

Future of Consumer Goods

Accelerating Consumer Goods

TOP 3 DIGITAL TRENDS FOR 2021

Digital adoption among consumers has skyrocketed in the past ten years. As a result, industries across the board have been putting more and more effort into their own digital transformations. And the consumer goods sector is no exception. However, while many consumer goods providers have excelled and delivered highly innovative customer experiences, the shift to digital has moved slower or proven more complex than expected for many companies.

But that all changed when COVID-19 hit. [Research from McKinsey](#) shows that e-commerce channel penetration advanced in the first three months of 2020 by the same amount it had in the previous ten years. It is clear companies can no longer plod their way towards digital adoption. They need to be fully digital-capable now.

That said, the complexities of digital adoption have perhaps only increased for the consumer goods industry. The pandemic has changed how and what consumers buy, and has accelerated

structural changes in the industry as a whole. [Accenture notes](#) that “consumer values have shifted to products and experiences that they consider more healthy, trustworthy, environmentally sensitive and more supportive of the communities in which they live and work.”

Consumers have also made [drastic changes to their financial habits](#), spending less on “nice to have” items as unemployment rates rise and people worry about financial security. At the same time, demand for many staple consumer products has gone up during this challenging time, as more consumers are at home and in need of everyday products, both big and small.

Couple these changes and fluctuations in buyer behaviour with major impacts on the global supply chain for manufacturing and delivering products, and you have a difficult situation on your hands. Consumer goods companies of all sizes and kinds have been battling these forces in recent months, and fast-tracking shifts to digital in order to stay afloat.

The evolution of the consumer goods industry

Well before the COVID-19 crisis, the consumer goods industry had enjoyed success and reliable growth for many decades.

By 2010, the industry was responsible for 23 of the world's top 100 brands and had grown total return to shareholders (TRS) almost 15 per cent a year for 45 years — a performance seconded only by that in the materials industry.

But the old-growth model that has driven so much of that success has come under attack in recent years as consumers spend less time in offline channels.

The old models of creating widely marketed brands that appeal to the masses are no longer effective. According to McKinsey “consumers under 35 differ

fundamentally from older generations in ways that make mass brands and channels ill-suited to them.” Millennials conduct far more of their own research about a product or brand, and they tend to believe that newer brands are better or more innovative. This, coupled with the explosion of small, specialised brands over the last decade, has forced larger brands to evolve.

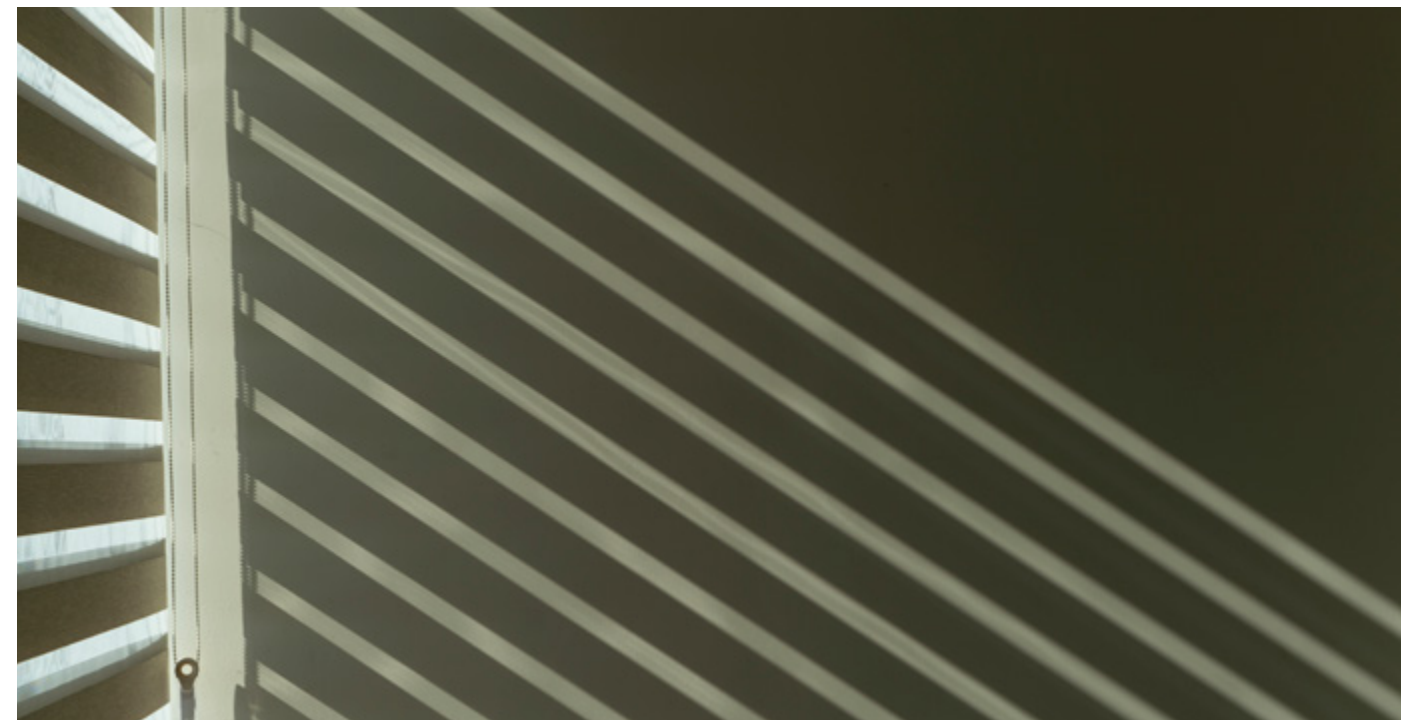
Millennials, as well as Gen Z, are also more open to sharing personal information in exchange for personalised digital experiences. This enables digital-first brands to target them more successfully than larger brands who lack digital focus. When you also take into consideration that digital-device penetration, the Internet of Things and digital profiles have increased the volume of data collected year after year, it's clear that there is a major opportunity for brands to get closer

