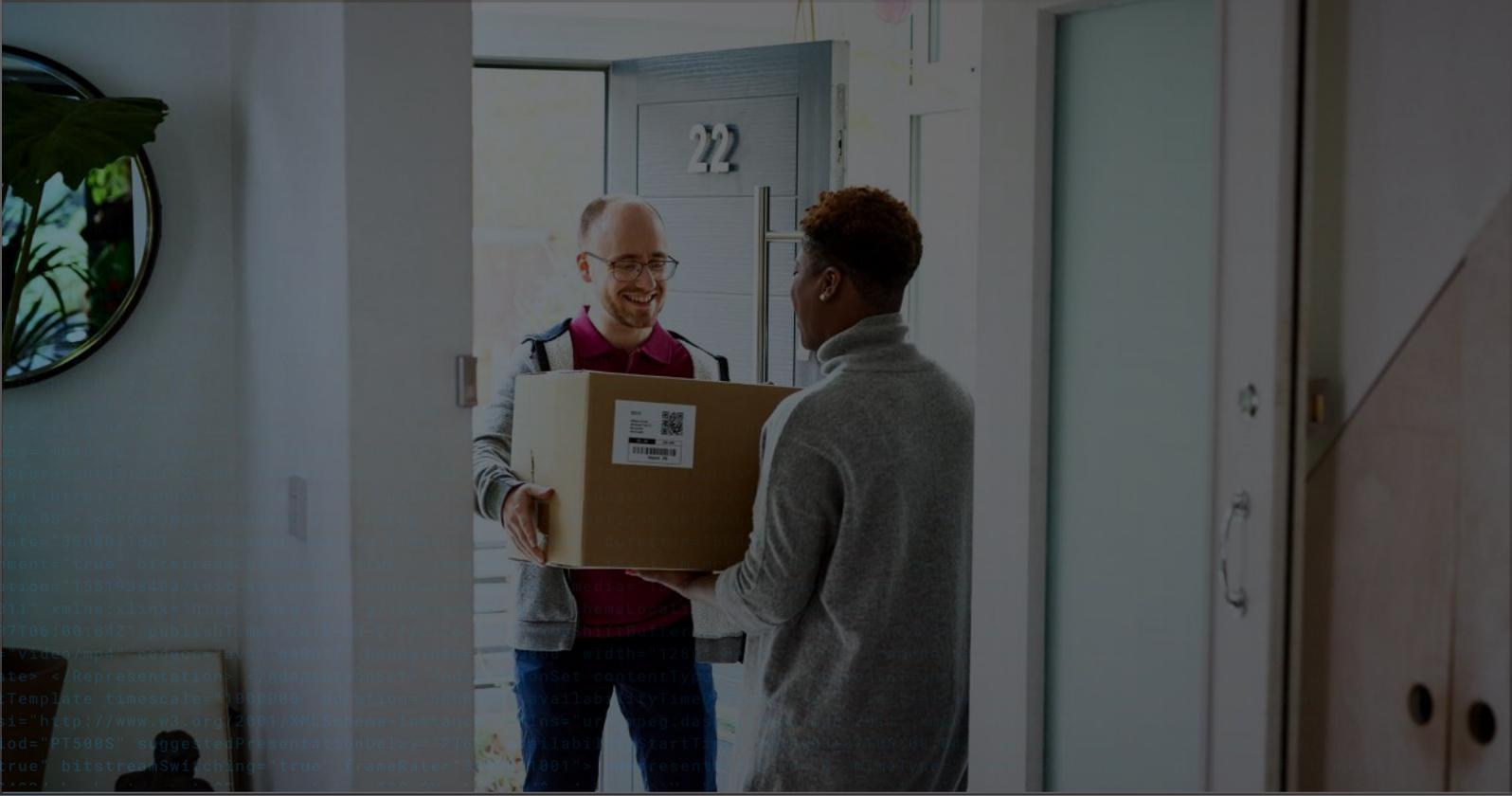


# Engines of Engagement

How digital and IT leaders are evolving customer personalization securely



# Contents

Introduction	3
1 Fixing the Broken Promises of Personalization	4
2 The Art of Assuring Performance	7
3 The Security Imperative	11
4 Privacy as an Opportunity	13
5 Conclusion: Innovation in an Age of Uncertainty	15
Summary	17
Biographies	18
Acknowledgments	22



It has never been more critical for organizations to offer seamless and compelling online experiences to customers, yet the challenges for digital and IT leaders have never been greater.

They must ensure systems can scale and perform effectively. They have to navigate changing data privacy and security regulations that are upending traditional customer consent mechanisms. And they need to balance the need to be ever more agile and innovative against economic and budgetary realities.

