



# Charting a path to meaningful personalization.

Insights from our new research on customer experience orchestration.



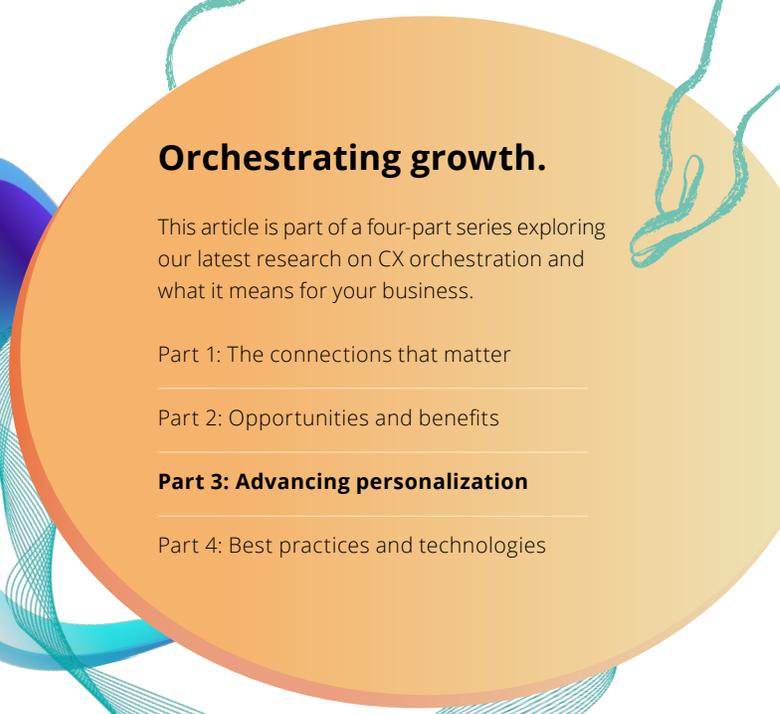
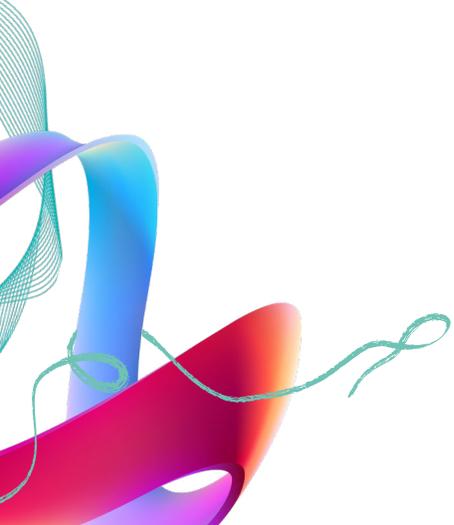
Connecting with customers on an emotional level is essential to building bonds. From the customer perspective, personalized experiences can make the difference between *so what* and *so right*. From the brand perspective, it can make the difference between *indifference* and *loyalty*.

Done right, personalization is what makes your brand ... well, *different* in the eyes of customers. More empathetic. More connected. More trustworthy.

So customers come back for more—and that's where "different" can become a problem. A customer who feels an emotional connection through a personalized experience expects a similar moment of connection in each interaction with your brand, as well as consistency across all those moments. But when teams, data and technologies are siloed within different functions of the enterprise, it's almost impossible to foster consistency and connection across the customer's journey. Instead, experiences start to feel *disjointed*, *insincere*, and *ultimately unreliable*. So much for customer loyalty.

In previous installments of this series we've explored how experience orchestration—the discipline of using strategy, data and technology to drive consistent, personalized and connected interactions across all customer touch points—is creating new challenges and opportunities for businesses across sectors. And we've seen the benefits that are accumulating for businesses that lead the way.

We'll now look at how customers feel and act—and how brands grow—when personalized experiences are connected over time.



## Orchestrating growth.

This article is part of a four-part series exploring our latest research on CX orchestration and what it means for your business.

Part 1: The connections that matter

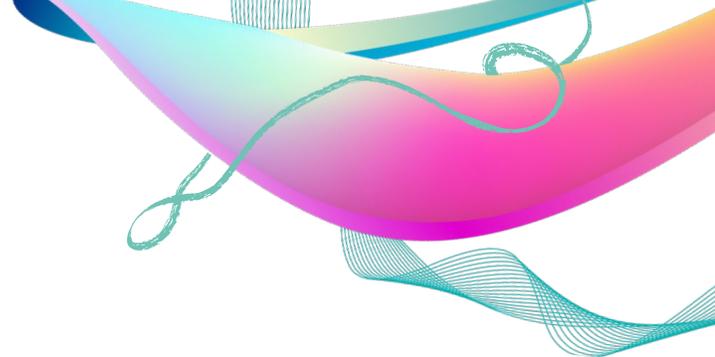
Part 2: Opportunities and benefits

**Part 3: Advancing personalization**

Part 4: Best practices and technologies

*Clearly, personalization isn't just today's latest fad with consumers—it's the new normal.*





# Consumers want—and reward—personalized experiences.

In past Deloitte Digital research about the role of emotions and rational choices in customer experiences,<sup>1</sup> we found that customers seek out, reward and stick with brands that treat them like valued friends through good listening, respectful stewardship of their personal information, and the empathy to honor and engage them as unique individuals.

