



2019

FUTURE FOCUS

SEARCHING FOR TRUST

iProspect^{IP}

© 2018 IPROSPECT | ALL RIGHTS RESERVED



EXECUTIVE INTRODUCTION

“

The digital economy has brought new opportunity for development and innovation in every business sector. While the majority is “good innovation”, we continue to see a significant gap at a societal level, driven by a continued disparity in access to technology based on socio-economic factors. This is despite heroic overtures from global behemoths such as Google, Facebook, Microsoft and others to right this wrong. The 2018 Dentsu Aegis Network’s Digital Society Index reveals divided levels of confidence (<45%) in the digital economy’s ability to create jobs and address this divide.

Data is the currency of the digital economy. It is also still the basis of evidence-based proof, or truth in marketing. However, data in isolation can be a flawed indicator as the recent past has taught us. From fake news to bot farms, we now have more complexity to navigate than ever before. The ownership, access, and transparency issues that have arisen due to the speed and scale at which we are progressing have created an entire ecosystem where, ethically, everyone has never been more exposed to, or at the mercy of, the power of data, systems and technology.

In today’s hyper-sensitive media landscape, how should brands and publishers navigate the notion of truth and authenticity? If we are to derive one truth from the digital economy it is this: trust is not an issue, it is **the** issue.

Our iProspect 2018 Global Client Survey, comprised of interviews with more than 300 clients, including CMOs and marketers of FTSE 100 and 500 companies, reveals that 88 per cent are clearly prioritising initiatives that will bolster consumer trust in their brand above all else.

As businesses continue to transform in the digital economy, successful brands will be differentiated through their ability to establish unique relationships with their most valuable customers, ensuring time is well spent and value is equitably exchanged. As technology further blurs the line between information and value exchange, consumer trust is paramount. Transparency in data exchange is now foundational to creating and nurturing these relationships and will be fundamental in the agency value proposition with client brands. Being honest with ourselves, responsible with our stakeholders and partners, and transparent and pioneering with our clients is the only place to start.

We are proud to present our fourth annual edition of iProspect’s Future Focus, wherein we explore how the consumer experience and the intricacies of personalisation influence the role of convenience in commerce.

We believe those brands that are grounded in credibility, relevance, and reliability will see trust as the very foundation for their success in the digital economy.



Ruth Stubbs

RUTH STUBBS

Global President, iProspect



Stefan Bardega

STEFAN BARDEGA

CEO, iProspect UK & Ireland

”



CONTENT

INTRODUCTIONpg.009

01 CREDIBILITY IN THE AGE OF DOUBT	1.1 The Chase for Purpose	pg.022
	1.2 The Value of Communications	pg.030
	1.3 The Intersection of Technology and Trust	pg.036

02 RELEVANCE IN THE AGE OF NOISE	2.1 Understanding cognitive biases to improve experiences	pg.046
	2.2 Delivering individualised experiences with people-based marketing	pg.050
	2.3 Integrated experiences	pg.058
	2.4 Assistants and Voice redefine relevance	pg.066

03 RELIABILITY IN THE AGE OF CONVENIENCE	3.1 Do you choose convenience or brand?	pg.082
	3.2 Making brands' digital properties more convenient	pg.090
	3.3 Turning media into solutions	pg.096
	3.4 Online marketplaces demand convenience	pg.100

CONCLUSIONpg.110



A misty forest landscape with a beach in the foreground. The scene is dominated by a dense forest of evergreen trees, partially obscured by a thick layer of white mist or fog that hangs in the air. In the foreground, a sandy beach is visible, scattered with some driftwood and small rocks. The overall atmosphere is serene and somewhat somber due to the muted colors and the presence of the mist.

“

TRUST IS
NOT AN
ISSUE, IT
IS **THE**
ISSUE.

”



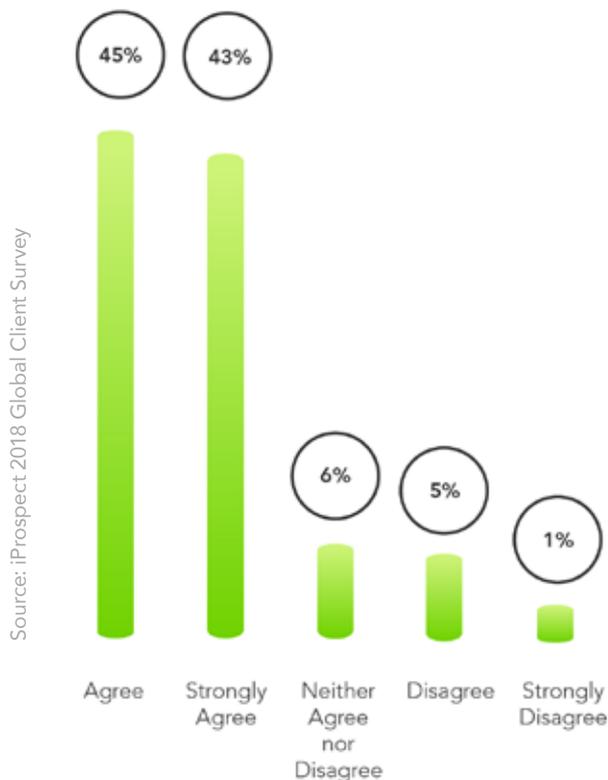
FINDING TIME AND COMMON GROUND IN AN ERA OF POLARISATION

Trust; the reason behind stability of global financial markets, the motivation for rise of political parties, the human trait that makes placebo drugs effective. Trust has always been the foundation for durable relationships, the power at play in the development of every positive aspect of our societies.

The mechanics of trust are deeply complex, influenced by macro-factors like wealth¹, economic equality², education³ and political stability⁴, but also by micro-factors, such as personal relationships or individual moral values.

Despite unavoidable local variations, many sources report that trust tends to erode globally. This is particularly true for interpersonal trust (only one in four people say most people can be trusted⁵), trust in media (only 40% of people believe the news media does a good job in helping distinguish fact from fiction⁶), trust in institutions (in the U.S., trust in Government fell by 59% since 1964⁷) and trust in businesses (only 26% of people believe businesses are transparent in the use of their personal data.⁸)

IS CONSUMER TRUST IN OUR BRAND A PRIORITY IN 2019?



With 70% of CMOs believing that securing long-term customer relationships is key to supporting business growth⁹, this erosion of trust is concerning. Therefore, it is logical that 88% of marketers will make trust a priority for their brand in 2019.

The Rise of the attention economy

Human attention has become a scarce commodity. With information overload intruding on our capacity to interpret, process and remember what we see and hear, it is no surprise to marketers that our attention has never been so fragmented.

The evidence is hard to ignore: 62% of people from the 23 biggest economies admit they are constantly looking at screens¹⁰, Apple declares that iPhone owners unlock their phones 80 times a day on average¹¹, and time spent on social media now exceeds 2 hours per day.¹²

Constant connectivity can be overwhelming for individuals and 57% of consumers believe the pace of technological change is too fast.¹³ In only three years, the share of people saying they often feel overwhelmed by the many choices they have as consumers jumped from 49% to 59%.¹⁴

The Trust Equation

This fragmentation of attention combined with the climate of trust increases pressure on the advertising industry and is driving a renewed focus on truth, authenticity and responsibility. To build, nurture, or regain trust, brands need to adopt principles that respect, respond, and value the scarcity of a person's time.

In **Future Focus 2019: Searching for Trust** we focus on managing growth with integrity. We explore the impact of digital on trust in an era of unprecedented disruption, and the implications for us all.

To do so, we have defined the Trust Equation and we will use it to see how brands can leverage digital marketing to deepen their relationship with consumers.

TRUST = CREDIBILITY + RELEVANCE + RELIABILITY

Credibility

In our model, we define Credibility as the capacity to be perceived as competent and legitimate. In the attention economy, it is critical for brands to be clearly identified as sources of truth.

Relevance

Credibility alone isn't sufficient for creating trust. In our equation, we define Relevance as the capacity to resonate with consumers. In the attention economy, consumers expect individually tailored solutions, accessible when and where they want them.

Reliability

The last variable of the equation is Reliability, which we define as the capacity to provide an experience that consistently and conveniently meets customer expectation during every interaction with a brand.

To discover if one of the parameters of the equation dominates the others, iProspect asked marketers to single out the most critical one of the three. Interestingly, the response across the three components is relatively even, reinforcing our conviction that the combination of the three components is essential for achieving trust.

Which of the following is the most important in building consumer trust in your brand:

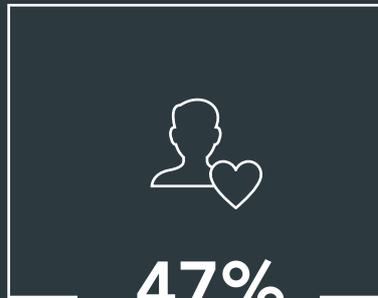


Source: iProspect 2018 Global Client Survey

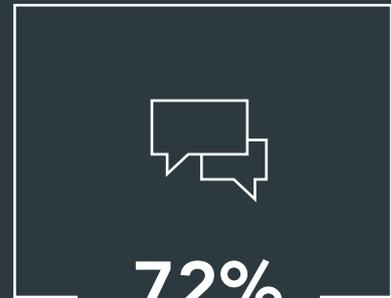
Global marketers move trust to the forefront in 2019:



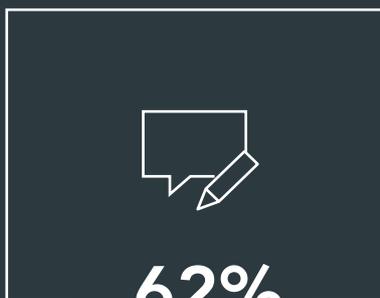
say trust is important to keep consumers buying their brand



define trust as brand loyalty and 47% define trust as consumers being ambassadors



believe brands should be socially active and vocal about their actions



don't have a proactive role in approaching online reviews, although they think reviews represent the biggest risk to consumer trust



believe Artificial Intelligence in marketing will create more consumer trust by creating more relevant and personalised experiences



say trust is a priority in 2019



say the quality of their purchase experience and after-sales service will be a priority for 2019



think the rise of digital assistants represents an opportunity to become closer to and develop stronger relationships with consumers



don't believe brands will dominate over convenient experiences in the future



CREDIBILITY
IN THE AGE OF

DOUBT



CREDIBILITY IN THE AGE OF DOUBT

The new forces redefining credibility

Is this brand competent? Is it legitimate to talk about this topic? Is what it says clear? Are words followed by concrete actions? Is this company really transparent? Does it protect my data? Is the brand promise authentic? Does the product deliver on this? Does it respect my consumer preferences?

These questions, the ways brands address them, and the public perception of their responses, have always played an important role in building credibility, the first brick of the trust equation. However, over the last 24 months, two forces have collided with and evolved the notion of credibility: the rise of fake news and the new awareness around data practices.

Fake news and misinformation are not new, but the current sophistication and scale is unprecedented. The formation of troll farms, the emergence of editing technology like 'deepfake videos', and the regular use of the term in the political sphere have all altered our notion of truth and helped feed the perception held by three in four people globally that their countries are divided.¹⁵ In the social arena, Massachusetts Institute of Technology (MIT) has demonstrated false stories spread six times faster than true stories when released on social platforms.¹⁶

Two important milestones have raised public awareness around data protection this year. Firstly, the Cambridge Analytica scandal which was mass publicised in March 2018 revealed the company had harvested the personal data of millions of people without their consent by misusing the Facebook API. Following public outrage, several legislative bodies across the world investigated how technology platforms protect data, notably holding highly publicised hearings of Facebook executives. Secondly, the enforcement of European Union's General Data Protection Regulation (GDPR), creating a global conversation around the protection of personal information. Fifty-two per cent of people are now more concerned about online privacy than they were one year ago.¹⁷ GDPR has ignited a transformational pivot across our industry as well; a data breach is now the biggest strategic risk in the eyes of CMOs.¹⁸

In this new context, consumers expect more responsibility, more transparency and more accountability before giving their trust. Brands will need to redouble their efforts to appear as credible options.

Protecting credibility in this new landscape

In 2019, we will see unprecedented attention on the role of purpose in the digital economy. Immediate benefits will be bestowed to those brands who can use digital to build and reinforce their credibility in the eyes of consumers. By protecting the integrity of their brand online, communicating their values, and leveraging the power of technology, brands will see a steady increase in trust of their brand in this heated climate.



1

Credibility in the Age of Doubt

- 1.1 The Chase for Purpose
- 1.2 The Value of Communications
- 1.3 The Intersection of Trust and Technology



Conversation with

MARK THOMPSON

CEO and President, The New York Times Company

According to Gallup, American's trust in news organisations has fallen by 40% in 40 years.¹⁹ The New York Times, one of the most iconic and respected publications in the world, is currently ranked the #7 most trusted media in the U.S.²⁰ Mark Thompson shares his views with Ruth Stubbs, iProspect Global President, on the rise of fake news, technology, and our common responsibility as industry players.



We have to
tell our story,
in our words.

In March 2018, MIT released the most comprehensive study on fake news ever done. How do you explain the rise of fake news, and what is your greatest concern about it?

Fake news has some attractive qualities: you're not limited to what's happened, you can cater to the most compelling kinds of stories, and then, at very low cost, you can craft your stories in a way that ensures they are the most popular ones. It's not surprising, in a way, since fantasy seems to be more popular than reality! People are allowed to fabricate stories, use satire, and exaggerate political opinions.

Then there are times when valid editorial content is misinterpreted to be news because traditional news markers and labels have been stripped out. I saw on my Google feed a picture of the U.S. President with the headline "this snake can't shed his skin" and it was attributed to The New York Times. It was actually an opinion column, but without the

word 'opinion' in the feed, it appeared as if The New York Times was launching a personal attack on the President. It's very important for people to know when they're looking at news and when they're looking at perspectives and opinions.

In the wake of 'Me too', data privacy, fake news, and the polarising political climate, what is the role of The New York Times?

We're here to report what actually happened, dispassionately, and then to be a platform for, in the words of Adolph Ochs who bought the newspaper in 1895, "intelligent and civil debate, including views from every perspective." Until recently, people knew what The Times stood for and they either liked it or didn't like it. In the immediate aftermath of the 2016 U.S. election, there was a wave of moral panic around fake news, and very quickly the President actually used fake news as a description for the establishment media, including The Times.

Conversation with MARK THOMPSON **cont.**

It became clear to me we have to tell our story in our own words. We hadn't done brand marketing for probably a decade. Our team came up with the Truth Is Hard campaign. In this noisy disrupted world, it seemed to make sense to state what we stand for. We don't claim to be the purveyors of truth, but we do take the time to get to the bottom of things.

In the light of new data regulations, as a public company with many people working for you to deliver responsibly to your customers, how do you weigh the data risks?

We're going to have to evaluate every pixel on the site, every kind of transaction. If you think about data as being the public's currency, there is this sense of responsibility. My first look at the list of third-party sites we had allowed access to users of The Times was a pretty sobering and frightening read, and in the end, we removed a lot of pixels.

Data regulations are intended to protect consumers, and while we might want to argue about some of the details of implementation, the mandate to maintain tight control on individual users' data is very hard to argue against. Having said that, I also believe that consumers want high quality services and they do not want subscriptions to everything. As long as there is clear control of data, I still believe there can be transactions where users give us data and we give them something in return for that data. It's a bit like the Wild West being replaced at the end of the 19th century by the rule of law in the American West. There comes a time when Dodge City has to clean up its act.

Machine Learning and Artificial Intelligence have had mixed results on marketing and media. Many advertisers famously cut millions of dollars from digital spend raising doubts about the future use of machine-based trading. What is the impact of Artificial Intelligence on news?

Anything that can be done by machines is going to be done by machines sooner or later, and I'm betting on sooner. Sometimes, though, we exaggerate of how fast change will come. In the early '60s there was an assumption that by 1970 we'd have sentient robots.

There are certain tasks for which Machine Learning is going to become very applicable in journalism. We use a Machine Learning application to presort reader comments, so the first level editor is a machine which has learned from millions of comments on The Times and determines whether a comment is likely to be acceptable to a human curator. It reduces a hundred thousand comments down to ten thousand, which then go to the humans for selection.

You are the CEO of a premium publisher. How do you see programmatic advertising today as compared to five years ago?

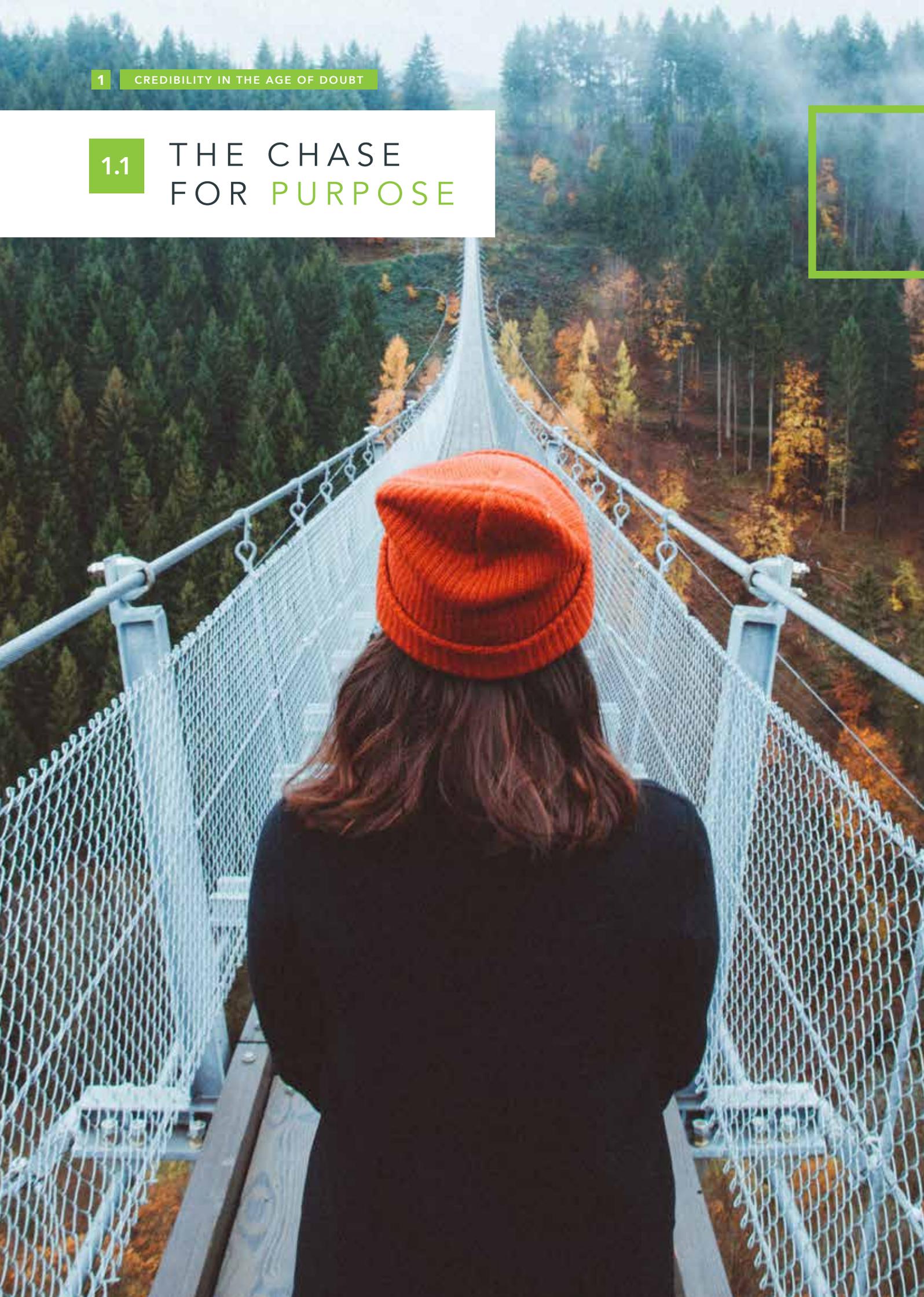
We're a quality brand, and our subscribers who pay a lot of money are seeing our advertising. We want the advertising to be valuable, attractive and consistent with our content. For us, generic programmatic advertising doesn't really make a lot of commercial sense. The world's leading brands went through a slightly mad phase of thinking that as long as you can reach the right person, it doesn't matter how or where you do. Now, they're beginning to realise that seeing their brand on an extremist site and or next to cheesy quality can hurt their credibility. Some of the big platforms are trying really hard to work on quality, but there can be a price which is you are going to end up with some horrific adjacencies if you're not careful. There is plenty of work to do on programmatic.





1.1

THE CHASE
FOR PURPOSE



For many years purpose has been a topic which marketers have philosophised and deliberated. Some see it as the most foundational component of their business, while others see it as a function of corporate social responsibility with limited impact on consumer preference. In the context of the attention economy, the need for higher purpose has never been stronger for building and nurturing credibility.

Rising expectations

The positioning of a company's higher purpose influences willingness - both of its employees and the consumers to engage with its offering and products. By 2025, millennials will comprise three-quarters of the global workforce.²¹ Companies must heed a potent combination - increased competition for talent and a workforce prioritising purpose, values and flexibility. Seventy-five per cent of millennials say it is important their values match the values of the business where they work.²² What a company stands for and how it goes to market matters. Two-thirds (64%) of consumers around the world will buy from or boycott a brand solely because of its position on a social or political issue.²³

Although Silicon Valley is often keen to present digital technology as the solution to every problem, it turns out most people (58%) do not believe it will, on its own, help solve the world's most pressing societal challenges such as environmental degradation.²⁴ People do, however, have high expectations about the role that companies should undertake as society leaders in the digital economy. For instance, in the U.S., 66% of people want brands to take a stand on social or political issues²⁵.

The majority of people believe companies have a moral obligation to get involved in social issues, and they believe companies are credibly equipped to do so. This is especially true for millennials (23-34-year-olds), as 75% of them think multinational corporations have the potential to help solve society's economic, environmental and social challenges.²⁶

The evolution of social commitment

Traditionally, companies' social involvement has taken the form of Corporate Social Responsibility (CSR) with varying levels of actual commitment - CSR often being secondary in the hierarchy of goals. In particular, the last several years revealed a considerable fatigue around CSR, where the primary purpose was to protect company reputation.

More recently, however, we've seen companies focus increasingly on clearer and more meaningful definitions of purpose and purposeful, with regards to their missions and brand propositions, respectively.

In addition, we see contrasts in the pace and breadth of innovation between emerging and developed markets in the sphere of social impact. Particularly in developing markets, the combination of an emerging middle class and constrained social systems (government, financial and educational) has generated a leapfrogging in solving global challenges, such as mobile payments. Emerging markets are also pushing the boundaries from a social impact perspective: consumers in Latin America, Asia, Middle East, and Africa are 23-29% more willing to pay a premium for sustainable offerings than consumers in North America and Europe.²⁷

Companies can legitimately question the limits and whether strong stances would potentially alienate a portion of their consumers or employees, ultimately hurting their business. In the annual iProspect Client Survey²⁸, 98% of marketers believe it is the role of brands to be socially active. The vast majority (72%) believe they should not only be active, but also vocal about their actions. Only 27% of marketers think brands willing to get involved should only do so for non-divisive topics, but, interestingly, this figure varies across regions and increases to 47% in Asia.

