

**VOLUME THREE**

thinks

**DIGITAL TRENDS 2017**

# 2017: Digital trends for the year ahead

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# Foreword

**T**he widespread adoption of weak-form Artificial Intelligence (AI), the rise in advanced marketing tactics to augment human reality (AR) and the accelerating drivers to pull technology out of the screen and into our everyday lives, using mixed reality (MR), create exciting yet increasingly daunting challenges for marketers.

We are all aware that digitally-enhanced experiences make brands more desirable for the customer. Amazon confirmed they shifted 'millions' of their virtual assistant Echo, over the festive season, with 'Alexa' making herself comfortable in homes across the world.

Creating satisfying journeys for customers which include new outputs as well as marketing direct to machines, however, requires increasingly sharp market insight and smart planning by brands who want to stay relevant. In order to help, Kate Fitzpatrick, senior strategist at e3, has pooled expert insights from the wider strategy/UX team, to share our top three digital trend predictions for the 12 months ahead.

Our ambitious clients help e3 remain future-looking and technologically advanced. We are proud to be launching Arthy, the first iteration chatbot in our ongoing AI project with Arthritis Research UK and IBM Watson this month.

e3 is one of the UK's leading digital agencies. Our live thought leadership series and quarterly whitepapers also enable us to keep pace with both brands and consumers, so helping us offer solutions that are on both trend and future-looking.

We hope you find this paper valuable for your business and encourage you to share your insights with us on these and other leading edge subjects. Please visit [e3.co.uk](http://e3.co.uk) to engage in our future activity or get in touch directly should you wish to hear more.

Thank you,



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# 2017

## The year ahead

**e3's 2017 trends overview provides a snapshot of the year ahead. It specifically covers the elements we, as marketing, technology and digital professionals, can expect to see shaping the behaviours of consumers over the next 12 months or so. It also provides a view on what the implications are likely to be for us, in delivering solutions influenced by these trends.**

**A**s we enter 2017 the macro-trend of experience persists. It is a concept that has preoccupied much conversation and debate amongst brands and industry commentators over the past few years. This year however, with technology driving all noteworthy trends, sub-trends and the like, we have an opportunity to re-shape the definition of a 'great experience'.

Whether it's through increased accessibility of Artificial Intelligence (AI)-based solutions, or the augmentation of our own reality, we are experiencing sci-fi-style technology not only becoming ever prominent but also deployed with everyday application; moving it from the fringes to the mainstream.

# Experience: taking the macro-view

**In order to distil this changing landscape in a meaningful way, we have grouped this year's trends under the macro-trend of experience.**

**W**hilst this term may appear a little generic or vague, in fact experience is the glue that binds everything together. It's the desire to create the perfect customer experience that continues to drive marketers and technologists alike.

Why? Because it delivers competitive advantage, and, ultimately, revenue. Brands that have flourished over the last two years have been those that place the consumer at the centre of what they do; leading them to design simple and appropriate experiences around their needs. Zenith Media's Tom Goodwin captured this particularly concisely in his 2015 TechCrunch article, 'The Battle is for the Customer Interface', where he cited, amongst others, Uber as "the world's largest taxi company, yet it owns no vehicles" and Facebook, as "the world's most popular media owner, but creates no content".

This hasn't gone unnoticed, especially by those long standing, traditional brands. For instance, take Domino's who have shifted their proposition from 'a pizza delivery company', to 'a technology company' who happen to specialise in delivering pizza – revolutionising the experience of ordering the much-favoured takeaway treat.

Then there's Mattel, who recently revitalised their 57-year-old Barbie brand after suffering a 20% decline in sales between 2012-14. The organisation went back to the drawing board and looked not only at the specification of the product itself, but the actual experience of owning a Barbie. This led them both to revamp the design and to introduce a broader ecosystem of products such as 'Hello Barbie™', an AI powered version of the figure that allowed owners to have conversations with their doll. This was swiftly followed with the launch of the Barbie Hello Dreamhouse™ which was also built around an AI system, activated by the owner's voice.



**The perception of what is valuable has shifted for consumers. It's the experience that exists around a product or brand that makes it increasingly desirable, or at the very least preferable."**

Nicola Hinds,  
Head of Strategy, e3 media



# The big three

In this culture of experience, we have selected three of the most important trend areas that we anticipate brands are going to focus on to create that elusive 'ideal experience'.

1

## Artificial Intelligence

### **The rise of the machines**

Leading almost all 2017 trends lists is AI – and for good reason. This year we're going to see some true mass market adoption of the technology.

