

## Pushing Your Business Through the Pandemic Webinar Transcript

### Matt Sunshine

BA: Without further ado, I want to get over to Matt Sunshine. Matt is a managing partner for the Center of Sales Strategy. He is by accident the expert in working remotely. He manages a team of 40 full time employees that have been working remotely across the USA for the past 25 years in Seattle. His business Center for Sale strategy is a sales performance consulting company that helps attract, retain, and develop high performers. And he is highly recommended to us through some groups that we know. In Forbes magazine he was listed as one of the top 20 speakers you shouldn't miss. He's an author and an expert in working remotely. And so I would like to pass this off to Matt and ask him to talk and give us some help on managing your teams remotely.

MS: As you mentioned, we do have about 40 full time employees. We worked in a variety of locations, but all of us. Our home office. And have been for years. And so we learned to communicate. We learned to get business done. And what I feel is an extremely productive place I'm going to share with you the four areas that I think are really important. Just to kind of give you the quick look it is proper mindset. It's how to get ready for work. It's what are the required tools and then how do you communicate correctly.

So let's start with this first slide with the proper mindset. And I think one of the first things you have to really wrap your head around is this idea that you are going to work. You're not on holiday, you're not on vacation and checking in. You're actually going to work. So just like when you go to an office or go to the store, your day starts and ends. There is a start and an end to the day. It's not an all day thing. It's not it's not a 24 hour day of work. What we found at the Center for Sales Strategy, what we have found is that it's not that people don't work hard from home, it's that they work too hard from home. What we have found is that people find themselves at after desk at 8:00 in the morning and it's 3:00 or 4:00 in the afternoon. And they realize that they haven't even stopped to take a lunch, that they're just there. You're never away from work. Part of the benefits of having an office is you get to drive to the office. You get to drive home from the store. You get that downtime. You get that release. And you need to make sure that you have that even when you're working from home. So we like to say, you know, know when you start, know when you end, take advantage of the fact that there's that travel time from the breakfast table to the workspaces, it's less than 10 seconds. And use that to your advantage. Give yourself schedule breaks do not work all day long... especially if you find yourself in a situation where you have children at home or you have pets at home that are all requiring your attention. Or maybe you have some home services that you're getting done like pest control or window cleaners or whatever you might have been done. There's room for, you know, you're taking advantage of HVAC issue that you're that you're having done. And don't let things distract you all day long. Instead, take a break. Schedule your break so that you use it. So you use your time wisely.

The next thing you want to do is define your space. I highly recommend that if you have a spare bedroom, maybe a dining room that you don't use, if you have an office or a study, you're fortunate to have an office or study, that would be ideal. I would I would give a strong recommendation that you try not to work out of your bedroom if you don't need to. You sleep in your bedroom. And I think there's a good reason to have some separation from that. I think it's good mental health just to have that separation if you can. But even if working on in bed with the covers over you, with your laptop open and checking email, it's not work. That's checking e-mail while laying in bed. And there's good time for that, too. But you need to make sure that you're at work so that you can be productive. So define your space and try to get space that has the least amount of distractions as possible. The next thing I always tell the people that come to work for us is use your calendar. A lot of times we don't use a calendar when we're in an office environment or a business environment because so many things are just automatic, we tend to schedule the appointments or the things that are not routine. When you work from home and everything needs to be scheduled because there are so many home things that won't distract you and pull your time away. So if it's on your calendar, if it's something important to do. Let's say, you're in sales and there's time that you need to be prospecting. Well, when you're at the office, you do your prospecting when you're not doing other things. When you're at home, you need to make sure that you put on your calendar prospecting. Otherwise, you're always going to find something else to do. So use your calendar correctly. And then, if possible, stay away from anything that is significantly distracting, whether that's video games, or TVs, or the jigsaw puzzle that you started that you want to keep going on. Anything that can be a distraction you stay away from because it will pull you away. And if you did the math on it, you'd see that you ended up wasting hours of productivity time.

So on this next slide, I jumped in to get ready for work. And what I mean, when I say get ready for work is for a lot of people. What do you wear defines... signals, whether or not you're ready for work or not, not for everybody, but that is a common a common cue that would do that. So what I always advise is that you do get ready for work. Now, if you normally wear a suit, if you're managing normally, wear a suit to work, suit, tie, and you decide that, you know, I and you're not going to be on camera all day. Well, you might not be the wear a suit type, but don't stay in your pajamas either. You know, try to get dressed and ready for work, your clothes to signal to your brain that it's work time. Also, communicate internally with your family, that you're at work and that you're not on vacation. They need to know that you're at work and they need to treat it as though you're at work. And that goes back to what I was saying a minute ago about when it is time to break.

