started making their websites responsive. Now, things have flipped completely upside down. Companies have started prioritizing mobile over desktop. And mature companies have taken it a step further. They’re moving to mobile sites that are born to be mobile—not adapted from a desktop-driven website. Or they’re starting with a mobile app and developing content for the desktop afterwards.

The reason is simple. Smartphones are the primary devices for 92 percent of users. We’re no longer tied to our desktops. And many of us have cut the cord completely. As a society, we are constantly on the move. And like the element of air, we expect our content to be everywhere we go, expanding into whatever space is available and on whatever device we’re using at the moment.

Businesses have recognized that mobile is essential to life in the digital world. We’re seeing an increase in the number of mobile channels currently being used, and we expect those channels to be increasingly indispensable in the future.

### Mobile channels in use (Global)

<table>
<thead>
<tr>
<th>Mobile Channel</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsive design website</td>
<td>69%</td>
</tr>
<tr>
<td>Mobile application</td>
<td>45%</td>
</tr>
<tr>
<td>Adaptive website</td>
<td>24%</td>
</tr>
<tr>
<td>M. website (dedicated mobile site)</td>
<td>32%</td>
</tr>
<tr>
<td>None of the above</td>
<td>8%</td>
</tr>
</tbody>
</table>

### Which of the following mobile channels does your organization have? (North America)

<table>
<thead>
<tr>
<th>Mobile Channel</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsive design website</td>
<td>51%</td>
<td>53%</td>
</tr>
<tr>
<td>Mobile application</td>
<td>23%</td>
<td>50%</td>
</tr>
<tr>
<td>Adaptive website</td>
<td>20%</td>
<td>34%</td>
</tr>
<tr>
<td>M. website (dedicated mobile site)</td>
<td>23%</td>
<td>30%</td>
</tr>
<tr>
<td>None of the above</td>
<td>26%</td>
<td>9%</td>
</tr>
</tbody>
</table>

About half of the organizations surveyed have mobile applications. More than two-thirds of all organizations have responsive websites—and three-quarters do in Europe. Media and entertainment companies are more likely than other industries to have mobile apps and dedicated mobile websites. This makes sense when you consider how customers consume entertainment these days. They want access to movies, YouTube, and other forms of media, wherever, whenever.

This means mobile sites or apps have to perform more specific functions, so mature organizations have a mobile strategy and are increasing their budgets in this area.
Mobile was the top area most likely to see budget increases in the next 12 months. Fifty-one percent of all organizations surveyed say they’re increasing their budget for mobile sites or applications, and 34 percent say it’s staying the same. Retail and commerce businesses are more likely to increase budget here, with 64 percent saying their budgets are likely to go up in the next 12 months.

But we believe they will. We think these statistics will change in the near future, as more than 70 percent of organizations report that it’s very important or somewhat important to improve mobile capabilities in the next 3 years.

A key component of improvement is assessing how your mobile strategy is working. Mobile success requires analyzing customer journey behavior; testing different app experiences such as offers, feature discovery, navigation, and more; and targeting different mobile experiences based on contextual behavior. These will not only help you gain insight into what’s working and what isn’t, but also help drive app usage and conversion.

Mature companies are using a slightly broader range of mobile channels to reach their customers and are seeing more web traffic come from them. They report an average of 35 percent of their web traffic coming from their mobile channels—compared to 29 percent for companies overall.

If more people are engaging with digitally mature companies via mobile apps, sites, or devices, it means these companies are probably doing something right. Whether that’s having better mobile sites, more relevant content, better mobile apps, or simply more mobile touchpoints, everyone else is going to need to do more in order to compete.

Best practices for breathing new life into mobile.

Mobile isn’t just a channel. It’s the future. The following best practices will help your organization be prepared for a mobile-only world.

• Make mobile a priority. Invest in mobile channels and applications.
• Create dedicated mobile sites and apps that feel like they were born for mobile. Not retrofitted.
• Use data to determine if your mobile channels are serving specific purposes for customers.
• Use data to understand how your customers are interacting with your mobile content, and invest in areas that create a continuous experience.
CROSS-CHANNEL:
Ensuring your message flows freely across all devices and platforms.

A great marketing experience is as fluid as water. It goes wherever your customers go, finding its way into all channels.
More and more companies are starting to get the importance of engaging with customers across all channels—website, mobile, email, apps, wearables, and countless other connected devices, from home entertainment systems to refrigerators and thermostats. People don’t just go to one channel and stay there. They surf, which creates multiple opportunities to reach them. But just as many chances to lose them.

The Internet of Things is changing the dynamics of surfing. And companies want to know exactly how. Half of the respondents rank measuring experiences through the Internet of Things as somewhat or very important.

Unfortunately, most surfing journeys are disjointed, with stops and starts along the way. Yet customers expect us to keep up as they jump from one channel to another—perhaps from a website to a mobile app to an in-store kiosk. This presents challenges to maintaining a consistent, relevant experience throughout their journeys.

