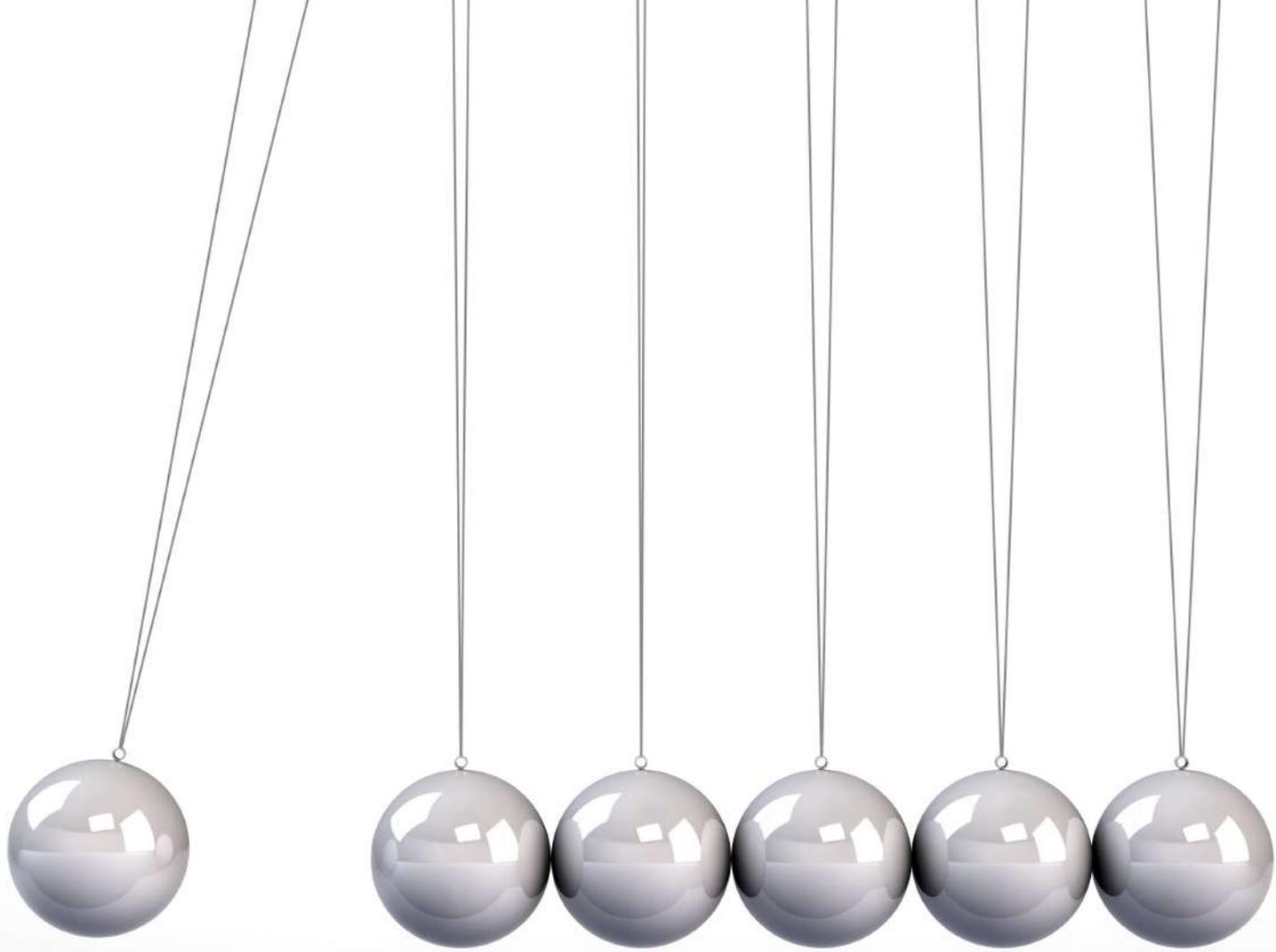
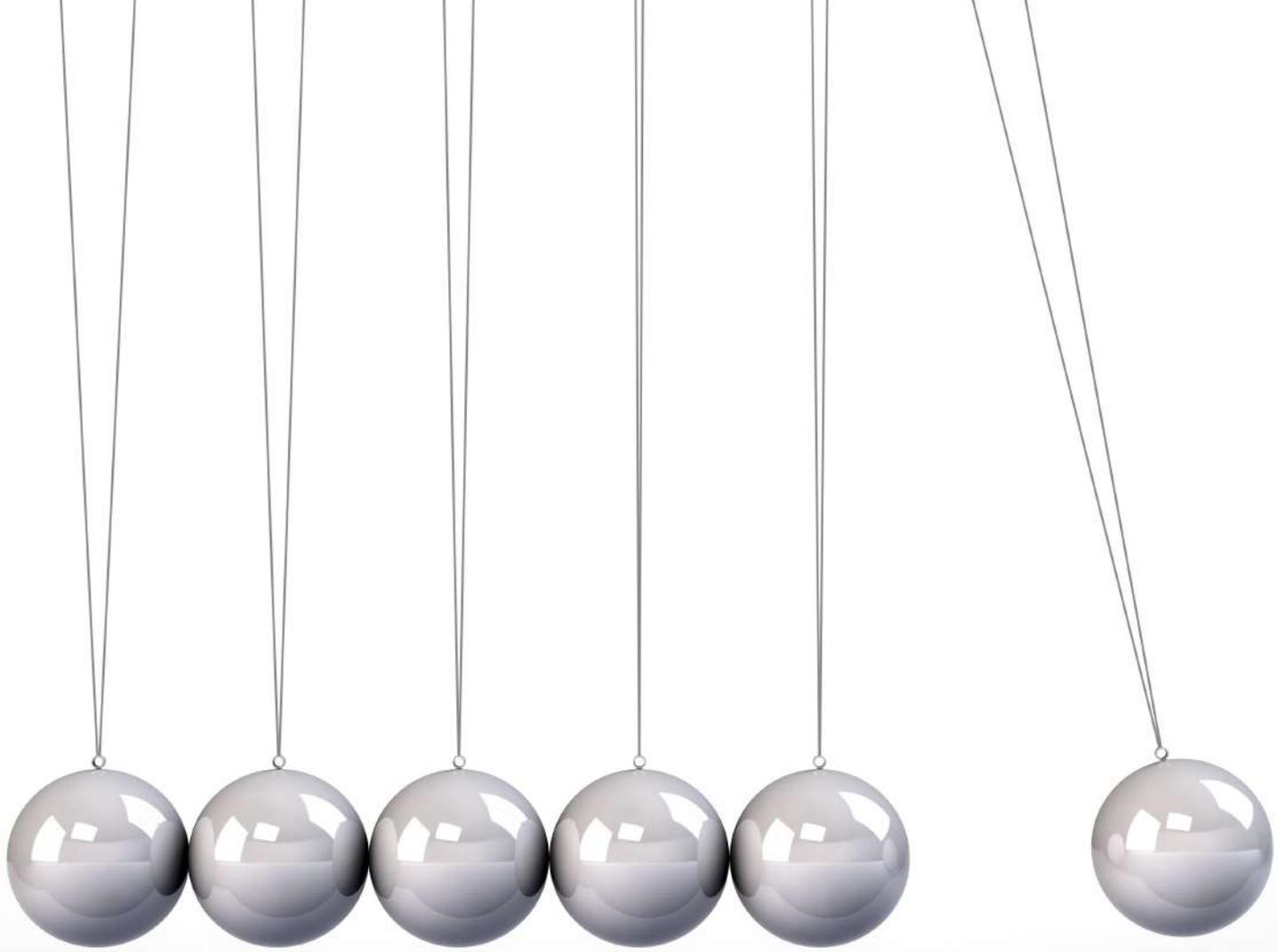
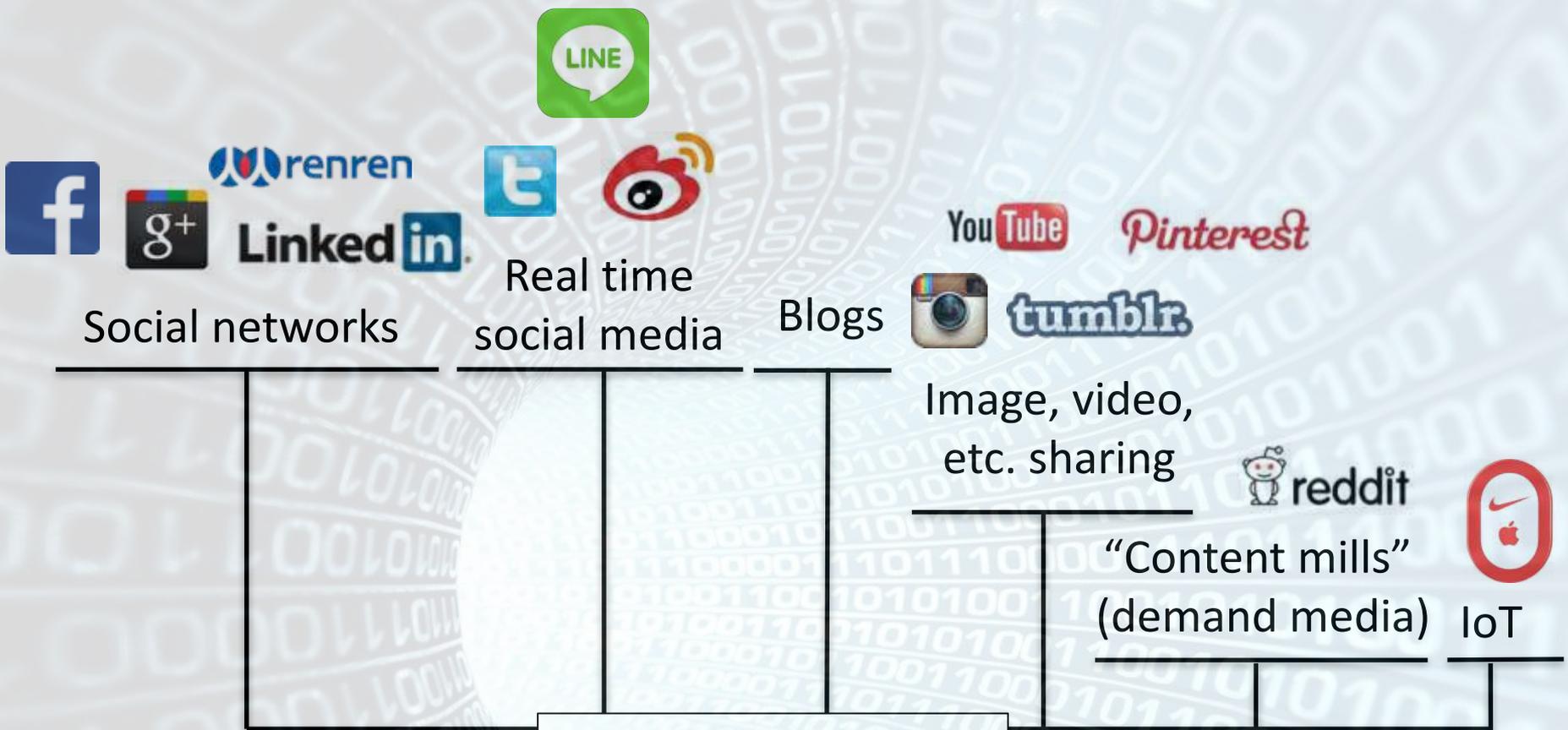

