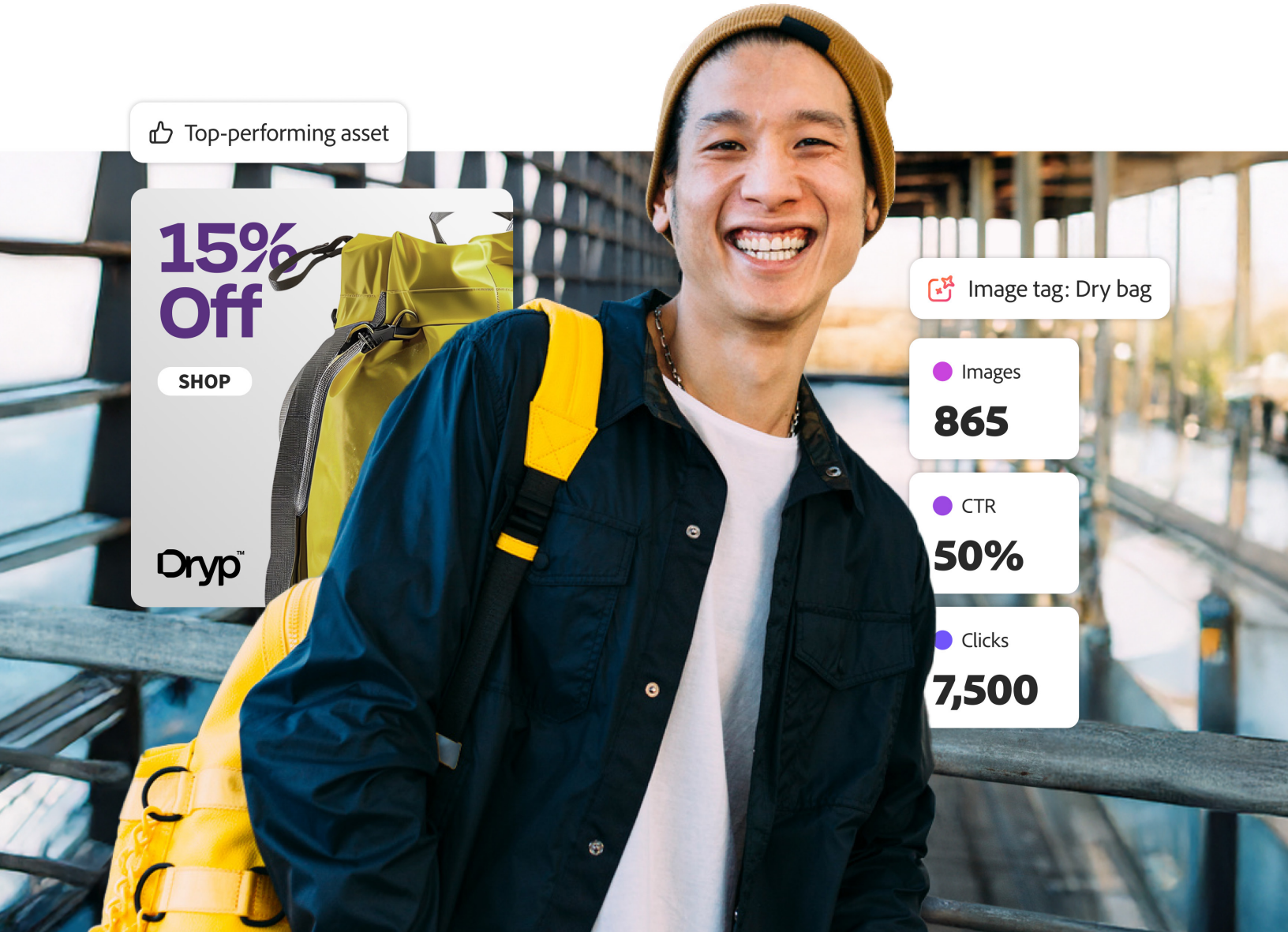
Adobe

Adobe perspectives

How Adobe unified its organisation and customer experiences.

A proven strategy for driving customer acquisition, conversion, engagement, and growth.



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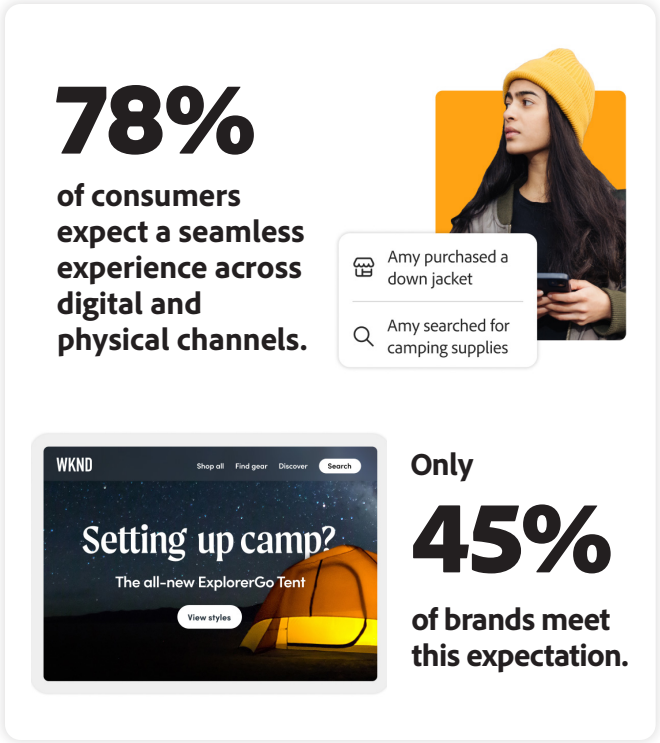
The evolving market calls for a unified customer experience platform.