It’s no surprise that companies are devoting more attention to cross-channel marketing. They are no longer just focusing on their websites, but putting a high priority on extending the same message across mobile channels and all other ways of reaching their customers. Online or offline.

Almost 90 percent of survey respondents rank creating a connected experience and campaign orchestration as a top priority. And 88 percent say they’re focusing on having the right tools to help them meet customers where they are at any given moment. The number is even higher in Europe, with 92 percent ranking journey management as somewhat or very important.

Fifty-seven percent say journey analytics is one of the customer-centered optimization tactics they will invest more in over the next 3 years, and 66 percent say cross-channel analytics have a high priority this year in particular.
Email is also critical for engaging customers across their journeys. While email has been a marketing tactic for a long time, mature companies are starting to emphasize it more as part of their cross-channel strategy. This past year, mature companies in North America invested more in making their email content dynamic, personalized, and responsive, but this seems to be lower priority in European organizations. Only Focused organizations in Europe reported increased investments here.

**North American companies invested in the following email capabilities this past year**

<table>
<thead>
<tr>
<th>Personalization of content</th>
<th>61% advanced</th>
<th>51% overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsive emails (for mobile)</td>
<td>59% advanced</td>
<td>49% overall</td>
</tr>
<tr>
<td>Dynamic content</td>
<td>47% advanced</td>
<td>33% overall</td>
</tr>
</tbody>
</table>

Bottom line: Creating a connected experience requires understanding the entire customer journey, from website to mobile app to email and beyond. Analyzing single touchpoints with the customers just doesn’t cut it anymore. Companies need to understand the complete path a customer takes to get from first engagement to final purchase—or cart abandonment. They need to know how customers are interacting with their content across multiple devices and channels and if the content is moving them forward in their journey.

All of these areas of analytics are important for delivering relevant and consistent experiences on every channel. Mature companies are using data to understand the specifics of the experience that are most important—and measuring it more often and more deeply. Some organizations are even creating journey managers who have the training and tools to look at the data, see areas where they can improve the experience, and make the changes themselves.

**Best practices for a more fluid customer journey.**

Start the conversation in your organization about delivering a consistent message across all channels, using the following best practices:

- Invest in technologies, processes, and tools that help you deliver relevant experiences at any given point in the customer journey.
- Take the strengths of each channel, adapt your message for each one, and weave them all together into one, cohesive story.
- Get all of your systems and channels working together, sharing data as well as content and assets.
- Invest in tools to understand your customer’s journey and better manage their experience.
Where digitally mature organizations are **INVESTING.**

Digitally mature organizations have recognized the need for more sophisticated tools in their marketing arsenals. Even more important, they’re seeing the benefits of using integrated marketing solutions so their customer profiles, content, assets, analytics, and more can be shared across all channels and all departments, rather than residing in separate information silos.

But this kind of commitment takes money. Organizations with strategic digital marketing plans are committing more budget dollars to improvements in a wide number of areas. Remember, 66 percent of mature organizations plan to invest in all areas of structure, people, processes, and tools.

Most organizations surveyed plan to increase or keep their budgets consistent over the next year, with mobile, automation, and analytics as the areas most likely to see more money. In North America, mobile bumped up just slightly from last year, but analytics saw a 14 percent increase—underscoring the importance of data as they move forward in their digital marketing maturity.

### Share of organizations increasing budget in the next 12 months by area

- Mobile: 51%
- Automation: 46%
- Analytics: 45%
- Personalization: 44%
- Content Management: 43%
- Optimization: 41%
- Email marketing: 34%
- Social marketing: 33%
- Advertising (display, video, text): 30%
- Enterprise marketing management: 29%

**66% of digitally mature organizations plan to invest in all areas of structure, people, processes, and tools.**
Digging a little deeper, we see that personalization of content, responsive emails for mobile, and dynamic content are the areas getting the highest budget allocations for expanding email capabilities.

**Email capabilities invested in during the past year**

<table>
<thead>
<tr>
<th>Capability</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsive emails (for mobile)</td>
<td>46%</td>
</tr>
<tr>
<td>Personalization of content</td>
<td>43%</td>
</tr>
<tr>
<td>Dynamic content</td>
<td>24%</td>
</tr>
<tr>
<td>Other</td>
<td>3%</td>
</tr>
<tr>
<td>None of the above</td>
<td>19%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>13%</td>
</tr>
</tbody>
</table>

When you look at the important investments over the next 3 years, it’s interesting to note that 11 of the 13 capabilities surveyed score above 80 percent in importance. That’s because more organizations are realizing that you can’t be good at one or two of these capabilities and be successful. You need to have maturity across a broad spectrum. And your capabilities have to work together.

A digital transformation is starting to take place. Gone are the days of different departments investing in separate initiatives with separate vendors. If you tried to invest in all the necessary capabilities this way, you’d never get to maturity. Instead, companies are taking a holistic approach with a common digital foundation and centralized marketing platform that gives them the data, the agility, and the resources they need to create and deliver relevant and personalized content across all their channels and touchpoints.

