



Driven by Experience

Pain Points in Today's Automotive
Customer Journey



Deloitte.
Digital

Executive Summary

Study set up

- Qualitative study making use of in-depth interviews with recent car buyers
- Interview participants representing all car segments across core markets in Germany, UK and France
- Analysis of existence and severity of customer pain points along all stages of the customer journey

Results

- Across the majority of stages, two major pain points emerge: lack of personalization and lack of appreciation
- The analysis further shows the existence of break points between different stages of the customer journey

Insights and recommendations

- *From pains to gains:* existing customer pain points can not only be alleviated but have the potential to be turned into positive differentiators and competitive advantages
- *Know and share thy customer:* mitigations to current pain points lie in getting to know and understanding customers. Both appreciation and personalization can only be achieved once OEMs and dealers have a holistic view and share ownership of their customer
- *Old human pains, new digital painkillers:* Digital provides new solutions to solve current pains. Platforms can connect OEMs, dealers and customers across all channels and devices. Eventually, this results in one unified customer profile, which unites all sources of information and enables OEMs and dealers alike to jointly create the most desirable customer experience

Welcome to the 'Experience Economy'

The automotive industry – historically engineering-driven – is becoming part of today's experience economy and is thus undergoing a paradigm shift. OEMs are painfully realizing that even outstanding, high-quality, and innovative products are losing their power: while in the past, features and benefits have been most important in creating positive customer perceptions and a consistent competitive advantage, today, experiences are the key. As such, customer experiences serve not only as the main differentiator between brands but at the same time represent their new competitive battlefield.

Experiences occur when consumers search for or buy a product or service and also during the consumption of the product or the service interaction itself. These differ in strength and valence, meaning that there is a high variation across their level of intensity as well as their level of quality (positive vs. negative). Experiences can have a short to long-lasting impact on the customer which is strongly dependent on the two levels mentioned. Over time, the most shaping experiences are remembered by customers and affect future decision-making, as seen e.g.,

through consumer satisfaction, brand loyalty, or word-of-mouth recommendations.

Decoding the new consumer

The rising importance of the customer experience goes hand-in-hand with changing consumer behaviors in the digital era. The emergence of technology, especially mobile and smart devices, the rise of e-commerce being adopted by the general public, and prevalent social media communication is fundamentally transforming when, where, how, and why people interact with, search for, buy, and use products and services. This also holds true in the automotive industry. Trends towards shorter periods of ownership or car-sharing models are just two examples of new consumer demands. Younger target groups in particular have expectations that differ greatly from those of current car buyers. These expectations concern the associated experiences just as much as the products themselves. New behaviors, attitudes, and expectations force OEMs – together with entire ecosystems – to rethink the customer's current journey, while traditional touchpoints lose relevance and new ones constantly emerge, creating an ever-growing number of new types of customer touchpoints.



From pains to gains

The complexity and relevance of today's customer experiences demand a clear understanding of all relevant touchpoints and all possible journeys. Only then are OEMs provided with the necessary insights to take action and systematically manage their customers' expectations in order to develop successful marketing and sales strategies and also sustainable relationships with their customers.

This study aims to provide an overview of the automotive customer journey while specifically exploring existing pain points that arise when customers engage with automotive products and services. Once an understanding of the origin, extent, and manifestation of existing pains has been developed, current weaknesses can be transformed into opportunities for major improvements. In this sense, finding and resolving these pain points is less about mitigating damage and more about innovation and the possible gain from solving challenges in the form of a consistent, continuous customer experience.



Study background & methodology

The study was carried out as a joint project by Deloitte Digital and Adobe. It follows a qualitative and exploratory approach whereby semi-structured in-depth interviews were chosen to identify the predominant pain points of current car buyers during their individual customer journey.

A total of 18 participants were interviewed in October and November 2015. Participants were screened to be distributed evenly across the three major European automobile markets: Germany, the United Kingdom, and France. Furthermore, all interviewees had bought a car within twelve months prior to their interview and played a leading part making the decision about the purchase. As the study was not intended to focus on a particular brand or classification of car, models and brands were evenly distributed across all participants.

The analysis adopted the following two-step approach: as a first step, common stages of the participants' automotive customer journey were identified. Even though the various participants experienced highly individual journeys, five journey stages quickly emerged from the analysis. Relevant customer needs and touchpoints, i.e., the physical or digital interaction of a customer experience were collected for each of the five stages. In a second step, the analysis considered the relevance and extent to which those customer needs that arose at every stage of the journey were met. This resulted in the identification of pain points, i.e., highly relevant yet unfulfilled customer needs, which lead to negative customer experiences in today's automotive industry.



Structure of the study

01

Definition of customer journey stages and touch points

02

Identification of major pain points within each phase of the customer journey

03

Presentation of painkillers with a focus on digital solutions



Results

Five-step customer journey

In the automobile industry, experiences vary between customers and car price classes; however, interview analysis resulted in the emergence of a five-step customer decision journey. The five phases are: information gathering, personal enquiry or contact, purchase of the vehicle, car handover, and after sales service interactions. The individual customer decision journey strongly depends on the affinity for cars and for digital media, which also affects the duration of and customer involvement in each phase.



