




MARKETING IN 2024

Look elsewhere for predictions of what 2014 will bring. *Marketing News* decided to look a bit farther out. In an effort to help you develop a prophetic — and profitable — long-term strategic plan, we asked 11 marketers, futurists and educators what marketing will look like 10 years from now. It's a tough question, since technology is evolving at an ever-faster clip, and even these thought leaders were reluctant to guess — but they did. (Think personalization, data as currency, and brain implants.)

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Jonathan Becher

CMO of Walldorf, Germany-based enterprise software company SAP AG

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I'll steal a line from William Gibson, who says, "The future has already arrived; it's just not evenly distributed yet." A brand will look like a publisher and a publisher will look like a brand. What I mean by that is that most brands will have to be entertainment content. They'll serve up information with no ads, maybe even without product information or product promotion, but they'll compete for consumers' eyeballs by trying to be more engaging than traditional content mediators. ... More and more brands will partner with organizations that know how to create this engaging content: journalists, film producers, comedians, publishers. ...

"But the real fight for the future is less about the brand and the content, which is where our heads are now, and more about the data. ... Right now, as a consumer, we hand over our data for free, essentially, so that marketers can better sell us stuff. Frankly, that's how it works and it's a great trade for me, as a marketer, but as a consumer, it's a pretty lousy balance of equity. And if you believe, as I do, that data is the new oil, or maybe said less violently that it is the natural resource of the next generation and it is the thing that we should all be competing over, then my data should belong to me. Therefore, I should be compensated in some way for allowing brands to get access to my data. That's the next business that whoever will displace Google—because that's the other thing we know, it won't be Google in 10 years, it'll be someone else, a company we've never heard of—maybe that's the business that they're in."



Rohit Bhargava

Professor of global marketing at Georgetown University and author of *Likeonomics*

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We'll get to the point where crowdsourced reviews become so seamless and easy that [marketers] can offer what you might call micro-incentives. It will become a bartering position where consumers realize that the social profiles they've built for themselves can actually be valuable when it comes to saving money or getting better deals. ...

"The biggest change that I think will happen in the next 10 years is the idea that we can start to eliminate a lot of the waste that we have in marketing, which is a huge idea because we have waste on multiple fronts. Sometimes we reach the wrong person. Sometimes we don't have the right message for the right person. Sometimes we're in the wrong moment. And if we could have the right message for the right person in the right moment, and you have the ability to serve that up, then it would fundamentally change everything about how we market. We wouldn't buy impressions anymore; they'd be useless. And we would have 100% conversion, or close to it."



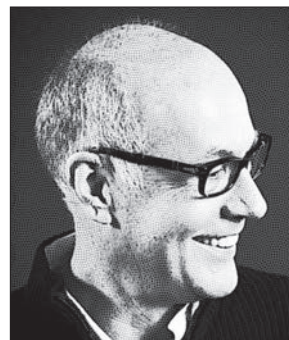
Pete Blackshaw

Global head of digital and social media at Vevey, Switzerland-based Nestlé
@pblackshaw

In 10 years, expect to see a convergence of heightened consumer control and greater, more accurate marketer anticipation and servicing of unmet and unarticulated needs. New forms of data analysis, fed voluntarily by consumers, will contribute to new levels of marketing precision. That said, advertising as we know it will change dramatically. In 10 years, brand success will be marked more by adding value or 'servicing' consumer needs. Digital, broadly defined, will open up a world of possibility on this front. For many brands, this new environment will heighten exposure. Today, consumers are starting to use QR code readers to go 'beyond the label,' as we put it here at Nestlé. In 10 years, such transparency will be woven into all parts of the consumer path to purchase.

"There will be few technical limitations on how we can reach and engage consumers. Virtually everything will be 'addressable' and powered by smart data streams, most of which will be voluntarily fed by consumers. In a 'mobile everywhere' context, small devices will serve as guides, sensors, alert mechanisms, and unlimited knowledge and content streams. Brands will play an important role in initiating or sponsoring such opportunities.

"That said, as with today, marketers will be faced with a very broad range of urgently important questions about the appropriateness of data usage, reporting and sharing of such services. And as with today, consumer choice and control must remain at the center of any such initiative."



Glen Hiemstra

Author of *Turning the Future into Revenue: What Businesses and Individuals Need to Know to Shape Their Future*
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There will be a basic disappearance of the boundary between the online world and what we think of now as the offline world. We'll be online and offline at the same time. That's almost the natural state of life now, that those two things have merged, but go ahead 10 years and imagine more wearable technology, glasses or wristbands, or jewelry or whatever. We will exist in those worlds simultaneously all the time, which means that the marketing messages will come to us constantly because it is then possible to know the context the person is in, by and large, and deliver a message in a timely way, which is different than it is even now. Ten years from now, barring some major cultural change, I expect you'll be immersed in potential messages all of the time. ...

"We're shifting from hunting and gathering for information to domesticating marketing information, taking it from random—although highly researched—processes now to much more personalized processes, or domesticated marketing. ... We'll be surrounded by screens, and most marketing messages in 10 years will be what we would now classify as video. There will be games and contests and pop-up stores, all kinds of social media, but 10 years from now, I predict that the primary tool of marketing will continue to be a kind of advertising production that we see now."



