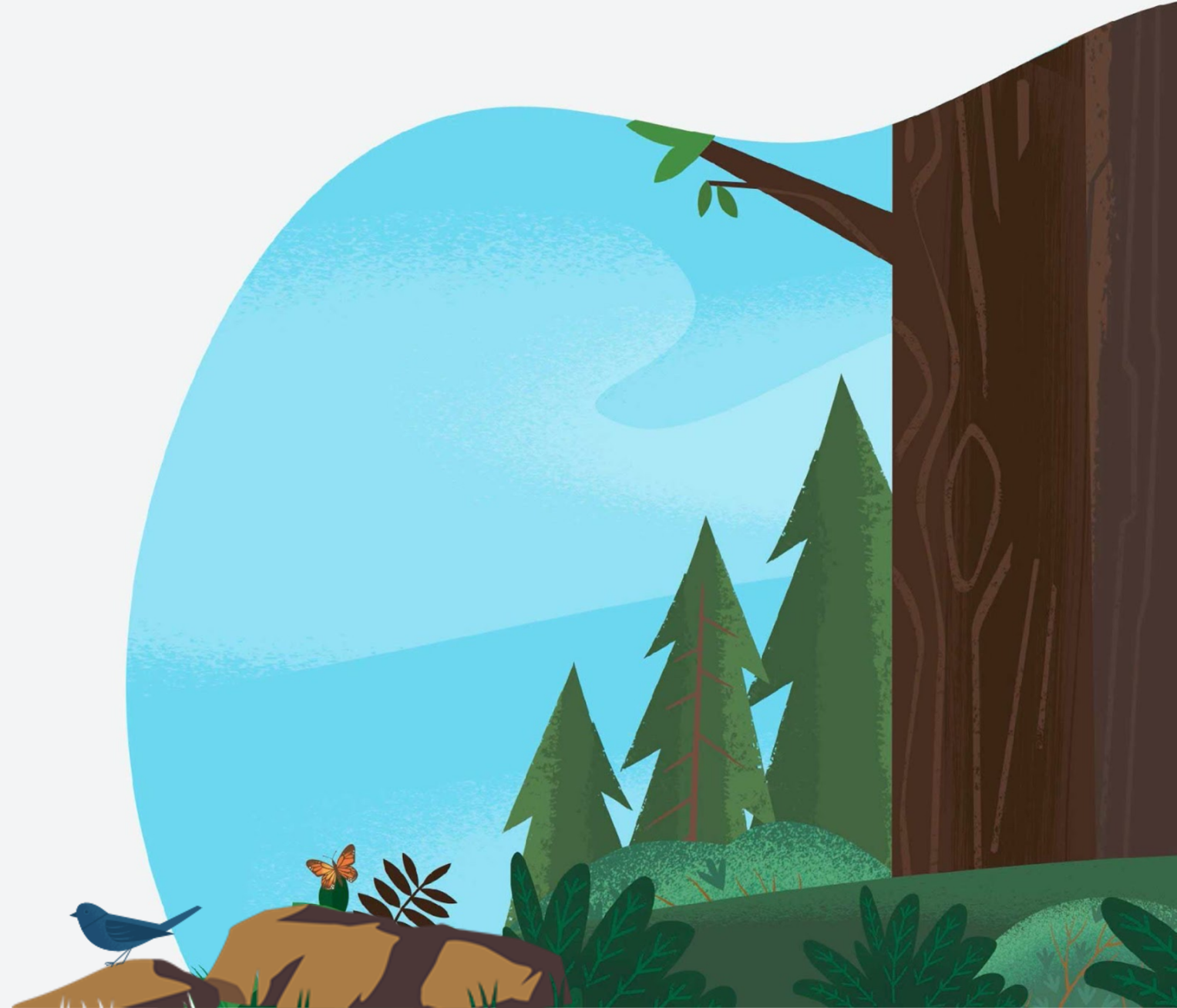


The Future of Marketing 2021

A look at the near and far term
futures of how brands and
businesses will break through and
relate to their markets.

*Mathew Sweezey – HBR Author, Director Market
Strategy*



The Next Decade Marketing's New Future

Marketing has been in transition since the digital revolution, and 2020 only exacerbated that change. Looking forward here are the major issues and solutions shaping marketing's future.

From The Office of
Market Strategy



- The Changed Consumer
- Marketing Transformation
- Outcomes Are The New North Star
- Post Cookie Strategy
- A New Set of Skills
- The Next Retail Revolution(s)
- AI Opens New Doors





The New, and Changing Customer

—

All consumers are reborn as their habits have been upturned. B2B, B2C, and everything in between has had to pivot to meet their new customers, with a new set of demands.

These changes are the new foundations of future behavior and consumer expectations.

• **Insight:** Who Is your customer now?

• **Strategy:** Mind the Gap

• **Insight:** The Future Buyers Journey



The Six Major Customer/Consumer Changes Resulting from COVID-19

1

Loyalty is Up For Grabs

75% of consumers have tried new brands during the past 6 months. 60% of them plan to stick with the new brands they have chose. This is a new battle for brand loyalty. Two keys to switching price and availability.

2

The Elevated Consumer

Consumers are now elevated to a new height via the shift to delivery. Services which elevate the consumer to the next level (Worked to manager) will be in the best position.

3

Conscious Consumer

Organic food just with in the US had a 18X growth over a 12 year period of time. In the US, consumers are expected to spend \$150 billion on sustainable products by 2021 COVID has speed this move up.

4

New Personas In Deals

Across the board as brands tighten up their budgets, they are involving new leaders in deals to ensure resources are allocated best. Expect to have to position to a new senior leader, or executive.

5

A New Focus On Outcomes

B2B buyers are focused on the delivery of the outcomes as the true value. Experiences are good, but only if they deliver the desired outcome. As budgets stay tight expect to see this become a greater focus in the future.

6

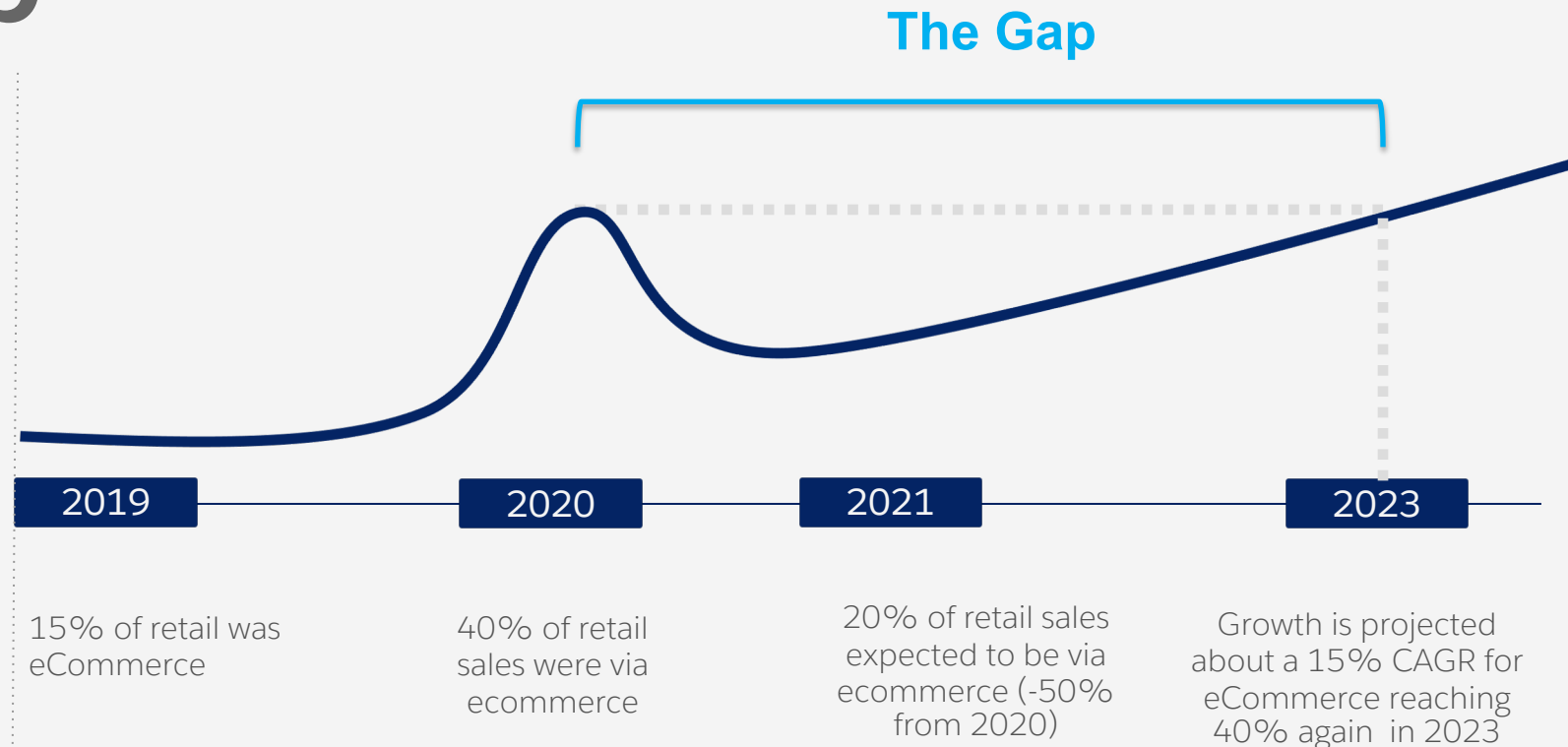
Compounding Value

Buyers currently see the addition of more services/products from a central vendor as a positive value. They believe that $1+1=3$ and the greater value is allowing brands to go deeper with in key accounts.



Brands Must Mind The Gap

The Gap: As we move into our new normal, consumers will revert to some of their old ways. eCommerce and other digital methods will remain higher than expected yet will fall back below 2020 levels. This however is only for a short period of time, and a decrease in consumer engagement in these areas is only temporary. Don't be fooled by the gap. You must invest to meet the digitally dependent buyer.



