MARK **SHERRINGTON**

WHAT IS WRONG WITH MARKETING (?)

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ABOUT THE AUTHOR

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Mark Sherrington is a career marketer. An economics and social sciences graduate he learned his trade with Unilever where he held various Senior Marketing positions.

He co-founded The Added Value Group which he led until it was sold to WPP in 2001. During that time he helped develop strategic marketing and creative development tools that went on to form the backbone of marketing operating systems for many of the world's largest businesses and most famous brands.

He was Group Marketing Director on the Exco of SABMiller Plc from 2002 to 2006, supporting the transition from a regional player with operational strengths to a more marketing-led, global player. He led the turn-around of the Miller brand in the USA and the development of their international brand portfolio including Peroni.

He chaired a Digital Agency (later sold to WPP) where he added e-marketing to his classic marketing credentials.

In recent years he has invested in, and sat on, the boards of several marketing technology start-ups.

He is the author of 'Added Value: the alchemy of brand-led growth', was on the editorial board of Market Leader, the journal of the UK Marketing Society of which is a Fellow.

He has written several articles on strategic marketing and connected marketing in a post digital age.

Mark lives with his wife in Cape Town, enjoying, until recently, frequent visits to Europe and the USA.

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Introduction

'WHAT'S WRONG WITH MARKETING (?)'–

THERE ARE THREE WAYS TO TAKE THAT QUESTION AND/OR STATEMENT AND THIS BOOK WILL ADDRESS ALL OF THEM.

I. DEFENCE – 'WHAT IS WRONG WITH MARKETING?'

The first way to take it is as a response to criticism. Over the years marketing has got a bad rap. Marketing is not a well understood term (technically it's a gerund, so not even a noun or a verb). 'Clever marketing' is often meant as a jibe rather than a compliment. So we start with a reminder about the origins, purpose and benefits of marketing. A lot of what we like about our lives and society comes as a result of marketing, or economics, which is where marketing was born.

II. DIAGNOSIS – 'WHAT IS WRONG WITH MARKETING TODAY'

The world has changed and marketing has struggled to keep up. With more businesses ditching the department and the title, it is not certain that marketing will survive as a discipline. At the heart of this is a battle between art and science, magic and logic, creativity and tech. Irrespective of what we call it, where is marketing failing and how does it need to evolve?
Some aspects of classic marketing strategy and tactics are still relevant and they will continue but what needs to stop and what needs to start?

III. DIFFICULTY – 'WHAT IS WRONG ABOUT MARKETING IN THE FUTURE (?)'

Marketing was developed for a world of economic growth. Its purpose, however you dress it up, was (still is) to make people 'consume' more. That's why marketers refer to people as 'consumers'. The problem, it would appear, is that we can't just keep on consuming, wasting and depleting resources at the expense of our planet. There is no 'Planet B'. So that presents something of a difficulty for marketing in the future – can it, should it, survive in a world where we need to persuade people not to buy what they don't need or can't recycle? Instead of marketing, should we not think about 'demarketing'?

And as more marketing spend moves 'digital' we face the prospect of thousands of data points about every individual being programmatically manipulated by AI to make us think and behave in ways marketers – and political movements – determine. The Cambridge Analytica scandal and their alleged impact on the US Presidential election and Brexit referendum shows this process is well underway.

What's wrong with marketing?

- There is nothing wrong with marketing, it has been great for society.
- Society has changed, there is lots wrong with marketing.
- Marketing will damage society if it doesn't change.

A play in 3 acts. A defence, a diagnosis and a difficult, challenging denouement, not designed to give you all the answers, but intended to make you think it is worth looking for them.

AUTHOR'S NOTE

The first two sections of this book were written in 2019 and remain valid. Halfway through the third section, The Future of Marketing, the COVID-19 crisis broke. The ending to the final section has been changed to take some account of this. It is clearly indicated later in the text where the change comes.

PART 1 WHAT IS WRONG WITH MARKETING?

According to the late great comedian, Bill Hicks, quite a lot. This is what he said 30 years ago.

"By the way if anyone here is in advertising or marketing…kill yourself……no really. There's no rationalisation for what you do and you are Satan's little helpers. Okay – kill yourself.

Seriously. You are the ruiner of all things good. Seriously.

No, this is not a joke. You're going, "There's going to be a joke coming." There's no fucking joke coming. You are Satan's spawn filling the world with bile and garbage. You are fucked and you are fucking us. Kill yourself. It's the only way to save your fucking soul. Kill yourself.

Just planting seeds.

I know all the marketing people are going, "He's doing a joke…" There's no joke here whatsoever. Suck a tail-pipe, fucking hang yourself, borrow a gun from a Yank friend – I don't care how you do it. Rid the world of your evil fucking machinations.

I know what all the marketing people are thinking right now too: "Oh, you know what Bill's doing? He's going for that anti-marketing dollar. That's a good market. He's very smart."

Oh man, I am not doing that, you fucking, evil scumbags!

"Ooh, you know what Bill's doing now? He's going for the righteous indignation dollar. That's a big dollar. A lot of people are feeling that indignation. We've done research – huge market. He's doing a good thing."

Godammit, I'm not doing that, you scum-bags! Quit putting a goddamn dollar sign on every fucking thing on this planet."

Bill Hicks was an American comedian who died tragically young. He may not be so familiar to a younger audience but many top comics would cite him as one of their biggest influences. His humour was polemical, visionary. He had a point of view about society that ranged from exposing hypocrisy and hubris to an exploration of a new kind of spiritualism. He didn't like marketers or see any useful purpose in what they do, and this at a time, the late 1980's, when marketing was enjoying a golden period. It was, as immortalised by another comedian, Harry Enfield, the "Loadsa money" generation who unashamedly revelled in consumerism. It was a fun time to work in marketing.

Bill Hicks was, nevertheless, tapping into a widespread feeling that marketing was manipulative and potentially pernicious. He also demonstrated how misunderstood marketing was and still is – 'advertising or marketing,' in other words, the same thing. They're not. Advertising, or brand communications, or to use one of the more modern terms, 'brand activation and engagement,' is the output of marketing, in much the same way as a play is the output of a playwright. But a playwright is not an actor, and actors are not playwrights. There is no value judgement here. No-one pays to go and hear a script being read, they go to see a brilliantly directed play being performed with talent. Playwrights need directors and actors and vice versa, but they ain't the same thing.

However, when someone comments on "clever marketing' they normally mean clever advertising, a great slogan, a catchy jingle, a seductive gimmick designed to make you buy more and/or pay more.

Since 1921 one of the most famous Ad Agencies in the world, McCann Erickson, have promoted themselves with the idea of advertising as 'Truth well told'. Today we might say "A story well told" because we understand the power of narrative. The job of marketing is to come up with the truth, the story, the narrative – what are you offering, for whom/when/where and why is it better? Then they have to tell that story as well as they can.

For a long time industry watchdogs and legislators have made it pretty much impossible to lie in advertising but even if you could you wouldn't, for the simple reason that it is bad for business, or more accurately, staying in business. Even before the age of social media, lies got found out. Whereas truth, well told, builds trust and that builds reputation and that builds long-term value.

More than half of the value of any business is what accountants call 'intangible'. It can include know-how but it's mostly 'goodwill' or reputation. Of the many, many definitions of marketing, reputation creation & management (curation to use a popular term) is as good as any.

If it seems as if we are heading in a direction of making marketing sound like a worthy endeavour let's bring it straight back to where Bill Hicks was coming from with the purest and most honest definition of the purpose of marketing.

The commercial objective of marketing is to make more people buy more, more often, in more places, for more money.

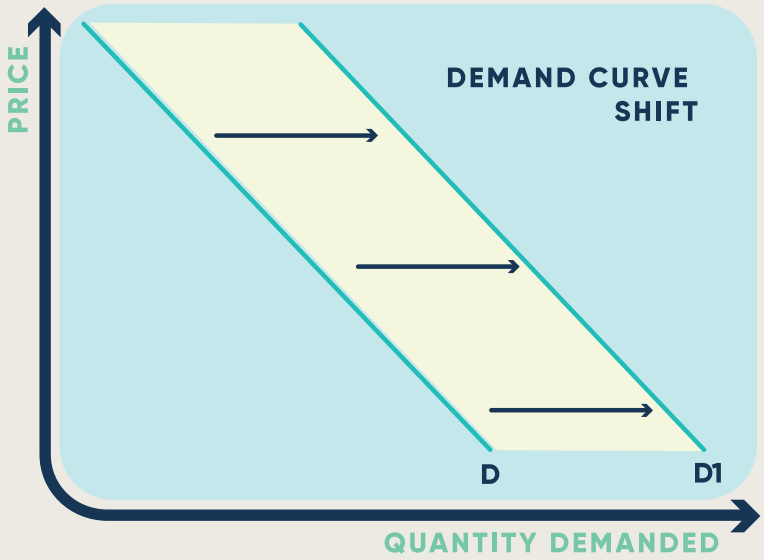
Bill Hicks was right about marketing but then he was no fan of free market economics and capitalism, and that is whence marketing comes. Marketing is the collision, the bastard child, the Jon Snow of economics, sociology and psychology, but mostly economics.

1.1 MARKETING MAKES ECONOMIC SENSE

To defend marketing you have to start by defending economics, and not just any old economics - free market economics. As we know, economics is all about how society allocates resources in the production, distribution and consumption of goods and services. In free market economics resources should flow freely to the places where the highest return on capital (human and financial) can be achieved, subject, of course, to certain societal and legal constraints. If you believe in capitalism then you should believe in marketing because marketing makes resources flow even faster by tapping into other social sciences like psychology and sociology plus a heavy dose of mathematics and business strategy.
[Marx was not so big on this idea and in a communist political system it is fair to say that what we understand as marketing has much less of a role. You still need some aspects of assessing, segmenting and predicting markets but people get what they need, not necessarily what they want, and plain brown boxes will do just fine. That has not worked out so well, as we can see, and marketing is now thriving in 'communist' China.]

The fathers (sadly they were mostly men) of marketing were economists. From Adam Smith who, in the Wealth of Nations, explained that the purpose of any organization is to anticipate (important word) the needs and wants of consumers better than their competitors to E. Jerome McCarthy, who came up with the four P's of the marketing mix – product, price, place, promotion – the fundamentals of marketing have come from economists. Culliton, Levy, Kotler, Drucker – all economists. OK, strictly speaking Drucker was a Management Consultant but he cited Schumpeter and Keynes as his two biggest influences and they were definitely economists.

To go back to that rather crude, but entirely honest, definition of the commercial purpose of marketing – make more people, buy more, more often, in more places, for more money – there should be no shame, it is just plain economic sense. It is the purest expression of the core of micro-economics, shifting the demand curve.



If you shift the demand curve, then, for any given price, you sell more, or for any given level of sales you can command a higher price. If you want to get nerdy about the connection between marketing and micro-economics we can talk about price elasticity. If a product or brand has a lower price elasticity than its competitor, it loses proportionately less sales if it puts its price up and gains proportionately more if it lowers its price.

That is what you want from a strong brand and that is what good marketing is giving you. You will stick with your favourite expensive brand of coffee even if it gets more expensive. You will walk out of the store if they are out of stock. You are more likely to try a new version of it, more likely to recommend it to your friends.

In fact you want to pay more, you want to persuade your friends to follow your lead, you will buy special equipment just to be able to drink this coffee and go to a special store (of which there are not that many) or set up an on-line account and you want to be the first to try their new flavour. You look at the guy in the ads telling you how great this coffee is and you relate to him, you want to be him. Well at least some Nespresso buyers do.

We have moved beyond economics now and we are in the foothills of other social and business sciences where social status and group behaviour come into play. Where an understanding of how we process information, store memories, make decisions helps. Where applying business strategy, market segmentation, disruptive innovation can gain a higher return on investment.

But it all started with economics and wanting to shift that demand curve to speed up the flow of limited resources in your direction.

Bill Hicks, if you can hear me, you didn't like marketing because you didn't like free market economics. Yet you, like all the great comedians, were one of the best and bravest marketers of all. You knew that to find an audience you needed to be relevant, different and memorable.

You didn't try to make everyone laugh, you segmented your potential audience and targeted your material for one specific group. You tried to anticipate their needs but you responded quickly to the live feedback you got, dropped a line here, added one there. You told stories, you engaged.

You can fool some of the people some of the time, and, unfettered, some marketers try. However, at the heart of economics is the concept of short and long term. At the heart of marketing is trust. To succeed in the long run, you need sustainable economics and marketing. You invest to create future returns – and you can't fool all of the people all of the time.

So, defence number one for marketing: it makes the economy work better. In trying to shift that demand curve in a competitive environment, one where you are competing for attention and trust and not just share of wallet, marketing seeks to add more value than cost, it looks to anticipate demand and therefore it drives innovation. Yes, it is trying to sway your decision making but it is also hugely helping your decision making. Our brains and our busy lives do not allow us to make every choice rationally and cognitively, can you imagine how tedious it would be to do even a basic weekly grocery shop without brands?

Did you know you needed a razor with more than one blade? A phone with a camera? A spacious people carrier instead of a cramped saloon car? Credit cards, on-line banking? You didn't until they were marketed to you.