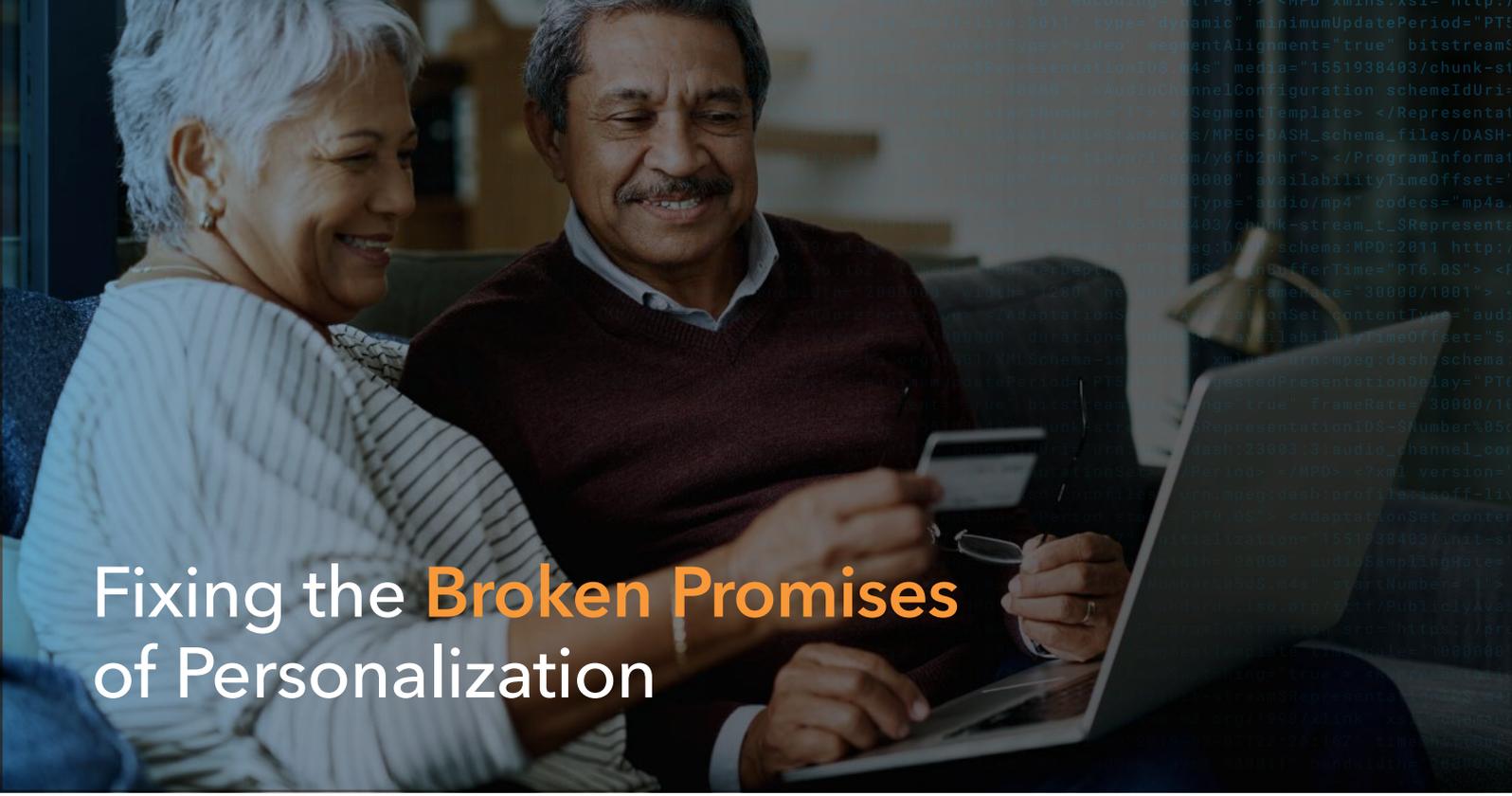
In this e-book, we explore how digital and IT leaders are rising to these challenges and rethinking how they build and operate customer-facing systems to help their organizations deliver the innovative and compelling personalized services necessary to maintain customer loyalty and attract new business.

Leading analysts and consultancies believe those who get it right will reap the rewards. **McKinsey says projects that successfully optimize customer experience typically achieve revenue growth of 5%-10% and cost reductions of 15%-25% within 2 to 3 years.<sup>1</sup> Gartner, meanwhile, states that personalization that helps customers on their buying journey “is likely to result in a 16% lift in commercial benefit.”<sup>2</sup>**

Our own conclusions, however, are not based on analysts’ predictions, but on the real-world practices of those on the front line. We surveyed and conducted in-depth interviews among 30 IT and digital leaders across a raft of major organizations (see Acknowledgments, page 22), representing sectors as diverse as entertainment, health care, energy, utilities, consumer goods and automotive. And while every business and sector has unique drivers and challenges, there are also some striking similarities about what works and what doesn’t.

<sup>1</sup> [Customer Experience: New Capabilities, New Audiences, New Opportunities \(McKinsey\)](#)

<sup>2</sup> [Maximize the Impact of Personalization \(Gartner\)](#)



# Fixing the **Broken Promises** of Personalization

Organizations are increasingly seeking to offer customers compelling personalized services in a multi-channel world. However, issues like high-profile data breaches, overly intrusive digital marketing, and inaccurate customer assumptions resulting from poor data handling can all cause customer dissatisfaction and damage a business's reputation.

**“Customers want intimacy now more than ever. Postpandemic, we will see continued growth through contactless shopping channels, most notably via digital and curbside. In order to provide more personalized customer service and consumer experiences, brands and retailers need to engage with their customers in more authentic and immediate ways. Consumers become frustrated when caught in a chatbot loop or in a call center voicemail box. In our virtual universe we are all looking to connect in a more intimate way. Technology will only take us so far and it is up to companies to add more human value.”**

Lucille DeHart, Former Northern America Director - Marketing Strategy and Business Development at Bed Bath & Beyond

Such experiences have prompted ongoing global regulatory changes that place stringent penalties on organizations that fail to secure customer data effectively. These changes also give people far more control over their personal information (see chapters 3 and 4).

Nonetheless, **55% of consumers believe in the benefits of personalization and are willing to share personal data with companies they trust, in return for the right levels of utility and convenience.**<sup>3</sup>

“There must be an understanding of the cause and effect in all that we do as we drive toward personalization through digital experience. We need a technology that would allow us to remain nimble in order to flex proactively to the changing business needs.”

Frine dela Fuente Chivetta, Director, Marketing Operations and Communications at Anthem, Inc.

Successful digital and IT leaders understand the implications of this shift and are setting new standards of excellence in personalization that address these concerns.

To get personalization right, you need a 360-degree view of the customer. **An overwhelming majority of our survey respondents (93%) agreed that to create the most compelling customer experiences, you need a unified view of customer data. That means eliminating data silos.**

To create the most compelling customer experiences, you need to have a unified view of customer data across the business

**95% Agree**  

---

**5% Disagree**

Only by having the ability to tie together all of a customer’s interactions with your business through a single identity can you begin to analyze behaviors in more detail, mining data for interesting patterns and insights that allow you to understand people as detailed “personas” rather than crude customer segments.

**Suresh Teckchandani, Vice President of Product and Engineering at Ancestry**, said: “We sell a very personal product – people’s family history. First-party data is critical for us to personalise their experience. We increasingly use data science models to understand their behavior in detail and engage them in a more meaningful way. You shouldn’t have to run queries across different data sources to establish a customer’s identity. Not only will it slow you down, but it will hamper efforts to improve personalization. All you need to know about the customer should be in a single place.”

