

THE NEW

MARKETING

MARKETING



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Cheryl Burgess & Mark Burgess

THE NEW  
MARKETING  
MARKETING

How to Win in the Digital Age

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To Kent, Sarah, and Norma, who support and inspire us every day.

# AUTHOR BIOGRAPHIES



Photo: Joanie Schwarz

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Mark began his career as an adman on Madison Avenue at McCann. He has held senior roles in marketing and digital strategy at AT&T and PwC. Mark was a recipient of two Effie Awards for global marketing effectiveness.

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As an expert trainer for the American Marketing Association, Mark delivered industry-leading content marketing and integrated marketing workshops to hundreds of marketers.

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# ACKNOWLEDGMENTS

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We are immensely grateful to all the extraordinary people who shared this journey with us. This book has been an incredibly challenging and inspiring journey that led us to the realization that the future is coming faster than we think. Experts from around the world echoed this and cheered us on – telling us that this is a much-needed book for students, professors, marketers and business leaders alike.

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We want to thank our Afterword author, *New York Times* contributor Kevin Randall, for his inspiration, ideas and invaluable resources. And his tenacity in landing interviews with some of the most difficult to reach people on the planet. We are grateful for his encore; he was the Afterword author for our first book as well – *The Social Employee*.

Our book is expressly written for business/marketing students who want to be future-ready and for marketing practitioners and business leaders who want to navigate the evolving digital landscape in our hyper-connected, AI-driven world. *The New Marketing* is the result of our collective insights from many years of leading innovative marketing strategy teams and Mark's work in academia, developing training, designing and teaching online and classroom MBA and graduate courses at leading universities. We have tapped the minds of over 50 global luminaries in their respective fields bridging knowledge from practitioners and academia to focus on challenges marketers face today and will face in the future.

We are grateful to the brilliant minds who helped fuel our vision of *The New Marketing* and their assistants for coordinating our interviews and permission approvals. Here are the superstars that we interviewed by first name alphabetical order:

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# FOREWORD

What does marketing mean to you?

If you ask most people what they think marketing is, they'll give you an old-school, outdated definition. Marketing is sales. Marketing is advertising. Marketing is convincing people to buy things by talking about how great or valuable that they are.

That definition doesn't work anymore.

Today's brands have to be laser-focused on creating relationships with their audience. They must be willing to meet customers where they are, understand their needs, and communicate value from the *customer's* standpoint, not from the brand's. This means dropping the company-centric, product-centric, or service-centric approach and focusing more on who their customer is and what their customer wants – from designing products and services to communicating to the customer.

In other words, marketers must understand how to humanize their brands.

Why? Because people don't trust ads anymore. They are far more likely to trust recommendations from their friends and family. Their purchasing decisions are driven by these kinds of relationships, and they expect the brands they buy from to understand that. The brands that can engage their customers with warmth and personality, that can partner with their customers to help them reach their goals, will spark a deep, lasting connection with their audience.

Those connections have real value in the marketplace. Once a person has connected with a brand, they want to share that connection with others – with friends, with family, and with peers. In so doing, they generate brand value through word of mouth.

As consumers, we've known about the value of word of mouth all along. We rely on trusted networks when considering what books to read, what movies to watch, or even what B2B service providers to work with. We rely on our peers because we trust them and believe what they have to say.

However, it wasn't until social media came along that we as marketers could see the volume of these word-of-mouth conversations, measure them, and begin to generate insights on what people are saying, at what scale, and over how long. Once we did, we immediately sought ways to tap into that word of mouth's raw power to influence these conversations and create value for our brands however we could.

But how? After all, while the value of word of mouth is clear, generating it isn't a cut-and-dried process. While buying ads, for instance, is a clear and relatively uncomplicated process that scales easily, generating word of mouth and building influence are not.

This poses a great challenge – and an even greater opportunity – for the next generation of marketers: How can they crack the word-of-mouth code? How can they acquire or generate word of mouth at scale in a way that is useful, repeatable and results-driven?

The answer begins with data. While traditionally marketing has been all about creativity – the most interesting idea, the cleverest pitch, the most exciting campaign – today analytics is at the core of almost every aspect of marketing. Consumer data has allowed marketers to study their buyers more carefully and implement ideas much better than ever before. They impact the way we design campaigns, the way we communicate, the platforms on which we share content, the pricing that we choose, and even the way that we display products in stores.

Powering these data-driven efforts is the rise of artificial intelligence (AI). As of this writing, marketers' understanding of AI is still in its infancy. However, it has already proven quite useful at pulling behavioral insights from text-based data – it will eventually be able to do the same for video- and image-based data as well. Deploy an AI program to monitor and mine open-ended responses from online reviews, blogs and social media content, and you will end up with valuable insight in a relatively short amount of time. This is a game-changer for marketers, allowing them to predict outcomes and make brand-based decisions better than they ever could before.

However, while data and AI will certainly play a valuable role in the future, they are certainly not the be-all, end-all of modern marketing. While these advanced tools help drive insights, they still require a human touch to be deployed effectively.