Take a break. So stand up from your workspace. Go in and break with your family. Do what you need to do, walk the dog, whatever, but then come back and get back to work and communicate that. The last thing under get ready for work is don't miss out on the social interaction. Social distancing does not mean that we cannot have social interaction. It just

means it needs to be different. And that different can come over technology. It can come over using a tool like Teams. It could also come over picking up the phone and actually talking to someone. Video call with somebody is very good. I know for my family we've for years and years and years, we've always had Sunday night dinner with all the brothers and sisters and cousins and parents. And so for the past few Sundays, that's been a that's been a Teams meeting with all of us on screen and enjoying our company. Same goes for work. Make sure you have time for co-workers and they are all talking about these things. I want to address what are the required tools. So there's just a handful of them, but I think that they're really, really important. The first one is good Wi-Fi, good cell service if you're going to be working from home. You need to make sure that you have good that you're set up in a spot in your house that has good Wi-Fi and good cell service. Also, if you're going to be on your phone all day long, whether or not it's your landline or a cell phone or even if you're going to be communicating on your computer, I highly recommend that you have a headset. It improves the quality of the conversation, the sound of the conversation and a lot less fatiguing on you. If you can do that, if you're going to be at home for a long period time and this might be the case, I would invest in a monitor and a printer and make sure that you have access to the office supplies that you need. Plenty of companies are delivering these days. And so make sure that you have some sort of delivery service that can bring you. I have found and the folks that work with us, the Center for Sales Strategy, having a monitor and having been able to work on a bigger screen and using a keyboard and a mouse really makes for a better work environment for a longer period of time. Because, again, we're not on vacation and we're not working for an hour on a laptop. We're working. This is our new normal. I'm a big fan of Teams and Slack or whatever service you want to use for instant messaging. My company uses Teams, so we're big fans of that. Also with screen sharing, you need to get really, really comfortable with screen sharing. The last thing that I want to share with you as a strategy that we use internally and that we encourage people to use is you really need to communicate. And by communication, here's what we mean: you need to be flexible and responsive. We're not in the office together. We're not at that at work together. So I don't know that you are seeing my message. I don't know if I was with you, I would see that you said, hey, Matt, I got it. I'll get back to you tomorrow on that. I don't know that's happening. So in in in a virtual world, in a remote world, you just need to respond to people maybe with a quick e-mail. Hey, I got your e-mail on that to do that project. I'm going to do it. I'll get it back to you first thing Monday morning. Just be flexible and responsive. The second thing is be patient. Using technology does not come easy to everyone. And so for one person, it might be completely intuitive. For another person, it might be really, really difficult. So be patient when it comes to technology. And also last thing is be present, whether it's in your texting or your e-mailing or your phone calling or your screen sharing, be present and reassure the folks that you work with as well as the customers that you serve that you are in it with them, that you got their, that you have their back and that we will all get this. Just over communicate during these times.

## Chuck Mefford

BA: We've had lots of question questions from many, many asking, you know, what, what should I be telling people right now? Is it insensitive if I'm advertising and pushing my product? Should I be telling people to wash their hands more? You know, what is the right message to be sending to potential consumers? And so we couldn't think of a better expert to task than Chuck Mefford. He's a founding partner of transformation, which is a marketing agency that runs across 41 states and six countries. He's the author of six books and the perfect speaker to help us figure out how do we communicate with customers during this time. So without further ado, here's Chuck