Don't knock marketing. Without it you would still be shaving with a jagged stone, painting pictures on cave walls, carrying the kids for miles and paying for stuff with beads. Marketing has given you more choice in a global economy that has grown substantially to create, arguably, a better quality of life.

It has also made life more fun.

1.2 LIFE'S RICH MARKETING TAPESTRY

We are skating over a lot of stuff here. What started as a brief economic justification for marketing quickly spread to other social sciences and then started to touch on the progress of society and the human condition.

It might be said that the ice on which we are skating is also quite thin. Has life really got better? Bill Hicks might be right, should we be putting a $ sign on everything, relentlessly driving consumption and f****** the planet in the process? These questions will not be ducked, they are the basis for final section, but right now we are defending marketing and developing the point that it has, to a large degree, enriched our lives.

There is this link between innovation and marketing. If you want to grow demand you have to come up with new ideas. Even if you believe that innovation derives from science and technology the new products and services need to be marketed to justify the investment in the research. It's hard to envisage a study that could show which is the chicken and which is the egg in marketing versus R&D. There are instances where marketers have used their intel on the market — the combination of all available data soft and hard — to brief the R&D team to come up something to meet a need they anticipate. There are probably as many or more examples of investment in R&D providing something that marketers can use to create more demand (or command a premium). Very often it is iterative, possibly just serendipitous. You can just nick ideas from other markets. People started buying insurance over the phone and then on-line. So why not other financial services on-line, like banking? Good ideas spread.

But somewhere, at some point, someone had an idea and they did not logic their way to it. It is not just empirical science — Einstein acknowledged that imagination is more important than science and you cannot argue with Einstein.

Of the gazillion definitions of marketing knocking around there is one that applies equally to science. It is "magic and logic", fueled by passion, inspiration and even obsession. Creativity is central to both marketing and science.

Perhaps AI will eventually change this, perhaps the human race will evolve into machines. But let's get back to today and the tomorrow we can see. Ideas for new products and services which, to be economically viable, have to be marketed, have enriched our culture. And the creative expression of those ideas — the ads, the logos, the marketing stunts — are an integral part of our cultural enjoyment and development, both influenced by culture and influencing it in return, a true symbiosis.

We loved the 'Smash Martians' (who were used to sell us instant potatoes) as much as we love the 'Compare the Meerkats' (who sell us insurance and even cinema tickets). Nike told us we could just do it. Apple gave us the tool to stick it to Big Brother. Cornetto introduced us to opera with 'O sole mio'. Dove encourages women to love themselves and Persil encourages parents to let kids play in the dirt. (All of the last three examples from the biggest and oldest marketing-focused business of all, Unilever).

There is a smidge of behavioural science, tech and data behind all of these examples and we will return to the latest ideas in marketing, why they work and their challenges and unintended consequences , in the next section. This is just a celebration of the fun and enjoyment marketing has given us and the vital role of creativity in strategic marketing (where to play, how to win) through to marketing execution (how to cut through and engage).

The arts and marketing work well together. They feed off each other. Salman Rushdie started out as a copywrighter, Ridley Scott shot ads, the comedian Hugh Dennis was a brand manager – there are a lot of brand managers who should probably have followed his example.

Adidas collaborate with contemporary artists to create new shoes, an idea they may or may not have stolen from Josiah Wedgwood who did the same thing 250 years ago — to create ideas for pottery, not shoes.

The arts, creativity, ideas, story-telling — they make life more enjoyable and they make marketing both more effective and more interesting.

There has been a fascinating connection between the music industry and marketing. It started with the music companies marketing their artists using the marketing tools of the big branded goods companies. Performers and bands were packaged up to appeal to an audience and their emerging tastes that the marketing departments identified, they were advertised and promoted, there were marketing plans, PR campaigns. Fair to say not all the artists enjoyed this. But then something interesting happened. The music industry was also using techniques that the marketing departments of the big consumer goods companies were not. P&G invented the brand manager system and were committed to a marketing model based on relentless, research-driven (scientific and consumer) product innovation backed by big advertising budgets and mass sampling and distribution. The music industry was using, to use the modern terms rather than what they were called at the time, social marketing, earned media, influencers, micro-targeting, events, customer experience, relationship marketing. The way that music was being marketed from back in the 1970s has now found its way back into, for want of a better term, mainstream marketing. Consumer brands, again for want of a better term, have grown a social conscience. Bob Geldhof and Midge Ure were doing that with Live Aid in 1985.

A small, but hopefully interesting, digression from the main theme, which is that whilst not all aspects of marketing can be defended as being worthy, overall it forms part of our culture and, for the most part, that essential creative aspect of marketing has enriched it.

It also makes business sing off the same song-sheet, and that's important to all of us.

1.3 MARKETING — THE HORIZONTAL FUNCTION THAT MAKES BUSINESS WORK

The final defence of marketing is that it is what gives an organization its focus and cohesion. The clue is in the word – it is a gerund, a verb that thinks it is a noun. That may seem like a trivial observation but it underlines a very important distinction between marketing and any other function in a business. They are all nouns – Sales, Finance, Operations, Production, Human Resource. The title sums up their function in the business and left to their own devices they would – often do – operate in so called vertical silos. Finance looks after the finances of the business and all it needs from sales are the numbers. They work together in the context of a strategy expressed through a business model and operating system, or in plain English, the goals they set, the way they work together to achieve them and the way decisions get taken. This sounds pretty dry and it would be if it were not for marketing. In fact the natural tendency for each function to work independently as a vertical silo — "you just hire the talent, you sell what we make, you make what we sell and we'll add it all up to make sure we're on track"

— is overcome by marketing, the horizontal function that keeps the business focused on serving the market and the customer so that it 'makes what it can sell' rather than the opposite.
Or, to get back to Adam Smith, it anticipates and serves the needs of its customers, current and potential better than the competition.
Theodore Levitt (Havard economist, can't get away from them) made a big thing about this, avoiding 'Marketing Myopia' by ensuring an external organisational focus on the customer. Many other economists and marketing gurus have chimed in on the same theme. It is not just a focus on the customer, it should be a passion, an obsession — and that is the full-time job of marketing and it keeps everyone singing off the same song sheet. That is the idea but it has some flaws.

Drucker pointed out that marketing is too important to be left to the marketing department. Maintaining a ruthless focus on the customer and then delivering against the opportunities that it uncovers requires an enterprise-wide marketing orientation driven from the top.
Levitt made clear that he saw the corporate focus as not merely making money but rather "to create and keep customers", profitably, one assumes.

So while there may be a marketing department or function it is not entirely clear where their authority starts and ends. Whose job is it to decide what market you are in and which bit of it you target? Whose job is it to discipline any behaviour in the business that detracts from creating and keeping customers? Whose job is it to drive innovation in anticipation of customer needs? Is that all the job of the marketing department, should the marketing director or CMO be the most powerful person in the company? Clearly not. There are four assets in a business — its human assets, its financial assets, its IP and its marketing assets. If marketing is the most important then surely the CEO needs to be the chief marketing officer?

So, what are we talking about when we talk about marketing — is it an orientation, a purpose that runs across every function in the business or is it function in its own right that has to work alongside all the other functions?

Marketing has the potential to create purpose and cohesion in an organisation but as to how it does this, well, these are important questions. One way to resolve this is to integrate a business operating system – how we run the business – with a marketing operating system – how we do marketing. Another way is to think about it is as a matrix organisation where everyone works together in a team and figures it all out. The reality is the issue is often fudged, the questions are not really answered and 'marketing' is often overlapping with the work of other functions like sales or strategy or, conversely, it is disconnected from what they do.

Marketing, the concept, the orientation, the function, the system can give a business the kind of focus that economists like – an efficient, demand-creating cohesive purpose. Up to now, overall, this has been a good thing. Unfortunately the world has changed and the essentially organisational design issues raised cannot be ducked. We now live in an 'omni fluid world' with access to information. The 'consumer' is now more than just a target, they are a media,

even a distribution channel, a peer to peer influencer with the power to create aggregated movements. Corporates cannot hide behind brands, they cannot keep their supply chains covert, they cannot ignore social issues. With just a few distribution channels or 'routes to market', just a few communications channels (TV, radio, press, posters), a relatively slow rate of change and a more trusting society, our lives, business and marketing used to be a lot simpler.

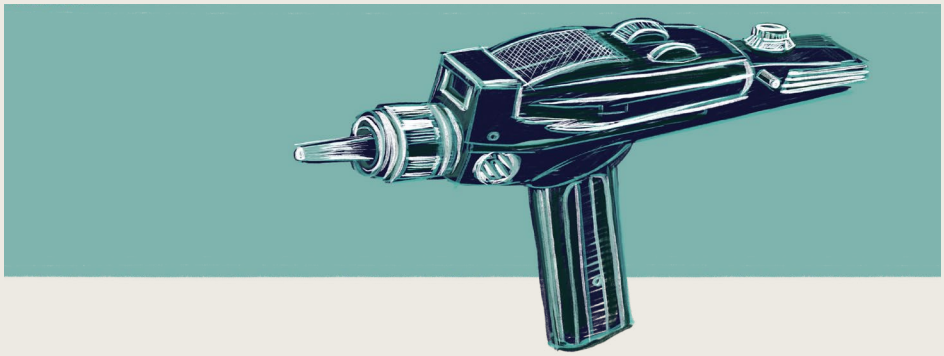
It is not hard to defend marketing historically, it is much harder to understand let alone defend it in the future. Drucker's words have really come home to roost - marketing is too important to be left to a marketing department, it needs to be a system that integrates with a business operating model. The various aspects of marketing, from strategy, through product design, customer experience and engagement, need to be broken down and reconfigured as they have been in the 'new economy' businesses that rarely have anything recognisable as a marketing department. In the tension between logic and magic, logic is winning. Ad agencies are on the run, digital agencies and management consultants are on the rise. We are putting a $ sign on almost everything with the exception of human creativity.

Right now there is a lot wrong with marketing. In an increasingly connected, always-on world marketing is in danger of becoming too slow and even more disconnected.

PART 2 WHAT IS WRONG WITH MARKETING TODAY

We should begin with what is so different about today? What is the so-called 'new normal'? But it is so hard to know where to start and a genuine concern as to whether it is worth bothering since so much has been written by just about everybody about how the world has changed, and what has changed it. In the previous section the very briefest of summaries was used, 'we now live in an omni-fluid world with access to information'. Let's try to unpack this into a few big themes, enough to set up the discussion on what is therefore wrong with marketing today. It will risk being a bit superficial since each theme is a huge subject and they all connect in various ways. We do not 100% understand how the brain or society works, we do not know the meaning of life, we do not know where technology is leading us but we know more than we did and we can do more with what we know to fill in some of the gaps. And for that we can thank information technology.

2.1 INFORMATION TECHNOLOGY



Our smart phone gives us more computing power and access to information than Bill Clinton had when he was President and leader of the free world. It is, with just one exception, pretty much the same as what Captain Kirk and Mr. Spock had at their disposal in Star Trek (original series) with their 'fazer' We can't set it to stun or kill but we can get the low-down on any subject, news event, person, business and of course potential purchase we were thinking about. We can share our opinions, our lives. We can sell, shop or offer our services. We do a lot of this via global social media platforms and the internet. And every time we do we provide information about ourselves that can be – and is – harvested and analysed.

This allows businesses and any organisation to reach us and try to influence us, it allows them to join the dots and draw some conclusions on cause and effect. It allows them to build aggregated audiences from otherwise highly different and highly dispersed individuals and this allows them to create new 'routes to market'. How many toy car collectors are there? Not that many relative to other leisure activities like, say, soccer or gambling. Not enough to justify that many stores but in aggregate a big enough group to create a website and on-line store. Just google 'model cars' and see what is on offer, or fly fishing, or origami classes.
At the other end of the equation – or algorithm – this data can be used not just to aggregate but to personalise. In answer to the question every 'customer' is really asking – can you give ME what I want, when, how and where I want it? – yes, we can.

2.2 THE "UBER" CUSTOMER

As a new technology player you know you have made it when your company name becomes the generic – a Facebook friend, a Netflix night in, an eBay business – and/or effectively the verb – you can google it, tweet it, we'll Deliveroo it. Uber have gone one stage further and defined a generation of millennials who live 'Uber' lives – getting what they want on their terms.

Many industries are being digitally disrupted by information technology, often the same technology just repurposed, but no-one has done it so pervasively as Uber. Uber has transformed our lives not just because it transformed the taxi business but because the expectations of service, interactivity, responsiveness, value, ease of use it created have recalibrated what we all expect from every product or service provider (something of course that Uber is using to expand its business model beyond taxis).

Perhaps the 'Uber customer' is a bit of a marketing construct typical of the way marketers and academics like to label social phenomenons and demographics e.g. baby boomers and millennials. In common parlance perhaps the better word is 'smart' – we want smart banking, smart TVs, even smart meters from energy providers. And by smart we mean that anything enhanced by information technology gives us more of what we want on our terms.
It has changed everything, it has changed us.

2.3 OMNI EVERYTHING

It is so hard to remember that just a few short years ago:-

- We watched TV according to what was scheduled for us.
- We got our news from newspapers and the evening news show, 'expert' opinions from weekly or monthly magazines.
- We bought things in just a relatively few types of physical stores or maybe from a mail order catalogue.

