

GREENWOOD
CAMPBELL
PRESENTS



THE HUMAN

GUIDE TO TECH

2020 EDITION



Every brand and organisation has a goal, an aspiration, a story to tell and obstacles to overcome. All of these rely on creating engagement with human beings.

We use empathy, data and tech to create that engagement for your audience. We design and build award winning websites, transformational apps, inspirational voice skills and game-changing chatbots.

We are Greenwood Campbell, the human tech agency

**GREENWOOD
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Introduction

The world is constantly changing, especially in digital. Machines are getting increasingly intelligent, able to understand voice commands, recognise faces, understand the emotions of users and make decisions based on our data.

We are in the era of conversational UI, the use of messaging and voice as interfaces are increasing daily. Brands are using AI to recognise the world around them and add augmented or mixed reality layers onto what people see.

Biometric data, fingerprints, heartbeats and faceIDs are being uploaded to the cloud millions of times per minute and the GMAFIA in the USA (Google, Microsoft, Amazon, Facebook, IBM & Apple) and the big three in China (Baidu, Alibaba & Tencent) are using this information to understand users on a previously unprecedented level.

Consumers are also changing; they expect to be recognised by brands and organisations, receive more personalised and relevant content, immediately, as well as having control over communication in exchange for the data they are sharing.

This guide was created by Greenwood Campbell to highlight which trends are going to be impacting the world around us in 2019/20 and how we can understand, challenge and embrace them to stay relevant, create empathy and lead the way within our industries.

Look out for QR codes like this throughout the guide.

Simply scan them with the Camera App on your Smart Phone for extra content.



How empathy makes business better

Marek Miś

For people to do business with you, they need to understand 3 things: **WHAT** you do, **HOW** you do it, and **WHY** you do it.

Simple enough, yet, when articulated in that order it won't work. Order matters a lot.



WHY - HOW - WHAT

In the age of instant access to information literally at our fingertips, showing off the features of your products or services, no matter how great they are, is just not enough. You must express the 'Why' of your business first.

If you don't know the purpose, or if your business never really established it - you may find yourself in big trouble. Sooner or later, the quality and uniqueness of your offering will not be valid anymore - and your customers will move towards brands which advocate their own internal belief system, through a clear expression of their values and mission.

Why do you do what you do?

Everyone is doing business for profit, but that's never a reason why you attract your customers. For businesses being in the game for a while it's sometimes hard to iterate the 'Why'.

But there's an easy to understand method that comes handy. It's called empathy.



Empathy-driven businesses

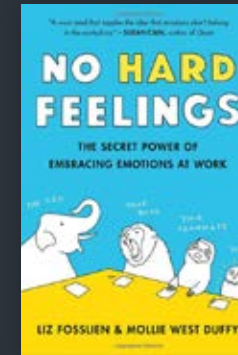
The more you understand the people dealing with a problem, the better position you are in to sell your solution. The more empathetic they see you are, the more likely they are to listen to you, and eventually buy from you.

This approach is nothing new. You can see this becoming a movement and a backbone of digital transformation for well-known brands.

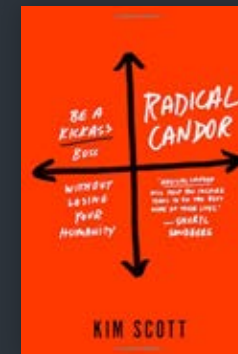
Transforming your business using empathy for your customers often requires help from external specialists - agencies, consultants, strategists.

The best ones will not only “open your eyes”, but will also guide you through the rocky road of implementation, involving the introduction of new methods of working, reporting and most importantly - cultural change within your organisation.

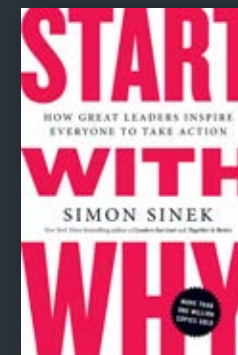
Our Reads for Empathetic Leaders



Liz Follien lets her feelings show in the workplace, as we all should.



Be a Kick-Ass Boss with Kim Scott. Relationships are everything, so empathy is a must.



Simon Sinek explains how great leaders inspire action. Starting with the Why

**Technology is the campfire around
which we tell our stories**

- Laurie Anderson



**We aren't trying to be the cool kid or the cool company [...]
Our sole purpose is to build technology so that others can create more technology.**

Satya Nadella, Microsoft CEO

Tell your story, your way

If the purpose of your business is not communicated to the world, it will die and be forgotten quickly. Make sure your story is heard. Your website content, adverts, packaging, social media and PR messaging are the perfect vehicle to tell your story.

You want your brand to be memorable and easily identifiable with certain values. Your brand should bring something into your customers lives. Solve a problem, make something better, ease the process. Empathy comes handy once again.



You've got it right if you manage to tell your story the way your customers can familiarise with the problem. When they can actually feel the struggle or emotion attached to the matter of your business. People buy emotions, not things.

To achieve the most remarkable results, try to embed the empathetic approach and your story in your product. When your target audience converts into your customers, it becomes the most valuable touch point and a common ground for conversation. When the experience of using the product is at least as good as the marketing activity luring them to get it, they will spread the good word.

No matter what medium you decide to invest in first - make sure your story gets heard. People want to know why they should interact with your brand. When your brand tells a story with good empathy driven content, people will invest in the narrative.

We want to use our stories as a way to provoke other people to not only take action but to inspire others to act as well

Joy Howard, Patagonia CEO
(2013-2015)



No extra baggage

After implementing their "Always Getting Better" program, which uncovered many customer annoyances like hidden charges, unallocated seating and carry-on baggage restrictions, Ryanair saw a net profit increase from €867 million to €1.24 billion

There was a lot of antagonism between Ryanair and its customers that didn't need to be there. In the past year we've just absolutely taken that away.

Kenny Jacobs, Ryanair CMO



Innovation is a Mindset

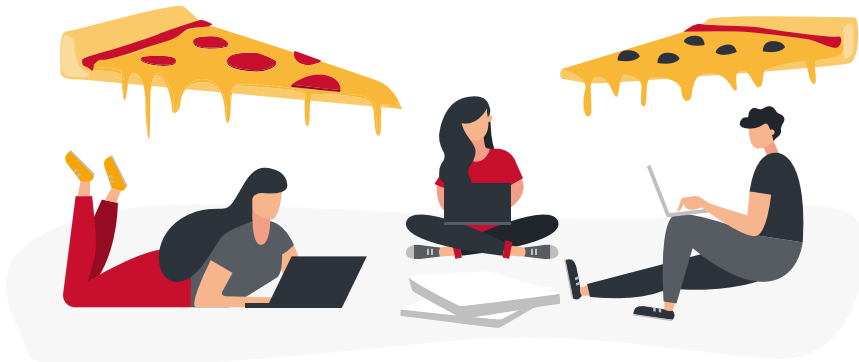
Tech-first companies don't thrive

Marek Miś

We are now working within the 4th Industrial Revolution, in a world with Robotics, AI and big data.

