

EVOLVE OR BE LEFT BEHIND

27/02/25



FOCUS ON THIS.

- Brands need to evolve to survive.
- Product must meet evolving commerce demands.
- Experience must keep pace with evolving culture and consumer expectations.



BLOCKBUSTER COULD HAVE BEEN NETFLIX

- NETFLIX INNOVATED AHEAD OF THE CURVE
- BLOCKBUSTER THOUGHT THEY WERE A MOVIE RENTAL BUSINESS, NOT AN ENTERTAINMENT BUSINESS



IBM COULD HAVE BEEN APPLE

- They were in the computing business, not the creativity business
- Making computers that were efficient, rather than nice to use





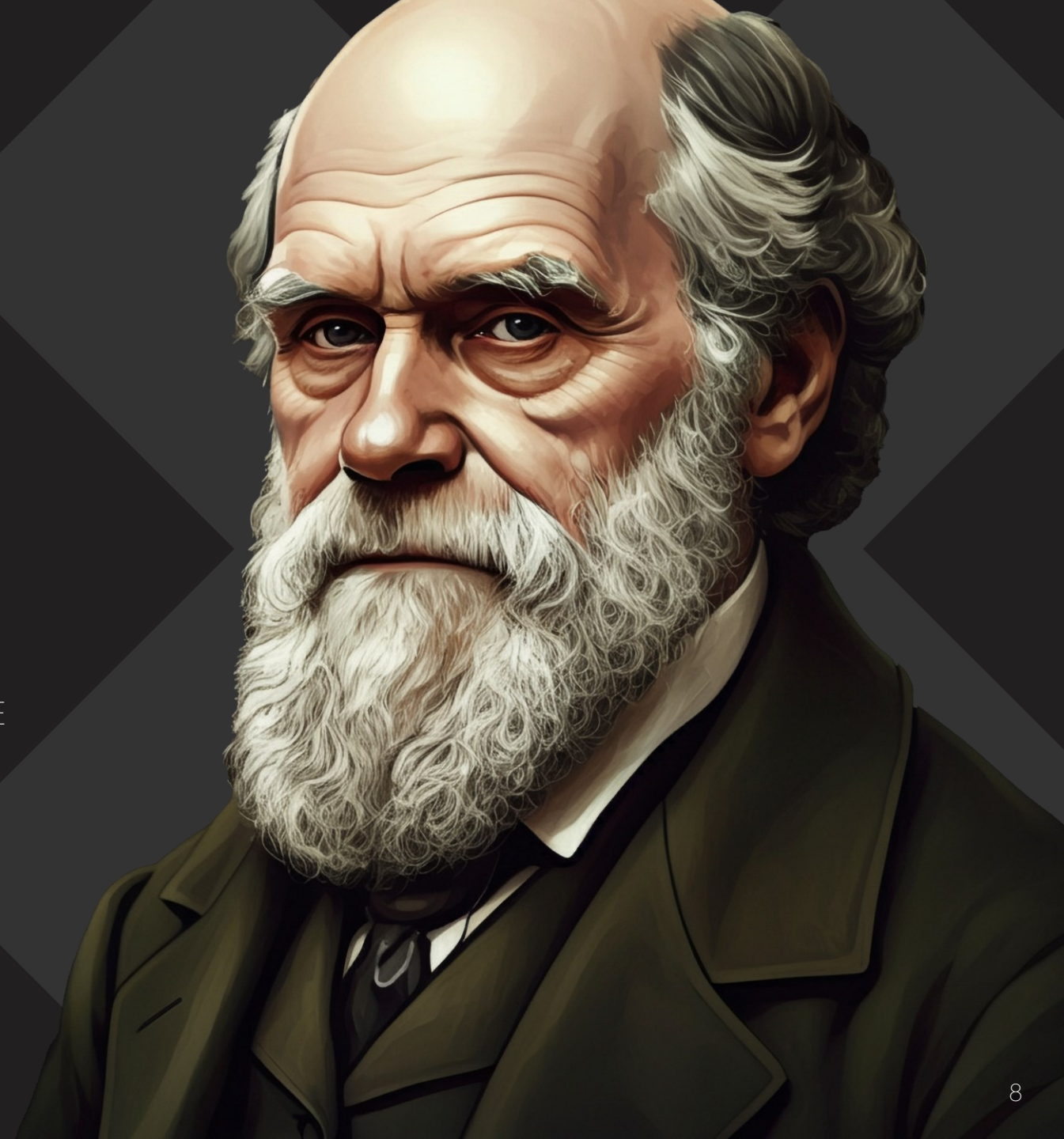
“IT IS NOT THE STRONGEST OF
THE SPECIES THAT SURVIVES,
NOR THE MOST INTELLIGENT,
BUT THE ONE MOST
RESPONSIVE TO **CHANGE**.”