CM: Let's start kind of with what we know, the right message, what we know. And then the first thing you're going to see there is a time of enormous media consumption. There's some studies out right now. I really don't need a study. You probably don't either, because people are using bijal a lot more, obviously at home and consumption is off the charts. You're in the wrong types of media. In fact, if you go to this slide with the media connected consumers that the Nielsen study in America and they were showing just two years ago how the average person in America spent about 12 hours a day with all sorts of media, you know, live TV, delayed, gaming. One of the big pick-ups last year in the last couple of years with the apps and use of the Internet on your smartphone. In fact, right now, I just saw a study just out from Canada. The Nielsen Ratings Company Media and our good friend here who a radio home listening is up 73 percent since January. That just came out yesterday and the most recent Nielsen. So it's no doubt around the world people are listening, watching (?) like never before. They know what's going on. What can I do? So how do we reach these people? And what's the right thing to say? Well, let's start out with probably is the one thing you don't want. So if you get back to the slide with the right message, we know they're all listening, they're watching, they're reading, they're consuming. But number one, people don't want pandering. I think we all know there's something called Covid out there. I think we understand. We know it's pretty serious stuff. So what more do you want to tell me about these model and suck up kind of ads that we're in it together? After a while, it gets a little overwhelming and actually it loses the whole idea. In fact, there's an article in The Wall Street Journal on the next slide. You'll see. And the whole article was talking about. We're getting so many. If you got an e-mail box like I do, we're getting overwhelmed. You're getting a million e-mails on what every company you've ever done business with and their procedure for how they're going to clean and how they're going to do. OK. That's great. But after time, it becomes white noise, when everyone... so probably talking to people in their e-mail box about your changes. Is that a way to stand out necessarily? But it's very good. Don't get me wrong. In fact, if you really say or ask, you know, what is the right message or what should show the right message be applied? At Bradshaw. Brian, that's my point up. You know, actually outside of the cities, St. Cloud, many outside Minneapolis. And personal injury attorney. Everyone knows Mike. He's been talking to him forever. Fifteen years. If I just say personal injury attorney because he has been a branding long term type of client, he pretty much owns top of mind in St. Cloud. So the way we reacted very quickly and during a very short time, as you just popped in and had a little message, just like wash your hands. You can understand a long time ago. He was giving free rides home from any bar, trying to separate as a personal injury attorney. Call me and

I'll get it. So that's how he got on the map here. Everyone knows this person. They know his voice well. And so you're are three ads in a row. That we did probably two days after we started shutting everything down. Just not with these little five second ads. They only did it for a week, but they sounded like them, which is.

SFX: Ad audio

CM: And that last one was getting heavy. He said this. Mike, Mike, listen to the police. And then the song comes in. Don't stand, don't stand so close to me. So I won't sing it for you. But again. You know, even that really burns pretty quick. We get that. I think we know to wash our hands. And actually, you know what people really want? I think they want to get back to normal, whatever the new normal is. I'm not saying don't play it down. I am saying empathize. Definitely saying be positive. But. I think the way you want to communicate with these people is give them what they want. I think they want a glimpse of the familiar. Maybe a smile. I think they want comfort and convenience especially. That's what most the research. And in fact, we've gone through other periods like this where there was 9/11 or whatever. Recessions back in the 80s and 90s. That's basically what when people go through tough times like that, they want comfort and convenience. And so your job. You know, there's a kind of a short term and a long term cycle to that. So let me show you a couple examples that short term company is doing, because you say leave people, you know, today, now and obviously food, supermarkets, grocery stores, pharmacies. So it's important to be talking to these people when they know your procedures and how you're sanitary. Again, trust is the number one word is you want people to trust you. Now, long term, that's the number one condition for doing business is good. What is my audit cycle? Because that's what really drives your messages here is how long is it before people buy your product or service, how long between what you sell. And, you know, if you're in the food business we eat every day. So I get that. And that's what's important right now. But long term, I'm probably not worried about buying a Kubota maybe today. Or like the president of Levis's said a few weeks ago: Why do I want to talk about this stuff that they're not worried right now. They're worried about other things? It's always tough to reach. So what I'm saying is, what is your product cycle? The short term gap. Tell him to change creative. And then we'll get into that a little bit to up with the next part of the presentation. But what I'm talking about a little bit is, look, we're gonna be in this. You want to be in business later. You plan on being in business three to five years from now. Then maybe you might want to think about the long term play, especially if your product is something I don't buy every day or every month. Every once again, every eleven years is get your HVAC. I think every two years getting air conditioning so that putting on your product cycle, you know, they don't necessarily need you today and they aren't thinking so. So what do you say? And, and frankly, it goes back to the fundamentals of wanting to be trusted, liked, and being a friend in good times and bad times and just being there. And the best way to talk to these people is not about you or what you could do. You're not to hear all their stories. Remember, the customer is the hero of their story and your job as the business owner is to help them on their way. Overcome any challenges. You're kind of their Obi Wan Kenobi. So the hero again, your customer can continue on their journey and get their lollipops and unicorns and be the girl of the story. But you're not the hero. Your job is to remove the problem so they can continue on their journey. So what do customers have today? Because it's shifted dramatically in a New York minute. The challenge is they're up again. So what do you offer to help them on their journey today? Sure. Tell him your product, you're available and how

