

10 Steps to Creating and Managing Your Digital Experience Stack

Your DXS is achieved through a journey. The most successful organizations move quickly and iteratively to establish wins that create value now and over the long-term. There are key steps to the process that will help you succeed. Most organizations start with the customer experience and then “rinse and repeat” (of course with changes for the different audiences) for partners and employees. For these initial steps, we will focus on the customer.

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Understand Your Customers

Of course, your DXS should be architected and connected to provide the best possible digital experiences for your customers. The first step is understanding your customers, their journeys, intents and tasks, and then map those to the different interactions they have with your organization. At a minimum, this should include:

- ◆ Touchpoints mapping to customer journey stages
- ◆ Clear identification for which organizational team is responsible (per touchpoint)
- ◆ Systems used for the different touchpoints and where customer interaction data is stored (per touchpoint)
- ◆ Customer satisfaction mapped to interactions

The idea is to walk in the shoes of your customers so you can better understand their experiences interacting with your organization across channels and departments. Based on this, you should have 3-5 focus areas where you can improve the experience, touching as many customers as possible.

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Check Your Stack

Iterate - Don't just rip and replace your current technologies! Big-bang projects such as that often take years and may fail. The modern DXS should connect with and leverage both legacy and new systems. If you need to replace certain back-end systems, iteration ensures you'll be able to do it over time without impacting the customer experience or your initial DXS timeline and budget.

For your stack check, use **Your DXS assessment** to assess the core components of the stack:

- ◆ Customer Data
- ◆ Content
- ◆ Marketing Optimization
- ◆ Insights
- ◆ Commerce
- ◆ Delivery Channels

Do these components live in isolation or are they connected? If they are not connected, how easily can they be connected? What is the MVP (Minimum Viable Product) to help you connect the core pieces and provide value for a current or upcoming project?

You also want to look at technologies that have a high priority for your organization and are currently not delivering the expected value. For such technologies, take a step back and evaluate. Is the reason organizational, such as not having the right resources or a lack of expertise? If so, what can you do in the short-term to get more value out of the technology while still adding more resources or changing the technology itself to maximize value in the long-term?

Assessment of the current stack also looks at operations, including how much time is involved in launching a new component on your site or creating a new campaign site/-new progressive web app (PWA). If adding simple components takes weeks, is it because of a DevOps resource strain? Or is it because you're using monolithic technologies, which require additional work to function? What can be done to streamline?

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Establish The Business Case For Your DXS

Creating a compelling business case for Your DXS also helps highlight current operations and the costs associated with current technologies.

The stack business case should focus on these areas:

- ◆ **Connecting customer data, content, insights, marketing, commerce, and delivery.** This helps you better serve your customers through better digital experiences. What's the calculated return for doing this (e.g. will it help with increased engagement, which results in more leads and ultimately sales)? Will self-service and a shorter time to get them the right content help increase current customer satisfaction? What impact would that have on retention? What about on up-sells or cross-sells?
- ◆ **Time-to-market and operational efficiency.** By having a modern DXS, how much faster are you able to launch a new component or a new campaign site? How often would you be able to do releases as compared to the current state? What are the cost savings and would this allow you to do more with the same resources?
- ◆ **Operational cost optimization.** By connecting technologies to the stack, can you remove any duplicate technologies? Can you optimize cloud hosting and, by gradually shifting to modern edge cloud technologies, reduce current infrastructure costs and operations?

Your DXS Roadmap

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In order to have a systematic approach to creating, maintaining and evolving the DXS, it's important to establish a DXS roadmap. This will also help establish the stack as one for the entire organization.

Your DXS roadmap should:

- ◆ **Map technologies that will be connected to the stack.** This can be current technologies, integrations, and new technologies which will be part of the stack as Phase 1.
- ◆ **Map projects.** These projects will be ones which use the stack to power digital experiences across the enterprise and beyond. Remember to also map those that won't connect and use them as discussion points for reducing siloes.
- ◆ **Map key milestones for the stack and when it's ready to:**
 - Provide all content for all touchpoints
 - Have a unified view of the customer and handle customer data input and output
 - Include **Proof of Concepts (POCs)** with emerging technologies for more innovation
- ◆ **Map organizational tasks.** This can include global naming conventions and marketing taxonomies, amongst others. Be sure to also have a Marketing Operations (MarkOps) team in place to consult with the rest of the organization.

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5 Alignment

Your DXS should be an organization-wide competitive advantage, helping every team go-to-market faster with differentiated digital experiences. How well is your organization currently set up for such an alignment? What needs to change to make this happen (e.g. Do you need to create a cross-functional team, with stakeholders from different parts of the business)?

Do you have a Project Management Office (PMO function)? Should Your DXS be originating from that team until its value is proven?

Establishing the business case for Your DXS can help you secure executive commitment and to begin establishing organizational alignment. Any mandates from executives on how Your DXS should be used will help on that journey.

“If the enterprise platform vendors have their way, they will be the Uber DXP. But the future will be a federated environment, not one single DXP but several platforms that together provide digital experiences.”

