The Era I Enterprise: “Ready for Anything”

April 5, 2016
INTRODUCTION

Mass production technologies spawned modern consumerism. While most agree this was a good thing, profoundly changing the human experience – it also presented inherent tradeoffs, namely less individualism and personalization in our products and transactions.

The digital age is turning convention, once again, on its head – as we increasingly expect, and even demand, to have it our way – whether transacting, communicating, working, or simply enjoying leisure time. Welcome to 

Age of the Individual. Millennials and Generation Z behind them lead the way, but the impact of Era I extends well beyond these two demographic juggernauts.

What does this mean for enterprises? Organizations must be ready and able to turn on a dime and deliver content, experiences, services, and technology to individuals however and wherever they desire. But how are they doing?

Oracle’s “The Era I Enterprise: Ready for Anything” report surveyed 300 North American C-level executives to understand the emergence of Era I and, importantly, how prepared organizations are to manage this shift.
**METHODOLOGY**

Oracle conducted telephone and online interviews with 300 North American C-level industry executives in January and February of 2016 that surveyed the following industries:

<table>
<thead>
<tr>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications</td>
</tr>
<tr>
<td>Hospitality</td>
</tr>
<tr>
<td>Education and Research</td>
</tr>
<tr>
<td>Life Sciences</td>
</tr>
<tr>
<td>Engineering and Construction</td>
</tr>
<tr>
<td>Public Sector</td>
</tr>
<tr>
<td>Financial Services</td>
</tr>
<tr>
<td>Retail</td>
</tr>
<tr>
<td>Healthcare</td>
</tr>
<tr>
<td>Utilities</td>
</tr>
</tbody>
</table>

*The sample size results in a margin of error of ±5.62% at a 95% confidence level*
## Sample demographics include:

<table>
<thead>
<tr>
<th>Job Titles</th>
<th>Revenue</th>
<th>Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner/Partner</td>
<td>$50M-$249M</td>
<td>200-499 employees</td>
</tr>
<tr>
<td>President/Chief Executive Officer/Chief Operating Officer</td>
<td>$250M-$499M</td>
<td>500-999 employees</td>
</tr>
<tr>
<td>Chief Information Officer/Chief Technology Officer</td>
<td>$500M-$1B</td>
<td>1,000-9,999 employees</td>
</tr>
<tr>
<td>Chief Financial Officer</td>
<td>More than $1B**</td>
<td>10,000 employees or more</td>
</tr>
<tr>
<td>General Manager/Managing Director**</td>
<td>$50M-$249M</td>
<td>200-499 employees</td>
</tr>
</tbody>
</table>

*Job titles and revenue do not include public sector data. Qualifying public sector titles include Administrator, Director, and other agency leadership.*
KEY TAKE-AWAYS

The Era I Challenge:
• 84% say their organization has experienced a trend toward customers wanting a more individualized experience and 70% have experienced this trend from employees
• Nearly two-thirds of managers say the shift is a growing challenge in their ability to compete effectively

Most Organizations are Unprepared:
• Today fewer than one in five C-level executives give their organization an “A” in its ability to offer highly individualized customer or employee experiences
• Their biggest weaknesses are their abilities to: Turn on a dime in response to change or opportunity, offer highly individualized products/services, and respond effectively to changing market conditions

Individualization and Agility are Key to Revenue Growth:
• Organizations estimate that if they were able to successfully offer customers and employees a highly individualized experience, they would earn an additional 18% in annual revenue. For a $1 Billion company, that's $180 Million a year
• To get there, organizations say business intelligence tools, customer experience solutions, and other industry-specific applications will play a vital role
• Additionally, 81% believe there is an important link between cloud-based IT solutions and their organization’s ability to deliver individualized employee and customer experiences
Nearly all organizations are experiencing a market shift toward greater individualization and the majority say it’s impacting their ability to compete

84% say their organization has experienced a trend toward customers wanting a more individualized experience* and 70% have experienced this trend from employees

Nearly two-thirds of managers say the shift is a growing challenge in their ability to compete effectively

100% of communications and hospitality executives have noticed this trend with customers; utility executives are the most likely to say it’s impacting their ability to compete

*In terms of products, services, content, and how they are purchased/obtained, delivered, or consumed

Take Away: Ready or Not, Era I is Here
93% of organizations believe they are leaving money on the table by not successfully offering customers and employees a highly individualized experience.

**How Much?**

Managers estimate that if their organization were able to successfully offer customers and employees a highly individualized experience in terms of content, products, and services, they would earn an additional **18% in annual revenue**.

For a $1 Billion company, that's **$180 Million a year**.

**Take Away: Millions to Gain**
Two out of three organizations are focused on improving their ability to offer a more individualized experience

Where does the ability to offer a more **highly individualized experience** (such as tailored products, content, and/or services) to customers and employees rank in terms of your organization’s current priorities?

