



Engagement Factory Webinar

# How to innovate in a crisis

20 May 2020

# James Norris



## **Managing Consultant**

—  
As a modern Marketer, my love for intelligent creativity is backed by a love for even more intelligent technology. My passion is in enabling organisational growth by nailing the basics and building sustainable, scalable processes for future success.

# Aisling Larkin



## **Senior Marketing Consultant**

Multi-skilled marketing professional in marketing technology, CRM and marketing strategy.

Aisling has worked with many high profile B2B and B2C brands and is passionate about creating successful and innovative marketing experiences.



65 employees  
working in 5 offices



Active in 11  
countries, speaking 8  
languages

Supporting companies  
across the globe on  
Customer Engagement



# Engagement Factory

Based on facts – what did we achieve

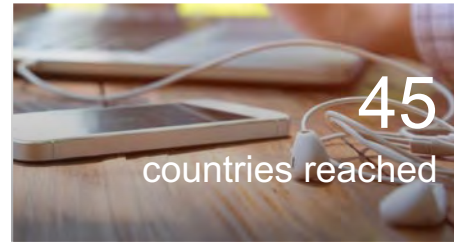


Top 50 company with  
3 Markie awards

250+ years of  
marketing & sales  
experience



1.000+  
campaigns



45  
countries reached



# Agenda

- 1 Why do we need to innovate?
- 2 How do we innovate? Strategic & Tactical
- 3 Innovation in the wild
- 4 Q&A





# Housekeeping



**Ask questions  
during or after in  
chat window**



**If private, send  
comments to  
organiser**

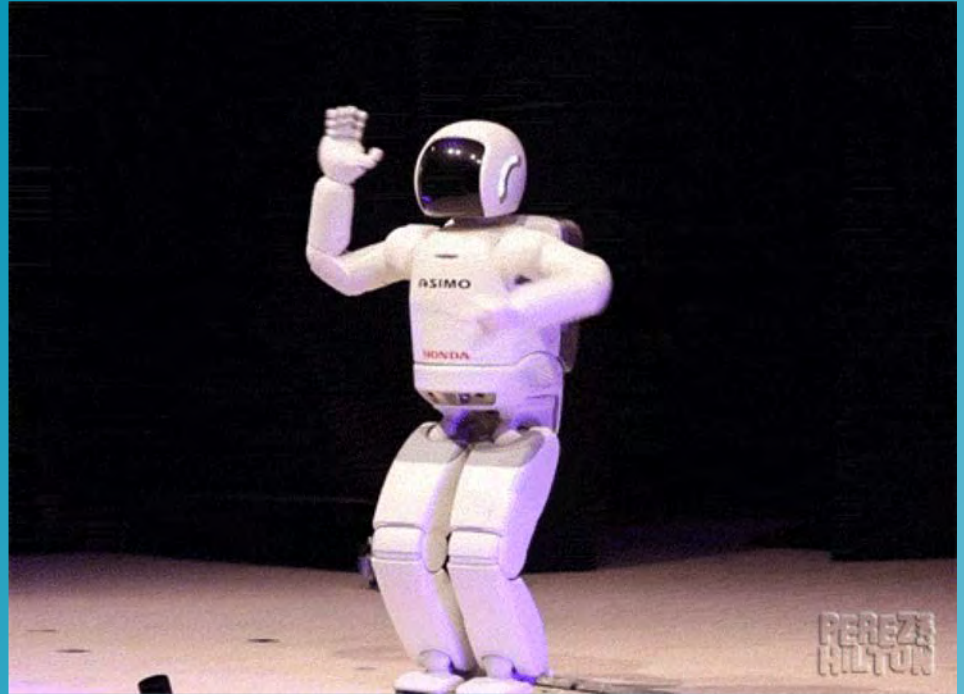


**We'll send a  
recording  
afterwards!**



CHAPTER 1

# Why do we need to innovate?



# Industrial Revolutions



1.0 Steam power



2.0 Mass production



3.0 Computerisation



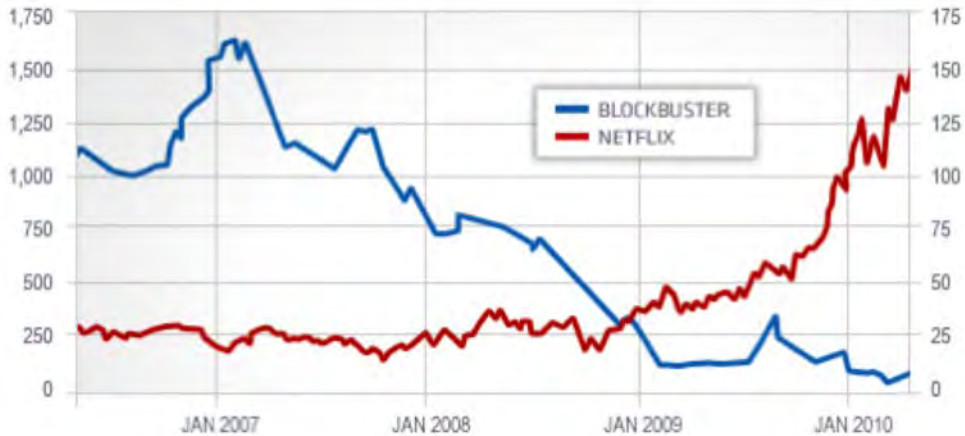
4.0 Digitalisation & Automation



# History is littered with losers

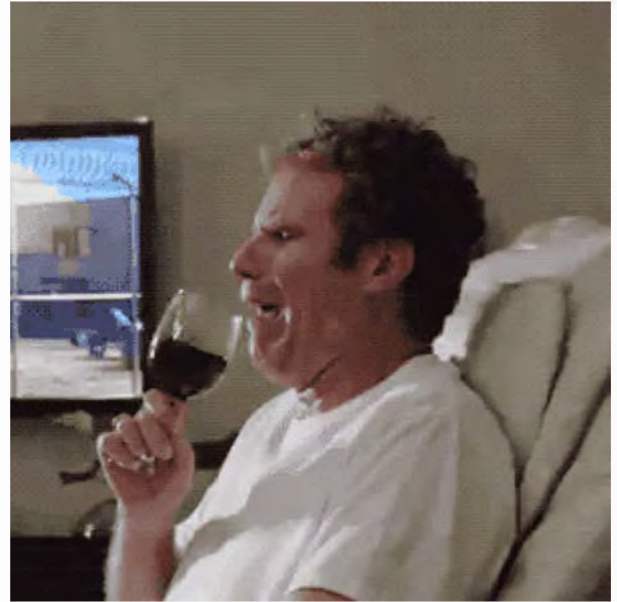
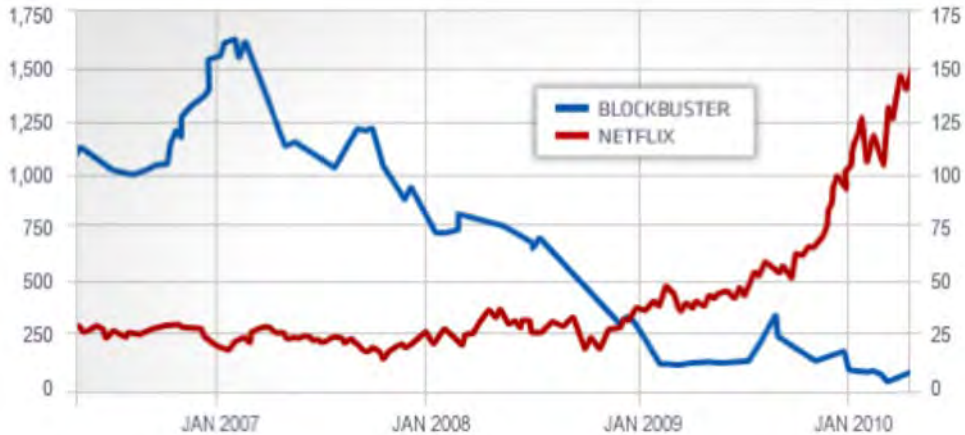
## BLOCKBUSTER VS. NETFLIX

A Five Year Comparison



# History is littered with losers

**BLOCKBUSTER VS. NETFLIX**  
A Five Year Comparison



Blockbuster shareholders  
c.2007

# Poll: Can you name the winners



Steam power =



Mass production =



Computerisation =



Digitalisation =

# Poll: Can you name the winners



Steam power

=

Great Britain



Mass production

=



Computerisation

=



Digitalisation

=

# Poll: Can you name the winners



Steam power

=

Great Britain



Mass production

=

Ford



Computerisation

=



Digitalisation

=



# Poll: Can you name the winners



Steam power

=

Great Britain



Mass production

=

Ford



Computerisation

=

Microsoft



Digitalisation

=

# Poll: Can you name the winners



Steam power

=

Great Britain



Mass production

=

Ford



Computerisation

=

Microsoft



Digitalisation

=

Netflix

A man in a green shirt and a woman in a green puffer jacket are walking away from the camera into a store. To their left is a chalkboard sign with blue and white text. The store's entrance has glass doors with various signs, including an 'OPEN' sign and a wheelchair symbol.


*Please be  
mindful  
of social  
distancing  
Thank You*

**Welcome to  
Industry 5.0**



What do we think  
**Industry 5.0**

Will look like?

