Opticon

From Chaos to Clarity: Habits of High-Performing Marketing Teams

Deane Barker

Global Director of Content Management

Shafqat Islam

Chief Marketing Officer

01

Why do processes and platforms matter?

We need to provide more platforms and process to our content teams.

Radiation Lab
Linguistics
Generative Grammar
Concourse teaching group
Integrated Studies Program
High School Studies Program
Division for Study and Research in Education
Acoustics
Electronics
Anthropology
Biotechnology Process Engineering Center
Cambridge Partnership
Center for Advanced Visual Studies
Center for Environmental Health Sciences
Center for Materials Research in Archeology and Ethnology
Committee on the Writing Requirement
Concourse
Earth, Atmospheric and Planetary Science
Educational Opportunities Program
Environmental Medical Service
Francis Bitter Magnet Lab
Health Sciences and Technology
The Institute for Learning and Teaching
Integrated Studies Program
Laboratory for Advanced Technology in the Humanities
Laboratory for Nuclear Science
Language Learning and Resource Center
Laser Interferometer Gravitational-Wave Observatory
Linguistics and Philosophy
MIT Electronics Research Society
MIT Press
Music
Office of the Dean of Students and Undergraduate Education
Research Laboratory for Electronics
ROTC
Systems Design Management
Tech Model Railroad Club

Building 20

Add languages

Article Talk Read Edit View history

From Wikipedia, the free encyclopedia

Coordinates: 42.3619°N 71.0905°W

Building 20 (18 Vassar Street, Cambridge, Massachusetts) was a temporary timber structure hastily erected during World War II on the central campus of the Massachusetts Institute of Technology. Since it was always regarded as "temporary", it never received a formal name throughout its 55-year existence. (Many major buildings at MIT are known by their numbers regardless of how neoclassical or otherwise permanent they may be.)

Built in 1943 as a temporary facility, Building 20 (the three-storey building in the foreground of this image) remained in use until 1998, housing a wide variety of research projects.

The three-floor structure originally housed the Radiation Laboratory (or "Rad Lab"), where fundamental advances were made in physical electronics, electromagnetic properties of matter, microwave physics, and microwave communication principles, and which has been called one of America's "two prominent shrines of the triumph of science during the war" (along with the desert installation at Los Alamos, where the atomic bomb was born).[1] A former Rad Lab member said, "At one time, more than 20 percent of the physicists in the United States (including nine Nobel Prize winners) had worked in that building".[1]

After the Rad Lab shut down after the end of World War II, Building 20 served as a "magical incubator" for many small MIT programs, research, and student activities for a half-century before it was demolished in 1998.[2][3][4]

Structure [edit]

The building was hurriedly constructed in 1943 as part of the emergency war research effort; however, it continued to be used until shortly before its demolition in 1998, making it one of the longest-surviving World War II temporary structures on campus.[2] The building had the overall shape of an extended mirror-reversed "F", with multiple parallel "wings" connected to a longer spine which paralleled Vassar Street. The spine of the "F" (wing B) was slightly skewed compared to the projecting wings, because of the gradual divergence of Vassar Street compared to Memorial Drive, which runs parallel to the Charles River Basin.

Venerable Building 20, `A Building With Soul'

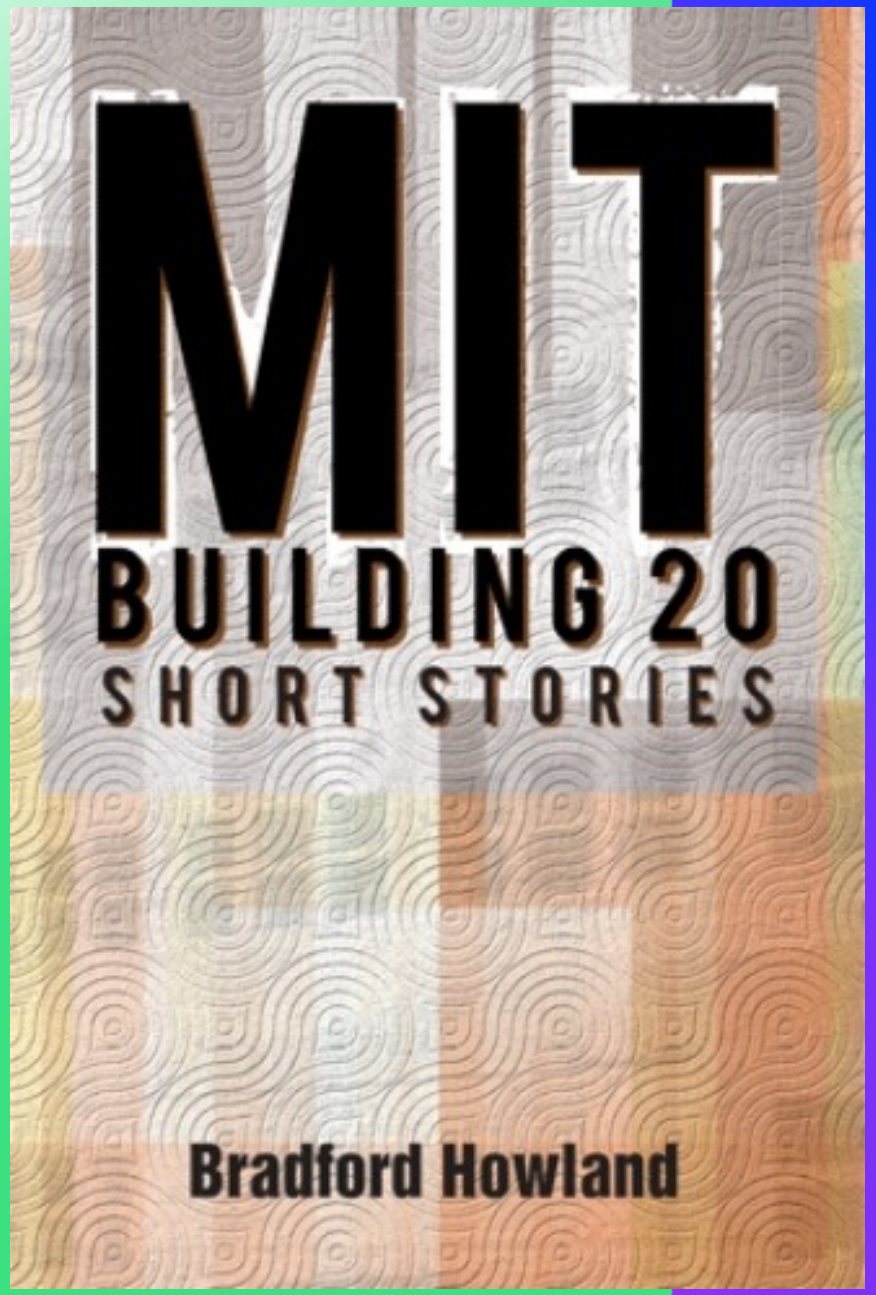
October 30, 1996

("A Building with Soul" by Alex Beam originally appeared in The Boston Globe, June 29, 1988. It is reprinted with permission of The Boston Globe.)

I am sitting inside MIT's legendary Building 20 with three great minds, one of them encased in plaster.

Institute Professor of Linguistics Morris Halle and neurophysiologist Jerome Lettvin--seated on opposite sides of a bust of German naturalist and explorer Alexander von Humboldt--are rhapsodizing about the rickety wooden barracks that is their professional home.

"Building 20 is an admixture of all the interesting things at MIT," says Lettvin, a jovial mountain of shivering cerebra who is admired inside Building 20 not for his genius but as a man who first uttered a profanity on television, during a 1961 debate with Timothy Leary ("It made the front page of Variety," Lettvin insists. "You can look it up.")



Building 20…had become an ‘incubator of ideas’ and, without a doubt, the intellectual center of MIT”

What **is** building_20?

Inspired by the original Building 20, building_20 was created as a start-up organisation within Dimension Data that aims to challenge the way we think, work, create, and help our clients.

building_20 is about how each creative, unique and capable person can shape the Dimension Data of tomorrow. By using concepts like code, automation and DevOps, we can free ourselves from the mundane, and focus on what will really make a difference.

building_20 is not just a team, building_20 is a community shaping the future of Dimension Data.

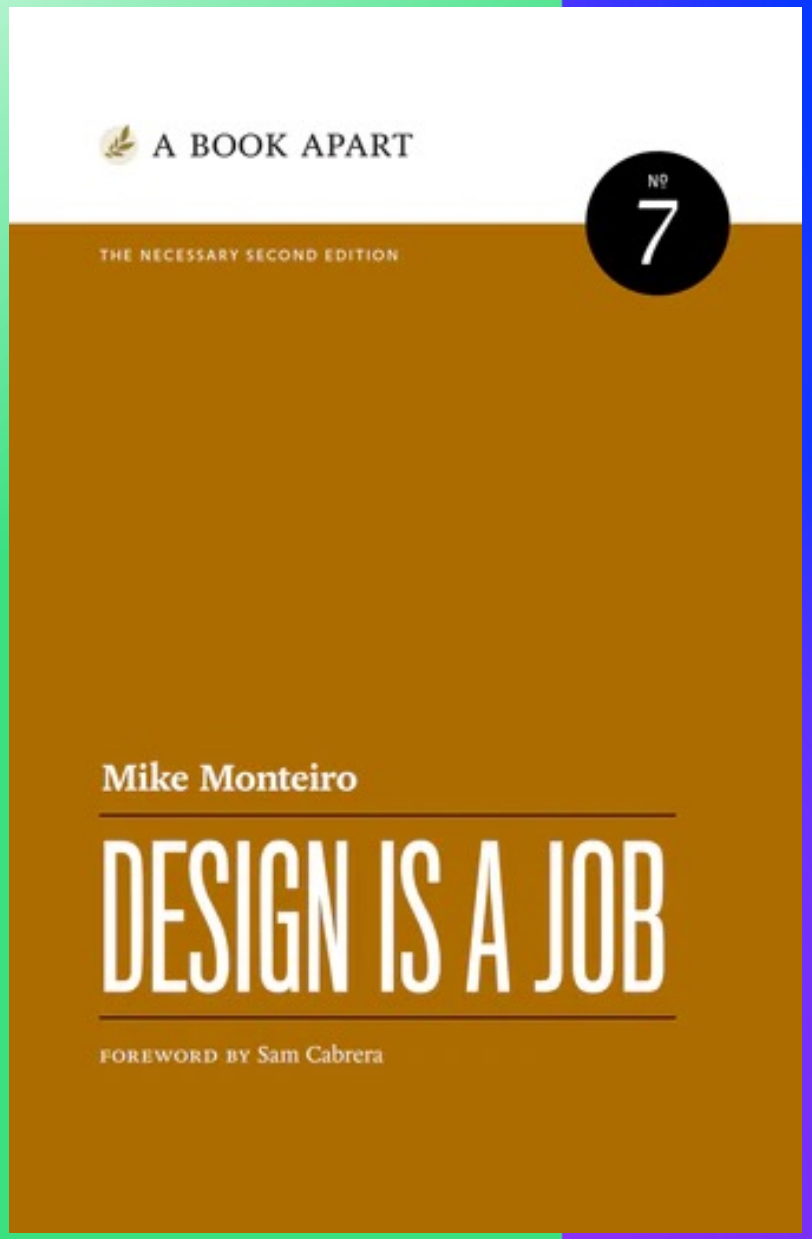
“externalization”

Externalization

Place / Platform

The Romantic Lie

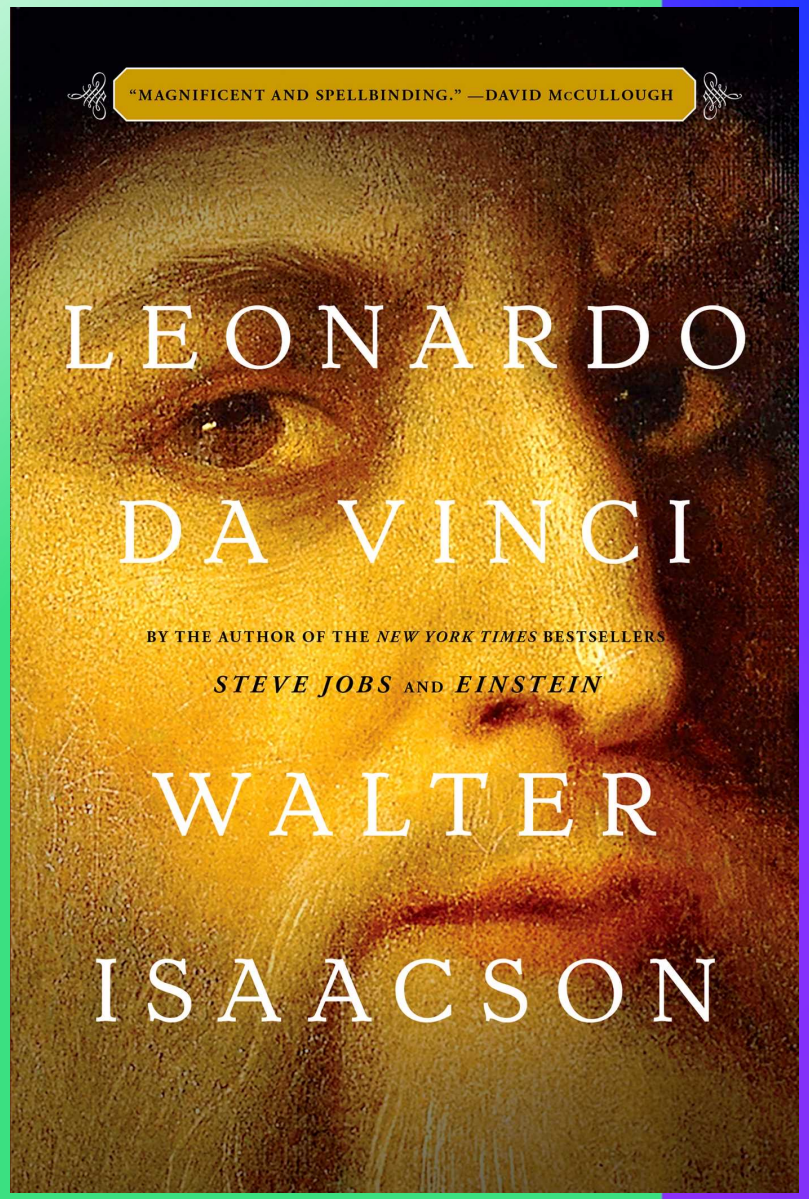
“Creativity is the ex nihilo product of a singular human mind”



In this beautiful myth you are what is known as a "creative."

