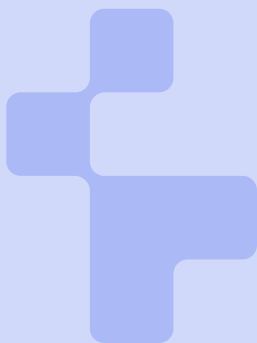# CDP Buyer's Guide 2024

Executive Summary

In today's data-driven world, companies recognize the importance of adapting their marketing strategies to create increasingly personalized customer experiences. Despite the crowded martech space, understanding how your tech stack plays together can be challenging due to the overwhelming number of point solutions and a lack of accessibility to real-time data.

Often, there are either large gaps or redundancies between the applications in your stack, causing marketers to spend too much time trying to understand how the stack plays together instead of spending time developing optimized campaigns. Now more than ever, there is a need for orchestration between the different components of the martech stack that both empowers marketers and decreases operational overhead.

Marketers have had to rely on data engineering teams to access the data they need to understand their customer's journey, resulting in the delivery of potentially unusable or old data. Beyond these data challenges, marketers don't always have connected platforms, the right tools, or the appropriate channels in place to activate the data they receive.

Worse yet, marketing teams that do have some personalization tools and strategies in place are often left creating manual workflows and campaigns — ultimately wasting time and resources and leading to the inability to provide a highly personalized customer experience.

Recently, the customer data platform (CDP) space has emerged to simplify, clarify, and orchestrate how marketers design and deliver personalized customer experiences. According to the CDP Institute, there are now more than 160 CDP vendors.[1] The category is growing rapidly—$4.2 billion in 2022 and analysts forecast it will be $19.7 billion by 2027.[2]

CDPs empower marketers to access the data they need, putting the power at their fingertips to understand customer buying behaviors, preferences, and channels of choice. This speeds up the time to benefit so that marketers can launch more personalized campaigns even faster. The best part is that the data in a CDP is real-time — thanks to cloud data warehouses such as Snowflake — meaning that brands today can access live data to quickly create on-message, personalized campaigns.

As organizations mature in their data strategy, the benefits of a CDP with your cloud data warehouse compound. Marketing can now share its data and insights back into the cloud so that people from across the enterprise can bring that insight into BI tools and work with it from their disciplinary perspective, and non-technical marketing people can become extremely data savvy by using a CDP to work with real-time data.
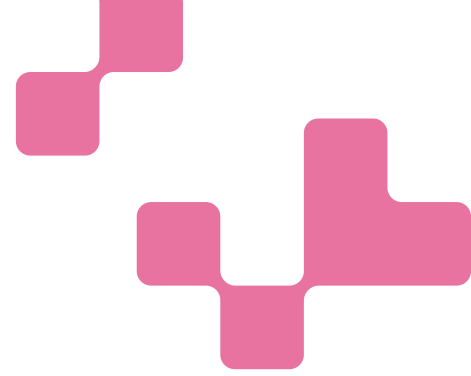
The CDP readiness checklist:

Our experience working with companies reveals that those getting the most ROI from their CDPs share these common points:

- ✓ They have or will implement a cloud-based data warehouse such as Snowflake
- ✓ They are actively maturing an enterprise-wide data strategy
- ✓ They have a need to define new customer segments and achieve a high degree of personalization

This guide will walk you through the problems that CDPs solve, the benefits of using a cloud-native CDP, the major types of CDP solutions in the market, and some guidance for conducting your search/RFP process.

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Chapter 1: What is a Customer Data Platform?

Gartner defines customer data platforms (CDPs) as software solutions that support marketing and customer experiences by "unifying a company's customer data from marketing and other channels."

Unlike the other components of your martech stack, the CDP's job is to orchestrate between all of your marketing tools and your data warehouse, helping to create a "single source of truth" for your buyer. The beauty of the CDP lies in its ability to assist disparate systems to communicate with each other to power a complete picture of your customer.

A true CDP must:

- Ingest customer data from multiple sources.
- Unify customer profiles into a single view (resolve identity).
- Create real-time customer segments.
- Integrate customer data from other systems, out of the box.

