



# Digital Trends Report

2025

ebook



In-depth insights from industry leaders

# About Vaimo

Vaimo is one of the world's most respected experts in digital commerce and customer experiences. For us, experience is everything. It is at the heart of all we do, and we are leading the way in delivering on it in these fields:

Digital Commerce

Content Management

Data Management

Insights & Activation

As a full-service digital experience agency, we deliver consulting, design, development, support, and analytics services within all four fields.

We are a global partner with a local presence, focused on cultivating close, long-term relationships with our clients. We work with brands, retailers, manufacturers, and organizations all over the world and have over 600 employees based in offices in more than 15 markets across EMEA, APAC, and North America.

Digital Trends Report 2025

In-depth insights from industry leaders

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# Contents

01

## **Retail and commerce trends**

7

How physical and digital retail are converging, and how retailers are developing new revenue streams through digital channels.

**Return to hybrid shopping**

**Retail Media as a revenue stream for retailers**

02

## **Sustainability and environmental accountability trends**

10

How regulatory requirements and consumer expectations are reshaping environmental responsibility in digital commerce.

**CSRD: A new era of corporate environmental accountability**

**Increased scrutiny of environmental practices**

**Sustainability and Digital Product Passport (DPP) as the driving forces in PIM**

03

## **Technology and automation trends**

14

How AI maturation, trust in digital interactions, and composable systems are transforming business operations.

**Embracing AI with purpose**

**The rise of AI content transparency**

**Balancing human authenticity with AI innovation in creative strategy**

**Balancing innovation with practicality in composable architecture**

**Composable software for flexible, scalable growth**

**Composable PIM as a single source of product truth**

**AI & PIM: Transforming product data management through LLMs**

**AI-driven automation in PIM**

**Shift from AI assistants to AI agents**

# 04

## **Customer experience and personalization trends**

**22**

The challenges of delivering consistent experiences across channels while scaling personalization through AI.

**Cross-channel harmonization**

**Customer-centric PIM**

**Personalization and experimentation at scale**

**Hyper-personalized content**

**AI-powered task management and content translation**

# 05

## **Future-ready skills and capabilities**

**27**

The new competencies organizations need as they navigate digital transformation and AI integration.

**Critical business skills for 2025**

**Crucial PIM skills for the future**

# 06

## **Current challenges**

**30**

The challenges in delivering seamless, trustworthy experiences while adapting to the rapid adoption of generative AI.

**Ensuring consistent, real-time experiences across all channels**

**Transparency in supply chains**

**Breaking silos for faster time-to-market**

**Contributors**

**32**



# Executive summary

Five transformative trends are shaping how businesses operate and interact with customers in 2025:

## Hybrid commerce

Shopping habits are evolving, with **93% of shoppers mixing online and offline experiences**. This shift isn't only about offering multiple channels – it's about creating seamless, integrated experiences. The rise of "click-and-collect" services and unified inventory systems demonstrates this trend, with **60% of shoppers already using hybrid shopping experiences**.

## Sustainability as a core business strategy

The Corporate Sustainability Reporting Directive (CSRD) is driving a new era of environmental accountability, with 59% of millennials willing to pay premium prices for sustainable products. **Digital Product Passports (DPP)** are becoming essential for transparency in product origin, carbon footprint, and recyclability information.

## AI integration and trust

AI is moving from hype to real-world impact, focusing on practical and ethical applications. The "Bring Your Own Large Language Model" (BYOLLM) trend ensures consistency across AI implementations, while AI itself is shifting from passive support to proactive automation. Key areas like Product Information Management (PIM) and customer experience are already seeing transformative gains.

## Personalization at scale

Businesses are moving beyond basic product recommendations to AI-powered, real-time personalization. Predictive analytics, immersive tools, and advanced product visualizations are driving hyper-personalized customer experiences that feel tailor-made for every individual.

These trends aren't distant predictions—they're already delivering results. Companies that embrace them are seeing stronger customer loyalty, sharper operational efficiency, and better market positions. Success in 2025 will depend on blending innovation with human connection—using technology to enhance relationships, not replace them.

## Evolution of technical capabilities

Bridging business and technology requires new expertise. Key areas include:

- AI literacy and implementation expertise
- Advanced data architecture and integration capabilities
- Change management skills for digital transformation
- Technical marketing proficiency
- Sustainability data management

## Pressed for time?

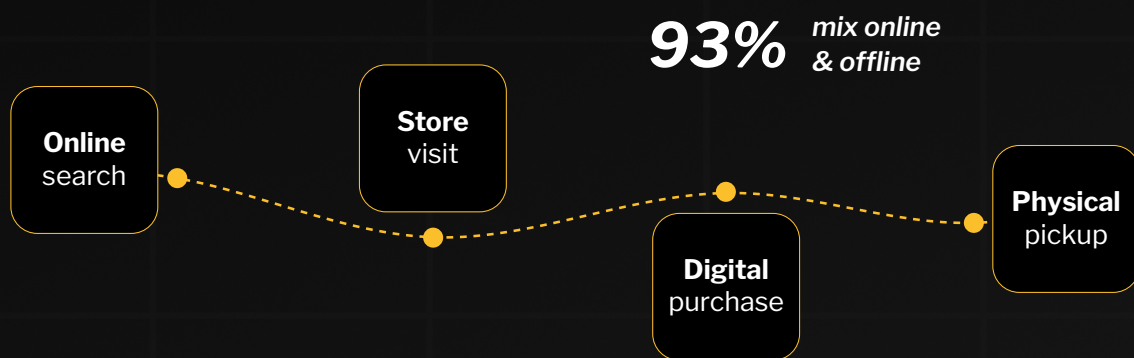
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# 01 Retail and commerce trends