Designing and building within this industry has changed over the last 20 years but what about idea generation and product conception? The way we approach innovation has also changed.

How do we make sure our own innovative mindset is aligned with the ever changing future landscape?



Your innovation team should be happy with 2 pizzas

The starting point of any innovation project is to form a team. A small team that if asked to work late, would be satisfied with 2 pizzas. Think about it as a start up: a self-managed, motivated group of people. The team must be diverse. This doesn't always have to be diversity in gender, religion, culture, race etc., as this is not always possible - diversity of thought is what counts here.

Once we have our team, it's time for training which should be adequate for the project and technology used moving forward.



**You can't connect the dots looking forward;
you can only connect them looking backwards.
So you have to trust that the dots will
somehow connect in your future.**

Steve Jobs



Data is the fuel of your project

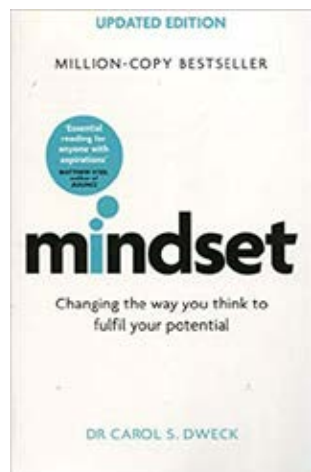
To innovate successfully you need something substantial. Something that makes sense not only for your team (managers and CEOs included) but also to your customers (and their needs).

Numbers and insights based on data don't lie. But to be factual, make sure that the quantity and quality of your data is satisfactory. Remember that the data source must be relevant and true. There's nothing worse than making assumptions based on lies.

Innovation is not only a product

When you hear “innovation”, some of the things that pop into your head may be: robots, electric cars, AR headsets, AI powered apps etc. Essentially, products.

But there’s much more to innovate. Operations and Innovation as a Business Model - areas that only recently gained more exposure harness the power of tech, resulting in speed, automation, and better focus on the problem. To be truly innovative, you sometimes have to go off the beaten path. To truly succeed you need to take as many risks as you feel comfortable with (the more the merrier). But do not force innovation, this can be a dangerous path to go down. To truly have the freedom to let ideas grow will allow you to get the best out of your team and ultimately their new ideas.



Dweck's 'Mindset' is a great resource for re-framing your thought process

Innovation is a mindset

What’s your budget? How long will it take? These questions are innovation stiflers. Ask instead: What if we did this? How might we? Open your brain for new ways of thinking.

Thinking in an innovative way means breaking the habits of calculating every move on a spreadsheet. Re-frame the definition of a failure. Let your team fail. More than that, make sure that they feel safe. When people don’t feel safe, they are less likely to be creative and brave to come up with innovative ideas.

Yes, and... innovation

When someone presents you with an idea, listen. You then have a decision to make. Accept or reject. To be innovative, say yes. It’s not “yes, but...” though. That’s an idea killer. Instead say “Yes, and...” - expand on the idea.

Continue the thought in an open way. Make it exciting and elaborate until you’re ready to talk about this idea with someone else. That’s how you promote innovation and validate ideas at the same time. There’s no need to sign the cheque, it’s not a commitment - it’s an exploration.

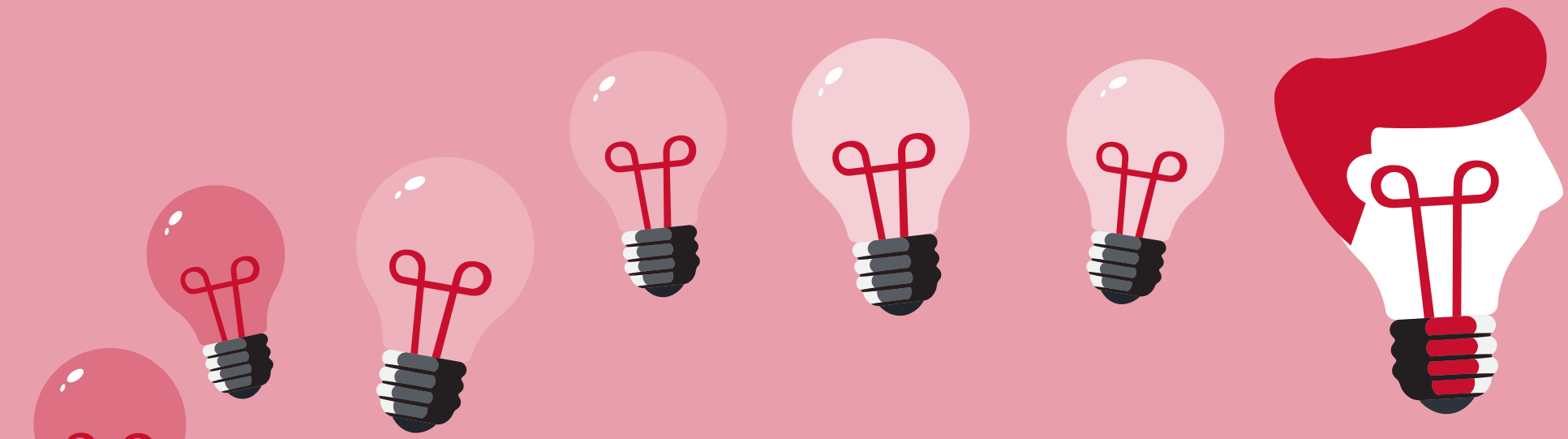
This mindset should be promoted by every member of your organisation: customer service, product engineers, operations... It’s not easy to change someone’s way of thinking, yet there’s no chance to innovate without it. It’s time for a revolution in corporate culture!

Stop. Collaborate and Listen

If you stop for a second and think about the most successful companies in the world, you notice that it’s never a product that sells best for them. It’s the customer obsession that drives innovation. Dive into customers’ lives, empathy, data, projection of success. If your ideas are genuinely meant to help people solve their problems, the innovation mindset will provide the best results.

Now. Go innovate!





If you don't like **change**,
you're going to like
irrelevance even less

- *Eric Shinseki*



Say that Again? The Future of Voice Tech

Gemma Bianchi

More and more devices are becoming compatible with Voice recognition. This is when your device such as your Alexa speaker or your Smart phone, can understand what you are saying when you give it a command.

These systems allow consumers to interact with their devices, simply by talking to it. This could be anything from “Hey Siri, call my mum” to “Alexa, where can I eat near me?” Your device will understand you, and either obey your command or give you the answer you are searching for.

Voice Assistants such as Siri, Alexa and Google Assistant are becoming our “go to” platform for sourcing information. Leading brands are already implementing voice searches as part of their marketing strategies. Text searching is already becoming less popular, with more and more people saying the words “Hey Google” instead of taking the time to type their questions out.

Mobile voice-related searches are 3 times more likely to be location based than text. With more people asking questions such as “Alexa, order me a...” or “Hey Siri, Play music from...”, your brand can create an Alexa Skill or Google Action to own the answers to these questions and more.

Where are we now?

There is no doubt that the way that we engage with brands, organisations and services is changing, we want immediacy, simplicity and frictionless service and we are prepared to speak to machines in order to get it.