to the consumer to meet their increasing expectations. And, these expectations have only increased with COVID-19, as more consumers rely on digital channels to access the goods and services they need.

Over the last couple of years, consumer decision journeys have also evolved, particularly due to marketplace giants like Amazon, Alibaba, JD.com and others that have had a major impact on consumer and purchasing behaviour. The emergence of these large marketplaces has forced consumer goods brands to rethink their channel strategies, pricing, promotion and inventory planning. And this disruption will only accelerate as these giants expand

geographically and open brick-and-mortar stores.

It has become totally clear that digital is the key to the future for consumer goods brands both large and small. The online shift had already begun, as digital channels revolutionised how consumers learned about and engaged with brands and vice versa. The digital transformation of the consumer goods industry has been accelerated by the pandemic. As the consumer decision journey and consumer preferences continue to be reshaped and reimaged, it will be crucial for consumer goods brands to double down on digital in the years to come.



Three Future Trends

With 2021 signalling a new start and hopefully a period of global recovery, these are the top three digital trends which will shape the future of consumer goods and services:

- | | | |
|----|---|-------|
| 01 | Dramatic shifts in consumer behaviour will lead to new business models and direct-to-consumer offerings | PG 07 |
| 02 | True omnichannel customer experiences will become the standard | PG 09 |
| 03 | Using data and technology to drive next-level personalisation and meet customer expectations | PG 14 |

01

Dramatic shifts in consumer behaviour will lead to new business models and direct-to-consumer offerings

In a continuously changing environment, every organisation must re-evaluate and realign its operating model.

Consumer goods brands are no exception. Traditionally, having a strong brand and delivering product innovation for the mass market was the secret to success. But COVID-19 has forced many brands to throw out the old rule book.

McKinsey notes that in the U.S., 75 per cent of consumers have tried a new store, brand or a different way of shopping during the pandemic. This rapid shift in behaviour follows a slow build-up to a broader shift to digital that has been underway for years, as consumers embraced shopping online, engaging with brands directly via social channels, and expecting personalised

service in exchange for data on what they buy, or even think about buying.

In short, the customer is now in the driver's seat and demanding that brands adapt.

That means going digital. The expectation of 'anytime, anywhere' consumption has grown exponentially. To keep up with the 'always-connected' individual, consumer goods brands must adopt a digital-first approach to their strategy and business models.

This opens up a clear path to new business models, like subscription services and Direct-to-Consumer (D2C) offerings. D2C puts consumer goods brands in control of the entire customer experience, enabling



To stay on top of changing consumer behaviour, the D2C bike brand implemented a cross-cloud solution that enables them to see trends in real-time.

brands to personalise journeys for each customer. From discovery to delivery, a D2C company has total autonomy over how the audience connects with its business. In the modern market, experience operates as a key differentiator between each offering. Packaging, speed of delivery, ease of ordering the product, customer support - each of these interactions can be managed by the company, creating the opportunity to offer customers a market-leading experience that drives their future preference.

