

# Digital Navigator #1 Automation & Analytics

Looking ahead together. Guiding principles for  
modern, customer-centric companies

with 9  
expert  
contributions

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# 1 Digital Navigator #1 Automation & Analytics

## Objective of the »Digital Navigator« series

Digitalisation is a joint project involving business, society and politics. To turn our digital future into reality, visionaries, practitioners and decision-makers are developing ideas for the future and thinking boldly ahead. Their collaboration is driving progress that is making new technologies effective.

Continuous exchange between all stakeholders creates knowledge, promotes understanding and opens new paths. **Bitkom** provides the central platform for this: a topic-driven space for dialogue, knowledge transfer and best practices, where all relevant stakeholders work together on our digital world.

With our »**Digital Navigator**« publication series, we support this shared learning journey. We bring together insights, classifications and future perspectives and make them accessible to decision-makers – as guidance in times of change and as a catalyst for the digital advancement of organisations.

How do we shape our digital future together?

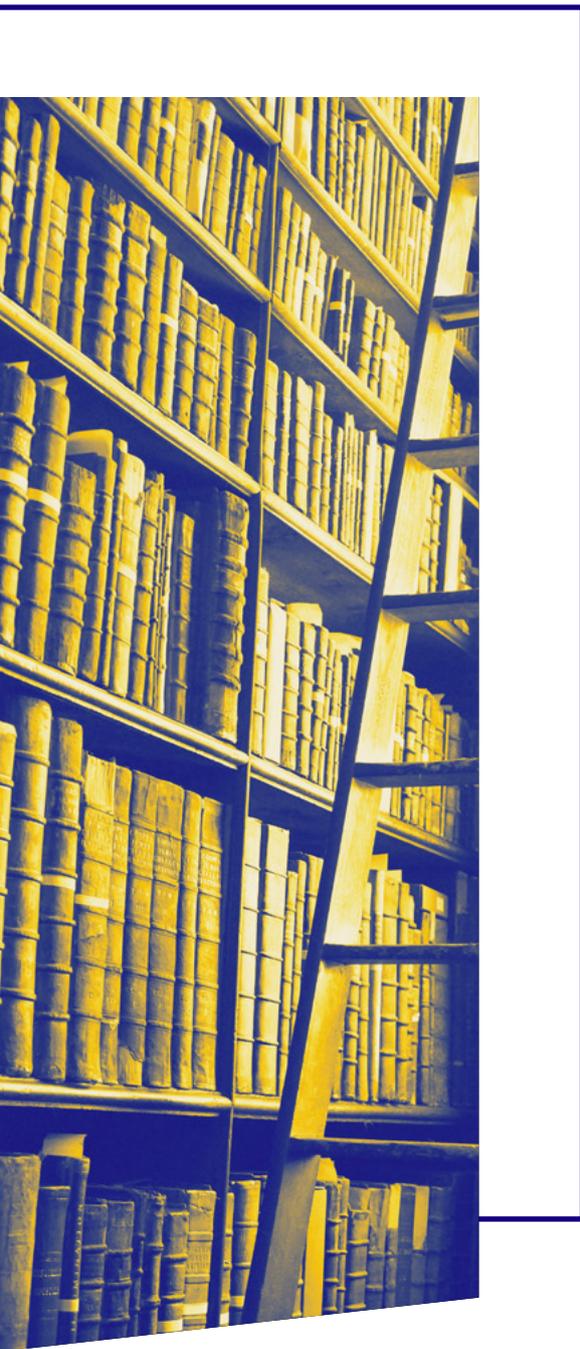
Hier kommen Sie zur Website »Digital Navigator«



## Embarking on the learning journey of digitalisation together – as a think tank

The first edition of »Digital Navigator« is based on the core topics of the joint event held by Bitkom's Digital Marketing and CRM working groups on 29 October 2025 at BASF. Under the topic of »**Automation & Analytics – Controlling Marketing Strategies in Real Time**«, the focus was on the operational implementation of data-driven personalisation.

