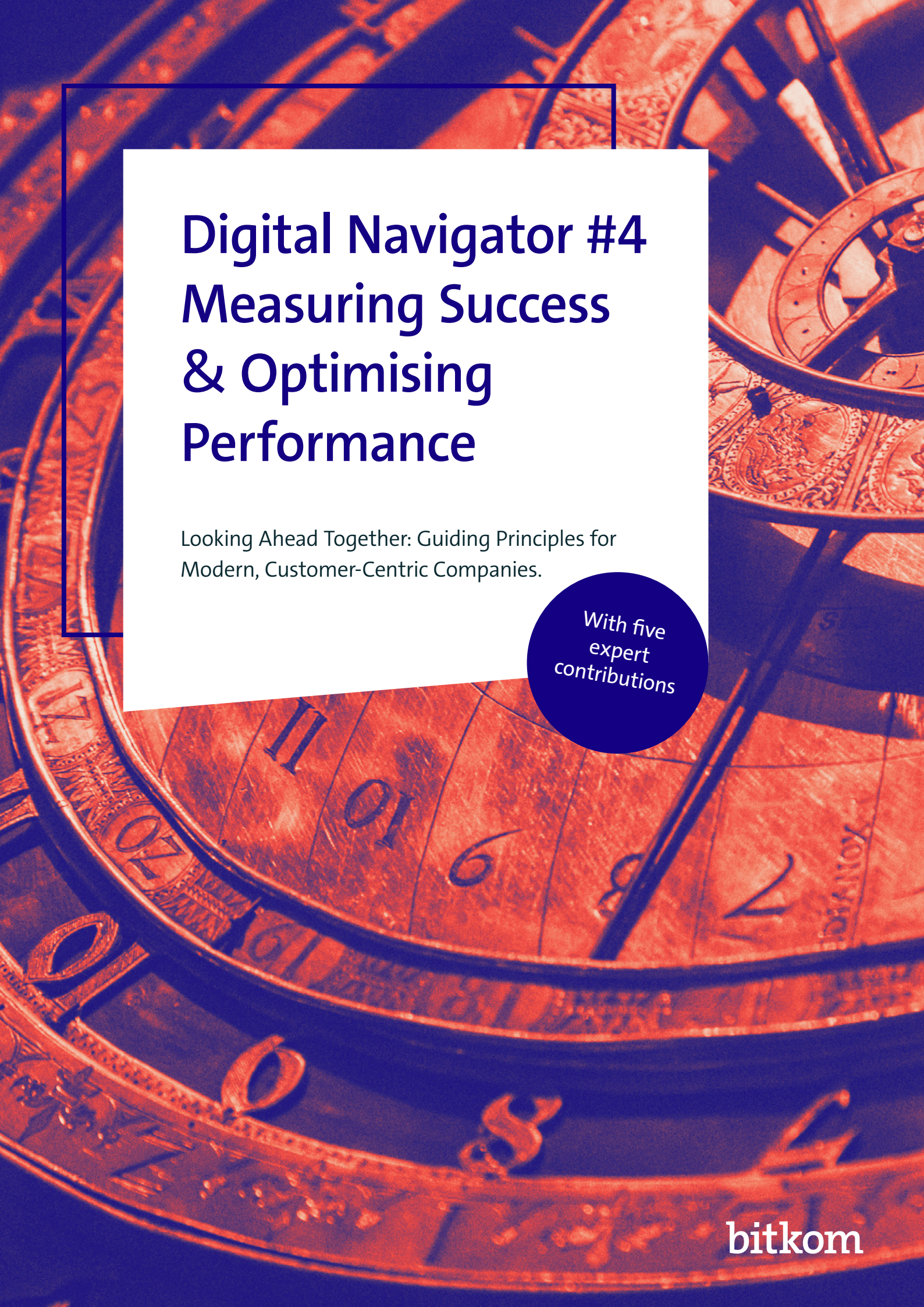




Digital Navigator #4 Measuring Success & Optimising Performance

Looking Ahead Together: Guiding Principles for
Modern, Customer-Centric Companies.

*With five
expert
contributions*

bitkom

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Digital Navigator #4 Measuring Success & Optimising Performance

Digitisation is a joint endeavour involving business, society and policy-makers. To bring our digital future to life, visionaries, practitioners and key stakeholders develop visions for the future and think boldly about what lies ahead. Their combined efforts drive progress and help new technologies deliver real impact.

