



THE FUTURE ISN'T WHAT IT USED TO BE

November 2025 / Minsk



Kleine Scheidegg
2061 m 6762 ft

Who's talking?

114

2

NICHTRAUCHER

wrage/antwort – Folker Wrage

Copywriter-Creative Director-CCO-Consultant
Ogilvy-McCann-Publicis-Saatchi-Burnett-Leavingstone
Germany-Switzerland-Turkey-Georgia and back
wrage/antwort - creative marketing support since 2013
EBRD-ADC-IADAS-IAA. Vinyl count at 9287.



Kleine Scheidegg
2061 m 6762 ft

What are we talking about?

114

NICHTRAUCHER

Topics

- Digital Marketing.
- Artificial Intelligence.
- Social Media.
- Uncertainty and Volatility.
- Shrinking Budgets.
- Technology and Data.
- Resilience and Innovation.



Part 1:
Oh so digital

2010: 10%

2024: 60%

A close-up, grayscale image of a US dollar bill, focusing on the eyes of the portrait. The text "541 Billion USD" is overlaid in a bright yellow color in the upper left quadrant.

541 Billion USD



7 hours of digital media / day
incl. 2 ½ hours of social media

From plans to planning

- Where we used to have media plans, we are now reaching real-time planning.
- Where we used to have little or no information on effectiveness, we now have numbers (even if they are provided by the platforms).

From plans to planning

- Where we used to spend our time working on content, we are now spending our time working on numbers.
- Where we used to focus on messages, we are now focusing on exposure. On reach.

From uniqueness to rat-race

- There is no uniqueness in numbers.
- We all use the same tools, the same platforms, and very much the same strategies.
- How do you differentiate?

