DISCOVERING THE THIRD WAVE OF DIGITAL EXPERIENCE:

EMPATHY, TRUST AND TRUE RELATIONSHIP
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FROM ART TO SCIENCE TO 1:1 CUSTOMER RELATIONSHIPS

Marketing began as the art of piquing people’s interests. Of appealing to their better (or lesser natures)... of surprising, entertaining, inspiring or influencing people... of using media to connect with people’s wants, needs, goals and desires with what your brand offers them. This has not changed. However, as marketing has become increasingly digital, it has evolved into three distinct ‘waves’ of Digital Experience.

The first wave of Digital Experience was the website. At some point, just past the turn of the century, the definition of a business went from having a business card to having a website. Then came online ads. Lots and lots of them. This was the birth of Digital Experience. Creativity fought with page views and CPM. We saw the good the bad and the very, very ugly.

The second wave of Digital Experience was sparked by the rise of social media, content, and analytics which brought both greater reach, and a scientific discipline to marketing. It was now possible to test and optimize efforts at nearly any scale. At the same time, this second wave reintroduced the idea of people as important to business and marketing. But there remained huge barriers between the human element and the overriding need to scale and measure.

**Today’s enterprises are standing at the threshold of the third era.**

The third era reexamines the nature of commercial relationships. It looks to acknowledge and embrace the humanity of both customers and the people they buy from. It looks to bring the power of human relationships into the entire brand experience – even digital experiences. The third wave builds trust and enables more creativity in more ways to create digital experiences to serve people with empathy, trust and respect.
BUILDING TRUST IN THE THIRD WAVE

As marketing moved from slick creatives and manipulations of traditional media into the laboratory of social media and analytics, we both scaled and sanitized the act of creating customers. We evolved from a consumer-vendor relationship that was driven primarily by the vendor vendors to a time when the internet gave consumers back some measure of control. Consumers could research products and even get reviews of vendors without having to talk to a salesperson. The rise of data collection and analysis has come full circle. Now vendors are able to collect and use information about customers in ways that are not always obvious — or even fair — to customers.

As a result, customer-vendor relationships are strained by distrust and dispassion. Customers are disgruntled by the inconvenience and level of service they receive. They worry about how much data is being collected about them, and what vendors might be doing with that data. Is it secure? Is it being sold to third-parties? Are there limits on what businesses can learn about someone and how they can act on that knowledge?

The second era of marketing built our ability to learn and to scale but weakened our ability to build authentic and appropriate human relationships with our customers, based on insight, empathy, ethics and courtesy.

Throughout these marketing shifts, the focus, roles and partnership of the CMO and CIO have undergone corresponding changes to set the stage for the most strategic approach to date.

THE CMO AND CIO HAVE A MORE BENEFICIAL AND STRATEGIC PARTNERSHIP IN DIGITAL EXPERIENCE’S THIRD WAVE.
LET’S LEAD THE THIRD WAVE

Digital technology has transformed marketing from art to science. And now, marketing is transforming again. Digital marketing can reimagine relationships between customers and vendors. It can reinvent workplace relationships. And it can expand your brand, build your team and grow your business. Jahia can be your partner in reimagining experiences in today’s digital economy.

Jahia is building the platform and tools of the Digital Experience revolution. We build technology to address three key challenges:

1. **People**

In business, there are the people we work with and there are the people we work for—our customers. The rise of technology in recent years, however, has taken the focus away from people and their needs. We are building technology that helps build a complete picture of each person, so that you can act with the empathy, and courtesy each person deserves, while building the trust you need to build enduring relationships that build your brand. Jahia’s technology harnesses the ability to bring back the things that make human relationships so powerful.

2. **Trust**

Trust is the basis of any human relationship. The power of digital intelligence has both accelerated lead generation (good) and undermined people’s trust that their data and their privacy will be secure and respected (bad). Having foreseen the need to protect customer privacy, Jahia has led an initiative to develop software that creates transparency, security and privacy for consumers. Our developers wrote the code that was contributed to the Apache Software Foundation, which implemented it as The Unomi Project.

3. **Experience**

Experience is your brand, and includes the way people understand your company, the way your company treats them and how staff interacts internally. Your brand is every perception of every experience associated with your company. Jahia’s core platform, the Digital Experience Manager, is built to ensure your brand experiences are bright, modern, stunning, easy to build and deploy for websites, campaigns, content marketing, or employee enablement, collaboration and communication. You will be able to innovate with the Internet of Things, build valuable mobile experiences and whatever is next (Oculus? Glass?). Of course, the next experience is not really next— it is ALSO.