- 66% It’s one of our top three priorities
- 27% Not a top priority, but on our radar
- 6% Not a top priority, nor on our radar
- 1% Unsure

Communications and education/research organizations are most likely to say individualization is their top priority

**Take Away:** Individualization is Top of Mind
THE ERA I READINESS REPORT CARD

Today, however, fewer than one in five C-level executives give their organization an “A” in its ability to offer highly individualized customer or employee experiences.

How would you grade your organization’s ability to…

<table>
<thead>
<tr>
<th>Offer highly individualized experiences</th>
<th>Offer highly individualized experiences</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CUSTOMER</strong> experiences</td>
<td><strong>EMPLOYEE</strong> experiences</td>
</tr>
<tr>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td>18%</td>
<td>11%</td>
</tr>
<tr>
<td>C or below</td>
<td>C or below</td>
</tr>
<tr>
<td>41%</td>
<td>52%</td>
</tr>
</tbody>
</table>

Large organizations (10,000+ employees) are the most likely to give themselves a C or below.

Biggest struggles:

1. Ability to turn on a dime (59%)
2. Ability to offer highly individualized products/services (46%)
3. Ability to respond to changing market conditions (44%)
4. Ability to anticipate customer needs (39%)
5. Ability to act on customer feedback (31%)

*Percentage who graded their organization a C or below in each area.

Take Away: Unprepared for Era I
### INDUSTRY REPORT CARD

<table>
<thead>
<tr>
<th>Industry</th>
<th>Public Sector</th>
<th>Education/Research</th>
<th>Life Sciences</th>
<th>Retail</th>
<th>Engineering/Construction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to offer highly individualized customer experiences – Rated C or below</td>
<td>67%</td>
<td>57%</td>
<td>57%</td>
<td>37%</td>
<td>37%</td>
</tr>
<tr>
<td>Ability to offer highly individualized employee experiences – Rated C or below</td>
<td>80%</td>
<td>37%</td>
<td>60%</td>
<td>63%</td>
<td>57%</td>
</tr>
<tr>
<td>Biggest struggle:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ability to turn on a dime</td>
<td>Respond effectively to changing market conditions</td>
<td>Ability to turn on a dime</td>
<td>Ability to turn on a dime</td>
<td>Ability to turn on a dime</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Industry</th>
<th>Financial Services</th>
<th>Utilities</th>
<th>Healthcare</th>
<th>Hospitality</th>
<th>Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to offer highly individualized customer experiences – Rated C or below</td>
<td>40%</td>
<td>40%</td>
<td>30%</td>
<td>27%</td>
<td>20%</td>
</tr>
<tr>
<td>Ability to offer highly individualized employee experiences – Rated C or below</td>
<td>47%</td>
<td>50%</td>
<td>40%</td>
<td>43%</td>
<td>43%</td>
</tr>
<tr>
<td>Biggest struggle:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ability to turn on a dime</td>
<td>Ability to turn on a dime</td>
<td>Ability to turn on a dime</td>
<td>Ability to turn on a dime</td>
<td>Ability to turn on a dime</td>
</tr>
</tbody>
</table>
THE CUSTOMER AND EMPLOYEE EXPERIENCE GAPS

While organizations understand that providing individualized experiences is critical for their future success, very few have made the transformation.

**The Customer Gap**

82% believe the ability to offer a more individualized experience is critical to *staying relevant* in today’s marketplace.

But just 21% are very well prepared* to deliver individualized customer experiences across content, products, experiences, services, and technology today.

**The Employee Gap**

80% believe offering a highly individualized experience is key to *recruit and retain* the best and brightest.

But just 22% are very well prepared* to deliver individualized employee experiences across content, products, experiences, services, and technology today.

*Rated themselves an 8-10 on a scale of 1-10, where 1 was not at all prepared and 10 was completely prepared.

**Take Away:** Time to Close the Gap
LESSONS FROM ERA I LEADERS

Organizations that have increased their revenue by more than 10% in the last year are significantly ahead of the curve when it comes to offering individualized experiences.

**Take Away:** Agility Grows the Business

Percentage who can successfully do each of the following*:

- **Act on customer feedback**
  - Era I Leaders: 49%
  - All others: 18%
- **Respond effectively to changing market conditions**
  - Era I Leaders: 38%
  - All others: 10%
- **Offer highly individualized products/services**
  - Era I Leaders: 38%
  - All others: 15%
- **Offer highly individualized customer experiences**
  - Era I Leaders: 34%
  - All others: 15%
- **Anticipate customer needs**
  - Era I Leaders: 34%
  - All others: 15%

*Percentage who graded their organization an “A” in each category
IMPROVING THE CUSTOMER EXPERIENCE

68% of organizations do not currently offer customers self-service options and 61% fail to deliver intuitive online experiences.