By connecting to other components of your martech stack, a CDP improves the performance and efficiency of the stack as a whole.

To be truly transformative in the way marketers conceive, design, execute, and measure campaigns, a CDP must be tightly integrated with your data warehouse. This is also a key to eliminating the bottleneck between data engineering and marketing by empowering marketers to own their data.

Identity resolution that drives revenue

One of the most essential unique functions a CDP brings to your martech stack is a modern, robust identity solution. Many CDPs focus only on data cleaning and record-keeping use cases. Marketing teams seeking outstanding, differentiated customer experiences need a CDP based on a flexible data model that can respect complex notions of customer identity while offering real-time recognition and enrichment capabilities to drive revenue.

Simon Data was recently cited as a "game-changer" in Snowflake's recent Modern Marketing Data Stack Report. In particular, the report cited Simon's Connected Customer Data Platform for its ability to tap directly into the data cloud to help enterprises craft tailored experiences for their customers. Simon's customers, including brands like 1-800-Flowers, JetBlue, WeWork, and Vimeo, are achieving personalization at scale.

Which CDP to choose?

At a basic level, all CDPs must offer these core competencies:

Data ingestion
A CDP must gather, standardize, and validate all data from across sources, both online and offline.

Profile unity
A CDP must dedupe and consolidate customer data into one, informative profile for each customer. By the time you need to work with the data, a single customer who purchased from your website, an app, and a store should all show in only one profile.

Segmentation
A CDP must leverage consolidated profiles to allow marketers to build custom segments from a single platform and increase personalization.

Integration
A CDP must allow marketers to make immediate use of created customer segments by seamlessly integrating with end channels (such as Eloqua, MailChimp, or GoogleAd) to quickly deploy personalized experiences. This access to real-time data means marketers should be able to adjust and optimize campaigns immediately; for instance, a buyer making an in-app purchase could be offered a chance to upgrade to a full membership at a discount for a limited time.

By combining these critical capabilities into a single, accessible platform, marketers can shorten the path from idea to execution — and from execution to measurement. All this accelerates and elevates decision-making to a quick, insight-filled activity so you don't miss a moment to bond with your customer.

End-to-end service models
Today, more data-driven marketing teams are choosing CDP vendors that offer end-to-end service models with proven ability to drive ROI. Choose a CDP that offers comprehensive customer support and partners with you to ensure you're getting the most value from your CDP.

Chapter 2: Why is it necessary to understand customer data?

Trusting the data

Before we discuss understanding data, let's talk about trusting it. A successful enterprise data strategy must begin with gaining users' trust that they can rely on the data and that all teams are working with a single source of truth. For marketers, that means becoming more data-driven in all decision-making. Building a relationship with the data over time builds understanding, which in turn ignites creativity. Now, here's why it's critical to understand customer data.

Reason 1: Meet customer expectations

Customers have come to expect that you understand and relate to them based on their past interactions with your brand. By connecting all the dots across the entire customer experience, CDPs help marketers understand the relationship between customer events — points in time — and the larger behavioral picture that emerges when they are viewed together. This is one of the key benefits of attaining a single, unified view of the customer, something that CDPs do uniquely well and which other components in the martech stack can barely approach.

Reason 2: Build emotional connections

Centralized, accessible customer data is the only way to make informed decisions that support delivering personalized experiences to each customer. When a person clicks on an ad, sees a commercial, or buys a product, they momentarily suspend their disbelief. At that moment, the customer is not interacting with a complex, global brand that may employ thousands of people across far-flung places; rather, they are satisfying their own emotional need to solve a problem they have with your product or solution.

This personal sense of connection is critical to bringing in new customers and building the value proposition to existing ones; creating customer lifetime value starts with that emotional connection.

Reason 3: Increase ROI across marketing

If your data is siloed, whether between your data warehouse and your martech stack or even within the stack across different applications, no one is operating with a full, valid view of the customer. This wastes marketing spend and a lot of time.

In most organizations, customer acquisition consumes the lion's share of the marketing budget. Without real-time communication between a conversion event, dynamic segmentation tools, and end-channel orchestration, you could end up spending pricey top-of-funnel ads on already-converted customers. A modern, cloud-native CDP can ensure that all stakeholders are using live, real-time data, making analytics far more reliable and campaign measurement far more accurate.