Agile Marketing in the IoT Age



Professor David Dubois – david.dubois@insead.edu







Kiss Kiss Bank Bank.com

Bla Bla Car



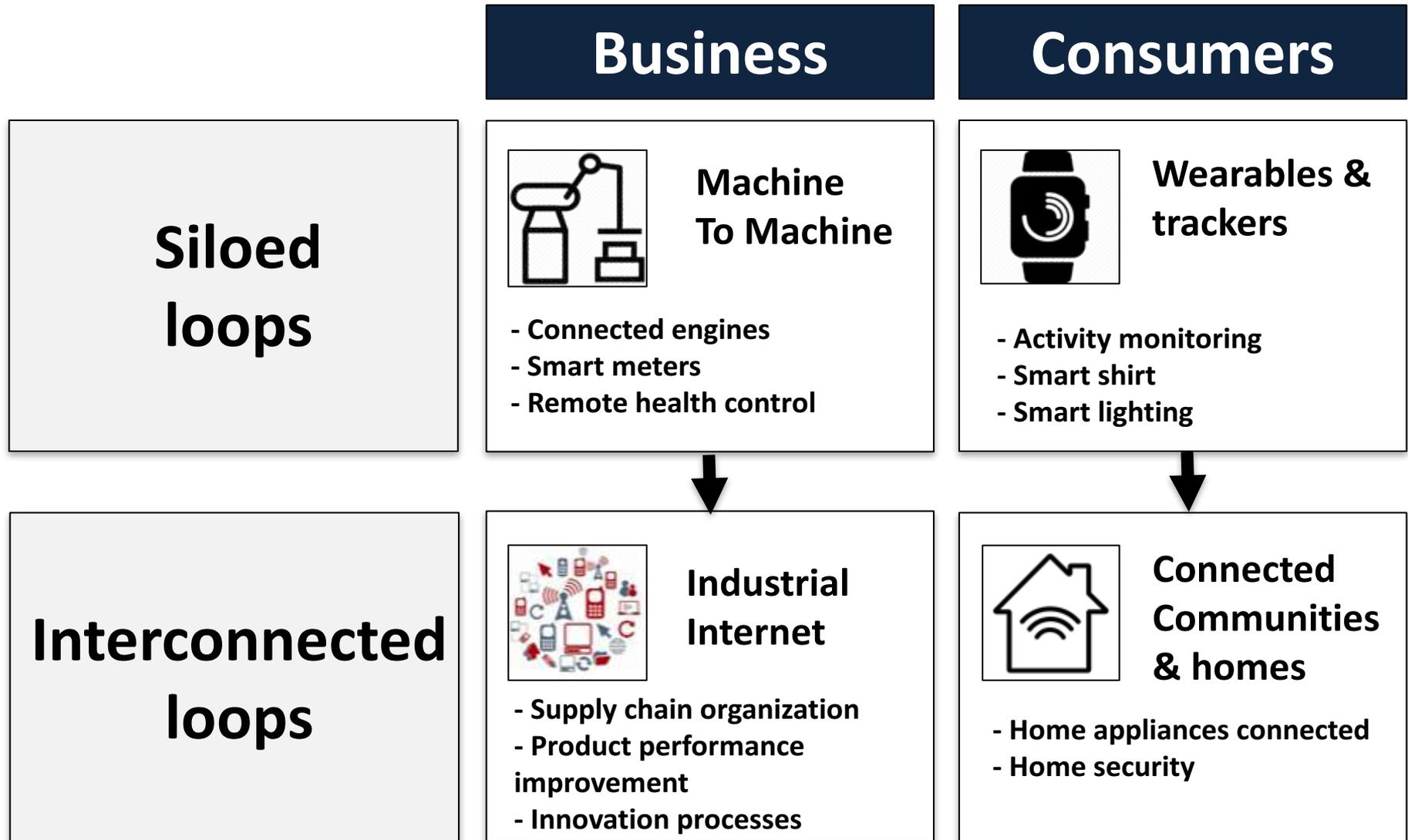
Uberization of the Economy

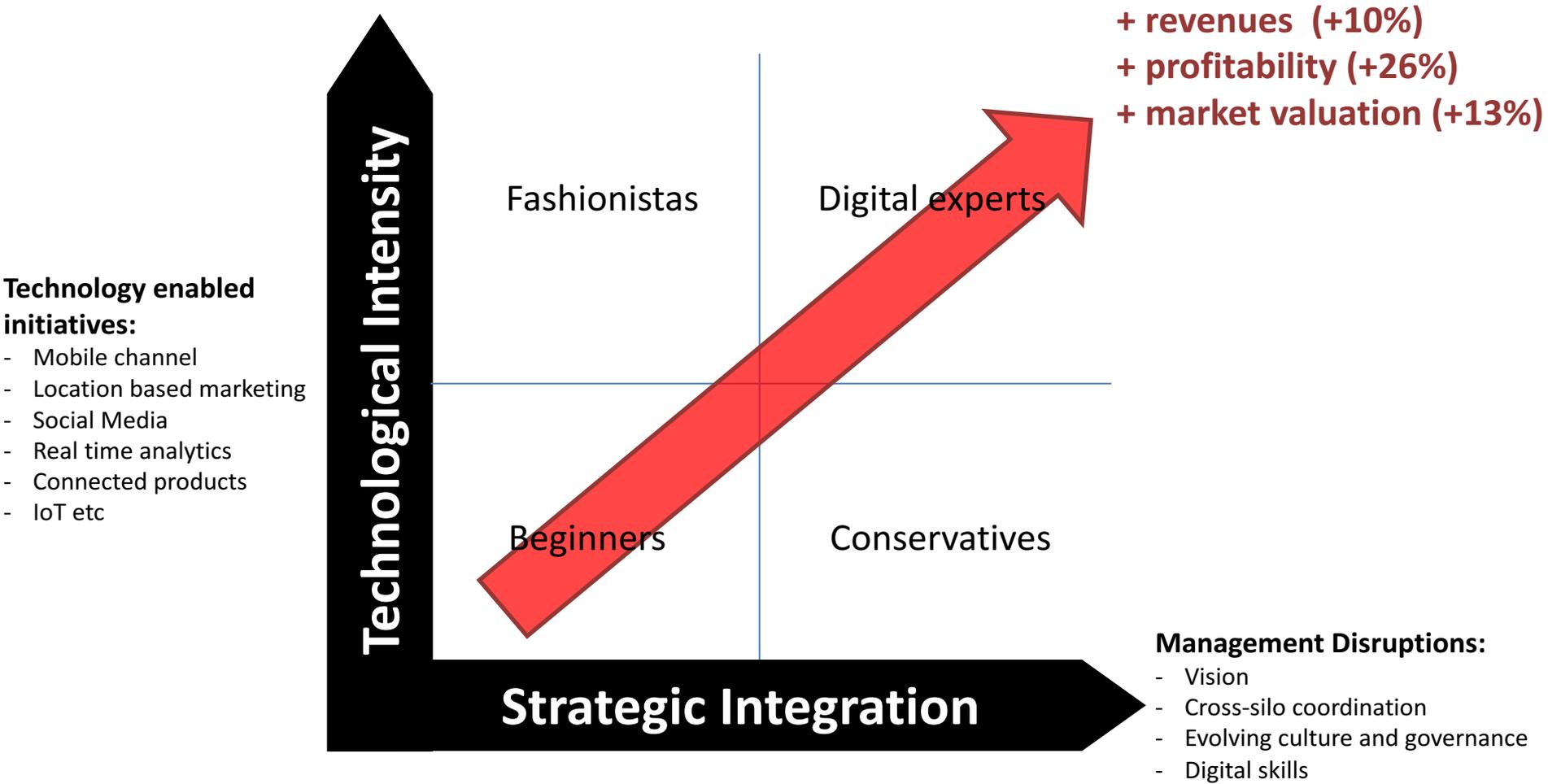


airbnb

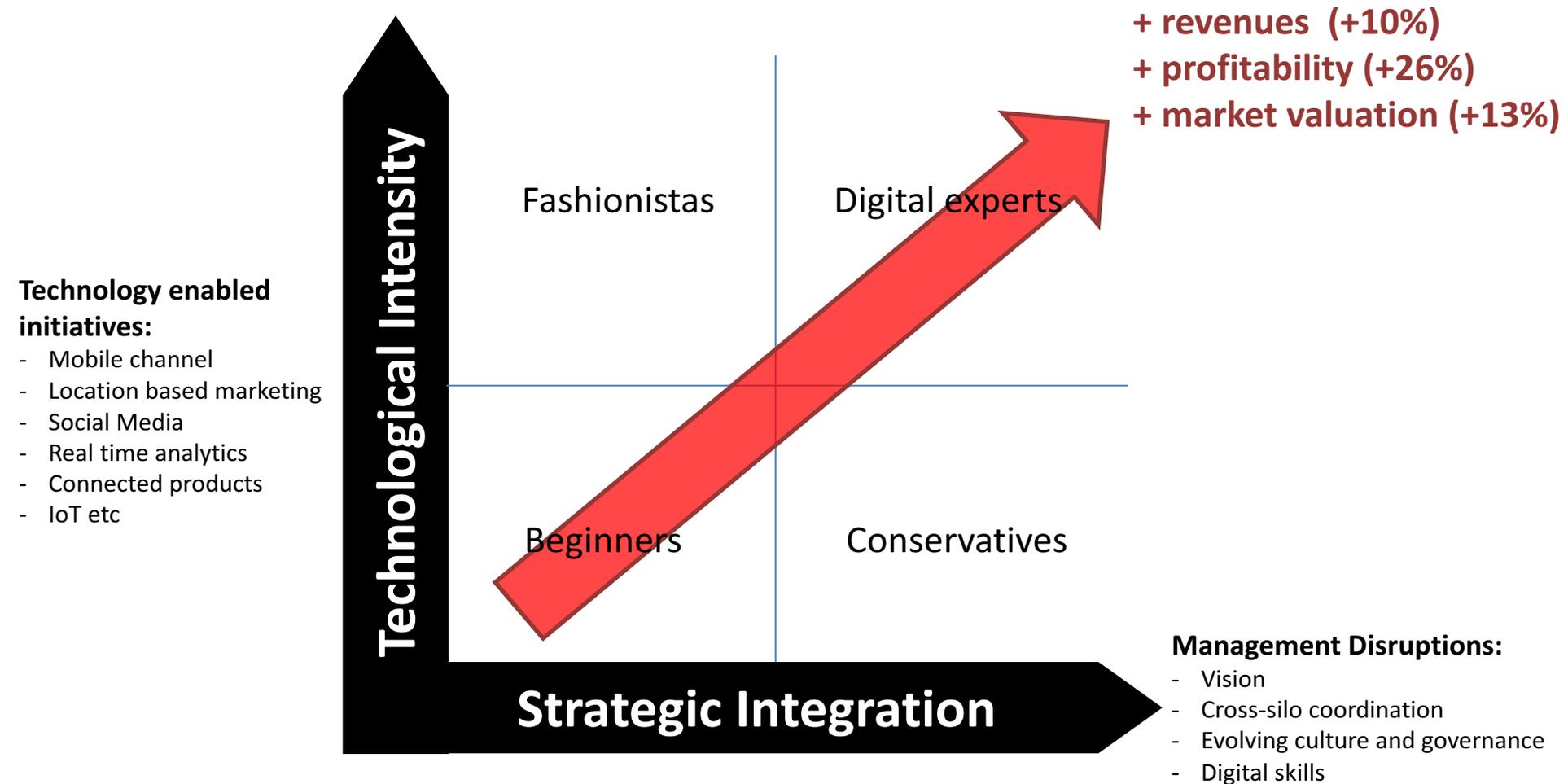
patientslikeme™

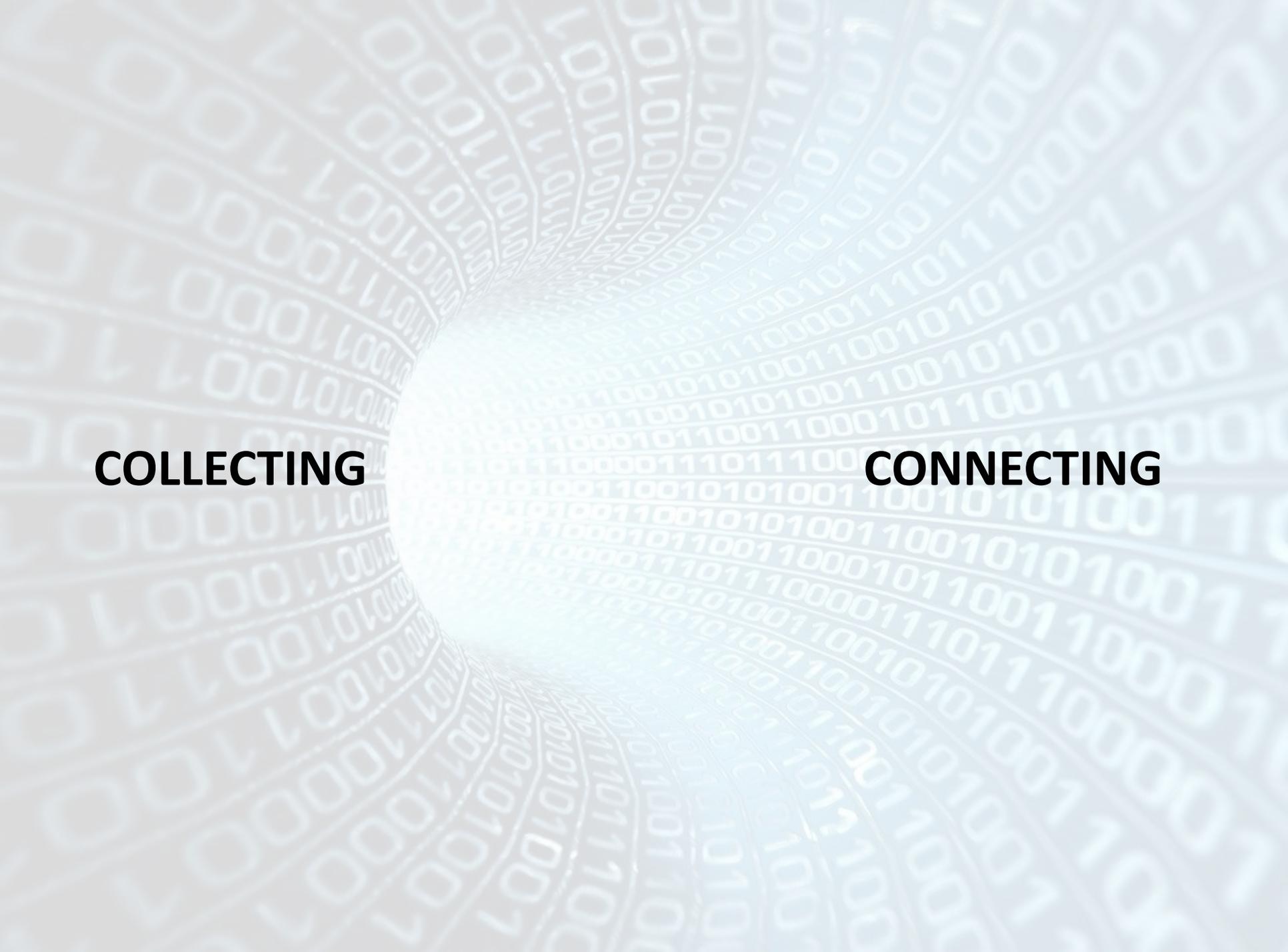
Value creation through Connecting





Value Creation Through Digital is NOT about Technology





COLLECTING

CONNECTING

The Internet of ransomware things...

HUNGRY?
PAY UP AND
I'LL UNLOCK
MY DOOR!

ON STRIKE
UNTIL YOU
SEND MONEY
TO MY
HACKERS.

20 BUCKS
IN MY PAYPAL
ACCOUNT
OR I'LL ONLY
BREW
DECAF!

I'LL BE
BURNING THE
TOAST IF YOU
DON'T GET
ME SOME
DOUGH!

THE NEXT TIME
YOU LEAVE, IT'LL