Percentage *not* currently offering the following to customers:

- **68%** Self-service options from the device of choice
- **61%** Intuitive online experiences
- **56%** Individualized content or promotions

*Retail organizations lead with individualized content or promotions; hospitality organizations are ahead of the curve when it comes to intuitive online experiences.*

*Respondents asked to select all that apply to “Which is your organization not currently offering to meet the changing, more individualized needs of customers?”*
More than two out of three organizations are failing to offer self-service options to employees

Which of the following is your organization not currently offering to meet the changing, more individualized needs of employees?*

<table>
<thead>
<tr>
<th>Service Option</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-service options from the device of choice</td>
<td>69%</td>
</tr>
<tr>
<td>Data analytics to help employees gain insight and drive innovation</td>
<td>67%</td>
</tr>
<tr>
<td>Advanced collaboration tools</td>
<td>63%</td>
</tr>
<tr>
<td>Industry-specific applications that enable employees to thrive</td>
<td>57%</td>
</tr>
</tbody>
</table>

*Respondents asked to select all that apply

Healthcare organizations are most likely to offer self-service options and industry-specific apps; the public sector leads in flexible work environments.

Large organizations (10,000+ employees) are least likely to offer employees industry-specific apps.

Take Away: Empower Your Workforce
While organizations say cloud is vital to Era I success, many are stuck with legacy systems

81% of managers believe there is an important link between cloud-based IT solutions and their organization’s ability to deliver the **flexibility** and **agility** needed to deliver more individualized employee and customer experiences.

Today, only 28% of mission and business-critical applications are in the cloud.

Additionally, 57% believe outdated technology systems are holding them back from delivering greater individualization.

**Take away:** Capitalize on Cloud
WHAT’S AT STAKE?

Organizations fear losing customers and employees if they cannot improve

Greatest concerns if organizations do not improve their ability to offer individualized experiences.*

|   | Loss of customers (46%) | Loss of talented employees (45%) | Loss of revenue (45%) | Loss of their competitive advantage (44%) | Slower growth (43%) |

*Respondents asked to select all that apply

Healthcare and hospitality organizations are most concerned about losing customers if they do not adapt; life sciences and utilities are least concerned.

Take Away: No Improvement = Everyone Loses
Nearly all organizations (97%) believe investing in IT solutions will improve their ability to offer the individualized customer and employee experiences needed to compete in Era I.

**Take Away:** Technology Provides Answers

*Respondents asked to select all that apply*
Managers believe individualization will lead to greater employee satisfaction and retention.

Managers believe if their organization had the ability to offer a highly individualized employee experience, they could increase employee satisfaction by 94%.

Top benefits from offering a highly individualized experience to customers and employees:*

#1 Improved employee retention (54%)

#1 Improved customer retention (54%)

#3 Improved brand perception (52%)

*Respondents asked to select all that apply

Take Away: Keep What Matters Most
What do you believe will be the single greatest enabler of your organization’s ability to individualize the customer and employee experience in the next five years?

“Developing business intelligence analytics to better analyze customer data and anticipate their needs.”

“Implementing IT systems that collect and analyze client demographic data to assist in identifying client needs and then creating service delivery systems to meet those needs.”

“Moving off of legacy systems to more web-based applications and services that can be easily updated and managed.”

“The ability to make the consumer feel that the content that is being delivered is speaking directly to them, as opposed to a message that they feel is being delivered to the masses.”

Take Away: Modernize Tech and Mindsets
Our Take

• **The Age of the Individual is Here:** Customer and employee expectations have never been higher. Organizations must accelerate their strategic planning and get on board. The time is now.

• **Give People What They Want:** Despite knowing and understanding the benefits of providing highly individualized customer and employee experiences, most organizations still have not made transforming a top priority. To stay competitive and remain relevant, empower your customers and your organization with the content, experiences, services, and technology that they want...when they want it. Or risk losing them.

• **Prioritize Agility and Flexibility:** Don’t wait. From business intelligence capabilities to customer experience solutions to industry-specific applications, organizations need to make IT investments to ensure they are agile and flexible enough to meet Era I needs. There’s a lot on the line—managers estimate they can earn an additional $180 Million annually* by offering highly individualized experiences.

• **Consider the Cloud:** Simplify IT and drive innovation—the true business value of moving to the cloud. Become a cloud leader, and gain the scalability needed to turn on a dime to meet the ever-evolving needs of your customers and employees.

* For a $1 Billion company
INDUSTRY SNAPSHOTS

• Communications 24
• Education and Research 27
• Engineering and Construction 30
• Financial Services 33
• Healthcare (hospitals and medical centers) 36
• Hospitality 39
• Life Sciences 42
• Public Sector 45
• Retail 48
• Utilities 51
Have experienced a trend toward customers wanting a more individualized experience

Have experienced this same trend with employees

Say the shift is a **growing challenge** in their ability to compete effectively

**Era I Report Card:**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>Rate their ability to offer highly individualized customer experiences an “A”</td>
</tr>
<tr>
<td>77%</td>
<td>Rate their ability to offer highly individualized employee experiences an “A”</td>
</tr>
<tr>
<td>70%</td>
<td>Estimated revenue gain if they offered highly individualized experiences. For a $1B organization, that’s <strong>$310 Million</strong> a year</td>
</tr>
</tbody>
</table>

