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THAT MAKES CENTS

Season 3 Episode 15

The shift toward a demand-driven consumer market

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Bobby: Hi, everyone. I'm Bobby Stephens. Welcome, or welcome back, to *That Makes Cents.* This is the podcast where we break down consumer industry trends, exploring their impact on businesses and on all of us as consumers. If you are returning to our show, you'll know that we have kicked off an ongoing series discussing the Future of Consumer. But for our new listeners, I'll catch you up a little bit.

First, we kicked off with an introduction of the six forces that are shaping the industry in the next decade. Then we followed with an episode on the rise of digital goods and services, and the opportunities that they present. And on

our most recent episode, we covered the rise of capability-as-a-service and how it is causing a reconfiguration of the industry.

Well, we have a doozy for you today because in today's installment, we're going to discuss how consumer markets have shifted from being supply-driven to demand-driven, or what we call in a much more catchy way, mass to micro. We'll explore several aspects of this shift, especially how today's companies are looking more at personalization, hyper-localized product assortments, and an increase in niche offerings. And to chat through this topic, we are joined by three wonderful guests. Join me welcoming them.

First is Jose Gomes, managing director at Google Cloud for Retail, CPG, and Hospitality sectors. Hi, Jose.

Jose: Hey, Bobby. Great to be here.

Kasey: Hey, Bobby. It's good to be back.

Bobby: And last but not least is Ben Stiller, Deloitte's ConvergeCONSUMER Solutions leader, and also the AI and Data Strategy Practice leader. Quite a title, Ben. How are you doing?

Ben: I'm doing good. I'll, uh, be chief joke teller on today's call.

Bobby: Well, fits with the name, on brand, I like it. So let's dive right in. Kasey, maybe we'll start with you. I think it'd be great for you to set some context, given your role leading our Future of Consumer study and your role out in the market talking about it.

You know, the consumer industry was largely built, uh, especially here in the US and other big, developed countries, on mass production, mass distribution, mass marketing—essentially catering in an efficient way to a large and homogeneous consumer base. However, with consumer, technology, society all changing rapidly, it seems the industry needs to evolve alongside that. What do you think is driving this shift from mass to micro?

Kasey: Yes, fascinating to think about the shift that's occurring. And when we went and we researched, we really found two primary things that are fueling this shift. You know, first, the consumer themselves are becoming dramatically more diverse—and diverse along a lot of different dimensions. There's racial, ethnic, economic, geographic, just a lot of different dimensions that are just defining this much more diverse consumer. And this means that there's more variation in needs, wants, and individual desires.

Now, second, from an industry standpoint, we see the barriers to entry into the consumer market really have come crashing down. And this has caused, just simply, a proliferation of options in the market. Options of brands, channels, formats, products, service models, customizations, even payment methods. Anyway, these two forces have fueled this shift, from supply-constrained to demand-driven market.

And it's this demand-driven market that really gives the consumers the empowerment. Because not only are their needs, wants, and desires more varied, but they actually have more options to fit those needs, wants, and desires. Those options show up in a lot of different ways.

And of course, the problem with this shift is that the companies, most of the companies, you know, that serve the consumer market, simply aren't built for this. They're built, as you mentioned, most traditional companies are built for mass, not for this micro approach. But of course, there's things that are changing, and those things that are changing are really causing the ability to, sort of, the marginal cost of delivering on this promise is coming down, and I'm sure we'll talk more about that today.

Bobby: That's fascinating. And we've talked about this on a couple of episodes, so loving the opportunity to build on it a bit. Jose, coming from sort of the data and analytic space and being at, you know, Google, catering to consumer-facing companies in your industry role, you must have seen firsthand how the industry has rapidly moved from mass to micro. How do you see companies of all sizes that you work with adapting to this change?

Jose: It's such a great topic, Bobby. Prior to Google, I spent 12 years at Dunnhumby. So, I feel like I was on this train for a long time. You know, the invention of the loyalty program at Tesco in the early '90s was driven by the idea that to cater to individual needs, you know, there needed to be a data exchange and they needed to actually understand what their customers wanted.

So, I think this has been ongoing for a long time. And I think that what's precipitated it most recently is—you know, Kasey sort of touched on is—this explosion of choice. Explosion of choice, both from a channel and product perspective, and then also an explosion of choice from that demographic perspective that Kasey touched on so eloquently.

