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# Understanding the Customer Journey in Asia Pacific

In association with Emarsys

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**Econsultancy London**
4th Floor, Wells Point
79 Wells Street
London W1T 3QN
United Kingdom

Telephone:
+44 207 269 1450

http://econsultancy.com
help@econsultancy.com

**Econsultancy New York**
350 7th Avenue, Suite 307
New York, NY 10001
United States

Telephone:
+1 212 971 0630

**Econsultancy Singapore**
20 Collyer Quay
#23-01
Singapore
049319

Telephone:
+65 6653 1911

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# 1. Executive Summary

We are living in the age of the customer. A survey by Gartner revealed that 89% of companies now expect to compete on customer experience alone, and by 2017, 50% of consumer product investments will be redirected towards customer experience innovations.[1]

Businesses across the world are on an aggressive path towards making their businesses more customer-centric through better understanding of the customer journey, and making the overall customer experience as positive as possible. Having the ability to build a joined-up view of all customer interactions and experiences, across every channel and touchpoint, is still held by many as the silver bullet of marketing success.

But with the number of digital touchpoints increasing by 20% annually[2], the customer journey has become an incredibly complex beast, and getting to grips with it can be a costly and time-consuming task. This report, based on a survey of nearly 1,000 digital marketers and ecommerce professionals, shows that within the Asia Pacific region, almost half (46%) of companies are at an 'intermediate' stage with understanding their customers' journey, meaning that some parts of the journey are joined-up, but there are important pieces of the jigsaw still missing. Less than a fifth (17%) of all respondents rate their understanding of the customer journey as being 'advanced'.

The research includes the following core findings…

1. **One in ten have a well-developed customer journey strategy in place.**

According to survey findings, 44% of company respondents and 47% of agencies say they (or their clients) are just beginning to develop a strategy for improving the customer journey. Just one in ten have a well-developed strategy already in place, compared with 8% of company respondents who admit they have no strategy at all.

Indonesia is one of the more advanced countries with 18% of company respondents claiming they have a well-developed customer experience strategy in place, and just 3% saying there is no strategy at all.

2. **Two-thirds of companies rely on email data to inform the customer journey.**

Despite the prevalence of social media as a customer feedback channel, two-thirds of company respondents are relying on traditional email data (66%) and online analytics (64%) to inform their understanding of the customer journey. Just 37% of companies say they are utilizing social CRM data.

3. **Revenue is the primary indicator of success.**

Just over three-quarters (76%) of company respondents cite sales and revenue as their preferred way of measuring the impact of initiatives aimed at understanding the customer journey.

Beyond this, 53% of companies say that customer satisfaction metrics are used to gauge the effectiveness of customer journey initiatives, and a further 47% claim they look at customer retention and loyalty metrics.

[1] *http://blogs.gartner.com/jake-sorofman/gartner-surveys-confirm-customer-experience-new-battlefield/*
[2] *http://www.mckinsey.com/industries/high-tech/our-insights/brand-success-in-an-era-of-digital-darwinism*

### 4. Mobile is growing in importance.

Within the survey findings desktop emerges as the most important channel when it comes to understanding the customer journey (for 47% of respondents), but mobile trumps desktop as first and second choice combined (for a resounding 75% of respondents), indicating the growing importance of the mobile web as a customer experience channel.

In comparison, just 28% of company respondents say they currently track mobile active users, and 19% gather mobile app download data, as an indication of how well their customer journey initiatives are faring.

### 5. Mobile strategies are lacking in maturity.

Two-fifths (42%) of company respondents and over half (55%) of agencies say that they or their clients are just beginning to develop a mobile strategy. Only 8% of responding organizations claim they have a well-developed mobile strategy. A significant proportion of company respondents (24%) say they don't have any sort of mobile strategy in place.

Countries just beginning to develop a mobile strategy include Hong Kong (49%), China (44%) and Malaysia (44%). Furthermore, Malaysia emerges as the country that's furthest behind, having the largest proportion of company respondents (32%) admitting that there is no strategy at all in place.

### 6. Consumers are using mobile for product research.

The majority of survey respondents believe customers are primarily interacting with them via mobile to research products for later purchase online. Just under half of companies and 61% of agency respondents concur with this view. A further 43% of company respondents and 50% of agencies say customers are engaging with them or their clients via mobile in order to search for a product which they will later purchase offline or in-store.

### 7. Customer touchpoints are lacking in integration.

For nearly half of respondents (41% of companies, 46% of agencies), the customer journey is understood but there is little management across touchpoints. Only 7% of responding organizations claim that their channels are seamlessly integrated, to allow for the exploitation of opportunities.

Almost a third of respondents (29% of companies, 30% of agencies) say their customer touchpoints continue to be managed in silos, leading to inconsistent delivery of the customer experience.

### 8. Companies lack the systems, data and skills to map the mobile journey.

When it comes to understanding the role of mobile in the customer journey, companies mainly agree that they lack the mobile data (74%) and systems (79%) to effectively map the mobile customer journey. Furthermore, 73% agree that they lack the time and resource to effectively map the mobile customer journey.

## 1.1. Methodology

This report, published in association with Emarsys, is based on an online survey conducted between August and October 2016.

There were nearly 1,000 respondents to our research request, both client-side professionals (including marketers and ecommerce professionals) and supply-side respondents (including agencies and consultants).

The findings are shown for client-side (i.e. 'company respondents') and supply-side (or 'agency respondents') separately. Within parts of the report, responses are segmented into two groups: those who have an 'advanced' understanding of the customer journey (63% of respondents) and those who feel that their understanding is at 'beginner' level or 'non-existent' (37% of respondents). For a more detailed profiling of respondents, see *Section 10.2*.

If you have any questions about the research, please email Econsultancy's Research Director, Jim Clark (jim.clark@econsultancy.com).

## 1.2. About Econsultancy

Econsultancy's mission is to help its customers achieve excellence in digital business, marketing and ecommerce through research, training and events.

Founded in 1999, Econsultancy has offices in New York, London and Singapore.

Econsultancy is used by over 600,000 professionals every month. Subscribers get access to research, market data, best practice guides, case studies and elearning – all focused on helping individuals and enterprises get better at digital.

The subscription is supported by digital transformation services including digital capability programs, training courses, skills assessments and audits. We train and develop thousands of professionals each year as well as running events and networking that bring the Econsultancy community together around the world.

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# 2. Foreword by Emarsys

The promise of marketing has always been to deliver the personalized interactions that consumers deserve – and that they are growing to expect. Whether you call it 1:1 interactions, personalized user experiences, or data-driven marketing, the fact remains, consumer expectations continue to increase. And as they do, the brands that truly understand and build engagement strategies around their unique customer journeys will win in today's customer-driven marketplace.

Every marketer wants to deliver on this promise of marketing. Marketing teams around the globe work hard every day to exceed their customers' expectations; however, a growing gap is emerging between customer expectations for a personalized interaction and the marketer's ability to deliver. An explosion of data, channels and point solutions are at the core of this growing gap and are ironically making it harder, not easier, for marketers to understand the customer journey.

To support marketing organizations as they navigate this time of change, Emarsys partnered with premier digital research and consulting firm, Econsultancy, in a survey of marketing leaders and service providers. The survey revealed interesting insights about the customer journey. While few marketers would argue that a clear understanding of it is vital, less than 10% of respondents believe they have a strategy to address it. Additionally, the Asia Pacific region is emerging not only as a mobile-first market, but potentially as a mobile-only market. Knowing this, it is interesting that our survey again found that less than 10% of all respondents felt they have a mobile strategy to address this major market shift. These are just two examples from a wide range of valuable insights revealed through this research, which we are happy to share with you in this report.

Emarsys is focused on a clear vision to deliver on the promise of marketing by providing the most innovative and easy-to-use technology that enables brands around the world to scale truly personalized interactions. At the heart of this vision is the customer journey. So, I hope this report enables your marketing team to better understand and optimize that customer journey starting today. Explore the findings from 600+ marketing leaders and service providers and leverage them to exceed expectations, deliver on the promise of marketing and win in the age of the customer.

**Ohad Hecht**
**Chief Executive Officer, Emarsys**

## 2.1. About Emarsys

Emarsys is a leading global provider of cloud marketing software for B2C companies, and the first B2C Marketing Cloud. The company provides actionable intelligence to enterprises targeting their customers, combining machine learning and data science with true personalization and multichannel delivery to reach customers most effectively, maximizing engagement and results. With more than 600 employees in 16 global office locations, Emarsys serves more than 1,500 clients in 140 countries. Every month, Emarsys sends over seven billion messages — helping customers increase revenue and ROI. For more information, please visit www.emarsys.com.

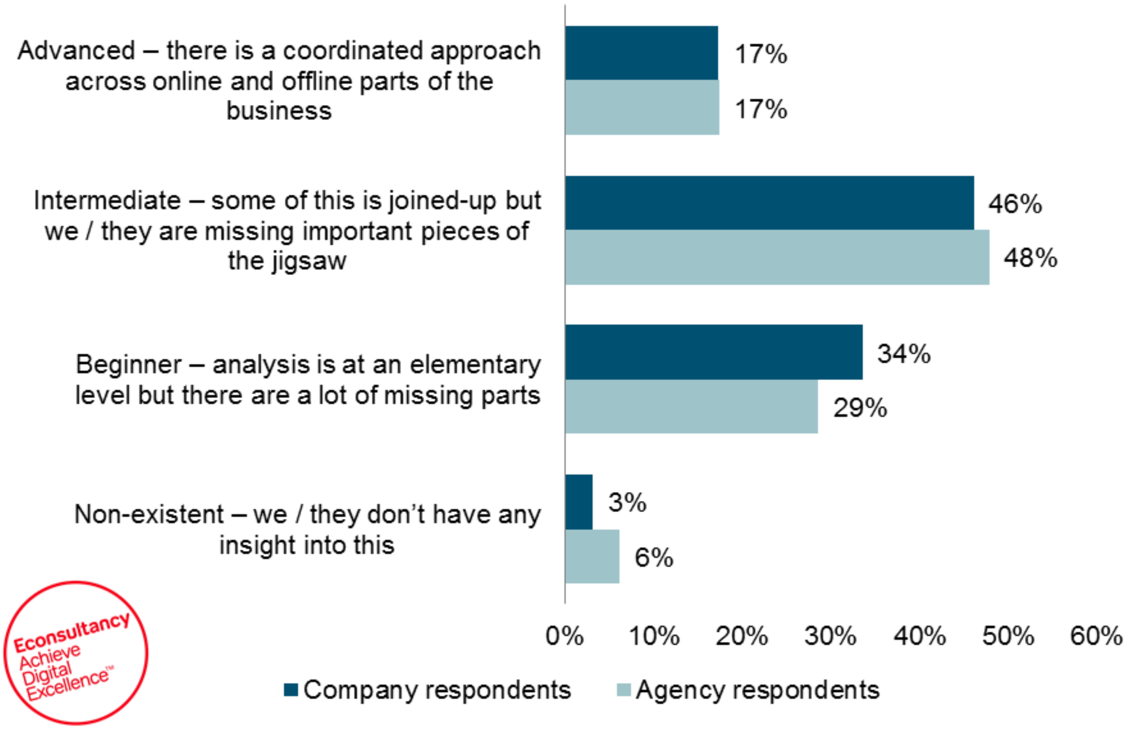
# 3. Marketers have more to learn about the customer journey

Mapping the customer journey is a difficult and time-consuming task, made increasingly complex by the growing array of digital and social channels. The appeal of certain touchpoints varies widely by location, demographic and product category, as well as the stage a consumer is at within their purchase journey. The case for offering consumers multiple touchpoints across a variety of channels is increasingly being made, but this creates a far bigger challenge for marketers when it comes to mapping the customer journey and understanding the role that each touchpoint has to play, across the online and offline world.

The complexity of the situation is evident within the survey findings, with 46% of company respondents saying they are at an 'intermediate' stage when it comes to understanding the overall customer journey (*Figure 1*), meaning that some parts of the journey are joined-up but there are important pieces of the jigsaw still missing. Furthermore, just over a third (34%) of companies define their understanding as being at a 'beginner' level, and 29% of agency respondents concur with this view.

Less than a fifth (17%) of all respondents rate their understanding of the customer journey as being 'advanced'.

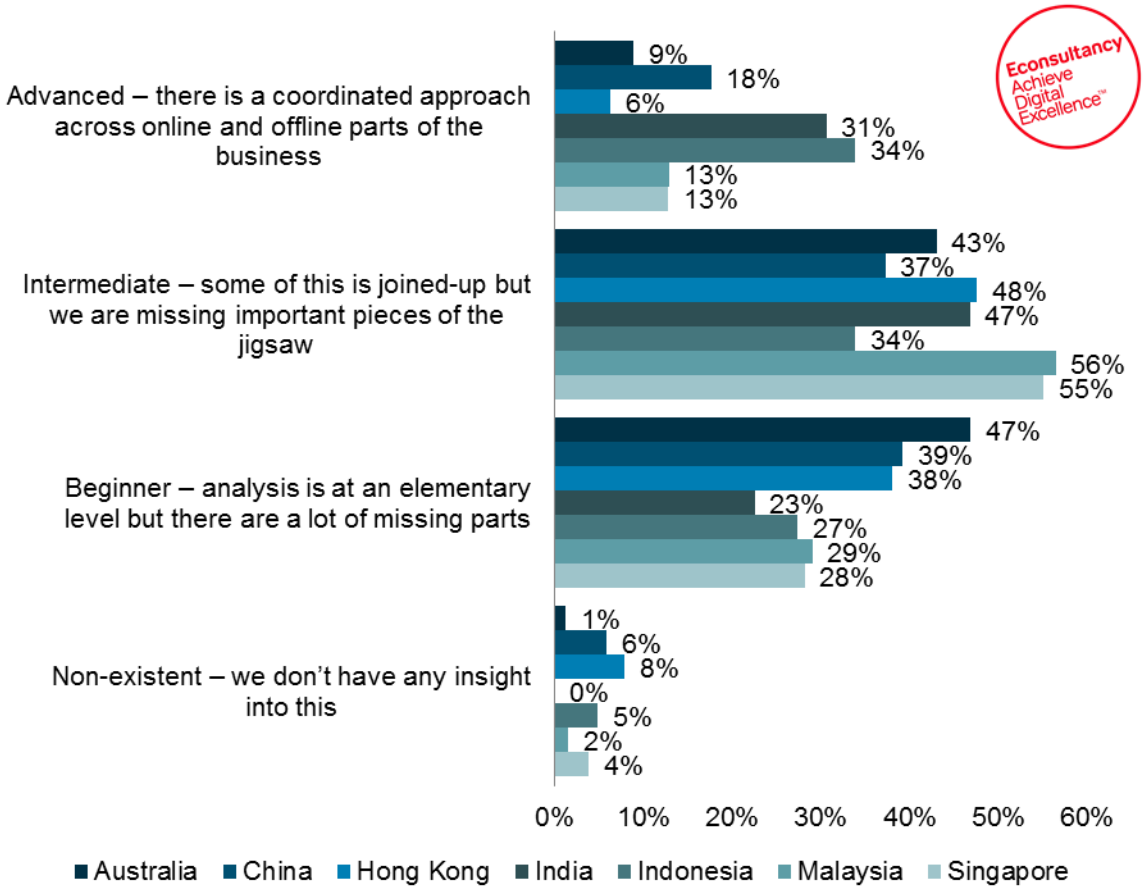
Figure 1: How would you describe your organization's (or your clients') understanding of the overall customer journey?




*Company respondents: 513*
*Agency respondents: 328*

*Figure 2* illustrates a breakdown of company responses by geographic location, revealing notable differences across the APAC region. India and Indonesia are leading the way, with 31% and 34% of respondents respectively saying they have an 'advanced' understanding of the overall customer journey. By comparison, 47% of respondents from Australia say they are at a 'beginner' level where understanding of the customer journey is elementary, with many missing parts.

Company respondents – country comparison
Figure 2: How would you describe your organization's understanding of the overall customer journey?




*Respondents: 460*

A notable spike in the above illustration is for Malaysia and Singapore, where well over half of companies (56% and 55% respectively) say their organization's grasp of the customer journey is at an 'intermediate' level. Singapore in particular has built up a reputation for being the most digitally advanced of the Association of Southeast Asian Nations (ASEAN) region, with Singaporeans, on average, holding 1.6 mobile internet subscriptions[3]. It seems likely that understanding the customer journey will be a business priority for this country moving forward, as it races to digitally innovate.

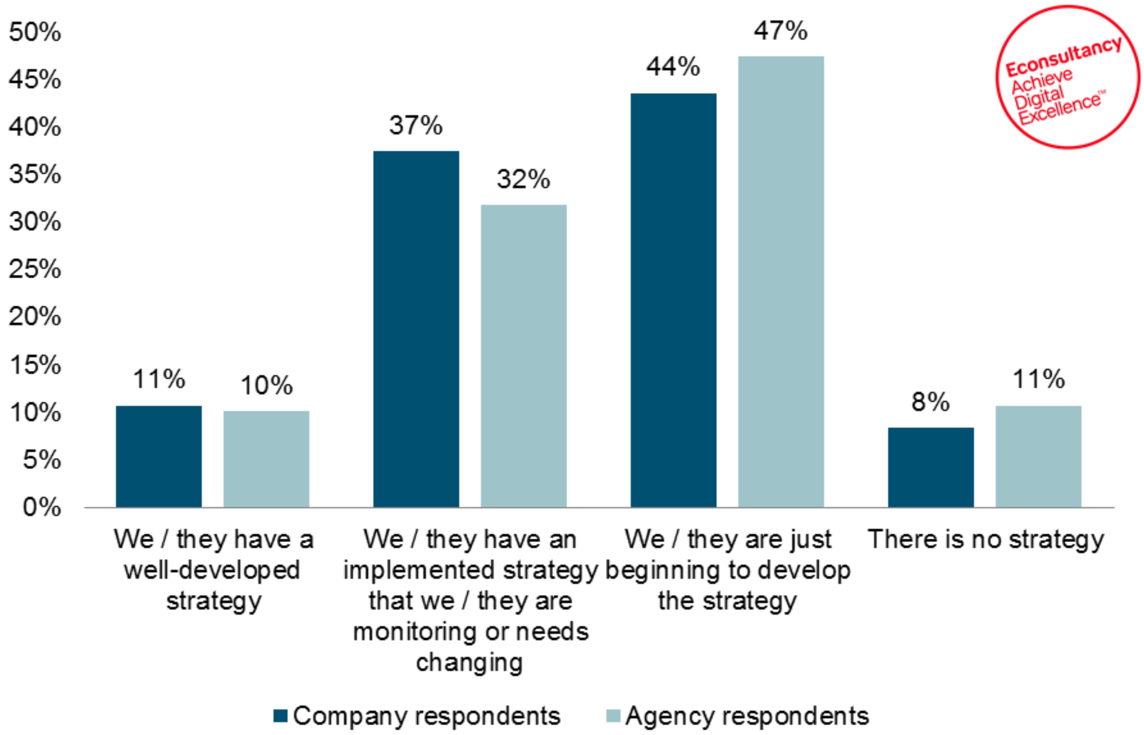
[3] https://hbr.org/2016/03/how-benchmarking-can-help-countries-become-more-digital

Companies wishing to build a truly omnichannel and personalized customer experience need to be placing the customer at the heart of their business. Instead of focusing on conversion and sales, the emphasis needs to be on creating a meaningful and engaging customer experience, and a well-thought-out strategy can be the catalyst for change, particularly within organizations that are lagging behind.

According to the survey findings, 44% of company respondents and 47% of agencies say they (or their clients) are just beginning to develop a strategy for improving the customer journey. Just one in ten have a well-developed strategy already in place, compared with 8% of company respondents who admit they have no strategy at all.

Companies that have an advanced understanding of the customer journey are eight times more likely to have a well-developed strategy for improving the customer experience than their peers (40% compared to 5%).