**Missed Opportunities for**

**Customer Individualization:**

*Organizations do not offer:*

1. Self-service options from the device of choice (60%)
2. On-demand order fulfillment (57%)
3. Intuitive online experiences (53%)

**Employee Individualization:**

*Organizations do not offer:*

1. Self-service options from the device of choice (70%)
2. Data analytics (53%)
3. Advanced collaboration tools (47%)
4. Industry-specific applications (47%)

*Respondents asked to select all that apply

100% believe there is an important link between cloud-based IT solutions and their organization’s ability to deliver individualized employee and customer experiences.
Where do you see the greatest opportunity for your industry to take advantage of more individualized content, products, and services for customers and/or employees?*

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>63%</td>
<td>Improve the cross-channel customer experience</td>
</tr>
<tr>
<td>43%</td>
<td>Enable real-time personalized offers and services</td>
</tr>
<tr>
<td>40%</td>
<td>Monetize new opportunities such as the Internet of Things</td>
</tr>
<tr>
<td>37%</td>
<td>Better leverage predictive analytics and customer data</td>
</tr>
<tr>
<td>37%</td>
<td>Improve communication through a unified communications platform – interconnecting video, voice, messaging, and/or email communication</td>
</tr>
<tr>
<td>37%</td>
<td>Enhance call center and customer service effectiveness</td>
</tr>
<tr>
<td>27%</td>
<td>Deploy network function virtualization (NFV) and/or cloud implementations to drive down CAPEX and OPEX</td>
</tr>
</tbody>
</table>

*Respondents asked to select all that apply
What are the biggest obstacles your industry faces in delivering more individualized content, products, and/or services?*

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Obstacle</th>
</tr>
</thead>
<tbody>
<tr>
<td>50%</td>
<td>Security concerns</td>
</tr>
<tr>
<td>37%</td>
<td>Competing with innovative new over-the-top (OTT) services</td>
</tr>
<tr>
<td>37%</td>
<td>Difficulty providing subscribers with consistent experiences across the various touch points and interaction channels they use</td>
</tr>
<tr>
<td>30%</td>
<td>Lack of the right personnel in place to help shape customers’ experiences</td>
</tr>
<tr>
<td>27%</td>
<td>Managing the exponential growth in data traffic</td>
</tr>
<tr>
<td>23%</td>
<td>Reducing CAPEX and OPEX budgets</td>
</tr>
</tbody>
</table>

*Respondents asked to select all that apply

How to do it right?

“Most of the people we are dealing with are looking for content that makes them feel like we are talking to them, and them only. We are doing that better with social media. It has helped the broadcast business go from ‘broad’ casting to more of ‘narrow’ casting.”
**EDUCATION & RESEARCH SNAPSHOT**

80% Have experienced a trend toward customers wanting a more individualized experience

77% Have experienced this same trend with employees

73% Say the shift is a *growing challenge* in their ability to compete effectively

**Era I Report Card:**

7% Rate their ability to offer highly individualized customer experiences an “A”

10% Rate their ability to offer highly individualized employee experiences an “A”

19% Estimated revenue gain if they offered highly individualized experiences. For a $1B organization, that’s **$190 Million** a year

---

**Missed Opportunities for Customer Individualization:**

*Organizations do not offer:*

- **#1** On-demand order fulfillment (83%)
- **#2** Intuitive online experiences (73%)
- **#3** Individualized content and/or promotions (70%)

**Missed Opportunities for Employee Individualization:**

*Organizations do not offer:*

- **#1** Data analytics (80%)
- **#1** Industry-specific applications (80%)
- **#3** Self-service options from the device of choice (67%)
- **#4** Advanced collaboration (60%)

*Respondents asked to select all that apply

97% believe there is an important link between cloud-based IT solutions and their organization’s ability to deliver individualized employee and customer experiences
Where do you see the greatest opportunity for your industry to take advantage of more individualized content, products, and services for customers and/or employees?*

- **63%** Establish mobile apps to provide students, faculty, and staff with quick access to key functions and simple navigation for high productivity and improved communication.

- **50%** Use predictive/prescriptive analytics to identify and personalize service at all stages of the student lifecycle, from recruitment, to retention, and through alumni development.

- **47%** Use social media for communications, questions, and support to better serve current and prospective students as well as faculty and staff.

- **40%** Incorporate online support portals to give students 24/7 access to information to ensure every question or issue is answered in a timely fashion—whether from email, an online form, help desk ticket, etc.