What we've seen retailers start to do, and the CPG companies as well, is adapt to this by creating more capabilities. And those capabilities are both in how they serve up these offers, right, through more personalized touch points, and we see that happening both on their owned and operated channels, so think their websites, their mobile apps, etc. But then

also we see a bunch of people connecting in through third-party properties. So, Google, we see people doing this through Maps, business messages. You know, during the pandemic, a number of retailers linked their supply chain in through our property, so that you could find out what COVID vaccine was available in your local pharmacy and whether you were eligible for it, etc.

So, that's on the one hand, right? This proliferation of capabilities and building out the ability to actually contact customers. Interestingly, that probably came first and foremost. What we're now starting to see folks dive into more readily is the data and AI and ML [machine learning] to actually fulfill those channels in a personalized way, right? Actually providing the offers that customers want on an individual basis versus being more mass, all the way through to even how people search and refining the searches of the products that they're looking for. That has definitely been one of the areas that we've seen a lot more traction with. And GenAI has sort of, I guess, you know, turbocharged these things even more.

But, you know, broadly speaking, I think that we've been on this journey for probably the best part of 30 years now. There are certainly laggards in certain industries and in some areas that have leapfrogged others more quickly in this ecosystem. And the latest frontier, I would say that's the most interesting, is what CPG companies are doing as they look to acquire first-party data and look to be able to connect directly with their own consumers. You know, traditionally, it's been the retailers that have been the ones that are in the forefront of that. And so, it's a brave new world that the industry's looking into.

Bobby: That's really cool. I think one of the things I want to touch on is, you mention all of the different touch points now to generate data and even folks that maybe traditionally were dis-intermediated from certain things. Like a CPG company, kind of dis-intermediated through retail or others, now taking

active steps to gather first-party data. And that data plays a huge role in how they reach consumers.

And so, Ben, in your experience as our ConvergeCONSUMER leader, how can companies leverage the power of that data and the insights, you know, that really come from that data, to move from mass to micro?

Ben: Yeah. So, I think the notion that, you know, when we talk about the shift from mass to micro, micro will win in a proof-of-concept or on a one-to-one basis any day of the week. And what I mean by that is, if we were to take a thousand retail stores, and maybe in today's world there's four to 10 clusters of those stores and behaviors, and you sort, you plan your space, you price, you promote very differently across those 10 clusters. If I were to say, "We're going to do a thousand clusters," it's very easy for you to realize like there's a lot of effectiveness there. There's growth to be had there. The challenge with that is in today's world, for a lot of our clients and companies out there, they don't have the capabilities to do that level of granularity and localization.

On the marketing side, personalized marketing and advertising certainly is more effective, but where these companies have struggled is how to scale that efficiently. And that's where the data, the algorithms, artificial intelligence, I suppose the compute power of the cloud come into play.

So ConvergeCONSUMER, what that's focused on is really doing four things really well. Number one, we ingest a whole ton of third-party data and connect it with a company's first-party data. So that they get a true 360-degree view of their customers. A lot of our clients and a lot of companies out there in the consumer space say that they're customer-led, customer-driven. And really it starts with those companies that know their customer, not just when they're in the store, or that particular store, or engaging with that particular brand. But their everyday lives, their

situations related to health and wealth, and various propensities and preferences. That rounds out a picture of who that consumer and customer is.

The second is how do you use that data? At the end of the day, I think many companies already face a situation where they would say that (laughs) they have too much data. Maybe it's not the right data or the right grain of data. But what do you do with that? And so, I think that's where having the right algorithms that predict and optimize are really important. So, being able to predict on a very granular basis, using that data, predict what customers will want and need, and where they'll want it. As Jose mentioned, what channels, what best way and most convenient approach to engage with those customers with those offerings. And then there's a whole bunch of decisions that companies make to serve the needs of those customers. And that's around pricing. It's around promotion. It's around products and place.

And then the last aspect is how do you engage directly with your own associates as well as your customers. And that's really, if you really want to go from mass to micro, you have to do that in an automated basis. It has to use algorithms, and it has to use generative AI to create all the variation and all the nuanced ways of engaging with your employees and with customers. You can't do that manually. The laws of physics get broken pretty quickly. And that's why we're so excited to work with Google—from both a cloud technology [and] generative AI standpoint—is it's really a big technological unlock that allows us to go from mass to micro at scale.