The Future Buyers Journey

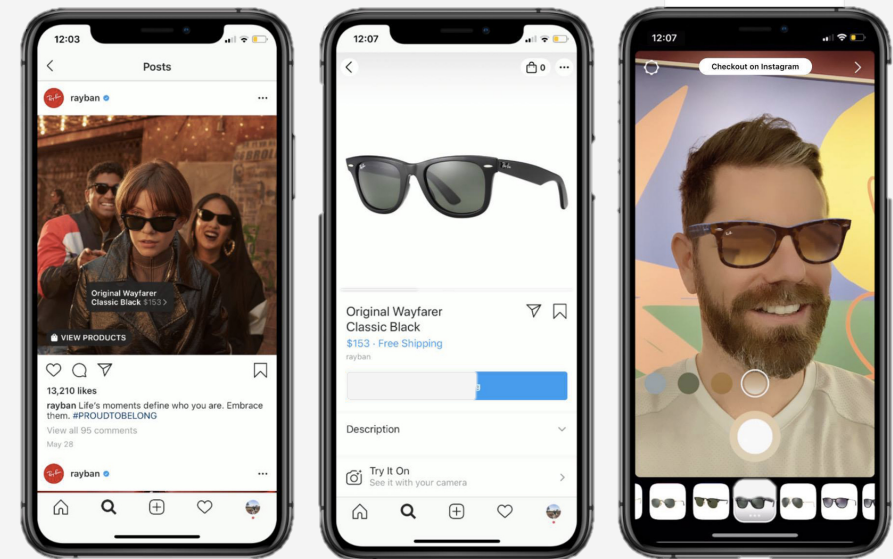
AI alters the buyer's journey by providing new ways of discovery, searching, and purchasing. It compresses the journey to help consumers make more informed decisions faster, merging brand marketing and the buyer's journey into one.

- All things are considered purchases
- 1 in 5 purchases happen on the edge by 2025
- 40% of retail will be eCommerce by 2023
- 50% of app development will shift to bot development by 2025

From The Office of
Market Strategy



Full Funnel Moment(s): Is an entire journey condensed into a single moment. These moments can be deployed programmatically, allow for product demonstration, and chat bot integration to make better choices, and complete the purchase.



A New World Requires Marketing Transformation

*“Marketing is no longer a
department - it's now the epicenter
of the customer's experience”*

-Brian Solis , Salesforce Evangelist

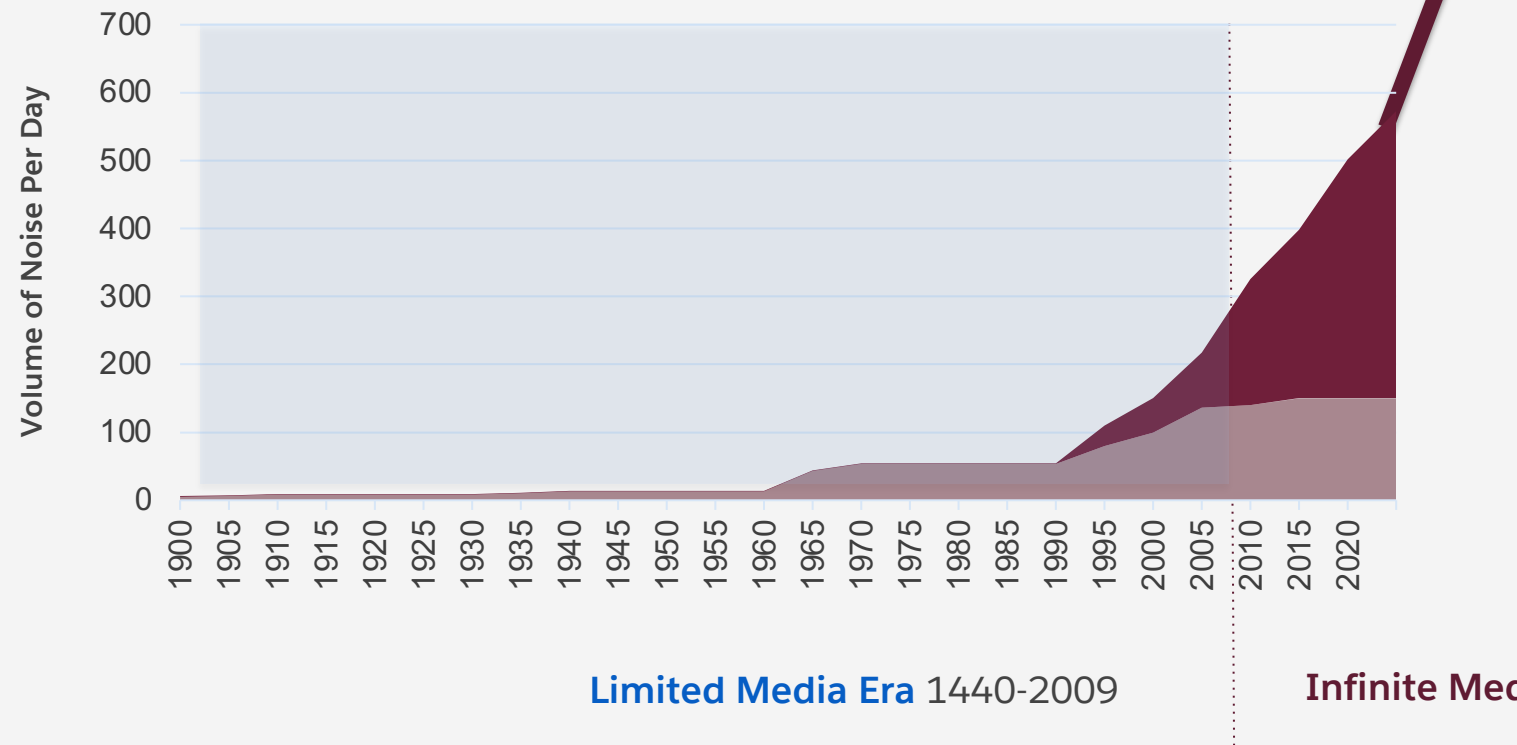
- **Insight:** The Infinite Media Era

- **Strategy:** The Marketing Transformation Model

- **Case Study:** Tesla's Transcendent Marketing Model



Welcome To The Infinite Media Era



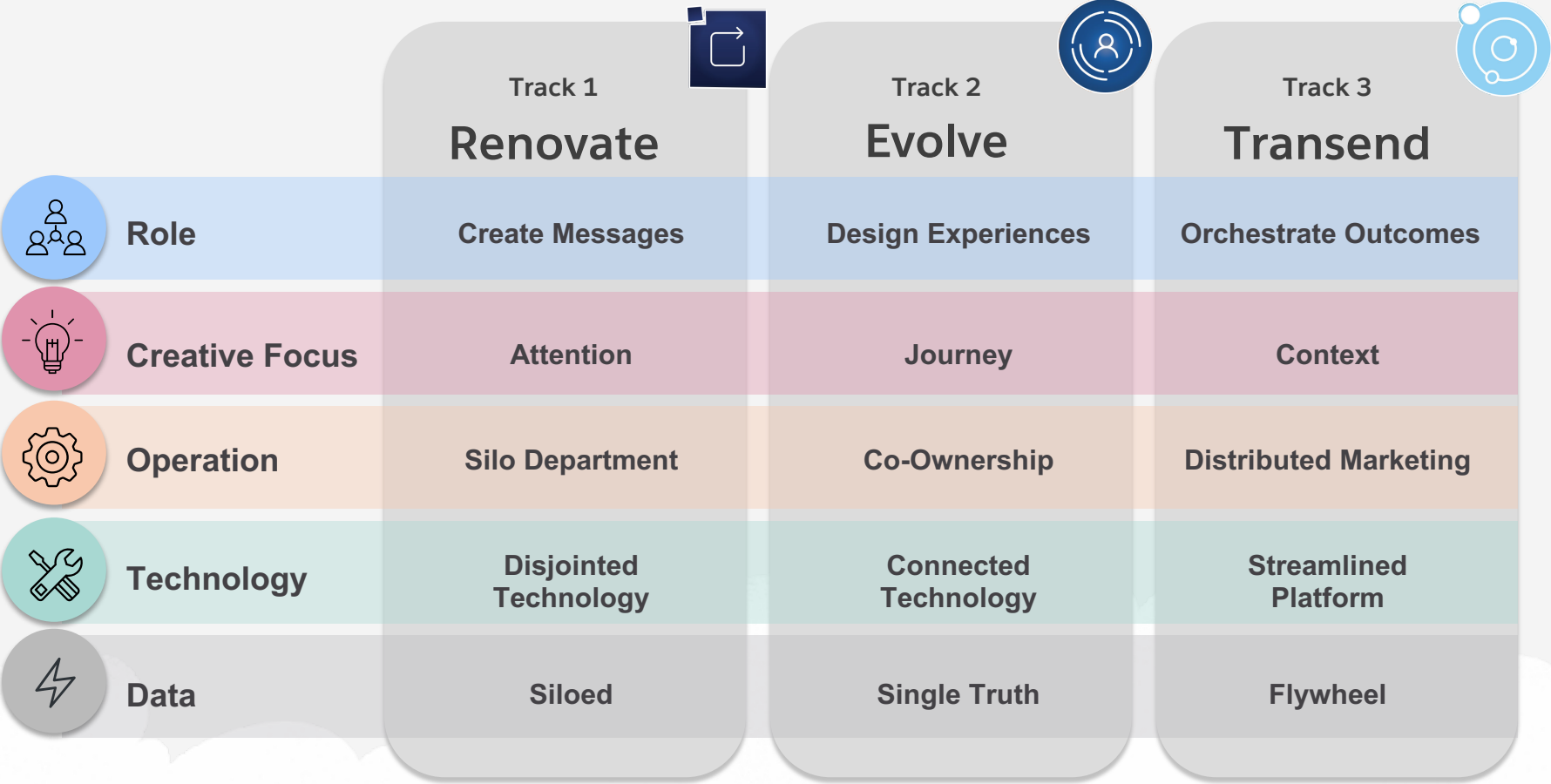
Marketers Biggest Future Challenge: We asked 8,000 marketers their biggest challenge they see in the future, and it is serving the expanding digital population. It's not just there are more people online, it is also their digital exhaust creating a new world of noise. This isn't noise as we have known it, and marketing as we have known it won't cut it.





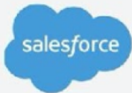
The Road Map To Success

Marketing Transformation Model



?
Where are you on this progression? Based on your current operations and future plans, where are you on this model? Are you renovating old ideas, or progressing towards transcendence?





Case Study on Marketing Transformation

Tesla’s Transcendent Story

How they go from startup, to the number one luxury car manufacturer, without having a CMO.



Model	C Class	Model 3
Ad Cost Per Car	\$926	\$6
Total Cars Sold	86,000	276,000
Transformation	Renovate	Transcend
Business Model	Build > Market > Sell	Market > Sell > Build > Market

** Domestic sales data. ***Tesla spent 1/150th on advertising compared to Mercedes, 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.



The Next Horizon

Outcomes Are The New North Star

Personalization in the future takes on a new meaning. When Customer Journeys are embraced as an organizational framework and teams collaborate in key moments experiences can be orchestrated creating personalized outcomes. This is the next frontier of personalization.