Information



- Lack of guidance and expertise
- Lack of personalization



- Online
- Word of mouth
- Magazines
- Advertising
- Automobile shows

#1

Purchase



- Lack of guidance and control
- Lack of personalization



- Negotiation
- Contract signing
- Financing
- Transaction
- Insurance

#3

Contact



- Lack of personalization
- Lack of appreciation



- Retailer visit
- Test drive
- Website

#2

#4

Handover



- Lack of knowledge and control
- Lack of enjoyment



- Waiting period
- Status information
- Handover of car

#5

After Sales



- Lack of appreciation
- Lack of personalization



- Maintenance
- Repair service
- Spare parts
- Newsletters
- Mailings
- Events



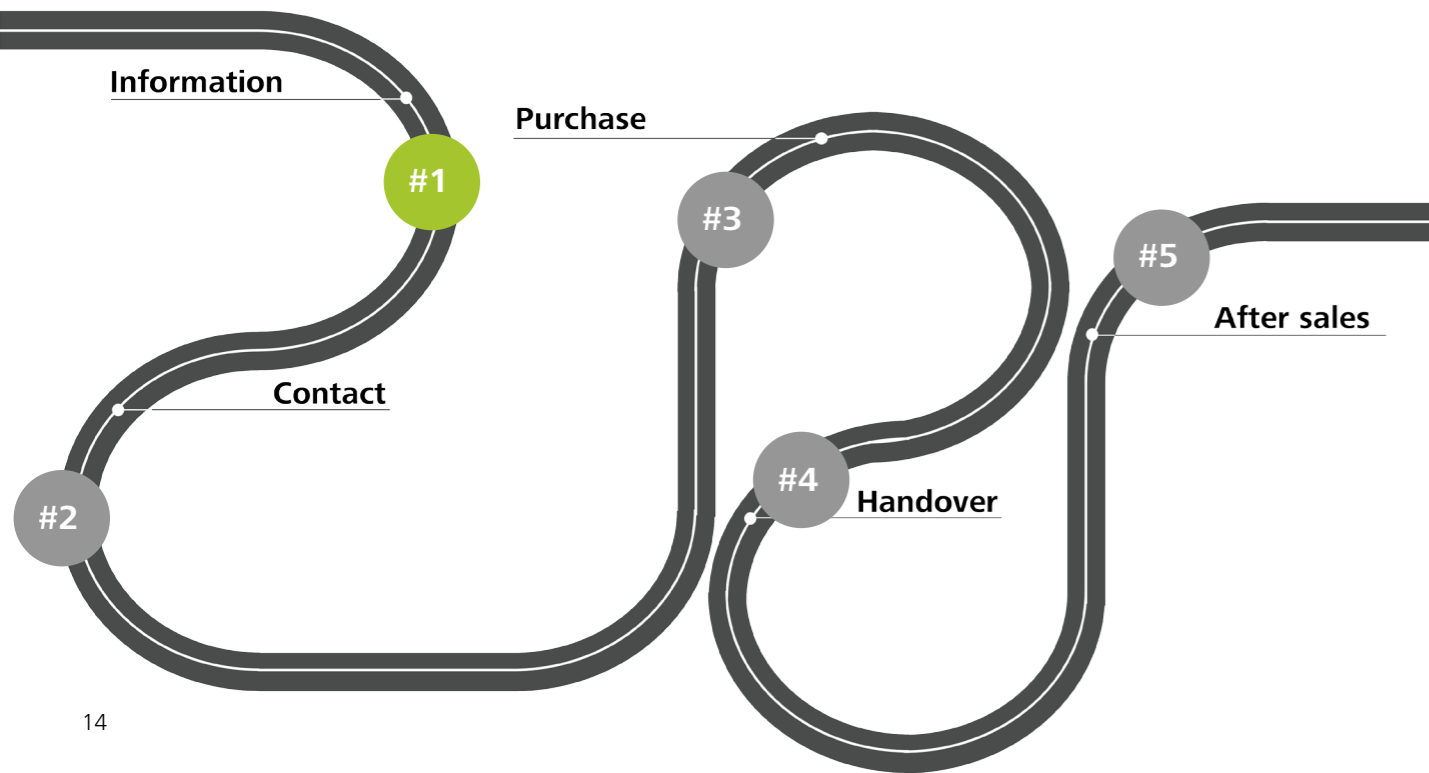
Pain points



Touch points

#1 Phase 1: Information

In the Information phase, consumers want to acquire knowledge about potential brands, models, body types, or equipment. They endeavor to gain an adequate market overview to narrow down the list of the options they have and to be prepared for subsequent discussions or negotiations at the dealership. Today, the main sources of information are online media; however, some customers prefer to obtain key information directly from their dealer.



“It was a long process...In the beginning I wasn't sure what I really wanted and then there was so much information on the internet and in magazines. I felt like losing the overview.”
(Germany, female)



Pain Points

- ### Lack of Guidance and Expertise

 - The quantity and quality of information on automotive products does not present an issue in today's increasingly digitalized world in which information is available everywhere. Less-experienced buyers easily feel overwhelmed by limitless and unstructured information and technical terms that are only used when (re)purchasing. As a consequence, customers feel an unfulfilled need for appropriate guidance.
- ### Lack of Personalization

 - It is not possible to configure models according to personal habits, needs, and wishes, as opposed to defining them through technical parameters by selection from the product features and parameters offered.
 - Rather than being presented with a multitude of options of what is available, customers simply seek the answer to 'what is best solution for *me*, given *my* unique circumstances?'

Digital offers the opportunity for highly individual targeting and thus true need-based and solution-oriented consulting