Today's customers expect to be recognised whenever and wherever they engage with a brand. While many marketers recognise the need to deliver these highly personalised and connected experiences, too many enterprises have not developed the capabilities and precision necessary to create differentiated experiences across channels at scale. Marketing, sales, analytics, and other teams often struggle to engage customers throughout the funnel — and fragmented data, content, and journeys are the primary culprit.



Source: Adobe

Understanding unified customer experience.

Unified customer experience (UCX) is the next frontier of personalisation. The goal of UCX is for our organisations to become more conscious about our customers on an individual level so that we can deliver the experiences they want, when and where they want it. It brings together real-time customer profiles and audiences, segmentation, insights, and omnichannel customer journey orchestration — all powered by the organisation's content supply chain — so every customer experience feels genuine, timely, and relevant. UCX is a holistic approach that enables organisations to unify around the customer, transitioning from a one-time mindset to a lifetime-value mindset. In today's highly competitive market, UCX is fundamental to driving engagement, conversion, loyalty — and ultimately growth.

The foundation of UCX is understanding customers on a deeper level, from their demographics and data points to their preferences, behaviours, and activities, wherever and whenever they engage with our brands. Better data, deeper context, smarter tools, and more timely insights allow us to give our customers more of what they want from each interaction — be that information, technical specs, specific products, offers, a holistic solution, or a partnership — and get them where they want to go, faster.

Yet many organisations are falling short, missing opportunities to meet customer expectations and build stronger, long-term connections.

What consumers are saying:

Just 45%
of companies meet their basic expectations for a cohesive customer experience.

Even fewer — 34%
— deliver timely and relevant offers or communications.

Source: Adobe

Market challenges are creating demand for UCX.

To develop a deeper understanding of customers and create lifelong relationships with them, organisations need to excel in three key areas:

- **Customer acquisition.**

  Demonstrating incremental business growth by finding the most valuable prospects, in cost-effective ways.

- **Customer-centric engagement.**

  Evolving one-time value to lifetime value by putting the customer's unique needs at the centre of their journey, across the entire lifecycle.

- **Omnichannel content activation.**

  Increasing engagement and conversion by delivering connected, highly personalised journeys and experiences across channels and devices.

Here are the main challenges standing in their way:

1. **Brands are struggling to identify which customers and audiences to target most effectively to drive new customer acquisition.**

   Many marketing organisations lack the resources (including people, technology, and AI-powered tools), strategic partners, measurement framework, and insights to identify and

target audiences. As a result, marketing spend is wasted, acquisition costs go up, and conversions remain low. Contributing factors include:

- Spend and resource allocation is inefficient across channels.
- First-party data is often fragmented or incomplete, prohibiting strategic audience targeting.
- Real-time campaign optimisation is not tied to growth metrics.

2. **Without real-time insights, enterprises are left to create engagement through inefficient, sweeping marketing campaigns that fail to meet customers where they are in their journey.**

   Enterprises need tools for progressing personalised experiences and fine-tuning marketing campaigns and journeys with each successive interaction. Contributing factors include:

   - Organisational, data, and technology silos create disjointed and inconsistent customer engagement across channels.
   - Conversion on campaigns is dropping, mobile app adoption is low, and customers are frequently churning.
   - Brands cannot apply insights from customer interactions to optimise marketing campaigns and journeys in flight.

3. **Customer data and profiles are locked up, with data spread across disconnected systems, making it nearly impossible to keep customer profiles accurate, up to date, and relevant.**

   Enterprises need integrated systems, data, profiles, and applications to create a unified view of the customer and deliver engagement across channels. Most companies have some form of customer profile, but they're often built using slow-moving data, impacting the ability for personalisation. The challenge is less about having all the data than it is about rapidly accessing, processing, and discovering insights from the *right* data. Contributing factors include:

   - Fragmented content, data, and systems make it difficult to quickly discover insights and progressively build the deeper understanding of individual customers to deliver connected, personalised experiences in real time.
   - Content silos and cumbersome workflows limit the ability to deliver consistent experiences across channels, devices, and touchpoints at scale.
   - Lack of insights into content performance hinders effective content and optimisation.

The opportunity to unify CX at Adobe.

Adobe is a global enterprise that performs B2B and B2C marketing across every digital channel, content type, and format. We market over 100 products, applications, and platforms, and we have dozens of teams and agency partners responsible for producing the content and campaigns behind every customer experience.

There are many individual organisations within Adobe. Our Global Marketing Organization (GMO) consists of more than 1,100 employees across brand strategy, insights, creative production, program management, website development, social and paid media, localisation, and more. Many teams used their own workflows and processes, as well as a unique mix of solutions and identity management systems. This has resulted in overlapping data silos and incomplete or redundant customer profiles and user identities. Plus, varying budgets, priorities, programs, and other costs, all totalled in the tens or hundreds of millions of dollars.

Unifying all of this around any single strategy, technology, or process is a tall task. But one, we hoped, with a rewarding outcome — for Adobe and our customers.

The challenges we wanted to overcome.

We needed to mordernise our infrastructure, applications, and processes to better serve our customers by delivering exceptional experiences while reducing costs, increasing ROI, and driving revenue. The challenges we needed to resolve on the way included:

- **Reducing acquisition costs.**

  Acquiring new customers without properly targeting the right audiences was not only creating impersonal, inconsistent, and irrelevant customer interactions, it was also costing us more resources and marketing dollars.

- **Increasing engagement.**

  Customer engagement was falling short of our investments — not enough customers were coming back to consider more products. The lack of immediate and complete data signals prevented us from gathering the insights needed to drive in-the-moment customer engagement.