While others are weighed down by requirements, metrics, testing, and other variations of math and science, you are a child of magic.

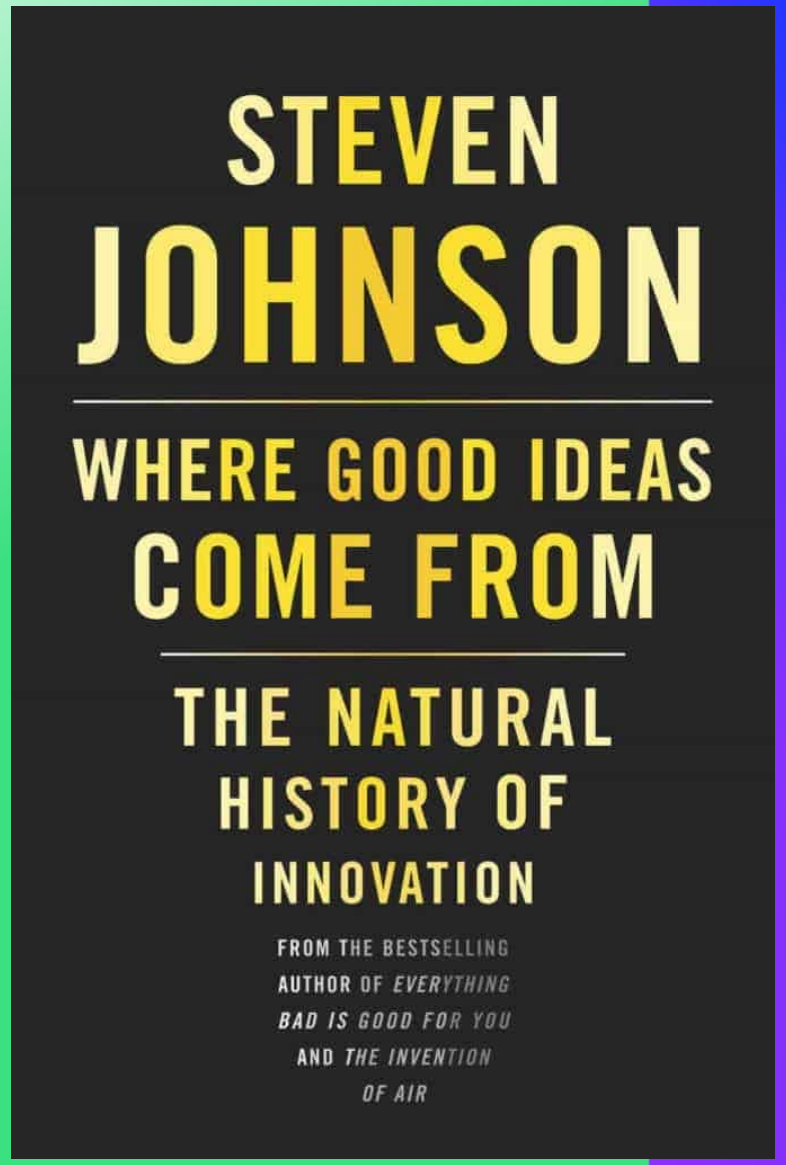
Knowledge of these base matters would only defile your creative process. Your designs come from inside you."



"We tend to think of artists as lone creators, holed in [an attic], waiting for inspiration to strike.

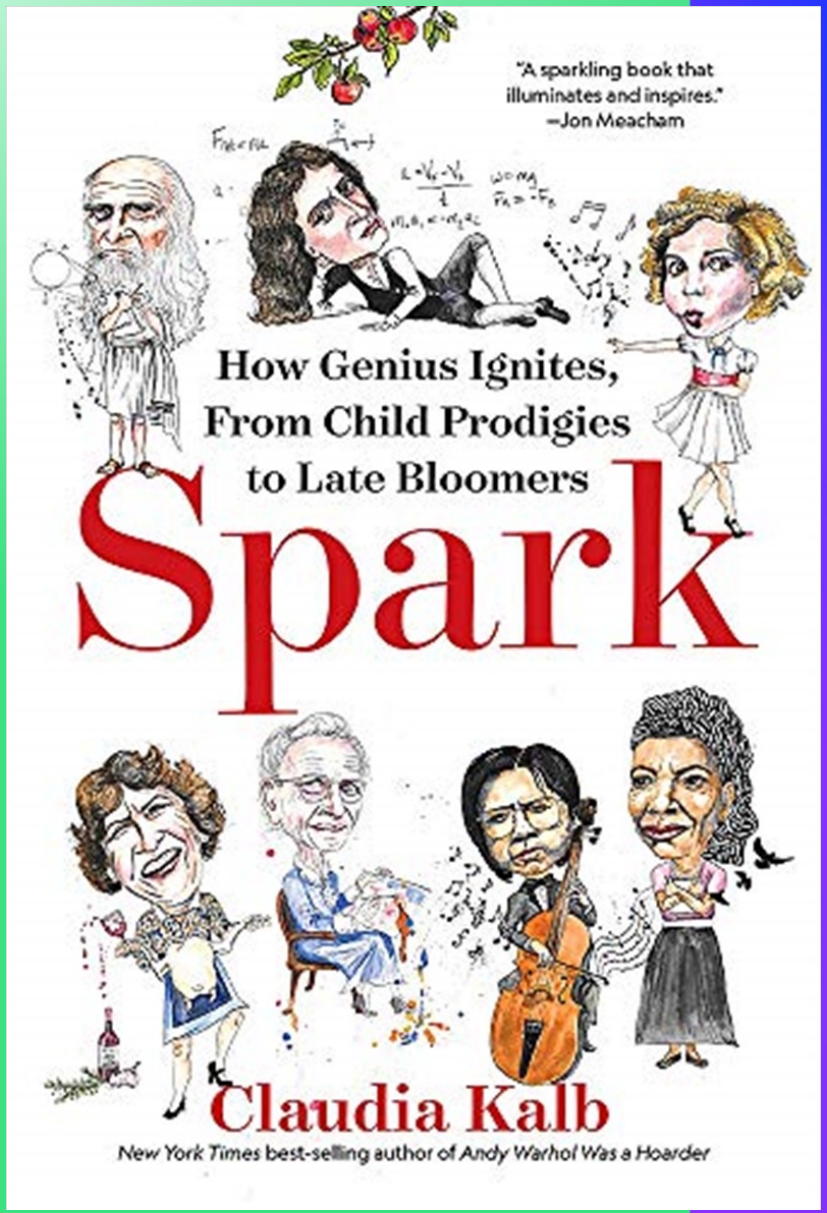
But … most of Leonardo's thinking was collegial.

Ever since his [youth] Leonardo knew the joys and advantages of having a team."



"The trick to having good ideas is not to sit around in glorious isolation and try to think big thoughts. The trick is to get more parts on the table.

It's not that the network itself is smart; it's that the individuals get smarter because they're connected to the network."

