

Marketing In an Ever Changed World

How to maintain and build
brand during uncertain times

“Change is the only certainty. Today is the slowest rate of change we will ever experience. And those who are the most adaptive to change stand the greatest chance to survival.”

- Jonathan Macdonald



Mathew Sweezy

Director of Market Strategy
Salesforce

Author:

Marketing Automation for Dummies (Wiley 2013)

Context Marketing Revolution (HBR 2020)

Responding To Immediate Changes

You need a Marketing Continuity
Plan

Marketing Continuity Plan

When a major challenge happens there are three foundations you must rely on. Those are: real time intelligence, collaboration, and the agility to pivot to new ideas.



Information

A crisis is a new world requiring a new set of intelligence. This includes market, customers, and internal business operations.



Collaboration

Crisis means change, and this means the current course you are on is likely to be radically altered. You must have a handle on all customer facing programs so you can shift accordingly.



Agility

Your normal go to market strategies, workflows, and processes are not likely able to keep up with the pace of change. Agility is the only way to respond in time.



Gathering and Sharing of Information

This is a large effort of both internal information, external information and a detailed processes of sharing it with relevant stakeholders.

Daily Stand Ups

Stand-ups create a daily flow of real time issues from the ground up. Stand-ups must answer three things

1. What did you do yesterday
2. What are you doing today
3. Any roadblocks in your way

Each stand up manager attends 2 stand ups. Gathering info from their reports, and passing it to their managers.

Daily/Weekly Calls

Identify key information sources and ensure you have daily calls with the. This could be analysts, key customers, government officials, key groups of customers, etc.

Weekly call with your full team and have each team report on progress. Fast paced, full call should take 30 min.

Internal Data Feed(s)

There should be real time data feeds of information for various teams, projects, and information. Real time and collaborative are key.

Ex Format:

Slack Channels, Chatter Group, Google Doc, MS Team, Quip

Ex Content:

Daily analyst reports, customer stories, project collaboration, success stories

Elements of Collaboration

The better you can collaborate the better you'll be able to weather any storm. Collaboration really needs to have a few basic elements. Technology to collaborate, a list of programs you are collaborating around, and all parties involved in those efforts.

Technology

You will be most efficient if you have already installed a collaborative software allowing teams, and projects to work in new ways.

- Slack
- Chatter
- MS Teams

Current Program List

Identify all current programs you are running and who will be affected by changes in them. This will be the back bone of your global strategy.

You'll need to know which programs to continue, pause, or modify.

Stakeholders

All related stakeholders on projects including technology owners, program owners, and external partners need to be in close communication.

You should include all stakeholders on weekly calls to ensure everyone is aligned, and know if vendors are going to be viable options moving forward.



Type of Effort	Backlog Ranking	Specific Effort	C/M/P	Affected Teams, Partners
Awareness Campaigns	4	PPC Campaigns	Continue	Marketing, Sales, Product line specific
Awareness Campaigns	2	Podcast Sponsorship	Continue	“
Demand Gen Programs	6	Nurturing programs	Modify	“
Demand Gen programs	9	Webinar/In Person Events	Pause until 4/21	“
Demand Gen Programs	9	SDR/BDR talk tracks	Modify	”
Advocacy Programs	8	Community	Modify	Marketing, Social, CSG
Advocacy Programs	8	User Groups	Modify	Marketing, Social, CSG

Take Quick Stock Of Current Efforts and Determine C/M/P

Your scenario plan should have a list of all technologies where programs are executed so it is easy to know who to ask for the data, and how to alter them quickly. It may also be helpful to rank programs in terms of criticalness with a 10 point game to create a backlog and work flow to ensure critical items are focused on first.

Automations Open You Up Serious Blow Back if Not Checked

In the age of automation a program list is a must. We often create these efforts months in advance and let them run on autopilot which can cause serious disruptions with your core messaging during trying times.



Mar 11th: Spirit Airlines sent a promotional email with the subject line, "Never A Better Time To Fly," to customers Thursday morning. It was an automated email set up months prior.



Frontier Airlines sent out a promotional email morning advertising 2 million seats on sale and a promo code for 90% off round-trip domestic flights.

Elements of Agility

The better you can collaborate the better you'll be able to weather any storm. Collaboration really needs to have a few basic elements. Technology to collaborate, a list of programs you are collaborating around, and all parties involved in those efforts.

Reassess Goals

New situation means new goals for the team. You first need to ask the question what are your new goals, and move from there.

Lean into your audience, community, and stakeholders to understand what your consumers new needs are.

M.V.P

Next is what you can get out the door with minimal amount of time and effort. Test that and iterate as you go. It's a new world and testing is the only way to truly know what is going to work.

If you are having to pivot a program you should narrow the scope of that program down so you can execute on time.

Communication

During your pivot you must communicate with all parties involved. This may include sales teams, vendors, and other stakeholders.

You must bring them along with you. Do not forget them! They are the key to rebounding.



Pivoting Our Largest In Market Event in 10 Days


Our flagship in market event which would have had 5k physical attendance was able to pivot in just two weeks to become fully digital. The effort reached 80,000 customers.

How we did it, and what we learned.

We Reimagined The Experience

We had to think about the core purpose of attending such an event and how we could meet the needs of all stakeholders in a digital environment. Specifically analysts, customers, and partners.

SALESFORCE WORLD TOUR SYDNEY LIVE EXPO | MARCH 3, 2020
BACK TO LIVE EVENT



Check out live demos and engage directly with product experts all day long.

Join us to discover how Customer 360 helps you deliver exceptional experiences no matter your role, industry or business size.


Tune in live at:


8:30am-10:00am


11:30am-1:30pm

2:00pm-4:00pm

Explore sessions tailored to your role.