- We communicated with friends, family and colleagues by phone or mail ,(electronic or post).
- We saw ads as they interrupted our relatively few media channels – fair enough as they were subsidizing them – or as posters on our journey to work.
- We experienced our celebrities through their work and their publicity in, again, just a few media channels.
- Not many of us knew people who were influential or published or saw ourselves as potential authors and influencers.

Well, not any more. We live in an omni world – omni media channels, omni distribution channels, omni sources of influence of which we are part. Celebrities or brands are not just famous for what they do, they have omni connections with us, and us with them, through a much broader experience of what they think, how they can connect with us, what they support, what they do and why they do what they do. More than just an omni world we live in a world of blurred lines. The line between brands and celebrity is blurred – Red Bull is not just a drink, it is a purveyor of adrenalin experience; Dr Dre ain't just a rapper outta Compton, he sells us headphones called Beats.

Everywhere there are blurred lines – you are watching something for fun, you see something you like, you click and buy it right there and then. So was that a media entertainment channel or an on-line store? It was both, it was omni and it can move seamlessly from one purpose to another.

This is a very important distinction – omni channel versus multichannel. You can buy ice cream from a store, at the cinema or from someone in the park with a kiosk – that is multichannel. Omni channel is much more than that, omni should be as seamless as possible and the various aspects of it should work symbiotically. The simple example of this is the symbiosis of the on-line and physical stores for an omni retailer – John Lewis in the UK for example. Great place to furnish a new apartment – you can go on-line and buy on-line, you can go on-line and then go to the store to buy, or go to the store to see what is on offer and then buy on-line, you can buy on-line and collect at the store. That is omni channel, where lots of on-line starts off-line and vice versa, the one influences the other and the total adds up to more than the sum of the parts.

That was a dive into purchase channels and how they are blurred. Let's go back to pure information, you can get it from anywhere and you can get it anywhere. We live in a world of omni information, where just a few clicks can get you any information about something you want. You can see what experts say, you can see what 'people like you say', you can see what is in the news from a huge variety of news sources - oh, and yes, you can see what a company says, maybe even an ad. And you will see an ad at some point because your digital exploration left a footprint (pay attention to those cookies) so remarkably, having looked at a

review about hiking shoes, some time soon while you are looking at, say, your on-line news feed an ad from Merrell will appear.

Again, the way to think about this is omni rather than multichannel access to information because it all feeds off itself. You might have noticed that Sky News in the UK will now include Tweets on a news story posted by people who may well have been responding to something they saw on a news feed which was reporting what President Trump tweeted based on something he saw on Fox News.

What you get from a Google search is based on a closely guarded, ever-evolving algorithm which uses a variety of data to give you the best answer to your enquiry. It is a very clever algorithm especially when you consider that 95% plus of every search Google gets it has never seen before asked in exactly that way. Google also need to figure out that if you mention apple you might mean the fruit not the technology business. Very clever indeed, however, is that one part of this algorithm is based on the degree to which the information they are giving you in response to your search has been shared by other people with other people through links, or featured on influential sites. If everyone thinks it is true, then google thinks it is true. If Wiki says it is true then it is definitely true.

So there is a lot of information out there looping around on itself through a myriad channels. Who do people trust? Where do they turn for information they trust? The answer increasingly is other people – in this omni information world, people, who are social animals programmed genetically to copy, look for what other people bought, what other people say, what other people recommend. This is susceptible to wicked manipulation – the first review you read for a restaurant was probably written by the owner's sister-in-law – but for the most part it works. We trust in the wisdom of crowds and yet can still ignore the old bumper sticker 'Eat shit, six million flies can't be wrong'. (We will return to this idea later when we consider one thing that should matter to marketers now more than ever before, which is why anyone buys anything, the theory of brand adoption.)

2.4 SPEED AND TRANSPARENCY

Phew! That last section was quite long for what was intended as just a synopsis of what defines the 'new normal, to set the scene for what marketers have to deal, and are struggling, with. Better speed up a bit. Speed up a bit? That's the point, it is speeding up exponentially.

Every week, certainly every month, things happen to which business should or could be responding. It could be something inside the business, a problem, an opportunity, some new information, someone leaves, someone joins. It could be something in their market or among their competitors, some new piece of legislation, a competitor's marketing or a new

left field competitor, some social media meme (or trope) relevant to your category. It could be 'environmental' which can be anything from literally the environment (and people's attitudes to it) to the economic, political, social, popular culture context. And this can happen anywhere in the world.

There is an interesting debate here – is there more going on in the world or are we just more aware of what is going on in the world? The answer is both – greater awareness creates more change which in turn fuels yet more change. Everything is happening faster. And everything is more transparent – almost everyone has a phone with a camera and a connection to the internet. So if you preach that your business is really responding to the growing concern about climate change and yet your CEO is flying around the world on private jets people are going to find out about it.

The pace of change is a real challenge to businesses, most of which set annual plans and annual budgets, often in the context of three-five year, long-term plans. They have to, they have got a lot of things lined up in a lot of places, they will most often have shareholders whose expectations they have to manage, capital investments to make (and fund) which takes time.

[New economy, technology enabled start-ups with no luggage can take advantage of this lack of pace in the legacy businesses. Able to build trust faster in more tightly targeted audiences and take advantage of new routes to market where scale is less of an asset, speed is a competitive advantage. Every big business is trying to respond to this with 'digital transformation programmes' and a race for 'agility' but as McKinsey constantly remind us the majority are disappointed with the results – it is very hard for elephants to learn how to dance.]

Greater – near perfect – transparency means the messages need to align with the actions. There can't be a gap between your brand marketing and your corporate values . That doesn't mean every business needs to be on some spiritual journey to a higher purpose, they just need to be honest and consistent. Ryan Air are much criticized but they are successful and they are honest. Allegedly, they don't care about customer respect or staff loyalty, they just care about offering the cheapest airfares from the most efficient business system. RBS who own Natwest Bank have had a troubled history and had to be baled out by the government. They do believe in rebuilding their business by rebuilding their customer respect and staff loyalty and the Natwest strap line makes that very clear – 'We are what we do'. They have turned around the business in very difficult circumstances with some great leadership and a genuine commitment to their values and purpose. Neither example – Ryan Air or RBS – is right or wrong but they both show that transparency means authenticity and a coherent business-wide model where all the dots join up.

In the past marketing may have been the horizontal function that helped align a business but that was in a very different world working at a very different pace.

2.5 DIRECT/DISINTERMEDIATION

These various themes of the 'new normal' — IT transformation, Uber customers, omni everything, blurred lines, speed and transparency — are all strands in an interwoven thread leading somewhere, but who knows where? And if were we to introduce the implications of robotics and AI, where is that going to take us? We will return to that later. This section is more about the here and now and the challenges it presents to what we have fondly called 'marketing'. One direction the thread is taking us is from an indirect/intermediated world to an increasingly direct/disintermediated world.

Marketing goes hand in hand with distribution - you cannot divorce marketing from the channels, or routes to market, with which a business operates. It is no exaggeration to say that the legacy brand management system created by P&G and adopted fairly universally was born out of the emergence of supermarkets. With no friendly shopkeeper guiding customers to the best products and deals, brand owners invested in mass marketing and mass advertising to influence shoppers' behaviour in the self-service store. The marketing of drinks in the UK transformed as traditional pubs tied to, or owned by, the breweries evolved into 'free houses' and an explosion of other, different types of licensed premises. The marketing of financial services changed as the agent network declined. How products and services get distributed and who owns the relationship with the customers determines how you organise and execute marketing, indeed the very type of marketing you do.

It is not black and white. There have been many businesses built entirely on a direct access to customers like Avon or Tupperware, and in the future there will still be many people on many occasions who will want to use shops or agents. Flight Centre does very well by serving the many of us who do not want to book on-line. But generally there has been a shift to a greater number of 'direct to customer' business models — Warby Parker, $ Shaving Club, Netflix, First Direct or Capital One banks, Spotify — and a decline in big physical retail in all its many forms.

If you have a direct relationship with customers or 'end-users', no middle-men, no layers of consolidated retailers, then you don't just own the relationship, you own the data and you own it in a closed loop system which means you can directly track cause and effect. Traditional brand owners can buy market data and do their own ad hoc research but they cannot get line of sight on all the variables they need in order to track cause and effect in real time.
Direct to customer businesses can.

To take this one stage further, if Spotify know precisely what their customers want, collectively and by sub-groups, they can determine what music to make - they become market makers, not followers. And of course there are lots of other businesses and technologies that are developing the ability to disintermediate and become market makers.

Alexa knows everything — because you tell her.

All around us the world is becoming increasingly direct/disintermediated - who needs expensive law firms when I can buy a lawyer cheaper on-line and/or just download the template for making a will? Who needs to buy a car from a dealer when you can buy direct from Tesla or just rent by the hour from Zip? Who needs employment agencies like Manpower if you can use on-line job platforms?

As noted already there will be 'both/and' - some people on some occasions will still want to use intermediaries in all sorts of categories and sectors. But 'distribution' — the route to market, who owns the relationship with the end user, who has access to the 'cause and effect' data — is changing fast and marketing has to change with it.

So what seems to be the problem?

2.6 MARKETING CHALLENGES TO CREATING GROWTH

This has been an attempt to unpack the 'new normal', what has changed to mean that the way we have been doing marketing is now wrong and has to evolve? Certain things have been called out to create the connection between what has changed and how marketing needs to adapt. Each could be a book in themselves and they are not comprehensive by any means. There are lots of interesting debates that could be had - is this change in the world driven by technology fundamentally changing the way our brains work, the way we store and access information, the way we make decisions, the way we communicate with each other? There are numerous studies to show that this might well be the case. So that must surely have implications for how we make choices about which products, services, brands we buy, how we respond to different kinds of promotion and messaging? We are going to come to that very soon since the real challenge for enterprise-wide marketing is that there is no common understanding about how people make choices that affect your business or brands so there is certainly no awareness of how it might be evolving.

But now would seem like a good time for a reality check. From this rather 50,000 feet-up view of the strands in the thread of change in the view of the author, let us look at the specific challenges expert marketers see in the collective view of all of them.

The list below is the result of a study conducted in 2019 which reviewed a number of major studies on the future of marketing among CEOs and CMOs, plus articles in leading journals and the latest thoughts of the leading marketing gurus including the UK and USA Marketing Associations. It is a summary of the consensus of what the experts and senior marketing practitioners see as the key challenges facing marketing.

MARKETING CHALLENGES TO CREATING GROWTH

01.	Making the customer the focus of everything across the whole organisation (customer focused = more than just "what the customer asks for").
02.	Coherent, end to end, Customer Experience, product plus service, across all the touchpoints, omni-channel and omni-media.
03.	Persistent innovation, driving disruptive growth against rising and shifting customer expectations. How to use growth hackers, skunk works. Finding the sweet spot between core business and new business.
04.	Speed and agility in capturing market opportunities and acting or reacting. Breaking free from the constraints of 'the plan' (while staying on strategy).
05.	Purpose/values/cause led marketing – creating deeper connection to people's lives, humanized growth targets to inspire the business. "Your culture is your brand".
06.	Info- overload, Infobesity, how to best use all data/information in all forms to drive ideas and insight.
07.	Enterprise wide-marketing, how to break down the silos, new ways to collaborate.
08.	Rebooting the marketing operating system, embedding strategy, tracking execution. Connecting/hard-wiring marketing to commercial KPI's.
09.	Regaining the Power of Big insight and Creativity versus techno/data overload.
10.	Closing the activation gap between strategy and execution (and taking advantage of omni-channel and new routes to market).
11.	Macro/Micro marketing – how to resolve mass vs targeted marketing, how to leverage social media and engagement.
12.	New capabilities and new org. design for enterprise wide marketing and new skill sets (what to bring in-house, creating new partnerships).
13.	Marketing Risk Mitigation – Data privacy protection, cyber-security, 'malgorithms'.
14.	Faster, Cheaper Better – Zero Based Budgeting, doing more with less.
15.	What's coming next – impact of AI, Voice, Drone and robotics: Hyper fast marketing: New routes to market.

This is not a rigorous academic study, there is a degree of subjectivity especially in how the various challenges have been grouped and the language used to summarise them. It has however been tested in the sense that this list has been shown to 50 or more people in various businesses but all with some senior marketing role in their title and so far no-one has disagreed with it by suggesting that any of the 15 headings are not relevant or that there are any major ones missing. The usual result is a debate about which ones are most relevant to that person's particular business and the level of confidence they have that they are being tackled.

It is a useful diagnostic in that sense - score each one on a scale of 1-5 in terms of relevance to your business and then 1-5 in terms of how on top of the challenge you are. Focus on the important topics where you are making least progress.

So if not academically rigorous the list seems to ring true and is a useful tool - it should do, that number of experts cannot be wrong, and, to repeat, this is the synthesis of a lot of the views of the very best experts.

