

# Growth during Covid-19 disruption

## AN EXPERIMENTATION CONSULTING GUIDE

### Business segments by growth forecast

<p><b>Short-term hit, long-term recovery</b></p> <p>Elastic goods with low-urgency are in less demand.</p>  <ul style="list-style-type: none"> <li>▪ Travel and tourism</li> <li>▪ Events</li> <li>▪ Real estate</li> <li>▪ Automotive</li> <li>▪ Household appliances</li> </ul>	<p><b>Short-term hit, bounce, then long-term growth</b></p> <p>Pent up consumer demand released.</p>  <ul style="list-style-type: none"> <li>▪ Apparel and beauty products</li> <li>▪ Sporting goods</li> <li>▪ Insurance</li> <li>▪ Discretionary retail</li> </ul>	<p><b>Short-term spike then return</b></p> <p>Panic-buying and remote work stimulate temporary urgency and demand for inelastic goods and services.</p>  <ul style="list-style-type: none"> <li>▪ Groceries</li> <li>▪ Media</li> <li>▪ Telecommunication</li> <li>▪ Finance</li> </ul>	<p><b>Short-term spike then long-term growth</b></p> <p>Demand for high-urgency goods and services transforms customer behavior and mindsets.</p>  <ul style="list-style-type: none"> <li>▪ Online entertainment and education</li> <li>▪ Remote work</li> <li>▪ E-commerce</li> <li>▪ Healthcare</li> </ul>
<p><b>Strategic roadmap</b></p> <p>Point experimentation efforts toward customer research and remediation.</p>	<p>Prioritize customer research, value proposition, and outreach optimization.</p>	<p>Focus customer research on satisfaction and loyalty optimization to outperform industry benchmarks.</p>	<p>Accelerate customer research on satisfaction and loyalty while optimizing new and existing feature usability.</p>
<p><b>Tactical actions</b></p> <ul style="list-style-type: none"> <li>▪ Increase qualitative customer research</li> <li>▪ Enhance business performance dashboards to monitor customer behavior</li> <li>▪ Optimize digital property speeds and performance</li> <li>▪ Remove old experimentation code</li> <li>▪ Refine processes</li> <li>▪ Reexamine efficacy of tools</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase qualitative customer research</li> <li>▪ Re-evaluate customer segments based on behavioral signals</li> <li>▪ Optimize performance in for paid &amp; organic acquisition channels</li> <li>▪ Elevate value proposition importance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop or revisit customer lifetime value (CLV) in relation to experimentation North Star metric and/or OEC</li> <li>▪ Increase quantitative and qualitative customer research e.g. customer service queries, search trends, click analytics, etc.</li> <li>▪ Elevate products and services to increase customer satisfaction e.g. "Delivery now", "Pause plan," "Unlimited data"</li> <li>▪ Focus on customer loyalty programs, experimenting with annual plans</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase qualitative and quantitative customer research</li> <li>▪ Elevate products and services to increase customer satisfaction e.g. "Launch now" "Get started" "Watch"</li> <li>▪ Focus on customer loyalty programs, experimenting with annual plans</li> <li>▪ Continue product and service usability testing</li> </ul>
<p><b>Consulting focus</b></p> <p>Management consulting to accelerate transition and adoption of digital business models e.g. e-commerce, SaaS, subscription.</p>			
<p><b>Next stage</b></p> <p>Redeploy triaged resources to R&amp;D customer outreach initiatives e.g. digital channel efficacy, electronic direct marketing (EDM), pricing, copywriting.</p>	<p>Lock in loyalty program ROI and delight customers with progressive features e.g. value added bundles and partnerships, and long-term discounts.</p>	<p>Experiment to capture and maintain behavioral changes by aggressive pricing and product bundling i.e. profitability via volume. Deepen overall digital footprint.</p>	<p>Scale experimentation and evangelization to exponentialize growth e.g. culture, experimentation management software, centres of excellence, and process refinement.</p>