LIVE


LIVE


LIVE

What to watch next

- Best Lunches and Dinners
MICHAEL LOWE
- Marketing Cloud: How Not To Do IT
DUNCAN F
- Five Trends shaping the future of Sales, with News Corp Australia
JOHN CITIZEN
- Customer 360 Keynote with Fisher and Paykel

Reimagine Customer Interaction: From creating a fully digital experience, to watch parties in offices across the region.

Reimagine Programing: Slimmed down programing and looked through the lens of the screen for what worked best.

Reimagine Success: Shifted goals and numbers to reflect the new reality.



We Brought Everyone Along

We had to think about the core purpose of attending such an event and how we could meet the needs of all stakeholders in a digital environment. Specifically analysts, customers, and partners.

Sales Teams

- Kept sales in constant communication and ensured they had a say in what we did.
- Created viewing parties
- Shifted budget to allow for them to buy and send swag to clients
- Opened up budget for catering to create viewing parties in customers offices
- Created “how to” guide for engaging customers in new format

Vendors

- Created an online expo
- Created staffing schedule for online experience
- Worked with vendors to create live demos, and host downloadable content
- Set up special rooms for vendors to run live content to be streamed inline with the event.

Internal

- Relaunched a KickOff Call with the start of the pivot.
- Created an internal information hub. Posted daily to the hub with updates for all to see.
- Worked with PR to come up with new talking points and goals to share with media.
- Broke out into teams focused on key items, like technology, programs, and ran daily standups
- Decentralized decision making

Responding In Context Of Time And Place

This isn't more media, it's a new world. It demands a new idea of marketing.

Current RAC Is At Scales Never Before Seen

King Nassar of Egypt's
Funeral 1970 –
7 Million People /
Physical Space.

“Content is King”
-Bill Gates

4 Billion
Connected
Devices

There are **6.3B**
broadband
connections
(**30X of 2007**)

1.6 Billion DAU of Facebook.
(**100X of 2007**) 1/3 of
engagement is now on
Facebook Messenger

50 Billion
Connected Devices
(**12X of 2007**)

16 Million daily active users of
Facebook (**3X of 1970**)

The world creates
2.5 Exabytes per
day (**500X of 2007**)

1970

1996

2007

2019

2020

This isn't more, it's a New Era



	Analog Era (1970)	Digital Era (2007)	Infinite Era (Present)
Speed	Hours	Seconds	Real Time
Connected Devices	0	4B	50B (12x)
Mobile Connections	0	268M	6380M (30X)
Largest Human Gathering	5 Million	16 Million DAU Facebook	1.6 Billion DAU Facebook (100x)
Data Created Per day	Megabytes	.005 Exabytes <i>per day</i>	2.5 Exabytes <i>per day</i> (500x)
Largest Creator of Noise	Brands	Brands	Consumers/Devices
Media Foundation	Mass	Mass Customization	Personal Context

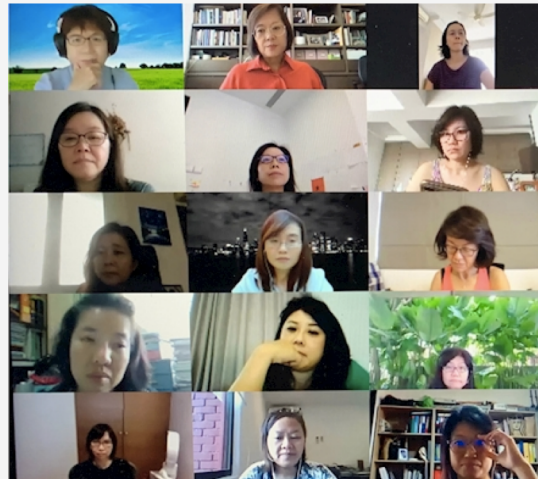
A New Baseline of Experience Has Been Set For All Consumers

This change has accelerated the adoption of the latest technology by the entire society over night. Moving forward consumers will have a greater education on the possibilities, and greater experiences to be had from connecting in new ways. **More over, people are habitual, this will shock us into new habits.**

WHF Revolution

*Slack & MS Team
see a combined
total of **14.5M**
new customers
in 9 days!*

Zoom's for Everything



Fortnite Weddings





The Post-AI Consumer

A new world has create a new consumer, complete
with new demands

We Are Now Marketing To The Post-AI Consumer

84% of consumers agree the experience is just as important as your product/service.



Search

Google search is the largest application of AI in the consumers life. It only shows contextual answers.



Email

All inboxes now use AI to only show you the conversations which matter.



Web

AI already powers the worlds biggest sites. Soon all sites will be headless.



Bots

There are expected to be 8 billion digital voice assistants by 2023. That is more than one per person.



