

Hi

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A look at the numbers

The market
has **changed**

The tipping point

44%

Consumers changed how they bank

684%

Increase mobile wallet transactions

40%

Adults using digital payments did so for the first time during the pandemic

75%

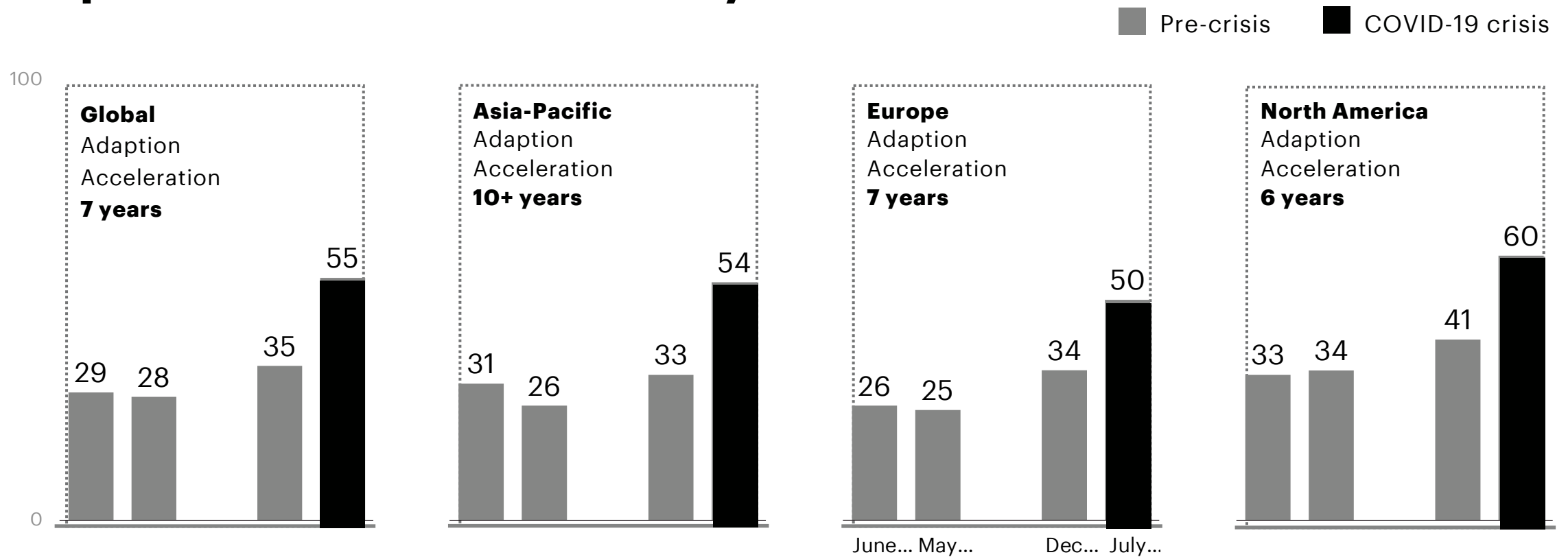
Increase in Online sales

52%

Consumers that had never used digital self service started to

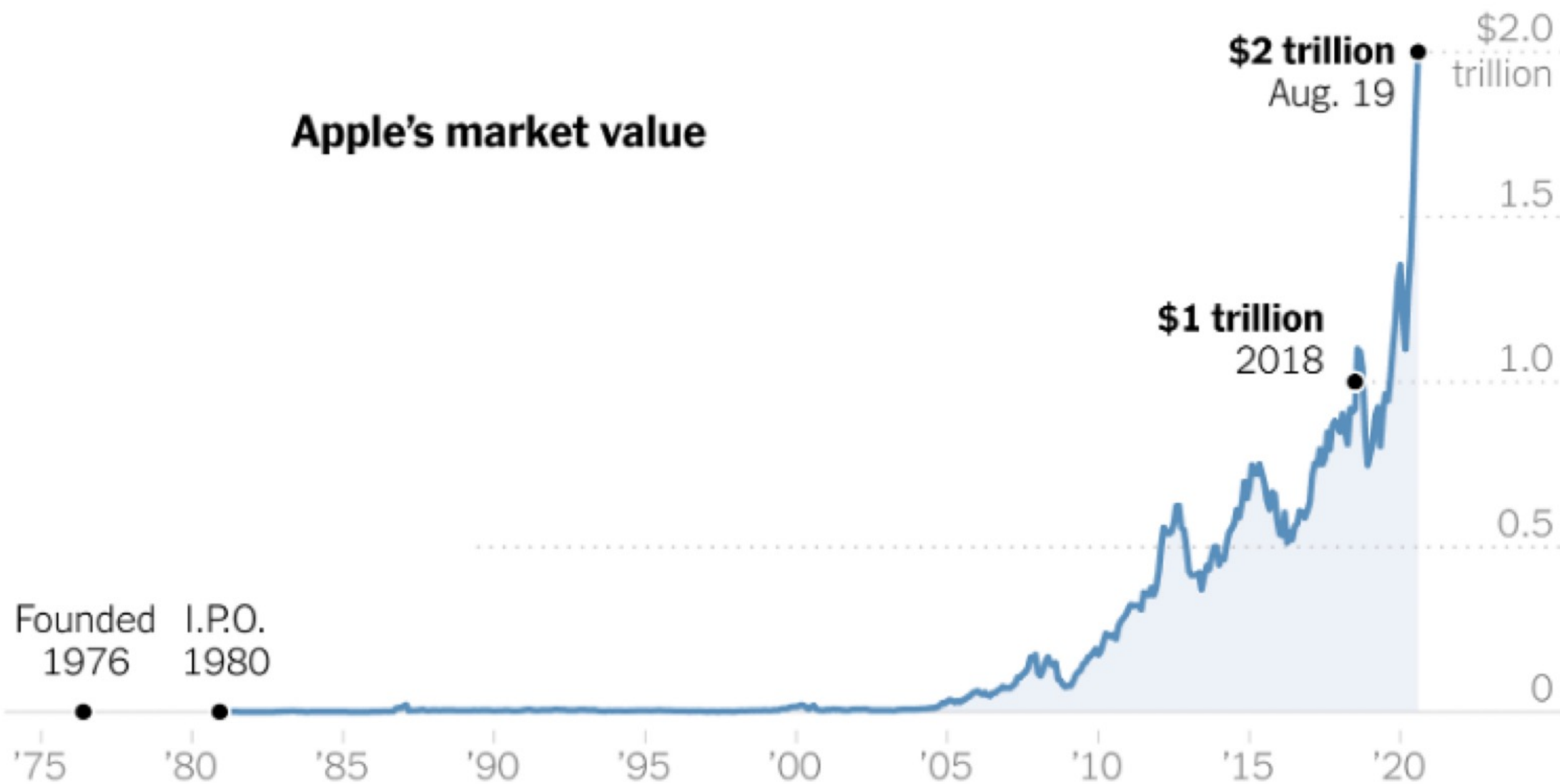
2020 Pulled the future *forward*

„Remote control“: the pandemic shifted people's behavior into the year 2027



Experience led
companies **dominated**
markets

Apple's market value



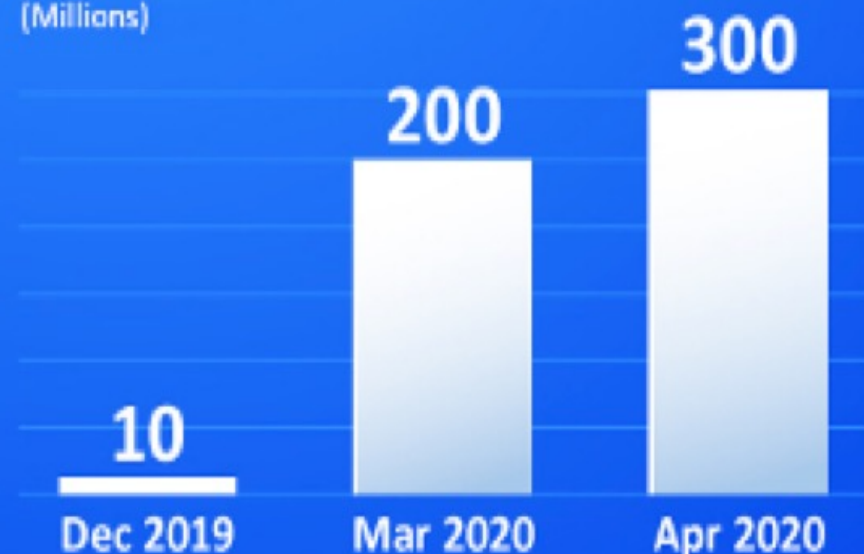
zoom

Communications (ZM)

Market Capitalization

\$47.37B

ZOOM DAILY MEETING PARTICIPANTS
(Millions)