• **Insight:** Outcome Focus Drives Digital Transformation

• **Strategy:** Transcending To Orchestration

• **Tactic(s):** Outcome based pricing, selling, and service



Insight: Outcome Focus Drives Digital Transformation

CEO's are shifting their digital transformation priorities and portfolios according to the KMPG CEO Outlook 2020 study. CEO's are investing in:

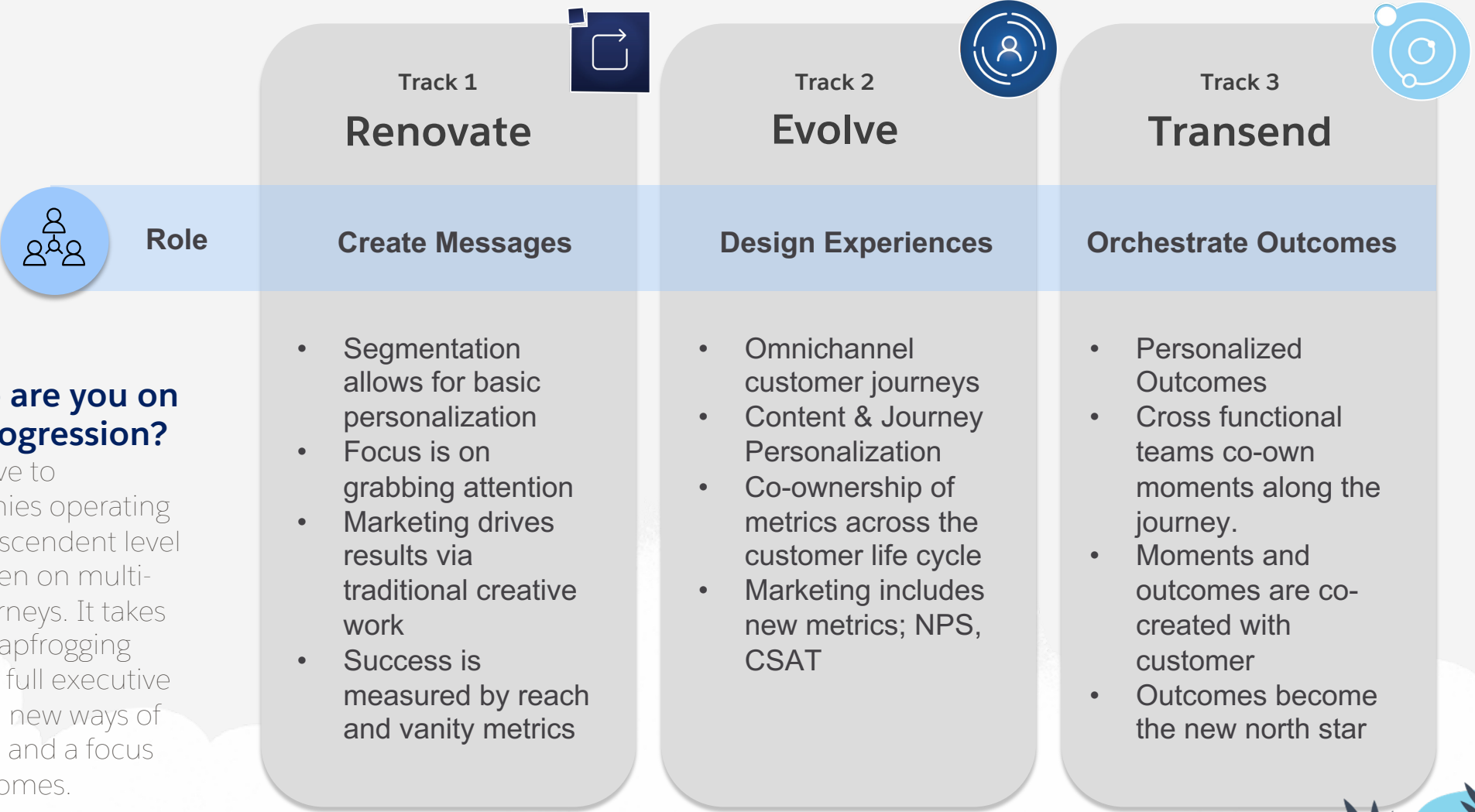
- The digitization of operations and the creation of a next-generation operating model (74%)
- The creation of new digital business models and revenue streams (70%)
- The creation of a seamless digital customer experience (73%)



" Now that we can deliver outcomes efficiently, it allows us to open up new business models such as having an Freemium Enterprise Software offering."

CXO, SaaS Provider

Strategy: Pyramids to Circles



Where are you on this progression?

The move to Companies operating at a transcendent level have been on multi-year journeys. It takes time. Leapfrogging requires full executive support, new ways of working, and a focus on outcomes.





Tactics: 6 Keys to Align Teams Around Customer Outcomes

1

Full Executive Support

Visible, vocal executive support is required to start and to sustain an organizational transformation. . Experience executives must have an influential seat at the table and be more than a "Paper Tiger".

2

Co-Owned Metrics

Shared outcomes gives way to shared success. Teams feel greater ownership and influence over metrics they help to create. Engage IT to help automate metrics.

3

Empower Employees

Employees must see a correlation between effort, expectations, and results. For example, a call center employee should be able to clearly linked metrics on which they are measured to their performance ratings, rewards, and recognition..

4

One Voice of the Customer

Create one Voice of the Customer for the entire enterprise. . Leverage technology to make it easy to integrate multiple data sources, translate data to insights, and to prescribe next best actions.

5

Create An Internal Council

Create an internal, cross functional council comprised of senior leaders who will guide alignment, accountability, and collaboration across departments.

6

Embrace The Journey

Deconstruct the journey into a series of mini-milestones. Celebrate success when each milestone achieved to keep employees engaged and motivated to traverse the multi-year journey ahead.



Tactic: Outcome Based Pricing Models

Outcome based pricing is already proven effective in various industries. From crop sciences, to insurance. There are various models from usage based, to pure outcomes but both accomplish the same goal. Allowing customers to pay for the value they receive only when they receive it. This pricing model will require a data feedback loop and may not be suitable for all businesses.



In 2019, Bayer Crop Science has been piloting such a plan with a handful of U.S. corn farmers. Rather than selling chemical by the jug or seed by the bag or bulk unit, an outcome-based model entails selling metrics like a yield guarantee or a weed-free or disease-free field.

The Metromile logo, which features the word "metromile" in a white, lowercase, sans-serif font, centered within a solid blue rectangular background.

metromile

Telematics is allowing new usage based pricing models. Metromile only charges you insurance for the miles you drive.

Honeywell

Honeywell launched New Outcome-Based Service Program for Distribution Center Customers Assurance 360 is a flexible service program that delivers customer-specific, measurable outcomes to help reduce total maintenance costs



Tactic: Outcome Based Selling

Outcome based selling is best suited to highly considered purchases, where a sales team is involved.

It is a new sales motion with new team members, and process designed to align and deliver the customers desired outcomes faster.

It is a collaborative process between the vendor and the customer. New tools are also leveraged to keep both vendor and customer aligned and on track.



"Alignment with customers comes from the co-creation of outcomes, which begins with the act of writing them down together, and making them the steel thread that binds the relationship over time. These outcomes then become the basis for shared accountability, and the burden of proof for renewing the relationship."

Jake Sorofman, President MetaCX



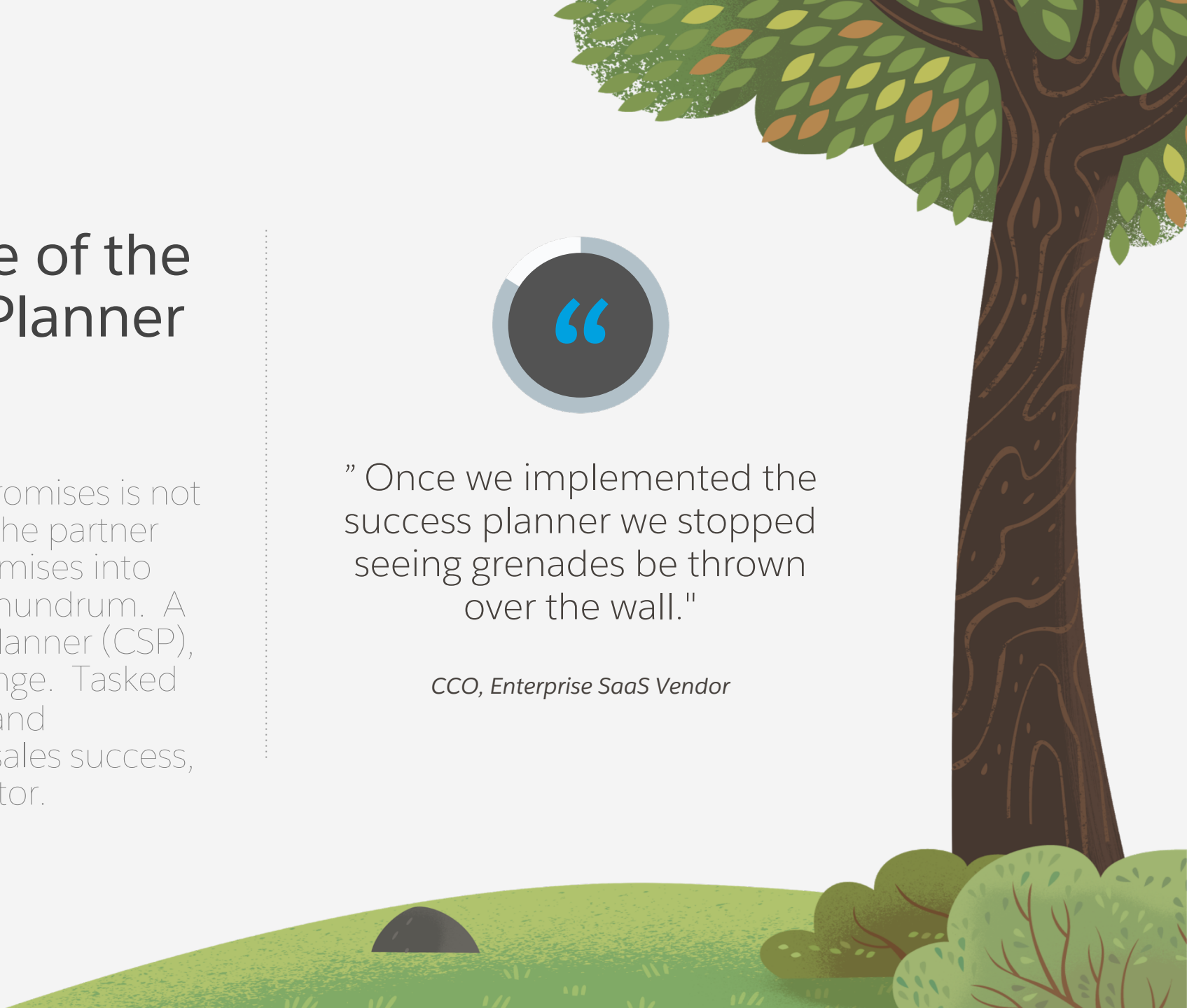
B2B Tactic: The Rise of the Customer Success Planner

What happens when what sales promises is not what the customer hears or what the partner delivers? Translating pre-sales promises into post-sales results is an ongoing conundrum. A new role, the Customer Success Planner (CSP), is emerging to solve for this challenge. Tasked with maintaining the relationship and accountable for pre-sales to post-sales success, this go-to-guide is a key differentiator.



