
**A NEW ———
————— ABC
FOR ———
MARKETING**

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Foreword

Accenture Song, formerly known as Accenture Interactive, arrived in Italy just over a decade ago on a critical mission: to bring to the marketing landscape the same qualities that have made Accenture one of the world's leading professional services companies.

Song has grown exponentially in these ten years in Italy. With over 1200 collaborators and close relationships with more than 100 clients, we are helping to modernize how marketing is done in our country by bringing together world-class creativity, technology, innovation, business acumen and industry know-how. And we are excited about our future, which will see us go beyond our Company to take the wider ecosystem to new frontiers. Marketing today is undergoing a transformation that ignites our deepest passion. At Song, we believe the conditions are in place for the profession to be born anew. By pooling our strengths with those of some of the most important marketing professionals in Italy, we believe we can make a valuable difference in defining the future role of marketing. That is what inspired us to launch Accenture's CMO Community.

Over the past year, we have held a series of meetings with the first wave of CMOs to join our community. Working together, we co-created a working Manifesto laying out what empowered marketing could potentially achieve within a broader perimeter. Our goal is to start a fresh conversation among industry professionals. To that end, this e-book provides an overview of our initial outcomes and will form the basis for the future work of our CMO Community. Our door is open to all those who may wish to contribute their talent, knowledge and experience to make marketing once more the preferred profession of the new generation in Italy and across the world.



Alessandro Diana

Accenture Song Lead for Italy,
Central Europe and Greece

Introduction

What is the CMO Community?

00.1

The Accenture Song CMO Community is a global forum where hundreds of marketers from around the world meet to discuss the hottest topics impacting their profession.

The community brings together senior marketers in periodic in-person and virtual meetings to share experiences and points of view on the most relevant issues of the day. The agenda is set by the participants themselves and meetings are by invitation. Accenture Song promotes and coordinates the community and selects influential individuals from business and academia to deliver a keynote speech at each session to set an inspirational tone.

The CMO Community launched in Italy with an inaugural meeting on July 7, 2021.

Who are the members of the CMO Community in Italy?

00.2

The founding members of the CMO community were selected from diverse backgrounds to genuinely reflect the complex realities in which modern marketing operates. They built their careers in large corporations, public sector enterprises and NGOs in industries across the market, from B2B to B2C and from finance to consumer goods. These senior professionals bring a wealth of multifaceted knowledge and a serious commitment to dedicate part of their time to charting an innovative way forward for their profession at a time of paradigm change. At Accenture Song, we want to channel the powerful forces of competence and ambition beyond the confines of our working group to generate positive impacts for the broader marketing ecosystem.

Accenture^[1] Altagamma^[2]

Enel Energia^[3]

Engel & Völkers^[4]

Fresh Beauty - LVMH^[5]

Generali^[6] Google^[7]

Intesa Sanpaolo^[8]

MSC^[9] PostePay^[10]

Burger King - QSRP^[11]

Save the Children^[12]

UniCredit^[13] Vodafone^[14]

CMO COMMUNITY

[1] **Elena Aniello**

EUROPE INDUSTRY MARKETING &
COMMUNICATIONS LEAD

[8] **Andrea Lecce**

EXECUTIVE DIRECTOR
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GLOBAL CHIEF MARKETING &
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[3] **Paolo Bonifati**

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HEAD OF MARKETING, CVM & TELCO

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GROUP SUSTAINABILITY
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[7] **Vincenzo Riili**

SENIOR MARKETING DIRECTOR

[14] **Massimo Bullo**

MARKETING DIRECTOR

A Manifesto for New Marketing

00.3

This was the context that inspired us to draft a Manifesto for a new, shared idea of what marketing of the future could be. Our aspiration is that by laying out a set of initial values, our Manifesto will serve to generate debate. We want to encourage other marketers to take a stand and join our drive to make marketing a more meaningful and rewarding profession.

Progressing our profession

00.4

The depth and speed of the change that has transformed marketing over the past 25 years is unprecedented—and seemingly unstoppable. It has ushered in the digital revolution, audience atomization, ubiquitous touchpoints, and radically new consumer behaviors. What is particularly striking is that after decades of relentless change, the clarity around the role, goals and mission of the marketing function has faded. The well-defined, universal parameters of the past have been swept away. Ambiguity abounds. Absent consensus on what the role of marketing should be, definitions of its organizational positioning, activity perimeter, goals and responsibilities are surprisingly divergent from company to company. This may be symptomatic of a loss of focus by marketing practitioners and possibly a loss of standing for the function on companies' power maps. We believe that neither tendency is irreversible. For instance, the need to ensure ever-greater customer centricity in all strategic company decisions; the sharper awareness of a company's role in society; and the value that can be generated by providing customers with more relevant and cohesive experiences are among the factors that together can help the marketing function recapture lost territory and regain relevance for decision-making.

New Marketing: dynamically different

00.5

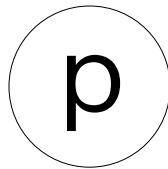
The marketing function today is at a crossroads. On the one hand, it risks diminished relevance and, ultimately, reach marginalization. Worse still is the risk that the chasm between the boardroom expectations of the CMO (responsible for growth and innovation, advocate for the customer, custodian of the brand experience, etc.) and the levers available to the function may deepen. Worldwide, fewer than one in four CMOs sit on the board of their respective companies.

On the other hand, eminent academics and thought leaders are shaping an innovative way forward for marketing. They envision a more central role for the function; one that is not easily covered by other functions and where



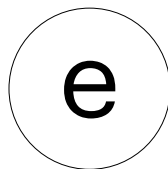
[1]

marketers are empowered to address the growing demands of consumers and society. Defining this new role entails identifying a new mission and purpose for marketing. We believe that in our search for the cornerstones of the marketing profession of the future, vocabulary is key. Words are our tools. They paint a mental picture of our destination, helping us to see more clearly our new identity, competencies and ideals.



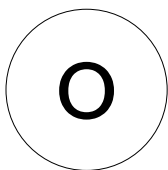
[2]

We also believe that these goals are best addressed by adopting new ways of thinking about the basic premises of the industry and starting a new conversation. Our working group will push the envelope further. We will pioneer a new lexicon to give new meanings to concepts new and old.



[3]

While many of the topics to be addressed—such as growth, purpose, experience and leadership—are still serious heavyweights in the marketing arena, much of the related terminology has lost its luster through overuse. Widely rehearsed not only within the corporate sphere but also in the industry literature, academia and commentary, these words, and others, no longer ignite the same attention, interest or passion. The phenomena they purport to describe continue to change at incredible speed, eroding their efficacy as signifiers.



[4]

In our CMO Community discussions during this past year, we set ourselves a singular ambition: to reassess the potentially deeper meaning behind many of our everyday marketing concepts. This book brings together chapter by chapter the results of our progress to date. In it, we open new horizons for familiar concepts and introduce new words to accommodate future scenarios. Our book lays out flexible grammar for a richer lexicon. The conversation has just begun.

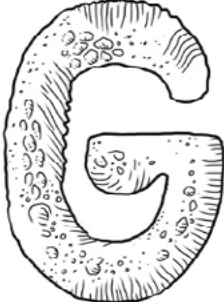
<p>[1] BETTER Growth</p>	<p>[2] APPLIED Purpose</p>
<p>[3] LIFE-CENTRIC Experience</p>	<p>[4] Ownerstration</p>

Better _____

G R _____

_____ **OW**

T H _____

	SUMMARY // BETTER GROWTH
	<ul style="list-style-type: none"> ◆ In a world of hyper-connected and attentive consumers, we need to rethink growth in terms of its qualities. ◆ This approach opens up a series of questions around how we might reconcile apparently opposing qualities (such as growth vs. sustainability or inclusivity vs. excellence) and how we might reimagine goods and services - and their origination processes - in the same way that we might reassess the KPIs that measure success. ◆ Stewardship of superior quality growth will be one of the challenges that will most profoundly change marketing in terms of competencies and relational capacity.

**Better: one word,
many meanings**

01.1

It was clear to us from our earliest CMO Community debates that we could not set out on our journey without first identifying an ideal North Star. Better Growth would be our destination.

This was the expression that in our discussions time and again cropped up to delineate powerful change. Starting from an analysis of the relentless disruption that every day redraws the horizons of our lives, we have concluded that growth can no longer be measured in terms of “How much”. The more relevant metric is “How”.

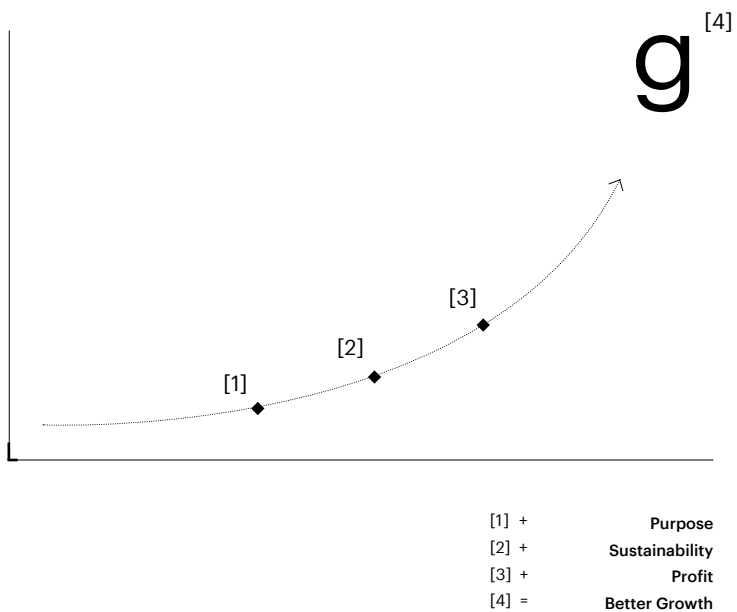
We believe that this new perspective will help provide an enhanced meaning of growth. To be truly better and capable of betterment, growth should be treated as an open concept. Better Growth signifies prosperity and success that are shared, multidimensional, flexible and regenerative in a world where sustainability alone is not enough. We need to update the current paradigm to take account of the circular economy and go beyond the concept of waste which is embedded in today’s production cycles and resource consumption patterns.

Evolution toward “better” necessitates mutating the very essence of growth. Here, we are operating on its DNA, reassembling genetic code in order to grow something different—or differently. If value creation, for instance, is to be the fruit of our newly fertile playing field, then it needs to nurture not only businesses but also families and communities as it cascades across our multi-stakeholder society. In a global ecosystem where the fluttering of the wings of a single butterfly can originate a chain reaction of awe-inspiring

proportions, we believe that our preliminary steps to reset the mindset in, and around, marketing can help relaunch the relevance of today's companies in a competitive arena that is more crowded and formidable than ever. Globalization has removed the oxygen from the room for independent action: decisions are data-led and more standardized, and the algorithm is king. Such are the complexities of the "always-on" environment in which businesses now seek to survive and thrive. And an updated, retooled, reenergized concept of growth inspired by "How" rather than by "How Much" can be a valuable ally. The corollary is that we will have to revisit the value chain and related KPIs, remap targets based more on relevance than on consumption, and redefine the perimeters of the arenas of competition. Much work awaits us.

Charting and guiding change of this magnitude is a complex task that has yet to be fully defined. Success will depend on our capacity to connect with, and comprehend, the real needs of the market, and is premised on curating the relationships that matter to capture the factors that matter. We can then onboard this crucial information to build a clearer understanding and engaging offerings that deliver. By engaging internal and external functions, institutions and partners, we can make exciting things happen and measure their effects. Starting over every time, optimizing the lessons learned.

If that sounds familiar, it should. We're putting the magic back into marketing.



Enhanced challenges: envision and connect

01.2

In our debates during which the Better Growth concept was conceived, three qualifying factors emerged with force, almost simultaneously and so tightly connected as to seem inseparable. These were development, meaning the ambition to achieve prosperity and increased wellness and wealth; inclusion, seen as a broadening of life opportunities by tackling inequality and discrimination; and sustainability, intended as a three-fold commitment to safeguarding the environment, driving social and economic progress for the people of today and tomorrow, and ensuring inter-generational justice in terms of social costs and benefits.

It is easy to imagine the most edifying version of this scenario: a world in which growth fosters inclusion and reduces the percentage of people living in abject poverty, and where sustainability enables new opportunities for business in innovative industries such as clean technology. However, we would do well to also recognize the many questions and paradoxes this scenario brings with it. Chief among them are questions about how to reconcile as part of routine company practices the two concepts underpinning Better Growth: growth and what is best for society, the environment, and human beings in all their complexity.

> A critical reexamination of the concepts of growth, inclusion and sustainability opens up new market segments and new opportunities that can enhance or replace traditional business

CMO Community founder

Inclusivity is therefore called upon to engage with a reconfigured concept of growth which, at the risk of creating new forms of discrimination, requires individuals to increasingly equip themselves with cognitive, relational and technological skills. Given that a company's purpose lies at the heart of its value chain, companies must find concrete ways to make their purpose an asset that they can deploy to generate financial success. As partnerships evolve more and more into longer term bonds based on shared ethics, they, too, must strike the right balance to be profitable for all the stakeholders involved. Measurement of a company's overall success should preferably give more weight to medium- and long-term qualitative KPIs, without compromising important short-term quantitative needs.

Subscribing to this philosophy and becoming promoters of Better Growth brings new challenges for CMOs. It requires them to be more visionary and ideate actions and relations both within and outside their organizations.

Internally, it will be important for CMOs to simultaneously widen their sphere of influence in two directions. Firstly, they will connect more with the CFO, an officer who traditionally adopts a custodian mindset and responds better to spreadsheets, statistics and metrics.

But secondly, CMOs will intensify their contact the CEO, as the CEO is the main author of the company's vision and owner of the industrial plan under which that vision is delivered. Crucially, the CEO is also the ultimate owner of the company's reputation in relation to all of the issues and counterparties, audiences and stakeholders that it impacts. When approaching the CFO, the marketing function must demonstrate its capacity to generate measurable growth. In dialogue with the CFO, Better Growth should be explored starting from its more actionable and remunerative elements. Different tactics are required for the journey to the CEO's office. Here, CMOs must present themselves as convincing partners who can be relied upon to situate the company's purpose at the heart of its high-level strategy, ideate an appealing narrative and create a unique set of behaviors that differentiate the company when interacting with the market.