WHAT IS THE OVERALL CONCLUSION THAT WE CAN DRAW FROM THIS? THERE IS A LOT WRONG WITH MARKETING TODAY:—

- The tools we use
- The processes and systems we have
- The way we think about marketing and its role in a business
- Role definition and the way we organise people to 'do' marketing

They are all in need of change, they are not fit for purpose in the new normal, they aren't going to shift the demand curve in today's 'omni-world'. Unless they change, they aren't going to create what Drucker and many others see/saw as proper marketing — a truly value-creating externally focused, enterprise-wide effort to anticipate needs and serve customers, and reward people for doing so.

2.7 DIGITAL TRANSFORMATION

'When someone points at the moon only the fool looks at the finger.'
Old Chinese Proverb

The finger in this case is 'digital transformation'. Marketing always worked with data of all kinds (which is literally the definition of big data - not lots of data but lots of different data).
We have had sales data, share data, distribution data, pricing data, quality data, customer feedback data, hard data, soft data, lots and lots of data. We now have much more and it can come in almost real time. Yet look at that list of the marketing challenges - far from

feeling more confident that data can help address them, from customer focus and customer experience to speed and agility enterprise wide etc., "infobesity" is called out all the time as a problem. More and more data, more and more tools to use data yet less information and insight.

Digital is very seductive – because it can be measured, tracked, modelled etc. it appears better. This encourages more and more marketing money to be spent on digital media, not because it is better but because it feels better.

So-called digital businesses, new economy businesses built on tech and data, born digital so no need to digitally transform, are no better off. Looking only at numbers creates a different kind of blindness. To lighten the mood a fun riddle will illustrate this:

> *A man lives in a 28 floor apartment block. Every morning he takes the lift to the ground floor and goes to work. In the evening he takes the lift up to the 14th floor and walks the rest by stairs. Why?*

TO SAVE TIME HERE ARE THE MOST COMMON ANSWERS, NOT WRONG BUT NOT REALLY EXPLAINING THE DATA YOU'VE BEEN GIVEN.

- He wants to keep fit – so why not walk all 28 floors every other day or go to the gym?
- He has a friend on the 14th floor – so why not get back in the lift?
- There is something wrong with the lift – no, other people use it happily to get to any floor they want.

> *The answer is, he is a dwarf, he can't reach any button higher than 14.*

If you come from a traditional marketing background, one where you are comfortable with data but also possessing reflexes to think creatively, from the outside in, to want to experience first-hand rather than just rely on numbers, this is how it feels to talk to digital businesses that rely on data to answer everything.

And to be fair it can be just as frustrating the other way round - if you are very comfortable with data and deductive thinking it can be hard to deal with the 'blindness' of people who rely too much on experience and inductive thinking . The answer is you need both. To illustrate this

2.8 MONEYBALL MARKETING

The film 'Moneyball' is based on the true story of Billie Beane, the GM of underperforming baseball team, the Oaklands. After another disappointing season he has just lost three of his best players and is left with the task of rebuilding a competitive team with a budget that will not stretch anywhere near as far as he needs.
Billie is surrounded by an experienced but old school team of scouts and coaches who still cling on to the conventions of baseball, the conventions Billie grew up with first as a player and then as GM. He has an insoluble problem. Conventional wisdom will not solve it, throwing money at the challenge is not an option, and the league will be more competitive next season, not less.

Enter Peter Brand, an Ivy League econometrician, who uses a database called 'Sabermetrics' that holds every piece of performance data for every baseball player out there. In particular there is one metric Peter uses called 'OBP', or on-base percentage. In baseball you rarely win by hitting 'home runs', you win by getting on-base. Gain enough bases and they will add up to the runs you need to beat the opposition.

Billie finds Peter in a junior position in another major team. They occasionally use his data but don't really get him or value him. So Billie brings him over to the Oaklands, effectively as his partner, and they use his data and his system to identify undervalued players. Instead of blowing the budget on one star player (and he needs more than that to make a difference) he buys a collection of players, each with individual flaws, but who collectively can deliver the OBPs.

Job done? Not quite. Billie then has to use his experience to overcome the internal resistance in his management team. He has to use insight and judgement, not just data, to turn strategy into execution, to make the decisions that connects this new system to results on the field. The Oaklands then go on to record the highest ever winning run of 19 games in a row. A true story, remember.

Sound familiar? It should do because this is exactly the opportunity facing marketing in the 'new normal'. It is a great analogy for the opportunity facing both 'legacy' businesses and 'new economy' businesses. Billie needed Peter Brand, and Peter needed Billie Beane.

Continuing with big budget marketing as normal and ignoring the opportunities that tech and data can offer is clearly foolish. But trying to add just some of 'the new thinking' into the mix isn't much better. Solely relying on deductive data-driven thinking, 'learn fast fail cheap' iterative experimentation and failing to use strategy, insight and inductive thinking to join the dots is equally sub-optimal.

Business/marketing will win, just as the Oaklands won consistently, when the two come together. And, just like sport, it needs a connected system that can react swiftly and cost-effectively, one that can ensure all efforts are enterprise-wide to create a coherent end to end team performance on the field for a better, more coherent fan/customer experience.

And there's the challenge – connectivity.

2.9 CONNECTED MARKETING

Whisper it quietly but the problem is that marketing never has been very connected. If you go back to the list of 15 Marketing Challenges, at the heart of most of them is the challenge of connectivity. The use of contemporary terms such as 'Coherent Customer Experience' makes it very clear that marketing strategy needs to be connected to marketing execution through several 'customer touchpoints', each the bailiwick of many different departments, project teams and service partners. To be effective, 'Persistent Innovation' is precisely the same.

This is not a new challenge, far from it. The best laid marketing plans have almost always been compromised by poor execution, departmental colleagues going rogue, dodgy frontline service, timing plans that go astray. As people, customers, at the receiving end of this we know this to be true. The ads may say one thing but the experience is very different.

OVER THE YEARS BUSINESS DEVELOPED THREE KEY WAYS TO GET EVERYONE SINGING OFF THE SAME SONGSHEET:

- Brand bibles – the 'true north' blue prints for what should connect strategy to execution
- Planning processes underpinned by marketing processes – to get the departmental ducks in a row
- Marketing calendars and launch events – the deadlines to focus minds and money

And in a simpler world they worked. In today's fast, transparent, omni world they don't. The easy thing to blame is system overload due to the tsunami of technology and data but the truth is the marketing system was never a system in the real sense of the word.

System has two definitions. The first describes it as a method, a way of organizing and doing things:

> *– a set of principles or procedures according to which something is done; an organized scheme or method.*

The second is all about inter-connectivity:

> *– a set of things working together as parts of a mechanism or an interconnecting network; a complex whole.*

Marketing was traditionally the first – "The Marketing Way" – that set out the procedures for a number of different steps in a process that looked something like this:

STRATEGY – where to compete, how to win
SEGMENTATION – which segments of a market to prioritize
BRAND POSITIONING – source of competitive advantage
INNOVATION – product design roadmap
CREATIVE AND COMMUNICATIONS BRIEFING – focusing and motivating external service partners
PERFORMANCE MONITORING – measuring effectiveness and KPIs

Plus a few other mission-critical aspects of the marketing process....

This constituted the Marketing Operating System (MOS) and, in theory at least, provided the connection points to the overall business planning system and operating model. You will still find these in ring-binders in offices all over the world and they still contain much wisdom and much similarity since – fact – they were all largely plagiarised from each other and were the distillation of the best marketing thinking at the time. Some things don't change so they still have some value but they are fundamentally flawed, because they are analogue, a system only in the sense of being procedural.

The tsunami of data and technology in an 'omni-world' merely shows up the fundamental flaw. Business is a 'complex interconnecting network' operating in an even bigger complex network, society, therefore interconnecting and evolving marketing has to be more than a set of procedures (assumed wrongly to happen in sequence); it itself needs to be an interconnected, real time network driven by data & technology but guided by vision, curiosity, passion, values and purpose.

If you put the brand – the means to convert reputation (based on words and deeds) into profit – at the centre then this is a better visualization of a marketing-driven business (obviously sub-optimal as it is static and 2 – D).

Every business varies and the precise system design will vary with it (this diagram essentially imagines a branded product business) but it is a much better model to have in one's mind of how a business and marketing eco-system should work. With this schematic in mind it is easier to see how all the efforts of all the functions in a business should work symbiotically to deliver a total customer experience across the entire customer journey. It looks like connected, enterprise-wide marketing.

It also gives an idea of the data pathways – how information should flow to aid decision making, track performance, trouble-shoot, ideate, plan and predict. So let's talk about data…

2.10 DATA – FRIEND OR FOE?

On the list of 15 challenges facing marketers sits 'info-overload' or 'infobesity', identified by every single person consulted about this list as an issue; and it is not just senior marketers who would complain that more data has not necessarily led to better information.

A commonly misunderstood term, outside the IT community, is "Big Data". It is used to capture the idea of a world with ridiculously large amounts of data available at high speed. That is only 66.666666 recuring % correct. There are three V's that define Big Data – Volume, Velocity and Variety and it is the last V that is, and always has been, the most important to marketing – Variety.

Marketers are used to a variety of data. Sales, distribution, pricing, quality, performance (in a multitude of forms) tracking, test results, modelling, trends, socio-demographics, psychographics, competitive etc. etc. And they are used to data that comes in all shapes and sizes – qualitative and quantitative data, visual data, anecdotal data. A defining characteristic of a good marketer is their ability to compile, curate, analyse and apply Big Data. If they are creative, and not all are, (working with creatives and judging creativity is not the same as being creative) they will be curious enough to be able to look for new connections in the data, to link different bits of data to come up with a useful insight that solves a problem or creates an opportunity.

THERE IS NOTHING NEW ABOUT MARKETERS WORKING WITH BIG DATA. WHAT IS NEW FALLS UNDER FOUR HEADINGS:–

- Much more Volume
- Much more Velocity
- More Variety – not much more but more
- More Behavioural Data

Yes, there is a bit more attitudinal data and a bit more understanding coming from the social sciences about the basis of those attitudes (e.g. genetics) but the big change is the actual behavioural data.

Take a hot topic right now – Customer Journeys. It is not that marketers never understood that a purchase — their end objective — occurs at a point in a journey in a person's life, it is just that they could not measure or track it. In the drinks industry it was always well known that someone's choice of a drink in a bar depended on the context of that person being there, who they were with, where they were and why, what mood they were in. Tuesday night, after five-aside footie with your mates in a local pub, it is a lager. Friday night celebrating with your partner in a cocktail bar, expensive champagne, or something like that. However the data you had available to segment the market, the occasions, was limited. Now we have the data because scarily — and we will come back to this point — we have all manner of social media data, cookies, geo-tracking, linked purchase data and much more that tells us what people actually do in their lives.

Segmentation can now be much more multi-dimensional and, crucially, it can look at your category in the context of peoples' lives, NOT the other way around. This offers up much more possibility not just for the marketer but for the whole organisation. If you go back to the schematic above, it allows one integrated data-driven tool looking at people journeys and how the business/brand relates to them, that can be used by almost every part of the enterprise.

This is just one example of the possibilities 'Bigger, Better Data' gives us, not just to be better marketers but to do better enterprise-wide marketing i.e. better marketing that can address all the 15 issues identified to a greater or lesser degree. So why the concern about infobesity? Because this bigger, better data depends on, necessitates, how it is architected and manipulated using algorithms, machine learning and AI.

What do each of these things mean?

Algorithm – is a set of instructions about how to combine data to perform a specific task. We have been using these forever e.g. in price modelling or significance scores on test data. AI and ML are similar but not the same.

ARTIFICIAL INTELLIGENCE	MACHINE LEARNING
AI stands for Artificial intelligence, where intelligence (is defined acquisition of knowledge intelligence) is defined as an ability to acquire and apply knowledge.	ML stands for Machine Learning which is defined as the acquisition of knowledge or skill
The aim is to increase the chance of success and not accuracy.	The aim is to increase accuracy, but it does not care about success
It works as a computer program that does smart work	It is a simple concept – the machine takes data and learns from data.
The goal is to simulate natural intelligence to solve complex problems	The goal is to learn from data on certain tasks to maximize the performance of the machine on this task.
AI is decision making.	ML allows systems to learn new things from data.
It leads to develop a system to mimic a human behavioural response	It involves the creation of self learning algorithms.
AI will go for finding the optimal solution.	ML will go for the only solution (for that) whether it is optimal or not.
AI leads to intelligence or wisdom.	ML leads to knowledge.

SOURCE: GEEKS FOR GEEKS

Or in other words, ML and AI are a bunch of bigger algorithms that allow computers to learn from data, and if you have got a lot more data then you need them to make that data useful.

Marketers, ever the polymaths, now have to pay attention to data warehouses, stacks, silos, APIs, algorithms, AI etc. In the same way that they had to learn the language, and culture, of all the other functions in the business like sales, finance, technical, they now have to talk IT. If they don't there is both a problem and a risk.

The problem is that the data-based tools are designed by people who understand data and technology and do not understand marketing.

The risk is that there is an over-reliance on deductive thinking based on data rather than a balance between deductive and inductive thinking essential to the kind of marketing that can break rules, not be bound by them. All logic, no magic.