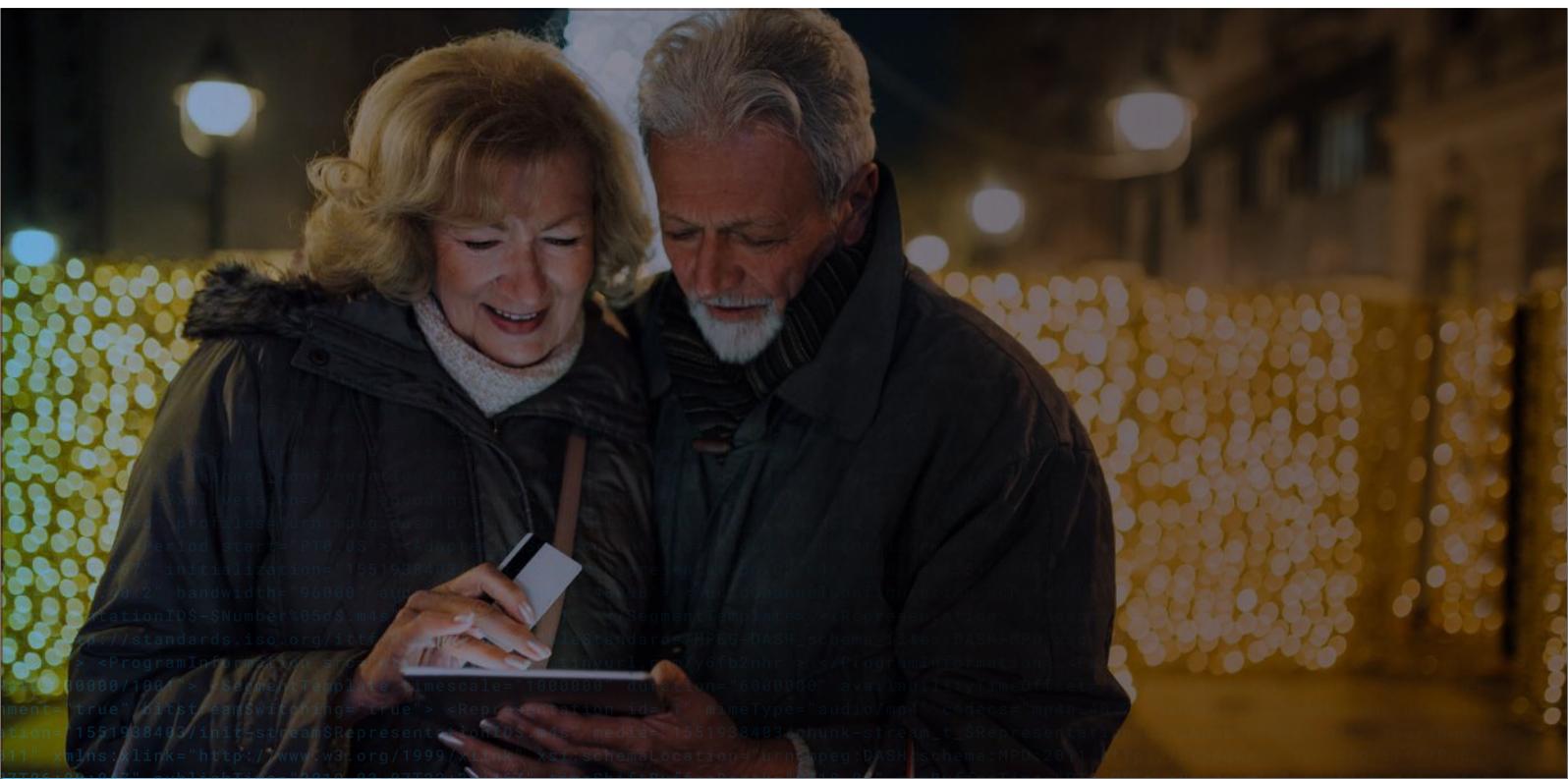
To create the most compelling customer experiences, you need to have a unified view of customer data across the business.

95% Agree

5% Disagree

“The customer is going through a research and discovery process to buy a new car and they come to a site like ours, twice, maybe three or four times. We asked ourselves: Could we create an engaging experience that would allow them to learn as well as shop, save their work to share with a loved one and allow them to make comparisons and an informed decision? For the most part all car OEM websites were essentially just content sites and not personalized. With the new [Volvocars.com](#), we wanted to change their paradigm.”

Bobbykin Makwana, Vice President and General Manager, Volvo Cars Technology





# The Art of Assuring Performance

IT and digital leaders understand that assuring customer-facing systems always perform effectively is critical for an organization's ongoing efforts to innovate and personalize the customer experience.

In the past many leaders have introduced stand-alone systems and cloud-based SaaS solutions on an ad hoc basis to give them the immediate capabilities they've required. Now, the priority for most of them is to ensure the systems are fast, interoperable, agile, and scalable.

This goal is at the heart of many companies' wider digital transformation programs. For most companies, the key to success lies in eliminating silos in their business in favor of a flatter, cross-functional structure where business and technology are fully aligned.

In terms of technology to support this transformation, companies are increasingly favoring the use of scalable, secure, cloud platforms over stand-alone in-house systems. But there's general acceptance that we'll be living in a hybrid world for some time. As a result, companies are also investing in shoring up the performance of internal networks and deploying APIs (either off the shelf or custom built) to free data trapped in older systems so it can be accessed and processed by modern (typically cloud-based) tools.

**Joseph Arnold, Chief Technology Officer at health care giant CVS Health**, said, "More and more, organizations need to move to a microservices-style architecture, enabled by APIs. Network bandwidth is also critical – we have many petabytes of data buried in our back-end systems and we need to make sure we can get data to the edge as quickly as possible, while still maintaining maximum security and respecting consumer's preferences on proper use of that data."

Jesper Frederiksen, Chief Information Officer and Senior Vice President of Information Technology at veterinary health group, Mars Petcare, said, “You need open, agile, flexible systems – like LEGO blocks. You have to truly understand the business you’re in and invest the time to put yourself in the client’s shoes. You can have the right tech solutions and bright ideas but if it doesn’t fit the context, it’s useless. Data and data analytics are the key areas for modern IT to excel in, to put data from different areas in one place.”

Precisely how you transform to achieve the levels of performance you need will vary depending on the nature of your business. Julian Tan, Head of Digital Business Initiatives and E-sports for Formula One, said, “There are outsourced, insourced and hybrid models and there’s no right or wrong way – how you move forward will depend on your specific organization’s needs. We needed to be able to scale up fast, so we took the outsourced route, working with lots of partners to deliver our digital initiatives.”

There was a strong bias among respondents toward agile development methods, such as DevOps, microservices, and fast, iterative product development incorporating customer feedback at every stage.

Respondents also stressed that the challenges of transformation were as much cultural as technical. Tim Creed, Director of E-commerce at tire company Bridgestone Americas, said, “In IT we understand agile ways of working – scrum teams, two-week sprints, pivoting if things need to go in a different direction and so on. Showcasing the benefits of this approach, so it becomes the norm for project management within the broader organization, is critical.”