Bobby: Yeah. So you mentioned not only at the beginning of your answer, but there at the end of your answer, you know, one-to-one wins, but it's harder to scale it and do it efficiently—or it has been traditionally. And that's what one of the big things we're trying to solve. So, and let's move to a topic that I think is related to that. You mentioned it—Jose you mentioned it a little bit as well. (laughs)

And frankly, it's very top of mind, not just in business but more broadly in sort of first-tier news sources, AI and GenAI couldn't be a bigger topic right now.

So, and I'll pardon a little plug. Ben, you teed this up a bit. But I don't think we could have a better combo of guests today with Deloitte and Google Cloud recently announcing a co-innovation in this area to expand upon our decade-long alliance. You know, specifically Deloitte's ConvergeCONSUMER portfolio of solutions is now available on Google Cloud and integrates Google Cloud's data analytics, AI, and generative AI capabilities. So it's a great match made for this podcast, but I think a great match made for folks in the consumer industry as well. And we're proud of it.

And so, Jose, let me start with you on AI and GenAI. In your view, what are some of the use cases that consumer companies really should be focusing on while they're considering how to adopt AI and more specifically GenAI? And then maybe Ben and Kasey, you chime in too. Let's get everybody talking here.

Jose: Well, first, I'd like to say that I think GenAI has a broken promise. It's supposed to reduce work and all it's done for me is increase—

[Bobby and Kasey laugh]

Jose: —the number of meetings and planes that I'm on and the number of stakeholders that before were not all that interested in cloud but, uh, now can't seem to get enough of it. The fear of missing out right now is very real.

Joking aside, I would tell you that I feel like the promise is incredibly real. You know, there's a lot of, a lot of discussion is this the new blockchain. And I would say it's categorically not. You see the work that the Deloitte team alone has spun up on ConvergeCONSUMER in a matter of, you know, three to four months, and it's pretty insane what are the possibilities.

Bobby: Sure.

Jose: —which is the journey I've been on and how I'm framing it for our customers more and more. I think it's very easy to get trapped in the use case discussion, right? And I joke with my team that at the moment everything feels like death by a thousand use cases, right? Everyone has them and there's multiple two by twos. I think that the companies that are really going to build competitive advantage through AI are going to win through adoption, right? And one of the dirty secrets about AI is that the more a model operates and the more data it trains on, the better it gets, right? And so there's this reinforcement of the quality of your models.

And so, you know, one of the best examples of that is the work we did with Deloitte and Converge at Kroger where, in 12 months we went from conceptualization—it was actually 10 months—we went from conceptualization to 500,000 associates leveraging the task automation platform that we built for Kroger. And that model is now learning, and it becomes better and better.

So the guidance that I give folks, if adoption is your focus, is that, you know, whilst the use cases are important and they're sort of the manifestation of the work that you do, the first thing is I either recommend that companies start by looking at their P&L and seeing where there's value. The reason that I bring this up is I'm having so many discussions with retailers where, you know, perhaps we're looking at some marketing use cases for GenAI, but they don't have forecasting baked into how they operate the business. And I fail to see how optimizing your content generation is more important than actually fixing your supply chain and your forecasting. So, fundamentally, I think that's a start, right? And we do this exercise where we quite literally look at the P&L and look at the areas where there's value.

The second piece is to really take a platform and a product approach to GenAI. And what I mean by that is think of voice as a platform so that when you

solve for voice, you solve for the use cases that associates may leverage in the store, that customers may leverage in a contact center, that your finance team may leverage internally, right? But don't solve for just the unique use case. Solve for it in a way that, you know, once you've lit up the first one, you've then unlocked all use cases with voice.

And then having the discipline of developing these use cases as products. Because, you know, the end point isn't going to be when you first launch it. That's just the first iteration of whatever that experience is. So that's just a little soliloquy there on use cases. Because I find that we get too driven and distracted by those. And I'm encouraging and actually getting a lot of questions now, which is a lot of CIOs, CEOs have moved on from the how do I light up the use case to how do we inject AI throughout the entire organization.

And if you look at the most sophisticated companies, and there are quite a few of them in retail, they organize themselves and their technology teams in particular split into platform and product. And that's by design. So I really encourage people to think about GenAI within that context. Start with your P&L and then think about platforms and think about products.

Having said that, what are the areas that we see that are really jumping up? I'll tell you the least sexy area that we've been speaking a lot to Deloitte about because I think it's their heartland is something that a former Deloitte [team member] at Google has coined the "boring billions." Although, I've had lots of CEOs tell me that there's nothing boring about billions. And the boring billions are sort of the back office. They are things like, you know, cash reconciliation in stores. These are things like PO reconciliation or trade fund reconciliation. A lot of leakage from P&Ls that retailers just lose money and that auditors will come in and, you know, find that leakage and then they'll take a percentage off. A lot of that is going to be around transformation of operations, and a lot of that is going to be digitization of paper

assets, right? There's a lot of paperwork still involved in retail back and forth.

