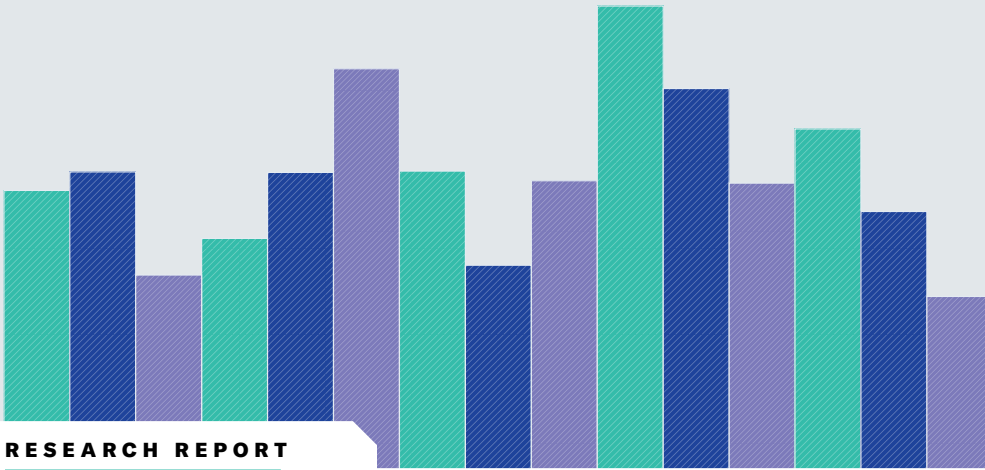




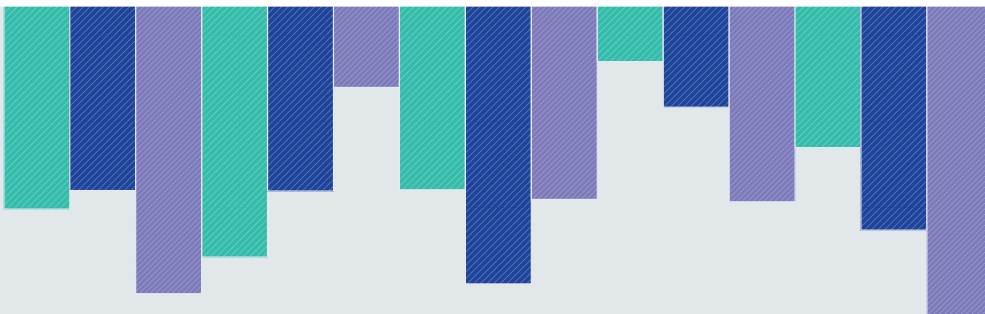
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ANALYTIC SERVICES



RESEARCH REPORT

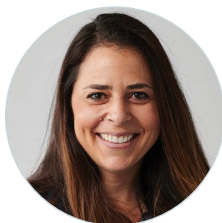
Moving Up the Digital Experience Maturity Curve



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Jenna Elliot
Vice President, Global Customer Success
Amplitude

Nearly every company today is in the digital experience business. Whether you're selling software, savings accounts, or media content, your customers expect (or rather, demand) effortless, personalized interactions with your brand. Crafting unforgettable digital experiences is no longer a nice to have. Though businesses could get away with delivering disjointed experiences in decades past, most can't afford to do so today—because customers will walk away.

Organizations are eager for a clear path forward, especially when grappling with massive data volumes, fragmented data sources, fluctuating consumer demands, inconsistent metrics, and poor cross-functional alignment. The problem is that delivering the right experience to the right person on the right channel at the right time at scale isn't easy—and it takes more than good technology to design seamless and memorable experiences.

If it were as easy as flipping the switch on a new shiny tool, more companies would be crushing the digital experience game. But the reality is that while some companies do digital experiences well, others struggle to keep pace.

We believe the true path to building memorable digital experiences involves a proactive combination of:

- 1) Strategy
- 2) Organizational culture
- 3) Operational processes
- 4) Technology

Together, these components create the foundation for digital experience maturity.

This report uses survey data and interviews with subject-matter experts to explore businesses' opportunities to increase their maturity across these four key areas and create better, loyalty-building experiences. Through this report, you'll discover:

- What major companies are doing differently regarding strategy, culture, operations, and technology that sets them apart from the crowd
- What's holding organizations back
- How these findings can help more companies mature their digital experiences

Getting answers to these questions is more pressing than ever. Digitally mature companies consistently grow revenue more quickly than their less advanced counterparts. They create value for their customers by building first-class experiences across channels, and they empower their employees to analyze, experiment, and act on insights. These organizations prove that creating a self-serve, data-driven culture is not a pipe dream but a practical reality within your grasp.

We hope this report's insights set you on a journey of introspection, inspiration, and, most importantly, action. It's time to stop guessing and start building digital experiences that matter.

Moving Up the Digital Experience Maturity Curve

In today's fiercely competitive, digital-first world, delivering highly engaging and personalized digital experiences is more than strategy; it's core to a company's survival. By personalizing interactions and predicting customer needs, organizations can attract new prospects and retain high-value customer relationships.

Just ask Nikhil Agrawal, an engineering manager at Quillbot, a provider of artificial intelligence (AI)-powered writing software in Chicago. A relatively new player in today's \$1.81 trillion global AI market, Quillbot has had success in building engaging digital experiences that keep customer needs in mind, and that has been "a competitive advantage" in a crowded landscape, he says.

The pressure to attract and retain customers shows no signs of waning as technological advances heighten customer demands and global competition intensifies. In July 2024, Harvard Business Review Analytic Services surveyed 503 members of the *Harvard Business Review* audience who are involved in decision making about digital experiences at their organization. Seventy-eight percent of these respondents say evolving consumer expectations are driving their organization to create more engaging digital experiences, and 61% cite increased competition as an impetus for action. For the purposes of this survey, digital experiences are defined as the ways in which customers interact electronically with products and services, driven by data and actionable insights that help organizations improve engagement and satisfaction and achieve their business goals.