Today's marketers have more channels and platforms on which to share their message than ever before. This is great news when it comes to giving your audience opportunities to interact with your brand. However, many organizations suffer from siloed marketing efforts. Different channels are managed by different parts of the organization. One group manages the Twitter feed, while another manages the CEO's blog, and so on. This makes it hard to share a consistent, cohesive message. If the folks that are doing your customer service are different than the folks that are thinking about your advertising, the messages aren't necessarily going to be the same.

Customers don't care about who in the organization manages what channel. All they care about is a consistent brand experience. Integrated marketing allows brands to keep their message consistent across channels. Unfortunately, many brands find it hard to pull off. The brand of the future must become better at designing more cohesive and effective organizations that interact consistently with their customers.

Again, this comes back to humanizing the brand and creating authentic experiences. In this regard, storytelling is an invaluable tool in the modern marketer's arsenal. The best stories are sticky and memorable, burrowing themselves in our minds and forging lasting emotional bonds. Marketers can use stories as vehicles to convey important brand messages, but they must do so in a way that's authentic. Consumers are smart; they can spot an inauthentic play on emotion every time – and when they do, they're less likely to trust the brand going forward.

With all these factors conspiring to change marketing as we know it – data, AI, integrated marketing and storying, just to name a few – marketers need a comprehensive, unified vision of what this new world looks like and how marketers can thrive within it. In *The New Marketing*, authors Cheryl Burgess and Mark Burgess have done exactly that. It's easy for marketers to feel like they're being pulled in a thousand directions at once. In this book, Cheryl and Mark draw upon their decades of marketing experience to examine the latest trends in marketing, analyze what it means, and offer a unified path forward.

In many ways, the future of marketing is vast and unknown. On the one hand, it's driven by data and the need to scale insights in a way that is valuable to a large company. On the other hand, it's driven by a need to tell stories, humanize your brand, and connect with customers on a one-to-one basis. Marketing must be led by a scientific, data-driven approach to consumer behavior, but that approach must be augmented by creativity and deep, human understanding of customer needs.

This book presents both facets in equal measure, offering marketers the building blocks they need to function while laying out a clear path to the future. In so doing, Cheryl and Mark are doing a great service to their field, and the timing couldn't be any better. I'm excited to see these considerable insights shared with the next generation of marketing scholars – and even more excited to see what that next generation creates with them.

Jonah Berger, PhD Professor at the Wharton School at the  
University of Pennsylvania and author of *Contagious*,  
*Invisible Influence* and *The Catalyst*

# PRAISE FOR THE NEW MARKETING

‘Seismic shifts and accelerating technological change are reshaping marketing. This book arms MBA students and marketers with the knowledge they need to dive confidently into the future.’

**David Aaker, Vice Chairman of Prophet, author, recognized as the ‘father of modern branding,’ and American Marketing Association of New York inductee to the Marketing Hall of Fame®**

‘In every industry, the old is going away faster than the new can replace it - marketing included! *The New Marketing* fills the gap with a breakthrough toolkit that will help marketing students and professionals succeed and become change makers.’

**Beth Comstock, author, *Imagine it Forward*,  
and former Vice Chair, GE**

‘The transformation of the digital landscape has made nearly every marketing textbook obsolete. But in this one, you can learn what’s really happening now, from people who are researching and practicing at the bleeding edge.’

**Zoe Chance, Assistant Professor of Marketing,  
Yale School of Management**

‘*The New Marketing* provides important and timely information for a new generation of MBA students in this evolving world of marketing technology.’

**Lei Lei, Dean, Rutgers Business School—Newark  
and New Brunswick**

‘*The New Marketing* disrupts outdated marketing education by empowering students and professionals with the knowledge to help them own the future.’

**Dan Schawbel, New York Times bestselling author,  
and Managing Partner of Workplace Intelligence**

‘How do you help marketing students in a time when everything is changing so fast? You look into the future. The authors do just that. They have authored a future-forward textbook that helps students learn how to succeed now.’

**Brian Solis, Digital Anthropologist, Futurist,  
8x bestselling author**

‘The gap between marketing practice and marketing education has never been more pronounced, as the advertising, marketing and brand industry transforms at breakneck speed. There is an unprecedented need for a textbook that addresses the changes and offers to MBA students the most updated and thorough look at what they need to learn now to achieve in today’s—and tomorrow’s—radically different digital landscape. This book delivers.’

**Jenny Rooney, Communities Director and  
Chair of the CMO Network at Forbes**

‘This is a must-read book for the modern marketer who wants to understand and successfully navigate the fast moving digitally networked marketing landscape of today.’

**Sengun (Shen) Yenyurt, PhD  
Marketing Department Chair and Dean’s Research Professor  
Co-Editor in Chief, Rutgers Business Review  
Rutgers Business School**



# ONLINE RESOURCES



*The New Marketing* is accompanied by online resources for instructors, students, and practitioners to help support teaching and learning. These resources are available at: <https://study.sagepub.com/burgess>

## FOR INSTRUCTORS ONLY

- **Save time** and **fully integrate** the text **into your teaching** each week by using the extensive **PowerPoint slides** prepared by the authors for each chapter.
- **Easily upload the resources** listed on this page into your institution's **learning management system** (e.g. Blackboard, Canvas or Moodle), and **customize** content to suit your teaching needs using the **resource pack**.