A photograph of a person lying on their back on a light-colored wooden floor. They are wearing blue jeans and are barefoot. Their legs are extended towards the left side of the frame. Several cardboard boxes are scattered around them. Some boxes are stacked in the background, while others are open and lying on their sides in the foreground and middle ground. The scene is set against a plain, light-colored wall.

People are  
going online

US online first-time  
buyers up 43%

*Source: Emarsys*



A man with a backpack is looking up at a plane flying in the sky during sunset. The sky is a mix of orange, pink, and blue. The man is in the foreground, wearing a white t-shirt and a cap. The plane is in the upper right, silhouetted against the bright sky.

Only

20%

Will maintain  
there travel  
habits

*Source: GWI Coronavirus findings April 2020*

A hand holding a small globe with a city skyline in the background. The globe is blue with red and yellow landmasses. The background shows a blurred city skyline with tall buildings under a grey sky.

# Globally,

6% will immediately return to outdoor venues

4% will immediately return to indoor venues

9% will immediately return to shops

*Source: GWI Coronavirus findings April 2020*



### **The ever-increasing focus on health**

CPG brands should heed this change and make it a priority to support healthy lifestyles for consumers, shoppers and employees. Having a “health strategy” will be a strategic differentiator for the foreseeable future.



### **A rise in conscious consumption**

Consumers are more mindful of what they’re buying. They are striving to limit food waste, shop more cost consciously and buy more sustainable options. Brands will need to make this a key part of their offer (e.g. by exploring new business models).



### **Growing love for local**

The desire to shop local is reflected in both the products consumer buy (e.g. locally sourced, artisanal) and the way they shop (e.g. supporting community stores). CPG brands will need to explore ways to connect locally – be it through highlighting local provenance, customizing for local needs or engaging in locally relevant ways.

*Source: Accenture*



**Poll:** How long will consumer behaviour  
take to get back to normal?



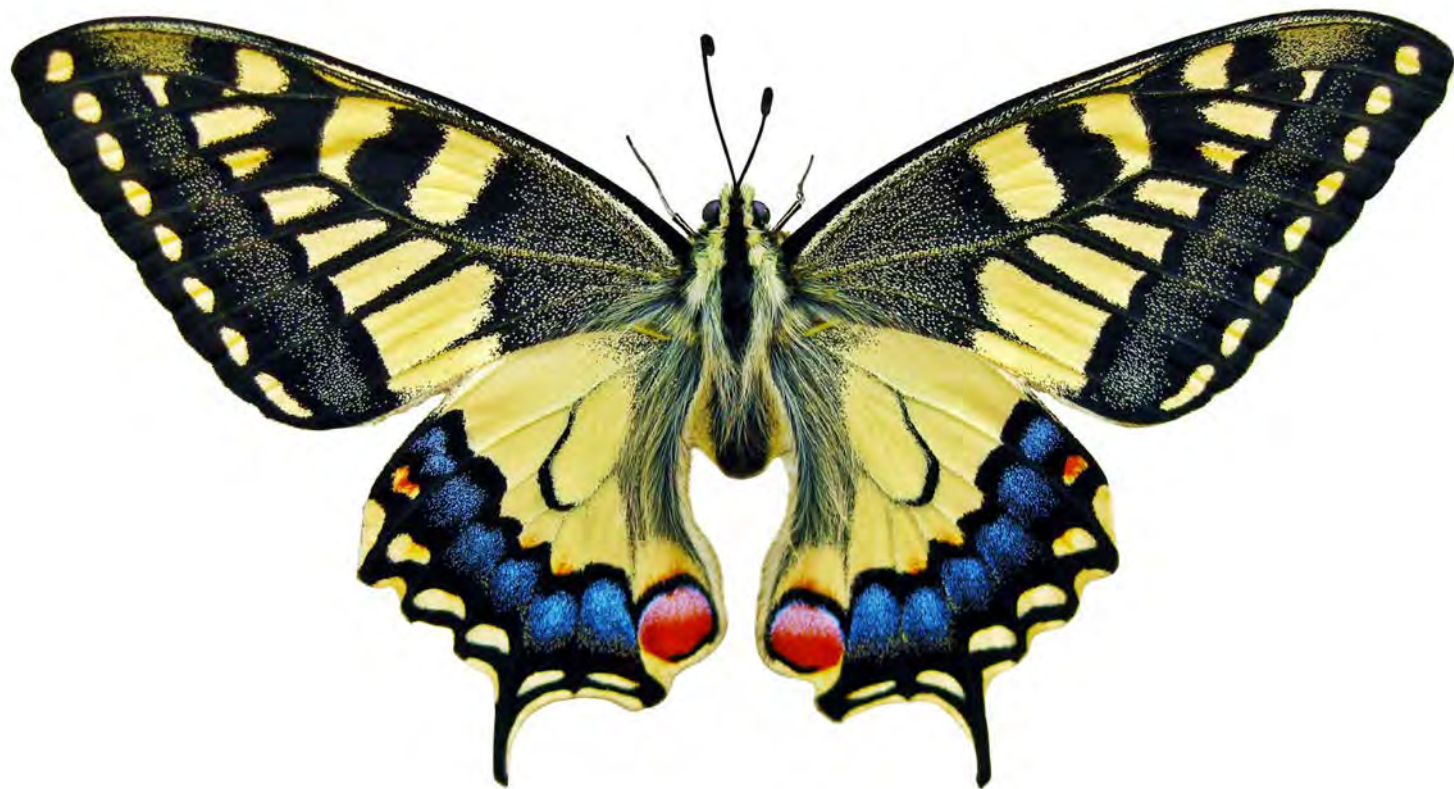
A dense, overlapping collage of numerous human faces of various ages, ethnicities, and expressions. The faces are cut out and pasted together, creating a mosaic that represents human diversity. The text "Everyone is different" is superimposed in the center in a large, white, sans-serif font.

