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Create A Pragmatic Personalization Program

Use Forrester's POST Methodology — People, Objectives, Strategy, And Technology — To Build A Businesswide Personalization Program

by Anjali Yakkundi and Ted Schadler
August 16, 2016

Why Read This Report

To scale personalization beyond a single touchpoint, eBusiness and channel strategy pros must pull a cross-functional team together to plan and execute a personalization program, not just treat it as a series of projects. We've adapted our POST method — people, objectives, strategy, and technology — to give you a road map. Once you have clear business goals and executive sponsorship, you're ready to dive into the details of customers' needs, prioritize objectives based on importance and viability, operationalize the process, and implement your technology.

Key Takeaways

Personalization Is A Priority, But Four Pitfalls Block Success
Personalizing digital experiences is a priority for 68% of the 115 firms we recently surveyed. But four pitfalls block success: poor understanding of customers' context; missing links between personalization objectives and clear business outcomes; failure to operationalize personalization through roles, process, and governance; and assuming one technology is enough.

Use A Rigorous Methodology To Turn Personalization From Concept To Program
You can overcome these failures using the four-step POST method. People: Which customers will you reach and serve? Objectives: What are your personalization goals? Strategy: How will you accomplish your objectives? Technology: What technology do you need to deliver personal experiences?

POST Can Also Help You Prioritize Personalization Quick Wins
Prioritize customer moments on three factors. What moment will have the greatest impact on your business outcomes? How much will customers value the personalized moment? And do you have the resources you need? The sweet spot will be a customer moment that moves the dial on customer experience and business metrics and requires a minimal number of resources.

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with Srividya Sridharan, Brendan Witcher, Rusty Warner, Tony Costa, Andrew Hogan, Jennifer Wise, Allison Cazalet, and Peter Harrison

August 16, 2016

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Notes & Resources

Forrester interviewed 20+ vendor and user companies for this report.

Related Research Documents

Personalization And The Rise Of Individualized Experiences

The Power Of Customer Context

Q&A: The Privacy-Personalization Paradox

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Personalization Is A Top Priority For Customer-Obsessed Companies

When we interviewed industry leaders and enterprises in early 2016 about their digital experience strategies, one initiative topped the must-do list: personalization to deliver more relevant content, campaigns, and experiences based on a real-time understanding of an individual's needs, preferences, and actions.[1] In a recent survey of 115 digital experience delivery decision-makers, we found that (see Figure 1):

› **Personalization is a top priority for 68% of firms.** Personalizing your offerings and targeting the right segment is not only one of the top business priorities but has the potential to create tangible business impact. For example, O2, a UK-based telecom provider, increased its international data acceptance rate by a significant amount when it pitched to only Paris-bound Eurostar passengers — rather than all high-speed train riders — creating a targeted offering for the right segment.[2]

› **Web content, promotions, and product recommendations lead the personalization list.** Digital experiences are the easiest to personalize, so it's no surprise that these digital touchpoints are top priorities to start personalization efforts. When consumers are on smartphones, the need for personalized experiences based on context is even more important to serve them in mobile moments. For instance, Google Play Music offers sunny-day playlists in real time for listeners walking in sunshine and rainy-day pick-me-ups for listeners under a gray cloud.

› **Web technology and email marketing are the prevalent personalization technologies.** To tailor a digital experience in the most important channels, including websites, mobile apps, and outbound marketing, firms are making bets on single-channel tools like web content management, tag management, and email marketing software. However, we also find many firms using standalone personalization technologies from vendors like Certona and Evergage as well as testing-and-optimization vendors like Adobe, Maxymiser, Monetate, and Qubit.

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FIGURE 1 Personalization Is A Top Priority For Customer-Obsessed Firms

Firms are on a journey to create integrated, personalized experiences

68% have made delivering personalized experiences a priority

62% personalize web and mobile experiences

53% lack the right technology to personalize

1 in 3 are misaligned on their personalization strategy

Content-driven personalization is the priority . . . for now

"What parts of the experience are you personalizing?"
(Please select all that apply)

Content on the website	Promotions/ product offers	Product recommendations	Reminders and alerts	Content on the mobile app experience	Screen layout
75%	55%	49%	44%	32%	28%

Web and email are top personalization software instruments

"Which technologies do you currently use to support your personalization goals?"
(Multiple responses accepted)

60% web content management

53% email marketing

51% Tag mgmt

Base: 70-115 digital experience delivery decision-makers

Source: Forrester's Q1 2016 Digital Experience Delivery Online Survey

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Four Pitfalls Prevent Personalization Success