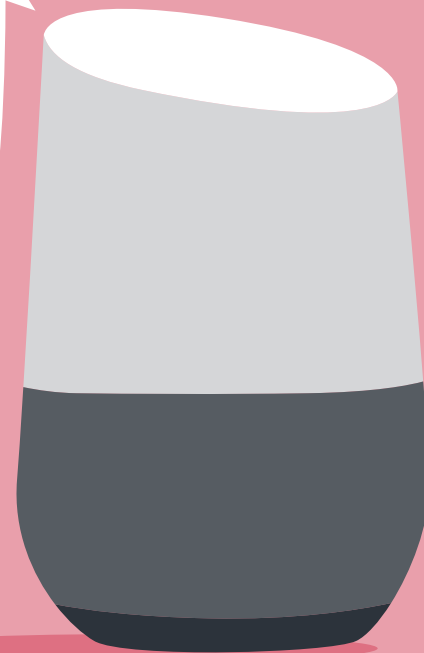
Smart speaker sales and voice searches are increasing so brands need to take notice and be in the spaces that their users are.

But that doesn’t mean you should just start creating skills for your brand, there are far too many useless apps out. Don’t just think “we need a skill”, think how can we utilise voice to add value to your customers and what questions or problems can we solve.

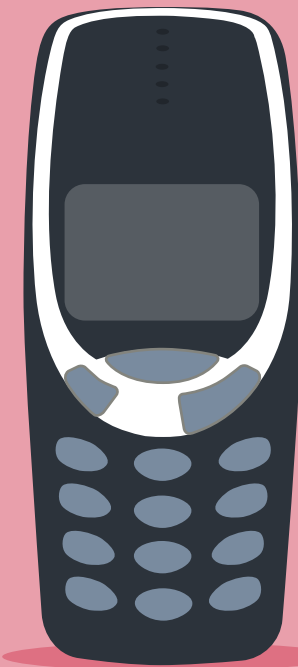
Voice search is vital. Researchers at forbes.com have found that voice searches tend to be more action focused than text searches with voice search users showing intent to act. Don’t get left behind and find that the key terms that you want to be associated with have been snapped up by your competitors.

BY 2020
50%
OF DEVICE INTERACTIONS
WILL BE VIA
VOICE

AMY WEBB



I'LL BE
DEAD
BY THEN





Know Your Voice

NLP – Natural Language Processing – the software used to understand what someone is saying

INVOCATION – The phrase used to open a skill or action. E.g. “Talk to Trainline”.

WAKE WORD – A device will ‘wake up’ and actively listen to a request when it hears a specific word or phrase. “Hey Google” or “Alexa” are wake words.

SKILLS/ACTIONS – An app for Alexa or Google Assistant.

INTENT – An intent is what a user is trying to accomplish. E.g. “Hey Google shut up!” The intent here would be for Google Assistant to stop talking.

CONTEXT – “What’s the weather like in Paris?” The context is Paris, the intent is I want to know what the weather is like.

UTTERANCE – An utterance is the specific way that a user could make a request e.g. “what time is it”, “what’s the time”, “tell me the time”.

VSO – Voice Search Optimisation

Now is the time to optimise your site for voice search.

Due to the rise in smart speakers like Alexa and Google Home being in more and more homes and businesses by the day, plus the rise in mobile search, we’ve seen a fundamental change in user behaviour when searching for answers (you may have noticed the little colourful voice icon in Google’s search bar!)



The great myth of our times is that technology is communication.

Libby Larsen,
American composer



The way users are now searching online is much more conversational than before, typing shorter keywords like [weight loss surgery] and trawling through results. They are now expecting a direct response from Google’s ‘answer engine’ to questions, for example [Hey Google, how much does weight loss surgery cost?] or [Alexa, is there a hospital near me that does weight loss surgery?].

This is where a focus on optimising your site for voice search becomes important as the pages are ‘marked up’ and structured differently. These aren’t major changes but they need to be in place.



Next Steps - From 0 to Launch



PLAN

Work the numbers

Start the process by understanding investment costs versus savings you will make to establish the ROI success metrics.

Map the experience

Right from the first brand exposure through to lifetime customer, map each stage of the experience.

Establish where in the journey voice will sit

Web, social, app, TV or printed?



DEVELOP

Select the tech

Vast amounts of platforms are being created, make sure you select the one that is best for your business and customer.

Create the conversations

Establish the questions, usage scenarios and customer intent to craft the conversations for the bot.



TEST

Expect the unexpected

Make sure you have it covered when the bot gets misused, we guarantee it will happen.

Test, test, test

Testing is essential, don't just make this an internal exercise, conduct real world UX to make it robust.



LAUNCH

Deploy your app

Let customers uncover your newly formed skill, making sure to gather analytics. Drive traffic using all channels - retain customer engagement.

Review, learn and evolve

Once live, review the results, measure the success and extend the chatbot's role over time to have maximum impact on your business.

Challenge the Echo Chamber

Adam Greenwood

Because if we don't, there could be dire consequences for the world...

The echo chamber is an environment in which a person encounters only beliefs or opinions that coincide with their own, so that their existing views are reinforced and alternative ideas are not considered.



Adam Greenwood talks about the Echo Chamber at TEDx Royal Tunbridge Wells



The echo chamber is out there whether you believe in it, like it or not.

Twitter, Facebook, LinkedIn & Instagram all show you content based on your likes and dislikes, your browsing and buying behaviour and the likes and dislikes of your friends, followers and connections.

It is nothing new for us to see content based on what we want to see, we have been buying newspapers and watching news stations based on our political ideas for some time. (But we could at least still see other newspapers or change stations and be aware of another point of view.)

But now, with 68% of Americans using social media as their sole source of news, the echo chamber is more dangerous than ever.

We are all contributing to the echo chamber

It isn't just the algorithms that are creating the echo chamber, when we are guilty of perpetuating it.

When we create content or upload to social media, most of us do not upload content for ourselves, we do it for our followers, because we want likes, shares and comments. We do this because human beings want validation.

Validation is a basic human need. In Maslow's hierarchy of needs, love and belonging come right after physiological needs and safety.

When we get a virtual 'pat-on-the-back' from a like or share, the chemical dopamine is released into our brain which makes us happy.

So, if it makes us happy we should keep doing it, right? Well no, maybe not, because if we continue to post thoughts, images and feelings that don't represent us for our followers and connections, then we are simply perpetuating their echo chambers.

The echo chamber does not just exist in social media, it exists in news apps like Google News and Apple News, in Netflix and Amazon Prime and in shopping websites. We are all familiar with "People who bought this, bought that". Algorithms are controlling all of the content we see on these platforms.

Algorithms also control who we meet on dating sites and apps. Every day, millions of people are introduced to each other by algorithms. These algorithms, introduce us to people based on our likes and dislikes and it makes sense that they will introduce us to people we will get along with.



The echo chamber IRL

The echo chamber doesn't just exist on our screens, it is making a move into the real world.

In 2014, Google released Google Glass, a pair of smart glasses that allows the wearer to see a 'mixed reality' view of data over the real world. For example, you could walk down the street and see directions projected in front of your eyes.