Painkillers

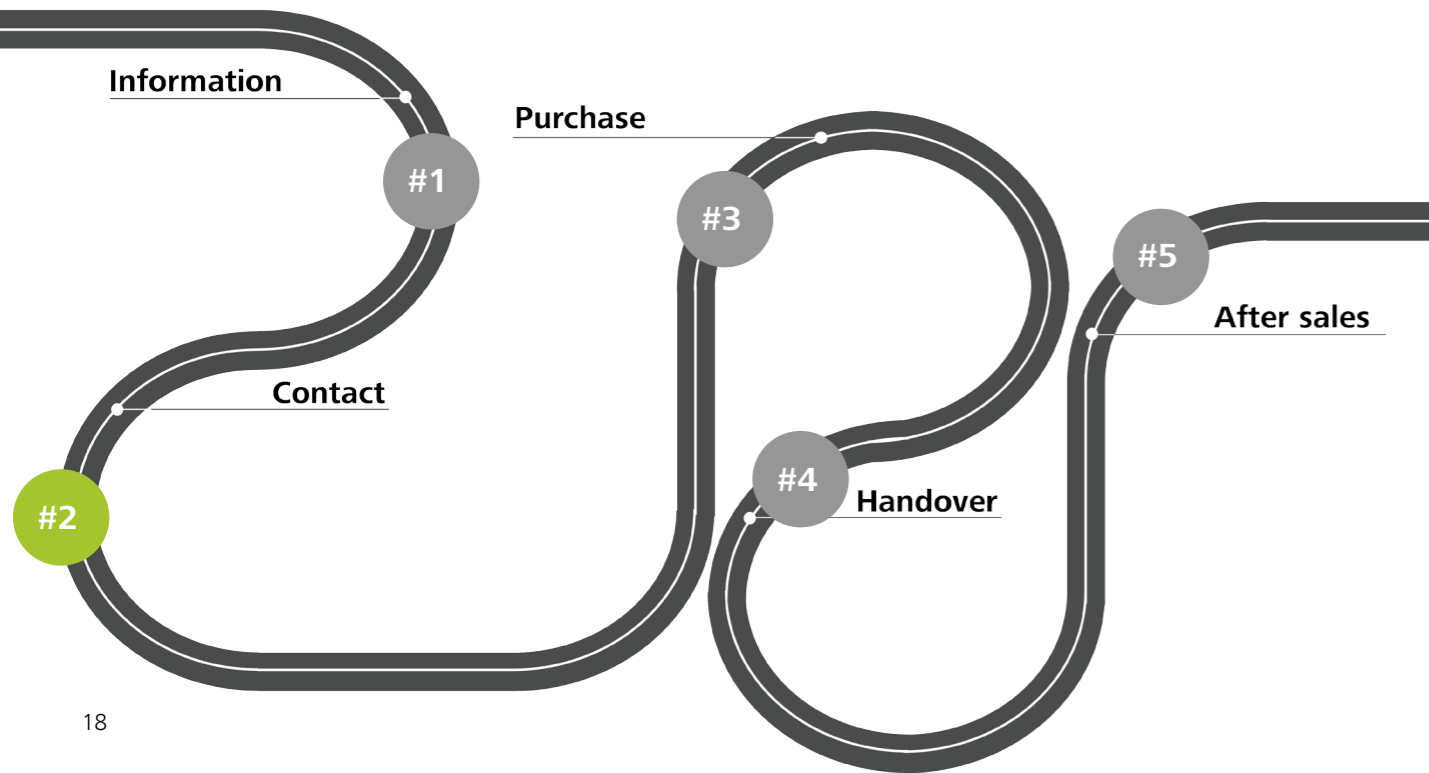
- ### Guidance and Expertise

 - Helping customers to reduce complexity and freeing them of cognitive strains to get the most relevant information for them in a concise and easily understandable manner is key to the success in this phase. A digital solution to this pain point includes the development of a comprehensive platform that potential customers can visit in order to obtain all necessary information in a one-stop shop manner, rather like price comparison websites.
 - Improving the understandability of terminology and technical specifications through the use of new technologies, ranging from virtual and augmented reality experiences to mobile tutorial explanations, are an additional tool to ensure customers do more than just understand the products.
- ### Personalization

 - Digital allows manufacturers and dealers to expose potential customers to the information content that is most relevant to them. Once identified as a candidate for direct marketing, customers can be exposed to the brand at online and offline touchpoints. The first step towards providing the customer with a good experience is to start a conversation about their purposes and needs in relation to the car. The focus should be on what brings the most value to the client. In this way, customers can be provided with a highly personalized suggestion based on an overall assessment of available data, taking into account existing sources on mobility behavior, e.g., from other apps, devices, or sources.
 - Needs-based consulting can cater to all customer types, and is not limited to those who are inexperienced in the automotive market, especially taking into consideration that customers are becoming aware of the fact that the use of algorithms can provide them with one-of-a-kind individual solutions, e.g. as seen in automatically curated playlists available in music streaming services.

#2 Phase 2: Contact

Following the information phase, many customers turn to dealerships to obtain further guidance and expertise in finding relevant information and getting an accurate and tangible feeling for the car and its features. Test drives play an essential role, as they are the best way to experience the product. In most cases, this phase represents the difficult but powerful leap from online media to in-person contact in the form of the dealer.



“ I don't feel I was explained about all the extras and the specifications of the car. If I had been told I would certainly have added parking sensors as my previous cars had sensors. I have the feeling they still don't know me although I've been with the same dealer for more than six years. ”
(UK, female)



Pain Points

- ### Lack of Personalization

 - Personal interactions between the salesperson and the customer strongly influence the choice of model and can even alter brand preference. Customers dislike – even fear – sales pushiness and worry that they are being sold something that is not the best solution for them. Dealers too often fail to convey the fact that they are truly acting in the customer's best interests.
 - Dealership visits in the contact phase are perceived as stressful, as sales people are not listening to customers' needs and embrace a generically sales-driven mindset.
- ### Lack of Appreciation

 - Along with missing personalization during the first contact phase, customers complain about a lack of adequate appreciation. Sellers underestimate how sensitive their customers are when it comes to feeling valued and being treated accordingly.
 - Customers very often described sales staff, the dealership atmosphere, and related interactions as arrogant, cold, scheming, and pushy – all in all as conveying a lack in service-orientation. This can result from small incidents, such as conspicuously offering well-dressed customers a preferred treatment, inferring that a customer cannot afford higher-class models through superficial clues, or not recognizing already existing customers.

Digital offers the opportunity to target customers with highly relevant information and lead them seamlessly from online contacts to offline prospects