## FOR INSTRUCTORS, STUDENTS, AND PRACTITIONERS

- **Improve your knowledge** of the **key emerging themes and topics** by watching **exclusive, expert short videos per chapter** created by the authors, together to be viewed as a **master series** titled: *The New Marketing: Masters Series*
- **Boost your understanding and skills base** further by using the click through links to complete the authors' popular **LinkedIn Learning courses** covering further topics related to *The New Marketing*.

Remember to **post online** about these resources and the book generally using the **hashtag: #NewMarketingNewTimes**



# INTRODUCTION

Students piled into the auditorium, deciding where to sit. The back row filled up first, followed by the rows closer to the front. Soon almost every seat in the center section was taken.

‘Testing. One, two, three’, a staff member said, followed by a gentle tap, tap, tap on the microphone.

Anticipation filled the room as students looked inquisitively toward us onstage, where we were making final preparations for our presentation, ‘How to Break into a Career in Digital Marketing’, at Rutgers Business School Marketing Bootcamp. The bootcamp, which is held annually, is designed to provide both full-time and part-time first-year MBA students interested in a career in marketing with a general overview of the field and its various career paths.

We’d made the drive to Rutgers’ Newark, New Jersey, campus earlier that morning – a brisk October day, which greeted us with just a touch of frost on our windshield. On the drive, we rehearsed our presentation, as well as our responses to student questions. Would they be similar to the ones we received at last year’s Marketing Bootcamp? Or, would the 2015 crowd have a whole new set of questions for us?

Our answer came about halfway into our presentation, when a student in the back row stood up, raised his hand, and asked, ‘Can you talk about why I should pursue a career in marketing?’

‘Great question’, Mark responded, pausing from his presentation. ‘Well, we’ve been talking a lot about *what* marketers do, and *how* they do it. So, to answer your question, let’s focus on the *why* of it all, and what that means to you.’

Mark then went on to explain our core beliefs as marketers. The days of 30-second commercials, intrusive ads and spam are over – forcing smart marketers to think differently. Today, marketing is about providing valuable and relevant information via a new approach called *content marketing*. It’s about integrating all marketing activities across channels. It’s about building relationships and earning the customer’s trust. It’s

also about focusing on doing more than selling products. To borrow a phrase from the American Marketing Association, it's about creating magic. Revenue is still critical for sure, but today's brands understand that they must stand for more – and that *purpose* has become a crucial competitive advantage.

'So, here's my advice', Mark said to the student. 'If you want to be part of the shift from traditional marketing to digital, to work for a brand whose goals and values match your own, and to create magic for both a business and for yourself, then you should become a marketer.'

## WELCOME TO THE NEW MARKETING

Advances in technology, data, and intelligence have shifted marketing into a new era of transformation.

In a hyper-connected world that is changing at warp speed, marketers recognize the need to shift from traditional marketing methods to a new way that can help them better navigate the unpredictable environment. For traditionalists, this change has posed a challenge. Many have tried to incorporate new tactics into the old models they grew up with, only to be frustrated with the results.

Today, marketing stands at the threshold of tremendous opportunity. However, all around the world, marketers young and old – both brand-new MBA students and seasoned professionals alike – are struggling to understand their place in this strange new landscape. They want to develop new skills that will make them more employable, more adaptive, and more promotable. *The New Marketing* holds the key to crossing that threshold, embracing the promise of the digital age, and transforming your brand in the process.

## NEW THINKING FOR NEW TIMES

To be sure, this isn't going to be easy. Today's marketers must learn to walk a fine line, focusing on authentic, personalized human experiences in a plugged-in, data-driven world – and they must do so in a way that is frictionless, that is empathetic, and that creates value for both the brand and customer.

But how? As you'll see in the following chapters, the answer is a little bit art, a little bit science. In *The New Marketing*, you will learn new thinking for new times –such as how to bridge the gap between human intelligence and artificial intelligence (AI), how to leverage content marketing and brand storytelling, and how to root all branding efforts in purpose, authenticity and trust.

To communicate these concepts in ways that are both accessible and actionable, we approached these challenges first as experienced marketers and consultants working on high-profile projects for major brands. As both industry vets and the cofounders of Blue Focus Marketing®, we've seen the dramatic transformation the marketing landscape has undergone, and we understand firsthand what that has meant for both marketing as an industry, and marketing as a profession.

Second, we approached marketing transformation as authors, global speakers, educators and consultants. Our first book, *The Social Employee*, examined how changes in digital and social media had not only revolutionized the workplace, but also how brands connected with their customers. We then shared those lessons in presentations around the world that even included a TEDx Talk on 'The Rise of the Social Employee', and in dozens of workshops conducted for the American Marketing Association, and in the online courses we authored for LinkedIn Learning. In addition, Mark specializes in developing and teaching MBA, Executive MBA, and graduate courses, including digital marketing, content marketing, consumer behavior and marketing strategy for several leading universities, both in the classroom and online.

*The New Marketing* is the next step in our journey, a powerful new textbook that cracks the marketing code in our hyper-focused digital age.

