Harvard
Business
Review
TÜRKİYE

Serdar TURAN
LinkedIn

HBR Perspective: Pazarlama ve Veri

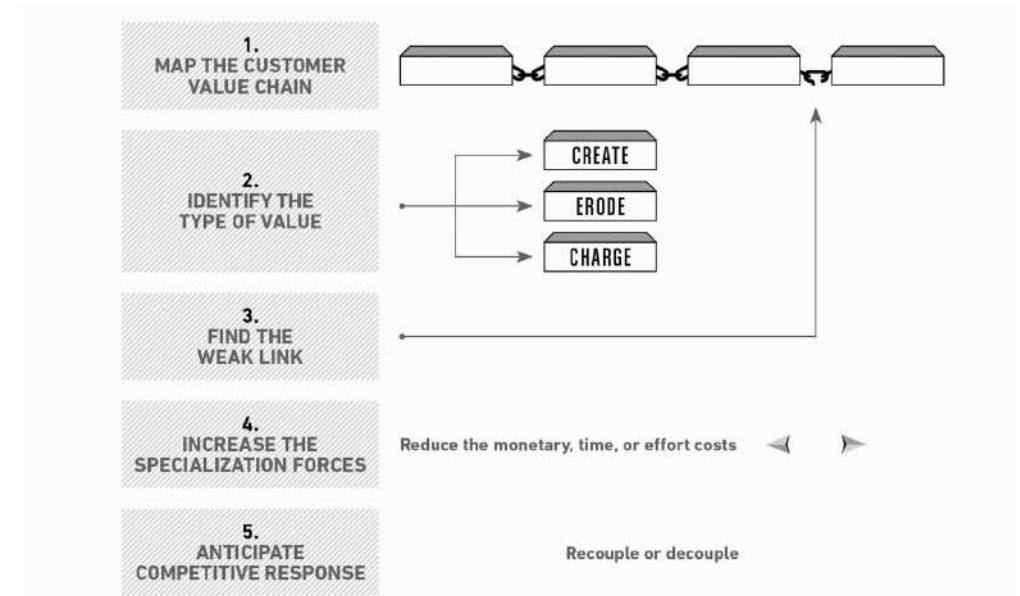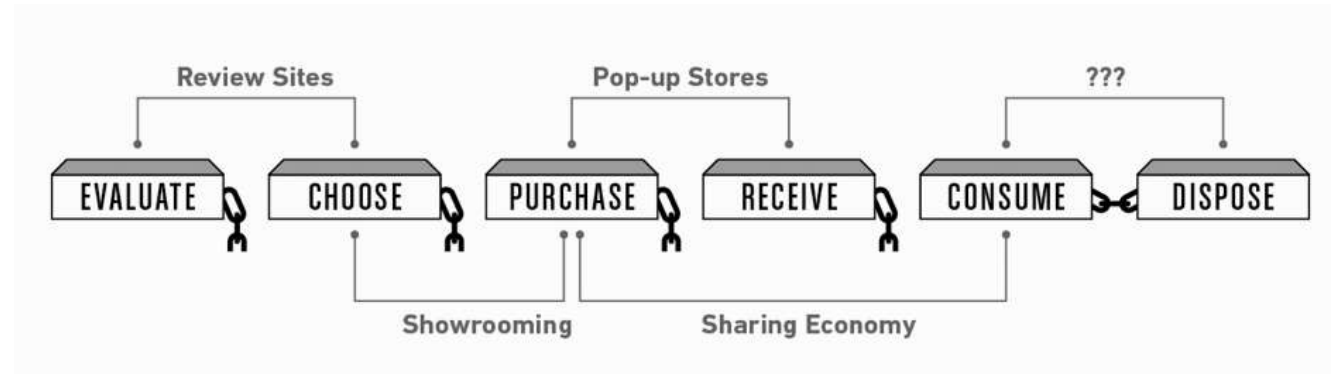# Çözülme Dönemi

Families

Relationships

Careers

Ownership

Endişe Çağına Hoşgeldiniz…
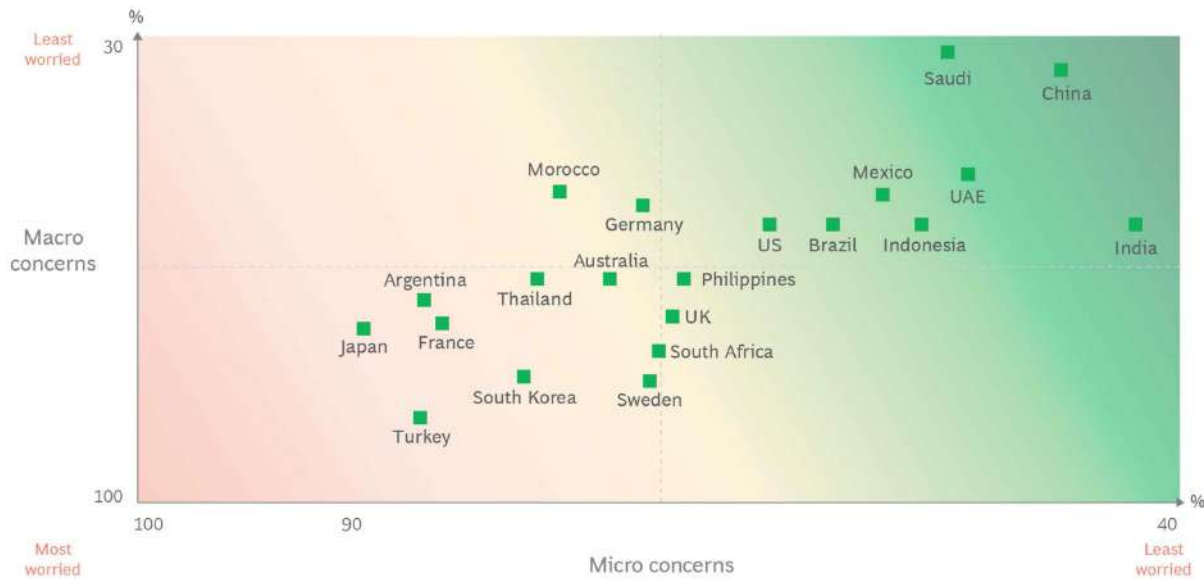

Consumer Sentiment Varies Widely Around the World

Source: BCG Center for Customer Insight's Global Consumer Sentiment Survey, 2023.