In 2025, retail is transforming as physical and digital worlds merge. Hybrid shopping experiences blur the lines between online and in-store, creating seamless consumer journeys. At the same time, retailers are tapping into new revenue streams, leveraging their digital spaces as powerful advertising platforms through retail media networks.



## Key concepts ↓

**BOPIS:** Buy Online, Pick up In Store enables customers to purchase items through digital channels while collecting them at physical retail locations.

**Hybrid shopping:** The integration of online and offline shopping experiences, allowing customers to move seamlessly between digital and physical retail touchpoints throughout their buying journey.

**Retail Media:** The practice of retailers selling advertising space on their digital platforms, leveraging their customer data and digital real estate to create new revenue streams.

**First-party data:** Information collected directly from customers through owned digital channels, including purchase history, browsing behavior, and loyalty program data.

**Turnkey solutions:** Ready-to-use systems or services that can be immediately implemented without extensive customization or development work.

**Omnichannel experience:** A unified approach to customer engagement that provides consistent interactions across all channels (online, mobile, in-store, etc.) while maintaining context and continuity.

## Trend 1

# Return to hybrid shopping

"The objective is to meet customers wherever they are while delivering a cohesive brand experience."



Kristin Naragon,  
Chief Strategy Officer,  
Akeneo

The post-pandemic retail sector is seeing a resurgence of in-store shopping, with customers once again valuing tangible, hands-on experiences that physical stores provide. However, the convenience and accessibility of online shopping are not going anywhere; brands are increasingly focusing on a hybrid approach, creating seamless omnichannel experiences that allow customers to transition effortlessly between online and offline touchpoints.

This manifests in different ways, like offering “click-and-collect” services, ensuring that digital and physical inventories receive the same data about stock availability, or allowing consumers to return items in person. The objective is to meet customers wherever they are while delivering a cohesive brand experience that feels consistent and personalized across channels.

**93%**

of shoppers are mixing both online and brick-and-mortar experiences  
(*source*)

**60%**

of shoppers have used hybrid experiences like BOPIS (Buy Online, Pick Up in Store) (*source*)





# Retail Media as a revenue stream for retailers

"Digital advertising is now as important to retail as traditional merchandising."



Henrik Feld-Jakobsen,  
Chief Strategy Officer,  
Vaimo

Retail Media lets retailers monetize their digital channels through ads and promotions. Traditionally, brands paid for premium shelf space and in-store displays, but the focus has shifted online. Leveraging customer insights—especially from loyalty programs—retailers now offer highly targeted advertising opportunities, making Retail Media a critical revenue driver.

## Retail Media is advancing on two fronts:

### Strategic value ↓

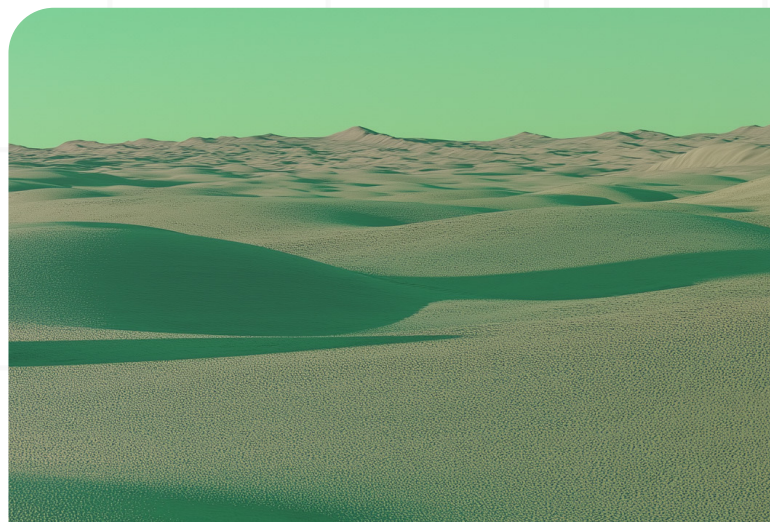
With a focus on ROI and bottom-line growth, Retail Media is a top priority. Key drivers include:

**First-party data:** Retailers leverage proprietary data for precise targeting.

**Cost-effective monetization:** Digital channels are monetized efficiently, delivering measurable results for advertisers.

### Market accessibility ↓

Turnkey solutions and improved data maturity are lowering technical barriers, making Retail Media attainable for mid-sized merchants. More businesses are seizing this opportunity.