But those interactions are hardly static. "A product feature that's a surprise or a delight today becomes normal and expected by consumers over time," says Dave Cherry, principal of Cherry Advisory LLC, a strategy consultancy in New Albany, Ohio. "We have this consumer population whose expectations are always increasing. What wowed them yesterday no longer wows them today."

To thrive in this changing landscape, organizations must achieve digital experience maturity, which involves four key areas: technological, operational,

HIGHLIGHTS



83% of respondents cite **building engaging digital experiences** as "very important."



78% of respondents say **evolving consumer expectations** are driving their organization to create more engaging digital experiences.



32% of respondents say their organization is "**very effective**" at creating engaging digital experiences.

Due to rounding, some figures in this report may not add up to 100%.



“A product feature that’s a surprise or a delight today becomes normal and expected by consumers over time. What wowed them yesterday no longer wows them today,” says Dave Cherry, principal of Cherry Advisory LLC.

and organizational readiness, plus strategic alignment. Evolving in these areas is necessary for organizations to intimately know their customers—who they are, what features and services they like, where they encounter obstacles along their journey, and why they come back. Digital analytics can help organizations achieve digital experience maturity by delivering instantaneous customer insights that empower organizations to meet customers in the moment with the right experiences every single time, fostering greater loyalty and wallet share.

But acquiring the maturity to deliver exceptional digital experiences requires overcoming technological, organizational, and operational obstacles. For starters, businesses today are drowning in disconnected data. Customer data often sits across multiple repositories, making it difficult to verify, access, or trust.

Complicating matters, many teams are constrained by internal roadblocks as they look to leverage customer insights. Customer-related KPIs don’t always align across teams, and information and insight sharing can be extremely limited because of siloed data. Additionally, processes that support a customer-first approach are typically nascent or nonexistent, making it difficult to plan for and measure success.

This report examines organizations’ readiness to create engaging digital experiences; uncovers the technological, organizational, and operational factors preventing organizations from achieving this goal; and highlights the best practices that can further organizations on their journey to greater digital experience maturity.

Creating Digital Engagement

The race is on to create impactful digital experiences that can convert audiences into lifetime customers. By analyzing behavioral data, identifying opportunities for conversion, and

gaining a clear picture of customer needs, organizations can better understand what draws customers and what makes them stick around. Fueled by these insights, they can make confident product decisions that sustain growth and drive profitability.

Although 83% of respondents cite building engaging digital experiences as “very important,” many struggle to achieve this goal. In fact, only 32% of respondents say their organization is “very effective” at creating engaging digital experiences. For the purposes of this paper, these organizations are defined as leaders. Comparatively, 42% of respondents say their organization is “somewhat effective,” defined here as followers, and 26% say their organization is “not very effective,” defined here as laggards. **FIGURE 1**

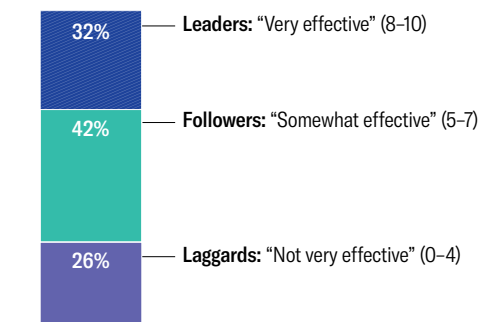
Failure to effectively create impactful digital experiences is a missed opportunity to gain a competitive edge. Case in point: 75% of leaders and 71% of followers cite enhanced customer engagement as a benefit they’ve realized to date from delivering engaging digital experiences, compared to 55% of laggards. Similarly, 70% of leaders cite improved customer satisfaction as a positive byproduct of delivering excellent digital experiences, whereas only 60% of followers and 61% of laggards report achieving the same result. Another benefit gained by leaders is sustainable business growth, cited by 54% of leaders, 37% of followers, and 24% of laggards.

However, achieving these benefits requires insight into how to create compelling digital experiences that drive efficiency and sales. Fortunately, 71% of leaders have a clear vision of what is needed to create powerful digital experiences. Yet

FIGURE 1

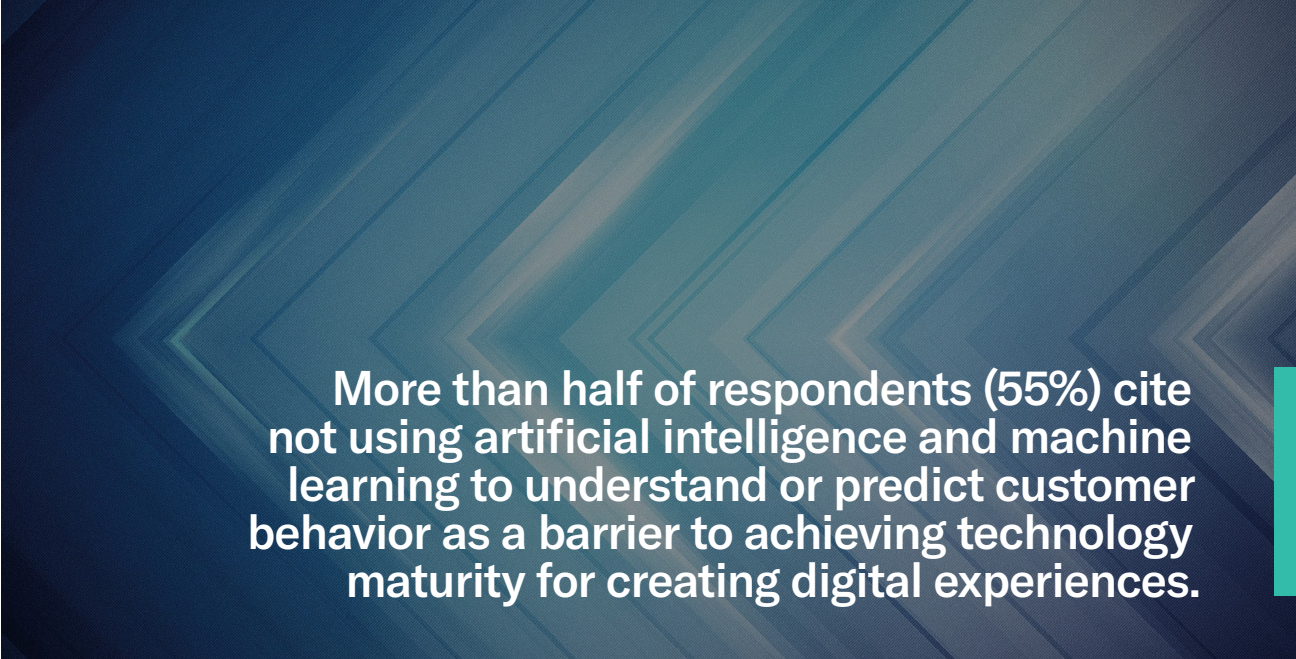
Is Your Organization a Digital Experience Leader, Follower, or Laggard?

