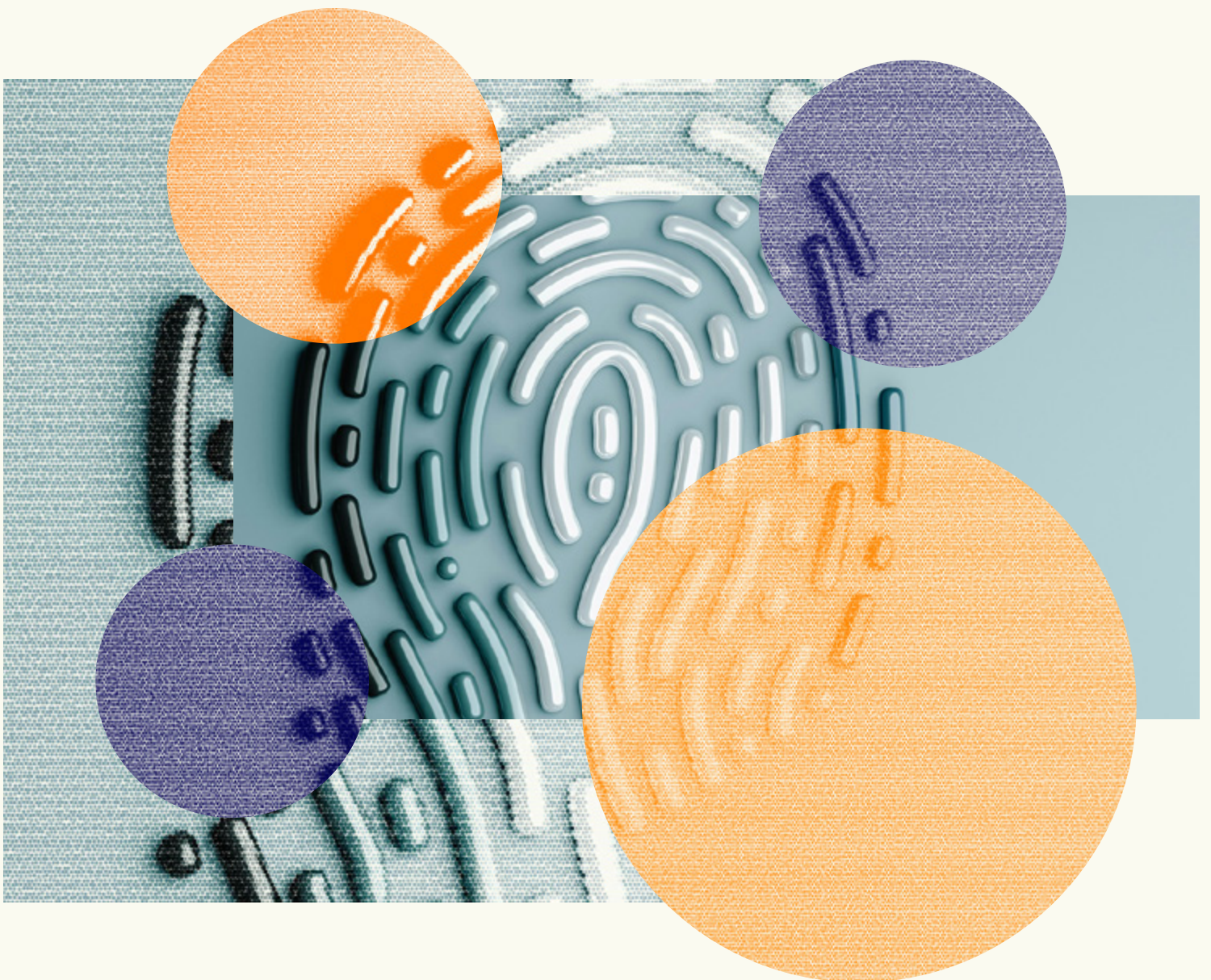


CLOSE THE GAP BETWEEN REACH AND USABILITY TO UNLOCK COMPOUNDING GROWTH



THE GROWTH-SYSTEM GAP



Despite widespread investment in customer-centric transformation, many enterprises still allow a structural gap to persist between reach and usability.