*Respondents asked to select all that apply.*
What are the biggest obstacles your industry faces in delivering more individualized content, products, and/or services?*

<table>
<thead>
<tr>
<th>Obstacle</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget/cost constraints</td>
<td>63%</td>
</tr>
<tr>
<td>Security concerns</td>
<td>47%</td>
</tr>
<tr>
<td>Inability for faculty and staff to identify trends and access the timely information needed to maximize student success and boost retention</td>
<td>40%</td>
</tr>
<tr>
<td>Difficulty providing students with consistent experiences across the various touch points, channels, and devices they use</td>
<td>27%</td>
</tr>
<tr>
<td>Inability to identify which technologies impact students at different stages of the lifecycle</td>
<td>23%</td>
</tr>
</tbody>
</table>

*Respondents asked to select all that apply

Who is doing it right?

“[A non-profit organization dedicated to helping youth develop into responsible and productive citizens] – They address each student individually through a service plan that is developed to assess a student in three areas: behavior, education, and treatment.”
**Have experienced a trend toward customers wanting a more individualized experience**

**Have experienced this same trend with employees**

**Say the shift is a growing challenge in their ability to compete effectively**

Era I Report Card:

**13%** Rate their ability to offer highly individualized customer experiences an “A”

**10%** Rate their ability to offer highly individualized employee experiences an “A”

**13%** Estimated revenue gain if they offered highly individualized experiences. For a $1B organization, that’s **$130 Million** a year

---

**Missed Opportunities for Customer Individualization:**

*Organizations do not offer:*

- **#1** On-demand order fulfillment (77%)
- **#2** Self-service options from the device of choice (73%)
- **#3** Intuitive online experiences (53%)

**Missed Opportunities for Employee Individualization:**

*Organizations do not offer:*

- **#1** Self-service options from the device of choice (60%)
- **#1** Data analytics (60%)
- **#3** Advanced collaboration tools (47%)
- **#3** Industry-specific applications (47%)

*Respondents asked to select all that apply*

---

**70%** believe there is an important link between cloud-based IT solutions and their organization’s ability to deliver individualized employee and customer experiences
Where do you see the greatest opportunity for your industry to take advantage of more individualized content, products, and services for customers and/or employees?*

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>63%</td>
<td>More interactive and connected enterprise project portfolio management, that delivers highly personalized information to stakeholders (engineers, contractors, project management, owners, etc.) in their preferred format</td>
</tr>
<tr>
<td>60%</td>
<td>Mapping and planning the entire lifecycle of a facility from design and engineering through decommissioning</td>
</tr>
<tr>
<td>53%</td>
<td>Effectively modeling and communicating the impact (on cost and schedule) of specific change orders</td>
</tr>
<tr>
<td>43%</td>
<td>Building information modeling (BIM)</td>
</tr>
</tbody>
</table>

*Respondents asked to select all that apply
What are the biggest obstacles your industry faces in delivering more individualized content, products, and/or services?*

- **63%** Budget/cost constraints
- **47%** Experienced staff retiring, attracting talent
- **43%** Inability to effectively share real-time data with clients, partners, contractors, engineers, and project managers
- **33%** Security concerns
- **27%** Inability to manage and analyze project data

*Respondents asked to select all that apply

Who is doing it right?

“There’s a general contractor that’s on the cutting edge. It’s ahead of the curve on implementing mobile access to data, creating a central location for all members of the construction team – including owners, general and sub-contractors, and vendors/supplies. All of this is usually cloud-based.”
FINANCIAL SERVICES SNAPSHOT

Have experienced a trend toward customers wanting a more individualized experience

Have experienced this same trend with employees

Say the shift is a growing challenge in their ability to compete effectively

Era I Report Card:

17% Rate their ability to offer highly individualized customer experiences an “A”

10% Rate their ability to offer highly individualized employee experiences an “A”

14% Estimated revenue gain if they offered highly individualized experiences. For a $1B organization, that’s $140 Million a year

Missed Opportunities for Customer Individualization:* 
Organizations do not offer:
#1 On-demand order fulfillment (80%)
#2 Self-service options from the device of choice (67%)
#3 Intuitive online experience (63%)

Missed Opportunities for Employee Individualization:* 
Organizations do not offer:
#1 Data analytics (70%)
#2 Self-service options from the device of choice (67%)
#3 Advanced collaboration tools (60%)

*Respondents asked to select all that apply

70% believe there is an important link between cloud-based IT solutions and their organization’s ability to deliver individualized employee and customer experiences
Where do you see the greatest opportunity for your industry to take advantage of more individualized content, products, and services for customers and/or employees?*

- **60%** Leverage customer behavioral data to make the right offer at the right time
- **47%** Improve the cross-channel customer experience to take the customer off the market as quickly as possible
- **40%** Frictionless service at a lower cost
- **37%** Enablement of flexible product/service bundling
- **37%** Maximize use of social media to connect with customers on an individual level
- **30%** Improve access to staff to communicate to customers through a unified communications platform – interconnecting video, voice, messaging, and/or social

*Respondents asked to select all that apply
What are the biggest obstacles your industry faces in delivering more individualized content, products, and/or services?*