Charles Darwin – 1809

MOST NYSE/FTSE 100 FROM 50 YEARS AGO ARE GONE

BECAUSE THEY STAYED STILL

GRADUALLY FADING INTO IRRELEVANCE



01: PRICE STRATEGICALLY OR BE LEFT BEHIND.



REASSURINGLY
EXPENSIVE



CULTURE IS
WORTH MORE



VISUAL VALUE

TAKE OUTS

Price like Goldilocks

Sell culture over product and charge more

Create symbols of quality
(sells more than actual quality)

02: AGILITY AND COMMITMENT OR BE LEFT BEHIND.



AMAZON PLAYS WITH OODA LOOPS



ALDI WINS THROUGH RELENTLESS SIMPLIFICATION

TAKE OUTS

Commit to what your competitors cannot

Think the unthinkable

Move at the speed of modern culture

03: ENGAGE THE TRADE HARDCORE OR BE LEFT BEHIND.



LOVE THE GATEKEEPERS AS MUCH AS THE CONSUMERS



THE SHOPKEEPER'S FAVOURITE

TAKE OUTS

Physical availability is as important as mental

Bake your trade strategy into your brand strategy

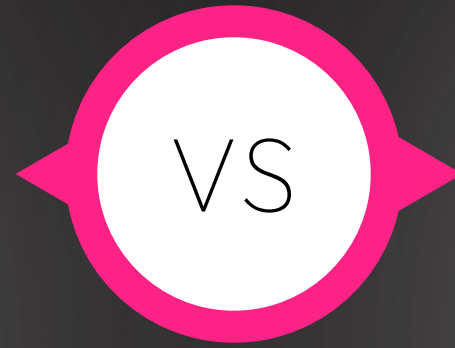
Disruption works in the trade too

04: PORTFOLIO PRECISION OR BE LEFT BEHIND.



FAMILIAR NOVELTY. RUTHLESS SACRIFICE

CHOICE SELLS COMPARISON SELLS HARDER



NISSAN X-TRAIL



NISSAN QASHQAI

TAKE OUTS

Be ruthless, less of more, is more

Research in the real world

Build safe familiarity - sell through comparison

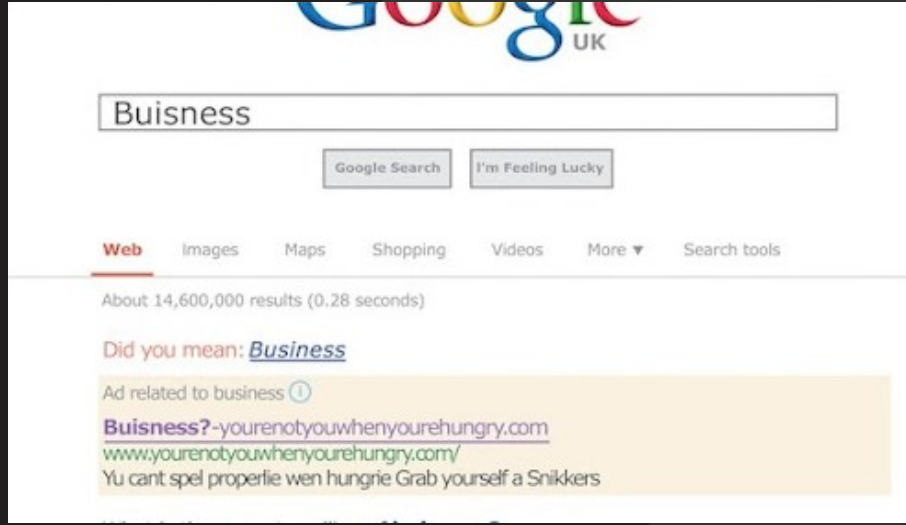
05: ACTIVATE ONLY WHERE IT MATTERS OR BE LEFT BEHIND.