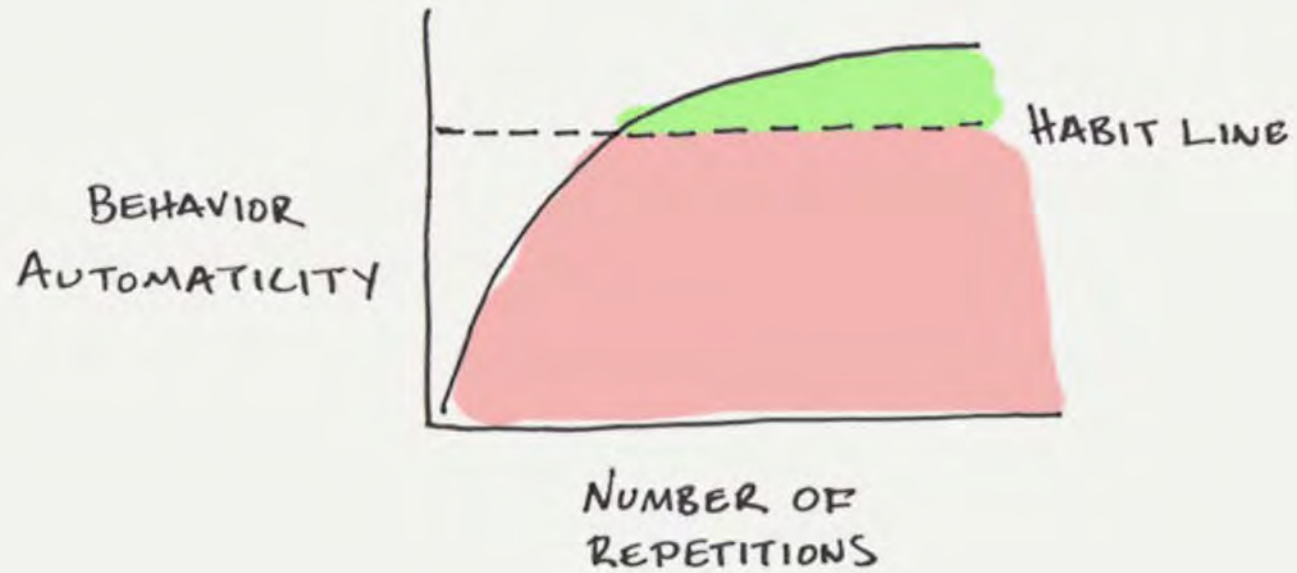
Everyone is  
different



Consumers may  
change **forever**









# Human 5.0



**Localised**



**Virtual**



**Health-  
conscious**



**Hyper-  
connected**



**Availability  
driven**



**Polarised**

# Human 5.0 in the wild...





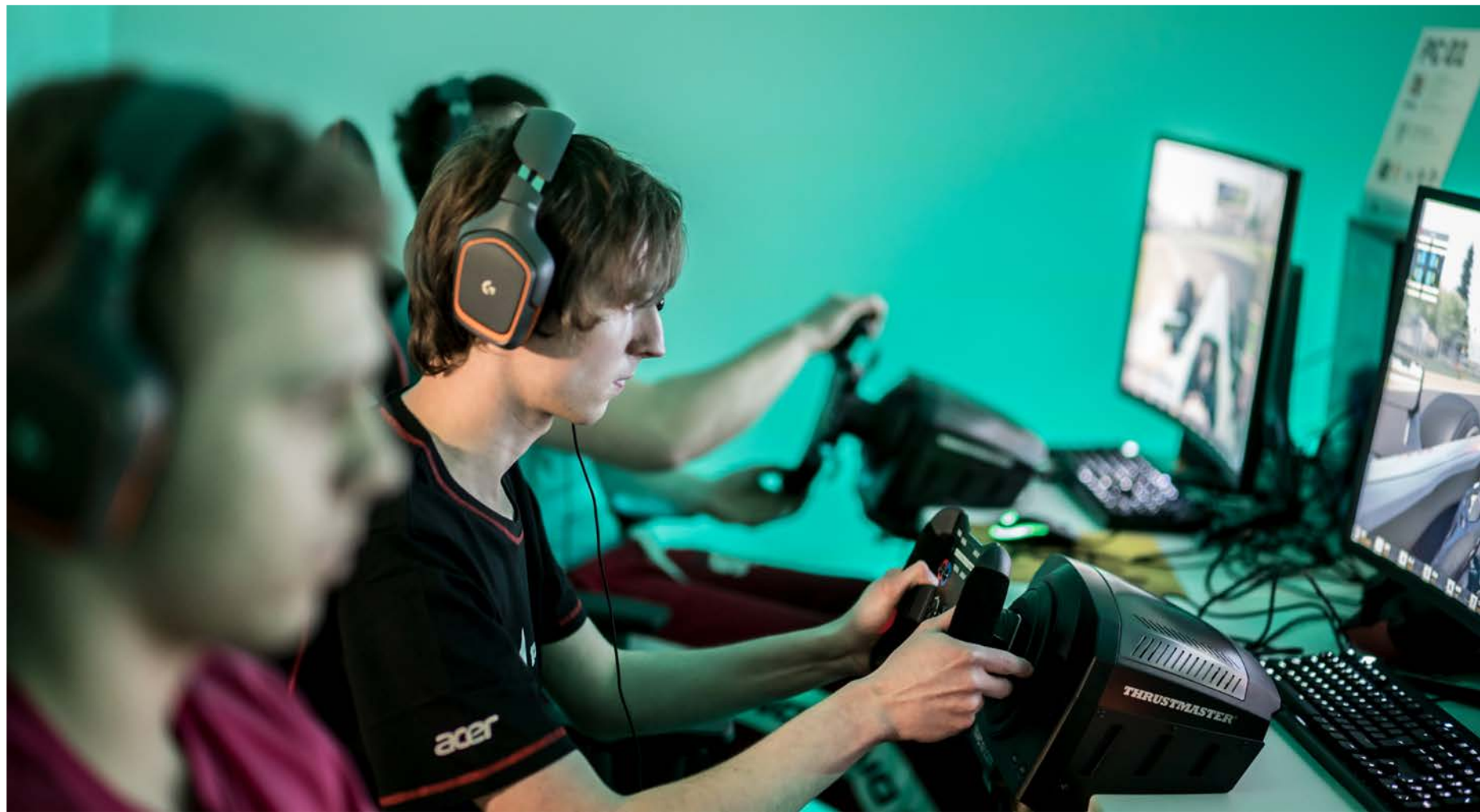


The revolution is starting



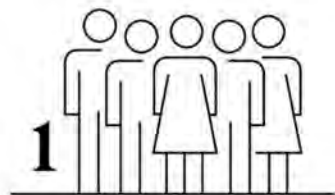






# Companies need to think and act across five horizons.

## The five horizons



### **Resolve**

Address the immediate challenges that COVID-19 represents to institution's workforce, customers, technology, and business partners



### **Resilience**

Address near-term cash-management challenges and broader resiliency issues during virus-related shutdowns and economic knock-on effects



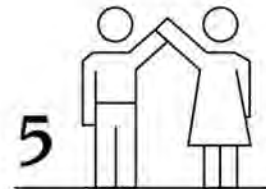
### **Return**

Create detailed plan to return business to scale quickly as COVID-19 situation evolves and knock-on effects become clearer



### **Reimagination**

Reimagine the next normal: what a discontinuous shift looks like and implications for how institutions should reinvent



### **Reform**

Be clear about how regulatory and competitive environments in industry may shift

*Source: McKinsey*





[adult swim]







We're all playing  
**catch up**



The one certainty:  
**Things will change**  
And so will our **customer**







It's never been more  
Important to listen to  
and learn from  
your **customer**

Marketing can touch the customer throughout their brand experience





# Where does marketing fit



An abstract, colorful explosion or burst of light and color against a black background, with various hues like blue, green, yellow, and red radiating from a central point.

# Digital Transformation

A teal background featuring several white paper airplanes. One yellow paper airplane is on the left, with a dashed white line indicating its flight path towards the center.

## Customer Insights

A cheetah running across a green field, captured in motion with a blurred background.

## Agility

# What is Transformation?

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*Noun.*

1. A marked change in form, nature or appearance

Our definition: **a sustainable, scalable change  
for the better**

“



# What is Transformation?

*Noun.*

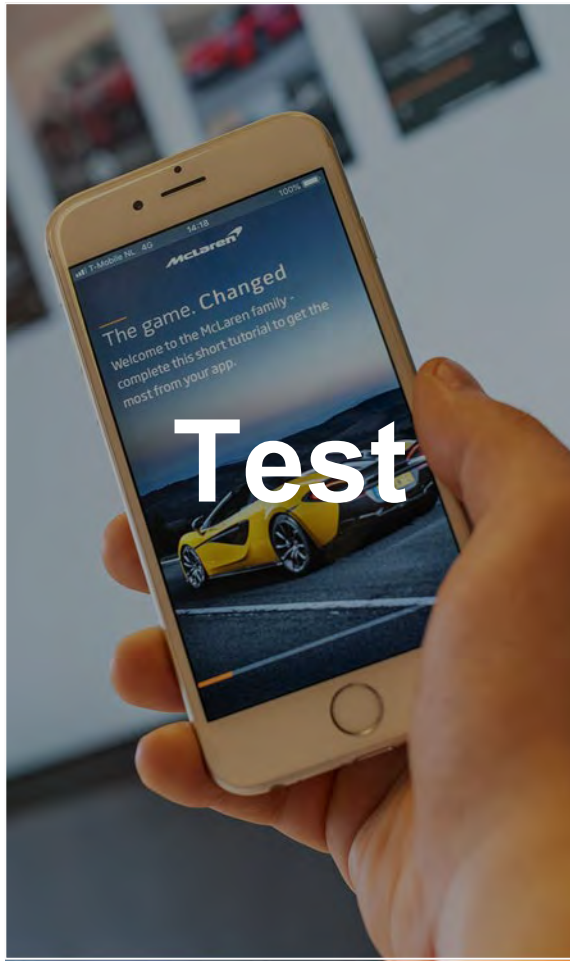
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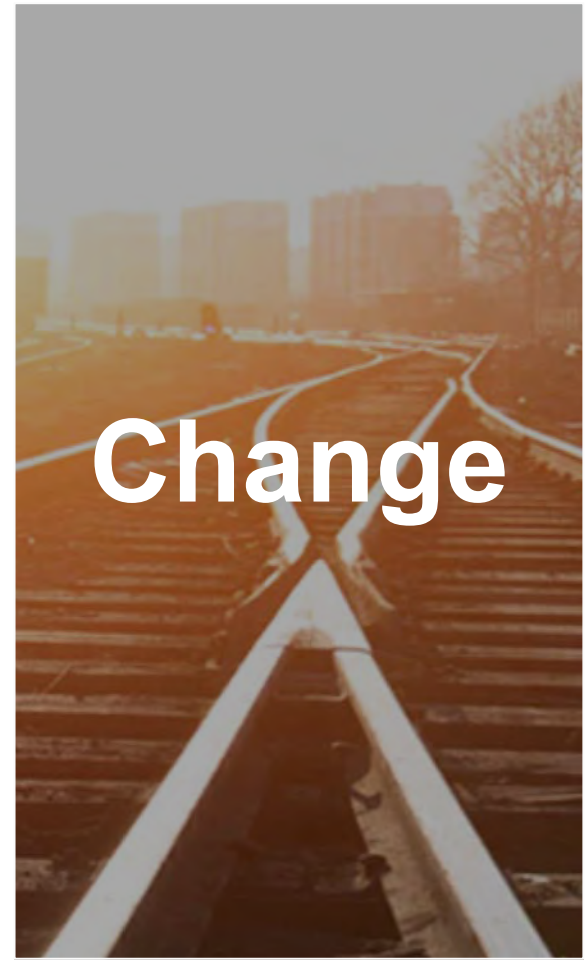




# Test



# Learn



# Change



# Make the most of your innovation environment



**Bring together  
global perspectives**



**Virtual meetings  
the new normal**



**Captive  
audience**



**Cost effective**



**No meeting room  
booking angst!**



**Meeting notes  
captured virtually**





CHAPTER 2a

# How can we innovate?

The strategic perspective







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You've got to start with the customer experience and work toward the technology, not the other way around.

**Steve Jobs**

“



# Low engagement. Low ROI.

The basic campaign approach we have come to know by know has proven to be ineffective.