	Site 2	Site 3	Site 4	Site 5	Site 6	Site 7	Site 8	Site 9	Site 10	Site 11	Site 12	Site 13	Site 14	Site 15	Site 16	Site 17	Site 18	Site 19	Site 20
1234	98	982	1234	98	982	2098	92837	1098	2098	92837	1098	1098	987	2098	1098	987	2098	20987	2309
23098	2098	2989	23098	2098	2989	98	883	1098	98	883	1098	1098	9870983	2098	1098	9870983	2098	987	230
2309	922039	1234	2309	922039	1234	2098	982	2098	2098	982	2098	2098	92837	1098	2098	92837	1098	9870983	209
2098	982	23098	2098	982	23098	922039	2989	98	922039	2989	98	98	883	1098	98	883	1098	92837	209
2098	20987	2309	2098	20987	2309	982	1234	2098	982	1234	2098	2098	982	2098	2098	982	2098	883	109
1098	987	2098	1098	987	2098	20987	23098	98	20987	23098	98	922039	2989	98	922039	2989	98	982	1
1098	9870983	2098	1098	9870983	2098	987	2309	2098	987	2309	2098	982	1234	2098	982	1234	2098	2989	209
2098	92837	1098	2098	92837	1098	9870983	2098	922039	9870983	2098	922039	20987	23098	98	20987	23098	98	1234	9
98	883	1098	98	883	1098	92837	2098	982	92837	2098	982	987	2309	2098	987	2309	2098	23098	209
2098	982	2098	2098	982	2098	883	1098	982	883	1098	982	9870983	2098	922039	9870983	2098	922039	2309	9
922039	2989	98	922039	2989	98	982	1098	2989	982	1098	2989	92837	2098	982	92837	2098	982	2098	209
982	1234	2098	982	1234	2098	2989	2098	1234	2989	2098	1234	883	1098	982	883	1098	982	2098	92203
20987	23098	98	20987	23098	98	1234	98	23098	1234	98	23098	982	1098	2989	982	1098	2989	1098	98
987	2309	2098	987	2309	2098	23098	2098	2309	23098	2098	2309	2989	2098	1234	2989	2098	1234	1098	2098
9870983	2098	922039	9870983	2098	922039	2309	98	2098	2309	98	2098	1234	98	2098	1234	98	23098	2098	98
92837	2098	922039	92837	2098	92837	2098	2098	2098	2098	2098	2098	2098	2098	2098	2098	2098	2098	2098	987098
883	1098	982	883	1098	982	2098	922039	1098	2098	922039	1098	2309	2098	2098	2309	98	2098	2098	928
982	1098	2989	982	1098	2989	1098	982	1098	1098	982	1098	2098	2098	2098	2098	2098	2098	922039	88
2989	2098	1234	2098	2098	1234	1098	20987	2098	2098	2098	2098	2098	2098	2098	2098	922039	1098	2098	9283
1234	98	2309	1234	98	2309	2098	20987	2098	2098	2098	2098	2098	982	2098	1098	982	1098	98	88
23098	2098	2309	23098	2098	2309	98	9870983	2098	98	9870983	2098	1098	20987	2098	1098	20987	2098	2098	98
2309	98	2098	2309	98	2098	2098	92837	98	2098	92837	98	2098	987	98	2098	987	98	922039	298
2098	2098	2098	2098	2098	2098	922039	883	2098	922039	883	2098	98	9870983	2098	98	9870983	2098	982	123
2098	922039	1098	2098	922039	1098	2098	92837	1098	2098	92837	1098	2098	92837	98	2098	92837	98	20987	230
1098	982	1098	1098	982	1098	98	883	1098	98	883	1098	922039	883	2098	922039	883	2098	987	230
1098	20987	2098	1098	20987	2098	2098	982	2098	2098	982	2098	982	982	922039	982	982	922039	9870983	209
2098	987	98	2098	987	98	922039	2989	98	922039	2989	98	20987	2989	982	20987	2989	982	92837	209
98	9870983	2098	98	9870983	2098	982	1234	2098	982	1234	2098	987	1234	982	987	1234	982	883	109
2098	92837	98	2098	92837	98	20987	23098	98	20987	23098	98	9870983	23098	2989	9870983	23098	2989	982	109
922039	883	2098	922039	883	2098	987	2309	2098	987	2309	2098	92837	2309	1234	92837	2309	1234	2989	209
982	982	922039	982	982	922039	9870983	2098	922039	9870983	2098	922039	1098	987	2098	1098	987	2098	20987	2309
20987	2989	982	20987	2989	982	92837	2098	982	92837	2098	982	1098	9870983	2098	1098	9870983	2098	987	230
987	1234	982	987	1234	982	883	1098	982	883	1098	982	2098	92837	1098	2098	92837	1098	9870983	209
9870983	23098	2989	9870983	23098	2989	982	1098	2989	982	1098	2989	98	883	1098	98	883	1098	92837	209
92837	2309	1234	92837	2309	1234	2989	2098	1234	2989	2098	1234	2098	982	2098	2098	982	2098	883	109

70% of digital marketing budget is spent on performance marketing tactics.

And what about your brand?

- Full focus on numbers will inevitably hurt your brand.
- It will weaken the emotional bond with your customers, weaken the perception of purpose and dilute your brand's reputation.