## Figure 3: How well developed is your organization's (or your clients') strategy for improving the customer experience?

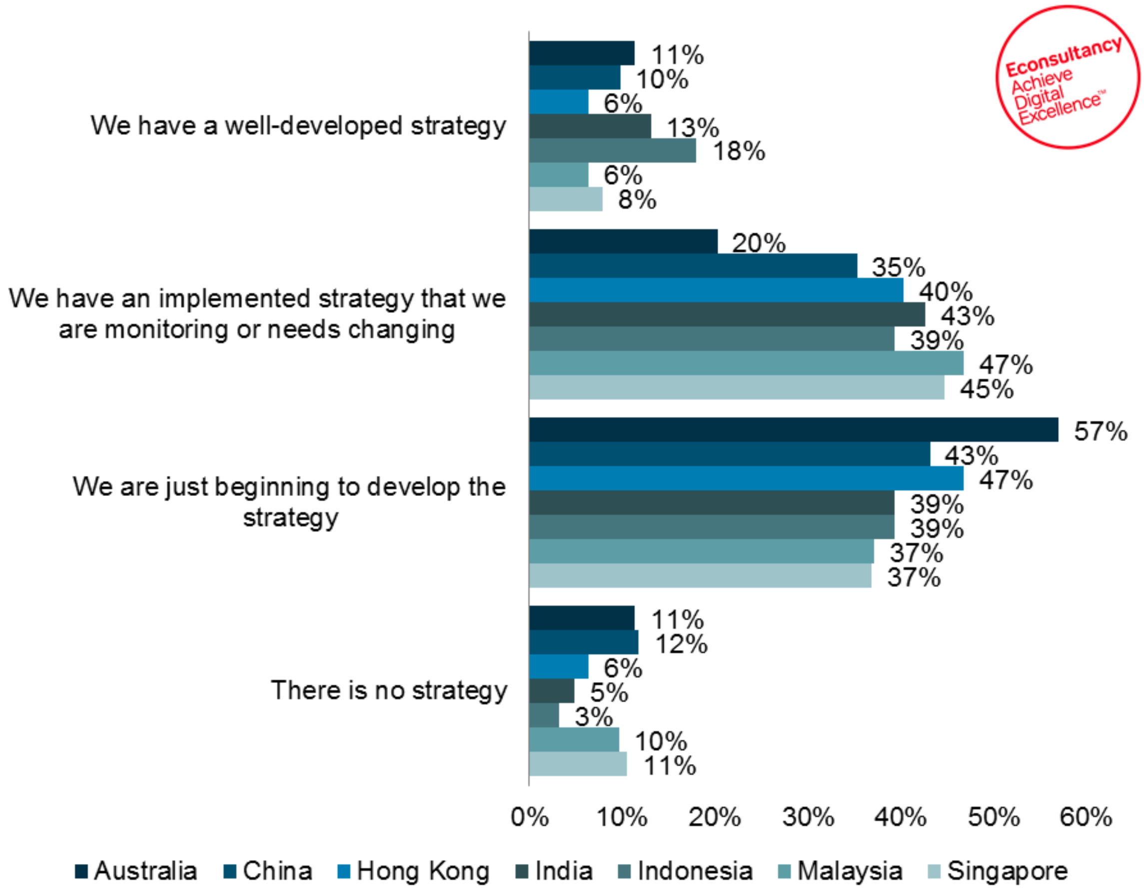



*Company respondents: 509*
*Agency respondents: 322*

*Figure 4* below illustrates this data by region, and Indonesia once again emerges in the lead, with 18% of company respondents claiming they have a well-developed customer experience strategy in place, and just 3% saying there is no strategy. India also ranks positively again, with 13% of respondents saying they have a well-developed strategy and a further 43% claiming they have an implemented customer experience strategy which is currently being monitored.

When it comes to countries at the start of their customer experience journey, 57% of Australian respondents say they are just beginning to develop a strategy, and they are trailing behind others when it comes to having an implemented strategy in place that is being monitored, with just 20% claiming this position (compared to 47% of Malaysians, for example).

## Company respondents – country comparison
## Figure 4: How well developed is your organization’s strategy for improving the customer experience?



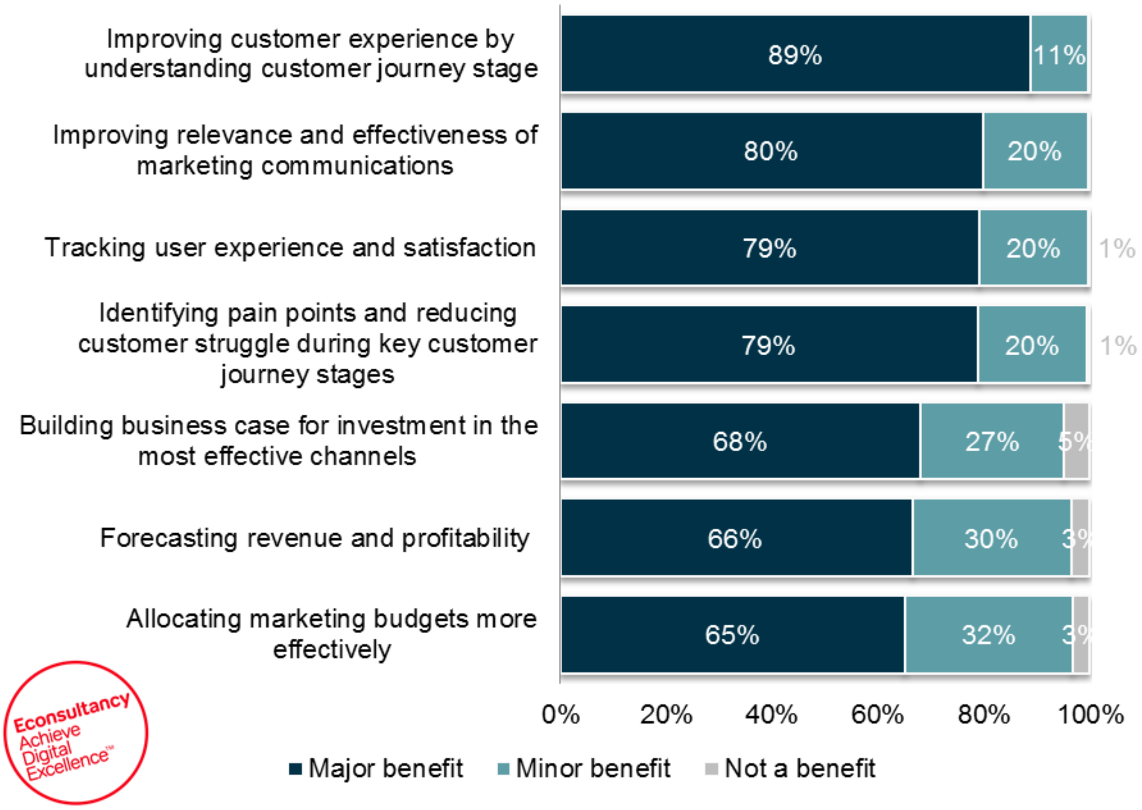

*Respondents: 456*

In terms of building the business case for understanding the customer journey, the vast majority of company respondents rate improving customer experience (89%) and improving relevance and effectiveness of marketing communications (80%) as 'major benefits'. 2016 was dubbed 'the year of the customer'[4] by industry commentators and delivering a memorable and engaging customer experience is central to this.

*Figure 5* shows that just 65% of respondents rank being able to allocate marketing budgets more effectively as a major benefit. Marketers are continually seeking to measure the impact of their activity, to see where referrals have come from and judge the impact of various channels on conversions in particular.

Company respondents

Figure 5: How do you rate the following benefits that can be derived from an understanding of the customer journey?




*Respondents: 438*

[4] http://www.forbes.com/sites/shephyken/2016/01/02/the-year-of-the-customer-16-customer-service-and-experience-cx-trends-for-2016/#7d84c7a65e04

# 4. The role of data in the customer journey

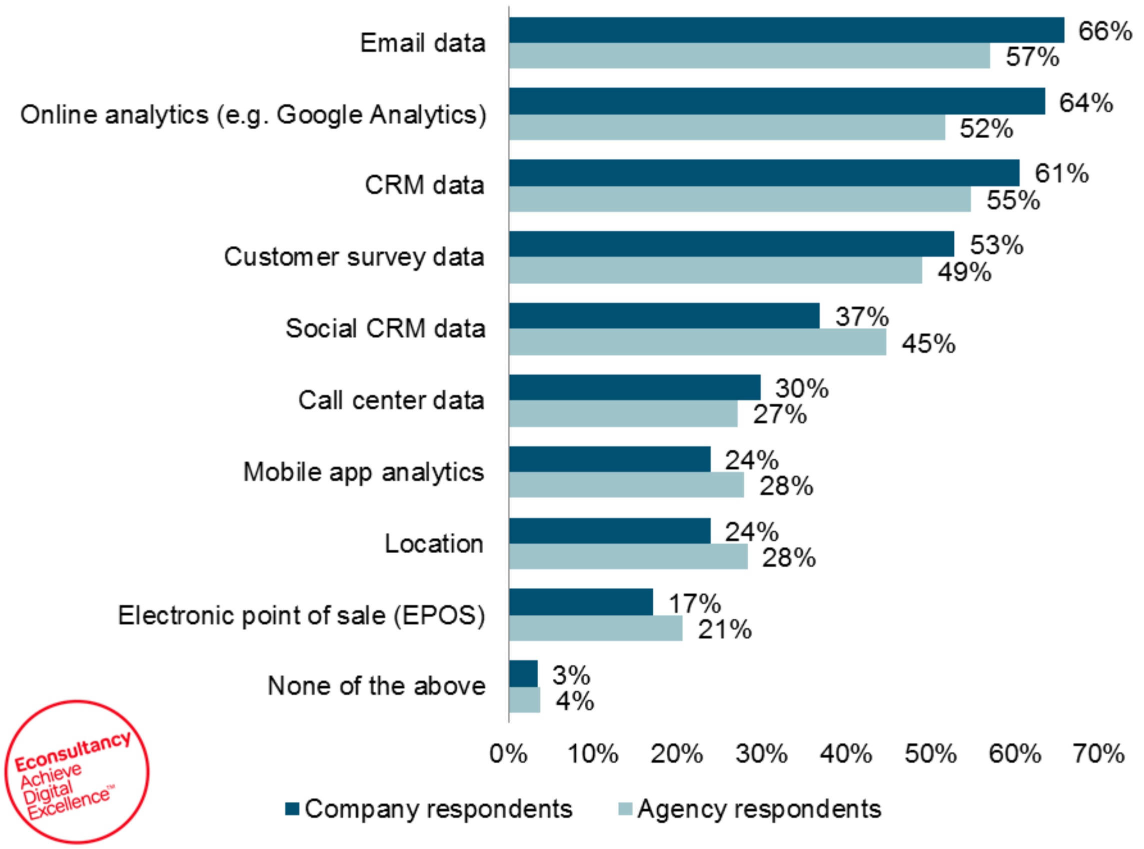
Conversations surrounding the customer journey will always come back to the issue of data. 'Big data' as it is so often called is an ongoing conundrum for marketers, and particularly where legacy systems exist and customer data continues to be collected in a siloed manner. Furthermore, the growing volume of data is putting increasing pressure on marketers and the challenge is less about amassing data and more about being able to select the most relevant datasets, knowing what questions to ask and looking for insights that can make a difference.

According to research by Criteo World Business Research, 55% of APAC retailers are struggling to segment unstructured data in order to personalize communications. The study polled more than 400 senior retail marketing executives and found that:

- 50% admitted a lack of coordination between marketing, customer intelligence and UX teams.
- 55% are challenged by the skills gap in data analytics.
- Display ads account for 28% of overall ad budgets and 29% of ad revenue.[5]

Considering the results displayed in *Figure 6*, it appears that around two-thirds of company respondents are relying on traditional email data and online analytics to inform their understanding of the customer journey. A similar proportion (61%) are utilizing CRM data.

## Figure 6: Which of the following sources of data does your organization (or do your clients) use to inform understanding of the customer journey?




*Company respondents: 439*
*Agency respondents: 261*

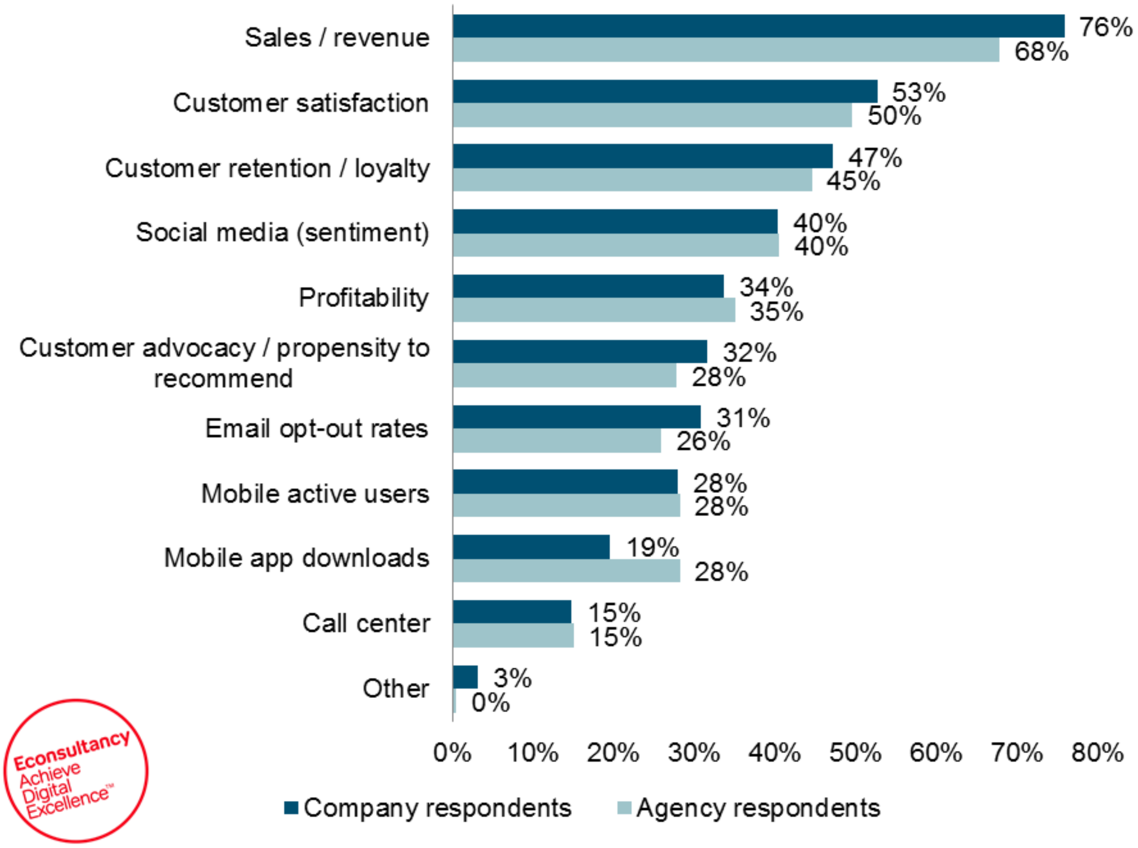
[5] *https://econsultancy.com/blog/68478-the-best-apac-digital-marketing-stats-from-october-2016/*

Despite the prevalence of social media as a customer feedback channel for customer service enquiries, reviews, complaints, brand engagement etc., just 37% of companies say they are utilizing social CRM data. Agencies are slightly more optimistic about their clients' capacity to handle social data, with 45% being of the opinion that social CRM data is used to inform the customer journey.

Similarly, just under a quarter of company respondents say they are utilizing mobile app analytics data and location data, which maybe suggests a lack of confidence with 'newer' forms of customer data. When respondent data is further segmented, companies that have an advanced understanding of the customer journey are nearly twice as likely to use mobile app analytics to inform understanding of the customer journey compared to their peers (39% compared to 21%).

Revenue opportunities have historically been the primary objective for learning more about the customer journey, and as *Figure 7* highlights, this continues to be a top priority in 2016 with 76% of company respondents citing sales and revenue as their preferred metric for directly measuring the impact of initiatives aimed at understanding the customer journey. Just over two-thirds of agency respondents concur with this view.

## Figure 7: What types of metrics do you (or your clients) use to directly measure the effectiveness of initiatives aimed at understanding the customer journey?




*Company respondents: 380*
*Agency respondents: 220*

However, it is evident that priorities are maturing, with 53% of companies and half of agency respondents saying that customer satisfaction metrics are used to gauge the effectiveness of customer journey initiatives. A further 47% of company respondents say they also look at customer retention and loyalty metrics.

Despite the growing prevalence of multi-screen usage in the APAC region, with the number of individuals who use four or more screens rising by 40% between H2 2015 and H1 2016[6], mobile metrics are being gathered by a small minority. Just 28% of company respondents say they track mobile active users, and 19% gather mobile app download data, as an indication of how well their customer journey initiatives are faring. It can be easy to gather these metrics although download figures in particular can lack depth of insight, unless combined with other mobile customer data.

[6] *https://econsultancy.com/blog/68478-the-best-apac-digital-marketing-stats-from-october-2016/*

# 5. Mobile is an irreversible trend

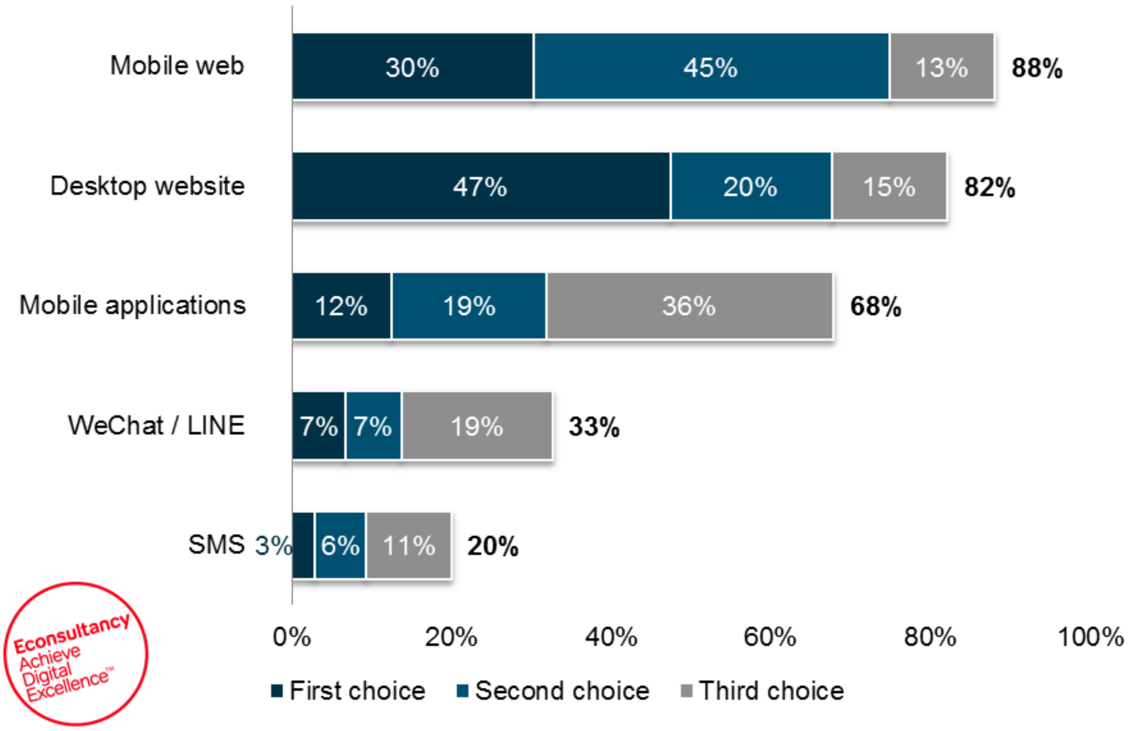
There is little doubt that mobile has firmly established itself as an ecommerce platform in the APAC region this year. According to Criteo's State of Mobile Commerce Report[7], 54% of all ecommerce transactions in Southeast Asia in the first half of 2016 were conducted on a mobile device. That represents an increase of 19% year-on-year. In Indonesia, 83% of transactions were on smartphones for the same period. Additionally, mobile apps saw higher order values than desktop and mobile web for the first time.