In our research, we've found that more than half of firms lack the right technology to personalize experiences, and one in three feel they are misaligned on their personalization strategy. If personalization is a top priority, why are so many firms not doing it well? Our interviewees cited many challenges around context, organization, strategy, and technology. We find that firms struggling with personalization:

1. **Lack understanding of customer context.** In a now-infamous example, Target thought it knew its customer: Its algorithm predicted when consumers were pregnant.[3] It turns out the company didn't know its customer as well as it thought, since it failed to take into account the context in which it used this knowledge.[4] Too many firms today conflate knowing *who* your customer is with knowing *what* experience the consumer expects in his or her moment of need and *why*.

2. **Fail to link personalization objectives to a clear business outcome.** Many eBusiness pros experience failure in personalization efforts because they do not link their personalization initiatives — typically because they don't have established key performance indicators — to business metrics, or they attribute the wrong metrics to personalization success. A VP of eCommerce we spoke with told us that she never got content personalization efforts off the ground because her firm couldn't tie it to ROI.

3. **Don't operationalize personalization through roles, process, and governance.** The stickiest issues on the personalization battlefield are political: breaking down silos, dividing responsibilities, and establishing processes. A VP of eCommerce at a retailer told us that he felt this pain acutely: "The most challenging part of personalization has been the strategy aspect because so many groups — commerce, marketing, store, creative, and merchant teams — are all involved." Experiences reflect these organizational silos: Many firms have siloed personalization to a single touchpoint or single step in a customer's journey.

4. **Assume one technology will solve all personalization goals.** More than half of firms we surveyed felt that they didn't have the right personalization technology in place. Firms often incorrectly assume one vendor will solve all of their data, delivery, and content challenges. A healthcare firm we spoke with first assumed that its web content management system would solve all its personalization challenges, but it quickly ran into limitations using it in other channels. Other firms assumed that a personalization tool would solve everything, but then they ran into challenges feeding it the right data.

Use POST To Turn Personalization From Concept To Program

You can overcome these failures with a pragmatic approach to personalization that goes beyond a single-stakeholder or single-channel project. To help, we have adapted our POST methodology. We developed POST, which stands for people, objectives, strategy, and technology, in 2008 to help firms craft a social networking program. We have also used POST for business-to-consumer and business-to-

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business (B2B) mobile strategy and for enterprise collaboration. This methodology works well once you have established the high-level need and executive support but are struggling to agree on what to do and how to do it. For personalization programs, this is where the four-step POST method works best.

1. **People:** Which customers will you reach and serve?

2. **Objectives:** What are your personalization goals?

3. **Strategy:** How will you accomplish your objectives?

4. **Technology:** What technology do you need to deliver personal experiences?