	Site 2	Site 3	Site 4	Site 5	Site 6	Site 7	Site 8	Site 9	Site 10	Site 11	Site 12	Site 13	Site 14	Site 15	Site 16	Site 17	Site 18	Site 19	Site 20
1234	98	982	1234	98	982	2098	92837	1098	2098	92837	1098	1098	987	2098	1098	987	2098	20987	2309
23098	2098	2989	23098	2098	2989	98	883	1098	98	883	1098	1098	9870983	2098	1098	9870983	2098	987	230
2309	922039	1234	2309	922039	1234	2098	982	2098	2098	982	2098	2098	92837	1098	2098	92837	1098	9870983	209
2098	982	23098	2098	982	23098	922039	2989	98	922039	2989	98	98	883	1098	98	883	1098	92837	209
2098	20987	2309	2098	20987	2309	982	1234	2098	982	1234	2098	2098	982	2098	2098	982	2098	883	109
1098	987	2098	1098	987	2098	20987	23098	98	20987	23098	98	922039	2989	98	922039	2989	98	982	1
1098	9870983	2098	1098	9870983	2098	987	2309	2098	987	2309	2098	982	1234	2098	982	1234	2098	2989	209
2098	92837	1098	2098	92837	1098	9870983	2098	922039	9870983	2098	922039	20987	23098	98	20987	23098	98	1234	9
98	883	1098	98	883	1098	92837	2098	982	92837	2098	982	987	2309	2098	987	2309	2098	23098	209
2098	982	2098	2098	982	2098	883	1098	982	883	1098	982	9870983	2098	922039	9870983	2098	922039	2309	9
922039	2989	98	922039	2989	98	982	1098	2989	982	1098	2989	92837	2098	982	92837	2098	982	2098	209
982	1234	2098	982	1234	2098	2989	2098	1234	2989	2098	1234	883	1098	982	883	1098	982	2098	92203
20987	23098	98	20987	23098	98	1234	98	23098	1234	98	23098	982	1098	2989	982	1098	2989	1098	98
987	2309	2098	987	2309	2098	23098	2098	2309	23098	2098	2309	2989	2098	1234	2989	2098	1234	1098	2098
9870983	2098	922039	9870983	2098	922039	2309	98	2098	2309	2098	1234	98	23098	1234	98	23098	2098	2098	98
92837	2098	982	2309	2098	982	2098	2098	2098	2098	2098	2098	2098	2098	2309	23098	2098	2309	98	987098
883	1098	982	883	1098	982	2098	922039	1098	2098	922039	1098	2309	98	2098	2309	98	2098	2098	928
982	1098	2989	982	1098	2989	1098	982	1098	1098	982	1098	2098	2098	2098	2098	2098	2098	922039	88
2989	2098	1234	2098	1234	2098	20987	2098	2098	2098	2098	2098	922039	1098	2098	2098	922039	1098	2098	9283
1234	98	23098	23098	98	2098	987	98	2098	98	2098	98	98	98	98	2098	982	1098	98	88
23098	2098	2309	23098	2098	2309	98	9870983	2098	98	9870983	2098	1098	20987	2098	1098	20987	2098	2098	98
2309	98	2098	2309	98	2098	2098	92837	98	2098	92837	98	2098	987	98	2098	987	98	922039	298
2098	2098	2098	2098	2098	2098	922039	883	2098	922039	883	2098	98	9870983	2098	9870983	2098	982	123	
2098	922039	1098	2098	922039	1098	2098	92837	1098	2098	92837	1098	2098	92837	98	2098	92837	98	20987	230
1098	982	1098	1098	982	1098	98	883	1098	98	883	1098	922039	883	2098	922039	883	2098	987	230
1098	20987	2098	1098	20987	2098	2098	982	2098	2098	982	2098	982	982	922039	982	982	922039	9870983	209
2098	987	98	2098	987	98	922039	2989	98	922039	2989	98	20987	2989	982	20987	2989	982	92837	209
98	9870983	2098	98	9870983	2098	982	1234	2098	982	1234	2098	987	1234	982	987	1234	982	883	109
2098	92837	98	2098	92837	98	20987	23098	98	20987	23098	98	9870983	23098	2989	9870983	23098	2989	982	109
922039	883	2098	922039	883	2098	987	2309	2098	987	2309	2098	92837	2309	1234	92837	2309	1234	2989	209
982	982	922039	982	982	922039	9870983	2098	922039	9870983	2098	922039	1098	987	2098	1098	987	2098	20987	2309
20987	2989	982	20987	2989	982	92837	2098	982	92837	2098	982	1098	9870983	2098	1098	9870983	2098	987	230
987	1234	982	987	1234	982	883	1098	982	883	1098	982	2098	92837	1098	2098	92837	1098	9870983	209
9870983	23098	2989	9870983	23098	2989	982	1098	2989	982	1098	2989	98	883	1098	98	883	1098	92837	209
92837	2309	1234	92837	2309	1234	2989	2098	1234	2989	2098	1234	2098	982	2098	2098	982	2098	883	109

Harvard Business Review: Brands get „distracted by data“.