Reason 4: Ensure compliance with privacy regulations

Siloed data runs a higher risk of non-compliance. A modern CDP with built-in compliance functionality ensures you are up-to-date and compliant across the full martech stack. If a customer modifies their account in one channel, it's important that all channels be updated and that the various applications that handle customer data, from your ad tech platform to customer service, all track on the same page.

At a minimum, a key selection criterion as you evaluate a CDP investment is that it be fully compliant and current with SOC-2, GDPR, CCPA (California), and all the newest regulations coming out of the EU. Most importantly, a CDP should be able to govern compliance in all your go-to-market activities behind the scenes so you can innovate with your data.

Chapter 3: What should your CDP be able to do?

A CDP should enable you to better understand and relate to your customers so you can easily build personalized customer relationships at scale. It should also allow you to create offers and opportunities that align with your customer's preferences, even to the point of helping to anticipate what they might need or want in the future. A good CDP should help create the kind of regular experiences that make your customer feel emotionally connected to your brand with a, "They really do know me!" feeling.

The CDP value proposition: Deliver centralized and actionable customer data at your fingertips.

Can your CDP do this?

- Enable your marketing teams to better understand and relate to your customers.

- Improve marketers' agility and help them move more quickly to optimize and personalize campaigns.

- Provide a single view into customers in a campaign to enable non-technical people to adapt/ quickly change messaging based on real-time data.

- Make data activation easy.

- Deliver intuitive tools for data enrichment, identity resolution, data activation, and measurement/ analytics all from a single interface.

- Alleviate or eliminate the bottleneck of reliance on data engineering teams to gain an actionable view of the customer.

- Help marketers know their customers better.

Genuinely connecting with your customer is about anticipating their wants and needs and delivering on them in their channel of preference. Each step in the CDPs workflow should guide marketers toward creating value based on a full view of the customer, while delivering critical functionality, such as opportunity sizing, to their fingertips.

A great CDP empowers marketers to experiment with their data, try on different assumptions and play around with how tweaks to a customer segment could change the outcomes.
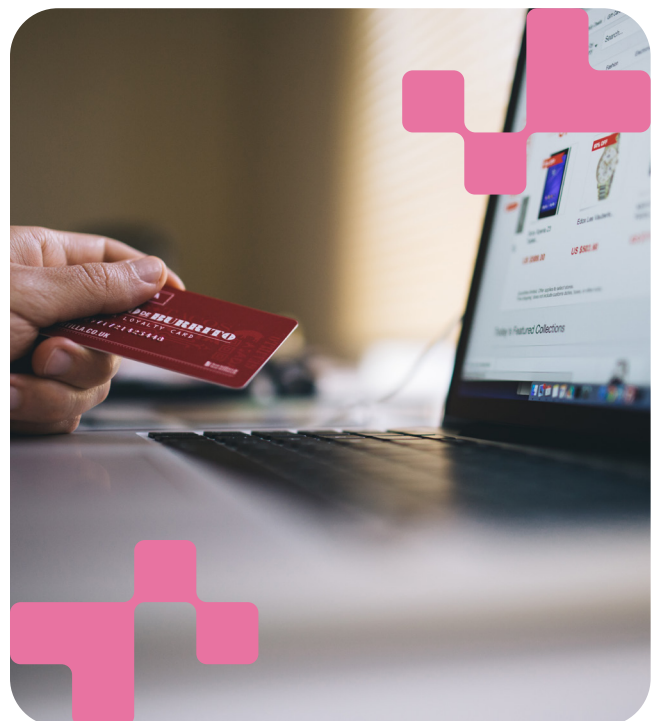
Chapter 4: How CDPs and CDWs work together

Cloud data warehouses (CDWs) are cloud-based databases that store valuable data from nearly every part of the business, including first-party customer data. CDWs were primarily constructed as a business intelligence tool, and access to the data is oftentimes limited to IT, engineering or other technical gatekeepers.

Think of your CDW as your dad's garage. It's completely chock full of valuable stuff, and a total mess – rendering it completely impossible for anyone who's not him to find anything.