It's a hard one to solve for. But the value is, you know, hundreds of millions of dollars or hundreds of basis points of pure profit that can be saved. So that is one area that I would tell you is getting less—uh, I start with it because it's the one that gets less attention. Although, recently, like I said, having spoken to more and more CFOs, it's an area that's got a lot of share of mind in terms of the higher upside.

Within that, one of the cool things that we have coming out of Google X is a company called Mineral, and what Mineral is able to do is they have taken like 5,000 photos of berries. Then they generated another 245,000 photos of berries. And we can tell you with an image how long it's going to last, which means that for a retailer it can really put an end to shrink. And I will tell you of the grocers I've spoken to, it is the number one use case that CEOs have been excited about because that is a multibillion-dollar opportunity of pure waste in their ecosystem.

The second area that is getting a lot of traction is around associate productivity or employee productivity. This goes from anything from enterprise search to just unlock information all the way through to helping associates in the stores and just making information more accessible, right? Coming through help desks and understanding the questions that are asked. And we see a ton of opportunity around this.

The third bucket is everything to do with customer experience. So think personalization of websites. Think of chatbots to introduce conversational commerce. Think of the clienteling experience that you can provide with associates as they engage with those experiences. And we have a ton of things at Google obviously we've been working around in this space around personalization and search, in particular.

And then the one that's gotten most of the airtime and attention is marketing

transformation and marketing automation, right? Which is all about, you know, how you create content at scale, how do you deliver hyper-personalization to Ben's point, which is great now I've got the capability to actually create content and messaging and imagery on a one-to-one basis. You know, how do I leverage that to really sort of fulfill the promise of hyper-personalization. And media optimization, which is another area of huge interest for folks, especially as there's been a downturn.

So those are the four pillars. I said them in the reverse order that we normally talk to customers about them, but I did that on purpose because I think that most of everyone's time is spent on marketing, right? And marketers are the ones that tend to test things out faster, and so I think that that's sucked most of the oxygen out of the room, but I, you know, I always want to start with a plug for the boring billions because I think it's harder to get at. But I think that there's so much value to be unlocked in that ecosystem.

Kasey: Hey, Jose, there's something that I've been saying to my clients, which sort of lines up with what you said, which is it's not what you could do, it's what you should do. And that's a much harder question. The what you could do with GenAI is literally hundreds of use cases everywhere across your business. The harder part—and I love how you put sort of focusing on value—how do we really concentrate on what you should do based on economics?

And even as we've talked here today, this idea about economics sort of finds its way in through the word "efficiency." But as we think about economics and GenAI, it's sort of fascinating. I think I picked this up from somebody along the way that what GenAI really does is really drops the marginal cost of a whole collection of things: content, copy, code, creative, curation, calibration, and even comprehension.

When you begin to think about where those things occur across the business, they occur everywhere across the business. So this lens that you just put on it, of value.

How do I think about value? How do I think about risk? Really becomes the critical lens that gets you from what could you do, a long list of use cases, to what you should do, which is a set of priorities.

Jose: Yeah. And I think this exercise that, you know, we've encouraged folks to actually, you know, quite literally look at the P&L because there's a bunch of things in there that you don't normally necessarily capture as things that you would want to go after. One of the others that's—in doing that—that's been helpful is a use case and many of the ones we're talking about are garden variety AI. You know, they're not generative. And I think that that's OK. I think businesses just need to embrace the idea that unlocking the value of data really stems from being able to put it to work.

And this idea of adoption. You know, it was the founder of Dunnhumby, it was Clive Humby, who coined the phrase, "Data is the new oil." And when he said it, he didn't mean it because it was inherently valuable. He meant that it needed to be refined in order to extract that value. And so I couldn't agree more with you, Kasey. Like the more that people can focus on value and prioritize there. I do think that there's a lens that companies need to have around this concept of citizen developers.

And the reason why I think that platforms are so important is once you've established a platform that's safe, that's secure, that's got all the guardrails. You know, a shameless plug here for Google, we had Next last week, which is our customer conference where we went generally available with a whole host of products and features. And one of the benefits that we've had is that it's baked into our core AI platform, Vertex. So Google hasn't been doing anything on the side. It's not sort of a bolt-on. It's not an afterthought and it's got all of the securities and checks and balances that you would want in a platform like this.