# 02

# Sustainability and environmental accountability trends

The Corporate Sustainability Reporting Directive (CSRD) calls for transparency on environmental impact, while consumers increasingly expect genuine sustainability efforts. Together, these forces make sustainability not just a “nice-to-have” but a core business requirement.

## Trend 1

## CSRD: A new era of corporate environmental accountability

“CSRD represents both a challenge and an opportunity to demonstrate leadership in environmental responsibility and transparency.”



Henrik Feld-Jakobsen,  
Chief Strategy Officer,  
Vaimo

The CSRD marks a major shift, requiring companies to report detailed, third-party-audited data on their environmental and societal impact. While full implementation is ongoing, its influence is already reshaping businesses and their supply chains—especially in digital commerce.

### Expected impact on digital commerce

The CSRD will transform ecommerce in key areas. In terms of digital infrastructure, companies will need to optimize hosting to reduce carbon footprints, develop energy-efficient code and experiences, and implement sustainable computing practices. Supply chain transparency will become crucial, with businesses required to track product journeys

and operations, while sharing public-facing sustainability metrics. Consumer initiatives will involve integrating carbon footprint data into product information, reporting packaging and delivery impacts transparently, and highlighting sustainability metrics for consumers.

# Practical implementation

The directive will require businesses to measure emissions across operations, report supply chain environmental impact, and track product-level sustainability.

## Future implications

Consumers will gain full visibility into product carbon footprints, with transparent tracking from production to delivery. Sustainability metrics will increasingly influence purchasing decisions. Initially impacting large enterprises, the CSRD will set a standard across retail. For ecommerce, it's both a challenge and an opportunity to lead in transparency and environmental responsibility.

## Understanding CSRD

### Who must comply?

#### Large companies

Companies must comply with the CSRD if they meet at least two of these three conditions:

- €50+ million in net turnover
- €25+ million in assets
- 250+ employees

Additionally, non-EU companies with EU turnover exceeding €150 million must comply, regardless of their base location.

#### Small and medium enterprises (SMEs)

Listed SMEs on European markets must comply if they meet at least two of these conditions:

- €8+ million in net turnover
- €4+ million in assets
- 50+ employees

#### Implementation timeline

- 2024: Large companies (>500 employees)
- 2025: All listed SMEs

- 2026: Full implementation across EU
- 2027: Global impact expected and first SME reports due (with option to delay until 2028)

#### Key requirements

- Environmental, social, and governance reporting
- Third-party audit verification
- Regular updates and transparent methods
- Stakeholder engagement and risk assessment

#### Business impact

The CSRD implementation will require:

- Upgraded data systems and tech infrastructure
- Increased compliance costs and reporting complexity
- Staff training and supply chain adjustments
- Greater operational transparency





## Increased scrutiny of environmental practices

"Companies are increasingly aware that genuine sustainability efforts—versus surface-level 'greenwashing'—are what resonates with customers."



Kristin Naragon,  
Chief Strategy Officer,  
Akeneo

Sustainability continues to be top of mind, with consumers and regulators pushing for transparency and responsibility in environmental practices. Businesses are responding by tightening their sustainability commitments, not only in their product offerings but also within their operations. Initiatives such as adopting circular economy principles, reducing packaging waste, sourcing sustainable materials, and improving supply chain traceability are becoming essential.

In addition, companies are increasingly aware that genuine sustainability efforts—versus surface-level 'greenwashing'—are what resonate with customers and maintain brand integrity. This shift towards a more ethical approach to business is a response to both external pressure and an evolving market that prioritizes eco-conscious choices.

**59%** & **50%**  
of millennials of U.S. consumers

overall are willing to pay a premium for sustainably produced products (*source*)





# Sustainability and Digital Product Passport (DPP) as the driving forces in PIM

In 2025, sustainability will take center stage, with preparation for Digital Product Passports (DPP) becoming a key aspect of product information. Product information management (PIM) systems will play a crucial role in supporting sustainability initiatives by managing product origin, carbon footprint, and recyclability data. Even though the rules and regulations are not set in stone yet, we can all see where this is going and what we must do to prepare.

The rise of DPP will push businesses to provide transparent, detailed product information that meets regulatory requirements and consumer demands for sustainability. Companies must invest in PIM platforms that can effectively handle and distribute this data, driving compliance, consumer trust, and a greener future.



Morten Naess,  
CTO,  
Bluestone PIM

## DPP essentials ↓

### Purpose:

To provide transparent, accessible information about a product's environmental impact, origin, and lifecycle to consumers and regulators.

### Required data points:

Product origin and manufacturing, material composition, carbon footprint, energy consumption, recyclability information, supply chain journey, and environmental certifications.

### Implementation considerations:

Data collection systems, integration with existing PIM, staff training, supplier collaboration, technology infrastructure, quality control processes, and update procedures.

### Benefits:

Enhanced consumer trust, regulatory compliance, competitive advantage, improved supply chain visibility, better inventory management, reduced environmental impact, and increased brand value.

# 03

# Technology and automation trends

## Key concepts ↓

### Composable architecture:

An architectural approach that breaks down complex systems into independent, reusable components that can be combined and recombined to create new functionality.