Step 1: People

The first step of the POST framework answers a pivotal question: Which customers will you reach and serve? We drew from Forrester's Consumer Technographics® data in a retail context to show you a simple example of the kind of customer research you'll need to do (see Figure 2). You will need to step back and do a full study of your customers and prospects to size and describe the market that you want to reach. To get a handle on the reach and likely success for any personalization program, successful firms understand which customers to prioritize — then understand their full context:[5]
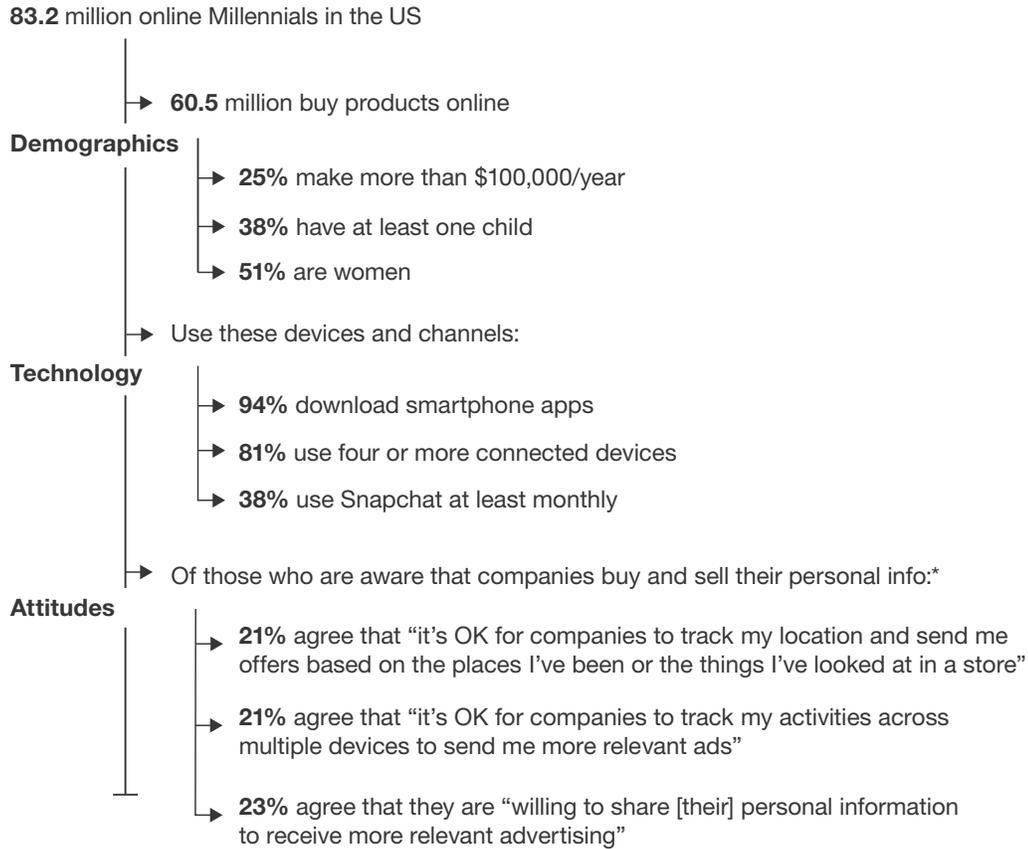
› **Find your highest-value customers — then determine what they care about.** The successful personalization programs we see focus on the most valuable customers first before expanding to include other groups. Don't just focus on the group's current buying levels; go further, and assess that group's engagement level and lifetime value.[6] After determining future potential, answer these critical questions: What information or service do they need from you? What makes their experience personal? Putting a name at the head of an email isn't really delivering a personalized experience if the rest of the message is generic.

› **Understand what you know about customers to create dynamic profiles.** Peoples' needs vary based on what they just did, where they are, or what device they're using in that moment. For your personalization program, plan to go beyond traditional demographic-based segmentation, and stitch together a dynamic customer profile using demographics and the in-context data you've collected across channels and sessions.[7] For example, the marketing head at one high-tech firm we spoke with brings in LinkedIn data to personalize experiences based on professional connections, employment experience, and associations in addition to information on the industry and size of the company.

› **Learn their privacy and brand expectations.** A customer's expectations for personal experiences vary based on the brand promise and brand relationship.[8] She may want an experience to feel luxurious, useful, or just plain easy. The VP of eCommerce at a luxury department store told us that her customers expect personal-shopper-like digital experiences. But consumers at general-purpose retailers expect experiences that are more focused on price and utility. Expectations similarly vary for privacy: A customer may share personal information with a luxury retailer or favorite hotel but be more wary about the use of that data in regulated industries like banking or healthcare.[9]

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FIGURE 2 To Shape Your Program, First Understand Your Market And Customers: A Retail Example

2-1 | **Understanding your total addressable market**

83.2 million online Millennials in the US

→ **60.5** million buy products online

Demographics

→ **25%** make more than $100,000/year

→ **38%** have at least one child

→ **51%** are women

→ Use these devices and channels:

Technology

→ **94%** download smartphone apps

→ **81%** use four or more connected devices

→ **38%** use Snapchat at least monthly

→ Of those who are aware that companies buy and sell their personal info:*

Attitudes

→ **21%** agree that "it's OK for companies to track my location and send me offers based on the places I've been or the things I've looked at in a store"

→ **21%** agree that "it's OK for companies to track my activities across multiple devices to send me more relevant ads"

→ **23%** agree that they are "willing to share [their] personal information to receive more relevant advertising"

Be aware of attitudes toward privacy and creepiness:

"I find it creepy how the companies track everything you do. If I look at a shirt on a clothing site and then don't buy it, I can check my email or go to other websites that have ads, and the shirt keeps popping up." (Female, 25 to 34)

Base: 17,024 US online adults (18-36) who have bought products online in the past three months
*Base: 5,124 US online adults (18-36) who have bought products online in the past three months and are aware that companies buy and sell their personal information

Source: Forrester's Consumer Technographics® North American Online Benchmark Survey (Part 1), 2016 and Forrester's Consumer Technographics North American Online Benchmark Survey (Part 2), 2016

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FIGURE 2 To Shape Your Program, First Understand Your Market And Customers: A Retail Example (Cont.)