COST YOU 100
BUCKS TO GET
BACK INTO THE
HOUSE, UNLESS
YOU GIVE ME
\$75 NOW!

30 BUCKS IN
BITCOIN, OR NEXT
TIME I SMELL
SMOKE, I MIGHT
JUST LET YOU
SLEEP.

MY ALARM
SYSTEM IS
GOING TO GO
OFF RANDOMLY
THROUGHOUT
THE NIGHT,
UNLESS YOU
"DONATE".

WIRE MY
HACKER \$100
OR I'LL REVERSE
MY MOTOR AND
BLOW DIRT ALL
OVER THIS
PLACE!

YOUR DIRTY
DISHES CAN
WAIT, I'M
BUSY MINING
BITCOINS.

EXCUSE US
WHILE WE
PARTICIPATE
IN A DDOS
ATTACK.

I'M TURNING
OFF THE
HEAT UNTIL
YOU WARM UP
MY BANK
ACCOUNT!

IF YOU DON'T
SEND US CASH,

I'LL START
YOUR CAR, BUT
ONLY TO TAKE
YOU TO YOUR
BANK TO MAKE
A TRANSFER.

SEND ME \$25 OR
I'LL TELL EVERYONE
ON YOUR SOCIAL



IDC predicts that IoT will
generate nearly

\$9 trillion

in annual sales
by 2020.

