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Context Now

The Playbook to Marketing in
Turbulent Times



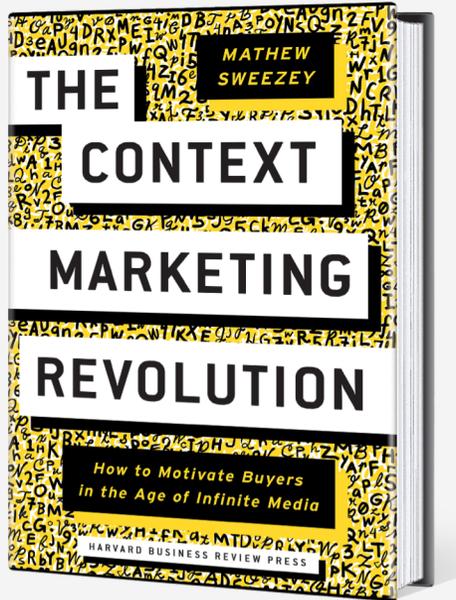
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“Change is the only certainty. Today is the slowest rate of change we will ever experience. And those who are the most adaptive to change stand the greatest chance to survival.”

- Jonathan Macdonald



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Mathew Sweezy

Director of Market Strategy
Salesforce

Author:

Marketing Automation for Dummies (Wiley 2013)

Context Marketing Revolution (HBR 2020)

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This isn't 2008.... Let's Start There

Let's start with the why!



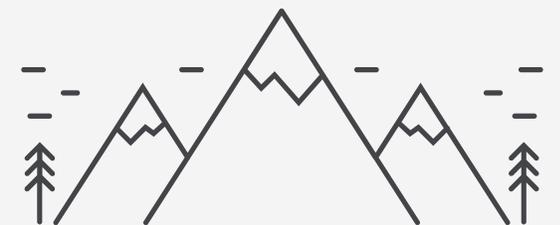
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“

Marketing is a game, and
the rules change based
on the environment.

”

- Mathew Sweezey



Current RAC Is At Scales Never Before Seen



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King Nasser of Egypt's Funeral 1970 - 7 Million People

“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)

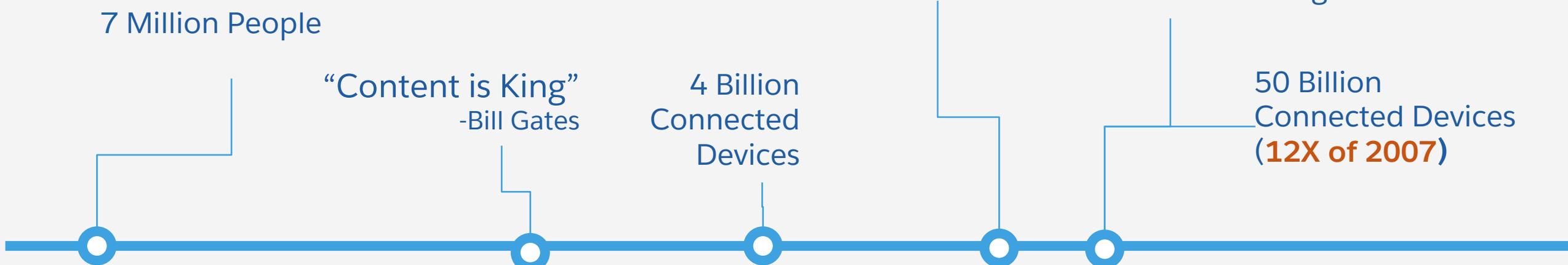
1970

1996

2007

2019

2020



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



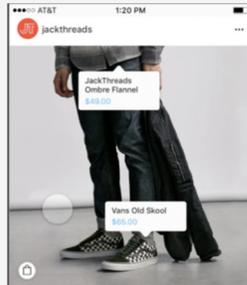
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	Analog Era (1970)	Digital Era (2007)	Infinite Era (Present)
Speed	Hours	Seconds	Real Time
Connected Devices	0	4B	50B (12x)
Mobile Connections	0	268M	6380M (30X)
Largest Human Gathering	5 Million	16 Million DAU Facebook	1.6 Billion DAU Facebook (100x)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

New Media New Rules

This isn't about more media, it is about a totally new world of media. We are just now exploring what is possible in a world of infinite connection, content, and speed.



- Fortnite is creating the FOMO TV used to among Gen Z.
- 10 million logged on for a live concert by Marshmello
- Social commerce opens up the doors for media to become the new retailers
- TikTok has not time stamp on posts. This allows them to use them in a contextual order.
- New subscription video service designed only for mobile, with all videos under 10 min in length.



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“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



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



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RENOVATE

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



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New Era = New Idea of Marketing



Mercedes-Benz



TESLA

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 $1/150^{th}$ 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.



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Context Becomes The Creative Lens of Marketing

Context is to a moment. When brands are able to understand the goal of the moment, 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

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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.



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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.



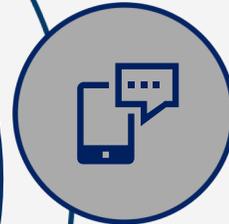
Web

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



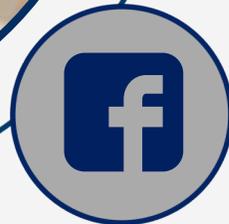
Bots

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.