Social

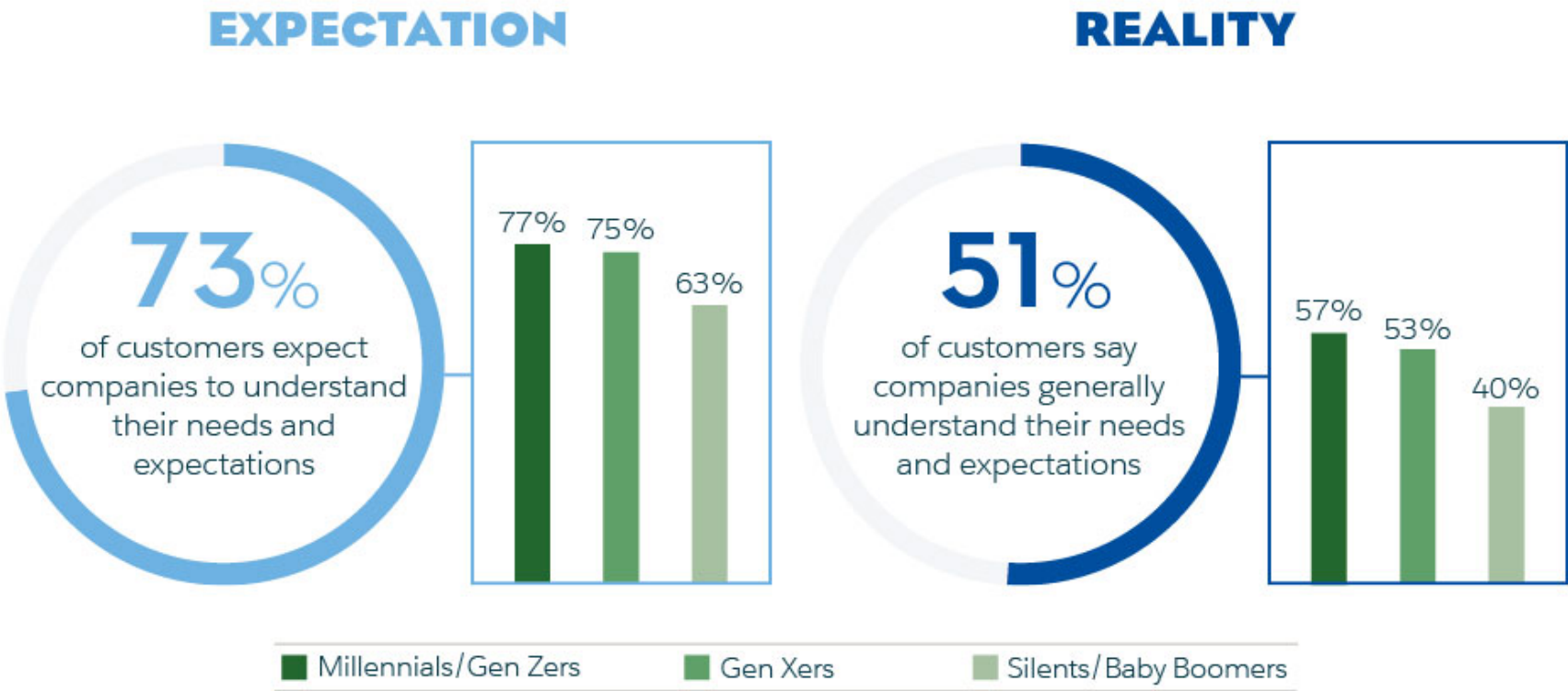
All social feeds are contextual feeds only showing you a tiny fraction of the content created by your network.



All Ages of Consumers Demand Experiences

The difference between boomers and millennials expectation of experience is only 14%. When we expand that to include specific aspects across 100 questions the delta drops to 12%.

They are also equally disappointed in how businesses are performing.



Business buyers are more affected

	B2B	B2C
The Experience is just as important as the product or service	89%	79%
Technology has made it easier than ever to take my business elsewhere	82%	70%
Technology is redefining my behavior as a consumer	76%	61%
Technology has significantly changed my expectations of how companies should interact with me	77%	58%
Expect the brands they purchase from to respond and interact with them in real time	80%	64%
Will pay more for a great experience	82%	59%



Searches for:
“Best Toothbrush”
are up 100% YoY

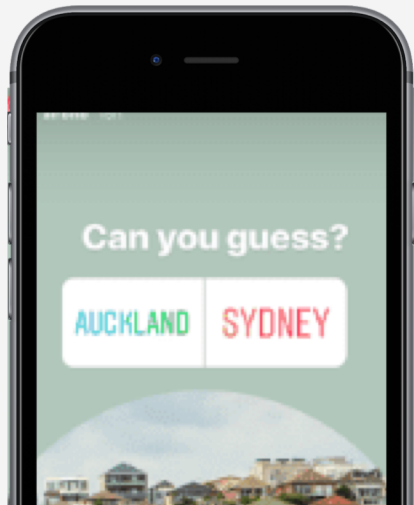
- Google Think



This is Only The Beginning

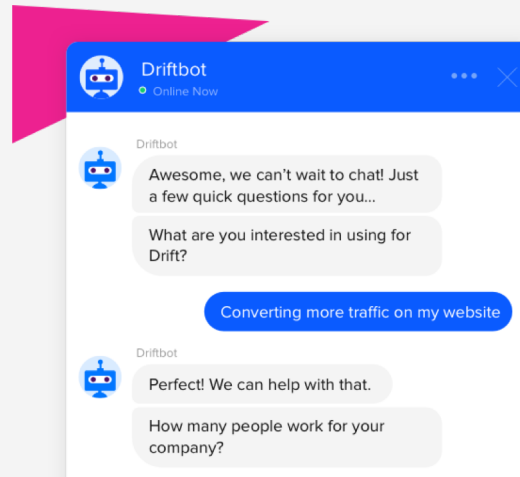
Ephemeral Content

“The Stories format is on a path to surpass feeds as the primary way people share things with their friends sometime next year (2020).”



Voice, Bots, & Messaging

20 billion monthly messages were sent between people and businesses as of 2019, which is **2.5 times more** YoY (as compared to Q2 2018)



Mixed Reality

32 % of consumers use augmented reality, and 73% of mobile AR users reported either high or very high satisfaction with mobile AR experiences