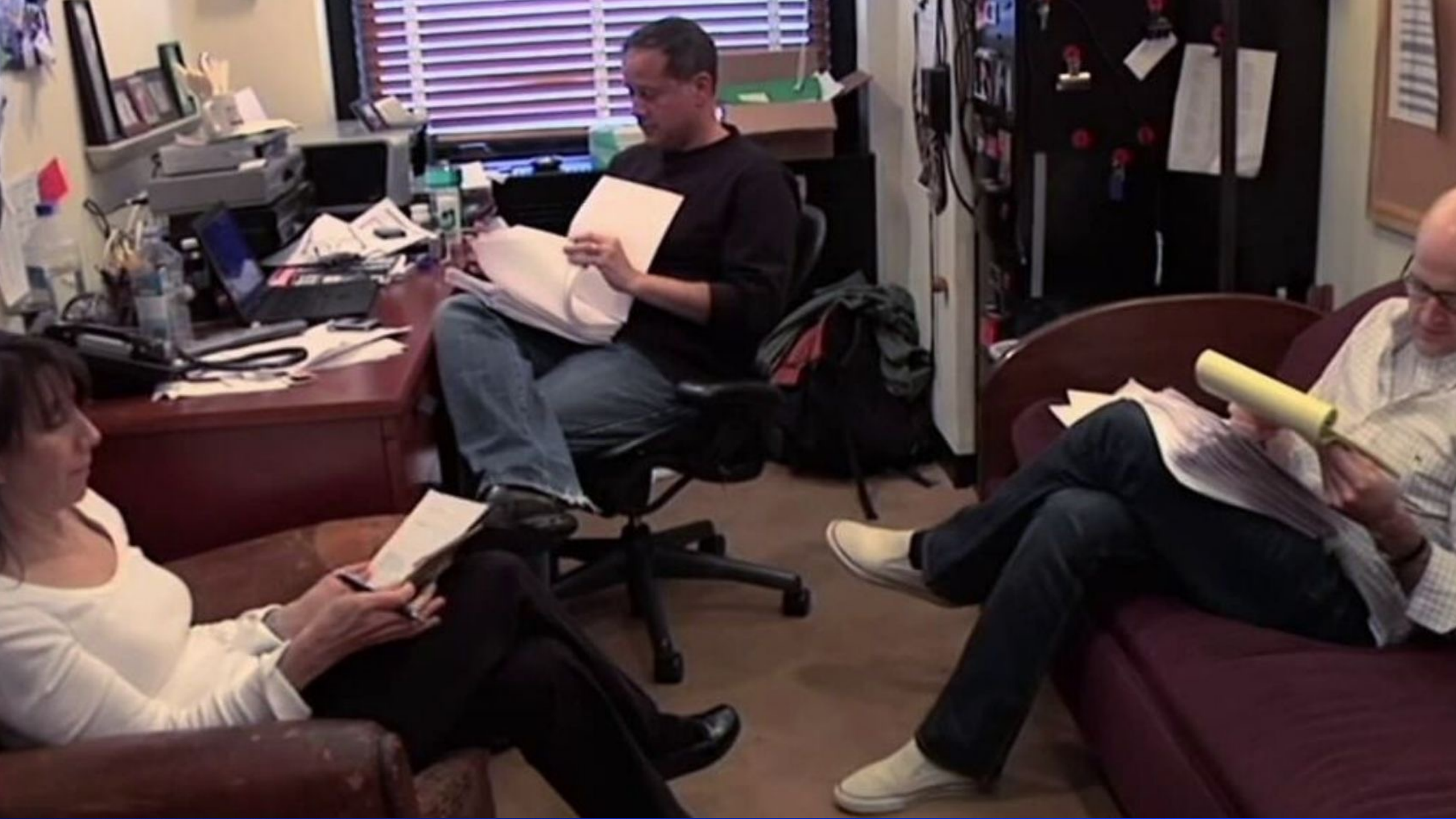


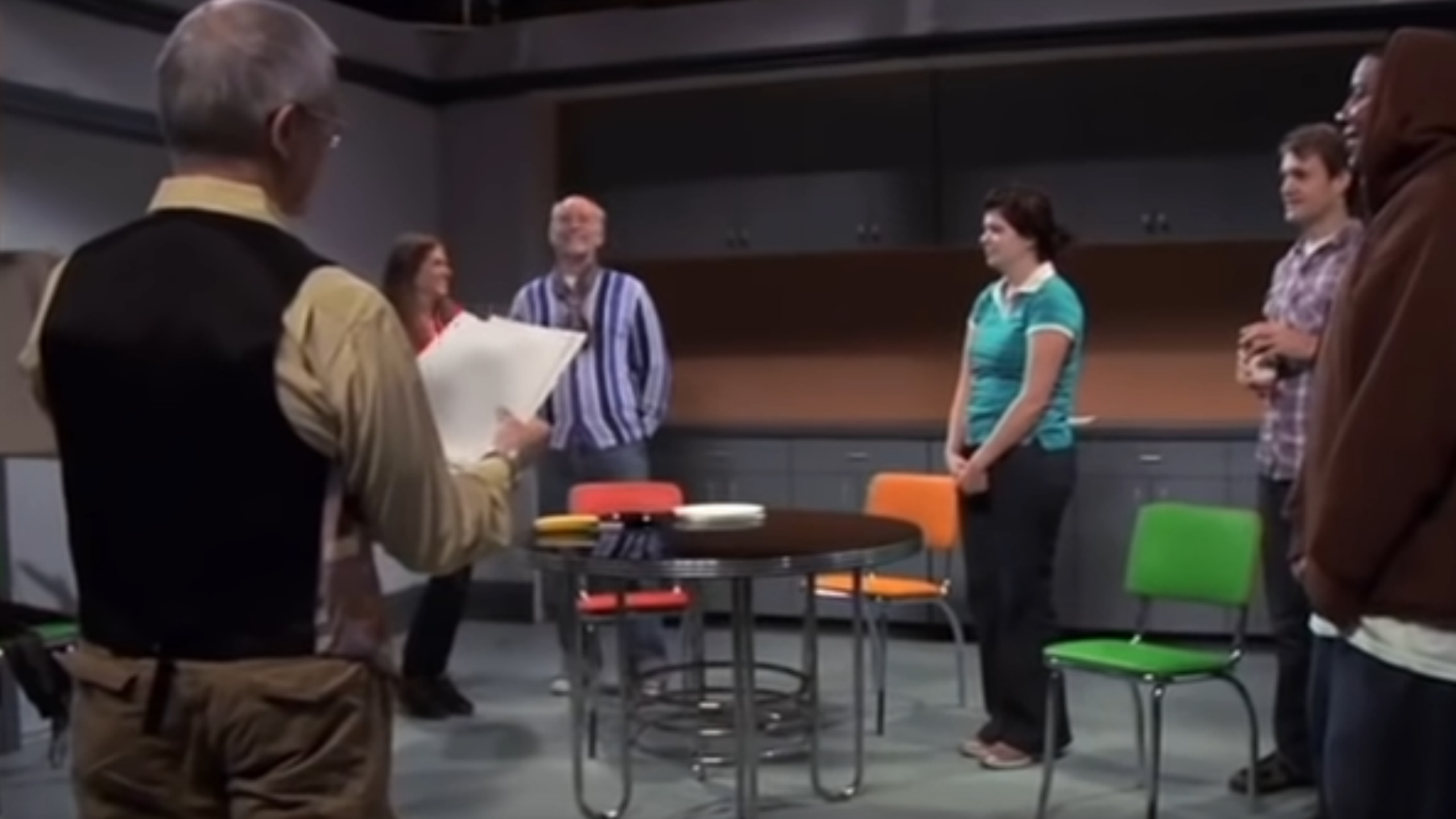
"The notion of lone genius mythologizes the journey to achievement and has been replaced by an understanding that collaboration is vital to the pursuit of new ideas."

Externalization

People / Networks

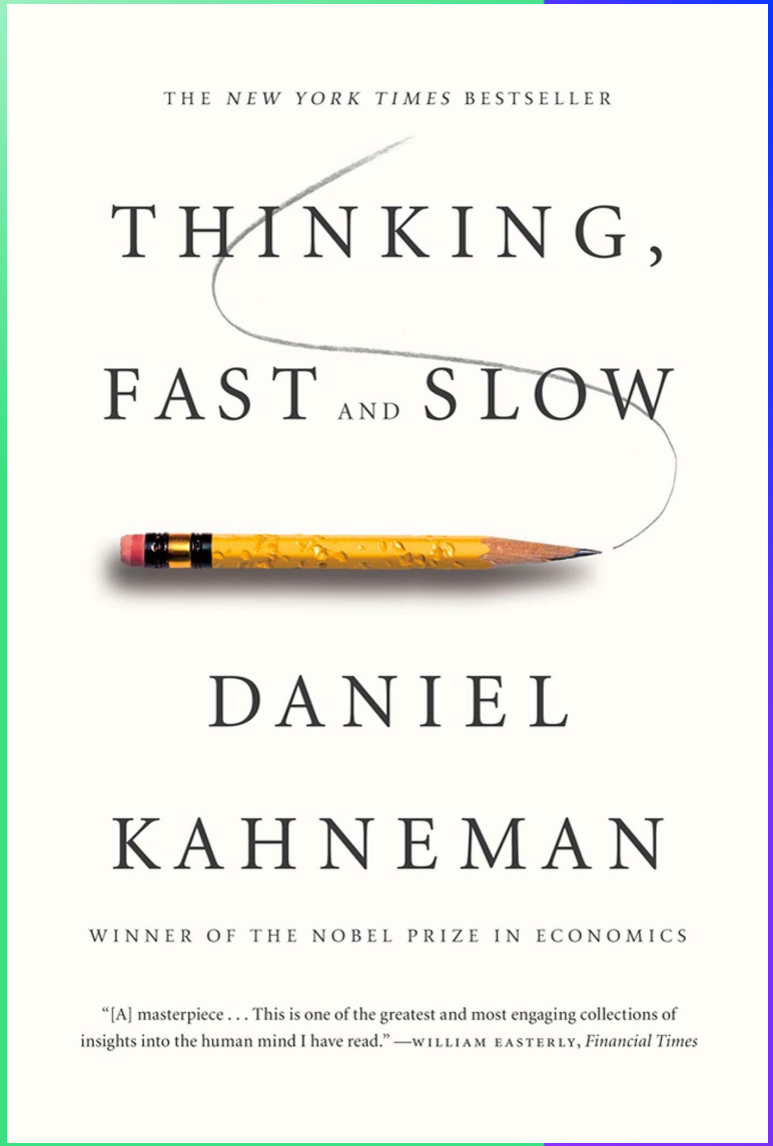
SATURDAY NIGHT LIVE





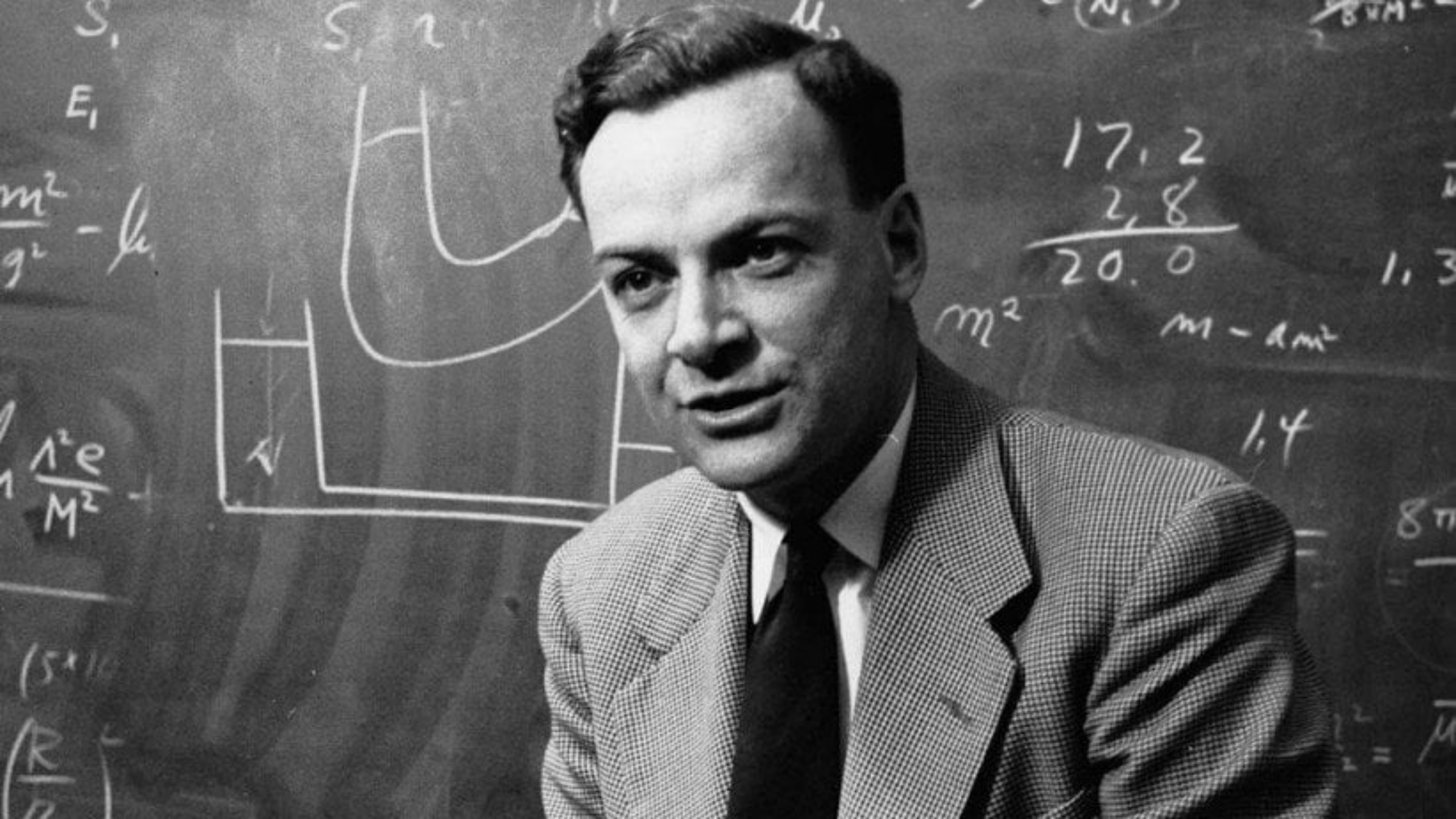
Externalization

Process

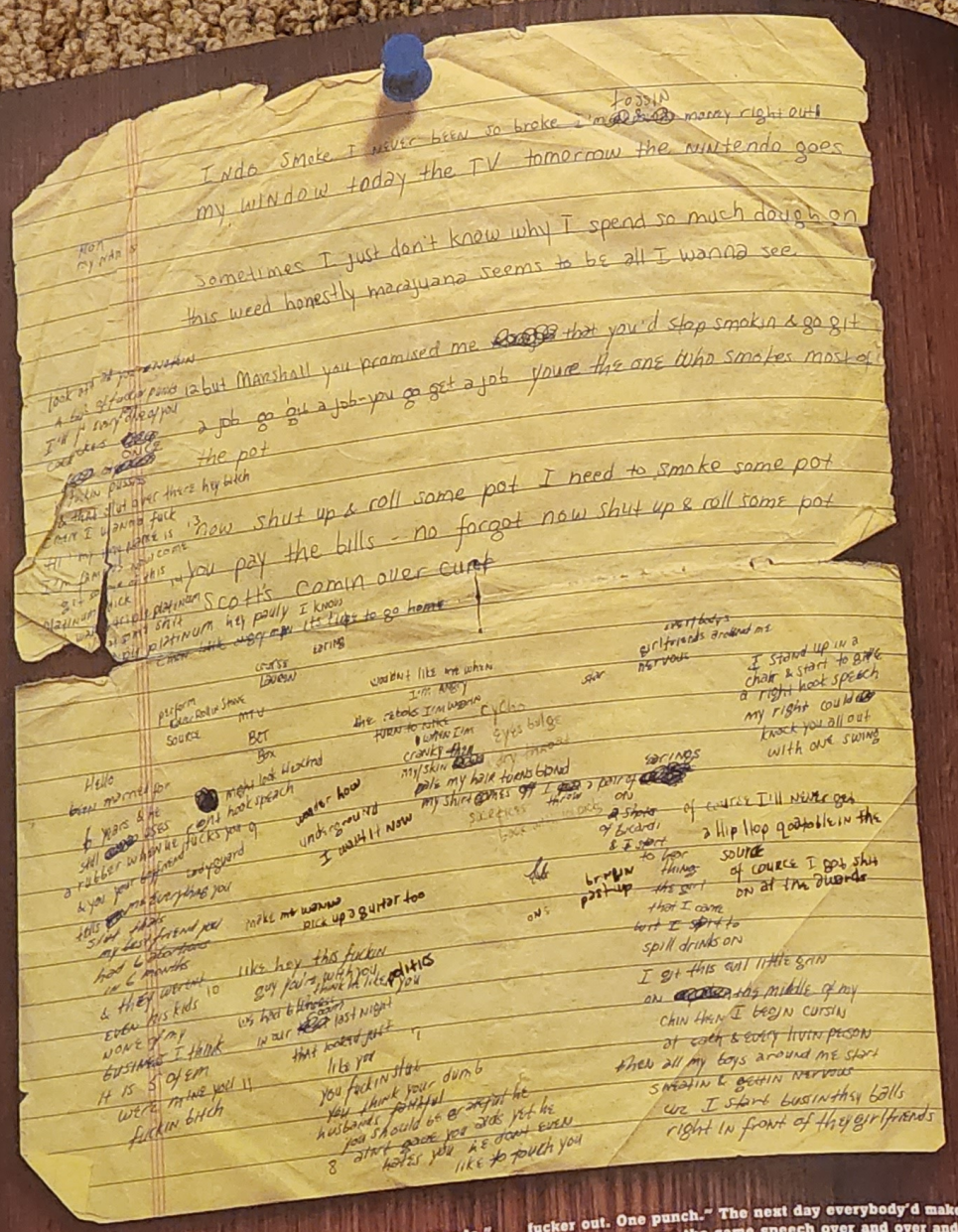


"Don't worry if what you're saying seems muddled, contradictory, or simplistic; that's a crucial part of the process.

