



# New Balance

Empathy in Motion:  
Building Meaningful Consumer  
Relationships at Scale





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NEW BALANCE



# Agenda

- + Introduction to New Balance
- + Deepening the connection with our consumer
- + Omni-Channel Execution
- + How we are thinking of AI
- + Governance in an AI world
- + Takeaways

# new balance

## By the numbers



**1906**

Private company  
established in 1906



**115+**

products sold  
in 115+ countries



**55**

global offices;  
HQ located in Boston, MA



**14,000+**

global associates  
worldwide



**11**

owned manufacturing facilities in the  
US & UK employing **1.4K+** associates



**3,230**

retail stores globally, including  
**770+** New Balance-owned stores



**\$7.8B**

revenue in 2024



**\$150M+**

donated by New Balance Foundation  
to non-profit organizations since 1981

# new balance

Brand purpose



Established in 1906 and still privately held.

People are at the center of everything we do.

Sport is in our DNA.

**Independent since 1906, we empower people through sport and craftsmanship to create positive change in communities around the world.**

We make things, and we do it with care.

We are carving a path toward a stronger tomorrow.

Headquartered in Boston with +40 global offices/factories/distro centers and products sold in 115+ countries.

# Deepening the Connection With Our Consumer



# Where we started

- + Data-driven culture with passion for our brand, product and consumer
- + As a brand we knew we needed to connect deeper to our consumers, meet them where they were within their journey
- + Our focus was to gain an understanding on our consumer across digital, retail and events
- + We realized we needed to listen to our consumers at every touchpoint and deliver a unified experience



Gaining deeper insights from the Voice of Consumer did not happen overnight

We needed buy-in from our executive team

Got an executive sponsor and worked across the following teams:

- + Business Solutions
- + Ecommerce Team
- + Consumer Insights and Analytics
- + Retail



# Our Consumer Listening Evolution

## Siloed Consumer Listening

Individual teams either had no listening tools (eComm) or listened to consumers using different tools (Retail, Customer Care)

FALL 2022

PRE-2022

Conducted omnichannel consumer journey mapping exercise; identified need for consumer experience metrics & omni-voice of consumer

## Scale Listening

Initiated RFP process and selected Qualtrics for surveys and voice of consumer model

Completed initial survey scope, developed and refined Discover model for voice of consumer

EARLY 2024

FALL 2023

LATE 2024

Launched first digital survey experiences, made connections with other technology

## Omni Consumer Listening

Established a foundational omnichannel program through cross-functional collaboration translating insights to action and shaping long-term vision

EARLY 2025

TODAY

Operationalized baseline omnichannel program, auditing surveys to maximize results

# Listen

To existing sources of consumer feedback.



# Ask

For feedback at critical points in the consumer's journey or known areas of friction.



# Understand

By creating omnichannel and channel-specific dashboards to aggregate and trend feedback.



————— Across the consumer journey —————>



# Moving from Insight to Action





- + We listened to our consumer and wanted to further connect with our consumer
- + The work started back in 2022 using Tealium AudienceStream to leverage first party data and create audiences based on interests, needs, and demographics
- + From there we explored how we wanted to execute using Optimizely and Salesforce Experience Cloud to design experiences tailored to the right audience at the right time



# I work with teams across the organization to identify:



## Who?

Are we trying to target and what characteristics are we looking for?



## Where?

On the consumer journey do we want personalization to show up?



## Why?

Increase relevance of content and drive deeper interaction with the consumer



# 'Running' Insights to Action

Our brand wanted to connect with our Running Audience while supporting additional key brand moments

To achieve this, we personalized the homepage to our running model, SC Elite and New York City Marathon to the 'Running Audience'



## Results

- + Traffic to product page increased
- + Conversion Rate for SC Elite homepage was up over benchmark

## Key Takeaway

Our brand can support multiple strategic priorities by delivering consumer-relevant messaging that aligns to the individual's interest.

# Understanding Our Consumer Is Just the Beginning

In an ever-changing world, our focus is evolving. In addition, we are exploring Artificial Intelligence and how it is reshaping the consumer experience

- + **Understanding AI** How do consumers perceive, interact and expect AI to enhance their lives?
- + **Anticipating shifts** As AI becomes integrated with daily routines what are the new needs and behaviors
- + **Trust and Transparency** With AI becoming more embedded in our daily routine consumers are aware of how their data is being used. We need to maintain loyalty with transparent and ethical AI practices



We are still figuring it out  
but being strategic on  
where, when and how we  
implement AI



# Governance and AI: Building Trust and Transparency

## Trust



AI governance committee



Feedback loops

## Transparency



Consent management



Explainable AI

# Takeaways

**01**

Assemble an internal team

**02**

Continue to Listen, Ask and Understand

**03**

Meet the consumer across their experience

**04**

Investigate how AI can work with your brand

**05**

Make sure you are clear and transparent





# Thank You & Questions

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