### Importance of capabilities or investment areas over the next 3 years

<table>
<thead>
<tr>
<th>Capability</th>
<th>Very Important</th>
<th>Somewhat Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Whole Customer View</td>
<td>72%</td>
<td>22%</td>
</tr>
<tr>
<td>Content Marketing</td>
<td>63%</td>
<td>29%</td>
</tr>
<tr>
<td>Digital Foundation</td>
<td>63%</td>
<td>27%</td>
</tr>
<tr>
<td>Campaign Orchestration</td>
<td>56%</td>
<td>33%</td>
</tr>
<tr>
<td>Predictive Marketing</td>
<td>56%</td>
<td>31%</td>
</tr>
<tr>
<td>Connected Experience</td>
<td>56%</td>
<td>32%</td>
</tr>
<tr>
<td>Relevant Creative</td>
<td>51%</td>
<td>34%</td>
</tr>
<tr>
<td>Journey Management</td>
<td>50%</td>
<td>37%</td>
</tr>
<tr>
<td>Attribution Modeling</td>
<td>48%</td>
<td>37%</td>
</tr>
<tr>
<td>Email Plus</td>
<td>48%</td>
<td>35%</td>
</tr>
<tr>
<td>Audience Reach</td>
<td>48%</td>
<td>35%</td>
</tr>
<tr>
<td>Mobile App Engagement</td>
<td>43%</td>
<td>30%</td>
</tr>
<tr>
<td>Mobile Apps Analytics</td>
<td>43%</td>
<td>28%</td>
</tr>
</tbody>
</table>
Putting it all **TOGETHER.**

There are definitely challenges to achieving digital maturity, but you’re certainly not alone in facing them. No company that participated in this survey has achieved total maturity—they probably never will because the target is constantly moving. But they do have a well-defined plan that’s already beginning to pay off.

Core to their strategy is an intention to improve in all areas across the digital maturity spectrum. The most advanced companies are using a platform that integrates all of the processes, technologies, and tools necessary to move forward in a holistic way—one that combines advanced analytics, personalization, and campaign management.

**In other words, they’re focusing on all four essential elements:**

- **Grounding everything they do in data**
- **Igniting a passion for their brands with a relevant customer experience**
- **Making mobile an essential element of their marketing efforts**
- **Creating a customer journey that flows across all channels**
Furthermore, they’re focusing on areas that make a difference right away, but also advance them in multiple areas at once. For example, an investment in analytics will help them understand what’s working best in the mobile arena, create a more complete customer profile, and deliver more relevant and personal content.

Even when non-digital promotions are part of the mix—which they will undoubtedly continue to be—digital marketing tools and analytics will increasingly drive their strategy and measure their success. Ultimately, as you get closer to achieving digital maturity, marketing and digital marketing will become one and the same.

While digital maturity presents many challenges, it’s doable with a holistic approach that combines the right foundation of infrastructure, people, tools, and technology.

Now that you’ve had a glimpse into where the leaders have been and where they’re going, use the insights in this paper to gauge your own level of digital maturity. Remember that it takes more than capabilities. It starts with a well-thought-out strategy, but one that is constantly being reviewed, updated, and improved.

**Analyze where you are on the digital maturity spectrum.**

Start the conversation in your organization about where you are now and what you need to do to move forward. Ask yourself these questions:

- Do you have a strategy for digital maturity?
- Are your digital marketing efforts being done by just your marketing team, or are they a companywide effort?
- How do your marketing efforts compare to those of the most digitally mature companies?
- Where are you with the four essential elements: data-driven marketing, customer experience, mobile, and cross-channel marketing?
- Are you using data intelligently to provide deep insights into your customers and to ground your strategy?
- Are you igniting passion for your brand through a consistent customer experience that reaches the right customer at the right time?
- Have you made mobile a high priority in your marketing strategy?
- Are you engaging with your customers across all possible channels, and are you doing it in a seamless, coherent way?
ADOBE can help.

Adobe Marketing Cloud is the most comprehensive and integrated marketing solution available. This enables marketers to measure, personalize, and optimize marketing campaigns and digital experiences for optimal marketing performance. With its complete set of solutions, including Adobe Analytics, Adobe Target, Adobe Social, Adobe Experience Manager, Adobe Media Optimizer, Adobe Primetime, Adobe Audience Manager, and Adobe Campaign, as well as real-time dashboards and a collaborative interface, marketers are able to combine data, insights, and digital content to deliver the ideal brand experience to their customers. And it gives you everything you need to get deep insight into your customers, build personalized and unified customer experiences, and manage your content and assets to achieve a higher level of digital maturity.

Learn more about the topics explored in this paper, such as whole customer view, predictive marketing, or attribution modeling.
Methodology.

From March 2016, through the first part of June 2016, Adobe surveyed 735 digital marketers in the United States, Canada, United Kingdom, France, and Germany to learn their current priorities and tactics, as well as their plans for the future. Industries surveyed included business-to-business high tech, financial services, media and entertainment, professional services, retail and commerce, travel and hospitality, and others.