WUNDERMAN THOMPSON

DISRUPTIVE TECHNOLOGIES

A spotlight on the technologies that will shape our future, through the eyes of senior IT and eCommerce business leaders in the UK, US and China.

JULY 2022

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INTRODUCTION

Trying to predict the future is one of the great human preoccupations. In the 21st century, any talk of the future inevitably turns to technology. We are living through an age of astonishing technological advancement. Innovation is shaping our future before our eyes, and at breakneck speed.

For anyone in business, keeping tabs on technological developments has become absolutely essential. Blink and you get left behind. New technologies are continuously emerging that raise the bar in business intelligence, optimisation, customer experience, revenue opportunities and more. Competitive advantage is now deeply tied to when and how successfully a business embraces the latest innovations.

To get a better understanding of how businesses and enterprises view emerging technologies, and what their priorities and needs around adoption are, we carried out a survey of 600 senior decision-makers and leaders in digital commerce, marketing and IT. Respondents were split evenly across the UK, US and China.

We focused our questioning on six core, often interwoven, technologies - AI, blockchain, decentralised identity, metaverse, Web 3.0 and XR (extended reality) - that look set to become major disruptive influences on business and commerce (if they are not already) in the coming years.

By ‘disruptive’, we mean technologies that have the potential to fundamentally alter the current technological landscape, shake up the way we do business, and change the way we live our lives. Previous examples of ‘disruptive’ technologies that have shifted the course of human history would include the internet, mobile, and cloud platform technology.

Without further ado, and backed by our latest, independent research, we examine our tech flightpath to the near future, and what it means for businesses today.

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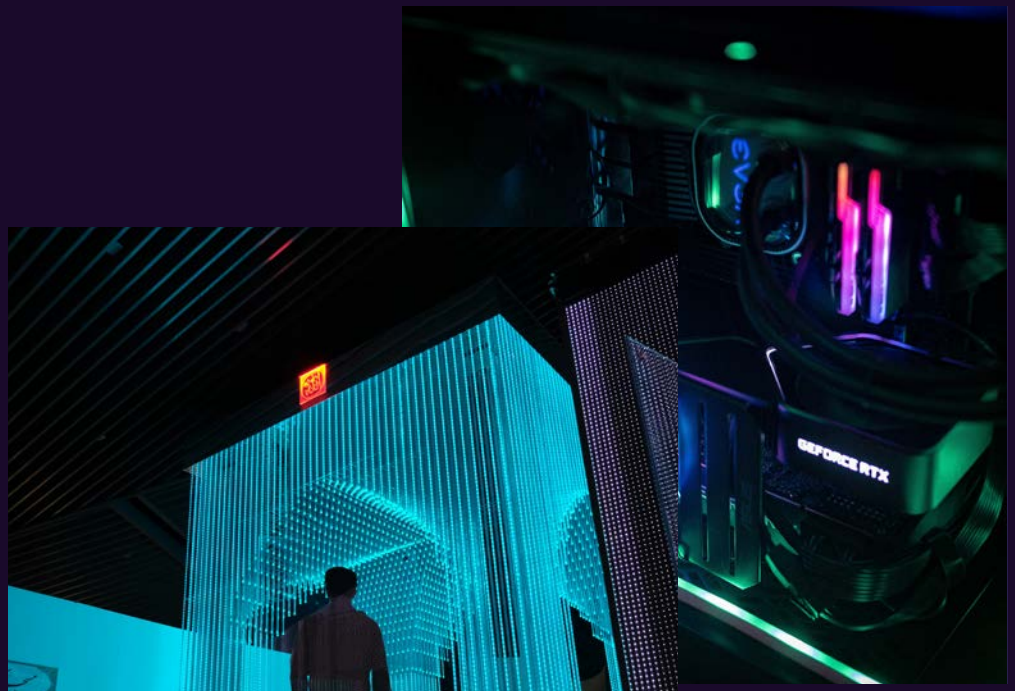


Methodology

The research was conducted by Censuswide, with 600 senior decision-makers and leaders in digital commerce, marketing and IT, equally split across the UK, US and China in companies ranging from £1 million+ to £500 million+ annual turnover. The research was run between 21.04.2022 – 28.04.2022. Censuswide abide by and employ members of the Market Research Society which is based on the ESOMAR principles.

Select quotes provided by senior leaders as part of our survey have been included throughout the report.

DISRUPTIVE TECHNOLOGIES **CONDENSED**

01 UPTAKE OF THESE TECH ADVANCES IS VITAL FOR FUTURE BUSINESS SUCCESS

92% of companies on average will have adopted each of the six technologies within 12 months, in some form.

More than **85%** of leaders believe all six technologies will be essential to their business in the next two years.

29% of business leaders believe the top benefit of adopting these technologies will be the creation of new revenue streams.

02 THESE NEW TECHNOLOGIES WILL REVOLUTIONISE BUSINESSES

70% of business leaders believe Web 3.0 marks a new revolution in web technology.

65% of leaders agree the metaverse will herald a revolution in technology.

94% of businesses say the environmental impact of new technologies is important to them.

03 BUT UNCERTAINTY AND CHALLENGES EXIST

51% of smaller firms say they are aware of Web 3.0 but not certain what opportunities it offers.

Two-thirds of small businesses think the metaverse is mostly hype.

29% of businesses say a lack of the right skill sets is the main barrier to them adopting new technologies.

04 CURRENT CAPABILITIES AROUND THESE NEW TECHNOLOGIES APPEAR STRONG

91% of companies rate their current ability to work with these technologies as strong or fair.

94% - top of the list is AI with ratings of strong (**61%**) and fair (**31%**).

05 CONSUMER EXPECTATION IS A DRIVING FORCE FOR INNOVATION

87% of decision-makers agree that consumers now expect continual cycles of innovation in digital shopping experiences.

88% of respondents believe their customers are looking for seamless, omni-channel experiences.

90% agree that digital technologies can add value to in-person shopping experiences.

41% of smaller companies believe they are at risk of losing relevance with customers if they do not adopt AI.

06 WORKING ALONGSIDE PARTNERS IS ESSENTIAL

67% say they would benefit from working with a specialist partner to implement these new technologies.

More than a third of businesses are struggling to find the right technology partners.

SECTION 1:

DEMYSTIFYING DISRUPTIVE TECH

DEMYSTIFYING DISRUPTIVE TECH

The first question we should address is “Why do you need to know about this?“ Well, not only is everyone talking about these technologies, but, as mentioned before, they have the capacity to change how we live and work.

With all this talk, another question we should consider is, do business leaders really understand these technologies, and how much knowledge and capability is there across organisations today?

So, the obvious place to start is to clarify what we mean by “disruptive technologies”, breaking this down into the six component parts we surveyed:

ARTIFICIAL INTELLIGENCE (AI)

AI is already a very familiar concept that is very much embedded both in how our businesses operate and in our day-to-day lives as consumers. In the most basic terms, AI is intelligence demonstrated by machines, as opposed to natural intelligence displayed by humans.

From digital assistants to self-learning analytics algorithms, from software automation to autonomous robots used in fields as diverse as medicine, logistics and manufacturing, or advanced digital twin simulations, AI-powered applications can mimic the problem-solving and decision-making capabilities of the human mind, and continue to adapt and learn to achieve an objective.

AI has come a long way already, but we know it still has so much more to give. We could talk about the ‘next generation’ of AI technologies as a category in their own right. On the not-too-distant horizon is a future of driverless vehicles, personalised medicine based on your unique genome, and end-to-end optimisation of entire businesses based on real-time data analysis that will generate immediate benefits.

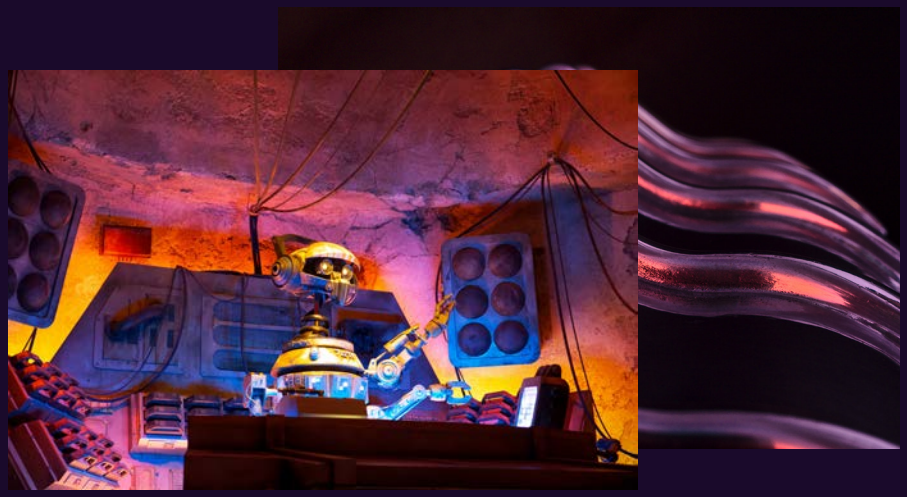
Further down the line, it’s possible that computing as we know it will be replaced by artificial neural networks (ANNs), so massive scale analytics and machine learning capabilities become hard wired into all IT applications - perhaps the precursor to truly sentient machines. And humans will turn to the stellar computational capabilities of such supercomputers to solve everything from the climate crisis to world hunger, overpopulation of cities to space exploration.

BLOCKCHAIN

Best known as the technology on which cryptocurrencies are built, blockchain is most simply defined as a decentralised, distributed ledger that records the provenance of a digital asset. By design and using advanced cryptographic techniques, any data recorded on a blockchain cannot be modified. With a shared peer-to-peer infrastructure, it removes the need for centralised authentication in digital transactions, which makes it a legitimate disruptor for industries like payments (e.g. via cryptocurrencies), cybersecurity and healthcare. Other use cases include so-called smart contracts, which automatically trigger an outcome when conditions agreed between two parties are met (e.g. payment sent to a worker when a fixed number of hours are logged).

And Non Fungible Tokens (NFTs) represent a brand new market in unique digital content (audio, graphic, video etc) sold as original creations - much like the way art is traded. NFTs are securely recorded on a blockchain, which ensures the NFT itself is one-of-a-kind and cannot be copied (although these principles do not necessarily apply to the related digital asset).

> *Today’s generation want, and depend on, advanced technology. That is why my organisation is working towards advancement in these technology areas - to enhance productivity and efficiency development.*
>
> *(Survey respondent)*



DECENTRALISED IDENTITY TECHNOLOGY

Another application of blockchain which, for the purposes of this report, we've pulled out into a category of its own, is decentralised identity. Decentralised identity makes use of the distributed, secure nature of blockchain technology to create a trust framework that puts users in full control of their digital identity.

