

# CHAPTER 1

## Welcome to Marketing 5.0

### Technology for Humanity

**W**e wrote our first book in the series, *Marketing 3.0: From Products to Customers to the Human Spirit*, in 2009. The book has since been published in 27 language editions around the world. As the subtitle suggests, the book describes the major shifts from product-driven marketing (1.0) to customer-oriented marketing (2.0) to human-centric marketing (3.0).

In Marketing 3.0, customers look for not only functional and emotional satisfaction but also spiritual fulfillment from the brands they choose. Thus, companies build differentiation with their values. Their products and operations aim not only to bring profits but also to provide solutions to the world's toughest social and environmental problems.

It took nearly 70 years for marketing to evolve from its product orientation to the concept of human centrality. During the decades of evolution, several marketing concepts have stood the test of time. Despite being “traditional” in nature, the segmentation-targeting-positioning concept as well as the product-price-place-promotion (4Ps) model have become universal staples for modern marketers globally.

We have always considered Marketing 3.0 to be the ultimate stage of traditional marketing. The entire building blocks of serving customers intellectually (1.0), emotionally (2.0), and spiritually (3.0) were complete. Although published a decade ago, the

book's relevance has become more evident in today's era dominated by Generation Y and Generation Z populations. Genuinely caring for the society, the youth essentially forced companies to adopt social impact in the business model.

## Marketing 4.0: The Pivot to Digital

When we wrote the next book in the series, *Marketing 4.0: Moving from Traditional to Digital*, in 2016, we pivoted to “digital” as the subtitle implies. In the book, we differentiated “marketing in the digital world” from digital marketing. Marketing in the digital world does not rely solely on digital media and channels. The digital divide still exists; thus, marketing requires an omnichannel—online as well as offline—approach. The concept is partly inspired by Industry 4.0—a high-level strategy of the German government—in which physical-digital systems are used in manufacturing sectors.

Although the use of technologies in Marketing 4.0 is fairly basic, the book introduced new marketing frameworks to serve customers in the hybrid—physical and digital—touchpoints across their customer journeys. It has thus far been published in 24 language editions worldwide and inspired companies to adopt fundamental forms of digitalization in their marketing activities.

The applications of marketing technology (martech), however, are so much more than just distributing content in social media or building an omnichannel presence. Artificial intelligence (AI), natural language processing (NLP), sensor technology, and the Internet of Things (IoT) have great potential to be game-changing for marketing practices.

We excluded these technologies in Marketing 4.0 as they were not yet mainstream at the time we wrote the book. And we believe marketers were still in the transitional and adaptation period to a digital world. But the COVID-19 pandemic has indeed accelerated the digitalization of businesses. With lockdowns and physical distancing policies in place, both the markets and

marketers were forced to adapt to the new touchless and digital realities.

That is why we think this is the right time for *Marketing 5.0: Technology for Humanity*. It is time for companies to unleash the full power of advanced technologies in their marketing strategies, tactics, and operations. This book is also partly inspired by Society 5.0—a high-level initiative of Japan—which contains a roadmap to create a sustainable society supported by smart technologies. We agree that technology should be leveraged for the good of humanity. Marketing 5.0, therefore, has the elements of both the human-centricity of Marketing 3.0 and the technology-empowerment of Marketing 4.0.

## It's Time for Marketing 5.0

Marketing 5.0 materializes against the backdrop of three major challenges: generation gap, prosperity polarization, and the digital divide. It is the first time in history that five generations living together on Earth have contrasting attitudes, preferences, and behaviors. The Baby Boomers and Generation X still hold most of the leadership positions in businesses and the highest relative buying power. But the digital-savvy Generations Y and Z now form the largest workforce as well as the biggest consumer markets. The disconnect between the older corporate executives who make most decisions and their younger managers and customers will prove to be a significant stumbling block.

Marketers will also face chronic inequality and imbalanced wealth distribution, which causes the markets to polarize. The upper class with high-paying jobs is growing and fueling the luxury markets. At the other end, the bottom of the pyramid is also expanding and becomes a large mass market for low-priced, value products. The middle market, however, is contracting and even vanishing, forcing industry players to move up or down to survive.

