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Chapter 6: Creating cross-industry synergy through unified experience delivery mechanisms

6.1. Introduction

Today, industry boundaries are blurring. Industries are more connected than ever, in both explicit and implicit ways. Traditional points of contention are becoming new points of collaboration. Leading cross-industry companies are not competing as fiercely against each other as they are with traditional rivals in neighboring industries. Technology-partner ecosystems have paved the way, enabling a host of third-party software developers to create applications that apply software to problems that companies could never solve by themselves (Payne & Frow, 2005; Lemon & Verhoef, 2016; Schlegelmilch & Robertson, 2017).

As a result, businesses are beginning to realize the immense revenue growth potential proffered by cross-industry partnerships. Many industries are characterized by thin margins; abandoning the notion of industry boundaries can widen that margin. Incremental innovation and product enhancements are rarely enough to shake companies loose from the pull of market forces. When domestic economies hover on the verge of recession, companies increasingly turn to alliances and cross-industry collaboration to ameliorate waning revenues.

Taking passenger transportation as an example, with the assistance of rental car companies and hotel chains, hospitality firms lure travelers into all-inclusive packages. They share market segments during the same periods and the same travel itinerary--business at the airport for a quick strategy meeting. But instead of netting a larger share of the pie, conflicts over revenue division limit each partnership member's potential harvest (Tax et al., 2013; Verhoef et al., 2021).

6.1.1. Contextualizing the Need for Cross-Industry Collaboration

Today, porous industrial lines are make-or-break propositions for enterprise innovation. Sales platforms, however, whittle away at this innovation potential. Most sales activity is based on low business-value, high-volume transactions – which pose substantial customer-effort, value-destruction problems. Even as customer-facing process automation becomes straightforward, the assortment, actual ordering, and delivery of commodities can seldom be automated without frustrating customers. Price inequitability from supplier economies of scale and sales-and-marketing inefficiencies make low-wide-margin commodity goods unattractive for enterprise investment. Data extraction from warehouses and automated sales transactions become the preferred option. At the same time, neither are companies well-positioned to explore the digital innovation potential of their domains. As school organizations are entrusted with the care of society's most precious possessions, youths, a paradigm for comprehensive and systemic empowerment of school, community, and enterprise workforces in customized collaborative partnerships needs to be explored. This raises a fundamental question in present-day knowledge economies. Is there a formal structure for ranking partnerships according to how much value their collaboration could create? Are there top-down or bottom-up frameworks for addressing a cross-industry synergy initiative? Attempting to answer these questions based on real-life experiences, this paper presents Unified Experience Delivery Mechanisms as a formal structure for contextualizing cross-industry relationships and UED Mechanisms Architecture to rank pairwise cross-industry relationships.

Fig 6 . 1 : UED Mechanisms Framework

6.2. Understanding Cross-Industry Synergy

Cross-industry synergy represents a dynamic interplay among mutually beneficial, diversified compositions of dilemmas and resources that allows firms to become stronger through relationships with counterparties within and outside a given industry. The concept of synergy emphasizes the production of a whole that is greater than the sum of its parts. The alternative use of the word synergy in the phrase "corporate synergies" is used to refer to what is a matter of specialization within an industry. Two companies may create corporate synergies when the combined activities are such that certain activities can be performed more efficiently. However, both types, corporate and cross-industry synergies, can be explored and exploited by original equipment manufacturers and the package ecosystem.

Cross-industry synergy provides a framework for understanding why and how diversified firms with flexible and eclectic resource bases can combine resources from companies in unrelated or loosely related industries into hybrid offerings; these hybrids are so valuable that even the original companies in the unrelated, loosely related or identical industry may feel pressured to form partnerships with the fancy "newcomer." What synergistic opportunities exist in the currently framed market spaces among digitally enabled markets, industries, and businesses? What are the allowed and disallowed combinations of resource and compositional synergies? What hybrid-value offerings emerge from such combinations? And most important, why are significant transactions involving these offerings occurring or not occurring? Are transaction costs expanding or collapsing? Are agents aligning themselves to manage or circumvent these costs?

6.2.1. Exploring Synergistic Opportunities Across Industries

Synergistic opportunities arise at the interaction between some industries, systems, and processes more than others, and some companies or organizations within those industries, systems, or processes more than others. Synergy is stimulated and maximized with the cross-exploitation of common consumers and services across industries that expand their distinct and local experience boundaries. The further the boundaries are stretched, the greater the financial incentives. The steeper the fall-off in cost and price, the more discrete the segment experience becomes. Consumers are willing at a premium to pay for combined experiences between manufacturers that are distinct and complementary. The premise is that no single industry can provide a complete experience package by itself.