2.11 CONNECTED MARKETING OPERATING SYSTEM (MOS)

To take advantage of the possibilities Bigger Data and Tech can bring to enterprise-wide marketing there needs to be a new kind of MOS to replace totally the old analogue, procedural ones. The connected MOS needs to be a genuine system hard-wired to the overall business operating system, fuelled by data, enabled by technology but managed by people.

The names we give them may evolve but the essential building blocks or tools of this mos will need to cover the same ground as before:–

- Harvesting Insights
- Developing Strategy with KPIs
- Translating that to execution
- Codifying the brand(s)
- Segmenting the market and the customer journeys
- Budget allocation etc.

The two big benefits will be **a).** making marketing work across the business and **b).** freeing up time for marketers to think.

This last point, freeing up time, is crucial.

The transition to a new kind of MOS is well underway. It is probably further ahead in new economy businesses and those old legacy businesses that were not heavily rooted in marketing and 'Marketing Ways'. The traditional marketing-led fmcg businesses have struggled most as they have tried to layer 'digital transformation' on top of their legacy analogue MOS.

However, to ensure the new MOS really will address the 15 Challenges, in particular to ensure it delivers magic and logic, the design needs to be led by IT literate marketers and the key deliverable must be more than just better marketing ROI. It must give marketers freedom to imagine, to be creative, to tell new stories.

Over the first few years of the 'digital transformation' there has been a focus on cost optimisation. Post the financial shock of 2008 this is perhaps understandable. If growth is hard to find then costs need to be optimised to deliver EPS growth. This is a very simplistic way to look at the world, but management consultants are supply side and creative agencies are demand side. As business has turned to the management consultants for the skills and resources they need to effect a 'digital transformation', because the creative agencies surely

don't have either, there has been a shift in the balance of logic and magic, a shift to supply side deductive thinking, cost optimisation. In fact there has been a dramatic growth in 'digital media spend,' not because there is any evidence to suggest it is actually more effective but because its effectiveness can be measured. What may or not be most effective will be discussed below, but just this simple observation shows the danger of an imbalance between logic and magic, an imbalance between budget optimisation and budget maximisation. Going all the way back to the economic roots of marketing, it is not just about optimising the demand curve, it should be about shifting it and that needs time and creativity.

2.12 JAMES BOND AND JASON BOURNE – WHAT A GREAT MOS LOOKS LIKE

Let us take a break and get back to the movies. In the more recent Bond films (Judy Dench as 'M' onwards) there have been scenes where MI6 Intelligence chiefs have been using data and technology to great effect. The same is true of the other JB, Jason Bourne, particularly his last outing where Alicia Vikander plays the role of the CIA operational leader.

Drawing on Big Data – lots of it, very fast and from various sources – questions are posed and answered, scenarios played out, assets put in place. Hands swish across large glass tables or walls, certain bits are drilled into with just a tap of the finger, new connections are made by piecing together the various bits of 'intel'. Importantly, some of the data is coming from people on the ground, moles in the enemy camp; it is not all databases, timetables and CCTV. It is soft and hard data. And even more importantly the organisation of this data, the user interface, gives a brilliant mind the chance to join the dots, to see what other people don't see.

That is what a great new MOS should feel like. Some of the data, in all its many forms, is analysed automatically and actions are initiated programmatically. Some of the data and tech is used to sound alerts or create predictions. But there is intelligent human oversight and the key deliverable is to aid better decision making and create the time and space to join the

dots in a different way – to change the rules, rather than just optimise the current options. These kind of scenes in spy movies are not much of a stretch from where we are now. Let's call it intel, not data, to make the point that it is information in many different formats. It is all available right now, for example, to build a customer journey tool that allows the marketing control room to track activity, move from behavioural data to direct video conversations with real people in real time, test new ideas, create new connections. And not just the marketing team – the same intel and can be reformatted to support all the functions in the business from finance to distribution to product design.

But who is going to lead the design and the building of this kind of MOS? Should it be Spock or Captain Kirk, Peter Brand or Billie Beane (Moneyball)? The answer is both but probably with Captain Kirk and Billie Beane having the deciding vote because you can turn magic (and experience) into logic more easily than you can turn logic into magic

To address most of the 15 challenges we need this new, intel-driven MOS. (Chart on pg.22)

One of the 15 – "New Capabilities and Org design" – is particularly challenging, rebooting the MOS will need new skills and a new organisational design for marketing

And then there is something that, interestingly, rarely seems to get mentioned at all, so it doesn't even appear in the list of 15 - What drives brand adoption?

Perhaps it is because it is the biggest challenge of them all, one that has always been there and probably always will be. There are lots of theories, lots of analyses even, but no formula as yet. Unfortunately, having at least a hypothesis for what drives brand adoption is the sine qua non of an effective, connected MOS.

Let us start with the relatively easier one.

2.13 NEW CAPABILITIES AND ORG DESIGN

Clearly there can be no one answer as to the question about the capabilities and org design needed for marketing in the 'new normal', omni-world and for this new kind of MOS. Every business varies in terms of...

- Industry Vertical and Competitive set/situation
- Ambition
- Culture
- Geography (social and economic context)
- Maturity
- Ownership
- Starting point

...to name just a few variables. Perhaps, however, there are a couple of helpful pointers that can guide the debate.

Start with the overall leadership team. Under the guidance of one overall business leader, let us assume a CEO, any business can be broken down into three different asset classes of which it is comprised. In no particular order:

REPUTATION – in old fashioned accounting terms 'goodwill' or intangible assets. What people, various stakeholders 'out there' think about the business and how that reputation influences what they do
TECHNICAL – the assets both tangible and intangible that enable it to do what it does and sell what it makes
FINANCIAL – requiring the least explanation
PEOPLE – the all–important human resources and assets

In an ideal world you would hope that the CEO has under them four people who are the guardians of these three assets. The absolutely perfect leadership team would also have a Chief Operating Officer, the 'Chief Whip', who ensures plans integrate and are executed as planned, resolves conflicts and attends to unintended consequences within the context of the overall strategy – and the purpose and values – determined by the CEO.

This set-up is important to show that what we call 'marketing' sits under Reputation.

You can then assume that in the Reputation Leadership Team is one person who focuses on customers. They may cover other external stakeholders as well and would have a big overlap with human resources for the internal stakeholders who ultimately drive reputation with customers since ultimately reputation is what we do, not just what we say.

That person, call them what you want, is the person who leads the design and the operationalisation of the MOS. So the next key question is, what capabilities do they need in their team and, equally importantly, what do they buy-in as needed?

Most 'heads of marketing', with whatever title they have, start with certain in-house capabilities and external partners. Even if they don't, as in a new start-up, they will still have some received wisdom that influences them, things they are led to believe they should be able to do in-house and things that it would be wiser to outsource. A popular exercise in the post–2008 optimisation world led by the management consultants is Zero Based Budgeting. It is a very extensive cost-optimisation exercise that, as the name implies, starts with a zero budget so that each and every expenditure needs to be justified.

This would be the best approach to capabilities. Start by assuming that a) every action and decision is taken by the one senior marketer and b) everything that can be outsourced is outsourced. Only bring capabilities in-house that are absolutely essential all the time and which contribute to building competitive advantage (and therefore contribute to technical or know-how asset base). Only delegate an action or decision to anyone other than the

marketing leader that they cannot physically or intellectually take themselves.
There is no point going into details, it really will depend. There are organisations which handle customer complaints in-house and there are some that don't. There are some that write their own ads or do their own digital and social media marketing and some that don't. It just depends. But this approach of Zero Based Capabilities and Zero Based delegation should lead to a top heavy (in smarts and experience not necessarily age) marketing team who are really good at what counts and where the important decisions are taken by the best people.

What it will avoid is having a group of young ambitious people with first class university degrees crunching numbers and organising meetings or briefing ad words. It will avoid having some junior person who just happens to know their way around Facebook and Instagram, posting stuff that has the potential to influence customers.
In a time and motion study done with one decent size marketing team in the operating company of a large multinational less than 15% of the time was devoted to doing anything that could vaguely be linked to demand creation.
The remaining 85% was spent doing stuff that could be done better by systems or external partners or having less meetings with fewer people.

To cut to the chase, for businesses with large diverse marketing teams 85% of the work should probably be outsourced. It will get done better, faster and cheaper, and when the technology moves on or the performance drops you can move on to another supplier.

There is a great analogy here, and we will return again to it later – the orchestra. The conductor is the best paid followed by the four section leaders – strings, woodwind, brass, percussion. They are the most essential people in the orchestra and will have full-time contracts. As for the rest of the musicians, well, it depends on how good they are and what the orchestra needs…

Accenture are now the biggest digital agency in the world. Is that because they are the best marketers? Not even they would claim that. They are however the most cost-efficient way to do digital marketing that involves a lot of data and tech. This work has been outsourced to them just as a lot of IT is outsourced.

Small, smart/experienced marketing teams delegating as little as possible, doing only things that are mission-critical and that cannot be done better externally is the way to go. It also happens to be the reflex of the people who have built the most successful businesses, admired by us all, people like Steve Jobs and James Dyson, even Richard Branson on a good day.

2.14 THE SECRET OF BRAND ADOPTION

Whether formally recognised or not, and mostly it is not, all MOS rely on some hypothesis of what makes someone buy something. The problem is there are lots of different hypotheses, even within the same business (have you ever heard a marketing exec. and a sales exec. agree

on how the marketing budget should be spent?).
So, all marketing businesses work to a model of how they think consumers make choices and adopt (or unadopt) brands and build their MOS on that model.

They do the marketing they do because they have a theory of how it will work according to whatever model they favour.

Every new year brings yet another set of consultants with a new theory of marketing and of brand adoption. The reality is that no-one has THE answer because quite simply no-one understands 100% how society and the human brain work. We learn a little more with every social and hard science discovery but it is a moving target against a moving background (we know society and technology evolves and it is accepted that our thinking processes are evolving too).

So although no one model for brand adoption (how people make choices, how engagement/conversion/loyalty are built, how marketing spend drives action) will ever be 100% right, it is right to have an agreed model. Without such a model nothing can get done or get measured – so nothing gets learned.

The sensible, pragmatic approach is to agree a model and use that to drive the MOS but at the same time continue to explore and discover in parallel, and take on board the insights as they become empirically validated. This approach has served the top performing brand businesses like P&G, Unilever, Coke etc. very well for very many years. Work to some model but remain curious.

What is important, however, is to agree explicitly the marketing/brand adoption model to which everyone and everything is currently working. It may not be 100% right but it is hard to improve something if you don't agree on what you are improving! And it is impossible to have an effective MOS if it does not have any foundation. To make sense of the various models that are out there, here they are grouped under five headings. They are neither/not critiqued, assessed, ranked nor/or accredited, they are just summarised.

AWARE, TRY, BUY, BUY MORE, ADVOCATE

This is probably the oldest and still most prevalent model around. It is entirely correct in the sense that at any one time you can divide any population in relation to your brand under one of these headings. Some people have never heard of you, some have but have not tried, some have tried but not (yet) gone on to buy again, some are buying but not much/not often, some are buying lots and often and some love you so much they sing your praises. So this model encourages you to attack every challenge – make them aware, get them to try, get them to buy etc. And strong brands with great marketing move people along this journey with the greatest of ease for the least effort and investment.

INFLUENCER MODEL

Many variations on a theme here but essentially the idea is that – as social apes who like to copy we are influenced by what we see other people doing and especially certain influential people (which can range from acknowledged experts and 'celebrities' to particular social cohorts or informed user groups). The role of marketing is therefore to create the right impressions with the right people, in the right places, at the right times. This drives a very different kind of marketing with different ways of managing brands and measuring traction.

TIPPING POINT MODEL

The idea here is that to convert to anything – a new type of music or a religion or a brand – you have to be exposed to several different stimuli over a period of time. It is similar to the influencer model as one of those can be a comment by a trusted friend or expert but the idea is that there needs to be more than three things (at least) – you see something, you see an ad, you overhear someone talking, you read an article, you spot it on promotion etc and at some point you tip into action. So this drives a more 360 degree, multi-touchpoint kind of marketing.

BRAND EQUITY MODEL

This model involves breaking a brand down into a number of important attributes that together account for its 'equity' – used in this context it means its inherent strength and potential to grow.

It is simplest to explain this by citing one particular model – the Y&R Brand Asset Valuator Model. This model was actually developed in conjunction with MIT and certain parts of it were validated through performance results (but then all of the models have their fans and their usage case studies). The Y&R model breaks a brand down into four factors:

- **DIFFERENTIATION** – how different is it?
- **RELEVANCE** – how relevant is to me and my needs?
- **ESTEEM** – how is quality and trust perceived?
- **KNOWLEDGE** – how aware am I and how much do I know about it?

Current strength is gauged by Esteem and Knowledge but future growth potential is driven by Differentiation and Relevance.

The job of marketing is then to build these four factors and you measure the success of marketing by how well the brand performs against them relative to its consideration set.

(Seth Godin famously wrote about the Purple Cow – differentiation and stand-out at all cost, but relevance has to play a role. Purple milk does not sound so good).