- **Improving experiences.**

  Our customers reported receiving inconsistent messages from different teams across the company. To create consistency and improve experiences, we needed better ways to unify data and connect customer journeys across channels.

- **Eliminating silos.**

  Fragmentation of teams, data sources, and systems were making analytics workflows and journey orchestration even more of a challenge. Data was slow moving and not real-time actionable — we needed to move data into low latency for it to be useful. Varying priorities were causing teams to advocate for different products and roadmaps.

Unifying our CX also presented an opportunity to drive more accountability, ownership, and engagement — while reducing churn and increasing ROI — across the enterprise. We knew that if we were successful, our own journey to unified CX would be a powerful story to share.

How we tackled the challenges of unifying our CX.

Once executive leaders at Adobe identified the challenges and opportunities, they agreed on the primary goal of building out a unified customer experience across marketing and product. A new centre of excellence began to take shape as the president of Adobe Digital Media (DMe), David Wadhwani, agreed to lead the effort and sponsored a cross-functional team to serve as the task force to work toward the solution. The Adobe task force included leaders from Global Marketing Organization, Growth Marketing and Insights, Digital Media, Engineering, Change Management, Digital Experience, and many supporting players.

The process, roadmap, and obstacles along the way.

At various points in our journey to developing a unified customer experience strategy, Adobe leaders performed a maturity assessment to evaluate our status and create a roadmap to success. These are common criteria we often use when working with our customers. An organisation's maturity for a given initiative can be better understood based on where it stands on a scale within each of the following five categories:

- **Sponsorship.**

  Determining if we had an organisational mandate based on support from four critical players in our UCX quest — martech, business unit, our partners, and IT. Is everyone on board?

- **Technology.**

  To gauge the state of our IT readiness, we evaluated our technology needs on a scale ranging from alignment to adoption, expertise, and documentation. Do we have the right tech stack?

- **Roadmap to value.**

  Understanding the path to value of UCX was critical for getting buy-in across many teams and leaders, as well as defining goals, measurement, and use cases. Does everyone agree on how to get there and why this is important?

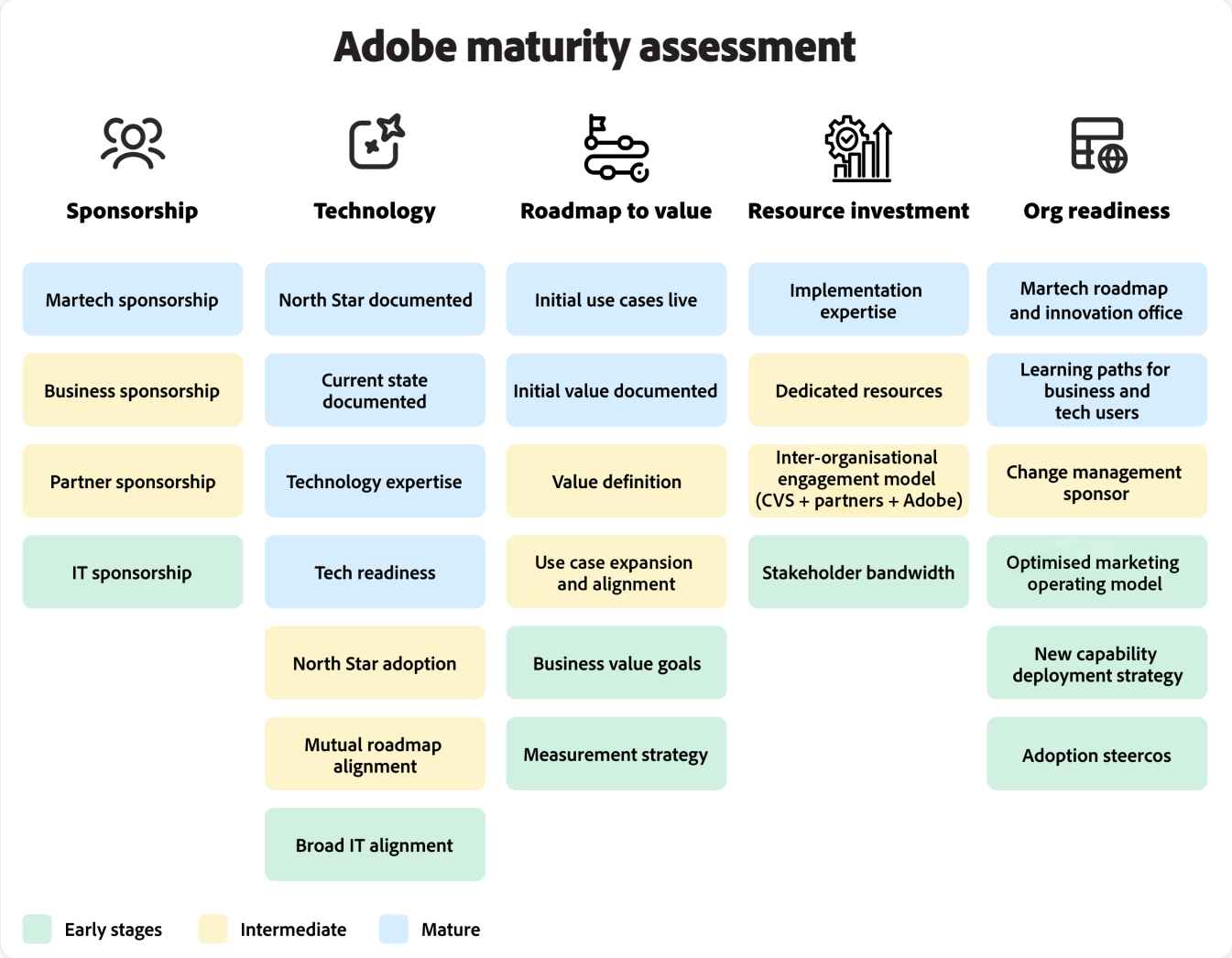
- **Resource investment.**

  Accurately estimating the resources required, from stakeholder bandwidth to dedicated teams and the expertise needed for successful implementation. Do we have the people to pull this off?