Good for you, good for business

We've moved beyond an era where defining business sustainability beyond a profits orientation is a matter of personal opinion. In this regard, nearly 70% of CMOs report that connecting their brands to positive societal impacts is an important way to engage consumers.²⁹ In the iProspect Survey, 82% of marketers declare their brand's social commitment plays a role in their business growth, 47% stating it is either important or indispensable.³⁰

VIEWS ON BRAND SOCIAL COMMITMENT



Source: iProspect 2018 Global Client Survey

Unilever's sustainable living brands (the ones with strong social or environmental purpose) delivered 70% turnover growth and grew 46% faster than the rest of the business in 2017.³¹ The UK department store John Lewis has also reported that brands like Stasher or Bees Wrap, selling sustainable plastic-free food storage, have been driving the overall category up 15% in 2018.³² Not only does social responsibility resonate

with consumers, but it also speaks to investors: analysing more than 2,200 empirical studies, Deutsche Asset Management and the University of Hamburg found that the large majority of the studies reported positive relationships between environmental, social and governance criteria corporate financial performance.³³

...sustainability isn't a nice-to-have for businesses. In fact, it has become an imperative. To succeed globally, and especially in emerging economies across Asia, Africa and Latin America, brands should go beyond traditional focus areas like product performance and affordability. Instead, they must act quickly to prove their social and environmental credentials and show consumers they can be trusted with the future of the planet and communities, as well as their own bottom lines.³⁴

Keith Weed, Unilever's Chief Marketing and Communications Officer

Unilever Sustainable Brand Report, Unilever 2017¹

While the long-term positive effect is clear, there can also be immediate impact for brands tackling social issues. Most emblematic is the recent Nike campaign featuring Colin Kaepernick that celebrates the 30th anniversary of the “Just Do It” slogan. Kaepernick, a professional athlete, became an international figure for kneeling during the U.S. national anthem as a protest against racial injustice. Although the spot proved polarising, Nike’s position proved credible to its core customer base, as demonstrated by its online sales, which jumped 31% after the campaign.³⁵

There are clearly short-term and long-term opportunities for brands to improve both their social impact and their business performance by embracing a higher purpose. However, to be credible in the eyes of consumers, authenticity is critical.

The importance of authenticity

Dr John Izzo, a specialist in social responsibility, talks to two seemingly opposite traps of which brands should be mindful when defining their role in a more socially-conscious world³⁶.

Some organisations want to get involved but spread themselves too thin, creating workstreams around too many social initiatives, therefore making little sustainable contribution. By contrast, other organisations see purpose merely as a storytelling exercise, focusing on crafting the society narrative instead of the substance of their initiatives. Both pitfalls can expose companies to consumer backlash. The first can result in a perceived lack of credibility in having what it takes to make a difference; the second can cause consumers to question the substance and transparency of the company’s motives, ultimately driving customers away.

Embedding purpose

An authentic company purpose is embedded within every layer of business and is a key component of its decision-making process. Product development, hiring practices, supply chain - the company’s purpose must permeate and align every facet of the organisation to transform intent into concrete actions. B Lab is a global non-profit set up to “harness the power of business to help address society’s greatest challenges.”³⁷ To become a certified B Corporation a company must undergo the B Impact Assessment to evaluate how the company’s operations and business model impact its employees, customers, community, and environment. Today there are 2,500 B Corp certified businesses across 50 countries. The B

Impact Assessment has the potential to become the benchmark tool to identify companies committed to both commercial and social impact.

Embedding purpose within the organisation requires focus from leaders to engage the entire organisation to drive impact by accelerating development across issues their company is qualified to address. Beyond galvanizing the organization, companies will increasingly work with partners outside their core expertise to meet unforeseen consumer demands.

Ashoka, a global non-profit, is dedicated to supporting the world’s leading social entrepreneurs whose innovations solve deep-rooted social problems.³⁸ Several years ago, Ashoka started a movement around “changemaker companies.” These corporations pioneer social and environmental solutions by working hand-in-hand with their employees, consumers and strategic allies, including other social entrepreneurs in the Ashoka ecosystem. Since 2010, Boehringer Ingelheim, an Ashoka changemaker company, has worked to improve health in communities around the world. Despite working in the conservative pharmaceutical industry, Boehringer leverages the know-how and experience of Ashoka’s social entrepreneurs to drive breakthrough change.

Purpose + Competence + Innovation

Although companies with purpose can deepen their customer relationship through a set of clear values, a critical driver of success is always the quality of their product and customer experience.

For an organisation to be seen as credible for tackling social issues, it must also guarantee the quality and competitiveness of its product. It must delight its customers with excellent service delivery. A company with purpose articulated clearly and delivered competently and authentically earns credibility.

Be a company with purpose built into every level of your organisation and execute on it consistently across everything you do. Win talent through values which resonate with today’s future leaders. Trail blazers will infuse higher purpose at the core of their business models and deliver a best-in-class consumer experience, driven by intention to make the world not only a more connected place, but one that provides value for all.

Five brands that demonstrated that purpose isn't a phase, and experienced business growth in 2018.

■ Patagonia

Founded in 1973, Patagonia is the perfect illustration of success with integrity. Committed to environment preservation, each year since 1985 the company has given 1% of its revenue to small environmental grassroots groups fighting to protect the planet. Rick Ridgeway, Patagonia's VP of Environmental Initiatives and Special Media Projects,



says the company aims at building “the very best product the teams are capable of creating while causing no unnecessary harm, to the planet, its societies, or its biodiversity”.³⁹ In the age of planned obsolescence, Patagonia is always looking to expand the useful life of their products, operating the largest repair facility in North America. Patagonia is the #6 most innovative company in 2018 according to Fast Company⁴⁰ (the first non-tech driven company) and its annual revenue has quadrupled in the last 10 years to about \$1 billion.⁴¹ In 2018, Patagonia sued the U.S. President in a bid to protect Bears Ears National Monument. Suing the government to protect a national landmark? Hardly a non-divisive topic.

■ Allbirds

Allbirds is a San Francisco based footwear start-up focused on sustainable footwear. After only two years in business, the company already generated an estimated \$50 million in annual revenue in 2017.⁴² Wool, tree fibre, renewable sugarcane, recycled cardboard or bottles, Allbirds builds ‘the most comfortable shoes’ with materials that limit their environmental footprint.



Regardless of consumer support for the environment, empathy often goes completely out the window at the point of purchase because there's a disconnect between this empathy and buying behaviour, in part because of limited options but also because a lack of understanding around what exactly sustainability means. That's why we're trying to do our absolute best to try and explain it along the way.”⁴³

—Tim Brown, Allbirds CEO
The Future Is Sweet And Sustainable For Allbirds, Forbes, 2018ⁱⁱ





■ Tony's Chocolonely

Ranked #1 on the Sustainable Brand Index in The Netherlands⁴⁴, Tony's Chocolonely is a Dutch chocolate manufacturer on a mission to produce 100% slave-free chocolate. Founded in 2005 by the journalist Teun van de Keuken, the company is committed to making its chocolate respectful of cocoa farmers in West Africa. Tony's pays farmers 25% more than the standard price for their cocoa. Every cocoa bean in a Tony's chocolate bar is traceable and has been directly purchased from one of their partner cooperatives. The company's purpose seems to be resonating well with consumers, as it recorded a 53% revenue increase YOY in 2017.⁴⁵

■ L'Occitane en Provence

Founded in 1976, the French multinational cosmetics company L'Occitane en Provence has always brought a lot of care to its sourcing. The operations around its signature ingredient, shea butter, have been praised by the United Nations Development Programme⁴⁶, "L'Occitane adds considerable value, notably in terms of the development of cosmetic formulas, packaging and design, and marketing. Due to this value addition, the end product can retail at prices that generate sufficiently large margins such that sourcing at the lowest prices is not a key necessity for the financial sustainability of the business model." L'Occitane founder Olivier Baussan defends himself of doing charity, "I want to give things back, because I was given things. And this isn't being charitable. It's being human."⁴⁷ The company reported net sales of €1.3 billion in 2018, a 4.6% improvement YOY.⁴⁸

“

A changemaker organisation is one that puts solving a major social issue at the core of its business, and acts accordingly in terms of governance, ways of working, managing their employees, educating their clients, etc. The world changes at a very fast pace, but economic divide increases even faster. Billions of people don't have access to health, education, clean water, etc. With all due respect to social entrepreneurs, NGOs or governments, there is no way they can address them all on their own. Businesses have a responsibility to intervene and there is a true business opportunity for them if they do it right.

Arnaud Mourot, Global VP, Strategic Corporate Alliance, Ashoka Europe

”

■ Unilever

Can you be a giant multinational consumer goods company and put sustainability at the centre of your model? For Unilever, the answer is yes. The British-Dutch company, founded in 1929, now operates 26 sustainable living brands, among which are Dove, Lipton, and the B Corp certified Ben and Jerry's. Paul Polman, CEO, spearheads Unilever's philosophy: "We are at a turning point. Only businesses that help people and planet thrive will succeed. We have to scale our impact through partnership, collaboration and trust."⁴⁹



Conversation with

ARMIN MOLAVI

Interim VP Media, Hilton

Armin Molavi, Interim VP Media, Hilton, shares his views with iProspect around trust in the travel industry, social responsibility and the place of data.

What do you think are the main drivers of consumer trust in the travel industry?

Unfortunately, parts of the travel industry in general is not the most trustworthy, in the sense that when you book a plane ticket, you're locked in. You can book a ticket now and change the dates tomorrow, and will pay a penalty, even if there are still empty seats. So as soon as people get into that booking cycle, their guard is up.

On top of that, the industry is riddled with a lot of unscrupulous resellers' inventory misrepresenting the property, the rates, the rooms. We regularly hear stories from guests who book on a home sharing site, and a week before, the owner of the property cancels, putting their trip at risk.

People need to have great confidence that when they get to their destination, there's going to be a great room, with great service, with great people that are going to make their travel as great as possible. That's our role at Hilton and that's what trust is all about in our category.

Our survey shows that 98% of marketers believe brands should be socially active. What are your views on this? How important is social responsibility in Hilton's business strategy?

Hilton has a long history of innovation: we were the first hotel to have telephones in rooms, to provide air conditioning, to provide room service, etc. When you come into modern day, we have huge areas of innovation in the space of reducing plastic, whether it's our early adoption of digital keys, our initiative to eliminate straws, or our leading amenity bottled recycling program. And plastics is just one area, earlier this year we committed to cutting our environmental footprint in half and double our investment in social impact by 2030.

We are regularly at the top of Best Places to Work, have some of the best maternity programs in the category, have supported the LGBTQIA community for many years, are a huge supporter of women in the workplace, etc. All of these initiatives are indicative of our commitment to not just being the best hospitality company in the world, but also the most responsible.

When you have thousands of team members who interact with guests on a daily basis, if you don't take care of those team members, it is going to come through in the customer service. And it actually improves the bottom line. Take the way Costco overinvests in their employee benefits: they have some of the highest retention and customer service ratings in the category. Customers know it, customers feel it. Social responsibility contributes to your overall mission, brand,



“
Consumers are looking
for organisations to
place their trust in.”

and value proposition, but you have to do it sincerely to make it have a positive impact on your bottom line.

How does Hilton leverage digital and technology to reinforce their credibility in the eyes of their audience?

For the travel category, obviously we have to start with property reviews. There is such a huge degree of transparency in our space that we have to embrace that.

Beyond reviews, ensuring that all of our communications really reflects the sincerity of hospitality is critical for us. That said, conveying hospitality in a digital format is tricky because some of the inherent benefits of digital marketing are about self-service, such as online booking and check-in. Our application lets users book online, pick their hotel room, check into their hotel room, request towels, check out, and that allows our team members to focus on providing personalised service. So how to use digital to convey hospitality is a huge part of our content approach, something we're always looking to enhance.

I believe technology should play a role in minimising the discomfort of travel. When you look at trends in homes, they are all about letting people cocoon more in their home. The question becomes how do you use data and technology to replicate that to the best of your abilities in a hotel? Every hotel room has products in it. Can you set it up so that a guest's favourite brands are in the mini fridge? We should be able to do, but we're not there yet, and I think that is essentially the way to go. Innovation is about creating value for our guests: physical value, monetary value and emotional value.

Talking about data and technology, do you think it enables deeper relationships or conversely that it can be a factor of mistrust?

Unfortunately, social platforms have struggled with data management, and it clearly impacted how consumers view data usage by companies. Consumers may say they don't want companies to have their data, but on the flip side they

would complain if there's no customisation when they visit Amazon, or if a product is more expensive.

The reality is that if Facebook didn't create a business model on the usage of data, and Mark Zuckerberg showed up to college campuses saying, "Give \$5 a month so you can check out all of your friends on Facebook", no one would have signed up! Look at the choice between iOS and Android. Apple is not making as much money on data as Google is, and that partially explains why an iPhone is more expensive than an Android phone.

In 2019, regulations similar to GDPR will spread to the United States, starting with California. Many global companies, Hilton included, have already been asking consumers about how they want their data used, and we will continue to ask if they want this company to use their data. Everyone is going to default to no. As a result, personalisation is going to fall off the cliff, and parents of 10 year olds will get ads for potties. I think there's going to be this period of time where consumers are going to say, "I don't like my data being used". This will impact both consumer experience and product cost, and consumers will realise, "Oh, this is why everything is now becoming more expensive".

So, the question becomes, how do I gain control of my data? Some platforms give consumers control of their data, giving them the ability to say, "Yes, I'm willing to let this company use my data, either for free for a better experience, or for money".

83% of our respondents don't believe brands will dominate over convenient experiences in the future. Do you think that convenience will prevail over brands in the travel industry? Or that brands will still play an important role?

Brands and convenience should not be opposed. You're not going to be interacting with a company that hasn't impacted you with their brand. No one is going to download an app from a company they don't have a brand relationship with. The key question is how to make convenience a pillar within your brand. Why are people walking into Amazon's brick-and-mortar stores? Because of the inherent nature of convenience embedded within that brand.

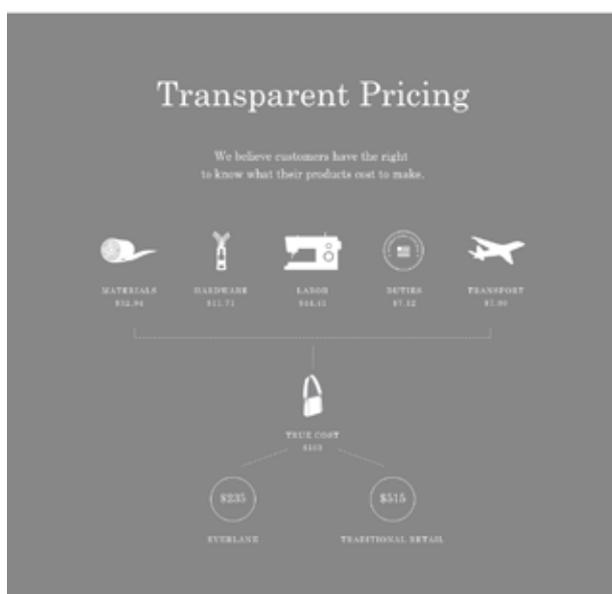
It is thus critical to understand what standards of convenience are being set in society at large. When an online retailer tells me delivery will take ten days, my initial response is "why does it take you so long?", because Amazon is setting a two-day delivery standard. At Hilton, we are always looking at the brands that our guests interact with, both inside and outside of the space. We look towards who is really the best at delivering convenience as a part of their value proposition, and then we use those learnings when setting the standards for our guests in our properties.

According to the World Economic Forum, 25% of a company's market value is directly attributable to its reputation. Marketers believe the reputation of their brand is the main source of their customers' trust.⁵⁰ Credibility is as much about what brands do as about how they communicate their actions and respond to what is said about them. It requires a full alignment of communication strategies across channels to eliminate any potential discrepancies experienced by consumers in their relationship with the brand.

There has traditionally been an information asymmetry between what companies knew (e.g., employee working conditions) and what consumers saw (e.g., the final product).

In the digital age, consumers are increasingly empowered to verify what brands communicate. In France, five million people use Yuka⁵¹, a mobile application allowing them to scan bar codes on cosmetics or food products to find out the potential impacts on their health. Thirty-six per cent of people say social platforms now make brands easier to monitor.⁵² This consumer empowerment demands more valuable and transparent communications from brands, and more are willing to play by these rules.

Take Everlane, the online clothing retailer guided by a radical transparency principle. The company doesn't shy away from displaying the breakdown cost of their items and the margin they take on their website, a level of transparency rarely seen. On some items, Everlane even lets customers choose how much they are willing to pay. While the company originally wasn't disclosing its supplier factories to avoid competitors utilising the same ones, Everlane now provides a full list of its suppliers' names, locations, owners, processes and longevity in business on its website.



Source: www.everlane.com/about

Luxury fashion group Kering, which houses companies such as Gucci and Yves Saint Laurent, recently launched mini-programme "My EP&L" (Environmental Profit & Loss) on WeChat.⁵³ The tool enables Chinese consumers to measure the environmental cost of their purchases in terms of air pollution, waste, carbon emissions, land use, water consumption and water pollution.

This transparency allows consumers to make more ethical choices, an increasingly important consideration of Chinese consumers (58% are more likely to pay more for ethical brands.⁵⁴)

Our brand trust stems from the quality and trusted nature of our content, and therefore we surface the content in our marketing wherever and whenever possible.

Mark Cripps, Chief Marketing Officer,
The Economist

If what a brand says is not aligned with its actions, that brand will quickly find itself out of the consumer's consideration set. Strong communication is a priority for brands seeking to increase consumer trust in 2019.⁵⁵ In the next pages, we will analyse how brands can build credibility in their day-to-day relationships with their customers through three of marketers' top priority channels for the coming year⁵⁶:

- CONTENT
- SEARCH
- SOCIAL

CONTENT

The central role of content makes it a key factor to build and nurture consumer trust. The best amplification tactics in the world are useless – and potentially harmful – if the content they are based upon is not legitimate, clear and connected to consumers.

Legitimacy

The first step towards credibility is legitimacy. Too many brands fall into the trap of entering spaces wherein they lack ownership. Consumers easily see through that and it can heavily tarnish the brand. Pepsi was accused of trivialising the Black Lives Matter movement after releasing a commercial where Kendall Jenner, positioned as a leader of a joyful protest, offered a can of Pepsi to a police officer as a sign of peace.⁵⁷ The response was so strong, including public figures like Bernice King, the daughter of Martin Luther King, Jr., that Pepsi quickly pulled the ad and apologised.

Conversely, when brands properly evaluate their legitimacy when developing content, consumers trust them, resulting in strong business outcomes. For instance, although AccorHotels operates gastronomic gems that pile up Michelin stars, the brand's Food and Beverage offerings suffered from a lack of notoriety. To get people to see their offerings in a new light, AccorHotels embraced its restaurants' diversity by celebrating culinary creativity through an international competition where cuisine lovers revisited their favourite national dishes. Because the operation was perfectly aligned with what the brand actually delivers to customers - diverse cuisine and local presence - it was successful at demonstrating AccorHotels legitimacy, and drove a 29% increase in restaurant bookings.

Be clear. Be concise.

For potential buyers to consider a brand to be a credible option, its message must be simple and coherent. A clear and cohesive brand voice must remain recognisable across the brand site, its ecommerce site, and even outside the brand's ecosystem.

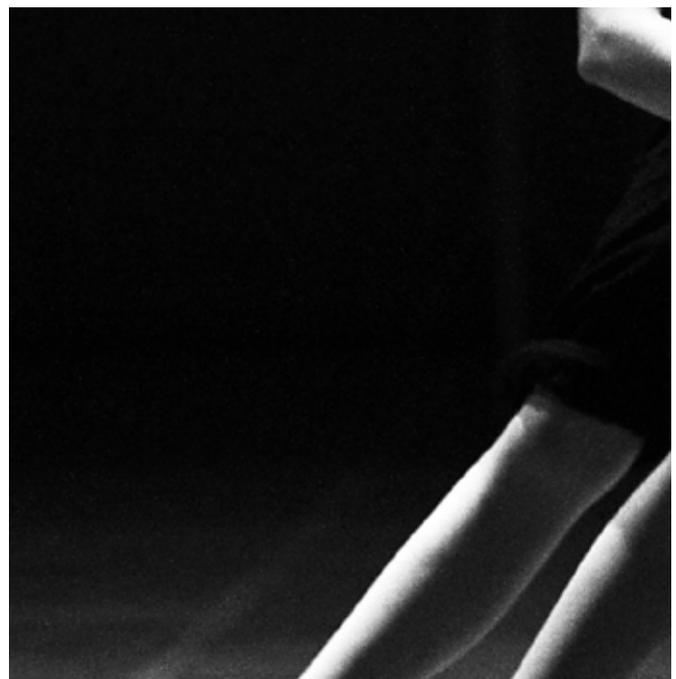
Consistency can be particularly difficult for brands with local resellers. To address this challenge, Chevrolet created in Colombia the Digital Dealer Program, a platform bringing together its dealers under a single, consistent personality. The platform not only connects all dealers' website content, but also articulates a consistent ecommerce strategy. It provides all

dealers with ready-to-use localised offers for their websites and media needs. The programme generated 391% average increase in leads for dealers, with 96% increased lead effectiveness.

Proximity

Bringing the consumer closer through virtual channels can be difficult for brands, yet it remains critical. Proximity encompasses many facets, from signalling the environment is secure (e.g., through https protocol or data collection policies), to accessibility (e.g., easily discoverable customer support), to using understandable vocabulary aligned with customer needs. Content can create a sense of closeness for specific audiences, as demonstrated by the Spanish National Ballet when it developed 'Bailando un Tesoro', a video game created to foster an interest in the traditional dances among 8-12 year olds.⁵⁸

Creative content can also help brands compensate for the lack of physical footprint. In South Korea, as many dealerships lack space to display cars, most of them sell through simple brochures and prefer popular local car models instead of imported ones. To launch its new vehicle, Chevrolet used mixed reality technology so that sales assistants could present the car through a realistic 3D replica displayed on a tablet. As a result, the brand saliency among the car buyers went up by 30% and Chevrolet was able to double the reach of their dealership presence.





“ This video game is the first tool through which children will be able to discover Spanish dance by playing. Instilling the values of the Spanish dance in kids, like respect of the teacher, tenacity or companionship, and the idea of wanting to reach little by little goals with a positive and constructive effort, is very important, whether they become dancers themselves or not.

Antonio Najarro, Director of the Spanish National Ballet



SEARCH

Search presents the unique opportunity for brands to build trust by responding to customers' intent at the specific moments they're looking for answers. When managed properly, a paid search message can transcend being merely an advertising message and actually deliver the content the user is seeking.

Search is a conversation

Every search is a user-initiated conversation. Successful brands take great care to know the individual behind the query in order to correctly interpret the user's intent. There are many ways to discover how people are searching for a brand: reviewing site analytics for referring keywords, using keyword tools provided by the search engines, analysing search queries which are already matching to paid search keywords, or even simply looking at suggestions by search engines autocomplete. Such analyses provide real-time, ongoing insights into consumer perception.

It is easy to identify search terms that correlate with purchase intent, basic information research, site navigation, and other primary KPIs. Dynaudio, a Danish premium loudspeaker maker, has been particularly good at identifying user intent, mapping out every user's micro-moment to provide the best response. Specific content has been developed for consideration terms such as "Active Speakers" or very specific concerns like "How to clear the speaker cones", taking the brand to the first position in search engines. Buy-related queries are covered through paid ads to ensure visibility. This strategy makes Dynaudio the most credible adviser on loudspeakers in every search moment, resulting in increased traffic by 22% and decreased bounce rate by 43%.