The economic benefits of exploiting experience package differences do not however imply a pull-all value chain effect, which we refer to as carry-along synergy sensu stricto.

Far from it. It is a selective connection of value contributions along the value chain that helps build up the cumulative experience strength of the product manufacturers involved in the tie-in. Industries, on the other hand, are in a more virtuous or put-it-on-a-high-note position. Spillovers and tie-in pull-all directions this way are infinitesimal, provided that the ties do not detract from the distinct experience package presentation of the individual industry sectors composing the industry. Synergy is influenced by the potential experience fallout qualities of a manufacturer or organization, as indicated by its relationship with the experience of the value chip.

6.3. The Importance of Unified Experience Delivery

By utilizing soft skills capabilities as a problem-solving approach and creating a unified experience delivery platform, brands can change their ecosystem. What all industries have in common is that their customers want to be engaged and delighted. A unified experience delivery approach allows for sustained engagement from customers. "Delivery" in this context refers to more than just logistics. Rather, delivery is how a brand interacts, engages, and promotes any combination of products or services to its customer base, to create delighted customers. A unified experience delivery platform enables brands to combine products and services across multiple categories in a seamless way that is targeted, convenient, and delightful for the customer. Creating amusing advertisements is nice, and analyzing customer behavior is important, but in the end, what matters is encouraging the customer to take action. Whether it is making a purchase or sharing a story about their great experience with friends or on social media, the call to action must support their needs and desires at the moment. Right from the start of a brand relationship, experience delivery must be done by allowing the customers to participate in the brand promise as well as how it is delivered. Easy communication is key. If customers have a problem with your product, they expect easy access to efficient help, day or night. Automated help desks are no longer enough. Companies are spending considerable amounts of money trying to create better experiences through better promotions – limited offers, customer loyalty programs, etc. These experiences are often not consistent across channels. At best, they create brand awareness and short-term sales. They do little to build long-term loyalty or enhance brand equity. The brands with the biggest impact on customer experience will succeed by offering a seamless experience anytime, anywhere through a unified experience delivery approach and framework.

6.3.1. Leveraging Integrated Experience Frameworks

Disparate experience delivery structures across industry verticals lead to the distribution of effort and energy towards leadership in the experience domain, and lesser payoffs in

terms of business gains. Both the customer and the enterprise ecosystem suffer communication losses, leading to sub-optimal performance. A common, integrated experience delivery framework can address these challenges.

The best relation model across the customer and enterprise ecosystem is one of collaborative focus on creating synergies across inter-dependencies. The experience domain can benefit significantly from shared communication and delivery parameters, such that consistency and simplicity are emphasized. This will enable collaborative efforts towards truly delighted customers and very efficient enterprises. In the tourism vertical, different providers collaborate to create seamless multi-industry customer experiences, yet are beholden to industry and regional specificities. A common communication structure, where delivery partners and supporting constituents communicate with customers using unified visual and experiential styles, is essential for integrated experience delivery.

Tourism constitutes an experienced delivery providing a set of deliverers and constituent enterprises that all contribute to the experience and perception of the customer. As a model of integrated experience delivery, it provides critical components that can be replicated across verticals and regions. Collaborative provision partnerships have flourished in the seamless tourism market by satisfying both push and pull demands. Push refers to the directives issued by the communication structure focused on the customer, describing the seamless nature of the services. To travel to Singapore, flights can be booked via the airline website and a pact with the hotel - with customer and central clearance engaged at the airport. This model can be transferred across verticals for non-core partners, provided local resource factors are addressed.

6.4. Mechanisms for Experience Delivery

Unified experience delivery is the synchronization of acts and interactions between various units of both provider and recipient organizations in the delivery of a particular service. It requires a number of mechanisms that harmonize the activities done on the provider side of experience delivery, and a number of mechanisms that ensure the provider- and recipient sides work together seamlessly. In this section, we discuss three mechanisms that aid experience delivery: digital platforms, collaborative tools, and Customer Relationship Management systems.