The Economist

Finance and economics | Consumerzzzzzzzzz

Welcome to the age of the hermit consumer

The world economy is witnessing a $600bn-a-year shift in behaviour

IMAGE: MICHAEL WOLF ESTATE/LAIF/CAMERA PRESS

Oct 22nd 2023 | SAN FRANCISCO
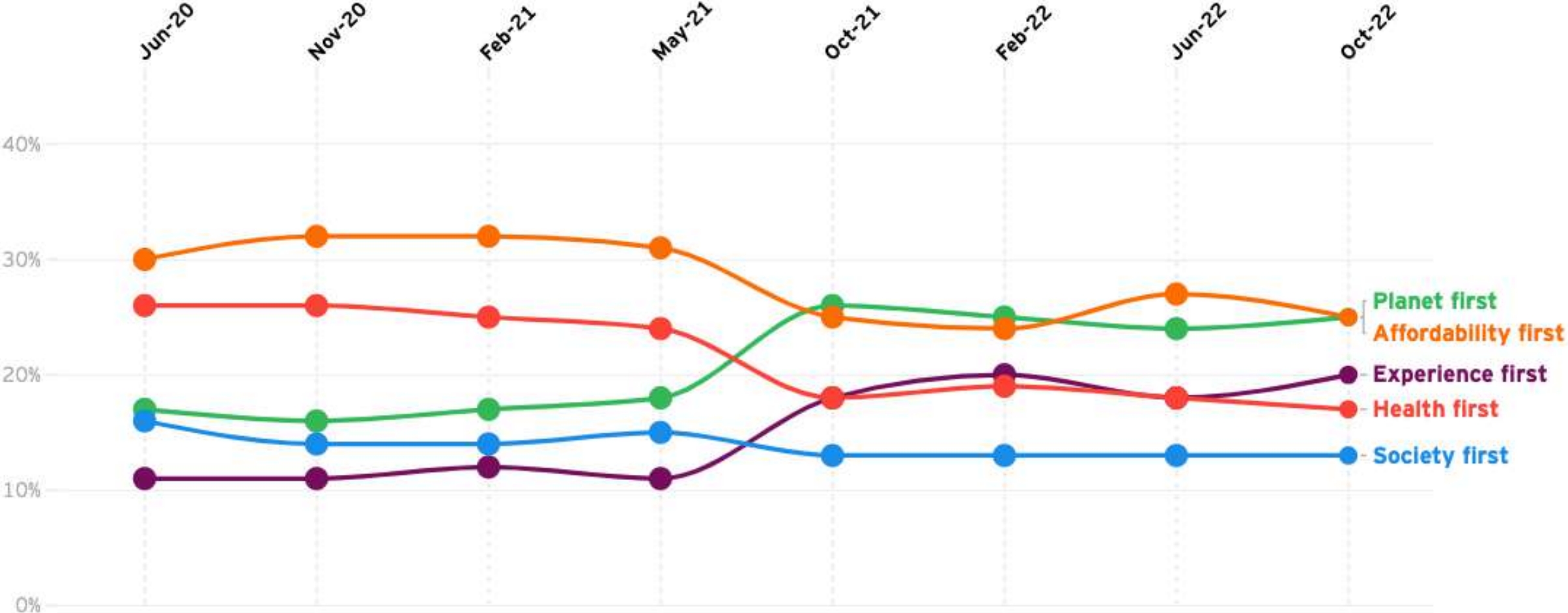
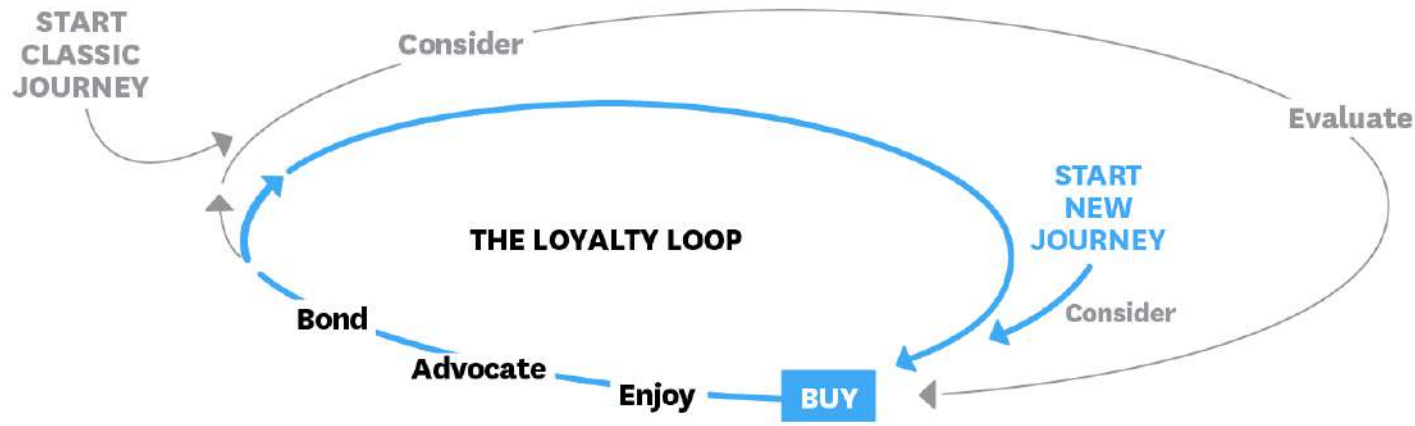# Consumer priorities that shape consumption patterns

% share of consumer segments. Global is an average of all countries surveyed. A sub-set of countries surveyed are shown here.

Global | Australia | Brazil | China | France | Germany | Japan | Saudi Arabia | South Africa | UK | US

Planet first
Affordability first
Experience first
Health first
Society first

Karar Döngüsü

Streamlining the Decision Journey

START CLASSIC JOURNEY

Consider

Evaluate

THE LOYALTY LOOP

START NEW JOURNEY

Bond

Advocate

Enjoy — BUY

Consider

CLASSIC JOURNEY

In the classic journey, consumers engage in an extended consideration and evaluation phase before either entering into the loyalty loop or proceeding into a new round of consideration and evaluation that may lead to the subsequent purchase of a different brand.

NEW JOURNEY

The new journey compresses the consider step and shortens or entirely eliminates the evaluate step, delivering customers directly into the loyalty loop and locking them within it.

SOURCE DAVID C. EDELMAN AND MARC SINGER
FROM "COMPETING ON CUSTOMER JOURNEYS," NOVEMBER 2015

© HBR.ORG

Mind the (Emotional Connection) Gap

The "emotional connection score" (ECS) of a brand measures the share of customers who are fully connected. A gap between a brand's ECS and the share of customers who consider it a "good brand" signals an opportunity to transform satisfied customers into fully connected—and more valuable—ones. Gaps between a brand's ECS and competitors' indicate opportunities to seize (or maintain) advantage by attending to emotional connections.