Moreover, marketers must solve the digital divide between people who believe in the potential that digitalization brings and those who do not. Digitalization brings fear of the unknown with the threats of job losses and concerns of privacy violations. On the other hand, it brings the promise of exponential growth and better living for humanity. Businesses must break the divide to ensure that technological advancement will move forward and not be welcomed with resentment. These challenges that marketers face in implementing Marketing 5.0 in the digital world will be the subject of Part 2 of the book (Chapters 2–4).

## What Is Marketing 5.0?

Marketing 5.0, by definition, is the application of human-mimicking technologies to create, communicate, deliver, and enhance value across the customer journey. One of the critical themes in Marketing 5.0 is what we call the next tech, which is a group of technologies that aim to emulate the capabilities of human marketers. It includes AI, NLP, sensors, robotics, augmented reality (AR), virtual reality (VR), IoT, and blockchain. A combination of these technologies is the enabler of Marketing 5.0.

For many years, AI has been developed to replicate human cognitive abilities, especially to learn from unstructured customer data and discover insights that might be beneficial for marketers. When mixed with other enabling technologies, AI can also be utilized to provide the right offers to the right customers. Big data analytics enables marketers to personalize their marketing strategy to each customer—a process known as “segments of one” marketing. Today, such a practice is becoming more mainstream than ever.

Consider these examples of Marketing 5.0. With AI’s machine learning, companies can envision if a new product with specific features is likely to succeed with the assistance of a predictive algorithm. Hence, marketers can skip many steps in the new

product development process. In most cases, these predictions have better accuracy than backward-looking market research and produce insights faster than the time-consuming concept tests. PepsiCo, for instance, regularly launches beverage products based on in-depth analysis of customer conversations on social media.

AI can also help reveal shopping patterns useful for e-retailers to recommend the right products and content to a cluster of shoppers based on their profiles. The recommendation engines are the critical differentiation of e-commerce players and other digital businesses such as Amazon, Netflix, and YouTube. They continuously analyze past purchase histories to create a dynamic segmentation and profiling of the customers and find the hidden relationships between seemingly unrelated products to upsell and cross-sell.

Some companies across industries such as AB InDev, Chase, and Lexus leverage AI to develop advertising with minimum involvement of human personnel. AB InDev, the company behind Budweiser and Corona, monitors how various ad placements are performing and feeds the resulting insights to the creative team to generate more effective ads. Chase opted for an AI engine instead of a human copywriter to write ad copies for its digital banners. Lexus analyzed award-winning campaigns for the past 15 years, especially in the luxury markets, to create a television ad for the new ES sedan. With a script entirely written by AI, the company hired an Oscar-winning director to shoot the commercial.

The implementation of Marketing 5.0 is not just limited to back-office operations. Combined with NLP, sensors, and robotics, AI can assist marketers in performing customer-facing activities. One of the most popular applications is for customer service chatbots. Facing human resources challenges such as an aging society and rising costs, several companies also use robots or other automated means to replace frontline staff. Nestle in Japan, for instance, employs AI-empowered robots as coffee waiters. Hilton in the United States experiments with a robot concierge while Tesco in the UK aims to replace the cashiers with face-recognizing cameras.

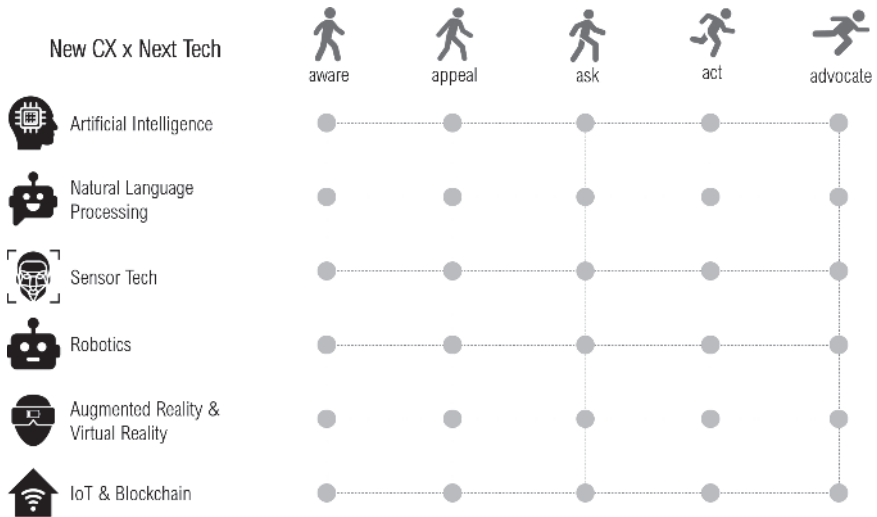
With sensors and IoT, retailers can replicate the digital experience in the brick-and-mortar space. A face-detecting screen in a retail store, for instance, can estimate a shopper's demographic and offer the right promotions. Walgreens' digital coolers are an example of this. Augmented reality apps, such as the ones Sephora or IKEA use, allow shoppers to try on products before committing to buying them. Macy's and Target apply sensor technologies for in-store wayfinding as well as targeted promotion.