It can been seen in *Figure 8* below that while desktop emerges as the most important channel when it comes to understanding the customer journey (for 47%), mobile trumps desktop as first and second choice combined (for a resounding 75%), indicating the growing importance of the mobile web as a customer experience channel.

Although WeChat appears fairly low down in aggregated results, with just 7% of companies ranking it in first position, country comparison charts show that it is considered a more important channel in certain countries, including China, Hong Kong and Indonesia.

The app offers a range of features, including free video calls, instant group chats, news updates and large file sharing. Its business-orientated design means that many professionals use it as an alternative to email, as well as for online shopping, cashless offline payments (over half of WeChat users link their bank card to the app) and household administration, all without leaving the WeChat universe. It is rapidly becoming the hub of all online activity within certain APAC territories, namely China, making it an intrinsic part of the online customer journey. It seems highly likely that including WeChat in customer journey metrics will soon be extremely important.

Company respondents
Figure 8: In the context of understanding the customer journey, please rank the following channels by importance.




*Respondents: 386*

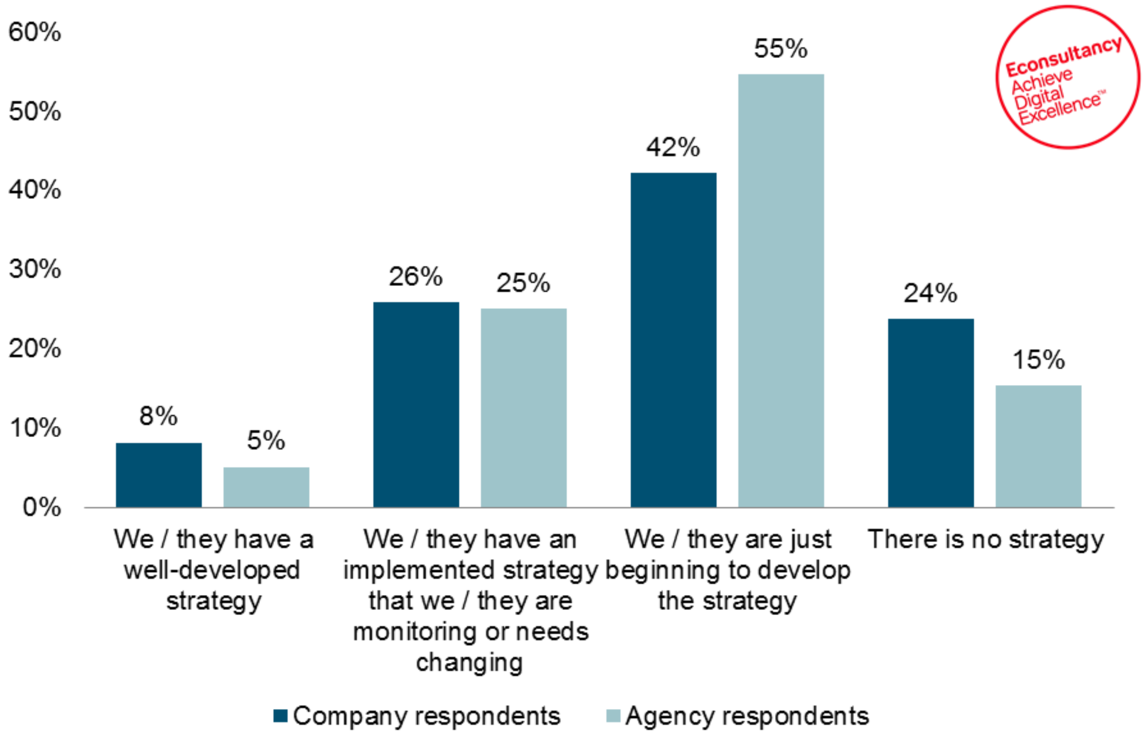
[7] https://econsultancy.com/blog/68478-the-best-apac-digital-marketing-stats-from-october-2016/

Today mobile represents the sum total of a customer's brand experience online for a fast growing number of B2C and B2B organizations. With 29% of companies agreeing that mobile is central to their overall business and how they engage with customers[8], it is more important than ever for brands to have a mobile strategy. In China, for example, many possess not one but multiple mobile devices.

But despite this, just 42% of company respondents and 55% of agencies say that they or their clients are beginning to develop a mobile strategy (*Figure 9*). This indicates a lack of mobile strategy maturity as only 8% of responding organizations claim they have a well-developed mobile strategy. A significant proportion of company respondents (24%) say they don't have any sort of mobile strategy in place. Companies that continue to view mobile as just another channel, without a specific strategy in place, will struggle to differentiate in 2017 and beyond.

Companies that have an advanced understanding of the customer journey are three times more likely to have a well-developed mobile strategy than their peers (20% compared to 6%).

## Figure 9: How would you describe the maturity of your organization's (or your clients') mobile strategy?



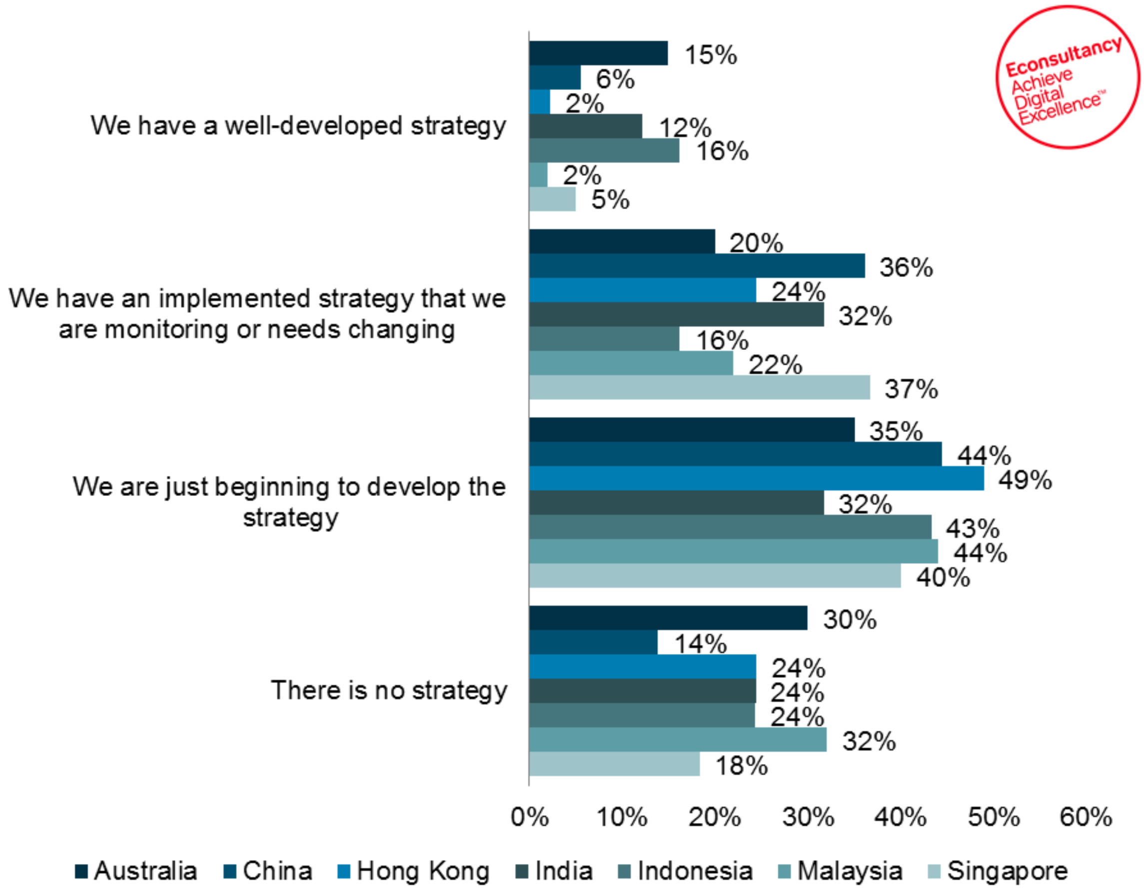

*Company respondents: 374*
*Agency respondents: 213*

[8] https://econsultancy.com/reports/digital-intelligence-briefing-taking-advantage-of-the-mobile-opportunity

When considering country variations (*Figure 10*), companies based in India, Australia and Indonesia are most likely to say that they have a well-developed mobile strategy in place (12%, 15% and 16% respectively).

Countries just beginning to develop a mobile strategy include Hong Kong (49%), China (44%) and Malaysia (44%). Furthermore, Malaysia emerges as the country that is furthest behind, having the largest proportion of company respondents (32%) admitting that there is no strategy at all in place.

Company respondents – country comparison
Figure 10: How would you describe the maturity of your organization's mobile strategy?




*Respondents: 335*

It is clear today that mobile has transformed many businesses by harnessing several unique strengths, such as delivering personalized content, allowing 24/7 internet access, giving instant access to immersive apps, enabling shopping, geo-targeting and social sharing. This is an irreversible trend, which is only likely to grow in ubiquity once innovations such as voice assistants and chatbots begin to take off.

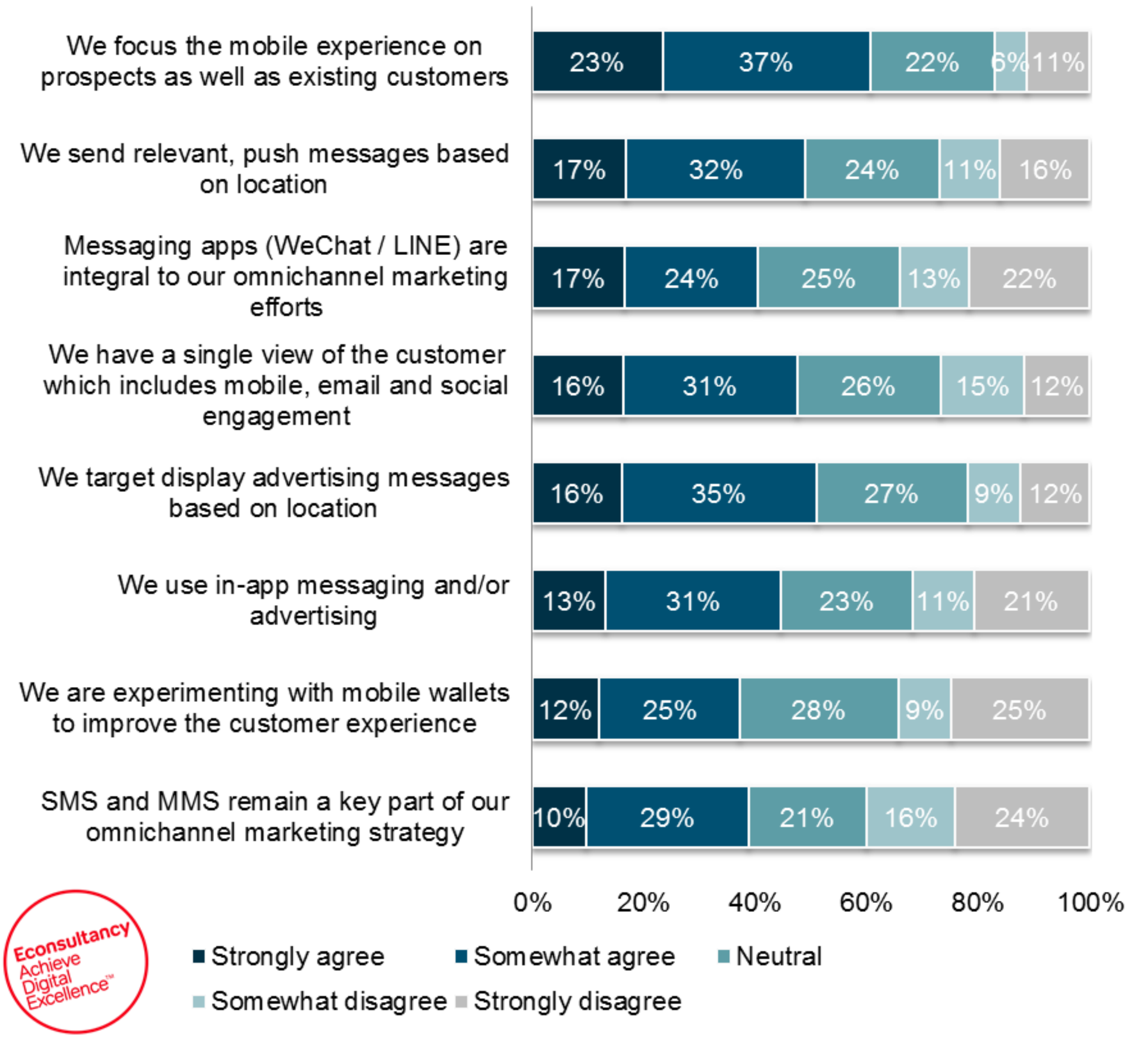
*Figure 11* provides deeper insight on the focus and current priorities of mobile strategies within the APAC region. What emerges as being of utmost importance for 60% of company respondents is focusing the mobile experience on new prospects as well as existing customers ('strongly' or 'somewhat' agree). Having the ability to send relevant, location-based push messages, as well as targeting display advertising messages based on location, are also of importance to approximately half of respondents.

Messaging apps such as WeChat emerge as being an important component of omnichannel marketing efforts for 41% of respondents. Unsurprisingly, Chinese companies are most likely (70%) to view messaging apps as integral to their omnichannel marketing efforts.

Australian respondents strongly disagree with a range of statements, indicating their lack of sophistication in mobile, as well as highlighting many areas in need of improvement.

Company respondents

Figure 11: To what extent do you agree or disagree with the following statements related to strategies used to connect and engage audiences over mobile?




*Respondents: 267*

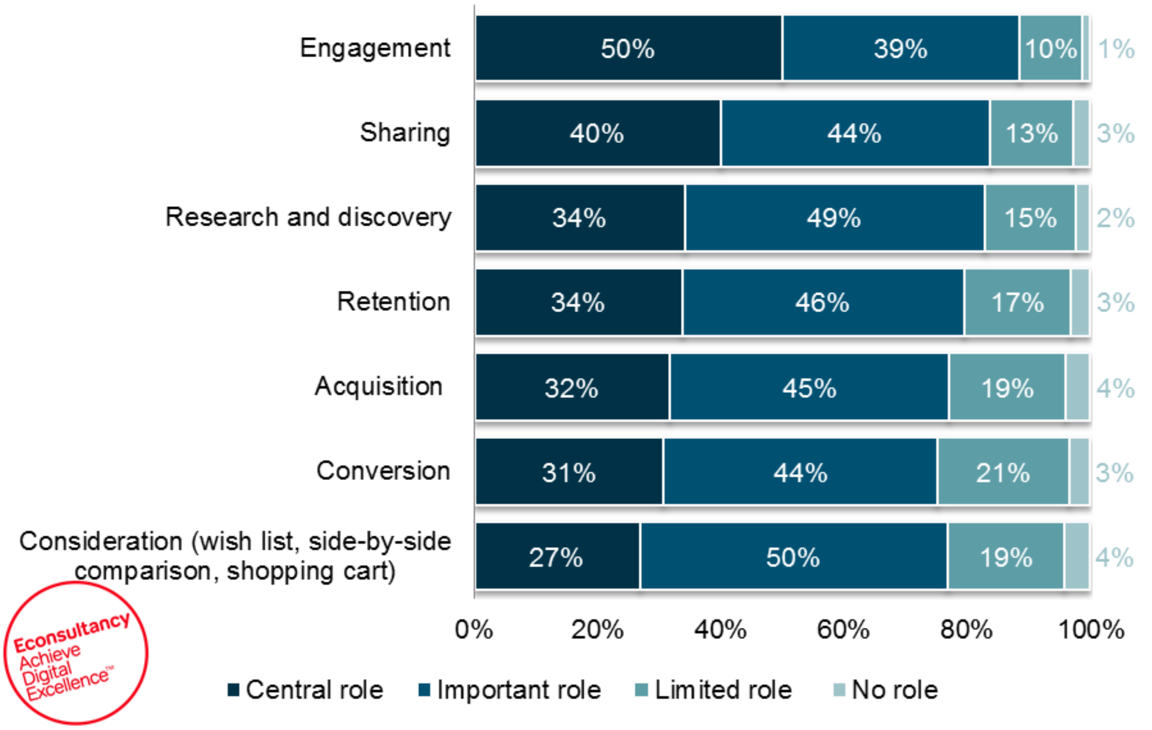
# 6. The role of mobile within the customer journey

Mobile has the ability to impact on the customer journey across the entire purchase cycle, largely due to the fact that it is 'always on'. It has transformed the way in which consumers interact and communicate with brands, and then beyond that, mobile opens up far greater opportunities for consumers to influence others in their decision-making process, from reviews and ratings through to image sharing, social engagement etc.

A GfK study found that 83% of online users across eight APAC markets access the internet via smartphones each day.[9] In China this figure rises to 93%. According to internet research firm StatCounter, mobile web traffic in Asia overtook that of desktop in June 2015, and mobile now accounts for more than 60% of all website visits.[10]

Drilling down deeper into the role that mobile plays within various phases of the customer journey, its impact on engagement is voted for by an overwhelming majority of company respondents. Half of company respondents say that mobile plays a 'central role' in engagement, and a further 39% claim it plays an 'important role'. Sitting very slightly below this, mobile emerges as being critical for 'sharing', with 84% of respondents saying it plays a 'central' or 'important' role.

Company respondents
Figure 12: How would you describe the role of mobile in the different phases of the customer journey?




*Respondents: 351*

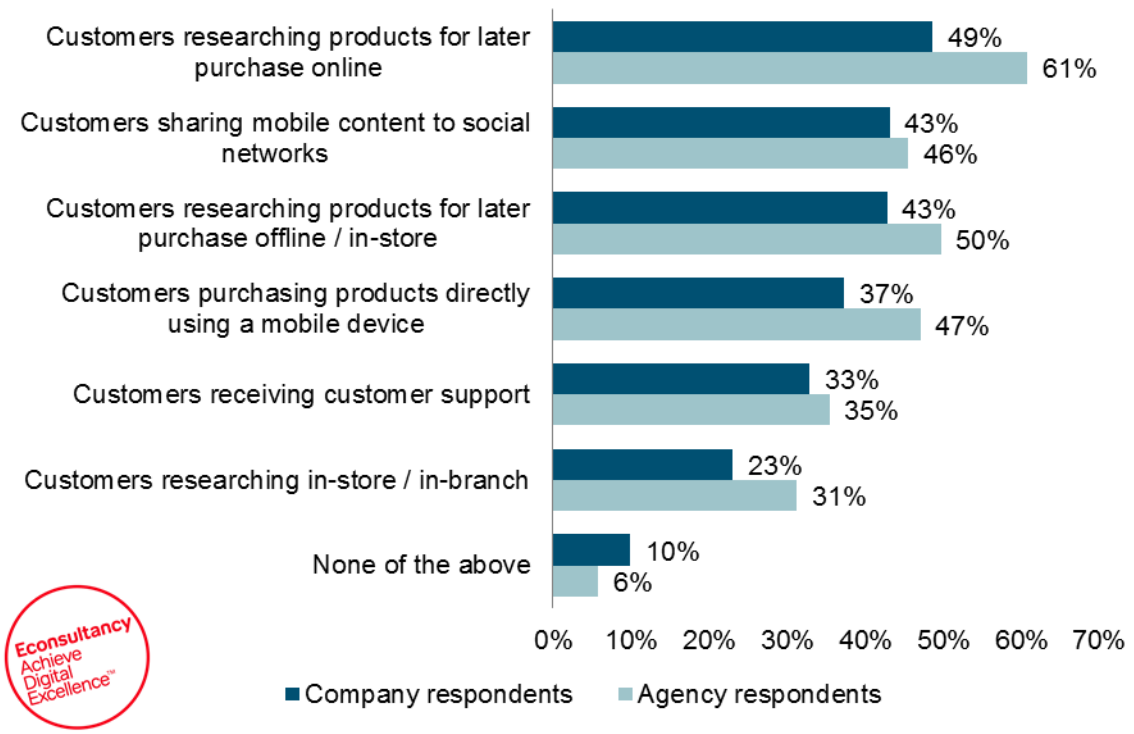
[9] http://www.gfk.com/en-sg/insights/press-release/over-four-in-five-apac-online-consumers-access-the-internet-daily-on-their-smartphones-gfk/
[10] http://gs.statcounter.com/#desktop+mobile+tablet-comparison-as-monthly-201504-201606

According to Google, mobile has forever changed how consumers engage with brands. The search giant claims that mobile has *"fractured the consumer journey into hundreds of real-time, intent-driven micro-moments"*[11]. As part of this, Google claims that 82% of smartphone users will turn to their phone to influence a purchase decision while in a store. Purchase decisions are increasingly made in-the-moment. Consequently, instead of thinking in campaign bursts, or focusing solely on the moment before purchase, brands and businesses need to be shifting their attention towards generating an always-on presence.