How effective is your organization at creating engaging digital experiences? On a scale of 0–10, where 0=not at all effective and 10=extremely effective.



Base: 503 respondents

Source: Harvard Business Review Analytic Services survey, July 2024



More than half of respondents (55%) cite not using artificial intelligence and machine learning to understand or predict customer behavior as a barrier to achieving technology maturity for creating digital experiences.

only 54% of followers and 21% of laggards make the same claim. More than half—51%—of overall respondents know what’s required to create impactful digital experiences. But it’s unlikely they all have a solid plan of execution.

Four key pillars stand out for businesses as they build and sustain impactful digital experiences and accelerate growth. The first is technological readiness, defined by a solid data foundation and principles that drive data integration, accessibility, governance, trustworthiness, and security while leveraging tools that illuminate customer behavior and preferences and enable experimentation, personalization, and customer activation.

The second pillar is organizational readiness, in which cross-functional teams are organized for success and seamlessly work together, sharing their learnings and insights across the entire customer life cycle to achieve continuous improvement, all while under the guidance of strong and dedicated leadership.

The third pillar is operational readiness, where employees embrace fully integrated systems, automated workflows, processes, and tools to democratize insights, accelerate learning, and improve decision making.

The fourth pillar is strategic alignment, in which a shared vision of success, cross-functional key performance indicators, and performance tracking strategies help deliver better digital experiences.

Together, these pillars are powerful markers of an organization’s digital experience maturity and can help identify strengths and opportunities for improvement.

Driving Technological Readiness

There is no shortage of digital analytics tools promising to provide organizations with a complete understanding of a customer’s journey from brand discovery to repeat purchases. Although all insights gleaned from these tools have the potential to improve digital experiences, respondents say their organization is most interested in insights from digital analytics tools that relate to customer satisfaction (56%), customer journey (53%), and user behavior (48%).

But tracking how customers navigate products and websites, and discovering the features they engage with most, requires the use of emerging technologies. For instance, more than half of respondents (55%) cite not using artificial intelligence and machine learning to understand or predict customer behavior as a barrier to achieving technology maturity for creating digital experiences. That’s a big missed opportunity when AI-powered tools can personalize product experiences in real time to drive customer retention and loyalty. For example, AI can determine the most likely content, features, and messages to increase the likelihood of customer conversion.

Data challenges, including siloed, unavailable, and inaccessible data, are also preventing organizations from creating engaging digital experiences. Sixty-nine percent of laggards and followers say fragmented data that is siloed across multiple systems is preventing their organization from creating engaging digital experiences, compared to 48% of leaders.

According to John Lovett, vice president of analytics for Seer Interactive LLC, a certified B Corp digital consultancy in

Philadelphia, part of the problem is that data silos typically provide only a partial view of customer interactions, which can lead to “digital experiences that put off consumers. If you only know me through your web analytics data silo, you may not know that I spoke to a call center agent and resolved my problem or accomplished my task. Similarly, if you don’t connect your sales data to advertising, you have the potential to bombard me with ads for a product that I’ve already purchased. These are surefire ways to alienate customers.”

Fortunately, closely examining leaders’ actions reveals a set of technological best practices that followers and laggards would be wise to adopt. Chief among these practices is leaders’ reliance on high-quality, usable, and governed data to make

smart decisions. For example, 54% of leaders agree that their entire organization has access to high-quality customer data, compared to only 34% of followers and a mere 20% of laggards. **FIGURE 2** Enterprise-wide accessibility to meaningful data is also critical for aligning product, marketing, and sales teams’ goals while enabling the sharing of customer-centric insights across an enterprise.

Having a data governance strategy is also a defining characteristic of leaders (cited by 63% of respondents) when it comes to technological maturity for creating engaging digital experiences. Comparatively, only 50% of followers, and 40% of laggards, say it’s a component of their technological maturity. Its absence is cause for concern, as