Externally, the most serious challenge is of course posed by the consumer. Here, the goal is to sensitize consumers to recognize and purchase a new type of value which, far from being extinguished upon the act of buying, reverberates with relevance across the multiple environments in which they live their lives, i.e., family, workplace, recreational, community, societal, etc.. Seen in this light, the capacity to generate demand for Better Value equates to an ability to sell much more than a pre-packaged proposition or a particular point of view but an understanding that they are getting something more and better.

To get where we want to be as marketers, we must make allowances for the human factor and the vagaries of individual psychology. When responding to surveys, consumers often overstate their intention to choose the sustainable option, thereby creating a gap between what they say and what they do. Clarity can be further compromised by cultural differences: contemporary patterns of sustainable consumption come up against the biases of certain social clusters. Geography can bring other complications. Emerging economies, for instance, could find themselves having to evolve their consumption patterns along longer, multiple-phase journeys than Western economies or, as in the cases of China and India, achieve their growth ambitions through giant leaps forward interspersed with periods of disruption. We can therefore safely conclude that a critical factor for success is to start with the people involved and build around them a context of key, visible stakeholders (business partners, public entities, third sector, etc.) that can help our new targets to interpret a company's Better Value proposition not as a marketing ploy to win over customers but as a new way of understanding—and demanding—quality. And so we return once more to the question of "How".

We restate here that our goal is not to produce an exhaustive formula but rather to reflect—and then reflect some more—on our still embryonic concept of Better Growth. By its very nature, it is a permanent work in progress that starts with a reexamination of its cornerstone words and advances, like an asymptote, closer and closer to a value that we may never quite reach. What matters is the journey and the undeniable value it brings to the debate. “Better” which is an improvement of “good” takes us nearer our destination. “Growth” is not a curved line but a live, organic process that sometimes yields unforeseeable results. And that makes the outcomes richer: with each innovative juxtaposition or commingling of elements new and old, our interactions across multiple complex ecosystems gain new layers of depth and ultimately produce valuable new perspectives.

After only one year of foundational work, we have already seen that this process can take us toward the change that will remake our profession. At pressure mounts to narrate it in images and new language, our CMO Community is well on our way to building new grammar to kickstart fresh debate. All contributions that help us declutter, readjust and refine it are more than welcome.

TO KEEP THE CONVERSATION GOING // BETTER GROWTH * * *		
<p>What are the most immediate opportunities that might encourage companies to adopt a new model for enhanced short-term growth?</p>	<p>Who might be the CMO’s best allies within and outside the company?</p>	<p>How do we redesign targets and KPIs to go beyond silo-based logic and take account of the quality aspects of growth?</p>

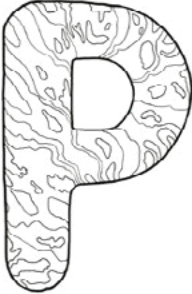
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	SUMMARY // APPLIED PURPOSE
	<ul style="list-style-type: none"> ◆ If a brand's purpose is to create value and meaningful connections with different stakeholders, the company must act - and be seen to act - in accordance with its publicly stated purpose. Saying and doing must coincide across the company. ◆ A purpose is more than a nice-to-have statement around the burning social or environmental issues of our times. A brand's purpose is a truthful emanation of its DNA, clearly stating the wider goals it strives to pursue beyond generating profit. ◆ There are many types of brand purpose, and a company must identify, and abide by, the one that best fits with the company's overall philosophy.

Beyond the word of the moment

02.1

“Purpose” is one of the most widely debated concepts in marketing circles in recent years. Because the word was previously seldom heard, it entered our lexicon with fanfare.

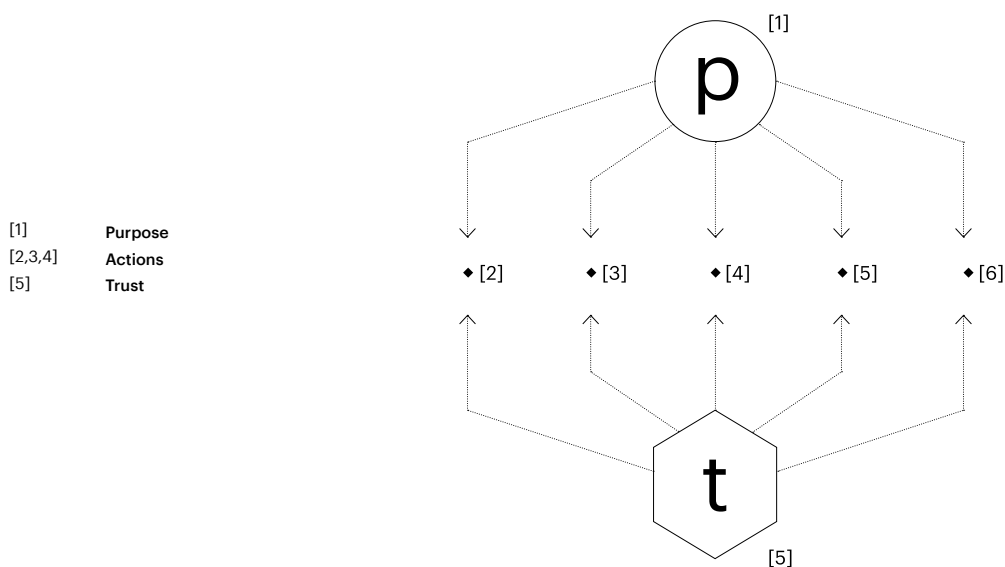
That comes at a cost: the risk of rapidly hollowing out to become just another note in our background white noise. When we tabled it for discussion at our CMO Community sessions, we were mindful that along the way the word had acquired much excess baggage of dubious merit that clouded its true value. What was once a shining gem of rare clarity had become less brilliant and more opaque. As the time has come to chisel away the outer layers and get back to the core, we set to work on restoring its unique appeal, powered by the letter P.

Twenty-first-century consumers are more attentive to values that once hardly appeared on the radar. They are knowledgeable and want to know more about the ethical and societal implications of what companies do. A study by Accenture* on the behaviors of Generation Y and Z consumers found that 74% of the respondents prefer to purchase from brands that they know pursue wider societal goals than profitmaking. Marketing narratives and storytelling today cannot ignore the progress made in this direction by global trailblazers such as Dove®, Nike® and Patagonia®. This may well be one of the reasons why many companies have hastily succumbed to the temptation to misappropriate “brand purpose” and dilute it into something as generic as “doing good” which they can deploy in a knee-jerk reaction for any purpose at all, be it commercial, humanitarian or environmental. Others have done worse and used the concept simply as a skeleton around which to build a single communication campaign, ignoring the fundamental reality that just as humans seek a meaningful purpose in life, so too must companies. If a company signs up for the

* Accenture Research, Generation (P)urpose, From fidelity to Future value, October 7, 2019

wrong purpose or one that it does not genuinely believe in but pursues it anyway, few will be fooled. The initiative is likely to invite ridicule, resentment or indifference and ultimately flounder.

As interest in the new theme on the block gathered pace and companies lined up to ensure that they, too, had ticked the brand purpose box, our CMO Community members shared that they had noted several cases in which it seemed to them that companies were adopting their respective brand purposes in a manner so superficial that it bordered the frivolous. Does the process through which a company identifies and communicates the reason for its commercial existence within the wider society not merit thought of the deepest possible kind? Do the actions through which those companies subsequently purport to realize their purpose, not deserve profound research and preparation before they are rolled out under the vigilant eyes of today's 24/7 consumers? Can a purpose be pulled from a hat to fit any market? Stimulated by questions such as these, our working group went back to the drawing board to investigate the fuller



potential of the P-word under debate. A brand that is perceived to be less than fully committed to the social purpose that it has told the market is the reason for its existence will be quickly and often unceremoniously unmasked. In our hyper-connected world, it would be foolhardy to hope that no one will notice that the company has failed to dedicate adequate time, effort and resources to translating its stated brand purpose into concrete results. Companies have to be honest with themselves and carefully choose a purpose on which they can continuously deliver. Otherwise, their purpose will be no more than a vacuous statement of intent that does not generate value but destroys it—on two fronts. Firstly, by disappointing and alienating the potentially loyal consumers in whom it may have aroused initial interest and secondly, by creating an unmotivated workforce that will see no point in going the extra mile. Limited or half-hearted commitment by a company to living up to its brand purpose risks nullifying the effort invested in defining it. Whether the detergent is white, green or a bit of both, washing over a company's purpose can cause serious damage to the fibers of its reputation and brand power.

Brand purpose is a statement that no company can make lightly, as if there were no consequences. It is a serious proposition that a company will be called to live up to. We propose recasting it as an Applied Purpose, i.e. a purpose that the company must be willing and able to apply and bring to life through a cohesive set of behaviors and value propositions, identifying efficient mechanisms to activate the appropriate rollout solutions. The CMO has a vital role to play in this context, teaming with others if necessary to work on the brand purpose, distilling its essence and infusing its spirit as a life-giving force into everything the company does. In other words, the CMO is called upon to act with a sense of ownership in ensuring that the Applied Purpose does not remain a lofty, theoretical ambition but is embraced

with conviction by the intended constituencies within and outside the organization. As the function charged with implementing the brand purpose, marketing must be capable of optimizing its potential as a driver of change, astutely reinterpreting it to maintain its relevance within complex ecosystems whose geometries mutate continually. As businesses, institutions, communities and consumers flexibly come and go on the challenge of seamlessly creating value is the end game and we can never take our eye off the ball. What facilitates the playing field for everyone is a strong sense of purpose. And it is up to CMOs and their teams to roll it out and help score high.

If the brand purpose is to have maximum effect, it needs to be unpacked in order to understand how the company and the CMO can interiorize it and project it toward the intended audiences with a sense of authenticity that dispels any suspicion of hype.

Unpacking purpose

02.2

By “unpacking” we mean more than analyzing the purpose to ensure that it is not overly generic or compromised by the multiple pitfalls that the buzzwords of the day are liable to create. What we are looking for are hands-on ways to apply the purpose as an efficient tool to generate tangible results and high-level change.

> The challenge of today is to apply the brand purpose starting from the core business, to make it a badge of distinction and a living part of the brand experience.

CMO Community founder

Brand Purpose goes beyond a company's social and green agenda

It has become normal practice today for well-known companies to take a position on the major issues of the moment, such as climate change, the various forms of inequality, and the frequent emergencies (pandemics, conflicts and natural calamities). Likened to a corporate hygiene factor, laying out a company's “convictions” has become a diplomatic necessity. However, this should not be confused with the company's purpose which, by contrast, concerns itself with transforming the value chain starting from the unique qualities of the brand to bring a medium- to long-term perspective to the company's business strategy.

No one-size-fits-all purpose

There are different levels at which companies and brands can act to transfer their purposefulness to the market. **

** Harvard Business Review, "Recognizing Your Customer's Purpose is Key to Growth", May 20, 2021

Big P-purpose: describes a company's role in the world. A company's goals galvanize its customers when its stated purpose reflects what the company has in common with them, going beyond what the company does for them.

Medium P-purpose: describes a company's role in the life of its customers. These purposes are the promises it makes to them. If a company does not change the way it operates to convincingly align with its stated purpose, it demonstrates a lack of authenticity and a propensity to engage in various shades of image washing.

Small P-purpose: can be seen as the customer's purpose that the company can enable. Customers' purposes coincide with their intentions, needs, demands or aspirations that draw a customer into contact with one company rather than another. There is high potential for impact on market performance here, since each time a customer's purpose is satisfied value is generated for the company in terms of revenues, loyalty and advocacy.

There must be coherence among the three levels, although not all companies will need to adopt all three, depending on the nature of their business. A company must first clarify what concrete use it wants to make of its purpose and then pick the right "size" to help get the job done.

P for purpose, P for profit

Since the beginning of the COVID-19 pandemic, the purpose has become an even more important factor for the success of a company, enabling it to generate stronger and more profitable business for the longer term. Companies with a clear and credible purpose enjoy higher rates of growth, productivity, innovation and employee satisfaction. For this to happen, those companies must actually transform their value chains and meet new KPIs that put value back at the center of their strategy and their long-term commitments. All of this requires companies to embrace cultural change and a capacity to react rapidly to unforeseeable developments on any front. It is part of the art of creating a new value transmission tree.

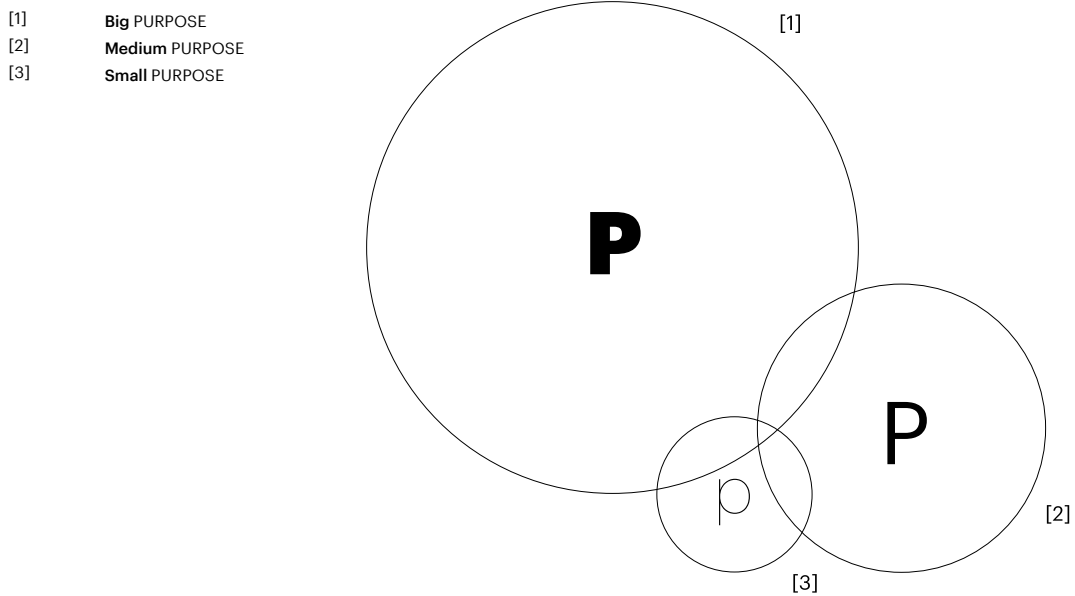
> The new challenge consists in knowing how to join the dots between purpose, sustainability and profit to achieve Better Growth

CMO Community founder

Work on Purpose, Work in Progress

A company's purpose does not have an expiration date but evolves over time in step with mutations in the organization's DNA and in the wider social context in which it operates. Rather, the onus is on brands to perceive if and by how much their respective purposes are out of line with their contexts. This can occur at the external level, as when consumers change their needs or behaviors, or within a company, as when introducing new processes or onboarding a newly acquired entity.