To help us crack that code, we've invited some of the best and the brightest in the business to share their thoughts and experiences – not only on where marketing *is*, but also where it's headed. The following pages are brimming with contributions from CMO trailblazers, martech disruptors, behavioral economics luminaries at Yale, and leading marketing thinkers at Northwestern University's Kellogg School of Management, Stanford and Wharton. We are grateful to their contributions, and we hope you will use these experts as your GPS for navigating in a digital world mastering the craft of marketing in an era marked by rapid transformation.

## GET READY FOR THE FUTURE

We have divided the chapters into what we consider the key concepts of *The New Marketing* – concepts such as content marketing and storytelling, using AI in marketing to gain strategic advantage, customer experience, customer journeys, brand purpose and trust, social employee advocacy, influencers, consumer behavior and neuroscience, data-driven buyer personas, the new content distribution mix, privacy and personalization, personal branding, and a new integrated marketing framework that we call Brand Choreography®. Each chapter provides valuable lessons that stand on their own, but each is also only part of the picture. In *The New Marketing* ecosystem, the more diverse your knowledge and your skill set, the better prepared you will be for an unpredictable future.

Just what is that future? We can't be certain – no one can predict the future. However, we *can* explore some of the wild and exciting possibilities. To that end, we'll conclude every chapter with a *Future Gaze*, an in-depth look into emerging marketing trends with some of marketing's greatest minds.

Ultimately, our exploration of the past, present and future of marketing, as well as our focus on both cutting-edge strategies and tried-and-true foundational methodologies, is all to serve one goal: helping MBA students and marketers of all ages and experience to become the adaptive, future-ready leaders this industry needs. If you're up for the challenge, then let's get started.

# **PART 1**

## **MARKETING TRANSFORMATION IN A DIGITAL WORLD**





# 1

## CHALLENGES FACING THE NEW MARKETING ORGANIZATION

### Learning Goals

- Analyze the concept of marketing transformation and the need to redefine marketing as a strategic asset to drive business growth.
- Build a broad working overview of the current challenges facing marketers as a profession.
- Adopt a marketing mindset that allows for success in the short-term and promotes growth in the long-term.
- Analyze what marketers can do to create success in the present while still preparing for a changing future.
- What is the role of the CMO in the future?

The people who are crazy enough to think they can change the world are the ones who do.

Rob Siltanen<sup>1</sup>

In the fall of 1989, Universal Pictures released *Back to the Future Part II*, the follow-up to the smash 1985 hit starring Michael J. Fox and Christopher Lloyd. Throughout the first act of the film, protagonists Marty McFly (Fox) and Doc Brown (Lloyd) find themselves 30 years in the future – in the faraway year of 2015 – where they struggle to navigate the technological and culture shock of this strange and advanced era.

*Back to the Future Part II's* vision of the future was instantly iconic and recognizable, capturing the imagination of audiences and futurists alike. In the decades since the film's release, fans have delighted in pointing out all the incongruities between creator Robert Zemeckis and Bob Gale's eighties-inspired vision of 2015 and the actual 2015 that came to pass. Even today, with 2015 quickly receding in the rearview mirror, you don't have to poke around the internet for long before you come upon someone playfully lamenting, 'Where's my hoverboard?' or 'Where's my flying car?'

Still, while many of *Back to the Future Part II's* predictions still haven't come to pass (personally, we're still waiting for those instant pizza ovens), the movie actually got quite a bit right. The Hill Valley, California, of 2015 has plenty of features familiar to us today, such as flatscreen TVs, video conferencing, smart clothing, wearable tech, thumbprint ID scanners, augmented reality (AR), and even the Chicago Cubs finally winning the World Series (even if it took them an extra year to pull it off in the real world).

Just like in science fiction, when it comes to predicting the future of marketing, we inevitably end up with a mixed bag of results. However, as any marketer would attest, the best way to paint an accurate picture of the future is to understand what's happening in the present.

Today, advances in technology, data and analytics have shifted marketing into a new era we call *marketing transformation*. In our ever-changing and hyper-connected world, marketers are recognizing the need to shift from traditional marketing methods toward a new approach that can help them better navigate an unpredictable environment.

For traditionalists, this shift has posed a challenge. Many have tried to incorporate newer approaches into the old models they grew up with, only to be frustrated with the results. However, to succeed at marketing transformation, the marketers of both the present and the future must learn to shift toward a more integrated, digital, personalized and AI-driven approach that creates frictionless, empathetic, customer experiences across all relevant touchpoints.

Welcome to *The New Marketing*.

Think of this chapter as your roadmap for the chapters ahead. Here we will explore the six big challenges facing modern marketers and the specific considerations those challenges involve. In later chapters, we'll dive into each of these current marketing trends in greater detail. Here, our goal is simply to help you get your bearings, understand the current marketing landscape, and begin to navigate through it.

## CHALLENGE #1: CONTENT MARKETING

Content marketing is the process by which brands create, curate and share engaging, informative brand-related content as a way of building brand value and generating leads in the digital marketplace – and it's a big part of any marketing future. Unfortunately, many brands either lack a content marketing strategy entirely or struggle to execute

the strategy they *do* have. For many brands, their content marketing struggles boil down to one or more of the following issues.