As *Figure 13* highlights, the vast majority of respondents believe that customers are primarily interacting with them via mobile to research products for later purchase online. Just under half of companies and 61% of agency respondents are in agreement with this statement. A further 43% of company respondents and 50% of agencies say customers are engaging with them or their clients via mobile in order to search for a product which they will later purchase offline or in-store. The offline customer experience is often viewed as the poor relative to the online journey but mobile is changing this. Micro-moments and local search are bringing the offline customer journey to the fore once again.

What is perhaps most noticeable in the below dataset is that agencies believe customers are more likely to interact with a brand via mobile in order to purchase products directly, with 47% believing this to be the case compared to just 37% of company respondents. Additionally, 31% of agencies say customers are using their smartphones to research when they are in a store while 23% of company respondents believe that this is the case.

## Figure 13: How do your customers interact with you (or your clients) via mobile devices?




*Company respondents: 343*
*Agency respondents: 189*

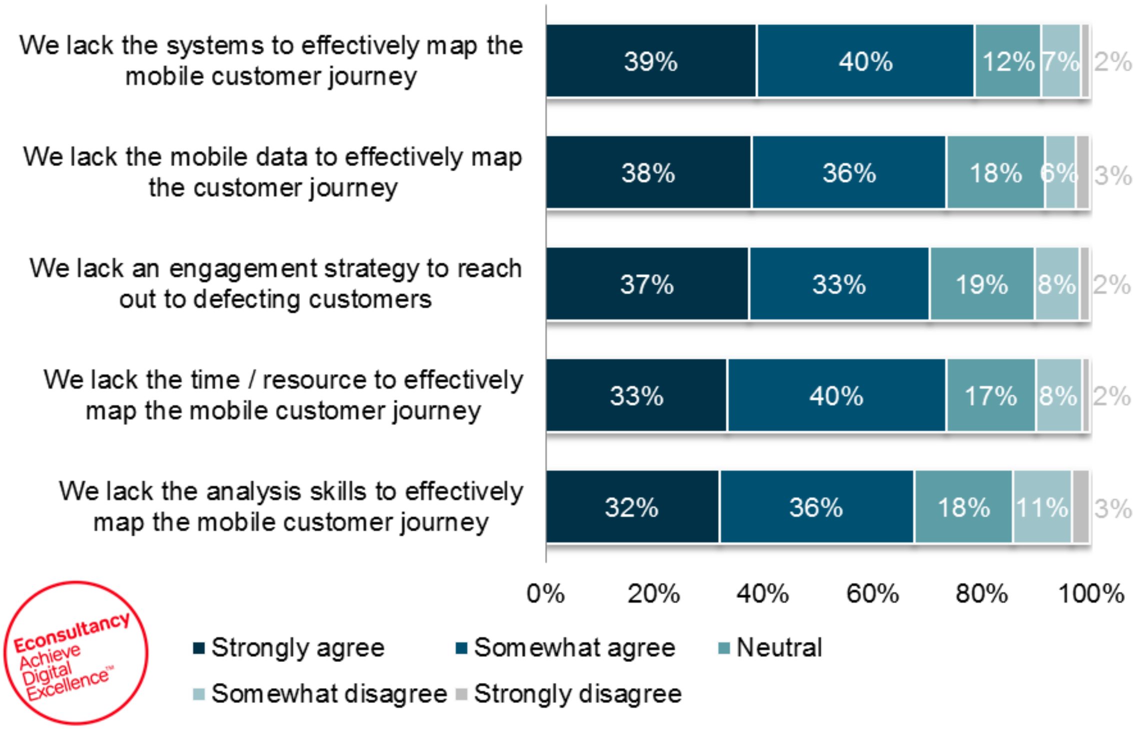
[11] https://www.thinkwithgoogle.com/micromoments/intro.html

When it comes to understanding the role of mobile in the customer journey, companies mainly agree that they lack the mobile data (74%) and systems (79%) to effectively map the mobile customer journey (*Figure 14*). Furthermore, 73% agree that they lack the time and resource to effectively map the mobile customer journey.

In order to properly appreciate the role that mobile is playing within the customer journey and keep abreast of fluctuating variables, it is essential that companies have integrated and cross-functional systems in place. Equally, business structures can prove to be a barrier to both the integration of systems and to forming a full picture of the customer journey. Balancing roles and responsibilities internally is a key step towards achieving this advanced understanding.

Company respondents

Figure 14: Do you agree or disagree with the following statements related to understanding the role of mobile in the customer journey?

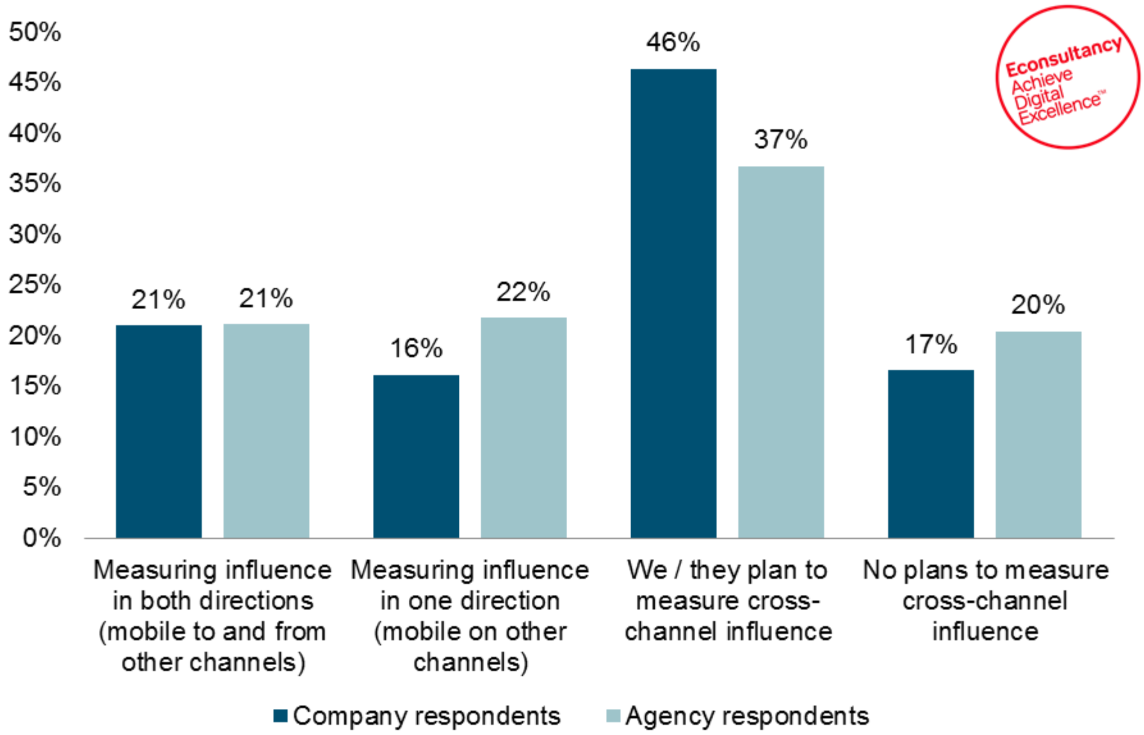



*Respondents: 338*

When it comes to assessing the influence that mobile activities are having upon other channels, in-store and online, 46% of client respondents and 37% of agency respondents say they (or their clients) plan to measure cross-channel influence while in practice, a much lower percentage of respondents are measuring the impact of mobile (*Figure 15*). Just over a fifth (21%) of both company respondents and agencies say they (or their clients) are measuring mobile's influence in both directions.

Companies that have an advanced understanding of the customer journey are 47% more likely to measure the influence of the mobile channel in both directions than those who say they have an intermediate or beginner level of understanding of the customer journey.

## Figure 15: To what extent are you (or your clients) measuring how your (or their) mobile activities influence behavior in other channels (such as in-store, web, etc.)?

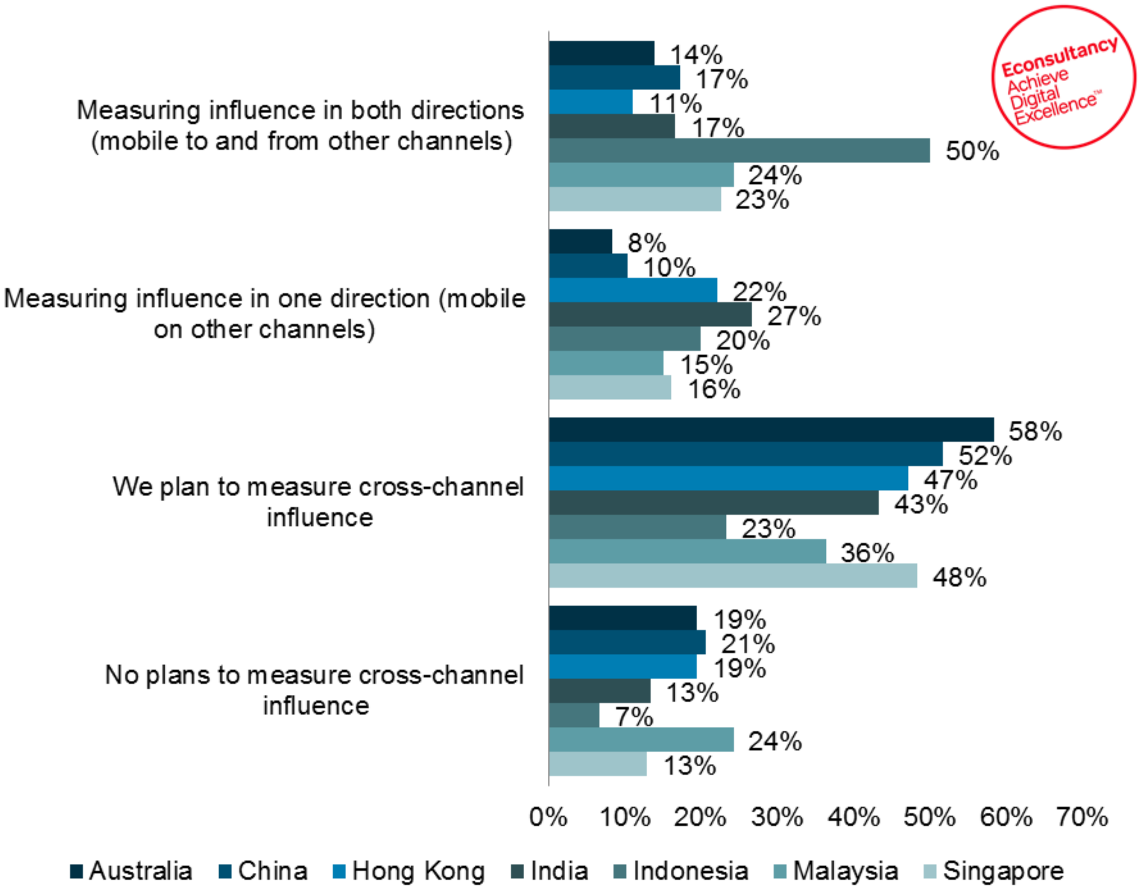



*Company respondents: 343*
*Agency respondents: 189*

Hong Kong, China and Australia are leading the way in planning to measure cross-channel influence while 50% of Indonesian respondents claim to be actively measuring the impact of mobile in both directions, which is a much higher percentage than any other country (*Figure 16*).

Company respondents – country comparison

Figure 16: To what extent are you measuring how your mobile activities influence behavior in other channels (such as in-store, web, etc.)?




*Respondents: 272*

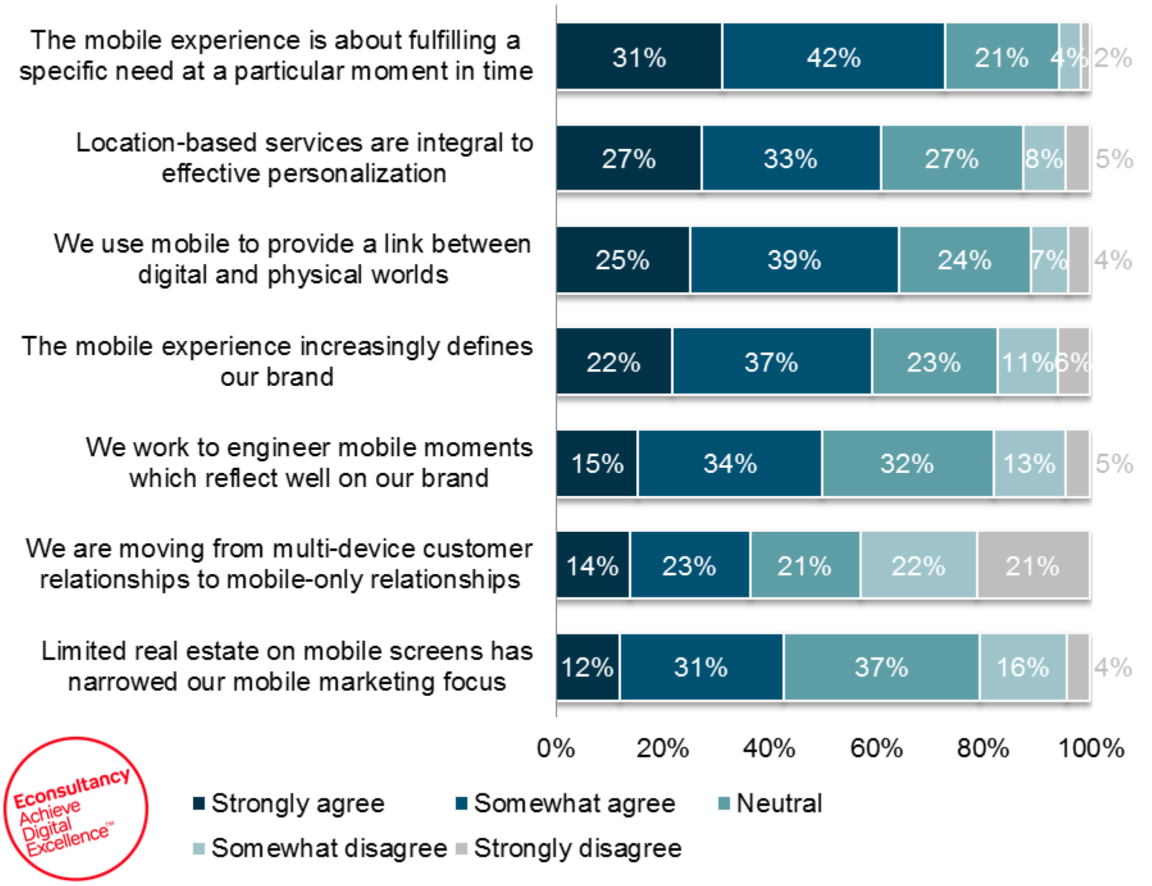
In light of the role that mobile plays within the overall customer experience, the majority of respondents agree that the mobile experience is about fulfilling a specific need at a particular moment in time (73%), that location-based services are integral to personalization (60%) and that mobile provides a link between digital and physical worlds (64%).

As *Figure 17* illustrates, 59% of respondents say that the mobile experience increasingly defines their brand, indicating the progression towards a mobile-first customer experience. But in contrast, 43% of client respondents and 27% of agency respondents disagree that they or their clients are moving from multi-device customer relationships to mobile-only customer relationships.

According to separate research by Criteo, consumers now use multiple devices to make a single purchase in 40% of ecommerce transactions and, increasingly, this is a worldwide trend.[12] Particularly when there is a lengthy consideration process involved, the average consumer will spend time researching across various devices depending on what they are doing in that moment in time, from their work computer to their mobile phone during their lunch break and perhaps their tablet while relaxing at home in the evening. The real challenge for businesses is to provide a good and consistent user experience on every device regardless of whether the user happens to be near their smartphone, PC or tablet.

## Company respondents

## Figure 17: To what extent do you agree or disagree with the following statements related to the role of mobile within the overall customer experience?




*Respondents: 338*

[12] http://www.criteo.com/resources/mobile-commerce-report/

# 7. Optimizing the mobile customer journey

There is a variety of explicit and implicit feedback that companies can gather to gain better insight into the role that mobile plays within the overall customer journey. When survey respondents were asked about the sources of data that they are currently collecting (*Figure 18*), it is revealing that only one of twelve options was selected by more than half of the responding companies and agencies. By far the most popular source for learning more about the role of mobile within the customer journey is user reviews.

Social listening follows closely behind, with 48% of companies and 50% of agency respondents saying they are pulling data from this source. Online feedback forms and tools are also being used by just over 40% of respondents.

Beyond this, responses are dispersed, with respondents choosing to focus on a variety of different data sources, indicating that they are not yet maximizing every data source available to them.

When data is broken down by country, a much higher percentage of respondents from India use app store reviews, calls to customer service teams and online feedback forms and tools. Australia emerges as the country that is lagging behind, continuing to rely on more traditional sources of data.

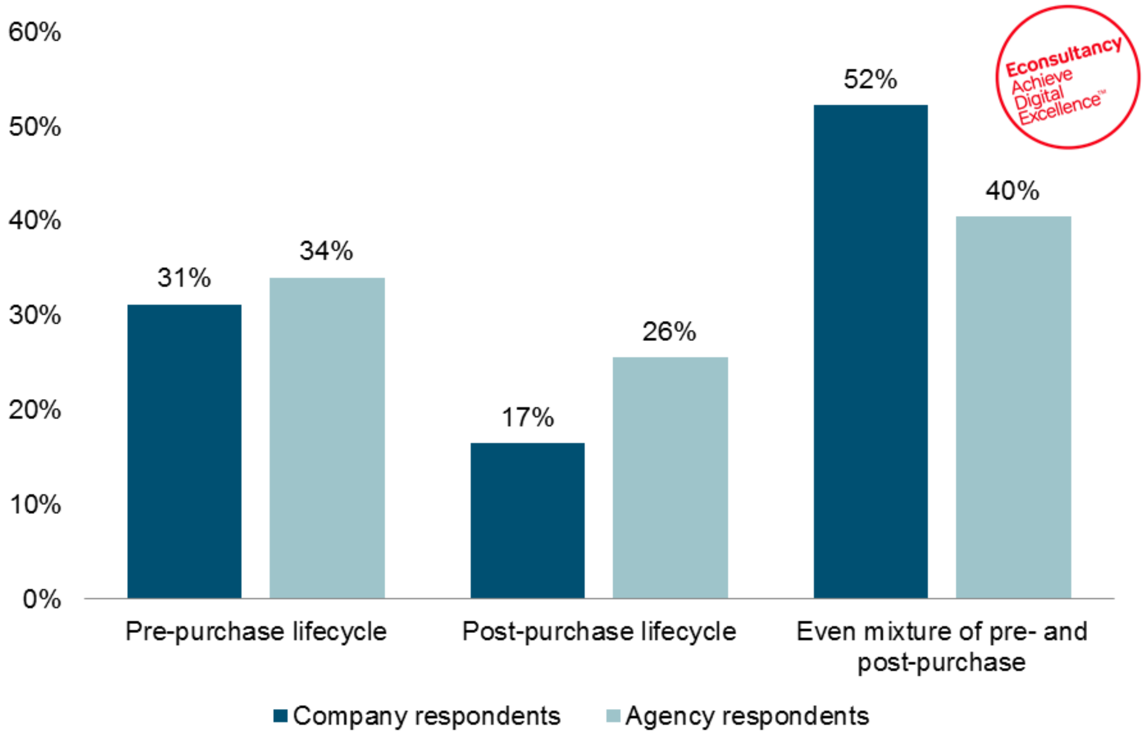
Figure 18: Which of the following sources of insight are used to inform your (or your clients') understanding of the role of mobile in the overall customer journey?