Users load their unique identity credentials onto a blockchain. The blockchain generates what are known as decentralised identifiers, or DIDs - a private key which is held in a secure digital wallet on the user's own device, and to which only they have access, and a public key, which the user grants organisations access to for authentication purposes.

The blockchain automatically establishes if the DIDs match without any need to submit further personal data. The distributed nature of blockchain ensures DIDs are always available for verification for any purpose, meaning they can be used universally - one identification protocol for all purposes.

THE METAVERSE

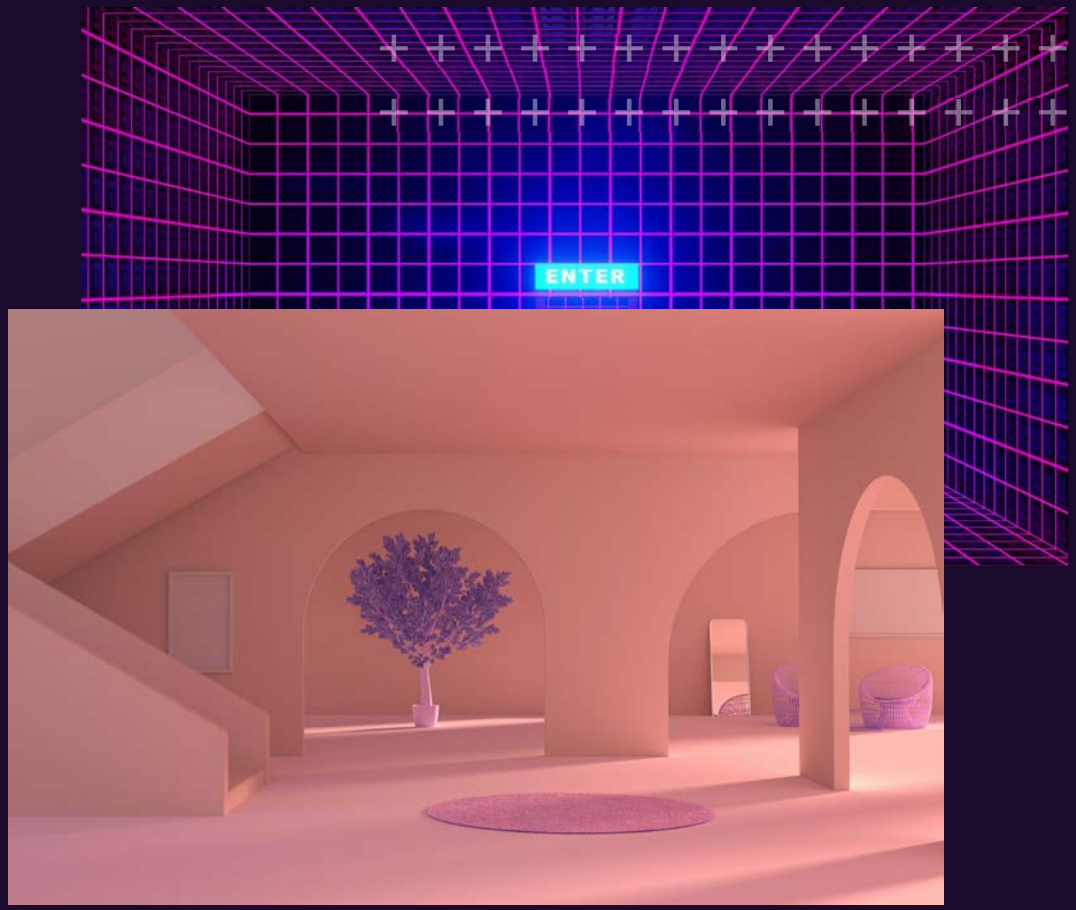
Mark Zuckerberg's high-profile decision to change the Facebook company name to Meta tells you everything you need to know about what the social media guru expects to be the next big thing in tech. Also referred to as the 'spatial web', the metaverse can be described as a fully immersive digital reality - a world-wide web that you (or at least your avatar) can walk around in.

The metaverse can be understood as a connected, immersive version of virtual reality - a series of virtual worlds that are networked together, rather than being isolated in a single platform or video game. It's a place where our digital and physical lives converge and location-defying worlds can bring people together. As such, it could have a transformative effect on how we work, play, shop and socialise in the future.

Still in its infancy, the metaverse will form over time as different products, services and capabilities are integrated. For example, we may see digital stores evolve first to become VR spaces where shoppers can interact with goods the way they would in a physical store, rather than browsing via a 2D screen. The next step would be for all these virtual stores to be networked together to create vast virtual high streets, shopping malls and retail parks. Likewise, we could see social media evolve into interactive social spaces, people will sit with the avatars of friends and loved ones in virtual cinemas, parks, stadiums, gig venues.

The promise for businesses is how much of this can be monetised. Consumer spend through gaming platforms is already a growing trend. With the metaverse, the opportunities could grow to be truly universal in scale.

> ***Now in the experimental exploration stage, the unique advantages of this technology (metaverse) are being discovered, in preparation for the large investment in the future.***
>
> *(Survey respondent)*



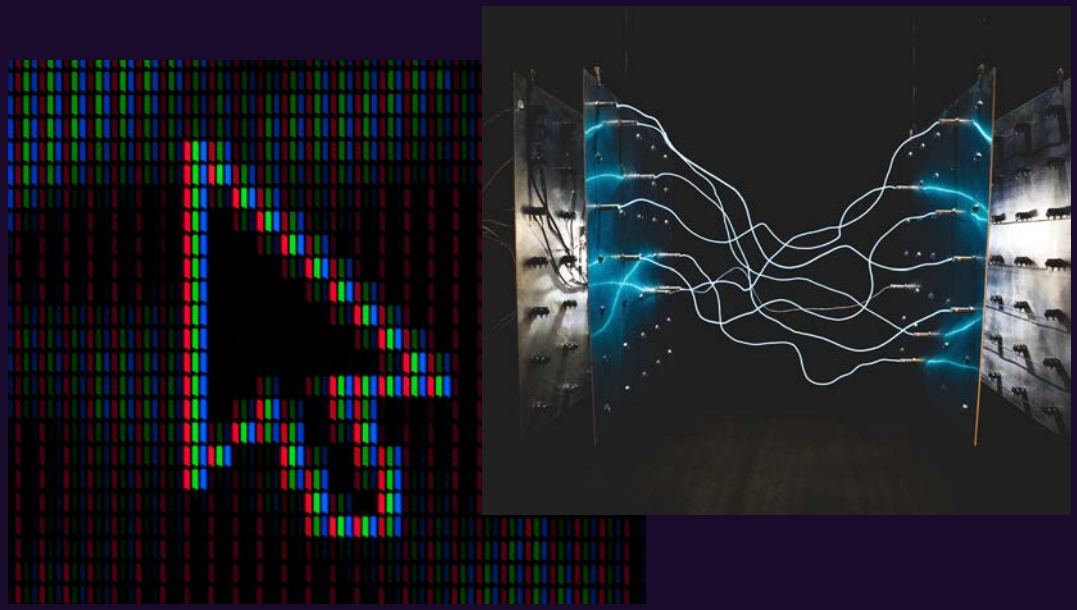
WEB 3.0

Another vision of the future of the internet is so-called Web 3.0, also referred to as the ‘semantic web’. Billed as the next iteration of the world-wide web, Web 3.0 is really a vision of the internet built on other technologies - most notably, blockchain and AI.

A world-wide web built on blockchain is arguably one of the most radical concepts to emerge in digital technology. That would mean a decentralised internet where people have full control over their own data. It would have greater transparency and fundamentally shift access to content and services away from a client-server model to a more direct peer-to-peer one.

In the current Web 2.0 model, the ‘server’ element refers to entities who act as third-party gatekeepers to online resources - the IT providers that offer web hosting, cloud services, data management and so on, in between businesses and their end customers. The big beneficiaries of this model are the tech giants like Amazon, Microsoft, Google, Meta and Apple who dominate the digital ecosystem. There’s an argument that Web 3.0 would break their stranglehold.

The reason Web 3.0 is also known as the “semantic web” is because another of its key objectives is to make internet data more machine-readable. This would ensure that the vast swathes of information and data available online could be more easily processed by AI applications, leading to faster page loads, more accurate searches, better personalised content etc.



EXTENDED REALITY (XR)

Extended Reality, or XR, is a catch-all term for a group of related technologies - virtual reality (VR), augmented reality (AR) and mixed reality (MR).

VR is already commonplace in gaming and is growing in popularity as a resource for training and education, providing immersive simulation experiences. Other emerging commercial applications include ‘true’ virtual conferencing and remote meetings (i.e. mirroring the experience of sitting in a virtual conference or meeting room, not just connected via video screen), as well as immersive digital retail and entertainment. As we have seen, future ambitions for VR are also closely tied in with the metaverse.

AR technology adds a digital overlay to physical reality, usually via a screen or a wearable device (like Microsoft’s HoloLens). In that way, digital content ‘augments’ what you can actually see. Popularised by things like the Pokémon GO video game and Snapchat filters, AR has a great deal of potential for blurring the lines between digital and physical commerce. Current examples include fashion retailers using ‘magic mirror’ AR platforms that allow shoppers to try on items virtually, and home furnishing retailers creating AR apps that allow people to visualise how furniture would look and fit in their home.

Like AR, MR blends physical reality with digital content, but does so to create a new and immersive perceptive experience. In that sense, it can be understood as a midpoint between VR and AR. While some MR applications involve building immersive virtual environments from actual physical spaces, perhaps the most intriguing example of MR is the idea of placing digital objects within a physical plane - otherwise known as a hologram.

