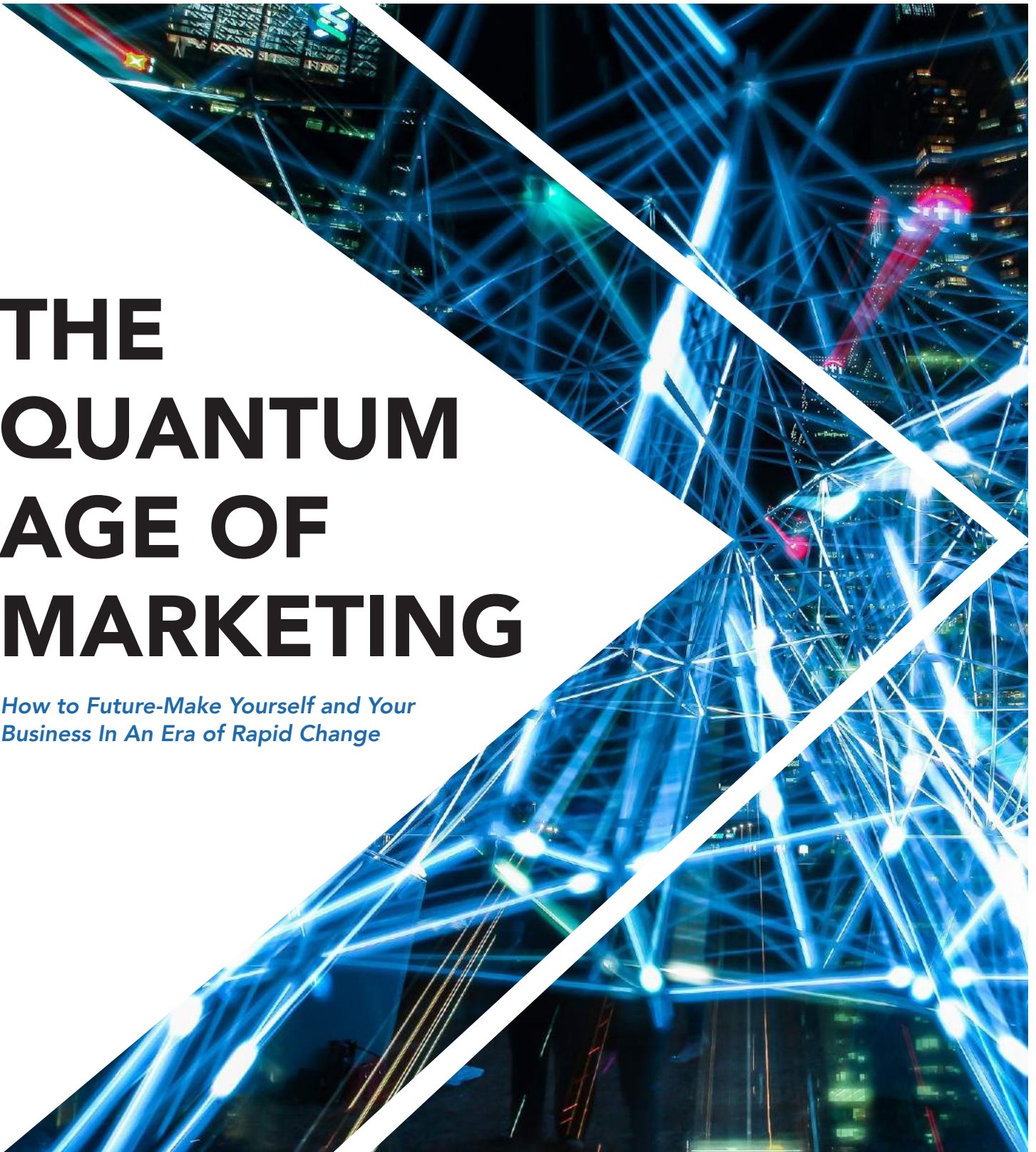


# THE QUANTUM AGE OF MARKETING

*How to Future-Make Yourself and Your  
Business In An Era of Rapid Change*





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## OVERVIEW

Tomorrow. A lot of time is spent thinking about tomorrow. Worrying about it. Planning for it. Budgeting for it. But what about what comes next? What about the day after tomorrow?

"Most organizations allocate 90% of their efforts to today, with the rest going to tomorrow," notes technology entrepreneur and author Peter Hinssen. "This means the day after tomorrow gets nothing."

“

***Change is the law of life. And those who look only to the past or present are certain to miss the future.***



**JOHN F. KENNEDY**

When the day after tomorrow gets nothing, growth grinds to a halt.

"When plans for your future value don't extend beyond tomorrow, you won't make it there. It's that simple," Hinssen explains. "One thing that the 'category kings'—the paradigm shifters such as Google, Amazon, and Uber—all have in common is that they focus more attention beyond the immediate future."