Some of these applied technologies might sound far-fetched and even intimidating for marketers. But we are beginning to see how affordable and accessible these technologies have become in recent years. An open-source artificial intelligence platform from Google and Microsoft is readily available for businesses. There are plenty of choices for cloud-based data analytics, accessible via monthly subscriptions. Marketers can also choose from a wide variety of user-friendly chatbot-builder platforms that even nontechnology persons can use.

We explore Marketing 5.0 from a high-level strategic perspective. We will cover the know-how of using advanced martech to a certain extent, but this is not a technical book. Our principle is that technology should follow strategy. The concepts in Marketing 5.0 are, thus, tools-agnostic. Companies can implement the methods with any supporting hardware and software available in the market. The key is that those companies must have marketers who understand how to design a strategy that applies the right technology for various marketing use cases.

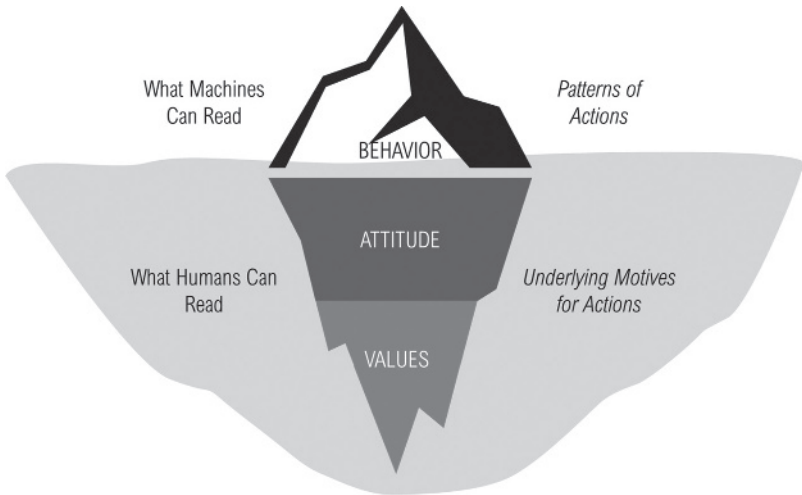
Despite the in-depth discussion on technology, it is important to note that humanity should remain the central focus of Marketing 5.0. The next tech is applied to help marketers to create, communicate, deliver, and enhance value across the customer journey. The objective is to create a new customer experience (CX) that is frictionless and compelling (see Figure 1.1). In achieving it, companies must leverage a balanced symbiosis between human and computer intelligence.

AI has the capability of discovering previously unknown patterns of customer behavior from piles of data. Despite its computational power, however, only humans can understand other



**FIGURE 1.1** The Next Tech Across the New Customer Experience (CX)

humans. Human marketers are required to filter and interpret underlying motives for customer actions (see Figure 1.2). The reason for this is because human intelligence is highly contextual yet fuzzy. Nobody knows how seasoned marketers



**FIGURE 1.2** How Humans Add Value to Tech-Driven Marketing

extract insights and develop wisdom. And technologists have not managed to build a machine that can make a human-level connection with customers.

Since we cannot teach computers the things we do not know how to learn, the role of human marketers is still critical in Marketing 5.0. The central discussion in Marketing 5.0, hence, is around selecting where machines and people might fit and deliver the most value across the customer journey.

Part 3 of this book will discuss this in detail and is useful to give the right foundations for marketers before delving into the tactical applications. Chapter 5 helps companies assess their readiness for the use of advanced digital tools. Moreover, Chapter 6 will help marketers familiarize themselves with the next tech as the chapter contains a primer on the subject. Finally, Chapter 7 discusses a complete list of use cases that are proven across the new CX.