HBR / 2020


Site 2	Site 3	Site 4	Site 5	Site 6	Site 7	Site 8	Site 9	Site 10	Site 11	Site 12	Site 13	Site 14	Site 15	Site 16	Site 17	Site 18	Site 19	Site 20	
1234	98	982	1234	98	982	2098	92837	1098	2098	92837	1098	1098	987	2098	1098	987	2098	20987	2309
23098	2098	2989	23098	2098	2989	98	883	1098	98	883	1098	1098	9870983	2098	1098	9870983	2098	987	230
2309	922039	1234	2309	922039	1234	2098	982	2098	2098	982	2098	2098	92837	1098	2098	92837	1098	9870983	209
2098	982	23098	2098	982	23098	922039	2989	98	922039	2989	98	98	883	1098	98	883	1098	92837	209
2098	20987	2309	2098	20987	2309	982	1234	2098	982	1234	2098	2098	982	2098	2098	982	2098	883	109
1098	987	2098	1098	987	2098	20987	23098	98	20987	23098	98	922039	2989	98	922039	2989	98	982	1
1098	9870983	2098	1098	9870983	2098	987	2309	2098	987	2309	2098	982	1234	2098	982	1234	2098	2989	209
2098	92837	1098	2098	92837	1098	9870983	2098	922039	9870983	2098	922039	20987	23098	98	20987	23098	98	1234	9
98	883	1098	98	883	1098	92837	2098	982	92837	2098	982	987	2309	2098	987	2309	2098	23098	209
2098	982	2098	2098	982	2098	883	1098	982	883	1098	982	9870983	2098	922039	9870983	2098	922039	2309	9
922039	2989	98	922039	2989	98	982	1098	2989	982	1098	2989	92837	2098	982	92837	2098	982	2098	209
982	1234	2098	982	1234	2098	2989	982	2098	2989	1234	883	1098	982	883	1098	982	2098	92203	
20987	2309	2098	20987	2309	2098	98	2098	2098	1234	2098	1234	982	1098	2989	982	1098	2989	1098	98
987	2309	2098	987	2309	2098	23098	2098	2309	23098	2098	2309	2989	2098	1234	2989	2098	1234	1098	2098
9870983	2098	922039	9870983	2098	922039	2309	98	2098	2309	98	2098	1234	98	23098	1234	98	23098	2098	98
92837	2098	92837	2098	98	2098	2098	2098	2098	2098	2098	23098	2098	2309	23098	2098	2309	23098	2098	2309
883	1098	982	883	1098	982	922039	1098	982	922039	1098	2309	1098	2309	98	2098	2309	98	2098	928
982	1098	2989	982	1098	2989	1098	982	1098	1098	982	1098	2098	2098	2098	2098	2098	2098	922039	88
2989	2098	1234	2989	2098	1234	1098	20987	2098	1098	20987	2098	2098	922039	1098	2098	922039	1098	2098	9283
1234	98	23098	1234	98	23098	2098	987	98	2098	987	98	1098	982	1098	1098	982	1098	98	88
23098	2098	2309	23098	2098	2309	98	9870983	2098	98	9870983	2098	1098	20987	2098	1098	20987	2098	2098	98
2309	98	2098	2309	98	2098	2098	92837	98	2098	92837	98	2098	98	2098	98	922039	2989	98	922039
2098	2098	2098	2098	2098	2098	922039	883	2098	922039	883	2098	98	9870983	2098	98	9870983	2098	982	123
2098	922039	1098	2098	922039	1098	2098	92837	1098	2098	92837	1098	2098	92837	98	2098	92837	98	20987	23
1098	982	1098	1098	982	1098	98	883	1098	98	883	1098	922039	883	2098	922039	883	2098	987	230
1098	20987	2098	1098	20987	2098	2098	982	2098	2098	982	2098	982	982	922039	982	982	922039	9870983	209
2098	987	98	2098	987	98	922039	2989	98	922039	2989	98	20987	2989	982	20987	2989	982	92837	209
98	9870983	2098	98	9870983	2098	982	1234	2098	982	1234	2098	987	1234	982	987	1234	982	883	109
2098	92837	98	2098	92837	98	20987	23098	98	20987	23098	98	9870983	23098	2989	9870983	23098	2989	982	109
922039	883	2098	922039	883	2098	987	2309	2098	987	2309	2098	92837	2309	1234	92837	2309	1234	2989	209
982	982	922039	982	982	922039	9870983	2098	922039	9870983	2098	922039	1098	987	2098	1098	987	2098	20987	2309
20987	2989	982	20987	2989	982	92837	2098	982	92837	2098	982	1098	9870983	2098	1098	9870983	2098	987	230
987	1234	982	987	1234	982	883	1098	982	883	1098	982	2098	92837	1098	2098	92837	1098	9870983	209
9870983	23098	2989	9870983	23098	2989	982	1098	2989	982	1098	2989	98	883	1098	98	883	1098	92837	209
92837	2309	1234	92837	2309	1234	2989	2098	1234	2989	2098	1234	2098	982	2098	2098	982	2098	883	109