Many modern brands find themselves stuck at a crossroads between traditional methods and modern approaches. They want to change, but they're unsure how to go about it. This has led to a proliferation of marketing *consulgencies* – consulting and agency hybrids – who are leading the way in teaching brands how to adapt to a new future.

## Spamming Customers

As we'll explore in the following chapters, at the core of good content marketing is brand storytelling, which enables marketers to make an emotional connection with customers. The goal is not just to put content out there, but also to encourage your audience to share and engage. By providing them content that connects and has *value*, marketers can make huge leaps toward earning their audience's trust.

## No Distribution Network

As more organizations learn to flood channels with content, standing out from the pack is getting harder than ever. In some ways, the basic approach to distribution remains the same – that is, brands still want to leverage a combination of paid, owned and earned media (the POEM approach) to connect with their audience. Today, however, measurement and modification are everything. The most successful brands have embraced a process of micro-optimizations at the end of each phase of the customer journey in order to better attract attention.<sup>2</sup>

## Matching the Content with the Audience

Modern brands have embraced the concept of longtail marketing – selling large volumes of a niche product to a specific audience. However, in order for that to work, marketers must be able to understand, target and reach that audience so they can market more efficiently.<sup>3</sup>

## Leveraging Content to Become a Social Brand

Most brands in the twenty-first century agree that, whether you're a business-to-business (B2B) or business-to-consumer (B2C) brand, it's essential to create a social media presence to engage with your target audience and guide them along the customer journey. The question is, how do you do that successfully and in a way that resonates with your audience?

As you'll see in the chapters that follow, the top three answers are content, content, and content. That said, having a plan for sharing that content is paramount. The best social brands have a clearly defined social media and content sharing strategy, and they know how to create content in a variety of different forms (i.e. video, images, blogs), which audiences to share that content with, and what channel they should share it on. Finally, they know that without outstanding customer engagement and service, the best content in the world is effectively moot; a complete brand creates value through every stage of the funnel.

## Optimizing for Voice Search

Some of you may be wondering, 'What could voice search possibly have to do with content marketing?' As more and more brands are discovering, *a lot*. Consumers are increasingly turning to their in-home or in-hand smart devices – powered by Apple's Siri, Amazon's Alexa, or Microsoft's Cortana – to answer their questions, order useful products, plan trips, and so on.

## Solving the Content Marketing Puzzle

Speaking broadly, the big challenge posed by content marketing is that it exists outside of the old status quo. To succeed with their content marketing efforts, marketers need to shift from outdated, traditional marketing approaches and embrace the new opportunities provided by content marketing. To learn how brands are meeting this challenge, see Chapters 6, 7 and 12.

## CHALLENGE #2: CONSUMER BEHAVIOR

The rise of the internet and the digital age didn't just change how we access information; it also fundamentally changed the way we behave as consumers. To succeed in today's landscape, the modern marketer must understand what those changes mean and how to anticipate and adapt to changing consumer behavior. To do that, they'll need to overcome the following consumer behavior-related challenges.

## The Rise of Brand Purpose

Marketing has shifted away from the attention economy and toward the *emotion economy*. To thrive in this new paradigm, it's not enough to deliver a product or service.

Like Nike with their embrace of controversial football player Colin Kaepernick, brands must be willing to stand for a cause or a concept that their target buyers will believe in. Many refer to this as *purpose-driven marketing* – creating a customer experience (CX) around core values rather than product features as a way of attracting and retaining customers.

## The Customer Journey

Marketers have put forth many different models for understanding and managing the customer journey over the years. From the well-worn AIDA model (attention, interest, desire and action) to McKinsey & Company's Customer Decision Journey,<sup>4</sup> brands have certainly had their pick of models to help understand their relationship to their customers. However, with changes in the consumer landscape come changes in how we fundamentally understand the customer journey.

In Chapter 4, we will discuss newer customer journey models, including the New Consumer Odyssey™ and Gartner's New B2B Buying Journey. Also, with so many different customer journey models to choose from, we'll also discuss whether customer journeys are becoming too much of a maze.

## The Need for New Marketing Research Methods

In many ways, the internet represents the greatest market research tool that brands have ever had access to. But while the problem used to be that brands didn't have access to *enough* customer information, today the challenge is that there might be *too much*. Where do brands even begin to understand their audience?

As we'll see in the chapters that follow, marketing researchers are applying a variety of different approaches, from breakthroughs in neuroscience to pioneering work in social listening. In fact, some organizations, such as Omnicom's sparks & honey, go even further, helping clients become culture-centric, informing their innovation strategy by how culture is evolving in the here and now, and identifying the disruptive trends that create business transformation opportunities for the long-term future.

## Understanding the Differences between B2B and B2C Customers

It's not enough to know whether your brand is B2C- or B2B-focused. It's also important to understand what that means from a strategic marketing perspective. While certain

marketing fundamentals remain constant across B2C and B2B applications, many other approaches differ. Understanding those differences begins with understanding your buyers and the fundamental forces driving their behavior. Put another way, the importance of creating dynamic and accurate buyer personas may be more important now than ever.