So not only does Jahia technology empower innovation, it ensures ease of use, brand consistency and device independence. No matter how many channels, sites, divisions, brands or localities your company is supporting, your brand experience will always be consistent and of the highest quality.
THE THIRD WAVE IMPERATIVE: DIGITAL AGILITY NOW

The third wave of Digital Experience requires two kinds of agility: creative and technical. A stronger, more strategic and productive relationship between the CIO and the CMO comes from this combination, supported by the right technology.

**Creative agility** means you can design and deploy new ideas and experiences at your own rhythm and cadence, without reliance on external or IT support. Jahia technology lets you and your partner CIO empower marketing teams to imagine, create, measure and improve.

**Technical agility** means you, as CMO and brand leader, can partner with your CIO to imagine, leverage and deploy new technologies to create competitive advantages fast. Change your expectations by bringing innovation timelines together with your creative ambition.

Marketing acts independently on the day-to-day business of marketing, and in partnership with IT when it’s time to build new strategic opportunities and advantages.

THE THIRD WAVE CMO: FROM BRAND & DEMAND TO CUSTOMER EXPERIENCE

Digital CMOs (such as yourself) are looking beyond optimizing lead generation to nurturing relationships from awareness through recommendation, from first-touch to post-acquisition. In effect, your target is to extend the reach and value of your brand. Today’s marketing is about creating more respectful and empathetic relationships as an investment the long-term future of your company. You are taking responsibility for the customer lifecycle from creating awareness through purchase, service, renewal and recommendation.

**Your company wants relationships that last a long time.** You want these relationships to be cost-effective to form and sustain. You want your customers to believe your company is trustworthy, committed to their satisfaction and treats them with respect.

As a leader in the third wave of Digital Experience, you have the opportunity and the tools to design the experience that is right for your business and your customers.
1:1 CUSTOMER RELATIONSHIPS

Building 1:1 customer relationships means relating in the most appropriate way for each customer. It is vital to find the right balance in communicating just enough - too much and they are annoyed, too little and they feel forgotten (or forget you).

The right relationship is not the same for every brand or every customer. It depends on both the product or service you offer and each customer's individual preferences. The core of that relationship is giving the customer the feeling that they have as much control over the relationship as you do. That includes giving them transparency into what data you keep about them and how you use it — this is the beginning of trust.

The new responsibilities of being a Third Wave CMO mean that enterprises cannot afford to be held back by the complexities of multi-channel, multi-language, multi-product programs. You need to be responsive to the pace of your market and your users. Your company needs consistency, pace and ability to scale — and to make sense in every context. The speed of business cannot slow down and it cannot have any loose ends. To handle sophisticated personal relationships, your enterprise needs technology that supports and accelerates your mission.
WHAT DOES A THIRD WAVE CMO NEED FROM TECHNOLOGY?

1. Technology that works for marketing teams.
   Marketing teams should be able to create, update, deploy and see the results of their work without any outside support from IT or anyone else. Core marketing tasks should be ready out of the box. Integrations should be quick, simple and reliable. Custom software should not take years and hold the entire system back from forward progress.

   Instead, digital marketing demands agility now. When marketing teams are enabled with the right technology, they can consistently create campaigns, landing pages and promotions without the need for IT intervention.

2. Technology that manages complexity.
   Marketing is about creativity, research, experimentation and analysis. Marketing Teams need to deploy their work smoothly across channels and devices, ensuring brand integrity and great customer experiences at every touch point.

   Rather than taking human time to manage the details, technology should manage the complexities of workflows. Empower people to do what they do best and let technology handle the details.

3. Technology that cements a strategic CMO-CIO partnership
   While the CMO needs creative agility, the CIO needs technical agility. The Jahia platform ensures that CIOs can collaborate strategically with marketing. They can execute quickly and reliably. They can innovate and integrate fast. They can scale.

   The success of Third Wave digital marketing depends on the CMO and CIO partnership; technology can be the bridge to their powerful collaboration which benefits the entire organization.
TECHNOLOGY FOR A THIRD WAVE CIO

To win in the competitive digital era, the CMO-CIO partnership is crucial. Jahia gives CIOs the agility they need to innovate and deliver on the technology side at the rapid pace of technology change, and marketing innovation. Your CIO can now be a better partner than ever before.

The key is what we at Jahia call Industrialization. It means technology that is modular, easily integrated, reusable and very stable.

Industrialization means IT can:

— manage and protect privacy with the Unomi Project.
— deliver projects at a very high speed (for a predictable cost).
— scale horizontally (more users) or vertically (more projects).
— use a single point of contact to ensure a compelling experience.
— reduce costs for each new project by reusing versatile components.
— efficiently manage the proliferation of data, content, users, devices, sites, points of presence.