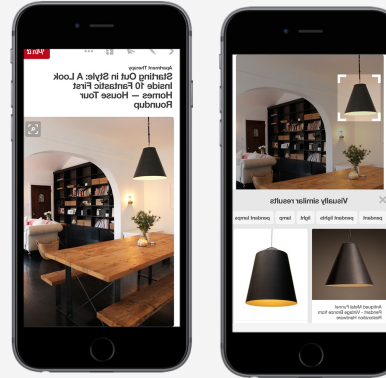


The Post AI Buyers Journey

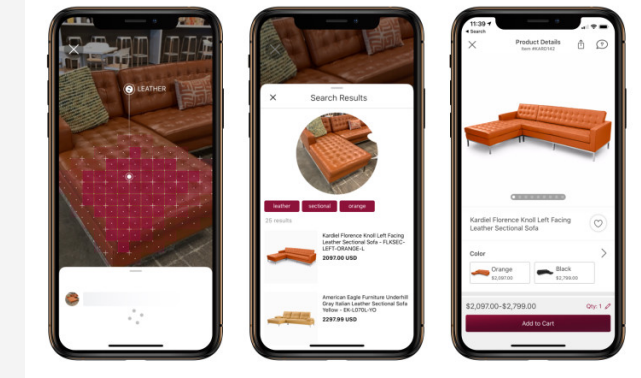
AI alters the buyers journey by providing new ways of discovery, searching, and purchasing. Compressing journey and helping consumers make more informed decisions faster. **Brand marketing and buyers journey merge into one.**

- All things are considered purchases
- 1 in 10 purchases now happen on the edge
- 30% of retail will be ecommerce by 2025
- 50% of app development will shift to bot development by 2025

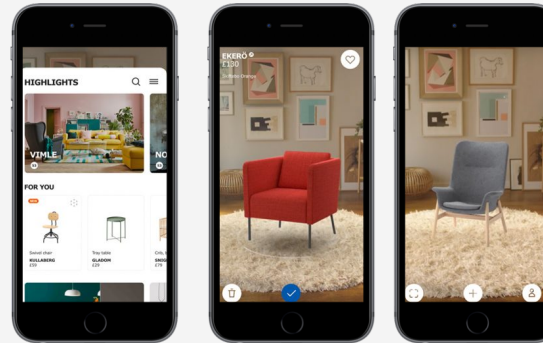
Discovery



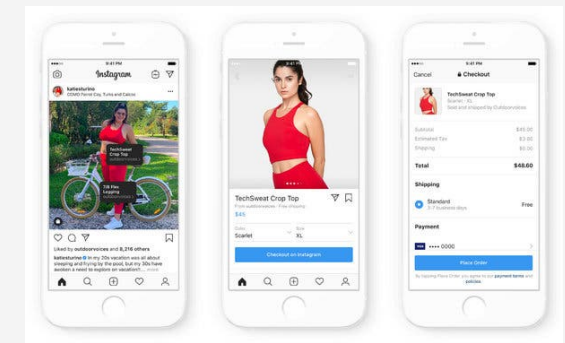
Comparison



Evaluation



Purchasing





A NEW IDEA OF MARKETING

High Performing Marketing Organizations are Following A
New Idea of Marketing To Break Through

“The context marketing revolution isn’t about content, social media, ad blocking, or mobility. *It’s about what people derive from instant access, connectivity, and openness.*”

- Mathew Sweezey

A large orange circle with a white border. Inside the circle, the text "10X" is written in large white font. Below "10X", there is a smaller line of white text.

10X

High performers are ten times more likely to be significantly beating their direct competition.

#1 Key trait of High Performing Marketing Organizations:

A New Idea of Marketing

- Marketing creates experiences not messages
- Experiences are connected across the entire customer life cycle
- Growth is driven by more than just net new business
- Holds true for both both B2B and B2C brands
- Only 16% of all brands are High Performers.

High Performers Operate from A Transcended Idea of Marketing



RENOVAE

Adopt new marketing tactics



EVOLVE

A shifted focus to connected experiences



TRANSCEND

A new role/scope/function of marketing

Product-centricity	Role	Customer-centricity
Greater Reach	Creative Focus	Contextual journey
Silo Department	Operation	Decentralized Marketing
Disjointed Tech/Data	Technology	Streamlined Platform
CMO	Leadership	CXO/CGO

Tesla’s Transcended Marketing Model

A transcended idea of marketing means a new role, scope, and function not just new ways of doing the same old thing.



Age	94	17
Market Cap	\$49.9B	\$144.20B
Ad Cost Per Car	\$926	\$6
Total Cars Sold	86,000	276,000
Business Model	Build > Market > Sell	Market > Sell > Build > Market

***Tesla spent 1/150th on advertising as Merced's, sold **3X** as many cars, had never made an economy car before, and **the car didn't' even exist when it was sold!** Tesla is now the number one luxury car manufacturer.*

Context Marketing

Context marketing, is a new method of marketing where brands break through by crafting experiences to meet a person in that specific moment of need, and help them accomplish the task at hand. The trust built from that interaction guides the individual to the next stop on their journey, creating motivation and driving demand.

Context Becomes The Creative Lens of Experiences

When brands are able to understand the goal of the moment, and execute in real time they can then meet the individual in context. Not only breaking through but motivating action. **Give up attention, embrace context.**

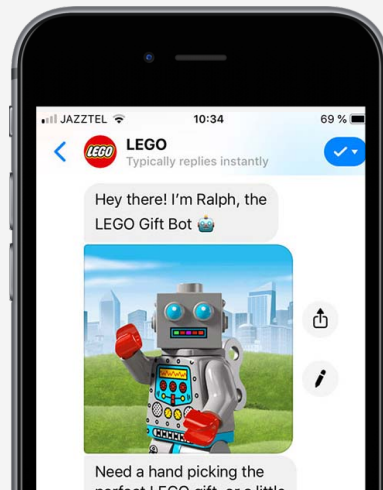
Awareness

99.5% of the posts featuring DW Watches are created by their market.



Consideration

Ralph helped shoppers find the best gift.
Average order size 2X of website.



Purchase

IKEA buys Task Rabbit to ease set-up and delivery.
Created Place to make it easier to see what fits.