## The Need to Better Develop New Product Ideas and New Concepts

The rise of digital tools and information technology has accelerated the pace of innovation. Today's organizations are bringing good products to market faster than ever before. This is a great boon for the consumer, but it puts new pressure on brands both young and old to keep up. To meet that challenge, brands are putting a greater emphasis on approaches such as *design thinking* to generate new and exciting product ideas. Marketers play a substantial role in this process, working with team members across the organization to ensure the product is not only innovative, but that its design, packaging and features align with the organization's mission, vision and values.

For more on the consumer behavior challenges marketers are working to address, see Chapters 2, 3 and 5.

## CHALLENGE #3: NEW CHANNELS AND PERSONAL BRANDING

Since the rise of social media, organizations have become increasingly aware that a strong brand is a *social* brand – engaged, relatable and, above all, human. To build social brands, marketers have learned that the top-down approach by itself no longer works. While branded channels, pages and content are essential, so too are other voices within the organization, from the CEO all the way down to the mailroom.

Of course, creating a unified brand identity out of a plurality of voices is no easy task. Brands hoping to leverage the power of other voices from within the organization certainly have their work cut out for them with the following challenges.

### Leveraging Influencers

Authenticity and content that resonate with consumers have never been more important in a world of fake news and decreasing brand loyalty, brand trust and effectiveness

in advertising. For these reasons, influencer marketing – fueled by micro-influencers and celebrity mega-influencers alike – is rapidly becoming a new marketing channel, particularly due to the strong potential to reach young people. The vast majority of consumers trust recommendations from other people and seek content that helps them make purchase decisions.

## Brand Building from the Inside Out

An organization's employees arguably know what their brand stands for better than anyone else. After all, they live and breathe the brand's mission, vision and values day in and day out. The depth of knowledge and experience available within an engaged workforce is a tremendous resource for any brand. However, in too many organizations, this resource is going untapped. To build their brands from the inside out, organizations must learn to adopt a culture of the *social employee*, leveraging their skills, knowledge and authentic personalities as the new marketing channel.

## Growing a Personal Brand

While social employees may represent the new marketing channel, they don't just appear within an organization overnight. Employees interested in growing their personal brand in service of their organization thrive when they are given effective guardrails, trained on best practices, and otherwise given the tools to succeed. It's important for any marketing team, then, to provide these basic building blocks for success – how to build a personal marketing plan, how to create and curate helpful content, and how to craft a high-quality profile on professional networking sites like LinkedIn.

## Counteracting Brand Distrust

A series of high-profile data scandals gave rise to the General Data Protection Regulation (GDPR) in the European Union, as well as other regulations in the United States. The purpose of such regulations is to encourage brands to use better data hygiene practices – and ultimately restore public faith in brands' use of sensitive data. Social employees and influencers alike must be aware of the regulatory environment in which they work and be sure to communicate in ways that are both authentic and legal.

To help you learn to think like a brand and prepare for the future, see Chapter 9.

## CHALLENGE #4: INTEGRATED MARKETING STRATEGIES

In simplest terms, integrated marketing is the idea that brands should present a unified, cohesive and coherent front across all media channels, all brand touchpoints, and all customer and stakeholder interactions. However, while the value of such an approach is readily apparent – a brand that is clearly and consistently understood in the marketplace – putting it into action can be much more difficult, due in part to the challenges we will cover next. In Chapter 10, we will explore our modern integrated marketing framework called Brand Choreography.

### The Rise of New Media Options

The number of media choices available to consumers is growing at a remarkable pace. New social channels, information hubs and streaming services are popping up seemingly every day. Facing this growth, many brands worry that they need to be everywhere at once. Especially in an era of shrinking marketing budgets and the need to justify return on investment (ROI), this is an impossible task. Luckily, it's also an unnecessary one. As we'll discuss later, a good integrated marketing approach isn't concerned with how many channels a brand appears on, but rather on *how well* they establish a presence on their channel of choice.

### Harnessing the Power of Mobile

When smart mobile devices first hit the scene in the mid-to-late 2000s, marketers praised the innovation, but did little to embrace it. Today, with mobile devices becoming the primary means of consumption for a growing number of users, mobile simply can't be ignored. In fact, it's a cornerstone of any effective digital marketing strategy. The question is, how can brands position themselves in order to fully harness its power?

### The Connected (but Closed-off) Customer

Especially among younger generations – namely Millennials and Generation Z – customers are increasingly connected across a variety of devices and channels. However, regardless of what form of media they might be consuming in a given moment, whether TV, social media, or something else, consumers all have one thing in common: they



hate intrusive advertising. Brands looking to craft a successful integrated marketing approach must acknowledge that many in their target audience will do whatever they can to block out brand messaging.

## Lack of Consistent Messaging

Many marketers and marketing teams lack an integrated marketing strategy. As a result, they're essentially running blind, trying to find their place in a complex media landscape with too many options, for too many devices, in a too-dynamic marketplace. The result? Inconsistent messaging. However, through a process we call Brand Choreography, we will lay out a seven-step roadmap for integrated marketing success.

