

A man and a woman are standing in a warehouse, looking at a tablet together. The woman is wearing glasses and a light blue button-down shirt, and the man is wearing a dark blue t-shirt. They are both smiling and appear to be engaged in a collaborative task. The background shows stacks of cardboard boxes and wooden pallets, typical of a warehouse environment. A dark blue diagonal overlay covers the right side of the image, and a thin yellow line runs along the edge of this overlay.

2022 Digital Marketing State of Technology Survey

Retail

LeapPoint  ×  Adobe



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State of Technology in Retail

The best customer experiences are the intentional result of strategic business processes, aligned operations, empowered team members, clear company values and the digital marketing technology that brings it all together.

For retailers, the pandemic put each of these functional imperatives to the test. Today, organizations are redefining their business operations in a world of new employee and customer considerations while still navigating sourcing, production, fulfillment, and distribution disruptions; it is complex and challenging work.

The good news is there is a hunger for innovation and a proven formula for retailers serious about improving the customer experience. The more organizations understand about what it takes to deliver on digital transformation, the faster they will get there.

Here are the ways in which leading brands are bringing people, processes, and technology together to deliver customer loyalty, employee engagement and personalized experiences that drive business forward.



RETAIL

Customer Experience Strategy and Ownership

The (multi) billion-dollar question for retailers is: "Who owns the customer experience?"

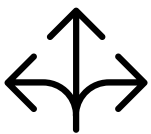
Typically, there are multiple silos and divisions within retailers responsible for the customer experience. This fragmented approach often results in conflicting goals, misaligned technology investments and disconnected systems that cost companies more to manage over time.

When companies shift to a single customer experience owner, or a designated team responsible for the customer experience across different parts of the business, magic happens.

Whether it falls under a Chief Experience Officer or Customer Experience Team, creating the right organizational structure and clear accountability for customer experiences is mission critical, especially for retailers planning to increase their investment in customer personalization and digital transformation technology.

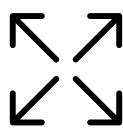
Nearly half of organizations **do not** have a clear integrated technology strategy across the business with many organizations still allowing different parts of the business to make potentially misaligned investment. Combine this with growing technology budgets and the potential for proliferating disconnected systems is high.

Formal Strategy for Tech Investment



51%

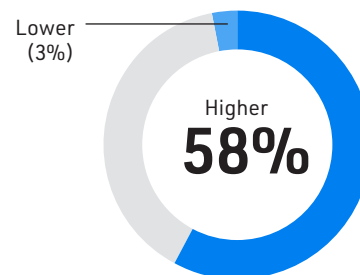
clear integrated strategy across different parts of the business



44%

different parts of the business invest according to their own strategies

2022 Tech Budget vs. Pre-COVID



Confidence in increased tech budgets & adoption is buoyed by strong optimism for overall growth in the next 12 months (97%)



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A Connected 360-Degree View of the Customer

Regardless of how or where consumers shop, they expect a consistent experience that delivers on a brand promise. There are many nuances across retail sectors, and knowing your customers is critical to stay ahead.

Some shoppers always want the best value, while for others, service reigns supreme. Some brands are known for their large, in-stock inventory and quick delivery while others are sought for the thrill of the hunt and what newly sourced treasures you might find. And despite the rapid growth of ecommerce during the pandemic, the sensorial element of shopping still draws customers to physical locations to browse the aisles, select their preferred cut of meat, or sit on a couch before they buy.

Understanding customer preferences, what they expect from your brand and how you are delivering (or not), requires aligning technology systems across all customer touchpoints to get one view of customer behavior across physical and digital experiences.

Unfortunately, most retail systems today are a complex mix of new and mature technology solutions that are not connected. When customer information is stored in separate data silos for Retail Stores, Ecommerce and Mobile, improving the customer journey and achieving real-time personalization at scale is incredibly difficult, if not impossible.

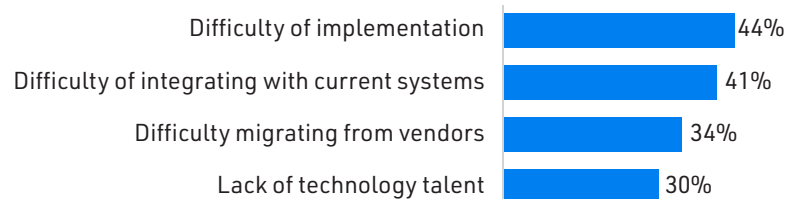


While all are considered at least somewhat challenging, marketing departments are particularly concerned with a lack of integration across their technology landscape.

