



Beyond Advertising

Creating Value Through All Customer Touchpoints

YORAM (JERRY) WIND,
CATHARINE FINDIESEN HAYS,
and The Wharton Future of Advertising Innovation Network

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Acknowledgements

This book represents a milestone in a years-long collaborative process, both between us as co-founders of the Wharton Future of Advertising (WFOA) Program, as well as with all those who have helped develop, participate in, and contribute to the projects, initiatives, and gatherings reflected in these pages.

Focusing on the future of advertising was the brain child of Mark Morris, Joe Plummer, and Jerry, when they identified the revolution that was fomenting in the advertising world and the need to establish an independent, respected, academic endeavor to bring together forward-thinking practitioners, researchers, and academics to collectively chart the way forward. Since then, many individuals around the world have been inspired by our mission to become de facto members of the Wharton Future of Advertising Innovation Network – our co-authors. We are grateful for the opportunity to thank the many people and their organizations who have contributed and lent support of all kinds to make this profoundly collaborative book and initiative take shape.

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We especially thank each of our brave Advertising 2020 Contributors (*listed in Appendix 2*) who took the time to craft their unique visions of the future. We'd also like to offer a special thanks to a few individuals who reached deep into their personal professional networks to expand and enrich the project scope. Kamini Banga interviewed eight industry luminaries to capture and reflect their insights. Neal Davies and Denise McDevitt curated their Effie Award-winning community to find relevant examples for the book and for subsequent, interactive material

we'll be offering. Matthew Godfrey enlisted Jun Lee to tap the Z Apprentices in Y & R and Wunderman's Global Talent Program to ensure we heard from the next generation. Gillian Graham enlisted thought leaders from Canada's Institute of Communications Agencies. Bob Greenberg personally invited all of the tech innovators whom he and Greg Harper selected for the inaugural Advertising Week Experience in 2012. Bruce Crawford and Thomas Harrison brought us innovators from across their network. John Philip Jones reached out to his star alumni from the Newhouse School at Syracuse University. Mark Morris, who had tapped his Bates alumni network to ensure executive representation from each continent to form the original membership of our Global Advisory Board, then made sure that each of them contributed their points of view for the 2020 Project.

As much as this book has the content from the Advertising 2020 Project at its core, it is also very much informed and inspired by those who have been actively involved with furthering the mission of WFOA since its inception.

We have been privileged to co-host roundtable sessions with top practitioners and academics from around the world to exchange and discuss their initiatives, research, and insights and offer feedback on the emerging models we developed as a result. For these sessions we have been fortunate to work with first-rate collaborators and their colleagues: Byron Sharp, Elke Seretis, Jenni Romaniuk, and Karen Nelson-Field at the Ehrenberg-Bass Institute; Dan Feldstein and Mitchell Reichgut at Jun Group; Rosemarie Ryan and Ty Montague at co-collective; Nick Primola and Bob Lidoce of the ANA; Bruce Rogers and Jenny Rooney at Forbes; Philip Thomas and Steve Latham and their teams at the Cannes Lions; Phil Cowdell while at Mindshare (and ever since); Rich Guest at Tribal Worldwide; Bob Kantor and the talented people throughout MDC Partners; Jae Goodman and Sylvia Friedel at CAA; Rishad Tobaccowala and Douglas Ryan at VivaKi and DigitasLBi; the late Bob Barocci, Gayle Fuguitt and the dedicated ARF staff; Nancy Hill and Mike Donahue at the 4A's; Randall Rothenberg and Susan Borst at the IAB; Peter Gatscha at the Austrian Trade Commission; Barbara Kahn and Denise Dahlhoff at Wharton's Baker Retail Center; Eric Bradlow and Pete Fader at the Wharton Customer Analytics Initiative; and Vaasu Gavarasana, who while at Bates 141, personally convened a powerhouse group of those at the forefront of advertising, marketing, and media in India for a 2011 roundtable session in New Delhi.

