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HOW MARKETING TECHNOLOGY  
CAN TRANSFORM YOUR  
**CUSTOMER  
EXPERIENCE**

The adoption and ongoing optimization of modern marketing technology (often referred to as martech) has never been more important in empowering brands and organizations to respond to market challenges, capitalize on emerging trends, and quickly adapt to changing customer behaviors. It's been touted as an enabler of the four core marketing pillars of brand management, marketing organization, customer activation, and content marketing.

With a marketing strategy translated into clearly defined business objectives, martech can be the core enabler of an organization's customer experience (CX). It should be considered a key element of the broader CX domain, which is underpinned by a zero- and first-party data strategy. In addition to helping companies attract new customers, it can even make existing ones more loyal. But there's a catch. To make it work, marketing must be connected – not a siloed function with weak ties to other teams or departments.

## The power of a technology ecosystem in marketing – gaining a strategic advantage

The newest marketing tools are designed to work across multiple CX domains (e.g., analyzing online behavior can help customer service teams proactively engage with churn-prone customers, while service agents can offer brand-curious shoppers more personalized, relevant offers).

Surprisingly, many companies are yet to adopt this latest form of marketing technology to help them do this. In fact, only 27% use technology to make the customer journey more relevant based on previous customer behavior or intent.<sup>[1]</sup> This is unfortunate considering that marketing has evolved considerably over the years, from primarily brand promotion to addressing topics such as customer centricity, loyalty,

and customer lifetime value. Taking that step requires a connected marketing ecosystem – an approach that involves various channels, technologies, and data sources working as one to create consistent and personalized experiences for customers.

In a recent [Capgemini point of view](#), this ecosystem is described as encompassing “internal teams (e.g., brand management, sales and marketing, IT).” It further states, “... we envision brand, martech, and a company's organization forming the bedrock of this ecosystem – all tied together by data.”



It's an inescapable reality that the latest martech wave and its application within a brand will likely challenge the current operating model. This should be embraced, as it helps tear down traditional organizational structures and replace them with models that help brands grow while meeting the needs of their customers more efficiently and effectively.

### Connection is key, integration is crucial

To create a more holistic and accurate marketing platform, we typically have to integrate a number of applications and “re-compose” or orchestrate them (along with the services they provide and their data).

Integrating applications within marketing and other CX domains clearly has advantages. There's better profiling and analytics, and companies can go from being reactive to proactive by equipping their employees to better serve customers (both online and offline). However, many companies face an uphill battle in achieving this level of integration. Often, there's no clear view of the first-party data being generated, and it's not centrally available from different applications. Additionally, not all data is connected to form a comprehensive overview of each customer, and there may be delays in accessing this data in real-time.

This complexity presents a problem for the CMO. With no single source of real-time accessible data, the ability to make insights-led strategic marketing decisions, such as cross-selling and contextual personalization, is a challenge. To fix this marketing disconnect, the martech stack needs to be seen as the core that drives customer relevancy. Far from being new, the “know your customer” adage is still very much relevant and required for campaigns and engagement to be effectively targeted – and customer journeys activated with personalized, contextual content.

While different tools will be needed to capture, analyze, and activate data across the internal marketing ecosystem, they should be viewed as part of a single holistic system from the outset, each with their own features and functionalities. Their integration must be built into the design of that system; otherwise, people will continue to work in silos. If that happens, how will the content management team tap into activation insights to decide what content to send to customers? And how will the branding team track consumer and media behavior to learn what customers love about the brand?

The image below shows the need to embed data in a single, holistic martech stack that feeds all marketing pillars.



With a connected, integrated system, marketing teams can log into a central resource to check, analyze, enhance, and use the available data. At the same time, with just one place to go, it becomes possible to simplify segmentation, activation, and distribution of content driven by the data insights acquired about customers.

While connected martech can act as the central decision-making hub to improve customer relevancy and personalization, it doesn't immediately make an organization data driven or customer centric. Why is that? In a recent study by the Capgemini Research Institute, we found that only 11% of marketers qualify as data-driven marketers.<sup>[2]</sup> Having a connected ecosystem is of little use if the people working with it aren't equipped to fully leverage its potential. This is exactly why every big marketing technology transformation done by Capgemini includes upskilling and enabling marketers. With tools such as digital maturity assessments, skills gap analyses, target operating models, and communication and training plans, we can assist marketers in acquiring the necessary skills and knowledge to effectively work with the system and adapt to the right mindset.

So, integration within the marketing domain and the wider CX domain is important but so is the connection between marketers. One does not go without the other, and maximized ROI is only achieved when both are in sync.

### Supercharge marketing efforts

Marketers should be enabled by technology; it should free them of repetitive tasks and give them more time to focus on what's important to them.

Within marketing, each team member has a tool, or a set of tools, to work with, depending on their tasks and goals. Modern martech provides an extensive toolbox with plenty of possibilities. To demonstrate these possibilities and give marketers a taste of what they can do with new applications, Capgemini has developed a working example of a martech vision called the Connected Marketing Engine (CME).