- ● Emotional connection score
- ● Considered a "good brand"

AUTOMOBILES
- 76
- 60
- 72
- 38

AIRLINES
- 63
- 49
- 48
- 28

FINANCIAL
- 70
- 43
- 62
- 27

PERSONAL
- 66
- 34
- 55
- 28

Everyday Shopping

Customers	Companies
1 Convenience	1 Recognition
2 Trust	2 Fun
3 Personal Growth	3 Personal Growth
4 Recognition	4 Convenience
5 Sustainability	5 Sustainability
6 Fun	6 Trust

Occasional Shopping

Customers	Companies
1 Sustainability	1 Convenience
2 Trust	2 Fun
3 Personal Growth	3 Recognition
4 Convenience	4 Personal Growth
5 Recognition	5 Sustainability
6 Fun	6 Trust

Banking

Customers	Companies
1 Trust	1 Convenience
2 Convenience	2 Personal Growth
3 Personal Growth	3 Recognition
4 Fun	4 Sustainability
5 Recognition	5 Fun
6 Sustainability	6 Trust

Insurance

Customers	Companies
1 Convenience	1 Personal Growth
2 Sustainability	2 Recognition
3 Recognition	3 Convenience
4 Trust	4 Fun
5 Fun	5 Sustainability
6 Personal Growth	6 Trust

Travel

Customers	Companies
1 Trust	1 Recognition
2 Fun	2 Convenience
3 Convenience	3 Sustainability
4 Sustainability	4 Fun
5 Personal Growth	5 Personal Growth
6 Recognition	6 Trust

Healthcare

Customers	Companies
1 Recognition	1 Recognition
2 Trust	2 Convenience
3 Personal Growth	3 Personal Growth
4 Fun	4 Trust
5 Convenience	5 Fun
6 Sustainability	6 Sustainability

By 2028, machine customers will render 20% of human-readable digital storefronts obsolete.

Source: Gartner

Machine Customers

Nonhuman economic actors that purchase goods and services in exchange for payment

5 Behaviors of Human and Machine Customers

Receive Messages

Negotiate for the Best Deal

Make Purchases

Request Service

Share Experience

Connected machines are becoming smarter

Source: Gartner

The Elements of Value Pyramid

Products and services deliver fundamental elements of value that address four kinds of needs: functional, emotional, life changing, and social impact. In general, the more elements provided, the greater customers' loyalty and the higher the company's sustained revenue growth.

SOCIAL IMPACT

Self-transcendence

LIFE CHANGING

Provides hope · Self-actualization

Motivation · Heirloom · Affiliation/belonging

EMOTIONAL

Reduces anxiety · Rewards me · Nostalgia · Design/aesthetics · Badge value

Wellness · Therapeutic value · Fun/entertainment · Attractiveness · Provides access

FUNCTIONAL

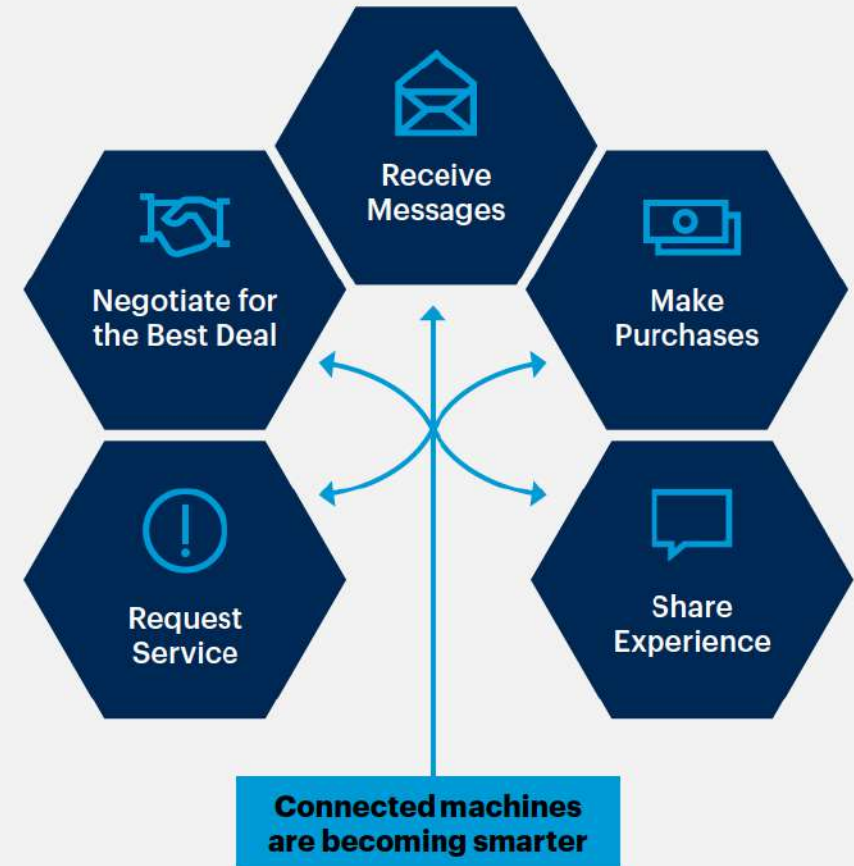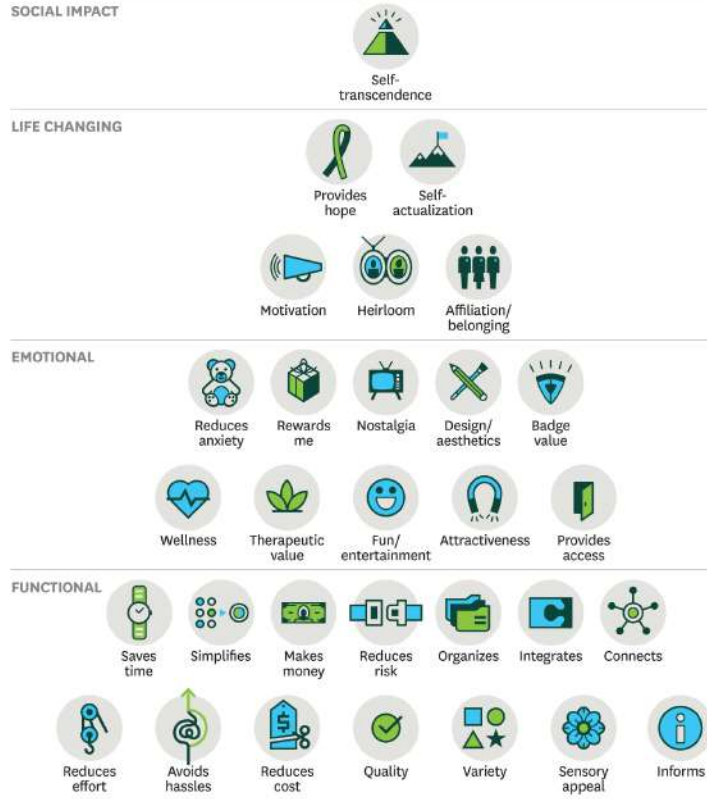Saves time · Simplifies · Makes money · Reduces risk · Organizes · Integrates · Connects

Reduces effort · Avoids hassles · Reduces cost · Quality · Variety · Sensory appeal · Informs

SOURCE © 2015 BAIN & COMPANY INC.
FROM "THE ELEMENTS OF VALUE," SEPTEMBER 2016

© HBR.ORG

The Value Creation Opportunity

When companies find ways to increase customer delight, employee satisfaction, and supplier surplus, they expand the total amount of value they create and position themselves for extraordinary financial performance.