So while CDWs provide a centralized source of customer data, supporting activities like personalization and segmentation require brands to invest in technologies that integrate directly with a CDW, like a CDP, to enable marketers to access and use the data within.

Your CDP should flex to your current and future data architecture. A connected customer data platform is designed to integrate seamlessly with your CDW and enable you to easily access unified customer profiles directly in your CDW.

They run directly on your CDW instance, allowing you to activate customer data with zero data replication, so your CDW remains as your single source of truth (SSoT). As your CDP unifies data across digital touchpoints, it provides a more comprehensive view of your customers, making it a great addition to any tech stack.

Another benefit to using a connected CDP is their increased utility across the entire business, so access and use of your customer segments aren't just limited to marketing.

There's no one-size-fits-all approach to personalization. Successfully building a modern marketing data stack for personalization depends on your data infrastructure, available technology, and your team's organization and governance, among other things.

Chapter 5: Driving omnichannel personalization

Today's marketing teams need to create highly personalized customer experiences across all channels that a customer might use. It's important to find a CDP that offers advanced segmentation capabilities along with out-of-the-box predictive models and data enrichment tools, so your messages can be where they need to be at the right time.

Legacy martech tools were usually purpose-built for a specific function, sometimes reaching for a function or two from another distinct domain; for example, an email service provider may have added in analytics capabilities, or a multi-channel marketing hub may have incorporated machine learning capabilities. But no single vendor has solved the holistic marketer experience nor attain a truly unified customer view.

It is challenging enough to grasp the value propositions of each martech tool, let alone understand how a CDP can collaborate with them all and amplify functionality through seamless integration. To that point, we will cover the differing and overlapping capabilities of common tools in the typical martech stack.

Data Management Platform (DMP)

How they differ from CDPs

A DMP can play a role in centralizing and organizing customer data to make it usable. However, they have a narrower focus on anonymized third-party data specifically for managing paid digital advertising and marketing platforms. CDPs focus on first-party data that can use personally identifiable information (PII) for marketing functions.

How they work with CDPs

CDPs deliver on all the promises DMPs made. CDPs can push audiences with customer PII (name, email, phone, etc.) to DMPs to pass to demand-side partners (e.g. advertisers).

If customers click on downstream advertisements, a CDP will ingest that data for further segmentation and analysis.

Customer Relationship Management tools (CRM)

How they differ

CRM tools were designed for sales and services to track direct customer interactions (e.g., purchases and customer service communications). While CRM tools have their strengths, they generally work only with limited data and lag in automation capabilities. This can create the need for manual work by marketers which is disconnected from other campaign activities.

How they work together

CDPs can push audiences to CRM tools for downstream management. CDPs can also ingest data from CRM tools to support audience segmentation and personalization.

Multi-Channel Marketing Hubs (MMH)

How they differ

Multichannel Marketing Hubs (MMH) are often ESPs (email service providers) that have added functionality. However, these systems specialize in managing and deploying marketing campaigns to end channels, like email, social media, or SMS. MMHs can't match a CDP's ability to unify data across the marketing tech stack. Legacy MMHs typically rely on batched FTP-based data integration. In contrast, newer MMHs rely solely on an event-based data model, which doesn't support complex manual aggregations of customer properties with all new events/attributes.

How they work together

CDPs can push audiences to MMHs to trigger downstream messages. CDPs can also ingest data from MMH tools to support audience segmentation and personalization. A CDP can replace data and campaign orchestration that an MMH owns in many situations. However, a CDP still relies on end channels to push messages.

Reverse Extract Transform Load (Reverse ETL)

How they differ

The goal of a reverse ETL tool is to take data from your data warehouse and send it back to business intelligence, marketing, sales, and operations tools. This process then makes customer data actionable. At first glance, Reverse ETL may appear like the perfect solution to completing your data stack. You have a warehouse that stores data and now a solution that moves data back and forth to your tools.

However, Reverse ETL does not provide an interface to activate data into personalized, cross-channel customer experiences. This gap is where a CDP comes into play, presenting an opportunity for Reverse ETL and CDP to complement each other.