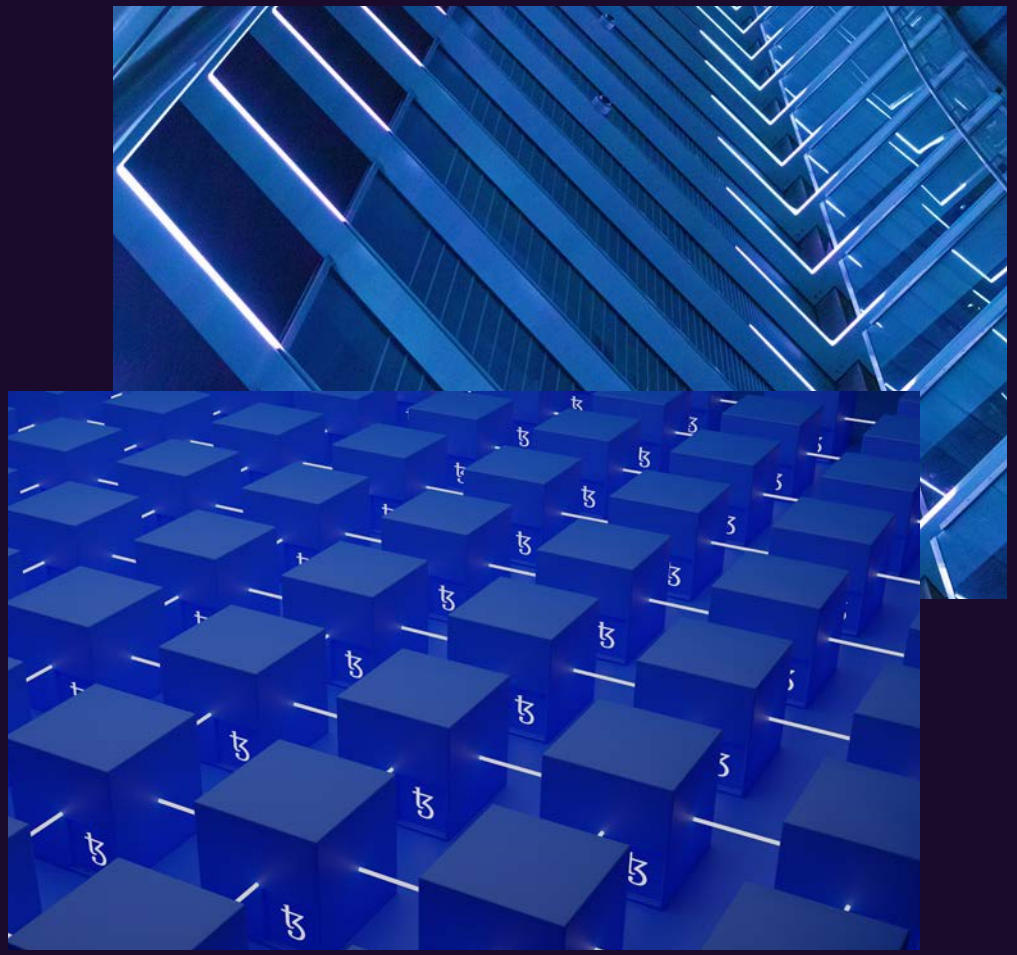
> ***These are essential technologies to move us forward and have an edge over our competitors.***
>
> *(Survey respondent)*

HOW WELL UNDERSTOOD ARE THESE TECHNOLOGIES?

Our survey gave us a clear view on business leaders' understanding of each technology. AI came out on top, with 67% saying they had a strong understanding of it. This was followed by blockchain (64%) and XR (60%), which follow AI in terms of how widely used they already are.

How do you rate your organisation's understanding of the following technologies?

TECHNOLOGY	STRONG	FAIR	UNDER-STRENGTH	DONT KNOW
Artificial Intelligence	66%	28%	5%	1%
Blockchain technologies	62%	33%	5%	1%
Decentralised identity technology	58%	36%	5%	1%
XR (Extended Reality, i.e. Augmented Reality, Virtual Reality and Mixed Reality)	54%	39%	6%	1%
The metaverse	52%	39%	8%	1%
Web 3.0	50%	41%	7%	1%



SECTION 2:

THE BENEFITS OF THE NEW WAVE OF TECHNOLOGIES

THE BENEFITS OF THE NEW WAVE OF TECHNOLOGIES

Concepts like the metaverse, mixed reality, ‘super brain’ neural network AI and the semantic web make for great headlines. But how much of the buzz around these technologies is pure hype? When we peel that away, how much is left in terms of tangible business value and opportunity today?

This is what we learnt.

WHAT BENEFITS DO BUSINESSES WANT TO REALISE FROM TECH INNOVATION?

One thing that is apparent from our survey results is that businesses have a clear idea about what they want to get out of technological innovation. By and large, we also found a high level of consensus across countries and between businesses of different sizes.

We started off by asking respondents about the areas of technological development they believed would deliver most value to their businesses.

Which of the following areas, if any, could add value to your business and should be a priority for innovation?

More sophisticated use of data (e.g. to support decision-making)	39%
End-to-end process automation, including automation of digital development	37%
Capability to accelerate launch of software or new features reliably	35%
More seamless crossover between physical and digital experiences	33%
More personalised digital experiences for your customers	32%
Removal of friction points in the customer journey (e.g. logging into accounts, inputting payment details at checkout)	31%
Enhanced data privacy for your customers	30%
More streamlined shopping experiences	24%
More voice applications to support customers	22%

We shouldn't be surprised to see more sophisticated use of data come out on top. Data is an essential resource for the modern business, driving value through smarter decision-making and by revealing both opportunities and areas for improvement.

In fact, data can be said to underpin all the other areas on the list, which relate to operational efficiency (end-to-end process automation, accelerated launch of features) and customer experience (more personalised experiences, removal of friction points, more streamlined shopping experiences etc.)

THREE KEY AREAS THAT DISRUPTIVE TECHNOLOGIES CAN BENEFIT ARE THE USAGE OF DATA, IMPROVEMENT IN CUSTOMER EXPERIENCE AND OPERATIONAL EFFICIENCY.

EXPERT OPINION:

With customer experience a key competitive battlefield, tech innovation can make a big difference

It's telling how prevalent the customer experience is across many of these findings, with businesses viewing CX as critical to adding value to their business, and focusing on tech innovation to do just that. And there's a clear reason for that...

These disruptive technologies have the powerful potential to inspire a step change in customer experience, for instance, making shopper journeys entirely seamless across all channels, delivering hyper-personalisation, and presenting wholly immersive online (and shoppable) worlds.

RACHEL SMITH
Experience Director
Wunderman Thompson Commerce

At the same time, enhanced data privacy for customers, removal of friction points in the customer journey, more personalised digital experiences and more seamless crossover between physical and digital experiences were all picked out by more than 30% of respondents.

Clearly, driving improvements in customer experience is very much at the forefront of people's thinking in terms of what they want to get out of technology.

> *From business strategy planning and decision-making to faster computing and smoother user interfaces, Artificial Intelligence plays a major role for us.*
>
> *(Survey respondent)*

We got an even stronger sense of this elsewhere in the survey. 90% of people we spoke to told us, for example, that they believed these digital technologies can add value to in-person shopping experiences. 88% said their customers are looking for seamless, omni-channel experiences and 87% feel consumers now expect continual cycles of innovation in digital shopping experiences. 85% agree that their customers increasingly crave personalised experiences when shopping, while 88% say their customers will welcome a more secure online shopping experience.

90% of business leaders believe digital technologies can add value to in-person shopping experiences.

So, there's a strong message that businesses are looking to technology to improve decision-making and streamline operations, and therefore deliver a better customer experience.

But how do they see the emerging disruptive technologies we picked out shaping up against these priorities?

WHICH TECHNOLOGIES WILL DRIVE MOST BUSINESS VALUE?

Businesses already see next-gen technologies as critical to achieving their digital ambitions From our survey results, there is little room for doubt. The majority of businesses already view the next wave of emerging technologies as critical to their digital plans going forward.

When we asked about the role each of our focus technologies would play in advancing their businesses in the coming years, an overwhelming majority said all six would be essential.

How do you rate each of the following in terms of their ability to advance your business in the next 1-2 years?

TECHNOLOGY	RATED ABSOLUTELY OR SOMEWHAT ESSENTIAL
Artificial Intelligence	91%
Blockchain technologies	88%
Decentralised identity technology	90%
The metaverse	85%
Web 3.0	87%
XR (Extended Reality, i.e. Augmented Reality, Virtual Reality and Mixed Reality)	86%

EXPERT OPINION:

Artificial Intelligence is a sure-fire way to advance a business

It's encouraging that this survey confirms the view of AI as the leading tech to move a business forward. Our organisation stands as testament to this, too, with many of our clients benefiting from substantial improvements in efficiencies, cost-savings and decision-making capabilities within a matter of months of adopting AI. Whether predicting consumer behaviour, forecasting demand, utilising pattern recognition, routing vehicles, minimising packaging, buying media, scheduling staff or virtual modeling with digital twins, the opportunities for moving businesses forward through AI are virtually endless.

At Satalia, we're excited to help support as many businesses on their AI journey as possible.

DANIEL HULME
CEO, Satalia,
A Wunderman Thompson Commerce Company
Chief AI Officer, WPP

70% of business leaders believe Web 3.0 marks a new revolution in web technology.

We did see some minor differences in attitude across businesses of different sizes. For example, among smaller companies of between 10 and 49 employees, 74% see Web 3.0 as essential to their future ambitions, well down on the overall average. Similarly, 74% see the metaverse as essential within the next couple of years at least, and 78% view decentralised identity technology as essential.

But we shouldn't read too much into the lower numbers. We're still talking about three quarters of smaller businesses talking about the likes of the metaverse and Web 3.0 becoming essential within the next couple of years.

The most interesting contrast is across countries, with digital decision-makers from the UK noticeably less enthusiastic about emerging disruptive technologies than their counterparts in the US and China. For example, a quarter (25%) of respondents in the UK said the metaverse and XR were 'not essential' to them in the next couple of years. 21% said the same about blockchain. This contrasts with just 4% from China who don't see the metaverse as essential, and 6% who feel the same about XR and Web 3.0.

We saw a similar pattern when we dug deeper into attitudes about the different technologies. For example, overall, 70% of respondents believe Web 3.0 marks a new revolution in web technology, rising to 89% in China. 65% said the same about the metaverse. But more than a third (36%) of businesses in the UK believe Web 3.0 is primarily hype, rising to 43% who see the metaverse in the same light.

43% of businesses in the UK believe that the metaverse is primarily hype.