The importance of that is we feel like companies need to put this in the hands of their employees because whilst you

want to fund the top five initiatives from a P&L perspective, you also want people out there experimenting and seeing what the art of the possible is. You know, I remember one CEO asking me a lot of questions about prompt engineering the sad sort of conclusion (laughs) to that conversation was you can't hire any prompt engineers. So if you don't have—if you're not developing them within your organization, you're going to fall behind.

So I do think that, you know, looking at value as where the company invests specifically is super important, but then also having this bifocal lens of how do we empower citizen developers? And I use developers there very sort of loosely because the reality of it is, is that generative AI is making natural language—lingua franca, right? You can code now with natural language. You can build apps with natural language. And so it's really opening a door to a whole host of non-technical users in a way that we'd never imagined before.

Ben: And I think the last thing that I would throw out there is generative AI is a front end that can unlock some pretty strategic pivots that these companies are making. This shift from mass to micro is about customer-centricity. So having a data spine at a super granular level about your customers is critical. Generative AI then provides an interface to engage with that data, to engage with the predictive algorithms, the optimization algorithms, and to do it at scale and to do it in a less manual way.

So, you know, I think what we're seeing is these puzzle pieces are all coming together—this proliferation of data; the ability to stitch it all together in a safe, secure way; the data science and machine learning capabilities that have come up, and now we have compute and generative AI.

So, you know, the old days where everyone could succeed at a proof of concept or a single use case, but then they would struggle to scale, most of the barriers, if not all of them, are gone. So now it's all about how do you efficiently

and in a scaled way drive that mass to micro shift?

Jose: And Ben, you know, another shameless plug for what the Converge platform does is what I've been really interested to see. And we actually had, um, Emily Turner, the CMO of Dollar Tree, speaking at Next with us, and with your colleague, Michelle. And the extension of what retailers know outside of their domain or CPG companies, right? Stitching together what their customers are doing outside of their four walls, I think that's been a game changer, right?

And, in particular, with retailers that haven't had as traditionally rich first-party data because they haven't had loyalty programs and they've been EDLC or leveraged other strategies, like in the case of Dollar Tree. That's been a game changer, I think, as well, as you start to think about localization and using third-party external data. I think that's also a really big unlock, as we move forward into this world of hyper-personalization.

Kasey: I'll route back, just to sort of close the loop back, because there's a reason companies were built for mass. It's called economies of scale. It's because in order to get the efficiencies that we needed to have simplified businesses. And moving to micro actually implies complexity. It implies cost. You know, there's a reason that we manage stores in four or five or seven clusters instead of, you know, managing hyper-localized assortment because it's really expensive to operationalize that.

Now, what we just talked about with GenAI is that the marginal cost of managing complexity just plummeted. It really has plummeted and become clearer over the last year. So the shift to mass to micro while we've been feeling it, suddenly these pieces do come together. The enablers are there now for us to address it and make the shift in an economic way. So it's not just the CIO who might say it's possible or some of the data scientists who thinks it's possible. It's the CFO that can now focus on, "Oh, we can do this now

in an efficient way because these pieces are coming together."

And that's why, when we think about the future of the consumer industry, you know, we're really emphasizing that the shift from mass to micro is going to accelerate, and that's why we've highlighted it to the extent that we have.

Bobby: You guys covered a lot of ground. I love that you brought it back full circle and also the automated lights in Jose's conference room signal that I think we should get to the last question here. We're not on video, but you guys can all imagine what happened there.

Kasey: (laughs)

Bobby: But I do think you guys really gave the listeners an excellence glimpse into AI and GenAI, how it is a really important, if not the most important, enabling tool for the move from mass to micro, and it really just has a lot to offer for businesses to scale rapidly as they adopt it. And I love that concept of winning through adoption and almost the contradiction of that and the FOMO is, like, the FOMO of getting involved with it but winning through adoption and picking the right things, not doing everything. There's a lot of complexity in there, and there's a lot of sort of choice confusion that could be in there. So, I love that the three of you are helping companies kind of show the way there.

But before we do close each of these Future of Consumer episodes, we do ask a semi-personal question related to our studies. Specifically the concept we identified in the study of buying into better, which is essentially how consumers are using their spend to towards companies to effect the change they want to see in the world.

So I'll start with you, Jose, as the guest, and then maybe we go Ben and then Kasey, in that order. You know, how are you personally as a consumer, you know, making more conscious choices on small or bigger things to kind of buy into better in recent times?