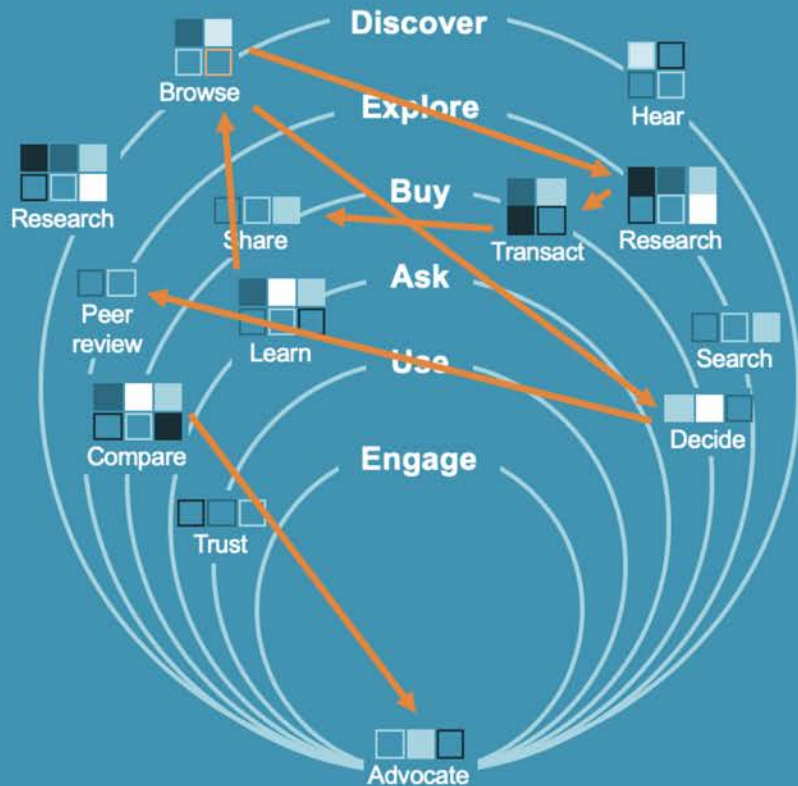
*Campaign-oriented companies fail to put the customer first.  
And therefor miss the proper engagement that leads to long term ROI.*

Simplistic journeys fall short  
in long-term relationships.





# Customer journey spaghetti.



Mobile Web Company website Events Sales Peers Social Email Print



# Strategic Principles



**Systematic**



**Scalable**



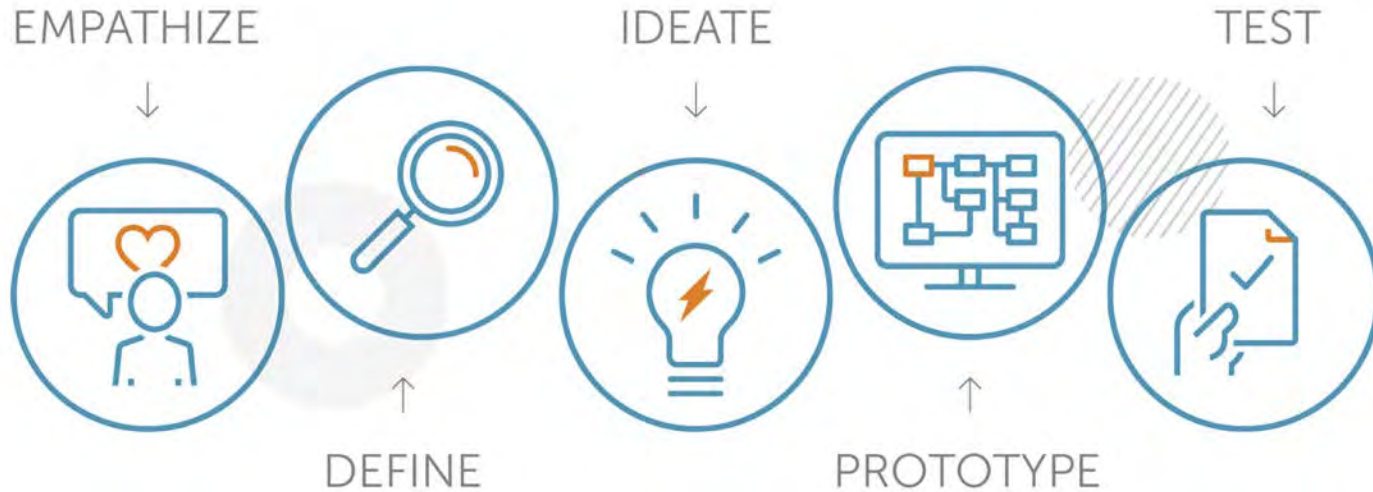
**Agile**



**Customer  
driven**

# Systematic process for innovation

## Design Thinking



# Empathise

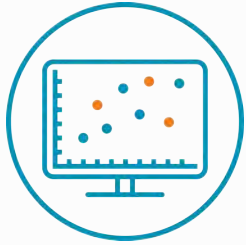


AKA Get to know your customer



# Empathise

Get to know your customer



Review  
insights



Talk to  
customers

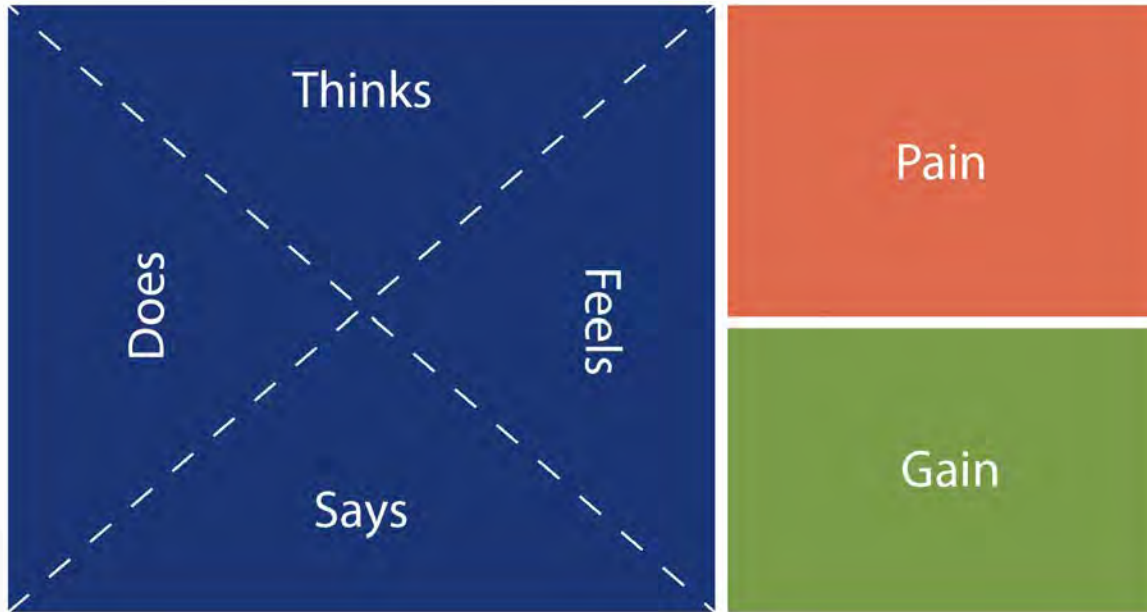


Create (or  
update)  
personas



Map their  
customer  
journey

# Empathy Map



# What is a buyer persona

UNDERSTAND THEIR WORLD

ISSUES AND NEEDS THEY HAVE

WHERE THEY SOURCE INFORMATION

WHEN THEY ENTER THE BUYING PROCESS

HOW THEY SEARCH FOR PRODUCTS AND SERVICES

JOE

ENTREPRENEUR



ABOUT

Steve Joe

A 35-year-old entrepreneur  
living together with his girlfriend and their 2-year-old

Joe is an entrepreneur who runs a large electronics company with around 200+ employees. He spends his time thinking about growth of customers and making lots of money. So you might say he's quite successful, especially since he's focused on meeting automation

PRIORITY INITIATIVES

Recruitment of adequate staff and a pleasant working environment  
Maintaining customer contact and responsibility for sales  
Increase knowledge systems, both internal as external  
Management of one or more teams  
Monitor financial management  
Close contact with suppliers

BACKGROUND INFORMATION

☒ Entrepreneur

☒ International Business and Management

☒ Business growth

☒ Business partner

☒ Business strategy

☒ Business model

SUCCESS FACTORS

 **Resources**  
Knowledge

 **Skills everywhere**  
due to education and training

 **Fast feedback**  
to customers

 **Lowest number**  
of suppliers

 **Technical and**  
product knowledge

 **Experienced and**  
professional staff

EFFECTIVE INFLUENCERS

WHO

Customers, Suppliers, Colleagues,  
Representatives, Employees

VIA

Trade fairs, Events, Seminars, Blogs,  
Manufacturer's Competitor websites,  
Magazines, Newsletters, Journals, Newspapers,  
Social media, LinkedIn, Case studies, Podcasts

DECISION CRITERIA

FUNCTIONAL

Competent price, Lead times, Delivery  
commitments, Extended warranty,  
variability of the product, Future prospects,  
The available time and budget

SOFT

Personal relationship (Reliability,  
trustworthiness, loyalty), Level of customer  
service, Trust in brand (Delivery speed,  
quality, delivery, Product range, Quality)

BARRIERS & CHALLENGES

CHALLENGES

Constantly changing up-to-date, Daily  
operational tasks, Short delivery  
times, Seasonal time

BARRIERS

Keep price in today's market, Availability  
of products, Small changes in supply,  
Fast agile product, Service at cost

DECISION MAKING

Functional vs. emotional  
Decision power  
Influencing power

DESIRED INFORMATION

Latest product and market updates, Personal information,  
Important changes, Delivery times, Financial stability