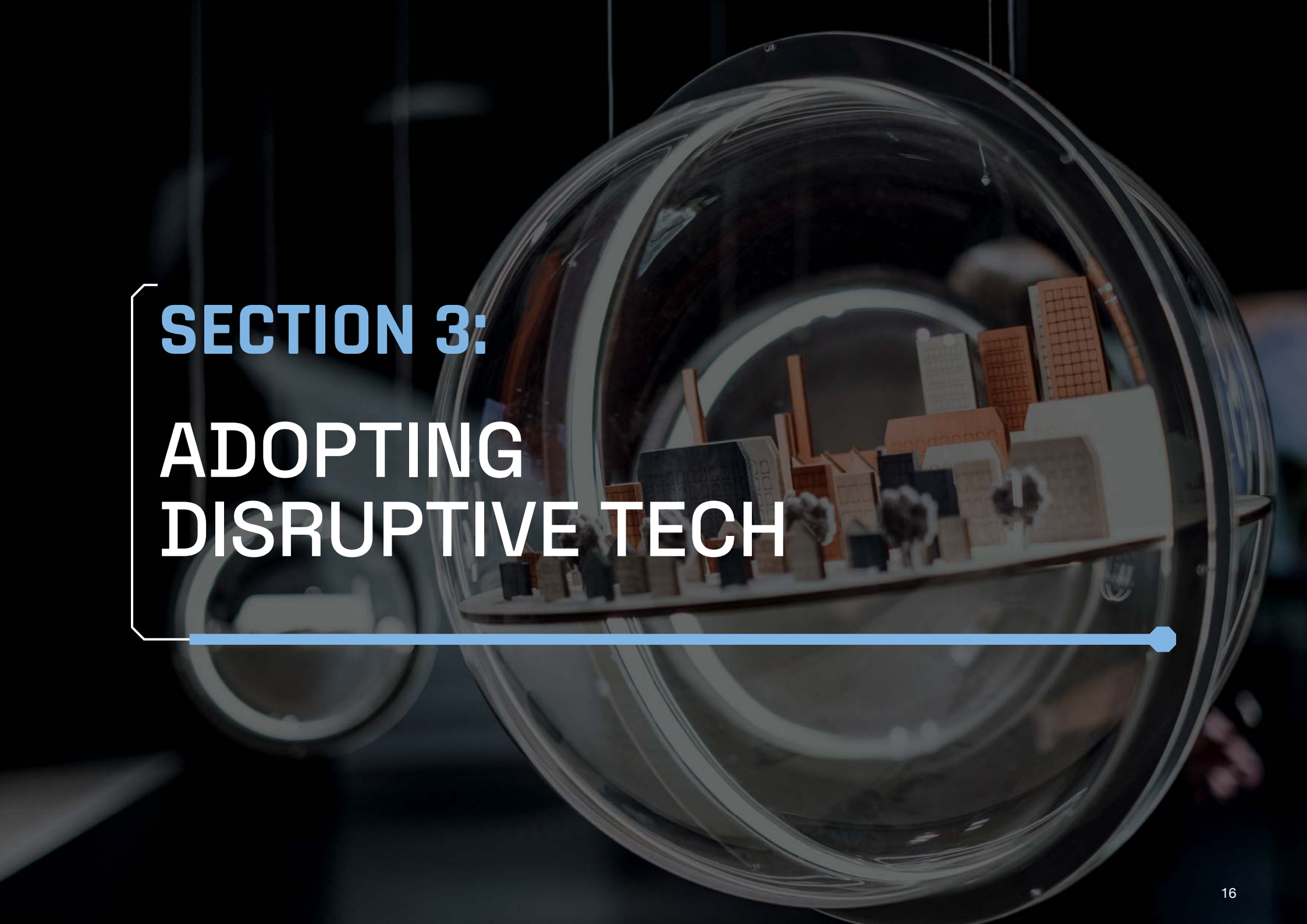
Incidentally, two-thirds (65%) of businesses with fewer than 50 employees also see metaverse mostly hype, dropping to 30% of organisations with between 250 and 500 employees. A convincing 68% of these larger organisations buy into the idea that the metaverse is a coming technological revolution.

So, there are differences in opinion as to what these emerging technologies as have to offer. The larger the company, the more likely they are to have a positive view on the potential of new and disruptive technologies. That can be partly explained by larger organisations having greater capacity for investment in innovation, and the fact that they are already more digitally mature.

There are also signs that decision-makers in the UK need more convincing about next generation technologies than their counterparts in China and the US. In the latter, for example, a majority believe all six technologies we quizzed them about will become absolutely essential within five years. In the UK, the highest figure for the rating any of the technologies absolutely essential was 43% for blockchain.

> ***Blockchain would be used (by us) for creation and secure storage of customer details, and could be used for secure payments once blockchain payments are more mainstream.***
>
> *(Survey respondent)*

Yet, while there might be differences in opinion about how essential or how hyped up one technology or another is, when it comes to reasons for adopting, arguably the most surprising thing is how many decision-makers are on the same page, regardless of location or size of company.



SECTION 3:

ADOPTING DISRUPTIVE TECH

HOW READY ARE BUSINESSES TO ADOPT NEXT-GEN TECHNOLOGIES?

Overall, we found a high level of confidence about working with the emerging generation of new digital technologies.

When we asked respondents to rate their current ability to work with the technologies listed, 91% said it was either strong or fair. Whilst this is clearly encouraging, it will be interesting to see how this confidence plays out as these technologies are adopted and deployed at scale.

It also highlights a certain conflict with our finding that, by far, the majority of the same business leaders acknowledge the benefit of working with a tech partner to implement these technologies.

91% of companies rate their ability to work with these emerging technologies as strong or fair.

How do you rate your organisation's ability to work with the following technologies today?

TECHNOLOGY	STRONG	FAIR	UNDER-STRENGTH
Artificial Intelligence	61%	33%	5%
Blockchain technologies	56%	36%	8%
XR (Extended Reality, i.e. AR, VR & MR)	54%	36%	9%
Decentralised identity technology	52%	39%	8%
The metaverse	49%	30%	9%
Web 3.0	50%	39%	9%

The fact that AI comes out as the technology that businesses are most confident about implementing probably reflects the fact that it is at this stage the most widely adopted of the six technologies.

> *These technologies are necessary for the development of enterprises in the future, and we are stepping up our efforts to learn and apply them.*

Our findings across all categories confirm that confidence about adopting new technologies increases with the size of the business. The biggest difference, for example, is in Web 3.0. Just 42% of firms with a turnover between £1m and £10m rated their ability to work with Web 3.0 technologies as strong, compared to 58% of large enterprises. 51% of smaller firms (by turnover) admit they are aware of what Web 3.0 is but are not clear about the opportunities it offers them.

WHAT WE SAW IN ALL CATEGORIES CONFIRMS THAT CONFIDENCE ABOUT ADOPTING NEW TECHNOLOGIES INCREASES WITH THE SIZE OF THE BUSINESS.

Following on from that, one in 10 smaller businesses (10%) say their ability to work with Web 3.0 technologies is under-strength. The same proportion say they are not ready to work with the metaverse, and this actually rises to 15% who are not confident about their current ability to adopt XR - which stands out considering that AR and VR applications are already fairly commonplace. Clearly there is work to be done in supporting businesses to take advantage of these opportunities.

51% of smaller firms say they are aware of Web 3.0 but are not certain what opportunities it offers them.

Another notable contrast in the data is the level of confidence among UK firms compared to their colleagues in the the US and China. Just 46% of companies in the UK rate their ability to work with AI as strong, versus 71% in China and 67% in US; 11% say it is under-strength. Just 31% are completely convinced they are ready to work with the metaverse, and 16% say their capabilities are understrength.

For a country that prides itself on its tech industry and being at the forefront of digital innovation, these are figures that suggest it could be in danger of falling behind in the digital arms race. Compared to both the US and China, the UK can be rather risk-averse, and UK organisations don't tend to among the earliest adopters despite their agility. Advanced AI is still a developing technology, but as the technology matures and best-in-class solutions emerge, firms will swiftly identify and adopt those that will have the most impact.

46% of companies in the UK rate their ability to work with AI as strong, well below the figures for China and US.

WHAT IS THE CURRENT STATE OF IMPLEMENTATION?

Of course, confidence about adopting technologies doesn't necessarily translate into actual implementation. So, we asked our survey participants where their organisation was with their adoption plans.

To what extent, if at all, has your organisation already implemented examples of the below?

TECHNOLOGY	ALREADY DEPLOYED	IN PROGRESS	NO PLANS TO DEPLOY	NOT STARTED, BUT WITHIN 12 MTHS	TO START IN 12+ MTHS	DONT KNOW
Artificial Intelligence	51%	33%	2%	12%	3%	0%
Blockchain technologies	44%	33%	4%	15%	3%	1%
XR (Extended Reality, i.e. AR, VR & MR)	43%	36%	5%	12%	4%	1%
Decentralised identity technology	38%	38%	2%	17%	5%	1%
The metaverse	36%	37%	5%	16%	5%	1%
Web 3.0	34%	38%	2%	19%	7%	1%
Average	41%	36%	3%	15%	4%	1%

What leaps out from these figures is just how many companies have either already deployed, are in the process of deploying, or plan to deploy all of the technologies within the next 12 months. In fact, if we take these figures, the overwhelming majority of businesses will be well on their way to using all six technologies this time next year.

On that score, perhaps we have to exercise a little caution, remembering that roughly a third of businesses only rate their current ability to adopt as 'fair'. Indeed, many organisations, especially those with larger and more complex architectures, are still in the process of implementing longer standing tech trends to improve their customer experience and business agility, such as going headless, API-first and cloud-native, and moving towards a more composable architecture.

> ***We have a dedicated department for the manufacture and deployment of AI technology across the entire organisation, which would expand to include the metaverse and blockchain technology. Blockchain should allow us to add many new things to our data, in my opinion.***
>
> *(Survey respondent)*

EXPERT OPINION:

These leading disruptive technologies are here today and already being widely adopted.

It's reassuring that this survey confirms a significant move towards adoption of these disruptive technologies among businesses today, with between a third and a half of each of the six technologies already deployed in some way.

We can expect the rate and scale of adoption to grow and grow. The cost of inaction will be high for many, so our advice – especially to smaller businesses who tend to lag in their deployment scores – is to address the barriers to adoption that we've identified.

NICK HARRY
Head of Technology,
Wunderman Thompson Commerce

Again, the 'already deployed' figures follow the pattern you would expect - AI comes out as the most commonly used at present by a clear margin, with blockchain and XR technologies next, followed by decentralised identification, metaverse and Web 3.0.

We also saw a very clear demarcation in adoption by size of company, with smaller firms by turnover noticeably lagging behind in what they have already deployed. For example, just 28% report implementing anything to do with Web 3.0, and 29% the metaverse, compared with 41% and 43% of enterprises. Even with AI, the already adopted rate of 41% is well behind the 59% reported by enterprises.

> ***We are testing the application usage within our organisation. We have completed a large digitisation project, and the use of blockchains & AI is our next step to automation.***
> *(Survey respondent)*

Following on from the contrast in confidence over working with these technologies between the UK and the other two countries, it's no surprise that the UK is also lagging behind in current adoption. The contrast is especially sharp with China. In the UK, for example, just 35% of firms say they are already working with AI, compared to 67% in China. This falls to 24% of UK firms that have adopted technologies related to the metaverse, versus 44% in China.