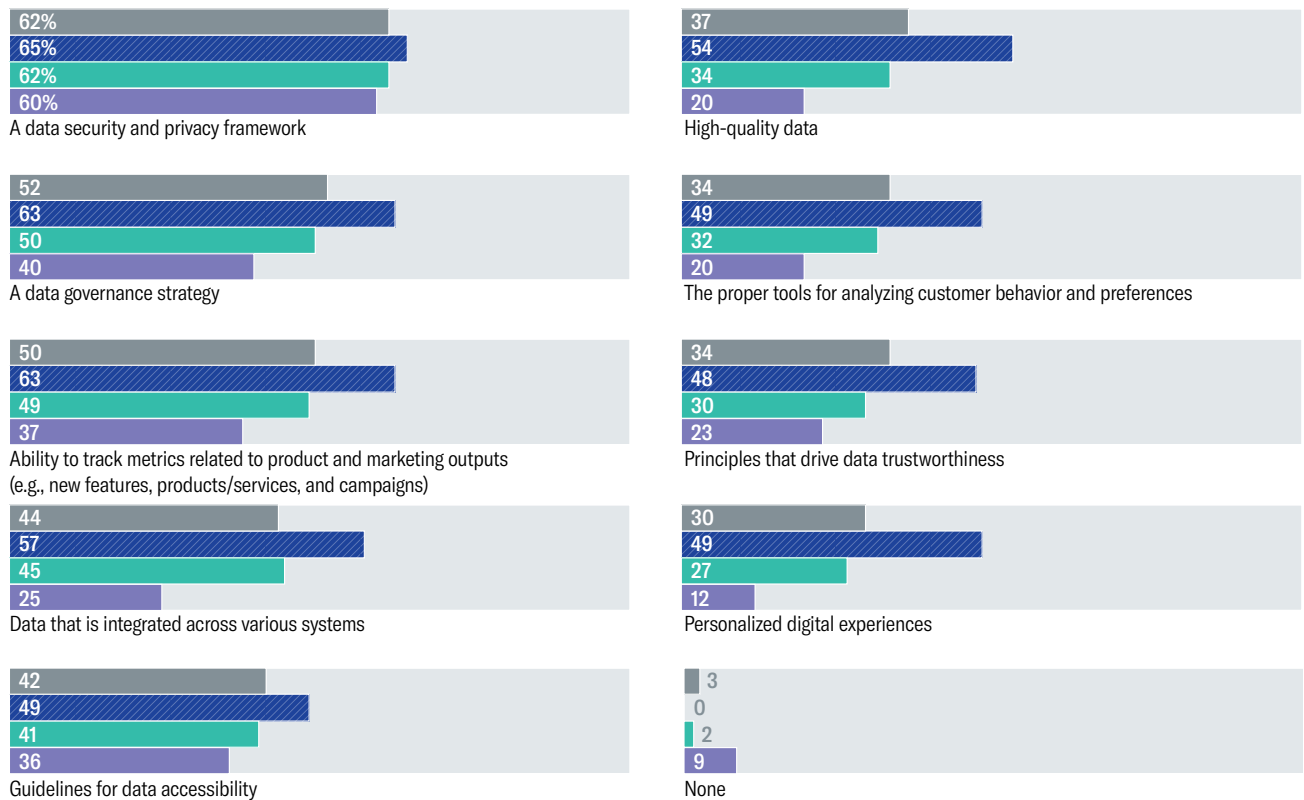
FIGURE 2

Signs of Technological Readiness

Leaders are more likely to have access to high-quality, trustworthy customer data and integrated systems than followers and laggards

When it comes to creating engaging digital experiences, which of the following does your organization have in terms of technological maturity?
Select all that apply.

■ All respondents ■ Leaders ■ Followers ■ Laggards



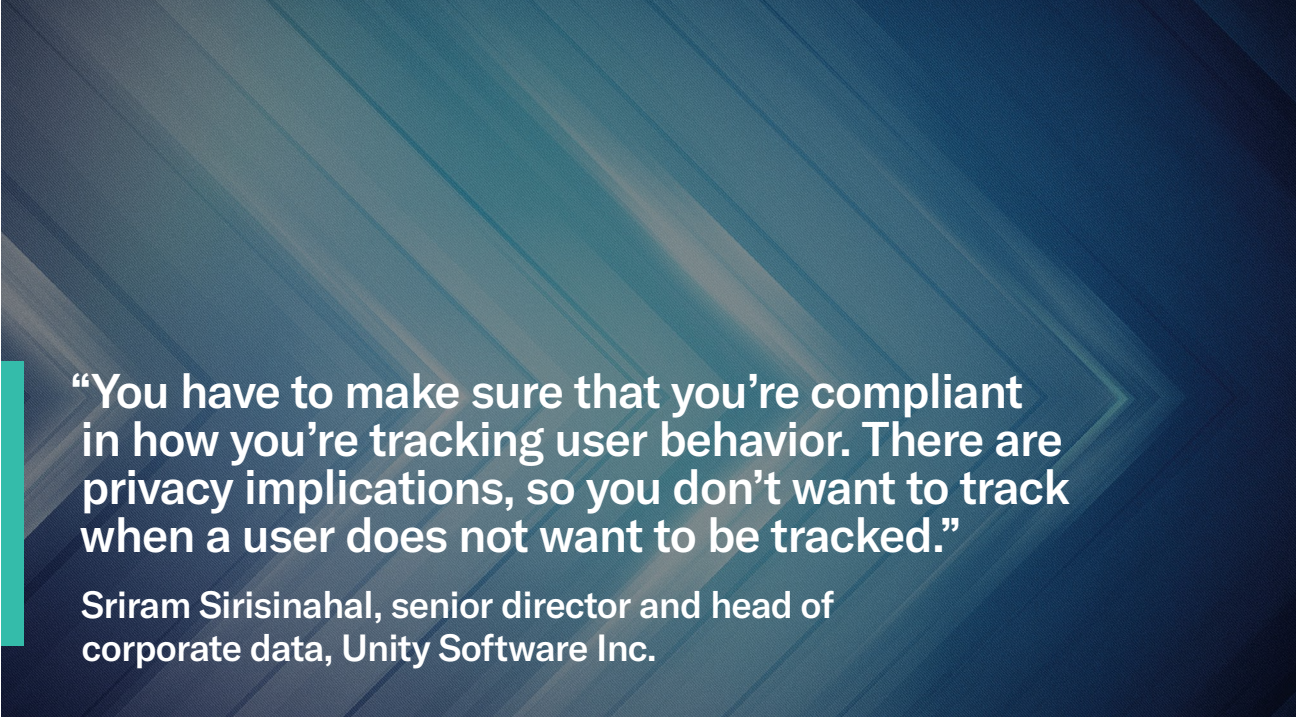
Base: 503 respondents. Not shown: 0–1% other, 1–3% don’t know, varies by segment.

Source: Harvard Business Review Analytic Services survey, July 2024



54%

of leaders agree that their entire organization has access to high-quality customer data, compared to only 34% of followers and a mere 20% of laggards.



“You have to make sure that you’re compliant in how you’re tracking user behavior. There are privacy implications, so you don’t want to track when a user does not want to be tracked.”

Sriram Sirisinahal, senior director and head of corporate data, Unity Software Inc.

proper data governance, data security, and privacy standards are increasingly important to ensure customer insights are accurate and carefully protected.