Rita J. King

Executive vice president of business development at
New York-based business consultancy Science House
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The future trend is that marketing teams are becoming empowered to see themselves as creators. There's this idea that there are the creatives and then there's the marketing team. We reject that. ... As marketing teams shift their definition of how they see creativity, there will still be certain skills that will be the responsibility of the agencies, such as producing the actual content. But the marketing teams will have a much stronger role in shaping the brief and understanding the right tone for the material to be presented to the customer. ...

"We're going to see a huge shift in the next five years towards mobile, local services, brands that enable you to do your own stuff. ... Any brand that offers customers the ability to execute more effectively on their own lives, those are the brands of the future, and those are the ones to watch.

"Brands will become a framework and what they are selling is an opportunity for their customers to more fully participate in their own lives. The brands of the future, the marketing messages of the future, are those that tie their offerings to some improvement in their customers' lives—not just the promise of improvement, but an actual, tangible framework for improving yourself. ... Eventually, we'll have technology inside us ... so we have to be careful how we integrate advertising."

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"Companies will be competing for you. They will be paying and incentivizing you for access to, and use of, your data."

—Chris Nurko, FutureBrand



Gerd Leonhard

CEO of Zurich, Switzerland-based consultancy and think tank The Futures Agency
@gleonhard

Marketing, as we know it in the past, has been a separate affair from production and R&D, which basically means that there are guys who invent stuff and guys who sell it. This will go away completely because products are already being perceived largely as having marketing built into them. For example, everything Nike does has the marketing built in. The running shoe that connects to the Internet sells itself. Instead of creating commercials, they have people upload YouTube videos of them using the shoes. ... We don't need advertising in the way that we needed it before the Internet. We need to create a value perception of what it is and then an outlet to talk about it. Marketing as a stand-alone art is going away.

"Even three years from now, we can expect things like complete integration of Internet access into everything—eyeglasses, and even brain implants, which are quite likely, or Internet on your iris so you don't actually wear glass. You just blink. You can control it using your brainwaves. Disabled people already do this through devices, or fighter pilots. You have this complete integration of digital access into our body. This is very scary to some people, but we already have mobile devices that are essentially our external brains. We're outsourcing our intelligence to the mobile devices. This digital universe is creeping into our lives at a

mind-boggling speed and in 10 years, it will be completely interwoven with everything. ...

"Everything you'll do when you connect, it creates a profile of you that can be used to predict things for you, like books, music, restaurants. Artificial intelligence becomes the driving engine behind e-commerce because it will be smarter than a thousand of my friends standing right next to me because they have much more data. This is obviously a huge privacy concern at the same time, but the benefit comes from hard information that you've typed in for the past 10 years. ...

"If we want to live in a world where marketers can reach us and be effective, and be meaningful, then they also have to respect our permissions and the feeling that we want to protect the little bit of privacy we may have left. Otherwise, we'll disconnect. ... For marketers, the No. 1 mission is to figure out how to create mechanisms to get engaged and to find out things, but also to leave me the space that I may want. Otherwise, I'll feel like I'm under the microscope the whole time and you're always going to pitch me something. ...

"We're finally getting to the point where marketing is not the art of selling something to people who don't want anything. It's becoming more of a curation environment: I curate which picture you're going to see and you want to see it. We're finally getting to the point where that's possible because we have the data. Every television will be connected to the Internet, so [as a marketer] I know who you are if you let me. This creates tremendous value for brands, but it also creates a huge disruption for broadcasters because they're not used to that direct relationship between brand and customer. In general, this is a very positive trend; it means that most of what we understand about marketing or advertising will be rewritten."



Andrew Markowitz

Director of global digital strategy at Fairfield, Conn.-based General Electric Co.

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Data and experience will be so integrated into people lives that it'll just be one and the same. The way a product is replenished, the way a service is renewed, you almost may not know you're being marketed to because there will be fantastic data, fantastic versioning, fantastic experience that will really erase some of the barriers that exist today.

"I can't say what content necessarily will look like. There will be third-party content providers, there will be proprietary content providers, but my guess is that it will be mostly about delivering the right service in the right place at the right time, not just delivering the right message at the right time.

"To say that the future will all be mobile is almost very 2005, to the extent that that's already a forgone conclusion. Looking forward, I see incredible personalization and customization. If you don't have something that is one-to-one, you will lose. Whether it's mobile or it's a billboard, if it's not one-to-one, if there isn't some way of using location as a cookie, or using personal data or opt-in data as a cookie, you're going to get wasted into irrelevance. The data that we have access to has to create that one-to-one opportunity. To me, that's what the whole promise of digital is: being able to create micro-relevance in a way that is way beyond anything that we've been able to do. If you don't have a great customized, personalized user experience at the center of what you do looking forward, you're going to lose out."