> ***We use blockchain technology in cryptocurrency in order for our clients to make purchases or receive purchases from their customers, and the matter of VR is something we are looking at as a digital experience for shopping, so a customer could go into the metaverse and view clothing before purchasing.***
> *(Survey respondent)*

SECTION 4:

WHAT'S DRIVING ADOPTION?

DRIVERS FOR ADOPTING NEXT GENERATION TECHNOLOGIES

When we asked what people saw as the main benefits of adopting our focus technologies, six answers dominated across the board.

What are the main benefits of adopting each of the technologies listed in your business?

TECHNOLOGY	BETTER EFFICIENCY	COST SAVINGS	BUILDS DIFFERENTIATION	NEW REVENUE STREAM	FUTURE- PROOFS BUSINESS	HIGHER CUSTOMER SATISFACTION
Artificial Intelligence	29%	29%	27%	26%	25%	19%
Blockchain technologies	22%	25%	25%	31%	30%	22%
Decentralised identity technology	23%	31%	23%	26%	31%	19%
Metaverse	22%	25%	25%	29%	26%	21%
Web 3.0	21%	27%	27%	29%	27%	19%
XR	24%	25%	27%	32%	23%	23%
Average	24%	27%	25%	29%	27%	20%

Looking across all six technologies, the most common benefit picked out was creating new revenue streams, followed by delivering cost savings and future proofing the business.

When we dig into the data by country, there are some interesting regional variations. For example, in the UK, helping to future-proof the business emerged as the top benefit for all six categories. In the US, cost savings was the top benefit for four of the six (blockchain, metaverse, decentralised identity tech, and Web 3.0).

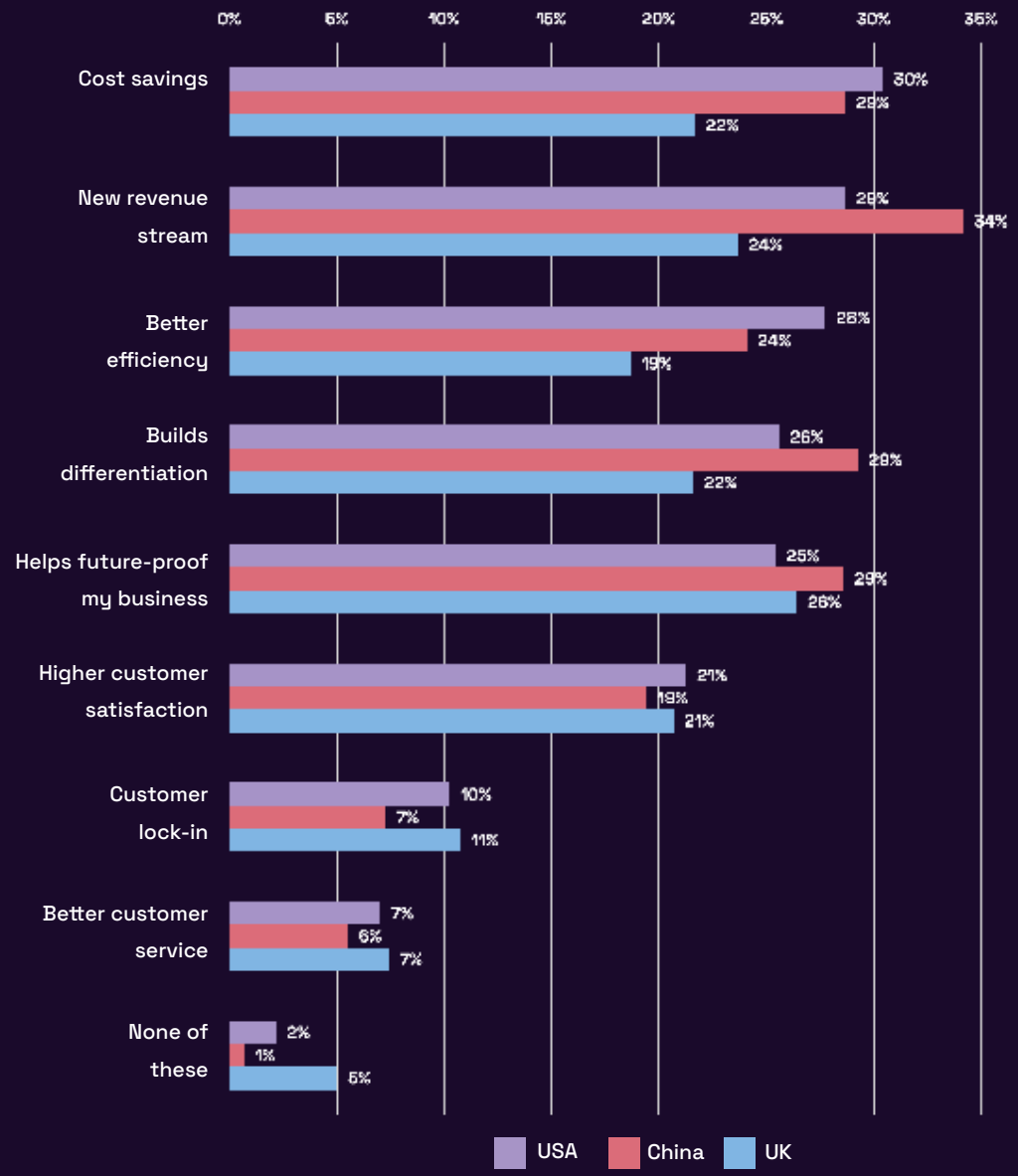
> ***"In regard to Web 3.0, it allows my business to cut out the middleman and directly connect to consumers. This facilitates communication and collaboration between employees, partners and customers making a more efficient business. It is the future of any company - understanding and controlling this new technology is vital for growth in the future".***
>
> *(Survey respondent)*

Leading on from this, there are some interesting contrasts in what decision-makers see as the main potential of the different technologies across countries. For example, a high percentage of respondents in the US (31%) see blockchain bringing cost benefits to their business, compared to both China (25%) and the UK (19%).

On the other hand, a much smaller proportion of UK companies (23%) see AI as having cost saving potential than either the US (31%) or China (33%). By contrast, US businesses don't really see AI as a route to future-proofing their businesses (20%) compared to the UK (29%) and China (27%).

In China, we saw some particularly high figures for emerging technologies creating new revenue streams. In particular, 40% of Chinese IT decision-makers view XR technologies as a gateway to new market opportunities, and 37% say the same about Web 3.0. 31% of businesses in China believe the metaverse will help them create a point of difference to competitors (contrasted to 19% in the UK and 24% in the US).

Main benefits of the six technologies (combined) by country

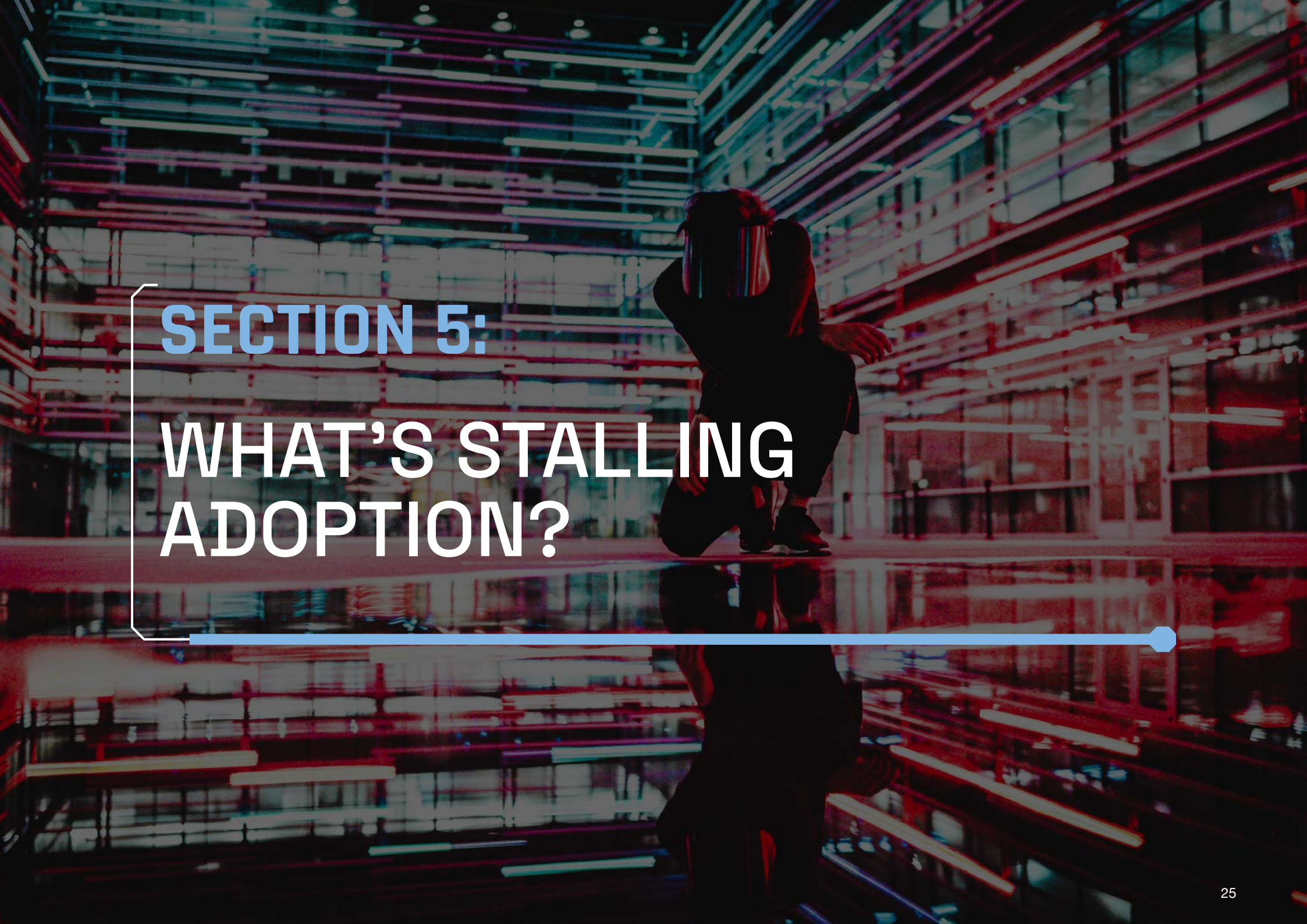


EXPERT OPINION:

These disruptive technologies have the potential to unleash a raft of new business benefits

It's indicative of the confidence in the commercial potential of these disruptive technologies and the pressures on organisations today that "new revenue streams" is viewed as their main benefit. Interestingly, business leaders in China gave the highest scores for the revenue potential of these technologies, though when we consider many of China's advances in retail – livestream commerce, for instance – this shouldn't come as a big surprise.