Based on the above considerations, we believe that a well-applied purpose can be the singularly most powerful force of change for a business. As a precondition, the CMO must be appropriately positioned, empowered and equipped to help curate and accompany a complex transformation whose impacts will reverberate across the entire organization, realigning the company's business and innovating communication and brand experience.



TO KEEP THE CONVERSATION GOING // APPLIED PURPOSE ***		
Who ultimately owns the purpose? Could it be owned collectively by the C-suite?	What levers can we use to bring the applied purpose to life within and outside the company?	How can we give the right weight to the voice of the customer when rethinking company processes from a purposeful perspective?

Life-Centric

E X P E
R I E
N C E

	SUMMARY // LIFE-CENTRIC EXPERIENCE
	<ul style="list-style-type: none"> ◆ A unique and memorable Customer Experience is now universally considered a strategic asset. However, companies often underestimate two corollary aspects: the orchestration effort required to preserve its value over time and the need to continually measure its impact on the market. ◆ We are rapidly moving away from a market centered around products and experiences in favor of one based on ecosystems in which a company's relevance is proportionate to the positive impact it is perceived to have on people's lives. ◆ The only way to guarantee that customers perceive a company as relevant to them is to ensure full alignment between that brand's purpose and the experiences it orchestrates. That requires a company to do more than satisfy customers' needs: it must also be a credible expression of a system of values that the customers share.

Experience is emotion, not hype

03.1

The strategic value of a distinct and memorable Customer Experience has become so undeniable over the past decade that the concept risks being blandly taken for granted, rather than reexamined.

The expression "Customer Experience" or CX bundles two concepts to form a new idea. The problem is that both concepts are well-worn within the innovation, technology and marketing communities and each brings with it its own background heritage. The upshot of overuse and ubiquity in recent years is that the relevance of CX is no longer center stage. Like a faded star, it has been quietly sidelined to the wings. In our CMO Community, we want to bring it back under the spotlight where we believe it still belongs, convinced of the mature value it retains for the front-row audiences of marketing and innovation in their quest to advance a company's growth agenda.

Abundant research has shown that a frictionless Customer Experience that successfully spans all of a company's channels, products and services has a decidedly positive impact on financial results, in some cases doubling the value for shareholders. Achieving those results is not a simple task: there is no safe and secure method on the shelf. Our CMO Community has debated different approaches that combine gradual improvements with initiatives that aim at radically reinventing the way a company exists within a market and the related CX that underpins it. All the founders also agreed on the importance of the need to measure the experience and its strategic value. Defining, applying and sharing efficient metrics is the only way to prove not

only the value of the experience but also the value of the marketing function that oversees it. CMOs must be in a position to objectively demonstrate the impact that their strategies are having on the growth of the company and more broadly on value creation across the organization.

Ours is an era of incredible change. It often comes unannounced or when least expected, creating an environment of instability and unpredictability on markets and life-altering impacts in the daily lives of each one of us. In these past few years, we have witnessed a marked acceleration in the adoption of digital tools and solutions, even by companies and sections of the population who until recently shunned such experiences.

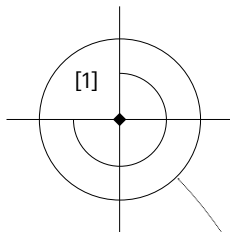
Now that digital channels have become supremely relevant, there has never been greater pressure on companies to orchestrate their market-facing experiences in a way that maximizes results for all constituencies within and outside the company.

Fjord/Song Trends 2022 defined as a “network of relations” the dense web of relationships and interconnections that involve not only demand/offer types of interactions. They also include relationships based on the trust between consumers and brands as well as the particularly sensitive bond between human capital and a company’s system of values. Relationships such as these, combined with the emergence of new digital channels—such as metaverse—are rewriting the relationship playbook.

Our CMO Community has intercepted these new lines of tension and the deep impacts they have had on the Customer Experience, but also on the Employee Experience, as the correlation between the experience of employees who are in front-line contact with customers and their companies’ profits is indisputable.

One of the latest waves of change to impact companies and society has been the “great resignation” phenomenon, which sees people voluntarily opting to quit their workplace, convinced that the value they bring is insufficiently perceived, appreciated or rewarded. This new development is forcing companies to extend and enhance the value of their Customer Experience in a drive to identify new ways to apply it more meaningfully, including within the company.

[1] **Product-Centric**



New experiences for naked-markets

The sphere of influence of the brand experience and the value it brings to a company in terms of competitive advantage has increased in line with the surge in brand relevance to consumers' lives. The concept of Customer Experience first emerged in the 90s, when companies were showcasing their products and services at the center of their market offerings and consequently at the heart of their marketing efforts. The Customer Experience is the lingering impression left in consumers' minds as the net result of their physical and digital interactions with the brand's products and services. As these interactions are reiterated, they consolidate to form an overarching perception of a given brand, its offering and its values. Consumers then evaluate that perception in terms of whether it is ultimately positive, negative or indifferent. While this was already the case in the pre-digital era, the intensity and frequency of interaction with brands in the digital age and the capacity of consumers to use technology to share their opinions in real time, have exponentially increased the need for companies to orchestrate and monitor their presence on those channels. It has often been said that the digital market is like a blank page on which anyone can post their opinion on a product or service knowing that it will likely be read and may gain traction. Aware that the consequences may not always be positive, companies are motivated to establish an equal-status relationship in the dialogue with their customers.

> To renew the Customer Experience,
we have to capture the early signs of
emerging new needs and open new
opportunities

CMO Community founder

The experience economy

From a product-centric perspective that emphasized the functionality of products and services, the market evolved to a customer-centric model that gave more weight to consumers' needs, aspirations and desires and took account of their overall experience after interacting with the brand through any touchpoint.

By the early years of the new century, the market was firmly focused on the experience paradigm. The fallout for marketing was that to remain relevant for companies' goals, marketers had to reassess their role and revisit their approaches and strategies that had suddenly dated. This was a paradigm shift: from funneling messages to the market to weaving new webs of relationships. Marketers transformed and were no longer creators of new, fictitious needs but ambassadors for the authentic needs and aspirations of consumers.

New expectations, across ecosystems

But there has been yet another evolution in more recent times. A collateral effect of the constant commercial attention to the needs of individual consumers has been the perception that the collective needs of society, especially those relating to the environment, have been overlooked. This realization has made it necessary to rethink commercial and communication priorities yet again. At the same time, the capacity of digital channels to connect businesses that may not have much in common has created new opportunities for established and emerging brands to form alliances, design integrated offerings and develop innovative experiences. This has led to the emergence of “ecosystem offerings” that bundle, for example, banking services with digital connectivity, energy and entertainment as part of a new vision that no longer considers people simply as consumers but adopts a wider “life-centric” stance that emphasizes respect for the values that people hold as individuals and as members of a community.

A new market paradigm: life-centricity

03.2

The shift from the “customer-centric” paradigm to one which is “life-centric” also reflects the different range of expectations that recent epochal changes have created. People “formerly known as consumers” today are searching for brands that show up in their lives as credible partners. Here we are talking about long-term relationships that leave breathing space for the customer to be an active contributor who co-participates in the life of the brand rather than a passive purchaser of pre-packaged offerings. This new life-centric paradigm requires companies—and marketers—to work harder than ever. It entails keeping in functioning order and attentively watching over all possible physical and digital points of contact with the customer. The experience rolled out through digital channels is a prerequisite but insufficient on its own. The digital experience must be perfectly integrated with the physical experience, especially in market sectors where people are looking for reassurance. A brand is called upon to communicate empathy because we often take our consumer decisions at a visceral and irrational level.

Our CMO Community sees a major opportunity for redefining the role that marketing can play to stay relevant within corporations and public service organizations. Specifically, we have emphasized the need to simplify and refocus marketing activities; restart our journey from a deeper understanding of the lives, needs, and aspirations of our customers; and keep pace with them as they evolve over time, often changing at the “the speed of life” so typical of the age we live in. Furthermore, we would point to the need to create a watertight bond between the experience that a company provides and its purpose which serves as its compass.

> Brands should provide experiences that allow customers to participate and co-create in order to make a deeper impact on the wider community

CMO Community founder

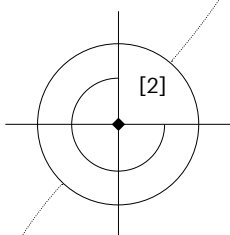
Purpose and experience: compass and promised land

03.3

If the purpose states a company's foundational values and lays out the reason why it exists as a market entity, the experiences it provides has to be the most direct expression of that purpose. If the purpose is the needle in the compass of company values, the experience it generates can only be the Promised Land to which that compass leads. This is even more true if the goal is that the experience should function uniformly and without friction and be memorable, distinctive and hard to replicate elsewhere. Digital channels are characterized by an intrinsic fluidity that makes it possible to rapidly copy and reuse competitors' innovations with minimum effort. How do you guarantee that an experience is, and remains, unique? There is only one way: through the credibility that a brand derives by building a market positioning that clearly sets it apart from those of its competitors and then successfully translating it into something that touches the chords of its customers. They can access it through technology, but they must feel it as humans.

From the outset, we focused on the unbreakable bond between purpose and experience. Perhaps no one quite remembers the date on which that bond was first proclaimed, but no one doubts its existence or its solidity. Yet from that unidentified day onwards, the bar was raised for companies in the way they relate to the market, their customers and even their own workforce, adding a new burden to their already crowded list of obligations: to loyally sustain over time the promise on which its purpose is premised by delivering an authentic experience for its customers and workforce. And which function more than others is charged with making it happen? Marketing. Welcome to what is possibly our toughest task for the future.

To meet the demands of a market that changes continually and abruptly, many brands lose touch with their cultural heritage and go through an identity crisis. To ensure that a brand is relevant on the market, and that the marketing function is relevant internally, the CMO and the marketing team are called upon to lead by example and display an unequivocal loyalty to the brand ideals, spreading them convincingly across the company and to the market, especially by forming lasting internal and external relationships and alliances.



[2] Customer-Centric

The CMO as a cross-disciplinary alchemist

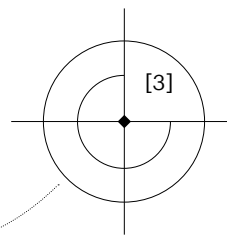
03.4

The considerations on purpose and experience we have set out thus far demonstrate that CMOs of the future and their teams will need a talent for dialogue and orchestration versus the other company functions involved in delivering the brand experience every day. Concretizing the experience cannot be the remit or responsibility of a single person, or small group of people, on the C-suite team. Theoretically, everyone in a company has a role to play but aligning them around a clear mission will increasingly be the responsibility of the marketing function.

In our vision, the CMO of the future will be something of an alchemist who is committed to bringing out the best of different disciplines. Much day-to-day work will involve engaging in dialogue on equal terms with the functions to which marketing has always been close, such as market and customer research, business strategy, product development, etc., but also and especially with those areas that lead technological innovation in order to onboard the critical value generated by data science & analytics, artificial intelligence and the metaverse.

To provide a company's customers and employees with a distinct and memorable experience all of the company's functions have a contribution to make in a process that the CMO must orchestrate. Operating as a change agent, the CMO can help redirect the corporate mindset and facilitate cross-functional collaboration, infusing the agility needed to change direction in response to new market needs.

[3] Life-Centric



TO KEEP THE CONVERSATION GOING // LIFE CENTRIC EXPERIENCE

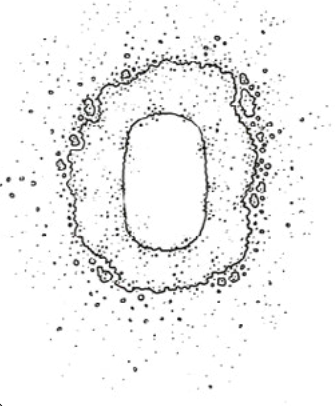
* * *

How can we ensure that the experience is the clearest manifestation of a company's purpose?

How can we guarantee that a company's strategic choices are informed and guided by the deepest possible understanding of the needs and desires of their audiences?

How can we continually measure the efficacy and impact of a brand experience on the lives of customers and employees and ultimately on the company's growth agenda?

OW — N —
ER —
S — TRA
TI — ON

	<p>SUMMARY // OWNERSTRATION</p>
	<ul style="list-style-type: none"> ◆ “Ownerstration” is a new responsibility for the CMO in a context in which the company has to resolve complex and multi-dimensional problems. ◆ The balance of power within the C-suite is shifting, opening new opportunities and rules of play for the CMO. ◆ Collaboration and authenticity are the two key assets that the CMO can leverage to project a new leadership model.