Advocacy

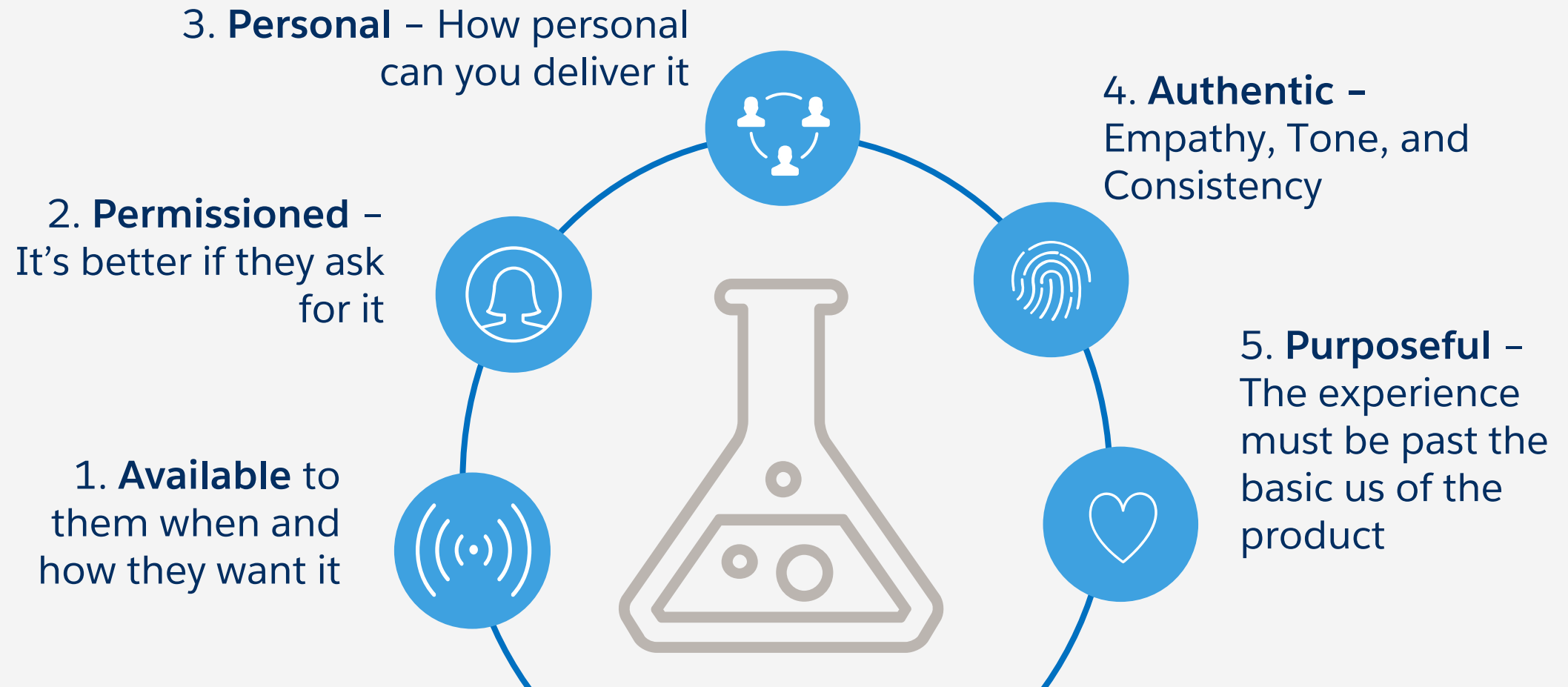
A community of 1.8 Million learners, 1/4 of those using Trailhead have found a new job



TRAILHEAD

The Five Elements of Context

By embracing the elements of context you can ensure your focused on their needs at the moment.