WILLINGNESS TO PAY (WTP)
Maximum price that customers would be willing to pay

CUSTOMER PRICE

CUSTOMER DELIGHT

FIRM MARGIN

COMPENSATION/ SUPPLIER PRICE

WILLINGNESS TO SELL (WTS)
Minimum price/wage that suppliers/employees would be willing to accept

EMPLOYEE SATISFACTION

SUPPLIER SURPLUS

HBR

The building blocks of a customer-experience transformation

Potential starting points

Build aspiration and purpose

A. Set aspiration and purpose including clear definition of value at stake

B Transform the business

B. Redesign/innovate and implement product/service experiences along proven Discover-Design-Deliver approach

C Establish critical enablers

Best-in-class customer experience

C. Establish critical enablers to drive transformational change via mind-sets, behaviors and capabilities, tech enablement, operating-model, and performance management

McKinsey & Company

Teknoloji Devrimi

2023 Gartner Emerging Technologies and Trends Impact Radar

Range
- 6 to 8 Years
- 3 to 6 Years
- 1 to 3 Years
- Now (0 to 1 Year)

Mass
- Low
- Medium
- High
- Very High

Responsible AI · Hyperscale Edge Computing · Decentralized Identity · Web3 · Digital Ethics · Blockchain · Hyperautomation in Security · 6G · Foundation Models · Knowledge Graphs · Tokenization · Human-Centered AI · Neuromorphic Computing · Edge Computer Vision · Self-Supervised Learning · Model Compression · Smart Space · Edge AI · Multimodal UI · Synthetic Data · Intelligent Applications · Metaverse · Digital Twins · Generative AI · Spatial Computing · Digital Human (AI Avatars)

Transparency and Privacy · Critical Enablers · Productivity Revolution · Smart World

Source: Gartner

Figure 1. What *appears* to be happening

Technology change

- Mobile, sensors, AI, cognitive computing
- Access to technology by consumers globally
- Technology infiltrates home and political life

