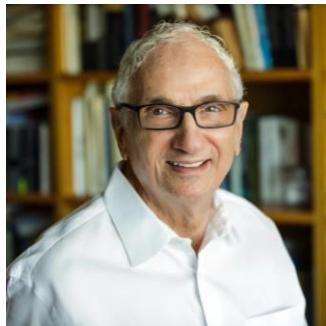




# REIMAGINE TOMORROW



## Opportunities In Times of Crisis

**Presented by: Professor Jerry Wind**

The Lauder Professor Emeritus and Professor of Marketing

The Wharton School

[windj@wharton.upenn.edu](mailto:windj@wharton.upenn.edu)



NetElixir™

“Darkness cannot drive out darkness; only light can do that. Hate cannot drive out hate; only love can do that.” -Martin Luther King Jr.

Team NetElixir stands with the Black and African American Community.  
We believe in creating a world that celebrates kindness and inclusiveness and welcomes differences with open arms.

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A grayscale photograph of a person's hands and arms reaching down from the top right towards the bottom left, holding a bunch of colorful shopping bags. The bags are various colors like yellow, pink, and brown, and have handles of different colors. The background is a dark, slightly blurred gradient.

AFTER THE WEBINAR ENDS, PLEASE TAKE A MINUTE TO COMPLETE OUR

# SHORT SURVEY

JOIN THE CONVERSATION AND  
SHARE YOUR THOUGHTS

#KNOWLEDGEINSPIRES



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## REIMAGINE TOMORROW

As we all navigate through these uncertain times together, we need more than just real data. We need knowledge that inspires us to look forward the future, thought leadership experience that sparks fresh ideas, a broader world view, and dollops of genius to help us connect the dots and move forward, relentlessly.

This webinar series aims to get us thinking about tomorrow through innovative thought leaders sharing their experience, insights, and research. Begin to believe that we will get through this and we will have an improved tomorrow when we do





## REIMAGINE TOMORROW



**Jerry (Yoram) Wind joined Wharton in 1967 and is currently the Lauder Professor Emeritus and Professor of Marketing.**

**Founded the Wharton Think Tank – The SEI Center for Advanced Studies in Management and ran it for three decades.**

**2017 inductee into the Marketing Hall of Fame**



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# REIMAGINE TOMORROW

## UPCOMING TALKS



How Vigilant Organizations Gain An Edge

Presented by Wharton UPenn,  
Professor George Day

July 9 at 2PM ET



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[NETELIXIR.COM/EXPERIENCE](http://NETELIXIR.COM/EXPERIENCE)

# Opportunities in Times of Crisis

Jerry (Yoram) Wind  
The Lauder Professor Emeritus and Professor of Marketing  
The Wharton School  
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NetElixir  
June 4, 2020

# We are just experiencing life after the Ides of March 2020, the eve of shifting to the *new reality* of life under the coronavirus.