How they work together

Reverse ETL and CDPs may have overlapping functionality but can complement one another.

While many CDPs have built some reverse ETL functionality into their data management system, the best go a step further. Orchestration CDPs activate data through identity management and cross-channel orchestration in marketer-friendly workflows. Today, modern CDPs include AI-enhanced workflows to drive even better data-driven insights, learning from your marketers what workflows are needed and optimizing them.

Data Warehouses

How they differ

Data warehouses act as a centralized repository for storing all your structured and unstructured data at scale. If you are not a trained data-handler, data repositories are scary, complicated places.

How they work together

CDPs can share all customer data to a client's data repository.

Chapter 6: What value will a CDP bring to your business?

You can expect the following outcomes from your CDP:

- Increased operational efficiency for the business
- Increased revenue
- Reduced media spend
- Streamlined technology costs

Let's drill into each of these a bit.

Increased operational efficiency

CDPs eliminate the bottleneck between marketing and data engineering by empowering marketers to build customer segments and activate them in a self-serve UI.. This eliminates the reliance on data and engineering teams and frees marketers to be faster and more creative by getting much closer to their data, while data engineers can focus on more strategic tasks. Because CDPs enable marketing to easily share their data insights with the rest of the business, data scientists can spend some of their increased bandwidth working on new data models, including ones that can enhance attribution.

Increased revenue generation

CDPs help democratize data across different teams in marketing and throughout the enterprise. This brings increased insight for everyone and can help marketers develop and measure new campaigns more quickly.

Greater insight into customer preferences and behavior, improves the degree of personalization you can achieve which is likely to boost revenue. The results are achieving business-level objectives like growing customer loyalty, increasing retention, AOV, LTV, purchase frequency, and customer acquisition.

Reduced media spend

On average, media spend accounts for one-third of marketing costs. With the automation provided by a CDP, you can automatically update suppression lists and increase ROAS with more finely-tuned audience retargeting and go after unreachable contacts in both owned and paid channels.

Streamlined technology costs

With the right CDP, you can reduce overall marketing technology spend. Many martech stacks feature solutions that have redundant functionality. With a CDP to integrate and orchestrate across the stack, you can improve efficiency, eliminate redundancy, and optimize your workflows.

It's important to consider a CDP pricing structure designed for impact and growth. You can maximize your investment with a composable and outcome-driven CDP. Composable CDPs allow you to align your pricing model and start with a deployment path that best suits your business needs. Then, you can customize your CDP and only pay for the add-ons you need, helping you streamline resources and cost.

Chapter 7: The CDP
Selection Process

As you evaluate CDPs, you will likely wish to include stakeholders across marketing and beyond. Marketing Ops and campaign management are clearly at the top of the list, but you may include customer success teams, business intelligence, and data science.

The five key areas you want to include in your RFP template are:

- Data management
- Marketer empowerment (Self-Service)
- Analytics and Intelligence
- Omni-channel orchestration
- Privacy/SecOps/Compliance

A key takeaway here is that there is no industry standard for what constitutes a CDP, nor is there a universal definition of what functionalities comprise each of the major components above. We suggest creating your definitions of your required services and making everyone who bids on your RFP complete it. Here are our recommendations for each major area:

Data management

Data management is collecting and storing data in a secure location. A CDP must support data management in three key areas: ingestion, access, and profile unification.

Data ingestion is the ability to gather, standardize, and validate data from online and offline sources. Next, this data is stored in a centralized location to be accessed, used, and analyzed. In other words, no matter where your data is coming from, a CDP can receive it and translate it into a unified customer profile. This profile is like the holy grail of understanding your customers — everything you need to know about them in one place. Moreover, this information is also available for every team to view. Making data accessible to all departments is crucial to the success of cross-functional teams.

Analytics and Intelligence

Data analytics and intelligence are combing through existing data via modeling, reporting, and transforming to find actionable insights that can support company decision-making. A CDP can accelerate workflows by assisting with segmentation, experimentation, and predictive modeling. During the RFP process, you should have a clear idea of what segmentation capabilities will come out of the box and which ones you will have to build. The goal is to find a platform with an easy-to-use interface that allows non-technical roles to work independently of their technical counterparts.