Cutting out the middleman results in a higher margin and a direct relationship with the end customer, as well as access to all the data that comes with them.

Canyon Bicycles, a global manufacturer of racing, mountain and triathlon bikes, is a good example of a D2C brand. For Canyon, 100% of the product experience takes place digitally. This is especially challenging when you consider the high touch sales process that accompanies

an in-store purchase of a major piece of sporting equipment. Canyon had to give consumers that same buying experience, trust and confidence, despite never having seen their products in person. To stay on top of customer behaviour and preferences, Canyon implemented a cross-cloud Salesforce solution to see developing trends in sales, transform this information into campaigns, and quickly bolster their commerce and marketing platforms with fresh content in line with new consumer demands. By

providing a consistent yet personalised user experience across all touchpoints, Canyon has achieved a 28% reduction in cart abandonment and a 34% increase in transactions.

As consumers search for more authentic brands, the D2C model will continue to explode in 2021 and beyond. Brands like Warby Parker, Casper, Everlane, Glossier and many others are popping up left and right and will continue to do so thanks to rising investment dollars. D2C brands have

raised between \$8 billion to \$10 billion in known venture capital across more than 600 deals since the start of 2019, according to [Crunchbase data](#). Smaller players will continue to gain global reach and credibility with consumers without the massive budgets and distribution constraints that might have limited them in the past. Furthermore, digital has reached a point where there is an [extremely low barrier of entry](#). Through the use of commerce platforms and online

marketplaces, it's easier than ever to start a D2C offering.

But that's not all. Next year will also bring about an increase in subscription models, which are quickly rising in popularity. [Subscription-based companies](#) like Birchbox, Dollar Shave Club and StitchFix, among many others, have grown more than 300 per cent over the past seven years, and are outpacing the S&P 500 in overall percentage revenue growth by 5X.

These models create predictable, recurring revenue, unlike other retail channels where demand can fluctuate based on the time of year. Also, direct relationships with customers provide a ton of insight and first-party data, which helps inform better personalisation and service and increases customer loyalty.

In many ways, developments like D2C and subscription models represent the original promise of digital commerce - the ability

to go straight to the customer. Enabling brands to develop an entirely autonomous sales channel, rather than relying on legacy models. With a strong, owned e-commerce offering, sharp messaging and a solid brand aesthetic that invokes trust, and digital technology platforms to help them make use of first-party customer data, it's clear that D2C and subscription-based brands have developed a strong playbook and will continue disrupting the consumer goods industry.



The continued rise of digital marketplaces

As consumers are forcing brands to rethink how and where they present their products, many brands have been quick to use marketplaces and platforms like Amazon, eBay and Alibaba as they offer a great solution to start selling online fast thanks to their established infrastructure. They are also an easy way to reach a large audience and build one's brand awareness. So much so that 46% of American companies now rely on marketplaces for their online sales. Globally, more than 58% of e-commerce sales were made through online marketplaces in 2019. That number is forecasted to grow by 66% within five years. Marketplaces can, therefore,

offer consumer goods companies access to a huge base of both existing and new customers.

For example, AEG is a leading global manufacturer of home appliances for private and commercial use. By launching a sales channel on Amazon, AEG increased its revenue by 68% in less than three months. The company started out with Sponsored Ads and automated Sponsored Products Campaigns. This led to AEG's mobile air conditioners reaching peak popularity, quickly selling out.

However, time and attention should be taken to select a marketplace that reflects your brand's market position and your audience's needs. Stocking products on the shelves of a storefront isn't the only consideration for business owners; it is imperative that products get supplied to

customers in a practical and ethical way that matches a company's ethos. The same level of deliberation should be taken when listing your products through an online third-party.

Online marketplaces are currently booming thanks to their convenience. For brands who are interested in leveraging these platforms, picking the right one that suits your needs will help you achieve success. Nevertheless, these platforms shouldn't be considered the saving grace for brands to start selling online, but rather a working cog in a much larger e-commerce marketing strategy. A well-established brand hub should be the focal point of all your actions; creatively expressing the brand's key value proposition and USPs in the most authentic way. This is the avenue to control your storyline and create a pulse for your brand.



02

True omnichannel customer experiences will become the standard

Customers now have an unprecedented number of ways to engage with companies, from traditional channels to an ever-growing array of digital modes. Consumers can access information anywhere, at any time. Moreover, they expect to be able to. And the better their experience is, the more likely they are to come back for more.

To cater to these individuals that want to shop everywhere, at all times, hopping from device to device and channel to channel, consumer goods brands need to create a seamless, interactive customer journey across every channel.