We have learned a tremendous amount through three major collaborations to bring research rigor to new practices just as they were emerging. Laurent Laruinat at Mars worked with us to understand more about the nuances of social media virality while the concept was still nascent in 2011. Vaasu Gavarasana, while at Yahoo! APAC, with leadership and research support from Yvonne Chang and Edwin Wong, led an effort to explore the topic of Native Advertising with agencies and client executives in Singapore in early 2013 when the term was just gaining traction. And in late 2014 we co-created a research project with Facebook to better understand personalization at scale. The core members of the team—Hamdan Azhar, Neha Bhargava, Gabrielle Gibbs, and Daniel Slotwiner—are collaborators of

name but a few. Attracting and nurturing people with the competencies required to thrive in this changing environment is a challenge faced by all organizations today.

This kind of brand buy-in throughout the internal ranks of a company does more than improve external responses. A brand persona—based around an authentic message and genuine identity—is increasingly essential to retain employees and attract new talent. As John Costello, president, Global Marketing and Innovation at Dunkin' Brands Inc. explains, **"It's almost impossible for a brand to say one thing and then operate differently; the explosion of social media has seen to that. What is crucial to recognize is that marketing is not only targeting consumers, its targeting prospective—and current—employees"** (Marketing Matters June 2015). Building a brand that manifests itself in every touchpoint, and that everyone at a company understands, genuinely believes—and sincerely wants to advocate for—is an ongoing effort requiring collaboration far beyond the marketing department.

Inspiration and Insights for All

Do you think advertising could and should be far better? Do you believe you are seeing glimmers of some powerful new connections from and with brands? Do you recognize that social good is an increasingly crucial element of successful brand initiatives? Have you noticed that advertising is about so much more than television or billboards, with consumers—also known as people—taking increasing control? Given the pervasiveness of brands in everyone's lives today, you don't need to be in marketing to make these observations, just as you don't need to be in marketing to draw tremendous value from this book.

We hope to appeal to people across generations, disciplines, and geography who feel there are far greater possibilities for leveraging the bridges between brands, people, and society. The concepts in this book will especially appeal to those with curiosity, open minds, and a desire for a better future. **So, if you think advertising could and should be far better, if you are in a leadership position and want to know how to leverage what is possible and understand what is needed, or if you are determined to change and need inspiration and some language and frameworks to help engage your broader organization, read on.** We hope you are inspired by the rest of the book and look to the Advertising 2020 website for the complete set of entries from our insightful and aspirational contributors.

Our greater hope is that our findings enable you to take action toward co-creating a far more desirable future that aligns the interests of brands, their stewards, and people, creating a net-positive impact on society at every touchpoint.

The perceived lack of preparedness is not only in regards to so-called “Big Data” but all key marketing success factors. A 2014 survey by the Economist’s Intelligence Unit found that more than 80 percent of marketing executives worldwide say they need to restructure marketing, and 29 percent say the need for change is urgent (The Economist Intelligence Unit 2014).

The insights of this book offer a roadmap for addressing these concerns, helping CMOs—and their entire organization—be prepared for the change that is happening and is likely to continue unabated for the foreseeable future.

Insights for the Entire Organization

As we look to the future that is already upon us, it is clear that the creation of a compelling, unifying brand theme and its delivery through *all touchpoints*—including every point of interaction a person has with a brand—affects the triple bottom line and cannot be relegated to advertising and marketing alone. It requires the engagement of all the organizational silos and top management, even those that are outside of the traditional purview of advertising and marketing, to include and coordinate product development to packaging and unboxing design, from offline to online retail experiences, from face-to-face sales to all aspects of customer service, from executive blogs to employee social media.

There are therefore five key reasons why all parts of an organization, and not just the leadership, will benefit from the insights of this book.

First, advertisers and marketers are situated to have the best insights into the changing consumer behavior and market dynamics that are key to the entire offering of a firm.

Second, our conclusion that effective advertising and any message should be delivered consistently across all touchpoints impacts all parts of the firm, as many touchpoints are outside the control of advertising and marketing.