Digital platforms are an increasingly common mechanism that forms the backbone of the service quote different service exchanges. Digital platforms are cloud-based systems and applications used to facilitate interactions between providers and consumers of services. They take a variety of forms but most enable users to conduct transactions, share information, connect and communicate with other users, or a combination of these

activities. Key capabilities include collaboration, internal digital process automation, business integration, and data visibility. Platforms can serve a narrow industry purpose or a broader purpose and be used by several industries and organizations. Specific capabilities of platforms vary widely. For example, while some platforms may focus solely on sharing and disclosing external information, others may have capabilities that allow providers to both share information with consumers and automate the consumer information trail, general or specific to each consumer. As cloud-based digital platforms become mainstream, investment in these collaborative systems is erasing performance differences, especially for experience delivery activities, and speeding the process of development and implementation of enterprise solutions.

Collaborative tools are technologies used within organizations for sharing and exchanging ideas, problems, and information. Although centralized databases could perform many of the same functions, collaborative tools do so in a more timely manner. Collaborative tools are communications capabilities that align the participants on the provider side of experience delivery, enabling them to share specific knowledge quickly with their colleagues that will improve the overall service delivery process for a recipient.

6.4.1. Digital Platforms

Imagine traveling back in time thirty years and enjoying a family gathering; laughter fills the room as you can now connect via a videoconference call from home, allowing those connected in remote locations to share the same experience. The first video telephony can be traced back to the 1970s, yet it was only until the introduction of the internet that we widely accepted the use of video and audio together, allowing synchronous communication. Today, we are heavily reliant on Digital Platforms. These tools allow us to work and meet from remote locations, thus creating a virtual office experience. Digital Platforms are game-changing and help unify our experience delivery.

Digital platforms are used to deliver and unify experiences in life: helping reconnect people, receiving professional assistance, watching a film, sharing a memory, or purchasing a good. Today, there are several Digital Platforms that specialize in some of the tasks mentioned earlier. They aim to deliver a virtual office-like experience, focusing on sharing and socializing, while specializing in professional memories and experiences. They allow us to watch films and series in a personalized manner while letting people create and share audiovisual content. They promise to offer us an easier way to acquire the products we desire. The hindrance in our experience delivery is the lack of connectors that allow us to unify experiences and bring them all together in a single virtual place. Today, Digital Platforms are only focused on specialization. A Platform can hardly be a Digital Mall.

6.4.2. Collaborative Tools

Collaborative tools might be classified as platforms that deliver a unified experience across cross-industry boundaries. Cross-industry pathway for experience delivery comprises direct engagement and interaction between businesses and consumers. It reflects a higher order of personalized customized experiences. Experience delivery pathway is enabled by collaborative tools. Enablement through collaboration creates synergy beyond industry borders. A synergistic effect is economy-enhancing functionality brought about by relationship-driven, experience-enhancing, or innovation-promoting engagement between two or more sectors driven by work interdependence, technological convergence, or generic market orientation. Digital collaborative tools create a platform for enhanced interactivity, engagement, and participation. They transform a company into a community where stakeholders collaborate. Contribution from stakeholders to experience creation drives within-industry and cross-industry competition where other businesses may not be willing to contribute.

The meaning of collaboration is broader than communication. Business collaborates with customers, suppliers, and even competitors across industries. Collaborative tools create virtual communities to share knowledge, automate transactions, and participate as creative innovators. Digital technologies are embedded in collaborative tools to develop stakeholder-initiated networks. The social web has changed the rules of collaboration, where businesses can strategize for growth by facilitating a platform. Businesses provide open innovating tools for stakeholders. They leverage the creativity of stakeholders to spread business out into and throughout the world. Collaboration between stakeholders and businesses results in co-creation. Collaborative delivery enhances the authenticity of experiences and the credibility of businesses for stakeholders. Authenticity is the assurance of an experience. Credibility is a belief in a business's intention and ability to deliver an experience. Both authenticity and credibility are essential for a successful cross-industry pathway for seamless experience delivery.

6.4.3. Customer Relationship Management Systems

A customer relationship management (CRM) system is an enterprise-wide system that facilitates the integration of the firm's critical business processes, including those between the firm and external business entities. The support from a CRM system fosters and strengthens the loyal, long-term relationship with the customer in the customer experience and management strategy, emphasizing satisfaction and emotional relationships. This is accomplished by a more coordinated approach to managing customer experiences across various channels, touchpoints, and processes. Improvements in the customer experience across the entire customer journey are

increasingly differentiated and directed toward achieving organizational objectives such as satisfaction, loyalty, or value.

The combination of internal business processes and external marketing strategies creates firm value. The business capability is concerned with coordinated value creation for customers. The organizational strategy is connected with value communication to customers. The transactional relationship refers to the interaction at the point at which the customer exchanges cash for product benefits. The relational link is relevant to all contacts with the customer outside the information exchange, including pre-purchase, purchase, and post-purchase activities. CRM refers to the development and mental accounting of a unique bookkeeping system within the firm that records the total investment into the relationship with the customer. The emphasis is not on the monetary value of the transaction at any point in time.