Leadership as Applied Orchestration

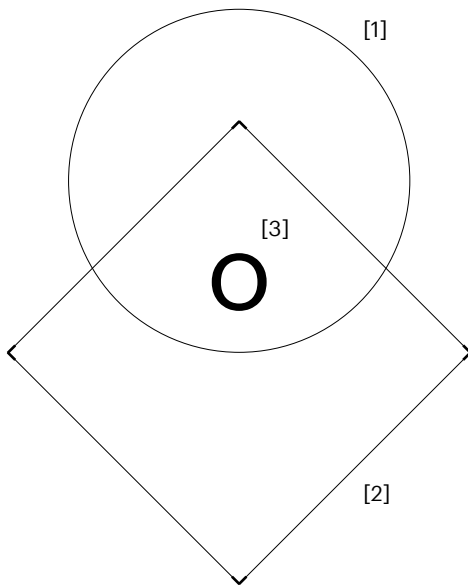
04.1

Within the context of the changes that we have discussed so far, the CMO may well be—for a series of reasons—the most likely candidate in the C-suite to act as the agent for a 360° cultural transformation, navigating new geographies in terms of values, relations, infrastructures, business models and technologies.

Why? The educational and professional background of the CMO positions him/her to see the bigger picture with greater agility, and envision scenarios where trends evolve continually. Add to that the fact that the CMO has traditionally been the vital link between a company and its markets, sensitizing the organization around the questions of greatest relevance to its customers and acting as an ambassador for their voice across all company processes, constantly seeking to strike the right balance between what the brand has promised and what customers say they want.

However, the CMO's natural predisposition alone cannot suffice. CMOs will have to become more ambitious, aim higher and test themselves against more challenging benchmarks. In essence, we are proposing that CMOs recast their role and become something more, taking on new responsibilities and delivering on them every day.

It follows that the Chief Marketing Officer can and must become a Change Agent and work to drive Better Growth—effectively acting as a Chief Collaboration Officer. Up to now, we have focused on the cornerstone words of our profession, adding adjectives to update their relevance. However,



[1] + **Owner SHIP**
 [2] = **ORCHE stration**
 [3] **Ownerstratation**

> A fundamental skill a CMO must have is the ability to orchestrate in a spirit of distributed leadership, influencing the C-suite peers from other functions and accompanying them toward the achievement of the company's goals.

CMO Community founder

after much debate, our CMO Community was convinced that in this specific context, a new word was required to express the new concept and playbook that we have in mind: Ownerstratation.

By Ownerstratation, we mean a proven talent for Orchestration that is emboldened by the dynamics of ultimate responsibility for results that connote Ownership. For the record, those results can no longer be achieved by following the tactics of even the most recent past, where the silo mentality dominated. CMOs are long accustomed to working at the intersection of heterogeneous company functions and external constituencies, all in search of concrete and measurable deliverables.

And it is by constantly frequenting these various groups and listening attentively to the needs of each that equips the CMO with an advantage that is also a pillar of ownerstratation: the capacity to make results materialize by correctly interpreting the variable geometries of diverse roles, relations and specific missions to find new levels of consensus.

Mastering ownerstratation and being at ease in a role that hinges on collaboration is a challenge that we believe is well within the reach of a talented, visionary CMO. The job description of the CMO of the future will likely include an ability to deal with day-to-day dynamics while remaining sensitive to the variable nature of multiple contexts. It will also require the CMO to strike a sound balance and recognize when best to orchestrate and when to take ownership, in line with the mandate of the day. An important implication of this new playbook is that the operating models and success metrics of each project will need to be negotiated case by case with the appropriate players, taking into account the competencies and hierarchies involved. We would also note that because of the variable nature of the job, the CMO-Ownerstrator must be able to fluently deploy both of the key values whose absolute neutrality must remain clear to everyone at all times: collaboration and authenticity.

Collaboration as a strategy: from soft skill to intangible asset in a connected reality

04.2

Within a society that has been definitively restructured at all levels along the lines of a network, collaboration is perceived less as the soft skills of times past but as an intangible asset, permanently seeking points of connection with people, institutions, other companies, suppliers and indeed with wider society.

Seen in this way, collaboration entails the deployment of a set of multifaceted forces and tools among people and/or entities to achieve stated goals.

Our CMO Community members agree that since the marketing function will be a major hub in the dense web of cross-connections, the relationships that the CMO fosters with the other C-level executives will need to be revisited and repurposed. For example, think of the relationship between the CMO and the CFO or CIO. With the former, the emphasis will be assuring constant alignment between the strategic goals of the marketing function and overall business metrics. With the latter, the primary needs will be to guarantee the development and maintenance of unique experiences powered by technology in order to meet customer requirements.

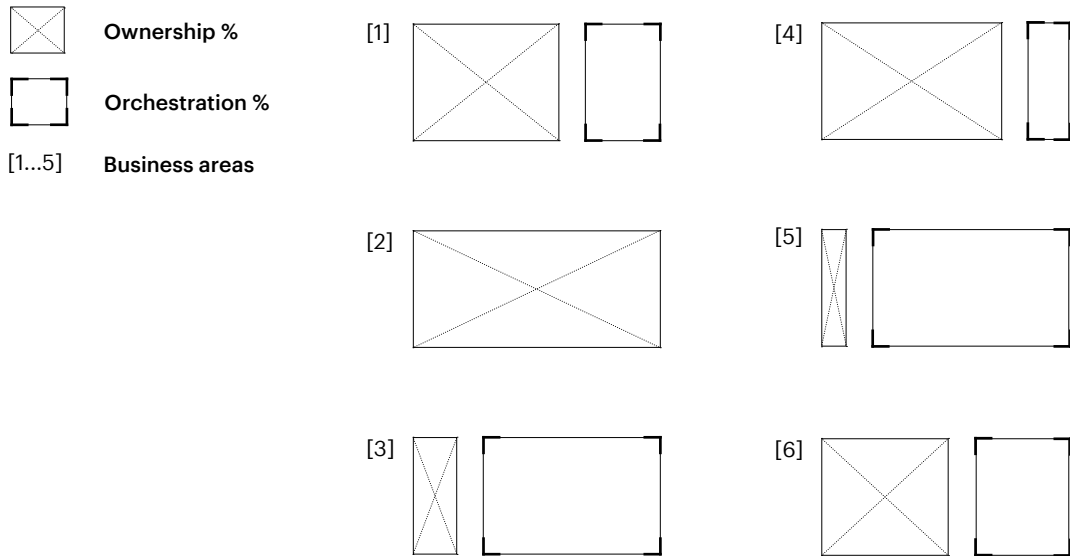
In both cases, the CMO acts as a spokesperson for the external environment. Without this input, it would not be possible for the company to join the dots between the demand for goods and services in a competitively advantageous time-to-market frame. Nor would it be possible to promptly implement the right technologies and orchestrate an inspiring narrative that generates support across the C-suite and stimulates their intended targets to adopt them.

It could be claimed that by acting in this way, the CMO is intervening as a “moderator”. We see it differently. More than anything else, in our view, it is an important exercise in collaboration. By executing their role in the manner described above, the CMOs of the future will be positioned to help evolve their respective companies’ organizational and operational models, influencing and guiding initiatives that support businesses in responding better and faster to the demands of their customers and stakeholders. It will be the responsibility of the re-empowered marketing function to do much more than identify gaps and areas for improvement. Our job will be to stimulate the entire network appropriately so that it almost organically generates shared solutions to given issues.

We willingly admit that the challenge we are delineating in this chapter is a complex one. Addressing it will require constant exchanges of ideas, cross-fertilization among competencies, and ultimately new talent management parameters. Other candidates for change include the company’s technology stack, in the event that it fails to respond to business and customer needs with the required efficacy. In this regard, companies will be relying heavily on the quantity and quality of the data available to them and on how creatively their people can use them to extract value.

The complexity under discussion here also has a positive angle: it can generate prosperity. If handled expertly, it can serve to relaunch the relevance of the T-shaped, manager, i.e. one who has a strong and growing vertical

background and a keen peripheral view that identifies and activates the right connections. Frequently, these happen to be C-level executives who have deep knowledge of marketing.



Authenticity: from brand attribute to system currency

04.3

As collaboration evolves into an asset that different company levels can use to create value, authenticity is the currency that the ownerstrator must put into circulation within the system of relationships that are created. It starts as the meta-value that is exchanged between the stakeholders but ultimately becomes tangible economic value for the enterprise.

Where did the desire for authenticity originate? From consumers, principally. It was they who implanted in the business system the seed of something very important to them. And they made it clear that they are vigilant but fair. They will sign up as loyal customers to reward the brands that they feel are honest with them. There are, of course, two sides to the coin: they are capable of unleashing the power of real-time technology to mercilessly expose the brands that deviate from their stated storylines.

Unsurprisingly, authenticity quickly became a new factor that companies had to monitor to safeguard the success of their business. It spreads with force across the entire chain of value creation as companies implemented measures to help them steer clear of potential reputational damage. On another front, for those companies who can live up to it, authenticity has become a badge of honor, helping them attract and retain talented personnel across their organizations. At the same time, potential candidates for positions in well-known companies, as well as members of their existing workforces, commonly scrutinize brands' authenticity to verify whether behaviors match storylines. In short, authenticity has shot up the value scale

across companies and is now firmly entrenched as a metric under constant surveillance.

Given the tight connection between corporate authenticity and consumers, the CMO is the curator-in-chief whose aim is to assure the maximum possible compliance across company processes. Consider, for instance, the impacts of the Supply Chain on the promises of environmental sustainability, and the complex manufacturing processes that would be needed to align products and services with customers' new sensibilities. We are not suggesting that consumers have somehow become the de facto company owners. But the fact remains that it is necessary to preserve a sense of balance between what customers are telling us and the DNA that distinguishes the brand and its proposition on the market. Where these two vectors meet in harmony is the ideal point of balance around which the perceived authenticity can thrive.

Authenticity—taken to be the common ground between a company's declared ethos and its true motivations—can potentially deliver an even greater positive impact for a brand. It can make it easier to decode the behaviors of those who represent and speak on behalf of a company and understand if and where to place trust in internal and external relationships. No less importantly, it also simplifies the task of identifying which areas are the best net contributors to a company's overall success and pinpointing which parts of the growth model may require retuning.

TO KEEP THE CONVERSATION GOING // OWNERSTRATION * * *		
How can we evolve the role of the marketing function given our ambition to orchestrate part of the work of other functions?	How can we best balance the CMO's ownership and orchestration responsibilities considering how near or how far the work of other functions may be from the traditional marketing perimeter?	What are the other characteristics of existing leadership models that, in addition to collaboration and authenticity, can help build the job profile of the CMO of the future?

What's next

Interim conclusions

05.1

Better Growth, Applied Purpose, Life-centric experience and Ownerstration: Each of these concepts brings new weight and responsibility to the role of the marketing function. Together, they represent a wave of innovation for marketers. But the list is not exhaustive, and marketing of the future will entail much more.

In the Accenture Song CMO Community, we have just begun our journey to explore what the future might have in store for the marketing profession based on the elements available to us at the time of writing and the likely future evolutions that our collective experience positions us to envision. We are proud of our first year of activity and the results of our initial series of debates. Our hope in this publication is that we can make an early contribution toward informing the future direction of travel of the roles of the CMO and the marketing function within corporate structures.

We would be honored to share our journey with universities, associations and professionals who operate in the marketing sector across Italy who may wish to join our debate. Our door is open to all who have constructive ideas that can enrich our research and help spread the outcomes.

As we await the opportunity to welcome new members to our CMO Community, we will continue our program of debates and our work on building and refining our proposal for a new ABC to help master a marketing practice that must remain relevant and fit for purpose within a changing corporate landscape.

Our ABC for Marketing going forward

A Manifesto under construction, letter by letter

06.1

The idea of devising an “ABC” for the marketing function of the future surfaced spontaneously during our CMO Community meetings this past year. We liked its originality and the challenge it posed for us: to creatively compile a guide that summarizes the vision and ambitions of our CMO Community.

In a world where #hashtags dominate communication and dictate how knowledge is classified, it seemed natural to us to return to the primary building blocks of our language: the letters that make up the words we use. Our endeavor is to lay new conceptual cornerstones to give updated significance to many keywords that as marketers we use every day, salvaging the best of what they contain but refreshing them for continued relevance.

Initial letter by initial letter, the words we focused on gradually formed a glossary that expanded as our work gathered pace. We have reached an important milestone after our first year of stimulating debates and want to mark the occasion by publishing what has grown to become an outline Manifesto that will evolve over time. All words have permanent and flexible components. Permanence is given by the letters used to spell them, while flexibility is the margin for maneuver at the level of their meaning. And all languages and their words are living organisms, spoken by living human beings. The vast array of our daily experiences can inspire new connotations for existing words—and bring new words into being. This is why we are proposing our volume as a work in progress and have deliberately not assigned a word to every letter in our glossary. We are leaving ample space for new members of our CMO Community to join the debate and help us progress our initiative by adding new words, expressions and meanings.

**All watched over
by machines of
loving grace**

06.2

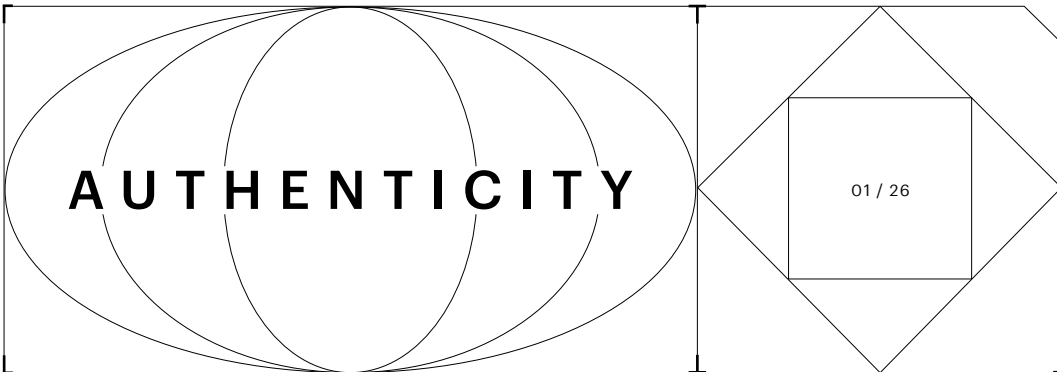
To enhance the creative flair of our output, we started a dialogue with some of the well-known emerging platforms, such as Midjourney and Dall-E, that use AI to generate images. They are rapidly revolutionizing the very concept of creativity, elevating it from a place where software is a tool that executes human commands to one where it co-creates, using algorithms.

