Chapter 1

The Five Forces Driving the Need for Change

To prepare for [the] future, it is vital to understand that the greatest threat to progress is the inability to see around corners, the inability to respect our past and the unwillingness to realize that the way we succeeded is not the way we will succeed.

— Thomas Harrison, *Chairman Emeritus, DAS at Omnicom Group (2012)*

This Chapter Is about Inspiring You to Go Beyond Advertising. Why?

When we asked our Advertising 2020 contributors about what the future could and should hold—what was both necessary and possible—they scanned the horizon from their respective vantage points across disciplines and around the world and brought into focus an unprecedented convergence and interaction of extremely fast-moving trends, highly disruptive insights, and rapidly emerging capabilities that we will experience just a few years hence. A world that is becoming a reality in our daily lives, now.

As John M. Baker, CMO of Mirum Agency, notes, *"The challenge with predicting the future is something science fiction writers talk about all of the time. Aside from the difficulty of getting it right, the hard part is balancing the consistency of human experience with the pace of change in technology"* (2012). By asking what could and should advertising look like, we privileged aspiration over accuracy. By asking experts immersed in many different industries, we gathered together the

viewpoints best suited to balance experience and change. The result: points of view that brought to life dramatic worldwide transformations that have occurred in recent years, impacting everything we once thought we knew about how enterprises communicate and connect with the customers they desire. **Initially identified as game-changers for the world of marketing and advertising, these forces are rapidly and irrevocably reverberating across all roles in the executive ranks—especially as they are being redefined and realigned— and throughout their organizations, challenging entrenched assumptions, mindsets, and methodologies.**

A power trio from Doremus—Evelyn Neill, executive creative director; Howard Sherman, president and CEO; and Mathew Don, chief innovation officer— paint an evocative image of where we're headed:

> *Technology is geography (it's one world)*
>
> *Sustainability is efficiency (greener is cheaper)*
>
> *Each person is empowered (freer to soar & freer to fall)*
>
> *These obvious points capture a snapshot of wonders—the ubiquity of Internet-facilitated revolutions, the rise of efficient technology, and the high cost of fuel that is inspiring it. The rise of the individual voice thanks to the technological amplification of that voice. The crumbling of the paternal employer and blue chip safety—replaced by the empowered, mobile, entrepreneurial, global, untethered, and unprotected individual finding his or her way in the world. It's a marvelous, dangerous, adventuresome world. A veritable plugged-in Dickens novel (2012).*

However, as we talk with executives in our Wharton Future of Advertising workshops and in Jerry's Wharton Fellows Programs, as well as with our students, there still seems to be an underestimation of just how these forces—and their interdependencies—will change established approaches. And, equally important, that they offer tremendous transformational capital to get at some of the most intractable issues facing business leaders today.

That's why the visionary thinking of our 200+ Advertising 2020 contributors is so essential. From them we distilled five key themes to help focus your thinking and spur you to take action *(see Figure 1.1)*.

And just for good measure, add to the transformative nature of each of these forces the exponential rate of change, the magnitude of change, and the complexity and interdependencies among the forces. As Thomas Burkhardt, global brand builder, puts it, *"Following the mantra that 'the future is already out there, it's just not very evenly distributed' we are already seeing today what will be even more necessary and prevalent in at the beginning of the next decade"* (2013).

Figure 1.1   The Five Forces of Change to Motivate and Enable
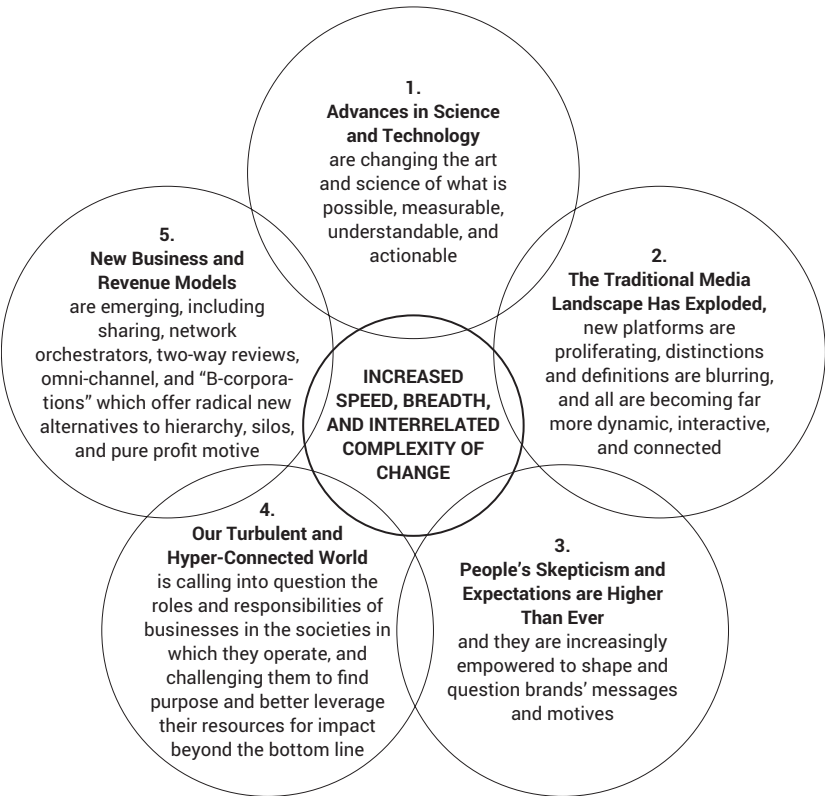
Bob Greenberg, executive director of Advertising Week Experience (AWE) brings these ideas to life in "Two Letters from 2020:"

THE FUTURE

To: Brands and their agencies

From: A customer

I was born in 2000. I'm 20 now. Just graduated college and starting my own life. Voting in my first presidential election this year—psyched!