Difficulty in Addressing Top Marketing Issues

- 1 Lack of integration across multiple point solutions
- 2 Overlaying customer preferences for communication on top of first party data to build trust
- 3 Adapating to a cookie-less ecosystem with the expectation that cookies are to be eliminated by 2023

Barriers to Greater Tech Investment





A strong correlation exists between improving customer journeys/personalization and the need for operations-focused digital transformation to achieve that outcome

Biggest non-sales / Marketing growth opportunities



Understanding customer preferences, what they expect from your brand and how you are delivering (or not), requires aligning technology systems across all customer touchpoints to get one view of customer behavior across physical and digital experiences.





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Digital Marketing Expertise and Technology Innovation

The digital marketing maturity scale for retail is vast and a disconnect still exists between the business priority of powerful experiences and the necessary investment in the people, processes, and digital marketing technology to make it happen.

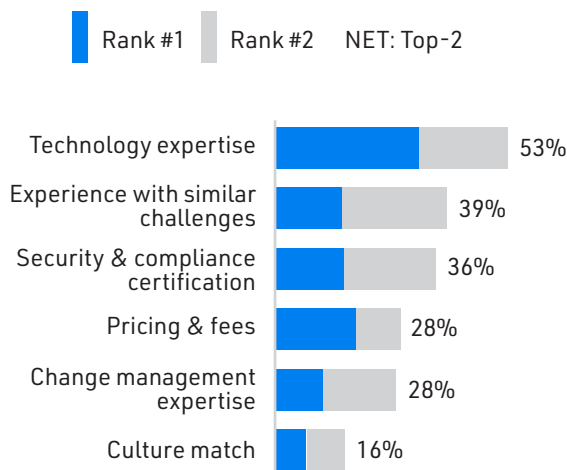
This was acutely felt by the grocery sector during the pandemic. Prior to Covid, grocery was extremely reliant upon physical stores, weekly print fliers and all the traditional analog activities that drove 95% of their business. When the pandemic hit, they needed to quickly invest in digital marketing technology to support new online offerings to complement their in-store brand experience.

Given the complexity and breadth of today's tech environments, most leading brands are no longer building, managing, and updating systems themselves. Instead, they turn to technology partners to provide digital marketing technology systems, integration and support while also benefiting from the shared resources of thousands of clients to help drive innovation and scale.

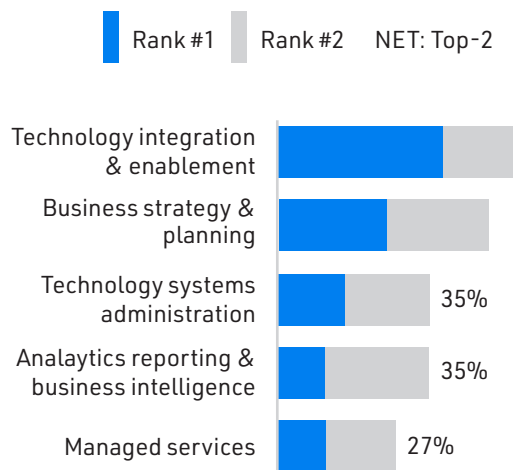
Tech providers and partners also have access to the best talent with deep retail experience that retailers struggle to hire on their own to drive faster digital transformation.

Retailers need thoughtful integration that supports the strategy and defined outcomes