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Responding In Context

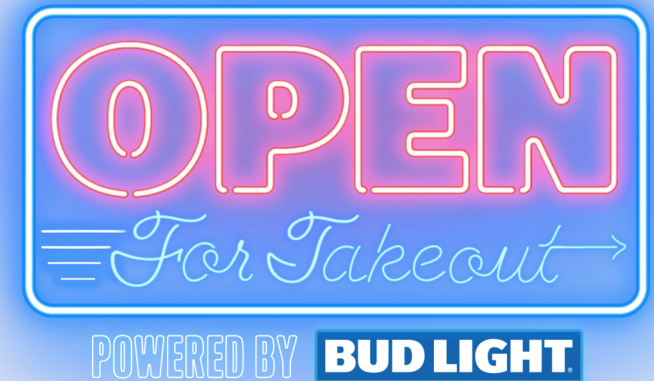
By Helping people accomplish goals

6 Pathways to Reach Context Today

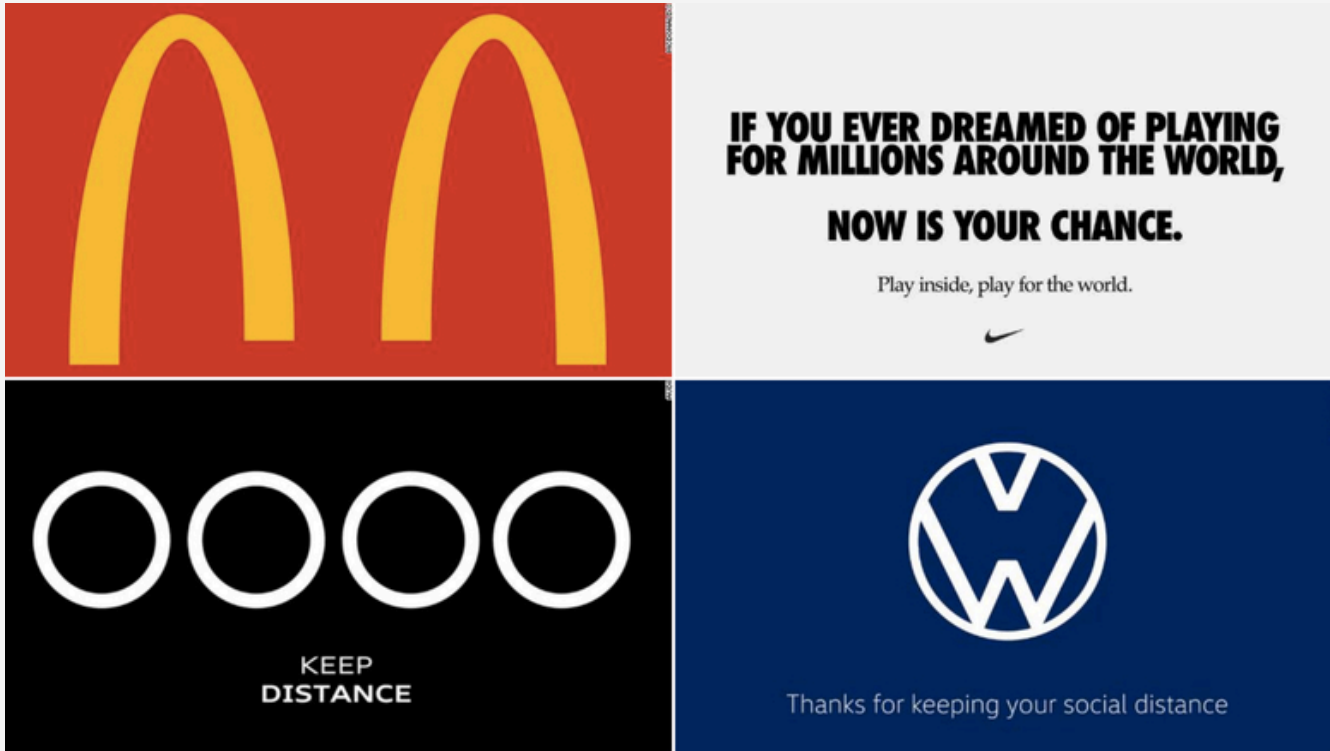
- **Connect** - Can my business bring people together? Does it help connect family, friends & social communities?
- **Inform** - Can we help share true information, dispel fake news and keep people in the know?
- **Support** - Can we provide support for individuals, organizations or professions? i.e. mental health advice or support of essential workers
- **Teach** - Can we help people become better versions of themselves, teach them a new skill, impart some knowledge or lead the way?
- **Entertain** - Solve the issue of 'being bored'
- **Provide** - Do our products and services ease the strain on the everyday consumer? Can our product be delivered? Is our service relevant to self-isolating households?

Find Ways To Connect People Together

Look for ways you can connect your market together to solve common goals. This is how brands can work with their market to build brand equity in new ways.



Bud Light looked to create a site to connect local people to their establishments who were open for take out. They created a micro site called “Open for Takeout” and asked the community to list businesses in support.




Inform Your Market

The majority (63%) of advertisers have already changed the messages they are touting in-market, increasing:

Mission-based marketing (+42%)
Cause-related marketing (+41%)

Informing can also take a more tactical approach by becoming a key information feed for your stakeholders. What are customers saying, collect market data, and provide real time customer and market information to them.




[HOME](#)
[SHOP](#)
[BLOG](#)


THANK YOU

To the doctors, nurses, and paramedics working hard each day to keep us healthy, thank you.

You're working long, hectic shifts taking care of us, and we want to help you take care of you. We can't offer you a magical cure-all, but we can offer you a care package to help you stay on top of your hydration and relax at the end of a long day.



When your shift is go-go-go, it can be hard to remember to drink enough water. Nuun Sport's blend of electrolytes and minerals will help you make your water count.



Nuun Rest will help calm your mind without making you drowsy. Add one tablet to water after a long day and begin to relax your overworked mind and body, one sip at a time.

We're sending out 500 [care packages](#) to medical professionals across the United States. If that's you, please let us know. We appreciate your hard work, dedication, and sacrifice.

[REQUEST A FREE CARE PACKAGE](#)

Support Key Stakeholders

NUUM creates care packages for medical workers

When your stakeholders are in need, take care of them. They create a product which hydrates people and are now sending care packages to those who need hydration.

Molson Coors did a 50/50 buy back of all untapped kegs in the market. The total cost is estimated at \$40M. That is 1/8th of their 2019 ad spend. Coke diverted \$4.2M of ad spend in COVID response.

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LEADING YOUR CAMPUS IN TIMES OF CRISIS

WEDNESDAY, APRIL 1 @ 11AM PT / 2PM ET

Tulane
UniversityIVY TECH
COMMUNITY COLLEGE

Cornell University

INDIANA
UNIVERSITYLEADING
THROUGH
CHANGE

Find Ways To Teach

We are leaders in more than business software, our customers look to us for guidance. So we created a new content series called “Leading Through Change” where we teach businesses leaders what we are doing and what steps we are taking.

Be careful about opening up your content libraries for free. There is a glut of content right now and unless you have a good processes for onboarding and ensuring they are engaging with the content you may be hurting your brand.

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LEADING
THROUGH
CHANGE



Look to Entertain Them (or their kids)

Lessonly created multiple efforts focused on entertainment in the context of the moment. Their focus was first on giving their parents some free time back by entertaining their kids for an hour.

Next they created care packages which were full of things for their prospects and customers to do.