6.5. Challenges in Implementing Unified Mechanisms

Despite the potential benefits of cross-industry synergy through unified experience delivery mechanisms, there are several challenges that organizations must address in order to successfully implement such initiatives. In this section, we explore three key barriers: cultural factors, technological limitations, and data privacy concerns. After an analysis of each of these concerns, we summarize the findings in a table and emphasize the need for collaboration.

1. Cultural Barriers

At a basic level, the management of mental models within organizations is a key requirement for the successful development of a learning organization, which is defined as an organization that is continually expanding its capacity to create its future. In particular, mental models determine what we see, what we do, and how we do it; but they also limit our capacity to see new opportunities or other ways of doing these things. When considered in the context of cross-industry initiatives, mental models also help to explain why industry-specific structures are typically employed. All parties have an invested interest, mentally if not financially, in the continuation of the industry models and structures that have made them successful up until now.

As organizations look to share data and services amid the changing technological landscape, they find themselves needing to rethink the potential context of their services and the flow of business between them. The requisite changes in the mental model do not happen overnight, and there is no easy shortcut. The bottom line is that each party must develop a change-in-participant mindset sufficiently strong to overcome the initial discomfort with change, and the collaboration must be entered into in the right spirit. Overarching this need to be two things: trust and strategy.

2. Technological Limitations

While trust and strategy are the dominant far-focal relationships in designing, implementing, and developing local cooperative frameworks, many factors also exert influence on organizations at the near-focal level. Principally of concern to IT managers are the technological considerations: Are our systems and technical capabilities able to address the requirements, and if not, what new facilities must be brought on board? Using organizations may rely on a range of different implementation architectures, from fully integrated client-server environments to standalone personal computers operating in isolation. While widespread acceptance of open computing standards makes meaningful interoperation feasible, there are still a range of potential communication issues to be resolved. These communication issues encompass: hosting websites for multiple organizations on one server, reciprocal processing of dynamic transactions, and the implementation of other forms of communication, particularly those using proprietary protocols.

6.5.1. Cultural Barriers

Cultural differences are intrinsic and deep-seated within an industry, and a journey into other markets or regions requires sufficient empathy and competence to build up trust in partnerships. Industries also have different mentalities such as attitudes toward cooperation among market actors, volatility of customer behavior, entry and exit rules for market players, or measures to assess business performance. In some industries, there is a culture of relative price insensitivity and willingness to buy aggressive and often untested new solutions that can lead to long-term competitive advantages. In others, companies prefer to stick to proven solutions with immediate rather than longer-term payoffs, even at the price of sacrificing innovation leadership. Dissimilar expectations with regard to potential future business profits associated with engaged investments can also hamper initiatives for cooperation. In the industrial goods sector, partnerships are sometimes realized almost with a philanthropic mindset. Keys to the synergetic utilization of unified experience delivery mechanisms are an atmosphere of collegiality and risk sharing among partners as well as alignment of key business performance variables, such as corporate growth rate or profitability target, pursuing customer satisfaction through experience delivery. The availability and devotion of resources necessary to support and sustain cooperation efforts can inhibit the development of such partnerships too. Experience synergy-based delivery strategies are often costly for a certain period until shorter customer response times or reduced CM are realized.

6.5.2. Technological Limitations

Unified systems are cursed to a good degree by a technology gap. Although the technology has developed considerably, there still exist problems in the ability of unified systems to provide a seamless unified experience, both in the processes supporting the mechanisms that companies in different industries would use and the supporting technologies. The cost of a fully seamless system might be prohibitive. Also, the absence of an open connectivity level supporting complete integration might put a limit on the level of integration achieved. Specific unified mechanisms also feel the burden of technology limitations. The limitations within implementation technologies often limit the unified nature of the mechanism in crucial ways. Current limitations of technology impose several constraints that need to be solved while offering consolidation support, seamless unified experience facilitation, and a unified framework of interoperability. The constraints can be synthetically made explicit.