Third, with the advent of digital, big data, predictive analytics, cognitive computing (e.g., IBM’s Watson), and artificial intelligence (e.g., Google’s DeepMind), all parts of the organization are in the position to collaborate to undertake innovative experiments that can benefit the entire firm.

Fourth, effective “advertising” at its best can offer a coherent and powerful vision of the firm to all its stakeholders (employees, suppliers, distributors, investors, partners, customers) that is relevant and inspirational both inside and outside the organization.

And finally, the speed, magnitude, and interrelated nature of change requires an agile and innovative organization which cannot be designed and implemented only within the realm of advertising and marketing. It requires collaboration among all organizational functions.

To be successful today and prepared for what’s ahead tomorrow, everyone—from product development, sales, customer service, and HR, to the CIO, CFO, CEO, and presidents of the business units—must buy in, challenge the entrenched mindsets of what’s possible, and start experimenting with new approaches. Already we are seeing a host of new titles to reflect a refined focus: Chief Experience Officer, Chief Insights Officer, Chief Customer Officer, Customer Journey Architect, to

forces of change that have been buffeting these areas are reverberating across the executive ranks, throughout all reaches of organizations, and on to their stakeholders. The new concepts we present apply to large corporations and small enterprises alike, to anyone who has the desire to understand and harness the tremendous forces of change . . . or else risk being overtaken by those who do. They are relevant for those not yet in the workforce who can bring fresh thinking to their future endeavors.

Indeed, these concepts are for all of us who wish that advertising—and all interactions with potential and current providers of products and services—didn't have to be so intrusive, irrelevant, distasteful, clueless, or presumptuous.

Many executives remain dismissive of the significance of advertising, looking at it as if it were an afterthought—the final “gloss” added in order to sell stuff. It is clear that one of the main hurdles is gaining the attention of the business unit heads who see marketing as an expense item with unknown impact rather than an investment with measurable returns. Such is the persistent reputation of advertising. Deservedly so? Kevin Allen, founder and CEO of rekap Inc., examines this matter:

Advertising in 2020 will not be “buy me,” it will be “join me.” We will no longer be persuaders, rather advertising’s role will be dedicated to promulgating the belief system of the brand citizenship, listening carefully to them, informing and entertaining them, taking active steps to support and nurture an ongoing dialogue, and in doing so the company and its brand will be made “buoyant” by this community because of their recognition of the genuine support for their interests. Products will become a living symbol and expression of the value system and will be seen as an ever-evolving pledge of service for the benefit of the citizenship. Brand Citizens will reward this authenticity and genuineness with their purchases. They will punish the selfish and predatory with their abandonment and the discussion in the hallways of advertising organizations must then elevate beyond the silliness of discussions surrounding ad integration or digital centrality. All disciplines will prove relevant but must be channeled toward the promulgation of a deep and abiding relationship with its citizens. (2012)

Advertisers as valued listeners, informers, and entertainers in service of grateful citizens—this sounds appealing, and it is also within reach. **And yet, despite increasing evidence that this radical scenario is quickly becoming a reality, studies confirm that executives feel their organizations are not prepared to deal with the changing marketing environment.** In IBM's 2010 study of more than 1,500 CEOs worldwide, 8 out of 10 CEOs indicated that their primary challenge was increasing and accelerating complexity, but less than half felt prepared to handle it (IBM 2010). This pattern has persisted in every CXO survey IBM has conducted since then. In 2013, IBM research found that 82% of CMOs felt “underprepared for the data explosion” versus 71% of CMOs in 2011, highlighting the gap between what they need and what they have (IBM 2013).

Preface

Who Should Read This Book?

This book is for those who recognize that tremendous and far-reaching changes continue unabated in the field of advertising and marketing. It is for those who are already feeling the effects as these fundamental shifts spill over into many, if not all, other disciplines of their organization. It is for those who no longer want to respond reactively or be blind-sided, and would like to get ahead of the curve. This book is for those who sense that the relationship between those with products or services to sell and the people they seek to influence is changing drastically. It is for those whose business models are supported in any significant measure by companies, organizations, and individuals who want to get people to consider, try, buy, or recommend their product, service, or idea—in other words, are supported by advertising. And it is by and for all those who are already pioneering new approaches, who bear the cuts and bruises of blazing trails for a more desirable future, and who are already sending news back from their forays into new territory—our collaborators in this book.