It brings together various tools with unique features and functionalities to make life easier for everyone. Within the CME, we showcase the latest innovations and possibilities to inspire CMOs and marketers on topics such as:

- online and offline integration;
- capturing and using customer emotions and intent;
- zero-party data, transparency, and building trust;
- real-time hyper personalization;
- journey activation through the latest touchpoints, such as WhatsApp and smart watches; and
- empowering employees with the right customer and offer data.

The CME can demonstrate the benefits of breaking down martech silos, including an improved ability to better deal with market challenges, exploit market trends, and adjust to changing customer behavior. The modular platform can connect to any existing ecosystem and integrate with things like e-commerce, CRM (customer relationship management), in-store screens, and mobile apps. All data is collected in a CDP (customer data platform), fed by a CRM, and influenced by online and offline behavior, which acts as the foundation on which everything else is built.

Our engine enables the CMO to ensure that the marketing function can execute efficiently and effectively, leveraging the most suitable marketing tools for the task at hand. With technology as an enabler, rather than a blocker, the CMO will lead a more responsive, interdisciplinary, and empowered marketing organization. The use cases we've set up capture customers' emotions, send personalized messages and offers to their preferred channels, personalize the journey based on in-store activities, and provide employees with the necessary data to better serve customers.



## How to select the best tools

What technology tools do companies need? This depends on the strategy, objectives, KPIs, number of customer engagements, the type of first-party data collected, and use cases. Performing due diligence when selecting the tooling is important, which requires a joint effort between business and IT at the C level. The decision that is ultimately made could potentially impact multiple departments and teams within the CX domain, as well as other areas of the organization. It's best to begin at the highest level, the business strategy, then break it down into smaller pieces until there are clear journeys and use cases worth exploring. After that comes the gap analysis on current technologies in place.

When creating a shortlist of potential vendors, it's important to consider not only the functionalities of the tool but also its usability for marketers. If a tool offers advanced segments but requires coding skills to set up, it may force marketers to take on tasks they aren't comfortable with or cause delays if IT is needed to set up the use cases.

Organizations sometimes wrestle with the question of whether it's better to build or buy a CDP. Some have already started building functionalities of a CDP based on a cloud technology that can be ingested with all customer-related information. After analyzing several of these platforms, we observed that self-built CDPs are frequently only used for analytical purposes, such as building dashboards to measure campaign effectiveness or creating segments for potential up-selling and cross-selling opportunities. These systems often lack speed and activation capabilities, such as real-time triggers or segments that initiate a journey and send personalized content to various touchpoints. These functionalities form the foundation of always-on layers and are highly efficient in reducing the time required for marketers so they can get back to more important tasks.

Ultimately, the most suitable technology and the optimal way to acquire it depend on the specific use cases and business objectives.

## The impact and responsibility of implementing martech

Martech implementations are often done in a use-case-based manner, wherein a minimum viable product (MVP) is determined by identifying a set of use cases upfront. From there, these use cases are translated into technical requirements, such as the necessary data, data sources, and activation methods. This process is combined with architectural principles and an analysis of current customer data sources and their integration possibilities to create a solution architecture that serves as the starting point for implementation.

Implementing the MVP, including the first use cases, can take a relatively long time due to the need to integrate the correct data from different data sources. And building these integrations always takes more time than envisioned. However, after the MVP is in place, we can take a reversed approach: look at the data available in the system and set up the use cases that can be enabled by that data. This often takes only a few days to do.

Obtaining buy-in from both the CMO and CTO offices is crucial for successful implementation of martech, particularly when implementing a CDP. This is because changes to the technology impacts both business and IT within the wider CX domain. Implementation, which is often complex and requires the involvement of an external party, should be closely monitored by the company's marketers and IT team. In the beginning, this involvement should include shadowing, training, and observing. As the implementation progresses, there should be a shift from the "passenger seat" to the "driver seat," which will enable the organization to maximize adaptation and ultimately achieve an ROI.

Today's real-time marketing activity, with relevancy and personalized content, can only be enabled by the right

technology stack and collaborative ways of working. To enhance market agility, customer experience, and loyalty, it's important to assess the current martech stack and the different silos operating across marketing. With the latest martech, technology can be an enabler again, helping all customer domains within an organization by providing them with the right information and making it possible to switch from reactive to proactive behavior.

It's not as difficult as brands might think, though. With the right data-driven skills, marketers can foster a customer-centric mindset that puts personalized customer experiences and business growth into the forefront of their organization's marketing strategy.

## Contact the authors

Get in touch to take this conversation forward and find out how Capgemini's Connected Marketing Engine is an enabler of marketing success.



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<sup>[1]</sup> Capgemini Research Institute: A new playbook for Chief Marketing Officers

<sup>[2]</sup> Adobe 2023 Digital Trends Report



## About Capgemini

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of 360,000 team members in more than 50 countries. With its strong 55-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2022 global revenues of €22 billion.

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