Rate of change

Gap in business performance potential

Business productivity

Time

Deloitte University Press | dupress.deloitte.com
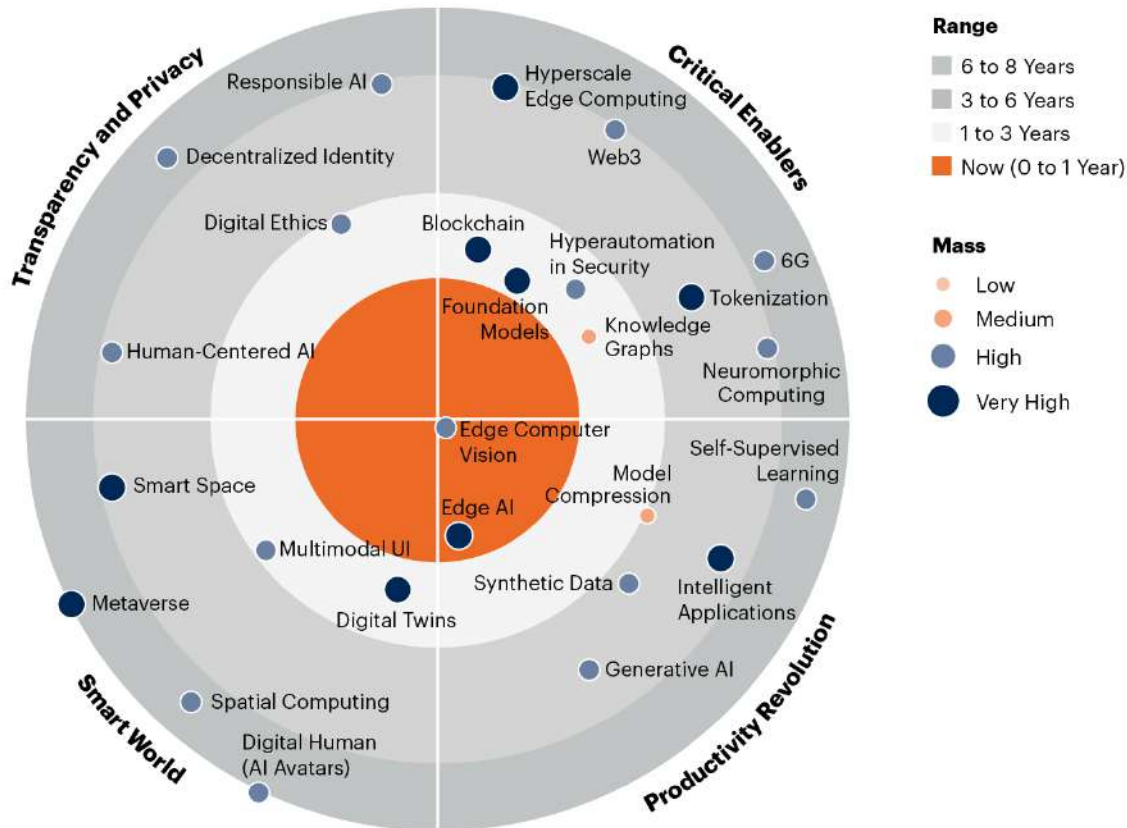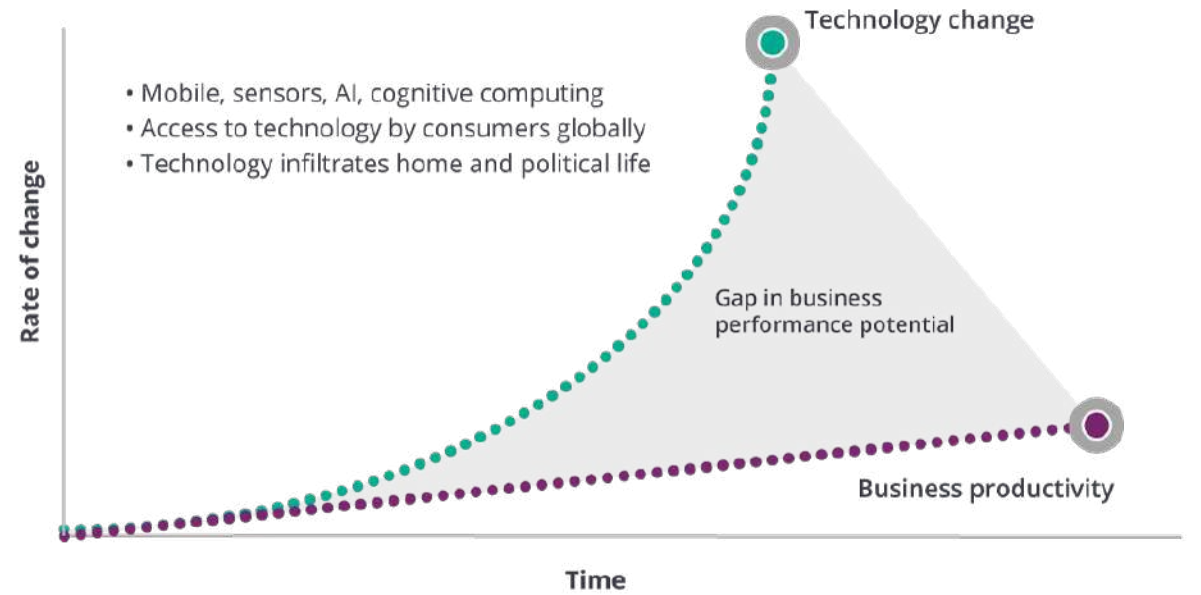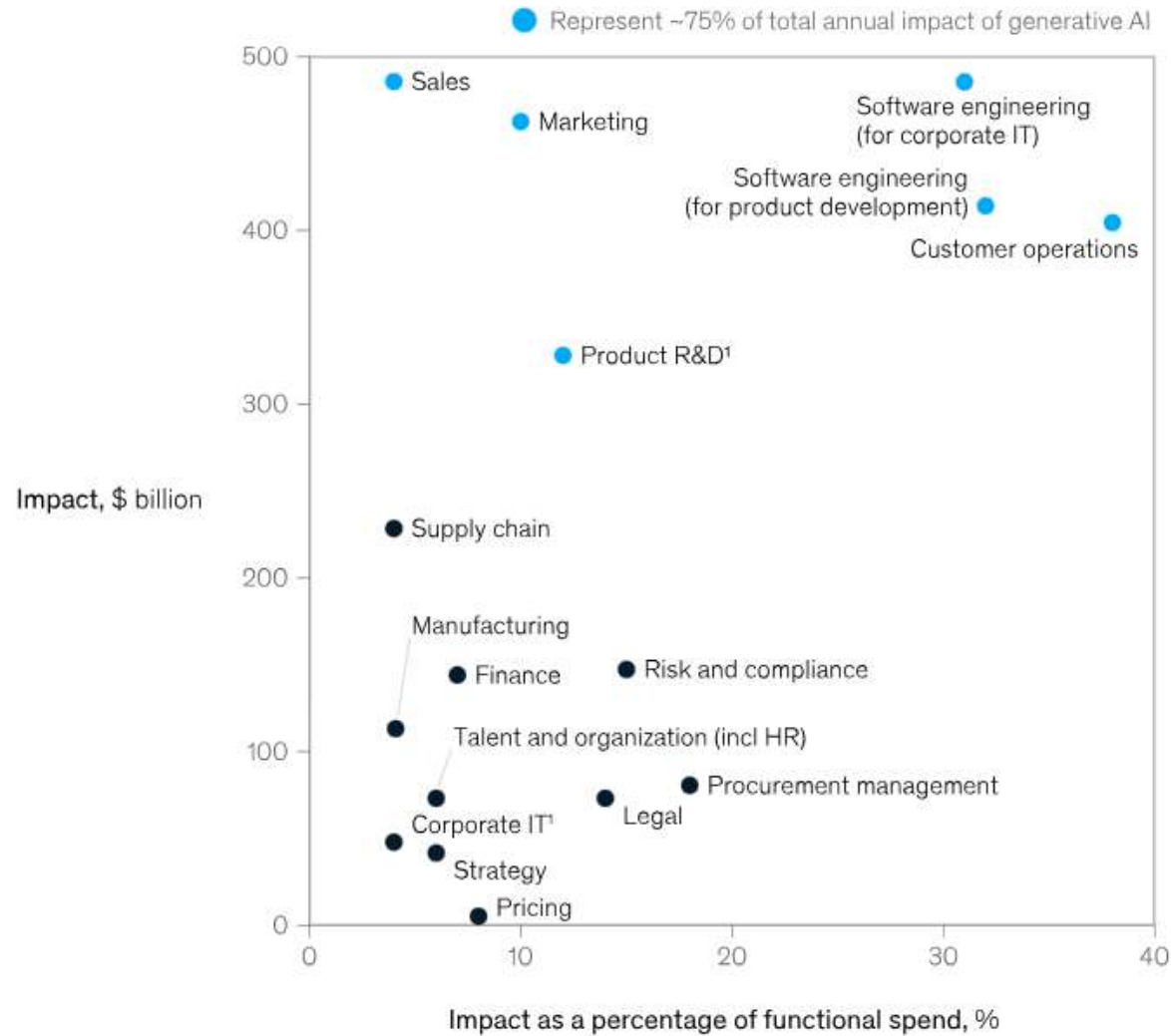
Using generative AI in just a few functions could drive most of the technology's impact across potential corporate use cases.

Impact, $ billion (y-axis, 0–500)

Represent ~75% of total annual impact of generative AI

- Sales
- Marketing
- Software engineering (for corporate IT)
- Software engineering (for product development)
- Customer operations
- Product R&D[1]
- Supply chain
- Manufacturing
- Finance
- Risk and compliance
- Talent and organization (incl HR)
- Corporate IT[1]
- Procurement management
- Legal
- Strategy
- Pricing

Impact as a percentage of functional spend, % (x-axis, 0–40)

Commercial leaders are cautiously optimistic about gen AI use cases, anticipating moderate to significant impact.