Thanks to giant advances in technology, we are now in a scenario where humans and artificial creative partners are on equal terms. Interactions with solutions of this type are radically different from those with traditional software, as they are not based on graphic interfaces but on textual prompts in the form of single words or entire sentences. The human component of the creative couple can use these prompts to stimulate the digital partner to produce an image that can subsequently be refined through further interaction. In this back-and-forth digital dance between human and machine, each propels the other to greater creativity in a process that enables both sides to learn.

We used this innovative approach to define the visual aspects of our ABC for the marketing function of the future. The result is a series of letters that artfully reflect the dynamic nature of our work in progress.







When what you would like to be matches who you really are as defined by your actions.

— Authenticity is a powerful value that contemporary brands and companies must bring to the market, scaling it as widely as possible to earn the trust of the target consumers. In a world of infinite choices, short attention spans, and increasingly granular communication ecosystems permeated by white noise, authenticity can be a company’s most strategic asset.

ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + AI	Marcello Pirovano	19 min
	A.I.	A.I. GENERATION TIME
	Dall.E	1 min

PROMPT • Hyperrealistic organic shape of letter A



పిస్టన్

వాల్యూమ్

గ్రాస్

నెట్

కాంప్రెషన్

ఇంజన్

పంపు

కాంట్రోల్

ఫీల్డ్

సెన్సార్

వైర్

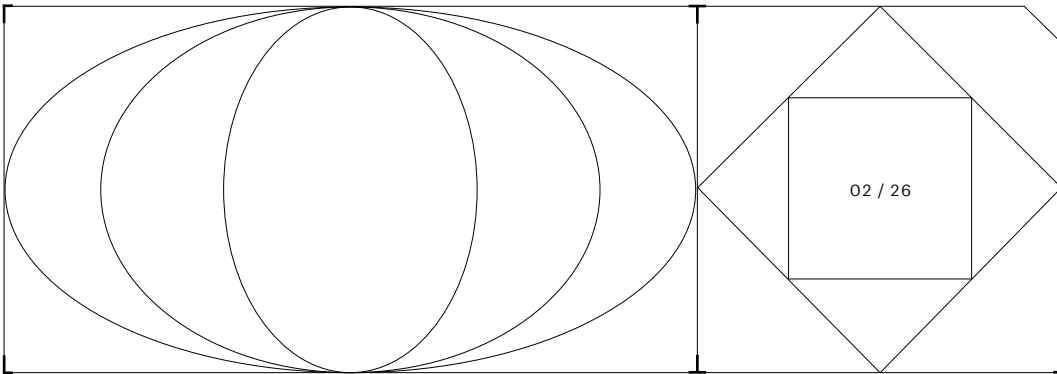
కనెక్షన్

బేస్

మౌంటింగ్

బ్రాకెట్

స్క్రూ



— Our work is not over. Many letters in our ABC have yet to be filled. Let's give new meaning to Marketing together!

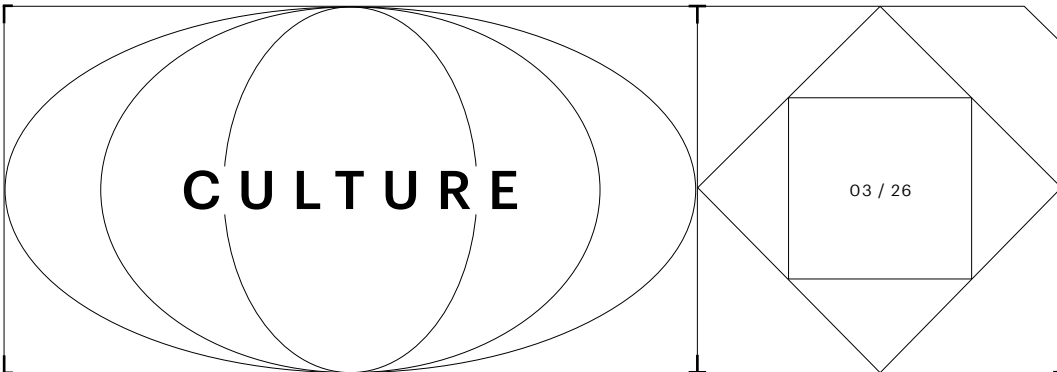
Share your ideas for unfilled letters by writing to:

song.marketing.italy@accenture.com

ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + A.I.	Matteo Baratin	30 min
	A.I.	A.I. GENERATION TIME
	Dall.E	2 min

PROMPT • A futuristic neon lit cyborg letter B





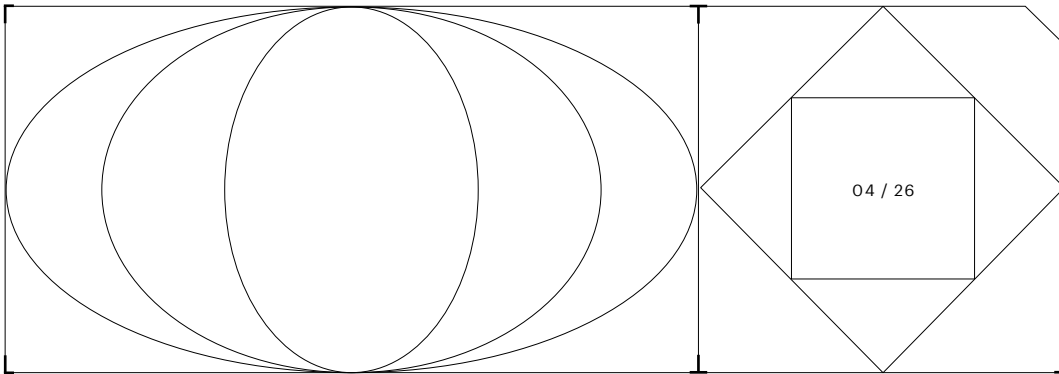
The set of lasting, fundamental values shared by a community or organization.

— No transformation within an enterprise can become a valuable asset unless it also changes the underlying culture of the time and chimes with the overarching corporate culture to generate value.

ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + Digital toolset	Secil Kaya	90 min
	DIGITAL TOOLSET	MODELLING TIME
	Adobe Susbtance 3D Adobe Dimension Adobe Photoshop	35 min

NOTE • The texture is a scanned marbled paper - pink, blue and red - by an historical Italian bookbinding workshop (1960s)





— Our work is not over. Many letters in our ABC have yet to be filled. Let's give new meaning to Marketing together!

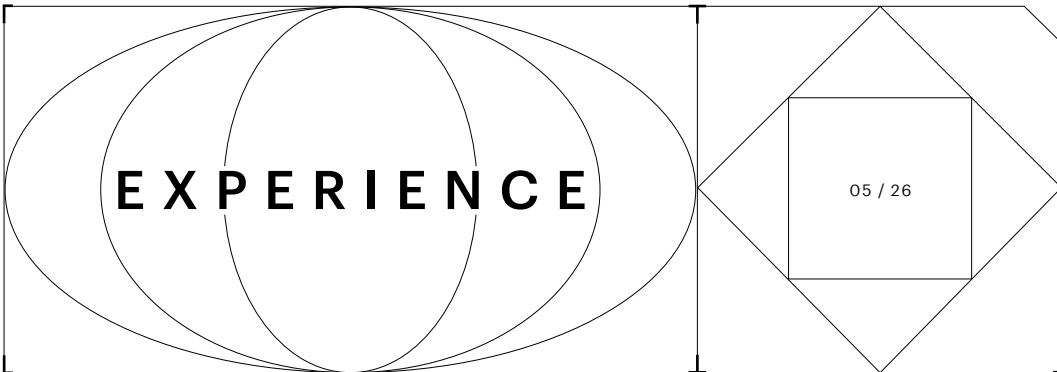
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song.marketing.italy@accenture.com

ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + A.I.	Duminda Perera	20 min
	A.I.	A.I. GENERATION TIME
	Midjourney	2.5 min

PROMPT • Letter "D" moon style made by pumice stone on a dark environment





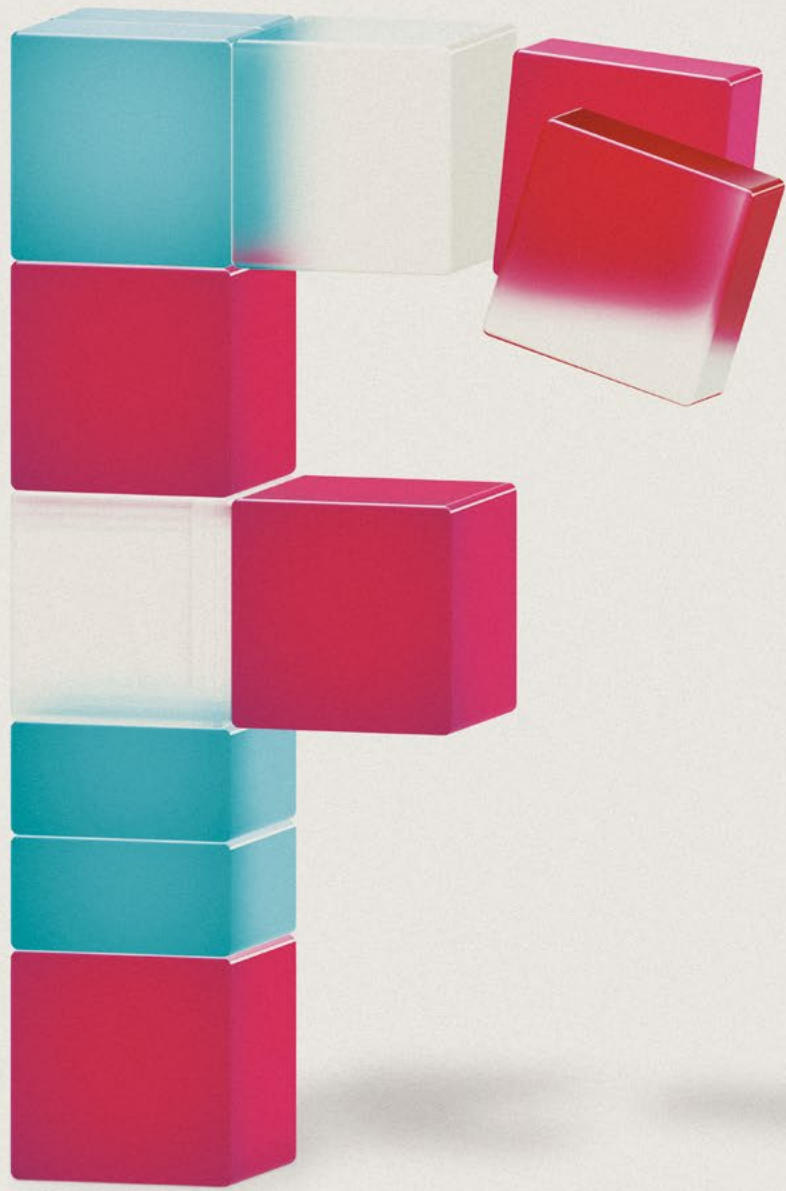
The emotion created by the sum of the impressions generated through interactions with a brand’s products and services over time is the most meaningful expression of the brand’s purpose.

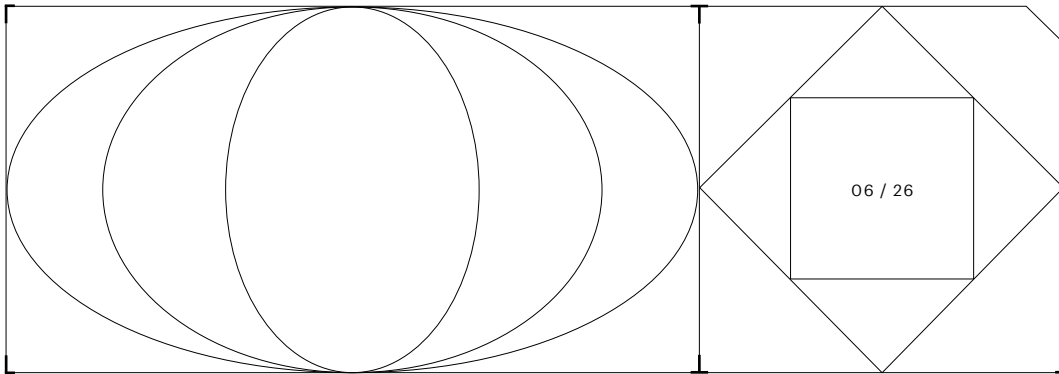
— To ensure that a brand’s experience is always unique and relevant, all of a company’s moving parts must be inspired by a shared vision based on the needs and aspirations of its customers.

The only way to establish an open and trust-based relationship that testifies to the values at the heart of a company’s purpose is to create a lasting, memorable, positive impact on people’s lives.

ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + A.I.	Matteo Baratin	30 min
	A.I.	A.I. GENERATION TIME
	Midjourney	1.5 min

PROMPT • Letter “E” opalescent flowerpunk made of vibrant opal forming, photorealism, 3d render





— Our work is not over. Many letters in our ABC have yet to be filled. Let's give new meaning to Marketing together!