you're cleaning things, you're sanitary. For the restaurant business - what an unbelievable change you're going to. They say they're going to space out restaurants for social distancing. That means you're gonna lose 50 percent of your capacity. That's a big change. So how are you gonna make that up: later nights, earlier weeks, delivering, curbside? So, you know, again. Everyone's got to challenge some more than others. But it's still about getting in people's heads, speaking to their heart, because if you can own the heart will always dominate the mind. Invest in, frankly, a long term principle for companies that get it. But this is a journey. It's not just today. I think people are starting to see the light at the end of this tunnel. I think we all believe it's not going to be a train, that there is hope. And you need to speak to the heart and talk to the customer today about how we can help them on a journey. Let me give you a couple examples of companies that are doing that long term. One is that I've worked with for many years in Missouri called Kitchenland. Most people don't need a kitchen today, but they've probably been spending a lot more time in the kitchen. So here's what Brad has to say in his speech to people don't buy all the time.

SFX: Kitchenland ad

CM: Another great example, a great example of comfort and convenience is the jeweler and actually a good friend of mine. Johnny Olsen wrote this ad and did the voice. We worked together on a project with their best partners. But here's a great approach of both comfort and convenience, because in jewelry store, guess what? Things are still happening. People are still getting married as best they can, but things are going to change. So here's a message that addresses that.

SFX: Jeweler ad

CM: Now, that was long. 60 seconds. You're speaking to the heart. They don't seem as long. And it's all about comfort, convenience. And again, we need people along basically, trust me, like me. I'm not going to predict the moment to need, but I want to make darn sure when you're doing a me, you think of me first. And that's really I think the goal long term is to be the business that people think of first and feel best about long before they ever purchase you. In fact, there's plenty of case history that shows how companies have done this and dealt with this in the past. My father had a couple of favourite sayings. One of them was "Chuck, the only lessons we learned from history is we've learned nothing from the lesson of history." We keep doing the same stupid things over and have the same wars and recessions. But the good news is there is a case studies now, even though we aren't maybe a learned from them. They're there for our perusal for our investigation. And frankly, maybe we can learn from those lessons this time and decide how you want to do something maybe different this time. If you go to the next slide, how to market in a downturn, there's so many materials out there about navigating downturns, recessions, depressions and disruptions. I like Harvard Business Review. H-B -R case study. You go to Harvard Business Review dot com and they have gone through identifying patterns of behaviors and strategies that either propel the business or undermine their sales and performance. And you'll find there's kind of a trend of what these businesses do. In fact, one of the big things that they don't realize but always happens is called E.S.O.B. It's called extraordinary sheriff boys. Typically, people hunker down. The first reaction is to clinch and pull back. And that happens in a lot of categories. Well, if you're one of the persons that doesn't do that and keeps talking, you've got an empty stadium and no one else, no other voices. You don't have to compete with those people anymore. They've all pulled out. And so it's got extraordinary share of voice. If you're there with your cup of coffee, talking to your customers every day, all of sudden you're the only one out there. So getting into the mind, winning the heart and getting into the mind, it