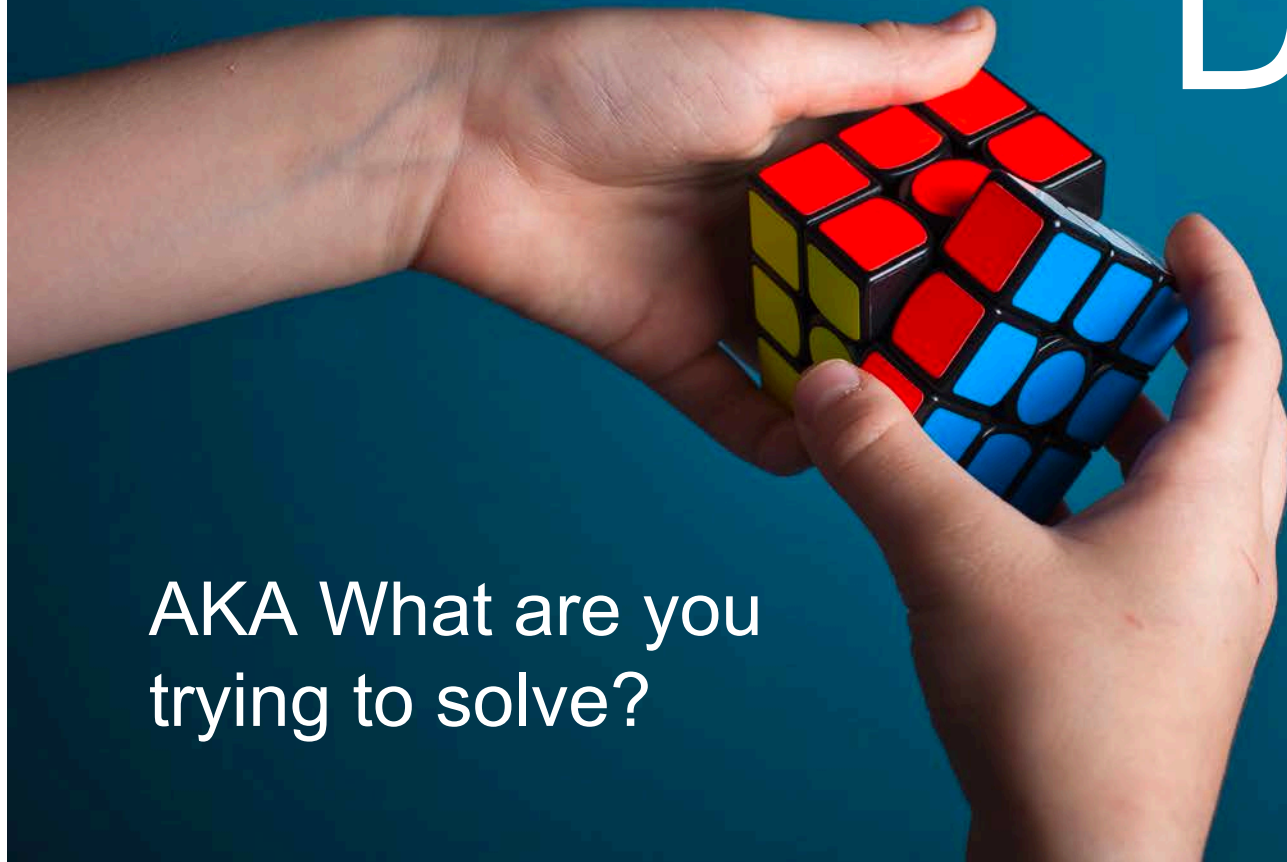


**Map your  
Customer journey**



# Define

AKA What are you  
trying to solve?



# The 5 Why's Model

Problem: Ran through a red light.

Why?

Late for work.

Why?

Woke up late.

Why?

Alarm clock broke.

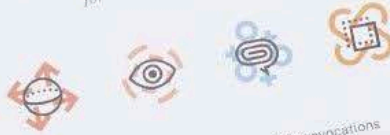
Why?

Didn't check if it worked.

Why?

Forgot to do it last night.

Human-Centered  
**DESIGN PROMPTS**  
for Emerging Technologies



20 deliberations, considerations, and provocations

How might the user's context trigger  
the task rather than the user themselves?



How might we use AR to make  
each person's experience unique  
while sharing the same space?



How might we adapt the digital assistant's  
tone and behavior to the user's mood?



How might we use VR  
to allow them to experience life  
through the eyes of this person?



# How Might We?

How might a digital assistant  
inspire or motivate them in this moment?



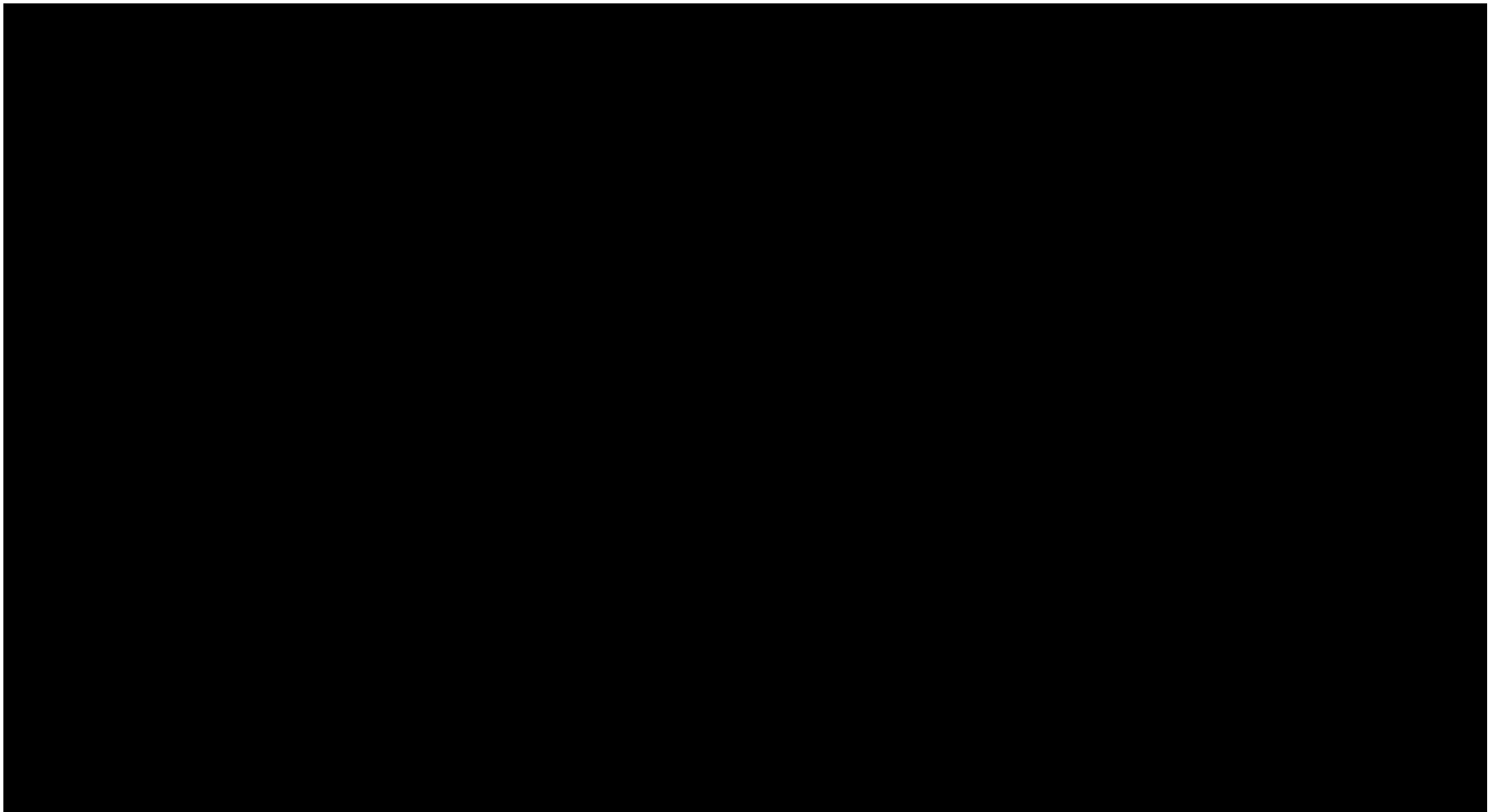
Source: [medium.com](https://medium.com)