2

## Virtual, augmented and mixed reality

### **Replacing and enhancing reality**

The enhancement of our reality is something high on the agenda of multiple brands, each one fighting to deliver the ultimate immersive experience.

3

## Intuitive interfaces

### **Thinking beyond the swipe**

Customer interactions these days are moving beyond the tap and swipe of a screen. Brands are beginning to investigate how consumer interfaces can become richer, simpler and truly cross-platform.

Part 1

# Artificial Intelligence (AI)

# What is it?

AI is by no means a new concept, with the seeds of the modern discipline dating back to the 1940s and '50s when pioneers like Alan Turing began work. As a consequence, many permutations of what exactly AI exist today. One of the most cited definitions comes from MIT AI lab founder Marvin Minsky, who stated that it is, “the science of making computers do things that require intelligence when done by man”, which we believe provides a sound start point.



# Why now?

Given that AI is no longer in its infancy – machines have been doing things for humans for years – what makes now such a significant juncture for the technology?

We're entering a new cycle, where machines are beginning to challenge some of our higher intellectual capabilities rather than simply executing tasks on our behalf. These experiments are no longer being carried out in computer labs behind closed doors but by large consumer organisations for the benefit of their customers.

# Current application

**Current application of AI is broad and there are many definitions in use. In this report we are providing noteworthy examples that can be grouped into the categories below, which are by no means exhaustive:**

01

## Data Intelligence

By far the most significant examples of AI sit in this category

02

## Human Interpretation

An area of substantial growth over the last five years

03

## Creative

AI is being used to challenge the way we problem solve in industries as diverse as entertainment to farming

04

## Enhancing Humans

The ultimate step in AI development. The point of no return?

# 01

## Data intelligence

**Data intelligence involves using algorithms and machine-learning to create experiences from big swaths of data. Again, this category could be divided and sub-divided as there are hundreds of applications. We have selected just three interesting examples:**

**S**ports apparel retailer **Under Armour** has been bold in their approach to big data by refocusing their entire future business strategy on it. They recognised that in a crowded market place, dominated by the likes of Nike and Adidas, they needed to differentiate the experience that the Under Armour brand delivers. They ultimately believe this will be achieved through the intelligent use of big data.

After a busy period of acquisition – spending over \$700m on the data behind fitness apps such as My Fitness Pal and Map my Fitness, they are moving forward in partnership with IBM Watson. Their mission is to create the world’s largest set of health/fitness data that can be used to predict how fitness behaviours today can shape the ‘you’ of tomorrow. Coupled with their own retail offering of connected sports clothing and trainers, this could prove particularly powerful in providing a truly personal and valued experience.



There is a lot of reference to deep learning and neural networks within AI and it is quite easy to get stuck down a rabbit hole of explanations, but put simply (and not very scientifically), deep neural networks are layers of neural networks. They are constructed around the ability to find meaning, value and application in (and from) large masses of unstructured raw data.

One current example of a deep neural network in practice is **Viv**, the intelligent personal assistant. Recently acquired by Samsung, Viv’s founders created Siri but believe this is a level above and beyond. It differs significantly from Siri in that it is open to third parties, meaning a broad range of developers can teach systems to create new applications establishing an open ecosystem of ever- developing intelligence.

We will soon get to experience the power of Viv when it launches as the personal assistant with the Galaxy S8, due late March or early April 2017. Expect big things. Viv promises to be a real challenger to Google’s personal assistant.

**Phrasee** is a tool that uses AI quite simply, as they put it, to “write better subject lines, body copy and calls-to-action” than humans. The platform focuses on the area of natural language generation and the creators truly believe that their computer-generated copy will perform better in a split test than humans. Their vision is rightly an ambitious one, to “supercharge digital marketing using artificial intelligence”, the implications of which could be huge on the creative industry.

# 02

# Human interpretation

One application of AI that has seen rapid growth over the past couple of years has been the development of conversational user interfaces (conversation UI) which are based on natural language interactions - interpreting what humans are saying. Typically, a distinction is drawn between two basic types, ones that you can either type to (chatbots) or speak to (via virtual personal assistants - VPAs).

### Bots

Chatbots are one of the most widely used applications of AI (even if consumers don't realise they are!). Over the past year, we've seen them get significantly more sophisticated, moving from the simple finite question responses to more intuitive solutions - potentially positioning them as the 'new apps'.

Language learning platform **Duolingo** incorporated Duolingo bots into their iOS app for users learning French, Spanish and German. The idea is that being able to practice with someone without the embarrassment of speaking out loud can help develop conversational skills.