### Monolithic vs. Modular systems:

**Monolithic:** Single, self-contained application with tightly coupled components.

**Modular:** System built from independent, interchangeable components that can be modified without affecting others.

### PIM (Product Information Management):

A system that centralizes, organizes, and distributes product information across all sales and marketing channels.

### AI agents vs. assistants:

**Agents:** Proactive systems that autonomously perform tasks and make decisions within defined parameters.

**Assistants:** Reactive tools that help with specific tasks when prompted.

### Technical debt:

The implied cost of future rework caused by opting for quick solutions now instead of investing in a better, more time-consuming approach.

Businesses are shifting focus from how to implement AI to where it truly adds value, as the costs and challenges of *AI adoption become clearer*.

As AI integrates deeper into operations, trust, authenticity, and human oversight are at the forefront. Companies are balancing AI's power with ethical frameworks and transparent, human-centered interactions.

This transformation aligns with the rise of composable architecture—moving from rigid systems to flexible, modular solutions. While it enhances agility and control, composable architecture isn't a one-size-fits-all approach.



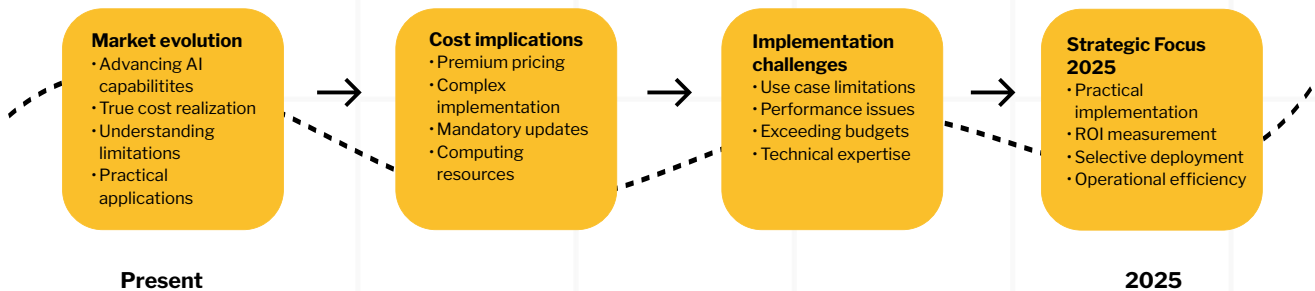
# Embracing AI with purpose

AI adoption surged in 2024, unlocking new opportunities but exposing challenges.

"2025 won't be about experimenting with AI, it's all about implementing it the right way. You'll need to ask, what use cases truly drive value? What tools align with our strategy? And how do we balance cost efficiency and results?"



Henrik Feld-Jakobsen,  
Chief Strategy Officer,  
Vaimo



## Key trends shaping AI

- Continuous AI advancements and evolving applications
- Realization of true implementation costs and limitations
- Rise of practical, operations-focused AI solutions

## Cost implications

Hidden expenses include premium pricing, complex setups, frequent updates, and higher computing demands.

## Implementation challenges

Organizations face slow or inconsistent performance, unforeseen costs, and integration hurdles requiring technical expertise.

## The strategic focus for 2025

- Shift from hype to practical, ROI-driven implementation
- Selective AI deployment for operational efficiency
- Measured, results-focused adoption strategies

2025 is about implementing AI the right way, not experimenting. Organizations must ask:

- Which use cases drive real value?
- What tools align with our strategy?
- How do we balance cost and results?

Success depends on understanding AI's capabilities, limitations, and hidden costs, like computing power and implementation. The key to unlocking AI's potential lies in making smart, strategic deployment decisions.

## Trend 2

# The rise of AI content transparency

Consumers constantly engage with brands in their everyday lives, and it is our responsibility as solution providers to help them facilitate trustworthy interactions. 2025 will be critical for building this trust as AI becomes more deeply integrated into our consumed content. We believe we'll see a deeper understanding of this from brands as they look to establish and maintain consumer loyalty and further legitimize the use of AI.

The new year will bring an increased investment from marketers as they emphasize the ethical deployment of AI content. This will include more safeguards such as workflows with human review steps, traceable AI actions, and AI warning labels to avoid mass misinformation and misleading deepfakes.

"The new year will bring an increased investment from marketers as they emphasize the ethical deployment of AI content."



Kalvin Brite,  
VP of Product Management,  
Contentful





### Trend 3

## Balancing human authenticity with AI innovation in creative strategy

Although AI has so many benefits for marketers, it's important that we don't lose sight of the human element. At this point, businesses understand that AI is here to stay, so we'll begin to see an increase in company guidance and best practices to ensure originality and creativity remain at the core of marketing and brand representation. As we move into this new reality, we also need to be hyper-aware of the risks, including the potential for out-of-control bot-to-bot conversations that may begin to overlook the intended brand tone.

Brands will need to use 2025 to establish the gold standard and prepare accordingly for a future where we potentially aren't interacting as much as humans. While embracing the technology and its capabilities will still be a key focus, we'll begin to see more conversations and shift in overall business strategy to focus on how we can ensure that real people remain involved at every step to keep authenticity and human creativity a priority.