Source: Statista

Southwest

\$14.68B

DELTA

\$12.45B

UNITED

\$5.92B

IAG

INTERNATIONAL
AIRLINES
GROUP

\$4.16B



Lufthansa

\$3.96B

American Airlines

\$3.89B

AIRFRANCE KLM GROUP

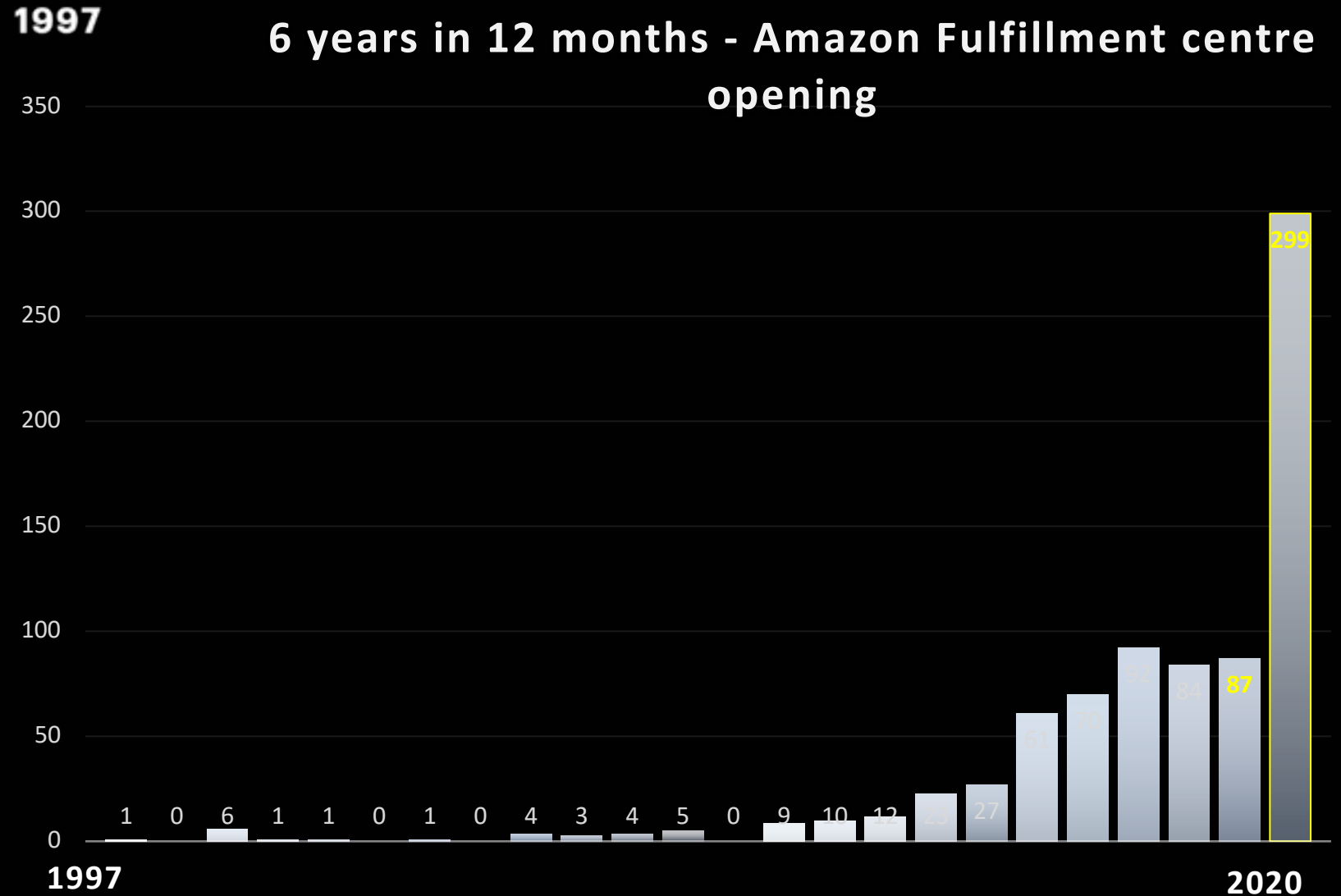
\$2.26B

37%