**American Express** has made use of Facebook Messenger by launching a bot which allows customers instant access to their accounts. The bot can tell customers anytime a purchase is made with their AMEX card as well as providing them with past purchase history. In addition to providing them with financial transaction data, it also delivers relevant offers and information. For instance, if a customer paid for a flight, as well as receiving a Messenger alert to confirm the transaction, they would also be provided with information about access to the lounge and other benefits card holders can enjoy.

### Virtual assistants

Take your pick of VPAs, every major tech player has one. Be it Siri, Cortana, Alexa, et al, each has subtle differences. Google Assistant and the forthcoming Viv are considered some of the strongest, as they build up knowledge of the user based on previous interactions. However, all are activated by voice.

Conversational UI is proving so popular now because, a) the technology is in the right place to make these interactions valuable and b) it represents a truly cross platform experience. AI has taken us to this 'third age of voice' where according to EVRYTHING founder Andy Hobshawm, "products are now media channels and an interface for service delivery".





# Creative

AI technology has opened up the way that we look at traditional methods and processes. It has led to everyone from start-ups to corporate giants coming up with smart and creative solutions to long standing challenges.



In an age where creation of video content is so simple, **Jukedeck** offers an easy way of sourcing music which can alleviate the acknowledged pain encountered by those combing royalty libraries looking for the perfect soundtrack to accompany their film. The platform uses AI to allow creators, via the MAKE control panel, to design their own individual song by selecting a mood, tempo and length. In around 10-30 seconds, a bespoke track is delivered back to the individual. This track can be previewed, tweaked and then downloaded – and available to use globally, royalty free.

At the large-scale end of problem solving spectrum is the rather revolutionary **Not Company**. This Chile based start-up is looking to use AI to influence food production globally. Through their AI computational programme, Giuseppe, they are generating formulas to produce food solely from vegetable-based ingredients that imitate the flavour, texture and smell of the original food. Their focus has been on dairy products, and to date they have produced mayonnaise, milk, cheese and yogurt, all from vegetables. They have set their sights on using this technology to create true meat substitutes with the ultimate goal of creating “rich, healthy, accessible and sustainable products”.

This sounds like a ‘too good to be true story’ but we’ve tried some of their products and the results are pretty amazing.



# Enhancing humans

**Finally, what might be considered the final frontier for AI – true connectivity and enhancement of humans.**

**T**here has been huge advancement in visual recognition with APIs like Google’s Vision being able to identify and tag almost any image. An interesting example of this is Aipoly, which has been developed specifically to help the visually impaired. The beta launched last year. It is an app that uses AI to offer visual recognition for blind or visually-impaired individuals, using the phone’s camera to identify objects and offer an audio dictation of what they are.



## Neural Lace

Serial tech entrepreneur Elon Musk is currently working on the ‘Neural Lace’, an AI layer directly implanted into a person’s brain, which works symbiotically with the rest of the body and digital technology. This could mean that when a person thinks, “I have to ring mum, it’s her birthday”, their mobile phone will dial the number.

Sounds too much like science fiction? Well, although it may be a few years away, last year a group of Chinese scientists announced they had developed syringe-injectable mesh electronics to allow these types of computer interfaces to be seamlessly integrated into the brain. The task now is to work out how to programme them.