# Ideate

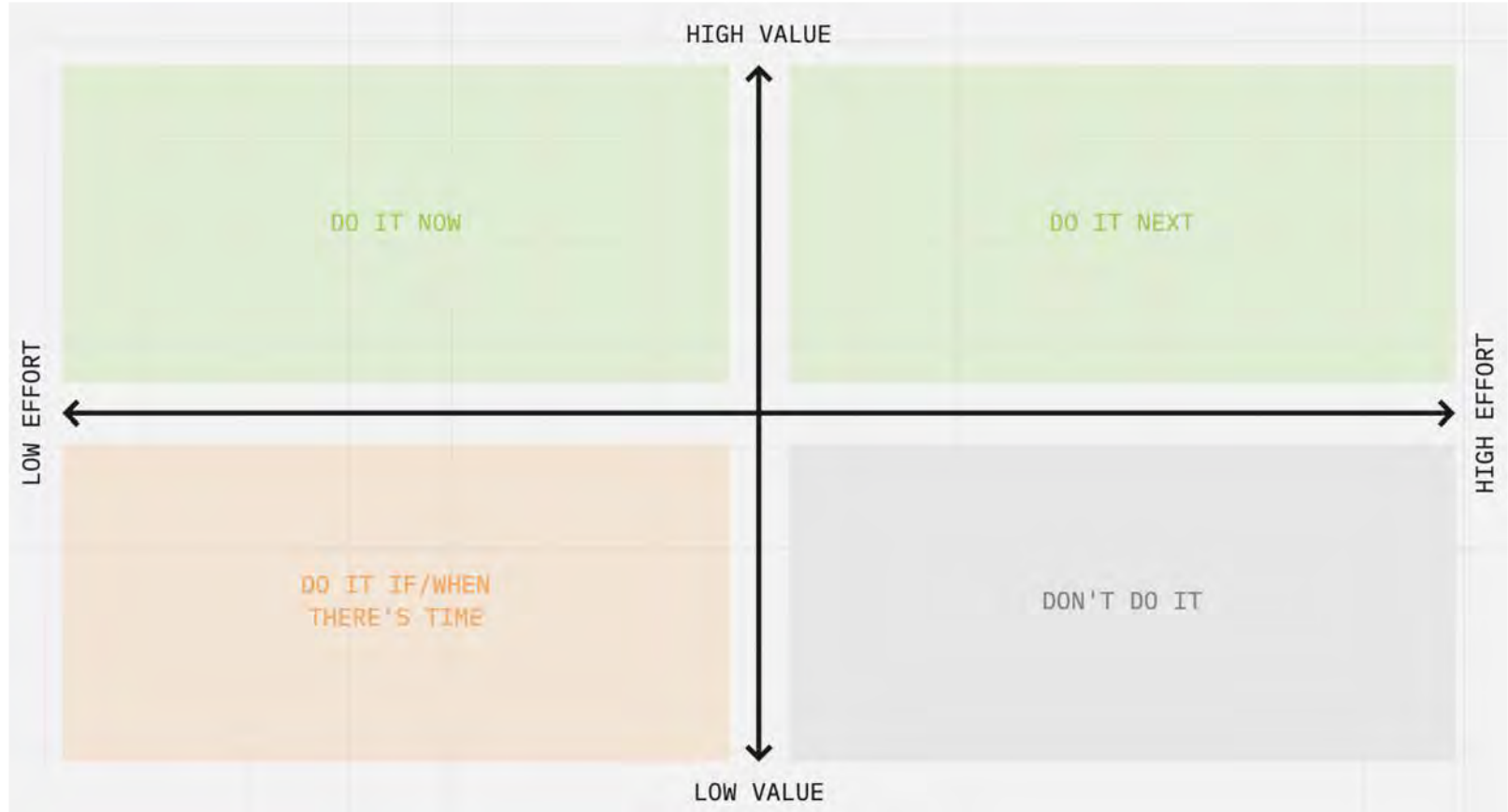


No idea is a  
bad idea!





# Prioritisation Map





# Tips for remote collaboration



**Poll:** What kind of virtual worker are you?

- a) Head down, work work work
- b) Camera shy
- c) To the point
- d) There for the drinks



## Tips for remote collaboration



**Use a consistent  
framework**



**Capture output  
with a virtual  
whiteboard**



**Don't be  
camera shy!**



**Keep it snappy  
– 4 hours max**

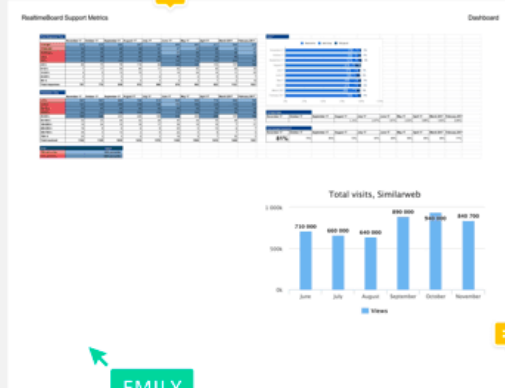
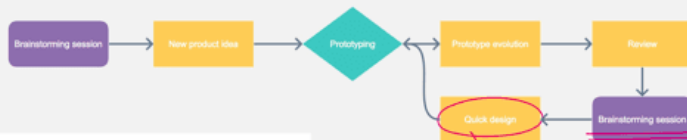


**Be sure to  
record it**

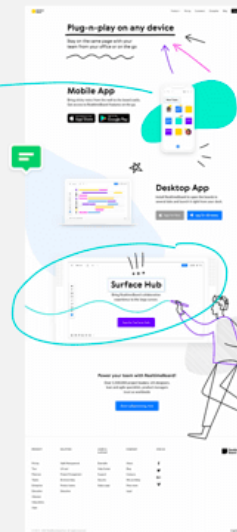


**Bring people  
together**

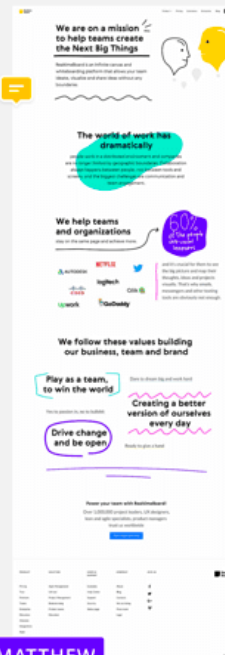




EMILY



MATTHEW





CHAPTER 2b

# How can we innovate?

The tactical perspective

# Orchestrated experience.

96% of customers say they receive  
mistargeted messages or  
promotions. <sup>1</sup>

96%



<sup>1</sup> Blue Consumer Research Survey.

**“It is not the strongest nor most intelligent species that survives, but the one most adaptable to change.”**

— Charles Darwin

Technology offers a lot of opportunities and challenges that go with it.





**Click-throughs up 21%.  
8.5% Increase in email-attributed sales.**

Source: Accenture



# Email Do's & Don'ts.

## Please do:

- Provide specific updates
- Provide information about online or alternative options
- Tailor your language to the situation
- Direct people to your website



# Email Do's & Don'ts.

## Please don't

- Don't send emails for the sake of it
- Use this as a way to re engage
- This is a pandemic, don't make light of the situation



# Avoid Covid-19 oversaturation.

It is our advice that only discuss Covid 19 unless it is a necessity and that the audience requires the information, we are being saturated by the topic.

*News, social media, advertising.*

# Don't fatigue your audience.

Many of us are operating from a place of fear as we navigate this new period in history. Sending out a high volume of emails undermines your status by conveying to your target that your organization is fearful of losing their business.

# Understanding experiences differ.

Like all of your other email marketing campaigns, **segmentation is key, don't blanket message** not everyone will share the same experiences when it comes to Covid-19. Lastly, make sure drip campaigns, subscription confirmations, and other auto-send emails are appropriate as well, tailor if and when needed.



# How to respond?

1. Is there a good reason to comment on the crisis?
2. Does the crisis affect how our customers use our product/service?
3. Who should receive this email?
4. When should they receive it?
5. What is our follow up response?



# Empathy.

Hello Lottie

I wanted to get in touch as I know that Mother's Day can be a very sensitive time for some of us. So if you don't want us to send you any Mother's Day reminders this month, we won't. Just let us know by opting out here.

Then we'll do the rest.

And don't worry, if you opt out we'll still keep you updated with everything else, like normal.

Best wishes,  
Lucy

Lucy Evans | Customer Experience Manager



BLOOM&WILD

# The response.

Replying to @Lottie\_Lamour @BloomandWild

I was so impressed to get this. First year without my mum. A million reminders around me almost every day, but it's lovely to see a company using sensitivity, not just relentlessly bombarding everyone on their mailing list

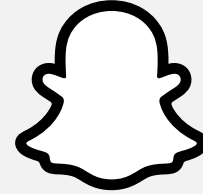


BLOOM&WILD

# The changing habits.

What we can notice in consumer content consumption:

- Over 50% are watching more streaming services.
- 45% are spending more time on messaging services.
- Almost 45% are devoting more time to social media.
- Almost 15% say they are creating and uploading videos.
- Spain, Brazil and Italy are ahead for increased gaming (40% +)