Increase in Amazon sales in 2020 vs retail sector overall decline of 6%

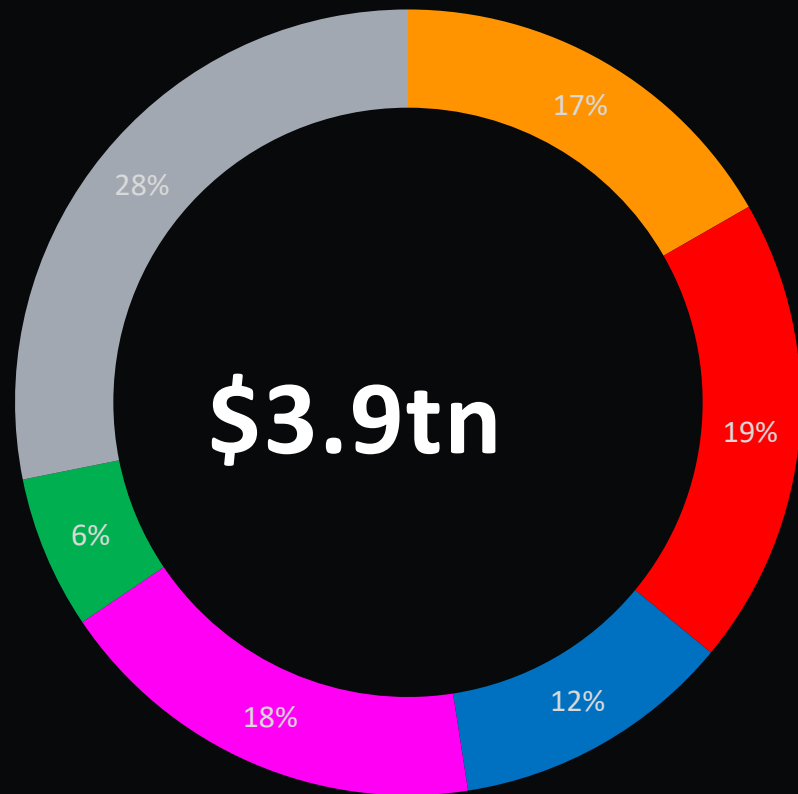
75%

Increase in Amazon Market cap in 2020



Growth slowing in existing verticals, expanding into new industries

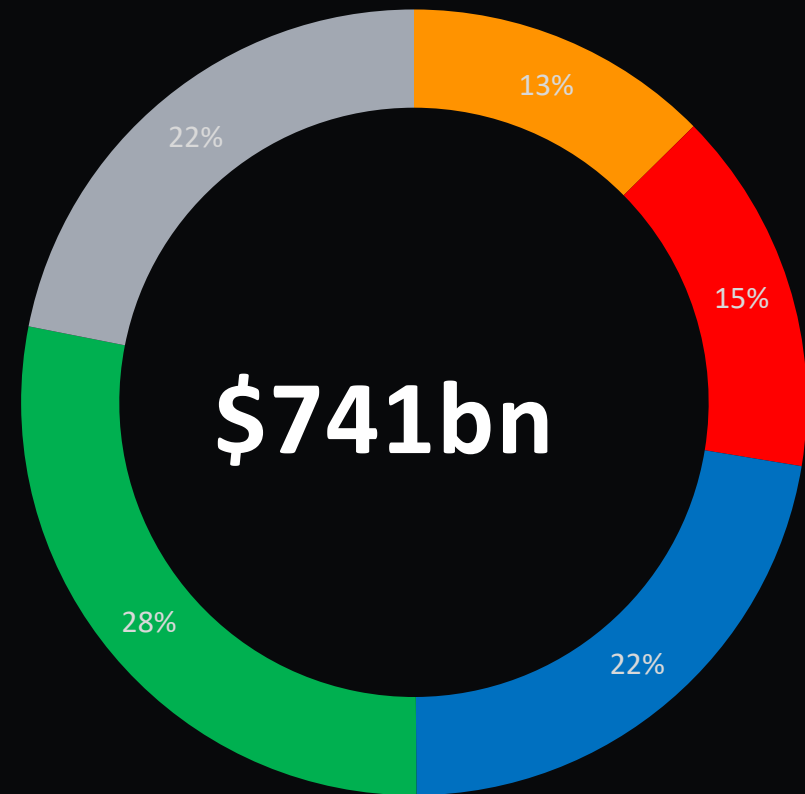
>60% E-commerce on platforms