The radical thinkers that focus on the day after tomorrow are the ones that change industries and the world. But

how do you prepare for the day after tomorrow? First, you need to understand the forces that are shaping today.

Technology is rapidly evolving, impacting every area of our lives at a rate never before seen in human history. From the way we shop to the businesses we create, scientific advances are rapidly affecting every industry in the world, disrupting competitive categories, and displacing long-standing business constructs. Today's consumers are more powerful than ever, armed with a smartphone in their pocket and electronically connected with a community of like-minded friends that they can talk to and influence in seconds. Our world is changing at an ever-accelerating pace and, as we know, the marketing industry is feeling the seismic effects.

The Quantum Age of Marketing is upon us. Technology is turbo-





charging change in every aspect of our lives. Quantum computing, which will soon be widely available via the cloud, is revolutionizing problem-solving. Coupled with advances in quantum physics and quantum biology, the potential for accelerated learning, value creation, and business growth is immeasurable. The ability to analyze unimaginably large data sets will give marketers new levels of insights into human behavior, while the blinding speed of processing paired with Artificial Intelligence will produce powerful new advances in learning, efficiency, and marketing effectiveness.

Klaus Schwab, founder of The World Economic Forum, predicts “a revolution that will fundamentally alter the way we live, work, and relate to one another. In its scale, scope, and complexity, the transformation will be unlike anything humankind has experienced before.”

Such an epic revolution requires nothing short of radical business transformation—enormous leaps in how companies organize, operate, and drive growth. Quantum leaps are needed to survive and thrive. In science, a quantum leap refers to

atomic particles rising to a new level of energy, transforming into something entirely new. For marketing, it means making the brave jump from current practices for growth and value creation to a new, much more dynamic and powerful paradigm.

The time to change and prepare for the day after tomorrow is now. With playbooks of the past rendered obsolete, the 4A's conducted a thorough assessment of the trends impacting marketing today and identify the implications for the industry and its future. Months of research included interviews with executives from American Express, GE, Intuit, Google, and Deloitte, as well as agencies including GroupM, Ogilvy, and R/GA. We analyzed reports from the Harvard Business Review, London Business School, Wharton and the World Economic Forum, McKinsey, Accenture, Forrester, trade associations, and the press.

The result—the 4A's Quantum Age of Marketing study—is a provocative appraisal of the forces shaping marketing today and which offers guidance to agencies and marketers to prepare for the future.

# THE GROWTH CHALLENGE: THE IMPACT OF SHORT-TERMISM

Accelerated growth. It's what every company wants, isn't it? Who doesn't want to outpace the competition? Driving growth is why marketers and agencies exist, but the pressure to perform is more intense than it's ever been. Plus, it's being tracked in real-time. Today's market doesn't just demand accelerated growth—it demands quantum expansion, gains made at warp speed.

How fast a company or brand outpaces the competition is already a leading performance metric by which employees, investors, and the press assess corporate value. The CMO Council and Deloitte report that [while 73% of companies use revenue growth as a main measurement of marketing success, nearly 50% also use growth speed as a key metric.](#)

Anything not growing is dying. Within seconds of reporting slowing growth, a publicly traded stock can dramatically drop. Yet nascent companies with no profit often get sky-high valuations if they appear to have a faster growth trajectory that's reflected in a recurring revenue (i.e. subscription) model. We're quickly moving to a "Moneyball" situation, where a marketer's performance stats compound and influence demand for talent, compensation or career. Layer AI on top, and a brand's future growth trajectory can become predictive.

## SHORT-TERMISM AND MARKETING MISUNDERSTANDING

Companies are inadvertently causing their own slow-to-no growth trajectory

as a result of their own shortsightedness. Increased pressure for accelerated growth and faster proof of performance—short-termism—actually inhibits the ability of marketers and agencies to achieve them. By focusing on the immediate gratification and short-term successes of today and tomorrow while ignoring long-term planning for the day after tomorrow, they are grinding their evolution to a halt. We see this time and again as companies make short-term strategic plays to boost quarterly results without sustainable strategies for long-term success. Short-termism is institutionally incentivized by executive compensation and tenure encouraging quick-hit tactics, such as price reductions and promotions, which ultimately hurt profit margins and brand health.

A disproportionate importance is currently placed on ROI. It may be the greatest metric misunderstanding made by the marketing department, the C-Suite, the boardroom, and

investors. Impressive marketing ROI can be achieved and still yield no profits. ROI is essentially an efficiency metric and can easily be maximized by lowering spend. This leads to detrimental business choices and underinvestment in innovations that drive margins and increase sales, share, profit, and brand strength.