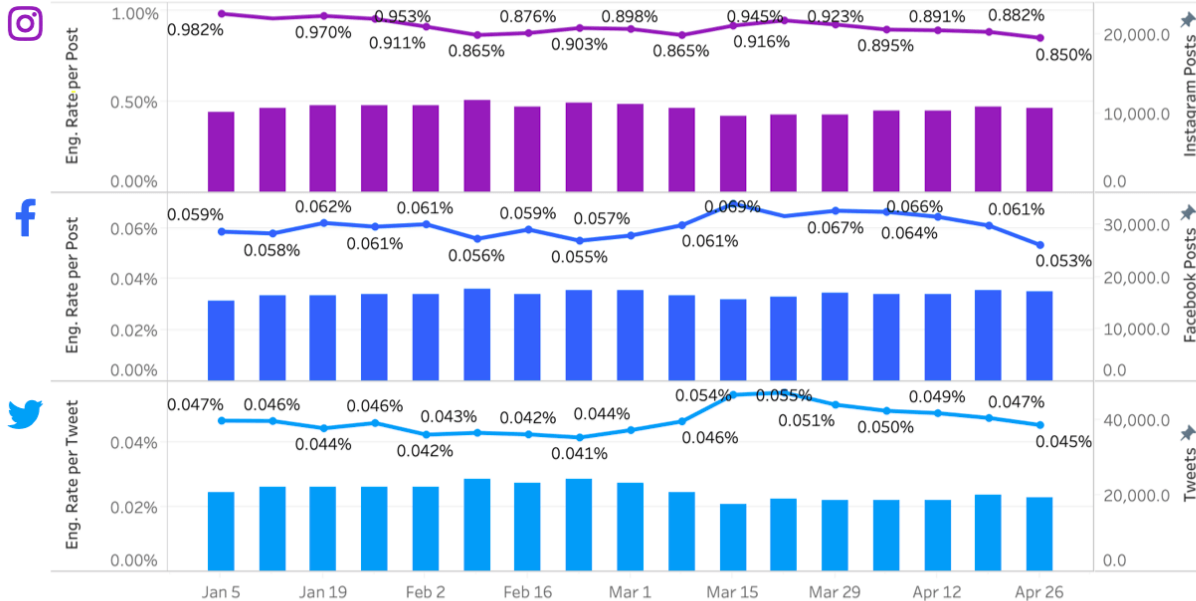


**TikTok**



# Median Eng. Rate per Post (By Follower)

Week-by-week, Jan. 5th - May 2nd







# ***What can companies do to increase social engagement in a pandemic?***

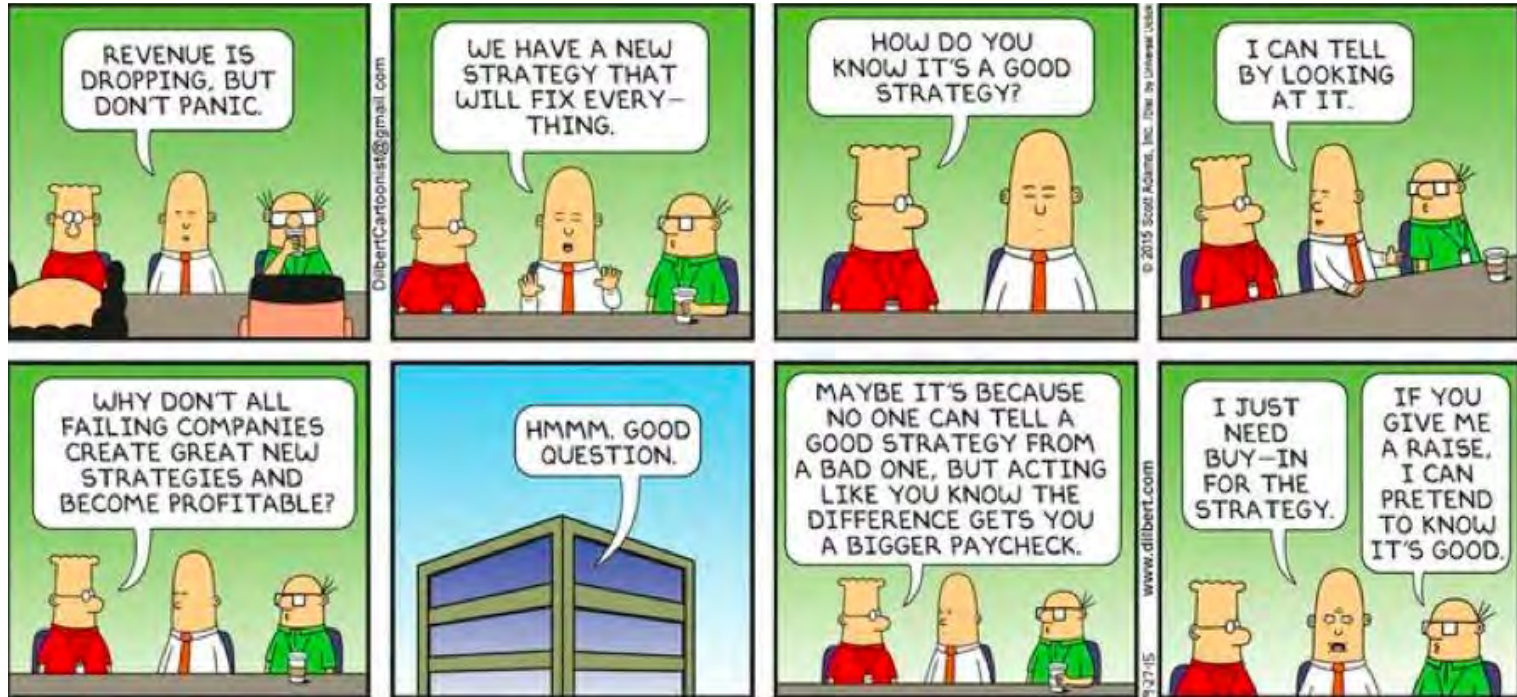
Resonate with your followers.

**“Half the money I  
spend on advertising  
is wasted; the  
trouble is I don’t  
know which half.**

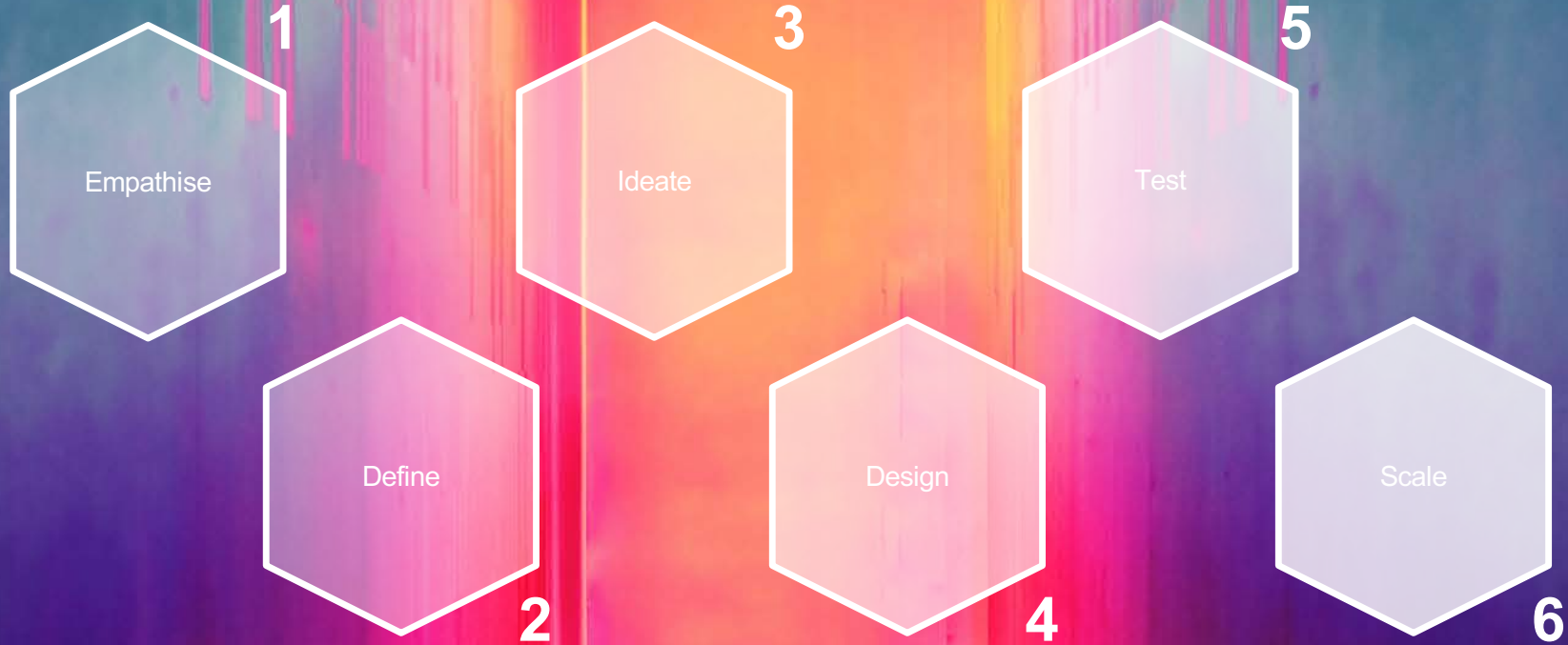
*– John Wanamaker*



# Testing is the key!



# The testing framework.





Daily dashboard  
drop-in



Weekly analysis  
review



Post-campaign  
analysis



Scale  
improvements



Document top  
results here



Poll time!

# How are you and your team feeling right now?

- A. Our team has a plan in place. Feeling good! 😊
- B. We've got a plan, but I'm not sure if it's the right one. 🤔
- C. We don't have a plan in place. Help! 😞





Chapter 3

# **Innovation in the wild.**

Interesting examples we found.

# Tourism industry

What can we learn?



# Belmond.

Luxury hospitality brands in luxury destinations around the world and recently acquired by the Louis Vuitton Moët & Hennessy Group.

## Their offerings:

- Luxury Hotels
- Luxury Trains
- Luxury Restaurants
- Safari





# How did you pivot?

**“Beginning of March all solus regional communications were put on hold.”**

Aligned with specific teams, PR marketing, destination venues and made a plan of action.

Belmond Inspirations - encouraging audiences to stay at home. How? Partnering with product experiences.