Following previous discussions on segmentation and personalisation, the focus now shifted to AI-supported hyper-personalisation, conversational marketing, automated campaign management and real-time analytics. Participants discussed current developments, tools and practical examples from a B2C and B2B perspective.



**We welcomed guests who made an important contribution with their ideas, experiences and discussions.**

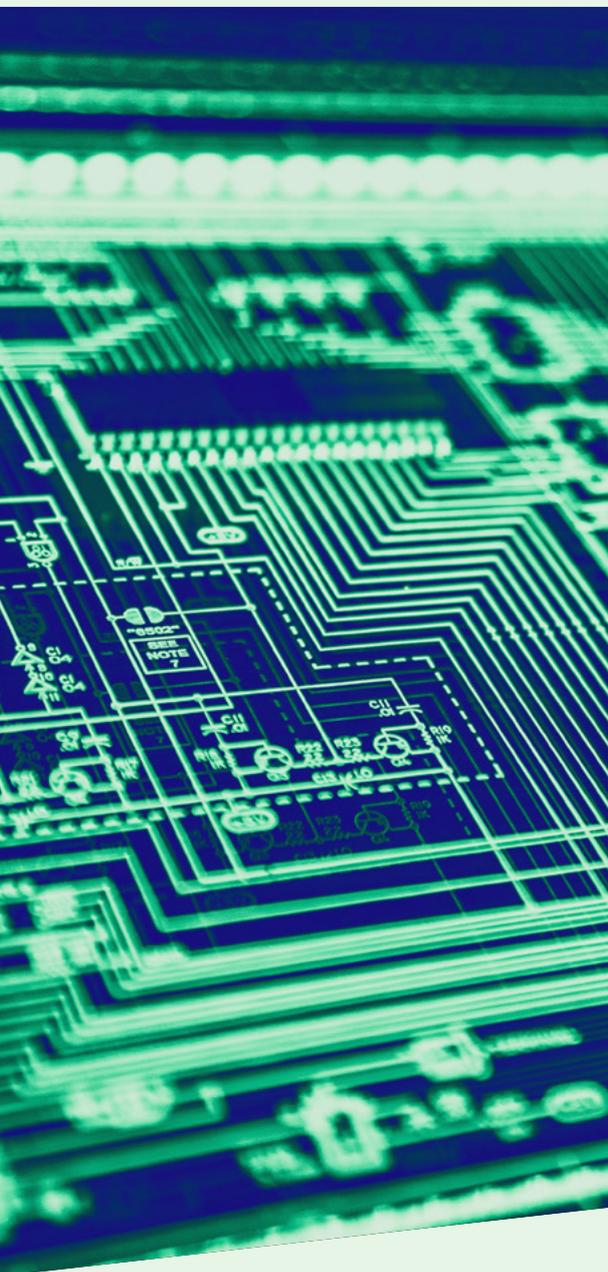
- »Five theories about the future of digital B2B marketing« Jan Ellers, Customer Intelligence & Marketing Services, BASF & Natalie Barth, Senior Manager Digital Marketing, Plastic Additives, BASF
- »Stop churn, increase revenue: Using AI to make smart decisions in the subscription business« Silke Hoersch, CMO, Frisbii Germany
- »The Journey Underground Network: How we orchestrate data, teams and customer journeys« Corinna Babicz, Teamlead Automation & Performance Marketing, Bikeleasing
- »How can predictive analytics and AI be used to identify individual customer needs at an early stage?« Claudia Spermann, Principal Customer Advisor Customer Intelligence, SAS Institute
- Panel »Automation & Analytics«
  - Christian Mainka, Senior Partner Solution Architect – AI Business, Microsoft (Moderation, Vorstand im AK CRM)
  - Florence Westphal, Co-Business Lead I Technology Growth, Cloudbridge Consulting
  - Petra Maelzer, Director Commercial Strategy, Member of the Executive Board, Inxmail
  - Maraike Schulz, Senior Director CRM Operations, HelloFresh

To strengthen knowledge transfer beyond the event, we asked them to share their key insights, learnings and future perspectives in the »Digital Navigator«. We hope you find it an insightful and inspiring read.