Smart Shirt

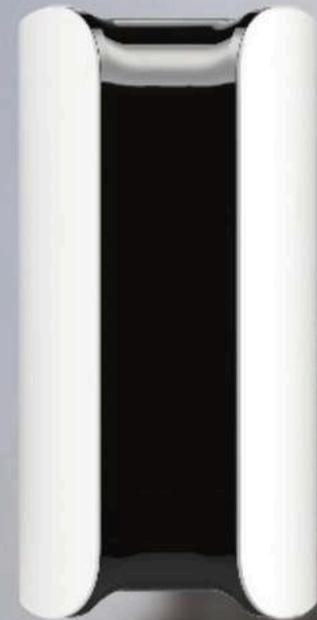
Monitors how your body behaves over time, includes heart rate recovery and breathing at rest, to monitor improvements in health.

<http://omsignal.com/>



Smart Home Security

Canary is a complete security system packed into a single, device. It adapts to your home over time and sends intelligent notifications with HD video directly to your smartphone.



<http://canary.is/>

Smart Garbage Cans

BigBelly alerts when it needs to be emptied so smarter collection decisions can be made.



<http://www.bigbelly.com/solutions/stations/smartbelly/>

HAPIfork

The HAPIfork is an electronic fork that helps you monitor and track your eating habits. It also alerts you with the help of indicator lights and gentle vibrations when you are eating too fast.



<http://www.hapi.com/products-hapifork.asp>

Smart Tooth Brush

The Beam Brush is a connected toothbrush that engages users with their daily hygiene routine.



<http://www.beamtoothbrush.com/toothbrush/>

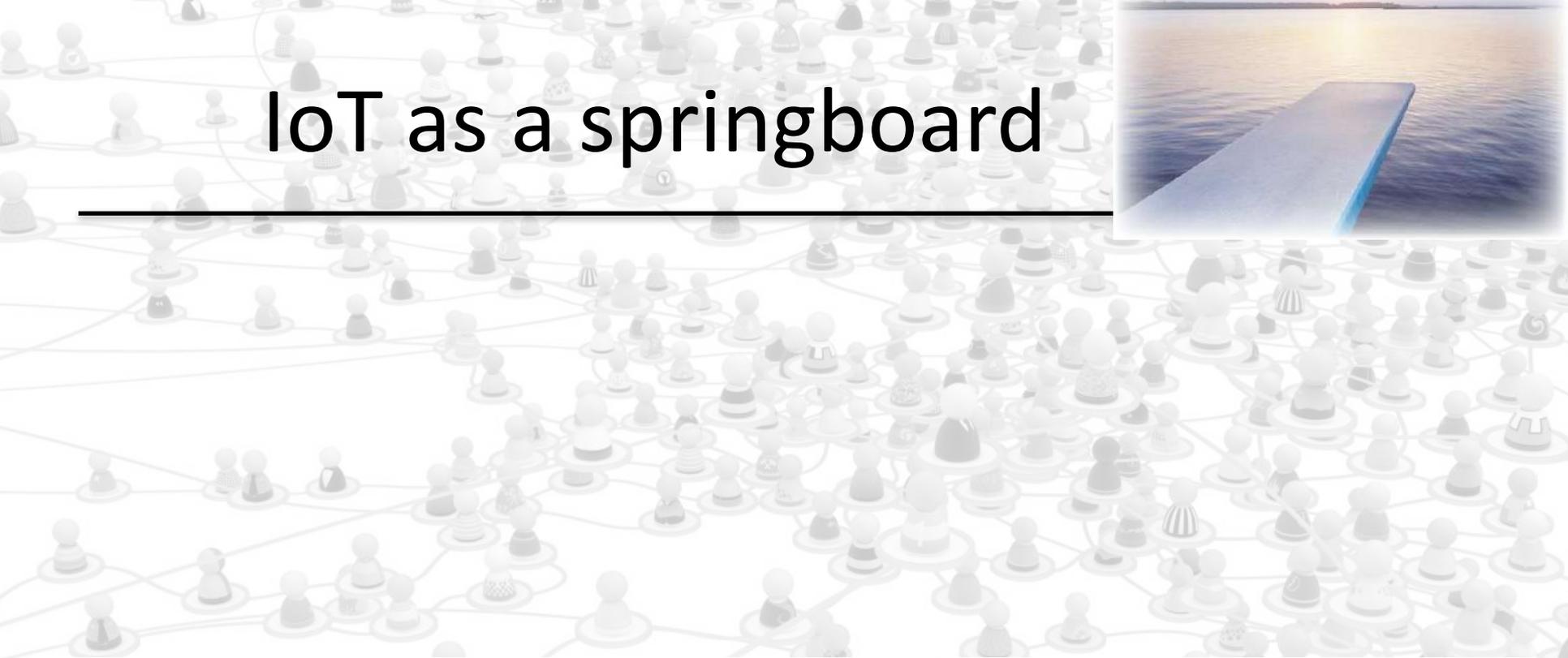
Glucose Monitoring

A cellular-powered glucose meter transmits each test result to a secure server and provides instant feedback and coaching to patients. This equips doctors, nurses, diabetes educators with real-time clinical data.



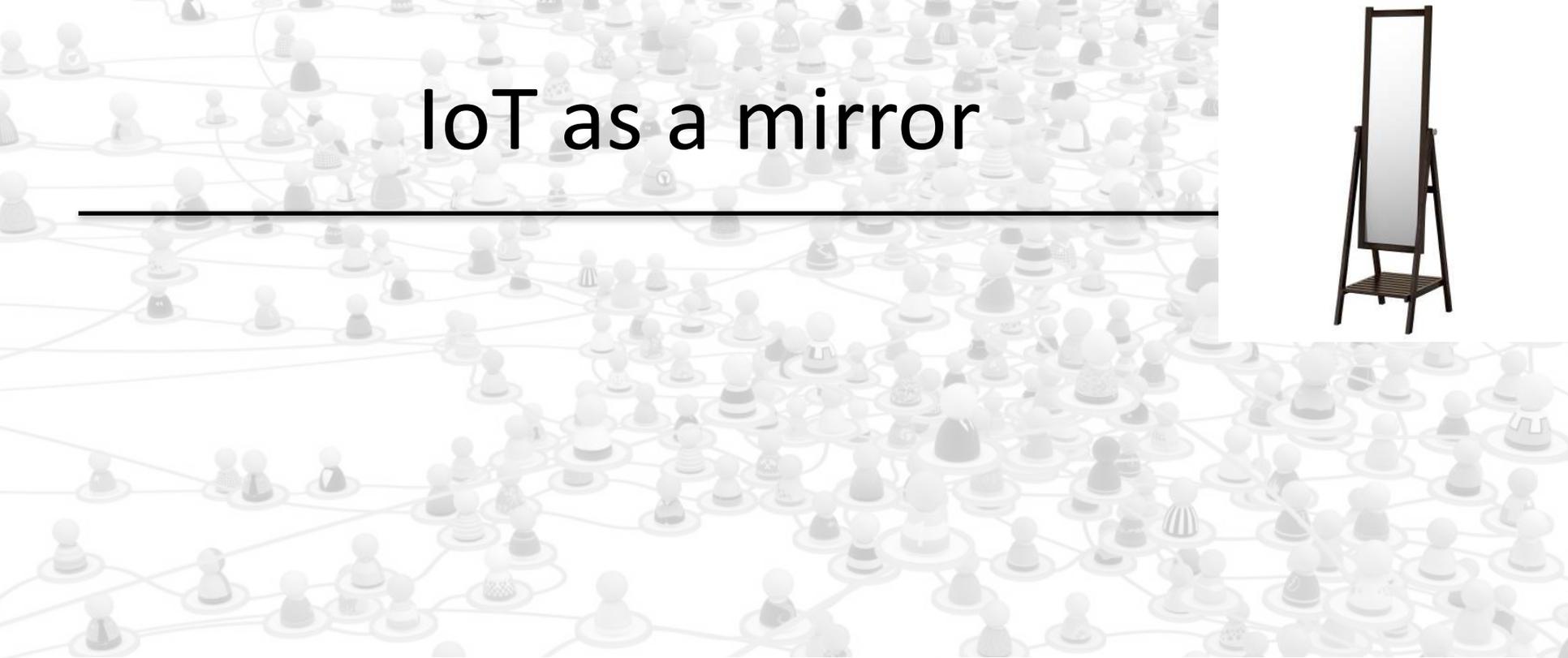
<http://www.telcare.com/>

IoT as a springboard





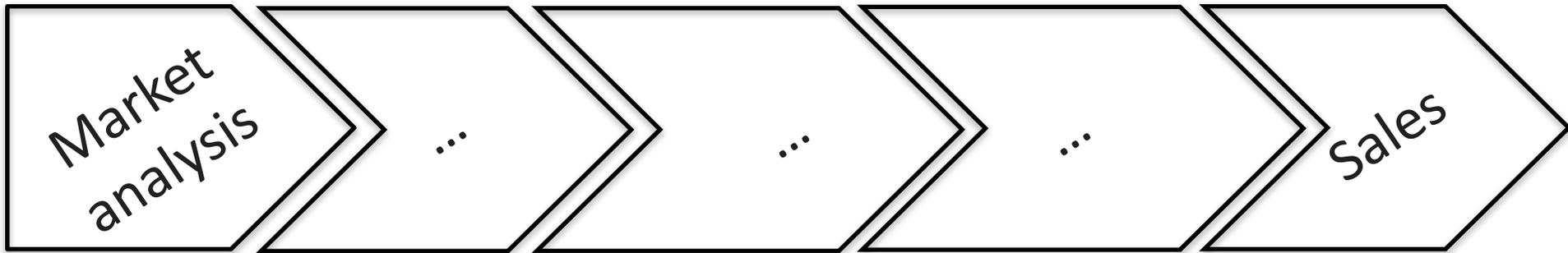
IoT as a mirror



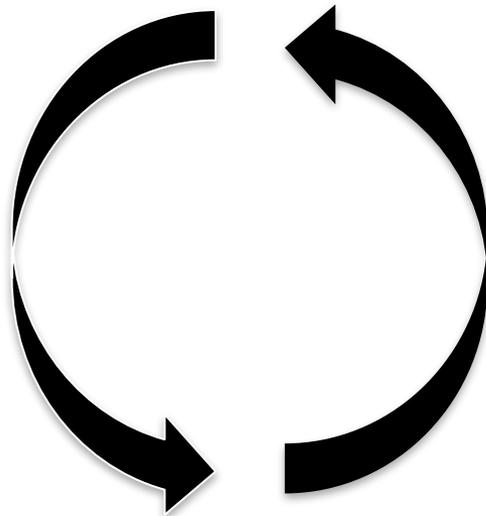


© 2008 Sense Networks, Inc.