Omnichannel is a concept that has been around for years. However, delivering a true omnichannel experience is a challenge and one that brands have been facing for a long time. But it pays off.

Those with strong omnichannel customer engagement retain, on average, 89% of their customers,

compared to 33% for companies with weak omnichannel customer engagement. So, in a world that stays at home, omnichannel is no longer a “nice-to-have”, it has become an obligation as more and more customers shift towards digital channels.

The big question then becomes how? For [Deichmann](#), a family-owned shoe retailer in Europe, the answer was found in offering its customers exciting and seamless shopping experiences across all platforms and channels - no matter which one they choose. Deichmann achieved this by giving their marketing tech stack a facelift and upskilling their team to better understand their existing customer data. The company built a Data Intelligence Hub, allowing them to make data-driven decisions based on real-time consumer insights. By gaining a better understanding of its customers, Deichmann was able to deliver a true omnichannel experience.

Companies have many internal subsystems to support their omnichannel efforts, from enterprise resource planning and customer relationship management to the complex interaction of accounting and payment. It's vitally important to harmonise these channels. After all, customers don't think in terms of them. That said, it's also key to remember that a strong omnichannel execution is about operationalising the user experience according to how your customers want to be served.

When evaluating your channel mix, consider whether it makes sense for your customer base -- are you present on channels that your customers use regularly?

[Etos](#), a popular drugstore chain in the Netherlands, provides an excellent example for this case. Etos needed to deliver an omnichannel customer journey to help customers find the right products both on and offline. The company had to find a way to supplement its offline success with an online platform that could match the same level of personal advice, inspiration and ease of use from their physical stores that customers were accustomed to.

They created a new Etos.nl webshop based on Salesforce Commerce Cloud that would give customers a place to go for anything related to beauty, personal care and health, at any time of day. Through a combination of future-oriented thinking, a strong digital brand experience, user-friendliness and conversion-driven solutions, Etos positioned themselves well to provide a strong omnichannel experience for its customers.