They weren't considered a great success, expectations were very high and there were concerns about privacy, but, just four years on, more and more people are using their phone screens to view mixed reality, there are 12 manufacturers of smart glasses on the market and Google have applied for the patent for 'Google Contact Lenses'.

So, imagine that you are wearing smart glasses now and as you look around, you can see people's social media status' floating above their heads. Perhaps you have a 'sentiment analysis' programme enabled and you can look at people's faces and understand their emotions, thoughts and feelings.

Perhaps you could set visual filters so that when people look at you, they see you with bunny ears and big blue eyes. Now, imagine that you are walking down a supermarket



Science fact or fiction? This could be where we are heading

aisle and you see some products with a glow around them, so they stand out amongst the other products, perhaps they are products you have bought before, or perhaps they are part of a recipe that you have viewed online. Perhaps they are just products that the supermarket are trying to sell to you...

By 2025, 14 million Americans will be wearing smart glasses every day.

Forrester Report

Take it one step further, you are walking down the street and as well as seeing people's social media status' you also see some people with the same glow. The algorithms that run social and professional networking sites decide that you will get on with these people based on

what they know about you.

How about if these same algorithms decide that you won't get on with certain people and so will block them from your view. Imagine that... you could be standing in a queue next to someone in a coffee shop and that person could be your future best friend, business partner or soul mate but based on your profiles and an algorithm's interpretation, you would never even meet.

Some people could argue that it's best that you only meet people that you are going to get along with, what's the sense in meeting people that you will argue with? The adage opposites attract is fine in jest but does it really work in real life? But if we don't spend time with people that challenge us, if we don't debate and discuss with people that share a different view, how can we be empathetic? How can we be inclusive of people with a different perspective?



Borg vs. McEnroe 1981 Wimbledon Final

History and the echo chamber

The echo chamber does not just exist on our screens, it is making a move into the real world.

Throughout history, people have become better versions of themselves by being open to opposing perspectives, allowing themselves to be challenged and by competing with others.

Where would Bjorn Borg have been without John McEnroe? Or Garry Kasparov have been without deep blue? When Kasparov was beaten by IBM's computer programme, he went away and studied the different ways that deep blue played chess and he used that information to come back as a better chess player.

We see this in corporations as well, in the 1980s, Microsoft and IBM were constantly competing with each other, raising the bar and producing better solutions and products as a result. Now we see this with Apple and Samsung.

When you have a corporation that has no competition, then you get Blockbuster, an overpriced monopoly that is now only available in Alaska.

If these echo chamber algorithms had existed 50 years ago then maybe Steve Jobs wouldn't have met Steve Wozniak... One was a Buddhist and one was an atheist.

Sir Winston Churchill, famously changed his political ideology twice before his election in 1940. If this technology had existed then, maybe he wouldn't have challenged ideas and changed his political party. Maybe he wouldn't have been able to lead the allies to victory in the second world war.

What can we do about it?

Imagine a world where you believed that your thoughts, beliefs and opinions were not only shared by everyone else but that they were right and all others were wrong.

Empathy is about finding echoes of another person in yourself

Mohsin Hamid, Author

What would that do to society?

The echo chamber is out there and it could be very dangerous. We can do something about it, but we have to act now.

We need to spend time with people that don't agree with us. On screen and in the real world. We need to watch a different news station, sort our social media feeds by most recent, not most popular, so we don't all keep perpetuating the same content around and around.

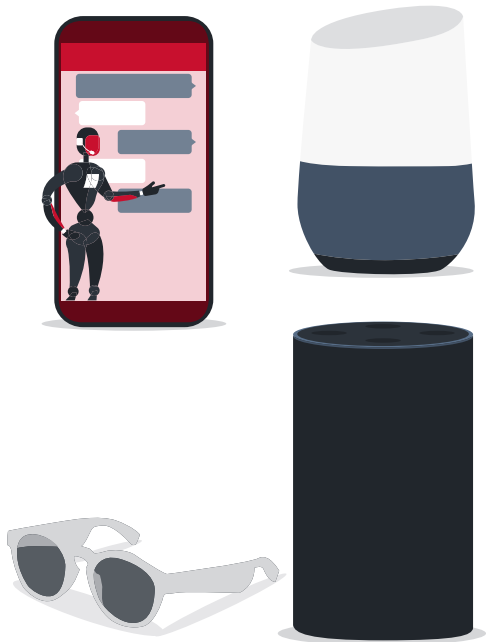
When we post to social media, it needs to be for 'us' not for 'them'. We need to buy a different newspaper, pick up The Sun, The Daily Mail, the Times or The Guardian - we may not agree with what they say but millions of people do.

We need to keep our eyes and ears open, because one day we could meet someone or hear an idea that could change our lives forever.

R.I.P. Websites

Nick Caseley-Austin

What do you do when one of the greatest inventions of the 20th century, the website, is failing us? Simple, you kill it.



The four horsemen of the Webpocalypse: Chatbots, Google Assistant, Alexa and AR

Conversational interfaces like chatbots, live chat, messaging apps, and voice could kill the website, and revolutionise the way that people communicate with brands and organisations.

100 billion messages are sent every day on Facebook, WhatsApp, and Instagram.

13 million texts are sent every minute.

Over 1 billion voice searches per month.

900 million WeChat users use commerce functionality.

Every month **1 billion people use Instagram, 2 billion use Facebook** and **330 million people use twitter**.

Almost 90% of customer service calls originate from the company website. Users visit a website, can't find the information they need so they call.

In 2018, 268 billion calls were made to customer services worldwide at a cost of \$1.6 trillion.

There are almost 2 billion websites on the internet, but how many of them genuinely fulfil the needs of their audiences? Almost every website looks the same and few meet customer expectations.

Offline, brands try to make experiences unique to differentiate their offering. Online, every website from McDonald's to Microsoft has the exact same UX: a menu, a banner video or image, some text, some pictures and some similarly arranged forms and content.

On most websites, users must find and read a series of pages to get answers although users tend to buy more if they can build trust by having a conversation.

People are getting used to barking commands at Alexa and Siri, not searching and navigating around a website. They expect answers immediately and they are not prepared to wait.

"People want connections and conversation, not websites." Alex Spinelli, CTO of LivePerson and one of the original designers of Alexa.

If a customer visits a travel website, the experience will be aimed at a large user base – not an individual. This will be based on how well designed the navigation is, how well it works on multiple devices and how good the user experience is.

If a potential customer can have a *conversation* with an online travel company, where they are asked what they are looking for and better still, are given personalised recommendations via AI, then this is better for the customer and ultimately better for the brand.