*Company respondents: 285*
*Agency respondents: 168*

There is no optimum combination of data sources to be used in understanding how mobile fits within the overall customer journey as this is dependent on the nature of the business and their ability to derive insight from the data. It is also a maturing part of marketing within which important lessons are still being realized.

Half of responding organizations focus their attempts to optimize the role of mobile in the customer journey on both pre- and post-purchase lifecycle, indicating the importance of mobile throughout the customer journey (*Figure 19*).

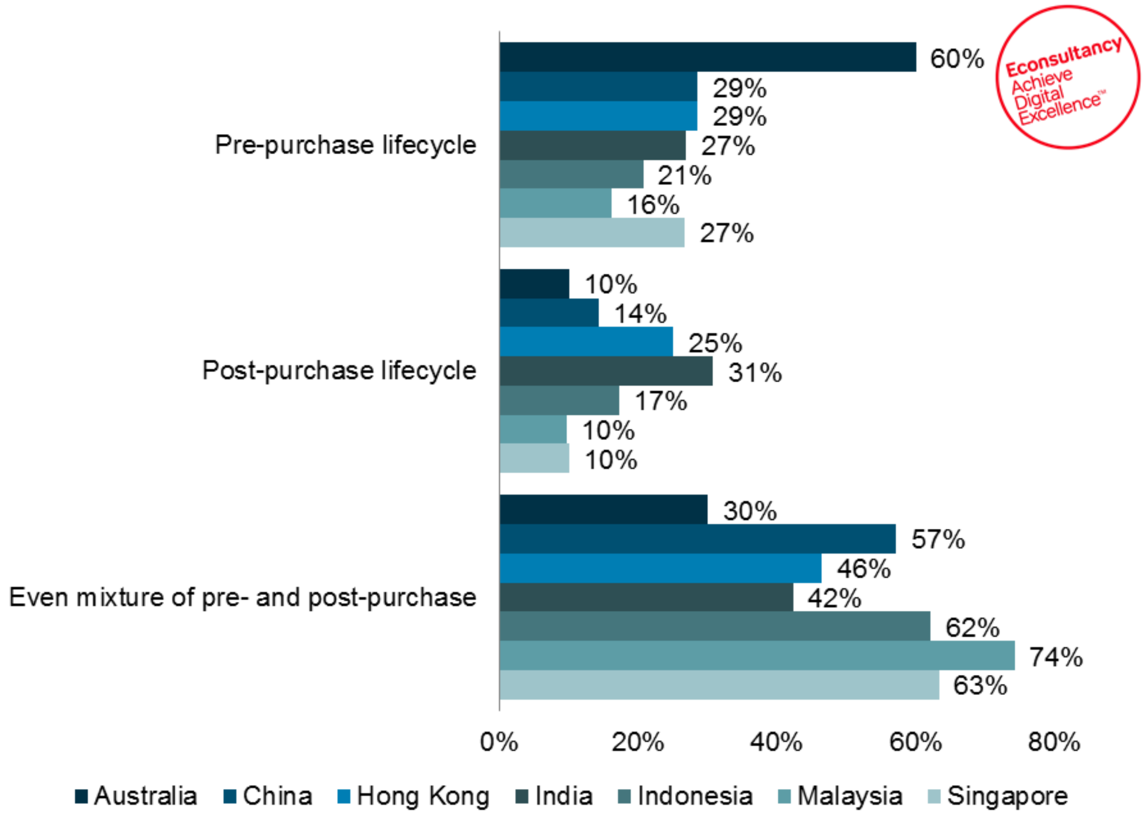
## Figure 19: Where does your organization (or do your clients) focus most of its (or their) attempts to understand and optimize the role of mobile in the customer journey?




*Company respondents: 186*
*Agency respondents: 166*

While country-level variations largely reflect the aggregate, there are some notable differences. Australian company respondents, for example, are nearly twice as likely to focus on the 'pre-purchase' lifecycle of mobile (60% versus 31% on average). Marketers in India, by contrast, are more likely to pay attention to the 'post-purchase' lifecycle (31% versus 17% on average). Malaysia is leading the way in terms of focusing efforts on a mixture of pre- and post-purchase lifecycle (74% versus 52% on average).

Company respondents – country comparison
Figure 20: Where does your organization focus most of its attempts to understand and optimize the role of mobile in the customer journey?



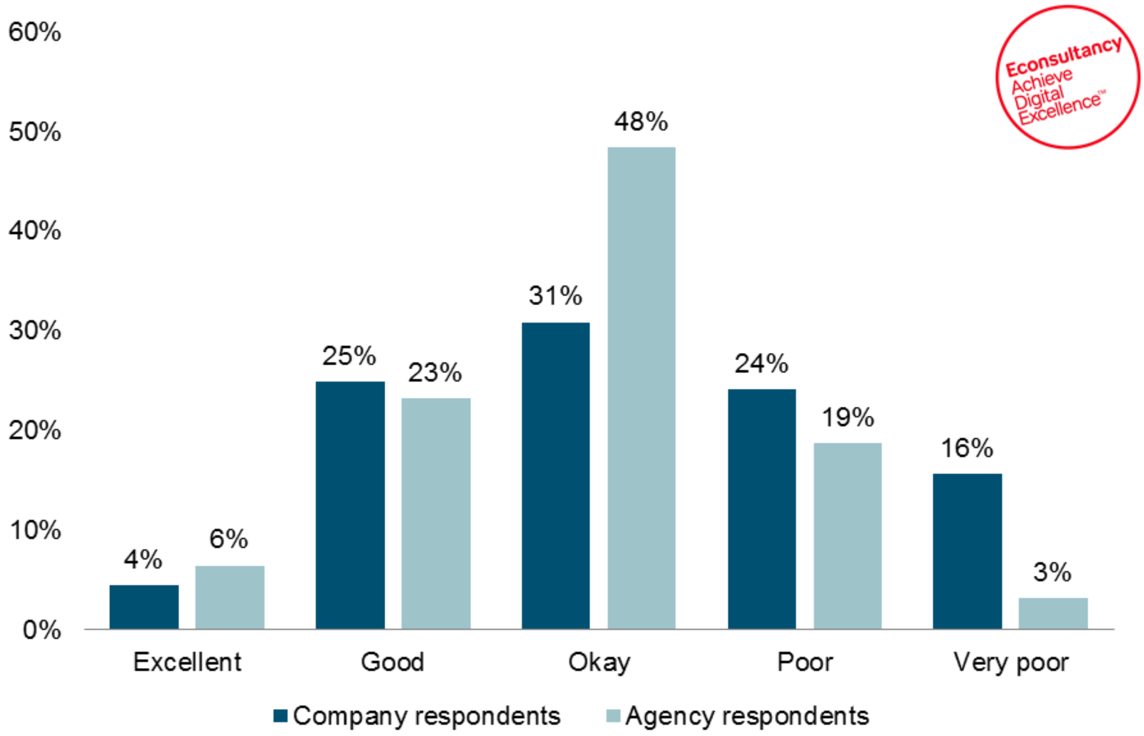

*Respondents: 258*

Mobile presents unique targeting opportunities and when companies adopt user identification techniques such as requesting social logins and capturing user IP addresses, it makes it possible to join up mobile with other devices and online and offline channels, bringing them a step closer towards achieving that elusive single customer view.

So when it comes to optimizing mobile's role in the overall customer journey, nearly a third (29%) of organizations rate their ability to apply insights derived from customer data as 'excellent' or 'good' (*Figure 21*). However, only 4% rate it as 'excellent' and four in ten cite their ability as 'poor' or 'very poor'. Almost half (48%) of agency respondents feel that their clients are merely doing an 'okay' job in this area.

Compared to their peers, companies that have an advanced understanding of the customer journey are far more likely to rate their ability to apply insights derived from their data as 'good' or 'excellent' (72% compared to 29% on average).

## Figure 21: How do you rate your organization's (or your clients') ability to apply insights derived from customer data, so as to optimize mobile's role in the overall customer journey?

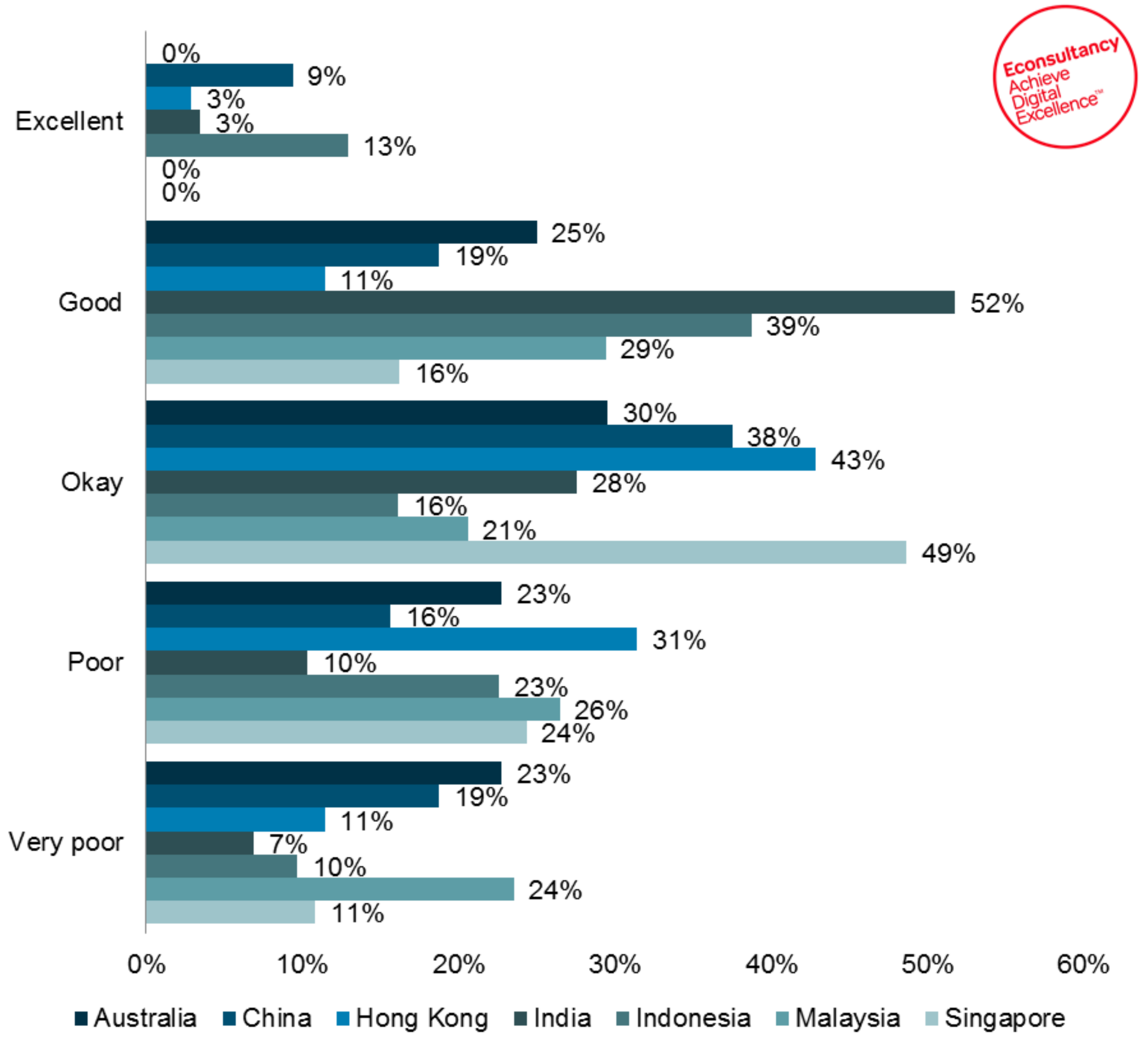



*Company respondents: 186*
*Agency respondents: 166*

Country data is far more widely dispersed, as *Figure 22* illustrates. India is leading the way, with 55% of respondents rating their ability to apply insights derived from customer data to optimize the role mobile plays as ‘good’ or ‘excellent’. Indonesia runs close behind, with 52% of company respondents claiming the same level of ability. Singapore is the most likely country to claim it is doing an ‘okay’ job of things, according to 49% of respondents.

Company respondents – country comparison

Figure 22: How do you rate your organization’s ability to apply insights derived from customer data, so as to optimize mobile’s role in the overall customer journey?




*Respondents: 258*

It is interesting to view these country comparisons alongside DigitasLBi’s fifth annual Connected Commerce survey 2016, which looked at the online shopping habits of 1,000 web users (aged 18-64) across 15 countries, including the APAC region. Within it, India and Singapore appear top of the chart for the percentage of users that have bought on their smartphones, against the daily general usage of smartphones.[13]

[13] http://www.digitaslbi.com/connectedcommerce2016/

# 8. Building an omnichannel view

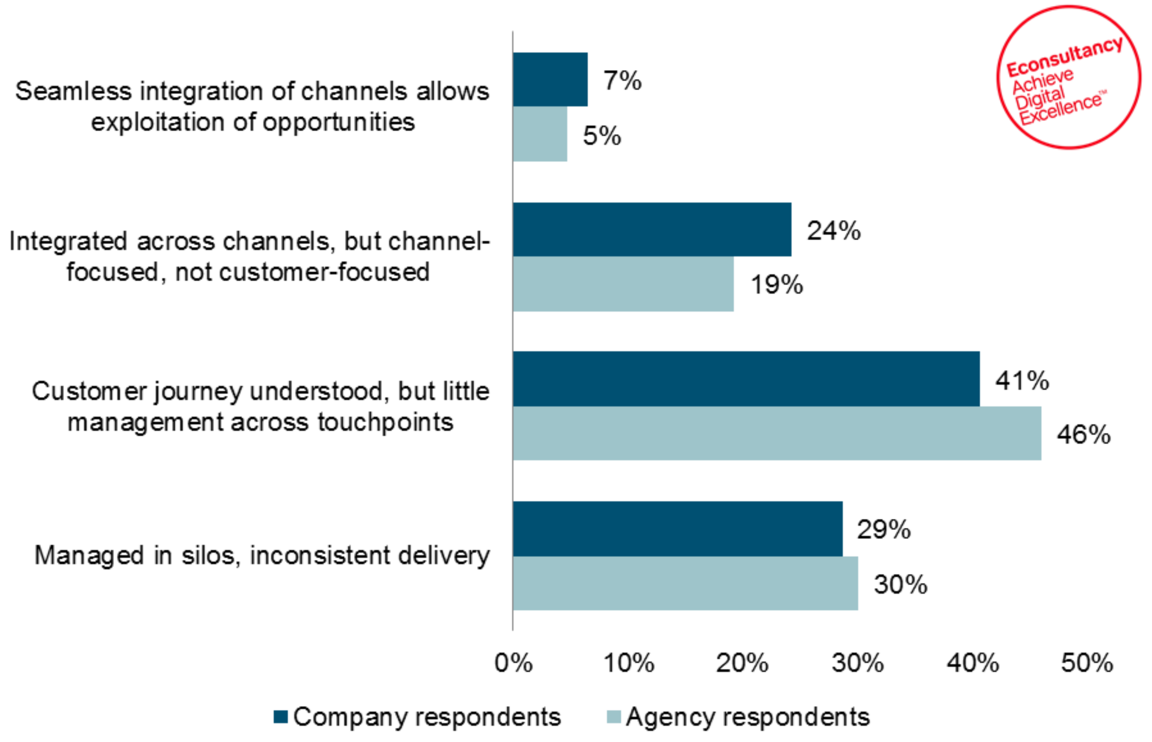
According to McKinsey, the number of digital touchpoints is increasing by 20% annually[14] as more offline consumers shift to digital tools and younger, digitally oriented consumers enter the ranks of buyers. The challenge for marketers in joining the dots between their various touchpoints is only likely to increase as consumers opt for more complete digital and mobile interactions.

Ultimately, it makes sense that the greater the number of touchpoints before purchase, the more likely a consumer will encounter a deal breaker along the way. This can be attributed to a number of factors, with the influence of social media reviews and ratings being one of the most popular. Equally, the greater the choice of touchpoints and the better they are integrated, the higher the likelihood there will be of positive word-of-mouth online.

*Figure 23* reveals the current state of integration across various channels and touchpoints. For nearly half of respondents (41% of companies, 46% of agencies), the customer journey is understood but there is little management across touchpoints. Only 7% of responding organizations claim that their channels are seamlessly integrated to allow for the exploitation of opportunities. A large proportion of respondents (29% of companies, 30% of agencies) say their (or their clients') customer touchpoints continue to be managed in silos with inconsistent delivery.

Companies that have an advanced understanding of the customer journey are nearly eight times more likely to say that their channels are seamlessly integrated (23% compared to 3%).

## Figure 23: How integrated are customer touchpoints across different channels within your organization (or your clients' organizations)?



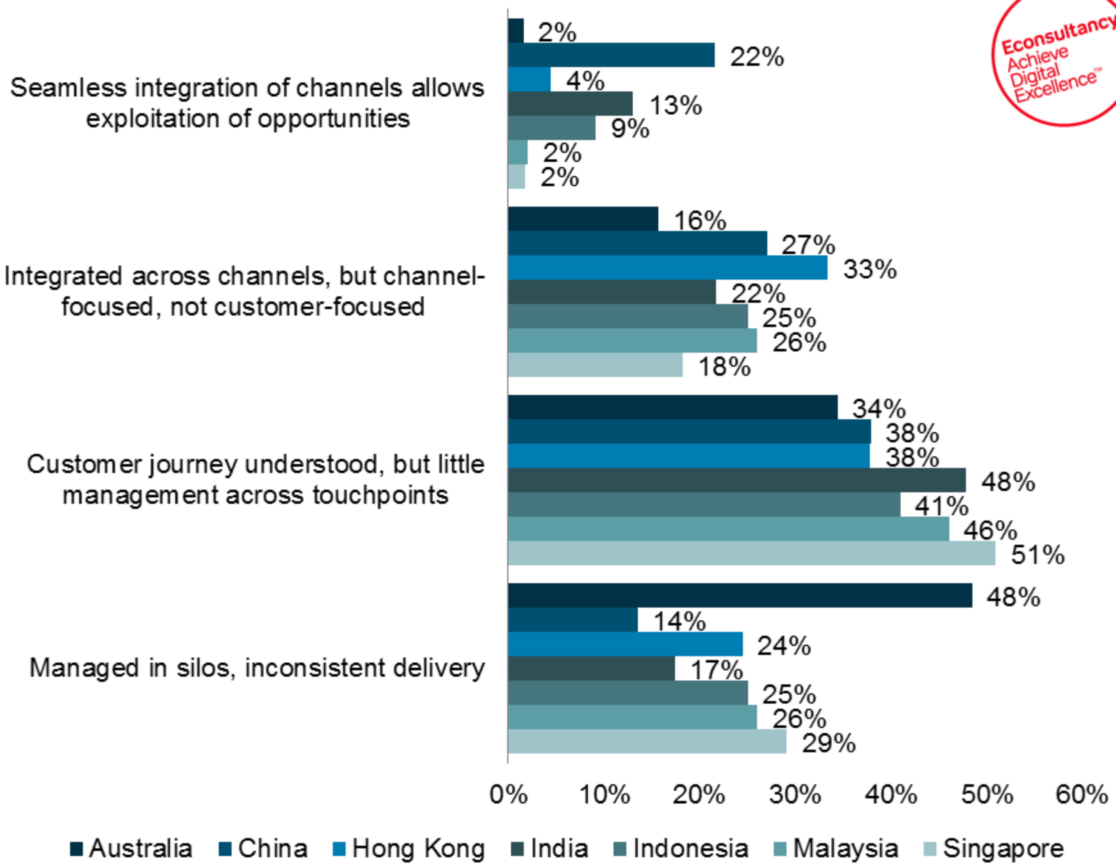

*Company respondents: 419*
*Agency respondents: 240*

[14] http://www.mckinsey.com/industries/high-tech/our-insights/brand-success-in-an-era-of-digital-darwinism

When looking at the country-specific data (*Figure 24*), China versus Australia offers a valuable comparison. Almost half of Australian respondents (48%) say that their customer touchpoints are managed in silos, with inconsistent delivery, while just 14% of Chinese respondents cite this as being the case. In contrast, 22% of respondents from China say there is seamless integration of channels while a mere 2% of Australians can claim to be in this situation.