I've grown up with mobile devices.

You used to call them "smart-phones"—quaint!

I have one in my pocket as intelligent as the Watson computer that humiliated Brad Rutter on Jeopardy 10 years ago.

And everything around me now tells its own story.

From buildings, to packages, to images, to products and more.

Like that car? Dog? Person? I just point my mobile device, click and learn all about them.

I carry my favorite companies in my pocket.

They're like having friends in the industry. They advise, consult, and propose, based on a deep understanding of . . . well, me. Not some cohort or quintile or special interest group.

And they'll stay my favorites as long as they anticipate my needs and provide services that make my life easier.

I don't own a TV. Not one like my Dad's, anyway.

Oh I have screens all right—big, thin, light, cheap, smart ones. And I have little screens, too. They're in my pocket, on my wrist, in my glasses, and in my car.

I never had a DVR.

Everything, and I mean everything, is waiting for me in the sky somewhere until I want it.

TV networks are a fading memory.

There are hundreds of "Networks" now and they don't "telecast" anymore, They "custom-cast".

I've completely personalized my content—24/7.

Now 360-degree imagery lets me control my point-of-view . . . not the networks', mine! Actually, they're not really "Networks" anymore, they're "Servers," in every sense of the word.

And now I've become the "Manufacturer."

I'm downloading "Product Access Keys." They let me "manufacture" stuff at home on my 3D printer—kind of like Grandma's fax machine, only it "prints" clothing, jewelry, appliances—whatever—right in my living room, and fast—so no waiting!

I don't use money anymore—not like my Mom does, anyway.

And I don't shop in stores anymore, unless it's exciting, fun, and a cool "hands-on" experience. I don't need to kick the tires . . . unless they kick something back to me.

Actually, lots of sites let you "feel" what's on the screen. Talk about "hands-on" experience!

These days my friends and I are saying; "Don't Hype me, Skype me."

We're dealing with humans now, face-to-face! Not always flesh-and-blood humans, but live people who get me. And some who just seem live, but they have all the answers, so what's the difference?

I don't go to "www" much anymore.

What you once called "apps" are now full-blown, interpretive "servicesites." For example, I have one for travel that "thinks "through my entire trip for me.

From wake-ups, to traffic, all the way to what's on the screens in my hotel room, taxi reservations, meals, shopping, siteseeing, nightlife—everything!

Are they "sponsored"? Of course—by service providers I choose! Privacy, schmivacy.

Back in the twenty-teens GPS was already telling you where I was located.

But you've always wanted to know more about me.

Stop guessing. I'll actually tell you what I'm wishing for, hoping for, and in the market for. But abuse that info at your own peril.

And it's gonna cost you: relevant information plus . . . points, awards, recognition, cash—make it exciting, I'm worth it!

So what's the difference between where you are and 2020? Attitude!

I suppose you're thinking that you have years to go before you get to 2020. But I guess the big question is—will you survive the trip?

Maybe loyally yours,

The Customer

To: All agencies and clients

From: One of your own

Guys, it's a different world out here! It's so . . . well . . . 2020! Supermarkets are connected to customer's refrigerators.

Doctors now track years-worth of patients' vital info—instantly!

Digital health, fitness, and well-being "connectivity" is off the charts. And there's remote "Help" diagnostics for everything. Our bodies, machines, appliances, cars, you name it!

Speaking of cars, they've become rolling, connected marketing platforms. They practically drive themselves, actually . . . nahhh—you wouldn't believe it!

Facial, Voice, and Gesture recognition and Haptics now enable people to interact with machines in incredible new ways!

And we now have a much clearer idea of each of our customer's multidimensional, changing-all-the-time lives.

We realized Big Data isn't about Big Brother, it's about Big Helper.

The killer point is we now have the capability to anticipate customers' needs and desires. And it's not like we had a choice—we had to!

Our big epiphany was that "caveat emptor" has made a 180-degree turn! Now it's truly "Caveat Venditor—Seller Beware."

2020 is a new era, where the customer is no longer king—now she's a goddess!

Brands are in her hands. She can make or break our reputation with a keystroke.

She's not only involved in driving the perception of our companies, but also in creating our goods and services.

Sounds scary? Not really. But we have to rethink ourselves. We're now service providers in the new service society.

But if we didn't learn to treat our customers this way, it would've been game over!

Brands were always about trust. Well, now we have the wherewithal and motivation to truly walk that talk. To interpret, align, advise, educate, service, and inspire. And provide unified services and solutions for all of our customers (2012).

How else are all of these forces converging and interacting? **Advances in technology and the power of mobile devices coupled with continuously emerging and evolving social media platforms have empowered people to gain a far more equal status with the companies and organizations who promote and deliver (or not) products and services and who take clear responsibility (or not) for their societal impact.** And yet this empowering technology sparks skepticism in this same individual: how is all this private data captured from my mobile device and my online activity being used and safeguarded (or not)? This caution, in turn, has yielded demands and standards of technology.

Alessandra Lariu, executive creative director at frog design and co-founder of SheSays, puts it this way: *"Things need to be fixed on many levels: transparency (users being able to see who knows what facts about them), access (users having a copy of the data themselves), and control (users owning the data or rights to their data*

exclusively)". She then points to the new business and revenue models emerging to address these demands:

> *The quest to give users more transparency, access, and control is on its way. A few companies have been working on giving individuals full control of their digital behavior that could hugely impact the dynamics of advertising. Projects like Tent, Kinetx, and Gluu allow other services to access data only when they can be trusted. These two-sided contracts mean users can then negotiate with Visa, Apple, and BestBuy and find terms that work for both parties. That's a power shift. (2012)*

Likewise, people are making less of a distinction between the tumultuous world in which they find themselves and what they expect their product and service providers to do about it. The trend will be a crucial pillar for future advertising and business strategy in general. As Yasir Dhannoon, product manager at Harper-Collins Publishers, says, *"Occupy Wall Street, the Arab Spring, the #blacklivesmatter movement, and (who knows what may come) are simple proofs of the development of a digital-savvy civil society"* (2015).