Embracing controversy

Another real opportunity for brands to build trust is proactively engaging with controversy. While it's tempting to exclude keywords related to concerns, worries, or even negative perceptions from paid marketing campaigns on the assumption that they won't deliver on primary KPIs, to do so is a significant risk. When searching for some of these less-than-ideal brand associations, people may find either voices other than your brand discussing the topic, or a lack of content answering the concern (otherwise known as a Data Void.⁵⁹) This lack of content provided by a brand or the press could at any time be exploited by persons or groups with ideological, economic, or political agendas.



Smart brands leverage paid search to involve themselves in a conversation by buying ads that provide their information and brand perspective about the issue. Faced with controversy about the propylene glycol content of their product, Fireball Whisky wisely bought paid ads for keywords such as "does Fireball Whisky contain antifreeze?" to ensure their response to the rumours was at the top of the search page with the message "Let's set the record straight—Fireball Whisky is safe to drink." By addressing controversy head on and ensuring people spend their time with truthful sources, a brand demonstrates its capacity to be trusted, and builds its reputation as a source of truth.

SOCIAL

Because social platforms are built around conversations, they provide unique spaces for brands to build or reinforce their credibility. Although there doesn't seem to be a week that goes by without some controversy around them, these platforms are regularly taking steps to improve their service – both for users and brands. For instance, Facebook has taken measures to better disclose brands' activity to users through the 'View Active Ads' feature and has pushed for more responsible targeting by removing the possibility to exclude by race.

The quicker, the better

Response time is a key factor of credibility on social platforms, and brands must constantly monitor social channels. Before



paid ads, monitoring used to be a huge part of a brand's social strategy, but many have now fallen behind in this area.

It's important to know what is being said to and about your brand, products, services and stakeholders, and it is equally important to control as much of that conversation as possible. In 2016, Tarte Cosmetics launched #KissAndMakeup in an effort to end cyberbullying after noticing negative comments on their own products. Now, more than two years later, Tarte still uses the hashtag and has truly ingrained anti-bullying into their mission statement.⁶⁰

Interactive by design

Although responsiveness is essential, leading brands actively drive conversations across platforms to engage their audiences. For instance, Jack in the Box deployed its first-ever multi-channel social media campaign bringing together an unlikely pair of adversaries - Jack Box and Martha Stewart - to showcase a new sandwich and drive customers into stores to try it themselves. Bringing the humorous feud to life during the Super Bowl, Jack in the Box pulled fans into the controversy, asking them to use the hashtag #jackvsmartha and pick a side. From this activation alone, Jack in the Box gained 10,000 new followers in one month, bringing in more than 14,000 mentions and 20 million total impressions. Additionally, they saw engagement rates that were 130% greater than the industry standard.

The necessity of transparency

Users on social platforms demand total transparency from brands. This is particularly true during PR crises: 85% of people are more likely to stick by a business during a brand crisis if it has a history of being transparent, and 89% believe a business can regain their trust if it admits to a mistake and is transparent about the steps it will take to resolve the issue.⁶¹ This highlights the importance for brands to have a crisis management plan in place so they can act quickly and credibly on and off social media.

Transparency is also a day-to-day matter as 81% of people believe social has increased accountability for brands.⁶² In that regard, brands can generally do a better job at clarifying their relationships with influencers. An image of Shudu Gram, a popular Instagram model of colour was reposted by Rihanna's cosmetics company, Fenty Beauty, wearing one of its lipsticks. However, Shudu Gram isn't a real person, but the CGI creation of a 28-year-old, white British man, who defended his creation saying for "[...] people to not be able to tell whether or not your work is real is a massive compliment".⁶³ Needless to say, not everyone shares his enthusiasm and Shudu Gram has been embroiled in controversy.

1.3

THE INTERSECTION
OF TECHNOLOGY
AND TRUST

When it comes to trust, technology can be a double-edged sword. Some view it as a cure-all for solving every marketing challenge, but it really comes down to how brands use it.

Keeping people and brands safe

The major technology platforms are multiplying initiatives to nurture consumer trust. Apple, Facebook and YouTube have all launched initiatives to help users better manage the time they spend with apps and devices. Users can visualise how long they are connected, turn off their notifications temporarily, or set daily reminders to disconnect from these platforms. This is particularly important for teenagers, as recent research found that adolescents spending more time on screens and less time on non-screen activities like in-person social interaction had lower psychological well-being.

When properly used, social platforms' unique features can direct our attention to matters of public interest. In Australia, Queensland Police used disappearing messages on Snapchat to help find missing people. These real-time, geo-targeted alerts have proven effective in locating missing teenagers in the critical first 24 hours. Another interesting example is Waze, the GPS navigation application, which has been used to debunk fake news in Indonesia.⁶⁵ Every time suspicious news emerges, trusted regular Waze users on the road are asked if they witnessed the reported event. If there are no witnesses, the probability of fake news is high. In only two days, 80% of questionable stories were outed as fake news within mere minutes.

Technology can also help brands safeguard themselves from appearing in any context which may reflect negatively on them through ad verification. It can be used to fight against counterfeits and knockoffs on online marketplaces, which can cheapen a brand's image, potentially put consumers' health at risk and hijack sales. This is particularly important as 44% of consumers warn family and friends about the brand after accidentally buying a fake product.⁶⁶

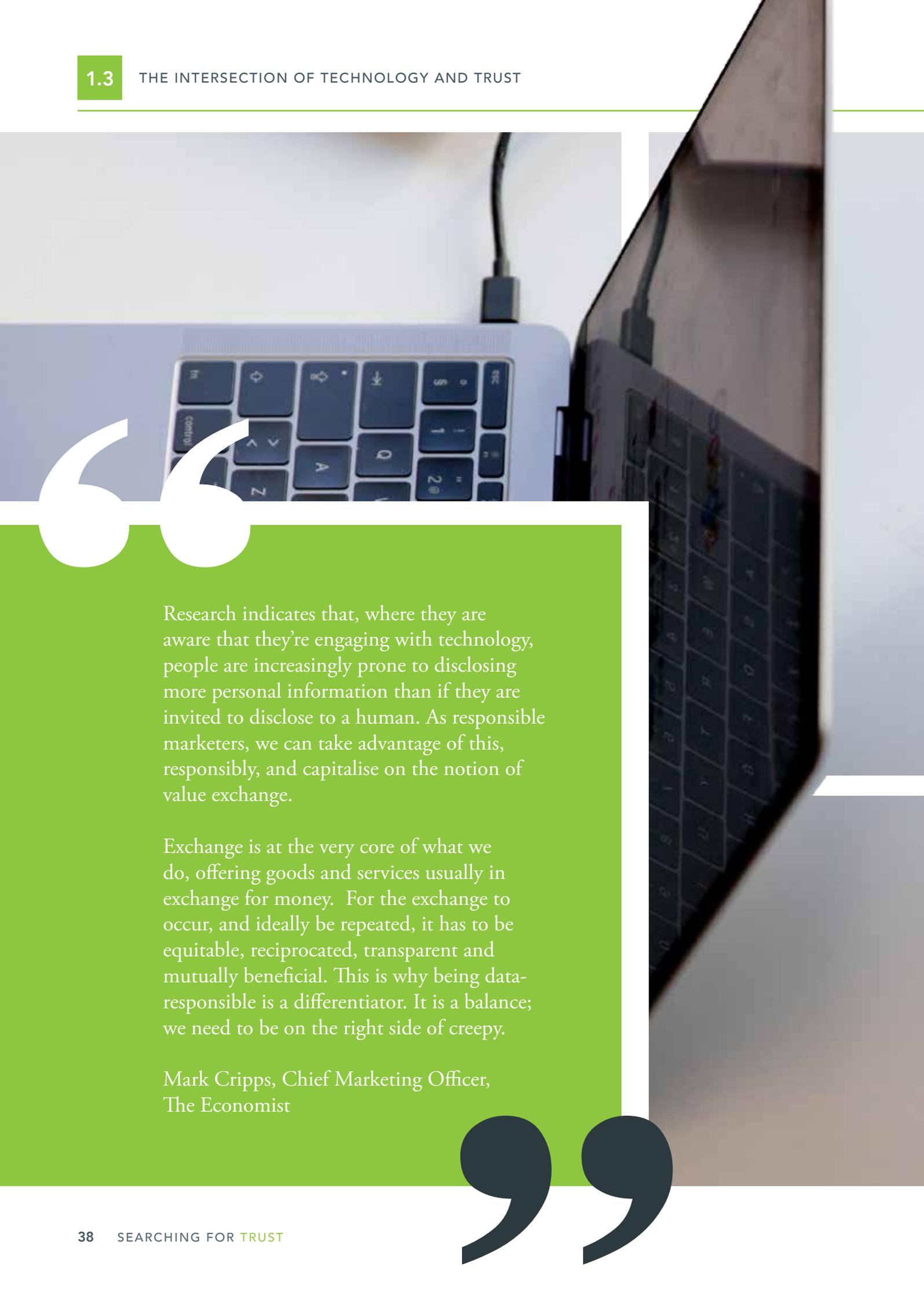
Misused technology can tarnish credibility

On the other hand, misused technology can backfire and erode credibility. For instance, Facebook has been actively helping Puerto Rico relief after Hurricane Maria. To raise awareness in the aftermath of the disaster, Facebook used its VR app Spaces for a live video featuring 360-degree images of devastated streets overlaid with a cartoon-version of Marc Zuckerberg.⁶⁷ Facing controversy about the relevance of using this technology in such a serious context, Facebook apologised and offered clarification on its original intent.

In May 2018, Google also faced public backlash after unveiling its new Duplex technology. To sound more human when interacting with people, Duplex mimics humanoid interjections like "ums". However, it failed to clearly identify itself as a machine to the person on the other end.⁶⁸ Responding to criticism, Google quickly indicated a disclosure feature would be added.

A shared responsibility

Although 60% of marketers believe Artificial Intelligence in marketing will create more consumer trust⁶⁹, the Google Duplex example is a good reminder that in the rise of AI, it is important to carefully and continuously assess public attitude towards technology. While 58% of marketers believe either government bodies or independent third-party organisations should regulate potential bias and malfeasance in AI⁷⁰, the responsibility to ensure technology is put to its highest and best use must be shared by technology platforms, marketers and agencies.

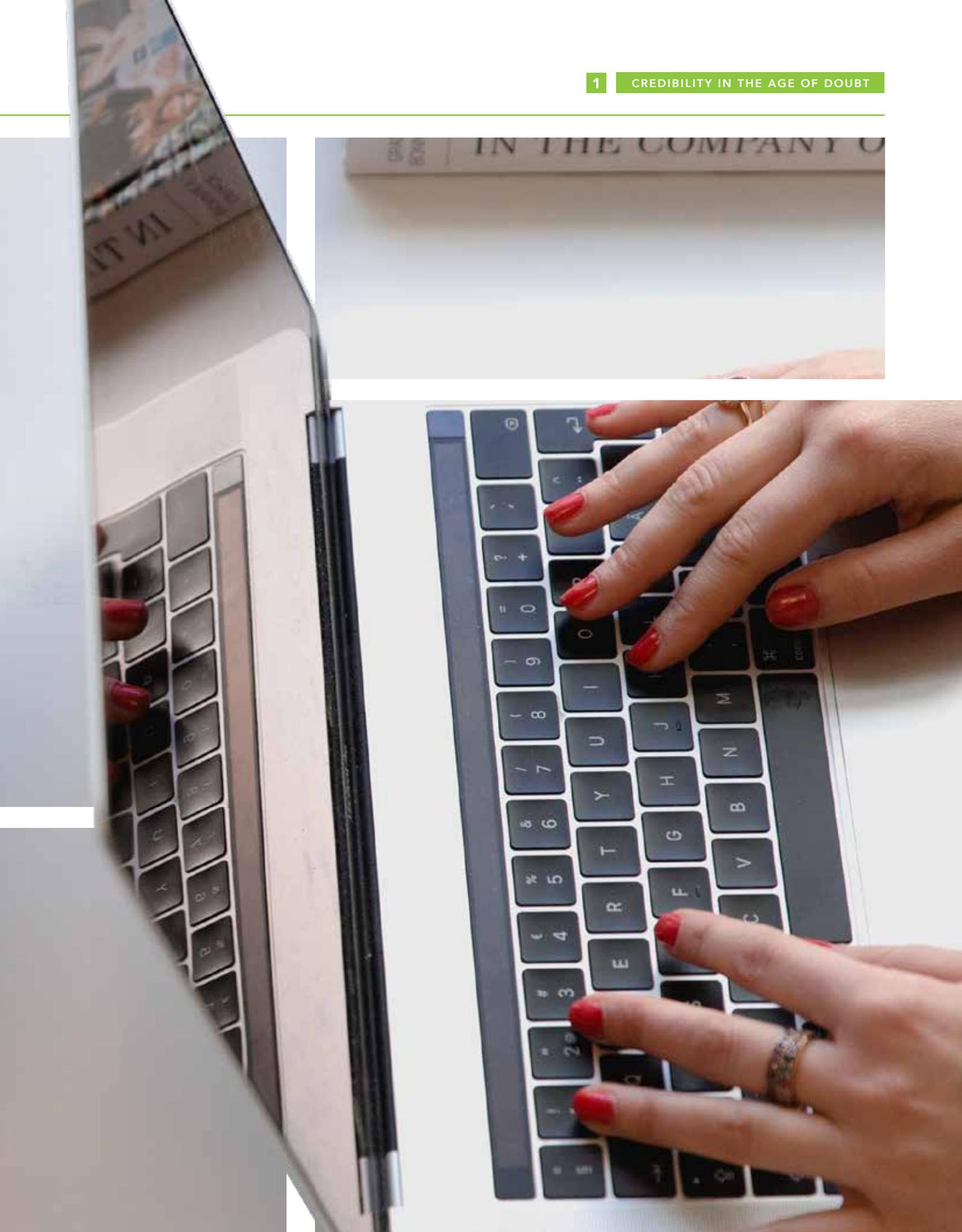


Research indicates that, where they are aware that they're engaging with technology, people are increasingly prone to disclosing more personal information than if they are invited to disclose to a human. As responsible marketers, we can take advantage of this, responsibly, and capitalise on the notion of value exchange.

Exchange is at the very core of what we do, offering goods and services usually in exchange for money. For the exchange to occur, and ideally be repeated, it has to be equitable, reciprocated, transparent and mutually beneficial. This is why being data-responsible is a differentiator. It is a balance; we need to be on the right side of creepy.

Mark Cripps, Chief Marketing Officer,
The Economist







CREDIBILITY

Three Takeaways for Brands

As we have seen, brands will have many opportunities to build, reinforce and protect their credibility - the first component of the Trust Equation. Consumers' expectations are on the rise, and brands now have both a moral case and a business case to embrace a higher purpose. The transparency, consistency and proactivity of their communication will continue to be critical for sending the signals that will positively shape the public perception of their credibility. Technology will play an integral part in this process, and savvy marketers will be the ones who properly assess where and how they should leverage it.

1

Embed purpose in your organisation

An authentic higher purpose can be a powerful growth driver. Start exploring where your company could make an impact and which stakeholders you need to involve for embedding this ambition within every layer of the organisation.

2

Think about Content, Search and Social as catalysts for your credibility

Search engines and social platforms are critical spaces for consumers to evaluate your credibility as a brand. Review how your content, processes and media strategy currently help you drive the conversation in these environments.

3

Consider how technology can support your relationship with people

Technology is not a magic bullet but, used appropriately, it can improve the perception of your brand. Think about how technology can help you keep your brand and your consumers safe.



RELEVANCE
IN THE AGE OF
NOISE



RELEVANCE IN THE AGE OF NOISE

More than a third of Chinese WeChat users connect for more than four hours a day in the app.⁷¹ U.S. adults are spending over 11 hours a day connected to linear and digital media and almost six hours a day with video alone.⁷² People in the UK check their smartphones every 12 minutes of the waking day.⁷³ Most messaging apps now let other users know if you are active, if not, when you were active for the last time, and whether you have seen their messages. Infinite scroll has become the norm across social platforms. Consumers are drowned in information and notifications. Their finite attention is continuously fragmented between an ever-increasing volume of signals.

Attention erosion is making it harder for marketers to strengthen consumer engagement. According to the Dentsu Aegis Network CMO Survey 2018, 44% of the respondents see information overload as a key barrier they face when it comes to building better relationships with consumers over the next two to three years. The same study shows CMOs recognise that capitalising on consumer engagement, i.e., turning interest into commitment or building loyalty, will get increasingly hard over the next two to three years.

Relevance is Paramount

As 2019 gives rise to shrinking consumer attention and a fragmented landscape, successful marketers will be those able to outplay the ad blitz by designing relevant experiences, respective of each individual's profile and context. Being relevant in an age saturated with pixels is not an easy task, and marketers will have to obey three commandments to truly resonate with consumers.

■ Develop a genuine understanding of people

Brands need to acquire and maintain a thorough knowledge of their audiences' behaviour and preferences. We will explore how brands can layer psychology, data and Artificial Intelligence to enhance their consumer insights.

■ Design individualised experiences

Although using data to create personalised experiences is the priority for marketers in 2019, 45% believe their current lack of agility to quickly evolve their proposition based on consumer response is a serious impediment to increased trust on the long term.⁷⁴ Building high-fidelity portraits of consumers is a vain enterprise if brands cannot personalise experiences accordingly. We will see how people-based marketing can help brands bridge the gap between insights and activation.

■ Engage beyond screens

Relevance cannot be approached in silos. To be trusted, brands cannot offer pertinent solutions on their websites but irrelevant in-store services to the same consumers. Consistency between environments is critical. We will address how brands can better integrate their online and offline experiences, and how they can benefit from the rise of virtual assistants.



2

Relevance in the Age of Noise

2.1

Understanding cognitive biases to improve experiences

2.2

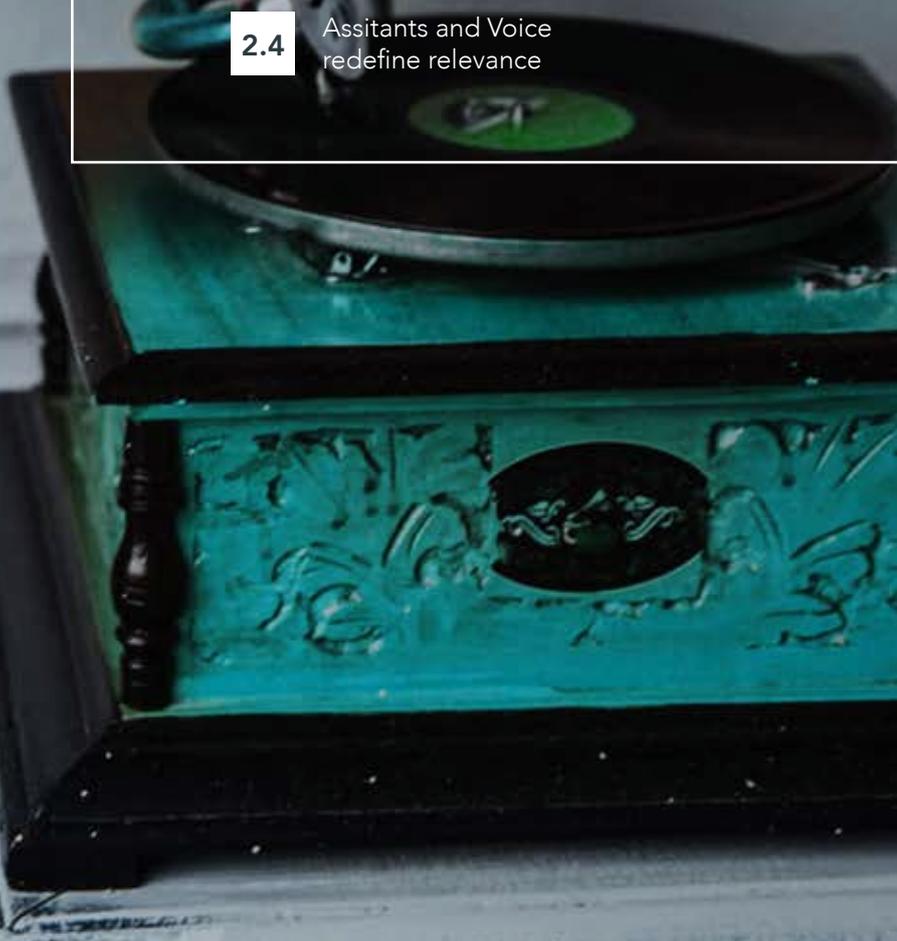
Delivering individualised experiences with people-based marketing

2.3

Integrated experiences

2.4

Assistants and Voice redefine relevance



2.1

UNDERSTANDING
COGNITIVE BIASES
TO IMPROVE
EXPERIENCES

In a world where everything can be measured, it is easy to forget that people are not perfectly rational agents always making consistent decisions based on known preferences. In reality, all of us are subject to cognitive biases in everything we do.

Subconscious decisions

You heard a new word a few days ago and now see it everywhere? This is a phenomenon psychologists call the Baader-Meinhof phenomenon. Still comparing a product you have just bought with alternatives? This might be post-purchase rationalisation. Ignoring arguments against buying a new smartphone? This is probably a case of selective perception.

These biases can be sources of discomfort. People can be paralysed when facing too many choices. Actually, 54% of us say we feel overwhelmed by the choices we have to make in our lives.⁷⁵ Consumers may make decisions that don't really benefit them only because they want to conform to their peers. For brands, it means their customers can be overwhelmed with decisions and may give up or make choices they will regret later. Marketers should attempt to identify how these biases interplay within their current proposition as they seek to design more relevant experiences for their audiences, particularly when considering the brand's digital properties.

Designing for people, not KPIs

On a website, there are many occasions where users drop out early: they may be distracted along the way, or they may have a limited amount of time, energy and motivation. Optimising their experience starts with data. Analytics are critical to mapping problematic areas on a website where metrics like bounce rates, click through rates, and general behaviour based data can help pinpoint underperforming

areas and suggest potential reasons behind poor performance: bad UI, unreasonable expectations, confusion, etc. Brands must employ qualitative research techniques such as heatmaps, user recordings, forms, and polls, if they are to understand their users' struggles and build hypotheses for optimisation.

Are users having trouble deciding? Simplify their options or make comparison easier through better information framing. Do they lack trust in your website? Work on authority through expert advice, or social proof in the form of reviews. Are they unmotivated? Let them know how far they have progressed through progress indicators.

Ask yourself "What is beneficial to the customer?" before "What is beneficial to the brand?" If you are not focused on the customer, then tactics such as getting people to click on that CTA more often or setting your newsletter to opt-out may result in an immediate increase in your metrics, but how will they affect your business in the long run? Will customers return products? Will they think highly of your newsletter if they were forced to subscribe? A created account doesn't mean an engaged customer, and a newsletter subscription doesn't mean a devoted reader.

There is no absolute right or wrong. The only truth is the one resulting from iterative testing. For instance, you might decide to display reviews on your page and yet when you test it, the results are marginal at best. This does not necessarily mean it is a bad idea. Try linking to an external party that might have more credibility like TripAdvisor, or use video to show the human side of the reviewer. There are multiple aspects to a single solution that only experimenting can reveal.

CASE STUDY

Transavia

Come Fly With Baby

How Transavia increased satisfaction of young parents by designing a more relevant booking process

Transavia is a budget airline that is part of AIR FRANCE KLM, the largest airline group in Europe, that provides solutions to a large number of travellers. With a mission of making “low cost feel good”, Transavia is constantly optimising its website experience to each customer’s individual needs.