Estimated impact of use cases,[1] % respondents answering "significant" or "very significant"

Use case	%
Lead identification (real time, based on customer trends)	60
Marketing optimization (A/B testing, SEO strategies)	55
Personalized outreach (chatbots, virtual assistants)	53
Dynamic content (websites, marketing collateral)	50
Up/cross-selling recs (via usage patterns, support tickets)	50
Success analytics (continuous churn modeling)	45
Marketing analytics (dynamic audience targeting)	45
Dynamic customer-journey mapping (identifying critical touchpoints)	45
Automated marketing workflows (nurturing campaigns)	35
Sales analytics (predictive pricing, negotiation)	30
Sales coaching (hyper-personalized training)	25

[1]Senior executives in significant global B2B and B2C sales and marketing organizations across a wide range of industries and company maturity levels were asked: *Please share your estimated ROI / impact these tools would have if implemented in your organization.*
Source: McKinsey analysis

McKinsey & Company

McKinsey & Company

What to Do: Leaders & Corporations

Anlamak

Market Share
Wallet Share
Mind Share

Mind share

Incumbent "Defend"	Champion "Enjoy profits"
Discourage challengers	Dominant share of market, lower marketing investment
Laggard "Reallocate"	Challenger "Go big"
Invest elsewhere, where advantaged	Higher share of voice, low initial return until mind share increases

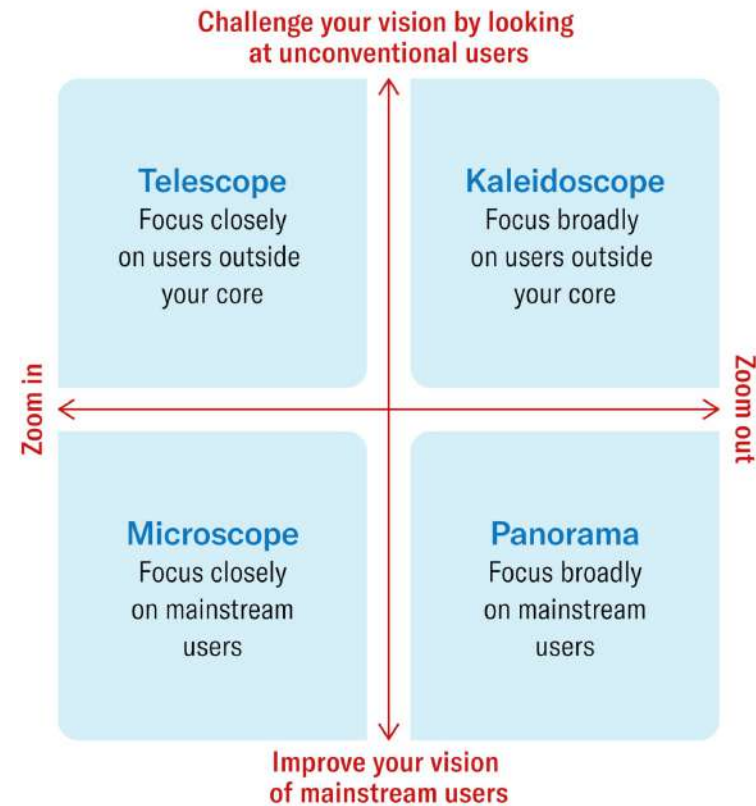"Right to win"
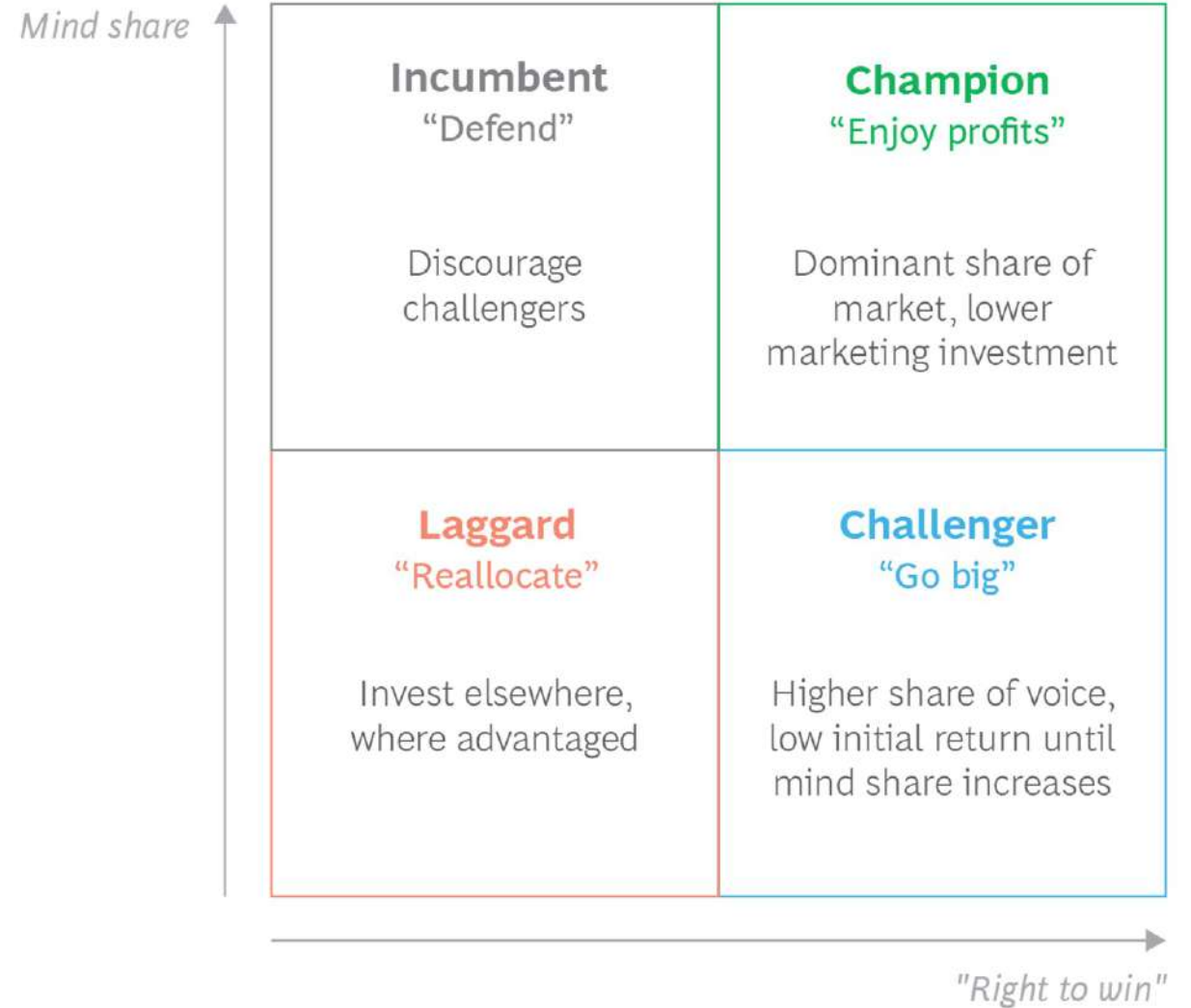
Source: BCG analysis.