## How Technology Can Enhance Marketing

The rise of social media marketing and search engine marketing as well as the exponential growth of e-commerce have introduced marketers to the benefits of digitalization. But marketing in the digital context is not much more than migrating customers to digital channels or spending more on digital media. Digital technology can revolutionize how marketers ply their trade. There are five ways technology can boost marketing practices:

### **1. Make more informed decisions based on big data.**

The greatest side product of digitalization is big data. In the digital context, every customer touchpoint—transaction, call center inquiry, and email exchange—is recorded. Moreover, customers leave footprints every time they browse the Internet and post something on social media. Privacy concerns aside, those are mountains of insights to extract. With such a rich source of information, marketers can now profile

the customers at a granular and individual level, allowing one-to-one marketing at scale.

## **2. Predict outcomes of marketing strategies and tactics.**

No marketing investment is a sure bet. But the idea of calculating the return on every marketing action makes marketing more accountable. With artificial intelligence–powered analytics, it is now possible for marketers to predict the outcome before launching new products or releasing new campaigns. The predictive model aims to discover patterns from previous marketing endeavors and understand what works, and based on the learning, recommend the optimized design for future campaigns. It allows marketers to stay ahead of the curve without jeopardizing the brands from possible failures.

## **3. Bring the contextual digital experience to the physical world.**

The tracking of Internet users enables digital marketers to provide highly contextual experiences, such as personalized landing pages, relevant ads, and custom-made content. It gives digital-native companies a significant advantage over their brick-and-mortar counterparts. Today, the connected devices and sensors—the Internet of Things—empowers businesses to bring contextual touchpoints to the physical space, leveling the playing field while facilitating seamless omnichannel experience. Sensors enable marketers to identify who is coming to the stores and provide personalized treatment.

## **4. Augment frontline marketers' capacity to deliver value.**

Instead of being drawn into the machine-versus-human debate, marketers can focus on building an optimized symbiosis between themselves and digital technologies. AI, along with NLP, can improve the productivity of customer-facing operations by taking over lower-value tasks and empowering frontline personnel to tailor their approach. Chatbots can handle simple, high-volume conversations with an instant response. AR and VR help companies deliver engaging products with minimum human involvement. Thus, front-line marketers can concentrate on delivering highly coveted social interactions only when they need to.

## 5. Speed up marketing execution.

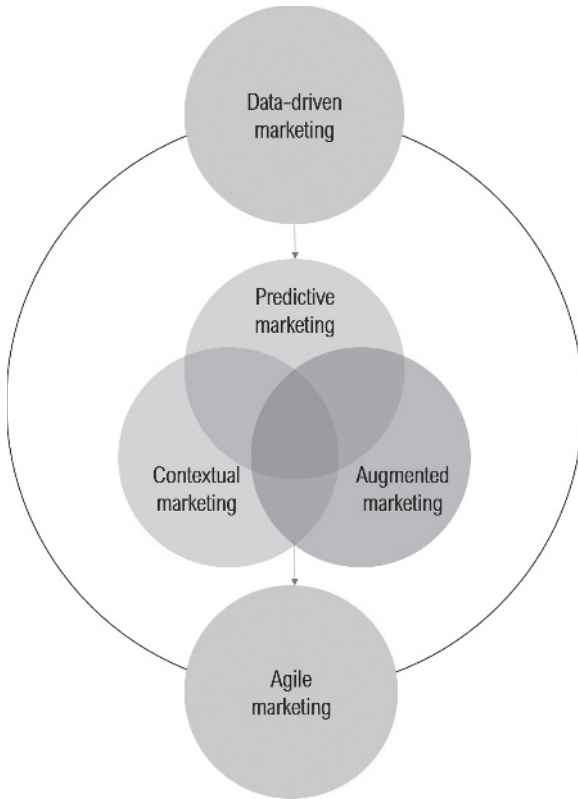
The preferences of always-on customers constantly change, putting pressure on businesses to profit from a shorter window of opportunity. To cope with such a challenge, companies can draw inspiration from the agile practices of lean startups. These startups rely heavily on technology to perform rapid market experiments and real-time validation. Instead of creating products or campaigns from the ground up, businesses can build on open-source platforms and leverage co-creation to accelerate go-to-market. This approach, however, requires not only the backing of technology but also the right agile attitude and mindset.