We often need to say things out loud before we can begin to organize them into something more coherent."


17.2
2.8
20.0


MEXICAN REST AURANT



I ndo Smoke I never been so broke I'm fossin money right out
my window today the TV tomorrow the nintendo goes

Sometimes I just don't know why I spend so much dough on
this weed honestly marajuana seems to be all I wanna see

Not my man

Look at it you smokin
A bag of dope a day
I'll be long gone
Cuz I'm gone
Now passes
& that's what over there hey bitch
Man I wanna fuck
All my you have is 13
All my you come
Bitch this
Nailin' bitch
Scott's shit
All platinum hey polly I know
Even this way you its time to go home

but Marshall you promised me that you'd stop smokin & go g it
a job go get a job-you go get a job you're the one who smokes most of
the pot
now shut up & roll some pot I need to smoke some pot
now shut up & roll some pot
you pay the bills - no forgot now shut up & roll some pot
Scott's comin over cunt

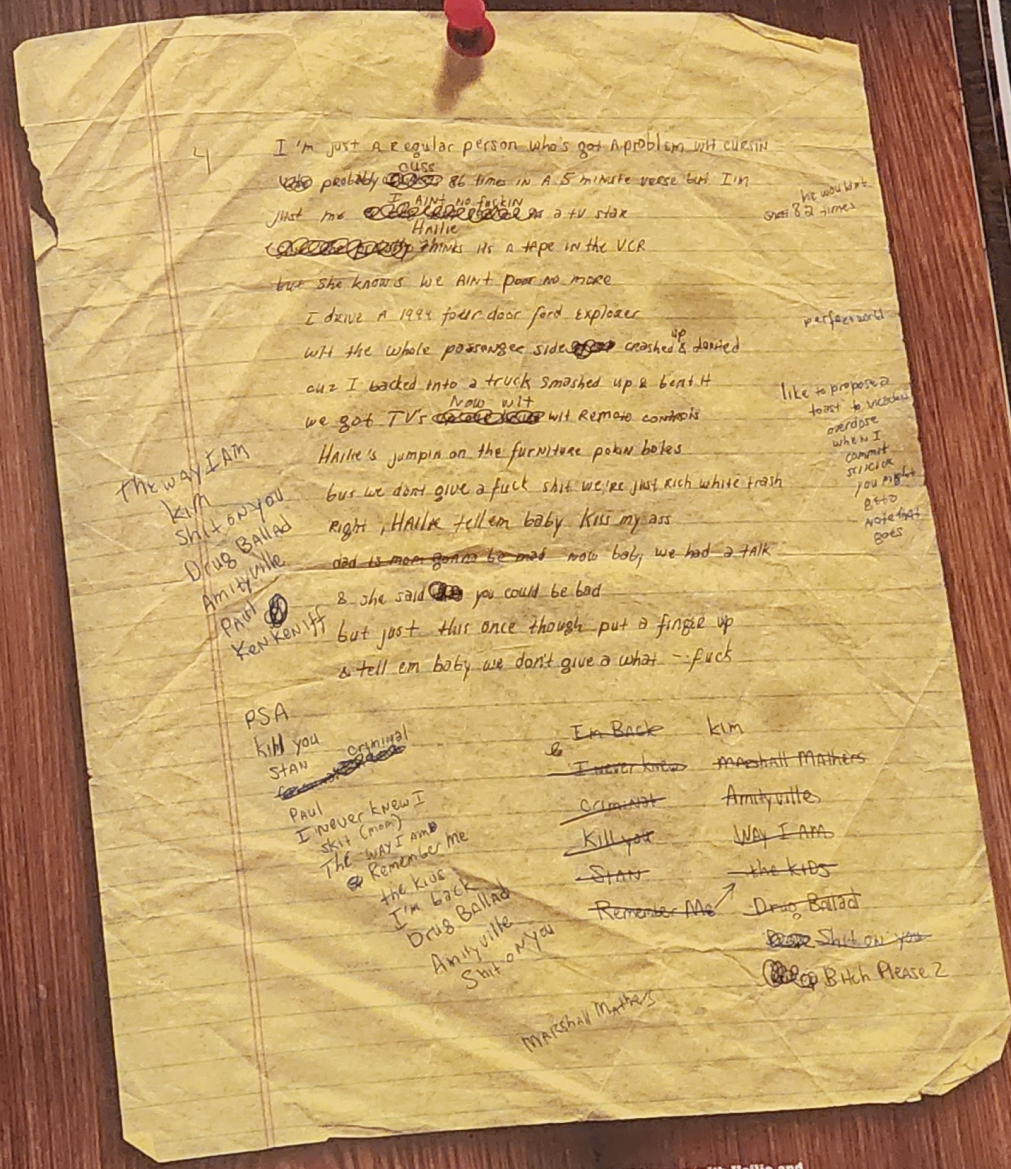
Crisis Tavern
Bring
perform
Clear Rock Show
Source
MTV
BET
Box
Hello
been married for
6 years & me
still uses
a rubber when he fucks you
& you you boyfriend
this man
my boyfriend you
had 6 months
in 6 months
& they weren't
even his kids 10
wont of my
business I think
it is 5 of em
were mine you 11
fuckin bitch

cont hook speech
make how
undersound
I wouldn't now
make me wanna
pick up a guitar too
like hey this fucker
guy you's with you
was hot & bitchin
in our last night
that kind of
like you
you fuckin stat
you think your dumb
husbands
you should be
start cause you sids yet he
hates you he doesn't even
like to touch you

wouldn't like me when
I'm angry
the robots I'm wrong
when I'm
crankin
my skin
pals my hair turns blond
my shirt comes off I
sweaters
boys
Star
Cyclon
eyes bulge
cry threats
Strings
on
of Bacardi
& I start
to hear
thing
the girl
that I come
but I start to
spill drinks on
bryan
pop up
ons

everybody's
girlfriends around me
not you
I stand up in a
chair & start to give
a right hook speech
my right could
knock you all out
with one swing
of course I'll never get
a hip hop gobble in the
source
of course I got shit
on at the awards
I gt this cut little grin
on the middle of my
chin then I begin cursin
at each & every livin person
then all my boys around me start
smoolin & gettin nervous
we I start busin they balls
right in front of they girlfriends

A few of these rhymes come from a song called "Angry Blonde," which I never released. The song was a joke between me and Proof. We were on the Warped Tour, which was basically our first real tour, and we were drinking and experimenting with Ecstasy. Every night, if I didn't actually fight somebody, I would get on the bus and give my "right hook" speech. I'd stand up on the table and go, "My right hook? Oh, I could knock a motherfucker out. One punch." The next day everybody'd make fun of me, because it was the same speech over and over and over. I used to hit people for the dumbest reasons in the world. I constantly thought that people were saying the wrong thing to me, when half of the time they weren't. My brains were scrambled over-easy for a bit—I can admit it. I'm extremely lucky I didn't get sued more than I did.



4

I'm just a regular person who's got a problem wit cursin
probably 86 times in a 5 minute verse but I'm
just me as a tv star
Hailie thinks its a tape in the VCR
but she knows we Ain't poor no more
I drive a 1994 four door ford explorer
wit the whole passenger side crashed up & dented
cuz I backed into a truck smashed up & bent it
we got TVs now wit Remote controls
Hailie's jumpin on the furniture pokin holes
but we dont give a fuck shit we're just rich white trash
Right, Hailie tell em baby Kiss my ass
~~dad is mom gonna be mad~~ now baby, we had a talk
& she said you could be bad
but just this once though put a finger up
& tell em baby we don't give a what - fuck

we wouldn't
over 82 times
perfect word
like to propose a
toast to whoever
overdose
when I
commit
suicide
you might
get to
note that
goes

The way I AM
Kim
Shit on you
Drug Ballad
Amityville
Paul
Ken Kenniff

PSA
Kill you
Stan
criminal
Paul
I never knew I
Skit (mom)
The way I am
Remember me
the kids
I'm back
Drug Ballad
Amityville
Shit on you

~~I'm Back~~
~~I never knew~~
~~criminal~~
~~Kill you~~
~~Stan~~
~~Remember Me~~

Kim
~~Marshall Mathers~~
~~Amityville~~
~~Way I am~~
~~the kids~~
~~Drug Ballad~~
~~Shit on you~~
Bitch Please 2

Marshall Mathers

This was a bad idea. I was going to do this song with Hailie and have her say "Kiss my ass." She's such a natural in the studio! She's been in there since she was an infant for "Just the Two of Us," when I needed the baby gurgling sounds. She thought of the concept for "My Dad's Gone Crazy." I was chasing her around the studio, and she just said it, "Somebody help me, please!"

"…all I wanted to do is be the Bruce Lee of loose leaf

I abused ink, used it as a tool…"

– "The Monster," Eminem

Welcome to Noted!

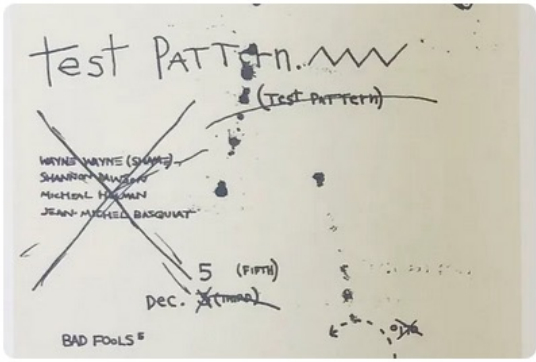
SUBSTACK FEATURED PUBLICATION 2023

SUBSTACK FEATURED PUBLICATION 2022

Hello, I'm so happy you are here!

I'm a New York based writer and an English professor at CUNY. I've been researching and writing about notebooks and note-taking for the past two decades. Now, I'm excited to share the most interesting, inspiring, and unique notes with you.

Every week, I'll send a newsletter focused on a particular note-taker with an overview of their note-taking life, inspiring quotes, archival photos, and meditations on what I've learned from their notes. Recent favorites include posts on Beatrix Potter, Kurt Cobain, and Marginalia: 5 Ways to Write in your Books.



P.S. Jean-Michel Basquiat's Jazz Notes

"MY MOUTH / THEREFORE AN ERROR"

SEP 14 • JILLIAN HESS

Jean-Michel Basquiat's Notes from NYC's Underground Art Scene

"IT'S TIME TO GREYHOUND AND COME...

SEP 11 • JILLIAN HESS

P.S. Noted Writing Pr

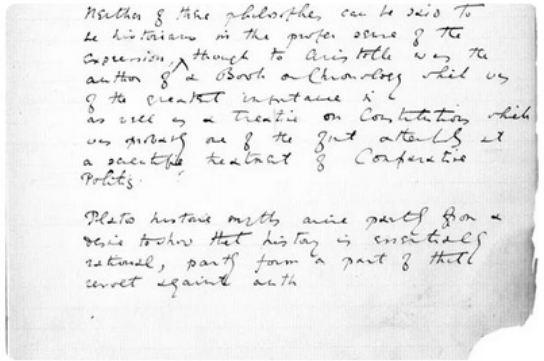
And what I learn

SEP 7 • JILLIA

12 of My Notebooks for 12 Months of Noted

In honor of Noted's 1 year anniversary

SEP 4 • JILLIAN HESS



P.S. The Problem with Commonplace Books

"Nothing is easier than to accumulate fact...