The 2014 Edelman Trust Barometer found that now and into the future, one of the best ways for businesses to redefine how they create value is through social issues. Edelman notes that some of the key benefits are enhanced loyalty, a more engaged and inspired following of customers and employees, and an enlivened corporate and brand reputation. Clearly, this is what many people are demanding. And, as more do so, others from unexpected segments are taking note and adding this benchmark to what they expect of brands and the companies whose products and services they buy.

Edelman goes on to note that when considering the "how" aspect of delivering social impact, a standard or siloed approach is not enough; efforts must be expansive and orchestrated, addressing strategically selected issues (Cone 2014). Rather than purchase products from a cold and impersonal conglomeration that's donating a microscopic portion of proceeds to charity, empowered and skeptical individuals would rather spend their money with a brand that has a solid sense of responsibility and a track record to back it up. Kamini Banga, founder/director of Dimensions Consultancy, author, and columnist, states it simply:

> *It is becoming clear that brands need to go beyond just 'selling' the product to purpose based conversations. They need to have a point of view and a set of values and beliefs that they espouse. This calls for a shift from building a campaign to starting a movement such as Dove's "Real Beauty" or Mark & Spencer's "Look Behind the Label" campaign highlighting ethical sourcing and manufacturing of their products earning the company the distinction of being the most responsible retailer. (2012)*

10   A Nielsen survey of 28,000 online respondents in 56 countries found that 66 percent of people worldwide prefer to spend their money with companies

who have programs and initiatives that benefit society at large, and 46 percent are willing to pay extra to support said companies. However, not all causes are created equal—most socially conscious people in the same Nielsen study thought that environmental sustainability, improving STEM education, and eradicating poverty and hunger were the top three imperatives for companies looking to do good (Nielsen 2012). As Maria Luisa Francoli Plaza, board member of ISP Digital Advisory Board states, *"Media and brands can no longer ignore consumers' calls for more socially responsible behavior—tomorrow's successful companies will put social responsibility and consumer well-being at the core of their media and marketing strategies while helping consumers play an active part in their community and/or cause"* (2012).

The Havas Media Group conducts an annual survey of 300,000 people on 1,000 brands in 12 industries across 34 countries to create its Meaningful Brands report, an index that measures the potential business benefits gained by a brand when it is seen to improve our well-being and quality of life. According to the 2015 report, "People want brands to improve their lives and the lives of the people they care about. Brands that focus on improving society and on making our lives easier and healthier, gain a greater share of our existence and receive higher levels of engagement and trust in return" (Meaningful Brands 2015).

The report found significant benefits of brands with the highest Meaningfulness, as defined by personal well-being, collective well-being, and marketplace.

> *Meaningful Brands see their marketing Key Performance Indicators (KPIs) perform 100 percent better overall compared with less Meaningful Brands. With every 10 percent improvement in meaningfulness performance, individual brand KPIs grow by 2.5 percent for Familiarity, 4.9 percent for Overall Impression, 6.6 percent for Purchase Intent, 3.2 percent Repurchase Intent, 4.8 percent for Advocacy, and 10.4 percent for Premium Pricing. Meaningful Brands gain, on average, 46 percent more share of wallet. Meaningful Brands outperform the stock market by 133 percent, with the top 25 brands delivering an annual share return of nearly 12 percent. (Meaningful Brands 2015)*

Just as the brands and their collaborators whom we admire take a compelling concept and bring it to life through a surprising story, here we feature a story from one of our Advertising 2020 contributors, Bruce Neve, former CEO Starcom Mediavest Group, to help us bring to life these concepts we have been discussing. Imagine the future scenario he describes in Vignette 1.

VIGNETTE 1:
A DAY IN YOUR NOT-SO-FUTURE LIFE

As I walked into the bathroom, the body-scanning sensors could tell I had had a rough night. Sure enough, looking into the mirror, it displayed an ad for Tylenol (extra strength), which was dynamically inserted as sponsor of my morning sports video highlights. In addition, a coupon offer from Nabob coffee was presented along with my daily agenda, which I dropped into my mobile watch.

My automated home system had already connected with Google self-drive and ordered me a car. Since I had scored over 1,000 points last month based on my social sharing activity, I received an offer to try one of three new breakfast items from a sponsor, Tim Hortons, with the caveat to "please share your thoughts on the breakfast crab cake sandwich with your social network." I devoured the greasy delight that was delivered with my vehicle while riding in the back seat of my selfie-car as it drove toward the city.

The ads that rose from the ether as I looked out the window were personalized and obviously behaviorally driven with time and place considered. I somewhat regretted renting access to my personal data profile (purchases, preferences, geo location, content consumed, real-time body monitoring) but I needed the financial boost.

When I selected quiet, contemplative music for the drive, I wasn't surprised when the "brought to you by" sponsors were a spa and a yoga studio; both offered same week specials if booked within an hour and a voice link to testimonials from "friends" within my own social graph.

At the office I entered the Google collaboration holodeck with five others; we connected to the global team (another 12 members) and used voice, gesture, and touch-screen tech to share, move, grab, iterate on ideas, designs, models (which we 3D printed) for the proposed Olympic Stadium design for the Toronto 2028 games.

On the way home later I received several invitations to stop or to order dinner for home delivery all based on known preferences, what I ate yesterday, my bio read for today, with ratings from within my social sphere. I decided on delivery (noodles), and once home, decided I needed a good laugh, so asked my virtual video concierge for all Academy Award–winning comedies of the past decade, along with ratings by friends and also asked to see if anyone wanted to coview and connect this evening.