- **Organisational readiness.**

  A big-picture view of the forces we needed to marshal, from adoption steering committees to change management and data teams. Providing our people with training, role clarity, and a clear path to innovation. Have we empowered our people to get the job done?

Maturity toward UCX is an evolution. In this visual, the green shaded areas represent the early stages and the blue represents a strong state of readiness. Organisations with more blue shading across these categories can feel confident about their odds of success, while organisations in the green and yellow zones can gain insights into the supporting mechanisms that will catapult their path toward UCX.



Of course our own maturity assessment and the scale for each of the five components did not come into focus all at once, but only after several leaders and teams were already working to bring the vision to life. While we had the IT infrastructure, tools, and expertise, aligning all of them to the same cause and processes was another matter. But an analysis like the visual above can be a useful tool for organisations to understand where they are and how far they have to go.

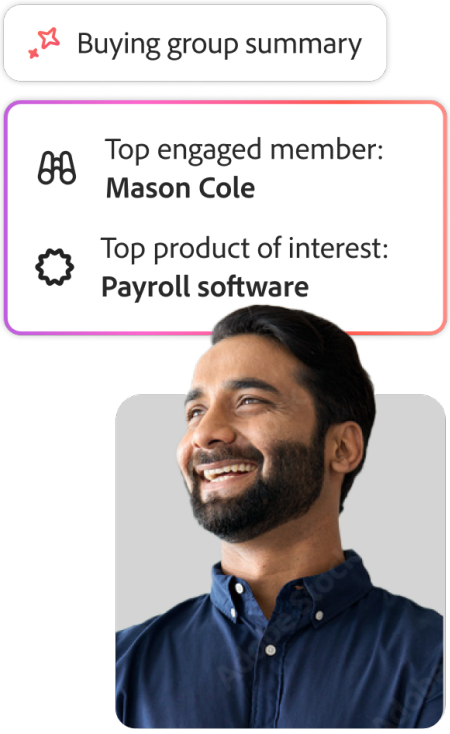
The task force built a roadmap of products and their overlapping use cases, including Adobe Experience Platform applications, Adobe Real-Time Customer Data Platform (CDP), Adobe Journey Optimizer, Adobe Customer Journey Analytics, and others. They needed to understand what would be required from a technical standpoint to unify a fragmented ecosystem. They also needed an operations plan and had to consider any necessary organisational restructuring. And of course there was the matter of getting approval for resources, both funding and people.

The task force created two timeline options: one that was more aggressive, estimating about a year to implement all changes, and another more loosely defined, an incremental approach dependent on what each team could do based on their own priorities. Both plans would require hundreds of people.

Engineering leadership from Adobe Experience Platform presented the plan to senior leadership, explaining the challenges and what would be required to achieve success. Executive leadership fully bought in to the plan and momentum shifted. The task force became an official team called the Data and Growth Platform team (DGP). They clarified their focus around three core initiatives.

1. Unifying identity management systems (IMS) and creating a new unified customer profile.

In our case, our customers were the many teams, departments, channels, and employee users at Adobe. As the company grew over the years, many identity management systems (IMS) were created. Each team was using its own mix of technologies, applications, systems, and processes. As a result, departments had separate views of customers — leaving Adobe with a dozen or more views of itself. Progress was being made in pockets, but it was not until the strategy to unify customer profiles emerged that the Experience Cloud Platform engineering team, which supports our Digital Media go-to-market (GTM) strategy, could work toward a truly centralised view.



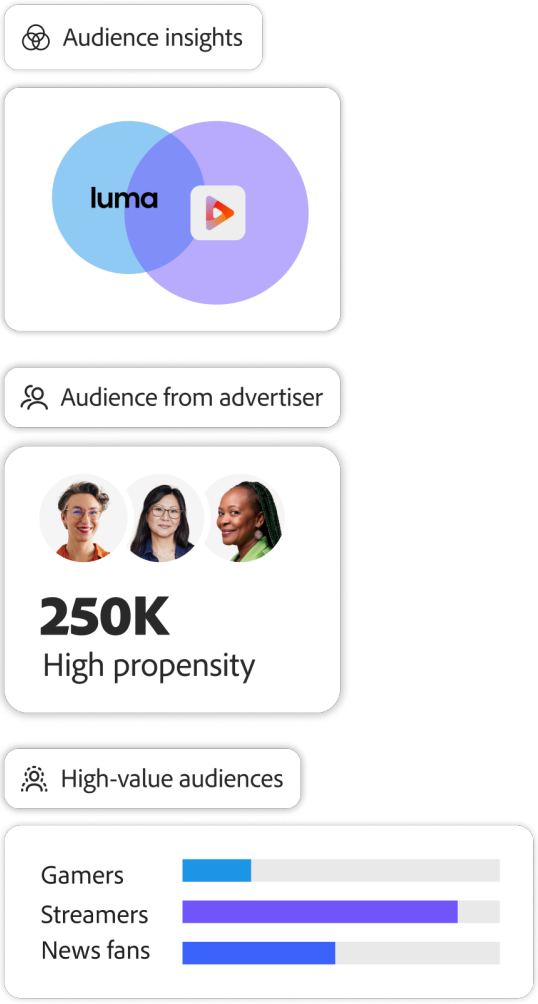
The first and most important step toward creating a unified customer experience was to create a single view that combined the customer's engagement across multiple IDs and emails into a single unified record. This new experience-led growth profile would allow much more cross-surface personalisation — mobile apps, desktop apps, web applications, and more — and pave the way for marketing-led growth use cases and product-led growth use cases.