AUG 31 • JILLIAN HESS

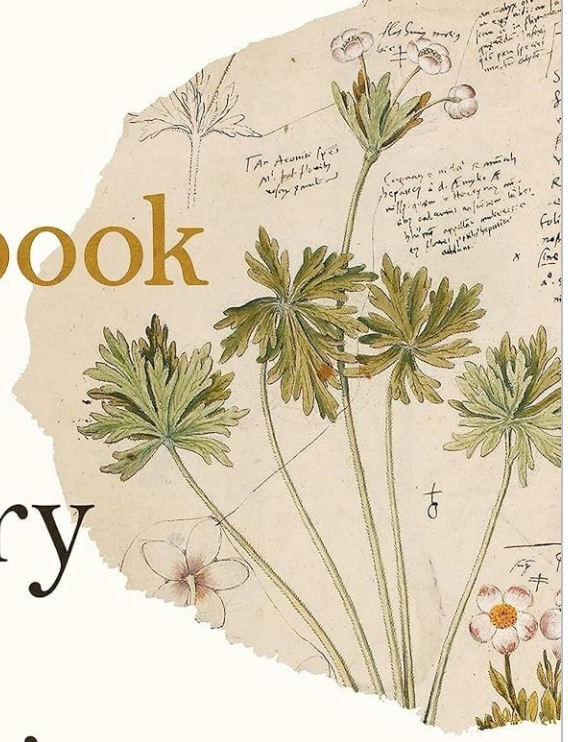
3 Ways Stu Before Cor

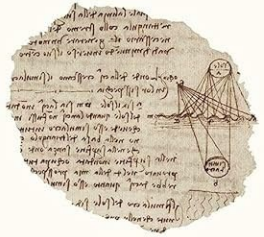
"...my late hours

AUG 28 • JILLIAN H

The Notebook

A History of Thinking on Paper





Roland Allen

'A narrative delight'
Giles Milton

Externalization

Physical Artifacts


The Bluebird Cafe
GREEN HILLS
Hours:
Tuesday 9am-6pm
Wednesday 9am-8pm
Thursday 9am-6pm
Friday 9am-6pm
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PLEASE DO NOT LEAN ON THE GLASS
PUBLIC NOTICE OF FILMING AND CONSENT
No Smoking
FA
BLUEBIRD CAFE
PARKING

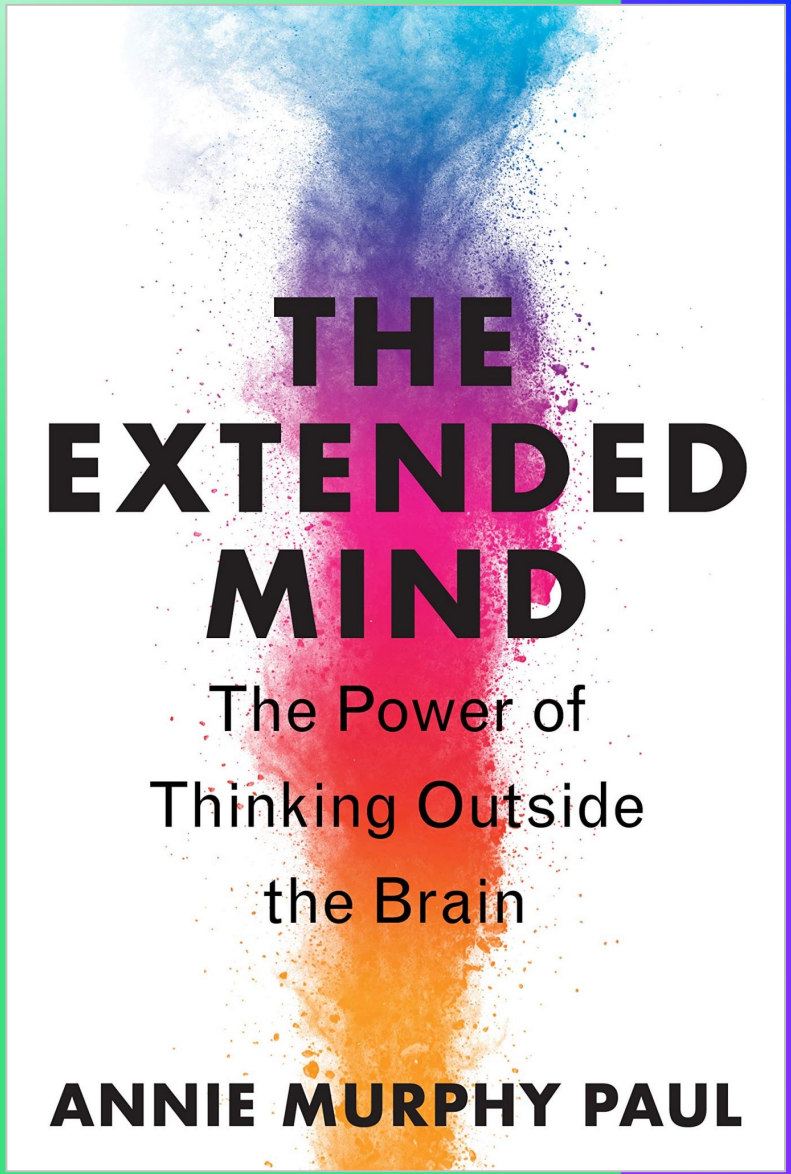

PURE MONSTER SOUND


this is my first time playing at the Bluebird

Externalization

Feedback

It’s natural and necessary for humans to externalize creativity.

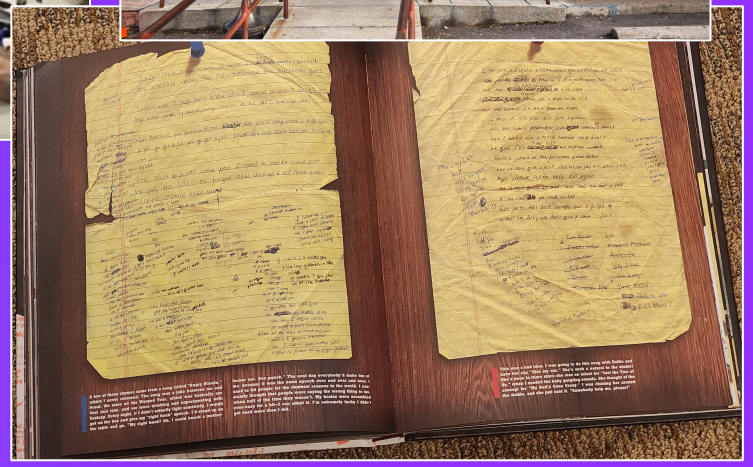


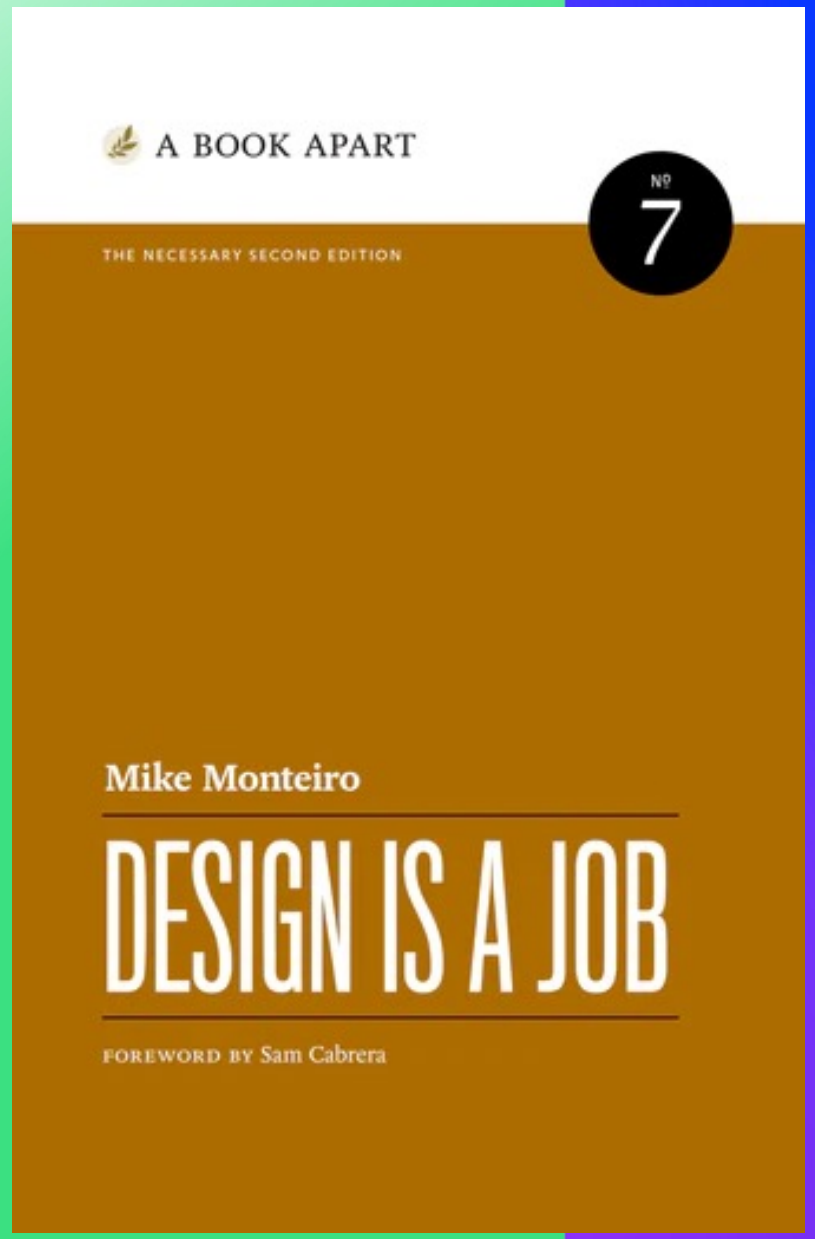
- Thinking with Sensations
- Thinking with Movement
- Thinking with Gesture
- Thinking with Natural Spaces
- Thinking with Built Spaces
- Thinking with the Space of Ideas
- Thinking with Experts
- Thinking with Peers
- Thinking with Groups

Humans aren’t creative in isolation.

Humans are creative in systems and frameworks

Place
Artifacts
Networks
Process
Feedback





"A magical creative is expected to succeed based on instinct, rolling the dice every time, rather than on a methodical process that can be repeated time and time again."

The Romantic Lie

“Creativity is the ex nihilo product of a singular human mind”

02

How Optimizely Runs on Optimizely

The struggle was real

How we run marketing

Brand → Big Bets → Integrated Campaigns → Content + Activities

Optimizely

Move fast and make things

Get our swagger back in Web Experimentation

- Optimizely as a Google Optimize replacement
- Culture of experimentation

Re-engage with product and engineering teams

- Better products and features, faster

Promote a clear vision of Orchestrate

- Headless content delivery
- AI-accelerated content workflows

Educate C-level about Optimizely One

- Hidden costs of marketing, a TCO story

Hyper-focus on our customers to drive adoption and maximize value

Execute a world-class user conference (Opticon '23)

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ty of Akron, police officers
ornets sale
ESPN
Suit Nomens
W 44 ST
Optimizely
Move fast
& Make things


13 IS YOUR LUCKY NUMBER
After 12 paid OMNY trips with the same device or card, you'll ride free for the rest of the week, Monday through Sunday. Automatically.
OMNY
omny.info
Exit
Optimizely
Move fast & Make things


Optimizely


Exit
Rector Street & Broadway
Uptown & The Bronx 4 5
9/11 MEMORIAL
WALL ST
Today
Status Check-in
Recurs Daily
I wasn't really listening to you yesterday, sorry
Kill pointless meetings with 360° views of your marketing.
Optimizely
Move fast and make things


Optimizely
is more than
Commerce
Personalization
Content Management
A/B testing
Feature flagging
OUTFRONT
NORTH 101 Golden Gate Bridge
Ninth St Civic Center EXIT 433C
HENRY CALVIN FABRICS