Digital Marketing “Value Loop”



“PUSH”



“PULL”

Digital Platforms / Data from 5 Cs
(CONSUMER, COMPETITOR, COLLABORATORS, COMPANY CONTEXT)

Example 1: The Nike+ story

“Most runners were running with music already. We thought the real opportunity would be if we could combine music and data”

CEO Mark Parker

The Nike+ ecosystem

■ What devices?

- ❑ Shoe devices; Nike+ training (acceleration sensors); Nike + basketball (height sensor)
- ❑ Nike bands: SportBand, FuelBand (movement and calorie sensor)

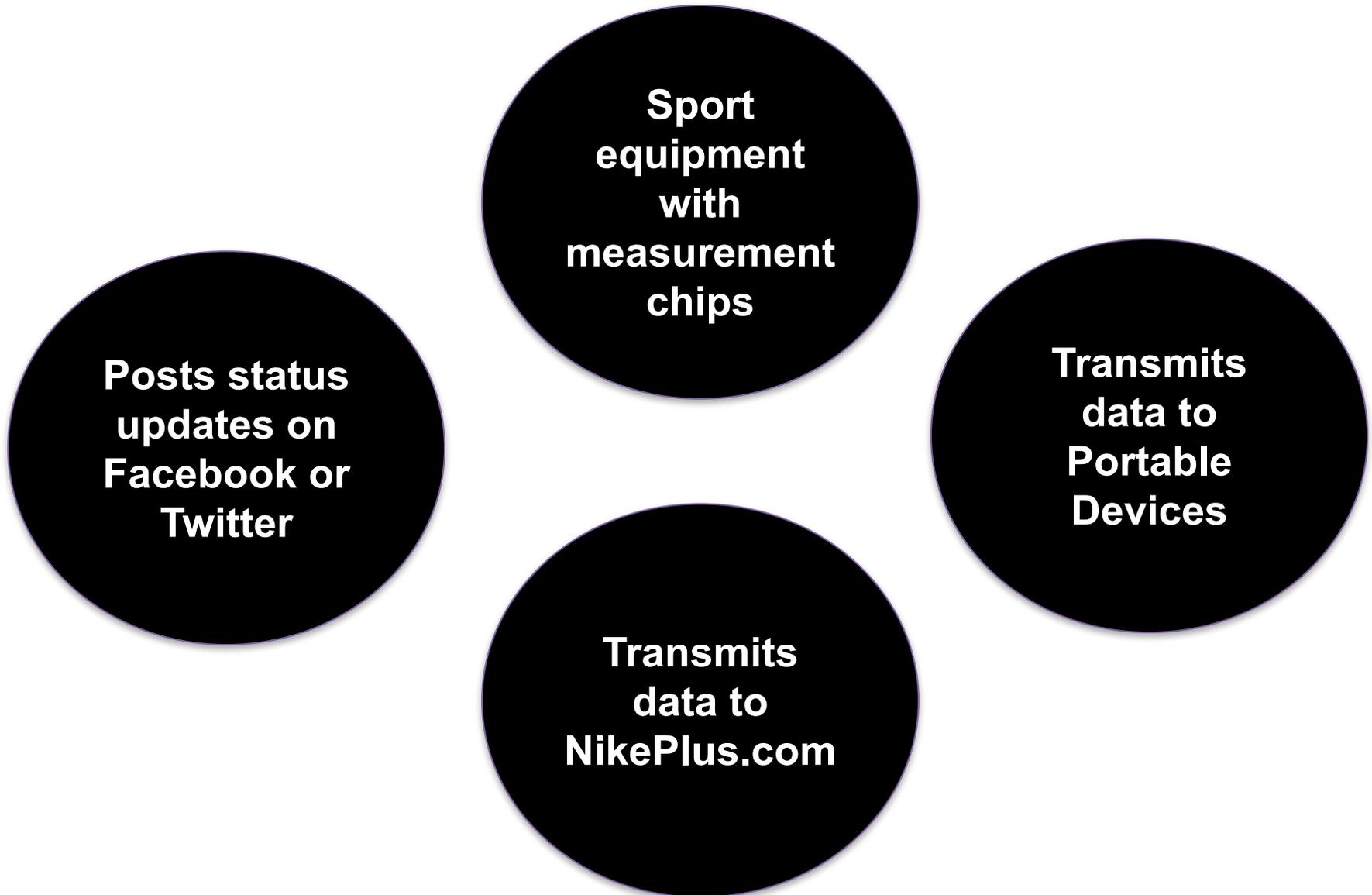
■ What collection mechanisms?

- ❑ From user to computer
- ❑ From computer to Nike

The Nike+ ecosystem

- What is the value of data for users?
 - Stand alone value
 - Social value
- What is the connection between Nike+ and Facebook/Twitter?
 - Sign-up through Facebook/platform
 - Post status updates about activity with Nike +
 - Engage friends on activity

The Nike+ ecosystem



What benefit(s) for Nike?





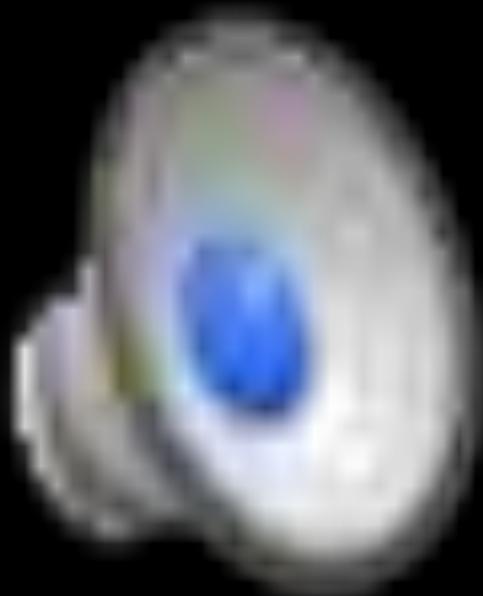
IoT is ... social

1. Social Contract

- Identify benefits in the value chain
 - Lower costs
 - Increased willingness-to-pay
- Identify functions people will fulfill (=social input)
- Identify how the strategy will build or strengthen relationships (social output)
 - Social failures = missed opportunity to interact

2. Community Life

- Community jargon
- Community goal(s)
 - Cooperation vs. Competition
- Community ritual(s)
 - Nature
 - Frequency

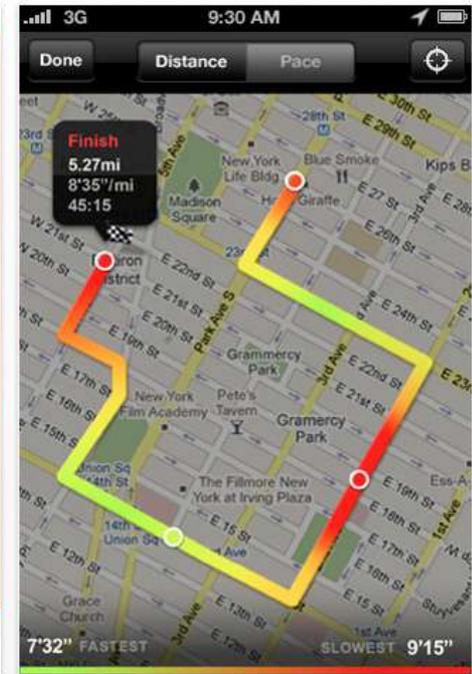
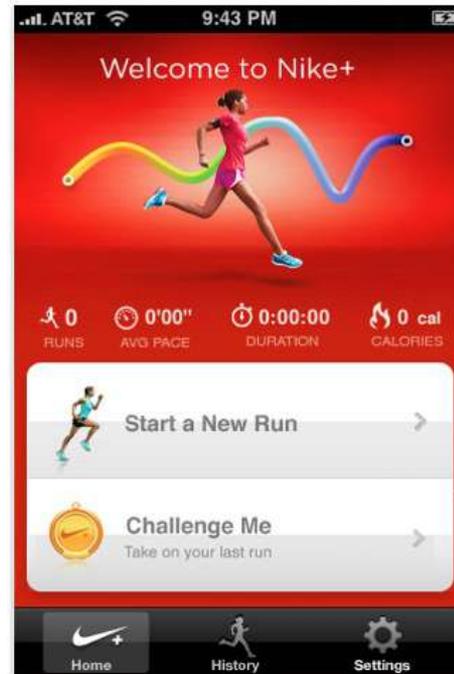


Nike + jargon

By run



By time



Nike + goal



The screenshot shows the details for the "Coach Jay 5k" program. At the top left is a small profile picture of Coach Jay. The title "Coach Jay 5k" is displayed in a large font, with "12 Week Program" underneath. A dropdown menu shows the level is set to "BEGINNER". Below this is a detailed description: "For the runner who has little to no experience with racing but would like to complete a 5K race. The Beginning program will take the runner through a phased approach: establishing a baseline, building strength and transitioning to harder workouts which will include an interval or track workout, a tempo or fartlek run, and a longer steady state run. The week program will focus the first 7 weeks on continued mileage build up while beginning some interval work both on the track and the roads (tempo and fartlek) in preparation for a 5K run." Below the description is a link "See training terminology >". At the bottom, there are two dropdown menus for "Start Date: 07/28/11" and "End Date: 10/19/11". On the right side of the page is a large photo of Coach Jay, a man with short brown hair, wearing a dark blue Nike t-shirt, standing on a grassy field with trees and mountains in the background.