Painkillers

- ### Personalization

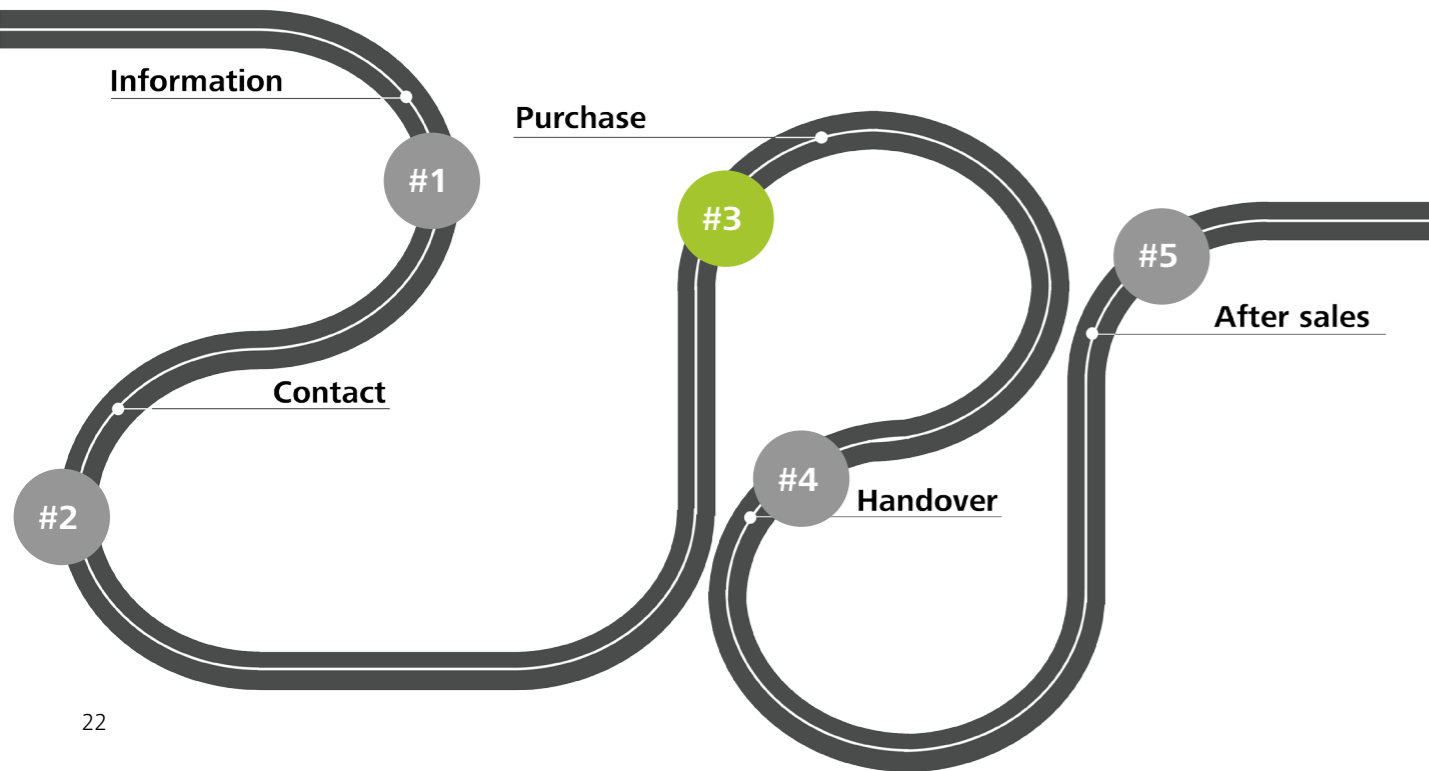
 - Digital solutions can be a great support for targeting and providing customers with the relevant information at the right time via the right channel, e.g., by being contacted by a dealer who is suggesting a vehicle based on targeting data such as demographics, online behavior, and social media activity. Taking customers from seeing the brand on Instagram to the manufacturer's website to confirming a local dealer appointment can be achieved in minutes.
 - During the contact phase, guiding customers, providing immediate answers, and accompanying them with product experts rather than sales staff is of great importance to gaining their initial trust.
 - The right incentives and use of digital tools for sales associates can support this process. Digital technology can also enhance the contact phase taking place at the dealer, e.g. through making use of virtual reality or 3D projections of the car previously configured at home.
 - Moreover it would be possible to seamlessly transfer the configurations made at the dealership to the customer's preferred device and vice versa or to share it with friends.
- ### Appreciation

 - Positive feelings gained through appreciation, acknowledgement, and the admiration of others represent basic human mechanisms inherent in any customer type. Naturally, people have different levels regarding the amount of attention. While some like strong customer appreciation, others do not feel comfortable being over-pampered. Getting to know the customer and his or her motivations and needs is as important as the creation of a consistent and positive experience. Here, digital can empower dealers and manufacturers to deliver this desired experience, e.g., by establishing the first personal contact with one click or tap, when requesting an appointment is feasible through a website or an app or through the creation of a single-access login that grants customers access to all brand channels and sites.
 - In addition, customers can be reassured and made to feel appreciated by receiving personalized appointment confirmations or information material online or by phone, always depending on individual preferences and the type of car concerned.
 - Furthermore, increasing the level of personalization as described above is in itself a starting point for enhancing perceived appreciation.

#3

Phase 3: Purchase

Purchase describes all situations related to final decision-making, deal negotiations, contract signing and purchasing. The entire phase is perceived as rather exhausting and painful, not least due to the amount of money invested, as well as the associated amounts of paperwork and legal processes.



“ They tried to sell me so many other financial products - I’m an accountant but even I got confused. I would have felt better sitting at home and reading all the details because it was a lot to take in.”
(UK, male)



Pain Points

- ### Lack of Guidance and Control

 - In this phase, customers are looking for cues of approval that they are making the right choice. Thus they are in need of guidance to make them feel comfortable with their decision as well as being well-informed about detailed contractual terms and the fees associated with the purchase.
 - Customers relate this need to being in control, as expressed by the wish to be on an eye-to-eye level with the dealer. Not being able to review the contract in a stress-free and non-judgmental atmosphere and also not having the opportunity and the time to ask all open questions prior to signing the contract are only a few examples of what makes customers feel uncomfortable due to a lack of guidance and control.
- ### Lack of Personalization

 - Selling add-on products with cars such as insurance policies or extra equipment can be highly beneficial and can save customers time and money. However, as in the case of lacking personalization in earlier phases, customers dread being sold generic products, only to find out eventually that they are of no value to them.
 - Customers can easily lack the willpower to say 'no' to add-on purchases after having made the emotionally and cognitively exhausting decision to confirm their car purchase, especially as prices for add-ons can appear low compared to the large auto investment. Sales associates are thought to take advantage of customers in these situations by selling additional services or complicated and/or unnecessary features.

Digital offers the opportunity to use downtime until the car delivery to engage customers and turn them into brand ambassadors