Based on the input from these hundreds of innovators and visionaries from around the world and across disciplines (*see Appendix 2*), we have assembled a transformational set of concepts that all would benefit from considering, if not acting upon tomorrow morning. We quote our collaborators extensively throughout this book—we've italicized them to make them easily recognizable. The complete set of entries can be found on our website, and we encourage you to take advantage of the wealth of their additional thoughts, insights, and suggestions. You can find them all at wfoa.wharton.upenn.edu. Our observation is that the **impact and implications of five crucial and continuously evolving interrelated forces—which we unpack in Part I—have been felt first and foremost by marketing, media, and advertising professionals**. Therefore, the viewpoints of the most innovative and forward thinking among them offer a prescient guide to how to harness these forces of change in order to maximize opportunity and impact.

Why should our findings, drawn from the specific pool of advertising and marketing, be relevant to a broader audience? Because increasingly, the

We are thankful for the collaboration and friendship between us that began back on campus as we—Jerry as the founding Director and Catharine as a founding Fellow in Wharton’s Lauder Institute for Management and International Studies—helped to shape that program as pioneers. And now these many years later, reconnecting to co-create and evolve this Wharton Future of Advertising mission, program, community, and content. We have grown together by working together and celebrate the yin and yang that our different yet complimentary backgrounds and personalities bring to this endeavor. We cherish the closeness that we share and the path that we have forged. And we look forward to continuing to find important and impactful ways, in collaboration with others, to make the future a better place in this particular and important space.

And finally, we thank our families and loved ones, who have been our rock and our inspiration throughout this project and especially as the book deadline loomed . . . and loomed. John, Lee, Mark, Gavi, and Barbara; Olivia, Lizzy, Stan, Terry, Bill, and David, your sincere understanding, support, encouragement, patience, constancy, and love sustained us through this entire journey, and throughout the personal circumstances we both faced along the way. To the extent that positive change happens as a result of this book, we dedicate it to you.

most wonderful team of Penn and Wharton undergraduate student research and administrative assistants. To all of you, we thank you for your contribution. In particular, there are a few who have really gone above and beyond to bring so much extra effort and value to this program and this manuscript including especially Elijah Cory, Imran Cronk, Raina Dhir, Zak Knudson, Carolyn Koh, Nicole Laczewski, Kaitlin Leung, Adam Rawot, Evan Rosenbaum, Hailey (Weiss) Suyumov, Jill Wang, Molly Wang, and Kelly Yao.

In addition, we are grateful to Sanjay Govil, who has supplied us with a wonderful group of high school and college students during the summers to provide research and administrative support while immersing themselves in the ongoing work of the Program.

In the last few years we have been incredibly fortunate to work with part time staff assistants who defy the term. Each came on to help with “administrative support” while pursuing advanced degrees, yet with their intellectual curiosity, creativity, professionalism, talent, and flexibility offered us so much more than we imagined. In succession we are grateful for Maisie Pascual, who helped us get our administrative house in order; Matt Wiegler, who shared his facility with words, graphics, and databases; and most recently, Alexis Rider who took on a tremendous amount of ownership in navigating so many critical aspects of the manuscript in its final stages and who distills the key insights from our live radio show into a highly readable blog. Thank goodness she is willing to stay with us through the rest of her PhD work in the History and Sociology of Science.