Provide Ways Your Product/Service Can Be Put To Beneficial Use

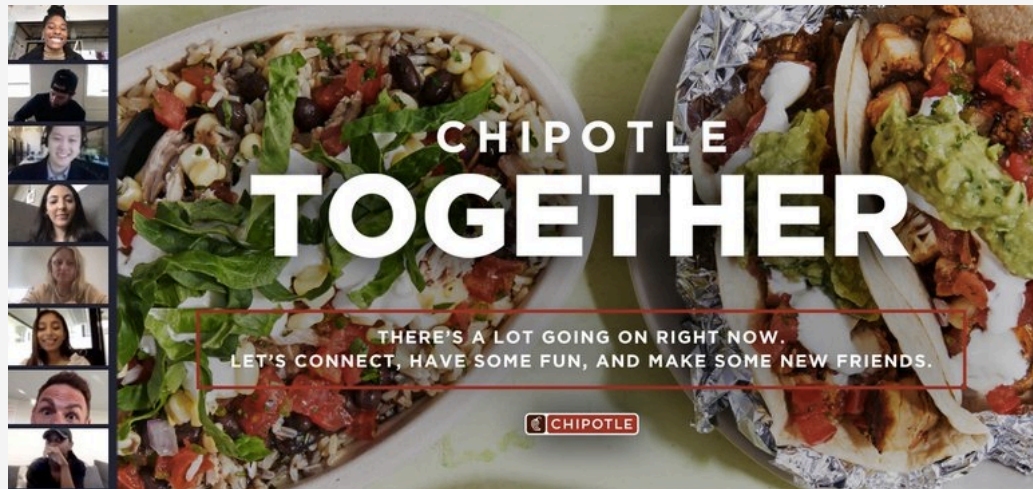


TRAILHEAD

We created a publicly-available Trailmix on Trailhead with tips on how to work from home and maintain personal well-being during this time. This effort is focused on our customers, and our employees to provide training for those who need some soft-skills on how to cope with the current situation.

Our Health Cloud is offering free access for qualified emergency response teams, call centers and care management teams for health systems affected by coronavirus. We are getting our tools into the hands of people who can use them to combat the situation free of charge.





Double Down On Experience

Chipotle doubled down on delivery features and added more.

- Increased their delivery tracking capability and highlight that with messaging
- Created tamper proof packaging
- They even provided ways for their social audience to engage while social distancing.

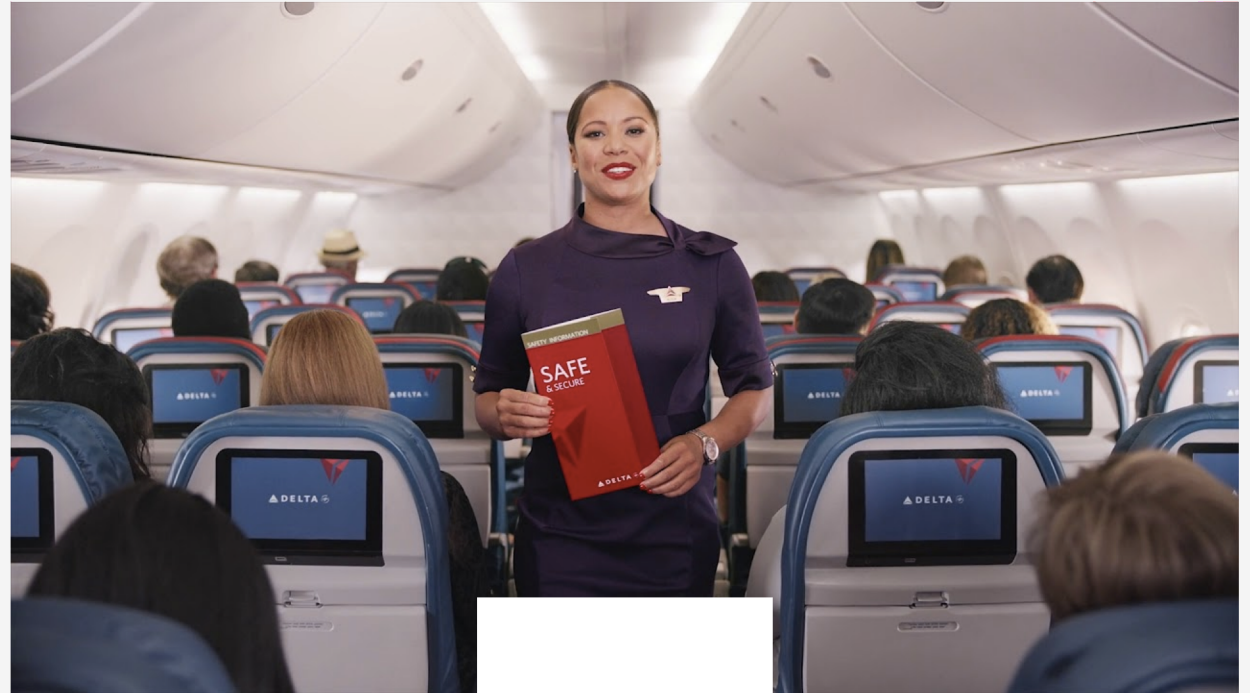
More than a third (35%) of advertisers are adjusting their in-market tactics and are increasing:

Audience targeting (+38%)
OTT / CTV device targeting (+35%)

A New Way To Think About Empathy Moving Forward

Consumers see more content than ever before, and expect brands to keep pace. We must move to a world of fast content/fast advertising.

Delta releases a new safety video each month so their passengers feel valued.



The Salesforce logo, which consists of a blue cloud shape with the word "salesforce" in white lowercase letters inside it.