I caught up on sports headlines and when the downhill skiing results were shown, it gave me a reminder so I linked into the local ski store to book a sharpening/wax and read some testimonials on a new ski boot used by one of the competitors. Not surprisingly, the next ad served was for a last-minute deal at Mount Tremblant, with video links to live hill cams for ski conditions and a music video for a band playing at the resort that weekend. I booked immediately with my mobile phone/wallet and shared out my plan to see if I could get some friends to tag along (three booked that hour!).

While watching the comedy film, I was on Twitter and received sponsored Twitter amplified comedy shorts; both were out-takes from the movie I was watching and "best of" clips from the actor's other work.

I ended the day in bed with my e-book reading a few pages to me, along with sharing tomorrow's weather (brought to you by Chanook Winter Tires—must mean overnight snow), and any key meetings on my calendar (a reminder from Timex).

— Bruce Neve, Former CEO, Starcom Mediavest Group (2013).

What we find compelling about the "futuristic day in the life" Bruce paints is that the vast majority of what he describes is not only possible today, but is being put into practice, tested, and evaluated for new levels of effectiveness relative to traditional approaches by marketers across every category.

And equally compelling is how he helps us see the future from the perspective of a person, rather than a brand. Instead of describing all of the ways a brand is trying to talk at, to, and with its audience, he flips it around to force us to start with what is going on in this person's life, head, and heart. Importantly, this shift in focus is not merely narrative technique. As Don E. Schultz, professor emeritus of service, The Medill School, Northwestern University explains, *"By*

2020 . . . advertiser talking will be replaced by advertiser listening. Hearing what the customer is saying will be more important than trying to devise a break-through creative idea. Answering customer questions. Filling customer needs. Right now, not tomorrow" (2012). The core of Bruce's description reflects this: It is told from the perspective of the person who is "always on;" empowered to lead a life of value exchange or sharing with the brands he allows into his current and future endeavors as he determines their incremental value to what he needs, and where he is going.

Imagine what you and your brand could do to create value throughout an individual's day in all the ways that you interact with them. Let's deconstruct what Bruce describes in the vignette.

"As I walked into the bathroom, the body-scanning sensors could tell I had had a rough night" (Neve 2013).

In January 2015, The Next Web reported that "Mobile scanning software maker Itseez3D has released an update to its 3D-scanner app that can accommodate full-body 3D models. Designed to work with Occipital's Structure Sensor—a snap-on hardware device—ItSeez3D now allows the iPad to create realistic full-body models from 3D scans. Previously, it could only scan head and shoulders" (Dove 2015). The app itself is free in the iTunes store. By asking us, *"Imagine what your product or service could do with this technology,"* Erik du Plessis, non-executive chairman of Millward Brown South Africa, urges us to take this research even further.

"Sure enough, looking into the mirror, it displayed an ad for Tylenol (extra strength) which was dynamically inserted as sponsor of my morning sports video highlights" (Neve 2013).

Using increasingly refined artificial intelligence and cognitive computing tools, marketers are now able to deliver personalized content including video customized according to the device on which it is used and the geographic location of where the content is being viewed. They can also refine the content based on relevant environmental information about the weather, the news, cultural developments, and so forth. "Programmatic advertising has gotten a lot of hype in the past 12 to 24 months, but it's finally fair to say that today, holdouts on participation are proving the exception, not the norm," says Lauren Fisher, analyst for eMarketer (2014). "2014 has proven a pivotal year, and with the majority of infrastructure now laid and testing well in progress, we'll see programmatic ad spending explode from 2015 into 2016" (2014). It's still an evolving landscape, but now it's the Wild Midwest instead of the Wild, Wild West. East Coast establishment is just around the corner.

How far could you leverage the automation and the programmatic and artificial intelligence capability that can better connect with your customers and clients?

"In addition, a coupon offer from Nabob coffee was presented [in my bathroom mirror] along with my daily agenda which I dropped into my mobile watch" (Neve 2013).

With the release of Apple Watch, wearable technologies went mainstream. And while only just starting to take off, companies have been experimenting with

wearables that provide real-time, contextualized information for years. Stop to wrap your mind around this benign phrase: contextualized information. Contextualized includes the wearer's biometrics (heart rate, mood), coupled with facial and voice recognition technologies, connected to social network and other publically available data, powered by affordable artificial intelligence to make sense of this, which then delivers relevant information via augmented reality and/or even triggers additional actions. And all this is doable now. Technology futurist Shelly Palmer, managing director digital media group at Landmark Ventures, imagines a future where there is a *"Kurzweilian split of our species into three new suborders: fully organic humans, exo-digitally enhanced humans, and endo-digitally enhanced humans"* (2013). Whether or not this reality comes to be, we do seem to be heading toward the possibility.

Interestingly, some of the strongest uses are on the B2B side. Though it halted its consumer offering in mid-2014, Google Glass continues on with its Glass at Work certified partners. As reported by Marketing Land, the first companies announced include:

- **APX:** APX Labs makes Skylight, the leading business software for Glass. It provides workers with hands-free, real-time access to enterprise data and the expertise they need to do their job. Skylight is used by Fortune 500 companies spanning multiple industries.

- **Augmedix:** Doctors spend over a third of their day pushing and pulling information to and from the Electronic Health Record. Augmedix provides a service for doctors that allows them to reclaim this time and refocus it on what matters most: patient care.

- **CrowdOptic:** CrowdOptic's software detects significant broadcast events from mobile and wearable devices, and provides breathtaking content for live broadcasts and context-aware applications for the sports, entertainment, building/security, and medical industries.

- **GuidiGO:** GuidiGO's mission is to inspire people to connect with art and culture through a compelling mobile storytelling experience. Glass brings us closer to that vision, and by partnering with museums and cultural institutions this becomes accessible to everyone.