Alexa de los Reyes joined in 2010 in what was supposed to be a part-time administrative support role. But she soon emerged as a full-on co-creator and co-owner of the Program. She has been instrumental in expanding the involvement of the community, the student research assistants, the website content, the EG II Conference, the Advertising 2020 Project and pretty much everything else it took to build WFOA. Her sensibilities as an accomplished artist, her talent as a writer, her warmth as a person, and her healthy skepticism of advertising have graced all facets of WFOA. She has contributed so much to the heart and soul of WFOA and to the content development of this book with constancy, honesty, diligence, and laughter. As the book project began to heat up, she moved to focus her energies on helping to create chapters and marshal them to completion, and she still retains the role of resident historian, advisor, and confidant. Our love and thanks to Alexa, and in turn to Gastón, Inigo, and Eliam for their support of her throughout this endeavor.

We are so grateful that when Kelly Rhodes graduated from Penn with high honors in the spring of 2014, she chose to take a full-time position to help run the Program. And what an impact she has made. Her dedication and wisdom, positive, can-do attitude, unbounded enthusiasm, intelligence and resourcefulness has enabled us to more fully support and enable our growing WFOA network to innovate, inspire and learn. Kelly represents the best of what the next generation is bringing to our world. We treasure all that she has to offer and look forward to being part of her growth and life-long success.

We are also grateful to our other early stage funders who individually believed enough in the importance of our mission to champion corporate gifts when they were, and in some cases still are, at these companies: Sanjay Govil at Infinite; Sebastien Lion at Mars Petcare. Laurent Larginat at Mars Marketing Lab; Andres Siefkin at Daymon; Christopher Lyons at Kodak; Alan Hallberg at Lenovo and at RFMD; Paul Bascobert at Bloomberg Media; and Graham Mudd at Facebook.

We want to give particular mention to the leaders of closely-held organizations who embrace the WFoA vision and have devoted a portion of their budgets to the Program, in addition to their time, over multiple years: Karsten Koed, Gorm Larsen and Zornig; Denise Larson and Gary Reisman, NewMediaMetrics; Kirk Cheyfitz, Story Worldwide; and Mitchell Reichgut and Dan Feldstein, Jun Group. Your personal commitment has been an inspiration and an engine.

Many in our community found other ways to support us along the way. Early on, Chuck Porter tapped the creativity of Mike del Marmol at CP+B to create our first logo and put us in touch with the people on his team and at Dominos to provide information and insights for our first "Insight Report" that we hope will become a model for future case studies. Cindy Goodrich and Sofia Buschmann at Google were the masterminds in co-creating our *Fast Forward* Channel on YouTube in 2009 and we had a blast conceiving, launching, and scaling it together. Matt Scheckner and his indomitable, unflappable Advertising Week team welcomed us on very short notice beginning in 2009 to conduct roving interviews with the remarkable set of thought leaders he assembles each year. Scott Goodson, founder of StrawberryFrog, helped conceive and seed our first annual Super Bowl Tweet Meet in early 2011, which continues – thank you to all who have taken time away from the chips and guacamole to be part of this tradition. Celia Berk, our first GAB member from the HR world (how prescient was that!), offered to reach into her Y&R network many times to find hosts for our roundtables (Paris and Beijing), to bring research expertise, and to engage others from the executive ranks. Chris Yeh continues to generously provide us invaluable access to the PBWorks online collaboration platform to help us manage all aspects of the WFoA Program. How fortunate were we that the inimitable Phil Cowdell stepped up to become one of our trusted advisors. Barry Libert introduced us to our website co-creator/partner *par excellence*, Doug Ward (WatersWard), and underwrote the first year of development to make the WFoA Program, and the Advertising 2020 project in particular, accessible and interactive. Thank you, TED, whom we sought to emulate.

As WFoA was incubating in the SEI Center, we relied extensively on Katherine Rohan Grosh and Chu Hui Cha for their tremendous support in establishing the board, organizing meetings and conferences, and juggling Jerry's time and commitments. Megan Gillespie has taken over as close collaborator in that role while keeping the Center moving forward and developing new initiatives. Thank you for always being there for us.

xviii Since the inception of the Program, and throughout the development of this book, we have been fueled by the intellect, energy, and dedication of the

the highest caliber, as we work to understand not only the rigorous analytics, but the needed new collaborative alignment among clients, agencies, and platforms, to chart these uncharted waters.