Painkillers

- ### Guidance and Control

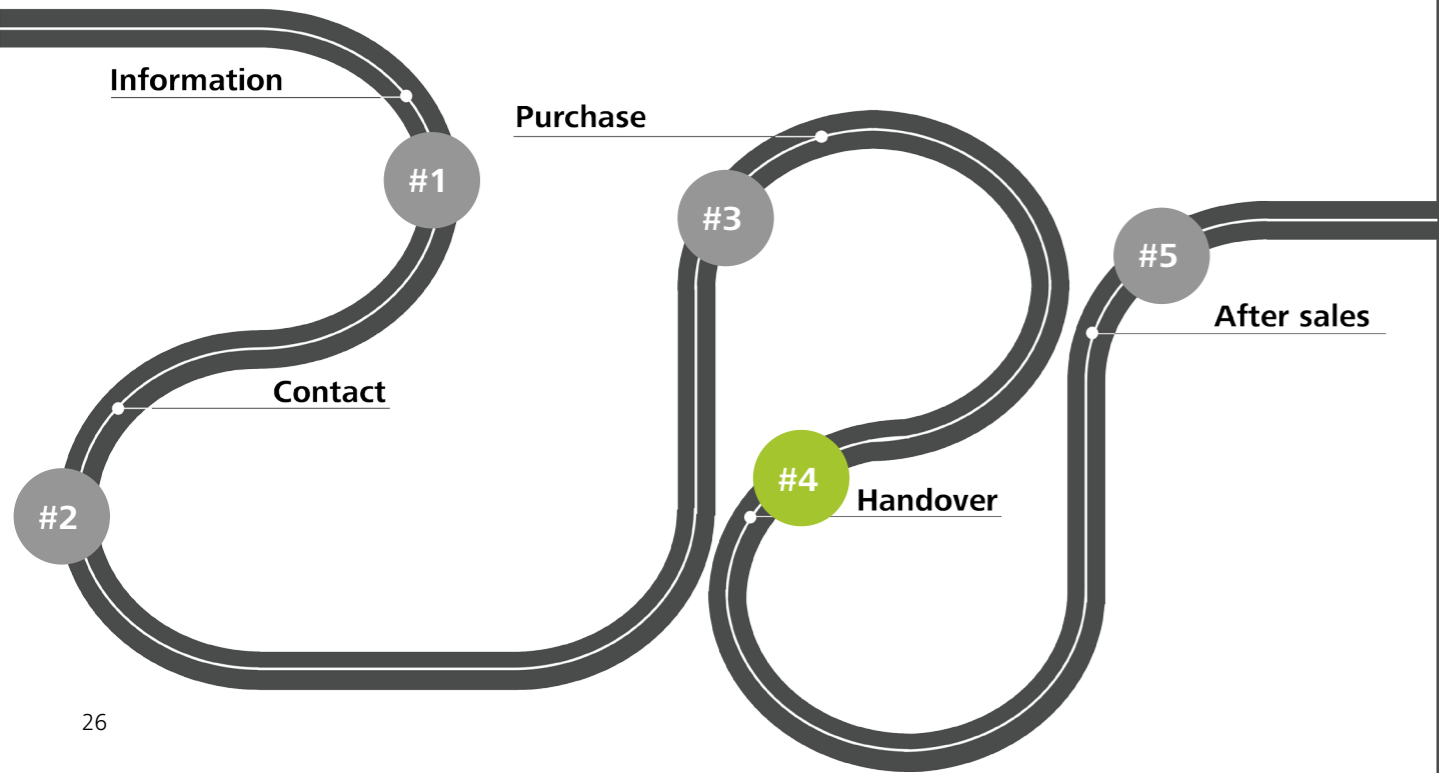
 - Digital can support dealers and manufacturers by making general information as well as all contract and legal documents available in an easily understandable and convenient manner (i.e., across all devices) and thus improve customers' perceived efficacy and control.
 - Immediately forwarding quotes and offers to customers' devices, linking to interactive web content, or offering chat support services are all ways in which the customer's need to be given the time, space, and right to ask any questions which may arise and to become completely comfortable with the purchase and the specifications of the vehicle can be fulfilled.
- ### Personalization

 - Customers appreciate help in deciding what it is they really need in addition to their car purchase, e.g., a matching insurance product. Such a product bundle can be extremely desirable and can increase the level of professionalism and personalization perceived by the customer.
 - However, this assumes the dealer provides honest and trustworthy advice, which also includes admitting what is not quite necessary and can be left out to save money and enjoyable experience, e.g., by having settings adapted to personal information or having personal streaming playlists set up at the first encounter.

#4

Phase 4: Handover

Handover covers the entire period between signing the contract and receiving the car itself. The length of this period can vary widely, anything from one day to three months, depending on the car production cycle and administrative processes, e.g., accreditation, number plates, insurance. The handover itself can take a number different forms, from a simple, practical handing over at the dealership to an event-like ceremony, e.g., at the brand museum or production site. Obviously it is important to maintain customer engagement at a high level while waiting, rising to a peak on the day of handover.



“ I had to call the dealership myself to ask when the car would be ready – I did find it very frustrating when it is such a big purchase.”
(UK, female)



Pain Points

Lack of Knowledge and Control

- Nerve-racking waiting periods, when neither the handover date nor the production status is known, can be frustrating for customers. What they need is clear and proactive communication from the dealer, especially since a car purchase represents a major expense.
- Apart from the unsatisfactory feeling of uncertainty, some customers may experience severe pain situations, e.g., when they are obliged to find an alternative solution in the form of a rental car to bridge the time until delivery of their new car.

Lack of Enjoyment

- In addition to the lack of communication, which leads to loss of control, customers may feel left alone and abandoned during the handover phase. Some customers experience a massive decrease in interaction and communication, down to nearly zero contact. Customers are not yet able to see the positive outcome and miss the immediate and rewarding feeling they know from making other purchases.

Digital offers the opportunity to use downtime until the car delivery to engage customers and turn them into brand ambassadors

Painkillers

Knowledge and Control

- Digital can enable dealers and manufacturers to use the time until the final handover as an opportunity to turn customers into product experts. An application allowing customers to track the production status, occasionally receiving photos and a real-time estimate of the handover date, can support transparent, timely, and proactive communications and remove customer pain due to lack of knowledge and control.
- Digital concierge services can offer support for adjacent issues, e.g., preparing the perfect baby set-up around the car, renting a garage spot or registering the license plate. Furthermore, a digital concierge can keep customers involved in the meantime, for example by giving them industry or brand news.
- When explaining the multitude of features at handover time, digital tools – e.g., iPads equipped with augmented reality applications – can help to easily and visually explain complex features.

