

CEO School

Part 2

What does data mean to an Internet Retailer?

Projects CEOs should consider – not just for your *consumers*, but also for your *volunteers*

How can we make this a headline in CU business plans?

Prioritize these environments and your future investments

WHICH ARE MOST IMPORTANT TO YOUR FUTURE? IN WHICH WILL YOU INVEST THE MOST?

When you left the Leadership Conference this year, did you sit down and prioritize these member experiences? In what order did you rank them? Did you assign any budget numbers to these priorities?

- ☐ Retailing face-to-face in the same space
- ☐ Retailing via phone and remote face-to-face experiences
- ☐ Retailing via the Internet without a face-to-face experience
- ☐ Retailing via the Internet with classic desktop interactions
- ☐ Retailing via the Internet with smart phones and tablets
- ☐ Retailing via a third party's network
- ☐ Retailing a holistic relationship vs. an account relationship

The screenshot shows a worksheet titled "Prioritize These Environments and Your Future Investments" with a subtitle "WHICH ARE MOST IMPORTANT TO YOUR FUTURE? IN WHICH WILL YOU INVEST THE MOST?". The worksheet contains a table with columns for "Environment", "Priority Rank", "Short-term Budget (2018-2020)", "Mid-term Budget (2021-2024)", and "Long-term Budget (2025-2028)". Each budget column is further divided into "Expenditure" and "Revenue". The environments listed in the rows are: "Retailing face-to-face in the same space", "Retailing via phone and remote face-to-face experiences", "Retailing via the Internet without a face-to-face experience", "Retailing via the Internet with classic desktop interactions", "Retailing via the Internet with smart phones and tablets", "Retailing via a third party's network", and "Retailing a holistic relationship vs. an account relationship". At the bottom, there is a section for "Answer off the top of your head (prediction, estimate)" and a note to "Then go back to your office and do the work to really understand your starting point as you go into the new year".

Environment	Priority Rank	Short-term Budget (2018-2020)		Mid-term Budget (2021-2024)		Long-term Budget (2025-2028)	
		Expenditure	Revenue	Expenditure	Revenue	Expenditure	Revenue
Retailing face-to-face in the same space							
Retailing via phone and remote face-to-face experiences							
Retailing via the Internet without a face-to-face experience							
Retailing via the Internet with classic desktop interactions							
Retailing via the Internet with smart phones and tablets							
Retailing via a third party's network							
Retailing a holistic relationship vs. an account relationship							

Can you define yourself as a retailer? It's a big project

Overwhelming

“Used to describe something that is so confusing, difficult, etc., that you feel unable to do it”

Only a CEO can describe where you wish to go

Retail

“The sale of commodities or goods in small quantities to ultimate consumers; *also* the industry of such selling”

Only a CEO can demand a new narrative

Cultures

“The characteristic features of everyday existence shared by people in a place or time”

Only a CEO can force a new default reaction

As a CEO, can you tackle culture change and win?

WE HAVE TO MOVE FROM INTERNET SERVICE TO A NEW SET OF GOALS FOR INVESTING IN NEW ECONOMIES

- ❑ You do not change culture by selling a set of philosophical ideas about how great it'll be when you get there
- ❑ You change culture by
 - Declaring the need for a new reality
 - Repeatedly making small, symbolic investments that support where you want to go
 - Enforcing the default reaction from your organization, creating new muscle memory so that people are acting in new ways, without even thinking about it

INTERNET RETAILING

- ❑ 24x7 member experiences
- ❑ Break down everything that is the CU value proposition into small consumables, sold via Internet interactions with members
 - Consumer value exchanges
 - Owner value exchanges
 - At-large market value exchanges
 - 3rd-party stakeholder value exchanges

It's a little different with members and the outside world

THE OUTSIDE WORLD HAS TO INTUITIVELY FEEL THE CULTURE CHANGE THROUGH INTERACTIONS AND DATA

- ❑ In other words, you have to prove it to them as you're interacting with them
- ❑ From the consumer's standpoint
 - Does your culture blend with how consumers interact with today's retail market players?
 - Do not trust that everything old is new again unless you're looking for a nostalgic niche...or not
- ❑ From the owner's standpoint
 - Data, data, data – the currency of letting people know their ownership is important
- ❑ From everyone else's standpoint
 - Making it easy to work with you and convenient to know you

INTERNET RETAILING

- ❑ 24x7 member experiences
- ❑ Break down everything that is the CU value proposition into small consumables, sold via Internet interactions with members
 - Consumer value exchanges
 - Owner value exchanges
 - At-large market value exchanges
 - 3rd-party stakeholder value exchanges