Transavia sought to tackle the universal challenge young parents face when travelling: flying with a baby is always a hassle. Young parents may not be prepared to meet seating and luggage/carry-on regulations, and this adds stress on top of having to take care of their baby during their journey.

To better understand travellers with babies, Transavia leveraged information available through their customer service and ran usability polls. Based on this research, they formulated the hypothesis that adding specific content about travelling with babies throughout the booking funnel would make parents feel more informed, and thus more comfortable to complete a booking.

As soon as travellers indicated they were flying with a baby, Transavia changed the content of their pages to reflect the information needed for flying with an infant. Providing all the pertinent baby information during each step in the booking process allowed parents to instantly get a clear overview of what bringing their baby would mean for their flight arrangements.

It turned out that there was a slight decrease in the total number of bookings among people flying with children; some people decided not to proceed with their booking once they learned about the rules of flying with a baby. However, if having that information was enough to deter them from booking, what if those people had found out about that information only after they completed their booking? They would not have been satisfied with their travel experience, and would potentially have felt betrayed. Conversely, customer polls indicated that there was an 11% uplift in customer satisfaction among those who did complete their booking.

Sometimes, building long-term trust requires looking at a different set of KPIs. Revenue is easily measured in the short-term, while customer satisfaction and retention are not. Transavia chose to put transparency first, placing a positive traveller experience ahead of securing bookings at all cost. By being upfront about all the unavoidable requirements of travelling with a baby, Transavia respected their customers’ time, both during and after the booking process, and created the foundation for trust.

This doesn’t mean brands cannot win both on the short term and the long term. For example, user research led Transavia to also revise how its fare packages were presented. By providing jargon-free explanations on what each package covers and doesn’t cover, Transavia made the comparison easier for travellers, resulting in a direct 27% increase in sales of its premium packages.

Conversation with

VANJA MLACO

Digital Growth Strategist, Transavia

In conversation with iProspect, Vanja Mlaco, Digital Growth Strategist, spoke on why the conversation with their customer is the most valuable asset they own.

What are the main drivers of consumer trust in your opinion? What actions do you take at Transavia to nurture trust?

In the case of Transavia, the main drivers are reassurance on digital and operational processes. It means giving our valued passengers the feeling they are in control and that everything is going to be all right. For instance, if they have a lot of spare time at the airport, it could be about telling them they can enjoy a coffee before their flight leaves or notifying them when their route is obstructed.

Providing this level of convenience to customers is really powerful, and digital assistants are going to take this even further. Conversational technologies and interfaces will become a huge asset for brands, enabling them to be even more relevant about which products they offer. For example, Transavia has recently released its second Google Assistant action to let passengers access real-time information on waiting times at airport security checkpoints.

Explaining to customers why a company needs a specific piece of data is an important driver, too. Most of the big digital companies have more than enough data to personalise, but their maturity level on personalisation is often so low that they should look at better using what they already have before worrying about gathering extra data. At Transavia, the greatest impact is now made on small personalisation, which requires a minimum of data. The

tree of low hanging fruit is still very fertile, and we need to make good use of it before looking elsewhere.

I often see companies looking at technology as a goal and not as a means to achieve real goals. I put a lot of effort into understanding customer needs before deploying a piece of technology. As a result, customers are far less suspicious of innovation. If you just use new technology to mirror current digital channels, customers won't see the value and the risk of mistrust is much higher.

How do you connect online and offline actions to create relevant seamless experiences?

At Transavia, I have created the "One Conversation" vision, which embodies our goal of creating one conversation per customer, from the beginning to the end of his journey. This conversation starts when a customer asks us to help with some inspiration for his next journey, then it progresses through the conversion itself, questions from customers, (service, operational and commercial) information we exchange, etc. Customers are in charge of when, where and how they wish to engage this conversation. This is in comparison to our current set up where we have specific digital channels for specific customer needs (book on our website, ask questions via WhatsApp, change your booking via call centre, etc.).

For our team, the goal is
'Customer before Conversion'.

How important are social causes in Transavia's strategy?

I truly believe every company should put social causes at its very core. At Transavia, we launched the Peter Pan Foundation more than 20 years ago. Operated by 20 volunteer employees, the foundation creates care-free holidays for ill children by leveraging the company's knowledge and contacts in the travel industry. We organise three trips a year and have created an unforgettable experience for more than 1,000 children. Last year, we even developed a special Peter Pan livery for one of our planes!

2.2

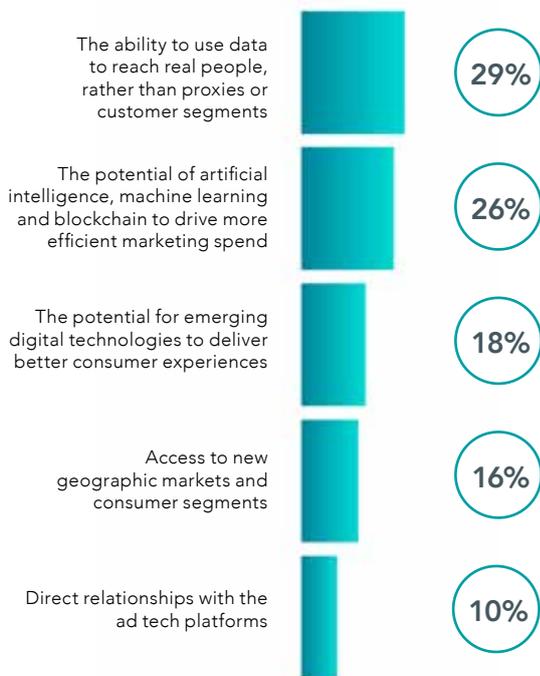
DELIVERING INDIVIDUALISED
EXPERIENCES WITH
PEOPLE-BASED MARKETING

As we have seen, it is important for brands to understand the intent behind their customers' decision-making processes and apply that understanding to improve their digital properties. However, this approach should not be confined solely to the brand app or website. There are bountiful opportunities to create and activate media that will resonate with people.

The foundation for this is people-based marketing, not a new concept by any means, but one that has attracted special interest recently because brands can finally infuse unique, helpful and actionable data into media planning and activation. While marketers have talked about marketing to people for decades, the technological abilities to truly do so in a digital environment didn't appear until the last couple of years.

BIGGEST STRATEGIC OPPORTUNITIES IN THE NEXT 3 YEARS

(% ranking number 1)



Source: Dentsu Aegis CMO Survey 2018

Using data to reach real people, rather than proxies or customer segments, is the biggest strategic opportunity CMOs foresee in the next two to three years. However, 61% of CMOs believe although there is now more consumer data available, it's harder to extract insights from it.⁷⁶

This capacity to reach real people blossomed with data connections like Facebook and CRM overlays, but it has become real and more powerful with the creation of M1, Dentsu Aegis Network's proprietary platform.

M1 allows people-based insights, planning, activation and measurement at the individual, known level. This is made possible by the creation of individual profiles based on personally identifiable information versus cookie-based proxies. For consumers, not only does this show the brand understands them, but it also means that communications become more pertinent, thus more valuable, to their daily lives. For marketers, it means they can confidently reach specific people, can expect to see higher engagement, can

focus their efforts and budgets towards the most efficient channels, and benefit from closed-loop measurement.

People over proxies

To provide accurate insights, M1 compiles information from a large variety of data sources. For instance, in the U.S., M1 currently has data on more than 277 million individuals, representing 95% of households over 18 years old.⁷⁷ The platform combines data match partners such as Amazon, Google, Adobe, Oracle Datalogix, or Visa with M1 Panel, a re-occurring proprietary survey that captures the motivations behind behaviours, and DataSource, a proprietary linkage of more than 40 granular datasets. This allows for access to more than 1,000 attributes, including demographics, psychographics, financial, attitudes, lifestyle, media usage and footprints, categorical transaction behaviours, and more. CRM data can also be infused into M1, providing a deeper understanding of the profiles, motivations and behaviours of a brand's actual customer base. M1 creates a person-level de-duplicated identifier that pulls together PII, physical and digital addresses, all devices, and entire media footprints to ensure a full individual picture of a person is captured.

Individualised experiences, at scale

These deeper insights can help brands create messaging that aligns with personal motivations, needs and attitudes, so it better resonates with consumers. The real power of M1 lies in its capacity to truly connect consumer behaviour insights with media activation. Within the digital space, addressability has continued to increase – whether with top publishers such as Time Inc. or via programmatic activation. M1 makes activating to individual consumers possible, allowing marketers to design campaigns optimised to reach specific audiences with accurate sequential messaging and strict control of frequency.

All too often, marketers face the difficult choice of having to compromise on accuracy, and thus relevance of their messages, when increasing their audience pool. Through partnerships with Visa or Datalogix, M1 enables marketers to go beyond their CRM audiences or defined consumer segments by reaching those who buy from competitors or in complimentary categories. Scale can also be achieved by infusing data in non-digital media channels. For instance, M1 allows person-level targeting to one of the most massive of previously unaddressable mediums, TV, through relationships with DirecTV and Comcast.

CASE STUDY

Hollister

How Hollister is using people-based marketing to resonate with teens

Putting our customers at the centre of everything we do remains our north star.⁷⁸

Fran Horowitz, CEO Abercrombie & Fitch and Hollister

Putting the Customer at the Heart of Every Decision Helps Elevate Brand Loyalty at Abercrombie & Fitch, Loyalty 360, 2017ⁱⁱⁱ

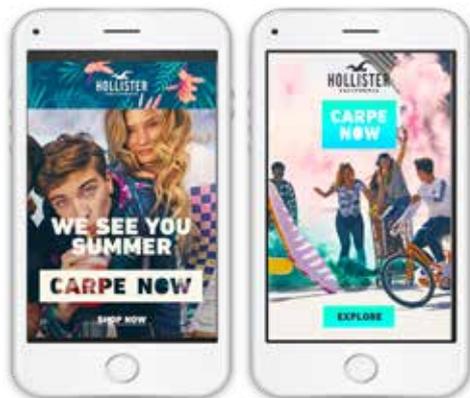
Hollister is a teen lifestyle brand that embodies the Southern California attitude. Their ambition is to “be the global high school consumer brand; to be the first brand teens think of.” As it’s highly difficult to compete in the teen market, Hollister has put tremendous effort towards ingraining the teen lifestyle into messaging versus selling a product. As such, the brand has a clear strategy: use brand media to unite teens with relevant experiences that enable adventure and discovery, and use performance media to capture demand and build loyalty that will drive maximum profitability.

From an insights perspective, M1 produced a large number of trends and takeaways. From the data, the guiding principle became clear: teens are always looking for an immersive experience. They live in a state of partial attention, they are a new type of non-linear shopper who actually prefers in-store versus online shopping, and they are always seeking the new and the next. Based on those insights, we built

a granular audience strategy to ensure we were providing the right brand media to connect teens to the brand, and then used M1 to target their parents, the purchasers. M1 data gave us the knowledge we needed to reach each target customer with the right, personalised message based on categories of interest, loyalty, and customer value.

Using M1, Hollister activated against these specific consumers within closed loop environments like LiveIntent so they could register the results of those activations.

Leveraging M1 to gather audience consumer insights, using those insights to build an audience strategy, and activating against those individual consumers resulted in significant performance lifts for Hollister. Non-brand conversion rate increased by 28% and offline conversions increased by 200%.



Teen Audience



Buyer Audience (Parents)

SPOTLIGHT

Artificial Intelligence

AI casts a new light on
consumer insights.



A leading car manufacturer was looking for new audiences to register for test drives. Despite its experience, when looking at available data, the manufacturer could see that almost every consumer likes cars, but the data didn't show why they were car enthusiasts and whether they were a good match for its brand. To some extent, the brand's marketing teams were stuck in their own knowledge bubble and couldn't understand the real consumer intent. Artificial Intelligence can help marketers bridge this kind of gap by collecting more data than what is humanly possible and processing it without any initial knowledge or specific assumptions.

The car manufacturer partnered with iProspect to use Data Lab, a proprietary AI tool, to re-examine its data. Data Lab quickly discovered common interest-based and behaviour-based patterns through the data, providing insights on:

- The core audience (e.g., people who have shown interest in the brand). Data Lab indicated which competitive brands resonated with this audience, helping the manufacturer in its positioning strategy.
- Affinity audience (e.g., people who are most likely interested in the brand and are close to the core audience). Data Lab highlighted the buying behaviour of the best performing audiences, helped expand reach based on affinity, and identified pertinent options for partnerships.
- Lateral audience (e.g., previously undiscovered potential audiences with business growth potential). Data Lab shed light on what people generally like, for instance their musical taste, which helped create a more relevant tone of voice.

AI-generated insights were then combined with dynamic content creation to increase the relevance of communications to consumers. It resulted in 10% increase of conversions, and 25% increase in click through rate, while increasing the car manufacturer's reach at the same time. Cost metrics also improved (CPM declined by 31% and CPC by 45%), demonstrating that AI-generated insights can be viable for turning consumer intent into relevant, actionable and efficient campaigns.





Conversation with

CARRIE SEIFER

Vice President and Chief Revenue Officer,
IBM Watson Media and Weather

Amidst the unstoppable rise of AI, iProspect spoke to Carrie Seifer, Vice President and Chief Revenue Officer, IBM Watson and Weather, on how trust and transparency underpins all they do.

Although Artificial Intelligence is lauded in business spheres, it often suffers a bad rep among the general public. How can we foster trust in AI?

New technology, including AI Systems, must be transparent and explainable. For the general public to trust AI, it must be transparent. Technology companies must be clear about who trains their AI systems, what data was used in that training and, most importantly, what went into their algorithm's recommendations. If we are to use AI to help make important decisions, it must be explainable. The public should be able to understand the behaviour of the algorithm without holding an advanced degree in computer science.

The purpose of AI and cognitive systems developed and applied by IBM is to augment – not replace – human intelligence. Our technology is and will be designed to enhance and extend human capability and potential. We

believe AI should make *all* of us better at our jobs, and that the benefits of the AI era should touch the many, not just the elite few.

Until recently, technology companies have favoured a utilitarian approach to AI (e.g., more efficient news recommendations) over a moral approach (e.g. consequences of filter bubbles). How does IBM balance innovation with ethics, and to tackle potential bias?

All new and emerging transformational technologies require society to consider the ethics of their development and deployment. We need to understand and anticipate how and when they will be used, and act accordingly to ensure that their usage conforms with societal norms and values.

As with any system developed by human beings, there is potential for bias in AI. Bias can be introduced through the algorithms, the training methods, and the data sets



As the innovation around AI and machine learning progresses, it would not be surprising to see brands integrate feedback from researchers, ethicists and experts.

As an industry leader, IBM has a responsibility to ensure that AI systems are developed in the right way, deployed for the right reasons, and without unintended consequences. This requires developing an ethical framework that guides both how we design and how we use AI solutions, giving businesses, consumers and societies the confidence to trust these systems and fully benefit from their capabilities.

IBM's trust and transparency capabilities provide explanations in easy to understand terms, showing which factors weighted the decision in one direction vs. another, the confidence in the recommendation, and the factors behind that confidence. Also, the records of the model's accuracy, performance and fairness, and the lineage of the AI systems, are easily traced and recalled for customer service, regulatory or compliance reasons – such as GDPR compliance.

Additionally, the fully automated software service explains decision-making and detects bias in AI models at runtime – as decisions are being made – capturing potentially unfair outcomes as they occur. Importantly, it also automatically recommends data to add to the model to help mitigate any bias it has detected.

How do you see artificial intelligence transforming the advertising and marketing industry?

Personalisation at scale is one of the experiences we aimed to tackle when we launched our Watson Ads solution in 2016. In Watson Ads, IBM created the industry's first AI-powered interactive ad unit. It's a solution that empowers consumers to interact directly with brands by having a personalised two-way conversation within an ad experience.

In addition to creating better consumer experiences through the unit, marketers are enjoying insights they can use to help improve future campaigns. The unit becomes similar to running a focus group at unprecedented scale - the more a consumer interacts with the ad, the more the brand understands how to serve their customer in the future. For consumers, they get a superior customer experience with a brand. This increases the value of the ad for both the marketer and the consumer.

themselves. To manage this, IBM is committed to being transparent about all of its efforts to develop and deploy these technologies, in combination with our existing best practices around data integrity. We are also consulting with leading researchers, ethicists and experts on bias around the world to inform our thinking and approaches to these technologies.

In many cases, the biases of AI systems simply reflect the hidden biases of society. But because AI systems can often uncover these biases as they are engaged, they provide a unique opportunity to identify and remove prejudice from many of our social systems.

AI systems offer great promise for societal benefit. For the first time, we have the opportunity to transform complex and unstructured data into actionable insight. We can reveal hidden patterns, advance science, and intimately understand how some of the fundamental systems that facilitate life on this planet work. This insight can and will be used to inform decisions on everything from business strategy to government policy.

2.3

INTEGRATED
EXPERIENCES



There is no such a thing as the online consumer journey. Or the offline consumer journey. There are only people looking for the most relevant solutions to their daily needs and assessing brands on their capacity to deliver how and where the consumer directs, not where the brand decided to invest its marketing dollars.

Online and offline work better together

Forty-two per cent of marketers think the fact they don't offer a consistent experience on every element of the consumer journey represents a challenge to long-term trust.⁷⁹ To be more relevant, leading marketers synchronise their online and offline media efforts.

Consider TV & Search synchronisation, for example. In 2015, a Dentsu Aegis Network study analysing more than 106,000 airings of TV spots from 66 brands demonstrated that search always reacts to TV, with 100% of campaigns causing incremental search volume. In 2017, follow-up research by iProspect and Google demonstrated that brands making the most of this consumer behaviour by synchronising their TV commercials with their paid search campaigns were winning in the search engine result pages. Ninety per cent of campaigns saw higher engagement with 65% increase of click-through-rate on average. Lower CPA was also observed across 72% of the campaigns analysed. In one real world case, Bet365 Australia synchronised paid search with its TV National Rugby League spots, resulting in conversion rates as high as 76% in a gambling industry where audiences are incredibly fickle.

The challenge of Online-to-Offline (O2O) measurement

Many companies are showing increasing interest in O2O services to better drive their consumer experience. Over the last few years, progress made in mobile signals, location tracking, and identity graphs, combined with the emergence of DMPs, helped append non-digital activities to unique IDs. Although Facebook and Google have been particularly active at trying to offer direct O2O measurement capabilities, they still come with some inaccuracies and don't yet close the gap between online and in-store measurement. However, this should not stop brands experimenting with O2O.

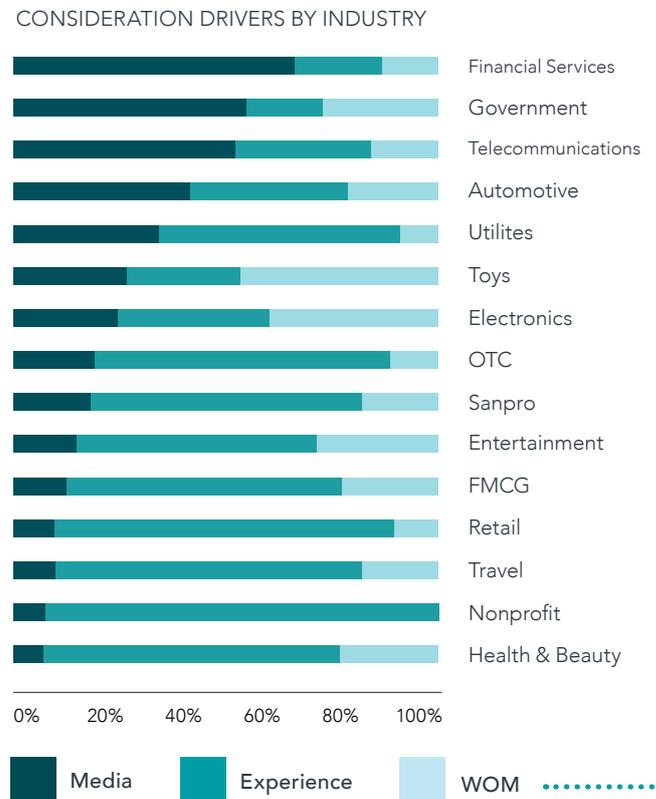
Pier 1, a U.S. based home goods store, incorporates in-store sales in its campaign measurement. The brand created a dashboard

that retroactively applies actual store data to corresponding paid search campaigns to check overall strategy post-purchase. Additionally, in order to optimise in real time, Pier 1 uses an Enterprise Return On Ad Spend (ROAS) (which accounts for both offline and online revenue). Factoring in-store purchases into real-time optimisations drove 7% more store visits and a 25% increase in store revenue period over period.

The power of experience

Our Dentsu Aegis Brand DNA database shows that experience is a critical driver of consideration in most categories.

BRAND EXPERIENCE IS A CRITICAL DRIVER OF CONSIDERATION IN MOST CATEGORIES



Source: Dentsu Aegis Brand DNA database

Experience-driven businesses report 1.6x greater year over year growth in customer lifetime value, 1.7x in customer retention, and 1.6x in customer satisfaction than other companies.⁸⁰ Seventy-one per cent of CMOs believe generating ideas that connect with people emotionally are what will make them stand out and maximise the value of consumer engagement over the next two to three years.⁸¹ To increase participation, marketers should look at reinventing their in-store experience and enhancing interactions with their brands through relevant uses of digital.

Levi's, which recently combined its ecommerce and retail teams under one division, has been offering shoppers at its store in Walt Disney World's Disney Springs the opportunity to buy a limited-edition hat through an interactive AR experience on Snapchat. Users can unlock a Shoppable Lens by scanning a Snapcode, which lets them virtually try the Levi's x Mickey Mouse hat, share their look, purchase directly through the app and have the hat delivered on the same day for free to their hotel.

In efforts to drive traffic to its restaurants while contributing to a consistent brand strategy across 40+ Latin American and Caribbean markets, KFC launched Click 'n Share. For this operation promoting their new menu for two people, KFC gamified the coupon redemption experience by giving people half of a coupon and letting them choose one friend who would receive the other half. Both friends had three hours to meet at the nearest KFC and redeem their discount by putting their mobile phones together. KFC's experience-driven strategy met great success with customers, driving a +7% engagement rate increase, reaching 5.5 million people and successfully driving visits to local restaurants (for instance 1,500 visits in Santiago, Chile).

Another particularly interesting example is the one of Sberbank. Knowing that Russian retailers are often strangely located and only 20% of new ventures survive the first two years, the bank used empty store windows to ask local residents which business they would like to see being established there. People could make their voice heard through a simple vote on their phone. The bank leveraged this hyper-local data in a real-time programmatic display campaign aimed at small business entrepreneurs, to show them the opportunity and propose an appropriate loan. The campaign generated 9 times as many loans as traditional loan advertising.

“One of the ways we pursue innovation is by creating unique and immersive experiences with consumers. What was important to us was to be able to marry the physical, the digital and the social side of things into one experience as a company.”⁸²

Brady Stewart, SVP, LSA Digital,
Levi Strauss & Co

Snapchat's Newest Ecommerce Experience Brings Together Levi's, Disney and AR, Adweek, 2018⁸²





CASE STUDY

IKEA

How IKEA evolved its consumer experience by integrating online and offline

Stores have always been at the centre of IKEA's differentiation, value proposition and customer experience. In its stores people can imagine what their home interiors could look like, discover new possibilities and plan to make them happen. Because of this essential role, IKEA doesn't treat ecommerce as a simple alternative sales channel.