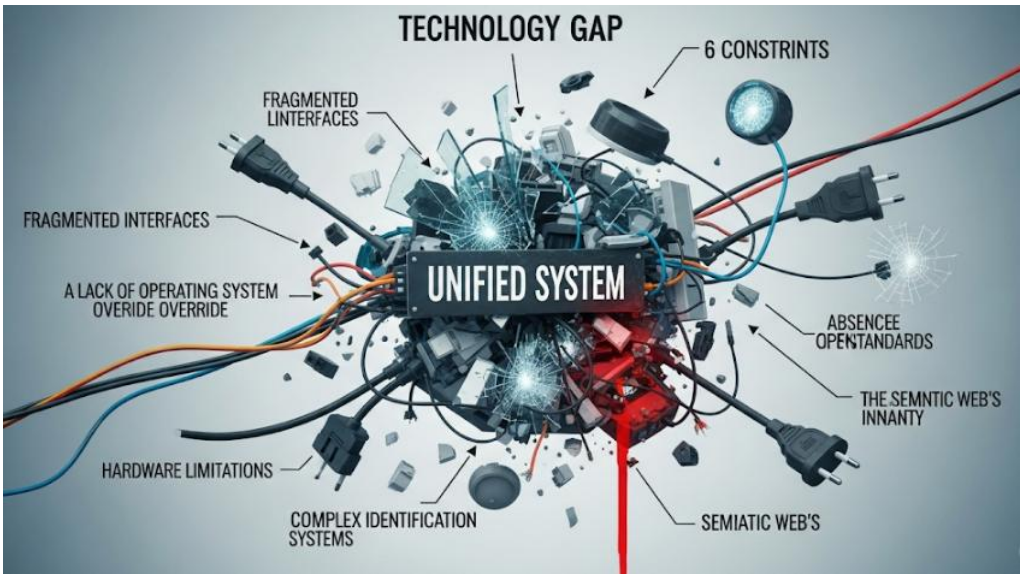

Fig 6 . 2 : Technology Gap in Unified Systems

First, unified interfaces are still rather much implemented at the glass level. This forbids a seamless unified experience. The same application could have been implemented with much lower levels of coupling and higher levels of adaptation, but also needs much deeper agreement below the glass interface level, which might prove difficult to reach. Second, the absence of operating systems overriding those controlling working contexts restricts what could be done at the glass level. The level of coupling still possible, caused by this fact, limits possible noise filtering, happening at the operating system level. Third, the absence of hardware that allows for network-level minimum commanding puts a limit the acting as a normalizer at the network level of the unified experience.

Fourth, the standardized, unified resource of identification provided by technology are complex solutions to identify objects within databases as coded chips, and they are not implemented at all levels that could serve as a linking reference for all aspects of the continuity of the user experience. Fifth, the absence of an open standard homologating the software-identifying hardware systems in unified contexts puts a limit on the consolidated management of related areas. Sixth, the semantic web is still in its infancy. Although technological limitations are partly absolved by implementation at the open standards level, the absence of standards to guarantee a seamless experience is still a problem.

6.5.3. Data Privacy Concerns

Increasingly, business models based on monetization of customer data are maligned. A recent survey showed that a significant percentage of consumers believe that companies should be held responsible for protecting consumer data, and many consumers are concerned about data collection practices. These consumer concerns are amplified by increased consumer awareness. Consumers actively choose which companies to share their information with, and how their data will be used, and often choose to disable or delete tracking capabilities because they know that tracking their use of the Internet contributes to the revenue of data companies that monetize their data by sending them advertising. Little wonder that a new policy about disallowing apps to share personalized tracking data is so popular in the general consumer market. Other companies are also stepping into the breach, implementing their tracking prevention.

Such consumer choice about information collection has placed severe limits on the ability of companies to create meaningful experiences. Even if consent is obtained from a subject, there is no guarantee that the subject will provide truthful information about himself or herself. Matched-shot advertising continues to function up to a point, but limiting such advertising to only those users who will consent to being tracked means that advertisers lose most of their ability to engage in highly targeted advertising. Loss of fidelity in tracking across different spaces means that the challenge of matching experiences and messages remains in limbo. Engaging, imaginative, and focused content delivered in a user's space is a high-level task that requires close collaboration between design, strategy, development, and business teams to ensure appropriate user choice and compliance with user policies and expectations.

6.6. Strategies for Overcoming Challenges

Organizational preparedness is critical for the unified experience delivery no matter whether any industry is developed and operating because this kind of project introduces

structural and cultural changes to the organization, and requires a new approach to the operations that drive the business. Although there is no menu of choices when it comes to putting strategy for overcome these challenges effectively, we do suggest that the impacted organization should focus on three areas firstly, change management; secondly, investing in technology; and thirdly, enhancing data security.