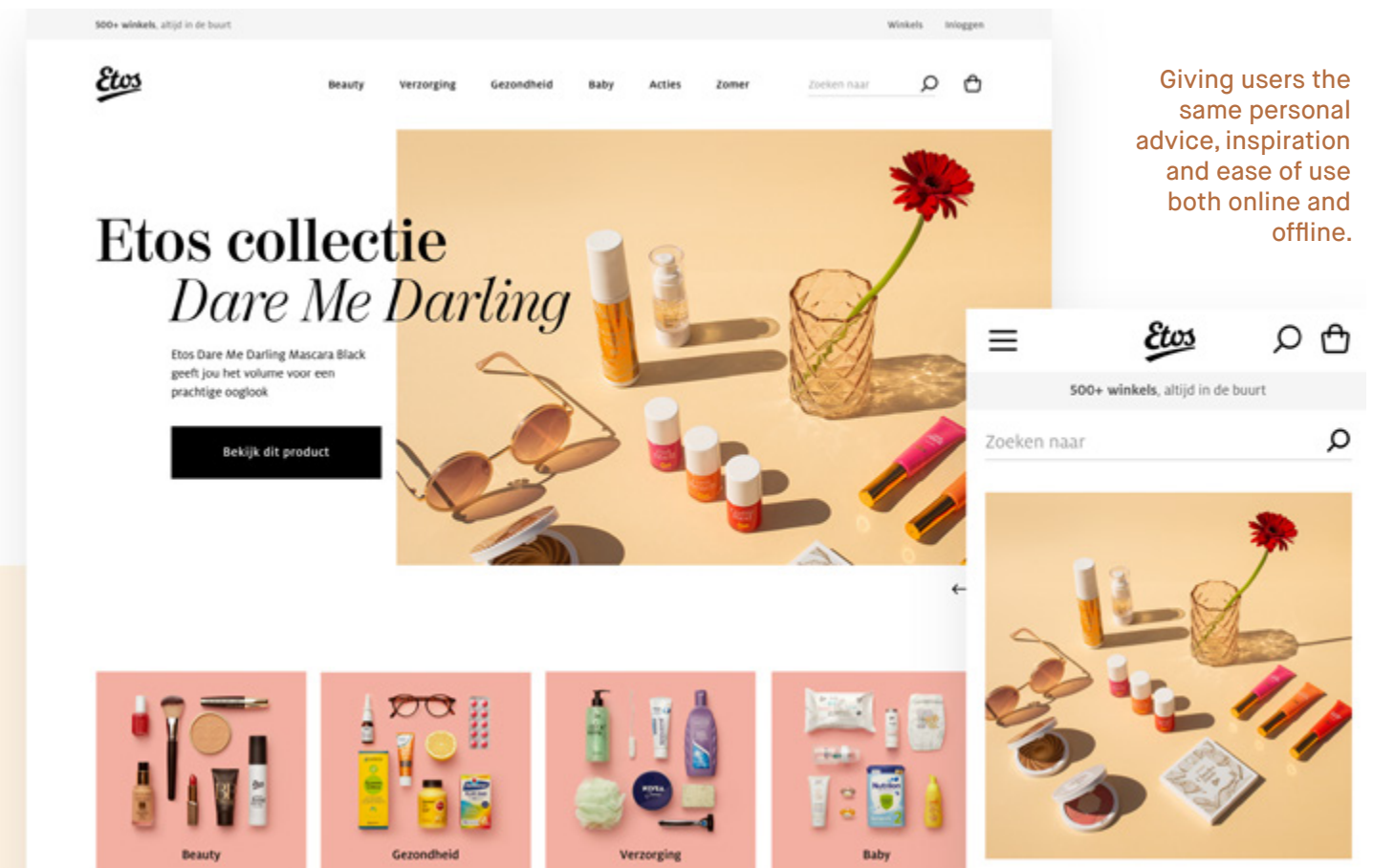
The way people research, explore,

engage and ultimately purchase products has changed. And this shift in behaviour will continue long after COVID-19, as shown by the [49% of consumers](#) who have said they plan to shop online more frequently once the pandemic is over. Therefore, omnichannel will be the name of the game in 2021 for consumer goods brands of all kinds and sizes.

Brands need to shift their perspective and understand how to invest in the channels that have the highest value to their customers while ensuring the experience the user receives is similar

both online and offline. Given that [73% of consumers](#) use multiple channels throughout their shopping journey and that brands who adopt omnichannel strategies achieve 91% greater year-over-year customer retention rates [compared to businesses that don't](#), the time is now to move from testing to mainstream.

Giving users the same personal advice, inspiration and ease of use both online and offline.



03

Using data and technology to drive next-level personalisation and meet customer expectations

We live in an era of connection and the consumer marketplace is no exception. Businesses are expected to not just meet the needs of customers, but anticipate and exceed them. Being able to respond to changing conditions, act rapidly on customer feedback, bring solutions to market quickly and refine them continuously will all be critical for consumer goods brands in 2021. To be able to excel in today's marketplace, companies should adopt a strong strategy

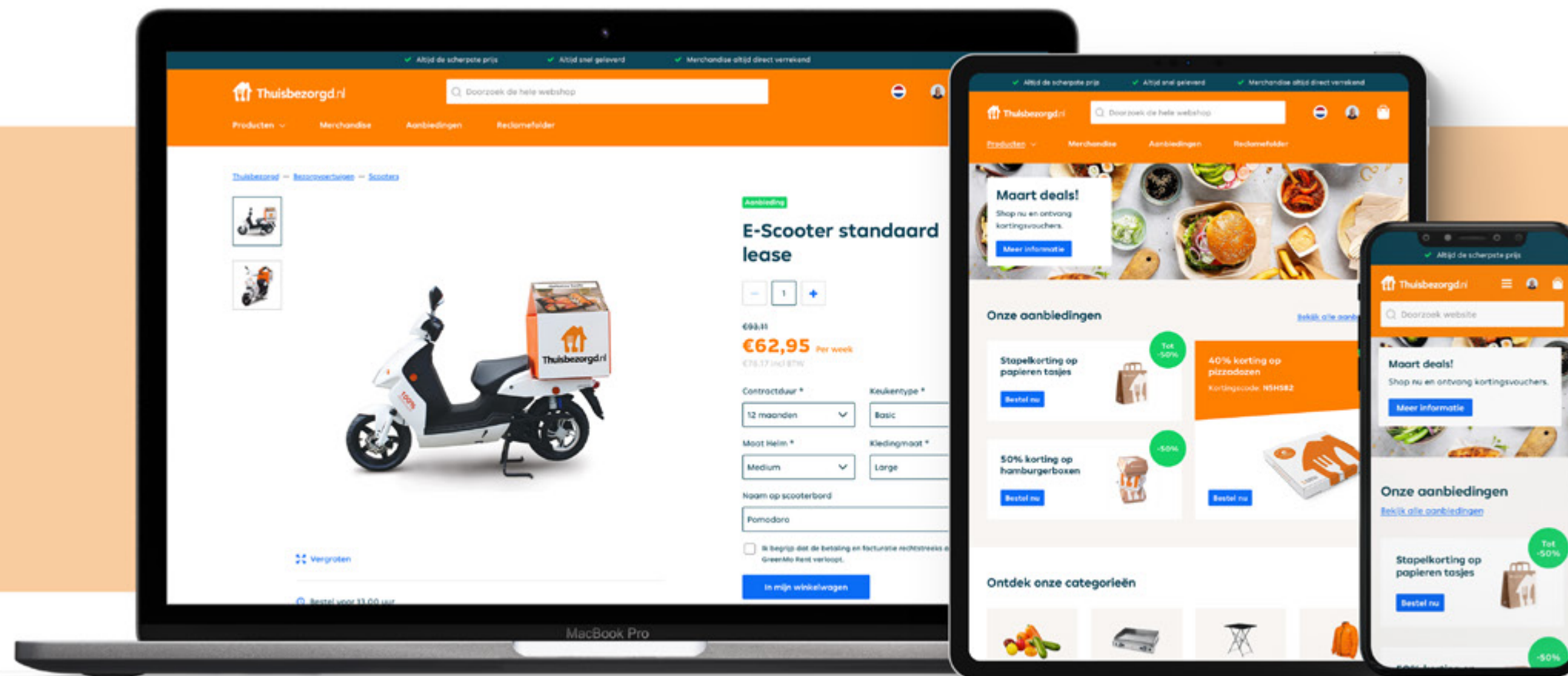
rooted in data and scalable digital technologies. This will enable your brand to get closer to your customers than ever before. And that pays off, as [80% of consumers say](#) they will choose and spend more with brands that offer a great personalised experience.