\$3.9tn

Amazon Taobao JD.com Tmall.com Ebay Other

78.5% Digital ad spend



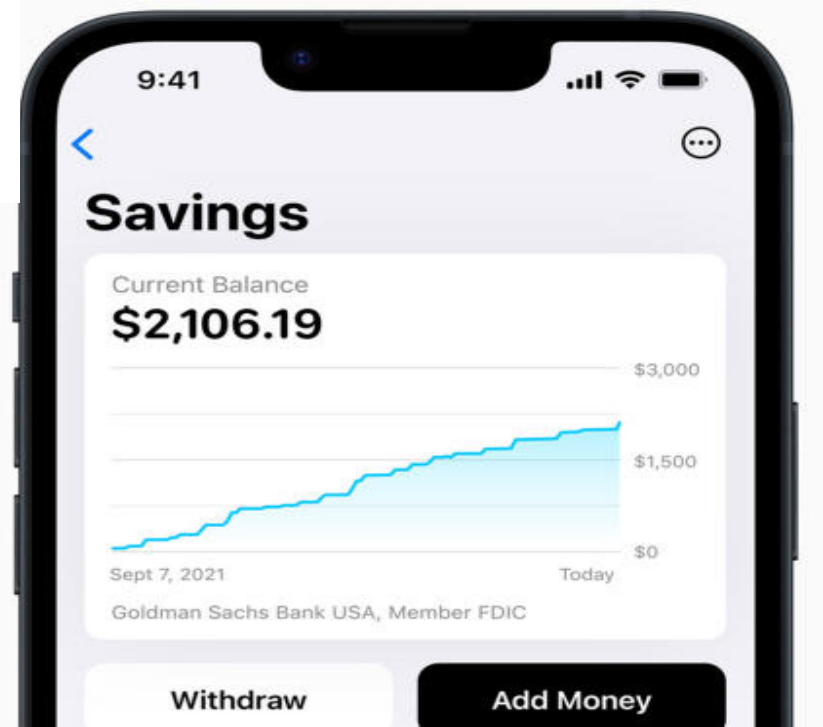
\$741bn

Amazon Apple Meta Google Other



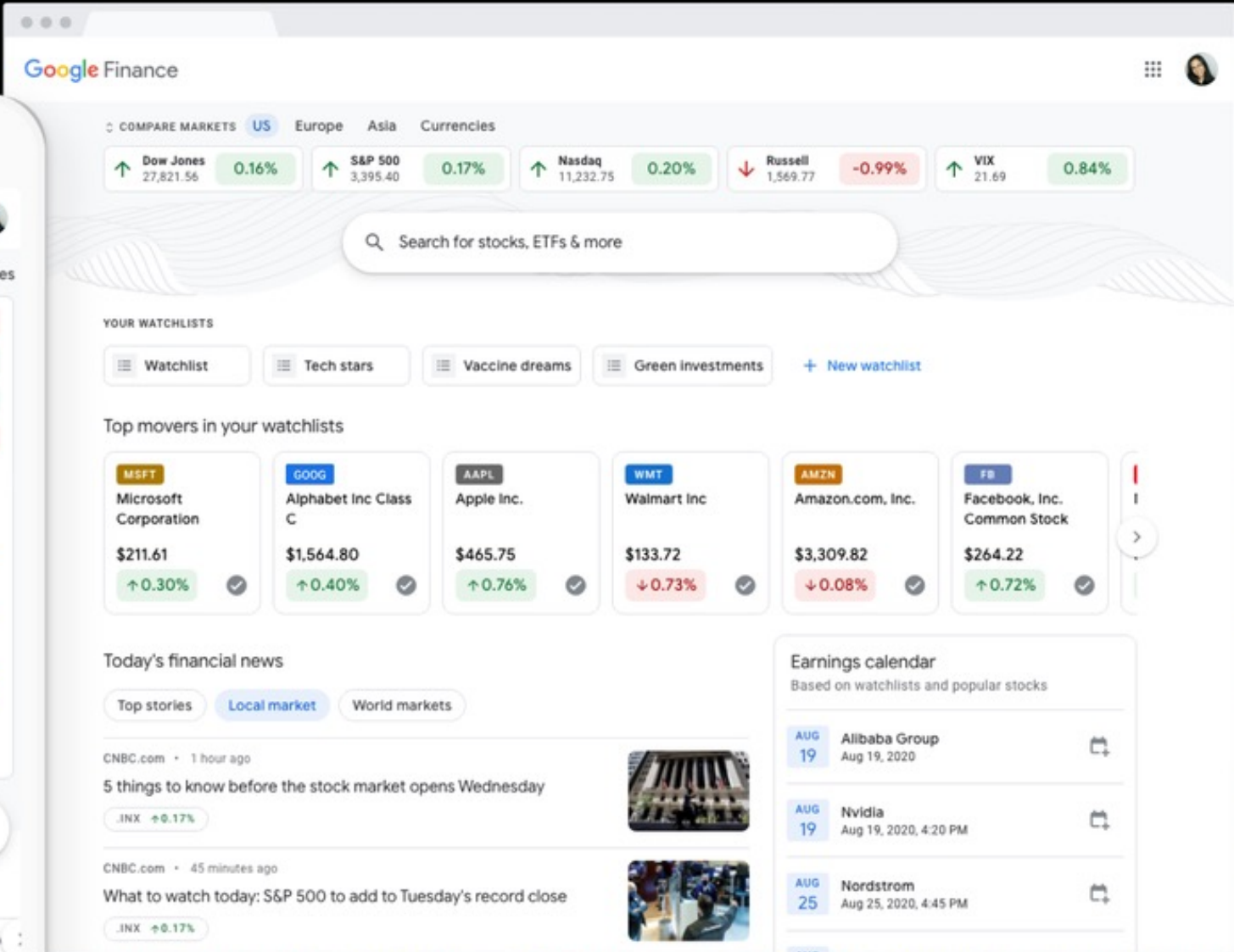
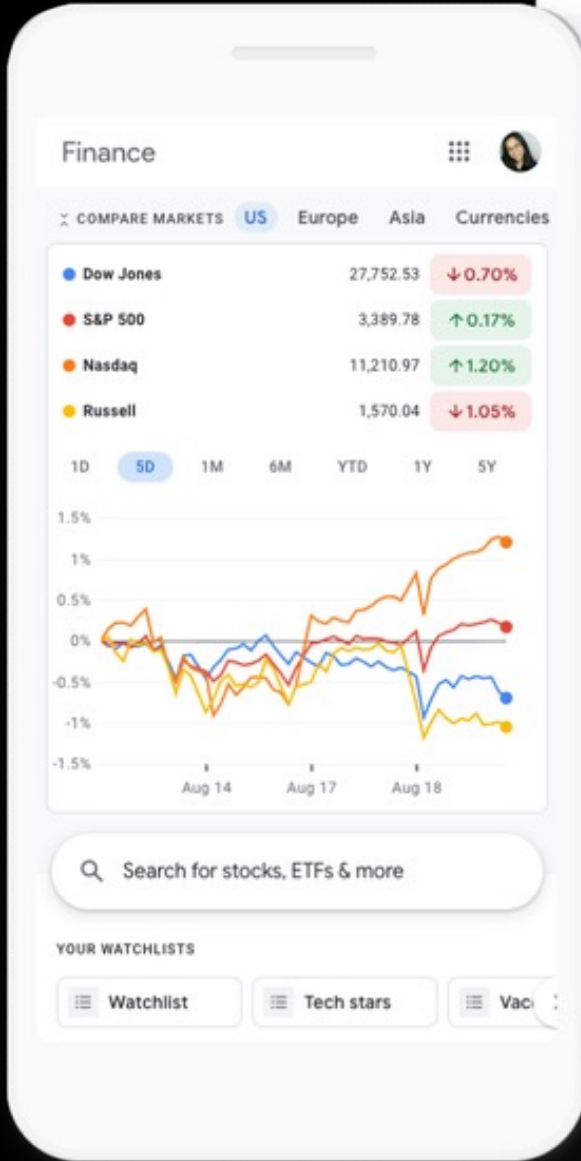
Apple Pay