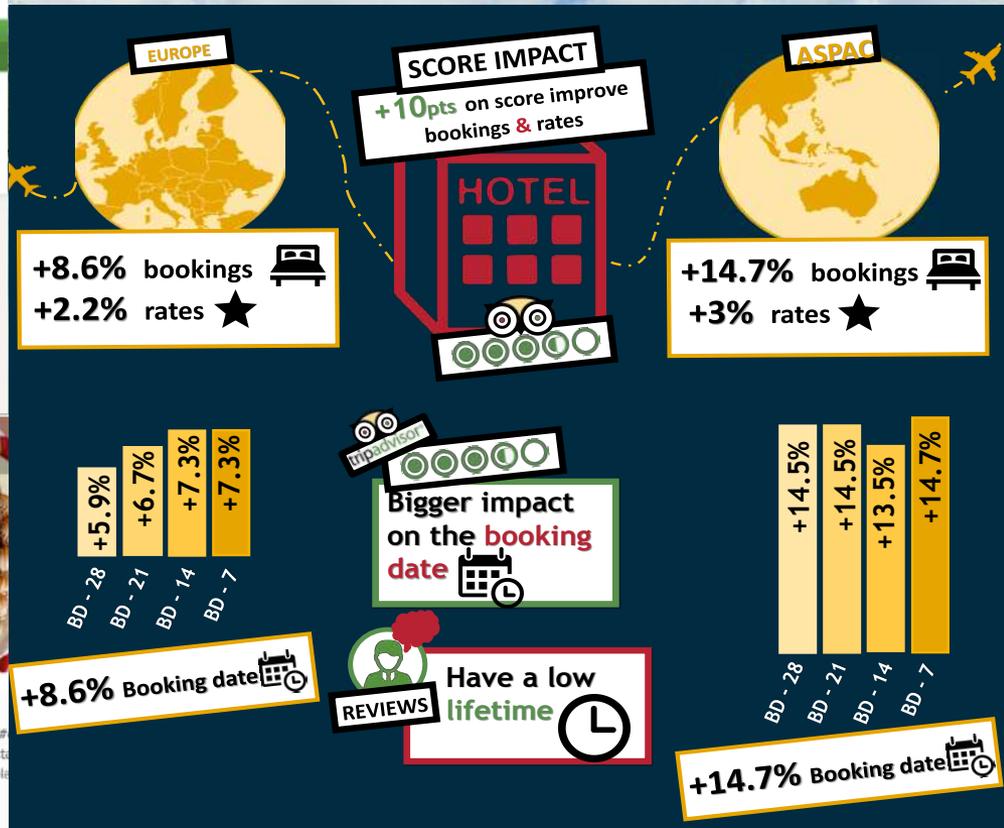
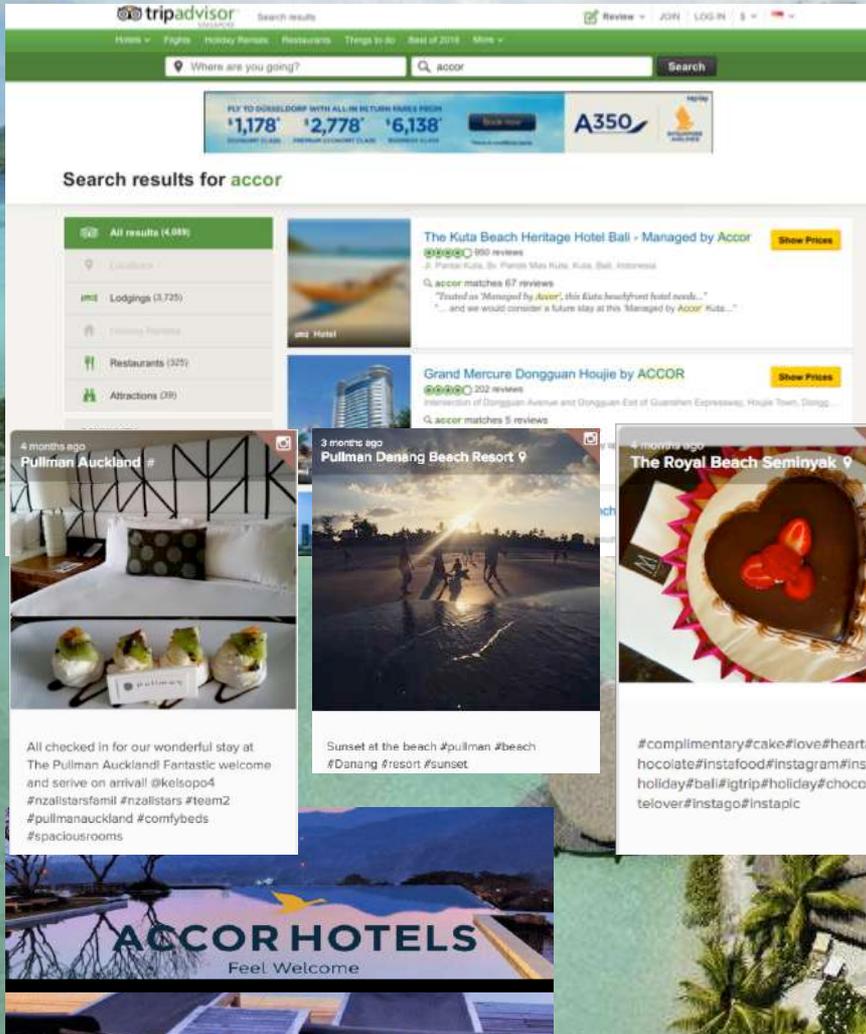
Help customers train with coaches and sports stars for specific goals

Building community rituals



Join local Nike Run clubs and participate in Nike-sponsored events

Example 2: Value Creation in Hoteling (Threatened incumbent's perspective)

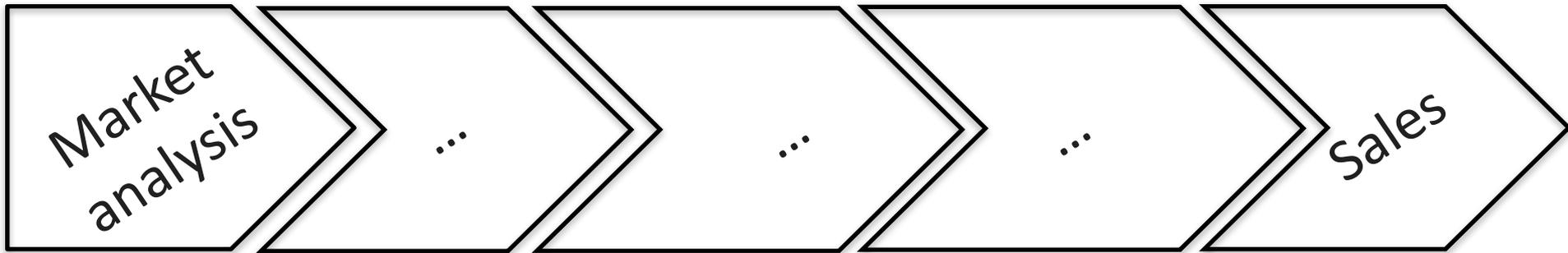


MEASURE OF TRUST = REPUTATION

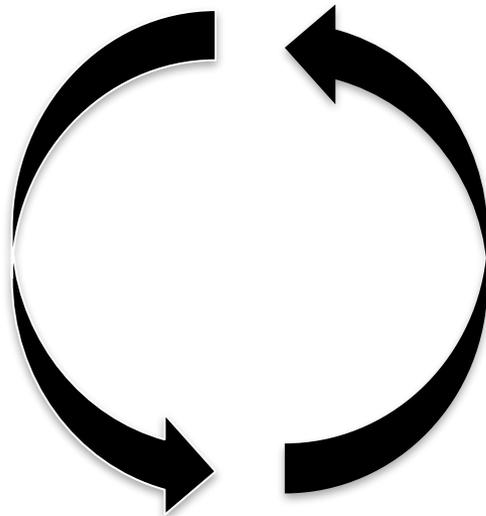
Sum of what individuals or a
community think of you



Digital Marketing “Value Loop”