The Customer Journey Matrix

Customer journeys can be categorized into four distinct archetypes according to their level of effort and predictability.

	Effortless	Effortful
Unpredictable	**Joyride** TikTok's For You page	**Odyssey** CrossFit workouts
Predictable	**Routine** Starbucks Pickup stores	**Trek** MyFitnessPal's food diary

Four Ways of Looking

To boost your ability to spot unmet needs, you must diversify how and where you look, as in the four strategies below.

Challenge your vision by looking at unconventional users

Zoom in		Zoom out
Telescope Focus closely on users outside your core		**Kaleidoscope** Focus broadly on users outside your core
Microscope Focus closely on mainstream users		**Panorama** Focus broadly on mainstream users

Improve your vision of mainstream users

Yapay Zekâ

Reinvented customer value

AI will revolutionize the way that customers interact with companies, transforming what they value from products, services, and experiences.

Intelligent agents will transform what customers value via:

HYPERPERSONALIZATION

Enabling detailed customization of offerings at scale

VALUE-ADDED SERVICES

Reimagining service experiences and democratizing personal assistance/advice

AGENT-LED DISCOVERY

Shifting discovery from a manual, multistep search to a proactive, streamlined agent-led chat

Supercharged productivity

AI will empower companies to transform key elements of their operations, fueling productivity gains and expediting innovation.

Intelligent agents will transform worker productivity:

KNOWLEDGE TASK AUTOMATION

Democratizing knowledge and technical skill sets using supercharged search and synthesis capabilities

WORKFLOW AUGMENTATION

Performing non-routine functions, information processing, or judgment-based tasks

CONTENT AND OUTPUT GENERATION

Creating original content (e.g., creative, code, etc.)

Emerging business models

AI will create brand new business models as disruptive as those born from prior groundbreaking technological innovations (e.g., Internet, mobile), reshaping the playing field and what it takes to win.

Intelligent agents will create new business opportunities by:

REDEFINING BUSINESS BOUNDARIES

Reshaping the playing field with new value propositions, company capabilities, and insurgents

CREATING NEW SOURCES OF COMPETITIVE ADVANTAGE

Elevating new critical and proprietary assets including data, models, and talent
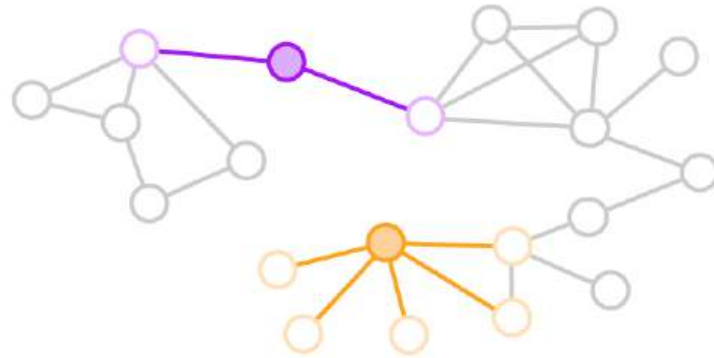
TRIGGERING A NEW ENGAGEMENT PARADIGM

Shifting the discovery paradigm (e.g., search to agent chat) to impact the business downstream
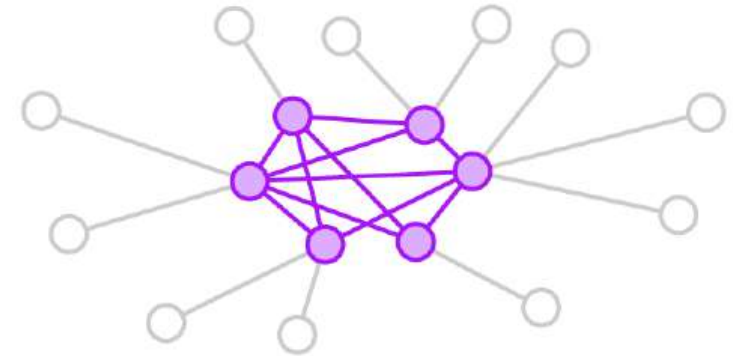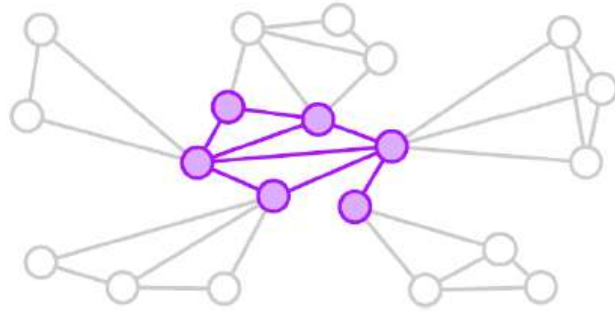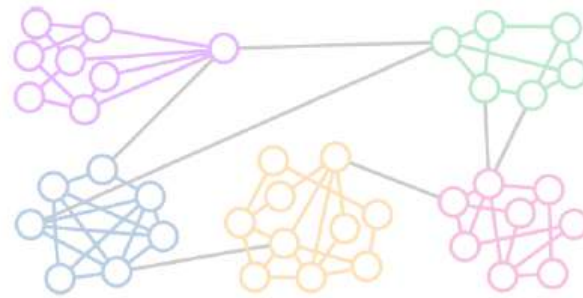
İlişkiler
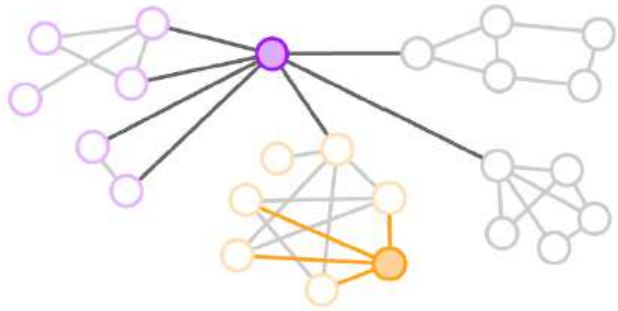
Ideation Signature

Influence Signature

Efficiency Signature

Innovation Signature

Silo Signature
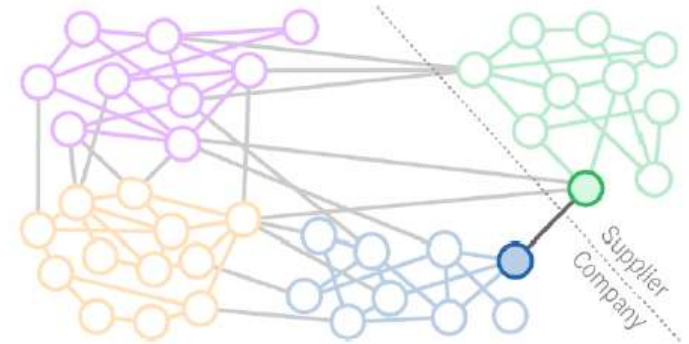
Vulnerability Signature

Veri Merkezli Yaklaşım

Use of data in different marketing scenarios at B2C organizations has increased over the past couple of years.