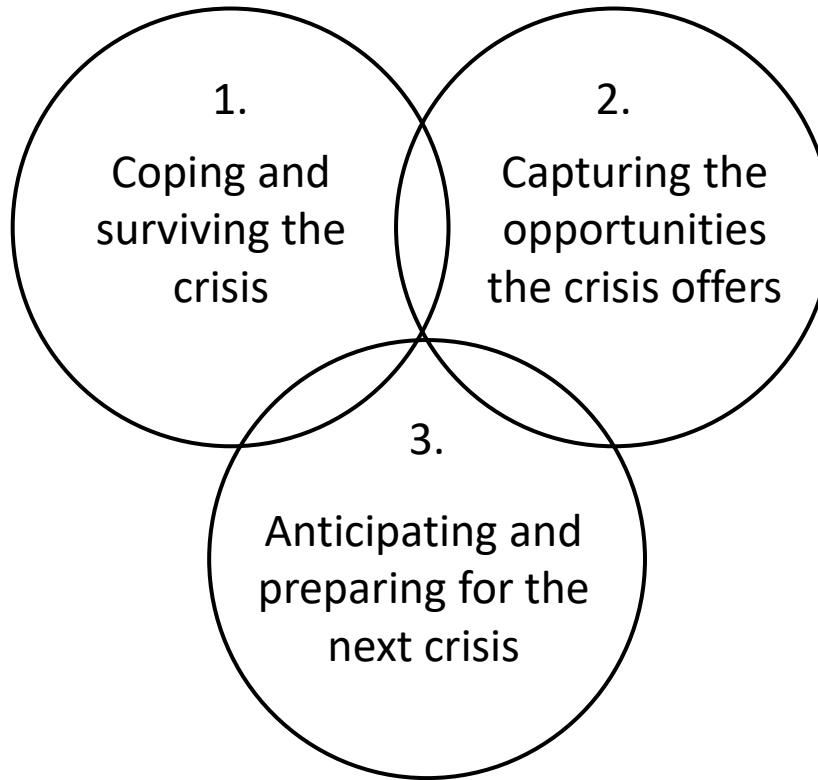
- Over four billion people have been asked to stay at home; work from home by most companies
- Shift to online learning by all schools and universities
  - Disruption of air travel
- Closing of most retail establishments
  - Disruption of all global supply chains
- Social distancing as the norm
  - Massive unemployment
  - Closing of all cultural institutions, sports and other public events
- The era of digital relationships and communication
  - Collapse of stock prices

## Our premise:

***Every crisis offers opportunities – even the current mega global coronavirus crisis offers opportunities.***

- In Chinese, “crisis” is composed of two characters – danger and opportunity.
- John D. Rockefeller’s famous quote was “I always try to turn every disaster into an opportunity”
- and Winston Churchill is believed to have said “Never let a good crisis go to waste”

The implications of these and related events are that we have to focus on at least three domains:



# *Our objective:*

*Encourage you to capture the opportunities that can be created by the crisis*



Let's explore:

**Ten guidelines for discovering and creating opportunities**

# **1. Change your mental model**

## **2. Speed up your digital transformation and the creation of digital infrastructure**

### **3. Create new business opportunities to leverage the crisis**

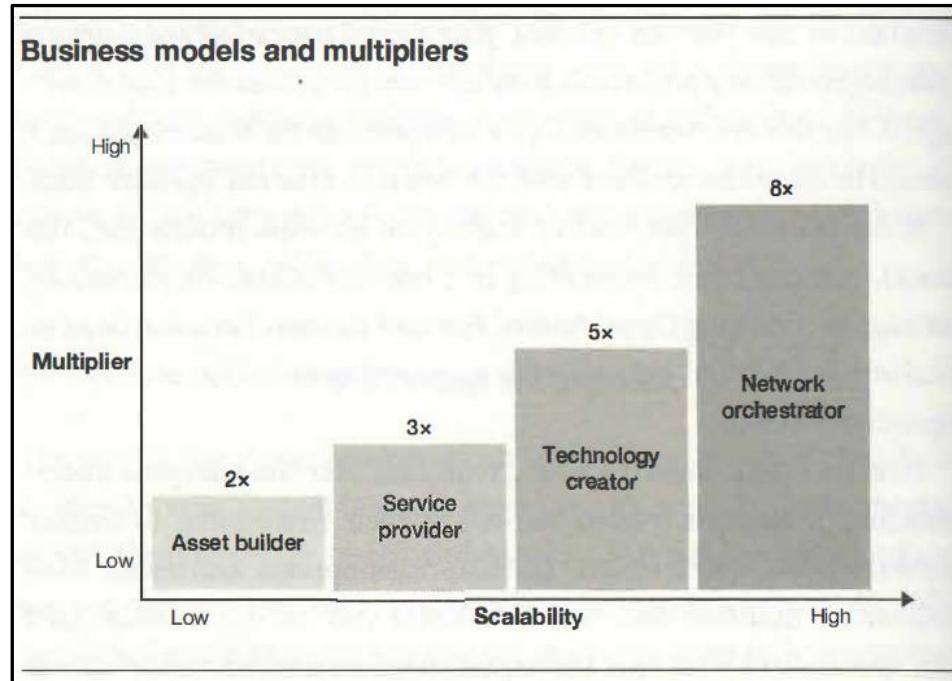
## **4. Reexamine your talent strategy and adopt open innovation**