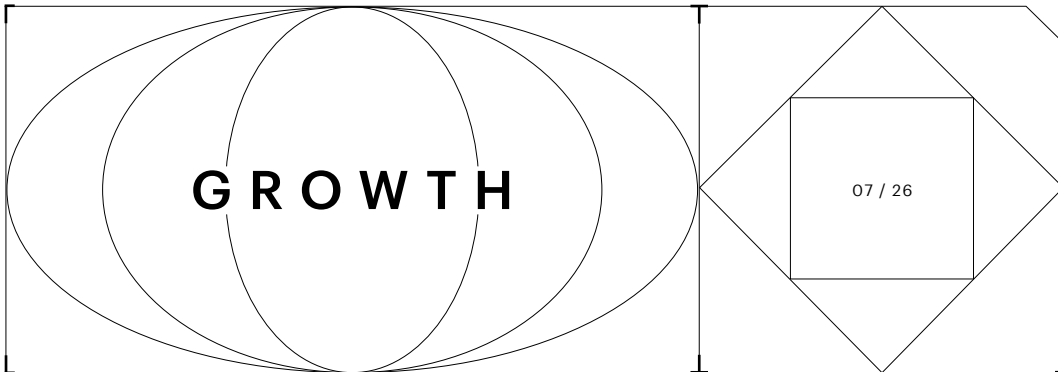
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song.marketing.italy@accenture.com

ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + Digital Toolset	Matteo Baratin	17 min
	DIGITAL TOOLSET	MODELLING TIME
	Spline	56 min

NOTE • a 3D model made by colored sandblasted glass blocks





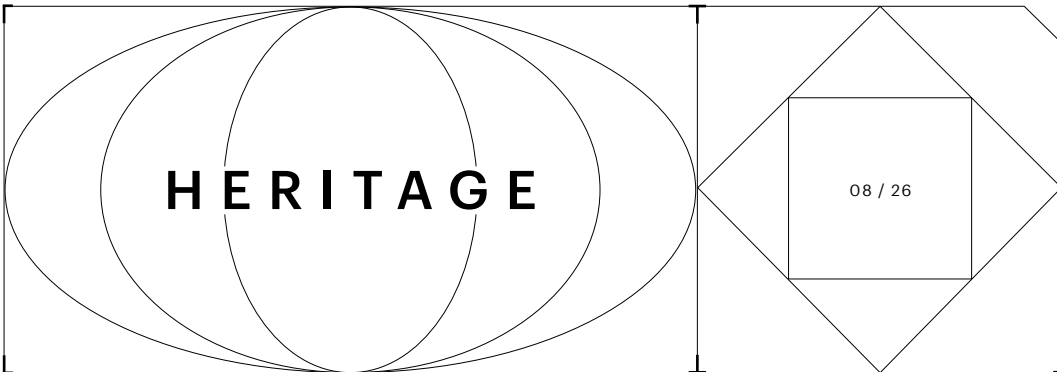
No longer measured in terms of “How Much”. The new metric is “How”.

— Growth must go beyond improved financial performances to factor in the organic development of a company and its ecosystem. “Better Growth” indicates stronger ethics and a capacity to create new types of value and satisfaction that transcend the cycles of production and consumption to reverberate positively in a domino effect across wider society.

ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + A.I.	Marco Fasoli	32 min
	A.I.	A.I. GENERATION TIME
	Midjourney	3 min

PROMPT • Letter “G” made of fungus Physarum Polycephalum, baroque texture, on black and clean background





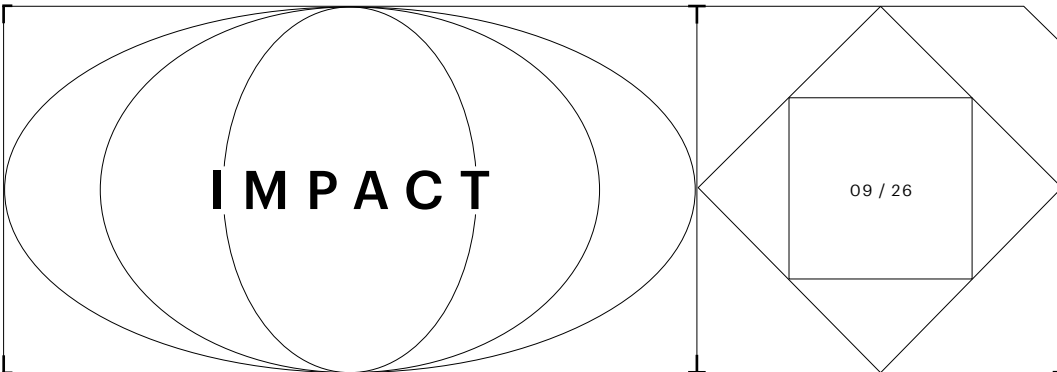
The wealth of values and permanent value that a company builds over time, considering its past and its future.

— Heritage embraces the company’s history and how it shaped its unique identity in the eyes of consumers and competitors but looks with equal intensity to the future for inspiration on how to build a legacy for the generations of tomorrow.

ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + A.I.	Marco Fasoli	27 min
	A.I.	A.I. GENERATION TIME
	Midjourney	5 min

PROMPT • Letter “H” made of opalescent organic crystals and mold textures on a solid white empty background





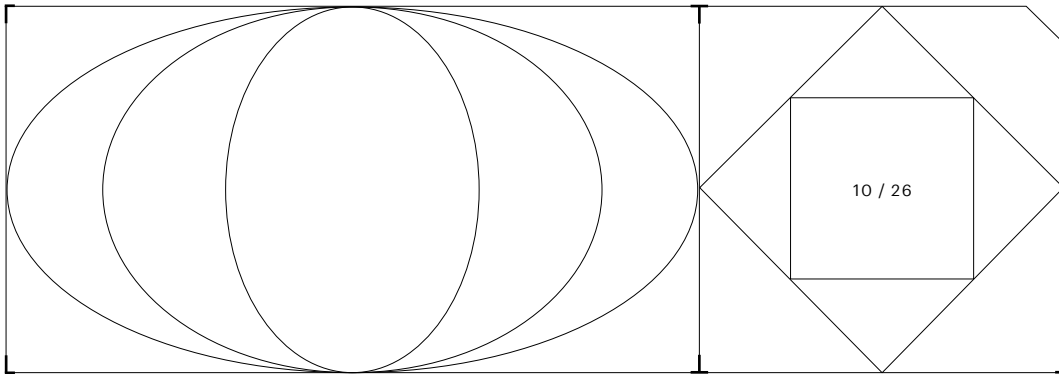
Our capacity to make a difference in the most relevant aspects of the lives of the greatest number of people.

— For companies, this goes beyond simply adhering to the sustainability agenda. It requires them to think deeply about the potentially positive effects that their actions can have on the environment, the ecosystem, and society.

ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + Digital Toolset	Matteo Baratin	20 min
	DIGITAL TOOLSET	MODELLING TIME
	Spline	36 min

NOTE • a 3D model made by colored sandblasted glass blocks





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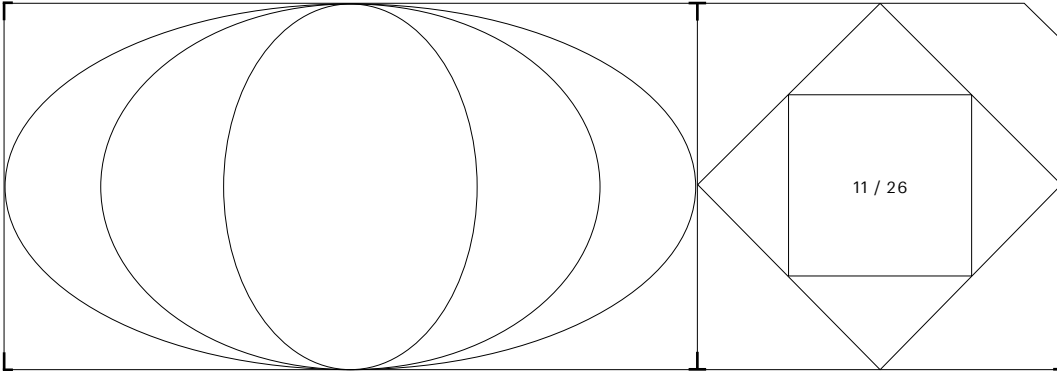
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ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + Digital toolset	Secil Kaya	90 min
	DIGITAL TOOLSET	MODELLING TIME
	Adobe Susbtance 3D Adobe Dimension Adobe Photoshop	35 min

NOTE • The texture is a scanned marbled paper - light blue and Sienna - by an historical Italian bookbinding workshop (1960s)





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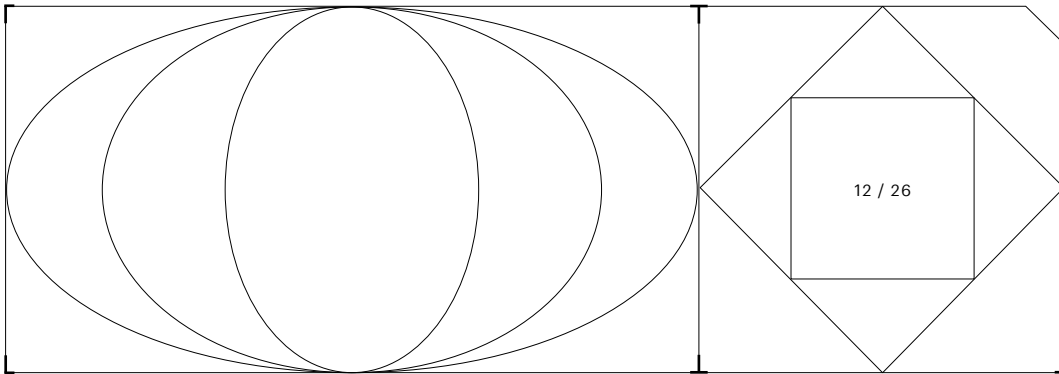
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ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + A.I.	Marco Fasoli	42 min
	A.I.	A.I. GENERATION TIME
	Midjourney	3.5 min

PROMPT • Letter "K" made of albatrellus pes-caprae, baroque texture, on solid white background





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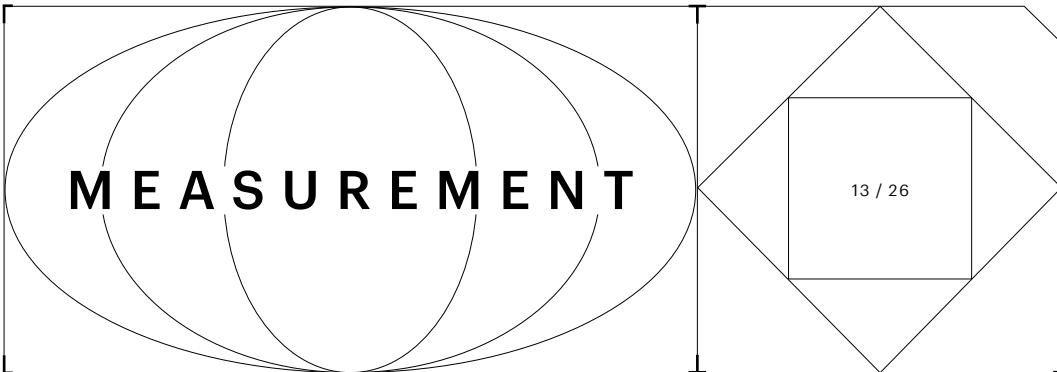
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ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + A.I.	Marcello Pirovano	15 min
	A.I.	A.I. GENERATION TIME
	Dall.E	1.5 min

PROMPT • Black 3D letter L made by tons of multicolor plastics, 4k hyperrealistic





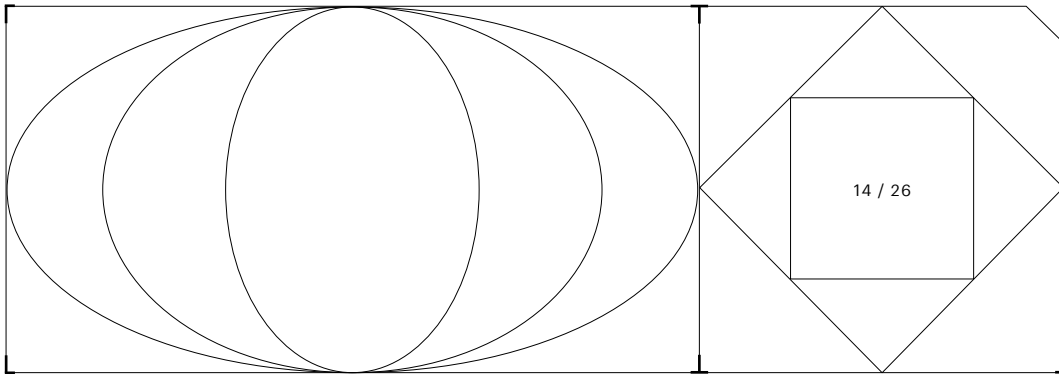
Numbers shared within and outside the company that objectively reflect how the marketing function has scored in terms of the quality of its behaviors and the value it has generated.

— The “How much” factor will have less weight in the measurement framework of the future. What will increasingly matter is “How”. Numbers are the new words in the story of the positive transformation that the company generated, culminating in “How” it produced 360° value.

ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + A.I.	Marco Fasoli	40 min
	A.I.	A.I. GENERATION TIME
	Midjourney	2 min

PROMPT • Letter “M” in the baroque style of Ernst Haeckel on a solid black background





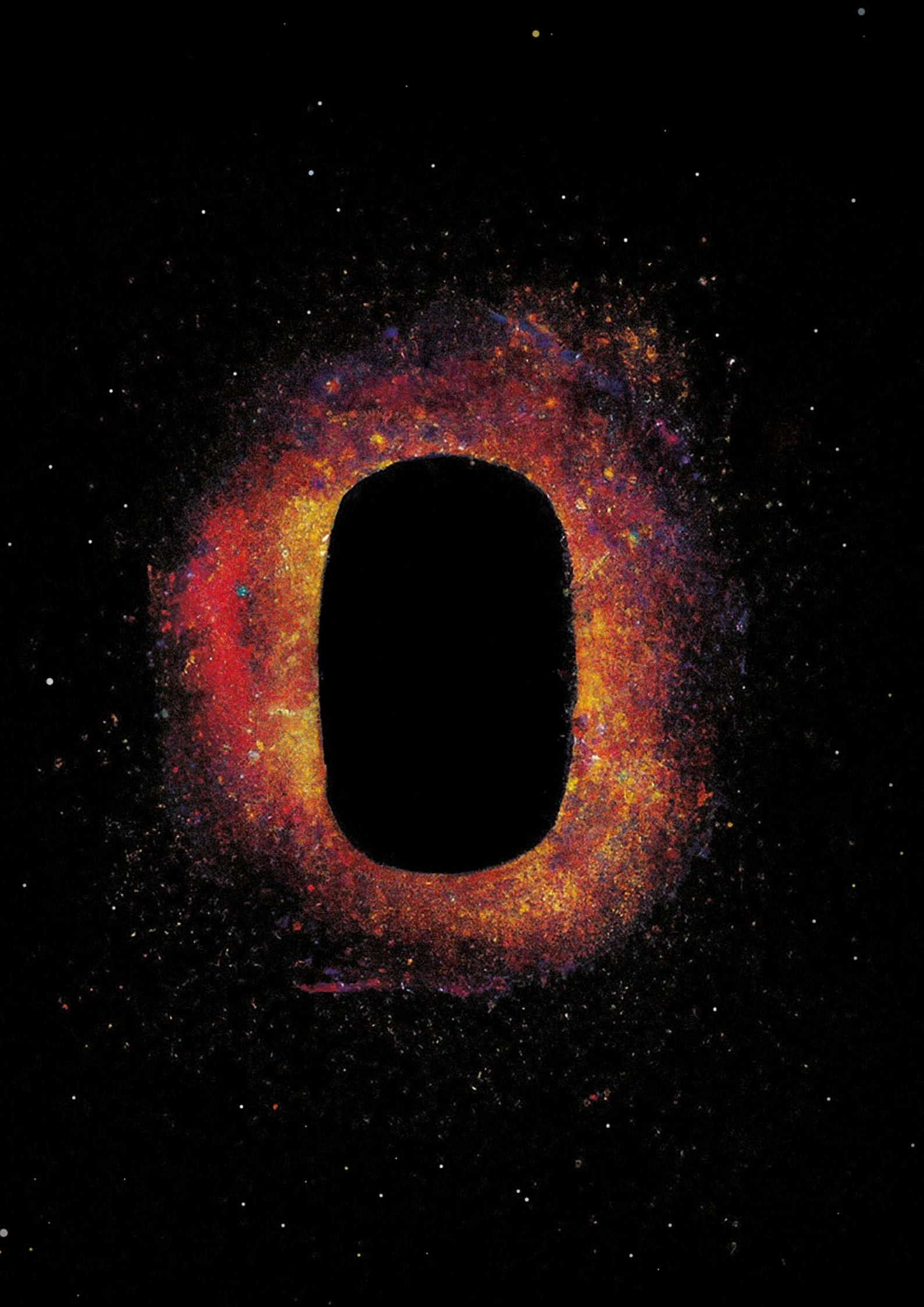
— Our work is not over. Many letters in our ABC have yet to be filled. Let's give new meaning to Marketing together!

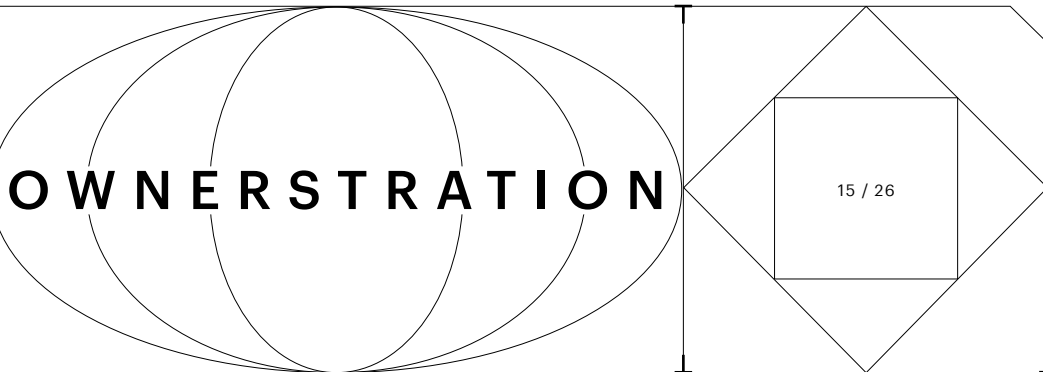
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ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + Digital toolset	Secil Kaya	90 min
	DIGITAL TOOLSET	MODELLING TIME
	Adobe Susbtance 3D Adobe Dimension Adobe Photoshop	35 min

NOTE • The texture is a scanned marbled paper - green, cream & cerulean - by an Italian bookbinding workshop (1960s)





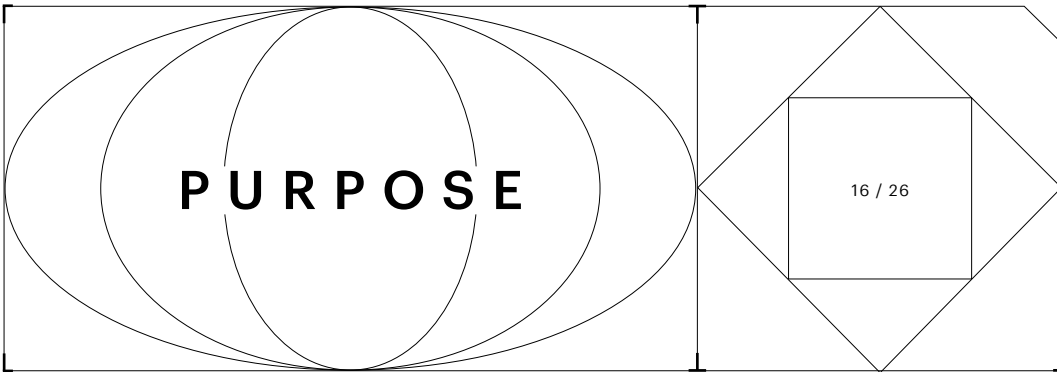
A new way of thinking about and executing orchestration that draws on the dynamics of confident ownership to embolden CMOs to be more proactive and embrace additional responsibility.

— Future CMOs’ way of working will balance their leadership and coordination talents and the activities they will perform inside and outside their respective companies based on specific mandates, contexts and goals and an enhanced sense of ownership for achieving the desired outcomes.

ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + A.I.	Marcello Pirovano	20 min
	A.I.	A.I. GENERATION TIME
	Dall.E	2.5 min

PROMPT • Letter O as a photorealistic galaxy in the dark space





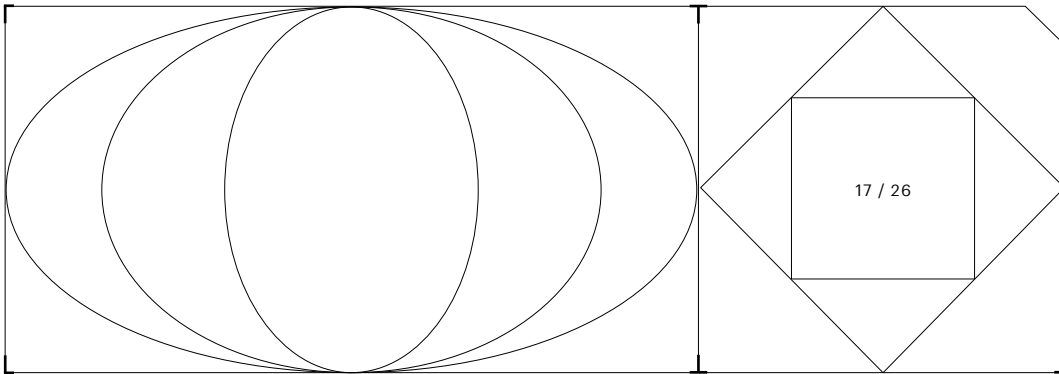
Why individuals and companies do what they do.

— A brand’s purpose cannot just be a nice-sounding storyline that ticks all the right boxes. It states how the brand aspires to act in all its internal moving parts, in the knowledge that the market, the press, the workforce and the customer base will be watching closely. It puts a brand under enormous responsibility to be transparent and coherent across its entire chain of value creation. We call it Applied Purpose.

ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + Digital toolset	Secil Kaya	90 min
	DIGITAL TOOLSET	MODELLING TIME
	Adobe Susbtance 3D Adobe Dimension Adobe Photoshop	35 min

NOTE • The texture is a scanned marbled paper - pink, blue and ivory - by an Italian bookbinding workshop (1960s)





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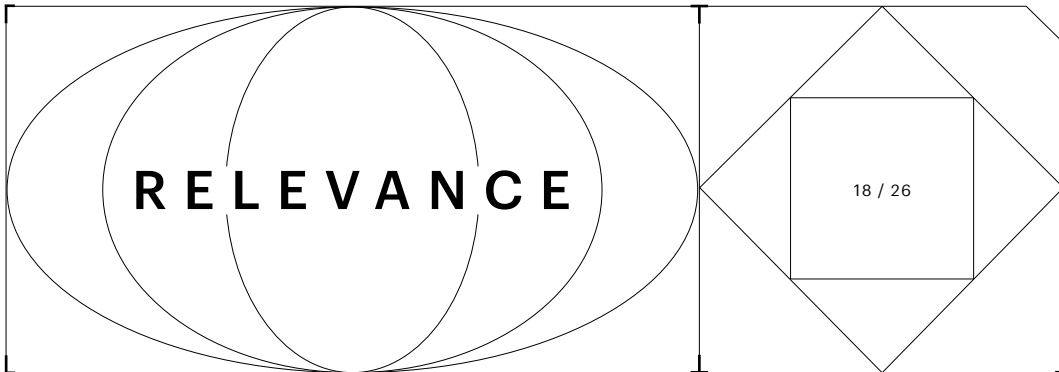
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ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + A.I.	Marco Fasoli	39 min
	A.I.	A.I. GENERATION TIME
	Midjourney	4.5 min

PROMPT • Letter "Q" in the style of a realistic circulatory system on solid white background





The value with which consumers reward you for being close to their lives.

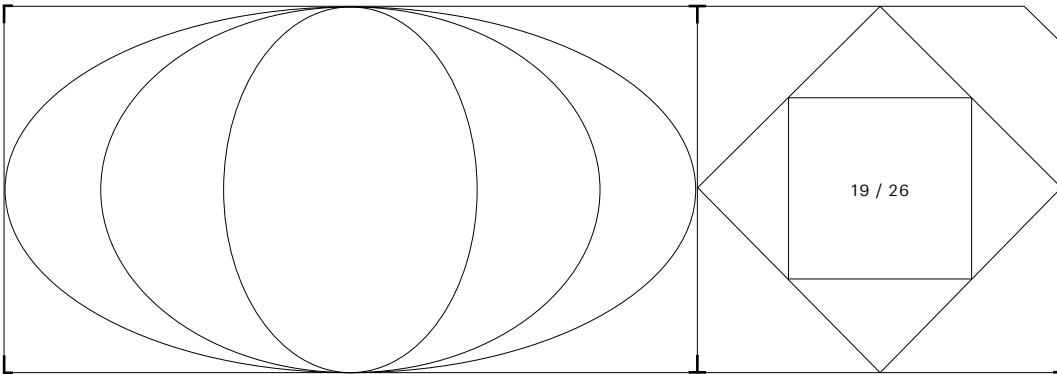
— The concept of customer centricity has been replaced by what we call “life centricity”.

The creation of experiences that consumers perceive as relevant to their lives is fundamental when building a brand’s value proposition. It can make a difference when responding to consumers’ ever-changing expectations and safeguarding competitive advantage.

ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + A.I.	Marco Fasoli	26 min
	A.I.	A.I. GENERATION TIME
	Midjourney	2 min

PROMPT • Letter “R” made of colorful rubber bubbles





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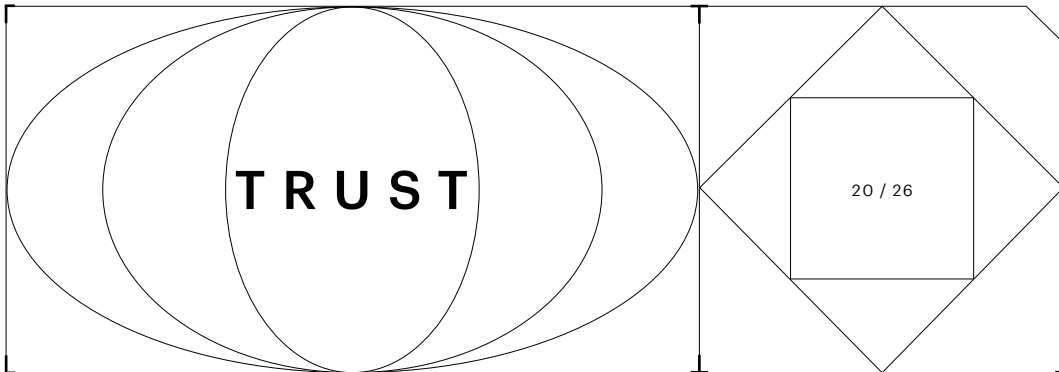
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ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + A.I.	Marcello Pirovano	40 min
	A.I.	A.I. GENERATION TIME
	Dall.E	1.5 min

PROMPT • Letter S made by an ocean of creatures, generative art





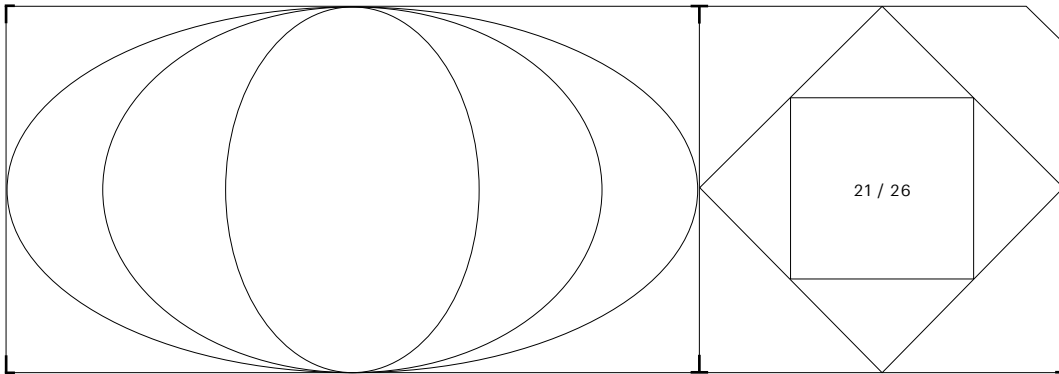
The strongest driver of choice and loyalty in a world that changes continually.