- **Wearable Intelligence:** Wearable Intelligence creates Glassware for energy, manufacturing, healthcare, and more. Their workflow, communications, training, and data access products are in the field at some of the world's best known companies. (McGee 2014)

And as wearables move into mainstream with the advent of the Apple Watch, Hayley Ard, Stylus Media Group writes in *WIRED*:

> "Smartwatches shift existing technology to a new location—from the pocket to the wrist. More exciting are second-skin devices such as embeddables, ingestibles, and hearables. These will include flexible technologies that blend into our skin; devices that are controlled by eye-motion sensors; and earbuds that measure and respond to our heart rate. All are part of the ongoing journey to create technology that is so deeply interwoven with our lives that it becomes almost invisible." (Ard 2015)

What new value creation opportunities do wearables and other emerging technologies offer for your brand?

"My automated home system had already connected with Google self-drive and ordered me a car. . . . On the way home later I received several invitations along the way to stop or to order dinner for home delivery all based on known preferences, what I ate yesterday, my bio read for today, with ratings from within my social sphere" (Neve 2013).

On-demand vehicles to deliver you stress-free to your destination while you reduce your carbon footprint are the future. What do you need or want along this journey? A bit of entertainment? Updates for the day? Information to make decisions, be productive, support your loved ones?

In an article in *WIRED* from January 2015 titled, "Consumers Are in the Connected Car's Driver Seat in 2015," the author describes the increasing prominence of the "connected car":

> Car manufacturers and technology companies are racing to provide the best solution that will further usher in the Internet-of-Things with cars as a key part of the infrastructure. In fact, a recent report reveals that, by 2020, 90 percent of vehicles will have built in connectivity.
>
> This year alone, three giants—Microsoft, Google, and Apple—have announced their forthcoming "connected car" platforms . . . They all aim to bring the functionality of your mobile device right to your vehicles center consul and we'll soon find out who takes the cake.
>
> But it's more than mobile. It's a large growing market full of infotainment, apps designed for cars, digital diagnostics, monitoring services for new drivers, and enhanced navigation systems among other services, which is estimated to grow to nearly $270 billion by 2020. A giant leap from the $47 billion mark it's at today. It will be interesting to see what developments are in store for the coming year, but it can be safe to expect consumer needs to be at their center. (Kelly 2015)

Connected—from connected home to connected health to connected cities—opens up worlds of opportunities to deliver valuable communications and experiences at just the right moment. What are you doing to assess where your products and services fit into this connected future?

"Since I had scored over 1000 points last month based on my social sharing activity, I received an offer to try one of three new breakfast items from a sponsor, Tim Hortons, with the caveat to 'please share your thoughts on the breakfast crab cake sandwich with your social network'" (Neve 2013).

What is being described is gaming. As Mark Holden, worldwide strategy and planning director at PHD Media explains:

> The concept of "gaming" will blur with the real world. Finally, the deeply connected social networks will allow for the emergence of what is being termed "gamification." Global research group, Gartner, predicts that 50 percent of companies that manage innovation and research will use some form of game-logic to motivate people's involvement and contribution. Early examples can be seen in companies such as The Extraordinaires—which reward people with points for contributing to causes set by external companies or organizations. One U.S. example was a game to encourage the photographing and geo-tagging of defibrillators so that the emergency services could direct people to their nearest one. In the UK, the Guardian used game mechanics to get people to trawl through hundreds of thousands of MPs expenses and categorize them.
>
> Game mechanics tap into something incredibly powerful and unleash rampant engagement way beyond most affordable financial incentives that could be offered. Game dynamics will be used for major tasks. In fact, the largest game-based system is still Wikipedia, which is built with all of the fundamental game mechanics. The front-end facias will be as much fun as playing Farmville, but the effect of our actions is offering real utility in the world.
>
> The Mark Zuckerberg of this "gamification" revolution is the twenty-year-old founder and CEO of a company called SCVNGR (pronounced Scavenger), Seth Priebatsch. SCVNGR wants to build a game layer on top of the world—and it is starting off by bringing "gamification" to the world of marketing. Its website and app enables small businesses to set challenges, such as tweeting or taking pictures whilst within the store in order to unlock complimentary products.
>
> Towards and beyond 2020, it is likely that a large percentage of us will be playing games; the resultant effect of which will be either greater corporate productivity, enhanced promotion for companies and brands (and free product for us), or contributions to significant human projects. (2012)

How can gamification enhance your interactions with your current and potential customers?

"The ads that rose from the ether as I looked out the window were personalized and obviously behaviorally driven with time and place considered" (Neve 2013).

The desire for, and power of, personalization is one of the single biggest concepts mentioned by our Advertising 2020 contributors and a concept that Jerry has been promoting since 2001, with his seminal work on convergence marketing and the empowered consumer.

Russell Dubner, U.S. CEO, Edelman, asserts that customer service in particular will be subject to personalization and customization: *"A new generation of consumers has a new set of expectations for personalized, on-demand support from brands, which Helpouts by Google and the Mayday button of Amazon Kindle have taken to the next level. In 2020 live, immediate customer interaction will be the norm for brands and organizations and a centerpiece to their marketing strategy"* (2013).