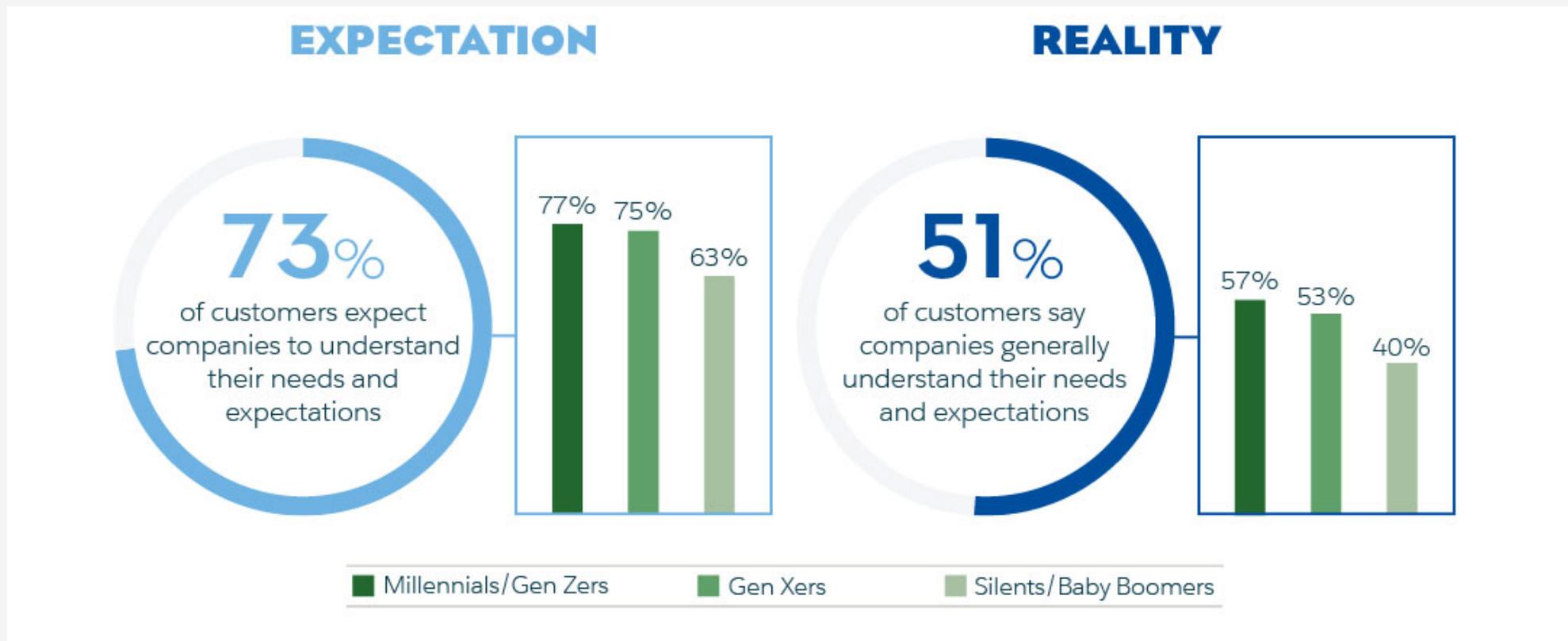


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All Ages of Consumers Demand Experiences

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.





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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%



NEW ITEM!

NEW ITEM!

NEW ITEM!

SAVE

SAVE

SAVE 1.00

SAVE 1.00

Get A Lot A Lot

PLUS

SAVE 80



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

- Google Think



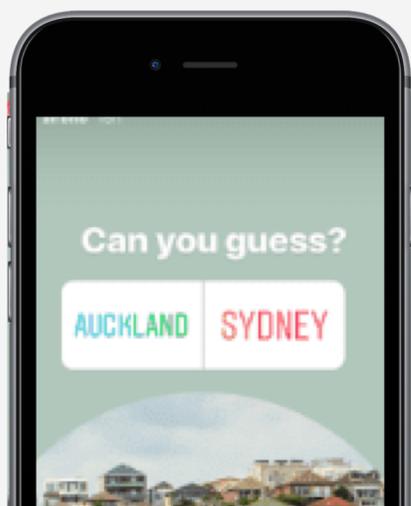


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This is Only The Beginning

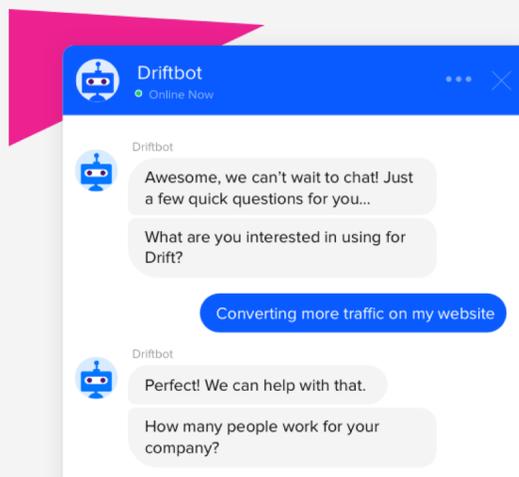
Ephemeral Content

“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





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A New Baseline of Experience Has Been Set For All Consumers

We are creatures of habits, and these are the days where new habits are formed.



Online Grocery Ordering:

20% more groceries were bought online, than in store for the first time in history.



Ecommerce

eCommerce doubled from 13 percent to 30 percent. It wasn't projected to be that high until 2025.



Online Food Delivery:

Tripled from 6 percent to 20 percent in March 2020.



Video Calls:

MS Team is 2.7 billion meeting minutes per day. That is up from 900 million only two weeks before.

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Marketing In The Three Stages Of Turbulent Times