## 2

# Guiding principles and future prospects

This is how digital experts see the future in automation and analytics



### Exciting contributions

- »Five theories on the future of digital B2B marketing«  
**Nathalie Barth & Jan Ellers, BASF**
- »Stop churn: From reaction to prevention with AI«  
**Silke Hoersch, Frisbii**
- »Data, AI and interconnected teams create precision and ensure consistent strategic management«  
**Corinna Babicz, BLS Beteiligungs GmbH**
- »Data communication between platforms«  
**Stephan Ringmaier, mpl Software**
- »Identify individual customer needs early on with predictive analytics and AI«  
**Claudia Spermann & Corinna Klaes, SAS Institute**
- »AI-driven customer journeys through real-time agents «  
**Christian Mainka, Microsoft**
- »Automation, analytics and AI: the path to genuine customer experiences«  
**Florence Westphal, Cloudbridge Consulting**
- »Campaigns become continuity: how automation and analytics are changing email marketing«  
**Petra Maelzer, Inxmail**
- »Can AI enable better customer relationships?«  
**Maraïke Schulz, HelloFresh**

## 2.1 Five theories on the future of digital B2B marketing

### Findings & Learnings

- AI is no longer an end in itself in B2B marketing – the real added value comes from high-quality, consistent data and clearly defined use cases.
- The driver of innovation in marketing is not technology itself, but rather increasing cost pressure, which demands efficiency and pragmatic solutions.
- Projects must deliver measurable business impact quickly; pilot projects without clear benefits should be terminated consistently in order to conserve resources.



**Natalie Barth**  
Senior Manager Digital Marketing Plastic Additives, BASF



**Jan Ellers**  
Senior Consultant Customer Intelligence, BASF

### Outlook

In digital B2B marketing, technological advantage alone will no longer suffice, as AI solutions increasingly become the norm. Companies that want to be successful must focus on high-quality, consistent data, clear goal definitions and rapid implementation. Cost pressure and efficiency gains are driving innovation more than the mere use of technology. Those who introduce pragmatic automation early on and encourage employee creativity will be able to hold their own against the competition. The key is to start now and learn continuously, rather than waiting for the perfect moment.

## 2.2 Stop churn: From reaction to prevention with AI

### Findings & Learnings

- Churn is not a coincidence – predictive analytics can reveal cancellation risks at an early stage.
- Not every measure is worthwhile for every customer group: simulations help to make targeted decisions.
- The greatest leverage is achieved when marketing and data science think together at the cohort level.



**Silke Hoersch**  
CMO,  
Frisbii Germany

### Outlook

With the increasing availability of usage data, AI tools and simulation technologies, marketing will be able to act much more proactively in the coming years. Instead of running campaigns »for everyone« tailored responses to specific customer histories are becoming increasingly important.

Those who start not only measuring churn but also actively managing it today will gain a clear competitive advantage. The speed with which data-based decisions can be made will be a decisive factor for success.

## 2.3 Data, AI and interconnected teams create precision and ensure consistent strategic control

### Findings & Learnings

- Data forms the basis for targeted management of the customer journey and serves as a common basis for coordination between teams. Keyword: »Experience Journey«.
- The quality of the data and a uniform understanding of it are crucial: sales and marketing should work with the same figures and derive consistent KPIs for management from them so that goals and vision are aligned. Data creates value and is part of the value chain.
- Predictive analytics and the use of AI enable increasingly targeted, needs-oriented communication and will further sharpen the marketing image; the human factor remains important, but is shifting more towards evaluation and control of results.



**Corinna Babicz**  
Teamlead Automation,  
BLS Beteiligungs GmbH

### Outlook

In future, customers will increasingly be analysed based on real-time data. These values will be used to forecast individual needs and trigger appropriate measures automatically – keyword: »predictive analytics«.