| 2-2 | **Analyze your current customer situation** |

XYZ customers churned in the past six months

→ **XYZ** customers churned who have purchased in the past six months
before they churned

→ **XYZ** customers churned who have a high estimated customer
lifetime value score

→ **XYZ** customers churned who have the propensity to open a marketing email

Base: 17,024 US online adults (18-36) who have bought products online in the past three months
*Base: 5,124 US online adults (18-36) who have bought products online in the past three months
and are aware that companies buy and sell their personal information

Source: Forrester's Consumer Technographics® North American Online Benchmark Survey (Part 1), 2016 and
Forrester's Consumer Technographics North American Online Benchmark Survey (Part 2), 2016

Step 2: Objectives

Now that you know who you are personalizing for and what their expectations are, you're ready to
define your specific personalization objectives (no more than two or three objectives, please!). To do
this, bring together your multidisciplinary personalization team to answer three questions. Think of it as
a fun exercise in which you tackle each part of the personalization objective to make sure you have a
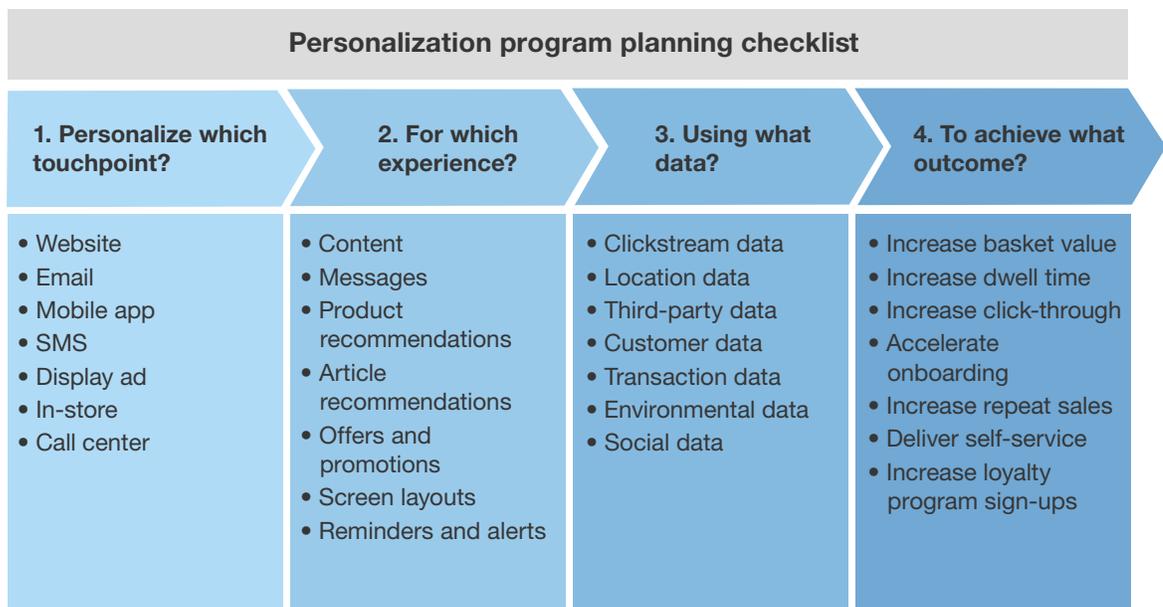complete picture (see Figure 3):

› **First, decide what business outcome you are optimizing.** By defining the metrics of success,
you will build sponsorship and commitment, and you'll have a target to optimize. So start by
identifying what you will gain by personalizing an experience. Larger basket sizes? Faster
onboarding? One online retailer saw its average basket size increase 15% after implementing
Certona's product recommendation engine. But it's not just conversion: Firms also personalize
loyalty offers and customer self-service to increase sales and lower operational costs.

› **Next, identify the experiences you will personalize to achieve that outcome.** The more precise
you can be about what you are personalizing — what content or message in what channel or
device — the easier it will be to focus your efforts. As we saw in our annual digital experience
survey, most firms are personalizing web experiences and promotions, but you may want to
personalize content in an email campaign or SMS notifications, for example, to accelerate an
onboarding process.[10] Identify critical moments by mapping your customer journey, and find the
moments where customers feel the most pain.

