



### Future of experience

Time to market

2020

The phrase 'content is king' has been repeated across numerous marketing presentations, but despite its apparent monotony, content (and a lot of it) is needed to engage in dialogue with customers at a 'human level' at any time and in any way. We have moved into a world where consumers expect to receive personalised and relevant brand communication across different channels.

Multi-channel, personalised targeting cannot be enabled effectively by traditional models of content creation, identification and distribution. It requires scale, delivered through automation, and also sophistication, meaning a lot of differentiated content tailored exactly to the right customers at the right time and through the right channel.

*It is not just about content from the marketing function – this is a business-wide challenge. Customer experience in its entirety is now the differentiating factor for brands and businesses. The delivery of timely and intelligent content is crucial in the CX challenge.*

Businesses publishing 16-plus posts a month get almost **3.5x** more traffic than businesses publishing zero to four articles\*

**70%** of your marketing is planned 'marketing as usual' activity. **20%** of your marketing is programmatic. **10%** of your marketing is purely responsive\*\*

*Focusing all resources and budgets on a few campaigns per year is no longer efficient or effective. Customer journeys are now far more complex, making it inappropriate to plan content only for a 'happy path'. Agile content production in response to consumer and customer behaviour is key, but this presents a challenge for budgeting and planning, as marketing activities become unpredictable.*



### Real-time marketing and content

Non-traditional just-in-time advertising and targeting require a very different approach to campaign execution and content production. Social channels for example demand constant 'feeding' with content that is targeted, responsive and authentic.

When consumers engage with content, the huge amounts of feedback they provide needs interpretation and call for the capability to turn this engagement into insights and then rapidly respond in a way that is appropriate for the brand. This is challenging for even the most mature marketing function. Data and insight-driven marketing uses the right tools and processes to enable a brand to react in time and at scale.

All of this requires management of the planning, delivery and constant iteration and optimisation of content based on data and insights relating to usage. We call this the content supply chain. It is crucial to get the **content supply chain** working like a well-oiled machine – feeding content across all touchpoints with customers.

To do this at scale and at the required pace calls for the right tools/tech, the right operating model, and the right processes. These processes need to dismantle silos between teams to encourage collaboration and serve the entire customer journey effectively. There should also be a way of working with agencies that is in tune with the business – supporting its need to own and control elements of the supply content chain whilst the agencies provide support in a way that works in tandem with the in-house capability.

### Key questions to address content efficiency

- How much content is currently reused and repurposed?
- What stages of the process could be automated?
- Is all content managed and stored in the same place or are there inefficiencies around content retrieval, selection, tracking and distribution?
- What roles do agencies play in content production and is working with them efficient?
- Are there standard templates and frameworks to support more efficient centralised working?
- Is there a standard content workflow and technology in order to reduce bottlenecks (such as collaboration, version control, and sign-off)?
- Could in-house teams play a bigger role in amending and adapting content, without needing to go back to agencies?
- How to measure content throughput and track efficiencies?
- Is the content produced and delivered across channels impactful? How to communicate the impact and value of particular content pieces?

\*contentmarketinginstitute.com

\*\*<https://econsultancy.com/agile-marketing-the-70-20-10-rule>

## Transforming organisations

Many organisations have recognised the need for more agile ways of working across their business. This requires transformation across team structures, culture, skillsets, processes and technology.



1

**Implement automation tools to replace manual processes where possible.** Content management systems can support key workflows and distribution of content using AI, thereby freeing up capacity to focus on distilling key customer insights, creative execution, and forward planning.

2

**Monitor content effectiveness continually.** **Accurate and near real-time reporting is needed, to understand where to focus efforts and how to adapt.** With faster delivery of marketing, it may not be possible to measure longer-term KPIs (such as leads and sales) but it is important for tracking immediate responses. In order to adapt content quickly, organisations will need to apply the concepts of AB/Multivariate layout testing at the macro level, and let automated tools pick the content to personalise aspects for 80% of the audience, rather than having repetitive personalisation for 20% of the audience.

3

**Instil a more agile culture. This takes co-operation across the business to allow faster time-to-market ways of working.**

From a marketing perspective, it will be necessary to accept the inevitable elements of risk associated with speeding up creative and content delivery – but with that comes the ability to ‘fail fast’ and try something else. From a organisation-wide perspective, planning and budgeting will need to be done differently – and so Marketing leadership and Operations and Finance need to be ‘ok’ with that.