Or as, Anneliese Rapp, corporate communications coordinator at 72andSunny phrases it:

> *The individual is increasingly the shaper of her own identity and its on- and offline presentation, thanks in large part to the proliferation of badge brands and ways to badge them.*
>
> - *She is a commentator with a voice in conversations that were once one-way monologues.*
> - *She is her own expert—and when she's not, she's as likely to ask another individual as a so-called authority.*
> - *She is a content programmer, choosing what she wants, when she wants it, and how she wants it.*
> - *She is a creator and distributor of her own content of all kinds, large and small—a micro-network with an utterly unique and wildly eclectic POV.*
>
> *In other words, she is no longer the consumer of media. She is the medium— the most trusted and most personal channel through which content is created, flows, finds shape, and gets presented to the world. (2012)*

Alok Lall, executive director at McCann Worldgroup, describes how "hyper-personalization of advertising will indeed further empower the consumer but it may also save advertising from its predicted doom:"

> *Today, Google has become a platform that has the answer to almost everything; Facebook has become a place where one can live out his or her alter ego. So in order to develop a future for advertising brands, there could come into existence: a Need Bar. The Need Bar would be personalized for every consumer, so as to give him the ability to look*

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for anything he needs at any time. This would result in a brand not only being present in the life of a consumer, but also catering to his every need, from any brand. If Sanjay, sitting in his office, wants to order lunch from a restaurant close by on a limited budget, all he will have do is to enter this appeal in his Need Bar, and he will be provided with all the possibilities available (2012).

And how this personalization will be developed will itself evolve. As Walter McDowell, professor emeritus at University of Miami suggests, *"Inevitably, the future of advertising will incorporate more consumer knowledge derived from the hard sciences, such as biology, chemistry, and physics, to complement that acquired from the softer sciences of psychology and sociology"* (2012).

"When I selected quiet, contemplative music for the drive, I wasn't surprised when the 'brought to you by' sponsors were a spa and a yoga studio; both offered same week specials if booked within an hour and a voice link to testimonials from 'friends' within my own social graph" (Neve 2013).

This is the vision from the other side of disruption, evolution, and potential for integration across the media landscape. In this future vision, similar to the first television "soap operas," which were made possible by detergent companies, the advertisers are making desirable content available in exchange for the right to connect with an affluent individual. But in this case, the value exchange bar has been significantly raised to demand highly relevant and contextualized content, including extra value in the booking incentive and a highly frictionless way to share the goodness with others, thereby extending the reach and relevance and value of the message.

With the popularity of media that is less ad-dependent (everything from *The Economist* to Instagram to HBO), Tom Morton, director of strategy at co:collective, noted that the young and the wealthy are disappearing from the traditional paid media landscape. Why should other people be held hostage, simply because they don't have the technological or financial option to opt-out of bad, irrelevant, intrusive, and disrespectful messaging? Perhaps because studies show that a tiny percentage of them will succumb and as a result increase KPIs? In a world of what advertising could and should be, this arrogance and ecosystem pollution is doomed. As Lisa Colantuono, copresident at AAR Partners explains, *". . . most consumers exclaim, 'I don't want someone else dictating the media I get every day. I want to be in charge of what I see and when I see it.' Bottom line, consumers want to feel more in control—a basic human desire—and have a meaningful relationship with the brand"* (2013). Responding to this "basic human desire" in everyone, which is being brought to the fore through the intersection of advances in technology, the changing media landscape, and empowerment and skepticism in consumers, will enable a far more win-win equation.

"Once there and in the Google collaboration holodeck with five others; connected to the global team (another 12) we used voice, gesture, touch screen tech to share, move, grab, iterate on ideas, designs, models

(which we 3D printed) for the proposed Olympic Stadium design for the Toronto 2028 games" (Neve 2013).

Here Bruce alludes to another of the five forces of change: new and emerging business and revenue models, which in turn are "made possible by" new collaboration technologies, focused on an omnichannel product-service experience with high potential for transformative social good.

But let's just start with the ways in which new business and revenue models might be at play here. Imagine if he and the five others were meeting in a PeerSpace office (a sharing model) and the global team he describes was formed specifically for this client (a customer-driven/holistic model). What if they were from different companies (the network orchestration model), each of which meet rigorous standards of social and environmental performance, accountability, and transparency" (the B Corp certification). What if the global team was comprised of independent players from highly diverse disciplines secured through an expertise-sourcing platform (an open innovation model), Olympic athletes and fans (the co-creation model), and the real time interactive voice and visual display of a cognitive computing system they called "Florence" (perceptual computing). Add that they leveraged innovative approaches hatched in emerging markets (frugal innovation) and were compensated initially on the strength of the concept and over time based on post-game customer feedback and endorsement (a rewarding consumer model), the financial success of the stadium (performance-based model), and the social and cultural impact on Toronto before, during, and after the Olympics (impact-based model).

Depending on where you sit, your current approaches are either being disrupted by those employing these new and emerging business and revenue models, or you are the one using these new approaches to succeed where more traditional approaches are falling behind.

How are you learning about and leveraging new business and revenue models to try creative new approaches to the challenges that keep you awake at night and create more win-win and less zero-sum outcomes?

"I ended the day in bed with my e-book reading a few pages to me, along with sharing tomorrow's weather (brought to you by Chanook Winter Tires—must mean overnight snow), and any key meetings on my calendar (a reminder from Timex)" (Neve 2013).

As Bruce is tucked into bed, we find so much that is compelling and inspiring about his vision of the future. The reality is that brands need people and people need brands. Throughout his future day, Bruce's life is made better by companies who want him to purchase their products and services. There is an explicit and agreed-upon value exchange delivered through exceptional experiences with just the right information at just the right time in an easily actionable way. Though it does not pretend to be comprehensive in its future vision, it helps us to start to embrace the five forces of change that make a more desired future not only more desirable, but infinitely possible, with the requisite will. And the effects of these forces of change are, as Keith Blanchard, owner and CEO of Teamstream

Productions notes, are becoming more and more noticeable: *"… most advertisers by 2020 will have completed their natural evolution from adjacency ('stand next to the stuff people want!') to interruption ('stand in the way of the stuff people want!') to content marketing ('be the stuff people want!')"* (2012).

What if we were just able to make the relationship between people and brands not only a little better, but at least a net positive and what the heck, why not all the way to a decidedly and mutually acknowledged win-win? What's a revolution for if not for a far better future?