Omnichannel orchestration

Omnichannel orchestration is the ability to deliver customers rich and meaningful experiences through whichever channel they may be interacting with you.

A good CDP will offer one unified and intuitive interface through which marketers can understand the customer and the truth about the data; the CDP is a layer that synthesizes the activities of everything in the stack and updates those applications with live data.

Many customers use multiple channels when buying or researching products, making tracking their customer journey increasingly difficult. Without a CDP, marketers can find themselves bogged down in carefully constructing segments for every necessary end channel.

The key differentiator with a modern, cloud-savvy CDP is this: through native integration with your data warehouse, achieving a single source of truth on all your customer data allows the CDP to drive activation in all end channels with data you can trust.

Another way to look at the importance of orchestration to your campaign efforts is simply this: if this one, overarching function isn't done well, you will likely see customers that are overcommunicated with, and to whom untimely, duplicate, or off-base messages are sent.

Privacy, security, and compliance

This arena is moving fast and growing more complex daily. This is one criterion where you may need to consult with your CISO or SecOps teams to ensure you meet your own organization's requirements for data governance and privacy compliance. We recommend limiting your CDP vendor evaluation to only those who can say they are committed to continually updating their standards to accommodate updates to privacy laws, especially GDPR, SOC 2, CCPA (for California), and other laws coming out of the European Union.

Another word of caution on privacy, security, and compliance: the overall trend in the past several years and into 2024 seems to be that marketers must make do with less. The deprecation of cookies is just one technology trend that is making it harder for marketers to access the level of data granularity on the customer's journey that most campaign strategies and applications are based on.

Many laws have gone into effect that empower consumers to limit the data that can be collected on them, as well as laws that limit how long organizations can hang onto that data. All this elevates the importance of your primary data and strengthens the position of data warehouses like Snowflake, which continually serve up live, real-time data, as the foundation of your CDP. Simon Data was natively built on Snowflake, and our partnership with them remains very deep and strong.

Marketer empowerment

Data-driven marketing requires a CDP that offers a no-code UI that's purpose-built for marketing teams and marketing outcomes. The data warehouse and CDP markets have matured to the point where non-technical marketers can now self-serve their own data and explore ways to create new campaign segments without waiting for data engineering to respond.

This is simply the wave of the future, and over the next year, it will become table stakes for being a competitive marketing organization. Data self-service is key to marketer self-sufficiency, and also to managing the tighter marketing spend that has become a sign of recent times.

Chapter 8: The CDP buying process

Your journey to buying the right CDP will include stakeholders across your organization. We recommend that you gain agreement that marketing will own and drive the process. You will want to include most teams in the marketing organization, especially those responsible for designing and executing campaigns and those responsible for measuring the results.

Beyond that, the CDP evaluation and approval journey will include:

- Data engineering
- IT
- Security/Compliance
- Legal
- Analytics
- Procurement

Next, have each stakeholder surface problem areas related to data usability. Here's an example of what such a list might look like:

Typical problem statements for marketers

- We don't know how to turn data into outcomes
- We don't have a single view of our customers
- We can't create segments quickly
- We can't effectively experiment across channels

Typical problem statements for technologists

- We struggle with focusing on our department's initiatives because other functions rely on ad hoc or ongoing support
- Our data infrastructure can't handle analytical and operational workloads.
- We struggle to test our analytical or data science models
- If we are to prioritize high-leverage internal projects, we must reduce integration pain and level of effort

Finally, look for cross-functional objectives and pain points to understand how data fits into the equation. Marketing's use cases may likely appear more urgent, if only because their use cases can be tied more directly to revenue. But problem statements from IT's list probably describe downstream causes of upstream marketing and product frustrations. As you review each stakeholder list, you may see ways they intersect.

Chapter 9: Looking to the future with your CDP

In addition to marketer empowerment (i.e., happiness!), better and more swiftly executed campaigns, improved operational efficiency, and less dependence on data engineering, life with a great CDP will drive these important processes.