For customers, their experience with a brand often varies depending on these profiles as they travel and navigate from one surface to another. The unified experience-led growth profile would deliver value to the customer in the form of more consistent experiences across surfaces. Profiles currently allow Adobe to better recognise users on our website, and the question became, "How can we provide similarly consistent experiences and better engagement across logged-in surfaces?"

2. Integrated data engineering.

The DGP team created a plan for building and managing core pipelines for the data that would be collected and used in the new unified customer profile. To improve the quality of data and develop more in-house expertise, the DGP team partnered with the core data team, as well as teams with specialised expertise in data science, data engineering, and machine learning.

The core data team built common datasets and delivered machine learning models and scores integrated into Real-Time CDP profiles. This entire process was overseen by a small but mighty team of data product managers. This group focused on integrating with Experience Platform, with deep integration into their own data lake, running their own cloud, and accessing data, creating a "virtuous loop" of insights powered by machine learning to help enrich customer profiles.



3. Personalisation into desktop apps.

Another area of focus was building desktop software developer kits (SDKs) for the core enterprise applications like those that existed for Adobe Photoshop, Adobe Acrobat, and others. SDKs help Adobe collect data and serve our analytics products, and are used to send in-app messages, delivering offers, product updates, and support. While some Adobe customers have added personalisation within their desktop apps, it was not common. The team felt this was an area where personalisation needed to be leveraged to unlock more insights for Adobe and create better experiences for its customers, ultimately boosting retention, renewals, and revenue.

But personalisation is typically page-based (based on web activity), not based on customer profiles. Given that, the DGP team worked with the SDK team to port SDKs to new languages that work on desktop. Journey Optimizer, Customer Journey Analytics, and Adobe Target would be the primary products that support the SDK with tracking, measurement, and analytics.

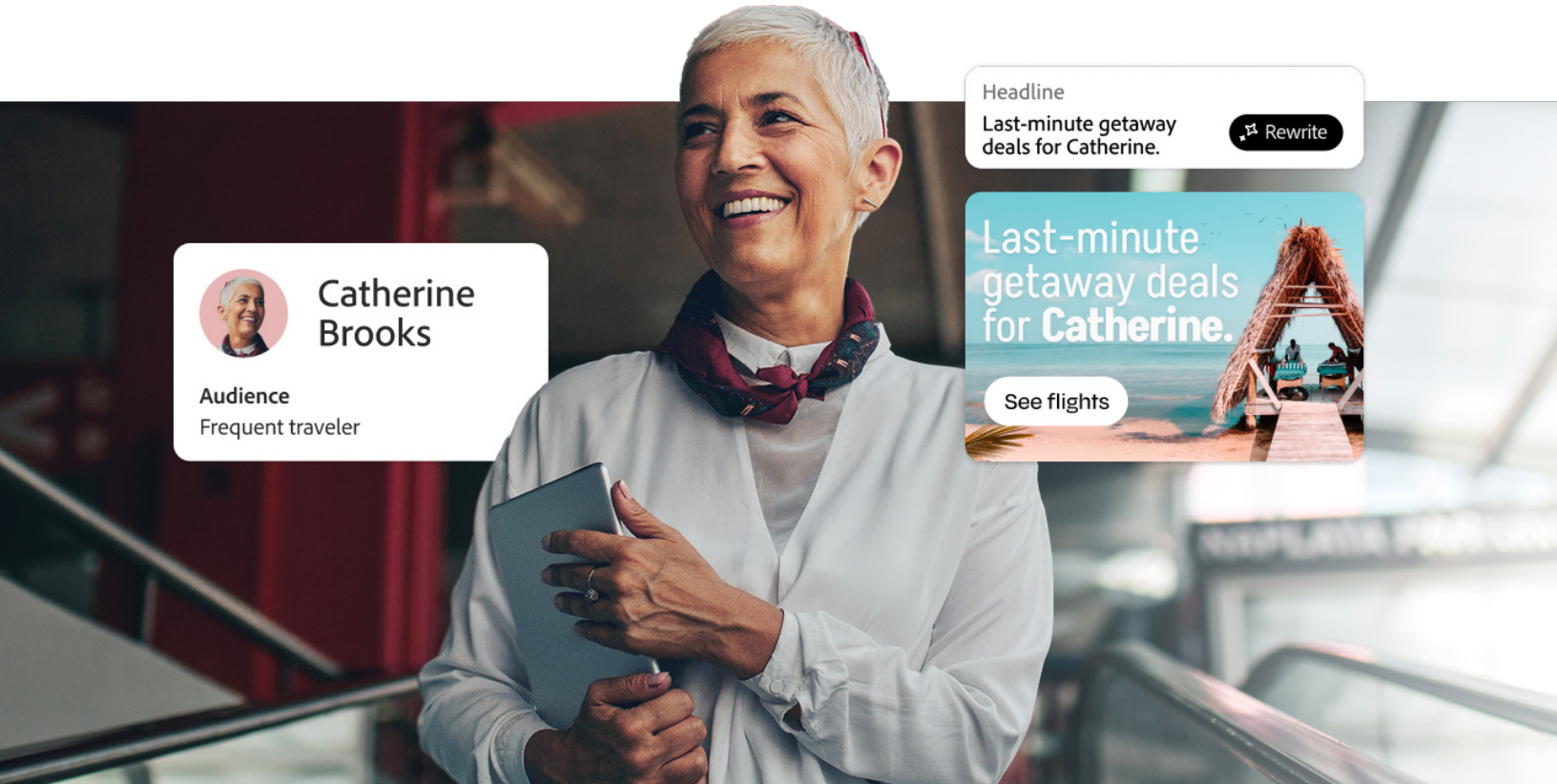
Overcoming hurdles on the road to success.