BRAND SALIENCY AND MOMENTUM MODEL

This approach takes a very specific cut on some of the ideas in the other models. 'Top of my mind' awareness plus relevance and differentiation are crucially important. Taken together they are sometimes called 'brand saliency' – the ease/speed with which a brand comes to mind as the best choice in the specific conditions or occasions at which it is targeted – but the turbo charger is perceived momentum. This builds on the idea in the influencer model that, as social apes programmed to copy, we are attracted to things we see as 'hot', 'the coming thing', in other words the brand with most momentum. Marketing must then concentrate on and be measured by its success in not just building saliency but also creating actual and perceived momentum through its communications, creativity, innovations etc.

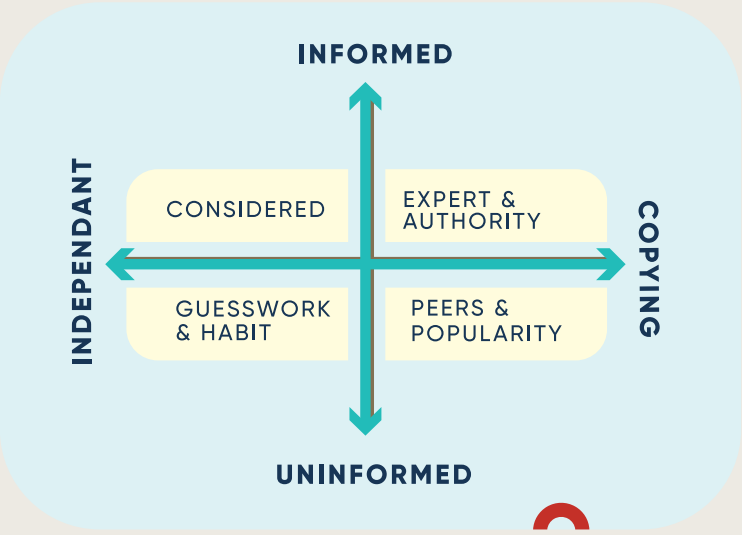
BEHAVIOURAL ECONOMICS

This adoption model is very much in the ascendancy championed by Byron Sharp and the Ehrenberg-Bass institute for Marketing Science. It is based on the System One and System Two brains we all have. The former is the one marketers must target and the job of marketing has to be focused on penetration/availability and memorability. System Two thinking is the smaller, deductive, rational side of decision making but the system one brain is the huge, non-verbal, instinctive thinking that drives most of our choices ,most of the time. Memorability (based on memorable stories), strong heuristics and wide availability are all a marketer has to focus on. This BE theory is backed up by a lot of data and analysis so of course it has to be right, surely. And it is, partly, but every time someone buys something because someone specific influenced them, even thought they had never heard of the thing in question or even knew where to buy it, it shows that it cannot be 100% right.

As an addendum to these five types of brand adoption models is the idea of the brand as a service and/or a club. The idea here is that brands need to get themselves higher up in the 'path to purchase' by widening their offer. A simple example would be a beer brand – don't wait to maybe be the brand they choose when they get to a bar, be the brand that tells them which are the hot bars they should seek out. Don't just be a fashion retailer, be the brand that nurtures the hottest fashion design talent. A brand like Red Bull is more than a drink, it is like the membership of an adrenalin sports club.

That then leads into the idea of a brand as having a purpose and being more than just a product or service. If you champion the purpose that is closest to people's hearts then the purchase will follow.

The Hermeister, Mark Earls, has this model, with data to back it up.



It is hard to say which model is right – a case can be made for each, and there is an even stronger case to be made for fitting the right model to the right category or brand, as Mark Earls has done.

But with reference to the other models, luxury brands might rely heavily on the influence model. Low unit price impulse purchase brands might find relevance and differentiation fit their category better. Routine purchases in highly populated categories might see more value in the awareness – heavy user model. There is an element of 'horses for courses'.

The other way to think about it – perhaps the best way – is in the context of a customer journey. At certain points, to enter the consideration set, influence might be more important, at other stages it might be physical and mental availability; later in the journey you can turn customers into influencers if you give them a platform.

It is therefore dangerous to emphasise one Adoption Model over another, but here goes anyway.

2.15 MOMENTUM

Momentum is the key – politicians know this and experienced marketers do as well. It is best explained using an example (supplied by Mark Earls) from the natural world. Picture a huge flock of starlings or a vast shoal of sardines, the beautiful images of all these creatures swirling around and making amazing dynamic patterns.

But there is no leader in the flock or shoal, just two simple reflexes:

1. Try and all move in the same direction
2. Don't bump into each other

So how does it work? Their movement is generated by what they sense the others are doing around them and it is driven by a primordial desire to survive and run away from danger. They move because they sense momentum. They are trying to copy each other. And the one animal on the planet most driven by copying behaviour is us, humans. We are, like all the other creatures, conditioned to do so but we have also evolved to do so from the ability to use both verbal and body/facial language – more recently by social media. A normal ape's brain is designed to live in groups of less than a hundred – we have evolved to be able to live in complex groupings of many thousands or millions.

To bring this back to business and marketing, Amazon apply this very effectively. On a product page they give numerous ways to detect momentum and copy what others are doing – people like you also bought these, this is how many have sold, or remain, or can be bought second hand etc. etc.

Netflix uses algorithms to push content to you in this way. And, much more sinister, Cambridge Analytica, and maybe Russia, used it to sway elections.

Momentum, a sense of what others are doing, lies at the heart of brand adoption

So how do you detect or measure it? If in surveys people you are targeting name your brand in answer to:-

- Which brand is the hottest right now?
- Which brand seems to be coming up with the best ideas?
- Which brand are you seeing and hearing talked about most?

— then you have momentum and pent-up growth potential. In the run up to top elections, the political party with 'growing momentum' is probably going to win.

All marketers need to do is figure out how to create the sense of momentum and how to satisfy demand when and where it emerges — simple.

Ok, not so simple, and not the complete answer. So the question remains, upon what model of brand adoption are you going to design your MOS? The answer is, it does not really matter — thanks to intel and AI.

It only matters that you start with a theory — better still a set of theories relevant to each and every stage of a defined customer journey – and that this is explicitly acknowledged by the marketing leadership team as the best version based on current available evidence (and/or prejudice and hunch). Then you design your MOS and design it to learn, with a smart experienced leadership team who make judgment calls as to when to apply that learning.

You will never find the answer — but you will continually find better answers. This the right omni approach to do better enterprise-wide marketing using a connected, dynamic MOS for an omni world. This is how to take on the 15 challenges you and your peers have identified.

But it may not work forever...

PART 3 WHAT IS WRONG ABOUT MARKETING IN THE FUTURE (?)

The previous section dealt with the ramifications of marketing of the 'new normal', the digitally transformed (i.e. big data and lots of tech) omni world. This final act of the three-part drama looks at the future and what might impact what we understand as 'marketing' and potentially render it irrelevant as a concept or business discipline, a relic of the past.
"I work in marketing", always a fairly opaque statement, might become so meaningless that it is something we never hear again. No-one works in the typing pool any longer, no-one works in book keeping, no-one (who is not pretentious) is a purveyor or a victualer. In the future perhaps no-one will be a marketer – because in one way or another everyone will be a marketer.

As outlined in the introduction there are two major changes in society that have the potential to fundamentally change marketing.

- DEMARKETING
- DATA OWNERSHIP

3.1 DEMARKETING

Recall all that economics stuff about shifting the demand curve, that is the real purpose of marketing. Yes, you can build brands, create customer experiences, engage along the customer journeys etc. etc, but that is all a means to an end, and the end is to sell more stuff. That is fundamentally what marketing is all about.

Selling more, to more people, more often, in more places, for more money.

Yes, truthfully, legally, sustainably and in a socially responsible way, but there is no point in dancing around the commercial purpose of marketing, historically at least.

Social responsibility evolves in line with what society cares about, the issues of the day, and it is becoming clear that society is not happy with the idea of an exponential growth in consumption at the expense of the environment. Just to pick one issue, it is estimated that 30-40% of food in the USA is thrown away, enough to feed 150 million people annually. Equivalent figures for China with its much larger population show that their

restaurants alone throw away enough to feed 200 million. We are depleting fish stocks at an alarming rate and clogging up our oceans with plastic whilst burning the Amazon Rainforest to make way for cattle to fart out greenhouse gas.

Perhaps technology can come to the rescue (e.g.Solar Foods, a company in Finland, are pioneering tech to turn CO2 into protein) but let us assume not quickly enough. Waste, depletion and climate change mean that marketers have to start thinking now about 'demarketing' i.e. getting people to buy and consume less.

This is not a new term, the economists/marketers Kotler and Levy came up with it in 1971. They were thinking more in terms of discouraging the consumption of, for example, cigarettes, recognizing that essentially the same skills, tools and techniques that could persuade someone to smoke a particular brand of cigarette could as easily be deployed in persuading them not to smoke at all. This case study proved their point.

In 1998 Florida launched the 'Truth' campaign aimed at reducing the propensity for young people to take up smoking and persuade those that had to quit. Like all great marketing (or demarketing) campaigns it began with understanding the target market. The big insight was that the more you told young people smoking was dangerous the cooler you made it appear. However, the more you told them the truth about the corporations behind the tobacco industry the less appealing it was for them to be manipulated by 'fat cat capitalists'. This was classic marketing. Smoking dropped by 20% among high school kids and there was an increase of 15% overall in young people agreeing that smoking was not cool.

So the techniques of marketing can be used to make you buy more stuff or live better, more socially responsible lives. Demarketing, however, goes further than social marketing.

Social marketing is defined as:-

An approach used to develop activities aimed at changing or maintaining people's behaviour for the benefit of individuals and society as a whole.

It is important, of course, but there is nothing new here, it has been going on for years and its protagonists are going to be governments , causes and... looking at a bigger picture with objectives that go beyond financial.

The more challenging debate is how commercial enterprises, whose objective is to make money and who are not responsible for the bigger picture, could ever embrace demarketing, investing to reduce consumption? Let us start, as before, with some economics.

The fundamental idea behind economics, going right the way back to Adam Smith, is the allocation of scarce resources. There is a risk of introducing politics here, capitalism versus

socialism, so let's try and avoid that. Let's just say that resources should be allocated in such a way as to get the maximum return for people and society as a whole.

Commercial enterprises – the good ones – do not just want to make money by selling as much as they can. They want to get the maximum return on investment and the highest sustainable growth in enterprise value, de-risked as far as is sensible. That does not necessarily mean selling as much as you can year after year. To take a topical example of this, Tesla sells a tiny fraction of the cars that Ford sells but arguably has a better future, makes better use of scarce resources with a higher ROI and has a higher enterprise value.

It is possible to sell less (so people consume less) and get a higher rate of return.
And of course there are businesses worth $ Billions whose products/services seemingly have a minimal effect on resources and the environment. They are the technology businesses, information, entertainment, crypto currency, gaming. They may or may not have social consequences but they appear not to be depleting scarce resources or generating waste and pollution. Except of course they are – those massive server farms that drive 'cloud computing' require enormous energy to keep them cooled.

That said, the more obvious challenge are those commercial businesses who make and sell physical, consumable products (or services with consumables e.g. Deliveroo) where just selling more and more and more with no regard to waste, depletion or environmental impacts is increasingly unacceptable.

Government intervention is possible but that operates at a national level (and effective legislation in this area is problematic, to say the least). Brands and businesses operate across borders. More importantly, so do people. Access to information and social media platforms makes it possible for us to air our views, create movements and mobilize actions. We do not need to wait for government, we can reward or punish businesses and brands directly. Social responsibility is no longer just a vague, worthy idea, it is becoming a social imperative. You cannot just have a well-intentioned CSR department with a decent budget and assume that will compensate for marketing which is relentlessly making us buy stuff we don't need and throw away what we can still use.

Note: This is not to downplay the commercial value of effective CSR. A report published in 2018 by INFORMS (Institute for Operations Research and Management Sciences) based on an extensive analysis of 25,000 businesses showed that investment in CSR delivered higher profits, higher valuations and reduced risk.

Good CSR makes sense but demarketing goes further – it is a different type of brand marketing.

So what does demarketing – actively investing in activities to reduce consumption – look like? We can break it down into three approaches that stand a good chance of reducing consumption of a product or service and yet could result in a higher return on investment for the business and a higher enterprise value.

MITIGATION AND AWARENESS

There is a lot that can be and is being done to mitigate the downsides of consumption. Unilever is a good example of a marketing-led business that embraced sustainability as a business model and is working hard to reduce packaging and offset the environmental impact of everything they do. Nespresso, from their competitor Nestle, now provide convenient bags for you to return used pods to them to recycle. Many of the fast food chains and food retailers have active programmes to reduce wastage and redistribute unsaleable product to charities. This is all to be commended, especially the reduction in packaging and single use plastics, but it is not really demarketing in the sense of investing to sell less.

There are some examples in intangible services. Several insurance companies offer in-car technology that allows better drivers to spend less on insurance if they drive more responsibly. Banks are starting to offer better ways to make people aware of what they are spending their money on so that they can make better choices and spend less on bank services. What we can learn from this is that giving people the data to see what they are consuming gives them the awareness and tools to consume less. How much further can this go, especially with the growth in wearable technology that can give much more information on what you are doing, what you need or should avoid? Brands can do this and if they don't then it will likely be done by an independent business or aggregator.