It's all „what“ and „how“,
and very little „why“.

That's what your brand needs to do.

56% of consumers distrust digital ads.

Nielsen, 2021



“Brands that focus solely on numbers will get short-term wins but risk losing long-term relevance.”

Indra Nooyi, PepsiCo

So what do we do now?

- Understand that digital tools don't substitute branding.
- Keep building narratives, emotional bonds, shared values.
- Find a trusted partner for performance and focus on your brand.

Site 2	Site 3	Site 4	Site 5	Site 6	Site 7	Site 8	Site 9	Site 10	Site 11	Site 12	Site 13	Site 14	Site 15	Site 16	Site 17	Site 18	Site 19	Site 20	
1234	98	982	1234	98	982	2098	92837	1098	2098	92837	1098	1098	987	2098	1098	987	2098	20987	2309
23098	2098	2989	23098	2098	2989	98	883	1098	98	883	1098	1098	9870983	2098	1098	9870983	2098	987	230
2309	922039	1234	2309	922039	1234	2098	982	2098	2098	982	2098	2098	92837	1098	2098	92837	1098	9870983	209
2098	982	23098	2098	982	23098	922039	2989	98	922039	2989	98	98	883	1098	98	883	1098	92837	209
2098	20987	2309	2098	20987	2309	982	1234	2098	982	1234	2098	2098	982	2098	2098	982	2098	883	109
1098	987	2098	1098	987	2098	20987	23098	98	20987	23098	98	922039	2989	98	922039	2989	98	982	1
1098	9870983	2098	1098	9870983	2098	987	2309	2098	987	2309	2098	982	1234	2098	982	1234	2098	2989	209
2098	92837	1098	2098	92837	1098	9870983	2098	922039	9870983	2098	922039	20987	23098	98	20987	23098	98	1234	9
98	883	1098	98	883	1098	92837	2098	982	92837	2098	982	987	2309	2098	987	2309	2098	23098	209
2098	982	2098	2098	982	2098	883	1098	982	883	1098	982	9870983	2098	922039	9870983	2098	922039	2309	9
922039	2989	98	922039	2989	98	982	1098	2989	982	1098	2989	92837	2098	982	92837	2098	982	2098	209
982	1234	2098	982	1234	2098	2989	2098	1234	2989	2098	1234	883	1098	982	883	1098	982	2098	92203
20987	23098	98	20987	23098	98	1234	98	23098	1234	98	23098	982	1098	2989	982	1098	2989	1098	98
987	2309	2098	987	2309	2098	23098	2098	2309	23098	2098	2309	2989	2098	1234	2989	2098	1234	1098	2098
9870983	2098	922039	9870983	2098	922039	2309	98	2098	2309	98	2098	2309	98	2098	1234	98	23098	209	98
92837	2098	982	92837	2098	2098	2098	2098	2098	2098	2098	2098	2098	2098	2309	2098	2098	2098	2098	987098
883	1098	982	883	1098	982	2098	922039	1098	2098	922039	1098	2309	98	2098	2309	98	2098	2098	928
982	1098	2989	982	1098	2989	1098	982	1098	1098	982	1098	2098	2098	2098	2098	2098	2098	922039	88
2989	2098	1234	2989	2098	1234	2098	2098	2098	2098	2098	2098	2098	922039	1098	2098	922039	1098	2098	9283
1234	98	2098	1234	98	2098	987	98	2098	987	98	2098	1098	982	1098	1098	1098	98	98	88
23098	2098	2309	23098	2098	2309	98	9870983	2098	98	9870983	2098	1098	20987	2098	1098	20987	2098	2098	98
2309	98	2098	2309	98	2098	2098	92837	98	2098	92837	98	2098	987	98	2098	987	98	922039	298
2098	2098	2098	2098	2098	2098	922039	883	2098	922039	883	2098	98	9870983	2098	98	9870983	2098	982	123
2098	922039	1098	2098	922039	1098	2098	92837	1098	2098	92837	1098	2098	92837	98	2098	92837	98	20987	230
1098	982	1098	1098	982	1098	98	883	1098	98	883	1098	922039	883	2098	922039	883	2098	987	230
1098	20987	2098	1098	20987	2098	2098	982	2098	2098	982	2098	982	982	922039	982	922039	982	922039	9870983
2098	987	98	2098	987	98	922039	2989	98	922039	2989	98	20987	2989	982	20987	2989	982	20987	209
98	9870983	2098	98	9870983	2098	982	1234	2098	982	1234	2098	987	1234	982	987	1234	982	883	109
2098	92837	98	2098	92837	98	20987	23098	98	20987	23098	98	9870983	23098	2989	9870983	23098	2989	982	109
922039	883	2098	922039	883	2098	987	2309	2098	987	2309	2098	92837	2309	1234	92837	2309	1234	2989	209
982	982	922039	982	982	922039	9870983	2098	922039	9870983	2098	922039	1098	987	2098	1098	987	2098	20987	2309
20987	2989	982	20987	2989	982	92837	2098	982	92837	2098	982	1098	9870983	2098	1098	9870983	2098	987	230
987	1234	982	987	1234	982	883	1098	982	883	1098	982	2098	92837	1098	2098	92837	1098	9870983	209
9870983	23098	2989	9870983	23098	2989	982	1098	2989	982	1098	2989	98	883	1098	98	883	1098	92837	209
92837	2309	1234	92837	2309	1234	2989	2098	1234	2989	2098	1234	2098	982	2098	2098	982	2098	883	109