Part 2

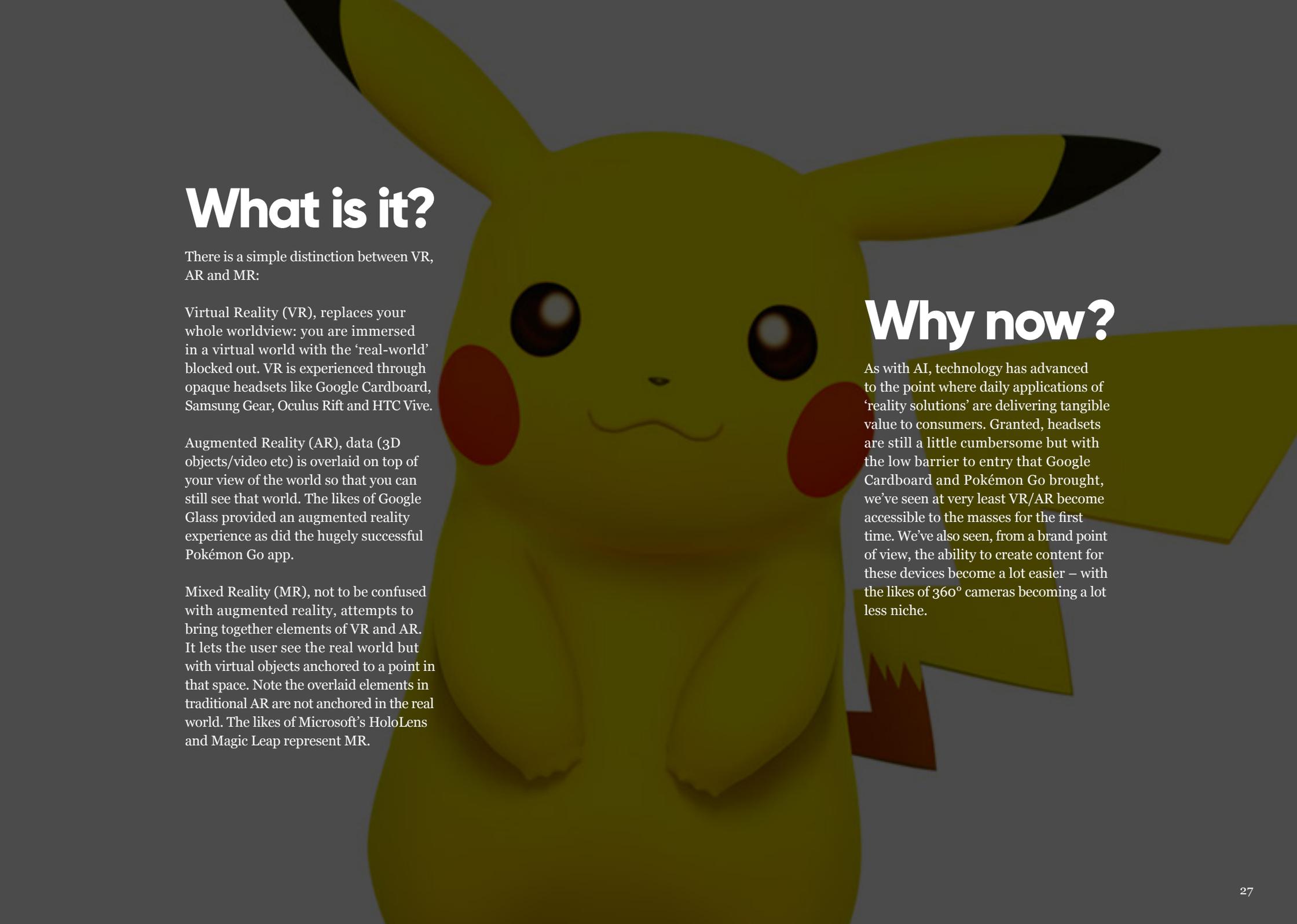
# Virtual, augmented and mixed reality (VR, AR and MR)

The virtual world is something that tech companies have been keeping an eye on for a while, with heavy investment secured over the past five years or so. Brands are starting to realise how it can help them develop and deepen the experience a customer has with their products and services. This depth of brand engagement is crucial as Gallup research has found, their 2016 research indicated, "customer and brand engagement is the definitive forecaster of business growth".<sup>1</sup>

<sup>1</sup> Gallup (2016)

Turning Customers Into True Believers – Customer Engagement

<http://www.gallup.com/services/169331/customer-engagement.aspx>



# What is it?

There is a simple distinction between VR, AR and MR:

Virtual Reality (VR), replaces your whole worldview: you are immersed in a virtual world with the 'real-world' blocked out. VR is experienced through opaque headsets like Google Cardboard, Samsung Gear, Oculus Rift and HTC Vive.

Augmented Reality (AR), data (3D objects/video etc) is overlaid on top of your view of the world so that you can still see that world. The likes of Google Glass provided an augmented reality experience as did the hugely successful Pokémon Go app.

Mixed Reality (MR), not to be confused with augmented reality, attempts to bring together elements of VR and AR. It lets the user see the real world but with virtual objects anchored to a point in that space. Note the overlaid elements in traditional AR are not anchored in the real world. The likes of Microsoft's HoloLens and Magic Leap represent MR.

# Why now?

As with AI, technology has advanced to the point where daily applications of 'reality solutions' are delivering tangible value to consumers. Granted, headsets are still a little cumbersome but with the low barrier to entry that Google Cardboard and Pokémon Go brought, we've seen at very least VR/AR become accessible to the masses for the first time. We've also seen, from a brand point of view, the ability to create content for these devices become a lot easier – with the likes of 360° cameras becoming a lot less niche.

# Current application

**A lot of brands are interested in the potential of the three types of reality and we've started to see a clear pattern in the uses and categories that are keen to investigate its potential.**

01

## **Leisure, entertainment and gaming**

A quick win category

02

## **Education, training and purpose**

Beyond the sell

03

## **Betterment**

Establishing mental and  
physical wellbeing

04

## **Retail**

Bringing high street  
to home

# 01

## Leisure, entertainment and gaming

Not surprisingly the leisure, entertainment and gaming industries have taken very quickly to virtual reality technology.