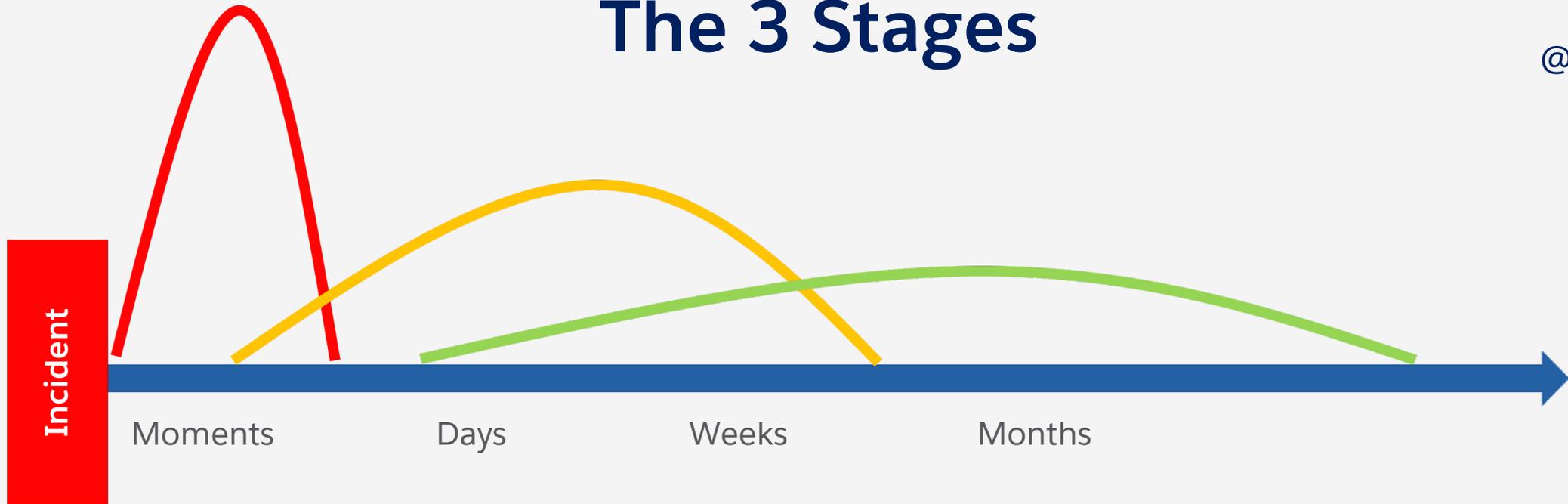


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“Marketing today is going to be different than marketing tomorrow, and three months from now. Each stage is a new world.”

- *Mathew Sweezey*

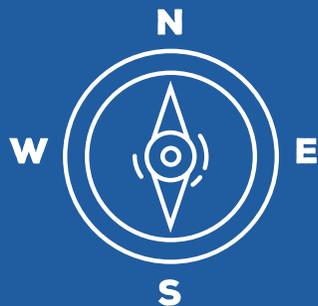
The 3 Stages



Phase 1: The hit. This is the immediate response. This must be practiced to execute on short order.

Phase 2: The pivot. This is the pivot stage where existing plans changed and new short term goals set and executed against.

Phase 3: The recovery. This is the long term plan on how the brand is going to recover and get back to normal.

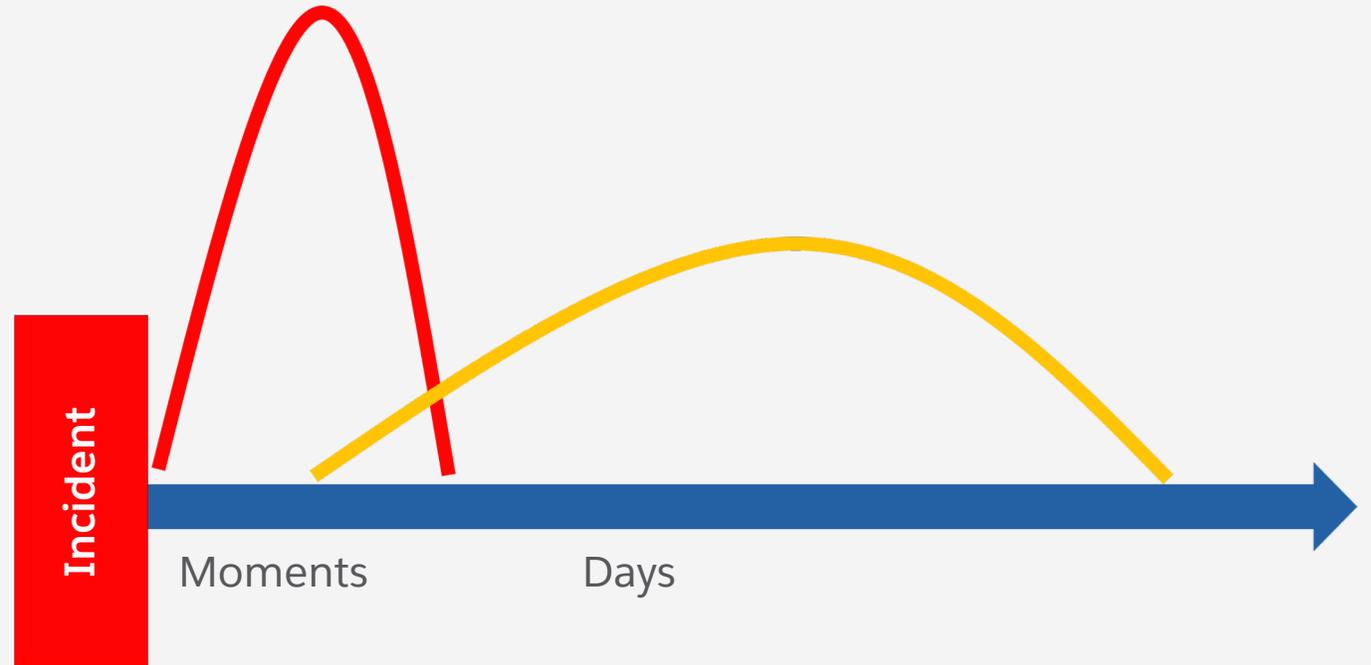


Phase 1: Dealing With The Initial Impact

Phase 1: First Moments

As soon as you are aware of a situation you must take action. This is critical in a world of social media as if you are not on top of the situation it will likely get out of hand and create a bigger situation.

Phase one lasts from the moment you learn of the situation and depending on the situation can last upwards of a week.