## THE ERA OF COST-CUTTING IS OVER

Short-termism, of course, also leads to fleeting commitments to marketing programs. Too often, initiatives are impatiently tossed before they even get a chance to work. However, lasting brand value is built over time and requires long-term investment. Marketing is an investment to be optimized, not a cost to be minimized. Peter Drucker summed it up best and his beliefs still hold true. "Innovation and marketing contribute to profit. All other functions are costs."



Take Kraft-Heinz. Cost-cutting measures delivered a temporary increase in profits, but earlier this year, the fifth-largest food company in the world shocked investors when it announced a \$15 billion write-down, sending shares tumbling and stock prices dropping 30%. The company underinvested in the innovation needed to create new, relevant, competitive offerings and underinvested in creating awareness and preference with new consumers. It stopped investing in strategies known to desensitize people to price, like making an emotional case for the important role a brand can play in people's lives. It stopped efforts to build good will into people's hearts and memory, which actually makes driving growth in the future more effective and efficient.

**Innovation and marketing contribute to profit; all other functions are costs.**



PETER DRUCKER

results is not only dangerous but also deprives the economy of innovation and opportunity.

#### RECAP: THE GROWTH CHALLENGE

- Anything not growing is dying
- Increased pressure for faster proof of performance
- Short-termism leads to short-term tactics that decrease margins and brand value
- ROI is an overvalued metric misunderstanding
- The era of cost cutting is over

#### TAKEAWAY

*Position yourself for growth but demonstrate patience with your marketing efforts. Give them time to yield dividends. Invest for the long-term, because short-termism can lead to long-term damage.*







## THE NEW ECOSYSTEM: THE VELOCITY OF CHANGE

We are in the midst of the 4th Industrial Revolution. Driven by a fusion of technologies blurring the lines between the physical and digital worlds, the fourth major industrial era (since the first Industrial Revolution of the 18th century) is marked by dramatic change sparked by stunning innovation and entrepreneurship. As the World Economic Forum founder Klaus Schwab described it, “In its scale, scope, and complexity, the transformation will be unlike anything humankind has experienced before... disrupting every industry in every country.”

The rapid change we’ve all been experiencing is going to speed up even more due to the unprecedented pace of scientific advances. Technology has disrupted every business and our way of life. It has created a new ecosystem where we are all interconnected—interacting, impacting and influencing each other at exponential rates. “*The level of connectivity enabled by technology today is sort of like a giant nervous system, with data and impulses rippling across the world,*” describes Beth Comstock, former vice chair of General Electric and author of *Imagine It Forward*.

With the Internet of Things, anything that can be connected is being connected. And increasingly, that means not just collecting data, but

acting on it. An estimated 50 billion objects are already connected by the Internet Of Things, and Artificial Intelligence will make them smart. Imagine the day when the IOT uses AI to automatically change your tire pressure. When training manuals are updated in real time based on learning. It’s predicted that many items you order online will be available immediately because you’ll be able to print them at home on a 3D printer.

So great is the magnitude of this change that no one is really prepared. The rules are being changed so quickly, there aren’t any rules anymore. And while that unknown can instill fear and insecurity in some (particularly in the businesses that will be left behind), the innovators that will excel recognize that everything is at play and opportunities to remake the world abound.

Take the advent of 5G wireless technology. Once it is fully built out and functional (expected by around 2022), it will usher in the advent of truly instant communication and information-exchange. For example, doctors will be able to execute robotic surgery from across the globe. Driverless cars or other forms of transportation will become dramatically safer because decision-making information will be delivered

up to 40 times faster than current technology. Even IOT will multiply in effectiveness in a 5G world. In sum, what we think is fast today will seem sloth-like in just a few years.

### RECAP: THE NEW ECOSYSTEM

- The velocity of change is unprecedented
- The 4th Industrial Revolution is marked by an extraordinary rate of scientific advances
- Technology has created a new ecosystem where everything and everyone is connected
- No one is prepared for the magnitude of change
- Innovators recognize everything is at play and opportunities abound
- A good example is 5G technology, which will usher in a whole new level of speed of information

### TAKEAWAY

*Flexibility is key to approaching constant change and advances in technology. Find new values and insights from interconnected tech. Prepare for even more upheaval in tech and be ready to jump at the opportunities it creates.*

# FORCES OF CHANGE:

## THE MARKETPLACE DYNAMICS

### CONVERGENCE OF COMMERCE, CULTURE & CONSUMPTION

Commerce, culture, and consumption have sped up and converged. Thanks to near-universal internet access and a smartphone in every person's pocket, people's needs, desires, preferences, and purchases are influenced by geo-data, social media, and general popular culture at any moment in time, and at a moment's notice.