Whenever changes are made on a large scale — impacting roles, budgets, reporting structures, and other factors — resistance is expected. Overcoming such resistance and orchestrating the changes were leaders from the Analytics team and the Growth Marketing and Insights team. Together, they made several strategic decisions.

The first was to run the project on Experience Platform to unify data across Adobe products. Using Experience Platform with direct connection to Real-Time CDP, Adobe Target, Adobe Analytics, and others, would be essential to unlocking personalisation capabilities. Using Journey Optimizer would provide teams with more cross-surface journeys and omnichannel decisioning. Customer Journey Analytics, in tandem with Adobe Analytics, would be used for advanced reporting from all customer activities across the journey.

Another decision was to create a new centre of excellence apart from our Global Marketing Organization. GMO teams that were running their own ecosystems would now become "super clients" of this new ecosystem. All major changes, expenditures, and approvals would now funnel up to the DGP team. At first, some teams resisted losing a portion of their independence. But as they realised the benefits of central governance and less big-picture stuff to worry about, they embraced the mission.

Around 20 to 30 people representing approximately 60 teams began to meet on a weekly basis. Their early focus was on how to build the new core customer profile and figure out which datasets would be available first. Teams put forth their proposals, and the combined view was one of a ballooning customer profile, both costly and unwieldy. The DGP team knew they needed to establish an ecosystem mentality of people working together, not just the convenience of a common data store.



A new ecosystem and early use cases.

After much collaboration, the new, central ecosystem allowed everyone to make requests, share ideas, and add their own pieces of the data puzzle in ways that others could consume it. This collaborative ecosystem was a testing ground for a user experience that would one day, hopefully, work for our customers.

Leaders on the task force reached alignment on which IMS they would use as their model. On the data side, the team landed on entitlement data streaming and web analytics. This combination allowed the team to perform much more sophisticated testing of personalisation for customers and provided a few early use cases that would showcase the promise of the larger shift to unified CX.

Some of the early use cases delivered results for the Adobe.com team, which had been operating in something of a bespoke environment separate from other teams. Under the new structure, they were able to retire a legacy customer profile and begin working with new processes for paid media, triggered email, and abandoned cart use cases. Other examples include supporting customers at the beginning of a subscription for a smooth, successful adoption and ensure renewal at the end of the first month.

The new integration allowed GMO to scale these efforts to new heights and unlock significant revenue. When the teams saw the gains that could be achieved from better data, more advanced targeting, and products functioning better together, they were excited to move forward with additional integrations.

The common element in these early use cases was unified customer experience. More than simply reaching customers with paid media or email, they were connecting with customers in real time or at the most relevant times, in what one leader called moments of micro-personalisation.

Implementing unified CX on a grand scale.

Replicating this strategy across the organisation would require more resources, both in terms of people and funds. Leadership would need to create an onboarding programme to help everyone learn how to use the new tools and implement the architecture and processes.

Once they were aligned with the CIO's organisation and the GMO, Adobe Technical Services (ATS) took ownership of the implementation and met with leaders from the DGP team two or three times per week to establish the new business unit and its roles, teams, and responsibilities. For much of 2024, it was a struggle to get the roles, planning, change management, and technical roadmap in place. The team risked missing the planning cycle to secure resources for 2025, but eventually leadership's plan was approved.

The DGP is a multifaceted team with a direct revenue responsibility for subscriber retention — it is a business engineering team that sits within the GTM team. As such they were uniquely empowered to drive change and partner across layers within Adobe, including:

- **The core IT organisation at Adobe.**

  This included approximately 50 application teams, each with their own analysts, product growth marketers, developers, and in-house quality assurance.

- **In-house platform experts.**

  These experts would provide the team with their own engineering capabilities around Journey Optimizer and Customer Journey Analytics. They knew how to set up campaigns and journeys, and they would sit shoulder to shoulder with growth marketers to help them architect and implement their use cases.

- **Core data and cross-discipline data teams.**

  These included data science, data engineering, machine learning, and the core data team (defined as data used by many teams). The core data team built common datasets and delivered machine learning models and scores integrated into the Real-Time CDP profiles. This entire process was overseen by a small but mighty team of data product managers.

- **CIO.**

  The entire platform itself is run by our IT organisation reporting to the CIO, overseeing enterprise architecture and integrations, ensuring the team followed all software standards. They also managed data operations, providing 24/7 support and user administration and access, and ensured governance.

How we used our platform of products to ignite transformation.

The foundational piece in our transformation journey was to get better core data. To accomplish this, we bypassed the data at rest in our warehouse and went directly to source systems where we could access fine-grain data. This allowed us to keep pace with features and products as they evolved.

We used Experience Platform to orchestrate our customer journeys and empowered our marketers with this better understanding of our customers, allowing them to match the customer state with the right marketing.

Using the more nuanced customer state framework we developed, we saw higher engagement, click-throughs, and customers coming back more often. That's when we knew we had found something that resonated and would help us use content more efficiently.

Adobe results and learnings.