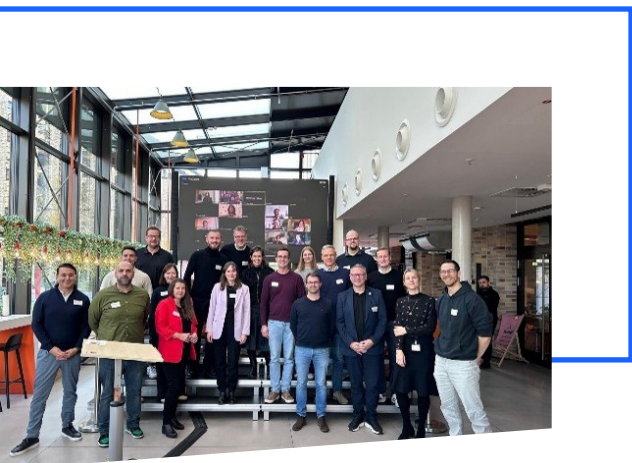
Ongoing dialogue between all stakeholders builds knowledge, promotes understanding and opens up new pathways. Bitkom provides a central platform for this: a topic-focused forum for dialogue, knowledge transfer and best practice, where all relevant stakeholders work together to shape our digital world.

With the publication series »**Digital-Navigator**« we support this collective learning journey. We bring together insights, background and perspectives on the future, making them accessible to decision-makers—as guidance in times of change and as inspiration for the digital development of organisations.

Key question: How do we shape our digital future together?

Click here to visit the
»Digital Navigator« website.

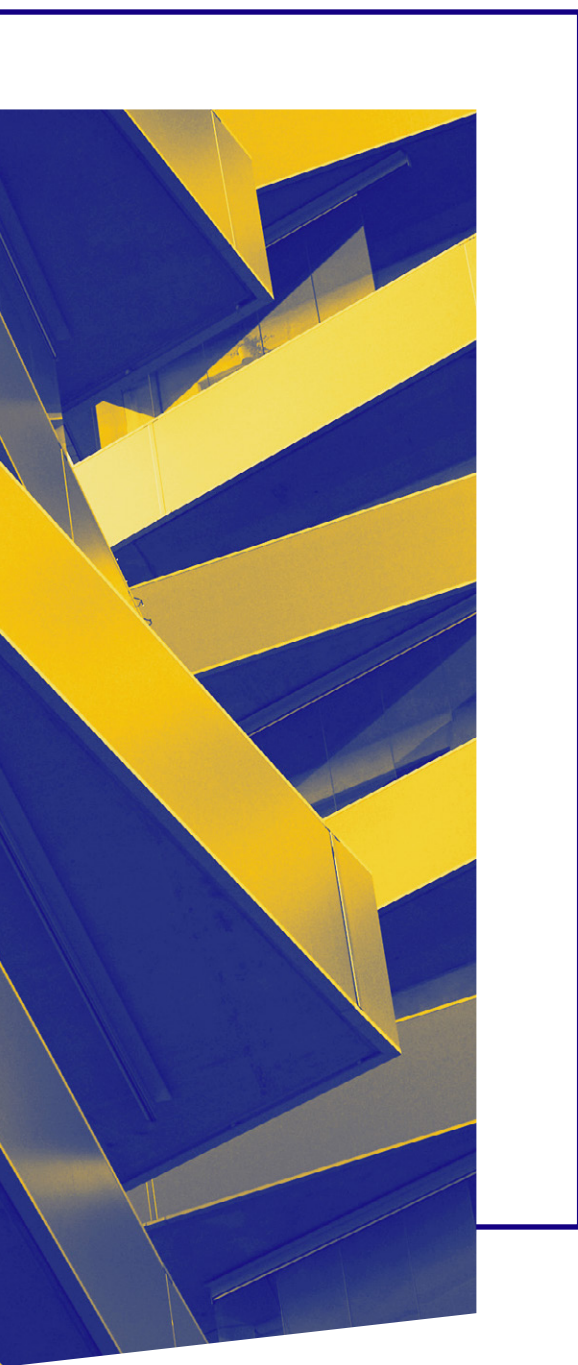
Website



As a think tank for a shared journey towards digitalisation

The fourth edition of the »**Digital-Navigator**« builds on the valuable insights generated at a meeting of Bitkom's »**Digital Marketing**« working group, hosted by Lieferando in Berlin. The event focused on »From Funnel to Circle – Measuring Success and Optimising Performance.«