OUR MARKETING TEAM USES DATA TO ...

Be more agile in responding to customer and market needs
- 2021: 42%
- Current, 2023: 64%

Modify campaign strategy (e.g., add more customer touchpoints like emails, website)
- 2021: 40%
- Current, 2023: 63%

Decide content to include for brand messaging
- 2021: 48%
- Current, 2023: 60%

Introduce new business models
- 2021: 35%
- Current, 2023: 61%

Decide a go-to-market strategy for a new product/service
- 2021: 43%
- Current, 2023: 61%

Optimize the media mix (e.g., decide which social media platform/offline activities to target)
- 2021: 46%
- Current, 2023: 58%

Build retargeting campaigns across channels (i.e., to remind website/app visitors, after they leave without buying)
- 2021: 41%
- Current, 2023: 58%

■ 2021   ■ Current, 2023

Percentages represent share of B2C organizations.
Note: Research conducted in 2021 exclusively focused on B2C sectors.
Source: Capgemini Research Institute, CMO Playbook #2 research, Sep-Oct 2023; N=1, 404 executives with marketing responsibilities from unique B2C organizations; *A new playbook for chief marketing officers, September 2021.*

Veri Merkezli Yaklaşım

Foundational
Organisation has the ambition to become data-driven.

Progressive
Organisation has some data-driven marketing capabilities.

Aspirational
Organisation is fully data-driven.

PEOPLE & PROCESS

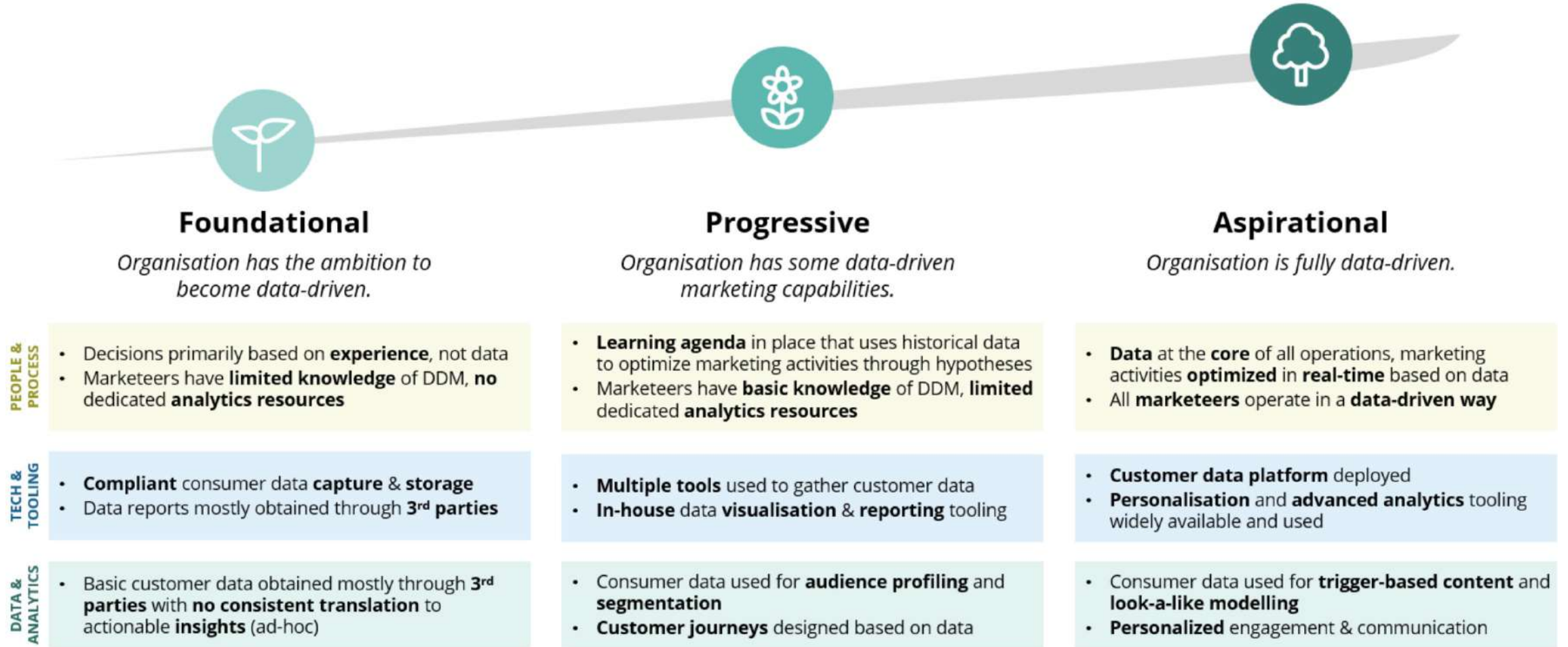| Foundational	Progressive	Aspirational
• Decisions primarily based on **experience**, not data • Marketeers have **limited knowledge** of DDM, **no** dedicated **analytics resources**	• **Learning agenda** in place that uses historical data to optimize marketing activities through hypotheses • Marketeers have **basic knowledge** of DDM, **limited** dedicated **analytics resources**	• **Data** at the **core** of all operations, marketing activities **optimized** in **real-time** based on data • All **marketeers** operate in a **data-driven way**

TECH & TOOLING

Foundational	Progressive	Aspirational
• **Compliant** consumer data **capture** & **storage** • Data reports mostly obtained through **3rd parties**	• **Multiple tools** used to gather customer data • **In-house** data **visualisation** & **reporting** tooling	• **Customer data platform** deployed • **Personalisation** and **advanced analytics** tooling widely available and used

DATA & ANALYTICS

Foundational	Progressive	Aspirational
• Basic customer data obtained mostly through **3rd parties** with **no consistent translation** to actionable **insights** (ad-hoc)	• Consumer data used for **audience profiling** and **segmentation** • **Customer journeys** designed based on data	• Consumer data used for **trigger-based content** and **look-a-like modelling** • **Personalized** engagement & communication

Harvard
Business
Review
TÜRKİYE

Serdar TURAN
LinkedIn

HBR Perspective:
Pazarlama ve Veri