Kim Kardashian West's lipstick post of the day is seen in seconds by her 133 million Instagram followers, including fashion magazine editors, who can post a complementary wardrobe within minutes. Meanwhile, cosmetic marketers the world over scramble to match and market a similar lipstick color because 20 million potential buyers are immediately searching for it online. And after Nancy Pelosi appeared in public wearing a red Max Mara coat that was no longer available last December, the fashion brand brought it back into production due to the spike in consumer interest.

An influential individual now has the power to instantly impact culture and whole categories of business. A young boy named Ryan became a YouTube star after his parents shared videos of him opening gifts. More than 18 million people subscribe to the 7-year-old's YouTube channel and his 2018 revenues reportedly were \$22 million. In 2018, he launched Ryan's World, a toy and apparel collection sold exclusively at Walmart. His

impact is so great, the 2019 Toy Fair was dominated by the trends he started: Toys that deliver a "wow" experience even when being opened, and thus, provide social content for parents and kids alike.

Today, we all live our lives in this convergence. The Wall Street Journal challenged one of its reporters to stay home for months and as much as possible—to live an Amazon life—consuming and experiencing only what Amazon could provide. Other than a haircut, she found it quite doable.

### NO-LINE LIVING

Increasingly, we are living in a no-line world. The lines between the physical and digital worlds are increasingly diminishing and the terms "online" and "offline" are becoming obsolete. Technology is giving consumers the ability to get what they want, when and where they want it, and brands are expected to instantaneously respond and deliver.

Take WeChat, for example. In China, more than 1 billion users live in the category-crossing WeChat super-app's world. It was designed for free messaging. But it's also a social network, a vehicle to order food, movie tickets, pay bills, order a taxi, make mobile payments and manage investments. *We are in an age of no-line living, where the lines between the online and offline worlds have faded, and it's all about servicing the needs of the customer, however and wherever they may be.* AI and the arrival of voice-enabled

assistants such as Amazon Alexa only accelerate and amplify the on-demand culture of today's consumerism.

### CATEGORY FUSION & CONFUSION

Technology also has bred a fusion and confusion of categories and competition. New players have outsized and outperformed legacy companies while also obliterating category conventions and definitions. As a result of defensive and proactive actions meant to create new revenue streams and barriers to entry, categories are blurring, and the competition is becoming broader and increasingly difficult to predict.





As Clay Shirky, a futurist at NYU, explains, “We’re not going from business model A to business model B. We’re going from business model A to business models A-Z.”

Take CVS. It’s a drug store and pharmacy chain, and its Minute Clinics offer doctor visits in-store. But it also offers some grocery staples and household items, and now many locations also sell beer and liquor. Should the company market itself as a convenience store? Vertical expansion with the acquisition of health insurer Aetna frames the larger healthcare category in which CVS now competes.

And how about The Wall Street Journal? That’s where we get our business news, right? How about our wine too? The publisher now offers readers a subscription service for wine. And a travel agency. It also offers online business education like a 12-session course in entrepreneurship. It’s all about a direct-to-consumer strategy to more deeply engage with current customers, connect with future customers, and collect first-person data from all of them. Strong brand personality, purpose and/or utility can give a brand permission to move into new categories. Apple was once a computer brand. Now it’s one of technology’s Big Four (along with Amazon, Google, and Facebook) and offers not only consumer electronics and software, but direct access to books, music, and news.

It’s important to re-think your brand category. It’s likely to be confusing and in flux, but highly instructive. It can provide critical insight into what’s needed to protect and grow market share and give access to valuable first-person data to inform your future marketing and innovation. Anticipating the category in which you’ll be competing in the future can



inform business decisions to secure your tomorrow. [McKinsey predicts that by 2025, businesses will be competing in newer categories.](#) Still evolving, they are expected to be broad, with only 12 diverse enough to be viewed as their own ecosystems.

Traditional consumer products are evolving from categories to ecosystems. The rapid disruptive fusion and confusion of categories is expected to result in even more interconnected ecosystems. Digitalization interconnects networks and optimizes insights, data, and learning in dynamic responsive ways, leading to a multiplier effect that creates more value based on increased adoption and use. The larger and more connected the network, the more value is unleashed. The number of participants and their engagement impact the value of a product or service. For example, the more people use Airbnb, the better the consumer experience of the site. More riders may not necessarily improve a person’s single Uber experience, but it will help attract more drivers, which will ultimately impact the user experience.

## CONSUMERS ARE POWERFUL, DEMANDING GODS

It’s always been about the consumer, but never like today. Thanks to technology, the consumer is more empowered than ever. With a smartphone in every pocket, a consumer’s buying journey is more complex than ever before, and so is a marketer’s job to reach them. Consumer expectations are high, and the need to reach and exceed them is imperative to success.