Could brands do even more to make people aware of how they can reduce their consumption? Could Nike tell people they only need to buy new trainers after a certain point and build in diagnostics and an indicator?. Could Gillette tell you that you only need a new type of razor if you have a particular skin condition, otherwise your old razor is just fine? Could Budweiser tell you when to stop drinking? The answer is they could but would they gain a competitive advantage that resulted in a more sustainable business, higher ROI, higher enterprise value? They might – strong brands are based on trust, engagement and 'image signaling'.

PREMIUMIZATION

'Life is too short to drink cheap wine'. True – it can be more enjoyable to consume better but fewer, it can also make practical sense. We bought Duracell batteries not because we cared about the planet but because we cared about having to change batteries less often. Now we

realise we were doing the right thing, far better to buy a battery that lasts longer and pay a bit more than save some money in the short time but squander resources and create more waste.

Costs more but offers more (enjoyment/practicality/kudos), the premium strategy, works in every category. Stella McCartney is passionate about the environment and runs a highly successful but sustainable and responsible business. She was challenged about the cost of some her collection and her defense was that these are dresses or coats that can be passed on from generation to generation.

Premium is not so easy for the poorest customers but they tend not to be the ones wasting or throwing things away before they need to. The ones are who do could easily afford to buy less but buy better. This is a great opportunity for smart brands because price is both the quickest way to limit consumption and the easiest way to signal distinctive quality.

TRANSFORMATION

The most challenging but probably the most effective way to demarket is through disruptive innovation that transforms the business model.

- Selling with reusable containers – Loop
- Add service to product – Lego games and entertainment
- Direct delivery – Sunbasket/Gusto
- Automated dosing – Miele Dishwasher
- 3 D Printing so manufacture moves to point of usage – 3DVarius musical instruments
- Renting fashion – Rent the Runway

In the future, car companies will be repositioned as mobility businesses offering access to transport and taking full responsibility for recycling their cars.

There are many ways to transform a business and/or a category to save costs and increase customer appeal while also reducing consumption, wastage, packaging and environmental impact. There are pathways for brands to migrate from physical consumables to service offers with tangible and intangible benefits.

PATAGONIA

Bringing all of this together, Patagonia is a great case study. They make premium outdoor wear. Their founder, CEO and the whole organization are passionately committed to sustainability and protecting the environment – they only hire people who are committed to this. They reinvest a significant part of their profits (even a tax rebate they thought was undeserved) back into environmental causes. They offer a platform to connect their customers to local environmental action groups and initiatives that they can join. They run a 'Worn to Wear' programme that goes into communities and local events to show customers how to repair and look after Patagonia gear to make it last longer so they don't need to replace it. They run ads that say 'Don't buy this jacket' to encourage people to consider the environmental impact and think whether they really need to buy their products. They go way beyond just CSR to proper demarketing where they are actively investing to help people buy fewer of their premium products. They inform, mitigate, premiumize and have transformed their business model to create a $ billion + revenue business with superior margins and enterprise value.

3.2 THE TOOLS OF DEMARKETING

THE TASKS FOR DEMARKETING ARE ESSENTIALLY THE SAME AS MARKETING:

- You need a way of thinking about your brand and building its reputation coherently.
- There has to be a way of segmenting the market, so understand where to target, how to innovate, how to communicate and activate. This needs to be supported by ways of keeping close to the people you are targeting.
- You need effective and connected ways of both communicating with customers and creating connected, holistic and synergistic customer experiences.
- You need growth strategies or 'engines' and a system that connects marketing/demarketing to the whole organization.

BUT THE TOOLS TO ACHIEVE THESE TASKS NEED TO BE REBOOTED:

- You need to run brands as a brand movement driven by purpose.
- You need a much more dynamic 'always-on' way of doing segmentation that connects your brand/category to peoples' lives and not the other way round.
- So you need a much better way of using all data and information and insight to create genuine real time and actionable intel.
- You need a more connected enterprise-wide system for demarketing – one outlier in supply chain or customer service or product design and the whole movement is blown – and you need different KPIs. What gets measured gets done so volume sales and share of market are less important than margin and enterprise value and brand/reputational strength.

SUMMARY

We need to move on from the old way of thinking about marketing and its fundamental focus on driving demand, of just selling more, more, more. Demarketing as a way to reduce waste and consumption will grow not because governments legislate but because people demand it and they are armed, connected and militant.

However, just like CSR this can be good for business, you can still 'win' in terms of return on investment and enterprise value. The tasks may be similar but the tools of demarketing need to be more relevant, dynamic and connected.

No-one has all the answers yet, this is just a contribution to the debate. But just like the planet, this debate is warming up. We are entering the age of Demarketing.

3.3 AUTHOR'S NOTE MARCH 2020

I will take the unusual step of moving to the first person to explain that this is how far this e-book went before the COVID-19 outbreak. As many have pointed out we will look back on a world as BC, Before COVID-19 and AC, After COVID-19.

To finish this book I have to acknowledge that we are AC and that has the potential to change everything, not just marketing. So this is what I will do.

Very briefly I will cover the other two issues that this section, the Future of Marketing, was intended to highlight.

Then I will give an initial view on how this might or might not change for an AC world. This can only be a) a very personal point of view b) very tentative - we are actually in the middle of the crisis (maybe just at the beginning) as I write. When it is appropriate I will do a repeat of the exercise that gave the list of 15 Issues BC referred to previously but updated for the consensus of expert thinkers and institutions, AC.

COMPLETING PART 3

3.4 DATA OWNERSHIP

The Cambridge Analytica scandal highlighted the issue that there is far too much data about us held and used without our knowledge and consent, much of it in marketing. To break this issue down:–

- We don't know who has or is using data about us as individuals.
- We don't what data they have.
- We don't know when, where or how they are using it.

No-one likes this, it is an infringement of our most basic human right – Freedom of Thought. If our data is being used without our knowledge or consent in order to change what we think in such a way as to, in political terms, change how we vote, or in marketing terms, to change what we buy, every citizen should be up in arms. Governments can and increasingly will legislate but there is something else that might transfer the ownership of data back to the individual – and it is transactional.

Your data is worth money - if you own it, you can trade it for your personal benefit (or for social benefit).

Cutting through all the clutter and evolution of platforms, the fact is we have, for a very long time, traded attention for content. Great TV shows or magazines if you are prepared to look at a few ads.

Google & Facebook took that one stage further. Great search engine and on-line on-demand content if you are prepared to allow us to use your data and monetize your attention. Monetize for them, not you, and without your knowledge or consent (the most unread words in the world are the ones that come before "I agree" on the T's &C's of a tech platform).

There are already platforms that will allow you to transact your data for cash. Quidco are an example. Sign on and buy on-line for any of your normal e-tailers and they share the affiliate commission, that's how it works. Companies pay for qualified sales leads. This lets you get the biggest slice of that pie.

But what if you could aggregate all the information about yourself that any marketer might possibly want to know and would be prepared to pay for - everything, who you are, what you do, what you buy, where you go, hobbies, community connections, views, concerns, everything. What if you had a platform that allowed you to control who had access to that data, when, for how long and how it could be used? And what if that platform allowed you to monetize that?

It all comes down to cost of customer acquisition. This dramatically changes the equation. If there are specific *** a marketer wants to reach, those people will put their hands up if you will just share some of the money you were going to spend with the mainstream media owners, or Google, or Facebook or any of the 'digital platforms'.

Who could provide such a transactional platform to allow all of us to own, control and monetize our own data? Clearly some smart start-up could build one and some have already tried. In the developing world there have been platforms that offer free mobile and internet data in return for consent to capture and share personal data and watch targeted 'ads'. However, whether you like them or not, banks are in the best position to do this. You trust them to look after your money and make it work for you, they already hold the most sensitive data on you, all your financial data and access codes, your on-line baking data etc. They already know a lot of things that are of enormous value to marketers:-

- All your socio-demographic data, profession, family etc.
- What you spend your money on
- What home you have
- What car you drive and when you last changed it
- What magazine subscriptions you have
- What holidays you take and when
- What stores you visit…

…and much more besides.

So why not tell them whether you are a vegan, or what your favourite colour is?

And banks have the track record for looking after and monetizing your assets securely. Here is the briefest, simplest history of banks:

1. People took their money from out under their mattresses and gave it to the bank to put in a safe.
2. Banks lent a lot of that money to earn interest for them and you.
3. When there was a run on the banks and it turned out they could not pay everyone back all their money they introduced a liquidity ratio.
4. Different ways to lend it, like mortgages or bonds.
5. Lots more legislation was brought in to control all this.

So how big a leap is it to suggest that banks take all your data, package it up and help get you a return on it, managed with suitable controls, protocols and regulations?

Each one of us is generating more and more data about ourselves, that data is worth real money to us if we can own, control, and transact it. Marketers can market to us with our knowledge and consent, responsibly and to our mutual benefit.

This will definitely change marketing out of all recognition.
And in the process we all get to reassert our fundamental right to freedom of thought.
There is a lot more that could be said on this subject but as noted above I am trying to wrap this section up and get on to marketing in an AC world.

3.5 ORGANISATIONAL DESIGN OF MARKETING

The final topic in this section was intended to cover organisational design. To be honest I had not figured out exactly what I was going to conclude about all this but this is the best overview I can give.

Go back 10-15 years and we all know what a typical marketing team looked like and how it connected – sometimes well, sometimes not so well – to the rest of the business.
Very simplistically it was still essentially based on brand management leading a team of a relatively few experts in e.g. innovation, research or media, supported by agencies.

These days the marketing team is very different. There are many more 'experts' around the table and many more specialist agencies supporting them.

In new economy businesses they have very different structures, experts and titles:-

- PRODUCT DESIGN
- CUSTOMER ACQUISITION, SERVICE, RETENTION
- USER EXPERIENCE

To take one simple real example, someone who recently joined a medium-sized new economy business with a background in market research realised none of her new colleagues understood what she did when she used 'market research' language or jargon. When she explained it in simpler terms, the penny dropped - "oh, you support the customer experience team".

Where does all this get us? We are entering the age of true enterprise-wide marketing, what the fathers of marketing with all their background in economics originally envisaged - a way of co-ordinating the whole organization from strategy to execution, from production to CSR, from HR to finance, from strategic 'truth well told', the brand narrative, to user experience.
Will we call it marketing or we will just call it business? Steve Jobs conducted the whole orchestra, there was no title or function name that could capture what he did, but he has to be the greatest marketer of all time who built the biggest brand and business of all time.

You've seen it in the movies

My intention was to end with an unexpected slant. Over the years I have been struck by how much of what has happened was foretold in the movies. Is this art imitating life or is life imitating art? Dunno. Right now what is on my mind is the impact of AI and I have found the biggest insights from, for example, watching Ex Machina or reading Ian McEwan's "Machines like Me".

So before a rather important post script about the impact of COVID-19 on marketing in an AC world, including the issues raised above, here is my list of things in the movies that gave big clues about what was to come.

Life imitating art – (note the years)

"Brainstorm" 1983 – Christopher Walken – virtual reality presented as sci-fi
"Man who Fell to Earth" 1976 – David Bowie – an alien using super-advanced tech, digital photography to fund the cost of his ship to go home
"Star Trek" 1966 – William Shatner, Leonard Nimoy – an I-phone called a 'fazer'
"I, Robot" 2004 – Will Smith – robots and an exploration of the ethics of AI
"Ex Machina" 2014 – Alicia Vikander and "Ghost in the Shell " 2017 – Scarlett Johansson – as above
"Lucy" 2014 – Luc Besson – impact of a human using the full capacity of their brain which is of course what the internet gives the capacity to do collectively
"The Matrix" 1999 – Keanu Reeves – a virtual world where you can download the app to fly a helicopter
"Jason Bourne" 2016 – Alicia Vikander (and numerous Bond movies with M before and after that) – the power of integrated 'intel' at your fingertips
"Inception" 2010 – Leonardo DiCaprio – implanting ideas in the sub-conscious
"Anon" 2018 – Clive Owen/Amanda Seyfried – a future world where all your data is known to authorities but not owned by you
"The Great Hack" 2019 – Cambridge Analytica – the real world where your data was used to manipulate your attitudes and voting behavior, brought to light by whistle blowers Christopher Wylie then Brittany Kaiser

Sadly I have to mention "Contagion" 2011 (and several others like it) - the global impact of a virus.

3.6 MARKETING IN AN AC WORLD

The film "Contagion" had a positive ending, they beat the virus, and I assume we too will beat COVID-19. It may take some time, not just to overcome the current crisis but to deal with the social and economic impact, but we will get to the other side of this. It will, nonetheless, change the world, it will change society and it will change business.

The obvious comparison is the Second World War and the way in which the world changed in its aftermath. A lot has been written about this, here are just some of the highlights:

- It created new products as a result of the war effort – from aerosols, to plastics, to the computer (built to crack the enigma code).
- It changed the way business worked e.g. open plan offices and mass production. It is also credited with encouraging companies like P&G and 3M to increase investment in R&D that fueled a surge in innovation and further product development.
- It sowed the seeds of globalism and broke down class structures.
- Most importantly for this debate, it gave birth to consumerism and consumer marketing.