Consider the products that deliver the technology that meets the needs of CMOs, CIOs and consumers in the Third Wave. Here are the capabilities that can catapult your organization ahead of the competition.

Leveraging Jahia’s multi-site, multi-language, cloud and mobile capabilities, along with Avantia’s sharp expertise on the platform, we are proud of our accomplishment. Ben & Jerry’s has been the fastest digital roll-out among Unilever brands.

Jim Breach, Director, Unilever

“With Jahia, Marketing & IT work together, hand in hand”

David Roux - Europcar
Customers expect you to use data wisely on their behalf: “As your customer, I am important and I expect that your company knows me at all digital touchpoints to answer my requests.”

The flip side is that the process of aggregating all that data can make that same customer question how you manage this data. This is complicated by the fact that often, different bits of customer data is collected and managed by different IT sub-systems. Even more, if your company uses external marketing software or services, some of that customer information may not even be under your control.

The solution is a technology that strikes a balance between privacy and user data. With that technology you can give users the data privacy rights they deserve while still collecting the information needed to give them a smooth, personal digital experience. You can gain (or rebuild) users’ trust and innovate their digital experience. That is where the Unomi Project becomes important.

The Unomi Project is a standards-based, transparent and ethical method to collect and track user identities on websites in a way that addresses user security and privacy concerns while also recognizing the value of this data for enterprises. The Unomi Project reinforces a data privacy standard because the core code is accessible by all as an open source project.

The Unomi Project includes APIs for enterprises to build their own experiences on top of its platform that are secure and in compliance with the data privacy standard.
Jahia began the Unomi Project by defining a standard that would establish best practices for managing profile data for the entire industry. It had to address customer privacy concerns as well as enable interoperability so that any enterprise could choose to participate. Jahia’s Chief Technology Officer, Serge Huber, is working with a group of companies within the Organization for the Advancement of Structured Information Standards (OASIS) to pioneer the specifications for the Context Server Standardization (CXS) Standard.

Jahia built the Unomi engine based on this standard and donated it to the Apache Software Foundation. To be clear, the Context Server standard (known as the Unomi Project) is still in development. We are innovating in this space and working with anyone interested to make this process open and, therefore, as accepted and aligned with industry needs as possible.

The key to data protection is that the customer profile is a shared asset between you and your customer or prospect. It is a mechanism for building trust (rather than distrust). This is the pivot point for Third Wave digital relationships.

When you accept cookies, you think that you are accepting one vendor to access your data. In reality, your data is collected and used by many, without you really understanding all the information they can access.
Unomi principles

**Ethics**—Unomi’s Context Server Standard (CXS) ensures fair and responsible collection and use of customer data.

**Transparency**—Give customers a clear view of the data you are collecting and how you are using it.

**Control**—Consumers can control what data should be anonymized. Consumers can see where the data goes and who has access to it.

**Access**—Ensure that only authorized people and companies have access to the data.

**Auditing**—Be accountable to your own data policies as well as emerging legal requirements.

**Security**—Recognized, verified security standards developed, maintained and certified.

**Standards**—The Unomi standard ensures interoperability and clarity that will stand the test of time. Unomi is relevant to the entire digital industry and for all consumers.

The Unomi engine can manage enormous amounts of data. It provides the APIs and standards an enterprise needs to create personalized experiences and interfaces that let customers see what type of data you are collecting and where that data is used. Then those customers can decide which data they want to keep anonymous—so that they can't be tracked or targeted with it.

Users will come to recognize businesses who use Unomi as those who respect their rights and privacy. They will trust these companies to treat their data ethically and responsibly.

**Not just a good idea.**

Very soon, this privacy and usage standard will not be simply the voluntary action of ethical companies. Emerging legal regulations will make it mandatory as it catches up with the digital revolution. This has already begun to be legislated in European courts. The courts determined that there is a 'right to be forgotten'. This is just the beginning of the what is to come in the next few years. The courts are recognizing that individual’s privacy rights need to be respected, even on the internet. No enterprise can afford to be behind in this area.

“We applaud Jahia and Enonic for initiating this vital standardization project.”

Laurent Liscia, CEO of OASIS

Take a deeper dive into CXS and Unomi on our [website](#).
EXPAND AND ACCELERATE MARKETING

Each of these products is built on the Digital Experience Manager, ensuring agility and industrialization for IT, as well as great usability for marketing. Together, they power a strategic, sophisticated and efficient marketing operation.
Digital Experience Manager is the core platform of Jahia’s technology suite. It is designed to maximize IT agility and industrialization as well as marketing agility and expansion. It lets you tailor the experience to meet your unique business needs. With it, brand integrity and personal relevance are built into all your digital interactions across devices, divisions and geographies. Your DX will be efficient, repeatable and desirable.