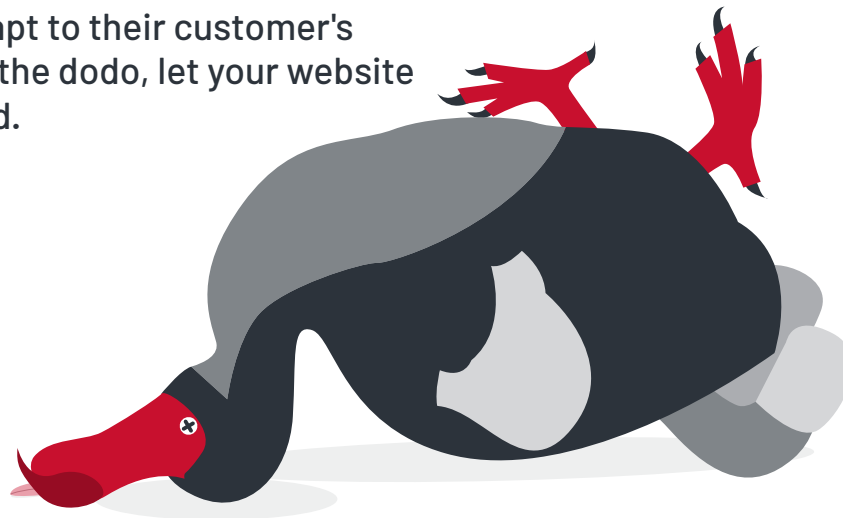


With an increase in social and conversational activity and a decrease in the effectiveness of websites, brands need to have a **conversation strategy**.

How can you leverage the death of your website?

- Look where your users spend their time – ie WhatsApp, Alexa, etc and what they are trying to achieve on each platform.
- Conversations need to be designed that work on these platforms and fulfil these needs.
- Pick your technology, platforms and tools.
- Make sure each channel promotes the other for maximum exposure.
- Analyse your data, learn from it and take action.

Companies that don't adapt to their customer's behaviour, go the way of the dodo, let your website go extinct, not your brand.



1973 AD

Desktop computing begins

2007 AD

Smart phone dominance starts



2014 AD

Alexa is born:
The start of the
Conversational Assistant Era

2045 AD?

The Singularity
Man and machine
indistinguishable

2017 AD

Mixed Reality
becomes the norm



The Future of Tech?

Humans have come a long way in 7 million years, but in the last 20, our augmentation with technology has made a massive difference to the way that we live our lives.

Desktop computers were originally expensive and slow so were used occasionally. Smartphones however are cheap and lightning fast and are used on average for 3 1/2 hours per day in the UK.

Smartphones have given us access to social media, micro-mobility and conversational interfaces. Smart speakers and connected homes have created virtual assistants which can keep us fed and warm.

Mixed reality glasses will allow us to visualise the vast layers of data that we have painted the world with.

And in 2045, if Ray Kurzweil is to be believed, we will reach "The Singularity" - A point in time when humans and machines will be inextricably linked and indistinguishable from each other.

Innovation: The way to win hearts & minds

Megan Wellman

Brands love to innovate, but find themselves constantly asking agencies for examples of where it has been done before, or which of your competitors are already doing it.

Innovation is to try something that nobody has attempted before.

Johnnie Walker Whiskey, NBA, Hermes and many more have proven the returns of innovation. Whether that's building a chatbot to provide a smoother service, or creating a Voice skill to complete tasks more efficiently, there is always scope for brands to push the envelope.

Being the first to implement emerging technologies in your industry can seem scary. How do you know it's going to work? What do you do if you don't have any specialists within your company that can give you their expert opinion on whether it will pay off?

Firstly, you should never innovate for innovation's sake, you shouldn't shoe-horn technology into your business just to be the first to do so. What you should do is find a problem that you can solve or a life that you can enhance with tech. The greatest thing is that if it doesn't work, hey! What's the problem!? You spend a little money and a bit of time. In this scenario, the opposite of love isn't hate... it's indifference.

People won't hate your brand because you tried to do something different.

Johnnie Walker



Johnnie Walker Whiskey has created an Alexa Skill and has launched a Facebook Messenger bot. There are multiple options such as finding the perfect scotch blend for yourself or a friend, trying a guided tasting, giving you instructions random facts about Johnnie Walker whiskey, and locating the nearest store or having a bottle delivered to you.



Sales of Irish whiskey in 2018 jumped 9.4% compared to a year before, bringing distillers about \$1 billion in revenue, according to CNBC.

NBA



The NBA have partnered with Magic Leap, which means Basketball fans can now experience the game in Augmented Reality, and in real time.

Fans with the mixed-reality headset can now view live NBA games, game replays, and highlights across multiple virtual “screens.”



“Partnering with Magic Leap would allow the NBA to make traditional sports more interactive and appeal to more younger viewers.

Adam Silver,
NBA Commissioner

Fandango



A new Facebook Messenger chatbot integration with Fandango will detect when the conversation of U.S. users turns toward movies and will offer movie times and the option to buy tickets. Fandango also partnered with Google to let consumers buy movie tickets with voice commands using Google Assistant. Movie goers can order tickets for more than 30,000 screens nationwide using the Fandango Action, without needing to download Fandango’s separate mobile app.



“We’ve built ticketing innovations for a wide variety of mobile, social, AI bot and voice-activated platforms, so we can super-serve movie goers at scale, wherever and whenever they are thinking about and planning a trip to the movies.

Paul Yanover, Fandango President

Lancaster University



The idea of digital transformation at Lancaster University was just beginning to gain traction, and the university reacted swiftly by developing its own digital strategy, called Digital Lancaster. The IT and innovation teams worked together to see how voice technology could help students find out the answers to complete tasks more efficiently.

Hermes



Hermes UK recently announced the next phase of its Digital Futures Strategy. Key initiatives that will be rolled out this year include: the ability to divert a parcel to a ParcelShop, a locker or another address right up to the time of delivery in addition to the current options of a safe place or neighbour; the introduction of instant real time notifications about issues such as traffic delays and address queries; and trials for in car delivery. A new 'My Place' service will enable customers to upload a photo of where they want their parcel delivered to and pin it to a map.

Hermes UK is also introducing innovative technology aimed at bringing people together by enabling the sender of a parcel to connect with its recipient through a personal video message.

Hermes Play, which was created within Hermes' Innovation Lab, enables the sender to pre-record a personal message which is then uploaded via the Hermes Send app. A 2D barcode (similar to a QR code) is then created which is added to the parcel label. The parcel recipient is then invited to scan the code and watch the video message on their phone or tablet. The video uses augmented reality to bring the parcel to life so that the video plays on top of the parcel itself. All videos will be saved for 30 days and can be downloaded and shared on social media.

Our Digital Futures Strategy is designed to support the company's mission to become the UK's carrier of choice by 2021 and builds on our continuing development, which has seen double digit growth for the past six years. It will deliver true value to our retail customers and further enhance the delivery experience for everyone.

Martijn de Lange, CEO



Starbucks



Starbucks is launching a “conversational ordering system” dubbed ‘My Starbucks Barista’ that will be powered by Artificial Intelligence. The coffee brand says the new My Starbucks Barista system will deliver “unparalleled speed and convenience” and enhance customer loyalty and engagement.

Starbucks Mobile App customers will be able to place their orders via voice command or a messaging interface, delivering unparalleled speed and convenience, enhancing customer loyalty and engagement and further extending the accessibility of the Starbucks app.