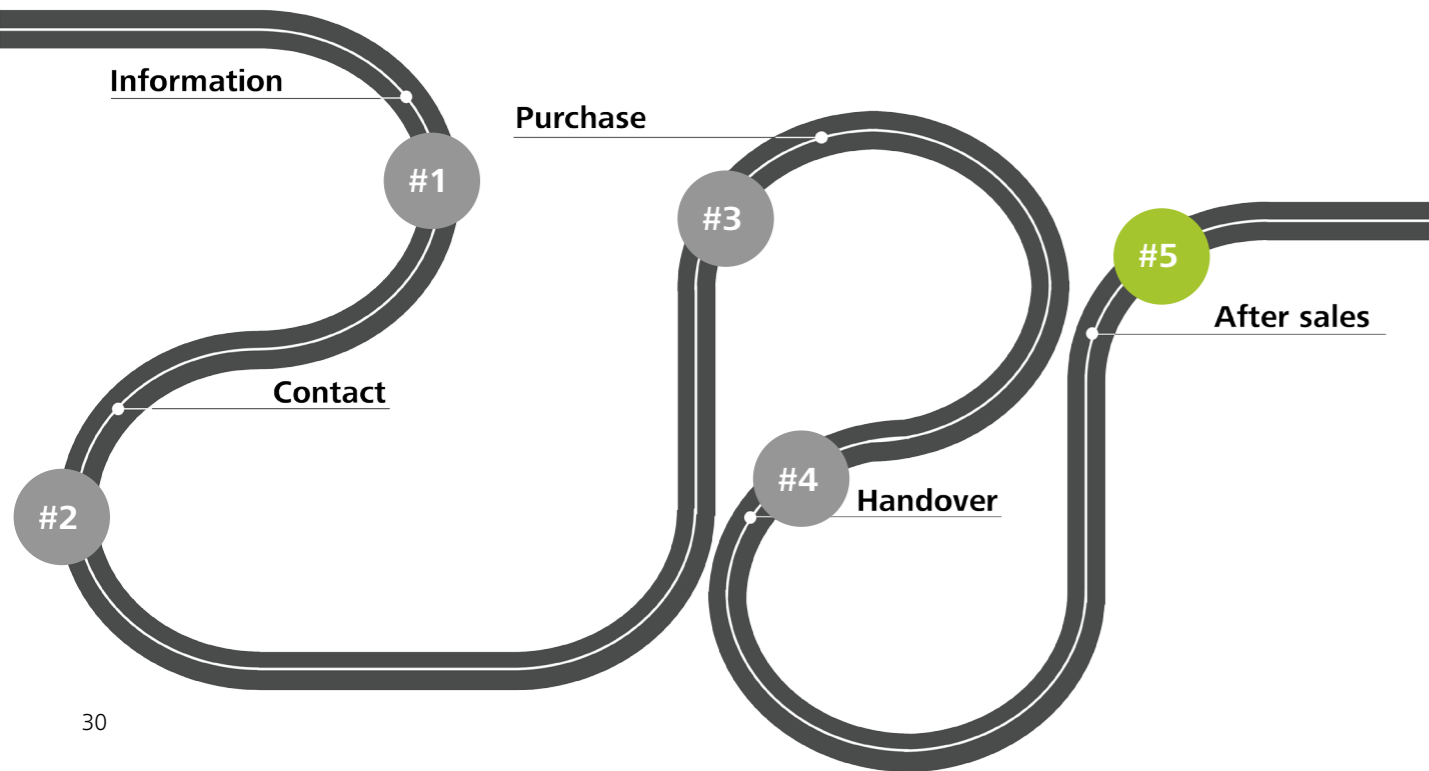
Enjoyment

- Instead of just bridging the time between signing the contract and handing over, OEMs and dealers should leverage digital tools to build relationships with their customers and turn them into brand ambassadors. Apps that put emphasis on anticipation, for example by using a countdown or letting customers express their pride by sharing the news with their friends and family via social channels, help to keep customers engaged and create positive word-of-mouth marketing.
- The handover itself should be aligned with the customer's personal preferences – from an event-style handover at the factory to having the car delivered to the place of work. Furthermore, prior linking of the car's system to the customer's profile enables the creation of a highly individual and enjoyable experience, e.g., by having settings adapted to personal information or having personal streaming playlists set up at the first encounter.

#5

Phase 5: After Sales

Any activity carried out after the sale belongs to this phase. This period strongly influences the likelihood of a renewed purchase, increases upselling potential, and builds the basis for loyal customers. It is a major opportunity to reinforce customers in their decision and to gain their confidence by offering a great service beyond the purchase of the car, and build a sustainable relationship. However, this is not yet perceived as a continuous process, but rather as a range of single activities and – even more fatally – as the end of the customer journey.



“ It just seems that whenever I call the dealership they don’t know who I am, I have to repeat my information each time. ”

(UK, female)

“ It’s nice to have that sort of service where they say “Good morning, Mrs. Smith. Nice to see you again.” It feels more personal and I like that. ”

(UK, female)



Pain Points

Lack of Appreciation

- Appreciation of the customer after the sale is often perceived as low, manifested for example by poor follow-up on the customer's satisfaction with the purchase, by displaying a lack of interest in identifying new needs, or by failing to interact with the customer at further touchpoints.

Lack of Personalization

- There is little personalization of after-sales activities, i.e., tailoring consultation and education of customers to their personal needs. Instead, dealers tend to overwhelm customers with untargeted sales letters and invitations. Maintenance and generic newsletters follow the same trend.

Digital offers the opportunity to better serve customers and encourage repeat purchases.

Painkillers

Appreciation

- Customers were frustrated when they had to introduce and identify themselves over and over again in the course of several after-sales interactions. Employing digital tools to leave customers with the feeling of being valued beyond personal face-to-face interactions is an appropriate way to show appreciation. Recognizing and rewarding customers can be supported by using complete customer profiles and by proper customer database creation and management.
- A single sign-on to all of a brand's channels, linked to a unified customer profile, can drastically change the way customers and dealers alike experience their interactions. Gone are the days, for example, when customers needed to register with a receptionist before obtaining a service appointment.
- With iBeacon technology, customers can be recognized immediately on entering the dealership. Sales associates can thus greet them with their full profile and history at hand and provide a personalized and appreciative service experience for every single customer.

Personalization

- Asking customers for the appropriate medium and type of content with which to contact them later on avoids making the impression of unsolicited marketing.
- Small reminders of service or maintenance intervals with the help of digital media, for example to make an appointment, show attentiveness to the customer.
- Applications, portals, or concierge services in which manufacturers and dealers alike can get to know their customers better are a good way to continue the relationship and to become an integral part of customers' lives. As dealers get to know their customers better they can react to lifestyle changes, e.g., job promotions, moving house, or family plans that they observe through digital channels such as social media posts, and proactively suggest matching products that help customers with their plans or new life challenges – being both convenient and attractive for customers.

Summary

Old human pains, new digital painkillers

Throughout today's automotive customer journey, two major customer pain points arise, both regarding human interaction, and both not new as such: lacking personalization and lacking appreciation.

Today, customers are faced and must cope with large quantities of complex content. Personalization is one way to ease the cognitive strain caused by content and information overload, making interactions convenient and enjoyable. Personalization is thus to be highly desired across all journey stages and can result in severe pain points for customers if the associated needs are not met. Targeting customers with relevant and personalized content at the right time, on the right device, with the right content, eases pain and increases the likelihood of desirable customer reactions. Considering the capital-intensive nature of acquiring an automobile, cars are typical high-involvement products. Decision-making therefore tends to involve a long-term process with equal rational and emotional components. Customers expect this high involvement to be mirrored on the supplier side in the form of customer-centricity and appreciation.