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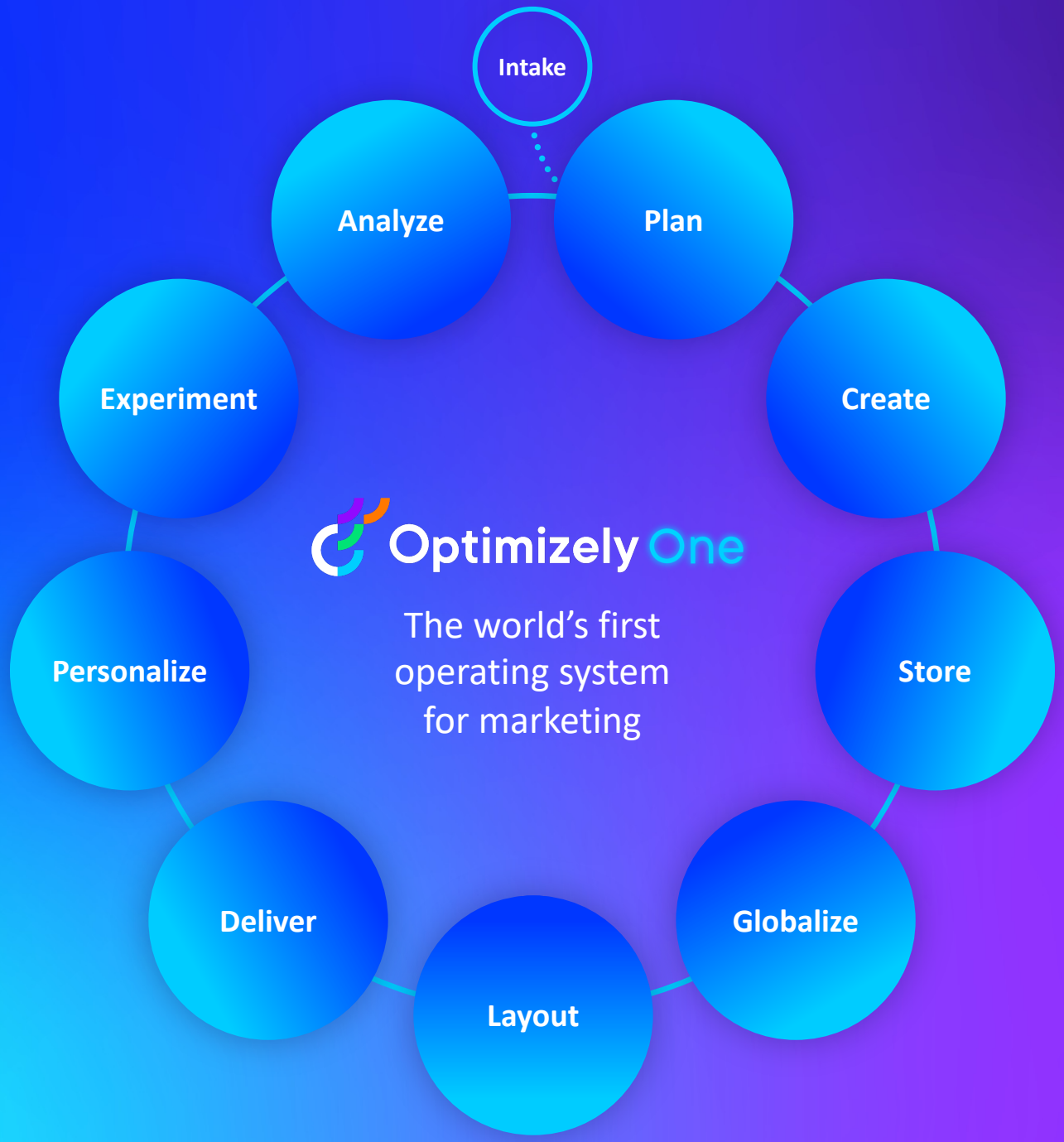
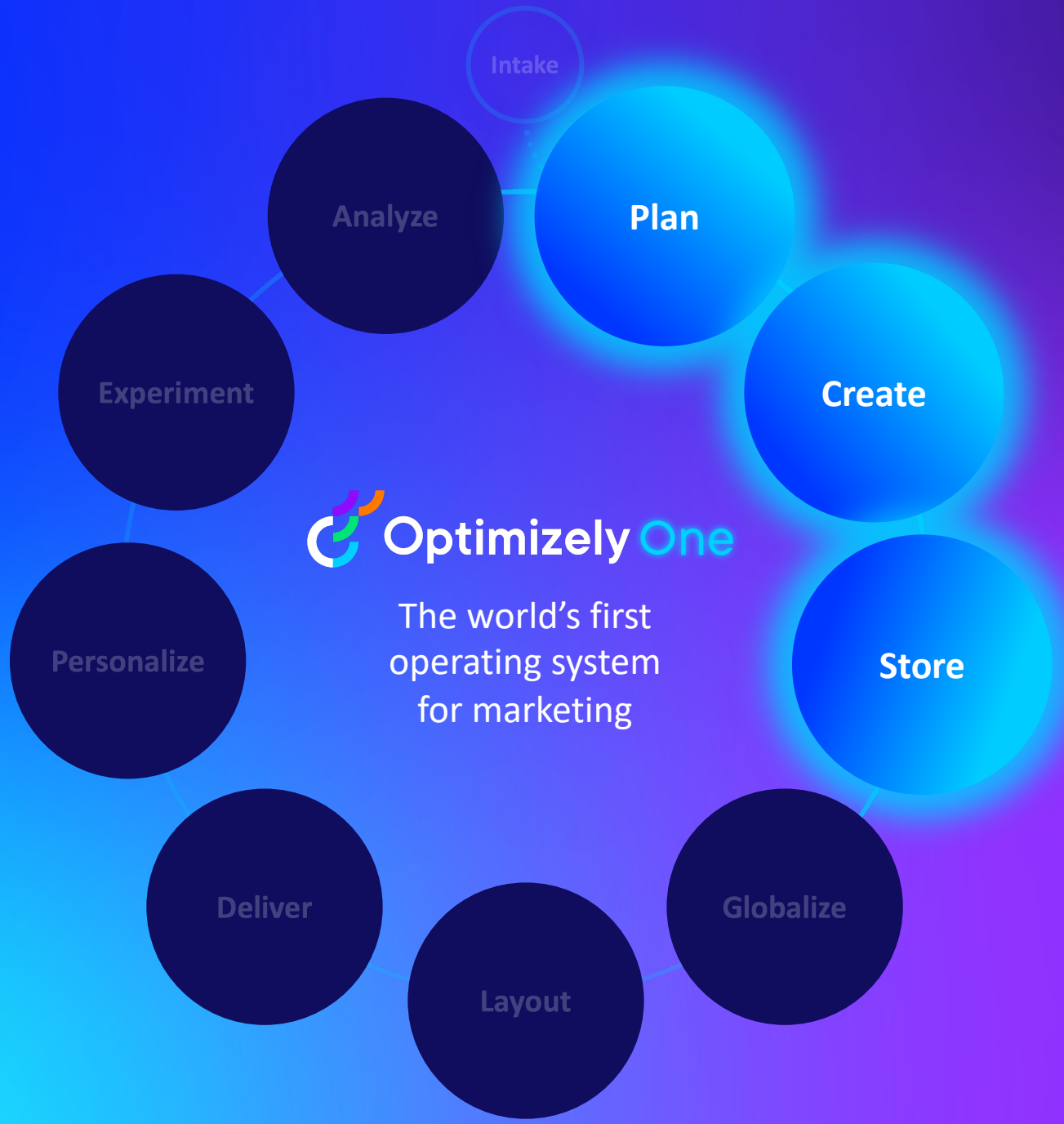

Intake
Plan
Create
Store
Globalize
Layout
Deliver
Personalize
Experiment
Analyze
Optimizely One
The world's first operating system for marketing


Intake
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Globalize
Layout
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Personalize
Experiment
Analyze
Optimizely One
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Optimizely Marketing

All | big be

11271 22

Home
Plan
Library
Marketplace
Idea Lab
Analytics
Requests

List | Calendar | Timeline | Board | '23 big bet pri...

99+ Search...

Save View | Share

Show hierarchy

Add | Columns

Title	Type	Status	Owner	End/Due Date
Big-bet 23 Re-establish our swagger... 1508	Campaign	On Track	Shafqat Islam	Dec 31, 2023
Big-bet 23 Re-engage with product a... 310	Campaign	Off Track	Julia Maguire	Dec 31, 2023
Big-bet 23 Promote a crystal-clear m... 788	Campaign	At Risk	Julia Maguire	Dec 31, 2023
Big-bet 23 Educate our customer ba... 1090	Campaign	On Track	Julia Maguire	Dec 31, 2023
Big-bet 23 Reach the C-level audienc... 913	Campaign	On Track	Julia Maguire	Dec 31, 2023
Big-bet 23 Opticon '23 859	Campaign	On Track	Lindsay Stuebe	Dec 31, 2023

1

Show hierarchy

Title	Type	Status
Big-bet 23 Re-establish our swagger... 1508	Campaign	On Track
Big-bet 23 Re-engage with product a... 310	Campaign	Off Track
Big-bet 23 Promote a crystal-clear m... 788	Campaign	At Risk
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Big-bet 23 Reach the C-level audienc... 913	Campaign	On Track
Big-bet 23 Opticon '23 859	Campaign	On Track

Optimizely Marketing

All

Home
Plan
Library
Marketplace
Idea Lab
Analytics
Requests

CPN-2158

Big-bet 23 Opticon '23

Add a short description

Share

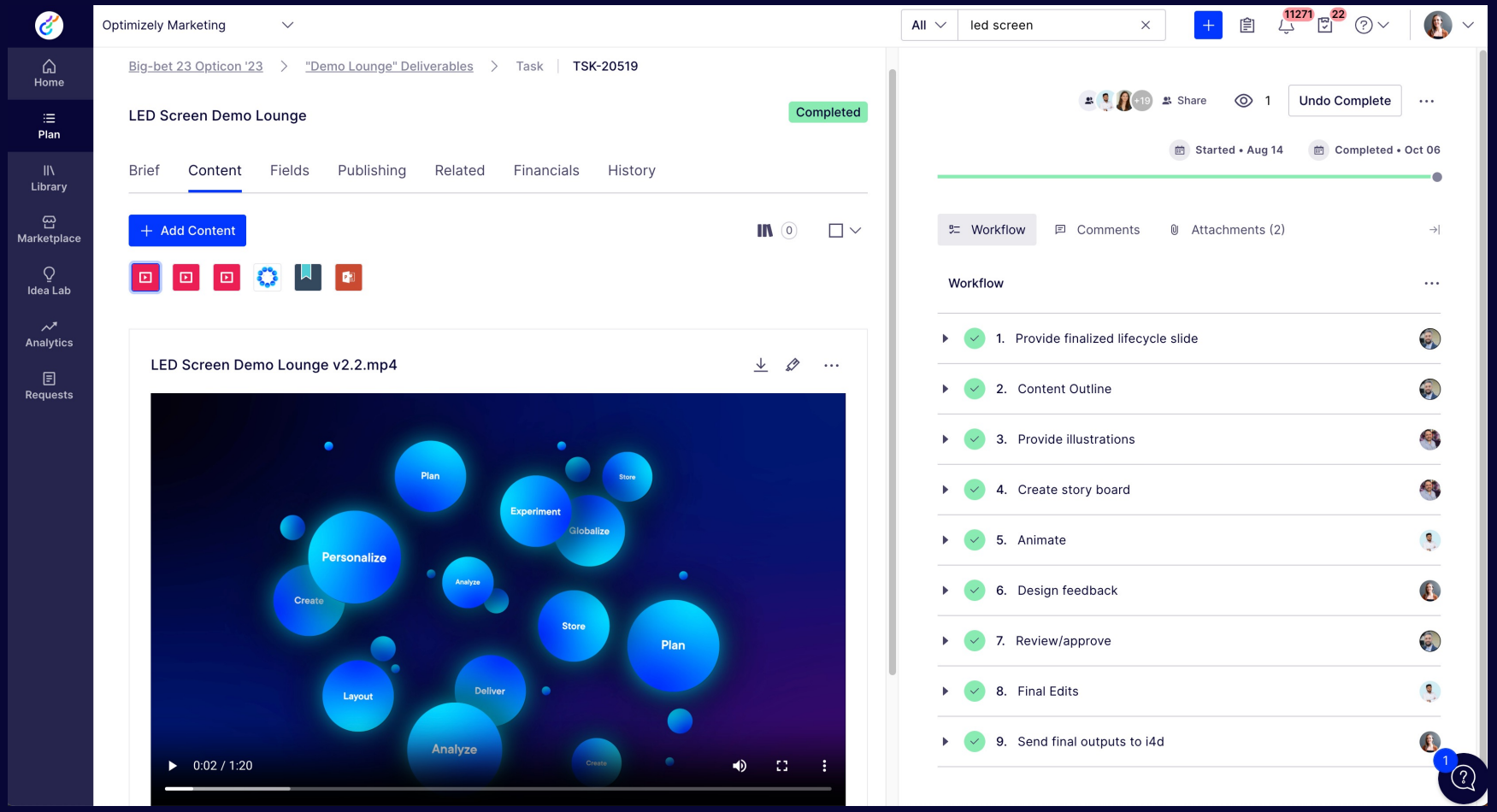
Brief | Activities | Fields | Analytics | Content | History

Search...