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Obstacle</th>
</tr>
</thead>
<tbody>
<tr>
<td>50%</td>
<td>Evolving and more complex regulatory requirements</td>
</tr>
<tr>
<td>50%</td>
<td>Budget/cost constraints</td>
</tr>
<tr>
<td>47%</td>
<td>Security concerns</td>
</tr>
<tr>
<td>43%</td>
<td>Cumbersome, disjointed business processes</td>
</tr>
<tr>
<td>30%</td>
<td>Difficulty providing customers with consistent experiences across the various touch points and interaction channels they use</td>
</tr>
<tr>
<td>20%</td>
<td>Past investments in technology that consumes a larger proportion of the resources</td>
</tr>
<tr>
<td>13%</td>
<td>Competing with FinTech companies who are delivering innovative business solutions without the technology limitations</td>
</tr>
</tbody>
</table>

*Respondents asked to select all that apply

Who is doing it right?

“[An American brokerage and banking company] is doing it right. Individuals can create their own portfolio using online tools provided by their website.”

Copyright © 2016 Oracle. All rights reserved.
HEALTHCARE SNAPSHOT

77% Have experienced a trend toward customers wanting a more individualized experience.

67% Have experienced this same trend with employees.

65% Say the shift is a growing challenge in their ability to compete effectively.

Era I Report Card:

20% Rate their ability to offer highly individualized customer experiences an “A”.

3% Rate their ability to offer highly individualized employee experiences an “A”.

16% Estimated revenue gain if they offered highly individualized experiences. For a $1B organization, that’s $160 Million a year.

Missed Opportunities for Customer Individualization:* Organizations do not offer:
#1 Self-service options from the device of choice (77%)
#2 On-demand order fulfillment (73%)
#3 Intuitive online experiences (63%)

Missed Opportunities for Employee Individualization:* Organizations do not offer:
#1 Data analytics (60%)
#2 Advanced collaboration tools (57%)
#3 Remote network access; flexible work environment; and self-service options from device of choice (all 43%)

*Respondents asked to select all that apply.

73% believe there is an important link between cloud-based IT solutions and their organization’s ability to deliver individualized employee and customer experiences.
Where do you see the greatest opportunity for your industry to take advantage of more individualized content, products, and services for customers and/or employees?*

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>87%</td>
<td>Giving providers real-time information on patient health indicators to enable timely intervention</td>
</tr>
<tr>
<td>63%</td>
<td>Providing patients with real-time feedback on their health to improve treatment of chronic conditions</td>
</tr>
<tr>
<td>63%</td>
<td>Ensuring patient information remains secure</td>
</tr>
<tr>
<td>47%</td>
<td>Analyzing genomic data to advance the precision medicine initiative</td>
</tr>
</tbody>
</table>

*Respondents asked to select all that apply
What are the biggest obstacles your industry faces in delivering more individualized content, products, and/or services?*

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Obstacle</th>
</tr>
</thead>
<tbody>
<tr>
<td>70%</td>
<td>Budget/cost constraints</td>
</tr>
<tr>
<td>63%</td>
<td>Regulatory restrictions, such as Health Insurance Portability and Accountability Act (HIPAA)</td>
</tr>
<tr>
<td>63%</td>
<td>Security concerns</td>
</tr>
<tr>
<td>47%</td>
<td>Lack of support/funding for legislation surrounding key healthcare initiatives – 21st Century Cures, Interoperability Roadmap, Telemedicine, etc.</td>
</tr>
<tr>
<td>43%</td>
<td>Inability to rapidly analyze structured and unstructured data – including genotypic, phenotypic, molecular, patient, and more</td>
</tr>
<tr>
<td>40%</td>
<td>Lack of data interoperability</td>
</tr>
</tbody>
</table>

*Respondents asked to select all that apply

“A leading provider of medical imaging equipment and laboratory diagnostics as well as clinical IT] went out to speak to its customers and is now tailoring its offerings to fit the specific needs of the customers.”
**Hospitality Snapshot**

100% Have experienced a trend toward guests wanting a more individualized experience

83% Have experienced this same trend with employees or staff

40% Say the shift is a *growing challenge* in their ability to compete effectively

**Era I Report Card:**

33% Rate their ability to offer highly individualized guest experiences an “A”

7% Rate their ability to offer highly individualized employee experiences an “A”

16% Estimated revenue gain if they offered highly individualized experiences. For a $1B organization, that’s **$160 Million** a year

**Missed Opportunities for Guest Individualization:**

Organizations do not offer:

1. On-demand order fulfillment (67%)
2. Self-service options from the device of choice (57%)
3. Individual content (50%)

**Missed Opportunities for Employee Individualization:**

Organizations do not offer:

1. Advanced collaboration tools (73%)
2. Data analytics (67%)
3. Remote access (63%)
4. Self-service options from the device of choice (63%)

*Respondents asked to select all that apply

83% believe there is an important link between cloud-based IT solutions and their organization’s ability to deliver individualized employee and guest experiences.
Where do you see the greatest opportunity for your industry to take advantage of more individualized content, products, and services for guests and/or employees?*