JUSTIN PEYTON
Chief Strategy & Transformation Officer, APAC, Wunderman Thompson



SECTION 5:

WHAT'S STALLING ADOPTION?

SKILLS SHORTAGES ARE THE BIGGEST BARRIER TO ADOPTION

While there is clearly a lot of positivity about adopting new technologies, it's important to understand the reasons why some businesses are not so confident. So, we asked our survey participants what they saw as the biggest barriers to implementing our focus technologies.

Within your organisation, what do you see as the top barriers to working with, and adopting, each of the following technologies?

TECHNOLOGY	LACK OF THE RIGHT SKILL SET	LACK OF STAKEHOLDER BACKING	DEGREE OF BUSINESS CHANGE	AGREEMENT ON DIGITAL STRATEGY	DEPENDENCY ON OTHER PARTS OF THE BUSINESS	INSUFFICIENT FUNDING
Artificial Intelligence	29%	25%	24%	23%	18%	15%
Blockchain technologies	29%	26%	24%	21%	18%	14%
Decentralised identity technology	30%	28%	24%	22%	20%	13%
Metaverse	30%	26%	22%	21%	18%	16%
Web 3.0	26%	28%	25%	23%	20%	13%
XR	29%	27%	26%	22%	19%	12%
Average	29%	27%	24%	22%	19%	14%

29% of businesses say a lack of the right skill sets is a main barrier to them adopting new technologies.

Averaging out at 29% across the six technologies, decision-makers clearly see skill shortages as the biggest barrier to adopting the new breed of digital technologies. This was fairly consistent across different sizes of organisation, with one or two interesting contrasts on specific technologies.

For example, only 15% of small companies by number of employees, and 21% in the lowest turnover bracket felt that skills were a barrier to them adopting AI. But 48% cited skills as an issue for adopting XR, and 41% said the same about blockchain.

EXPERT OPINION:

Finding the right people is critical for successful tech implementations

The emergence of new technology is exciting, but getting the most out of it can be a challenge for companies. You can always buy new technology, but finding the right people who know your business inside out, and have the right technology skill set is a slightly tricker task. Therefore, investment in technology should always be accompanied by investment in people. For large organisations, investment in people does not always have to mean recruitment. Invest in your existing workforce to ensure that teams have the right skills and can apply them whilst knowing your business context and nuance. Smaller companies may not be at such an advantage, but you never know who will be your next blockchain or AI expert!

JAMES SCOTT-FLANAGAN
Senior Consultant,
Wunderman Thompson Technology

> *We are in a strong position to work with most of these technologies but lack skill and experience in certain fields like the metaverse.*
>
> *(Survey respondent)*

For the second most popular answer, a lack of stakeholder backing (27% on average), there are also signs that smaller businesses see this as a bigger barrier than larger companies, certainly for some technologies. For example, 41% picked this out as an obstacle to them investing in technologies related to the metaverse, compared to 25% of companies with over 500 employees. 37% say the same about Web 3.0, while 33% also feel it is an issue for AI. The same proportion of small businesses are also concerned about the amount of business change required to adopt AI.

> *All these are tools that will make the processes in the organisation work smoothly and better, and we have personnel capable of handling each case, and constant training in these new technologies.*
>
> *(Survey respondent)*

Looking at the results by country, Chinese businesses are much more likely to see the knock-on effects of implementing new technologies as a barrier. On average, 34% of Chinese firms see dependencies across the business as an obstacle to implementing these technologies, compared to just 14% of UK companies. However, companies in China see agreement on digital strategy as much less of an issue - just 7% cited this across the six technologies.

By contrast, 30% of US businesses feel agreement on strategy is a barrier to implementing Web 3.0 and XR. This could suggest there is a clearer consensus on the opportunities presented by emerging technologies in China. Backing this up, when we asked how well respondents understood the opportunities presented by specific technologies, half (50%) of Chinese decision-makers suggested they had a clear view of the benefits of decentralised identity technologies, for example (versus 23% in the UK). 46% said the same about Web 3.0, again compared to just 23% in the UK - although 42% of Chinese firms also agreed that they could improve their understanding of the opportunities.

LARGER COMPANIES HAVE FEWER CONCERNS IN ADOPTING DISRUPTIVE TECH THAN SMALLER BUSINESSES

In this part of the survey we widened the technology base to include more technologies, commerce capabilities and practices. And when we drilled down into the concerns decision-makers have about implementing them, it was encouraging that the most popular response was no concerns - 29% across all technologies.

29% of businesses have no concerns about adopting new technologies.

After that, cost (25%) emerged as the biggest concern followed by complexity (24%). It's noteworthy that businesses see skills as a key barrier too but it's by no means their main concern, suggesting a level of confidence in either their own training and development capabilities or the ability of the labour market to meet their needs.

The largest companies by turnover have noticeably fewer concerns (average 39%). The only stand-out exception is Mixed Reality, where 27% of large enterprises say they lack the right skills.

By contrast, concerns are much more apparent among smaller companies with 10-49 employees. Just 11% say they have no concerns about adopting AR, for example, and only 15% have no concerns about AI. For companies of this size, cost is their biggest concern. The fact that 44% view AR as too costly, and 41% feel the same about AI, stands out. 33% say the same about connected devices, and 30% about social commerce.

Breaking down the findings by country, stand-outs include the fact that in China a relatively high proportion of businesses see blockchain (37%), gaming commerce (30%), intelligent agents (31%) and the metaverse (33%) as too complex. Another notable figure is that the number of companies in the UK that have no interest in gaming technologies (15%) is double what it is in both the US and China.

What are your main concerns with regard to adopting the following technologies?

TECHNOLOGY	NO CONCERNS	TOO COSTLY	TOO COMPLEX	WE LACK THE REQUIRED SKILLS	TOO RISKY
AI	32%	29%	24%	19%	13%
Blockchain	27%	27%	27%	21%	14%
Decentralised Identity Tech	29%	27%	25%	22%	14%
Metaverse	27%	26%	26%	25%	15%
Web 3.0	26%	28%	25%	23%	20%
AR	28%	27%	24%	22%	15%
Mixed Reality	26%	27%	27%	22%	13%
VR	27%	27%	23%	21%	15%
CI/CD	30%	27%	25%	22%	13%
Connected Devices	32%	25%	23%	20%	14%
Gaming Commerce	29%	26%	23%	19%	13%
Intelligent Agents	29%	26%	25%	23%	13%
Livestream Commerce	29%	27%	21%	22%	14%
Social Commerce	33%	25%	20%	20%	12%
Space Commerce	25%	26%	25%	22%	14%
Sustainable Commerce	32%	27%	22%	20%	14%

DECENTRALISED IDENTITY AND WEB 3.0 VIEWED AS A THREAT BY SOME BUSINESSES

Our survey also offered up more details about what was holding businesses back in relation to specific technologies. We've already mentioned that a sizeable proportion of businesses don't feel completely up to speed with the opportunities decentralised identity and Web 3.0 technologies offer them.

EXPERT OPINION:

Despite the benefits associated with these technologies, it would be naïve to dismiss the threats and challenges they pose

We can expect most new technologies to be shrouded in a bit of mystery and hype; that's normal, but as decision-makers, it's our responsibility to go the next step and really understand the tech we're introducing, and its impact on all involved. What are the true benefits, challenges, risks and, in some cases, threats of adopting said tech? What problems are we solving and, potentially, also introducing?

This is where specialist partners like WT Commerce & Technology can help you take a step back and understand the intended benefits, whilst addressing the associated risks.

NICK HARRY
Head of Technology,
Wunderman Thompson Commerce

According to our survey findings, 30% also see decentralised identity technologies as more of a threat than an opportunity to their business. This is certainly a valid concern for financial businesses involved in third-party authorisation and verification of things like payments, claims and contracts. Decentralised identification will also have an impact on digital security services.

Interestingly, 40% of our survey respondents feel Web 3.0 could be a threat to their business. This is possibly due to concerns over the far-reaching impact it will have on current web architectures and digital commerce and services. But three-quarters (75%) of businesses also believe that a lack of standards will slow down the growth of Web 3.0 - although there is noticeably less concern about this in China (35%).

THE COST OF INACTION

We also asked our survey participants what they saw as the biggest risk factors for not adopting these disruptive technologies. On this occasion, three responses dominated.

What do you think may be the biggest cost of failing to develop or adopt the following technologies?

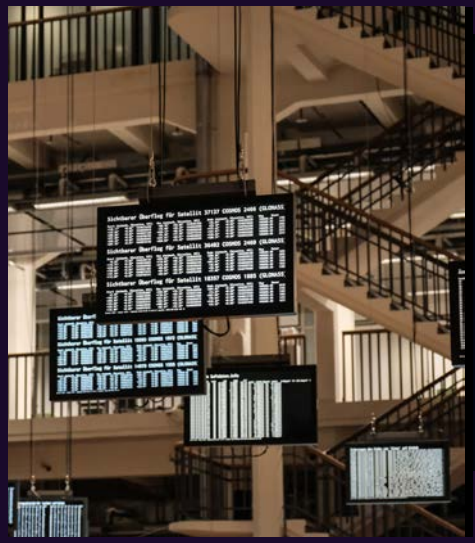
TECHNOLOGY	PUTS MORE PRESSURE ON MONETISING EXISTING CHANNELS & TECHNOLOGIES	WE RISK BEING SUPERSEDED BY MORE AGILE COMPETITORS	WE RISK LOSING OUR RELEVANCE WITH CONSUMERS
Artificial Intelligence	24%	22%	21%
Blockchain technologies	26%	22%	21%
Decentralised identity technology	25%	21%	23%
Metaverse	21%	22%	23%
Web 3.0	22%	22%	24%
XR	23%	24%	22%
Average	24%	22%	22%

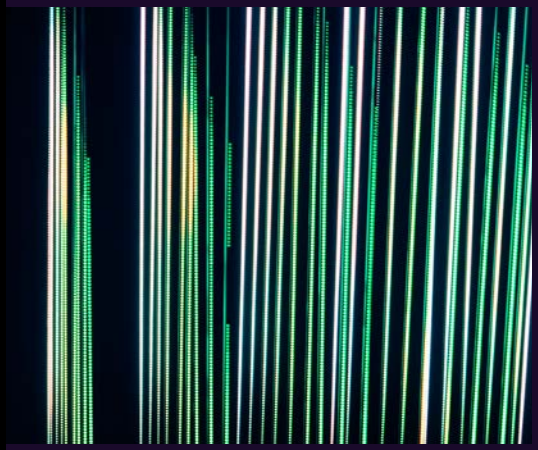
On this question, there was much tighter consensus across countries, although 27% of respondents in the US said they were most concerned about losing ground to competitors if they didn't adopt.