AI will increasingly take over routine operational tasks, while humans will increasingly assume the role of controllers in the sense of monitoring results.

We are moving towards a future in which volatility will be the norm. Markets are changing in real time, technologies are overtaking themselves, and only those who keep up with or set the pace of development will be among the winners.

## 2.4 Data communication between platforms

### Findings & Learnings

- Many companies launch CRM and marketing initiatives with good intentions, but approach the issue from the wrong angle, thereby wasting time and losing impact.
- Problems such as duplicates or unclear data records can now be easily managed – modern tools take a lot of the work off your hands and ensure reliable data.
- When technologies are used as isolated solutions, unnecessary friction arises. Only through networked systems, clear interfaces and a common understanding of data can teams truly work together efficiently.



**Stephan Ringmaier**  
Vice President Technology,  
mpl Software GmbH

### Ausblick in die Zukunft

Two years ago, I would have liked to have known how crucial integrated platforms are for sustainable success. After all, isolated solutions that do not communicate with each other slow companies down enormously. In the future, markets and customers will be able to expect even more connected, consistent data and service experience.

Companies must therefore move away from complex individual tools and towards open system landscapes. They must regularly question and adapt processes and critically examine statements made by solution providers. Those who rethink their processes at regular intervals and create genuine connections – both technologically and organisationally – will remain competitive in the long term.

## 2.5 Identify individual customer needs early on with the use of predictive analytics and AI

### Findings & Learnings

- Clean data as a basis: »Garbage in, garbage out« remains central – only high-quality data enables effective predictive analytics and AI applications.
- The added value of predictive analytics is already evident today: historical patterns enable forecasts such as purchase affinities, churn risks, cross-selling/up-selling scores or next-best actions – always in the appropriate context and often orchestrated in real time to ensure relevance.
- AI as a scaling lever: Human intelligence is imitated or simulated. From creative generation and user support in marketing automation to LLM-supported call centre interactions and agentic AI, for example in financial consulting, AI can expand human capabilities and automate complex tasks. Trustworthiness and establishing the right corporate culture are extremely relevant in its use and implementation.



**Claudia Spermann**  
Principal Customer Advisor  
Customer Intelligence,  
SAS Institute

### Outlook



**Corinna Klaes**  
Solution Specialist SAS  
Customer Intelligence 360,  
SAS Institute

AI is here to stay. In digital marketing, CRM and CX, it is important to understand the possibilities and limitations, to experiment continuously and to critically reflect on progress.

Trustworthiness is particularly important: ethical standards, GDPR compliance, dealing with bias and discrimination, protection against misinformation, content authenticity, and issues relating to copyright, transparency and explainability.

That is why companies are currently focusing on »human in the loop« to ensure responsible, traceable and effective AI applications.

## 2.6 AI-driven customer journeys through real-time agents

### Findings & Learnings

- For the first time, real-time agents enable a dynamic, context-adaptive customer journey that recognises behaviour, needs and intent in seconds and responds individually.
- Marketing teams are shifting their focus from campaign logic to continuous journey optimisation, with data quality and process clarity being key success factors.
- The greatest leverage is achieved when agents do not work in isolation, but as an orchestrated system across touchpoints, channels and internal processes – a level of maturity that should be addressed early on.



**Christian Mainka**  
Senior Partner Solution  
Architect – AI Business,  
Microsoft Deutschland GmbH

### Outlook

AI-supported journeys will become standard in the coming years: customers expect experiences that understand their context and respond immediately. Companies must standardise their data architecture, operationalise decision-making logic and align agent ecosystems with responsibilities, escalations and governance.

Competition is shifting from media efficiency to experience intelligence. To be successful in the future, companies need a combination of automation, clear customer intent and agents who act autonomously and learn throughout the entire journey, embedded in transparent, verifiable business processes.