Kalvin Brite,  
VP of Product Management,  
Contentful

### Trend 4

## Balancing innovation with practicality in composable architecture

"Composable architecture is for the cool kids. Everyone races to give themselves the ultimate flexibility on the nearest tech on the block. But the truth is that following a composable path is a long-term play and investment. And now going past the honeymoon phase of composable, the market has started to realize it's not just a quick fix with a low price tag."



Henrik Feld-Jakobsen,  
Chief Strategy Officer,  
Vaimo

While composable architecture is marketed as the ultimate modern solution, its appeal can create pressure for trend-driven adoption. The truth? It's a long-term investment, not a low-cost shortcut. Businesses must evaluate whether composable truly aligns with their needs and capabilities, beyond the hype.

### **The complexity challenge**

For some, composable architecture proves too complex, leading them to simpler solutions. Organizations face several significant hurdles in implementation. Technical expertise presents a major barrier, as composable architecture requires deep knowledge across multiple domains. DevOps maturity is another critical factor, as advanced practices are essential for success. Organizations must also establish robust governance frameworks to effectively manage complexity. Team coordination becomes paramount, demanding critical cross-functional collaboration across different units. Integration challenges add further strain, as organizations must effectively manage multiple systems and vendors.

### **The return to simplicity**

Many organizations are shifting away from composable architecture toward simpler solutions, driven by several key factors. The maintenance burden has become increasingly problematic, as managing multiple systems creates unsustainable overhead and growing technical debt. Operational challenges persist, including complex vendor management, ongoing integration issues, and difficulties with staff training. Cost concerns also play a significant role, as the total cost of ownership often exceeds initial estimates,

revealing hidden costs in integration, maintenance, and resource allocation. This trend reflects a broader recognition in the industry that manageable, efficient solutions are often preferable to excessive complexity.

### **Market reality check**

The market is shifting its view on composable architecture, with several key trends emerging. Organizations are conducting strategic reassessments, moving beyond "composable by default" to prioritize practical business outcomes, recognizing that traditional or hybrid approaches may better suit some situations. Capability evaluation has become more rigorous, with organizations taking a more realistic look at their readiness, internal capabilities, and resource demands. Cost-benefit analysis has also evolved, with greater emphasis on total cost of ownership and a clearer examination of promised benefits versus actual returns.

### **The right balance**

Composable architecture is powerful but not universally appropriate for all organizations. Success lies in carefully evaluating readiness, resources, and needs before making a commitment. The recent trend toward simpler architectures

underscores an important lesson: the most advanced solution isn't always the best fit. As the market continues to mature, several developments are expected. These include more nuanced architectural discussions that consider various approaches, improved frameworks for evaluating organizational readiness, greater adoption of hybrid approaches that combine different architectural styles, and an increased focus on achieving practical outcomes rather than adhering to idealistic architectural principles.

**The goal:** balance innovation with practicality to ensure solutions align with business objectives and capabilities.

#### Trend 5

## Composable software for flexible, scalable growth

"Composable software enables companies to adapt rapidly without overhauling entire systems, making it a popular choice for growing businesses that need both agility and control."



Kristin Naragon,  
Chief Strategy Officer,  
Akeneo

Many companies are shifting from monolithic systems to composable, modular solutions that allow them to add, replace, or remove specific tech components as their needs evolve. Composable software enables companies to adapt rapidly without overhauling entire systems, making it a popular choice for growing businesses that need both agility and control over their tech stack as this flexibility supports the scalability required to keep up with shifting market demands and customer expectations.

While composable systems can require a higher initial investment and technical expertise, they ultimately provide long-term ROI by reducing the need for costly system replacements and offering adaptable, customized solutions that can grow with the business.

## Composable PIM as a single source of product truth

PIM (Product Information Management) software enables organizations to manage and centralize their product data, providing a single place for all stakeholders to go and manage, update, and distribute accurate data across all customer-facing channels. By centralizing product information in one place, brands can ensure that every touchpoint reflects the latest updates—whether that’s a new product description on an ecommerce site, a specification change on a mobile app, or details shown in-store on digital screens.

Additionally, composable PIM software is designed to integrate with other systems, from ecommerce and ERP to CRM and digital asset management (DAM), allowing teams across the organization to work with consistent, accurate product data. This investment in PIM also enhances collaboration between teams, speeds time-to-market for new products, and minimizes the risk of errors or outdated information reaching customers.

Kristin Naragon,  
Chief Strategy Officer, Akeneo

## AI & PIM: Transforming product data management through LLMs

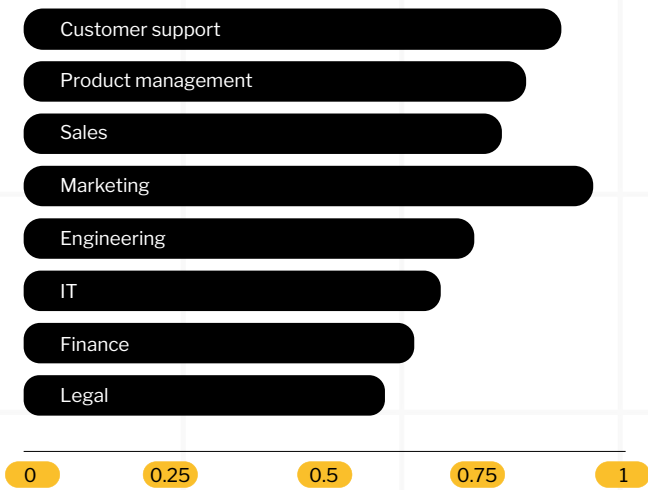
"AI will no longer be an add-on but a fundamental part of the PIM toolkit, empowering businesses to accelerate time-to-market, improve data consistency, and significantly reduce manual labor."