goes so much greater that your velocity and the opportunity and people seize on that have done this over the years. Kellogg's is a great example how they doubled our market share of Post cereals during the recession and it never changed. To this day, they're still twice the market share. Back when this happened, they were neck and neck because they applied (?) all this big open space. And really the big discovery that Harvard found in all these, is the number one thing is people did nothing. And it sounds like a kind of surprising to me. But think about in a panic situation. And the first reaction is to do if you're a pilot, it's to get away. Big story that they are just talking (?) as if you're disoriented if something happens dramatic. The first thing is do nothing it clear your head, understand what's going on. That happened to a pilot once in World War Two. Because your instinct is to want to pull back on the stick. Get away from the ground in any way. If something exploded near him and he was disoriented, he wanted to pull back. But his training kicked in and he did nothing. He just froze. You look up and instead of the sky. He was looking straight at the ground, realized he was upside down and had he pulled back he actually would have augured into the ground. So number one is get your bearings, clear your head, do nothing. Don't panic/knee-jerk. And then number two, start with the customer. You know what's changed for the customer? Yeah. We got big things happening to us in the best of our customer. We. Our job is to identify and satisfy the customer's needs from the customer's point of view. And so what's changed in their life? But how can you help them on their journey and make it easier with what they're facing as well? And you need, the last point is you need a communications program in place and don't get out the machete. The easiest, quickest thing is to cut advertising. People that have been skillful about this with a scalpel and said, here's a message I need to tell these people, here's how I want to get my message out and do that, have reached some pretty decent rewards. And back on the last slide, here you go through. Well, part McGraw-Hill did a study from the 80s. Out of 600 business owners, about one third of them pushed up their ad budget. Two thirds pulled back. The one third that pushed through. They were up two hundred fifty six percent in sales. Three years later, in nineteen eighty five compared to the other ones that stayed. Back in the depression I told you about Kellogg's. Toyota actually became a number one import in America in 1976 because VW pulled back during that recession and Toyota pushed hard. And again never looked back. And there's story after story. And Wal-Mart actually took opportunity for that share of voice actually back in the 90s. But Steve's pest control here's a small business company over locally owned, family owned company in Missouri. And when we went through the last recession, Steve kept out there with his cup of coffee, just telling a story, got a lot more share of voice. Today, Steve is doing just shy of seven and a half million dollars. I mean, a single family owned pest control company is the single biggest in America for family owned, but it just sits there every day and keeps telling people he's going to solve your pest problem. And he does a great job at it. Brad, the same thing with kitchens. Went through the last recession, even selling Kubotas. You know, we didn't get to buy one tractor, get one free, but with Correll's Kubota. We just kept telling our stories. And we bought out, by the way, that a lot of grandfathers buy Kubotas, not for moving stuff around the farm. They just want their granddaughter on their lap and give her a ride. And they remember how their grandfather did that for them. That's called emotion. And you're going to sell a lot more with emotion and goo stories than you will, especially at this day and age, talking about facts. So stay the course. It's going to come back. And remember, we're in this for the long haul. It's a long term messaging and a long term strategy that usually wins. And you can apply this your business as well. Remember, mindshare equals market share. And the more you can own and dominate mental real estate, you're going to have a much better market share. And I'll close my portion

with the most favorite saying my father used to say, besides, “Your attitude determines your altitude.” He used to say Chuck, every time you have a business problem, a crisis, any time you really got a problem in your business. You go to the best business in the world. It's called the Bible. And he said, Are you both for a few pages? And before long you're to come to the words. And it came to pass. And you say, thank God it didn't come to stay. It came to pass. Covid-19 has come and it's going to pass. And again, it will change us. But we decide, you and I decide how it's going to change us. We decide how we're going to react and we will emerge stronger and leaner waiting for the next run. Or you could be the victim. But again, the only downside of that was you would choose how we're going to react to any given situation. I choose to be positive because I know that looking ahead at this, too, shall pass and we've got a good one ahead of us. So thank you very much.

### **George Leith**

BA: Our last speaker today, George Leith, joins us from Saskatoon, Saskatchewan, is the chief revenue officer of Vendasta, one of the fastest growing companies in North America, a leader in digital marketing. George is also a top 10 i-Tunes podcast host, and he's here to help us navigate the online world and some key strategies you can use at your business. So, George, over to you.

GL: Over the past eight years I've had the privilege of traveling throughout the world with our technology company, working with small and medium sized businesses. I'm going to share some of those thoughts with you today on best practices. But first, I'd like to tell you a few things about the way that I feel about local business. I've been working in the media and marketing business for the past 30 some odd years, started by my career working with local businesses and a little town of Rosetown, Saskatchewan, at actually a Golden West radio station called CJYM/CFYM. And that's where I fell in love with what local business really means local economy. And, you know, we're really starting to feel how important local business is because a lot of them are on a pause right now. And, you know, we know that the survival of those local business is very important to not only our economy, but to our way of life. And I believe as well, to our culture. So, you know, local is mattering more than ever. And I guess we're prepared for this presentation. I tried to find some information. You know, I've been through a number of economic downturns in my business career, know whether it was a major event that occurred. And our speakers earlier spoke, you know, 9/11 or H1N1. And I've been through some economic downturns where there was bad crops working in an agricultural community. But I found this information from a couple of days ago where Moody's was saying, and we're definitely going to have a recession. I think that, you know, you have to be in total denial, too, say that there isn't going to be one. But at the end of every recession, there is a bounce. And I was looking for a title and I actually didn't even have to look that far to find a title that has the word bounce on it. So you know what? What are you going to do in your business to get ready for the bounce? And our two speakers spoke about that as well. You know, if you look at back in history, there has always been a bounce that occurred after some sort of downturn. And I want to take you through a few lessons in the next few minutes about how you may be able to prepare for that bounce. So we talked to a lot of local businesses. Our technology company works with about 3.6 million businesses all over the world. And what we are hearing and I want to share just a few things. Businesspeople are saying, well, we're overwhelmed by digital marketing. We are uncertain about how we would conduct e-commerce. In fact, you know, we also have a bunch of