## 2.7 Automation, analytics & AI: The path to genuine customer experiences

### Findings & Learnings

- Marketing automation is much more than just sending emails: it encompasses event management, lead management, interfaces to sales and service, and consistent data management. Many companies want to use AI immediately, even though good automation can already achieve great results.
- Realtime marketing means reaching customers at the right moment via the appropriate channel – automatically, yet personally and contextually.
- Analytics is the foundation of intelligent automation: only when data is continuously measured, linked and fed back into journeys can companies respond to customer behaviour in real time and thus create more relevant experiences.



**Florence Westphal**  
Co-Business Lead I Technology  
Growth, Cloudbridge  
Consulting GmbH

### Outlook

In the following years, automation, analytics and AI will merge even more closely. Marketing and CRM systems will become learning ecosystems in which AI agents take on operational tasks – from segmentation and content adaptation to cross-channel journey management. For these agents to act reliably, they need an excellent database: clean, linked and interpretable.

Humans will remain the creative driving force and ethical framework providers. Companies that invest now in data quality, data models and analytics are laying the foundation for AI-supported automation to enable consistently personalised and sustainable customer experiences in the future.

## 2.8 Campaigns become continuity: How automation and analytics are changing email marketing

### Findings & Learnings

- The challenge remains: to be present at the right time with relevant content across a wide variety of touchpoints and channels.
- The new companions: automation and analytics open up new creative fields for managing marketing strategies in real time.
- The result: strategic journey architecture, data-driven storytelling and emotional trigger logic from different channels ensure continuity – and excitement in the mail- inbox.



**Petra Maelzer**  
Director Commercial Strategy,  
Member of the Executive  
Board, Inxmail GmbH

### Outlook

AI is revolutionising content, personalisation and automation, making email as a relationship channel even more personal and relevant. This is particularly true when AI agents or intelligent tools take over decision-making and actions.

Even when clicks disappear due to the zero-click search phenomenon, one thing remains: the relationship. Every email is traceable, logged and legally usable. This creates security and trust – even for automated decisions and workflows.

And the best thing about it: emails belong to no one and therefore to everyone. Independent of platforms, they ensure data sovereignty and form the basis for responsible communication as an invisible, indispensable infrastructure.

## 2.9 Can AI enable better customer relationships?

### Findings & Learnings

- Everyone is talking about AI and its possibilities – to fully exploit its potential in marketing, companies need to be bold and train their employees in AI proficiency.
- AI is not a panacea – but with the right support of »next best action«- models and individual customer experiences can now be designed more quickly.
- The main hurdles here are data quality and usage (garbage in, garbage out) and governance. Only a structured approach with a human being in the loop can currently act in the interests of customers and the law. It remains exciting to see how this develops.



**Maraike Schulz**  
Senior Director CRM  
Operations, HelloFresh

### Outlook

I think customers will also adapt their behaviour, and expectations for individual customer experiences will increase, as will the possibilities for shaping them. To be successful, we must not lose sight of the fact that the initial goal of marketing has not changed: to create the most fitting connection possible between the brand and the person.

New technologies are now making this easier and changing the way it is implemented (like the introduction of the smartphone), but they cannot replace interaction and conversation with people and the analysis of customer behaviour.

# 3 A shared future

Warm invitation to our upcoming activities in the Bitkom network

## Spannende Aktivitäten liegen vor uns



#1 ↗17 March 2026 | AK Vertrieb in Berlin | Thema »Modern Sales Skills: Menschlichkeit, Empathie & KI-Kompetenz verbinden«



#2 ↗21. April 2026 | AK Digital Marketing & AI & Retail in Hamburg |Bitkom Agentic AI Tour - Thema Commerce

Bitkom members can register for the event directly by clicking on the event.

Non-members are very welcome to contact **Dr Florian Bayer** (contact details – Team Bitkom).