Today’s consumer demands highly relevant, friction-free brand experiences where they are, when they want them. They are demanding and powerful and unafraid to make their opinions known. Equipped with the ability to create and broadcast content, they are omni-channel influencers who expect respect and personal attention. They also demand authenticity and transparency. According to the IAB, two out of three consumers expect direct connectivity with brands and expect to be able to call or write to a CEO and get a fast, customized response.

They also want their brands to share their values. A 2018 Edelman study, “Brands Take a Stand,” found that 65% of global consumers are making belief-driven purchases, a 50% year-over-year increase. And a 2017 Cone Communications CSR study reported that 86% of consumers would refuse to buy from a company that supports issues contrary to their beliefs. Even more telling is that consumers today view a brand’s values as equally important to a product’s features.

Beyond why a brand exists, purpose is also about a brand defining its place in the world and consumer value. Successful brands not only help people be their best selves but also what they aspire to be. Evoking emotional relevance drives perceptions of value, desensitizes people to price, and as a result, dramatically affects business results. A long-term study of effectiveness conducted by The Institute of Practitioners of Advertising (IPA) in the UK found that an emotional argument was far more effective than a rational case to buy (see chart below). When people see themselves reflected in a brand’s value, they feel it can help them be more themselves. They instinctively desire to be associated with it, regardless of cost.

A person’s self-concept today is reflected in an amalgamation of their social media currency, behavior, and influence. Who you are is what you present to the world online, on social platforms such as Snapchat, LinkedIn, Pinterest, Instagram, and Facebook. “It used to be that people were born as part of a community, and had to find their place as individuals,” writes Bill Bishop in *The Big Sort*. “Now people are born as individuals and have to find their community.” Growing a sizable online community of like-minded individuals is critical to effectively market brands, especially as traditional media’s ability to reach people continues to decline.

### RELENTLESS DISRUPTION & DISINTERMEDIATION

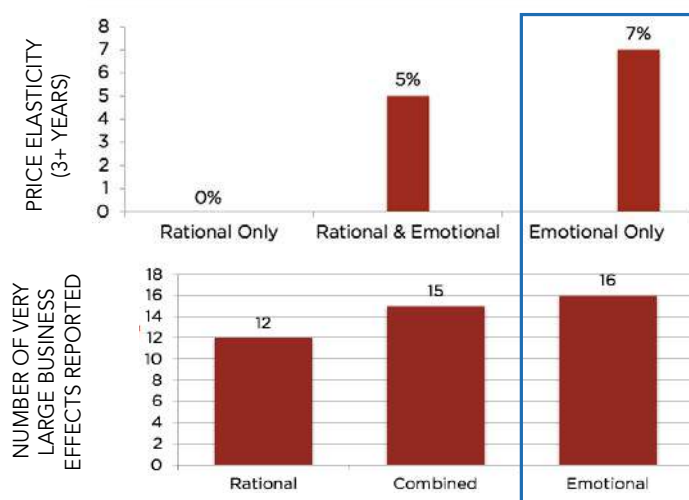
With disruption and disintermediation comes tremendous opportunity. Creative destruction—described by Austrian economist Joseph Schumpeter as the “process of industrial mutation that incessantly revolutionizes the economic structure from within, destroying the old one, and creating a new one”—has always been a factor of commerce and culture. But the pace of creative destruction we are experiencing is exponentially increasing due to advances in science, technology, and interconnectivity of all things.

W. Chan Kim, co-director of the INSEAD Blue Ocean Strategy Institute, describes the process of creating value innovation as, “Instead of focusing on beating the competition, you focus on making the competition irrelevant by creating a leap in value for buyers and your company, thereby opening up new and uncontested market space.”

The rise of new-world, direct-to-consumer digital brands such as Netflix and Amazon rendered slow-moving brick-and-mortar companies like Blockbuster and Sears irrelevant. Though both originated as niche online retailers selling DVD rentals and books, they now encompass entire brand ecosystems offering a diversity of products and services.

### RECAP: FORCES OF CHANGE

- Commerce, culture, and consumption have converged
- The digital and physical worlds have merged: we are in an age of no-line living
- Competitive business categories are blurring and converging
- Consumers are demanding, all-powerful, controlling gods
- We are experiencing relentless disruption and disintermediation



SOURCE: Binet & Field IPA

### TAKEAWAY

*Throw away all the old rule books, because almost nothing is as it once was. Prepare to be whatever and wherever the consumer expects you or your client to be. And be open to opportunity in any corner of your world—or even just outside of it.*



# THE QUANTUM LEAP:

## STEPS TO MAKING THE IMPOSSIBLE POSSIBLE

### CONVERGE BUSINESS & MARKETING STRATEGY

Day-after-tomorrow success requires all-is-now marketing. And pretty much everything now is marketing. It can no longer be siloed and treated as a department. Everything is marketing, and everybody in a company is a marketer. A business strategy has to converge with the marketing strategy and permeate everything from the business model and go-to-market strategy to brand positioning and consumer engagement.