At the highest level, leaders at Adobe identified the critical changes made and steps taken to deliver on the promise of UCX. These included:

- **Refocusing on the customer.** Consistently delivering the right messaging to the right customers at the right time lays the groundwork for unified customer experiences.
- **Gaining leadership buy-in.** Transformation required not just technology but alignment of people and processes, with executive buy-in, top-down leadership alignment, and an influential leader to bridge gaps and drive support.
- **Winning the hearts and minds of the product groups.** To do this type of platform work, our growth marketer and product leadership teams had to make some real-world trade-offs. The integrations were vital and required an investment of resources. Ensuring that all teams involved understood the vision, the value, and the use cases allowed them to take ownership of the impact on their business.
- **Aligning operational process to strategy.** Getting leaders and teams to agree upon a strategic framework ensured that everyone was talking about the same things in the same way, with all eyes on the end-state goals. Once this was established, operational processes clarified and became easier to follow.
- **Developing a more nuanced customer states framework.** Shifting from a simple customer states framework of only three groups — active, dormant, and cancelled users — to a much more detailed framework gave us the agility to reach customers with better messaging as they moved from one state to another.

Customer state framework for paid subscriber engagement

Level 1	**Active**									**Dormant**					**Cancel**	
	Existing paid subscriber with 1+ use in the last 28 days or new user acquired in the last 28 days.									Existing paid subscriber acquired within past 28 days or earlier and has 0 use in last 28 days					Cancelled in the last 28 days	
Level 2	**Onboarding**			**Increased use**		**Sustain use**	**Decrease in use**			**Voluntary**			**Involuntary**		**Voluntary**	**Involuntary**
	New user acquired in last 28 days (gross new subs), including trial			Current month usage increased		Current month usage is the same	Current month usage dropped compared to previous month			Non-involuntary group			Customer with login failure, crash, other tech issues in the past year		Customer self-cancelled	Payment failure prior to cancellation
Level 3	**Setup**	**Aha!**	**Habit**	**Skill building**	**Engaged**	**Ready for more**	**Drop in use**	**High risk**	**Need more**	**High risk**	**Temp need**	**Regularly dormant**	**Logged out**	**Crash or out compatibility issue**	**Winback**	**Payment failure**
	App install	Key feature	Use requirements	Visited HelpX Learn page	Consistent 6 diverse use	Top 2 deciles upgrade score	Month over month decrease	Top 10% chum	Top 30% SKU rank	Top chum score	Pause in use	Pattern of dormancy	Repested login failure	Crash/ incompatible hardware	Self-cancel	Payment failure

- **Infusing intelligence across all use cases**. We improved practitioner experience and productivity by infusing generative AI and machine learning throughout use-case workflows. AI and automation tools helped accelerate time to market and optimise customer engagement, allowing people to be more independent, self-serving, and efficient.

The results of our unified customer experience transformation included accelerated time to value, new opportunities to generate growth, and massive cost savings — along with a validation of customer state-based personalisation.

- **Time to value.**

  Since data was pulled directly from the Experience Platform lake instead of going through an intermediate data lake, Adobe was able to accelerate and drive experiences that previously would take hours and deliver them in sub-seconds.

- **Driving growth.**

  The journey no longer needs to stop at abandoned cart re-engagement. Experience Platform makes it possible for us to tap into ad networks and remarket to those same customers by using matching. This was something our marketing teams hadn't even thought about as a capability, but now it was an opportunity to unlock the next growth use case around the corner.

- **Cost savings.**

  For retargeting customers with abandoned carts, previously we had a batch email strategy that required three to four hours for us to send a message. By leveraging native capabilities in Experience Platform that allow us to connect that signal into the profile and trigger, we reduced the response time to sub-seconds. This seemingly small change in delivering something that's timely, relevant, and actionable to our customers was worth millions of dollars.

- **Customer-state-based personalisation.**

  Running an A/B test in Canada, we organised customers into mutually exclusive, collectively exhaustive states. The test compared targeting customers based on their state versus targeting our traditional way. Results showed:

  - An increase in content engagement overall
  - An increase in active use, across all measures
  - Customers in green and yellow states moving more strongly into green
  - No significant movement among customers in red state
  - Definitive proof that personalisation works and that orchestrating by customer state is a powerful way to align messaging strategy to customers

Best practices and guidance from Adobe.

Set the stage for UCX in your organisation.

- **Put the customer at the centre of all engagement efforts.**

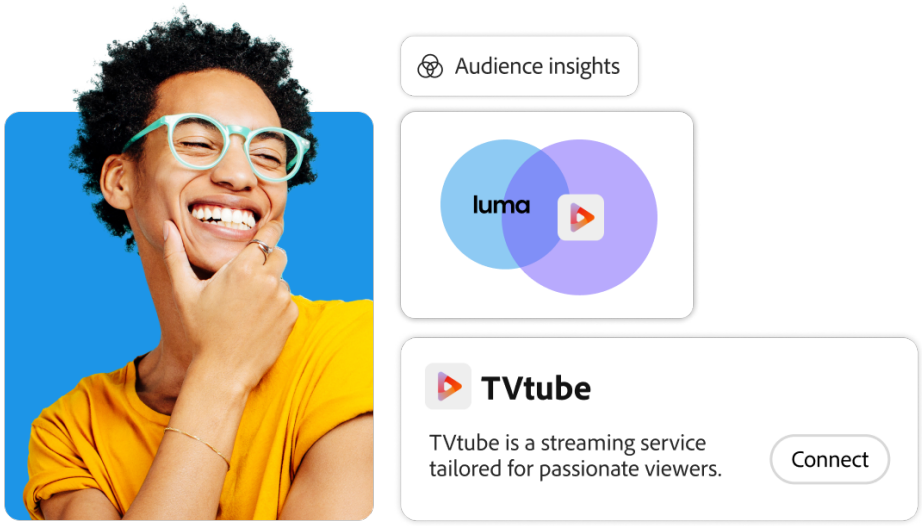
  Foster long-term customer relationships by shifting from campaign-centric engagement to customer-centric engagement, optimising for lifetime value and loyalty across technologies, people, and processes.