## Bitkom Großevents:

### TRANSFORM

Your platform for the digital transformation of companies

As Bitkom's B2B lead event, TRANSFORM focuses entirely on the digital transformation of companies. It presents the latest technologies and solutions for the digitalisation of business processes and models and supports corporations, large companies and small and medium-sized enterprises in successfully meeting the challenges of the digital age.

Over two days, executives and decision-makers, managing directors, board members, CDOs, CIOs, CSOs, COOs and digital experts from across all industries will come together in Berlin.

### Digital Office Conference – Part of TRANSFORM

# 4 Data-driven inspiration

What digitalisation professionals should know

Bitkom regularly publishes studies on key issues relating to digital transformation. These studies provide a data-based, well-founded overview of current developments in the digital world, enabling topics to be understood and classified holistically. The data, figures and analyses are transparent and freely available at Bitkom-Dataverse.

Below you will find a selection of relevant publications related to the topic of this Digital Navigator.



## Study: »Digital Marketing in Germany 2025«

The study shows the contribution digital marketing makes to the German economy – from value creation and employment to tax effects and changing job profiles. It highlights the role personalisation plays in growth and competitiveness, how companies and consumers view it, and the developments shaping the market. A compact overview for anyone who wants to better understand the dynamics and significance of digital advertising.

[↗ Digitales Marketing in Deutschland 2025](#)

## Study: »Digital Office Index«

The Digital Office Index shows how far German companies have really come in terms of digitalisation, automation and AI in everyday office life. It provides reliable key figures, identifies obstacles to progress and describes trends that are shaping the path to efficient, digital working.

[↗ Studie Digital Office Index \(2024\)](#)





## Study: »KI in Germany 2024«

This study examines the status and prospects of artificial intelligence in Germany from the perspective of businesses and the general public. It provides comprehensive information on the relevance, use and potential of AI, its advantages and obstacles, its impact on the labour market, and views on the regulation and promotion of AI.

➤ [Studie Künstliche Intelligenz in Deutschland: Perspektiven aus Bevölkerung & Unternehmen \(2024\)](#)

## Supplementary data & press information:

- Press release:  
➤ [Internet-Suche im Wandel: Die Hälfte nutzt bereits KI-Chats](#),  
November 20, 2025
- Press release:  
➤ [Industrial AI: So sichert KI die Zukunft der Industrie](#)  
November 14, 2025
- Press release:  
➤ [Durchbruch bei Künstlicher Intelligenz](#)  
September 15, 2025

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# 5 Team Bitkom

We appreciate your interest in Bitkom.

## This is Bitkom (Video)

Bitkom's overarching goal is to make Germany a leading digital location, to drive forward the digital transformation of the German economy and administration, to strengthen digital sovereignty and to achieve broad social participation in digital developments.

Are you interested in Bitkom's diverse network?  
Please feel free to contact us directly!



**Dr. Florian Bayer**  
Head of Digital  
Marketing & Sales  
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↗ LinkedIn



**Felix Lesner**  
Digital Business  
Processes Consultant  
↗ LinkedIn

Not a Bitkom member, but interested in the Sales Working Group or Bitkom's diverse network?  
Please feel free to contact Dr. Florian Bayer, Head of Digital Marketing & Sales at Bitkom.

Bitkom member, but don't have access yet? Request it here ↗Link

Bitkom represents more than 2,300 member companies from the digital economy. They generate nearly 200 billion euros in revenue with digital technologies and solutions in Germany and employ more than 2 million people. Its members include more than 1,000 medium-sized companies, over 700 start-ups and almost all global players. They offer software, IT services, telecommunications or internet services, manufacture devices and components, are active in the field of digital media, create content, offer platforms or are otherwise part of the digital economy. 82 percent of the companies involved in Bitkom have their headquarters in Germany, another 8 percent come from the rest of Europe and 7 per cent from the USA. 3 percent come from other regions of the world. Bitkom promotes and drives the digital transformation of the German economy and is committed to broad social participation in digital developments. The aim is to make Germany an efficient and sovereign digital location.

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