**D**escribed as a 'revolutionary 4D tourism experience', **Marriott's** 'The Transporter' was partly designed by the infamous Framestore VR studio. It is a VR experience that can transport an individual to a hotel in bustling London to a serene Hawaiian beach without having to hop on a flight. It was designed by the hotelier to allow customers to experience their wide range of properties and destinations available. It not only includes audio and visual inputs but also other sensory elements like the sun on your face, wind in your hair or spray on your skin.



# Education, training and purpose

**Augmented and mixed reality solutions have gained a lot of traction in the education and training sector, where they are being used to teach complex subjects to students spread across the globe. Virtual reality on the other hand has been used with real purpose to bring to the fore a number of worthwhile causes.**

In terms of consumer education, 2016 saw **Hyundai** introduce Virtual Guide, an AR app that aids vehicle owners with their car maintenance. The idea is that, by using a phone as the viewing device, it allows drivers to become more familiar with the parts of the car and shows them how to perform very simple maintenance tasks. It not only works outside the car but you can also get tutorials on how to work internal elements, for instance pairing your phone via Bluetooth.

Microsoft HoloLens is at the forefront of developing mixed reality. They provided the team at **Case Western Reserve University** in Cleveland, Ohio with a number of devices that allowed students to get a 360° view of a cadaver. This is particularly helpful as it teaches pupils about the parts of the body in situ, not in 2D on the page of a textbook. It also enables lecturers to teach students in remote locations.

**The New York Times** has been leading the way when it comes to VR. After the huge success of its NYT VR app, launched in late 2015, 2016 saw them announce The Daily 360, a partnership with Samsung. The organisation has committed to producing a 360° video per week which will be filmed directly from the frontline of global key events. The content will be made available through the app as well as the main site. To date, they have captured content from the aftermath of a Saudi Arabian airstrike on Yemen, life on the streets of Duterte's Philippines and, most notably, the daily reality for those living in Syrian capital Aleppo. This has all been captured by people on the ground with limited experience and made possible by the accessibility of simple recording equipment.

All of this has been designed to draw attention to key world events by putting the viewer at the centre.



# 03

## Betterment

**It has been suggested that when used appropriately the 'reality suite' of technologies could deliver true value in terms of physical and mental wellbeing.**

**A**s early as 2006, the National Institute of Health and Clinical Excellence (NICE) recommended that virtual reality therapy (VRT) be made available by the **NHS** in England and Wales for patients with signs of depression. Since then numerous projects globally have looked at implementing this type of technology to combat depression.

The US specifically has lead the way looking at **Virtual Reality Exposure Therapy** as a treatment for soldiers who have returned from Iraq and Afghanistan suffering from PTSD. Working alongside the University of Southern California they have been pioneering this technique for the past two years with the use of their Bravemind tool. It is available at over 50 sites in the US and through clinical trials has been proven to demonstrate a meaningful reduction in the symptoms



Travel company **Expedia** teamed up with St. Jude Children's Research Hospital, Tennessee to create Expedia Dream Adventure. It was an immersive experience designed to transport children, who were undergoing cancer treatment to places of adventure around the globe.

As the children were undergoing treatment headsets were not possible so Expedia used a four-walled travel portal, 360° filming, projection mapping and live

streaming technology. Children were able to experience places as diverse as the Australian Outback and deep under the ocean.

The installation was so successful it has become a permanent fixture at the hospital so that more children can see the world whilst undergoing long and difficult treatment programmes.



# Retail

**Retail + VR/AR/MR seem like the perfect fit. Whether it's trying to create a showroom in someone's home or make the in-store experience more immersive, both angles are being tried and test by retailers up and down the country and around the globe.**

**W**ayfair is one of the largest US-based online retailers and sell hundreds, if not thousands, of products for the home. As they don't have stores, the company wanted to help customers better visualise what furniture and other home decor could look like in their homes – making that decision to buy a little easier. Last year they teamed up with Google's Tango to launch WayfairView, an app that

allowed customers to very much do that. The app uses computer vision to enable compatible smart devices to “detect their position to the world around them without using GPS or other external signals”<sup>2</sup>. In doing this it's easy to drop in a new set of sofas into your lounge or see what different colour curtains might look like in your bedroom.