To safeguard its data, Unity Software Inc. has integrated third-party compliance tools with its analytics solutions, ensuring the San Francisco-based software development company upholds key data privacy and security standards. “You have to make sure that you’re compliant in how you’re tracking user behavior,” says Sriram Sirisinahal, senior director and head of corporate data at Unity. “There are privacy implications, so you don’t want to track when a user does not want to be tracked.”

Indeed, the right data governance strategies can make data more accessible, accurate, and actionable across an organization, but not if data exists in silos. “If you are an entity that wants to collect data from lots of different sources, then you have to carefully figure out how to munge them all together,” says Jim Sterne, speaker, author, and president of Target Marketing of Santa Barbara, an analytics and AI consultancy based in Santa Barbara, Calif.

Simon Trudeau understands the importance of data integration. Trudeau is head of analytics and optimization for Wahi Realty Inc., a Toronto-based company whose digital real estate platform enables users to buy and sell homes based on market data for the latest property listings. Trudeau provides an example of a customer whose online behavior indicates interest in a townhouse but who has recently contacted

Wahi Realty over the phone to let them know that their interest has shifted to detached homes. Without proper data integration, he says, a brand would continue to create digital experiences based on outdated customer preferences. For this reason, Wahi ensures systems such as customer relationship management and product analytics are fully integrated across the organization. As a result, Trudeau says, “Even if the user didn’t change his behavior or data on the website, we know that his preferences have changed. My responsibility is to make sure that we leverage all the data points that we have across the company as much as possible.”

Leaders are more likely to have integrated data across various systems than are laggards (57% vs. 25%). Only 45% of followers claim to possess integrated data. Whether fragmented by a series of mergers and acquisitions or poor data management practices, data silos are the enemy of a holistic and accurate view of the customer journey.

Achieving Organizational Readiness

It takes more than technology to capture a clear picture of customers. Collaborative, cross-functional teams and strong leadership are also critical to continuously creating meaningful customer interactions. Yet initiatives to build engaging digital experiences can become fragmented over time. Sixty-six percent of laggards report a lack of collective ownership as an organizational barrier that prevents their

organization from creating engaging digital experiences. Followers and leaders also struggle in this capacity, as noted by 58% and 44% of respondents, respectively.

However, reluctance to work collaboratively may stem from gaps in understanding rather than intentional shirking of responsibility, says Morgan Templar, founder and chief executive officer of First CDO Partners, a data management consultancy in Pittsburgh. “Business teams own an organization’s outcomes, its growth strategy, and a company’s strategic direction,” she says. “Yet most business leaders don’t really understand data or how it impacts an organization.” To bridge this divide, she recommends that organizations develop a common language that empowers business and technology teams alike to better understand how data can be leveraged to create digital experiences and how these initiatives align with a company’s business goals.

Another barrier preventing organizations from creating engaging digital experiences is inadequate training of employees on customer-centric technologies, cited by 52% of laggards and somewhat fewer followers (48%) and leaders (33%).

Leaders prioritize working collaboratively to get the insights they need to enhance customer acquisition and retention. For instance, Trudeau says Wahi tends to release new product features at a rapid clip. “One of the key organizational challenges we face is synchronizing product delivery with the adoption of new features by sales and operations teams,” he says. “Ensuring these teams are properly trained on the latest features is critical, but it requires a coordinated effort.” In response, Wahi not only trains employees on new product features but records these sessions and shares them across the organization.

Communication is also key to achieving organizational maturity, especially when a workforce spans geographic boundaries. For example, Quillbot relies on a wide array of communication, project management, task management, and document management tools to disseminate information about recent changes in product design among its employees, many of whom are located in separate time zones across the United States, Europe, and India.

“At an organizational level, it’s necessary that all teams work together toward a shared goal,” says Quillbot’s Agrawal. “The product or experience we want to build will not be of high quality if we don’t work in a collaborative way.”

Not surprisingly, 75% of leaders achieve organizational maturity by supporting cross-functional collaboration across teams and departments. A smaller proportion (49%) of followers are doing the same. But only 39% of laggards have cross-functional collaboration for the purpose of creating engaging digital experiences. **FIGURE 3**

An organization’s evaluation of digital customer experiences should not be static. Rather, because customer behavior exists

across many channels and platforms, organizations must grow and innovate by testing new approaches to creating digital experiences. In fact, 64% of leaders say they are focused on achieving continuous improvement throughout the customer life cycle. Fifty-four percent of followers and 30% of laggards say the same.

Wahi, for example, continuously tests new ideas and product features “to try to understand user behavior and see where we can find opportunities for improvement,” says Trudeau.

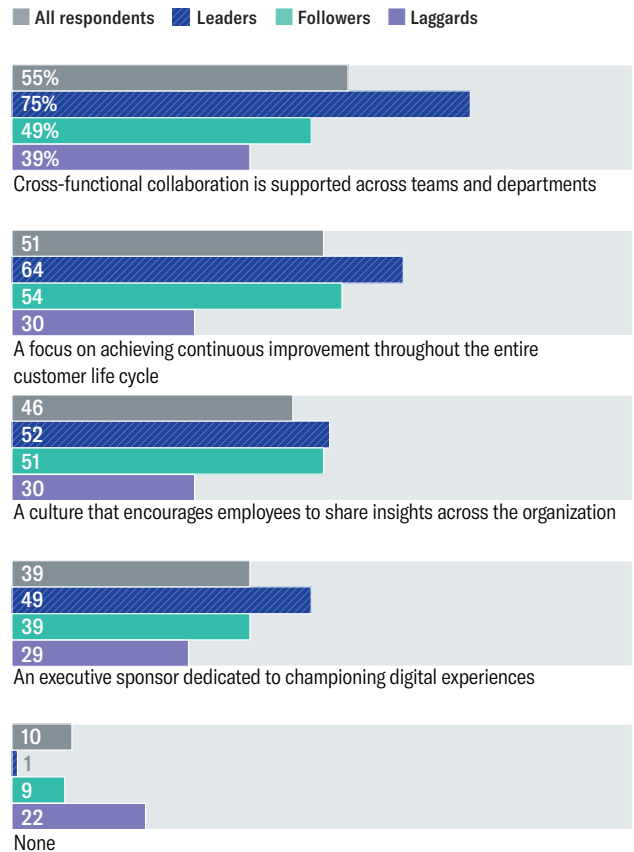
In the case of Unity, tracking and experimenting with new feature rollouts, and fine-tuning products based on

FIGURE 3

Steps to Organizational Maturity

Cross-functional collaboration and continuous improvement can lead to greater organizational readiness

When it comes to creating engaging digital experiences, which of the following does your organization have in terms of organizational maturity? Select all that apply.