Gwen Morrison

CEO of Chicago-based The Store, WPP's global retail practice

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As a retail expert, I'm looking at the convergence of commerce and communication because we're already seeing lots of content embedded in e-commerce, and vice versa. There's this continuum of commerce and content that I think starts to get pretty interesting as we look ahead.

"Looking at in-home and out-of-home experiences, for example, obviously, Google Glass is the vehicle right now that people are looking at as a predictor of how we're bringing this on-demand environment, curating the world as you explore the landscape. That's putting everything on demand: content on demand, commerce on demand. ...

"As a brand, how are you facilitating this customer journey? Fundamentally, people want things customized, but they also like interaction with people. We've heard these predictions about the end of bricks-and-mortar retail, which is definitely changing or maybe has to be redefined, but it's not going away. People like interacting with other people, so you have to keep looking back at the fundamentals of human behavior and what people are interested in, and then evaluate these technologies to understand how they're really serving people's fundamental needs."



Chris Nurko

Global chairman of London-based brand consultancy FutureBrand
@cnurko

The world population is growing rapidly, and more people means more content and more connectivity. Connectivity and content are going to be governed by the rules of privacy and intellectual property in Europe and North America. IP and privacy will be the No. 1 issues in 2024, absolutely. This is the biggest zeitgeist change. All of a sudden, your data, and the knowledge about you and your data is going to be governed and legislated. Therefore, permission and freedom to operate become critical. That will be based upon a company's ethics, their transparency and their values, but it will also be governed by how the data is being used. Is it being used in a selfish, closed marketing system? Is it being sold? Is your data now of value? ...

"The whole idea of customer acquisition and retention, which has been pretty one-sided for the past 20 or 30 years—meaning the company acquires and the company retains you—is going to be the other way around. Consumers will give permission not only to be acquired, but, more importantly, to be acquired in a way that is putting the power in the hands of the consumer.

"Companies will be competing for you. They will be paying and incentivizing you for access to,

and use of, your data. But marketers won't pay for the data in a traditional sense, whether it's shares or bitcoins or dollars. You're going to be paying in different ways, which means a redefinition of rewards and loyalty incentive schemes because when you buy into a brand and the brand buys into your value, there is an equitable exchange. If that exchange is protected around issues of privacy and data control, then all the better. That will be the dialogue that marketers 10 years from now will be having, and not as a debate. It will be either the de facto or de jure practice. Every click is a transaction, and every transaction carries with it a trail of data and preference. ...

"There could be a whole new concept in 2024, which is some really unique way of finding who you are, and you managing that in a gatekeeper sense. Let's call it 'Userbox': chris@userbox. It may be a universal protocol that's been created and 'Userbox' will allow you to filter everything from e-mails to messages to pictures to Skype to redirecting a physical post. There will be a new generation or paradigm, a new interactivity portal that will help you control, and help marketers get access to, you as a distribution channel. The demands for privacy and protection and intellectual property ownership will demand some means of aggregation and protection. ...

"You will see customers cluster into very small advocacy-user groups that will become almost part and parcel to the production process, supply chain and marketing chain. They will be the center of control and gravity—and those will be the consumers, and the consumer insights, that [marketers] will be seeking to use and leverage."



Eric Pakurar

Executive director of strategic planning for North America at New York-based digital marketing agency Geometry Global
@pakyouare

Millennials, more or less, will be the ones running the world in 10 years. If you think about the values that they hold as a generation, they are really excited and gravitate to immediacy and things that take the stuff out of their lives, like the Kindle. ... If you think about that as an intent or a need, that's a world where I'm trying to cut things out of it, instead of adding stuff to it. Our blunt approach to marketing ends up with an absolute bombardment of messaging to any one consumer at any one time. The way we're going to reach people is going to help them cut out a whole load of that bombardment from their lives and they'll only see what they need to see. ...

"Celebrity endorsements will go away. The way I'm going to find out about something new is through people who I trust, through an authentic experience. This will be someone who's like me but has slightly better judgment than me—like Jon Stewart, just a 'regular guy.' It's that idea of authenticity.

"The idea of transparency will be a necessity going forward. We'll have to be transparent about our methods, about our supply chain and about how a whole company does business."



J. Walker Smith

Executive chairman of London-based consultancy The Futures Company
@jwalkersmith

The future of marketing will be wholly shaped by digital technologies—but not the digital technologies of today. ... Technology is now pivoting away from active systems—digital devices such as smartphones and tablets—to passive systems. Wearable technology, facial recognition, biometrics, eye tracking and more are the future. Consumers will do less, but the payoff for marketers will be much richer information and an enhanced ability to deliver value. Real-time cues will customize offerings, pricing and delivery. Managing contextual cues will be as important as, if not more important than, communicating personalized messages. Algorithms and experimentation will replace psychology and vision as the heart of marketing.

"With active digital technologies, consumers have taken control away from marketers. Passive digital technologies will wrest some of this control back to marketers, but the value equation will be more satisfying to consumers and thus worth this rebalancing of power.

"Ultimately, the future marketplace will be shaped just like always. Control follows information, so as passive digital technologies put more information and insights in the hands of marketers, they will regain more control." **m**

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