4

**Mobilise multi-disciplinary teams to move** away from siloed specialisms and share the workload, reduce bottlenecks, and speed up content creation. This may require establishing squad-style teams, as well as upskilling and cross-skilling of resources which can be flexed to meet changes in demand.

5

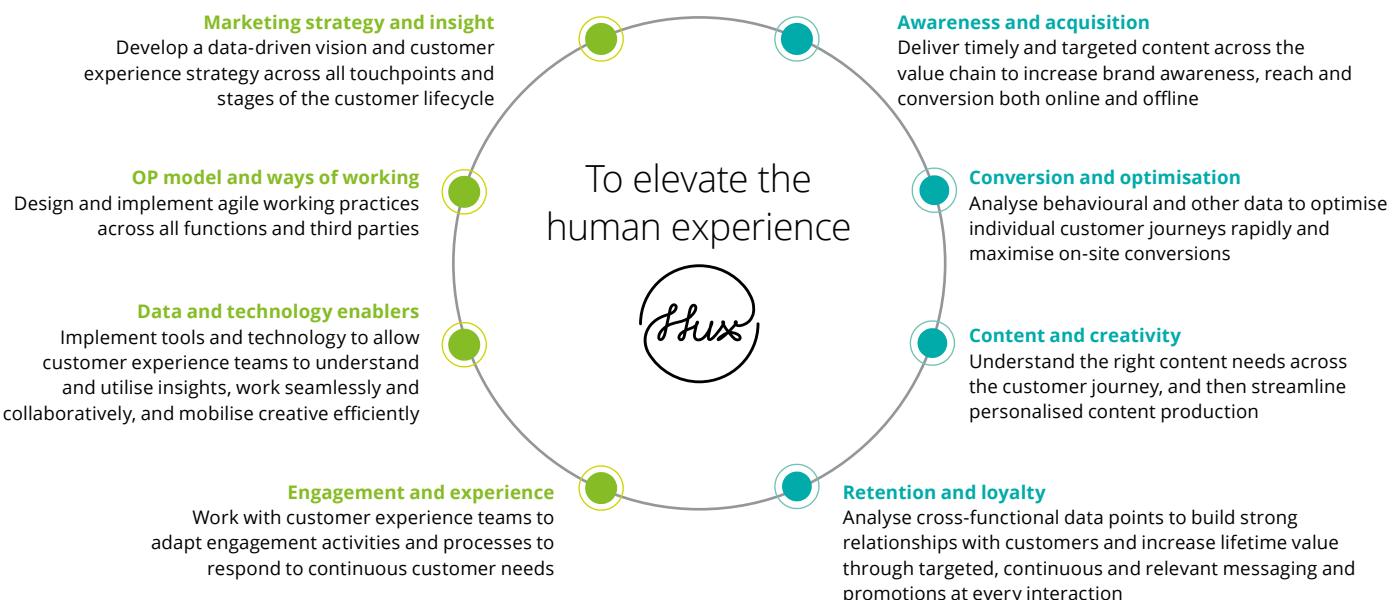
**Break down siloes across teams** to allow agile working, collaboration and consideration of the entire customer journey. An optimised customer experience is delivered through serving the right content at the right time and through the right channel for that customer or audience segment. It is only possible to do this if teams are working cross-channel and across the customer journey. For this, start small – using a test-and-learn approach for the new operating model (i.e. how to get from idea creation to market in the shortest amount of time).

## The agile working checklist

- ✓ The ability to track marketing effectiveness as well as other social engagement utilising tech (such as social monitoring tools) to ensure continuous adaptation of content and creative where needed
- ✓ An agreed customer journey and clear set of objectives, but with efficient communication lines across teams to enable quick responses to changes in the market
- ✓ Defined workflow processes, content templates and guides for all channels, to make production quicker – supported by technology to automate and streamline
- ✓ AI-driven content production and support content selection, based on needs of the customer
- ✓ Continual improvements in the skill sets of the teams, for workload flexibility
- ✓ Showing the benefits of this new way of working to gain buy-in from all teams
- ✓ Rewarding aspects of operational efficiency – such as, content reuse volumes, number of amend cycles

**85%** of marketers say they are under pressure to create assets and deliver campaigns more quickly.\*\*\*

This document is one of a series of thought leadership papers focused on practical actions to elevate the human experience, through intelligent data-driven services, across every interaction – we call this Hux.



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