Digital Clarity Group

The Right Team

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In the beginning, you can do a lot with few resources while also outsourcing extraneous tasks to external consultants. But as Your DXS becomes more connected and more critical for your organization, you'll need to have the right team in place.

This team typically operates as a center of excellence under Customer Success, Marketing, IT or PMO (depending on your organizational setup). In order to function correctly, they require a broad mandate to go across the organization and service all groups or departments.

There are certain roles within this team which are critical:

- ◆ **The Digital Experience owner (business).** They own the digital experience across all touchpoints and should be involved in all digital projects relevant to them. This role includes advocating (selling) the stack internally and helping other lines of business to connect the dots.
- ◆ **The Digital Experience owner (technical).** This person understands the architecture of the stack and can help to connect existing and new technologies to the stack – and is typically a technical stakeholder in digital projects related to digital touchpoints. This can be evolved from a technical architect role.
- ◆ **The Experience Architect.** This role typically comes from a background in UX and is data-driven. They help architect connected digital customer experiences

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Connecting The Core Parts Of The Stack

This step includes defining scenarios and requirements for how the core parts of the stack should function after they are connected. At this time, there might be new requirements which are currently not covered by the current technologies in place but are important to secure adoption across current and upcoming digital projects.

For this task you want to include scenarios for:

- ♦ **Content operations** - How do you manage the content and channels **Your DXS** is servicing? This should also add requirements for how to work with content in the organization - From idea to creation to publishing.
- ♦ **Customer data** - What customer data would be available, what are the different sources, how would you handle legislation and PII information, and who has access to this data?
- ♦ **Insights** - Which systems help provide insights? Which are used for reports and dashboards? Which are used for AI-based insights? What are the ethics for clustering insights in order to respect your customers' privacy and trust in your brand?
- ♦ **Marketing** - Which core technologies will help you optimize marketing? Which are used for testing and personalization? Which are used for email nurture flows? How do these technologies interact with the rest of the stack (e.g. customer data and insights as triggers and content for emails)?
- ♦ **Commerce** - How do you enable your customers to order and manage orders? How is this connected to the rest of the stack? Are you able to connect commerce capabilities across touchpoints?
- ♦ **Delivery** - Which of your key delivery channels (e.g. web, mobile, email etc.) are connected to the stack? How is behaviour from these channels stored as part of the stack and what are the triggers for optimized digital experiences in these channels?

These scenarios and requirements can be used as details for **Your DXS** roadmap.

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Advocating The First Wins

As you need to advocate for the use of the stack internally, it's important to surface a few wins across the organization so different teams can understand the value and power of the stack.

Advocating first wins can be focused on:

- ◆ **Fast time-to-market** - How much faster was the project vs. older projects?
- ◆ **Increased benefits** - Was there a faster performance? What effect has that had on SEO results, driving more traffic, and/or reducing bounces?
- ◆ **Increased engagement through optimized experiences** - Are you able to see a lift in key conversions by serving a more personalized experience? How much lift and how much increased revenue has this resulted in?

Any first wins that can be connected to the established business case helps prove the stack's value and get the organization excited about what's next.

POC Emerging Requirements

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There are potentially different projects focused on voice, chatbots, using AI etc. that are close to starting in your organization. Using the stack as the core foundation, you are able to provide faster value by connecting the stack with these emerging technologies.

A good place to get traction and stack awareness in your organization is to help conduct mini Proofs of Concept (POCs), wherein you can connect these emerging technologies to the stack and provide eye-popping results. One example could be utilizing customer data and content from the stack to enable a custom voice option on Amazon Alexa or Google Home.

“ A digital experience platform (DXP) is the collection of technologies for creating, orchestrating, and managing the digital experience delivered to customers, prospects, employees, and other stakeholders.

The platform delivers digital experiences across the life cycle of the customer relationship, from marketing to sales through service. ”

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Your DXS Is A Program, Not A Project

While your DXS will encompass and support many projects, it is ultimately only a program. Some organizations even think of it as a product!

Establishing **Your DXS** as a program requires creating the right foundation with the right resources, processes, customer focus and technology oversight in place. This guide to creating **Your DXS** should help you cover all the bases towards making your program an ongoing success right from day one. Think evolution instead of revolution, and focus on quick wins, adjustments, and then some more wins. This will ultimately set you up for long-term success.

“ Many customer experience platforms are built with the goal to provide a standardized all-in-one solution. But the market demands the opposite: developers want to improve and personalize their stack. It's important for us at Jahia Solutions to support our customers in creating that infrastructure, so they could create their own brand identity and differentiate themselves in the marketplace. ”

Michael Tupanjanin, CEO, Jahia

About Jahia

Jahia makes digital experiences simpler. Our open-source applications snap-in to your existing stack to make your organization stand out. Start with content management and expand to personalize, optimize and scale all digital experiences -- with privacy-protected, unified customer data, everywhere.

Jahia customers include more than 150 mid-to-large sized, regional and global companies and government agencies, ranging from great brands like Ben & Jerry's, to Sodexo, one of the world's largest multinational corporations, to top financial services companies including Nationwide, and government institutions like the European Parliament.

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