Base: 503 respondents. Not shown: 0–2% other, 1–2% don’t know, varies by segment.

Source: Harvard Business Review Analytic Services survey, July 2024

real-time and connected data, are critical to making product enhancements that convert visitors into repeat customers.

“We want to focus on the features that are most impactful and provide the biggest value,” says Unity’s Sirisinahal. Conversely, he adds, “There are certain products that we’ve released or features that we decided are not as useful anymore and we’ve had to turn them off and pivot.”

In addition to cross-functional collaboration and data-driven improvements, leadership is a key component of organizational maturity. Thirty-four percent of respondents say that a C-level IT executive or the equivalent is primarily responsible for creating digital experiences at their organization. However, many are achieving success by distributing responsibility for building digital experiences across the organization. At Quillbot, for instance, each department, from engineering to marketing, has its own vice president responsible for making decisions around how to build the most impactful digital experiences—an approach that Agrawal says imbues employees with “a sense of ownership.”

Designing for Operational Readiness

Today’s organizations are collecting richer, more meaningful data than ever. But leveraging this data to accelerate learning and improve decision making requires operational preparedness. Forty-seven percent of respondents agree that their organization has the proper tools required to create engaging digital experiences. And 59% expect their organization to increase its investment in these tools over the next year—a sign that organizations are heading in the right operational direction.

Top among the technologies most impacting organizations’ operational readiness is AI. Fifty-three percent of respondents say their organization uses AI to improve digital experiences. AI can improve experiences in various ways. First, it can provide teams with recommendations on what actions to take based on customer behavior patterns. One example would be reducing the number of links on a website after finding that customers are more likely to click through these links than click a primary call-to-action button. Second, by processing large amounts of data, AI can enable more effective targeting and personalization of digital experiences.

“The ability to create content faster, to be able to understand trends, and conduct analyses is becoming easier and faster with artificial intelligence,” says Lovett of Seer Interactive.

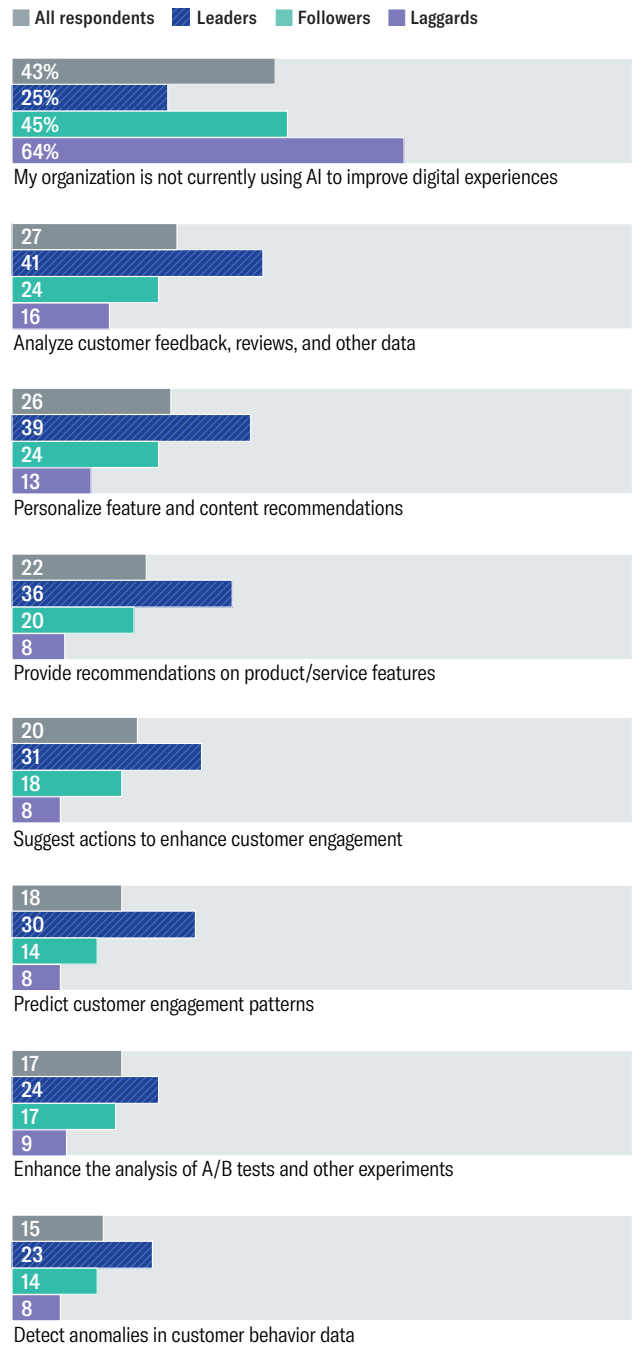
In fact, 71% of leaders currently use AI to improve digital experiences, compared to 52% of followers and 33% of laggards. Some of the top ways leaders are leveraging AI are to analyze customer feedback (41%), personalize feature and content recommendations (39%), and provide recommendations on product and service features (36%). **FIGURE 4**

FIGURE 4

Artificial Intelligence as a Technology of Choice

Leaders are leveraging AI for customer feedback analysis, personalization, and product recommendations

In what ways, if any, is your organization currently using artificial intelligence to improve digital experiences? *Select all that apply.*



Base: 503 respondents, excluding don't know. Not shown: 0–5% other, varies by segment.