The ability to segment audiences almost as fast as you can think

Think of all the tests you could run if segmentation weren't slow and inconvenient. Such testable segments might include:

- Customers who purchased yesterday, then called customer service with a complaint
- Customers who bought two weeks ago and have browsed an adjacent product category in the past hour
- Customers who purchased one month ago and also opened an email or a push promo since that purchase

Who will convert most quickly? Who converts most reliably? These tests could inform your overall follow-up cadence and significantly impact revenue, loyalty, and LTV.

With a CDP, segmenting your customers should be intuitive. Suppose you have an idea for testing cohorts or segments against each other. With a CDP, this is possible to execute quickly and without committing to marketing spend. To learn more about self-service segmenting, check out our guide.

More granular and dynamic personalization

With a CDP, you can get much more granular and personal than you can with even your fanciest rules-based ESP settings. Dynamic personalization without a unified view of the customer can't get much more profound than MM/DD/YYYY triggers «Automated Happy Birthday Discount Email #1.»

With a CDP unifying your data and integrating it with BI and analytics tools, you can automate endless parameters. You can send a fantastic new sweatpants email to everyone who just bought slippers. Or, target 18–to 35-year-olds who are in the upper 20% LTV cohort of your customers by sending them a secret invite to your pre-opening sale. It's that easy.

A single, unified, and real-time view of your customers

For the customer, a lack of orchestrated messaging results in over-messaging, inconsistency, or delivery promotions on CTAs that the customer has already seen. Orchestrating from one place, where the unified customer view is updated in real-time, gives you the right information at the right time to the right person.

The ability to experiment in omni-channel campaigns:

Aligning customer data and omni-channel orchestration in a single place transforms your unified customer view into a 360-degree view of your marketing efforts. Having a CDP — especially one that integrates orchestration into its capabilities — means porting data is a thing of the past. Your marketing stack can become a marketing ecosystem where visibility and collaboration between disparate marketing functions are straightforward. By nature, marketing tools create silos; CDPs break those silos.

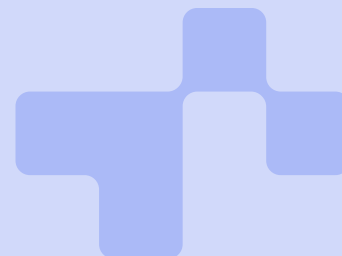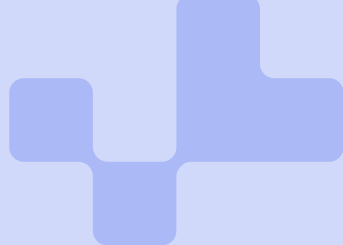## Omni-channel experimentation

This capability stems from orchestration capabilities and having a single-sign-on portal. Still, it does not mean that CDPs that offer orchestration can necessarily power cross-channel experimentation.

Imagine you have a significant promotional event coming up, and you need to determine the right mix of email and SMS to drive the most interest. How would you do this without a single platform allowing for cross-channel experimentation? You would have to manage holdout groups and control for execution. Also, you would need to ensure there's no unintended overlap between test groups. You would need consistency across segments. Then, you would export those segments into end channels, deploy, then gather and interpret results.

With a CDP that allows for cross-channel experimentation, you can manage end-channel execution from a single platform. You build segment parameters. Statistically significant groups are partitioned off into email-only, SMS-only, email & SMS, and holdout, with results and reporting rolling into that single platform. Not only that, but insight gathered from the tests feed into your customer profiles. The test results should impact how you will choose to communicate with customers going forward.

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1 -   https://www.marketsandmarkets.com/PressReleases/customer-data-platform.asp
2 -   https://www.marketsandmarkets.com/PressReleases/customer-data-platform.asp

Conclusion

We hope you've enjoyed our guide to buying a CDP and that we've given you a sense of the benefits of using a CDP, the most important selection criteria, and some guidance on how to coordinate the search and selection process in your company.

Simon Data, an industry-leading CDP, is reimagining the road to 1:1 customer relationships by unblocking data, simplifying workflows, and putting the Data Cloud at the heart of the tech stack.

The Simon CDP is loved by marketers, trusted by data teams, and empowers enterprise teams to deliver the personalized experience customers crave.

Learn how Simon Data can help you create personalized customer experiences