<sup>2</sup> Wikipedia (2016) Google Tango

Chinese retailing giant **Alibaba** has, not surprisingly, big plans to integrate VR into their offering. They are looking to provide their 400 million customers with the opportunity to purchase products from any of their online stores in a VR environment. They are going to do this by allowing their sellers to create their own VR stores. Although a little way off, the ambition is that in future they will look to send out VR gear free so that customers can try out this way of shopping. As one of the largest investors of mixed reality start-up, Magic Leap, their commitment to the technology is clear.

**Lacoste** have been pushing the use of augmented reality technology for the last year or so. They created the LCST

augmented reality app which was designed for in-store use. Customers simply open the app when they see the relevant symbol in the shop and from there they could scroll through the whole collection overlaying it onto their feet if it were shoes or onto their bodies if it were T-shirts, jumpers etc.

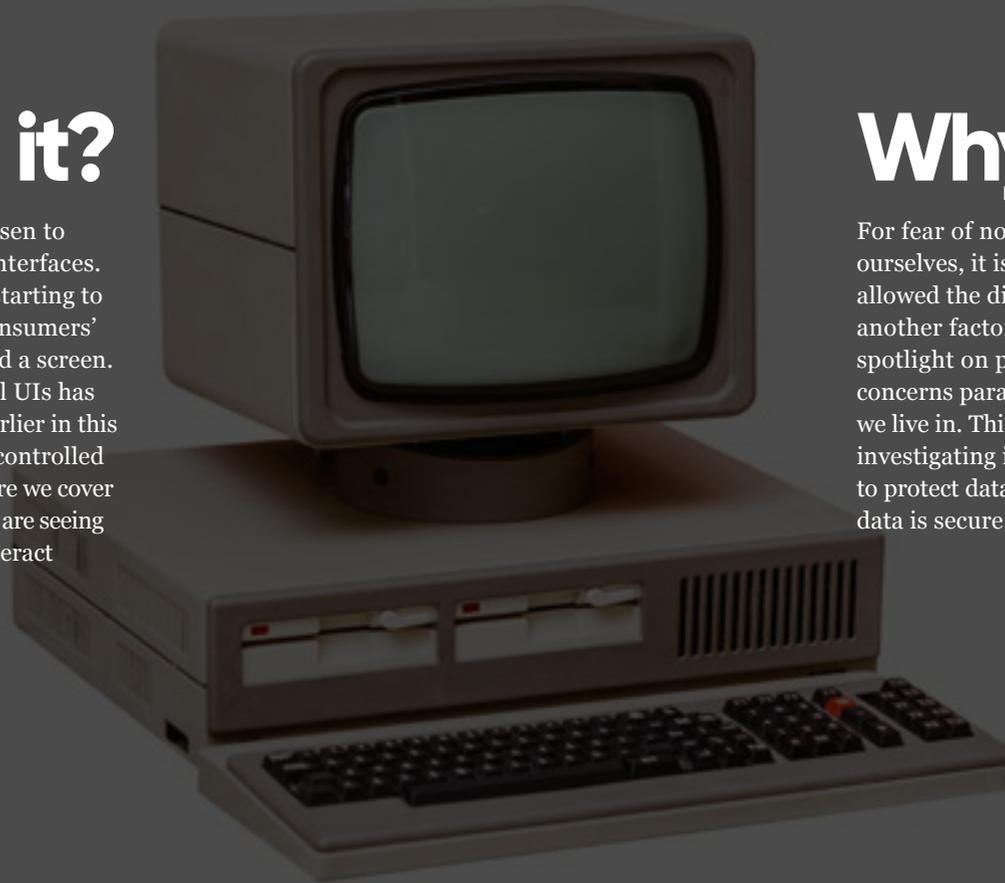
2017 presents an exciting opportunity for retailers. This year particular interest should be paid to the adoption and use of Tango. Google's augmented reality computing platform is available and handset manufacturers are planning to release devices this year that are Tango enabled. It'll be of great interest to see how many large brands take the leap and adopt the technology.

Part 3

# Intuitive interfaces

## What is it?

The final area that we've chosen to focus on is that of intuitive interfaces. As technology advances, it's starting to become more common for consumers' user interfaces to exist beyond a screen. The concept of conversational UIs has already been touched upon earlier in this report, with the rise of voice controlled virtual personal assistants. Here we cover a few more instances where we are seeing consumers finding ways to interact beyond a screen tap or swipe.



## Why now?

For fear of not wanting to repeat ourselves, it is the technology that has allowed the diversification of UIs. Also, another factor is the ever-increasing spotlight on privacy, with security concerns paramount given the climate we live in. This has meant companies are investigating in more full proof methods to protect data and ensure that customer data is secure.