Technology, advanced analytics and data represent a massive opportunity for consumer goods brands. Data should inform decisions across the value chain, from targeted pricing and

promotions to localised inventory planning. And, more importantly, data is the key to understanding customers and providing a truly personalised experience. Brands can monitor customer "signals" like past purchases, browsing habits, social media activity, etc. to then inform more personalised marketing messages and offers.

But not all consumer brands are doing this consistently. [According to McKinsey](#), "there is a wide variety among consumer goods companies in how effectively they access and use the millions of 'crumbs' of data available about consumers.

The best companies are stitching together disparate data, sometimes in real-time, to understand micro-segments of consumers and to build more intimate profiles of consumer behaviours, attitudes and needs."



Just Eat Takeaway, a global online food delivery marketplace that operates in eleven countries and caters to over fourteen million customers annually is an example of a consumer brand using customer data effectively. The company wanted to elevate its existing platform and customer experience by using a data-driven approach that would cater to

the needs of restaurateurs and leverage the wealth of data the company has at its disposal. To accomplish this, the company migrated to Commercetools, which provided regional insights into consumer demand to help local restaurants better tailor their menus and offer more personalised recommendations to consumers.

Consumer goods brands will also lean on a headless approach to system architecture by using technology platforms that enable them to transform their e-commerce offerings. As an example, Bugaboo, a Dutch-based pushchair innovator, launched a new e-commerce platform to enable the creation of new customer journeys in the blink

of an eye. The company's multi-language and currency webshop allows customers to easily browse products and configure their ideal pushchair. This has led to high customer satisfaction and above market conversion rates.

The technology platforms to bring one-to-one personalisation within reach

Consumer goods brands need to double down on personalisation in 2021, as it has the [potential to create \\$1.7 trillion to \\$3 trillion in new value](#) when done at scale.

But, they can't do it without flexible technology platforms and a solid tech data stack. The reality of today's economy is that the companies with the best data systems and capabilities will win. It's the cornerstone by which businesses are launching their digital transformations and driving personalisation.

The ability to collect, interpret and translate customer data into useful insights is critical to understanding customers. Without

it, consumer goods brands fall short on responding quickly to changes in trends and consumer demand.

There is so much data available about customers today, from website visits, interaction with social posts, in-store purchases, customer service interactions, etc. All of these interactions should be extremely useful in gaining insights about what customers want, but the reality is that oftentimes this data lives in different places or doesn't represent the customer's experience across numerous different channels.