Personalization and appreciation are imperative during each journey phase, while differing in the severity of impact. Furthermore, the analysis points out the existence of multiple break points between single phases, when manufacturers and dealers lose touch with customers. However, the analysis also showed and emphasized the essential role and impact dealers have during the entire

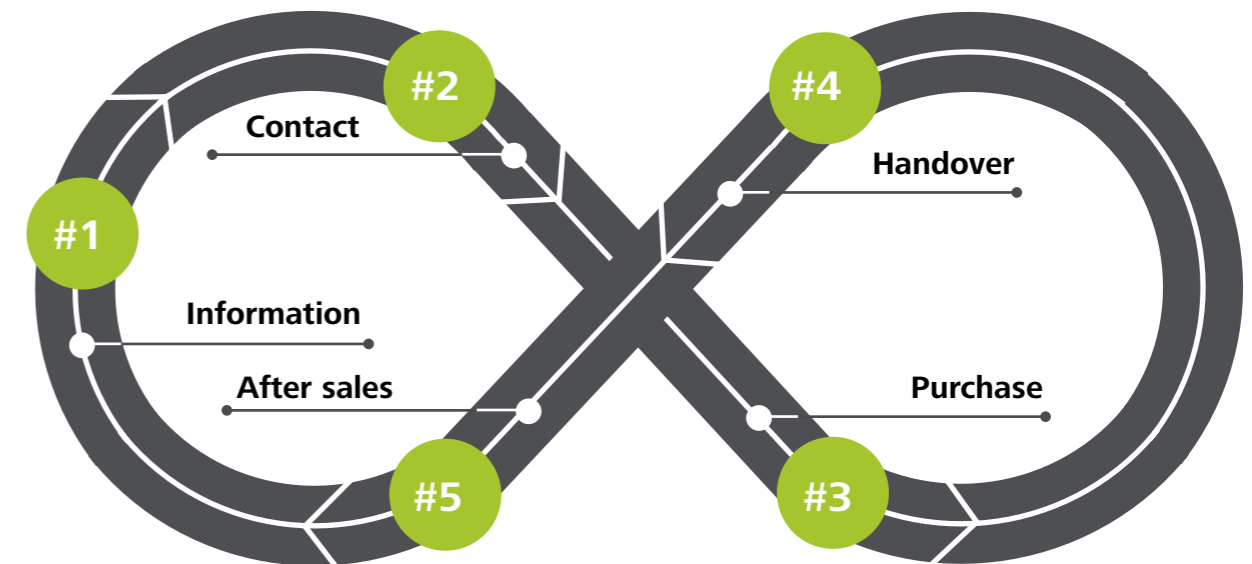
customer journey - personal contact is key. Digital has the power to solve these analog, long-existing major pain points, and establish missing links between the different stages of today's automotive customer journey.

The needs for personalization and appreciation, so very human in their nature, can be tackled well with the help of algorithms, novel technology, and integrated digital solutions in place. Decision-makers in the automotive industry should drastically increase the collection, analysis, and integration of customer data as IT enables the generation of actionable insights such as how to design, implement, and measure customer experiences. Bridging gaps and break points between the phases of 'information and initial contact' to 'purchase' to 'after-sales services' are crucial and go hand-in-hand with interlocking online and offline touchpoints to create an integrated journey. To achieve this aim, the vision of one complete customer profile that interlinks dealers and manufacturers – enabled through a digital platform solution – must be made reality. The ever-present interconnectedness of the digital age must be mirrored and adapted in the automotive industry by eliminating boundaries that define manufacturers and dealers as separate entities that offer disconnected services. Just as there should be one profile for every

customer, dealers and OEMs should set out to unite digital and offline experiences for customers and send continuous and consistent, yet highly tailored, messages across devices. Systems that allow information integration from multi-channel sources must be implemented in extending the desired experiences. Only then can the impression of a smooth, unified process be authentically conveyed to customers. Eventually, the concept of fragmented phases in a traditional funnel logic will be replaced by an ongoing

infinity loop through which manufacturers, dealers, and customers jointly drive and shape their experiences.

Next generation customer journey: Infinity loop



The Deloitte Digital Approach

Clients bring us their challenges, we reimagine their future.

To us, the question is about much more than 'being digital.' It's about how we use digital to inspire engagement, preference, and loyalty from people. It's about how we transform behaviors, brands, businesses, and move bottom lines.

To do that, businesses today need a different kind of partner. One that tears down the traditional model of creative, tech, and business services-in-silo.

Deloitte Digital is creating a new model - we're an agency and a consultancy. With our combination of industry experts, technology leaders, and creative specialists, clients can bring us their biggest challenges, knowing we've got what it takes to bring a new business vision to life.

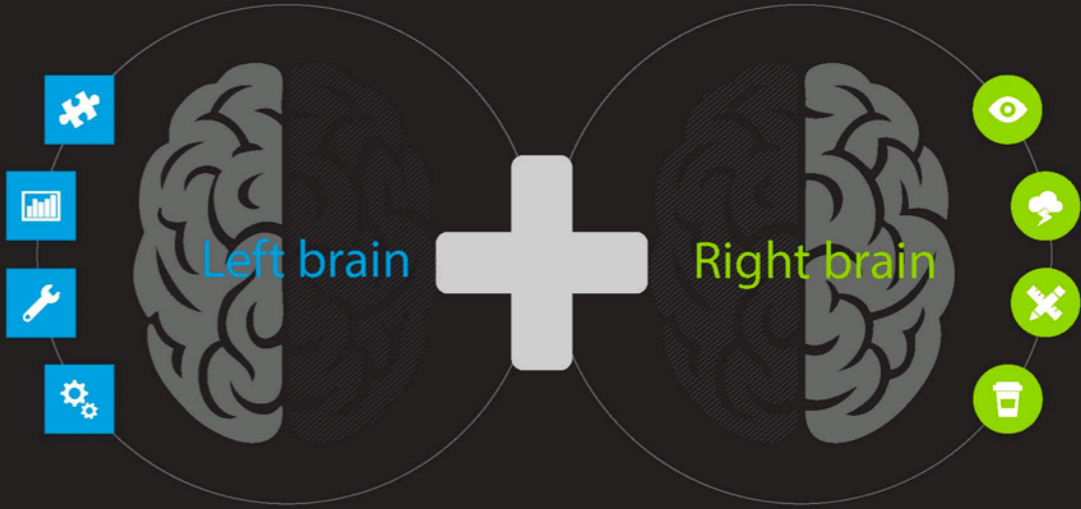
Nobody else does what we do.

Our industry experts and business domain specialists bring a strategic and practical perspective on what will work for our clients. Their insight is then coupled with cutting-edge creative and technology teams who have a track-record of innovation and successful implementation.