# Current application

**The concept of an 'intuitive interface' permeates into several of the trends that have been discussed in this report. What is perhaps of most interest to brands this year is how they can deliver experiences beyond traditional screen based interfaces – in order to interact with customers anywhere and everywhere.**

01

## Retail

Brands are investigating different ways to encourage people to buy their goods and services without being in front of a screen.

02

## Purpose

Can brands make a difference through developing experiences that forget the purchase and deliver meaning?

# 01

## Retail

**H** **SBC** has been leading the way with biometrics, introducing voice recognition and fingerprint scanning for customers to access their accounts. Their latest announcement is that they will be allowing their business customers to open a new account using a selfie, well almost. Although customers will be required to verify their identity with additional information, this is the first step from a large financier pushing the boundaries of what facial recognition can offer. They believe that not only does it strengthen security but it meets the convenience needs of today's demanding consumers.

A supermarket without queues, or even a checkout. This sounds like shopping nirvana. In December 2016 Amazon gave

us a taste of that very reality when they launched the first **Amazon Go** store to their Seattle based employees. Amazon Go is a small convenience shop that allows shoppers (who have the Amazon Go app) to tap in, then browse the shelves putting items directly into their bag and when finished walk straight out again with their goods charged to their Amazon Prime account.

The store features 'Just Walk Out' technology – a mix of computer vision, sensor fusion and deep learning. Amazon have effectively removed the UI to provide the ultimate frictionless experience. How it fairs with the public is yet to be seen, although the current plan is to open the store to everyone in the first quarter of 2017.