businesses that don't even have a website. And then there is this information overload. And so I'm going to try and take the information overload and solve that for you and give you some key takeaways that you can put to work in your business at the conclusion of this webinar.

But also, I want to tell you that, you know, we have time right now. I look at some of the things that I've been able to accomplish over the past three weeks. It's that list of things that maybe I set aside because the whirlwind of running my business got in the way, not to mention the fact we're at home. Our garages are probably clean. Our closets have probably been cleaned out. You know, there's been snow on the ground over the last little while where I am but it starting to melt. I'll probably be put to work in the yard But maybe there's that list inside your business. Like I've always wanted to start selling online. I've always wanted to have a better connection with my customers on social media. Can people actually find me? And I know that I need to do a digital transformation in my business, but I just haven't had the time. Well, now we are faced with an abundance of time. And, you know, the platform that we're on right now to perform this webinar is called Microsoft Teams, it saw 20 percent increase in the usage of their solution over the past few weeks as people have went to this remote environment. You know, I've been in the business of doing remote presentations for a number of years through screen share, some very familiar with it. But it is a foreign topic for some businesses. I was speaking to an owner of a fitness studio the other day and they were telling me that they're actually performing their ride classes on the bikes. They're doing it remotely. And I'm like, wow, you've created a mini Peleton and Peleton has built a billion dollar business doing that. But we can do it in our local markets with the technology that is available to us. So I'd like to introduce to you the idea of a new marketing stack. And, you know, I've seen a lot of advertising over the years, been in the advertising business for over 30 years. And advertising is a very important component. It is driving awareness for your business. But it's just one component in what is the new digital marketing stack because we have listing information that's online. Can consumers find you? We have reputation. Do they trust you? We have social media, which is do they like you? And then your website or your in-store experience where that conversion is happening. So some businesses convert completely on their website. Others convert through an actual doorway. But I would like to introduce to you that every business in the world, whether they like it or not, has a virtual doorway. If we're going to spend the next ten minutes or so talking about your virtual doorway and a new customer journey. So there are channels that impact this new customer journey. When a consumer and I don't care if it's a B-to-C so business to consumer sell like a A&W or something like that, or if it's a B2B sale where you're selling business to business. There are these channels that impact that customer journey. There's awareness which advertising plays a part in. There's a number of different places that they choose to spend your advertising dollars. But then advertising isn't leading to direct traffic like it used to. What advertising actually leads to is a search. And think back to the things that you have bought. Think back to the purchase that you have made. The latest research shows that a consumer will go to 15 different places to research the purchase that they're about to make. And it really depends upon the size of the purchase. But I don't go to too many restaurants without looking up to see what the reviews are. Now, in my local market, I will continue to look at those reviews because we want to keep an eye out on what the latest experience has been. So these channels around the customer journey, awareness, findability, reputation, a conversion point, whether it's through your actual doorway or a virtual doorway. And then we'll go at that customer base that you were built. Are they going to become raving fans? And are they going to be your advocate? Because that's an important piece to take that testimonial from that customer that loves you and then amplify it to a new