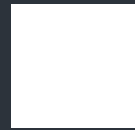
It’s the latest effort by the company to use technology to change the way customers interact with Starbucks via their phone. The company says it has 12 million Starbucks Reward members, up 18 percent from last year, plus 8 million mobile paying customers, with a third using its Mobile Order & Pay technology which lets customers place an order via smart phones and pick it up without waiting in line.

If you think these technologies are still in their infancy, or that it’s too much of a risk to think about implementing them, you just need to take a look at the above stories. Innovation is not too forward thinking. If you don’t do it now, you will be left behind.

If you want to be an industry leader, being the first company to consider Voice Search Optimisation, creating your own customised voice action, or creating a chatbot to engage more with your audience, are all great places to start.

Inclusion through Technology

Adam Greenwood



“What’s the point of using voice to switch on a light? Why not just use a light switch?”

There are 13.9 million disabled people in the UK* and not all of them are able to use a light switch.

Technology should be used for inclusion not segregation and voice tech is one of the leading lights in this field. People that have physical disabilities can use smart speakers like Alexa and Google Home to control lights, heaters, TVs, beds, doors and more.

The big tech companies have supplied the platforms and it is often smaller companies or even individuals that enable their use

* www.scope.org.uk/media/disability-facts-figures



Voice assistants have given Robbie more independence



Abhishek Singh's AI powered app can transcribe sign language for Alexa

to improve the daily lives of people with physical disabilities.

A great example of this is The Muscular Dystrophy Association who worked with Robbie and his mum to completely voice enable Robbie’s bedroom using Google Assistant. Robbie has Muscular Dystrophy and is severely limited in his physical abilities. By using his voice he is able to control every aspect of his bedroom, including his bed - which he used to have to rely on his mother to operate.

For people that are unable to speak, Abhishek Singh has developed an Alexa sign language translator, using computer vision and AI to translate sign language into a voice which can be understood by the assistant.

Microsoft recently launched the adaptive controller to enable people with limited mobility to play Xbox – the launch advert ran during the Super Bowl 2019 and has been watched over 30M times on YouTube.

Voice assistants can also help people with mental disabilities such as Alzheimer's. Carers can sometimes feel overwhelmed by having to answer the same questions over and over again but Google assistant doesn't mind being repeatedly asked what day it is.



Microsoft launches a controller enabling people with limited mobility to play Xbox

Why do we need to be more focused on inclusion?

In 2019, inclusion and empathy are of the utmost importance. Whether you are a global tech giant, a brand or a hobbyist, we all have the power to improve the lives of people with disabilities.

It is thought that the collective spending power of disabled people, known as the 'Purple Pound' is worth £249bn to the UK economy. Yet many brands still aren't accommodating the needs of consumers with disabilities or impairments.

How do I go about it

For any project, a wide range of people from diverse backgrounds should be engaged from the very beginning and all the way through to delivery and marketing.

Talk about what you're doing, take people on your journey with you. Do your research, scrutinise your offering as a brand and find the gaps. Is your website accessible for someone who is blind? Does your product cater for someone who uses a wheelchair? How about someone with Dyslexia or in countries where literacy is of a lower than average standard?

Everyone has cognitive biases based on their own experiences, so create diversity in your teams for a wider perspective.

Be inclusion advocates - share the genuine benefits your brand has given and received by having a focus on inclusion to inspire others.

How to Trump Fake News

Gemma Bianchi

It is a proven fact that in business, whether you have a physical product or provide a service, consumers purchase from the brands they trust and relate with the most.

With this in mind, how is trust created in a market where “fake news”, Collins Dictionary’s word of the year for 2017, is rife? At present, we have very little data on how much of the content we consume through social media, publications & the media is fake.

Consumers have access to more information than ever before, but it’s hard to know what’s true and that’s one of the biggest issues we face right now.

What is fake news?

According to Collins Dictionary:

“false, often sensational, information disseminated under the guise of news reporting”.

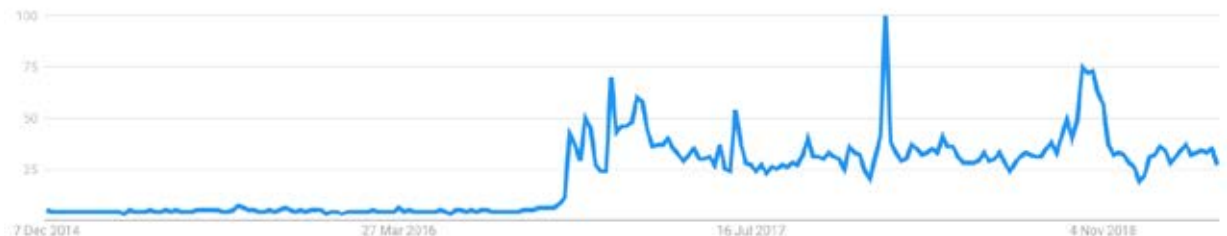
Digital news has brought back and increased the usage of fake news. The news is then often reverberated as misinformation on social media but occasionally finds its way to the mainstream media as well.

Fake news is written and published usually with the intent to mislead in order to damage an agency, entity, or person, and/or gain financially or politically, often using sensationalist, dishonest, or

outright fabricated headlines to increase readership. Similarly, click bait stories and headlines earn advertising revenue from this activity

There are two major ways in which fake news can impact a business:

- Negative fake news within your industry is sensationalised & creates antitrust
- Fake news is spread about your business, damaging brand reputation



Popularity of term “fake news” 06/12/14 - 4/12/18 ~ Google trends



Martin Lewis gave an emotional interview on This Morning regarding the use of his face and the MoneySavingExpert brand for fake adverts on Facebook. The scam which saw 1000s of people conned out of £1000s of pounds left a lot angry with Martin, believing he was behind the scam.

A well-known example of how fast fake news can trend on social media was the one setup by Steve Bartlett and Social Chain, called Rex Secco. The task was to create a headline that would erupt on social media and become the top trending topic at that specific time.

It was successful. In fact it got to the point where this fake news was hitting major publishing firms and people were beginning to buy into the lies and pretend they knew 'the made-up footballer'.

There are plenty more examples of this with brands such as McDonalds, Starbucks & Xbox falling victim to false stories.

With the majority of customers now finding services or products online, reviews and reputation influence just about every aspect of the buying decision.

What can you do to protect your brand?

- **Don't exacerbate the problem** - be sure that any content your brand puts out there is accurate and from a trusted source. 38% of people distrust sites that have provided fake news in the past.
- **Plan** - have a strategy for addressing untrue stories. Who is responsible? What platform will you use?
- **Act fast** - monitoring your brand name online, particularly on social channels, is vital. If you or your industry are subject to fake news, it's better to address it early on. Set up Google alerts.
- **Legal backup** - if a story does get out of hand and affects your business financially, you may need professional advice on how to stop it spreading.
- **Build relationships** - know which journalists and media outlets talk about your industry and build rapport. You may be lucky enough to get a 'check in' before a controversial story is published.
- **Don't panic** - a rushed, defensive response to fake news is likely to encourage further negativity. Empathise with consumers, be human.