Bruce's entry brings to life so many of the concepts that our Advertising 2020 contributors mention as forces of change that have the potential to lift us out of our current way of thinking and planning and strategizing and executing. We also want to highlight another entry, beautifully visual, uniquely creative, and inspirationally brought to us by a NextGen team from Wunderman Z, Ruth Lim and Kai Hui Tan, from their vantage point in Singapore. They describe a future where advertising leverages advances in science and technology to invent a new medium that empowers the consumer to cope with the world using a new business model *(see Figure 1.2)*.

VIGNETTE II:
INTRODUCING THE SUPER POD

In 2020, the effects of global warming and climate change can no longer be disregarded. Summer's heat so scorching it'll burn, blistering cold winters so icy it'll bite. Flooding, desertification, natural disasters … it'll be unbearable to stay outside. It will be pertinent for humans to find a way to adapt to the harsh environment.

With the Super Pod, outdoor advertising will be highly personal and incentivized.

As the pod will be able to detect the user's brainwaves, advertising can be targeted not only to the consumer's demographic characteristics, but also to the consumer's current state of mind, his/her mood and needs, and so on.

As experiences are increasingly moving into the digital space over the years, energy that is used to power our digital devices will become, more than ever, a necessity to daily life. Thus, advertisements will make consumers come to them, with incentives such as free energy to recharge their pods: "Watch this ad on Coca-Cola's latest drink and get 10 percent more power for your Super Pod." (Lim and Tan 2012)

Lim and Tan go on to describe the many attributes that enable the Super Pod to interact with the environment of the future, including: augmented reality maps, digital fingers as credit cards, and an immersive outdoor advertising experience that lets people *"see, hear, smell, and even feel advertising messages, stimulated by the sensors in their super pods."*

The second part of the Super Pod vignette comes back to the present to answer, "What Do We Do Now?" Their recommendation captures the millennial sensibility, prioritizing the creation of "sustainable" advertising: *"Despite climate change being a global crisis, masses of natural resources are wasted every day because of advertising … It is about time for advertisers to start learning to adapt to the reducing resources in the environment by producing more environmentally friendly and sustainable advertising."*

Figure 1.2   The Super Pod Envisioned by Ruth Lim and Kai Hui Tan
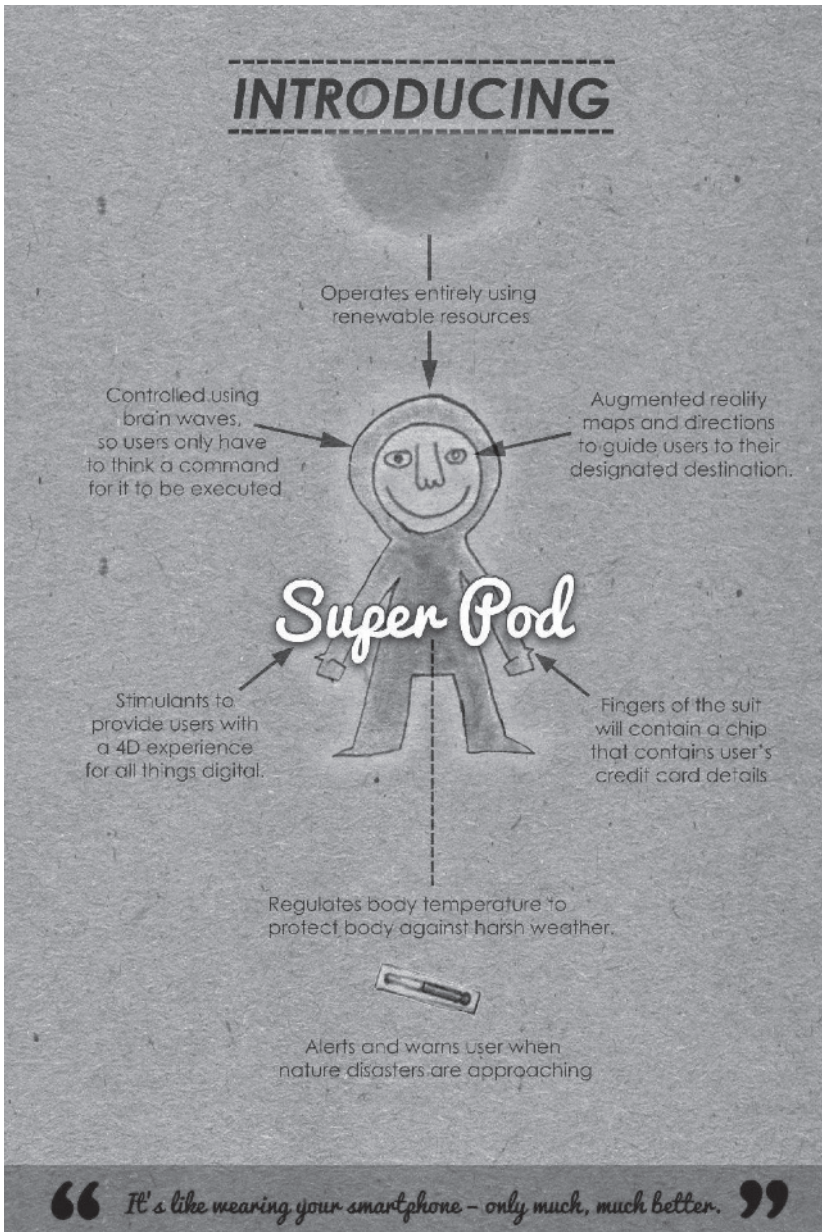
In addition to prioritizing the environment, Lim and Tan recommend enhancing the digital experience, integrating services into lifestyles, and closing the purchase loop: *"As consumers are becoming increasingly starved for time, advertisers need to think of ways to streamline the purchase process, and make the consumer journey from awareness to purchase as easy and convenient as possible."*

We highlight this entry for several reasons, not the least of which is the wonderful creativity and design elements it embodies (view it in its entirety at wfoa. wharton.upenn.edu). First, what Lim and Tan are proposing is strongly founded in some of the most compelling research about the power of "why" at the intersection of brands, their enterprises, and individuals. In short, people—your intended audience—are more time constrained than ever, and they have so much content they find meaningful to consume. Unless content, at each touchpoint, is at least as much or more meaningful, brands will not earn the right to get their attention.