As soldiers returned home, rationing and austerity eventually ended, families, business and the economy got back on their feet, there was a consumer boom driven by the baby boomer generation.

So what can we learn from that for our AC world? There will be new products or services, it will change the way we work but with a degree of historic symmetry it could well mean the end of consumerism and consumer marketing in a post-global world that has a different view on connectedness and interdependence.

A post-war world had a strong thirst for what it had been denied. If you follow that logic, when lock-down ends, the thirst will be for socialising.

Yes, we may have learned better how to work from home, shop at home, entertain ourselves at home, exercise indoors, so when lockdown ends what are we going to want to do?
Connect face to face with colleagues, enjoy seeing our friends, go to shops, get out into the fresh air and exercise in groups. We will want social contact with lots of hugs, albeit with a lingering obsession for hand-washing.

3.7 WINNERS AND LOSERS

When we talk about discontinuities giving rise to big new markets, they are more often a point of inflection when a number of factors that were visible and happening before come together and create the disruption. For market or category trends, it is often a question of some things accelerating and others slowing down.

These are some initial speculations on the latter:

FOOD AND HEALTH

The very pronounced trend towards flexitarianism and veganism, the growth of plant-based foods, transparency of supply chain, organic and local etc., you would expect to accelerate.

On the other hand the growth in home-delivered meal kits, grazing, the Deliveroo lifestyle might slow down as people relearn the value of eating together, cooking together. The most fundamental basis of community is communal eating (and story-telling).

ENTERTAINMENT AND RETAIL

Hard to see gaming not continuing to grow but again there might be an increased appetite for live entertainment shared with friends. Pubs, bars and restaurants should do well as places to connect.

Perhaps this will rejuvenate the high street and physical shopping. The retail offer may need to evolve in the same way, for example, book stores brought in to coffee shops to refresh the book browsing and buying experience.

TRANSPORT AND TRAVEL

In the BC world we were entering a revolution in transport with the move to sustainable fuel, electric cars and a new generation questioning the need for ownership with readily available 'Uber' and 'Zip' rentals. No reason to think that will do anything but accelerate.

And no reason to think that foreign holidays and travel will not maintain their high appeal with only perhaps a greater demand for 'clean' planes.

Business travel ,on the other hand, will take a permanent hit. Yes, the business community will have missed face to face contact and team interaction but the combination of the cost of travel and the enhancements in remote working technology (and everyone, including the Luddites, learning to get the most out of it under extreme circumstances) ensure we curtail the airmiles.

LUXURY GOODS

This is a hard one. A lot of the growth in luxury goods was being fueled by China and other emerging markets. If you can finally afford a Gucci handbag or Rolex or Aston Martin then you buy one to satisfy your need for self-actualisation - the peacock in you.
In the developed markets, whilst there will always be an appreciation of quality with the value of an authentic story, luxury goods might seem less socially acceptable, somehow trivial.

Take an old example, Dunhill. It used to be huge in Japan, the very rich bought the blazer, the less well-off the belt or cuff links, because that's what they thought posh Westerners did. Eventually they discovered they didn't, they largely thought of Dunhill as fags and lighters, and around about the same time a new generation of Japanese went 'no logo'.

Maybe the Chinese will not be so keen on luxury goods.

HEALTH

As with transport we were already in a health revolution with 'medi-tech' giving us more and more innovation and wearable technology to track, improve and report our health. Look at the advancements in the control & treatment of diabetes. This can only accelerate with such a shock to the system. This I guarantee - sometime soon we will all be wearing something - perhaps the next level Apple watch – that gives us our vital signs and warns us immediately if we have an immune reaction that indicates a virus. Not a stretch to think it might instantly show our immediate history of movement and contact.

MARKET RESEARCH

Here was an industry already being totally disrupted by technology BC. Two things just got a major turbo boost as a result of the crisis. Behavioural science data is fully driving the agenda now, we hear it every night in the various government announcements. However, without humans, social research data is not as useful as it can be. Data tells you what is happening and you can model what might happen but only human research can tell you why. You can infer the why from data but you can only see it with human face to face interviews.

With everyone stuck at home the second thing that will get a big boost is technology-based video research at scale. Full disclosure, I am a non-exec director of Discuss.io, which does precisely that with a smart-video platform and tools that are custom-designed for research. But even a few skypes and facetimes will add vastly more richness and value to data – it helps turn it into intel. In the intelligence services they have data and analysts and they have spies. That is why it is called intelligence, it is the combination of the two.

OK BOOMER – IT IS THE END OF GENERATION Z

A lot of our thinking, especially as marketers, has been through the lens of 'generations'. We have accepted that we fall into specific categories that determine our attitudes and behaviours. I particularly like this one in relation to sustainability and whether people will really change their purchase behaviour:

- BABY BOOMERS – *don't care*
- MILLENNIALS – *care a bit but won't compromise their lifestyle*
- GENERATION X – *do care, will talk a lot and make a few different choices, as long as it doesn't cost them*
- GENERATION Z – *the fluid generation, change their minds the whole time but are militant about what they care about*

I have spent my life working in marketing, in particular strategic marketing and in particular segmentation. My claim to fame (not that it actually made me famous) was coming up with the Five W's model, 'who, what, why, when, where' as the framework for segmentation. As I have always said, there are two kinds of people in the world, the kind that think there are two kinds of people in the world and the kind that don't.

I don't and I never bought the generations thing either.

There is no 'they,' there is only 'we', and we can be very different things depending on the circumstances. Lucky that Gen Z uses the last letter of the alphabet: let that be an end to it.

Back to the Book I was writing...

The book started by explaining the origins of marketing in economics, in particular free market economics. So if, as a result of this crisis, the AC world changes our economic models I guess it will change marketing.

The middle section talked about connected marketing – don't see any need to change that, it will be more needed than ever. You need Billie Beane and Peter Brand to do Moneyball marketing, you need Kirk and Spock to boldly go. Billie Beane and Kirk were not scared of data or technology, they embraced it, they made it work for them. JFDI. Be like Steve Jobs.

The list of 15 marketing challenges and issues referred to a couple of times still seems relevant, perhaps some will assume greater priority – '13. Risk mitigation'; '15. What's coming next?'.

In the final section I highlighted three things that had the potential to change marketing out of all recognition, perhaps to render it, the term, not its component parts, irrelevant.

3.8 WHAT CHANGES IN AN AC WORLD?

DEMARKETING – I actually got enormous help from the CEO of the world's largest and best consumer goods business, (work it out). I asked him how this idea of investing to sell less might play with the investors. His view was clear and impressive:-

- Sustainability and social responsibility has to be real, connected and long term.
- You have to put things in place that only years later will allow you to talk about it.
- Our people are citizens first.
- Demarketing is just an obvious evolution, nothing to be scared about.

I think the AC world will make demarketing feel natural, it will probably go a lot further than I outlined. There may be an initial surge of 'consumer marketing' as companies seek to revive growth and win back customers but the writing is on the wall. Consumerism and consumer marketing is on its way out.

As one person told me, "Well, we sure as hell won't be wanting to buy all that throwaway cheap shit from China". Well said.

So for the conspiracy theorists out there, China might be a potential loser in the AC world

DATA OWNERSHIP

Broadly I stand by what I wrote but there are some caveats I would add for an AC world. We may have to hand over certain data to governments to keep us safer.

But overall we need to own most of our own data, we need to control who has it, how it is used, and we will be incentivised to do so. If data is the new oil, it is our oil, our oil well, our petrol station.

THE ORGANISATION OF MARKETING

My biggest concern about 'marketing' as a discipline, or function, or 'profession', or job title is that it carries with it a fundamental confusion. Do you mean marketing as the input – strategic marketing, segmentation, big ideas, market intel etc.? Or do you mean marketing the output, the execution, the ads, the stunts, the customer experience? Right at the outset I pointed out that 'clever marketing' is rarely a compliment and for most people means clever ads or offers.

With the way things have developed marketing has segmented into so many specialist disciplines it really makes you question not just the meaning but the relevance and value of the word. Marketing is fairly useless without some qualification as to what aspect of marketing you mean. New economy businesses find very little use for it. They prefer Product Design, Customer Experience, Testing, Data Mining.

AND AS I HAVE EXPLAINED I THINK THIS WHOLE MARKETING JOURNEY HAS BEEN A JOURNEY IN SEARCH OF ENTERPRISE-WIDE MARKETING, JUST AS THE EARLY MARKETING THINKERS LIKE LEVITT OR DRUCKER ALWAYS INTENDED.

But if everyone in the whole market-facing, customer-satisfying, purpose-driven enterprise is engaged in marketing you might as well call it 'business'. It is great that the guy sweeping the floor at NASA was 'working to put a man on the moon' but to distinguish him from his co-workers his title was not engineer or astronaut.

The heading is 'organisational design' which is always a tricky subject since it varies so much organisation to organisation. So to keep it simple it seems there are six types of people in a business:-

1. People who make stuff and sell it
2. People who plan, manage and co-ordinate that process
3. People who collaborate, investigate and look to the future
4. People who promote what the business does and its reputation internally and externally
5. People who look after the money
6. People who look after the people

Plus – a leader or leadership team.

Where does marketing fit into that? Answer is, everywhere except perhaps the money and the people. If you break it down there is a clear role for marketing in 'sales' and 'promotion' - you could call it 'sales promotion'. In fact we used to call it exactly that.

You can see the role for marketing in collaborations, investigations, looking into the future.

There used to be a term for the internal role for marketing, 'spikey integrators', the managers and co-ordinators across all functions/roles. However, with no evidence to back this up other than pure prejudice, the marketers who are great co-ordinators and managers tend to be pretty poor at anything else.

When it comes to leaders, the ones with vision and the ability to make it reality, the ones with values and a desire to change the rules - Ford, Jobs, Disney, Dyson - I just see them as the greatest marketers and or greatest business leaders, same thing.

So let's ditch marketing. We will just have leaders, subject matter experts and managers. They are all marketers, they are all helping to put a man on the moon.
That's fine, just one little problem. Who is the story-teller? If the leader is the founder, and still active in the business, like Steve Jobs up to his sad death in 2011 or James Dyson now, no problem. But what if they are gone? And what if you don't have a leader like that, what if they are really only comfortable with the numbers?

Storytelling is fundamental to humanity and society, it is what allows us to live in groups larger than our ape brain would otherwise make possible, (we should only exist in groups of 50-100). Storytelling is fundamental to business and to marketing. Advertising is just 'truth well told'.

As the great Dan Weiden of Weiden & Kennedy once said to me about brands:–

"Just tell me who you are and why you're doing this, just move me, dude!"

In other words tell me your true story in the most engaging way.

We can kill off marketing, maybe this virus will, but who creates the story and who makes sure it is well told?

3.9 HITTING THE RE-SET BUTTON

This is a footnote really, perhaps a little self-indulgent. It has been a strange experience writing this book. I spent about six months on it and was nearing the end when the C19 crisis hit and I felt compelled to change tack in the final section. I had to include the impact of an AC world and I wanted to make the switch to writing in the first person – the final section is very much a personal perspective and a little philosophical.

As the book comes to an end what is top of my mind is hitting the reset button. At the time of writing no-one knows what the new normal will look like. Human nature is human nature and a lot of life may bounce back to where it was before. But these kind of world events do change the trajectory. As noted, some trends accelerate, some fall away, some combine to create what feels like a disruption, even if their trajectory can be plotted retrospectively.

Will this sound silly if they find a vaccine tomorrow and lockdown end next week? No, I don't think so. This has been a shock to the system, the duration is not the issue, the nature of the crisis is. It is not a war between nations, it is not an economic depression (that is a potential outcome and uniquely it is both supply side and demand side). It is more like an alien invasion, a war of the worlds that poses profound questions about us as a society.

It is also a 'once a generation' opportunity to rethink things at almost every level. It is an opportunity, should we as individuals, communities, nations or society so wish, to hit the reset button for a whole bunch of things:

- Our lifestyles
- Our relationships
- Our careers or business models
- Our economic and political systems
- Our choices

If that sounds vague let me be more explicit.

- With damaging dislocations and pressurized confinement couples can figure out whether they can't live without each other or with each other.
- Athletes carrying long-term injuries or anyone caught in bad eating and exercise regimes can give themselves the space and time to heal and reform.
- Someone with a business that was struggling before the crisis but was held back from making tough decisions through pride and fear can take comfort that lots of people are now in the same boat of needing to reboot their team and model.
- A society that placed high value on certain professions and neglected others can reappraise how important teachers, doctors, nurses and cleaners really are.
- We can use the balance of time we spend distracted by technology to reset our human and community contact and rethink the role we want technology to have.
- We can rethink our economics and our supply chains.
- We can rethink social care because it turns out we can find the money.
- And if you look at a map of the world right now with clean air and cleaner oceans we can reset our approach to climate change. When lockdown ends and the world has been scrubbed clean will we so readily allow it to get messed up again? Sadly we might, but I sincerely hope not.

We have an opportunity to hit a lot of reset buttons - we will see which ones we do and which ones we don't.

I THINK, FOR MANY REASONS, WE SHOULD HIT THE RESET BUTTON ON MARKETING.

MARK **SHERRINGTON**

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