Following are products that can support your organization in Third Wave digital enterprise.

**Marketing Factory** — Leverage complete customer profiles through real-time, infinite ‘drill down’ analytics with cross-reference capabilities to create promotions, automated marketing and personalized conversations with customers.  
[More about Marketing Factory](#)

**Workspace Factory** — A leading-edge, open-source digital workplace – powers your in-house teams to effectively streamline projects, content marketing initiatives and operations, surface opportunities and optimize ‘group-think’ capability.  
[More about Workspace Factory](#)

**Form Factory** — Create multi-step, multi-language, multi-conditioned and validation-ruled forms that include built-in “backs” and “forwards” actions, that automatically saves data previously keyed into the forms, with easy plug-and-play components.  
[More about Form Factory](#)

**Portal Factory** — Provides complete solutions for customer extranets, sales, HR, and other employees portals. Leveraging shared content, context, and Digital Experience Manager’s power integration services, Portal Factory provides the experience platform for secure, role- and user-based, application and data heavy sites on the same platform as your external marketing experiences.  
[More about Portal Factory](#)

**Private AppStore** — Speed innovation and power developer and IT productivity with a private app store to build you own internal community and library of packaged, reusable applications, application components and more.  
[More about Private AppStore](#)

**The Studio** — An integral part of the Digital Experience Manager, The Studio is a powerful and productive Java tool. You can dynamically build any user experience, including mobile ones.  
[More about the Studio](#)
CONTINUOUS FEATURE DEVELOPMENT

When you have a specific functionality request for IT that is beyond the scope of the current software, the typical process for most software is the following.

— You ask your developer to create that functionality as a one-off piece that works with your current software.
— Your current software updates; the ‘new’ functionality will not automatically update and needs additional programming.
— You pay for a developer to update that ‘new’ code so it works with the core software and / or pay an additional fee for the updated software to integrate with that ‘new’ functionality.

At Jahia, we do it different. We have the “pay or contribute” paradigm.

A true Customer Driven Roadmap

1. CUSTOMER SOFTWARE REQUIREMENT
2. COLLABORATIVE DEVELOPMENT FINANCING
3. COLLABORATIVE VALIDATION QA
4. RELEASE DELIVERY

With Jahia, here is our process for new functionality development.

— You let our development team know the functionality you need.
— We collaborate around the financing of this development. Your new functionality becomes a top priority of our software development roadmap (i.e., we rearrange our development schedule to provide a faster turnaround on the project).
— We validate the development together (i.e., together, we make sure it works as intended).
— We collaborate on the release delivery to your company.
— As this development will (likely) benefit our greater community, we embed that new functionality into our core software. This ensures that all future software upgrades will include updating the new functionality for seamless operation.

To highlight a key benefit: you do not pay for additional updates to that functionality. Yet, you have the confidence and security of having the new functionality be updated to stay current with your existing software investment.

In the bigger picture, your request for additional functionality influences our software development roadmap and benefits the entire community. This is the power of an open source model in technology development.
WELCOME TO THE THIRD WAVE

The third wave of digital experience is here. Jahia is supporting third wave CMOs with a platform to build more human relationships, and more compelling experiences. We are making trust and privacy rights a core part of responsible digital marketing, while providing unprecedented analytical power to understand what each user, each segment of the market most wants from your brand.

Our tools are accelerating development as much as marketing. We are helping to strengthen strategic relationships between IT and marketing, while helping them to operate more effectively on their own.

The Digital Experience Manager and five experience factories are freeing marketing teams to focus on building the relationships and experiences they want, using tools that are designed for non-technical people. Jahia is creating possibilities and removing limitations on the next wave of digital experience. Join us.

To learn more about Digital Experience Transformation in your organization, download chapter one of our step-by-step, template-laden ebook.
About Jahia

Jahia is a leading provider of a user experience platform which enables digital enterprises to put their customer at the heart of their business. Since day one, Jahia has had the vision of convergence: to unite digital asset management, user functionality and integrated, secure systems to create digital enterprise transformation via a unified interface of capabilities (content, marketing, commerce, etc.) that interacts with external applications and functionality (web, mobile, social, etc.). Jahia enables CMOs and CIOs to become digital leaders in their industry through 1:1 customer relationships powered by digital innovation, digital trust and a customer-centric digital workforce.

Founded in 2002 and headquartered in Geneva, Switzerland, Jahia Solutions Group has its North American headquarters in Washington DC, with offices in Chicago, Toronto and throughout Europe. Jahia counts hundreds of global brands and governmental organizations among its loyal customers, in more than 20 countries across the globe. Early 2015, the company announced its first round of funding from Invus for €20 millions.

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