## The Rise of Big Data

Big Data refers to the rise of data collection and analytics processes in the twenty-first century. Much has been written about the value of Big Data, and many leading brands have seen considerable success in learning how to harness its power. However, for the brands that are learning how to navigate the world of Big Data, simply knowing where to start can be overwhelming. Throughout this book, we'll champion an approach to Big Data that focuses on addressing specific needs and answering specific questions to keep brands on target and – most importantly – on budget.

## Siloed Workforce within the Company

Workers in a siloed company often feel more like competitors than colleagues. Because they often compete internally for resources, they withhold valuable information, tools and processes that could help the entire brand succeed. To de-silo their workforce, brands must embrace what we call the social ecosystem.

For more on the challenges posed by integrated marketing strategies, see Chapter 10.

## CHALLENGE #5: ARTIFICIAL INTELLIGENCE (AI)

Artificial intelligence (AI) has many possible applications for businesses, from supply chain management and manufacturing to marketing and sales. However, many business leaders believe that AI will have its biggest impact in the world of marketing – making up as much as two-thirds of the total AI opportunity.<sup>5</sup>

## Market Segmentation

The old methods of segmentation aren't going to cut it. Brands need to understand precisely who their target buyer personas are – and they must do so quickly and accurately. A persona enables you to create a compelling message strategy by providing an informed context about who they are, what they struggle with, and how they make decisions and interact with a brand. AI can help power those efforts through a process known as *micro-segmentation*.

## How to Use Data to Improve Marketing Efforts

We live in the era of Big Data. The question is, how do we learn to use that data in a way that helps us establish and achieve important metrics and key performance indicators (KPIs) in a way that brings a return on investment (ROI)?

## Using Personal Data Responsibly

Consumers and business leaders alike have become increasingly concerned over the safety of their data – who has access to the data, how it is being used, and whether it's safe.

## Keeping up with an Ever-Changing Marketplace

Agile marketing has become a must in the modern marketplace. But marketers can't go it alone if they hope to keep up. Deployed correctly, AI can help show them the way.

## Personalization

AI and machine learning will soon make personalization – and even *hyper-personalization* – a reality. Driven by AI, these personalization efforts can help create a frictionless customer experience all throughout the customer journey. According to McKinsey & Company, personalization will blur the line between the real world and the digital world as physical spaces come to be increasingly digitized through the rise of augmented reality (AR) tools. Brands will also begin deploying advanced analytics to build a more personalized end-to-end customer journey: one in which the individual's pain

points and needs are anticipated and understood through a scaled-up approach to brand empathy.<sup>6</sup>

For more on the challenges and opportunities posed by AI, see Chapters 2, 4, 5, 11 and 12.

## CHALLENGE #6: SHIFT TO MARKETING TECHNOLOGISTS AND THE GROWING IMPORTANCE OF DIVERSITY IN BUSINESS

The tech explosion of the early twenty-first century has created a tremendous amount of opportunities for marketers. However, as is often the case, with those opportunities also come new challenges. To counteract these challenges, marketers of the future must not only be aware of the upside their new tools and processes bring, but also the potential drawbacks.

### Emergence of the Marketing Technologist

According to Scott Brinker, VP, Platform Ecosystems, at HubSpot, a marketing technologist is a hybrid role that straddles the line between IT and marketing. The marketing technologist is technically savvy, but they use those skills specifically to build, evaluate and operate marketing software and systems. ‘Since everything in marketing is now powered by software’, Brinker says, ‘it’s important to have someone on the team who understands the dynamics of technology management.’

However, while the marketing technologist is essential to any modern marketing team, their role must be clearly defined. ‘Customers are humans, not machines’, Brinker says. ‘The danger with too much automation in marketing is that we can lose the human connection between our company and our customers.’ In other words, while these technologists can help open the door to more effective marketing processes, they must learn to do so in a way that doesn’t dehumanize the brand.<sup>7</sup>

### Diversity in Business

Another challenge that arises from an increasingly data-led and tech-focused approach to marketing is accounting for accidental bias. Any system, algorithm, or process is only as good as the people creating it. If those creators – whether knowingly or

unknowingly – have biases for or against certain groups, those biases will be reflected in whatever they produce. While diversity is understandably a complex issue, the solution begins by creating diverse marketing teams, which will in turn benefit the entire organization.

For more on the challenges of data-led marketing, see Chapter 11.

## EMBRACING THE FUTURE OF MARKETING TRANSFORMATION

At this point, you have a broad idea of the current marketing landscape and the challenges awaiting even the savviest marketers in the future. The question is, where do we go from here? How do we as marketing professionals rise to the challenges of today to create better brands of the future?

Throughout the rest of this book, we will help you answer those very questions – and many more. Before we get started, however, let's turn once again to *Back to the Future*. By the end of the final movie in the series, *Back to the Future Part III*, our heroes Marty McFly and Doc Brown have travelled all throughout time – to the future of 2015, the past of 1885, and finally back to their present of 1985. Throughout their adventures, these characters saw a world in flux, one where even the smallest change could have a tremendous ripple effect on their entire timeline – even their very existence.