This combination is what sets Deloitte Digital apart. It's what allows us to achieve the results our clients need and expect. The result? We're winning work against competitors as diverse as R/ GA, Razorfish, SapientNitro, Bluewolf, and Accenture. And that's something different.

Want more?

Contact us to learn more about what digital opportunities we can offer your business.



What we do

These days, people expect to be treated as individuals in every interaction - based on their terms, their needs, and their interests. Our job is to help clients do that.

Our offerings and capabilities help clients fuel the experiences, relationships, insights, and delivery processes, to reach the right audience, in the right way, at the right time.

Digital Strategy

Helps clients define a bold vision for their entire digital journey. It is the gateway that leads to all the rest of our offerings.

Digital Marketing

Turns strategy into measurable results by offering full-spectrum services, from platform implementations to campaign management.

Customer Engagement Solutions

Helps clients understand and engage with their customers by putting in place the technology and practices needed to drive loyalty.

Digital Enterprise Engagement

Taps into the combined potential of technology and user-centered design to improve the value of business systems - whether legacy or brand new.

Digital Agency

Provides clients with an ongoing relationship for innovating, executing, and managing every piece of their digital strategy.

Digital Ventures

Building turnkey companies, creating digital products and services for our clients, facilitating open innovation and design thinking.

Adobe Marketing Cloud

Adobe makes marketing work by delivering experiences that matter

You make things for your customers every day. Content. Campaigns. Experiences. But will it matter? Are you engaging the right audience with the right insights? What matters to Adobe is that you can make what matters to you and your customers. From the tiniest pixel to an entire campaign, Adobe gives you the tools to connect data with content so that you have deeper impact and achieve your business goals. Whatever you create, we're committed to helping you ensure that it matters.

Marketing is hard. Adobe can help.

As a marketing leader, you must be frustrated. You have a beautiful marketing strategy, but the technology is getting in the way. You put up with disjointed point solutions that provide a fragmented view of your customers. You not only lack visibility into individual campaigns, but you have no view across channels and strategic efforts.

You might even be forced to import and export data into disparate tools, use spray- and-pray methodologies, and estimate your results from iffy data.

Adobe Marketing Cloud solves the inherent downside of using a jumble of unrelated marketing tools with an integrated, comprehensive set of solutions that enables marketers to gather and analyze data, measure activity, and personalize and optimize marketing campaigns and digital experiences.

Unlike other marketing suites that claim to be comprehensive, Adobe Marketing Cloud truly enables marketing in the last millisecond. With Adobe Marketing Cloud, you can:

- Create a common, complete customer profile
- Store, select, and deploy creative assets in real time
- Assemble and deliver engaging experiences across channels, devices, and campaigns
- Manage your mobile strategy and execution from app development and publishing through to monetization
- Automate processes with decisioning and algorithms
- Collect, aggregate, and interpret the data that enables effective marketing

Business Value

Adobe Marketing Cloud delivers real business value - business value that gets attention from the front desk to the C-Suite. Business value like:

Accountability

Adobe Marketing Cloud enables accountability by providing true visibility into the reach, results, and ROI of every marketing activity and every customer.

Relevance

Adobe Marketing Cloud delivers unified, integrated, coordinated content to customers where they need it, when they want it, in a way they value it.

Time to value

Adobe Marketing Cloud gets you to success faster, because it is comprehensive, integrated, and doesn't require a computer science degree to learn and use.

Confidence

Adobe Marketing Cloud gives peace of mind, because you know you are using the best marketing technology available from Adobe, the name synonymous with marketing.

ROI

Adobe Marketing Cloud makes marketing work by delivering real, quantifiable ROI.

The Solution

The integration of best-in-class solutions in Adobe Marketing Cloud, combined with powerful core services and a common data platform, removes the friction inherent in today's complex marketing and enables success at unprecedented speed.

Adobe Analytics

Get real-time analytics across online and offline channels to continuously improve the performance of marketing activities.

Adobe Experience Manager

Organize, manage, and deliver creative assets and other content across digital marketing channels.

Adobe Campaign

Plan and execute orchestrated campaigns across all channels.

Adobe Target

Test and target digital experiences to maximize business results.

Adobe Media Optimizer

Manage, forecast, and optimize your media mix to deliver peak return on your spend.

Adobe Social

Manage social marketing with a comprehensive platform that enables social listening, publishing, and analytics.

Adobe Primetime

Stream, protect, analyze, and monetize video across desktops and devices.

Adobe Audience Manager

Get real time omni-channel audience activation and a single view of users, unifying cross-device, offline, and digital data.

Individually, the solutions that make up Adobe Marketing Cloud are best in class, and solve real marketing problems. But Adobe isn't about incremental improvement. It's not about making our hammer just a little bigger, our drill a little sharper, or our sandpaper a little finer. Adobe didn't set out to fill our bucket with one extra tool. We want to help our customers build things that matter. So we blew up the very idea of a toolbox. We took our already world-beating marketing solutions and added a special sauce that no other vendor has - Adobe Marketing Cloud Core Services.

Adobe Marketing Cloud Core Services consists of technologies that allow each solution to tap into a common framework and architecture, including Profiles and Audiences, Assets, Activation, Collaboration, User Management and Administration, Mobile, and the Exchange partner network, all built on a common data platform.

Better together

Here are just a few examples of the way Adobe Marketing Cloud creates a better-together synergy that no other vendor can match.

- The ability to create a common profile across Adobe Marketing Cloud enables you to truly leverage your investment in Adobe Marketing Cloud solutions to create powerful experiences in real time.
- Assets, the shared library for approved marketing assets, is easily deployed across Adobe Marketing Cloud using Adobe Social or Adobe Campaign.
- Adobe Analytics plus Adobe Target plus Profiles and Audiences plus Activation plus Mobile equals creating a personalization experience that no other product can match for delivering the right experience to the right audience at the right time.

Why Adobe

Analysts, press, and customers agree: Adobe Marketing Cloud isn't just a little better

than the competition. Adobe Marketing Cloud goes so far beyond the idea of a collection of tools that the other guys aren't even part of the same conversation.

Unlike other marketing suites and bundles that consist of a partial collection of barely interoperable point solutions, Adobe Marketing Cloud is a comprehensive set of best-in-class, integrated solutions, all built on a common data platform with a shared set of powerful core services that creates value beyond the considerable sum of its parts.

Adobe Marketing Cloud maximizes the value of customer data and optimizes the customer experience at every touchpoint on every channel. Validated by analysts and valued by customers, Adobe Marketing Cloud leads the industry in helping marketers make what matters.

Want more?

For more information

www.adobe.com/marketingcloud

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