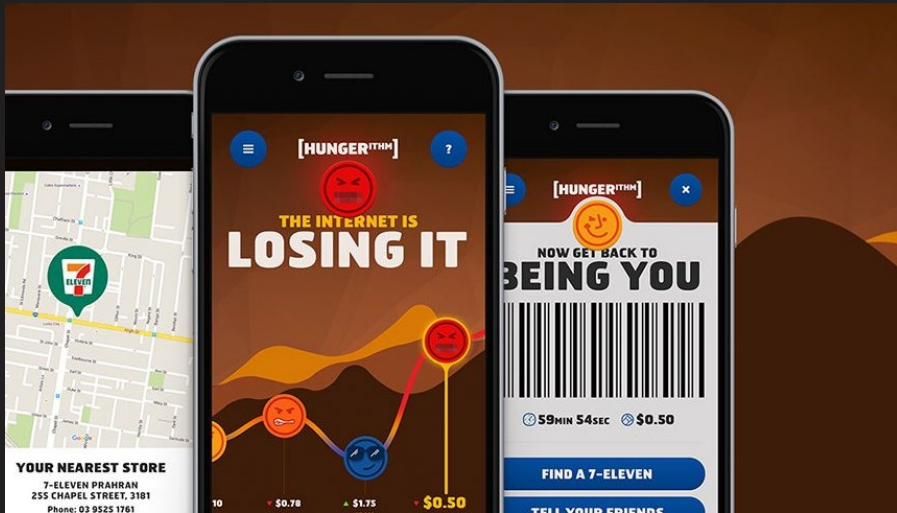
GET GEN Z TO DO THE ONE THING THAT REALLY MAKES YOU FEEL GOOD: SLEEP



HANGRY BARS



SEO SPELLING MISTAKES



HUNGERTHIM SOCIAL LED PRICE PROMOTION



PROGRAMATIC DISPLAY

TAKE OUTS

Plan for lots of little interactions

Start with culture, work back to commerce

Play with context to cut through

06: STRONG DESTINATION BRAND OR BE LEFT BEHIND.

- Dropped brand building for digital performance
- Fired sports marketers in favour of digital marketers
- Ditched trade partners in favour of DTC
- 30% drop in revenue, ADIDAS 30% up



Same car, different brand

Some kind of drivers, different mindsets

Keep your brand focused – grow through brand portfolio



SEAT LEON



VW GOLF



AUDI A3

TAKE OUTS

Even the best brands fail without nurturing

They can drive more profit than product

Don't be everything to everyone

SOME CONSUMER THOUGHTS...



CONSUMERS DON'T LIKE CHANGE –
UNTIL THEY DO

IS BACKLASH IS INEVITABLE?

EXECUTION AND
STORYTELLING IN CX CAN BE
YOUR GOLDEN TICKET

KEEP WALKING



JOHNNIE WALKER

EVOLVE OR BE LEFT BEHIND

Play It Safe & You'll Fade.

Play It Smart & You'll Lead.

BUILDING A HIGH-PERFORMANCE CULTURE

MARC WOODS

- Marc competed internationally as a swimmer for 17 years
- He's won 12 Paralympic medals from 5 Games
- And won a further 21 from World and European Championships
- He's held world records for 200m, 400m, 1500m Freestyle
- Marc was a part of the team that held the world record for 4 x 100m Freestyle