Flexible technology platforms like customer data platforms (CDPs) and data management platforms (DMPs) ensure that consumer goods brands have an extensive database of customer profiles at their disposal with detailed insights into various audience segments. These platforms help brands create a single source of truth for customer information, gathering data from many different channels, platforms and devices into one location. It provides you with customer profiles that are invaluable to perform well in the digital world. This makes it possible for consumer goods brands to engage with their target audience in a more meaningful manner, create intelligent experiences while streamlining the capabilities of marketing, sales, and service teams to make their efforts more effective.

More consumer goods brands will need to invest in these platforms in order to stay competitive in 2021. The good news is that the data shows that is already happening. [According to Gartner](#), over the next three years, 79% of surveyed brands expect to

implement a CDP.

Additionally, it is critical to be open about collecting data to establish trust with customers and meet evolving expectations and regulations for privacy and security. A CDP can help consumer goods brands stay compliant with GDPR and the California privacy law. By processing mainly first-party data in a unified manner, it provides a digital paper trail which gives companies a clear history of how their customer data came to be and where it came from.

The combination of strong customer data and powerful digital technologies will be crucial for consumer goods brands to deliver the level of personalisation that consumers are going to demand in the years to come. The scalable, flexible technologies in play today will make it easier to take advantage of the powerful technologies of the future, like more advanced machine learning and AI. In fact, the [McKinsey Global Institute has shown](#) that the industry could reap global benefits from AI worth \$400 billion to \$800 billion - more than any other industry.

Reinvent to stay relevant in the face of changing consumer demand



Business has been in a state of change for some time. Since the start of the pandemic, it has changed fundamentally. In the 'new normal,' 80 per cent of customer interactions are digital in nature and legacy business models must be reinvented to cater to a digitally connected consumer that prefers to use digital solutions to interact with a brand. Consumer goods brands must step up their game and meet the expectations

of consumers immediately, otherwise, a user will not hesitate to swipe onto the next item in their feed. By focusing on adapting business models to enable a true omnichannel experience while using data and technology to deliver hyper-personalised experiences, consumer goods companies can accelerate online offerings while beating the competition and nurturing long-term loyalty from both new and existing customers.

For more information, or if you have any questions, please contact Dept's Consumer Goods Industry experts

consumergoods@deptagency.com
www.deptagency.com





References

1. Five Fifty: The Quickening. McKinsey Quarterly (2020). Retrieved 13 October 2020, from <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/five-fifty-the-quickening>

2. COVID-19: The Impact on Consumer Goods. Accenture (2020). Retrieved 7 October 2020, from <https://www.accenture.com/us-en/insights/consumer-goods-services/coronavirus-consumer-goods-rapid-response>

3. The Pandemic is Disrupting Consumer Behaviours but are Retailers Ready to Disrupt their Strategies. EY (2020). Retrieved 7 October 2020, from https://www.ey.com/en_ca/consumer-products-retail/pandemic-is-disrupting-consumer-behaviours-are-retailers-ready-to-disrupt-their-strategies

4. The New Model for Consumer Goods. McKinsey (2018). Retrieved 7 October 2020, from <https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/the-new-model-for-consumer-goods>

5. Understanding and Shaping Consumer Behavior in the Next Normal. McKinsey (2020). Retrieved 7 October 2020, from <https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/understanding-and-shaping-consumer-behavior-in-the-next-normal>

6. How to Launch D2C Without Impacting Your Current Sales Channels. Dept Agency (2020). Retrieved 8 October 2020, from <https://www.deptagency.com/en-gb/story/how-to-launch-d2c-without-impacting-your-current-sales-channels/>

7. Creating a 360 Digital Cycling Experience for Canyon. Dept Agency (2020). Retrieved 13 October 2020, from <https://www.deptagency.com/case/pure-cycling-online-on-track/>

8. Where top VCs are investing in D2C. TechCrunch (2020). Retrieved 13 October 2020, from <https://techcrunch.com/2020/03/24/where-top-vcs-are-investing-in-d2c/>

9. B2B Commerce: How to Accelerate Your D2C Plans. Dept Agency (2020). Retrieved 14 October 2020, from <https://www.deptagency.com/en-gb/story/b2b-commerce-how-to-accelerate-your-d2c-plans/>

10. Subscription Models: CPG's Not So Secret Weapon. Publicis Sapient (2019). Retrieved 13 October 2020, from https://www.publicissapient.com/insights/cpgs_not_so_secret_weapon_subscription_models

11. Online Marketplaces Seize Growing Revenue Share During Pandemic e-commerce Boom. DC VELOCITY (2020). Retrieved 13 October 2020, from <https://www.dcvelocity.com/articles/47399-online-marketplaces-seize-growing-revenue-share-during-pandemic-e-commerce-boom>