1. Change Management

History has shown that technological advancement is a factor in bringing efficiency to business, although we still need a strong commitment to making investments that drive change out of spirit not only cost-cutting, laying off people, and systemizing outputs. The change must start with creating an enterprise-wide decision-making body and embedding change ambassadors in every department of the organization who will share what they learn from the changes as well as motivate those who are resistant to change. It is also important for the impacted organizations to share the bigger picture, and invite the employee of every level to contribute because it is their feedback that will help shape the final version of the plan driving the investment and result. Asking for feedback and encouraging their participation will minimize the complaints.

2. Investing in Technology

We are in a shift of stage and enabling technology that is emerging highly focused on integration, connectivity, and data capturing with the advent of cybersecurity technology that allows trust in protecting what is sensitive. As such businesses have no reason to delay the technological investments. More importantly, it is highly encouraged that an organization that has yet to decide on its focus area for investing in technology that might be grounded by other factors than knowing what needs to do, they can start by creating an application designed for a benefactor platform, and be the enabler in digitalization, automation of business process level.

6.6.1. Change Management

Perceived inconveniences and a sense of unfamiliarity can breed resistance to integrative efforts, which can impede the coordination of collaborative relationships. Such opposition may stem from natural inertia among members of the involved parties as they establish cooperative mechanisms, or may be based on reevaluations of trust after previous negative experiences. Addressing resistance to internal change is always a difficult challenge. It requires sensitivity to relationships and the arrangement of rewards so that the disruptive impact of coordination efforts does not outweigh the gains expected from their smooth implementation. One way of overcoming this inertia is to highlight synergies to be gained from the creation and subsequent operation of the new, integrated processes. For example, there should be constant reminders for employees on both sides

that their organizations are now cooperating to achieve something special, and that implementation of these new "better ways of doing things" will benefit all parties. To this end, the top management of each organization must endorse the beliefs propagated by each other and, in particular, empathize with the changes individuals in the collaborating organizations must be willing to make to generate the synergies. In this regard, having top management of both organizations work together in joint offices, though sometimes logistically difficult, can send strong symbolic signals and help persuade rather cynical organization members to devote substantial effort to the change effort. Adequate cultural alignment can further facilitate integration. Strong joint organizational identities immerse those involved in a sense of belonging and commitment; they signify that significant accomplishments can only be achieved if members of both companies strive toward them, and that commitment to the integrative effort is a prerequisite for individual and collective success. The bond thus created can not only neutralize cynicism regarding the usefulness of cooperative endeavors but also engender the enthusiasm of people on both sides to overcome the hurdles inherent in change processes.

6.6.2. Investing in Technology

Technology plays a crucial role in ensuring synergetic branded experiences across different industries. As more and more brands in diverse industry sectors further capitalize on their loyal customer bases, enable cross-sector commerce, and transition into experience-focused brands, the importance of investing in top-notch, advanced, and reliable technology that offers simple yet practical solutions cannot be overstated. When assessing how to enable across-industry frictionless commerce, it is important to establish a tech ecosystem that integrates tech initiatives across various solutions that will work together seamlessly. Essential to developing such a tech-enabled synergetic solution ecosystem are investing in customer experience delivery systems that can offer an integrated branded experience and that consist of different elements such as customer information management systems, digital experience platforms, security, and compliance systems, customer service tools, seamless payment solutions, and data infrastructure solutions, to name a few. Many of these solutions are offered by industry incumbents or specialists – however, there are probably matching components already available that can easily be connected through application programming interfaces that help with enabling different services within a solution suite. Investing in a carefully selected tech portfolio is crucial for creating a unique experience proposition for customers. No matter what aspects of the experience are innovated, if there are major frictions when customers are trying to utilize the solution to receive or realize the experience proposition, they will abandon it and revert to their old habits.

6.6.3. Enhancing Data Security

Data security is a paramount concern in every cross-industry collaboration. It is not easy to handle what one wants to deliver to the audience because, unwittingly, target audience data may be exposed by different audience touch points or delivery channels. Disparate enterprise resource planning systems may be used by the collaborating companies. User databases shared among the collaborating companies would be heterogeneous in nature as per data structure and content, and thus have to be formatted to function as a single entity. Data cannot just be formatted and then left exposed in a consolidated pool — it has to be securely shielded by following tight access and authentication protocols, but can at the same time be effectively prodded via secure access mechanisms when necessary. The primary responsibility for the security of the consolidated data pool has to be that of the joint collaborative effort, but the individual entities receive a certain level of responsibility as well.