Brands have become highly effective at identifying, targeting, and attracting demand, but far less consistent at ensuring customers can move through digital experiences, content, and commerce journeys without friction.

That gap is not a narrow UX issue. It is a growth-system failure that weakens conversion, loyalty, and the efficiency of every upstream investment in media, data, and experience design.

When accessibility is treated only as compliance, organizations miss its broader value: it improves the performance of connected journeys for people, strengthens machine-readability for AI-mediated discovery, and expands the share of demand that can actually convert.

For WPP Enterprise Solutions, accessibility belongs inside the enterprise growth system because it determines whether the system can translate demand into usable, measurable commercial outcomes.

45%

● OF SHOPPERS ABANDON PURCHASES BECAUSE THE EXPERIENCE IS TOO FRUSTRATING.

WHY REACH DOES NOT EQUAL ACCESS

Enterprises have spent years improving addressability through first-party data, audience strategy, and increasingly sophisticated targeting.

But addressability is an incomplete measure of growth if the destination — the site, app, portal, or service environment — excludes customers from completing the journey.

Globally, 1.3 billion people live with some form of disability, and this audience, together with families and circles of influence, represents significant spending power.

The commercial issue is clear: enterprises continue to invest to drive traffic into journeys that remain difficult to navigate, difficult to transact through, or impossible to use with assistive technologies.

Within a growth system, that is not simply a design flaw. It is wasted acquisition spend, lost conversion, and a preventable break between demand generation and realized revenue.



1.3 B

● PEOPLE LIVE WITH SOME FORM OF DISABILITY.





THE COST OF FRICTION ACROSS THE GROWTH SYSTEM

Digital excellence is now a baseline expectation, but inaccessible journeys introduce friction at exactly the moments where value should be captured.

Research shows 45% of global shoppers have abandoned an online purchase because the experience was too frustrating, while users with access needs are highly likely to leave when barriers appear and rarely report the issue.

That creates a hidden attrition problem. The organization sees traffic, impressions, and even intent signals, but loses customers in the experience layer before value can be realized.

For enterprise leaders, the implication is broader than conversion optimization. Accessibility affects brand trust, loyalty, and the efficiency of the full growth system — from media investment and content performance to commerce completion and service continuity.



BEYOND COMPLIANCE: ACCESSIBILITY AS A GROWTH LEVER



Accessibility is still too often treated as a legal or remediation issue, addressed late and at unnecessary cost.

Leading organizations are reframing it as a growth lever because accessible design improves usability, extends reach, reduces technical debt, and supports stronger performance across experience and commerce.

The evidence is compelling: companies that lead in disability inclusion outperform peers on revenue and profit, while integrating accessibility earlier in the design process materially reduces the cost of remediation compared with post-launch fixes.

Accessibility also strengthens the technical foundations that matter elsewhere in the growth system, including discoverability, search performance, semantic content structure, and cleaner digital operations.

What begins as inclusion work therefore becomes a multiplier on customer experience, operational efficiency, and commercial performance.