In the digital age, customers expect personalised offers across multiple channels. This makes customer journeys increasingly complex and poses significant challenges for companies seeking to measure success and optimise their marketing budgets, not least in light of data protection requirements. At the same time, customers can choose from an ever-growing range of offerings, making it necessary to move beyond the traditional sales funnel towards a continuous cycle of personalised, exceptional customer experiences. This approach can foster lasting customer loyalty while enabling marketing budgets to be used more efficiently.



We welcomed guests who brought valuable insights and experiences to our discussions:

- »Empowering Everyday Convenience – The Impact of Subscriptions on Ordering Behaviour«
Timo Emmert, Country Finance Director Germany, Lieferando, and **Susanne Ferlic**, Marketing Director, Lieferando
- »From Data to Decisions: Harnessing AI for Marketing Measurement«
Alejandro Saucedo, Director of AI, Data & Platform, Zalando
- »Rethinking Customer Journey Mapping: Driving Marketing Transformation Across B2B and B2C Funnels«
Moirä Helena Assmann, Marketing Lead, Solaris
- »NextGen Customer Journeys – AI-Driven, Proactive and Hyper-Personalised«
Sargon Korkis, VP Digital Experience Services, Capgemini
- »From Data to Dialogues: Using AI and Intent Data for More Precise Account-Based Marketing«
Katrin Marquardt, Associate Director, ABM & Field Marketing Manager, Kyndryl

To extend the knowledge-sharing beyond the event itself, we asked our speakers to share their key insights, lessons learned and perspectives on the future in the »Digital Navigator«. We hope you find this an insightful and thought-provoking read.

At a glance

More about the working group

[Digital Marketing](#)

For Bitkom members

[Presentations](#)

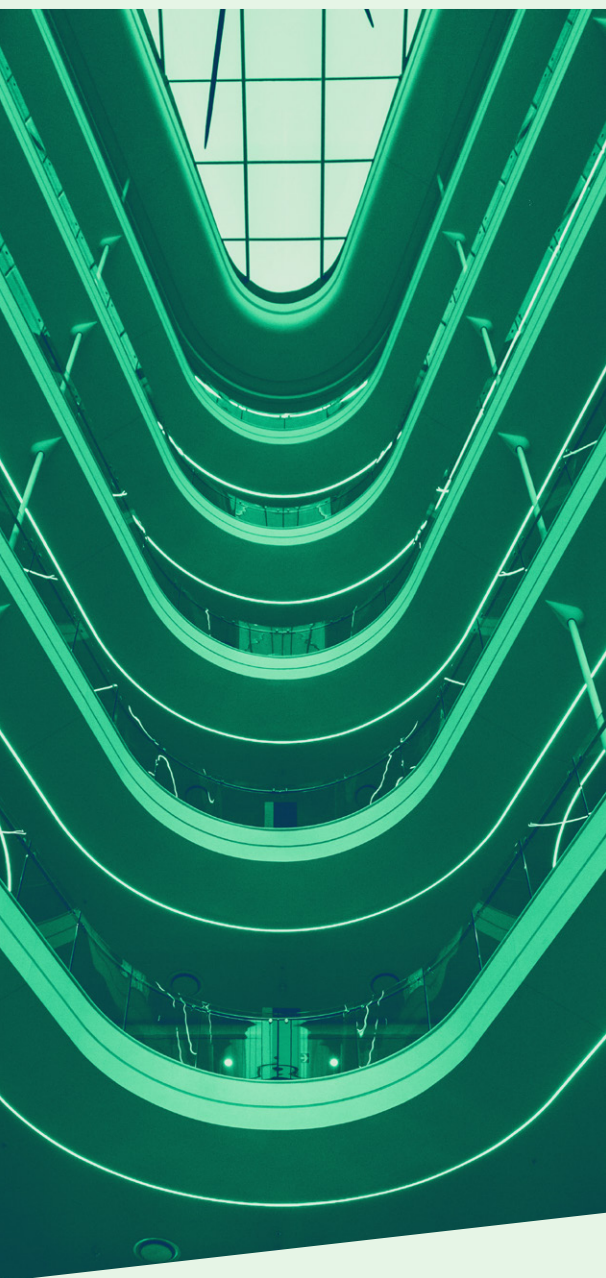
Germany's digital association

[The Bitkom Story](#)