Instead, the company is developing one seamless experience, integrating online and offline in a multitude of services to ensure people spend their time in the best way before, during, and after their visit to the store. For IKEA, this experience-driven approach is critical for maintaining the long-term relevance of its stores in the digital age.

1

Bringing IKEA services in the living room

Would that desk fit? Would this chair's colour match with the wallpaper? How big would this footstool look in our living room? These are typical questions people ask when examining a piece of furniture in a store, and answering them can be a real leap of faith. To reduce multiple store visits, assembly time, and product returns, IKEA has developed a mobile application, Place. Through augmented reality (AR), Place lets customers browse more than 2,200 items and see them in true-to-scale 3D representations of their homes. Place even makes it possible for customers to walk around the items and interact with them, all in AR. A customer looking to replace a piece of furniture with a similar model can simply take a picture of the item and the visual search engine within the app will suggest items from the IKEA catalogue.

2

Enhancing store experience

IKEA has always put a lot of focus on their in-store experience. The company has recently been exploring a way for shoppers to learn more about its products through an IKEA world virtual reality experience at one of its store openings in Texas. Although IKEA is experimenting with technology in-store, the brand makes it clear it is only to complement the human side of its shopping experience. As Gillian Drakeford, IKEA UK & Ireland Country Retail Manager puts it, "People want human interaction in-store. It's what we've always done, but it's enhanced by technology and expertise".⁸⁴



iProspect's innovative use of Search Ads 360's most powerful features allows us to test out our products and focus on the geographical areas that best serve our stores.⁸³

Tania Douglas, Media Manager, UK & IE, IKEA UK

”

3

Using geolocated digital media to bring relevant solutions

IKEA is also pursuing smart approaches to local digital to increase relevance and impact among their customers. Although national campaigns work well for the master brand, people really want to hear about the stores close to them. IKEA uses local media to raise awareness of local store events. In one example, iProspect helped IKEA conduct a blind A/B test among a store's local catchment area, using Facebook to beat the drum about a sale event. IKEA saw an 11% increase in store visits among those who had seen the ad, rising to 31% uplift among its crucial younger audiences. This had an ROI of 6:1. More recently, IKEA increased store visits elsewhere by 232% through paid search, demonstrating that relevant messaging combined with hyper-local targeting resonate with people's needs, which directly translates to incremental in-store returns.

4

Supporting customers after their purchase

Not everyone is a natural born furniture assembler or has the time and motivation required to put together bookshelf pieces. IKEA customers who prefer the help of a third party can go online to TaskRabbit, a platform the company acquired in 2017. This marketplace matches freelance labour with consumers looking for help with everyday tasks, such as moving, delivery and even handyman work. Through this complimentary service, IKEA has found a way to make its proposition relevant to a new fringe of consumers not willing to deal with self-assembly.

5

Increasing customer lifetime value

In Austria, IKEA developed Second Chance, an online tool that allows owners of IKEA furniture to check residual values even after years of ownership – in real-time and only a few clicks. The tool taps into IKEA's product database to deliver an estimation of the value of a certain furniture item according to its condition. The owner can then bring its piece of furniture to the local store in exchange for a voucher. This programme demonstrates to IKEA customers that their furniture pieces retain their value and last much longer than many people think. For IKEA, it brings people back into the stores and motivates them to buy again.



Conversation with

LAURENT TIERSEN

Country Marketing Manager, IKEA UK & Ireland

The home remains one of the most personal spaces in today's digital world. In conversation with iProspect, Laurent Tiersen discusses the constant focus on staying relevant to their consumer.

How would you define consumer trust? What do you think are the main drivers of consumer trust?

As a value-driven organisation, IKEA has always wanted to have a positive impact on the planet and to help create a better everyday life for people. Now, more than ever, brands have a responsibility not only to take actions for the greater good of society but also to enable customers to take part in this positive movement and to support them in taking small actions that could have a big impact. Our Live Lagom programme is just one example of how we share our sustainable life at home expertise with consumers.

In the age of misinformation, information overload and constant consumer connectivity, as a marketer how do you ensure consumers see your brand as credible, relevant and reliable?

We are constantly evaluating how we can remain relevant in the eyes of consumers. Affordability has always been a core pillar of our business, however we know that customers increasingly value convenience. Through our recent business transformation, we put speed into adapting to these needs. In the UK and Ireland, we recently announced our City Centre Approach starting with London and we continue to invest in being more convenient through our enhanced service offer (Task Rabbit, next day delivery) and digitalisation. We also work consistently with our consumers to understand their needs through thousands of home visits, to feed in our range development and our range presentation online and in store. Furthermore, we offer many home furnishing ideas through UGC on our own channels and social media.



“
We want to create a positive social impact for everyone across the IKEA value chain.
”

How important do you think it is for brands to be active in social causes?

Consumers are increasingly favouring brands that rise above the rest and cause cultural change. As a value-driven organisation, IKEA already has a very strong brand purpose. Our vision to create a better everyday life for people leads everything that we do. From how we work with suppliers as a global brand (I-way), to how we treat and develop our co-workers (employment standards, inclusive policies, equal opportunities for competence and career development), to our responsibility for the future of our planet. This is an ongoing journey and we constantly look at how we can have a positive impact on society. Through our recently updated People and Planet Positive strategy we want to inspire and enable more than 1 billion people to live a better everyday life within the limits of the planet. We are also transforming into a circular business, becoming climate positive and reducing more greenhouse gas emissions than the IKEA value chain emits, and we want to create a positive social impact for everyone across the IKEA value chain.

How does your organisation balance the needs for personalisation and privacy to build trust in the long term?

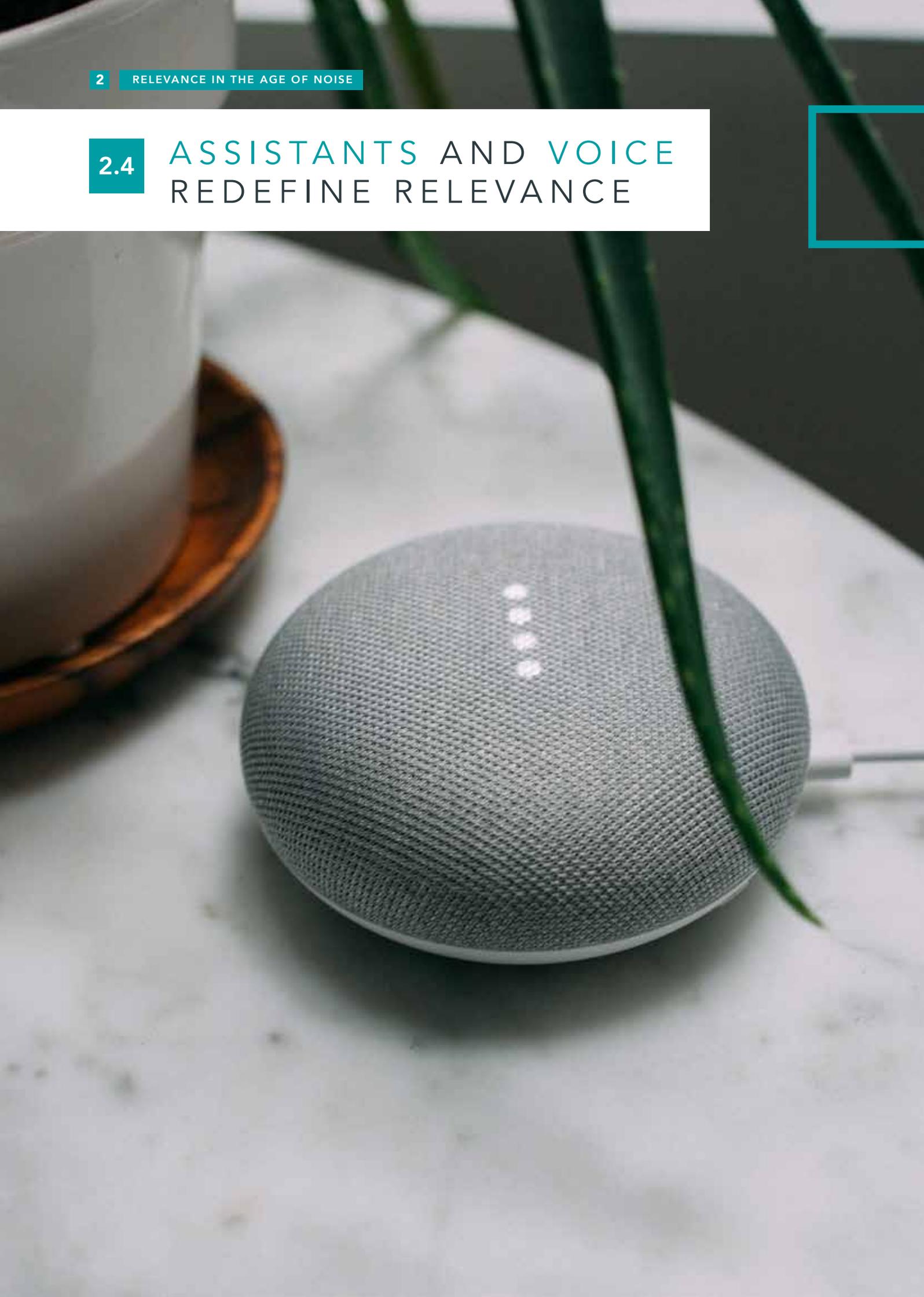
Whilst we adopt more personalised solutions in our communications, we are very conscious of not compromising consumers' privacy. Whenever our customers shop with IKEA, we want them to feel certain that their personal data is secure with us and handled correctly. It is one of our highest priorities to be compliant with the EU General Data Protection Regulation and to safeguard the personal data of our customers, co-workers and business partners. We have initiated and implemented multiple activities to ensure that we have the right competence and knowledge in place to protect personal data.

How do you connect your online and offline actions to create relevant seamless experiences for consumers?

This is a long journey for an established brand like ours which has some legacy systems, however there are some good examples already. We are integrating our push commercial activities under our own "customer experience map" which is giving great results in e-com traffic whilst maintaining our physical stores as a destination. Since we have integrated 'store visits' as a metric to measure our online channels over the last few years, we can clearly see the contribution that online channels have to effectively drive visitation to our stores.

As a result of identifying the importance of alignment between our online and offline channels, we continue to explore different avenues of online channels to find the most effective and efficient ways to aid the offline shopping experience. We have previously tested a Local Campaign with Google, formally known as Map Ads, as a means to raise awareness of our in-store offer. We are also investing into pull capabilities and working towards a single view of our customer to align the whole customer journey pre- and post-purchase.

2.4

ASSISTANTS AND VOICE
REDEFINE RELEVANCE

As more consumers incorporate voice-enabled and assistant-powered devices in their daily routines, it is clear that voice and virtual agents are here to stay. To stay relevant, marketers must keep up with these new ways for people to interact with technology.

Improving availability to spur adoption

While smartphones remain the most widespread type of hardware embedding assistants and voice technology, 2018 was a significant year for the rollout of smart speakers across the globe. Nine million units were shipped worldwide in the first quarter alone.⁸⁵ Google added Korea, Mexico and Spain to its list of countries where Google Home is available. Amazon launched its Echo in key markets like Australia and France. On Prime Day, the best sellers worldwide were the Fire TV Stick with Alexa Voice Remote and Echo Dot.

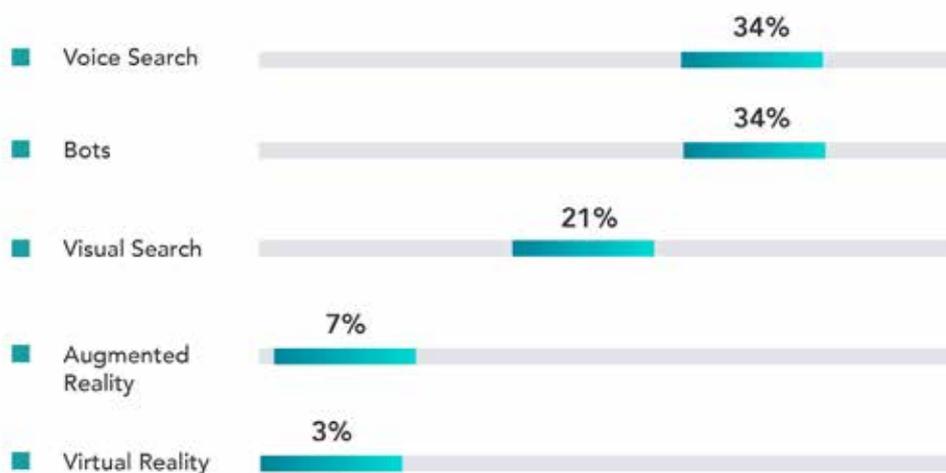
Manufacturers have also intensified their efforts to make their assistants available well beyond their sole platforms. In January, Qualcomm and Microsoft partnered to make it easier for hardware manufacturers to integrate Cortana.⁸⁶ In April, Alibaba brought its assistant Tmall Genie to Chinese Mercedes.⁸⁷ In June, Sony embedded Google Assistant in its TVs.⁸⁸ In August, Amazon launched Alexa Auto SDK to bring

its voice assistant to more cars.⁸⁹ Each month, new platforms join the already substantial lists of assistant-compatible devices (12,000 devices for Amazon Alexa⁹⁰ and 5,000 for Google Assistant⁹¹ as of May 2018), bringing omniscience to the most popular personal assistants.

Brands enter the assistance world

As digital assistants and voice technology availability skyrockets, now is the time for brands to enter the assistance world. Not only is the space highly connected, but it will reward early, innovative players. According to the iProspect 2018 Global Client Survey, developing a strategy for voice and digital assistants will be the second fastest-growing priority for marketers in 2019 (vs. 2018), only second to maximising sales in online marketplaces. Voice search and assistants will be the two priority emerging channels in 2019.⁹²

WHICH EMERGING MARKETING CHANNEL WILL YOU PRIORITISE IN 2019?



Source: iProspect 2018 Global Client Survey



Although technology giants are very active in the development of voice technology and virtual assistants, do consumers embrace these new opportunities to interact with technology as they become available?

To better understand consumers' actual views and expectations, iProspect surveyed more than 10,000 respondents across Europe, Asia-Pacific, and Americas during the last 12 months.



1 out of 5
are willing to receive advertising in their voice searches

SPAIN



43%
of people who use voice have done so to purchase a product in the last 3 months

UK



32%
of people claim to use voice to interact with devices

FRANCE



86%
of Mexican voice assistant users use them because it is faster than writing

MEXICO



32%
of Brazilians 50-55 use voice search once a day

BRAZIL



69%
wish they could buy food for delivery through their assistants

COLOMBIA



58%
of smartphone users do not use voice features because they feel embarrassed

JAPAN



82%
of smartphone users are currently using voice activated technology

INDIA



36%
of smartphone users first used voice because they felt it made them look cool

CHINA



27%
of smartphone users use voice on average 2-3 time per week

AUSTRALIA

CREATING BRANDED INTELLIGENT AGENTS

As people get more and more familiar with assistants across the globe, availability is only half the battle. Assistants will need to resonate with users on a daily basis to really stick over time. This means not only demonstrating their utility, but also their potential to be trusted.

To establish safe environments, Google already offers some control to users by allowing them to erase records of interactions with its assistant. However, to build heightened levels of trust and intimacy, Emotional Intelligence will be critical. So what should marketers consider when creating their intelligent agents?

From call centres to open frameworks

Most brands have already started creating an intelligent agent without even realising it. Call centres are goldmines of recorded conversations that can be leveraged as training materials for an AI system. By converting these conversations into understandable labelled data, AI systems can learn what matters most to current customers, what issues they have, what makes them happy, and what makes them frustrated. These conversations can grow into a full dialogue system. As consumers constantly switch between channels, open frameworks should be preferred to closed ecosystems to make intelligent agents more useful and relevant wherever consumers are looking to converse with the brand. It is equally important to put a plan in place so that customers can easily discover the brand's conversational technology and know how to use it.

Conversations that flow

When asked to describe the personality and character traits of a digital assistant, the first two adjectives users chose are 'Helpful' (60%) and 'Smart' (57%).⁹⁴ Brands should remember actions are the main goal of a digital assistant and use chatbot UX designers to help diagram actual conversations and dialogue.

To create a natural flow, developers should feed their assistant a variety of responses (upwards of 20 for each scenario) so that it can piece together unique phrases. Keeping context top of mind is key to success. Although maintaining context in conversation comes naturally for humans, it's still one of the hardest things for a machine to do, resulting in irrelevant responses and frustrating results.

Finally, customers should be able to respond in various ways, from Boolean yes/no, to images, to free form. Intelligent agents should be able to learn from customers' responses over time and continue to adjust.

Emotional Intelligence and Personality matter

Interestingly, the third adjective users chooses to describe the personality of a digital assistant is 'Friendly' (44%), a very human characteristic. Consumers don't want to engage with robots, but with brands who know them, who help them, and who care. Through its intelligent agent, a brand speaks, sees, feels, and thinks. It welcomes customers and makes them feel special. What does a brand sound like when it speaks? Smart? Funny? Cool?

Myers-Briggs personality types (MBTI) can be used as a baseline for developing a brand's personality and creating a consistent, human-like persona. If your agent talks, explore using voice inflection within responses to better communicate and avoid sounding robotic.





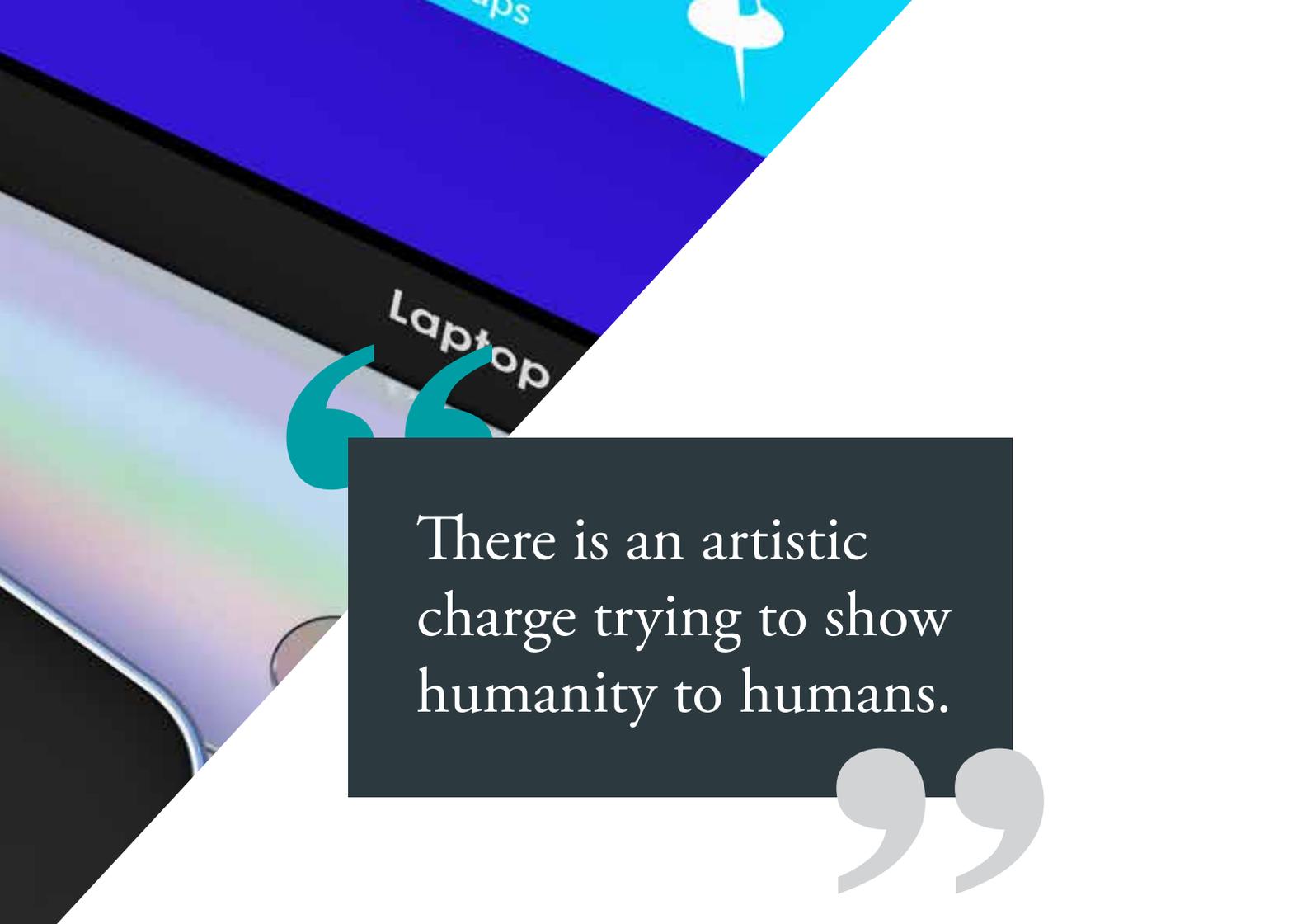


Conversation with

JONATHAN FOSTER

Principal Content Experiences Manager, Microsoft

Jonathan Foster has spent the last five years leading the team that developed the personality of Cortana, Microsoft's virtual assistant. He and his team now focus on expanding upon this experience to build Conversational UI all-up for Microsoft. Their latest project, Project Personality Chat, a catalogue of personalities for brands and digital assistant developers, was acknowledged in September 2018 by Fast Company's Innovation By Design Awards. In his interview with iProspect, Foster talked about how personality can build trust, and what it means to be human.



There is an artistic charge trying to show humanity to humans.

How do you factor trust in your design process when you work on intelligent agents?

We have created core design principles about how Cortana talks and behaves, and a lot of them align to the idea of creating a trustworthy experience.

One of our earliest principles was that Cortana is always transparent about not being human. We don't believe in the Turing test, which requires an artificial intelligence to somehow dupe the individual into thinking it is human. We're in a period where individuals need to be always aware they're not dealing with a human. The person could ask "Are you a bot?" and some competitor might say "I don't know if I'm a bot or not, sometimes it's hard to tell" to be cheeky. We have a principle that says "I am not a human". The industry has been known to make egregious mistakes in that way, where they were showing off the technology, and in doing so were laughing about the fact that they're fooling humans into making them think that it was human.

I have been asked for years if we're trying to create a human-like experience. Yes, we are, through the design of personality, because we know people like that. I have an iPhone that's curved-shaped with beautiful buttons. If it was sharp-edged with uncomfortable buttons, I wouldn't like holding it in my hand as much. So that's a choice that Apple made to make it feel better. Personality, in voice driven interaction

model, helps smooth out the edges, because as humans we're hardwired to expect that. With that said, we still want to be upfront that people are dealing with a bot. We don't believe in anything that would potentially undermine this principle of being transparent about not being a human.

Another principle is being clear about the value people get when sharing their data. When we design products, we need to honor people's concerns and through that, we hope we can build trust. We don't want data for the sake of data, we want information about individuals in areas that will be of value to them. For instance, if people want their assistant to know where they are so that they can obtain helpful information, then there's value and they might share that information. Applications like Uber ask where I live, so that they can arrive quicker. As a user, I'm happy with Uber having my home address because I don't have to type it anymore. I trust Uber enough to think that they're not going to misuse my address and give it out to somebody who could potentially be a bad actor. I trust Uber with my personal information because there's value. It is true that if users give us their data, we can create a better experience for them. An agent can't be an agent on your behalf, if it knows nothing about you. We want to make sure that we're putting things in place in the design process to ensure that we are deserving of that trust, otherwise people are not going to come to what we have to offer.