As Peter Drucker said, “Marketing is not a function, it is the whole business from the customer’s point of view. Concern and responsibility for marketing must therefore permeate all areas of the enterprise.”

To future-proof an organization, a company’s entire enterprise now needs to be driven by marketing. That means that the marketing budget is the enterprise budget, and all operations are in service to the

consumer and aligned to amplify value creation.

In order to do that, companies need to abandon old models. Per Brian Fetherstonhaugh of Ogilvy, the traditional 4Ps of marketing (product, price, promotion, place) need to evolve into the 4Es (experience, exchange, evangelism, and everyplace). The 4Es align companies with the experientially driven mindsets, expectations, and needs of the consumer, and they transform a company from a product-based business to a people-first business, delivering meaningful value to customers. Success in the experience economy is not so much defined by what they sell, but how they sell it. Exchange is the entire value experience.

### PERSONAL & ORGANIZATIONAL CHANGE

An organization weighed down in outdated skills and legacy habits gets cumbersome and will never achieve

liftoff, let alone maximum velocity. To keep your organization moving at lightning speed, there are a few key strategies to help defy gravity and make that quantum leap for the future. Most important is to invest in yourself and your talent. Constantly educate yourself and your workers, enterprise-wide, and make the choice to either phase out—or reinvest in others.

It starts with personal transformation, then the transformation of your colleagues, and finally your company. This requires a quantum leap of mindsets, working styles and self-concepts.

Success begins with belief. It is a self-fulfilling prophecy that requires faith in your skills, ability to excel and belief in each other. It starts with leadership and is fostered by each and every employee. Before business transformation can be achieved, everyone inside an organization needs to see and believe the need for change. That



requires the sharing of information, honestly communicating what the future holds for the company and the careers of its employees. Limited knowledge across an organization produces weak strategies, inhibits alignment and slows the speed of adoption of even the greatest plan.

Quantum change requires building a corporate culture that thrives on change. Always be in beta and make constant change the norm and disruption and opportunity a reality. Encourage experimentation, rapid testing, and constant learning. Provide mission and purpose, and provide new truths to replace the old.

Digital-first companies provide the best examples of this flexibility. Even a monolithic giant such as Facebook is constantly updating its interface with consumers, trying out new layouts, color schemes, and response mechanisms—and paying close attention to feedback from its billion consumers in case it needs to roll back any of its changes. For a company of such size, that is not easily accomplished.

## TRANSFORM THE ENTERPRISE

The Quantum Age of Marketing requires new ways of doing business. While there is no single right model, the businesses successfully built for the future are agile and feature new asset classes, revenue and pricing models, performance metrics, competencies, and talent.

Legacy organizations of the past are weighed down with sales reps and dealers, wholesalers and distributors, showrooms, and retail outlets. They are complicated and expensive to run, requiring lots of overhead, and offer a value proposition often based on easily-replicated price and functional benefits. Their consumer communication is usually mostly dependent on traditional media. And they operate with a top-down, CEO-led growth strategy.

Future-made companies in contrast are digitally-driven ecosystems leveraged by IT and IOT. Their go-to-market strategy is direct-to-consumer and offers data and AI-enabled personalization. Their

value proposition is emotional and relevant and provides a platform for innovation and content. Consumer engagement relies on precision messaging, and growth is achieved with consumer inspiration.

There are commonalities in future-made businesses, but no single model is the right one. Any and all types can succeed, it all depends on your objectives and approach. Whatever the model, constant reevaluation is needed to adjust to marketplace dynamics and stay focused on the future.

## CREATE PARTNERSHIPS WITH TRUSTED SPECIALISTS

To make the quantum leap into the future, companies, no matter how resourceful, should never go it alone. The multifaceted and sophisticated consumer dynamics, the abundance of data availability, and the application of advanced technology require teams of varied expertise to succeed. According to a Deloitte study, [92% of the frontrunners of the 4th Industrial](#)



***[Integrative thinkers have] the ability to constructively face the tensions of opposing models, and instead of choosing one at the expense of the other, generating a creative resolution of the tension in the form of a new model that contains elements of the individual models, but is superior to each.***



**ROGER MARTIN**

Revolution recognize the need to rely more on partners for technical and business expertise.

Aligned, deep and enduring partnerships with trusted collaborators are essential to future success. They can not only provide the skills and expertise not available internally, they can also provide the objective point of view often difficult to find within your own walls, and can accelerate learning inside.

Partnerships based on the lowest cost won't lead to excellence. To find the right partner, the lowest bid and RFPs won't do. Instead, focus on trustworthiness, collaboration, and capabilities. Determine if you share the values, vision, and commitment to succeed. Test the relationship with a collaborative test assignment. Problems will quickly be revealed.