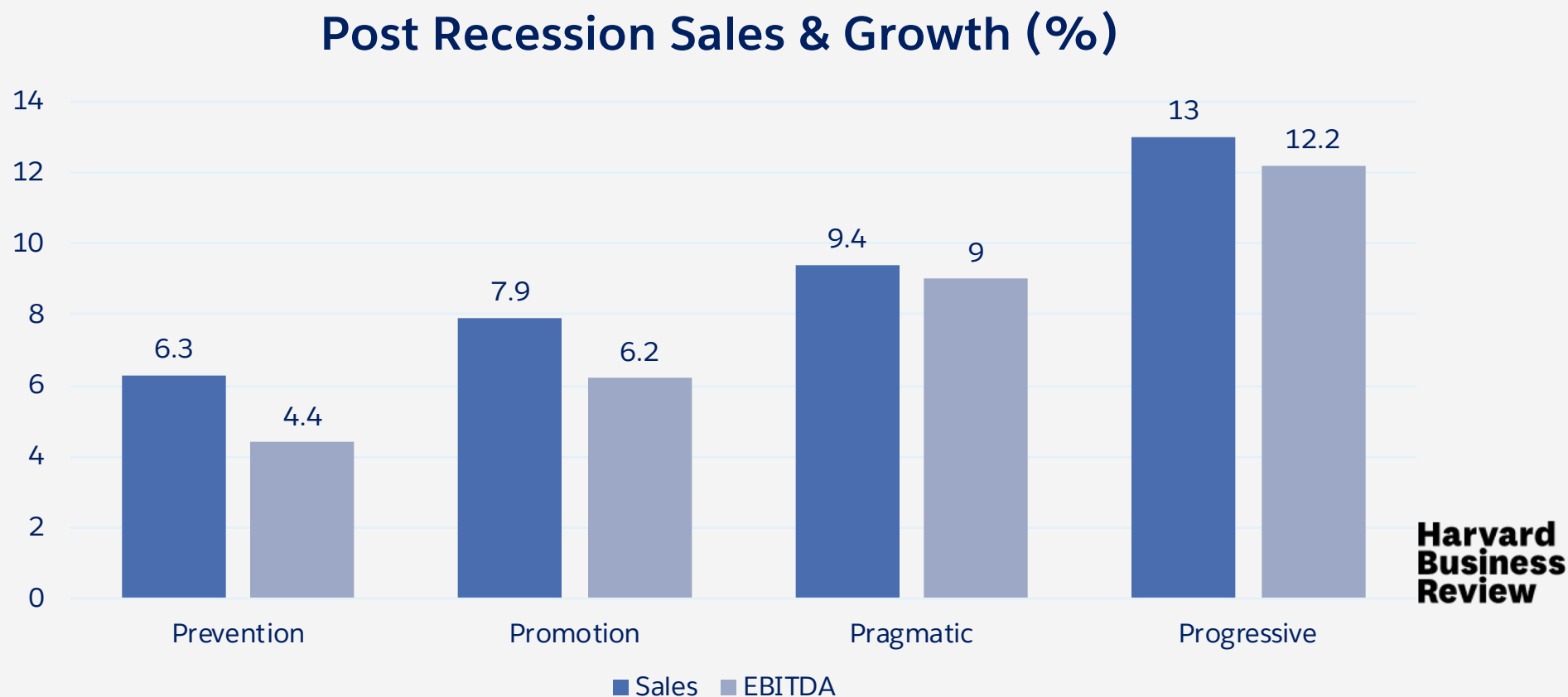
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Marketing's Pathway Forward

The Revolution Has Changed Your
Buyer

Rebounding Best Via Progressive Approach

Companies who employ a **Progressive** approach, have the fastest recovery, and the highest post recession sales and earnings numbers upwards of 3X of their competitors.



The 4 Keys For The Progressive Approach

Progressive companies **reduce costs selectively** by focusing more on **operational efficiency** than their rivals do, even as they **invest relatively comprehensively in the future by spending on marketing, R&D, and new assets.**

1. Master Internal Alignment
2. Excel at Stakeholder Continuity
3. Continued Investment in Strategic Efforts
4. Rapid experimentation

Master Internal Alignment

- Data suggests many brands are more connected than ever, yet the difference between high and low performers remains relatively consistent. This suggests it's not just connecting, rather to the extent of the connection. **The key connections seem to be a single view of each customer, creating shared data accessible and actionable by all, focused on a shared set of goals, and measurements.**
- Rally marketing and sales around new targets. Those progressive companies pointed sales teams to top priorities among accounts and prospects, **as determined by the account's all-in profitability and potential lifetime value.**
- The focus must be on the experience now more than ever. If you are considering **implementing a CXO now** is a good time. They can lead the effort to streamline the businesses around the experience. Their impact will be foundational for a rapid rebound and future success.
- Create **centralized workflow for all external facing efforts** ensuring all communication from all departments is cohesive.

Excel at Stakeholder Continuity

You must create a processes for keeping communications high with all stakeholders. The connection and insights are critical to current and future operations.

Partners/Vendors

You need the entire ecosystem during, and post recession. Have a central portal and hub of information for each vendor type, have daily/weekly calls to check in, and ensure there is a single point of contact for each.

Customers

You should have a central hub of information, but also create working groups to learn how customers are reassessing priorities, reallocating budgets, switching among brands and product categories, and redefining value. This information must be shared company wide, and even with other stakeholders. This is value you can bring to others too.

Continued Investment in Strategic Efforts

During the 2000 recession, Target increased its marketing and sales expenditures by 20% and its capital expenditures by 50% over prerecession levels. It expanded into several new merchandise segments, ramped up investment in credit-card programs, and grew its internet business. -HBR

People

Finding and training good people is costly, and hard. Cut back programs before people. Talent pool quality will also increase.

Technology

Invest in new technology that support key inabilities, operational efficiency, and new capabilities.

Expect a lower return on new capabilities until after a turn in conditions. .

New Markets/Products

New markets can still be focused on. Your returns will be slight during the troubled period but will position you for accelerated growth on the back end.

Investments should be less expensive as well during this time.

Rapid experimentation

Old ideas may no longer work. Work to test ideas in an agile format and then roll that learning out on a larger scale.

80/20 rule of marketing experimentation

Time: Spend 80% of your time innovating, researching, planning, and creating new experiments. This could be content, programs, ads, new audiences, etc. Spend the remaining 20% of the time tweaking your successful efforts and folding these learnings back in.

Budget: Spend 80% of your budget on the high performing programs and campaigns that you know work. Spend the other 20% on the experiments to find new learnings.

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THANK YOU

What it takes for brands to make the
change to contextual marketing