The challenges that these collaborations face on data security are quite different in number as well as detail from those faced by individual companies or teams performing cross-company work. In summary, data security must be addressed in detail by specialized task forces along with enterprise-specific teams during the strategic planning phase. Security of the consolidated data must be enhanced with efficiency and productivity measures tailored to the nature of the organizations involved along with the work to be performed. The collaborations must have a clear understanding of what data will have to be in the public domain at what point in time, and what delivery mechanisms — perhaps even branding — must be provided for such public domain data. The focus should be on identifying and developing an explicit collaboration policy that guards proprietary yet sensitive information without inhibiting the desired interconnectivity.

6.7. Future Trends in Experience Delivery

This chapter will conclude the experience delivery model presented throughout the paper, by listing a few aspects regarding the future of experience delivery. More specifically, the impact that the integration of artificial intelligence technologies might have on the current model of experience delivery should be discussed, while at the same time listing some recommended practices on the personalization of experience delivery mechanisms. Finally, a small note on the development of a relationship-focused schema for experience delivery is included.

1. Artificial Intelligence Integration

As advances in the field of artificial intelligence continue, experience delivery will likely increasingly be able to leverage AI-driven technologies. Not only can such technologies be of assistance in the preparation of any given experience - for example, through

providing one with knowledge relevant to an experience that is to be had in the future, or that is currently taking place - but AI technologies can also augment the duration of many experiences. The fusion of real and digital worlds made possible by AR technologies provides an optimal canvas to place additional emphasis on engaging experiences. Ultimately, therefore, the importance of experience delivery lies in guaranteeing a proper level of engagement throughout any experience.

2. Personalization Strategies

While, in the context of experience delivery, the notion of generalized experiences has - more often than not - been used to discuss 'happy paths', which businesses can design into their services and experiences, it would seem only logical to focus on the development of an individualized journey to entirely regain control of time, attention and engagement. Businesses interested in providing experiences should therefore focus on the continuous measurement of engagement-related data and adjust the resource and asset configuration of the experience delivery mechanisms 'on-demand'.

6.7.1. Artificial Intelligence Integration

The past decade and a half has seen a rise in organizations' attempts to integrate chatbots and online assistants into their customers' digital experience. Although more companies are understanding the importance of integration in their web content and design choices, the level of interactivity offered through a chatbot experience has yet to be leveraged more effectively. Integrating chatbots into the actual browsing experience of the website serves to create a unique experience, enabling organizations to differentiate their offerings compared to their competitors. However, simply integrating bot technology into a website does not create a demarcation for user experience. The impression that a user is led into a one-dimensional conversation on a website's side is exponentially increased when available options and actions for a user when interacting with a chatbot are low. In order to create superior user experiences that not only align with user-centered design practices but also stay true to the essence of what chatbots promise, organizations have to push the boundaries of technical affordance, creating compelling and valuable experiences around conversations.

Governance of the volume and nature of interactions between an organization and its customers is particularly important for the digital experience delivery of industries with less common interactions like law. Such is the nature of the legal industry, with typically low interaction volumes characteristic of transactional work but high touchpoints for more intensive litigation work. Legal service organizations can benefit from integrating conversational interfaces into their digital experience delivery, going beyond mere question-answering. Organizations holding less favorable positions in the market can

leverage chatbots in the substantive areas of their website that customers associate with negative experiences to push progress in transforming these touchpoints into more favorable experiences. In doing so, organizations can indirectly relieve pressures on other digital experience touchpoints as well as physical locations through previous positive interactions with traditional areas of low satisfaction.

6.7.2. Personalization Strategies

There are currently three distinct ways of doing personalization. First, is rule-based personalization, for instance recommending items that are usually bought together. Some organizations allow customers to set preferences so that their requests are in line with their interests. Secondly, preference-driven personalization uses information collected from each customer over time to improve the quality of the recommendations. For instance, an e-commerce site may track what items are put on a wish list by the customer. Credit card companies track your payments every month. Airlines track the flight history of travelers. Thirdly, app-driven personalization is becoming popular, made possible because app stores have hundreds of thousands and even millions of apps. You can customize your phone. Users are then bombarded with notifications about new recommendations. The notification may include something like “Based on your flight history, we recommend the following itinerary.” An app will remind you of how much it will cost to visit one or many flight search engines.

The problem is that app-driven personalization is still fragmented across different devices and companies. For instance, my phone may be reminding me to check whether it will cost more to fly from one city to another. However, the airline app that usually accompanies this notification is not connected in any way to the flight search engine providing mid-range and long-range planning, leaving a lot of money on the table as you virtually never get the same message from the app of the search engine. Consider the experience of being a traveler looking for flights through different apps, which maintain your travel itineraries, and the airline alliance, usually should have the best list of flights to offer, composed of its flights for the longest segments, and then of the other airline partners within the same alliance for the intermediate segments.