Jose: That's a great question. I guess I'll be honest and say that I don't know that it's a huge driver of choice generally speaking, but there's certainly some categories where I've recently been all over it. And it's particularly around everything to do with disposable plastics and all of the cleaning products in our house. So, like, all of our sponges now are biodegradable. I'm on this kick to get rid of all of our toothbrushes because I look at them and I'm like, these things are going to last for eternity. Especially the ones that have batteries in them, which we're still running through our stock of over-ordering the monthly supplies. But that would be mine. Mine is just, you know, how do we get rid of as much plastic as possible?

And look, and I'll say this—I think, I'm European, I'm Portuguese, hence the hard J in Jose. I think we're really far behind in the US in everything that we recycle, right? And how we recycle and the civic mindedness that goes into that. There's some cool work at Google X going on to try and create an industry standard around plastics and what you can recycle where and help manufacturers produce things in a way that lends itself to recycling. Today in the US there's no way for us to even know whether your local county recycles the, you know, what type of plastic—which is something I didn't know. I thought everyone recycled the same type of plastic and in the same way. So that's my conscious choice has been, you know, how do we remove the hard plastics out of our consumption.

Bobby: All right, Ben, you're up next. You gotta follow that.

Ben: Love that. In fact, I would say in the last five weeks now, I have pivoted from bottled water to large-scale delivered bottled water, still in plastic, to now more of a can-based system because cans are much more recyclable, etc. But also, I would say our family is rewarding those companies that put more and more transparency on their labels in general. And I think if we create a reward system and are willing to pay more for that it's going to encourage more and more

companies to get as much information either digitally or on the actual packaging itself. That all helps us in that mass to micro story—having choice and convenience about what matters most to us.

Jose: I'm going to ship you some water filters, Ben, to help get rid of the cans and the bottles there. I think we need to aim a little higher there, brother!

Bobby: (laughs) All right, Kasey. Close us out.

Kasey: Yeah, so Bobby, as you know, buying into better is about making the choices that shape the future the way we want to see the future play itself out. On our last episode, I think I talked about the purchasing that our family's making that's, sort of, adding to that. So I'm going to shift a bit to a different kind of decision. For us, my 17-year-old's preparing to head off to college, and so we're spending a lot of time talking with her about choices: choices that she has to learn and to grow and what she wants to be when she grows up. So we're spending a lot of time researching and talking a lot about biomedical engineering, which I think is her choice of where she's going to head off to college and gain her education in that field.

Really, because if you think about the aging population, biotech advancements,

AI advancements, how those things are coming together, the potential to make a real difference in biomedical engineering, I think she's really, you know, taking a liking to that idea when we start talking about all these forces that come together and shape the future. So we're using Future of Consumer and all this research we've done in my household to think a lot about the choices that we all individually have and how we're going to, you know, play a part in shaping the future that we want to see. So that's where we're spending time most recently.

Bobby: I love it. She sounds smarter than you already, too, Kasey. (laughing)

Kasey: Oh, easily, easily. Easily. She's, uh, yes, she's going to run laps.

Bobby: I love it. Well, it's interesting because, Jose and Ben, your topics, the thing that's happened that we've spent some money and time on in the last year at my house is on composting. So my wife lived in Seattle in the Bay Area where that was relatively common. I'm from the Midwest where it's a lot less common, and so bringing some of that—well the Midwest doesn't always like West Coast things coming here—but we're going to do it at my house and it's some work, and the kids take to it right away. So that's the encouraging thing. I think back to your story, Kasey, about your daughters—I think the kids sort of understand the value

in it right away, which is reinforcing to us older folks that maybe we're making some good decisions there.

So we've reached the end of a great conversation. Lots of opportunities for the consumer industry, lots of opportunities for companies in the space and, lots of upside in enabling the mass to micro phenomenon.

So thank you, Jose, thank you, Ben, thank you, Kasey, for the great conversation. It was great to talk about the long journey that many of you have been on around this topic and, you know, I think I'm going to steal the term "boring billions" myself as well because, uh, I agree it's hard to think of billions being boring at all. And, for our audience, if you do want to gain more insight into what you already heard today, tune in to the Future of Consumer or mass to micro, simply search with the keywords Deloitte

Future of Consumer, and feel free to connect with any of us on LinkedIn and directly. And thank you so much for tuning in, and see you next time on *That Makes Cents*.

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