We wanted a deep engagement for Cortana, and personality can do that. We knew that personality-enhanced experience can increase likeability. We were competing with agents with reputations of being snarky and we realised that wasn't what we wanted to do. We weren't trying to create a funny experience, but a likeable experience. Our North Star was "Cortana is always positive", which came with the addendum "it doesn't mean she's chipper all the time, but that people walk away feeling good". That was the way we structured everything, which incidentally made humour very difficult because most humour throws somebody under the bus, whether it's someone external or yourself. But we managed to find it in certain ways!

How do you measure the level of consumer trust in agents?

There are two main ways: we ask users and we observe the signals from their behaviours. When it comes to knowing whether people inherently trust our products at a higher level, we ask them directly through surveys or interviews. Our user research team asks people if they would trust Microsoft if we asked them for this and deliver that. Answers are often helpful to measure trust. That said, the best indicator is ultimately engagement. We can see if people are engaging with Cortana or other bots. We measure trust by the depth of engagement and the length of engagement. People have to trust the agent is going to work, that it is going to come through for them every time, so they call it up. If people stop asking questions to a bot or an app then you must look at your results because clearly you're not delivering on the value proposition.

Technology influences people's behaviours and attitudes. A big concern in the industry is about how innovators like brands, agencies or technology companies can address unconscious bias within technology and its potentially harmful consequences. Are you making conscious decisions to draw on different aspects in society when you build some of these responses?

Assistants are both proactive and reactive. Proactive experience is popping up and saying, "Hey you're running late for a meeting across town". That's an area where we leave the personality out of the way. We want that experience to

be efficient. We're popping up in front of the user and we have to be very careful about that. We're all inundated with alerts and notifications as it is. We don't want to be a part of that stream.

A large part of the personality work is reactive, which is answering what people are asking. We get the data from what people are saying, even if we don't know who they are or where they are. We realised quickly we had to deal with abusive, often gender-coded abusive language or racist comments, which became the most interesting part of our job. We had the choice of ignoring or acting. One of our core principles is "Never perpetuate bad behaviour", which means you can't just look away, otherwise you're potentially condoning the behaviour in a passive way. We are not in the business of telling people what they can and cannot say, but we can give them the idea that there's nothing there. Thus, we issued what we call a "blah" response around this, because we didn't want to have a clever response that people could show off at cocktail parties, like "Look at what Cortana says when I say this horrible thing." Cortana has simple, real mundane responses to those areas, so that the statement we're making is clear: "We know what you're saying and there's nothing there for you".

When I was tasked with creating Cortana's personality, I knew I'd be smart to hire people who understand the way humans speak: screenwriters, playwrights and novelists. These people are constantly trying to make sure their dialogue sounds good and they are used to developing characters. I then realised they would also be the best suited to find ways to deal with this dark part of humanity, because their headspace is already there. We could hire experts on ethics and people who have practical knowledge on how to guide the conversation somewhere else, but we realised the value of having a whole spectrum of writers in the writing discipline. Copywriters can be clever and funny - I've done the work myself at times - but their success metrics are based upon getting somebody to convert. If you think about screenwriters and even poets, their success is based upon their ability to reach the humanity in another person. They're coming from an artistic side of the discipline. There is an artistic charge trying to show humanity to humans.



Do you think brands, in the same way they have people responsible for maintaining their brand identity, will need these kinds of profiles, as they enter into the conversational UI space and develop their own personalities?

Yes. Particularly as natural language interaction models become more pervasive. The button-pushing and keyboard is not going to go away in my lifetime, but it's going to expand to what we call ambient computing possibilities. We need to be investing in what is good for people.

There may be bots writing sports articles or doing weather forecasting. From a technology side, we can get excited about that, but it's more important that we focus on what it means to be human going forward, not only to create great products, but also to make sure that technology doesn't take over the human part of our existence.

We need to make sure that humans are at the center of everything we're building. We need more people from the humanities and the social sciences in technology. In my little way I found that through hiring artists. It's a very interesting contrast to the engineers. Not that they're unethical at all, it's just their whole reason to be is about building something. For me, the test is finding out ways to make the human side of design a business need. There is obviously an ethical need, but I don't have much hope for this if there's no business need! (laughs) It could be that customers are going to see very human-oriented experiences and they're going to prefer that!



RELEVANCE

Three Takeaways for Brands

As this chapter reflects, to cut through the noise of constant connectivity and information overload, brands will need to develop highly relevant experiences. Although marketers will be able to access more consumer data than ever before, they will need to carefully evaluate each data point to focus on the ones that can truly help improve the consumer experience, online and offline. With assistants and voice usage rapidly growing, successful brands will be the ones who find opportunities to provide solutions adapted to these new spaces.

1

Leverage data to design more individualised experiences

Review your data collection practices and audit your current technology to see if it truly enables you to turn insights into tangible experiences for people.

2

Integrate digital into people's daily lives

Look for opportunities to connect your digital campaigns with your offline activations to be more relevant to people's mobile lives. Think about how you can factor offline performance into your online strategies.

3

Be a part of the Assistance revolution

Don't be intimidated by intelligent agents. Start small with one of your audience segments and leverage resources already available to you, like your customer service call center and platform APIs.

RELIABILITY IN
THE AGE OF
CONVENIENCE



RELIABILITY IN THE AGE OF CONVENIENCE

While credibility and relevance are key components for building trust, brands also need to convincingly demonstrate they are reliable over time. A brand can be seen as an expert and be highly relevant in the eyes of consumers, but if its website loads slowly, a package is lost, or the payment crashes mid-transaction, consumers won't fully trust this brand.

More than an absolute truth, reliability is an opinion formed by individuals from their own interactions and their perception of how others interact with the brand. This sense of reliability influences consumer perception on whether a brand behaves in a way they can consistently forecast, which is essential for driving frequency, and ultimately, trust.

The quest for convenience

Technological progress has made possible important improvements in convenience for consumers, and some of the most successful companies have put convenience at the very core of their model. The most obvious examples are platforms like Alibaba or Amazon. On top of offering the advantage of gathering every imaginable product under the same roof, Amazon offers features like 1-Click payment, auto-replenishment via Dash buttons, recommendations, reviews, two-hour delivery and more.

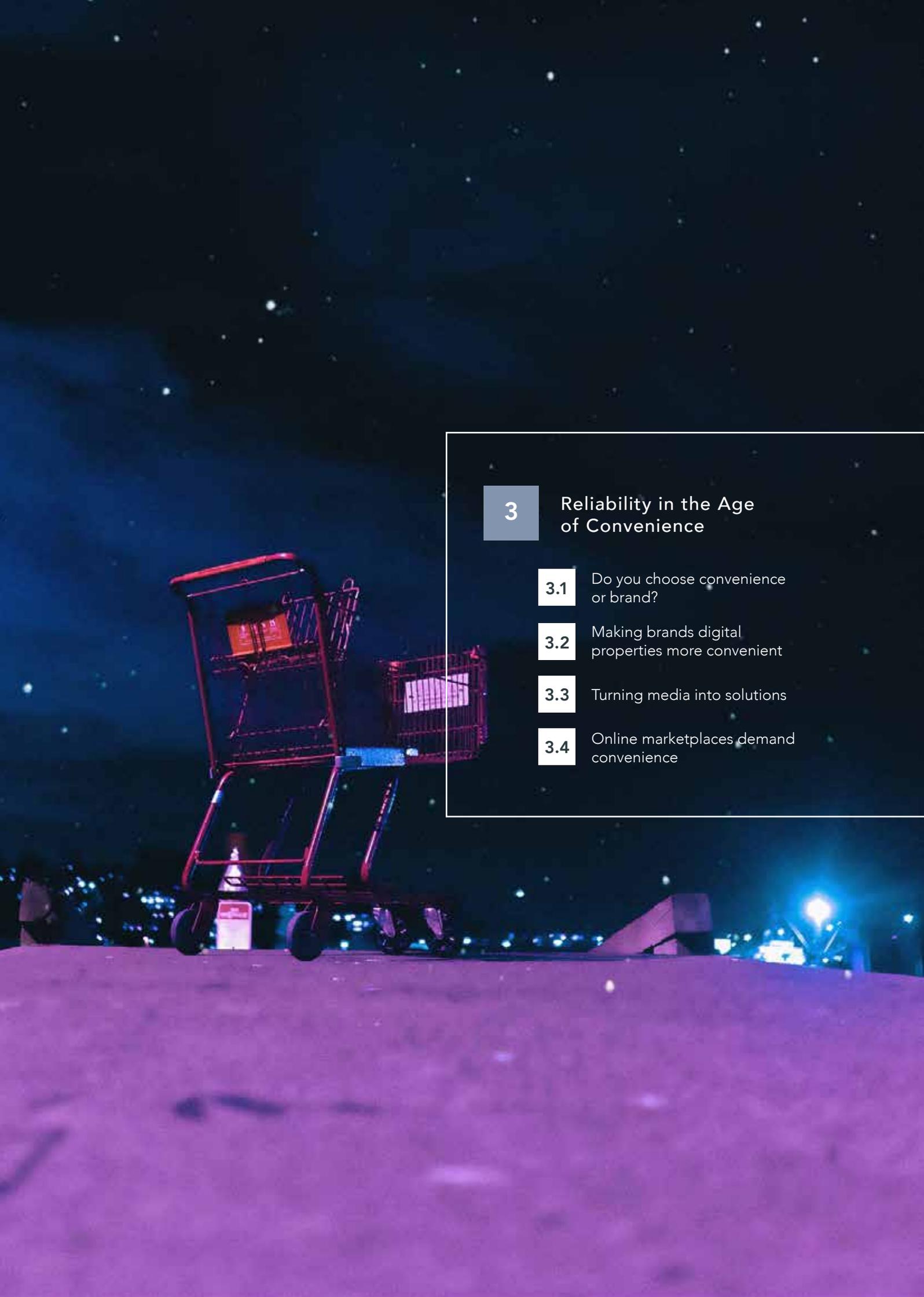
This convenience-first strategy is not the exclusive territory of tech giants, however, and small innovative brands are growing rapidly by making the most of the new, technology-shaped consumer expectations. Dollar Shave Club has mastered auto-replenishment by building a direct-to-consumer subscription service for razors and other personal care products. Instacart offers one-hour delivery across a large array of retailers and makes it simple to find a local store, explore savings, pay seamlessly, and track an order within its mobile application.⁹⁵

Emerging expectations

Convenience pays off. According to Forrester, consumers are now 15% more inclined to trust Amazon to treat them like a valued customer than Apple.⁹⁶ Convenience is not only a powerful purchase vector - Amazon Prime members spend 30% more than non-Prime members⁹⁷ - but consumers are also willing to pay a premium for convenience - 88% of consumers are ready to pay for same-day or faster delivery.⁹⁸

These and other companies' successes with increased convenience have a far-reaching halo effect. Sixty-four per cent of consumers declare their standards for good experiences are higher than ever and 53% say most companies fall short of their expectations for great experience.⁹⁹ This increases the pressure on legacy brands, who need to ensure their own experiences make things easy for consumers, demonstrating they care about their limited time and attention.

2019 will see the rise of convenience as it intersects with the more traditional power of the brand. Those companies that have focused on branding, product and in-store experience must now invest in increasing the convenience of their proposition through their digital properties, media assets, and presence on third party reseller platforms.



3

Reliability in the Age of Convenience

3.1

Do you choose convenience or brand?

3.2

Making brands digital properties more convenient

3.3

Turning media into solutions

3.4

Online marketplaces demand convenience

3.1

DO YOU CHOOSE
CONVENIENCE OR
BRAND?

In the attention economy the underlying force of consumer's buying behaviour is clear: everyone wants convenience. However, there are times when other factors or reasons to buy will rise above convenience. Take Uber. Some people praise how efficient it is compared to taxi counterparts. Others call for boycotts citing business practices they describe as toxic. Still others disapprove of the business practices but use the service because it is convenient. We have arrived at a conundrum between convenience and the power of brands.

Marketers put convenience first

According to the iProspect 2018 Global Client Survey, marketers are divided about the respective importance of brands and convenience but tend to favour the latter: 58% think building a highly convenient consumer experience is the most powerful lever to generate business growth, vs. 41% who think growth is based more on building a strong, recognisable brand. Looking forward, only 17% believe brands will dominate over convenience¹⁰⁰.

Convenience is not always enough

Several factors can explain why consumers sometimes push convenience into the background when they shop. As discussed earlier in this report, it could be because of deep personal motives, for instance, if a brand better aligns with the consumer's humanitarian or environmental beliefs. What started with millennials, but has now become more mainstream, is the significant increase in expecting a "moral compass" to come from brands, as human rights efforts and political views have pushed that consumer focus into the limelight.

For some goods, consumers may take pleasure in obtaining something that is "hard to get". Think about a large discount on an electronic, the perfect wedding dress, or a luxury good. Adidas is known to have organised scarcity for the Stan Smith model by pulling it out of stock in 2011, only to reintroduce it with a massive impact three years later.¹⁰¹

Peer effect can be at play, too. A personal recommendation or a strong relationship with a customer advisor can drive someone to select a less convenient option.

THE ROLE OF BRAND AND CONVENIENCE IN THE FUTURE



Brand and convenience will remain equally important



Convenience will overpower the value of brands



Brands will dominate over convenience

Source: iProspect 2018 Global Client Survey

Cherished vs. Chore purchase

The role of convenience in the purchase decision may vary according to the category wherein the buyer mentally puts the product, chore or cherished.¹⁰²

Chore

A chore purchase can be one for which the consumer is indifferent or daunted, a standard repeat purchase, something that takes a lot of research, decision making or negative emotions. At a minimum, brands need to ensure they offer convenient buying options to make the consumer happier (e.g., through seamless auto-refills).

Cherished

A cherished product is one the consumer considers special, like a luxury item, a vacation, or a unique gift. Consumers are much more likely to overlook and forgive some inconveniences.

The challenging part for brands is realising what is deemed a chore at the individual level. Buying an item might be a joy for some consumers but a complete drag for others. Clothing shopping, for example, can be a tremendous chore for some men and women, but an activity others love. So even though the same product or brand is being sold, consumers go in with widely different attitudes. This means brands need to offer as many conveniences as they possibly can, while trying to turn chore purchases into cherished ones. Some ways brands can do this is through making the product feel more special, giving powerful benefits alongside the purchase, collaborating with known cherished categories, etc.

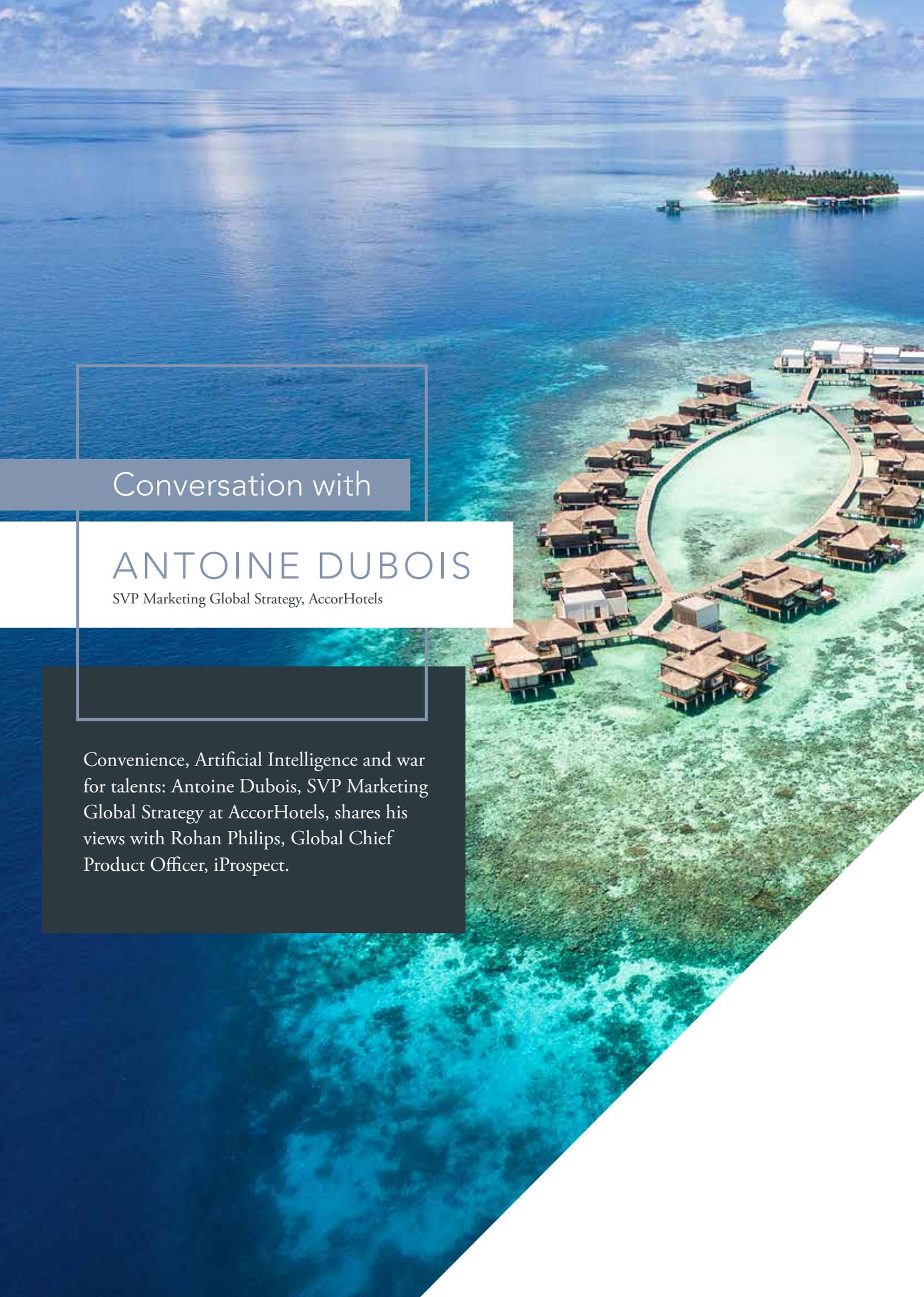
Finding the delicate balance

Brands need to find the right balance between emotion and utility. Certain brands have prioritised creating an emotional connection with consumers through their brand. The “give back” mentality of Toms or the transparency of Everlane have created loyalty amongst their core consumers who want to feel good about what they are purchasing. Other brands focus on a utilitarian approach to satisfy the consumers who want answers and speed. Brands like Walmart are by all means thriving and delivering a certain type of experience that is craved by many.

Convenience obviously fits a utilitarian approach, but there is also a positive emotion caused by a convenient purchase, which leads us to believe convenience itself is somewhere in the middle of the two approaches. The future formula for success stands where emotion creates long lasting brand loyalty, and ration satisfies consumers’ lengthy expectations. Some brands have started to figure out this marriage. We can mention Nordstrom’s amazing customer service and experiential elements, Sephora’s leveraged technology and AI in ways that delight customers while making product selection easier at the same time, or Warby Parker’s in-store experience designed for removing customer pain points.





An aerial photograph of a tropical resort, likely in the Maldives, featuring numerous overwater bungalows with thatched roofs arranged around a central lagoon. The water is crystal clear, showing the sandy bottom and coral reefs. In the distance, a small island with palm trees is visible under a bright blue sky with scattered clouds.

Conversation with

ANTOINE DUBOIS

SVP Marketing Global Strategy, AccorHotels

Convenience, Artificial Intelligence and war for talents: Antoine Dubois, SVP Marketing Global Strategy at AccorHotels, shares his views with Rohan Philips, Global Chief Product Officer, iProspect.



“
Convenience
is indispensable,
but we need to
go further.
”

The digital economy has permitted huge improvements in terms of convenience for consumers. Do you think convenience is now the most important driving force at play when people shop?

In the war for acquisition, convenience is critical to win. Consumers have never had as much information at their disposal as today. Before booking their accommodation, they can look at more than a hundred pictures of each hotel from AccorHotels, online travel agencies or hotel guests. They can read consumer reviews from various sources such as Google, Facebook, TripAdvisor or the hoteliers themselves. They can use different platforms to compare prices for the same room. In that regard, convenience is key for guests to digest all this information and make their final choice, in terms of hotel and booking channel.

That said, the digital economy needs to deliver more for building trust. Although digital convenience can secure the first purchase, trust really takes shape after the experience in the hotel. Therefore, digital needs to play a bigger part on customer retention and loyalty. In the hospitality industry, we talk a lot about personalisation, rewards, and being seamless... digital platforms need to help us showcase to our

loyal customers that we use their data to act in their best interest. That's how we create trust between our group, our brands and our customer.

You have mentioned personalisation. How does AccorHotels deliver convenience at the individual level?

So far, we have focused on delivering a great physical personalised experience, powered by digital. We have a digital tool, AC/DC, connected to our client database, that hotels can access when a registered customer is booking a night. Although a personalised email may be relevant from a ROI perspective and support the beginning of the relationship, we need to go deeper. This can take the form of a personalised welcome at the reception, the delivery of the preferred newspaper in the room in the morning, or a surprise birthday celebration. This is where digital needs to play its biggest role in our industry, helping teams deliver the best personalised and emotional service, so that customers remember their experience, talk about it and trust our organisation.

How would you describe the place of technology in AccorHotels experience?

Technology needs to act in the background of the experience to help us and help the guest. When too much technology is visible, guests can feel uncomfortable and be reluctant to share information about themselves.

Privacy is fundamental in our business. Anyone staying in a hotel expects some private moments: in the bedroom, in the bathroom, when they sleep or call their family, etc. We have launched some experimentations to understand how people react regarding privacy matters. We have brought in devices such as Google Home or Amazon Echo, and we noticed people are not comfortable with the idea of being listened to in the bedroom. As a host, we need to find the right balance and the good ways to allow guests to connect with these devices without feeling uncomfortable.

However, we also observed that when users are offered some personalisation prior to entering their rooms, for instance, when booking a night on a mobile device, it doesn't appear to be an issue. So, for us, it is really about identifying when we can and cannot personalise the experience to respect consumers' privacy expectations.

To expand on the role of technology, I truly believe that when you go to a hotel, you want things you have at home in an augmented way, and I believe Artificial Intelligence can help augment the experience. AI has been part of our business backend for a long time through yield management. We know it can also play a big part in delivering little attentions, which matter a lot in our industry, by helping us truly anticipate the needs of our 700,000 guests worldwide each day.

Regarding technology, is there any particular challenge you face?

I would say the war for talents. Making the most of AI requires the best talents, and if we're honest with ourselves, we cannot attract the best data scientists in the world to a hospitality business, when they can go to companies fully dedicated to technology like Microsoft, Google or Amazon. Thus, we focus on data planning profiles who are able to fully understand the data platform we own, so that we can then select the best partners to leverage the right data.





3.2

MAKING BRANDS'
DIGITAL PROPERTIES
MORE CONVENIENT

Look first at a brand's owned digital assets – website or mobile application – when you want to make the experience more convenient for your customers.

Replicating the Customer Service Experience Online

When a customer visits a store, the quality of his experience is primarily based on the quality of his interaction with the store's employees. Good employees pay attention and adapt their discourse to each customer, guiding them to make a purchase that meets their desires. When recommending blackberries in a grocery store, the employee will take the time to explain to a mother how these berries can help her kids stay healthy, and to another busy professional the employee may highlight how these berries' nutrients will prevent premature skin aging.