Second, the proposal delivers content in such a way that multiple sources of value are created: for the creators, for the brand, for those who are working on behalf of the brand, for the consumer, and for the culture and society in which they all live their lives.

As much as these forces of change are disrupting the entire advertising landscape, they also bode well for society and for us individually. From a societal perspective, this suggests that businesses could take a page from the Wharton Social Impact Initiative, led by vice dean Katherine Klein, that declares, "Wharton is committed to being the best business school in the world and *for* the world" (Wharton Social Impact Initiative 2015). We are attracting and developing leaders who seek to achieve both. And from a brand perspective, it's time to recognize that, even if we could get more people to do what is good for the corporate bottom line but bad for humans, we need to stop and find a better way.

As challenging as this is, there have never been more forces providing the wherewithal—technological and psychological—than now. And we are hoping that by getting this point of view out broadly, we'll all have a lot of soulmates who are thinking similarly and working collaboratively to change what we don't like and what we don't want. As Cindy Gallop, founder and CEO of MakeLoveNotPorn, IfWeRanTheWorld, and Behance writes, *"We [need to] find a way to integrate social responsibility into the way we do business on a day-to-day basis, that makes it a key driver of future growth and profitability. I believe that the business model of the future is shared values, plus shared action, equals shared profit—social profit and financial profit"* (2012).

We have only begun to scratch the surface of the multitude of insights that our Advertising 2020 collaborators offer concerning these five forces of change. For Mark Holden, strategy and planning director, PHD UK:

> *Look[ing] at the different technological epochs . . . suggests that the evolutionary drive is that of liberating ourselves from physical and time-based constraints. If you project forward, this suggests that the ultimate end point will be a state of abundance—where you are able to be everywhere with*

everyone and everything in the moment. If we assume that this is the ultimate goal—any technology that ever works will, in some way, enable us to move one step forward to that state. (2012)

Doug Levy, CEO of TapGoods, CEO of MEplusYOU Agency, and chairman of the board at Conscious Capitalism, believes:

By 2020 we will have entered a new era in which I believe companies that do business using a Consumer Era "marketing as manipulation" mindset will become irrelevant and superseded by companies that demonstrate a Relationship Era mindset. As forces at play lead the Relationship Era to the tipping point of wide acceptance, I believe that marketers will be known not as the scoundrels who spin but rather people with the greatest expertise in crafting authentic relationships—and adding the most value to the business. (2013)

Figure 1.3   Beyond Advertising in Action: Five Forces of Change and Opportunity

Beyond Advertising in Action
FIVE FORCES OF CHANGE AND OPPORTUNITY

MISERABLE IN PUERTO RICO—PUERTO RICO TOURISM
Agency: J. Walter Thompson Puerto Rico
Cannes Lions: Gold—Promo & Activation 2015

OBJECTIVE/PROBLEM TO BE SOLVED
In March 2015, a man who had won a free trip to Puerto Rico but couldn't bring his family along documented his trip in a series of tongue-in-cheek photographs posted on Reddit called "Miserable in Puerto Rico." The post of the man making sad faces in various luxurious tropical settings gained viral popularity.

APPROACH
In order to become part of the viral response and not let these jokey photographs dominate the global image of Puerto Rico, JWT Puerto Rico, asked Puerto Rico Tourism to provide the man with an all-expenses paid do-over of the trip. The man returned with his wife and baby and retook all the photos, but this time showing them having fun. Within a few hours on Reddit, the post made it to the number one spot.

THE RESULTS
The post received 2 million views and significant press coverage. With an investment of $8000 and zero media buy, the 14 photos generated over 15 million dollars in earned media and recast the Puerto Rican tourism brand in a positive, light-hearted way.

LESSONS AND OBSERVATIONS
By paying attention to people's experiences in real time, opportunities to provide value can be quickly identified and acted upon. The global nature of the five forces of change and increased speed and complexity made possible this viral and potentially damaging social media post. Harnessing those same forces enabled a creative and memorable response.

CITATION: Cannes Lions Winners, 2015

And we'd be remiss not to include a perspective from the skeptical side, here again from Shelly Palmer:

> *Can a population of semi-connected exo-digitally enhanced humans possibly fend for themselves in a world where Fortune 500 marketing departments apply super-computer power to every aspect of business? It's an unfair fight – far more unfair than it is today. (2013)*

As Palmer reminds us, the five forces of change can bring opportunities for positive as well as negative outcomes. For now, we hope this chapter has convinced you, and those whom you think need convincing, that the world has changed so dramatically that we must go beyond advertising. What does this entail? What is the biggest impediment to "going beyond"? Entrenched mindsets that limit the art of the possible. In the next chapter we take a look at our mental models about what advertising is and has to be, instead of what it could/should be.

Key Takeaways

- **The only certainty today is change. We can't predict the future, nor can we control it, but we can imagine and aspire for a certain type of future. Change can, and should be, guided.**

- **Technological advancements are impacting our social fabric, but equally society's expectations guide technology: this is a powerful feedback loop.**

- **Ethics and utility are increasingly valued equally: the newest technology will mean little without an authentic identity.**

- **Connectivity is key: between platforms, within organizations, across fields. Crucially, these connections must be technical and emotional. We can make the world more, not less, humane *(see Figure 1.3).***