But transforming your culture and processes for agility and performance requires both strategic focus and effective leadership. As an experienced blue-chip transformational executive, Anthony Troy said, “When you try to bring in transformational change people typically don’t want it – the body tries to reject the organ. The most important thing is to commit to transformation from the top and make it a strategic pillar of the organization.”



## The criticality of customer data management

Effective systems for managing customer relationships, identity, access, and data are critical to improving customer experience. Approximately three-quarters of respondents agreed that traditional CRM systems are no longer fit for purpose.

Traditional CRM systems do not offer the levels of performance and scalability we require to optimize customer experiences.

83% Agree

17% Disagree

“You shouldn’t have to run queries across different data sources to establish a customer’s identity. Not only will it slow you down, but it will hamper efforts to improve personalization,” [Ancestry's Suresh Teckchandani](#) said. “All you need to know about the customer should be in a single place.”

He notes that a modern, integrated customer data platform has been critical to the company's personalization efforts. "Now we have the ability not only to create customer profiles but also to keep those up to date in near real time. That's empowered us to engage with customers in a very meaningful way," he said.

But take care that any technology partners you select are in a position to support your changing needs going forward. **Ravi Sibal** is an experienced transformation director who now runs his own consultancy, Format. He said, "The business world and the consumer world have transformed over the last 12 months as a result of COVID-19. This has drastically changed how we interact with our customers. We can no longer make an assumption about groups, buying behavior or attitudes toward our brands. We now more than ever need to work in real-time, with real metrics and real data to understand and predict changing trends.

"My clients are now looking at the vast amount of data available to them and want to know what is the right data to use for what, how do we interpret the data we have and what decisions need to be forefront in our minds. The questions they are asking are more nuanced and focused on how they adjust operationally to stay afloat in the short term and adjust strategy for the mid-term and long-term challenges ahead."

**"Consolidating consumers' identity into a central solution is all about the input, the storage, and the retrieval. Getting clean data and collecting all the data you can, you need to ensure you can both aggregate it as well as break it down. However, if you stop there, you're just hoarding. It's imperative to have a plan on how to utilize your data, and how to use it in real-time as if you were standing in front of that customer. "**

Traci Inglis, Board Advisor and DTC Expert



# The Security Imperative

The growing volume of high-profile cyber attacks and data breaches in recent years has pushed IT security awareness into the consciousness of nontechnical business leaders and the broader public alike.

Governments and regulators across the globe have responded with legislation such as the European Union's General Data Protection Regulation (GDPR), which places stringent financial penalties on any organization processing data in the European Union that doesn't effectively secure personal data.

In the United States, the California Consumer Privacy Act (CCPA) aims to do something similar, and a raft of other states are planning to follow suit. Other regulations are in force or coming down the pipe in many jurisdictions across the globe.

It's critical to understand what data security regulations apply to your business and to ensure that any solutions you select – whether in-house, off the shelf, outsourced, or SaaS – can be readily configured for the specific regulatory needs of your business.

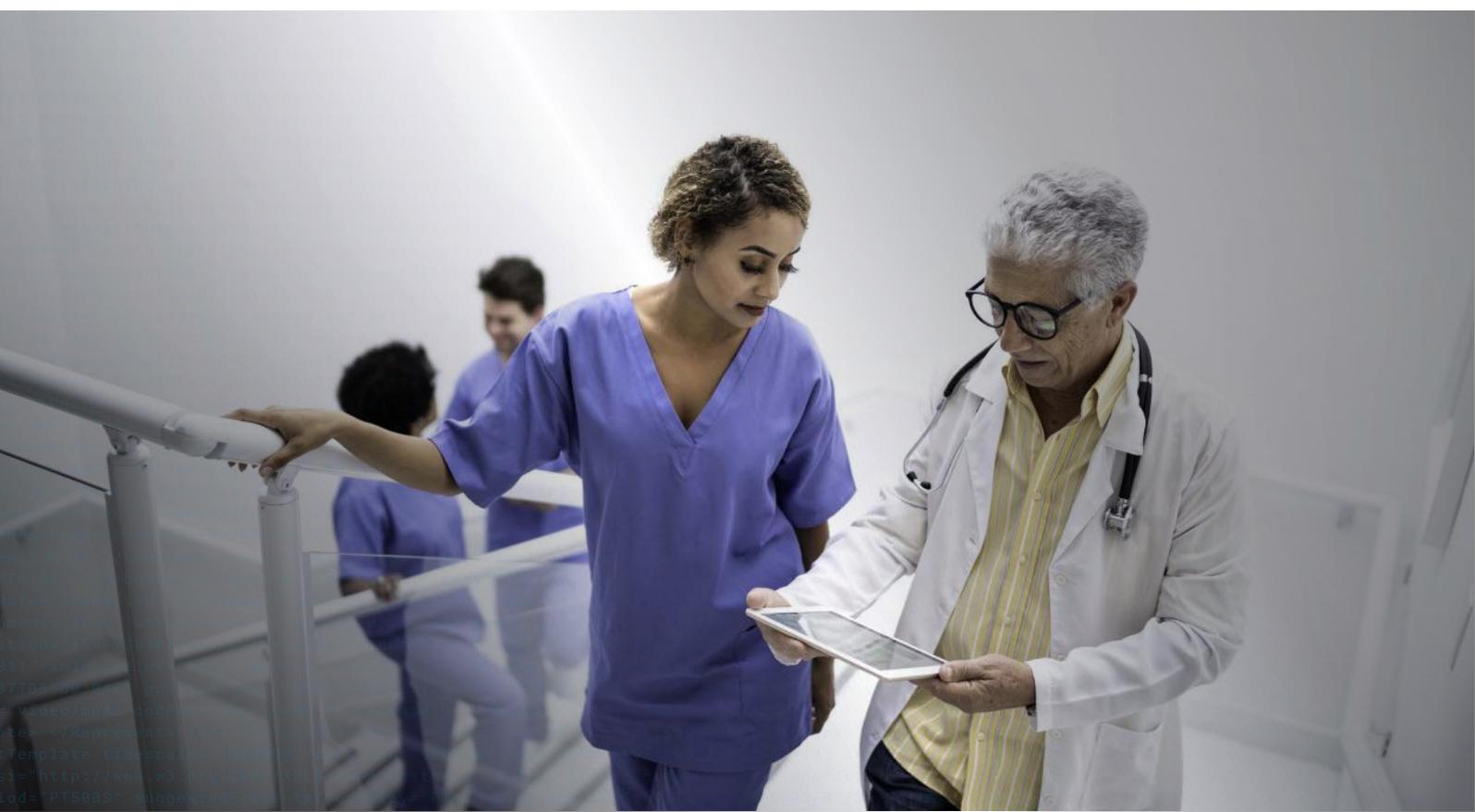
Even without the iron fist of regulation, data security is critical in building resilience against the growing risk of attack we all face as we transact more business online. And staying secure is also key to maintaining the customer trust you'll need if you want to use people's data to deliver compelling, personalized customer experiences.