Morten Naess,  
CTO,  
Bluestone PIM

2025 will be transformative for the PIM industry, driven by emerging technologies and the evolving role of AI. Since PIM consists of 70% text, it is the perfect use case for Large Language Models (LLMs) and AI. AI can enrich, translate, automate workflows, improve data quality, and provide real-time insights, making it indispensable for PIM.





Gartner's survey on top AI use cases for high-growth companies shows that Product Information Management is at the top of their list.

**Source:** Gartner - GenAI Blueprint: Maximizing Operational Scale as a Tech CEO

Trend 8

## AI-driven automation in PIM

AI will no longer be an add-on but a fundamental part of the PIM toolkit. In 2025, AI assistants and agents will be used extensively to automate repetitive PIM processes, such as data enrichment, translations, quality checks, and taxonomy management. AI will empower businesses to accelerate time-to-market, improve data consistency, and significantly reduce manual labor, allowing for creativity and strategic decision-making.

Morten Naess,  
CTO, Bluestone PIM

Trend 9

## Shift from AI assistants to AI agents

The trend is moving from AI as passive assistants towards proactive AI agents capable of handling complex tasks autonomously. This trend will reshape how companies use PIM systems to enhance customer experience—empowering businesses to deliver contextually relevant content dynamically and proactively adjust product information based on real-time market signals. This proactive automation approach will improve personalization, especially in complex product ecosystems. This shift will take years, but we will see more agent-like automation in PIM soon.

Morten Naess,  
CTO, Bluestone PIM

# 04

## Customer experience and personalization trends

With expanding digital touchpoints—from websites to in-store and support channels—delivering a unified customer experience matters more than ever. Post-COVID digital growth has created both complexity and opportunities for optimization.

Meanwhile, AI-driven personalization is transforming customer engagement. Beyond basic recommendations, businesses now use real-time data to deliver tailored experiences at scale, creating meaningful, intelligent interactions that respond dynamically to customer needs.

### Trend 1

## Cross-channel harmonization

Large enterprises typically maintain multiple customer-facing platforms, including websites, mobile applications, and digital touchpoints. While this digital presence has often evolved organically, with different business units and teams developing their own solutions, it has resulted in a complex ecosystem of channels that requires careful orchestration and management.

“As customer expectations evolve, businesses must prioritize delivering personalized and contextually relevant product experiences. To achieve this, PIM systems need to be designed with the end customer in mind, ensuring that every interaction is seamless and value-driven.”



Morten Naess,  
CTO,  
Bluestone PIM

The proliferation of digital channels, particularly accelerated by post-COVID digital transformation initiatives, has created significant complexity for organizations. Many companies now manage diverse digital experiences, each developed with different objectives and standards, leading to potential inconsistencies in customer experience and operational inefficiencies.

**Two key developments drive the evolution of cross-channel experience:**

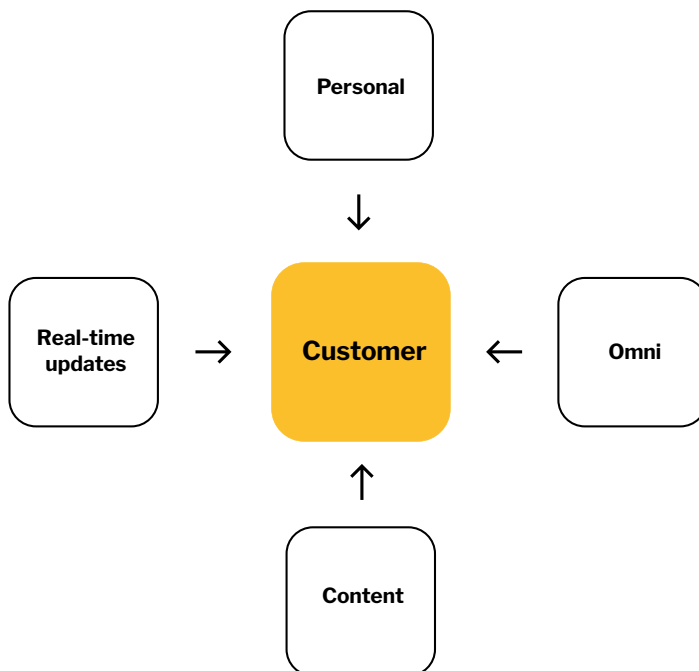
1. As customer experience (CX) becomes increasingly critical for both external customers and employees, organizations are prioritizing the development of coherent, seamless experiences across all touchpoints. This unified approach ensures consistent brand interaction regardless of the channel or platform used.
2. Companies are actively working to streamline their operational infrastructure. This involves consolidating technology stacks, simplifying channel management, and optimizing operational processes to reduce complexity while maintaining effectiveness.