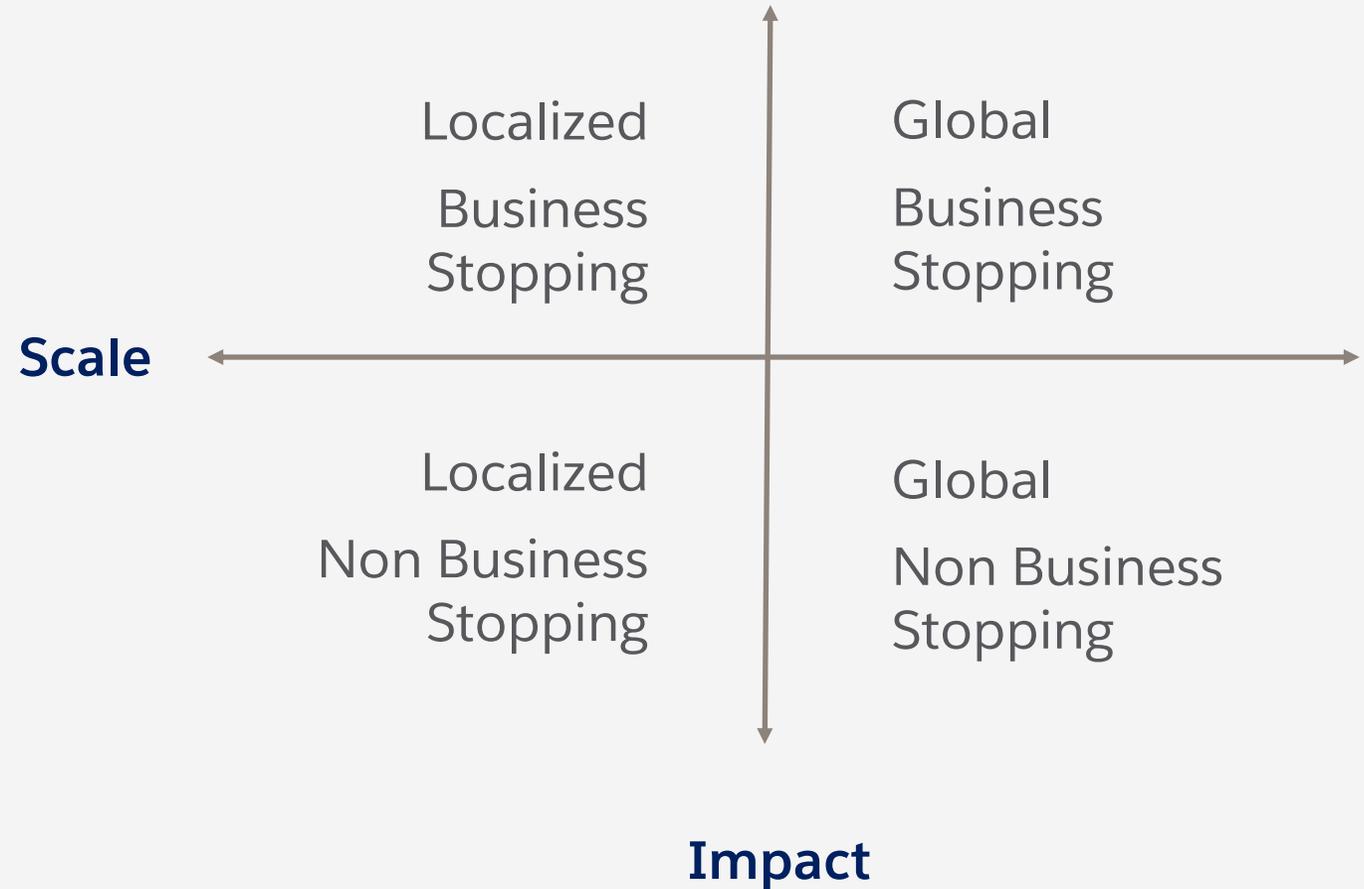


First Assess the Situation

Determine which type of situation you are in. Also be aware if the situation is static or dynamic.

Identify the cause of the situation, and the affects on customers, stakeholders, and employees.

Engage key stakeholders depending on scope of situation.





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Next Establish Chain of Command

When scenarios that are unforeseen hit, traditional operational processes are often too slow to respond appropriately. New teams, and new chains of command are often necessary. This is difficult to do on the fly, and best if you have this determined and written down in a MCP or BCP.

- **Legal** – Depending on the situation you will need to engage different legal assets. Be sure to know who to contact ahead of time and how to engage them. What must legal review and sign off on before going out?
- **PR/Comms** – Your PR/Comms team is going to be a major part of this. Who are they needed to get approval for messaging from?
- **Operations** – Your execution team is going to have to move fast. This may mean giving them operational control with out having to seek approval. Decentralized decision making is critical to speed and efficiency in these times.
- **Executive Approval** – What must be approved by executives and at what level.



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Then Identify Key Stakeholders

Next is to identify the key stakeholders. Each stakeholder has a different role.

Customers

Which of your customers are going to be affected. This could be a wide range of customers from those who are directly affected by the event, to those who are going to be affected by changes in your business from the event.

***Depending on your situation you may not have access to tools, or technology. You should have a back up list of all customers saved. The location of this file and it's last updated date should be included in your plan.

Stakeholders

The stakeholders at large are your

- Community Leaders
- Vendors
- Partners
- Service Providers

**Stakeholders should be identified ahead of time. A list of local agencies, all vendors, partners, and service provides contact, and phone numbers should in your plan.

Employees

Employees may be part of those affected as much as a part of the internal effort.

- Have chain of command for each type of situation defined
- Determine if employees are personally affected

**You likely have a list of employees in a HR system, which may be non accessible in a crisis if internet is down. It is wise to have a back up copy with roles, location, and personal contact info stored locally.

Identify Key Issues Before Response



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How will each of these parties be affected

Customers

Determine how they are going to be affected.

- Will this cause service disruption?
- Will this cause delays in delivery?
- Will this affect their current use of the product?

Stakeholders

How will this affect your stakeholders.

- Will this affect the tools or technologies you are using to create or deliver value?
- Will this affect the greater community at large?

Employee

How is this going to change the roles and responsibilities of employees.

- Will this change affect their ability to do their job?
- Will this change what their job is?
- Will this affect their personal health?

**The quicker you can answer these questions the faster you can get a response out into the marketplace. Having contact lists accessible will expedite this process.



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Communicating Initial Response

- Draft initial response and have approved by new chain of command.
- Publish public facing statement both to PR wires, as well as on owned asset such as your blog.
 - On your blog be sure to include the date the information was last updated
 - Provide a link to real time support, or chatbot on page to answer real time questions
- Directly communicate with affected stakeholders. You may also create a separate location for them to receive new and information.

