

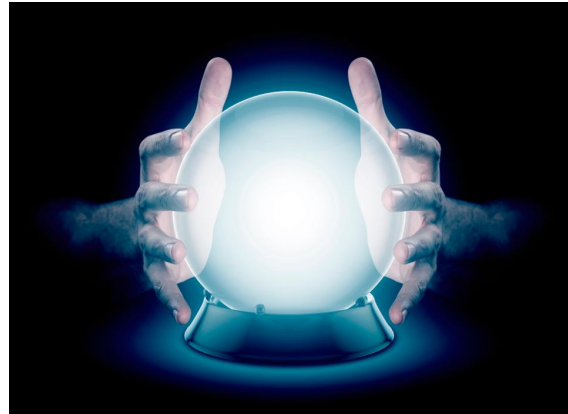


July 14, 2020

Greetings!

We are all finding our own way for dealing with the uncertainty of these times. It is with interest that I read articles and watch webcasts with prescriptive advice about how to carry on with our growth and retention programs for the future and how to shape the customer experience in a new normal.

We don't really know what the new normal is!



We know we've been disrupted. We know how we've responded to that disruption. We don't know how prolonged and severe future disruptions will be, if any. We don't know how things will evolve or devolve.

So how do we set priorities for the rest of 2020 and budget and plan for 2021?

My risk management experience says, in the absence of concrete data about the future, let's leverage our strengths and maintain a nimble posture. By that I mean let's make incremental bets on investments that are sure things for the future:

- Retain and grow our customer base; connect with them; enhance the relationships
- Efficiency and effectiveness initiatives
- Improving digital interfaces
- Strengthen mobile marketing capabilities
- Increase video and interactive content production
- Enhance social presence
- Train and develop our teams

Making modest and continuous improvements on those dimensions of business that will keep us competitive until we see things more clearly for 2021.

Our test and learn skills play well this to strategy. Those skills also play well when budgets are under pressure. We don't have a crystal ball but we do have a deep understanding for what is important to market and sell in the future.

I can work with you to set the agenda for the remainder of 2020 and into 2021.

In an effort to bring you relevant information at this time, I will be facilitating a virtual event on July 29 at 9 Central. The virtual event is entitled "Growth and Happiness While Safe at Home". More information will follow. Save the date and time.

The following accomplished marketers and strategists will be panelists for this event.

- Laura Beres, Director Corporate Strategy, Ulta Beauty
- Veronica Bright, Senior Solution Architect, Zee Jay Digital
- Katie Fisher, Senior Director, Content and Campaign Strategy
- Sheryl Markov, Head of Digital Marketing Center of Excellence, Northern Trust

I wish you happy marketing and selling in a world perfect for an agile and nimble headset.

Marianne

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