Overall, the country comparison findings are very reflective of those in aggregate above.

Company respondents – country comparison
Figure 24: How integrated are customer touchpoints across different channels within your organization?




*Respondents: 374*

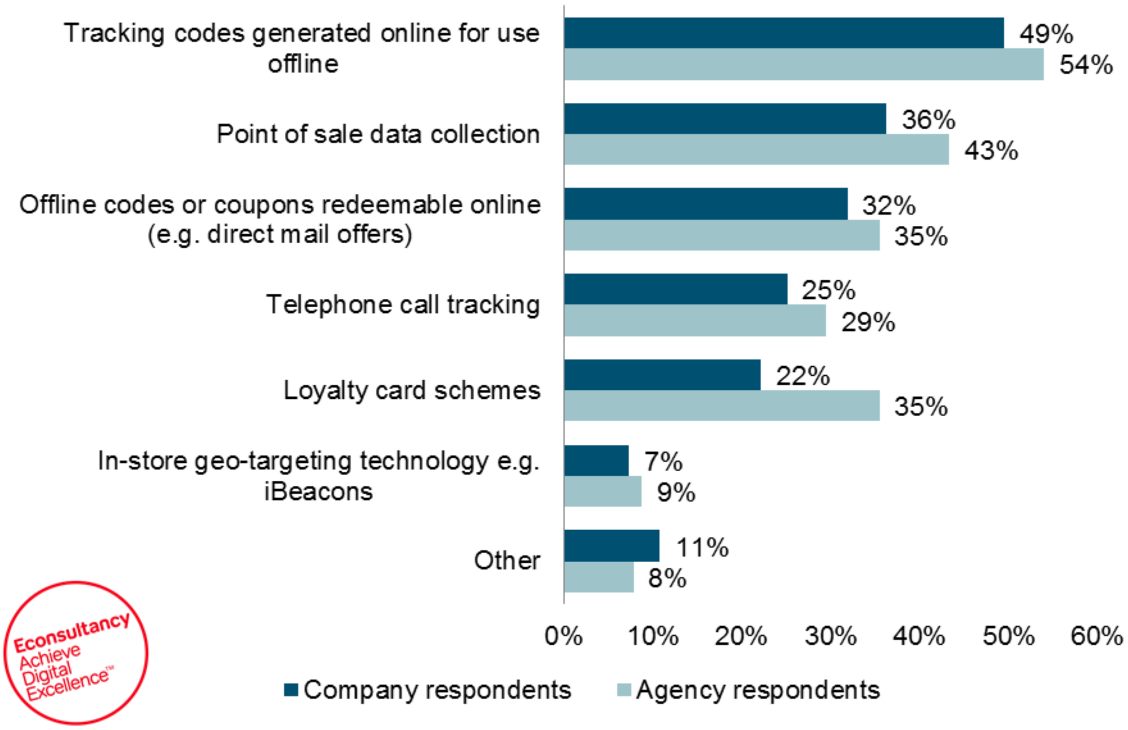
The ability to know a customer across the entire lifecycle, across every channel and touchpoint, is still held by many as the silver bullet of marketing success and the key to customer loyalty and retention. Google, for example, is doing all that it can to link metrics such as offline sales and store visits to views and engagement. The company plans to let retailers add Google Maps data and photos to their ads and, most significantly, uses consumers' logins instead of cookies to track them, enabling businesses to market to them across multiple devices, apps and sites.

*Figure 25* reveals how companies in the APAC region are currently mapping and tracking website visitors and store customers in order to join the dots between the offline and online world. Tracking codes and point of sale (POS) data emerge as the most commonly used data points. Almost half (49%) of company respondents say they use tracking codes generated online for use offline while 54% of agencies believe that their clients are using this method. A further 36% of companies and 43% of agencies say they or their clients are collecting POS data.

It is notable that agency clients show a stronger tendency to use loyalty card schemes, with 35% of agency respondents claiming that's the case compared to 22% of company respondents.

In-store geo-targeting technology such as iBeacons, which were anticipated to transform retail in 2016, are in fact being utilized by a small minority. Just 7% of company respondents and 9% of agencies say they or their clients have such technology in place for tracking customers.

## Figure 25: How do you (or your clients) join the dots to map and track website visitors and customers who are engaging with you (or your clients) both online and offline?




*Company respondents: 370*
*Agency respondents: 217*

# 9. The barrier of organizational structure

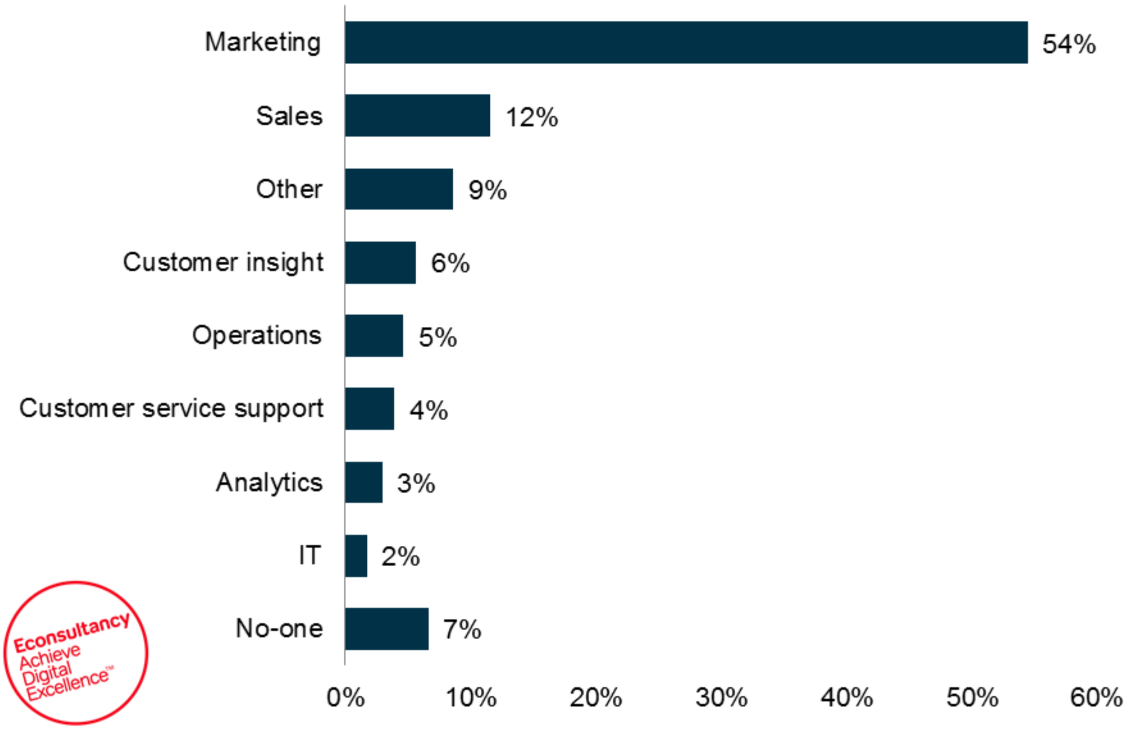
Historically, customer data has been stored all over the business and across myriad departments, meaning that management of the customer journey has been dispersed.

Just over half (54%) of company respondents say that the marketing department has primary responsibility for owning the customer journey. Below this, 12% of respondents claim that ownership lies with sales.

A small proportion of just 6% say that the customer insight team is primarily responsible for owning the customer journey. Organizations which have an advanced understanding of the customer journey are three times as likely to have assigned responsibility to 'customer insight' than their peers (12% versus 4%).

Organizational structure is very often cited as the key challenge to achieving an integrated, multichannel approach to marketing. The dilemma for many businesses is whether to have a centralized team taking ownership of the customer journey or maintain siloed departments, which communicate well with one another to ensure all initiatives are coordinated. Setting up a centralized team can be a challenge, often requiring a significant change in company structure and culture but in the long term, it can mean that intelligence is shared and applied across all areas of the business and across all channels and touchpoints.

Company respondents
Figure 26: Which single department is primarily responsible for owning the customer journey within your organization?




*Respondents: 420*

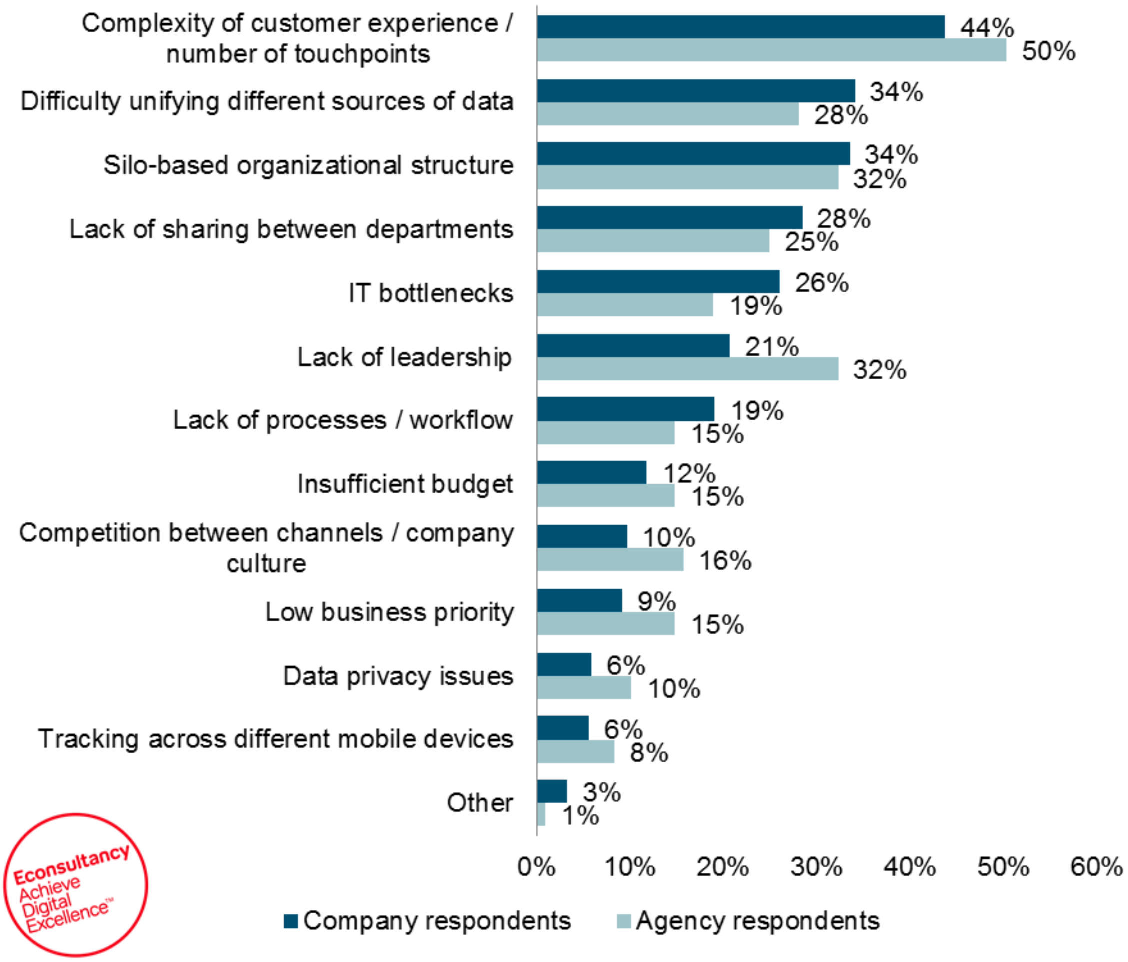
According to company respondents, the greatest barriers to gaining a better understanding of the customer journey are complexity of the customer experience (44%), difficulty unifying different sources of data (34%) and silo-based organizational structures (34%). In many business there are a multitude of legacy systems and data silos, which can be difficult to work with and tricky to get rid of. Often there is a lack of understanding and knowledge around these systems and data can be very fragmented. Setting up new systems can take years, particularly until any benefit or ROI is realized, which can be an additional stumbling block for many businesses.

Additionally, 32% of agencies say that a lack of leadership prevents their clients from gaining a better understanding of the customer journey. A further 15% of agencies believe that the greatest barrier is low business priority for their clients compared to just 9% of businesses who say that this is the case.

Country comparison data shows that 37% of Chinese companies believe a lack of leadership is a problem compared to the 21% on average.

Not surprisingly, organizations that rate their understanding of the customer journey as 'not advanced' are more likely to mention a lack of data sharing, silo-based structures and a lack of leadership as barriers.

## Figure 27: What are the greatest barriers preventing your organization (or your clients) from gaining a better understanding of the customer journey?




*Company respondents: 370*
*Agency respondents: 217*

# 10. Appendix

## 10.1. Additional data

Company respondents
Table 1: Which of the following sources of data does your organization use to inform understanding of the customer journey?

| | Australia | China | Hong Kong | India | Indonesia | Malaysia | Singapore |
|---|---|---|---|---|---|---|---|
| Call center data | 28% | 30% | 31% | 22% | 29% | 30% | 30% |
| CRM data | 61% | 73% | 76% | 62% | 44% | 55% | 63% |
| Customer survey data | 55% | 55% | 50% | 41% | 50% | 50% | 65% |
| Electronic point of sale (EPOS) | 16% | 14% | 33% | 17% | 8% | 17% | 16% |
| Email data | 76% | 64% | 72% | 67% | 58% | 53% | 67% |
| Location | 19% | 18% | 31% | 21% | 27% | 25% | 23% |
| Mobile app analytics | 19% | 23% | 24% | 33% | 27% | 23% | 23% |
| Online analytics (e.g. Google Analytics) | 79% | 57% | 78% | 60% | 44% | 48% | 72% |
| Social CRM data | 33% | 64% | 56% | 41% | 25% | 25% | 35% |

Company respondents
Table 2: What types of metrics do you use to directly measure the effectiveness of initiatives aimed at understanding the customer journey?

| | Australia | China | Hong Kong | India | Indonesia | Malaysia | Singapore |
|---|---|---|---|---|---|---|---|
| Sales / revenue | 75% | 90% | 78% | 75% | 74% | 74% | 67% |
| Customer satisfaction | 51% | 51% | 49% | 48% | 55% | 55% | 58% |
| Email opt-out rates | 44% | 32% | 39% | 20% | 21% | 21% | 31% |
| Customer retention / loyalty | 37% | 37% | 49% | 39% | 45% | 58% | 56% |
| Social media (sentiment) | 36% | 56% | 43% | 39% | 40% | 42% | 35% |
| Customer advocacy / propensity to recommend | 32% | 32% | 31% | 39% | 31% | 28% | 29% |
| Call center | 24% | 17% | 10% | 7% | 19% | 17% | 8% |
| Profitability | 22% | 44% | 35% | 32% | 36% | 38% | 31% |
| Mobile active users | 15% | 41% | 39% | 36% | 21% | 26% | 21% |
| Mobile app downloads | 14% | 29% | 22% | 23% | 17% | 15% | 19% |
| Other | 5% | 0% | 8% | 0% | 5% | 2% | 4% |

Company respondents
Table 3: How do your customers interact with you via mobile devices?

| | Australia | China | Hong Kong | India | Indonesia | Malaysia | Singapore |
|---|---|---|---|---|---|---|---|
| Customers researching products for later purchase online | 61% | 49% | 55% | 46% | 33% | 46% | 46% |
| Customers purchasing products directly using a mobile device | 46% | 40% | 45% | 33% | 28% | 24% | 33% |
| Customers researching products for later purchase offline / in-store | 45% | 46% | 41% | 41% | 31% | 50% | 48% |
| Customers sharing mobile content to social networks | 43% | 46% | 50% | 23% | 36% | 48% | 50% |
| Customers receiving customer support | 38% | 26% | 34% | 33% | 42% | 28% | 30% |
| Customers researching in-store / in-branch | 20% | 23% | 27% | 13% | 28% | 26% | 28% |
| None of the above | 7% | 6% | 9% | 23% | 8% | 6% | 13% |

Company respondents
Table 4: Which of the following sources of insight are used to inform your understanding of the role of mobile in the overall customer journey?

| | Australia | China | Hong Kong | India | Indonesia | Malaysia | Singapore |
|---|---|---|---|---|---|---|---|
| Offline focus groups / customer interviews | 44% | 38% | 35% | 35% | 29% | 37% | 38% |
| Customer emails | 42% | 16% | 43% | 35% | 39% | 29% | 48% |
| Social listening | 38% | 53% | 54% | 52% | 48% | 42% | 60% |
| User reviews | 38% | 53% | 54% | 52% | 61% | 47% | 58% |
| Online feedback forms and tools | 33% | 38% | 51% | 61% | 32% | 37% | 45% |
| Heat maps | 33% | 22% | 19% | 32% | 23% | 13% | 13% |
| Calls to customer service team | 25% | 19% | 16% | 35% | 16% | 24% | 15% |
| User experience audits | 25% | 28% | 19% | 35% | 32% | 18% | 25% |
| Touchpoint mapping | 17% | 19% | 24% | 23% | 23% | 16% | 28% |
| App store reviews | 15% | 31% | 24% | 48% | 26% | 26% | 23% |
| Session replay | 8% | 6% | 5% | 10% | 6% | 3% | 8% |
| Mystery shopping research | 2% | 19% | 19% | 19% | 16% | 24% | 18% |
| None of the above | 23% | 6% | 16% | 6% | 3% | 11% | 10% |

Company respondents
Table 5: How do you join the dots to map and track website visitors and customers who are engaging with you both online and offline?

| | Australia | China | Hong Kong | India | Indonesia | Malaysia | Singapore |
|---|---|---|---|---|---|---|---|
| Tracking codes generated online for use offline | 55% | 63% | 45% | 44% | 45% | 43% | 59% |
| Offline codes or coupons redeemable online (e.g. direct mail offers) | 29% | 38% | 49% | 28% | 29% | 26% | 31% |
| Telephone call tracking | 24% | 30% | 20% | 33% | 26% | 26% | 12% |
| Point of sale data collection | 18% | 43% | 43% | 37% | 38% | 42% | 25% |
| Loyalty card schemes | 11% | 23% | 43% | 16% | 14% | 26% | 22% |
| In-store geo-targeting technology e.g. iBeacons | 2% | 15% | 8% | 12% | 10% | 6% | 2% |
| Other | 15% | 5% | 18% | 7% | 12% | 13% | 12% |

Company respondents
Table 6: Which single department is primarily responsible for owning the customer journey within your organization?