” Once we implemented the success planner we stopped seeing grenades be thrown over the wall.”

CCO, Enterprise SaaS Vendor



Tactic: Outcome Based Service/Support

Outcomes now supersede experience as the key driver of customer loyalty. Customers are willing to tolerate less than optimal experiences in key moments of truth if realized outcomes meet or exceed expectations. And the shift to outcomes drives adoption of new metrics, measures, and methods that create clearer alignment between employee effort and customer success.



"We see happy customers with great experiences leave all the time, while many unhappy ones stay. Experiences are nice to have, outcomes are a must have."

CXO, Enterprise Software Vendor

A New Definition of Customer Success

Customer success is now being defined as $CS = EX + (CO/CX)$ where outcomes are weighted significantly more than experiences and the impact of employee experience is significant

Outcome Metrics Have a Maturity Curve

Measuring outcomes is not new, but progressive businesses have advanced their metrics to new heights showing a clear path to better customer success via better metrics.

A Shift To Outcomes Creates New Business Opportunities

A shift to focus on outcomes is a fundamental shift in moving from a product centric, to a customer centric business. With the change new paths to revenue, and new businesses models are unlocked.

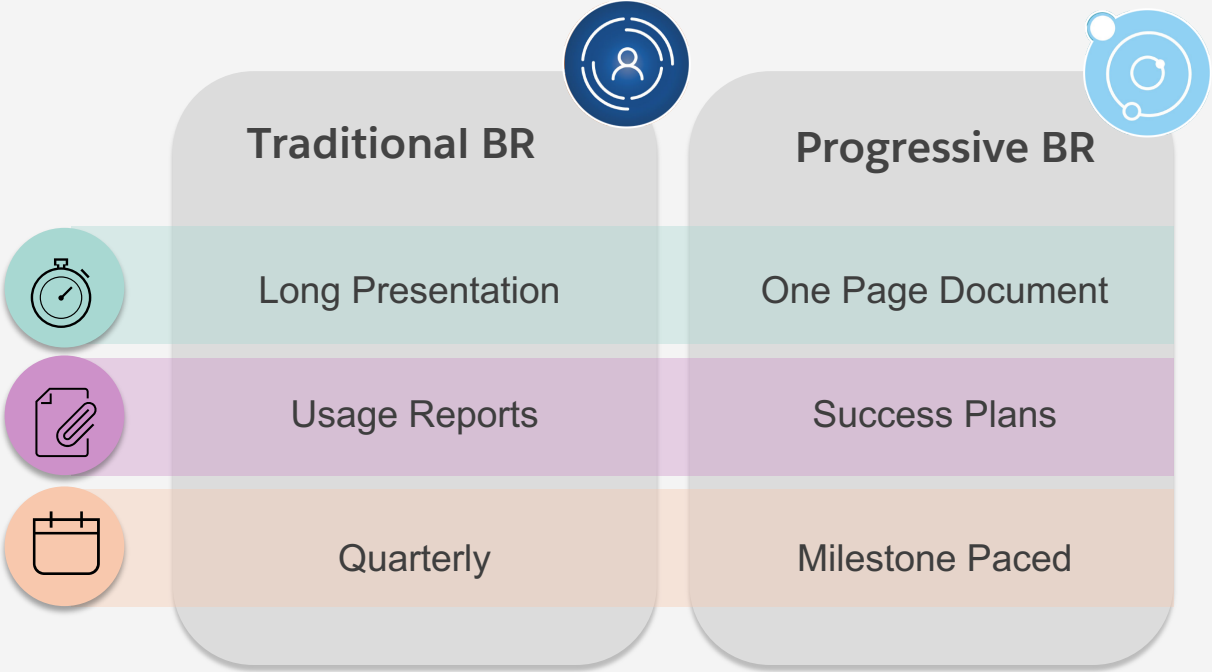




B2B Tactic: A Better Business Review

Quarterly Business Review historically bring companies and customers together for relationship health checks. TTV and outcomes are driving a refreshed business review cadence and conversation.

Progressive organizations align reviews with customer journeys and outcomes rather than to calendar cadence. Extended presentations are protracted to express checks on a single page with alerts for achievements and risks.



Do you have a one page customer success plan?

To transcend you'll need to create one page success plans. Work with your team to design what a single page plan would look like.



The Next Horizon

Post Cookie Strategy

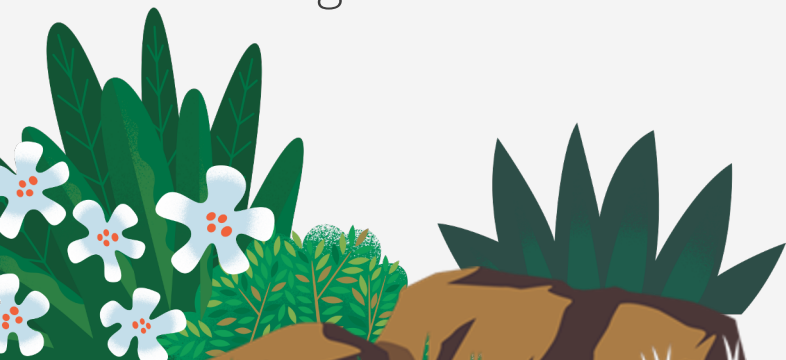
The past decade of behavioral based marketing is about to come to an end as 3rd party cookies are phased out. Operating in the post-cookie future requires a new ways of thinking, and new methods of breaking through.

- **Strategy:** The Data Flywheel

- **Strategy:** The 8 Pillars of First Party Data

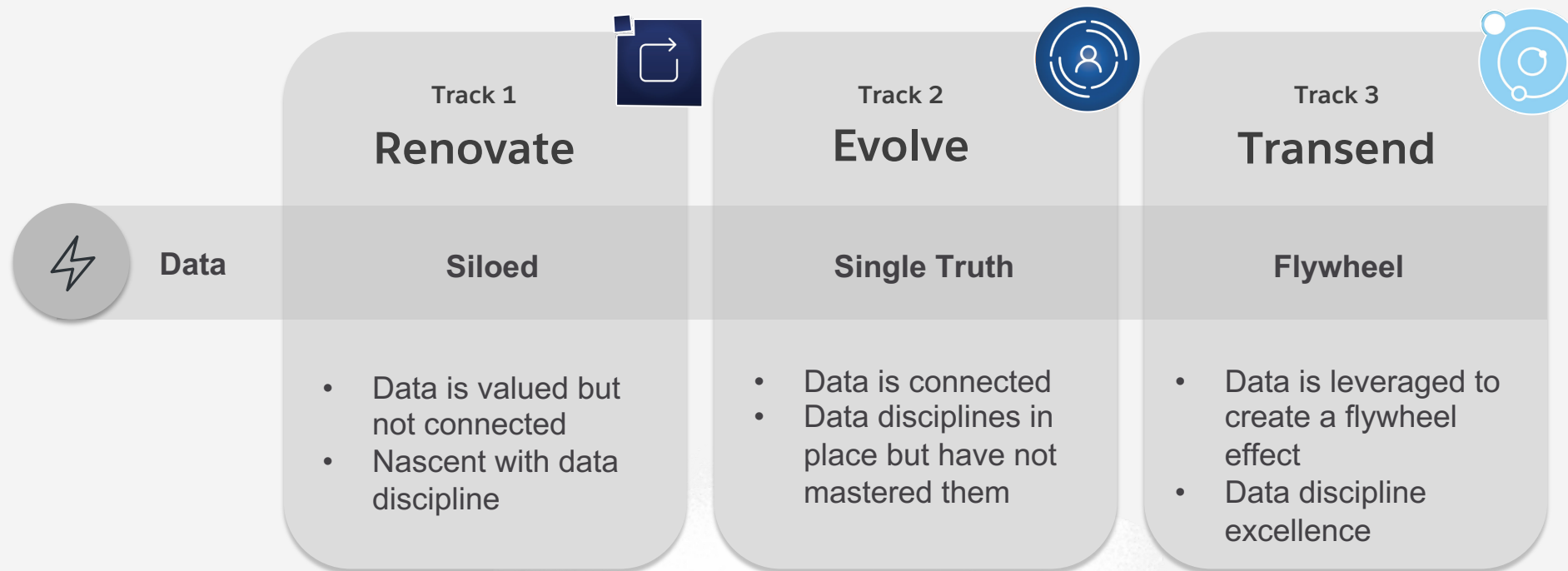
- **Strategy:** Greater reliance on Human-to-Human efforts

- **Strategy:** Fast Advertising



The Road Map To Success

Transcending To A Data Flywheel



Where are you on this journey? Data proficiency is a key element of future success. Not only in your ability to connect it, but also to use it to unlock new values.

What is standing in your way? Is it time, talent, budget, buy in? On your way to this higher plane you will likely encounter each.



3 Keys To Building A Data Flywheel

1: Constant Collection Your collection methods must be a continuous process. This is not a data dump, rather a system to create a continuous feed of data.

2: Dynamic Connection The data must be connected in a dynamic way. This allows for progressive profiling, personalized experiences, and greater value obtainment from the customer.