— Trust has to be earned. Once gained, it leads to customer loyalty, potentially for years. It can also be lost, sometimes easily. Because it has become so easy for consumers and stakeholders to follow brands' behaviors, trust has become a factor that on its own can make or break a brand's success in the market where individual preferences and economic outlooks are volatile.

ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + A.I.	Matteo Baratin	30 min
	A.I.	A.I. GENERATION TIME
	Dall.E	1 min

PROMPT • 3D render of a small pink balloon T letter in a light grey room





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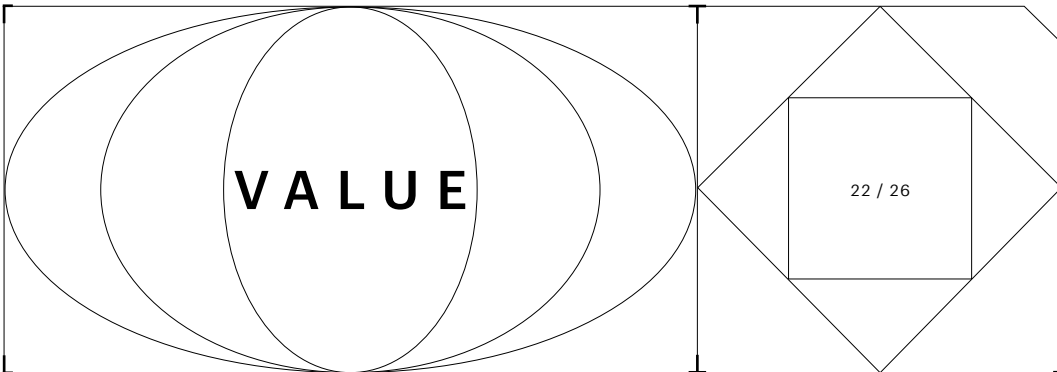
Share your ideas for unfilled letters by writing to:

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ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + Digital toolset	Secil Kaya	80 min
	DIGITAL TOOLSET	MODELLING TIME
	Adobe Susbtance 3D Adobe Dimension Adobe Photoshop	35 min

NOTE • The texture is a scanned marbled paper - ivory, brown & dark green - by an Italian bookbinding workshop (1960s)





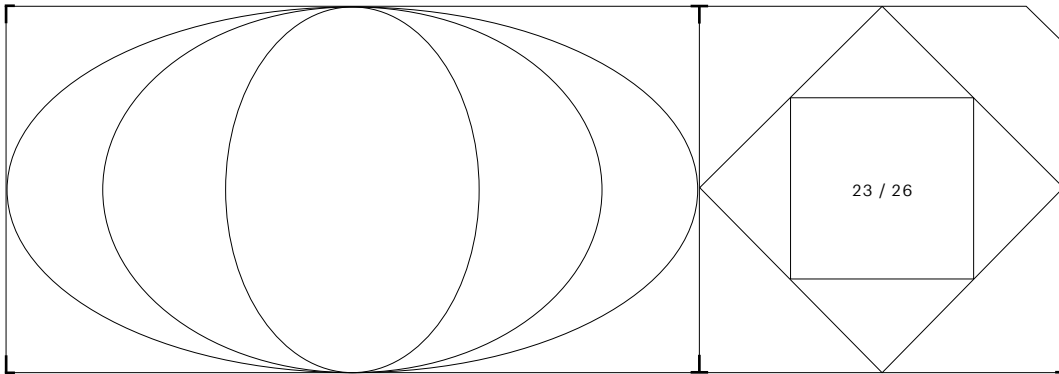
The total net worth that results from the contribution of every party within a company or ecosystem.

— Just as no person is an island, neither are companies. In a society that is increasingly horizontal and interconnected, the traditional value chain is being reshaped to better fit with the logic of a world based on ecosystems of diverse stakeholders not only business partners but also consumers.

ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + A.I.	Duminda Perera	18 min
	A.I.	A.I. GENERATION TIME
	Midjourney	1 min

PROMPT • Letter V made by cyberbank future, generative art



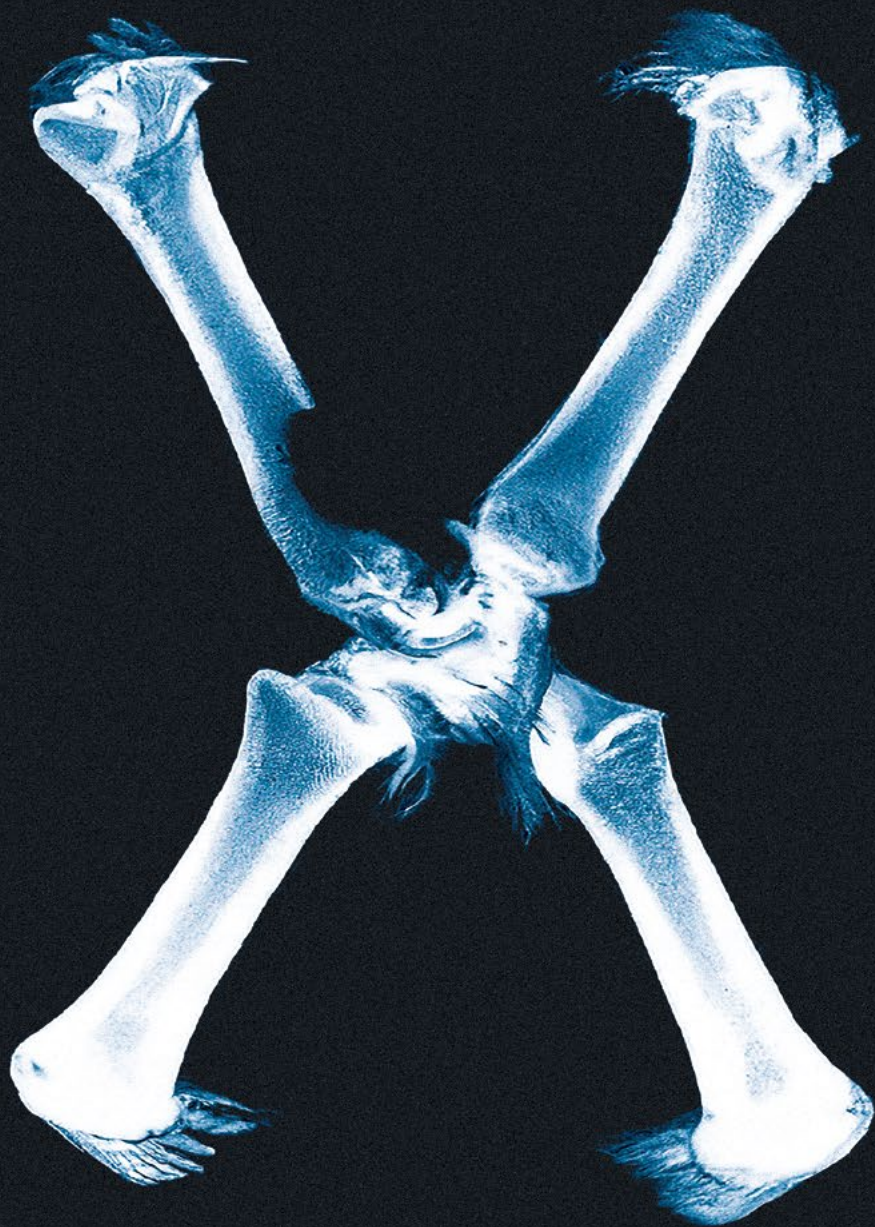


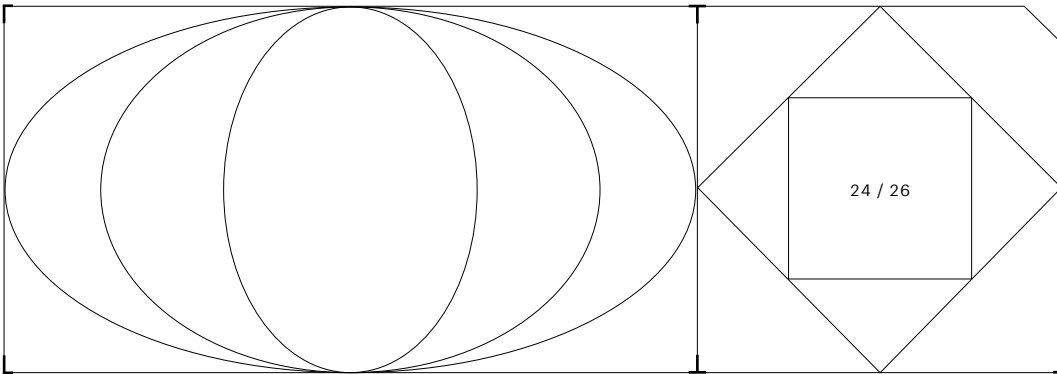
— Our work is not over. Many letters in our ABC have yet to be filled. Let's give new meaning to Marketing together!

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ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + A.I.	Marcello Pirovano	30 min
	A.I.	A.I. GENERATION TIME
	Dall.E	1 min
<p>PROMPT • "A black letter W" by Picasso</p>		





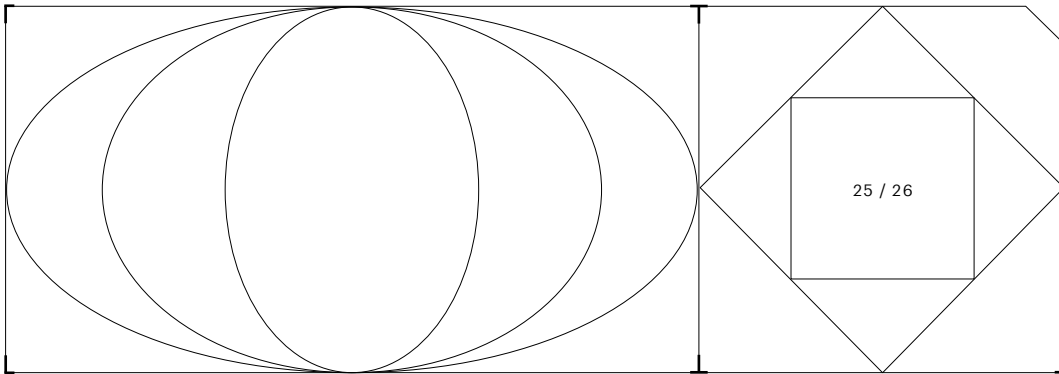
— Our work is not over. Many letters in our ABC have yet to be filled. Let's give new meaning to Marketing together!

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ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + A.I.	Marcello Pirovano	25 min
	A.I.	A.I. GENERATION TIME
	Dall.E	2 min
<p>PROMPT • X-ray of a letter X</p>		





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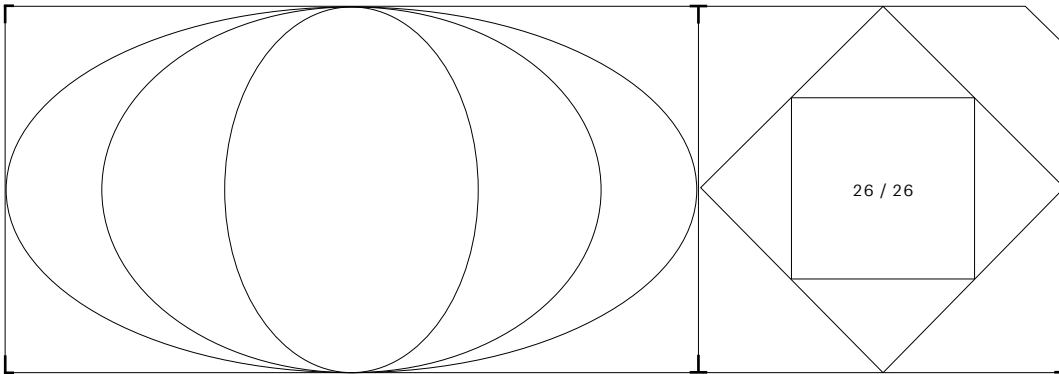
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ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + A.I.	Marco Fasoli	19 min
	A.I.	A.I. GENERATION TIME
	Midjourney	3 min

PROMPT • Letter "Y" made of organic mold and biologic particles on solid white background





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ARTWORK BY	HUMAN	HUMAN REFINEMENT TIME
Human + A.I.	Marco Fasoli	35 min
	A.I.	A.I. GENERATION TIME
	Midjourney	4 min

PROMPT • Letter "Z" made of opalescent organic embryogenesis, on solid white background



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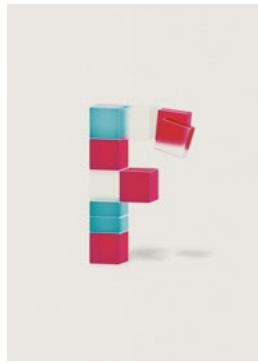
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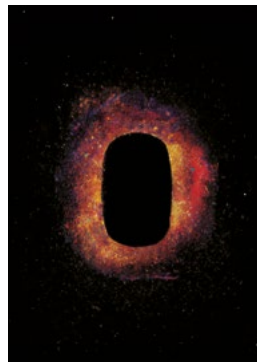
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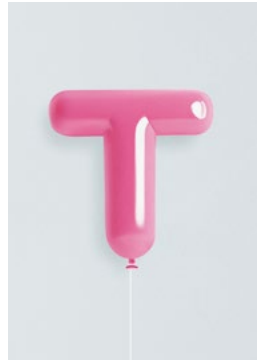
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- Matteo Baratin △
- Marco Fasoli ○
- Secil Kaya ◇
- Duminda Perera ×
- Marcello Pirovano ◇

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