### RETHINK TALENT

The imperative for constant change applies to both organizations and to individuals, but both have a natural resistance to it. The reality is that change, especially quantum change, is beyond the comfort level of most. Executive leadership needs to foster the transformation and create a culture of change. Since an organization is only as good as its people, transformation has to happen there, with the employees.

The standard practice of hiring talent based on needed skills is outdated and can quickly sink an organization in a fast-moving world of quantum change. Where will innovation and entrepreneurship come from without a hunger to seek out solutions that haven't been attempted before? A candidate's ability to adapt, a desire and willingness to learn and experiment, should be weighed as much as, if not more than, the needed traditional skills. Leaders need to create a continuous learning environment and nurture a heightened enthusiasm for employee entrepreneurship.

To nurture an entrepreneurial corporate culture, it is important to hire integrative talent. Integrative thinkers, as defined by the methodology originator Roger Martin, dean of the Rotman School of Management at the University

of Toronto, have "the ability to constructively face the tensions of opposing models, and instead of choosing one at the expense of the other, generating a creative resolution of the tension in the form of a new model that contains elements of the individual models, but is superior to each."

Integrative thinking should be taught, nurtured, and rewarded. And when faced with obstacles, employees should be encouraged to find creative resolution by forming new, better paths to success rather than looking to past solutions. Enable and encourage brave, enterprising employees to be corporate nomads and fluidly operate within your business systems and structures.

### RECAP: THE QUANTUM LEAP

- Your marketing strategy is your business strategy
- Reset mindsets: yours and your organization's
- There is no one business model for the future
- Trusted partnerships are the key to success
- Foster a corporate culture that encourages adaptive, integrative thinkers

### TAKEAWAY

*Place marketing at the epicenter of your business goals. Hire people with varying skills and backgrounds, Partner with companies that can help your business expand and with whom you share values. Be open to new ways of thinking and doing.*

“

***Wait and see is not an option. It's a death sentence.***



MCKINSEY

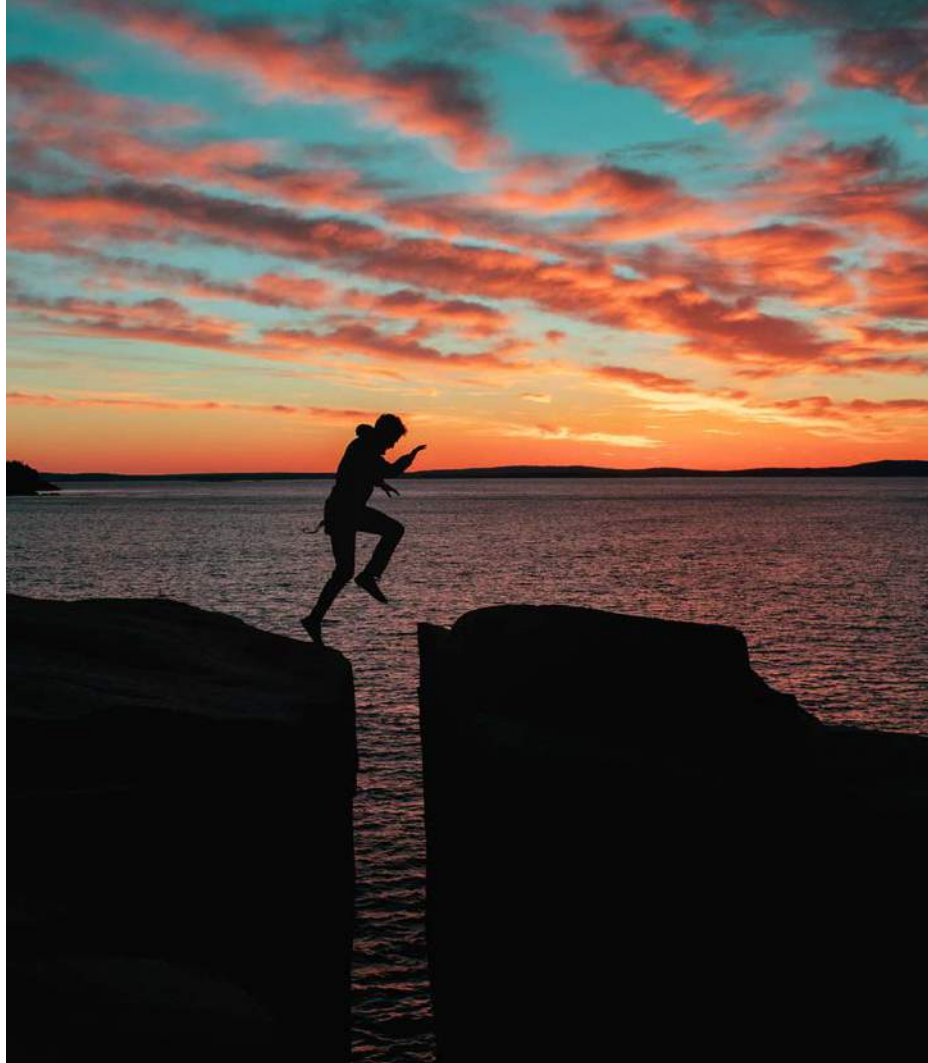
## CONCLUSION

Some will find the work required to make a quantum leap too risky. But the greatest risk today is not taking a risk at all. Playbooks of the past are useless for building a path to a successful future, and once-safe strategies are now the most dangerous of them all. There is no time to waste.