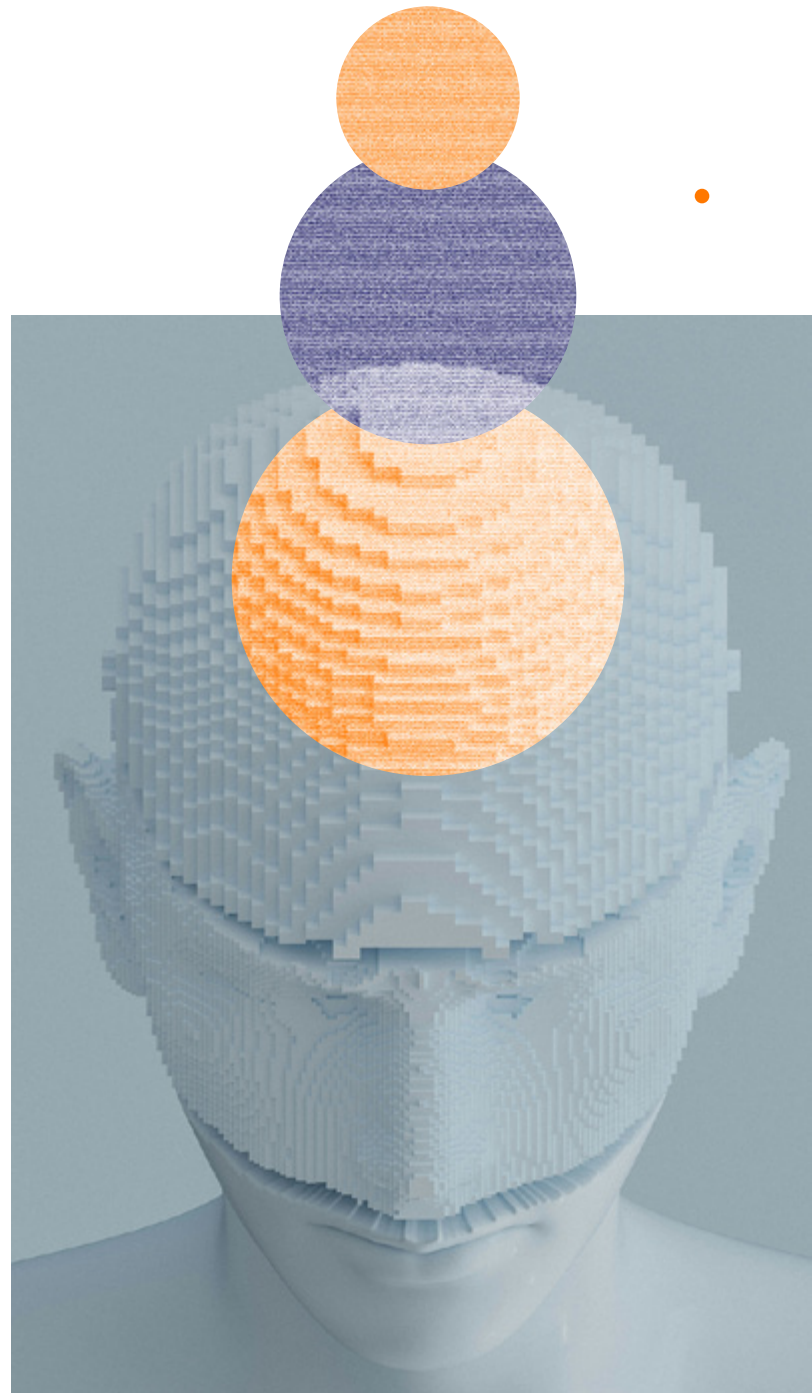
WHEN THE GROWTH SYSTEM MUST BE MACHINE-READABLE

The definition of accessibility is expanding as AI agents increasingly mediate discovery, comparison, and transaction.

These systems interact with digital environments through structure — metadata, semantic markup, alt text, labels, and navigation logic — in ways that closely resemble assistive technologies.

In that context, accessibility becomes part of the operating layer for both human and machine journeys. If product information cannot be parsed, if buttons cannot be understood, or if checkout flows are structurally broken, the journey fails for people and for the systems acting on their behalf.

For enterprise growth systems, the implication is immediate: accessibility is no longer only about inclusion. It is a requirement for machine-readability, AI visibility, and future commerce participation.





ACCESSIBLE GROWTH

The WPP Enterprise Solutions Formula

To close the gap between reach and usability, enterprises need more than audits and isolated fixes.

WPP Enterprise Solutions brings together customer experience, commerce, CRM and loyalty, content transformation, consulting, and technology and data platforms to address accessibility as a system-wide growth issue rather than a specialist workstream.

That means identifying where commercial value is being lost, redesigning journeys and content structures to remove friction, and embedding accessibility into the operating model so performance improves over time.