- **73%** Enhance guest experience
- **47%** Simultaneously control labor costs, maintain appropriate inventory levels, and use real-time data
- **43%** Enable easier ordering/booking
- **40%** Leverage guest profile data to personalize engagement, content, and offers
- **37%** Improve staff engagement through a robust mobile communications platform

*Respondents asked to select all that apply*
What are the biggest obstacles your industry faces in delivering more individualized content, products, and/or services?*

- **60%** Data privacy concerns
- **50%** Budget/cost constraints
- **40%** Inability to put the right information in employees’ hands when they engage with guests
- **30%** Difficulty providing guests with consistent information and experiences across the various mobile, ecommerce, on premises, third-party partner services, and other touch points they use
- **10%** Inability to analyze multiple sources of data to shape guests’ experiences

*Respondents asked to select all that apply

"[A luxury hotel chain’s] customer relationship management – automatic and manual – as well as issue recovery is a benchmark in the industry.”
LIFE SCIENCES SNAPSHOT

Have experienced a trend toward customers wanting a more individualized experience

Have experienced this same trend with employees

Say the shift is a growing challenge in their ability to compete effectively

Era I Report Card:

13% Rate their ability to offer highly individualized customer experiences an “A”

3% Rate their ability to offer highly individualized employee experiences an “A”

23% Estimated revenue gain if they offered highly individualized experiences. For a $1B organization, that’s $230 Million a year

Missed Opportunities for Customer Individualization:

Organizations do not offer:

#1 Self-service options from the device of choice (80%)
#2 Intuitive online experience (73%)
#3 On-demand order fulfillment (63%)

Missed Opportunities for Employee Individualization:

Organizations do not offer:

#1 Advanced collaboration (77%)
#2 Self-service options from the device of choice (73%)
#3 Data analytics (67%)

*Respondents asked to select all that apply

73% believe there is an important link between cloud-based IT solutions and their organization’s ability to deliver individualized employee and customer experiences
Where do you see the greatest opportunity for your industry to take advantage of more individualized content, products, and services for customers and/or employees?*

- **43%** Increase clinical trial efficiencies and speed time to market
- **43%** Enable rapid, data-driven R&D and benefit-risk decision-making through collecting, aggregating, and analyzing higher-quality data from a growing number of sources, faster, and with less effort
- **40%** Improve patient safety and outcomes
- **37%** Optimize systems and environments to reduce cost and risk and enable employees to focus on innovation and the core business
- **33%** Develop personalized therapies based on genomic profiles and phenotypic data

*Respondents asked to select all that apply*
What are the biggest obstacles your industry faces in delivering more individualized content, products, and/or services?*

43% Regulatory restrictions – including shifting regulatory requirements and lack of a global regulatory framework
43% Innovation
40% Budget/cost constraints
37% Inability to effectively collect and analyze the exploding volume and variety of data – including medical records, current and historical trial data, genomic profiles, adverse events and post-market safety signals, and unstructured data
37% Security and privacy concerns
33% Pricing pressure
27% Lack of data and systems interoperability

*Respondents asked to select all that apply

Who is doing it right?

“[A non-profit organization providing scientific evaluation, analysis, and advice to decision makers] is providing scientific evaluations personalized to decision making that are specific to its customers’ needs. It’s very innovative and up to date.”
PUBLIC SECTOR SNAPSHOT

77% Have experienced a trend toward customers wanting a more individualized experience

73% Have experienced this same trend with employees

65% Say the shift is a *growing challenge* in their ability to compete effectively

Era I Report Card:

7% Rate their ability to offer highly individualized customer experiences an “A”

7% Rate their ability to offer highly individualized employee experiences an “A”

15% Estimated revenue gain if they offered highly individualized experiences. For a $1B organization, that’s $150 Million a year

**Missed Opportunities for Customer Individualization:**

Organizations do not offer:

#1 Self-service options from the device of choice (70%)

#1 Intuitive online experiences (70%)

#3 On-demand order fulfillment (67%)

#3 Individualized content (67%)

**Missed Opportunities for Employee Individualization:**

Organizations do not offer:

#1 Self-service options from the device of choice (90%)

#2 Data analytics (70%)

#2 Advanced collaboration tools (70%)

#4 Industry-specific applications (60%)

*Respondents asked to select all that apply

77% believe there is an important link between cloud-based IT solutions and their organization’s ability to deliver individualized employee and customer experiences
PUBLIC SECTOR SNAPSHOT (CONT.)

Where do you see the greatest opportunity for your industry to take advantage of more individualized content, products, and services for customers and/or employees?*

- **63%** Increased employee efficiency through customizable work systems/environments
- **53%** Improved public persona of government agencies
- **50%** Cross-agency integration of constituent data
- **47%** Reduction in fraud, waste, or abuse of government systems
- **40%** Empower constituents by offering greater access to information through email, web self-help, etc.