„Data is the new oil, but without refining it into a meaningful story, it's just messy fuel.“

Paul Kemp-Roth, Contagious



Part 2:
Oh so much AI

Old news already: AI is everywhere.

- AI is already influencing almost every aspect of our lives.
- Even if lots of stuff that we have already done before AI is now often labeled as AI.
- More old news: AI is rapidly changing marketing.

Effective use of AI in marketing has the power to increase ROI between 20 and 30%.

McKinsey & Company, 2022

But – where is AI most effective?

- Personalization
- Predictive analysis and insights
- Marketing automation and campaign management
- Customer service and engagement
- Dynamic pricing
- Content creation

But: The use of AI in marketing will only set you apart from the part of your competition that **DOESN'T** use it.

Analyze and create.

- Just like digital advertising, AI is not directly helping you support your brand.
- Use it to analyze, to generate insights, to automate low-level marketing tasks.
- Use the time and money saved to invest in your brand – not just to reduce budgets.

Analyze and create.

- Generating creative with the help of AI will not get you ahead of the competition if you simply use it to save money.
- If you use it to create content, make sure that it sets you apart from the competition.

Use AI to gain insights, to automate and to optimize. Yes.

And then use the time and money saved to invest in your brand. Again, with the help of AI.

The real advantage of AI lies in using it for both cost-saving and empowerment.



Part 3:
Oh so social

Yes, it's still a hugely powerful tool.

- Power of choosing brand ambassadors
- Power of community engagement
- Power of real-time communication
- Power of precise targeting
- Etc.

TikTok: 500 Million new users in 2024

Influencer marketing: 33 billion USD / 2025

63% of all marketers find influencer marketing effective.