6.8. Conclusion

In this chapter, we summarize the key points of the previous chapters. In business, the “experience economy” describes a post-industrial stage of maturation in which products and services are not enough to differentiate a company. The experience offering includes a core part of the experiences’ designs created through the interaction process of company-consumer. This interaction should be properly managed by a specific

organizational structure and supported by technology infrastructure. In order to better manage the interaction mechanism, create a unique differentiation, and positively impact the company's performers, the sequential approaches to process innovation should contain customer experience design. However, the sequential approaches faced the experience offering evolution using a partial superficial visual. The offerers' motivation to initiate is to push the demand to move toward the experience dimension while in reality, the powerful thrust is toward the offerers' differentiation, to find out an identity in the experience dimension. It's a push-pull mechanism.

In order to focus the discussion around the above points, we presented a framework in which we propose some unified specific experience delivery methods for the various parts of the above motivation mechanism. The purpose of the framework is to explore the possible synergies thus enabling not only a further joint motivation to initiate but also to determine higher involvement through the overall experience design. Subsequently, if correctly managed, this could impact positively not only on the tourists' motivation, experience augmented involvement, and memory satisfaction but also on the financial performances of the involved offerers. Moreover, this could act positively on the experiences' stakeholder satisfaction thus determining an overall feeling of positive wholeness.

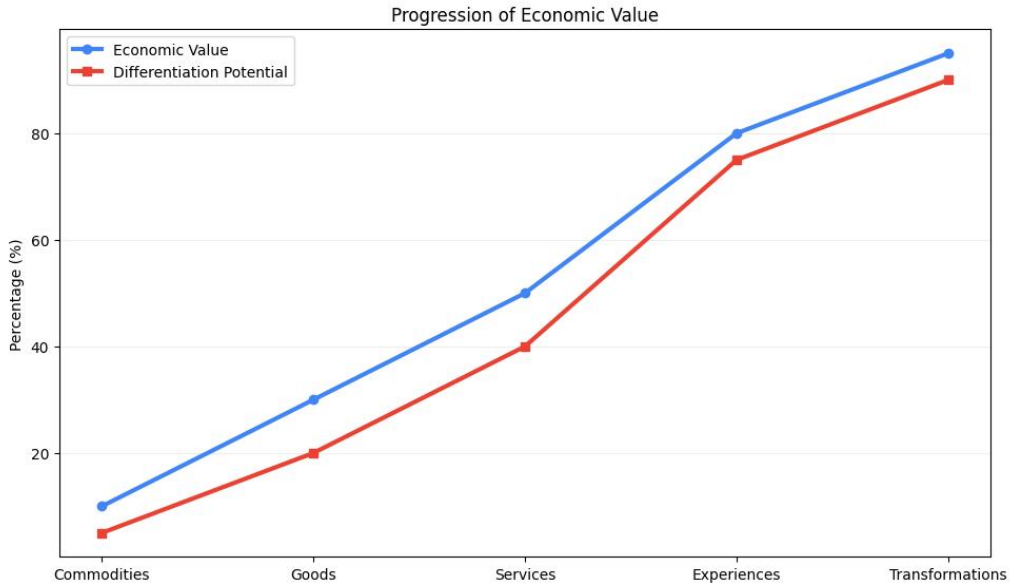

Fig 6 . 3 : Progression of Economic Value

6.8.1. Final Reflections on Cross-Industry Experience Innovation

Cross-industry collaboration has been an intriguing topic for researchers and practitioners alike. Opportunities lie in the premise that innovative concepts from one industry may be applied to a different industry context, to create new and unique value propositions that deliver positive impact and emotional outcomes to stakeholder groups. We conclude this essay with a few final reflections on its key themes. How can organizations actually realize opportunities for concept transfer and what conceptual frameworks can help managers devise and implement appropriate strategies?

To achieve this, we need to better define the concept of experience innovation and illustrate how meaningfully enhanced experiences can be established for specific stakeholder groups through creative concept transfer and synergistic solution provision. In addition, we develop a conceptual framework for cross-industry conceptual coupling which can help managers innovate in their experience offerings by integrating diverse offerings of more or less unrelated industries. We provide thought-provoking examples of organizations that successfully implement cross-industry conceptual coupling and derive profound realizations from their strategic approaches as well as illustrative guidelines for issue areas around facilitating cross-industry innovation initiatives.

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