Be Compassionate

Make sure your messaging is compassionate to the affected population. Try to avoid harsh language, and find a supportive and authentic tone.

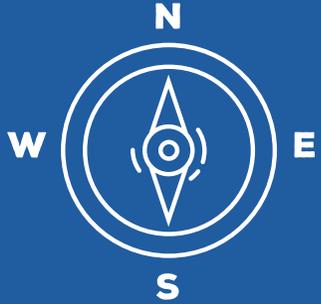
Take Ownership

If you bare any responsibility for the situation you must apologize and take ownership of your actions.

Share Next Steps

You should also end your statement with what your next steps are and what the next steps the affected parties should take.

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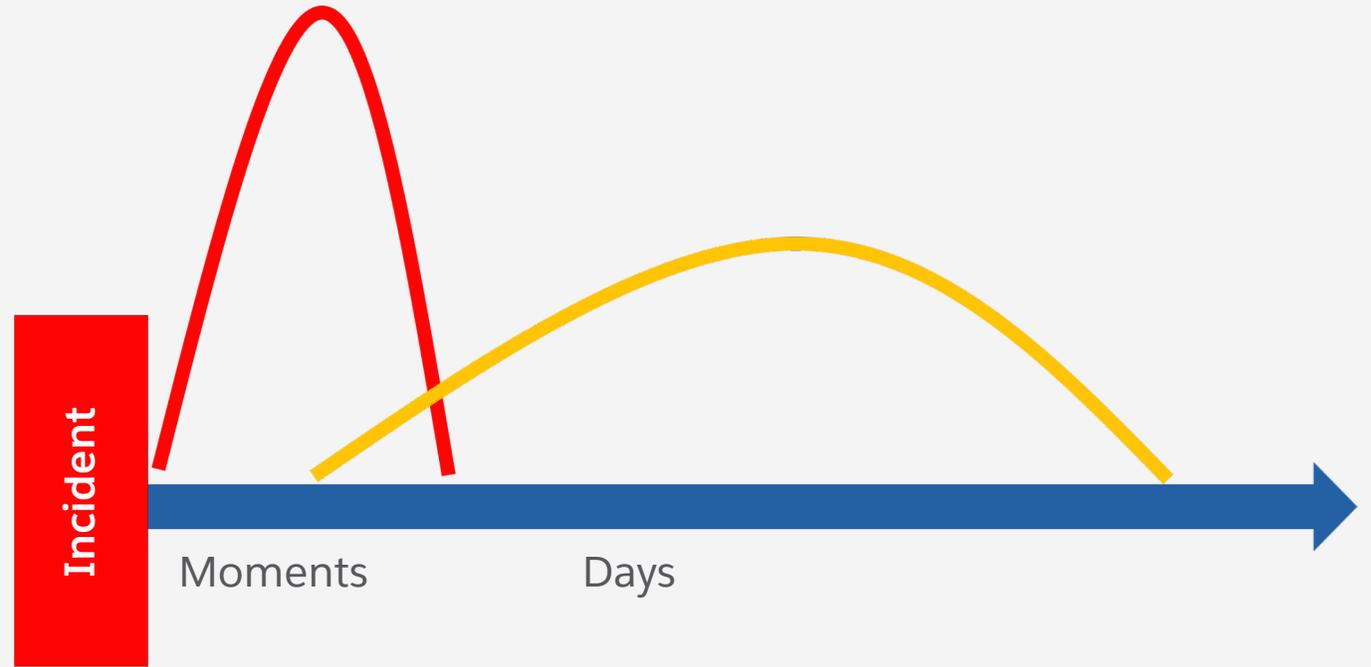


Phase 2: Pivoting

Phase 2: Pivoting

Depending on the situation you are going to have to try to maintain a large scale PR effort, while also deterring how marketing is going to continue to support it's role in the organization.

Phase 2 begins as soon as you have internal stakeholders engaged, and will last until recovery is in full swing. This could be days, weeks, and in some cases months.





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Former P&G CMO Jim Stengel on The Pivot



*“Think about which brands should have a voice now, what kinds of things should they be saying, what sort of services products should they be offering, and then your spending needs to be behind that. At P&G **you might have been spending on 140 brands a month ago; maybe you should be spending on 30 right now** in a much more focused way that can be more helpful to people in this situation.”*



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The Keys To Effective Pivoting

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

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



Collaboration

Each situation means change, and this means the current course you are no 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.



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Information and Collaboration

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 Agility



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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.



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Pivoting Our Largest In Market Event in 10 Days

Our flagship in market event which would have had 10k physical attendance was able to pivot in just two weeks to become fully digital. **The effort reached 1.5 Million Online Views!**

How we did it, and what we learned.



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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.



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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

- Relunched 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



Ways to Respond In Context

Here are six ways you can continue to engage
your audience during turbulent times

6 Pathways to Reach Context During Trying Times



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- **Connect** – Look at your market and find ways to connect people. This could be customers, or just the marketplace at large. Look for ways to be a connector.
- **Inform** – You can share helpful information with your audience. Maybe reinforce larger messages, or present them in a new way as a sign of unity.
- **Support** – Can you support your customers, and stakeholders. This can be personal or professionally.
- **Teach** – Look for ways to help upskill your audience. Can you teach them new skills, or help them become better versions of themselves.
- **Entertain** - Solve the issue of 'being bored'
- **Provide** – Can you provide a needed service. This may mean finding new ways to utilize your product or service.



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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.



Find Ways To Connect People Together

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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.



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Support Key Stakeholders

Budweiser In Britain Example

Pubs are taking a massive hit as they are not allowed to be open. So Bud has created a program where they have created gift cards asking patrons to pre-purchase drinks ahead of their eventual post-coronavirus reopening..

Bud will match all purchases up to \$1M pounds.





Small Business Relief Fund



GoFundMe.org is organizing this fundraiser.