12. What are the Top Online Marketplaces? Digital Commerce 360 (2020). Retrieved 12 October 2020, from <https://www.digitalcommerce360.com/article/infographic-top-online-marketplaces/>

13. AEG Amazon Advertising Account. Dept Agency (2019). Retrieved 13 October 2020, from <https://www.deptagency.com/en-us/case/aeg-amazon-advertising-account/>

14. How to Maintain Brand Equity when Selling on Marketplaces. Dept Agency (2020). Retrieved 14 October 2020, from <https://www.deptagency.com/en-gb/story/how-to-maintain-brand-equity-when-selling-on-marketplaces/>

15. Omnichannel CX: How To Overcome Technology's Artificial Divide And Succeed At Being Seamless. Forbes (2018). Retrieved 13 October 2020, from <https://www.forbes.com/sites/forbestechcouncil/2018/06/15/omnichannel-cx-how-to-overcome-technologys-artificial-divide-and-succeed-at-being-seamless/#3edda7983205>

16. Becoming an Omnichannel Shoe Brand. Dept Agency (2020). Retrieved 13 October 2020, from <https://www.deptagency.com/en-us/case/deichmann-becoming-a-first-class-omnichannel-shoe-brand/>

17. Personalised Health and Beauty Advice in One Click. Dept Agency (2019). Retrieved 13 October 2020, from <https://www.deptagency.com/case/personal-advice-from-the-best-drugstore-in-the-netherlands-in-one-click/>

18. Commerce and Shopping Habits in 2020. Global Web Index (2020). Retrieved 14 October 2020, from <https://www.globalwebindex.com/reports/commerce>

19. A Study of 46,000 Shoppers Shows That Omnichannel Retailing Works. Harvard Business Review (2017). Retrieved 13 October 2020, from <https://hbr.org/2017/01/a-study-of-46000-shoppers-shows-that-omnichannel-retailing-works>

20. Survey: Businesses that Use Omni-channel Strategies Have Far Better Customer Retention Rates. Loyalty360 (2014). Retrieved 14 October 2020, from <https://loyalty360.org/content-gallery/daily-news/survey-businesses-that-use-omni-channel-strategies-have-far-better-customer>

21. How Personalization Will Evolve in 2018. AdAge (2018). Retrieved 14 October 2020, from <https://adage.com/article/epsilon/personalization-evolve-2018/312048>

22. Perspectives on Retail and Consumer Goods. McKinsey (2019). Retrieved 13 October 2020, from https://www.mckinsey.com/~media/McKinsey/Industries/Retail/Our%20Insights/Perspectives%20on%20retail%20and%20consumer%20goods%20Number%207/Perspectives-on-Retail-and-Consumer-Goods_Issue-7.ashx

23. Leveraging Commercetools and Data to Create an Innovative Marketplace. Dept Agency (2020). Retrieved 13 October 2020, from <https://www.deptagency.com/case/leveraging-commercetools-and-data-to-create-an-innovative-marketplace/>

24. How Headless Systems Can Help You Move With Speed and Agility. Dept Agency (2020). Retrieved 15 October 2020, from <https://www.deptagency.com/en-us/story/how-headless-systems-can-help-you-move-with-speed-and-agility/>

25. A New Global Salesforce Commerce Cloud Shop in Four Months. Dept Agency (2020). Retrieved 13 October 2020, from <https://www.deptagency.com/en-us/case/future-proof-with-salesforce-commerce-cloud-and-page-designer/>

26. A Technology Blueprint for Personalisation at Scale. McKinsey (2019). Retrieved 16 October 2020, from <https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/a-technology-blueprint-for-personalization-at-scale>

27. Marketing Data and Analytics Survey 2020: Optimism Persists as Results Fall Short of Expectations. Gartner (2020). Retrieved 16 October 2020, from <https://emtemp.gcom.cloud/ngw/globalassets/en/marketing/documents/2020-data-and-analytics-survey-research.pdf>

28. Winning in an Era of Unprecedented Disruption: A Perspective on US Retail. McKinsey (2019). Retrieved 14 October 2020, from <https://www.mckinsey.com/industries/retail/our-insights/winning-in-an-era-of-unprecedented-disruption-a-perspective-on-us-retail>

29. How COVID-19 has Pushed Companies Over the Technology Tipping Point—and Transformed Business Forever. McKinsey (2020). Retrieved 14 October 2020, from <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/how-covid-19-has-pushed-companies-over-the-technology-tipping-point-and-transformed-business-forever>