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Guiding Principles and Perspectives on the Future

How Digital Experts See the Future of Performance Measurement and Optimisation



Featured Contributions

- »Full-Funnel Measurement: Understanding Impact, Optimising Budgets Efficiently
Timo Emmert, Lieferando, and **Susanne Ferlic**, Lieferando
- »AI-Driven Marketing Measurement: From Data to Informed Decisions in Real Time«
Stefan Haase, Zalando
- »Rethinking Customer Journey Mapping: Driving Marketing Transformation Across Funnels«
Maira Helena Assmann, Solaris
- »Gen/Agentic AI Is Driving the Biggest Shift in Consumer Engagement Since the Advent of the Internet«
Sargon Korkis, Capgemini
- »The Evolution of Account-Based Marketing: Personalisation Through AI and Intent Data«
Katrin Marquardt, Kyndryl

2.1 Full-Funnel Measurement: Understanding Impact, Optimising Budgets Efficiently

Key Insights

- A holistic full-funnel approach can help reverse a decline in customer acquisition: At Lieferando, the number of new and reactivated customers grew by more than 20 percent in Q3 2025 compared with the previous quarter and by more than 10 percent year on year.
- Measuring success becomes more effective when brand-building and performance marketing are considered together and their efficiency is continuously assessed using marketing mix modelling (MMM); performance social and TV, in particular, proved to be efficient channels.
- What I wish I'd known earlier: Not every touchpoint needs to be scaled to the maximum—the combination of measurement, incrementality testing and ongoing optimisation provides the basis for more efficient budget allocation.



Susanne Ferlic
Marketing Director
Lieferando Germany



Timo Emmert
CFO
Lieferando Germany

Looking Ahead

The customer journey will become even more fragmented and personalised, reducing the predictive value of channel-specific evaluations. Companies should therefore integrate first-party data, privacy-compliant measurement approaches and AI-driven analytics to understand performance across the entire funnel.

A continuous measurement and learning loop will be crucial: test initiatives, measure their incremental impact and adjust budgets accordingly. The Lieferando case already demonstrates that different channels make different contributions and that MMM, combined with additional testing, can help assess these more accurately.

2.2 AI-Powered Marketing Measurement: From Data to Informed Decisions in Real Time

Key Insights

- Companies should critically assess where complex AI is genuinely necessary, as established statistical methods and proven approaches are often sufficient to generate significant value in marketing measurement.
- Successful marketing measurement requires connecting financial goals such as customer lifetime value (CLV) with granular metrics for awareness and retention.
- Integrating incrementality tests to calibrate marketing mix models is crucial to establishing genuine causality, rather than relying on correlation alone, when allocating budgets.



Stefan Haase
Head of AdTech Engineering,
Zalando SE



Alejandro Saucedo
Director of AI, Data & Platform,
Zalando

Looking Ahead

We are moving further away from slow measurement and optimisation cycles towards the real-time optimisation of customer journeys using machine learning and generative AI. As LLMs and Answer Engine Optimisation (AEO) increasingly shape how people interact with brands, the seamless integration of data and brand strategy becomes a critical factor. Companies must break down silos between commercial management, analytics and technology-driven personalisation to create compelling experiences. In short: the future belongs to companies that treat technological innovation as an integral part of their marketing strategy and manage it as part of a holistic ecosystem.

2.3 Rethinking Customer Journey Mapping: Driving Marketing Transformation Across Funnels

Key Insights

- A compelling customer experience does not happen by chance; it must be deliberately designed across the entire customer journey. Marketing plays a crucial role in this process: it builds trust, ensures consistency and delivers relevant interactions across all touchpoints, creating as seamless a customer experience as possible.
- AI can significantly support this process. It helps structure data, provides more nuanced insights into different customer segments, identifies friction points and reveals how individual touchpoints contribute to business performance. Based on this, teams can make informed decisions about which actions genuinely drive revenue and growth.
- To achieve sustainable progress, it is crucial to strategically strengthen the most important »Moments that Matter«. To do so, cross-functional teams must work from a shared data foundation, align around common KPIs and translate the strategic vision into an operational system that can be continuously refined and supports long-term growth.