Source: Harvard Business Review Analytic Services survey, July 2024



71%

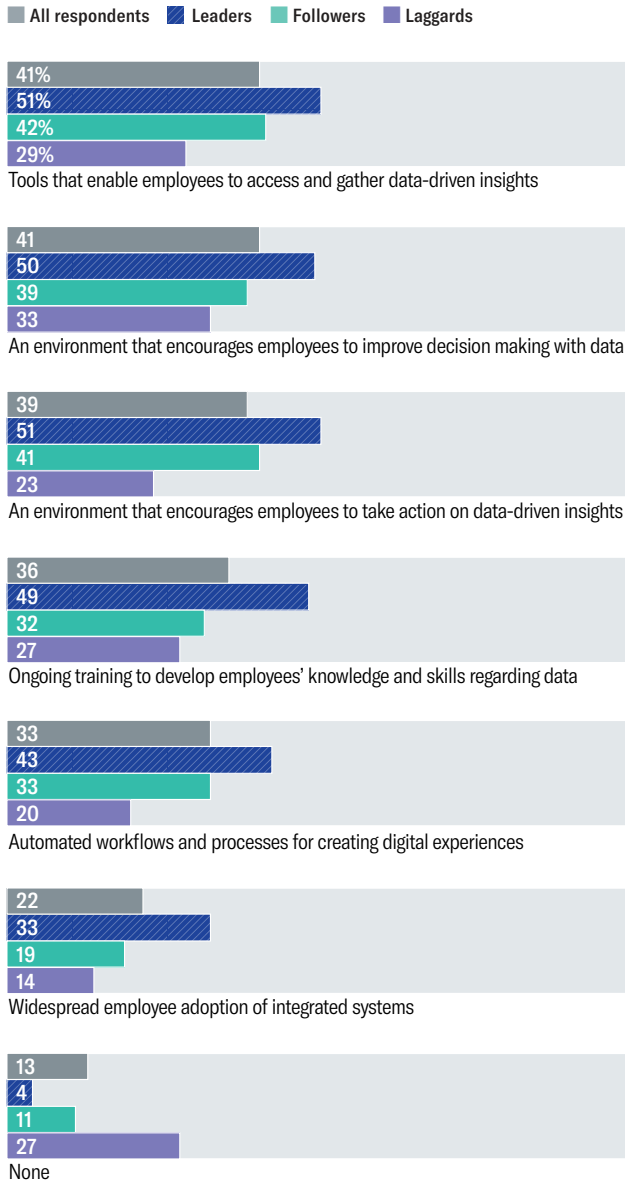
**of leaders currently use
AI to improve digital
experiences, compared
to 52% of followers and
33% of laggards.**

FIGURE 5

Operational Excellence

Accessibility tools and ongoing employee training mark the operational efforts of leaders

When it comes to creating engaging digital experiences, which of the following does your organization have in terms of operational maturity? Select all that apply.



Base: 503 respondents. Not shown: 0–1% other, 2–5% don't know, varies by segment.

Source: Harvard Business Review Analytic Services survey, July 2024

One such AI-leveraging company is Wahi. In addition to allowing website visitors and app users to conduct real-time conversations with real estate agents via chat, the company leverages AI capabilities to analyze a wide range of interactions with customers, gaining valuable insights and enhancing service quality.

Despite the many advantages of tools such as AI, Unity's Sirisinahal says an overabundance of disparate solutions, especially if poorly integrated, can hinder efforts to create digital experiences. In the past, he says, "our tools had different capabilities and there was no way to marry them together or understand a full picture of a customer's journey. Sometimes there would be too much information that we had to parse through, which took a lot of manpower and time. It just wasn't sustainable." Today, Sirisinahal says, Unity relies on a key product analytics tool—a decision that has significantly improved the company's ability to glean insights from customer behavior data.

Determining how to effectively use technology to create digital experiences can also advance organizations along the operational maturity curve. For instance, Eric Siegel, CEO of Gooder AI, a provider of machine learning software in San Francisco, and author of *The AI Playbook: Mastering the Rare Art of Machine Learning Development*, says, "It's important to look at technologies such as AI in a concrete and specific way in terms of what are its actual capabilities and what is its exact value proposition."

But achieving operational maturity takes more than thoughtful use of innovative technologies. People also play a critical role in shaping digital experiences. For this reason, Cherry Advisory's Cherry says, organizations must invest in employees so that they have the skills necessary to derive value from analytics tools.

"There is an obligation to support employees," he says. "If you're an organization that's not investing in employees, then you're not really building relationships with them."

In fact, when it comes to creating engaging digital experiences, 51% of leaders use tools that enable employees to access and gather data-driven insights, compared to 42% of followers and 29% of laggards. **FIGURE 5** Similarly, 49% of leaders provide ongoing training to develop employees' knowledge and skills regarding data. Only 32% of followers and 27% of laggards have this same approach to operational maturity.

Ensuring Strategic Alignment

Implementing strategies for creating digital experiences requires the buy-in of multiple stakeholders—a particularly difficult feat for many organizations. "It can be a challenge to maintain alignment across a fast-paced environment, especially when it comes to releasing new features," says Trudeau. "We must consider the constantly evolving needs

of our users while ensuring that employees remain informed and in sync.”

Less than half (47%) of respondents agree that their functional teams are strategically aligned on how to use data-driven insights to build impactful digital experiences. Leaders, nonetheless, are achieving greater strategic alignment by deploying strategies for attributing business success (56%), relying on cross-functional KPIs (55%), and having a shared vision of success (54%). **FIGURE 6**

To drive collective efforts around creating digital experiences, Trudeau says, Wahi holds monthly meetings to “make sure that everyone is aligned on new learnings.” Cloud-based productivity tools also serve as a valuable platform for employees to communicate and unify perspectives on how best to understand and retain customers.