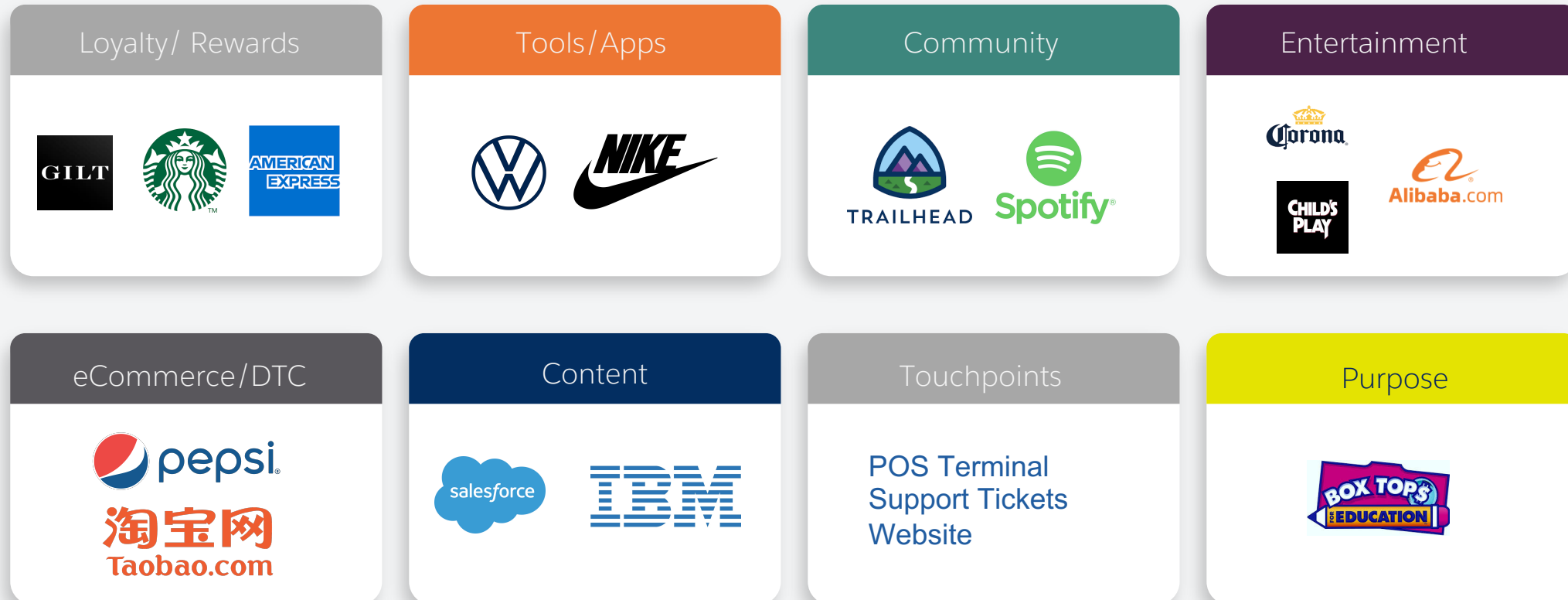
3: First Party The focus is to collect first party data.

Flywheels Create Many Values

- **Ad Effectiveness** – 1PD creates a 50% lift in ad performance over 3PD*.
- **Personalization** – Personal data opens the doors for deep omnichannel personalization.
- **Inform Product** – Data shows new ways to innovate around product portfolio.
- **Ecosystem Value** – Data can also be shared with your ecosystem as a value add to your offering.
- **Loyalty** – Better experiences lead to increased brand loyalty, and increased profit.



Strategy: The 8 Pillars of First Party Data



How Advanced Is Your 1PD Practice? Can you list all of the 1pd data sources you have? Can you create a single view of each person? Do the owners of those sources work together? Some very advanced firms have up to 27 sources.



Strategy: DTC Has Multiple Values



Gain More Data: “The quality, fidelity and speed at which we get consumer feedback is just changed by having this direct touchpoint with the consumer,”

PepsiCo’s former head of ecommerce, Gibu Thomas



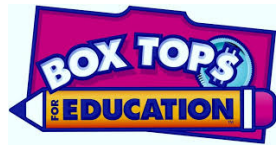
1:1 Relationship: They now have a new method of connection between their core demographic. This can be leveraged to create personal journeys, as well as open the doors to new types of possible experiences.

Brand Testing Ground: They now have a brand test ground. Where they can experiment in real time with messaging, product offerings, and get actual sales data back from those tests.



Strategy: Doing Good Pays Big Dividends

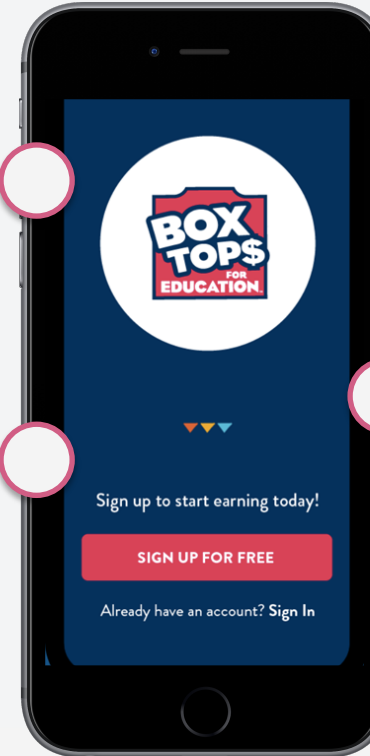
Purpose



Digital First Method:

They moved from a mail in program to an app that allows for consumers to take action instantly.

Gain More Data: They now scan the full recite. This provides information like email addresses, social media networking IDs, and phone numbers. It can glean demographics, ages, and spending habits.



Create 1:1 Channel:

They now have a new method of connection between their core demographic. This can be leveraged to create personal journeys, as well as open the doors to new types of possible experiences.

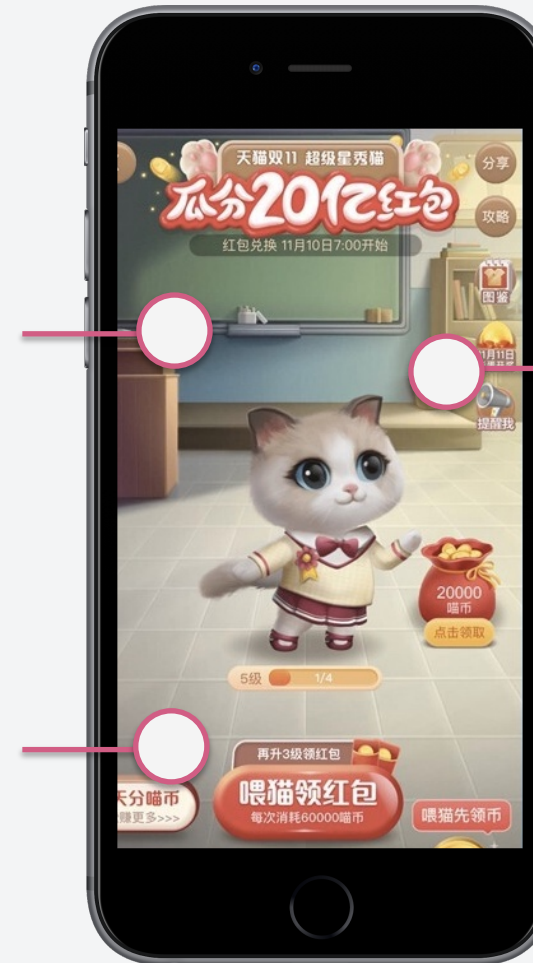
Strategy: Retail + Games



During last year's Singles' Day shopping festival, a game on Taobao that let users build skyscrapers to earn coupons reportedly drew in more than **400 million users**, which was nearly half of all internet users in China.

Social Buzz: In China some people love their cat so much they took out billboards to showcase their new avatar.

Real Rewards: Two of China's largest e-commerce platforms, JD.com and Alibaba Group Holding's Taobao, said they are each distributing 2 billion yuan (US\$301.8) through virtual games this year.



Social Rewards: Inviting friends to team up is a big part of how users get more coins. Other tasks users can complete to earn more coins include watching a merchant's live stream, searching for certain product categories, and spending at least 15 seconds browsing a certain brand's store or a product recommendation page.



High Performers Embrace Human to Human

The 2020 State of Marketing report surveyed 8,000 marketers from across the globe and found the most valuable channels by customer journey stage trend towards human connection. In the infinite media era we must re-think media and how we leverage it, rather than forcing it onto the market, look for ways to work with the market.



TsingTao Pivots To Human to Human

The COVID Pivot: Tsingtao recruited more than 40,000 employees and consumers as “Tsingtao social distributors,” who promoted products on their own social networks. The goal was to ask people to buy a case of beer, then the seller was given commission on the sale.

Tsingtao’s WeChat store sales subsequently surged by a factor of 3.

The Human Advantage:

The collective network of your employees is 10X the network of the brand. Learning to leverage them is authentic, powerful, and saleable.

Incentivize Action:

Commissions are paid to employees directly for sales they generate. This is tracked via QR code.



Dell Leverages Human to Human

“One of the big tenets of our social media and community training is that we want people to post 80% about topics that are informative, helpful and relevant to our customers or are personally interesting to our employees, stuff that reflects their own interests. Only 20% of the content they share should actually be about Dell.”

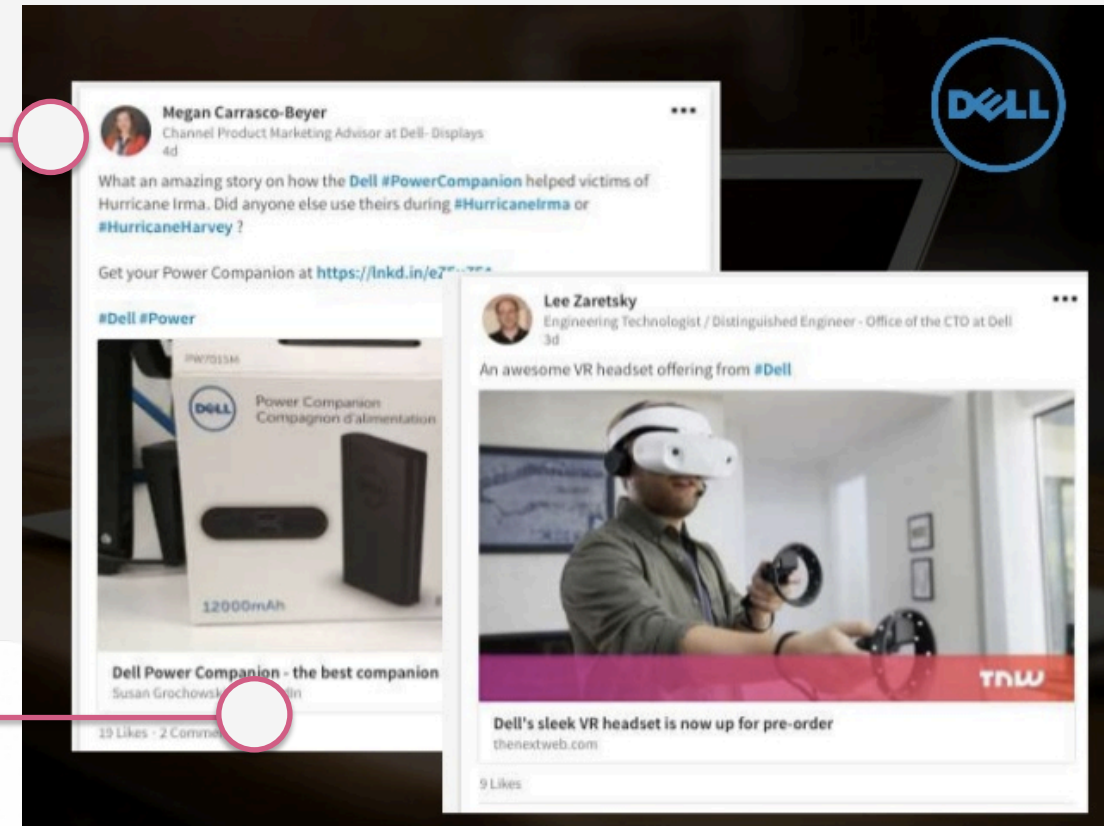
Amy Heiss, Head of Social Dell

The Human Advantage:

The collective network of your employees is 10X the network of the brand. Learning to leverage them is authentic, powerful, and saleable.