This trend is particularly pronounced among multi-brand companies that launched numerous digital initiatives during the pandemic. These organizations are now experiencing the operational challenges of maintaining disparate digital experiences and are seeking ways to consolidate and harmonize their digital presence while preserving brand distinctiveness.

**Trend 2**

# Customer-centric PIM

Customer-centric design is a crucial aspect of future PIM strategies. As customer expectations evolve, businesses must prioritize delivering personalized and contextually relevant product experiences. To achieve this, PIM systems need to be designed with the end customer in mind, ensuring that every interaction is seamless and value-driven.



Here are some key elements of customer-centric design in PIM:

- **Personalization:** Leveraging AI and human experience to tailor product information to individual customer needs, preferences, and behaviors, ensuring customers receive relevant and timely content.
- **Omnichannel consistency:** Ensuring that product information is consistent across all touchpoints, whether online, in-store, or through customer support, to create a unified brand experience.
- **Interactive product content:** Utilizing rich media, such as images, videos, and 3D models, to enhance product storytelling and provide customers with an engaging and informative experience.
- **Real-time adaptation:** Designing PIM processes that allow for real-time updates and adjustments to product information based on market signals, customer feedback, and emerging trends, ensuring that customers can always access the most accurate and relevant information.

By focusing on customer-centric design, businesses will need PIM systems that manage product data efficiently and enhance the overall customer journey, building trust and loyalty in the process.

Morten Naess,  
CTO, Bluestone PIM

### Trend 3

## Personalization and experimentation at scale

"Personalization represents a low-hanging fruit from an optimization perspective - you've already bought the traffic and might already have customer loyalty."



Henrik Feld-Jakobsen,  
Chief Strategy Officer,  
Vaimo



Personalization is evolving beyond manual setups and basic rules. Companies are investing in AI-driven solutions that automate and scale personalization across thousands of dynamic combinations.

**Key trends include:**

- Addressing data challenges to optimize AI and automation.
- Upskilling teams to move from individual efforts to scalable, team-based approaches.
- Advancing beyond basic off-the-shelf tools for deeper, tailored personalization.

With rising competition and ad costs, personalization offers a prime opportunity to maximize existing traffic and customer loyalty for greater returns.

**Trend 4**

## Hyper-personalized content

Hyper-personalization at scale is poised to take over in 2025. Brands will look to new strategies and evolving technology to understand how to hone in on the right time and person through as many relevant channels as possible to establish credibility and build brand loyalty.

Marketers will expand their investment in tools to help them achieve these essential customer connections and really understand consumer reactions through tactics like A/B testing. As a result, we'll begin to see more impressive, relevant, and impactful messaging across audiences from brand marketers.

Elizabeth Maxson,  
Chief Marketing Officer,  
Contentful



# AI-powered task management and content translation

AI is transforming how companies handle repetitive and time-consuming tasks, boosting efficiency and freeing up resources for more strategic work. In product management, AI is used for tasks like automated product classification, which ensures that products are accurately categorized across multiple digital platforms, enhancing discoverability and customer satisfaction.

Supplier onboarding, often a complex and document-heavy process, is also being streamlined by AI, accelerating the speed at which new suppliers are integrated into the supply chain.

By automating these repetitive tasks, companies can not only improve accuracy and reduce costs but also empower teams to focus on value-driven initiatives and innovation.

## AI solutions for efficiency

As companies expand into new markets and focus on efficiency, AI-powered automation solutions are becoming essential investments for customer experience. AI is particularly valuable in automating repetitive, manual tasks—such as product categorization, data enrichment, and customer support inquiries—freeing up teams to focus on strategic, customer-focused initiatives. In content management, AI helps automate the translation and localization of product information, which is critical for brands operating in multiple regions.

By using AI for tasks like translating product descriptions, companies can ensure faster and more accurate localization, reducing the time and cost of reaching new audiences. AI solutions can also be used to personalize content, predict customer behavior, and enhance interactions by tailoring recommendations based on individual preferences. These applications offer both scalability and efficiency, making AI a strategic choice for brands looking to maintain high standards of customer service across growing global operations.



Kristin Naragon,  
Chief Strategy Officer,  
Akeneo

# 05

## Future-ready skills and capabilities

The rise of generative AI and advanced tools brings both promise and complexity. While boosting efficiency, these technologies require new skills, from AI implementation to data architecture. Unofficial AI adoption by employees, similar to "shadow IT," adds both opportunities and challenges.

### Success now depends on:

- Bridging technical knowledge with practical application
- Mastering change management and cross-functional collaboration
- Ensuring consistent, multichannel customer experiences

As marketing leaders take on strategic roles and sustainability drives decisions, organizations must break silos, develop new competencies, and adapt to thrive.

## Critical business skills for 2025

"While many organizations focus on what needs to be done, fewer address the why and how. Organizations that master change management can execute digital initiatives faster and more effectively."