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› **Finally, determine what data you have — and need — to personalize the experience.** Many firms are personalizing experiences based on clickstream data. That may be enough to get started with anonymous visitors, but it's probably not enough information to personalize for known customers. Be pragmatic. Start with the data you have, such as clickstream data, and then add profile, contextual, or transaction data as the personalization program bears fruit. As in the *people* step, be sure to stay out of the creepy zone — even if you have the data to personalize more deeply.[11]

FIGURE 3 A Toolkit For Building Consensus On Your Personalization Objectives

Personalization program planning checklist			
1. Personalize which touchpoint?	**2. For which experience?**	**3. Using what data?**	**4. To achieve what outcome?**
• Website • Email • Mobile app • SMS • Display ad • In-store • Call center	• Content • Messages • Product recommendations • Article recommendations • Offers and promotions • Screen layouts • Reminders and alerts	• Clickstream data • Location data • Third-party data • Customer data • Transaction data • Environmental data • Social data	• Increase basket value • Increase dwell time • Increase click-through • Accelerate onboarding • Increase repeat sales • Deliver self-service • Increase loyalty program sign-ups

Examples
- Personalize product recommendations on the website and mobile app using clickstream data to increase basket value.
- Personalize offers and promotions on a mobile app using behavioral data to increase basket value.
- Personalize content on the website using clickstream and location data to increase dwell time (to increase ad inventory).
- Personalize reminders and alerts via SMS using customer and transaction data to drive loyalty program sign-ups.

Step 3: Strategy

Strategy is how you accomplish your objectives — taking your customer understanding and operationalizing your personalization program. This is the step where those pesky questions emerge: how to break down organizational silos, how to govern the program, how to divide roles and responsibilities, and how to define processes. It's also where you identify gaps in your current capabilities. Focus on these four things:

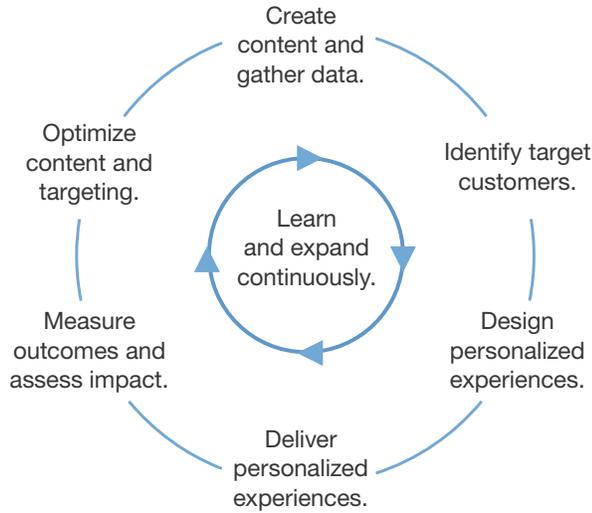FOR EBUSINESS & CHANNEL STRATEGY PROFESSIONALS

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1. **Create or tap into a cross-functional executive steering committee.** The best practice is to charter an executive steering committee drawn from marketing, commerce, technology, and legal. This committee (which may have other digital leadership responsibilities) sets quarterly goals, focuses on privacy concerns, and guides technology investments. The personalization team handles day-to-day decisions. Business Development Bank of Canada, for example, recruited senior leaders from legal, credit, risk, human resources, and information technology for its customer experience steering committee, which also established priorities for customer moments.[12]

2. **Find budget for technology, partners, and headcount.** You should specifically carve out the personalization budget, either as its own line item or as funds specifically allotted from a commerce or marketing budget. Successful firms spend this money on technology and partners as well as to fund new roles for data and analytics. An insurance firm we spoke with, for example, used the personalization budget to help upgrade its web content management system to deliver personalized web experiences.

3. **Build a cross-functional personalization team, and assign responsibilities.** The steering committee sets the path. The personalization team — a cross-disciplinary, matrixed group, typically between six and 10 people — makes it happen. While roles vary, the most common skills come from customer insights, marketing, customer experience, commerce, technology management, and legal. In one financial services firm, marketing owns vision, strategy, and design; technology management owns implementation and platforms; and customer insights owns continuous optimization. A supporting cast includes business executives and legal counsel to stay informed and provide critical input. The key to success is that the team comes together every few weeks for working sessions.

4. **Establish an iterative, continuous improvement process.** Your personalization process is one of continuous optimization and expansion and includes content strategy, experience design, experience delivery, measurement, and optimization (see Figure 4). One personalization leader at a major publisher told us that her group hired a process owner to bring customer insights on personalized experiences directly back to the editorial and content strategy teams to better optimize design and content.

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FIGURE 4 A Personalization Team And Iterative Improvement Process

Create
content and
gather data.

Optimize
content and
targeting.

Identify target
customers.

Learn
and expand
continuously.