The screenshot shows the Belmond website with a navigation bar at the top containing the Belmond logo and links for BELMOND, DESTINATIONS, EXPERIENCES, and RESERVE. Below the navigation bar is a large hero image of a baked dish in a metal tray. Overlaid on this image is a white text box with the following content:

BELMOND INVITES:  
**CLODAGH MCKENNA**  
**BAKING AT HOME - LIVE**  
SALTED CARAMEL BREAD & BUTTER PUDDINGS  
WHEN: 01.05.20 - 19:04 BST  
WHERE: AT HOME  
WITH: @BELMOND KTV

Below the hero image, there is a paragraph of text:

We are delighted to welcome celebrated television chef and author Clodagh McKenna to our series of 'Belmond Invitations', this Friday at 1pm BST. Join us live on our Instagram as Clodagh bakes her deliciously indulgent Salted Caramel Bread & Butter pudding.

Below this text, there are two sections:

**When:** Friday 1 May, 1pm BST  
**Where:** Belmond Instagram

Below these sections, there is a list of ingredients:

**INGREDIENTS**

- 100g raisins
- 120ml Irish whiskey
- 5 large eggs
- 480ml double cream
- 225g granulated sugar
- 1/2 tsp ground cinnamon
- 1/4 tsp ground nutmeg
- 1 tsp vanilla extract
- 12 slices firm white bread, crusts left on
- 100g Irish butter at room temperature

Below the ingredients list, there is a section for the caramel sauce:

**FOR THE SALTED CARAMEL SAUCE:**

- 110g unsalted Irish butter
- 225g granulated sugar
- 1 dessertspoon sea salt
- 600ml cream

At the bottom of the page, there is a link that says "Discover more".



# New marketing tactics?

## What channels are you now using?

Email and social driving organic traffic.

LinkedIn and Twitter without sponsored advertising.

Belmond invites you...

- Yoga, Flower arranging.
- Cooking from home.
- Musical concerts and more!
- No hard selling! Offerings are complimentary
- Engagement has increased!

**“New Gift Card incentive launch, no expiry date & spend £500 get £100 back or £2000 receive £200.”**



# How are you innovating?

Belmond have launched AR functionality on their Instagram:

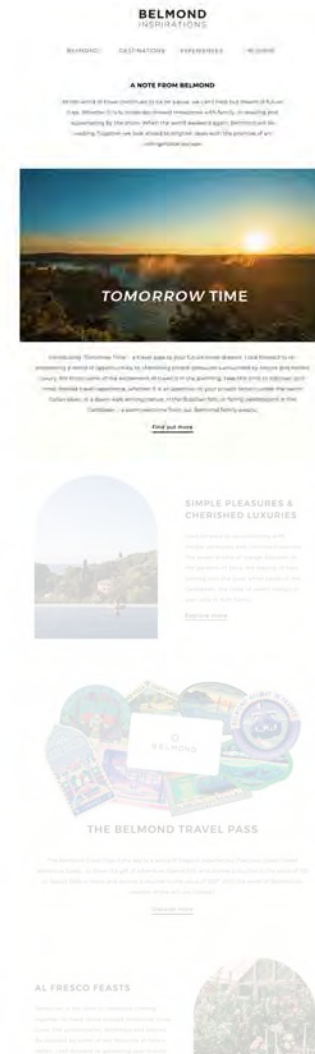
- Share your favourite memory campaign!
- Social followers have increased



# What is next?

## Belmond is implementing the following:

- Think of tomorrow campaign, launched for the UK audience, testing the engagement
- Staycation campaigns, targeting audiences who can travel within their country.
- Segmentation has shifted, speaking to locals about hotels in their regions.
- Ensuring campaigns are translated per region - Italian, Portuguese, Russian etc.
- Moving with the times in an imaginative way



# Airbnb.

## What sets them apart:

- Do more than people expect
- Be remembered for how we conduct ourselves
- Be nimble
- Pivot to where we think the world is going.

“It feels like you’re in a house and it’s on fire, and you’ve got to put out the fire while you’re having to rebuild the house.”

– Brian Chesky



# Airbnb.

## Going forward:

- Adapting to future travel
- Using Airbnb, data insights to inform the hosts on consumer behaviour
- Weekly zoom call between the CEO and all hosts to help them develop their new plan.
- Support available 24/7

“May 2020, it is time to start looking ahead.”

– Brian Chesky







# Top 5 business's pivoting in response to Covid-19.

**1. BrewDog Beer** – BrewDog has transformed its distillery, to create FREE hand sanitiser to those in need as well as opening virtual Bars

**2. Netflix** – Netflix Party allows you to watch movies and TV shows with friends, wherever you are and also has group chat so you can react and discuss together.

**3. 1Rebel Gyms** – 1Rebel co-founder James Balfour has said that he believes the gyms have space for up to 400 beds for the NHS

**4. Formlabs** – 3D-printing companies making personal protective equipment like face shields, as well as nasal swabs to use for COVID-19 testing.

**5. Dyson** – Dyson Ventilator for UK NHS.



# Questions & Answers



# Takeaways



**Innovate now  
for later**



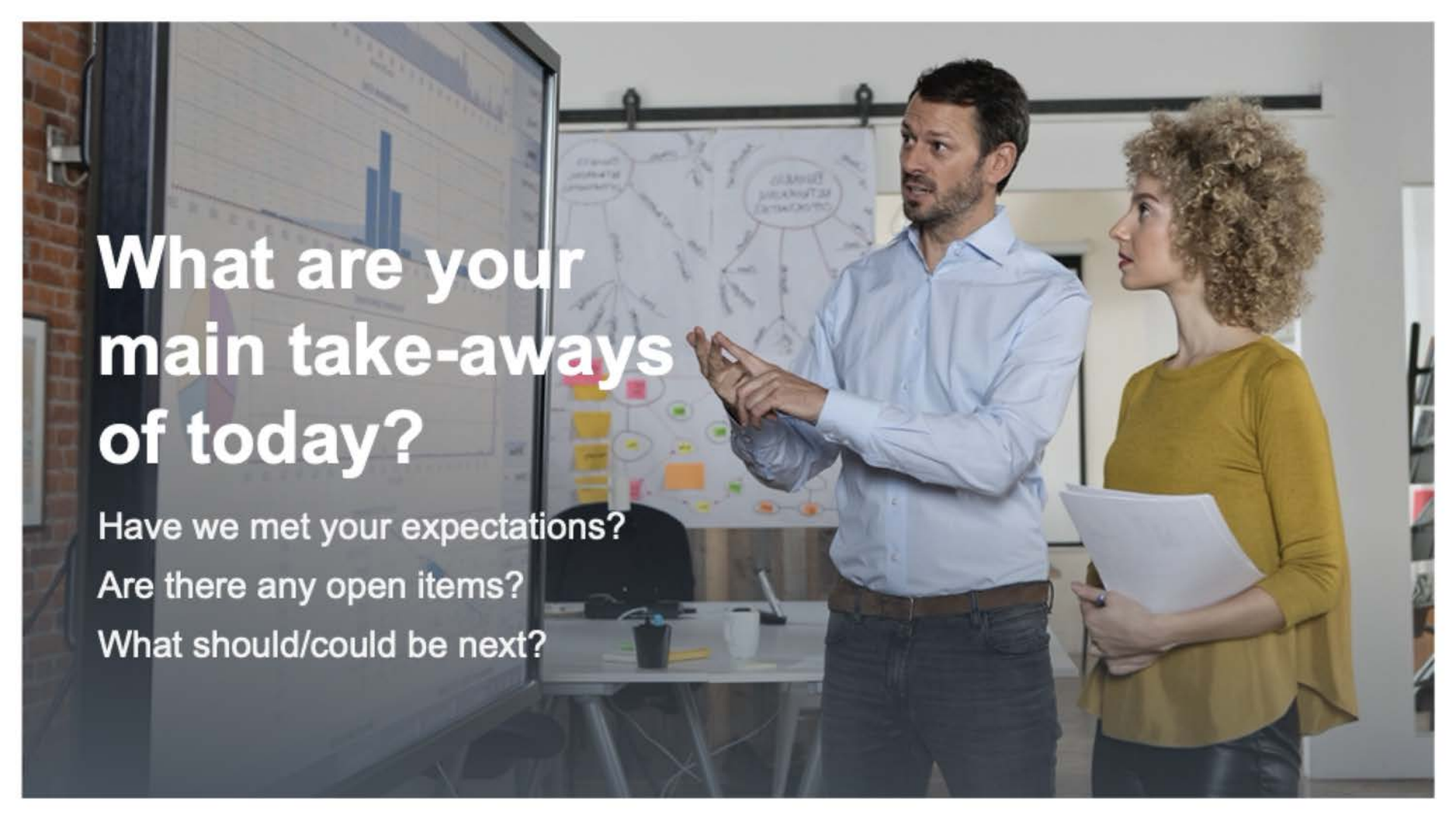
**Create a  
systematic  
approach**



**Focus on the  
changing  
customer**



**Test, learn  
& change**

A man and a woman are in a meeting. The man, wearing a light blue shirt and dark jeans, is gesturing with his hands while speaking. The woman, with curly blonde hair and wearing a mustard yellow top, is holding a stack of papers and listening. They are standing in front of a large screen displaying a bar chart and a whiteboard with a flowchart. The background shows a brick wall and a desk with various items.

# What are your main take-aways of today?

Have we met your expectations?

Are there any open items?

What should/could be next?



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