Apple Pay Later





The image shows a laptop displaying the Amazon.co.uk website. The browser's address bar shows "amazon.co.uk" and a search bar. The top navigation bar includes links for "All", "Prime Video", "Today's Deals", "Health & Personal Care", "Best Sellers", "Prime", "Buy Again", "Free Delivery", "John's Amazon", "Browsing History", and "Amazon Business". A secondary navigation bar for the insurance section includes "Home Insurance", "Get quote", "Retrieve quote", "Your Insurance", "Customer Service", and "Help". The main content area features a large heading "Shop for home insurance, the Amazon way." followed by the subtext "Relax. With ease and quality built in, we're bringing the Amazon you know to insurance." Below this are three orange buttons: "Shop Buildings & Contents Insurance", "Shop Buildings Insurance", and "Shop Contents Insurance". To the right of the text are three framed illustrations: a group of people dining at a table, a person working on a laptop, and a person packing a box. The "amazon insurance store" logo is at the bottom left of the page content.



Expectations
have **changed**

48%

Increased personal
online usage 2020

82%

Intend to sustain
2020 usage levels

42%

Use ad blocking
software

10,500

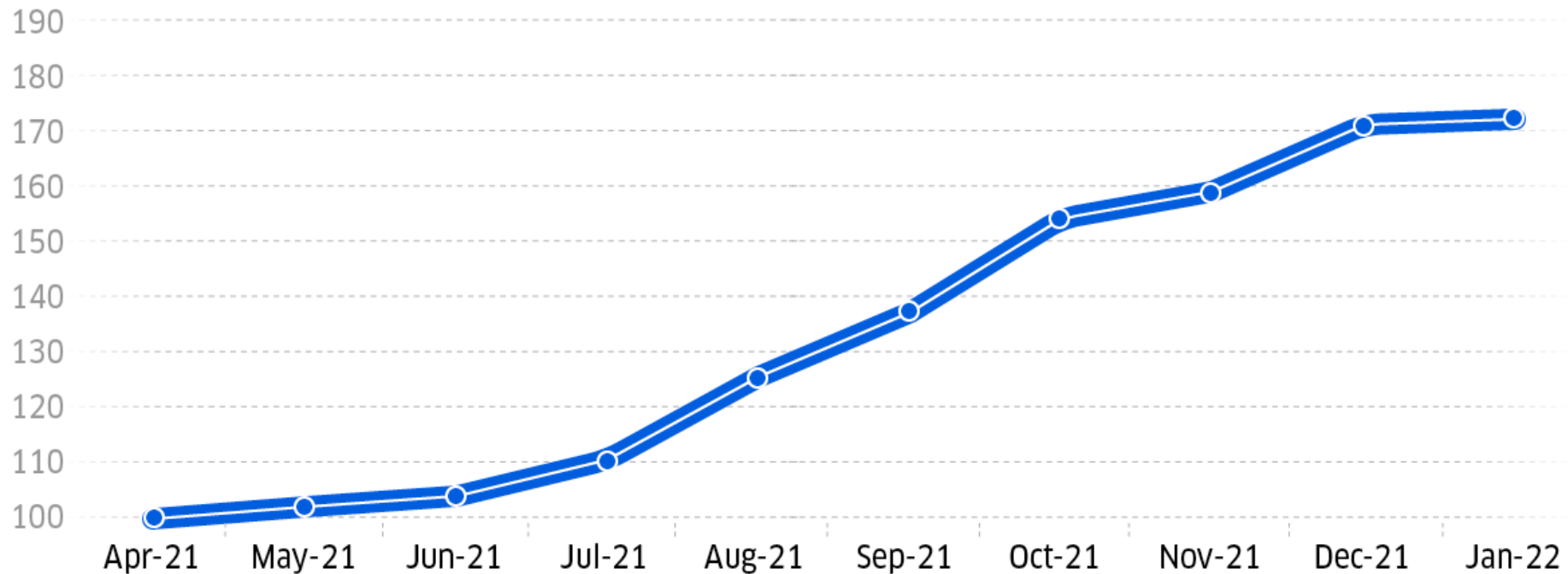
Average number of
ads consumers are
exposed to daily