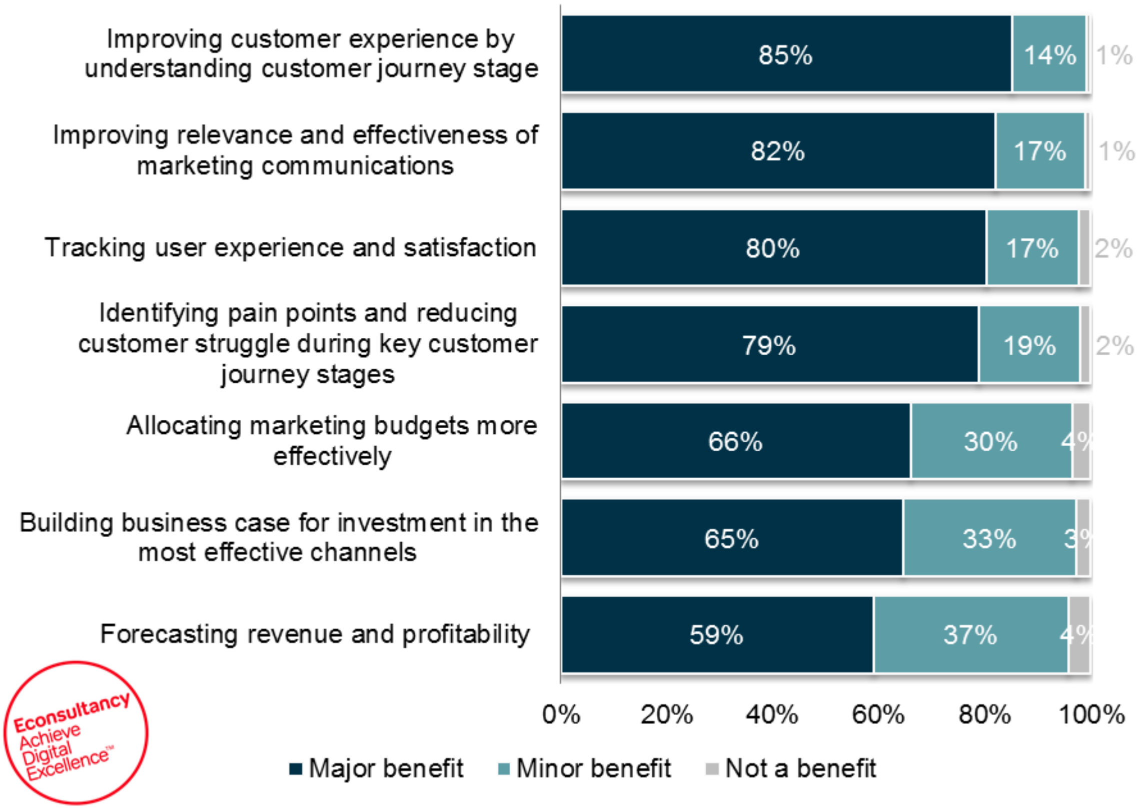
| | Australia | China | Hong Kong | India | Indonesia | Malaysia | Singapore |
|---|---|---|---|---|---|---|---|
| Marketing | 66% | 55% | 58% | 35% | 64% | 54% | 45% |
| Sales | 6% | 12% | 6% | 25% | 6% | 14% | 12% |
| Operations | 5% | 2% | 4% | 8% | 9% | 2% | 4% |
| IT | 3% | 2% | 0% | 4% | 2% | 0% | 0% |
| Customer insight | 2% | 5% | 4% | 10% | 9% | 5% | 10% |
| Customer service support | 0% | 0% | 2% | 10% | 4% | 5% | 10% |
| Analytics | 0% | 10% | 4% | 2% | 0% | 4% | 4% |
| Other | 9% | 2% | 17% | 0% | 4% | 12% | 8% |
| No-one | 9% | 12% | 6% | 6% | 2% | 4% | 8% |

## Company respondents
## Table 7: What are the greatest barriers preventing your organization from gaining a better understanding of the customer journey?

| | Australia | China | Hong Kong | India | Indonesia | Malaysia | Singapore |
|---|---|---|---|---|---|---|---|
| Complexity of customer experience / number of touchpoints | 51% | 58% | 43% | 42% | 28% | 32% | 52% |
| Silo-based organizational structure | 43% | 29% | 36% | 19% | 33% | 34% | 37% |
| Difficulty unifying different sources of data | 39% | 26% | 32% | 26% | 28% | 32% | 40% |
| IT bottlenecks | 28% | 21% | 23% | 21% | 23% | 34% | 29% |
| Lack of processes / workflow | 21% | 13% | 19% | 23% | 18% | 23% | 17% |
| Insufficient budget | 16% | 11% | 17% | 2% | 10% | 13% | 8% |
| Lack of sharing between departments | 16% | 21% | 43% | 28% | 31% | 28% | 37% |
| Low business priority | 13% | 11% | 9% | 7% | 0% | 11% | 4% |
| Lack of leadership | 13% | 37% | 23% | 23% | 13% | 26% | 19% |
| Competition between channels / company culture | 10% | 13% | 9% | 9% | 10% | 8% | 8% |
| Data privacy issues | 5% | 3% | 2% | 9% | 10% | 4% | 10% |
| Tracking across different mobile devices | 2% | 13% | 4% | 5% | 13% | 4% | 2% |
| Other | 5% | 0% | 9% | 2% | 3% | 2% | 2% |

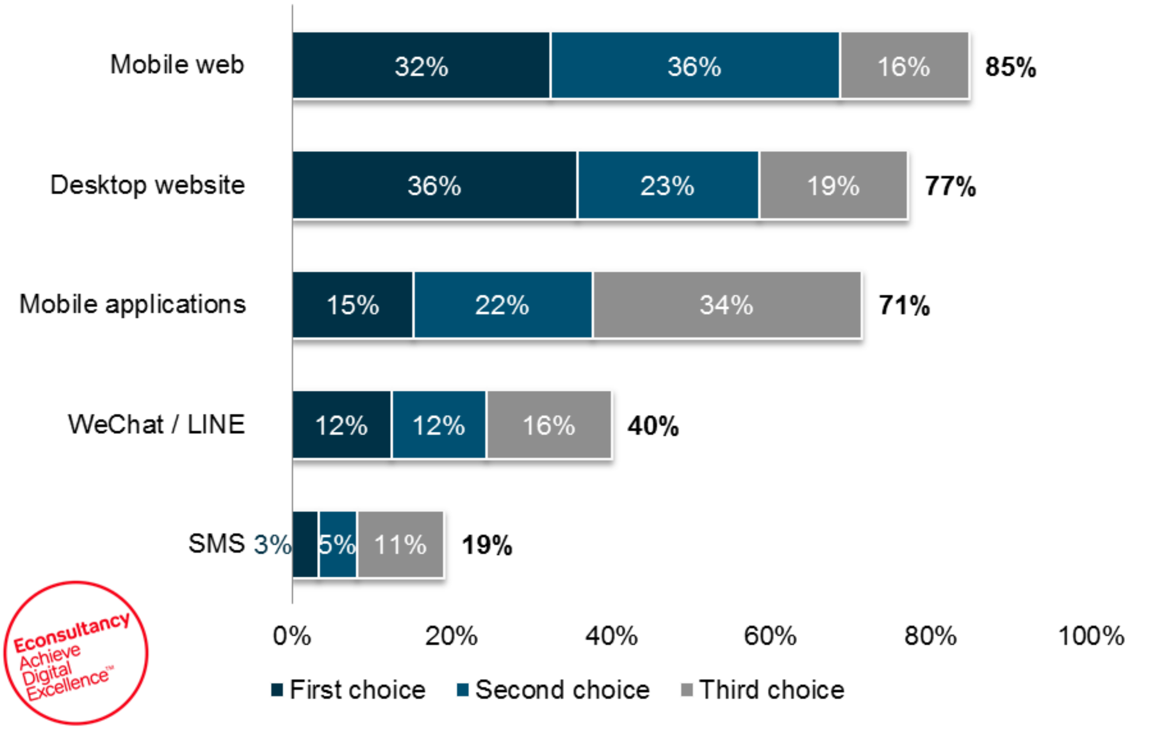
Agency respondents

Figure 28: How do you rate the following benefits that can be derived from an understanding of the customer journey?



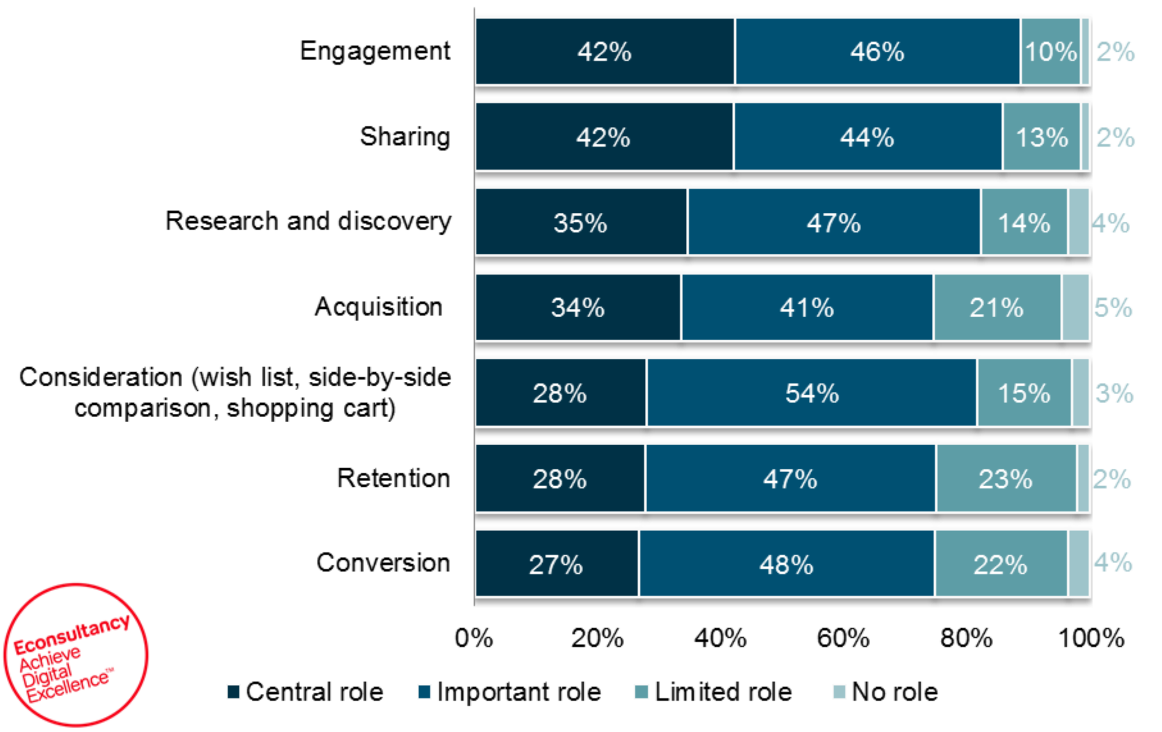

*Respondents: 257*

Agency respondents
Figure 29: In the context of understanding the customer journey, please rank the following channels by importance.




*Respondents: 210*

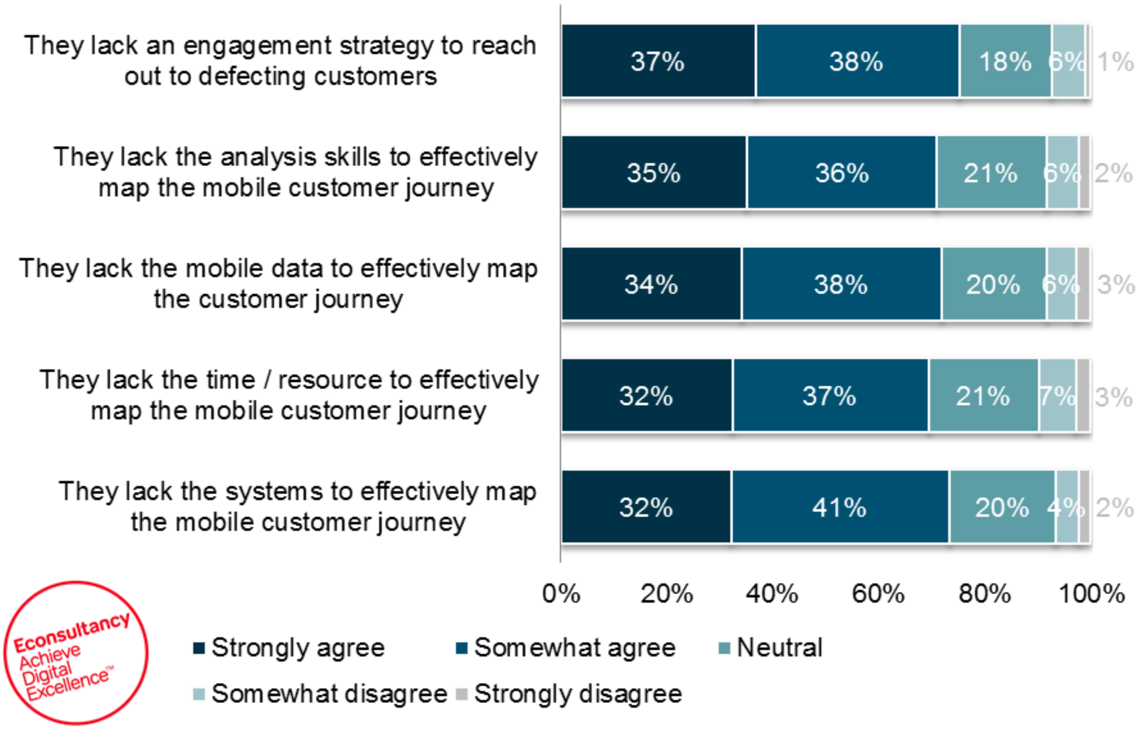
Agency respondents
Figure 30: How would you describe the role of mobile in the different phases of the customer journey?




*Respondents: 197*

Agency respondents

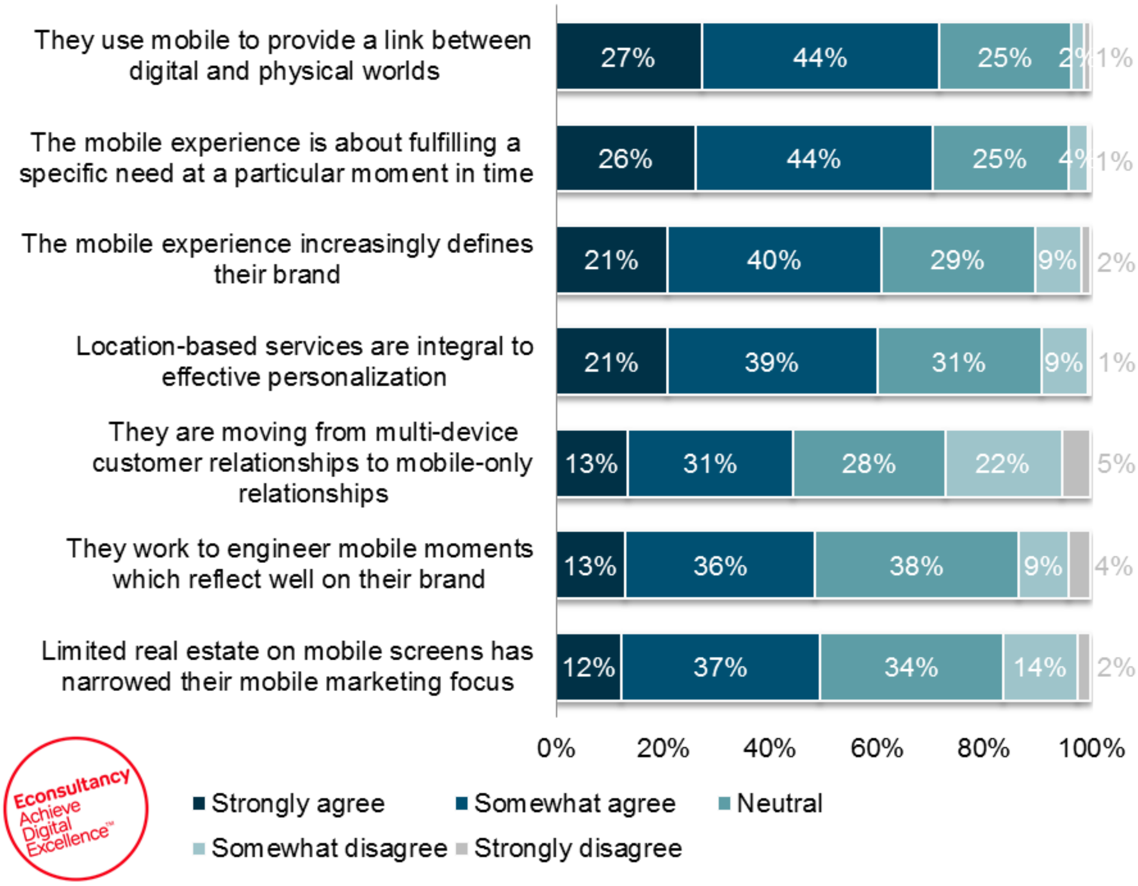
Figure 31: Thinking about your clients, do you agree or disagree with the following statements related to understanding the role of mobile in the customer journey?




*Respondents: 338*

Agency respondents

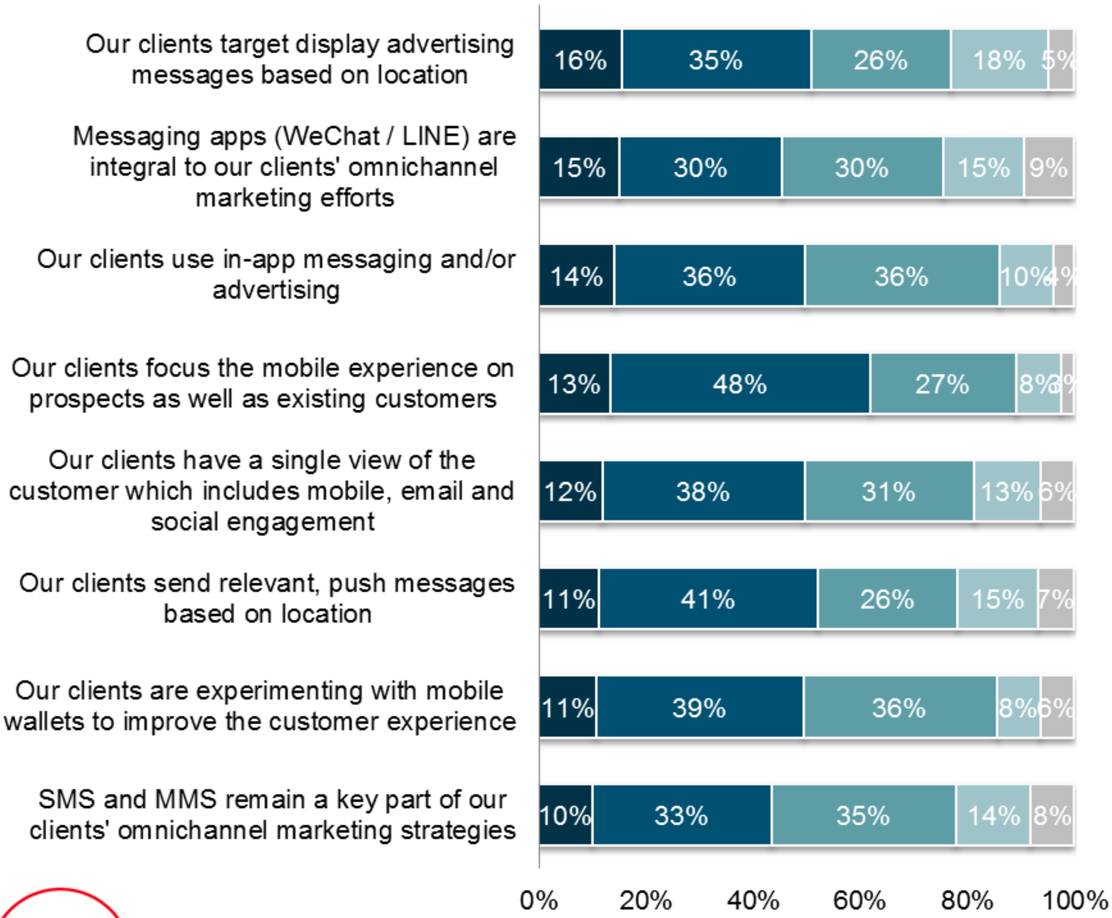
Figure 32: Thinking about your clients, to what extent do you agree or disagree with the following statements related to the role of mobile within the overall customer experience?