Experience personalization is essential to building those bonds. Our new research reveals that 80% of consumers expect businesses to understand their individual needs, interests and preferences—and 65% expect them to *anticipate* their needs.

The rewards are great for companies that get it right. Nearly 8 in 10 consumers say they're more likely to purchase from a brand that personalizes experiences—and, on average,

they estimate they spend 50% more with those brands. These aren't just momentary benefits: 60% say they trust brands more when experiences are personalized.

Conversely, when consumers feel “unseen” by a brand, they're likely to go looking for a new friend. Half of surveyed consumers reported they had switched brands within the previous 12 months solely to get a better experience.

Clearly, personalization isn't just today's latest fad with consumers—it's the new normal. But your brand doesn't want to just be a one-hit wonder. You want to endure and grow. You want to be valued not just for what you did for customers, but for *what you mean to them*. And that's where, too often, brands come up short.

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## Among surveyed consumers ...

**77%** are more likely to make a purchase when they have a personalized experience.

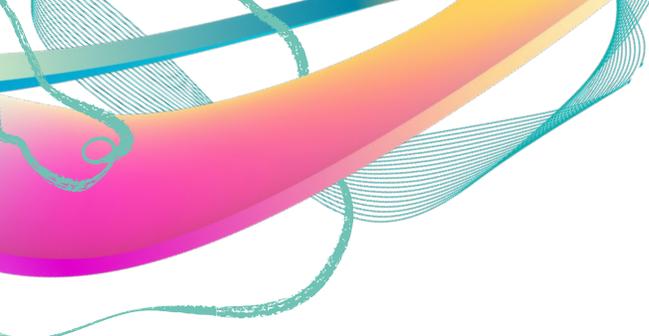
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**57%** have increased the frequency of purchases with a brand that provided consistent, positive experiences.

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**65%** have recommended a brand that provided consistent, positive experiences.





## It's about the sum *and* the parts.

Our research reveals that most consumers rate their experiences with brands at key individual touch points—including ads, websites and apps, purchase processes and customer support—as good or excellent. That's positive news for today's brands. However, when it comes to the *overall* CX they receive from brands, consumer sentiment is lower.

Why would consumers be less pleased with the *sum* of experiences than they are with *individual* experiences?

Turns out, this is one among several gaps that point to the role and importance of orchestration. For example, as noted above,

a strong majority of consumers expect businesses to understand their individual needs, interests and preferences. But an even more resounding majority—84%—say it is very or extremely important that brands provide consistent, positive interactions *across touch points*.

In other words: Customers want personalized experiences—and connection across experiences is a critical element in making that happen. This makes sense, really. You may feel a personal connection to a certain *song*—but in order to feel a connection with *the band*, you need that band to keep producing hits that expand on what you loved in the first place.

Some brands are making those connections—and guess what? They're leading orchestrators. Consumers say their favorite brands are more than twice as likely as other brands to treat them like a person rather than a number; and to personalize experiences based on prior interactions (such as past purchases, feedback, preferences and behaviors).

The gaps were even greater when we asked them how they *feel* about leading orchestrators. Those favorites were seen as 10x more reliable, 10x more trustworthy, and nearly 8x more helpful.

## Durable connections, resilient businesses.

Leaders underestimate the scale of impact that personalized, connected experiences can have on factors that undergird business resilience. For example, 52% of business leaders believe consistent, positive experiences make customers significantly more loyal—but 72% of consumers say they are significantly more loyal to the businesses that provide consistent, positive experiences.

In the fourth installment of this series we'll examine the priorities, capabilities and actions that are needed for effective, personalized experience orchestration. In the meantime, **here are some questions to ask yourself:**

- How likely are you to trust a brand that's able to personalize experiences for you?
- Which touch points can you already personalize for customers—and what priorities should be set for personalizing other touch points?
- What are the gaps in your journey orchestration strategy that keep you from personalizing experiences across touch points, at scale?
- How are you using data from past engagements to shape offers and experiences for returning customers?





## Methodology.

The foundational research for the series on experience orchestration, conducted by Lawless Research on behalf of Deloitte Digital between March–April 2023, is based on blind surveys of:

- 700 leaders at US business-to-consumer companies with 500 or more employees. Surveyed leaders had responsibility for executive leadership or general management, customer / user experience, customer service / support, data and analytics, e-commerce, information technology, marketing, operations, product management, product marketing, sales, supply chain, or web, app or commerce design / development.
- 1,000 US consumers age 18–77 who had contacted customer support and/or communicated digitally with a brand or business in the preceding 30 days.

An organizational maturity model was developed that identified the most effective 18% of companies based on integration, coordination, alignment of KPIs, connectivity, digitization and employee empowerment. In this series we refer to those high-maturity companies as “leading orchestrators.”

## Sources.

1. Deloitte Digital, *Creating Human Connection at Enterprise Scale*, June 2020, <https://www.deloittedigital.com/content/dam/deloittedigital/us/documents/blog/offering-20200630-research-emotion.pdf>.

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