Moira Helena Assmann
Marketing Lead, Solaris SE

Looking Ahead

In the future, companies that successfully combine AI with genuine customer-centricity will prosper—not those that pursue automation or digitisation for its own sake. As customer journeys become more fragmented and expectations rise, AI can only create real value when grounded in a deep understanding of customers, clearly defined »Moments that Matter« and a precise Ideal Customer Profile.

When strategically deployed, AI helps uncover relevant insights, process large volumes of data and segment customers effectively. Success will hinge on delivering consistent, trust-building experiences and translating insights into concrete actions that directly contribute to revenue, customer retention and customer acquisition.

2.4 Gen / Agentic AI Is Driving the Biggest Shift in Consumer Engagement Since the Advent of the Internet

Key insights

- Intelligent customer journeys: Gen AI helps bridge gaps across the entire customer journey, going beyond personalised touchpoints by anticipating and responding to real-time customer needs based on data.
- Autonomous customer interactions: 70 percent of global marketing decision-makers face rising consumer expectations, yet only 18 per cent believe their current set-up enables them to deliver hyper-personalisation at the required scale.
- Transformation of the marketing organisation: Adopting autonomous AI systems to manage growing content volumes requires organisations to integrate AI agents in ways that create value, using them as supportive virtual colleagues in areas such as creative curation, the use of synthetic and real-world data, and intent management.



Sargon Korkis
Vice President Digital
Experience Services,
Capgemini

Looking Ahead

Gen AI and agentic AI are radically transforming marketing. AI systems are evolving into autonomous, learning collaborators that orchestrate customer journeys in real time and create hyper-personalised experiences. Brands should view AI not only as a tool for managing complexity, but as a strategic partner in creating value for consumers.

Success depends on the effective integration of AI agents, the development of new human roles and skills, robust data-driven governance and the continuous optimisation of processes. Companies that invest, experiment and use AI as a growth driver today will strengthen customer loyalty, improve efficiency and accelerate innovation. Those that fail to keep pace risk falling behind as competition advances, customer expectations go unmet, response times lengthen, top talent is lost and efficiency gaps widen.

2.5 Account-Based Marketing in Transition: Personalisation Through AI and Intent Data

Key Insights

- Personalisation in B2B marketing is effective only when it is based on high-quality intent data and AI-driven analysis that reveals genuine customer needs.
- The traditional funnel is becoming less relevant – sustainable customer retention today depends on continuous, data-driven interactions across multiple touchpoints. Companies must understand the entire customer journey and address specific pain points effectively.
- Investment in modern technology and robust data protection is essential to meet rising customer expectations and build trust. Companies that adopt AI and secure data infrastructures early can position themselves as innovative, reliable partners.



Katrin Marquardt
Associate Director
Account-Based Marketing,
Kyndryl Deutschland GmbH

Looking Ahead

The future of B2B marketing will be shaped by AI and data-driven approaches. Companies that invest early in intelligent data infrastructure and secure technologies can proactively identify customer needs and create hyper-personalised experiences. The customer journey will become even more fragmented and complex, making continuous, relevant engagement across multiple channels increasingly important. Data protection and transparency will remain key factors in building and maintaining trust. Companies that move from campaign-based thinking to a customer-journey mindset and focus on customer lifetime value will differentiate themselves from competitors and build lasting customer relationships.

3

Shaping the Future Together

You are warmly invited to take part in the upcoming activities across the Bitkom network

Exciting activities lie ahead



November 18, 2026 | AK Digital Marketing in Munich
Topic »Marketing Transformation:
Reality Check & Outlook«



December 01 | Sales Working Group in Frankfurt hosted by PwC | Topic »Next-Level CX: Marketing & Sales as a System«

Bitkom members can register directly by clicking on the relevant event. Non-members are welcome to contact **Dr Florian Bayer** (contact details can be found under »Team Bitkom«).

Bitkom Grand Event:

13th - 15th October in Berlin | Smart Country Convention

City. Country. Tech | The Smart Country Convention brings together leading figures from administration, politics, business, and science. Together, they demonstrate how digital solutions can advance administration, cities, and rural areas.