Most Important Evaluation Factors



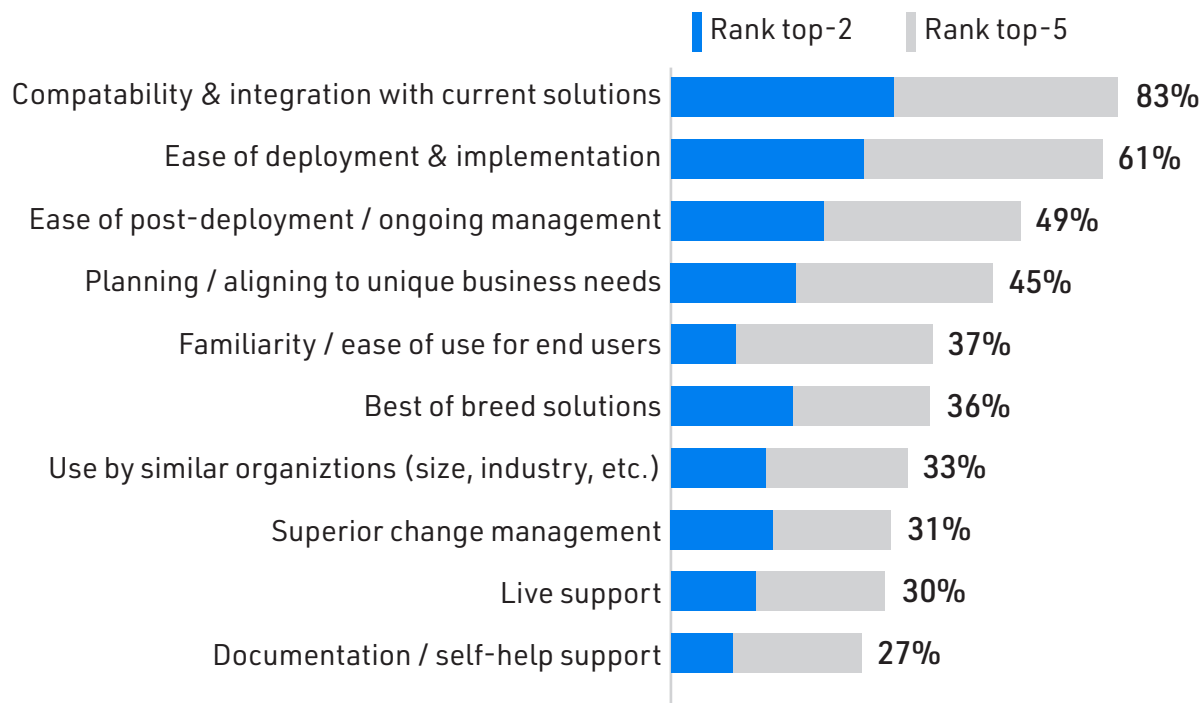
Most Positive Impact for Tech Partners





The top three tech provider evaluation metrics speak to the expectation that solutions play nice together across platforms and do not put undue stress on the organization to implement and maintain:

Most Important Tech Provider Evaluation Metrics





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Workforce Management and the Employee Experience

The employee spectrum represents a big ocean in retail – from corporate employees to store associates to the call center – and their needs are radically different. There is no one size fits all approach to the improving the employee experience.

Following the Great Resignation, onboarding, productivity, and retention are top of mind while hybrid work creates an additional challenge for brands that invested heavily in campus headquarters and must now pivot to an integrated hybrid work environment to attract and retain the talent they need today. These realities, and others, demand a closer look at workforce management and collaboration tools to onboard employees

faster, improve efficiencies, streamline communication, and eliminate redundant work.

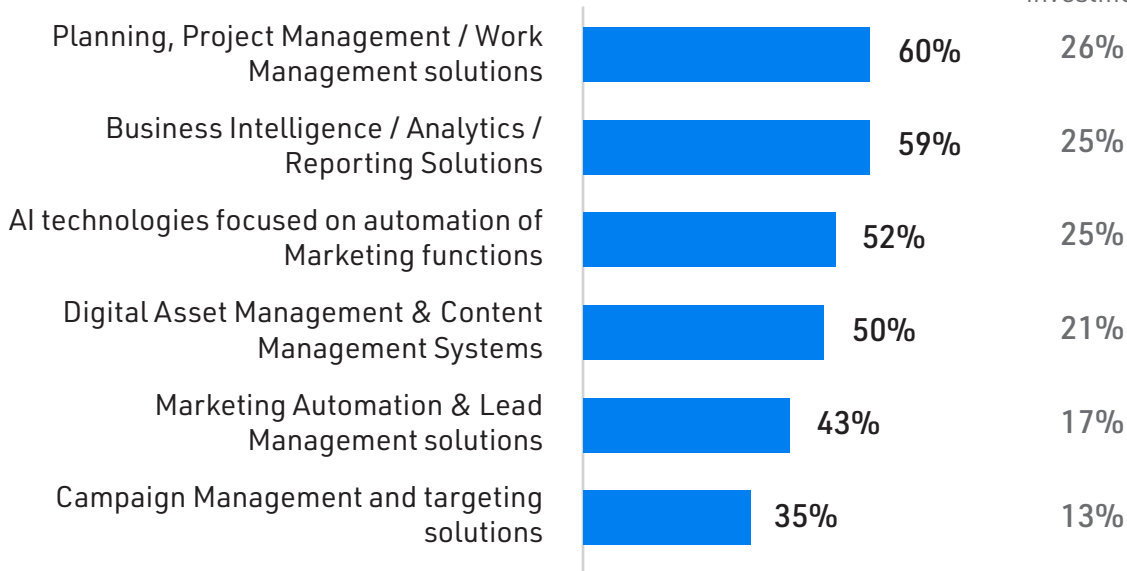
Implementing an operational workforce management system of record provides a comprehensive, one-shop to manage workflows among remote teams, prioritize work and balance resources. Even solving something as simple as eliminating redundant tasks (the average employee cuts and pastes information 134 times a day between 44 different applications just to do their job), can improve employee satisfaction, retain talent and boost overall productivity.