Measure
outcomes and
assess impact.

Design
personalized
experiences.

Deliver
personalized
experiences.

Contribution to the personalization team

Commerce	Merchandisers and category owners help design personalized product recommendations and content and validate the personalization models.
Content	The content teams in marketing, product, and commerce develop unique content to target customers.
Customer experience	The customer insights team establishes metrics to track and optimize outcomes and link personalization to business results.
Customer insights	The customer experience team tracks the impact of personalization on the customer journey and keeps the focus on the customer.
Data	Data engineers focus on data quality and pipeline. Data scientists build personalization models.
Design	Designers focus on the interaction with and presentation of personalized content and experiences.
Development	Software developers configure the personalization engine to deliver personalized experiences in marketing, web, commerce, and service.
Marketing	Marketers manage the quality and context of messages, content, and delivery. They also play key roles in developing dynamic profiles and connecting to business goals.
Privacy	The privacy team focuses on the mechanics of trust to avoid stepping over into the creepy zone with targeting and cross-device personalization.

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Step 4: Technology

The last step in your personalization planning is to identify the technology you need. As useful as single-channel personalization solutions — like real-time interaction management, mobile engagement automation, email marketing, and web content management — have been, it's now time to go further and start building a personalization architecture with assets you can use across channels and touchpoints (see Figure 5). The long list of personalization technologies in the architecture fall into six buckets:

1. **Customer data.** To personalize experiences in real time, you need the right data in the right format: everything from clickstreams and profiles to transaction history and the weather. That means you'll need to cultivate or borrow data management expertise from your customer insights and technology management teams. Resort operator Xanterra Parks & Resorts has 93 data sources for customer data that it must integrate to deliver personal experiences across the steps in a holiday campaign. It's only partway down that integration path. Pulling it together helps the company personalize experiences across touchpoints and campaigns.

2. **Content.** Today, your content lives in many repositories — website, email marketing, content marketing, mobile, etc. In a personalization architecture, you will synchronize content across those repositories to deliver consistent experiences. At the same time, you will have to create and manage content "slices" — by paragraph, image, and sentence. These two requirements mean you need new approaches to content management: content hubs or content microservices. Urban Outfitters uses the latter: a headless content management system called Contentful to add images and video to personalize its product pages.

3. **Personalization engine.** We've come a long way from the collaborative filtering that Amazon used so successfully. Personalization today harnesses the power of predictive analytics, machine learning, and artificial intelligence to glean preferences and intent from nuanced behaviors. Sony built a sophisticated personalization engine using machine learning technology from Luminoso during the 2014 FIFA World Cup to create a social network of soccer just for you. In a personalization architecture, you will use the same personalization engine to create consistent experiences across touchpoints.

4. **Delivery.** Historically, firms built most personalization technologies into a single channel: web, email, etc. But it's time now to build a personalization architecture so you can reuse your customer data, personalization engine, and content in different channels and touchpoints — and deliver those experiences in real time.[13] The key is turning these core assets into building blocks that you reuse through delivery APIs and data-capture APIs. The Washington Post samples millions of clicks every night to improve its personalization engine to deliver real-time articles and ads.

5. **Analytics.** You're flying blind without a toolkit to measure impact and assess results. The analytics, metrics, visualization, and insights are your personalization eyes and ears. BuzzFeed journalists see a real-time dashboard of article dwell time and traffic to stimulate their creative juices on what's
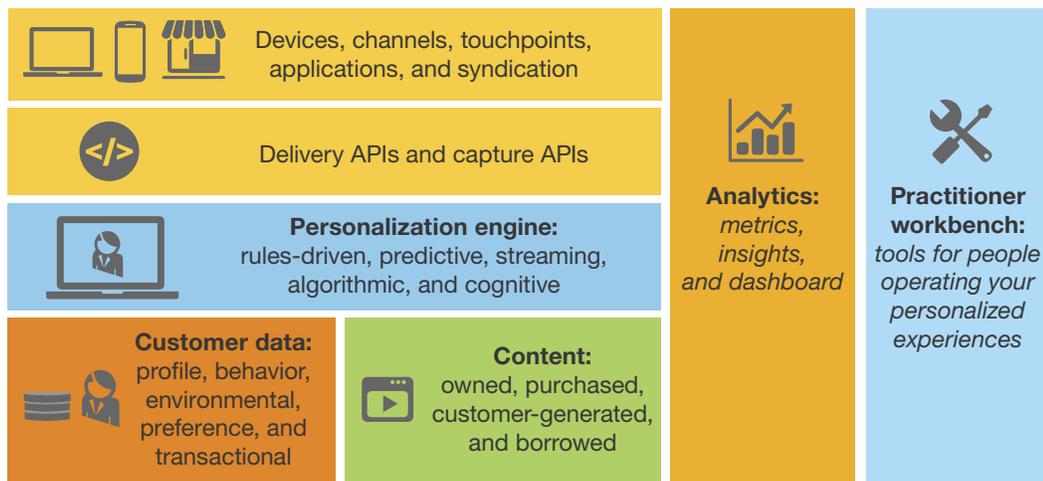
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resonating. In a personalization architecture, you will also roll up metrics and analytics from multiple touchpoints so you can correlate, for example, a personalization activity in an email campaign with basket value or loyalty program signups to optimize larger swaths of the journey.[14]