Successful brands replicate this approach in the digital space. Ensuring an ad's landing page is related to the product promoted in the banner ad image or the search query is still too often missed. When a potential customer expresses or implies intent, she shouldn't have to then click around the destination page to find what caught her attention. That's the equivalent of a customer telling an employee she's looking to purchase a coat and the employee shrugging, gesturing to the store around them, and saying, "The coats are in here somewhere, look around and I'm sure you'll find them."

Time well spent

People are becoming much more specific in their online searches. For instance, the retailer John Lewis has reported that on its sites, customers use fewer generic terms (the average number of words has gone up by 7% over the last year) and more filters (one in three customers now refines his search by using a filter, with mobile seeing the biggest increase of filter usage, up 10% on last year).¹⁰³ It is thus critical for brands to make sure their content is properly structured and labelled to answer to this more specific intent.

The on-demand economy exacerbates our tendency to avoid waiting, and speed has become the cornerstone of online experiences. As page load time goes from one second to five seconds, the probability of bounce increases by 90%.¹⁰⁴ Making the most of user's time through fast loading speed can have a great impact on competitiveness.

Convenient for all

Convenient experiences for some can be terrible for others, and marketers need to ensure the inclusiveness of their properties. The stakes are huge for global brands willing to develop in emerging markets. For instance, local connectivity can seriously hurt the experience. A fast navigation in Seoul may be terrible in Lagos where the average connection speed is 19 times slower.¹⁰⁵

Accessibility is not only a matter of responsibility, but it can also pay off in terms of growth. For instance, as the world population is ageing, loss of vision is anticipated to affect 2.1 billion people worldwide by 2020.¹⁰⁶ In the U.S., colour blindness affects 5 to 10 per cent of the population. If these people can't use a website because the font size can't be adjusted or it uses poor colour codes, they will look for a competitor's alternative.

A multi-disciplinary effort

To create experiences that are convenient and time well spent by consumers, marketers must bring together developers, UX designers and SEO specialists.

- **Developers** create responsive websites with fast loading pages optimised for all devices (e.g., light images, optimised code, use of browser and server caches).
- **UX designers** draw intuitive templates to guide users flow without barriers (e.g., colours, formats, media, navigation, search box).
- **SEO specialists** make sure websites are adapted to search engines requirements (e.g., voice research, content displayed in Google for questions, shop and location information).





Three brands who successfully leveraged CRO, and showed minor changes have maximum impact.

Post Office

In the UK, the Post Office wanted to encourage people to save by allowing savings account holders to enter an exclusive prize draw. They made steps to entry more convenient by simplifying language to appeal to a broader set of visitors, introducing simple entry buttons, increasing the focus on the range of prizes, and simply explaining the three-step process to enter. These optimisations resulted in an 107% increase in visitors entering the prize draw.



L'atelier des Chefs

In France, L'atelier des Chefs, a cooking class platform, reduced the number of steps necessary to create a new account, moved the form earlier in the user navigation, and limited the number of registration fields. The optimisation resulted in 26% additional accounts vs. the previous version.



Culligan

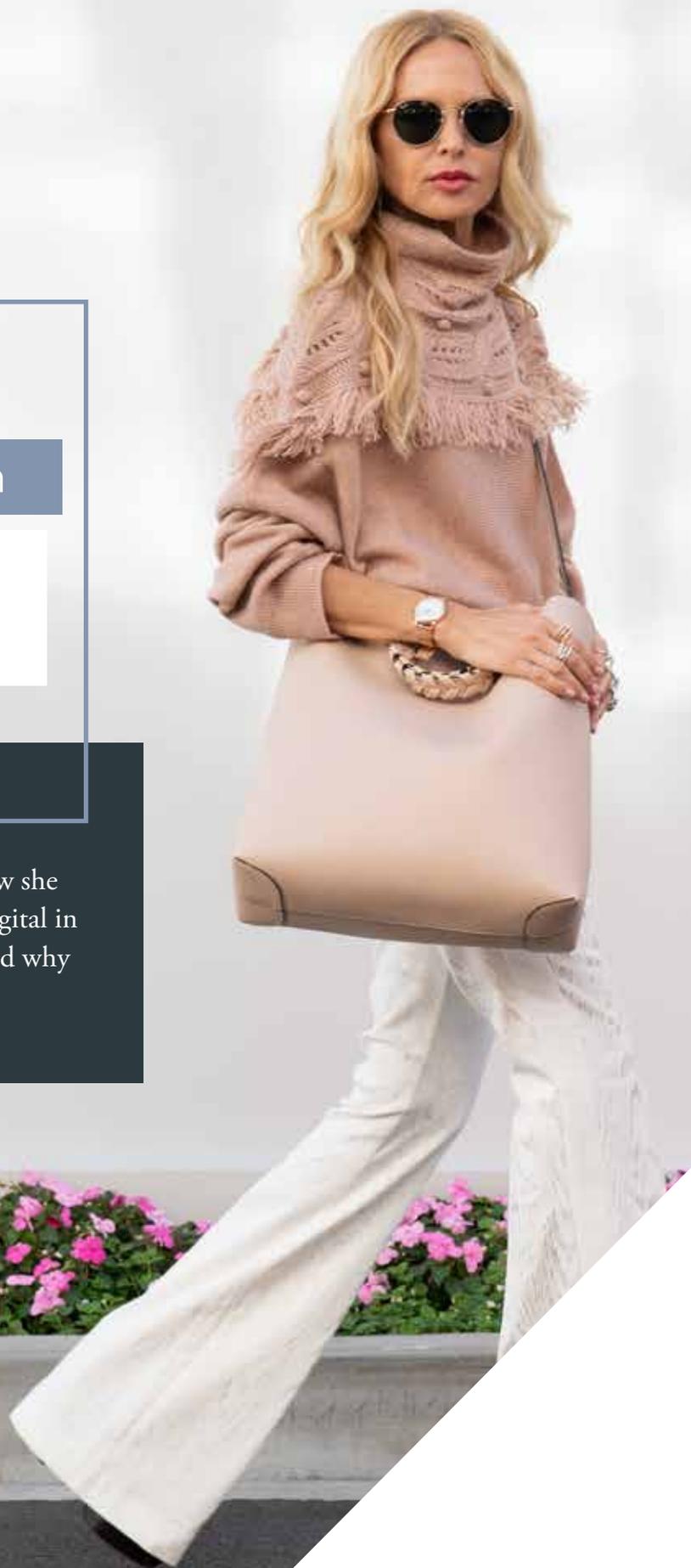
U.S. water treatment products company, Culligan, hasn't traditionally shown pricing on their website, as they were concerned their premium positioning could deter some potential customers. However, user research demonstrated that this lack of pricing was actually an important reason for visitors not to engage with the brand. After a first test displaying "starting at" pricing, Culligan saw a 40% increase in conversion for the organic search segment. These results fundamentally changed the internal and dealership stakeholders' perspectives, demonstrating that making pricing easily accessible dispelled visitors' concerns and made the brand more trustworthy. Culligan is now running another test to identify the right pricing threshold for optimal conversion before rolling out pricing across Culligan.com.

Conversation with

RACHEL ZOE

CEO, Rachel Zoe, Inc.

Rachel Zoe shares with iProspect how she navigates the rise and influence of digital in the fashion and luxury landscape, and why adaptability is key.





You have to adjust with
the changes that come
with the digital future.



How important has it been for you to maintain a digital mindset, and how do you keep the attention of such a digitally-distracted customer base?

It's absolutely crucial for me to maintain a digital mindset for my business. The fashion business along with the media business has monumentally changed and will do so for years to come. Staying savvy in the digital world is the highest priority for the longevity of my company.

Brand experiences are probably the most important in maintaining the loyalty and attention of my customer base. I think with the majority of the world and the younger generation coming up with online shopping, we need to bring people in-store through events and experiences so they can touch and feel and try the product in person. Coming up with new ideas to keep things interesting and continue to engage my audience is a challenge, and one I take very seriously.

We hear more about the role brands and luxury brands are playing in supporting societal causes than ever. What is the role of this mindset in fashion?

I think its important as a brand to stand for something and what you want to mean to people. Stella McCartney's ethical stance is a good example. Since she launched her brand she has been very vocal of her position and years later now she has really built awareness on sustainability. Which is why certain clients will choose her brand over another based off beliefs. With that said, the majority of shoppers still just buy something if they like it or don't so we still have a long way to go.

How do you use social media now that it has completely reshaped how brands interact with consumers?

You have to adjust with the changes that come with the digital future. For my Instagram accounts which include Rachel Zoe, ShopRachelZoe and BoxofStyle we use swipe up on our Instagram videos and link in bio for the feeds. In addition, we also post links to Facebook and Twitter so my followers on those platforms always know the latest news.

3.3

TURNING MEDIA INTO SOLUTIONS

pressions

7,811

▼ 5.05%

Avg. daily viewers

115,945

▼ 7.26%

Here's a tip



There is little value in designing a highly convenient website, app, or store if your media effort to drive people to these environments is not on par. As consumers have more choices than ever, if at any point they encounter friction, they will abandon their current engagement and move elsewhere. Thus, maintaining convenience at every point of interaction, from first contact to conversion, is critical to succeed.

Contextual solutions

Designing convenient solutions through media requires leveraging context efficiently, whether it be by query, specific location or mobility situation such as commuting. Successful brands know how to harness contextual intent to bring value when it matters the most.

Brands can leverage media platforms' unique features to support their proposition in the eyes of specific audiences, organically or through paid tactics. For instance, in India, a country with more than 350 all-news TV channels, BloombergQuint used WhatsApp to cement its position as the go-to platform for curated business news. Recognising that business news readers were always strapped for time, BloombergQuint delivers snippets of its daily coverage through WhatsApp. WhatsApp features being perfectly aligned with BloombergQuint's promise of speed and efficiency, the service generated more than 350,000 organic subscribers and accounted for 26.5% of visits on BQ.com within 8 months of launch.

Using feeds as connectors of convenience

It's much more difficult to deliver a consistent experience with inconsistent data. Product data is one of the few things a brand can completely control, and any investment in improving the quality and accuracy of that data will pay off across multiple channels. There are three primary components to well-structured data:

■ Accuracy

Ensuring there are no mistakes and that inventory and price are frequently updated.

■ Detail

The more robust the data, the more it will stand out in a crowded field or connect with a consumer looking for a specific attribute. Marketers need to enrich their feed beyond a standard description and picture, and think about rich imagery and connectivity with other data sources such as weather, location, news, their own CRM system, etc. For example, KLM Royal Dutch Airlines includes in its feeds attributes such as origin and destination airports information, city codes, fares, number of flights per day, popularity of the route, or the language of the cabin crew for specific destinations.

Marketers can use the power of AI solutions like Google Cloud Vision to enrich their visual database with new image attributes, increasing their ability to match images in ads with the interest, affinity and in-market behaviour of a specific user. Other tools, like Grip by INDG, enable marketers to create a large set of images or 360° videos presented in various contexts from their entire product portfolios. By combining AI and automation, marketers can create truly granular feeds.

■ Portability

Brands that use the same data to populate their website, their ads, their partnerships, and other connection points ensure a consistent consumer experience wherever the customer chooses to interact with them.

Well optimised data unlocks more proactive direct opportunities to provide convenience, such as with Google's Local Inventory Ads and Shopping Actions. Moreover, robust data can be incorporated directly into multiple marketing channels to reduce the friction between awareness, interaction, and conversion.

CASE STUDY

Elgiganten

How Elgiganten increased convenience through automation





Maintaining convenience can turn out to be very challenging for marketers when they scale up their brand's product offerings. This is where automation can help.

With 165 stores, Elgiganten is one of Sweden's leading consumer electronics and household appliances retailer. Elgiganten is growing fast, very fast; within a year, they more than doubled their inventory. As a result, their large ever-growing product assortment and frequent price changes made it challenging to present consumers with search engine results reflecting the correct product availability or price tag.

To avoid advertising on sold-out products and to consistently present accurate information to consumers, iProspect implemented its proprietary tool iActivate to create ads that truly mirror Elgiganten's website.

iActivate automatically creates full advertising accounts from the client's inventory data, in a way that wouldn't be possible with third party tools. Instead of creating ads and keywords manually, iActivate uses personalised templates

and rules. The parameters in the templates are automatically replaced with the information from Elgiganten's feed. It means ads are always up to date. When a stock level is low, or a product is sold out, the system pauses all advertisement for that product and reactivates it when the product is back in stock. When Elgiganten's inventory increases, new ads and keywords are created automatically. Therefore, ads are always highly relevant and drive users directly to the right product or category page, preventing unnecessary expenses and dissatisfied customers. All without the constraint of repetitive manual work.

Through automation, we made Elgiganten's advertisement more convenient for users, making the most of both the users' and the Elgiganten marketing team's time.

"We're very happy with the results: 10% lower CPCs, 36% higher conversion rates, 177% more transactions, and a 61% higher ROI. With iActivate, we have more time to focus on things that truly matter, like strategy." Niko Niva, Digital Marketing Manager, Elgiganten.



3.4

ONLINE MARKETPLACES DEMAND CONVENIENCE

Down Coat
Plate™ -

C\$349

XS S M L XL

Sizing Guide

Add To Cart

FREE shipping on this item!

Product Details ^

3M™ featherless recycled insulation, water repellent, wind resistant. Outershell made of 57% recycled polyester, 43% polyester. Filling made of 75% recycled polyester, 25% polyester. Lining made of 100% polyester. Model measures height: 5' 9"; bust: 31"; waist: 24"; hips: 35"; wears a size S.

Shipping & Returns v

Share this product:



Today, 41% of Amazon shoppers check prices on the platform, 27% shop less at retail stores and only 20% declare their shopping behaviour is not influenced at all by shopping on Amazon.¹⁰⁷ Marketplaces heavily influence people's overall shopping behaviour and brands cannot focus solely on their owned properties to serve their customers. Even when a brand is not present itself on marketplaces, a third party is probably selling its products there, potentially not on brand, or selling old stock.

However, just being present on AliBaba, Zalando or Amazon is not enough to win at commerce. Although marketers state that online marketplaces are the most difficult environment to deliver a strong customer experience¹⁰⁸, brands cannot be passive within these highly competitive areas. To grow sales, increase market share, and protect brand image, brands need marketplace optimisation.

Being available when it matters

The first step is making sure you are available on the marketplaces where consumers are looking for you. Marketplace contribution in sales varies a lot according to each brand, even within the same industry. For instance, adidas' share of brand purchases on marketplaces is 54% when Nike's share is only 29%.¹⁰⁹ It is thus critical to understand where your consumers really are before investing resources in a new platform. Product assortment must also be considered. Brands don't need to sell all their products on Amazon and should review factors such as whether they can easily deliver the product to the client, ensure uninterrupted stocks, preserve their existing commercial relations, and make a sustainable margin.

Emerging from the crowd

A brand must be easily discovered. Do you know what words users are searching for? Do you use the same phrasing in your content? Are your products' headlines optimised? For iProspect clients, maximising visibility and sales on marketplaces is the fastest growing priority, and Amazon has been the platform with the greater progression year-on-year in terms of perceived impact on their audiences.¹¹⁰ Paid platform merchandising can help brands increase their digital shelf. For instance, Amazon proposes many advertising options to grow your visibility, your sales, and even indirectly your search rankings, such as sponsored products or sponsored brands.

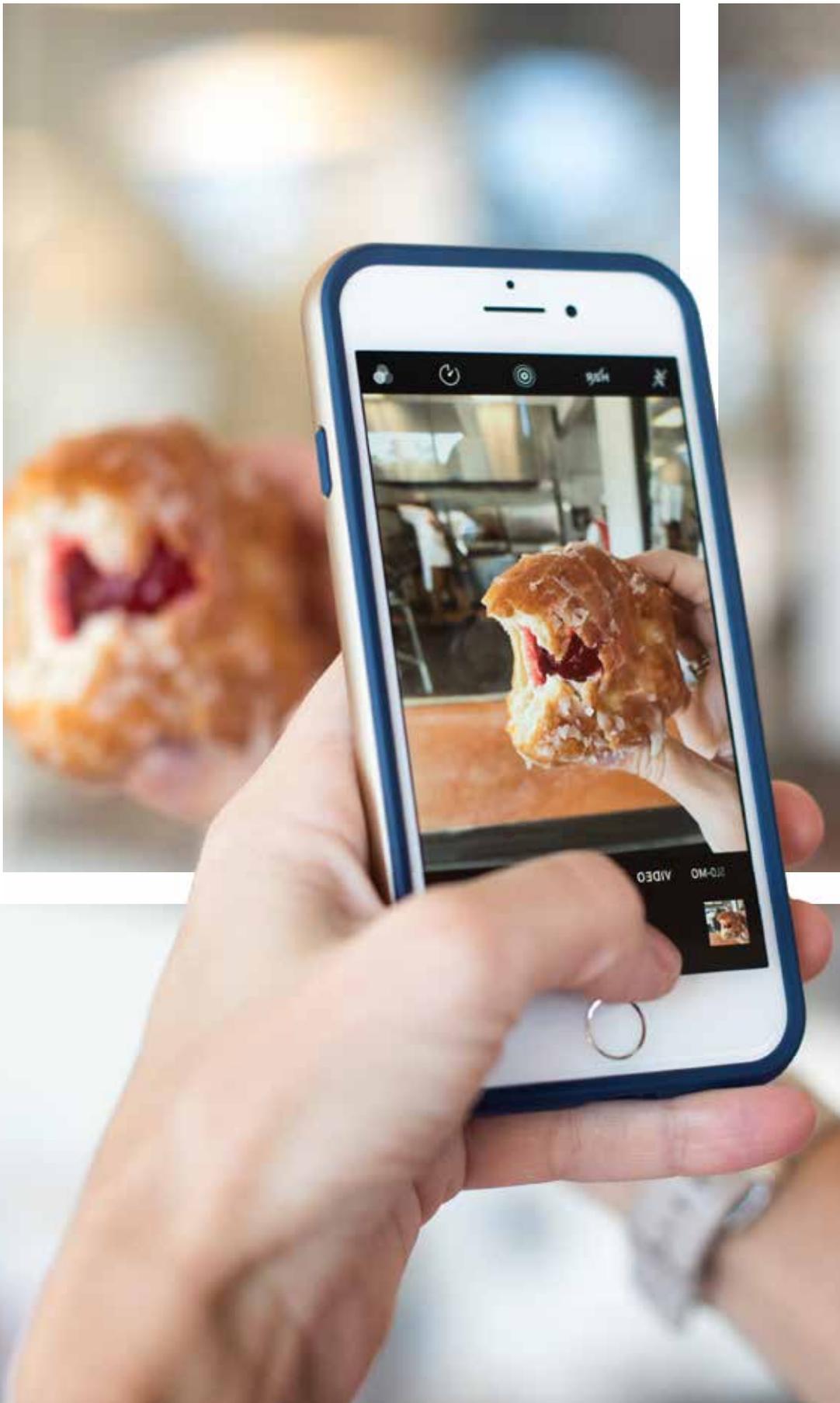
Making decisions easy

Too often people land on product pages but cannot find the information they want. The competitiveness of the offer is obviously critical, from the price point, to shipping time, to the availability of specific programmes such as Prime. While traditional retail limits the information you can put on a box, the digital shelf gives you the freedom to clearly list all the features and fine print the consumer needs to see. All too often negative reviews stem from the consumer expecting something, only to be disappointed after making a purchase. Do you present your product clearly, with useful information and compelling visuals and enriched content? Lacking the ability to physically examine or test the product, consumers appreciate those who present their product honestly and attractively, rewarding them with the sale over the competition.

Bringing value beyond the basket

Does the overall shopping experience promote repeated purchases? The relationship with the consumer doesn't end at the purchase but continues through to delivery and usage. Did products arrive in a timely manner? Were customers satisfied with your service after something went wrong? These are expectations of today's consumer, and if they are not met the consumer will likely try a competitor the next time.

Subscription services help the consumer make repeat purchases by decreasing the busy work of shopping. It's much easier to say "Alexa, buy me that cereal again from last week" than it is to open an app or website and go through the whole process again.



The Power of Reviews

The rating culture has spread to all industries: 94% of us consult reviews while shopping and 86% of consumers consider reviews an essential resource when making a purchase decision.¹¹ As a direct barometer of how the brand delivered to previous customers, reviews inform us about the reliability of the service provider and its capacity to be trusted. Brand logos used to be the key proxies to convey a certain sense of quality and reliability to consumers, but now reviews are consumers' preferred resources for making informed decisions.

MARKETERS' APPROACH TO ONLINE REVIEWS



A reactive role

We monitor reviews to identify issues in our product and consumer experience but we don't manage reviews ourselves



A proactive role

We play an active role in the discussion and engage conversations with reviewers



An inactive role

We focus on our product/service only and see positive reviews as a natural consequence

Source: iProspect 2018 Global Client Survey

All too often, traditional brands focus on the image they want to portray and the messages they want to project, but those who listen and engage most with the consumer are winning out. Although marketers see reviews as the biggest risk to consumer trust with their brands¹², only 38% of them declare taking a proactive role, i.e., playing an active role in the discussion and engaging conversations with reviewers.

Because they have such a strong influence on shaping consumer choice, reviews have a huge impact in driving traffic, sales and insights. On Amazon, having ratings and reviews in place means a traffic lift of 90%, a conversion lift of 50% and a sales lift about 75%.¹³ A product below 3.5 stars and without a minimum of 15 reviews simply cannot be advertised in campaigns on the platform!

Ratings and reviews also play a role beyond the sole marketplace ecosystem, improving the brand presence in search engine results pages by improving relevance and freshness of content.