## **5. Undertake an idealized design process to guide M&A and other areas of opportunities**

# Q&A

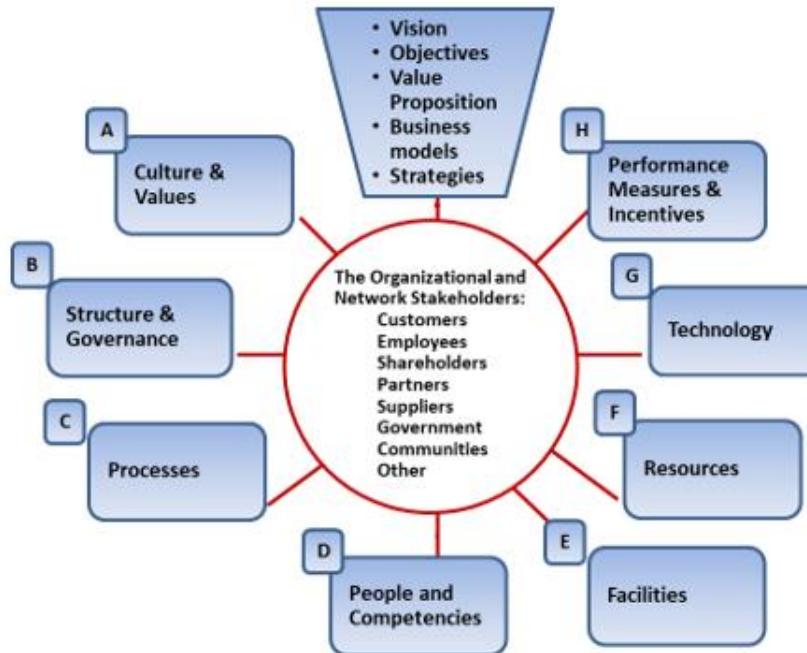
**6. Switch from a shareholder driven organization to a stakeholder focused one and engage your stakeholders**

# 7. Speed up the switch to a network orchestrator model



Source: *The Network Imperative* (pg. 132) B. Libert, M. Beck, J. Wind, 2016 Boston, Harvard Bus School Publishing

# 8. Assure your organizational agility and resilience by enhancing its culture and organizational architecture



**9. Reexamine your business model and operations for increased efficiency and challenge your revenue model to identify opportunities for profitable growth**

## **10. Innovate and adapt the adoptive experimentation approach**

# Questions and Implications

## Our Guidelines

1. Change your mental model
2. Speed up your digital transformation and the creation of digital infrastructure
3. Create new business opportunities to leverage the crisis
4. Reexamine your talent strategy and adopt open innovation
5. Undertake an idealized design process to guide M&A and other areas of opportunities
6. Switch from a shareholder driven organization to a stakeholder focused one and engage your stakeholders
7. Speed up the switch to a network orchestrator model
8. Assure your organizational agility and resilience by enhancing its culture and organizational architecture
9. Reexamine your business model and operations then challenge your revenue model to identify opportunities for increased efficiency and profitable growth
10. Innovate and adapt the adoptive experimentation approach

**Questions?**

# In Closing

- 1. Select one area of opportunity and design an experiment to test it**
- 2. Be ready to report back to the group**
- 3. In addition, continue doing what you do but add one hour a week to focus on identifying and exploring opportunities**

*Keep safe, healthy and enjoy  
designing your future*

# Q&A



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# COVID-19

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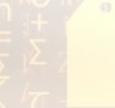
#stayathome

# THANK YOU

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