Crashing Currency

In June 2017, fake news of a fatal car crash involving Ethereum's Co-founder Vitalik Buterin, wiped out \$4 billion in the Cryptocurrency's market value.

What's worse, is that despite tweeting he was in fact fine and no car crash had taken place, people didn't believe it and he was forced to post an image with real time Blockchain data to prove he was alive.

In order to have a decentralized database, you need to have security. In order to have security, you need to have incentives.

Vitalik Buterin - Ethereum



Why is trust so important?

It's a simple case of do or die. Trust is a key differentiator in an environment where consumer expectations are increasing daily and competition is fierce.

If one brand doesn't match your values or meet your expectations, there are plenty of others to select from.

Trust creates advocacy and loyalty.

It's trust that acts as the glue for human communication, it is the foundational principle that holds relationships together.

It is within our human nature to immediately distrust something we see, read or hear, we only trust something when we believe trust has been earned.

How can you take control and build trust?

- **Authenticity & transparency are key.** The more people know about the positive messages within your business, your ethics, who you deal with, what you give back, your environmental status, how you started, what you're trying to achieve and most importantly, the why - the more they will trust you. Glassbox tactics.



We believe in happy people making happy soap, putting our faces on our products and making our mums proud.

Lush, A Lush Life Manifesto



Lush Cosmetics, a global retailer which started from a single store in Poole, to global domination with a cult-like following, have consistently delivered a strong brand message, underpinning the charitable and ethical work they do. They are an open book when it comes to how they produce products, the ingredients and where their buying teams source from. They tap into the human element of consumers purchasing products.

- **Do what you say you will.** Simply saying you're going to recycle or offer a better customer service, without backing it up with actions, is worse than saying nothing in the first place.
- **Put the consumer at the heart of what you do.** Can you personalise the service you offer for individuals? New technologies such as Artificial Intelligence and Machine Learning can make a bespoke service more accessible. Be the brand that solves problems for customers and understands their specific needs. Vitl, the vitamin company execute this very well. Using a conversational user interface, they ask a short series of questions up-front, to which they finish with a personalised set of products for the customer to select from. Every delivery arrives in a personalised box, with the customer's name on the front.
- **Manage expectations.** Be realistic about what you offer, the age old "it's better to under promise and over deliver" is still very much applicable today. It's very hard to overturn a disappointed customer.
- **Acknowledge your mistakes.** Nobody gets it right 100% of the time. Customers are more likely to forgive you if you put your hands up, admit your mistake and communicate what you've changed in your business to make sure it doesn't happen again. Compensate people, demonstrating that you genuinely care about inconveniencing them. Have grace and decorum.
- **Keep listening.** Customer feedback is one of your most valuable assets for making positive change and enhancing your offering. Communicate the changes you make from their opinions.

Vitl

Do you often feel sleepy or fatigued? 😴

You.

Less than twice a week

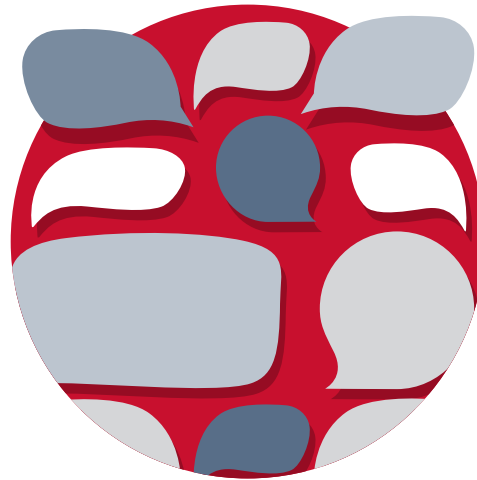
When do you experience energy dips?

Let's Talk Tone of Voice & Personality for voice assistants

Tris Tolliday

Give your voice assistant the personality it deserves.

Tone of voice is something that is often considered when discussing a brand's written content, and is even more relevant when watching an advert between programmes or video streams. But with the dawn of voice, can brands get the tone of voice right for a digital assistant?

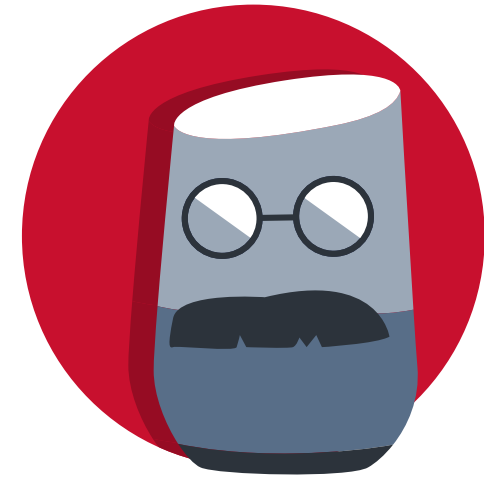


#1 Context is King

The context of tone can vary wildly, and this couldn't be clearer than with voice assistants.

Take an example of a banking voice assistant, a chirpy friendly voice might suit the brand, and it might be great when it's pay day. Yet when hitting your overdraft limit, or faced with a hefty fine, you probably don't want the same joyous voice as when you have paid in a fat cheque.

The Context of a situation is equally, if not more important, than the content and tone of the conversation.



#2 Give it some personality

Rather than picking a single tone for your voice assistant, pick a personality; a harmonious range of tones, emanating from a single character.

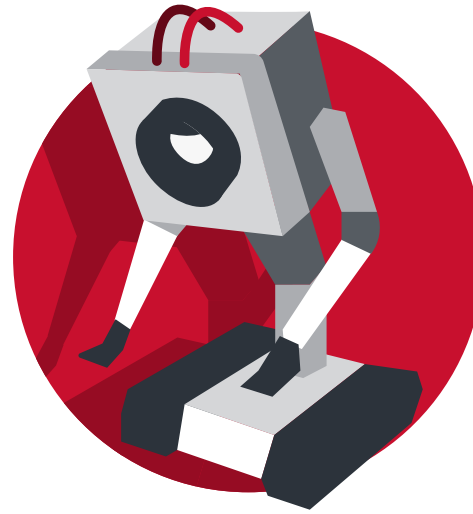
It's time to review your brand's narrative, and find the correct character that can integrate with its story. Just as you can show a range of emotions, so can your voice assistant.



#3 Continuity

In the medical world, continuity of care is one experience that is highly valued by patients and shows a strong correlation with quality of care. It's very human to prefer regularly seeing one doctor or nurse, than receiving a different experience each time you visit. You build up a rapport, and most importantly, trust, between patient and caregiver.