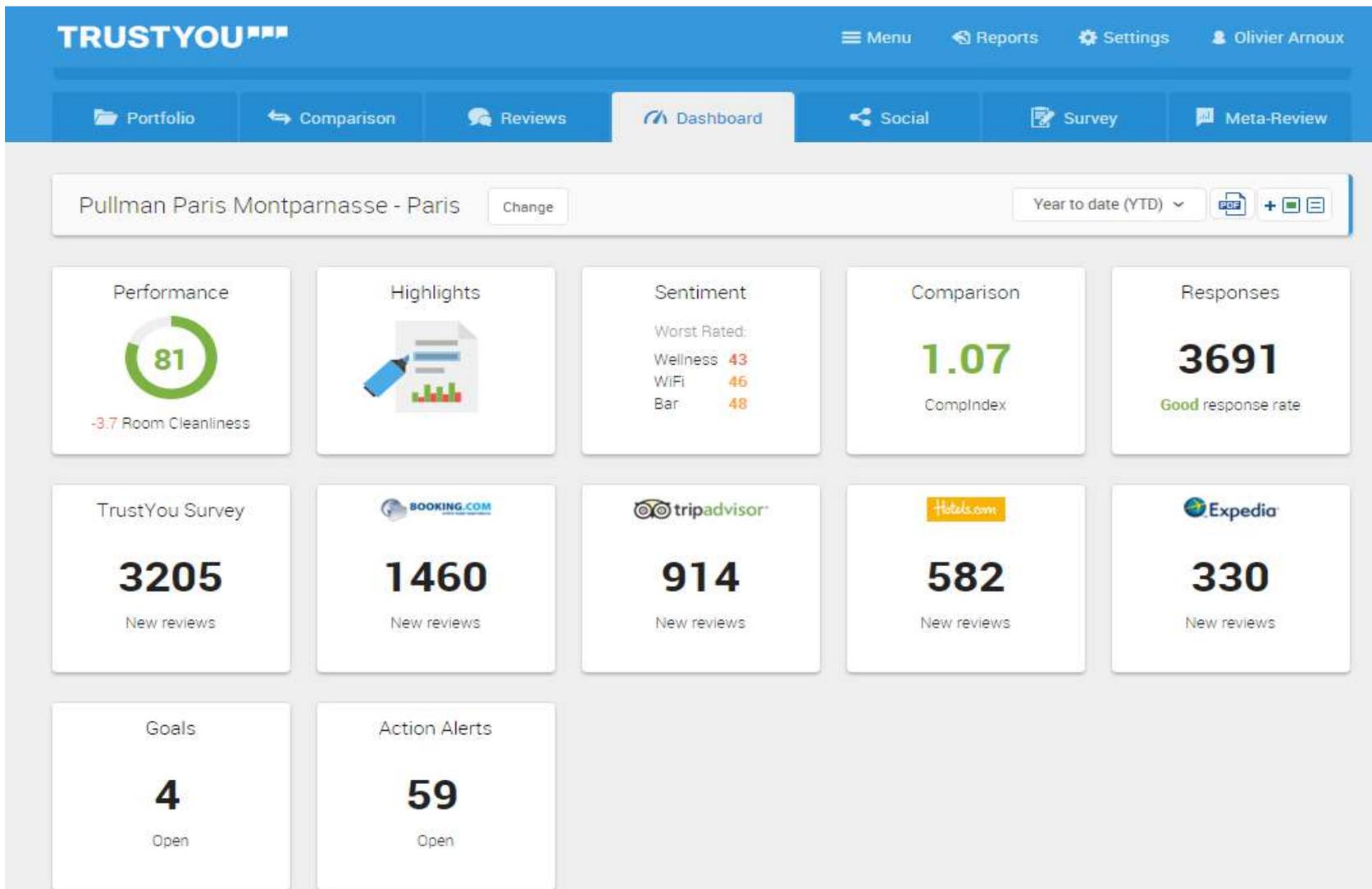
“PUSH”



“PULL”

Digital Platforms / Data from 5 Cs
(CONSUMER, COMPETITOR, COLLABORATORS, COMPANY CONTEXT)

Online Content Monitoring through Social Media Listening (SML)





B ACCORHOTELS
THE DIGITAL COUNTER-OFFENSIVE

Example 3: Value Creation in B2B (Disruptor's perspective)



ROLLS-ROYCE



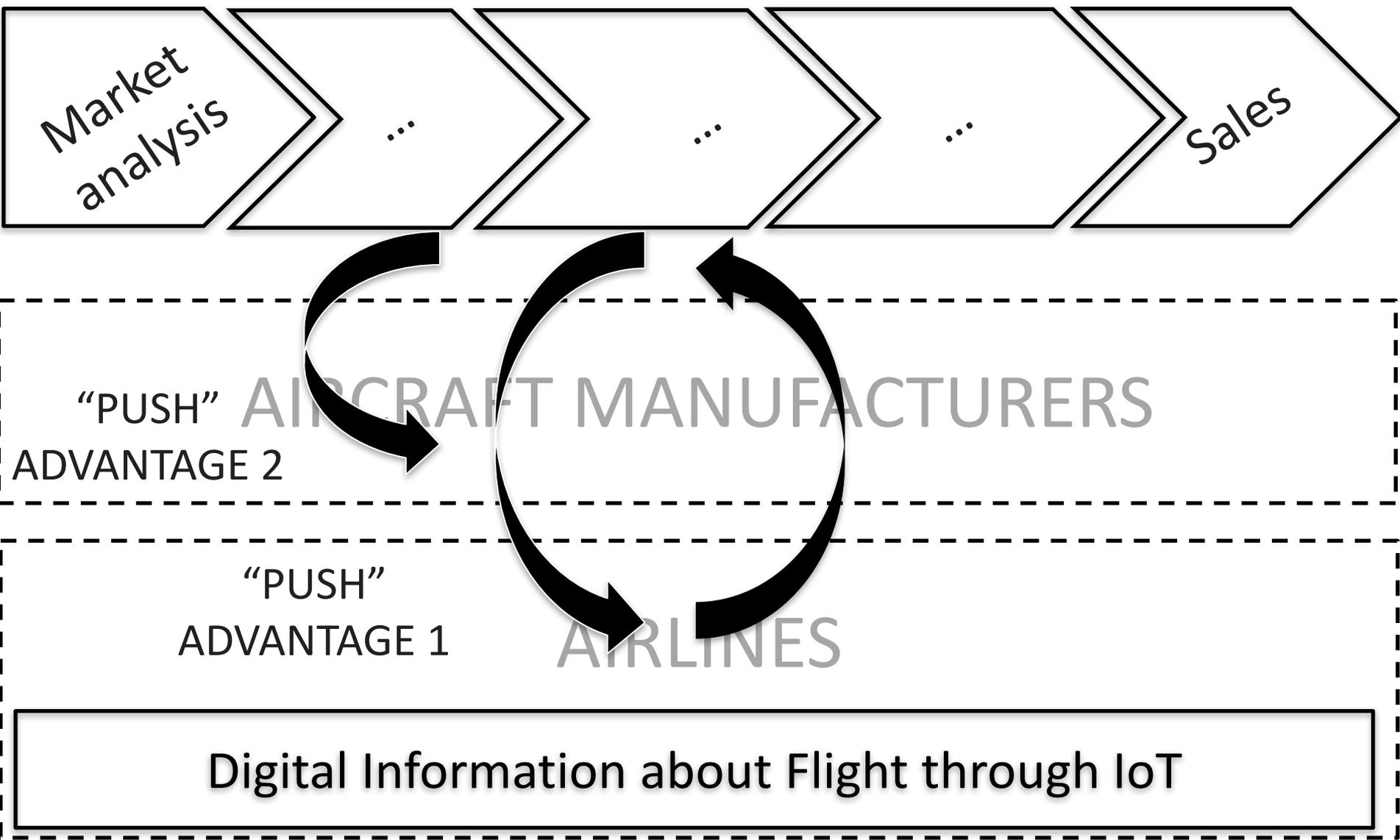
AIRBUS



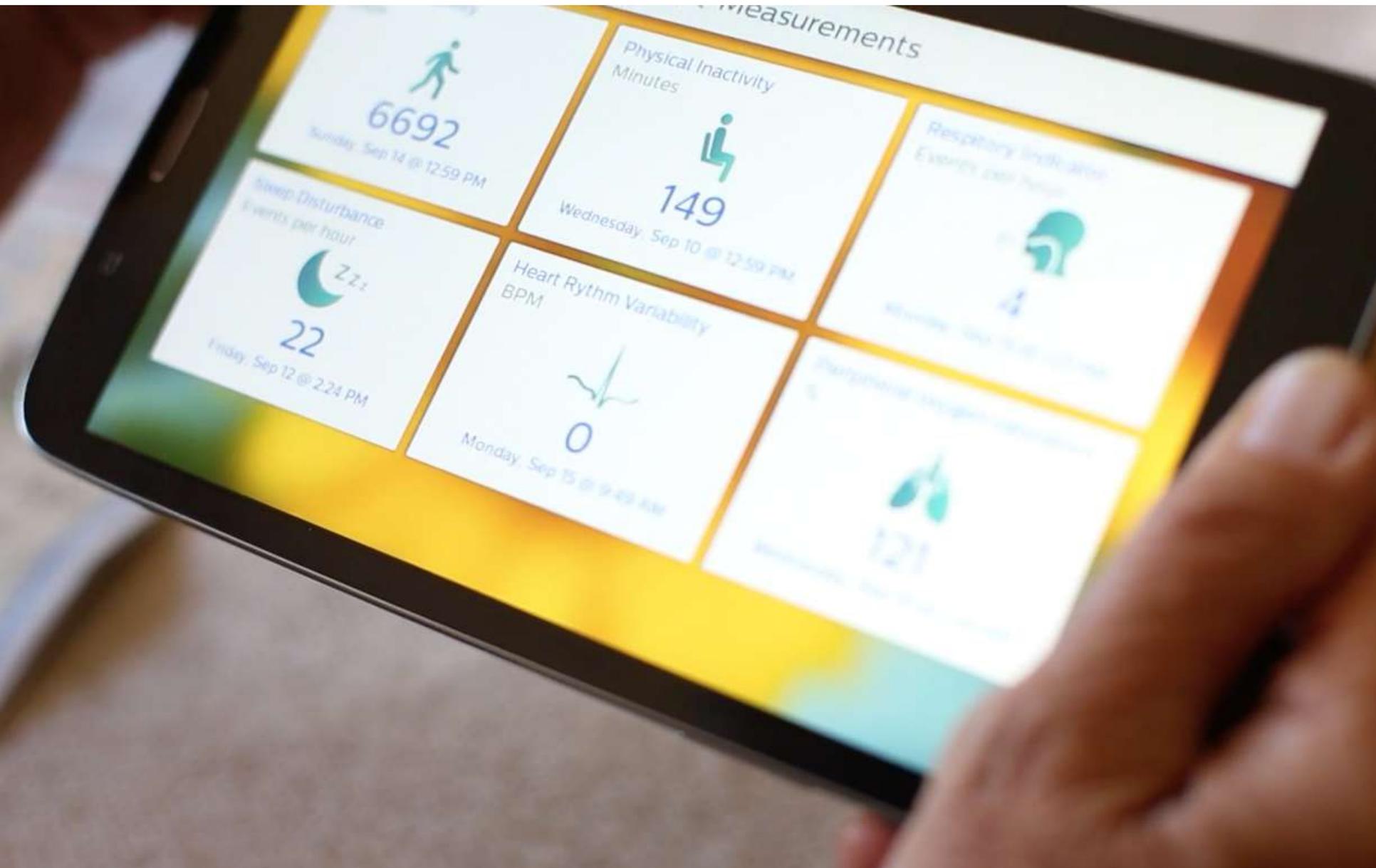
BOEING[®]

AIRLINES

Digital Marketing “Value Loop”



Example 4: Value Creation in B2B (Disruptor's perspective)





So what is
Agile Marketing
in the IoT Age?