Customer acquisition costs have risen **60%** since 2016

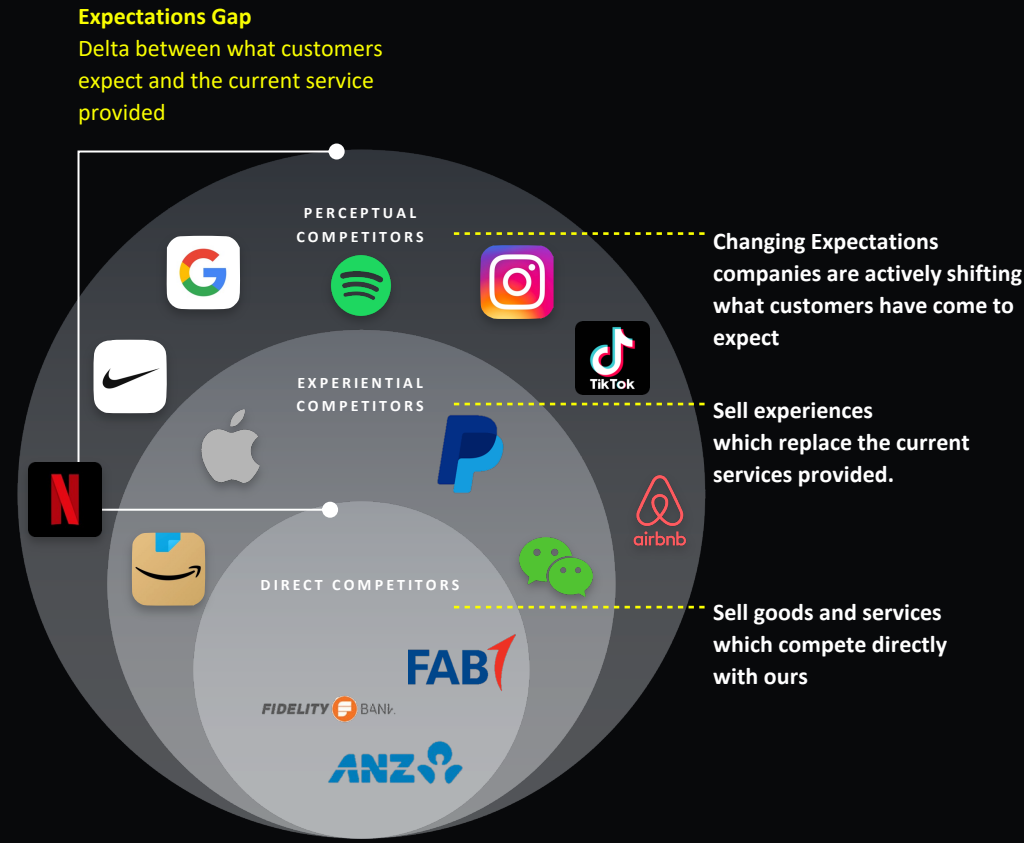
Cost of acquiring a customer

N=10 brands; average of figures re-based to 100



Source: Matrix Partners India

Customers are comparing your brand experience to **other industries**, not your competitors