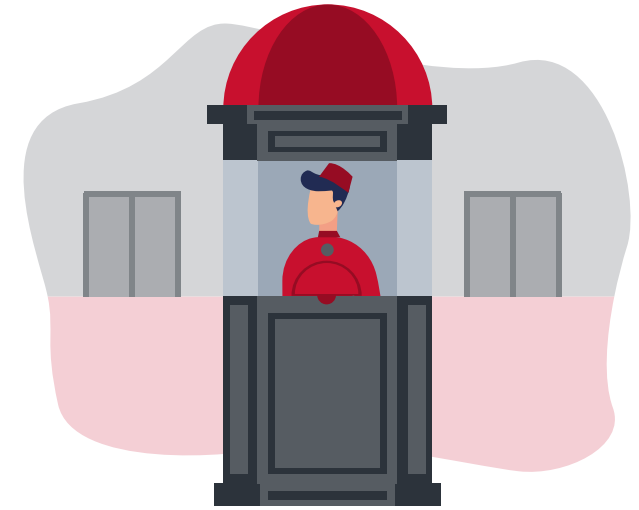
This experience migrates nicely to the world of voice assistants as well. If you were to open up an assistant and speak to an Irish male one session and an Australian female the next, this starts alarm bells ringing in the mind of the consumer as to the authenticity of the experience.



#4 Remember your Purpose

A common pitfall of creating a voice assistant, is to forget it's purpose. Going back to the banking example, the assistant who is looking at your bank records is probably not, in all honesty, going to be your friend. It is more likely to be a desk clerk who is helpful, trustworthy and unobtrusive.

A great example of this is American Airlines. As you would expect they use an American female voice, which fits neatly with the experience of flying with them and meeting the check-in desk and air hostess'. Likewise, your pizza delivery assistant probably isn't going to treat you as an air-hostess might. They have the opportunity to be a little more fun with their characters.



Match expectations with your assistant's personality

Remembering who your brand is and what your relationship is with its customers is key.

Keep your tones within context and give your assistant a consistent character throughout the interaction with a given consumer.

Stick to the four principles and you will have a trustworthy, authentic brand experience, that will meet your customer's expectations.

The Future is Screen-less

Adam Greenwood

In 2018 we took 1.2 Trillion photos. That is 3 billion, 287 million, 671 thousand, 232 photos per day.

450 million photos are being uploaded per day to Facebook and Instagram alone. Each of these photos is embedded with geo-data, either in the metadata or because they are being tagged into a specific location.

Google Maps have photographed over half the planet since 2007.

There are over 245 million CCTV cameras worldwide.

Pokemon Go! has millions of monsters running around, Google Maps now has an augmented layer of directions to help you see which way to go. Google Maps has millions of user generated images that could easily be stitched together with

stock photography, video, social photos to create another world. Uber overlays data on all of its drivers and routes around the world, Airbnb, TripAdvisor, Deliveroo, booking.com the list goes on.

We are painting ourselves with a layer of data, every selfie uploaded to social media is covered in digital filters.

We are painting the world with data and this data is creating a new world which we can access at any time. Some call this mirror world, the fourth wave, Augmented Reality (AR).

Whatever it is called, it is a new world and we are seeking new ways to access it.



Time lapse of Google Street View coverage from 2007 - 2018



With all of this data to view and overlay onto the real world, we will need more than smart phones to make the best use of it.

In 2014 Google released the Google Glass. It was considered a failure at the time. Unwieldy, awkward, underpowered. However, Google Glass has been rebranded to x Glass and is currently used by enterprises all over the world for very specific tasks, like augmenting schemas to help engineers. There are currently 19 manufacturers of smart glasses worldwide.



Bose' Frames wearables, voice assistant audio smart glasses



We have devices that read our biometric data and send it for analysis on our smart phones and in the cloud.

Apple's next version of airpods will have biometric sensors and Google have applied for patents for 'smart contact lenses'.

In a few short years, the concept of using a screen to view this world will feel as archaic as using a yellow pages to find a business listing. Wearable computing devices will become ubiquitous. Invisible.

These new types of devices will provide opportunities for brands to create content that can educate, engage, excite and enrich in every dimension. Imagine adverts that exist in 4D all around you or product information that you can hold and see from every angle.

The innovative marketers of the future will be investigating these challenges and opportunities now - does this include you



As we reach peak screen, when will we reach peak speaker?

Contributors

This Guide would not have been possible without the contributions of our team. We have provided contact details below, if you would like to get in touch with any of the authors.



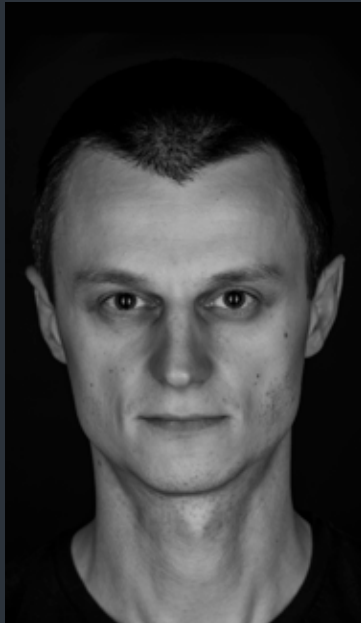
ADAM GREENWOOD



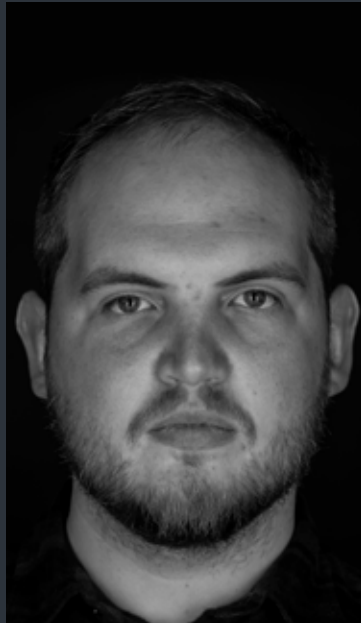
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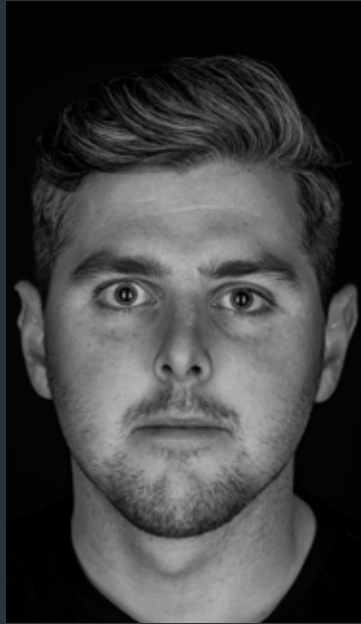


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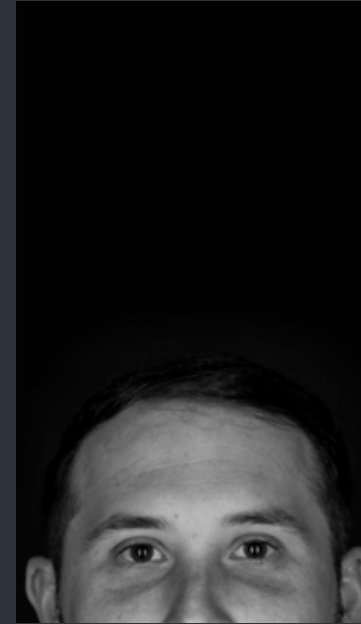
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