Rolls-Royce®



Market
analysis

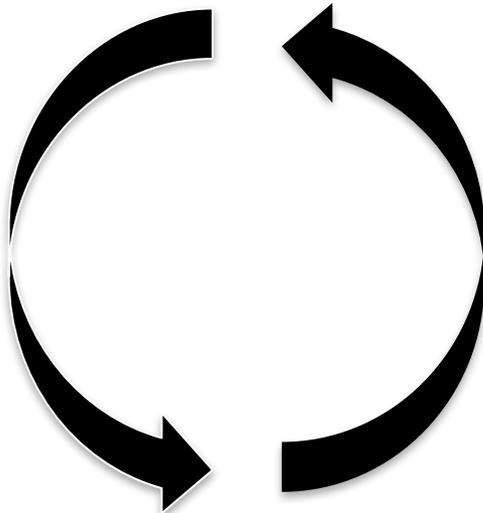
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...

...

Sales

“PUSH”

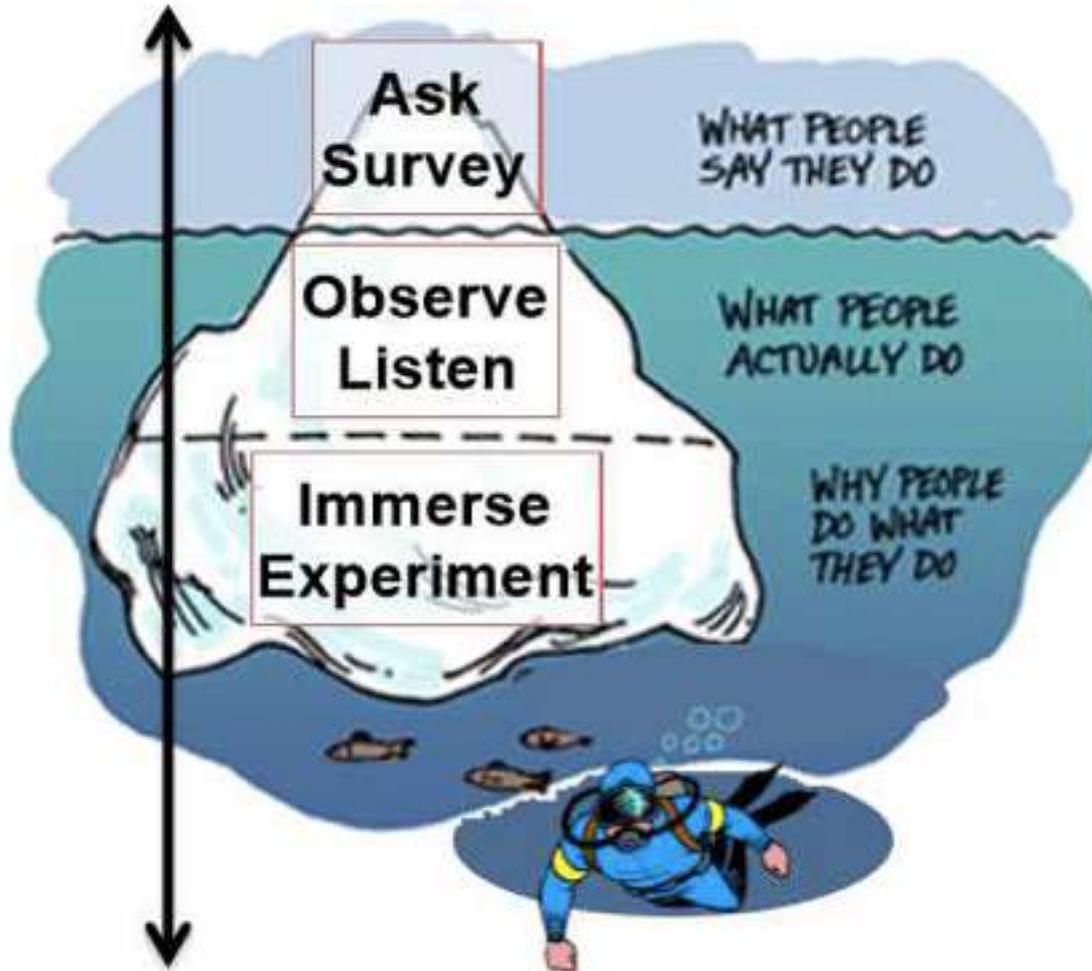


“PULL”



Digital Platforms / Data from 5 Cs
(CONSUMER, COMPETITOR, COLLABORATORS, COMPANY CONTEXT)

A focus on “Big Data”



- Social Media
- Search / Geolocalization

Search is 10x-250x social media (US data)



Search about 20X
bigger than Social
Media

L'ORÉAL
PARIS

Search about 235X
bigger than Social
Media

Search about 70X
bigger than Social
Media



Search about 50X
bigger than Social
Media



Search about 175X
bigger than Social
Media

Search about 190X
bigger than Social
Media



Search about 30X
bigger than Social
Media

Search about 200X
bigger than Social
Media



Search about 35X
bigger than Social
Media

Search about 10X
bigger than Social
Media



Search about 20X
bigger than Social
Media



Building Marketing Agility

3. Building Digital Strategy (Push)

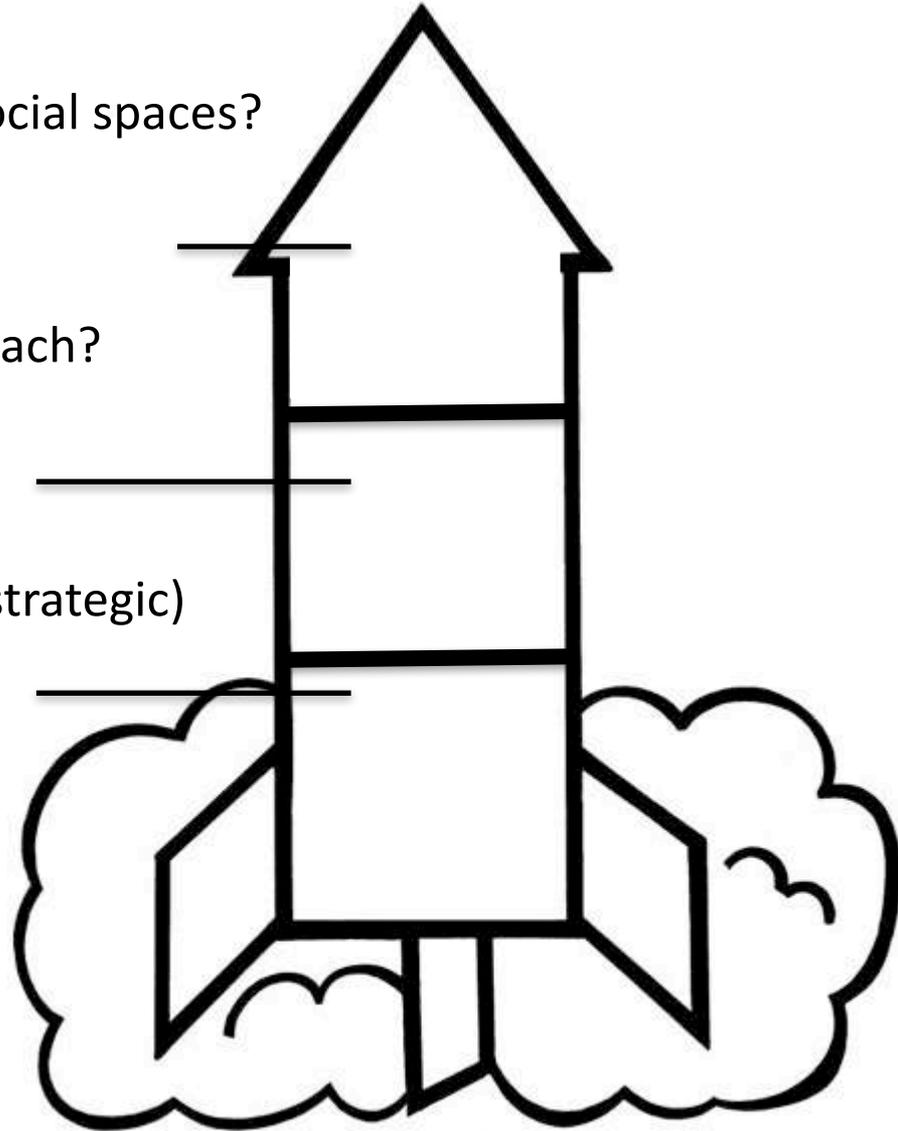
- What is the brand's voice on digital and social spaces?
- How to create and sustain engagement?

2. Building Digital Sensory Capabilities (Pull)

- How to set up a digital intelligence approach?
(managerial)
- How to integrate intelligence insights?
(organizational)
- How to integrate insights into processes? (strategic)

1. Building a Digital Memory

- How to create a digital memory (i.e., who does what in digital?)
- How can we create a digital lab?



Thanks!



david.dubois@insead.edu



<http://fr.linkedin.com/pub/profdaviddubois>



[@d1dubois](https://twitter.com/d1dubois)