Building consensus around higher-value customer experiences requires cross-functional KPIs and performance-tracking strategies. At Quillbot, employees rely on objectives and key results (OKRs), a goal-setting framework, which ensures all goals are not just visionary but also accompanied by a clear plan of execution. Each department, from product design to engineering, has its own set of OKRs, and projects are mapped to meet these metrics. However, if a department discovers that it’s dependent on another department to accomplish a particular objective, Agrawal says, the two parties must work together to understand the dependencies between them and recalibrate accordingly.

“Departments must create their own OKRs toward the goal and achieve alignment on their feasibility,” he says.

In the case of Wahi, Trudeau explains that “a company-wide scorecard associated with teams ensures that they are aligned with our overarching strategic visions and KPIs.” Although metrics tend to vary, Trudeau says one of the company’s most critical KPIs is customer retention. Recently, the company discovered that when a customer reviews six listings within seven days of becoming a new user, “retention goes through the roof.” In response to this data-driven discovery, Wahi has established KPIs around tasks that will ultimately drive visitors to engage in this behavior.

But how customers interact with a website is always changing. The behaviors that result in high conversion rates one month may change drastically the next. As a result, Trudeau says, Wahi “holds quarterly strategic planning sessions to review progress, adjust strategies as needed, and ensure ongoing alignment across the organization.”

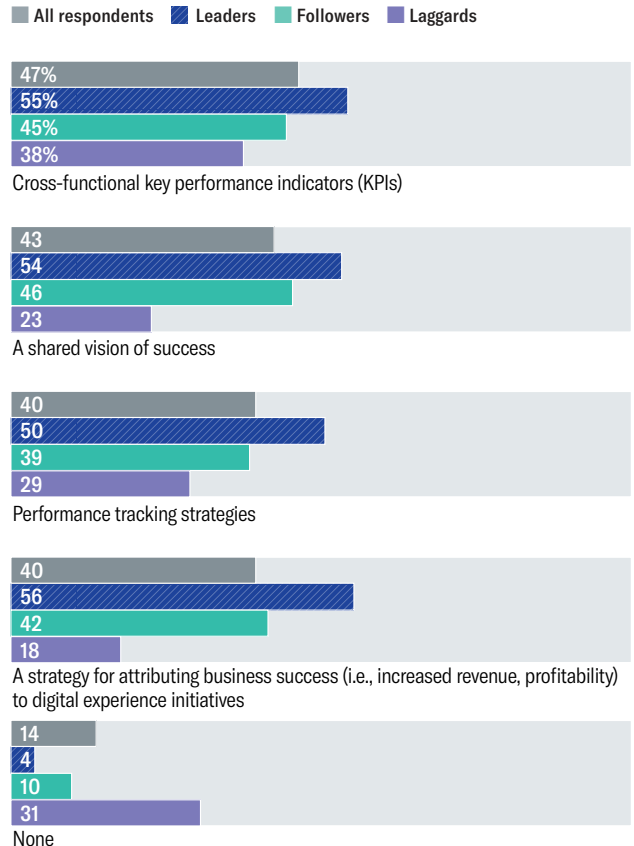
When it comes to metrics for measuring how effectively initiatives improve digital experiences, 64% of leaders cite customer service satisfaction, followed by financial metrics (54%), customer engagement metrics (53%), and number of active users on a monthly, weekly, or daily basis (51%). Despite these valuable measurements, less than half (47%) of respondents say that their organization relies on a defined

FIGURE 6

Achieving Alignment

Cross-functional KPIs and a shared vision of success are among the markers of strategic alignment

When it comes to creating engaging digital experiences, which of the following does your organization have in terms of strategic alignment? Select all that apply.



Base: 503 respondents. Not shown: 0–1% other, 2–5% don’t know, varies by segment.

Source: Harvard Business Review Analytic Services survey, July 2024



“Being customer-first is our number one priority. It’s about knowing who our customers are, what they do, what they’re looking for, what makes their life easy, and how we can be valuable in that sense. We’re doing an excellent job, but there’s always room for improvement,” says Unity’s Sirisinahal.

set of metrics to evaluate digital experience initiatives, which may suggest a lack of consensus around how best to understand efforts around delivering better products and experiences.

Maturity in Motion

Organizations can’t afford to deliver generic experiences that fall short of meeting customers’ rising expectations. Conveying the right message on the right platform at the right time requires a deep understanding of what drives customers to engage with a product or website—and the digital experiences that will ultimately convert them into loyal customers.

Delivering engaging digital experiences, however, takes a certain level of maturity in terms of technological, organizational, and operational readiness, as well as strategic

alignment. Mature organizations exhibit an ability to easily glean critical insights from clean and accurate data, a commitment to cross-functional collaboration, a focus on fully integrated systems, and a shared vision of success. For those further behind on the maturity curve, these best practices serve as valuable lessons. But they also underscore the need for continuous exploration of what it takes to attract and retain customers as well as boost revenue. Data sources change, customer expectations evolve, and corporate goals shift. In response, organizations must continuously reexamine and reevaluate their efforts to improve the connection between digital experiences and customer loyalty.

“Being customer-first is our number one priority,” says Sirisinahal. “It’s about knowing who our customers are, what they do, what they’re looking for, what makes their life easy, and how we can be valuable in that sense. We’re doing an excellent job, but there’s always room for improvement.”

METHODOLOGY AND PARTICIPANT PROFILE

Harvard Business Review Analytic Services surveyed 503 members of the *Harvard Business Review* audience via an online survey fielded in July 2024. Respondents qualified to complete the survey if they were involved in decision making about digital experiences at their organization.

Size of Organization

39%
10,000 or more
employees

28%
1,000–9,999
employees

32%
100–999
employees

Seniority

29%
Executive
management/
board members

37%
Senior
management

20%
Middle
management

15%
Other grades

Industry Sectors

16%
Technology

11%
Financial services

9%
Education

9%
Health care

All other sectors
less than 9% each

Job Functions

13%
Operations/
product
management

11%
IT

10%
General
management

All other functions
less than 9% each

Regions

39%
North America

22%
Europe

23%
Asia Pacific

11%
Middle East/Africa

5%
Latin America

Figures may not add up to 100% due to rounding.



**Harvard
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ANALYTIC SERVICES

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