Work Management is the biggest technology-driven priority just ahead of BI and Analytics. Almost universally across categories, 75%+ have yet to make a significant investment

Software critical to future success

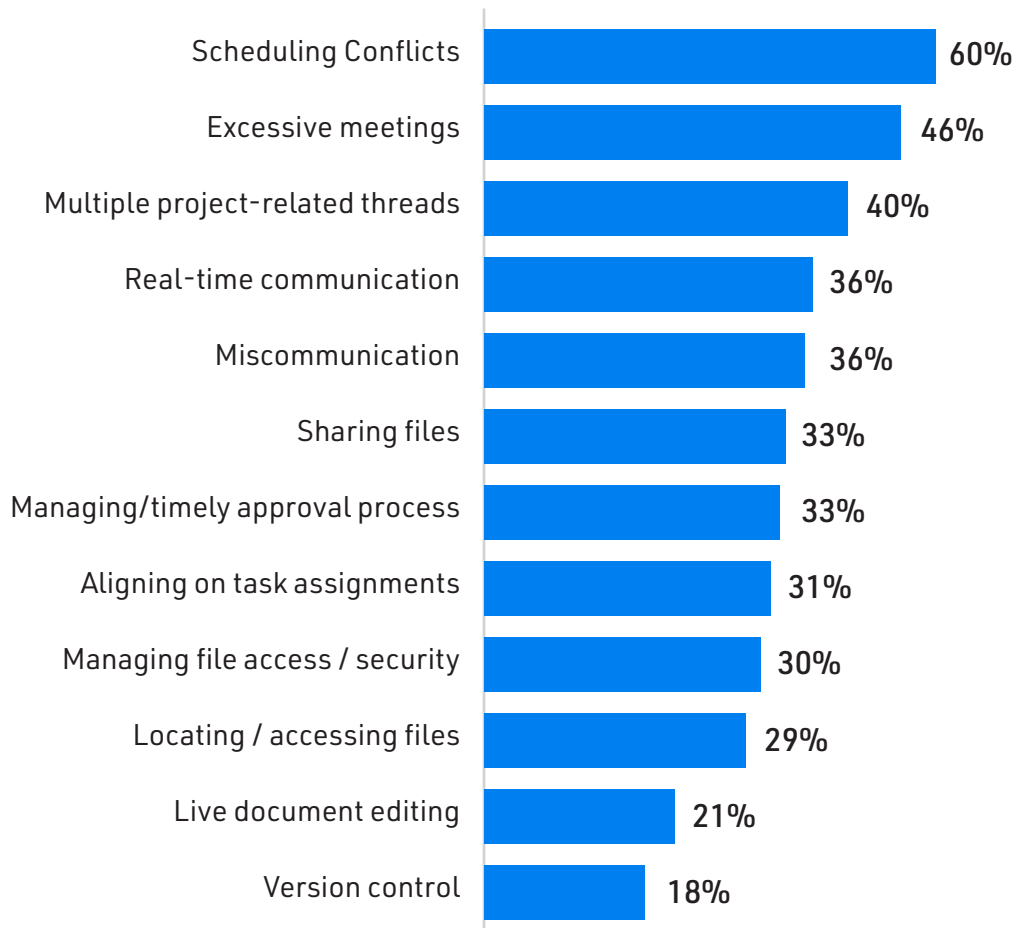
Next 3 years

Made significant investment





Challenges of Collaboration



A leading multi-national retailer's five requirements for technology that improves customer experiences and enables personalization at scale:

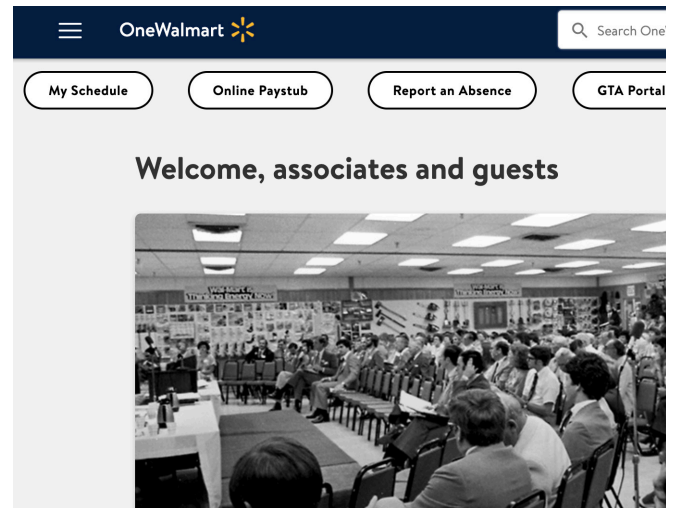
- 1 It has to be enterprise-scale to store all of its data and enable consistent processes across brands.
- 2 It must not require custom development.
- 3 It has to be an industry-standard so they could adapt and adjust over time.
- 4 It has to enable integration via an API because they knew they wanted to connect other systems and eventually incorporate AI.
- 5 It has to enable analytics and insights for personalization at scale.



Retail Employee Experience Technology Spotlight: OneWalmart

With more than 1 million unique visitors every month, OneWalmart provides a personalized user experience for employees based on the nature of their role from store associates to data scientists, mechanics, and marketers. A one-stop destination for work schedules and benefits, employee stories and resources, OneWalmart provides a sense of stability to help ensure that in times good and bad, employees always feel informed and engaged.

Features include an AI-driven chat bot, robust search functionalities iterated over time, curating company-wide content and analytics to keep a pulse on what is working and what is not.





Industry Expert Closing Thoughts



"Consumers know what great experiences feel like across industries and expect them across every brand interaction. Being able to deliver an integrated customer experience is table stakes for retailers. It is critical that technology providers quantify what retailers stand to gain from their investment, how to get there and why the juice is worth the squeeze."

Michael Klein,
Head of Industry Strategy –
Retail, Travel & CPG for Adobe Systems



"Difficulty of implementation is one of the leading barriers to technology investment, especially for digital transformation. By connecting business strategy with people, process and technology, retailers can bring clarity to today's complex and chaotic marketing environments and deliver the powerful and personalized experiences customers and employees expect and deserve."

Jen Krempa,
Global Head of Delivery, LeapPoint

FOSSIL

Walmart 
Save money. Live better.





About Adobe

Adobe Workfront is enterprise work management software that connects work to strategy and drives better collaboration to deliver measurable business outcomes. It integrates people, data, processes, and technology across an organization, so you can manage the entire lifecycle of projects from start to finish. By optimizing and centralizing digital projects, cross-functional teams can connect, collaborate, and execute from anywhere to help them do their best work.

To discover more about the tools you need to succeed at every step of the customer journey, visit www.adobe.com.



About LeapPoint

LeapPoint Consulting is changing the way companies connect work, technology, and talent to solve big business challenges and drive successful outcomes. Established by Big 4 alumni who sought more flexibility and agility in meeting clients' most critical business needs, LeapPoint is committed to making life and experiences fundamentally better for employees, customers and those they serve.

As the go-to Adobe and Adobe Workfront partner in financial services, healthcare, travel & hospitality, retail, and more, LeapPoint's break-through Connected Work[®] services are the essential framework for driving experiences that deliver business outcomes that matter.

To learn more about LeapPoint and our promise of Connected Work[®] for powerful experiences, visit www.leappoint.com or email info@leappoint.com.

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