Mike Baca, Director of Digital Transformation and Mobility Solutions at Fortune 10 health care services firm AmerisourceBergen, said, "Security is 'table stakes' at this point. You won't be successful unless you can earn the trust of your customers (and in our case patients too). We need the right infrastructure and technology, governed in the right way. That's particularly complex for us because we need to comply with the different regulatory regimes in all 50+ countries where we operate."

The critical importance of security only emphasizes the need for the kind of cross-functional working outlined in chapter 2. IT security and compliance people must be involved with the development and deployment of any new digital products from the outset so that appropriate security safeguards are built in, rather than bolted on afterward. Similarly, security experts should also be involved in the due diligence process when selecting technology partners and suppliers.

**"More and more, organizations need to move to a microservices-style architecture, enabled by APIs. Network bandwidth is also critical – we have many petabytes of data buried in our back-end systems and we need to make sure we can get data to the edge as quickly as possible, while still maintaining maximum security and respecting consumer's preferences on proper use of that data."**

Joe Arnold, Interim Chief Technology Officer at CVS





# Privacy as an Opportunity

Although to some companies data privacy regulations like GDPR and CCPA are an unwelcome burden, they're here to stay. Increasingly, businesses will need to gain explicit consent for the use of a customer's personal data and must also be explicit about how they intend to use it.

More enlightened IT and digital leaders recognize a privacy-conscious customer data landscape offers them significant opportunities to improve customer experience and personalization. **Nine out of 10** poll respondents agreed that companies that embrace privacy-focused consent models will be in a better position to deliver compelling personalized experiences.

Companies that embrace privacy-focused customer consent models will be in a better position to deliver compelling personalized experiences.

**88% Agree**

12% Disagree

## Privacy as an Opportunity

David Mausolf, Disney's Vice President of User Acquisition Marketing, said, "The Walt Disney Company, for instance, is shifting to a 'black box' model that allows the company to increase personalization while only sharing minimal personal information. The move to put the control of personal data back in the customer's hands will continue. Companies will need to demonstrate to customers that they can be trusted with their data."

Given that new data privacy mechanisms are likely to emerge in coming years, it will be important to have customer data management systems that not only comply with all the latest regulations, but which are also continually updated to support and hook into the latest technologies.

And as users gain more granular control over their data, organizations that show they can be trusted to keep it secure – and use it only for a specified purpose that delivers something of real value to the customer – will more likely succeed in gaining the customer consent they need to deliver compelling personalized service.





# Conclusion: Innovation in an Age of Uncertainty

The future is never certain and, as the global pandemic illustrates, major change can occur rapidly and unexpectedly. Indeed, a recent Adobe study found COVID-19 had accelerated the growth of e-commerce by 4 to 6 years.

Organizations that embraced agile technologies and processes prior to the crisis found they were able to innovate customer offerings far more quickly and effectively than those that had not. They were also able to scale up those innovations to meet the surge in demand without negatively affecting performance.

Research by McKinsey and the Harvard Business School notes, “Agile organizations had an edge... that proved critical in adapting to the COVID-19 crisis.”<sup>4</sup>

This was certainly borne out by the experiences of the IT and digital leaders to whom we spoke.

**AmerisourceBergen’s Mike Baca** said, “With the solutions my team provides, we’ve been able to unlock and leverage data from SAP, Salesforce, and other solutions. That’s meant we can provide customers with detailed information on deliveries and what drugs are available – whenever, and at whatever interaction point, they need it.”

Tire manufacturer Bridgestone introduced an end-to-end contact-free service for customers within a few weeks of the pandemic’s emergence. **Tim Creed** said, “They can buy online, drop off their car to have the tire fitted, then their vehicle is shuttled back to their home. It’s a truly omni-channel, end-to-end service.”

<sup>4</sup> [An operating model for the next normal: Lessons from agile organizations in the crisis](#)

## Conclusion: Innovation in an Age of Uncertainty

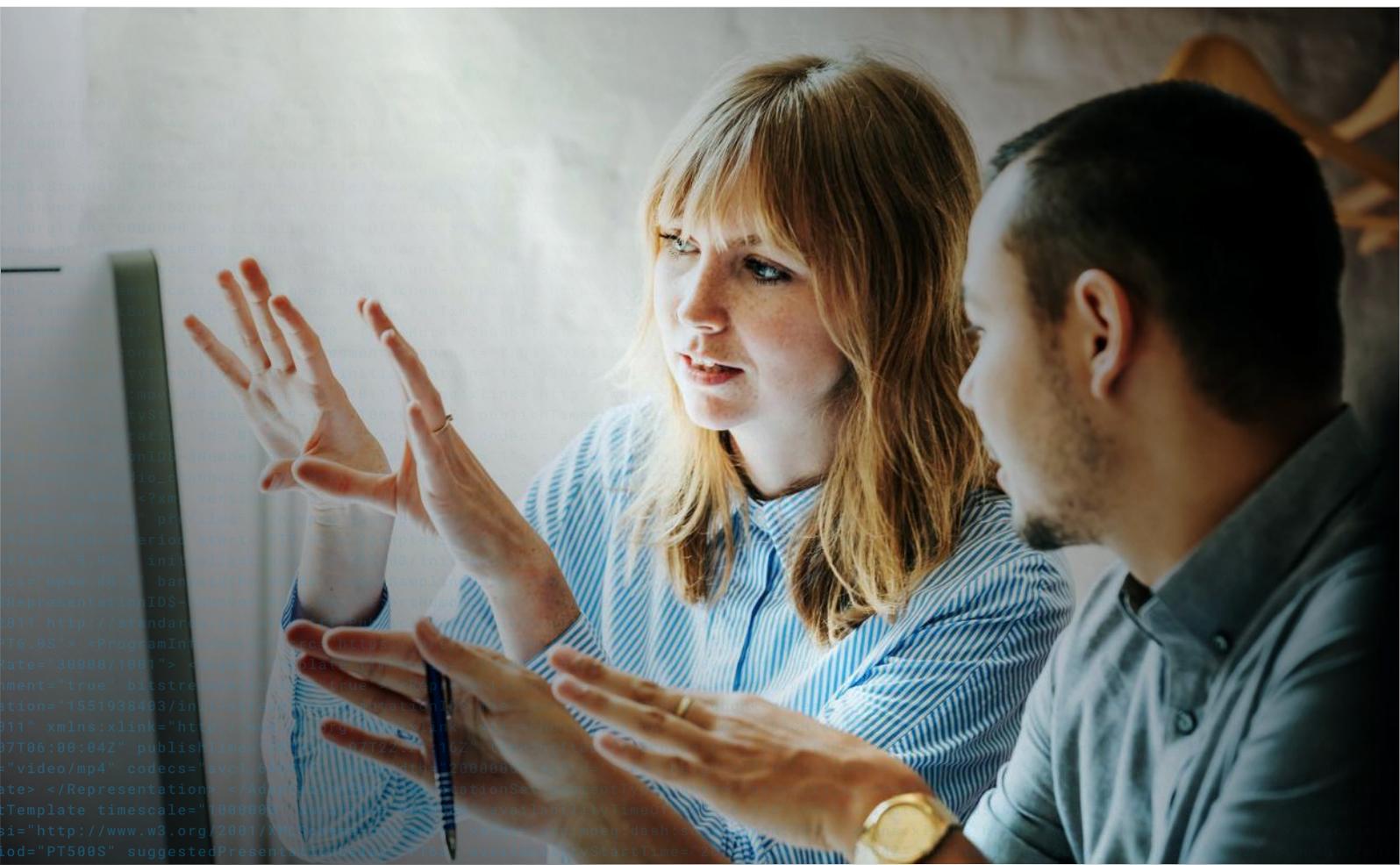
Meanwhile, Siemens's Connected Worker solution – a suite of products for the company's power generation customers – has been helping organizations reduce the need to send workers out to customer sites. "Using wearables and augmented reality, one of our experts can guide a non-expert at the customer site to carry out maintenance activity," says [Salvador Sumohano-Verdeja, Global Head of Digital Strategy and Power Generation](#).