\$1,682,060 raised of \$1,700,000 goal

1.2K donors 2.1K shares 1.3K followers

Donate now

Share

29 people just donated

Anonymous \$100 • 1 hr

Mimi V \$50 • 2 hrs

Anonymous

Support Key Stakeholders

Quickbooks nails it!

Quickbooks has suspended all advertising budgets and put that money to support small businesses.

Their video has only seen 2.6k views, yet their kick starter campaign has over 1.2k donors already reaching \$1.6 million from other donors.



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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 YOUR CAMPUS IN TIMES OF CRISIS

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

 Tulane University

 IVY TECH COMMUNITY COLLEGE

 Cornell University

 INDIANA

LEADING THROUGH CHANGE

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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.





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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.

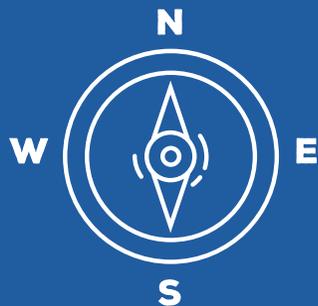
- Increased their delivery tracking capability and highlight that with messaging
- Created tamper proof packaging
- They even provided ways for their social audience to engage while social distancing.



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

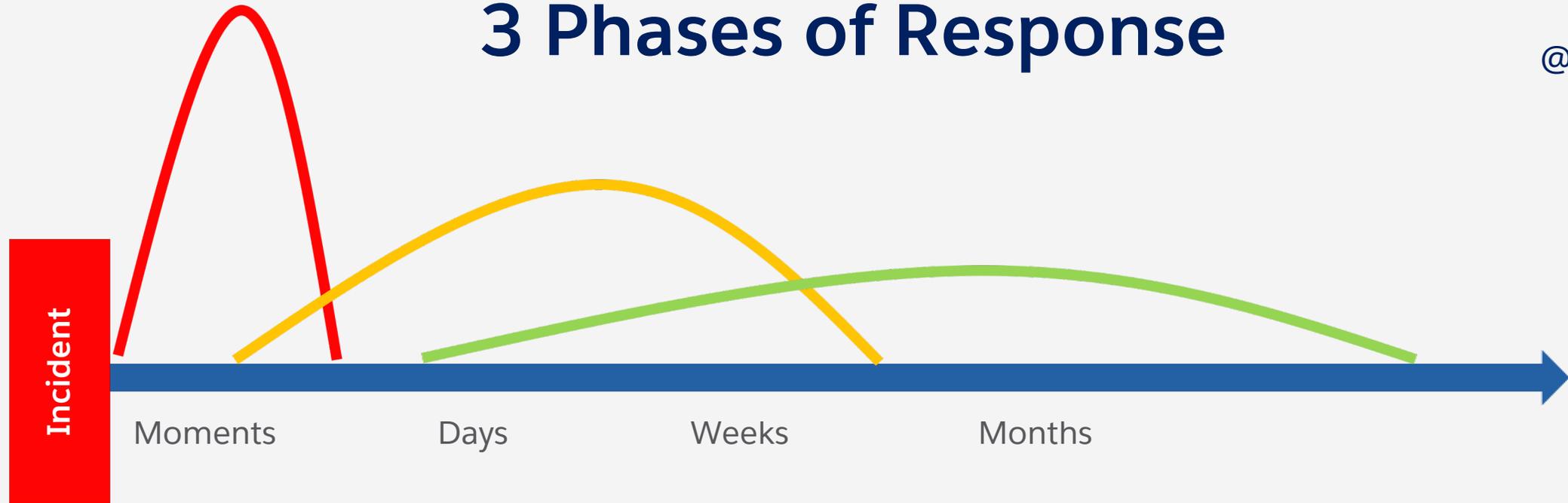
Audience targeting (+38%)
OTT / CTV device targeting (+35%)

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Phase 3: Marketing's Pathway Forward

3 Phases of Response



Phase 1: The hit. This is the immediate response. This must be practiced to execute on short order.

Phase 2: The pivot. This is the pivot stage where existing plans changed and new short term goals set and executed against.

Phase 3: The recovery. This is the long term plan on how the brand is going to recover and get back to normal.



Mathew Sweezey @msweezey · Apr 20

The Post COVID Consumer will be:

More price sensitive \$ \$

More digitally dependent 📱

More concerned about wellness and hygiene 🧐

More apt to stay at home more 🏠

Care more about brand purpose 😊

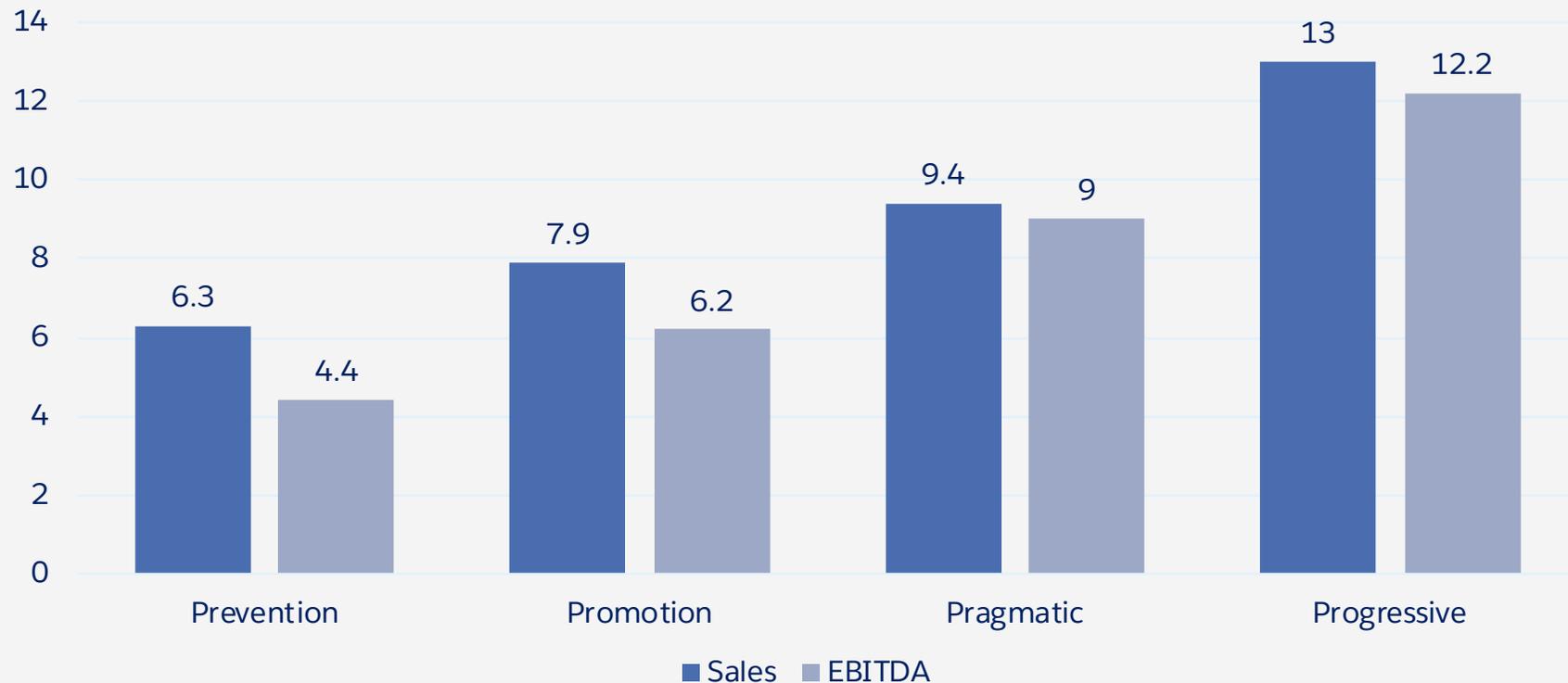
Rebounding Best Via Progressive Approach



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Post the 2008 Financial Crisis HBR published a study on which companies recovered fastest. 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.

Post Recession Sales & Growth (%)



Harvard
Business
Review



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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



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- 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.



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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.



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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.



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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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Conclusions

Current RAC Is At Scales Never Before Seen



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King Nasser of Egypt's Funeral 1970 - 7 Million People

“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)