Breaking Through The Noise:

Dell drove more than 150,000 shares and 45,000 additional clicks to their website in the first year with an employee advocacy program



Macy's Embraces Human to Human

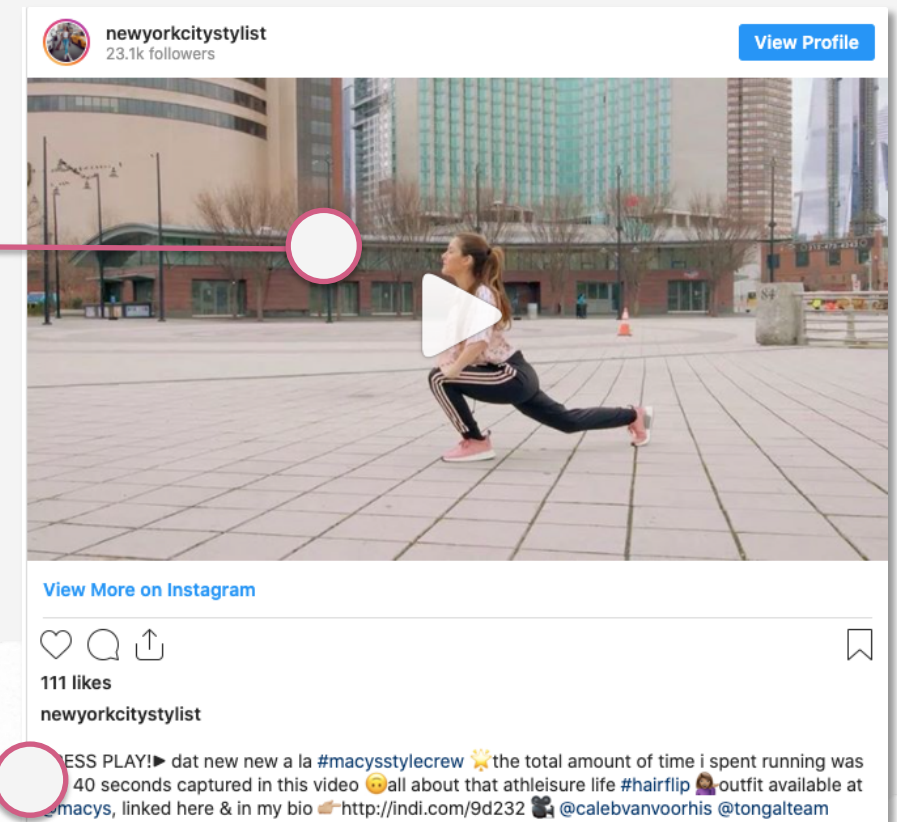
"The big rub on outside influencer marketing is they don't get the brand. It's like renting an audience when you can own one,"

Tongal president James DeJulio

A New Influencer Model: Macy's is looking to their employees to be their influencers. One ambassador who sold \$15,000 worth of handbags in one week as proof of the format's success.

One Two Punch: The brand then pays to promote the content which is performing well with in those regions doubling down on the UGC.

Incentivize Action: Commissions are paid to employees directly for sales they generate. This is tracked via unique links.



Relevance At Scale With Fast Advertising

As consumers are exposed to more and more content every day brands must work to stay relevant in new ways. Traditional creative cycles are too slow for modern times. Fast advertising is the notion of being able to go from insights to action in a matter of days. To do so a brand must have.

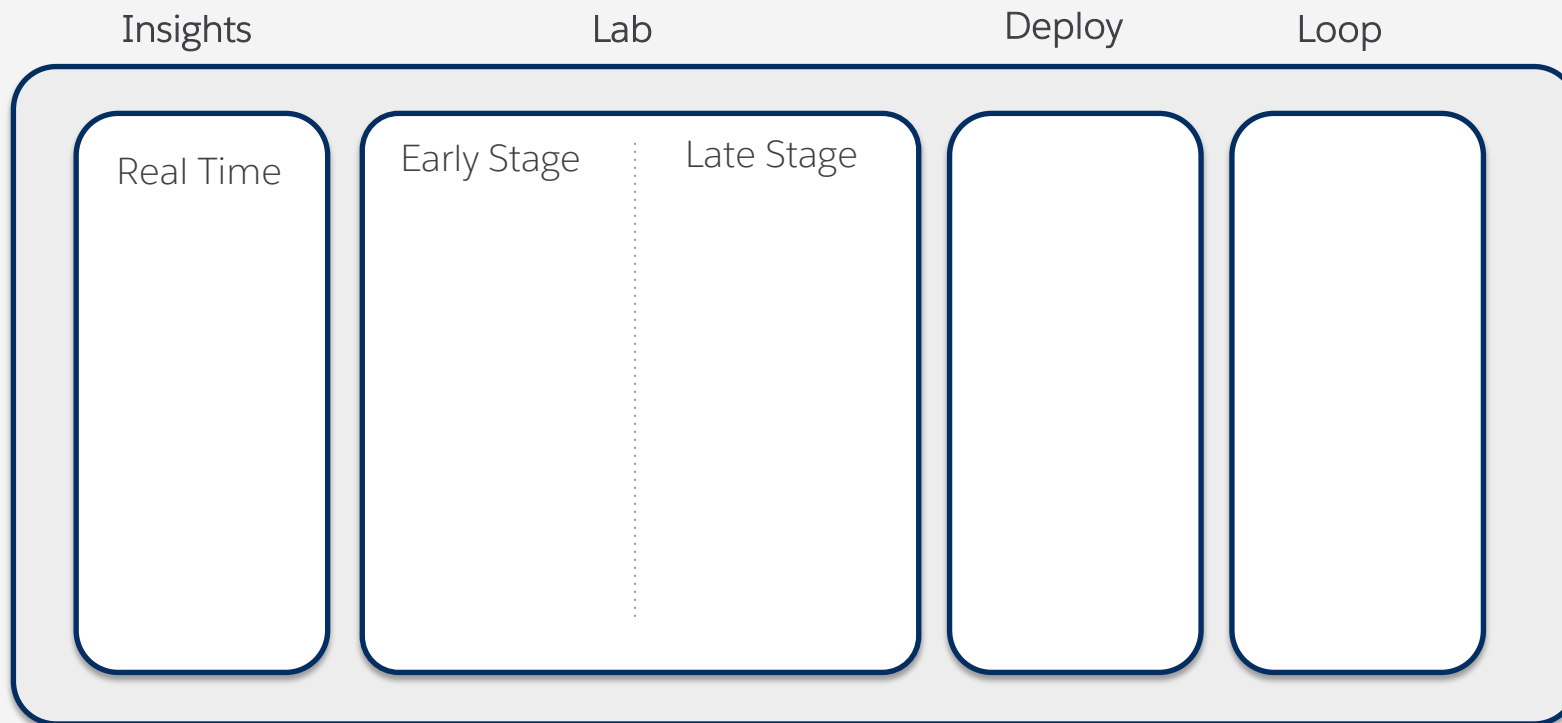
- 1) Real Time Insights
- 2) Fast production methods (Co-creation, Agile, Modular, zero red tape)
- 3) Programmatic Execution



Southpark: Has stayed radically relevant with their audience for 24 years. Their secret is to produce a new show each week. Each show is based off of the topics in pop culture. Their production speed is a key to their success.

Oreo: Dunking in the dark. 30 min before they aired it, they came up with the effort. Still one of the most talked about advertisements of the past few years.

Strategy: The Fast Advertising Framework



Insights: A mix of both real time insights, contextual relevance, and legacy data to provide guidance.

The Lab: Marketers will then test their ideas in “Labs” which provide a safe space to see how consumers engage. There will be multiple stages within the lab processes.

Deploy: The deployment will happen programmatically across a number of platforms depending on the target.

Loop: The data from the campaign goes back to the insights team to help refine further work.



Can you execute fast? Using this framework place your tools and data feeds on to it to see where you have gaps in your process.

Upskilling Isn't Optional

Future Proof Skills

Technology can run only as smoothly as the humans who drive it. Which means that integrating culture is as important as connecting the pipes. Companies need teams who embrace an innovation mindset no matter

Strategy: Agile isn't optional

Insight: Co-Creation is a Transcendent Business Skill

Strategy: Experience Design is a key marketing function



Strategy: Agile Isn't Optional

1

Create A Common Language

Agile has a fatal flaw. If Agile isn't standardized across the organization, it creates more chaos than clarity. Centralize frameworks, timelines, and languages.

2

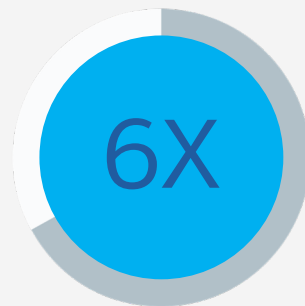
Create Commitment

Agile experts can help create consistency and commitment to implement a consistent Agile language and approach.

3

Develop Competitive Advantage

Organizations that embrace Agile pivot their business models, work flows, and products more quickly. Experience executives identify Agile as a competitive differentiator.



Six Times Faster Production Cycles

“We were able to shorten our time to production from 6 months down to 30 days with Agile”

CCO, Business Service Firm



Insight: Co-Creation is a Transcendent Business Skill

"Progressive businesses are embracing co-creation at all levels of their businesses from marketing to product design. This is allowing those businesses to innovate faster, deliver better solutions, and truly put their customers at the center of their businesses"

Marc Escobara, Sr Director Office of Innovation
Salesforce



The UN: Co-created 13,000 pieces of content at the start of the pandemic to help spread the word about best practices to staying safe.



Salesforce: Works with customers through their Ignite program to co-create the future by innovating new products, solutions, and business ideas.