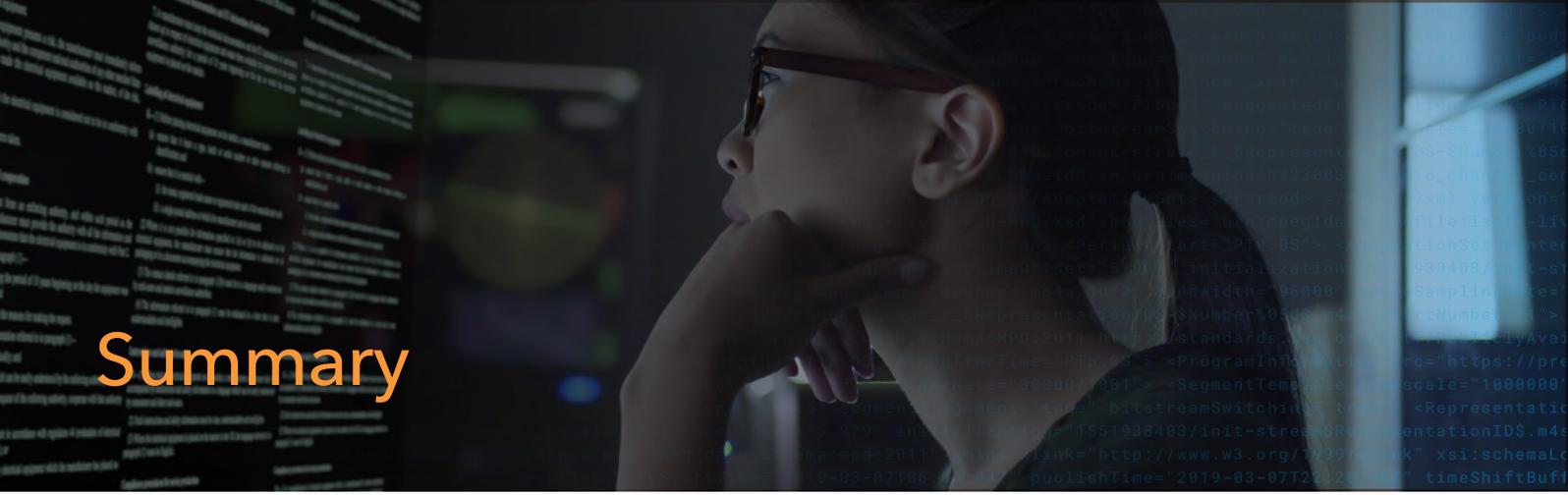
And Formula One (F1) drivers were able to keep fans entertained when the tracks were closed by racing on simulated cars. F1's [Julian Tan](#) said, "F1 has done a terrific job in opening up content to YouTube, Instagram, Twitch, etc. We've been the fastest-growing esports company over the last couple of years."

Examples such as these illustrate how transforming for agility gives you the ability to innovate successfully for customers, even in the face of sudden, unexpected changes.

But the pace and complexity of change requires that organizations select capable partners to support their customer innovation efforts. As [McKinsey](#) notes, "The rate of technological and business-model innovation alone makes it nearly impossible for any single organization to do everything itself."<sup>5</sup>

<sup>5</sup>[Ready, set, go: Reinventing the organization for speed in the post-COVID-19 era \(McKinsey\)](#)





# Summary

- Organizations need to set new standards of excellence in **customer personalization** that address growing consumer and regulatory concerns. But to create engaging experiences you need to understand individual customers' personas. You can't do that without unifying your customer data to give you an accurate **360-degree view** of individuals.
- Assuring the performance of systems is essential if you are to maintain the levels of service customers demand. Your technology and processes must be **scalable and agile**, and in terms of personalization, you need a modern, integrated customer data platform. Many organizations are opting for flatter, cross-functional structures, enabled by agile development techniques and cloud-based (or cloud-enabled) technologies. The cultural change this involves requires a strong strategic focus and effective leadership.
- **Security** is "table stakes" when it comes to delivering personalized services to customers. Regulation is growing, and security must be built into all processes, products, and services from the outset. Ensure security people are embedded in your cross-functional teams and make **compliance** part of your due diligence activity when selecting partners and suppliers. Also ensure systems and processes are **flexible** enough to adapt as the regulatory landscape evolves.
- Organizations should embrace changing data **privacy** regulations as an opportunity. Legislation and technical mechanisms are evolving to give customers **greater control** over their personal data. Enlightened IT and digital leaders are gaining customers' trust by giving them granular, easy-to-use ways to **consent** to the use of their information in return for genuinely compelling personalized products, services, and experiences.
- The global pandemic accelerated the use of digital channels. Nonetheless, **agile organizations** were able to respond with innovative and compelling products and services for customers. But attaining that agility in an uncertain world, where technologies and business models are **evolving rapidly**, requires you to leverage the expertise and technologies of **reliable partners** and suppliers.