6. **Practitioner workbench.** All of this technology is useless if the people who manage your personalization program can't harness it. To empower business and marketing practitioners, you must assemble a toolkit so they can create segments, run personalization tests, measure results, and visualize the impact. Every personalization solution comes with its own workbench. But in a personalization architecture, you'll eventually build a bigger command-and-control center to manage personalization across more steps in the customer journey.

FIGURE 5 A Personalization Technology Architecture Is Forming

Devices, channels, touchpoints, applications, and syndication

Delivery APIs and capture APIs

Personalization engine:
rules-driven, predictive, streaming, algorithmic, and cognitive

Customer data:
profile, behavior, environmental, preference, and transactional

Content:
owned, purchased, customer-generated, and borrowed

Analytics:
metrics, insights, and dashboard

Practitioner workbench:
tools for people operating your personalized experiences

Recommendations

Use POST To Prioritize Personalization Quick Wins

The easiest way to prove the business value of personalization is to gain quick wins. eBusiness and channel strategy professionals should use the POST framework to identify a specific customer experience that needs a more personal touch; define the objectives that the firm hopes to accomplish with personalization; establish a strategy to get it launched; and use existing technology investments to deliver and optimize the experience and benefits. As you consider where to start:

› **Prioritize based on business value, customer needs, and resources.** Use three factors to prioritize which of the thousands of customer moments to personalize first: What moment will have the greatest impact on your business outcomes? How much will customers value the personalized

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moment? And do you have the resources you need?[15] The sweet spot will be a customer moment that moves the dial on customer experience and business metrics and requires a minimal number of resources.

› **Start quickly, and rapidly optimize personalized experiences.** Organizations we spoke with found personalization success when they started with a personalization pilot and quickly extended it based on what works.[16] A B2B high-tech firm ditched its previous method of extensively testing to find the "best" personalized experience before launching. It now launches quickly, learns or fails fast, and improves continuously.[17] It was able to quickly show the benefits and now finally has the funding to expand its personalization program.

› **Become a personalization evangelist within your organization.** It's not enough to just have quick wins: You must evangelize those quick wins to move personalization beyond a pilot and spread it throughout your company. A personalization leader at a healthcare firm told us his biggest role was selling personalization investments across the business. The head of digital marketing at a financial services firm told us he has made personalization his personal mission. Other firms use partners: Merkle, for example, has a personalization evangelist who helps stakeholders sell the vision and ROI across the organization.

› **Be prepared to turn off personalization if it affects application performance.** Page loads and email opens must be snappy, or they will leave customers frustrated and annoyed. As you pile on the overhead of tagging, measurement, and personalized content, you may hit a tipping point where consumers simply stay away because of poor performance. As a rule of thumb, your personalized experiences should cost only a few hundred milliseconds of performance hit. Look to dynamic caching from vendors like Akamai Technologies and Instart Logic to ease some of the pain.

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Supplemental Material

Survey Methodology

Forrester conducted its Q1 2016 Digital Experience Delivery Online Survey among 115 digital
experience professionals. Forrester fielded this survey in Q1 2016 to end users who are involved in
digital experience technology decisions at their organizations. The sample consisted of organizations
across industries and included third parties for relevant questions, as third parties become deeply
entrenched partners for many digital experience initiatives.

Please note that there may be some sample bias. While Forrester fielded the survey to a global
audience, the majority of respondents came from North America; they also came from an uneven
distribution of industries and from companies of various sizes. This survey was not fielded to a
random sample. The majority of the respondents came from readers of Forrester reports, which may
have biased this sample. This survey is not guaranteed to be representative of the population. Unless
otherwise noted, statistical data is intended to be used for descriptive and not inferential purposes.