- **Eliminate organisational silos.**

  Enterprises need integrated systems, data, profiles, and applications to create a unified view of the customer and deliver engagement across channels. Implementing a centralised customer data platform (CDP) can help consolidate data from various sources, ensuring that all teams have access to the same, up-to-date customer information. This unified view enables more coordinated and consistent customer interactions across all touchpoints.

- **Adopt solutions with built-in AI and automation tools.**

  The importance of AI and automation tools in your CX solution mix cannot be overstated. Analytics is a critical (and complicated) component of CX. Without AI assistance, teams spend too much time combing through data, creating and optimising content, and piecing together complicated customer journeys. Today's best CX solutions use AI to accelerate tasks and processes at every stage, from planning and creation to measurement and optimisation. AI can provide real-time insights and facilitate predictive analytics, allowing enterprises to better serve their customers everywhere, faster.



To address the UCX challenges across customer acquisition, customer-centric engagement, and omnichannel content activation, we have identified some helpful approaches to each.

1. ROI-driven customer acquisition.

Lowering the costs of acquiring customers begins with the right approach to data and utilising advanced tools to identify the right customers faster and rapidly measure and optimise campaigns.

Integrate solutions powered by AI.

Use AI and automation to quickly generate, compare, and adjust multiple campaign budget plans using previous incremental ROI data to maximise cost savings within and across channels. Leveraging advanced analytics and AI can help identify high-potential customer segments and tailor marketing efforts to meet their specific needs, thereby reducing acquisition costs and improving conversion rates.

Adopt a first-party data strategy.

Organisations should focus on building robust, first-party data collection mechanisms that respect privacy regulations while providing valuable insights. Seek to enrich and expand first-party data for better prospecting, retargeting, and audience suppression through strategic partnerships.

Modernise measurement.

Implement a modern measurement framework to access timely insights across full share of wallet investments against every level of granularity within a campaign.

Accelerate optimisation.

Optimising campaigns through data-driven planning, audience segmentation, real-time adjustments, and comprehensive performance measurement for better conversions.

Business impact.

- Maximise ROI by planning spend against high-performing channels, increasing conversions, and reducing wasted spend.
- Improve targeting boosts reach, engagement, and conversions by connecting with qualified audiences across premium publisher environments.
- Access timely data to make real-time optimisations using growth metrics to drive more cost-effective conversions during the campaign lifecycle.

Adobe solutions to support customer acquisition.

- Adobe Real-Time Customer Data Platform
- Adobe Customer Journey Analytics
- Adobe Mix Modeler

2. Customer-centric engagement.

Enterprises need tools for fine-tuning marketing campaigns and journeys with each successive interaction. Real-time data analytics and customer journey mapping can help organisations understand where customers are in their lifecycle and deliver personalised, timely content that resonates.

Unify customer engagement applications.

Experience Platform brings together customer data, insights, orchestration, and omnichannel delivery to connect functional and organisational silos and deliver more connected and consistent customer experiences.

Automate workloads with AI.

Use AI to target the right segments with the right messages, offers, and journeys for audience-based engagement. Deliver highly personalised, consistent, and contextual customer engagement across any channel with omnichannel insights, intelligent targeting, and personalised, real-time journeys to drive customer growth and lifetime value.

Business impact.

- Unified customer view powering personalised and relevant next best actions
- Mobile app engagement deepening relationships and boosting loyalty and retention
- Enhanced experiences that drive higher engagement and conversion across the lifecycle

Adobe solutions to support customer-centric engagement.

- Adobe Journey Optimizer
- Adobe Customer Journey Analytics
- Adobe Real-Time Customer Data Platform

3. Delivering connected, highly personalised experiences.

Establish a content foundation to support scale, enabling marketers to create, repurpose, and manage content while ensuring consistent experiences with on-brand content. Dynamically activate relevant, personalised content across channels based on attributes, preferences, behaviours, and real-time signals. Understand the attributes and elements of content that engage and convert customers to optimise content.

Omnichannel content activation.

Activating connected, personalised content across channels by leveraging centralised content management, dynamic activation, and content insights, ultimately driving engagement and conversion.

- Connect customer identities and interactions for fast, holistic analyses that deliver accessible and precise customer insights.
- Design personalised, omnichannel lifecycle journeys that adapt to customers' needs, preferences, and behaviours.
- Create immersive mobile experiences that engage customers in just the right moments to drive mobile app adoption and brand engagement.

Business impact.

- Seamless customer journeys with consistent, personalised content boosts engagement and conversion.
- Centralised solution and reusable content streamlines workflows to improve operational efficiency.
- Content that resonates maximises ROI of marketing efforts and investments.

Adobe solutions to support personalisation.

- Adobe Experience Manager Sites
- Adobe Journey Optimizer
- Adobe Content Analytics
- Adobe Customer Journey Analytics

The evolving customer experience landscape.

While the DGP team and their many partners have made tremendous progress, laying the foundation for unified CX by organising the necessary people, processes, and technology is just the beginning. Everyone is preparing for an ongoing evolution while many unknowns remain. There are many layers to be integrated and many questions to be answered, such as:

- How should leaders and their teams view their roles and responsibilities in this new paradigm?
- Which teams own the customer journey and all the other pieces within this enterprise-wide transformation?
- Which Adobe products will be integrated, and how will they be sold and marketed within this new customer experience framework?

While all the teams involved in this project are extremely encouraged by the early results, use cases, and revenue increases, perhaps the biggest takeaways are to be found in the culture, leadership, and people working to support UCX.

The real win for Adobe is rediscovering how opportunity comes from change, risk, disruption, and daring to reimagine everything. If our quest to unify CX has taught us anything, it may be that people, processes, and technology can always work better together — especially when they're committed to putting the customer first and a mission greater than any one of its many, many parts.

Learn more about unified customer experiences with Adobe.

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