Need for
transformation is
accelerating

\$1.7tn

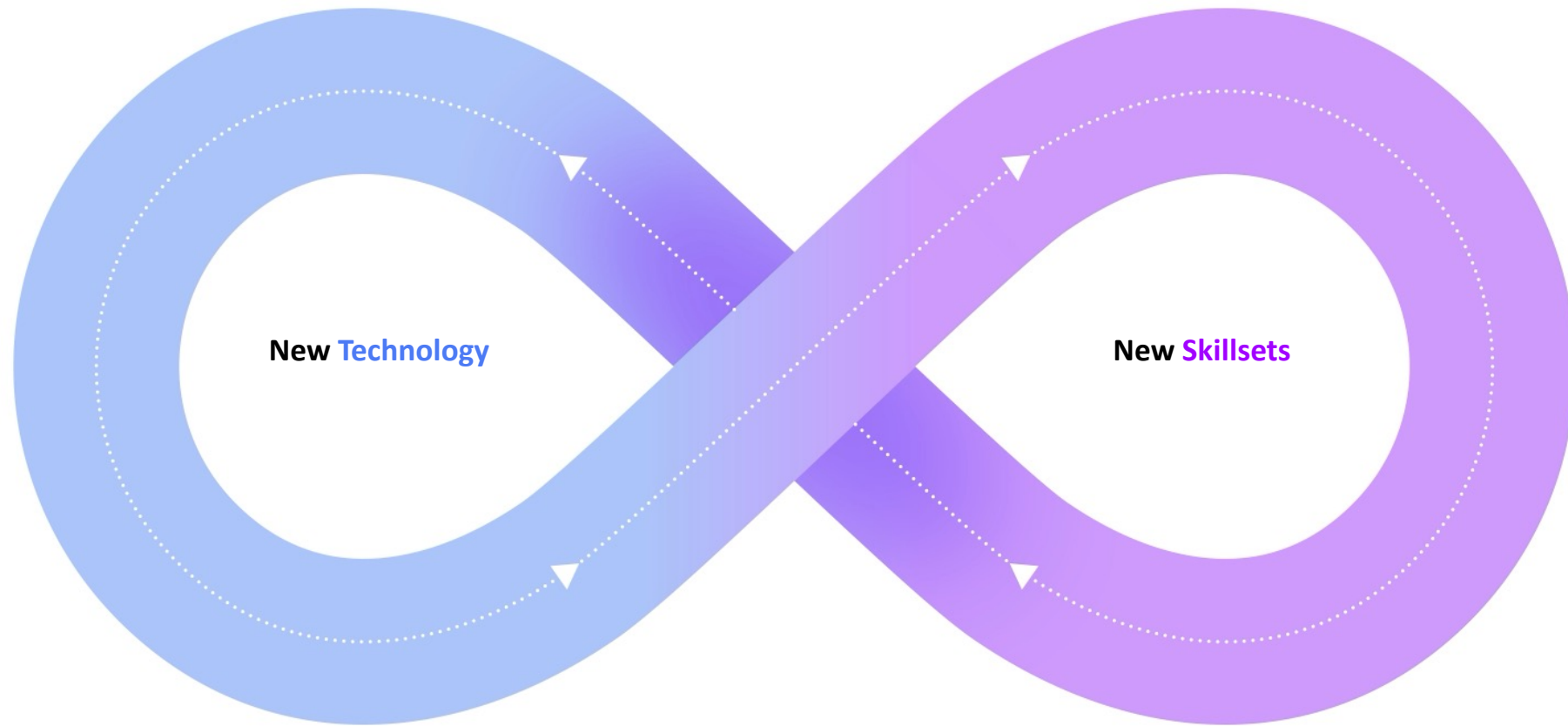
Spent on digital transformation pre
pandemic

84%

CEOs say **little or no**
value delivered

Most `transformations` are applying **21st century** technology to **20th century** business functions.

Approaches to digital transformation



The most important part is often missing

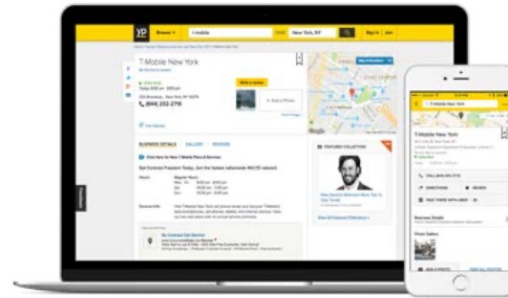


Traditional



Phonebook

Transitional



**Online
Phonebook**

Transformational



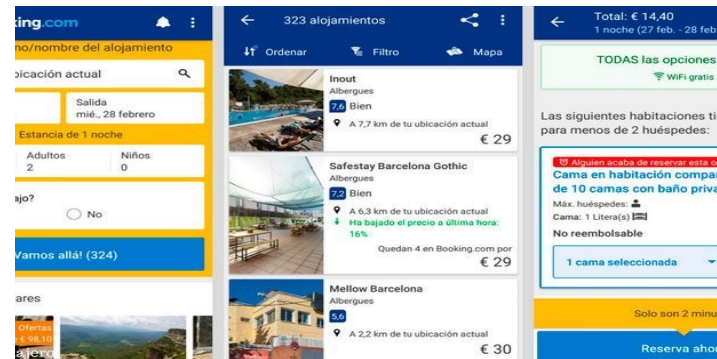
**Predictive
Search**

Traditional



Hotel

Transitional



Online

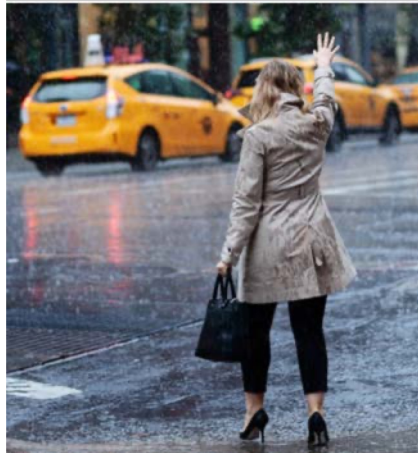
Hotel Booking

Transformational



Airbnb

Traditional



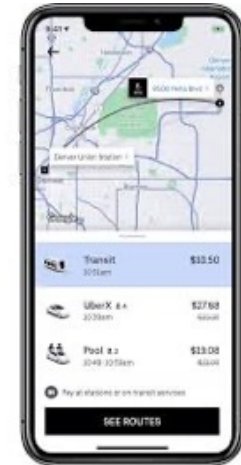
Taxi

Transitional



**Predictive Taxi
finding apps**

Transformational



Ride sharing

Traditional

Marketing

Sales

Service

Transitional

Digital Marketing

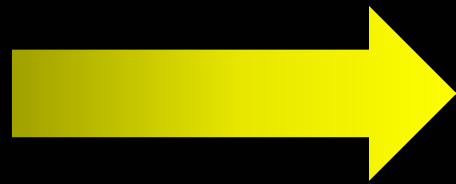
E-Commerce

Digital self service

Transformational

Orchestration of the business around **customer purpose** – how can we fulfill it in a way our competitors can't?