Henrik Feld-Jakobsen,  
Chief Strategy Officer,  
Vaimo

### AI-savvy business professionals

While anyone can use AI tools, companies need talent that identifies real business use cases and bridges the gap between business and tech teams.

## Data architects

Success starts with data quality. Understanding data flow between systems is essential for AI initiatives and enhanced customer experiences. Developing this expertise in-house over time becomes a valuable asset and competitive edge.

## Mastering change management

Driving lasting change through digital initiatives is critical, but many focus only on what to do, ignoring the why and how. Organizations that excel at change management roll out initiatives faster, smoother, and with greater impact.



### Purpose

Clear vision, goals, objectives and use cases defined.



### Processes

The right processes with expected efficiency.



### People

The right competence in the right structure with the right mindset.



### Platform

The right technology used in the right way, to its full potential.



### Performance

The right metrics and incentives to measure performance.

## Marketing leaders will play a greater role in overall business strategy as they double down on their technical capabilities

CMOs who invest in truly understanding and optimizing their tech stacks will find themselves ahead of the competition. We'll begin to see marketers increase their investment in tools that enable them to take complete control of their workflows. This will allow them to fully scale their campaigns and own testing with less reliance on developers and engineers and provide the insight they need to convert clicks to sales and demonstrate ROI. We'll see significant strides in what marketing teams can do for companies in 2025, and as a result, marketing leaders will have a bigger opportunity to drive meaningful business outcomes.



Elizabeth Maxson,  
Chief Marketing Officer,  
Contentful



# Crucial PIM skills for the future

To make the most of Product Information Management (PIM), businesses must align with the emerging trends in AI, automation, and sustainability. The following skills will be crucial for future PIM success:

- **AI literacy:** As AI-driven automation becomes a core part of PIM, businesses must be able to leverage these technologies to enhance productivity, streamline workflows, and drive consistent data quality.
- **Data integration and analysis:** AI agents are transforming how product information is managed in real-time, but we still need highly skilled people to connect the dots and understand how to use these new possibilities.
- **Sustainability data management:** With sustainability becoming a key driver for PIM, professionals must be capable of handling and distributing data related to product origin, carbon footprint, and recyclability. Understanding rules and regulations and preparing for Digital Product Passports (DPP) will be essential to meeting regulatory standards and consumer expectations.
- **Customer-centric design:** As PIM systems evolve to deliver more personalized, contextually relevant content, the ability to create customer-centric data processes that adapt to market signals will be key to driving engagement and loyalty.

Morten Naess,  
CTO, Bluestone PIM

# 06

## Current challenges

2025 presents organizations with complex challenges in delivering seamless, trustworthy experiences while adapting to the rapid adoption of generative AI. From maintaining real-time consistency across channels to ensuring supply chain transparency, businesses face increasing pressure to transform their digital operations and break down traditional silos.

### Ensuring consistent, real-time experiences across all channels

Customers interact with brands through multiple touchpoints—online, in-store, on social media, through customer service, etc. Ensuring that each touchpoint reflects accurate, consistent, and updated information is essential as discrepancies in pricing, availability, or product specifications can lead to customer frustration and lost trust, but brands often struggle to synchronize information across these channels in real-time, especially as product lines grow and updates become more frequent. This challenge is compounded by the need for personalization at each touchpoint, meaning companies must invest in systems that support real-time data integration and content management.



Kristin Naragon,  
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## Transparency in supply chains

Modern consumers increasingly prioritize transparency about product origins, environmental impact, and ethical practices. However, gaining full visibility into complex supply chains and effectively sharing this information with customers is no small task. Supply chains often span multiple countries, suppliers, and processes, making it difficult to track every step and assess compliance with sustainability or quality standards. Without unified data from suppliers and manufacturers, companies struggle to offer accurate, timely information to customers, which can erode brand trust.

Plus, regulations and consumer expectations around sustainability reporting are intensifying, pressuring companies to disclose detailed information on production, sourcing, and environmental impact. Achieving this level of transparency requires significant investment in data management, traceability technologies, and communication strategies to bridge the gap between internal supply chain data and consumer-facing information.

## Breaking silos for faster time-to-market

In many organizations, teams responsible for product development, marketing, sales, and customer service operate in silos, each using separate tools and processes. This fragmented communication hinders collaboration and creates roadblocks to efficiently launching products or responding to customer feedback. In customer experience efforts, this misalignment can slow down time-to-market, delay the rollout of product updates, or even result in mixed messaging across channels. Overcoming these silos requires building a more integrated communication.

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Elizabeth Maxson is the Chief Marketing Officer of Contentful, a content management platform trusted by more than 4,200 companies around the world. Elizabeth brings nearly two decades of integrated marketing leadership to the role and is focused on driving marketing strategies that leverage AI and personalization to help brands deliver personalized and scalable content to their audiences. She holds a BAA in Facility Management and Marketing from Central Michigan University.



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Kristin Naragon brings many years of experience spearheading alliances, sales, strategy, product marketing, and go-to-market capacities for B2B tech companies, from high-growth startups to category-defining major corporations. Kristin earned her MBA from Harvard Business School and an undergraduate degree from Pennsylvania State University.



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