audience that they can start to have that experience. So let's walk through the customer journey step by step. We have the awareness stage that is advertising. And what happens when we see an advertisement? We then start to do our research and we do that 15 in different places. It really depends upon the size of the purchase. You're buying a new car. You're going to go to a lot more places than if you're buying a pizza. But we definitely are still doing that research phase. Some of the largest components when we look at where all the reviews and where is all that online sentiment being posted, some of the business taxonomies would have the most reviews are restaurants, hotels, travel, automotive. But it really is across the spectrum of businesses. All businesses are starting to get that online check for her views. When we talk about the advertising space, I want to call out something because I've been I don't watch a lot of TV, but when I do watch TV, I use apps to do that because I want to watch it on my time and I want to talk about the rise of OTT. And that's over the top ads because OTT is on any device. So I could watch it on my iPod, I could watch it on my desktop computer, I could watch it on my Apple TV, which is hooked up to my Samsung TV. But if I'm watching it on an app and now you have the ability to purchase ad units on those apps and hyper locally, target them to your market. It's an amazing piece of technology that exists. So these are some of the apps that we have highlighted. You may have some that you're using in your home. But what I'd like you to think about is this is where the eyeballs are because consumers are spending more time and they're, you know, hopefully reading more books and they're attending webinars like you're on today, but they are consuming material on these over the top apps. And the good news is you can buy ad inventory on these apps at hyper local target your marketplace. So after the awareness page, we go to that research stage and that's where you have to be found. But I want to show you just a few things that we have been researching. The first is what about the voice system? What about the Alexas and Google's and Siris that are of the world? So depending upon the platform that you choose, you may have one of these devices inside your home, a Google home, or maybe you're an Apple person that you use Siri or you use Alexa. Does your business appear when a voice search is made. When you asked Alexa about your business, does it surface your information? So I'd like to find a barber in High River, Alberta. Is your barber shop going to rank with one of these voice assistants? And what is the underlying information that is powering that? So when we talk about Google home or Alexa or something like that, we're looking here at a number of businesses that I found in some of the Golden West markets. And you can see that they're all part temporarily closed. Now, this is coming from Google My Business' data and it's showing that Mark's, and First Right Haircutters and the Kindersley Bowl a Drome, all of those are temporarily closed with a couple of reasons why it would have that red bar at the top. It may be that the business actually market itself is temporarily closed on Google My Business. But keep in mind that those listing sources received information from users. So I'd like to talk about a listing source that some people love to hate, and that is the folks at Yelp. And you can see here on the whistle-stop Diner that Yelp has chosen to rather than get input from the business owner or then for users, they've just put this blue box. Actually, Let's blow that thing up so you can have a good look at it. They just put his blue box in here and said business operations may be affected and you should contact the business directly for updated hours and availability. Well, I know that I can't go to the business because, you know, we're not supposed to go out. What am I gonna do? I'm gonna phone the business. So what I want you to be thinking about as we get ready for that bounce is how are you going to make sure that the listing data across the wide array of listing sources. So we've got, you know, Open Table and we've got YTG, and we've got Yelp. We've got Google and we've got all of these various places. How are you going to make sure when the

bounce happens that your existing data show is that you are wide open for business on your virtual doorway? It is vitally important because your virtual doorway to your business is actually more important than your actual doorway. And it's been that way for a number of years. And businesspeople have said, you know, I know I need to do some digital things, but I haven't really had the time. Well, you have the time now, and it's a great time to seek out trusted experts, and that could help you navigate this space. So the reason why Yelp is important in the Canadian market: here in Toronto, you probably should have a Yelp listing because there's a lot of people that use Yelp, probably the same thing in Calgary, maybe in Winnipeg, less so in Saskatoon and Regina. But I know I want to show you the Apple CarPlay item. I have it in my vehicle. Lots of people on Apple have it. There's an Android version. But when you look at that map icon on the Apple CarPlay, Apple Maps receive their data from Yelp. So what you say to Apple Maps on a voice search, because that's what you're supposed to do. That's why you use CarPlay in your vehicle. Show me a good bakery nearby. Apple decides which bakery it's going to show you based upon Yelp data and based upon the reviews that are in Yelp. Because you'll notice the search that I made through Siri on my Apple Maps is I would like to find a good bakery nearby. Now, the search that we'll be doing as consumer soon will be: Show me, you know, show me something that's open because we're going to be a bunch of businesses that aren't open yet or I've chosen not to open or, God forbid, didn't make it. So what I'd like you to be thinking about is how are you going to rank on that search when the bounce happens. And then your online reputation is vitally important as well. Getting that positive sentiment there where people love you. Keep in mind the online reputation. Why is it such a big deal? Why do people care about reviews so much? Why are businesses that have great reviews doing so well compared to businesses that have no reviews or have poor reviews scores? It's because online reputation is just word of mouth on steroids. So keep that in mind, instead of going to your neighbor to ask them how their transaction for the business went, we go online and see a whole bunch of people that have transactions with this. And then that conversion point. And it's the website. So Google did some research over the past year and found that this astonishing number when I saw the data, I was like how this be. 64 percent of business owners said that they either didn't have a Web site or they didn't like it. Well, how are you going to transact with consumers if you don't have a Web site to show your wares? And it's never been more important than it is today. Let me tell you a little story about a business that I'm familiar with. It's a flooring store. So they're selling carpet. They're selling vinyl plank and things like that. And this business is a couple of young business owners, actually under 30 that have decided that they're going to turn their website into a virtual showroom. And then they're going to use social media to talk to their audience to conduct transactions. So it's e-commerce is what they are transacting. And they actually sold more last week - because I talked to the owners last night - they sold more last week than they did month over month when they were actually open. So consumers are at home and they have time on their hands and they're saying, you know it might be a good time for us to do that renovation that we were thinking about. And they're searching out stores to get the flooring piece of the renovation project. And this business has made themselves open on their virtual doorways for people to transact. Now they just get the credit card, they do the transaction, they drop the carpet off in the driveway. So they're socially distant and they're continuing to conduct their business. In fact, they're exceeding sales that they had in the past because they have that virtual doorway to carry on the transaction. And at the end of this, we need that advocacy. We need the people that love our business to go on social media. We'll talk about the great experiences that they've had so that I call that your tribe. That's the people that love you and you're going to access that audience. So