Learn how you can create more seamless, trusted, and secure digital experiences at [akamai.com](https://akamai.com)

# Biographies



**Anthony Troy**

**Executive Vice President at Freedom Mortgage**

Anthony is a proven technology executive and has spent his career at the “Intersection of Business & Technology.” He has a Computer Science degree from Villanova University and a Master’s degree in Technology Management from the Wharton and Moore Schools at the University of Pennsylvania. Anthony has a long track record of translating business imperatives into IT strategies that deliver transformational change, operational excellence, and financial benefits. Over the course of his career he has had the opportunity to consult to or be an executive at some of the best-known brands in the United States, including American Express, Mastercard, Goldman Sachs, Allstate, Comcast, David’s Bridal, First Data, and now Freedom Mortgage.



**Bobbykin Makwana**

**Vice President and General Manager, Volvo Cars Technology (California)**

Bobbykin Makwana is currently Vice-President and General Manager of Volvo Cars Technology, overseeing all of its California operations including product development, design, and research in the areas of e-commerce via Volvocars.com; in-car digital partnerships like Android Auto with Google, AD/ADAS, and AI to continue making the car smarter and safer; and emerging initiatives like Electrification. Previously, Bobbykin led Product for 20 years, working at startups like Tiny Prints (now part of Shutterfly), global brands like Apple & HP, and mid-size companies like Logitech. Responsibilities have spanned all areas of leadership—from GM ownership to hardware product marketing to digital product management across different industries (automotive, consumer electronics, e-commerce, mobile, customer experience). For each role, his focus has been on enriching the customer experience by operationalizing the product strategy informed by business needs, technological trends, and data/insights.



**David Mausolf**

**Co-Founder at UserAcquisition.com / The Walt Disney Company**

Seasoned growth executive with experience in early- to middle- stage startups in the Mobile Gaming, Travel, and Transportation space.

Experience in building large cross-functional (30+ team members) groups, directing \$300M+ annual media budgets, and leading successful growth product management teams.

# Biographies



**Frine dela Fuente Chivetta**

**Director, Marketing Operations and Communications,  
Anthem, Inc.**

Frine is an executive leader with over 20 years experience in integrated marketing and business operations. Recognised as a change agent and a consumer advocate, designing and implementing data-driven strategies that deliver optimum bottom-line results. Expertise in executing acquisition and retention strategies, process improvement, and optimizations that drive revenue growth and increased customer satisfaction. Skilled at developing tactics and strategies using information and technology to gain strategic advantage.



**Jesper Frederiksen**

**CIO at Mars Veterinary Health**

Jesper Frederiksen is an accomplished senior executive with extensive experience in steering large domestic and international organizations through digital transformations. He's a change agent with a proven track record in and across businesses and industries spanning across manufacturing organizations to high tech, life sciences, energy, veterinary, and diagnostics businesses.



**Joe Arnold**

**Interim Chief Technology Officer at CVS**

As the Chief Technology Officer, Joe played a pivotal role in the technology enablement of CVS Health's vision for becoming the most consumer-centric health company in the United States. Working closely with other key executives and stakeholders, Joe and his team redefined how we engage the customer and, in doing so, transformed how we integrate, how we managed data, how we automated processes, and how we incubated new technologies in order to transform services and operations across the enterprise.



**Julian Tan**

**Head of Digital Business Initiatives & E-sports at F1**

Leading Formula 1's Digital Strategy & Transformation, Global esports Business and Global Digital Ticketing Business. Named a Leader Under 40 in Sports. Previous consultant at The Boston Consulting Group. First-Class Oxford University graduate, with a PhD in Engineering from Cambridge University. Published in the Royal Society, Business Analytics, Financial Accounting & Economics at Harvard Business School.

# Biographies



## Lucille DeHart

### Former Northern America Director - Marketing Strategy and Business Development, Bed Bath & Beyond

Lucille DeHart is a seasoned marketing professional with over 25 years' experience working for such prestigious brands as TUMI, Polo Ralph Lauren, Maidenform, Liz Claiborne, and Westfield International.

Her credentials include: having initiated an international fashion show at Amsterdam Fashion Week as CMO of Maidenform, launching the Rugby brand at Ralph Lauren, and producing a documentary about the legendary Jack LaLanne (now streaming on Roku) while in her position at Tristar Products Inc. Lucille has managed diverse teams from creative departments to database professionals. She has a solid history of strategic thinking with a foundation in delivering exceptional ROI on marketing programs, most notably reversing market share trends and rebuilding brands in decline with 360 innovative business plans.



## Mike Baca

### Director, Mobility & Edge Solutions at AmerisourceBergen

Throughout his career, Mike has sought to bridge the gap between people and technology in roles such as consultant, developer, implementer, technologist, and educator. He has found that with every wonderful new innovation, it remains imperative to think of technology as merely the means and not the end.

Currently, Mike leads Digital Transformation & Mobility at AmerisourceBergen Corp, a Fortune 12 health care services company. His mission is to seek, define, and implement transformational solutions in support of AmerisourceBergen's business.



## Ravi Sibal

### Transformation Director at Bentley Motors

Ravi Sibal is a strategic technology and transformation leader, experienced storyteller, and trusted advisor at the C-Suite level, able to define strategy, engage leaders, mobilize teams, and drive outcomes.

Highly effective at coaching clients and crystallizing business strategy; helping clients make technology decisions simple with clarity on how technology can enable business transformation.

Currently focused on helping clients make the shift to becoming truly agile, digital, and adopting cloud technologies enabling innovative business models.

# Biographies



## Salvador Sumohano-Verdeja

### Global Head of Digital Strategy and Power Generation at Siemens Energy

Salvador is passionate about helping organizations navigate in a disruptive world, manage risks, and increase their positive contribution to society. He has a proven track record of success in applying digital technologies to drive new customer-centric services, business models, and revenue streams in industrial and energy sectors.



## Suresh Teckchandani

### Vice President of Product and Engineering at Ancestry

Suresh Teckchandani is a technology executive with extensive industry experience building customer-facing SaaS products and services, technology platforms, AWS public cloud infrastructure, and marketing-technology stacks. He specialises in building large-scale, high-traffic e-commerce, payments and technology platforms. He has successfully led product and technology transformations at companies like PayPal, Intuit, and Ancestry by modernizing their customer experience and backend systems and leading their AWS public cloud journey.