# Five Components of Marketing 5.0

In essence, technology will enable marketing to be data-driven, predictive, contextual, augmented, and agile. Based on the ways advanced technology adds value to marketing, we define the five fundamental components of Marketing 5.0. Marketing 5.0 centers around three interrelated *applications*: predictive marketing, contextual marketing, and augmented marketing. But those applications are built on two organizational *disciplines*: data-driven marketing and agile marketing (see Figure 1.3). Part 4 is dedicated to exploring these five elements of Marketing 5.0.

## Discipline 1: Data-Driven Marketing

Data-driven marketing is the activity of collecting and analyzing big data from various internal and external sources as well as building a data ecosystem to drive and optimize marketing decisions. This is the first discipline of Marketing 5.0: every single decision must be made with sufficient data at hand.



**FIGURE 1.3** The Five Elements of Marketing 5.0

## Discipline 2: Agile Marketing

Agile marketing is the use of decentralized, cross-functional teams to conceptualize, design, develop, and validate products and marketing campaigns rapidly. The organizational agility to deal with the ever-changing market becomes the second discipline that companies must master to ensure successful Marketing 5.0 implementation.

The two disciplines will sandwich the other chapters in Part 4. Data-driven marketing will be discussed in Chapter 8 while agile marketing will be explored in the concluding Chapter 12. We believe that for companies to run the three applications of

Marketing 5.0, they must start with building data-driven capability. In the end, what will truly make or break the implementation is the organization's agility in the execution.

## Application 1: Predictive Marketing

Predictive marketing is the process of building and using predictive analytics, sometimes with machine learning, to predict the results of marketing activities before launch. This first application allows businesses to envision how the market will respond and proactively influence it. The concept will be reviewed in Chapter 9.

## Application 2: Contextual Marketing

Contextual marketing is the activity of identifying and profiling as well as providing customers with personalized interactions by utilizing sensors and digital interfaces in the physical space. It is the backbone that allows marketers to perform one-to-one marketing in real-time, depending on the customer context. The concept will be explored in detail in Chapter 10.

## Application 3: Augmented Marketing

Augmented marketing is the use of digital technology to improve the productivity of customer-facing marketers with human-mimicking technologies such as chatbots and virtual assistants. This third application ensures that marketers combine the speed and convenience of digital interface with the warmth and empathy of people-centric touchpoints. The concept will be discussed at length in Chapter 11.

The three applications are interconnected and hence are not mutually exclusive. Consider this example. Company X builds a predictive marketing model that forecasts what product a customer with a specific demographic will likely buy. For this model to work, the company must set up various sensors at the point of sales, which include a face recognition camera attached to a digital

self-service kiosk. When a customer with the right demographic approaches the kiosk, the camera picks up a trigger and sends a signal to the screen to display a contextual ad offering the product recommended by the predictive model. The customer can also use the digital interface in a personalized manner. But at the same time, Company X also provides a frontline staff, augmented with digital tools containing the predictive model, with the ability to help the customer when the self-service option is not satisfactory.

## Summary: Technology for Humanity

Marketing 5.0 is built upon the human-centricity of Marketing 3.0 and the technological prowess of Marketing 4.0. It is defined as the use of human-mimicking technologies to create, communicate, deliver, and enhance value in the overall customer experience. It starts by mapping the customer journey and identifying where marketing technologies (martech) can add value and improve the performance of human marketers.

Companies applying Marketing 5.0 must be data-driven from the get-go. Building a data ecosystem is the prerequisite to implementing the use cases of Marketing 5.0. It allows marketers to execute predictive marketing to estimate the potential return of every marketing investment. It also enables marketers to deliver personalized, contextual marketing to every individual customer at the point of sale. Finally, frontline marketers can design a seamless interface with the customers using augmented marketing. All these execution elements require corporate agility to provide a real-time response to market changes.

### REFLECTION QUESTIONS

- Has the implementation of digital technologies in your organization gone beyond social media marketing and e-commerce?
- What are some of the advanced technologies that you envision will bring value to your organization?