What was much clearer is how the 'pressures to adopt' change by size of company. Across all technologies, 29% of companies with a turnover between £1m and £10m feel the biggest risk is losing relevance with their customers. This peaked at 41% of companies in this category saying they felt they had to adopt AI to keep up with customer expectations.

41% of smaller companies believe they are at risk of losing relevance with customers if they do not adopt AI.

At the other end of the spectrum, 27% of enterprises with a turnover between £100m and £500m believe the biggest risk of not adopting these technologies is being superseded by more agile competitors. This again peaks with AI (32%).





EXPERT OPINION:

How can AI transform interactions with customers?

When you look at how brands interact successfully with their customers, it's all about deciding how to get the right content and offers to the right people at the right time. Over the years, a lot of technology has made managing that experience possible - from content management systems (CMS) and customer relationship management systems (CRM), through analytics and A/B testing, to personalisation, recommendation and next best action.

The process has been designed by humans for humans, and currently leans heavily on expert judgement on what good looks like, and which approaches have worked in the past. Applying AI to specific parts of the system has the potential to not only reduce cost and increase performance, but also to reduce reliance on the tried-and-tested, increase the use of customer data, and bring rapid innovation. In the long run, a wider adoption of AI will transform customer interaction from mostly one-way messaging to a true conversation.

LUKASZ MADRZAK-WECKE
Chief Technology Officer,
Wunderman Thompson Technology

SECTION 6:

OTHER CONSIDERATIONS

(IT'S NOT JUST ABOUT TECH IMPLEMENTATION)

OTHER CONSIDERATIONS
(It's Not Just About Tech Implementation)

As we saw earlier in this report, businesses have very clear ideas about what they want to get out of new technologies. We summed them up as looking to get more value out of data, improving operational efficiencies and delivering a better customer experience.

But what other thoughts do decision-makers have around adopting the new technologies?

Our survey findings highlight a couple more things that are worth drawing attention to. One is the environmental impact of new technologies. This is highly topical given concerns about the huge amounts of processing power required to 'mine' blockchain-based cryptocurrencies, which in turn translates into massive energy consumption.

EXPERT OPINION:

Should businesses pursue these technologies at any cost?

When adopting new technologies, it's always important to look beyond the hype and gauge the benefits against the costs. With this mindset, many business leaders have concerns about a widespread usage of public blockchain technologies due to their current astronomical environmental impact. We are looking closely at efforts to reduce this impact and, in the meantime, remain open to more traditional approaches. Future-proofing should always be balanced with using the right tool for the job.

LUKASZ MADRZAK-WECKE
Chief Technology Officer,
Wunderman Thompson Technology

More generally, there are similar worries about energy consumption by data centres as digitisation leaves us increasingly dependent on electrical power. Businesses are more reliant on IT infrastructure than ever before, and all of the emerging generation of digital technologies are highly resource intensive. That demands bigger and bigger data centres, more computer power, more energy consumption, and for now, at least, more fossil fuels burned.

Within that context, 94% of businesses we surveyed said the environmental impact of these new technologies is important - the majority (59%) very important, with 35% somewhat important. So, there is an onus on developers to be aware of making these technologies as energy efficient as possible, otherwise that could act as a barrier to adoption going forward.

94% of businesses say the environmental impact of new technologies is important to them.

Another consideration that matters to businesses is data security. At the start of this report, when discussing priorities for innovation, we highlighted that 30% of decision-makers feel enhanced data privacy for customers would add value to their businesses. Following on from that, 57% of survey participants told us that their customers had actively expressed concerns about how their private data and digital identities are looked after. 85% of firms we spoke to believe decentralised identity tech will give consumers greater control over their own data.

We did find contrasts in opinion by country, however. In China, 52% of businesses say their customers report no concerns over how their data is used, versus 72% in the US who say they do. And while there was no clear pattern of differences by company size, it stands out that a huge 78% of small businesses with 10 to 49 employees reported customers expressing concerns about their data.

SECTION 7:

WHAT SUPPORT DO BUSINESSES NEED FOR IMPLEMENTATION?

FINDING THE RIGHT PARTNER

One very clear message businesses sent was that they feel they would benefit from working with a specialist partner on implementing these new technologies. The figures were very consistent - 67% said as much about Web 3.0, 65% about blockchain, and 64% about decentralised identity and NFTs.

It's worth contrasting these figures with the fact that 91% of decision-makers we spoke to said they were confident about their ability to work with these technologies. The fact that a majority are also looking for specialist partners to work with, suggests their apparent confidence should be viewed with some scrutiny.

EXPERT OPINION:

Finding a partner with the experience to fully realise the benefits of these technologies can be challenging

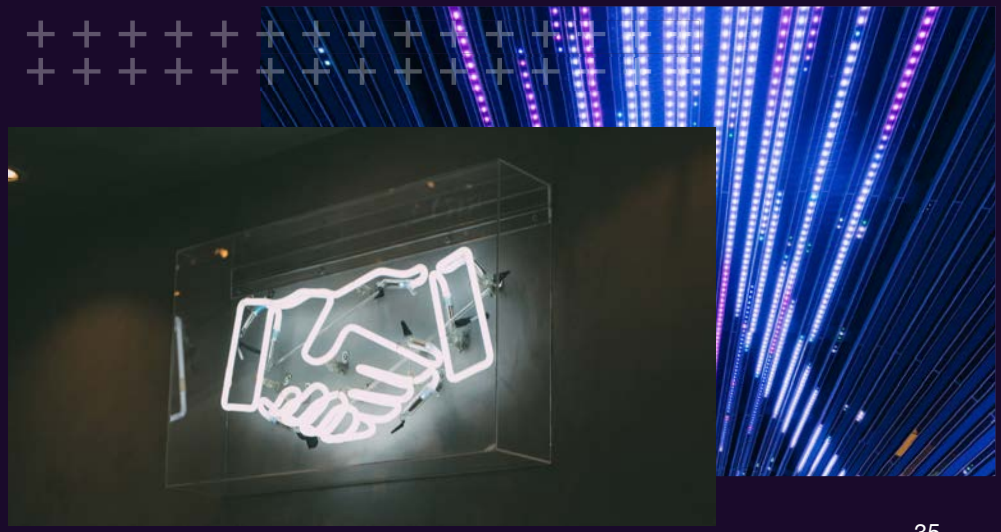
The partner aspect here is key – in fact, partner selection can make or break initiatives. Businesses need strategic thinking and not just specialist development resources. The ability to formulate a hypothesis, build production ready prototypes, with test and learn methodologies, is essential in innovation. Furthermore, strategic partners need breadth of experience and a wide range of capabilities that they can call on quickly to deliver the best outcomes and bring diversity of thinking.

GLEN BURSON
CTO EMEA,
Wunderman Thompson Commerce
& Technology

Equally consistent were the number of small businesses who told us they were struggling to find the right partners to help them - 38% said so for blockchain, 37% for decentralised identity and Web 3.0, and 35% for NFTs. And these figures are higher for smaller businesses. For example, 42% with a turnover between £1m and £10m said they struggled to find the right support for blockchain. 41% of businesses in this category said the same about Web 3.0 compared to just 25% of enterprises with a turnover above £500m. And this rose to 52% of firms with 10 to 49 employees.

TWO-THIRDS OF BUSINESSES SAY THEY WOULD BENEFIT FROM WORKING WITH A SPECIALIST PARTNER ON THESE NEW TECHNOLOGIES.

Having the right support from expert partners to embrace technological innovations and get the most out of them is essential for businesses of all sizes. It isn't just the technical challenges of learning how to work with new technologies and integrate them into your existing infrastructure and processes. Successful adoption requires strategic planning, careful change management and controlled roll-out, including ongoing testing, to guarantee success.



NEW WAYS OF WORKING

On that last point, we were also interested in finding out the state of adoption of the agile development approaches loosely grouped under the umbrella terms Continuous Integration and Continuous Delivery, or CI/CD. Most accurately described as a set of operating principles for digital development, the aim of CI/CD is to make digital product roll-out faster, more efficient and more successful, using techniques ranging from test automation to de-componentised architectures.

Uses of CI/CD range from automating code deployments and testing (Continuous Integration), through to fully delivering code into production environments, with zero human intervention (Continuous Deployment).

MORE THAN A THIRD OF BUSINESSES ARE STRUGGLING TO FIND PARTNERS TO HELP THEM WITH THESE NEW TECHNOLOGIES.

In the context of embracing disruptive and innovative new technologies, CI/CD carries a wide range of benefits. We found that 37% of businesses are already using CI/CD, with another 41% saying they are in the process of adopting it. 30% of those using it do so to eliminate manual development tasks through automation. 25% use it to accelerate release rates, prevent coding errors and detect problems before deployment. and 27% see CI/CD as vital to support planned releases.

EXPERT OPINION:

In the context of adopting these new disruptive technologies, CI/CD can play a vital role

CI/CD's biggest advantage is being able to deliver new features faster while reducing the risks of breaking anything in the process. A fully functional CI/CD pipeline is great, but it comes at a cost. Having a long-term plan to achieve the right level of automation at the right time is crucial – so you can realise some CI/CD benefits early on, while not breaking existing delivery, nor overinvesting. In the context of these disruptive technologies, CI/CD shines because it enables organisations to quickly roll out new features and test them. It is vital that businesses respond promptly to any unwanted outcomes in introducing these new and innovative technologies.

MARCIN CENKIER
Director of Technology,
Wunderman Thompson Technology

The aim of CI/CD is to make digital product roll-out faster, more efficient and more successful, yet only 37% of businesses are already using it.

We also found that a third of all businesses (33%) feel they would benefit from collaborating with a partner capable of explaining and/or improving CI/CD processes. But again,18% find it difficult to identify the right partner. According to our survey, a higher proportion of larger businesses are struggling to find CI/CD partners (25% of businesses with 250 to 500 employees, compared to just 4% of companies with 10 to 49 employees).

SECTION 8:
CONCLUSION

CONCLUSION

If there's one headline takeaway from our survey, it's this - business leaders and decision-makers are already taking the next generation of disruptive technologies very seriously indeed.