Show hierarchy

Add | Columns

Title	Type	Status	Owner	End/Due Date	Current Step Due Date	Parent Campaign
Creative direction 118	Campaign	On Track	Alyssa Newman	No end date	—	Big-bet 23 Opticon '23
Video & Photography	Task	Not Started	Lindsay Stuebe	No end date	—	Creative direction
SD Master Brand Tracker	Task	Completed	Alyssa Newman	Apr 28, 2023	Apr 28, 2023	Creative direction
Presentation Creative 4	Campaign	On Track	Alyssa Newman	No end date	—	Creative direction
Pre-event campaign creative 10	Campaign	On Track	Alyssa Newman	No end date	—	Creative direction
Post-event design - Opticon Online 1	Campaign	On Track	Joe Geoghan	No end date	—	Creative direction
Post-event campaign creative 2	Campaign	Off Track	Alyssa Newman	No end date	—	Creative direction
Peer Review Business Card	Task	Completed	Emma Davis	Sep 25, 2023	Sep 25, 2023	Creative direction
Create event brand book	Task	Completed	Alyssa Newman	Apr 11, 2023	—	Creative direction
At-event design - Stockholm 17	Campaign	On Track	Lindsay Stuebe	No end date	—	Creative direction
At-event design - San Diego 43	Campaign	On Track	Alyssa Newman	No end date	—	Creative direction


Optimizely Marketing
All
led screen
11271
22
Home
Plan
Library
Marketplace
Idea Lab
Analytics
Requests
Big-bet 23 Opticon '23
"Demo Lounge" Deliverables
Task
TSK-20519
LED Screen Demo Lounge
Completed
Brief
Content
Fields
Publishing
Related
Financials
History
Add Content
LED Screen Demo Lounge v2.2.mp4
Plan
Experiment
Store
Globalize
Personalize
Analyze
Create
Store
Plan
Layout
Deliver
Analyze
0:02 / 1:20
Share
1
Undo Complete
Started • Aug 14
Completed • Oct 06
Workflow
Comments
Attachments (2)
Workflow
1. Provide finalized lifecycle slide
2. Content Outline
3. Provide illustrations
4. Create story board
5. Animate
6. Design feedback
7. Review/approve
8. Final Edits
9. Send final outputs to i4d

Optimizely Marketing / Optimizely Content Marketing Platform (Optimizely Marketing)

Optimizely Marketing

All | led

Home
Plan
Library
Marketplace
Idea Lab
Analytics
Requests

List | Calendar | Timeline | Board | Saved Views

99+ Search... | Today | Oct 1 - Oct 31, 2023 | Save View | Share

View Tasks | Planning Scheduled | Display

Sun Oct 1 | Mon Oct 2 | Tue Oct 3 | Wed Oct 4 | Thu Oct 5 | Fri Oct 6 | Sat Oct 7

[Email blast] Forrester webinar with Deane
[Webinar] Forrester webinar with Deane
Experimentation Benchmark launch
Red Hat - Hozier
[Q4-'23] Emerce EDay 2023
[Q4'23] SellingSimplified Programmatic Retargeting
[Q4'23] Hospitality - Let The Data...
Finalize all San Diego rolling scree...
MAI Know Before You Go Email
Q4 G2 Email Campaign: Heads-U...

(f) SFDC/Marketo Campaign Creation
Completed

Google Optimize livestream_3 things_post event
Completed

Event Campaign Build
Completed

(p) Talk Tracks
Write talk tracks for attendees

Follow Up Emails
Draft Email

(f) SFDC/Marketo Campaign Creation
Review campaign once live

SDR outreach sequences
Completed

Email #10: Last Chance to register
Completed

Event Campaign Build
LA Campaign Requirements

Opticon CTO Keynote - CANCELLED
JP Julia Porter

Follow Up Emails Concert#1 {{Not Needed}}
Completed

01. Campaign Requirements
Completed

Optimizely Geometric
Create better content - faster than ever before

Booth Request - HCIC Los Angeles
EE Confirm vendor approval

List import
MJ Provide Formatted List

Full website experience design
Julia Maguire

Opticon Marketo & SFDC programs
Completed

Quotes from 2022 survey
Completed

SILVER SPONSOR
We'll see you at Opticon!
OCT 10–12, SAN DIEGO
Opticon | KIN+CARTA

Kin + Carta - SILVER
Theater Session Content

1 Pager
TB Content

Website update
TB Tom Burford

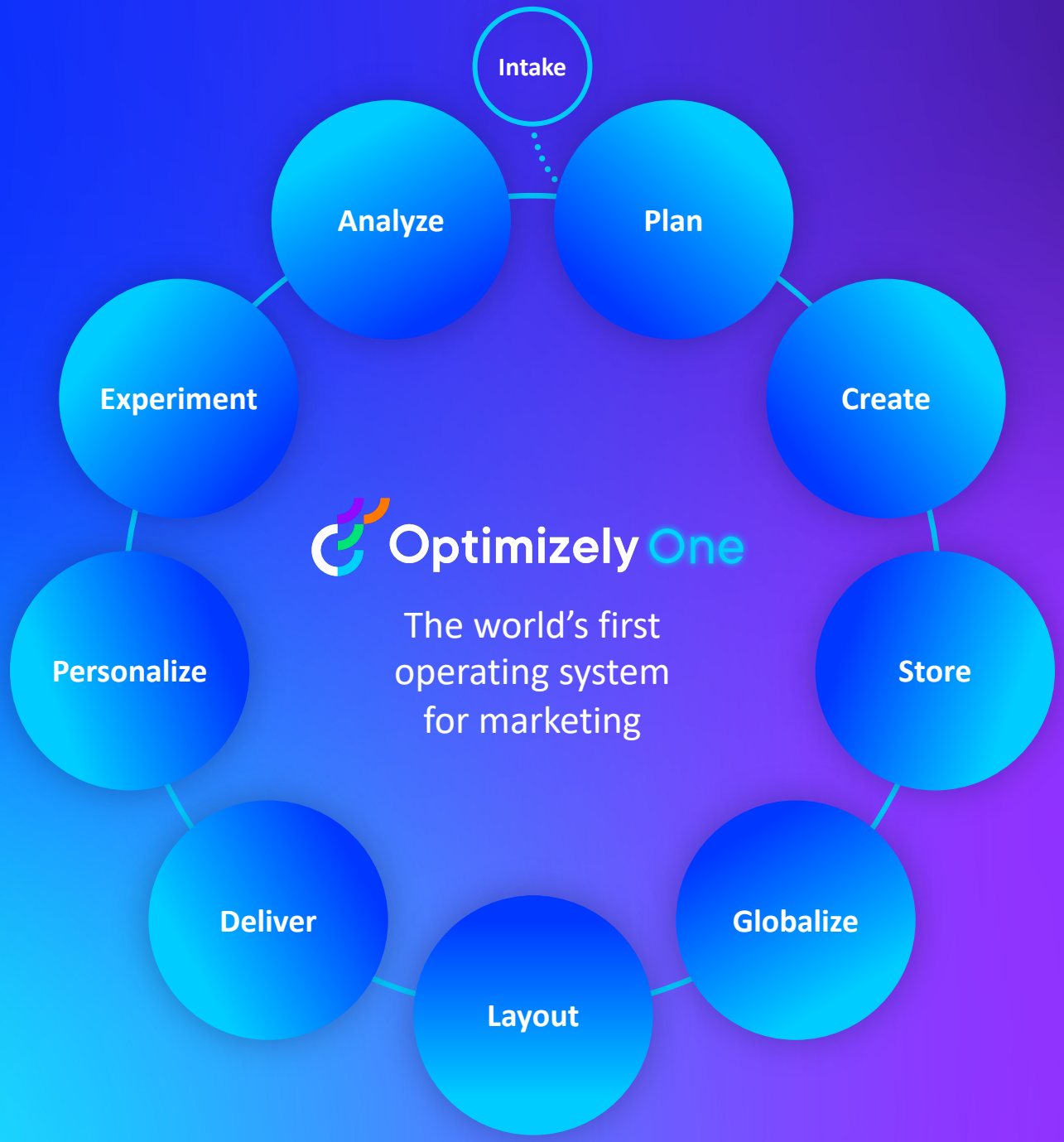
the wrong things. Like:
Assuming failures are wasteful (88% of tests fail).
Not knowing the revenue impact (Nearly 40% of practitioners don't know how to measure ROI).
Relying on guesses, not statistical data.

[Micro videos + carousel ads] The Evolution of Experimentation ...
Add intro/outro +music

List Upload Concert#4
Completed

(o) Swag/Activation
Select Swag for Event

(c) ORO Process
Update Budget sheet with PO#s


Intake
Plan
Create
Store
Globalize
Layout
Deliver
Personalize
Experiment
Analyze
Optimizely One
The world's first operating system for marketing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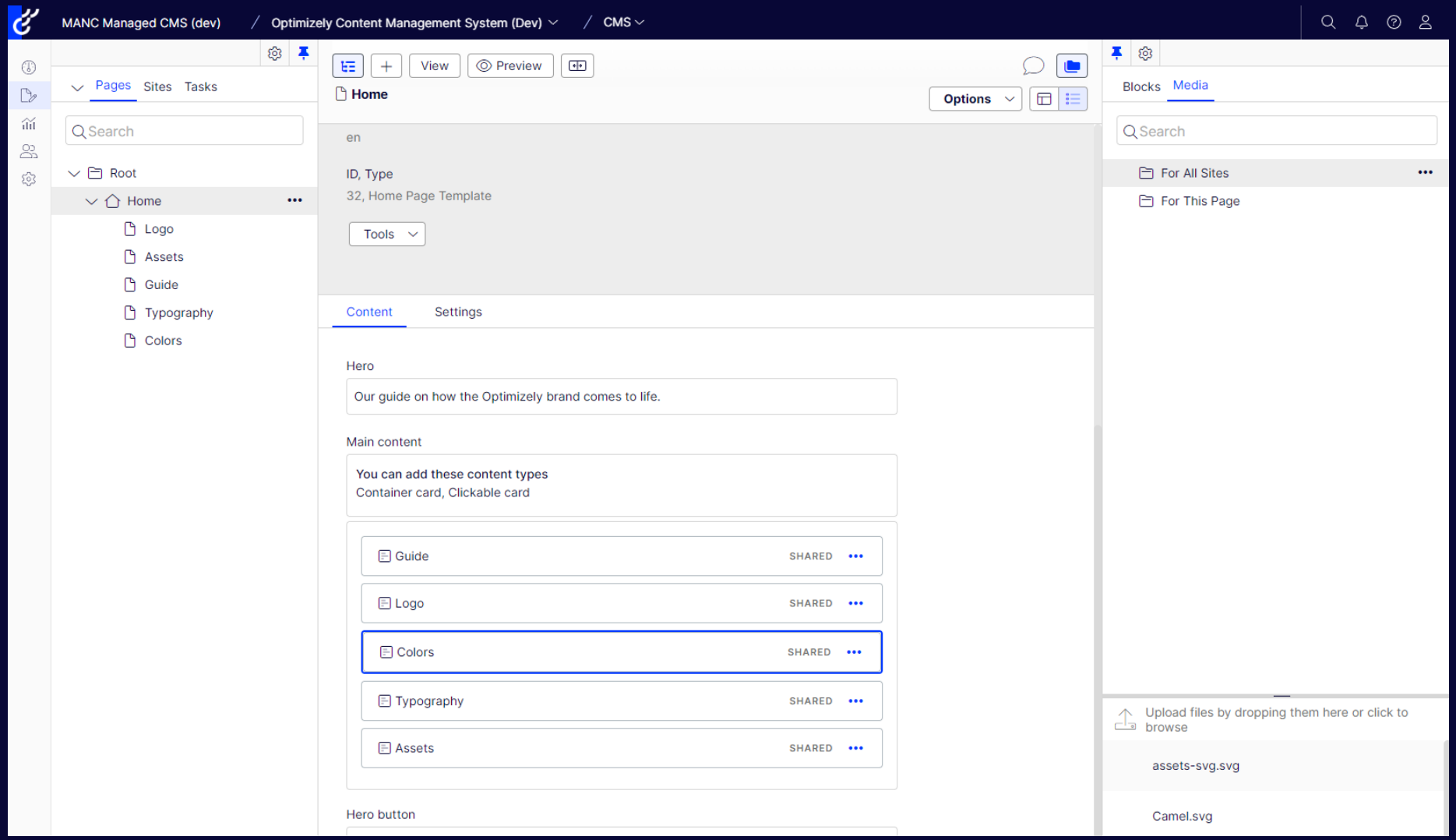
What and how we publish


MANC Managed CMS (dev)
Optimizely Content Management System (Dev)
CMS
Pages
Sites
Tasks
Search
Root
Home
Logo
Assets
Guide
Typography
Colors
View
Preview
Home
Options
en
ID, Type
32, Home Page Template
Tools
Content
Settings
Hero
Our guide on how the Optimizely brand comes to life.
Main content
You can add these content types
Container card, Clickable card
Guide SHARED
Logo SHARED
Colors SHARED
Typography SHARED
Assets SHARED
Hero button
Blocks
Media
Search
For All Sites
For This Page
Upload files by dropping them here or click to browse
assets-svg.svg
Camel.svg

What and how we personalize

Level 1 - Macro Data

Geographic Location
Traffic source – Ad campaign X
New vs returning

Less compelling to user

Easier to manage – needs less content

Level 2 - Meso Data

Industry
Engagement – Visited X, watched Y
Lead scoring

More compelling to user

Harder to manage – needs more content

Level 3 - Micro Data

Company/ICP
Funnel/lead stages – Customer
Digital maturity

Our core data sources: Salesforce CRM (via ODP), 6Sense (via ODP), CMS data (content consumption, repeat etc)

Optimizely

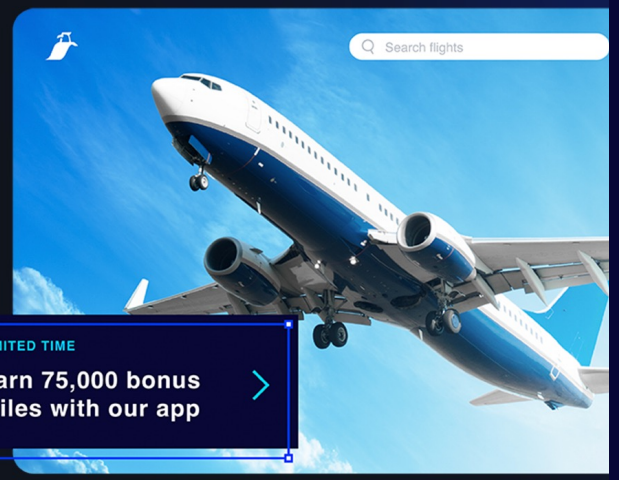
Products Resources Plans Partners Support

Login Get started

Take flight with Optimizely: Soaring to new heights of personalization!