The goal is not simply to make digital properties compliant. It is to make the growth system more usable, more connected, and more accountable to outcomes.

Supporting framework

1. Diagnostic alignment

Identify where accessibility friction overlaps with high-value journeys, commercial drop-off points, and system-level inefficiencies.

2. Inclusive design systems

Embed accessible patterns into experience, commerce, and content operations so new work scales with consistency rather than requiring repeated remediation.

3. Machine-readable operations

Optimize the digital ecosystem for assistive technologies, search systems, and AI-driven discovery so the enterprise remains visible and usable in the next wave of commerce.

FIVE IMMEDIATE ACTIONS TO MAKE THE GROWTH SYSTEM MORE ACCESSIBLE

● **1. Quantify the gap between reach and conversion**

Audit high-performing campaigns and journeys to identify where targeted demand is being lost because customers cannot easily navigate, understand, or complete the experience.

● **2. Map high-intent friction points**

Locate where users encounter accessibility barriers in critical pathways such as product discovery, checkout, account access, or service interactions.

● **3. Move accessibility upstream**

Require accessibility review at the design and content-creation stage so problems are prevented early rather than remediated at much higher cost later.

● **4. Test for machine-readability**

Assess whether sites, content, and commerce journeys can be interpreted reliably by assistive technologies and AI-driven interfaces, not just by visual users.

● **5. Assign commercial ownership**

Move accessibility oversight beyond legal or compliance teams and place it within growth, customer experience, or digital leadership where it can be managed against outcomes.



GROWTH SYSTEMS WORK ONLY WHEN THEY ARE USABLE

The gap between reach and accessibility is a legacy issue from a fragmented digital model in which acquisition, experience, commerce, and service were optimized separately.

In an enterprise growth system, those divisions no longer hold. If customers cannot use the experience, the system fails regardless of how effective targeting, creative, or technology may appear upstream.

Organizations that treat accessibility as a structural growth issue will gain more efficient media spend, stronger customer loyalty, more resilient digital operations, and a better foundation for AI-mediated commerce.

Those that continue to treat it as a narrow compliance task will keep paying to attract demand they cannot fully convert.

For WPP Enterprise Solutions, accessibility is not an add-on. It is part of the architecture required to build connected growth.



How WPP Enterprise Solutions can help

Growth-system accessibility diagnostic — A forensic view of where accessibility barriers suppress conversion, loyalty, and machine-readability across key journeys.

Inclusive experience and commerce design — Practical redesign of journeys, components, and content systems to improve usability and reduce drop-off.

Transformation roadmap — A phased plan to embed accessibility into customer experience, commerce, content, and platform operations.

To schedule a Growth System Diagnostic and identify your highest-priority system-level interventions, contact the WPP Enterprise Solutions team.

Contact: contact@es.wpp.com

Visit: enterprisesolutions.wpp.com

ABOUT WPP ENTERPRISE SOLUTIONS

About WPP Enterprise Solutions

WPP Enterprise Solutions designs, builds, and operates the growth systems that competitive businesses rely on. In a world where AI is reshaping how companies drive growth, we lead clients in business transformation and marketing modernization, connecting strategy directly to execution. Our 12,000 experts in engineering and platforms, commerce, consulting, content transformation, CRM, and CX, work within a unified global operating unit across 40+ markets. WPP Enterprise Solutions works alongside best-in-class partners including Adobe, AWS, Braze, Google, Microsoft, Salesforce, and Shopify, as well as innovators in AI, to deliver growth solutions tailored to the needs of our clients' businesses. We have received distinction as a leader in Commerce Services and CX Strategy Consulting by the Forrester Wave™ reports and are designated by Gartner's Magic Quadrant™ as a Visionary in Digital Experience Services.

About WPP

WPP is the trusted growth partner for the world's leading brands. WPP combines cutting-edge media intelligence, world-class creativity, next-generation production, and transformative enterprise solutions to drive growth at scale. WPP is a publicly listed company (NYSE: WPP).

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