Rather than dismissing even the more futuristic examples like the metaverse, mixed reality and a radically decentralised blockchain based, AI-driven web as speculative hype, businesses are busy preparing for the future, now. It's telling that such an overwhelming majority of businesses - upwards of 85% in each category - believe these technologies will become essential to them within a couple of years.

Backing up that certainty, an even bigger majority of businesses are either well advanced in adopting these technologies (including already having them operational), or plan to get started within 12 months. There is also a real clarity about what businesses expect to get out of emerging technologies - more advanced data-led business intelligence, improved operational efficiency and cost savings, enhanced customer experiences, new revenue streams.

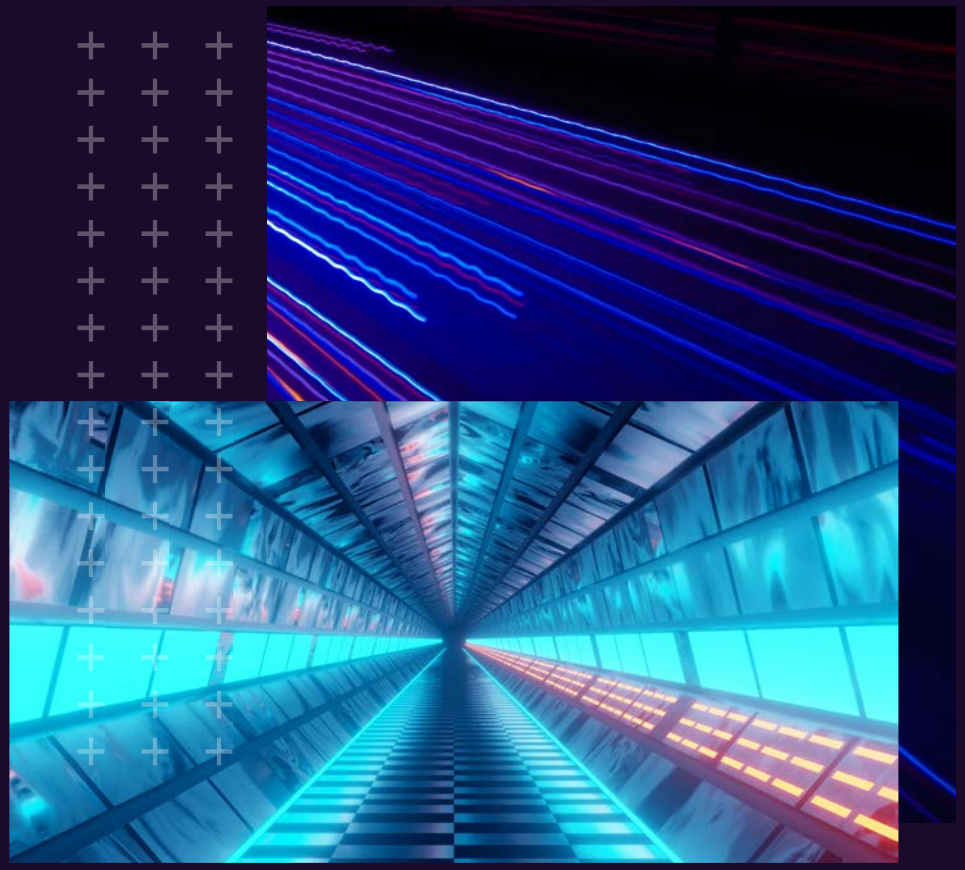
Similarly, there is widespread consensus about the risks of falling behind the curve on these new technologies - being superseded by competitors who act faster, losing relevance with customers, coming under pressure to squeeze more out of legacy technologies that are losing their ability to deliver value.

This all paints a very positive picture of businesses being very much switched on and excited by future opportunities. But, at the same time, it is clear from our findings that work still needs to be done if the next generation of technologies are going to deliver the results and the returns on investment organisations need, especially across the board for all sizes of business.

Our findings consistently show, for example, that smaller businesses are less confident about their ability to embrace new technologies than larger. They feel less certain about the commercial opportunities they offer, and have greater concerns about cost and complexity (although by contrast, larger firms see skills shortages as more of a barrier).

Finally, it's clear that businesses of all sizes recognise the complexities that embracing new technologies, and moreover being successful with them, throws up. The majority want to work with specialist partners on implementation to help them navigate those challenges. And yet, around a third report difficulties finding the right partners - most likely as a result of these being emerging fields, so the supporting ecosystem is still developing.

This will be an important area to watch. The consensus is clear - these technologies are coming and they will have an enormous impact on business and commerce within a few short years. How businesses are supported to make the most of these new opportunities will be critical.



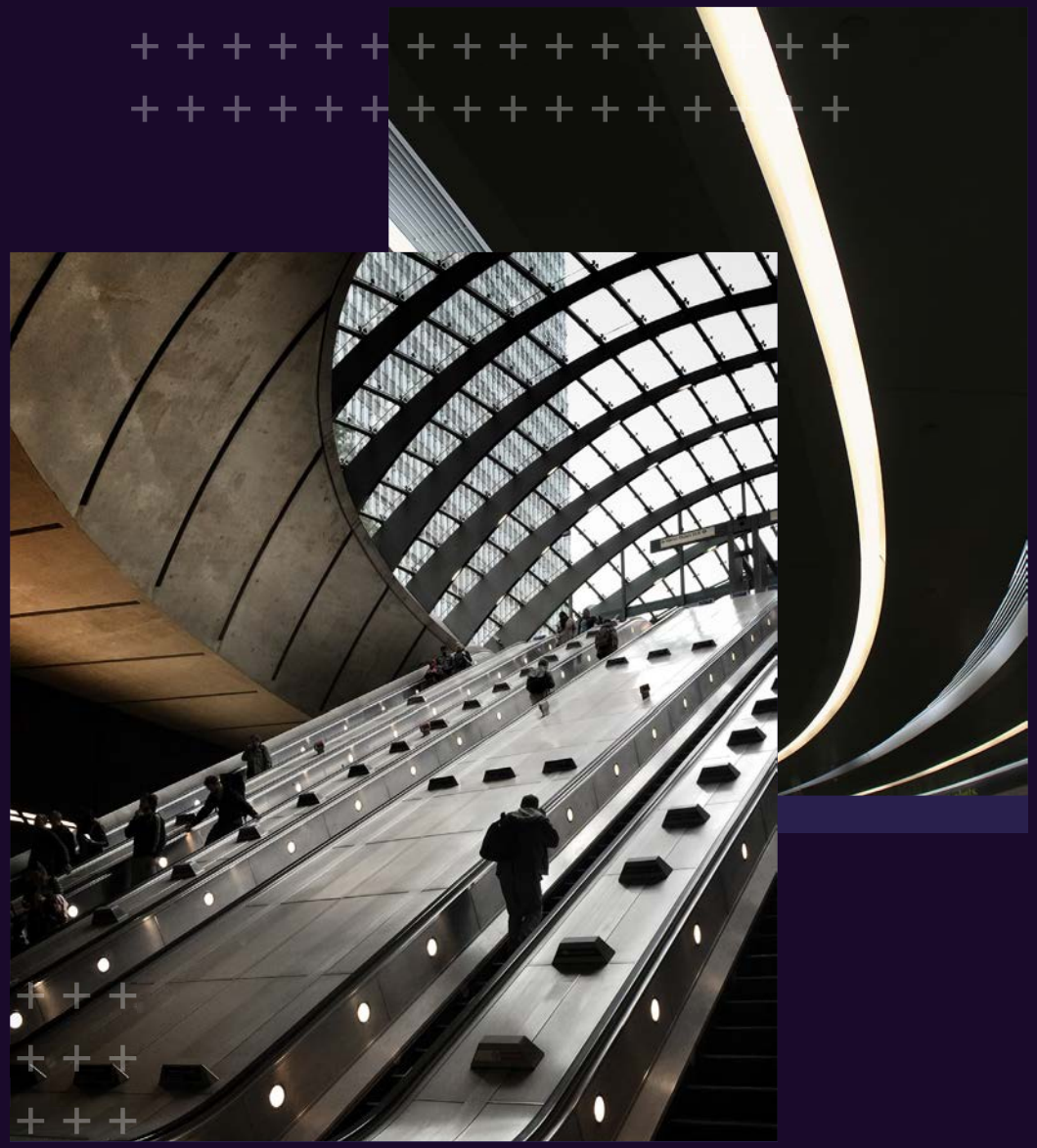
HOW WUNDERMAN THOMPSON CAN HELP

Expert consultancy and guidance is precisely where Wunderman Thompson can help businesses take their next step with these disruptive technologies.

We have long championed agile ways of working and automation across all layers of our solutions, with thought-leaders, strategists, practitioners and change-makers across technology, architecture, engineering, operations and programme delivery on hand to steer clients confidently in their technology planning and implementation.

Our technologists lay the foundations for business growth, designing, building, managing and running complex technology ecosystems. And we don't just build the technology, we help them to work in new ways to get the most out of them, so they can focus on putting their customers at the heart of the experience. This is married to our commerce experience which dates back over three decades, and reflected in countless successful implementations across all facets of eCommerce, that translate to $29bn revenue generated annually for clients.

Contact us to discuss how we can help you today, in delivering exceptional connected experiences that inspire growth for your organisation.



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ABOUT WT COMMERCE & TECHNOLOGY
Inspiring growth for ambitious brands

Our technology and commerce experts lay the foundations for business growth, delivering exceptional connected customer experiences across the entire customer journey that convert.

Part creative agency, part consultancy and part technology company, we are unique in our ability to connect strategic thinking and creative insight with deep executional capability, inspiring engagement, connection and transaction. Through this approach, we deliver winning solutions across all major digital routes to market: marketplaces, online retailers, DTC, B2B and social commerce.

We have over 4,200 industry experts across 54 offices, in 33 countries and hold strategic partnerships with more than 50 technology vendors world-wide including Acquia, Adobe, Big Commerce, HCL, Salesforce, SAP, Shopify and Sitecore.

Our holistic offering is like no other in the industry. We provide some of the world's biggest brands – Johnson & Johnson, Ford, EY, Unilever, MAC, Nestlé, Selfridges, and Bosch - with a single partner from the big idea, through its execution and on-going operation.

Our depth and breadth of expertise is recognised by industry analyst Forrester who has named us as a leader in The Forrester Wave™: Commerce Services, Q1 2021 and The Forrester Wave™: Global Digital Experience Services, Q2 2022.

For more information on Wunderman Thompson Commerce & Technology, please visit www.wundermanthompson.com/service/commerce.

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