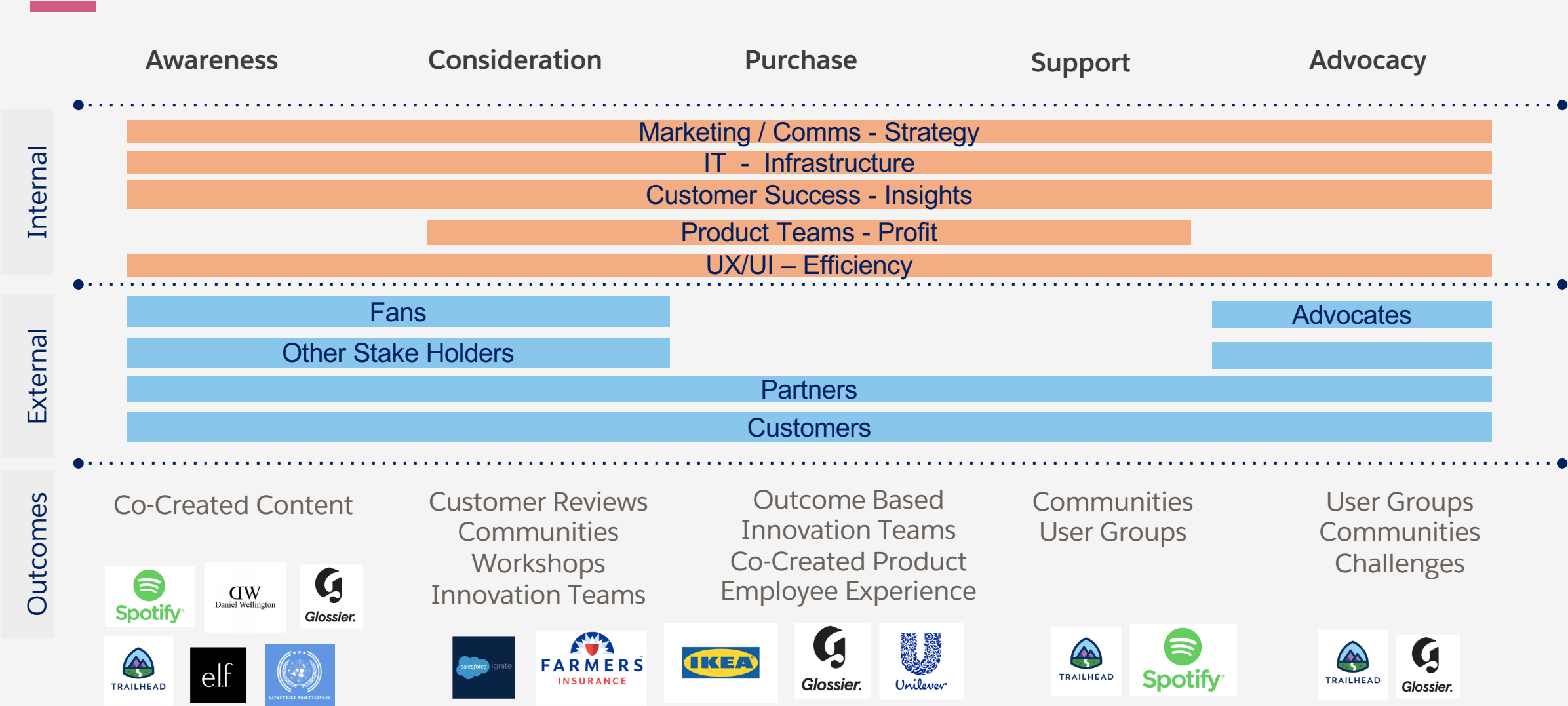
OREO: The 100 year old cookie brand worked with their audience to create three new flavors, opening up a new way for them to stay relevant with their market.



Spotify: Allows users to create their own playlist bringing more people to their platform, while they also co-create a community to provide support to users.



Insights: Collaboration Across the Customer Journey



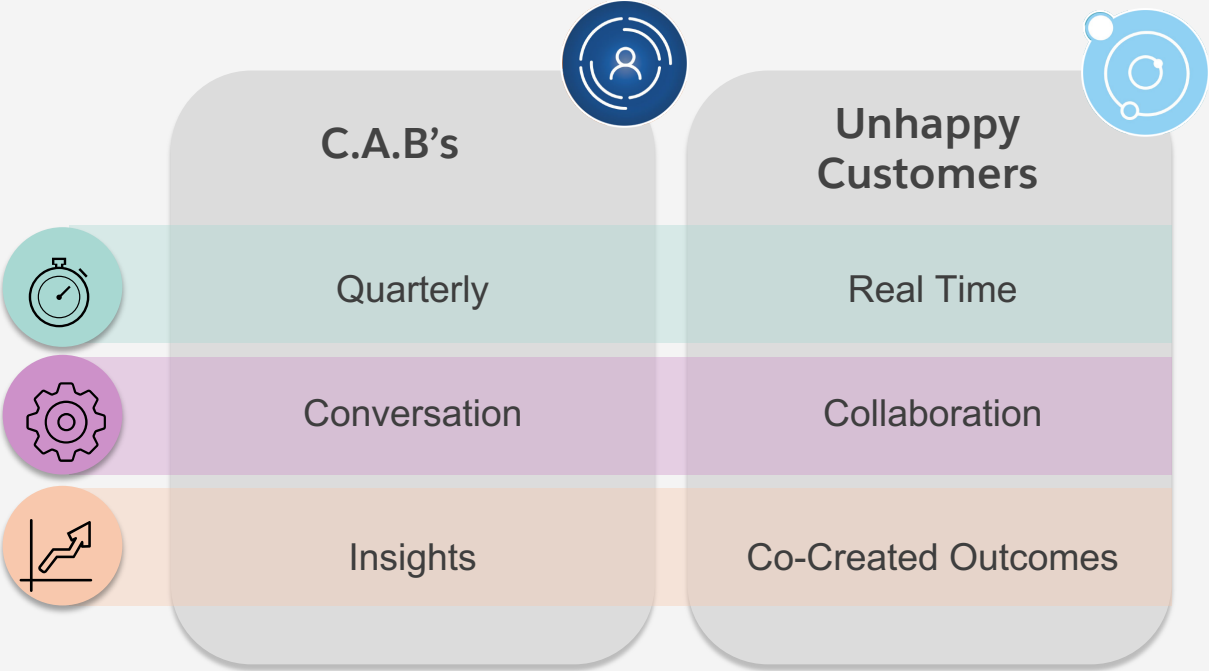


B2B Tactic: Move At The Speed of Relevance

Customer Advisory Boards create collaboration, however fail to provide critical insights in real time.

The solution is to embrace unhappy customers as real-time feedback sources, co-creators, and innovation partners. “Unhappy customers are happy to innovate with us to co-create a better solution,” one Experience Executive reveals.

This refreshed approach provides timely, actionable insights that move at the speed of the business.

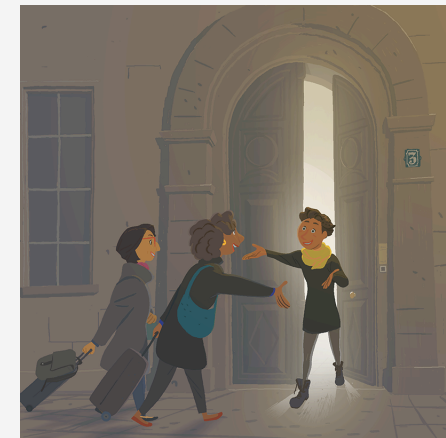
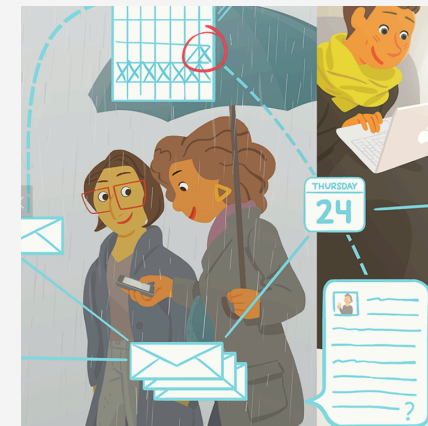


Experience Design Becomes Key Framework

"The storyboard was a galvanizing event in the company. Everyone from customer service to our executive team gets shown the storyboard when they first join and it's integral to how we make product and organizational decisions.

Whenever there's a question about what should be a priority, we ask ourselves which frame will this product or idea serve. It's a litmus test for all the possible opportunities and a focusing mechanism for the company."

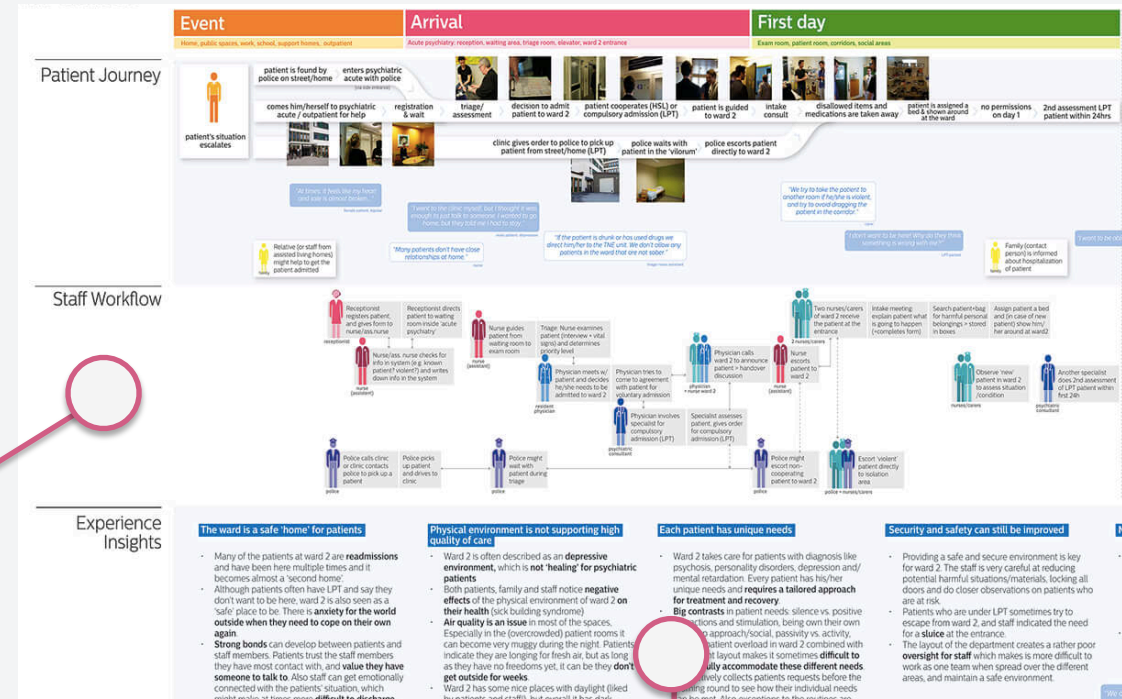
Nate Blecharczyk, Airbnb Co-Founder and CTO



Airbnb Experience Story Boards as designed by a Disney Imagineer

Bring EX and CX Together With Experience Guidelines

The customer journey should also include EX and CX into each moment. This creates a guide teams can work from to know what the desired outcome is for each moment, and how they brand plans to deliver.



Employee Experience: Business who focus on EX drive 1.8X the growth of their direct competition. Add EX into your customer journey maps.

Experience Guidelines: Direct teams to know what elements of the experience they should focus on and how they should deliver them. This is the aligning document for cross functional teams.

The Radical New Face of Retail

With the rise of ecommerce a new retail revolution is in full swing. To thrive businesses must begin to see a new world of possible experiences able to create remarkable retail experiences.