CX



BX

Optimise customer touchpoints to
sell/support a product

Optimise customers
ability to achieve *their*
purpose

1yr

3yr

5yr

7yr

6.5x

6.4x

6.4x

6.3x

BX-oriented companies outperform CX- oriented peers in year-on-year profitability **by at least 6x** in the past one, three, five and seven years.

Where to

START

3 Ps

Perspective

Practice

Performance

Perspective

Define your brand

purpose

(with a small p...)



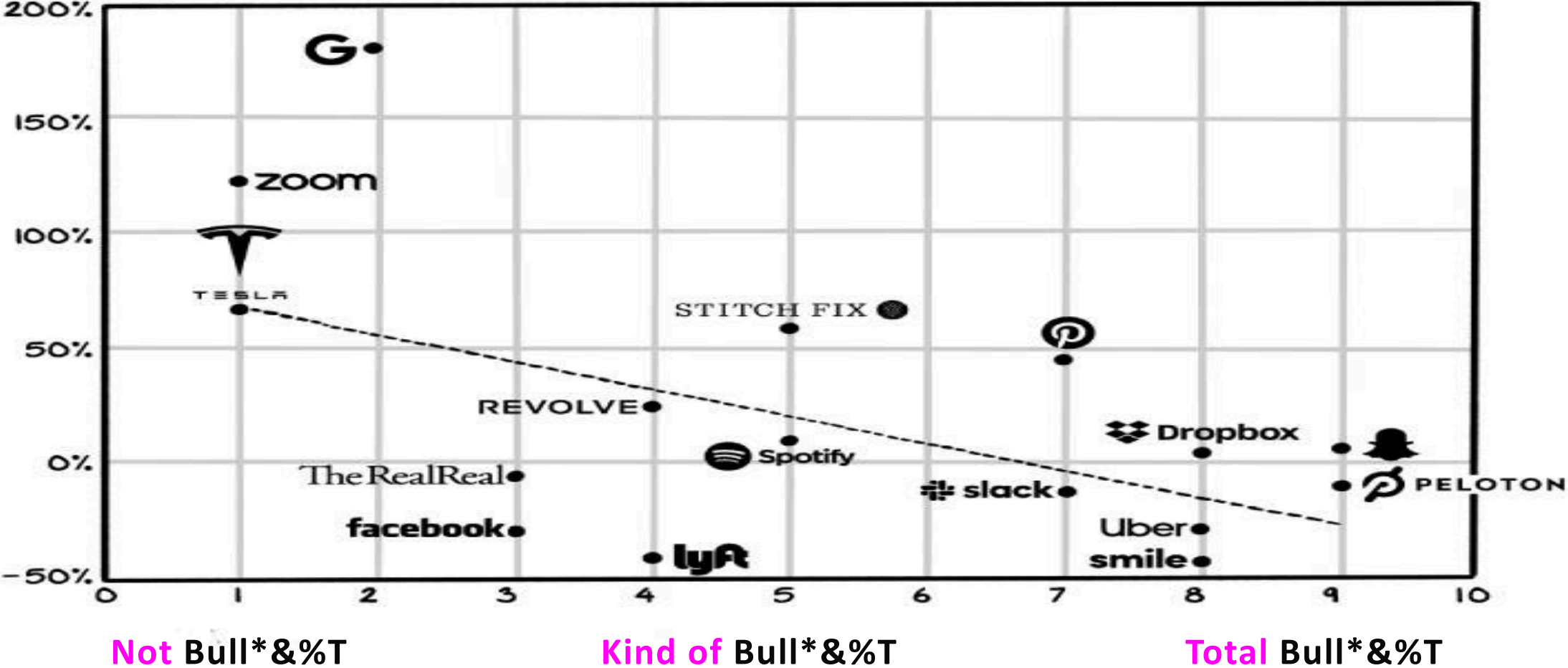
zoom

Make communications frictionless

wework

To elevate the Worlds Conciousness (?!)

Mission statement nonsense level vs. stock performance post IPO



SOURCE: SECTION4 ANALYSIS OF COMPANY FILINGS AND YAHOO FINANCE.

Perspective

**We are in the ...
business**

3 Ps

Perspective

Practice

Performance

Practice – Where to allocate resource for competitive advantage

Post-Purchase



Pre-Purchase



Purchase



3 Ps

Perspective

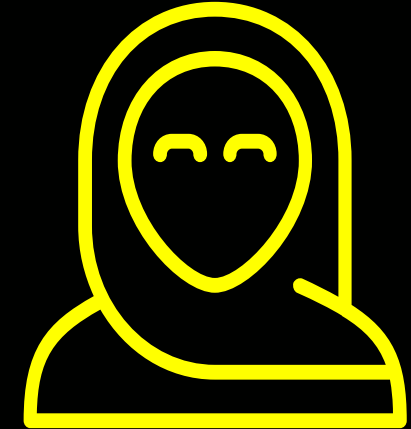
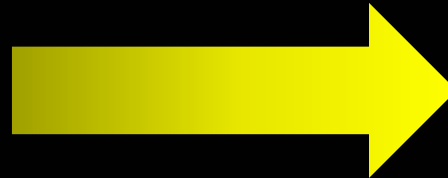
Practice

Performance

Which team wins?



Performance – Measure how you perform for the customer, not the other way around



Business driven metrics

**Customer behavioural
metrics**

Thank **you**

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