Thanks to the efforts of Karl Ulrich and Brandon Lodriguss, Wharton launched Business Radio Powered by the Wharton School on Sirius XM Channel 111 in January 2014, and we became early collaborators to form the Marketing Matters show on Wednesday evenings. This has become a wonderful opportunity to hold live, on-air conversations with three or four astute executives during each two-hour show and we are extremely grateful for the time each of them has taken to share their insights. We also want to give a special shout-out to Jenny Rooney, editor at Forbes CMO Network, for co-creating the CMO Spotlight show once a month. We are thankful to all of the coaching and support provided by the unflappable and ever-positive Michelle Stucker, our producer, and to each of the student research assistants who provide us with first-rate background information on the guests and the topics to keep the conversations meaningful.

The foundation of our Program is the growing network of our active and generous Global Advisory Board members and other inspiring invited guests who have carved time out to participate in our annual meetings, to share with the WFoA and each other their successes, challenges, and insights over the years. At the very first session it became infinitely clear that it was valuable to both the Program and to the participants to take a step back, look ahead to the future, hear what others from across the ecosystem had to say about the most current approaches and findings as well as how to best prepare for the challenges and opportunities of the next 12 to 18 months, even while considering what we should be aiming for, and using our influence and resources to make happen, in 3–5 years.

Wharton and Penn have a host of impressive alumni who are now finding one another in this community of innovators who are redefining the landscape. Thanks so much to those of you who have connected with us. We encourage you to continue to reach out, reconnect, and leverage this community to make a positive impact on the field and on the world.

We also want to acknowledge the students and student organizations with whom we have partnered to create bridges and dialog between the WFoA Innovation Network Community and students across disciplines at Wharton, Penn and beyond, through the open, online courses we'll be creating. You make us all hopeful for the future. Be brave to strive for the triple wins for brands, people, and society in the work you do after graduation. We are just getting started and you are an essential driver for a better future.

All of this would not have been possible without Al West. Through his support of Wharton's SEI Center for Advanced Studies in Management, which he and Jerry founded in 1990 and where we have incubated the WFoA Program since 2008, Al has been our primary visionary and benefactor, continuing his investment in us and in our mission, year after year. Thank you, Al, for enabling what has become so widely and globally valued and appreciated.

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Part I

The Motivation for Change

If you want to predict the future of advertising, imagine throwing a bottle into the ocean. . . . Many pundits point out singular 'futures' in marketing and advertising by watching waves and musing about where the bottle is headed. This is useful in the short run. If you have a long-term objective it's more useful to focus on recognizing forces beyond the waves that will intersect in unexpected ways to shape, if not predictably determine, the future. Many forces shaping the future of advertising are well known, just as it's well known that tides move the ocean. The question is whether we understand their effect in shaping the future.

— Christopher Kenton, *CEO and Founder, SocialRep (2012)*

Yes, the changes that you are feeling are real. There is something bearing down on traditional approaches to advertising and marketing with unprecedented headwinds—the first visible indicator of the size and scope and speed of change that is to come. As the saying goes, we ain't seen nothing yet. Understand these changes, heed their import, and there is still time to make a course correction and thrive. Others are already doing so by harnessing these new forces, finding the new North Star that we present in Part II, and creating the more nimble craft and crew that we outline in Part III.

Why do we need to bother changing? What is the motivation for change? How are the five forces of change speeding up our world, disrupting traditional approaches and mindsets, and yet providing unprecedented horsepower to enable needed new approaches?

In Chapter 1 we delve into the five dramatic worldwide transformations that are impacting everything we thought we knew about how businesses and organizations communicate and connect with their customers (see Figure 1.1). In brief, they are:

1. *Rapid, Breakthrough Advances in Science and Technology*
What are these breakthroughs and how to harness their power?
2. *Exploding, Redefined, and Enhanced Media Landscape*
How to allocate resources for the greatest return?
3. *Skeptical and Empowered People*
How to attract and retain both connected and unconnected “talent” and “consumers”?
4. *Fundamental Cultural, Social, Environmental, and Geopolitical Challenges*
What are the roles and responsibilities of brands as global challenges grow louder and more insistent, and what does this have to do with advertising?
5. *Disruptive and Compelling Business and Revenue Models*
What are the means of survival when disruption is almost inevitable?