• **Insight:** Grocery Stores to Walled Gardens

• **Strategy:** A New World of Search Marketing

• **Insight:** Interactive Shopping

• **Insight:** Livestream Shopping



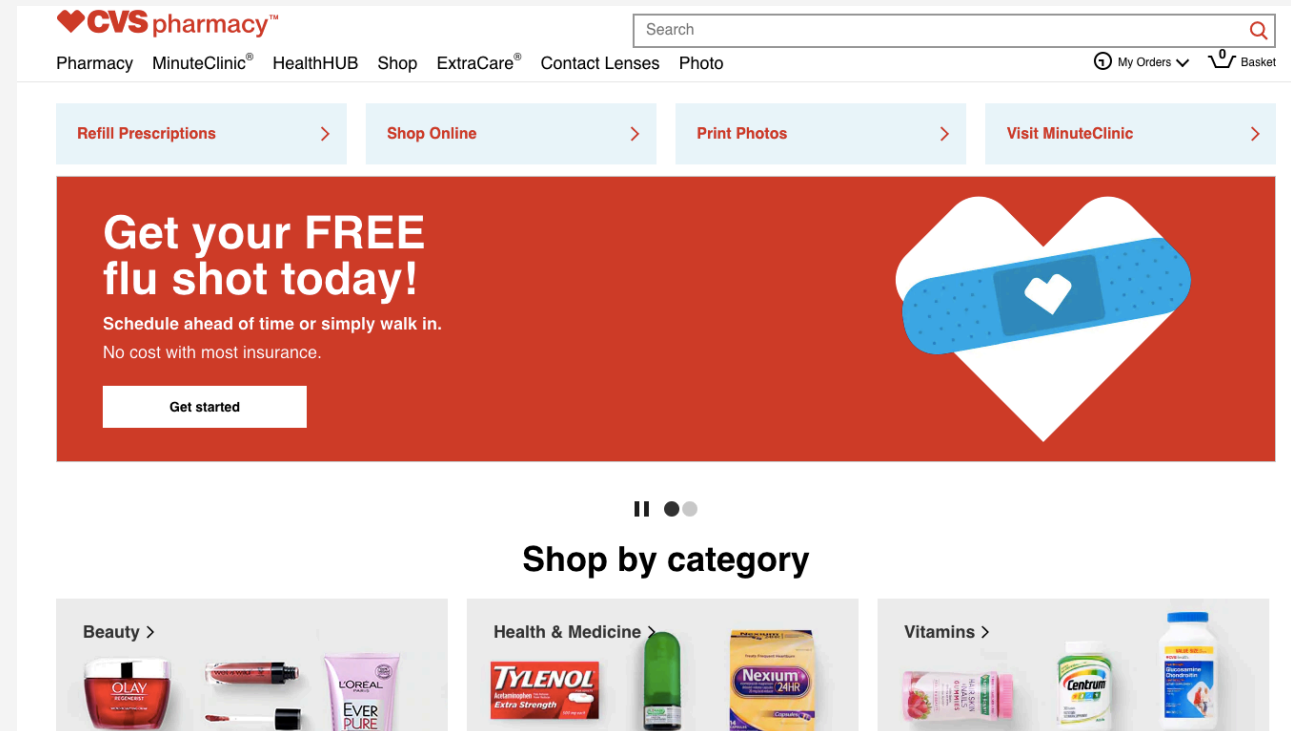
Grocery Store To Walled Garden

CVS has been testing a Digital Media Exchange platform with select suppliers to create meaningful ways to connect with customers and drive measurable results both in store and online.

CVS is leaning on its first-party data through its loyalty program in its pitch, touting “robust” reporting capabilities and a “closed-loop”

**They join Verizon, Roku, Best Buy, Wayfair, Walmart and Target just to name a few.

From The Office of
Market Strategy



The future of merchandizing will be a hybrid of traditional shelf, with eCommerce.

A New Era of Performance Marketing

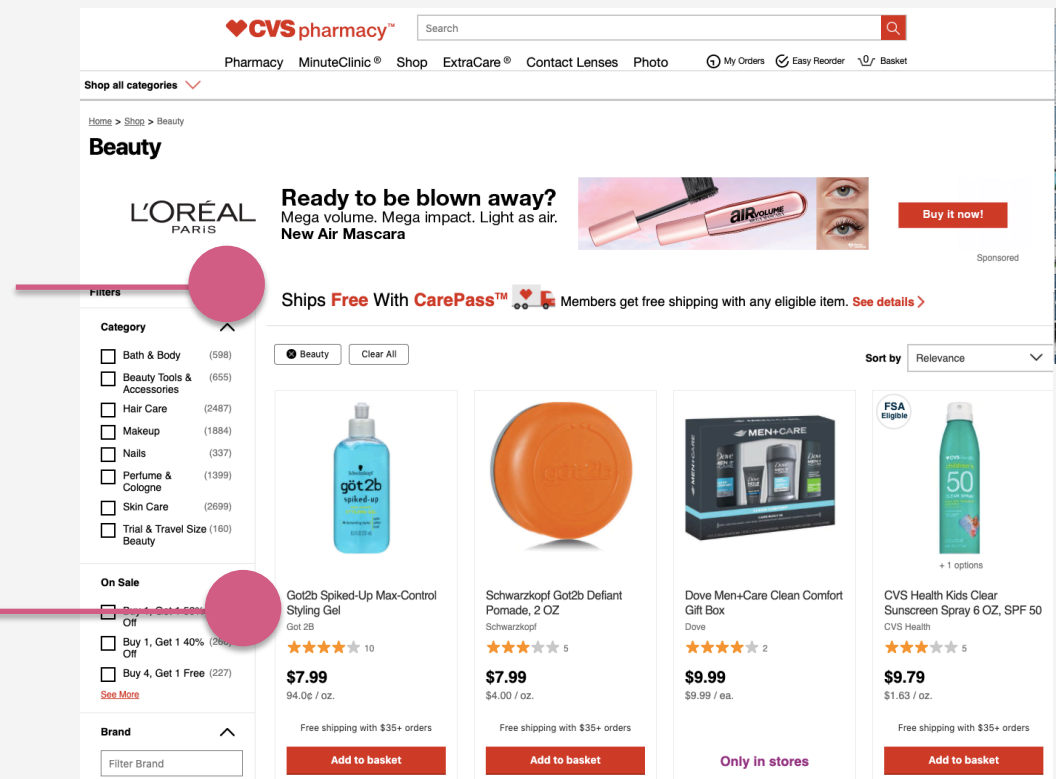
Search Provides FMCG With

Performance: As Google has proved, ads at the moment of intent are valuable. Expect ecommerce to open up a new world of performance and shopper marketing for brands via programmatic methods, driven by 1pd.

- Accurate Targeting in moment of intent
- Personalized Efforts
- Closed Loop Reporting
- Real time coupon*
- Real time pricing*

Personalized Ads: Just as Google has shown the value of ads placed at the moment of intent, so too will ecommerce stores be able to provide this value to brands.

Search Ranking: Search ranking will now be a programmatic way brands can market. This may even mean brands now have to focus on site specific SEO.



Interactive Shopping

"Social media is an increasingly important part of the customer journey and the interaction between social media and physical surroundings...Our social retail store in Shenzhen is our response to this. It is a space where the social and physical worlds merge, taking interactions from social media and bringing them into the physical retail environment,"

Mark Morris, Burberry senior vice president of digital

Interactive Products:

Scan the QR code to see a virtual model wear the clothes. Now the store gains 1PD of your preferences.

Social Amplification:

Social experiences are being created leveraging the shoppers personal network to create a new method of "influencer" marketing.



Livestream Shopping

"The collaboration with Viya is another innovative effort by P&G in implementing the 'guide to purchasing' model in the social e-commerce space. We hope to fully tap user-generated content resources of high-quality e-commerce platforms, establish strong alliances, consistently recommend P&G's products to shoppers and jointly lead into a new era of retail cooperation."

Rene Co, Vice President of P&G Greater China Communications

A New Influencer Revenue Stream: Kim Kardashian sold 15,000 bottles of her perfume in a few minutes with Viya, China's top livestreamer last November.


These Aren't Small Sales: At her peak last month Viya, she sold \$49.7 million of goods in one day

China Today, The US Tomorrow: China, generating \$63 billion on major platforms in 2019, according to Coresight Research. Experts estimate live streaming in the U.S. could reach about \$25 billion by 2023.



Artificial Intelligence Opens New Doors

From The Office of
Market Strategy



AI is just beginning to have an impact on our world. As we move forward AI will do more than help us make better decisions, it will change the foundations of what experiences we can make possible. Here are a few possible futures AI may open up.

Insight: Deep Fakes Have an Upside

Strategy: AI Enables New Level of Ad Effectiveness Testing

Insight: Native Advertising Via AI Product Placement



The Positive Future of Deep Fakes

Product Interaction: Deep fake technology will let consumers virtually try on experiences.

Language Translation: Deep fake technology will allow a single ad to be translated instantly into many languages.

Hyper Personal: Deep fake will even allow people to be put into situations to watch themselves on screen.



AI Opens Up New Methods of Testing Ad Effectiveness

By using “Facial Coding” Mars is able to to design ads that create deep emotional connections to the users.

Using AI they tested 250 various elements of the cognitive process, attention, emotion, and memory. They’ve learned from the good and the bad to develop an understanding of what a “four-star ad” looks and feels like.



AI Opens Up New Methods Native Advertising

Native + AI = Real Time Product
Placement opens up a door for a radically
new idea of advertising in the future.

Advances in technology and CGI are
opening up a new world of branding and
paid advertising which could easily be
combined with experiential commerce
capabilities to link directly to the products
as well.



Conclusions

1

The Shifted Landscape

COVID is only one of the many factors creating a new consumer landscape. For short term future we have a Novel Consumer, who will change again morphing into their Next Normal. Be prepared for a lot of changes with personas and behaviors in the short term.

4

With not On

As we move forward brands must look at ways to work with their market. This includes human to human methods, as well as other methods of co-creation. This should be a mantra leveraged at every meeting; “How do we do this with them?”

2

Marketing Transformation

To survive the very idea we have of marketing must transform. The Marketing Transformation model is a guide to help you see where and how to move. Brands should work to evolve, and when possible transcend their old ideas and methods of marketing.

5

A Focus on Outcomes

As consumers look for value, outcomes will become more important as we move forward. A company who can easily and efficiently deliver outcomes will have a significant competitive advantage.

3

Think Post Cookie

We need to begin planning for a post cookie future. First party data is a key, but only one of the many. Brands must embrace data disciplines, and work to create a data flywheel where all aspects of businesses are elevated. Also new methods should be considered like Fast Advertising, new methods of reporting, and a greater reliance on context.





**Thank
You**