From the moment they board to their final destination, Optimizely empowers airlines to craft personalized experiences at every juncture of the passenger's journey. With our robust experimentation platform, optimize your mobile app experience and elevate your loyalty card programs, testing and iterating until you uncover strategies that'll send your conversion rates soaring through the skies!

Schedule a personalized demo



LIMITED TIME

Earn 75,000 bonus miles with our app

H1

H2

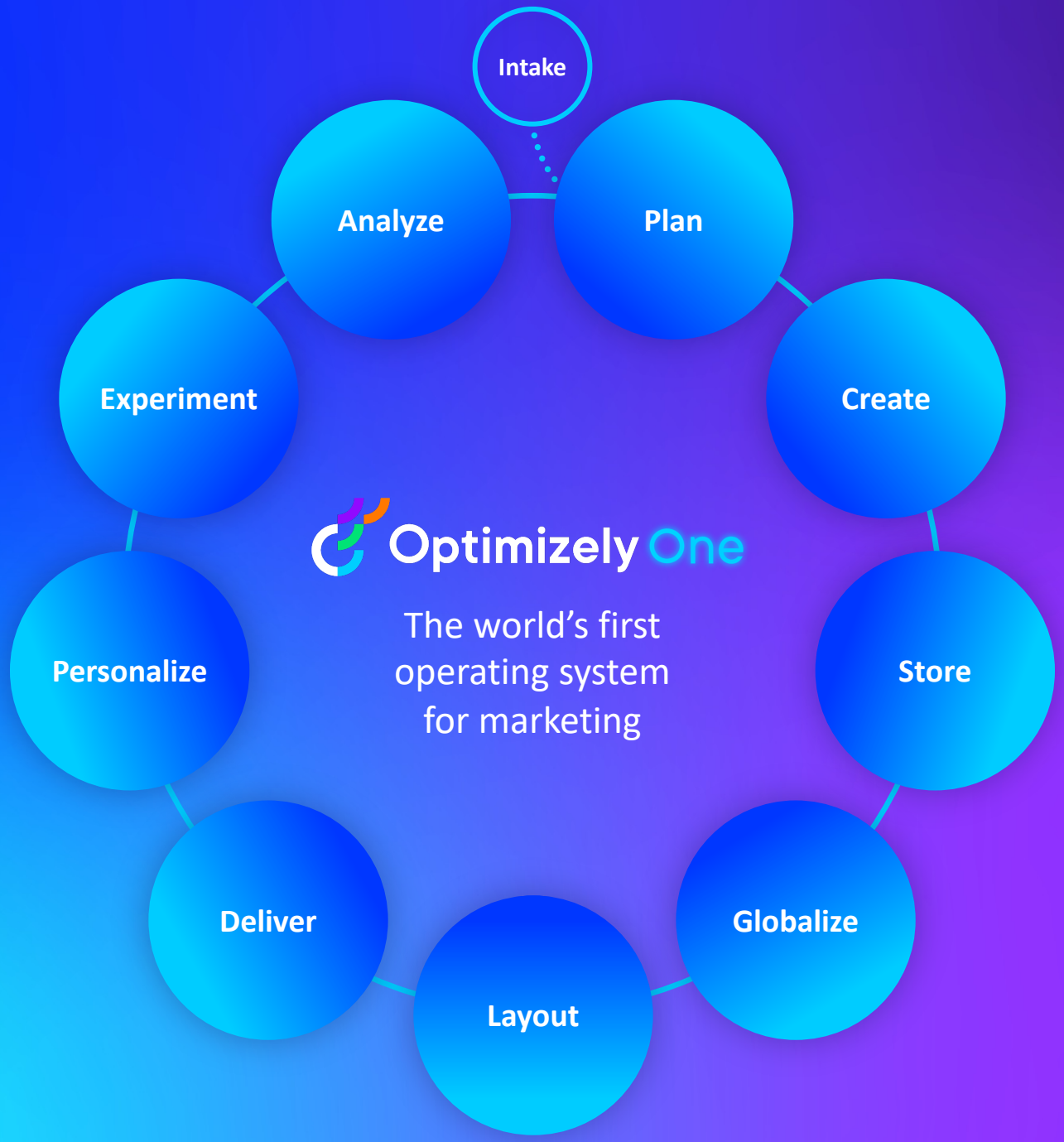
Personalization is a tradeoff.

Personalization is a tradeoff.

Personalization is a tradeoff.

Personalization is a tradeoff.

Personalization is a tradeoff.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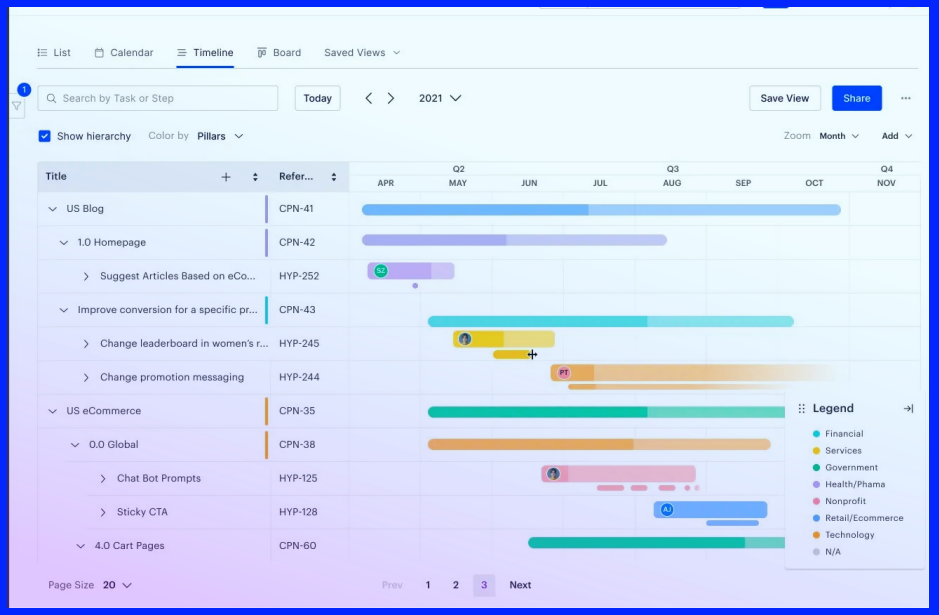
Plan
Experiment
Create
Optimizely One
The world's first operating system for marketing
Personalize
Store
Deliver
Globalize
Layout

What and how we test



Optimizely Marchitecture

Data enrichment for ABM

salesforce

6sense

Audience feeds from **Optimizely Data Platform**

Real-time performance dashboards
Google Analytics & PowerBi

Attract through multi-channel campaigns

Adobe Creative Cloud

Content Marketing Platform

Publish

Digital Asset Management

Adquick Out-of-home

Prospect/customer lands on **Optimizely CMS**

Personalized experiences based on real-time segments

Conversion
Visitor fills out form

Not ready - Nurture

Nurture streams

Newsletters

Event invites

Scoring and nurturing

salesforce

Lead qualification MQL

Events

Tradeshows

List uploads

Syndication

Outbound email

Chat bot

Web experimentation
test and optimize experiences

Contentsquare

Real-time insights on user behavior

Lead created in **Marketo**

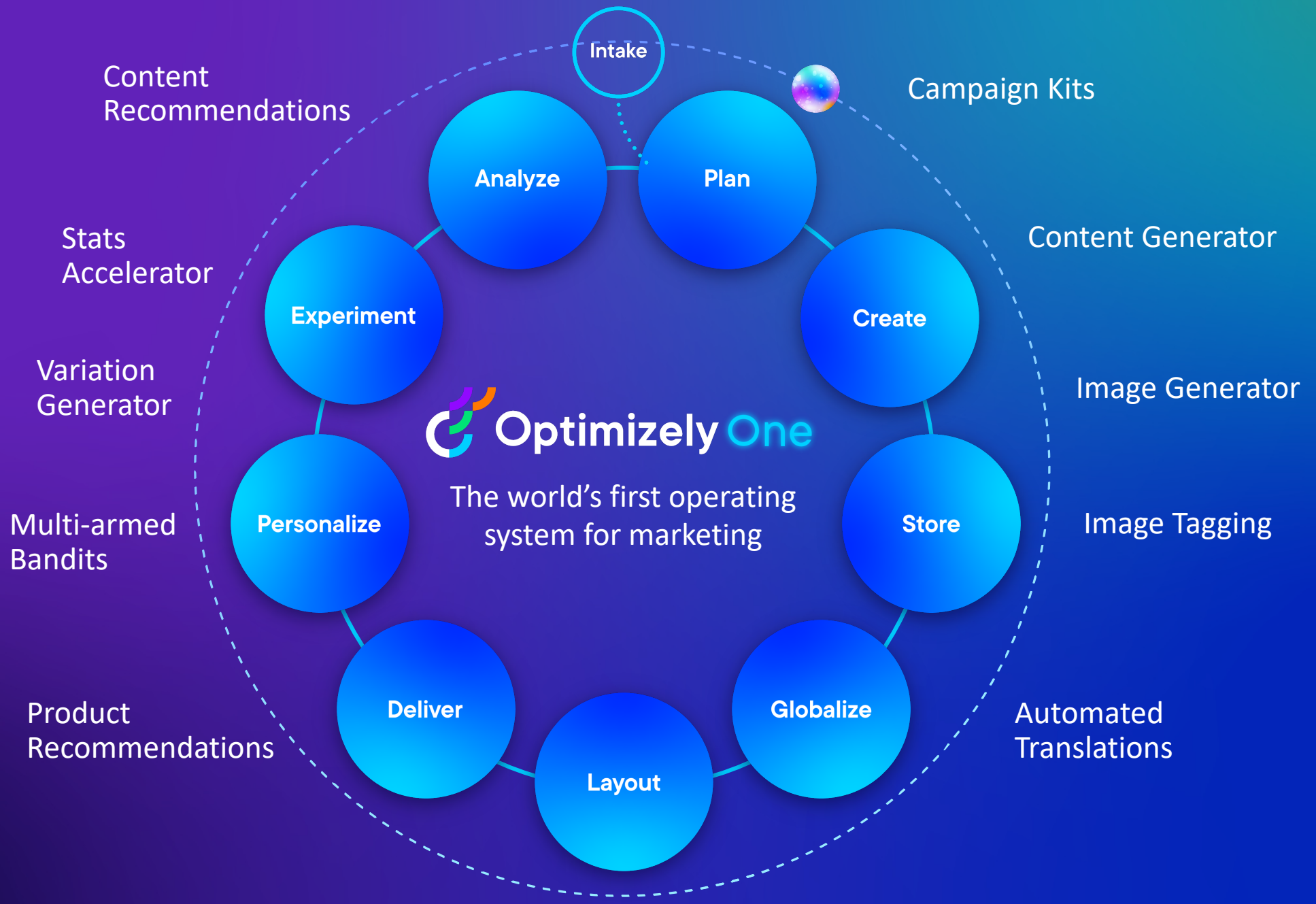
Bottom of funnel conversions

Fast-track high intent leads

Feeds back into planning

03

“You’re almost out of time and you haven’t talked about AI yet” section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Deliver
Personalize
Experiment
Optimizely One
The world's first operating system for marketing
Content Recommendations
Campaign Kits
Content Generator
Image Generator
Image Tagging
Automated Translations
Product Recommendations
Multi-armed Bandits
Variation Generator
Stats Accelerator

How we use AI today

Campaign Ideation

Ideate campaigns, strategies, tactics and more. Use as input into the campaign brief.

AI Tagging

Automatically tag all our image and multi-format assets in our DAM

Content and Image Creation

Generate first drafts of long form content (blog posts, white papers). Generate outlines. Generate images to accompany blog posts.

Headline Creation

Generate headline variations for A/B testing.

Content Recommendations

Automatically generate content recommendations to drive further engagement and reading on our website.

SDR Research & Outreach

Research prospects (personas and accounts). Write first drafts of SDR cold emails tailored towards those prospects.

04 The Results

Efficiency & Growth

31%

Less spent than last year

200+

Campaigns across 4 Big Bets and 6 integrated campaigns

50+

Experiments and personalized experiences running at all times

50%

Improvement in cost per MQL

25%

Growth in revenue from multi-product customers