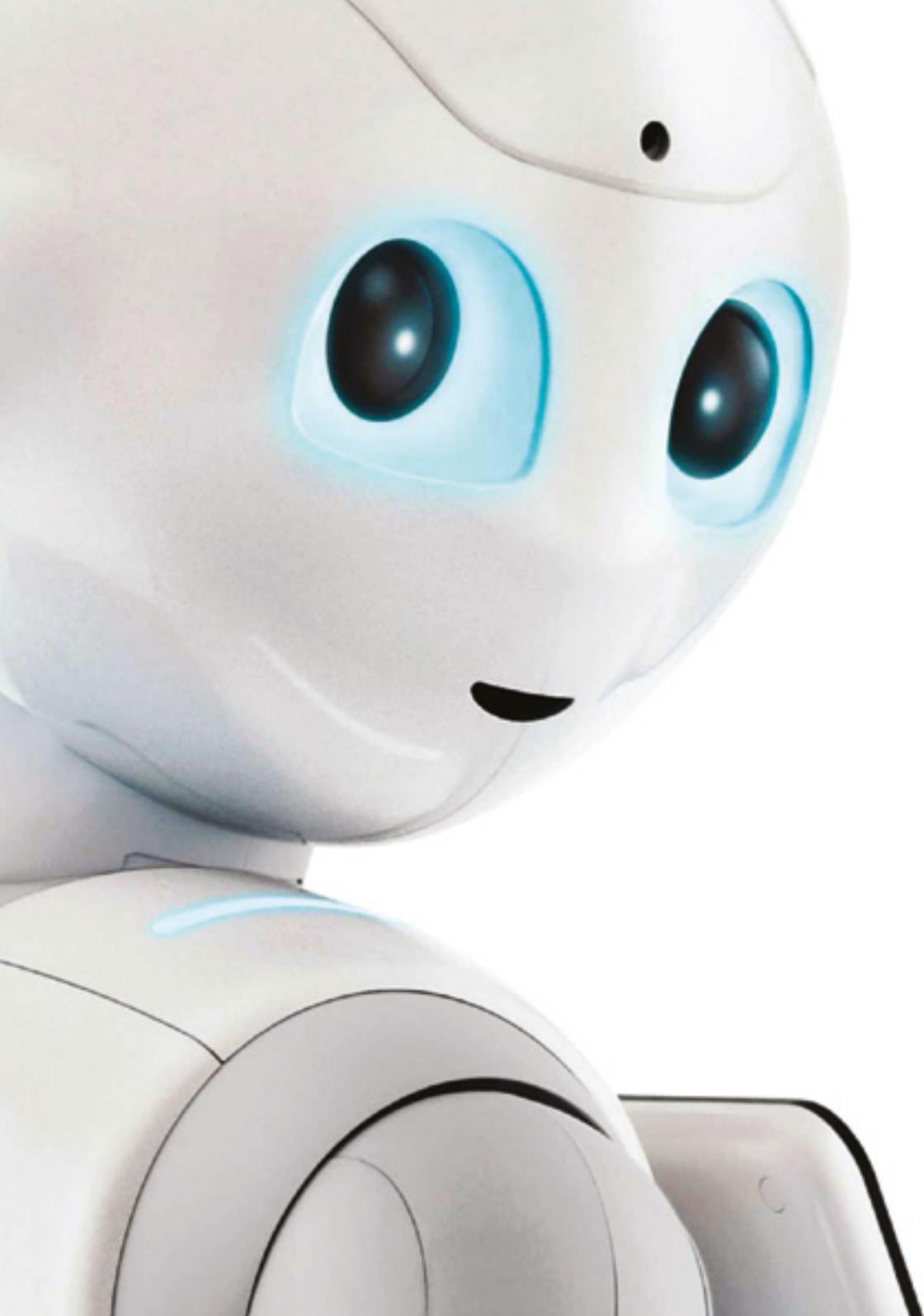
# 02

## Purpose

At this year's CES, **Bosch** debuted their as yet named concept car which turned quite a few heads. It incorporated facial recognition and haptic technology – to what they say will contribute to a safer, more personal driving experience.

They are using a "driver monitor camera" to recognise the driver. This will then automatically set up the car for that individual i.e. moving the seat, steering wheel and mirrors into the correct positions. Not only will the car be set up specifically for the driver but the camera can detect when that person is either distracted or getting tired. In either of those instances it will issue a warning.

As well as this facial recognition, they have also included gesture control with haptic feedback. In collaboration with Bristol-based Ultrahaptics, the car's touch screen provides haptic feedback via a suite of lifelike buttons. The idea is that the driver can change settings on, and operate 'infotainment' functions without having to take their eyes of the road.



# Don't forget...

**As outlined in the introduction this overview is a snapshot of the coming year and as such touches upon the key trends to follow in 2017. However, it's also going to be an interesting year for:**

## Robotics

Robots always have the biggest crowds at the trade shows and 2017 has been no exception. This year we can expect to see more robot companions and the development of soft robotics.

Robot companions are proving particularly popular in south east Asia, especially Japan, where they have been leading the way in their development with the likes of Pepper. Designed by Softbank Robotics, Pepper is cited as being the first “humanoid robot capable of recognising human emotions”. The need for a companion has been expedited largely due to the challenge of supporting an aging population and the need to provide assistance to older generations.

## Wearables

Work back a few years and wearables were the big trend. Everyone was clamoring to have a piece of what was coined a potential billion-dollar market. However, over the past year or so the

category has struggled somewhat to gain traction, which was no more so evident than at this year's CES, when none of the major tech players had much to say about their wearable progress. 2017 must be the year when there is a collective regrouping to reshape this area.

## Driverless cars

Before 2020 it's highly likely we are going to see many types of mainstream driverless vehicles on our roads – starting as early as this year. Stefan Moser, Head of Product and Technology Communications at Audi, has announced that the next generation of their Audi A8 limousine will be fully autonomous and available in 2017 – although this estimate was made in 2015. Other major manufacturers including Tesla, Ford and Toyota have been a little more realistic with 2019/2020 provided as launched dates for the public.

The car presents a great opportunity to further access the customer in what could really become their ‘third space’.

# Implications for marketers

## 2017: an exciting challenge

2017 is yet another exciting, and challenging, year for brands, agencies and marketers alike. There are three distinct topics that we are seeing come to the fore;

- Audience remains central to developing marketing strategy
- Lower cost technology is pushing the boundaries of what is possible
- Marketing and digital lines are blurring; teams need to adapt for delivery

Technology is really pushing our thinking and placing ever greater emphasis on consumers. Knowledge of their behaviours and understanding the broader journeys that shape their decision making is of critical importance. This is where maximum effort for marketers should lie.

This razor view on customer need should be coupled with a narrowing of view. Look at what technology has to offer and explore it in line with your audience. At the top end of this spectrum the idea of refining focus is being followed by the likes of Google who are pursuing their AI capabilities above all else this year.

Finally, the conversation we're having more regularly with our clients and others in the industry is around 'marketing operations', so the resourcing, team planning and process/tools piece. Often a secondary thought, we're finding that in getting these elements in order, teams can be infinitely more productive. In particular, enabling teams to be adaptive and ready to make use of new technology can make a significant difference.

## Three steps to succeed

If you're thinking about how you need to tackle 2017, here is a simple three step approach to set you on the right track.

1. **Focus on your audience**
2. **Refine your efforts**
3. **Get your team in order**

Our view is informed by the latest trend studies compiled by the likes of Deloitte Digital, PSFK and Gartner combined, and validated by our own primary research conducted throughout 2016 across multiple projects.

# Credits



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