this is the new customer journey. This is the digital customer journey. And there are channels that impact the awareness, findability, reputation, that conversion, whether it's in-store or online, and then the advocacy. Here is for some people, the exciting part and for some people, the dangerous part of this new customer journey. So imagine that you run an ad campaign and the consumer goes to search for the business based upon that top of mind awareness. And they find broken listening information. The business doesn't have the proper hours operation. It hasn't said it is now open after the bounce has happened and Covid-19, it's done. We flat the curve. We're heading back to real life or they find that negative reputation. What happens is that lead goes to the competitor that has the better virtual doorway. So the best virtual doorway wins. And it's not today. This has been happening for years. And businesses that have mastered this have been growing their business at the expense of other business owners that have not figured out that there is a digital journey. So they're actually, what they're doing is they're taking the ad budgets from their competitor and they're making it their own. They're expanding their ad budget because advertising drives awareness. And then it starts this customer journey around research, which is findability and reputation of social media channels. Because I'm going to 15 different places. Then I go to the Web site. And if it doesn't load quickly. By the way, if your Web site doesn't load in five seconds, the consumer is just going to go to someone who does. So this is the world that we're living with in this digital journey. So I'd like to leave you with a few key takeaways. I call it the Covid-19 bounce checklist. The first item is: is your virtual doorway ready to re open so that the moment that we are told that we can go back to business and we start that bounce, there will be winners and there will be losers. Make sure that your virtual doorway is one that customers can find if they start to do their research. You should be buying pay per quick on Google search. And you want to make sure that you are optimizing the keywords. That's when someone said flooring and Saskatoon, for the store that I just showed you, that flooring company wants to make sure that its ranking for that search. Now, they want to do that today because they have built a virtual doorway. That's a very important piece. Keep engaging in social media. Don't do what I call ostrich marketing, where you stick your head in the sand and just hope that the storm goes away and you're going to come out without taking any tactics you want to keep talking to that audience on social media to make sure that you're still here and you're working on some things and you're getting ready for when we go back to business. Invest in over the top ads that's where the eyeballs are right now. That's where people are consuming information on those devices, using those over-the-top ads, investing SEO tactics to make sure what people search your rank on the search engine is strong. So we want to make sure that that's happening before the about SEO tactics don't happen overnight. They take time. So if we're looking at maybe a 30 to 60 day window as to when we're going to go back to business, you want to start deploying those SEO tactics on your Web site today to make sure that you were ranking on the first page of Google when consumers make that search. And then make the transition to e-commerce today. There's never been a better time to do it. People are still consuming. And anyone that has some sort of an e-commerce source to do that, they are winning today while others are just sitting there waiting for this thing to be over. Investigate the best way to interact with your customers online. Is it you know, is it Microsoft Teams? Is it some sort of a screen share, are you doing chat? Make sure that your virtual doorway has some sort of a conduit so consumers can talk to you. And then remember this, the business with the best virtual doorway wins.