*Respondents asked to select all that apply
What are the biggest obstacles your industry faces in delivering more individualized content, products, and/or services?*

- **57%** Siloed agencies/departments that do not share information
- **47%** Inability to engage and track citizens/constituents across channels, or in their preferred channel
- **43%** Inability to capture best practices from other organizations (in both the public and private sectors) to drive innovation
- **33%** Lack of in-depth knowledge about our constituents in terms of demographics and behaviors

*Respondents asked to select all that apply

“How to do it right?”

“More government agencies are providing links so that ‘customers’ can, in many instances, find information on their own rather than having to go to offices in person to submit requests and wait for responses.”
Have experienced a trend toward customers wanting a more individualized experience

Have experienced this same trend with employees

Say the shift is a *growing challenge* in their ability to compete effectively

**Era I Report Card:**

**13%** Rate their ability to offer highly individualized *customer* experiences an “A”

**13%** Rate their ability to offer highly individualized *employee* experiences an “A”

**10%** Estimated revenue gain if they offered highly individualized experiences. For a $1B organization, that’s **$100 Million** a year

**Missed Opportunities for Customer Individualization:**

*Organizations do not offer:*

1. Self-service options from the device of choice (67%)
2. Intuitive online experiences (57%)
3. On-demand order fulfillment (53%)

**Missed Opportunities for Employee Individualization:**

*Organizations do not offer:*

1. Advanced collaboration (80%)
2. Data analytics (73%)
2. Industry-specific applications (73%)
4. Self-service options from the device of choice (70%)

*Respondents asked to select all that apply

**73%** believe there is an important link between cloud-based IT solutions and their organization’s ability to deliver individualized employee and customer experiences
Where do you see the greatest opportunity for your industry to take advantage of more individualized content, products, and services for customers and/or employees?*

- **Empower associates to improve customer service effectiveness** (57%)
- **Leverage customer data to upsell and cross-sell merchandise** (53%)
- **Enable easier purchases by saving client information across channels** (37%)
- **Improve the cross-channel customer experience by sharing shopping baskets, remembering recent purchases, providing personalized promotions and coupons, and recommending items** (30%)

*Respondents asked to select all that apply*
What are the biggest obstacles your industry faces in delivering more individualized content, products, and/or services?*

- **50%** Inability to put the right information in associates' hands when they engage with customers via call center, online help desks, or in stores
- **43%** Budget/cost constraints
- **30%** Inability to analyze multiple sources of data to help shape customers' experiences
- **27%** Difficulty providing customers with consistent information, prices and experiences across all channels including mobile, ecommerce, and in store
- **17%** Inventory visibility and fulfillment across channels to meet customer expectations

*Respondents asked to select all that apply

**Who is doing it right?**

“[A nationwide beauty store chain’s] purchase history suggests upgrades as available, keeps you informed, mixes prices and quality to ensure customer satisfaction, and uses a multi-marketing approach.”
UTILITIES SNAPSHOT

87% Have experienced a trend toward customers wanting a more individualized experience

73% Have experienced this same trend with employees

82% Say the shift is a growing challenge in their ability to compete effectively

Era I Report Card:

20% Rate their ability to offer highly individualized customer experiences an “A”

20% Rate their ability to offer highly individualized employee experiences an “A”

22% Estimated revenue gain if they offered highly individualized experiences. For a $1B organization, that’s $220 Million a year

Missed Opportunities for Customer Individualization:*

Organizations do not offer:

#1 On-demand order fulfillment (83%)
#2 Self-service options from the device of choice (73%)
#3 Individualized content (63%)
#3 Intuitive online experiences (63%)

Missed Opportunities for Employee Individualization:*

Organizations do not offer:

#1 Self-service options from the device of choice (83%)
#2 Data analytics (70%)
#3 Flexible work environment (67%)
#3 Industry-specific applications (67%)

*Respondents asked to select all that apply

97% believe there is an important link between cloud-based IT solutions and their organization’s ability to deliver individualized employee and customer experiences
Where do you see the greatest opportunity for your industry to take advantage of more individualized content, products, and services for customers and/or employees?*

- **53%** Use mobile technologies for individual field employee productivity
- **43%** Simplify doing business with the utility process through enhanced self-service options
- **37%** Enable customers by offering customized solutions to optimize cost and convenience
- **37%** Deliver employee development programs to empower our diverse (i.e., aging) workforce
- **17%** Use social media channels to actively engage with customers, per their preference

*Respondents asked to select all that apply
What are the biggest obstacles your industry faces in delivering more individualized content, products, and/or services?*

- Regulatory constraints: 67%
- Budget/cost constraints: 40%
- Security concerns: 40%
- Developing customer value within a commoditized industry, where price drives consumer behavior: 27%
- Addressing typical reputation challenges: 20%
- Building customer relationships in a low engagement sector: 20%

*Respondents asked to select all that apply

How to do it right?

“We developed and used a customer portal that allows customers to pick how we communicate with them, payment options, billing options, and how they want to be communicated with during an emergency.”