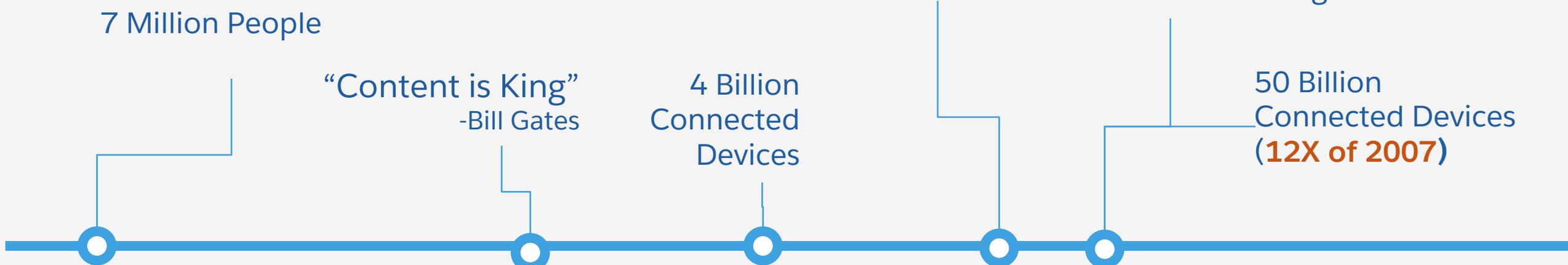
1970

1996

2007

2019

2020



We Are Now Marketing To The Post-AI Consumer

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



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Search

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



Bots

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



Email

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



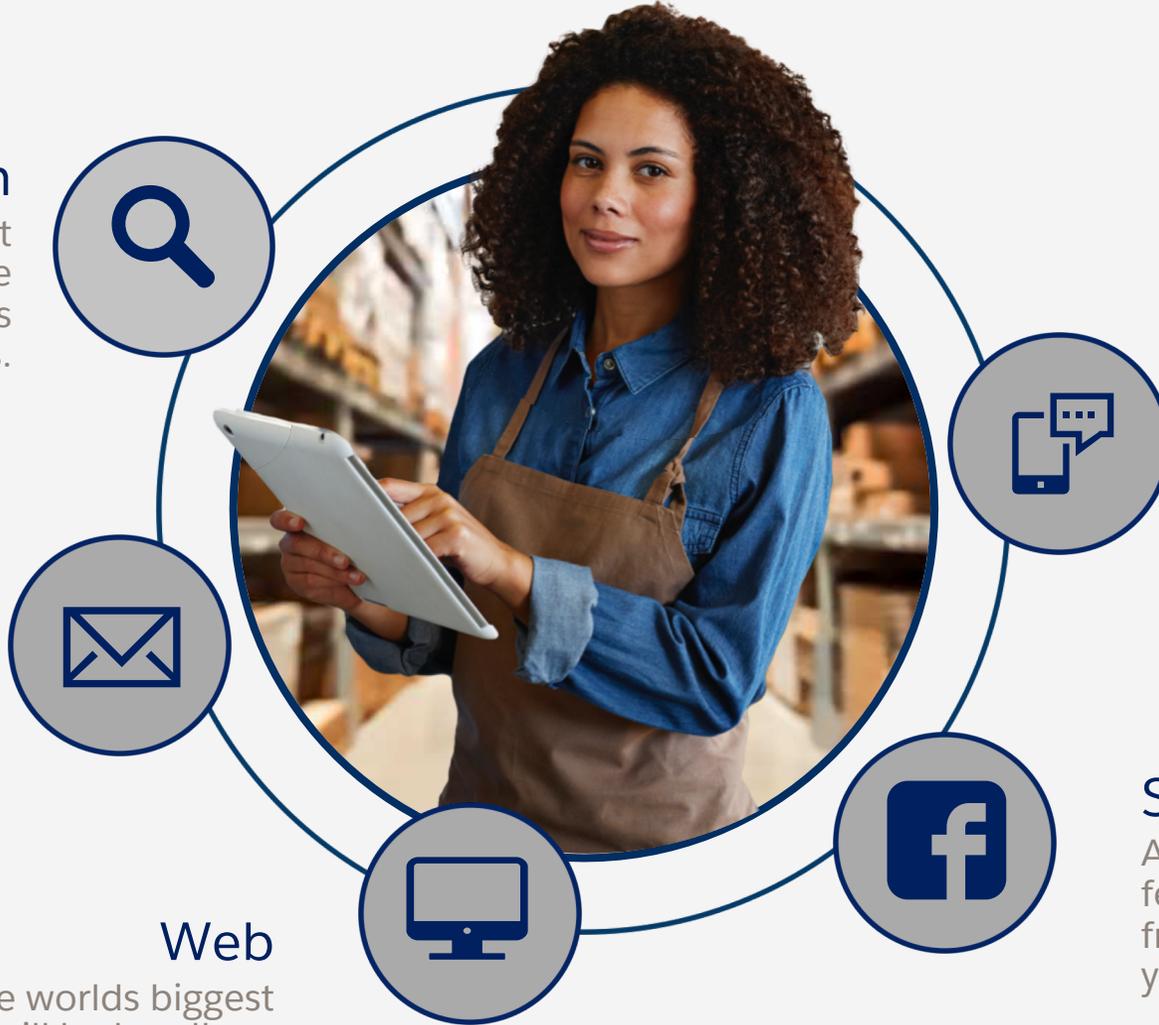
Social

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



Web

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





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A New Baseline of Experience Has Been Set For All Consumers

We are creatures of habits, and these are the days where new habits are formed.



Online Grocery Ordering:

20% more groceries were bought online, than in store for the first time in history.



Ecommerce

eCommerce doubled from 13 percent to 30 percent. It wasn't projected to be that high until 2025.



Online Food Delivery:

Tripled from 6 percent to 20 percent in March 2020.



Video Calls:

MS Team is 2.7 billion meeting minutes per day. That is up from 900 million only two weeks before.



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The Keys To Effective Pivoting

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

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



Collaboration

Each situation means change, and this means the current course you are no 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.

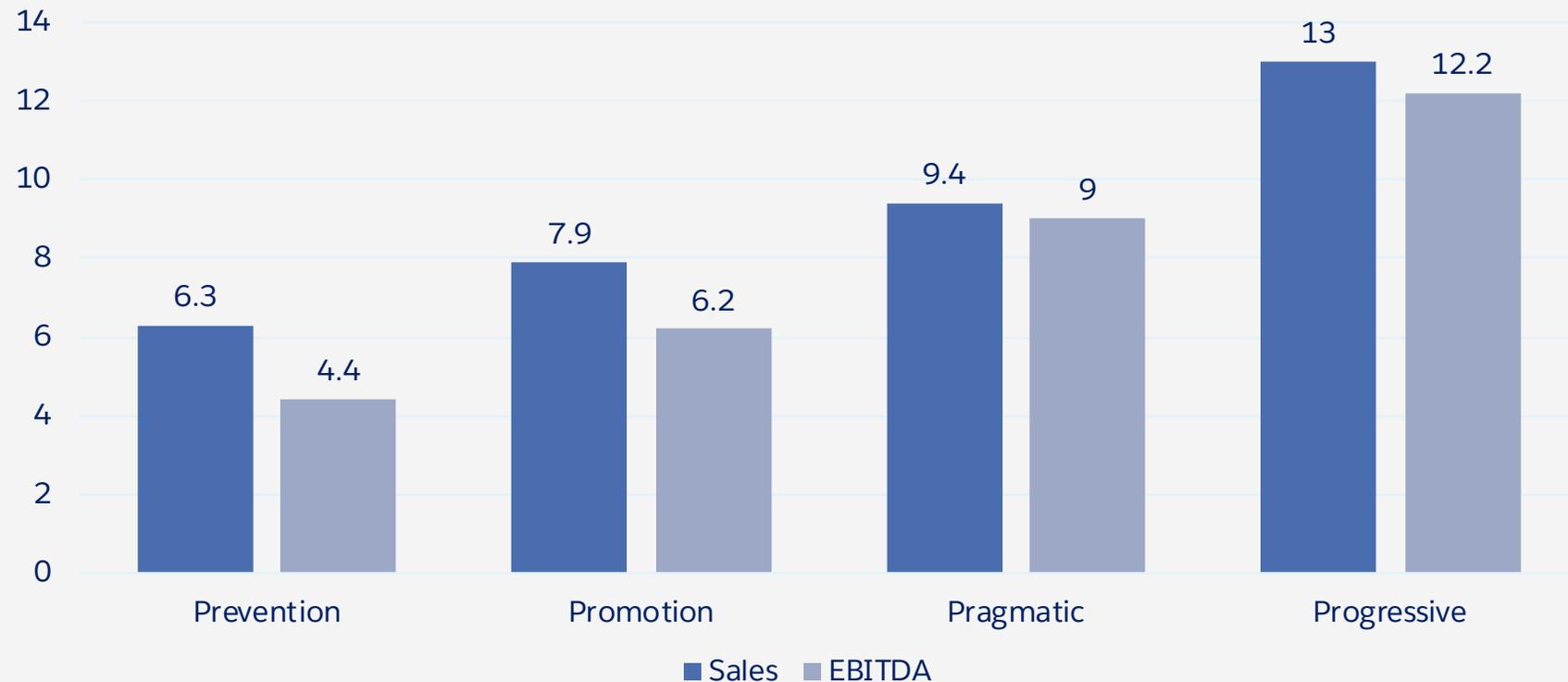
Rebounding Best Via Progressive Approach



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Post the 2008 Financial Crisis HBR published a study on which companies recovered fastest. 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.

Post Recession Sales & Growth (%)



Harvard
Business
Review

salesforce



THANK YOU

Slides available at mathewsweey.com