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Forrester's Consumer Technographics North American Online Benchmark Survey (Part 1), 2016, was fielded in February and March 2016. This online survey included 60,049 respondents in the US and 6,284 respondents in Canada between the ages of 18 and 88. For results based on a randomly chosen sample of this size, there is 95% confidence that the results have a statistical precision of plus or minus 0.4% of what they would be if the entire population of US online adults (defined as those online weekly or more often) had been surveyed and plus or minus 1.2% of what they would be if the entire population of Canadian online adults had been surveyed.

Forrester weighted the data by age, gender, income, region, and broadband adoption to demographically represent the US and Canadian online adult populations. The survey sample size, when weighted, was 60,049 in the US and 6,276 in Canada. (Note: Weighted sample sizes can be different from the actual number of respondents to account for individuals generally underrepresented in online panels.) Lightspeed GMI fielded this survey on behalf of Forrester. Survey respondent incentives included points redeemable for gift certificates.

Forrester's Consumer Technographics North American Online Benchmark Survey (Part 2), 2016, was fielded in March and April 2016. This online survey included 30,000 respondents in the US and 3,150 respondents in Canada between the ages of 18 and 88. For results based on a randomly chosen sample of this size, there is 95% confidence that the results have a statistical precision of plus or minus 0.6% of what they would be if the entire population of US online adults (defined as those online weekly or more often) had been surveyed and plus or minus 1.8% of what they would be if the entire population of Canadian online adults had been surveyed.

Forrester weighted the data by age, gender, income, region, and broadband adoption to demographically represent the US and Canadian online adult populations. The survey sample size, when weighted, was 29,899 in the US and 3,131 in Canada. (Note: Weighted sample sizes can be different from the actual number of respondents to account for individuals generally underrepresented in online panels.) Lightspeed GMI fielded this survey on behalf of Forrester. Survey respondent incentives include points redeemable for gift certificates.

Endnotes

[1] For more information on contextually relevant customer experiences, see the "Putting Real-Time Interaction Management Into Context" Forrester report.

[2] Source: "Is Advanced Analytics the Answer to Boosting Predictive 1-to-1 Marketing?" Vitria blog, August 24, 2015 (http://www.vitria.com/blog/predictive-marketing-using-advanced-analytics).

[3] Source: Kashmir Hill, "How Target Figured Out A Teen Girl Was Pregnant Before Her Father Did," Forbes, February 16, 2012 (http://www.forbes.com/sites/kashmirhill/2012/02/16/how-target-figured-out-a-teen-girl-was-pregnant-before-her-father-did/#4f1adfd634c6).

[4] For more on how to assemble a contextual marketing engine to drive customer engagement, see the "The Power Of Customer Context" Forrester report.

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5   For more on how individualized experiences raise the bar on experience quality, see the "Personalization And The Rise Of Individualized Experiences" Forrester report.

6   For more on how to assess customer lifetime value, see the "Optimize Customer Interactions With Customer Lifetime Value Analysis" Forrester report.

7   For more information on how marketing technologies drive customer-obsessed marketing, see the "Combine Systems Of Insight And Engagement For Contextual Marketing" Forrester report.

8   For more on how to navigate the brand experience landscape, see the "Measure Brand Resonance With The TRUE Brand Compass" Forrester report.

9   For more on how to avoid providing creepy customer experience, see the "Brief: Be Cool, Not Creepy" Forrester report.

10 For more on the findings from our Q1 2016 Digital Experience Delivery Online Survey, see the "Digital Experience Technology And Delivery Priorities, 2016" Forrester report.

11 For more on how to earn and keep customer trust, see the "The Mechanics Of Trust" Forrester report.

12 For more on how to effectively build a customer experience steering committee, see the "Five Secrets Of Effective Customer Experience Steering Committees" Forrester report.

13 For more information on the top real-time interaction management vendors, see the "The Forrester Wave™: Real-Time Interaction Management, Q3 2015" Forrester report.

14 For more information on how to leverage current analytics approaches and technologies to uncover multi-touchpoint behavior, see the "Drive Customer Obsession With Journey Analytics" Forrester report.

15 For more on how to deepen customer understanding through customer journey mapping, see the "Mapping The Customer Journey" Forrester report.

16 For more on how online testing approaches are core to a continuous optimization strategy for delivering the best customer experiences possible, see the "Optimize Customer Experiences With Online Testing And Continuous Optimization" Forrester report.

17 For more on why companies must personalize digital experiences with systems of insight, see the "Digital Insights Will Power Great Digital Experiences" Forrester report.

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