Equally important for a Beyond Advertising future, these forces of change represent not only the source of actionable insights to be monitored and tapped, but also the opportunity set for contributing a net positive impact from innovative and purposeful brand touchpoint initiatives. . . . And the Most Important Tool for Harnessing the Future

The industry clings steadfastly to conceptual frameworks that in many cases date back 50 years or more. And the fact is that many of these frameworks

are not just wrong but seriously misleading, so much so that they often lead to suboptimal outcomes, outcomes that are the very opposite of what the marketing team both wants and needs.

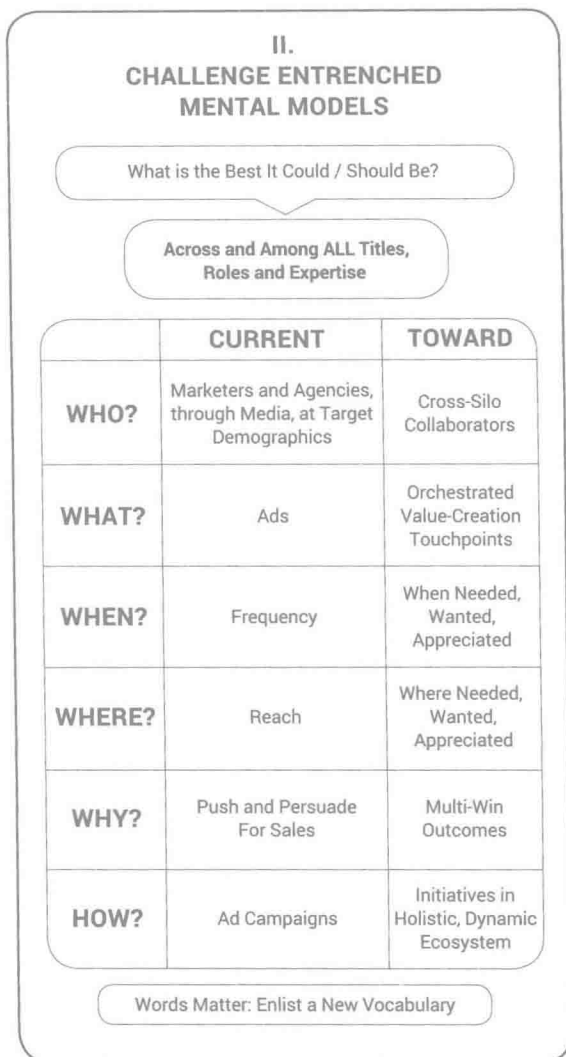
— Mark Tomblin, Chief Strategy Officer, TAXI (2013)

If you think you already know what you need to do, or as may be the case, what everyone *else* needs to do, then you will either read the book searching for confirmation of that point of view and/or reject anything we offer that doesn't reinforce your point of view. Based on our conversations with even the most forward-thinking people, we realize that entrenched thinking, or expecting affirmation, is a danger. So, before we explain the model that will address these challenges, we have a favor to ask. Actually this will be a requirement, since the new model that we outline in Part II won't mean much if you are still holding on to some old ways of thinking. **Before you read the next part of this book, take a moment to suspend your current thinking, your mindsets, and those mental models that in all likelihood have worked so well for you for so many years.**

Figure I.1 The Five Forces of Change and Opportunity



Figure 1.2 Challenge Entrenched Mental Models



In Chapter 2, we walk you through this process of tackling what we have found to be the single greatest impediment to change and transformation: mental models that worked in the past but must be challenged, given new realities to meet the future (see Figure 1.2).

For example: we should probably stop referring to “consumers,” which implies a myopic mindset that defines “them” based on what and how much they consume. How would it change your mindset to think about “them” as “us” and about them as people whose lives we might enrich?

And that’s just for starters.