But: social isn't that social anymore.

- Increasingly controversial, political, exploitative and gradually moving away from facts and reality.
- Increasingly subjected to the whims and demands of the platforms' owners.
- Increasing understanding of negative effects especially for younger generations.

Trend: more owned, more diverse.

- Advance your owned media. E-Mail, websites, podcasts, blogs.
- Plan for a gradual shift towards more independence from social media platforms.
- Invest in your own content, build narratives, create your own unique voice within your own environment.



Part 4:
Oh so volatile.

What do you call long-term these days?

- We are used to the world turning faster every day – but we thought that relates to technological progress only.
- Now: faster generational change, faster societal change, increasing global market volatility, decreasing stability in trade and supply chains, rapidly decreasing trust in any kind of media.

70% of brands are cutting or reallocating marketing budgets due to economic uncertainty.

Gartner, 2023

How do you communicate in this environment?

- In a world of instability, your brand should provide stability.
- Consumers worldwide are experiencing the same challenges. They expect a brand to have a clear purpose. They expect stability from a brand.

63% of consumers worldwide prefer to buy from brands that reflect their own values.

Accenture, 2018

Values, trust, reliability – and agility

- Go for loyalty, trustworthiness, build for the long term.
- At the same time stay as agile as you can. Build an environment that allows for flexibility and quick reactions to changing conditions.
- Don't be “agile“ with what your brand stands for.



Part 5:
Oh so resilient.

Resilience – the ability to be strong in difficult situations

What makes companies and brands resilient?

- A culture of innovation
- Adaptability
- A forward-looking mindset
- Being deeply rooted in purpose

Peloton:

+100% growth during the pandemic

more than 80% loss after the pandemic

Resilience is NOT the same as being stubborn

- Strategic agility is key
- „What got you here, won't get you there.“
- Sticking to a plan vs. planning ahead

„In preparing for battle, I always found that plans are useless, but planning is indispensable.“

Dwight D. Eisenhower

Innovation builds resilience

- Remember Google's 80/20 rule
- Experimentation leads to breakthroughs
- We've said it a thousand times: Don't be afraid of setbacks and failures.

„I have not failed. I have just found 10.000
ways that won't work.“

Thomas Edison

Know who you are and be clear about it

- If you don't know your Why, no one else will
- Don't expect people to believe your words. They put their belief in the things you do.
- Take your time. Trust is a long-term project. A clear identity and purpose will keep you strong.

Learn, listen, measure, apply

- Keep a data-driven approach to all the things that build resilience. Always know what's happening. Management will keep asking. And they only understand numbers.
- Don't just look at transactional data. Ask people, talk to them, listen well. Use AI-based tools to understand customer sentiment.



Conclusion:
Ok, let's go

Here are a few things you should consider doing:

- **Data/Technology:** Audit your data infrastructure. Invest in AI tools.
- **Performance/Brand:** Invest in storytelling. Create brand experience hubs, owned media. Resist over-optimization.
- **Innovation/Agility:** Encourage experimentation. Support cross-functional collaboration. Reward risk-taking.
- **AI/Efficiency/Creativity:** Use AI to strengthen your brand/creative. Personalize at scale. Use AI automate routine tasks.
- **Resilience:** Stay flexible by regularly reviewing strategies. Planning, not plans. Think and prepare in scenarios. Build owned media for more independence and control.
- **Team/Skills:** Invest in training on a regular basis. Involve everyone. Hire for agility, not for skills only.

But – even more important:
Be thankful for change.

„Bad things are not the worst things that can happen to us. **NOTHING** is the worst thing that can happen to us.“

Richard Bach

Every single aspect we discussed is a unique opportunity to move forward.

- AI is your chance to give your brand **new life** and energy.
- Understand the change in the social media landscape as your call for more **independence** with owned media.
- Volatile markets always offer more opportunities than stable markets. Grab them by being quick and agile.
- Take initiative! Make decisions! Move forward! Go from reaction to action! Innovate, take risks, experiment!

Merci.