By the end of *Back to the Future Part III*, everyone is back safely in their present time, and with the proper timeline restored (more or less). While reflecting on the wild adventure their lives had become and pondering where they might go from there, Doc Brown offers Marty and his future wife, Jennifer, one last bit of encouragement: 'Your future hasn't been written yet. No one's has. Your future is whatever you make it. So make it a good one.'

That's our goal with this book. When it comes to predicting the future, no one has a perfect track record. Some of the predictions in this book are all but certain to come to pass, while others may take on an as-yet undetermined form as new advances and voices enter the conversation. We can't know which is which because, as Doc Brown famously said, the future hasn't been written yet.

Ultimately, it's not a matter of being right with every prediction – who could have predicted Starbucks would phase out all physical newspapers in 2019?<sup>8</sup> – but of being proactive and prepared for whatever may come your way. By the end of this book, we expect that you will have built a strong foundation for becoming the kind of proactive, prepared marketer able to tackle an ever-changing world head-on.

## Future Gaze

**William Putsis, Professor of Marketing, Economics, and Business Strategy at the Kenan-Flagler Business School at the University of North Carolina at Chapel Hill, and Yale Faculty Fellow for Executive Programs, and author of *Compete Smarter, Not Harder* and *The Carrot and the Stick***

Marketing has gone through many different evolutions of the past few decades. With the advent of the internet and other digital technologies, many have referred to the current period of change as ‘the Fourth Industrial Revolution’. But what’s next? Where do we go from here? What will the world of marketing look like five, 10, or even 20 years from now?

We put these questions to William Putsis. The answers are rooted in today. For instance, certain marketing fundamentals, which Putsis refers to as ‘legacy marketing’, still hold water today – whether it’s the four Ps (price, product, promotion and place), STP (segmentation, targeting and positioning), or the three Cs (company, customers and competitors). Even in a changing world, any one of these bedrock approaches is still a valuable lens through which to view a brand’s marketing needs.

Looking toward the future, Putsis notes that different brands will have different needs. ‘Companies like Alphabet [Google], Apple, Amazon, and all the big tech companies need to be concerned more with the broader market opportunities and what gives them the competitive advantage that’s sustainable in the future’, Putsis says. This includes the ability to own data rights, the ability to have a dominant position in emerging technologies like AI, and the ability to perform advanced analytics on blockchain and other new technology.

Chief among those is the ability to own data rights. In an era where big brands like Facebook have lost considerable trust as a result of the Cambridge Analytica scandal (see Chapter 11), Putsis sees a new path forward for companies. ‘Winning business models in the future will not be focused on selling data or using data for an individual company’s advantage’, Putsis says. Instead, they will be focused on using customer data – their movements, habits, or search queries – to provide better offerings that serve their customers and provide value. In other words, they will no longer profit on the data per se, but rather on how they can use that data to help their customers. As Putsis notes, such an approach blurs the traditional lines between marketing and strategy. ‘They have to be blurred’, Putsis says. ‘What gives you a competitive advantage that’s sustainable in a market is exactly what you have to market on.’

*(Continued)*

Second, Putsis says, is ‘the idea that we can never be fast enough to allow to market’. Approaches like artificial intelligence can’t just be buzzwords that brands leap at; they must also be strategic. ‘So instead of having to do analytics’, Putsis says, ‘find the conclusion from those analytics and then develop a marketing strategy, campaign, or branding approach moving forward.’ In other words, analytics shouldn’t be undertaken for analytics’ sake, but rather in service of meeting specifically defined marketing goals. In Putsis’s view, such an approach should be undertaken automatically as part of a marketing team’s standard operating procedures.

Finally, the future of marketing will require a rethinking of the role of the chief marketing officer (CMO). Traditionally, Putsis says, the role of the CMO was more about managing the brand and managing the position of the company both moving forward and within the company. Moving forward, however, Putsis believes that the role of the CMO must become more strategic – perhaps even combining the role of the chief strategy officer (CSO) with the role of the CMO. Says Putsis, ‘The CMO needs to increasingly take on the role of what used to be delegated to strategy, and they need to have a single seat at the table.’ While Putsis notes that many organizations are working to create more segmented, specialized roles within an organization, such as chief digital officer, he sees more value in a broadening and combining of roles in the C-suite instead.

To put the changing marketing landscape in context, Putsis quoted Microsoft co-founder Bill Gates: ‘We always overestimate the change that will occur in the next two years and underestimate the change that will occur in the next ten. Don’t let yourself be lulled into inaction.’<sup>9</sup> To give an example of what he means by referencing this quote, Putsis used the idea of 5G internet. In the first few years of its rollout, its impact will be minimal. However, within five to 10 years, it will have become seamlessly integrated into our way of life as part of the growing Internet of Things (IoT). That’s why, as Putsis sees it, in order to prepare for an ever-changing tomorrow, marketers must be prepared to embrace and adapt to those changes today.

## CHAPTER ANALYSIS QUESTIONS

1. What is marketing transformation?
2. What are three challenges facing marketers today?
3. What are some of the possible solutions to those challenges?
4. What can marketers do to create success in the present while still preparing for a changing future?

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