A recent McKinsey report describes the dire consequences of inaction and stresses the urgency for change required today. “As digitization, advanced analytics, and artificial intelligence sweep across industries and geographies, they aren’t just reshaping the competitive landscape; they’re redefining the organizational imperative: adapt or die. The average

large firm reorganizes every two to three years, and the average reorganization takes more than 18 months to implement. Wait and see is not an option; it’s a death sentence.”

Those companies ready to embrace and adapt to exponential change will win. Conversely, like the proverbial frog ignoring the pot of increasingly warm water it’s in, the companies that hesitate will soon find themselves hustling to catch up. The time to make the quantum leap and plan for the day after tomorrow is now. The rewards—growth, change, and new horizons—will be worth it.





# APPENDIX: SOURCES & RESOURCES

## INTERVIEWS

Cynthia Augustine: *Global Chief Talent Officer*, FCB

Les Binet: *Head of Effectiveness*, adam&eve DDB

Julian Boulding: *President*, TheNetworkOne

Vivica Chan: *Founder, Chairman & CEO*, WE Marketing Group

Beth Comstock: *Change Maker & Author, Formerly CMO and Vice Chair*, GE

Scott Cook: *Company Co-founder & Chairman of the Executive Committee*, Intuit

Susan Credle: *Global Chief Creative Officer*, FCB

Shawn A. Dennis: *President*, GoldieBlox

Peter Field: *Researcher, Author, International Marketing Consultant*

Christopher Frank: *Vice President, Global Market Insights*, American Express;

Steven Goldbach: *Chief Strategy Officer*, Deloitte

Angie Hannam: *EVP, Global Chief Talent Officer*, R/GA

David Jones: *Founder*, You & Mr. Jones

Jim Lewis: *Global CMO*, Kohler

Paul Mangone: *Adjunct Professor of Business*, Columbia Business School; *Co-Author*, "Drinking from the Fire Hose"

Paul Matsen: *Chief Marketing, Communications Officer*, Cleveland Clinic

Sanjiv Mehra: *Co-founder, CEO*, EOS Products

Rob Norman: *Senior Advisor*, GroupM Worldwide, Independent Director WPP

D. Keith Pigues: *Founder, CEO*, Luminas Strategy

Eric Reynolds: *SVP, Chief Marketing Officer*, The Clorox Company

David Rubin: *SVP, Head of Audience and Brand*, The New York Times

Joel Robinson: *Founder*, Robinson Partners

Byron Sharp: *Professor, Director*, Ehrenberg-Bass Institute of Marketing Science

Robert Schwartz: *Chief Marketing Officer*, Carat USA

Rishad Tobaccowala: *Chief Growth Officer*, Publicis Groupe

Rachel Tipograph: *Founder, CEO*, MikMak

Carla Vernon: *President, Natural & Organic Operating Unit*, General Mills

Matthew Vokoun: *Director of Product Management*, Google

Barry Wacksman: *Vice Chairman, Global Chief Strategy Officer*, R/GA

Barton Warner: *Former VP, Strategy and Portfolio Management*, Bayer

Faris Yakob: *Co-Founder*, Genius/Steals

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## THE 4A'S

The 4A's was established in 1917 to promote, advance, and defend the interests of our member agencies, their employees, and the industry at large. The organization serves 600+ member agencies across 1,200 offices+, which control more than 85% of total U.S. advertising spend. As the leading trade organization for marketing communication agencies, the mission of 4A's is to help empower its members to deliver insightful creativity that drives commerce and influences culture, all while moving the industry forward. The organization provides community, leadership, advocacy, guidance, and best-in-class training that help enable agencies to innovate, evolve, and grow. The 4A's Benefits division insures more than 170,000 employees, and its Washington, D.C., office advocates for policies that best support a thriving advertising industry. The 4A's Foundation fuels a robust pipeline of diverse talent for its members and the marketing and media industry, fostering the next generation of leaders. The organization is dedicated to, and vested in, its members' success, just as they are dedicated to helping brands create, distribute, and measure effective and insightful advertising and marketing. Visit the 4A's at [www.4as.org](http://www.4as.org).

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