*Respondents: 165*

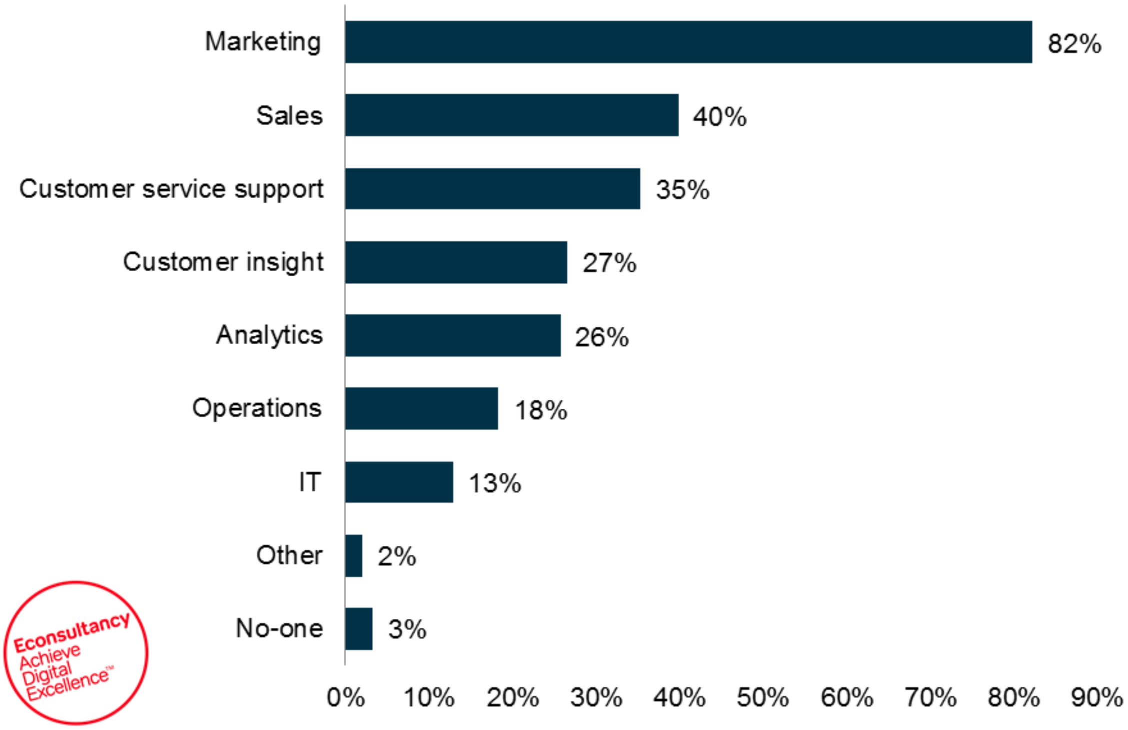
Agency respondents

Figure 33: To what extent do you agree or disagree with the following statements related to strategies used to connect and engage audiences over mobile?




*Respondents: 161*

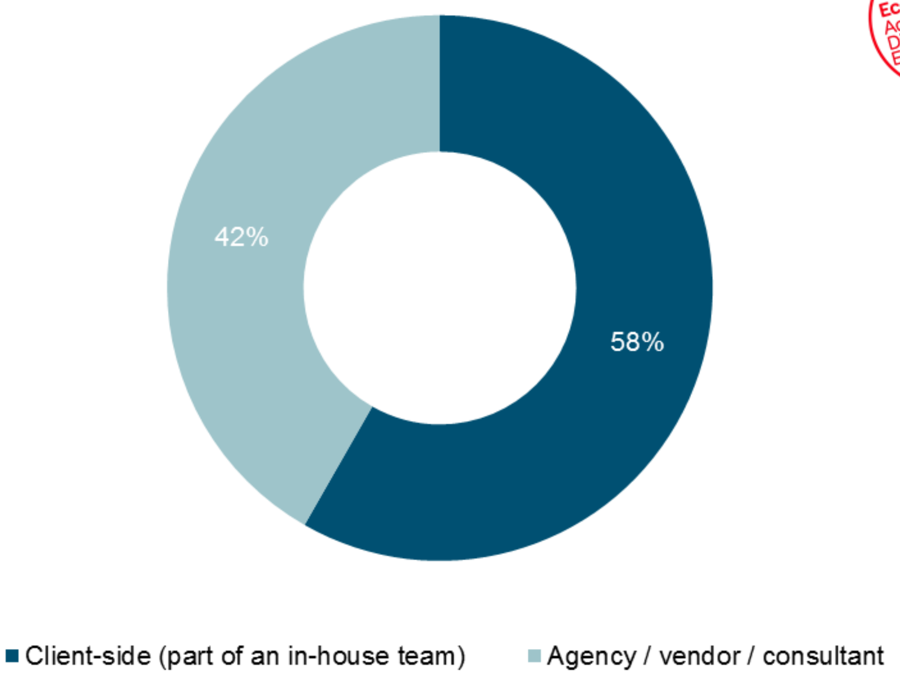
Agency respondents
Figure 34: Thinking about your clients, which departments are typically responsible for owning the customer journey?




*Respondents: 241*

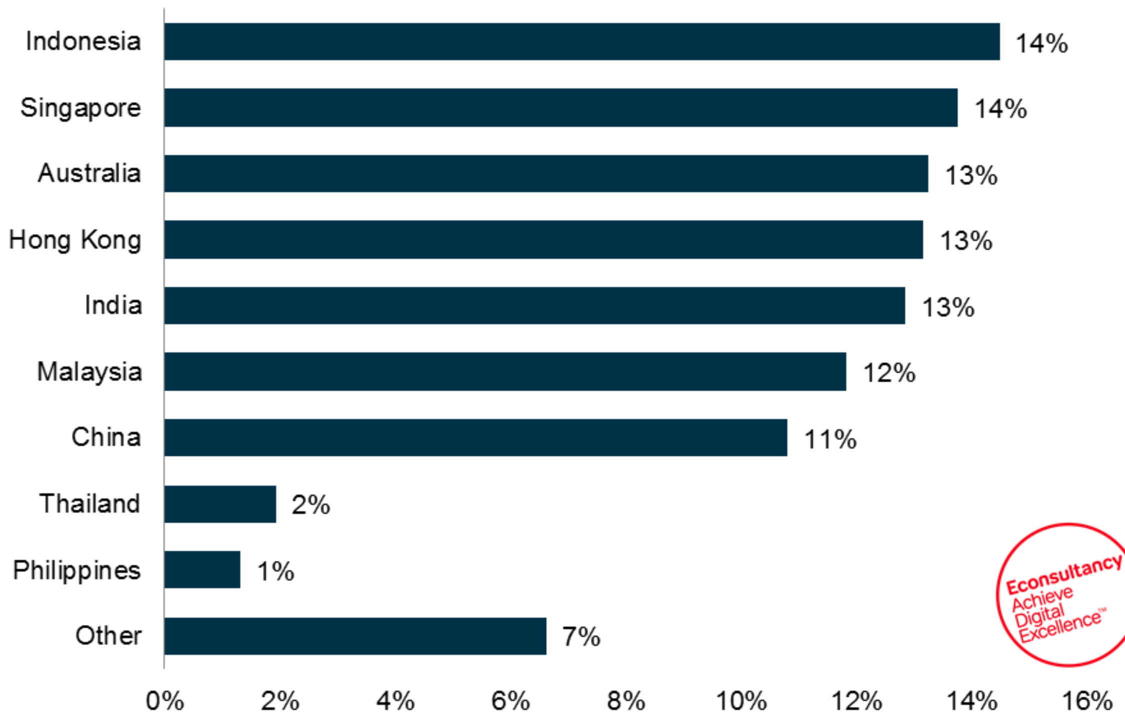
## 10.2. Respondent profiles

Figure 35: Which of the following best describes your organization or role?



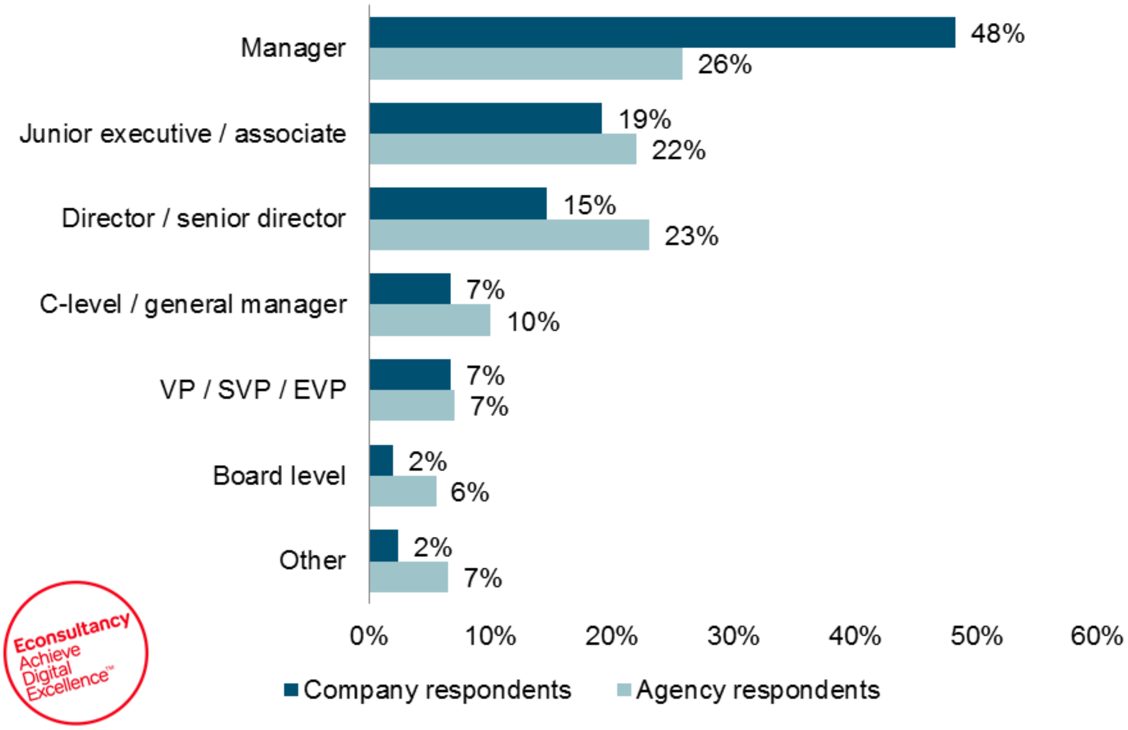

*Respondents: 980*

Figure 36: In which of the following countries are you based?



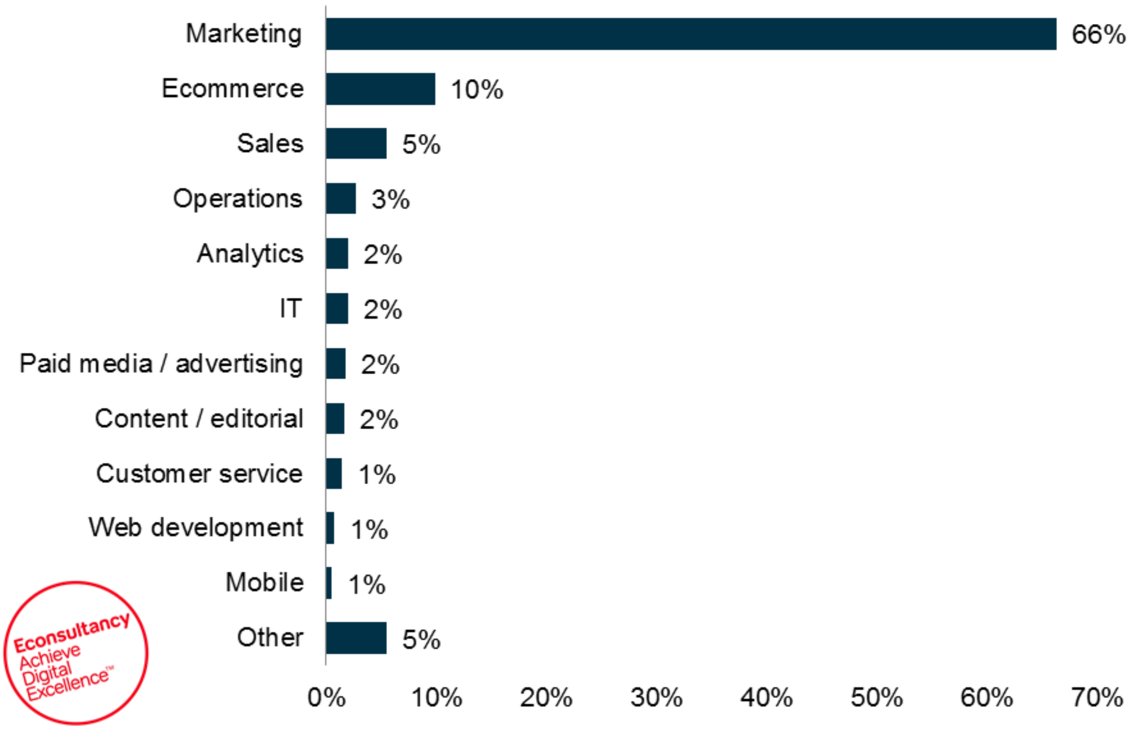

*Respondents: 980*

Figure 37: What best describes your position at your organization?




*Company respondents: 547*
*Agency respondents: 399*

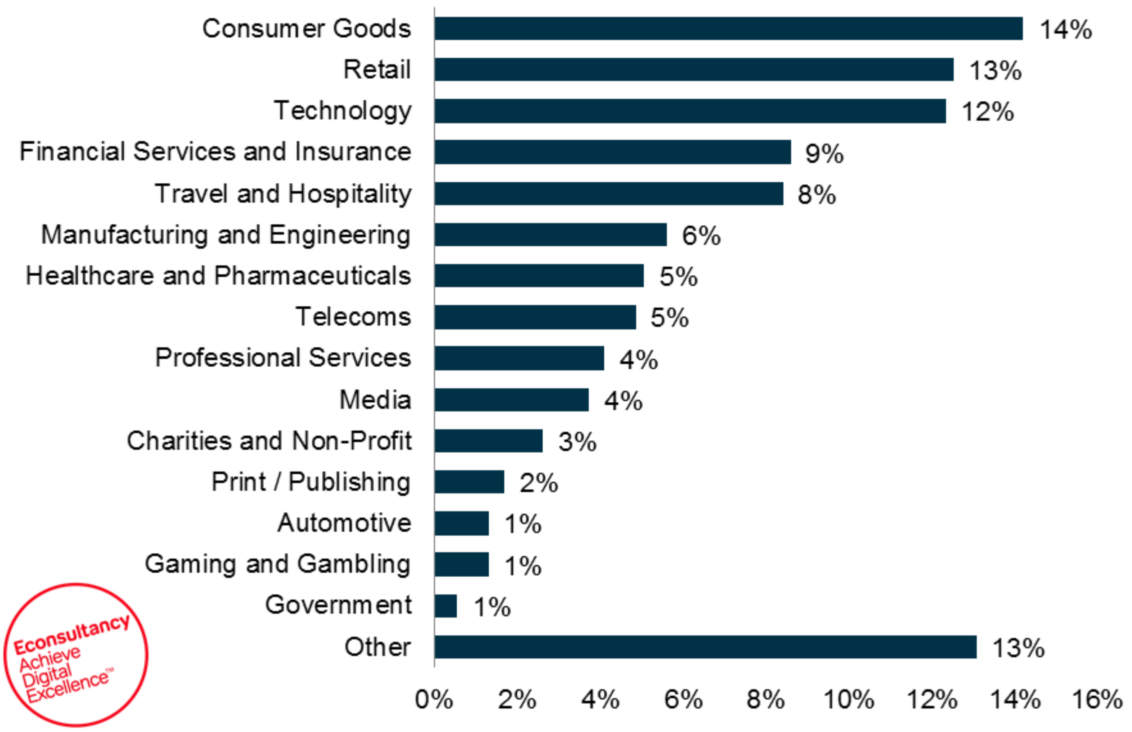
Company respondents
Figure 38: In which business function do you work?




*Respondents: 548*

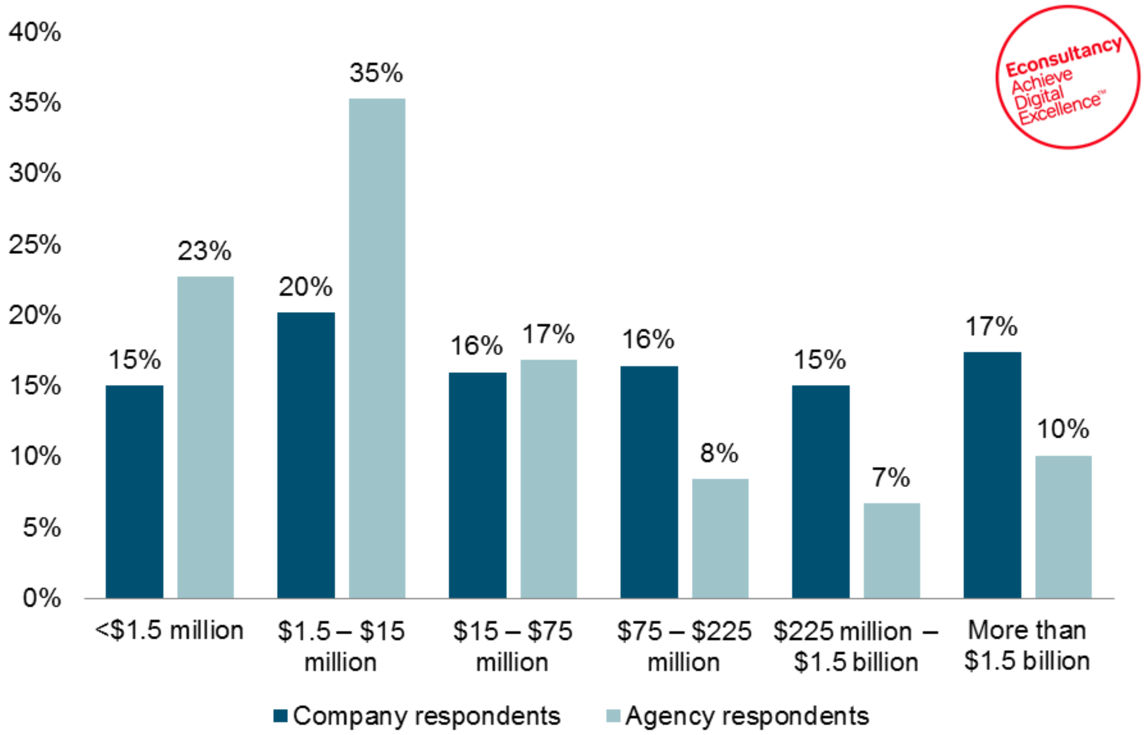
Company respondents

Figure 39: In which business sector is your organization?




*Respondents: 535*

Figure 40: What is your annual company revenue (US $)?




*Company respondents: 258*
*Agency respondents: 158*