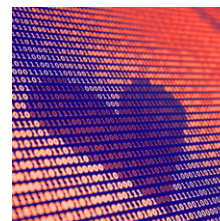
Bitkom Events:



November 10 in Berlin
Digital Finance
Conference



12 November in Berlin
Data Centre
Summit



November 24 in Berlin
Digital Health
Conference

[Click here for all Bitkom events](#)

4 Data-Driven Inspiration

What Digital Professionals Should Know

Bitkom regularly publishes studies addressing key questions around digital transformation. They provide a well-founded, data-driven perspective on current developments in the digital world, enabling a comprehensive understanding of these topics and their broader context. The data, figures and analyses are available transparently and free of charge via the Bitkom Dataverse.



Bitkom Dataverse



Previous editions of the **»Digital Navigators«**:

- #1: Automation & Analytics – Steering marketing strategies with data and AI
- #2 Marketing Transformation in Automotive
- #3 Check AI in Sales

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

Whitepaper »Agentic AI in Customer Experience«

This whitepaper explores how Agentic AI can reshape customer-centred processes, from the underlying data foundations through to specific customer interactions, and which prerequisites need to be in place to translate technical capabilities into trust, transparency and sustainable value. In customer-centric areas, the question is not only what can be automated, but also how autonomous systems can be used responsibly: How can decisions remain explainable? Where is human oversight needed? And how can data, organisational structures and skills be developed so that Agentic AI can deliver its full potential?

[↗ Whitepaper Agentic AI in Customer Experience](#)



Study »Marketing in the Digital Transformation 2026«

Marketing is under increasing pressure to deliver greater impact and efficiency while budgets remain unchanged. The study report shows how companies are adapting their strategies, priorities and activities in response. It focuses on budget allocation, organisational structures and the impact of automation and regulation. The report is based on a survey of 180 digital companies conducted by Bitkom Research and highlights key trends and developments in marketing.

➔ [Marketing in the Digital Transformation 2026](#)



Study »Artificial Intelligence - How the Public Views the New Technology« (2026)

Artificial intelligence is becoming part of everyday life in Germany at a remarkable pace—faster than many previous digital technologies. But how comfortable are people already with using AI? Who uses AI regularly, who is being left behind and why? What concerns shape the public debate? And how strong is the demand for trustworthy AI solutions from Germany and Europe?

The study report examines how widely AI is used across the population, the purposes for which AI applications are used and the reasons why some people choose not to use them. It also explores attitudes, concerns and questions of digital sovereignty, as well as the role of AI in the workplace and in paid-for applications. The findings are based on a representative survey conducted by Bitkom Research. A total of 1,003 people aged 16 and over in Germany were interviewed by computer-assisted telephone interviewing (CATI).

➔ [Artificial Intelligence](#)



Supplementary Data and Press Information:

- Publication (2026):
 - ➔ [Artificial Intelligence in CRM – How Artificial Intelligence Redefines Customer Relationships](#)
- Guide (2026):
 - ➔ [Trustworthy & Responsible AI](#)

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publications

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5 Team Bitkom

We are delighted that you are interested in Bitkom

More about Bitkom



Bitkom's overarching goal is to establish Germany as a leading digital hub, drive the digital transformation of the German economy and public administration, strengthen digital sovereignty and enable broad participation in digital developments across society.

Are you interested in Bitkom's wide-ranging network? We would be pleased to hear from you.



Dr. Florian Bayer
Head of Digital Marketing & Sales
f.bayer@bitkom.org
[↗ LinkedIn](#)

Not a Bitkom member, but interested in the Sales Working Group, the AI Working Group or Bitkom's wider network?

Please feel free to contact the Bitkom team directly. We look forward to hearing from you.

Bitkom member but don't have access yet?
Request it directly here [↗Link](#)

Bitkom represents more than 2,200 member companies across the digital economy. Together, they generate around €200 billion in revenue from digital technologies and solutions in Germany and employ more than 2 million people. Our membership includes more than 1,000 SMEs, over 700 start-ups and virtually all major global players. They provide software, IT services, telecommunications and internet services, manufacture devices and components, operate in digital media, produce content, run platforms or contribute to the digital economy in other ways. Eighty-two percent of Bitkom member companies are headquartered in Germany, a further 8 percent in the rest of Europe and 7 percent in the United States. The remaining 3 percent are based in other regions of the world. Bitkom supports and accelerates the digital transformation of the German economy and advocates broad participation in digital developments across society. Our goal is to establish Germany as a competitive and digitally sovereign location.

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