## Tim Creed

### Director, E-commerce at Bridgestone

Tim Creed is an experienced Digital Specialist with a demonstrated history of working in the food, beverages, and pet care industries across multiple countries. He is a strong business development professional, skilled in people leadership, digital transformation, e-commerce, marketing management, consumer products, and retail and sales management.



## Traci Inglis

### Board Advisor and DTC Expert

Traci is a direct-to-consumer e-commerce expert, author and board advisor and former President & CMO at RTW Retailwinds and Techstyle Fashion Group. She is a digital-grounded omni-retail leader, with proven success in leveraging data, customer feedback, and brand-building creative to drive strategies that move the needle for brands. Featured on "E! News Fashion Report" and "Project Runway," in addition to keynoting several industry conferences, Traci's work has been touted in the *Wall Street Journal*, *Women's Wear Daily*, and many more outlets.

# Acknowledgments

Albertsons Companies	Colleen Wortham	VP Digital and Marketing Operations
AmerisourceBergen	Mike Baca	Director, Mobility & Edge Solutions
Ancestry	Suresh Teckchandani	VP Product and Engineering
Anthem, Inc.	Frine dela Fuente Chivetta	Director, Marketing Operations and Communications
Arbonne International	Karla Fiske	Senior Director, Digital Product Management
ART / The Heineken Company	James Кинльоч	Managing Partner & Co-Founder
Atek	Craig Truempi	Global IIOT Business Leader
AVATEL Telecom	Jaime Abehsera Davo	Director de Marketing
Barclays Ventures	Michael Smith	Chief Product and Technology Officer
Bed Bath & Beyond	Lucille DeHart	Former Director of Marketing Strategy
Bentley Motors	Ravi Sibal	Transformation Director
Bridgestone	Tim Creed	Director, E-commerce
BT Cables Ltd	Robert Novo	Service Delivery Director - Voice Communications, Americas
Candid Co	Michelle Hadley	Director of CRM
Cardinal Financial	Liz Rubiano	VP, Marketing
Citi	David Rippetoe	Senior Product Manager
Corning	Jason Grizzi	Marketing Director
CVS	Joseph Arnold	CTO
David's Bridal	Anthony Troy	CIO
DAZN	Robert Stecklow	SVP Marketing, North America
Dun & Bradstreet	Erik Freeman	Senior Director Digital Strategy / SEO Lead
Edgewell Personal Care	Michael Mormile	Senior Director, Global IT, Project FUEL , Global Transformation
Ethiopian Airlines	Miretab Tesfaye	Director Integrated Marketing Communications
Exonetics	Jeremy Milliner	President & CTO
F1	Julian Tan	Head of Digital Business Initiatives & E-sports
Finish Line	Debesh Khattoi	Director, IT eCommerce Systems
Global Blue	Pamela Hsieh	Head of International Marketing and Digital Development
GSK	Rusty Rahmer	Head of Customer Experience Solutions
GSK	Fadia Perez	Senior Director, Startup Lab
istari-global.com	Abel Archundia	Global Head IT & Digital Transformation
Kimberly-Clark	Jason Eastman	Director, Digital Commerce IQ Team
Liam Wynne	Liam Wynne	Digital Director
Mars Veterinary Health	Jesper Frederiksen	CIO
McAfee	Sachin Puri	VP, Growth Marketing
McCann Worldgroup	Jason Alan Snyder	Chief Technology Officer
Meredith Corporation	Norell Zable	Marketing Director

# Acknowledgments

Metapack	Steve Homan	CTO
Metso	John Cullen	VP Marketing
Natures Composites	Mandie Larson	VP Sales and Marketing
Nielsen	Cara Kantrowitz	Vice President, Digital Media Analytics
Nobia	David Thorne	CIO and C-Suite Advisor; Change Leader
Novo Nordisk	Peter Manniche Riber	Head of Digital Learning
OMG Transact	Saradha Sethuraman	Ecommerce Business Director
Philip Morris International	Mike Rohde	Head of Digital Operations Latin America & Canada
PhishCloud	Kyle Hurst	CTO
RAAS Consulting	Brandon Hill-Jowett	Director - Agile
RedBox	Fred Ehle	VP Marketing
RTW Retailwinds	Traci Inglis	Advisor to the Board
Shell	Anish Joshi	Head of Design & Innovation
Shell	Joe Hansen	Transformational Change Consultant
Siemens Energy	Sumohano-Verdeja	Head of Digital Strategy
Sterling Marketing Group	Karen Leland	Branding and Marketing Strategist and Implementer
TBC Corporation	Khalid Saleem	Chief Digital Officer
The LEGO Group	Henrik Daae	Digital Product Director
Thermo Fisher Scientific	Kevan Savage	Senior Director, Corporate Marketing
UserAcquisition.com / The Walt Disney Company	David Mausolf	Co-Founder
Van Adams / Waverly Tech	James Patterson	Founder, Managing Member
Verizon	John Williams	Marketing Director & CMO, EMEA & APAC
Volvo Cars	Bobbykin Makwana	Vice President and General Manager, Volvo Cars Technology (California)
Zebra Technologies	Chris Ranger	Director, Customer Experience, EMEA



Akamai secures and delivers digital experiences for the world's largest companies. Akamai's intelligent edge platform surrounds everything, from the enterprise to the cloud, so customers and their businesses can be fast, smart, and secure. Top brands globally rely on Akamai to help them realize competitive advantage through agile solutions that extend the power of their multi-cloud architectures. Akamai keeps decisions, apps, and experiences closer to users than anyone – and attacks and threats far away. Akamai's portfolio of edge security, web and mobile performance, enterprise access, and video delivery solutions is supported by unmatched customer service, analytics, and 24/7/365 monitoring. To learn why the world's top brands trust Akamai, visit [www.akamai.com](http://www.akamai.com), [blogs.akamai.com](https://blogs.akamai.com), or [@Akamai](https://twitter.com/Akamai) on Twitter. You can find our global contact information at [www.akamai.com/locations](http://www.akamai.com/locations). Published 01/2021.

## TechPros

TechPros.io is a platform for senior business professionals to participate in thought leadership, specifically on changing industry models which are disrupting the status quo. Keep abreast of new trends and opportunities by contributing to thought leadership sponsored by leading IT brands. Feature in eBooks and panel discussion videos shared amongst your professional community and learn how your peers are overcoming the same challenges.

**TechPros.io**