CASE STUDY

BRAX

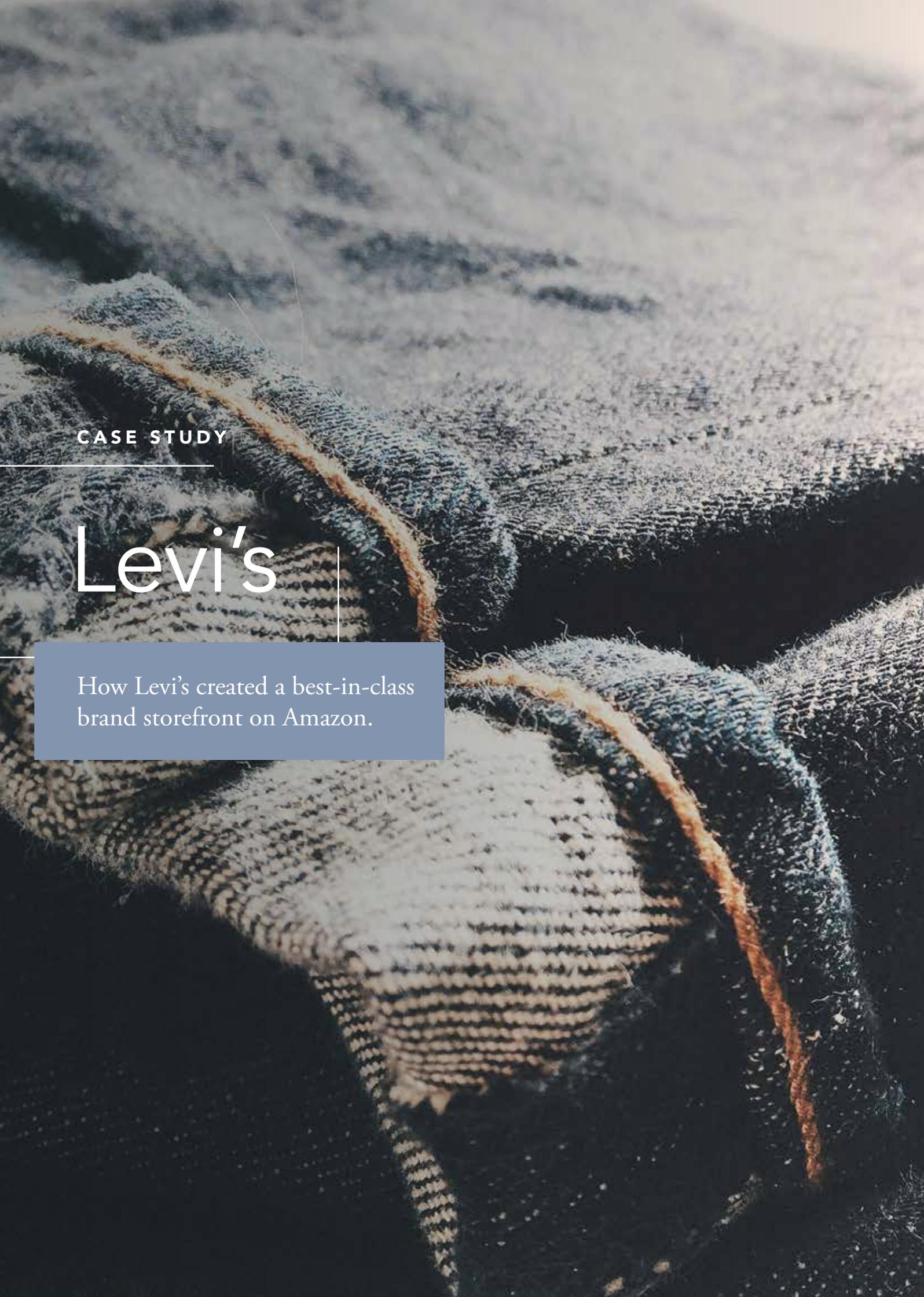
How BRAX boosted its visibility
and sales on Amazon



A man with dark hair and a beard is shown from the waist up, wearing a dark blue parka over a red and grey patterned sweater and grey jeans. He is standing in a desert landscape with a clear blue sky. The background shows a rocky, reddish-brown terrain.

BRAX
FEEL GOOD

Online marketplaces are increasingly popular destinations for people shopping for clothing. As the industry becomes even more competitive and to sustain growth, fashion companies must develop long-term strategies for marketplace platforms. To emerge from competition on Amazon, BRAX, a German leading brand for premium casual garments, leveraged content and paid placements. BRAX first analysed how selected products performed on Amazon and the impact on its profitability. From these insights, the brand was able to better align product page content with consumer expectations, so that people could easily find the information they wanted. BRAX then combined Sponsored Products and Sponsored Brands to stand out in the Amazon search engine results. By constantly managing product inventory, BRAX was able to counteract the negative effect of sold out or restricted products (which often happens in the fashion segment on Amazon). As a result of ongoing optimisations, BRAX successfully increased the organic product visibility by 79% and noticed 4 x more clicks and 4 x more conversions.



CASE STUDY

Levi's

How Levi's created a best-in-class brand storefront on Amazon.



As Amazon continues to be a major part of retailers' marketing plans, Levi's has seen great success working with the ecommerce giant. No stranger to selling through a third party (i.e., Macy's, etc.), Levi's embraces all that online media, particularly Amazon, has to offer. By creating a best-in-class brand storefront on the Amazon platform, Levi's was able reap the benefits of a personalised, in-store experience while only using media, not brick and mortar. Unlike other retailers, Levi's invested marketing dollars to drive customers to their Amazon store for the branded experience they expect, rather than the generic one that typically comes from media sites. Levi's was able to own the conversation, despite the sales not being directly from their site. Additionally, they expanded their product offering to include more styles and lower price points that would capture customer interest and prompt more sales. From this, Levi's was able to harness the true value of going "all in" on Amazon, while still maintaining brand authenticity and trust with consumers.



CONVENIENCE

Three Takeaways for Brands

As we have seen, reliability is an essential component of the Trust Equation. In this age of convenience, marketers will need to rightly balance their efforts between building their brands and designing highly convenient solutions. They will need to look at removing friction in any place where consumers engage with them: on their properties, through their media and on commerce platforms.

1 Review the true convenience of your digital properties

As technology platforms are redefining the norms of convenience, audit the experience offered through your digital properties to ensure it makes the most of people's limited time and aligns with their new expectations.

2 Turn your media into solutions with feeds

Explore how you can leverage and enrich your feeds to better connect your media efforts with your ecommerce strategy. Ensure your feeds are constantly up to date so that consumers will never experience an interruption in their experience.

3 Take advantage of commerce platforms

Whether or not you sell on online marketplaces, they increasingly influence your audiences' decisions. Take advantage of these spaces using a proactive approach to marketplace optimisation.

CONCLUSION

Mastering the Trust Equation

As we have seen in this report, it is fundamental for brands to deliver against each component of the Trust Equation - credibility, relevance and reliability – if they are to hold consumer confidence for the long term.

Nurturing trust is a constant endeavour, yet one that can be derailed in the fraction of a second. This is especially true in the digital age, where social platforms act as catalysts for spreading information, and search engines are permanent collective memory. To avoid breaches of trust, some brands may be tempted by the idea of maintaining status quo as long as possible. However, this exposes them to an even greater danger of being perceived as irrelevant and useless, without purpose, and falling short of new convenience standards.

Every company will at some point in its development have isolated consumer trust issues, but that should not paralyse or block its attempts to innovate. The company that demonstrates integrity in its intent, transparency in its actions, and the capacity to learn from its mistakes will be able to regain trust with its customers. Through it all, clear, timely communications play a vital role in earning and keeping consumer trust.

Same equation, evolving norms

Although we believe the three components of the Trust Equation will remain stable and pertinent over the next years, we expect technology developments to continuously reshape consumer demands and norms for each of the components.

These evolutions happen at light speed. What seemed like science fiction 12 months ago is now available. Riding a self-driving car to pick up groceries while they are being collected? This is already possible for some Walmart customers in Arizona.¹¹⁴ Listening to a playlist based on one's DNA? The possibility attracted 10,000 people in a few days after Spotify and AncestryDNA announced the new feature.¹¹⁵ Paying with facial recognition in a store? This is an option already available to shoppers at Hema Xiansheng, Alibaba's physical stores.¹¹⁶

With nine out of ten marketers making trust a priority in 2019¹¹⁷, we can expect the Trust Equation to take on greater significance as brands draw closer to establishing unique relationships with individual customers. Today's innovations will be widely democratized, and new technologies will further blur the line between information and emotion. Consumers will demand truth and transparency in brand offerings, and brands, in turn, will seek deeper understanding of their customers' priorities, preferences, and intent. Agencies will be invaluable partners for brands, pairing technology with human ingenuity as they guide brands into the future. Above all, in the face of evolving attitudes and shifting norms, brands firmly grounded on credibility, relevance and reliability will be well positioned for sustained growth in the months and years ahead.



01

CREDIBILITY
IN THE AGE OF
DOUBT



02

RELEVANCE
IN THE AGE OF
NOISE



03

RELIABILITY IN
THE AGE OF
CONVENIENCE

About the authors

AMERICAS

Bernardo Bastos

Operations Director, Brazil

Donna Coleman-Myrick

Global Marketing Assistant

Jeffrey Cott

Global Design Lead

Jeremy Hull

SVP, Innovation, United States

Karen Kysar

Director | UX, Creative Services & Content Marketing, United States

Misty Locke

Global Chief Marketing Officer

Aurélien Loyer

Global Strategy Manager

Nate Nicely

Senior Global Brand & Comms Manager

Brittany Richter

SVP, Head of Products & Services, United States

Andrea Wilson

VP, Strategy Director & Luxury Practice Lead, United States

Jonatan Zinger

SVP, Media Insights, LATAM

ASIA-PACIFIC

Joanna Catalano

CEO, Asia-Pacific

Julia Heffring

Network Business Development Manager, Asia-Pacific

Nate Shurilla

Head of Innovation & North Asia Commerce, Asia-Pacific

Ruth Stubbs

Global President

EUROPE, MIDDLE EAST, AFRICA

Reynder Bruyns

Head of Strategy, Netherlands

Annalisa Di Troia

Head of Marketing, Italy

Phillip Dyte

Head of Strategy, Science and Intelligence, United Kingdom

Peter Lauck

Director Ecommerce, Germany

Erik Luhr

Head of Strategy, Sweden

Dan Hagen

Global Chief Strategy Officer

Simona Petti

Managing Director, Italy

David Séjourné

SEO & Content Experience Director, France

Davy Schuyt

Senior CRO Developer, Netherlands

DENTSU AEGIS NETWORK FRIENDS

Tim Cooper

Global Head of Strategic Communications, Dentsu Aegis Network

Fiona Lloyd

Chief Marketing Officer, Carat

INTERVIEWED CONTRIBUTORS

Mark Cripps

Chief Marketing Officer, The Economist

Antoine Dubois

SVP Global Marketing Strategy, AccorHotels

Jonathan Foster

Principal Content Experiences Manager, Microsoft

Vanja Mlaco

Digital Growth Strategist, Transavia

Armin Molvai

Interim VP Media, Hilton

Arnaud Mourot

Global VP, Strategic Corporate Alliance, Ashoka Europe

Antonio Najarro

Director of Spanish National Ballet

Carrie Seifer

Vice President and Chief Revenue Officer, IBM Watson and Weather

Mark Thompson

President and CEO, The New York Times Company

Laurent Tiersen

Country Marketing Manager, IKEA UK & Ireland

Rachel Zoe

CEO Rachel Zoe Inc

PUBLICLY SOURCED CONTRIBUTORS

Tim Brown

CEO, Allbirds

Fran Horowitz

CEO, Abercrombie & Fitch and Hollister

Brady Stewart

SVP LSA Digital, Levi Strauss & Co

Keith Weed

Chief Marketing and Communications Officer, Unilever

Relationship with brands

iPROSPECT AND DENTSU AEGIS NETWORK CLIENTS

AccorHotels, BloombergQuint, Boehringer Ingelheim, BRAX, Culligan, Dynaudio, Elgiganten, Hollister, Hilton Hotels, IKEA, Jack in the Box, John Lewis, Lacoste, Kering, KFC, KLM, L'atelier des Chefs, Levi's, Patagonia, Pier 1, Post Office, Queensland Police, Sberbank, Sephora, Sony, Spanish National Ballet, Transavia, Walmart, Zarlando

Relationship with partners

TECHNOLOGY AND MEDIA PARTNERS

As a tech and platform agnostic performance agency, iProspect collaborates with innovative technology and media vendors such as Adobe, Alibaba, Amazon, Apple, Facebook, Google, IBM, Microsoft, Snapchat, Tencent, The New York Times Company or Waze.

PROPRIETARY SOLUTIONS

DAN Data Lab: DAN Data Lab is Dentsu Aegis Network's AI driven Facebook campaign

manager from planning and setup to laserlight targeting and optimisation.

iActivate: iActivate is iProspect's advanced Paid Search platform specialised in the optimisation, build, and automation of paid search accounts.

M1: M1 is Dentsu Aegis Network's 100% people-based insights, planning, activation, and measurement platform.

PARTNERS

Ashoka: iProspect and Ashoka have solidified a regional strategic partnership to drive changemaking initiatives across Asia-Pacific. The first initiative aims to drive awareness and identify synergies between media and technology organisations, brands and social innovators through a series of in-market "Bridging the Gap" workshops. The second initiative is the launch of an employee engagement programme through which iProspect employees will pair with Ashoka fellows and dedicate a percentage of their time to advisory on communications and digital marketing.

Survey Methodologies

DENTSU AEGIS NETWORK CMO SURVEY

1,000 respondents across Australia, China, France, Germany, Italy, Japan, United Kingdom, United States, Russia, Spain. 70% are from the C-suite. About 10% of the respondents are Vice Presidents of Marketing, and 20% are the Heads of Marketing. Responses collected online from April to May 2018

iPROSPECT CLIENT SURVEY

301 respondents across Argentina, Australia, Austria, Belgium, Brazil, Canada, Chile, China, Croatia, Denmark, Finland, France, Germany, Greece, India, Ireland, Italy, Japan, Lithuania, MENA, Mexico, Netherlands, Norway, Romania, Singapore, Spain, Sweden, Taiwan, Turkey, UK, U.S..

Responses collected online from October 24, 2018 to November 9, 2018. Due to rounding, percentages presented in graphs throughout this report may not precisely reflect absolute figures.

CONSUMER SURVEY ON ASSISTANTS

10,134 respondents across Argentina, Australia, Brazil, Chile, China, Colombia, France, Germany, India, Indonesia, Japan, Mexico, Spain, Singapore, United Kingdom.

Responses collected online in several surveys from December 1, 2017 to June 16, 2018

Image Sources

All images in this report are copyrighted material and all rights are reserved. Image sources include Adobe, Unsplash and Pexels. All brand images appear courtesy of respective brands.

SOURCES

Featured Content

- World Value Survey and Penn World Table, compiled by Ourworldindata.org, 2014
- World Value Survey for data on trust and World Bank for Gini index, compiled by Ourworldindata.org, 2014
- OECD, Education at a glance, November 2015, compiled by Ourworldindata.org, 2014
- World Development Report, Share reporting trust in people and index of civic engagement vs index of peaceful collective decision making, 2013, compiled by Ourworldindata.org, 2014
- Ipsos and BBC, A world divided?, April 2018
- Reuters institute, Bias, Bullshit and Lies: Audience Perspectives on Low Trust in the Media, December 2017
- Pew Research Centre, Public Trust in Government: 1958-2017, December 2017
- Dentsu Aegis Network, Digital Society Index, February 2018
- Dentsu Aegis Network, CMO survey 2018
- Ipsos, Global Trends, October 2016
- Techpinions, Apple's Pendant for Consumer Security, April 2016
- GlobalWebIndex, Daily Time Spent on Social Networks Rises to Over 2 Hours, May 2017
- Dentsu Aegis Network, Digital Society Index, February 2018
- Ipsos, Global Trends Survey, October 2016
- Ipsos and BBC, A world divided?, April 2018
- MIT, The Spread of True and False News Online, March 2018
- CIGI-Ipsos Global Survey on Internet Security and Trust, May 2018
- Dentsu Aegis Network, CMO survey 2018
- Gallup, Americans' Trust in Mass Media Sinks to New Low, September 2016
- Simmons Essential Consumer Intelligence, Rise of the Doubters: Consumers Weigh-in on Fake News and Media Trustworthiness, October 2018
- Catalyst Knowledge Center, Generations: Demographic Trends In Population And Workforce, August 2018
- Dentsu Aegis Network, Digital Society Index, February 2018
- Sprout Social, Championing Change in the Age of Social Media, January 2018
- Deloitte, Deloitte Millennial Survey, January 2018
- Edelman, Edelman Earned Brand Study, October 2018
- American Express, Redefining the C-Suite: Business the Millennial Way, November 2017
- Nielsen, The sustainability imperative, October 2015
- iProspect 2018 Global Client Survey, October 2018
- Dentsu Aegis Network, CMO survey 2018
- iProspect 2018 Global Client Survey, October 2018
- Unilever, Sustainable Living Plan continues to fuel growth, May 2018
- John Lewis, How we shop, live and look, October 2018
- Friede, Busch, Bassen, ESG and financial performance from more than 2,000 empirical studies, December 2015
- Unilever, Report shows a third of consumers prefer sustainable brands, January 2017
- MarketWatch, Nike's online sales jumped 31% after company unveiled Kaepernick campaign, data show, September 2018
- Forbes, Are you part of the purpose revolution, August 2018
- B Corps Corporate website, October 2018
- Ashoka global website, October 2018
- Conscious Media Company, How Patagonia balances social value and business value, December 2017
- Fast Company, The World's 50 most innovative companies 2018, February 2018
- Conscious Media Company, Patagonia's CEO says conscious leaders need to stand for something, March 2017
- Business of Fashion, Allbirds Doubles Down in New York as it Eyes International Expansion, September 2018
- Forbes, The future is sweet – and sustainable – for Allbirds, August 2018
- Sustainable Brand Index, How a chocolate brand is leading the way, June 2018
- Tony's chocolonely, Facts and figures about 2016 and 2017
- UNDP, L'Occitane au Burkina Faso, More than just business with shea butter producers, 2012
- Vanity Fair, L'Occitane en Provence, November 2008
- GCI Magazine, L'Occitane announces 2018 fiscal year results, April 2018
- Unilever website, November 2018
- iProspect 2018 Global Client Survey, October 2018
- Le Parisien, Yuka le wikipedia de l'alimentation qui vous aide à manger mieux, August 2018
- Sprout Social, From Risk to Responsibility: Social Media & the Evolution of Transparency, August 2018
- Forbes, The Luxury Trends Of 2018: Green Is The New Black, And More, January 2018
- Mintel, Five Key Chinese Consumer Trends for 2018, October 2017
- iProspect 2018 Global Client Survey, October 2018
- iProspect 2018 Global Client Survey, October 2018
- The New York Times, Pepsi Pulls Ad Accused of Trivializing Black Lives Matter, April 2017
- Espana Global, Spanish National Ballet: 40 years offering art, September 2018, Spanish National Ballet: 40 years offering art, September 2018
- Data & Society, Data Voids: where missing data can easily be exploited
- Adweek, Jeremy Cornfeldt, How Brands Can Support Their Gen Z Consumers and Help End Bullying, October 2018
- Sprout Social, From Risk to Responsibility: Social Media & the Evolution of Transparency, August 2018
- Sprout Social, Sprout Social Index, Q3 2017
- Business Insider, May 2018
- MarketMonitor, MarketMonitor Online Barometer, December 2017
- Twenge, Jean M., Martin, Gabrielle N., Campbell, W. Keith, Decreases in psychological well-being among American adolescents after 2012 and links to screen time during the rise of smartphone technology, September 2018
- Spikes Asia, Safe News campaign, 2017
- The Verge, A cartoon Mark Zuckerberg toured hurricane-struck Puerto Rico in virtual reality, October 12017
- TechSpot, Google responds to Duplex backlash, says AI voice system will identify itself when making calls, May 2018
- iProspect 2018 Global Client Survey, October 2018
- iProspect 2018 Global Client Survey, October 2018
- eMarketer, Average Daily Time Spent on WeChat According to WeChat Users in China, April 2017
- Nielsen, The Nielsen Total Audience Report: Q1 2018, Jul 2018
- Ofcom, A decade of digital dependency, August 2018
- iProspect 2018 Global Client Survey, October 2018
- Ipsos, Global Trends Survey, October 2016
- Dentsu Aegis Network, CMO Survey, 2018
- Census.gov, National Population by Characteristics: 201-2017
- Loyalty 360, Putting the Customer at the Heart of Every Decision Helps Elevate Brand Loyalty at Abercrombie & Fitch, November 2017
- iProspect 2018 Global Client Survey, October 2018
- Forrester Consulting & Adobe, The Business Impact of Investing in Experience, April 2018
- Dentsu Aegis Network, CMO Survey, 2018
- Adweek, Snapchat's Newest Ecommerce Experience Brings Together Levi's, Disney and AR, October 2018
- Google Marketing Platform, IKEA boosts ad spend ROI through Google Search Ads 360
- The Telegraph, Ikea UK chief: 'We have to ask what the role of the store is now', February 2017
- Canalys, Smart Speaker analysis (estimates), May 2018
- Qualcomm, Qualcomm Releases Industry-First Smart Speaker Platform Supporting Microsoft Cortana, Jan 2018
- Alizila, Alibaba links up with automakers to connect cars to homes, April 2018
- Sony press centre, Sony Brings the Google Assistant to BRAVIA Android TVs in UK, June 2018
- Alexa Blogs, Announcing the Alexa Auto Software Development Kit (SDK), August 2018
- The Verge, How do the Google Assistant's new features compare to Amazon Alexa's?, May 2018
- Google blog, Turning your house into a smart home with the Google Assistant, May 2018
- iProspect 2018 Global Client Survey, October 2018
- iProspect 2018 Global Client Survey, October 2018
- Bing Ads Intelligent Agents Research Study, March 2018
- Kleiner Perkins, Internet Trends Report 2018, May 2018
- Forrester, U.S. Apple and Amazon User Comparison Online Survey, Q4 2017
- Consumer Intelligence Research Partners, September 2017
- PwC, Global Consumer Insights Survey, 2018
- Salesforce, State of the Connected Customer, April 2018
- iProspect 2018 Global Client Survey, October 2018
- Quartz, Adidas has a clever plan for staying relevant: withholding its biggest hits, August 2018
- Vend, Retail trends and predictions, 2018
- John Lewis, How we shop, live and look, October 2018
- Google, Find out how you stack up to new industry benchmarks for mobile page speed, February 2018
- Broadband Commission for sustainable development, The State of broadband, September 2017
- Market Scope, Global Presbyopia-Correcting Surgery Market Report, April 2012
- PWC, 'Global Consumer Insights Survey 2018: New business models in the ecommerce era', Sep 2017
- iProspect 2018 Global Client Survey, October 2018
- Jumpshot, 'Jump the Garden Walls', Data Report Q4 2017
- iProspect 2018 Global Client Survey, October 2018
- Internal evaluations by Amazon Media Group Germany, as reported by Peter Lauck, former Head of Sales at Amazon Media Group Germany and now Director eCommerce at iProspect Germany
- iProspect 2018 Global Client Survey, October 2018
- Internal evaluations by Amazon Media Group Germany, as reported by Peter Lauck, former Head of Sales at Amazon Media Group Germany and now Director eCommerce at iProspect Germany
- Walmart Blog, Meet Waymo, Your New Self-Driving Grocery Chauffeur, July 2018
- Quartz, Spotify and Ancestry can use your real DNA to tell your "musical DNA", September 2018
- Business Insider, Alibaba's futuristic supermarket in China is way ahead of the U.S., May 2018
- iProspect 2018 Global Client Survey, October 2018

Featured Quotes

- Unilever, Report shows a third of consumers prefer sustainable brands, January 2017
- Forbes, The future is sweet – and sustainable – for Allbirds, August 2018
- Loyalty 360, Putting the Customer at the Heart of Every Decision Helps Elevate Brand Loyalty at Abercrombie & Fitch, November 2017
- Adweek, Snapchat's Newest Ecommerce Experience Brings Together Levi's, Disney and AR, October 2018



iProspect®



ABOUT iPROSPECT

iProspect is a global, award-winning agency – focused on converting consumer intent into action and driving business performance for the world's largest brands, including Diageo, Hilton, Burberry, General Motors, Procter & Gamble, Gucci, and Microsoft. The iProspect team works across a network of 4,600 employees spread over 93 offices in 55 countries.

In 2018, iProspect won more than 200 awards including 15 leadership recognition awards and 25 Agency of the Year titles, and was named Digiday's Agency of The Year. iProspect is named a Leader in The Forrester Wave™: Search Marketing Agencies, Q4 2017, #1 Global Digital Performance Agency by RECMA, Industry Agency of Choice at The International Performance Marketing Awards, and took home 4 Effie awards across the globe in 2018. iProspect is part of the Dentsu Aegis Network, a wholly owned subsidiary of Dentsu Inc.

Go to www.iprospect.com or follow us on Twitter @iProspect.



TRUST

=

CREDIBILITY

+

RELEVANCE

+

RELIABILITY





iProspect. 

© 2018 iPROSPECT | ALL RIGHTS RESERVED